



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, November 9, 2015

4:30 PM

Goodyear Justice Center

1 CALL TO ORDER

Mayor Lord called the Work Session to order at 4:30 p.m.

2. ROLL CALL

Present 7 - Mayor Lord, Vice Mayor Lauritano, Councilmember Osborne, Councilmember Pizzillo, Councilmember Campbell, Councilmember Stipp, and Councilmember Hohman

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

3. AGENDA ITEMS FOR DISCUSSION:

- 3.1 [15-5686ws](#) Council will receive a joint presentation from Development Services, Economic Development, and Engineering on the 2015 Customer Survey.

Development Services Director Christopher Baker, Economic Development Director Michelle Lawrie and Engineering Director Rebecca Zook presented jointly. They provided an update on the enhancements their departments have made to the Development Continuum (aka development process). The objectives of the Development Continuum are to create a customer service based organization by hiring "changemakers" and creating cohesion in the departments. Anyone in the organization can be a "changemaker" by acting as problem solver with the support of their director. Directors must also create cohesion by continually emphasizing "the big picture," which is the successful development of the city.

Some accomplishments during the past one-to-two years include:

- *Enhancements to the over-the-counter plan review process. This has been well-received by their customers.
- *Permits by e-mail. Staff receive 200+ permit requests per month.
- *Simultaneous review of commercial site plans and special use permits. This saves the customers two-to-three months in the process.
- *Mapping of the the most common business processes to determine where redundancies and

waste can be eliminated. Staff is also looking at best practices used by other municipalities.

Staff updated the customer service survey and, in August 2015, sent out approximately 750 surveys to customers via Survey Monkey. The purpose of the survey was to identify opportunities for improvement by gauging how the current processes are working, including communication, duration, and quality. Customers were able to respond anonymously to the survey. 55 surveys (or 7%) were returned.

Key Findings from Survey

- *Customer service was rated as Excellent (49%), Above Average (27%), Average (16%) and Poor (7%).
- *Staff are very talented.
- *Compliments about our customer service.
- *Better response time and coordination between departments is needed.
- *Too much focus on the problem--not the solution.

The Development Services, Economic Development and Engineering Departments recently unveiled a new LEAN initiative.

*Directors are performing walk-throughs of their departments and job shadowing their staff to identify and remove obstacles to increasing their empowerment, helpfulness, timeliness and to build camaraderie and teamwork.

*Visual Production Boards - Every staff member has a board which shows the current status of the projects they're working on. Managers can identify potential roadblocks and also proactively engage the customer when necessary to move projects through the process in a timely manner.

*Managers have stand-up meetings with staff for 15 minutes each morning to discuss what their teams are working on and what potential issues may be arising. Managers then meet with the directors to discuss potential solutions and how support from other departments can be leveraged. One staff member has been assigned to participate in all of the stand-up meetings so there is a continuous flow of knowledge and information on where projects stand throughout the entire review process.

COUNCIL DISCUSSION AND QUESTIONS

***Is staff continuing to copy project owners when redlined documents are returned to the project architects, engineers, etc.?** Zook stated staff is interacting with both the customer and their representatives to ensure everyone is receiving the same information. This also includes meeting with all parties face to face if the situations warrants.

***Are efforts being made to request additional feedback from the respondents?** Lawrie replied that the survey was anonymous; however, they did include an option for customers to request a contact from staff to provide further information. Baker added four respondents requested additional follow up. The directors did reach out to them, and the feedback received included issues with timeliness, responsiveness and the overall helpfulness of staff.

***How can the survey response be improved?** Zook explained that the surveys were sent to a pool of customers who had interacted with the City over a period of three years. It's possible that some customers whose interaction with the City was farther in the past simply disregarded the survey. Going forward staff will be actively reaching out to customers within a six-month

timeframe to obtain feedback from customers who recently interacted with the City.

***It will take time to show customers that efficiencies are in place.**

***Important for staff to be proactive. Use past experiences to offer guidance to customers early in the process.**

***Have any developers come back to complete additional projects in the city?** City Manager Dalke stated that although it hasn't been officially announced, SubZero will be expanding its facility here in Goodyear. They had some issues when they went through the first review process. Staff met with them, received a lot of feedback, and had to re-earn their trust.

***How will these new initiatives be tied to the departments' performance measures?** Baker replied the directors will be re-evaluating their performance metrics so they correlate with these initiatives. Zook added that their metrics are currently department-based. Their ultimate goal is to tie everything to the overall development process.

***Is staff taking the maximum amount of time to work on each project? Are there efficiencies which can be implemented?** Zook responded staff will always conduct a thorough, comprehensive and concise review of each project in a timely fashion. This will not change. Rather, what they are focused on is being proactive in their communication with the customers to ensure issues are being resolved as expeditiously as possible so the process can move forward.

***Developers' experiences working with other cities effects how they view the development process should work.** Baker added staff will be seeking input from Council on how development policy can be streamlined. For example, can regulations be updated to allow for more administrative approvals to shorten the overall process?

***Health and safety should always be protected.**

***Perception is reality. Communication is key.**

***Requested to receive a matrix showing the current development timelines. Would also like to know how the current standards were set.**

Staff will be coming back several times during the next few months to discuss the entire policy, including growth policies and design standards.

- 3.2 [15-5707ws](#) Council will receive an update on the Noise Re-evaluation study that is being conducted along the north side of Interstate 10 (I-10) from State Route 303 (SR-303L) to Estrella/PebbleCreek Parkway.

Engineering Director Rebecca Zook presented. Also present was Project Manager Walt Kinsler and Chet Monh of DME Consultants.

The noise study was conducted via 13 noise reading sites set up on properties volunteered by homeowners. 900+ hours of noise level measurement data have been collected. Sample noise readings showing hourly averages over a seven-day period were presented with comparisons to the federal and state decibel standards. It was noted that a certain spike in the readings from a site on Almeria Road in Palm Valley was related to maintenance being performed by a landscaping crew. Otherwise, the readings tended to align with or were lower than the federal guideline.

Zook explained that one issue is whether noise is reverberating off of the sound wall to the south of the freeway. However, the wall was installed prior to the tests being conducted, so its

affect is captured in the study.

ADOT will be rubberizing the freeway in the fall of 2016. Staff found that rubberizing the freeway will improve the noise level by a minimum of four decibels. This would align with ADOT's 64-decibel threshold. Also, staff will take into consideration what they've learned from the study as the McDowell Road Corridor continues to be developed. They will attempt to make design enhancements that take into account ideas such as massing of buildings, groupings of trees and landscaping, and installation of berming that will enhance the effect of the rubberized asphalt.

The consultant will be completing the report within the next couple of weeks. Staff will be holding a public meeting at Eagle's Nest on November 18 from 6:00 p.m. to 8:00 p.m. Staff will be bringing the final report to Council in December, with the installation of rubberized asphalt on I-10 slated for Fall 2016.

COUNCIL DISCUSSION

***What was the average between the highest readings and the lowest readings?** Zook replied that no average was available but that the daily readings for each hour fell within a certain range.

***How does vehicular traffic on McDowell Road affect the results?** Zook explained that the study did not isolate noise from McDowell Road, so it is in a factor in the data that was gathered.

***Could the City look at rubberizing McDowell Road?** Zook stated that there is a requirement that arterial streets within 500 feet of a residential area must be rubberized. She will determine when McDowell Road was last rubberized or when it is scheduled to be done again in the future.

***Will residents be complaining about noise ten-to-twenty years from now? How will this continue to be monitored?** Zook stated that this will continue to be an issue that staff will be ready to address. She emphasized that recent steps taken by ADOT were above and beyond what was required. This project has been a combined effort of ADOT, the City and its residents, and it is understood that the rubberized asphalt will be the ultimate solution.

***Is a communication plan in place?** Staff replied in the affirmative.

4. INFORMATION

None.

5. ADJOURNMENT

There being no further business to discuss, Mayor Lord adjourned the Work Session at 5:35 p.m.

Maureen Scott, City Clerk

Georgia Lord, Mayor

Date: _____