

Meeting Minutes

City Council Work Session

May 22, 2023 | 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 Matt Orlando
Councilmember OD Harris
Councilmember Mark Stewart
Councilmember Christine Ellis
Councilmember Jane Poston
Councilmember Angel Encinas

Appointee Attendance

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

Staff in Attendance

Tadd Wille, Assistant City Manager
Andy Bass, Deputy City Manager
Matt Burdick, Communications and Public Affairs Director
Steven Turner, Assistant to the City Manager
Ryan Peters, Strategic Initiatives Director

Discussion

1. Presentation and Discussion of the 2023-2025 Strategic Framework Update and Proposed Action Items

MAYOR HARTKE called for a staff presentation.

JOSHUA WRIGHT, City Manager, introduced the discussion item. This draft strategic action plan was developed by executive leadership staff after Council's retreat in February where the strategic

framework was planned. Mr. Wright thanked Council for sharing their vision for the strategic plan for the entire organization, as it is used for organizational alignment around council's goals.

MR. WRIGHT presented the following presentation.

- Strategic Framework 2023-2025 Update & Action Plan
- Agenda
 - 2021-2023 Strategic Framework Closeout
 - 2023-2025 Strategic Framework ELT Action Items
 - Next Steps
- 2021-2023 City Council Strategic Framework Results
- 2021-2023 Strategic Plan Progress
 - Status of Current Executive Leadership Team Action Items
 - 100% of Action Items Addressed Graph represents the breakdown of the current status of the Action Items
 - Completed: projects completed between 2021-2023 (Field of Honor, RAD Development Agreement, etc.)
 - Ongoing: Programs or services that will occur each fiscal year (Envision, Golden Neighbors, etc.)
 - Started: Projects started between 2021-2023 that have not been completed. (Southeast Arterial Road Improvements, Frye Road protected Bike Lane, etc.)
- Economic Vitality Highlights
 - Airpark Area Plan
 - Airport Business Strategic Plan
 - Inside The Fence Airport Development
 - Downtown Area Plan Update
 - Project Cornucopia – Development Code Updates
 - City Partnerships with ASU & UofA
 - Internship Program with Chandler Gilbert Community College
 - Parks Strategic Master Plan
- Innovation & Technology Highlights
 - New Car Charging Stations for City Fleet
 - 26 Hybrids & 8 Electric Vehicles
 - City Facility Energy Audits
 - Solar RFP Contractor Selected
 - 47% Of Street Lights Replaced with LED
 - Energy Efficiency Requirements Included in Building Code Re-Adoption
 - Process Automation Updates
 - City Brand Standards Update
 - Phase 1a Of Upgrade to City's Fiber Infrastructure

MAYOR HARTKE asked what the plan is to finish the LED streetlight replacement

STEVEN TURNER responded that it is currently underway, and without having a specific timeline they should be finished in the near future.

MR. WRIGHT added that they should be completed sometime in the next fiscal year but would follow up with more specific information later.

MR. WRIGHT continued the presentation.

- Mobility Highlights
 - Over 28,000 Chandler Flex Rides Since July 2022
 - Over 6,000 First Mile Last Mile Rides Per Year
 - 29 Planned Bicycle Detection Camera Installations
 - Chandler Airpark Flex Transit Study
 - Frye Road Protected Bike Lane Design
 - Canal & Trail Improvements
 - Prop 400 Extension Efforts
 - West Chandler Bike Lane Improvements
 - Southeast Chandler Arterial Road Improvements
- Neighborhoods Highlights
 - Over 1,800 Residents Participated in Four Envision Galveston Events
 - Over 1,300 Volunteers & Over 50 Projects at For Our City Day
 - Nearly 300 Seniors Participated in 10 Golden Neighbors Events
 - DEI Strategic Plan
 - RAD Development Agreements
 - Building Blocks Data System
 - Utility Water Pipe Replacement in Westwood Manor, Chieftain Village & Kingston Neighborhoods
- Quality of Life Highlights
 - Behavioral Health Unit & Solari Partnership
 - Chandler Connect – Navigator Program
 - ChangeUp Panhandling Program
 - GIS Encampment Mapping
 - Support Court, Mental Health Court, & Veterans Court
 - Fire Station 2 Reconstruction
 - Parks And Monuments
 - Televeda Virtual Recreation Platform
 - Intel Partnership For 230kv Power Line Relocation
 - Reclaim Water Interconnect Facility & NAUSP Sale to Avondale
 - \$8m Reimbursement for Loop 101/202 Repair
- Good Governance Highlights
 - Voter Education for Bond & Home Rule Elections
 - Space Utilization Study Completed
 - COVID Relief Funds Used to Generate Ongoing Savings

- Compensation & Classification Study Completed
- Improved Remote Work Capabilities
- Hiring Process Improvements
- PSPRS Pay Down
- Performance Dashboards
 - The Performance Management portal was released in November 2022. The goal was to better track and display our progress on the City Council's Strategic Framework, with updates to data and information monthly. The portal can be found at chandleraz.gov/performance.
- 2023-2025 Strategic Framework ELT Action Items
- 2023-2025 City Council Focus Areas
 - Community Safety: ensure community safety with continued investment in people, systems, and technology
 - Connectivity: ability to connect people through local, regional, & virtual networks
 - Economic Vitality: creative policies and marketing efforts that ensure Chandler remains a world-class community
 - Neighborhoods: ensure that all neighborhoods remain safe and vibrant
 - Quality of Life: high quality developments, parks, & amenities shape the character of our neighborhoods
 - Sustainability & Technology: Pursuit of sustainable and technological infrastructure advance our ability to meet our unique needs
- Community Safety Action Items
 - Evaluate the performance of current E911 pilot programs that divert calls to behavioral health providers and recommend modifications or enhancements, as appropriate.
 - Expand programs that connect police and fire to Chandler schools to enhance safety and community trust.
 - Develop a fiscally sustainable plan for supporting housing stability and homelessness services in a post-federal funding environment.
 - Continue efforts to aggressively market public safety career opportunities (sworn and civilian) and attract talent to fill vacancies, employing multiple tactics and highlighting Chandler's unique community support for its first responders.
 - Develop a fiscally sustainable plan for supporting public safety wellness initiatives, including firefighter cancer screening, police officer cardiometabolic screenings, and mental health programs.
 - Complete reconstruction of Fire Station 2 and feasibility assessments for new police and fire facilities, exploring opportunities for partnership and innovative service delivery models.
 - Plan for and invest in technology platforms that enhance the City's responsiveness to the evolving nature of crime and address resident expectations for interacting with the criminal justice system.

- Implement planned municipal facilities security enhancement projects and develop additional recommendations to protect employees and residents.
- Create a cybersecurity roadmap that outlines necessary future investments and opportunities to strengthen the City's security posture.

VICE MAYOR ORLANDO asked how we can help organizations help individuals without duplicating our efforts. This might be part of other studies underway.

COUNCILMEMBER ELLIS looked for the idea of a central location to respond to major issues that are happening like potential health crises. How can we tie in centralized communication into community safety and how do we mobilize.

COUNCILMEMBER STEWART asked about measurables and goals for public safety with our investment pertaining to this framework.

MR. WRIGHT said that the next slide shared some additional performance metrics for the focus area of community safety. Much of these metrics are already tracked. There are different outcomes we can track that are not quantitative.

COUNCILMEMBER STEWART asked how our information is compared to other sources of metrics.

MR. WRIGHT said staff would look into it.

COUNCILMEMBER ENCINAS asked what a responsive technology platform would look like.

MR. WRIGHT said that our dispatch could incorporate a real time crime center to synthesize the data already collected and would be used for a faster and more accurate response to incidents. Another example would be innovation in our court system enterprise software. These decisions will come up in the next year.

MR. WRIGHT continued the presentation.

- Community Safety Recommended Performance Metrics
 - Police And Fire Response Times
 - Police And Fire Calls Per Year
 - Part 1 Crimes Per 1,000 Residents
 - Part 2 Crimes Per 1,000 Residents
 - # Of Sworn Police Officers and Firefighters
 - # Of Fire Inspections Performed
 - Homeless Transitioned to Stable Housing
 - Support Court Volume / Successful Outcomes

MAYOR HARTKE asked about the metrics of the transition from homelessness to stable housing, what other indicators of housing can we look into.

MR. WRIGHT said that homelessness is a difficult thing to measure. The point in time count has many variables that affect the outcome. We have a system, Homeless Management Information System, that other regions use to track patterns and data points to see a holistic picture of housing solutions in our city,

MAYOR HARTKE asked to investigate best practices.

COUNCILMEMBER POSTON asked to reorient towards the desired outcome rather than task oriented.

MR. WRIGHT agreed, we can refocus on that.

MAYOR HARTKE added that we can start reporting what the goal is and how close we are to achieving it.

COUNCILMEMBER HARRIS asked what focus area would code enforcement be a part of.

MR. WRIGHT said code enforcement would be a part of the Neighborhoods focus area.

MR. WRIGHT continued the presentation.

- Connectivity Action Items
 - Complete the next phase of planned municipal fiber network investments for resiliency and redundancy of City systems.
 - Assess the current state of Chandler's level of service from broadband providers, identifying gaps and recommending strategies for improved coverage.
 - Continue support of Proposition 400 Extension and the Regional Transportation Plan while identifying how Chandler will continue to serve as a regional leader under potential outcomes.
 - Develop a fiscally sustainable plan for supporting existing micro-transit services in a post-federal funding environment while exploring new pilot programs and opportunities for improved integration with other forms of transit and active transportation.
 - Complete Frye Road Protected Bike Lanes and other planned bicycle and pedestrian projects and studies to augment mobility options while maintaining existing forms of transportation.
 - Accelerate pavement maintenance efforts to preserve Chandler's reputation for clean, safe, and well-managed streets.

COUNCILMEMBER ELLIS asked if there will be a focus on where fiber network investments are planned.

MR. WRIGHT said that there is a focus on both internal organization-wide improvements, and external city-wide improvements. Municipal fiber investments had a master plan about four years ago in phases. There are priorities for our own systems to make sure all networks are resilient and connected. Council wanted to investigate the gaps in service of external broadband providers through the city, we will work further on this.

COUNCILMEMBER ELLIS asked about collaboration in pavement maintenance.

MR. WRIGHT said that different service providers face funding challenges and we currently have a good working relationship, but they have competing priorities.

MAYOR HARTKE asked to investigate more smart traffic solutions to offer a better driving experience.

MR. WRIGHT said Chandler has been a leader in this for a long time in the smart traffic signal network. There are some things in the budget that will address this, one being an assessment of future needs for the traffic management center, pilot programs for predictable traffic analysis system, and utilizing new technologies for improvements.

COUNCILMEMBER STEWART asked to see about traffic improvements from a sustainability point of view.

MR. WRIGHT continued the presentation.

- Connectivity Recommended Performance Metrics
 - Shared Mobility Usage
 - Chandler Flex Transit Boardings
 - First Mile Last Mile Rideshare Usage
 - Chandler Bus Service Miles & Ridership
 - Miles Of Separated Bike Paths
 - Miles Of On-Street Bike Lanes
 - Miles Of Streets Maintained
 - Pavement Quality Index

COUNCILMEMBER STEWART asked if Chandler Flex is free to ride.

MR. WRIGHT said that certain users, like students, ride free.

COUNCILMEMBER STEWART said it is concerning to subsidize private industry, but it works for this. Councilmember Stewart asked to look into more micro-transit as an affordable way to travel rather than buses.

MR. WRIGHT agreed, one of the goals is to see how to make the transportation system sustainable financially. He said they will look into effective integrated services for transportation and will look into different models that could work.

COUNCILMEMBER HARRIS asked to investigate micro transit cost reductions.

MR. WRIGHT continued the presentation.

- Economic Vitality Action Items
 - Initiate updates to the City's General Plan, Downtown Area Plan and policies governing adaptive reuse and infill development.
 - Produce a strategic business plan for Chandler Municipal Airport and initiate assessment of the community impact of potential future runway expansions.
 - Recommend code changes that position Chandler for an infill and redevelopment environment while promoting innovative design and encouraging reinvestment in aging areas of the community.
 - Create intentional, periodic avenues to receive feedback from the development and business communities on ways to improve processes and enhance service delivery.
 - Initiate a workforce development pilot program that connects Chandler's growing employers with educational partners, talent, and resources.
 - Launch the Chandler Endeavor entrepreneurship program at the ASU Chandler Innovation Center in partnership with Arizona State University and the Chandler Chamber of Commerce.
 - Offer co-sponsored or co-branded business educational programs and classes in partnership with local and regional organizations.
 - Engage with Chandler's higher education institutions to expand programming and community involvement.
 - Perform clear, concise and consistent marketing of all initiatives to position Chandler as the premier place to invest among target industries.

COUNCILMEMBER STEWART added that the final bullet point is a global strategy.

COUNCILMEMBER ELLIS shared she was glad to see finding a strong collaborative partner along with ASU Chandler Innovation Center. The Chandler Chamber is doing great so far. Councilmember Ellis asked if we have a starting point in mind for infill environment.

MR. WRIGHT said that we have reached 93% buildout. Our policies and code are from a different time, we need a good foundation in place with high standards for Chandler that adapts to our

current times. These conversations are actively occurring and reviewed to match our current environment.

VICE MAYOR ORLANDO asked how to get involved with entrepreneurial funding to move our projects forward. We work with federal grants, but entrepreneurial funding is a large economic vitality program that can help us long term.

MAYOR HARTKE restated that we should be looking at how to position ourselves and Chandler businesses to connect with outside investors.

VICE MAYOR ORLANDO said there is a better way to connect projects with funding sources and invest in workforce development.

MR. WRIGHT said the workforce development pilot program is a goal, we will look into more specific steps next.

COUNCILMEMBER HARRIS said we can collaborate with ASU and community partners inline with these goals.

COUNCILMEMBER STEWART said the ecosystem of startups start with entrepreneurs, any development we can do to support entrepreneurs will be valuable. Investors are used to big names, Arizona education is working on getting their names out there. We need to be intentional about creating collaborative events to promote synergy between entrepreneurs and economic vitality.

MAYOR HARTKE added that GPEC works on this throughout the region as well.

COUNCILMEMBER POSTON said that small businesses are not targeted in these action items.

COUNCILMEMBER HARRIS agreed and added that the roundtables do empower businesses with resources and information.

MR. WRIGHT continued the presentation.

- Economic Vitality Recommended Performance Metrics
 - Median Household Income
 - Unemployment Rate
 - Retail, Office, Industrial Vacancy Rates
 - Private Capital Investment
 - Job Creation
 - Permits Issued, Valuations & Turnaround Time
 - Airport Operations Totals
 - Total Corporate Jet Traffic Operations

MAYOR HARTKE said we can focus on education as a selling point of our future. We can keep tracking our workforce development and local educational opportunities in our performance metrics in creating opportunities.

COUNCILMEMBER ELLIS agreed and suggested job creation as a performance metric.

MR. WRIGHT continued the presentation.

- Neighborhoods Action Items
 - Complete Historic Preservation program updates and encourage the inclusion of additional neighborhoods, landmarks, and community assets.
 - Continue executing the City's affordable housing strategy, including commencing construction of Chandler's first Rental Assistance Demonstration (RAD) project and planning for subsequent repositioning of public housing assets.
 - Complete planned infrastructure and amenity upgrades in the Galveston Neighborhood while continuing to solicit stakeholder input and partner with area organizations and leaders.
 - Complete planning efforts for the Southside Village Neighborhood with stakeholder input, including infrastructure upgrades, park enhancements, and reimagination of the Salvation Army/Winn School campus.
 - Use the Envision program, public art, and volunteer events to engage traditional neighborhood residents in community pride and revitalization efforts.
 - Conduct a new Community Needs Assessment and update the Human Services General Fund grants process with input from the Housing and Human Services Commission, nonprofit organizations, and other stakeholders.
 - Offer tools and explore policy changes that connect neighbors, support neighborhood viability and emphasize property standards in partnership with residents and community organizations.
 - Explore code changes that facilitate infill housing options with quality amenities while maintaining neighborhood character.

VICE MAYOR ORLANDO asked if the next neighborhood focus has been identified.

MR. WRIGHT said the next neighborhood focus has not been identified, the community needs assessment will address some of these. The implementation is a long-term goal. Different neighborhoods have different infrastructure and capital needs. We work on building relationships with residents and community projects.

VICE MAYOR ORLANDO asked how we capture this.

MR. WRIGHT said we need to think about the correct metrics to gauge the outcome of these projects, it is difficult to measure qualitative metrics.

MAYOR HARTKE said these are a long-term commitment with beneficial outcomes.

VICE MAYOR ORLANDO said we need to keep the momentum going and keep our sights to improving neighborhoods.

MAYOR HARTKE said a new neighborhood has been selected for the For Our City Day in 2023.

COUNCILMEMBER ELLIS said community programs should be grown, the need is continuous. We need to look ahead to anticipate needs.

COUNCILMEMBER HARRIS asked about the Golden Neighbors program where seniors are provided with various items and resources. These programs help us serve and connect with vulnerable communities.

MAYOR HARTKE said nonprofits also support these initiatives.

MR. WRIGHT continued the presentation.

- Neighborhoods Recommended Performance Metrics
 - Envision Events & Attendance
 - For Our City Projects
 - Affordable Housing Units
 - Homeless Transitioned to Stable Housing
 - Code Enforcement Cases
 - Average Days to Resolve Cases
 - Code Enforcement Cases Proactively Initiated & Resolved
 - Initial Inspections Completed Within Two Business Days
- Quality of Life Action Items
 - Begin implementation of the Diversity, Equity and Inclusion Strategic Plan, including the creation of metrics to track progress on both internal and external goals.
 - Complete the diamond sports complex, multigenerational center expansion, and pickleball court projects at Tumbleweed Park.
 - Initiate a pilot program for neighborhood-scale recreation using existing public and private facilities and partner organizations.
 - Commence the first phase of improvements and programming enhancements at Tumbleweed Ranch as a recreational and interpretive history amenity.
 - Continue the holistic approach to reinvestment in aging parks and athletic fields in support of the Parks Strategic Master Plan.
 - Develop additional opportunities for Chandler residents and City employees to engage in volunteerism year-round.
 - Retool special events policies, streamlining the application process for private entities while moving to a partnership (rather than management) model for City involvement.

- Expand visual and performing arts offerings throughout the community through partnerships with private, nonprofit, and educational organizations.
- Quality of Life Recommended Performance Metrics
 - Acres Of Parks & Trails
 - Field Playability Condition Assessment
 - Special Event Attendance
 - Art Exhibits Implemented in Community
 - Library Visits
 - Recreation Center Attendance
 - DEI Events
 - Residents & Students Reached Through DEI Events
- Sustainability & Technology Action Items
 - Evaluate and recommend updates to the City's Water Allocation Policy to reflect development trends and water conservation goals.
 - Continue executing the City's water conservation strategy, including implementing new incentive programs and public outreach campaigns.
 - Continue construction of the Reclaimed Water Interconnect Facility and transfer of physical resources to Chandler to increase local recharge.
 - Complete the City's fleet electric vehicle charging study and define the municipal role for placement of charging stations in the community.
 - Continue the replacement of aging City vehicles with electric and hybrid alternatives that generate return on investment.
 - Implement utility billing and metering technology upgrades to enhance the customer experience and offer new decisionmaking tools.
 - Initiate the replacement process for the enterprise resource planning software used to manage the City's financial and human resources operations.
 - Evaluate and recommend options to reduce energy consumption and generate energy from alternative sources at municipal facilities, demonstrating the return on investment and sustainability of new technologies.
 - Complete the tree asset inventory and urban forestry management plan to promote proper care, replacement, and water conservation.
 - Initiate an update of the City's sustainable building program guidelines in conjunction with industry partners.
 - Identify and plan for significant changes in the City's workforce, including staffing, technology, workspace, compensation and benefits, and talent attraction and retention.

COUNCILMEMBER POSTON asked if the last bullet point was an internal organizational goal and how this differs from the class and comp study just completed.

MR. WRIGHT said yes, the goal was to complete smaller class and comp updates more frequently, to ensure we do not fall behind.

VICE MAYOR ORLANDO asked to see more metrics for sustainability.

MR. TURNER said we wanted to make this flexible in finding ways to be innovative in looking for a sustainability master plan. The biggest goal is reducing energy consumption, then other pilot programs.

VICE MAYOR ORLANDO asked if the tree placement and enhancement would continue.

MR. WRIGHT said yes, the goal was to get a better understanding on the state of our assets and inventory. If we started with replacing what was lost over the years, it would be momentous. We also need to consider where it makes sense to add trees.

VICE MAYOR ORLANDO asked what focus area the downtown partnership is incorporated in.

MR. WRIGHT said it could be brought in under many focus areas, as long as we capture it.

COUNCILMEMBER ELLIS asked if there is any way to be a part of keeping things sustainable to be involved.

MR. WRIGHT said this leaves the door open to explore future alternative energy options. We want to learn as much as possible about all the options available to see what works for Chandler.

COUNCILMEMBER ENCINAS said there is an opportunity to track metrics for climate and sustainability improvements.

MR. TURNER said there is some current tracking on our sustainability website, for example showing greenhouse gas emission reductions over the last decade.

MR. WRIGHT continued the presentation.

- Sustainability & Technology Recommended Performance Metrics
 - Water Recharge Volume
 - Total Water Usage
 - Tree Inventory
 - Electric Vehicles in City Fleet
 - Hybrid Vehicles in City Fleet
 - Public Car Charging Stations
 - Energy Used Offset by Renewable Energy

MAYOR HARTKE asked about opportunities for turf replacement and removal and elements of reducing water usage.

COUNCILMEMBER STEWART commented that one of the fastest ways to implement tree additions is through commercial development. We need to communicate the need to be part of a sustainable story for everyone.

- Next Steps
 - Taskforces: Focus Area Taskforces formed to advance progress of Strategic Framework
 - Dashboards: dashboards will be updated with refined metrics & defined targets where appropriate
 - Council Updates: continued updates to City Council and subcommittees on the progress of the Strategic Framework
 - Questions

The meeting was adjourned at 5:49 p.m.

Approval Date of Minutes: June 29, 2023

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 22nd day of May 2023. I further certify that the meeting was duly called and held and that a quorum was present.

City Clerk