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#### **CALL TO ORDER**

[Time: 00:00:00]

Mayor Ortega: I call the June 1<sup>st</sup>, 2021, city council work study session to order. City clerk, Ben Lane, will you please conduct the roll call.

#### **ROLL CALL**

[Time: 00:00:11]

Clerk Lane: Thank you mayor. Mayor David Ortega.

Mayor Ortega: Present.

Clerk Ben Lane: Vice Mayor Betty Janik.

Vice Mayor Janik: Present.

Clerk Ben Lane: Councilmembers Tammy Caputi.

Councilmember Caputi: Here.

Clerk Ben Lane: Tom Durham.

Councilmember Durham: Here.

Clerk Ben Lane: Kathy Littlefield.

Councilmember Littlefield: Present.

Clerk Ben Lane: Linda Milhaven.

Councilmember Milhaven: Here.

Clerk Ben Lane: Solange Whitehead.

Councilmember Whitehead: Here.

Clerk Ben Lane: City Manager Jim Thompson.

Jim Thompson: Here.

Clerk Ben Lane: City Attorney Sherry Scott.

Sherry Scott: Here.

Clerk Ben Lane: City Treasurer Sonia Andrews.

Sonia Andrews: Here.

Clerk Ben Lane: City Auditor Sharron Walker.

Sharron Walker: Here.

Clerk Ben Lane: And the Clerk is present. Thank you, mayor.

Mayor Ortega: Thank you. I do want to welcome Sonia Andrews, our new city treasurer. So happy to have you at the first meeting. Say hello.

Sonia Andrews: Well, hello, everybody. Mayor, councilmembers, thank you so much for the opportunity again. I'm very excited to start here at the city to work with all the staff. Most of all, I want to thank Judy and my staff for filling in and waiting so long for me. I'm here now, and I'm ready to serve the wonderful city of Scottsdale. Thank you.

Mayor Ortega: Thank you. So we have Scottsdale Police Officer Derrick Mosulich, in attendance, should

anyone need assistance. So moving along to public comment. This is the point when the public has an opportunity to express their views and we did not receive any request for public comment. Those comments would have been anything that is not on the agenda.

So at this point, I will close the public comment. And, therefore, we can proceed with the work study session. We are going to be using a less formal mat where the mayor and the council can discuss the specific topics with each other and the city staff to provide staff with an opportunity to receive some direction on the posted subject.

### **ITEM 1 – IDENTIFICATION OF MAYOR AND CITY PRIORITIES**

[Time: 00:02:08]

Mayor Ortega: So our singular subject today is the identification of mayor and council for city priorities. And we will be guided through this by Shane Stone, the management associate and, of course, Jim Thompson, our city manager. Proceed.

Shane Stone: Thank you, Mayor Ortega and members of the city council. My name is Shane Stone, management associate to City Manager Thompson. This evening's brief presentation is intended to set the stage for the discussion on the organization's strategic plan.

The organization's strategic plan is intended to communicate to both the organization and the community your top priorities for the next couple of years. Once priorities are determined, and a plan is put in place to deliver on those priorities, we will have a clear measuring stick to determine our level of success.

Management author Patrick Lencioni had this to say about managing organizations and teams. The only measure is whether it accomplished what it sets out to accomplish. The point is to define our success by identifying what you would like for the organization to accomplish over the next couple of years.

The current update to the organization's strategic plan is shown on the screen now and available on the website if you go to [Scottsdaleaz.gov](http://Scottsdaleaz.gov) and search for priorities. There are six goals here and under each are various colors. Areas in blue represent initiatives and objectives that have been completed. Areas in green represent items which are in progress and on track. They either have an end date beyond today or are to excuse the pun evergreen items which don't have a clear end date.

Yellow represents items that are behind schedule but still being progressed on and red represents items that are currently delayed. Considering this plan was adopted in April of 2019, before words like COVID and shutdown were part of our daily lexicon, we have plenty to be proud of in the amount of blue and green on the screen, but still with some work to do.

If you were to click on support economic vitality, would you be taken to the page on this next slide. Here you can see the six objectives, which support -- which support the goal of support economic

vitality, each with varying levels of progress being but we can yet dive deeper.

As a member of the public, you may view this page and wonder, what is the city actually doing to carry out the economic development strategy and provide strategic support of tourism and visitor events? You can click on that item and view this next page. Here you will find more information about the efforts related to this objective.

First, highlighted in blue near the top, you see the latest update on that objective. A textual explanation of progress being made, and then highlighted in red, you can see performance measures which are related to the objective.

[Time: 00:05:33]

Here we have the number of international visitors entering through Scottsdale airport and the number of downtown Scottsdale events and activities processed by staff and the special events committee. These measures are taken directly from the quarterly performance report, which is also available on the website.

Finally, in green, near the bottom, you will see the individual initiatives. These are even more detailed actions which feed into this objective. If you were to click on one of these initiatives, would you see an update on that particular item. Taking a step back, this is the framework which we use in our organization's strategic plan. To make sure that everything down to the initiatives and measures feeds up into our mission and goals. I'm going to take you through each of these one by one.

The pillar to the entire plan is our mission statement. Our purpose for existing. A broad but clear statement that gives purpose to the entire organization. The organization's goals, strategies, programs and activities should logically cascade from this mission statement. These criteria for a good mission statement are from Peter Drucker.

Scottsdale's prior mission statement was 69 words long. It tried to fit everything in, making sure to leave out no person or no thing. Instead, a mission statement should be short, sharp, clear, memorable and fit the organization. As Peter Drucker said, the effective mission statement is short and sharply focused, it should fit on a T-shirt. And Scottsdale's mission statement of simply better service for a world-class community fits perfectly on to a T-shirt.

The city's mission statement of simply better service for a world-class community sums it all up. We provide public health and safety services that keep our community clean, healthy, and safe. There are dozens of amenities throughout the community that help maintain a high quality of life.

We serve a world-class community that tens of thousands of folks and businesses call home. And none of this happens without the dedicated work of Scottsdale citizens, employees and volunteers, but this focuses on the day-to-day services we provide. The organization's strategic plan is more focused on what we must improve to meet the mission. Directly supporting our mission are our goals. These highlight the main areas of focus to achieve the mission of simply better service.

The voter approved general plan identifies six strategic goals that are the major long-term efforts of the city. We use the strategic goals to organize much of the city's efforts. You will find them in our budget, or organization's strategic plan and our annual report.

Next, we have objectives. These are the efforts that are needed to achieve our goals. Here we seek your guidance in planning for the upcoming years. Consequently, this is where we intend to spend the majority of the work in this work study session. Objectives are specific measurable results to be achieved.

We describe objectives this base, concise action statements described in the efforts we must do well or improve in order to achieve the mission. Objectives must be quantifiable and ideally will include time frames. And here's the gold standard for a great objective that the whole country aligned with to achieve.

On May 25<sup>th</sup> of 1961, President John F. Kennedy pledged that America would land a man on the moon by the end of the decade. On July 20<sup>th</sup>, 1969, that dream came true. Good goals and their supporting objectives ought to be measurable with a target and a time frame. Here, the measure is clear, to land a man on the moon. With a clear target to return him safely to earth, and a clear time frame by the end of this decade. Do this to this level or degree by this time: Measure, target, and time frame.

[Time: 00:09:35]

To attach the timely Scottsdale example to this framework, gaining the information of emergency contacts for the short-term rentals in our community, you could say an item to measure would be collecting those emergency contacts. A target for 85% of short-term rentals and a time frame, by June 30<sup>th</sup> of 2022.

This is an example objective, which should be attached to our goal of enhancing neighborhoods. The final step in the planning process will be to develop initiatives to support the objective. Our goal this evening is to gain objectives from you, so staff can fully develop these initiatives and measures. We will then bring back to you an organization's strategic plan for adoption on July 1<sup>st</sup>.

Then we will have our roadmap to over the next two years deliver on the priorities that you deem to have the utmost importance to continue delivering simply better service to our world-class community. This has been a brief overview to develop a very detailed strategic plan.

This evening if we can walk away with the areas that should be the focus of our objectives for the upcoming plan, this will have been a great success. We have collected input from you during the council retreat and through communications since then, from staff, and from the previous strategic plan. The list of potential objectives is in a handout on your desk, as well as on posters located to his left.

Momentarily, I will bring around to you each a set of six stickers to place on the posters next to items you want to see included in the plan. Having worked through similar processes before, I would subject

that you mark those items on the paper that you have before approaching the board. That way if you do have any questions we could address those before you make your selections.

The city manager will be here to facilitate that process as we look to hone in on the highest priorities and, of course, City Manager Thompson and Brent Stockwell and myself are here to answer any questions you have. That concludes the presentation. I appreciate your time and attention and at this time, I will turn it over to City Manager Thompson.

[Time: 00:11:47]

City Manager Jim Thompson: Members of council as Shane has mentioned, you have a list of potential objectives on your desk, which is this list. Hopefully y'all have it there. You also find the list hanging on the wall over there, and we're going to ask you here -- here shortly, we will hand out stickers to everyone, and each of you will receive six of those. That's a total of 42. Now, there are a total of 66 potential priorities. And so we only have 42 dots.

When we complete this task, we are going to go look back and not everything can be a priority. There may be some things that depending on where we end up here, if you all select the same six with each of your stickers, we may come back and ask you to add a few more so we can get a few more priorities but the goal is to reduce down from the 66 and even less than the 42 that you have.

If any get four, then we have consensus on those, those are obviously added to the list. If we have a bunch with three, we may then go back and do this process, a similar process a second time to try to get the list.

Tonight is not where we will complete everything. We will get the list set up and staff will go back and try to prepare a final document to bring back to you in July for your acceptance and approval. So the first one right now, out of the list that we have assembled, which includes all the input we received from council.

Our past strategic goals that were so noted in previous plan, as well as some staff suggestions. And so, again, the 66 is a composite of all of those brought together. As you are looking at that list, obviously, preparing yourself to go place the six circles on the various ones that you desire, once we complete that, we'll come back and have a further discussion.

Right now, mayor, I would ask that -- if council would be so kind, as well as yourself to go over and each one of you go and place your six circles on your six highest priorities on the board and you can do in any order that you desire.

Just note since you are getting up leaving your seat, due to protocol, you may or may not wish to go together or separately or rather all at once. There's only limited spot over there. So maybe a couple at a time. So however you wish to handle that, I would be appreciative. Thank you.

They should match the same order that you have on your sheet by category. So obviously start with our

Scottsdale unique lifestyle and character, to support the economic vitality, enhance neighborhoods, preserve meaningful open space, seek sustainability and advance transportation.

There's multiple ones under each, but, again, select the six wherever you desire. And it looks like the largest area that we have the most, there's actually two, the enhanced neighborhoods and seeks sustainability currently on the list that were provided. It's okay to have two of you select the same one or three or four ideally.

Shane Stone: There we go. Okay. I've got to make sure that's not too close to my mouth. So it looks like we have a couple of items with four stickers on them or more. That includes under value Scottsdale's unique lifestyle and character, update the ethnics code for staff, elected and appointed officials and city vendors to strengthen provisions.

And we also have with seven stickers reduced short-term rental complaints by improving monitoring and enforcement to better manage impacts. City Manager Thompson, would you like for me to go over the ones with three or two or –

[ Off microphone comment ]

Shane Stone: And City Manager Thompson will explain what the next round will look like, but we have quite a few items with one, several with two, and a couple of threes as well. Do you want to explain the next step in the process?

[Time: 00:22:26]

City Manager Thompson: I would be happy to. Thank you, Shane, for reading those off. Obviously we have a few that are already added to the list now that we'll be bringing back to you. We have a couple that are close, but haven't quite got there. So what we'll do now, we will give you three more stickers each -- not as many. Not six.

And hopefully you select some that already have one, two or maybe three. There's one area that we have none right now which is transportation. So I will open up that category, if there's something in that area of transportation or we'll probably consider dropping that off if there's other areas more important than transportation.

Obviously, there probably is something up there that you may find of interest. What I'm trying to get to at least four acceptances to bring back. We have quite a few with -- well, a few with two. Quite a few with one and one with three up there now.

So, again, we're going to keep going until we get a reasonable list here of what we consider priorities and then we'll talk about what we do with those that maybe aren't on the list or those that got one. Maybe having a second tier of lower priority activities going into next year so we don't continue down this -- this path, because this could take quite a while otherwise.

I think there's things up there that -- that weren't attention that have one or two that maybe weren't consensus priority for the first couple, but right now we only have a couple on the list. So again -- Mr. Mayor, if you would, just please, let's --

Mayor Ortega: I have one question. Because, you know, originally I was given green stickers.

City Manager Thompson: We are not paying attention to colors. We are not trying to know who put what up there at this point in time.

Mayor Ortega: All right, I wanted to --

Councilmember Milhaven: I have green. If you want green, I will trade you.

[Time: 00:24:19]

Mayor Ortega: Technically, we could put a second one next to the other color that we already prioritized and so two-vote -- we could have two votes for our singular item, whereas if they were green or you kept the same color, then that may not happen.

So I just suggest to you that -- I don't know if you want to -- you could vote nice, in other words for whatever you voted and not know it. It may be better to keep the same color, what do you think?

[ Off microphone comments ]

Mayor Ortega: I'm okay.

City Manager Thompson: I think we're good. Yes, mayor. I'm having trouble hearing in this thing. I didn't hear everything you said so I will apologize for that. If you have three, you can add 'em. If you already have four on the category, there's no reason to place a sticker. We just have different colored stickers. We are not monitoring who puts stickers on what. I know, we need more stickers.

I'm trying to limit it, because 66 goals, I will just be honest, even though we'll accomplish many of these just inherently through what we do and I know there are priorities because they have been added on the list, either by staff, by yourselves or previously. Some of these we started on and so many of them, will just inherently get done even if it's not on the priority list.

And I would assume that a majority that are up there will, but for us, it's more about the focusing and measuring of our successes to those that are the highest priority of all of you. Many of them will get done just because they are a priority of the community because each of you have brought them forward from your constituent base, but also then from staff perspective and also the previous council that had input in a similar process.

So all of these items are important. It's just some that we want to focus on and measure and bring back and share that success when we complete it.



Councilmember Whitehead: So City Manager Thompson, I have a quick question. Yes, this is a great list but a lot of these are going to happen. They are already starting to happen. So I'm kind of avoiding those. Is there any benefit?

For instance, Happy Valley from Pima to Alma School and Pima to Pinnacle Peak and I think all of those are in process, are they not? Is there any value in telling us which projects are budgeted and moving forward or no? Maybe that would take too much time.

City Manager Thompson: Again, I'm having trouble hearing and I apologize. So I didn't quite hear your question.

Councilmember Whitehead: Oh. A lot of these projects are already budgeted and moving forward. Is there -- is there any benefit to identifying which ones? Because if they are already moving forward, I -- we don't have to re --

City Manager Thompson: Yeah. I understood. I think all of them can be achieved within our budget platform that we have, and so, again, I don't think any of them will have to come back and ask for additional budget authority.

All of which we can accomplish within our budget, we prepare for obviously many of these. Some of these timelines maybe, because we originally had timelines. We are going to come back after we get our list formulated tonight and get some timelines. Some may be greater than a year and some may be quick and some we are already midstream on that may or may not be on the list. And so, again when we come back on the July 1<sup>st</sup> date and bring the complete list and the timelines with it, we'll measure and monitor to that.

And as with everything, we deferred this over years and years, but you always heard about the smart -- you know, the specific, the measurable, and all of these goals. We will come back on July 1<sup>st</sup> and add stipulations so you know specifically what we are addressing and how we measure the performance on the back end and they are obviously attainable and they are realistic and of course the timing of which will complete them.

And so we'll bring that back to you so we can be measured against that performance. So, again, budget is not a concern at this point about any of these, unless we expand upon it between now and July 1<sup>st</sup>, and we come back and we may find something and go back and analyze them on a staff level that we may need some additional resources.

[Time: 00:29:03]

We may have to reallocate resources for a low priority activity that we have going on. But at this point, I'm not concerned about the budgetary constraints because I believe we have adequate contingency that we set in this year's budget out of the norm that might present itself in this process. Yes, please, it's time we have three. Brent, did you have something.

Brent Stockwell: Mayor and council, just making a clarification to Councilwoman Whitehead's point. The ones that have the carat on them, they were pulled out of the budget book. So when you approved tentative budget, at last meeting you were already approving them. So if you want to focus on ones that are either plus signs, which are ones that the councilmembers added or the asterisks which were the ones that were in last year's plan that might be a strategy. I think that's what you were getting at. Thank you.

City Manager Thompson: Well, thank you, Mr. Mayor and members of council. Shane, would you go up there and read anything with three or more. There's nine of them. We're going to start there.

Shane Stone: Yes, sir, and I will include those that I read last time, just so that way it's a complete list. We have under value Scottsdale's unique lifestyle and character, update ethics code for staff elected and city vendors to strengthen provisions and consider pilot to temporarily turn some old town streets into walk-only zones for one weekend per month.

And we also have monitor bond 2019 project design and construction to ensure all projects are completed in a timely manner. And then under support economic vitality, we have revise and adapt the old town character area plan to clearly identify zoning and reduce bonus provisions.

And then under enhance neighborhoods, we still have the one with seven stickers on, it reduce short-term rental complaints by improving, monitoring and enforcement to better manage impacts. And then under preserve meaningful open space, we have acquire and protect remaining additional acreage within McDowell Sonoran Preserve boundary, as well as initiate steps to extend the expiring preserve tax, including the concept of perpetual maintenance fund.

And then under seek sustainability, we have work with the community and environment commission to complete and adopt a sustainability plan as well as address public safety pension liabilities and manage replacement/training of public safety workforce.

City Manager Thompson: Thank you, Shane. Those are the nine. I think we are down to nine. We have a few with two and a handful with one. From the staff perspective, we will go back and analyze the ones with three and above, bring back a timeline for your consideration at the July meeting.

If there's any out there, we will send you the list of twos and ones as well and between now and July 1<sup>st</sup>, if any of you have questions, comments, or want clarification, feel free to contact myself or Brent or Shane and we can provide any additional information you need and come back.

But right now, we'll be going forth with the nine that we have and then we'll look at those with twos and ones as well and provide those to you for any additional comments and thoughts. We'll be back on July 1<sup>st</sup>. We'll add more detail to reach of the list that you have in front of you this evening and we thank you for your time and to go through this process.

[Time: 00:37:03]

There may be a few things as we get into these items that we'll come back and refresh with council. I want to share a couple and I know there's one up there that was mentioned and that was the -- on the preserve and looking at the extent of the expiring tax.

Over the last few years, we've had quite a few discussions regarding those expiring taxes that the -- the two that come forth in 2025 and 2034 and to have a discussion in general regarding our taxing. And so forth and I think this is a good time to engage upon that and in particular with the preserve tax but then all taxes and I think all levels of those taxes throughout the community and how we serve and how we provide for service.

It's just a good time to refresh that. So don't want to limit it to that. We have a few other expiring taxes. As you well know, voters were gracious to approve only a couple of years ago for the M.A.G. projects and the transportation projects moving forward and some of those have a ten-year limitation to them. And so we can come back and refresh you on all the taxes.

So we may expand that just a little bit, just so that you are familiar with all taxes we have and expiration of those taxes. But in particular, just start having a discussion regarding the ones that, you know, expire on us in 2025 and then again on the preserve the second one is 2034 and so it's good to keep those dates in mind and start having a game plan.

So we may add just a little bit to those, because I think it's important that we look at the entire totality of the issue, as well as the smaller portions of that. Is there any questions or thoughts, comments of anything or just -- obviously at this time, there's a couple with two up there and we may have some strong opinions towards some of those with two and we're very limited.

One the things that I noticed on the board is that the area of transportation, there is only very few actually put stickers on advanced transportation areas. It could mean one of two things, we are doing really well of it.

But I think with the sales tax was put in place for the M.A.G. projects as well as the one project that came out of the bond project that was approved for the bridge out on Thompson peak, all of those moving forward may be adequate to address all of our immediate transportation needs through the various properties that are in Maricopa Association of Governments list, as well as our own lists and the monies and the amounts in the budget.

So this may be one that we don't really -- it's just naturally going to be addressed and we don't need to set it as a priority, because it's already a priority based on the funding. We may be able to drop that category and focus on the others. Thank you.

[Time: 00:39:48]

Mayor Ortega: Thank you. And I see Councilwoman Whitehead would like to comment.

Councilmember Whitehead: Yes, thank you, mayor. And City Manager Thompson, can you hear me?

City Manager Thompson: I can hear you. It echoes.

Councilmember Whitehead: I know, and we're in our plastic boxes. So here's what I -- I wonder if you -- if my colleagues agree, if you would consider projects that are currently funded, currently moving forward be removed from this list, and then perhaps double up some of the projects.

For instance, anything having to do with what Scottsdale water is doing today to ensure water security tomorrow, so that's -- it's a variety of meters. -- and I think meter program may already be started. Consider combining a couple of items that are the same end goal, different path. So water conservation. I think if we had water conservation up there, there would be a lot of stickers. It is just an idea and if my colleagues would agree, I think it would make this next step easier.

City Manager Thompson: Mr. Mayor.

Mayor Ortega: Yes.

[Time: 00:41:03]

City Manager Thompson: Councilwoman Whitehead and members of council. We plan on everything that we see on the list, including water conservation and the others, many of these we will address naturally and when we come back on our list on July 1<sup>st</sup>, we will give you those that are priorities. I will touch on all the other ones that are listed on this, many of which that we are working on, and some of which we talked about that have the stars or the eight pluses.

And so we'll share the timeline associated with some of those, but I think the top priorities are what we will monitor but we will give you explanation to all of them that are up there of the 66 and where we are at.

There may be a couple that we will just say for now we will not address them or they will be addressed in the next couple of years rather than the shorter timeline but we will address all 66 of those specific to yours, some of those are already inclusive in the budget. So we planned on addressing those anyhow.

But we'll make sure the ones so noted today are the ones that get done as quickly as possible and appropriate resources are provided to them. Thank you.

Mayor Ortega: Thank you, Mr. Thompson. Just a few comments. I believe that many of the items which while listed, you know, include, for instance, the Pima dynamite trailhead and gateway and it was to be targeted and completed in September. And they are accessibilities to the preserve. Then, when I check boxed smart city and so forth, some of those areas have to do with -- well, they are cooperative. They deal with other cities and transportation aspects deal with other adjoining cities.

And some are interlaced with smart city initiatives. And they may be in one field or another, but

probably are recognizing that we're part of a whole matrix within the county. The final comment I would have is I do like that T-shirt. And I think that at some point, years ago, the city may have done their own staff kind of exercise on what better -- simply better -- I believe that should be better than ourselves each time.

I'm more concerned with improvement and that usually means against ourselves, measuring improvement, but I would like -- if you do have a summary of that exercise that you did. I heard you did one a few years back, and just -- I like the part -- or like the -- we don't have anything on our council cards, right?

So I look back and I notice that back 20 years ago, we did say "simply better service." And then about 12 years ago, it just said "most livable city" and that was the moniker. So I do like this one relating to world-class. But that's just a sidebar and I think it will be -- to that point as the city council, and certainly look forward to this exercise. I see no other questions at this point. Are we concluded with your presentation and comments?

[Time: 00:44:50]

City Manager Thompson: Thank you, Mr. Mayor. Nothing further at this time. We are done, unless you have any additional questions or comments of us, and points to take away. We'll come back with the list on July 1<sup>st</sup> and hopefully move forward on that. I know, that you know, potentially we'll keep them separate. We will have the priorities.

I think we can come back and address them, the ideas you just brought forward as far as simply better service and expanding upon some things and redefining some things as well. And for now, we will limit it to this and we'll have a separate list of all the others and those that are funded and we will provide those to you and the updates on those.

But we will focus mainly on the ones that are on the board and we will have separate lists so you know what we are doing with all 66 that are up there.

Mayor Ortega: Very good.

City Manager Thompson: So we'll confuse it as much as we can between now and July 1<sup>st</sup>. So thank you.

Mayor Ortega: [ Inaudible ] On the T-shirt.

## **ADJOURNMENT**

[Time: 00:45:46]

Mayor Ortega: At this point, I would ask for a motion to adjourn.

Councilmember Milhaven: Move to adjourn.

Vice Mayor Janik: I second.

Mayor Ortega: Motion by Councilwoman Milhaven and seconded by Vice Mayor Janik. All favor say yes. Or record it. Thank you. We are adjourned.