



TOWN COUNCIL AGENDA PACKET

STUDY SESSION

**Thursday, September 8, 2011
6:00 p.m.**

**Council Chambers – South Campus
202 N. State Route 89**

NOTICE OF THE STUDY SESSION OF THE CHINO VALLEY TOWN COUNCIL

**SEPTEMBER 8, 2011
6:00 P.M.**

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Chino Valley Town Council and to the general public that the Chino Valley Town Council will hold a Study Session open to the public on **Thursday, September 8, 2011 at 6:00 p.m.**, in the Chino Valley Council Chambers, located at 202 N. State Route 89, Chino Valley, Arizona. Members of the Town Council will attend either in person or by telephone conference call.

RULES FOR ADDRESSING THE COUNCIL – ADOPTED JULY 14, 1998

Study Sessions are public meetings of the Council, at which no formal vote is taken. The primary purpose of the meetings are the exchange of information between the Council, Staff and/or designated persons and the discussion of specific topics or problems as outlined on the posted agenda.

Members of the public shall be permitted to speak and/or discuss an agenda item only with the permission of the Mayor or at the request of a Councilmember.

The **Agenda** for the meeting is as follows:

- 1) Call to Order; Roll Call.**
- 2) Continued from July 26, 2011:** Review and discussion of the **Organizational Assessment** of the Development Services Department and Engineering Division of the Public Works Department prepared by PW Consulting Services, LLC (Paul Wenbert), dated July 12, 2011.
- 3) Adjournment.**

Dated this 6th day of September, 2011.

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 636-1787 (TDD) 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/clerk/townagenda.shtml>, and in the Public Library and Town Clerk's Office.

ITEM #2

Organizational Assessment of Development Services Department:
Summary of components to be discussed

(Councilmembers: Please bring your copy of the full Assessment
for reference purposes)

Council Study Session September 8, 2011

Review of:

Development Services Department Organizational Assessment

July 12, 2011



Management Consulting to Local Governments & Nonprofits

The objective of this item is to review and discuss each component of this Assessment for action on September 13.

SECTION I

EXECUTIVE SUMMARY

- Major recommendations include merging Development Services Department with Public Works Department and moving Code Enforcement from Development Services Department to Police Department.
- Implementing recommendations is projected to result in \$108,000 of annual General Fund expense reductions and \$26,667 of Water Enterprise Fund expense reductions*.
- Service levels will be maintained and in the case of Code Enforcement and CIP project implementation, service levels will be increased.

*likely will be some additional relatively minor expenses which cannot be determined at this time to compensate some Town employees for additional responsibilities and to address some internal equity issues; also likely to be some additional net expense in Sewer Enterprise Fund in 2011-12 due to creation of Lien Position (see page 13)

RECOMMENDATIONS

1. Job Descriptions and Allocation of Duties

The job descriptions are outdated, and the Town plans to address this matter through a Town-wide wage and classification study in 2011-12.

2. Water Resources

Recommendation: Continue to have Public Works Director serve as Water Resources Director representing Town with NAMWUA and WAC; eliminate membership in the Upper Verde River Watershed Protection Coalition.

Fiscal Impact: savings of \$26,667 in Water Enterprise Fund budget due to eliminating membership in Upper Verde River Watershed Protection Coalition.

The Town's annual cost to belong to water-related organizations is shown below.

- Northern Arizona Municipal Water User's Association (NAMWUA)--\$2,484
- Yavapai County Water Advisory Committee (WAC)--\$11,333
- Upper Verde River Watershed Protection Coalition--\$26,667

The consultant believes that the most cost-effective way for the Town to be engaged in water resource issues is to continue to have the Public Works Director also function as the Water Resources Director. In addition, the consultant believes that the Town can eliminate its membership in the Upper Verde River Watershed Protection Coalition based on the minimal impact this organization has on the Town's water resources planning activities.

3. Capital Improvements Program

Recommendation: fill Public Works Department's part-time Civil Engineer position to assist in implementing CIP projects.

Fiscal Impact: cost of this position is already included in proposed 2011-12 budget and is funded by General Fund, Highway User Revenue Fund (HURF), Water Enterprise Fund, and Sewer Enterprise Fund.

The Public Works Director who is the Town's only engineer does not have sufficient time to provide the engineering services required to implement some of the CIP projects. The consultant believes the most cost-effective way to implement these CIP projects is to fill the part-time (18 hours per week) Civil Engineer position which is in the Public Works Department's proposed 2011-12 budget at an annual cost of \$38,565. It will take approximately 3 years for the CIP projects referenced in the April 26 Staff Report to be implemented with the services of this part-time Civil Engineer.

4. Code Enforcement

Recommendation: move Code Enforcement from Development Services to Police Department and change title of current Code Enforcement Officer to Utilities/Zoning Technician.

Fiscal Impact: annual cost savings to General Fund of \$41,000 which represents 80 percent of Code Enforcement Officer cost that will be transferred to Sewer Enterprise Fund; annual cost addition to General Fund of \$17,000 due to restoring half-time Civilian Officer in Police Department; no additional net cost to Sewer Enterprise Fund*.

It is the general consensus of Town officials and residents that code enforcement service levels need to be increased in order to reduce the number of violations especially related to abandoned vehicles and houses and excessive weeds. In particular, these types of violations create significant public safety concerns for the Police Department.

It is recommended that the current Code Enforcement Officer's job title be changed to Utilities/Zoning Technician. The additional revenue to be generated by establishing the Lien Position is expected to be sufficient in the long run* to fund at least 80 percent of the Utilities/Zoning Technician position from the Sewer Enterprise Fund. The remaining 20 percent of this position will continue to be funded by the General Fund.

*additional Sewer Enterprise Fund revenue in 2011-12 from Lien Position projected to be less than \$41,000 cost of position due to time lag involved in collection of bad debts

5. GIS/Webmaster Services

Recommendation: have GIS/CAD Technician report to General Services Director; explore IGA with Yavapai County and/or other municipalities to provide GIS services and explore possibility of contracting with private company for webmaster services.

Presently all of the municipalities in Yavapai County work with the County's GIS Department to provide accurate and up-to-date GIS maps. The County has expressed an interest in considering an Intergovernmental Agreement (IGA) with the Town whereby the County would provide all GIS services to the Town. There is a strong likelihood that the County can provide these services at a lower cost than the Town due to the County's staff and technological capabilities.

In addition, the Town of Clarkdale has expressed an interest in discussing an IGA with Chino Valley and Camp Verde whereby the Town of Clarkdale would provide GIS services for all three municipalities. Finally, there is a potential that webmaster services could be provided at a lower cost through contracting with a private company.

6. Reorganization/Staffing Levels/Realignment of Duties

Recommendation: merge Development Services into Public Works Department thereby eliminating Development Services Director position; reclassify Associate Planner to Community Development Supervisor, Utilities Supervisor to Utilities/Streets Supervisor, Engineering Inspector to Streets Supervisor/Engineering Inspector, Public Works Director to Public Works/Community Development Director, and change title of Senior Building Inspector to Building Official.

Fiscal Impact: reduce General Fund expenses by \$84,000 annually by eliminating Development Services Director position. There will likely be some additional costs due to salary increase for some or all of the four

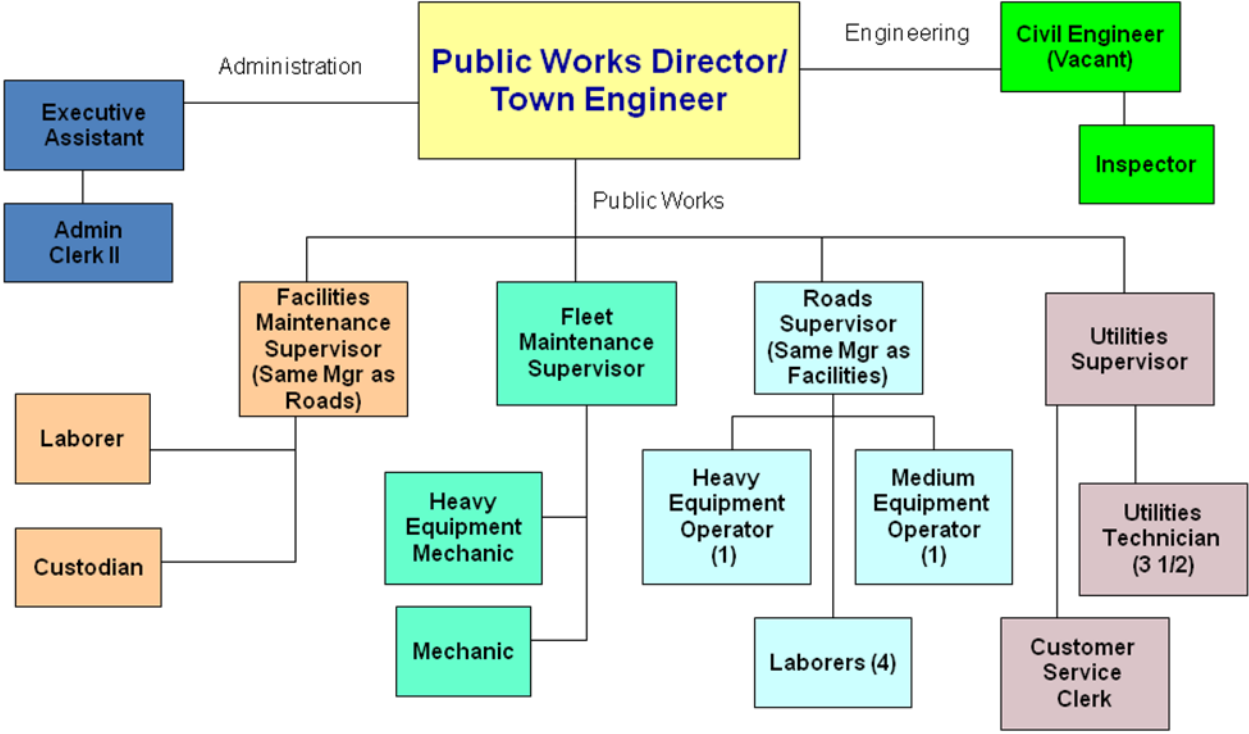
aforementioned positions whose responsibilities will increase as a result of this recommendation.

Given the Town's ever-declining financial capacity, the consultant developed recommendations that are intended to maintain current service levels, take advantage of the skill-sets of current Town employees, and reduce costs to the Town. One of the common ways that both public and private sector organizations have used to accomplish the aforementioned is to flatten organizational structures by reducing the number of supervisors.

There remain only 2.7 FTE's in the Development Services Department other than the Director (Associate Planner, Senior Building Inspector, .5 Plans Examiner, and .2 Zoning Technician). This provides an excellent opportunity to streamline and flatten the Town's workforce by merging Development Services with the Public Works Department which eliminates the need for the Development Services Director position. Another advantage of this merger is that it reinforces the concept of a "one-stop shop" for developers as all development review functions will be merged into one department.

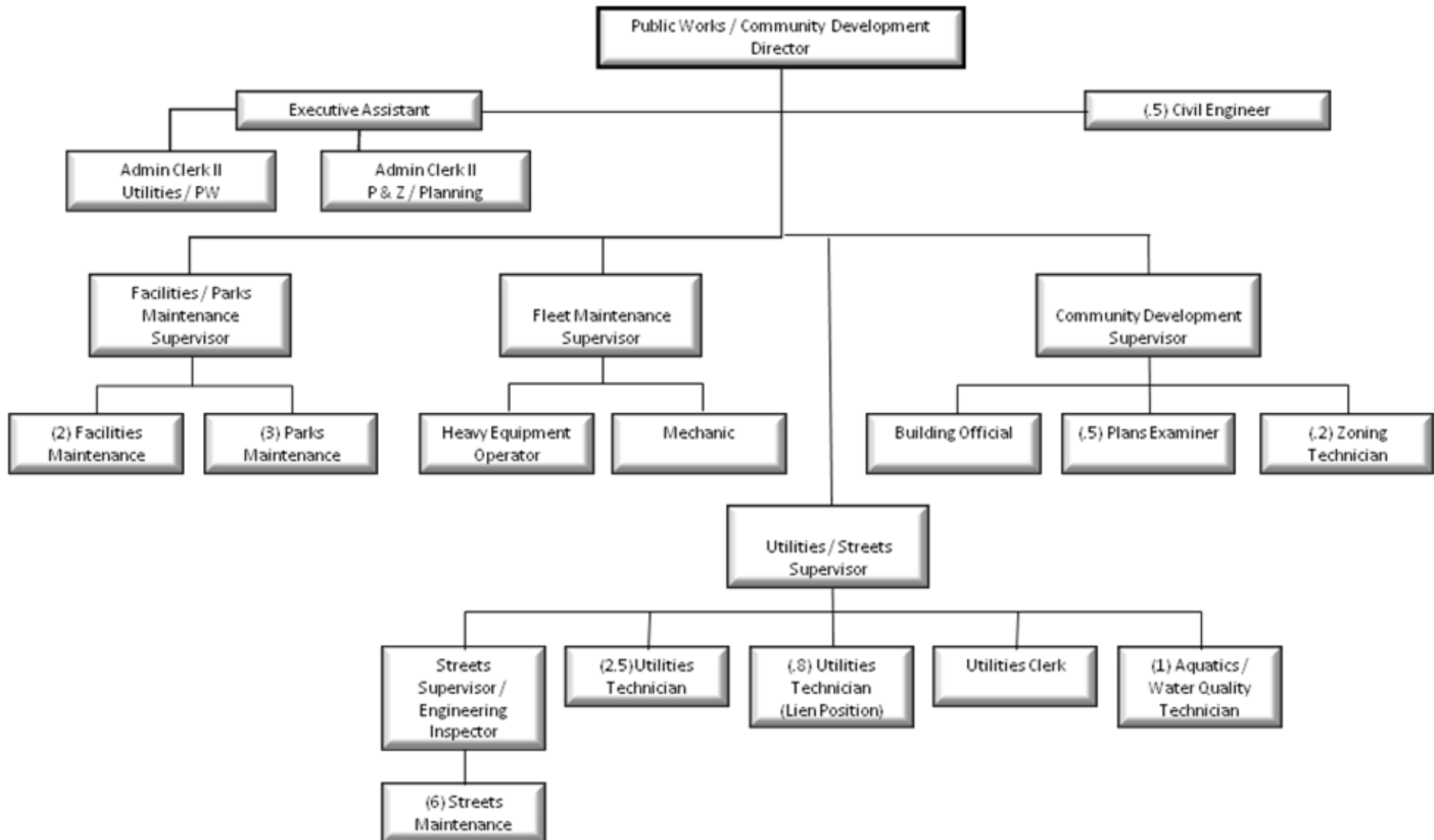
The Senior Building Inspector is a Certified Building Official and has the experience necessary to be designated as the Town's Building Official. The proposed organizational chart would result in significant increases in responsibility for the Utilities Supervisor who would be reclassified to the Utilities/Streets Supervisor position and the Engineering Inspector who would be reclassified to the Streets Supervisor/Engineering Inspector position.

CURRENT PUBLIC WORKS DEPARTMENT ORGANIZATIONAL CHART



May 2011

PROPOSED PUBLIC WORKS AND COMMUNITY DEVELOPMENT DEPARTMENT ORGANIZATIONAL CHART



7. Working Out-of-Class

Recommendation: Address working out-of-class issues in Development Services either through Town-wide wage and classification study or on a case-by-case basis by Human Resources.

Fiscal Impact: if positions are determined to be working out-of-class, salary ranges of those positions would be increased resulting in a cost increase to Town.

This is something the consultant believes should be addressed to improve internal equity within the Town workforce. Several employees interviewed by the consultant indicated that they believe they are performing higher-level duties not normally associated with their positions aka: “working out-of-class”. The consultant believes some of these employees may in fact be working out of class.

intends to. This study will address working out-of-class and other compensation issues for the entire Town workforce. If the Town does not conduct a Town-wide wage and classification study in 2011-, the Town’s Human Resources should conduct a classification study of these Development Services positions to determine if they need to be reclassified.

8. Funding for Certifications

Recommendation: Town should pay for job-related certifications and continuing education required to maintain certifications consistent with industry standards.

Fiscal Impact: cost of exams can vary from \$200-\$700 and there would be some relatively minimal ongoing cost for training to maintain certifications.

This recommendation is something the consultant believes should be addressed. It is a common practice for local governments to pay for their employees to receive job-related certifications as well as for the continuing education required to maintain their certifications. In some cases certifications are required, and in other cases they are highly desired.

In a related matter the Town’s Plans Examiner does not have a Plans Examiner certification. While it is not required it would be highly desirable for the Plans

Examiner to receive this certification as it would increase the Town's proficiency and credibility in reviewing and approving development plans.

9. Permit and Zoning Software

Recommendation: research software options that are available to track building and zoning permit application data.

Fiscal Impact: unknown at this time; however tracking this type of data by computer should be viewed as a "cost of doing business" necessary to increase reliability and accessibility of data.

This recommendation is something the consultant believes should be addressed. Development Services presently maintains only manual records of building permit and zoning application data due to the unreliability of the software used to track this data. The current software was custom-built for the Town in 2001. Today there are "off-the-shelf" software applications available that should be able to meet the Town's needs.