



City Council Work Session
Municipal Court and Council Chambers
14455 W. Van Buren St., Suite B101
Goodyear, AZ 85338
Monday, April 5, 2021
5:00 PM

Mayor
Georgia Lord

Vice Mayor
Bill Stipp

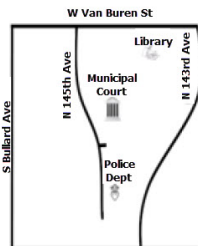
Councilmember
Joe Pizzillo

Councilmember
Sheri Lauritano

Councilmember
Wally Campbell

Councilmember
Brannon Hampton

Councilmember
Laura Kaino



CITIZENS COMMENTS/APPEARANCES FROM THE FLOOR

Please complete a speaker card and submit it to the City Clerk prior to the meeting being convened, if possible. Each speaker is limited to three (3) minutes. Once the City Clerk has called your name, step up to the lectern and begin by clearly stating your name for the record and whether you are a Goodyear resident.

NON-AGENDA ITEMS

Members of the public may address the City Council regarding any non-agenda item within the jurisdiction of the City Council. The City Council will listen to comments and may take any of the following actions:

- Respond to criticism.
- Request that staff investigate and report on the matter.
- Request that the matter be scheduled on a future agenda.

AGENDA ITEMS

Members of the public may address the City Council regarding any item on the Consent, Public Hearing and/or Business portions of the agenda. Each speaker's name will be called in turn once the item has been reached and after City staff have completed their presentation.

PROCEDURES

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Goodyear City Council and to the general public that the Council of the city of Goodyear will hold a meeting open to the public. Public body members of the city of Goodyear will attend either in person or by telephone conference call and/or video communication. The Goodyear City Council may vote to go into Executive Session, pursuant to A.R.S. § 38-431.03(A)(3), which will not be open to the public, to discuss certain matters. Meetings are conducted in accordance with the City Council Meetings Council Rules of Procedure adopted by Resolution No.2018-1879



City Clerk's Office: 190 N. Litchfield Rd, Goodyear, AZ 85338 (623) 882-7830
www.goodyearaz.gov/cityclerk
City Council Meeting Live Broadcast: <https://www.facebook.com/goodyearazgov/videos>

Monday, April 5, 2021

5:00 p.m.

Meeting Agenda

While the Goodyear City Council meetings are open to the public, the occupancy has been reduced to implement social distancing. Seating is generally available on a first come basis.

Face Masks are required and must be worn when moving throughout the building.

Members of the public may still participate in the following ways:

1. View the meeting at:
 - www.facebook.com/goodyearazgov (no account necessary);
 - www.goodyearaz.gov/youtube
2. Contact your Mayor and Council any time prior to the meeting at gycouncil@goodyearaz.gov.

CALL TO ORDER

ROLL CALL

AGENDA ITEMS FOR DISCUSSION

ALL ITEMS LISTED ARE FOR DISCUSSION ONLY. NO ACTION CAN NOR WILL BE TAKEN.

1. RIDECHOICE PILOT PROGRAM REVIEW

Staff is requesting Council authorization to continue the RideChoice program in FY22. (Tom Young, Valley Metro Accessible Transit Services Manager and Christine McMurdy, Project Management Coordinator)

2. FOREIGN TRADE ZONE POLICY

Council discussion to provide policy direction to staff regarding the Foreign Trade Zone Policy. (Harry Paxton, Economic Development Project Manager)

3. FY2022-2024 STRATEGIC PLAN GOALS

This presentation is to receive feedback from Council on the goals proposed for inclusion in the FY2022-2024 Strategic Plan. Following Council consensus, the plan will be brought back to Council in May to consider for formal adoption. (Jenna Goad, Assistant to the City Manager)

INFORMATION ITEMS

Comments, commendations, report on current events and presentations by Mayor, Councilmembers, staff or members of the public. The Council may not propose, discuss, deliberate or take any legal action on the information presented, pursuant to A.R.S. § 38-431.02.

1. Reports from the Mayor and City Council

a. This may include current events and activities as well as requests for information or future agenda items.

2. Report from the City Manager

a. This may include updates from events, staff summary, update of legislative issues, clarification on items being requested by City Council and Manager's update on Council Related Matters.

ADJOURNMENT

THE CITY OF GOODYEAR ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. With 48-hour advance notice, special assistance can be provided for sight and/or hearing-impaired persons at this meeting. Reasonable accommodations will be made upon request for persons with disabilities or non-English speaking residents. Please call the City Clerk (623) 882-7830 or Arizona Relay (TDD) 7-1-1 to request an accommodation to participate in this public meeting.

LA CIUDAD DE GOODYEAR PROCURA HACER TODA JUNTA PUBLICA ACCESIBLE A PERSONAS CON DISCAPACIDADES. Con un aviso de 48 horas por adelantado se puede proveer asistencia especial a personas con discapacidades visuales o auditivas durante la junta. Se harán adaptaciones razonables con previa solicitud para personas con discapacidades o para residentes que no hablan inglés. Favor de llamar a la Secretaria Municipal al (623) 882-7830 o Retransmisión de Arizona (TDD) 7-1-1 para solicitar adaptaciones para participar en la junta pública.

AGENDA ITEM #: 1.
DATE: 04/05/2021
CAR #:



CITY COUNCIL ACTION REPORT

SUBJECT: RIDECHOICE PILOT PROGRAM REVIEW

STAFF PRESENTER(S): Tom Young, Valley Metro Accessible Transit Services Manager and Christine McMurdy, Project Management Coordinator

OTHER PRESENTER(S):

Tom Young, Valley Metro Accessible Transit Services Manager

SUMMARY:

Council to receive an update on the status of the RideChoice Pilot Program

Recommendation:

Staff is requesting Council authorization to continue the RideChoice program in FY22. (Tom Young, Valley Metro Accessible Transit Services Manager and Christine McMurdy, Project Management Coordinator)

FISCAL IMPACT:

Continued funding for the RideChoice program was requested in the FY22 supplemental budget and is included in the RPTA IGA scheduled for Council action on 4/12/2021

BACKGROUND AND PREVIOUS ACTIONS:

The purpose of this work session is to provide an overview of the progress of the two-year RideChoice Pilot Program, which started in October 2019. The Pilot Program will end in October 2021.

On June 3, 2019, staff presented the RideChoice program at a City Council Work Session regarding Goodyear's Paratransit (Dial A Ride) service. In addition to being a less expensive alternative to Dial A Ride, RideChoice does not adhere to a federally mandated service area, so the service is available to all Goodyear residents that are ADA certified. If qualified, residents can reserve a ride to work, school or medical appointments for a fare of \$3 for up to 8 miles, with any additional miles costing \$2 per mile. Users of the service may take up to 20 trips per month. If customers need to take longer trips, they can receive their service as a monthly allocation of 400 miles for trips of no more than 50 miles in length within Maricopa County.

STAFF ANALYSIS

Ridership on RideChoice began outpacing Dial A Ride trips in April 2020, and RideChoice continues to exceed requests for Dial A Ride service in Goodyear through February 2021. Staff recommends continuing the program.

Attachments

Presentation

Valley Metro

Regional Paratransit and RideChoice Update

Tom Young, Accessible Transit Services Manager

April 5, 2021



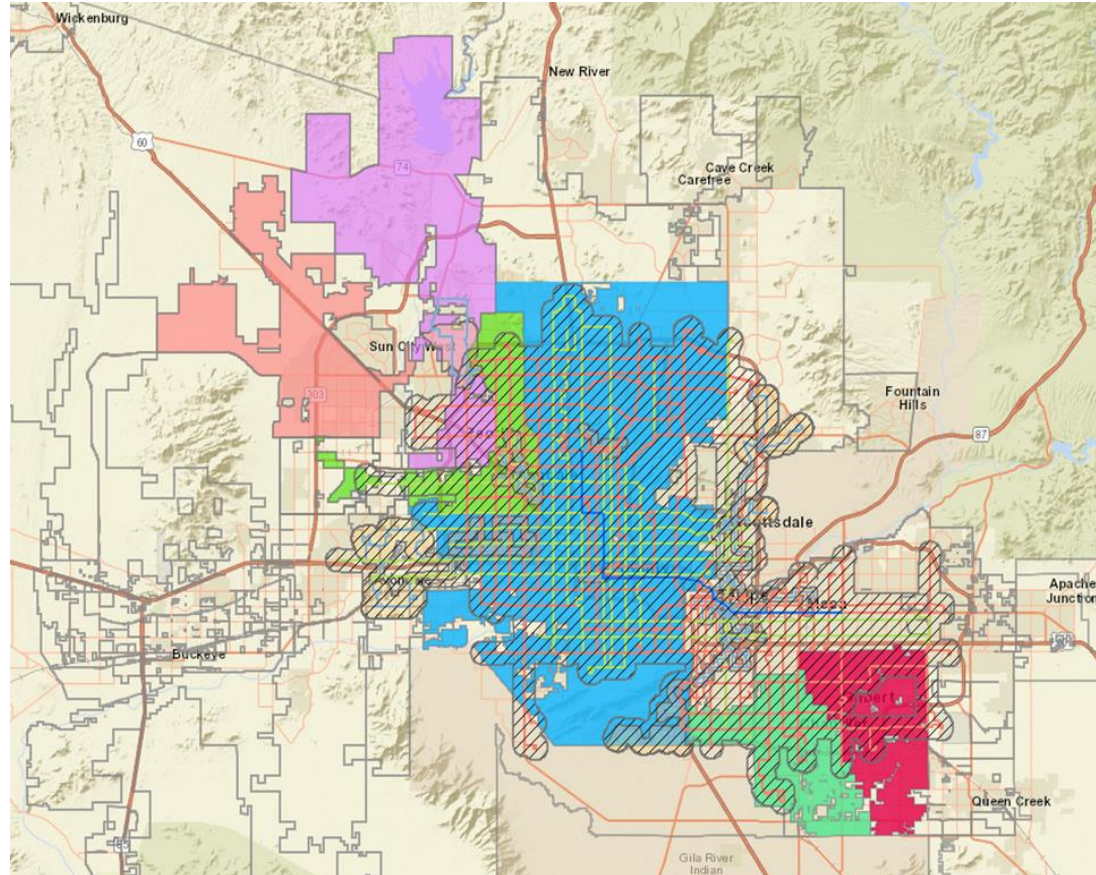
ADA Complementary Paratransit

Six (6) service criteria that must be met:

Service area (within $\frac{3}{4}$ mile of fixed route or rail station)

Hours and days of service (same as regular fixed route or rail service)

Response time (trip reservations – next day and up to 14-days)



Fares (no more than 2x's fixed route base fare)

Absence of capacity constraints (must perform all trips requested)

Operating without regard to trip purpose (shopping is as important as dialysis)

ADA has defined minimum standards

Alternative Transportation (RideChoice)



RideChoice is Valley Metro's alternative transportation program.

People with disabilities
(ADA eligible)

Range of Providers



Single point of contact

Programs

20 trip/month

50 trip/month

400 mile/month

Fare

\$3 for up to 8-mile trip and \$2 per-mile thereafter

\$3 for trips up to 50 miles throughout Maricopa County

Customer Comparison



Active users of system

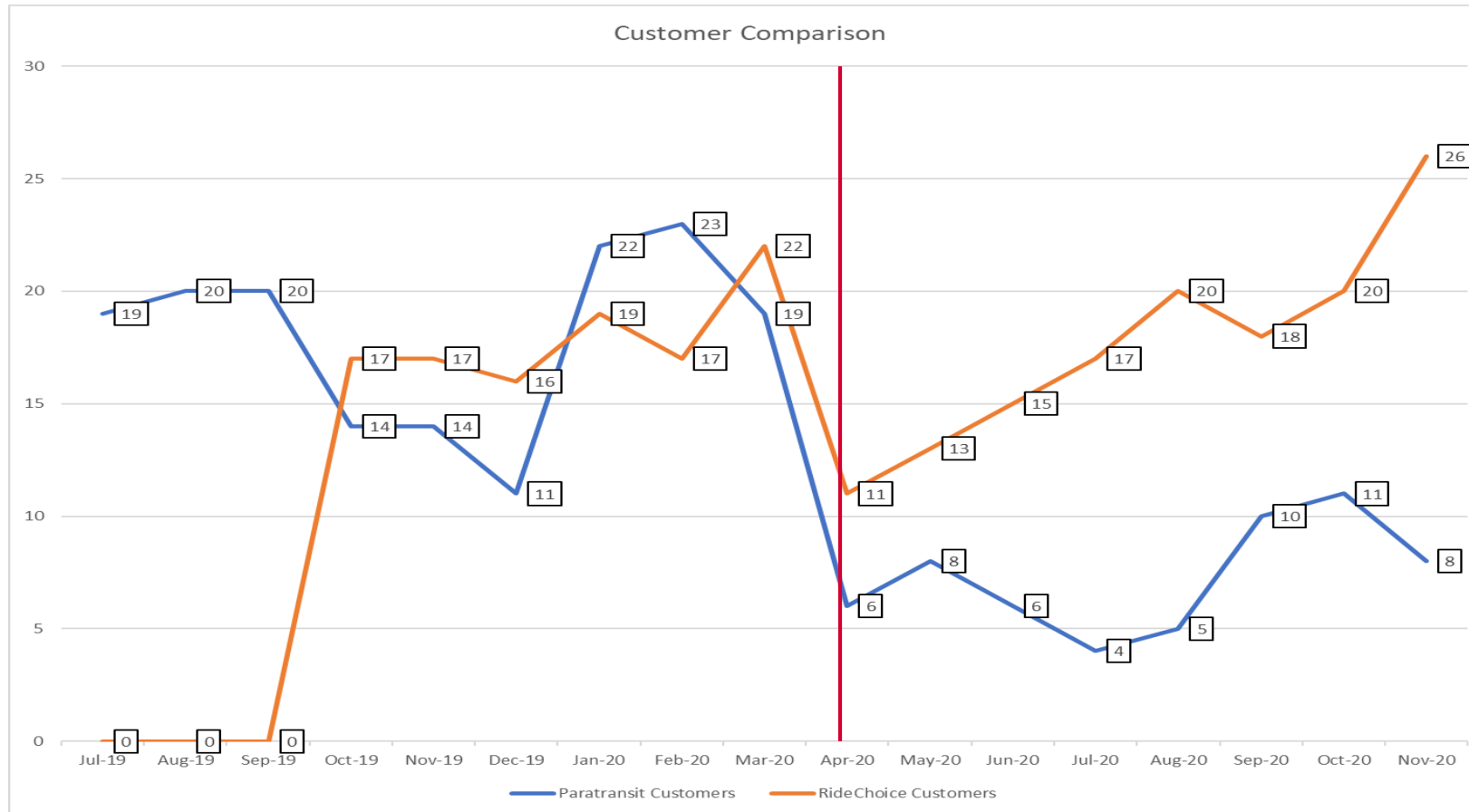
Paratransit – 144 Goodyear residents eligible

- 52 live within $\frac{3}{4}$ mile
- 92 live outside $\frac{3}{4}$ mile

RideChoice – 98 Goodyear residents registered

- 34 live within $\frac{3}{4}$ mile
- 64 live outside $\frac{3}{4}$ mile

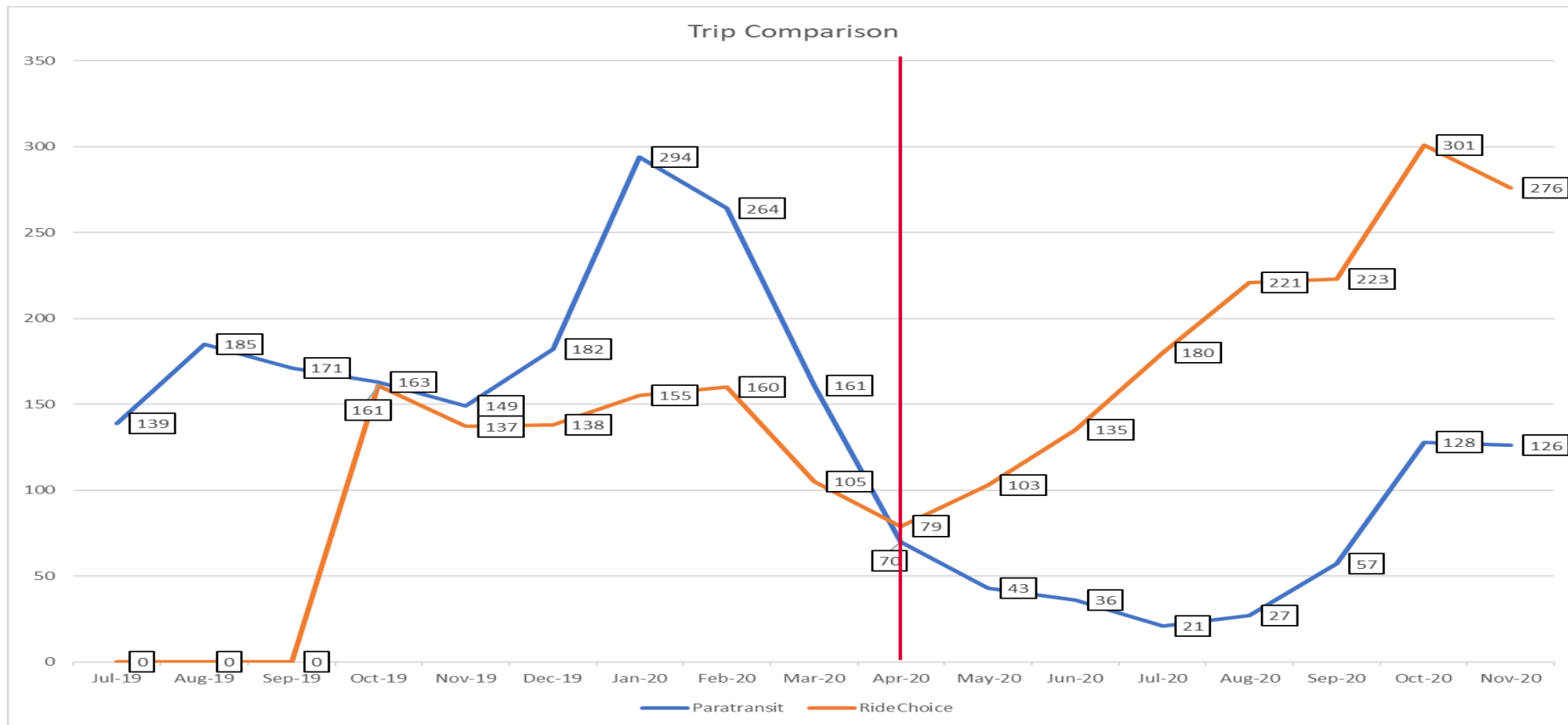
Paratransit - 3 of the 11 active users require an accessible vehicle



RideChoice - 9 of the 26 active users require an accessible vehicle

Trip Comparison

- Pre-COVID Users
 - Paratransit continued to be primary mode
- Post-COVID Users
 - **Users choosing RideChoice over Paratransit**



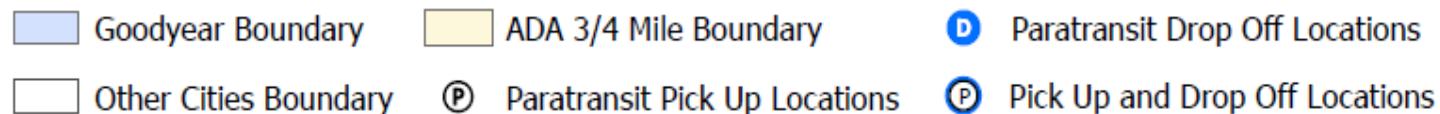
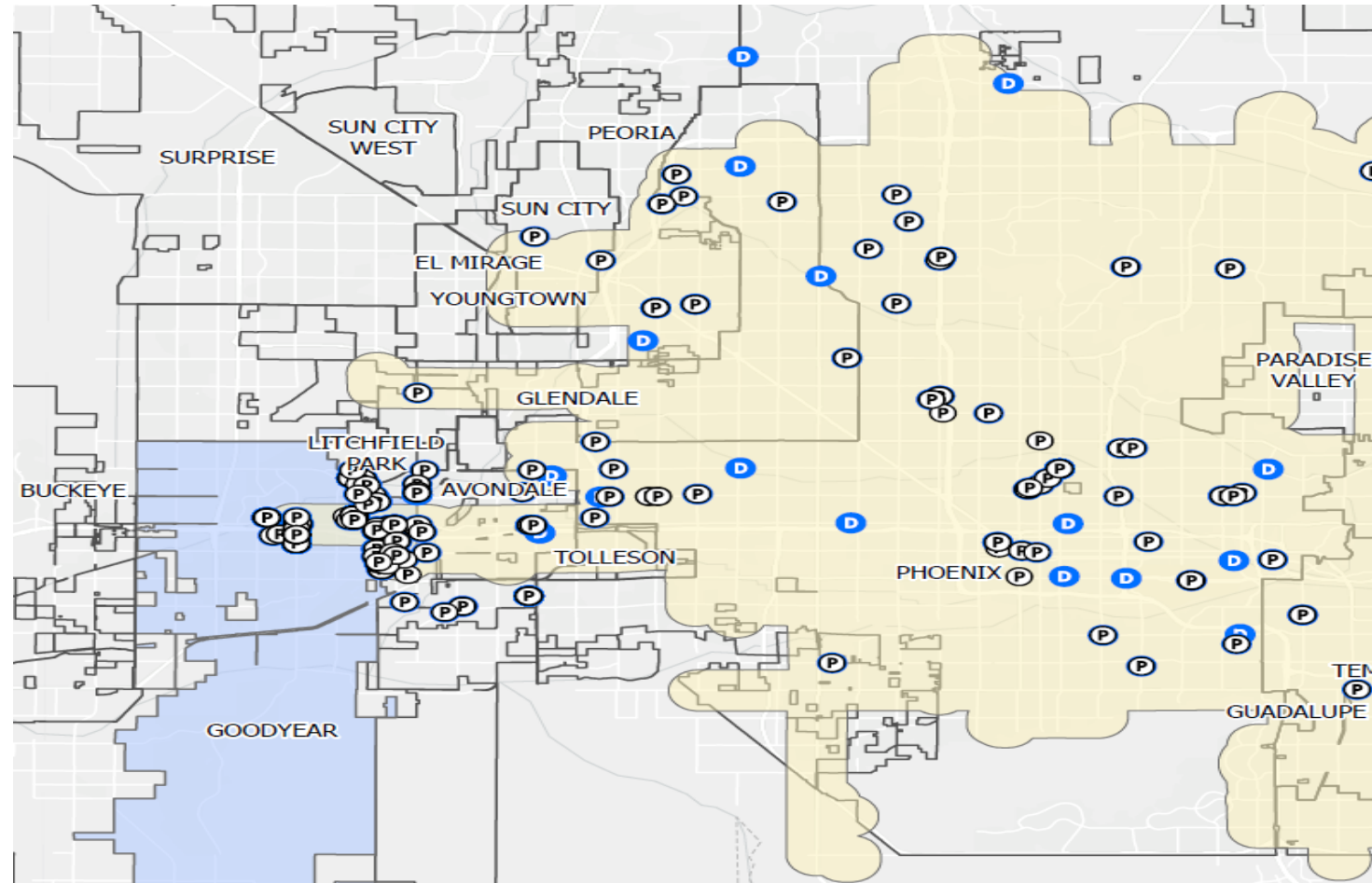
Paratransit Travel Patterns & Trip Purpose

Employment 37%

Medical 40%

School 18%

Leisure 5%



RideChoice Travel Patterns and Trip Purpose



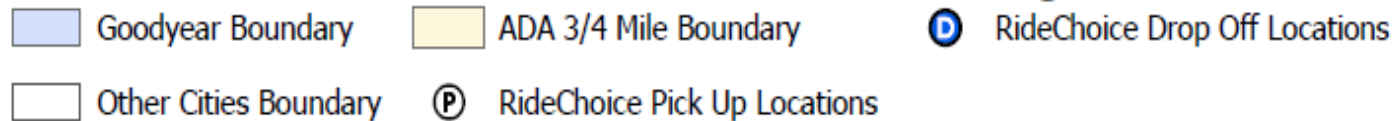
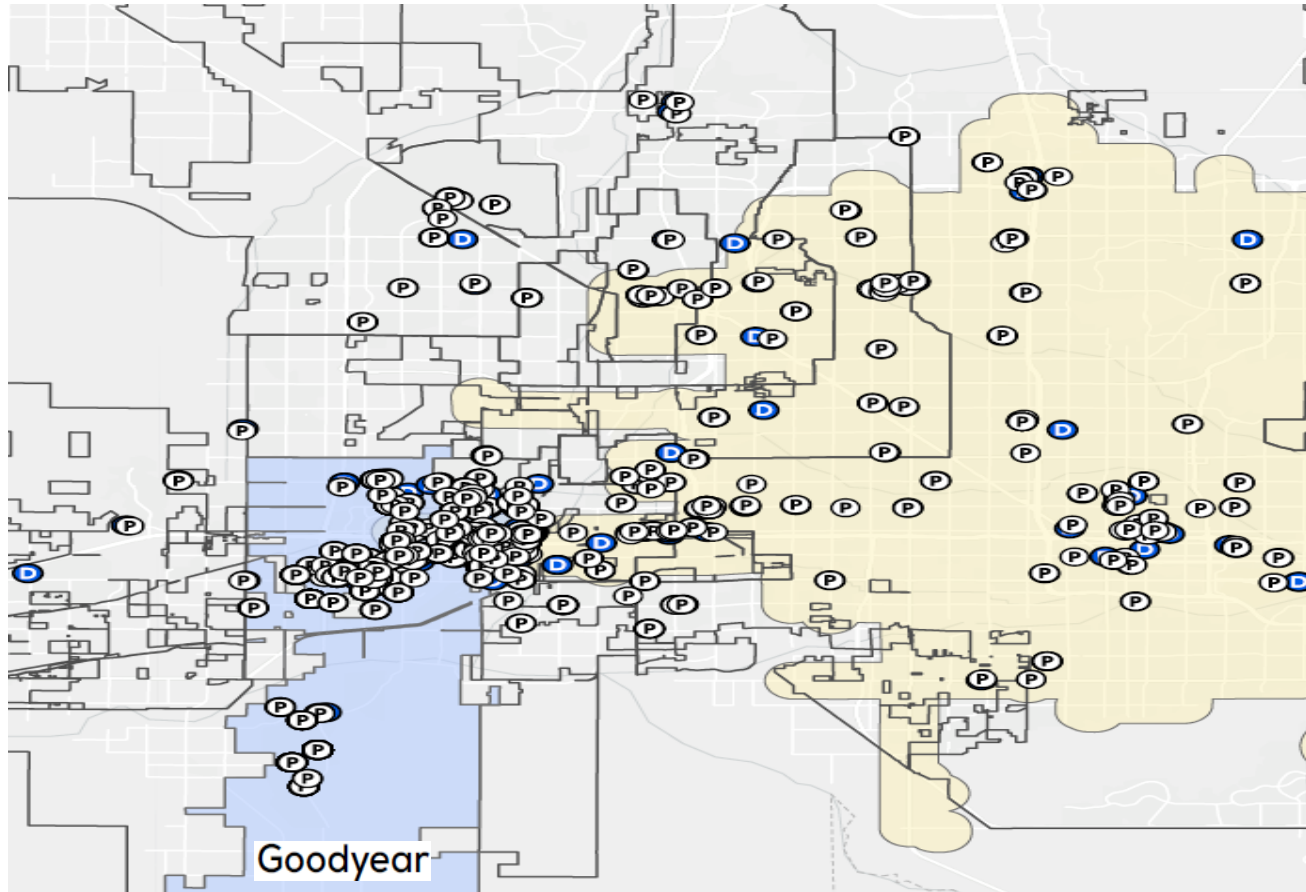
Employment 14%

Medical 19%

Dialysis 14%

Shopping 24%

Leisure 29%



Vision of the Future

Paratransit - Transdev

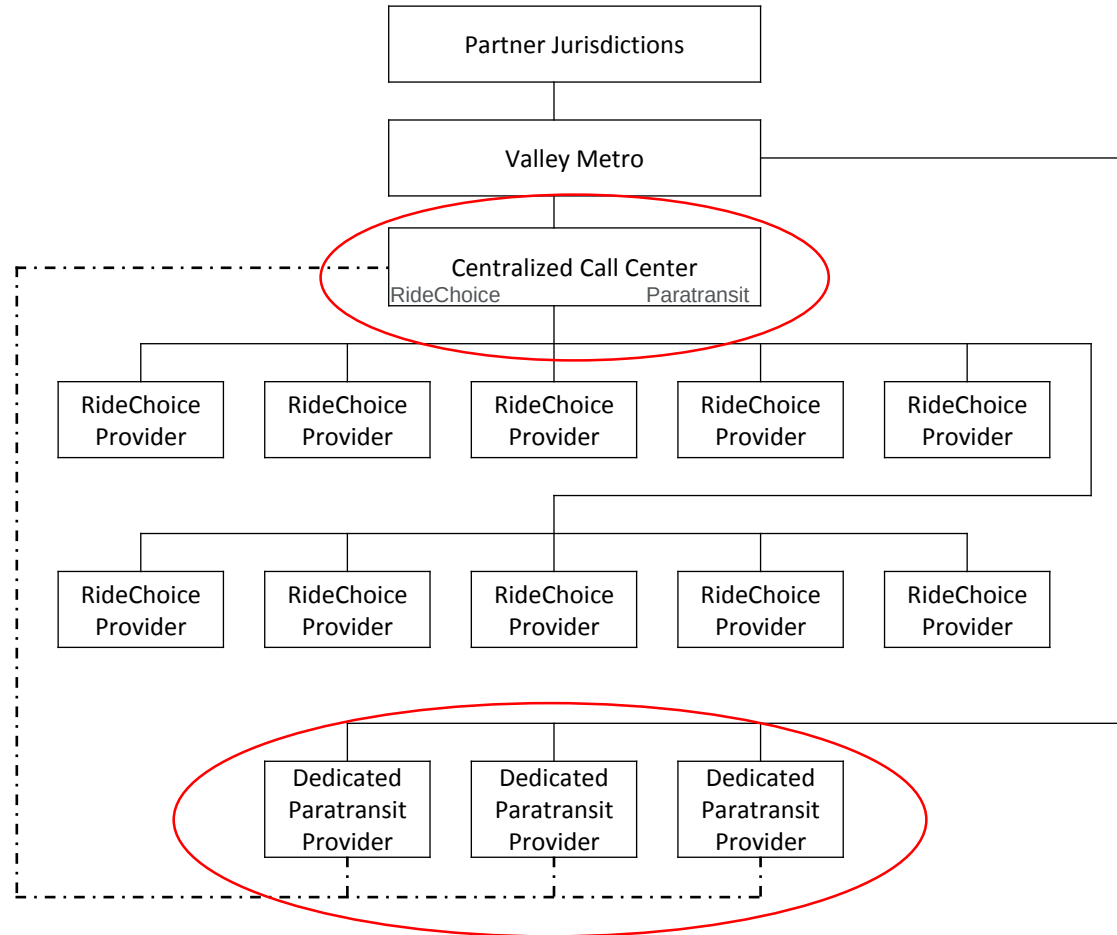
- **5-year Base Contract:** expires June 30, 2022
- **Two Extension Option:** one 3-year; one 2-year



RideChoice - ALC

- **3-year Base Contract:** expires December 31, 2021
- **One Extension Option:** one 3-year

Desired Service Delivery Model



Conclusion and Recommendations

- Individuals needing accessible vehicles are using RideChoice (9 vs 3)
- Goodyear Residents are choosing RideChoice over Paratransit (26 vs 11)
- RideChoice is more economical for the City
 - RideChoice costs ~ \$19.17, while ADA Paratransit costs ~ \$51.15

RECOMMENDATION:

We request City Council authorization to continue offering RideChoice service to ADA Certified Goodyear residents.

- RideChoice Budget Supplemental included in the FY22 Budget
- RPTA Intergovernmental Agreement scheduled for Council action May 2021

Thank You



AGENDA ITEM #: 2.
DATE: 04/05/2021
CAR #:



CITY COUNCIL ACTION REPORT

SUBJECT: FOREIGN TRADE ZONE POLICY

STAFF PRESENTER(S): Harry Paxton, Economic Development Project Manager and Lori Gary, Economic Development Director

OTHER PRESENTER(S):

Lori Gary, Economic Development Director

SUMMARY:

Proposed Modifications to the Foreign Trade Zone Policy.

Recommendation:

Council discussion to provide policy direction to staff regarding the Foreign Trade Zone Policy. (Harry Paxton, Economic Development Project Manager)

FISCAL IMPACT:

An activated Foreign Trade Zone (FTZ) site provides a property tax benefit to qualified companies reducing the real and personal property tax assessment ratio from 18% to 5%. Property tax savings to companies are only realized after they are activated FTZ sites. This almost exclusively occurs only after the company has made significant investments increasing the property tax base on property.

BACKGROUND AND PREVIOUS ACTIONS:

7/13/09 - City Council Adopts Resolution 09-1324 supporting the formation of the Greater Maricopa Foreign Trade Zone (GMFTZ); Approves a Foreign Trade Zone application to include the Goodyear Gateway South and Palm Valley 303 sites; Adopts a Foreign Trade Zone Tax Policy; Authorizes City's membership in the GMFTZ Advisory Board.

10/4/10 – City Council Adopts Resolution 10-1404 and 10-1405 amending the FTZ Tax Policy clarifying the circumstances under which a PILOT (i.e. Payment in Lieu of Taxes) Agreement is required and approving the Goodyear Crossings FTZ site.

12/15/2014 – City Council Adopts Resolution 14-1687 amending the FTZ Policy providing administrative approval of FTZ applications for User Driven sites for speculative buildings that met certain requirements by January 1, 2018.

STAFF ANALYSIS

The Goodyear FTZ program was established to spur economic development by attracting speculative infrastructure and building development creating shovel ready sites to help attract quality employment. Since the beginning of the FTZ program it has resulted in thirteen companies that are currently operating or have announced operations within an FTZ. Total job creation within the zones is over 5,000 jobs and has attracted over \$1.3 billion in capital investments. The growth of the Goodyear FTZ program has helped establish the city's industrial sector as a thriving market for new investments with millions of square feet of industrial development under construction now or planned in the near future.

Staff proposes modifications to the City of Goodyear FTZ Policy, which includes modifications to the city's tax policies that will result in full state and federal tax benefits available to certain activated users that meet the requirements of qualified employer. Qualified employers would be a high-wage manufacturer or an internet fulfillment center with substantial end user sales within Arizona while other activated users will receive only full federal tax benefits.

A Qualified High Wage Manufacturing Employer will be required to meet all of the following criteria:

- The manufacturing facility is located within an I-1 zoning district or it is located within a zoning district other than I-1, but the actual use of the User Driven Site is a permitted use under the I-1 zoning district.
- Employer/Operator provides documentation demonstrating a Capital Expenditure of at least \$25,000,000.
- Continuously employs at least 100 Full-Time Employees.
- At least 51% of the operator's Full-Time Employees are paid at least 125% of the median annual wage computed annually by the Arizona Department of Commerce.
- All Full-Time Employees are offered health insurance for which the employer pays at least 65% of the premium or membership costs of such insurance.

A Qualified Internet Fulfillment Center will be required to meet all of the following criteria:

- Employer/Operator provides documentation demonstrating a Capital Expenditure of at least \$25,000,000.
- The internet fulfillment center generates a minimum of \$25,000,000 of end user sales in Arizona on an annual basis that is sourced from a facility in Goodyear resulting in the transaction privilege tax of 2.5% to be paid to the City of Goodyear for each occurrence.

Employers/Operators of an activated FTZ site would be required to pay a Payment in Lieu of Taxes (PILOT) Fee unless the operator is a Qualified High Wage Manufacturer Employer or a Qualified Internet Fulfillment Center. The policy would require the execution of a Foreign Trade Zone Agreement prior to the Activation of any Zone Site. There would be no PILOT Fee owed during any year that the activated user meets the qualifications for a Qualified High Wage Manufacturing Employer or Qualified Internet Fulfillment Center, otherwise all users will pay a PILOT Fee. The amount of the PILOT fee shall be the difference between the property taxes that would have been paid had a Zone Site not been activated less the amount of the property taxes owed under the reclassification resulting from the activation unless any of the taxing jurisdictions who receive property taxes have entered into a separate agreement. If a taxing jurisdiction has entered into a separate agreement regarding the payment of property taxes, the amount of the PILOT Fee shall be the difference between the property taxes that

would have been paid had the property not been an activated Zone Site, excluding the amount of taxes attributable to the taxing jurisdiction with the separate agreement, less the amount of the property taxes owed under the reclassification resulting from the activation of the Zone Site, excluding the amount of taxes attributable to the taxing jurisdiction with the separate agreement.

The City would distribute to taxing jurisdictions the portion of the PILOT Fee applicable to each of the taxing jurisdictions. The applicant who is seeking to include property as a Zone Site would be responsible for obtaining all letters of support from other taxing jurisdictions whose support is required.

The proposed modifications to the FTZ Policy would not apply to zone sites that have been previously approved by the FTZ Board and have been included within the boundaries of FTZ No. 277 Western Maricopa.

Attachments

Presentation



Foreign Trade Zone (FTZ) Program



WHAT ARE FOREIGN TRADE ZONES (FTZS)?

Created by Foreign-Trade Zones Act of 1934 to “expedite and encourage foreign commerce.”

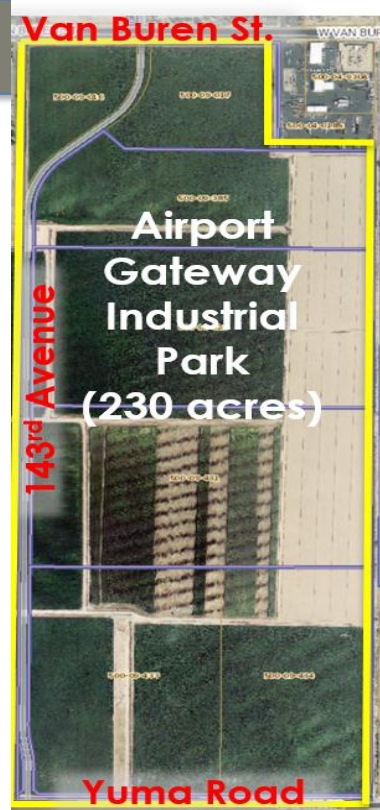
Benefits for Companies	Requirements from Companies	Benefits to Communities
• Reduced Fees • Tariff Reduction • In ARIZONA- reduced property taxes on investments (from 18% assessment ratio to 5%)	• Company must meet federally established FTZ Guidelines • Geared towards advanced manufacturing and logistics companies	• Attracts investment that adds to the property tax base • Attracts companies that provide high quality jobs • Catalyst for development

Foreign Trade Zone (FTZ) Program



FTZ TERMINOLOGY

- **Magnet Site** - defined geographical area approved as a FTZ Site. Generally includes large acres of vacant land.



- **User Driven Site** – a building or at least a portion of a building with an activated user that is an approved FTZ location.



Foreign Trade Zone (FTZ) Program



FTZ TERMINOLOGY (cont.)

- **Activated User** – a company that has completed the federal approvals with Customs and the Dept. of Commerce and is eligible for Federal & local benefits.
- **PILOT Fee** – A Payment in Lieu of Taxes (PILOT) that is paid by the company which Goodyear distributes to taxing jurisdictions.

Goodyear's FTZs

PREVIOUS ACTIONS

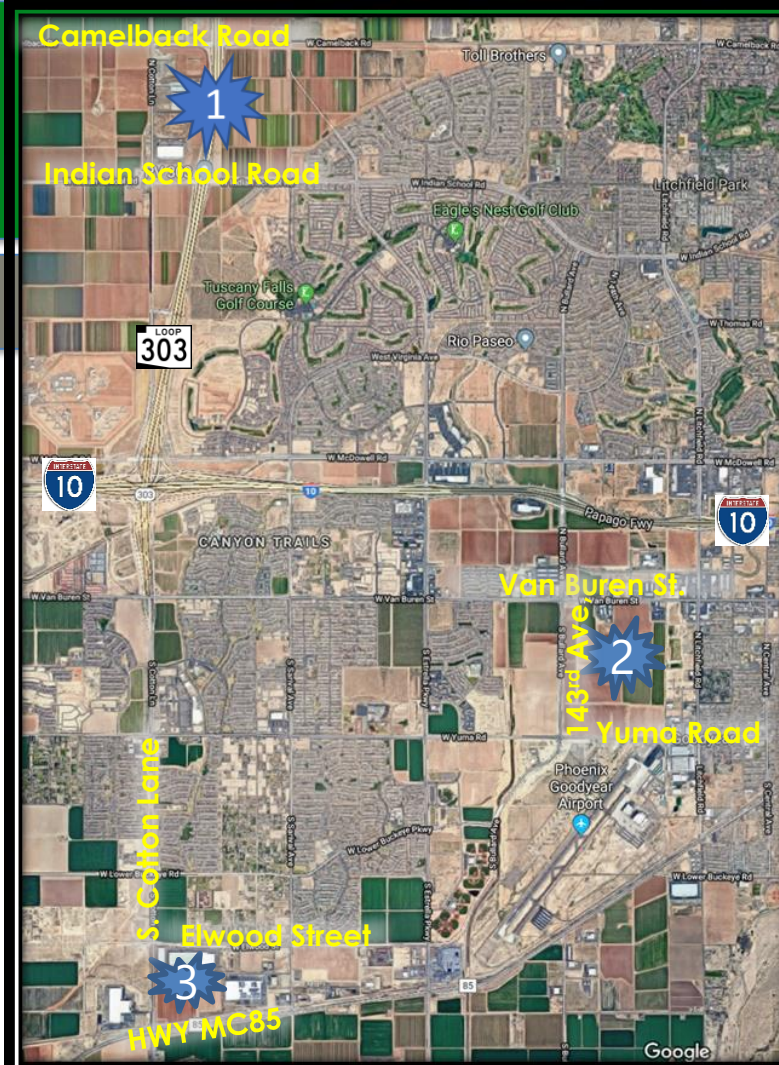
July 2009 - City Council approved participation in the Greater Maricopa Foreign Trade Zone (GMFTZ) and designated two Magnet FTZ sites

Purpose:

- Assist with attracting quality companies
- Encourage SPEC building development
- Create shovel ready sites

October 2010 – City Council approved an amended policy clarifying the PILOT Fee and approved the Goodyear Crossing Magnet FTZ site

December 2014 – City Council approved an amended FTZ policy providing administrative approval of User Driven FTZ sites with SPEC building requirements thru January 1, 2018



Airport Gateway Industrial Park



2015: 230 Available Acres



THEN AND NOW

By the end of 2021, Airport Gateway Industrial Park will be built out. This includes:

4 Operational Companies

1,605 Jobs

3.6 M Square Feet

\$295 M Cap Ex

-AND-

2 Spec Buildings Adding

500,000 Square Feet

2020: 0 Available Acres



SPEC Industrial Today

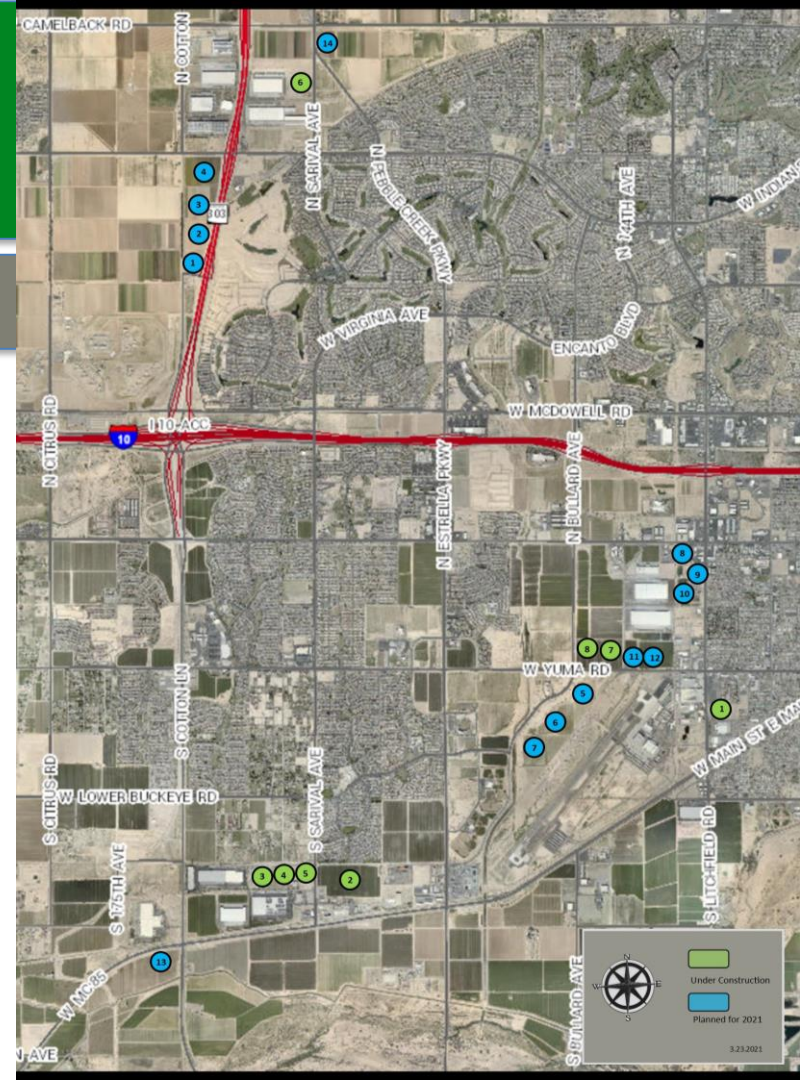
UNDER CONSTRUCTION & PLANNED IN 2021

SPEC Buildings Currently Under Const.

- 2,026,873 sq. ft. in 8 buildings

SPEC Buildings Planned in 2021

- 5,733,280 sq. ft. in 14 buildings



Current and Proposed FTZ Policy



MAGNET AND USER DRIVEN SITES

Current Magnet Site FTZ Policy

- Companies don't have wage and capital investment requirements
- Local tax benefits available to any company that meets federal requirements
- Payment in Lieu of Taxes (PILOT) agreement only required with existing buildings before FTZ created

Proposed New Magnet & User Driven FTZ Policy

- Manufacturing companies must employ at least 100 and pay 51% of employees 125% of the AZ median wage
- Internet fulfillment companies must have a minimum of \$25M in AZ End User sales annually
- Company invests minimum of \$25M
- Company pays at least 65% of employees health insurance
- All other companies pay a PILOT fee

FTZ PILOT Fees



PILOT FEE EXAMPLES

Scenario 1

PILOT Fee for Qualified High Wage Employer or Internet Fulfillment Center

Full Property Tax	\$ 100,000
Full FTZ Property Tax	\$ 28,000
PILOT Fee Owed	- none -

Scenario 2

PILOT Fee for user that does not meet qualifications

No taxing jurisdiction has any agreement regarding property taxes

Full Property Tax	\$100,000
Full FTZ Property Tax	<u>\$28,000</u>
PILOT Fee Owed	\$72,000

FTZ PILOT Fees



PILOT FEE EXAMPLES

Scenario 3

PILOT Fee - does not meet qualifications & taxing jurisdiction agreement
Amount attributable to taxing jurisdiction is \$50,000 of \$100,000 tax bill

PILOT Fee if no agreement	\$72,000
Less portion attributable to taxing jurisdiction (\$50,000 x .72 = \$36,000)	<u>(\$36,000)</u>
PILOT Fee Owed	\$36,000

Current and Proposed FTZ Policy



MAGNET AND USER DRIVEN SITES

Current Magnet Site FTZ Policy

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- All other companies pay a PILOT fee



AGENDA ITEM #: 3.
DATE: 04/05/2021
CAR #: 2021-7200ws



CITY COUNCIL ACTION REPORT

SUBJECT: FY2022-2024 STRATEGIC PLAN GOALS

STAFF PRESENTER(S): Jenna Goad, Assistant to the City Manager

SUMMARY:

Council will receive a presentation on the proposed goals for the FY2022-2024 Strategic Plan developed by staff based on Council's priorities.

Recommendation:

This presentation is to receive feedback from Council on the goals proposed for inclusion in the FY2022-2024 Strategic Plan. Following Council consensus, the plan will be brought back to Council in May to consider for formal adoption. (Jenna Goad, Assistant to the City Manager)

FISCAL IMPACT:

There is no direct budget impact from this informational item. Future expenditure requests (if applicable) would be discussed during the annual budget development process.

BACKGROUND AND PREVIOUS ACTIONS:

Council adopted the FY2019-2021 Strategic Plan in March 2018. The plan outlines the city's focus areas, guiding principles, and specific goals established by the Council which guide and prioritize staff's efforts during the three years of the plan. Staff has been providing twice annual updates on progress towards the 16 goals in the current plan, with the most recent update provided in January 2021.

The current plan is ending on June 30, 2021. In preparation for the development of a new FY2022-2024 Strategic Plan, Council reviewed the current mission, vision, values, and guiding principles at the Council Retreat on February 5, as well as identified priority areas for the upcoming three years.

STAFF ANALYSIS

Based on Council's feedback at the retreat, staff has developed 14 proposed goals that fall into the city's four focus areas: Fiscal & Resource Management, Economic Vitality, Sense of Community, and Quality of Life. The attached document includes a description and timeline or target for each proposed goal.

Staff will provide a final report on the FY2019-2021 goals in August 2021 and biannual updates on the status of the new FY2022-2024 goals beginning in February 2022.

Attachments

DRAFT FY2022-2024 Strategic Plan Goals
Presentation

FY2022-2024 Strategic Plan
Focus Areas & Goals
(Draft)



	Fiscal & Resource Management <i>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.</i>
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Goal	Description
1.1 Develop and implement a Smart City Master Plan	Develop plan to leverage technology and data analytics solutions by the end of FY2022 and submit smart projects into the proposed FY2023 CIP and budget supplementals for implementation.
1.2 Enhance performance measurement	Develop process to track key indicators to measure performance and identify areas of improvement in FY2022 and begin reporting regularly by the end of FY2023.
1.3 Conduct study to determine whether to construct a Public Safety Training Center	Conduct study to determine whether it would be financially and operationally beneficial to build a public safety training center and present recommendations to Council by December 2022.
1.4 Conduct an Employee Compensation Study and review/update employee compensation philosophy	Conduct study and review/update our employee compensation philosophy under Council's policy direction, for inclusion in the FY2023 budget development process.
1.5 Increase employee satisfaction score	Increase the employee satisfaction score from 60% to 66%, as measured in the biennial employee survey by the end of FY2024.

	Economic Vitality <i>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.</i>
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Goal	Description
2.1 Study availability of internet ("technology deserts")	Initiate and complete a citywide broadband connectivity assessment and share results with Council by the end of FY2022.
2.2 Develop General Plan Update	Develop the next 10-year update to the city's General Plan; to include selection of a consultant, formation of a citizen committee, and referral to the voters in Fall 2024.
2.3 Assist in the creation of new jobs	Creation of 4,500 new jobs by the end of FY2024 with 450 (10%) being in the targeted office sector.
2.4 Enhance city's role as a regional destination for shopping, dining, and entertainment	By the end of FY2024, increase the number of businesses reporting in the Restaurant and Entertainment tax categories by 10% from the numbers reported June 30, 2021.



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.

Goal	Description
3.1 Proactively monitor neighborhood quality of life issues	Create a system to proactively monitor neighborhood quality of life issues through social media and begin monthly reporting by December 2021.
3.2 Evaluate recycling program in an unstable market	Complete an evaluation of the recycling program and develop recommendations that support community and fiscal goals by the end of FY2023 and implement any new strategies by the end of FY2024.



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.

Goal	Description
4.1 Study human and social service needs	Conduct study on human and social service needs of Goodyear residents including senior services, childcare, youth programs, education, homelessness, affordable housing, and mental health, and assess current service availability, and develop recommendations on priority service enhancements for Council consideration by March 2023.
4.2 Evaluate transit options	Complete an evaluation of public transit options, identify unmet needs, and evaluate funding requirements with results and recommendations presented to Council by the end of FY2022.
4.3 Develop a Library Master Plan	Conduct a library operational assessment and feasibility study that outlines recommendations for current and future library services and present recommendations to Council by the end of FY2024.



FY2022 – 2024 Strategic Plan

FY2022-2024 Strategic Plan



AGENDA

- History
- FY2022-2024 Draft Goals
- Next Steps

FY2019-2021 Strategic Plan



HISTORY

- Adopted in 2018
- Biannual Updates
- Ends June 30, 2021
- Council Retreat February 5



FY2022-2024 Strategic Plan



FISCAL & RESOURCE MANAGEMENT

- Smart City Master Plan
 - Implement projects based on funding availability
- Performance Measures
 - Develop enhanced system and report regularly



FY2022-2024 Strategic Plan



FISCAL & RESOURCE MANAGEMENT

- Public Safety Training Center Study
 - Study whether beneficial to construct
- Employee Compensation Study
 - Conduct study and update philosophy
- Employee Satisfaction
 - Increase score to 66%



FY2022-2024 Strategic Plan



ECONOMIC VITALITY

- Internet Availability Study
 - Study citywide broadband connectivity
- General Plan Update
 - Develop and submit to voters for approval



FY2022-2024 Strategic Plan



ECONOMIC VITALITY

- New Jobs
 - Add 4,500 new jobs
- Regional Destination
 - Increase restaurant and entertainment businesses by 10%



FY2022-2024 Strategic Plan



SENSE OF COMMUNITY

- Neighborhood Issues
 - Monitor, report, and evaluate
- Recycling Program
 - Evaluate program in unstable market



FY2022-2024 Strategic Plan



QUALITY OF LIFE

- Human & Social Service Needs Study
 - Recommendations for priority services
- Transit options
 - Study current needs and funding requirements
- Library Master Plan
 - Recommendations for future library services



FY2022-2024 Strategic Plan



NEXT STEPS

