



City of Goodyear

Meeting Minutes

City Council Work Session

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

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

Monday, October 17, 2016

5:00 PM

Goodyear Justice Center

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 Stipp, and Councilmember Hohman

Absent 1 - Councilmember Campbell

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

3. AGENDA ITEMS FOR DISCUSSION:

- 3.1 [16-5894ws](#) Provide Council with an update on the components of the Performance Management Program including: Strategic Action Plan next steps, Performance Measures, Priority Based Budgeting (PBB), Envisio, and Lean implementation.

Pam Weir, Assistant to the City Manager, presented. The purpose of this presentation is to provide Council with an update on the Performance Management Program including: Strategic Action Plan next steps, Performance Measures, Priority Based Budgeting (PBB), Envisio, and Lean implementation.

Introduction to Performance Management Program

Following Council adoption of Goodyear's first Strategic Action Plan in April 2013, the city has developed a more comprehensive Performance Management Program to align resources towards achieving the goals and objectives of the city. Performance Management encompasses the lifecycle of city services and activities including: developing plans, implementing projects, assessing results, and identifying necessary performance improvements. At each stage of the life cycle the city employs various tools to achieve continuous improvement. As a result of this program we are becoming a more data driven organization, more customer focused and better prepared to strategically achieve the goals and initiatives of the city.

Many initiatives contribute toward strategic management of the city's performance, including: Goodyear's General Plan, the Strategic Action Plan, Department Operating Plans, Performance Measures (Citystat), Priority Based Budgeting, and Lean. In addition, during FY17, Goodyear is participating in a pilot project of a performance management database called Envisio, as an effort to bring all of the tools and initiatives together in one place.

We focus on Project Management and Change Management. As we assess our performance, we use a lot of tools.

- *Reporting
- *Performance Measurement
- *Benchmarking
- *Surveys
- *Priority Based Budgeting
- *Envisio
- *Employee Performance Appraisals

Strategic Action Plan

- *Adopted April 2013
- *Annual review and update-aligned with the budget development process

October 21-22, 2016 Council Retreat

- *Will be reviewing Strategic Action Plan
- >Will review "ongoing" items, "in progress", and "new" items.

Council Discussion and Questions

- *Important to remove items that have been completed
- *Very valuable tool
- *Would like to keep it simple
- *What have we done to make us more cost effective?
- *How have we used this data to reach the city's goals?
- *Could share the information with the citizens

Christian Williams, Executive Management Assistant, reviewed the performance measures program. Performance Measures, more commonly known as the Citystat Program, is an initiative that Council requested in the summer of 2012. Since that time, staff has reported back on the progress of this program: first on April 15, 2013 then again on October 6, 2014, March 30, 2015, and October 19, 2015. The city just completed the fourth year of tracking. The Council Summary Report (FY16) is available and will be on the website. There are 11 benchmark cities that meet monthly to discuss performance measurement, management and benchmarking. The group can dig deeper into Public Safety, Parks and Recreation, FTE, and Economic Development

Council Discussion and Questions

- *So what has this program done for the city?
- *How are we using this to drive day-to-day decisions?

- *Needs to be kept simple and high level

- *We use benchmarking but don't want it to become a competition between cities. It is more important to make each city to be stronger than a competition

Williams reviewed the Priority Based Budgeting Program (PBB)

- *Began utilizing in FY14

- *FY12-FY16 Economic Vitality Outcomes-3,873 jobs and \$697 Million in capital investment

- *FY16 model has 865 programs-\$94 Million

- *Results Maps include:

- >Governance Results

- >Fiscal Resource Management

- >Sense of Community

- >Safe Community

- >Quality of Life

- >Effective Mobility and Reliable Well-Maintained Infrastructure

Williams reviewed Envisio

- *The city is piloting the Envisio program through Alliance for Innovation

- *It aligns the city Strategic Action Plan and department operating plans

Pilots and Goals

- *User-Focused Dashboard

- *Easy for staff to use

- *Reporting and data capabilities

- *Performance Measures now held in system for FY17

- *Pilot is April 2016-April 2017

- *First Executive level report planned February 2017

Council Discussion and Questions

- *Wasn't sure how PBB fits in the City Council role

- *PBB is a tool that can help with transparency. Council should know how much of the budget is being spent on priorities

- *Quartile discussion is only part of the picture. Shouldn't we have a complete picture and solid understanding of these programs?

- *This program will help to prepare for budget time

- *We can't move on if we don't understand it

- *Is Sense of Community and Quality of Life the same?

- *They overlap but are still separate

- *Still believes PBB is a valuable tool

- *These tools help look at information in different ways

- *PBB makes us collectively smarter

Mario Saldamando, Executive Management Assistant, presented the Lean program. Lean thinking is identified as a way to provide tools that allow us to focus on continuous improvement, creating value for our customers, and provide a common way for all team members to approach identifying and implementing efficiencies. 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 approach supports our customer focus values of empathy, integrity, optimism, initiative, and innovation. Based on best practices for local government, the city developed an Introduction to Lean Training which was delivered across the organization in 2015 and continues to be conducted for all new employees. To date, more than 90% of all city employees have now completed the training.

City departments have improved a number of city services based on Lean practices. The presentation tonight is an opportunity to highlight where the city has improved services and share lessons learned. This continuous improvement strategy will support our efforts to maximize our performance and achieve the city's Strategic Action Plan Goals.

*Lean can empower workers and teams.

*Inputs-Philosophy of mutual trust, respect and continuous improvement

*Outputs-A culture of empowered workers producing high quality, low-cost, and on-time service

*Have been using LEAN for two years now

A3 Thinking

*Three types of Innovations

>Just Do It

>Customer Focused

>Fairly small in scope

>Can usually be done by an individual

>Kaizen

>Customer-focused

>Scope can be tackled in 4 days

>Innovation requires the input of several people

>Requires a facilitator

>Project

>Customer focused

>Larger scope that usually takes longer than 4 days to complete

>Requires a group of people from multiple areas

Examples:

*Fleet Kaizen improved the time vehicle maintenance was completed

*Human Resources Kaizen improved their recruitment and selection process

Development Continuum includes Economic Development, Engineering and Development Services. The vision is driven to build a greater Goodyear together.

The mission is:

D-Deliver outstanding customer service

R-Respond to evolving market demands

I-Initiate collaborative solutions

V-Value customer partnerships

E-Empower team members

N-Never stop learning

Council Discussion and Questions

*How does this tie into the employee survey?

*Has it improved overall employee satisfaction? Human Resources Director Lyman Lockett said that the employee survey results will be distributed soon

*Empowering staff is important

*It makes staff feel a part of the team

*This process is great

4. INFORMATION ITEMS

City Manager Brian Dalke said city of Goodyear won an award for the Community Health Park from General Electric. Goodyear was one of nine areas in the country that won the award. The city will receive \$25,000 towards the project.

5. ADJOURNMENT

There being no further business to discuss, Mayor Lord adjourned the Work Session at 6:45 p.m.

Maureen Scott, City Clerk

Georgia Lord, Mayor

Date: _____