

**(Corrected) MINUTES
COUNCIL RETREAT
Yavapai College Camp Verde Campus
321 W. Apache Trail
June 23 & 24, 2009 9:00 a.m.**

**Minutes are a summary of the discussion. They are not verbatim.
Public input is placed after Council motions to facilitate future research.
Public input, where appropriate, is heard prior to the motion**

Present:

Mayor Bob Burnside, Vice Mayor Bob Kovacovich, and Councilors Baker, Garrison, German, Roulette, and Whatley

Also Present:

Town Manager Michael Scannell, Town Clerk Deborah Barber, and Presenter Lance Decker

1. Welcome and Opening Comments

• Review Retreat Agenda

Mayor Burnside welcomed Council members & reviewed the agenda. He thanked Mr. Decker for coming and that he was looking forward to learning. We will discuss Town issues, but will not be making any decisions.

Town Manager Scannell thanked everyone for being here, noting there was a unique opportunity to chart the course for Camp Verde over the next two years. Mr. Decker's experience will help you to move forward.

• Charter and Objectives of the Retreat

Mr. Decker said it was a pleasure to be back and that we are 180 degrees from the feeling he was getting now as opposed to two years ago. We are night and day, congratulations! You are ready to start a journey afresh. You have tremendous assets and we will learn how to put those to use over the next two days. We will discuss current issues, identify productive ways to collaborate, and develop short-term actions needed to move into the future. Through controversy, we can move toward resolution. The public thinks it is simple, but it is not simple. It is complicated because you are dealing with everyone's interests. You will learn things from this meeting that you can take into your meetings.

The New Policy Team: What do we need to know about each other?

Council members wrote something that no one knows about them and a priority for Camp Verde that they would like to accomplish in the next two years on a card. Decker placed the cards onto a storyboard and then reviewed the comments.

Scannell said that he is taking a Spanish class because he wants to speak Spanish fluently. He grew up in San Francisco in the Sunset District. He is the eldest of seven children in an Irish family. Both sides of his family are Irish. The most unusual job he has ever had was on a merchant ship traveling to Southeast Asia the day after he graduated high school. He spent every summer in college doing the same thing, traveling the world. He served as an enlisted man in the Navy as a radar person, serving in Europe and the Mediterranean. It was a great experience. His goal is to revitalize downtown Camp Verde. It would be a place where people would gather. Council could capitalize on the rural western

character and support development that is tasteful. You will know it is what it is meant to be by the feeling of vibrancy, ability to sustain them.

Carol German is the 13th of 14 children and grew up in Phoenix, and as a result, is spoiled. Her most unusual job was out of high school; she worked for a drapery company and in college worked in the Phoenix Parks and Recreation. She would also like to see the downtown revitalized, jobs, street improvements, there are so many. Would like to see our system of government improved to get everyone on the same page.

Robin Whatley has been to Australia, Asia, North America, and Europe and would like to see the other three. She grew up in Chino Valley and it was a small town. She saw how Chino Valley changed and she knows that she could never live in a big city. They built a road through Chino Valley and it killed the community. There was no longer a central focal point, all the founding families left and with them, their sense of character, and Chino Valley became a suburb of Prescott. She has not had odd jobs, but has children from age 30 to 17. When she first became a teacher, her lesson plans were put on a small sticky note and it worked.

Decker said that we are standing on the shoulders of those that came before us and it is up to Council to decide where to go next.

Norma Garrison road a mule into the Grand Canyon and grew up in South Phoenix without electricity and running water. Her goal is to rewrite the Town Code, as she does not believe her Town is protected.

Pete Roulette grew up in Gettysburg, PA and had a black lab named Dixie. The small Town affected him. He felt that being on Council was odd, as he was never involved in government. Decker explained that human beings must have community to survive; everything they have is contractual; and governance. Pete's oddest job was washing dishes in a restaurant, which he still does and was a housekeeper in Death Valley. His goal is to restore faith in their government. Decker said that he could do that in two years if he put all his efforts toward accomplishing his goal. Pete said he moved to Arizona in 1993 and lived in Dewey, living with solar power & capturing rainwater. He moved to Camp Verde in 2001.

Jackie Baker traveled to Niagara Falls at age 10. The majesty and the sound of the water stayed with her all these years. She was a carhop in her younger days in the Texas Panhandle winters. She grew up in Indianapolis and moved to Phoenix at age 13. She married into the Air Force and traveled to Tokyo and Bangkok. Her goal is downtown redevelopment. Went to a seminar that taught, start from where you are and remember who you are. I love the little shops and I want the businesses in downtown that can serve our citizens and the tourists. Decker said that came up repeatedly, serve our citizens, and do not make them go to Cottonwood.

Bob Kovacovich played the tuba in the High School band. He grew up in Camp Verde and was in the band from 4th grade on. He started with the trumpet and went to the tuba. Growing up in Camp Verde was good, he knew everyone. His most unusual job was packing apples at Slide Rock. His priority is downtown redevelopment. He will recognize the success when businesses are opening rather than closing. Main Street used to be a happening place.

Bob Burnside wanted to be a doctor. When he grandmother died, he started reading medical books. I used to know the names of all the bones in our body and the organs. When I was 15, we moved to Arizona from Ohio. He saw the doctor grab his mother's broken leg and he decided not to be a doctor. I learned that you do the chores, take care of the animals first, and then you eat. You take care of the

animals and you will have food. I learned to be responsible; I learned to fix the shovel and to use old boots to fix broken door handles. His most unusual job was a cook at the Las Vegas hospital. I went to Vegas with \$100 and needed to find a job to get a bus ticket home. I needed a job for two days and ended up staying 1 and ½ years. I would like to correct the Town Codes. Before we can continue, I would like to review all of the Codes so that we know what we are doing and at the same time, turn the telescope around so that we can see the big picture.

Here is what I learned in my telephone calls

Decker presented a summary of the telephone calls and e-mails with Council. A copy of the summary is attached and becomes a permanent part of this record.

Break at 10:20 a.m.

Call To Order: 10:38 a.m.

The Retreat Discussion Model

A copy of the Issue Development Process and Glossary of Code Words are attached and become a permanent part of this record. Most everyone has the same goals, hopes, and dreams.

Everyone's words are valued and everyone is welcome to speak. Let us not be rude or applaud. Cut them off immediately at the first sign of unacceptable, stop the meeting. Mrs. Smith, please, your tone is uncivil or is not productive, please direct your comments to the issue and be civil. If it continues, recess the meeting and speak to the person individually and explain that we are trying to change things. At some point, you must let people know that civility is in style. The rule of mob is unsettling. The past is the past, we can agree today to move forward.

Scannell said that it would be good for the Mayor to read a statement before each meeting about valuing input, but remember not to attack people, but ask them to be civil and respectful.

Baker agreed that a short statement letting the community understand that we are trying as a Council to make a difference. Every person since Carol German was appointed to Council has come forward to say how please they are with the Council.

German felt that an angry person says something that generates a response from Council. We should practice letting the Mayor handle these issues. Decker said that he was working with a Council and people felt disrespected by the Council. Council members would read a newspaper, clip his nails, and leave the dais. This sends a message to the community and incivility broke loose. This falls to the Mayor to keep the meeting moving forward.

2. The Code of Cooperation & Responsiveness, Round 2

The Code of Teamwork and Cooperation is attached and becomes a permanent part of this record.

Decker recommended that Council avoid all exparte communication. Scannell gave an example: if you meet with a developer to discuss the project, this should be disclosed to other Council members. In fact, you should avoid the conversation altogether if you are going to be voting on the issue. Decker suggested that meeting with a group of developers would be permissible. Scannell compared the situation to a judge in camera. You are the judge, you are listening to the evidence, you probe, you ask for additional information and then you make a decision. However, if you meet with them privately and they gain favor, then you have violated the public's trust.

Roulette spoke to Jackpot Ranch. He asked if one of the members went out there and spoke to a representative was permissible. Scannell said that if all members were asked to attend, it would be okay, but not so individually. Roulette suggested that everyone attend a tour.

Baker used the Ruskin land trade issues. He came to introduce their plans. It was handled at Town Hall with staff and three Council members at a time. We do not have an economic development staff or team. Now they would meet with our manager. The manager would ask the Mayor to sit in and that is how we handled things in the past.

Burnside said that a Council person sees that they do not have all the data, that they should be allowed to go out and walk the premises, but not have a discussion.

Scannell said that up to the point that a permit is filed, Council members are free to discuss and debate. However, once the permit is filed, you need to watch what you are doing. Your attorney should brief you on serial meetings. For example, a developer may go from Council member to Council member. Garrison said that she was shocked about the phone calls after she was elected. I made a list of questions for the new Manager. I asked how to deal with developers that invited me to lunch and dinner. I responded, no. Mike told me that the developers were trying to influence my vote. My policy is that I would love to hear about your project, but it must go to Council.

Decker continued cooperative policy rules.

Recess at 11:49 until 4:00.

Call to Order 4:03 p.m.

Decker reviewed the reaction to the findings, asking Council if he had the correct perceptions. Bob Burnside questioned that there were no sensitive issues. Garrison said that she answered the question, noting that the seven people could agree to disagree. I do not see us divided. It is business, not personal.

Decker said this is a 'teaching moment'. He heard Garrison say that once the vote is taken, you move forward in unity. Do you see any topic that you cannot do that today? If there is, we need to learn how to manage it. Garrison said that she was the one in the past two years that was the 'odd man out'. Decker asked if she could see herself as holding a grudge. Garrison said that she did not hold grudges.

Burnside said he was voted out in the last meeting. He does not see why anyone would hold a grudge. There is no 'I' in 'team'. Once a decision is made, you all back it.

Roulette said that if there is a decision that he feels strongly about, it might take a few minutes to get over it. He would not hold a grudge or not vote in favor of something else just because someone did not support him. Decker noted that Roulette feels that he is not being heard. Roulette said that it has not happen. Decker said that when this does happen, the Mayor could give Council members an opportunity to explain their vote.

Scannell said that Roulette said, "If I was not heard". He could think of no circumstance where the Mayor has not done that. He is good about checking in with members to ensure there is adequate opportunity to articulate their concerns.

Roulette said that it is a good idea to make sure that members understand that they were heard, but do not agree and here is why. Decker said that body language is known as 'reflective listening'. Use code

words – Mayor are you trimming your toenails. Have you ever seen anyone hold on until you agree? How do you civilly stop filibustering and move on? These are the situations that you need to prepare for.

Jackie Baker felt the phrase that the Town Manager needs to get the Council to work together should be rephrased. Decker suggested that he needed to focus on getting them to develop goals and objectives. Scannell felt the Manager's job is to faithfully execute the plan. It is not his job to develop or to direct the Council to develop goals and objectives. It is better to encourage Council to develop goals and objectives.

Scannell questioned roles and responsibilities, noting there was no action listed. German said that it was his responsibility with Town staff, but not with Council. Scannell agreed that it was appropriate to define them for staff. The Council defines goals and objectives. If they want a department head to meet objectives, then I can direct the staff. Garrison said that she thought that occurred when Council approved the job descriptions. Decker said that Scannell was referring to the big picture. Scannell said that Council are the architects, they design the building. The plans are handed over to the Construction Superintendent, who hands it off to the superintendents. In our case, there is a question as to how the Town is to be. I do not know where we are heading. After 20 months, I still cannot tell you what kind of businesses Camp Verde wants. We need to define ourselves. We have the option of being swept up in a wave or to direct our own destiny. In Wickenburg, they have chosen to seek out specialized medical care and have capitalized on it and have flawlessly executed their plan.

Decker said this would be something that Council should focus on soon – clear and unambiguous direction.

Baker questioned the last statement referencing personnel who need to be removed. Baker said that it sounded very harsh. No one wanted to own the statement and spoke out. Scannell said that 'we own our words' and that must be someone's perception. Decker asked if it was a helpful comment. Garrison said no. Decker said that he listened hard. Scannell said that no one has articulated that to him and he needs to know if that view held by a majority of Council.

Decker said there was a conversation where Norma said that you could not give staff direction, but you can ask a question. If so one, wants to ask a question do you see that as direction or a question? Scannell explained that if a Council member comes to him; my standard practice is to follow up. If the referral is short-lived, I will do it. If it is a referral that is complex and time consuming, contentious, in the realm of policy, I will say that the entire Council needs to deal with the issue. Decker suggested a code word, "Could you look into it?" Scannell said that he did not need to use code words.

Scannell said that if Council has a concern about anyone under his supervision, then he wanted to know about it. As individual, there may be a problem. With personnel matters, it should be discussed in a protective session.

Burnside explained that he had asked Scannell to consider appointing a staff member as a Finance Director, so he could focus on Town Manager.

Scannell replied that what he has done since he came here, he has engaged in triage, sorting the injuries on the battlefield. I now have the patient moving out of the operating room into recovery, the Finance Department. Ms. Elliott is an outstanding employee. Do not think for a moment that we are out of the woods. We have a few more things coming your way to improve the performance of the operation. I walked into an organization and was introduced to an agent of the AFLCIO. The fear in this

organization was palpable. We have succeeded in moving forward and there is more work to be done in cultivating the management team.

Garrison felt that Scannell's statement to make sure that everyone is in the right seat on the bus.

Scannell explained that people understand that. I come from the perspective that everyone comes to work and wants to be successful. The trick is helping them to achieve success, with guidance, support, and assistance. I spend a lot of time doing that and trying to push decision-making down in the organization. I typically get them to think about their own answers. The organizational culture did not support that.

Decker engaged the 30-second rule and moved on to Council/Manager Roles and Responsibilities, where there were no comments. The next item was, "Focus on the Big Picture", with no comments or changes. "Accountability" means setting a one-year plan and a self-evaluation at the end of the year. Uncertainty and Ambiguity, Garrison commented on the statement that we bought the park and do not have the money to do anything with it. We had the opportunity to buy it. I do not think it was wrong, it was on our wish list way too long. The land will not go anywhere and sometime, the economy will revive. The next item was Commercial/Industrial Development. Carol German said that it depends on what the development is. Burnside said that when he was running for election, people said that they want jobs, they want to keep their children here, but they do not want the buildings in their backyards. Burnside said this would be a good time to start working on revising the General Plan at the 5-year point.

The next item was Encouraging Development. Garrison owned the first statement, explaining that she did not know if the complaint is valid. Scannell said that he respected the fact that she had been told that. To be fair to staff, there is no capacity to attract development. Staff's business is to interpret the Code. When I first came here, Councilor Smith said that developers had serious concerns with staff. They described a review process that took 9 months. I went to staff and requested a flow chart and it did take 9 months. My hope is that the developers whom I met and we redesigned the process bringing it down to 90 to 180 days. I go back to my point that Council needs to develop priorities and strategies. Development will not come without the rooftops. Though staff is not perfect, I do not buy the myth that staff is holding back business.

Decker said that he heard this from many Council members. Scannell said that he will convene a meeting of developers and they will see that most of their concerns can be tied to the Codes. Carol German said that she liked this idea. Before we can tackle rewriting this, we need to get a handle on the 'perceptions'. I heard developers say that it took 18 months and favoritism. Do I believe them? I do not know. Getting everyone in a room and allowing them to speak freely, but there is a fear in the community. We have to address the perceptions before we can progress.

Scannell, a Council member brought a developer to me who had convinced the member that he had been dragged through the process for 18 months. I proved that it had taken 18 months, but the developer was being intellectually dishonest because he had submitted incomplete applications.

The next item was the "Economy", with no comments. Baker reminded Council that there is a strategic plan called Focused Future. German agreed, noting that she worked on it with the college. We need to pull those things off the shelf, but we are lacking the infrastructure to put these things in place. Garrison we have good documents that we have paid for, yet, we do not use them. For example, the CIP plan. People get upset when we put them on the shelf.

Scannell went to the Executive Director of the Chamber of Commerce who said that the Focused Future plan was on the shelf due to lack of interest. Council discussed the untruth.

Baker said that the sanitary district issue should not be in there. Burnside said that we were just notified that we are moving forward. Baker said the tank failure had nothing to do with us.

Break at 5:31 for dinner.

Tony Varela thanked Council for allowing him to attend.

Mayor Burnside called the meeting to order at 6:01 p.m.

3. Creating, Feeding, and Nurturing a Policy Team

Decker gave examples of nurturing a team.

4. Team Building Exercise

Decker asked for volunteers to participate in a communication exercise. There were two bags filled with exactly the same number and color of blocks. The participants were to build the exact same building with one person giving instruction and the other following their direction.

Decker asked Council how they could apply this to meetings. Whatley suggested asking specific questions. Baker suggested learning to explain your position. Roulette suggested that they do not change their position. Both parties forgot where their position was. Kovacovich said the more you can communicate the better. Communication improved when there was a third party that could see both sides at the same time. Roulette said that it is easier to build on the last reference point rather than moving around.

Scannell said that he learned that his terminology was not universal. It would have been easier to understand if he had said, "closer and further away". He said that he noticed that when you put financial people in room with a problem, they have the same orientation. The same goes for engineers and free thinkers. The moral of the story was learning that terminology should be geared toward the audience.

Recess until 8:30 a.m., Wednesday June 24.

The meeting was recessed at 7:24 p.m. and will reconvene tomorrow morning at 8:00 a.m.

Mayor Burnside called the meeting to order at 8:34 a.m. on June 24, 2009. Burnside announced that he plans to learn a new word every week. Scannell said that he learned a good word and it was bodacious.

Councilor German was arrived at 8:47 a.m.

1. Reflections from the previous evening's discussion

Garrison said that she learned that we can be looking at the same problem and we assume that we both see the same things. We had the same material and the same information, but we went in different direction. She said it brought home that we all have common ground, but need to focus on what we assume is the truth.

Decker said that the assumption is that when you see the park and everyone sees the park a little differently. Before you move on, you need to get the community together and get behind the vision.

Garrison said it was important to take ownership and get them onboard. Decker said this applies to all of the major projects, Main Street. He explained that is the purpose of a Council.

Kovacovich learned the importance of communication and this Council has a great opportunity to move forward.

German arrived at 8:47 a.m.

Garrison felt it is still complicated for us to keep track. She said that a normal conversation leads to Town business. She feels limited in her ability to communicate. Decker explained that in Florida the OML prohibits TWO policy makers from discussing business.

Baker said that she learned that active listening goes hand-in-hand with communication. If you are actively listening, you will learn the right questions to ask. We have a good group that can work together.

German said that we need to learn to listen. Many times our mind is moving on and we have a preconceived notion, blocking what we are hearing. Decker said that often listening is what you do while you are waiting to talk. If you are waiting to debate, you are thinking about what you are going to say next, rather than actively listening.

Scannell, it is communication, actively listening. Seek first to understand then seek to be understood.

Burnside heard that we need more communication and that we need to listen more effective. I think I do have a perception. I am glad Carol brought that out. I need to come with a more open mind. I also noticed in that building the blocks that without the foundation, it could not be built. We need our Codes, our ordinances, our rules. We must define what we will be working from. Decker reinforced that humans need community; contracts (rules), and governance. Burnside said that he also learned that NIMBY is a serious issue that we need to overcome. When you mentioned the General Plan at its 5-year state, we can bring the community back in to look at it. The most important thing that I learned yesterday when Pete said that it might take him a little while to get over it if he were not heard, was to make sure that everyone is heard. I need to slow down and make sure that everyone of your questions is addressed before calling for the question.

Decker spoke about "Racing under the Yellow Flag", a metaphor for our conditions. A copy of the presentation is attached and becomes a permanent part of these minutes. The economy has forced us to spend more time looking inside to cut costs rather than outside for opportunities. He explained that fear causes people to contract. You are using the yellow flag conditions wisely if you assess the business and business situations, you quickly deploy short-term alternatives;, you use the slow-down to engage in creativity and innovation; and you focus on opportunities that competitors have overlooked or viewed as threats. Camp Verde is having tough times, but no one has yet been laid off.

Scannell said that it was due to the vigilance of Council, holding vacant positions vacant. Garrison said the issue is that we had a Finance Director/Manager who gave Council wise counsel. If we had not had that person, we might not have been in such a good position. If good staff do not surround Council, they cannot make the good decisions. Decker said that Council makes policy and the Manager administers the policy.

Baker said that has been Camp Verde's history. We have always been frugal. We have done this since incorporation. The citizens supported a tax increase to purchase a park. Our 22-year history has kept us vigilant. Decker said that those who are ahead in the race now have to slow down. When we start

cutting costs, all projects become targets. In a recession, you must manage and do not let cutting costs be your only focus. You must move fast, but be accurate. Service delivery shrinks. We all go back to our roots; if we are in panic mode – we react with emotion. If we think that a tax increase that would allow us to move forward, but you are frightened and pull back. “What was once an evidenced-based understanding of customer needs can silently morph into a dogma of firmly held conventional wisdom and historical beliefs, which are not easily subject to challenge. The organization may stop thinking.”

German felt that we have tendency to think that what is needed, is more fluff, instead of facing true necessity. Many times, it depends on who is making the decision.

Scannell said that he mentioned that we are faced with a series of value-laden judgments that will affect the community. We have seven people with different values and opinions. It is those value-laden judgments that affect us. The challenge is getting everyone focused and moving together with a single voice, but not necessarily in accord with your views. Decker the gift you have is a Mayor that is willing to suspend his values and build a consensus. A 6-1 vote gets you through, but it really is not a good vote. It needs to be universally supported – from your head, your heart, and your guts.

Garrison said that it was healthy to have a 6-1 vote, or 5-2 vote. I think it is healthy for Carol to say she is not willing to throw in the towel. I think it is healthy that she cannot go along with it, but she is a team player and will support it.

Roulette said it would be better to compromise than to give in. I know that there will be times that I cannot bend. There will be times that we must stand fast.

Decker noted that all the discussion was centered on ‘values’. Values tend to be centered along community lines. The manager carries out those policies and you stay out of that business.

Scannell said that managing the Town’s financial affairs is not rocket science. The question is that it is balanced in a way that reflects the community’s values and that is not management’s decision. Anyone can balance a budget, reflecting values are the difficult piece.

Decker explained unanimity, making decisions based on law. The next step down is a consensus, meaning that all of you agree or agree not to disagree; then consent that you allow forward movement; and then grudging consent – where you absolutely do not agree.

Burnside requested clarification on handling vote. Baker said that she has explained why she voted no. Roulette said to play it by ear. I would say up to the vote, I should have already said what I needed to say. I would think that is enough. I feel comfortable the way it is now without any changes. I feel comfortable asking for a moment to explain my vote.

Decker said that the word compromise is disturbing to him. Everyone loses a little bit. I challenge you to first ask if there is another way to look at this so that when we are done, it is improved incrementally.

Decker returned to the Driving under the Yellow Flag presentation: be prepared to accelerate when the recession is over; innovation is a critical source of sustainable competitive advantage. He said that reframing – looking at the picture from different lenses. Decker explained that the leader is the one who loses under the yellow flag. He referred to the checklist that he would like Council to use.

2. What challenges does Camp Verde face over the next two years?

Decker asked Council to write down three challenges that Camp Verde faces over the next two years. The following themes emerged:

1. BUSINESS
 - Keeping local business alive
 - Expanding & supporting current/local business
 - Locating business services
2. INTERGOVERNMENTAL RELATIONS
 - Communication w/ sister communities
 - Forming strong regional alliances
 - CVSD expansion in business areas
 - Improving infrastructure
 - Keeping CV in state and regional focus
3. INFRASTRUCTURE
 - Roads
 - Expanding office space
4. FISCAL MANAGEMENT
 - Succeeding in current economy
 - Financial Sales tax
 - Balancing the budget the next two years
 - Convincing town folk to accept economic advance
5. ECONOMIC PLANNING

Decker asked which item was the most important focus. Garrison wants the rules of the game. German said that it would be hard to accomplish much without revenue. Everything fits together with revenue. What we have to guard against is adding to government feeding on itself. Citizens become more dependent on government. We need rooftops. It is hard to accomplish without infrastructure. Decker said there are first-order issues. Money & resources are important.

Burnside said that he felt that we need to convince the citizens that we need economic advance, noting that if they did not agree, we would not see any changes. We must have citizen support. We need to develop a vision. He said that he agreed with Garrison in that understanding the rules of the game is an utmost priority and citizen support is the next most important.

Garrison does not one to hear why we do not follow the Codes, she said she was frustrated. Decker said that her responsibility ends at describing the problem and Mike takes over from there. Decker asked if it could be fixed within the next 12 months. Garrison would like to see enforceable ordinances that are unified. Decker asked if that is a reasonable expectation to come up with codes that are understandable.

Scannell said that it is completely unreasonable, noting that he had a \$150,000 appropriation in the budget to rewrite the land use codes. With the adequate resources, it is achievable, but the appropriation stripped out, it cannot be accomplished. This 22-year old cultural artifact has built upon itself. I understand her frustration and I can go back and show you how it occurred. There have been omissions, deletions, and additions without approval.

Decker heard him say that it cannot be done in a year with the current resources. He asked Scannell if he could deliver a plan within next 3 months. Scannell replied there needed to be a rank ordering because the deficiencies are across the board. Everyone agreed. Scannell clarified that he said it was unreasonable to expect that, but not unacceptable.

Roulette we have already had this conversation. We discussed it in the budget. I am not under any illusion about the cost or length. The disagreement is that we have not agreed on the course of action.

German said that we already have a plan. We receive citizen complaints about the lack of enforcement. We had a loose complaint process that was supposedly streamlined. I am not sure that they feel free to complain because now they have to fill out a form. Therefore, there is a big perception of the lack of enforcement. We need to decide how to approach this. We were concerned about hiring a consultant and spending the money and nothing will be solved until you find the root cause. We must identify what we are trying to do here. Let us get some community people to describe the problems.

Baker wanted clarification on the rules of the games. I think we are talking about how we set the policy to achieve our goals. We have to decide the rules of our game to accomplish what we have set up and that is what we are here for. If this staff says we need to do something, then I agree that we need to move forward. For the 8 years that I served on Council, the story has been the same. This is a problem. The only way I know to solve it, is to get someone to fix it and here is the money to do it.

Burnside when I said 'rules to the game' it would be hard for us to look at our needs if we do not have rules and policies. We as Council make policy and staff brings the material to us and we make the decision. Burnside said we thought there were just a few issues with P&Z. We have spent a few dollars on the woodlot because our land use codes are wrong. Since then we have discovered the Town Code had problems with alcohol. Our latest discovery is that the Town Clerk does not have all the records that she is supposed to have even though the Town Code says that she is in charge of records. We must look at the past because past Councils directed the manager to be non-proactive. I agree that we need to have the foundation to build upon. At the same time, we need to give Scannell the money to accomplish this.

Scannell this is a cathartic exercise and we need to get it on the table. It fascinated me that Councilor Baker indicated that this conversation was going on the 8 years that she served. We are no further along the path than we were 10 years ago. Isn't it interesting that a person who formed an opinion 10 years ago and it is still in the same place? I want people to be able to walk in the door with a completed application, you will move to the end point with in a set amount of time. Much of what I do is put out fires. I am not given the opportunity to work on those things that are critical to Camp Verde. It is like. We have to move away from the reactive mode to the proactive mode.

Garrison said that it would not keep happening on her watch. This is worthless to me because the foundation is not resolved. No one understands and staff does not follow the Codes. You cannot say we are moving forward without a solid foundation.

Baker said that Council voted in money to begin the process. However, the money was not spent. You have had different councils and different philosophies and priorities. Mike had a staff present to us and even now, we have mixed feelings with what we need to spend. It is not a simple matter. We say we want something and then we do not give them the tools they need.

German said that everyone recognizes the problem. In this economic crisis, we do not have the money to hire a consultant. Scannell is having staff come up with procedures and in addition, we have an expert on staff to work full time on this issue. That is what we can afford. To say that we are not addressing the problem is incorrect.

Scannell agreed that we are gradually moving forward. We need to fix it now or we wait for the next Zellner Wood Yard. You pay me now or pay me later. I prefer to be proactive. I understand the impact and that something would fall off the table. Paying the attorneys to litigate the issues makes no sense.

Decker asked the Mayor to divide the baby like Solomon. This issue will take some real work.

Burnside said that his honest opinion is that we need to learn to rely on the manager and staff. I want to look forward. I want to say the proceeds that we have received from the manager are correct. He has 120% of the support of his staff. I would say we could sit here for two more hours and try to figure out whether we start Land Use, Town Code, Planning & Zoning, record keeping. I think we should ask the manager to bring forth a recommendation on the Codes that he feels needs to be first, second, and so on, and we can choose the rank order.

At the next meeting, the Manager will bring a review of priorities relative to improving the Town Codes.

Garrison said that she felt that she was in her comfort zone with the Town Code unless she spends the next four years going through the minutes. Baker asked what was revised that Council approved. Scannell said that we are at impasse right now. She said that she could not trust anything in this Town Code as it relates to her participation. Absent a full review, she will not be comfortable until it is fixed.

11:10 Break Call to Order 11:20

6. COMMUNICATION

Goal Setting

- **What will we do together to move Camp Verde into the future?**
- **How will we collaborate with each other?**

3. Substantive Discussions of Critical Town Issues

- a. Liquor at Town events (salient issues)
- b. Highway 260 (political)
- c. Saving the Verde
- d. Helping downtown retail
- e. Developing the park
- f. Relationships with the Yavapai Apache Nation
- g. Resolving issues and relationships with the Camp Verde Sanitary District
- h. The Town Code
- i. Economic Development
- j. Making Camp Verde a destination – Burnside explained that we have the opportunity to make Camp Verde a destination with Out of Africa. We were told that we had the opportunity to realize over a million dollars in sales tax with them locating here. We have the opportunity with the Fort. They do preserve the history, but at the same time, they were made convenient with the cool rooms. Having more trees would make it more attractive and draw more people. There should be more participation from the public. Many of the forts I have visited had shops associated with them – horseshoe making and things like that. The Verde River does not promote canoeing and boating every day. He said that we should approach the Fort with a partnership that would benefit both agencies.

Roulette said that Montezuma Castle gets the traffic because of the casino. I would say there are things that we can do to promote Camp Verde as a destination, such as a river walk. I feel this is viable. I would be willing to put that burden on the Chamber of Commerce and pitch those to someone who wants to start a business.

Whalley said that she thinks of the Verde River is more than economic development. Preserving the river is paramount. She said we have preserved our city center and it looks beautiful. We have events where the streets are closed. We need to use what we have – a preserved historic downtown. We have a Fort and a downtown. I think we can make it a destination point.

Garrison said that we have not done a good job of 'branding' ourselves. Who are we? How can we preserve it if we do not know? Try to describe what rural western.

German agreed with Roulette. It is hard to get to the Verde River. It is hard to get to the river when you have to fight the jungle.

Baker said that one of the reasons why we bought the land beside the river. However, we need to develop a plan. We need to work with others to share in the number of people that come up here already. We have over a million visitors that come to Camp Verde. We need to change back to our old motto – Gateway to the Verde Valley. We have done some many things. We have the Historical Society that is willing to work with us. We have so much available to pursue immediately with little or no money.

Kovacovich – A few years ago, we adopted a motto Arizona's Territorial Town and that did not do anything to bring people in. We need to build around the river. We have the Rezzonico Park and we maybe have it at Simonton Ranch.

Burnside asked what we needed to do to get the people from Montezuma Castle to here.

Decker said that tourism is clean and profitable. Burnside said that he read about a small town losing their shopping center. All the residents chipped in and bought a grocery store. Why can't the Town people buy the Valley View Restaurant and rejuvenate it? Bob Kovacovich said the Town has a parking lot where people could locate a pushcart.

Burnside summarized the group's thoughts. He heard that we are going to make Camp Verde a destination place. We have to market it. We start with tour buses. While they are here, we can give them a place to get to the river and walk by some of our shops so they can see how it used to be. My issue is understanding what our product is. Decker said to go to the library and get the book, "Selling the Invisible".

German recommended that this is where they stay. They can go everywhere from here. We can sell the experience.

4. Planning for Action

Decker asked if there was anything that any member felt would keep them from being effective during the next two years. Garrison said that she was a visual person. I will sit down and figure it out. She has to go out and look something over to understand it. She is a factual person and wants the truth no matter what. She can get over bad news, but cannot get over a breach caused by a lie.

Burnside said he is pushy. He has a bad habit of explaining and then giving instruction. He would like a note on the side indicating the changes. He talks fast and loves number. He will automatically try to solve a problem. Decker asked for a Code word. Burnside said "Bob".

Whatley said that she backed someone else for Mayor during the last election. She said that she backs Burnside 100%. She said that Baker is passionate and knows the issues. She said that she supports all of the members. She said that she thinks of all the members as friends. She feels that we have an excellent Council and all respect one another. She was happy with their first meeting. We do not have 'groups' or 'sides' and we all vote individually, but we remain friends.

Baker said that she always ends up apologizing because she is passionate about things.

German said her hot button is civility. I would rather say it to your face privately than say it in public. I have a problem with going on about an issue. Make your point succinctly. Organize your thoughts, state them, and move on. Also, do not lie to me or to 'schmooze' me or be condescending.

Decker said that the communities with the most problems with civility are where Council member are not civil with each other. He has worked with Council for over 20 years. I dealt with particularly divisive Councils that sent out aggressive vibes. They placed mirrors on the dais. They agreed before each meeting that they would shake each other's hands. They also agreed that the Mayor and Council members would go to lunch at least once per quarter with each other, agreeing not to discuss any town business. In a year, they were different people. Decker's final suggestion was to dress on the dais the way they would go to church. I dress appropriately. I have seen Council's dress in flip-flops, cutoff jeans, and tube tops.

Roulette said that he is levelheaded, but sometimes gets frustrated when he cannot make someone understand. He said that he would keep an open mind, but not lose his identity. He said that he likes to keep things short at meetings, but he prefers to push a decision off if there is not enough information.

Decker said this was the rule of unintended consequences. There are all kinds of things that you will do as a Council that will have unintended consequences on the next Council. You are paying now for the sins of the past. He explained the 7-generation Theory of planning. This is a Navajo tradition that looks at what this will do to my child, my grandchildren, and so on. Try to think of that when you are making decisions.

Kovacovich said that sometimes we waste time and talk too long. He feels that you should say, what you need and move on.

Decker reviewed the list of the priorities and will send the report to Mike who will present it to you for consideration. If you put too much on here, you will break the camel's back.

Action for the next 6-12 months	Responsible Party	Date
Business Development		
Create a Downtown Strategy		
Create a business strategy with the idea of developing a long-term target business focus much liked Wickenburg		
Collaborate with the Chamber of Commerce		
Bring the Focus Future Plan back on the front burner to consider as the foundation for the business strategy. Update the plan and start implementation. Make this a Council		

priority.		
Consider marketing and advertising may affect revitalization of businesses in Camp Verde		
Bring Council a strategy to make it easier to develop a business in Camp Verde		
Town Codes		

- **The Code of Cooperation & Responsiveness**

What happened in the past stays in the past. From today on, I agree to move forward with my policy partners for the good of the community's future.

Council agreed to use the Code of Cooperation & Responsiveness to manage their interpersonal relationships with each other.

- **Working together for the Benefit of Camp Verde**

5. Observer Comments

Tony Varela wrote a few comments. He thought it was unfortunate that he was the only public member in attendance. He sensed a common desire to be one body, with each respectful of the other. It was good to hear the Mayor express confidence in the Manager. He addressed the analogies used by the members and was very impressed. He thought that "Focus on Success" should be the theme for Camp Verde. Council should depend on the Manager. He felt purchase of the parkland was a great mistake due to its cost. He thought we should plan for the future. He asked who would revise the General Plan. He felt that Council should be responsible for the development. Council are the bosses, not the staff. Community involvement must be thoroughly planned, using the media. Development depends on availability and affordability. The Town should take over the Sanitary District and the water company. The Town requires an Economic Development Director on staff. We should advertise all over the world. Research government subsidies. Would it not be wonderful if Camp Verde could have a restaurant like the Wildflower Restaurant? He suggested 1. Make Ready; 2. Approach with benefits; 3. Stimulate desire; 4. Tell the truth; 5. Eliminate resistance and reluctance; 6. Ring up the sale = MASTER.

George Young says you do not sell the steak, you sell the sizzle.

**6. Wrap-up
Closing Remarks & Meeting Evaluation**

Decker asked what the members got out of the retreat. He said this was more team building than substantively planning. This set the foundation.

Whatley said she was apprehensive about running for Council. She is a worker bee. She said this was not the position she was looking for. She said she has followed a path that led her to this place. She felt comfortable from the first meeting, knowing that she had prepared to be there. She said she was happy to be with this group of people. She said she was grateful and is extremely happy and looks forward to the next four years.

German said that she liked what Varela had to say about instilling pride in the community. She said that if we could instill pride in the Council, they could accomplish great things. She feels very positive.

Roulette said that he would feel more comfortable during the meetings and about approaching other members. He said it would be good for all of them to keep the lines open. He wants to keep the same vision, checking off the boxes and move them off to the side so that they can go on about their business and so that future Councils can go about their businesses. He said that he was glad for the opportunity to get to know everyone.

Garrison said that she is very comfortable and pleased with this Council. Each member is unique and respectful of each other. We walked in knowing that we were going to trust one another. She said the one common denominator is that it is not about the next election, but rather, what is good for the whole community. Our decisions affect every family from generation to generation. She said we need to tackle one problem at a time and complete them. She wants to be able to look back and see what they have accomplished. She thanked members for the ability to work with each of them for the next two years.

Baker thanked Decker for his leadership and Varela for his input, noting that Council has historically encouraged public input. This beginning will help us focus. We have been fortunate that past Council found Mike to bring his expertise in his areas. We depend on the Manager to help us and guide us. I am very encouraged.

Kovacovich said that we need to get together informally even quarterly to eat without having to gobble it down during a meeting. We need to track our accomplishments.

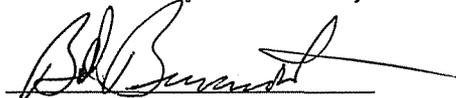
Scannell said this was a courageous exercise and thanked members.

Decker asked, what did we do right and what would we do to make it better? Baker had no changes. Whatley liked that the honesty in their comments. Burnside liked that Council allowed him a 4-hour break to get his work done and clear his thoughts.

Burnside thanked Garrison, Kovacovich, and Scannell for convincing him to move forward with this retreat because he did not want to spend the money. He thinks that one of our visions is establishing a good foundation so that we can move forward so that the next Council, the next Mayor will not have this ball and chain. He was surprised that most people did not believe that he would start this vision, knowing the past, and be honest. What I saw here was that everyone here started with the truth. He thanked Whatley for her candid remarks and admitted he had reservations working with her. He did like the code words and understanding that he needed to make sure that everyone has the opportunity to speak their opinions. I like a straight-honest handshake. He thanked Varela for his input. He closed with saying that we have many issues, noting that his wife had explained that during the day, they pushed a rock up the hill and at night when they were in bed, the rock rolled down the hill. Repeatedly this occurred. I hope that we learn to prop up that rock at the end of the day. I think we will all do very well.

7. Adjourn

Mayor Burnside adjourned the meeting at 2:52 p.m.



Mayor Bob Burnside


Deborah Barber, Town Clerk

CERTIFICATION

I HEREBY CERTIFY THAT THE FOREGOING, minutes are a true and accurate accounting of the discussion of the Mayor and Common Council of the Town of Camp Verde during the Retreat Session of the Town Council of Camp Verde, Arizona held on the June 23 and 24, 2009. I further certify that the meeting was duly called and held, and that a quorum was present.

Dated this 6 day of July 2009

Deborah Barber
Deborah Barber, Town Clerk