

**PAGE CITY COUNCIL  
WORK SESSION MEETING MINUTES  
DECEMBER 16, 2015**

A Work Session Meeting of the Page City Council was held at 5:30 p.m. on December 16, 2015, in the Council Chambers at City Hall in Page, Arizona. Mayor Bill Diak presided. Vice Mayor John Kocjan, Councilors Mike Bryan, Scott Sadler, Levi Tappan, and Dennis Warner were present. Councilor David Tennis was excused.

Mayor Diak called the meeting to order.

Staff members present: City Manager, J. Crystal Dyches; City Attorney, Joe Estes; Community Development Director, Kim Johnson; Page Utility Enterprises General Manager, Bryan Hill, Tourism Director, Lee McMichael; and City Clerk, Kim Larson.

Mayor Diak moved the agenda items as follows:

Discussion by the City Council pertaining to potential changes to the City's Board of Adjustment

City Attorney Joe Estes stated that there are two options to have the City Council serve as the Board of Adjustment:

- 1) The Zoning Code includes the establishment of the Board of Adjustment and states that, in the absence of a Board of Adjustment or by desire of the Council, Council may act as the Board of Adjustment. In such case, the Council shall meet as a Board of Adjustment and not take action as a Board at a Regular Council Meeting. The Council acting as a Board shall adhere to the applicable rules listed in the Zoning Code.
- 2) Amend the Zoning Code by ordinance. The Planning and Zoning Commission will hold a public hearing, and then City Council will adopt an ordinance to amend the Zoning Code.

Mr. Estes asked the City Council if they wanted to go through the process of amending the Zoning Code or work with what was already in place in the Zoning Code, where City Council can act as the Board of Adjustment.

Mayor Diak said that this was being addressed because it has been hard to get a quorum for the meetings.

City Attorney Estes stated that there was also the philosophy and mindset that the decisions are the final determination, and some feel that those decisions need to go before the City Council. He then stated that there are cities where the City Council acts as Board of Adjustment, and smaller cities might have the City Council acting as Board of Adjustment and larger cities would have a Board of Adjustment.

There was discussion.

The consensus of the City Council was to have the City Attorney prepare a Resolution to have City Council act as the Board of Adjustment and not change the Zoning Code.

Discussion by the City Council pertaining to the City Council Priorities

City Manager Crystal Dyches stated that when the 2015 priorities were set, there were five (5) priority areas, and the objectives were to take 3-5 years to accomplish. Each year the priorities are to be reviewed and new goals/priorities identified and objectives set. She stated that not everything the City hoped to achieve in 2015 was accomplished. The goals were ambitious, and many of the objectives were community development related. However, the City did not have a Community Development Director until mid-year and a Director of Engineering has not been hired to date.

Ms. Dyches stated that the 2016 Strategic Priorities and goals are the same, however when looking at the objectives, the timeline of one calendar year, and the current resources, she was concerned. Ms. Dyches asked City Council to identify Council's highest priorities, perhaps amend the timeline, and/or consider additional resources. She stated that there are approximately 26 objectives for next year, with the same department being the lead on many of them. Kim Johnson, Director of Community Development, has a staff of three (3) and there are 11 major projects. Direction was requested by the City Manager.

There was discussion.

City Council reviewed each priority and the top priorities were selected as shaded below. City Manager Crystal Dyches said that every priority would be addressed; however she needed City Council to select the top priorities.

**INFRASTRUCTURE IMPROVEMENT**

The City Council is committed to maintaining and improving public infrastructure and City facilities to preserve both the physical character and livability of the community.

Goal: Maintain and improve critical City infrastructure, including streets, sidewalks, parks, trails and facilities to support economic growth and improve quality of life in Page.

	Objective	Action	Lead
1	Provide City Council with options for relocating central garage.	Staff is currently working with Rosenberg and Associates on a feasibility study to relocate Central Garage.	Crystal Dyches, City Manager
2	Establish a plan to address parking safety at Horseshoe Bend	National Park Service Centennial Grant	Crystal Dyches, City Manager
3	Create a plan to address deferred maintenance on City facilities and	Develop and implement a facilities and equipment maintenance plan by	Cliff Linker

	equipment.	establishing tasks and schedules, determining seasonal and cyclical maintenance needs and provide a method of insuring that maintenance will be regularly preformed.	Public Works Manager
4	Draft a Pavement Management Program (PMP) for inclusion in the Capital Improvement Plan.	Develop and implement a Pavement Management Policy is to establish a Pavement Management Program (PMP) that systematically evaluates the street network to maximize the pavement life span.	Cliff Linker, Public Works Manager
5	Establish adequate, fair, and equitable water and sewer rates		Bryan Hill, Director of Public Utilities
6	In coordination with Page Utility Enterprises, create a multi-year Capital Improvement Plan to accommodate economic growth and development and maintain and extend the life of the City's infrastructure.	Create a CIP that outlines current capital and infrastructure projects, future anticipated needs, and future costs to the community. The plan should address both repair and replacement of existing infrastructure and purchase of capital equipment as well as the development of new facilities to accommodate future growth and/or improve services.	Cliff Linker, Public Works Manager Bryan Hill, Director of Public Utilities

**COMMUNITY DEVELOPMENT**

A pleasant environment is a source of pride for its residents and an important component of the quality of life in an area. Community aesthetics take on an economic meaning, encouraging tourism and business recruitment. Community Development is a process by which local decision-makers and residents work together to leverage resources to increase business development and job opportunities; and attract capital to improve the physical, social and environmental conditions in the community.

Goal: Implement economic development processes that assist in the development of a strong local economy; protect neighborhoods from blighting and deteriorating conditions that have a negative impact on area property values; and encourage residents and business owner's efforts to maintain the physical environment through standards set in local ordinances.

	Objective	Action	Lead
1	Adopt a proactive approach to code enforcement.	Update Nuisance and Zoning Codes; establish, equip, and staff the Code Enforcement Division, and implement a proactive code enforcement program.	Kim Johnson, Com. Dev. Director

CITY COUNCIL WORK SESSION –DECEMBER 16, 2015

2	Develop a strategy for the development and maintenance of Block 17.	Research land use and funding options. Investigate the value of pursuing visioning/design assistance through free resources offered by various agencies.	City Attorney Cliff Linker, Public Works Manager Kim Johnson, Com. Dev. Director
3	Research incentives to encourage new home construction.	Investigate community housing needs through a housing and market study. Work with community, regional, state and federal partners to identify programs available for rural housing needs. Pursue available programs and local resources for housing incentive programs.	Kim Johnson, Com. Dev. Director
4	Incorporate design and landscape standards into City Code.	Review existing Gateway standards, site plan design and review requirements, and landscape and lighting standards in conjunction with the Zoning Code Update.	Kim Johnson, Com. Dev. Director
5	Conduct Research and prepare the groundwork to initiate a Master Streetscape Plan that will develop and establish goals, strategies, and policies for streetscape development and determine technical feasibility and implementation costs associated with a streetscape enhancement program.	Research successful streetscape programs and possible planning and implementation grant funding sources. Establish project scope and develop an RFP for professional services to develop a Master Streetscape Plan that establishes goals, strategies, and policies for streetscape development, and analyzes technical feasibility and implementation costs associated with a streetscape enhancement program.	Kim Johnson, Community Development Director
6	Initiate a process to develop a master plan for the Amphitheater.	Implement the recommendations of the City-wide Park Master Plan related to the Amphitheater.	Kim Johnson, Com. Dev. Director
7	Research incentives to encourage job creation and expand tax base.	Work with community, regional, state and federal partners to identify programs available for rural economic development needs. Pursue available programs and local resources for incentive programs.	Kim Johnson, Com. Dev. Director
8	Begin review of the City's General Plan in preparation for 2019	Review existing documents and maps to identify needed changes.	Kim Johnson, Com. Dev.

	update.		Director
9	Implement an economic development strategies with greater emphasis on economic development and grant writing.	Review the Community Development Department structure to determine necessary shifts in responsibility or additional staffing. Continue to shift the focus of the Community Development Advisory Board to the broader mission of Community Development, through training and education of staff and board members.	Kim Johnson, Com. Dev. Director

**HIGH PERFORMING ORGANIZATION**

The City of Page strives to develop a high performing organization through continuous system and process improvements; the commitment to make time to do the “work of leadership”; and the encouragement of City employees to exercise their leadership and talents at every level of the organization.

Goal: To create an environment that supports engaged, high performing employees; enable the City to recruit, retain and compete for talent; and ensure retention of institutional knowledge.

	Objective	Action	Lead
1	Develop, implement and monitor employee performance measures.	<ul style="list-style-type: none"> <li>• Identify critical activities to be measured;</li> <li>• Establish Performance Goals or Benchmarks;</li> <li>• Establish Performance Measures;</li> <li>• Collect Data; and</li> <li>• Report Performance.</li> </ul>	Crystal Dyches, City Manager
2	Develop a Recruitment and Retention plan.	Develop a Recruitment and Retention Plan which includes: <ul style="list-style-type: none"> <li>• Workforce Planning (Recruitment Strategies, Retention Strategies and Employee Development)</li> <li>• Classification and Salary Plan which provide recommendations for a compensation system plan that is internally fair and externally competitive.</li> </ul>	Kay Eddeimon, Human Resource Coordinator  Director of Finance, Linda Watson  City Manager, Crystal Dyches
3	Update Public Safety policies and procedures.	Update Public Safety policies and procedures.	Chief of Police, Frank Balkcom Sr.

			Fire Chief, Jeff Reed
4	<p>Create a culture of safety which is based on a shared belief system where safety is integral in every part of our organization.</p> <p><i>"We are committed to a safe, injury-free workplace by integrating safety into our daily decisions and work processes."</i></p>	<ul style="list-style-type: none"> <li>• Reduce occupational hazards through direct interventions.</li> <li>• <b>Define Specific Roles</b> and responsibilities for safety and health at all levels of the organization.</li> <li>• Ensure reporting of injuries, first aids, and near misses.</li> <li>• Increase the visibility of recognizing safety accomplishments.</li> <li>• Each division will set and report of safety priorities.</li> </ul>	<p>Kay Eddelmon, Human Resource Coordinator</p> <p>Department Manager: Linda Watson</p>
5	<p>Research the benefits/cost of installing GPS on City and PUE Vehicles.</p>	<p>Research the benefits/cost of installing GPS on City and PUE Vehicles.</p>	<p>Cliff Linker, Public Works Manager</p> <p>Bryan Hill, Director of Public Utilities</p>

**FISCAL RESPONSIBILITY**

The City is committed to maintaining fiscal stability to ensure the delivery of high quality services. This requires an efficient, transparent financial system; accurate and reliable forecasting of revenues; control of expenses; and an expanded tax base.

Goal: Operate in a fiscally prudent manner, assuring the most efficient expenditure of public funds.

	Objective	Action	Lead
1	<p>Prepare annual update of the City's ten-year Capital Improvement Program.</p>	<p>The following should be addressed in this planning effort:</p> <ul style="list-style-type: none"> <li>• Financial responsibility</li> <li>• Improved transportation</li> <li>• Coordination with utilities</li> <li>• Expansion of parks and recreation facilities</li> <li>• Economic development implications</li> <li>• Environmental issues</li> <li>• Community aesthetics and image</li> </ul> <p>The process for the CIP's development is divided into three key components, culminating in the presentation of a Capital Improvement Plan to the Mayor and City Council for</p>	<p>Finance Director Linda Watson</p>

		<p>approval:</p> <p>1. Needs Assessment: Future needs are outlined utilizing the General Plan and taking growth patterns into consideration.</p> <p>2. Financial Analysis: Examination of the city's recent revenues, expenditures, current debt, and bonding capacity need to be included in the financial analysis.</p> <p>3. Capital Improvement Plan Policies: The plan document includes policies, an implementation section, and outlines how the CIP will be updated on an annual basis.</p>	
2	Develop a long term financial plan to maintain financial accountability and sustainability	Develop a long term financial plan to complement to the strategic planning process, which will allow us to determine how the resources available can be tied to the future goals.	Finance Director Linda Watson

**QUALITY OF LIFE**

The City strives to enhance the overall quality of life for our residents and visitors by offering high quality recreation and leisure activities and improving parks, trails, streetscapes and open spaces in Page.

Goal: Maximize resources that enhance the quality of life for our residents and visitors.

	Objective	Action	Lead
1	Provide and maintain quality parks, trails and open spaces, amenities, equipment, and programs to meet the leisure and recreational needs of those living, working, and visiting the community.	Support, prioritize and implement recommendations of the Park Master Plan	Kim Johnson, Com. Dev. Director  Debbie Winlock, Com. Services Director  Cliff Linker, Public Works Manager
2	Develop quality, organized recreation programming for youth and adult participants.	Evaluate recreation programs and processes in an effort to increase participant satisfaction.  Coordinate use of school and city facilities, equipment and staff.	Debbie Winlock, Com. Services Director
3	Establish unique	Individual Department Managers	Individual Department

CITY COUNCIL WORK SESSION –DECEMBER 16, 2015

	opportunities for volunteers to contribute to the City, while enriching city programs and services through volunteer involvement and participation.	work with volunteers who assist the City's workforce to enhance services to the public by performing tasks beyond the capacity and scope of current City employees, including Advisory Boards, library, recreation programs, Police and Fire.  Create a webpage that lists volunteer opportunities and standardize an "opportunity request form."	Managers  Kim Larson, City Clerk
4	Develop recognition program for business and community leaders.	Develop recognition program for business and community leaders.	Economic Development/Tourism Coordinator

The meeting was adjourned at 6:24 p.m.



Kim Larson  
City Clerk



~~William R. Diak~~ JOHN KOCHAN  
VICE-Mayor

## CERTIFICATION

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the City Council Work Session Meeting, held on the 16th day of December, 2015. I further certify that the meeting was duly called and held and that a quorum was present.

Dated this 10th day of February, 2016

A handwritten signature in cursive script that reads "Kim Larson". The signature is written in black ink and is positioned above a horizontal line.

Kim Larson, City Clerk