1. March 15, 2016 - Council - Agenda

   Documents: 2016_03_15_CC_SS_AG.PDF

2. March 15, 2016 - Council - Packet

   Documents: 2016_03_15_CC_SS_PK.PDF

3. March 15, 2016 - Council - Addendum

   Documents: 2016_03_15_CC_SS_PK_AD_PUB.PDF

4. March 15, 2016 - Council - Action Taken

   Documents: 2016_03_15_CC_SS_AT.PDF

Town of Chino Valley

MEETING NOTICE
TOWN COUNCIL

STUDY SESSION
TUESDAY, MARCH 15, 2016
6:00 P.M.

Council Chambers
202 N. State Route 89
Chino Valley, Arizona

AGENDA

1) CALL TO ORDER; ROLL CALL

2) Presentation and discussion regarding the Town's August 30, 2016 primary election and the Alternative Expenditure Limitation (Home Rule Option) ballot measure. (Joe Duffy, Finance Director; Jami Lewis, Town Clerk)

3) Presentation and discussion regarding potential savings by refunding the GADA 2007A and 2010 Excise Tax Bonds. (Joe Duffy, Finance Director)

4) Presentation and discussion regarding the Performance Management and Evaluation Process. (Laura Kyriakakis, Human Resources Director)

5) Discussion regarding a reorganization to separate the positions of Director of Public Works and Town Engineer by adopting Ordinance No. 16-810 amending Town Code Title V Public Works, Chapter 50 General Provisions, Subchapter Utility Department, Section 50.15 Public Works Director; and approving a revision to the Town of Chino Valley Organizational Chart. (Councilmember Lon Turner; Councilmember Corey Mendoza)

6) ADJOURNMENT

Dated this 10th day of March, 2016.

By: ***Jami C. Lewis, Town Clerk***

The Town of Chino Valley endeavors to make all public meetings accessible to persons with disabilities. Please call 636-2646 (voice) or 711 (Telecommunications Arizona Relay Service) 48 hours prior to the meeting to request a reasonable accommodation to participate in this meeting.

Supporting documentation and staff reports furnished to the Council with this agenda are available for review on the Town website at http://www.chinoaz.net/agendacenter, and in the Public Library and Town Clerk's Office.

CERTIFICATION OF POSTING

The undersigned hereby certifies that a copy of this notice was duly posted at Chino Valley South Campus, Chino Valley Post Office, and Chino Valley North Campus in accordance with the statement filed by the Town Council with the Town Clerk.

Date:_____ Time:_____ By:_____

Jami C. Lewis, Town Clerk

Town of Chino Valley

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Jami C. Lewis, Town Clerk

TOWN OF CHINO VALLEY
COUNCIL AGENDA ITEM STAFF REPORT

Town Council Study Session **Item No. 2)**

Meeting Date:	03/15/2016
Contact Person:	Finance Director, financedirector Phone: 636-2646 x-1211
Department:	Finance
Estimated length of Staff Presentation:	30 minutes
Physical location of item:	Town wide

Information

AGENDA ITEM TITLE:

Presentation and discussion regarding the Town's August 30, 2016 primary election and the Alternative Expenditure Limitation (Home Rule Option) ballot measure. (Joe Duffy, Finance Director; Jami Lewis, Town Clerk)

SITUATION & ANALYSIS:

The Town's current Home Rule Option will expire on June 30, 2017. Traditionally, Council places Home Rule on its primary election ballot, which in 2016 will be on August 30. Finance staff will present an overview of Alternative Expenditure Limitations and the Home Rule Option. Town Clerk staff will present the Home Rule election calendar and the Town's Home Rule Outreach Plan.

The Home Rule Option relates to the Town's budget process as prescribed by state law. All Arizona cities and towns are required to have a balanced budget wherein spending (expenditures) cannot exceed available income (revenues). State law also requires that the Town adopt a cap for its annual expenditures as part of the budget process ("expenditure limitation"). This expenditure limitation is based on a formula set by the state ("state-imposed limitation") in 1979-80. However, at any time, a municipality's voters may approve an alternative method for setting their municipality's expenditure limit ("alternative expenditure limitation").

There are 4 alternative expenditure limitation ("AEL") options, as well as an Emergency Override option, which allows a municipality to exceed its expenditure limitation in the event of a disaster in which either the governor or the Town Council declares an emergency. The 4 AELs and their applicability to the Town are:

- One-Time Override – Provides for a one time election for one year only to exceed the state-imposed limitation or to override an error in an approved AEL. This option does not apply to the Town at this time.
- Capital Projects Accumulation – This option is most appropriate for communities where the state-imposed limitation is sufficient except in the area of capital outlays. This option has become obsolete and is not being used by any Arizona municipalities. As the state-imposed

limitation is not sufficient for the Town, staff does not recommend this option.

- Permanent Base Adjustment – Allows a municipality to permanently adjust the state's base expenditure amount used to formulate the municipality's expenditure limitation until the voters approve another permanent base adjustment or another AEL option. This option had not been considered in the past, as it requires a longer term commitment, would bind future Town Councils, and was better during a stable economy. As this option does not require regular elections to extend it, and as the Town's financial condition continues to improve, staff may be proposing this option for a 2018 special election.
- Home Rule – Allows a municipality to set a spending limit based upon current and projected revenues and local service demands and must be extended by the voters every 4 years. The Town currently operates under the Home Rule Option, which was originally approved in 1985, and has been extended every four years since. As this option appears to fit the community's needs the best at the present time, staff recommends that Council ask the Town's voters to extend this option.

The Town Council has three possible options to propose to the voters:

- Propose an extension of the Home Rule Option for another 4 years;
- Propose another AEL option;
- Propose nothing and revert to the default state-imposed expenditure limitation.

In order to extend Home Rule, Council must hold two public hearings to hear public comment. Those are scheduled for March 22 and April 12. After the second public hearing, Council must adopt, in a special meeting, a resolution proposing an extension of the Home Rule Option and placing it on a Town election ballot. Staff recommends that the proposal be placed on the August 30, 2016 primary election ballot. Alternately, it may be placed on the November General election ballot.

For more details on the Home Rule Option, see the Exhibit A – Frequently Asked Questions about Alternative Expenditure Limitation – Home Rule Option.

Finance staff has prepared the financial analysis required by law prior to placing the question before the voters. Those documents include a summary analysis (Exhibit 1), summary analysis worksheet (Exhibit 2), and a detailed analysis (Exhibit 3). These analyses contain the calculations for determining the state-imposed limitation and the projected AEL under the Home Rule option for the next four fiscal years.

The summary analysis delineates four things:

- The estimated expenditure limitation (or budget cap) that the Town will be allowed to expend for the next four fiscal years under the Home Rule Option (paragraph 2).
- The budgetary purposes (Town services and operations) for which the Town will use its expenditure authority (paragraph 3).
- The estimated expenditure limitation that the Town will be allowed to expend for the next four fiscal years under the state-imposed limitation (paragraph 4).
- The amount of revenues estimated to be available to fund the Town's operations (paragraph 5).

The summary analysis worksheet is used to compute the total expenditures under the state imposed limitation, which includes as its base the Town's revenues from 1979-80 and its 1978 population.

The detailed analysis includes:

- A synopsis of the summary analysis (paragraphs 2 & 3).

- The amounts estimated to be expended in specific areas for Town services and operations (1st table).
- Estimated revenues from federal, state, and local sources (2nd table).

All of this assumes that the revenues the Town receives will continue to be available as they have been for the past four years.

Should Council approve Resolution No. 16-1078 on April 12, 2016, staff will place the Home Rule extension proposal on the August 30, 2016 ballot. Should Council not approve the Resolution, the item will not be placed on the ballot and the Town's expenditure limitation will revert back to the state-imposed limitation.

The attached documents are those which have been developed over the last 8 years to educate the public on Home Rule, with the exception of Exhibit C: Voter Information Pamphlet, which has been developed and updated over the last 30 years per state law. Staff desires that Council look over these materials and be prepared to ask questions and provide input on their content, as we desire to present the most comprehensive, yet understandable materials.

Attachments

Exhibit 1-Summary Analysis
Exhibit 2-Summary Analysis Worksheet
Exhibit 3-Detailed Analysis
Home Rule Outreach presentation
Exhibit A-Home Rule FAQs
Exhibit B-Brochure
Exhibit C-Saturation Mailing
Exhibit D-Voter Information Pamphlet

TOWN OF CHINO VALLEY, ARIZONA
ALTERNATIVE EXPENDITURE LIMITATION

(Home Rule Option)

SUMMARY ANALYSIS

The voters of the Town of Chino Valley in 2005 adopted an alternative expenditure limitation (Home Rule Option). The purpose of this election is for the continued use of the Home Rule Option.

Pursuant to the Arizona State Constitution, the Town of Chino Valley seeks voter approval to adopt a Home Rule Option to apply to the town for the next four years beginning in 2017-2018. Under the Home Rule Option if approved by the voters, the town estimates it will be allowed to expend approximately $19,688,500 in 2017-2018, $21,149,050 in 2018-2019, $20,588,250 in 2019-2020, and $21,047,150 in 2020-2021.

With approval of the Home Rule Option, the town will utilize the expenditure authority for all local budgetary purposes including; General Government; Public Safety; Parks & Recreation; Aquatics; Library; Senior Center; Magistrate; Prosecutor; Planning & Building; Public Works & Engineering; Roads; Water & Sewer Utilities; Capital Improvements; and Debt Service.

Under the state-imposed limitation, after considering the constitutionally allowed exclusions, the town estimates it will be allowed to expend approximately $8,564,329 in 2017-2018, $9,172,407 in 2018-2019, $9,100,545 in 2019-2020, and $9,345,848 in 2020-2021 for the operation of your local government.

The amount of revenue estimated to be available to fund the operation of your town government is $19,688,500 in 2017-2018, $21,149,050 in 2018-2019, $20,588,250 in 2019-2020, and $21,047,150 in 2020-2021. These revenue estimates are the same under the Home Rule Option or the state-imposed expenditure limitation.

Any and all dollar figures presented in this summary are estimates only and are based upon information available at the time of preparation of this analysis. The budget and actual expenditures in any of the four years may be more or less than expenditures noted above depending on available revenue.

If no alternative expenditure limitation is approved, the state-imposed expenditure limitation will apply to the town.

TOWN OF CHINO VALLEY, ARIZONA
ALTERNATIVE EXPENDITURE LIMITATION

(Home Rule Option)

SUMMARY ANALYSIS WORKSHEET

POPULATION FACTOR COMPUTATION

Fiscal Year	Prior Fiscal Year Population	÷	1978 Population	=	Population Factor
2017-2018	11,440	÷	2,400	=	4.7667
2018-2019	11,650	÷	2,400	=	4.8542
2019-2020	11,870	÷	2,400	=	4.9458
2020-2021	12,100	÷	2,400	=	5.0417

STATE-IMPOSED EXPENDITURE LIMITATION

Fiscal Year	1979-80 Base	x	Population Factor	x	Inflation Factor	=	Projected State-Imposed Expenditure Limitation	+	Estimated Exclusions	=	Total Expenditures Under State-Imposed Limit
2017-2018	$255,094	X	4.7667	X	2.9160	=	$3,545,731	+	$5,018,598	=	$8,564,329
2018-2019	$255,094	X	4.8542	X	2.9743	=	$3,683,009	+	$5,489,398	=	$9,172,407
2019-2020	$255,094	X	4.9458	X	3.0442	=	$3,840,697	+	$5,259,848	=	$9,100,545
2020-2021	$255,094	X	5.0417	X	3.1046	=	$3,992,850	+	$5,352,998	=	$9,345,848

TOWN OF CHINO VALLEY, ARIZONA
ALTERNATIVE EXPENDITURE LIMITATION
(Home Rule Option)
DETAILED ANALYSIS

Pursuant to the Arizona State Constitution, the Town of Chino Valley as authorized by Resolution 16-1078 passed on April 12, 2016 will seek voter approval to adopt an alternative expenditure limitation (Home Rule Option) to apply to the Town for the next four years beginning in 2017-2018.

Under a Home Rule Option if approved by the voters, the Town estimates it will be allowed to expend approximately $19,688,500 in 2017-2018, $21,149,050 in 2018-2019, $20,588,250 in 2019-2020, and $21,047,150 in 2020-2021.

With approval of the Home Rule Option, the Town will utilize the expenditure authority for all local budgetary purposes including: General Government; Public Safety; Parks & Recreation; Aquatics; Library; Senior Center; Magistrate; Prosecutor; Planning & Building; Public Works & Engineering; Roads; Water & Sewer Utilities; Capital Improvements; and Debt Service. We estimate that the expenditures for the next four years under the Home Rule Option will be as follows:

ESTIMATED AMOUNTS TO BE EXPENDED IN SPECIFIC AREAS

Purpose	2017-2018	2018-2019	2019-2020	2020-2021
General Government	$ 6,607,800	$ 7,011,500	$ 6,718,950	$ 6,797,350
Public Safety	2,869,800	2,921,200	3,023,150	3,052,400
Parks & Recreation	418,100	427,650	437,300	437,600
Aquatics	248,700	252,000	255,350	258,750
Library	318,200	323,650	329,200	334,850
Senior Center	260,350	265,700	271,150	276,650
Magistrate	278,300	284,300	289,900	295,600
Prosecutor	134,200	136,700	139,200	141,600
Planning & Building	548,900	558,450	568,450	578,650
Public Works & Engineering	125,750	128,100	130,500	132,950
Roads	940,250	1,004,550	1,019,100	1,070,950
Water & Sewer Utilities	2,212,900	2,203,650	2,213,750	2,211,500
Capital Improvements	3,983,500	4,746,050	4,263,250	4,464,150
Debt Service	741,750	885,550	929,000	994,150
Total Expenditures	$19,688,500	$21,149,050	$20,588,250	$21,047,150

If approved, the expenditures authorized will be funded from revenues obtained from federal, state and local sources. It is estimated that the amount of revenue from each source for the next four years will be as follows:

ESTIMATED AMOUNTS OF REVENUE FROM EACH AND ANY SOURCE

Source	2017-2018	2018-2019	2019-2020	2020-2021
Federal	$ 3,225,000	$ 3,525,000	$ 3,225,000	$ 3,225,000
State	4,391,500	4,514,500	4,639,500	4,769,500
Local	12,072,000	13,109,550	12,723,750	13,052,650
Total Revenues	$19,688,500	$21,149,050	$20,588,250	$21,047,150

ALTERNATIVE EXPENDITURE LIMITATION
DETAILED ANALYSIS

In determining the revenue sources to fund the authorized additional expenditures under the alternative expenditure limitation, it is assumed that the federal, state and local revenues received by the Town will continue to be available in 2017-2018 as they have for the past four (4) years. Their continued availability is also assumed for the next three (3) consecutive years following 2017-2018.

Any and all dollar figures shown in this analysis are estimated figures only and are based upon information available at the time of preparation of this report. The budgets and actual expenditures in any given year may be more or less than the figures noted above depending on available revenues. The actual expenditure limitation for each fiscal year shall be adopted as an integral part of the budget for that fiscal year.

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"HOME RULE" ELECTION – AUGUST 2016

March 15, 2016

Town Clerk's Office

TARGET DATE/ LEGAL DEADLINE	ACTION STEP
March 22	1st Public Hearing
April 1	Town receives est. State limit for coming year
April 12	2nd Public Hearing; Council votes on proposal (resolution) in Special Meeting
May 10	Call of Election (resolution); Final pamphlet review
June 1	Pamphlet arguments due
August 30	PRIMARY ELECTION DAY

Home Rule Calendar

TARGET DATES	ACTION STEP
Mar.-May	Council education
April-July	Town staff and public education
Mar.-Aug.	News Releases; Website; Channel 57; FaceBook; Twitter
July-Aug.	Candidate's Forum (Joe Duffy)

OUTREACH ACTIONS-Staff

TARGET DATES	ACTION STEP
May-July	Presentations to service clubs, HOAs, other local organizations
July-Aug.	Talk of the Town (Vice-Mayor Croft)
TBD	Mayor’s Report(s); video spots?

OUTREACH ACTIONS-Council

Outreach Materials:

- April-August – Home Rule FAQ sheet (Exhibit A)
- April-August – Brochure (Exhibit B)
- Late July – Voter Information Pamphlet (Exhibit C)
- Early August – Saturation mailing to all residents (Exhibit D)
- May-August – Video spots (infomercial)

OUTREACH MATERIALS

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FREQUENTLY ASKED QUESTIONS

ALTERNATIVE EXPENDITURE LIMITATION – HOME RULE OPTION

What is the *Expenditure Limitation*?

- Chino Valley, like all cities and towns in Arizona, is required to have a balanced budget where spending (expenditures) cannot exceed available revenues.
- Additionally, in 1980, Arizona voters approved a constitutional amendment designed to limit the annual expenditures of all Arizona cities and towns. The law requires that each municipality cap its annual expenditures by adhering to a budgetary limit set by the state. This is known as the *state-imposed expenditure limitation*.
- As Arizona's municipalities began experiencing the growth that we still see today, with their revenues and budget demands growing, it became clear that the state formula, set according to the economic climate of the late seventies, no longer reflected the revenue and expenditure needs of a rapidly growing state.
- The Arizona Constitution was then amended to provide options to accommodate these growing financial needs and allow voters to authorize their Council to adopt an alternative method for setting their municipality's expenditure limit. This is known as the *Alternative Expenditure Limitation* (or AEL).
- Each fiscal year, the Council adopts an expenditure limitation (based upon either the state limitation or an alternative) in conjunction with adoption of the budget. Expenditures can not exceed that limitation, thereby creating the required balanced budget.

What are the 4 Alternative Expenditure Limitation Options?

- One-Time Override – Provides for a one time election for one year only to exceed the state-imposed limitation or to override an error in an approved AEL.
- Capital Projects Accumulation – This option is most appropriate for communities where the state-imposed limitation is sufficient except in the area of capital outlays. This option has become obsolete and is not currently being used by any Arizona municipalities.
- Permanent Base Adjustment – Allows a municipality to permanently adjust the state's base expenditure amount used to formulate the municipality's expenditure limitation. It requires a longer-term commitment and remains in effect until the voters approve another permanent base adjustment or another AEL option.
- Home Rule – Allows a municipality to set a spending limit based upon current and projected revenues and local service demands. It must be extended by the voters every 4 years.

MUNICIPALITIES & EXPENDITURE LIMITATIONS – 2016

STATE-IMPOSED	CAPITAL PROJECTS	PERMANENT BASE	HOME RULE
11	0	25	55

- Emergency Override – This is not an AEL, but it allows a municipality to exceed its expenditure limitation in the event of a disaster in which either the governor or the Town Council declares an emergency.

What is the *Home Rule Option*?

- The Home Rule Option permits the citizens of Chino Valley and their elected officials to set a spending limit based upon local priorities instead of making budget decisions based on a state-imposed formula. Hence, budget decisions are made at "home."
- Home Rule does *not* enable the Town to spend more than the revenues it receives. Should the Town receive fewer revenues than budget projections, Town officials will cut expenditures to maintain a balanced budget.
- The Town was under the state limitation until 1985, when Chino Valley citizens voted to approve the Home Rule Option for the first time. Chino Valley voters have extended the Home Rule Option every four years since.
- The Town's current option expires in June 2017 and the Town Council will be asking the voters to extend it another four years at the Town's Primary Election on August 30, 2016.
- The Town is recommending the Home Rule Option over the other options, because it best fits the Town's current circumstances. More specifically:
    - The One-Time Override does not apply to the Town at this time.
    - The state-imposed limitation under the Capital Projects Accumulation is not sufficient for the Town at this time.
    - The Permanent Base Adjustment requires a longer term commitment, would bind future Town Councils, and tends to be more favorable during a stable economy.

What effect does Home Rule have on revenues and taxes?

- Home Rule does not increase or decrease the revenues that the Town receives from sales taxes and state shared revenues.
- Home Rule has *no* impact on taxes or tax rates. It does not change the Town's sales tax rate.

What is the difference between Home Rule and the state-imposed limitation?

- The expenditure limitation was originally adopted in 1980 and the formula for the state limitation is based on revenues and population from 1978-1980.
- While the state limitation for subsequent years permits increased spending limits using a population growth factor and an inflation factor, those factors are *not* calculated from *actual* revenues, population growth, or inflation.
- When the state limitation formula was originally developed in 1980, Chino Valley had a population of 2,400 and revenues of $255,094.
- As the Town has grown, so have its revenues, operating costs, and demand for services. Today, the Town has a population of about 11,000 and it projects to receive approximately $19,688,500 in revenues during fiscal year 2017-2018.

STATE LIMIT VS. HOME RULE – PROJECTIONS – 2017-2021

	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021
State imposed expenditure limitation plus exclusions	$8,564,329	$9,172,407	$9,100,545	$9,345,848
Estimated revenues received from any source	$19,688,500	$21,149,050	$20,588,250	$21,047,150
Additional dollars available with Home Rule	$11,124,171	$11,976,643	$11,487,705	$11,701,302

What happens if the voters APPROVE the Home Rule Option?

- The Home Rule Option will remain in effect for the next four consecutive fiscal years.
- The voters will authorize the Council to set the Town's expenditure limitation based on current and projected revenues and needs while remaining within the broad budgetary limits prescribed by the state.
- The Town will adopt an expenditure limitation based on the Home Rule AEL each of the four next fiscal years during the budget process.
- After four years, the Mayor and Council may ask the voters to extend it again or propose another alternative.

What happens if the voters DO NOT APPROVE the Home Rule Option?

- The Town will lose the ability to set its budget based on current needs and revenues and will be required to limit Town expenditures to the state imposed formula for at least two consecutive fiscal years.

- Projections indicate that approximately 57% of the Town's overall budget for the next two years would have to be eliminated.
- Although the Town will still receive revenues approximating the estimates above, revenue amounts in *excess* of the state limitation will remain unavailable for two years, as state law will prevent the Town from expending those funds to provide general government services.

<u>What do we need to know about voting on the proposal?</u>

- The Town is proposing to place the proposal on the August 30, 2016 ballot.
- Registered voters will receive a voter information pamphlet with voting information, as well as much of the material presented here on Home Rule.
- Individuals or a group can file an argument for the voter pamphlet supporting or opposing Home Rule. Submit arguments to the Town Clerk's office by June 1, 2016, notarized, and accompanied by an $80 submittal fee.

Town of Chino Valley

Proposition 436

Aug. 30, 2016 Ballot

Alternative Expenditure Limitation

Home Rule Option

EXHIBIT B

Q: What is Proposition 436?

A: Proposition 436 will determine the amount of revenues the Town government will be able spend to provide services to the community such as Public Safety, Library, Recreation, Senior Center, Parks, Roads, Water and Sewer.

Q: Why do Town residents have to vote on this?

A: State law requires that the Mayor and Council approve a spending cap for each year's budget. The voters decide the method for determining that spending cap. There are two methods to choose from in 2017: The State Imposed method, which is based on a formula set in 1980, or the "Home Rule Option," where your local elected officials determine how our local revenues should be spent.

Q: What method does the Town use now?

A: In 2013, Chino Valley voters approved the "Home Rule Option." This option allows the Mayor and Council to determine the Town's spending cap based on actual projected revenues and local service needs. Every four years, the citizens must evaluate whether or not to continue with the Home Rule option, adopt another alternative, or default back to the State limit.

Q: Why have Chino Valley voters chosen Home Rule over the State limit?

A: Under Home Rule, the Town sets its spending cap based on actual projected revenues each fiscal year. The State limit requires the Town to set its spending cap based on revenues received and services provided in 1980 when the Town's population was 2,400, its revenues were $255,000, and it had 18 square miles, with no municipal water and sewer service, few paved roads, and only the most basic services.

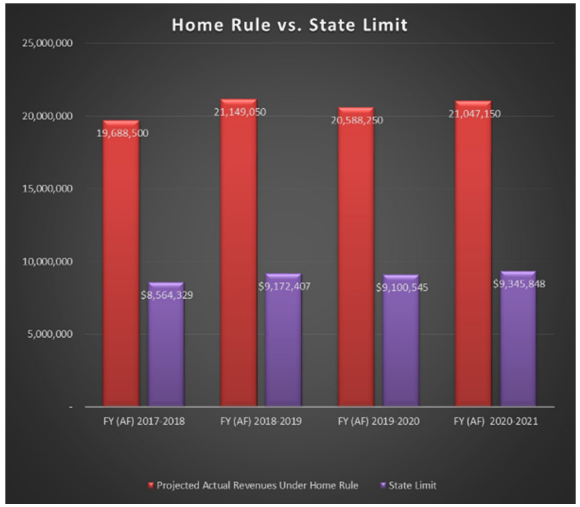
Under the State Imposed Limitation, the Town's revenues will still be received, but the Town will not be able to spend a large percentage of them to provide services to the community.

Q: What is the difference between a "YES" vote and a "NO" vote?

A: A "YES" vote will allow the Town to set its annual spending cap annually based on actual projected revenues and current needs for the next four years. A "NO" vote will require the Town to set its spending cap based on the State imposed limit for at least two years.

Q: How does Home Rule affect the Town's ability to continue providing services for its citizens?

A: Under Home Rule, the Town will continue to provide services based on the amount of revenues received each year. Under the State Imposed Limitation the Town would still receive the same amount of revenue, but would not be able to spend a large portion of it to provide services to the community.

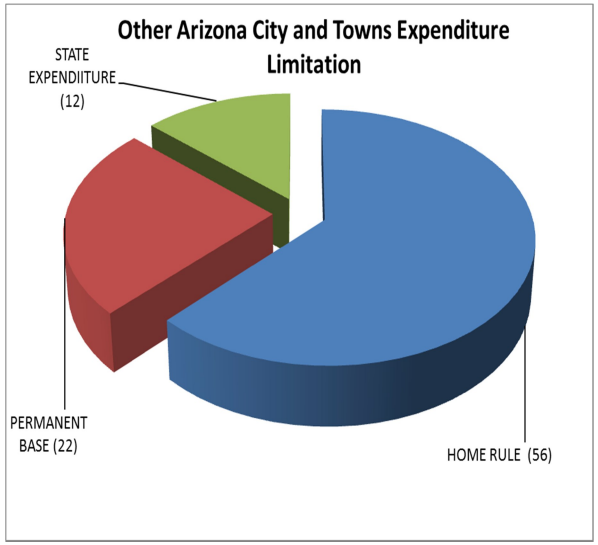


Q: What effect will this vote have on taxes or what I pay for services?

A: A vote for or against Home Rule will not impact any of your taxes or what you pay for local services. The Town's revenues will remain the same from all Federal, State, and local sources.

Q: What do other Cities and Towns do?

A: 55 of the 91 Cities and Towns in Arizona have elected to operate under the "Home Rule" Option. [NEED TO AMEND PIE CHART: 11 state expend; 55 home rule; 25 perm base]



Chino Valley Residents have approved the Home Rule Option since 1985.

The Town projects to receive $19,688,500 in revenues next fiscal year; under the State Imposed Limitation, the Town can only spend $8,564,329.

Q: How will the current economy affect Home Rule?

A: Economic conditions will affect the Town's budget in the same way under either formula, since the law requires the Town's budget to remain balanced.

Q: Where can I learn more?

A: Visit the Town website at www.chinoaz.net or contact the Town Clerk or Finance Director at (928) 636-2646.

Q: Where can I get voter information?

A: In addition to what's available on www.chinoaz.net, registered voters will receive a voter information pamphlet. You can also obtain voter information from Yavapai County Elections & Voter Registration at www.yavapai.us/electionsvr or (928) 771-3248.

Exhibit C
Saturation Mailing

Front page is the 2016 DRAFT
Back page is the 2013 design

FOR RESIDENTS IN THE CHINO VALLEY TOWN LIMITS*

Alternative Expenditure Limitation
Home Rule Option

Proposition No. 436
Primary Election
August 30, 2016

Proposition No. 436 will determine the amount of revenues your Town government will be able to spend to provide services to the community.

State law requires that the Mayor and Council approve a spending cap for each year's budget and the voters decide the method for determining that spending cap. There are two methods to choose from on the August 30, 2016 ballot: The State-imposed method, which is based on a formula set in 1980, or the Home Rule Option, where your local elected officials determine how our local revenues should be spent.

Under the **State-imposed limit**, *the Town would receive its allotted revenues, but its spending allocations would be limited to 43% of those revenues for the next four years. The remaining revenues would be unavailable for local service needs such as public safety, water and sewer, roads, library, senior center, and parks.*

Under **Home Rule**, *the Town may budget 100% of its anticipated revenues and not be subjected to the State-imposed spending limits.*

A vote for or against Home Rule will NOT change any of your taxes. (Chino Valley does NOT impose a property tax.)

A "YES" vote on Proposition 436 will allow Chino Valley to set its own budget limit based on projected revenues and local service needs for the next four years.

A "NO" vote will require the Town to accept the State-imposed budget limit for at least the next two years, resulting in a severe reduction of 57% in Town services.

Learn More:

- Visit http://www.chinoaz.net/245/Elections.
- Contact the Town at (928) 636-2646.
- Registered voters will receive a Voter Information Pamphlet in late July.

♦ ♦ ♦ ♦ ♦

**To save taxpayer dollars, the Town elected to send this notice to all residents in the 86323 zip code. Those residing outside the Town limits may disregard this notice.*

PARA LOS RESIDENTES DENTRO DE LOS LÍMITES DEL PUEBLO DE CHINO VALLEY*

Limitación de Gastos Alternativa
Opción de Autonomía

Proposición No. 436
Elección Primaria
30 de agosto de 2016

La Proposición No. 436 determinará la cantidad de ingresos que el gobierno de su Pueblo podrá gastar en proveer servicios a la comunidad.

La ley del Estado ordena que el Alcalde y el Concejo aprueben un límite de gastos para cada presupuesto de cada año y los votantes deciden el método para determinar esos límites de gastos. En la balota del 30 de agosto de 2016 se presentarán dos métodos para seleccionar. El método ordenado por el Estado, que se basa en una fórmula que se fijó en 1980, o la Opción de Autonomía, por la cual sus oficiales locales elegidos determinan como nuestros ingresos locales se deben de gastar.

Bajo el ***límite ordenado por el Estado,*** *el Pueblo iba a recibir sus ingresos asignados, pero su asignación de gastos sería limitada al 43% de estos ingresos para los siguientes cuatro años. El resto de los ingresos no estarían disponibles para las necesidades locales de servicios tal como seguridad pública, agua y alcantarillado, caminos, la biblioteca, el centro de las personas de la tercera edad (senior center), y los parques.*

Bajo la ***Opción de Autonomía,*** *el Pueblo puede presupuestar el 100% de sus ingresos anticipados y no estar sujeto a los límites de gastos ordenados por el Estado.*

Un voto por o en contra de la Opción de Autonomía NO cambiará cualesquier de sus impuestos. (Chino Valley NO grava un impuesto sobre la propiedad.)

Un voto de "SÍ" por la Proposición 436 le permitirá a Chino Valley fijar su propio límite del presupuesto basado en ingresos proyectados y necesidad de servicios locales para los siguientes cuatro años.

Un voto de "NO" va a requerir que el Pueblo acepte el límite del presupuesto ordenado por el Estado por lo menos de los siguientes dos años, resultando en una grave reducción del 57% en los servicios del Pueblo.

Infórmese Más:

- Visite http://www.chinoaz.net/470/Elecciones .
- Comuníquese con el Pueblo al (928) 636-2646.
- Votantes inscritos para votar recibirán un Folleto de Información para los Votantes a los fines de julio.

♦ ♦ ♦ ♦ ♦

**Para ahorrar dólares de los contribuyentes de impuestos, el Pueblo eligió enviar este aviso a todos los residentes en la zona postal 86323. Aquellos residiendo fuera de los límites del Pueblo pueden ignorar este aviso.*

IMPORTANT
ELECTION INFORMATION
PROPOSITION 424

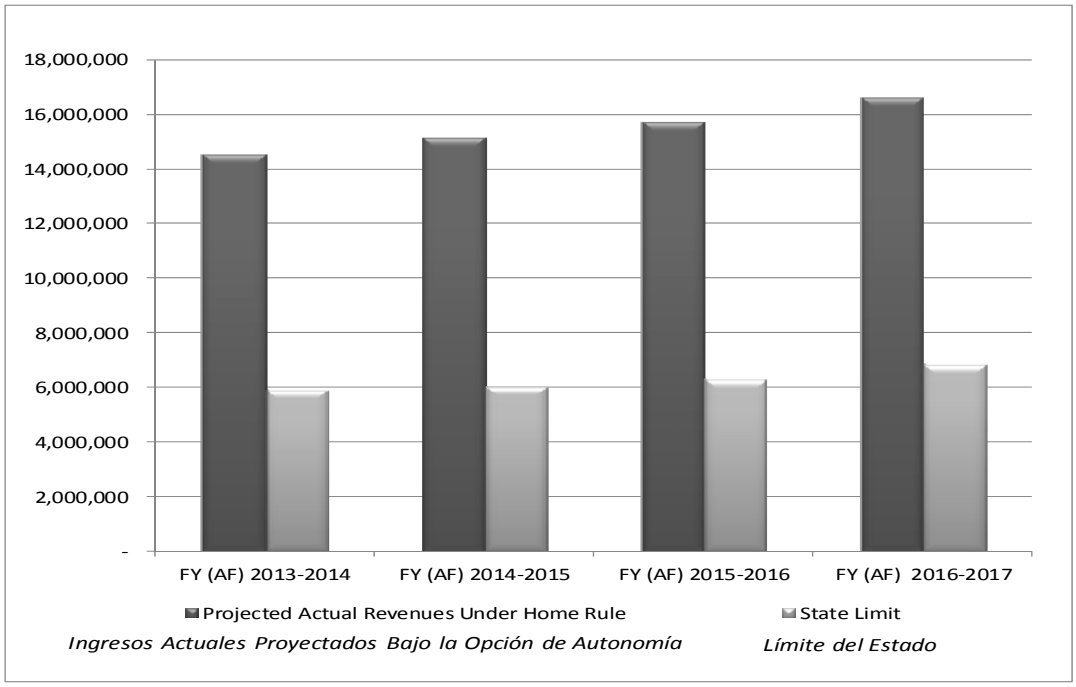
CHINO VALLEY RESIDENT

Town of Chino Valley
202 N. State Route 89
Chino Valley, AZ 86323

ECRWSS

PRSRT STD
US POSTAGE
PAID
CHINO VALLEY, AZ
PERMIT #1

Fiscal Year (FY) Funds Available: Home Rule vs. State Limit
Fondos Disponibles del Año Fiscal (AF):
Opción de Autonomía contra el Límite del Estado



This comparison is made using estimates based on projections of revenues from all sources (subject to change based on economic conditions).

Esta comparación se hace usando cálculas basados en proyecciones de ingresos de todas las Fuentes (sujeta a cambiar basada en condiciones economicas).

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EXHIBIT D

The attached text represents a ROUGH DRAFT of the English portion of the required Voter Information Pamphlet for Home Rule. The yellow highlighted portions are currently being updated.

Most of the content of this pamphlet is required by statute; however the voting information on pages 3-4 of the pamphlet and the questions and answers (Q&A) on page 6 are not statutory. The Q&A on page 6 are included to give the public a more user-friendly overview than the legally required language.

Town of Chino Valley

VOTER INFORMATION PAMPHLET
and
BALLOT FORMAT

PRIMARY ELECTION
AUGUST 30, 2016

(Spanish version begins on page #)

Pueblo de Chino Valley

FOLLETO DE INFORMACIÓN PARA LOS VOTANTES
y
FORMATO DE LA BOLETA

ELECCÍON PRIMARIA
30 DE AGOSTO DE 2016

(La versión en Español empieza en la página #)

To the Voters of the Town of Chino Valley:

The Town of Chino Valley will conduct a Primary Election to be held on August 30, 2016.

The purpose of this voter information pamphlet is to provide you with information which will appear on the August 30, 2016 Primary Election Ballot. Arizona law requires preparation of this Pamphlet and, in compliance with the Federal Voting Rights Act, it has been prepared in both English and Spanish. In order to be prepared to fully exercise your right to vote at the Election, you are urged to thoroughly read all the material. This Informational Pamphlet may be taken into the voting booth on Election Day.

A person is entitled to vote in the Election who has resided in a precinct in the boundaries of the Town for 29 days preceding the Election, who is qualified to register to vote as provided in Arizona Revised Statutes Section 16-101, and whose registration has been received by Yavapai County Voter Registration prior to midnight of the 29th day preceding Election Day.

Voters will be asked to elect:

- a mayor—2 year term;
- three (3) council members with 2 year terms; and
- three (3) council members with 4 year terms.

Voters will also be asked to vote on Proposition 436, proposing an extension of the alternative expenditure limitation (Home Rule Option), on the Primary Election Ballot. This voter information pamphlet contains the complete text of Proposition No. 436, an analysis and overview of the proposed alternative expenditure limitation (Home Rule Option), the ballot formats, official titles and descriptive titles, and arguments for and/or against [IF APPLICABLE] for the Proposition.

I urge you to carefully read the information contained in this pamphlet and to consider the effect that a "yes" or "no" vote will have, so that you will be prepared to fully exercise your right to vote on the August 30, 2016 ballot.

Sincerely,

/s/ Jami C. Lewis, CMC
Town Clerk

IMPORTANT VOTING INFORMATION

The August 30, 2016 Primary Election will not be run as a "Vote-by-Mail" election. In place of voters being limited to one designated "polling place" location, voters may vote at any "Vote Center" in Yavapai County or request to receive their ballots by mail.

Who May Vote in Chino Valley: A person is entitled to vote in the Election who has resided in a precinct in the boundaries of the Town for 29 days preceding the Election, who is qualified to register to vote as provided in Arizona Revised Statutes Section 16-101.

It is important for Yavapai County Elections/Voter Registration Department to have your CURRENT information on file. If you change your name or your residential address, you must re-register to vote at least 29 days prior to the Election. The last day to register for the Election is August 1, 2016.

If you do not know if you are qualified to vote, you should contact the Yavapai County Elections/Voter Registration Department at the telephone number shown below.

Three Ways to Cast Your Vote:

(1) Vote Centers

Registered voters will need to cast their vote at a Vote Center, unless they are registered on Yavapai County's Permanent Early Voting List or request an Early/Absentee Ballot by mail.

- Vote Centers will be open from 6:00 a.m. to 7:00 p.m. on Election Day.
- Any qualified elector who is either physically or visually impaired or who is unable to read or understand the contents of the ballot, may be accompanied into the voting booth by a person of such elector's choice for the purpose of assisting such elector in casting a ballot.
- Sample ballots may be brought to the voting place and may be taken into the voting booth on the day of the Election.
- Any qualified elector, who at 7:00 p.m., is in the line of waiting voters, will be allowed to prepare and cast a ballot.

Vote Center Locations in Chino Valley:

Chino Valley United Methodist Church
735 E. Road 1 South

First Southern Baptist Church
1524 N. Highway 89

For other Vote Center locations in Yavapai County, contact the Yavapai County Elections/Voter Registration Department, or visit their website at http://www.yavapai.us and click on 2016 Vote Centers.

(2) Request an Early/Absentee Ballot By Mail

Any registered voter may vote an early/absentee ballot for the Election. Absentee/early voting with respect to the Election shall be permitted in accordance with the provisions of Title 16, Chapter 4, Article 8, Arizona Revised Statutes. Absentee/early voting information with respect to the Election may be obtained by submitting a written, signed request to Yavapai County Elections/Voter Registration Department, or email web.voter.registration@yavapai.us or request a ballot online at http://www.yavapai.us/ and click on Request Early Ballot link.

- If confined because of physical disability or illness, indicate address of confinement and if assistance is needed.
- If you will be out of Town, indicate where to mail the early/absentee ballot.
- Written or verbal requests for an early/absentee ballot must be received by Yavapai County Elections/Voter Registration Department before 5:00 p.m. on DATE, 2016, in order for the ballot to be mailed.

(3) Permanent Early Voting List

Any registered voter may request to be included on the "Permanent Early Voting List" in order to automatically receive an early ballot by mail for all elections in which they are eligible to participate that are governed by state law. In order to be included on the "Permanent Early Voting List," voters must make a written request of the Yavapai County Elections/Voter Registration Department, specifically asking that their name be added to the permanent list. The request must include the voter's name, residence

address, mailing address within the State of Arizona, date of birth, and signature.

To Vote an Early/Absentee Ballot in Person: Appear in person at the Yavapai County Elections/Voter Registration Office, 1015 Fair Street, Prescott, or Yavapai County Recorder's Office, 10 S. 6th Street, Cottonwood, Arizona, no later than the close of business on DATE, 2016. Voting will be permitted Monday through Friday between the hours of 8:00 a.m. and 5:00 p.m.

Three Ways to Return Your Early/Absentee Ballot: The returned early/absentee ballot must be received in the Yavapai County Elections/Voter Registration Department not later than 7:00 p.m. on Election Day, August 30, 2016, in order for the ballot to be counted. Voters that do not physically vote at a Vote Center may return ballots to Yavapai County Voter Registration no later than 7:00 p.m. on Election Day by:

(1) Mailing them back in the postage prepaid envelope;
(2) Dropping them off at any Yavapai County Vote Center or drop box; or
(3) Dropping them off in the Voter Drop Box, located at the entrance to Chino Valley Town Hall, 202 N. State Route 89.

What to Do if You Misplace, Do Not Receive a Ballot, or Spoil Your Ballot: Voters may obtain a replacement ballot at the Town Clerk's Office or by contacting Yavapai County Voter Registration.

To Obtain Further Information, Contact:

For Election Process, Voting Information and Voter Registration:

Yavapai County Elections/Voter Registration Department
1015 Fair Street, Room 228
Prescott, Arizona 86305
Telephone: (928) 771-3250
www.yavapai.us/electionsvr

For Candidates and Proposition Questions:

Town of Chino Valley Town Clerk
202 North State Route 89
Chino Valley, Arizona 86323
Telephone: (928) 636-2646, ext. 1052
www.chinoaz.net/245/Elections

Contact Information:

Town Clerk
Town of Chino Valley (Town Hall)
202 N. State Route 89
Chino Valley, AZ 86323
(928) 636-2646
www.chinoaz.net

Yavapai County Voter Registration
1015 Fair Street
Prescott, AZ 86305
(928) 771-3248
www.yavapai.us

ALTERNATIVE EXPENDITURE LIMITATION
(HOME RULE OPTION)
PROPOSITION NO. 436

RESOLUTION NO. 16-10##

A RESOLUTION OF THE MAYOR AND COMMON COUNCIL OF THE TOWN OF CHINO VALLEY, YAVAPAI COUNTY, ARIZONA, PROPOSING AN EXTENSION OF THE ALTERNATIVE EXPENDITURE LIMITATION.

WHEREAS, the Arizona State Constitution permits the submission to the voters of a City or Town of an Alternative Expenditure Limitation; and

WHEREAS, the voters of the Town of Chino Valley in 2013 adopted an Alternative Expenditure Limitation; and

WHEREAS, the Town Council of the Town of Chino Valley after two Public Hearings, has determined that an extension of the Alternative Expenditure Limitation is necessary for the Town of Chino Valley.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Common Council of the Town of Chino Valley, County of Yavapai, Arizona, that the following Alternative Expenditure Limitation be submitted to the Voters of the Town of Chino Valley.

Shall the following be adopted by the Town of Chino Valley as an Alternative Expenditure Limitation:

The Mayor and Common Council of the Town of Chino Valley shall annually, as part of the annual budget adoption process, adopt an Alternative Expenditure Limitation equal to the total amount of budgeted expenditures/expenses as it appears on the annual budget as adopted by the Council to apply to the Town of Chino Valley for each of the four fiscal years immediately following adoption of the Alternative Expenditure Limitation. The Alternative Expenditure Limitation shall be adopted each year after a public hearing at which the citizens of the Town of Chino Valley may comment on the proposed Alternative Expenditure Limitation. No expenditures may be made in violation of such Alternative Expenditure Limitation, nor may any proposed expenditures be in excess of estimated available revenues, except that the Mayor and the Common Council may, by three-fourths vote, declare an emergency and suspend the Alternative Expenditure Limitation. The suspension of the Alternative Expenditure Limitation shall be in effect for only one fiscal year at a time.

PASSED AND ADOPTED by the Mayor and Common Council of the Town of Chino Valley, Arizona this 12th day of April, 2016.

/s/ Chris Marley, Mayor

ATTEST:
/s/ Jami C. Lewis, Town Clerk

APPROVED AS TO FORM:
/s/ Phyllis L. N. Smiley, Town Attorney

SUMMARY ANALYSIS

The voters of the Town of Chino Valley in 2013 adopted an alternative expenditure limitation (Home Rule Option). The purpose of this election is for the continued use of the Home Rule Option.

Pursuant to the Arizona State Constitution, the Town of Chino Valley seeks voter approval to adopt a Home Rule Option to apply to the Town for the next four years beginning in 2017-2018. Under the Home Rule Option if approved by the voters, the Town estimates it will be allowed to expend approximately $14,564,385 in 2017-2018, $15,158,848 in 2018-2019, $15,771,992 in 2019-2020, and $16,629,000 in 2020-2021.

With approval of the Home Rule Option, the Town will utilize the expenditure authority for all local budgetary purposes including; General Government; Public Safety; Parks & Recreation; Aquatics; Library; Senior Center; Magistrate; Prosecutor; Planning & Building; Public Works & Engineering; Roads; Water & Sewer Utilities; Capital Improvements; Debt Service; and Impact Fee Projects.

Under the state-imposed limitation, after considering the constitutionally allowed exclusions, the Town estimates it will be allowed to expend approximately $5,906,982 in 2017-2018, $6,037,050 in 2018-2019, $6,317,822 in 2019-2020, and $6,841,751 in 2020-2021 for the operation of your local government.

The amount of revenue estimated to be available to fund the operation of your Town government is $14,564,385 in 2017-2018, $15,158,848 in 2018-2019, $15,771,992 in 2019-2020, and $16,629,000 in 2020-2021. These revenue estimates are the same under the Home Rule Option or the state-imposed expenditure limitation.

Any and all dollar figures presented in this summary are estimates only and are based upon information available at the time of preparation of this analysis. The budget and actual expenditures in any of the four years may be more or less than expenditures noted above depending on available revenue.

If no alternative expenditure limitation is approved, the state-imposed expenditure limitation will apply to the Town.

HOME RULE OPTION - OVERVIEW

On August 30, 2016, Chino Valley voters will be asked to vote on a resolution proposing an extension of the alternative expenditure limitation (Home Rule Option) for the Town of Chino Valley.

A "yes" vote will allow the Town to budget its revenues to provide basic government services for the next four years. A "no" vote will allow the Town to budget only a portion (approximately 43%) of its revenues to provide services for at least the next two years. This will require an approximate 57% reduction in basic government services.

How is the Town's spending limited?

In 1980, Arizona voters established a constitutional expenditure limitation for cities and towns, which is adjusted annually for inflation and population growth. Each year, when the Mayor and Council adopt the Town's annual budget, it also must approve an expenditure limitation which limits the Town from spending anything above that amount. The "default" limitation is calculated from a formula provided by the state and in the Town's case, it is substantially less than projected revenues. The state-imposed limitation uses expenditures of local revenues from Fiscal Year 1979-1980 as a baseline.

Why is the Town asking the voters to approve an alternative expenditure limitation?

Recognizing that the state expenditure limitation may not meet the needs of local governments, the Arizona State constitution was amended to allow the Town's voters to authorize the Mayor and Council to adopt an alternative method for calculating its expenditure limitation. There are four alternative expenditure limitations. The Town is currently operating under the Home Rule Option. The Home Rule Option allows the Town to adopt its own "alternative" expenditure limitation and sets the limit as its adopted budget. Stated another way, it allows the Town to establish its own expenditure limitation without being subject to the state-imposed limitation.

Under the Home Rule Option, how will the Town calculate its expenditure limitation?

As it has in the past, for each of the next four fiscal years, the Town's expenditure limitation will equal the total amount of budgeted expenditures in the annual Town budget, which is adopted by the Mayor and Council after input from citizens at a public hearing. Because the Town will still be required to have a balanced budget, the Town's expenditures will never exceed available revenues.

Why does the Town need an alternative expenditure limitation?

Since 1985, the Town's population growth and rising costs of municipal services, such as public safety, fuel, construction, water, and sewer have exceeded the growth factor used by the State's expenditure limitation formula. Town voters have approved the alternative expenditure limitation (Home Rule Option) every four years since 1985.

How does the alternative expenditure limitation (Home Rule Option) differ from the State limitation?

Projections indicate that, next fiscal year, the Town will have available $8,657,403 more in revenues than the State's expenditure limitation would allow the Town to spend. In other words, the Town would not be able to spend its available revenue resources to provide services for its residents and approximately 57% of the Town's overall budget for the next two years would have to be eliminated.

CHINO VALLEY'S ESTIMATED REVENUES COMPARED TO THE STATE IMPOSED EXPENDITURE LIMITATION AND HOME RULE FOR THE NEXT FOUR YEARS

	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021
Estimated revenues available from all sources	$14,564,385	$15,158,848	$15,771,992	$16,629,000
Expenditures allowed under the State imposed limitation plus exclusions*	$5,906,982	$6,037,050	$6,317,822	$6,841,751
Expenditures allowed under Home Rule	$14,564,385	$15,158,848	$15,771,992	$16,629,000

* Exclusions are certain expenditures not included in the calculation, such as revenues received from issuance of bonds, dividends or interest, certain grants and aid, and certain highway user (HURF) revenues.

Does the alternative expenditure limitation (Home Rule Option) authorize the Town to impose new taxes?

No. It only allows the Town to budget the revenues it collects. It does not change the sales tax rate or the property taxes imposed by Yavapai County, nor does it authorize the Town to impose a property tax. The Town does not currently levy a property tax.

What happens if the Town's voters do not approve this alternative expenditure limitation option?

The Mayor and Council will not be authorized to establish an alternative expenditure limitation and the Town's spending will be limited by the State's expenditure formula, thereby eliminating local control of the Town's spending by Chino Valley residents. This will also result in programs and services such as public safety, library, and Senior Center competing with needed capital projects such as street and other infrastructure improvements, with expenditures for some services needing to be reduced or eliminated. The Town will also be prohibited from submitting an alternative expenditure limitation to the voters again for at least two years.

DETAILED ANALYSIS

Pursuant to the Arizona State Constitution, the Town of Chino Valley as authorized by Resolution No. 16-10## passed on April 12, 2016 will seek voter approval to adopt an alternative expenditure limitation (Home Rule Option) to apply to the Town for the next four years beginning in 2017-2018.

Under a Home Rule Option if approved by the voters, the Town estimates it will be allowed to expend approximately $14,564,385 in 2017-2018, $15,158,848 in 2018-2019, $15,771,992 in 2019-2020, and $16,629,000 in 2020-2021.

With approval of the Home Rule Option, the Town will utilize the expenditure authority for all local budgetary purposes including: General Government; Public Safety; Parks & Recreation; Aquatics; Library; Senior Center; Magistrate; Prosecutor; Planning & Building; Public Works & Engineering; Roads; Water & Sewer Utilities; Capital Improvements; Debt Service; and Impact Fee Projects. We estimate that the expenditures for the next four years under the Home Rule Option will be as follows:

ESTIMATED AMOUNTS TO BE EXPENDED IN SPECIFIC AREAS

Purpose	2017-2018	2018-2019	2019-2020	2020-2021
General Government	$ 3,450,806	$ 3,892,928	$ 4,207,715	$ 4,918,805
Public Safety	2,496,276	2,546,202	2,597,126	2,649,068
Parks & Recreation	421,971	430,410	439,019	447,799
Aquatics	281,772	287,407	293,155	299,018
Library	266,507	271,837	277,273	282,819
Senior Center	199,489	203,478	207,548	211,699
Magistrate	273,925	279,403	284,991	290,691
Prosecutor	109,892	112,089	114,331	116,618
Planning & Building	285,081	290,783	296,598	302,530
Public Works & Engineering	63,859	65,136	66,439	67,768
Roads	820,418	836,826	853,563	870,634
Water & Sewer Utilities	2,943,827	2,984,864	3,026,626	3,069,068
Capital Improvements	2,000,000	2,000,000	2,000,000	2,000,000
Debt Service	576,643	583,527	733,610	728,445
Impact Fee Projects	373,919	373,958	373,998	374,038
Total Expenditures	$14,564,385	$15,158,848	$15,771,992	$16,629,000

If approved, the expenditures authorized will be funded from revenues obtained from federal, state and local sources. It is estimated that the amount of revenue from each source for the next four years will be as follows:

ESTIMATED AMOUNTS OF REVENUE FROM ALL SOURCES

Source	2017-2018	2018-2019	2019-2020	2020-2021
Federal	$ 146,560	$ 146,560	$ 146,560	$ 536,560
State	3,877,878	3,921,685	3,966,086	4,011,089
Local	10,539,947	11,090,603	11,659,346	12,081,351
Total Revenues	$14,564,385	$15,158,848	$15,771,992	$16,629,000

In determining the revenue sources to fund the authorized additional expenditures under the alternative expenditure limitation, it is assumed that the federal, state and local revenues received by the Town will continue to be available in 2017-2018 as they have for the past four (4) years. Their continued availability is also assumed for the next three (3) consecutive years following 2017-2018.

Any and all dollar figures shown in this analysis are estimated figures only and are based upon information available at the time of preparation of this report. The budgets and actual expenditures in any given year may be more or less than the figures noted above depending on available revenues. The actual expenditure limitation for each fiscal year shall be adopted as an integral part of the budget for that fiscal year.

ARGUMENTS “FOR” AND "AGAINST" PROPOSITION 436

TOWN OF CHINO VALLEY
COUNCIL AGENDA ITEM STAFF REPORT

Town Council Study Session **Item No. 3)**

Meeting Date:	03/15/2016
Contact Person:	Joe Duffy, Finance Director Phone: 928-636-2646 x-1211
Department:	Finance
Estimated length of Staff Presentation:	10 minutes
Physical location of item:	N/A

Information

AGENDA ITEM TITLE:

Presentation and discussion regarding potential savings by refunding the GADA 2007A and 2010 Excise Tax Bonds. (Joe Duffy, Finance Director)

SITUATION & ANALYSIS:

The Town of Chino Valley has two outstanding debt obligations that can be refunded in the current interest rate environment that will generate substantial interest savings for the Town.

Stifel, Nicolaus and Co., Inc. has prepared a report detailing the proposed savings. Staff would like to present the information to Council and will ask Council for a decision on March 22, 2016.

Attachments

No file(s) attached.

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TOWN OF CHINO VALLEY
COUNCIL AGENDA ITEM STAFF REPORT

Town Council Study Session **Item No. 4)**

Meeting Date:	03/15/2016
Contact Person:	Laura Kyriakakis, Human Resources Director Phone: 928-636-2646 x-1204
Department:	Human Resources
Estimated length of Staff Presentation:	20 minutes
Physical location of item:	N/A

Information

AGENDA ITEM TITLE:

Presentation and discussion regarding the Performance Management and Evaluation Process. (Laura Kyriakakis, Human Resources Director)

SITUATION & ANALYSIS:

See attached instructions, forms and overview.

Attachments

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TOWN OF CHINO VALLEY
COUNCIL AGENDA ITEM STAFF REPORT

Town Council Study Session **Item No. 5)**

Meeting Date:	03/15/2016
Contact Person:	Phyllis Smiley, Town Attorney
Department:	Town Attorney
Item Type:	Action Item
Estimated length of staff presentation:	10 minutes
Physical location of item:	n/a

Information

AGENDA ITEM TITLE:

Discussion regarding a reorganization to separate the positions of Director of Public Works and Town Engineer by adopting Ordinance No. 16-810 amending Town Code Title V Public Works, Chapter 50 General Provisions, Subchapter Utility Department, Section 50.15 Public Works Director; and approving a revision to the Town of Chino Valley Organizational Chart.

RECOMMENDED ACTION:

Discuss Ordinance No. 16-810 and the Organizational Chart as revised to separate the Director of Public Works and Town Engineer positions.

SITUATION AND ANALYSIS:

Issue Statement

The purpose of this item is to optimize Town staff resources and efficiency and ensure transparency and accountability in the Public Works Department.

Applicable "Policy"

Satisfaction of "Policy"

Summary of Issues and Staff Rationale

The Town Engineer and Public Works Director positions were merged during the recent recession, and additional duties were added to the Public Works Department during the Reduction in Force that generated the merged position.

Staff recommends the separation of the positions of the Public Works Director and Town Engineer, both of which are officers of the Town, as set forth in Sections 50.15 Public Works Director and Section 31.23 Town Engineer.

In order to effectuate the division of these two positions as proposed, it is necessary to amend Section

50.15 of the Town Code regarding the duties of the Public Works Director to include supervisory duties over public infrastructure, general maintenance and fleet maintenance. These revisions will give the Public Works Director the authority necessary to perform the anticipated duties related to supervising the Town Engineer for these matters.

The Organizational Chart is approved by Council as set forth in Section 31.27. The revision for approval by the Council is to separate the Public Works Director and Town Engineer. The revised chart is attached.

Findings of Fact

Fiscal Impact

Fiscal Impact?: None
If Yes, Budget Code:
Available:
Funding Source:

Attachments

Memo from Town Manager
Ordinance 16-810

Town Manager's Office

202 N. Hwy. 89, Chino Valley, AZ 86323
928-636-2464 X 1201
rsmith@ChinoAZ.net

Date: 1/19/2016
To: Council
CC: Smiley, Kyriakakis
Re: Organizational changes

Council –

After four years of close work with our existing leadership I find that we need to make slight changes to the organizational structure of the Public Works department. Improvements have already been made within the Town Clerk's office, General Services, Public Works, Development Services, Code Enforcement and Customer Service. In order to maximize operational efficiency and provide appropriate oversight, collaboration, and transparency, this suggested revision to the organizational chart (to split the positions of Public Works Director and Town Engineer) is now proposed.

The Town's response to the recent recession included merging the Public Works Director and Town Engineer positions – and I'm finding this structure is not an effective approach. Experience across the last several years indicates that we need to decentralize some of the authority vested in the single merged role, and introduce additional management/review to ensure transparency and accountability.

During the last half of 2013 and most of 2014, projects were added to an already busy production schedule in Public Works. By 2014, we noticed problems with the current structure and began to consider succession planning and structural changes to address those problems. We advertised, interviewed and hired a replacement for Engineer Richard Straub, to fill the succession seat in early 2015 – that position will exit probationary status in March of 2016.

This amendment to the organizational chart will not result in the addition of headcount to the administration's personnel compliment.

I'd like to bring this to Council for consideration and possible action on 1/26/16 – it will involve two efforts:

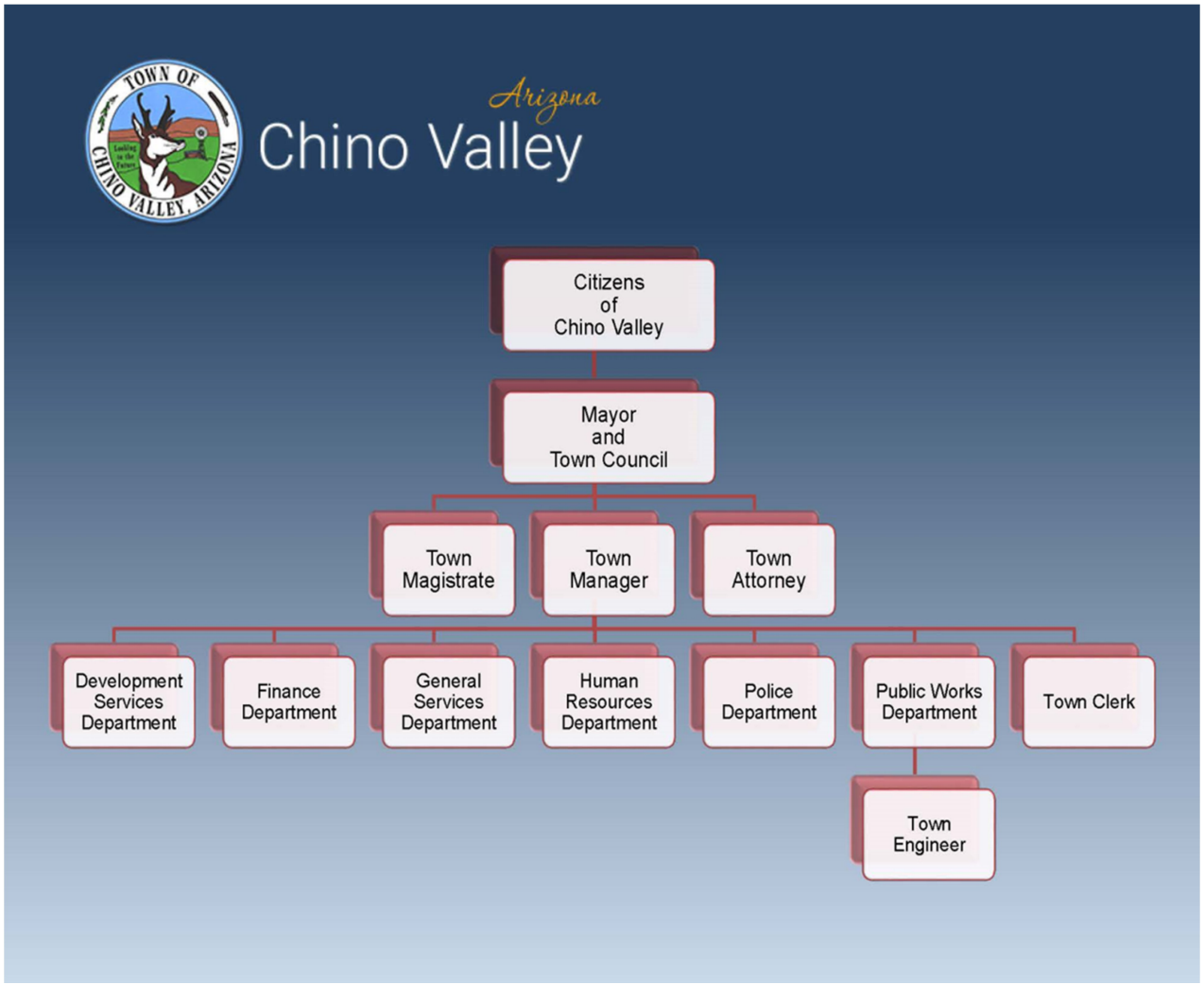
1. Council's review and approval of an amendment to the organizational chart as required by Town Code Section 31.27, and
2. Council's review and approval of an amendment to the duties of the Public Works Director, by approving an amendment to Town Code Section 50.15.

Both of these items are code related matters and need Council approval in order for me to move forward. The suggested organizational chart is below.

Town Manager's Office

202 N. Hwy. 89, Chino Valley, AZ 86323
928-636-2464 X 1201
rsmith@ChinoAZ.net

Proposed Organizational Chart



Should Council have any concerns or questions about the above or the attached report, please contact me directly at your convenience.

ORDINANCE NO. 16-810

AN ORDINANCE OF THE MAYOR AND COMMON COUNCIL OF THE TOWN OF CHINO VALLEY, ARIZONA, AMENDING THE TOWN CODE OF THE TOWN OF CHINO VALLEY, ARIZONA, TITLE V: PUBLIC WORKS, CHAPTER 50: GENERAL PROVISIONS; SUBCHAPTER: UTILITY DEPARTMENT, BY AMENDING SECTION 50.15: PUBLIC WORKS DIRECTOR, RELATED TO INCREASING THE RESPONSIBILITIES OF THE PUBLIC WORKS DIRECTOR; PROVIDING FOR REPEAL OF CONFLICTING ORDINANCES; AND PROVIDING FOR SEVERABILITY

NOW, THEREFORE, BE IT ORDAINED by the Common Council of the Town of Chino Valley, Arizona, as follows:

Section 1. In General.

The Town Code of Chino Valley, Arizona, Title V Public Works, Chapter 50 General Provisions, Subchapter Utility Department, Section 50.51 Public Works Director is hereby amended to read as follows (additions shown in ALL CAPS; deletions shown in ~~strikeout~~):

§ 50.15 Public Works Director.

(A) (1) The Public Works Director, herein referred to as "the Director", shall be the general executive officer in charge of all personnel, the entire operation, equipment and facilities of the Utility Department (water and wastewater), herein referred to as "the Department," PUBLIC INFRASTRUCTURE, GENERAL MAINTENANCE AND FLEET MAINTENANCE

(2) ~~He or she~~THE DIRECTOR shall be responsible for ~~the~~ enforcement of the TOWN'S policies regarding water and wastewater contained in this ~~chapter~~TITLE. ~~He or she~~THE DIRECTOR shall ~~also~~ have general supervision over, subject to the approval of the Town Manager, all charges for water and sewer services, departmental policies, agreements, new connections, repairs and the like, and for all charges not expressly provided for in this chapter. ~~He or she~~THE DIRECTOR shall ~~also~~ control the water supply and at all times insure the sufficiency thereof and shall notify the public, unless an emergency requires otherwise, of the necessity of shutting off any pipeline for the purpose of making repairs, extensions or connections, should he have cause to expect to know beforehand of the necessity to so shut off water from any line.

(3) The Director shall have (AND MAY DELEGATE) the authority to waive the collection or imposition of risk deposits, delinquent MONTHLY fees, MISCELLANEOUS FEES or late charge fees imposed by the provisions of this chapter.

(B) The Director shall have the authority to decide any questions that may arise which ~~is~~ARE not fully covered by the provisions contained in this chapter

and ~~his or her~~THE DIRECTOR'S decision in such cases shall be final subject only to the general direction of the Town Manager.

Section 2. Providing for Repeal of Conflicting Ordinances.

All ordinances and parts of ordinances in conflict with the provisions of this Ordinance or any part of the Code adopted herein by reference, are hereby repealed.

Section 3. Providing for Severability.

If any section, subsection, sentence, clause, phrase or portion of this Ordinance or any part of the Code adopted herein by reference, is for any reason held to be invalid or unconstitutional by the decision of any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions thereof.

PASSED AND ADOPTED by the Mayor and Common Council of the Town of Chino Valley, Arizona, this 26th day of January, 2016 by the following vote:

AYES: _____ ABSENT: _____

NAYS: _____ ABSTAINED: _____

APPROVED this 26th day of January, 2016.

_____
Chris Marley, Mayor

ATTEST:

_____
Jami C. Lewis, Town Clerk

APPROVED AS TO FORM:

_____
Phyllis L. N. Smiley, Town Attorney

I, JAMI LEWIS, TOWN CLERK, DO HEREBY CERTIFY THAT A TRUE AND CORRECT COPY OF THE ORDINANCE NO. 16-810 ADOPTED BY THE COMMON COUNCIL OF THE TOWN OF CHINO VALLEY ON THE 26TH DAY OF JANUARY, 2016, WAS POSTED IN THREE PLACES ON THE _____ DAY OF _____, 2016.

_____
Jami C. Lewis, Town Clerk

Town of Chino Valley

MEETING NOTICE
TOWN COUNCIL

STUDY SESSION
TUESDAY, MARCH 15, 2016
6:00 P.M.

Council Chambers
202 N. State Route 89
Chino Valley, Arizona

AGENDA

A D D E N D U M - 3/15/16

Item 4)	*ADDS new exhibits*
Item 5)	*ADDS new exhibits*

1) CALL TO ORDER; ROLL CALL

2) Presentation and discussion regarding the Town's August 30, 2016 primary election and the Alternative Expenditure Limitation (Home Rule Option) ballot measure. (Joe Duffy, Finance Director; Jami Lewis, Town Clerk)

3) Presentation and discussion regarding potential savings by refunding the GADA 2007A and 2010 Excise Tax Bonds. (Joe Duffy, Finance Director)

4) Presentation and discussion regarding the Performance Management and Evaluation Process. (Laura Kyriakakis, Human Resources Director)

5) Discussion regarding a reorganization to separate the positions of Director of Public Works and Town Engineer by adopting Ordinance No. 16-810 amending Town Code Title V Public Works, Chapter 50 General Provisions, Subchapter Utility Department, Section 50.15 Public Works Director; and approving a revision to the Town of Chino Valley Organizational Chart. (Councilmember Lon Turner; Councilmember Corey Mendoza)

6) ADJOURNMENT

Dated this 10th day of March, 2016.

By: ***Jami C. Lewis, Town Clerk***

The Town of Chino Valley endeavors to make all public meetings accessible to persons with disabilities. Please call 636-2646 (voice) or 711 (Telecommunications Arizona Relay Service) 48 hours prior to the meeting to request a reasonable accommodation to participate in this meeting.

Supporting documentation and staff reports furnished to the Council with this agenda are available for review on the Town website at http://www.chinoaz.net/agendacenter, and in the Public Library and Town Clerk's Office.

CERTIFICATION OF POSTING

The undersigned hereby certifies that a copy of this notice was duly posted at Chino Valley South Campus, Chino Valley Post Office, and Chino Valley North Campus in accordance with the statement filed by the Town Council with the Town Clerk.

Date:_____ Time:_____ By:_____

Jami C. Lewis, Town Clerk

TOWN OF CHINO VALLEY
COUNCIL AGENDA ITEM STAFF REPORT

Town Council Study Session **Item No. 4)**

Meeting Date:	03/15/2016
Contact Person:	Laura Kyriakakis, Human Resources Director Phone: 928-636-2646 x-1204
Department:	Human Resources
Estimated length of Staff Presentation:	20 minutes
Physical location of item:	N/A

Information

AGENDA ITEM TITLE:

Presentation and discussion regarding the Performance Management and Evaluation Process. (Laura Kyriakakis, Human Resources Director)

SITUATION & ANALYSIS:

See attached instructions, forms and overview.

Attachments

TM Performance Appraisal Instruction Sheet

TM Self Evaluation Form

TM Performance Appraisal Form

Performance Management and Evaluation Process

Please read the following information as well as the attached document outlining the Performance Management and Performance Evaluation process.

TIMEFRAME AND FORMS:

I. Attached are all of the forms that will be used during the Town Manager Performance Appraisal process.
II. The Town Manager should complete the Self Performance Planning and Appraisal Form and return the original to the Human Resources Department prior to the Town Council completing, scheduling and presenting the Town Manager's Performance Appraisal.
III. Human Resources will provide the Town Council with a completed copy of the Town Manager's Self Performance Planning and Appraisal Form by March 15th. This completed form can be used for reference purposes when completing the Town Manager's Performance Appraisal Form.
IV. All completed and fully executed Performance Appraisal Forms should be returned to the Human Resources Department by April 15th.

PROCESS AND FORMS:

Below is a quick overview of the process.

I. The Town Manager will perform a self-evaluation, using the **Self-Performance Planning and Appraisal Form**.
    a. Section E. of the Self Appraisal Form asks the Town Manager to "List performance goals for the next review period, how he will accomplish those goals, and how the goals fit in with his division/department/ personal/or town goals?" Initially, the Town Manager should develop his own goals; subsequently the Town Manager will coordinate and finalize goals with the Town Council during the performance appraisal meeting. The Town Council and Town Manager should work collaboratively to develop three to five performance goals that are in alignment with the Town's strategic goals.
II. Each Town Council Member should individually complete the **Performance Appraisal Form** for the Town Manager. Once completed, Human Resources will compile the information into one form that will be used and presented during the performance appraisal meeting.
    a. The first section of the Performance Appraisal Form lists various performance categories. Please check the appropriate rating box for each category and provide any relevant comments. Ensure you have a clear understanding of the key rating prior to completing this section. For example, if the Town Manager is performing all assigned tasks, as they pertain to his duties and responsibilities a rating of Meets Expectations is appropriate. Be consistent throughout the performance appraisal(s) and remember you are rating job performance and not the individual.
    b. Please indicate the Overall Performance Rating of the Town Manager in the second section of the Performance Appraisal Form.
    c. In the third section of the Performance Appraisal Form, The Town Council and Town Manager will formalize the goals for next fiscal year, based on the Town Manger's input from the self-evaluation, the Town Council's strategic goals, and the discussion between the two parties during the performance appraisal meeting.
    d. The Town Council can provide additional feedback to the Town Manager about his overall performance in the Rater's Comments section.
    e. The Town Manager may choose to provide some comments to the Town Council, after the performance appraisal has been presented. There is an Employee's Comments section provided at the end of the Performance Appraisal Form.
    f. Finally, both the Town Council and Town Manager should sign and date the Performance Appraisal Form on the first page.
III. Once the Performance Appraisal has been completed and presented, and both the Town Council and Town Manager have signed the Self Performance Planning and Appraisal Form as well as the Performance Appraisal Form, the originals should be given to the Human Resources Department and placed in the Town Manager's personnel folder. A copy of the Performance Appraisal Forms will be given to the Town Manager.
IV. Attached is additional information that will help you create a successful performance evaluation experience and continued performance management throughout the year.

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Town of Chino Valley
202 N State Route 89
Chino Valley, AZ 86323
(928) 636-2646

TOWN MANAGER SELF PERFORMANCE PLANNING AND APPRAISAL FORM

Date: _____

Employee Name: _____ _____
Last Name First Name

_____ _____ _____
Employee Job Title Division (if applicable) Department

The questions below are designed to stimulate your thinking and to help you prepare for the appraisal session so that you receive maximum benefit from it. Think about your performance and progress during the entire review period, review the goals you set last year during the review process, and think about your plans for future improvements. Appraise yourself honestly**. Upon completion, please return this form to the Human Resources Department in advance of your scheduled appraisal session.**

A. What were your major accomplishments this past appraisal period?

B. In what ways can the Town Council help you to do a better job?

C. In what areas do you feel additional education, training/development would be beneficial?

D. Please provide feedback on the completion of the goals you set last year with the Town Council. Describe how you were successful at accomplishing your goals, the effect this had on our organization, department, or personally. If you were not successful in achieving one or more of your goals, please provide feedback to Town Council describing the challenges you faced and the reason(s).

E. List three to five performance goals for the next review period, and how you will accomplish them. How do these goals fit in with your division / department / personal / or organizational goals? Town Council will discuss these goals with you, and together you will develop final goals for this performance period.

1.

2.

3.

4.

5.

F. What other comments or suggestions should be addressed during the review session?

_____	_____	_____
Employee's Signature	Title	Date
_____	_____	_____
Appraiser's Name/Signature	Title	Date

Town of Chino Valley

Town Manager Performance Appraisal

Employee Name: Position:

Department: Hire Date:

Evaluation Date:

INSTRUCTIONS

Revised 02.2016

Read the description for each performance category. Check the appropriate rating and provide any relevant comments. Ratings are to be based upon your observations and data obtained regarding the entire evaluation period. Complete each section. After your performance appraisal interactive discussion with the employee, sign and date the Appraisal and forward to the Human Resources Department.

PERFORMANCE RATINGS

EXCEEDS EXPECTATIONS: Performance consistently exceeds expectations.

USUALLY EXCEEDS EXPECTATIONS: Performance occasionally exceeds expectations, but not on a consistent basis.

MEETS EXPECTATIONS: Performance is consistently good and at an expected level. Employee is competent and effective relative to experience in the position.

PARTIALLY MEETS EXPECTATIONS: Performance generally meets expectations, but is lacking in overall consistency or in a particular area(s).

DOES NOT MEET EXPECTATIONS: Performance does not meet supervisory expectations. Improvement must be sought and achieved.

DEVELOPING: Employee is new to their current position and has not yet been able to meet the expectations of the Town Council.

The employee signature does not indicate agreement with the appraisal, only that the appraisal has been reviewed with the employee and have had an opportunity to make comments.

Employee Signature Date

Appraiser's Name/Signature Date

To complete electronically, simply click on the appropriate box in each section and add comments in the gray box under each section. The gray box will expand as needed.

Rating Factor	Exceeds	Usually Exceeds	Meets	Partially Meets	Developing	Does Not Meet
TOWN ADMINISTRATION: • Keeps Town Council informed of status of operations. • Presents a full and objective image of the Town programs to the community. • Is aware of and is involved in other community programs which impact the Town. • Implements proper budgeting and personnel practices.	☐	☐	☐	☐	☐	☐
Comments and Specific Examples:						
TOWN PROGRAMS: • Ability to plan, organize, coordinate, and evaluate the programs of Town. • Ability to direct the development of objectives, policies, rules, and regulations. • Ability to establish and execute procedures. • Ability to promote efficiency and effectiveness. • Ability to prepare, present, and defend a workable budget proposal. Ability to administer a budget. • Ability to effectively utilize existing staff and anticipate future staffing needs. • Knowledge of methods and techniques of administration, community organization, supervision, and staff development.	☐	☐	☐	☐	☐	☐
Comments and Specific Examples:						
KNOWLEDGE OF DEVELOPMENT, IMPLEMENTATION AND UTILIZATION OF TOWN PROGRAMS: • Knowledge of Federal, State and local laws as they relate to the Town. • Possess broad overview of the Town and Departmental functional areas. • Ability to coordinate functions with available community resources. • Knowledge of current social and economic problems.	☐	☐	☐	☐	☐	☐
Comments and Specific Examples:						
PERSONAL AND PROFESSIONAL CHARACTERISTICS: • Ability to communicate with a wide variety of people including town officials, peers, staff, and community groups. • Ability to set goals in measurable terms. • Professional attitude. Ability to take responsibility for own actions, have a sense of personal accountability and possess ability to make decisions. • Ability to research and prepare accurate and informational reports. • Skill at meeting deadlines under pressure.	☐	☐	☐	☐	☐	☐
Comments and Specific Examples:						

Rating Factor	Exceeds	Usually Exceeds	Meets	Partially Meets	Developing	Does Not Meet
CRITICAL THINKING: • Considers alternatives and chooses the best course of action. • Makes effective decisions in all situations. • Consults with others as needed. • Thinks ahead and predicts potential opportunities and dangers. • Asks questions appropriately.	☐	☐	☐	☐	☐	☐
Comments and Specific Examples:						
LEADERSHIP: • Adapts leadership to situation. • Takes responsibility for and is committed to quality work. • Supports and guides employees in their work, giving regular feedback on their performance. Provides clear instruction and follow up to Department Heads. • Takes appropriate risks.	☐	☐	☐	☐	☐	☐
Comments and Specific Examples:						
BUDGET: • Works within budget. • Conserves the Town's resources. • Develops and implements cost savings and revenue producing measures.	☐	☐	☐	☐	☐	☐
Comments and Specific Examples:						
Optional Factor 1:	☐	☐	☐	☐	☐	☐
Comments and Specific Examples:						
Optional Factor 2:	☐	☐	☐	☐	☐	☐
Comments and Specific Examples:						

Overall Performance Rating:

Exceeds Expectations ☐
Usually Exceeds Expectations ☐
Meets Expectations ☐
Partially Meets Expectations ☐
Does Not Meet Expectations ☐

Use and fill-in this page during Performance Review Meeting w/employee

Use this section to identify any goals the employee should achieve, using the SMART Goal Technique (S=Specific, M=Measurable, A=Attainable, R=Realistic, T=Time-based).

GOALS:
1.
2.
3.
4.
5.

RATER'S COMMENTS: (required)

What are the employee's strengths?

What are the employee's weaknesses?

How has the employee's performance progressed in the areas where past improvement was needed?

What can the Town Council do to assist in improving this employee's performance?

Other:

EMPLOYEE'S COMMENTS:

Do you ☐ Agree or ☐ Disagree with the performance evaluation?

What are your specific comments or objections?

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Performance Evaluations and Performance Management

Oftentimes the term "performance management" is used interchangeable with "performance evaluation". The difference is simple. Performance management is the ongoing process or cycle and a performance evaluation is an event whereby an employee's performance is evaluated against the goals set for the prior period and new goals are set for the upcoming period. Too often the performance evaluation is used as the only performance management tool and communication between evaluations is inadequate.

The implementation of a sound performance management program is the cornerstone of enhanced productivity in any organization. The performance management process will allow the Town to ensure productivity of its work force is aligned with the strategic goals and objectives of the organization and that communication between a manager and employee becomes the foundation for a successful performance management program. It is important to understand this is an ongoing cycle that includes not only the performance evaluation, but also regular coaching and development throughout the year. Careful execution of the performance management process will help to provide an environment where employees are knowledgeable of town and department goals and how their individual goals relate to the big picture.

Any issues or performance shortfalls should be addressed immediately in order to provide the counseling needed for employee improvement. Each employee should be treated with respect and given the opportunity to address deficiencies and request coaching or tools needed to help remedy the problem. Employees tend to excel in their role and are happiest when they know what is expected of them at work. This is accomplished through a solid performance management system with ongoing communication between employees and their supervisors.

Elements of a Successful Performance Management System:
Effective performance management practices require an investment of time, planning, thought, honest communication and follow-up. The return on this investment is a more energized workforce that understands expectations and how individual performance has an impact on the overall success of the organization.

Planning – Starts at the Top
Planning for performance starts at the top. Management must communicate to all employees the vision, mission, strategic goals, and short-term objectives. Each employee should understand how his/her position contributes to the Town. In turn, managers should align all employees' goals to help support the bigger picture or where the Town is headed in the short and long term. This will make the employees feel connected to the mission and overall outcome, which in turn will create a sense of teamwork.

Setting Goals, Expectations and Objectives
The value of well-understood goals and objectives cannot be overstated. Employees cannot do a good job if job performance standards are unclear and supervisor direction is lacking. Setting clear goals helps employees understand what they need to do, prioritize their workload and identify when they may need additional resources or training to accomplish the goals. Clear goals and objectives assure clarity, encourage agreement on what is expected, encourage alignment of performance within different departments and the Town, and provide benchmark's against which performance can be measured. Goals can be outlined using the following SMARTER Goals Technique. This will help avoid vaguely established goals where desired results are unclear and unattainable.

S=Specific – clearly, concise, specific defined goals. Establish only two to four per performance period.
M=Measurable – describe criteria and/or targets used to describe success (ie. Quality, quantity, cost, completion)
A=Attainable – establish goals that can be met that are not too easy, yet not impossible.
R=Realistic – develop goals taking into consideration available resources and relevance.
T=Time-based – Set time frame being as specific as possible, including a phased time line when appropriate.
E=Engaging – motivate individual and explain the importance of excellent performance.
R=Reinforcing – continue communication on a regular basis and recognize efforts and accomplishment.

Write strong goals for each employee's job performance. Constructing effective individual goals can be easier when you use the following model: 1.) Start with "to", 2.) Insert an action verb, and 3.) Insert a time frame or deliverable

date. With clearly written goals and objectives, employees will know what is expected of them, how progress will be measured and what time frame must be followed for accomplishing the tasks.

Following are two written sample goals:

1. To introduce, set-up and train all users on ABC Software, by third quarter 2016. (80% weighting)
2. To input approved payroll data change requests, with 100% accuracy, within 48 hours of receipt of each request. (20% weighting)

Some goals may be more important to the department or Town than others, based on a variety of factors. If goals are weighed in your performance evaluation, consider the following issues: Value to budget, impact to mission, time period covered, intensity of labor, coordination with other departments, effect on other tasks, uniqueness of task, special knowledge required, impact if not achieved, effect on Town residents. Goal #1 above may require an extensive amount of time and higher level of complexity and would therefore be weighed higher while a lesser goal may not have as strong of an impact on Town residents and the overall mission, such as goal #2 above. When goals are weighed, the total percentage must equal 100 %, with each goal designated an individual weighting based upon overall importance.

Performance Evaluations

It is important to remember that the employee evaluation should contain not only performance feedback, but also progress against developmental goals and identification of future development opportunities. Development goals focus on developing new skills and abilities to improve or enhance current performance or to prepare the employee for future roles. The following are important steps to keep in mind when completing a performance appraisal form.

1. Keys to Rating: Ensure you have a clear understanding of the rating key. For example, if an employee is performing all assigned tasks, as they pertain to the core values and job related dimensions, a rating of "Meeting Expectations" is appropriate. Be consistent throughout the performance appraisal and remember you are rating job performance and not the individual.
2. Accomplishments: Keep major job related achievements since the last evaluation in mind when completing the appraisal. Prepare the performance appraisal using specific examples to support the ratings when possible. List employee's key accomplishments over the past year. If specific goals were assigned, outline the progress toward obtainment of those objectives.
3. Job Knowledge, Performance and Productivity: Did the employee have a clear understanding of his/her responsibilities and tasks and what was their qualitative and quantitative output?
4. Dependability, Cooperation, Initiative, and Work Environment & Safety: Base your rating on specific examples. Ask yourself if the employee proved to be reliable, timely, conscientious, willing to work with others, able to adjust to change when necessary, an independent thinker, and innovative in order to improve job performance.
5. Overall Performance Rating: This is an overall rating of the employees performance (taking weighted factors into consideration if applicable) and whether or not they achieved their performance and individual developmental goals that were assigned from the previous performance appraisal.
6. Summary: Explain or reiterate specific strengths or weaknesses. Discuss new/changed job duties, performance goals/objectives and individual development goals for upcoming performance cycle. Be sure to outline and agree to job duties, goals and areas of continued growth for the upcoming year.
7. Finalize the performance appraisal form with any applicable input received from Human Resources (HR).
8. Schedule and hold a performance evaluation meeting, with employee, in a private location.
9. Listen as well as speak to receive employee feedback and ensure understanding.
10. Reviewing the job description for accuracy prior to each performance evaluation is always recommended. Job descriptions are located on the Town's website. Discussing the job description with the employee during the performance evaluation meeting to ensure the employee has a clear understanding of regular duties and responsibilities is always recommended. Provide HR with any job description changes.

Halo, Horn and Recency Effects

Inconsistencies in developing a performance evaluation may occur due to common pitfalls such the Halo, Horn and Recency Effect.

The Halo effect occurs when the employee is looked upon favorably in general, so the manager ignores or disregards instances of poor performance. In order to avoid this problem, each aspect of the appraisal should be rated individually,

without bias regarding other performance areas. Remember to review each aspect or job performance and seek justification for each of your ratings.

The Horn effect is just the opposite of the Halo effect and occurs when an employee may be difficult to manage or who may have had poor performance in the past and continues to be viewed within this context. Sometimes employee difficulty in one area casts a negative shadow on performance areas that, in reality, are acceptable. Again, strive to evaluate each area honestly and accurately, removing any preconceived ideas or past history with the employee.

The Recency effect occurs when an employee's performance rating for an entire period is based on a recent event, either bad or good. For example, an employee who has stellar performance for the first 11 months of the period and then encounters difficulties in the 12th month receives a poor performance review. Avoid this problem by remembering the period of timing you are reviewing, be it six-months or 12-months, and not just the most recent weeks or months.

Keeping notes on **each employee in a secure and confidential area**, documenting problems and successes, will help you review the entire year by not relying just on memory or recent events.

Given the role performance plays in employment and compensation-related decisions, it is imperative that you ensure the performance management system is designed to be fair and objective and used in a consistent manner. Performance management is an ongoing collaborative process, which requires monitoring and regular feedback throughout the entire performance period. Employees should view the process as fair and view their managers as sincere when delivering feedback throughout the year and during each performance evaluation meeting. It is very important to document any performance problems in the annual performance evaluations as well as during the year. When a termination is required due to unacceptable job performance, it is very important HR be involved and that any recent performance-related documents contain clear communication on the problems and remedial actions required.

Holding Employees Accountable

Throughout the performance management process, consistency in holding employees accountable is very important. Requiring accountability is one of the most important functions a manager performs. Employees usually want to know when they are not successfully meeting your expectations. If they are not informed, performance will not improve and can even decline further. Managers should treat employees with the same respect they want to receive and give inadequate performers the opportunity to improve. The annual performance evaluation is not the time to surprise employees with concerns or negative feedback they are hearing for the first time.

Feedback:

Managers often avoid giving feedback to their employees because they are afraid of hurting feelings and starting conflicts about other issues. Without feedback, employees may believe there are no consequences for poor performance, manager lose trust and respect, employees do not improve in their roles and the atmosphere in the organization worsens. Feedback is the most effective means to let employees know what they are doing well and where they need to improve. Improvement cannot take place when employees are unaware of problems or unsure how to correct them. Feedback benefits the employee in a number of ways; it encourages continued positive behavior and provides an opportunity to change or improve behavior. Feedback also provides the supervisor with information regarding the needs of the employee and the employee will feel more connected to the department and the Town. Feedback benefits the organization because it helps to maintain an alignment of the Town and employee.

There are two types of feedback: positive and constructive criticism. When delivering constructive criticism, include some positive reinforcement on a different topic in the same discussion whenever possible, however do not minimize the specific problem at hand. When providing feedback for good performance, provide positive reinforcement to serve as a strong motivator, provide an opportunity for recognition, increase the chances that the behavior will be repeated and let the employee know that the Town recognizes when work is performed well. When providing feedback for poor performance, provide constructive criticism to inform the employee of what needs to change and the reasons performance is not acceptable. Let the employee know exactly was constitutes good behavior/performance and establish a time for follow-up on each issue or problem.

Delivering feedback is important, and it is equally important to deliver it correctly and in a timely manner. Using the situation-behavior-impact (SBI) method provides a framework for how to maximize the intended effect of providing

the feedback. **Remember, it is always desirable to deliver the feedback as soon as possible after the precipitating event.**

Example #1 Positive Performance Feedback:
SITUATION "In the status meeting on Tuesday afternoon in the conference room..."
BEHAVIOR "...you were prepared for the meeting by addressing the issues and anticipating important concerns."
IMPACT "By addressing the needs you maintained trust in our ability to move forward on this project."

Example #2 Poor Performance Feedback:
SITUATION "You need to stop missing project deadlines." (Give specific example of missed deadlines)
BEHAVIOR "In order to be successful you must start meeting these deadlines consistently in order to improve our relations" (Identify next project deadline date.)
IMPACT "You must then follow-up with our customers and provide consistent project status updates. I am sure if you plan ahead properly you will be able to accomplish this goal. Let me know if I can be of assistance if you encounter any problems."

Most employees appreciate the opportunity to address performance concerns; a disservice is being done when managers do not fulfill their job duties by providing such feedback. Of course, positive feedback is welcome and will usually lead to increased enthusiasm and productivity.

Performance Documentation:
Document, document, document... Documentation is a critical component of good performance management. Rather than rely on memory, use ongoing written records maintained throughout the year to depict a complete and accurate memory of performance. These written records should be created for all of your direct reports and maintained in a secure manner to ensure confidentiality.

Human Resources (HR) Involvement
The manager is generally responsible for creating documentation, but may need input and advice from HR. HR will partner with managers in the documentation process, but it must start with the person closest to the employee which is the manager. Take into consideration these basic premises when developing performance documentation:

- Carefully review formal documents before presentation to the employee. Have HR review the documents as an unbiased third party.
- Documents should be double checked for appropriate wording and to avoid any legal issues.
- The written record should describe the positive or negative event in detail to ensure that it is clearly described.
- Documentation should always be created as close to the time of the specific event as possible.
- Regular documentation creates a performance record without reliance on memory and is essential when developing a formal performance evaluation.

ABC's of Documenting

Accurate	• Record facts concerning actual performance • Record information concerning job-related behavior only • Record only your observations or that of a trusted individual rather than relying on "hearsay" information from others
Behavioral	• Make statements about personality, motivation, attitude, or values based on facts not assumptions • Avoid statements with absolutes (ie. Never, always, every, none)
Consistent	• Maintain documentation on all employees in a secure and confidential location • Maintain both positive and negative documentation • Base the decision to document on the incident, not the individual • Keep the same format and level of detail for all documentation
Share the Impact	• Record the impact or results of the behavior • Describe how the behavior affects customers, supervisors, peers and/or the organization • Record how the behavior impacts safety, production, objectives, services, etc...

Use specific examples or descriptions of actual behavior.
DONT USE: You are a self-starter
USE: You don't wait to be told what to do but work on other projects until I can give you more work.

DON'T USE: You do not value a good day's work.
USE: In the last week you have extended your break three times and returned late from lunch twice.

DON'T USE: Because you don't like the new project...
USE: You have missed the last two meetings on the new project and have missed one deadline for your report.

DON'T USE: You are very good with visitors.
USE: You actively solicit visitor comments on the quality of our services.

DON'T USE: You never participate in department meetings.
USE: In our last three department meetings, you have said that you have nothing to add when asked for your input.

DON'T USE: You are so positive.
USE: When faced with a problem, you immediately begin looking for solutions.

Legal Consideration:
All personnel actions should be based on objective, job-related reasons and not on subjective opinion or vague allegations. Biased evaluations can lead to charges of discrimination, defamation of character and wrongful discharge. If such a charge is brought against the Town, all written records may be subpoenaed as part of a court case; that is why it is critical that documentation not only exist, but that is represents a fair, unbiased and carefully worded account of any problems.

To protect the organization against allegations of discrimination or other illegal employment actions, do the following:

- Maintain accurate and well-documented records for each employee.
- Address performance shortfalls as soon as they occur.
- Meet regularly throughout the year with individual employees to discuss progress and any issues.
- Base evaluations on specific, objective, job-related behavior only.
- Use the performance rating system accurately and identify problem areas.
- Ensure performance expectations are clearly communicated and that the standards used to evaluate the employee performance are valid and fair.
- Follow a progressive discipline process, when applicable and possible, to allow the opportunity for the employee to demonstrate continuous and sustained improvement.
- When possible, demonstrate that more than one written counseling report was provided and that the disciplinary process was truly progressive and not a one-time event.
- Obtain the employee's signature on performance documents as a means of demonstrating receipt and discussion of the document(s), although not necessarily agreement with the contents.

Resolving Common Errors in Performance Management:
Performance management is an ongoing process that involves both manager and employee, and requires effort, attention and honest input from both. This is easier said than done with many pitfalls to avoid. Following are some of the primary reasons for breakdowns that occur and a remedy for each one.

The employee's goals have nothing to do with the department's current goals and objectives.
Remedy: Managers should review the department goals to ensure the employee's goals support them and they are current. Employees need to understand how their performance supports the overall goals of the big picture.

The employee's goals are not relative to the job.
Remedy: Review the job description and revise as necessary. It is a good practice to review the job description before each evaluation and when major changes occur in an organization/department. Work with the employee to ensure they understand their job expectations and clearly define essential duties of the job. (Always provide HR with an updated copy of job description changes.)

The employee and manager disagree as to whether performance goals are met.

Remedy: Collaboratively create goals that are SMARTER (specific, measurable, achievable, relevant, time-bound, engaging and reinforcing). This will help avoid vaguely established goals where desired results are unclear and unattainable.

Performance reviews are centered on past performance only and do not address future employee development.

Remedy: Discuss individual development goals to accomplish in the future with the employee and identify specific areas of interest. In addition to performance goals, individual development goals should be included which focus on developing new skills and abilities to improve or enhance current performance or to prepare the employee for future roles, whenever possible.

The employee is unaware or unclear regarding job performance expectations and does not perform up to manager's requirements.

Remedy: Communicate and clarify expectation regularly. Good performance management requires an ongoing dialogue, initiated by both manager and employee. Ensure goals and objectives are clearly defined, and both parties have a common understanding of expectations and measures of success. Well-developed performance goals and objectives will serve as the framework for ongoing discussion and evaluation of employee performance.

Employees feel thrown into a position with little understanding of expectations or tools to accomplish their jobs.

Remedy: Managers should meet with new employees or employees recently promoted into a new position before they begin the job to discuss expectations of performance and behavior. The “sink or swim” approach is not acceptable and will only create frustrations and negative morale.

The manager and employee have only one performance discussion in an entire year.

Remedy: Managers should provide and employees should seek performance feedback informally throughout the performance cycle. This may be scheduled on a weekly, monthly or quarterly basis, depending on the needs of the department and employee.

Goals established at the beginning of the performance period became outdated and irrelevant.

Remedy: Throughout the cycle, performance should be evaluated against the goals and objectives outlined on the performance plan. As appropriate, modify performance objectives or development goals based on new demands and/or limitations.

The employee is not meeting performance goals, but the manager has not communicated any shortcomings.

Remedy: Regularly discussing performance will provide managers and employees with the opportunity to identify when coaching may be necessary to maintain or achieve satisfactory performance. When performance issues require significant corrective action, more formal action, such as a performance improvement plan, should be developed. An employee should never be surprised by a performance discussion or outcome. This can be assured when communication is constant.

TOWN OF CHINO VALLEY
COUNCIL AGENDA ITEM STAFF REPORT

Town Council Study Session **Item No. 5)**

Meeting Date:	03/15/2016
Contact Person:	Phyllis Smiley, Town Attorney
Department:	Town Attorney
Item Type:	Action Item
Estimated length of staff presentation:	10 minutes
Physical location of item:	n/a

Information

AGENDA ITEM TITLE:

Discussion regarding a reorganization to separate the positions of Director of Public Works and Town Engineer by adopting Ordinance No. 16-810 amending Town Code Title V Public Works, Chapter 50 General Provisions, Subchapter Utility Department, Section 50.15 Public Works Director; and approving a revision to the Town of Chino Valley Organizational Chart.

RECOMMENDED ACTION:

Discuss Ordinance No. 16-810 and the Organizational Chart as revised to separate the Director of Public Works and Town Engineer positions.

SITUATION AND ANALYSIS:

Issue Statement

The purpose of this item is to optimize Town staff resources and efficiency and ensure transparency and accountability in the Public Works Department.

Applicable "Policy"

Satisfaction of "Policy"

Summary of Issues and Staff Rationale

The Town Engineer and Public Works Director positions were merged during the recent recession, and additional duties were added to the Public Works Department during the Reduction in Force that generated the merged position.

Staff recommends the separation of the positions of the Public Works Director and Town Engineer, both of which are officers of the Town, as set forth in Sections 50.15 Public Works Director and Section 31.23 Town Engineer.

In order to effectuate the division of these two positions as proposed, it is necessary to amend Section

50.15 of the Town Code regarding the duties of the Public Works Director to include supervisory duties over public infrastructure, general maintenance and fleet maintenance. These revisions will give the Public Works Director the authority necessary to perform the anticipated duties related to supervising the Town Engineer for these matters.

The Organizational Chart is approved by Council as set forth in Section 31.27. The revision for approval by the Council is to separate the Public Works Director and Town Engineer. The revised chart is attached.

Findings of Fact

Fiscal Impact

Fiscal Impact?: None
If Yes, Budget Code:
Available:
Funding Source:

Attachments

Memo from Town Manager
Ordinance 16-810
Administrative Plan-Public Works reorganization

Acting Public Works Director resume (Council/Manager only)

Performance Environment and Purpose

Unlike private industry, municipalities and other public entities are accountable to the public for outcomes as well as for the processes pursued to reach the outcomes. This accountability requires local governments to operate efficiently and transparently. Local governments are trustees of the public interest, using public resources to care for the community's health, safety and welfare. This public trust deserves the Town's best efforts to:

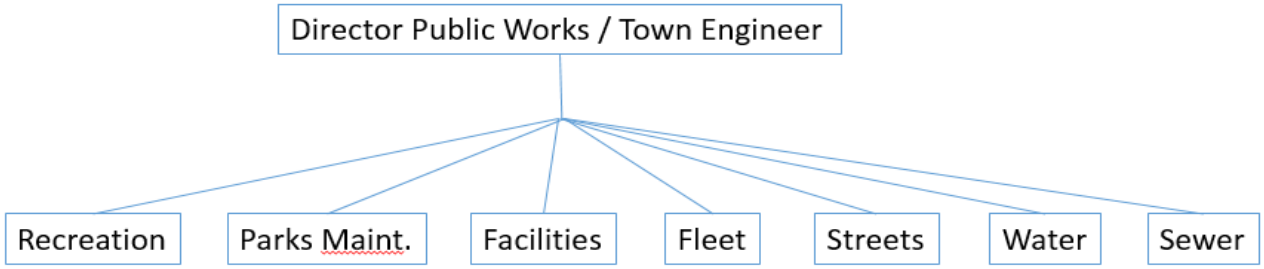
(1) provide consistent and quality services with the least expenditure of public resources;
(2) exhibit exemplary stewardship in the care of and planning for the public's resources and assets;
(3) minimize the imposition on or reduction of the public's protected rights;
(4) ensure that the local government's work is documented, transparent and above reproach.

Local government must operate in a regulatory environment and is exposed to sanctions any time it steps outside of that regulatory environment. This requires that there be processes, transparency and accountability to maintain regulatory compliance and safeguard public rights and privileges. Professionals and employees of local governments have a higher calling to safeguard the public's trust and interest, which sometimes can make their work more difficult to conduct properly.

Issue at Hand

The combination of Town Engineer (TE) and Public Works Director (DPW) positions into one role has negatively effected the operations of Public Works, as well as it's abilities to process work appropriately and coordinate with other departments. Further, the merged/consolidated nature of the two roles have presented challenges to the separation of duties and level of oversight required to properly conduct the Town's business. It has created potential weaknesses in the administration's transparency and accountability.

Prior to the RIF which occurred during the recession, the TE and DPW were two separate positions, held by two different professionals. In response to the recession, several positions were eliminated and some were combined, including DPW/TE, and several functions such as Parks Maintenance and Recreation were reassigned to Public Works. The flatness of the Public Works Department's organizational structure creates challenges for transparency and accountability within the department's wide operational area of responsibility.



Further, as the economy and Town emerge from the recession, workloads are increasing, and responsiveness to customers is more of a critical mission. The merged position as well as the RIF have resulted in a shortage of manpower necessary to timely serve the needs of the Town as well as the development community.

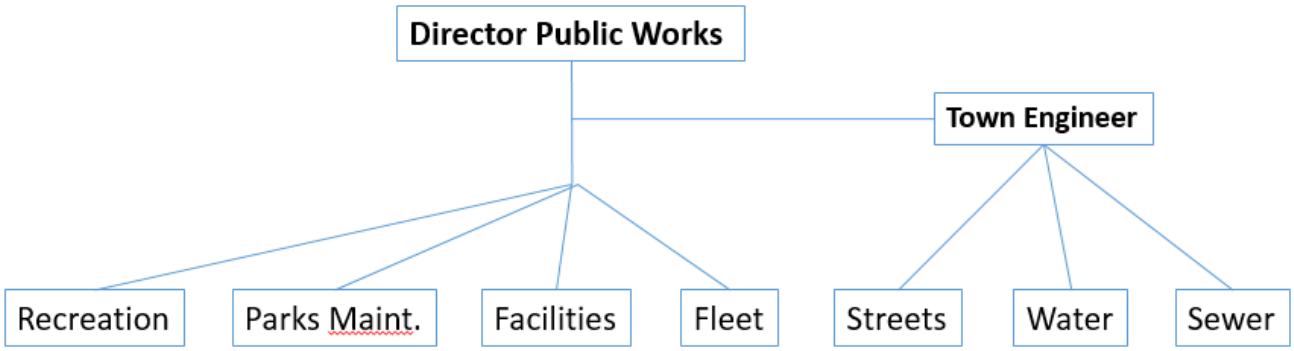
Information gained from the Town's last compensation and classification study (2012) reflects that most of the localities surveyed had separate positions for the two functions. This information sources from the survey that Matt Weatherly conducted to establish competitive wage and benefit information for the Town of Chino Valley, to reset our position descriptions, compensation and classification plans. Sedona currently has the engineering position (along with streets and maintenance responsibilities) under the Development Services directorate with public works functions of wastewater and parks/recreation distributed under other directorates. Camp Verde continues to retain the merged position seen in the 2012 data, but current information from their budget shows the Public Works Director/Town Engineer with a subordinate engineer to supplement headcount for the workload. Staff believes that as the Town recovers from the recession and workloads increase, it is critical to have the positions as separated duties, and to have two full time employees serving that workload.

Position	Location	Population
Public Works Director	Wickenberg	6,363
Public Works Director	Winslow	9,655
City Engineer	Winslow	9,655
City Eng/PW Director	Sedona	10,031
Director, Public Works	Show Low	10,660
PW Dir/Town Engineer	Camp Verde	10,873
Public Works Director	Cottonwood	11,265
PW Director	Payson	15,301
Town Engineer	Payson	15,301
Public Works Director	Prescott Valley	38,822
Engineering Division Manager	Prescott Valley	38,822
Director of Public Works	Prescott	39,843
City Engineer	Prescott	39,843
Asst Dir Public Works	Yavapai County	215,133
County Engineer	Yavapai County	215,133

In 2013 the Town employed Richard Straub to serve as a project engineer to support the work that Public Works was encountering as the Town began to climb out of the recession. Richard's subsequent retirement left a gap in manpower that was later filled through the employment of Michael Lopez. Mr. Lopez's employment was designed to fill the project engineering vacancy, <u>and</u> to succeed the DPW upon his retirement. In other words, the employment search for this position was designed to find a suitable employee to take over the DPW role when it became open, and Mr. Lopez possesses the knowledge, skills and abilities to perform that function (see attached resume). Moreover, he has been working with the Town for over a year now, and is familiar with the Town's challenges. Mr. Lopez's recent appointment to Acting DPW again leaves a vacancy in the administrative ranks (in engineering) which needs to be filled to support workloads and continued succession planning.

<u>Proposed Solution</u>

Experience is proving to us that the current merged position of the DPW/TE is not an appropriate structure to optimize resources and efficiency in a normal, operational environment (ie post-recession), and continuation of this management structure may be creating damage to the organization and our relationships with our customers. Current experience indicates that the Town is experiencing an increase in activity related to and dependent upon Public Works and Engineering – from grant funded projects to private development investment in the community. Workloads already eclipse the abilities of one professional – additional bandwidth is required to service existing needs, and can be met through the employment of a Town Engineer.



In order to improve the administration's service to Council and the community, and to further assure accountability and transparency, administrative work was launched in late January/early February to separate the DPW/TE roles back into two distinct positions; at this time, the division of duties will be effected through the Acting DPW's administrative delegation of duties to a Town Engineer (once hired).

Position descriptions are being drafted to reflect a new division of professional responsibilities between the two roles, and staff will begin the search/solicitation for a Town Engineer asap. This is being accomplished through current, authorized budgetary limitations approved by Council. Further, work is ongoing (under the acting DPW) to examine and optimize duties and responsibilities across middle management within Public Works missions – again, facilitating more impact within the ranks of our existing leaders and improving communications across Public Works and other departments.

As shown in the proposed organizational chart below, the DPW position will be superior to, and hold authority over, the TE position. This is a common structure for municipalities in Arizona.

The DPW will be the sole department head and will be responsible for:

- All professional and agency interfaces external and internal to the administration;
- The administration for all Town Public Works matters related to infrastructure, development, state and federal compliance;
- Administration of internal project development processes and work related to same;
- Being the executive professional for the Public Works mission;
- Making professional reports and recommendations to Council;
- Department personnel, finances and contractual obligations.

The TE will:

- Plan, direct, supervise and participate in the technical and supportive role in developing plans, projects and solutions/feedback to problems as assigned by the DPW;
- Conduct projects assigned by the DPW;
- Serve as the operational and maintenance manager of the Town's utilities, as directed by the DPW.
- Serve as the Town's Floodplain Administrator.
- Sign and Seal engineering plans, reports, specifications and contract documents.

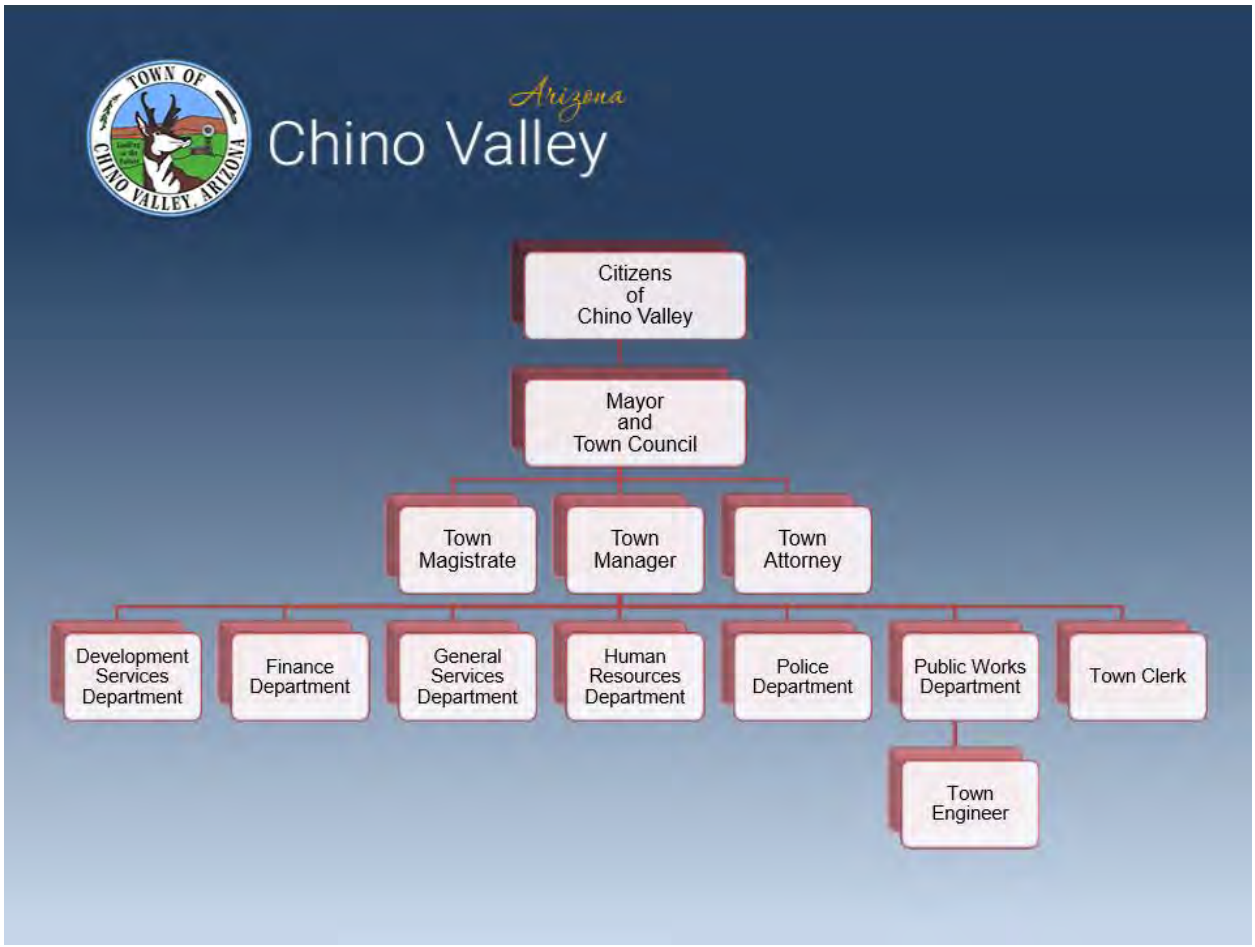
The TE's duties and responsibilities will be largely defined and/or delegated by the DPW, and per Town Code § 31.23, the TE may be assigned other duties by the Town Council. The TE will be immediately accountable to the DPW.

In order to bring this about, staff has begun the work to define the positions (above) and has planned to have the Acting DPW delegate the responsibilities to the TE once hired.

If Council determines a need to amend the Town's Organizational Chart and definition of duties for these two positions, minor alteration to the Town Code through Council Official action is required. Such action would,

1. Revise the code to reflect that the positions are separated again, and
2. Adjust the definition of the roles and duties to reflect that separation.

Proposed Organization Chart



Arizona
Chino Valley

Citizens of Chino Valley

Mayor and Town Council

Town Magistrate
Judge Kelley

Town Manager
Robert Smith

Town Attorney
Phyllis Smiley, Gust Rosenfeld

Development Services Department, Ruth Mayday

Finance Department, Joe Duffy

General Services Department, Cecilia Grittman, ATM

Human Resources Department, Laura Kyriakakis

Police Department, Chief Wynn

Public Works Department, Michael Lopez

Town Engineer

Town Clerk, Jami Lewis

DEVELOPMENT SERVICES DIRECTOR

Department:	**Development Services**	Class Code:	**35**
Reports to:	**Town Manager**	FLSA Status:	**Exempt**

GENERAL PURPOSE: The Development Services Director plans, directs, organizes and administrates operations of the Development Services Department including, but not limited to: planning, organizing and coordinating the Town's efforts in promoting economic development and redevelopment. This Director also oversees long-range planning, zoning, building inspection, land use and development.

PRIMARY DUTIES AND RESPONSIBILITIES:

*The following duties **ARE NOT** intended to serve as a comprehensive list of all duties performed by all employees in this classification, only a representative summary of the primary duties and responsibilities. Incumbent(s) may not be required to perform all duties listed and may be required to perform additional, position-specific duties.*

- Plans, organizes and directs the activities of professional, technical, and clerical personnel in the compilations, analysis, and interpretation of data used in community planning, zoning, land use planning and building safety.
- Makes oral and written presentations to the Town Council, Planning and Zoning Commission, various committees, boards, and citizen groups.
- Plans long-range community and economic development goals, objectives, organizational structure, and overall direction for the department.
- Monitors, reviews, and communicates the implementation phases of the department's strategic plans to ensure that long range goals and objectives are met.
- Develops and implements short- and long-term economic development strategies, public/private partnerships for development, and business assistance programs for existing and prospective businesses.
- Coordinates and implements an economic development program, including a proactive outreach and communication program that projects the image of the Town.
- Ensures that economic development activities comply with Town goals, policies and procedures, as well as federal, state and local regulations.
- Researches, analyzes and reports on economic and market trends. Researches redevelopment and economic development programs.
- Proposes and writes resolutions, proclamations, ordinances, staff reports and other official documents as required.
- Plans, allocates, and monitors time, people, equipment, and other resources for the department to ensure efficient organization and completion of work.
- Directs and participates in the development and administration of the department budget; directs the forecast of funds needed for staffing, equipment, materials, and supplies; monitors and approves expenditures.
- Provides technical assistance to the Town Manager related to economic development programs and activities. Presents proposed programs and projects to Town Council, business community groups, and agencies.
- Represents the Town at various functions such as making speeches at civic and business associations, meeting with influential persons within the community, developers, officials, citizens, and representatives of the press, to establish goodwill and resolve/respond to issues.

- Serves as the Town's liaison to the business community, Chamber of Commerce, economic development agencies and with other federal, state and local agencies responsible for economic development activities.
- Researches the potential for grant funding opportunities in areas of Economic Development and Housing. Prepares data for grant submission, prepares and administers grants in topic area.

MINIMUM QUALIFICATIONS:

Education and Experience:

Bachelor's degree from a college or university in public or business administration, urban/community planning and development, market economics, urban geography, or a closely related field and five or more years of experience in an economic development.. Economic Development Institute (EDI) certification or designation as a Certified Economic Developer (CEcD) are desirable. Require valid Arizona Driver's License by starting date.

Required Licenses or Certifications:

Possession of a valid driver's license.

Required Knowledge of:

- Modern principles and practices of economic and community development.
- Principles and practices of public administration.
- Principles and practices of strategic planning.
- Principles and practices of land use planning.
- Real estate practices, management, organization, and legal practices pertaining to real property, right-of-way, acquisition, and relocation; survey laws and land transaction methods, title records and instruments.
- Economic research and analysis techniques related to market, feasibility and impact studies.
- Principles and practices of building inspection.
- Applicable state, federal and local laws, rules and regulations

Required Ability to:

- Performing demographic research and analysis.
- Understanding regional and local economic environment.
- Researching, compiling, and summarizing a variety of informational and statistical data and materials.
- Communicating effectively in written and oral form to a diverse audience, and to prepare and analyze technical and administrative reports, statements and correspondence.
- Establishing and maintaining effective working relationships with elected officials, staff, local business leaders, community groups and individual citizens.
- Understanding, interpreting and communicating complicated ordinances, codes, policies, procedures and protocols.
- Planning, organizing, assigning, directing, reviewing and evaluating the work of staff.
- Preparing clear and concise reports, correspondence, ordinances and other written materials.
- Preparing and administering budgets.

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Physical Demands / Work Environment:

- Occasionally requires reaching with hands, fingers, feet and arms, and talking or hearing.
- Specific vision abilities required by this job include close vision.
- The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.
- Work is performed in a traditional office environment. May be required to perform a full range of motion with lifting and/or carrying supplies, materials, equipment and/or items weighing up to 25 pounds.
- This position requires positive and active support of the Town, the citizens, and co-workers.

- Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

This is not necessarily an exhaustive list of all responsibilities, skills, duties, requirements, efforts, or working conditions associated with the job. Management reserves the right to revise the job or to require that other different tasks be performed when circumstances change (e.g. emergencies, changes in personnel, workload, rush job, or technical developments).

Core Values: Integrity, Teamwork, Respectful, Communication, Service, Leadership, Innovation

Classification	Adopted	Revised	Retitled	Class Code / Range	FLS Designation	Step

APPROVED: _____ **DATE:** _____

FINANCE DIRECTOR

Department:	**Town Manager**	Class Code:	**38**
Reports to:	**Town Manager**	FLSA Status:	**Exempt**

GENERAL PURPOSE: Under administrative direction, serves as the Chief Financial Officer of the Town by managing and directing all financial operations.

PRIMARY DUTIES AND RESPONSIBILITIES:

*The following duties **ARE NOT** intended to serve as a comprehensive list of all duties performed by all employees in this classification, only a representative summary of the primary duties and responsibilities. Incumbent(s) may not be required to perform all duties listed and may be required to perform additional, position-specific duties.*

- Meets with internal and external parties on various situations or issues; serves as the main contact for the Finance Committee, including preparing agenda packets for committee meetings; coordinates with external consultants and attorneys as needed; review analyses prepared by external consultants for accuracy and completeness.
- Prepares, forecasts, monitors and adjusts the Town budget.
- Supervises and directs subordinate staff; assigns and reviews work; sets work priorities; monitors work; evaluates staff performance; approves time off from work.
- Monitors, records, analyzes, forecasts, researches cash flow to ensure daily requirements are met; anticipates expenditures, including planning for required debt service payments; reconciles daily cash receipts; prepares deposits; monitors cash activity to ensure tax payments are made by due dates.
- Reviews and approves various financial documents; signs or stamps checks; reviews all agenda items going to the Town Council for funding information, accuracy and completeness; reviews new employee setups for accuracy, modifying as necessary; monitors the progress of monthly and completed reconciliations assigned to staff; reviews monthly actual revenues and expenditures related to budgets, including ensuring that revenues and expenditures are accurately recorded; prepares monthly financial reports for the Town Council; prepares quarterly and annual reports, including external reports; prepares analysis, reports and information for both internal and external parties.
- Determines when tax and deduction rates set by external parties must be changed and makes the required changes; performs year-end close for accounts payable and payroll modules; performs the monthly and year-end closes for the general ledger module; performs year-end closes for payroll and accounts payable modules; sets up system users for access; provides training for staff and others as needed; creates and modifies reports; troubleshoots problems and resolves errors as needed.
- Interprets financial situations or issues; reviews proposed legislation and determines the fiscal impact; communicates and coordinates with others so the Town can proactively respond and plan for the potential fiscal impact.
- Serves as the main contact for external auditors; facilitates annual audits; prepares schedules, analyses and information for the audit; handles responses to audit findings; reviews and approves the final reports.
- Maintains the petty cash fund and reconciles as needed.
- Maintains the integrity, professionalism, values and goals of the Town by assuring that all rules and regulations are followed, and that accountability and public trust are preserved.

- Supports the relationship between the Town and the constituent population by demonstrating courteous and cooperative behavior when interacting with residents, visitors and Town staff; enthusiastically promotes the Town's goals and priorities in compliance with all policies and procedures.
- Performs related duties as required or assigned.

MINIMUM QUALIFICATIONS:

Education and Experience:

Bachelor's degree in Accounting or a closely related field and five years of financial/audit/budget management experience, including three years of supervisory experience, in a government setting or an equivalent combination of education, training and experience.

Required Licenses or Certifications:

CPA preferred.

Required Knowledge of:

- Principles and practices of administrative management.
- Principles and practices of effective employee supervision.
- Principles and practices of financial management, budgeting and auditing.
- Principles and practices of governmental accounting and GAAP, GASB and GAAS.
- Payroll rules and regulations.
- Principles and practices of leadership.
- Principles and practices of public administration and the public process.
- Town codes, Personnel manual and Town General Plan.
- Uses and applications of personal computers and various software applications.

Required Ability to:

- Develop and maintain effective working relationships with Town staff, Council members, various external organizations and individuals and the general public.
- Understand requests for financial information and determine the appropriate information format.
- Adapt financial presentations and training to various audiences.
- Prepare complex financial reports, including analysis and narrative.
- Determine broad financial impacts of complex financial situations and proposed legislation.
- Review studies and/or reports prepared by external consultants and auditors for accuracy and completeness.
- Prepare complex spreadsheets and construct and/or modify automated reports.
- Explain the financial impact of payroll rules or regulations.
- Coach and supervise employees.
- Evaluate the need for training and provide same.
- Work with all levels of an organization and provide technical guidance and consultation in making strategic decisions.
- Interpret laws and regulations, make decisions, maintain composure, and work effectively under stressful conditions.
- Evaluate facts and evidence, drawing logical conclusions and making proper recommendations.
- Communicate effectively, both orally and in writing.
- Assess and prioritize multiple tasks, projects and demands.
- Operate a personal computer utilizing a variety of business software.

Physical Demands / Work Environment:

- Work is performed in a traditional office environment. May be required to perform a full range of motion with lifting and/or carrying supplies, materials, equipment and/or items weighing up to 10 pounds.

Core Values: Integrity, Teamwork, Respectful, Communication, Service, Leadership, Innovation

Classification	Adopted	Revised	Retitled	Class Code / Range	FLS Designation	Step

APPROVED: _____ **DATE:** _____

ASSISTANT TOWN MANAGER

Department:	**Town Manager**	Class Code:	**40**
Reports to:	**Town Manager**	FLSA Status:	**Exempt**

GENERAL PURPOSE: Under administrative direction, manages and directs the operations of Information Technology, Library, Channel 13 Access Channel, Prosecutor's staff and Geographic Information Systems, Administrative Pool and the Safety Committee. Responsible for the essential duties and responsibilities listed below as well as for assistance to the Town Manager and for promoting collaborative and unified public service among all Town departments.

PRIMARY DUTIES AND RESPONSIBILITIES:

*The following duties **ARE NOT** intended to serve as a comprehensive list of all duties performed by all employees in this classification, only a representative summary of the primary duties and responsibilities. Incumbent(s) may not be required to perform all duties listed and may be required to perform additional, position-specific duties.*

- Provides supervision and direction to the management areas of Information Technology, Library, Channel 13 Access Channel, Prosecutor's staff Risk Management, Geographic Information Systems and Administrative Pool.
- Reviews policies, budgets, operations and procedures for each area of responsibility and for Town-wide processes;
- Manages projects as directed by the Town Manager or by the Town Council; attends Council meetings; provides feedback to respective parties, including the CDBG grant, re-write of policies and procedures, research on various programs and their potential implementation and communication to various parties.
- As necessary, will represent the Town Manager to any citizen groups and act as a point of contact, keeping the Manager and/or the Council apprised on matters of concern, working with department heads toward the fulfillment of the Town's mission, goals, objectives, and help to ensure collaborative and unified public service among all departments.
- Prepare and update various lease agreements or service contracts between outside parties and the Town.
- Serves as ambassador for the Town; serves the role of ombudsman; acts in the role of Deputy Town Clerk as needed; attends various meeting or activities as a representative of the Town.
- Interprets and explains state and federal rules and regulations; participates in the interpretation and correct application of policies and procedures while maintaining confidentiality.
- Reviews various activity reports.
- Maintains the integrity, professionalism, values and goals of the Town by assuring that all rules and regulations are followed, and that accountability and public trust are preserved.
- Serves as acting Town Manager in the Manager's absence.
- Assists the Manager in the formulation of organizational design, administrative regulations, and Town policies and procedures.
- Act as an assistive resource to Human Resources for organization development and training purposes.
- Act as interface with the Police Officer's Association (POA) for their annual Memorandum of Understanding with the Town;
- Serve as liaison with community organizations, including the School District, Fire District, Chamber of Commerce, CCEO, and any other community organizations.
- Supports the relationship between the Town and the constituent population by demonstrating courteous and cooperative behavior when interacting with residents, visitors and Town staff; enthusiastically promotes the Town's goals, core values and priorities in compliance with all policies and procedures.
- Assist, at the Town Manager's discretion, in economic development initiatives.
- Attends as alternate representative on the Board for Yavapai Combined Trust.

MINIMUM QUALIFICATIONS:

Education and Experience:

Master's degree in Public Administration or a closely related field and five years of management administration experience that includes project management in a government setting or an equivalent combination of education, training and experience.

Required Licenses or Certifications:

Possession of a valid State of Arizona driver's license.

Required Knowledge of:

- Principles and practices of administrative management.
- Principles and practices of effective employee supervision.
- Principles and practices of project management.
- Principles and practices of human resource administration preferred.
- Principles and practices of project management.
- Principles and practices of leadership.
- Principles and practices of public administration and the public process.
- Town codes, Personnel manual and Town General Plan.
- Arizona state statutes and personnel laws and processes.
- Uses and applications of personal computers and various software applications.

Required Ability to:

- Develop and maintain effective working relationships with Town staff, Council members, various external organizations and individuals and the general public.
- Evaluate various programs and make recommendations.
- Coach and supervise employees.
- Evaluate the need for training and provide same.
- Work with all levels of an organization and provide technical guidance and consultation in making strategic decisions.
- Interpret laws and regulations, make decisions, maintain composure, and work effectively under stressful conditions.
- Evaluate facts and evidence, drawing logical conclusions and making proper recommendations.
- Communicate effectively, both orally and in writing.
- Assess and prioritize multiple tasks, projects and demands.
- Operate a personal computer utilizing a variety of business software.

Physical Demands / Work Environment:

- Work is performed in a traditional office environment. May be required to perform a full range of motion with lifting and/or carrying supplies, materials, equipment and/or items weighing up to 20 pounds.

Core Values: Integrity, Teamwork, Respectful, Communication, Service, Leadership, Innovation

Classification	Adopted	Revised	Retitled	Class Code / Range	FLS Designation	Step
				40	Exempt	
Revised		1/2016		40	Exempt	

APPROVED: _____ **DATE:** _____

HUMAN RESOURCES DIRECTOR

Department:	**Human Resources**	Class Code:	**35**
Reports to:	**Town Manager**	FLSA Status:	**Exempt**

GENERAL PURPOSE: Under general supervision of the Town Manager, this position directs, plans, organizes and coordinates all programs, functions, and activities of the Human Resources department, acts as technical specialist in the interpretation and administration of the Town's Personnel Manual, and the administration and application of the Town's Classification and Compensation system. Position also serves as the Town's Risk Manager.

PRIMARY DUTIES AND RESPONSIBILITIES:

*The following duties **ARE NOT** intended to serve as a comprehensive list of all duties performed by all employees in this classification, only a representative summary of the primary duties and responsibilities. Incumbent(s) may not be required to perform all duties listed and may be required to perform additional, position-specific duties.*

- Plans, organizes, and coordinates programs, functions and activities of the Human Resources department;
- Directs professional staff throughout the organization in the management and administration of HR functional areas of employment rights, recruiting / selection, classification, benefits, training and development, performance management, employee relations, FMLA, E-verify, ADA, and other policy compliance as required by regulations;
- Develops and administers the Town's Classification and Compensation plan, prepares job descriptions, evaluations and position classifications. Assists in the administration of the Town's annual performance management and review process, and makes recommendations for merit increase programs;
- Establishes and updates policies and procedures related to the personnel program; interprets and applies the Town's Personnel Manual, makes recommendations and appropriate changes to the Town's personnel codes.
- Confers with the Manager and Department Directors to define Human Resource needs and relevant actions required. Develops methods, training opportunities, and procedures to improve the quality and efficiency of the personnel function.
- Acts as custodian of all human resource records of the Town and ensures that release of any personnel records or data are in conformance with applicable state and federal laws, rules, and regulations. Directs the creation and maintenance of comprehensive manual and computer-based records relevant to all HR-related activities.
- In conjunction with the Town Manager, assist in the development of a strategic and comprehensive Human Resources plan.
- Manages and oversees the Town Risk Management program; processes any claims, whether by the public or employees; establishes and coordinates the Safety Committee; educates and communicates to various parties; provides appropriate training.
- Supervise, train, and evaluate assigned staff member(s).
- Responsible for the creation and administration of the department budget.
- Attends as a representative on the Board for Yavapai Combined Trust.
- At the direction of the Town Manager, assists various Town projects related to management.
- Supports the relationship between the Town staff and the constituent population by demonstrating courteous and cooperative behavior when interacting with residents, visitors, and business.
- Performs other related job duties as required or assigned.

MINIMUM QUALIFICATIONS:

Education and Experience:

Minimum of a Bachelor's degree from an accredited college or university with a major in Human Resources, Business Administration or Management, Industrial or Organizational Management or Psychology, Public Administration or similar field required. Minimum of 5 years of progressive Human Resource experience at a management or division level, in an organization of 50 or more employees.

Required Licenses or Certifications:

PHR / SPHR preferred.

Valid Driver's license.

Required Knowledge of:

- Principles and practices of public and personnel administration, to include classification and compensation systems, employee grievance programs, employee development programs.
- Relevant state and federal laws, rules, and regulations, standards, policies and procedures for the administration of human resources management.
- Principles and practices for employee administration, per Personnel Policies and Procedures, and Town administrative policies.
- Current trends and developments in public-sector personnel / human resources management; application of computer-based resources to facilitate and optimize departmental activities.

Required Ability to:

- Communicate effectively both verbally and in writing.
- Read, interpret, communicate and apply policies, legislation, rules and procedures.
- Prioritize human resource needs throughout the organization and act as a resource to employees and management staff.
- Identify personnel/human resource needs and develop programs to maximize employee development.
- Ability to set goals and objectives and to create appropriate processes for their achievement, with a particular emphasis on the coordination of multiple and diverse activities that apply principles and practices of human resources management.
- Utilize problem solving skills and have a tolerance for ambiguity.
- Develop teams and focus on broader issues and implications.
- Evaluate facts and evidence, drawing logical conclusions, and making proper recommendations.
- Maintain composure and work effectively under stressful conditions.

Physical Demands / Work Environment:

Work is performed in a traditional office environment. May be required to perform a full range of motion with lifting and / or carrying supplies, materials, equipment and/or items weighing up to 20 pounds. Vision requirements include close vision, distance vision, peripheral vision, depth perception, and the ability to adjust focus.

Core Values: Integrity, Teamwork, Respectful, Communication, Service, Leadership, Innovation

Classification	Adopted	Revised	Retitled	Class Code / Range	FLS Designation	Step
Created				35	Exempt	
Revised 3.14.2015				35	Exempt	
Revised		1/2016		35	Exempt	

APPROVED: _____ **DATE:** _____

CHIEF OF POLICE

Department:	**Police**	Class Code:	**38**
Reports to:	**Town Manager**	FLSA Status:	**Exempt**

GENERAL PURPOSE: Under administrative direction, serves as the Chief Administrator of the Police Department. Work responsibilities extend to policy development, control and supervision of the Department with accountability for the effective delivery of law enforcement services.

PRIMARY DUTIES AND RESPONSIBILITIES:

*The following duties **ARE NOT** intended to serve as a comprehensive list of all duties performed by all employees in this classification, only a representative summary of the primary duties and responsibilities. Incumbent(s) may not be required to perform all duties listed and may be required to perform additional, position-specific duties.*

- Oversees, directs and plans all activities of the Police Department; designs and implements various law enforcement programs; maintains field control during emergencies.
- Formulates Department policies and objectives in consultation with Town management; determines methods and procedures to accomplish objectives; develops standards and regulations for Department field and office operations.
- Prepares, implements and oversees the Department budget.
- Ensures that crime and complaint investigations are thorough and in compliance with applicable rules, regulations and ordinances; cooperates with local, state and federal law enforcement agencies in the apprehension and detention of wanted persons.
- Oversees internal affairs investigations.
- Ensures that Department record keeping, reporting and records retention functions conform to established procedures and all correspondence and regular reports are timely and appropriate.
- Maintains effective community relations by conducting speaking engagements and working with civic groups, schools, business groups, etc.; follows up on complaints and suggestions.
- Develops and maintains an effective organization, including selection of candidates, establishment of training and development plans, counseling individuals to develop their career potential and implementing disciplinary action as necessary.
- Works with other police departments and law enforcement agencies to stay current on developments in order to recognize patterns of crime; shares information; attends job-related meetings and functions.
- Interprets and explains state and federal rules and regulations; participates in the interpretation and correct application of policies and procedures while maintaining confidentiality.
- Reviews various activity reports.
- Maintains the integrity, professionalism, values and goals of the Town by assuring that all rules and regulations are followed, and that accountability and public trust are preserved.
- Supports the relationship between the Town and the constituent population by demonstrating courteous and cooperative behavior when interacting with residents, visitors and Town staff; enthusiastically promotes the Town's goals and priorities in compliance with all policies and procedures.
- Performs related duties as required or assigned.

MINIMUM QUALIFICATIONS:

Education and Experience:

Bachelor's degree in Criminal Justice or a closely related field and seven years of progressive supervisory and leadership experience, including three years at the command level, or an equivalent combination of education, training and experience.

Required Licenses or Certifications:

POST certification.

Possession of a valid State of Arizona driver's license.

Required Knowledge of:

- Principles and practices of administrative management
- Principles and practices of effective employee supervision.
- Principles and practices of modern police administration.
- Law enforcement principles, practices, procedures, techniques and equipment.
- Principles and practices of major case management and felony level investigations.
- Principles and practices of project management.
- Principles and practices of leadership.
- State statues, local ordinances, and federal codes regarding law enforcement.
- Uses and applications of personal computers and various software applications.

Required Ability to:

- Develop and maintain effective working relationships with Town staff, Council members, various external organizations and individuals and the general public.
- Apply law enforcement principles, practices and procedures to solve cases.
- Interpret laws and regulations, make decisions, maintain composure, and work effectively under stressful conditions.
- Evaluate facts and evidence, drawing logical conclusions and making proper recommendations.
- Communicate effectively, both orally and in writing.
- Assess and prioritize multiple tasks, projects and demands.
- Operate a personal computer utilizing a variety of business software.
- Effectively use firearms and operate law enforcement vehicles.

Physical Demands / Work Environment:

- Work is performed in both indoor and outdoor work environments. May be required to perform a full range of motion with lifting and/or carrying supplies, materials, equipment and/or items weighing up to 100 pounds. Potential exposure to adverse weather conditions. May be exposed to potentially violent individuals. May be required to perform rescue work and CPR. May be exposed to hazardous chemicals. May be exposed to infectious diseases. Vision requirements include close vision, distance vision, color vision, peripheral vision, depth perception and the ability to adjust focus. Required to pass Arizona POST background requirements.

Core Values: Integrity, Teamwork, Respectful, Communication, Service, Leadership, Innovation

Classification	Adopted	Revised	Retitled	Class Code / Range	FLS Designation	Step

APPROVED: _____ **DATE:** _____

PUBLIC WORKS DIRECTOR/TOWN ENGINEER

Department:	**Public Works**	Class Code:	**38**
Reports to:	**Town Manager**	FLSA Status:	**Exempt**

GENERAL PURPOSE: Under administrative direction, directs and manages the Town Public Works, Fleet Operations, Engineering, Water Resources and Utilities Departments.

PRIMARY DUTIES AND RESPONSIBILITIES:

*The following duties **ARE NOT** intended to serve as a comprehensive list of all duties performed by all employees in this classification, only a representative summary of the primary duties and responsibilities. Incumbent(s) may not be required to perform all duties listed and may be required to perform additional, position-specific duties.*

- Oversees all purchasing and operations activities of the Public Works, Facilities, Fleet Operations, Utilities, Engineering and Water Resources Departments; communicates with the respective departments regarding various concerns or issues.
- Supervises and directs subordinate staff; sets work priorities; performs formal employee evaluations; rewards and disciplines employees.
- Hires and trains staff.
- Prepares and presents budgets for the various departments; monitors expenditures.
- Develops capital project plans, bid preparations and the Town Council award.
- Discusses timelines and project specifications with subordinate supervisors and/or other departments.
- Performs construction oversight; processes contractor and engineering payment requests for the Capital Improvement Program.
- Prepares and reviews technical documents and bid specifications; prepares various position papers.
- Participates in the creation of development agreements representing the Town with developers, agents and attorneys.
- Develops proposals for new capital improvement projects and grant applications for the projects.
- Maintains the integrity, professionalism, values and goals of the Town by assuring that all rules and regulations are followed, and that accountability and public trust are preserved.
- Supports the relationship between the Town and the constituent population by demonstrating courteous and cooperative behavior when interacting with residents, visitors and Town staff; enthusiastically promotes the Town's goals and priorities in compliance with all policies and procedures.
- Performs related duties as required or assigned.

MINIMUM QUALIFICATIONS:

Education and Experience:

Bachelor's degree in Civil Engineering or a closely related field and 10 years of experience, including five years of supervisory experience, in municipal engineering or an equivalent combination of education, training and experience.

Required Licenses or Certifications:

Registration as a Professional Civil Engineer in Arizona.
Possession of a valid driver's license.

Required Knowledge of:

- Principles and practices of civil engineering and project management.
- Principles and practices of administrative management.
- Principles and practices of effective employee supervision.
- Principles and practices of road construction, maintenance and repair.
- The topography and political boundaries of the Town.
- Uses and applications of personal computers and various software applications.

Required Ability to:

- Develop and maintain effective working relationships with Town staff, vendors, contractors, consultants, Town Council, public groups/bodies, other public jurisdictions and the general public.
- Read and interpret plans, technical manuals and related sources.
- Plan, implement and evaluate various department programs and services.
- Effectively supervise staff.
- Communicate effectively, both orally and in writing.
- Assess and prioritize multiple projects, tasks and demands.
- Operate a personal computer utilizing a variety of software.

Physical Demands / Work Environment:

- Work is performed in both indoor and outdoor work environments. May be required to perform a full range of motion with lifting and/or carrying supplies, materials, equipment and/or items weighing up to 25 pounds. Potential exposure to extreme weather conditions. May be exposed to moving vehicles and equipment. May be exposed to hazardous chemicals. May be exposed to infectious diseases.

Core Values: Integrity, Teamwork, Respectful, Communication, Service, Leadership, Innovation

Classification	Adopted	Revised	Retitled	Class Code / Range	FLS Designation	Step

APPROVED: _____ **DATE:** _____

DRAFT

Public Works Director

Department:	**Public Works**	Class Code:	**38**
Reports to:	**Town Manager**	FLSA Status:	**Exempt**

GENERAL PURPOSE: Under administrative direction, directs and manages the Town Engineering, Public Works including roads, Water Resources, Utilities operations, Fleet operations and Facilities Management. Holds executive authorities relative to personnel, finances and contractual obligations associated with the department.

PRIMARY DUTIES AND RESPONSIBILITIES:

*The following duties **ARE NOT** intended to serve as a comprehensive list of all duties performed by all employees in this classification, only a representative summary of the primary duties and responsibilities. Incumbent(s) may not be required to perform all duties listed and may be required to perform additional, position-specific duties.*

- Oversees all purchasing and operations activities of the Public Works including roads, Facilities, Fleet Operations, Utilities, Engineering and Water Resources; communicates with the respective departments regarding various concerns or issues.
- General executive officer in charge of all personnel, the entire operation, equipment and facilities of the Utility Department (water and wastewater), PUBLIC INFRASTRUCTURE, GENERAL MAINTENANCE AND FLEET MAINTENANCE.
- Supervises and directs subordinate staff; sets work priorities; performs formal employee evaluations; rewards and disciplines employees.
- Hires and trains staff.
- Finalizes and presents budgets for the various departments; monitors expenditures.
- Develop capital project plans, bid preparations and the Town Council award.
- Discusses timelines and project specifications with subordinate supervisors and/or other departments.
- Performs construction oversight; processes contractor and engineering payment requests for the Capital Improvement Program.
- Participates in the creation of development agreements representing the Town with developers, agents and attorneys.
- Develops proposals for new capital improvement projects and grant applications for the projects.
- Oversees the selection of bidders, oversee the work of external consultants; ensures the development of schedules for bidding and construction.
- Provides technical direction, project management and assistance to developers, consultants, external agencies, and public works' staff regarding projects.
- Approves materials, methods, equipment, specifications, cost estimates and related documents.
- Negotiates rights-of-way acquisitions.
- Prepares and presents written and oral reports on projects for Town management and the general public.
- Performs research; analyzes findings; prepares recommendations for infrastructure planning needs.
- Ensures project documentation tracking using various reports and as-built submittals.
- Responds to and resolves citizen inquiries and complaints regarding engineering projects and infrastructure.
- Responsible for the enforcement of the TOWN'S policies regarding water and wastewater.

- Responsible for the general supervision over, subject to the approval of the Town Manager, all charges for water and sewer services, departmental policies, agreements, new connections, repairs and the like.
- Control the water supply and at all times insure the sufficiency thereof and shall notify the public, unless an emergency requires otherwise, of the necessity of shutting off any pipeline for the purpose of making repairs, extensions or connections, should we have cause to expect to know beforehand of the necessity to so shut off water from any line.
- May represent the Town on professional and technical committees.
- Maintains the integrity, professionalism, values and goals of the Town by assuring that all rules and regulations are followed, and that accountability and public trust are preserved.
- Supports the relationship between the Town and the constituent population by demonstrating courteous and cooperative behavior when interacting with residents, visitors and Town staff; enthusiastically promotes the Town's goals and priorities in compliance with all policies and procedures.
- Performs related duties as required or assigned.

MINIMUM QUALIFICATIONS:

Education and Experience:

Bachelor's degree in Civil Engineering or a closely related field and 10 years of experience, including five years of supervisory experience, in municipal engineering or an equivalent combination of education, training and experience.

Required Licenses or Certifications:

Arizona Registered Professional Civil Engineer

Possession of a valid AZ driver's license

Required Knowledge of:

- Principles and practices of civil engineering and project management.
- Principles and practices of administrative management.
- Principles and practices of effective employee supervision.
- Principles and practices of road construction, maintenance and repair.
- The topography and political boundaries of the Town.
- Municipal budgets practices.
- MAG/YAG standards.
- Construction specification preparation and inspection.
- CAD drafting procedures and methods.
- Uses and applications of personal computers and various software applications.

Required Ability to:

- Develop and maintain effective working relationships with Town staff, vendors, contractors, consultants, Town Council, public groups/bodies, other public jurisdictions and the general public.
- Read and interpret plans, technical manuals, legal descriptions and related sources.
- Plan, implement and evaluate various department programs and services.
- Effectively supervise staff.
- Possess a flexible and adaptive leadership style with the ability to change behavior in appropriate ways as situations dictate.
- Promote innovation and new processes, without neglecting fiscal responsibility and the public's trust through effective ideas and empowering staff.
- Identify, coach and mentor internal staff with the vision to fill future key leadership positions.
- Communicate effectively, both orally and in writing.
- Assess and prioritize multiple projects, tasks and demands.
- Operate a personal computer utilizing a variety of software.

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Physical Demands / Work Environment:

- Work is performed in both indoor and outdoor work environments. May be required to perform a full range of motion with lifting and/or carrying supplies, materials, equipment and/or items weighing up to 50 pounds. Potential exposure to extreme weather conditions. May be exposed to moving vehicles and equipment. May be exposed to hazardous chemicals. May be exposed to infectious diseases. Vision requirements include close vision, distance vision, color vision, peripheral vision, depth perception and the ability to adjust focus.

Core Values: Integrity, Teamwork, Respectful, Communication, Service, Leadership, Innovation

Classification	Adopted	Revised	Retitled	Class Code / Range	FLS Designation	Step
Senior Engineering Project Manager	5/29/2012			31	Exempt	
		12/09/2014	Assistant PW Director / Asst. Town Engineer	34	Exempt	
		3/2016	Public Works Director	38	Exempt	

APPROVED: _____ **DATE:** _____

DRAFT

Assistant Public Works Director/Assistant Town Engineer

Department:	**Public Works**	Class Code:	**34**
Reports to:	**Public Works Dir./Town Engineer**	FLSA Status:	**Exempt**

GENERAL PURPOSE: Under limited supervision, assists in the management of the Public Works Department and oversees the design and construction of various Town engineering projects.

PRIMARY DUTIES AND RESPONSIBILITIES:

*The following duties **ARE NOT** intended to serve as a comprehensive list of all duties performed by all employees in this classification, only a representative summary of the primary duties and responsibilities. Incumbent(s) may not be required to perform all duties listed and may be required to perform additional, position-specific duties.*

- Assists in the supervision and coordination of subordinate staff; sets work priorities; and performs formal employee evaluations.
- Plans, designs, coordinates and manages complex engineering projects, including capital improvement and private development projects.
- Oversees the work of external consultants; develops schedules for bidding and construction; participates in the selection of bidders.
- Prepares and reviews project schedules; investigates and resolves schedule issues on projects.
- Reviews and approves payments to consultants and contractors.
- Signs and seals engineering plans, reports, specifications and contract documents.
- Provides technical direction, project management and assistance to developers, consultants, external agencies, public works' staff and engineering staff regarding projects.
- Approves materials, methods, equipment, specifications, cost estimates and related documents.
- Performs civil engineering work regarding water, sewer, storm drainage and roadway design.
- Negotiates rights-of-way acquisitions.
- Inspects projects and/or supervises the inspection of projects.
- Coordinates all project plan submittals for review, approvals and distribution.
- Prepares and presents written and oral reports on projects for Town management and the general public.
- Performs research; analyzes findings; prepares recommendations for infrastructure planning needs.
- Ensures project documentation tracking using various reports and as-built submittals.
- Responds to and resolves citizen inquiries and complaints regarding engineering projects and infrastructure.
- Participates in the development of the Department budget.
- May represent the Town on professional and technical committees.
- Maintains the integrity, professionalism, values and goals of the Town by assuring that all rules and regulations are followed, and that accountability and public trust are preserved.
- Supports the relationship between the Town and the constituent population by demonstrating courteous and cooperative behavior when interacting with residents, visitors and Town staff; enthusiastically promotes the Town's goals and priorities in compliance with all policies and procedures.

- Performs related duties as required or assigned.

MINIMUM QUALIFICATIONS:

Education and Experience:

Bachelor's degree in Civil Engineering or a closely related field and five years of experience in management, general municipal engineering or an equivalent combination of education, training and experience.

Required Licenses or Certifications:

Possession of a valid AZ driver's license

Arizona Registered Professional Engineer

Required Knowledge of:

- Municipal budgets practices
- Engineering practices, principles, terminology and methods.
- MAG/YAG standards.
- Construction specification preparation and inspection.
- CAD drafting procedures and methods.
- Uses and applications of personal computers and various software applications.

Required Ability to:

- Develop and maintain effective working relationships with Town staff, contractors and the general public.
- Read and interpret legal descriptions.
- Develop technical reports and computations.
- Communicate effectively, both orally and in writing.
- Assess and prioritize multiple tasks and demands.
- Operate a personal computer utilizing a variety of diagnostic software.

Physical Demands / Work Environment:

- Work is performed in both indoor and outdoor work environments. May be required to perform a full range of motion with lifting and/or carrying supplies, materials, equipment and/or items weighing up to 50 pounds. Potential exposure to extreme weather conditions. May be exposed to moving vehicles and equipment. May be exposed to hazardous chemicals. May be exposed to infectious diseases. Vision requirements include close vision, distance vision, color vision, peripheral vision, depth perception and the ability to adjust focus.

Core Values: Integrity, Teamwork, Respectful, Communication, Service, Leadership, Innovation

Classification	Adopted	Revised	Retitled	Class Code / Range	FLS Designation	Step
Senior Engineering Project Manager	5/29/2012			31	Exempt	
		12/09/2014	Assistant PW Director / Asst. Town Engineer	33	Exempt	

APPROVED: _____ **DATE:** _____

DRAFT

TOWN ENGINEER

Department:	**Public Works**	Class Code:	**34**
Reports to:	**Public Works Director**	FLSA Status:	**Exempt**

GENERAL PURPOSE: Under limited supervision, directs and manages the Town Public Works, Water Resources and Utilities. Serve a technical role in developing plans, projects and solutions to problems as assigned by the Director of Public Works. May conduct projects as assigned, as well as serve as the operation manager of the Town's utilities and maintenance of same.

PRIMARY DUTIES AND RESPONSIBILITIES:

*The following duties **ARE NOT** intended to serve as a comprehensive list of all duties performed by all employees in this classification, only a representative summary of the primary duties and responsibilities. Incumbent(s) may not be required to perform all duties listed and may be required to perform additional, position-specific duties.*

- Supervises and directs subordinate staff in designated departments; sets work priorities; performs formal employee evaluations; rewards and disciplines employees.
- Hires and trains staff as directed by the Public Works Director.
- Plans, direct, supervise and participates in the technical review of engineering plans, technical reports, and construction documents for private and public infrastructure, reviews designs, coordinates and manages complex engineering projects, including capital improvement and private development projects.
- Serves as the Town's Floodplain Administer; administers and enforces all development within Federal Emergency Management Agency (FEMA) flood hazard areas in accordance with National Flood Insurance Program (NFIP), County and Town Floodplain Regulations, and other state, and local, requirements. Approves technical documents such as Conditional and Final Letters of Map Revision (CLOMR/LOMR), Drainage Reports, Elevation Certificates; enforces the stipulations set forth on individual floodplain use permits; coordinates and represents the Town on interagency drainage studies and projects.
- Discusses timelines and project specifications with subordinate supervisors and/or other departments.
- Prepares and reviews project schedules; investigates and resolves schedule issues on projects.
- Reviews and approves payments to consultants and contractors.
- Performs civil engineering work regarding water, sewer, storm drainage and roadway design.
- Signs and seals engineering plans, reports, specifications and contract documents.
- Coordinates all project plan submittals for review, approvals and distribution.
- Prepares and reviews technical documents and bid specifications, as directed by Public Works Director.
- Prepares various position papers, as directed by Public Works Director.
- Inspects and/or supervises the inspection of assigned projects.
- Performs research; analyzes findings; prepares recommendations for infrastructure planning needs.
- Ensures project documentation tracking using various reports and as-built submittals.
- Participates in the development of the Department budget; monitors expenditures.
- Maintains the integrity, professionalism, values and goals of the Town by assuring that all rules and regulations are followed, and that accountability and public trust are preserved.
- Supports the relationship between the Town and the constituent population by demonstrating courteous and cooperative behavior when interacting with Town staff, contractors, vendors, residents and visitors; enthusiastically promotes the Town's goals and priorities in compliance with all policies and procedures.

- Performs related duties as required or assigned.

DRAFT

MINIMUM QUALIFICATIONS:

Education and Experience:

Bachelor's degree in Civil Engineering or a closely related field and 7-10 years of experience, including five years of supervisory experience, in municipal engineering and design or an equivalent combination of education, training and experience.

Required Licenses or Certifications:

Arizona Registered Professional Civil Engineer

Possession of a valid driver's license.

Required Knowledge of:

- Principles and practices of civil engineering and project management;
- Principles and practices of administrative management;
- Principles and practices of effective employee supervision;
- Principles and practices of road construction, maintenance and repair;
- Municipal budgets practices;
- Management techniques and option to successfully motivate and supervise staff;
- Reviewing and checking complex engineering designs, computations, plans, and studies;
- Researching engineering and design issues and evaluating alternatives;
- MAG/YAG, and ADOT standards;
- Construction specification preparation and inspection;
- Customer service principles and practices;
- CAD/Civil 3D drafting procedures and methods;
- Hydrology and hydraulic principles;
- HEC/RAS, HEC/HMS procedures and methods;
- The topography and political boundaries of the Town; and
- Uses and applications of personal computers and various software including word processing, spreadsheet, power point, and database applications.

Required Ability to:

- Develop and maintain effective working relationships with Town staff, contractors and the general public;
- Read and interpret plans, technical manuals, legal descriptions and related sources;
- Problem solving and decision making;
- Prepare and present effective staff reports;
- Develop technical reports and computations;
- Possess a flexible and adaptive leadership style with the ability to change behavior in appropriate ways as situations dictate;
- Promote innovation and new processes, without neglecting fiscal responsibility and the public's trust through effective ideas and empowering staff;
- Identify, coach and mentor internal staff with the vision to fill future key leadership positions;
- Communicate effectively, both orally and in writing;
- Assess and prioritize multiple tasks and demands; and
- Operate a personal computer utilizing a variety of diagnostic software.

Physical Demands / Work Environment:

- Work is performed in both indoor and outdoor work environments. May be required to perform a full range of motion with lifting and/or carrying supplies, materials, equipment and/or items weighing up to 50 pounds. Potential exposure to extreme weather conditions. May be exposed to moving vehicles and equipment. May

be exposed to hazardous chemicals. May be exposed to infectious diseases. Vision requirements include close vision, distance vision, color vision, peripheral vision, depth perception and the ability to adjust focus.

Core Values: Integrity, Teamwork, Respectful, Communication, Service, Leadership, Innovation

Classification	Adopted	Revised	Retitled	Class Code / Range	FLS Designation	Step
PW Director/Town Engineer	3/5/2014			38	Exempt	
		3/2016	Town Engineer	34	Exempt	

APPROVED: _____ **DATE:** _____

DRAFT

TOWN CLERK

Department:	**Town Clerk**	Class Code:	**30**
Reports to:	**Town Manager**	FLSA Status:	**Exempt**

GENERAL PURPOSE: Under limited supervision, performs various administrative services in support of the Town Manager, Town Council and constituents.

PRIMARY DUTIES AND RESPONSIBILITIES:

*The following duties **ARE NOT** intended to serve as a comprehensive list of all duties performed by all employees in this classification, only a representative summary of the primary duties and responsibilities. Incumbent(s) may not be required to perform all duties listed and may be required to perform additional, position-specific duties.*

- Administers all business transacted by the Town Council; prepares meetings; maintains meeting agendas; reviews and compiles all agenda items; prepares agenda reports for department activities, as well as the Mayor and Council, agendas, agenda packets and meeting minutes; administers the Town's compliance of the Open Meeting laws.
- Administers the membership of all public bodies appointed by the Town Council; recruits applicants for appointment to public bodies; prepares meetings for review and applicant interviews; administers the Open Meeting Law to ensure compliance; provides direct support to assigned public bodies; directs staff providing support to other public bodies.
- Administers all election-related services in accordance with local, state and federal laws, including regular and special elections, initiatives, referendums, recalls and campaign finance reporting; provides support to the County for county, state, federal and special district elections.
- Administers the records retention program; maintains inactive records; manages permanent records archiving; develops records policies and upholds State records policies; manages public records requests; performs local legislative research for staff and/or other agencies.
- Provides managerial services; manages projects; trains department staff members; trains other staff members on various topics; educates staff members and the public regarding various laws, procedures and practices; responds to inquiries and research requests from staff, the public and external agencies.
- Processes and maintains records approved by the Town Council, including filing, archiving, legal publishing and recording; directs staff in the execution of these activities.
- Administers the department budget; directs staff support of the Town Council budget.
- Provides support services to both internal and external customers; administers the citizen complaint process; administers and provides notary services; processes and maintains updates to the Town Code and Tax Code; maintains a legislative history for both; administers and maintains bankruptcy notices; maintains the Town fee schedule; provides public relations information.
- Directs staff support services to internal and external customers regarding business licensing, special event vendors, liquor uses, reception, public information, mail and shipping services and office supply purchasing.
- Maintains the integrity, professionalism, values and goals of the Town by assuring that all rules and regulations are followed, and that accountability and public trust are preserved.
- Supports the relationship between the Town and the constituent population by demonstrating courteous and cooperative behavior when interacting with residents, visitors and Town staff; enthusiastically promotes the Town's goals and priorities in compliance with all policies and procedures.

- Performs related duties as required or assigned.

MINIMUM QUALIFICATIONS:

Education and Experience:

Bachelor's degree in public administration or a closely related field and five years of experience as a Municipal Clerk, including two years of experience in project management, public relations, administration and organizational management, or an equivalent combination of education, training and experience.

Required Licenses or Certifications:

Certified Municipal Clerk.

Certified Election Official.

Arizona Notary Commission.

Possession of a valid driver's license.

Required Knowledge of:

- Principles and practices of administrative management.
- Principles and practices of effective employee supervision.
- Principles and practices of public administration.
- Municipal government.
- Legal powers and the duties of town officials.
- Local, county, state and federal election and campaign finance laws and practices.
- Records management principles, practices and techniques.
- State laws regarding open meetings, public records and records management.
- State laws regarding liquor licensing, business licensing and notary.
- Code codification procedures, parliamentary procedures, municipal publishing and notification requirements, process for adopting local laws, government budgeting and financial management and procurement procedures.
- Uses and applications of personal computers and various software applications.

Required Ability to:

- Develop and maintain effective working relationships with Town staff, Council members, various external organizations and individuals and the general public.
- Understand requests for various information and determine the appropriate information format.
- Perform research.
- Prepare complex reports, including analysis and narrative.
- Prepare spreadsheets and construct and/or modify automated reports.
- Work with all levels of an organization and provide technical guidance and consultation.
- Administer laws and regulations, make decisions, maintain composure, and work effectively under stressful conditions.
- Evaluate facts and evidence, drawing logical conclusions and making proper recommendations.
- Communicate effectively, both orally and in writing.
- Assess and prioritize multiple tasks, projects and demands.
- Maintain strict confidentiality.
- Operate a personal computer utilizing a variety of business software.

Physical Demands / Work Environment:

- Work is performed in a traditional office environment. May be required to perform a full range of motion with lifting and/or carrying supplies, materials, equipment and/or items weighing up to 35 pounds.

Core Values: Integrity, Teamwork, Respectful, Communication, Service, Leadership, Innovation

Classification	Adopted	Revised	Retitled	Class Code / Range	FLS Designation	Step

APPROVED: _____ **DATE:** _____

Pages 53-56
are of a confidential nature and
have been removed from the public packet

Town of Chino Valley

MEETING NOTICE
TOWN COUNCIL

STUDY SESSION
TUESDAY, MARCH 15, 2016
6:00 P.M.

Council Chambers
202 N. State Route 89
Chino Valley, Arizona

AGENDA

ACTION TAKEN

1) CALL TO ORDER; ROLL CALL

2) Presentation and discussion regarding the Town's August 30, 2016 primary election and the Alternative Expenditure Limitation (Home Rule Option) ballot measure. (Joe Duffy, Finance Director; Jami Lewis, Town Clerk) **DISCUSSED**

3) Presentation and discussion regarding potential savings by refunding the GADA 2007A and 2010 Excise Tax Bonds. (Joe Duffy, Finance Director) **DISCUSSED**

4) Presentation and discussion regarding the Performance Management and Evaluation Process. (Laura Kyriakakis, Human Resources Director) **DISCUSSED**

5) Discussion regarding a reorganization to separate the positions of Director of Public Works and Town Engineer by adopting Ordinance No. 16-810 amending Town Code Title V Public Works, Chapter 50 General Provisions, Subchapter Utility Department, Section 50.15 Public Works Director; and approving a revision to the Town of Chino Valley Organizational Chart. (Councilmember Lon Turner; Councilmember Corey Mendoza) **DISCUSSED**

6) ADJOURNMENT

Dated this 10th day of March, 2016.
(Action Taken dated March 16, 2016)

By: ***Jami C. Lewis, Town Clerk***

The Town of Chino Valley endeavors to make all public meetings accessible to persons with disabilities. Please call 636-2646 (voice) or 711 (Telecommunications Arizona Relay Service) 48 hours prior to the meeting to request a reasonable accommodation to participate in this meeting.

Supporting documentation and staff reports furnished to the Council with this agenda are available for review on the Town website at http://www.chinoaz.net/agendacenter, and in the Public Library and Town Clerk's Office.

CERTIFICATION OF POSTING

The undersigned hereby certifies that a copy of this notice was duly posted at Chino Valley South Campus, Chino Valley Post Office, and Chino Valley North Campus in accordance with the statement filed by the Town Council with the Town Clerk.

Date:_____ Time:_____ By:_____
Jami C. Lewis, Town Clerk