



CITY COUNCIL AGENDA

**PUBLIC SAFETY FACILITY
1825 N 107TH AVENUE ♦ AVONDALE, AZ 85392**

**CITY COUNCIL VISIONING & GOAL SETTING RETREAT
January 31, 2009
7:30 A.M.**

- 1. BREAKFAST - 7:30 a.m.**
- 2. ROLL CALL BY THE CITY CLERK – 8:00 a.m.**
- 3. VISIONING DISCUSSION**
- 4. GOAL SETTING DISCUSSION**
- 5. ADJOURNMENT**

Respectfully submitted,

A handwritten signature in cursive script that reads "Carmen Martinez".

Carmen Martinez, CMC
City Clerk

Individuals with special accessibility needs, including sight or hearing impaired, large print or interpreter, should contact the City Clerk at 623-333-1200 or TDD 623-333-0010 at least 48 hours prior to the Council Meeting

Minutes of the City Council Goal Setting Retreat held December 6, 2008 at 7:30 a.m. in the Public Safety Facility

MEMBERS PRESENT

Mayor Lopez-Rogers and Council Members

Ken Weise, Vice Mayor
Jim Buster
Frank Scott
Stephanie Karlin
Jim McDonald
Chuck Wolf

ALSO PRESENT

Charlie McClendon, City Manager
Andrew McGuire, City Attorney
Kevin Artz, Finance and Budget Director
Carmen Martinez, City Clerk

Mayor Lopez-Rogers called the meeting to order.

2) ROLL CALL BY THE CITY CLERK

3) UPDATE ON FY 08-09 GOALS AND RESIDENT FEEDBACK

Charlie McClendon, City Manager, outlined the progress made by staff to accomplish the FY 08-09 goals of the City Council.

- Community and Economic Development - Council's goal was to develop specific target markets and strategic methods for reaching those markets. Staff attended a solar conference and made contacts with companies regarding relocating to Avondale. Many ads have been placed in publications. A shop locally campaign was started called Keep Your Green in Avondale. A video was produced as part of an attempt to address the problem with vacant houses.
- School Districts - Mr. McClendon stated he has had ongoing meetings with the Littleton School District and he will meet with other school district officials in the near future.
- City Center Specific Plan - The City Center Specific Plan has been completed and adopted.
- Old Town Revitalization Plan - The Old Town Revitalization Plan is essentially complete.
- South Avondale Plan Amendment - Staff is working on the amendment and Council has been updated periodically. This will be a priority heading into 2009.
- Dedicated Resources for the City Center Area - John Ruggieri, Business Development Specialist, has been contracted to promote the area. Staff is also working with property owners. An RFQ for design of the streets and infrastructure layout has been posted.

- Development Focus and Direct Resources to Avondale Blvd., 99th Avenue, McDowell Road, and Old Town - These areas are the focus many of the City's projects. The Hyatt Hotels will be developed at 103rd Avenue and McDowell and Cambria Suites is still planning to move in. Construction will start on Phoenix Children's Hospital in the upcoming months. Staff hosted a Developer and Broker Forum to introduce the Old Town area.
- Community Involvement - The GAIN event was held in conjunction with Resident Appreciation Night and the grand opening of the library. Staff established the GAIN kit and the Block Party Cooler, and Staff has worked with the HOAs.
- Board and Commission Opportunities - Staff continues to market Board and Commission opportunities. A Meet and Greet with potential candidates will be held next week and new appointments will be brought before Council right after the first of the year.
- Continue to Respond and Be Accessible to Citizen Issues - A Weed and Seed committee was formed to pursue grants to improve neighborhoods.
- Foreclosures - Staff continues to work on the foreclosure issue with the Southwest Valley Mayor Foreclosure Forum.
- Staff is looking for ways to reduce revenue from other sources. Field Operations actively markets to receive recyclables from businesses. Avondale's Green Friday program has resulted in savings and is of benefit to the employees.
- Staff has been trained to be the eyes and ears of the City and all City vehicles have a writing pad in them so staff can note issues that need to be addressed when they are out and about.
- Code Enforcement – Code Enforcement has done a great job with the weed removal program.
- Old Town Library – The library has opened and the community is enjoying it. Crowds have been greater than expected.
- Staff is working with the Friends of the West Valley Recreation Corridor, El Rio, and Tres Rios on the Agua Fria Recreation Corridor, but funding is a big problem right now. There are a couple of grants to make trails on the levees and there is an agreement with Maricopa County Flood Control District for cost sharing on the necessary rails.
- Public Arts Program – Two pieces of art have been installed, the Elephant Walk and Family at Play. An art piece has also been approved for Sernas Plaza. An ordinance requiring a contribution to the arts program by private development has been adopted.
- Public Safety – Council's objective was to reduce crime by three percent. For the period October 2007 to October 2008, there was a four percent reduction in crime. Mr.

McClendon noted that this statistic is likely to go up because crime tends to increase during hard economic times. Photo radar and red light cameras are in use and staff is analyzing the data. Use of license plate reader cameras has resulted in the identification of stolen vehicles. Police reports are now online, which is more convenient for insurance companies and individuals, and helps lower the volume of people coming in to the records division.

The goal for the fire department was to reduce response time. Station 174 will play an important role in meeting this goal.

Staff is working on ways to maintain the minimum staffing levels in Public Safety. There are currently seven police officer vacancies. There is one vacancy in Fire.

- Environment – Staff has instituted the Green Friday program, and environmental features are being built into new facilities, and switching light bulbs and changing thermostat settings. The City is in compliance with all of the requirements for the storm water permits as far as dust control.
- Staff Retention – Since most employee recognition events had to be eliminated, a subcommittee was tasked with creating small events to hold throughout the year at little or no cost in order to recognize employees. Individual career counseling is being held through the Human Resources Department, and a program has been implemented to help employees near or at retirement to help them understand their options. Turnover has been reduced by 10 percent this year, partially due to the economic downturn. New software has been installed to help the finance department save a lot of time and money.
- Alternative Modes of Transportation – The Transit Coordinator is working to establish van pools in the community. Staff is considering selling monthly or weekly bus passes at City Hall. Several neighborhoods have applied for speed humps.

Mr. McClendon summarized that Staff has worked hard and has managed to accomplish many of the goals despite the economic downturn. He voiced appreciation for the employees of the City.

Mayor Lopez Rogers invited questions and comments.

Council Member Karlin expressed appreciation for combining the GAIN event and Resident Appreciation Night.

Vice Mayor Weise stated that the weed mitigation program is one of the main accomplishments of the Neighborhood Services Department this year, and would like to see that program continue, but there needs to be a next step after putting a lien on the properties. Mr. McClendon noted that Staff is working on new strategies for dealing with banks owning these properties.

Council Member Wolf stated he feels investment needs to continue on the City Center and Old Town area. He believes Old Town may have more opportunity for economic development than even the City Center because the properties and area are smaller.

Council Member McDonald stated he understands that Fire Station 174 will help the north end of Avondale as far as response times. He asked what is the current response time of the Fire Department. Chief Paul Adams replied that on a citywide basis, the response time is probably less than 70 percent, but the majority of that is occurring in the northwest area. It is not uncommon to have eight minute response times in that area simply because if the Goodyear Station is out, there is no backup. He indicated that the national standard response time is six minutes and everybody strives to reach that.

Mayor Lopez Rogers stated that City Employees have been very understanding of the issues and they continue to meet City's standards of customer.

Charlie McClendon, City Manager, stated that surveys were made available for Resident Appreciation Night at the libraries and City Hall during the month of October. Resident feedback revealed the library received good reviews and the residents are positive. Resident priorities are police services, job growth, and parks.

Vice Mayor Weise asked if the expansion of parks regarded expansion of facilities. Mr. McClendon stated the expansion of parks includes facilities and amenities.

4) **FINANCIAL STATUS REPORT**

Kevin Artz, Finance and Budget Director, gave an overview of the City's economic situation highlighting the trends in revenue and expenditures as well as how those compare to projections.

Vice Mayor Weise noted that Glendale is in much better position because their tax base is diversified and proposed that the Avondale should look at expanding its tax base in the future.

Charlie McClendon, City Manager, stated the budget for next year will be approximately \$6 million less than last year. So far Staff has reduced the shortfall by approximately \$3 million. Because there were some offsetting increases built into the budget, reductions will need to be more than \$1.5 million. The budget deficit is predicted to be about \$3 million for the upcoming year with reductions and avoiding additions to the budget. He noted that it is important to get the baseline expenditures down to where the revenues are. Failure to do that draws down fund balance.

5) **BUDGET REDUCTION PLAN**

Mr. McClendon stated that every department was asked to put forward ideas for reductions in their areas and his plan for budget reductions is based on those suggestions. He noted it is impossible to keep providing services at the same level with fewer people and fewer dollars in the line items, and some departments provide services to each other within the City, such as IT, Human Resource, and Finance.

The keystones of the budget reduction plan are:

- Contracting out for services in areas where the same level of service can be provided at a reduced cost.
- Eliminating 47 positions, of which 20 are currently filled.
- Suspending Special Events for a year. The Special Event coordinator position is vacant and can be left vacant; overtime cost for police and fire will be reduced. When the economy turns, the City can be more strategic when decided which events to bring back.
- Northwest Public Safety Facility – Mr. McClendon proposed to move forward with design and construction of the facility. Upon completion, the Police Department and EMCC will proceed to staff their facility but opening of the fire portion of the project will be delayed for one year.
- Neighborhood Traffic Management Program – Mr. McClendon recommended honoring the requests for speed humps that have been submitted, but then suspending the program on hold for a while. The cost is \$200,000 a year from the General Fund, as well as some personnel costs. The speed radar vans can help address speeding in neighborhoods.
- Participation in the State Centennial Fund to Restore the State Capital – The State is asking for \$5,000.00 from each city. Half of the cities Staff talked to have said they are not going to participate. Avondale will have to make a decision on whether to participate at some point.
- Cashion Community Center – Mr. McClendon proposed to convert the center into a police substation to be occupied with existing staff. It will provide a strong statement that the City is serious about addressing crime in that neighborhood. The seniors currently attending the center can be transported to the Avondale Community Center to participate in programs there.
- Contributions Assistance Program – Eliminating this program will save \$85,000.
- Youth Non-Profit Sports Voucher Program – Staff recommends reducing the amount of funding for the program to the actual need.

Mr. McClendon summarized, stating all of the keystones of the budget reduction plan through avoiding costs, delaying, and reductions, is approximately three million dollars in the 09/10 budget, in the General and Street Funds combined.

Mayor Lopez Rogers remarked that Mr. McClendon has presented difficult considerations for the Council; however, the Council must remember they are the stewards of the peoples' money.

Council Member Wolf asked if all Special Events would be eliminated. Mr. McClendon replied that the Concert Series has a sponsor. Veterans Day, Memorial Day and other such events will be continued. Resident Appreciation Night can still be held in some form. One idea is moving Billy Moore Days to the spring of 2010.

Council Member Wolf expressed support for Mr. McClendon's recommendations, but indicated the City could contribute the \$5,000 for the State Centennial Fund. He added he would be in

favor of reducing, and not eliminated the contributions assistance program. He indicated that reductions in force are necessary and suggested that remaining employees should be given the cost of living adjustment.

Council Member Buster thanked Charlie McClendon for his work on the budget. He stated that all policy considerations for budget reduction need to be considered to some degree. The Contributions Assistance Program is important during hard times; however, if other areas will be cut, this program needs to be cut as well.

Council Member Karlin asked for the actual savings that would be realized through the policy considerations. Mr. McClendon listed the savings that would be obtained if the policy considerations were adopted. Contracting out services would net approximately \$200,000; Special Events nets approximately \$200,000; Northwest Public Safety Facility nets 1.1 million; the Traffic Management program nets \$200,000; Cashion Community Center nets approximately \$50-60,000 per year; Contributions Assistance Program nets \$85,000, and the Youth Non-Profit Sports Voucher program nets approximately \$30,000.

Vice Mayor Weise stated he would like Billy Moore Days to be coordinated with the spring Phoenix International Raceway (PIR) race. He indicated he understands the need to postpone the opening of the fire portion of the Public Safety Facility but would like to have a floating target date for staffing the facility. He agreed with suspending the Neighborhood Traffic Management Program if other measures are implemented to address the speeding problem in neighborhoods. He would be in favor of proceeding with the contribution to the State Centennial Fund and is in favor of the proposal to turn the Cashion Community Center into a police substation. He added he would not be in favor of eliminating the Contributions Assistance Program but would be in favor of reducing it. He thinks that a reduction in force is necessary and if things get worse it may be necessary to have a salary decrease of two to three percent for every employee in the City.

Vice Mayor Weise asked if the City was going to keep the concert series and the movie series. Mr. McClendon replied that staff plans to continue to hold events that are not very costly. He added that anybody else who wants to hold an event in Avondale will be required to pay for the event.

Council Member Buster suggested giving residents the opportunity to contribute to the Contributions Assistance Program when they pay their water bills. Mr. McClendon responded that some cities have implemented such an idea but have found that the cost for the City to collect the funds would be greater than the funds received.

Council Member McDonald voiced agreement with Council Member Wolf's comments. He thanked Mr. McClendon and his staff for making the hard decisions up front. He agrees it is a good idea that Billy Moore Days be moved to the spring. He agrees with the plan for the Northwest Public Safety Facility and with the plans for the Cashion Community Center and the Traffic Mitigation Program. He sees no problem with contributing to the Centennial Fund as it is a relatively small amount of money. He agrees with Council Member Wolf on the Contributions Assistance Program and would agree to fund the Non-Profit Sports Voucher program based on actual use.

Council Member Scott stated it is important to maintain customer service standards when contracting out services. He thinks the reduction in workforce is necessary. He agrees with not holding special events for one year, the plans for the public safety facility, suspension of the neighborhood traffic management program and plans for the Cashion Community Center. He believes the City should contribute to the State Centennial Fund and would be in favor of reducing the Contributions Assistance Program by fifty percent. He indicated the State of the City event cannot be very costly and would like to keep it.

Mayor Lopez Rogers stated that Staff has had to make hard decisions and their work and effort is appreciated. She is aware that Staff has looked to assisting the employees who will experience the reduction in workforce with their transition. She stated the Cashion Community Center plan is a good idea and that the seniors who currently use the Center can go across the park to Avondale Village if they want to stay in the area. She stated it does cost some money to hold the State of the City event and there may be an alternative to do it on the web site. She would like to still give the residents the message on where the City is going to reassure the residents that the City is on the right track.

Mr. McClendon stated that the crisis is very hard and 95 percent of the employees that will be unaffected suffer during the period of uncertainty and believes it is important to get the reduction in force completed and do it comprehensively so another reduction is not necessary. He added that if there is another \$500,000 gap in the budget, then the City may have to implement an across-the-board reduction in pay to avoid eliminating any further positions. He indicated that affected employees will be treated with dignity. He noted that the City has contracted with an out-placement counseling specialist to help employees with resume writing, etc. Through the Employee Assistance Program, staff can provide financial and emotional counseling. He noted a meeting had been held with Estrella Mountain Community College about the possibility of letting employees use tuition reimbursement to take advantage of the skills training program. He added that the City will provide a two week severance benefit plus one week for each year of service up to a maximum of twelve years. On advice of the benefits counselors and personnel counsel, they have decided it is better to give employees the cash and let the employees pay for the COBRA benefits themselves.

Council Member Wolf stated it is important to keep in mind that a reduction in force is a necessary step that will get the City where it needs to be. He indicated that one of the Council's goals last year was to foster an entrepreneurial spirit, and the greatest thing people can do to avoid further cuts is to find ways to get more efficient and deliver better service and quality. As employees retire and move on, the City will then be able to do more with less. The entrepreneurial spirit must remain intact going forward because that is the greatest hedge the employees have to control and avoid further reductions.

Mayor Lopez Rogers called for a 10 minute break.

Charlie McClendon added that all employees will stay on the payroll into January 2009 even though notices will occur prior to Christmas, and the severance benefit will come after that.

Charlie McClendon, City Manager, stated he would like to clarify a couple of policy issues. The numbers given for salaries assume that the 09/10 salaries will stay at the current levels. The numbers also assume that Staff will not be added and all departments will operate with existing staff. The number reflecting the increases in medical insurance at \$100,000 reflects the amount necessary to pay the City's share of the medical insurance increase, and if there is an increase, the employees share of the increase will be passed on to them. The City covers the direct costs for Special Interest and Sports classes, but there are personnel costs in recreation that the City is not recovering. To recover the full cost of personnel would be pretty substantial, but Council might want to consider adding a partial charge for the classes to recoup at least a portion of the administrative costs. Staff is moving ahead with the direction received from Council on the increase in Planning and Development fees.

Mayor Lopez Rogers invited comments and questions.

Council Member Wolf stated he believes that Council and staff have addressed the graffiti and police issues and he does not believe additional employees are needed at this time. He recommends not offering salary increases but rather cover the increased costs of medical insurance and maintain the employee base. He is not open to freezing salaries and passing on medical insurance increases and suggested that other items in the General Fund will have to be cut to fund the medical insurance increases.

Vice Mayor Weise stated that with costs for food and fuel going down dramatically across the board, employees' salaries will go further now than they did seven months ago. He is okay with freezing salaries. In the future if more cuts are necessary, the Council can examine the issue again. Additional employees may be necessary in Economic Development in a down market. He opined that the City needs to make partnerships with other organizations and entities to help the City provide classes and sports, and to help recover some of the costs.

Council Member Buster stated he would like to see the numbers on the salaries because in his experience as a state employee, once he got a raise, his paycheck was less because retirement and health costs went up. He believes the City should hold the line on additional employees, excepting the seven police officer positions which are already funded. Quality of life is important, but the City needs to do a better job on recovering costs. Regarding the increase in development and planning fees, Avondale is a bargain and the City will still be competitive.

Mayor Lopez Rogers stated the City needs to recover some of the indirect costs. If the economy gets worse, the increase in medical costs may have to be passed on to the employees, but in the meantime, making sure that the employees remaining are affected minimally. She believes Public Safety is at a good place right now, and with the additional police officers, the City should be okay.

Charlie McClendon, City Manager, stated that once staff knows for sure what, if any, medical cost increases will occur, staff can evaluate how much it will cost the City to either cover the cost or potentially provide a one percent increase in salary that would cover the increased cost for medical insurance. That way they can make sure that at least the employees do not go backwards.

6) DEVELOPMENT OF GOALS FOR FY 09-10

Mr. McClendon stated the goals for FY 09-10 remain the same and staff would like to hear from Council on any individual objectives they would like Staff to work on. He stated that staff has seven basic goals: 1) Economic Development, 2) Community Involvement, 3) Financial Stability, 4) Quality of Life, 5) Environmental Leadership, 6) Staff Retention, and 7) Traffic Management.

Council Member Wolf stated he is okay with all of the high level goals with the exception of Traffic Management, because now the Council is considering eliminating the one program that came out of the traffic management goal. He would recommend that the Council focus on the first six goals. When there is a particular issue with Traffic Management that is a quality of life issue or an environmental leadership issue, then it can be put under that particular goal.

Mayor Lopez Rogers stated that when talking about Traffic Management, the discussion is focused inward. Her thought process was to go into transportation as a whole and make transportation the goal, such as bus service or commuter rail.

Vice Mayor Weise stated that in up years the City has made a lot of ground with Environmental Leadership. All of the goals revolve around financial stability. He would like to discuss the Financial Stability and Economic Development goals first.

Council Member Karlin opined that a discussion is necessary on what is the vision and identity of Avondale, which will help to guide decision making on the goals.

Mayor Lopez Rogers stated the Council had had that discussion, but new Council Members may not be aware of it. She suggested that the discussion should be held again.

Council Member McDonald stated he has no problem with moving the Traffic Management goal to transportation, but noted that photo radar had been left out of the Traffic Management goal and photos radar needs to remain as a Traffic Management goal. He agrees another overall discussion on the vision for Avondale may be in order. He agrees that Economic Development is important. He sees no harm in making and setting goals even though they cannot be obtained today. He suggested the Council give input on all the goals; though he agrees that Financial Stability is the most important goal.

Council Member Buster stated that Financial Stability is the number one goal. The City needs to make sure and deliver services in a cost effective manner. Hand in hand with that is Economic Development and the Council needs to make sure to continue to add jobs in Avondale that pay good wages and generate sales tax revenue. He likes where the City is headed on Environmental Leadership, and in this downturn in the economy, the things that save money or are revenue neutral make sense. He thinks Green Friday is a win-win for everyone. He believes that the City needs to go to Washington and voice the opportunity the City has for freeway and infrastructure projects. If Washington is going to spend the money, they might as well spend it in Avondale and in one of the fastest growing states in the country. Staff retention is good, and in a downturn in the economy, the turnover of staff is not present.

Mr. McClendon summarized that the goal is to keep employees from going backwards. Everything that the Council has done today is designed to keep the goal of Financial Stability in place because the City cannot be stable moving into the future unless the expenditures and revenues are at the same level on an ongoing basis.

Mayor Lopez Rogers suggested addressing the Financial Stability goal.

Council Member Wolf asked for a ballpark figure of what the General Fund expenditures are. He stated at 48 million, a one month reserve would be 4 million dollars. He stated that last year he pushed to maintain a high balance in the General Fund, mostly because there were opportunities present to expend the funds to make strategic investments in the City Center. He is glad to see that the City has made some of those investments and hopefully the City will be able to recover some of the costs from the investments. He recommended that the City needs to still maintain a two month reserve fund balance. His expectation is that when projects come to fruition, the City will see a revenue increase, which may help drive further investments. He suggested tracking the income gains from developments in the City Center area and the historic area of town, and reinvesting that money into those areas to provide a snowball effect.

Charlie McClendon, City Manager, stated that when the public looks at the drop in the fund balance occurring in the current fiscal year, it is not because the City was spending the fund balance to cover the revenue shortage on daily operations. Rather the budget was reduced and money was invested in infrastructure and improvements that Staff believes will pay off in the future. Land purchases and infrastructure investment accounts for the drop in fund balance.

Vice Mayor Weise stated the City should go after every economic development opportunity possible. While the fund balance has gone down, investments have been made in key areas of the City and the investments will pay the City back.

Mayor Lopez Rogers suggested that Economic Development be discussed next. She stated one of the things that helps with Financial Stability is Economic Development and jobs. Her focus is employment and the City needs to focus on bringing employment to the City.

Council Member Wolf stated that continued promotion of the City Center and historical Avondale is important, and having contracted with John Ruggieri, Business Development Specialist, to promote the City Center is a good idea. He suggested contracting with someone to do a similar promotion for historic Avondale. If there is another stimulus package, he hopes it will be to build infrastructure because that employs people. If that is the case, there are many infrastructure needs in Arizona that Avondale could directly benefit from, and Avondale can help with a delegation to bring projects to the state. The City should utilize its demonstrated capability to get things done and be a leader in that respect. He suggested continued focus on closing the foreclosure and vacancy gap in the residential market, as that is destroying the City's ability to correct its financial picture and has a huge impact on the City's ability to generate jobs and attract people to the City. Losing 27 to 30 percent of the market value of homes year to year makes it hard to attract people to Avondale.

Vice Mayor Weise stated the Council should focus on the large retail centers and find tenants. He suggested a focus on 99th Avenue and McDowell Road for economic development.

Mayor Lopez Rogers stated it is important to maintain quality of service in order to attract business to Avondale.

Council Member Karlin voiced agreement with Mayor Lopez Rogers, adding that the City should encourage mom and pop businesses, as those are the first people to lose their businesses. Those types of businesses provide a sense of community as opposed to the big boxes; although, the big box retailers are needed in order to bring in other businesses. She indicated she believed a goal should be set for what type of businesses are desired in Avondale for employment purposes to help out with foreclosures. She suggested taking an active role in bringing in employment. Council Member Karlin shared that in talking with real estate agents, they said that business is starting to be quite good because individuals from out of state are purchasing homes to use as winter homes. She suggested the Council see what they can do to market Avondale. She suggested a focus on particular businesses instead of on a hodgepodge of businesses.

Mayor Lopez Rogers stated they had looked at the auto industry because there is PIR, UTI, and the automall, and the focus of the plan was to try and bring the motor trend industry into the City. With the economy as is, the Council may have to consider a different focus when it comes to an economic development plan.

Council Member Wolf stated he was hearing two overarching strategies that will have a controlling impact on all of the goals. One is the entrepreneurial spirits of the staff which affects all of the goals, and having staff think outside of the box. He shared that on a visit to China he saw opportunities outside the United States and an ability to share resources. He suggested having staff consider that. The other strategy is to get back to the vision. The Council set a vision a couple of years ago which morphed into the economic development plan. Out of that visioning session came a lot of experience to come up with a vision that sets out the next 10 years. He believes entrepreneurial spirit and a vision will have an impact on all the goals.

Charlie McClendon, City Manager, stated that in the economic development plan they always used the auto industry as an example, but what the plan really called for was to take advantage of the assets the City had in the community, which could include the medical core that is developing along McDowell Road. Staff will evaluate this year what the City's strengths are and how can they be built on.

Vice Mayor Weise stated that when the economy was strong, the focus was on PIR, UTI, and the dealerships. Another strength is Avondale has a really young population and the Council needs to look at opportunities to focus on the young population and develop venues that bring people from other communities and even other states into the City, which helps the hotels, restaurants, and retail, and provides people the opportunity to consider the affordability of homes in Avondale. He thinks it is not just strength of industry, but strength of the residents, and he would like to see the Council expand on that more in the future.

Mayor Lopez Rogers stated that it appears there is a need for the Council to revisit their vision and suggested the Council could do that in the first part of the year and then bring the discussion back at that time.

Mr. McClendon stated that Staff could work up some ideas from tonight and couple that with a visioning session early in the year.

Mayor Lopez Rogers called for a motion to adjourn.

7) **ADJOURNMENT**

There being no further business to come before the Council, Council Member Wolf moved to adjourn. Council Member Scott seconded the motion. The motion carried unanimously.

Meeting adjourned at 11:07 a.m.



Mayor Lopez-Rogers



Carmen Martinez, CMC
City Clerk

CERTIFICATION

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Goal Setting Retreat of the Council of the City of Avondale held on the 6th day of December, 2008. I further certify that the meeting was duly called and held and that the quorum was present.



City Clerk