

COUNCIL MINUTES

September 8, 2005

The City Council of the City of Mesa met in a Study Session in the lower level meeting room of the Council Chambers, 57 East 1st Street, on September 8, 2005 at 7:33 a.m.

COUNCIL PRESENT

Mayor Keno Hawker
Rex Griswold
Kyle Jones
Tom Rawles
Janie Thom
Mike Whalen

COUNCIL ABSENT

Claudia Walters

OFFICERS PRESENT

Mike Hutchinson
Debbie Spinner
Barbara Jones

Mayor Hawker excused Vice Mayor Walters from the entire meeting.

1. Discuss and consider expenditure of unanticipated 2005-06 allocation of Local Transportation Assistance Fund (LTAF) II Funds.

Assistant Development Services Manager Jeff Martin introduced Transit Coordinator Mike Davis and advised that they were present to address the expenditure of unanticipated Local Transportation Assistance Funds (LTAF) II received by the City in the amount of \$406,225.05. Mr. Martin explained that the Arizona Lottery generates LTAF II funds, which municipalities must designate for transit purposes and which requires a 100 percent local match of funds.

Mr. Davis displayed a PowerPoint presentation (a copy is available for review in the City Clerk's Office), which outlined three options developed by staff. He advised that staff recommends approval of Option Number 3, as outlined in the Council Report.

It was moved by Councilmember Whalen that the Council approve staff's recommendation for Option Number 3, which would apply 100% of the LTAF II Funds to transit capital improvements.

Discussion ensued relative to the fact that small bus shelters cost \$11,000 and large shelters cost approximately \$25,000; that the funding would address routes that complete the Bus Stop Master Plan, followed by transfer point locations where two routes coincide; and that the total cost of a shelter is approximately \$5,000 for the structure, plus the costs for shipping, installing the cement slab, and investigating right-of-way status.

Mayor Hawker advised that he would support the motion with a stipulation that the shelters and bus pullouts be constructed on the routes that are scheduled for future regional funding.

Councilmember Whalen, the maker of the motion, agreed to the stipulation, and Mayor Hawker seconded the motion.

Further discussion ensued relative to the fact that the required matching funds have been budgeted; that a significant number of people ride the bus; and that the number of bus passengers has increased as the price of gasoline has increased.

Councilmember Rawles expressed the opinion that the LTAF funds should be directed to transit operations.

In response to a question from Councilmember Griswold, Mr. Martin advised that a staff presentation to the Council last year reported study results regarding the areas of highest demand for bus stop improvements. He added that staff plans to update the Council on this subject in the next few months. Mr. Martin stated that the improvements are planned in the areas of highest demand rather than in areas of new development.

Additional discussion ensued relative to the fact that bus drivers experience problems re-entering traffic lanes from the bus pullouts; that an express bus route exists on Power Road at McKellips Road in the area of Mesa Community College (MCC); that providing bus service to MCC and Arizona State University (ASU) Polytechnic would cost approximately \$550,000; and that bus service on Power Road is planned to be phased in beginning in 2008 through 2014.

Mayor Hawker called for the vote.

Upon tabulation of votes, it showed:

AYES – Hawker-Griswold-Jones-Thom-Whalen
NAYS – Rawles
ABSENT – Walters

Mayor Hawker declared the motion carried by majority vote of those present.

Mayor Hawker thanked staff for the presentation.

2. Discuss role of Quality and Organizational Development Division and review 2005 City of Mesa Strategic Plan.

Deputy City Manager Debra Dollar noted that during the recent budget process, the Council requested a review of the Quality and Organizational Development (Q and OD) function. She explained that Q and OD provides in-house expertise on process management, process improvement, performance measurement, and strategic planning activities. Ms. Dollar advised that the focus of today's presentation would be the roles and responsibilities of Q and OD, the changing expectations of government, and an overview of Mesa's Strategic Plan, which was facilitated by Q and OD. She noted that staff was requesting feedback regarding the Strategic Plan to ensure that their efforts properly reflect the Council's direction. Ms. Dollar introduced Quality and Organizational Development Advisors Denny Haywood and Bill Follette.

Mr. Follette displayed a PowerPoint presentation (a copy is available for review in the City Clerk's Office), which provided an overview of the Q and OD function and outlined the challenges faced by the City of Mesa. He stated that the City of Mesa has three choices: 1)

Increase revenues, 2) Reduce services or service levels, and 3) Increase productivity and cut costs. Mr. Follette added that all three choices require that the needs of the community be reaffirmed, and that work and resources be managed more intensively and more precisely. He advised that the role of Q and OD is to provide the management tools, techniques and understanding that enable the organization to accomplish the task. Mr. Follette stated that Q and OD utilizes methodologies that are fundamental to managing any complex organization and that are key components of the Baldrige Criteria for Performance Excellence.

Mr. Haywood reviewed the evolution of the Q and OD function within the City of Mesa, which began in 1991. He noted that Mesa's first Strategic Plan was completed in 2001, and that subsequently most City departments completed strategic plans and formed process improvement teams to address specific projects. Mr. Haywood stated that during the past three years, there has been a focus on linking independent management methods to form a more systematic management approach, including the development of the financial forecasting model, formation of the first standing management teams in Building Safety, and preparation of a written set of process management guidelines. He added that the Strategic Plan is updated annually, and that activity-based budgeting and formal planning processes were implemented. Mr. Haywood advised that efforts continue to link management methods in order to ensure that the City's efforts are aligned, which enables City employees and departments to address the City's most strategically important areas. He noted that the Baldrige system's central focus is strategic planning, which sets the direction for every action implemented by the organization. Mr. Haywood explained that Q and OD is involved in developing the approach and facilitating the process, and noted that Q and OD does not create the goals and strategies.

Mr. Haywood advised that specific definitions exist for words utilized in the Strategic Plan:

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| Key Results Areas: | Areas in which we must excel in order to achieve the City's vision and mission. |
| Goals: | Longer-term, desired end results that guide our actions. |
| Strategies: | High-level methods that we predict will bring about the achievement of a goal. |
| Objectives: | Measurable, time-bound targets that serve as indicators that the goal has been achieved. |

Mr. Haywood noted that goals tell us where we are going, strategies state how we plan to get there, and objectives let us know when we've arrived, and he added that it takes all three to clearly communicate the organization's direction to the employees. He outlined the seven "key result areas" (KRA's) of Mesa's Strategic Plan:

- Our People – Workplace Excellence
- Customer-Focused Government
- Effective Government
- Economic Development and Financial Health
- Neighborhood and Environmental Vitality
- Community Safety
- Local Infrastructure.

Mr. Haywood explained that in 2005 all strategic and operational plans would be linked in a chain of accountability. He added that the City's Strategic Plan is based on the Mesa 2025 Plan and the Council Work Plan, and that each department identifies goals in the City's plan that can be supported by their activities, and that divisions then refer to the departmental plan to determine their areas of support. Mr. Haywood summarized that the Strategic Plan sets the direction of the organization's actions, the annual operational plan details the action to accomplish the goal, and activity-based budgeting allocates funding to accomplish the activities of the operational plan. He added that performance measures provide a means to monitor progress, evaluate return on investment and maintain accountability.

Mayor Hawker noted that the upcoming Council retreat would address the issues of financing and accountability.

In response to a question from Mayor Hawker regarding the process by which elected officials provide direction to employees, Mr. Follette expressed the opinion that the City Council and City staff should have a common vision regarding expectations for the City of Mesa.

Mayor Hawker said that he did not support all aspects of the Mesa 2025 document, and he expressed concern that the document was one of the sources for the City's Strategic Plan.

City Manager Mike Hutchinson stated that the Council's annual planning session provides staff with valuable information regarding the Council's goals.

Ms. Dollar said that there are many approaches to strategic planning. She noted that Mesa's approach is focused on the annual Council Work Plan, which identifies the problems that staff attempts to address. She advised that a more visionary approach is being proposed in which staff creates the operational solutions based on the direction of the Council. She further advised that staff is seeking the Council's direction with regard to overall goals and focus areas.

Councilmember Whalen noted that the Council typically spends ten days addressing budget issues and approximately four hours on organization development and goal planning. He suggested that the Council devote several days to the strategic planning process.

Mr. Haywood stated that the strategic plan establishes the vision for the organization and is the tool that communicates the vision throughout the organization.

In response to a question from Councilmember Whalen, Mr. Follette explained that "reaching a consensus" is defined as achieving the best decision possible. He added that consensus means that although all parties may not agree with the decision, they understand that once the decision of the majority is made, the minority agrees not to oppose the decision.

Discussion ensued relative to the fact that Councilmembers continue to receive customer service complaints; that City employees have tens of thousands of customer contacts each day that result in a small percentage of complaints; and that employee customer service training continues to be emphasized.

Councilmember Rawles stated the opinion that a Council team-building effort could be beneficial, and he explained that a two or three-day session could provide an opportunity for the Councilmembers to better understand each other's perspective on the issues. He also noted that a goal to increase the number of Mesa residents with college degrees was inappropriate and beyond the control of City government.

Councilmember Thom expressed the opinion that Q and OD should focus on the needs of the public who are served by the Council and City staff.

Further discussion ensued relative to the fact that the Strategic Plan is intended to be used as a management tool; that the direction set by the City's senior staff would be deployed throughout the organization and impact employee interaction with citizens; that the work plan is available on line for review by the public; and that the Council could address the topic of communicating their vision to the public at the Council retreat.

Mayor Hawker stated the opinion that the Council is setting policy and providing direction when ten days are devoted to the budget review. He suggested that the Council could include a discussion of philosophy early in the budget process.

Mayor Hawker thanked staff for the presentation.

3. Hear a presentation and consider providing direction on proposed amendments to the Mesa Fire Code:

- a. Requirement for a firefighter air replenishment system to be installed in all buildings 5 or more stories tall.

Assistant Fire Chief Cliff Puckett introduced Fire Protection Engineer Hal Key and the City's Fire Marshal, Deputy Chief Bob Horn. He noted that fires in high-rise buildings pose unique challenges and are extremely dangerous for both firefighters and citizens. Chief Puckett advised that high-rise building fires impose additional risks because firefighters are required to carry their equipment up the stairs without using elevators. He explained that the necessity for firefighters to carry spare air bottles to higher floors slows the firefighting process and places additional strain on fire personnel.

Chief Puckett displayed a slide (see Attachment) that depicted the manner in which the fire fighting breathing air replenishment (FBAR) system would be installed in a high-rise building. He noted that a fire department vehicle equipped with an air compressor would supply air to the system. Chief Puckett advised that the department recommends that the system be required for new construction of buildings that have 5 or more stories, and that the requirement be retroactive for approximately 14 existing buildings. He added that the cities of Chandler and Phoenix have adopted similar requirements. Chief Puckett stated that the system would cost approximately \$4,000 per floor, and that new construction and retrofit installation costs are very similar. He advised that at the request of the Fire Committee, informational meetings were held with the affected business owners and the Developer's Advisory Forum.

Councilmember Griswold expressed support for the proposal, and he suggested that the system be installed in City buildings to verify the costs and to ensure that the City follows the same requirements being proposed for private businesses.

City Attorney Debbie Spinner advised that that staff would encourage building owners to comply with the ordinance, and that staff would continue to work with the property owners prior to filing charges for non-compliance. She added that enforcement would be aggressively pursued due to the fact that this is a safety issue.

Discussion ensued relative to the fact that the installation of fire sprinklers is an example of a retroactive requirement imposed on building owners; that the City of Mesa imposed the sprinkler system requirement when a building was remodeled; and that the retroactive component was proposed because firefighter safety is a primary concern.

Councilmember Rawles noted that the system is designed to protect the firefighters. He stated the opinion that installation of the system is an appropriate function of government, and that the City should fund the cost to retrofit existing buildings. Councilmember Rawles added that building owners should not be required to retroactively pay for the Fire Department's safety equipment.

Responding to questions from Councilmember Thom, Chief Puckett advised that no Mesa firefighters have been killed during the past year in high-rise building fires, and that he would provide information on the number of Mesa high-rise fires that occurred in the past year. He added that Rescue Air is the primary company promoting the system, but the ordinance would permit other firms to install the system.

Councilmember Thom expressed the opinion that the City should not impose the requirement retroactively.

In response to a question from Mayor Hawker, Chief Puckett advised that during the meetings with the high-rise building owners, none volunteered to install the system.

Mayor Hawker noted that he was concerned with both the retroactive aspect of the requirement and the cost to the business owners.

City Manager Mike Hutchinson stated that staff would investigate the option of the City funding the system installation in existing buildings, and he noted that the system could save both citizens and firefighters.

Councilmember Rawles concurred with Mr. Hutchinson, and he added that the safety of citizens is an appropriate function of government.

Councilmember Jones stated that he agreed with Councilmember Rawles that the City should pay for the cost to retrofit existing buildings.

Mr. Hutchinson suggested that the ordinance requiring the FBAR system installation for future high-rise buildings be placed on the next Regular Council agenda for introduction, and he added that staff would investigate the retrofit aspect of the proposal.

b. Excavation and Confined Space Amendments.

Chief Puckett advised that the proposed ordinance would provide enforcement powers to the City's fire investigators relative to identifying unsafe trenching operations in excavations and confined spaces. He noted that this section was inadvertently omitted when the Uniform Fire Code was adopted.

Mayor Hawker expressed support for the proposal, but he added that contractors should be provided with advance notice of an inspection and a recommended procedure to be followed for trenching operations.

Further discussion ensued relative to the fact that the Developer's Advisory Forum be provided an opportunity to review the proposed ordinance; that City ordinances must have a defined date; and that any updates to the Code of Federal Regulations (CFR) would be included when the next Fire Code is adopted.

Deputy City Attorney Joe Padilla advised that Federal and State Code regulations are adopted as a mandate, and that any subsequent amendments are then incorporated into the document.

Mayor Hawker thanked staff for the presentation, and he noted that this proposal would be placed on a future Council agenda for adoption.

4. Hear reports on meetings and/or conferences attended.

Councilmember Thom: Groundbreaking for Mountain Vista Hospital.
Tour of Commemorative Air Force Museum.

Councilmember Jones: Financing the Future Committee Meeting.

5. Scheduling of meetings and general information.

City Manager Mike Hutchinson stated the meeting schedule is as follows:

Wednesday, September 14, 2005, 7:30 a.m. – Joint meeting with the Chamber of Commerce

Thursday, September 15, 2005, 7:30 a.m. – Study Session

Thursday, September 15, 2005, 8:30 a.m. – Utility Committee

Monday, September 19, 2005, TBA – Study Session

Monday, September 19, 2005, 5:45 p.m. – Regular Council Meeting

Thursday, September 22, 2005, 7:30 a.m. – Study Session

Thursday, September 29, 2005, 7:30 a.m. – Study Session

6. Prescheduled public opinion appearances.

There were no prescheduled public opinion appearances.

7. Items from citizens present.

There were no items from citizens present.

8. Adjournment.

Without objection, the Study Session adjourned at 9:17 a.m.

KENO HAWKER, MAYOR

ATTEST:

BARBARA JONES, CITY CLERK

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Special Study Session of the City Council of Mesa, Arizona, held on the 8th day of September 2005. I further certify that the meeting was duly called and held and that a quorum was present.

BARBARA JONES, CITY CLERK

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Attachment