



MAYOR AND COUNCIL Study Session Minutes

Approved by Mayor and Council
on May 4, 2021.

Date of Meeting: January 20, 2021

MEETING NOTE: Due to the impacts of the COVID-19 pandemic, which prompted declarations of a public health emergency at the local, state and federal levels, this meeting was conducted using measures to protect public health. This meeting was held remotely through technological means, as permitted under Arizona law.

The Mayor and Council of the City of Tucson met in study session remotely through Microsoft Teams at on Tuesday, January 20, 2021. The meeting was called to order by Mayor Romero at 1:06 p.m.

OFFICIAL MEMBERS

PRESENT:

Mayor Regina Romero
Council Member Santa Cruz (Ward 1)
Vice Mayor Paul Cunningham (Ward 2)
Council Member Paul Durham (Ward 3)
Council Member Nikki Lee (Ward 4)
Council Member Richard G. Fimbres (Ward 5)
Council Member Steve Kozachik (Ward 6)

OFFICIAL MEMBERS

ABSENT:

None

STAFF:

Michael J. Ortega, City Manager
Michael Rankin, City Attorney
Roger W. Randolph, City Clerk

10. **Executive Session – Worker’s Compensation Claim: ICA No. 20192-760306. Applicant: Roger Tamietti vs. Employer City of Tucson (City Wide) SS/JAN20-21-23**

(Note: This item was taken out of order.)

Roger W. Randolph, City Clerk, announced the Executive Session, as noticed, was being held pursuant to Arizona Revised Statutes Section 38-431.03(A)(3) and (A)(4). Item #10 was being held pursuant to Arizona Revised Statutes Section 38-431.03(A)(3) and (A)(4).

It was moved by Council Member Lee, duly seconded, and carried by a voice vote of 7 to 0, to enter into Executive Session as noticed in the agenda.

RECESS: 1:08 p.m.

RECONVENE: 1:40 p.m.

MAYOR & COUNCIL: All present

STAFF: All Present

Executive Session was held from 1:10 p.m. to 1:37 p.m.

It was moved by Council Member Lee, duly seconded, and carried by a voice vote of 7 to 0, to return to regular session.

11. Mayor and Council Direction Regarding Executive Session – Worker’s Compensation Claim: ICA No. 20192-760306. Applicant: Roger Tamietti vs. Employer City of Tucson (City Wide) SS/JAN20-21-24

It was moved by Council Member Kozachik, duly seconded, and carried by a voice vote of 7 to 0, to direct the City Attorney to proceed as discussed in Executive Session, specifically, to authorize the settlement of this claim for the amount as discussed in Executive Session.

1. Report and Update on the Continuing COVID-19, Emergency: City Response and Emergency Management; Coronavirus Relief Fund (CRF) Mayor and Council Strategic Plan and Expenditures; Federal Funding for Coronavirus Relief; Federal Legislation and Appropriations; and City and County Mitigation Measures (City Wide and Outside City) SS/JAN20-21-19

Information and presentation were provided by Michael J. Ortega, City Manager, on the number of COVID tests administered at the various City of Tucson sites. He stated so far, they had tested 60,000 people at Udall, 9,600 at El Pueblo Center and there have been various pop-up testing sites at Food City on Flowing Wells Road, Sentinel and Reid Park locations. He said there was a reduction in the number of people coming through for testing, but recommended it continue in the same manner. He stated there was adequate funding to sustain testing through the next Mayor and Council meeting to be held on February 9, 2021, and at that point a determination could be made on what to do beyond that point, with the hope that there would be additional guidance on any federal funding available. He said he had sent information to the Mayor and Council on testing to date of City employees and had lifted the one test restriction for employees due to the prolonged timeframe of the pandemic.

Mayor Romero stated she had been working closely with members of the Board of Supervisors to ensure consistency with testing and vaccinations. She said the State had received \$482 million from the federal government in support of testing and vaccination. She said she felt they needed to work with Pima County to ensure

continued support and financial aid for delivery of testing and vaccination services to the public.

Mayor Romero said they requested funds be allocated directly to the City of Tucson to support the various testing sites within the City and inquired with Pima County Health Department and County Administrator Chuck Huckelberry and Arizona Department of Health Services (AZDHS) for support of a mass testing site within the City limits. She said she was advised the City was on their own and responsible for running their own sites. She congratulated Mr. Ortega and Staff for opening the Tucson Convention Center (TCC) and providing necessary services to the community and employees through that location. She said another possibility was additional federal funding from a \$1.9 trillion relief package by President Biden, which would consider direct funding to jurisdictions.

Council Member Fimbres asked how many vaccines Pima County had available and how many would be given out per day. He also commended staff for the opening and continued operation of the TCC facility. He asked if Walgreens and CVS stores would receive their own allotment of vaccines or would those come from the ones going through Pima County.

Mr. Ortega applauded the team working at the TCC and responded that 600 people would be vaccinated that day, and 1100 people would be vaccinated each day over the following two days. He said they were not planning on the TCC facility being open over the weekend due to lack of staffing and concern over availability of the vaccine. There were 5900 vaccines allocated to the City and half of those had to be reserved for administration of the second dose. He stated he was unaware of how Walgreens and CVS stores would receive their vaccinations but confirmed all vaccines for the region went through Pima County.

Mayor Romero stated they should hold off on continuing the discussion so they could receive clarification once Dr. Cullen was on the call.

Council Member Fimbres asked for a time frame of when all City employees would be vaccinated.

Mr. Ortega responded they were working on a timetable and could potentially have all employees processed over the following two weeks, but it was dependent on vaccine availability and length of time to process everyone. He said this timeframe applied to the protected services tier.

Mayor Romero also asked about frontline workers such as Suntran and environmental services employees and wanted to make sure they got them through the TCC site. She said she wanted to ensure equal treatment to other frontline workers aside from first responders.

Council Member Fimbres expressed concern over the homeless population, which had increased due to the winter season, and if there was a plan to reduce the number of people in the shelters and the potential spread of COVID-19 due to their inability to quarantine.

Mr. Ortega felt the question surrounding vaccine administration could be better addressed by Dr. Cullen once she was on the call. He continued his presentation to address the financial overview, assisted by Joyce Garland, Chief Financial Officer/Assistant City Manager.

Joyce Garland, Chief Financial Officer/Assistant City Manager, gave an update on the \$95 million CRF Funds via the CRF tracking sheet. She said as previously discussed, any projected surplus, which in this case was \$4 million, would be allocated to cover the cost of testing. She commended the Mayor and Council for their Strategic Plan as it had proved to be fruitful and allowed money to be put back into the community. She said there were community partners that were not able to get the money out by the December 30, 2020, deadline but had since accomplished that goal thanks due to the extension of the time frame for distribution of funds.

Ms. Garland said she also wanted to draw attention to the partner agency listing, that listed partner agencies, number of applications received, number of applications granted, dollar amount and dollars awarded. He stated there was a portion of the funding dedicated for administration fees for the various agencies that was separate from the money set aside for the community and some agencies did not utilize their entire administrative allotment and were able to grant further disbursements to the community with those unused funds. She said there would be a final tally at the end of the month. She also shared, in an effort to maintain transparency and dialogue with the community, a page had been created on the City's website that showed the available CARES funding, money used, partner agencies, and where the money went to.

Mr. Ortega presented the storyboard page to the Mayor and Council and was very proud of the organization and leadership because of the impact made via the disbursement of funds. He stated it was not complete, but this was the information the public would have access to. He said users would be able to interface with the page and the various links would take them to detailed reports where they would see dollar amounts and where the funds were allocated. He commented this could also set the stage for future budget discussions.

Mayor Romero asked for the link to be shared through NewsNet for City employees, media outlets for news media and the public, and anyone else they could think of to share this information. She thanked the Council and Staff for their innovation and work on this project, especially Council Member Santa Cruz who brought the initial idea of the strategic plan to the table.

Mr. Ortega also reported on the moratorium for water and sewer shutoffs within the City. He said the Mayor and Council had extended it to the end of January and at this point in time, he suggested they proceed with turn-offs, but allow people to call in and request

payment options and include people qualifying for the low-income program. He stated staff was having difficulty identifying those individuals who could not afford to pay versus those who had chosen not to pay. He stated the thought and hope was that by putting the caveat of people having to call in to request payment options, it would help the City know they were working to address paying their bill. He commented that the intent, from the very beginning, was to help those in need and not put any additional burden on people's lives. He said the next round of funding hopefully had an opportunity to discuss utilities and provide for the potential of impacted members to receive assistance, however, full details had not been disclosed.

Mayor Romero stated there needed to be a thorough discussion and action plan regarding delinquent accounts. She said at one point there were \$9 million of delinquent accounts in Tucson Water and thanks to rent and utility assistance, the delinquency went down to \$7 million. She said she too had heard there were some, either business and/or corporations that, because the City had a moratorium on shut offs, had chosen not to pay their account and suggested staff work with Tucson Water to come up with a detailed action plan. She wanted to ensure those who truly were in need could still receive the help.

Council Member Fimbres agreed they needed to do a thorough investigation before adding charges to those accounts. He was also concerned with potential communication barriers with the monolingual community. He cited a recent bill passed by congress that included rental and utility assistance so he was confident there would be incoming funding for assistance.

Council Member Kozachik said it would be helpful to know what the actual cashflow impact was and specific criteria as to who would qualify for continuation. He said he wanted to know by the next Mayor and Council meeting what the timeframe on new federal dollars was because that would allow for a more informed conversation and decision.

Mayor Romero conveyed twenty-eight percent of the delinquencies were from those who lived outside the City of Tucson limits and did not qualify for the low-income program. She said she wanted staff to collaborate with Pima County, to come up with a plan on addressing those delinquencies.

Mr. Ortega asked if the Mayor and Council wanted to extend the moratorium, he would work on an action plan that could be brought back to them during that time.

It was moved by Vice Mayor Cunningham, duly seconded, to extend the shut off moratorium for water and sewer services to the end of February 2021, and for the City Manager to create an action plan and report back to the Mayor and Council in the interim. He said the action plan should include the following data:

1. total dollar amount in delinquencies
2. total number of delinquent accounts,

3. type of delinquent accounts (within the City/outside the City, are the on the low-income program or not, and are they commercial or residential).

Mayor Romero welcomed Theresa Cullen, MD, MS, Pima County Health Department and opened the floor to her to speak about the latest information on vaccination and testing in Pima County.

Theresa Cullen, MD, MS, Pima County Health Department, stated that in the County they continued with the accelerated immunization plan, ICU's continued to be full, but numbers appeared to be plateauing. She said there seemed to be some slowing and the positivity rate was about twenty percent and approximately fifty thousand people in the County had been immunized, eighty-one thousand immunizations had arrived and another twenty-eight thousand were projected to arrive later in the week. She said the inventory for the second doses were included in those numbers. Overall, she said, fifty thousand people had been immunized and more than ten thousand had received both vaccines.

Dr. Cullen said Pima County remained the second highest immunizer in the State of Arizona. The accelerated immunization plan was implemented, and three sites were put up January 5, 2020, Banner North, TMC and Banner South, TCC and U of A. She said there were some delays at some of the sites due to registration issues, but they projected to be at one million immunizations by the end of June with those sites. She said if they put up a site at Rillito in February, they believed they would be able to run three thousand immunizations a day which would bring the total number up to 1.7 million. She commented this was all dependent upon receipt of the vaccinations. She said they had only one adverse reaction that had to be transported to the hospital but overall, they had done well with those that experienced adverse reactions.

Dr. Cullen also stated they had looked for the COVID variant and sent sixty-eight swabs to be tested and would continue doing so to stay on top of any potential variant. Sites were concerned with putting up appointments and not having enough vaccinations and users experienced some delays and issues with the current registration process because of it. She said seventy thousand people had gone through the system in the County and an additional thirty thousand in the City but there were several still without appointments.

Council Member Fimbres asked if there was a possibility for people to make contact with the call line for appointments outside of the 8 to 5 hours of operation. He was also concerned if there was bilingual staff available to assist the Spanish speaking communities.

Dr. Cullen responded the intent was to have the call line open until 9 p.m. but was not operating at that capacity yet. She said they wanted to extend evening hours as well but at the time, the latest appointment they were able to offer was 7 p.m. She said staff was comprised of about thirty percent bilingual operators, but it did not ensure availability of a Spanish speaker at any given time.

Council Member Fimbres asked if a current care provider for a citizen who met the current tier criteria could be vaccinated while they were there. He also wanted to know if Walgreens and CVS would be obtaining their allotment from the County supply or directly from the federal government.

Dr Cullen stated they had not been vaccinating workers in that situation. She did state there would be discussion surrounding that issue on a scheduled ethics committee meeting. She said it was similar to childcare issues and were following Maricopa County's guidance where the person was not required to be a licensed childcare provider but had to be caring for five or more children. With regard to pharmacies that would be providing vaccinations, she said her understanding was they would be receiving their allotment from the government, but it would be coming from the State's portion.

Council Member Fimbres asked if the two tribes in the area were doing their own vaccination sites or working in conjunction with the County. He also expressed concern over the influx of the homeless population due to the winter season and if there were plans in place for outreach to provide vaccination opportunities for them as well.

Dr. Cullen stated although they work closely with the Pascua Yaqui Tribe and the Tohono O'Odham Nation, they were not involved, and the tribes were doing their own vaccinations. She also mentioned the Tohono O'Odham Nation had the highest utilization rate in the country. She said regarding the homeless community, the guidance they had was that they would be part of Phase 2. Currently the county was in Phase 1B-1 so it would be some time before the homeless population was up for vaccines. She said they did not have a solution in place, but it was something they were working on due to concerns with locating and identifying enough members of the population to have the vaccine since each Moderna vaccine vial had enough for six shots and they did not want to waste it.

Council Member Fimbres mentioned he had written Governor Ducey about his retired military hospital unit wanting to volunteer to give vaccinations but had expired licensing. He wanted to see if there was a way around that or if there could be an expedited process for licensing.

Council Member Kozachik thanked Dr. Cullen for all the work done managing both the outbreak surge and implementing vaccinations. He said he wanted to know when staff in shelters would be able to receive vaccinations. He also asked what advice they could give constituents regarding the registration process.

Dr. Cullen responded staff members in shelters would be in the Phase 1B-2 category. She stated with regards to those that were experiencing difficulty getting through the process, she reiterated if those who were not eligible attempt to create a MyChart through the County portal it would not allow them to. She stated people who did not have access to the internet have walked in and received vaccinations. She said they did need a phone so they could be reached to do a mini registration to try and get them in with TMC to complete the registration process when they went in for their vaccination.

Council Member Kozachik asked what the process was for receipt of vaccines and how the amounts were determined.

Dr. Cullen stated it was the federal government that would determine the amount sent out based on each phase and it was further broken down at the State level. She did not know how many would be delivered each week and they did not have control over the disbursements until they received their allotment.

Council Member Kozachik stated he was aware of a 24-hour mass vaccination event sponsored by Blue Cross/Blue Shield in Maricopa County and wanted to know if there was a way to have a similar sponsored event in Pima County. Also, how could the community help with volunteers to make an event like that possible.

Dr. Cullen stated they were researching the event in Maricopa County and there was a \$1 million philanthropic donation by a private citizen for the event and Blue Cross/Blue Shield was helping support it. She stated they were in the process of reaching out and the sites that were currently up in Pima County had been wonderful partners and there was an outpouring of support by volunteers in the community. She said they had one thousand people in the queue for volunteering, but they needed volunteers that could make long term commitments due to the training involved.

Mayor Romero asked about the \$482 million from the Federal Government COVID Relief bill meant to support testing and vaccinations. She wanted to know if the County had discussed fair distribution of funding.

Dr. Cullen responded the State had asked them to put together a plan for funding with regards to \$65.6 million that came to the state specifically for vaccines. She said they calculated their need to be \$4 to \$6 million but believed it would cost closer to \$10 million.

No further action was taken.

Information and presentation were given by Andrew Greenhill, Intergovernmental Relations Manager, who fielded and answered questions on the Federal COVID4 Relief Funding and "American Rescue Plan" update. He thanked the Mayor and Council on their efforts to advocate for the community and felt it was vital to the federal delegation's ability to have fought for the funding received thus far. He said the strategic plan and reports allowed for Intergovernmental Relations to continue working with the Federal government to show the City was a good steward of federal dollars and the investment the government was making.

Mr. Greenhill said the first slide in his presentation identified the latest relief fund would yield about \$16.7 million for the rental assistance program and had been wired to the City. He thanked Ms. Garland for her work to ensure the money was delivered expeditiously. He said they also received guidance from the Treasury Department on how

the program should be administered. He said the Housing and Community Development Department (HCD) would develop the program. In addition, they would receive \$18 million from the Federal Transit Administration for transit.

Mr. Greenhill stated the City was able to secure \$600,000 from the COVID 19 Demonstration Grant that would be utilized for a variety of services such as systems to assist non-ambulatory passengers. He commended the Department of Transportation and Mobility (DTM) because it was a competitive grant and Tucson was the only agency in Arizona to receive the grant, and one of the few to receive the maximum amount. He also stated there were other components of the bill that had passed which provided funding for low-income water and wastewater emergency assistance programs.

Mr. Greenhill's presentation also included COT highlights: COVID4 & FY21 Spending bill (CRF deadline extension to 12/31/21; CDC Eviction Moratorium Extension to 1/31/21; Rental/Utility Assistance [\$485 M for AZ]; Low Income Water/Wastewater Emergency Assistance; FTA Transit Grants; Surface Transportation; COVID testing/tracing/mitigation; Vaccine Purchase and Distribution; Broadband Assistance; Direct Payments; Unemployment Insurance; SNAP 15% Benefit Increase through June 30th; PPP, EIDL, Save our Stages; Education and USPS. He also spoke about next steps and President Biden's "American Rescue Plan" in the amount of \$1.9 trillion. He stated the plan would still need to go through Congress and some of the important key provisions included additional funding such as flexible funding for state and local governments, FEMA Disaster Relief, transit, emergency rental and utility assistance, testing and vaccination distribution, direct payments, increase federal unemployment insurance, establish a 15 dollar an hour federal minimum wage nationwide, childcare and nutritional assistance, and education.

It was moved by Council Member Fimbres, duly seconded, and CARRIED by a voice vote of 7 to 0, to support President Biden's "American Rescue Plan" and the letter Mayor Romero sent to Arizona Senators and Congressional Delegation that the City of Tucson was supportive of the President's Plan.

No further action was taken.

4. Employee Retention and Retirement Plan (City Wide) SS/JAN20-21-22

(Note: This item was taken out of order.)

Information and presentation were provided by Michael J. Ortega, City Manager. He explained he wanted to break the conversation down into two parts. First was the discussion on a 2% Cost of Living Adjustment (COLA), across the board for employees. He said information was provided in detail in the materials presented to the Mayor and Council. He stated that for the remainder of this fiscal year, the cost of the COLA was right at \$2 million and for an annual cost it was \$5.2 million.

Mr. Ortega informed the Mayor and Council that the COLA could be implemented immediately for pay on February 18, 2021 to those employees who were full time, part time and appointed employees prior to February 2, 2019, with the idea being they needed to be employed by the City for two years in order to qualify for the COLA. Employees who received the increase to \$15 an hour or associated market or decompression monies the Mayor and Council had recently approved did not qualify because their minimum adjustment was 3%. Employees on approved leave would also be eligible for COLA.

Mr. Ortega said he was making a recommendation and looking for direction should the Mayor and Council decide they wanted to go down this path, that staff was poised and ready to proceed with the 2% COLA.

Mayor Romero stated before discussing the COLA, the bigger discussion was how staff was being compensated throughout the organization with the cost of living in mind.

Mr. Ortega said the important piece for consideration of a budget was to build in dollars for employees that would allow them to address the difficulty in recruitment and retention the City has experienced especially in areas such as the Communications Department where there was a thirty (30) percent turnover rate. He felt employee compensations were more of an afterthought in past budgets due to leaner times in the economy and there needed to be more thought put into long term, sustainable budgets for employee compensation.

Mr. Ortega stated he had embarked on a system-wide market analysis to be completed by April for the Mayor and Council's review. He said he was also looking at performance-based pay and felt it was important to talk about this as a culture. He said employees needed to know what was expected of them when they were hired, and it also gave the City the opportunity to drive the behavior that was consistent with the Mayor and Council's goals and objectives.

Mr. Ortega stated the market was a function of what that job was valued at on the open market and how they determined the value of a specific job. He said there were other factors, such as turnover, management, and level of difficulty. He stated staff was going to embark on a system-wide market analysis projected to be completed in April, that would provide a formal analysis of the organization which was important when considering compensation. He conveyed there had been concern as to why this issue was being brought up at this time and said it was part of budget building preparation and there was a significant issue in one of their areas that had to be brought to the Mayor and Council's attention for discussion.

Mr. Ortega said related to the market, was performance-based pay which was put on pause because of the pandemic. He felt it was important to talk about it as an organization and culture. First and foremost, the concern surrounding performance-based pay was subjectivity of who would conduct the analysis. He also stated another important aspect was how to develop an objective metric for performance pay. He said while there was

focus on TPD and their staffing issues, this was a comprehensive view of the organization.

Information and presentation were provided by Chris Magnus, Tucson Police Department, Chief of Police, and his staff addressed the Mayor and Council and gave a presentation regarding a market adjustment to retain and recruit officers. The first slide depicted the rate of loss of sworn staffing which was concerning. He said if they continued at the 8.5 percent attrition rate from the past year, with only three academies going through a year, they would not be able to keep up with the loss of officers. He also presented a depiction of what the City was up against in comparison with Queen Creek, AZ who broke away from contracting with their local sheriff's department and started their own police department comprised of lateral officers.

Chief Magnus said TPD had some of the best trained officers in the state and departments wanted to hire them and were enticing them to leave with higher pay such as Queen Creek, who was offering \$19,000 more a year than the base pay of an officer with three to four years of experience at TPD. He said the number was closer to \$21,000 the first year because they would receive a two thousand dollar signing bonus.

Chief Magnus presented a market study conducted by Human Resources (HR), of eleven surrounding agencies, that reflected TPD was 13.4 percent below other agencies in pay. He said they were struggling to hire at the rate they were losing officers to other agencies. He felt they needed to address the market to combat the unprecedented attrition rate and remain competitive with other agencies. He said he felt pay for performance was also part of the solution because even if they brought officers up to market, if there was no career path going forward where pay could be adjusted for performance, they would find themselves in the same situation in a few years. He said pay for performance linked compensation to an organization's strategy and culture and what the community and the Mayor and Council expected.

Chief Magnus said it would engage and retain high performers who were putting in the work and allowed for advancement in a predictably and financially sound way. He outlined a plan that involved a point system in pay for performance categories in a tier system. The categories all gave an opportunity for points and when an officer would accumulate 200 points, they would move up a tier. He said it catered to various career path interests, themes that the community and the Mayor and Council felt were important to instill into the Department and encouraged participation in specialty assignments amongst other things.

Lieutenant Steven Simmers, Tucson Police Department, went on to explain the tier structure was set by the market study and a range spread. He said it would be adjustable dependent upon any future market study. He also described the proposed pay ranges for the different tenure bands and what the specific dollar amounts would be with consideration of the market adjustment and pay for performance plan. He also addressed potential savings to the City using pay for performance tiers versus a fully funded steps model. He showed what a full 100 percent funding of the pay for performance plan would

look like for future fiscal years and depicted a comparison to a step cost system, with the initial year being higher because of market placement. He said it was important to relay there were approximately 160 officers and detectives with more than twenty years of service that would be in the higher tiers.

Chief Magnus said the Mayor and Council had asked them to be innovative and think in a forward way about challenges that lie ahead. He said this plan addressed the market to hold on to current employees.

Mr. Ortega summarized by saying this was an example of the overall approach and the conversation needed to continue regarding the organization as a whole and there were ways, he could bring back opportunities for funding even though it would be a challenge to make it budget neutral. He said they needed to be realistic about the long-term impact and service delivery and the corresponding cost.

Mayor Romero said she understood they had certain departments with alarming rates of turnover, and it was astounding to see those numbers in Communications, City Court, Planning and Development Services Department, Information Technology, and TPD. She asked if there was a plan to address this dilemma at a system wide level and what the cost would be. She said she felt it was important to talk about the needs and to create an action plan. She applauded Chief Magnus in looking for a creative approach to do the work to come up with a plan for fair pay.

Mayor Romero said she wanted to know if the TPD began as a pilot program, how would pay for performance be instituted amongst the other departments and what would the timeline look like. She supported the idea of pay for performance because it would set goals for a person to have a career and be able to be competitive as a city employee.

Mr. Ortega said it was important to take a step back on the market conversation and relayed there had been progress made since the time the City was in a deficit through the opportunity given to departments to get rid of vacancies and utilize the savings into pay for increases to current employees. He stated the other thing he wanted to keep in mind was that some areas had addressed the market deficiency through the direction of the Mayor and Council to raise the minimum wage to \$15 an hour.

Mr. Ortega said the action plan would be prepared and completed by the first of April that would analyze the entirety of the organization and assign cost to it by providing a snapshot of a real dollar figure. He said he felt the only way to address the market issue was with a multi-year plan. In terms of pay for performance, he said other departments would have to take a similar approach to TPD's plan by engagement and involvement of labor. He challenged departments to come up with a plan that could be implemented after the current fiscal year. He relayed the plan had not been supported a hundred percent because it lacked some clarity and was taxing to departments.

Mayor Romero asked for clarification if other department directors had begun discussions on creating an action plan. She also asked if labor organization contracts

would require an amendment to accommodate an action plan such as one outlined by TPD.

Mr. Ortega confirmed they had conversations with directors to begin looking at how to create a plan and he had the expectation there would be serious progress made by July.

Mike Rankin, City Attorney, clarified it would not require any labor amendment because it would be a legislative act amending the compensation plan and would be administered through the City Manager's office.

Council Member Santa Cruz relayed her concern on the long-term funding obligations for pay for performance and what the projection would be on the cost to the general fund. She stated she did not see how this fit into the larger Community Safety Pilot Program (CSPP) because the community had not been engaged. She said she felt the program scope and funding program requirements needed to be considered as well. She stated she was even more concerned that departments thought this was not about fairness and more about business management and service provision and wanted to push back. She stated they were at a social and moral crossroads with the police force and police funding and what that looked like for communities. She reiterated how difficult 2020 was and the community had asked the Mayor and Council to rethink what community safety looked like.

Council Member Santa Cruz said she did not feel comfortable increasing pay for police without doing the work of accountability and engagement the community had asked them to do. She stated she did not think it was just about business sense and management, that it was about who they were as a community and how they wanted to move forward. She said she knew there would be other conversations surrounding the participatory budgeting process but even in the process the past year they heard what community members were mobilized around and it was not just a moment in time. They were crying out against injustice that had been happening and she wanted to point out that the department was talking to TPOA and negotiating with them and while she understood it was seen as a work relationship, they also had a responsibility as a community and allow them to engage in the conversation.

Council Member Santa Cruz said she wanted to point out that TPOA spent all of 2020 bullying and harassing her for speaking out about police brutality and needing more accountability. She said she was concerned they also endorsed Donald Trump, and everyone had seen the backlash from that. She said they spoke about the department and management as having excellent leadership, but they also needed to address the politics of the officers on the ground. Part of the frustration the community felt surrounded the department and the in-custody deaths that had occurred.

Council Member Santa Cruz said she felt there was an issue and if they thought just giving more money was going to fix it, then they were not thinking right. She said it required further discussion regarding cases of police brutality in departments that did pay well to see if that took care of the root of the issue. She said she was comfortable that

they had not engaged the community and her office had received calls from constituents upset with the lack of their involvement and concern over a potential vote that week.

Mayor Romero was glad they were not moving forward yet because they still needed to plan on a citywide effort of funding and how to pay employees. She did not want to create two separate pay systems in the City. She wanted to focus on getting an analysis from the City Manager regarding pay because there were issues with that. She said she wanted to ensure fairness in pay throughout the City and of course that would include the Mayor and Council's goals for the budget and service to the community. She said she felt it was healthy to have the conversation, but she did not want to create two systems of pay within the City.

Council Member Kozachik felt pay for performance would not be budget neutral because the money would have to come from somewhere. He asked for clarification on how the plan would fit with the entire budget conversation.

Mr. Ortega responded that the conversations he had were surrounding implementation of pay for performance in a long-term setting and did not mean to convey that it would be budget neutral.

Council Member Kozachik affirmed retention was an issue and felt they had to be mindful of how they addressed this topic because it would send a message to employees of how they valued their work. He also asked Chief Magnus how Community Service Officers (CSO's) would be part of the action plan and how they would affect budget and concerns relayed by Council Member Santa Cruz.

Chief Magnus responded that CSO's were an important component for doing a lot of community outreach that officers at times struggled with due to call load and work requirements only they could perform because they were sworn. He clarified CSO's were professional staff who worked closely with sworn officers and were often assigned to lower-level calls, special events, community outreach, and crime prevention. He said they worked closely with the community in an outreach capacity and were also in the parks as park ambassadors and outreach personnel.

Chief Magnus said he wanted staffing of CSO's to be one per every nine officers and felt it was an attainable ratio. He said it would both address budgetary issues and would help meet goals and priorities the Mayor and Council had set forth in terms of things they would like to see TPD involved in. He commented that CSO's could be hired at age 18 and were the most diverse group of employees within the department. He stated they often decided to promote to police officer when they were eligible and had a tendency to be more successful because they had already worked in the department alongside officers and were a terrific source of recruitment with the caveat that it did take a tremendous amount of time and commitment of resources. He said they would like to add an additional 33 CSO's to complete the ratio goal.

Council Member Kozachik asked if the experience the CSO's were gaining would also address cultural issues as they moved up through the organization.

Chief Magnus said he was confident it would because of their age and experience and the diversity of the group. He relayed the department had focused recruiting efforts on the diversity of the community to include life experience.

Council Member Kozachik wanted clarification on how officers could maintain the points earned so as to not fall back down the ladder to a lower tier once they achieved a specialty if that was the route they took.

Chief Magnus stated they would need to demonstrate utilization of the credential to maintain the points. He said they tried to make it so it was possible to maintain their tier, but they did want to see demonstrated performance in order for the pay to continue. He stated this was why the market pay was important because if an officer decided they no longer wanted to participate in a specialty they would just go back to market pay.

Council Member Kozachik relayed concern that specialties were dependent on supervisory assignment of personnel to specialized units and would not allow them to continue utilizing the specialty certification.

Chief Magnus relayed that some of the categories were fulltime assignments, but some were part time that would be concurrent with their normal duties.

Council Member Kozachik conveyed concern with the current pay structure, an officer on a callout might be compensated through various criteria depending on their skills and assignment. He said he felt it was something that needed further scrutiny and was potentially a place where savings could be found to help fund the pay per performance model. Secondly, he said, based on the conversation he felt it would be difficult for other departments to come up with a similar model because they did not have similar training or assignment opportunities. He then posed the question if retention was the challenge, then how would they craft the pay for performance tool in a way that would give employees a chance to make the first two steps up the ladder big steps, getting them closer to market and then make the remaining differences in tiers smaller.

Chief Magnus responded the significance of the plan was that it would have an impact on the labor contract and would address pay such as the removal of special assignments and would prevent potential "double dipping". He said he felt the overall concept was one of rewarding people for doing additional work no matter what department they were in.

Vice Mayor Cunningham felt there were a lot of mechanical issues to the plan and would need more consideration on a holistic level to provide equitable distribution amongst departments. He said he also felt the CSPP was an important part and should be incorporated into the plan. He felt it was important to acknowledge this pilot was innovative and different than what other police departments had done and were on the right track. He said he felt it was an equalization not a raise but was not comfortable

moving anything forward just yet because there were more questions that needed to be addressed.

Chief Magnus clarified the points were not for normal expectations or tasks outlined in the normal function of their job.

Vice Mayor Cunningham asked if there would be loss of points for any disciplinary issues and if the plan would help reduce overtime costs. He also asked about the pay in tier three and what the number of sergeants and upper rank/management were in the department.

Chief Magnus stated the intent of this program was to discourage situations that could end up with discipline or litigation. He said overtime was more complex because it involved things like callouts for investigations or special duty assignments.

Erik Kazmierczak, Assistant Chief of Police, stated there were 160 sergeants, 31 lieutenants, and 9 sworn captains with some additional professional staff captains.

Vice Mayor Cunningham asked if the problem with pay was focused on a particular tenure group.

Chief Magnus replied that was an issue across all seniority levels and they were losing experienced officers to other agencies.

Council Member Lee agreed with the system wide approach and analysis. She hoped a survey would be included because she felt it was important to know what employees wanted and needed in order to stay with the City. She stated Ward 4 had also received a lot of concerns and angry phone calls regarding implementation of the plan and felt unprepared to make any decision at this time. She said she wanted to make sure they looked at the plan holistically with the perspective of what were the organization's values and what were they trying to achieve. She said it would be different dependent on departments but all should adhere to organizational values.

Council Member Fimbres thanked Chief Magnus and Staff for their work on the plan to address the attrition issue and circled back to the two percent COLA and wanted to make a decision so they could give employees some sort of incentive.

Mayor Romero said she wanted the City Manager to address some of the concerns surrounding disparity between the COLA and the plan brought forth by TPD before making a decision and felt it best to make a decision at a later date.

No formal action was taken.

2. Discussion on Transportation Needs and Possible Funding to Address the Needs (City Wide) SS/JAN20-21-17

Diana Alarcon, Department of Transportation and Mobility, Director, gave a presentation regarding Prop 101, Move Tucson, RTA next, infrastructure needs and mobility needs. She reported that through Move Tucson, there was a clear desire and request from the community for increased travel choices, improvement in safety and investment in a current infrastructure. She said over 200 specific projects were identified, exceeding \$3.4 billion, for better crosstown mobility, improved safety for all modes, transportation options that support a sustainable city, better options for walking, biking or taking public transportation and improved maintenance of existing transportation infrastructure. She also went into detail on what the community wants such as sustainability through shade and vegetation, community needs, Mayor and Council priorities, Roadway Needs (Local and Major Streets) and Funding Opportunities. This would also address upgrades such as traffic signal technology.

Ms. Alarcon also addressed the Mayor and Council priorities surrounding Prop 101 such as road improvements and maintenance, additional transit options, and cross-town access specifically Golf Links Road. She said seventy-seven percent of the roads were in failed conditions and arterial roads were at twenty-seven percent. She said there was a need for additional funding beyond Prop 101 and some funding opportunities and options, such as RTA next, would assist in accomplishing those priorities.

Mayor Romero stated that Move Tucson had helped direct the prioritizing that the Mayor and Council needed to consider in order to make a plan. She said Tucsonans placed high importance on safe roadway crossings (63%); improved safety for all modes of transportation (61%); building of more sidewalks (61%); improving signal timing (54%); repaving streets (53%); and safer and more connected bikeways (52%). She said some lower importance items were widening roadways (29%) and slower driving speeds (22%). She said the question then became how to divvy up the priorities and what funding sources could be utilized to fund them in order to align with the priorities of Tucsonans and how to fund them based on what was available to the City.

Vice Mayor Cunningham stated transportation had multiple problems and one of them dealt with cross town travel. He suggested making an enhanced transit option along one of the main cross-town corridors to enable service to the community. He felt there would be need for a study and would be beneficial for long term transportation.

Mayor Romero addressed a bus rapid transit project and after a conversation with the Federal Transportation Administration (FTA), felt there was a need for a dedicated lane for rapid cross-town transit.

Council Member Santa Cruz spoke on getting the transit system to operate on a more streamlined grid. She also said there was a need to prioritize neighborhood streets to provide safe alternative routes. She said she wanted to continue finding opportunities for vegetation and art in the infrastructure.

Council Member Kozachik conveyed concern with the impending expiration of Prop 101 in 2022 and felt they needed to decide quickly before it would sunset. He did not feel the five-year sunset was a realistic timeline to fix roadways and felt there should be a longer time period for road repair.

Mayor Romero agreed with Council Member Kozachik and said she felt they needed to continue the conversation and be able to decide how to utilize the funds.

Council Member Fimbres said he felt it was important to accomplish community goals so that if they needed to ask for another five years of funding, the community would be responsive.

Vice Mayor Cunningham asked how much time another proposition would take to put together to renew Prop 101 in November. He was concerned with the short timelines for such a submission. He said he felt they should direct Staff to come up with another proposition quickly so as to not have a gap in funding.

Mayor Romero agreed it would be important to get another proposition on the ballot, but they first needed to get the information back from Move Tucson on what the residents want and the second step would be for Transportation and Mobility to align the wants and needs to funding sources.

Vice Mayor Cunningham felt their arterials looked better than they had but even if they got back to basics funding, it would not be enough to get them to the residential piece they needed.

Mr. Ortega said staff could come back in the next 30 days with a plan and more information.

No formal action was taken; the item will return in thirty (30) days.

3. Participatory Budgeting Tool Process (City Wide) SS/JAN20-21-20

Opening comments, information and presentation were made by Council Member Santa Cruz. She said she wanted to engage her colleagues in the process of a participatory budgeting tool, as well as the community.

Discussion ensued.

It was moved by Council Member Santa Cruz, duly seconded, to direct staff to create a Work Plan that includes a step-by-step proposal for the FY 21/22 Public Budget process and a pilot Participatory Budget process and associated community outreach. Staff should incorporate feedback and direction from the Mayor and Council as discussed and bring back the Work Plan for review at next week's Mayor and Council Retreat.

Discussion continued.

The motion was CARRIED by a voice vote of 7 to 0.

4. Employee Retention and Retirement Plan (City Wide) SS/JAN20-21-22

(Note: This item was taken out of order and discussed after Item #1.)

5. Update on PFAS and the City of Tucson Water Supply (City Wide and Outside City) SS/JAN20-21-18

(This item was continued to February 9, 2021.)

6. Unrestricted General Fund and Highway User Revenue Fund (HURF): FY 2020/21 Year-to-Date Actuals, Working Projections, and HURF 5-Year Projections for FY 2021/22-FY 2025/26 (City Wide) SS/JAN20-21-21

(This item was continued to the Retreat.)

7. Updates on State and National Legislation and Regional Committees (City Wide) SS/JAN20-21-14

Information and presentation were given by Andrew Greenhill, Intergovernmental Relations Manager, who fielded and answered questions on the bills he presented for Mayor and Council consideration.

Discussion ensued.

It was moved by Council Member Fimbres, duly seconded, and CARRIED by a voice vote of 7 to 0, to support HB2016, HB2074, HB2122, HB2197, HB 2205, HB 2207, HB2286, HCM2002, HCR2010, HCR2012, SB1009, SB1037, SB1039, SB1132, SB1134, SB1147, SB1231, SCR1012, and SCR1013 and oppose HB2248, HB2370, and SB1175.

8. Mayor and Council Discussion of Regular Agenda (City Wide) SS/JAN20-21-15

No items were identified.

9. Mayor and Council Discussion of Future Agendas (City Wide) SS/JAN20-21-16

Council Member Kozachik announced he and Council Member Lee requested an item be added for discussion at the February 23, 2021, on a Local CROWN Act ordinance.

10. **Executive Session – Worker’s Compensation Claim: ICA No. 20192-760306. Applicant: Roger Tamietti vs. Employer City of Tucson (City Wide) SS/JAN20-21-23**

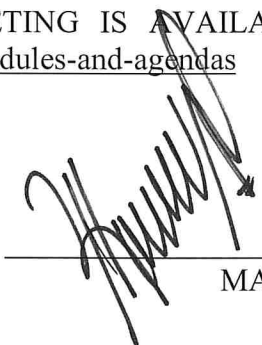
(Note: This item was taken out of order and considered before Item #1.)

11. **Mayor and Council Direction Regarding Executive Session – Worker’s Compensation Claim: ICA No. 20192-760306. Applicant: Roger Tamietti vs. Employer City of Tucson (City Wide) SS/JAN20-21-24**

(Note: This item was taken out of order and considered after Item #10, before Item #1.)

12. **ADJOURNMENT: 5:50 p.m.**

AUDIO RECORDING FOR THIS MEETING IS AVAILABLE ON-LINE AT <https://www.tucsonaz.gov/gov/meeting-schedules-and-agendas> FOR TEN YEARS FROM THE DATE OF THIS MEETING.



MAYOR


ATTEST:



CITY CLERK

CERTIFICATE OF AUTHENTICITY

I, the undersigned, have read the foregoing transcript of the study session meeting of the Mayor and Council of the City of Tucson, Arizona, held on the 20th day of January 2021, and do hereby certify that it is an accurate transcription.



DEPUTY CITY CLERK

RWR:cl:rg