



OFFICE OF THE TOWN CLERK

GUIDE FOR PREPARATION OF

BUSINESS AGENDA ITEMS

Approved by Council

RESOLUTION 2011-844

April 20, 2011

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Agenda Item Guidelines

An AGENDA ITEM SUBMISSION (AIS) FORM (sample attached as Exhibit A) must accompany each agenda item that appears before the Mayor and Council for consideration at a business meeting. These guidelines will assist you in the preparation of the AIS form to ensure that it is complete, thorough, and provides all the information that the Mayor and Council will need to make an informed decision on your item.

I Agenda Item Submission Form

Detailed below are the categories you will find on the AIS form and a brief synopsis of how to complete them.

Decision Agenda vs. Consent Agenda

There are two main categories of decisions made by the Mayor and Council during its business meetings. The **Consent Agenda** is a group of agenda items that are approved by the Mayor and Council as a group. They typically consist of non-controversial and/or routine, administrative items like proclamations, budget transfers, standard form annual contracts and awards of bid to the low bidder for projects that are budgeted. As a rule, consent items do not require individual discussion. It is important to note, however, that the Mayor and Council members, at their discretion, may decide to pull an item from the consent agenda and place it on the decision agenda for discussion. When an item is placed on the **Decision Agenda**, the Mayor and Council take it up individually for consideration. An item need not necessarily be controversial to place it on the decision agenda. It may be that the Mayor and Council needs to discuss the issue in open session or that we want to draw individual attention to the item, particularly for public information purposes. (Media representatives attend most Mayor and Council business meetings.) For example, recognizing that there is always an interest in parks issues, items that relate to parks improvements are often placed on the decision agenda to ensure that the public is well informed of actions taken. Consent agenda items ordinarily receive very little media coverage.

As the staff resource, you typically recommend whether to place something on the consent or decision agenda by checking the appropriate box on the form.

For discussion of **Reports**, see Section V below.

For discussion of **Special Announcements and Presentations**, see Section VI below.

Date of Mayor and Council Meeting

The date when the item will be presented to the Mayor and Council for consideration. The Mayor and Council meet to handle business matters on the first and third Wednesdays of the month and Planning & Zoning matters on the fourth Wednesday. Work sessions are scheduled on an as-needed basis on the second Wednesday of the month. Consequently, if you have a time-sensitive item, you must plan well in advance to have it placed on the agenda that meets your deadline.

The AIS form with supporting documentation must be submitted to the Town Clerk by **Monday at 12:00 p.m.** prior to the upcoming business meeting. ALL documents **MUST** be attached. All required approvals and signatures must be

obtained prior to submission to the Town Clerk. Please remember in your scheduling that the Town Attorney typically needs a minimum of two weeks lead-time on items for review. For a discussion of what items need Town Attorney review, see Review by Town Attorney below.

Requesting Department

Requesting Department - The department that is responsible for the agenda item.

Staff Resource

Staff Resource - the person or persons who will appear before the Mayor and Council to explain the request and answer questions. This is usually the staff person who conducted the research or analysis and is most familiar with the issue. However, in some cases the department head or elected official may be listed as the staff resource to make the presentation to the Mayor and Council. This decision should be made by the department head or elected official.

Agenda Title

Agenda Title - in order to inform the public, the title should adequately describe the action to be taken by the Mayor and Council. For example do NOT say "Discussion and possible action on the Community Park", but rather, "Discussion, consideration, and possible direction to staff relative to determining the location of the ingress/egress to the Community Park." This alerts the public to the exact action that the Mayor and Council are anticipated to take as it relates to this item.

Presentation Time

This only applies to decision agenda items and is intended to be an estimate of the amount of time you expect that it will take you to make your presentation of the agenda item to the Mayor and Council. Note: The Mayor and Council have voted to end their meetings as close to 10:00 p.m. as possible. The estimated times assist in planning the agenda, as well as lessens the probability that you will sit through an entire meeting only to have your item delayed to another meeting.

Discussion Time

This only applies to decision agenda items. This is the time you anticipate may be necessary for the Mayor and Council to discuss the item with you and any interested members of the public. If you know that your issue is a rather routine or non-controversial matter, discussion will be typically 5 minutes or less. If, however, you know that constituents have an interest in the item and will be attending the meeting, help the Mayor and Council anticipate this by building in discussion time. Remember that these times are intended to be estimates, not hard and fast periods, so if you estimate 10 minutes for discussion and it takes longer, that is not a problem.

Review by Town Attorney

The Town Attorney must review most contracts, intergovernmental agreements and other legally binding documents to be signed by the Mayor prior to placement on the Mayor and Council's business agenda. As noted above, the Town Attorney's office should be given at least two weeks to review the contract or document. If it is a complex matter involving a number of parties, a longer lead-time should be provided to the Town Attorney. Even if you are entering into the same contract or intergovernmental agreement that was approved a few years ago, you should still obtain Town attorney review. Why? Because laws and circumstances change year to year, and contract language that was appropriate in the past may not necessarily properly protect the Town today. In addition, sometimes contracts involve partnerships and policy issues rather than money. The Town Attorney should review such contracts. (See exceptions below.) Failure to obtain Town Attorney approval of an item will result in the item being pulled from the agenda. **NOTE: ATTORNEY COMMENTS MUST BE INCLUDED ON THE AGENDA ITEM SUBMISSION FORM. IN ADDITION IF A STATUTE IS REFERRED TO IN THE AIS AND/OR THE SUPPORTING DOCUMENTATION, THE STATUTORY LANGUAGE SHOULD ALSO BE INCLUDED.**

There are a couple of exceptions:

- ✓ If you are using standard form contracts that have been pre-approved by the Town Attorney, your specific contract does not need additional review.
- ✓ If you are dealing with a standard form contract of a state or federal agency, contracts must be approved as to form by the Town Attorney, and usually do not require review. However, if they are not monetary and involve policy matters or partnerships, they should be reviewed by the Town Attorney.

If you are in doubt about whether an item requires Town Attorney review, please check with the Town Manager or your Department Head.

Department Head Approval

If staff is preparing the agenda item, it will require review and initials or signature of the Department Head on the form prior to submission to the Town Clerk.

Finance Director Approval

If there are budget or financial implications related to the agenda item, it will also require the review, comments, and initials of the Finance Director on the form prior to submission to the Town Clerk.

Fiscal Impact

This section identifies in detail the budget implications of the proposed action. For example, it should specify what costs may be associated with the proposed action, what funding (if any) has been included in the budget for this purpose, whether a budget supplement is necessary, any funding partners that may be involved and the amounts of their contributions, any revenue that may be associated with the action, etc. If there are no budget implications, that should be so noted in this section. Please remember that if a budget supplement or appropriation is necessary, a

Budget Change/Appropriation Form should be attached as part of the agenda item for Mayor and Council action. Contact the Finance Director early to discuss the budget implications and obtain the completed form.

Background

This is the substance of the agenda item. Every agenda item should pass the layman's test. That is, does the background section provide enough information to a person reading it to enable him or her to make a sound and thoughtful decision on the item? An easy way to assess this for yourself is to imagine what questions you might ask if you were the person making the decision on the item. Consequently, the background section should answer all the basic questions: who, what, when, where, why, how and how much? Briefly explain the problem or opportunity being addressed by the agenda item, what the proposed action entails, time frames (if appropriate), persons and/or agencies involved, and any other relevant information. Additional detail can be included in your **Staff Report**. Do not assume that the Mayor and Council are necessarily familiar with the subject matter or the acronyms you may use. Remember that you are dealing with issues within your purview every day; yet a particular item may come before the Mayor and Council only once a year, so it is important to establish the foundation every time. Equally as important, your agenda items also serve as the historic record of the action taken. Therefore, it is essential that agenda items are clear and concise and thoroughly explain the reasons for action taken for future reference purposes.

Recommended Action

This section represents the formal action to be taken by the Mayor and Council. The Recommended Action statement should serve as the motion that a Council member can read directly into the record. In other words, it should be complete, thorough, and contain the essential information that summarizes the action being taken by the Mayor and Council. For example, a poor Recommended Action statement would read: "Sign the attached document". A well-crafted Recommended Action statement would read, "Approve the Intergovernmental Agreement with the Town of Disneyland for road maintenance services on Tinkerbelle Lane with signature authority for the Mayor". The latter statement authorizes signature of the document and identifies:

- A. What is being done (what it accomplishes);
- B. What kind of document it is; and
- C. Whom it involves.

Whenever money is involved, the action statement should also reference the amount. For example, an award of bid Recommended Action statement might read, "Award the bid for widgets for the year 2010 to Acme Construction Company in the amount of \$10,000". Once again, the statement explains:

- A. What is being done;
- B. Whom it involves; and
- C. The associated cost.

Likewise, if a budget action is involved (i.e., an increase or transfer), a statement to that effect should be included in the recommended action to serve as part of the Mayor and Council's motion.

Instructions to the Clerk

This section provides information to the Clerk to the Mayor and Council that clarifies:

A. The number of originals to be signed - The Clerk needs one ORIGINAL copy of your AIS form and supporting documentation. A general rule of thumb for contracts is that enough originals should be executed for each party to the contract to receive one original copy. The Town's counterpart of a contract will reside in the original contract file. All original agreements will be retained by the Clerk. As a point of information, copies of the agenda packet, which includes the AIS form and supporting documentation, are distributed as follows: Mayor and Council (7), Town Manager and Town Clerk. All other agenda packets are distributed via a web link. As you might imagine, preparing the agenda packets takes significantly more time when the Clerk does not receive the requisite documentation.

B. The documents attached to the agenda item in support of the request - This summarizes all the attachments for easy reference. It also helps the Clerk ensure that all the packets are complete.

C. Any special instructions with regard to disposition of the signed documents - Sometimes department heads may want to receive the signed document back so they can personally transmit it as necessary. Conversely, instructions may be given to the Clerk to call someone when the document is ready to be picked up. If copies are requested to be distributed to several departments or individuals, this is where such an instruction should be noted. If the document is time sensitive, it should also be noted here. If the document needs to be mailed, please include the mailing address in this section.

II Agenda Item Submission Process

It might be helpful to understand what happens to items submitted for the Mayor and Council's business agenda. By way of explanation, the Monday at 12:00 p.m. deadline is not an arbitrary date and time. On Monday afternoon, the Clerk compiles all items for the following week's meeting and a draft agenda is prepared and forwarded to the Town Manager. During this period between Monday afternoon and Wednesday morning, the Manager will review the items for authorization to be placed on the agenda. On Wednesday afternoon prior to each business meeting, the Town Manager, Clerk, Mayor, and other interested Council members meet to review the proposed agenda. If the necessary approvals have been obtained, supporting documentation included, and the issue is ready for Mayor and Council consideration, the agenda item will be included on the final agenda. If the documentation is inadequate, or if approvals have not been obtained, the staff resource will be contacted by the Clerk about refinements that should be made to improve the agenda item or to advise that the item has been removed from this agenda.

*The Clerk prepares the final meeting packets for the Mayor and Council on Thursday morning prior to the following Wednesday meeting. This allows the Mayor and Council a few days to read and absorb the substantial, and often voluminous, agenda packet prior to the Wednesday meeting. It is at that point, that the meeting notice and the agenda are posted in accordance with Arizona open meeting law and Town Code. If the agenda has been finalized and notices issued, any items submitted late require not only a separate posting but also a supplement to be created for the Mayor and Council's packets. While it is recognized that late or emergency agenda items sometimes cannot be avoided, we are flexible and able to accommodate true emergencies. However, late additions **require** authorization from the Manager **and** Mayor. We do appreciate your efforts to submit agenda items on time to avoid the cumbersome process of handling late items and the dreaded GREEN SHEETS.*

III Special Procession

Certain kinds of Mayor and Council action require special processing and/or related documentation. A few of the most common are noted below:

A. Grants

Grant documentation is presented in two phases: grant application and approval of grant award/signature of grant contracts.

Grant Applications - Before considering applying for a grant, it is very important to consult with the Finance Director. The purpose of this consultation is to determine the parameters and implications of the grant, understand the grant administration requirements, and to obtain assistance in structuring the grant application. The Mayor and Council must approve all grant applications prior to submission to the grantor because grant commitments usually represent an encumbrance of Town staff time and/or money. Consequently, if you are planning to submit a grant, you must plan to have your narrative and grant application ready for the business agenda prior to your grant submission deadline. **The Finance Director must approve all grant applications prior to submission to the Mayor and Council for signature.** The reason for this is that the Finance Director is responsible for ensuring that both the grant revenue and expenses are properly reflected in the Town's budget for auditing purposes.

Often grants require a certain number of original applications to be signed and sometimes the grant guidelines even specify that originals be signed in a specific colored ink. Be alert to any grant requirements and ensure that the specific instruction to the Clerk includes the correct number of copies to present to the Mayor for signature and that any other special instructions are noted in the Instructions to the Clerk Section, as well

More often than not, grants require some kind of match, either in-kind services and/or cash match. Your grant application agenda item should be specific and identify what match, if any, is involved and whether or not the money exists within the current department budget to fund the match. If money does not exist within the approved budget, that should be noted in the agenda item. If the grant is ultimately awarded, a **Budget Change/Appropriation Form** will need to be presented as an agenda item for the Mayor and Council's formal consideration and approval. The reason the form is not done at the time of application is that it would be an unnecessary transfer of funds if the grant were not actually awarded.

A Recommended Action statement concerning a grant might read: "Approve the grant application in the amount of \$10,000 to the State of Arizona for the Trail Development Program with signature authority for the Mayor (or Town Manager as the case may be) of the grant contract, if awarded". Note: Check your grant instructions carefully to see whose signature is required. Sometimes contracts specifically require the Mayor's signature, so make sure that the granting agency allows someone else (i.e., the Town Manager) to sign the grant documents before requesting signature authority for someone other than the Mayor in the motion.

Grant Contract - Once a grant has been awarded, the Town will be required to execute a grant contract. If you have included a signature authorization in your grant application agenda item as suggested above, you would not need to present the grant documents again through the agenda process. However, if you did not, the grant contracts will need to appear on the Mayor and Council's agenda for approval. **The Finance Director must review all grant contracts prior to signature, even if you have previously received signature authority.** Remember also to check with the Finance Department as to whether a Budget Change/Appropriation Form to supplement your budget is required at this point.

B. Resolutions and Ordinances

The Mayor and Council can only take actions that are authorized by state statute. Oftentimes those actions occur through the adoption of a resolution or ordinance. To obtain a resolution or ordinance number, please contact the Clerk's Office. Resolutions do not usually have special noticing requirements, but there are specific statutory procedures that must be followed concerning ordinances that include posting requirements. Be sure to consult the Arizona Revised Statutes to ensure that you are following the statutory procedures for any ordinances with which you may become involved.

The Town of Camp Verde Town Code is a compilation of all Town ordinances that have the effect of law. For example, a resolution proclaiming Tuesday as National Groundhog Day is not a law and would not be codified. An ordinance establishing dog at large regulations would be, and indeed is, codified. Any ordinance that will amend or add new language to the Town Code should be so referenced in the body of the resolution. For assistance in constructing the resolution language, please consult the Town Attorney. Some resolutions may and all ordinances require consultation with the Town Attorney. However, staff should discuss this with the Department Head before engaging the Town Attorney's assistance.

C. Award of Bid

Under the Financial Operations Guide, both informal and formal bid processes are used to award contracts for goods and services. The Mayor and Council must award all bids when:

1. The amount of the award exceeds \$20,000; and/or
2. The low responsive and responsible bidder is not recommended; and/or
3. The project cost exceeds the budgeted amount.

Please refer to the Financial Operations Guide or consult with the Finance Department for specific procurement guidelines. Generally speaking, the individual departments handle the acquisition of goods and the acquisition of services and related contracts. The Bid Award Recommendation Form (Exhibit C) documents bidders and conveys the staff recommendation to the Mayor and Council. As with grants, careful attention must be paid to ensure that adequate funding exists within your budget to award the contract. If not, a budget appropriation form must accompany the agenda item.

As with other agenda items, the Bid Award Recommendation form documents for the Mayor and Council (and for historical purposes) the most important details of the award, so be thorough and specific about the particulars of the award, the reasons for the recommendation and the process used to make the selection. This helps, too, from a litigation standpoint to ensure that the proper process was followed and that ample justification exists to make the

award. For assistance in preparing a Bid Award Recommendation form, please contact the Finance Department or the Clerk's Office.

D. Executive Session Items

The Town Attorney coordinates all matters that are to be presented to the Mayor and Council in executive session. Under Arizona law, the Mayor and Council may go into executive session, which is a confidential meeting that is not open to the public, to discuss the following:

1. Personnel Matters
2. Records exempt by law from public inspection
3. Legal advice with the Town Attorney
4. Consultation with the Town Attorney to determine Council's position relative to contract negotiations, pending or contemplated litigation, or settlement discussions
5. Discussions with designated representatives to determine Council's position relative to negotiations with employee organizations regarding salaries, salary schedules, or fringe benefits
6. Discussions relative to international and interstate negotiations or for negotiations by the Town or with members of a Tribal Council located within or adjacent to the Town.
7. Discussions relative to negotiations for the purchase, sale, or lease of real property

In the same way that the AIS form provides the Mayor and Council background on formal decisions, an AIS form must be prepared for every executive session topic to fully brief the Mayor and Council on the issue at hand. It contains all the same basic elements as the regular agenda item, but it includes a disclaimer as to the confidentiality of the issue. The executive session agenda item is not a public document and will only be distributed to the Mayor and Council, Town Manager, Town Attorney, and Town Clerk.

Please submit your executive session agenda items and supporting documentation to the Town Clerk as soon as possible prior to a meeting that is scheduled outside a Wednesday business meeting or by Wednesday prior to any business meeting. The Town Clerk will organize the executive session items and prepare the executive session packet for the Mayor and Council. It is advisable to coordinate your executive session agenda item with the Town Attorney. For your information, the Mayor and Council may provide direction to staff in executive session; however, it is important to note that no formal action shall occur at an executive session.

IV Other Forms

Noted below are a few other routine forms, with which you should become familiar, that might accompany the Agenda Item Submission Form:

Budget Change/Appropriation Form

Budget Change/Appropriation Form - used to make changes to departmental budgets including increases in revenues and expenditures and budget transfers and appropriations. Please consult with the Finance Director, who will assist you with the form based on discussions with you about the budget implications of your agenda item.

Bid Award Recommendation Form

Bid Award Recommendation Form - used to fully inform Council of the process used, standing of the vendor/contractor, references checked, etc.

V Reports

Reports from Mayor and Council that do not require action on the part of the Mayor and Council are taken up during the Informational Reports sections of the Mayor and Council's agenda. From time to time, reports might be made by an outside agency that wishes to brief the Mayor and Council on a topical matter. Note: Reports and discussion from outside agencies/groups/persons are limited to 10 minutes.

Staff Reports

*Staff Reports will usually accompany and immediately follow the AIS Form in the agenda packet. While an AIS form describes the 'business' of a decision, the Staff Report fully discloses how you arrived at your recommendation. A thorough and complete Staff Report provides a full briefing in a clear and concise manner; is written to avoid confusions or misunderstandings; and can save a significant amount of time for the Council and yourself. See Exhibit D – **Staff Report Guidelines***

VI Special Announcements and Presentations

The special announcements and presentations section of the agenda is intended as an opportunity for the Mayor and Council to:

- *Recognize special awards or accomplishments that staff may have received from other agencies or from the Town itself;*
- *Adopt ceremonial proclamations such as those honoring October as breast cancer awareness month (requires Mayor and Council action); or*
- *Bestow awards on people or agencies.*

In this case, an AIS form should be prepared explaining the reason for the special announcement or presentation in the background section. Department Heads and Elected Officials are encouraged to utilize this portion of the agenda to recognize good work by their employees and to draw attention to distinctions that the department may receive from other agencies. The Mayor and Council welcome the opportunity to publicly honor employees and others in this way during the business meetings.

VII Helpful Hints

Making changes to an existing document?

If you are making changes to policies, codes or some previously existing document, the Mayor and Council require a red-lined (track changes) copy that highlights additions and strike-out deletions, along with a clean copy of the new document. This helps the Mayor and Council easily recognize what the changes are.

Signatures

Please note that, as the staff resource, it is your responsibility to obtain all the necessary signatures on your forms, such as the Finance Director, Town Attorney, etc. prior to submission of the agenda item to the Clerk. Please remember to also obtain signatures from any external entities or individuals when necessary. When a form appears in the Mayor and Council's packet without signatures, the Mayor and Council often have questions about whether or not the item has obtained the proper approvals.

In-house Resources

Remember that you have considerable assistance at your disposal to help you construct quality agenda items. The names and numbers of staff who can assist you are listed below:

Debbie Barber, Town Clerk	Ext. 107
Virginia Jones, Deputy Clerk	Ext. 105
Admin Asst Clerk	Ext. 100
Carol Brown, Assistant to Town Manager	Ext. 106
Melissa Preston, Finance Director	Ext. 109

Agenda items that appear before the Mayor and Council for consideration represent the culmination of a considerable amount of good work by staff. We hope that the information contained in these guidelines will be helpful to you and your staff in submitting items for the Mayor and Council's business agenda. Please share these guidelines with your staff and keep them on file as a reference tool. If you have any questions or suggestions concerning the agenda process, please call Debbie Barber at ext. 107. Thank you for your continued cooperation.

Exhibit A – Agenda Item Submission Form



Town of Camp Verde

Exhibit A - Agenda Item Submission Form – Section I

Meeting Date:

- Consent Agenda Decision Agenda Executive Session Requested
 Presentation Only Action/Presentation

Requesting Department:

Staff Resource/Contact Person:

Agenda Title (be exact):

List Attached Documents:

Estimated Presentation Time:

Estimated Discussion Time:

Reviews Completed by:

- Department Head: _____ Town Attorney Comments:

- Finance Department

Fiscal Impact:

Budget Code: _____ **Amount Remaining:** _____

Comments:

Background Information:

Recommended Action (Motion):

Instructions to the Clerk:

SAMPLE

Town of Camp Verde

Agenda Item Submission Form – Section I

Meeting Date: January 1, 2010

Consent Agenda Decision Agenda Executive Session Requested

Presentation Only Action/Presentation

(Note: double-click on the check box to select the appropriate radio button)

Requesting Department: *Public Works – Parks Division*

Staff Resource/Contact Person: *John Doe*

Agenda Title (be exact): *Discussion, consideration, and possible approval of Resolution 2010-500, a resolution of the Mayor and Common Council of the Town of Camp Verde, Yavapai County, Arizona adopting and approving an Intergovernmental Agreement (IGA) with the District of Parks to provide recreational services to the Town. Fees associated with this IGA are budgeted at \$150,000 per year.*

List Attached Documents: *Resolution 2010-500 & IGA*

Estimated Presentation Time: *10 minutes with PowerPoint*

Estimated Discussion Time: *10 minutes*

Reviews Completed by:

Department Head (initial here):

Town Attorney

Comments: *The attorney's recommendations have been incorporated into the IGA. His primary concern was that appropriate insurance and bonds are in place. The insurance and bonds will be filed in the Clerk's Office upon the execution of the IGA.*

Finance Department (initial here):

Fiscal Impact: *\$150,000*

Comments: *This item is budgeted.*

Budget Change Form attached – N/A

Background Information: *The District of Parks has offered to provide recreational services to the community for an annual fee of \$150,000. Council has discussed this matter at previous meetings and the appropriation was approved with the budget adoption. The IGA formalizes the process.*

Recommended Action (Motion): *Move to approve Resolution 2010-500, a resolution of the Mayor and Common Council of the Town of Camp Verde, Yavapai County, Arizona adopting and approving an Intergovernmental Agreement (IGA) with the District of Parks to provide recreational services to the Town. Fees associated with this IGA are budgeted at \$150,000 per year.*

Instructions to the Clerk:

1. *Ensure that insurance (\$1,000,000/\$2,000,000) and the performance bond (\$150,000) are received and on file. Forward a copy of these documents to the Public Works Department.*
2. *90-day bond release with Town Engineer's approval*
3. *After receiving fully executed documents, forward a copy to the County Recorder's Office for recording.*
4. *After receiving recorded document, forward a copy to the Public Works Department.*
5. *This document is set to renew on an annual basis without additional action required.*
6. *A 30-day written notice is required to terminate the contract.*

Exhibit B – Agenda Item Submission Form – Section II (Staff Report)

Town of Camp Verde

Agenda Item Submission Form – Section II (Staff Report)

Department:

Staff Resource/Contact Person:

Contact Information:

Background:

Statement of the Problem or Opportunity:

Alternatives/Options/Solutions:

Comparative Analysis:

Fiscal Impact to the Town:

Other Impacts:

Conclusion:

Recommendation:



Exhibit C - BID AWARD RECOMMENDATION FORM

Bid/Quote # _____ Submitting Department _____

NAME OF COMPANY _____

Business License # _____ Verified Yes No

Contract signed by Contractor/Provider/Vendor

www.azroc.gov (Arizona Register of Contractors) N/A

License: #	License Status:
Class:	Type:
Complaints Filed:	
Explanation:	

AND/OR

www.central-northern-western-arizona.bbb.org Better Business Bureau Not listed

Rating:	<input type="checkbox"/> Not Listed
Complaints Filed in last 12 months:	
Report Date:	

Bids/Quotes/Proposals

COMPANY	ADDRESS	Total Bid

Project Description:

Evaluation Process:

Scoring criteria included the following:

- 1.
- 2.
- 3.

Recommendation and basis:



Exhibit D – STAFF REPORT GUIDELINES

A thorough and complete Staff Report or background paper can:

- 1. Prepare the Mayor & Council for the meeting by providing a full briefing in a concise and easy-to-read format;*
- 2. Avoid confusion or misunderstandings that often occur when information is presented orally; and*
- 3. Save a significant amount of time for yourself and the Mayor and Council in the meeting.*

Elements of a Staff Report

A well-done background paper will include the following key elements:

- Background*
- Statement of the Problem or Opportunity*
- Alternatives/Options/Solutions*
- Comparative Analysis*
- Financial Impact to the Town*
- Other Impacts*
- Recommendation*
- Conclusion*

A brief description of each of these is detailed below:

Background

The background section of your report should provide “context” for the Mayor and Council and a sense of the history of the issue, problem, or opportunity. It should summarize what factors and/or events have lead up to the present circumstances. A good background section will provide a timeline or key dates, statutory authority (if applicable), references to resolutions or ordinances (if applicable), and other relevant contextual information.

Statement of the Problem or Opportunity

In order for you to make your point, you must be able to clearly articulate the problem or the opportunity that needs to be addressed. This section of your report should explain why the Town and/or your department are the right entity to address it, and why it would be irresponsible not to address it.

Alternatives/Options/Solutions

This section details the various methods that may be considered to resolve the problem or take advantage of the opportunity. Each alternative should be specific as to its approach. It is important that staff consider all reasonable options for discussion purposes.

Comparative Analysis

This section of the report details each of the proposed alternatives and compares them against one another. Your narrative should include the criteria you have used to make your comparisons as well as any assumptions. As we know, a picture is worth a thousand words; consequently, it is always helpful to use visual aids, such as charts and graphs, to depict your analysis. Use footnotes to capture your assumptions and/or reference sources.

*Survey data (i.e., what other communities are doing) is often helpful for comparative purposes. However, remember to be thorough and consistent when conducting such research - make sure you make an “apples to apples” comparison by gathering the same information from each agency contacted. **MAKE SURE THAT YOU INCLUDE ANY PAST MINUTES THAT MIGHT BE RELATED TO THE ISSUE.***

Think through your analysis and put yourself in the Council's shoes. Have you answered all the questions that might be asked? Anticipating the questions that you know will be of interest to the Mayor and Council will result in a well-done work product.

Financial Impact to the Town

To the extent that this is an issue, explain what the financial impact to the Town will be over both the short term and long term. The impact may not only be budgetary; it may be in staff support or other in kind services. Do your homework - any estimates you propose should have a basis in fact, to the extent possible. In other words, do not guess what the cost of something might be. Be diligent about providing as reliable cost estimates as possible and be able to document your references or sources of information.

Other Impacts

There may be impacts other than financial ones (i.e., environmental, social, political, etc.) on the Town and the community at large. To the extent possible, clarify them. The impacts may be positive or negative and could tip the scales in one direction or another. Anecdotal information (i.e., an example or vivid story that makes your point) can be a powerful tool in both oral and written presentations. However, anecdotal information is not a substitute for solid research and thorough analysis.

Recommendation

If, after conducting your research, you believe one of the alternatives proposed is superior to another, offer the Mayor and Council your professional recommendation. The recommendation section of the report synthesizes your

research and explains the rationale for why one course of action may be preferable to another, in your professional opinion. Explain why the proposed option is reasonable, responsible and sensible.

Much of the work we do is to serve as advisors to the Mayor and Council to provide counsel in our field of expertise. The Mayor and Council value our perspectives and opinions in that regard. Your recommendation should establish a firm foundation on which the Mayor and Council can take future action.

Conclusion

Wrap up your report with a concise conclusion section that summarizes the key issues, how they can be resolved or capitalized upon, and the overall benefits to our constituents. You might offer a name and telephone number of a staff resource to contact for additional information.

Helpful Hints

- ✓ *Your staff report may include more or fewer categories than those noted above, depending on the issue. The categories proposed are suggestions.*
- ✓ *Staff Reports need not be lengthy. In fact, the best reports are concise and economical with words. Strive to convey your message with the fewest words necessary to make your point. If a report is too long and “cluttered,” the reader not only loses interest, but may also miss the point.*
- ✓ *Use charts and graphs to illustrate your point(s). Charts and graphs can help you depict trends, make comparisons and “tell the story” in an easy-to-understand and effective way.*
- ✓ *Avoid using acronyms that may not be readily known to the Mayor and Council. Instead, spell out the name of the program or agency first, followed by the acronym in parenthesis (e.g., Arizona Department of Housing (ADOH)). Once you have defined the acronym, it can be repeated throughout your report.*
- ✓ *Depending on the kind of report being written, it may start out with an “executive summary” which encapsulates the essence of the report in few key paragraphs or pages. Basically, an executive summary condenses an otherwise lengthy report into brief synopsis of the issues. This more often would apply to a consultant’s report on a particular issue of study (such as whether to consolidate emergency medical services in the Town or future library needs) rather than in-house staff reports on specific topics.*
- ✓ *There is a wealth of information and expertise within our organization. Use your colleagues as resources to assist you in the preparation of your report. Sometimes we need to “step away” from our own work and obtain objective feedback from our colleagues, so having a peer (particularly someone outside your office) review your report before submission to the Mayor and Council is always helpful. For example, a passage that may seem clear to you may be difficult for someone else to understand. If you find that to be the case, maybe that section of the report needs to be restructured or refined to communicate your point. Mock presentations can also be very constructive and enlightening in streamlining your approach and ensuring that you focus on the key issues.*

Distribution of Agenda Item Submission Reports to the Mayor & Council

Copies of the AIS reports MUST be provided to the Clerk with your supporting documentation. Both sections of the AIS reports will be included in the Mayor and Council's agenda packets. This ensures that the Mayor and Council will have plenty of time to read about and study the issues prior to the meeting.