

City of Goodyear

Strategic Action Plan [DRAFT]

Fiscal Years 2017-2019



Fiscal & Resource Management



Economic Vitality



Sense of Community



Quality of Life





Georgia Lord
Mayor



Sheri Lauritano
Vice Mayor



Joanne Osborne
Council Member



Joe Pizzillo
Council Member



Wally Campbell
Council Member







Bill Stipp
Council Member



Sharolyn Hohman
Council Member

Goodyear has a Council-Manager form of government. Our charter provides for six council members and a Mayor - all elected at large on a non-partisan ballot. The Mayor and Council serve four-year terms. The Mayor has a two-term limit and Council a three-term limit (council members serve staggered terms to ensure continuity).

City of Goodyear Strategic Action Plan
Fiscal Years 2017-2019

EXECUTIVE SUMMARY Focus Areas Goals Action Items Summary	pg. 3
INTRODUCTION Performance Management Program About Goodyear	pg. 11
VISION, MISSION, VALUES	pg. 16
FOCUS AREAS OVERVIEW	pg. 17
 FISCAL AND RESOURCE MANAGEMENT GOALS AND ACTIONS	pg. 18
 ECONOMIC VITALITY GOALS AND ACTIONS	pg. 32
 SENSE OF COMMUNITY GOALS AND ACTIONS	pg. 42
 QUALITY OF LIFE GOALS AND ACTIONS	pg. 50

Executive Summary

The Goodyear City Council adopted the first formal City Strategic Action Plan in April 2013, following significant work and several discussions to establish the mission, vision, strategic focus areas, goals, and action items ultimately included in the plan. This plan is a key component to the city's performance management program and provides the foundation and road map for department strategic and operational planning, as well as evaluation and development of annual budget priorities. The plan is updated each year and includes an annual status update as new initiatives are being contemplated.

The following pages contain a summary of the Strategic Focus Area goals and action items that were adopted in the FY 17-19 plan in June of 2016. Following that summary, significant accomplishments and progress that occurred between July 2014 - June 2016 are highlighted. The full details, status, and next steps in the plan are provided following the Executive Summary. Goals and action items that were added during the FY17-19 plan update are identified with the following: *(NEW ITEM).

Within the body of the plan there are four major components, or "levels." These levels are: Focus Areas, Goals, Actions, and Planned Activity. The descriptions below provide a summary of the first three levels.

Focus Areas: The four focus areas below were established by the City Council in 2011, setting the general framework and direction for the rest of the Strategic Action Plan.



Fiscal & Resource Management (Governance)

The City of Goodyear will implement innovative and responsible policies and business practices to effectively manage its fiscal and human resources. The City will maintain a stable financial environment that is transparent and that maintains an outstanding quality of life for our citizens. Business practices will be efficient, business friendly, and ensure exceptional customer service to all stakeholders and citizens



Economic Vitality (Includes Transportation, Mobility, and Infrastructure)

The City of Goodyear will seek diverse, high quality development, and will foster local jobs through the strategic pursuit of industries including renewable energy, engineering, technology, aerospace, medical, manufacturing, and internet fulfillment. Business investment and sustainability will be fostered through streamlined processes, strategic marketing, developing ongoing relationships, and encouraging tourism.



Sense of Community

The City of Goodyear will provide programs, gathering places, and events where the community can come together to participate in opportunities of learning and recreation. Sustainable relationships with the community will be cultivated through citizen engagement, outstanding customer service, and clear, accessible communication.



Quality of Life (Includes Safe Community)

The City of Goodyear will implement programs and projects that create a clean, well-maintained, safe, and sustainable environment and that provides citizens with opportunities for an engaged, healthy, and active lifestyle.

Goals: Goals are established within each focus area and reflect a combination of City Council and staff priorities. The goals are at a high strategic level and reflect policy direction. They do not speak to specific programs, but rather address higher level desired outcomes.



Fiscal & Resource Management

Fiscal responsibility through financial and budget policies that accomplish highest priorities and demonstrate results

Reduce the cost of government through efficiencies

Human Capital Planning to plan for, maximize, and retain top human resource talent

Implement innovative technology initiatives to support business processes and encourage development

Pursue opportunities for collaboration to maximize resources



Economic Development

Streamline development services to support economic development

Establish long-range planning vision for strategic development and proactive budget planning

Invest in strategic infrastructure

Foster economic development that increases local jobs and demand for services

Business retention through ongoing engagement and alignment of policies

Comprehensive approach to local and regional tourism

Plan, develop, and maintain safe transportation and mobility options



Sense of Community

Enhanced higher education presence

Focused outreach and utilization of communication methods to engage citizens and deliver outstanding customer service

Community programs and events that foster sense of community and culture

Add and expand gathering places, and improve parks and recreation amenities. *(NEW ITEM)



Quality of Life

Public Safety programs that ensure a safe community

Initiatives that promote a healthy, quality lifestyle for diverse citizenry

Possible Parks Goal

Partnerships with schools and youth programs

Environmentally-conscious initiatives and codes that support clean, well-maintained, sustainable community

FY17 – 19 City Strategic Action Plan Action Item Summary

Actions: Action items consist of projects or programs with multiple components. They are expected to be completed within the time frame of the plan, a maximum of three years.



Fiscal & Resource Management

- Performance Measures
- Priority Based Budgeting
- Tax Policy Review
- Replacement Fund
- Utility Rate Study
- AZSTA Long-term Funding
- Process Improvement Initiatives
- Standard Operating Procedures
- Shared Resource Program
- Wellness Programs
- Enhanced Special Event Process
- Standardize Technical and Leadership Competencies
- Succession Planning
- Human Capital Plan
- Employee Engagement/Retention
- Intern Program
- ERP Replacement
- Conduit and Fiber Expansion
- Asset Management Program
- SCADA System Enhancements
- Expand Electronic Plan Review
- Telestaff Software Implementation
- Records Management Upgrades
- Electronic Posting Board at City Hall
- AZ SciTech Festival Support Event
- Regional Water/WW Partnerships
- Alliance for Innovation Initiatives
- SAT Site/Recharge Opportunities



Economic Vitality

- Update Design Guidelines and Sign Ordinance
- Process Improvement for Development
- Water Resources Master Plan
- Tucson/Phoenix Passenger Rail Study
- Phoenix Goodyear Airport Partnership and Master Plan
- Development Fee/IIP Study
- ADOT Coordination – SR 303 and SR 30
- CAP Water Utilization (Planning/Infrastructure)
- EIS for Sonoran Valley Parkway
- Conduit and Fiber Expansion
- Economic Development Strategic Plan
- City Landowner/Developer Partnerships (Bullard/Ballpark/City Centers)
- Incubator Programs
- Estrella Falls Regional Mall
- Workforce Development Partnerships
- Spring Training/Ballpark Economic Impact Study
- Business Outreach/Feedback
- Efficient Fire Inspection Service
- Business Retention Program
- Redevelopment Plan
- SW Valley Chamber Partnership (Tourism)
- Goodyear Guides (Restaurant/Hotel/Visitor)
- Pavement Management Program
- Transit and Mobility Needs



Sense of Community

Higher Education
City Website Overhaul
Customer Service Training and Feedback (Citizens/Peers/Businesses)
Sonoran Valley (Mobile) Police Services Contract
Public Safety Mobile-area Outreach/Programs
Community Policing Programs
Enhance Budget Process Public Input Outreach (Technology/Social Media)
Citizen Satisfaction Survey
Library Expansion (Physical/Programmatic)
Action Plans to Address Emerging Neighborhood Needs
Community Festivals and Events (GAIN, Homeplate for the Holidays, Tale of Two Cities Parade, 4th of July, other opportunities)
Art & Culture Programs, opportunities and projects
Art in Private Development Program
Parks and Recreation Amenities
Community Gathering Places



Quality of Life

Public Safety Operation and Customer Service Performance Measures
Fire Department Management Assessment (opportunities for improvement, best practices)
Police Operations Facility (Patrol)
Regional Partnerships to Meet Community Needs (Care First Avondale/Spring Training Charity Game/Benevilla Grocery Shopping Program/Veteran's Services)
El Rio Recreation Corridor
Building Blocks for Education
Arizona Mayor's Education Roundtable
Read On Designation Programs
Child Safety Programs (Firepals/McGruff)
Youth Commission (Education/Engagement)
IGAs with School Districts
Cost Effective Right of Way Maintenance Programs
Water Resources Conservation
Tree City USA Plan
Community Engagement in Health and Safety Focused Events (GAIN/Graffiti Busters/Make a Difference Day/Adopt-A... Programs)
Proactive Code Enforcement
Sustainable City Codes and Ordinances
Median Landscaping
Community Paramedicine Program Pilot
Fire Station Study

Highlights of Action Item Progress between July 2014 – June 2016



Fiscal & Resource Management

- Second annual CityStat performance measure report published (data collection process streamlined through SharePoint utilization)
- First Valley Benchmarking Cities performance benchmark report published
- Completed second year of Priority Based Budgeting (PBB) (including review/update of definition, costing, and scoring of all city programs in the context of strategic priorities)
- Integration of PBB Quartile data in budget supplemental process
- Created comprehensive performance management strategy and integrated Lean thinking/innovation strategy to drive performance enhancement and value definition focused on the customer (92% of organization trained in Introduction to Lean; key performance, customer service and culture improvements noted as a result of initial efforts)
- Completed debt refinancing of two bonds for a collective savings of \$2,727,454 so far, additional bond refinancing expected to save another more than \$15 million
- 10-year asset management program developed for most operational departments
- Completed Utility Rate Study utilizing citizen-based committee
- Created Leadership Development Series to further develop employee management & leadership skills
- Expansion of wellness clinic hours; created STAR program to promote employee wellness and as a strategy for health care cost containment
- Completed employee survey with department follow up on high impact items; employee retention interviews in process
- Fleet Facility constructed
- Completion on Facilities Master Plan
- Leveraging of technology applications introduced to the organization to support core business functions to enhance performance and communication (i.e. Canvas, SharePoint)
- Volunteer Program contributed 30,000 hours for \$690K in value added
- Expanded intern program for FY 15 and established ongoing program FY 16
- Additional implementation of fiber infrastructure plan leveraging grants/resources from regional/federal partners (10% city cost portion)
- Updated Special Events Ordinance adopted
- SCADA Phase II complete
- Significant progress on strategic regional water/wastewater solutions (West Goodyear infrastructure development model, initial negotiations for CAP water treatment/delivery capacity to prepare for future direct delivery)
- Engagement with schools to support Arizona Sci-Tech festival events
- Soil Aquifer Treatment (SAT) site re-commissioned



Economic Vitality

- Updated International Building codes adopted; Design Guidelines approved; Sign Ordinance updates discussed (in progress)
- Concurrent review of eligible commercial pad sites to reduce time in process
- Development Customer Service survey completed
- Adoption of the General Plan; Transportation Master Plan; and Parks, Recreation, Trails & Open Space Master Plan
- Public/Private partnership underway to evaluate development of I-10 basin area into key recreation corridor as identified in the General Plan
- Economic Development marketing plan complete; held Geared for Growth event
- Cactus League completed 2015 Economic Impact Study (Spring Training and the host cities combine to generate over \$809 M in economic impact annually)
- Implementing strategy related to airport employment corridor including development of targeted marketing materials, business roundtable for aviation/aerospace and partnership with City of Phoenix related to capital investment (City of Phoenix runway improvement, LuxAir hangar construction)
- Advancement of water resources portfolio strategy including a continued increase in purchase of our CAP water allocation (surface water; recharging) and WESTCAPS Basin study (grant for gap analysis comparing resources needed versus water supply)
- Integrated Water Master Plan underway
- Remediated water line to provide cost effective water resources to ballpark completed
- Key freeway corridor progress (Loop 303/I-10 construction completed, design Loop 303 south of I-10 to Van Buren) in partnership with Arizona Department of Transportation
- Sonoran Valley Environmental Impact Statement (EIS) in final review process by Bureau of Land Management; developing Cultural Resources Agreement
- Completion of an incubator/accelerator study utilizing grant funds from federal Economic Development Authority
- Re-established standalone Economic Development Department with sole focus on proactive business recruitment and retention (including small business focus and engagement with Southwest Valley Chamber of Commerce); FY 15 saw 18 companies expanding or locating in Goodyear (1,300 jobs, \$172 million capital investment)
- Established annual Small Business Summit event (in partnership with Southwest Valley Chamber of Commerce) and quarterly business roundtables
- Completion of Medical Innovation Corridor study
- Completed agreement to facilitate development of movie theater and two pad-ready sites at Estrella Falls Regional Mall site
- Worked with MAG on completion of West Valley Vision study, with original focus of economic development committee on workforce development strategies
- Demonstrated substantial action in city's redevelopment district
- Contributed to local, regional and state tourism marketing efforts and secured funding to support out of market tourism strategies with Prop 302 funds
- Expansion of bus routes and Zoom service in the city



Sense of Community

- Proposal submitted for higher education institution seeking to establish destination campus in Arizona
- Corridor studies identified strategic recruitment opportunities for higher education that are being pursued
- City digital communication efforts significantly enhanced through new city website, PublicStuff application deployment, and real-time information communication through social media outlets
- Neighborhood Services Coordinator position filled and focused on proactive engagement with citizens in the community ("road show" for neighborhood meetings developed)
- Enhanced neighborhood proactive outreach through utilization of Constant Contact (for Good Neighbor alerts and newsletters)
- Engagement of neighborhoods regarding I-10 noise study to determine current situation and develop collaborative solutions to address concerns
- State and national presentations/media on model Community Policing programs and secured grant funding to support community policing activities
- Enhanced communication regarding budget development activities implemented, includes InFocus, central location on website for meeting information, utilization of social media
- Fire hosted community events (memorial breakfasts, safety presentations, open houses) as well as inaugural Girl's Fire Camp
- Continued expansion and development of programs at library and @InnovationHub
- Park improvements to Loma Linda, Palmateer, and Parque de Paz completed and working with St. John Vianney regarding Loma Linda master plan
- Hosted several successful community events including GAIN, Home Plate for the Holidays, Tale of Two Cities parade, Lakeside Music Festival; funding for new Veteran's Day event in FY 16 budget
- Mayor's Select Art program re-established with growing participation
- Arts & Culture Commission completed strategic plan for art initiatives in the City and established process for annual plan to Council related to art project capital funds



Quality of Life

- CityStat and CompStat performance measurement programs for Public Safety
- Opened Telecom 911 Facility; began design process for Phase I Police Operations facility
- Bi-annual coordination/communication meeting schedule established between city staff and school officials
- Department-wide implementation of Electronic Patient Care reporting program (established with grant funding)
- National accreditation process in progress for Police and Fire departments
- Implemented Fire customer service survey on new city website
- Key public safety performance measures included in Valley Benchmarking effort (evaluate best practices)
- Maintained "Read On" city designation, supported by efforts such as annual Reading Challenge
- FY 15-16 Community Funding process completed (\$114,000 for local non-profits serving Goodyear citizens)
- Completed draft design guidelines and planning standards for El Rio collaborative project (established recommended pilot project)
- Youth Commission enhanced community involvement and local government education program established
- Citizen Academy program completed
- Partnership with West Valley Trail Alliance to build Goodyear Pump Track utilizing volunteers & in-kind donations
- Continued hosting/expanding of annual Make a Difference Day campaign
- Updated IGAs with local schools for shared space usage for community programs
- Addition of another right of way crew to maintain high standards for median maintenance in a cost-effective manner
- Various water conservation efforts under evaluation utilizing ASU intern program in preparation for water conservation committee (working with IWMP consultant)
- Design for four areas of unimproved medians completed (construction upcoming)

Full details of all status updates and next steps are contained in the body of this document.

Introduction

City of Goodyear Performance Management Program

The city of Goodyear has an established Performance Management Program, which ties together the various planning, prioritization, and performance measurement efforts that the city uses in delivering high performance government. It serves to align our activities and how we ensure that goals are consistently being met in an effective and efficient manner.

This framework starts with the input, feedback, comments from our citizens, which is translated into policy and strategic direction from the City Council. The General Plan, which is developed by a citizen and stakeholder committee and ratified by a vote from the citizens, is the roadmap to the vision for our city, and provides policies and actions to undertake to realize this vision. The plan outlines long-term “visionary” goals in the areas of growth and economic development, developing a socially and physically connected community, parks & open space, art, partnerships and collaboration, and fostering a sustainable economy and community.

The Strategic Action Plan dovetails nicely into the General Plan, as the strategic focus areas and the specific goals align with the same principles in that document. These priorities are also the foundation for our Priority Based Budgeting (PBB) result maps.

The Strategic Action Plan is an integral part of the Performance Management system, which translates the long-term General Plan vision into strategic, actionable activities over a three-year period. It also contemplates feedback from the Citizen Satisfaction Survey, as well as emerging needs and priorities of the community.

The plan was first formally adopted by the City Council in April 2013. It is a flexible tool to guide and assist with proactive policy development, and the achievements resulting from this plan will be enjoyed by current residents and future generations. As such, the plan is reviewed each year, and updated based on results of surveys, priorities set by the Council, and growth. Progress is reviewed each year before the City Council planning retreat and moves through the update and approval process in parallel to the annual budget.

While many initiatives in the plan may advance using existing resources, the priorities and existing action items are evaluated during the annual budget development process. In addition, any requests for new funding are evaluated in the context of their relationship to the strategic focus areas and their support of the Priority Based Budgeting key results.

The Strategic Action Plan focuses mainly on activities outside of the day-to-day operational services that the city provides. The tactics included in the Strategic Action Plan are specific and assigned to a lead department. The document is also used as a mechanism to provide status updates on the progress of activities at regular intervals.

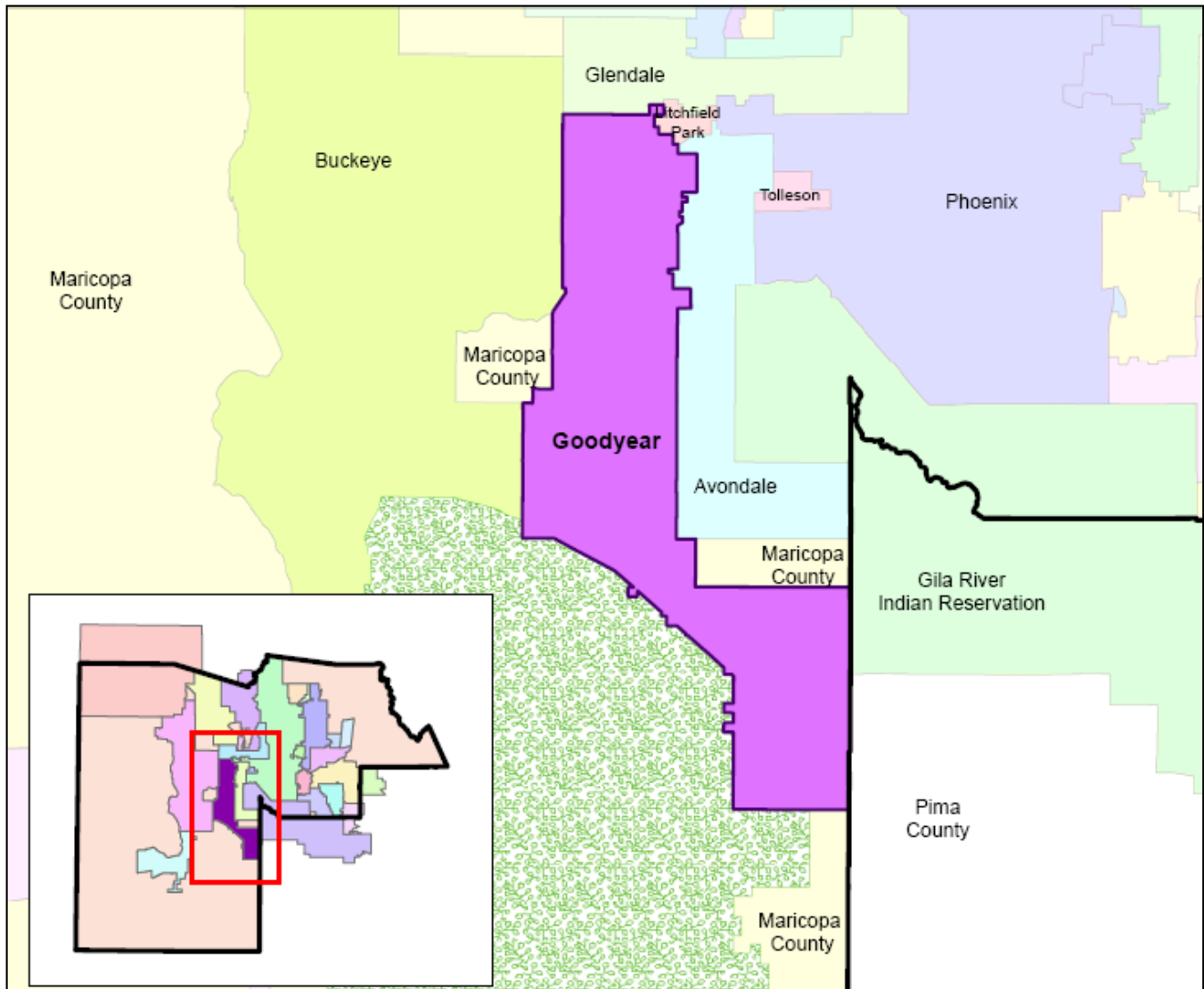
From this plan, the goals and actions carry through to the department and individual performance objective levels, with checks and balances like CityStat, the city's performance measurement program, and citizen surveys to evaluate our progress. The city is integrating Lean thinking and associated tools as a way to evaluate programs and processes to create customer-focused value, identify efficiencies, and enhance internal capacity for service delivery.

PERFORMANCE MANAGEMENT PROGRAM



About Goodyear, Arizona

Goodyear, AZ is a city with a rich, rewarding quality of life and tremendous community spirit. Nestled in the shadows of the Estrella Mountains, Goodyear is one of the fastest growing cities in the Valley. A mere 20 minutes west of downtown Phoenix, Goodyear offers all the advantages of a small community, with all the cultural and entertainment resources the metro Phoenix area offers.





1910

1920

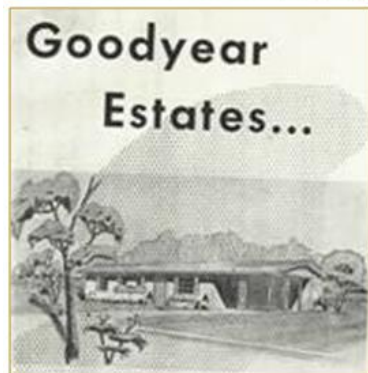


1930

1940



1950



1960

1970



1980



1990

2000



2010

Goodyear Tire and Rubber purchases 16,000 acres of land in the area to be known as "Goodyear" for cotton fields in 1917.

The Litchfield Naval Facility locates in Goodyear and the Goodyear Aircraft Corporation builds blimps.

The Town of Goodyear is incorporated in 1946. Goodyear includes the commercial area along Western Avenue, Park Shadows and the Litchfield subdivision of Historic Goodyear.

The Goodyear Aircraft Corporation is sold to the Goodyear Aerospace Corporation (which is eventually sold to Lockheed Martin).

Additional areas of Historic Goodyear are annexed. The Goodyear Estates subdivision within Historic Goodyear is constructed.

The area to be known as Northern Subdivision is annexed. Litchfield Manor subdivision within Historic Goodyear is constructed. The Navy sells the Litchfield Naval Air Facility to the City of Phoenix which is then named the Phoenix-Litchfield Airport, later to be named the Phoenix Goodyear Airport.

The Phoenix-Goodyear Airport is annexed into the City of Goodyear.

Over 30 square miles of land is annexed for future master planned communities including Palm Valley, Estrella (formerly Estrella Mountain Ranch), and the Estrella Regional Park.

Over 30 acres are bought at the northwest corner of Yuma and Estrella for the development of a City Hall and City Center.

Portions of Canyon Trails are annexed. First phases of Palm Valley, Wildflower Ranch, Estrella Vista, Pebble Creek and Canyon Trails developments are zoned and construction begins.

Almost 10,000 acres in Sonoran Valley are annexed into the City bringing the City size to almost 190 square miles.

The western Goodyear developments and Madeira are annexed into the City.

Goodyear becomes home to the Cleveland Indians and Cincinnati Reds.

Goodyear named All-America City and awarded City Livability Award in 2008.

Goodyear named Arizona Solar Community

About Goodyear, Arizona

With just 2,747 residents in 1980 and 6,258 in 1990, Goodyear's population exploded to a population of 65,275 according to the 2010 Census. Goodyear's desert vistas, majestic mountains, master planned communities with lakes, country clubs and golf courses, and an active outdoor lifestyle have attracted over 77,800 people to date, which represents just 11 percent of the build-out population of 700,000. Goodyear is the 6th fastest growing city in the United States according to the U.S. Census Bureau. The median income of our residents is estimated at \$74,727 - one of the highest in the state, the highest in the West Valley, the third highest in the Phoenix metro area.

Goodyear is ideally positioned as the hub of the West Valley. Its location on Interstate 10 provides access to Los Angeles to the west, Phoenix and Tucson to the east. The Loop 303 and I-10 Interchange project is now open, providing access north of the I-10 through Goodyear to the I-17. The nearby Loop 101, Interstate 17 and Interstate 8 open gateways to the whole Phoenix metro area, Flagstaff and San Diego. Long range plans will extend Loop 303 through Goodyear to the south, and include a proposed State Route (SR) 30 reliever highway as an additional east-west commerce corridor south of MC 85.

This accessibility has already attracted major employers like Abrazo West Valley (Goodyear's largest employer), SubZero/Wolf Appliance, Cookson Doors, Aeroturbine, McLane Sunwest, Amazon.com and others. We are the western home of Cancer Treatment Centers of America, Macy's Internet Fulfillment Center, and Dick's Sporting Goods Distribution Center – with Michael Lewis Company and REI currently investing in locations in our community. Numerous industrial/office parks are also under development, including development of an airport employment corridor at the Phoenix-Goodyear Airport.

We are also the Spring Training home of the Cleveland Indians and the Cincinnati Reds. The desert vistas, majestic mountains, master planned communities with lakes, country clubs and golf courses, and an active outdoor lifestyle are amenities that attract many residents and businesses to Goodyear.

With just under 90 percent of our total 189 square miles of land still available for development, Goodyear is a city of great opportunity!

The City of Goodyear will be:

- A great place to live, work and raise a family
- A city with healthy lifestyles and commitment to the environment
- A growing community that provides quality opportunities and lifestyles
- We will be known as:
 - A destination place for regional shopping
 - A destination for higher education designed for workforce needs
 - A place for diverse job opportunities and an inventory of industries
 - An incubator for entrepreneurs
 - A hub of arts and culture in the West Valley

Goodyear's Mission: The City of Goodyear will provide the finest municipal services and promote a quality environment to enhance our community's prosperity through citizen and employee participation. We are committed to the stewardship of resources and fulfillment of the public trust.

Goodyear's Values: The City of Goodyear and its employees serve its residents according to five core values:

- Empathy
- Initiative
- Innovation
- Integrity
- Optimism

Strategic Focus Areas

Goodyear's Strategic Action Plan utilizes the vision for the city and the four strategic focus areas established by the City Council as its roadmap for action. **The plan focuses on specific initiatives and activities over a three-year period that will advance these priority areas.** There are many existing programs and practices that support these focus areas and goals. However, the Strategic Action Plan is intended to highlight some of the strategic elements of departmental operational plans and communicate key activities.

Four Strategic Focus Areas – Value Statements



Fiscal & Resource Management (Governance)

The City of Goodyear will implement innovative and responsible policies and business practices to effectively manage its fiscal and human resources. The City will maintain a stable financial environment that is transparent and that maintains an outstanding quality of life for our citizens. Business practices will be efficient, business friendly, and ensure exceptional customer service to all stakeholders and citizens



Economic Vitality (Includes Transportation, Mobility, and Infrastructure)

The City of Goodyear will seek diverse, high quality development, and will foster local jobs through the strategic pursuit of industries including renewable energy, engineering, technology, aerospace, medical, manufacturing, and internet fulfillment. Business investment and sustainability will be fostered through streamlined processes, strategic marketing, developing ongoing relationships, and encouraging tourism.



Sense of Community

The City of Goodyear will provide programs, gathering places, and events where the community can come together to participate in opportunities of learning and recreation. Sustainable relationships with the community will be cultivated through citizen engagement, outstanding customer service, and clear, accessible communication.



Quality of Life (Includes Safe Community)

The City of Goodyear will implement programs and projects that create a clean, well-maintained, safe, and sustainable environment and that provides citizens with opportunities for an engaged, healthy, and active lifestyle.

The following pages reflect goals and actions under each strategic focus area. The "Responsible Office or Dept" column reflects the lead department; however, most of the actions involve many city departments. The "Status" column reflects the time frame within when the initiative has or will be underway. The implementation of actions may be ongoing (and in some cases are long-term) and the time frame is not intended to reflect a completion date.



Goal 1: Demonstrate fiscal responsibility through establishing financial policies and budgeting practices that accomplish the highest priorities and demonstrates results.

	Action Item	Responsible Office or Dept
1.1	Implement an enhanced city-wide performance measurement program	City Manager's Office
Status	Initiated: FY 13 (complete; ongoing)	
	Planned Activity	
	<p>Three-pronged approach to performance measurement implemented :</p> <ul style="list-style-type: none"> ICMA's Insights (formerly CPM 101) program: national benchmarks Valley Benchmarking Cities (VBC): ASU/Alliance for Innovation group that facilitates valley cities' in-depth review of key ICMA measures CityStat program: city-defined strategic, activity and workload data <p>FY 14-15 CityStat report provided to Council and published on city's website</p> <p>Connecting CityStat measures to PBB Q1 & 2 programs</p> <p>Performance Management Program update presented to Council (Oct 2015)</p>	
	Next Steps	
	<p>Use CityStat to identify key outcome measures for department value streams and identify areas to focus Lean activities</p> <p>Continued meeting with Valley Benchmarking Cities (VBC)</p> <p>Work with ICMA and VBC to identify key ICMA Insights measures to incorporate and set up data collection mechanisms</p>	
	Action Item	Responsible Office or Dept
1.2	Continued implementation & utilization of Priority Based Budgeting (PBB)	Finance/City Manager's Office, with engagement by all
Status	Initiated: FY 14 (complete; ongoing)	
	Planned Activity	
	<p>PBB Result Maps linked to Strategic Action Plan strategic priorities/goals (basis for one scoring element)</p> <p>Completed "Lap 2" – Second Round of Priority Based Budgeting model for FY 15 budget</p> <p>An initial evaluation of tier 4 PBB programs for FY 15 model was conducted by departments (minimal eliminations; some efficiencies)</p> <p>Utilized Program Quartile Results in FY 15-16 budget supplemental development, review and prioritization process</p> <p>Linkage of Performance Measures to Quartile 1 & 2 programs (most relevant to results)</p>	
	Next Steps	
	<p>"Lap 3" PBB model update with FY 15-16 Budget</p> <p>Continued Integration of PBB programs into Performance Management framework to identify key areas for efficiencies</p> <p>Communicate PBB utilization in budget development decision making process (FY 16-17 budget)</p>	



Fiscal & Resource Management

Action Item		Responsible Office or Dept
1.3	Assess the City's budget & tax policies to evaluate sustainability of revenues	Finance, with involvement from key operating departments
Status	Initiated: FY 13 (complete; ongoing evaluation)	
Planned Activity		
Incorporated into annual City Council retreat discussions Topic discussed during budget development process (no changes made)		
Next Steps		
Tax Policy discussion will be discussed at the next City Council retreat to provide policy direction for FY 17-18 budget development		
Action Item		Responsible Office or Dept
1.4	Develop strategy for building replacement fund balances that meet equipment replacement standards (fleet, equipment, technology)	Finance, with involvement from key operating departments
Status	Initiated: FY 14 (in progress)	
Planned Activity		
10-year replacement plan developed for most departments Budget policy modified to address asset management reserves to replace and preserve General Fund assets		
Next Steps		
Execution of Asset Management replacements for FY 16-17 as outlined in 10-year plan Public Safety Asset Management Program development/funding estimates Utility Enterprise Fund Asset Management program evaluation Evaluate/recommend funding for FY 17-18 budget based on 10-year plan		
Action Item		Responsible Office or Dept
1.5	Complete Utility Rate Study for water and wastewater services	Finance
Status	Initiated: FY 14 (in progress)	
Planned Activity		
Interim rate increase approved July 2014 (rates effective January 2015) Integrated Water Master Plan (IWMP) in progress (current system and growth components) Citizen committee completed work with consultant & staff and presented rate recommendations to Council in June 2015 (includes IWMP recommendations to support current infrastructure) Public Hearing and Consideration of Rate Increase October 2015		
Next Steps		
Implementation of rate changes based on results of October 2015 meeting		



	Action Item	Responsible Office or Dept
1.6	Continue to appropriate the annual General Fund set aside in the budget to prepare for increased debt service payments associated with the ballpark PIC bonds until the full obligation is funded until the AZSTA contributions begin	Finance/City Manager's Office

Status Initiated: FY 13 (in progress)

Planned Activity

Fifth of 7 annual increases to base budget capacity for future debt service implemented as part of FY 16-17 Budget

Cactus League continues to generate awareness of the statewide economic impact of Spring Training:

Cactus League economic impact study released through Governor's Office September 2015.

In February 2016, a Legislative Day was held to promote the state-wide economic benefits of the Cactus League.

Next Steps

Continue to set aside an additional \$680,000 in subsequent budgets (through FY 18-19) to ensure full amount needed for PIC bond payment will be in the base budget without reducing expenditures in programs and services

Follow up with AZSTA for updated funding projections/reimbursement schedules (annually)

Continue working with Cactus League board on long-term Spring Training funding strategy



Fiscal & Resource Management

Goal 2: Reduce the cost of government through implementing business process and other operational efficiencies.

Action Item		Responsible Office or Dept
2.1	Utilize process improvement teams and topic task forces to critically assess operational improvement opportunities and emerging issues	All Departments
Status	Initiated: FY 13 (complete; ongoing)	
Planned Activity		
Performance Management Framework established linking Strategic Priorities, Priority Based Budgeting, and CityStat measures		
Cross-functional Innovation Ambassador team continuing implementation of innovation strategy, to include Lean thinking training during GEO reunion (developed and delivered in-house; approx 92% of employees have completed training)		
Departments identifying opportunities to improve services/create efficiencies and implementing, both through applying Lean tools and as a normal course of business. Key examples include :		
Online utility application		
Streamlined printer support strategy and process		
High Water Consumption Inquiry Process Enhancements		
Fleet Preventative Maintenance process enhancements (to have lowest O&M cost possible)		
Parks crew deployment process enhancements (more time spent in parks to enhance standard of care performance measure)		
Technology enhancements as noted under FR Goal 4 to support process efficiencies (i.e. Office 365; SharePoint, Canvas)		
Development Continuum customer service focus for process improvements		
Next Steps		
Roll out use of Innovation Forum to create central repository for efficiencies/process enhancements		
Continue to hold Kaizen events for key city business processes to improve efficiency		
Action Item		Responsible Office or Dept
2.2	Prepare employees to operate efficiently and effectively by building skills in technical and leadership competencies	Human Resources
Status	Initiated: FY 14 (implementation in progress)	
Planned Activity		
Leadership Development Series implemented and includes 60 hours of training for new supervisors (to be completed within 18 months of position)		
Certifications covered as part of tuition reimbursement program		
Enhanced partnership with Arizona Government Training Service (AGTS) for additional courses in core competencies		
Next Steps		
Implementation of training as developed		



	Action Item	Responsible Office or Dept
2.3	Increase sharing of City resources internally and with regional partners	Human Resources
Status	Initiated: FY 13 (complete; ongoing)	

Planned Activity

Partnership established and ongoing with Litchfield Park regarding Fire and inspection services
 Partnered with city of Avondale to host Tale of Two Cities Parade
 Maricopa County Library District and Arizona State University Partnership to provide small business and entrepreneur training in @InnovationHub
 Explored shared resources approach for Mobile (determined not feasible)
 Agreements with schools for shared use of facilities for city activities
 Internal resource sharing opportunities identified through Kaizen events
 Lean activities such as 6S and ongoing Office Exchange program established as sustainable method to share internal resources

Next Steps

Additional city-wide 6S activities to identify other opportunities to share resources

	Action Item	Responsible Office or Dept
2.4	Implement additional wellness initiatives to enhance current programs offered in an effort to reduce employee medical costs	Human Resources
Status	Initiated: FY 14 (complete; ongoing)	

Planned Activity

Wellness Campaign "Good Health" and Wellness Committee established (STAR program)
 Expansion of wellness clinic hours during peak flu-season months
 Free boot camp offered for employees
 Ergonomic and health-conscious efforts rolled out to organization to encourage healthy lifestyles
 Created wellness intern program

Next Steps

Continued roll out of wellness initiatives developed by cross-functional team and targeted to key drivers of claims



Fiscal & Resource Management

Action Item		Responsible Office or Dept
2.5	Preserve employee safety and reduce workers' compensation claims by implementing comprehensive Standard Operating Procedures (SOP) and Job Hazard Analysis (JHA) documents and other safety enhancing measures	Human Resources
Status	Initiated: FY 13 (complete; ongoing)	
Planned Activity		
Standard Operating Procedures continue to be developed/reviewed/enhanced to ensure consistency and documentation regarding expectations (includes field departments and public safety)		
Partnership with Franklin Pierce University to provide safe workout routines for Fire Department/Parks & Rec physical training (ongoing)		
City-wide Safety Committee case study presentation at 2014 Alliance for Innovation conference (recognized as best practice)		
Next Steps		
Monitor Performance Measures		
Ongoing Safety Training		
Updates to SOPs as needed		
Action Item		Responsible Office or Dept
2.6	Implement Citizen Online Reporting and Kiosk Program	Police Department
Status	Initiate: FY 2017 *NEW ITEM	
Planned Activity		
TBD		
Next Steps		
TBD		
Action Item		Responsible Office or Dept
2.7	Implement and upgrade Traffic Unit technologies	City Manager's Office
Status	Initiate: FY 2017 *NEW ITEM	
Planned Activity		
E- Citations		
Upgrade license plate readers		
Update accident mapping tools		
Next Steps		
TBD		



Goal 3: Implement a human capital plan that allows the City to proactively plan for, maximize, and retain top human resources talent.

	Action Item	Responsible Office or Dept
3.1	Expand organizational development and outreach efforts for proactive succession planning	Human Resources

Status Initiated: FY 15 (in progress)

Planned Activity

Leadership Development Series developed and implemented (includes 60 hours of infrastructure for newly promoted supervisors)

Partnership with West Valley communities and ACMA on collaborative succession planning efforts to leverage resources (predictive attrition data model under development by ASU) not moving forward due to lack of ASU resource

Offering tuition reimbursement for general certification and leadership development courses (i.e. ASU Certified Public Manager program, Leadership West, and Flinn Brown Academy) and technical programs

Succession Planning component included in People Master Plan and (specific action items may be identified through employee retention interviews also)

Next Steps

Continued exploration of partnerships with universities and other educational institutions for employee training partnership opportunities (i.e. Franklin Pierce, ASU, EMCC, etc.)

Departments conduct environmental scans to identify hard-to-fill positions and other challenges to succession planning

	Action Item	Responsible Office or Dept
3.2	Align/prioritize projection of human resources needs with growth estimates and annual budget development	Human Resources

Status Initiated: FY 14 (in progress)

Planned Activity

Workload indicators developed as part of CityStat

Workload Indicator data provided to the City Council as part of supplemental recommendation packet

Department review of growth projections and workload predictor data to evaluate future human resource needs

Next Steps

As growth continues and results in increased workload, Directors, Finance and Executive Management to review data and provide recommendations on human resource needs and priorities (link to budget process) – ongoing

Explore projections as part of People Master Plan



Fiscal & Resource Management

Action Item		Responsible Office or Dept
3.3	Implement employee retention interviews	Human Resources
Status	Initiated: FY 14 (in progress)	
Planned Activity		
Developed retention interview plan (questions, timing, engagement)		
Retention Interviews in progress		
Next Steps		
Complete retention interviews according to implementation plan and review feedback to inform the people master plan and organizational strategies		
Action Item		Responsible Office or Dept
3.4	Evaluate strategies that will enhance employee engagement and satisfaction	Human Resources
Status	Initiated: FY 14 (in progress)	
Planned Activity		
Through innovation initiative, providing employees with tools and consistent message that they are empowered to identify ideas and opportunities for improvement		
Employee Satisfaction Survey completed and each department identifying enhancements to address areas of feedback (data is baseline measurement for future surveys)		
Employee retention interviews will engage employees in terms of continued engagement and development		
Next Steps		
Integrate engagement strategies into the People Master Plan and engage workforce to develop ideas to engage employees		
Action Item		Responsible Office or Dept
3.5	Explore expanded use of interns to support City activities and initiatives	Human Resources
Status	Initiated: FY 15 (implementation in progress)	
Planned Activity		
Existing intern programs include Police Department Investigations, Human Resources, Ballpark, Finance, Development Services, Water Conservation, Legal and Wastewater Technician		
During FY16, Ballpark had 7 interns which accumulated 4,550 volunteer hours from January through March.		
Intern program mission, goals, and measures developed		
Several interns and ASU Andrews scholar completed intern activities with the city in FY 16		
FY16 The ASU Marvin Andrews Fellows completed a Goodyear Parks and Recreation Fee and Cost Recovery Study.		
Ongoing funding approved in FY15-16 budget to support intern program		



Next Steps

Continued work with departments to develop program strategies based upon identified needs (upcoming: Economic Development)
Hire interns as opportunities arise

Goal 4: Implement reputable and innovative technology initiatives to support City business processes and encourage private development investment.

	Action Item	Responsible Office or Dept
4.1	Implement a new Financial Management System that expands and modernizes city financial operations.	Information Technology

Status Initiated: FY 16 (in progress)

Planned Activity

Evaluation and selection of Financial Management System modules as initial phase of implementation

Next Steps

Evaluation and selection of Financial Management System modules as initial phase of implementation

	Action Item	Responsible Office or Dept
4.2	Develop a plan for expansion of conduit and fiber system on arterial streets to interconnect traffic signals and city facilities and provide additional conduit space for potential lease (Also noted in Economic Vitality Goal #3)	Engineering

Status Initiated: FY 13 (complete; ongoing)

Planned Activity

Three additional fiber installation projects recommended in FY 15-24 CIP (maximizing resources through MAG grant funding, city 10% cost responsibility); one is complete and two in progress
MAG funding for additional projects due to census funds applied to fiber project

Next Steps

Completion of additional fiber projects as adopted in CIP
Continued work with MAG to identify additional projects/funding sources



Fiscal & Resource Management

	Action Item	Responsible Office or Dept
4.3	Expand asset management program	City Manager's Office/Finance

Status Initiated: FY 13 (In Progress)

Planned Activity

Engineering, Public Works, Parks, General Government and ITS 10-year replacement plans presented as part of FY 16 budget (Fleet replacement plan already in place)

Pavement Management Program presented as part of FY 16 budget and funding level to be discussed annually based on projects and projections

Funding strategy incorporated into the adopted Financial Policies

Next Steps

Implementation of plans according to accepted schedules

Discuss each year as part of the budget in regards to funding levels/strategies

Evaluate Public Safety asset management replacement needs to develop recommendation for plan

	Action Item	Responsible Office or Dept
4.4	Enhance SCADA system to maintain critical facilities remotely and plan for growth	Public Works with Information Technology

Status Initiated: FY 13 (in progress)

Planned Activity

Phase II Supervisory Control and Data Acquisition (SCADA) implementation complete, including assessment of network viability, compliance data management, and alarm inventory to provide a gap analysis and implementation plan

Improvements made at 157th Wastewater Treatment Plant, Bullard Water Campus, Rainbow Valley Water Reclamation Facility and Site 18 and 21

Conducted SCADA radio study in FY 15-16

Next Steps

SCADA System upgrades and installation

Continued future planning for expansion of system pending funding



	Action Item	Responsible Office or Dept
4.5	Expand the electronic plan review process to Development Services	Development Services with Information Technology

Status Initiated: FY 13 (in progress)

Planned Activity

Implemented electronic development applications and submittals (email/disc)
 Determined that ProjectDox didn't work "out of the box"; evaluating use of Enterprise Content Management System OpenText
 The Planning and Zoning Division is currently testing the new electronic plan routing and review process using Project Dox.

Next Steps

The first phase of deployment in Planning and Zoning will enable customers to submit applications via CD; staff will input information into the software system.
 Evaluate feasibility of use of OpenText to meet Development Services needs.

	Action Item	Responsible Office or Dept
4.6	Implement Telestaff software to more efficiently conduct daily staffing and provide improved financial data regarding personnel costs	Fire Department with Information Technology

Status Initiated: FY 15 (complete; ongoing)

Planned Activity

Software fully implemented in FY 15
 Upgrade to Telestaff Workforce occurred in FY16.
 Waiting to connect to Financial Management System in future for further efficiencies.

Next Steps

Explore interface with new Financial Management System, which will create streamlined processes and efficiencies in the general personnel cost and overtime tracking process

	Action Item	Responsible Office or Dept
4.7	Implement enhanced Records Management System technology support	City Clerk's Office

Status Initiated: FY 14 (in progress)

Planned Activity

Currently underway implementing new Records Management System

Next Steps

Receive training and guidance from consultants for a smooth transition
 Prepare files in current system for migrating records to new records management system



Fiscal & Resource Management

Action Item		Responsible Office or Dept
4.8	Evaluate feasibility of electronic posting board at City Hall	City Clerk's Office
Status	Initiated: FY 14 (in progress)	
Planned Activity		
Evaluating options for implementation		
Next Steps		
Potential implementation during FY16-17		
Action Item		Responsible Office or Dept
4.9	Evaluate technology solutions to support performance measures to facilitate efficient tracking, reporting and communication	City Manager's Office
Status	Initiated: FY 14 (in progress)	
Planned Activity		
Utilization of SharePoint to standardize and create streamlined CityStat performance measure reporting		
Annual CityStat report published to city website		
Evaluating options for a community dashboard to showcase key measures		
Leveraging of applications introduced to the organization to support core business functions in order to enhance performance and communication (i.e. canvas, SharePoint)		
Next Steps		
Pilot a comprehensive performance management tracking solution software, linking Strategic priorities, goals, action items, and performance measures		
Action Item		Responsible Office or Dept
4.10	Explore opportunities to promote Science & Technology in Goodyear through partnership with the Arizona SciTech Festival	Economic Development with Police Department, Parks & Recreation, and City Manager's Office
Status	Initiated: FY 13 (complete; ongoing)	
Planned Activity		
Parks & Rec and Police Department have supported school events as requested (space, demonstrations)		
Economic Development works with business in Goodyear, as well as out regional partners such as WESTMARC and the Arizona Tech Council, to promote Goodyear industry through Arizona SciTech Festival		
Next Steps		
Economic Development will work with partners and business to plan for the Arizona SciTech Festival in FY16-17		
Continue to be engaged with schools to support their SciTech festival activities as requested		



Goal 5: Create and pursue opportunities for collaboration and regional partnerships to maximize resources and address regional issues.

Action Item		Responsible Office or Dept
5.1	Explore opportunities for a regional water/wastewater solutions	Public Works
Status	Initiated: FY 13 (in progress)	
Planned Activity		
<p>Growth model developed to plan for water/wastewater needs to support West Goodyear MOU developments/revised agreements adopted (incorporating flexibility to encourage growth and promote sustainability)</p> <p>In coordination with Newland Communities, working with ADWR on a northern solution and strategy for Rainbow Valley service</p> <p>Non-binding Letter of Intent to enter negotiations with EPCOR regarding treatment and delivery of the city's CAP water supply</p> <p>Exploring additional CAP water leases with the Gila River Indian Community</p> <p>Identified opportunity to work with Roosevelt Irrigation District (RID) to identify partnership opportunities for groundwater savings facility and well utilization</p> <p>Working with the city of Tolleson regarding the unused water reclamation plant capacity to evaluate feasible opportunities for partnership</p>		
Next Steps		
Continued work on identified opportunities		
Action Item		Responsible Office or Dept
5.2	Enhance partnership with Alliance for Innovation to capitalize on pilot programs, training, and best practices	City Manager's Office
Status	Initiated: FY 13 (complete; ongoing)	
Planned Activity		
<p>Continued engagement with the Alliance regarding the City's Performance Management Program and fostering innovation through Lean thinking</p> <p>Served on 2015 Transforming Local Government national conference planning committee</p> <p>Presented at Alliance 2015 national conference regarding community engagement strategy for General Plan 2025 project</p> <p>Represented on national nextERA advisory board, engaging with the Alliance for Innovation board members on strategies and emerging issues</p>		
Next Steps		
<p>Participate in newly formed Lean Six Sigma Consortium</p> <p>Continue to communicate Alliance training and information resources to employees</p> <p>Evaluate opportunities to leverage Alliance resources to support employee professional development plans</p>		



	Action Item	Responsible Office or Dept
5.3	Collaborate with public/private agencies to identify alternative SAT site or other recharge opportunities	Public Works

Status Initiated: FY 13 (some complete; some in progress)

Planned Activity

Re-commissioned SAT Site June 2014 (to date, 3,600 acre feet recharged with LTSC value of \$720,000)
City received \$300,000 grant for vadose zone injection wells project (long term recharge solution); GIS analysis of siting complete – ideal site at Maricopa County Regional Park and Tres Rios Golf Course

Next Steps

Complete 30% design concept report for two identified locations
Completion of construction of vadose zones expected end of 2016

	Action Item	Responsible Office or Dept
5.4	Explore enhancing the business liaison function of the Community Services Unit in conjunction with online business reporting.	Police Department

Status Initiate: FY 17 *NEW ITEM

Planned Activity

TBD

Next Steps

TBD



Goal 1: Streamline the City's development services to efficiently support local economic development.

Action Item		Responsible Office or Dept
1.1	Review and update design guidelines and sign ordinances	Development Services
Status	Initiated: FY 14 (design guidelines complete; sign ordinance in progress)	
Planned Activity		
Updated International Building codes adopted May 2015		
City Council approved updated design guidelines on June 9, 2014		
Work session on revised sign ordinance held in early 2015 and Oct 2015		
Next Steps		
The Sign Ordinance is currently under development. It was scheduled to be completed in 2015, but the Reed v. Town of Gilbert court case significantly affected the project		
Staff is utilizing the assistance of a legal consultant to help with the sign ordinance update.		
Action Item		Responsible Office or Dept
1.2	Design a Process Improvement Plan to streamline City development and tenant improvement business processes, including a communications plan for business outreach	Development Services with Engineering and Economic Development
Status	FY 13 (in progress)	
Planned Activity		
Application form updated to include owner contact information (enhanced communication)		
Owners included in communications regarding plan review comments		
New concurrent review process for eligible commercial pad sites that can eliminate 2-3 months in the process		
Customer Service Survey completed August 2015		
The Development Continuum (Development Services, Engineering and Economic Development began implementing lean principles in its business processes in November 2015. Several Improvements have occurred and have been discussed with council.		
Next Steps		
The Development Continuum will re-survey recent customer to evaluate their responses to recent changes		



Economic Vitality

Goal 2: Establish a long-range planning vision that incorporates citizen and stakeholder input to provide a road map for strategic development and budget planning.

	Action Item	Responsible Office or Dept
2.1	Water Resources Master Planning	Public Works
Status	Initiated: FY 13 (in progress)	
	Planned Activity	
	Remediated groundwater to ballpark completed (cost efficiency)	
	Continued increase in the purchase of Central Arizona Project (CAP) surface water to diversify water portfolio	
	Integrated Water Master Plan (IWMP) in progress (current system support incorporated into rate study; growth needs in progress)	
	WESTCAPS Basin Study (US Bureau of Reclamation \$900,000 grant) in process - evaluating water resources needed compared to available water supply	
	Next Steps	
	Explore additional opportunities for cost efficient use of remediated groundwater	
	WESTCAPS Basin study expected completion December 2016	
	Action Item	Responsible Office or Dept
2.2	Work closely with the Phoenix Goodyear Airport on implementation of the Master Plan to develop the airport corridor	Development Services with Economic Development
Status	Initiated: FY 13 (in progress)	
	Planned Activity	
	Continued partnership with the Phoenix Goodyear Airport, Greater Phoenix Economic Council, and industry/business to market the airport corridor for economic development	
	Hosted tour of site to discuss growth opportunities	
	Hosted business roundtable focused on aviation and aerospace	
	Status update and upcoming capital investment by City of Phoenix presented to Council Summer 2015	
	Facilitating development of first new construction at airport in 10 years (LuxAir hangar project)	
	Next Steps	
	Continue to engage with City of Phoenix on airport master plan activities anticipated when they move forward	
	Continued partnership for marketing/recruitment of airport businesses	



Goal 3: Prioritize and invest in strategic infrastructure construction that supports the City's economic development vision and goals.

	Action Item	Responsible Office or Dept
3.1	Evaluate options to bring surface water from the Central Arizona Project (CAP) canal into the city to cost-effectively create additional water resources to support development	Public Works
Status	Initiated: FY 13 (in progress)	
	Planned Activity	
	Continuing to increase water order from Central Arizona Project to build up to maximum allotment (even before delivery mechanism is in place) to provide cost-effective recharge and building of Long Term Storage Credits	
	FY 15-24 Capital Improvement Plan and Infrastructure Improvement Plan (IIP) includes pipeline project to facilitate delivery of CAP water to Goodyear	
	Next Steps	
	Negotiate agreement for water treatment facility capacity	
	Action Item	Responsible Office or Dept
3.2	Complete the approval process for the Environmental Impact Study (EIS) for the Sonoran Valley Parkway to create easier access and foster construction of economic development corridor	Development Services
Status	Initiated: FY 13 (in progress)	
	Planned Activity	
	Bureau of Land Management (BLM) has finished the Final EIS document and is preparing the Notice of Availability (NOA) for publication in the Federal Register	
	Cultural Resources Programmatic Agreement has been prepared pursuant to federal requirements (procedure agreement if anything is found on land requiring attention) and is under review by potentially affected tribal entities	
	The programmatic agreement has been approved and signed by the City.	
	The agreement is waiting on signatures from the BLM	
	Next Steps	
	The Record of Decision (ROD) and Right of Way permit are anticipated to be finished in 2016	



Economic Vitality

Action Item	Responsible Office or Dept
3.3 Develop a plan for expansion of conduit and fiber system on arterial streets to interconnect traffic signals and city facilities and provide additional conduit space for potential lease (Also noted in Fiscal & Resource Management Goal #4)	Engineering
Status	Initiated: FY 13 (complete; ongoing)
Planned Activity	
Three additional fiber installation projects recommended in FY 15-24 CIP (maximizing resources through MAG grant funding, city 10% cost responsibility); one is complete and two in progress MAG funding for additional projects due to census funds applied to fiber project	
Next Steps	
Completion of additional fiber projects as adopted in CIP Continued work with MAG to identify additional projects/funding sources	

Goal 4: Focus on strategic economic development pursuits and initiatives that will increase local jobs and create demand for supporting businesses.

Action Item	Responsible Office or Dept
4.1 Update the economic development strategic plan using a consultant driven process that engages a technical advisory team, key stakeholders and City Council	Economic Development
Status	Initiated: FY 14 (implementation in progress)
Planned Activity	
Final Focus on Success plan adopted by Council February 2014 Completed Medical Innovation Corridor study Re-established standalone Economic Development Department to elevate importance of proactive business recruitment and retention Completed Economic Development Marketing Plan Held inaugural Goodyear Geared for Growth economic development showcase for the business community In FY 15, assisted 18 companies locating or expanding in Goodyear creating 1300 jobs and \$172 million in capital investment (includes REI, BASIS, Great Hearts, Harkins, & Michael Lewis) Proactive outreach to more than 75 retailers (including restaurants and entertainment venues) FY 16 funding for retail recruitment consultant Economic Development creates and distributes the Focus on Success Annual Progress Report	
Next Steps	
Continue proactive engagement of targeted industries Work with Engineering and Development Services on business friendly approach to move projects through our process as seamlessly as possible Enhance focus on recruitment of retail and entertainment options, including engaging our retail consultant firm to supplement efforts	



	Action Item	Responsible Office or Dept
4.2	Evaluate employment corridor viability through proactive collaboration with land owners in key corridors	Economic Development with Development Services

Status Initiated: FY 13 (in progress)

Planned Activity

Urban Land Institute (ULI) Technical Assistance Panel (TAP) session held (April 2014)

Final report adopted by Council July 2014 (information used to guide Council retreat policy discussions at November 2014 retreat)

Discussions with developers regarding Cotton Lane Commerce center to advance infrastructure in key corridor

Significant collaboration with Phoenix Goodyear Airport and Lockheed Martin landowners to develop employment prospects

Collaboration with new land owners around Goodyear Ballpark for development and marketing

Development of Medical Innovation Corridor strategy

Next Steps

Pursuit of economic development opportunities in key corridors in partnership with land owners

Evaluate options for city/developer partnership for Cotton Lane Commerce proactive infrastructure investment

Explore and evaluate potential return on investment related to city infrastructure and capital improvement projects for employment corridor status enhancement

	Action Item	Responsible Office or Dept
4.3	Research opportunities for city-sponsored incubator programs and evaluate with consultant potential opportunities	Economic Development

Status Initiated: FY 13 (in progress)

Planned Activity

Established partnership in 2014 with Arizona State University and Maricopa County Library District (MCLD) to add business incubator model in new library (Alexandria model)

Partnership with SCORE to provide free entrepreneur/business mentoring at @InnovationHub

Federal Economic Development Authority (EDA) grant utilized to complete feasibility study and potential grant eligibility future Tech Incubator

Pursued funding through supplemental request to support Goodyear's portion \$50,000 of the incubator if the OEA grant is awarded

Next Steps

Continue to work with ASU, SCORE and MCLD to host incubator programming and events at the @InnovationHub

OEA grant submission from Arizona Commerce Authority

Further evaluation and implementation of EDA study recommendations



Economic Vitality

	Action Item	Responsible Office or Dept
4.4	Proactively engage Macerich related to Estrella Falls Mall development	Economic Development with Development Services

Status Initiated: FY 13 (in progress)

Planned Activity

Continued engagement with Macerich regarding opportunities to advance plans for the mall
Executed Second Amendment to Development Agreement to facilitate phased development of mall, with movie theater and two pad-ready sites completed by end of 2016

Next Steps

Plan Review activities as documents are submitted for the movie theater and pad sites
Proactive engagement and aggressive marketing regarding demographics to demonstrate area readiness for regional mall
As timing dictates, conduct comprehensive analysis of potential operational impacts/estimated costs (lead by Finance), to include public safety, court, street maintenance, other potential projects/operational impact such as NEVs and transit

	Action Item	Responsible Office or Dept
4.5	Collaborate with educational institutions to develop local workforce skills in targeted industries	Economic Development

Status Initiated: FY 13 (in progress)

Planned Activity

West Valley Vision study completed by Maricopa Association of Governments (MAG) and economic development initial focus is on education and workforce development
Communicating current/future workforce trends to Estrella Mountain Community College (EMCC) to ensure alignment with planning efforts

Next Steps

Work with West Valley Vision economic development group on regional workforce development strategies
Staff, EMCC and Westmarc collaborating on programs that support Goodyear workforce needs (example: aviation and manufacturing/metalworking and various other trades skills)



Goal 5: Foster support and retention of local businesses through ongoing engagement and communication to ensure City policies and priorities encourage their long-term success.

	Action Item	Responsible Office or Dept
5.1	Develop a method to obtain feedback from new businesses regarding their experience with the City and use as continuous improvement tool	Development Services/Economic Development
Status	Initiated: FY 13 (in progress)	
	Planned Activity	
	<p>Continuing quarterly Development Forum to gather feedback from the development community</p> <p>Business Roundtables reinitiated</p> <p>Customer Service survey completed August 2015</p> <p>Information from survey presented to Council November 2015</p> <p>The Development Continuum held a Kaizen Burst to update the city website</p>	
	Next Steps	
	<p>The Website Updates are currently under development and will be launched summer 2016.</p> <p>This includes enhancing the customers experience such as combining information from Engineering, Planning and Building Safety into one place for ease of use by our customers</p> <p>The Development Continuum will re-survey customers to evaluate their response to recent changes</p> <p>The Development Continuum will continue to focus efforts on improvements driven from customer service survey results and using application of Lean principles</p>	
	Action Item	Responsible Office or Dept
5.2	Continue business retention and expansion communication program to include regular outreach to build relationships, advise of City activities, and provide businesses interested in expansion with state incentive program information	Economic Development
Status	Initiated: FY 13 (in progress)	
	Planned Activity	
	<p>Continued hosting of the annual Small Business Summit (initiated in 2013 - partnership with SW Valley Chamber)</p> <p>Dedicated Economic Development project manager position focused on small business (hired in fall 2014)</p> <p>Enhanced proactive engagement with small businesses through direct contact and participation in Chamber events</p> <p>Business Roundtable events include rotation for small business discussion</p> <p>2015 Small Business Summit held in November with approximately 100 representatives from the local business community</p> <p>Yellow Paper completed on 2015 Small Business efforts and activity</p> <p>Small Business Roundtable held in June 2016</p>	
	Next Steps	
	Outreach via business site visits when a new business opens in the community	



Economic Vitality

	Action Item	Responsible Office or Dept
5.3	Create a redevelopment plan, to include Historic Goodyear as well as infill strategies	Development Services
Status	Initiated: FY 13 (in progress)	
Planned Activity		
General Plan considers strategies regarding redevelopment		
December 2014 presentation to City Council demonstrating substantial action in redevelopment area		
Development Mini Series #2 was held to inquire the Council's thoughts on specific policy questions regarding infill, incentives, lot diversity and new zoning districts		
Development Mini Series #3 was held to garner Council feedback on developing community identities for regions of the city		
Next Steps		
Development Services will be working with the feedback received from the Development Mini Series Council meetings and developing a plan for moving forward		

Goal 6: Develop a comprehensive approach to encouraging tourism in Goodyear and the West Valley.

	Action Item	Responsible Office or Dept
6.1	Partner with the Southwest Valley Chamber of Commerce and the Arizona Office of Tourism on tourism initiatives	Economic Development and Parks & Recreation
Status	Initiated: FY 14 (complete; ongoing)	
	Planned Activity	
	Engaging with SW Valley Chamber tourism subcommittee as meetings are scheduled	
	Partnership with SW Valley Chamber for Prop 302 tourism funds (Goodyear received approx. \$86,000 used for visitors guide, Spring Training advertising, local event promotions and promotional materials)	
	Provided information for the SW Valley Chamber's tourism section of their website	
	Provided information for the Westmarc tourism section of their website	
	Partnered with Westmarc and Greater Phoenix Economic Council on showcasing Goodyear during the 2015 Super Bowl (executive packet)	
	Participated in Cleveland Indians and Cincinnati Reds fan fest events in Ohio to promote Goodyear Spring Training	
	Ongoing information sent to Arizona Office of Tourism for the "Visit Arizona" website and receipt of promotional materials from them for in-state and out-of-state marketing	
	Cactus League completed 2015 Economic Impact Study (Spring Training and the host cities combine to generate over \$809 M in economic impact annually)	



Next Steps

Continue to explore Prop 302 funding opportunities to support tourism activities.

Goodyear requested \$95,000 in funds for FY17 based on a projected increase in overall distribution as a result of higher gross room sales in our region.

Additional dollars slated to go to new tourism advertising avenues, such as digital ad retargeting, ads in Canadian newspaper inserts and promotion in the Reds and Indians minor league affiliate parks in Ohio and Kentucky.

Continued participation in Cleveland Indians and Cincinnati Reds fan fest events in Ohio to promote Goodyear.

The Spring Training information booths at both Redsfest and TribeFest have become staples at these events, providing fans of each team a place to pick up information on ticket sales, the Goodyear area, the state of Arizona, as well as provide a person from the area they can ask questions. Mayor Lord supported both events with radio/TV interviews promoting Spring Training and tourism in Goodyear.

Evaluate engagement opportunities with Southwest Valley Chamber of Commerce tourism activities

Ballpark staff attends all tourism subcommittee meetings and is heavily involved in Prop 302 funds distribution.

Continued engagement with Arizona Office of Tourism on partnership/cross-promotional opportunities

Advertising plans for FY17 include banner ads on AOT's visitarizona.com, the official State of Arizona visitors' guide, and AOT's January e-newsletter which has a Cactus League Spring Training focus.

Market Cactus League study findings

Media interviews have been completed

Goal 7: Plan for, develop, and sustain a safe, effective, and well-maintained transportation system and alternative mobility options.

Action Item	Responsible Office or Dept
7.1 Coordinating freeway planning, design, and construction with ADOT for future expansion of SR303 and SR30	Engineering and Development Services

Status FY 14 (in progress)

Planned Activity

Construction of State Route (SR)303/I-10 transition completed and coordinated effort with State and Governor's Office to hold grand opening event August 2014

Construction bids for SR 303 south from I-10 to Van Buren due in late 2015 with construction beginning Spring 2016 (completion late 2017)

SR303 South of Van Buren to SR 30: Environmental Assessment (EA) and Design Concept Report (DCR) in progress by ADOT

Construction of SR303 between Van Buren Street and future SR30 slated for 2023-2024 time frame

SR30 (SR202 to SR303) aka I-10 Reliever: alignment decision on hold by ADOT (no time frame known at this point)

Next Steps

City staff working with ADOT on communications plan

Await notice of completion of EA and DCR for 303 Van Buren to future SR 303 and advise of public meetings regarding results (no time frame)



Economic Vitality

Action Item		Responsible Office or Dept
7.2	Coordinate input for the Tucson to Phoenix Passenger Rail Corridor Study conducted by ADOT to explore alternative transportation options	Engineering
Status	Initiated: FY 13 (on hold)	
Planned Activity		
Draft Tier 1 Environmental Impact Statement (EIS) for segments between Phoenix and Tucson Tier 2 study would evaluate two corridor alternatives in the study area (not impacting Goodyear) – not funded and no time frame		
Next Steps		
Project is very long-term and will not have immediate involvement by city		
Action Item		Responsible Office or Dept
7.3	Evaluate enhancements to City transit services that meet current needs and accommodates future growth into the regional valley transit system	Engineering
Status	Initiated: FY 15 (complete; ongoing)	
Planned Activity		
Bus routes expanded to enhance service Zoom service extended to incorporate additional destination points in Goodyear Yellow Paper to Council outlining additional transit options		
Next Steps		
Continue current services and monitor ridership		
Action Item		Responsible Office or Dept
7.4	Evaluate traffic signal standards	Engineering
Status	Initiated: FY 16 (in progress) *NEW ITEM	
Planned Activity		
Develop recommended changes to city traffic signal standards		
Next Steps		
Council work session in fall 2016		



Goal 1: Establish an enhanced higher education presence in the City.

	Action Item	Responsible Office or Dept
1.1	Actively pursue opportunities for additional higher education institutions to locate in Goodyear	Economic Development
Status	Initiated: FY 13 (in progress)	
	Planned Activity	
	<p>In discussions with various higher education prospects, with a focus on institutions that offer programs in targeted economic development industries</p> <p>Economic Development created a college and university attraction brochure with the most pertinent information about Goodyear</p> <p>Sent the higher educational brochure to Goodyear landowners requesting submittals for private sites for colleges and universities and are working with landowners to tailor submissions</p>	
	Next Steps	
	<p>College and university Request for Information will be sent summer 2016</p> <p>Continue to evaluate prospects and prepare proposals as appropriate</p>	

Goal 2: Create an enhanced connection with neighborhoods throughout the City through focused outreach, strategic utilization of various communication methods, and focusing on outstanding customer service.

	Action Item	Responsible Office or Dept
2.1	Enhance City's website and utilization of social media	City Manager's Office/Information Technology Services
Status	Initiated: FY 13 (complete; ongoing)	
	Planned Activity	
	<p>New main website launched in July 2014</p> <p>Social Media sites including Facebook, Twitter, and Instagram activated</p> <p>Real time tweets during Council meetings</p> <p>Key development activity highlights posted on social media (progress on key projects, new business Certificate of Occupancy)</p>	
	Next Steps	
	Continue to promote items through social media to expand followers and impressions	



Sense of Community

	Action Item	Responsible Office or Dept
2.2	Maintain focus on providing outstanding customer service to our citizens and businesses to foster positive connection between staff and stakeholders	Human Resources (training) and all Departments

Status Initiated: FY 13 (in progress)

Planned Activity

Performance Evaluation Tool has standardized city-wide competencies all which are under the umbrella of customer service

Citizen Survey results demonstrate that there is an 82% rating that City services are excellent or good
Customer Service Survey of development stakeholders conducted Sept 2015 and reviewed with Council November 2015

Engagement of neighborhoods regarding I-10 noise study to determine current situation and develop collaborative solutions to address concerns

Discussion with City Council at retreat to develop a business friendly value statement

Conduct bi-annual citizen survey November 2015 (results reviewed with Council in January 2016)

Next Steps

Follow up with neighborhoods on final recommendations of noise study

Incorporate survey results into city programs and services

	Action Item	Responsible Office or Dept
2.3	Increase Community Policing Activities to increase proactive outreach and build relationships in the community	Police Department

Status Initiated: FY 13 (complete; ongoing)

Planned Activity

Continuing to educate stakeholders through outreach and programs such as Neighborhood Watch, Prescription Drop Box, Citizen Police Academy, Teen Police Academy, School Substation Program, Faith-based partnerships, "Protect your Business", Volunteers in Police Services, Police Assistant program, Coffee with a Cop

Presented on community policing programs to state and national conferences as programs being recognized as best practices

Received grant for segways to support community policing unit

Next Steps

Continuation of established programs and proactive exploration of additional strategies to support community policing approach



	Action Item	Responsible Office or Dept
2.4	Increase Fire Department engagement of neighborhoods	Fire Department

Status Initiated: FY 13 (complete; ongoing)

Planned Activity

Open House events held to invite community to learn about Fire service and build community relations

Implemented customer service surveys

9/11 Memorial Pancake Breakfast held annually

Implemented Annual EMS week open house in May

Dinner with the Fire Chief implemented during October

Inaugural girls fire camp held summer 2015

Next Steps

Continue to host events such as 9/11 Memorial Pancake Breakfast, open houses, and fire station tours to foster relationships and open communications with the businesses

	Action Item	Responsible Office or Dept
2.5	Evaluate options to foster increased public input related to the annual budget development process	Finance/ Communications

Status Initiated: FY 13 (complete; ongoing)

Planned Activity

Online Feedback Form developed and active to provide input or ask questions about the budget

Posted link to Arizona League of Cities "Get Involved" video re: importance of citizen input in the budget process

Links to all budget work sessions posted to transparency website (following meeting)

Enhanced social media promotion of budget-related meetings

Established annual public budget forum community meeting as part of budget

InFocus issue dedicated to budget highlights in easy-to-understand format for citizens

Next Steps

Continue to communicate methods for public involvement and input during annual budget development process (ongoing)



Sense of Community

	Action Item	Responsible Office or Dept
2.6	Evaluate the Citizen Satisfaction Survey and recommend enhancements	City Manager's Office
Status	Initiated: FY 14 (complete; ongoing)	
	Planned Activity	
	Direction to utilize the National Citizen Survey allowing the City to compare to comparable cities nationwide due to standardized survey structure	
	Surveys completed in early 2014 and 2016	
	Next Steps	
	Complete new standard survey in November 2017 for 2018 report out	
	Utilize citizen survey results as we align priorities for budget, strategic planning, and capital improvement plans (incorporated as part of Council retreat discussion)	
	Evaluate survey timing for best utilization during strategic planning discussions	
	Action Item	Responsible Office or Dept
2.7	Actively engage local residents in Mobile/Sonoran Valley area of Goodyear to enhance communication	Police/City Manager's Office
Status	Initiated: FY 13 (complete; ongoing)	
	Planned Activity	
	Pilot summer recreation program held summer 2014	
	InFocus magazine to Mobile community	
	Continued monitoring monthly report from Sheriff's office to understand residents' needs and conduct follow up	
	Mobile area specific Good Neighbor alert available for news specific to that area of the city	
	General Plan public meetings held in Mobile area to obtain input	
	Community outreach regarding special census activity.	
	FY 16 Police, Public Works and Fire Dept conducted a Touch a Truck program and Bike Rodeo with the Mobile school.	
	Next Steps	
	Continued communication with elementary school officials, community liaison and residents about activity in Mobile (newsletters, specific email blasts, community meetings)	



Goal 3: Evaluate additional community programs and events that bring citizens together to foster a sense of community and culture.

Action Item		Responsible Office or Dept
3.1	Focus on physical and programmatic expansion of the City's library services	Parks & Recreation
Status	Initiated: FY 14 (complete; ongoing)	
Planned Activity		
<p>New library opened February 2014</p> <p>Continued partnership with Maricopa County Library District for programming to meet diverse needs (ongoing programs include youth storytime, therapy dog program, STEAM activities, book club, knitting, etc.)</p> <p>FY15-16 data reflected a 216% increase in program attendance and 371% increase in program classes over FY12-13 which was the last year of operations at the old library location.</p> <p>Partnership with ASU's Alexandria Network to establishing the @InnovationHub as part of the library facility (hosting classes for entrepreneur & small business growth)</p> <p>Partnership with SCORE to offer small business mentoring hours each month</p>		
Next Steps		
<p>Library programming will be ongoing</p> <p>A 49% increase in the number of annual visitors has been realized since the library moved to its new location.</p> <p>A 67% increase in circulation was achieved between FY12-13 and FY15-16.</p> <p>Develop/initiate a library operations continuation plan for operations beyond 6/30/17 at which time the Maricopa County Library District contract expires.</p>		
Action Item		Responsible Office or Dept
3.2	Develop action plans to address neighborhood needs as identified	City Manager's Office, with other departments as needed
Status	Initiated: FY 14 (complete; ongoing)	
Planned Activity		
<p>Neighborhood Services Coordinator position filled and is focused on proactive relationship building with neighborhoods throughout the City</p> <p>Goodyear "road show" developed and available at neighborhood alliance/HOA meetings</p> <p>PublicStuff system launched to provide neighborhoods with a format to submit issues/questions; city able to review trends and develop communications/problem solving as needed</p> <p>Park improvements in historic Goodyear completed and grand re-opening events held</p>		
Next Steps		
<p>Continued engagement with neighborhood alliances/HOAs by Neighborhood Services Coordinator to understand community needs/concerns and engage staff as needed</p>		



Sense of Community

	Action Item	Responsible Office or Dept
3.3	Coordinate and produce a minimum of three city-wide major special events (4th of July, Home Plate for the Holidays, GAIN) and continue support others such as Tale of two Cities Annual Parade, Phoenix Symphony POPS concert, Ballet Under the Stars as well as explore additional opportunities for additional events that bring the community together	Parks & Recreation

Status Initiated: FY 13 (complete; ongoing)

Planned Activity

Star Spangled 4th drew 12,685 attendees.

Approximately 4,500 people enjoyed a relaxing evening at Ballet Under the Stars on September 25, 2015.

The Fall Festival was well attended with 9,274 attendees.

The Inaugural Veteran's Day event was held in November 2015, and it attracted 700 participants.

Home Plate for the Holidays had an attendance of 5,500.

The Tale of Two Cities Parade was held on February 20, 2016 and had an estimated attendance of 9,000.

The April 2016 Lakeside Music Festival was very popular with 5,500 in attendance.

Inaugural Veteran's Day event held in 2015 with 700 attendees

Smaller programs involving art, parks/Let's Move, etc. available to the community throughout the year

Next Steps

Continued hosting of signature events including Tale of Two Cities Parade, Lakeside Music Festival, Ballet Under the Stars, Star Spangled 4th, GAIN, Fall Festival, and Home Plate for the Holidays

	Action Item	Responsible Office or Dept
3.4	Explore opportunities to enhance and expand art and culture programs and events in the community	Parks & Recreation

Status Initiated: FY 13 (complete; ongoing)

Planned Activity

Mayor's Art Select re-established Fall 2013 (held twice per year); expanding participation each event.

Mayor's Art Select program realized a greater than 300% increase in participation between FY14 and FY16.

Funding established in FY15 to provide support for ongoing community-based art programs

Goodyear hosted five dynamic art events that explored multiple genres of the arts. FY16 realized an 18% increase in arts experience participation which resulted in more than 19,000 total participants.

Arts & Culture Commission completed strategic plan (presented to Council) and cycle for annual art plan development incorporated in budget process (art project funding in capital improvement plan)



Next Steps

Continue to develop strategies to expand art program

Complete public art projects in FY17:

Veterans Tribute

Police Department Operations Facility

City Hall Entrance Enhancements

Library Public Art

Goal 4: Add and expand community gathering places, and improve parks and recreation amenities. *NEW GOAL

	Action Item	Responsible Office or Dept
4.1	Develop Recreation and Aquatics Center/100 acre park Master Plan	Parks & Recreation
Status	Initiate: FY 17 *NEW ITEM	
	Planned Activity	
	Project schedule, stakeholder meetings, and scope development.	
	Next Steps	
	Development of project schedule and scope	
	Action Item	Responsible Office or Dept
4.2	Park Amenity Improvements	Parks & Recreation
Status	Initiate: FY 17 *NEW ITEM	
	Planned Activity	
	New playgrounds, replacement playgrounds, lighting improvements, ball fields	
	Next Steps	
	Playground replacements	
	Canada Village	
	Estrella Vista North	
	New playground	
	Foothills Community Park	
	Lighting upgrades	
	Rio Paseo	
	Palm Valley	
	Estrella Vista South	
	Canada Village	
	Ball field renovations	
	Falcon Park	
	Goodyear Community Park	
	Foothills Community Park	



Sense of Community

Action Item		Responsible Office or Dept
4.3	Loma Linda Park Improvements	Parks & Recreation
Status	Initiate: FY 17 *NEW ITEM	
Planned Activity		
Lighting upgrades		
Fencing, ramada, and vegetation replacement		
Irrigation equipment		
Multisport court conversion		
Next Steps		
TBD		
Action Item		Responsible Office or Dept
4.4	Health and Wellness Park— I-10 Basins	City Manager's Office and Parks & Recreation
Status	Initiated: FY 16 *NEW ITEM	
Planned Activity		
Purchase land for future park from Maricopa County Flood Control District for a nominal cost		
Next Steps		
Develop conceptual master plan and hold site cleanup and public kickoff fall 2016		
Non-profit governance alignment		
Action Item		Responsible Office or Dept
4.5	Creation of gathering places in McDowell Rd regional mall area, including through development design	Parks & Recreation
Status	Initiate: FY 17 *NEW ITEM	
Planned Activity		
TBD		
Next Steps		
TBD		
Action Item		Responsible Office or Dept
4.6	Right of Way Improvements	Parks & Recreation
Status	Initiate: FY 17 *NEW ITEM	
Planned Activity		
Carry out asset management plans		
Next Steps		
Granite, irrigation, and vegetation replacements/improvements throughout city as identified in the Parks and Right of Way Asset Management Plan		



Goal 1: Identify public safety business process improvements and innovative programs that ensure a safe community.

	Action Item	Responsible Office or Dept
1.1	Establish meaningful performance measures that evaluate response times as well as operational efficiencies, including compliance with procedures as well as feedback on service delivery	Police and Fire Departments
Status	Initiated: FY 13 (complete; ongoing)	
	Planned Activity	
	<p>Enhanced measures developed as part of new city-wide Performance Measurement Program</p> <p>Customer service survey available on Fire Department website (post-incident distribution)</p> <p>Ongoing evaluation of Police Department Compstat reporting</p> <p>Key public safety measures included in Valley Benchmarking effort</p> <p>FY 17 will conduct a Fire Station Study to determine appropriate triggers and thresholds to open new stations.</p>	
	Next Steps	
	Ongoing evaluation of surveys, statistics, and performance measures Future expansion of measures will include surveys to assess efficiency and quality of services provided	
	Action Item	Responsible Office or Dept
1.2	Commit to continuous improvement by evaluating department services to the community	Fire Department
Status	Initiated: FY 13 (audit complete; evaluation ongoing)	
	Planned Activity	
	<p>Management Audit follow up report presented to City Council (April 2014) – addressed all critical findings since the report was issued and many other elements noted</p> <p>Enhanced progress in areas of Fire Inspections, communications, and professional development (includes use of volunteers and public/private partnerships)</p> <p>Established benchmark and baseline response times and evaluate in conjunction with response time standardization data</p> <p>Grant received from Gila River Indian community to support transition to department-wide electronic patient care reporting completed</p>	
	Next Steps	
	Ongoing comparison of baseline response data to benchmark performance objectives derived from national standards and criteria	



	Action Item	Responsible Office or Dept
1.3	Evaluate Fire Department accreditation through Commission on Fire Accreditation International (CFAI)	Fire Department

Status Initiated: FY 14 (in progress)

Planned Activity

Self-Assessment Gap Analysis

As policies/procedures are updated, they are evaluated in the context of accreditation compliance

Now a registered agency, which provides a 5-year window for achieving accreditation

Continue to work towards accreditation by meeting on a weekly basis to address different criterion.

Next Steps

Continue with accreditation process to achieve goal within the 5-year timeline (2019)

	Action Item	Responsible Office or Dept
1.4	Plan, design, and construct Phase I Police Operations Facility (patrol)	Engineering and Police Department

Status Initiated: FY 15 (in progress)

Planned Activity

Phase I of Police Operations (patrol) facility recommended in FY 14-15 Capital Improvement Plan and funded in FY 15-16 Budget

Location secured at Goodyear Municipal Complex

Building design complete

Groundbreaking in November 2015

Next Steps

Construction is on schedule with exterior primarily complete. Move-in anticipated for December 2016.

	Action Item	Responsible Office or Dept
1.5	Conduct Fire Station Study	Fire Department

Status Initiate: FY 17 *NEW ITEM

Planned Activity

Conduct Fire Station location study

Next Steps

Scope of work for consultant RFP under development with Procurement

RFP will be posted shortly after FY17 starts



	Action Item	Responsible Office or Dept
1.6	Community Paramedicine Program	Fire Department

Status Initiate: FY 17 *NEW ITEM

Planned Activity

Received grant from Vitalyst Health Foundation for \$125,000

Working with 4 partner Cities to develop IGA, which was presented to Council on May 23, 2016.

Next Steps

Pilot program will focus on high frequency non emergent utilizers of the 911 system.

	Action Item	Responsible Office or Dept
1.7	Explore the expansion of the Prescription Drug Drop Box program	Police Department

Status Initiate: FY 18 *NEW ITEM

Planned Activity

TBD

Next Steps

TBD

Goal 2: Support initiatives that promote healthy, quality lifestyles for our diverse citizenry.

	Action Item	Responsible Office or Dept
2.1	Continued partnerships with local organizations to support programs that meet the needs of the community	City Manager's Office with all other Departments

Status Initiated: FY 13 (ongoing)

Planned Activity

Annual Spring Training Charity Game held; team proceeds donated to local non-profits.

The Annual Spring Training Charity game was held on March 2, 2016. Team proceeds of approximately \$27,000 from this game will be donated to local non-profit organizations including Homeless Youth Connection and New Life Center.

Continued partnership with Care1st Community Center to provide services (state aid, literacy, parenting, and early child development resources)

Annual community funding process established and completed (FY 15-16 \$114,000 with 25 organizations awarded funding)

Faith Roundtable re-engaged to discuss community needs and collaborative efforts to address

Partnership with West Valley Trail Alliance to build Goodyear Pump Track utilizing volunteers & in kind donations. Phases 1 and 2 of Pump Track are complete. This project accumulated more than 5,000 volunteer hours with an approximate value savings to the City of \$200,000 to date.



Next Steps

Ongoing work with Faith Community Roundtable to identify community needs and resources

Ongoing community building efforts through the Neighborhood Services office in coordination with city departments and community leaders

Continue annual Community process to support local nonprofits serving Goodyear citizens

Action Item

Responsible Office or Dept

2.2

Participate in regional planning effort related to El Rio recreation corridor

Engineering

Status

Initiated: FY 15 (in progress)

Planned Activity

Established intergovernmental agreement with Avondale, Buckeye, and Maricopa County Flood Control District for consultant to develop design services

September 2015 work session to provide an update on draft design guidelines and planning standards

Bullard & Vineyard identified as location for potential pilot project (partnership with County Parks department for trailhead); timing to be determined (phased approach)

Next Steps

Ongoing work with Maricopa County and other El Rio partners on planning standards and environmental evaluation

Goal 3: Facilitate partnerships with local schools, district leadership, and youth development programs to ensure quality education opportunities for local youth.

Action Item

Responsible Office or Dept

3.1

Continued support of Building Blocks for Education program through the annual Building Blocks Summit and Reading Challenge

City Manager's Office

Status

Initiated: FY 13 (complete; ongoing)

Planned Activity

Established and continued hosting of annual Building Blocks for Education summit

Bi-annual coordination/communication meeting held with city staff and school officials

City received "Read On" designation through the Arizona Literacy Foundation; status maintained

Established and continued annual city-wide reading challenge (increasing participation each year)

Ballpark partnership with schools for reading challenge activities

26 public, private, and charter schools in Goodyear, Litchfield Park, Avondale, and Buckeye participated in the Home Run Readers Program in 2016. 2,681 students accepted the reading challenge which resulted in 2,208 game tickets.

Discussion at 2014 City Council retreat and program status maintained

Next Steps

Continue to host annual events to support partnership and maintain Read On City designation



	Action Item	Responsible Office or Dept
3.2	Participate in Arizona Mayor's Education Roundtable	City Manager's Office
Status	Initiated: FY 13 (complete; ongoing)	

Planned Activity

Engaged with coalition to support collaborations addressing local education issues to improve outcomes and build political will in planning local education agendas
Involved in promoting results of economic impact study related to high school drop outs

Next Steps

Continued engagement in meetings and opportunities to advance policy to support education

	Action Item	Responsible Office or Dept
3.3	Partner with Youth Commission to train on communication/leadership	Human Resources
Status	Initiated: FY 14 (complete; ongoing)	

Planned Activity

Youth Commission program enhancements and guideline changes adopted by Council
Youth Commission engaged in volunteering activities in the community
Municipal government education component as part of orientation

Next Steps

Continued engagement of Youth Commission to support city activities and gain youth input

	Action Item	Responsible Office or Dept
3.4	Execute IGAs with school districts to expand shared use opportunities	Parks & Recreation
Status	Initiated: FY 14 (in progress)	

Planned Activity

IGAs with school districts in place for shared facility usage to support city/community programs
IGAs are in place with Agua Fria School District, Avondale Elementary School District, Buckeye Union High School District, Liberty Elementary School District, and Litchfield Elementary School District.

Next Steps

Continue meeting with schools to ensure IGAs are being exercised to fullest potential.
Explore IGA with St. John Vianney regarding a new community center



Goal 4: Explore environmentally-conscious initiatives and city codes that support a clean, well-maintained, sustainable community.

	Action Item	Responsible Office or Dept
4.1	Develop and implement a cohesive water resources conservation program	Public Works
Status	Initiated: FY 13 (in progress)	
	Planned Activity ASU Intern evaluated various components of water conservation strategy (utilizing the ASU Decision theater) providing preliminary components for water conservation master plan Launched "H2OwnIt" Campaign to educate about water conservation through print and web campaign (enhanced information for citizens and businesses available on city's website) Implemented Fix a Leak/Reduced Consumption incentive program with Goodyear Ballpark and private water utilities Water Conservation free class series established offering monthly courses	
	Next Steps Provide water conservation report to water conservation committee established in February 2016 Incorporate additional water conservation policy recommendations as part of the Integrated Water Master Plan (IWMP)	
	Action Item	Responsible Office or Dept
4.2	Provide opportunities for the community to participate in events that support a clean, safe environment	Human Resources, Police, Fire, Development Services, City Manager's Office
Status	Initiated: FY 13 (complete; ongoing)	
	Planned Activity Ongoing focus to increase community participation in Adopt-a-Park, Adopt-a-Street, Make a Difference Day, GAIN, and Heart & Sole activities (including enhanced web/social media communication and marketing materials) Volunteers in Police Services (VIPS) program maintains strong support from community and contributes significantly to safe community Volunteer Fire Inspector program initiated to assist with maintaining safe business community through meeting inspection performance measures	
	Next Steps Annual Make a Difference Day (Fall 2016) Evaluation of other engagement opportunities for businesses & citizens	



	Action Item	Responsible Office or Dept
4.3	Maintain priority focus on proactive code enforcement (for both residential and community property) to sustain the quality look and feel of the community	Development Services

Status Initiated: FY 13 (in progress)

Planned Activity

Code Enforcement moved to Development Services to fully integrate commercial and residential Division reorganized to facilitate proactive approach, address emerging needs, and support community education efforts

Process evaluation underway to ensure proactive approach focused on addressing root cause of code issues

Several improvements have been made in the Code Compliance Division.

The patrol areas were recently redrawn and reassigned so that cases are assigned geographically.

Standard responses for complaints submitted through public stuff have been created so that all officers and providing a consistent message.

Staff recently attended training on processing citations.

Next Steps

Update the Code Compliance brochure, update the notice letters, and create standard work for each case type.

	Action Item	Responsible Office or Dept
4.4	Developing a preliminary City-wide tree plan (Tree City USA) study through ASU research internship	Public Works/ Parks & Recreation

Status Initiated: FY 14 (in progress)

Planned Activity

ASU Intern developed the preliminary City-wide tree plan

Next Steps

Review of City-wide tree plan and discussion regarding next steps



	Action Item	Responsible Office or Dept
4.5	Evaluate strategies to add irrigation/landscaping to unimproved median areas in the city	Parks & Recreation

Status Initiated: FY 15 (in progress)

Planned Activity

Recommendation in FY 14-15 budget to begin implementing median enhancements to improve four high-priority areas (funding approved for FY 15 and FY 20)

Van Buren from 145th Ave to Bullard Wash bridge complete FY16.

Bullard Ave from Yuma to Lower Buckeye complete.

Estrella Parkway from MC85 to Star Tower in process. To be completed in FY17.

Pebble Creek Parkway from W. Virginia Ave. north will be installed with the development of The Groves assisted living facility.

Next Steps

Evaluate priority of additional improvement funding as part of ongoing CIP program development
FY17 CIP median improvements will be completed on South Litchfield Rd.