



City of Goodyear

Meeting Minutes

City Council Work Session

Mayor Georgia Lord
Vice Mayor Sheri Lauritano
Councilmember Joanne Osborne
Councilmember Joe Pizzillo
Councilmember Wally Campbell
Councilmember Bill Stipp
Councilmember Sharolyn Hohman

Meeting Location:
Goodyear Justice Center
14455 W. Van Buren St.,
Suite B101
Goodyear, AZ 85338

Monday, October 19, 2015

5:00 PM

Goodyear Justice Center

Joint Work Session of the City Council and the Planning and Zoning Commission

1 CALL TO ORDER

Mayor Lord called the Work Session to order at 5:00 p.m.

2. ROLL CALL

Present 6 - Mayor Lord, Vice Mayor Lauritano, Councilmember Osborne, Councilmember Pizzillo, Councilmember Campbell, and Councilmember Hohman

Absent 1 - Councilmember Stipp

Planning and Zoning Commission Present: Chairman Ryan Peters, Commissioner Cathleen Short, Commissioner Kathleen Molony, and Commissioner Jason Kish

Planning and Zoning Commission Absent: Commissioner Vickie Hamilton, Commissioner Randy Barnes, and Commissioner Patrick Bray

Staff Present: City Manager Brian Dalke, City Attorney Roric Massey, and City Clerk Maureen Scott

3. AGENDA ITEMS FOR DISCUSSION:

- 3.1 [15-5685ws](#) Council and the Planning and Zoning Commission will receive an update on proposed amendments to the City of Goodyear Sign Ordinance, and provide staff with guidance on several policy considerations concerning sign regulation within the City.

Development Services Director Christopher Baker introduced Planning Manager Steve Careccia and Assistant City Attorney Sarah Chilton.

The Supreme Court of the United States issued the Reed v. Town of Gilbert, AZ decision on June 18, 2015. Since then, municipalities across the country have been reviewing the Court's decision and discussing the effects it could have on the regulation of signs. While much

remains unknown due to the recent decision, a clear takeaway is that sign regulation must be content neutral. A content neutral regulation does not require the reading of a sign to determine if a regulation applies. However, if that sign needs to be read in order to determine compliance, then that regulation is content-based.

Sign Ordinance provisions that regulate sign content will likely be deemed unconstitutional unless they achieve a compelling governmental interest through the least restrictive means possible. This is due to the Court applying their highest standard of review (strict scrutiny) to sign regulations that are considered content-based.

The Reed decision clarified that time, place and manner regulations remain constitutionally permitted. Municipalities may still regulate the time of display, location, size and building material for signs so long as such regulations are content neutral and uniformly applied. Goodyear is in the same situation as most jurisdictions.

The temporary sign ordinance will need to become a content neutral ordinance. Staff is asking Council for direction on how the city should move forward on temporary signs. We can regulate the quality of signs, but can't tell them what to put on the sign. Temporary signs are very important to the business community.

Council and Commission Comments and Discussion:

- *Need way-finder signs especially for developers
- *Can deteriorating signs be removed?
- *Hard to find stores in large shopping centers
- *Council still needs to see comprehensive sign packages
- *Need to be cost effective because signs are expensive
- *Need to include rules for signs on buildings
- *Need signs that people can see
- *May want to make some kind of investment and possibly do a shared cost with businesses
- *The earlier we get the businesses involved in the process, the better
- *Need businesses ideas
- *Need to look into political signage
- *Council needs to have an open mind for when businesses implement signs
- *We want to be more business friendly to the business community
- *How are permanent and temporary signs defined? How are we going to make the differentiation between the two? There will need to be some definition changes to be more clear
- *If we are going to charge a fee, make it reasonable
- *Would like to be consistent with other cities

Chilton said we need to uniformly enforce signage. We have limited resources to pick up signs. Baker said that signs get picked up everyday that are out of compliance. There is a risk if we are out of compliance. We are looking at clarifying temporary vs. permanent so that it is more clear. Staff has reviewed what Mesa has done so far. She said we need to make sure there is uniformity and to treat everyone fairly. Chilton said per state statute, political signs cannot be touched. Temporary signs need to be reviewed as to category of signs such as

sandwich or monument type signs. We are looking for more flexibility and high quality. Baker said we are going to incorporate all signs in the amended ordinance. He said they will involve the business community. This is a continued conversation and an additional work session may be needed. Currently it will be business as usual until an amended ordinance can be put in place. Chilton said currently the Zoning Ordinance doesn't allow signs in right of ways except traffic control signs like governmental signs. Do we want to allow temporary signs in the right of ways?

Mayor Lord recessed the Work Session at 6:27 p.m.

Mayor Lord reconvened the Work Session at 6:43 p.m.

- 3.2 [15-5673ws](#) Council will receive an update on the Performance Management Program including an update on the second year of CITYSTAT, the City's performance management program, Priority Based Budgeting (PBB) and Lean initiatives and implementation.

Executive Management Assistant Christian Williams and Assistant to the City Manager Kim Bradford, reviewed the second year of CITYSTAT, the city's performance management program, Priority Based Budgeting (PBB) and Lean initiatives and implementation.

The first Strategic Plan was adopted in April 2013, and it has been continually updated with the budget process. It was also important to start focusing on the rest of the Performance Management Program in order to align resources with the goals of the city. Performance Measures, known as the CITYSTAT Program, were implemented in July 2013. Each department tracks performance measures and reviews them quarterly.

Staff presented PBB to Council at the September 16, 2013 Work Session. It is a different way in viewing the budget rather than identifying each line item. The model is updated each year with the new adopted budget. Staff identifies programs that also can be tied to performance measures. There are many tools within the program that can be used to review the data. There are currently 1,174 programs and services that are reviewed throughout the city. The goal is to continually assess the programs in a manner that allows us to meet current and future needs of our community while maximizing resources.

Innovation through LEAN Thinking was implemented in 2014. The LEAN tools are used to activate performance management programs and helps drive performance enhancement. It focuses on creating value for customers with the PBB. LEAN provides tools to ensure we are providing the most value to our customers. By understanding our processes, we can then begin to identify areas of improvement to create efficiencies and create cost and time savings. LEAN thinking gives structure to the way we evaluate our work processes and implement improvements ensuring that we are spending time and money on what is of value to our customers (both internal as well as external). This continuous improvement strategy will support our efforts to maximize our performance to achieve the city's Strategic Action Plan goals. 85% of the organization has been trained in the Introduction to LEAN Thinking. Training for all employees will be completed by the end of 2015.

There is also a collaborative consortium with 11 Valley Benchmark Cities (VBC). They include Avondale, Peoria, Surprise, Phoenix, Tempe, Mesa, Gilbert, Chandler, Glendale, and Scottsdale. There are also partnerships with ICMA (International City Manager Association), ASU, and MAG (Maricopa Association of Governments).

The VBC meets monthly. Benchmark report are available for FY13-14 which are shared with city staff.

Two city departments have actually gone through the Value Stream Model process by using LEAN tools.

The key is to identify the customers and mission, the value stream, and what programs need support using key CITYSTAT measures (performance-based). The value stream results were to provide fully capable mission-ready equipment at the proper price.

1. Public Works Fleet Department - Three Key Areas:

- *Equipment Management

- *Bulk Fuel Management

- *Equipment Maintenance

A Kaizen event took place in Fleet where the entire process was reviewed and analyzed to see what it takes to complete certain tasks and where waste or redundancy is identified. Work flow analysis is reviewed to see where steps could be eliminated to streamline the process. After this process was completed, Overdue Preventative Maintenance was reduced by 66%. Preventative Maintenance completed in the month due increased 88%. The power of these tools and implementing them has increased productivity and will help as the city grows.

2. The Parks Department also had a Kaizen event where processes were reviewed.

The Park Conditions Standard of Care was measured. Their target is at 90% and they are currently at 85%. They are currently measuring the Standard of Care and the results still need to be determined.

They did a time analysis study to see the average of how long it took to get staff to the parks to do maintenance.

Through this process, they were able to make physical changes. Staff went from 45 minutes average to 20 minutes average to get to the parks. This increased capacity of 1,300 work hours per year. This process enhances creative solutions in streamlining processes. Other departments will be participating in LEAN to eliminate waste and redundancy in processes.

Council Comments:

- *Performance Management Program is excellent

- *The Kaizen Event is worthwhile

- *Great end results

- *Look at actual plant material or plants that need less water. Purchase plants that still look great but don't grow as fast and don't need maintained as much

- *Very detailed and technical information

- *Would like the Kaizen results shared with the public through Twitter or other means

Next Steps:

- *Continue to build the culture through LEAN training
- *Continue to educate staff on the use of tools
- *CITYSTAT is available on the web for the public (FY14-FY15)
- *Data is used to assist staff
- *Continue to identify Value Streams
- *Continue to work with Valley Benchmark cities
- *The city was selected to have free mentoring by Intel through the Southwest Alliance for Excellence. Intel has had the LEAN integrated into their operation for decades. They are working with the city on a LEAN organizational assessment

4. INFORMATION

City Manager Dalke announced the following:

*The Shop Goodyear campaign starts October 19th and goes through December 31st. There are 22 sponsors and \$6,000 in prizes to give away. Receipts can be turned in at 27 different locations around the city.

*October is Domestic Violence Awareness Month. In an effort to raise awareness, the Police Department is partnering with Eve's Place, a local program.

5. ADJOURNMENT

There being no further business to discuss, Mayor Lord adjourned the Work Session at 7:35 p.m.

Maureen Scott, City Clerk

Georgia Lord, Mayor

Date: _____