



## 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

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Monday, July 18, 2016

4:30 PM

Goodyear Justice Center

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#### 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, Assistant City Attorney Sarah Chilton, and City Clerk Maureen Scott

#### 3. AGENDA ITEMS FOR DISCUSSION:

- 3.1 [16-5859ws](#) The City Council will receive an overview of the draft City Strategic Action Plan for FY17-19 and a summary of the previous plan's accomplishments.

Assistant to the City Manager Pam Weir presented the draft City Strategic Action Plan for Fiscal Year 2017-2019. Weir reviewed the city's four strategic focus areas that were set by Council in the summer of 2011: Fiscal and Resource Management, Economic Vitality, Sense of Community, and Quality of Life. These are based upon the vision for the city, which was developed by Council using feedback from citizens and stakeholders.

The first plan was adopted in 2013 and was updated in 2014. This is the first formal update since 2014. Goodyear's approach to strategic planning is very collaborative. There are multiple levels of planning, and the long-term trajectory is tied to the General Plan. The year-to-year plan focuses on the steps that can be taken to slowly accomplish the vision. The vision of the City Council sets the direction for all of the work that the city is doing.

Weir reviewed highlights of some of the accomplishments achieved between July 2014 and June 2016.

Fiscal & Resource Management:

- \* Completed debt refinancing of two bonds for a collective savings of \$2,727,454
- \* Volunteer Program contributed 30,000 hours for \$690K in value added
- \* 92% of all employees completed Lean Thinking training
- \* Avoided up to 13% increase to the city's health insurance rates
- \* Completed Facilities Master Plan

#### Economic Vitality:

- \* Updated Economic Development website
- \* Improved Development and Engineering processes for efficiency and customer service
- \* More than one million square feet of commercial building is under construction
- \* More than 150 entrepreneurs were assisted at Innovation Hub

#### Sense of Community:

- \* 93% of residents rated Goodyear as an excellent or good place to live on the Citizen Survey
- \* Developed business-friendly values
- \* Improved communication to Mobile area
- \* Inaugural Veteran's Day event held November 2015
- \* Hosted five art events, increasing participation by 18%

#### Quality of Life:

- \* Electronic patient care reporting system
- \* Approved IGA to purchase site of future community wellness park
- \* Implemented additional Perryville right of way maintenance crew
- \* Goodyear Pump Track phases 1 and 2
- \* \$114,000 in Community Funding awards distributed to 25 organizations

Councilmember Hohman arrived at the Work Session at 4:48 p.m.

#### Council Discussion:

**>Asked if there are clear benchmarks related to the accomplishments presented that identify whether we hit or missed the goal.** Weir responded that a lot of the numbers are raw outcomes at this point. We have an extensive CityStat Program where we measure all kinds of different metrics. Goodyear is a part of the Valley Benchmark Cities.

**>In addition to the statistics that identify what we did, would like to have benchmarks included that identify criteria and/or goals that we were shooting for.** Weir responded that as we work with Priority Based Budgeting and other processes, we will continue to imbed benchmarks which will result in more comparisons in the future.

**>Many of our performance measure numbers only consist of raw data, which doesn't help us measure performance. Moving forward, would like to identify performance output that goes along with performance measures.**

**>Highlights need to be meaningful.**

**>Would like to add a layer to this plan that shows areas of savings to our citizens.**

**>Asked for clarification regarding the statement that we "Improved Communication to Mobile area".** Weir acknowledged that there has been ongoing communication and outreach to Mobile. Some of the accomplishments that are listed in the plan span the length of the last three years.

Dalke added that performance measures are an ongoing process. We have participated with the International City Manager's Association (ICMA) to come up with benchmarks for performance. We participated in Valley Benchmarking across the metro Phoenix area. Performance measures are a work in progress. We are looking for workload indicators such as demands for service and meeting those demands, and how those demands affect the need for additional staff. We also need to identify which are the most relevant measures to Council. Trying to connect and integrate all of our initiative such as the Strategic Action Plan and Priority Based Budgeting is very complex.

**16 completed actions that have been removed from the FY17-19 Plan:**

Fiscal and Resource Management: 5 Actions

- \* Established city-wide guidelines for processing special events
- \* Designed and constructed new Fleet Maintenance Facility
- \* Completed Facilities Master Plan
- \* Implemented improved performance appraisal process
- \* Evaluated feasibility of an electronic voting system at Council meetings

**Council Discussion:**

**>Asked if there is a follow-up action for evaluating the "improved performance appraisal process".** Dalke responded that staff developed a plan where 50% of the evaluation focuses on soft skills and customer service. The other 50% were developed by looking at each employee's job description in relation to technical requirements of their specific jobs. We have received great feedback from employees. Another employee survey will be conducted this August, which will provide us with more feedback.

Weir added that, while staff recommends these 16 items be pulled from the plan because they have been identified as complete, we are by no means saying they are put up on shelves and forgotten about. Part of the effort surrounding the Strategic Action Plan is to keep the document fresh and ensure that the high level priorities are what stay on the plan, and it doesn't continually expand. A lot of the plan implementation drives down to the level of each department's Operation Plan.

Economic Vitality: 7 Actions

- \* Completed the 2025 General Plan Update
- \* Completed Transportation Master Plan
- \* Completed Parks, Recreation, Trails and Open Space Master Plan
- \* Completed Development Fee Study, including update of the Infrastructure Improvement Plan
- \* Updated and produced the Goodyear Visitor's guide
- \* Developed Goodyear Restaurant and Hotel Guide
- \* Developed Pavement Management Program strategy

**Council Discussion:**

**>The Pavement Management strategy depends on the availability of money. Don't want to put this on the shelf in case legislation happens to change and we lose some of our funding sources, or even receive additional funding sources and want to change the**

criteria for replacing roads. The quality of our roads is very important to our citizens and Council would like to have the option to move them forward if more funds come in.

**>Would like to see a Sidewalk Master Plan that goes hand-in-hand with the Pavement Management Program.**

**>Okay with taking the Development Fee Study off for awhile, but not sure if we should wait five years to review it again.**

**>Asked what will happen if we remove the Restaurant and Hotel Guide and then want to update it.** Dalke responded that when a document or fee schedule is complete, it doesn't mean that it sits on a shelf and goes away. They will be updated as it becomes necessary and feasible.

**>Asked that as information is updated, it be updated electronically on the website so that the most current information is available.**

#### Sense of Community: 2 Actions

- \* Incorporated maintenance of Mobile/Sonoran Valley area roads into street maintenance program

- \* Evaluated possible art in private development program

#### Quality of Life: 2 Actions

- \* CALEA Police Accreditation processes implemented, formal accreditation at a later date

- \* Implemented additional cost-effective right of way maintenance crew

#### **Council Discussion:**

**>Feels that a lot of these things should be looked at operationally, and reviewed ongoing on an annual basis.**

Weir asked for Council input on whether the 16 items should be removed from the plan with the understanding that they are part of regular departmental operations.

**>Still questions the Pavement Management item with regard to sidewalks.**

**>Can sidewalks be looked at in the development standards process?** Dalke responded there are some residential developments that do not want sidewalks. There are standards in place for sidewalks in other areas of the city as far as when we do arterial road developments. Sidewalks in those areas will be constructed when road construction occurs, but we also have to look at areas where we don't have sidewalks and arterial. Developers are required to install sidewalks when they develop their property. If the developer is gone and there are issues, the city would need to address it.

**>Asked about grant funding for sidewalks.** Dalke responded that Tiger Grants are very difficult to get. Staff will provide more information on this to Council.

**>Sidewalks should be explored in areas that don't have them.**

**>Would like information in the area of sidewalk installation and repair for existing areas.** Dalke responded that city staff provides maintenance to existing sidewalks that require repair.

**>Operational issues should come off of the Strategic Plan.**

**>Would like information on procedural issues moving forward and how we approach adding items to the plan.** Weir responded that Council will have a higher level conversation about the direction of the Strategic Plan at the Council Retreat in October. We will look at the focus areas and goals and seek broader direction.

- >Some of the "actionable items" are things that have come up since our last retreat. Concerned that if we vote on this in August, certain important issues (such as a new fire station) will not be included in the plan until next year.**
- >The introduction "About Goodyear" section should be revised.**
- >The Community Funding process needs to be reviewed.**

Dalke recognized the challenge that there will always be issues that are not included in the Strategic Action Plan. The current Council Policy is to approve the plan shortly after the adoption of the budget, which is why approval is scheduled for August. If Council wants to move that date back, then we can discuss that.

- >Applauded staff on presenting things that can be removed from the strategic plan.**
- >Want assurance that items of concern are included somewhere so they don't get lost.**
- >Don't understand why some items are included and other important items are not.**
- >Concerned about approving the plan in August without having more feedback.**
- >Wants to wait until after the October retreat so that we can look at our goals and focus areas and make sure that Council is all on the same page.**
- >This plan is focused more on accomplishments, rather than looking forward.**
- >Possibly look into scheduling another Work Session on this after the Council break in August or September.**
- >Council and staff seem to have different ideas of what should be included in the Strategic Plan.**

Dalke stated that these are all great comments. The Strategic Action Plan is one way to demonstrate to the community the areas that Council is focusing.

Weir likes the idea of further discussion at the October retreat before approving the plan.

New Goal and Actions:

- \*\*Goal 2: Reduce the cost of government through efficiencies (EXISTING)**
  - \* Implement Citizen Online Reporting and Kiosk Program**
  - \* Implement and upgrade Traffic Unit technologies**
  
- \*\*Goal 5: Pursue opportunities for collaboration and regional partnership (EXISTING)**
  - \* Explore enhancing the business liaison function of the Police Community Services Unit in conjunction with online business reporting.**
  
- \*\*Goal 7: Sustain a safe, effective, and well-maintained transportation system and alternative mobility options (EXISTING)**
  - \* Evaluate Traffic Signal Standards**
  
- \*\*Goal 1: Identify public safety business process improvements and innovative programs that ensure a safe community (EXISTING)**
  - \* Conduct Fire Station Study**
  - \* Community Paramedicine Program Pilot**
  - \* Explore the expansion of the Prescription Drug Drop Box program**

\*\*Goal 4: Add and expand community gathering places, and improve parks and recreation amenities.

- \* Recreation and Aquatics Center/100-acre park Master Plan
- \* Park Amenity Improvements
- \* Loma Linda Park Improvements
- \* Health and Wellness Park
- \* Creation of gathering places near Estrella Falls Regional Mall
- \* Right of Way Improvements

**Council Discussion:**

>Would like an update on Emergency Medical Service (EMS), which includes Community Paramedicine Pilot Program. Staff will provide an update to Council.

>Interested in adding artwork on city light boxes that is similar to what Avondale has under Goal 4. This would be a good thing to add under "Sense of Community".

**Summary:**

>Next step will be collecting feedback at the Council retreat in October.

**4. INFORMATION ITEMS**

None.

**5. ADJOURNMENT**

There being no further business to discuss, Mayor Lord adjourned the Work Session at 5:51 p.m.

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Maureen Scott, City Clerk

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Georgia Lord, Mayor

Date: \_\_\_\_\_