

Minutes of the Avondale City Council Leadership Summit held on Saturday, August 15, 2015 at 8:00 a.m. at the Hilton Garden Inn in Avondale, AZ

MEMBERS PRESENT

Mayor Kenneth N. Weise and Council Members

Stephanie Karlin, Vice Mayor
David Iwanski
Bryan Kilgore
Jim McDonald
Sandi Nielson
Lorenzo Sierra

ALSO PRESENT

David Fitzhugh, City Manager
Gina Montes, Assistant City Manager
Kevin Artz, Assistant City Manager
Andrew McGuire, City Attorney
Carmen Martinez, City Clerk
Pier Simeri, Community Relations and Public Affairs Director
Daniel Davis, Economic Development Director
Rob Lloyd, Chief Information Officer
Abbe Yacoben, Finance and Budget Director
Cherlene Penilla, Human Resources Director
Tracy Stevens, Planning Manager
Cindy Blackmore, Public Works Director
Dale Nannenga, Police Chief
Paul Adams, Fire Chief
Kirk Haines, Parks, Recreation and Libraries Director
Stephanie Small, Neighborhood and Family Services Director
Jessica Blazina, Deputy Community Relations Director/Intergovernmental Affairs

1 ROLL CALL

2 LEADERSHIP SUMMIT

An examination of the roles and expectations of elected officials and employees and along with other tools, create the Council's vision for Avondale.

Council Members and department heads participated in a 'foundation-building' workshop. Consultants David Evertsen, Brian Muir and Dick Bowers of Municipal Solutions opened the session.

Consultant Brian Muir indicated he would facilitate activities to help Council Members and Department Heads in attendance understand the roles, responsibilities and expectations of elected officials, their roles and expectations during the strategic planning process, and introduced participants to the concepts of mission, vision, setting S.M.A.R.T goals.

Mr. Brian Muir guided the Council in a Strengths, Weaknesses, Opportunities and Threats (SWOT) exercise. He explained that the exercise would generate a great deal of information in a brainstorming fashion. "Strengths" are those things needed to employ and amplify in forming the plan. The "weaknesses" are those things needed to identify and minimize lest they create barriers and complicate achievement. "Opportunities" are the

external possibilities that are examined against the template of the initiatives and allow for innovation, creativity and ideas not expressed previously. The “threats” are also external factors that can severely impact our ability to achieve what we identify in the Strategic Plan. These need to be carefully examined and taken into consideration in the formation of the plan to understand whether they can be overcome or should the plan be adjusted so we don’t waste time in the face of insurmountable factors.

The top ten in each category are as follows:

Strengths

- Budgeting that keeps us fiscally sound
- Broad depth of knowledge and expertise in staff
- Nimble, adaptive capacity to shift quickly if needed
- Respond well in a crisis
- Solid bond ratings AA
- Motivated staff
- Youth programs and family friendly assets
- Positive City Council – staff relationship
- Fast-paced, innovative, not afraid to lead
- Phoenix Children’s hospital & medical industry in general

Weaknesses

- Lack of cohesive vision across the board
- Perception of Avondale as a community
- Being lean can also be a weakness
- Big appetite, limited resources
- Aging infrastructure
- Water/sewer rates too low
- Low morale in some areas
- Lack of communication
- Risk averse when we need to be bold
- We don’t toot our own horn

Opportunities

- Destination city; unique shopping, lodging, regional attractions, historic
- Developable land, business friendly policies
- Regional asset; PIR, family friendly, community bridge
- Housing trust fund
- Rivers and trail system
- Citizens home rule w/ citizen trust & willing to support
- Work force availability
- Young demographics
- EMCC and other educational assets
- Freeway corridor master plan

Threats

- Uncertainty of policy setting by state and federal

- Severe flooding
- Retirement systems (public safety) risk
- Health care costs and expenses
- Lack of class A offices
- Stigma of our location on the "west" side hurts economic development
- Inability to capitalize on our own assets
- Being a good west valley player without reaping the benefits
- Faster rate of growth of neighboring cities (shared revenue impact)

Former Mayor, Marie Lopez Rogers was a special guest speaker. She reminded Council Members of their stewardship and the importance of leadership in creating a vision for the future of the community and the importance of articulating / promoting that vision actively throughout the community.

3 STRATEGIC PLANNING ADVANCE, VISIONING AND GOAL SETTING (PART I)

Development of the City Council's vision, mission and goals based on community input (General Plan and Community Branding results) and development of a strategy to implement and measure that vision.

Consultant Dick Bowers applied the principles taught in Phase I to help develop the Council's mission, vision and goals. The public input gathered from the General Plan, Community Branding processes and surveys was frequently referred to by Council members and the consultants. Results of the SWOT Analysis were used to complete the City Council's mission, vision, values and goals for the future. Tentative results of the Strategic Planning Advance are as follows:

Avondale, Arizona
A Family Friendly Community
"We Know Our Business"

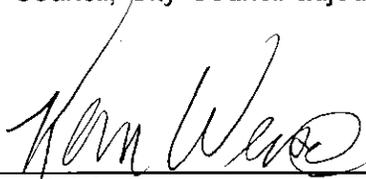
As we move forward to form policy and take action to become the family and business center of Maricopa County's west valley, we must establish a strategic plan to guide the budgetary considerations and administrative action plan that will move Avondale boldly in that direction. The following City Council Initiatives will provide the platform on which we will build the organizational systems and structures to achieve that recognition. While these Strategic Initiatives have a (3,4,5) year horizon they and the administrative plan will be reviewed annually fine tune and consider any other changes that will call for attention.

- **Business attraction and retention** that supports family friendly and continually strengthens the financial health of the city.
- **Recreation and entertainment opportunities** to serve the community residents, be attractive for business consideration, makers, and contribute to the continual improvement of Avondale's brand and regional image.

- **Education Collaboration** at all levels of academic experience will contribute positively to business attraction and residential growth. Mutually supportive interaction with education leaders will be an important element as Avondale grows and matures.
- **Encourage Creativity** in development, design, reuse and policy formation to help create a vibrant, unique community and illustrates Avondale's willingness to be a leader.
- **Engage the Citizens** in bold new ways to support the Family Friendly initiative and foster community pride and ownership. The more pride and ownership residents are willing to express, the more the story of Avondale as a place to live, work and play will resonate inside and outside the city.

4 ADJOURNMENT

There being no further business before the Council, City Council adjourned the meeting at 4:25 pm



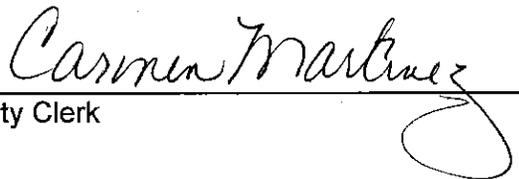
Mayor Weise



Carmen Martinez, MMC
City Clerk

CERTIFICATION

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Leadership Summit of the Council of the City of Avondale held on the 15th day of August, 2015. I further certify that the meeting was duly called and held and that the quorum was present.



City Clerk