

# TOWN OF FOUNTAIN HILLS SENIOR STAFF RETREAT 2006



## Introduction

On February 17, 2006, the Senior Staff of the Town of Fountain Hills met at Saguaro Lake Ranch to consider goals and objectives for the 2006-2007 budget year, July 1, 2006 through June 30, 2007. This one-day off-site retreat is part of an annual operating planning program.

The Senior Staff retreat followed the Town Council retreat a week earlier, February 10, 2006, at the same location. At that meeting, the Town Council established eight goals and suggested a series of objectives to achieve those goals, as guidance to the Town Staff.

This document summarizes the proceedings of the Senior Staff retreat. Participants in this retreat included:

- Judge Ted Armbruster
- Don Clark, Parks Supervisor
- Samantha Coffman, Community Center Supervisor
- Lieutenant John D'Amico, Maricopa County Sherriff's Office
- Julie Ghetti, Finance Director
- Megan Griego, Economic Development Specialist
- Bryan Hughes, Recreation Supervisor
- Captain John Kleinheinz, Maricopa County Sherriff's Office
- Kenny Kurth, Streets Superintendent
- Scott LaGreca, Fire Chief
- Mark Mayer, Parks & Recreation Director
- Joan McIntosh, Human Resources Administrator
- John Morast, Assistant Public Works Director
- Ellen Pence, Assistant Town Manager
- Tim Pickering, Town Manager
- Richard Turner, Planning & Zoning Administrator
- Susan Trocki, Administrative Clerk
- Tom Ward, Public Works Director
- Shaunna Williams, Executive Assistant

The meeting was facilitated by Phillip Blackerby and Lynne Brown of Blackerby Associates.

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## Personal Mottos

As an icebreaker and teambuilding exercise, participants were asked to share their personal motto, or philosophy, by which they try to live their lives. Responses included:

- *Armbruster*: When in doubt, go with your instincts. The fellow who thinks he's too old probably always was.
- *Clark*: Treat people as you want to be treated. Judge people not by the color of their skin but by the content of their character.
- *Coffman*: Spend as much time possible with family and friends; you never know how much time is left.
- *D'Amico*: Persistence, thy name is success. If you think you can, or can't, you're right!
- *Ghetti*: If you love what you do, you will never work another day!
- *Griego*: With the right attitude, anything can happen. Those who fail never try to succeed.
- *Hughes*: Have fun! Life moves fast; if you don't stop and look around, you might miss it!
- *Kleinheinz*: Not failures, but pick up and try. To make a difference: use empathy and compassion.
- *Kurth*: Keep humor in it.
- *LaGreca*: Lead by sacred heart; go with others on that journey.
- *Mayer*: Honesty and integrity.
- *McIntosh*: Balance: job, family, life.
- *Morast*: Work hard, play hard, be truthful.
- *Pence*: I'm a HIC: honesty, integrity and compassion.
- *Pickering*: D.I.P., Do It Properly; never send a boy to do a man's job.
- *Trocki*: Positive thinking = happiness.
- *Turner*: Judge not lest ye be judged. No good deed goes unpunished.
- *Ward*: Lead, follow or get out of the way. *Semper Fi* (always faithful).
- *Williams*: Your task is to build a better world. How? Build a better you!

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## Team Training

Town Manager Tim Pickering summarized *The Five Dysfunctions of a Team: A Leadership Fable*, by Patrick M. Lencioni.<sup>1</sup> Key points include the five dysfunctions, and five dangers associated with each dysfunction:

Dysfunction	Danger
Inattention to Results	Status & Ego
Avoidance of Accountability	Low Standards
Lack of Commitment	Ambiguity
Fear of Conflict	Artificial Harmony
Absence of Trust	Invulnerability

Mr. Pickering also recognized each Town Staff member present, with a commendation for specific accomplishments in the past year.

The Town Staff participated in a teambuilding activity that demonstrated that:

- The Town Staff Team includes all Town Staff; not just individual work groups, departments or divisions or silos within the Town Staff.
- When small groups within the Team compete with each other, the Team cannot achieve its objectives.
- When small groups unite toward a common goal, success is possible.

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<sup>1</sup> *The Five Dysfunctions of a Team: A Leadership Fable*, by Patrick M. Lencioni, Jossey-Bass, San Francisco: 2002. See <http://www.amazon.com/gp/search?search-alias=aps&keywords=five%20dysfunctions>.

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## Lessons Learned During the Past Few Years

<p style="text-align: center;">Successes Things that went well</p>	<p style="text-align: center;">Changes Things that should be changed</p>
<ul style="list-style-type: none"> <li>• Strategic Plan was completed</li> <li>• Moved to new Town Hall</li> <li>• Completed 20-year financial plan</li> <li>• Moved forward on annexation of State Trust Lands</li> <li>• Hired right folks, with higher skill set; got good guidance</li> <li>• Brought Senior Center under Town management successfully</li> <li>• Developed the Avenue of the Fountains improvement plan</li> <li>• Responded to businesses with success classes, and moved to close the gap between business and government.</li> <li>• Executed wash and dam maintenance programs.</li> <li>• Completed the succession plan</li> <li>• Decided on skate park design</li> <li>• Implemented pavement maintenance program</li> <li>• Eliminated A-frame signs</li> <li>• Increased development fees</li> <li>• Developed 20-year capital plan</li> <li>• Tried new things; let people go for it</li> <li>• Built future leadership with mentoring programs</li> <li>• Continued teen court</li> <li>• Established Town Council ethics policy</li> <li>• Created emergency management plan</li> </ul>	<ul style="list-style-type: none"> <li>• Give employees better tools, especially information technology tools</li> <li>• Ask people to get into new projects</li> <li>• Inform public of your successes; talk about what you're doing as you lead</li> <li>• Publications should be more frequent and more timely.</li> <li>• Reduce knee-jerk reactions to rumors and possible misinformation; give feedback to residents; talk to people involved.</li> <li>• Improve communications to Town Council; improve trust</li> <li>• Become more comfortable with communications</li> <li>• Don't lose the momentum and vision of the strategic plan; measure what you do.</li> <li>• Slough low-performers:             <ul style="list-style-type: none"> <li>• Avoid grade-creep when evaluating employee performance</li> <li>• Improve regular communications with employees about their performance</li> <li>• Make sure that ongoing communications with employees point out both good and bad aspects of performance.</li> </ul> </li> </ul>

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## Strategic Priorities, Fiscal Year 2006-2007

During the Town Council retreat, participants set goals through Fiscal Year 2006-2007 (July 1, 2006 to June 30, 2007), and identified some preliminary supporting objectives that would lead to achieving the goals, as guidance to the Staff. Participants in the later Town Staff retreat reviewed those objectives, and in most cases, suggested changes to the objectives, to improve accountability for and implementation of the goal.

In one case (see Goal 3), the Staff further suggested a modification to a goal, in order to make the goal more consistent with the Strategic Plan 2006-2010.

In the following description of the Strategic Priorities, goals and objectives:

- The number of “dots” shown comes from the earlier Town Council’s exercise to prioritize Strategic Priorities and other issues;
- The name of the lead Town Staff member assigned to ensure completion of each goal is underlined; contributing Town Staff members are also listed.

## Strategic Priorities, Years 1-2

Develop financial implementation plan for strategic priorities by June 30, 2006.

This Strategic Priority will be accomplished by the staff as part of accomplishing Objective 1.1, below, to quantify the first draft of the projected gap, by June 1, 2006.

Resolve projected revenue shortfall by Dec. 31, 2007 (7 dots)

**Goal 1.** To identify and inform Fountain Hills residents of the projected long-term revenue gap. [Ghetti, Morast, Pickering, other Senior Staff]

**Objective 1.1.** To quantify the first draft (baseline) of the projected gap by June 1, 2006.

**Objective 1.2.** To review projected gap report by June 30, 2006.

**Objective 1.3.** To prepare a communications program for residents by August 1, 2006.

**Objective 1.4.** To deliver communications program between September and November 2006.

**Objective 1.5.** To decide on a ballot initiative by December 2006.

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## Strategic Priorities, Years 1-2 (Cont.)

### Integrate Town & schools more closely (5 dots)

- Goal 2.** To establish and address common issues affecting the Town, schools and community by the end of the 2006-07 school year. [Pence, Armbruster, Hughes, Kleinheinz, LaGreca, McIntosh]
- Objective 2.1.** To reach consensus between the Town and Fountain Hills Unified School District (FHUSD) regarding common issues affecting the Town, schools and community, by June 30, 2006.
- Objective 2.2.** To form two employee committees, one representing the Town and one representing FHUSD, by August 31, 2006.
- Objective 2.3.** To establish operating ground rules and current and potential common services by September 30, 2006
- Objective 2.4.** To develop measurable action plans for new services—including measures of effectiveness against the goal—by December 31, 2006.
- Objective 2.5.** To facilitate three joint meetings between the Town Council and FHUSD Board by June 1, 2007, to finalize the list of common services (September), ratify action plans (January), and assess progress against the goal (May).

### Require low-water vegetation in new developments (3 dots)

- Goal 3.** To promote the use of low-water landscaping in new Fountain Hills developments (revised). [Clark, McGuire, Rodgers, Zanon]
- Objective 3.1.** To inform developers of all new developments about low-water landscaping alternatives, by May 30, 2006.
- Objective 3.2.** To adopt low-water landscape regulations for all new, non-residential developments by May 30, 2006.

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## Strategic Priorities, Years 1-2 (Cont.)

Strictly enforce General Plan & zoning ordinances (3 dots)

**Goal 4.** To strictly enforce the General Plan and Town ordinances [Turner, McGuire, Zanon]

**Objective 4.1.** To increase filing fees for variances significantly by May 1, 2006.

**Objective 4.2.** To eliminate use of special use permits in lieu of variances for height and other categories of exceptions, by March 31, 2006.

**Objective 4.3.** To restrict height variances to protect existing view corridors, effective March 2006.

**Objective 4.4.** To inventory vacant land to project population for use in land use and infrastructure decisions, by September 2006.

**Objective 4.5.** To maintain the integrity of existing land use regulatory systems effective March 2006.

Control commercial architectural compatibility (4 dots)

**Goal 5.** To regulate architectural physical appearance for commercial properties. [Turner, McGuire, Pickering, Rodgers, Trocki]

**Objective 5.1.** To obtain a legal opinion by March 17, 2006.

**Objective 5.2.** To name a Planning & Zoning subcommittee to identify guidelines by April 2006.

**Objective 5.3.** To complete research of five existing ordinances and criteria by July 2006.

**Objective 5.4.** To draft standards and guidelines and an ordinance by August, 2006.

**Objective 5.5.** To present to the Planning & Zoning Commission and complete public hearings by October 2006.

**Objective 5.6.** To facilitate Town Council adoption of the ordinance in the first Council meeting of November 2006.

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## Strategic Priorities, Years 1-2 (Cont.)

### Annex State Trust Land (4 dots)

- Goal 6.** To annex the State Trust Land into Fountain Hills. [Pickering, Baxter, Harrel, Mayer, McGuire, Morast, Pence, Rodgers, Trocki, Turner, Ward, Zanon, CAD Team]
- Objective 6.1.** To conduct public hearings by May 4, 2006, and accept public input.
- Objective 6.2.** To adopt rezoning and General Plan Amendment by Council by May 4, 2006.
- Objective 6.3.** To prepare a packet of all relevant information for prospective bidders by May 4, 2006 (pre-emptive cooperation).
- Objective 6.4.** To oversee planning of State Trust Land through December 31, 2006, and beyond.
- Objective 6.5.** To develop a positive relationship with the successful bidder by December 31, 2006, and beyond.



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## Strategic Priorities, Years 3-5

- Goal 7.** To create a plan for pedestrian safety in Fountain Hills. [Morast, Clark, Harrel, Kleinheinz, Pence, CAD Team]
- Objective 7.1.** To identify and prioritize all gaps in existing sidewalk systems by June 2006.
- Objective 7.2.** To publish a Town-wide sidewalk improvement plan map by August 2006.
- Objective 7.3.** To identify and prioritize all gaps in existing intersections by February 2007.
- Objective 7.4.** To publish a Town-wide intersection improvement plan map by April 2007.

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## Other

The following issues were raised, either by any participant in the interviews with Town Council Members and the Town Manager, or in the Town Council's discussions at the retreat. They do not fit into the structure of the Strategic Priorities in the Town's *Strategic Plan 2006-2010*.

### Business relations: integration with the Town and economic development (5 dots)

- Goal 8.** To improve relations between the business community and the Town. [Griego, Ciccarone, Coffman, Hughes]
- Objective 8.1.** To designate and define the Economic Development Specialist as an ombudsman to the business community by March 15, 2006.
- Objective 8.2.** To survey a random sample of business owners or permittees annually, starting July 1, 2006, to measure business friendliness.
- Objective 8.3.** To implement a B3 program to retain businesses, using volunteer trainers, by July 1, 2006.
- Objective 8.4.** To promote special events supporting the community's small-town atmosphere in business venues, by July 31, 2006.
- Objective 8.5.** To create an interactive web page to address business community concerns by March 30, 2007.
- Objective 8.6.** To reduce "red tape" in applications, plan reviews and procedures by June 1, 2007.

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## Other (Cont.)

- Goal 9. Avenue of the Fountains improvements (1 dot)
- Goal 10. Signage (1 dot)
- Goal 11. Traffic control (1 dot)
- Goal 12. Long-term parking solutions (1 dot)
- Goal 13. Need long term thinking
- Goal 14. Goals for public information, grant writing roles
- Goal 15. Fountain management
- Goal 16. Are commissions the best way to go?
- Goal 17. Recycling, garbage collection
- Goal 18. Attracting visitors
- Goal 19. Move elections to Fall: have a workshop on election scheduling
- Goal 20. Drill down to action plans as well as goals
- Goal 21. Get to know people better as people... not just as "fellow Council Members"

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## Process Review

After the retreat, participants were asked to identify what went well during the retreat (plusses), and what should be changed for the next retreat (deltas). Responses included:

Plusses Things that went well	Deltas Things that should change
<ul style="list-style-type: none"><li>• Celebration of successes was valuable</li><li>• Facilitators</li><li>• Separate Council and Staff processes</li><li>• Casual atmosphere is productive</li></ul>	<ul style="list-style-type: none"><li>• Talk about “how” rather than “what”<ul style="list-style-type: none"><li>• Internal operating plans</li><li>• Quarterly or more often reports to Council</li></ul></li><li>• How to pay for it?<ul style="list-style-type: none"><li>• Through the budget process</li></ul></li><li>• What is the priority-setting process?</li><li>• Strategic Plan recap was too long.</li></ul>