



City Council Work Session
City Hall - Canyon Trails Room 1 & 2
1900 N. Civic Square
Goodyear, AZ 85395
Monday, April 7, 2025
5:00 PM

Mayor
Joe Pizzillo

Vice Mayor
Wally Campbell

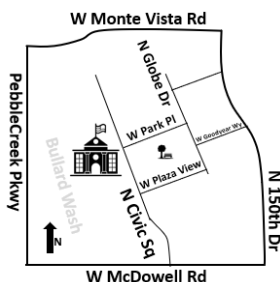
Councilmember
Brandon Hampton

Councilmember
Laura Kaino

Councilwoman
Vicki Gillis

Councilmember
Benita Beckles

Councilmember
Trey Terry



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. 2025-2441.

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: 1900 N. Civic Square, Goodyear, AZ 85395 (623) 882-7830
www.goodyearaz.gov/cityclerk
City Council Meeting Live Broadcast: <https://www.facebook.com/goodyearazgov/videos>

CALL TO ORDER**ROLL CALL****AGENDA ITEMS FOR DISCUSSION**

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

1. STRATEGIC PLAN TECHNOLOGY ASSESSMENT**Summary**

Council will receive an update on the strategic plan item to evaluate current technology uses/needs in all departments and identify emerging trends. (Lisa Faison, CIO; Mike Saldan, DCIO)

2. FY2025 STRATEGIC PLAN REMOTE WORK UPDATE**Summary**

Council will receive an update on remote work best practices and policies for seamless customer services. (Lyman Locket, Human Resources Director, Vicki Lackey, Human Resources Deputy Director)

3. FY2025 STRATEGIC PLAN RECRUITMENT PROCESS UPDATE**Summary**

Council will receive an update on efforts to streamline the city's recruitment process. (Sabrina Dezso, Senior Human Resources Business Partner)

ADJOURNMENT**POSTING VERIFICATION**

This agenda was posted on 4/30/2025 at 6:10 p.m. by VM.

ITEM #: 1.
DATE: 05/05/2025
AI #:2567



CITY COUNCIL ACTION REPORT

SUBJECT: STRATEGIC PLAN TECHNOLOGY ASSESSMENT

STAFF PRESENTER(S): Lisa Faison, CIO; Mike Saldan, DCIO

Summary

Council will receive an update on the strategic plan item to evaluate current technology uses/needs in all departments and identify emerging trends. (Lisa Faison, CIO; Mike Saldan, DCIO)

FISCAL IMPACT

No financial impact.

BACKGROUND AND PREVIOUS ACTIONS

This strategic plan action item emphasizes consistent evaluation and process improvement of the City's software applications and hardware during FY2025. The goal of this action item is to ensure we maximize our software capabilities to better serve staff and citizens while being fiscally responsible. Additionally, the action item ensures the City's technology keeps pace with the private sector, maintains a strong security posture, and minimizes our software footprint while integrating our systems. This allows us to streamline support and automate processes to increase data accuracy, and maintain network infrastructure consistent with emerging trends and growth. This will enable the City to promote faster innovation and be more efficient and effective with technology.

STAFF ANALYSIS

Annually, we perform 3 staff surveys to get feedback from all departments, including a general customer service satisfaction survey that includes staff members that submitted a ticket within the last 6 months. An IT organization staffing assessment was also conducted, which examines whether an IT department's organizational structure, staffing levels, and skill sets are appropriately aligned with business goals, service needs, and future strategy of the organization.

A hardware assessment (Attachment A) was conducted to gauge user satisfaction with current computing equipment. Participants provided feedback on overall computer performance, laptop battery life, and whether their devices were powerful enough for their needs. They also identified which component they would prioritize for an upgrade, shared their satisfaction with monitor sizes, and indicated whether they currently use multiple mobile devices such as iPads, reMarkables, or laptops. Finally, users were asked if they would be interested in a single device that could perform the functions of multiple devices. The feedback collected will

help inform future hardware upgrade strategies and potential device consolidation opportunities. A software assessment (Attachment B) was conducted to review applications used by each department, assessing overall organizational fit, IT health, and cost-effectiveness.

This strategic plan action item to evaluate current technology uses/needs in all departments and identify emerging trends allows the city to continue to improve services to be more efficient and effective. The attached presentation demonstrates the results of the assessment and recommendations.

Attachments

Attachment A - Hardware Survey Results

Attachment B - Software Assessment Results

Staff Presentation

Hardware Survey

65 Responses 02:17 Average time to complete Active Status

1. How satisfied are you with the overall performance of your current computer?

65
Responses



2. How satisfied are you with the battery life of your laptop?

65
Responses



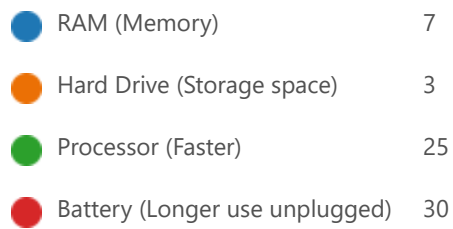
3. Do you feel your computer is powerful enough for your needs?



54
11



4. If you could upgrade your computer today, which component would you prioritize first?

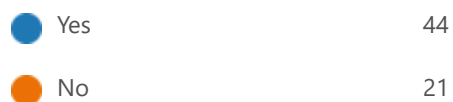


5. How satisfied are you with the size of your current monitors?

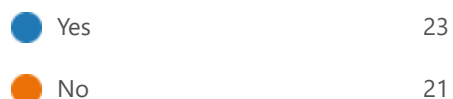
65
Responses



6. Do you currently use more than one mobile device (iPad, reMarkable, laptop) in your daily job function?



7. Would you be interested in a single device that can possibly achieve the same job?



Snapshot Grouping 2

Departments, Business Units Snapshot

Adjust the weighting of the evaluation criteria to match your values and risk profile. The Results worksheet is calculated automatically from the "Group 2 Alignment Matrix" and "Rationalization Inputs" worksheets. Each application evaluation score is averaged by evaluation category to estimate current support for your key business functions. The Results columns identify ranked performance for each business function to help identify where attention may be needed.

WARNING: You CANNOT sort, move cells, or insert/delete cells/columns/rows. Doing so will break the hidden calculation sheets and proper alignment of inputs and results.

Total				Category Weighting (must equal 100%)				Key	
Total Weighting (must equal 100%) =				100%	30%	40%	20%	10%	
Departments, Business Units	Criticality	Total Number of Apps	Number of Apps Not Managed by IT	Organizational Value and Fit	Technical Health	End-User Perspective	Total Cost of Ownership	Overall Score (5-point scale)	Grouped Score (5-point score quartiles)
City Clerk	Supporting	8	0	3.03	3.93	3.79	4.81	3.72	74%
City Managers Office	Supporting	10	2	3.12	4.18	3.17	4.86	3.73	75%
Development Services	High Value	17	1	3.31	4.23	3.80	4.82	3.93	79%
Digital Communications	High Value	12	5	3.14	3.91	3.68	4.91	3.74	75%
Economic Development	High Value	6	1	3.24	4.31	3.40	4.80	3.86	77%
Engineering	High Value	12	1	3.17	4.19	3.72	4.75	3.85	77%
Finance	Supporting	20	6	3.11	3.89	4.06	4.81	3.78	76%
Fire	Mission Critical	14	1	3.44	4.52	3.50	4.93	4.03	81%
Human Resources	Supporting	14	6	2.97	3.70	3.28	4.92	3.52	70%
Information Technology	Supporting	54	0	2.94	4.37	3.98	4.92	3.92	78%
Legal Services	Supporting	9	2	3.28	4.10	3.50	4.88	3.81	76%
Municipal Court	Mission Critical	3	0	2.88	4.13	3.67	5.00	3.75	75%
Parks & Recreation	High Value	12	2	3.24	4.04	3.60	4.90	3.80	76%
Police	Mission Critical	33	5	3.47	4.45	3.23	4.93	3.96	79%
Public Works	Mission Critical	17	3	3.25	3.93	3.44	4.92	3.73	75%
Water Services	Mission Critical	20	8	3.01	3.65	3.16	4.93	3.49	70%



Information Technology Technology Assessment – Strategic Plan

A close-up of a hand holding a silver and black pen, pointing at a digital financial chart. The chart displays various data points, including numbers like 18567, 18390, and 17755, along with green and red candlesticks and trend lines. The background is a blurred blue screen with more data.

Evaluate current technology uses/needs in all departments and identify emerging trends

Information Technology – Technology Assessment Trends Then and Now

2009
Business
Intelligence
Becomes
Top Priority

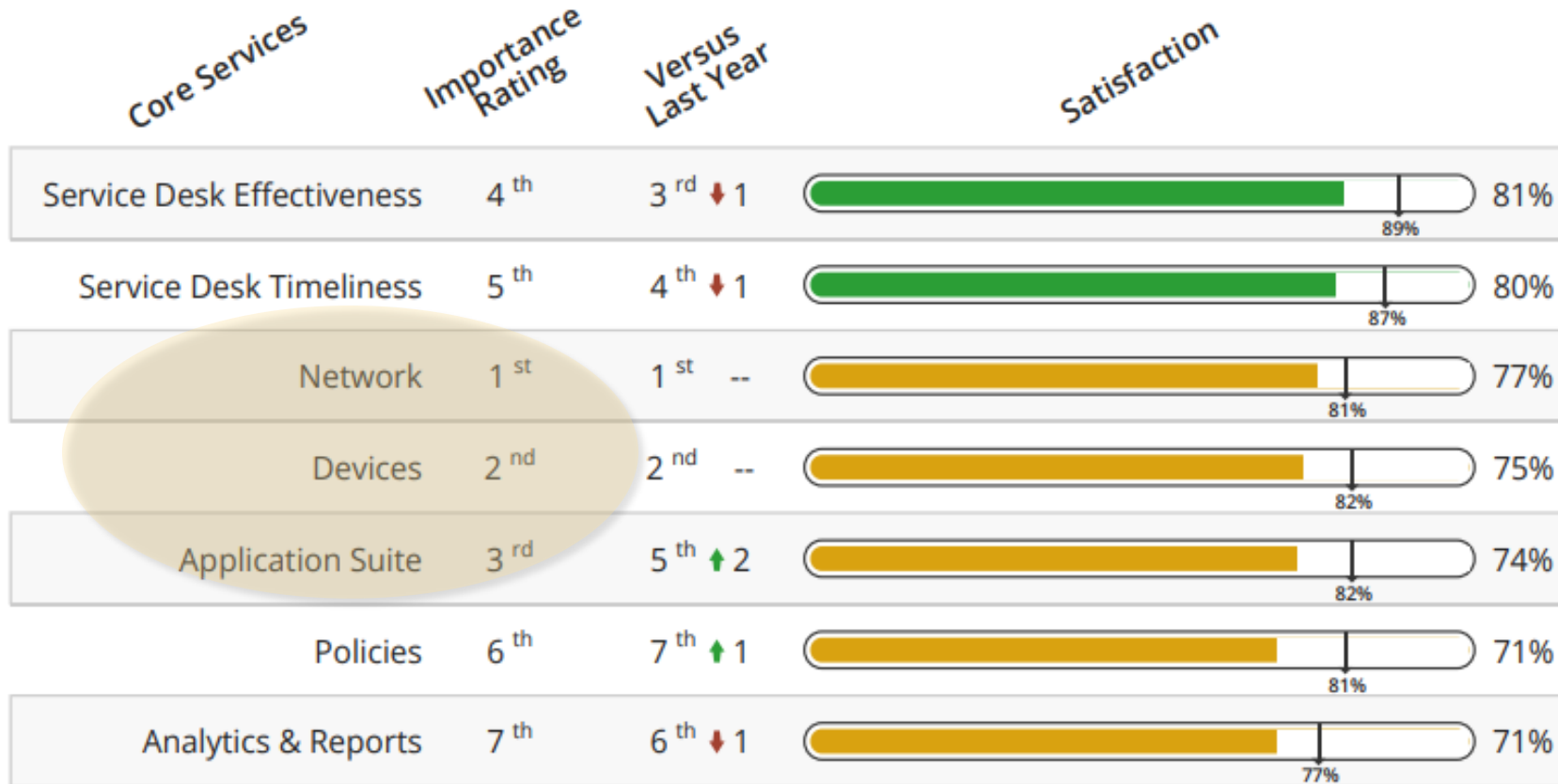
2012
Federal
Gov
promotes
“Big Data”
& Stem
programs

2020
Big data &
analytics hit
records
high – data
is more
accessible

Last 5 yrs.

- AI Programs
- Automation & coding
- Cloud based apps
- IT Security & Compliance

Survey of City Staff



- September 2024
- Sent to 640
- 109 responded (17%)
- Includes all levels



Information Technology

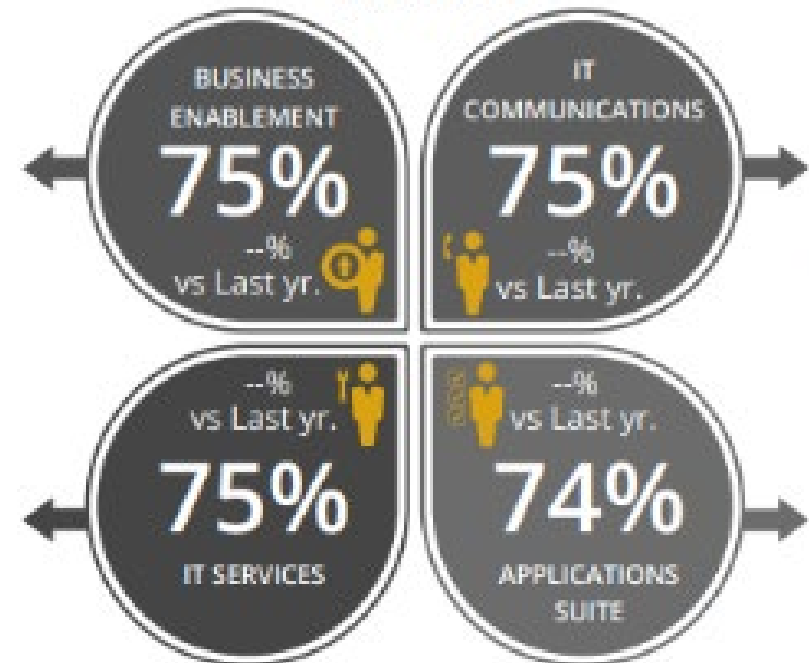
Technology Assessment

Three areas of focus to evaluate current tech needs/uses in all departments

1. Software Assessment
2. Hardware Analysis
3. City's Data Center Future

Baseline

Overall Satisfaction with IT



Different departments have varying demands from and reliance on IT. Overall satisfaction and satisfaction by department shows what areas of IT need to be addressed most.

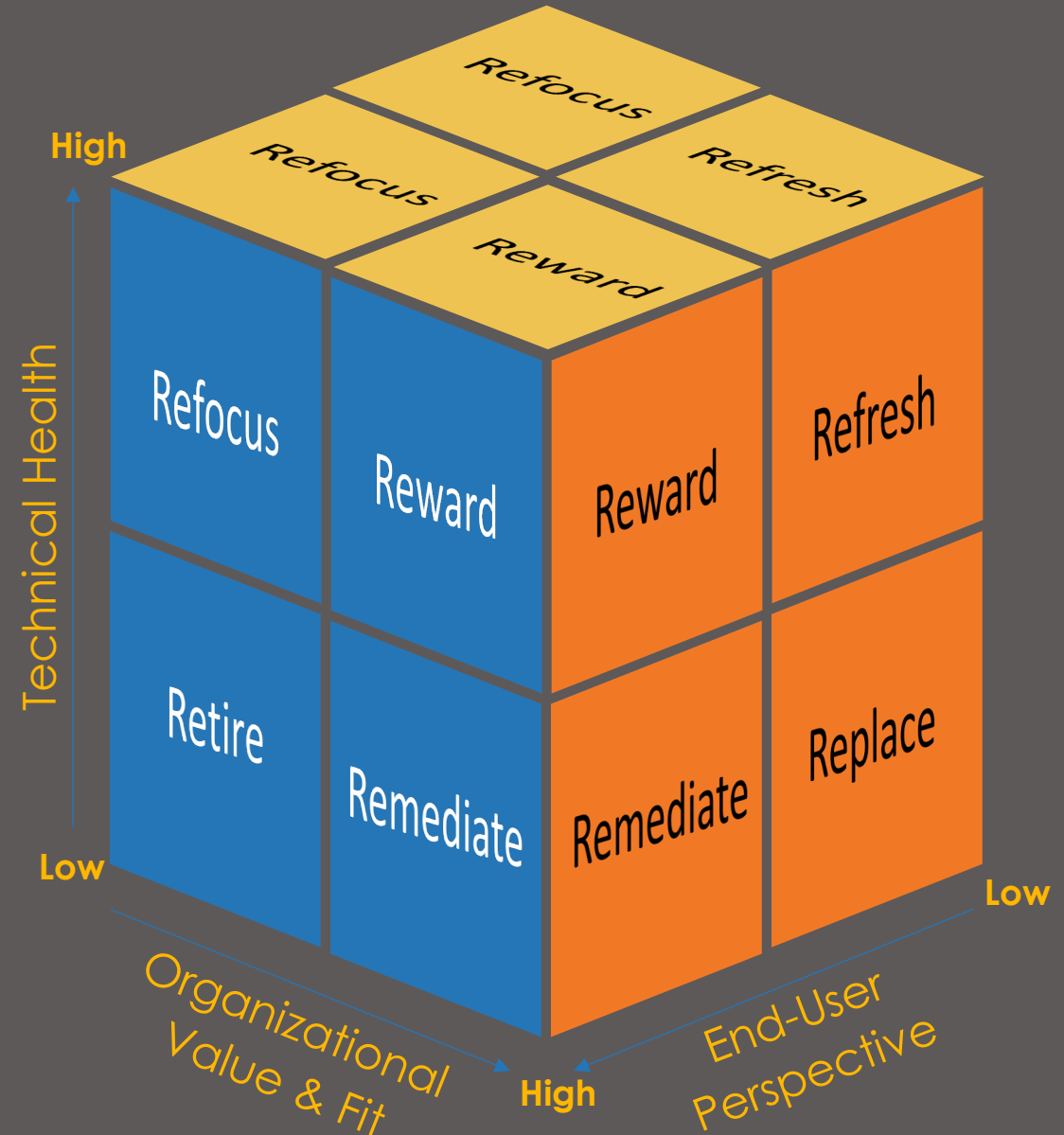


Software Assessment

Evaluated 167 applications

Four categories:

1. Organizational Fit
2. Technical Health
3. End-User Perspective
4. Total Cost of Ownership





Software Assessment Insights

- Increase integration & automation
- Incorporate AI where appropriate
- Classify Data
- Become a data driven city





Hardware Analysis

Current State

- Transitioned to bulk ordering
 - More accessible
 - Lower Cost Point
- Mobile device first (Laptops/iPads)
- Standardize – Better Support
- Life Cycle Technician



Hardware Assessment Insights

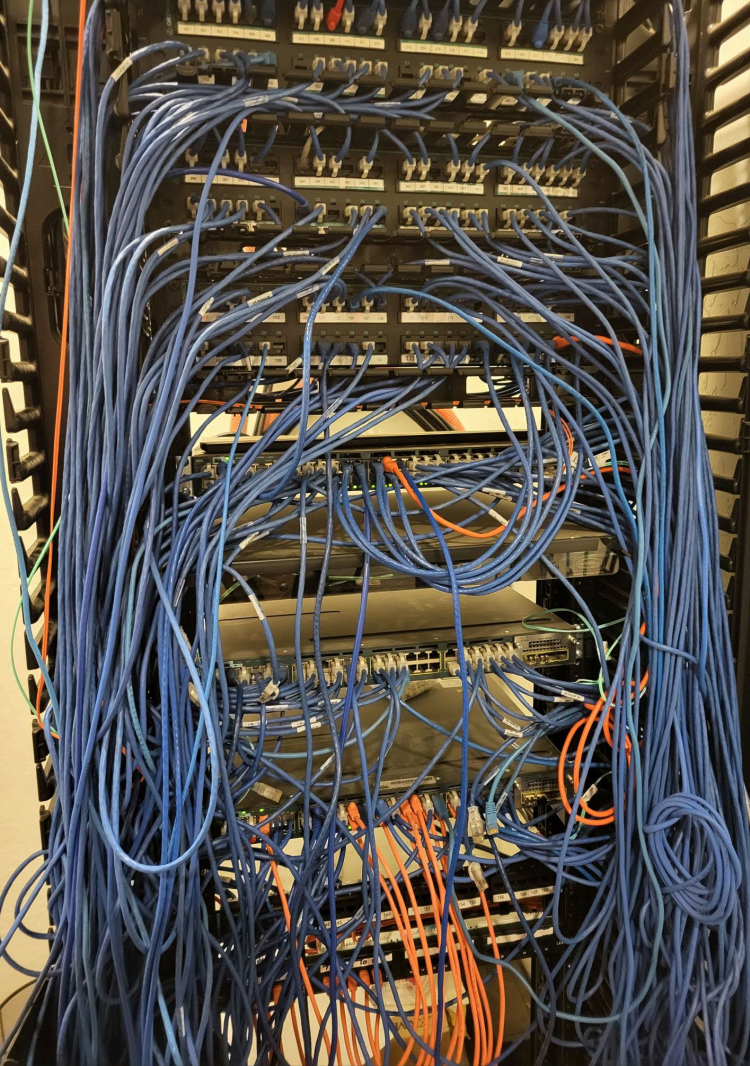
Top Staff Responses

- Overall happy with laptops
- Poor battery life
- Need multiple device
- Willing to consolidate
- Want enhanced performance

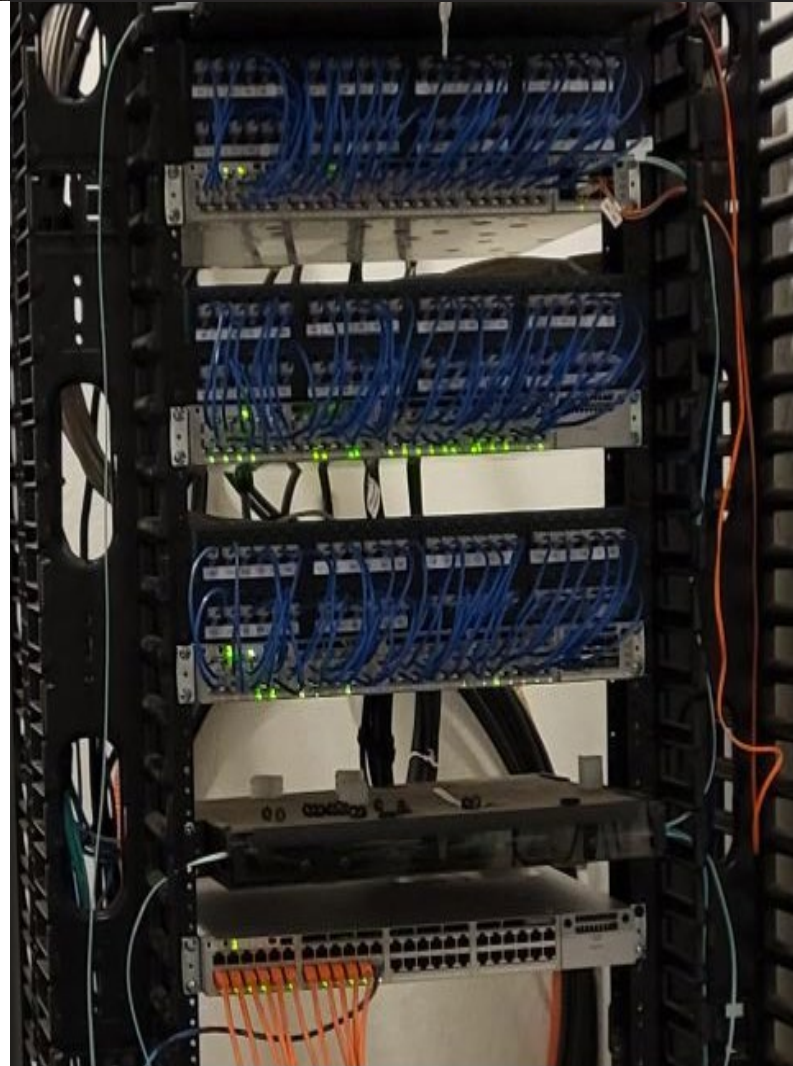
Hardware Survey

- Right hardware
- Supports business
- Fiscally responsible

BEFORE



AFTER



IT Data Center Assessment

- ✓ Hybrid
- ✓ Network & Storage
- ✓ Consolidated Tech
- ✓ Eliminate Unsupported & Outdated technology

IT Recommendations

Software Assessment

- **Maintain – 30%**
 - Prioritize upgrade, new features, enhancements
- **Refocus – 48%**
 - Retrain, refresh, fix root cause of low value
- **Consolidate/Retire – 22%**
 - Cancel any enhancements, feature requests, transfer users onto other systems
 - Reduce/eliminate duplicative software





IT Recommendations Cont. Hardware Assessment

- Switch laptops to a 3-year replacement
 - ☐ Address poor battery life & enhance performance with latest technology
- Identify a single mobile device (combines iPad & laptop)
 - ☐ Consolidate multi-device users
- Continue timely replacements
 - ☐ Reduction of tickets & calls by replacing timely



IT Recommendations Cont.



IT Data Center - Network

- **Continue Hybrid**
 - ❖ Balance between managing software in the cloud and on premise to mitigate space sprawl
- **Implement Redundancy**
 - ❖ Have more than one space with failover to maintain uptime for software
- **Standardize**
 - ❖ Ensure new physical hardware in the data center is standardized to maintain space & use existing
- **Disaster Recovery Site**
 - ❖ Mitigate catastrophic failure when a disaster hits the greater part of Goodyear



Information Technology

Technology Assessment – Strategic Plan

Questions?

Evaluate current technology uses/needs in all departments and identify emerging trends

ITEM #: 2.
DATE: 05/05/2025
AI #:2382



CITY COUNCIL ACTION REPORT

SUBJECT: FY2025 STRATEGIC PLAN REMOTE WORK UPDATE

STAFF PRESENTER(S): Lyman Locket, Human Resources Director, Vicki Lackey, Human Resources Deputy Director

Summary

Council will receive an update on remote work best practices and policies for seamless customer services. (Lyman Locket, Human Resources Director, Vicki Lackey, Human Resources Deputy Director)

FISCAL IMPACT

There is no fiscal impact.

BACKGROUND AND PREVIOUS ACTIONS

During the pandemic, Goodyear successfully implemented telework to ensure business continuity and employee safety. As we transitioned out of the pandemic, we adopted a hybrid work environment, allowing employees in eligible roles to telework up to two days per week. This hybrid model strikes a balance between flexibility for employees and the operational needs of the business.

STAFF ANALYSIS

The research and analysis conducted for this strategic plan action item offer valuable best practice recommendations that will strengthen our approach to telework. As we move forward, our hybrid work environment will be built on a foundation of increased accountability and clearly defined expectations, ensuring continued success. Telework remains a privilege designed to enhance flexibility while maintaining high standards of effectiveness, productivity, and efficiency. By fostering a culture of trust and performance, we are committed to creating a work environment that supports both organizational excellence and employee well-being.

Attachments

Staff Presentation



Strategic Plan Action Item

Remote Work



Strategic Plan Action Item



INNOVATIVE & HIGH PERFORMING ORGANIZATION



ACTION ITEM	DESCRIPTION	RESPONSIBILITY	TIMEFRAME
Remote Work Flex Schedule	Evaluate and implement best practices for remote work policies for seamless customer service	HR	FY25

INNOVATIVE & HIGH PERFORMING ORGANIZATION

The city of Goodyear strives to be a preferred employer by fostering an inclusive culture and a safe working environment that attracts and retains a highly performing and engaged workforce. The city is committed to providing outstanding service to the community at an exceptional value.

01 GUIDING PRINCIPLE Prioritize the well-being and safety of every team member by fostering a culture that promotes holistic well-being and creates a respectful and supportive environment for all to thrive.

02 GUIDING PRINCIPLE Foster a culture of recognition that actively acknowledges and celebrates hard work, dedication and achievements while creating an environment where every individual is valued, respected and recognized for their unique contributions and perspectives.

03 GUIDING PRINCIPLE Create and maintain a culture of ownership by empowering employees to make decisions. Ensure employees have the necessary resources to perform their roles and provide excellent customer service efficiently and effectively.

04 GUIDING PRINCIPLE Foster opportunities and programs that support professional development and employee engagement for continuous learning and growth.

05 GUIDING PRINCIPLE Implement initiatives that enhance communication, cross-departmental collaboration and transparency for city employees.

06 GUIDING PRINCIPLE Establish clear expectations for all employees and volunteers of the city.

13

Presentation Overview

- Provide historical context for telework
- Share best practices
- Align best practices with service delivery and employee engagement

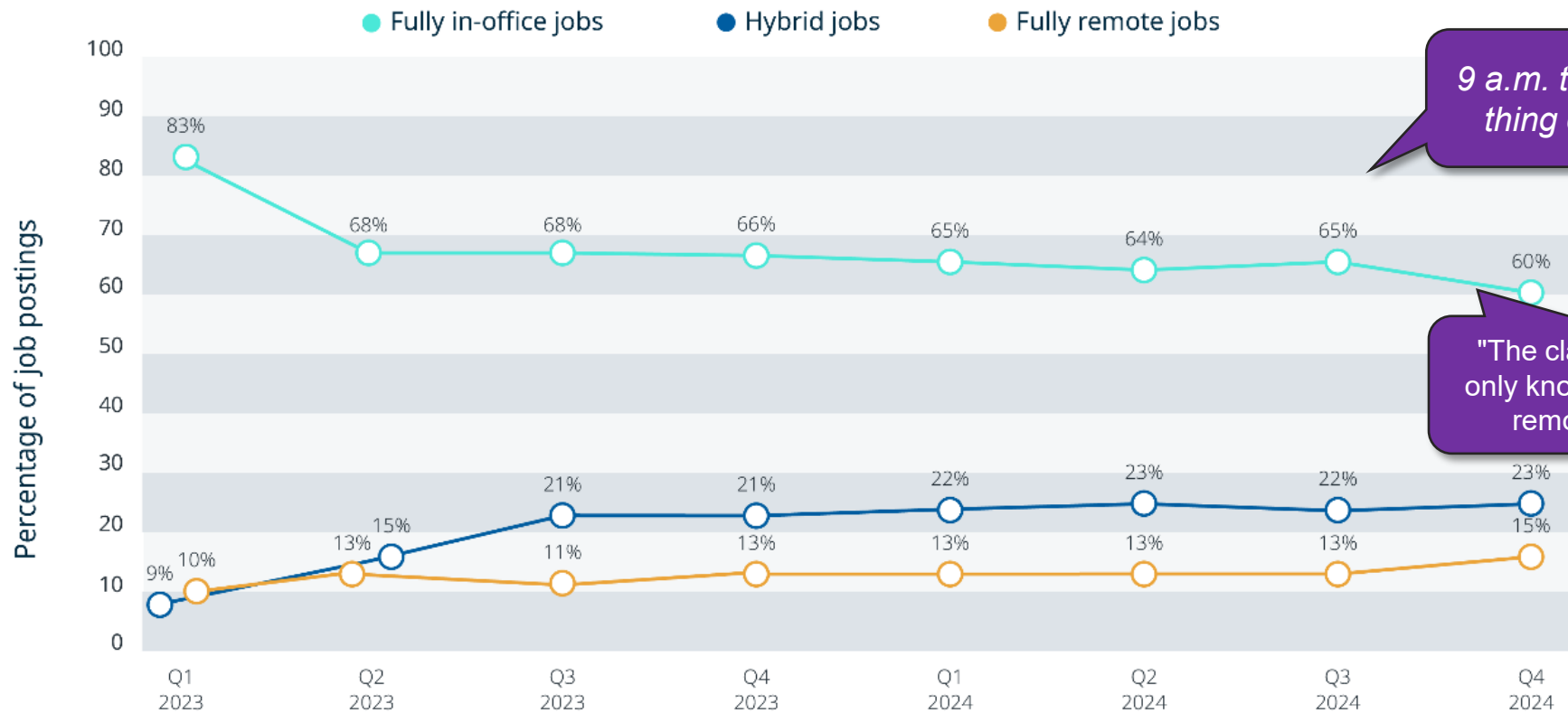


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U.S. Workplace State of Remote/Telework

Remote and Hybrid Jobs Over Time



Hybrid models are likely to remain dominant

Loss of telework would negatively impact retention

9 a.m. to 5 p.m. is a thing of the past

"The class of 2025 only knows hybrid or remote work"

Source: Robert Half analysis of over 6 million new U.S. job positions provided by TalentNeuron
2025 Robert Half Inc. An EOE M/F/D/V

rh Robert Half
Talent Solutions



Goodyear Telework History

History	2001 Guideline Creation	2020 COVID	2021 Return to the Office	2025 Best Practices
# Teleworkers	0	Approx. 37%	Approx 15%	Approx 22%

Why it matters

Employees in a Hybrid work environment are 33% less likely to quit their jobs



Recruitment & Retention



Continuity of Operations



Employee Wellbeing & Engagement



Office Space Management & Environmental Sustainability



Productivity Enhancement

Why it matters

Telework allows
us to exercise
our capabilities
to ensure that
essential
functions
continue



Recruitment &
Retention



Continuity of
Operations



Employee
Wellbeing &
Engagement



Office Space
Management
&
Environmental
Sustainability



Productivity
Enhancement

Why it matters

More than four
in 10 in the U.S.
telework at
least some of
the time



Recruitment &
Retention



Continuity of
Operations



Employee
Wellbeing &
Engagement



Office Space
Management
&
Environmental
Sustainability



Productivity
Enhancement

Why it matters

Hybrid work environments are a tool to address space management challenges



Why it matters

Gallup research shows that employees working in a hybrid environments are more engaged



Recruitment & Retention



Continuity of Operations



Employee Wellbeing & Engagement



Office Space Management & Environmental Sustainability



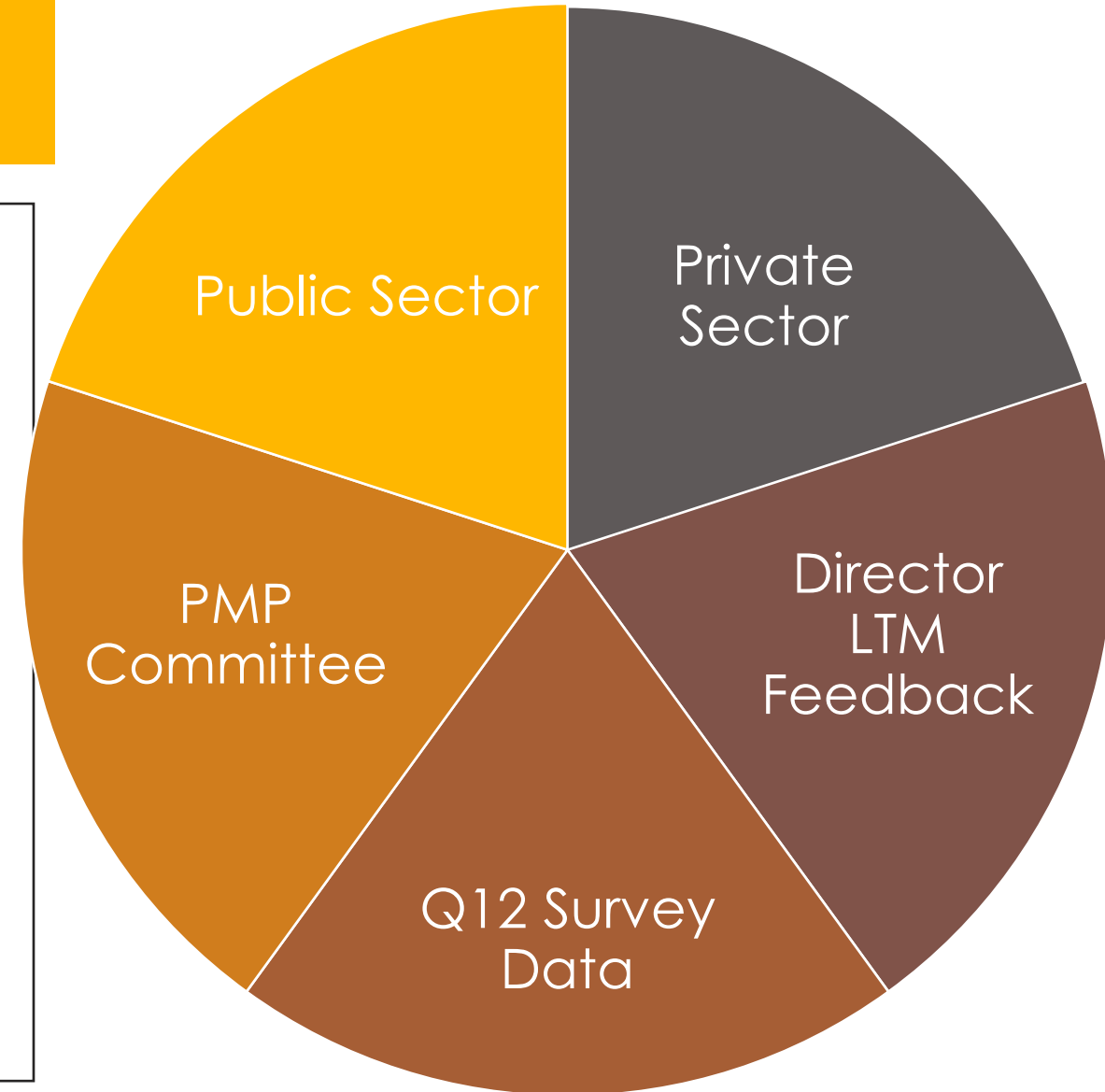
Productivity Enhancement



Best Practice Research

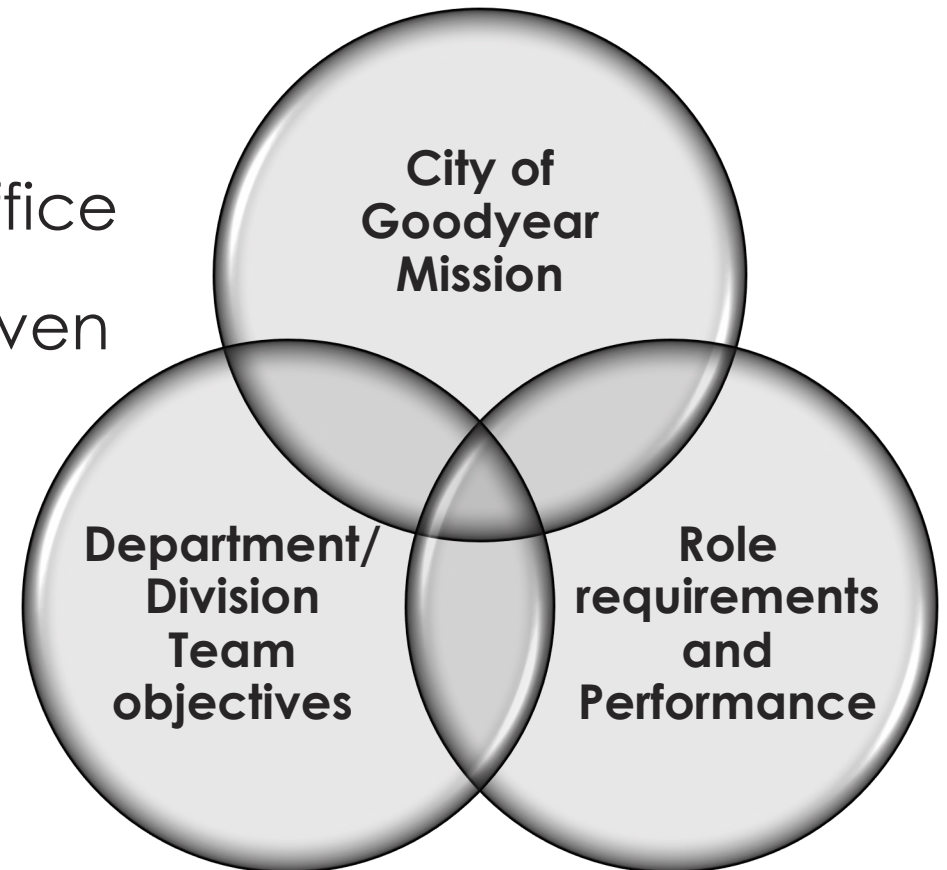
Methods

- Director feedback Sessions/ Survey
- Q12 Survey
- Benefits Consultant/Broker
- Benchmark City Data
- Employee Insights from PMP



Current State

- Hybrid – Minimum 3 days per week in office
- Position and individual performance driven
- Coverage requirements
- Leverage technology



Best Practices

Customer Service Expectations

- Timely responses regardless of location
- Visible coverage

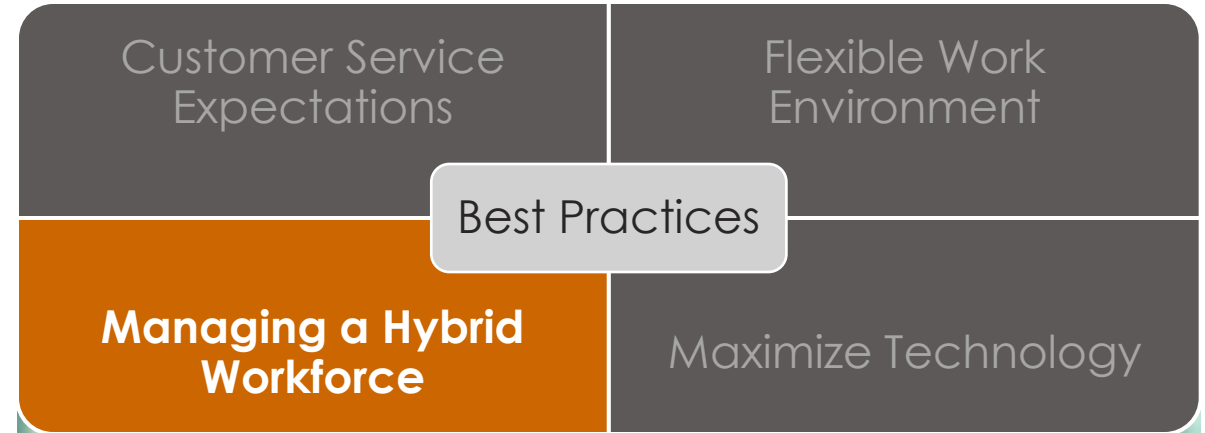




Best Practices

Managing a Hybrid Workforce

- Review/renew agreement annually
- Clearly defined expectations of:
 - Supervisor
 - Employee
- Director autonomy
- Monitor results

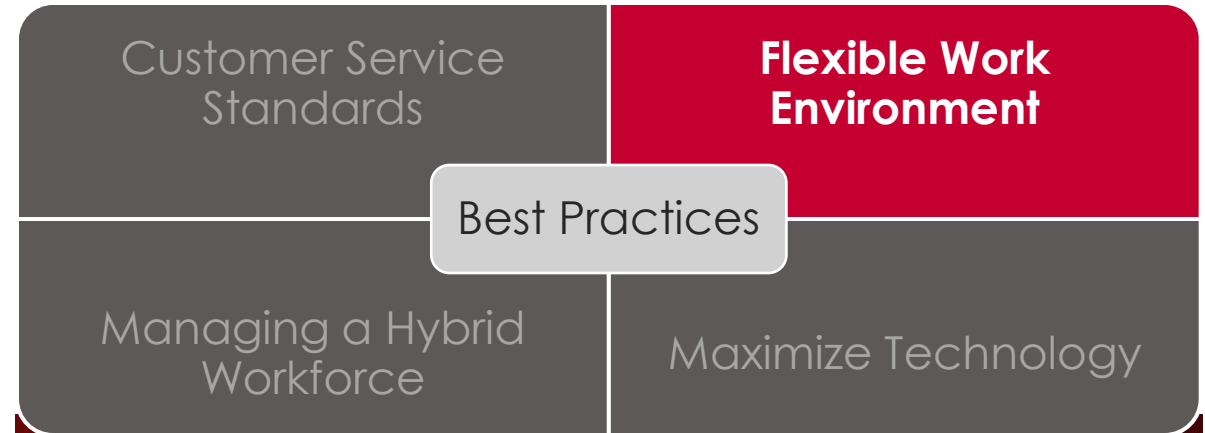




Best Practices

Flexible Work Environment

- Customer Centric Philosophy
- Optimum Balance – No More than Two Days
- “Office” Coverage



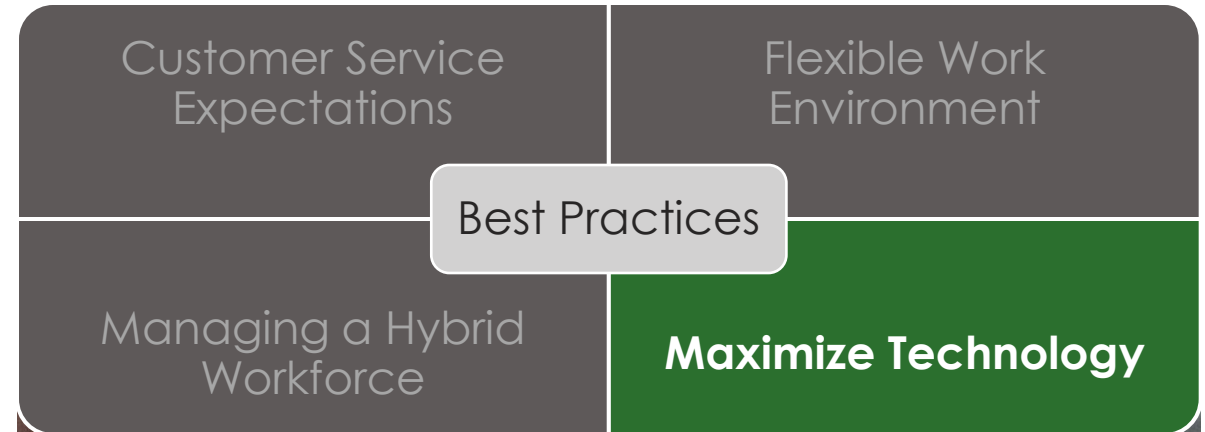
**Best
Practices**



Best Practices

Maximize Technology

- MS Teams
 - Chat
 - Virtual meetings
 - Phone
- Utilize Status Notifications
- Email



Next Steps

- Update guideline to include best practices
- Publish Customer Service Expectations
- Citywide education
- Shared responsibility for success



ITEM #: 3.
DATE: 05/05/2025
AI #:2381



CITY COUNCIL ACTION REPORT

SUBJECT: FY2025 STRATEGIC PLAN RECRUITMENT PROCESS UPDATE

STAFF PRESENTER(S): Sabrina Dezso, Senior Human Resources Business Partner

Summary

Council will receive an update on efforts to streamline the city's recruitment process. (Sabrina Dezso, Senior Human Resources Business Partner)

FISCAL IMPACT

There is no fiscal impact.

BACKGROUND AND PREVIOUS ACTIONS

To strengthen our competitiveness in today's job market, Human Resources has focused on continuous improvement initiatives aimed at enhancing the candidate experience and streamlining the recruitment process. These efforts have successfully integrated our culture into the selection process while refining workflows to eliminate inefficiencies and gaps. Over the past three years, the recruitment team has consistently hired an average of 338 employees per year. As we continue to grow and face increasing demand for skilled talent and technical expertise, ongoing improvement efforts will be essential to expanding our capacity and maintaining a high standard of recruitment excellence.

STAFF ANALYSIS

The research and analysis conducted for this strategic plan action item provide valuable best practice recommendations to enhance our recruitment strategy. Moving forward, our approach will be built on a foundation of transparency, accountability, and clearly defined hiring expectations to ensure continued success. Recruitment is a critical function that fuels organizational growth, and we are committed to attracting top talent while maintaining high standards of efficiency, effectiveness, and inclusivity. By fostering a culture of engagement and innovation, we will create a hiring experience that strengthens our workforce and drives long-term organizational excellence.

Attachments

Recruitment Process Presentation



Strategic Plan Action Item Recruitment Process



Strategic Plan Action Item



INNOVATIVE & HIGH PERFORMING ORGANIZATION



ACTION ITEM	DESCRIPTION	RESPONSIBILITY	TIMEFRAME
Recruitment Process	Evaluate and implement best practices for streamlining the hiring process	HR	FY25



INNOVATIVE & HIGH PERFORMING ORGANIZATION



The city of Goodyear strives to be a preferred employer by fostering an inclusive culture and a safe working environment that attracts and retains a highly performing and engaged workforce. The city is committed to providing outstanding service to the community at an exceptional value.

01

GUIDING PRINCIPLE

Prioritize the well-being and safety of every team member by fostering a culture that promotes holistic well-being and creates a respectful and supportive environment for all to thrive.

02

GUIDING PRINCIPLE

Foster a culture of recognition that actively acknowledges and celebrates hard work, dedication and achievements while creating an environment where every individual is valued, respected and recognized for their unique contributions and perspectives.

03

GUIDING PRINCIPLE

Create and maintain a culture of ownership by empowering employees to make decisions. Ensure employees have the necessary resources to perform their roles and provide excellent customer service efficiently and effectively.

04

GUIDING PRINCIPLE

Foster opportunities and programs that support professional development and employee engagement for continuous learning and growth.

05

GUIDING PRINCIPLE

Implement initiatives that enhance communication, cross-departmental collaboration and transparency for city employees.

06

GUIDING PRINCIPLE

Establish clear expectations for all employees and volunteers of the city.

13

Presentation Overview

- Evaluation of Process
- Best Practices
- Streamlined Process Implementations





Lean/Continuous Improvement Process Evaluation

Rapid Improvement Events

- Mapped the Process
- Voice of the Customer
- Gathered Baseline Data
- Identified Streamlining Opportunities

Recruitment Process Evaluation

Time-to-Fill

Non-Sworn

Baseline
69 Days

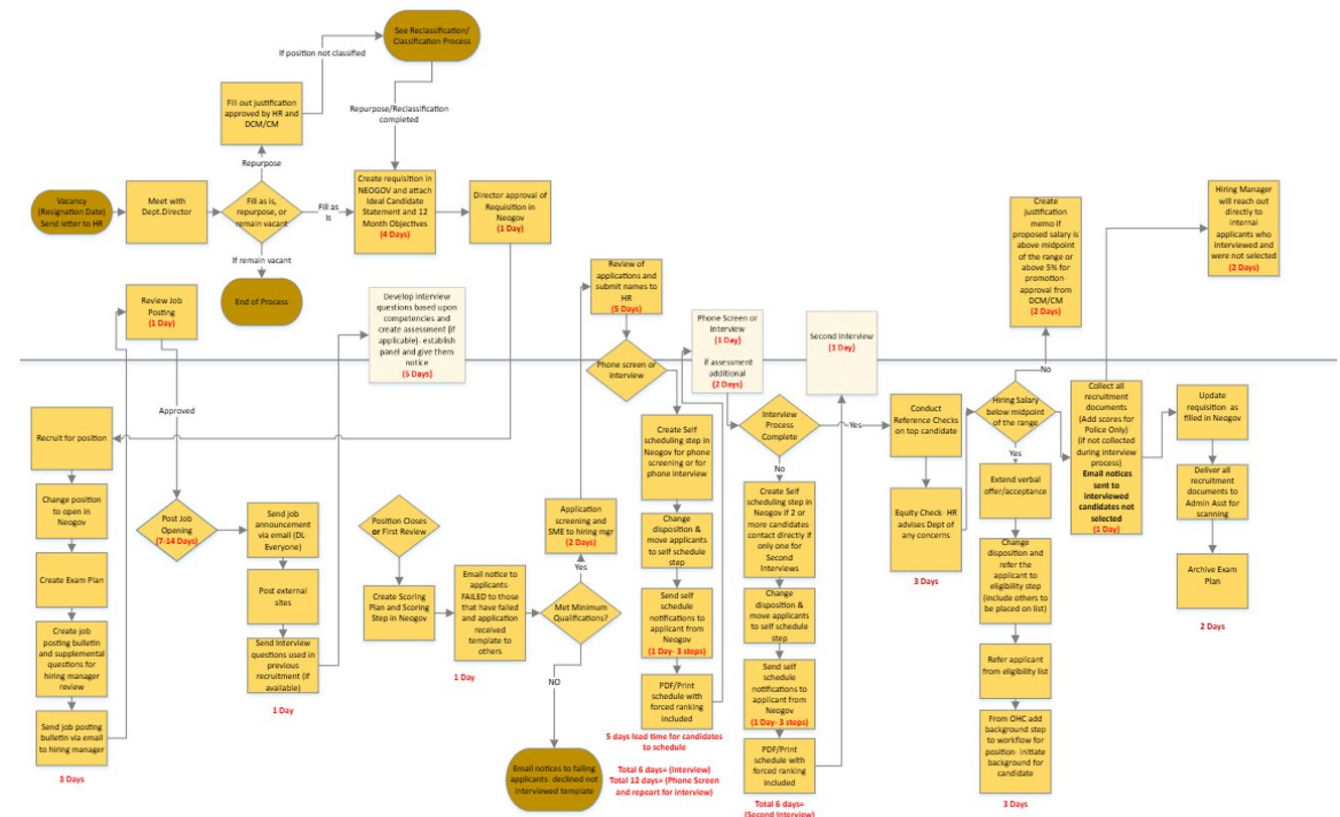
New Target:
46 days



Work Session

May 5, 2025

Recruitment Flow Chart





Recruitment Process Evaluation

Time-to-Fill Benchmark 1st Quarter



- Actual Results

Quarter	Actual Non-Sworn Time-to-Fill	Target
Q1	55	46 Days
Q2	56	
Q3	37	
Average	49	



Recruitment Process Evaluation

Time-to-Fill – Public Safety

Benchmark Data

Quarter	Public Safety Time-to-Fill
Q1	125
Q2	146
Q3	104
Avg.	125





Process Evaluation

Time-to-Fill

Police
51 days

**Non-Continuous
Job Posting**

i-Swift

Update Metrics/Success Measurements

- PD and Fire Rapid Improvement Event
- Establish new Time-to-Fill Metric

Fire
61 days

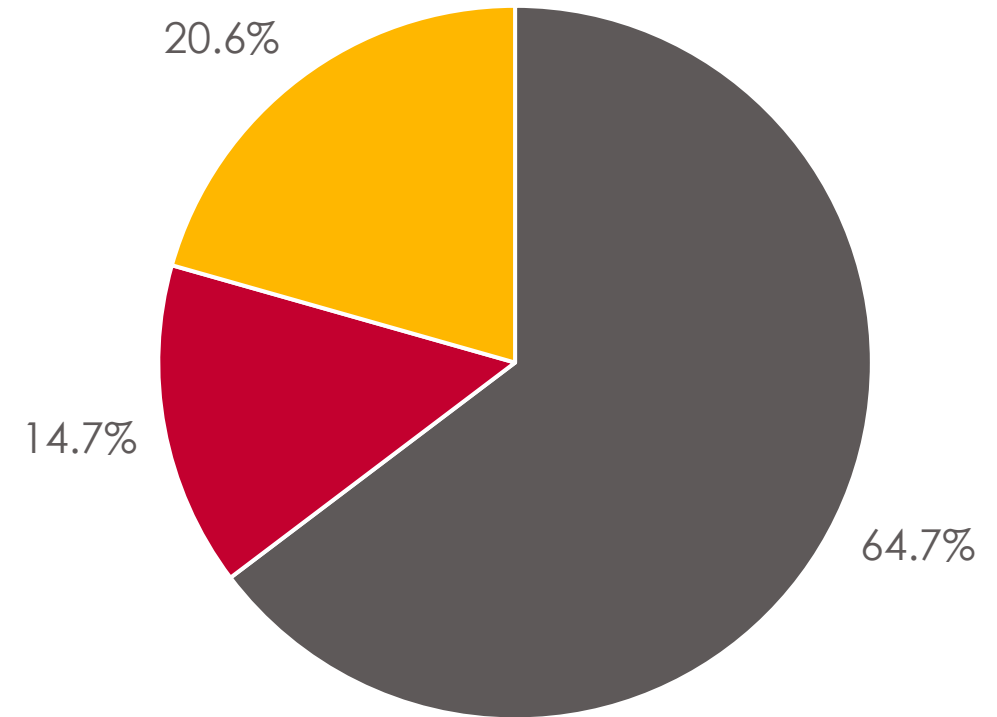
**Reduced Job
Posting**

**Public Safety
Answers**



Process Evaluation

Was the timeframe to fill for your recruitment met?





Recruitment Best Practices

- Process Efficiency
- Candidate Experience



Visual Management

- Performance Tracking
- Workflow Disruptions
- Team Alignment

New Employee	Dept	Hire Date	PAF to Payroll	Entered in Mavis	QAQC	Welcome Mail Sent	Benefits Rollout	Employment Due	Outpost Post	Medical Exam
Sarah Watson (Intern)	PW	4.13	4.14							
Jose Padilla	PTC	4.14	4.4	4.13						
Bridget Harris	PD	4.14	3.31	4.13	4.13	4.14				
Joseph Lopez II	PD	4.14	4.9	4.13	4.13	4.14				
Niah Knight	PD	6.2	3.24	4.13	4.13	4.14				
Logan Adams	PD	4.7	3.20	4.7	4.7	4.7	5.5			
Raymond Cruz	PW	3.31	3.20	4.2	4.2	4.7	5.1	4.14	4.14	
Merissa Leon	ENG.	4.28	4.14							
Jesse Delafonte	CRT	4.7	3.12	3.18	3.21	3.26	5.7			

DEVELOP

MAXIMUM CONTRIBUTION



Best Practices

Candidate Experience



Transparency

Timeliness

Communication

Streamline Implementation

- Automation Opportunities
- Enhanced candidate experience
- Candidate Sourcing





Automation Opportunities

- System utilization
- Pre-screening
- Analytics & Reporting



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Enhanced Candidate Experience

- Improved Communication Touchpoints
- Leveraging Technology
- Feedback



Candidate Sourcing

- Skillbridge Partner
- Grow Our Own
- Volunteer Program
- Agua Fria Southwest Academy's



Agua Fria
Southwest
Academy's

Grow Our
Own

Volunteer
Program

Skillbridge
Partner



Coming Soon

Recruitment Opportunities

- ✓ Expansion of Agua Fria Southwest Academy
Intern Program – August/2025
- ✓ EMCC Intern Program Development- Current
- ✓ Explore Advanced Communication Opportunities
with Candidates – Oct/2025
- ✓ NEOGOV Integration with Munis – TBD

