



COUNCIL MINUTES

September 21, 2000

The City Council of the City of Mesa met in a Council Planning Session/Retreat at the Rendezvous Center, 263 North Center Street, on September 21, 2000 at 9:00 a.m.

COUNCIL PRESENT

Mayor Keno Hawker
Bill Jaffa
Dennis Kavanaugh
Pat Pomeroy
Claudia Walters
Mike Whalen

COUNCIL ABSENT

Jim Davidson

OFFICERS PRESENT

Mike Hutchinson
Neal Beets
Barbara Jones

Mayor Hawker excused Vice Mayor Davidson from the planning session.

(Agenda items were discussed out of order, but for purposes of clarity will remain as listed on the agenda.)

1. Introductions, Guiding Principles, Agenda.

City Manager Mike Hutchinson welcomed everyone to the Council Planning Session/Retreat and introduced Roberta Miller, who specializes in facilitating City Council planning forums. Mr. Hutchinson explained that the purpose of the meeting is to contemplate and discuss "the big picture," the Council's vision for Mesa's future.

Roberta Miller provided an overview of the meeting agenda and briefly discussed her experience and credentials.

Each of the Councilmember and Mr. Hutchinson briefly explained what they considered to be the "heart" of their job, as follows:

Keno Hawker: Analyzing the long-term goals we have in Mesa and prioritizing projects to accomplish that end.

Bill Jaffa: Achieve the planning and manage growth that brings a balance to the government to help make Mesa a great City in residential, commercial and industrial areas.

- Dennis Kavanaugh: The heart of the job is like a policy traffic cop, to analyze what is coming into you and try to give direction and move the traffic along.
- Pat Pomeroy: To determine what is best for Mesa when considering each issue.
- Claudia Walters: Reality, equity and quality: the reality of living in the present; the equity of fairness to all; and the quality of carefully investing in the future.
- Mike Whalen: To serve the City of Mesa.
- Mike Hutchinson: Serving the City Council and focusing on communication between Councilmembers and staff.

2. *Where we have been: Significant events and policy initiatives that have shaped Mesa.*

Discussion ensued regarding historical events and policies that have shaped the City of Mesa, including:

- Founded in 1878, incorporated in 1883 with a population of 772;
- Early 1880's – significant Mormon influence in Mesa began;
- Approx. 1890 – arrival of railroad/depot in Mesa providing passenger travel;
- 1898 – Completion of Roosevelt Dam providing electricity to Mesa;
- 1908 – Sacred Heart Mission, the first Mesa Catholic Church was built at Country Club & 2nd Street (landmark zoning case regarding churches);
- 1910 – The Mezona was built providing a public/social gathering place (torn down in 1971);
- Doubling of the population by 1910, doubling again by 1920, and again in the 1940s;
- 1917 – City of Mesa purchased the Southside Gas and Electric Company and began operation of the City's municipal facility;
- The geographic area of the City was one square mile until 1930;
- 1937 – Availability of residential air conditioning;
- 1940's - Jewish Synagogue established;
- 1940's – Consolidation of schools into the Mesa United School District ultimately resulting in a strong, well-respected public school system;
- 1945 – City property taxes were discontinued;
- 1952 – Chicago Cubs' spring training comes to Mesa;
- 1952 – 1977 Long term City leadership provided by City Manager Jim Petrie;
- Population grew to 33,000 in the 60s, to 63,000 in the 70's, to 90,000 in the 80's;
- 1960's – Mobile home communities became prevalent in Mesa;
- 1967 – Creation of City Charter;
- 1970's - Contract with Central Arizona Project for water established;
- 1971 – Mesa adopted the first General Fund;
- 1977 – 2000 Long term City leadership provided by City Manager Charles Luster who was known for being committed to strong residential development and infrastructure;
- 1977 – Development of the freeway system through Mesa began;
- Late 70's – Development of Dobson Ranch, the first planned, residential community;

- Late 70's – Development of Fiesta Mall on Southern Avenue and the resultant downturn of the Town Center area;
- 1978 – Development of First Interstate Bank (current Mesa City Plaza) and Centennial Hall;
- 1980's – Development Guidelines established;
- From 1980 to 1990 Mesa was the fastest growing City in the United States over 100,000;
- 1985 - Institution of statewide half-cent sales tax;
- 1985 – Development of Bank One;
- Late 1980's – Hughes Helicopters/Boeing and TRW moved to Mesa;
- 1999 - Finalization of securing the City's 100 year water rights;
- 2000 - Population approx. 400,000; geographic size approx. 125 square miles.

3. Where we are now: The community of Mesa, its identity and image.

Councilmembers discussed their individual perceptions of Mesa's identity and image and referred to photographs they selected signifying Mesa's identity and image.

Councilmember Jaffa discussed the photographs he selected and their significance, including: construction in the Desert Uplands area representing the need for preservation of the desert areas with development that is environmentally friendly; West Mesa area and downtown area, representing areas needing redevelopment. Councilmember Jaffa also commented on Williams Gateway Airport and the complex issues associated with its development.

Councilmember Pomeroy discussed the photographs he selected and their significance: people of Mesa, families, children, senior citizens; the Police Department and Fire Department, providing public safety; the Town Center area, depicting aesthetic improvements; the utilities owned by the City; the pioneers of Mesa and the heritage they created; the City parks, adding to Mesa's quality of life; the Citrus industry; economic development such as Boeing; the growth of the community, and the aging trailer parks in Mesa.

Councilmember Kavanaugh discussed the photographs he selected and their significance: the new Library and Technology Center at Mesa Community College representing higher education in Mesa; Motorola, for employment and other contributions it provides the community; a local pool, representing cooperation between the City and the school districts to provide recreational amenities to citizens; an aging but well kept neighborhood representing community effort to maintain neighborhoods; the Police and Fire Departments; Dobson Ranch, an example of an attractively aging community due to the City's commitment to parks and open spaces.

Councilmember Walters discussed the photographs she selected and their significance: an attractive redevelopment project in contrast to blight directly across the street; a new apartment complex near Superstition Springs Mall representing good development; a gasoline station built before EPA standards; Rigley's Park, depicting urban design; Main Street, representing commitment to revitalization of the Town Center area; youth offices at Stapley and US 60; Motorola, depicting good maintenance of their facility and representing a significant Mesa employer; Mesa City Plaza with new development nearby; the Red Mountain/202 Freeway, representing economic development along the freeway corridor.

Councilmember Whalen discussed the photographs he selected and their significance: downtown area with nearby high crime areas and a neglected tin barn at 3rd Avenue and Hibbert representing additional redevelopment needed in the Town Center area; a motorist running a red light, representing a significant public safety problem; a house that was redeveloped into a contractor's office, representing successful small business in Mesa; Brown & Brown Chevrolet, representing important sales tax revenue to the City; Mesa Bank Building, representing redevelopment in the Town Center area; Mangos Restaurant, representing the need for additional quality restaurants in the Town Center area; a Latino professional at Mesa City Plaza representing the need for more minority representation in City government.

Mayor Hawker discussed the photographs he selected and their significance: Williams Gateway Airport; examples of high income housing and low income housing, signifying Mesa's housing diversity; the Mayor among children, representing the Mayor's Youth Committee and the future Mesa is creating for its children; the Mormon Temple representing the diversity of religions in Mesa; statue of Mesa founding fathers in Pioneer Park; streetscape improvements in the Town Center area; unattractive commercial area near Mesa/Tempe border representing needed redevelopment; Victor Hawker, representing small business in Mesa.

Discussion ensued regarding the common and diverse ideas and goals presented through the photographs and what the diversity of goals meant to the Council in terms of compromising and prioritizing projects.

Discussion ensued regarding Mesa's identity in contrast to other East Valley communities including Chandler, Tempe, Scottsdale, Gilbert and the Salt River Pima Indian Community.

Discussion ensued regarding three types of community leadership, inert, dominant and factual, and how the East Valley communities fit within those classifications.

Councilmember Walters noted that Scottsdale and Tempe do not have term limits. Discussion ensued regarding the effect of Mesa's term limits on community leadership and also the fact that Mesa has had long term City Manager leadership.

4. Where we are going: Vision for Mesa, priorities for action.

Priorities identified by the Councilmembers included:

- *Balanced Revenue Streams* (identified as high priority by all Councilmembers);
- *Mesa as an Entertainment & Sports Destination* (performing and visual arts center, aquatics facility, golf, etc.);
- *Williams Gateway Economic Center in East Valley;*
- *Balance of Residential, Commercial and Industrial Development;*
- *Excellent Public Safety – Police;*
- *Excellent Public Safety – Fire;*
- *Mature and Well Maintained Neighborhoods;*
- *Desert Development & Harmony in Northeast Mesa;*
- *Parks and Open Space throughout the City;*
- *Williams Gateway Regional Airport with Passenger and Cargo Facilities;*
- *Vibrant Downtown;*
- *Zoning and Infrastructure Support;*

- *Completion of Rio Salado Project;*
- *Expanded Public Arts Program;*
- *All Neighborhoods Represented by Neighborhood Associations;*
- *Energy System in Place that will meet needs and be Non-polluting;*
- *Education – Excellent Reputation K-12;*
- *Health and Human Services System to Support People below Poverty Level;*
- *Host Major Event in East Valley;*
- *Enterprise Accounts Continue to Fund Government Expenditures;*
- *Citizen Access to City Services via Internet;*
- *Immigration Work Agreement in place in Mesa;*
- *Regional Cooperation – emphasis on regionalism;*
- *Provide Leisure Time Activities;*
- *Quality Construction - Landscape & Buildings;*
- *Dedicated Public Transit;*
- *Mass Transit in Place;*
- *Diverse Active Communities Working Harmoniously;*
- *Mesa has Fair Share of County, State and Federal Facilities;*
- *School/Community Partnerships.*

5. *How we get there: Ideal Communication.*

Discussion ensued regarding communication between the City Manager's office and the City Council, how communication is relayed, the volume of information to be relayed to the Council and the overload it creates.

Discussion ensued regarding the effectiveness of the City Manager's Report. Mr. Hutchinson noted that the report is electronically mailed to the Councilmembers, City employees and Officers.

Councilmember Pomeroy voiced support for Council and Committee meeting schedules to be generated three months in advance.

Discussion ensued regarding problems associated with the current system of delivering information to Councilmembers at home.

Councilmember Jaffa voiced support for having access to the City Manager's and Assistants' cell phone numbers to be used for communication regarding important matters after normal business hours.

Councilmember Kavanaugh commented that communication between the Council and the City Manager's office had substantially improved although improvement was needed with respect to being informed by department heads of urgent matters.

Councilmember Whalen voiced support for being notified by pager of exceptional City-related incidents.

Discussion ensued regarding the types of matters that should be immediately communicated to Councilmembers, including: death or serious injury of a City employee; a police incident with

shots fired; a fire resulting in severe injury or death; an incident resulting in a huge property loss, and potential criminal activity by high level staff. Further discussion ensued regarding the communication of information considered to be important on a district basis to respective Councilmembers.

Mr. Hutchinson said that he encouraged his staff, the department managers and deputy managers to share information with Councilmembers. Mr. Hutchinson stated that, ideally, he would prefer that Council requests regarding sensitive matters be addressed to him or one of his assistants and that the department managers usually apprised him of important or sensitive issues.

Mr. Hutchinson urged Councilmembers to advise him of their respective concerns and said that he anticipated being able to spend more individual time with Councilmembers in the future. Mr. Hutchinson added that Council assistants have been helpful with regard to communicating district-related information to Councilmembers.

Ms. Miller commented on the importance of not inundating Councilmembers with a quantity of information they cannot possibly read.

Councilmember Kavanaugh voiced support for receiving information in smaller, more manageable quantities.

Councilmember Whalen stated support for receiving information electronically.

Discussion ensued regarding communication between the Mayor and Councilmembers; the volume of information that the Mayor must routinely address and the associated dilemma of what information to forward to the Councilmembers. Councilmembers Jaffa, Kavanaugh, Pomeroy, Walters and Whalen voiced support for being apprised of major issues, including policy decisions and policy statements, prior to the general public.

Councilmember Walters expressed the opinion that staff should be better utilized to improve communication between the Mayor and Councilmembers.

Mayor Hawker concurred with Councilmember Walters and said that his ideal would be to have scheduled meetings with individual Councilmembers each week to discuss pending issues. Mayor Hawker added that he has an open-door policy.

Discussion ensued regarding establishing a routine of brief, individual meetings between the Mayor and each Councilmember prior to Council meetings.

Mayor Hawker said that he cannot attend all of the meetings he is invited to and routinely passes meetings to Vice Mayor Davidson or other Councilmembers, depending on the meeting. Mayor Hawker stated that when he forwards meeting invitations to Councilmembers, it is meant as an optional opportunity to attend, unless he adds a note that attendance is important.

Discussion ensued regarding effective communication between the Councilmembers.

Councilmember Walters said that her ideal communication occurs when she can talk privately, face to face with other Councilmembers in the office.

Councilmember Jaffa stated that he occasionally contacts Councilmembers by telephone at home.

6. Management Initiatives.

Mr. Hutchinson discussed the results of the Employees' Survey and noted that it was the second time the survey was conducted and that the last survey was two years ago. Mr. Hutchinson said that 80% of City employees responded to the survey, which he considered phenomenal. Mr. Hutchinson explained that he and the department managers reviewed the results and that the information was disseminated to the various departments and responsibility centers for managers to discuss with their various departments. Mr. Hutchinson advised that management takes the results very seriously and provides feedback to employees regarding the survey results. Mr. Hutchinson said that following the previous survey, interdepartmental task forces were formed to evaluate the numerous issues raised and several personnel rules were changed as a result.

Mr. Hutchinson discussed numerous employment issues that were raised by the study, including:

- A great number of employees are happy with their jobs and proud to work for the City;
- Employees think pay should be adjusted, given the skills and responsibilities required;
- Competence and good work needs to be recognized by supervisors;
- Good performance should be recognized with increased opportunities;
- Focus on retaining the best qualified employees;
- Continue working on CQI (Continuing Quality Improvement);
- Seeking diverse points of view in decision making;
- Continue to focus on communicating with employees how to serve better;
- Provide a working environment that is conducive to reporting ethical violations without fear of retaliation;
- Continue to focus on training across the organization;
- Focus on responding appropriately to employee feedback.

Discussion ensued regarding retaining employees on a long-term basis. Councilmember Pomeroy requested to be apprised of the difference between the Police Department turnover rate and the Fire Department turnover rate.

Mr. Hutchinson reported that during August 2000 he met with Department Managers in a planning session to discuss management priorities and noted that the highest priority discussed is to timely respond to the employee survey and the resident survey to be conducted in October 2000 and to implement task force recommendations. Mr. Hutchinson said that one of the objectives discussed is to provide planning instruction to department managers beginning in January 2001 with consultant assistance to address the City's organizational strategic planning. Mr. Hutchinson also reported that effective use of technology is a priority that was discussed during the meeting including creating a master plan for technology use.

Mr. Hutchinson advised that the biggest concern of managers is projected revenue and revenue planning. Mr. Hutchinson noted numerous other issues discussed during the meeting, including: the need to improve communication to department managers; aggressive recruitment and retention of employees, and ongoing group and individual training for department managers. Mr. Hutchinson said that a successive Department Managers' planning session is planned for August

2001, and noted that managers are now being asked to assist with cross-organizational planning issues in addition to managing their respective departments.

The Councilmembers voiced support for brief updates regarding management issues from Mr. Hutchinson during Thursday morning Study Sessions.

7. Issues: Exploration and next steps, economic development, financing, expansion of redevelopment areas.

Mr. Hutchinson informed the Council that staff would address the Council within 30 days regarding economic development issues. Mr. Hutchinson said that a Finance Committee meeting is scheduled for October 10, 2000 to discuss revenue stream issues. Mr. Hutchinson informed the Council that numerous issues regarding expansion of redevelopment areas would be presented to the Council within 60 days to be discussed and prioritized.

Councilmember Walters said that Infill Policy is a redevelopment issue that needs to be addressed due to requirements of Growing Smarter legislation.

Councilmember Jaffa expressed concern regarding the issue of district representation on committees.

Mr. Hutchinson advised that within the next several weeks, staff would seek Council's input with respect to policy regarding the issue of Committee appointments.

8. City Council Workplan.

Discussion ensued regarding issues the Council will address during the ensuing few months, including: the stadium issue and pending deadlines to present stadium proposals to the Tourism and Sports Authority; the design report regarding the Mesa Arts Center; a report from the E-Streets Task Force (addressing electronic commerce and Internet access), and a report from the Day Labor Task Force.

Discussion ensued regarding future Council meetings with neighboring communities. Mr. Hutchinson stated that staff is endeavoring to schedule one dinner meeting a month, including a meeting with the Salt River Pima Indian Community during October.

Councilmember Walters stated support for regular meetings with County representatives on a quarterly or semi-annual basis.

Mayor Hawker said that he was endeavoring to increase Mesa's representation on regional boards to aid in improved communication and cooperation between Mesa and other valley communities.

Discussion ensued regarding the regional light rail system.

Councilmember Whalen stated that the system is scheduled to enter Mesa in 2006, with the first mile of the system along Main Street from the Tempe border to the East Valley Institute of Technology.

Discussion ensued regarding the scheduling of future meetings to discuss regional issues.

9. Adjournment.

Without objection, the Council Planning Session/Retreat adjourned at approximately 4:00 p.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 Council Planning Session/Retreat of the City Council of Mesa, Arizona, held on the 21st day of September, 2000. I further certify that the meeting was duly called and held and that a quorum was present.

Dated this _____ day of _____, 2000

BARBARA JONES, CITY CLERK

pjt