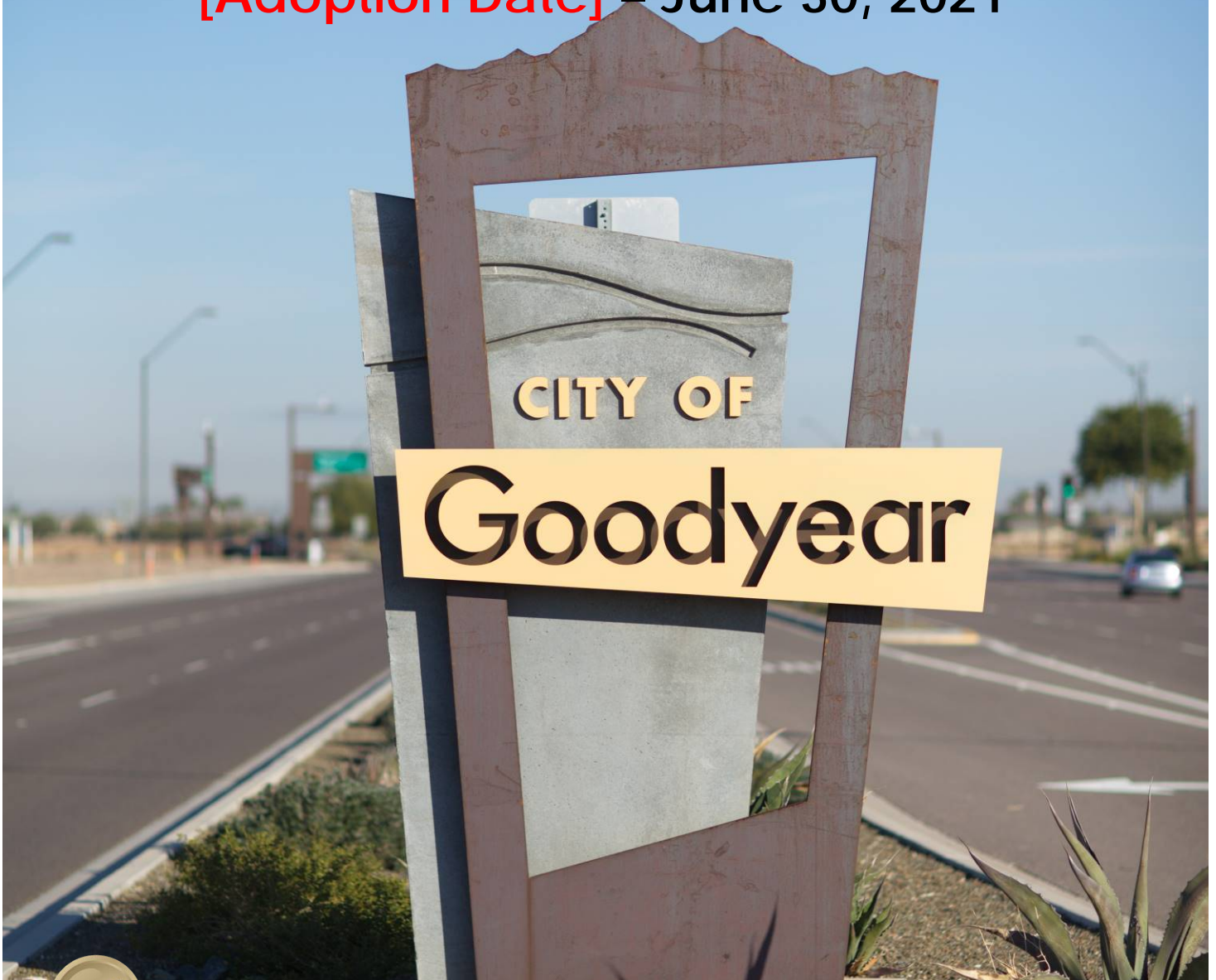


# City of Goodyear

## [DRAFT] Strategic Plan

### [Adoption Date] – June 30, 2021



Fiscal & Resource Management



Economic Vitality



Sense of Community



Quality of Life



# Performance Management Context

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 (this document) 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, Values, and Strategic Purpose

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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

## Our Purpose

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With unified leadership, a talented workforce, and an involved citizenry, Goodyear is on the leading edge of tremendous growth and quality development opportunities. By eliminating all barriers and staying flexible, we will take calculated risks to maximize the community's potential. We deliver services to meet the needs of our city so that Goodyear continues to be a thriving sustainable community for all.

## Focus Areas and Guiding Principles

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### Focus Areas and Guiding Principles

Goodyear's Strategic Plan uses the city's vision and the four City Council focus areas (Fiscal & Resource Management, Economic Vitality, Sense of Community, and Quality of Life) described below as its roadmap for action. Within each of the Focus Areas, Goodyear City Council has adopted Guiding Principles to inform the way city business is carried out across the entire organization.



#### **Fiscal & Resource Management**

*Maintaining a long-term view, we manage our fiscal, human, and physical resources in an efficient and effective manner. This effort is aligned across the organization with an emphasis on transparency. The city's business practices will be efficient, business friendly, and ensure exceptional customer service to all stakeholders and citizens.*

#### **Fiscal & Resource Management Guiding Principles:**

Organizational Alignment: While the city is made up of several departments, we all work together as a system. Plans drive implementation, and results are measured and analyzed so that they can be improved. Priorities are communicated clearly across all city functions and are understood by all levels of employees. We work to continuously improve governance and teamwork between the Mayor and Council, the city manager, the leadership team, and city staff.

Taking Care of our Workforce: Goodyear's number one asset is its people. To sustain an excellent organization, the city has a People Master Plan to empower and support employees to thrive. Proactive approaches to recruit, train, support, and retain our best employees lead to improved customer service for residents, businesses, and visitors. We strive to implement programs that create a professional, safe, value-oriented, accountable, and responsive work environment with opportunities for education, advancement, and job fulfillment.

Maintaining Transparency: The city strives to improve communication and transparency for city employees and our residents by providing timely and open access to information about city operations.

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

## Focus Areas and Guiding Principles

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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).

Focus on Processes: Ensure that all city processes are easy to understand and are designed with their ultimate purpose in mind. Creating value for our residents and customers requires eliminating waste.

Setting Responsible Priorities: Goodyear's work is driven by a combination of community needs, desires, and legal requirements, and validated with data and evidence. Priorities are updated each year through the strategic planning process. 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.

Keeping Up with Technology: Investment in new and innovative technology where appropriate can improve efficiency and customer service, encourage private development investment, and free valuable city staff time to continually improve processes and directly work with residents and customers.



### Economic Vitality

*We will continue to ensure the prosperity of our community by increasing the growth of our economy through diversity of industry, business investment, quality job creation, education, and tourism. To support this growing economy, we will invest in transportation and infrastructure and seek high quality retail and entertainment opportunities.*

#### Economic Vitality Guiding Principles:

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.

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.

## Focus Areas and Guiding Principles

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Existing infrastructure is sustained through regular maintenance to ensure safety for the community.

Focus on Jobs and Quality of Life: The city focuses on economic development pursuits that will increase local jobs, generate additional revenue, and create demand for supporting businesses, including retail and entertainment. We also pursue place-based economic development strategies that invest in public amenities to enhance our quality of life and make Goodyear a destination for people to live, visit, and locate their business.



### **Sense of Community**

*The city will cultivate a sense of pride through programs, gathering places, and events where the community can come together to participate in opportunities of learning and recreation. We will continue to make Goodyear residents feel connected to their city government through community engagement, outstanding customer service, and clear, accessible communication.*

### **Sense of Community Guiding Principles:**

Respect for all Individuals: We value all residents, visitors, workers, and city employees in Goodyear.

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.

Building Partnerships: The city forms strategic partnerships with other cities, counties, school districts and educational institutions, healthcare and nonprofit organizations, private businesses, and others when 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.

Bringing People Together: Goodyear invests in gathering places to enhance community connections through recreation, arts and cultural events, and other activities.



## Focus Areas and Guiding Principles

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### Quality of Life

*We will continue to make Goodyear a place to live, work, and play that provides diverse activities and amenities in a safe and well-maintained environment, while supporting the arts and promoting the health and wellness of our community.*

#### Quality of Life Guiding Principles:

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. The city also works to continuously improve the safety of the community through innovative programs. Public safety is also a key concern when planning for growth and development.

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 while improving the health of their minds, bodies, and spirits.

Taking Care of our Environment: The city pursues initiatives and policies that support a clean, well-maintained, and sustainable community while protecting our natural resources.

**The following pages list the goals established by City Council within each focus area.**

# Strategic Goals

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The Strategic Plan focuses on high-level goals that will advance the focus areas. While there are many existing programs and practices within city departments that support these focus areas, the Strategic Plan is intended to highlight the highest priorities of the Mayor and City Council.



## Fiscal & Resource Management

1. Create a replacement program for all city capital assets by FY 2021.
2. By July 1, 2018, adopt a 5-year Capital Improvement Plan that is 100% deliverable as presented.
3. Improve employee satisfaction and engagement by 10% by FY 2021.
4. Implement technology solutions that expand online accessibility to city services and increase organizational capacity through improving or automating an additional 50 services by FY 2021.



## Economic Vitality

1. Grow the property tax base through a primary assessed valuation increase due to growth average of 15% and total secondary assessed valuation annual growth of 9% for tax years 2019-2021.
2. Increase total job creation by 4,500 of which 2,000 jobs are in targeted industries by FY 2021.
3. Increase the number of businesses reporting in the Restaurant and Entertainment tax categories by 10% by FY 2021.
4. Increase the sales tax revenue reported in the retail category by 10% over 2018 projections by FY 2021.



## Sense of Community

1. Increase attendance at city events by 30% by FY 2021.
2. Create an additional 100 Goodyear ambassadors through city-offered engagement programs by FY 2021.
3. Complete a bike/pedestrian study of shaded paths/sidewalk in FY 2019 to identify projects for future Capital Improvement Plan consideration.



## Quality of Life

1. Construct new recreation facility, and increase participation in programs and activities that foster a healthy, quality lifestyle by 30% by FY 2021.
2. Ensure a safe community by increasing police officer pro-active time to 40% and improve fire response times by 15 seconds by FY 2021.
3. By FY 2021, ensure availability of water to support growth of the city for the following 10 years.



Mayor and Council,

As requested at the December 11 work session, we are redistributing the proposed Strategic Plan Goals for your further review and feedback prior to the next work session, which is tentatively scheduled now for February 12, 2018. In order to prepare for that date, please provide feedback **no later than February 2**, sent directly to me and copied to Dan Cotterman. Feedback is welcome in the following ways: recommendations for missing goals that you would like the rest of Council to consider adding, recommendations for goals that you would like to consider removing, and recommendations for revisions to the proposed goals. This feedback will be collected and presented during the February work session so that we maintain compliance with open meeting laws.

There are two attachments to this letter. The first is a “clean” list of proposed FY2021 goals for your consideration. Following the list of proposed goals is the same two-page summary you received in November, showing the first draft goals created during the retreat side-by-side with the recommended final goals that were further refined based on staff analysis. As you may remember, our primary interest is to present a strategic plan that articulates the highest priorities of City Council and is composed of SMART goals—goals that are specific, measureable, achievable, realistic, and timely. The nature of these goals ensures that they are equally understood by City Council, employees, and our residents. In order to accomplish this task, the process required a blend of City Council goal-setting at our October Strategic Planning Retreat, and follow-up work by city staff to clarify definitions, verify that goals could be directly influenced by the work of the city, and confirm metrics are available to measure our success. The proposed goals are a reflection of this balance.

In addition to the goal discussion at the February work session, staff will be bringing back a draft plan with revised focus area definitions based on feedback during the December 11 work session along with proposed Guiding Principles under each focus area. You will have the opportunity to direct staff to make changes before bringing the plan back to you either for additional discussion at another work session, or formal approval at a regular meeting. At the work session, executive management, department directors, and I will be available to support the discussion with relevant data and information on each of the goals.

I look forward to presenting your Draft Strategic Plan in February. The interim City Manager will provide an opportunity to discuss this process during your regularly scheduled 1:1 meetings in January.

Sincerely,

Pam Weir  
Assistant to the City Manager

# Strategic Goals

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## Fiscal & Resource Management

1. Create a replacement program for all city capital assets by FY 2021.
2. By July 1, 2018, adopt a 5-year Capital Improvement Plan that is 100% deliverable as presented.
3. Improve employee satisfaction and engagement by 10% by FY 2021.
4. Implement technology solutions that expand online accessibility to city services and increase organizational capacity through improving or automating an additional 50 services by FY 2021.



## Economic Vitality

1. Grow the property tax base through a primary assessed valuation increase due to growth average of 15% and total secondary assessed valuation annual growth of 9% for tax years 2019-2021.
2. Increase total job creation by 4,500 of which 2,000 jobs are in targeted industries by FY 2021.
3. Increase the number of businesses reporting in the Restaurant and Entertainment tax categories by 10% by FY 2021.
4. Increase the sales tax revenue reported in the retail category by 10% over 2018 projections by FY 2021.



## Sense of Community

1. Increase attendance at city events by 30% by FY 2021.
2. Create an additional 100 Goodyear ambassadors through city-offered engagement programs by FY 2021.
3. Complete a bike/pedestrian study of shaded paths/sidewalk in FY 2019 to identify projects for future Capital Improvement Plan consideration.



## Quality of Life

1. Construct new recreation facility, and increase participation in programs and activities that foster a healthy, quality lifestyle by 30% by FY 2021.
2. Ensure a safe community by increasing police officer pro-active time to 40% and improve fire response times by 15 seconds by FY 2021.
3. By FY 2021, ensure availability of water to support growth of the city for the following 10 years.

# Strategic Goals Draft Comparison

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Blue = Retreat Draft Language

Green = Recommended Final Language



## Fiscal & Resource Management

1. Create a fully funded asset replacement program for all City facilities over the next 5 years.

1. Create a replacement program for all city capital assets by FY 2021.

2. Construct 5 year CIP that is 100% deliverable as presented.

2. By July 1, 2018, adopt a 5-year Capital Improvement Plan that is 100% deliverable as presented.

3. Improve employee satisfaction and engagement by 25% over the next 5 years.

3. Improve employee satisfaction and engagement by 10% by FY 2021.

4. Implement technology solutions to automate processes, which results in a 20% increase in organizational capacity within 5 years.

4. Implement technology solutions that expand online accessibility to city services and increase organizational capacity through improving or automating an additional 50 services by FY 2021.



## Economic Vitality

1. Increase the property tax base by 25% and the general fund tax base by 30% in the next 5 years.

1. Grow the property tax base through a primary assessed valuation increase due to growth average of 15% and total secondary assessed valuation annual growth of 9% for tax years 2019-2021.

2. Increase total job creation by 7,500 of which 5,000 jobs are in targeted industries in the next 5 years.

2. Increase total job creation by 4,500 of which 2,000 jobs are in targeted industries by FY 2021.

3. Increase retail and entertainment outreach by 25% in the next 5 years.

3. Increase the number of businesses reporting in the Restaurant and Entertainment tax categories by 10% by FY 2021.

4. Increase sales tax revenue by 10% within 5 years through new major retail / entertainment destination attractions.

4. Increase the sales tax revenue reported in the retail category by 10% over 2018 projections by FY 2021.

# Strategic Goals Draft Comparison

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## Sense of Community

1. Increase attendance at city events by 30% by 2020.
1. Increase attendance at city events by 30% by FY 2021.
2. Increase the number of residents directly involved in city-offered engagement programs by 100% by 2023.
2. Create an additional 100 Goodyear ambassadors through city-offered engagement programs by FY 2021.
3. Increase the miles of tree lined/shaded walk/bike paths by 30% by 2023.
3. Complete a bike/pedestrian study of shaded paths/sidewalk in FY 2019 to identify projects for future Capital Improvement Plan consideration.



## Quality of Life

1. Increase facilities, amenities, and programs to foster a healthy, quality lifestyle and provide places for the community to gather.
1. Construct new recreation facility, and increase participation in programs and activities that foster a healthy, quality lifestyle by 30% by FY 2021.
2. By 2023, ensure a safe community by increasing police officer pro-active time to 40% and improve fire response times by 30 seconds.
2. Ensure a safe community by increasing police officer pro-active time to 40% and improve fire response times by 15 seconds by FY 2021.
3. By 2023, secure availability of water to support growth of the city for the next 20 years.
3. By FY 2021, ensure availability of water to support growth of the city for the following 10 years.