



City of Prescott

City Council - Workshop Meeting

February 15, 2024 | 8:00 AM
116 N. Marina Street
Marina Room at The Hassayampa
Prescott, AZ 86301

MINUTES

1. CALL TO ORDER

Mayor Goode called the meeting to order at 8:33 a.m.

2. ROLL CALL

Phil Goode - Mayor

Connie Cantelme - Mayor Pro Tem

Lois Fruhwirth - Councilwoman

Ted Gambogi - Councilman

Brandon Montoya - Councilman (Arrived at 10:11 a.m.)

Eric Moore - Councilman (Excused)

Cathey Rusing - Councilmember

3. DISCUSSION

- A. Presentation, Discussion & Consideration of the City Council Strategic Plan. Jeremy Stephens and Marv Weidner with Managing Results LLC were present to provide a presentation to Council regarding the Strategic Plan. The group conducted welcome and introductions.

Goals for The Day:

- * Decide on the Strategic Priorities for the City of Prescott for the next 2-5 years
- * Determine Measurable Strategic Results for each priority (how will you know that you've achieved the priority)
- * Discuss next steps

The goal is to lean into the future, to look at the issues that the city is facing and determine measurable strategic goals and results for 2-5 year periods.

Expectations for Strategic Priorities:

- * Determine the direction the city should be taking over the next 2-5 years
- * Agree on a list of priorities the "chapter headings"
- * A few top priorities and a few good measurable strategic goals/results - don't want to create so many goals that you can't focus on the work
- * These are not budget sessions but will guide future budget decisions

Councilman Gambogi said that in the community there are more than a "vital few" so it is important to select them and communicate to the public why those were chosen.

Mr. Stephens confirmed, and added that individual departments have their own

goals as well. These are the goals for the whole.

Who is Managing Results (MR):

- * Our customer's success is our only success
- * 100+ customers, 50+ jurisdiction Strategic Plans over 1800 department and agency Strategic Business plans
- * \$37 billion annually budgeted and connected to results by MR customers
- * Replicable, salable, sustainable approaches to meet customer needs
- * Customers achieve best practices
- * MR methods and tools have enabled governments to invest in and achieve remarkable results and when needed reduce budgets in smart, customer focused ways

Guidance & Roles for Retreat:

- * City - content expertise, attend/participate/lead, collaborate, make decisions, communicate internally/externally, and produce publishable plan
- * MR - expertise regarding managing for results, facilitate participation/collaboration/consensus, manage the process, provide change management consultation
- * City creates the plan and MR shares responsibility for the quality of the plan
- * Fast and focused
- * Everyone participates
- * Stay out of the weeds
- * Make decisions

Managing for Results Cycle:

- * Planning for results
- * Contractor/employee performance management
- * Budgeting for results
- * Performance data collection
- * Reporting results
- * Evaluating results
- * Decision making for results

Why Managing for Results:

- * Integrated management systems - planning, budgeting, performance measurement and reporting, employee performance management, decision making and service delivery are focused on results for customers
- * Organizational culture - language, beliefs and behaviors are focused on results for customers

Power Structure and Performance:

- * Think about decisions carefully because if you make these choices and then allow departments to work together to make that happen it will
- * Strategic business plan
- * Performance reporting
- * Performance based program budget
- * Performance based contracting
- * Employee managing for results system
- * Accounting structure

- * Organizational structure

Managing for Results Model:

- * Customer - who will receive these services and experience the intended benefit
- * Results - what impact or result do we want customers to experience
- * Services/outputs - what type and level of services will it take to create this result or experience
- * Demand - what is the customer demand for this service
- * Cost - what it costs to deliver the desired performance

Focus on Results:

- * If government focuses on results those results are achievable
- * If government focuses on the right results those will be the results you achieve
- * If government focuses everything it does on results the changes of success increase significantly

How Does it Work:

- * The organizational response to being given a task versus a result to achieve
- * The organization will evaluate performance based on where it starts, if you start with a result for customers you will evaluate your performance in terms of those results or experience. If you start with what you do you will evaluate whether or how well you do it

Priorities Mean Business:

- * Move money to fund results
- * Move and repurposed people to accomplish results
- * Contract for results
- * Create partnerships to deliver services, prompt support and achieve results
- * Prompt community engagement around priorities
- * Organize the organization around results
- * Create an organizational culture where there is equal focus on the impact we are having on the customer and the processes for delivering services
- * Create an ethos that we are here for the customer

Performance information is useful in making budgeting decisions and determining how you are doing in accomplishing your goals and operational plans.

Budgeting for Results:

- * First - what are the results for the customers
- * Second - what service will deliver those results
- * Third - what will that level of performance cost

Where to Invest Resources:

- * Enduring functions - operational results important to customers but not aligned to current city strategic goals
- * Administrative functions - making operational results possible
- * Aligned functions - operational projects and results aligned to current city strategic goals

Planning Approach - 3 Phases:

- * Input & Preparation
- * City Strategic Plan
- * Implementation Plan

Keys to Success:

- * Sponsored by leadership
- * Leadership that stays visible
- * Customer focus
- * Employee involvement in development and implementation
- * Clarity of purpose
- * Specificity of results
- * Focus on results that matter
- * Shared understanding throughout the organization at what the city is doing and why

Questions:

- * What are the most important issues facing the residents of Prescott and city government over the next 2-5 years
- * What results do you most want to be able to say have been accomplished 2-5 years from now

City Department Directors & Staff:

- * Growth & Economic Development
- * Housing
- * Aging Infrastructure, Water Infrastructure and Transportation Infrastructure
- * Public Safety
- * Airport
- * Good Government - vision/focus, fiscal management, transparent/accountable, service delivery, workforce, empowered workforce, communications, and partnerships

Mayor & Council:

- * Growth & Economic Development
- * Housing
- * Infrastructure is aging, water supply/quality, transportation
- * Public Safety
- * Airport
- * Open Space and Natural Resources
- * Good Government - vision/focus, fiscal management, transparent/accountable, service delivery, empowered workforce, communications and partnerships

Recess at 10:05 a.m., reconvene at 10:20 a.m.

Making Decisions:

- * Protocol - entire team planning accountable for the entire Strategic Plan, members agree to make decisions in the interest of the entire Council, city government and people of Prescott, for most decisions modified consensus decision, no decision may be tabled, all team members must agree to fully support all decisions in words and actions
- * Important to narrow the focus and get down to the things that are most

important to address now, in the next 2-5 years

- * Purpose of a Strategic Plan is to influence the future

- * What direction should the Council take over the next 2-5 years and what impact do you want to have

Strategic Priorities:

- * Emerge from the most important issues affecting customers and the organization over the next 2-5 years

- * Articulated as broad areas of focus

- * When preambles included may also reflect values and statements of intention

- * No more than 5

- * Within strategic priorities, specific and measurable strategic goals will be developed

Councilwoman Fruhwirth asked if there can be in process goals and then where they would anticipate things to be over the 2-5 year time.

Mr. Stephens responded that they could, how much detail they put would be determined by them but you have to have the end in mind.

How will the Council know if they have achieved the priorities.

Strategic Results:

- * Developed within each priority

- * Described in measurable terms the significant results the organization must accomplish over the next 2-5 years in order to realize that priority

- * Result - defined as the impact or benefit experienced by customers or the community

- * Expressed in significant, measurable and time-specific

- * Includes target percentages or milestones

- * Help answer the questions - how will we know how well we are doing in achieving the priority, what impact does the Council want to have, in what areas can the city uniquely lead

- * Describe the actual result desired not the strategy or action that you would engage in order to achieve the result

- * Strategic in nature beyond status quo and current practice (what would the future look like and what will be different)

- * Citizen focused and what will the citizens experience

- * Directly measurable and understandable

Mr. Stephens reviewed what he thinks the priorities are based on what he heard from staff and Council.

1. Public Safety - police & fire, airport

2. Infrastructure - housing, water and transportation

3. Good Governance - customer focused and performance driven

4. Economic Strength/Vibrant Community

5. Protect the Natural Environment

Councilmember Rusing said that these could all go under Quality of Life.

Mr. Stephens responded that it could, but things need to be pulled out and have a specific light on them so that there can be distinct focuses.

Mayor Pro Tem Cantelme commented that it is important to separate growth versus what the impacts of the growth are. Developers feel that they have been vilified but need to determine how to make sure that the taxpayers don't have to bear the burden of that development.

Councilwoman Fruhwirth stated that what she has heard is people don't want to be "Phoenix north", they want a vibrant downtown and economy but determining how that is defined for Prescott is hard.

Mr. Stephens stated that he worked with a jurisdiction who used "quality of place" because of the unique nature of their community. He added that how you define what a vibrant economy looks like is defined with the results/priorities that are under it.

Councilman Gambogi confirmed that these are all connected, it is important to remember that. Have to find a way to balance them and there are things that are beyond what we can control, for example demand is exceeding supply.

Mr. Stephens concurred, but reiterated the importance of having these different items in order to tell the city's story.

Councilman Montoya said that all of these make sense to him as priorities.

Mr. Weidner commented that over 85% of their customers have been doing this process in large part because they are experiencing growth and similar challenges.

Mayor Goode stated that he disagrees with "if you're not growing, you're dying", Prescott is landlocked and if we rely on growth to fund future services that would be a problem. Should focus on diverse economic environment and not growth.

Mr. Weidner stated that growth involves more than just population, you can grow your economy without growing your population.

Cantelme commented that she doesn't see tourism on the priority list.

Mr. Stephens responded that these are the strategic priorities and the other items they are discussing are subsets of that. He proceeded to ask Council if they agree that the following are the strategic priorities of the Council: public safety, infrastructure, good governance, dynamic economic environment, and natural environment. Council consensus on these five.

He continued with a number of examples from other jurisdictions and how their similar themes can be defined differently. Determine what you want your community to experience differently based on these.

Began with discussion regarding Public Safety priority. He asked the Council

what the result is they want the community to experience.

Councilman Montoya stated that the citizens should experience improved response times.

Councilwoman Fruhwirth added that investing in the northern portion of the community.

Mayor Pro Tem Cantelme concurred, increased services from police and fire through additional staffing. Need fire stations.

Mayor Goode agreed, response times are a measurable metric. The need for additional stations, equipment and staffing for fire is clear. For police full staffing of officers so the department is not just responsive in nature and be more proactive. Also need to be able to protect from and respond to wildfires. Many calls actually have to do with medical emergencies and not fire, and medical care in the community is lacking and needs to be coordinated.

Councilmember Rusing said that regional fire stations need to be considered and echoed Mayor's comments regarding increasing staffing and locations.

Mr. Weidner stated that when you set a result like that, it guides decisions related to fire stations/apparatus/personnel. The goal is what will cause you to add these stations.

Councilman Montoya commented that the nature of how departments interact with communities has changed drastically over the last several years so we need to be dynamic in the way those things are contemplated. Also need to consider the topography of the community.

Public Safety:

Through partnerships and investment in public safety infrastructure & personnel the community will experience improved emergency services and results as evidenced by: Fire - By DATE ___% of response times will be at or below 8 minutes; By DATE the community will experience the ability to successfully contact 911 from their mobile device anywhere in the city of Prescott; By DATE there will be at least one additional fire station

Fire Chief Holger Durre said that response times is an output to look at in determining safer communities. There are a variety of matrix and improvements within the system like efficiencies and low acuity call monitoring. The methodology being used for this plan is very similar to what was used for the Fire Department Plan which is helpful because in March during the study session department update the Council can have higher level strategic with more specific departmental goals. One relocation, one remodel and one new station would get the Department to an 8 minute response time which is what the goal would be.

Mayor Pro Tem Cantelme stated that she wants specific dates in the Plan.

Mr. Weidner suggested that dates/amounts should go back to staff once the

Council has honed in on what outcomes there are, because they are the ones that will determine what is a reasonable amount.

Councilman Gambogi pointed out that if people can see that the Council and staff are setting goals and working toward them that is the important thing.

Councilwoman Fruhwirth commented on the need for some level of community financial support. The goals have to be sequenced, and begin with the end in mind.

Council discussion regarding how improved cell tower placement and enhanced wireless service would help to achieve goals in response time and improved emergency services.

Mr. Weidner said that some communities put this goal under economic development, and the fact that this body is discussing it under public safety shows the importance of it.

Mayor Pro Tem Cantelme also pointed out the importance of community and regional partnerships in these goals.

Break for lunch at 12:00 p.m., reconvene at 12:52 p.m.

Public Safety, cont.

Police - By DATE the community will experience a feeling of safety through the presence of police officers and the increased capacity to respond as evidenced by full staffing of the police department, proactive community policing in downtown and increased traffic enforcement.

Police Chief Amy Bonney discussed having presence to enhance the feeling of safety and quality of life with staffing in parks, on patrol etc.

Councilmember Rusing pointed out that the courts can be short staffed and overwhelmed so she feels it would also be important to have something tied to that as well.

City Attorney Joseph Young responded that there is not much to be done for felony cases as the County Attorney's office handles that and the determinations related to the County and the elected Judge or move away from that.

Councilwoman Fruhwirth commented that she would like to see data regarding crime trends to get a better idea of where we are at for establishing goals. Particularly in the parks and downtown area she would be interested to know what we are dealing with.

Chief Bonney responded that one can imagine on a day like today having four officers that are able to bicycle throughout downtown and the parks to check in on things, that is what community policing would look like. That is one of the most effective tools the department could use for proactive policing. Generally seeing an uptick in drug use and fraud so being able to educate and utilize resources on

these things would be helpful.

Councilman Montoya asked what types of strategic goals or tools that could be set on a policy level to help roll down making various members of the community feel more safe and secure.

Chief Bonney responded that increased presence would help with that, there is an inherent feeling of safety when you see police officers even though we have a low crime level. There are measures for qualifying that, however, she doesn't like that for our community because despite what our regular population is we have many special events and visitors, etc.

Mayor Pro Tem Cantelme pointed out that other programs like coffee with a cop or shop with a cop also fall to the wayside when the department is understaffed. She added that we need a spread and another police station.

Chief Bonney concurred.

Mayor Goode asked what the current staffing level is and what the ideal number of officers is.

Chief Bonney responded that there are nine positions currently open, would like to have 100 officers ideally and the city currently has 75. Current response time or life/limb issues is 6.5 minutes and she would of course like to see that improved, but ultimately the goal for a "squad" would be eight officers and a sergeant and having six of those, then the decreased call response times would come after that.

Mr. Weidner reiterated that once these priorities and goals are set city staff will work to put together the implementation steps and what that will look like and timeframes.

Mr. Stephens stated that they could now move onto the Airport, and commented that if the Council cannot come to consensus on what the priorities and strategies regarding the Airport are it should not be included.

Councilmember Rusing said that the airport needs to be protected from encroachment so houses aren't built at the end of runways.

Mayor Pro Tem Cantelme added that if the land weren't in jeopardy of potential development happening now this wouldn't even be on anyone's radar. In order to support Embry Riddle, which is an asset to the community, the airport needs to be protected from encroachment.

Mr. Stephens said there are obviously many facets to this, but if there are genuine public safety concerns that exist with crash zones and encroachment that is something that could be focused on.

Councilman Montoya commented that from his perspective many of the issues related to crash zone and encroachment perspectives will be addressed by the

end of this year so it doesn't necessarily make sense to him to include it. He does however see the runway expansion and fire protection as an important public safety issue.

Mayor Goode commented that this is a regional asset and all of northern Arizona looks to this airport to be a hub for their travel, but ensuring fire suppression capabilities from the airport is critical. Economic impacts from businesses which would like to surround the airport is important as well.

Mr. Stephens stated that framed in the regard of new businesses, runway extension for fire suppression and continued commercial service and Embry Riddle are economic drivers and not public safety. A growing and flourishing airport is the target.

Deputy City Manager Tyler Goodman commented that there have been a couple of studies done in the past regarding economic impact of the airport which could be done to align with these goals.

Mr. Stephens asked what the Council wants the community to experience from the Airport.

Councilman Gambogi commented on the Airport Vicinity Overlay (AVO).

Mayor Goode commented that he feels the community and visitors would like to know that they have reliable, ongoing commercial air service through an extended runway.

Councilwoman Fruhwirth stated that she clearly sees the airport under economic strength more so than public safety, and she doesn't feel it should be a standalone.

Chief Durre commented that wildfire and the rest of the picture related to Airport are two totally different things, and cautioned that even extending the runway it will not guarantee full time tankers parked at the airport. We can certainly advocate for it but it does not guarantee it. If we had one of those significant wildfire events it would have a significant impact on tourism and economic vitality of the community.

Mr. Weidner stated that his suggestion is to write the goal to address the public safety and then also the economic vitality of it.

Public Safety, cont.

Airport - Community will experience a sense of personal and economic safety through safe flight operations and the ability to fight and suppress wildland fires from the Prescott Regional Airport.

Recess at 2:12 p.m., reconvene at 2:22 p.m.

Councilman Gambogi commented that the Council has heard about many public safety issues for police and fire response times, but he feels that transportation is

a big public safety concern.

Mr. Stephens responded that within the strategic results they would address how traffic is getting better, but doesn't address the transportation itself and how that is happening would be addressed through infrastructure.

Shifted into the Dynamic Economic Environment Priority.

Economic Environment:

Airport - the community will experience a full service regional airport that provides reliable, sustained commercial air service as evidenced by: By DATE attracting two (2) aviation related businesses to be located in the airport commercial/industrial zone; By DATE develop an economic specific strategic plan for bringing new business and commerce in and around the Prescott Regional Airport; By DATE the economic impact of the airport will grow from X to Y

Councilwoman Fruhwirth commented that there needs to be a broad economic development plan for north Prescott as development continues in that area.

Mr. Stephens said it needs to be specific actionable.

Mr. Stephens directed Council discussion back to the broad priority of Economic Environment and what other strategic results they would like to look at.

Councilman Montoya commented on the need to be proactive in identifying and attracting new industry and business to the community, giving our Economic Development staff an opportunity to determine what that looks like.

Councilwoman Fruhwirth added that it is also important to keep the local and unique businesses thriving and not feeling threatened by new businesses coming in.

Council and staff discussion regarding commercial opportunities for a grocery store in north Prescott, tourism and recreation and how that impacts taxable activity.

Dynamic Economic Environment:

**** Airport see above***

**** Whole City - By DATE the city will be working to identify and attract new businesses to the community that fit within the city's overall vision as evidenced by the completion and ongoing execution of the Economic Development Strategic Plan***

**** Shorter Term & Specific to the North - By DATE the city will be proactively identifying and attracting new commercial development to match the residential development that is occurring in the northern part of the city***

**** Tourism - By DATE the economic impact of tourism will grow from X to Y***

Councilman Montoya left the meeting at 3:20 p.m.

Recess at 3:26 p.m., reconvene at 3:37 p.m.

Mr. Stephens stated that the Council has worked through Public Safety and Dynamic Economic Environment, he moved them into Good Governance. He doesn't feel that 4-5 strategic results is necessary, and likely 1-2 would be most appropriate. He heard that everyone wants to be committed to being a customer focused results driven organization.

Councilmember Rusing discussed the eight principles of good governance.

Councilman Gambogi said that it is also the stakeholders and the staff that need to be considered.

Mayor Pro Tem Cantelme added that communication is critically important.

Councilwoman Fruhwirth added that this was one of the lower scores in the citizen survey, and added that regular feedback and review is important.

Mr. Weidner stated that providing the community with a "progress report" every six months or so.

Mr. Goodman concurred and stated that his intent would be to show the progress that is being made.

Council, staff and consultant discussion regarding a performance-based budget. And regularly providing updates to the public through quarterly or semi-annual reports posted on the website or presented in some way.

Good Governance:

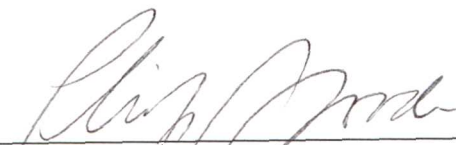
**** Beginning in DATE the city is committed to becoming community focused and performance driven organization as evidenced by: the community will receive updated performance information and trends about results at the department level; to show accountability and fiscal transparency the city's budget will be tied to results; the community will receive updates on the progress toward achievement of the city's Strategic Plan every six months***

Mr. Stephens wrapped up the afternoon and stated that tomorrow morning at 8:30 a.m., they will hit the ground running with the discussion regarding Infrastructure and then wrap up with Natural Environment. Need to stay focused on desired results during infrastructure so they can have Strategic Priorities and then the list of Strategic Results so the staff can get to work on the implementation plan.

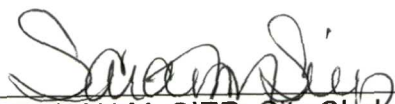
This item was for discussion only, no formal action was taken.

4. ADJOURNMENT

There being no further business to discuss, Mayor Goode adjourned the meeting at 4:28 p.m.


PHILIP R. GOODE, Mayor

ATTEST:


SARAH M. SIEP, City Clerk

CERTIFICATION

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Voting Meeting of the City Council Voting Meeting of the City of Prescott, Arizona held on February 15, 2024. I further certify the meeting was duly called and held and that a quorum was present.


Sarah M. Siep, City Clerk

