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**MINUTES  
COUNCIL/ MANAGER RETREAT  
CVMO Training Room  
646 First Street, Camp Verde, Arizona  
August 25, 2010  
4:00 p.m.**

**1. Call to Order**

The meeting was called to order at 4:03 p.m.

**2. Roll Call**

Mayor Burnside, Vice Mayor Kovacovich, Councilors Whatley, Garrison, Baker, Roulette, and German were present.

**Also Present:** Town Manager Russ Martin and Recording Secretary Margaret Harper. Member of the public Howard Parrish was also present.

**3. Welcome to Town Manager Russ Martin**

Mayor Burnside offered his personal thank-you to Martin, adding that he looks forward to this next year. Burnside acknowledged that we have challenges, but believes we now have more opportunities than before.

Martin thanked the Council for hiring him; although he may not have been the first choice, he intends to be the right choice for the community at the end of the day.

**4. Discussion of, but not limited to the following in no particular order:**

**a. Dissemination of information to include attorney review**

Burnside asked who had requested this item. Finding no answer, Burnside volunteered his experience with items coming before Planning & Zoning and questioning whether the attorney had reviewed certain items; it would have been helpful to have a written opinion or comments. Burnside asked if this item pertained to that issue, or to all of the documents.

Whatley said she found that sometimes the attorney would submit an opinion on which she had no clue as to the subject; perhaps this issue has to do with getting more information from the attorney.

Garrison believes that if one of the Councilors has some contact with the attorney, all the members should receive the same information in order not to get blind-sided. If the issue concerns one member, then all seven should be informed.

Baker cautioned that the members need to be careful about incurring expenses. Also, there is a difference between asking about legal issues pertaining to actions of the Council or related to Town business, and asking questions about something personal.

Martin commented on dissemination of information, such as requests for public records; the Clerk's office should be aware as to what can and cannot be disseminated to the public. Martin asked if and when the Clerk's office has to make such a call, does the Council have a problem with her making that decision, or do you want the attorney reviewing each request.

Garrison brought up the recent matter involving e-mails of three Council members and the request from the Bugle. The request was vague, and if clarification is called for the attorney needs to be involved.

Whatley commented that if the newspaper requests e-mails from members, the attorney should know about it and contact the newspaper.

Martin said that based on what he heard, the members might want to contact the attorney to get the exact information; it would depend upon the topic, unless the subject is about litigation. He would hope the Clerk's office would use discretion to make the decision to release public records; she should call the attorney regarding litigation so everyone knows what is going on.

Baker expressed her understanding that whatever the Council is talking about is public information that has to be provided.

**b. Information to be included on the Town's web page**

Burnside said that the Town has a new web page coming. He has not seen it yet, but it would be helpful, as a citizen, to be able to look up this month's agenda, for instance, and find it pop up right on the web page, without having to search for it.

German, as a member of the design committee, together with Roulette, said that is an excellent suggestion. The web page is being designed; one of the delays is waiting for input from department heads as well as trying to coordinate with the Yavapai-Apache nation. It is a long process, but is getting close.

Martin advised the members that at next Wednesday's meeting he plans to have an update on the process; he reviewed the Manager's page in the Clerk's office yesterday. The Clerk's office has much to include, history as well as all the other necessary information. After it gets going, then it can be debugged, if necessary. An employee's wife has prepared the Spanish translation of the election numbers, as required by law.

Burnside questioned German, as a member of the committee, why the Council has not had reports of what is happening with the web page; German replied that much has come through staff.

Garrison said she had asked about a year ago why the businesses cannot be posted, to easily help the community find businesses in this community, e.g., a business licenses directory.

In response to the issue of publishing information on businesses, Martin said he would look into what information would be allowed and whether it is necessary to get permission from a business to include that information. He understands that staff has decided against putting their pictures on the web at this time, but if the public requests that he will check into it.

Burnside suggested including a quarterly report on the budget, showing the expenditures and revenues, so the public will be aware of where we are.

Roulette pointed out that the numbers from Finance may not be really up to date and there is the possibility of giving a false impression.

Martin agreed, adding that one of the problems is listing revenues and then seeing grant monies coming in after expenditures; it skews the numbers quickly. Sales tax figures you may want to include; perhaps generate a simplified report. That would be helpful.

**c. Organizational Structure**

Martin explained that he had broadened this item to not limit it to just the Finance Director. He first wants to get an idea of where things stand; what he is learning and what Council members know are two different things. Martin asked, first of all, where are we with the Finance Director position.

Garrison volunteered that during the budget sessions the decision was made to include the Finance Director position, and then leave it up to the new Town Manager to decide on filling that position. Although each of the staff members is now doing more than his or her share, and the former Town Manager also served as Finance Director, Garrison said that we do not want the new Manager to get bogged down; we have also had to hire consultants for the past three years.

Martin noted that he had not yet looked at the details in the budget or what money is available. It does appear that there is \$50,000 for a consultant that will help with the final reports and audit for year-end, which are normally done by the Finance Director, and the bills are now coming in for the audit. Normally the Finance Director would review the books, which is what the consultant is doing. We have the Sr. Accountant in the meantime, but we have not transferred the responsibility factor to her yet. The \$50,000 and whatever else was budgeted this year, could go to a Finance Director. One caveat, there should be some consideration given to being able to contact a CPA, although that may not be financially possible. No matter what quality of Finance Director we get, he may need a second opinion at times; there might be some consulting services necessary, but that would be limited to \$4,000-\$5,000 instead of the \$50,000. Martin believes that is what we need to do. He said he is not yet familiar with the operational procedures and hiring someone, but would suggest letting Sr. Accountant continue for now; which will give him a clear picture of her strengths, and time over the next few months to decide on which way to go. Martin said the Town does need a Finance Director, and he will explore further once a job description is created. At this point some of the departments are involved in functions that should be done in the Finance Department, such as handling purchase orders, which should be done by the Director looking at the numbers, making sure of getting the best quality and price, a responsibility that has been handed to the Mayor. Martin suggested a time period of 2-3 months to assess the situation, possibly until year-end, at which time the reviews, including his, will also come up.

Martin addressed the Organizational Chart updated 8-19-10, and pointed out that personnel that are currently assigned to Acting Director positions, although certified or qualified, need to go through the selection process together with other applicants that could do the job, which in the end, if they are selected, would enhance their credibility. Martin also discussed with the Council the various positions and duties assigned to the Public Works Department. As for the Community Development Director, Martin mentioned his own background in community development and said he may be able help on that issue; there is a lot of sharing going on right now, as well as the need to address the Finance Director situation. Martin asked if the Council were comfortable with his ideas. There was general agreement indicated that it will be up to the Manager, that everything is on his shoulders.

Martin said he is getting to understand the directors and their ability to hold those positions; it is a great opportunity for him to assess skills. He can see where the Public Works Director needs help and the Acting Community Development Director as well. Martin said he has also worn the hat of an HR Director in the past. The Clerk's Office, Manager, HR and Finance are central to all departments. The Marshal is well qualified, but having the HR in another department is not right; it should be out on its own, with direction from the Manager. Having the person now allegedly in charge being under the direction of the Police Department is not good.

German explained that it was addressed as an agenda item at one time; and a separate office was set aside for one day a week. The concern was maintaining strict confidentiality and the Council was assured that was taking place. She commented that what Martin is suggesting is better; the police naturally look at everything from the criminal standpoint.

Asked if an issue should be brought to the Town Manager if he is overseeing HR, Martin said that HR should feel independent. Martin will see how the current office is working; if there is a complaint about a street worker, for instance, the HR Assistant would then go to the department head. Department heads should be able to go to the HR office, not the Town Manager's office.

Burnside said that in his opinion, the Community Development Director ("CDD") should not be over the Sr. Planner, Building Officials, and all that. He goes out into the community; a citizen brings in plans and finds the Community Development Director there to look over the plans. Burnside asked Martin to think about whether we really need the CDD in that position.

Martin suggested that perhaps the name should be changed, what it connotes.

Roulette believes that a CDD normally has been perceived as being in charge of developing a community.

#### **d. Planning & Zoning Code rewrite and process**

Whatley explained that she had concerns and questions since the old one and the new draft appear to be both the same, and she questioned some of the items that have been included and wondered what others' comments are.

Garrison said she is depending on the fact that German, Burnside and Kovacovich have all sat on P&Z to read the areas that send up red flags; one word can put you in deep trouble, those with knowledge can be a safeguard. The public is concerned that all we are doing is making it sound better, and it will not work better.

German commented on the two Bobs attending the ZORC meetings, and the consultant; she feels that they are walking on a crate of eggs trying to see what the Council wants them to do. The Town Codes are a mess, inconsistent, full of conflicts. They are trying to bring it all together, and have requested input. There has been little community representation, and in one instance the only concern voiced was a personal issue.

Whatley said she gets calls expressing concern that this is the same old thing, spending money and not getting it done.

Roulette believes that the re-write will take care of the inconsistencies, and once that is done the product will be usable and changes can be made as needed. New things come up, ideas change, but we have to keep moving forward.

Baker agreed with Roulette, adding that simplification is the goal, eliminating the unnecessary elements, and that is what is being done now. It will always be an ongoing document.

Burnside asked if the members had concerns that they would like the Manager to address. He advised that several employees had concerns relative to the Code Rewrite process. Burnside also commented on not knowing when the ZORC meetings are held, the time element, and the need for other public meetings. He suggested looking into communication between departments.

Baker disagreed with the Mayor's concerns, stating that she understood that staff is doing what they are supposed to do. She said that she is confused by what Burnside is telling her.

Roulette acknowledged that things do fall through the cracks, so there needs to be some sort of system for tracking requests for changes.

Martin confirmed he would work on a process to be tracking those changes.

Garrison noted that in the past there have been letters written by the department that the Town has been held accountable for and left without a legal leg to stand on. She would like to have a second pair of eyes looking at the document, the Manager, or the attorney.

**e. Amendments to the Council's Policies, Rules, and Procedures Manual (Manual) to include, but not limited to the agenda, agenda process, notification of Council's absences, setting special meetings, combining departmental policies and procedures into the Council's Manual for ease of use and consistency, especially for the benefit of newly-seated Council members, and the exit process for Council members.**

Burnside believes this item is not a Retreat item; it is a policy item and he does not want to go through the Manual.

Whatley said we talked about the agenda process, the timing.

Burnside said that we can ask the Manager to look into it.

Martin said he would like to move the time up; part of it is just getting hold of things. It appears to him that the time frame is so small now, between the Wednesday and wanting your stuff Thursday morning, and the attempt to get his input, questions answered, then you have to pull the items because he will be so rushed. Martin said he will work with the Clerk and department heads, maybe come up with an early requirement, a day or two before it hits the agenda, not after the agenda is reviewed. Martin said he should be prepared. By that time, he may suggest pulling the item from the agenda, to keep the quality of the product. The agenda meeting could stay at Wednesday noon with a Monday deadline. It is important to recognize that if you can't make the Monday deadline it is up to you to notify the Council. Martin asked if the members want the issue as a policy or at the discretion of the Mayor.

Whatley said that if someone is not going to be at the meeting she wants to know.

Baker believes it should be discretionary; if someone is not concerned about an issue then that is too bad.

Burnside said that our Code of Ethics is common sense. If you are going to be late, or miss a meeting, call the Clerk. If a Council member calls in, be sure to let the Vice Mayor or the Town Manager know if you want the item pulled.

Baker brought up the problem of the 4-day workweek and the time required for getting agendas and minutes posted.

There was a general round-table discussion of the decision made to initiate the 4-day work week, the problems mentioned by Baker, the apparent lack of significant savings at this time, and the acknowledgment that when the economy improves the 4-day week will be gone.

**f. Review of policies and procedures that have been placed into the Town Code, as opposed to the Council's Manual. (i.e. Financial Policies that shorten the budget process.)**

Burnside said that the members will not go through the Policies and Procedures; the budget process will be discussed.

**g. Budget process to include the timeline, FY 2010/11 and 2011/12 budgetary concerns, etc.**

Burnside stated that everyone agreed that this Council has taken hold of the budget and they want to digest it as any other Council would want to do.

Roulette said that the budget process this year was not managed as it was last year when he did not feel rushed. He is confident that if we have a Manager in place the process will be managed and questions answered.

Whatley agreed, commenting on how upset she was last year when we did not get through the budget; it was not handled right and we need to start earlier.

Baker believes Finance policies should be in Policies and Procedures; some of it may have been put in the town Code instead, and Baker would like Martin to look into that.

German said she agrees and has no problem with starting earlier, as long as it is feasible. It was well managed last year because it was coming through the Town Manager.

Garrison raised the issue of this election year when there will be members voting on the budget that were not at the budget meetings but had been in on the budget sessions.

**h. Policy guidance relative to strategic objectives that Council wishes to pursue and/or achieve in the upcoming year**

Martin referred to the concern about electing a Council that did not go through the budget cycle and the perception of the public that the Council is rushing the budget through and the public does not get to vote on it. Martin said he wants to make sure there is a general

understanding. Starting early in order to be well prepared, an election year might be a bad time. A draft budget by April 1, that will be rushing it and we have to live with it; he asked the Council to let him know how it is going, if there is election year politics. He said we need to do this with a clear agenda. Martin said in a couple of months we will have a different discussion, after we have some understanding; he needs to work closely with the Council and rub elbows in the process. He needs to understand the budget timeline and he expects the members to go along with him. As for projects in 10 years, he will be trying to help the Council figure out how to get off center on those projects. The last thing, development means a lot of things to a lot of different people. There needs to be discussion on what is economic development, leadership in the community; it may be different for the downtown area; give him the opportunity to focus 5-10 years down the road. Martin raised the issue of Council members changing after July, and said that he did not want to have to look over his shoulder every election. He commented on wanting to know anti/positive development sentiments that will give him a lot of direction with what we do, and some general idea of where we are going. Martin said that it is important to know that we will be able to ride that through election in order to defend it after the election. Martin wants to feel comfortable enough that no matter what side of the fence different members are on he is able to work through the issues. He does not want to have to rehash everything the next year.

Burnside asked for a show of hands of those who will be up for election next year; it indicated that three current members will be left.

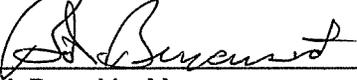
Kovacovich commented that, as far as long-term plans, it depends on what happens in November. Is the Town trying to hang on for survival? The next Retreat should be shortly after election.

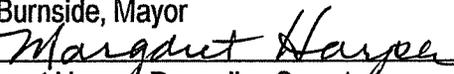
German does not believe the early start would be perceived as rushing it through, it has to be adopted later.

Baker said that most small communities have the same cycle; the Clerk's office will be educating the people to encourage more of them to participate in the process.

#### 5. Adjournment

On a motion by Garrison, seconded by Roulette, the meeting was adjourned at 6:06 p.m.

  
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Bob Burnside, Mayor

  
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Margaret Harper, Recording Secretary

#### **CERTIFICATION**

I hereby certify that the foregoing Minutes are a true and accurate accounting of the actions of the Mayor and Common Council of the Town of Camp Verde during the Council/Manager Retreat, held on the 25<sup>th</sup> day of August 2010. I further certify that the meeting was duly called and held, and that a quorum was present.

Dated this 20 day of Sept, 2010.

  
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Debbie Barber, Town Clerk