

Meeting Minutes

City Council Work Session

November 7, 2022 | 4:30 p.m.
Council Chambers Conference Room
88 E. Chicago St., Chandler, AZ



Call to Order

The meeting was called to order by Mayor Kevin Hartke at 4:30 p.m.

Roll Call

Council Attendance

Mayor Kevin Hartke
Vice Mayor Terry Roe
*Councilmember OD Harris
*Councilmember Mark Stewart
Councilmember René Lopez
Councilmember Christine Ellis
Councilmember Matt Orlando

Appointee Attendance

Josh Wright, City Manager
Kelly Schwab, City Attorney
Dana DeLong, City Clerk

*Councilmember Harris and Councilmember Stewart attended telephonically.

Staff in Attendance

Tadd Wille, Assistant City Manager
Dawn Lang, Deputy City Manager / Chief Financial Officer
Andy Bass, Deputy City Manager
Ryan Peters, Strategic Initiatives Director
Matt Dunbar, Budget and Policy Officer
Matt Burdick, Communications and Public Affairs Director
Steven Turner, Assistant to the City Manager
Melissa Quillard, Mayor and Council Communications Manager

Discussion

1. Presentation and Discussion of Citywide Strategic Framework and Budget Performance Metrics

MAYOR HARTKE called for a staff presentation.

JOSHUA WRIGHT, City Manager, introduced the discussion item and said they recently held a budget kickoff meeting, and this would be a continuation of that thought process. Over the last couple of years, staff has worked to link the budget with the strategic framework and performance management.

STEVEN TURNER, Assistant to the City Manager, presented the following presentation.

- Performance Management

COUNCILMEMBER ORLANDO asked if the dashboards were accessible for the residents to view.

MR. TURNER said yes.

MR. TURNER continued the presentation.

- Measurement vs. Management
 - Measurement
 - How do we track the progress of the strategy we've put in place?
 - Quantifiable expression that indicates how much, or how well projects and programs are provided to citizens
 - Management
 - How do we manage the strategy we've put in place?
 - Meet regularly to discuss results and plan actions to improve the results
 - How do we get from measurement to management?
- Why?
 - Connect budget to the Strategic Framework
 - Track progress on goals
 - Culture of excellence
 - Accountability
 - Transparency
- What We Do Today
 - Current Strategic Framework is difficult to quantitatively measure
 - Budget book metrics
 - Departments track metrics individually
 - Decentralized process to tracking data
- What We Do Today
 - Strategic Framework Goal
 - A holistic approach to neighborhood improvement through coordination with City departments, non-profits, business partners, faith agencies and community members
 - Measure staff currently tracks

- Number of For Our City Day projects
- Number of community partners

COUNCILMEMBER ORLANDO asked if the citizen subcommittees had looked at the goals to get their thoughts.

MR. WRIGHT asked if Councilmember Orlando was referring to the various Boards and Commissions.

COUNCILMEMBER ORLANDO said yes.

MR. WRIGHT said at times yes, but there was not a consistent drive towards that. It was more project based where it was brought to a Board or Commission for their feedback.

COUNCILMEMBER ORLANDO asked if they could discuss that at a later meeting to see if they could bring the Boards and Commissions into the process.

MAYOR HARTKE asked for Councilmember Orlando to provide more information on the idea.

COUNCILMEMBER ORLANDO said that staff could go to the Boards and Commissions, state what Council's goals are, and see if the Board has an idea of how to achieve that or what metrics would be meaningful to track that. Councilmember Orlando said that could provide additional support and ideas.

MAYOR HARTKE said he agreed, and it would be important to formulate thoughtful questions for the Boards and Commissions to answer.

COUNCILMEMBER ORLANDO said that staff would do a good job at that.

COUNCILMEMBER STEWART said he would caution that if they do not adopt the suggestions of the Board that it could go poorly as far as the relationship between Council and the Board Members. Councilmember Stewart said when setting strategic vision, the more people are brought in the more it could slow down the process, but it is a great idea as it relates to getting ideas. Councilmember Stewart said Council does not have a lot of say regarding who is on the Boards and Commissions and they do not deal with it day to day like the Mayor does. Councilmember Stewart said it could give more power to the Mayor seat than maybe is due.

COUNCILMEMBER ORLANDO said he was not asking the Boards and Commissions to solve the action items but rather to help come up with some of the thoughts for the measurement.

COUNCILMEMBER STEWART asked if that is what the Boards and Commissions do now.

MAYOR HARTKE said it depends on the Boards and Commissions and the subject. Mayor Hartke said he was recently at Galveston Elementary discussing remodeling a park and the Parks and Recreation Board was there with staff. Mayor Hartke said this is what Councilmember Orlando is asking for.

COUNCILMEMBER ELLIS said the Boards and Commissions do look at the projects to make a recommendation at a high level.

MR. TURNER continued the presentation.

- Performance
 - Characteristics of a good performance measure
 - Relevant
 - Matter to intended audience
 - Understandable
 - Easy to comprehend
 - Timely
 - Availability of information
 - Comparable
 - Provides frame of reference
 - Reliable
 - Data is verifiable
 - Useful
 - Provide context and direction
- Input vs. Output
 - Input
 - Time
 - Money
 - People
 - Output
 - Project
 - Program
 - Policies
 - Impact
 - Better quality of life for Chandler residents
- Input vs. Output
 - Input Focused Goal
 - "I want to increase Park funding by \$1,000,000"
 - Output focused goal:
 - "I want every resident to be able to access a park within a five-minute walk"

MAYOR HARTKE said that Council gives direction regarding both input and output.

MR. TURNER said there are ways to develop measurements for the direction and goals that Council provides to staff.

MR. TURNER continued the presentation and demonstrated the Performance Portal.

- Next Steps
 - Launch new Performance Portal
 - Chandleraz.gov/performance
 - City Council Retreat to update Strategic Framework
 - Executive Leadership Team retreat to develop actionable items
 - Launch new dashboards covering updated Strategic Framework
 - Periodically report back to City Council on progress
- Questions?

COUNCILMEMBER ELLIS asked about the median household income and thought it was \$109k.

MR. TURNER said that might be the average household income. This number of \$97k was verified by Economic Development and this is the median.

COUNCILMEMBER LOPEZ asked if they were all reported yearly or if the label could be changed to something else.

MR. TURNER said it depends on the metric to see trends between the different months or if it just annually.

COUNCILMEMBER LOPEZ asked if the data only goes back four years.

MR. TURNER said yes, they put together about four years of data.

MR. TURNER asked if there were any other metrics that Council wanted to see for Economic Vitality and Innovation and Technology.

COUNCILMEMBER ORLANDO asked for more information on renewable energy and how it was measured.

MR. TURNER said this is measured by only the renewable energy sources that the City has obtained such as our solar, the Hoover Dam energy agreement, and the amount the City has purchased in the solar farm in Coolidge. Mr. Turner said this does not account for the renewable energy that SRP and APS may have as part of their portfolio. Mr. Turner said there was a new RFP that went out last month for more solar projects.

MAYOR HARTKE asked if there was any way that it could be tracked in a broader sense within the community.

MR. TURNER said he could discuss with SRP and APS to see if that information is available.

COUNCILMEMBER ORLANDO thought there was a solar dashboard for the homeowners.

COUNCILMEMBER STEWART said the dashboard is outstanding. Councilmember Stewart said connectivity is important to the business community and how many people are connected. Councilmember Stewart said he would like to see metrics around that.

COUNCILMEMBER LOPEZ said his assumption in the renewable energy is that is what is consumed by City buildings.

MR. TURNER said that was correct.

COUNCILMEMBER LOPEZ said when they go into the broader sense then there would need to be a different tracking system and finding ways to eliminate overlap.

MAYOR HARTKE asked if other cities were also doing this and see if our performance metrics were like the other cities and how we compare.

MR. TURNER said it varies from city to city as their dashboards have different things and some are better than others. Mr. Turner said he has not seen a lot in regards to energy usage but would continue to research that.

MR. WRIGHT said there are a couple of sources that they have used in the past with different formats and benchmarks is a project within the region that gets published regarding basic operations. Mr. Wright said they would try to find comparative benchmarks with other cities.

COUNCILMEMBER LOPEZ asked what the history was on the Average Pavement Quality Index.

MR. TURNER said that it is reviewed every three to four years so he did not have that but would research it further.

COUNCILMEMBER ELLIS asked about the Flex Transit Boarding and asked if that was the amount of usage.

MR. TURNER said yes, this is the usage through August but would provide the updated metrics as they become available.

MAYOR HARTKE said Avondale modeled a program after Chandler on the Flex Transit.

COUNCILMEMBER ELLIS said more people want to use it but they are waiting on the City to expand the boundaries.

VICE MAYOR ROE said this could be dissected and wanted more information on traditional neighborhoods and asked if something could be added in between HOA neighborhoods and traditional.

MR. TURNER said he would ask to see if that data is tracked with the Code Enforcement team.

COUNCILMEMBER LOPEZ said there are a lot of submetrics for each of these that the more they can track now the better decisions they can make for the future. Councilmember Lopez said the more data they can have the better they will be in the future to address issues.

MR. TURNER said staff tried to find the balance between having enough data and data overload. Mr. Turner said each department tracks their own measures, but it may not rollup to the public dashboard.

COUNCILMEMBER LOPEZ said that it was very important for the departments to track their programs.

VICE MAYOR ROE asked how the information gets updated.

MR. TURNER said the IT Department has created a way for the departments to log in and enter their data and tie in different programs to automatically update the data.

MAYOR HARTKE asked if the 345 number was current for sworn police officers on the force.

MR. TURNER said yes, it includes the 10 grant funded positions.

MAYOR HARTKE said it has been a challenge to fill all those positions and if this was what they were hiring or on the force.

MR. WRIGHT said there would be a presentation from the Police Chief at the Council meeting, but this number is the authorized force strength plus there is a 15 additional over hire positions.

MAYOR HARTKE asked about information on calls that are not priority one.

MR. TURNER said they could get that data, but it may some require some changes for reporting purposes.

MAYOR HARTKE said he wants to be able to say that Chandler is a safe city and that means different things to different people so having more data would be helpful.

COUNCILMEMBER LOPEZ said on the police department website there is a lot of data and maybe they could link to that additional information.

MR. TURNER said he would link information where it makes sense to do so.

COUNCILMEMBER ORLANDO asked what the goal was for priority one calls.

MR. TURNER said it is not listed.

COUNCILMEMBER ORLANDO asked if it is just blue, how would citizens know if the City is meeting the goal or not.

MR. TURNER said not all of them have the goals explicitly stated but they would continue to work with the departments to see what the standards are that they want to set.

MAYOR HARTKE agreed that they need to know if they are meeting the goals or if there is work to do.

COUNCILMEMBER ORLANDO said it would be helpful to have a legend or information what the colors mean.

COUNCILMEMBER HARRIS asked if they could also look at simplifying the City's website so what people are looking for is easy to find right away.

MATT BURDICK, Communications and Public Affairs Director, said he would follow up with more information. Everyone wants to be on the front page so it is a challenge of what content to show. Mr. Burdick said he would show data on what people were looking for so they can present that information as easily accessible as possible.

MAYOR HARTKE asked if content is moved depending on what is happening in the community.

MR. BURDICK said yes, they have a sliding header and there are icons below that are quick links. Mr. Burdick said the page gets updated seasonally and they monitor search engine terminology to map the website correctly.

VICE MAYOR ROE said there is more than one way into a website and asked if the City was buying URL's to drive traffic right to the content.

MR. BURDICK said they use well over 100 vanity URL's for different terms to take someone to an interior page that make it easy for people to get to the information especially on marketing materials. Mr. Burdick said they also have a search bar at the top so people can easily search since many people view the website on their phones.

COUNCILMEMBER ORLANDO asked how they measured library visits.

ANDY BASS, Deputy City Manager, said there are counters in the libraries so when you walk in someone is being counted.

COUNCILMEMBER ORLANDO asked what they were trying to measure and what the goal is.

MR. BASS said it would need to be defined more but they wanted to show the usage of the libraries.

MR. TURNER said it is a good way to show trends especially if they start to see a decrease in the library system.

COUNCILMEMBER ORLANDO said he thought it was great but he wanted to know how they take datapoints and measure it against something.

MR. TURNER said he agreed and this was the initial step in that direction. There hasn't been a goal set but this is establishing a baseline and as the strategic framework updates it would adapt into something that could be used analytically.

COUNCILMEMBER ORLANDO said they need to show a project or an area, what the goal is, and then how the City is in regards to meeting that goal.

MAYOR HARTKE said he saw this as datapoints and by themselves they do not mean much. Mayor Hartke said over several years they would have more information on trends.

VICE MAYOR ROE said the more that is made the more that is involved, and they do not want to make it cumbersome to maintain. Vice Mayor Roe said it certainly leads to further questions and the ability to drill down further to the data.

COUNCILMEMBER ORLANDO asked how they measure eBooks and asked what they are measuring and what they want to accomplish.

COUNCILMEMBER LOPEZ said this is a metric and they can further define what other data Council would like to see and the departments may have more data already.

COUNCILMEMBER STEWART said this is a great first draft and said there would be some continued changes. Councilmember Stewart said he would like to see more about the budget and how they are tracking on their budget throughout the year.

MR. TURNER said staff would work on that.

Adjourn

The meeting was adjourned at 5:29 p.m.

ATTEST: *Dana R. DeLong*
City Clerk

Kevin Harcke
Mayor

Approval Date of Minutes: December 5, 2022

Certification

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Work Session of the City Council of Chandler, Arizona, held on the 7th day of November 2022. I further certify that the meeting was duly called and held and that a quorum was present.

DATED this 5th day of December, 2022.

Dana R. DeLong
City Clerk

