



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

ADDENDUM - 3/15/16

Item 4)	<i>ADDs new exhibits</i>
Item 5)	<i>ADDs new exhibits</i>

- 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 20 minutes
of Staff Presentation:
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 Manager'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?

Page -2-

Self Performance Appraisal Form

Employee Name:

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 attainment 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 of 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, managers 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 what 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

<u>A</u>ccurate	● 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
<u>B</u>ehavioral	● Make statements about personality, motivation, attitude, or values based on facts not assumptions ● Avoid statements with absolutes (ie. Never, always, every, none)
<u>C</u>onsistent	● 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
<u>S</u>hare 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 it 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:

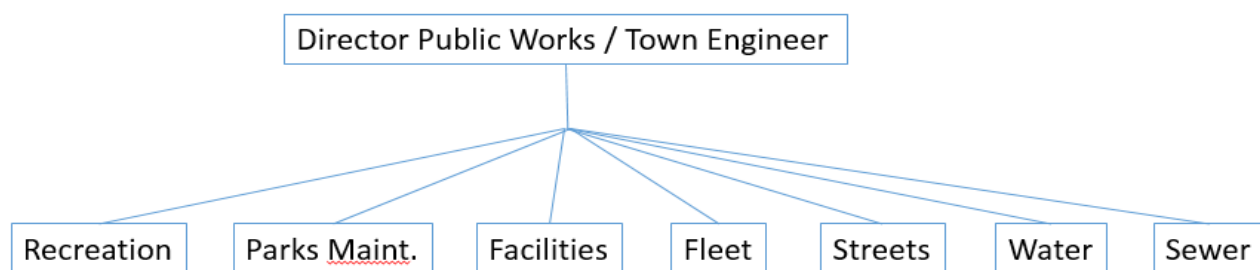
- (1) provide consistent and quality services with the least expenditure of public resources;
- (2) exhibit exemplary stewardship in the care of and planning for the public's resources and assets;
- (3) minimize the imposition on or reduction of the public's protected rights;
- (4) ensure that the local 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

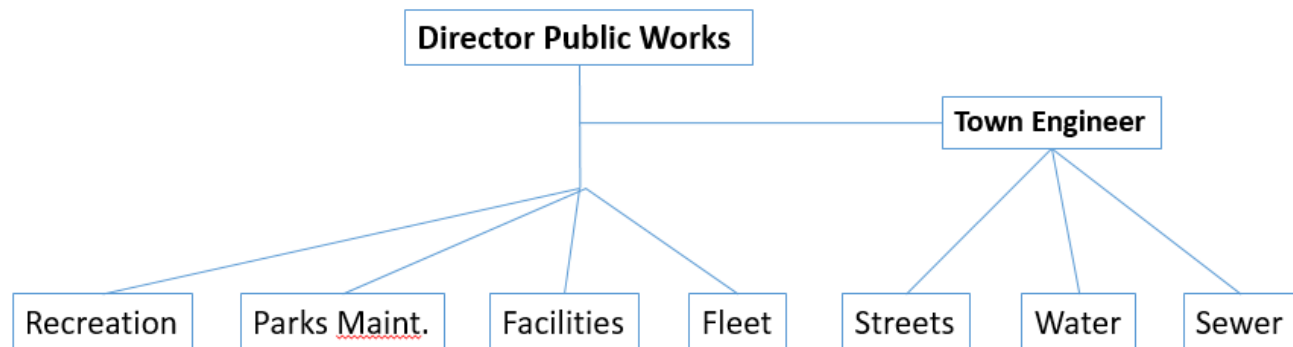
Position	Location	Population
Public Works Director	Wickenburg	6,363
Public Works Director	Winslow	9,655
City Engineer	Winslow	9,655
City Eng/PW Director	Sedona	10,031
Director, Public Works	Show Low	10,660
PW Dir/Town Engineer	Camp Verde	10,873
Public Works Director	Cottonwood	11,265
PW Director	Payson	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

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.

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, and 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.

Proposed Solution

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.

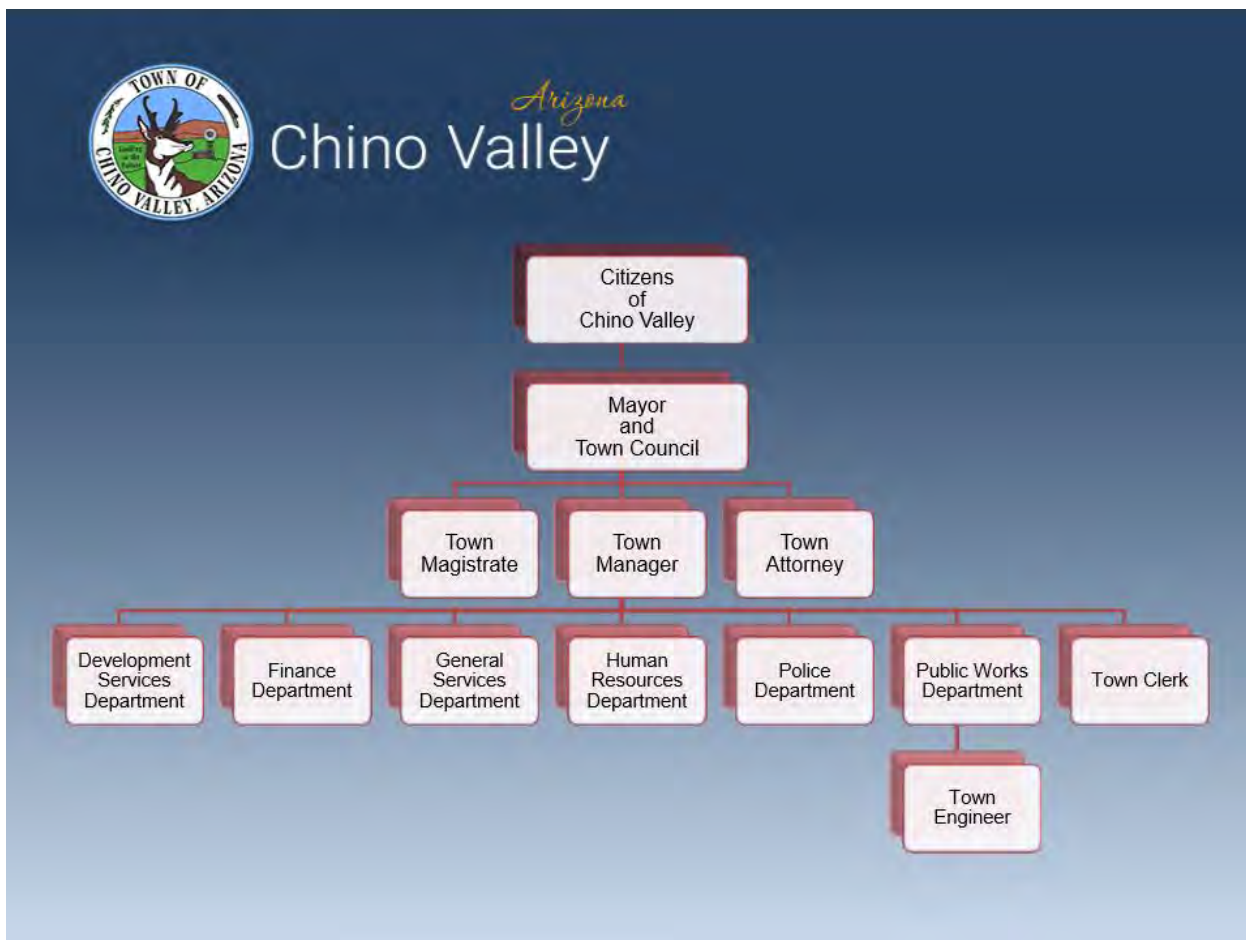
The TE's duties and responsibilities will be largely defined and/or delegated by the DPW, and per Town Code § 31.23, the TE may be assigned other duties by the Town Council. The TE will be immediately accountable to the DPW.

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,

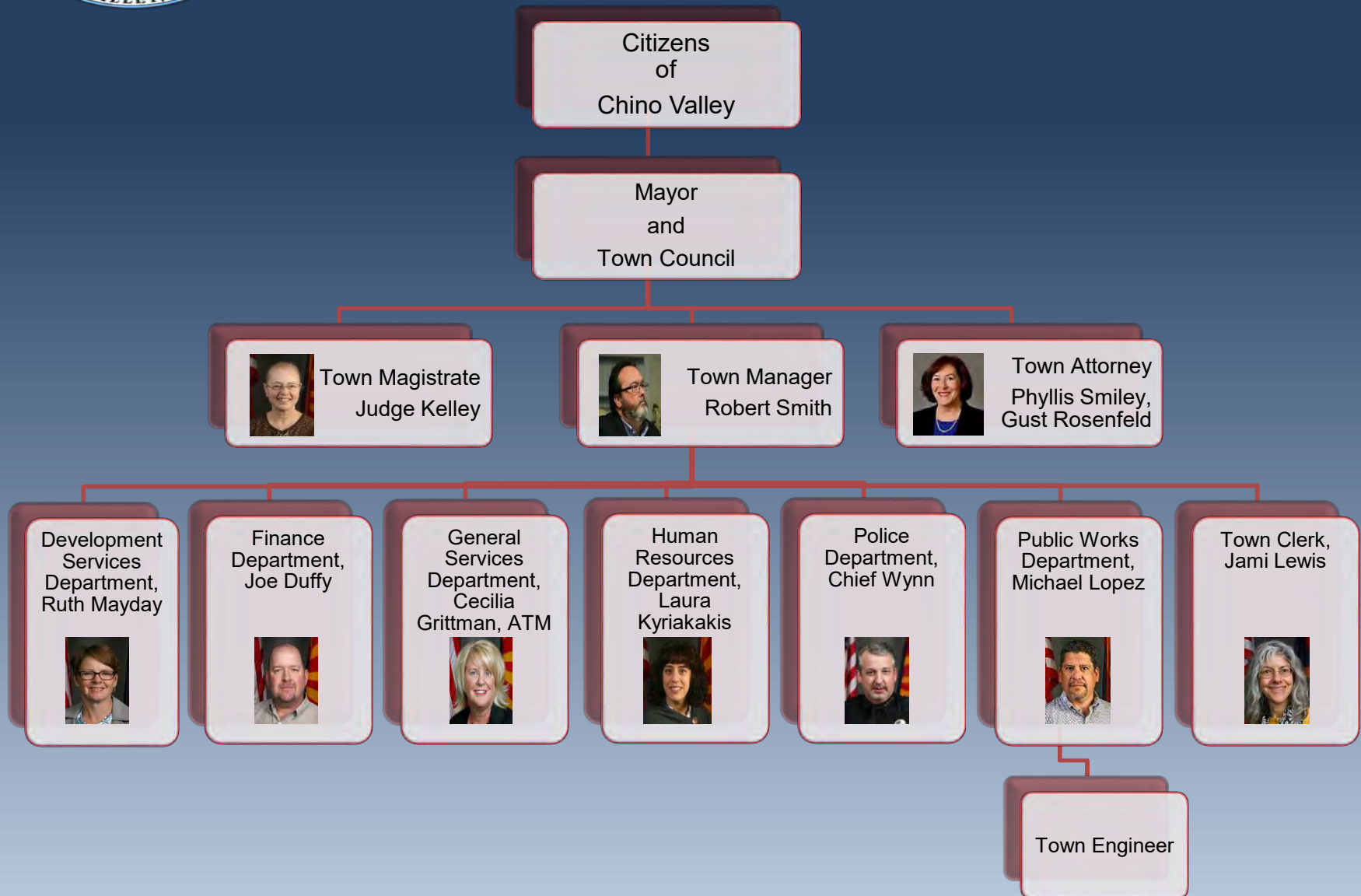
1. Revise the code to reflect that the positions are separated again, and
2. Adjust the definition of the roles and duties to reflect that separation.

Proposed Organization Chart





Chino Valley *Arizona*





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.

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 statutes, 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: _____



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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: _____

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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: _____



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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.

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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: _____

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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