



City of Prescott

City Council - Workshop Meeting

December 3, 2025 | 9:00 AM
222 S Marina Street
Police Department Training Room
Prescott, AZ 86301

AGENDA

The following Agenda will be considered by the **Prescott City Council** at its **Workshop Meeting** pursuant to the Prescott City Charter, Article II, Section 13. Notice of the meeting is given pursuant to Arizona Revised Statutes, Section 38-431.02. One or more members of the Council may be attending the meeting through the use of a technological device.

Viewing & Participation

This is a workshop for the Council and there will be no live meeting feed.

Public comments for Council may be submitted through the City website: [Public Comment Form](#)

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **DISCUSSION**
 - A. Presentations & Discussions Regarding New Council Onboarding.
4. **ADJOURNMENT**

Upon a public majority vote of a quorum of the City Council, the Council may hold an executive session, which will not be open to the public, regarding any item listed on the agenda but only for the following purposes:

- (1) Discussion or consideration of personnel matters (A.R.S. §38-431.03(A)(1));
- (2) Discussion or consideration of records exempt by law (A.R.S. §38-431.03(A)(2));
- (3) Discussion or consultation for legal advice with the city's attorneys (A.R.S. §38-431.03(A)(3));
- (4) Discussion or consultation with the city's attorneys regarding the city's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation, or in settlement discussions conducted in order to avoid litigation (A.R.S. § 38-431.03(A)(4));
- (5) Discussion or consultation with designated representatives of the city to consider its position and instruct its representatives regarding negotiations with employee organizations (A.R.S. §38-431.03(A)(5));
- (6) Discussion, consultation or consideration for negotiations by the city or its designated representatives with members of a tribal council, or its designated representatives, of an Indian

reservation located within or adjacent to the city (A.R.S. §38-431.03(A)(6);

(7) Discussion or consultation with designated representatives of the city to consider its position and instruct its representatives regarding negotiations for the purchase, sale or lease of real property (A.R.S. §38-431.03(A)(7)).

CERTIFICATION OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Prescott City Hall on 12/2/25 at 8:15 a.m. in accordance with the statement filed by the Prescott City Council with the City Clerk.

Sarah M. Thornhill

Sarah M. Thornhill, City Clerk



TO: MAYOR AND CITY COUNCIL
AGENDA: December 3 New Council Onboarding
DATE: December 3, 2025
DEPT: City Clerk
ITEM #: 3.A
SUBJECT: Presentations & Discussions Regarding New Council Onboarding.

ITEM SUMMARY

This item is for the onboarding of the newly elected and currently seated City Council. Staff will follow the attached schedule for the day.

BACKGROUND

None.

FINANCIAL IMPACT

There is no fiscal impact associated with this item.

RECOMMENDED ACTION

This item is for discussion only. No formal action will be taken.

ATTACHMENTS

1. 12.3.2025 Master Council Onboarding



COUNCIL ONBOARDING

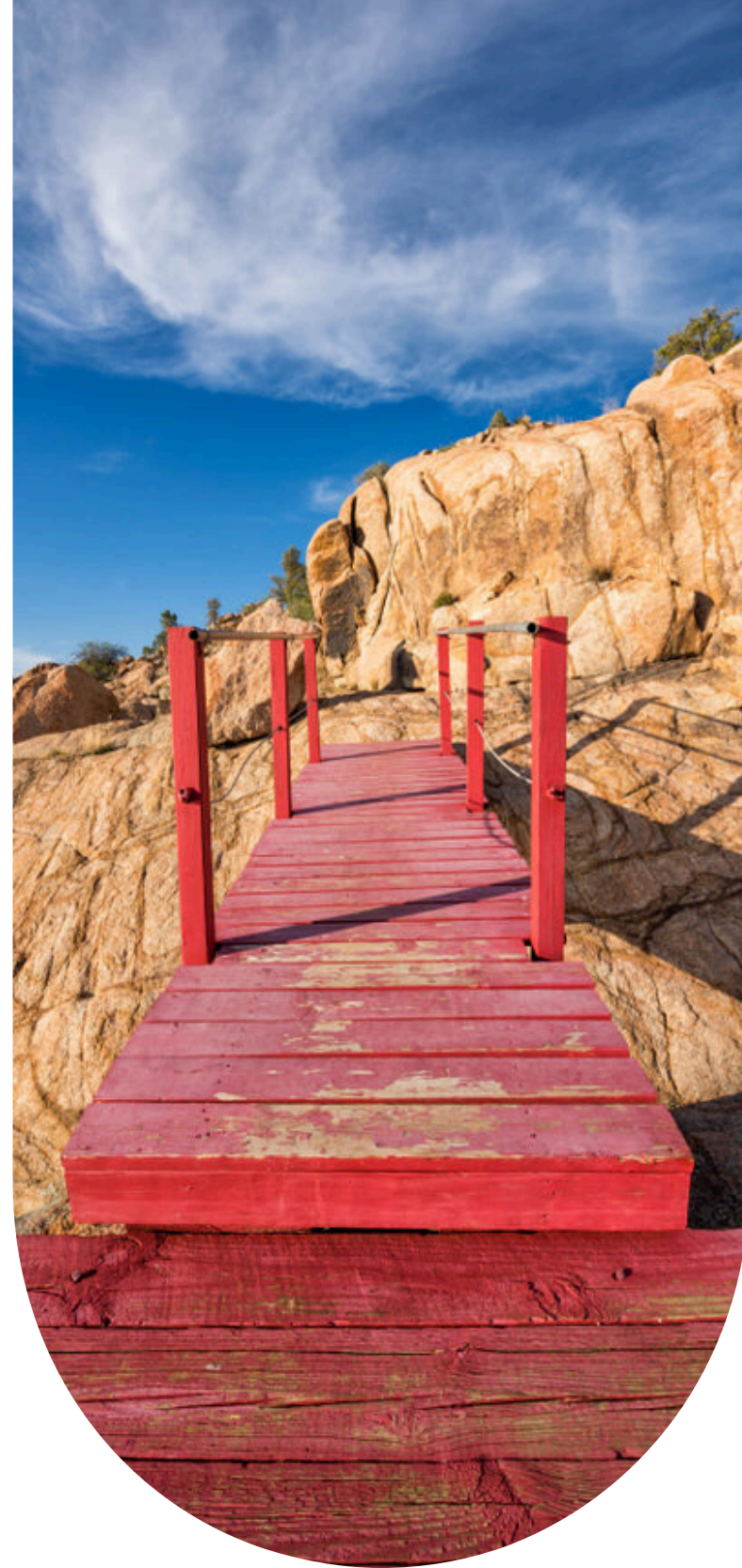
12.3.2025

Welcome, and thank you for your commitment to serve our community.

As members of the City Council, you will be the guiding voice of our City, helping shape policy, ensuring citizens can access the services they need, and representing the values of our city with integrity and vision.

We are all here to help Council succeed. Staff and Council are one team working for Prescott.

Today, we'll equip you with the knowledge, resources, and confidence to carry out this important and historic responsibility, so you can lead with clarity and purpose from day one.



AGENDA OVERVIEW

- Welcome & Introductions
- Charter & Council Authority
- Role of Council & How to get things done
- Working Lunch: Agenda Review Process
- Council Liaisons
- Personality & Insights
- Department Overview & Strategic Plan
- Public Interactions & Communications in the Digital Age
- Reflections & Closing Session
- Adjourn





OPENING
REMARKS &
“WHY I SERVE”
ICEBREAKER



CHARTER & COUNCIL AUTHORITY

CITY OF PRESCOTT

Joseph D. Young,
City Attorney

Council Orientation

General Law versus Charter Cities



Charter Cities

- 19 Charter Cities, 72 General Law Cities
- Allows for more self governance and autonomy

HIERARCHY OF LAWS



Prescott Charter Discussion

- Prescott Charter Established in 1958
- Amended 16 times

Council Powers

- Enact local legislation
- Adopt budgets
- Determine policies
- Appoint the City Manager and such other officers

Council Duties

- Determine organization and compensation of City employees
- Create Boards and Commissions
- Assessment and levy of taxes

Council Limitations

- “neither the council nor any of its members shall interfere with the execution by the city manager of his powers and duties, or order, directly or indirectly, the appointment by the city manager of any person to an office or employment or his removal therefrom.”
- “ . . .the council and its members shall deal with the administrative service under the city manager solely through the city manager . . .”



Council Roles

Council's Various Roles

- Legislative
- Ministerial
- Quasi-judicial



Enacting Policy

Means of Enacting Policies

- Strategic Plan
- Budget Process
- Coordinate Item on Council Agenda
- Consult with City Manager
- Request Document from City Attorney

Basics of Municipal Governance

- Ordinances and Resolutions
- Quorum
- Rules of Procedure

Common Pitfalls



Open Meeting Law

- Do not meet with a quorum of Council outside of noticed meetings (including electronic or other means)
- Do not discuss executive session information
- Stay on topic

Conflict of Interests

- Do not vote or participate in discussions in which you or a family member have a pecuniary or proprietary interest
- When in doubt, ask for a written opinion
- Consider perceived conflicts

Confidentiality

- Attorney-Client Privilege rests with the Council as a whole
- City does not generally address current or pending litigation

THANK YOU

Joseph D. Young
City Attorney

Orientation





15 Minute Break



A background image showing two business people in an office setting. On the left, a person in a dark blue suit is shaking hands with a person in a light grey suit on the right. The handshake is the central focus. The background is a blurred office environment with desks and chairs.

ROLE OF COUNCIL & HOW TO GET THINGS DONE

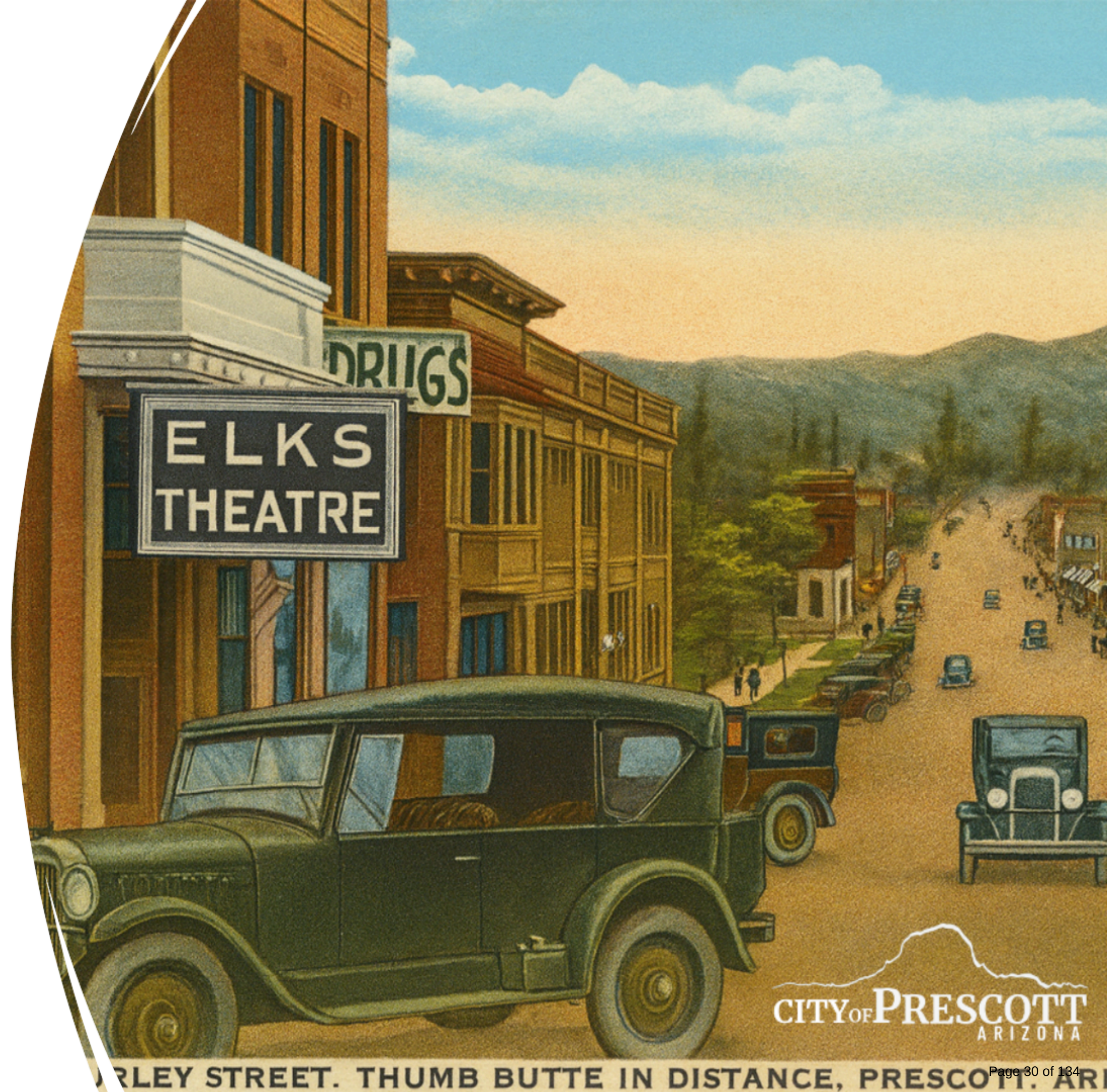


Mayor & Council Orientation

December 3, 2025

Why Do Cities Exist?

- Specialization and Trade
- Efficiency of Scale
- Mutual Defense
- Hubs for Information and Gathering
- Enhance Quality of Life



What is the Role of City Government?

- **Promote Health and Safety**
- **Facilitate Local Commerce**
- **Enhance Quality of Life**
- **General Administration**
- **Solve Public Problems**
- *Brand Motive*



CITY OF PRESCOTT
ARIZONA

What is a Public Problem?

Public problems involve **facts** and **values**.

People may *know* **facts**.

We usually *solve* based on our **values**.

(e.g., There are a lot of facts and data about gun control, but different conclusions.)

1

Public problems affect us as **public citizens** rather than private individuals.

(e.g. Deciding to sell your car affects you as a private individual; deciding what the speed limit should be affects you as a public citizen.)

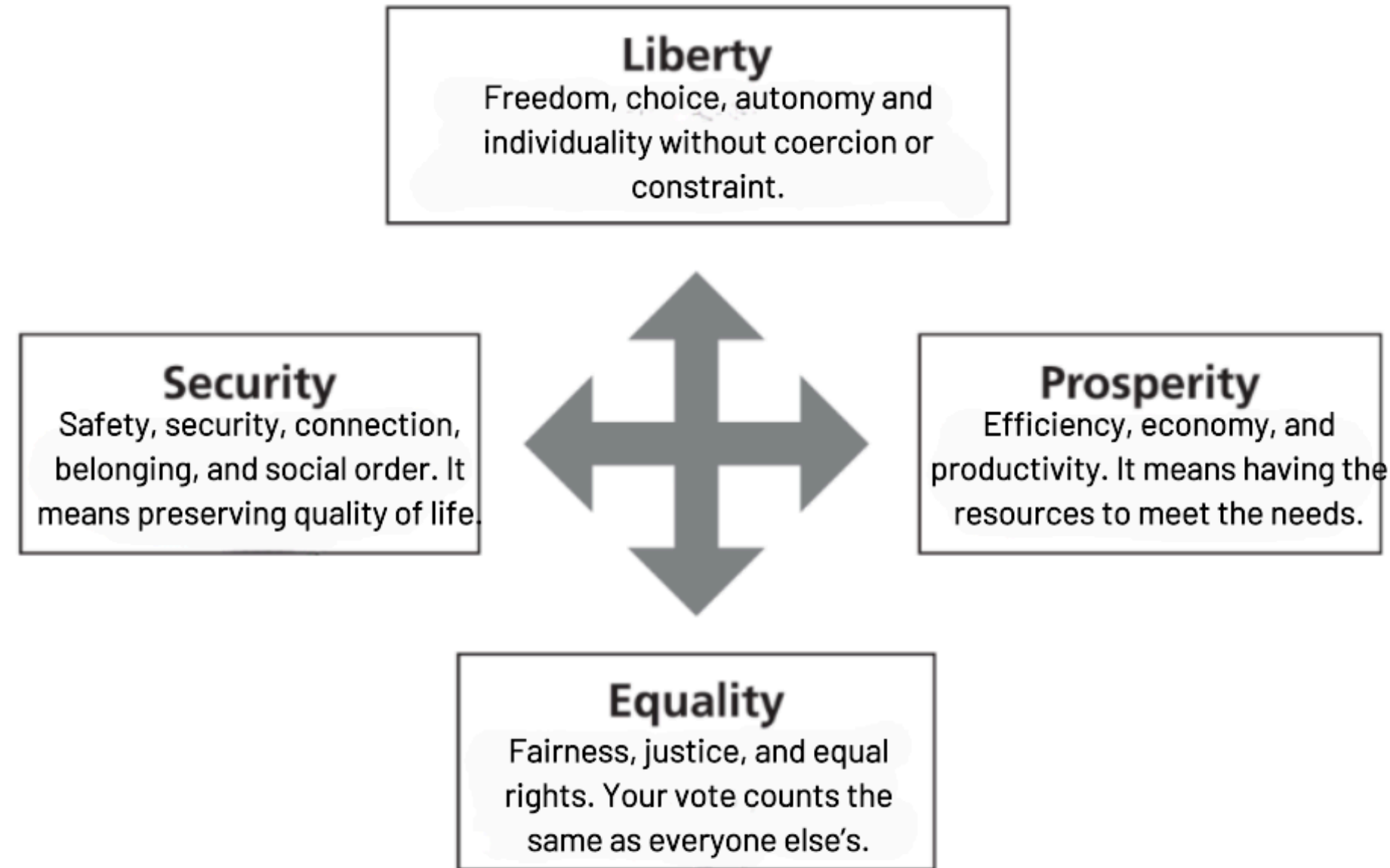
2

Public problems occur in **public settings**.

(e.g. Allowing your dog to roam around the house is a private matter; allowing your dog to roam around the neighborhood is a public matter.)

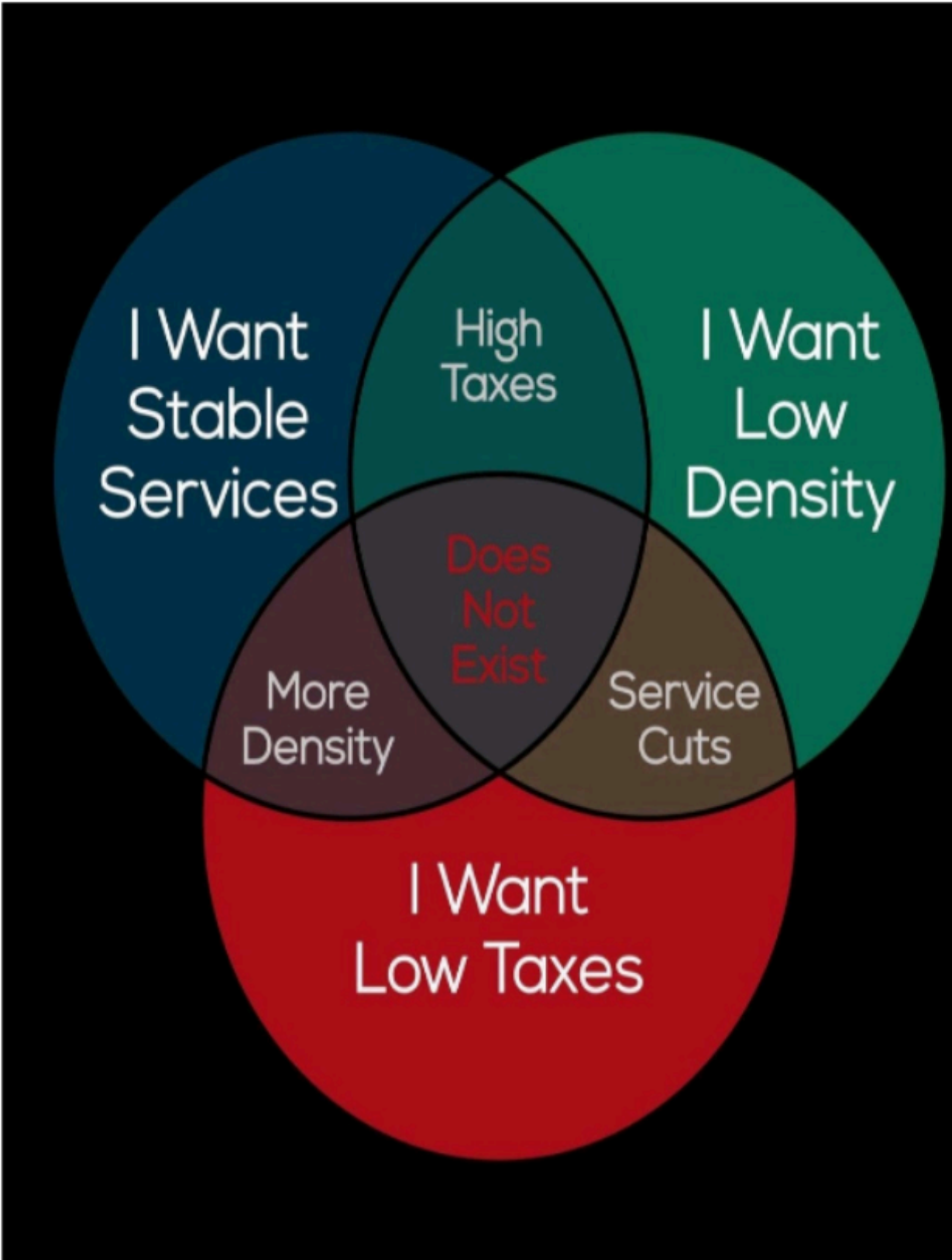
3

Four Core Public Values



Credit: Phillip Boyle

Balancing Values



Three Principles

To Value-Based Solutions for Public Problems



No one value is always better than the others.

Every time people solve a public problem, their decision favors some values over others but not the same values every time. Trading more of one value for less of another (say, more prosperity for less security) will result in a different solution than trading less of the one for more of the other, but neither solution is necessarily better.

There are no “single-value” public problems.

There is always a tension between at least two public values. Solutions that satisfy only one value are unjust. Since every public problem involves at least two values, we cannot solve a problem with only one.

Ideal outcomes are usually Pareto efficient.

Pareto efficient outcomes maximize the well being of everyone without making anyone worse off. People are more likely to find a “good” solution to a public problem if they understand that decisions are less about how to do a good thing rather than a bad thing, and more about how to do a good thing without jeopardizing another good thing.

What is the Role of the Mayor & Council?

- Establish a Shared Vision
- Make Policy Decisions
 - Service Levels, Budget, Zoning, Strategic Plan, General Plan, Goals, Contract Approvals, etc.
- Ambassadors to the Community
- Builders of Coalitions
- Representatives of the Community
- Legislative Advocates
- Hire/Manage Four Staff
 - City Manager, City Attorney, City Clerk, & City Judge



CITY VISION

Prescott is a thriving and scenic community in the heart of Arizona, rooted in western heritage and strong hometown values, where individuals, families and businesses enjoy outdoor adventures, vibrant cultural events, a prosperous economy, and the promise of a bold tomorrow.



CITY MISSION

We enhance quality of life as stewards of our natural and built environment and through outstanding city services that engage our community, preserve our past, and ensure a safe and vibrant future.



CORE VALUES

Our core values guide behaviors and actions as defined in specific performance standards to create a culture of action and accountability.

It is how we conduct City business.

PERFORMANCE STANDARDS

WORKING
AS A
TEAM

HAVING
PERSONAL
COMMITMENT
AND
LOYALTY

SOLVING
PROBLEMS

ACTING
WITH
INTEGRITY

HIGH LEVEL
OF
PRODUCTIVITY

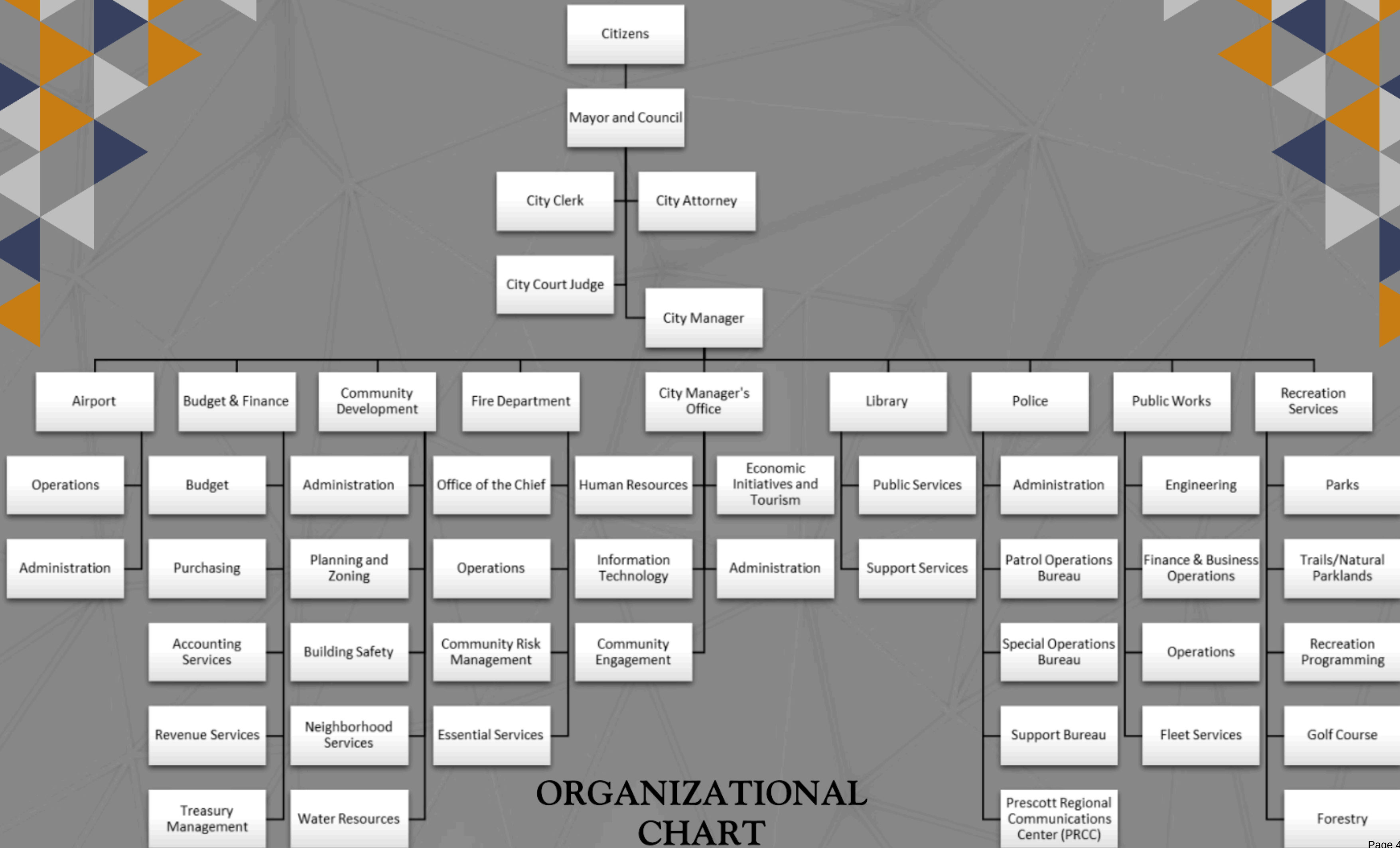
BEING
NICE

TAKING
PRIDE IN
EXCELLENT
RESULTS

What is the Role of the City Manager?

- Advise the Mayor and Council
- Provide Information & Research
- Implement Council Direction
- Deliver Public Services
- Performance Management
- Recommend an Annual Budget
- Hire/Manage Personnel
- Represent the City





**ORGANIZATIONAL
CHART**

What is the Relationship of the Council & Staff?

- **Respect Flows Both Ways**
- **No Surprises**
- **Only City Manager Can Direct Staff**
- **OK to Ask Questions to Department Heads**
- **Open Communication**
 - Open Meeting Laws
- **Same Team**

Characteristics	Politics		Administration
Activity	Allocation of Values	"The Gap"	Problem Solving
Role	Representatives		Experts
Term	2-4 Years		30+ Years
Focus	Political Acceptability		Administrative Sustainability
Conversation	"What do you hear?" • Passion • Dreams • Stories		"What do you know?" • Data • Plans • Reports
Currency	Power (Stories)		Knowledge (Deeds)
Dynamics	Conflict, compromise, change		Predictability, cooperation, continuity

Adapted from "Characteristics of Politics and Administration" by John Nalbandian

Local Governance System



Local Government Policy-Making Process, MRSC of Washington

	GOALS	ORGANIZATION	FISCAL	PERSONNEL	PROCEDURES	INFORMATION	
"WHAT"	Vision and values	Community	Bonds and tax levels	Service levels	Elections and initiatives	Newsletters, Television and press	POLICY LEVEL
	Strategies and goals	Board	Budgets and debt Management	Salary and benefits	Ordinances and resolutions	"State of the city"	
	Master work plan	Manager	Budget and Finance plan	Hire and fire	Policy and Procedures	Annual report	
"HOW"	Department Work plan	Department heads	Budget control	Training and Development	Standards and benchmarks	Monthly, quarterly Reports	ADMINISTRATION LEVEL
	Team work plan	Operations managers	Service delivery	Supervision and Discipline	Operating Procedures	Progress reports	
	Individual Work plan	Service employees	Individual Services	Personal Responsibility	Job checklist	Status report	



Case Study: Turning an Idea Into a Policy

While you're meeting people at the farmer's market, a resident named John approaches you with a concern about a new vacation rental in his neighborhood. There are new people in the rental every few days and there seem to be a lot of parties with cars up and down the road. John also shares that he is concerned about the number of vacation rentals in general.

What could you do to help John?





“You are not here merely to make a living. You are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand.”

~President Woodrow Wilson



GROUP DYNAMICS



GROUP DYNAMICS

- NEW GROUP/TEAM

- Newly formed Group
- This group will only be together two years
- Time is valuable – success of the group will be determined by how quickly you work through the Stages of Group Development and Team Dysfunctions.

- STAGES OF GROUP DEVELOPMENT

- Tuckman Model of Group Development – Bruce Tuckman (1965)

- DYSFUNCTIONS - ALL GROUP ARE SUSCEPTABLE

- The Five Dysfunctions of a Team - Patrick Lencioni (2002)

The Tuckman Model



The initial stage where the group comes together and starts to form. During this phase, team members are often polite, positive, and focused on understanding their roles, goals, and the tasks at hand.

Conflict and tension arise as team members start to assert their ideas, leading to potential disagreements and power struggles. This is a critical phase where many teams fail if they cannot resolve conflicts.

Teams start to develop cohesion as they resolve differences, establish norms, and begin to understand each other's strengths and weaknesses. Mutual respect grows, and team members accept their roles and responsibilities.

The team reaches a high level of performance, operating efficiently toward common goals. There is a clear structure, trust, and flexibility in how the team works together.

FORMING

Feelings

- Team members are usually excited to be part of the team and eager about the work ahead.
- Members often have high positive expectations for the team experience.
- Members may also feel some anxiety, wondering how they will fit into the team and if their performance will measure up.

Behaviors

- Lots of questions from team members, reflecting both their excitement about the new team and the uncertainty or anxiety they might be feeling about their place on the team.
- Much of the team's energy is focused on defining the team so task accomplishment may be relatively low.

Team Tasks

- Create a team with clear structure, goals, direction and roles so that members begin to build trust.
- A good orientation/kick-off process can help to ground the members in terms of the team's mission and goals, and can establish team expectations about both the team's product and, more importantly, the team's process.

STORMING

Feelings

- Members discover that the team can't live up to all of their early excitement and expectations.
- Focus may shift from the tasks at hand to feelings of frustration or anger with the team's progress or process.
- Members may express concerns about being unable to meet the team's goals. Members try to see how the team will respond to differences and how it will handle conflict.

Behaviors

- Less polite than during the Forming stage, with frustration or disagreements about goals, expectations, roles and responsibilities being openly expressed.
- Members may express frustration about constraints that slow their individual or the team's progress; this frustration might be directed towards other members of the team, the team leadership or the team's sponsor.
- Team members may argue or become critical of the team's original mission or goals.

Team Tasks

- Refocus on goals, perhaps breaking larger goals down into smaller, achievable steps.
- Develop both task-related skills and group process and conflict management skills.
- A redefinition of the team's goals, roles and tasks can help team members past the frustration or confusion they are experiencing.

NORMING

Feelings

- Team members begin to resolve the discrepancy they felt between their individual expectations and the reality of the team's experience.
- If the team is successful in setting more flexible and inclusive norms and expectations, members should experience an increased sense of comfort in expressing their "real" ideas and feelings.
- Team members feel an increasing acceptance of others on the team, recognizing that the variety of opinions and experiences makes the team stronger and its product richer.
- Constructive criticism is both possible and welcomed. Members start to feel part of a team and can take pleasure from the increased group cohesion.

Behaviors

- Members make a conscious effort to resolve problems and achieve group harmony.
- There might be more frequent and more meaningful communication among team members, and an increased willingness to share ideas or ask teammates for help.
- Team members refocus on established team ground rules and practices and return their focus to the team's tasks.

Team Tasks

- Members shift their energy to the team's goals and show an increase in productivity, in both individual and collective work.
- The team may find that this is an appropriate time for an evaluation of team processes and productivity.

PERFORMING

Feelings

- Members feel satisfaction in the team's progress.
- They share insights into personal and group process and are aware of their own (and each other's) strengths and weaknesses.
- Members feel attached to the team as something "greater than the sum of its parts" and feel satisfaction in the team's effectiveness. Members feel confident in their individual abilities and those of their teammates.

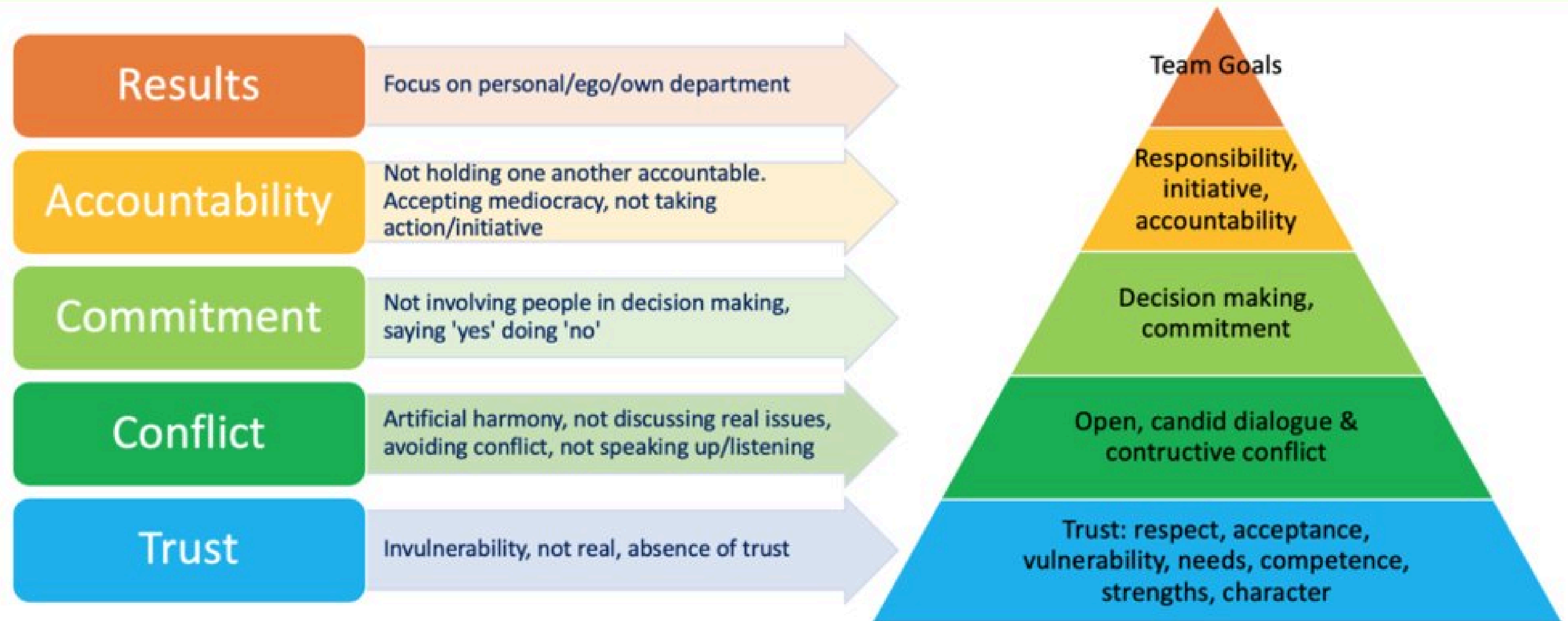
Behaviors

- Team members are able to prevent or solve problems in the team's process or in the team's progress.
- A "can do" attitude is visible as are offers to assist one another.
- Differences among members are appreciated and used to enhance the team's performance.

Team Tasks

- The team makes significant progress towards its goals.
- Commitment to the team's mission is high and the competence of team members is also high.
- Team members should continue to deepen their knowledge and skills, including working to continuously improving team development.
- Accomplishments in team process or progress are celebrated.

LENCIONI: 5 (DIS)FUNCTIONS OF A TEAM



Absence of Trust

Dysfunction

- Team members are unwilling to be vulnerable and open with one another, leading to a lack of trust.
- This can result in concealing mistakes and hesitating to ask for help.
- Don't offer help to others.
- Jump to conclusions about intentions without asking for clarification.
- Fail to recognize and tap into one another's skills, talents, knowledge or abilities.
- Hold grudges.

Overcoming Dysfunction

- Requires sharing of information and sharing experiences together.
- Requires multiple instances of follow-through and credible behavior.
- Understand and appreciate the abilities and attributes of team members.
- All team members must demonstrate vulnerability.

Fear of Conflict

Dysfunction

- Without trust, team members avoid healthy debate and conflict
- Stifled innovation and problem-solving.
- Can lead to an environment of back-channel politics and personal attack or to artificial harmony where issues are not addressed.
- Wastes time and energy on posturing and managing interpersonal risk.
- Fails to tap into opinions and perspectives of all team members.

Overcoming Dysfunction

- Encourage healthy (not condescending, blaming, shaming) conflict. Difference of opinions on ideas, not people.
- Create a culture where differing opinions are welcomed.
- Facilitate discussions that allow team members to voice their thoughts and challenge ideas constructively.
- Solve real problems and minimize politics.
- Put critical topics on the agenda for open discussion.

Lack of Commitment

Dysfunction

- Ambiguity among team about direction and priorities.
- Windows of opportunity close due to excessive analysis and/or unnecessary delay.
- Breeds a lack of confidence and a fear of failure. Over analysis to get perfect answer and delay decisions.
- Revisit discussions and decisions again and again.
- Encourages second-guessing about decisions.

Overcoming Dysfunction

- Ensure that all team members are involved in the decision-making process.
- Create clarity around direction and priorities.
- You are not going to have unanimous votes or decisions all the time. Align the team and decisions around common objectives not who wins or loses.
- Be willing to admit and learn from mistakes
- Take advantage of opportunities - move forward without hesitation.

Avoidance of Accountability

Dysfunction

- Struggle with holding one another accountable for their actions and responsibilities.
- Creates resentment among team members.
- Creates lack of urgency to accomplish results.
- Puts an undue burden on one person to ensure discipline of the group.

Overcoming Dysfunction

- Establish and state publicly clear roles and responsibilities, and encourage team members to hold each other accountable.
- Create a culture where feedback is given and received respectfully.

Inattention to Results

Dysfunction

- Team members prioritize personal success over team success
- Focus shifts away from collective goals, leading to poor outcomes.
- Group becomes stagnate and is easily distracted.

Overcoming Dysfunction

- Keep the team focused on collective goals and outcomes.
- Regularly review progress and publicly celebrate achievements to reinforce the importance of team success over individual accomplishments.
- Stay focused on issues and results.

DISCUSSION

The background of the slide is a blurred photograph of a silver pen resting on a notepad with a grid pattern. The text is overlaid on this image.

WORKING LUNCH: AGENDA REVIEW PROCESS



2025 Council OnBoarding Details from the City Clerk's Office



CITY CLERK

What is a City Clerk & How do we help the Council, Staff & Public



While little known, Municipal Clerk's are the oldest profession in public service. They are your local government professional link for citizens, historian & archivist, keeper of laws, administrators, election officials, meeting coordinators and more. The specific functions handled by the City Clerk's Office vary by municipality, here in the City of Prescott we are function as the intermediary between the Council & public and handle the following functions:

- City Elections
- Council & BCC Meetings
- Public Participation in Meetings
- Annual BCC Recruitments
- City Code, Ordinances & Resolutions
- City Records Retention & Management
- Public Records Requests
- Liquor Licenses, Peddler & Solicitor Licenses
- City Contracts
- Notary Services

Your Clerk Team:



Sarah Thornhill
City Clerk



John Tresidder
Sr. City Clerk Specialist



Tovey Dawson
Deputy City Clerk

TIMELINE OF AN AGENDA

The city clerk's office maintains a working spreadsheet for a full-year of time to schedule Items for Study & Voting Meetings. This helps us to determine when to schedule Items for large capital projects, annually required discussion or action items, contracts, code updates, etc.

Steps in Creating an Agenda:

- Departments Identify Scheduling of Items
- Memos & supplemental materials are added into the CivicClerk system approximately two weeks in advance of the meeting date
- Items go through a multi-step (between 5-12 depending on the Department & Project) workflow comprising of Department Heads, Finance, Legal, City Manager and the City Clerk for final approval
- Drafts are reviewed by the Management Team & then with the Mayor and Mayor Pro Tem before being posted/published 5 days in advance of the meeting

Council's Role in Agendas:

- The Mayor or any two (2) members of the Council may add an Item to a Council Agenda
- In order to meet deadlines necessary for review and agenda processes the Clerk's Office recommends requesting items at least 45-60 days before you would like it added to an agenda



TYPES OF COUNCIL ACTION & AGENDA ITEMS

Portions of the Agenda

- Presentations & Proclamations
- Consent Agenda Items can be voted on with one motion, these are routine, non-controversial items
 - Typically approval of minutes, BCC appointments, election canvasses, regularly adopted Resolutions, contracts less than \$150,000, contract amendments, consent Ordinances, final plats, contract assignments, on-call contracts
- Regular Agenda Items typically require a policy discussion and will include presentation from staff, are always voted on individually
 - Typically approval of high dollar contracts or capital projects, items requiring a public hearing, annual budget adoption, water service agreements, preliminary plats, rezone actions, important projects significantly impacting the community
- Staff will include a recommended action within each Council memo related to these items
 - Actions include approval, adopt (Ordinances & Resolutions), amend, denial, table or continue
 - In the event of an item coming from the Mayor or members of Council there will not be a recommendation from staff and determinations on action are at the Council's discretion



CITY COUNCIL MEETINGS

- Council Meetings are conducted on the 2nd & 4th Tuesday of the Month in Accordance with the Adopted Council Rules of Procedure
- The Annual Council Calendar is Adopted at the 2nd Meeting in November Each Year, and Breaks in Council Meetings are Taken in the Spring and Summer & During the Holiday Season
- Executive Sessions are Closed to the Public and Provide Council the Opportunity to Receive Legal Advice from the City Attorney on Necessary Matters
- Study Sessions are Held at 1 pm as Needed on Regular Council Meeting Days and are Open to the Public
- Voting Meetings are Conducted at 3 pm on Regular Council Meeting Days, are Open to the Public and Contain an Open Call to the Public Section Which Allows Citizens to Address the Council Regarding Items that Are Not Included on the Posted Agenda



OPPORTUNITIES FOR PARTICIPATION

PUBLIC COMMENT

- Council Study Sessions & Voting Meetings
- Boards, Commission & Commission (BCC) Meetings
- Speakers Have 3 Minutes to Address the Council or BCC Regarding the Agenda Item Following Staff & Body Discussion
- Online Comment Forms
 - Will be Provided to Council Via Email but not Read Aloud at the Meetings

OPEN CALL

- Council Voting Meetings
- Speakers Have 4 Minutes to Address the Council Regarding Matters NOT Included on the Posted Agenda
- Council Members are Restricted on Responses & May Not Take Action on These Comments



COUNCIL LIAISONS

Boards, Commissions & Committees (BCCs)

Active BCCs

- Airport Advisory Committee
- Board of Adjustment
- Building Safety Advisory & Appeals Board
- CDBG Citizens Advisory Committee
- Civic Enhancement Committee
- Council Subcommittee on Appointments
- Council Subcommittee on Water Issues
- Fire Board of Appeals
- General Plan Review Committee
- Industrial Development Authority Board
- Pedestrian, Bicycle & Traffic Advisory Committee
- Planning & Zoning Commission
- Prescott Preservation Commission
- PSPRS - Fire
- PSPRS - Police
- PSPRS - Joint Fire & Police
- Tourism Advisory Committee
- Workforce Housing Committee
- Mayor's Veterans Commission
- Mayor's Charter Review Commission
- Mayor's General Plan Review Commission



Each active BCC has a designated Council Liaison selected by the Mayor annually in December and serving for the following calendar year.

What is the Council Liaison Role:

Liaisons foster seamless communication between BCCs and the Council with the focus of improving information flow, transparency & collaboration ensuring that pertinent insights, discussions and recommendations from the body reach the Council effectively. It is important to distinguish this role from a Council Member seated within a BCC as the liaison's emphasis lies in optimizing unbiased and efficient communication pathways.

Central to this role is the commitment to avoid any promotion of personal opinions, lobbying efforts, or the advancement of specific outcomes within proceedings of the BCC.

Responsibilities & Participation:

- Spokesperson for the Council
- Communication Channel
- Monitoring & Advisory
- Reporting to Council
- Discretionary Participation, attendance is not mandatory but encouraged
- Liaisons are not voting members & are not seated with the BCC but in the audience

Questions??

Thank You for Serving
our Community
We Look Forward to
Working With You All



A background image showing several hands interacting with colorful triangular paper pieces on a textured surface. The triangles are in shades of blue, red, yellow, green, orange, and grey. Each triangle features a white silhouette of a person. The hands are positioned around the triangles, suggesting a collaborative activity or a process of sorting and organizing information.

PERSONALITY INSIGHTS



DiSC Workplace®

City of Prescott

Branden Nunez
Human Resources Director



Program Overview

Understand Yourself and Others

Everything DiSC Workplace®

- What is DiSC®
- Discovering your DiSC® style
- Building effective relationships by understanding other styles

Understand yourself, others and learn how to work together

Module 1

What is DiSC®

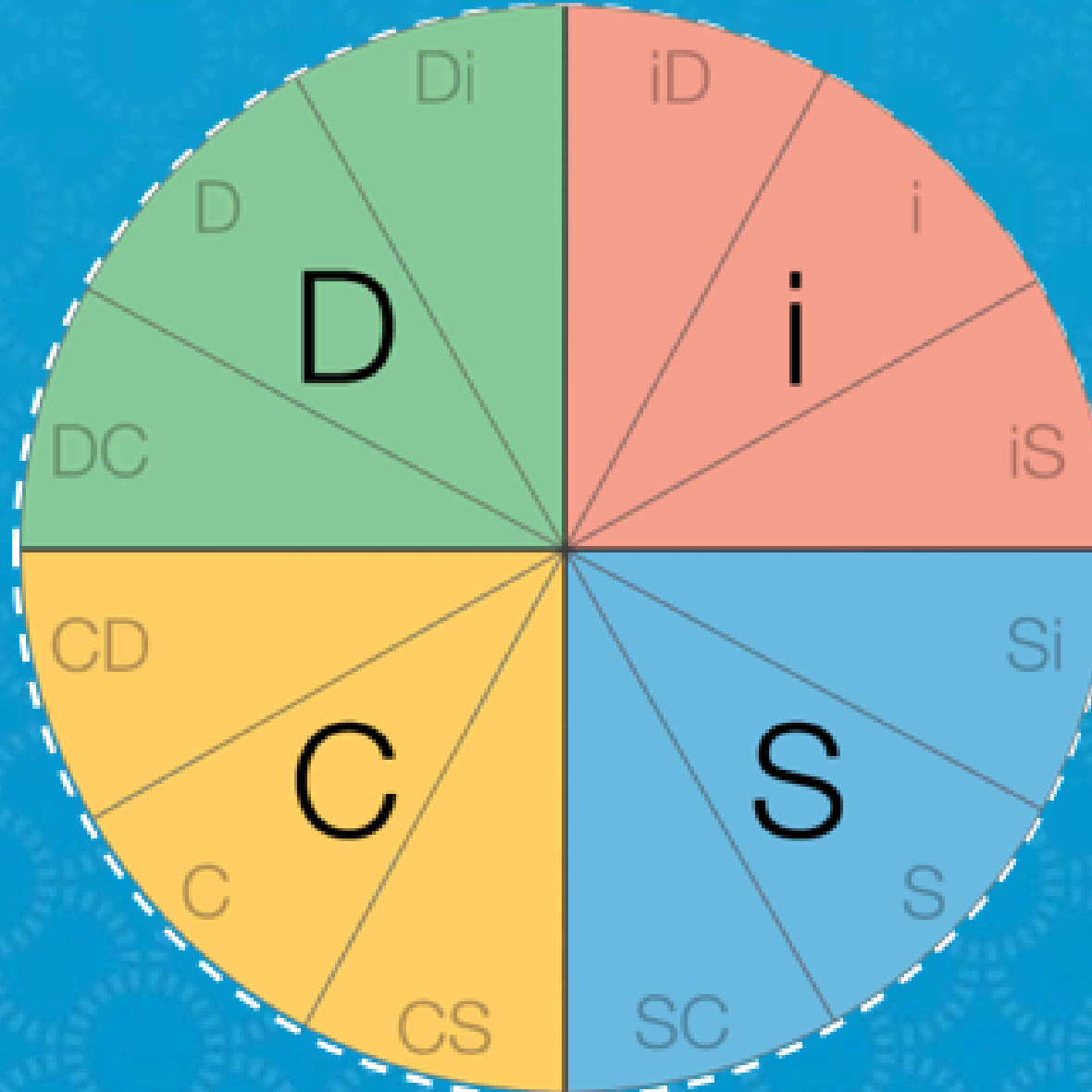
DiSC® is a Personal Development Assessment

- Measures communication and work style tendencies and priorities
- Provides insights to:
 - Stressors
 - Strengths
 - Preferences
 - Tendencies
- Assists with interpersonal dynamics, thus builds relationships

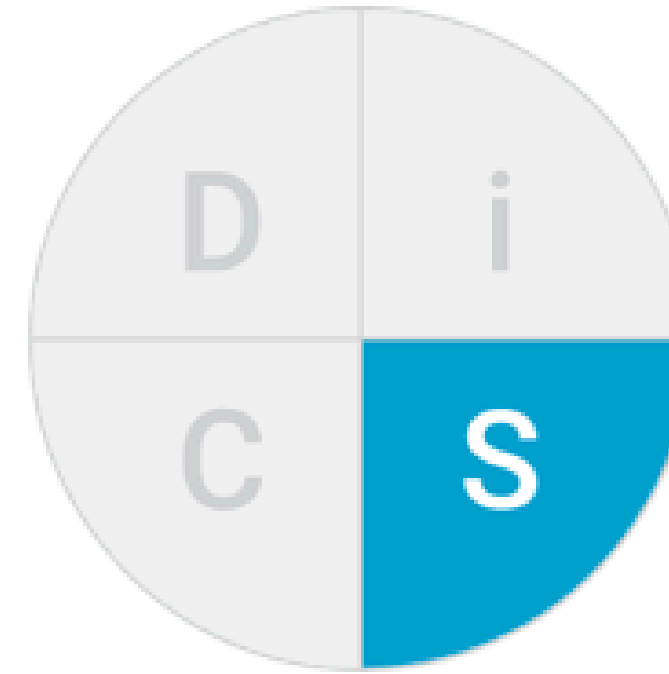
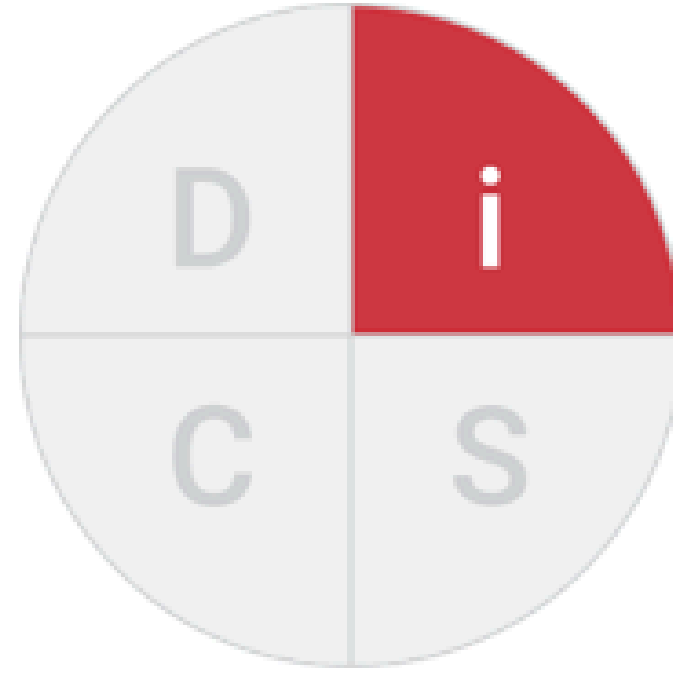
The DiSC® model

- Originally developed in 1928 through a “primary emotions” theoretical model
- A valid, reliable, researched tool
- It is not intended for a complete diagnosis, it is a tool for better dialogue
- Everybody is a blend of all 4 styles
- Not used to stereotype or pigeon-hole

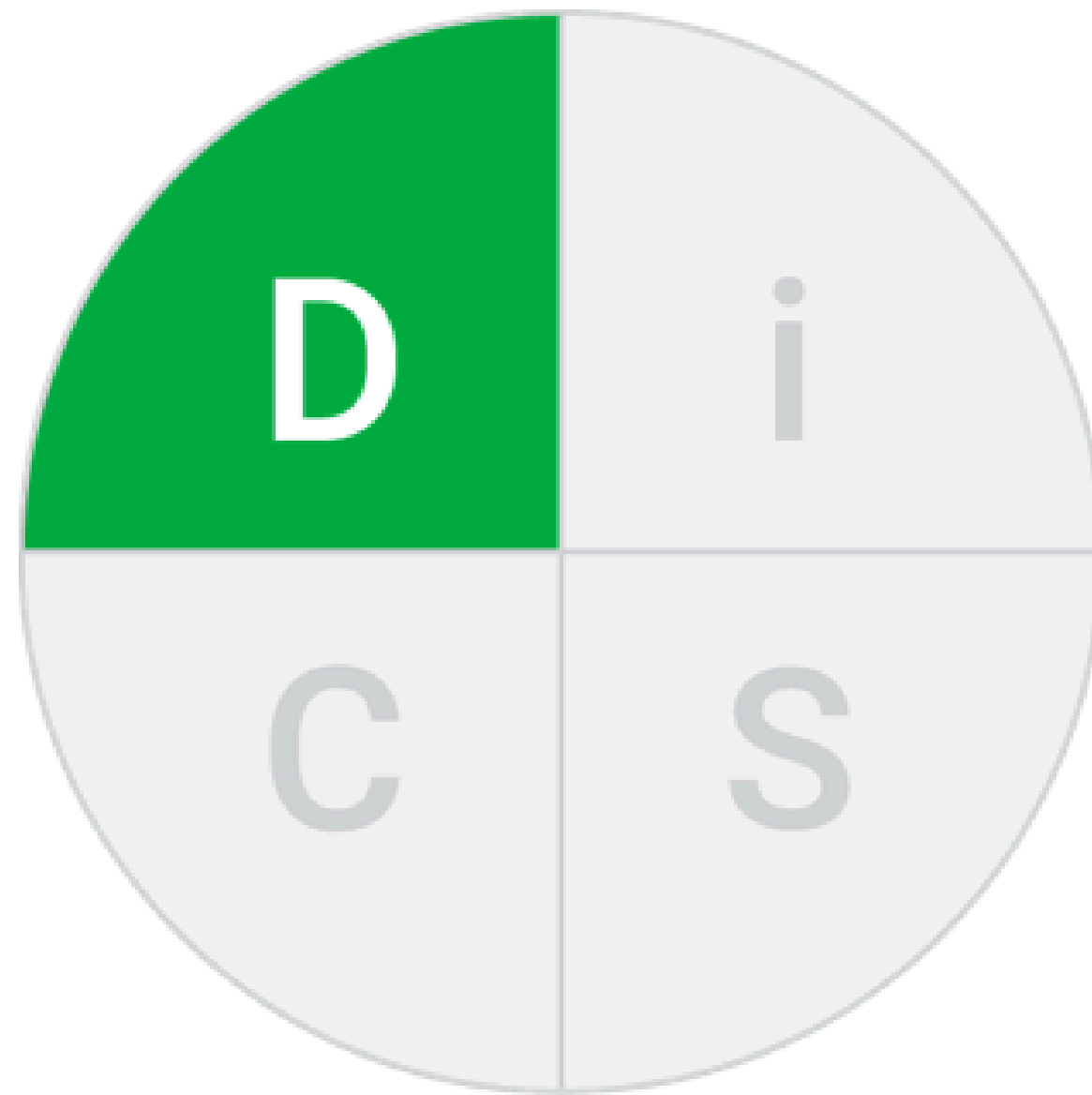
Discovering Your DiSC® Style



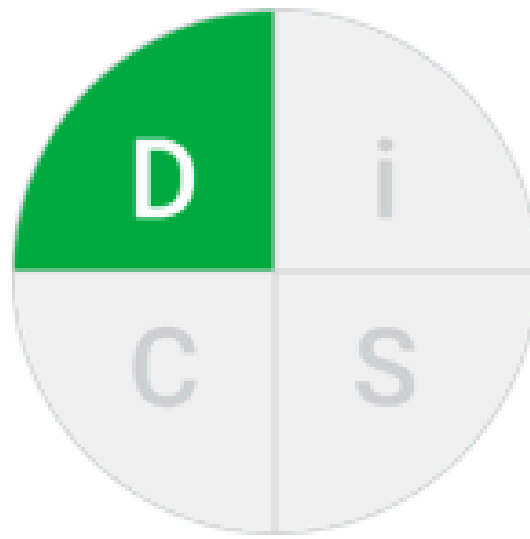
Working with DiSC® Styles



Style D: Dominance, Pioneering, Commanding



- **Willing to make decisions**
- **Direct and straight forward**
- **Task Centric**
- **“Get rrr done” type people**
- **Competitive**
- **Self-motivated**
- **Likes a challenge**
- **Assumes responsibility**
- **Carries a heavy workload**
- **Forceful**



Famous D's

Many famous individuals, particularly those in leadership, competitive sports, and entertainment, are often cited as having a high "D" (Dominance) style within the DiSC model.

These individuals are typically described as decisive, direct, and results-oriented.

Athletes & Coaches: Michael Jordan, Tiger Woods, John McEnroe, Charles Barkley, Venus Williams, and Coach Bobby Knight.

Entertainment & Media Personalities: Simon Cowell, Gordon Ramsay, Judge Judy (Judith Sheindlin), Tyra Banks, and Robert De Niro.

Fictional Characters: J.R. Ewing from Dallas, Captain Kirk of Star Trek, Darth Vader from Star Wars, and Dwight Schrute from The Office.

Working with Style D

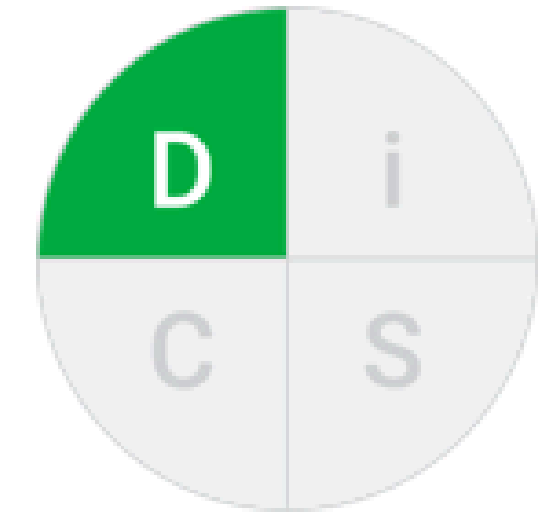
Strengths – Direct and Forward



- Open in dealing with others
- Results - “bottom line”
- Assumes responsibility
- Carries a heavy workload
- Forceful, production, and task-oriented

Working with Style D

Strengths – Willing



- Energetic
- Seeks variety and change
- Will argue their point – and yours!
- Happiest when busy – Task Oriented
- Will gladly make decisions
- Can work under pressure & can apply pressure
- Self-motivated
- Likes a challenge

Working with Style D

Areas for Improvement

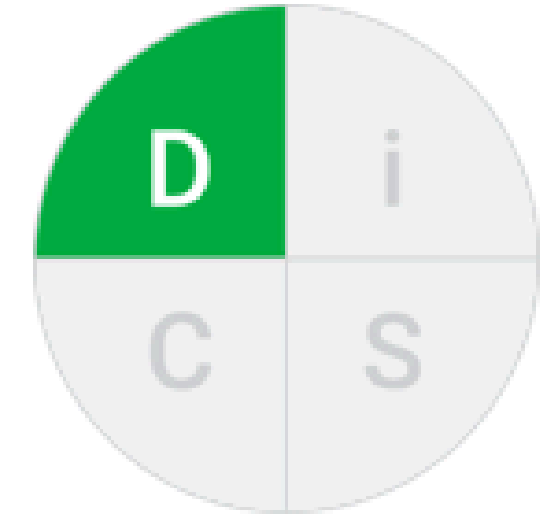


Work Style – Direct and Task Oriented

- May be a poor delegator
- May limit abilities of strong subordinates
- Fears of losing control
- In a hurry, can't wait
- Will do it themselves
- Tendencies to try to run everything

Working with Style D

Areas for Improvement



Communication – Direct and Task Oriented

- May be too brief
- Reactive behavior
- Tends to be one way communicator
- May fail to listen
- May tend to “tell” then “sell”
- May be overly direct, blunt

Style i: Influence, Enthusiasm, Collaborator



- Persuasive
- Optimistic
- Looks at positive side
- Reflects self-confidence
- Meets people easily
- Makes contacts
- Can motivate
- Generates Enthusiasm
- Tends to be trusting



Famous i's

Oprah Winfrey (Media Executive and Talk Show Host)

Robin Williams (Actor and Comedian)

Will Smith (Actor and Rapper)

Jay Leno (Former Talk Show Host)

Dolly Parton (Singer and Actress)

Jim Carrey (Actor and Comedian)

Richard Branson (Businessman)

Famous individuals often identified as having a high "I" (Influence) personality in the DiSC profile are typically charismatic, enthusiastic, and people-oriented.

This style is characterized by optimism, sociability, and a natural ability to persuade and motivate others.

Working with Style i

Strengths – People Oriented

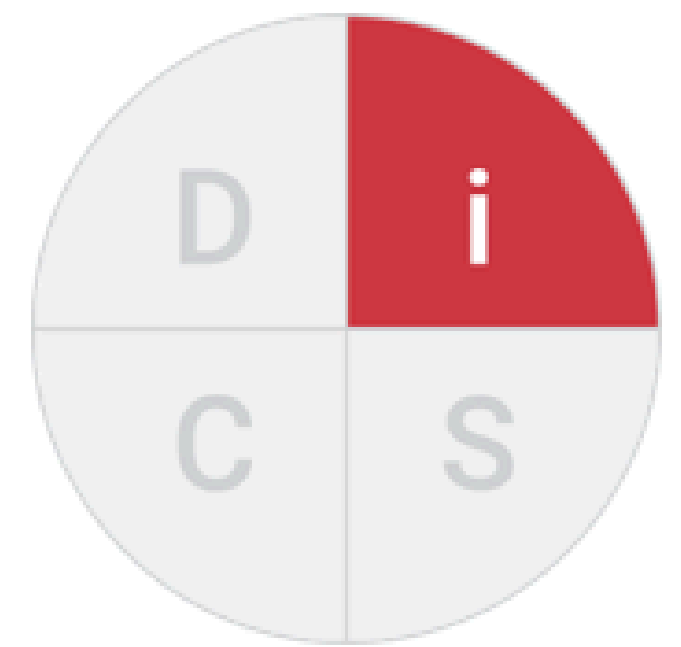


- Can motivate
- Sociability
- Generates enthusiasm
- Tends to be trusting
- Easy to meet
- Knows people
- Friendly

Working with Style i

Strengths – Active

- Collaboration
- Bring energy and liveliness to groups
- Getting people to follow their lead
- Responds well to the unexpected
- Can easily navigate different social dynamics



Working with Style i

Areas for Improvement



Work Style – People Oriented and Active

- Tend to only focus on the big picture
- May neglect important details or logistics
- Tendencies to be overly optimistic
- May lose control
- Too people-pleasing
- Must work hard to follow up on details
- Impulsiveness

Working with Style i

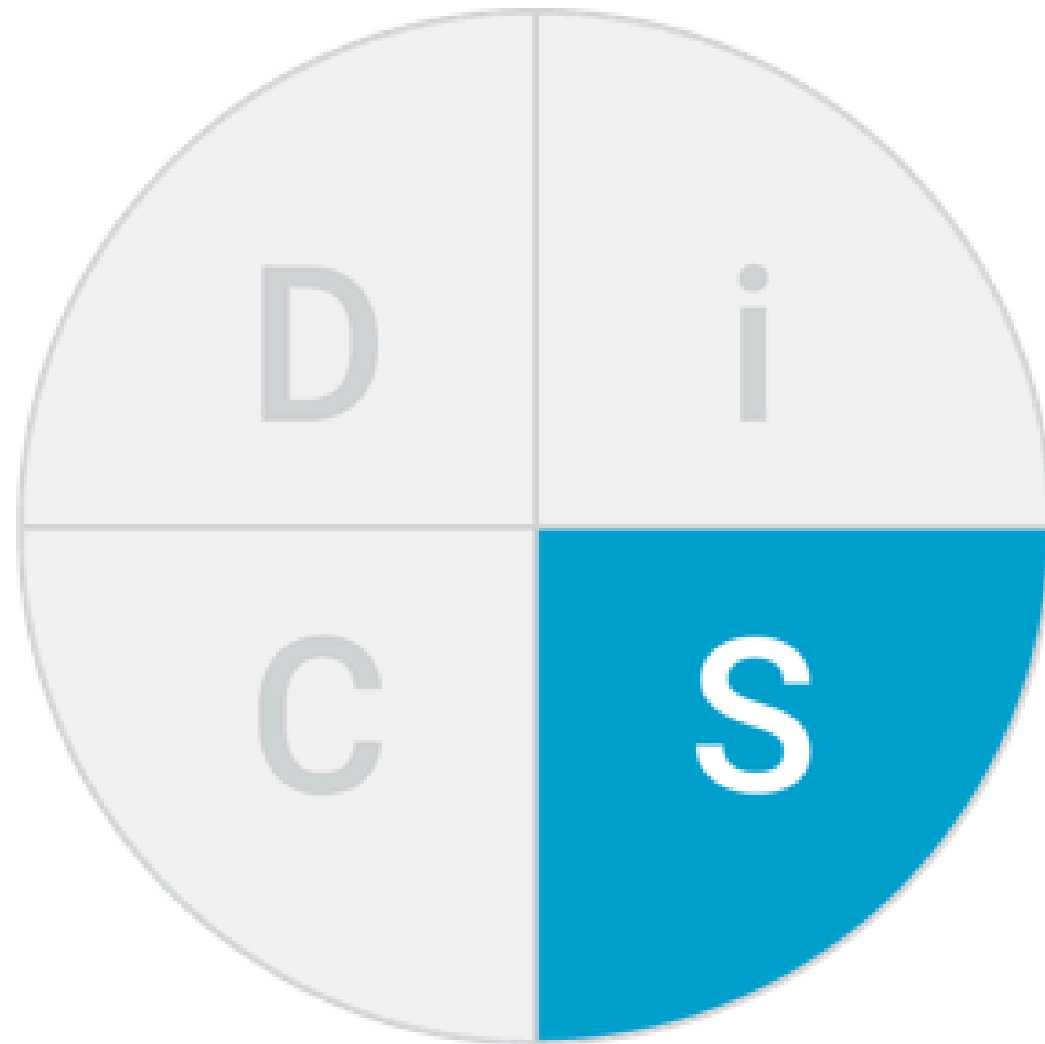
Areas for Improvement



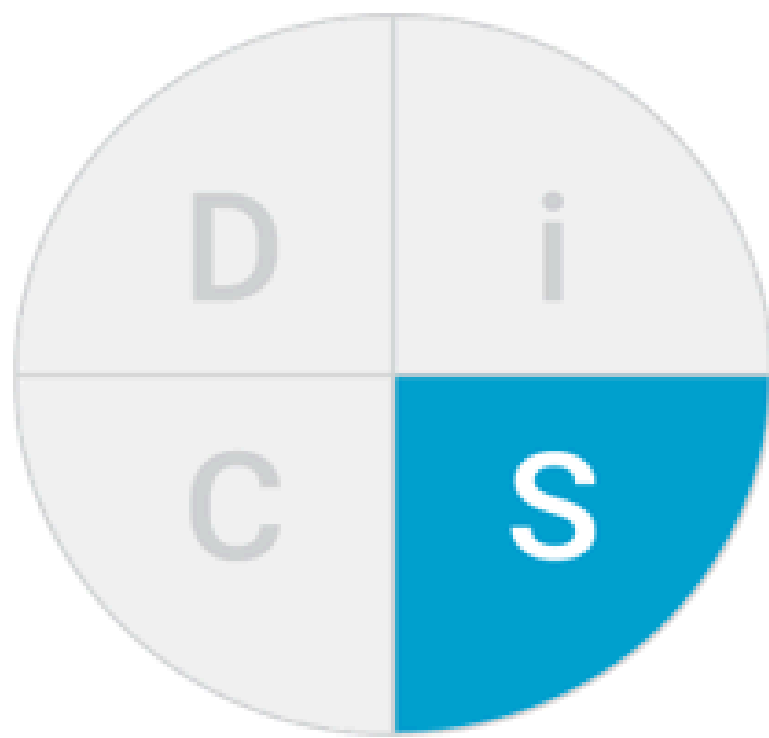
Communication – People Oriented and Active

- Can over communicate
- May have difficulty keeping feelings in
- Talking before thinking
- Overselling an idea
- May be more subjective than objective
- Lack of follow-through

Style S: Steadiness, Dependable, Supportive



- Dependable
- Loyal
- Patient
- Supportive
- Understanding
- Easy to approach
- Hard working
- Long service
- Technically competent



Famous S's

Individuals with a high "S" style are generally described as calm, loyal, supportive, and dependable team players who prefer stability and avoid conflict.

They are often patient listeners, sincere, and nurturing in their communication.

Princess Diana: Known for her caring and nurturing personality and extensive humanitarian work.

Michael J. Fox: Recognized for his steady presence and work as a patient advocate.

Mahatma Gandhi: Famous for his peaceful approach to social change and emphasis on cooperation.

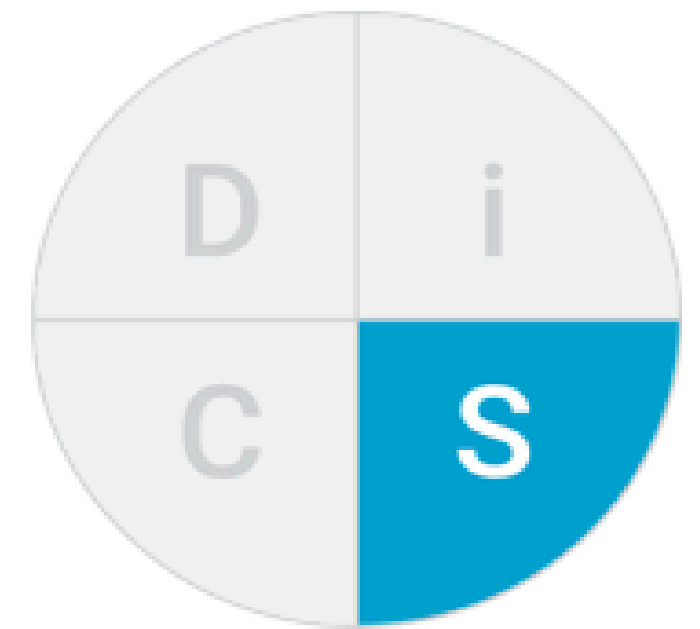
Keanu Reeves: Described as embodying a calm presence, humility, and loyalty.

Mother Teresa: Noted for founding the Missionaries of Charity and for her significant humanitarian contributions.

David Beckham: A soccer star and UNICEF Goodwill ambassador, described as steady, supportive, and sincere.

Working with Style S

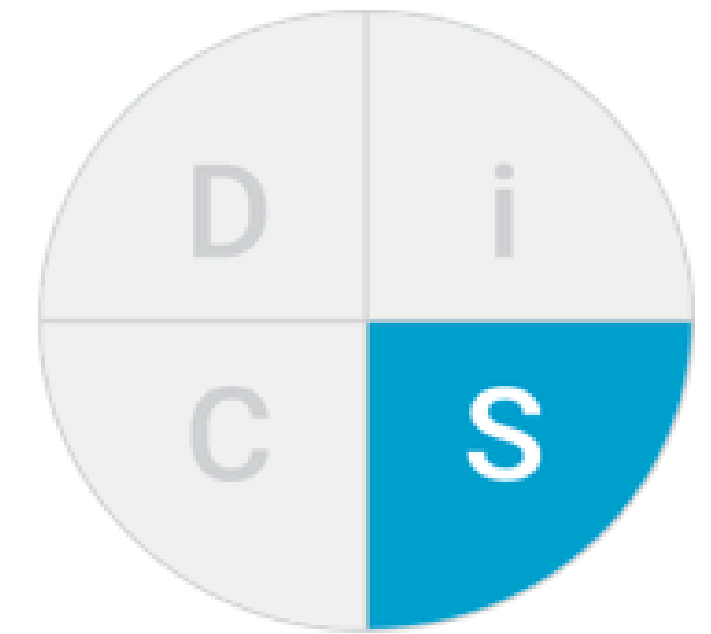
Strengths – Steady Support



- Stability
- Dependable
- Loyal
- Hard working
- Technically competent
- Good teacher
- Good student

Working with Style S

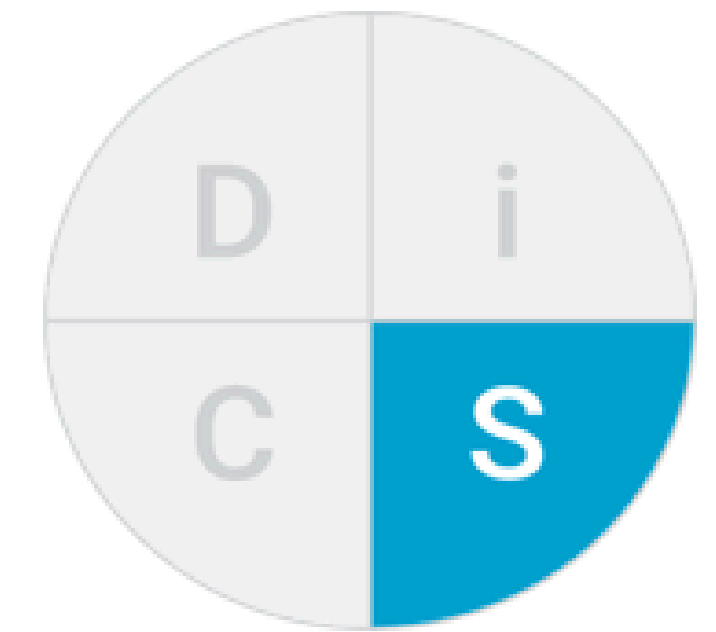
Strengths – Agreeable



- Patient
- Understanding
- Easy to approach
- Willing to listen
- Even tempered
- Enjoy collaboration
- Harmonious

Working with Style S

Areas for Improvement

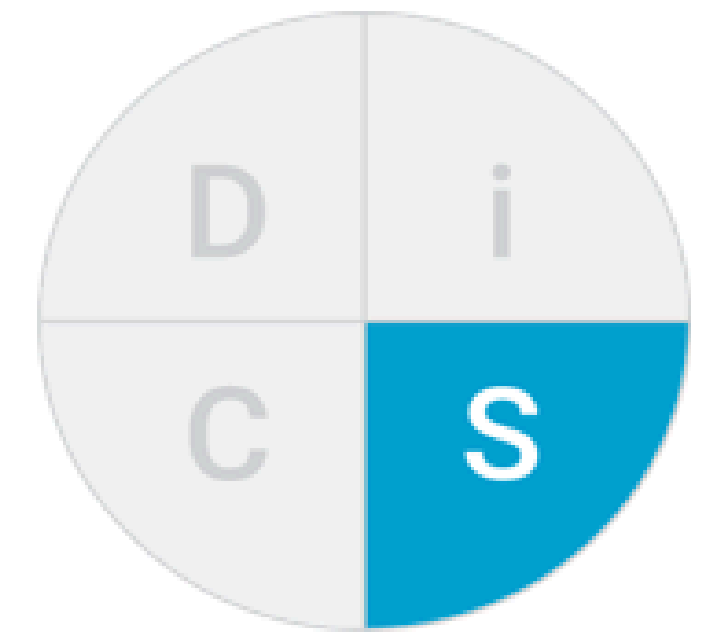


Work Style – Steady and Supportive

- Likes to do work themselves
- Feels more secure when doing work
- Feels more important doing work
- Can be overwhelmed by change
- Patient

Working with Style S

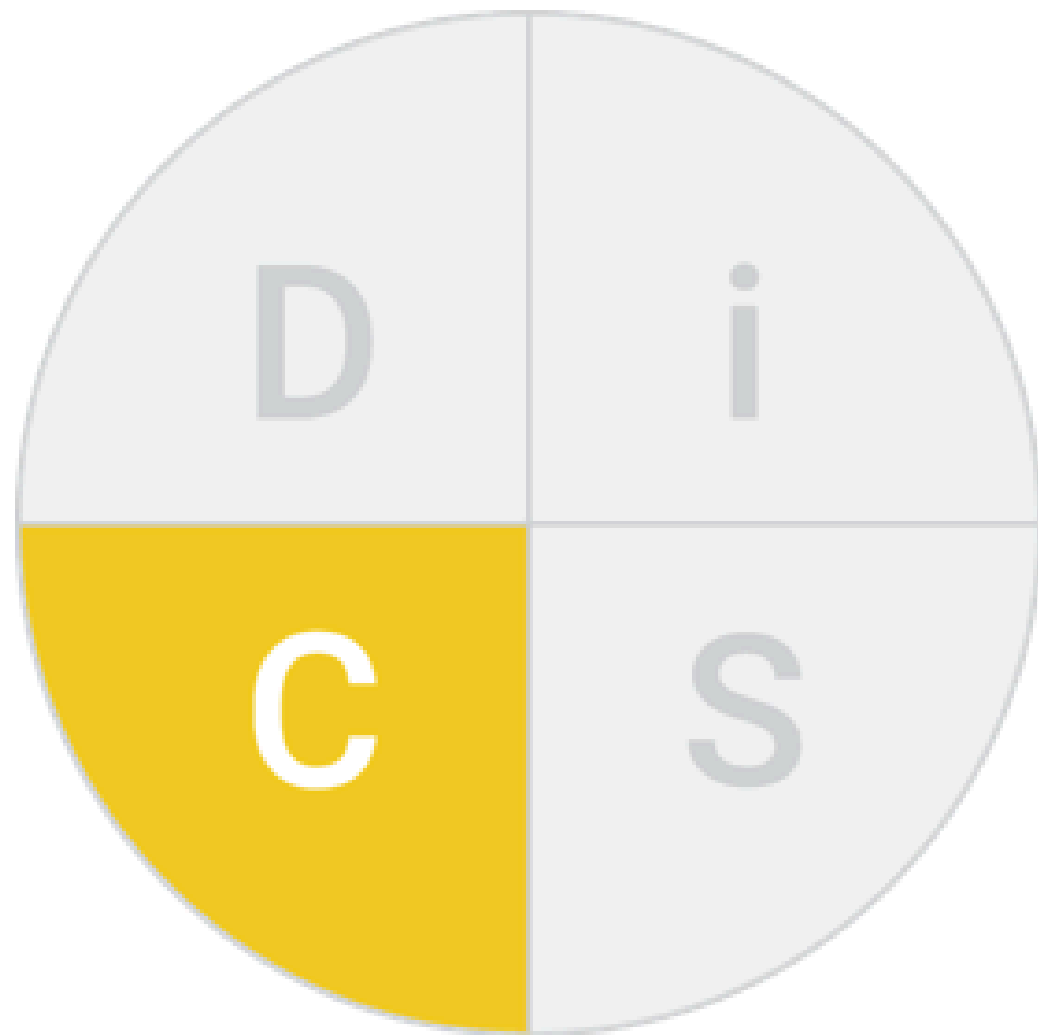
Areas for Improvement



Communication – Steady and Supportive

- Worried about offending others
- May isolate themselves
- Slow to respond to others
- Possessive of information
- Will tell you only what you need to know
- Tends not to share information

Style C: Conscientious, Careful, Accurate



- **Cooperative**
- **Accurate**
- **Well prepared**
- **Attentive to details**
- **Anticipates problems**
- **Planning oriented**
- **Checks the fine points**
- **Systematic**
- **Process oriented**

Working with Style C

Strengths – Methodical

- Accuracy
- Seldom unprepared
- Seeks facts
- Careful decision maker
- Precise in reports
- Establishing procedures
- Maintains policies and practices



Working with Style C

Strengths – Thoughtful

- Cooperative
- Attentive to details
- Checks the fine points
- Willing to listen
- Values details



Working with Style C

Areas for Improvement



Work Style – Logic Oriented and Task Focused

- May be a poor delegator
- Highly detailed – paralysis by analysis
- Wants to document as much as possible
- Wants to be closely involved
- Wants to protect their position
- Prefers to put it in writing

Working with Style C

Areas for Improvement



Communication – Logic Oriented and Task Focused

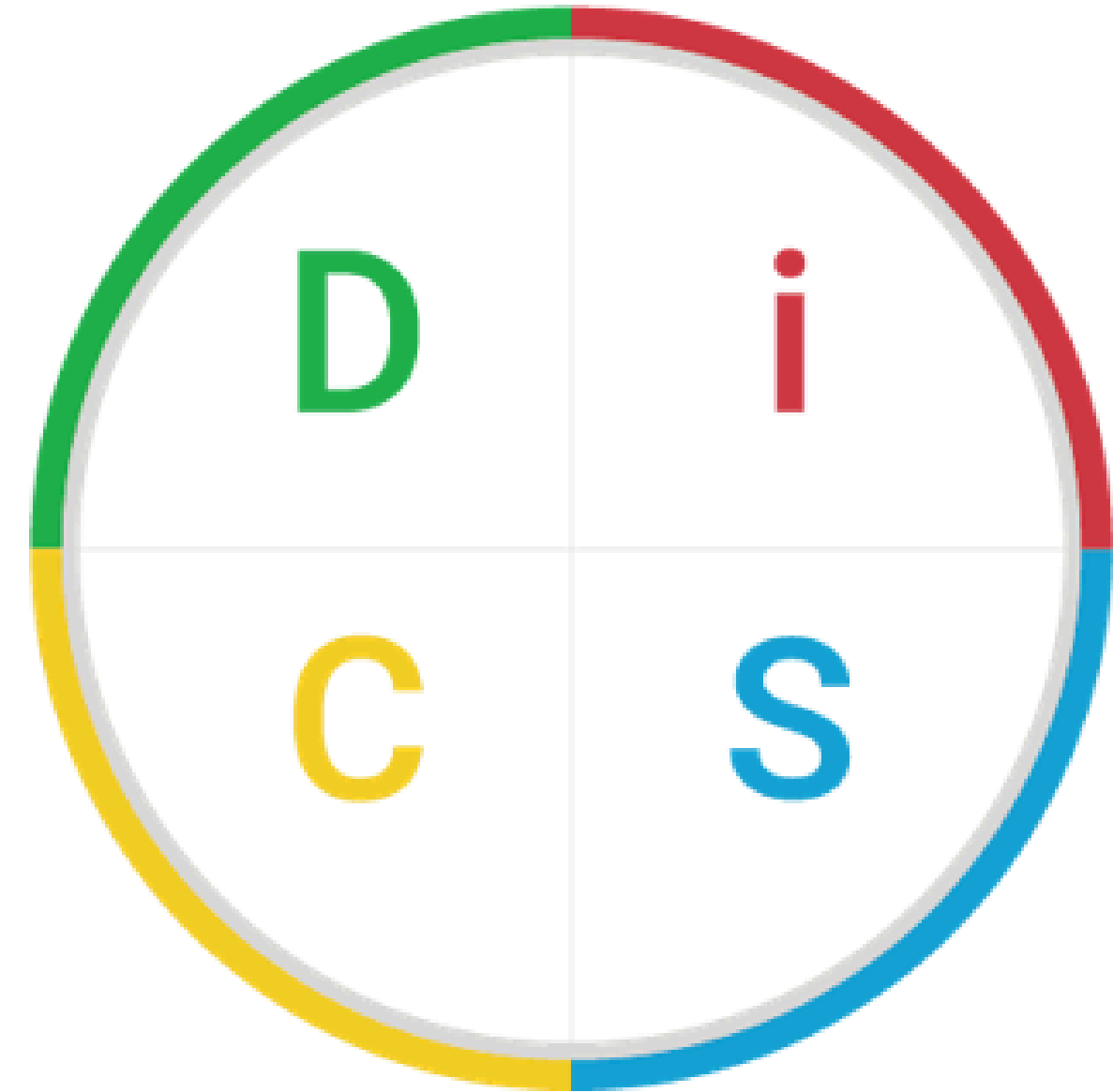
- Data heavy
- Reluctant to let go
- Slow to trust others
- Persuades through logic
- “Check with me first...”
- Concerned about your mistakes

Building Effective Relationships



Working with DiSC® Styles

- Write down the DiSC® style of someone you want to work more effectively with
- If you don't know, ask yourself...
 - Are they more fast-paced or cautious?
 - Are they more questioning or accepting?



Working with DiSC® Styles

D

**Results, Action,
Challenge**

**What's
difficult**

**What
works**

i

**Enthusiasm, Action,
Collaboration**

**What's
difficult**

**What
works**

S

**Support, Stability,
Collaboration**

**What's
difficult**

**What
works**

C

**Accuracy, Stability,
Challenge**

**What's
difficult**

**What
works**



Thank you!



15 Minute Break





DEPARTMENT
OVERVIEWS
& STRATEGIC
PLAN



Where Do Tax Dollars Go?

Council Orientation

- Restricted vs. unrestricted funds
- High-level General Fund overview
 - Distribution of tax dollars

Fund Types Defined

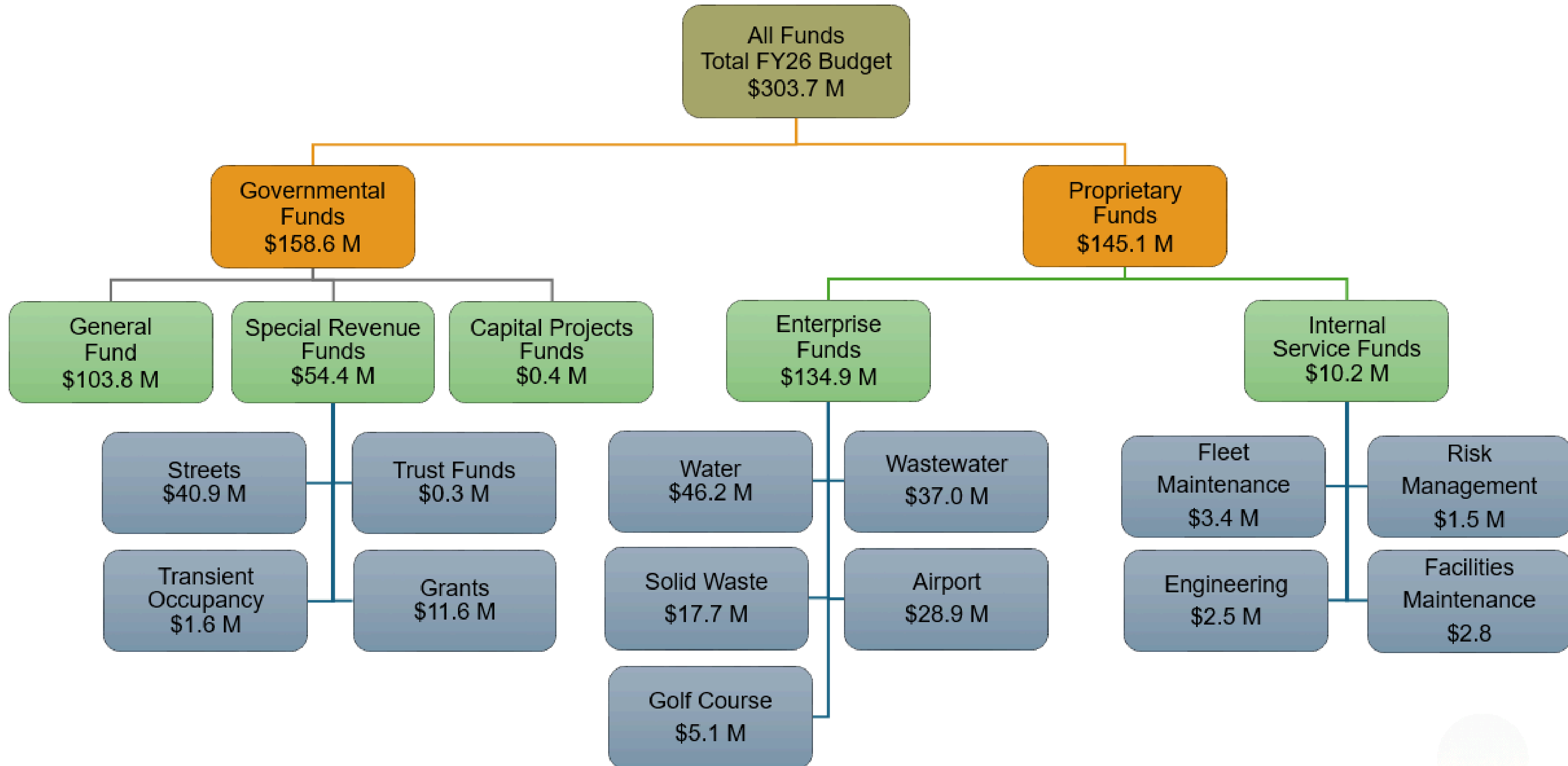
- **Governmental Funds**

- **General Fund:** Funded mainly by general type taxes, funds basic governmental activities.
- **Special Revenue and Capital Fund:** Dedicated taxes or other earmarked revenue sources as required by statute, charter provision, ballot language, or ordinance.
- **Debt Service:** General long-term debt principal and interest.

- **Proprietary (Business) Funds**

- **Enterprise:** Similar to private business operations where the intent of the City is that the costs of providing goods or services to the general public on a continuing basis be recovered primarily through user charges.
- **Internal Service:** Services furnished by one department to other departments of the City on a cost-reimbursement basis.

Fund Types



City Resources

Unrestricted

General Fund

FY26 Budget
\$103.8 million

Police

Fire

Recreation Services

Library

Community
Development

General
Government

Restricted

Streets Fund

FY26 Budget
\$40.9 million

1% Privilege Tax
and Highway User
Revenues

Restricted to
Streets
maintenance
and
improvements

Enterprise Funds

FY26 Budget
\$134.9 million

Charges for
services

Water

Wastewater

Solid Waste

Golf Course

Airport

Other Restricted Funds

FY26 Budget
\$24.1 million

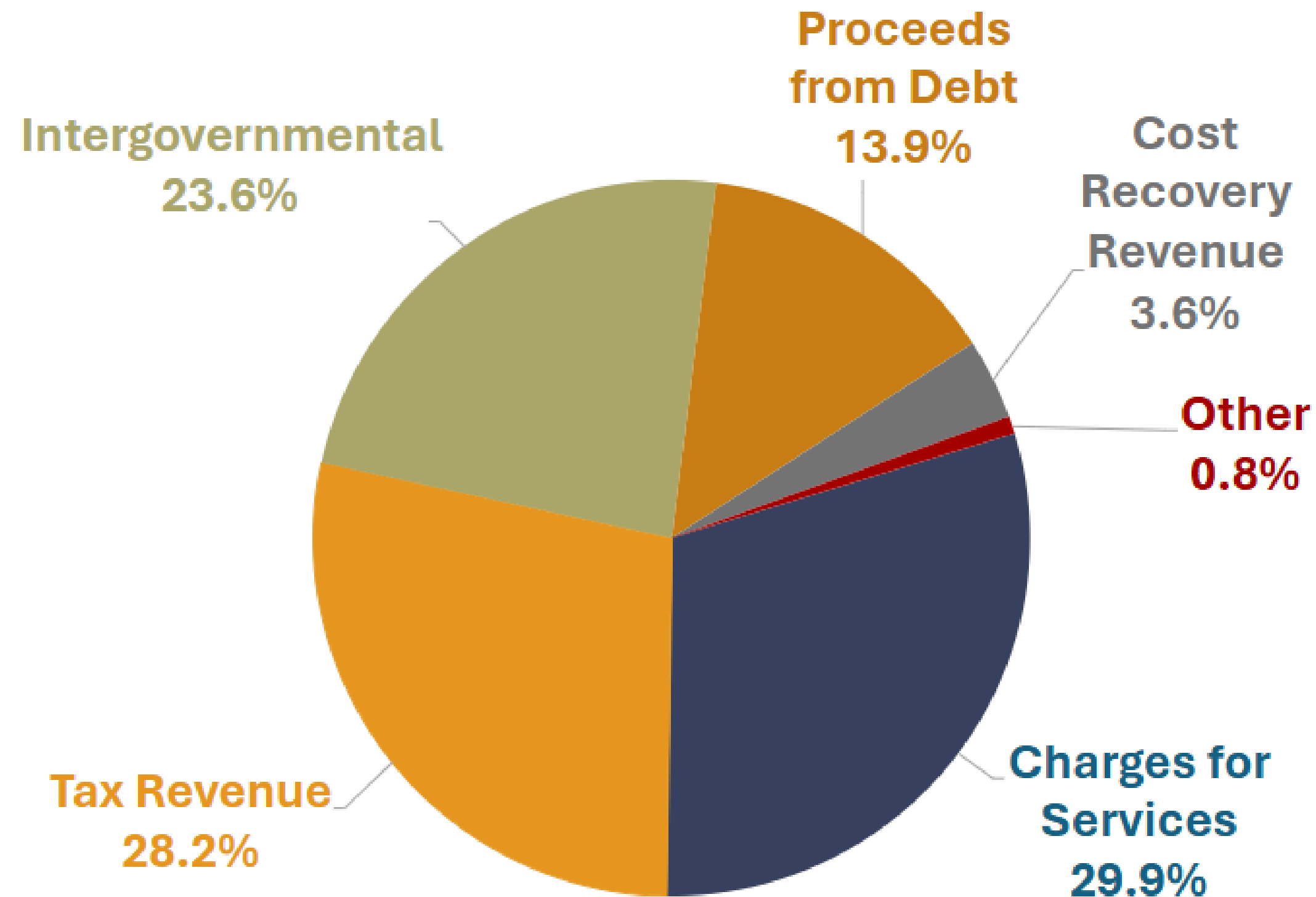
Transient
Occupancy (Bed)
Tax

Development
Impact Fees (DIF)

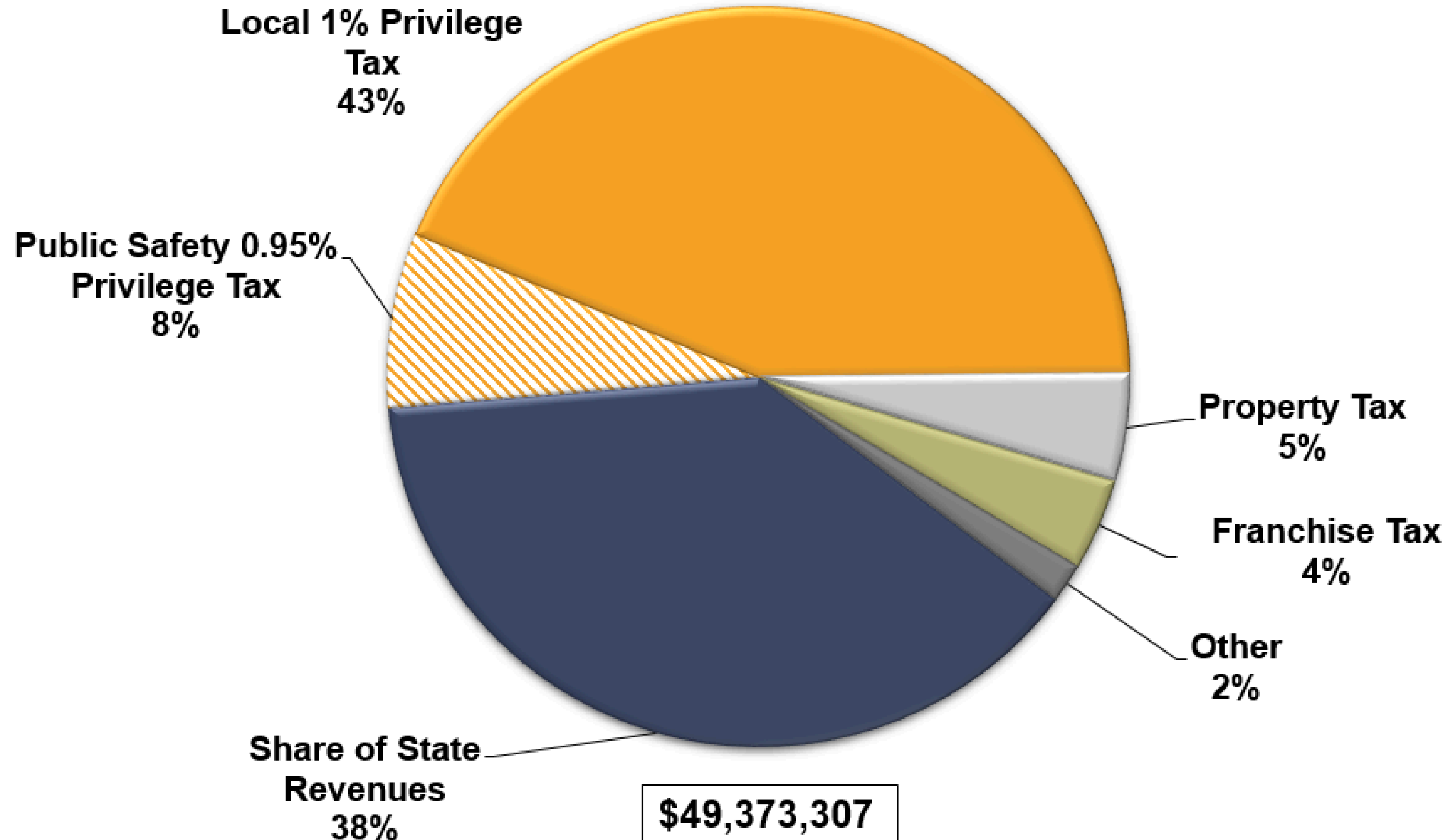
Grants, Trust,
Donations

Internal Service
Funds

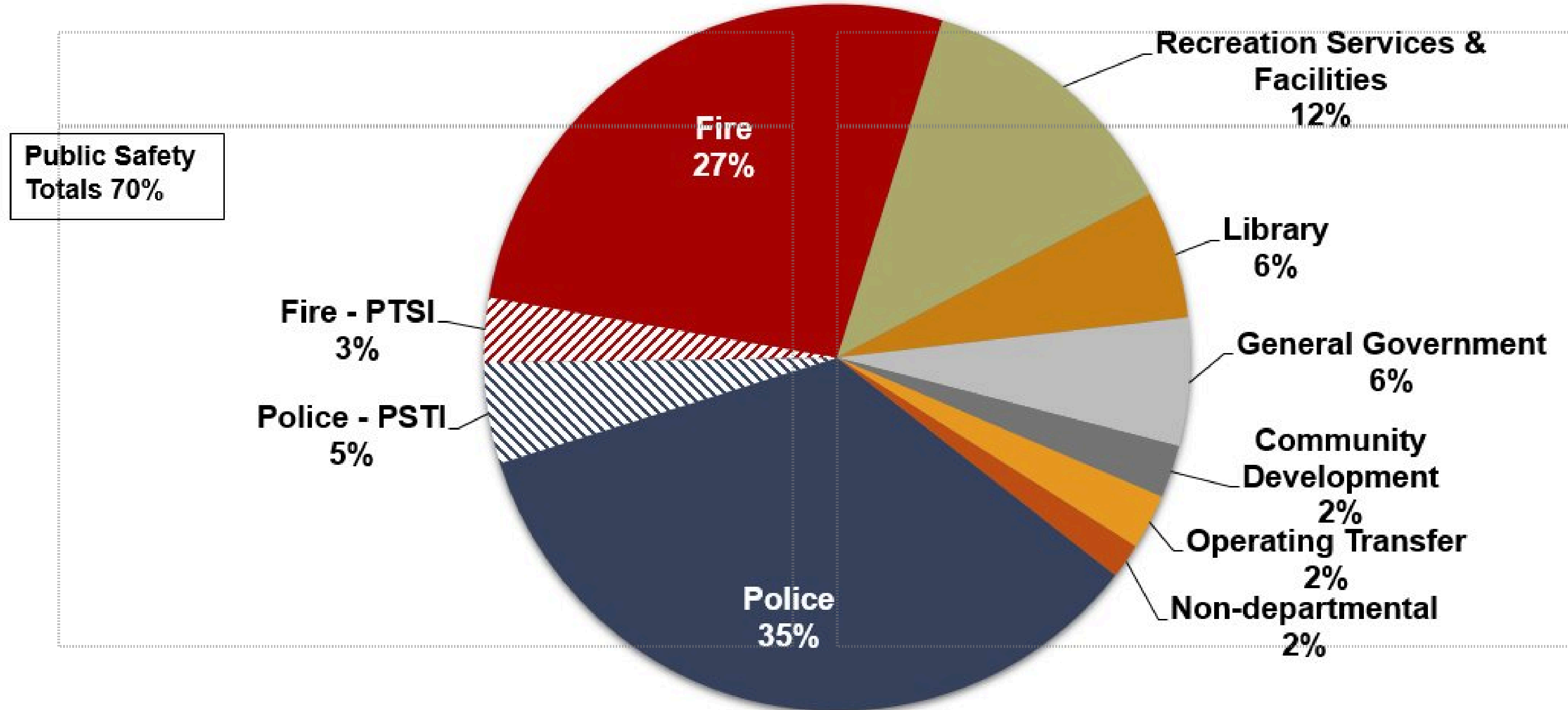
FY26 Total Citywide Revenue Sources



FY26 General Fund Operating Revenues Less Program Revenues



FY26 General Fund Operating Expenditure Budget Net of Program Revenues and Cost Allocations

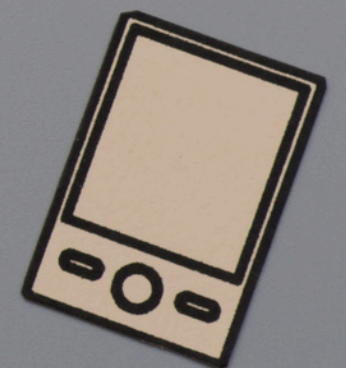
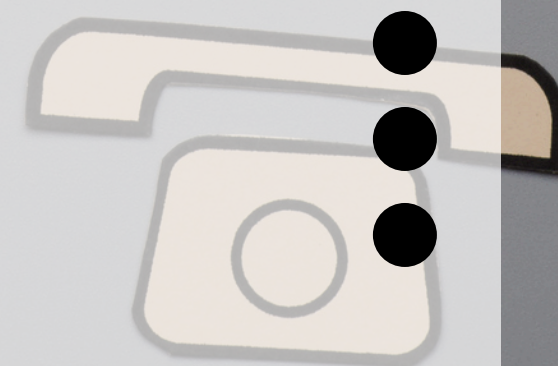


PSTI = Public Safety Tax Initiative

FY26 Total City Budget

	FY25	FY26	
	Revised	Proposed	
	Budget	Budget	% Chg
Operating Budget	\$ 136,325,133	\$ 145,732,441	6.9%
Capital Budget	122,088,210	148,013,721	21.2%
Subtotal	258,413,343	293,746,162	13.7%
Contingency	20,200,000	10,000,000	-50.5%
Total	\$ 278,613,343	\$ 303,746,162	9.0%

PUBLIC INTERACTIONS & COMMUNICATIONS IN THE DIGITAL AGE



Effective and Transparent Communication

The art of communication is the language of leadership.
– James Humes



Purpose

- Equip council members with professional communications tools
- Review OML compliance in digital and in-person interactions
- Share innovative engagement strategies
- Uphold First Amendment protections and Prescott's brand identity



Our Brand & Visual Identity

The City of Prescott brand reflects our community’s enduring heritage, breathtaking natural environment, and commitment to excellence in public service. It unites every department and communication under a consistent identity; one that is easily recognized, trusted, and reflective of Prescott’s character.

A strong visual identity is essential because it creates a consistent and recognizable presence for the brand across all platforms and interactions. It helps audiences immediately understand who we are, what we value, and what they can expect from us. Clear and cohesive visuals build trust, reinforce professionalism, and make communications more effective and accessible. For a city organization, a unified visual identity also demonstrates coordination, reliability, and pride in public service. This ensures that every message feels connected, credible, and part of one community-focused mission.

Our brand and visual identity ensure that wherever residents, visitors, or businesses engage with the City (whether through signage, social media, or city services) they experience the same message.

PRESCOTT RED Reflects strength, heritage, and civic pride	WHITE Clean background for clarity and contrast	GRAPHITE GRAY Balances modern tone with accessibility	BLACK Foundation color for typography and accents
Primary brand colors			



Our Communication Principles

Set the foundation for all communication.

- **Professional** – courteous, factual, solution-oriented.
- **Transparent** – open, clear communication.
- **Respectful** – maintain civility even in challenging interactions.



Email Best Practices



Use official city email accounts for all city business.



Keep tone professional, polite, and solution-focused.



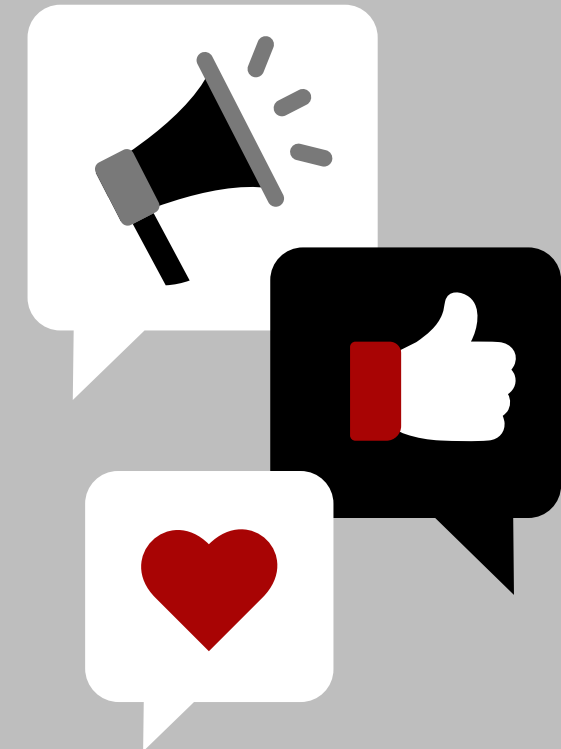
Respond promptly; acknowledge messages even if follow-up is required.



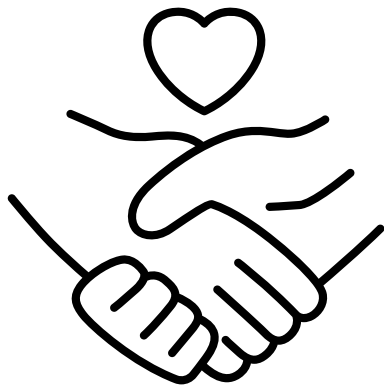
Emails are public records, document accordingly.

Social Media Guidelines

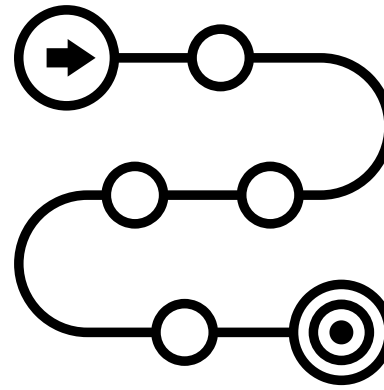
- Protect First Amendment rights. Do not block residents for their viewpoints.
- Maintain neutrality. Avoid personal political opinions.
- Direct policy debates to public meetings or official channels.
- Use social media for city updates, events, and educational content.



Engaging Residents Face-to Face



Treat all residents equally and listen actively. Maintain professionalism and decorum at all times.



Avoid making immediate policy promises. Explain city processes.



Document concerns accurately. Refer to staff when necessary.

Handling Requests Across Channels

➤ **Treat everyone equally.
Respond professionally.**

➤ **Forward technical
questions to staff.**

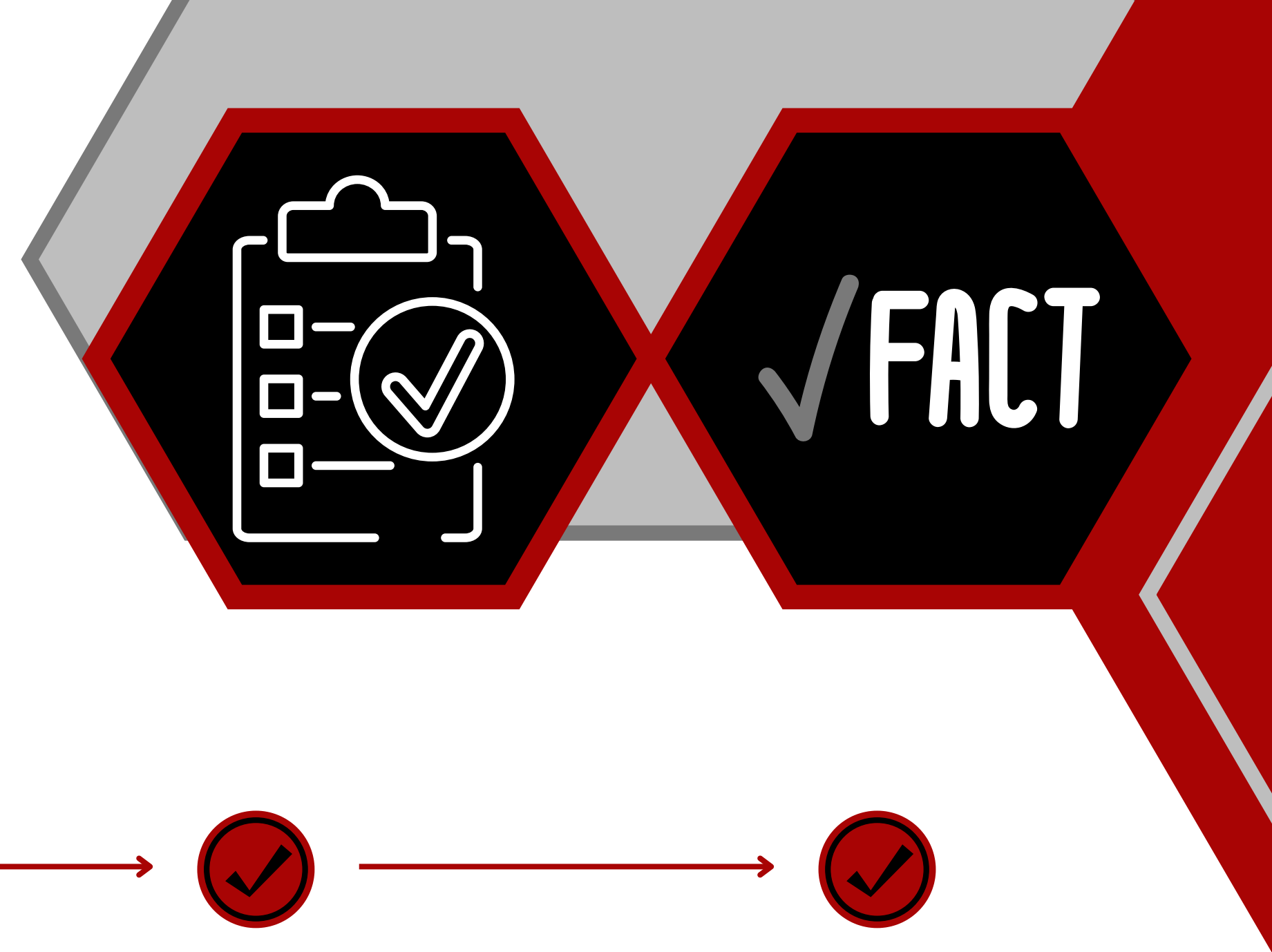
➤ **Summarize publicly if
concerns affect policy.**

OML Considerations

Single member may discuss City matters individually.

Multiple members present, avoid deliberation outside noticed meetings.

OML Compliance: Digital & In- Person



Pause



Assess



Respond



Facts

Avoid serial communications (emails, texts, in-person discussions with multiple members) about city business.

Public input must remain transparent; online discussions may be public records.

In-person gatherings with multiple members discussing city business may require public notice.

Document interactions appropriately; deliberation that could influence decisions must occur in noticed meetings.

Support Your Team Publicly



Do NOT criticize fellow council members publicly.



DO discuss disagreements privately or in noticed meetings.



Do NOT criticize staff publicly.

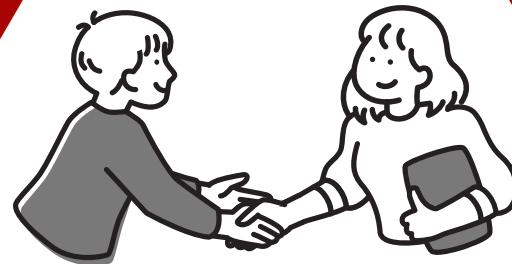


DO focus on facts, policy, and process. Present a united, professional front.

Free Speech & Civility



**Do not censor
viewpoints or
criticism.**



**Moderate for civility,
not opinion.**



**Remain neutral
in official
communications.**

When (and When Not) to Respond

When NOT to respond:

Emotional, inflammatory, or personal attacks.

When NOT to respond:

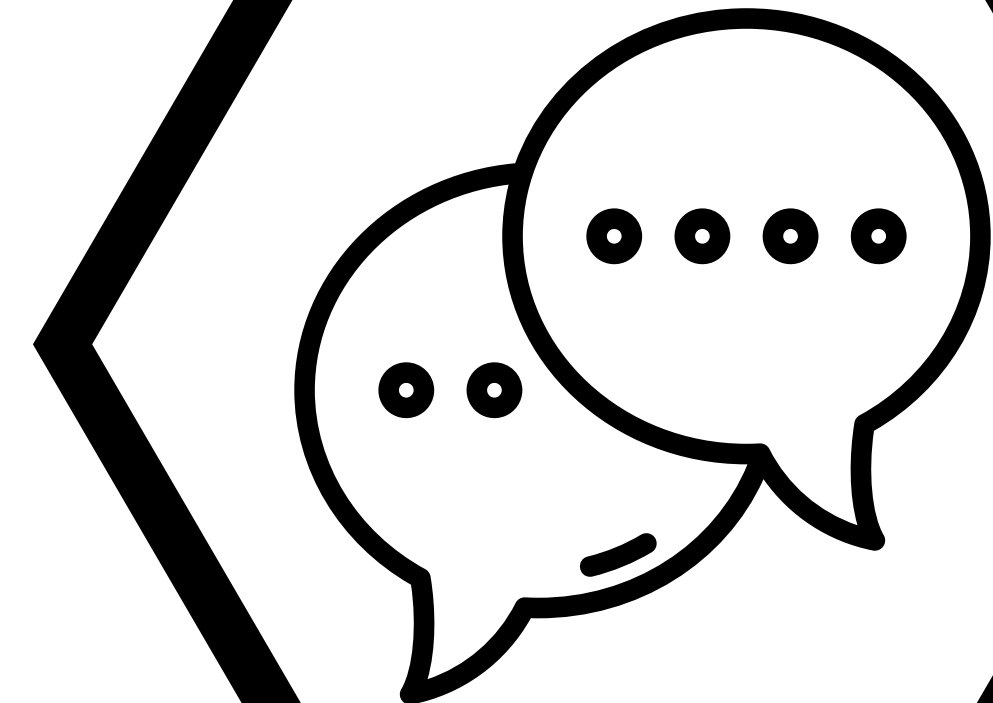
Misleading or speculative posts.

When NOT to respond:

Aggressive or “gotcha” journalism.

When NOT to respond:

Issues outside your scope.



When (and When Not) to Respond

When to respond:

Legitimate community concerns.

When to respond:

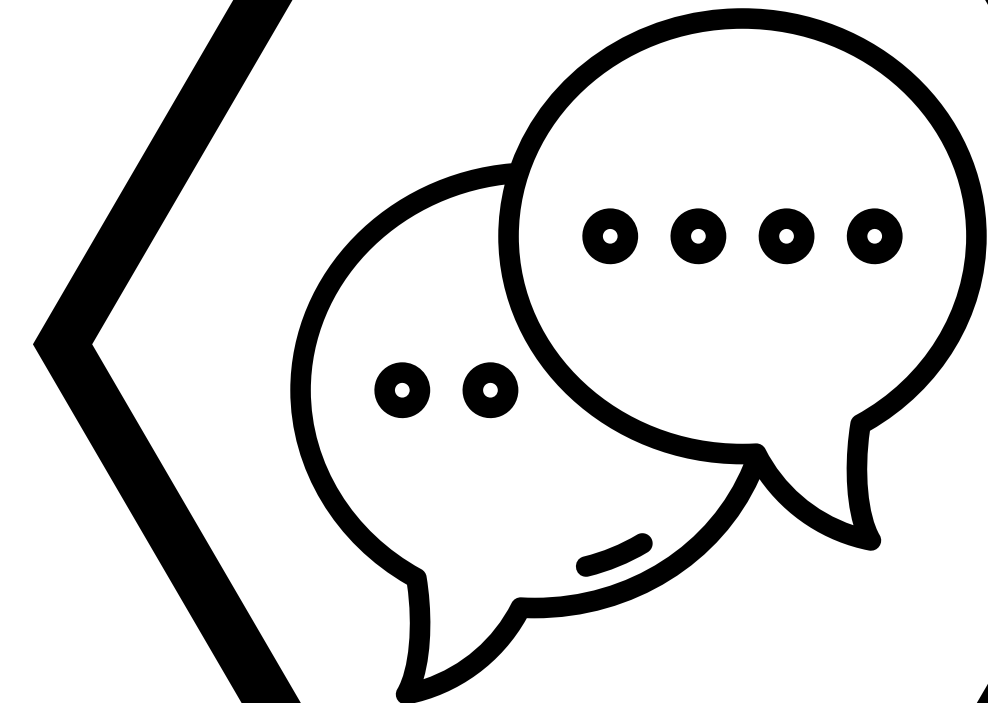
Clarifying city process or factual information.

When to respond:

Coordinated with Communications staff.

Response Guidelines:

Pause → Assess → Respond if appropriate. Stay calm, courteous, and factual. Avoid emotional replies. Use “we” language to represent the City.



Engaging the Community

➤ QR Codes for Live Feedback

instant citizen input at events and meetings

➤ Council Corner Podcast Series

share factual updates in a neutral tone

➤ Virtual Town Halls

broaden participation
must be coordinated with staff for privacy and OML compliance

Summary & Key Takeaways



Uphold professionalism, transparency, and civility in all communications.



All communications may be public records.



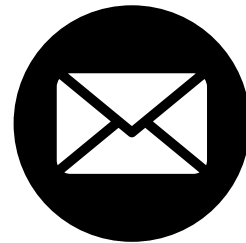
Represent the City's brand: approachable, community-focused, factual.

Questions?



Telephone

928-777-1401 ext. 4804



Email

danielle.trotter@prescott-az.gov



REFLECTIONS & CLOSING SESSION



THANK YOU

