



## 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 Wally Campbell  
Councilmember Joanne Osborne  
Councilmember Joe Pizzillo  
Councilmember Sheri Lauritano  
Councilmember Bill Stipp  
Councilmember Brannon Hampton

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Monday, February 12, 2018

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 Campbell, Councilmember Osborne, Councilmember Pizzillo, Councilmember Lauritano, Councilmember Stipp, and Councilmember Hampton

Councilmember Stipp attended the meeting via teleconference.

Staff Present: Interim City Manager Dan Cotterman, City Attorney Roric Massey and City Clerk Darcie McCracken

#### 3. AGENDA ITEMS FOR DISCUSSION:

- 3.1 [2018-6244ws](#) Staff will present a summary of the city's sanitation program. The purpose of the presentation is to identify any potential changes in policy that will require staff to research and present to Council for consideration as part of the FY20 budget process.

Interim Public Works Director Barbara Chappell presented.

Ms. Chappell provided a summary of the current sanitation program. Residential contained service is provided under a contract with Waste Management. During the term of the contract, the program has grown from 17,196 accounts to 27,760 accounts. The contract includes recycling processing as well as refuse disposal via their transfer station, and it expires on June 30, 2019. Bulk trash is collected by city staff once per month, and household hazardous waste (HHW) events are held twice annually.

In order to develop potential policy changes, the city retained the services of Burns & McDonnell to complete an operational review and financial feasibility study of the city's sanitation program. Some items of note that came out of the study were:

\*Goodyear residents generate a relatively small amount of refuse (30 lbs. of waste per week as compared to other West Valley cities, which generated an average of 40 lbs. per week in FY17).

\*Goodyear residents recycle a large amount of materials--residents recycled an average 560 lbs. of material per household in FY17 compared to a 2016 report of cities nationwide estimating 364 lbs. per household.

\*The quality of our recycling is measured by contamination rates. Goodyear's rates vary, and an audit needs to be performed to accurately characterize the recycling that occurs in the city.

According to the study, Goodyear provides the highest level of bulk service in the valley, with collection occurring once per month on a scheduled day.

Council previously recommended that staff look at how the city can prepare and respond to extra debris generated by storm events. Staff is developing a program to address these uncommon events, which will be presented to Council during the budget process.

The study recommends shifting all services curbside, because alleys require special equipment and pose safety concerns. Only 396 residents receive refuse and bulk service in an alley, even though their recycling is already curbside; this should be an easy transition.

There is interest from part-time residents to have the sanitation furlough program expanded. Currently, the only exceptions allowed are for medical reasons and military deployments.

Staff is requesting Council input regarding the current level of service, especially in regards to bulk collection and HHW events.

There is a need to increase efforts in education and outreach to improve the quality of the recyclables. Contaminated recyclables are not marketable, and ultimately wind up at the landfill, impacting the costs of the program.

The study shows refuse and recycling collection can be brought in-house for approximately the same cost as outsourcing it to a contractor. The next steps are to perform an audit of the recycling program and pursue an RFP (Request for Proposal) by the end of March 2018.

#### COUNCIL DISCUSSION:

**\*Expressed concerns regarding the contamination rate.**

**\*Supports looking at the feasibility of expanding the furlough program. What do other cities do?**

**\*Would like data on the costs associated with delivering and retrieving refuse containers.**

**\*Are there any state statutes of concern?**

**\*Believes it would be too difficult for staff to keep track of whether residents are in the city.**

**\*Residents have requested the sanitation and water portions of the utility bill be separated.**

**\*Not in favor of in-house refuse service.**

- \*Not inclined to take on a new program with all of the other initiatives the city is currently involved with.**
- \*Would like to look at providing a recycling program for commercial customers.**
- \*In favor of continuing monthly bulk collection.**
- \*In support of continuing hazardous waste events.**
- \*Need to be cognizant of areas of the city which have alleyways.**
- \*Would like to see recycle containers strategically placed around the city where people can take larger items for recycling.**
- \*Did the study look at exporting bulk collection to a private provider?** Ms. Chappell stated that the study looked at this issue and determined there is no private contractor which would meet the city's level of service.
- \*Asked about green waste. The city did this several years ago, but it went away at some point.** Ms. Chappell advised that green programs have varying levels of success. Staff will research potential options.
- \*Would like to study whether it would make sense from a cost perspective to add an additional HHW event or increasing the time for each event.**

Mayor Lord recessed the Work Session at 5:12 p.m.

Mayor Lord reconvened the Work Session at 5:16 p.m.

- 3.2**     [2018-6282ws](#)     Council will receive information and provide feedback with regard to Commemoration/Celebration of Goodyear Ballpark's 10-Year Milestones; the status of Goodyear Ballpark's mascot; and a proposed community resource program (baseball cards).

Parks and Recreation Director Nathan Torres and Ballpark General Manager Bruce Kessman presented.

**BALLPARK MASCOT STATUS:**

The "Zizzy" mascot was retired in July 2017. Ballpark staff is currently preparing to develop a new mascot. The process will begin around July 2018, and will involve seeking a company to design and fabricate a new costume. The estimated cost is \$30,000, and staff would like to receive input from Council, the two baseball teams and the public regarding the final design and the naming of the mascot. The plan is to have the new mascot in place for the 2019 spring training season.

A supplemental of \$12,000 was requested in the FY18 budget to replace the mascot; however, as "Zizzy" was retired, these funds will not be expended.

**Council Discussion:**

- \*Against retiring "Zizzy".** Mr. Torres responded that all mascots run their course. The teams didn't care for "Zizzy", but the public was largely in support of the mascot based on surveys. "Zizzy" was limited in terms of mobility, and it was constructed on a "shoestring" budget.
- \*Are the teams contributing any money towards the new mascot?** Mr. Kessman stated that

discussions with the teams are ongoing, but no commitments have been made at this time.

**\*Do other Cactus League facilities have their own mascots?** Mr. Kessman replied that the Goodyear Ballpark is the only Cactus League facility which has its own mascot. It has been instrumental in marketing and community awareness of spring training and other events at the ballpark.

**\*The new mascot would be a great way to get people excited about the ballpark's ten-year anniversary.**

**\*The community needs to embrace the ballpark and believes the mascot helps with these efforts. Having its own mascot makes Goodyear unique. Hopes that the teams will contribute financially to developing the new mascot as it benefits their bottom line as well.**

**\*In support of having the public involved in the design process.**

#### COMMUNITY RESOURCE AWARENESS BASEBALL CARDS:

Staff reached out to the Cleveland Indians and the Cincinnati Reds about the possibility of using one or more of their players on the front of these cards. Both teams were supportive of the idea; however, they requested that the project be delayed until summer. Use of player(s) may have to be approved by the Major League Baseball's players' association.

Councilmember Lauritano provided background on the initiative. As part of an event, the city of Phoenix domestic violence task force created "shoe" cards which list community resources and social services that are available to victims of domestic violence. The cards are a non-threatening way to provide help to people who are being abused. Other resources that could be highlighted include: victim's rights, mental health, drug addiction and homelessness.

#### Council Discussion:

**\*In support of the program. Suggested looking at alternatives to using baseball players to avoid copyright issues.** Mr. Torres stated that if the baseball players do not work out, staff is prepared to look at other options, such as featuring the new mascot.

**\*Suggested focusing on the top two issues facing the Goodyear community.** Mr. Torres replied that staff could work with the police department to identify issues that are a priority and could bring these back to Council.

#### BALLPARK TEN-YEAR ANNIVERSARY:

The city and the Cleveland Indians are entering their tenth anniversary at the Goodyear Ballpark; however, the Cincinnati Reds are only in their ninth season. After discussions between all parties, it was determined that the best time to have a ten-year celebration to involve both teams and the Ballpark would be during the 2019 spring training season. The celebration would involve developing a commemorative logo and designing commemorative gifts and giveaways for fans. The cost is estimated to be \$20,000, and both teams have committed \$5,000 to the event. Staff has requested a budget supplemental of \$10,000 in the FY19 budget.

Mr. Kessman concluded by giving a brief summary of activities that will take place during the upcoming 2018 spring training season.

Council Discussion:

**\*Expressed support for the endeavor.**

- 3.3      [2018-6261ws](#)      Council will receive an overview of the draft FY2021 City Strategic Plan Guiding Principles and Goals as requested during the December 11, 2017 work session. Following the review, staff recommends Council establish consensus regarding any final changes to the plan prior to potential adoption during an upcoming regular meeting.

Councilmember Stipp explained that the (proposed) goals in the draft strategic plan were provided by him and were taken from the previous strategic plan. These are items the city has invested time and money towards, and he believes they should be carried forward to ensure they are completed.

Assistant to the City Manager Pam Weir presented.

The previous strategic plan expired at the end of FY17. Adopting a new strategic plan will aid city staff to focus resources towards the Council's highest priorities. Key changes to the plan requested by Council included making it more public friendly; streamlining the plan by removing and relocating actions and activity updates to another document to keep it consistent from year to year; adding a purpose statement that connects the city's vision to the strategic plan; updating the focus area definitions and adding guiding principles; and establishing 14 new goals.

#### FOCUS AREAS AND GUIDING PRINCIPLES:

The focus areas were updated based on previous feedback from the Council. The revised statements and guiding principles are:

**Fiscal and Resource Management:** Maintaining a long-term view, we manage our fiscal, human, and physical resources in an efficient and effective manner. This effort is aligned across the organization with an emphasis on transparency. The city's business practices will be efficient, business friendly, and ensure exceptional customer service to all stakeholders and citizens.

#### Guiding Principles:

- Organizational Alignment
- Taking Care of Our Workforce
- Maintaining Transparency
- Never Stop Improving Services
- Managing Finances Responsibly
- Focus on Processes
- Setting Responsible Priorities
- Keeping up with Technology

**Economic Vitality:** We will continue to ensure the prosperity of our community by increasing the growth of our economy through diversity of industry, business investment, quality job creation, education, and tourism. To support this growing economy, we will invest in transportation and

infrastructure and seek high quality retail and entertainment opportunities.

Guiding Principles:

- Fostering Relationships with Businesses
- Maintaining and Investing in Infrastructure
- Focus on Jobs and Quality of Life

**Sense of Community:** The city will cultivate a sense of pride through programs, gathering places, and events where the community can come together to participate in opportunities of learning and recreation. We will continue to make Goodyear residents feel connected to their city government through community engagement, outstanding customer service, and clear, accessible communication.

Guiding Principles:

- Respect for all Individuals
- Engaging our Residents and Committed Volunteers
- Building Partnerships
- Bringing People Together

**Quality of Life:** We will continue to make Goodyear a place to live, work, and play that provides diverse activities and amenities in a safe and well-maintained environment, while supporting the arts and promoting the health and wellness of our community.

Guiding Principles:

- Keeping our Community Safe
- Promoting Health and Wellness
- Taking Care of our Environment

Council Discussion:

*Fiscal and Resource Management:*

**\*Supports added language which addresses support for the city's workforce. The city can't provide a high level of service to the public without dedicated employees.**

*Economic Vitality:*

**\*Would like to add a guiding principle which addresses creating/supporting small businesses and/or workforce development.**

**\*Suggested a guiding principle pertaining to business retention should be added.**

**\*Believes "Fostering Relationships with Businesses" can be strengthened to encompass business development and retention.**

*Quality of Life:*

**\*Keeping the city well-maintained and with a clean appearance is not addressed by the word "environment" and should be clarified. Suggested adding the word "community" to the definition in conjunction with the word "environment". The consensus was reached that the**

**definition was sufficient as written.**

**STRATEGIC GOALS:**

In previous plans, there was confusion regarding what constituted a completed goal due to the fact that some of the goals were written broadly; or there may have been a miscommunication between Council and staff on what needed to be accomplished. The proposed 14 strategic goals were developed from the feedback received from Council during the planning retreat in October 2017. Staff worked in each focus area to create goals that are SMART (Specific, Measureable, Achievable, Realistic, and Timely).

Updates on the strategic goals will be provided on a bi-annual basis, but staff is open to different timeframes if requested by Council.

*Fiscal and Resource Management:*

1. Create a replacement program for all city capital assets by FY 2021.
2. By July 1, 2018, adopt a 5-year Capital Improvement Plan that is 100% deliverable as presented.
3. Improve employee satisfaction and engagement by 10% by FY 2021.
4. Implement technology solutions that expand online accessibility to city services and increase organizational capacity through improving or automating an additional 50 services by FY 2021.

**Council Discussion:**

**\*Concerned that the employee turnover rate is too high. Would like to explore the reasons for the high turnover rate and develop a strategic goal(s) to address the issue.** Ms. Weir replied that staff monitors the turnover rate, and she believe this is already captured in the city's guiding principle regarding retaining employees.

**\*Suggested Goal #3 be restated to focus on improving the survey response "Highly Satisfied" by 10%.** Ms. Weir and Human Resources Director Lyman Locket explained the overall satisfaction rate, which encompasses "Agree" and "Strongly Agree", is 90%; these categories, when broken down, are 48% and 52% respectively. Staff believes an increase of 10% of employees who "Strongly Agree" is an attainable goal.

**\*What is the percentage of employees who completed the survey in 2016?** Mr. Locket replied 76%. Staff should focus on improving the return rate as this would more accurately reflect the overall satisfaction rate.

**\*Suggested revising Goal #1 to state: "Create a FULLY FUNDED replacement program for all city capital assets FY 2021."**

-The consensus was that having a "fully funded" replacement program for all city capital assets is a good idea, but would be very difficult to accomplish. The focus should be on determining what has to be funded and where the shortfalls are.

**\*Supported adding Goal #5: "Prepare employees to operate efficiently and effectively by building skills in technical and leadership competencies."**

**\*Suggested adding Goal #6: "Implement Envisio to improve progress reports on the Strategic Plan given to Council quarterly by FY2019."**

-The consensus was that mentioning a specific program would limit's staff's flexibility to use

alternative methods. Interim City Manager Cotterman stated that the process for putting together quarterly reports would be labor intensive, but was probably attainable. Ms. Weir suggested that a full update to the strategic plan could be provided every six months, and that there were other resources available to the Council for information they want, such as the status of capital improvement projects.

-Requested that quarterly reports should be streamlined and not include as much detail.

Council basically wants to know the status of projects and whether they are on time.

-Further consensus was that (proposed) Goal #6 should be removed as it was deemed operational in nature.

*Economic Vitality:*

1. Grow the property tax base through a primary assessed valuation increase due to growth average of 15% and total secondary assessed valuation annual growth of 9% for tax years 2019-2021.
2. Increase total job creation by 4,500 of which 2,000 jobs are in targeted industries by FY 2021.
3. Increase the number of businesses reporting in the Restaurant and Entertainment tax categories by 10% by FY 2021.
4. Increase the sales tax revenue reported in the retail category by 10% over 2018 projections by FY 2021.

Council Discussion:

**\*Concerned that the 10% growth in Goal #3 is too low when spread out over three years. If the general fund is only growing at 3% a year, the city may have issues meeting day-to-day expenses as new programs are added. Finance Director Doug Sandstrom stated that staff reviewed trends tied to each of the four goals and developed targets that were slightly higher than what the city has been gaining. In regards to Goal #1, property taxes have a two-year delay, so what is affecting years one and two has already happened. The projected numbers are for year three. Staff had concrete data when evaluating Goals 2 through 4.**

**\*Suggested adding Goal #5, which was carried over from the previous plan: "Streamline city development and tenant improvement processes through electronic plan review system."**

-This was a priority project in the previous plan, but it has only been partially completed. Believes it should be specifically called out in the revised plan to ensure it doesn't become lost.

-Would like to add a goal pertaining to encouraging small businesses to use the InnovationHub at the Goodyear Branch Library, or possibly workforce development. The consensus was for staff to continue pursuing the InnovationHub as part of the operational plan, and not the strategic plan.

-Believes this should be an action item. Ms. Weir stated that the departments develop action items based on the strategic plan. The electronic plan review project is underway, so it will not be detrimental if Council chooses to call out this specific goal.

**\*The consensus was to leave Goal #5 out of the strategic plan.**

**\*Suggested adding Goal #6: "Implement (or evaluate) PHX-GYR Airport Master plan for implementation."**

-The consensus was that this is beyond Goodyear's control and does not belong in the



strategic plan.

*Sense of Community:*

1. Increase attendance at city events by 30% by FY 2021.
2. Create an additional 100 Goodyear ambassadors through city-offered engagement programs by FY 2021.
3. Complete a bike/pedestrian study of shaded paths/sidewalk in FY 2019 to identify projects for future Capital Improvement Plan consideration.

Council Discussion:

**\*Prefers that the study in Goal #3 should be done in-house and not involve hiring a consultant.** Development Services Director Christopher Baker stated that staff has requested a budget supplemental for the study, the idea being to compress the timeframe from when CIP projects are identified to when they are delivered.

**\*Regarding Goal #3, believes the priority should be on determining where the city needs sidewalks and is not in favor of a paying for a study that may not be used.**

**\*The consensus was to leave Goal #3 in the plan at this time with the option of revising it at a later date if needed.**

**\*Would like the target of 100 identified in Goal #2 increased.** Ms. Weir stated that staff will re-evaluate the target and come back with a higher number that is feasible.

**\*Suggested adding Goal #4: "Increase city website use by [10%] by [FY2020]." and Goal #5: "Increase social media contacts by [25%] by [FY2021]."**

-Ms. Weir explained that "clicks" on the city website have gone down due to optimized search engines, which allow residents to search and navigate straight to specific web pages. Staff is requesting clarification on what actions and end goals the Council wants to see in these areas.

-Believes the focus should be to drive traffic to the website, but the website is difficult to navigate. We need to come up with a way to justify the money that was spent to upgrade it, because if it isn't working, other alternatives need to be explored.

-Will defer to communications staff on what the social media measurables should be.

-Believes if the website were more user-friendly, traffic would increase.

-Communications Manager Sherine Zaya will take Council's feedback and develop goals in these two areas.

*Quality of Life:*

1. Construct new recreation facility, and increase participation in programs and activities that foster a healthy, quality lifestyle by 30% by FY 2021.
2. Ensure a safe community by increasing police officer pro-active time to 40% and improve fire response times by 15 seconds by FY 2021.
3. By FY 2021, ensure availability of water to support growth of the city for the following 10 years.

Council Discussion:

**\*Suggested adding strategic goal(s) pertaining to transportation.**

-Ms. Weir stated that staff will be happy to take Council's direction regarding specific, transportation-related priorities and bring back goals for consideration; otherwise, the broad topic of transportation can be discussed in future work sessions and addressed during the annual review of the strategic plan.

**-Would like staff to provide a work session addressing transportation needs, which would then serve as the basis for developing strategic goals.**

-The consensus was to address transportation at a later time.

NEXT STEPS:

Ms. Weir summarized the discussion and stated that staff will bring the final strategic plan to Council for adoption at a Regular Meeting within the next month. Once adopted, the bi-annual updates would start at approximately six months, and the annual review process would begin during the Strategic Planning Retreat in the fall of 2018.

The Council thanked Ms. Weir for her presentation and her hard work in streamlining the strategic plan document.

**4. INFORMATION ITEMS**

None.

**5. ADJOURNMENT**

There being no further business to discuss, Mayor Lord adjourned the Work Session at 7:52 p.m.

\_\_\_\_\_  
Darcie McCracken, City Clerk

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Georgia Lord, Mayor

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