

"HUB OF THE SOUTHWEST"

465 1st Avenue

P.O. Box 970

Holbrook, AZ 86025

Holbrookcity@ci.holbrook.az.us

Telephone 928-524-6225

Fax 928-524-2159

AGENDA
CITY COUNCIL WORK SESSION
APRIL 17, 2018
6:00 P.M.

The items listed below are for discussion.

- A. Holbrook City Council Strategic Plan/Goal Setting/Visioning.

Dated this 12th Day of April 2018


Cher Reyes, CMC, CPM, City Clerk

1 MINUTES OF THE HOLBROOK CITY WORK SESSION
2 HELD ON APRIL 17, 2018
3
4

5 CALL TO ORDER:
6

7 Mayor Tyler called the meeting to order at 6:00 p.m.

8 ROLL CALL:

9 Mayor Bobby Tyler, Vice-Mayor Wade Carlisle, Councilmember's Francie Payne, C.J.

10 Wischmann, Tim Dixon, Earl Kester and Richard Peterson.

11 ROLL CALL CITY STAFF:

12 City Manager Randall Sullivan, Community Development Director Kathleen Smith and

13 City Clerk Cher Reyes.

14 GUEST:

15 Jason Foutz, Associate Vice President of NPC
16

17 STRATEGIC PLANNING/GOAL SETTING/VISIONING:

18 Manager Sullivan stated that Community Development/Events Coordinator Smith and Mr.

19 Foutz will handle the majority of the strategic planning session this evening. Manager Sullivan

20 stated that he is going to switch up Ms. Smith's duties to have her assist with this planning and

21 help with Council. Community Development/Events Coordinator Smith welcomed the Council,

22 thanked them for participating in both the meeting and by meeting with her beforehand. Ms.

23 Smith then introduced Jason Foutz as a guest facilitator for this evening. Mr. Foutz stated the

24 work session goals were to have open, honest, healthy conversation, discuss important topics

25 and hopefully updated the City's priority plan. Mr. Foutz asked that the Council be civil to each

26 other and to show respect and common courtesy. Mr. Foutz stated that the Council should

27 determine who the City is, where it is at today and where Council wants it to go. Mr. Foutz

1 stated that the Council should list their top 5-10 priorities and then they will need to fund them
2 during the budget. Mr. Foutz stated that it will be very important for Council to revisit the plan
3 to make sure it is being followed or to revise it if necessary. Mr. Foutz stated that Staff needs
4 to understand the strategic plan and why it's important. Ms. Smith said that Holbrook is unique
5 and different from other cities so we should not compare ourselves to other cities. Ms. Smith
6 stated that we need to focus on our uniqueness. Ms. Smith stated that the priorities that she
7 got from Council when meeting with them individually were as follows: beautification (7
8 persons) code enforcement/planning and zoning (6), historic/downtown district (5)
9 infrastructure (4), better communication between staff and council, staff and community (3)
10 and strategic plan (4). Ms. Smith stated that once the priorities are set and they get budgeted
11 she is confident that we can get them accomplished. Ms. Smith asked that Council focus on
12 our strengths rather than our weaknesses. Mr. Foutz stated that the difference between a
13 dream and a goal is that the goal is written down. Mr. Foutz said that the goals could be
14 divided into short term (1-3) years and 10 Year goals. Vice Mayor Carlisle, Improve main
15 corridors; Councilmember Payne, increase job opportunities; Councilmember Peterson,
16 develop heavy industrial park; Councilmember Kester, educate the tourist industry employees
17 so that they are good resources for information, give them a knowledge of the areas;
18 Councilmember Dixon, install kiosks and create catchy brochures. Councilmember Payne
19 agreed that we need a better presence at motels and restaurants but said it seems that this a
20 Chamber function. Councilmember Dixon stated that 140,000 vehicles go by on I-40 per day
21 and we need to find something that will get people to stop. Councilmember Dixon stated that
22 he feels we have no marketing saying that a picture is worth a 1000 words, Councilmember
23 Dixon also discussed the Sister City program stating that we could use this to get foreign

1 students to attend NPC. Vice-Mayor Carlisle stated that he has been thinking the City should
2 be pro-active and start working with ADOT to get them a portion of the heavy industrial park
3 for the by-pass which will eventually happen. Mr. Foutz turned the time over to Councilmember
4 Dixon who presented a power point to Council identifying areas that he would like changed
5 and with suggestions for change, most being modeled after Pueblo Colorado. Councilmember
6 Dixon discussed perhaps becoming a Sister City with a city in Japan and/or other countries.
7 Councilmember Dixon stated that the City needs to set the example and not appear as they
8 don't care. Discussion was held on how the purposed fishing pond could add greatly to the
9 west side of town and improve that area. Manager Sullivan stated that Staff will compile the
10 plan and bring it to Council to adopt in the next couple of meetings. Mr. Foutz summarized
11 what he understood as being priorities from the Council as: Beautification, Code Enforcement
12 and better communication between Staff and Council.

13 ADJOURNMENT:

14 There being no further business to come before the Council at this time Councilmember
15 Peterson adjourned the Work Session 7:49 p.m.

16

17



18

Bobby Tyler, Mayor

19 CERTIFICATION:

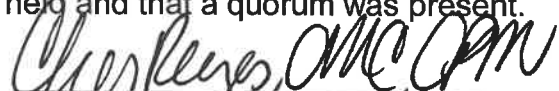
20 I hereby certify that the foregoing minutes are a true and correct copy of the minutes of
21 the work session of the Holbrook City Council held on the 18th day of April 2018. I
22 further certify that the meeting was duly called and held and that a quorum was present.

23

24

25

26


Cher Reyes, OMC, CPM, City Clerk

City of Holbrook
Strategic Plan 2018 - Draft

Questions asked by council?

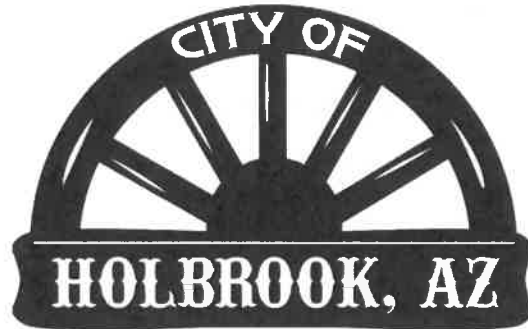
- What's our brand?
- Who are we trying to attract?
- What do we want our town to look like?
- What's our focus?
- What's our priority?
- What's our short term goals?
- What's our long term goals?

Council overlap on goals (more than 3 members)

- Beautification
- Code-Enforcement/Planning and Zoning
- Historic/Downtown District
- Infrastructure - Water, Sewer, Streets, Broadband, Natural Gas, Utilities etc.
- Strategic Plan
- Better communication between staff and council, staff and community

Additional Goals

- Partnership with other entities, i.e. schools
- Tourism
- Promote courthouse/tourism
- Historic Statue
- More micro-parks
- Swimming Pool improvements
- Recreation
- More murals
- More Neon
- Help new businesses
- Sewer Bottleneck
- Good HR Program
- Quality of work
- Privatize golf course



Strategic Planning Session 2018

Work Session Agenda

- Welcome and Opening
 - City Administration & Facilitator
- Setting the Stage
 - Strategic planning and perspective
- City Council Discussion
 - Identify projects, ideas, opportunities, and roles
- Discuss next steps

Process and Work Session Goals

- Open, honest, healthy conversation
- Discuss important topics
- Update the city's priority plan

3

Rules of Engagement

- Open, honest, healthy conversation
 - Civil discourse
- Respect/Common Courtesy

Strategic Planning Common Sense Definition

Strategic planning is a deliberate and intentional decision to engage in a discussion about:

...who you are

...where you are today

...where you want to go

...how you plan to get there

5

Value of Effective Strategic Planning

- Decision-making tool to assist you in making choices about your city.
- Leadership tool to assist you in identifying and establishing strategies and goals for your city.
- Management tool to assist you in operationalizing your plans and identifying individual accountabilities.
- Communication tool to inform others about where you believe the city is today and where it plans to go in the future.

Premier City Governments

- Plan for the future
 - Balance short and long term resources and priorities
- Understand roles and expectations
 - Duties and responsibilities are made clear
- Strive for efficiency and effectiveness
 - Implement defined structure and operating models
- Place an emphasis on communication
 - Both internal and external
- Share common values
 - Respect individual opinions, work to seek consensus

7

Role of Elected Officials

- Be the champion
- Set the stage – identify expectations
- Allocate resources and time
- Partner with staff (and stakeholders)
- Commit to implementation
- Determine levels of accountability
- Periodically review the Plan

8

Role of the Staff

J

- Understand the value
- Simplify the process
- Support the Council
- Accept outcomes
- Be accountable
- Integrate in operations
- Immerse in the culture


9

Distinctiveness of Holbrook

K

If you were asked by the League of Cities to write an article identifying the five top qualities that make the City of Holbrook distinctive, what would you write?

10



What's our brand?

Who are we trying to attract?


What's our priorities?

What's our long term goals?

What do we want our town to look like?

What's our focus?

What's our short term goals?



We have many oars in the water and a lot of positive energy in the community.

Where do we invest our limited resources to maximize the time and money we have to invest in our City?

12

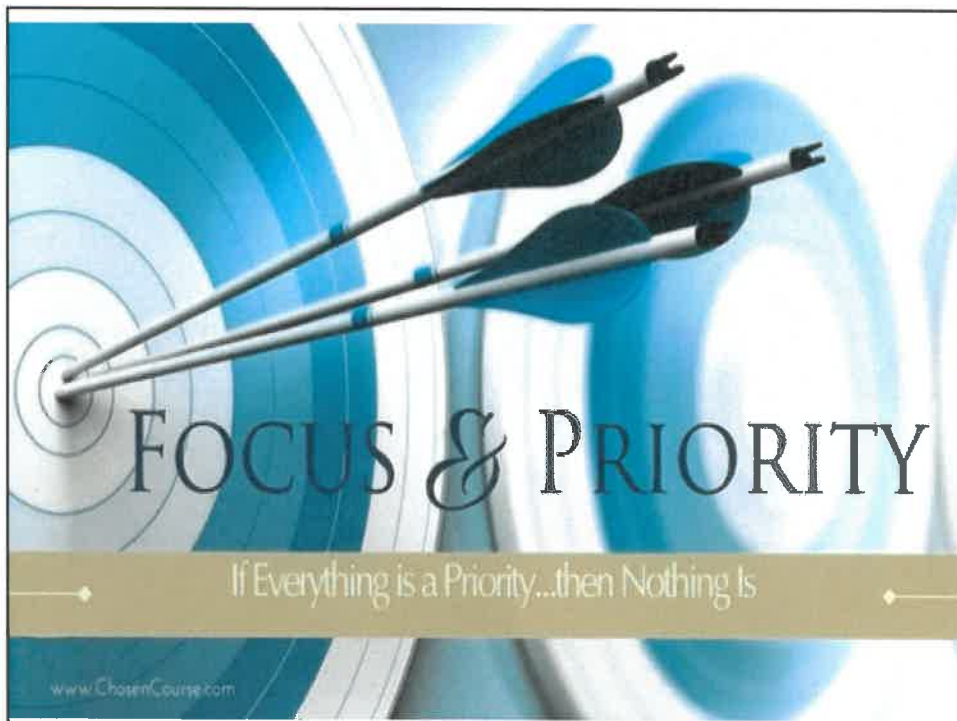
PRIORITIES

- 1.
- 2.
- 3.



- Strategic Plan
- Better Communication
- Historic/
Downtown District

- Infrastructure
- Beautification
- Code Enforcement/
Zoning & Planning



<u>Additional Concerns</u>	
<ul style="list-style-type: none">• Better marketing, billboards, improve website, business directory, etc.• Entice Micro-breweries to town• Keep after retail• Lighting at train depot• Partnership with other entities• Tourism• Promote Courthouse Museum• Historic Statues – Hashknife/Commodore Perry• More Murals• Emergency Management Plan i.e. Senior Center	<ul style="list-style-type: none">• Swimming Pool Improvements• More Micro-Parks• Recreation• Help New Businesses• Sewer Bottleneck• Good City HR Department• Quality of Work• Privatize Golf Course• Business Incentives• Cost Analysis per project• Sister City• Develop Street from LDS Church towards shopping center• Investigate hospital contract – BIA Hospital

You can focus on things that are barriers or you can focus on scaling the wall or redefining the problem.

— *Tim Cook* —

US

Every single day you make a choice.

Short Term Outlook: 2018- 2021

- Identify short term goals and projects

17

The Future – to 2028

- What dreams and aspirations do you have for your community?
- What issues or projects are on the horizon that you will make decisions on (1 to 3 years) that will remain in place in 2028?
- What are your legacy decisions that you can make *today* that the 2028 Council will compliment you on?
- What services do you provide today that you know will either not be provided or will be done differently in 2028?
 - Partnerships and collaborations

18

Implement the Plan

- Adopt the plan
- Assign responsibility
- Connect with resource documents (budget, CIP, etc.)
- Integrate the plan into your business practices
- Communicate with staff and public
- Use during budget process
- Provide regular updates
- Conduct an annual review

19

Roles

- What are your expectations of the City Administrator?
- What are your expectations of staff?
- What are your expectations of the Mayor?
- What are your expectations of the City Council?
- What are your expectations of the various Boards and Commissions?

Mindset

“Coming together is a beginning, staying together is progress, and working together is success.”

Henry Ford

21

