



Minutes City Council Summit September 10, 2010

Minutes of the City Council Summit Meeting of Friday, September 10, 2010 held at 12:30 p.m. at the Tempe Center for the Arts, 700 West Rio Salado Parkway, Tempe, Arizona.

COUNCIL PRESENT:

Mayor Hugh Hallman

Councilmember Robin Arredondo-Savage

Councilmember Mark W. Mitchell

Councilmember Corey D. Woods

Vice Mayor Joel Navarro

Councilmember Shana Ellis

Councilmember Onnie Shekerjian

STAFF PRESENT:

Charlie Meyer, City Manager

Jeff Kulaga, Assistant City Manager

Ken Jones, Finance and Technology Director

Chris Anaradian, Community Development Director

Renie Broderick, Human Resources Director

Rosa Inchausti, Diversity Manager

Mark Simmons, Fire Chief

Donald Bessler, Public Works Director

Shelley Hearn, Community Relations Manager

Brigitta Kuiper, City Clerk

Andrew Ching, City Attorney

MaryAnne Majestic, Presiding City Judge

Kathy Berzins, Community Services Director

Gretchen Maynard, Org Development Administrator

Tom Duensing, City Auditor

Tom Ryff, Police Chief

Mike Crusa, Assistant to the Mayor

Mayor Hallman called the meeting to order at 12:42 pm.

Major Issues / Strategic Work Plan / Process (Mayor / Councilmembers)

Mayor Hallman referred to a memo prepared by Assistant City Manager, Jeff Kulaga, that detailed what occurred during the August 13 and 14, 2010 Council Summit. The memo included a visual diagram summarizing the previous Council discussions. City Manager Charlie Meyer stated that the intent of the memo is to provide a structure for Council to develop a vision. The words used represent staff's understanding of Council's discussions in order to provide a framework for Council discussions today. The goal is to assist Council with creating a unifying vision and to direct the work and structure of this year's committees. Defining the roles of Council and staff is a component of this process. Mr. Meyer reviewed the visual diagram that summarized Council's discussions at the initial summit, as follows:

POLICY: Shared Vision Goals

Pursue prosperity – innovative and synergistic efforts to attract investment with a focus on high-value job creation/employment and social sustainability

Achieve fiscal responsibility – consideration of financial factors and cost benefit analysis when making investments and preparing the organizational budget

Provide community quality – improving the quality of the Tempe community through safe, clean, attractive neighborhoods, parks, streets, and cultural amenities with a focus on upkeep, maintenance, and aesthetics at the highest standard possible

Investment in desirability – investing in public amenities as a cornerstone of economic development. This includes focusing on multi-modal transportation, sustainable capital projects, and affordable housing choices

ADMINISTRATION: Strategy- Measure Value

- Investment yields return
- Creative use of resources
- Touchstone measures
- Cost/benefit analysis

ADMINISTRATION: Execution: Timelines, Scope of Work (examples for illustrative purposes)

Pursue prosperity – high tech, family friendly, entertainment, banner program, proper mix of housing opportunities, social sustainability

Achieve fiscal responsibility – properly manage the temporary sales tax, five year financial plan, and fiscal sustainability

Provide community quality – parks, streets/alleys/medians/right-of-way, residence, storefronts, public safety, and environmental sustainability

Investment in desirability – streetcar, bus rapid transit, Tempe Town Lake, downtown, Kiwanis Park, affordable housing

Mr. Meyer stated that staff is prepared to assist Councilmembers with Committee work and establishing goals. Departments are focused on developing internal systems to ensure that staff is in alignment with policy and that policy execution is administered properly. There must be a system for measuring value and return on investment, measuring creative use of resources, and answering the question “Are we adding value to Tempe?” The proposed measurement system is a sophisticated measuring tool that requires interaction between Council and staff. Once Council makes policy decisions, staff then delivers on Council’s policy. If policy is clear at the Council and Committee level, then staff can develop execution systems, which should always align with the purpose statement.

Mr. Meyer reviewed two examples developed by staff to illustrate how the proposed measurement system works. Both examples outline the objective, sponsor name, start/end date, strategy definition, measures of success/expected outcomes, the division of larger objectives into smaller implementation steps and key personnel involved. There has been frustration voiced by various Councilmembers regarding lack of staff follow up; this process is intended to address follow up. The purpose of this system is to ensure that Council policy is fulfilled by staff. Mr. Meyer reiterated that the handout materials outline staff’s attempt to provide a structure to previous Council discussions.

Mayor Hallman stated that the City’s management staff worked diligently on the purpose statement of “*Tempe creates outstanding value for those we serve through shared vision, superior service and sustainable practice*”. At the last Summit, Council discussed the following questions: What is the City now and what is it to become? What do we have that we want to keep? What don’t we have that we want to add to enhance what we do have? Staff has worked to create a mechanism to produce and measure the “what”; now Council needs to determine the “what”. Previously, Council looked at the global picture and attempted to articulate a definition of the community and how Tempe is different from other communities. It is difficult to do. This time, the discussion should begin at the end; start with ideas of what we want to do, things that add value to the community, the picture of Tempe. Tempe has a unique quality of life, but what are the elements? Council needs to articulate the elements that create a quality of life and include them all because if an important element is forgotten and not worked on, then a city dies. Mayor Hallman noted that from his perspective diversity is important. Tempe takes pride in its diverse community because diversity brings with it an opportunity to create the best solutions. Diversity ensures that everyone in the community, including people of modest means, has access to the community. Council Committees help Council accomplish things; they are the means, a tool, to achieving goals. Committees are not the end goal, but the tool.

Mayor Hallman noted that senior staff was invited to participate in this process as we, Council and staff, are all Tempe residents, part of the community, and have ideas with what makes up Tempe’s quality of life. Mayor asked all participants to articulate the elements of Tempe’s quality of life that makes the community what it is today. What makes Tempe different from other communities? Input from participants was organized into categories, as outlined below:

Quality of life elements in Tempe:

- *Diversity* – inclusive, accepting, variety of perspectives, economic sustainability, openness and tolerance of lifestyle choices, diversity of thought transcends physical differences, creates and embraces energy

- Takes risks – willing to take tangible and educated risks
 - Affordable Housing – supports economic diversity, age diversity, longer term residents, younger families and spurs community investment
 - Transit tax – example: the Orbit supports neighborhood businesses and residents
- Progressive Can-Do City – Take risks, listen to the residents.
 - Innovative ideas – example: Orbit bus
 - Technological sustainability, transparency, business friendly community
- Aesthetics – Parks are well maintained and add value to neighborhoods; the arts are also a source of pride for the community.
- Convenience – Services are close by, full service City, centralized location, integrated community, transportation

Councilmembers discussed a proposed Council shared vision as suggested by Councilmember Shekerjian, as follows: *Strive to provide outstanding representation to the community and set policies that pursue prosperity, achieve fiscal responsibility, provide community quality and invest in desirability.* The hierarchy for services includes 1) residents, 2) business community, 3) visitors.

- Business Environment – Diversity in businesses, varied population of small and large businesses, business friendly, technological progressiveness, sustainable practices
- Data driven decisions; Council to stay on policy side – being consistent with policies, trustworthy and fair when making decisions, transparent processes
- Embrace History – respect for past, family-oriented community, Mill Avenue, civic-mindedness, progressive community
- Amenities/Attractions – for the community and as an economic development tool; local, regional and national parks, ASU sports and arts, quality and diverse education infrastructure, world class university, special events, and specialty retail such as IKEA and Tempe Marketplace
- Public Safety – high quality, community safe from crime, fire, and injury, mall safety, prepared for special events, disaster preparedness, economic development tool - cost of development / redevelopment and impacts to public safety
- Education System – neighborhood schools, Arizona State University
- Proactive customer service oriented – energy, relevant and dynamic, world class community, “small enough to know you and large enough to serve you,” “largest small town you can ever be a part of,” variety of experiences
- Public Programs – Parks and recreation, sports, community events, library, youth, teens, adults, and seniors, high quality and cost effective
- Services – water, sewer, bulk pick up, household hazardous materials center, dump fees, Christmas tree recycling, mental health, homeless, Tempe social services, diversion programs, fair access to court, composting
- Acceptance of cultural values – traditional values
- Small town feel; big city amenities – active, integrated residents, enriching environment, amateur/specialty/professional sports, local/regional and national arts, diversity inclusiveness, friendly people
- Business friendly – permitting, public safety, signage, code compliance, and licensing
 - Aged infrastructure – 85% of homes are older than 20 years
- Communication – connectivity, engage community, outreach
- Employer of Choice – great workforce, attracting new business, family environment
- Nightlife / Mill Avenue – art, music, theater – vibrant, vibe; local to international significance and relevance
 - Activities – National/Regional – spring training, soccer, softball tournaments, Ironman, Rock n’ Roll Marathon, Insight/Fiesta Bowl block party, Jr. College all American game, and sports events at Diablo Stadium
- Natural landscape/landmarks – Butte, Papago, Twin Buttes Cemetery, Hayden Flour Mill silos, riverbed riparian habitat, A-Mountain, canals, weather
- Intellectual capacity – college town in an urban environment, creative, flexible

Mayor Hallman stated that he will incorporate these comments into committee work plans. Staff will be tasked with creating measurable goals and performance measurement for the work plans. He distributed handouts of previous Council

committee assignments along with an outline of economic forum topics discussed in 2004. Councilmember Shekerjian suggested using the feedback from recent economic forums to help form committees. Mayor Hallman asked Councilmembers to identify five items or priorities that need the most attention. He will solicit their input after the break.

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The Meeting recessed at 2:57 p.m. and reconvened at 3:10 p.m. with all Councilmembers present.

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Councilmembers provided Mayor Hallman with their priorities, as follows:

Councilmember Arredondo-Savage:

- Public safety, neighborhoods, parks and recreation
- Education
- Economic development
- Tourism and amateur sports

Councilmember Ellis:

- Neighborhood/ Public Safety
- Rehabilitation of neighborhood shopping centers
- Lifelong learning opportunities – education
- Affordable housing programs
- Planning, development, coordination and implementation of multi modal transportation

Councilmember Shekerjian:

- Technology / sustainability – governmental efficiencies, effectiveness, and transparency
- Public safety
- Neighborhoods
- Economic development
- Transportation

Vice Mayor Navarro:

- Public safety
- Neighborhoods – rights-of-way, streets, fence lines, curb appeal, alleys, medians, billboards and blight
- Downtown – streetscape
- ASU
- Transportation – multi modal

Councilmember Mitchell

- Downtown
- ASU
- Neighborhoods
- Public safety
- Economic development
- Transportation
- Tourism / sports

Councilmember Woods

- Multi modal transportation
- Public safety
- Affordable housing
- Neighborhood shopping centers
- Budget / finance – policy revenues

In light of the recent budget reductions and reorganization, Police Chief Ryff asked that reduced staffing levels be taken into consideration. Mayor Hallman acknowledged the comments and stated that Council needs to set goals that are measurable, stay within budget, and are based on reasonable expectations that are achievable, given the economic circumstances. Staff will be responsible for providing Council with budget perimeters in order for Council to refine priorities. Cross departmental coordination will be needed in order to maximize resources.

Councilmember Mitchell voiced concern over the possibility of having to cut more jobs next year in light of the threat to state shared revenues. The budget needs to be looked at now so that Tempe is prepared to deal with upcoming fiscal matters. Councilmember Arredondo-Savage stated that leadership needs to analyze the budget cuts that have already taken place and their organizational impact. This might entail resetting priorities. Councilmember Shekerjian stated that service cuts are never positive. For the future, it would be helpful if each Council Committee provides a semi-annual Issue Review Session summary presentation outlining the Committee's accomplishments and future goals.

Councilmember Woods stated that he would like to get information regarding departmental priorities, particularly in light of budget cuts. It is important that Council know who is responsible for what tasks and who is accountable for that work. Councilmember Shekerjian stated the form proposed by staff will assist in identifying who is responsible for what and accountability. Vice Mayor Navarro noted that the forms proposed by staff are useful, but stressed the need for interdepartmental coordination to ensure that processes are in place and costs are identified. Involving citizens in improving the community is a creative, out-of-the-box way of thinking that does not cost money. Having a plan is important. Mayor Hallman stated that Council Committees are formed to set priorities for staff to follow through on. This can include private sector participation as well.

Councilmember Mitchell stated that there is value to instilling a sense of pride among the employee population, which will translate into interdepartmental cooperation and assistance. Cross training employees will be a component of instilling pride and value within the organization.

Vice Mayor Navarro voiced his support for accountability, data and measurement of what has been accomplished. For instance, when a subcontractor completes a landscape job, there should be follow up from staff to ensure that the results meet certain measurable criteria. Councilmember Arredondo-Savage stated that based on the state of the budget, the City needs to focus on the upkeep, maintenance and aesthetics of the City. Current services should be maintained to the best of our ability.

In light of the budgetary cutbacks, Finance and Information Technology Director Ken Jones suggested that it would be helpful if the committees could identify programs that are no longer necessary. An example might be the municipal golf program in Tempe. Mayor Hallman stated that there is an abundance of golf courses that in Tempe that are expensive to operate. Opportunities exist for converting golf course real estate into more functional community amenities. Public Works Director Don Bessler suggested that the committees also identify core functions for the City and what is required to do those functions well. Instituting solution-oriented problem solving methods will help staff navigate through problems.

Councilmember Shekerjian stressed the importance of remaining a full service City, which is what residents expect. Committee work needs to reflect these services. From an economic development perspective, Councilmember Woods stated that the Center Point Towers as rental units will change the downtown area. It is important for the City and Downtown Tempe Community take into consideration the needs of residents of the Center Point Towers; attracting their business will be important. Mayor Hallman noted that future hotel development in the area will also impact the downtown.

Mayor Hallman stated that he will consider this information to develop Council Committees within the next month. Vice Mayor Navarro voiced his desire to continue working on lingering committee issues. Mayor Hallman agreed, as long as the issues being worked on are consistent with the priorities as outlined in the Council Summit. Councilmember Shekerjian asked if committees will be comprised of one Councilmember so that discussion among Councilmembers on issues of concern could occur. Mayor Hallman stated that a committee would be chaired by one Councilmember as a formal appointment and one or two Councilmembers could sit in on meetings.

Mr. Ryff asked if the Council would like staff to utilize the proposed tracking/measuring tool for working on lingering Committee issues. Mayor Hallman stated that relevant pending Committee business will be moved to a new Committee for further study.

The meeting was adjourned at 4:10 p.m.

I, Brigitta M. Kuiper, the duly-appointed City Clerk of the City of Tempe, Maricopa County, Arizona, do hereby certify the above to be the minutes of the City Council Summit of Friday, September 10, 2010, by the Tempe City Council, Tempe, Arizona.

Hugh Hallman, Mayor

ATTEST:

Brigitta M. Kuiper, City Clerk