

# City of Goodyear Strategic Plan

Fiscal Years 2018-2020



**Fiscal & Resource Management**



**Economic Vitality**



**Sense of Community**



**Quality of Life**



## Mayor & City 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 members have a three-term limit (Council members serve staggered terms to ensure continuity).

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## About Goodyear, Arizona

The city of Goodyear has 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 Arizona. Just 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, representing 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, SubZero/Wolf Appliance, Cookson Doors, Aeroturbine, McLane Sunwest, Amazon.com and others. Goodyear is also the western home of Cancer Treatment Centers of America, Macy's Internet Fulfillment Center, Dick's Sporting Goods Distribution Center, Michael Lewis Company, and REI. Numerous industrial/office parks are also under development, including development of an airpark 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!



## Performance Management Program

The city of Goodyear's Performance Management Program brings together the various planning, prioritization, measurement, and improvement efforts that the city uses to deliver excellent services. The program aligns city activities and ensures goals are achieved efficiently.

This program framework follows a **plan-implement-review-improve** cycle that relies heavily on Goodyear community input and feedback from citizens. As the cycle progresses, each stage informs the next. Communication to City Council and the community is crucial at every step.

The **planning** stage of the cycle is driven by the Goodyear community and City Council. Residents vote every ten years to approve the General Plan, which outlines the high-level vision and guiding roadmap for the city's future. Annually, the Mayor and City Council update and adopt the city Strategic Plan which translates the long-term General Plan vision into three-year priorities. Their subsequent approval of the Annual Budget allocates resources to carry out the Strategic Plan.

The **implementing** stage represents the work conducted by city employees throughout each year, based on the plans described above. Work is managed by each city department and overseen by city management, achievements and obstacles are documented, and the City Council and general public are regularly informed about progress.

The **reviewing** stage includes all of Goodyear's activities related to measuring and monitoring the performance of city programs and services using a variety of tools. Regular progress reports on city priorities are presented to Council and the public. Departments report process and outcome measures during and after the implementation of projects to demonstrate the results of their work and assess whether process improvements are needed. This stage also involves gathering feedback from residents and customers through surveys, meetings, and other input opportunities.

The performance management cycle ends and begins again during the fourth stage, **improving**. The city seeks to improve in a variety of ways including increasing efficiency, becoming more responsive to customer needs, and seeking innovative solutions to service delivery challenges. Fresh ideas are always welcome in Goodyear—from the community, our elected officials, and our employees. These improvements are incorporated into the next planning cycle.



# Vision, Mission, and Values

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## Goodyear Vision

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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 Mission

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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 Values

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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 fulfills its mission while ensuring that public resources are responsibly managed and the city's organizational values are upheld. Goodyear City Council has adopted the following Guiding Principles to inform the way city business is carried out across the entire organization:

**Keeping our Community Safe:** Goodyear's top priority is to maintain safety and security for residents, visitors, and businesses. This includes ongoing investment and support of Police and Fire departments to make sure that first responders have all of the resources they need to protect the community. Public safety is also a key concern when planning for growth and development.

**Engaging our Residents and Committed Volunteers:** Residents have the opportunity to engage with City Council and staff, provide input to the way city resources are used, and have access to information in a timely and transparent manner. City officials connect with the community through focused outreach, surveys, various communication tools, and outstanding customer service. Goodyear's generous volunteers contribute thousands of hours every year to help city programs and events run smoothly while keeping city costs low.

**Promoting Health and Wellness:** Happy, healthy residents keep our community strong. Goodyear invests in programs and amenities that encourage individuals, families, and neighborhoods to be active and connected to each other.

**Fostering Relationships with Businesses:** The city strives for a strong relationship with the business community through regular communication and outstanding service. Public-facing services and processes are continually streamlined to be efficient, customer focused, and responsive to support local economic development.

**Building Partnerships:** The city forms strategic partnerships with other cities, counties, school districts and educational institutions, healthcare and nonprofit organizations, private businesses, and others whenever there are opportunities to serve the community better. Regional collaboration in key areas allows us to share resources and solve complex issues extending beyond the city borders.

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

**Never Stop Improving:** The city strives to always do better through organizational systems like the performance management program. Departments seek to be more efficient on an ongoing basis to reduce the cost of government and provide better customer service.

## Guiding Principles

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**Setting Responsible Priorities:** Goodyear's work is driven by a combination of community needs, desires, and legal requirements, and validated with data and evidence. Performance measurements are tracked and analyzed through benchmarking with peer communities or evaluated against internal or industry standards. The City Council and staff work together to make sure city resources are used for the highest community priorities.

**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. Community well-being is protected through investment in sound transportation and water infrastructure.

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

**Taking Care of our Workforce:** Goodyear's number one asset is its people. To sustain an excellent organization, the city empowers and supports its employees to thrive. Proactive approaches to recruit, train, support, and retain our best employees lead to improved customer service for residents, businesses, and visitors.



## Strategic Focus Areas

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Goodyear's Strategic Plan uses the city's vision and four City Council focus areas described below as its roadmap for action. **The plan focuses on three-year goals that will advance these focus 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 highest priorities of the Mayor and City Council.



### Fiscal & Resource Management

*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

*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

*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 list the goals established by City Council within each 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 by establishing financial policies and budgeting practices to accomplish the highest priorities and demonstrate results.**

**Goal 2: Reduce the cost of government by improving business processes and finding other operational efficiencies.**

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

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

**Goal 5: Create and pursue opportunities to collaborate with regional partners to maximize resources and address regional issues.**





## Economic Vitality

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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.**



## Sense of Community

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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: Enhance the presence of higher education in the city.**

**Goal 2: Connect with neighborhoods throughout the city through focused outreach, 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.**





## Quality of Life

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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.**

**Goal 5: Increase investment in police and fire department services to improve community health and safety.**



## 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 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 \$690,000 in value added
- Expanded intern program for FY15 and established ongoing program for FY16 and beyond
- 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, established agreement with Salt River Project (SRP) for surface water treatment/delivery capacity to prepare for future direct delivery)
- Soil Aquifer Treatment (SAT) site re-commissioned
- Conducted a free pilot of Envisio, a performance management 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 GE 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 million 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 Central Arizona Project water allocation (surface water; recharging) and WESTCAPS Basin study (grant for gap analysis comparing resources needed vs. 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