

Minutes of a Special Meeting of the Common Council of the Town of Clarkdale Held on
Wednesday, January 23, 2008 and Thursday, January 24, 2008
Strategic Planning

A Special meeting of the Common Council of the Town of Clarkdale was held on Wednesday, January 23, 2008 at 3:00 p.m. in the Ladies Lounge of the Clark Memorial Clubhouse and continued Thursday, January 24, 2008 at 8:30 a.m.

Town Council:

Mayor Doug Von Gausig
Vice Mayor Jerry Wiley

Councilmember Patricia Williams
Councilmember Curtiss Bohall
Councilmember Frank Sa - Absent

Town Staff:

Town Manger Gayle Mabery
Finance Director Carlton Woodruff
Police Chief Pat Haynie
Public Works Director Steve Burroughs
Town Attorney Rob Pecharich

Assistant Town Manger Janet Perry
Town Clerk Kathy Bainbridge
Community Development Director Sherry Bailey
Interim Utility Director Ron Doba

Others Present: Richard Dehnert, Ginny Hamilton, Seth Hess, Drake Meinke

CALL TO ORDER: Mayor Von Gausig called the meeting to order at 3:00 p.m. and noted that a quorum was present and that Councilmember Sa was absent.

2008 STRATEGIC PLANNING SESSION

Visioning – Clarkdale 2020

Each member of the Council was asked to discuss their vision for Clarkdale in the year 2020. Background information was that the current population was approximately 15,000 with 175 people on the Town Staff.

Councilmember Bohall:

- Mayor Von Gausig had been re-elected, other Councilmembers were in the assisted living facility located in the former Clark Mansion near Pecks Lake.
- The world is at peace and the economy is booming.
- The Town has annexed lands up the mountain to the West, and a large industrial area of land to the North and West including Hanson Aggregates, part of SMK, Clarkdale Minerals Holdings, and several hundred acres.
- A development of multi million dollar homes is near completion on the C Mountain.
- Clarkdale has several hotels, bed and breakfasts, restaurants, and a RV Park with an activity center.
- Pecks Lake is a large regional park.
- Verde Canyon Railroad runs excursions to the Grand Canyon (in conjunction with Grand Canyon Railroad) and Phoenix.
- Verde Valley Transit runs busses between Oak Creek, Sedona, Cottonwood, Clarkdale, and Camp Verde and a light rail loop is in the preliminary planning stages.
- A casino has been located in Clarkdale.

- The Broadway extension has opened an industrial commercial area for development and has become a major revenue source.
- Clarkdale Minerals is halfway to completion with the slag reclamation project and are developing plans for a solar energy plant on several hundred acres.
- Peck River Machine has tripled in size.
- Consolidation of all municipal and regional fire districts, through intergovernmental agreements, has been completed.
- SRP has senior water rights on the Verde River.
- Deteriorating water and sewer lines have been repaired.
- Clarkdale has become a destination point.

Councilmember Williams:

- Acquired lands need to be kept as open space.
- The Historic Districts, gazebo, museum, government complex, Tuzigoot, Clark Mansion, and Sycamore Drive are tourist attractions.
- Clarkdale is still a clean, safe environment.
- Patio Park area should be renovated and kept as an historic barrio area with bike and walking trails down to the river.
- Development of the 89A commercial corridor should be designed with coordinated, small complexes of buildings, keeping the flavor of the rural area.
- Conservative financial planning needs to continue.
- Water is a major concern.
- Need additional signage to get additional foot traffic.
- Should take advantage of Clubhouse deck with entrepreneurs.
- Need to revitalize Clarkdale's central area.
- The current slow down of the economy will afford Clarkdale time to catch up and re-group.

Vice Mayor Wiley:

- New boundaries include lands North of Verde Valley Ranch to the river which includes Topco and the flat land on the other side, lands Northeast of industrial area to include the high mesa owned by Clarkdale Metals, and the area West of Haskel Springs up Mescal Gulch to Verde Central Mine.
- The East face of the Black Hills is a nature preserve and aquifer protection with trails.
- Clarkdale has a solid waste composting system.
- New waterpark with reverse osmosis and direct injection.
- Two major parks, one in Mineral Creek and one south of Yavapai College.
- The Town complex relies on solar power.
- Clarkdale still has the small town quality of life.
- Clarkdale is interconnected by pedestrian trails connecting the Foothills, Highlands, Blackhills and Haskel Springs.
- Bike and pedestrian trails have been completed along the washes.
- Upper Clarkdale was made the Governmental and cultural center of Town.
- Clarkdale has the only railroad access to the Verde Valley.
- A bypass should be completed from 89A to I17.
- Clarkdale is the warehouse center of the Verde Valley.
- Clarkdale has been a leader in water conservation efforts.

- Broadway was widened and a bridge over Bitter Creek has been constructed.
- A third wastewater treatment plant was completed.
- Wildlife is an important feature of Clarkdale and needs a sustainable environment.

Councilmember Sa: Letter

- Boundaries have not changed due to Proposition 207.
- Visitors go to Sedona and Jerome to shop and Clarkdale to view the historic buildings.
- Clarkdale is part of Cottonwood.
- Mountain Gate is not completed yet.
- No commercial area due to implemented fees.
- Expensive water company led to Impact Fees which stopped growth.
- Clarkdale has unaffordable rates.
- Cottonwood supplies Clarkdale water.
- Should be planning for three years, not ten years.
- Felt that if nothing is done to cut current costs the above statements would be true in 2020.
 - Cut back by cutting positions, freezing vacant positions, combining positions, lowering wages, and canceling Council wages.
- Questioned whether we could afford to build the Wastewater Treatment Plant, or afford not to build.
- Water system repairs need to be prioritized with funding.

Mayor Von Gausig responded to some of Councilmember Sa's concerns:

- Any annexation the Town would have been considering probably would have fallen under Proposition 207, annexation agreements and waivers will be more important now. Annexation will be just as available to Clarkdale in the future as in the past.
- The wastewater treatment plant will be another huge expense, but you can't shy away from doing what needs to be done for the future. Projects will be more expensive in the future and will have a bigger impact than they have now. It is not getting cheaper to live in the United States or the world. A rate study will be looked at and a decision will need to be made as to if this is the right time to build.
- Purchase of the water company was an expensive proposition. The water enterprise fund has approved rates which will maintain expenses and debt service. The main concern of acquiring the water company was to have the ability to control a piece of Clarkdale's destiny.

Town Manager Maybery responded that:

- Clarkdale made some really tough and long term decisions over the last three years which will have long term impacts, and have all come within a short amount of time. The economy was much stronger when those decisions were made. Now, all of those decisions pile up together, and there is a downturn in the economy. Neighboring communities are taking some of those exact measures because of the downturn in the economy that Clarkdale took during strong times. Timing is more sensitive now.
- The two million dollars bonded for the water company was only for the first three years for the most important system improvements. A comprehensive water master plan that

takes Clarkdale into the future needs to be drafted which a capital budget can be developed from, and the capital budget needs to be funded.

Mayor Von Gausig:

- Annex forest service lands, both Coconino and Yavapai, upstream from river, Freeport-McMoRan lands. At the South edge, in Prescott National Forrest, there may be some future opportunity for East Mingus Land Owners, Verde Exploration, Selna Mongini, and Ray Rowles lands primarily with some Phelps Dodge and Freeport -McMoRan lands.
- We will be looking at lands that will preserve our watershed and our viewshed and most of those lands go west up the mountain. Any annexation that Clarkdale is going to contemplate that will be bordering against another municipal will be closely coordinated with them. There must be open space boundaries between communities.
- North, the natural boundary would be the Coconino and Prescott Forrest Service.
- West would be the same as suggested from Councilmember Bohall and Vice Mayor Wiley.
- Annexation is not so much drawing boundaries on a map, but goals we want to achieve.
- Protect natural preserve land around Pecks Lake and wildlife corridors.
- The Verde River is one of the last free flowing desert riparian areas in the country, and Clarkdale sits at the first place where it meets municipal population. Concentration of 176 species along river.
- The train is still running on the original site without any competition.
- Tourists go to the downtown park and historic areas, as reminders of the past.
- The most ecologically sound thing to do is to preserve historic buildings.
- Clarkdale will always remain a small town forever, less than surrounding communities.
- There are many walking trails connecting the community.
- Neighborhood commercial - density of lower Clarkdale lends itself to a commercial area for services, community PAD, form based planning.
- Agreed with Councilmember Williams on renovation of Patio Park neighborhood.
- Cultural, demographic and economic diversity is the key. Diversity leads to a vibrant and resilient community.
- Acquisition of water utility – Community will have to walk a fine line – live within means and augment to best means possible.
- Clarkdale remains a self determining community.
- Increased staff compensation and positions have been filled with best people possible.
- Diverse small businesses instead of large store chains.
- Clarkdale is a good stewards of natural resources.
- Water comes from diverse sources, basic supply is still ground water. WWTP supplies pure water to our well field as recharge, and the potable water then goes into the drinking water treatment center, then to the potable water supply. A potable water supply can be augmented by about 30-40% using potable reuse. About 70% of water you serve your customers ends up in your wastewater treatment plant. You can reclaim a large percent of that and put it back into your potable water supply using a form based conservation program.
- WAC – Appraisal Level Study for the Upper Verde Highlands area will find out whether or not there are shortages in the water in the long term future of the Verde River Watershed and what possibilities there may be in solving those water problems, costing \$600,000. The Design and full study costs are estimated at \$15,000,000.

- Challenges - Water, deteriorating infrastructure, small town fees, balance between what we use and what we have, natural resources, dark skies.
- Balancing restrictions - Town building cost vs going to county with not as many restrictions and using services of Clarkdale without paying. Density issues vs sprawl.

Recess at 7:10 p.m. to SuCasa, Reconvene at SuCasa at 7:20 p.m., Recess at 9:00 p.m.
The meeting was reconvened at 8:30 a.m. on January 24, 2008.

The Department Heads were requested to discuss their short term and long term goals.

Community Development - Sherry Bailey

Longer Term Goals:

1. Start revision of General Plan – A General Plan should be the vision of the Community – the link between the capital improvement plan and everything that develops. It should contain the long range plan for how the community is going to develop and grow and what we want it to look like. Elements should be housing, economic development, community design and annexation. Yavapai College should be linked in the plan. Sensitive environment areas: Open space area, parks and recreation.
 - Start the process – Council setting vision, giving guidance.
 - Involve Boards and Commissions, staff and Council.
 - Set up the Capital Projects Committee and Focus Committee.
 - Schedule community visioning process.
2. Continue to work on Form Based Codes to replace the existing zoning code: Standards and guidelines that govern use within areas, instead of standard zoning codes. Allows for more traditional neighborhoods.
 - Finish developing the standards for each General Plan sub area.
 - Schedule a joint meeting with the Council and Planning Commission.
 - Start having public meetings on the ordinance standards.
3. Development of an Economic Development Plan for Council consideration including the possibility of a Main Street Program and the possible designation of an Enterprise Zone. An Enterprise Zone gives property tax or income tax breaks in a particular area over 5 years for industrial /manufacturing with 1,000 people meeting general guidelines.
 - Continue with the Main Street Program information.
 - Identify available land for industrial development and needs for development of that land.
 - Identify programs and policies that may be appropriate for Clarkdale and outline an ED program.
4. Development of an Annexation Policy for consideration by Council.
 - General guidelines for expectations, considerations, impacts, and feasibility.

Short Term Projects:

1. Consideration of the Phelps Dodge Property and Development Agreement.
 - Possible rezoning of the property.
 - Consideration of land proposals.
 - Better guidance regarding Pecks Lake area.
2. Community charrette for the Clarkdale Mineral Corporation property.
 - Community involvement in the development of the existing property and the property to be annexed.
 - Move forward with the annexation of Clarkdale Mineral's 450 acres.

3. Annexation of Verde Exploration land between Clarkdale and Jerome.
4. Review and set procedures for everything in Community Development and document those procedures.
5. Develop tracking and document retrieval procedures for new permits software which is part of the larger financial software package.

Water Utility – Ron Doba

1. Water System:

Short Term:

- Customer service image – both internal and external.
- Billing and meter reading.
- Hiring of Utilities Director and Manager.

Long Term:

- Acquisition of entire water operation – more efficient and lower cost than with Cottonwood.
- Taking over operations and maintenance from Cottonwood.
- Additional staffing (3-4) – crew to repair line breaks.
- Production facilities aesthetics – wells, disinfectant equipment, reservoirs and areas around facilities.
- Need to keep communications open between Cottonwood and Clarkdale.

Condition of Water System:

- Immediate fire protection systems replacement.
- Need to have project coordination, especially during multiple projects.
- Lower Clarkdale will be the next phased project area to receive adequately sized pipes installed properly.
- The dual 5 inch lines that are above ground (transmission system) are a priority between Haskel Springs well and 89A well.

Information Systems for Utility:

- WIFA technical assistance grants available.
- Master Plan for reclaimed water is in progress.
- Need Master Plan for water linked with the Town General Plan.
- Modeling policy.
- SCADA system – supervisory control and data acquisition system.

Mapping:

- Need accurate set of maps with size and location of what is in ground.
 - Need to identify connections in project prior to any future designs.
 - Now is good time prior to more growth.

2. Sewer System

- Complete design of wastewater treatment plant (WWTP).
- Funding of WWTP will require a substantial rate increase.
- Current plant is adequate for existing people – approaching 80%.
- Class A reclaimed water is important as a water conservation tool.
- Need to ensure capacity for economic development along 89A.
- Modeling.

3. Reclaimed Water:

- Master Plan already in progress.

- Currently, there is no benefit from reclaimed water. Reclaimed water is a valuable resource, and a potential revenue stream. Need year round customers.
- Recharge option vs use option for reclaimed water needs to be explored.
- Water Conservation Policy for reclaimed water.

Public Works - Steve Burroughs

Short Term:

1. General Documentation – Design and Construction Specifications.
2. Facility Master Plan – Buildings.
 - Clubhouse usage assessment – identify usage to document the needs of clubhouse with community input.
 - General Complex Area - Intertwined with 5 year staffing goals.
 - Building for Court, Library, and Council Chambers.
 - Highlands to provide 3000 sq ft building or possible funding (\$500,000).
 - Storage Space – climate controlled, secured, combination of inside and outside.
 - Fisher House property.
 - Vacant land located in complex area.
 - Additional parking behind buildings.
 - Landscaping Plan - should be a showcase of what to plant.
 - 1st phase is PD/Court - zeroscape

Long Term

1. Cemetery
 - 70% filled/sold.
 - Need office and internment vault.
 - Sewer line running through property could provide restroom area.
2. Transportation Hub
 - Park and ride area.
 - Funding options available.
3. Streets Master Plan – Circulation Master Plan.
 - Transportation Study – Traffic Study.
 - Identify right-of-way and easements.
 - Street Projects:
 - Broadway needs to be widened, widened box culverts, add guardrails, develop pedestrian walkways, construct center turn lane.
 - Clarkdale Parkway needs to be dressed up – raised medians, split islands, landscaping with zeroscaping, pedestrian walkway with a boardwalk effect.
 - Need linkage between Broadway and 89A.
 - Centerville Road completion.
 - Crossing over Bitter Creek - saving the current one lane bridge for pedestrians and building a new two lane bridge.
 - Another road off of Eleventh Street down to the industrial road so there is another connection from Town to that area.
 - Old Jerome/Minerich from 89A to the Black Hills.
 - Streets assessment – modeling.
 - Street inventory – all Town owned items located in the right- of- ways (trees, sidewalks, curb and gutter) and their age and condition.
 - Appropriate signage – from train station and going into Upper Clarkdale

Finance – Carlton WoodruffShort Term:

1. Customer Service System - working with all departments.
2. Utility billing system.
3. Financial system software implementation.
 - HR – payroll.
 - Asset management system.
 - Project management system.
 - Community Development system.
4. Updating policies and procedures for system to provide consistent and accurate service and information for both internal and external customers.

Long Term:

1. Design financially balanced Capital Improvements Plan (CIP) to identify and prioritize projects and their funding.
2. Continue to build a contingency fund for a reserve fund.
3. More electronic processing.

Police – Pay Haynie

1. Department plays has an important role in the quality of life.
2. Keeping in touch with community is important.
3. Additional trails and open space requires additional security.
4. Keeping a sustainable workforce is a plus for community.
5. Commercial growth will demand growth of department.
6. Keep up with technology.
 - Mobil data units in cars.
 - Cameras in all vehicles.
 - Equipment/vehicle rotation.
7. Need additional work sites with Court separation.
8. Regionally Northern Arizona Regional Training Academy (NARTA) most sought after academy.
 - Share a range.
 - Share driving track.
9. Continue on regional dispatch center.

Good public safety costs money but not as much as bad public safety.

Town Attorney: Rob Pecharich

1. Clakdale has a good stable Town government due to the quality of people that run for Town Council and the quality of Town Staff.
2. Future annexations will require attention. The Town should pursue annexation while they still enjoy good relationships with surrounding land owners. Proposition 207 states that any governmental action that devalues an owner's property entitles the owner to compensation. Both parties should predetermine that there will be benefits to each and agree on the future use of the property.
3. Need a legal succession plan and a diversified firm.

Town Clerk – Kathy BainbridgeShort Term:

1. Code Book Re-codification - Review and update ordinances.
 - Ensure compliance with current State Statutes.
 - Document appropriate Town processes.
 - Develop compliance guidelines and penalty processes.
 - Develop proactive approaches and guidelines for future growth issues.
 - Ensure continuity throughout Code Book.
 - Develop an efficient Index.
2. Indexing all Council, Board and Commission Minutes.
 - Index would be developed in an Access database.
 - Sort or search by various methods depending on needs.
3. Records Management Program.
 - Ensure compliance with State records management practices.
 - Create a retention/destruction policy.
 - Locate and inventory current files.
 - Create an efficient filing system.
 - Evaluation of storage needs.
 - Indexing of files.
4. Library Improvements.
 - Vision of Library Board for alterations and provision of services.
 - Improve appearance of reception area, office area, and children's area.
 - Expand multigenerational services.
 - Provide additional operational hours.
5. Open Archive and Museum.
 - Develop policies and procedures for archive management.
 - Management policy for historic items.
 - Cooperative use of town archives and artifacts by Clarkdale Heritage Center.
6. Web Page – Communication.
 - Board and Commission packets on web page.
 - Digital recordings for voice activated Minutes.
 - On-line bill pay services.
 - Fillable forms.

Long Term:

1. Records Center Vision.
 - Records Manager.
 - Records policies and procedures for Council and employee use.
 - Records management training program for Council and employees.
 - Centrally located, climate controlled room/building.
 - Imaging equipment.

Assistant Town Manager – Janet Perry

1. Parks Master Plan.
 - Municipal Community Park Complex.
 - Dog park, skate board park.
2. Human resources.
 - Employment law.

- Consistent HR standards and practices.
- Organizational development.
- Staff Compensation.

Town Manager – Gayle Mabery

1. General Plan.
2. CIP Financially balanced.
3. Water Master Plan.
4. Balance internal projects.
5. Broadway extension.
6. Clarkdale Minerals annexation.

Town Manager Maybery lead the group through an exercise of identifying long and short term goals which were compiled into categories. The Council was then given 20 stickers and requested to prioritize those categories. The compiled prioritized list is attached.

Mayor Von Gausig commented that during the entire session, master planning, modeling, customer service, continuity and perpetuation continued to be a theme of all the conversations. The overall tone was optimism, pride in the community, and a can-do attitude. Commenting, the Mayor said “We don’t have deep pockets, but we do have deep hearts”.

ADJOURNMENT - With no further business before the Council and without objection the meeting adjourned at 4:30 p.m.

APPROVED:

Doug Von Gausig, Mayor

ATTESTED:

Kathy Bainbridge, Town Clerk

SUBMITTED:

Walt Good, Deputy Town Clerk

SHORT TERM PRIORITIES

Numbered = Top Priorities (no specific order)

Underlined = Received Blue Dots

Italics = Identified Goals Not Receiving Dots

TRANSPORTATION

- 1. Complete Street Master Plan**
- 2. Centerville Road - Broadway to Hwy 89A**
- 3. Industrial Road Extension**
 - Cement Plant Road
 - Improve Broadway
 - Design/Implement Bitter Creek Bridge
 - Park and Ride Lots*
 - Transportation Study*

WATER

- 4. Take Over O&M of Water Company**
 - Water System Master Plan
 - Commit to Gathering Water Resource Data
 - Replace Deteriorating Water Infrastructure*
 - Water System Updates*
 - Update Infrastructure Maps*

GENERAL PLAN

- 5. General Plan Revision /Update**

FACILITIES MASTER PLAN

- 6. Complete Facilities Master Plan**
 - Solar Panels
 - Fund Moving Evidence Room/old to Added Patrol*
 - Joint Public Safety Building (PD & Fire)*
 - Expand/Improve Office Facility*
 - Renovate Clubhouse Complex*
 - Clubhouse Public Use*

ANNEXATION/LAND USE

- 7. Annexation of Clarkdale Minerals Property**
- 8. Pecks Lake Amended Development Agreement/IGA**
 - Development Agreement on VV Ranch
 - Phleps Dodge/VV Ranch Land Discussion
 - Annexation of CMC/Verde Ex and Selna Property*
 - Stabilize Mountain Gate Development*

FINANCIAL SOFTWARE

- 9. Install and Train on the Clarkdale Customer Service System**
 - New Financial Software Implementation*
 - Establish and Adopt Consistent Town Procedures based on the Capability of New System*
 - Complete Utility Audit*

SHORT TERM PRIORITIES

Numbered = Top Priorities (No specific order)

Underlined = Received Blue Dots

Italics = Identified Goals Not Receiving Dots

HISTORIC PRESERVATION

10. 100 Year Anniversary

Preservation and Vitalization of Historic Downtown

WATEWATER TREATMENT PLAN

11. Wastewater Treatment Plant

Resolve Financing for WWTP

Discussions on WWTP

FORM BASED CODES

12. Start Planning on Form Based Codes

CAPITAL IMPROVEMENT PROGRAM

13. Start CIP Process

Complete Balanced CIP for General and Enterprise Funds

Built In Vehicle Replacement in Budget

Keep Adding Equipment (Cameras, PTB, Taser)

INTERNAL PROCESSES

Minutes Index

Educate Public on Issues – Various Location of Meetings

Water Billing Function

Strengthen Community Development To Deal with Developments

Clear Policy and Procedures

Code Recodification

Records Inventory

Create Youth Commission

HUMAN RESOURCES

Competitive Compensation

Succession Plan – Attorney

Job Retention

Organizational Planning – Recruiting/Succession

Address Staffing Needs

Communication Growth between Departments

ECONOMIC DEVELOPMENT

WiFi in Downtown Area

Strengthen Ties to Verde Canyon RR

SHORT TERM PRIORITIES

(No Specific Order)

1. Complete Street Master Plan
2. Centerville Road - Broadway to Hwy 89A
3. Industrial Road Extension
4. Take Over O&M of Water Company
5. General Plan Revision /Update
6. Complete Facilities Master Plan
7. Annexation of Clarkdale Minerals Property
8. Pecks Lake Amended Development Agreement/IGA
9. Install and Train on the Clarkdale Customer Service System
10. 100 Year Anniversary
11. Wastewater Treatment Plant
12. Start Planning on Form Based Codes
13. Start CIP Process

LONG TERM PRIORITIES

Numbered = Top Priorities

Underlined = Received Blue Dots

Italics = Identified Goals Not Receiving Dots

ANNEXATION

- 1. Annexation of Verde Ex Lands North and West**
- 2. Annexation of Phelps Dodge lands upstream**
- 3. Annexation of foot hills above Town**

Explore Trade of Clarkdale Forest Service Trust to East Mingus
Landowners
Nature Preserve on Black Hills

WATER SYSTEM

Replace Deteriorating Water Infrastructure
Develop Water System SCADA

WASTEWATER and RECLAIMED WATER

WWTP Finalization
Sewer Master Plan
Completion of Broadway Reclamation Facility
Create and Institute a Potable Reuse Plan
Reclaimed Water Distribution System
Develop Water and Sewer System Models

TRANSPORTATION

Palisades Drive to Lincoln Drive
Complete Eastern Look Road
Transportation Hub System

PARK AND RECREATION

Municipal Community Park Complex
Park and Recreation Master Plan

RECORDS MANAGEMENT

Records Management Program
Replacement of Paper Records with Electronic Records
Records and Retention Program and Policy
Records Storage Area

ECONOMIC DEVELOPMENT

Economic Development Policy/Plan
Commercial Growth
*Economic Dev through Utilization of Natural Resources/Enviro-
Friendly*

MISCELLANEOUS

Regional Dispatch Center
Mobil Data Terminals
Organizational Development

