



City Council Work Session
Municipal Court and Council Chambers
14455 W. Van Buren St., Suite B101
Goodyear, AZ 85338
Monday, June 6, 2022
Immediately following the Special Meeting

Mayor
Joe Pizzillo

Vice Mayor
Brannon Hampton

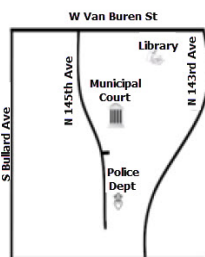
Councilmember
Sheri Lauritano

Councilmember
Wally Campbell

Councilmember
Bill Stipp

Councilmember
Laura Kaino

Councilmember
Patrick Bray

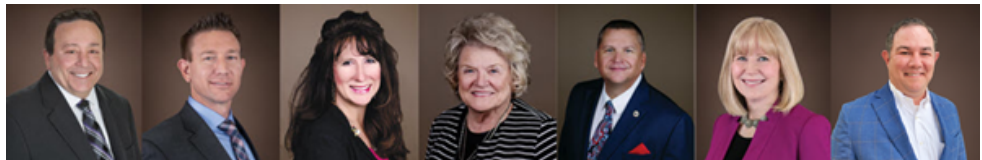


PROCEDURES

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.

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.

Si necesita asistencia o traducción en español, favor de llamar al menos 48 horas antes de la reunión al (623) 882-7830.



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>

Immediately following the Special Meeting

CALL TO ORDER

ROLL CALL

AGENDA ITEMS FOR DISCUSSION

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

1. PERFORMANCE MEASUREMENT PROGRAM

Summary

Council will receive a presentation on the proposed measures for inclusion in the enhanced performance measurement program. (Jenna Goad, Assistant to the City Manager)

ADJOURNMENT

POSTING VERIFICATION

This agenda was posted on June 1, 2022 at 4:28 p.m. by LJ.

ITEM #: 1.
DATE: 06/06/2022
AI #:701



CITY COUNCIL ACTION REPORT

SUBJECT: PERFORMANCE MEASUREMENT PROGRAM

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

Summary

Council will receive a presentation on the proposed measures for inclusion in the enhanced performance measurement program. (Jenna Goad, Assistant to the City Manager)

FISCAL IMPACT

There is no direct budget impact from this informational item.

BACKGROUND AND PREVIOUS ACTIONS

Council adopted the FY2022-2024 Strategic Plan in May 2021. The plan includes a goal to implement an enhanced performance measurement program with regular reporting by the end of FY2023. This reporting will supplement the performance measures included in the annual budget book.

STAFF ANALYSIS

Staff has developed 54 proposed measures from across all city departments that fall into the city's four strategic focus areas: Fiscal & Resource Management, Economic Vitality, Sense of Community, and Quality of Life. The attached document includes a description for each proposed measure. After reviewing measures used by other cities throughout the country, these measures were selected based on data availability, staff's ability to influence the measures, and the impact the measures have on the effectiveness of the organization and the services provided to both internal and external customers.

Following consensus on the proposed measures, Information Technology staff will work with other city departments to determine the most efficient manner to gather the requested data and identify the best platform for producing the quarterly reports. Staff intends to make these reports publicly available through the city's website by the end of FY2023.

Attachments

Draft Measures
Presentation

Performance Measurement

(Draft Measures)



Fiscal & 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.

Measure	Impact	Department
Percent of standard Public Records Requests completed within two-days	Providing outstanding customer service and increased transparency	City Clerk
Percent of Public Records Requests from the media completed within five-business days	Providing outstanding customer service and increased transparency	City Clerk
Percent of contracts processed within two-business days of Clerk's signature	Positive inter-departmental interactions and efficiency in processing contracts	City Clerk
Percent of agenda items processed within one-business day	Positive inter-departmental interactions, efficiency in processing agenda items, and timely distribution of agenda to meet open meeting laws	City Clerk
Percent of CIP projects delivered on-time and within-budget against original determined timeline & budget	Timely delivery of projects in an efficient manner	Engineering
Percent of utility customers enrolled in autopay	Increase in timely payments and decreased staff time	Finance
Percent utilization of purchase cards vs invoices for accounts payable transactions less than \$2,500	Increase in rebate revenue and decreased staff time	Finance
Percent investment returns exceed market benchmark	Generating investment revenue for other city uses	Finance
Percent of Finance customer service calls longer than five-minutes	Providing outstanding customer service in an efficient manner	Finance
Retention rate	Decrease turnover costs and maintain outstanding customer service	HR
Percent internal fills	Decrease hiring costs and maintain outstanding customer service	HR
Number of days lost due to work-related injuries	Operating safely and reducing work-related injuries	HR
Percent of quarterly check-ins completed on-time	Providing timely coaching and feedback to maximize employee engagement and customer service	HR
Percent of Help Desk calls resolved upon first call	Providing outstanding customer service in an efficient manner	IT
Percent of IT infrastructure availability	Providing outstanding customer service in an efficient manner	IT
Percent of IT projects (non-CIP) delivered on-time and within-budget against original determined timeline & budget	Timely delivery of projects in an efficient manner	IT
Percent of contracts reviewed/approved within seven-days of receiving final	Timely and efficient execution of agreements	Legal Services

Percent of all body-worn camera video, 911 tapes and photographs redacted/disclosed within 45-days	Efficient case resolution, increased transparency, and compliance with Arizona Rules of Criminal Procedure Rule 15.1 governing Discovery requests	Legal Services
Ballpark sponsor renewal rate	Ensures value for sponsors and maximizes revenue opportunities	Parks & Rec
Percent water loss in the utility system	Reducing lost revenue and enhancing water conservation efforts	Public Works
Percent public safety fleet availability	Ensuring vehicles are available to provide service to the community through preventative maintenance and timely repairs	Public Works

	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>

Measure	Impact	Department
Percent of site plans approved on third review	Providing outstanding customer service in an efficient manner	Development Services
Percent of commercial/industrial construction plans approved on second review	Providing outstanding customer service in an efficient manner	Development Services
Percent of residential construction plans approved on second review	Providing outstanding customer service in an efficient manner	Development Services
Number of new retail and entertainment businesses assisted by Goodyear Economic Development	Increased retail options, jobs, economic diversification, and tax revenue	Economic Development
Number of jobs created from new and/or expanding businesses assisted by Goodyear Economic Development	Increased job options for residents, economic diversification, and tax revenue	Economic Development
Number of jobs created in the office sector from new and/or expanding businesses assisted by Goodyear Economic Development	Increased job options for residents, economic diversification, and tax revenue	Economic Development
Percent development-related GIS requests for addressing and plat mapping processed within target timeframe	Providing outstanding customer service in an efficient manner	IT



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.

Measure	Impact	Department
Percent of Accela (Public Stuff) requests that are addressed within the target timeline	Providing outstanding customer service and keeping our community well-maintained	City Manager
Number of social media followers	Increased communication with residents, visitors, the business community, and other followers	Digital Comm
Number of videos produced	Increased communication with residents, visitors, the business community, and other followers	Digital Comm
Percent of ideas pitched to media that successfully result in coverage	Increased communication and positive coverage of city news	Digital Comm
Number of social media comments that receive a response from the city	Providing outstanding customer service in an efficient manner	Digital Comm
Volunteer hours worked	Efficient use of resources and maximize connections with the community	HR
Overall attendance/participation as a percentage of the established target (including ballpark, library, rec center, events, and programs)	Ensures overall support/interest for events and programs that are serving our community	Parks & Rec
Overall percent participant/attendee satisfaction by division (ballpark, recreation programs, recreation campus, arts and culture, special events, parks, library)	Ensures high quality events, programs, and services that are serving our community	Parks & Rec
Recycling contamination rate	Increase marketability of recycled goods	Public Works



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.

Measure	Impact	Department
Percent of code enforcement cases resolved through advisory notice	Keeping our community well-maintained and reduced staff time	Development Services
Percent of Engineering Accela requests completed within four-business days	Providing outstanding customer service and keeping our community well-maintained	Engineering

Percent of streets swept within the target timeline	Keeping our community well-maintained	Engineering
Percent of traffic arrivals on red lights vs green lights during peak traffic hours (at intersections where ITS equipment is installed)	Efficient movement of traffic and decreased travel times	Engineering
Percent of targeted proactive commercial and industrial occupancy inspections completed	Improved compliance and reduced risk of loss of life or property	Fire
Percent of patients experiencing cardiac arrest that were treated, transported, and delivered to the hospital with a pulse	Improved health outcomes for patients	Fire
Percent of fires contained to initial object of origin	Minimize loss of life and property	Fire
Efficiency of the Community Response Team (exact measure pending)	Providing outstanding customer service in an efficient manner	Fire
Average community resource referrals provided to patients by the Community Response Team	Improved health and social outcomes for patients	Fire
Case closure rate (percentage of charges reaching adjudication vs new charges being filed each month)	Timely and efficient justice	Municipal Court
Overall percentage rating of condition audit for facilities, parks, and ballpark	Ensures our community is well-maintained, attractive, and safe	Parks & Rec
Overall percentage rating of condition audit for right of way	Ensures our community is well-maintained, attractive, and safe	Parks & Rec
Percent proactive time for patrol officers	Increased community relationships and trust	Police
Percent priority one calls with response time under five-minutes	Minimize loss of life and property	Police
Case clearance rates for both violent and property crimes	Timely justice for victims and deterrent of future criminal conduct	Police
Percent water system redundancy	Ability to reliably meet peak demand and future growth, and mitigate the impact of potential equipment failures	Public Works
Percent wastewater treatment redundancy	Ability to reliably meet peak demand and future growth, and mitigate the impact of potential equipment failures	Public Works



Performance Measurement



AGENDA

- Background
- Review Draft Measures
- Next Steps

Performance Measurement



HISTORY

- Goal in FY2022-2024 Strategic Plan
- Process & Examples
- Criteria



Performance Measurement



TYPES OF MEASURES

	Output (Workload)	Efficiency	Outcome (Effectiveness)
Description	Raw counts of services or activities	Outputs compared to resources used to produce them	Impact of a program or service, or service quality
Examples	Inspections completed	Inspections per employee per day	Percent of cases resolved by voluntary compliance

Performance Measurement



TYPES OF MEASURES

	Lagging (Desired Result)	Leading (Inputs)
Description	What we ultimately want to achieve at the end	Staff's efforts or activities to influence those results
Examples	Residents' overall feeling of safety	Percent proactive police officer time

Performance Measurement



FISCAL & RESOURCE MANAGEMENT

- Percent investment returns exceed market benchmark
- Percent public safety fleet availability



Performance Measurement



ECONOMIC VITALITY

- Number of new retail and entertainment businesses assisted by Goodyear Economic Development
- Percent of commercial/industrial construction plans approved on second review



Performance Measurement



SENSE OF COMMUNITY

- Percent of ideas pitched to media that successfully result in coverage
- Overall attendance/participation as a percentage of the established target (including ballpark, library, rec center, events, and programs)



Performance Measurement



QUALITY OF LIFE

- Percent of patients experiencing cardiac arrest that were treated, transported, and delivered to the hospital with a pulse
- Case clearance rates for both violent and property crimes



Performance Measurement



NEXT STEPS

- Staff to develop the dashboard and produce first report by the end of FY2023
- Ongoing refinement and enhancement
- Complete review in FY2026 or FY2027