

Minutes of a Special Meeting of the Common Council of the Town of Clarkdale Held on Saturday, October 28, 2006

A Special meeting of the Common Council of the Town of Clarkdale was held on Saturday, October 28, 2006 at 8:00 a.m. in the Verde Valley Medical Center, Conference Room A, 269 S. Candy Lane, Cottonwood, Arizona.

Town Council:

Mayor	Doug Von Gausig
Vice Mayor	Jerry Wiley
Councilmember	Frank Sa (absent)
	Patricia Williams
	Curtiss Bohall

Town Staff:

Town Manager	Gayle Mabery
Town Clerk	Joyce Driscoll
Finance Director	Carlton Woodruff
Comm. Dev. Director	Sherry Bailey
Public Works Director	Steven Burroughs
Police Chief	Pat Haynie
Fire Chief	Jerry Doerksen
Asst. to the Town Manager	Janet Perry
Magistrate	Harry Cipriano

Others Present: None.

AGENDA ITEM: CALL TO ORDER – Mayor Von Gausig called the meeting to order at 8:10a.m. and noted that a quorum was present and that Council Member Sa was absent.

AGENDA ITEM: OPENING REMARKS – Mayor Von Gausig remarked that the budget is improving and the Town does have funds now to enhance quality of life. He compared what changes he’s seen in the last four years and noted changes to staffing. Town Manager Mabery noted that the Town had a few key projects over the last few years which are now complete or nearly complete and that she hopes this meeting will focus on the next five years and into the future. She explained that the Departments have been working on a strategic planning process themselves and she gave an overview of the meeting’s agenda.

AGENDA ITEM: REVIEW OF 2005 STRATEGIC PLANNING PRIORITIES – Public Works Director Burroughs gave an update on the following 2005 Strategic Planning priority:

Create a Reclaimed Water Master Plan

Staff Report: The reclaimed water master plan, scope of work was moved from the forefront of urgency when it was found that two major developments would be installing a portion of the needed infrastructure and could cause additional cost for replanning of the infrastructure layout.

The first component of that infrastructure will be installed by Mountain Gate from their package plant to their play field and an additional line carried along Eleventh Street to the Town’s central park. Another contributing project that’s scheduled for 2007 is the Highlands Development. They will be installing lines from their package plant to their parks within their site as well as a line running along Hwy 89A from Scenic Drive to the cemetery at Valley View Drive.

With these two portions of the Town’s reclaimed water infrastructure defined and being installed, this will allow for the scope of work to be completed by the end of November 2006 at which point an engineering firm will be put under contract by January 2007 to complete the Reclaimed Water Master Plan. The completed Reclaimed Water Master Plan is scheduled be brought before the Council for adoption May 2007.

Discussion included the following:

- That discharge into a wash adds to the river, not to the aquifer.
- The quality of discharge needs to continue to improve.
- The need for true long-range planning.
- The possibility of regional wastewater treatment.
- Acquisition of current re-use site to be used for a large community park.

Town Manager Mabery gave an update on the following 2005 Strategic Planning priority:

Develop Short and Long-Term Water Policies

Staff Report: During the November, 2005 Strategic Planning Session, the Council identified the development of short and long term water policies as a priority for the upcoming year. While there are a significant number of policy issues that will have to be addressed with our ownership of the utility, our focus to date has been on the most pressing issues, and many of those have been operating procedures. Progress that has been made on policy issues include:

- 1) Clarkdale and Cottonwood completed an evaluation process of the system rates and fees for the two systems and individually took amendments to those fees to their respective Councils so that the rate and fee structures and policies can be more closely aligned. The Clarkdale Council adopted the new fee structure in August, 2006.
- 2) Clarkdale and Cottonwood have been working together to develop a Drought and Water Shortage Contingency Plan that can be adopted by both communities and will solidify our compliance with statewide drought planning requirements. The Plan has been reviewed in several worksessions by both Councils since May, 2006, and most recently by the Clarkdale Town Council on October 24, 2006. Once adopted, this Plan will become a part of our water policy in the Clarkdale Town Code. Staff anticipates bringing a draft for adoption to the Council on November 14, 2006.
- 3) As we reported to the Council in May, 2006, Clarkdale and Cottonwood had hoped to have a Water Utility Operations Policy drafted that will meet the needs of both communities by September, 2006. Our plan was to have one of our consultants prepare the draft policy for review by the Work Group, and bring drafts to the Councils soon thereafter. We are now exploring the opportunity to hire a contract employee who would be tasked with drafting the Operations Policy in coordination with both communities.

In addition to the issues outlined above, we would

like to move forward in 2007 with developing long-term Water Resource Management Policies. Though separate from the daily Operations Policies, these two policies would work hand in hand to guide the Town's decision making with regard to water resource management. At the recent Yavapai County Water Advisory Committee Retreat, the WAC expressed an interest in having their Technical Advisory Committee (TAC) work with the Town of Clarkdale to develop Water Resource Management Policies. The members of the TAC bring a wealth of professional expertise on the subject, and, if we are able to work with them, could produce a model ordinance that could be used by other communities as well. We would look to this group to help identify the highest priority policy issues for the Council's consideration.

Finance Director Woodruff gave an update on the following 2005 Strategic Planning Priority:

Adopt Policies for Use of a 1% Construction Sales Tax Revenue and "One-Time Construction Generated Revenues.

Staff Report: An additional 1% Construction Tax was adopted on May 24, 2004, and the funds are distributed to the Town through the State of Arizona Sales Tax Distribution system. Monies have and will continue to accumulate and earn interest until expenditure policies are adopted by Council. As one of the priorities established at the November 15, 2005 Strategic Planning Worksession, policies should be adopted directing the expenditure of the 1% Construction Sales Tax Revenue as well as any "One-Time" construction generated revenues.

One policy already adopted by Council is the funding of MPC Bond debt service payments. This began in fiscal year 2005-2006, and is expected to continue this year with total debt service of \$40,088.00 including principal and interest.

It is the recommendation of staff that no policy decision be made regarding construction revenues until the current study on Development Impact Fees are reviewed and Impact Fees are actually adopted.

It was noted that the amount of funds received has increased every year and that the balance is

approximately \$200,000. The debt service on the MPC Bond ends in 2016. Discussion included:

- The idea of not having current users pay for improvements that benefit future users and visa versa.
- That trying to identify if there is a portion of this income that could be considered a “base” amount, rather than it all being considered “one time” revenue is probably not possible.

Community Development Director Bailey gave an update on the following 2005 Strategic Planning priority:

Development Impact Fee Study

Staff Report: The Development Impact Fee Study by MuniFinancial covering the five areas of interest selected at the Council [water, waste water, streets and roads, parks, and civic/community facilities is underway. Each study area requires significant research and analysis in order to meet the requirements specified by *Arizona Revised Statutes § 9-463.05*. Each individual fee area requires its own study and report based on the following criteria:

1. Prepare growth projections;
2. Identify facility standards;
3. Determine the amount and cost of facilities required to accommodate new development based on facility standards and growth projections;
4. Calculate the public facilities fee by allocating the total cost of facilities per unit of development.

The water and wastewater areas are substantially done, although staff is providing updated information. Civic and community facilities are about almost done with the addition of the 3,000 square foot building being built by The Highlands. Council will need to decide if they want to use this building in the town inventory and give credit to The Highlands for the building cost, or if they want to leave it out of the inventory. Under state law if we include this building we need to document the credit the developer is given. Parks and streets and

roads are the two areas where the Town staff are having to generate the information and develop the supporting reports in order to meet the requirements in state statute. Staff has generated the streets report based on both the General Plan and the Public Works traffic counts. We also looked at the areas of potential development when listing the streets within the Improvement Report.

The addition of a large community park that meets the needs of future growth is being added to the study. Staff has been working on a general design concept and cost that could be used as a base for the impact fee study. We are using 60 acres as the park size, and potentially looking at the effluent disposal site. The site would include soccer fields, ball fields, a campground, an outdoor theater with hillside seating, nature walks, picnic areas and children’s playgrounds.

The delay in producing the study has had to do more with staff having to generate the information required for the study and with a change in personnel at MuniFinancial than anything else. However, staff has scheduled a work session with the council at their November 14, 2006, meeting and the MuniFinancial group will be conducting that work session. They will be looking to council to give them final direction on some specific policy questions on whether the study is based on predicted levels of service or existing levels of service. Predicted of service requires participation by the Town to reach that level of service, but that level of service meeting our town standards. The MuniFinancial staff will go into detail about the choices at the November 14th meeting and request direction from council. We are presently using moderate growth projections for 2020. MuniFinancial will be looking to council on direction concerning using greater growth numbers in the fee projections. Higher growth rates mean spreading the costs over a greater number of development units. The meeting on the 14th will be the final direction meeting before the study and ordinances are scheduled for consideration and public hearings.

Discussion included the following:

- The need to establish the baseline of service prior to the impact fee being established.
- Examples where new development is serviced by roads that the town does not own or maintain, i.e. Bent River Road.
- The idea of creating a policy by which the Town would accept below standard roads.
- Improvement districts may be an option for improving below standard roads accepted by the town, though there are some existing roads where this will not work due to how the property is owned.

Public Works Director Burroughs gave an update of the following 2005 Strategic Planning priority:

Design of New 600,000gpd Wastewater Treatment Plant

Staff Report: The existing Wastewater Treatment Plants capacity of 250,000 gallons per day is quickly being reached. With the addition of the 240 units from Mountain Gate scheduled for completion by late 2007 and our current flows of 125,000 gpd this will bring the plant to 75% of its total capacity.

To meet this challenge Stantec Engineering has been hired for design and construction documentation preparation of the new 600,000gpd plant. The design stage, which consists of design reports for Arizona Department of Environmental, technical reviews of equipment selections and the overall site plan survey is underway and currently portion have been completed. The scheduled completion date for this design portion is on track for late December 2006.

The following scheduled event will be the bidding process and it's slated for early 2007; with the estimated time of completion for construction to be approximately eleven months. This will have the plant ready for operation in mid 2008.

Discussion included the following:

- New requirements of ADEQ regarding noise, odor, etc.
- Review of the preliminary site layout.

- The largest plant that can be located on this site is 1.2 million gpd.
- The capacity of the plant and the timing of additions.
- That there has been a 10-15% reduction in gallons per day being treated at the plant since the new water rates went into effect.

Administrative Services Director Driscoll gave an update of the following 2005 Strategic Planning priority:

Long Term Parks and Recreation Facilities Plan

Staff Report: At the Strategic Planning Session in November 2005, the Council listed a joint meeting with the Parks and Recreation Commission as an action item.

At the Council's March 28, 2006 meeting the Commission met with the Council. The discussion included the following:

- Meeting with Highlands regarding their parks design
- That they've been discussing the Dorothy Benatz Trail
- That the five-year staffing plan anticipates moving the Parks and Recreation Coordinator to full-time
- The successful Halloween event
- That the Commission is working on the concerts in the parks and July 4th

The Commission expressed their desire to create a Parks and Recreation Master Plan.

In April questionnaires were distributed to the Council, staff and commissioners as a starting point to put together the Master Plan. In May the Commission had a worksession on a draft Plan prepared by Staff.

On August 21st the Parks and Recreation Commission had a joint meeting with the Planning Commission to discuss the draft Master Plan. The Planning Commission offered input and the draft was revised accordingly. The Planning Commission

also indicated that they would like to work closely with the Park and Recreation Commission on future park needs when working with developers. The Planning Commission requested that the Park and Recreation Commission review new developments and make suggestions on any proposed park areas or open space uses.

The next step in completing the Parks & Recreation Master Plan is to conduct a public input process. Staff proposes to complete this process by March 31, 2007 and to have the Plan to the Council for consideration for adoption by September 30, 2007.

Public Works Director Burroughs gave an update on the following 2005 Strategic Planning priority:

Remove Effluent From the Mine Tailings and Current Wastewater Treatment Plant Upgrades

Staff Report: The steps toward fulfilling our need for upgrading of the Waste Water Treatment plant is nearing completion and will bring use from substandard class "C" effluent to class "B+" effluent.

The first phase of upgrades was preformed on the existing wastewater plant and were completed, December 2005.

The second and final phase of the upgrades entailed the removal and relocation of the disposal of effluent from the mine tailings, which is currently located on Phelps Dodge property to a site located in the industrial area of town. This final phase is nearing completion with only final testing to the system and the pending final negotiations with Phelps Dodge on their payment share of the project.

The Aquifer Protection Permit (APP) from Arizona Department of Environmental Quality (ADEQ) has been issued October 2006. The Town's permit to site discharge effluent is in its final stage of review and is due to be issued early November 2006.

One component of the APP that was added by ADEQ prior to issuance is a monitoring well, this well is to be located on the reuse site for the purpose of ground water sampling only. The well is of minimal size and will not have any pumping devices attached.

The contract has been issued for Stantec Consulting to work in conjunction with Southwest Ground Water Consulting for the development of designs and administer the installation of the well. Designs for drilling companies to bidding will be ready within 30 days and the well is to be installed within 60 days after the contract is awarded as per direction of the Town's operation permit.

Discussion included the following:

- Monitoring well required by ADEQ.
- Phelps Dodge's participation in the cost.
- Timing of the capping process for the tailings.

Administrative Services Director Driscoll gave an update on the two following 2005 Strategic Plan priorities:

Staff Compensation Study

Staff Report: At the November 2004 Strategic Planning Session the Council discussed that the Town needed to be able to attract and retain professional staff. It was noted that Clarkdale needed to have a regionally competitive salary schedule. The Council directed staff to conduct a salary study and, based on the study; recommend a revised salary schedule and changes to existing employee pay.

Staff completed the first study and the Council subsequently adopted a new salary schedule. The Council also authorized the funds to bring existing employees up to at least the new starting rate, and an additional tenure adjustment based on years of service. Staff recommended to the Council that another salary survey be completed in one year. Staff felt that there were still some salary ranges and adjustments that were not where they needed to be, but funding was not available to correct these in that fiscal year.

At the November 2005 Strategic Planning Session the Council directed staff to conduct

another Employee Compensation Study. The study compared current Town starting hourly rates to regional starting rates for similar positions. The new salary study was adopted by the Council on April 24,

2006 and became effective July 1, 2006. The approved 2006-2007 budget included bringing existing staff up to the new starting salary rates with adjustments for tenure.

A council compensation study was also done this year which included municipalities in the region and similar sized municipalities in Arizona. Based on this study the Council set compensation rates for the Mayor and Council which became effective June 2006.

Staff proposes an employee compensation study become part of the annual work plan for the Administrative Services Department.

Discussion included the following:

- The Town is still behind in pay for tenured employees.
- Other municipalities need to update their salary schedule and as a result they are not really hiring according to their schedule.
- The new Compensation Study needs to look at actual pay rather than just the pay schedules.
- Review of the top 10 salaries for other municipalities in the Verde Valley.

Five Year Staffing Plan

Staff Report: During the 2004 Strategic Planning Session the Council discussed staffing issues. One priority in this area was to develop a 5-year Staffing Plan. The Council had a work session on the draft Five Year Staffing Plan on January 10, 2006 and approved the Plan on January 24th.

The Plan depicts anticipated staffing needs. Staffing projections were based on “trigger points”, i.e. the Police Department maintaining a ratio of sworn officers to population of 1/500. Using this example, if population growth is faster or slower than what the Plan predicts, the Plan can be adjusted accordingly based on the maintaining of the ratio rather than being “tied” to a projected fiscal year.

It was noted that the Plan would need to be evaluated annually, and updated accordingly, with respect to where the departments are on the trigger points and based on whether or not positions were

added due to town resources to fund them.

Staff proposes that the updating of the Five Year Staffing Plan become part of the annual work plan for the Administrative Services Department.

Discussion included the following:

- Three department heads were new when the plan was first done, now they will have a more realistic perspective.
- The Council should expect significant changes in the update.
- Staff’s desire to move the IT Coordinator position up, to be hired as soon as possible.

The group took a five minute break at 9:45 a.m.

AGENDA ITEM: A SHARED VISION FOR CLARKDALE’S FUTURE (Review of the Guiding Principals from the Town of Clarkdale General Plan and Review of Employee Vision Statement and Individual Department Missions, Goals and Objectives) – Town Manager Mabery shared with the Council the strategic planning process that staff had been using and the Vision Statement created by staff: “To respond to the needs of the people who live in, work in, and visit the Town of Clarkdale by protecting and enhancing the quality of life in our community”. The following Department mission statements, goals and objectives were reviewed:

Town Manager

Mission: Encourage an organizational culture that fosters continuous learning, high performance, innovation and integrity in support of our community and organizational visions.

Goal: Develop a program where employees share their learning and professional development experiences.

Objectives:

- A. By February 2007 develop a process for the 5 employees who have gone through leadership training this year to share with other employees.
- B. By November 2006 institute a “Guest Thoughts”

addition to Weekly Thoughts, a section devoted to one employee each week who is sharing an educational or professional development experience.

Goal: Develop a formal method to recognize improvements and innovations in the workplace.

Objectives:

By January 2007 work with Dept Heads to develop recognition process.

Goal: Reformat Dept Head, and direct reports, evaluations to emphasize performance of Strategic Planning goals.

Objectives:

- A. By October 31, 2006 have new evaluation forms completed.
- B. By December 31, 2006 complete all evaluations.

Goal 4: Create an IT position

Objectives:

- A. Hire an IT Manager by February 2007.
- B. Define high-priority IT budget items by April 2007.
- C. Create a comprehensive IT Plan by December 2007.

Discussion included the following:

- The hiring of an IT person as soon as possible, who will be a direct report to the Town Manager.
- Administrative Services Director Driscoll will continue to manage the website, at least initially.
- Creation of a comprehensive IT plan.

Administrative Services Department

Mission: To meet the needs and enrich the lives of those we serve by providing high quality service and valuable opportunities.

Goal: To develop an efficient and workable council packet process.

Objective: Brainstorm with stakeholders to develop

an efficient and workable Council packet process by November 2006 with implementation by January 2007.

Goals: To implement a formal town-wide records management program.

Objectives:

- A. Research and become knowledgeable about state requirements by January 2007.
- B. Investigate and research systems by March 2007.
- C. Work with Finance Department on budgeting requirements by April 2007.
- D. Assess existing Town records by December 2007
- E. Implementation of program by June 2008.

Goal: Establish and efficient Town of Clarkdale Volunteer Program.

Objectives:

- A. Develop functional database and comprehensive program that can efficiently manage volunteers by January 2007.
- B. Develop informational packet for new and existing volunteers by January 2007.
- C. Develop a “volunteer needed” form for use within departments by December 2006.
- D. Increase advertising efforts through newsletter and website by first quarter 2007.
- E. Recruit 5 new volunteers by July 2007.

Goal: Develop a Town-wide standardized lock/key system.

Objectives:

- A. Work with Public Works Department to research available systems and develop cost estimates for Town buildings by March 2007.
- B. Develop and implement a Key Management Policy by June 2007.
- C. Transfer management of the lock/key system to Public Works by July 2007.

Goal: Beautify the appearance of Town Hall reception area to enhance our image.

Objectives:

A. Create an overall aesthetic design plan for Town Hall entrance by December 2006.

B. Implement as budget allows by February 2007.

HR Mission: To foster a positive work environment through programs and services; to assist departments in their efforts to hire and retain the best qualified applicants and to provide optimal service and support to employees.

Goal: Assess and develop HR Division and responsibilities.

Objective:

A. Coordinator attend HR management training before February 2007.

B. Define HR Coordinator Job description by March 2007

C. Communicate HR division responsibilities by April 2007.

D. Coordinate programs to foster positive work environment.

Parks and Recreation Mission: To enhance the overall quality of life in Clarkdale by providing quality parks, facilities, open/natural spaces, events and programs.

Goal: To complete the Parks and Recreation Master Plan.

Objectives:

A. Outline the public input process and complete by March 31, 2007.

B. Council to adopt by September 30, 2007.

Goal: Complete budgeted park improvement projects for fiscal year 2007.

Objectives:

A. To complete Phase 1 of the Dorothy Benatz Trail by June 15, 2007.

B. To design and start construction of concession/restroom facility at Mongini Park by 2/1/07.

C. Installation of grass and upgrade/repair sprinkler system in Caballero Park by May 30, 2007.

Goal: Improve and upgrade Selna Ballfield.

Objectives:

A. Assess improvement needed by January 2007.

B. Complete improvements by April 2007.

Goal: Increase multigenerational programming.

Objective: budget for new programs resulting from Parks and Recreation Master Plan public input process by April 2007.

Library Mission: To provide for the needs and interests of our patrons through a well-rounded collection of materials and a comfortable and inviting environment.

Goal: To determine the community's vision for the future of the library.

Objectives:

A. Research, prepare and conduct community survey by June 2007.

B. Develop action plan for library development by October 2007.

Heritage Mission: to collect, identify, interpret, document and disseminate accurate information pertaining to the history of Clarkdale and to preserve and protect this history and all historic archives, artifacts, and structures.

Goal: Establish Clarkdale archival facility and program.

Objectives:

A. Work with Public Works department to complete the building improvements by September 30, 2007.

B. By July 1, 2007 develop policies and procedures for:

- Management of historic items.
- Cooperative use of the building.
- Cooperative use of town archives and artifacts by Clarkdale Heritage Center.

- C. Move the town’s historic documents to the new archival storage rooms and have them arranged and cataloged by December 31, 2007.

Discussion included the following:

- Moving the HR position up in the Five Year Staffing Plan.

Community Development Department

Mission Statement: To maintain a professional, credible staff that provides the leadership necessary in accomplishing the Town’s vision.

Goal: Provide the training and educational opportunities for staff to accomplish our mission.

Objectives:

- A. Set up monthly training sessions for staff with a team approach starting October 2006.
- B. Provide outside training and education for employees as 2006-2007 budget allows.
- C. Schedule 4-hour quiet Time Blocks weekly to allow staff to develop specific projects related to our mission by October 15, 2006.

Goal: Improve customer service.

Objectives:

- A. Identify areas for improved service through team evaluation and other input on a monthly basis starting October 15, 2006.
- B. Develop measurable guidelines for project review and permit issuance that will facilitate a more comprehensive and speedy process by December 1, 2006.
- C. Evaluate and amend where necessary the Zoning Ordinance by September 30, 2007.
- D. Present amended Property Maintenance Ordinance to Council by January 2007.

Goal: Create a plan that identifies the growth affects for Clarkdale projected over the next 5 years, internally and externally.

Objectives:

- A. Research what other communities approaches have been to rapid growth.

- B. Establish a base-line “where we are now” for Clarkdale.

- C. Develop a matrix identifying affects and possible solutions and approaches by council’s 2007 Strategic Planning Session.

Discussion included the following:

- Importance of credible staff.
- The evaluating and amending of the zoning code where needed.
- The employee training program.

Finance Department

Mission Statement: To provide staff, Council, citizens and rate payers of the Town of Clarkdale with financial accountability and related organizational services which are timely, accurate and in accordance with, or exceeding, industry standards.

Goal: Improve customer service.

Objectives:

- A. Increase accounting system education starting immediately and ongoing.
- B. Improve departmental cross-training immediately, and ongoing, for everyone in finance.
- C. Produce all information reports within the first week of every month.

Goal: Create a smooth transition in to control of the water utility billing.

Objectives:

- A. Purchase software required for billing process before June 30, 2007.
- B. Staff and train utility billing positions after software purchase.
- C. Develop cooperative written policies and procedures between billing, operations and maintenance by August 30, 2007.

Goal: Increase importance of the Town’s investment focus.

Objectives:

- A. Reevaluate the current investment policy by March 2007.
- B. Possibly establish investment committee by March 2007.
- C. Diversify invested funds.
- D. Allocate and report results to Council monthly.

Discussion included the following:

- The need for new accounting software to cover all of the towns needs. This will cost approximately \$120,000 with an annual \$10,000 maintenance fee.
- Taking over the water utility billing from Cottonwood.

Police Department

Mission Statement: To embrace policing that provides a firm foundation of trust, open communication, and acceptance of role and responsibility and delivers what we promise without complaining.

Goal: Strengthen Neighborhood Officer Program.

Objectives:

- A. Officers will facilitate Block parties in individual neighborhoods starting October 2006 with each neighborhood having had one by august 2007.
- B. Hold a "Town" Block Party as a single event on National Night Out.
- C. Address and identify neighborhood problems at neighborhood meetings in partnership with citizens.
- D. Officers will institute personal interaction with neighborhood citizens on a weekly basis with supervisors instituting tracking and accountability methods by January 30, 2007.

Goal: Develop a solid hiring base.

Objectives:

- A. Develop and distribute an information flyer to youth groups and Yavapai College by October

31, 2006.

- B. Identify qualified officer candidates by December 15, 2006.
- C. Develop a Mentor Program within the Explorer Program by December 30, 2006.

Goal: Enhance training and educational training for personnel.

Objectives:

- A. Encourage training throughout the year that includes: Working with the elderly; courses on modern policing methods; and Officer Safety through: Street Survival".
- B. Develop in-house training monthly which includes other agencies.
- C. Develop an accountability, shared learning tracking system for education and training by December 30, 2006.

Goals: Draft a policy manual and a separate procedures manual.

Objectives:

- A. Meet bi-monthly or more often with Sergeants beginning October 2006.
- B. Sergeants are responsible for gathering input from patrol and other agencies, stakeholders, Town departments, Town attorneys.
- C. Complete adoption processes and have in place by December 30, 2007.

Public Works

Mission Statement: To provide the community with the highest standard of public service which continually enhances the quality of life within the Town. This commitment will be accomplished through dedication, education and accountability.

Goal: Build a supply and Equipment Inventory Management System.

Objectives:

- A. Identify, categorize and document inventory by April 2007.
- B. Develop inventory management process by July

2007.

Goal: Provide education and training opportunities for employees to enhance their skills and professional development.

Objectives:

- A. Conduct a job classification skill, certification and abilities assessment by January 2007.
- B. Provide assessment results to department employees by April 1, 2007 for discussion during their annual review process.
- C. Provide True Colors and Team Building exercises to Town Crew by February 2007.

Streets Division Mission: To provide a safe and efficient transportation and drainage system.

Goal: Provide for safe movement of vehicular traffic.

Objectives:

- A. Set up a routine/preventative schedule for maintenance of signage, street and alley system by June 2007.
- B. Develop a survey tool for distribution during neighborhood meetings to identify transportation and drainage issues by January 2007.
- C. Develop street specifications for new street development by January 2007.
- D. Develop Street Master Plan by June 2008.

Goal: Acquire right-of-ways necessary for new streets.

Objectives:

- A. Work with GIS/Planner to map necessary right-of-ways by July 2007.
- B. Initiate negotiations for Broadway to 89A acquisition by January 2007 (Centerville Road).
- C. Initiate negotiations for right-of-way dedications by January 2007 (Broadway Extension)
- D. Initiate negotiations for right-of-way dedications by January 2007 (Bent River Road).

Facilities and Grounds Mission: To plan, develop, improve and maintain new and existing town buildings and structures with sensitivity to historic character, in order to provide for a comfortable, safe and functional environment that meets community needs.

Goal: Coordinate improvements for the Clarkdale Heritage Center building.

Objectives:

- A. Develop a construction schedule by November 2006.
- B. Begin construction process by December 2006.
- C. Complete interior remodeling by May 2007.
- D. Complete entire project by September 2007.

Goal: Provide for a safe and well maintained environment in Town buildings and structures.

Objectives:

- A. Develop a routine/preventative maintenance schedule by July 2007.
- B. Identify unsafe building conditions and develop an implementation plan to correct them by July 2007.

Goal: Update the Facilities Master Plan.

Objectives:

- A. Hire an architect by September 2007.
- B. Complete Plan by March 2008.

Goal: Develop a Mulching Program to reduce landfill costs and provide citizens with access to affordable mulch.

Objectives:

- A. Purchase new wastewater treatment plant site by July 2007.
- B. Purchase mulcher/chipper by December 2006.
- C. Develop program guidelines by May 2007.
- D. Provide personnel training by December 2006.

Goal: Improve and upgrade Selna Ballfield.

Objectives:

- A. Assess improvements needed by January 2007.
- B. Complete improvements by April 2007.

Cemetery Division Mission: To maintain, promote and improve the Valley View Cemetery that we have been entrusted to manage, while honoring those who are interred there.

Goal: Maintain and preserve the historical significance of the cemetery.

Objectives:

- A. Identify and secure sources to support preservation of the cemetery by July 1, 2007.
- B. Provide cemetery management and training to staff by March 2007.

Goal: Build internment wall.

Objectives:

- A. Research and develop plans for construction by March 2007.
- B. Construct wall in fiscal year 2008.

Goal: Road improvements within the cemetery.

Objectives:

- A. Research and develop plans for road improvements by March 2007.
- B. Improve roads after installation of reclaimed water lines.

Water Division Mission: To cost effectively provide water services that meet the present and future health and safety needs of the community while protecting water resources and providing community education and outreach

Goal: complete first three years of system improvements.

Objectives:

- A. Identify and prioritize fire flow upgrade needs by March 2007.
- B. Bring Mescal well site on to the system by April 2007.
- C. Bring Mountain Gate well site on to the system by November 2006.

- D. Install arsenic treatment system at 89A site by December 2006.

Goal: Development of Water Utility Policy and Procedures.

Objectives:

- A. To draft and adopt the Water Utility Ordinance for the Town Code by March 2007.
- B. To draft and adopt long-term Water Resource Management policies by October 2007.

Goal: Transition in to control of Water Utility meter reading and service calls.

Objectives:

- A. Hire and train meter reading/service call staff.
- B. Obtain necessary equipment.

Wastewater Division Mission: To cost effectively provide wastewater services that meet the present and future environmental, health and safety needs of the community.

Goal: Provide for a safe and well maintained wastewater system that meets state and federal requirements.

Objectives:

- A. Develop a routine/preventative maintenance and inspection schedule by July 2007.
- B. Acquire a utility vehicle by November 2006.
- C. Provide education and certification for town crew in collections and wastewater.

Goal: Provide wastewater facility and infrastructure capacity to meet long-term community needs.

Objectives:

- A. Construct 600,000 gpd plant by June 2008.
- B. Analyze the expansion needs of the 600,000 gpd plant by December 2008.

Goal: Develop Reclaimed Water Master plan

Objectives:

- A. Develop scope of work for project by November 2006.

- B. Contract with engineer to develop plan by January 2007.
- C. Adopt reclaimed water master plan by May 2007.

Fleet Division Mission: To provide well-maintained vehicles and equipment through efficient repair programs and management practices.

Goal: Implement a Fleet Maintenance database program for inventory management and repair & maintenance scheduling.

Objectives:

- A. Research options and purchase database by February 2007.
- B. Full conversion to database program by July 2007.

Magistrate Court

Mission: With pride and integrity, will provide to all individuals: equal access, professional and impartial treatment, and just resolution of all court matters.

It was noted that the court has not yet been able to go through the staff strategic planning exercise and develop goals and objectives due to an unforeseen circumstance.

Discussion included the following:

- The goal of the court to improve customer service and the current measures Judge Cipriano is taking.
- Facility issues regarding the court.

AGENDA ITEM: STRATEGIC PLANNING GOLAS SETTING, 2007-2011 – Each Council Member shared their five year goals for the Town:

Mayor Von Gausig’s Five Year Goals

1. Create and enact a comprehensive suite of water-related ordinances –
 - a. Conservation
 - b. Resource management and allocation
 - c. Enforcement
 - d. Groundwater Rights

- e. Service rights to other commercial suppliers (franchise?)
- f. Surface water rights acquisition and disposal
- g. Recharge of aquifers – when, where, how
- h. Infrastructure development by development
- i. Impact fees
- j. Rate assistance to those in need
- k. Others?

2. Annexation of selected lands surrounding the Town –
 - a. For watershed protection
 - b. For quality of life protection – slopes, viewshed, lighting, etc.
 - c. For growth area management
 - d. As open space buffers between communities
3. Create a meaningful and effective Work Force Housing Plan -
 - a. Zoning
 - b. Incentives to create middle to lower income housing
 - c. Density transfers to help create work force housing
4. Create and implement a Clarkdale “Branding” campaign -
 - a. Public meetings to identify Clarkdale’s identity
 - b. Implementation of branding
 - c. Perpetuation of branding and strong identity
5. Provide wastewater collection to an expanded service area –
 - a. Through new development agreements
 - b. Through Improvement Districts
 - c. Through regular capital projects

Discussion included the following:

- The possibility of coordinating the “branding” with the General Plan update.

Vice Mayor Wiley’s Five Year Goals

1. Completion of a second wastewater treatment plant (600,000 GPD)
2. Comprehensive plan/completion of effluent reuse and injection to local aquifer
3. Cement Plant Road improvements to industrial park
4. Economic Development Plan and implementation
5. Clarkdale and regional parks
6. Library relocation and expansion

Council Member Sa’s Five Year Goals

1. Complete and implement Town Maintenance Code
2. Complete and implement Hillside Ordinance or Slope Ordinance
3. Annexation of property around Clarkdale
4. Upgrade Town’s infrastructure to accommodate economic development
5. Work on economic development and Main Street

Council Member Williams’ Five Year Goals

1. Museum building work done, open by May 2007
2. Rehabilitation of Clubhouse, wiring, heating, cooling, etc.
3. Impact Fees; Slope Ordinance; Dark Skies Ordinance; Mountain Gate Park lighting
4. Buffer between commercial and residential
5. Shack down by Clarkdale Arch (eyesore)
6. Set up ways to attract commercial business
7. Better communication – increase frequency of Town newsletter, coffees/block parties, Sunday chamber music (auditorium), etc.

Council Member Bohall’s Five Year Goals

1. Retain our employees: approximately 20% have 10+ years -
 - a. We do not want to become a training ground

- and then lose employees to other areas.
- b. Our wages and benefits need to be equal or better than anywhere in the Verde Valley. Yavapai County median income is \$3,866 which qualifies for a \$158,000 mortgage. That equals a job that pays \$22.30 per hour.
- c. We want to have a waiting list of prospective employees.
2. Insure that Clarkdale is where new business wants to locate -
 - a. When all other factors are equal, do our fees and restrictions make us the second choice? At the same time, don’t give away the store, but do all we can to make us the first choice.
3. Improve and upgrade appearance of neighborhoods -
 - a. There is an education process needed to separate code enforcement and property rights issues. Some have no sense of pride in “place” while others in the same economic group take great pride in their “place”. This seems to be the case in nearly all areas.
4. Encourage Town Center development -
 - a. Utilize existing buildings for lofts/condos on upper levels. Give owner incentive to repair and upgrade rather than allow more deterioration.
5. Work toward consolidation of Verde Valley Fire District and Departments
6. Encourage broader community involvement -
 - a. We have at least 20 neighborhoods, and we need to have involvement from all of them in the decision-making process.

A one-hour lunch break was taken at 12:15 p.m.

The following items listed in the Council Member’s Five Year Goals were identified as projects already in progress:

- Property maintenance code
- Slope ordinance

- Impact fees
- Staff retention/wages & benefits
- Effluent Master Plan
- Museum and archives building
- Comprehensive water ordinances

Discussion followed regarding the following:

- Zoning all of the Town PAD.
- Encouraging economic development.
- Looking at the downtown as a cultural and government center.
- Highlands building uses.
- The idea of negotiating cash in lieu of the Government building Highlands was to build and use it for municipal facilities in the downtown area instead.
- The Facilities Master Plan
- Creation of a large community park at the effluent disposal site, possible amenities and possible concessions in exchange for the park site. Consensus that the staff should move forward with this project.
- “Branding” or Community Spirit, defining how residents see themselves, and once identified, promoting this identity.
- New concept of having Planned Area Development zoning town-wide.
- Facilities and keeping the local government offices together in the downtown.
- Negotiating for 2 acres in Highlands for a future district fire department, or for the fire department to trade for another piece.
- Cement Plant Road, its current status, challenges regarding maintenance and Broadway Extension connecting to it.
- Annexation and possible areas that are strategic for Clarkdale.

The Council identified and agreed upon the following Town Council Five Year Goals:

1. Establish a Municipal Community Park complex to provide a central location for a broad variety of community recreation facilities.
2. Create and implement a Clarkdale Branding Campaign.
3. Annex lands adjacent to Clarkdale that meet strategic community vision.
4. Promote and support the establishment of a Clarkdale Main Street Program.
5. Update the Facilities Master Plan with a vision to retain municipal services in the downtown area.
6. Expand wastewater infrastructure to service developed, but unserved, parcels, as well as new development.
7. Create a meaningful and effective Workforce Housing Plan.
8. Research, develop and implement the plan for zoning the Town of Clarkdale as a Planned Area Development (PAD).

AGENDA ITEM: REVIEW AND WRAP-UP – Mayor Von Gausig ended the meeting with stating that he feels the goals identified are pretty ambitious and five years ago he would have hesitated to think about such goals, but now he feels comfortable that they can be accomplished due to the excellence exhibited by the Town Manager and Staff.

Town Manager Mabery thanked the Council for all of their support of staff, and for leading the way in providing the funds possible to hire such a professional staff.

AGENDA ITEM: ADJOURNMENT - With no further business before the Council and without objection the meeting adjourned at 3:50 p.m.

APPROVED:

Doug Von Gausig, Mayor

SUBMITTED BY:

Joyce Driscoll, Town Clerk