



**NOTICE OF A WORK SESSION OF THE TOWN COUNCIL
OF THE TOWN OF CLARKDALE
THURSDAY, FEBRUARY 6, 2025 AT 2:00 PM**

In Person: Clark Memorial Clubhouse, 19 N. Ninth St., Clarkdale AZ

Unless otherwise stated, the public will have physical access to the meeting place 15 minutes prior to the meeting start time.

Town of Clarkdale Vision

The Town of Clarkdale capitalizes on our unique history, proximity to the Verde River, and small-town charm. We cultivate an environment where residents and businesses can thrive.

We sustainably enhance our infrastructure, support the arts and education, and develop recreational opportunities to create a bright future for our entire community.

PURSUANT TO A.R.S. §38-431.02, NOTICE IS HEREBY GIVEN to the members of the Common Council of the Town of Clarkdale and to the general public that the Town of Clarkdale Town Council will hold a Work Session open to the public on Thursday, February 6, 2025, at 2:00 PM in a hybrid meeting via Zoom Video Conference or in person at 19 N. Ninth Street, Clarkdale, Arizona, Clark Memorial Clubhouse, Men's Lounge. Members of the Clarkdale Common Council will attend either in person or by telephone, video or internet conferencing. Pursuant to A.R.S. §38-431.03, the Council may vote to recess the meeting and move into Executive Session on any item, which will be held immediately after the vote and will not be open to the public. Upon completion of Executive Session, the Council may resume the meeting, open to the public, to address the remaining items on the agenda.

Supporting documentation and staff reports furnished to the Council with this agenda are available for review on the Town website at www.clarkdale.az.gov and the Town Clerk's Office.

ALL ITEMS ON THIS AGENDA ARE SCHEDULED FOR DISCUSSION AND POSSIBLE ACTION, UNLESS OTHERWISE NOTED.

1. CALL TO ORDER

2. ROLL CALL

3. STRATEGIC PLANNING

A. Strategic Planning for the Town of Clarkdale for fiscal year 2025-2026.

4. ADJOURNMENT

Values

Values are the guiding principles that provide an organization with purpose and direction. The Town of Clarkdale's organizational values are:

COPPER

Customer focused

Open, transparent and equitable

Preserving our history, charm, and environment

Planning for a sustainable future

Economic and social resiliency

Resourceful and innovative

Mission

The Town of Clarkdale serves the community by providing amenities, infrastructure, services, and public safety to enhance quality of life. We are stewards of our history while we sustainably and resiliently plan for the future with an emphasis on community engagement and transparency.

Persons with a disability may request reasonable accommodations by contacting the Town Hall at (928) 639-2400 (TTY: 1-800-367-8939) at least 72 hours in advance of the meeting.

Strategic Plan 2022/2024



Clarkdale Town Council

Mayor Robyn Prud'homme-Bauer

Vice Mayor Debbie Hunseder

Council Member Marney Babbitt-Pierce

Council Member Lisa O'Neill

Council Member Laura Jones



The History of Clarkdale

Established in 1912 and built by Senator William Andrews Clark, Clarkdale was founded as a modern copper-smelting company town for the employees of the mines in Jerome and their families. Ahead of its time, Clarkdale is renowned as the first master planned community in the State of Arizona. The Town of Clarkdale was incorporated in mid-1957.

Organizational Structure

Clarkdale is operated under a Council Manager form of government. The Town Council and Mayor are elected at large and serve four year terms. They are responsible for adopting the annual budget, making policy decisions, adopting ordinances, and with hiring and supervising the Town Manager and the Magistrate Judge.

The Town Manager's responsibilities include proposing the annual budget and overseeing daily operations, the budget, and the workforce.



48
Team
Members

Vision

The Town of Clarkdale connects our unique history, proximity to the Verde River, and small-town charm to a future with a vibrant economy. We cultivate an environment where residents and businesses can thrive; providing services and jobs for our residents and capitalizing upon tourism. We sustainably enhance our infrastructure, support the arts and education, and develop recreational opportunities to create a bright future for our entire community.

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The Town of Clarkdale serves the community by providing amenities, infrastructure, services and public safety to enhance quality of life. We are stewards of our history while we sustainably and resiliently plan for the future with an emphasis on community engagement and transparency.

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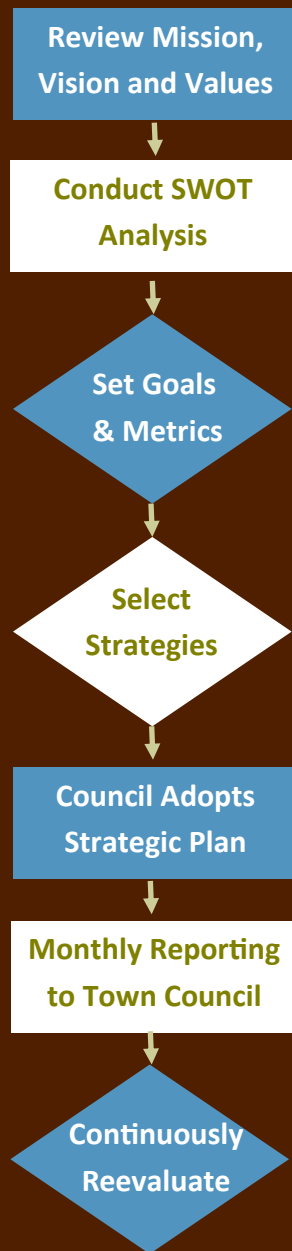
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Strategic Planning at a glance...



Kayakers enjoying the Verde River in Clarkdale.

Strategic Planning Process

- Annually, the Town Council, in coordination with Staff revisit the Vision, Mission and Values.
- The Council, Leadership Team, and Staff Members collaboratively identify organizational strengths, weaknesses, opportunities and threats (SWOT). These items come from a variety of sources, including: feedback from citizens, key performance indicators (metrics), regulatory requirements, changing legislation, studies assessments of existing infrastructure, feedback from employees, new technology, economic conditions, budget outcomes and more.
- The SWOT, Vision, Mission and Values are then used to identify key organizational goals and metrics to determine success.
- Once goals are set, the organization looks for strategies and tactics to achieve the goals.
- Council meets in work sessions to evaluate the strategic plan and ultimately adopts the annual plan.
- All strategies are placed on a project matrix that is updated by the Leadership Team monthly and provided to the Town Council.
- This is an annual process so projects are continually assessed to determine relevancy. It is a living document so the organization can pivot to take advantage of emerging opportunities.



Goals

The Town of Clarkdale has selected the following goals for Fiscal Years 2022-2023 and 2023-2024, based upon the SWOT analysis, vision, mission and input from stakeholders and staff.



GOAL AREA 1

Preserve and celebrate Clarkdale's unique, complex history.



GOAL AREA 2

Enhance the quality of life for residents, businesses and visitors to Clarkdale.



GOAL AREA 3

Enhance the quality and availability of parks, recreation and cultural opportunities.



GOAL AREA 4

Strengthen and diversify our economy through cultivating a business friendly climate for business attraction and strategically capitalizing upon tourism.

Goals

The Town of Clarkdale has selected the following goals for Fiscal Years 2022-2023 and 2023-2024, based upon the SWOT analysis, vision, mission and input from stakeholders and staff.



GOAL AREA 5

Plan for the maintenance and growth of quality infrastructure that is sustainable and resilient.



GOAL AREA 6

Strategically invest in organizational development to enhance efficiency and service delivery and to attract and retain an exemplary workforce.

Strategies and Tactics



GOAL AREA 1

**Preserve and celebrate
Clarkdale's unique, complex
history.**

MEASUREMENT

- ◆ Retain national historic status.
- ◆ Growing opportunities to share and highlight our history.
- ◆ Condition indexes of facilities.

1. Implementation of a Historic Preservation Ordinance. (2022)
2. Preserve historic integrity of Town Complex to maintain the historic nature of the structures, as identified in the CIP. (Ongoing)
3. Support community partners and their historic preservation efforts. (Ongoing)
4. Complete an assessment of the Town campus to determine all deferred maintenance needs. (2022-2023)
5. Apply for grants and seek funding to make needed repairs identified in the assessment. (Ongoing)
6. Implement short term repairs to Clark complex identified in the CIP for 2022-2023.
7. Work with the Clarkdale Historic Society & Museum to reopen the museum to the public. (2022-2023)
8. Complete a neighborhood revitalization plan to position the Town to apply for additional CDBG funds for Patio Park. (2023)
9. Replace faded history boards throughout Town. (2022-2023)
10. Work with the Historic Society & Museum and/or Historic Preservation Commission to utilize oral history and use of QR codes in the self-guided tours of the history boards and buildings. (Ongoing)
11. Create and maintain inventories of historic properties, sites, landscapes, signage, and other historic features. (HP Strat Plan: Ongoing)
12. Develop a program of public education regarding historic preservation and its importance to Clarkdale. (HP Strat Plan: Ongoing)
13. Develop an education program along the Verde River regarding its historic importance to Clarkdale (trading route, home to Sinaguas, Yavapais and Apaches). (2023-2024)
14. Consider design review for commercial and multi-family in the historic district via the historic preservation ordinance. (2022-2023)

Strategies and Tactics



GOAL AREA 2

Enhance the quality of life for residents, businesses and visitors to Clarkdale.

MEASUREMENT

- ◆ Crime stats.
- ◆ Citizen satisfaction.
- ◆ Affordable housing options.

1. Ensure adequate staffing, training and equipment for Police Department and Code Enforcement. (Ongoing)
2. Implement a Town reverse 911 system. Promote thoroughly. (2022)
3. Conduct exercises to prepare for emergency situations. (Ongoing)
4. Seek a variety of communication methods to ensure we are reaching our residents with important Town information. (Ongoing)
5. Seek ways to grow inclusiveness in the Town through workgroups, public forums, focus groups, surveys and relationship building. (Ongoing)
6. Conduct outreach to promote diverse board/commission participation and volunteerism and build upon the robust process currently in place. (Ongoing)
7. Actively work to keep the heart of the community, downtown, vibrant through economic development activities, code enforcement, public infrastructure investment and maintenance. (Ongoing)
8. Identify the type(s) of new housing needed to achieve a vibrant economy. (2022-2023)
9. Identify parcels appropriate for the diversity of housing needed for a vibrant economy. (2022-2023)
10. Identify those aspects of the Town that give it the “small town charm” and retain them. (Ongoing)
11. Advocate for equitable funding for Yavapai College in the Verde Valley. (Ongoing)
12. Educate new residents about water and fire and its impact on sustainability in Clarkdale. (Ongoing)
13. Launch a Citizen Police Academy. (2023)
14. Host a National Night Out Event. (2022)
15. Continue Neighborhood Clean Ups. (Ongoing)
16. Review Codes. (Ongoing)

Strategies and Tactics



GOAL AREA 3

Enhance the quality and availability of parks, recreation and cultural opportunities.

MEASUREMENT

- ◆ Park space per capita.
- ◆ Trail miles.
- ◆ Satisfaction surveys.
- ◆ Quantity, quality and attendance at events and programming.

1. Produce a map showing trails and future connectivity. (2023-2024)
 - Put trails map on Town website and kiosks.
 - Promote trails connectivity via work with Verde Front.
2. Complete Selna Mongini park project. (2022-2024)
3. Evaluate bike lanes for new/reconstruction of roadways. (Ongoing)
4. Update the gazebo. (2022)
5. Utilize CDBG funds to revitalize Caballero Park. (2022-2023)
6. Implement a park maintenance schedule. (2023)
7. Add a public works staff member to ensure park maintenance goals are met. (2022-2023)
8. Continue working with developers to add parks and amenities to new developments. (Ongoing)
9. Annually update or replace aging park infrastructure. Work toward establishing a five-year replacement plan. (Ongoing)
10. Partner with other entities for events and programming; specifically those that support the environment and sustainability as well as the arts. (Ongoing)
11. Continue to enhance services and amenities related to the Verde River. (Bathrooms, RAPS, dust control and parking.) (Ongoing)
12. Actively work on a plan to connect our neighborhoods through trails, sidewalks, pathways and bike lanes. (Ongoing)
13. See strategy for an arts incubator in Goal 4.
14. Develop specific programming for each park. (Ongoing)
15. Ensure all park amenities are listed on the website. (2022)

Strategies and Tactics



GOAL AREA 4

Strengthen and diversify our economy through cultivating a business friendly climate for business attraction and strategically capitalizing upon tourism.

MEASUREMENT

- ◆ Sales tax.
- ◆ Business sustainability.
- ◆ Stability of population.
- ◆ Jobs/employment.

1. Continue partnering with the Verde Canyon Railroad and other businesses in Clarkdale to enhance business development. (Ongoing)
2. Continue operations of Verde River RAPs. (Ongoing)
3. Explore the feasibility of Broadband in Clarkdale. (2022-2023)
4. Provide water/wastewater infrastructure along 89A for future residential and commercial growth. (2023-2024)
5. Strategically assist with economic development opportunities in the downtown area, on the 89 Bypass and Broadway. (Ongoing)
6. Establish a Tourism Marketing Working Group. (2022)
7. Work with community to identify marketing brand. (2022)
8. Fiscally capitalize upon tourism (Retail development). (Ongoing)
9. Retain a consultant to work with site selectors to attract businesses that meet the needs of Clarkdale. (2023)
10. Collaborate regionally to provide workforce housing. (Ongoing)
11. Partner with the college as an asset for workforce training as well as business services and lifelong learning opportunities. (Ongoing)
12. Support entrepreneurship and attract "locate anywhere" businesses, using VVREO, SBDC, REDC, ACA & Local First. (Ongoing)
13. Conduct analysis and study with ASU to develop an arts incubator and/or pop up shops in downtown. (2023-2024)
14. Implement local "shop online" educational campaign. (2023)
15. Create an economic development web page with tools and referrals to business start up assistance. (2023)
16. Complete an updated study on the Bittercreek Industrial Area in partnership with ASU. Develop a strategic plan for the Bittercreek Area involving the stakeholders and the understanding of being located next to a Class 1 Airshed: Residential, commercial businesses, light manufacturing. (2023)
17. Begin study of a wayfinding program. (2023-2024)
18. Establish a business development working group. (2023)
19. Promote light industrial freight as a regional asset. (Ongoing)

Strategies and Tactics



GOAL AREA 5

Plan for the maintenance and growth of quality infrastructure that is sustainable and resilient.

MEASUREMENT

- ◆ Annual investment in capital projects.
- ◆ Condition of roadways (condition indexing).
- ◆ Line breaks.
- ◆ Customers on water and sewer.

1. Auditorium AC Upgrade. (2022)
2. Broadway Overlay Phase II (2022-2024)
3. 89A Water and Sewer Improvements (2022-2024)
4. Continue annual CIP planning process with addition of scoring methodology and public participation. (Ongoing)
5. Get projects shovel ready so we may seek grants for major capital projects. (Ongoing)
6. Complete the IIP (Infrastructure Improvement Plan) and Rate Study for water and wastewater. (2022-2023)
7. Implement 2022-2023 CIP projects.
8. Ensure adequate funding is budgeted for maintenance of water and wastewater plants. (Ongoing)
9. Complete a plan for ongoing street maintenance to extend the life of our paved system. (2023-2024)
10. Bring Mescal Well online. (2022-2024)
11. Begin planning for new storage tank in the next three years. (2024)
12. Possibly begin design of Bitter Creek Bridge II (pending grant outcome). (2022)
13. Work on preparing for road connectivity—particularly Black Hills Drive and Centerville. (2022-2024)
14. Expand wastewater capture and add more re-use of effluent (purple pipe). (2022-2024)

Strategies and Tactics



GOAL AREA 6

Strategically invest in organizational development to enhance efficiency and service delivery and to attract and retain an exemplary workforce.

MEASUREMENT

- ◆ Turnover of staff metrics.
- ◆ Time with vacancies.
- ◆ Employees per capita.
- ◆ Citizen satisfaction survey.
- ◆ Employee satisfaction survey.
- ◆ Process improvement events and outcomes (Kaizen).
- ◆ Completion of DMAIC projects.

1. Continue recently implemented employee newsletter. (Ongoing)
2. Continue adding low cost/high impact benefits. Determine which benefits are most highly valued by staff. (2023)
3. Host employee appreciation events quarterly. (Ongoing)
4. Do annual 1 on 1s with all employees to discuss compensation. (2022)
5. Ensure quarterly 1 on 1s with supervisors and direct reports are occurring and are documented. (Ongoing)
6. Investigate and select an electronic time keeping system. (2023)
7. Begin early steps of launching a Six Sigma program; balance with creative hot-washes (lessons learned). (Ongoing)
8. Establish key performance indicators (metrics) maintained monthly. (Ongoing)
9. Establish a succession planning process and look for opportunities to create career ladders. (2022-2024)
10. Improve organizational onboarding process. (2023)
11. Assess options to outsource non specialized tasks. (Ongoing)
12. Seek technological and process improvement through process mapping events (Kaizen) and auditing IT risks. (Ongoing)
13. Continue online employee training program. (Ongoing)
14. Conduct annual benchmarking for pay and benefits. (Ongoing)
15. Create safety committee (to minimize risk and control costs). (2023)
16. Launch customer service training program. (2023-2024)
17. Put in place customer service complaint portal so residents can check the status of issues. (2022-2023)
18. Review policies related to response time and other operational topics to update employee manual. (2022-2023)
19. Maintain use of project matrix to establish priorities. (Ongoing)
20. Revamp performance review process. (2023)
21. Implement Incode improvements (P.O.s, etc.) (2023-2024)
22. Do the Q12 employee survey every two years. (Ongoing)



Town of Clarkdale

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