

AMENDED AGENDA



**REGULAR SESSION
MAYOR AND COUNCIL
TOWN OF CAMP VERDE
COUNCIL CHAMBERS
473 S. Main Street, Room #106
WEDNESDAY, JUNE 6, 2007
at 6:30 P.M.**

1. **Call to Order**

As a reminder, if you are carrying a cell phone, pager, computer, two-way radio, or other sound device, we ask that you turn it off at this time.

2. **Roll Call**

3. **Pledge of Allegiance**

4. **Consent Agenda** – All those items listed below may be enacted upon by one motion and approved as consent agenda items. Any item may be removed from the Consent Agenda and considered as a separate item if a member of Council requests.

a) Approval of the Minutes:

- 1) May 30, 2007 – Special/Work Session
- 2) May 23, 2007 – Council Hears Planning & Zoning
- 3) May 23, 2007 – Budget Work Session
- 4) May 21, 2007 – Special/Budget Work Session
- 5) May 16, 2007 – Regular Session

b) Set Next Meeting, Date and Time:

- 1) Regular Session – June 20, 2007 at 6:30 p.m.
- 2) Council Hears Planning & Zoning – June 27, 2007 at 6:30 p.m.
- 3) Regular Session – July 4, 2007 at 6:30 p.m. – **CANCELLED**
- 4) Regular Session – July 18, 2007 at 6:30 p.m.
- 5) Council Hears Planning & Zoning – July 25, 2007 at 6:30 p.m.

c) Possible approval of the Technical Assistant Contract with NACOG for the administration of the two open CDBG contracts. The \$39,000 cost is a budgeted amount in the General Fund CDBG line item.

d) Possible approval of a proclamation declaring July 16-20, 2007 as Hunter Education Week.

e) Possible acceptance of resignations from Norma Garrison, Housing Commission and Danny Parker, Parks & Recreation Commission, followed by presentation of certificates of appreciation for their volunteer service.

F) POSSIBLE ACCEPTANCE OF THE CAMP VERDE WATER SYSTEM'S 2006 FINANCIAL AUDIT. This is a budgeted item in the General Fund.

5. **Call to the Public for Items not on the Agenda.**

6. **Presentation of certificates of appreciation to outgoing Council members Jackie Baker and Howard Parrish.**

7. **Ceremonial Oaths of Office to Mayor Tony Gioia and Council Members Greg Elmer, Norma Garrison, and Mike Parry, followed by the seating of the new Council.**

**TOWN OF CAMP VERDE
Council Agenda Action Form**

Meeting Type: Regular

Meeting Date:6-6-07

Consent: **Executive Session/Confidential:** Type(s) of Presentation: Verbal Only

AGENDA TITLE: (Be Exact):Discussion, consideration and possible acceptance of the Camp Verde Water System's 2006 Financial Audit.

PURPOSE AND BACKGROUND INFORMATION: Council directed Staff to obtain an audit in order to help the Town to determine the financial standing of the Camp Verde Water System.

STAFF RECOMMENDATION(S): Approve

LIST ALL ATTACHMENTS: Camp Verde Water System's 2006 Financial Audit

Type of Document Needing Approval (Check all that apply):

- | | | |
|---|---|--|
| <input checked="" type="checkbox"/> Acceptance/Approval | <input type="checkbox"/> Agreement/Contract | <input type="checkbox"/> Emergency Clause |
| <input type="checkbox"/> Final Plat | <input type="checkbox"/> Grant Submission | <input type="checkbox"/> Intergovernmental Agreement |
| <input type="checkbox"/> Liquor/Bingo Application | <input type="checkbox"/> Ordinance | <input type="checkbox"/> Preliminary Plat |
| <input type="checkbox"/> Public Hearing | <input type="checkbox"/> Resolution | <input type="checkbox"/> Special Consideration |
| <input type="checkbox"/> Special/Temp Use Permit | <input type="checkbox"/> Other: | <input type="checkbox"/> Presentation/Report Only |

Finance Director Review

Budgeted/Amount Yes \$8,900.00

Comments:N/A

Fund: 01-50-55-6604

Line Item/:

Submitting Department:Finance

Contact Person:Dane Bullard

Town Manager/Designee: _____

Please Note: You are responsible for checking out, setting up, and returning all special equipment to the Clerk's Office.

CAMP VERDE WATER SYSTEM INC.

**FINANCIAL STATEMENTS - REGULATORY BASIS
DECEMBER 31, 2006**

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INDEPENDENT AUDITORS' REPORT

To the Members of the Town Council
Town of Camp Verde
Camp Verde, Arizona

We have audited the accompanying statements of assets, liabilities, and stockholders' equity - regulatory basis of Camp Verde Water System, Inc. (an S Corporation) as of December 31, 2006, and the related statements of income and retained earnings - regulatory basis, and cash flows - regulatory basis for the year then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

As described in Note 1, these financial statements were prepared in conformity with the accounting practices prescribed by the National Association of Regulatory Utility Commissioners, which is a comprehensive basis of accounting other than generally accepted accounting principles.

In our opinion, the financial statements referred to in the first paragraph present fairly, in all material respects, the assets, liabilities, and stockholders' equity of Camp Verde Water System, Inc. as of December 31, 2006, and the results of its operations and cash flows for the year then ended, on the basis of accounting described in Note 1.

This report is intended solely for the information and use of the boards of directors and managements of Camp Verde Water System, Inc. and the Town of Camp Verde and is not intended to be and should not be used by anyone other than these specified parties.

Guest, Schutte & Cospier
Flagstaff, Arizona

May 10, 2007

CAMP VERDE WATER SYSTEM, INC.
STATEMENT OF ASSETS, LIABILITIES AND STOCKHOLDERS'
EQUITY - REGULATORY BASIS
DECEMBER 31, 2006

Assets

Property, Plant and Equipment	
Utility plant in service	\$ 6,413,391
Less accumulated depreciation	<u>(2,054,414)</u>
Total Property, Plant and Equipment	4,358,977
Current Assets	
Cash	321,802
Accounts receivable, net of allowance for doubtful accounts	88,389
Inventory	27,295
Prepaid expenses	4,177
Total Current Assets	<u>441,663</u>
Other Assets	
Restricted cash	181,865
Beneficial interest-CVW Trust	61,849
Total Other Assets	<u>243,714</u>
Total Assets	<u>\$ 5,044,354</u>

Stockholders' Equity & Liabilities

Stockholders' Equity	
Common stock	\$ 79,052
Additional paid-in capital	1,220,172
Retained earnings	593,360
Total Stockholders' Equity	<u>1,892,584</u>
Long-term Debt, Net of Current Portion	910,703
Current Liabilities	
Accounts payable	9,793
Accrued liabilities	34,894
Current portion of long-term debt	61,266
Total Current Liabilities	<u>105,953</u>
Other Liabilities	
Loan from shareholder	39,101
Customer deposits	44,631
Advances in aid of construction, less current maturities	1,001,561
Contributions in aid of construction	1,049,821
Total Other Liabilities	<u>2,135,114</u>
Total Stockholders' Equity & Liabilities	<u>\$ 5,044,354</u>

CAMP VERDE WATER SYSTEM, INC.
STATEMENT OF INCOME AND RETAINED EARNINGS - REGULATORY BASIS
FOR THE YEAR ENDED DECEMBER 31, 2006

Operating Revenue	
Residential	\$ 639,681
Commercial	459,066
Other	46,939
Total Operating Revenue	<u>1,145,686</u>
Operating Expenses	
Chemicals & analysis	12,259
Employee benefits	10,450
Fees & permits	1,620
Professional fees	28,559
Purchased power	46,600
Repairs & maintenance	10,512
Supplies	20,340
Transportation	17,088
Wages	166,410
Total Operating Expenses	<u>313,838</u>
Operating Income	831,848
Administrative Expenses	629,674
Other Income	
Interest & dividends	5,548
Miscellaneous	3,530
Office rent	3,795
Trust income	5,916
Total Other Income	<u>18,789</u>
Net Income	220,963
Retained Earnings	
Balance, beginning of year	482,307
Distributions to shareholders	(109,910)
Balance, end of year	<u>\$ 593,360</u>

CAMP VERDE WATER SYSTEM, INC.
STATEMENT OF CASH FLOWS - REGULATORY BASIS
FOR THE YEAR ENDED DECEMBER 31, 2006

Cash Flows from Operating Activities:	
Net income	\$ 220,963
Adjustments to reconcile net income to net cash provided by operating activities:	
Depreciation & amortization	134,595
(Increase) decrease in:	
Accounts receivable	(20,927)
Inventory	(4,999)
Prepaid expenses	21,485
Restricted cash	(68,234)
Increase (decrease) in:	
Accounts payable	6,074
Accrued liabilities	8,456
Net cash provided by operating activities	<u>297,413</u>
Cash Flows from Investing Activities:	
Purchases of utility plant in service	(448,033)
Purchases of beneficial interest-CVW Trust	8,372
Net cash used in investing activities	<u>(439,661)</u>
Cash Flows from Financing Activities:	
Principal payments on long-term debt	(57,045)
Principal payments on loan from shareholder	(7,517)
Customer deposits received	11,702
Net increase in advances/contributions in aid of construction	151,409
Additional paid-in capital received	161,865
Distributions to shareholders	(109,910)
Net cash provided by financing activities	<u>150,504</u>
Net Increase in Cash	8,256
Cash at Beginning of Period	<u>313,546</u>
Cash at End of Period	<u>\$ 321,802</u>
Supplemental Disclosures of Cash Flow Information:	
Cash paid during the year for interest	<u>\$ 60,854</u>

CAMP VERDE WATER SYSTEM, INC.
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2006

NOTE 1 – SIGNIFICANT ACCOUNTING POLICIES

Nature of Activities

Camp Verde Water System, Inc. (the Company) was incorporated under the laws of the state of Arizona in October of 1969 and made an election for s-corporation status at that time. In January of 1998, they elected to be treated as a c-corporation. In January 2003, they again made a final election for s-corporation status. The Company provides water service to the town of Camp Verde, Arizona and is subject to the accounting and rate regulation of the Arizona Corporation Commission (ACC). Significant accounting policies follow:

Basis of Accounting

The accompanying financial statements have been prepared on the basis of accounting prescribed by the National Association of Regulatory Utility Commissioners (NARUC). This affects only the presentation of the audited financial statements.

System of Accounts

The accounting records of the Company are maintained in accordance with the uniform system of accounts prescribed by the NARUC.

Revenue Recognition

Operating revenues are recognized when billed on a monthly cycle billing basis.

Inventory

The Company's inventories are stated at the lower of cost or market. Inventory consists of materials and supplies and the cost is determined primarily by the first-in, first-out method.

Property, Plant and Equipment

Property, plant and equipment are stated at original cost as defined for regulatory purposes. The cost of additions to property, plant and equipment is capitalized and replacements of minor items of property are charged to repairs & maintenance expense as incurred. The cost of property retired, plus removal costs, less salvage, is charged to the accumulated provision for depreciation. As a result, no profit or loss is recognized in connection with ordinary retirements of depreciable property.

Depreciation of utility plant is provided on a straight-line basis at rates authorized by the ACC. Beginning in 2005, the ACC authorized various rates for depreciation according to useful lives. The rate authorized by the ACC for amortization is 5%.

Advances in Aid of Construction

Advances in aid of construction are subject to refund in accordance with agreements approved by the ACC. Generally, the agreements provide for refunds of the advances based on a certain percent of annual gross receipts from water sales to the property. Refunds continue until the earlier of when the entire advance has been repaid or for a period of ten years. The balance, if any, remaining at the end of the repayment period is transferred to the contributions in aid of construction account.

Contributions in Aid of Construction

Contributions in aid of construction are non-refundable contributions by developers and customers and include the remaining balance, if any, of advances in aid of construction at the end of the repayment period. In accordance with NARUC and ACC regulations, the Company amortizes contributions in aid of construction over a period of 20 years, reducing this account balance and current year depreciation expense.

Customer Deposits

Customer deposits are refunded in full and consist of customer water deposits and connection charge deposits for properties with first-time meters.

Statement of Cash Flows

For purposes of the statement of cash flows, the Company had no assets other than cash deemed to be cash equivalents.

CAMP VERDE WATER SYSTEM, INC.
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2006

NOTE 1 – SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Use of Estimates

The preparation of financial statements in conformity with the accounting practices prescribed by the National Association of Regulatory Utility Commissioners requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. Accordingly, actual results could differ from those estimates.

Advertising

The Company expenses non-direct response advertising costs as incurred. Advertising expense was \$717 in 2006.

Income Taxes

The Company is an S-Corporation, and, as such, does not incur federal or state income taxes. Accordingly, no provision or liability for income taxes has been recorded in the financial statements. The income from the Company is included in the personal income tax returns of the shareholders and taxed depending on their personal tax situations. Cash distributions are made to the shareholders during the year for payment of personal income tax liabilities stemming from the Company profits.

Compensated Absences

Liabilities at year-end for vacation and sick pay are not accrued; as such balances are not material.

NOTE 2 – ACCOUNTS RECEIVABLE & ALLOWANCE FOR DOUBTFUL ACCOUNTS

Accounts receivable as of December 31, 2006 was \$88,389. In accordance with regulations of the Arizona Corporation Commission, the Company uses the direct write-off method for bad debts; accordingly, no allowance for doubtful accounts is provided for.

NOTE 3 – CONCENTRATIONS OF CREDIT RISK ARISING FROM CASH DEPOSITS IN EXCESS OF INSURED LIMITS

The Company maintains cash balances with National Bank of Arizona in Camp Verde, Arizona, which is insured by the Federal Deposit Insurance Corporation up to \$100,000. During the period presented, the balance of cash exceeded the federally insured limit. Cash balances fluctuate significantly during the year and management monitors this regularly to keep this potential risk to a minimum.

NOTE 4 – LONG-TERM DEBT

Long-term debt consists of a note payable to Water Infrastructure Finance Authority of Arizona (WIFA), payable in monthly installments of \$9,469, including interest at 5.525%. The note is secured by a debt service reserve fund of \$113,627 and a replacement reserve fund to total \$22,725, and certain utility plant in service. The note matures August of 2018.

Five-year principal maturities are as follows:

2007	\$ 61,226
2008	64,738
2009	68,407
2010	72,284
2011 & thereafter	<u>705,314</u>
	\$ <u>971,969</u>

CAMP VERDE WATER SYSTEM, INC.
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2006

NOTE 5 – ADMINISTRATIVE EXPENSES

Advertising	\$	717
Depreciation		134,595
Dues & subscriptions		1,591
Employee benefits		13,200
Insurance		30,617
Interest		60,854
Miscellaneous		14,746
Office supplies		11,052
Professional fees		99,582
Rent		12,000
Taxes-other		(44)
Taxes-payroll		25,689
Taxes-property		56,704
Utilities & telephone		7,876
Wages		160,495
Total administrative expenses	\$	<u>629,674</u>

NOTE 6 – OTHER OPERATING REVENUE

Backflow tariff, net of costs	\$	(2,160)
Discounts		2,968
Establish services		13,847
Inspection fees		1,415
Repairs & charges		11,052
Tapping income		17,599
Vending machine, net of costs		2,218
Total other income	\$	<u>46,939</u>

NOTE 7 – CAPITAL STOCK

The Corporation has authorized 900,000 shares of common stock at a par value of \$1. There are 79,052 shares issued and outstanding as of December 31, 2006.

NOTE 8 – RELATED PARTY TRANSACTIONS

In December of 1995, the Company borrowed \$95,000 from James W. Bullard, a board member and 14.501663% shareholder. The monthly loan payments are \$992 with interest at 9.5% and the loan will mature in November of 2010. The balance due to this shareholder at December 31, 2006 is \$39,101.

In January of 2006, the Company signed a promissory note with the James B. and Veralee Bullard Revocable Living Trust to purchase two backhoe tractors and a Gannon tractor for \$144,000. The terms of the note called for the Company to purchase a bobcat-type tractor for \$36,000 and transfer ownership of that piece of equipment to the trust. This transfer would reduce the note balance to \$108,000 and nine equal installments of \$12,000 were to be paid throughout 2006 at no interest. The note was paid in full, however, as of December 31, 2006. James B. Bullard and Veralee Bullard are the current President and Treasurer of the Board, respectively. They are the trustees of the James B. and Veralee Bullard Revocable Living Trust, which has a 71.018178% ownership in the Company.

mejorando group

PROPOSAL

June 4, 2007

Town of Camp Verde

Organizational Review

Submitted By:

**Patrick Ibarra
The Mejorando Group
7409 North 84th Avenue
Glendale, AZ 85305
925-518-0187**

www.gettingbetterallthetime.com

mejorando group

June 4, 2007

David Smith
Interim Town Manager
473 South Main Street
Camp Verde, Arizona 85322

Dear David:

The Mejorando Group is pleased to offer our expertise to the Town of Camp Verde in providing a review of City services and operations as a tool for use by the incoming Town Manager. As a former City Manager, I can assure you this type of review can prove extremely valuable in determining what areas will require your immediate attention upon coming on board.

I am confident in conducting this review, I will be able to capture both the strengths and areas for improvement and provide a series of recommendations that will enable the new Manager to "hit the ground running." With an extensive background in local government and a practicing consultant who partners exclusively with government agencies, I am seasoned and fully aware of tendencies in local government and creating strategies and tactics to address them.

My firm's name, Mejorando, is Spanish for "getting better all the time" and accurately reflects my approach to partnering with cities and counties from around the country. We are genuinely interested in helping agencies and their members continually improve.

If you have any questions or need more information, please feel welcome to contact me at 925-518-0187 or via e-mail at patrick@gettingbetterallthetime.com.

Sincerely,



Patrick Ibarra
Owner

PROJECT BACKGROUND AND APPROACH

Project Background and Scope

From time to time, a review of City services can prove to be a healthy endeavor to effectively disrupt the status quo and augment strengths, while remedying other areas. It is inevitable that the “we’ve always done it that way” approach can become the popular phrase employees use to describe the whys and hows of City services. If left in place for too long, that phrase can stifle any efforts to continue improve service delivery. The Town of Camp Verde is seeking a consultant to conduct an assessment of City service operations to provide the incoming Town Manager a profile of strengths and areas for improvement that he/she can then address.

The review will, based on our experience, **focus on several subjects that, upon an in-depth review**, reveal the strengths and areas for improvement. These subjects include:

- **Goals, Mission, and Objectives**
- **Organizational Structure**
- **Staffing Levels**
- **Service Delivery**
- **Policies and Procedures**
- **Budget(s)**
- **Capital Improvement Plan**
- **Strategic Plan(s)**
- **Managerial Effectiveness**
- **Communications**
- **Equipment and Technology**

The Mejorando Group understands that each recommendation developed must be practical, tactical and impactful. As such, our analysis does not focus exclusively on quantitative analysis but also considers factors such as the strengths of the current situation, external constraints to change, and the time and financial resources required to implement recommendations. We believe our value to the Town of Camp Verde on this project will be our ability to develop recommendations that can be implemented and produce measurable improvements.

Work Phases

Our methodology is comprised of (5) phases:

1. **Document the “As Is/Current Practices” environment.** Capture how work is currently being performed by evaluating process flows, work volumes, critical steps, performance standards, job tasks and requirements, number of staff

currently performing processes, and the number of work “hand-offs.” We will document the “As Is” environment by collecting and analyzing certain data. We shall interview Division staff process owners’ observations on the efficiency and effectiveness of the processes and ideas for improvements.

2. **Benchmark to other best practice organizations- conducting a Gap Analysis:** Utilizing Best Practices from public and private sector organizations, a gap analysis is completed that documents differences between the “As Is” and the Best Practices. Once the data are analyzed, a number of gaps (“what is” versus “what should be” or “what could be”) will surface for measurable “payoffs,” such as cost avoidance, litigation avoidance, increased productivity, greater job satisfaction, better customer service, satisfaction, etc., should be obvious. Not all gaps will be the same. Some, if resolved, will yield an immense payback; others will produce only marginal benefits.
3. **Design the “To Be” environment:** Based on the gap analysis, potential solutions to close the gaps and move the Town government organization closer to realizing improvements will be identified.
4. **Recommend strategies and a detailed implementation plan:** A report will present a series of so that each function achieves dramatic improvements in performance. In addition, it provides a detailed plan identifying recommendations to be implemented in the short-term and long-term. We include recommended strategies and tactics essential to implementing these changes effectively.
5. **Provide assistance with implementation as needed:** We firmly believe that by collaborating with Town of Camp Verde staff in addressing issues as they arise, providing clarity about particular aspects of our Implementation Plan, there is a stronger likelihood that the Implementation Plan will be successful and outcomes will be realized.

Data Gathering Tasks

As a means to demonstrate the actual tasks we use in executing our methodology, we provide the following list of tasks that we intend to undertake:

- **Document Analysis:** We will obtain and evaluate records and documents, including:
 - Budgets
 - Capital Improvement Plan
 - Collective Bargaining Agreements
 - Departmental Performance Measures
 - Policies and Procedures

- **Interviews and Meetings:** One-on-one interviews will be conducted with the Interim Town Manager and each Department Director. If desired, meetings with the Mayor and members of the Town Council may also be held.
- **Driving Tour:** A driving tour of the community will be undertaken to identify condition of city facilities, city service delivery, etc.

Statement of Deliverables

In our evaluation of existing processes and practices, we will identify major themes and specific findings that are either symptoms or causes for the current level of service. Based on our analysis, experience, and knowledge of how other public sector organizations have remedied similar problems, we identify areas that are either symptoms or causes for the current level of service.

We will propose specific recommendations that if implemented correctly, will result in sizeable improvements in service delivery and customer satisfaction.

Our **recommendations** may focus on such areas as:

- Operational improvements
- Reorganizing in order to improve service delivery
- Enhancing the capabilities and thereby, the performance of the members of the Division by recommending suggested training and development activities
- Developing performance measures
- Undertaking efforts to involve employees more earnestly in decision-making responsibilities

PROJECT SCHEDULE AND FEE

The Fee is \$9,500 plus reasonable and customary travel related expenses. The Report will be provided within 45 days of inception of project.

This proposal shall remain valid until September 4, 2007.

LIST OF CLIENTS

1. City of Alameda, CA
2. City of Allen, TX
3. City of Arlington, TX
4. City of Beverly Hills, CA
5. City of Carlsbad, CA
6. City of Chino, CA
7. **City of Chino Valley, AZ**
8. City of College Station, TX
9. City of Colleyville, TX
10. City of Colorado Springs, CO
11. City of Concord, CA
12. City of Denton, TX
13. City of Dublin, CA
14. City of Folsom, CA
15. City of Fort Collins, CO
16. **City of Goodyear, AZ**
17. City of Greensboro, NC
18. City of Irvine, CA
19. City of Kirkland, WA
20. City of Lenexa, KS
21. City of Long Beach, CA
22. City of Manassas, VA
23. City of Moline, IL
24. City of Newark, CA
25. City of Novato, CA
26. City of Oceanside, CA
27. **City of Peoria, AZ**
28. City of Plano, TX
29. City of Redmond, WA
30. City of Rock Island, IL
31. City of San Bruno, CA
32. City of San Leandro, CA
33. City of San Luis Obispo, CA
34. City of Stockton, CA
35. City of Tacoma, WA
36. **City of Tucson, AZ**
37. City of Wilmington, NC
38. Housing Authority of the County of Santa Clara (San Jose, CA)
39. Martin County, FL
40. Pitkin County, CO
41. Port of Oakland, CA
42. San Luis Obispo County, CA

PATRICK IBARRA

Co-Founder and Partner

As co-founder and partner in The Mejorando Group, Mr. Ibarra is responsible for Human Resource Development, Facilitation and Organizational Development services. As a Consultant and Manager in both public and private sector organizations, including as a **city manager and human resource director**, Mr. Ibarra brings organizations over 20 years experience and a shared understanding of the particular demands and constraints placed on organizations and their employees. He possesses a strong foundation in the principles, practices and applications of training and organizational development systems and processes along with a solid background in organizational settings requiring problem solving, mediation, and organizational abilities.

Mr. Ibarra successfully completes projects on-time and within budget, while offering superior analysis and significant recommendations for substantial improvements to department operations. Furthermore, he seamlessly transitions from facilitating meetings of field personnel examining productivity improvements to engaging elected officials and senior management in earnest deliberations regarding organizational performance-related issues.

A Speaker, Author and Conference Presenter, Mr. Ibarra also serves on the adjunct faculty staff at Arizona State University. He teaches courses on human resource management, leadership and management development, and labor relations.

Employment History

- The Mejorando Group Consulting Practice, Co-Founder and Partner
- City of Port Angeles, Washington City Manager
- City of Mason, Ohio Assistant City Manager
- City of Emporia, Kansas, Management Assistant, Office of the City Manager
- City of Phoenix, Arizona, Management Assistant, Public Works Department
- The Clorox Company, Internal Human Resource Consultant

Professional Experience

- Principal consultant engaged to **evaluate strategy and structure of Technology Services Department for City of Long Beach, California**. Includes researching best practices, assessing current structure and strategy and providing recommendations for improvement. Project still underway.
- Principal consultant engaged to **assess organizational culture for City of San Luis Obispo, California Parks and Recreation Department**. Focus was to transition from current practices towards a more collaborative and team-oriented working culture. A series of recommendations were presented that have resulted in significant progress being made towards the desired results.
- Principal consultant engaged to **design and administer comprehensive and**

systematic Succession Planning Program for City of Colleyville, Texas. Included identifying “at risk” positions, evaluating current practices for Recruitment, Selection, Training, Development and Performance Appraisal/Management processes, establishing competencies, establishing a selection strategy for employees to participate, instituting a robust 360-degree feedback process, creating and implemented customized individual employee training and development plans. Program was recipient of 2006 Most Innovative Program awarded by the Texas Municipal League.

- **Project Manager of team responsible for assessing the performance of the City of Tacoma, Washington Human Resource Department.** Included client-relations, conducting stakeholder interviews, facilitating feedback meetings, preparing status reports, coordinating scope of work for all team members, and preparation and presentation of final report. Recommendations involved service improvements, revised strategy, staffing and organizational structure changes, and improved customer service.
- **Principal consultant responsible for designing and completing an organizational performance assessment of the City of Folsom, California.** Recommendations were to establish a customer service strategy, strengthen service culture, institute organization-wide employee training and development, institute meaningful performance measures, and revise several business processes.
- **Project Manager of team responsible for assessing the performance of the Housing Authority of the County of Santa Clara (California) Human Resource Department.** Included client-relations, conducting stakeholder interviews, facilitating feedback meetings, preparing status reports, coordinating scope of work for all team members, and preparation and presentation of final report. Recommendations involved service improvements, revised strategy, staffing and organizational structure changes, and improved customer service.
- **Principal consultant engaged to design and administer comprehensive and systematic Succession Planning Program for City of Irvine, California.** Includes identifying “at risk” positions, offering recommendations to current practices for Recruitment, Selection, Training, Development and Performance Appraisal/Management processes, establishing competencies, designing a selection strategy for employees to participate, instituting a robust 360-degree feedback process, creating and implemented customized individual employee training and development plans.
- **Principal consultant engaged to evaluate and recommend improvements in Community Involvement Practices for Pitkin County (Aspen) Colorado.** Offered recommendations in factors which influence community involvement including: Public Processes, Publications, Customer Service, and Media Relations.
- **Principal consultant engaged to design and administer Succession Planning Program for City of Lenexa, Kansas.** Included identifying “at risk” positions and making a number of recommendations to improve current practices in the areas of Recruitment, Selection, Training, Development and Performance Appraisal/Management processes,
- **Principal consultant engaged to prepare a Workforce Plan for the Central North**

Carolina Public Health Incubator comprised of nine county government health departments.

- **Project Manager of team responsible for evaluating the effectiveness of San Luis Obispo County Human Resource Department.** Provided a series of solutions regarding strategy, organizational structure, work process improvement, and human resource development to improve individual performance and organizational effectiveness.
- **Designed and facilitated a number of off-site meetings to improve individual leadership and team performance for executive groups.** Includes: City of Beverly Hills, California, City of Colleyville, Texas and City of Goodyear, Arizona.
- **Designed and delivered a variety of training programs for a number of government agencies** that focused on topics such as Transition for First-Time Supervisor, Performance Management, Coaching for Improved Performance, Facilitating a Service Culture, Change Management, Delegation, Active Listening, Conflict Resolution, Excellence in Customer Service, Team Building, Time Management, and Preventing Sexual Harassment.

Education

- Master of Human Resources and Organizational Development, University of San Francisco
- Master of Public Administration, Arizona State University
- Bachelor of Science degree, Political Science, Central Missouri State University
- Graduate of the University of Virginia Senior Executive Institute for Public Service
- Certificate in Training and Human Resource Development, University of California-Berkeley
- Certified to administer Assessment and Performance Support tools, Center for Creative Leadership
- Certified Facilitator, Development Dimensions International

Conference Presentations and Workshops

- National Public Employer Relations Association, 2007 Conference, "How to execute Succession Planning effectively in Government" workshop
- International Public Management Association for Human Resources (IPMA-HR), Western Region Conference, 2007, "Cutting Edge Strategies For Recruiting and Retaining Executive Talent for Tomorrow's Public Sector".
- International Public Management Association for Human Resources (IPMA-HR), Southern Region Conference, 2007, "Succession Planning: The Time Is Now" workshop
- Government Finance Officers Association, Arizona Chapter, 2007 Conference, "Generational Relations"
- Association of Government Risk Pools, 2007 Conference, "A 20-Step Process for Pool Staff Succession Planning" workshop

- League of California Cities 2006 Conference, "Management Planning for City Staff: More than Training"
- League of Arizona Cities and Towns 2006 Conference, "In My Generation, We Didn't _____ at Work!"
- International Public Management Association for Human Resources (IPMA-HR), Arizona Chapter, 2006 Conference, "Get Up, Get Out, Get On It: How HR can become a Strategic Partner"
- Iowa City/County Management Association, 2006 Conference, "My Most Experienced People Are Retiring: How Do I Build a Succession Plan" workshop.
- Illinois City/County Management Association, 2006 Conference, "My Most Experienced People Are Retiring: How Do I Build a Succession Plan" workshop.
- California City/County Management Association, 2006 Conference "My Most Experienced People Are Retiring: How Do I Build a Succession Plan" workshop
- International City/County Management Association (ICMA) Annual Conference, 2005, "Succession Planning: The Time is Now"
- Arizona City/County Management Association, 2004 Conference, "My Most Experienced People Are Retiring: How Do I Build a Succession Plan" workshop.

Publications

- "The Myths and Realities of Succession Planning" Public Management January/February 2007 edition, published by the International City/County Management Association (ICMA)
- "How to Get Better All The Time through Training and Development" December 2005 issue of IPMA-HR News published by the International Public Management Association for Human Resources (IPMA-HR)
- "Get Up, Get Out, Get On it: How Human Resources can become a Strategic Partner" November 2005 issued of IPMA-HR News, published by the International Public Management Association for Human Resources (IPMA-HR)
- "Succession Planning: An Idea Whose Time Has Come", Public Management January/February 2005 edition, published by the International City/County Management Association (ICMA)
- "Managing Performance is a Process, Not an Event" May 2004 issue of IPMA-HR News published by the International Public Management Association for Human Resources (IPMA-HR)

RESOLUTION #1

Urges the Legislature to implement a system that will hold harmless cities and towns which rely heavily on the State Shared Revenue in the event of tax cuts (i.e. raise State Shared Revenue percentages to municipalities to compensate for tax cuts).

Submitted by: Camp Verde and ...



A. Purpose and Effect of Resolution

Some cities and towns, particularly small rural communities, rely heavily on State Shared revenue to supply services, such as police, administration, planning and zoning, recreation, maintenance, libraries, and senior services. While tax cuts are beneficial to Arizona citizens, a reduction in State Shared Revenues would severely impact local services.

B. Relevance to Municipal Policy

This would keep local revenues at an acceptable level without having to cut services to local citizens.

C. Importance of Resolution to Your City or Town

Some communities, especially those without other revenue sources, rely heavily on State Shared Revenues for their maintenance and operating budgets to provide essential services to their citizens.

D. Fiscal Impact to Cities and Towns

There would be no cost to cities and towns.

E. Fiscal Impact to the State

There would be a fiscal impact to the State equal to portion of Shared Revenues eliminated by the proposed tax cut.

F. Contact Information

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RESOLUTION #2

Urges the Legislature to modify the statutes that regulate the sale of pseudoephedrine products in all forms by requiring a statewide electronic database in addition to photo identification, the signing and maintenance of not only a written log, but also a statewide computerized record listing the persons purchasing the product and quantity. This electronic database must be required and utilized by all establishments selling pseudoephedrine products listing the persons purchasing the product and quantity.

Submitted by: Camp Verde and ...

A. Purpose and Effect of Resolution

In 2005, the legislature adopted rules on the sale of cold and allergy medication containing pseudoephedrine. The main provision of the adopted legislation required that these products be sold from behind the counter. The legislature passed additional rules requiring photo identification and the signing and maintenance of a written log to further reduce the use of pseudoephedrine the manufacturing of illicit drugs.

A statewide electronic database to enter purchases will further reduce the easily available product necessary for the production of methamphetamines. This electronic tracking database will curtail the efforts of those producing methamphetamine products from going store-to-store to purchase enough pseudoephedrine to produce methamphetamine.

B. Relevance to Municipal Policy

Pseudoephedrine is one of the primary ingredients used in the production of methamphetamine. The number of methamphetamine labs that are being discovered by law enforcement throughout the state is growing at an alarming rate. Not only are these labs fabricating a drug that destroys lives and invites crime into our communities, but also the chemical residue associated with the production of methamphetamine creates a hazardous and toxic situation within neighborhoods. Local law enforcement personnel are usually tasked with the hazardous and expensive duty to secure and clean these labs. By adopting additional regulations, the goal is to make it more difficult to create methamphetamine, thereby mitigating its negative impacts within our communities.

C. Importance of Resolution to Your City or Town

Curtailling the availability of pseudoephedrine products will reduce the number of "meth" labs in our area, thereby reducing the availability of the drug. Illegal drug use is related to many violent and non-violent crimes such as domestic violence, identify theft, burglary and theft.

D. Fiscal Impact on Cities and Towns

The manufacturing and use of methamphetamines is directly or indirectly contributing to a significant percentage of crime. With the reduction of the availability of methamphetamines, the cost for arrests and incarcerations are reduced.

E. Fiscal Impact to the State

The manufacturing process of methamphetamines produces toxic waste, which is expensive to dispose. The reduction of "meth" labs will reduce the amount of money that is spent statewide to clean up the toxic waste that is left behind when the labs are discovered.

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RESOLUTION #3

Urges the Legislature to maintain the original funding levels and usage of the Arizona Heritage Fund, including dedicated funding from the State Lottery monies.

Submitted by: Camp Verde and



A. Purpose and Effect of Resolution

This resolution seeks to ensure that all Arizona communities can continue to apply for park development funding assistance. The Arizona State Parks Heritage Fund is vital to communities seeking to accomplish park development and improvement projects to accommodate both current recreational demands as well as the projected future needs created by continued urban growth. State voters have recognized the need for additional and improved recreational facilities as evidenced by their approval to have lottery moneys fund park and recreational projects. Full funding of the Heritage Fund will help preserve our natural, cultural and historic resources and act in accordance with the will of the people as expressed through support of a ballot initiative.

B. Relevance to Municipal Policy

The Arizona Heritage Fund provides revenue to local governments for land acquisition and development of local, regional, and state parks. Funding is also provided for trail construction, historic preservation projects and non-motorized trail development. The Heritage Fund is a resource that cities and towns use to assist with open space acquisition and preservation and the development of public recreational facilities.

Local government performance goals include citizen perception of service delivery to the community. Residents have identified park development and improvements as an essential service to be provided by the municipality. Doing so is especially critical as urban growth continued to occur and the demand for more recreational opportunities increases.

C. Importance of Resolution to Your City or Town

Heritage Fund revenue is used to assist with the development of public recreational facilities and historic preservation. Maintaining the Heritage Fund will have an impact by allowing the cities and towns throughout Arizona to continue preservation of natural beauty, cultural and historic resources and to provide recreational opportunities for our citizens.

D. Fiscal Impact to Cities and Towns

The Arizona State Parks Board Heritage Fund provides funding for local, regional and state parks, historic preservation projects and motorized trail development. Maintaining full funding to the Heritage Fund will allow cities to leverage both public and private support for recreational areas and historic and cultural preservation.

E. Fiscal Impact to the State

As the Heritage Fund receives its funding only from the State Lottery Fund, and this funding is specified by formula with a maximum cap, there is no impact to the State General Fund. If State Lottery revenues decrease in any given year the amount of funding for the Heritage Fund programs decreases accordingly. There is no obligation for any funding from the State's General Fund to make up the shortfall. This resolution is intended to urge the State Legislature to avoid the temptation to solve temporary budgetary problems with Heritage Funds, but instead to realize the long term benefits the State will derive from the proper, originally intended, application of these funds.

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RESOLUTION #4

Urge Congress to preserve and fully fund the Community Development Block Grant Program.

Submitted by: Camp Verde and



A. Purpose and Effect of Resolution

To authorize the League to act on behalf of all cities and towns asking the Arizona Congressional Delegation to contact Congressional leadership and ask for authorization and full appropriations for the Community Development Block Grant Program (CDBG).

B. Relevance to Municipal Policy

Cities and towns benefit from CDBG dollars either through a direct annual appropriation or through the state department of Commerce. CDBG dollars are the most flexible federal grant funds available and help communities with redevelopment and building projects as well as programs and services to support low and moderate-income citizens.

C. Importance of Resolution to Your City or Town

Small, rural areas, such as Camp Verde rely heavily on CDBG funds as the basis for comprehensive neighborhood-based stabilization and revitalization. Without CDBG monies, the Town's budget cannot possibly provide the funds needed for housing rehabilitation, street improvements, etc.

D. Fiscal Impact to Cities and Towns

CDBG funding has been cut heavily since FY01. The program has never been adjusted for inflation, since its inception in 1974. The 2000 Census added over 100 new entitlement communities further diluting an already dwindling formula allocation. Arizona's growing population, housing overcrowding and aging infrastructure create demands for increased CDBG dollars, not less.

E. Fiscal Impact to the State

The state benefits from CDBG dollars as well and works closely with small cities and towns to distribute CDBG funds to them through the Department of Commerce.

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RESOLUTION #5

Urges the Legislature to consider impacts to rural areas when allocating transportation funding.

Submitted by: Camp Verde and



A. Purpose and Effect of Resolution

The purpose of the resolution is to highlight that Camp Verde and other rural communities bear a disproportionate burden of funding the statewide transportation system when the roads and highways in rural Arizona benefit the state as a whole, not just the rural communities. Funding of the statewide transportation system, which serves the needs of commerce, tourism, recreation, interstate and intra-state travel, should not be treated as rural funding, but as statewide funding which benefits all citizens of Arizona. The current system of allocation hinders rural communities' efforts to obtain funds for individual, local transportation needs. Projects in their regions are frequently perceived as satisfying the need to be equitable in allocating funds when, in fact, those projects that are given priority are often of benefit to the State as a whole rather than the local community. Thus the truly local transportation needs remain unfunded.

B. Relevance to Municipal Policy

Reallocation of transportation funding to improve allocations for local projects will enable rural communities to meet local needs rather than needs which benefit the State as a whole.

C. Importance of Resolution to Your City of Town

The funding received by local communities is generally earmarked for transportation projects in their regions, which often benefit the State as a whole. For example, improvements on Interstate 40 are perceived to benefit northern Arizona when, in fact, the greater benefit accrues to the major urban areas through commerce, since this highway is primarily used for the transportation of goods and services and interstate travel, not by local travelers. As a result, the individual, local transportation needs of rural communities are frequently ignored or given low priority. Revising the transportation formula to provide rural communities with a fair share of funding for local projects will place them on a more equitable footing with large urban communities in serving the needs of their residents.

D. Fiscal Impact to Cities and Towns

Reallocation of the funding formulas will ensure that the transportation system in the rural areas of the State are built, rehabilitated and maintained as a State priority. Safe and adequate transportation in rural communities is critical to the welfare and economic vitality of the major urban areas, as goods and services are transported throughout the State utilizing the highway system.

E. Fiscal Impact to the State

The resolution recommends a reallocation of existing funds and therefore should not result in any new taxes, state appropriations or other funding increases to the State.

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RESOLUTION #6

Urges the Legislature to protect the few remaining perennial Rivers and Streams in the State of Arizona by enabling local, watershed decisions on water resources.

Submitted by: Camp Verde ...

A. Purpose and Effect of Resolution

Similar to the proposal by those concerned about the San Pedro Watershed, Legislature is urged to enable the creation of Special Watershed Districts. Empowered by the voters these Watershed Districts would have the authority to make local decisions (within the confines of State law) concerning: water supplies, groundwater pumping, aquifer depletion, surface water protection etc. The Verde River is one of the five designated Wild and Scenic Rivers and one of the ten most endangered rivers in the United States. Many endangered species occupy this corridor. A large riparian ecosystem exists here, and it truly sustains a large population of our human culture in this arid Southwest.

In addition to these features, like the other few perennial Arizona rivers and streams, the Verde River provides recreational opportunities which contribute to the economy of the many communities through which the Verde River flows. Finally the Verde River is a substantial source of water for the communities it flows to and through.

B. Relevance to Municipal Policy

Protecting the State's scarce renewable water resources is critical to our existence and the economic viability of our future. Formulating plans and making decisions on a local level is synonymous with setting a course for a regions future. There certainly may be severe economic consequences for not managing water on a regional basis, along with the possible impacts of federal actions or lawsuits due to endangered species issues. Because growth and water are the biggest concerns of Arizona watersheds, municipalities should have some control over their destiny.

D. Fiscal Impact to Cities and Towns

Municipal costs are dependant on the degree of involvement in a watershed and the extent of any regional projects.

E. Fiscal Impact to the State

Depending on the structure of Special Watershed Districts the State may see a reduction in its costs and responsibilities.

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