

**TOWN OF DEWEY-HUMBOLDT
TOWN COUNCIL
RETREAT SESSION MINUTES
MARCH 14, 2017, 9:00 A.M.**

A RETREAT SESSION OF THE DEWEY-HUMBOLDT TOWN COUNCIL WAS HELD ON TUESDAY, MARCH 14, 2017, AT CHERRY CREEK RANCH, LOCATED AT 938 S. FOOTHILL DRIVE, DEWEY-HUMBOLDT, ARIZONA. MAYOR TERRY NOLAN PRESIDED; LANCE DECKER FACILITATED.

1. **Call To Order.** Mayor Nolan called the retreat meeting to order at 9:03 a.m.
2. **Roll Call.** Town Council Members Jack Hamilton, John Hughes, Amy Timmons, Doug Treadway, Victoria Wendt; Vice Mayor Mark McBrady; and Mayor Terry Nolan were present.
3. **Council Retreat.** No Legal action taken. Facilitated by LL Decker & Associates, Inc.

Mayor Nolan introduced the retreat's facilitator, Lance Decker. Mr. Decker gave the guidelines (administravia) to ensure an effective meeting. Only agenda items would be discussed during this session and no legal action would be taken.

3.1 Teambuilding

3.1.1 The Foundation: Core Leadership Practices

The Workshop Objectives were identified as:

- Managing Difficult Communications
- Clarify Expectations in Order to Communicate Effectively
- To Help Town Council Improve its Communications (Education & Training)
- Develop Ways to Effectively Discuss and Decide Controversy
- The Meeting Agenda Overview:
- HDRQ Communications Profile
- Teamwork
- Action Plan
- Wrap-up

3.1.2 Generating Effective Communication (based on completion of a Communication survey, to be completed by each participant, prior to the session)

Understanding your communications style

The Council had previously completed communication profile surveys. There was general discussion regarding the results of the survey. Mr. Decker asked each participant how they felt about their results.

TM Kimball felt she answered the survey questions according to how she perceived her interactions in her employment and that her answers would differ if they applied to family. She was surprised at her results in the "Direct" area of the survey; CM Treadway felt the results were accurate; CM Timmons interpreted her results as accurate to a degree but felt she is more direct than her actual score revealed; CM Hughes agreed with the overall results, but felt that at times two answers applied or the answers did not apply at all; his results revealed "systematic"; CM Wendt thought they were spot on and was surprised that she didn't score as highly under direct or spirited as she did in the "Considerate" category; Mayor Nolan described his results as direct. VM McBrady and CM Hughes did not complete their surveys in advance of the meeting. Mr. Decker had them scored during the discussion.

Mr. Decker said that he took the survey, for the first time himself, explaining that if you were careful to apply the terms as defined in the test; you find that it is more accurate than

expected. Mr. Decker explained the survey in detail with the four communication-style categories being Direct; Spirited; Systematic and Considerate with sub-categories of High Assertiveness (tells); Low Assertiveness (asks); High Expressiveness (displays) and Low Expressiveness (controls). These are judged by verbal; Para verbal; body language and personal space.

Council Member profile results were displayed on a magnetic board and analyzed by the participants.

Mr. Decker polled the Council Members throughout the conversation with the following questions:

What are the positive aspects of your communication style?

CM Hughes – Looks at both sides of a situation and try to come to a happy medium, doesn't second guess, evaluates both sides, can redirect after hearing both sides; CM Timmons – was not sure of the accuracy of her survey as she second guesses herself, but should trust her gut. She has benefitted by doing well in business, being well received, her style works in business. As far as Council, there has not been enough interaction yet, but she has been passionate over some items already; CM Treadway - he is a good listener; easy going, appreciates other's thoughts, has much empathy, feels he is a good team builder and works towards common goals with Council; CM Hamilton – has core values, bases decisions on those values, he is data-based, expressive, voices his opinion and states why, respects others opinions, speaks early on topics; CM Wendt – likes open communication, but will speak up when she is in disagreement, appreciates openness; VM McBrady – his style works for him, looks at overall picture and considers effect and long-term impact, people want to hear from him because they know he has given thought to issues; TM Kimball – must be doing something right based on her longevity, Council is accepting of her, works hard to fit in related to her culture, making Council successful is her job, thinks systematically, is considerate and helpful; Mayor Nolan – Listens to everybody before making decisions, holds back on comment in Council discussions till the end although he believes Council looks to him to speak first, for most part sits back and listens to pros and cons.

Aspects of your dominant style that may be potential trouble spots?

Mayor Nolan – former Council wanted to contradict what he said, current Council for the most part are very good listeners, the majority rules, he may sometimes go with Council if it is what they decide but will remind them later that is what they wanted; CM Treadway - may be too easy-going, goes with the flow rather than rock the boat, sometimes procrastinates, possibly due to no clear direction; CM Hamilton - sometimes when assertive he gets other people's backs up, knows from the past that you know how people are going to vote on issues, he likes to summarize; CM Wendt – was raised with an advocate in the household resulting in her wanting to get on her "soapbox" to share her viewpoints; CM Hughes – spoke of the current Council having the best communication in quite some time and working to bring the community together; CM Treadway – there was a former ill feeling in the community from the bickering; CM Timmons – comes from large family, had to learn to get along, the community is important to her and her passion is sometimes mistaken for anger; CM Hamilton spoke to all the Council Members wanting to do the best for the community, with that meaning different thing to each member; Mayor Nolan spoke of this being the best Council this community has had since the Town started.

Mr. Decker advised the Council that when the public sees Town Council misbehaving it is a call for a free-for-all and warned Council against disrespecting other Council Member during public meetings.

What specific communication challenges do you face in your everyday interactions?

Mayor Nolan – roads, having no improvement over the years; CM Timmons – encourages the public to attend Town meetings and referenced the horrible previous Town Council image as a challenge; CM Wendt – agrees with CM Timmons that people were not coming to Town meetings, but this has changed and she is recommending volunteerism; CM Hamilton – this is a bedroom community that wants to be a town, how do you achieve growth and maintain.

The discussion moved away from communication challenges with CM Hamilton sharing his opinion that if the public were to vote at this time on incorporation, he doubts it would pass. D-H is selling a lifestyle, if there were no incorporation, Prescott Valley would have taken over the area and the aquifer.

Mayor Nolan disagreed with CM Hamilton speaking of Prescott Valley previously having had an opportunity to buy the mine and take over the water. D-H needs to develop a water company for the town.

CM Hamilton spoke of the aquifer doing well, Blue Hills or Foothills is working on fractures and the deeper you go is a problem. People that were getting water previously are not getting any now.

CM Treadway spoke of a good standing for water except in the Blue Hills area.

CM Timmons said that you could sell the Town by saying that, if we incorporate, you have to promise the "rural lifestyle".

CM Hamilton said that the problem is that people did not think of the consequences to incorporating, only were concerned with stopping Prescott Valley. PV took the prime commercial area and a water tank. PV would have never taken in Foothills and Blue Hills, as it was too expensive. The Town is now stuck with no infrastructure. People want to stay rural, but there are no improvements.

CM Wendt referred to the Town having two superfund sites, no tax base and water issues. People thought all would be well if the Town incorporated

CM Timmons spoke that as a Town, water is most important, along with the roads.

VM McBrady spoke of information for the Town's Newsletter having been restricted by the previous Council. They had control and looked over it. If the newspaper calls, the Council has oversight of what the Mayor says. People in the community are putting out their private news as a result. VM McBrady does not know who it is, but believes this private newsletter may have had impact on the last election.

Public Comment - Mr. Decker introduced Eric Deniston, a guest from Mayer. Mr. Deniston is considering relocation to the area. Mr. Deniston shared that he conducts employee trainings, as well, and that it appeared to him that the Council was working together.

How might the TC members use this morning's information to improve communications and understanding while on the dais?

Mayor Nolan - in the past, Council members communicated, although not with the Mayor, he was treated like poison. He is hopeful that communication amongst the Council will

improve, moving forward; CM Treadway - from his personal standpoint, has learned other members' personalities and how they will react to situations, considers this like a truth serum gathering; CM Wendt - spoke of learning how to communicate with other members as a result of the profile discussion and that she and CM Hughes may be at opposite ends of the dais during meetings, but can communicate through eye contact during meetings; CM Timmons - was surprised at CM Hughes profile results; CM Hughes - indicated that he was thrown by the answers that were allowed in the survey and they may not have reflected his actual choices.

A member of the public, Ulys Brooks, arrived to the retreat at 10:50 a.m.

Mr. Decker shared with the Council Members that one of the most diminishing things to do is to "roll your eyes", when the public is sharing.

CM Wendt believes the public should have as much opportunity to speak as they wish and for longer lengths of time in meetings. The Council needs to be more transparent, especially, the Town Newsletter.

Mr. Decker spoke of working for the City Manager of Phoenix. One of the Mayors had a brilliant idea, but department heads rolled their eyes. The Mayor would sit in Council Chambers and allow any public member to speak five minutes or so, these were not official meetings. It was the Mayor's opportunity to hear their concerns.

Members of the public, James and Melinda Keenan, arrived to the session at 11:00 a.m.

Members of the public, Linda Horvath and Leigh Cliff, arrived to the session at 11:15 a.m.

CM Hamilton spoke on the Town Manager's monthly Coffee Hour for the public. The Council has to worry about Open Meeting Law requirements if speaking with the public. He stated regular council meetings are more for Council to take action. The public does not have the have right to speak on every topic, they are not elected officials.

CM Wendt expressed disagreement and wants feedback from community to make the best decision possible.

CM Timmons referred to Dumpster Days, recommending that Town Council Members could volunteer at it to have community contact at this event.

CM Wendt supports the Community bulletin boxes and encourages events such as root beer float socials, picnics. The Newsletter and Council Meetings are the only current communications she knows of.

CM Timmons spoke of the Newsletter having restrictions over the past few years, and that needs to be opened up so people can sell things or include an editor's column.

TM Kimball spoke of communication avenues such as the Newsletter, website, coffee hour with the Town Manager the second Monday of each month, a Facebook page that is being worked on and the Community Events Boards.

TM Kimball spoke of state law requirement that oversees some of these communications. The Newsletter is the municipal government publication, not a community publication or newspaper. Controversial subjects are a challenge. Better communication can achieve more trust.

A Staff member, Public Works Director Ed Hanks, arrived at 11:10 a.m.

Mr. Decker's next slide was Trust – It Makes a Difference - 1.) Firm belief in the reliability, truth, ability or strength of someone or something 2.) Acceptance of the truth of a statement

without evidence of investigation. Core Areas of Trust 1.) Predictability – being able to predict what others will do and the situations, not always positive 2.) Value Exchange 3.) Delayed Reciprocity – based on trust 4.) Exposed vulnerabilities

A Staff member, Community Planner Steven Brown, arrived at 11:16 a.m.

A member of the public, Dennis Repan arrived at 11:17 a.m.

3.1.3 Developing and Strengthening Trust (Trust, Teams and Expectations)

What creates trust?

Council Discussion – do what you say you are going to do; need to state what you are going to do and why; consistency

What impairs trust?

Council Discussion - not doing what you say you were going to do; incompetency; unethical; not complying to rules; gross example of mistrust

How is trust restored, once it is destroyed?

Council Discussion - It is difficult, sometimes never restored

3.1.4 The Power of Collaboration and Partnerships

Building Community Trust - What makes your community residents trust the Town and its leaders? Can you list some examples of how trust is increased? What is the reward for trust?

Council Member input - Chipper Days; Community Board; Enacted new members to the Board of Adjustment; Allow Public Comment at meetings – two way trust

Members of the public, Ted Brooks and Carter Brooks, arrived to the session at 11:28 a.m.

3.1.5 Risk and Relationships

What makes your community mistrust you? Can you identify examples where mistrust was generated? What is the result of distrust?

CM Treadway – When Council doesn't get along and takes it personal; CM Hamilton - Council may disagree but that shouldn't destroy trust. The Town is divided already, doesn't mean public speakers represent the entire community; CM Timmons - as a community there is no perfect answer for everyone, work together and have growth, need to get community involved again, she previously felt attacked at a Council Meeting and quit coming, people are starting to volunteer again; CM Wendt – the result of mistrust, they vote you out;

What does the term "expectation" mean to you?

CM Timmons - what I expect from my Council; CM Hamilton – be the best you can be

Mr. Decker summarized, "I tell you what I will do and I hear this. That is my expectation."

Who has expectations?

You; Your Spouse; Children; Boss; Employees; Your Community

How do you know what people expect?

Mayor Nolan - you talk to them, meet them at the restaurant to talk; CM Hamilton – community poll was sent out with an approximate 30% reply; CM Timmons – have to follow through on surveys.

Council discussion then centered on a 2016 community survey with Mayor Nolan speaking to the survey having had biased questions. Mr. Decker asked the Mayor, "Who composed the questions?" Mayor Nolan stated that the Town Council composed the questions. Mr. Decker recommended using local colleges for surveys. CM Hamilton explained that originally, a professional survey company was used, and then the Council added 8 to 10 questions and had Yavapai College compile the results of a new survey. VM McBrady advised that the college came back with recommendations and the Town Council did not take them. CM Timmons described the survey as having been very biased. CM Hamilton said he had a different view explaining that the college came back and recommended changing some questions due to ambiguity resulting in the college changing the questions against Town Council direction. CM Wendt added that there was a mailing error, which resulted in some non-residents receiving the survey. Vice Mayor McBrady spoke of the Council being split. CM Timmons spoke in support of the college's work, citing that it was the questions that were severely biased.

What process do you use to negotiate and manage expectations? 1.) Research/Understand 2.) Analyze/Clarify 3.) Negotiate 4.) Communicate 5.) Celebrate.

CM Hamilton spoke of money constraints which limits the ability to have give-and-take (negotiate) and CM Wendt spoke of the art of negotiation i.e. can't do it now, but maybe later, or set a date.

3.1.6 Strategies for Application of Information

Useable Knowledge - How can you take back and apply what was discussed today?

CM Hughes – quite a few things regarding communication and educating people; CM Hamilton - educate the public, people think things can happen that can't happen, he is still learning after four years on Town Council, training is helpful; CM Wendt - more public interaction such as coffee with citizens, ice cream socials, more training at League of Cities and Town; CM Timmons – education, open lines of communication, willingness to see other side of argument; CM Treadway - listening; empathy, communicating, best to insure others understand process and Council constraints, gray area, not black and white; VM McBrady - different ways to look at same question, hear others opinion, other ways to look at problems; TM Kimball – expectations; Mayor Nolan - all of it, hearing and communicating back so they understand your viewpoint and how it is decided with Council, don't take anything said about you personally, when you get personal you aren't doing things for the town.

Public comment was taken.

Ed Hanks, Public Works Director – trust in the Council will trickle down.

Steven Brown, Community Planner – hear the expectations of Council so he can help manage those.

Gina Treadway – introduced herself as a guest, having arrived at 11: 20 a.m.

Ulys Brooks – frequents Town meetings, believes Council is going in the right direction.

Ted Brooks – frequents Town meetings, Council needs to rebuild the trust for Town and Town Employees that has been degraded and eroded.

Carter Brooks – interested in the community, hoped to learn something from this experience.

Using what we learned this morning.

CM Hughes - another step toward community; CM Timmons - surprised by profile results with everyone clustered around center, seem to have different opinions that are voiced.

Lunch Break – 11:45 a.m. The Council broke for lunch at 11:45 a.m. and resumed the meeting at 12:45 p.m.

3.2 Planning Issues for Dewey-Humboldt: Protection, Preservation, Preparedness

Using what we learned this morning.

3.2.1. Challenges

What are you going to have to deal with in the next 12 months that will be controversial? What challenges do you face?

Council Input: Growth; Roads; General Plan; Water Company; Museum – Election/Rent; Animals; Development; Bringing Community Back Together – Trust

3.2.2 Opportunities

What opportunities can you see?

Council input: The challenges and opportunities look the same. Mr. Decker shared that threat and opportunity are on the same coin.

3.2.3 Strengths

What strengths do you have?

Council input: Communication; Good Budget; Reserve; Good People – Staff & Citizens (minds & hearts).

3.2.4 Liabilities

What liabilities/threats are pending?

Mr. Decker asked about the local tax base, which is sales tax of \$300,000 and described the growth of Winslow, AZ, which started with a statue and a park and the commerce that developed around it such as stores, a train station, hotel...

Council Input: Dog Park, Bathrooms; ways to get people to stop in D-H; Helicopter Pad; State Park at Smelter Site

3.2.5 Goals for the Planning Period

What controversial issues need your attention over the next 12 months?

The Council passed forward notecards with the following submissions for controversial issues: Old Bank Building; Museum; Animals; Historical District; Roads; Budget; Town Hall; General Plan; Restoration of Mayoral Position; Development; Water Company; Expand Infrastructure; Ethics Code; Nuisance Code; Animal Code (most controversial).

Mr. Decker inquired why the animal code would be the most controversial. CM Wendt does not believe it will be as controversial with this Council, as with the prior Council. Mayor Nolan spoke to the open, rural community and the past Council wanting to make it an issue to control livestock, etc. CM Wendt spoke in defense of animal rights and that people are moving to the area from more structured communities, the Californians being the worst. She also spoke of the ordinances having been incorrect. CM Hamilton spoke in defense of people and property rights and the need for conflict resolution. CM Hughes spoke of most

people having animals, that is why it is controversial. CM Timmons spoke of living in a country where you believe you should be able to have what you want on your property, should be able to have what you want, if it's not illegal. CM Treadway spoke of people wanting as many animals as they want, however, the person next door does not want to live next to a menagerie. Mayor Nolan spoke again of the openness of the area, wild animals causing dogs to bark, creating noise and people not wanting to hear this. Mr. Decker explained that this topic would not be discussed further at this session, but now Town Council knows what others feel is controversial, there has to be a process to deal with this issue, you just can't jump in on this type of controversial topic.

What will help?

CM Wendt - open meetings, transparency, and questioning why did some people move here. Mr. Decker advised CM Wendt her comment was "pointing fingers". Let it simmer. How do you move these strong feelings into an area that is productive? VM McBrady - spoke of the Newsletter, let there be an election, the yuppie side wants restrictions – the rural farm side wants no oversight, let the people decide. Mr. Decker pointed out to VM McBrady that letting the people decide was a "punt", and you lose control of the ball. If you have two extremes with no compromise, that is not a good solution. CM Timmons - use the newsletter more productively, ask the community to write letters and compile the results of the letters. Mr. Decker said this method would inform people there will be a discussion, put things on paper that need to be said contributes to a controlled experience, lets the Town Council know who is out there. CM Wendt - the Town has decided by the prior election, by wiping clean the Council and starting over – the Town has decided by wiping the slate clean. Mr. Decker noted, "You've already decided". CM Hamilton – there are people out there that don't show up at meetings but have raised fists, they have a voice too, but it is hard to tell who they are. CM Timmons - she is one of the silent majority, is here on behalf of the others, in silent majority, and is tired of having her rights taken away. This is why she ran for Council, spoke of restrictions wherein people can't bring a vehicle home and park in their driveways and having lost many Newsletter readers, but recommended putting something in the newsletter encouraging people to write (letters).

Mr. Decker asked TM Kimball if they need to take a comprehensive look at the Town Code. TM Kimball explained the Town Code was originally taken from the County because they needed to start somewhere. Many facets are the same for Chino Valley, Dewey-Humboldt and Yavapai County. The Town has made many revisions to the Code. There are many different sections to the Town Code. The Land Use section is not out of the ordinary, it came from the County. In five years' time, there were no amendments to Land Use. Mr. Decker spoke of the possibility of scheduling for the General Plan meeting. Mr. Decker inquired if the animal code was taken in under the General Plan process, rural vs urban; then go back and revise municipal codes. Mayor Nolan feels that this will be covered under the review of the General Plan. The previous General Plan was approved by the Council, not by the Public. TM Kimball explained that the initial General Plan was sent to voters twice and failed, so it had to be approved by the Council. CM Hamilton noted that the General Plan has to be general and this type of talk about rights/animal rights is very specific, has to be code, not specific in the General Plan. Mr. Decker inquired if they think they will ever find a solution or a compromise. CM Timmons believes if they try as the new Council, approach with an open mind, there will be a solution that suits a portion of the town. She referred to Grandfather Law, some people having been here 40-50 years and are being told they can't have their animals and there will not be 100% all the time, maybe

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80/20. CM Treadway feels the key to a solution is to find common ground to have the best interest of the entire town.

Mr. Decker spoke of finding a good enemy that each party can mutually hate like a common enemy. There doesn't appear to be a good enemy and there are extremes on both sides – sit down and come up with a solution that hasn't been thought of.

Process of controversy

VM McBrady - during the last election the people came together and said the problem was this group (former Town Council). They don't understand what happened to this day. He referred to what CM Wendt spoke of, that there are people coming up with an animal code that will work. This new set of codes will work. We are close to that. Mr. Decker inquired if there was a group working on the Code. VM McBrady confirmed this. CM Hamilton feels that there will be the ability to work together. The Council can get this accomplished. Communication helps, but it can't be changed overnight, need to look at the future and the past.

Public Comment

Ulys Brooks – In the mid 60's they [Yavapai County] went to Scottsdale, and brought their ordinances back and we've been fighting them ever since.

Ted Brooks – There is public outcry for all the Codes to be changed. They shouldn't be based on other towns. This is a rural community and the Codes should reflect that. There is a Witch Hunt looking for violation codes. Mr. Decker told Mr. Brooks that he would give him 30 more seconds to come up with a process. Mr. Brooks replied form a committee to work on the Town plan, throw out all codes now, write codes that only pertain to DH, the Town Code written so every citizen can understand.

Mr. Decker requested the Council tell TM Kimball what can be done. CM Hamilton – the last Council punted because of controversy. CM Hamilton - in actuality two Council Members were replaced, and one of the former Council Members lost by only 18 votes. There is still division in the Town. CM Timmons - proposed to put a publication in the newspaper looking for volunteers that would discuss and bring results to the TC and give results of what is wrong with codes. She was not aware of the group that VM McBrady mentioned.

Mr. Decker inquired if the group working on the Animal Ordinance was Council-endorsed. VM McBrady - this was not a group working at the direction of Council, but they do have some expertise in the area and can present to the Council. This group is working on the Animal Ordinance only. CM Timmons - recommended they present it to the Council and see if that is something they could work with. TM Kimball -spoke of CM Timmons' proposed group reviewing codes and bring input back to Council and that Staff could help Town Council set up a committee, that direction could be supported. CM Hamilton - got into a problem with one side shouting down the other side, there was no communication, ended up in worse shape than they ever started with.

There was further Council discussion regarding convening a group made up of diversified people, some for animals, some against, and a neutral party in the middle. Mr. Decker recommended soliciting people to write letters about their positions. Mayor Nolan said letter writers are too busy to be involved, hard to get people involved and recommended that the Community Planner serve as the neutral party in a group. CM Wendt recommended passing something around at Council meetings seeking volunteers. CM Treadway promoted the five-member committee made up of 2 pro, 2 con, 1 neutral parties. Vice

Mayor McBrady spoke of the past few years and the restrictions that were placed on the Mayoral position. Mr. Decker redirected VM McBrady toward working on the process, VM McBrady said he wasn't finished and then discussed the animal codes, that there were old-time ranchers vs. new people, dog-barking issues. He then spoke of the old Council moving onto the Ethics Code and making more changes than necessary, resulting in the Ethics Code being used against people as a punishment. The new Council wants to go back, look and see if they need change, make them more neutral. He supports the proposition of the new five-member group regarding the animal codes. If it works with the animals, then they can use this method to look at Ethics and the Town Code.

Mr. Decker recommended taking something brand new, take something that was close, take something manageable and come up with a starting point, take one issue at a time and apply this process.

CM Timmons did not know there was a committee already going; the Newsletter doesn't work, as the people in the community are afraid to approach the Council for fear of retaliation through complaint violation process.

Mayor Nolan recommended a small group look at one issue at a time and come back with a solution. A neutral person should be the planner. Try it on a small ordinance and then work on others.

CM Timmons said that she did not feel the Town Planner should serve as the neutral party in the group; it should be a totally neutral party. The Planner has an agenda, as he works for the town, dealing with fines and things that come through the Court. He would not be fair and objective.

Mayor Nolan indicated these issues as having been Council-related; it wasn't the Planner. It was the Council. He doesn't live here and would be a good facilitator. A community member would be biased.

CM Treadway feels Council Members should not be involved, as it would be political. The Community Planner would be objective.

VM McBrady disagreed and could come up with reasons why the Planner is not the right person but said he would not share the reasons in this setting.

Mr. Decker – recommended that the Town Manager decide this issue.

Mayor Nolan said there was no reason not to use the Community Planner.

Mr. Decker again recommended that the Town Manager and the Community Planner should decide the process

CM Timmons meant no offense to the Town Manager or Town Planner, but if 10 volunteers came forward, how could there be assurance that there would be a neutral balanced committee

Mayor Nolan explained that the Town Manager does not look to make money from fines, etc... Town Council does that.

CM Hamilton stated that the Town has to have some control over the committee. The Town has to be involved or there is no credibility.

CM Wendt spoke of sitting for 2.5 years at Town Meetings, at times she told the Town manager to "do your job". After actually working with them for a short time, she would trust the Town Manager or the Town Planner to run the committee.

VM McBrady spoke again that the process of picking out the neutral person is most important and again referred to the Community Planner not serving in this role.

TM Kimball recommended agendaizing this matter to get more specific details as the overhaul of the municipal code is a tremendous job. Maybe, start with the Animal Ordinance, as dealing with the whole code would not be productive.

Mr. Decker inquired if TM Kimball could develop the questions regarding the process, draft the process. Start with animal issues, small parts of the Code at a time.

Mayor Nolan commented that this all boils down to trust.

Public Comment:

Ted Brooks – have a committee co-chair position with Town Manager and Town Planner

Ed Hanks – receive communication from everybody and use this as the springboard for Council, Staff and the Community.

Mr. Decker requested a volunteer to facilitate the next portion of the meeting. Mayor Nolan volunteered. The topic was Development, which was viewed as being controversial.

CM Wendt spoke of food stores, pharmacies, located close to highways, which would increase sales tax base. Mayor Nolan asked how long she thought that would take. CM Wendt referred to tax breaks. CM Timmons spoke of tourism and questioned how far down Highway 69 towards Mayer does the commercial district run. Mayor Nolan mentioned a State Park, museum, and commerce. CM Treadway spoke of great pride in the rural country setting and he is not against development as long as it is well thought out and planned. Progress or growth for the sake of growth only will rob the community of its identity. VM McBrady spoke of the smelter site being so contaminated that the State won't touch it; you put your name on it you are stuck with the repercussions of clean up.

Mr. Decker advised to let the record show that VM McBrady's statement was the description of the controversy, this was not the direction of the group, as he was talking about substance not process.

CM Hamilton spoke on not understanding why this (the smelter site) is the Town's challenge.

CM Timmons inquired if there was any commercial property on that end of the town, away from the Superfund site, on Hwy 69. Mayor Nolan described the area for CM Timmons. CM Timmons recommended a dog park and bathrooms up past the Legion. Mayor Nolan explained that it was a residential area.

Mr. Decker asked if this topic was actually a controversy.

Mayor Nolan confirmed this citing the contamination.

CM Hughes noted they were missing the big picture, all development, was the issue. The current development is supporting Prescott Valley every day.

Mayor Nolan spoke of a grocery store and there was discussion regarding locations, size and controversy. CM Hamilton said the Mayor was just arguing his point, not addressing the process. There was further discussion regarding the superfund site and grocery stores.

Mr. Decker gave Mayor Nolan feedback on how he did trying to nail down a process. Mr. Decker said that Mayor Nolan was pulled into the content because he cares, noting the profile characteristics of high direct and systematic. Mr. Decker asked the group, "What did the Mayor do right?" He had the courage to get up and lead and involve the Council,

however, Mayor lost the focus. Mr. Decker asked the Mayor if he thought he could extract himself from his personal viewpoint, noting that it is hard to separate yourself.

Why is the budget controversial?

CM Treadway - because each person has their viewpoints on how to spend money. Mr. Decker recommended a chip system where each Councilmember gets chips representing \$ and they have to place chips according to their priorities. Although the budget could be discretionary, he did not see it as controversial.

Why is the Bank Building/Museum controversial?

CM Timmons – it is an historic building, the Town is helping museum pay rent. Some Councilmembers think it is being purchased just for the museum, and not strictly municipal; CM Hamilton - it is being voted on and the Town is deciding, not controversial; VM McBrady – the museum is still controversial.

Purchase Town Hall

CM Wendt – our hall is perfectly good, why put our little town in big debt; CM Hamilton – it is rented, too small for Staff. If a new building were built there would be a 15-year return on investment, the current Town Hall has no investment return; CM Timmons - where are you proposing to put the Town Hall citing that she has no dog in that race; CM Hughes – as a business man knows your own structure should be your priority. There is over a half million dollars gone in rent; Mayor Nolan – the Town should buy the museum.

Mr. Decker reminded the Council to work on the process. Mr. Decker advised that if it is a controversial issue; to not let it eat at you. Councilmembers should not take it personal. Could be addressed at a work session.

CM Hamilton recommended discussing it at a budget work session; TM Kimball said both, it could be discussed in advance at a work session and during the budget sessions; CM Timmons asked if the current Town Hall building is up for sale. Mr. Decker said it was not a good idea to discuss real estate in this session. CM Timmons said that would be her first question. VM McBrady spoke of a previous Town Hall facility study resulting in a building cost of up to \$10 million dollars, that another study could be requested. CM Hamilton spoke of another study being a waste of money, and that the Town came back with a different building proposal of \$500K. CM Wendt advised that the survey was not supported well; the purchase of a Town Hall was supported even less. \$500K was just a building shell and they wasted \$12K on the study. Mr. Decker asked how this discussion speaks to the process. CM Treadway recommended taking a vote and seeing how to proceed with public input along the way. He agrees with CM Hughes and the need to build on the Town's property. CM Hughes does not want to spend millions and a proposal to hear of building a Town Hall is understandable, if it's in the budget great, if not, a later date. CM Timmons noted that when it is brought to a work session questions would be, how much to maintain, landscape, if an A/C unit goes, how much to replace? CM Hughes recommended Staff bringing forth these ideas and information, paying for another survey is unnecessary. CM Treadway spoke of the lease on the current rental expiring next year and this is a good time to consider options. CM Timmons inquired how large the Town property is and the cost. TM Kimball spoke of presenting information, just the facts at a future meeting. Mayor Nolan said that he could lead a facilitated discussion with no dog in race.

Mr. Decker brought forth the topic of water supply. If the Town wants growth, they have to move on the water. If you don't want growth, don't improve the water system.

VM McBrady shared his viewpoint on the maintenance of the private roads in the Town. Mr. Decker moved the topic card "Roads" to join the topic card "Town Code". CM Wendt agreed with VM McBrady saying the Town could lower the standards of road maintenance required before being taken on by the Town. TM Kimball spoke of the legalities involved including transfer of ownership challenges. CM Timmons suggested throwing the names of roads in a hat, pull a couple out and work on those first. The Public Works Supervisor does a good job; he can do this. CM Hamilton pointed out that you can't do private roads, as it would break the Town. VM McBrady replied that you don't have to do all the roads. CM Hamilton spoke of the Town going to have to start pulling from the General Fund, when the HURF Fund is exhausted.

Mr. Decker said he would put together a table of the items viewed as controversial. Each issue would require a separate process.

What might we do to use what we learned today?

Mayor Nolan – Lots of topics to be discussed at Town Meetings, not all at one time, would be manageable; CM Wendt - somebody's got to do the CAARFs; CM Timmons - all these things have been covered before and are controversial; CM Hughes – with communication and discussion they can be resolved.

Mr. Decker spoke of a different seminar he facilitated where they came up with the following techniques to improve communication:

Because the leader of the group has the formal responsibility of assuring frequent, high quality communication, I will use the leader as a sounding board to test ideas and discuss any difficulties I might encounter. In return for my commitment, I expect the other members of the policy team to reciprocate as follows: If you have concerns that involve me, I expect a call as soon as possible. Likewise, if you have concerns about other members, you need to call them. Rule of thumb – If you have a beef with another Council Member, take it directly to them or have the Mayor serve as third party between the two involved Council Members. Keep any public comments you make focused on the issues and not toward other members of the policy team. If the press approaches you, follow Council guidelines. Don't let me be surprised. If you know something will have an effect on an issue I have an interest in, let me know. Don't passively accept being misquoted. Do not say anything negative about a partner behind his or her back. Mr. Decker recommended that Council show up prepared having reviewed materials and that it is frustrating when this does not occur. Respect each other's personal and physical space. A Staff Member should return telephone calls and contacts from Council Members (or the Town Staff) as soon as possible that day, but under any circumstances within 24 hours.

TM Kimball explained the chain of command. If a Council Member goes to a Town Staff member on an issue, they should let the Town Manager know. Mr. Decker explained that Council Members should go through the Town Manager on Staff issues and shared the following helpful guidelines: It is about communication. Do not instruct Department Heads. Council's job is to set policy. The Town Manager's job is to manage Staff. Final solutions and follow-up will depend upon the situation and agreed upon deliver times. Emergencies noted by the Council need immediate attention. Staff needs to meet agreed deadlines for deliverables. Council will be clear on their expectations for delivery time and deliverables, and not over prioritize issues and needs. Recognize Staff has other demands on it, including demands from other Council Members, and there are few true "emergencies". Treat Staff as professionals and with respect. Follow the Golden Rule. What we do today affects tomorrow's interpersonal effectiveness.

What might you do to use what we learned today?

Mr. Decker spoke of the Council doing a good job in today's retreat session.

3.2.6 Next Steps (Getting things done)

Who will take responsibility?

TM Kimball – Extensive study session between Staff and Council to address the issues brought up today. The budget will be worked on. Some Council Members may be interested in submitting CAARFs on items related to today's discussion. CM Hamilton (to Council) if you feel strongly, submit a CAARF.

When will we check on progress?

Mr. Decker said that it is a challenge, and it will have to be agendized. Work sessions are the easy way to agendize. He recommended a five-minute discussion regarding "how we are communicating" at the beginning or end of meetings.

Mayor Nolan spoke of his surprise at the distrust of Staff that came out during this session reminding Council that the Staff works for the Council and that Council directs them. CM Timmons said she "didn't hear that". CM Wendt spoke of learning of Staff's knowledge and skills and not realizing that previously the Staff was following Council's direction, back when she told Staff to "do their job". CM Hughes said that the previous distrust from the Community was due to the lack of communication and the lack of education contributing. Citizens don't know the law. Staff has the power to make it a good scenario, or make it "my way or the highway". More people are getting involved; therefore, it is getting better. TM Kimball appreciated the openness of this forum and advised that any citizen complaints can be referred to her. She spoke of the current Town Staff as great people. CM Hamilton said that no one knows all of the Town Code, but Staff does. Refer citizens with issues to the Town Manager who can explain why certain things are done a certain way. Sometimes you can create a bigger mess, as a Council Member, refer them to the expert. Mr. Decker supported this summarizing, "I don't know, let's find out." CM Timmons hopes broken fences can be mended. Community members are afraid to express their views due to retaliation. She does not want to be part of this as a Council Member. Mayor Nolan cited that trust issues have been going on since Day One. People don't trust Council, Council doesn't trust Staff. I think it is going to be better. Council now is much more open-minded. CM Timmons spoke of Staff getting a bad rap because they are associated with the former Council. CM Treadway said there are many misconceptions out there regarding government, but there are anarchists that will never be pleased.

Session Wrap-up and Evaluation

What did we do right today?

CM Hughes – communicated well today, discussed hot topics, what to look for in the future; CM Treadway - open with one another, going forward to deal with fellow CMs on controversial issues; CM Wendt - involved the community; Mayor Nolan - surprised there weren't more people to observe and learn how we are trying to work together. This is the best thing the Council has done for themselves in a long time. CM Hughes – a member of the previous council said this retreat would be a waste of time, but he showed up, even if only for a few minutes. CM Hughes did not think this was a waste of time.

What would we change if we ever did this again?

Mayor Nolan spoke that it would be a different facilitator, if they do it again. CM Hughes spoke of receiving a different perspective.

Mr. Decker inquired if the Council Members had any comments to share with each other. CM Timmons did not have comment; CM Treadway - looking forward to working for the best of the community, may not always agree with other Council Members but will respect your viewpoint; CM Hughes – we are individuals, but as a group can better the Community, we won't always see eye to eye; CM Hamilton did not have comment; CM Wendt – don't take things personal, looks forward to working with each other; VM McBrady – agrees with CM Treadway regarding respect; Mayor Nolan – speaking for the Council he was impressed with the presentation and the system, thanked Mr. Decker for coming out of retirement.

Steven Brown, Community Planner – appreciated the time with the Council, looks forward to working with the new Council, lay out their programs, and he will address them.

Ed Hanks, Public Works Supervisor – with thoughtful communication and consideration anything can be accomplished. He is here to help Town Council with their program.

Public Comment

Ulys Brooks had a good time and enjoyed lunch on the Town.

4. **Adjourn**. Mayor Nolan adjourned the meeting at 4:16 p.m.

Terry Nolan, Mayor

ATTEST:

Judy Morgan, Town Clerk