

AGENDA ITEM #: \_\_\_\_\_

DATE: April 10, 2017

COAC #: 17-6031

**CITY OF GOODYEAR  
CITY COUNCIL ACTION FORM**

**SUBJECT: Resolution 17-1791 Adopting  
the 2018-2020 City Strategic Plan**

**STAFF PRESENTER:** Pam Weir, Assistant  
to the City Manager

**CASE NUMBER:** None

**OTHER PRESENTER:** None

**PROPOSED ACTION:**

Adopt Resolution 17-1791 adopting the 2018-2020 City Strategic Plan.

**BACKGROUND AND PREVIOUS ACTIONS:**

The city of Goodyear's Strategic Plan was founded on four strategic focus areas set through consensus discussion with the Council in the summer of 2011: Fiscal and Resource Management, Economic Vitality, Sense of Community, and Quality of Life. These are based upon the vision for the city, which was developed by Council using feedback from citizens and stakeholders.

When it was first adopted by Council in 2013, the (then-called) Strategic Action Plan established a road map of key strategic action items to advance the vision for the city and ensure that Goodyear was poised to capitalize on opportunities. The document was originally designed to highlight key activities in support of stated goals over a period of three years and focused specifically on activities outside of the day-to-day operational services that the City provides. The tactics included in the Strategic Action Plan were specific and assigned to a lead department. The document was also used as a mechanism to provide status updates on the progress of activities at regular intervals. Over time, the Strategic Action Plan grew significantly in size and specificity, and Council directed staff to update the plan to be more strategic and less tactical in nature.

The Strategic Plan is aligned with many other planning documents used by the City, including the General Plan, various Master Plans, and departmental operations plans. The plan's focus areas were also used as the foundation for the City's Priority Based Budgeting Key Result Maps.

Previous Council Actions include:

- The original plan was adopted by the City Council on April 8, 2013.
- A progress update work session was held on October 28, 2013.
- The City Council discussed any updates to the priorities, goals, and action items at the retreat on November 2, 2013, which were evaluated through the budget process and incorporated into a draft plan for FY 15-17.
- A work session was held on May 19, 2014 to review the final draft of the FY 15-17 plan in preparation for formal adoption.
- The FY15-17 plan was adopted by the City Council on June 23, 2014.

- A progress update work session was held on November 2, 2015.
- The City Council discussed any updates to the priorities, goals, and action items at the retreat on February 1, 2016, which were evaluated through the budget process and incorporated into the draft plan for FY 17-19.
- A work session was held on July 18, 2016 to review a draft of the FY 17-19 plan. At that time, Council decided to wait until the 2016 retreat to take further action.
- The City Council discussed updates to the plan at the retreat on October 22, 2016. At that time, Council directed staff to create a draft plan more strategic in nature that focused on the Focus Areas, Goals, and newly created Guiding Principles, and hold adoption of a new plan until the FY18-20 planning cycle.
- A work session was held on January 30, 2017 to review a draft of the new FY 18-20 plan. Council requested several changes to the draft that were subsequently made by staff.

### **STAFF ANALYSIS:**

Goodyear City Council has done outstanding work to establish a strategic vision for the city. The Strategic Action Plan has served the community well since 2013 and driven key priorities. Over time, however, the document has grown longer and become more tactical than strategic in nature. The currently adopted Strategic Action Plan, approved in June 2014 has 91 action items, many of which are ongoing initiatives that have been operationalized by city departments.

At the City Council retreat in October 2016, Council had a robust discussion regarding the next iteration of the plan. Rather than continue the practice of identifying more action items to add to the plan, Council directed city staff to shift from a Strategic Action Plan to a more traditional Strategic Plan model in order to more clearly define high-level priorities for the city and move away from directing specific operational items. The new Strategic Plan structure was directed to focus on the top two levels of the previous plan: Focus Areas and Goals. In addition, Council requested a ‘Guiding Principles’ section to be added to the document detailing Goodyear’s approach to doing business.

The new Strategic Plan structure has several potential advantages. Guiding principles will dictate **how** business is conducted, while goals dictate **what** the city will focus on. By focusing on City Council goals instead of department activities, the plan maintains a high-level future focus rather than a document listing nearly 100 ongoing operations. This shift also improves department flexibility when working to further Council goals, by allowing them to continuously adapt and adjust their activities to the changing environments in which they work. Following the adoption of the Strategic Plan and budget each year, departments will develop their operations plans in order to meet the priorities identified by Council. Finally, the change in structure will allow for a more streamlined plan update process moving forward. Every year during the Council retreat, each goal can be thoroughly reviewed and discussed to ensure priorities stay relevant as the city evolves.

In addition to the shift in format and content, Council expressed support to add one new strategic goal in the Sense of Community focus area to “add and expand community gathering places, and improve parks and recreation amenities,” and one new goal in the Quality of Life focus area to

“increase investment in police and fire department services to improve community health and safety.” During the January 30, 2017 work session to review the draft FY18-20 plan, Council also requested that the document be revised to include more resident-friendly language and guiding principles featuring the city’s generous volunteers and commitment to health and wellness. The Strategic Plan FY18-20 reflects this consensus.

City Council can still expect to receive regular updates regarding the progress of Strategic Plan goals through staff reports. In addition, the Strategic Plan will contain an index of accomplishments, enumerating the activities completed by the city to further strategic goals.

The changes described would have no direct impact to city services; departments will continue programs and services that benefit the community. However, over the long term, the city will have more clear priorities and well-defined goals to guide operations, and Council will focus on a more strategic level. The public will also continue to influence the development of the plan through the National Citizen Survey and other engagement tools.

There is no direct financial impact of the strategic plan, though strategic priorities are taken into consideration throughout the city’s budget process.

City Council will have the opportunity to revisit the plan and recommend new goals for the following plan cycle, FY19-21, at the Council Retreat in fall 2017.

#### **RECOMMENDATION:**

Staff recommends Council adopt Resolution 17-1791 adopting the FY18-20 City Strategic Plan. The updated plan document includes a new Guiding Principles section, the addition of one goal each in the Sense of Community and Quality of Life focus areas and an appendix of past accomplishments, and the removal of the Actions and Updates from the Plan document. Action items will be generated following the annual budget adoption during the yearly department operations planning process. Regular report updates on the Plan’s progress and department action items will be provided to Council via a separate report generated by staff.

#### **ATTACHMENTS:**

Resolution  
City Strategic Plan FY18-20