

# City of Goodyear Strategic Plan **[DRAFT]**

Fiscal Years 2018-2020



Fiscal & Resource Management



Economic Vitality



Sense of Community



Quality of Life



## Mayor & Council

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**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).

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# Introduction

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## 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 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 a long-term vision 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.

This Strategic Plan is directly rooted in 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 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 biannual Citizen Satisfaction Survey, as well as emerging needs and priorities of the community.

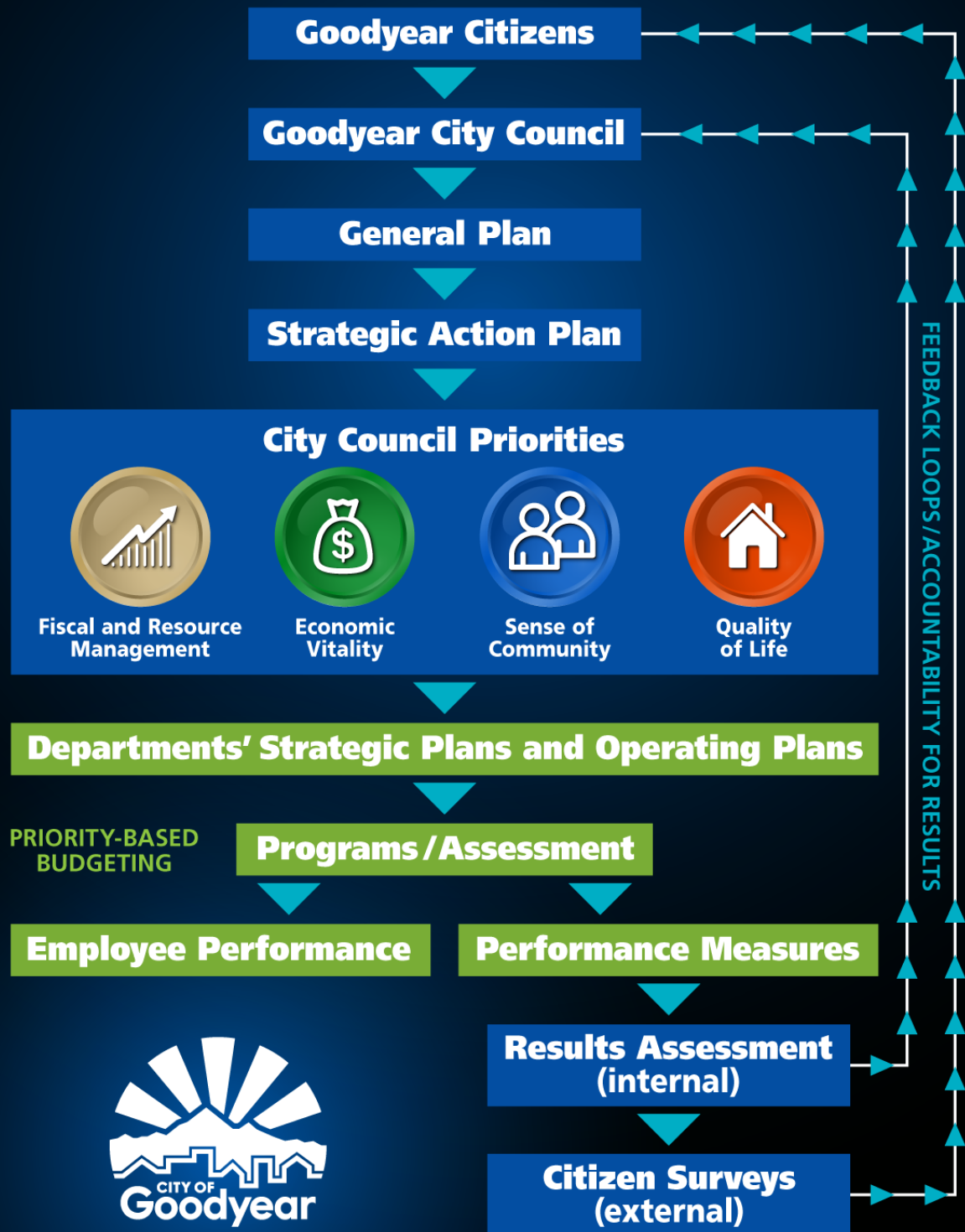
The plan was first formally adopted by the City Council in April 2013. It is a flexible tool to guide and assist with proactive policy development, and the achievements resulting from this plan will be enjoyed by current residents and future generations. As such, the plan is reviewed each year, and updated 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 Plan focuses mainly on activities outside of the day-to-day operational services that the city provides. These goals are high-level and strategic in nature, and aim to chart the future course of the city. Status updates regarding initiatives meeting the goals of the Plan are provided on a regular basis to Council through other reports.

From this plan, actions and activities are generated by city departments and connect to individual employee performance objectives, with checks and balances like CityStat, the city's performance measurement program, and 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.



## About Goodyear, Arizona

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With just 2,747 residents in 1980 and 6,258 in 1990, Goodyear's population exploded to 65,275 as of 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 75,000 people to date, which represents just 11 percent of the build-out population of 700,000. Goodyear is the 14<sup>th</sup> 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, and 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 Campus (Goodyear's largest employer), SubZero/Wolf Appliance, Cookson Doors, Aeroturbine, McLane Sunwest, Amazon.com and others. Goodyear is 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.

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



## Vision, Mission, Values

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**Goodyear's Vision:** 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 residents according to five core values:

- Empathy
- Initiative
- Innovation
- Integrity
- Optimism



## Guiding Principles

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The city of Goodyear is committed to fulfilling its mission through practices and processes that ensure responsible stewardship of public resources and adherence to the city's organizational values. Rather than set specific department goals regarding strategic and operational excellence, Goodyear City Council has adopted the following Guiding Principles to inform the way city business is carried out across the entire organization:

**Responsible Financial Management:** Fiscal responsibility is demonstrated through established financial policies, budgeting practices, and financial standards that meet the excellence requirements and benchmarks for financial reporting established by the Governmental Finance Officer Association (GFOA) and the Government Accounting Standards Board (GASB).

**Community and Data-Driven Priorities:** Internal and external services are data-driven and implemented according to organizational values. Performance metrics are tracked and analyzed through benchmarking with peer communities or evaluated against internal or industry standard targets.

**Continuous Process Improvement:** Continuous improvement is achieved through a plan/do/check/act cycle of performance management. Organization-wide systems and business processes ensure consistent employee work practices and alignment across service areas, making the organization more resilient and sustainable. Departments seek operational efficiencies on an ongoing basis to streamline the cost of government, including the examination and identification of the cost of services and recovery policies.

**Active Resident Engagement:** Residents can expect to have the opportunity to engage with decision makers, provide input regarding the way city resources are allocated, and have access to government information in a timely and transparent manner. The city seeks regular citizen feedback through the biannual citizen survey along with a variety of other surveys, online tools, and meetings. City officials connect with neighborhoods and residents through focused outreach, strategic utilization of various communication methods, and providing outstanding customer service.

**Comprehensive Approach to Safety:** Goodyear maintains safety and security for residents, visitors, and businesses as a top city priority. The city not only invests in Police and Fire services but also protects the wellbeing of the community through investment in sound transportation and storm water infrastructure and emergency planning. Public safety is a key concern when planning for growth and development.

**Fostering Relationships with Businesses:** The city maintains an active relationship with the business community through regular communication. Public-facing services and processes are continually streamlined to be efficient, customer focused, and responsive to efficiently support local economic development.

## Guiding Principles

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**Partnerships and Sustainability:** Economic, environmental, and social sustainability of city programs and services lead to long-term community success. The city strives to forge strategic partnerships whenever there are opportunities to maximize public resources to serve the community. The city pursues regional collaboration in key service areas to promote resource sharing and solve complex issues extending beyond the city borders, including but not limited to other cities, counties, school districts and educational institutions, healthcare and nonprofit organizations, and private business.

**Keeping Up with Technology:** Investment in new technology where appropriate improves operational efficiency and customer service, encourages private development investment, and frees valuable city staff time to directly work with citizens.

**Maintaining and Investing in Infrastructure:** The city creates and follows long-term planning, prioritization, and investment strategies for current and future infrastructure and facilities that improve the quality of life for citizens, prepare for community growth, and promote economic development while being financially sustainable.

**Taking Care of Our Workforce:** Goodyear's number one asset is its people. To sustain excellent organizational performance, the city cultivates an empowering and supportive organizational culture for its employees to thrive. Proactive approaches to recruit, train, support, and retain top human resources lead to a more satisfied workforce and improved customer service for our residents, businesses, and visitors.



## Strategic Focus Areas

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Goodyear's Strategic 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 three-year goals that will advance these priority areas.** There are many existing programs and practices within city departments that support these focus areas and goals. However, the Strategic Plan is intended to highlight the strategic priorities of the Mayor and City Council.



### **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 under each strategic focus area.



## Fiscal & Resource Management

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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.

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

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

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

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

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





## Economic Vitality

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.

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

**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.**

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

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



**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.**

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

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



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.

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

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

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

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





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.

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



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

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

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



## Appendix: Strategic Plan Accomplishments

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### Fiscal & Resource Management

- Yearly CityStat performance measure report published (data collection process streamlined through SharePoint utilization)
- Yearly 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 bonds for a collective savings of more than \$27.4 million
- 10-year asset management program developed for all relevant 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 of 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
- Conducted a free pilot of Envisio, a performance measurement software thanks to an opportunity through the Alliance for Innovation
- Began implementation of a new integrated financial solutions software

## Appendix: Strategic Plan Accomplishments

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### Economic Vitality

- Updated International Building codes adopted; Design Guidelines approved; Sign Ordinance updates discussed
- 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 enabled city purchase of I-10 basin area for future health park
- Secured \$25,000 HealthyCities Leadership Award for health park
- Economic Development marketing plan complete; held annual 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 adopted
- 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
- Lean successes in the Development Continuum have led to improved services to businesses
- 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

## Appendix: Strategic Plan Accomplishments

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### 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 including Facebook, Twitter, Instagram, and Periscope
- 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)
- Health and safety focused events engage the community (GAIN/Graffiti Busters/Make a Difference Day/Adopt-A... Programs)
- 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, 4<sup>th</sup> of July, and the first city Veteran's Day event in FY 16.
- 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
- Began master planning processes for the Recreation and Aquatics Center and the Goodyear Community Health Park.

## Appendix: Strategic Plan Accomplishments

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### Quality of Life

- CityStat and CompStat performance measurement programs for Public Safety
- Opened Telecom 911 and Phase I Police Operations facilities
- 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 in the Fire department
- 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 annual Reading Challenge
- Annual Community Funding process continues to contribute financial resources to 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 rebranded and updated to Goodyear LEAD program in 2017 with over 40 participants
- Partnership with West Valley Trail Alliance constructed 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)
- Police department implemented body cam use
- Regional Partnerships (Care First Avondale/Spring Training Charity Game/Benevilla Grocery Shopping Program/Veteran's Services) continue to meet community needs
- Community Paramedicine Program Pilot is underway
- Conducted Fire Station location study to plan for future growth