

A Special Meeting of the Common Council of the Town of Clarkdale was held on Friday, February 4, 2011, at 9:00 AM at the Community Room of the Administration Building, 39 N. Ninth Street, Clarkdale, Arizona.

CALL TO ORDER - Meeting was called to order at 9:00 AM by Mayor Von Gausig.

Town Council:

Mayor Doug Von Gausig
Vice Mayor Richard Dehnert

Councilmember Patricia Williams
Councilmember Curtiss Bohall
Councilmember Bill Regner

Town Staff:

Town Manager Gayle Mabery
Community Development Director Sherry Bailey
Human Resources/Community Services Director Janet Perry
Police Chief Pat Haynie
Utilities Director Wayne Debrosky
Public Works Director Steve Burroughs
Town Clerk/Finance Director Kathy Bainbridge
Clarkdale Sustainability Park Manager Jodie Filardo

1. UPDATE ON 2011 STRATEGIC PLANNING PRIORITIES

(Updates in bold/italics)

STAFFING STRUCTURE & ORGANIZATIONAL DEVELOPMENT

- ❖ Adjust Work Flows and Service Delivery to Accommodate Loss of Two Eliminated Positions (***Complete***)
- ❖ Restructure Assistant Town Manager Position and Responsibilities (***Complete***)
- ❖ Explore Additional Voluntary Programs That Could Result in Staff Reductions (***Volunteers helped soften the blow of loss of staff – 910 Volunteer Hours Logged; 540 Restitution Hours Logged***)
- ❖ Continue Monitoring Revenues and Expenses to Determine Impacts on Staffing Levels and Service Delivery (***On-Going***)

DELIVERY OF TOWN SERVICES

- ❖ Explore Opportunities to Supplement Staff Resources By Addressing Efficiency/Organization of Boards and Commissions (***HCB and LAB meetings reduced to bi-monthly***)
- ❖ Increase Volunteerism and Identify Roles for Volunteers to Provide in Clarkdale (***On-going and Coordinated by Community Services Department; 910 Volunteer Hours Logged; 540 Restitution Hours Logged***)

- ❖ Explore Job Training, Safety and Liability Issues for Volunteer Programs (**In Progress**)
- ❖ Communicate Impacts on Services That Result from Staff Reductions (**On-Going**)
- ❖ Explore Further Special Projects and Grants that Utilize Provide Opportunities to Utilize Existing Town Staffing Resources (**Has Been Utilized Effectively and Is On-Going**)

FINANCIAL PLANNING AND ADMINISTRATION

- ❖ Develop Trial Budget and Hold Trial Budget Public Meetings (**Complete**)
- ❖ Formulate Depreciation Policy (**Partially Implemented in Practice, On-Going**)
 - Evaluate Appropriate Reflection of Depreciation in General Fund, Enterprise Funds and Streets Fund
- ❖ Recommend Wastewater/Water Rate Structures (**Water Rates Adopted**)
 - Evaluate the establishment of a target for gpcd
 - Evaluate water rate tier structure; incentivize low water use
- ❖ Develop Sanitation Capital Fund Policy & Evaluate Rate Structure in Sanitation Fund (**Partially Implemented in Practice, On-Going**)
- ❖ Define Policy for Fund Balances (**In-Progress**)
- ❖ Define Cemetery Financial Strategy (**Complete and On-Going**)
 - Explore Conversion of Cemetery From Enterprise Fund to General Fund (**Recommendations Made for Implementation in FY 2012**)
 - Evaluate Cemetery Fee Schedule and Policies For Payment of Fees (**Complete**)

SUSTAINABILITY

- ❖ Explore Options to Ensure that Sustainability is part of the Culture of Decision Making in Clarkdale (**On-Going**)
- ❖ Pursue Water Adequacy Designation (**Complete**)

ECONOMIC/COMMUNITY DEVELOPMENT

- ❖ Economic Development
 - Work with Property Owners in Downtown Business District to Explore Resources for Building Preservation (**Initial Steps Taken, On-Going**)
 - Explore Regional Enterprise Zone (**Initial Steps Taken, On-Going**)
 - Clarkdale Sustainability Park

- Secure Outside Funding for Project Administration of CSP (***Complete through April, 2012***)
 - Focus on Water Reclamation Project as 1st Phase of CSP (***On-Going***)
 - Consider Plasma Conversion Technology as one Long Range Option, Recognize Plasma Conversion Challenges as an Obstacle to Short Term consideration (***Complete***)
 - Ensure the Feasibility Study Has Full Evaluation of All Potential Sites for the CSP, Remain Open to the Use of Any of the 3 Identified Sites (***On-Going***)
- ❖ Land Use/Community Development
- Amend Development Agreement for The Highlands Subdivision (***Complete***)
 - Explore Wastewater Collection Options (***Short-Term: Complete; Long-Term: On-Going***)
 - Discuss Public vs Private Parks in Subdivision (***On-Going***)
 - Explore Options to Address Requirement for Public Facility (***Complete***)
 - Annexation of Clarkdale Metals Property North of Existing Town Boundary (***Property Owner not interested at this time***)
 - Explore Boundary Agreement with Town of Jerome (***No Progress***)

PARTNERSHIPS, COMMUNICATIONS & INFORMATION TECHNOLOGY

- ❖ Retain and Enhance Existing Partnership with League of AZ Cities and Towns (***Very Strong Relationship; On-Going – Mayor Attended National League of Cities Conference to Represent the League of Arizona Cities and Towns***)
- ❖ Approach Legislative Advocacy As a Shared Responsibility Among Mayor and Council (***On-Going***)
- ❖ Strengthen Relationship with Clarkdale Chamber of Commerce (***Made Progress in 2010; On-Going***)
- ❖ Strengthen Relationship with Verde Valley Regional Economic Organization (VVREO) (***Very Strong Relationship; On-Going***)

ANOTHER LOOK BACK ON 2010 - Attached

2. VISION MISSION GOAL

Clarkdale Sustainability Park Manager Filardo led a PowerPoint presentation regarding VMG – Vision Mission Goal.

A Vision describes the future – where you are headed or where you want to end up. It defines how the organization would like to be regarded by those it serves and focuses on the distant future, looking ahead about five to ten years or longer.

After discussions of other Vision Statements, the Council decided on “A Place That Makes Sense”.

A Mission is all about today, the reason for the existence of the organization, and what the organization is providing in pursuit of its vision. It summarizes the organization's focus for the next 12 to 18 months, moving the organization closer to accomplishing its vision.

After discussions on a variety of Mission Statements, the Council decided on “The Town of Clarkdale Provides Visionary, Innovative, Sensible Governance; Responsible and Resourceful Delivery of Services; and a Sustainable Quality of Life in an Engaging Community of Citizens and Enterprise”.

Guiding Principles for an organization are a composite of underlying assumptions and values that define and direct organizational practices. They are a broad philosophy that guides the organization in all circumstances, irrespective of changes in its goals, strategies, type of work or leadership.

The Current Guiding Principles staff compiled are:

Accountability – We honor our commitments and take responsibility for our actions.

Caring – We show compassion and concern for others. We strive to be helpful and considerate.

Equity – We offer fair and equitable treatment to our citizens, businesses and colleagues.

Integrity – We tell the truth, honor our commitments, adhere to ethical standards, treat others with respect and act responsibly. We do the right thing because it is the right thing to do.

Leadership – We lead by example. We foster an environment that empowers and motivates others to successfully accomplish their objectives. We mentor and develop each other and our peers. We serve.

Respect – We treat others with civility, courtesy and dignity. We accept personal differences and treat others the way we want to be treated.

Stewardship – We strive to make the best use of resources within our control and to support others in doing the same. We recognize that we are caretakers of these resources.

Sustainability – We strive to take actions that meet the needs of the present without compromising the ability of future generations to meet their own needs.

Teamwork – We assist each other; provide each other feedback, exchange information, and execute our tasks in a timely and integrated manner. We recognize that we make better decisions and produce better results together than working alone.

Valuing Diversity – We accept and respect the importance of difference. We are inclusive. We strive to understand each other, and celebrate the rich dimensions contained in individuals and in the community.

After discussions of additional Guiding Principles, the Council decided to add “Creativity - We Look to Solve Problems and Meet Challenges in New and Unique Ways”.

3. TOPIC DISCUSSIONS INTRODUCED BY DEPARTMENT HEADS

Human Capital Challenges:

Reduction in staffing, shifting responsibilities, attritions, stresses on top of daily life. We need to give staff permission to do a lesser job.

Community Services and Quality of Life:

Human Resources/Community Services Director Janet Perry discussed the Library turning into an information and resource area, volunteerism, swimming pool, transit, recreation programs, and non-essential services. Social media - Twitter, Face Book, You Tube were discussed as a direction to move towards. How do we prioritize? What should be a basic level of services?

Economic Development:

Community Development Director Sherry Bailey and Clarkdale Sustainability Park Manager Jodie Filardo discussed Economic Development with the Council. They had a meeting with the Main Street Group. Historic buildings are not generating funds and lots of space is not being used. Should staff move forward in researching businesses in the Town of Clarkdale to see how they are doing and where they are at? Signage and branding would increase traffic and traffic patterns for entrepreneurs to possibly take advantage of. How do we encourage economic development on Highway 89A? We are on the cusp right now and need to be innovative. What is Clarkdale's role in economic development?

- The Council recognizes that we need to be in the business of Economic Development. We are hanging out the welcome sign, if it makes sense.
- We have not discouraged, but we have not encouraged either.
- Way finding signs in an interim, need to be immediate and getting final signs with CDBG grant funds.
- Is the Town interested in the brand as Clarkdale being the gateway to the Upper Verde River? No problem with the Town being associated with recreational aspects of the Verde River, but we may be spread too thin to do anything other than declare that.
- We need B-3 discussions.

Sustaining Infrastructure and Services:

Public Works Director Steve Burroughs explained that there are currently 4600 square feet of buildings, 82 miles of streets, 30 miles of alleyways, 100 miles of sidewalks, 1800 acres of grounds, and a fleet of aging vehicles to maintain. He stated that we need to build funds to maintain streets and buildings and get back on a chip seal rotation because we have immediate road needs. A single layer of chip seal is about \$65,000 per mile and we have about 40 miles that needs to be re-chipped over seven years. It costs about \$250,000 per mile to re-asphalt a road.

Mayor Von Gausig questioned how are we going to continue to maintain what we have, what is the cost of doing nothing, when are we going to pay that cost, and if you don't pay that cost what will happen? Bonding three million dollars for 20 years would cost about \$105.00 per year per household.

Mayor Von Gausig stated that the problem is enormous and cost of doing nothing takes away a town. Nature reclaims itself. There is a structural deficit going on.

Utilities Director Wayne Debrosky explained that water and sewer have a lot of needs also. If something happens, there is an immediate effect. Water infrastructure is antiquated. The biggest problem right now is solving the wastewater problem. It is a liability instead of a resource right now. Rates impact citizens and it will be difficult in the next five years to accomplish what we need financially. We need to depend on funding sources along with citizens, user rates can't fund alone and we need to decide how much should be borne by users and how much by everyone as public safety. The Council needs to be thinking about costs needed to take care of the Town, which are annual costs, not a one time cost.

Partnership Opportunities:

The Yavapai College Wine Program can provide many opportunities for partnering and economic development. The College is a very good partner and is interested in establishing a sustainable curriculum. We need to take more advantage of the College as a partner with water and sewer opportunities as well as intern programs. The College would like more acreage for a vineyard. One acre of grapes uses approximately 55,000 gallons per month which is equivalent to about 15 homes. The College needs to be a model for maximizing use of water for the vineyard.

4. BRAINSTORMING AND SELECTION OF STRATEGIC PRIORITIES

Community Services and Quality of Life	# Votes
➤ Community Programs (P&R)	8
➤ Spend Less on CAT	4
➤ Promoting/developing community outreach	3
➤ Fee based approaches (Community Services)	2
➤ Centennial	2
Economic Development	# Votes
➤ Coordinate with Cottonwood and Jerome with Historic Highway 89A	6
➤ Interim signage on Broadway	5
➤ B/3 interviews with major employers	3
➤ Way findings signs	3
➤ Stimulate local business and be open to new inquiries	3
➤ Industrial area development	3
Partnership Opportunities	# Votes
➤ Facilitate discussion with developers and College	8
➤ Engage College in viticulture/water use demonstration	6
➤ Sustainable Clarkdale/College partnerships	5

Human Capital Challenges # Votes

- Retention of human capital a priority 10
- Explore options for improvement of salaries and benefits 3
- Volunteer liability issues 3

Infrastructure and Services # Votes

- Road Funding 10
- Community solar gardens 6
- Charge true costs water, sewer, roads 6
- Five year plan for water and wastewater 6
- Conversion of Town facilities to sustainability 4
- Utilize Town facilities for revenue generation 3

Financial Planning to Administration # Votes

- Lobby State Legislature to protect/enhance revenue 1
- Realistic depreciation depletion accounts 2

Information Technology # Votes

- Maintain IT Services 6
- Convey Vision, Mission and Guiding Principles to staff and public 5
- Social Media 4
- Broadband infrastructure 2
- Community WIFI 2
- Electronic Council Packets 1

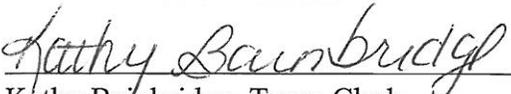
ADJOURNMENT - Without any further business, the Council adjourned at 4:30 P.M.

APPROVED:



Doug Von Gausig, Mayor

ATTESTED/SUBMITTED:



Kathy Bainbridge, Town Clerk