

PRESCOTT CITY COUNCIL
GOAL-SETTING RETREAT
(SPECIAL MEETING)
PRESCOTT, ARIZONA
JANUARY 11-12, 2008

A GOAL-SETTING RETREAT (SPECIAL MEETING) OF THE PRESCOTT CITY COUNCIL WAS HELD ON FRIDAY AND SATURDAY, JANUARY 11 AND 12, 2008, at the Old Clubhouse at Antelope Hills Golf Course, 19 Clubhouse Drive, Prescott, Arizona for Goal Setting/Planning.

Mayor Wilson opened the meeting at 8:20 a.m.

Present:

Mayor Wilson
Councilman Bell
Councilman Lamerson
Councilwoman Lopas
Councilman Luzius
Councilman Roecker
Councilwoman Suttles

Absent:

None

The meeting began with a PowerPoint presentation by Mayor Wilson, attached hereto as Exhibit A.

Mr. Sumek reviewed with the Council his *7 Keys to Success* and the *Winning Team Model* included in the Leaders Guide 2008 Working Document. He then reviewed the agenda for the meeting and a break was held between 9:19 a.m. and 9:27 a.m.

Discussion then returned to the Working Document, Section 3, as the Council reviewed their achievements of 2007, and each department head gave a brief review of a few of their department's achievements.

Mr. Sumek said that the achievements they discussed lay a foundation for their future, and he would urge the Council to share these with the community. Council discussed a few ways that more could be done to share achievements in the future.

A break was held between 10:44 a.m. and 10:51 a.m.

At this time, each Council member reviewed their individual vision/perspective—what they would like to see by 2023 as well as in the next year (Section 4 of Working Document). Each department head then reviewed two of their top goals for the upcoming year.

A lunch break was held between 12:06 p.m. and 12:52 p.m. and Mr. Sumek reviewed Section 7 and the Service Hierarchy and Section 5, Prescott's Vision 2023.

Discussion then began on Section 6, Plan for 2008-2013. The goals were reviewed and prioritized by Council. Each goal was then reviewed, added to where needed, and top selections were made as a Council, as outlined in the Working Document. Challenges and opportunities of each were discussed.

An afternoon break was taken from 2:26 p.m. to 2:38 p.m. and discussion of the goals continued. A second break was taken from 3:57 p.m. to 4:11 p.m. at which time discussion turned to Section 9, Action Agenda 2008 where Top and High Priorities were selected by the Council and Action Outlines were established.

A dinner break was taken between 5:52 p.m. and 6:50 p.m. and discussion then continued with Action Outlines being established. The meeting adjourned at 7:46 p.m. and reconvened on Saturday, January 12, 2008, at 8:57 a.m.

At this time, Mr. Sumek handed out updates he prepared Friday evening based on their previous discussions, and discussion then focused on the Management Agenda.

A morning break was taken between 10:22 a.m. and 10:32 a.m. and discussion then turned to Section 10, Our Mayor-City Council Team in Action. The "House" Rules were reviewed and after some discussion #3 was amended to remove "Riding the City's Brand." The Council then reviewed Mayor-Council Protocol and made some slight changes which will be included in the final document to be prepared by Mr. Sumek and submitted to the Council.

There being no further business to come before the Prescott City Council, Mayor Wilson adjourned the meeting at 12:25 p.m.

JACK D. WILSON, Mayor

ATTEST:

ELIZABETH A. BURKE, City Clerk



Thanks for a great job in 2007!

- Thank you, first, to the current and former members of the City Council for your hard work and accomplishments
- Thank you, to City Manager, Steve Norwood, City Clerk, Liz Burke, and City Attorney, Gary Kidd for a great job in 2007
- Mostly, Thank You to our city staff that does the work day in and day out but seldom sees the limelight and to whom we can never say Thank You enough!!!

Overview

- City Council – what should we focus on?
- Leadership team composition
- Drucker on effective leaders
- Team dynamics
- The Tough Issues (lots of them)
- Policy Development
- Tracking progress → Leadership Team Dashboard + mid-year reality check

City Council – what should we focus on?

- **What is the best use of our time?**
 - Let staff do what they do best
 - Avoid micro-management of projects
 - Focus on policy issues
 - Identify the tough issues
 - Prioritize these issues
 - Assign policy issues for policy development
 - Set deadlines
 - Track progress and adjust as needed

Plan your work and work your plan

Leadership team composition

- **What is the leadership team?**
 - Mayor and City Council
 - City Attorney
 - City Clerk
 - City Manager
 - Department Heads
- **Teams respect team members**
- **Teams value team member input**
- **Good teams work from the same set of information**
- **Successful teams share information freely**

Drucker on effective leaders

"The leaders who work most effectively, it seems to me, never say "I." And that's not because they have trained themselves not to say "I." They don't think "I." They think "we"; they think "team." They understand their job to be to make the team function. They accept responsibility and don't sidestep it, but "we" gets the credit. This is what creates trust, what enables you to get the task done."

Peter Drucker, management guru

Team Dynamics
 (from my experience with teams)

- Good (cohesive) teams are like families
 - They support each other, if a member is sick, a team member will step up to pick up the slack
 - They enforce team discipline – if a member malingers or violates norms of conduct, the team will come down hard on that person
 - They accomplish more than the combination of individuals could alone, usually much more
 - Identifying cohesive teams:
 - They have healthy arguments within the team, but they will broach no interference from outsiders who try to join the argument.
 - Another sign, from my experience, is the fact they party as a team as hard as they work.

Team Dynamics

- **Respect**
 - A good idea can come from anywhere; avoid snap judgments on ideas/suggestions
 - Treat others as you want to be treated

"Basically, **you receive the respect you earn – regardless of your position in the system.**" – The Prescott Fire Way



30,000 foot view

"Management is doing things right, leadership is doing the right things." Peter Drucker

- As leaders, we need to *focus on the tough issues* or "doing the right things"
- That means:
 - We focus on policy issues
 - We set priorities for policy development
 - We drive development of policies
- Make no mistake, that is **HARD WORK!**
- However, the payoff is huge!

Tough Issues
 You may have others to add to the list

- Relationship with Town of Chino Valley
 - ↳ Arsenic treatment equipment installation
 - ↳ Sale of water system to Town of Chino Valley
 - Big Chino Water Ranch pipeline right-of-way acquisition
 - Perkins Air Park
- City-wide Sewer Extension Policy (unsewered areas)
- Long-term public/private partnership with ERAU and Business Research Park

Tough Issues
 Revenue related

- Funding of public safety improvements
 - Funding for downtown fire station
- Extension (election) of 1% streets and open space sales tax (expires in 2015)
- Funding current Open Space acquisitions
- Phased funding plan for downtown infrastructure improvements
- Priority ranking and funding plan for Park master plan improvements
- City of Prescott Business Licenses

Tough Issues (continued)

- Regional Cooperation (the basis for)
 - Regional Smart Growth Plan
 - Regional boundary agreement with Prescott Valley and Chino Valley
 - Regional Workforce Housing Policy (Tom Guice working with Al Sengstock); Affordable Housing and Workforce Housing Action Committee regional meeting Jan. 24
- Long-term water policy
 - Studies needed (VRBP, U.S. Bureau of Reclamation Appraisal-level, NAMWUA)
 - Policy development

Tough Issues (continued)

- Resolution of water issues that impact importing water from Big Chino Water Ranch
 - Annexation and water allocation for priority state land parcels
 - Potential lawsuits (SRP & Center for Biological Diversity)
 - SB 1575 potential impact
 - ADWR Rule Making process
- Overall facilities needs analysis

Strawman example of policy development process

- City-wide Sewer Extension Policy (sewer in unsewered areas)
 - Establish policy first
 - Deal with funding after policy is set
- Strawman policy options:
 - All unsewered areas in the city must connect to city sewer service in 10 years
 - Sewer connection in an area where sewers are being extended is mandatory

Policy development (continued)

- It will be difficult/impossible to establish policies on all the tough issues at this Goals Retreat – we do not have time
- We should establish **who** will work on developing each policy and **what the deadline** is for each tough issue before we leave
- We then track/monitor progress on each
- A “Leadership Team Dashboard” can aid progress tracking

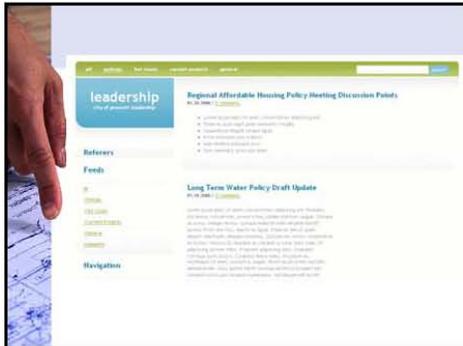
Leadership Team Dashboard What it contains

- Password protected (limited to leadership team) repository of:
 - Current projects we need to have common information on (examples):
 - Iron Springs and Copper Basin Roads
 - Hot issues we need to have common information on (examples):
 - Lowe’s wall
 - Budget shortfall
 - Policies under development (examples):
 - Long-term water policy
 - Regional Affordable Housing policy
 - Excludes Executive Session material

Leadership Team Dashboard How it functions

- Point people create initial entries
 - Description
 - Impact statement
 - Timeline estimate
- Anyone on the leadership team can add information (good ideas can come from anywhere)
- Becomes more valuable as the leadership team uses it as the primary source for common information
- This approach:
 - Is common in large corporations, it is tried and proven
 - Helps get the Leadership Team on the “same page”
 - Obliterates “information hoarding”
 - Internet based, accessible from anywhere

The screenshot shows a web interface for the Leadership Team Dashboard. It features a header with the word "leadership" and a logo. Below the header, there are several news items with titles and brief descriptions. A search bar is visible on the right side of the page. The news items include topics like "sales tax is down", "Low's conference call scheduled", and "Regional Affordable Housing Policy Meeting".



Mid-year reality check?

- Reality is dynamic and changes all the time
- Good plans realize that and compensate
- Contingency allowances are one example
- With a Leadership Team Dashboard, we will have better information sharing
- But that may not be enough; we should consider a mid-year "reality check" session to see if we are really where we want to be
- This could be done in a half-day session

Conclusion

- Any questions?
- Lastly, are we, the City of Prescott's Leadership Team, ready to start working on the "tough issues"?

"If you don't like change, you're going to like irrelevance even less." General Eric Shinseki, Chief of Staff, U. S. Army