

**CITY OF GOODYEAR
COUNCIL ACTION REPORT**

SUBJECT: Council will review the draft Strategic Plan Guiding Principles and Goals and provide direction for formal approval of the FY21 City Strategic Plan.	STAFF PRESENTER: Pam Weir, Assistant to the City Manager CASE NUMBER: None OTHER PRESENTER: None
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PROPOSED ACTION:

Council will receive an overview of the draft FY2021 City Strategic Plan Guiding Principles and Goals as requested during the December 11, 2017 work session. Following the review, staff recommends Council establish consensus regarding any final changes to the plan prior to potential adoption during an upcoming regular meeting.

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.

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 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.
- The City Council tabled approval of the FY18-20 plan on April 10, 2017, requesting a new approach to strategic planning.
- City Council and staff held a Strategic Planning Retreat on October 13 and 14 to develop updated Focus Area definitions and new Goals.
- A work session was held on December 11, 2017 to review a draft of the new FY21 plan. Council requested changes to the Focus Area definitions as well as the addition of Guiding Principles.

STAFF ANALYSIS:

The previous Goodyear Strategic Action Plan has served the community well since 2013 and driven key priorities. Over time, however, the document has grown longer and 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. For more than 18 months, staff has been working with Council to complete an updated plan with clear goals that can drive meaningful results.

In October of 2017, the city hired Bailey Strategic Innovation Group to facilitate a comprehensive Strategic Planning Retreat, so that City Council and staff leadership could work together to establish fresh goals to drive the city's strategy. The retreat work included three primary components: developing a purpose statement, updating the Focus Area definitions, and creating fourteen SMART (specific, measureable, achievable, realistic, and timely) goals. Each of these components can be found in the attached draft plan. The fourteen goals were refined by city management and department directors following the retreat to ensure they met the requirements of the SMART framework. The nature of these goals ensures that they have clear definitions, can be directly influenced by the work of the city, have available metrics to measure our success, and can be equally understood by City Council, employees, and our residents. Following the retreat, Council requested Guiding Principles be added within each Focus Area during a work session on December 11, 2017. The updated draft reflects this addition. Council also provided feedback on the fourteen recommended goals following the December work

session; that feedback has been aggregated and will be presented during the February 12 work session.

The new Strategic Plan structure has several potential advantages. By featuring City Council goals instead of department activities, the plan maintains a high-level future focus rather than a long list of ongoing operations. This shift also improves department flexibility when working to further Council goals, by allowing them to continuously adapt and improve 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 Goals adopted 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 and its progress can be thoroughly reviewed and discussed to ensure priorities stay relevant as the city evolves.

City Council can still expect to receive regular updates regarding the progress of Strategic Plan Goals through bi-annual staff reports. These reports will include details about the programs and initiatives underway by city departments to fulfill each goal.

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.

City Council will have the opportunity to revisit the plan and recommend new goals for the following plan cycle through FY22, at a Strategic Planning Retreat in fall 2018.

FISCAL ANALYSIS:

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

RECOMMENDATION:

Staff recommends Council proceed with adopting a new City of Goodyear Strategic Plan through FY21 with four Focus Areas, Guiding Principles, and 14 Goals. Action items and planned activities will be generated during the department operations planning process. Regular report updates on the Plan's progress and department action items will be provided twice per year to Council via a separate report generated by staff.

ATTACHMENTS:

Draft City of Goodyear FY 2021 Strategic Plan Packet