



The background of the slide is a close-up photograph of green grass blades. The blades are covered with numerous small, clear water droplets, likely from a recent rain or dew. The lighting is soft, creating a gentle bokeh effect in the background. The overall color palette is various shades of green, from deep forest green to lighter, sunlit greens.

City of Goodyear Strategic Plan Update through FY2021

February 12, 2017

Agenda



- Performance Management Context
- Proposed Guiding Principles
- Proposed Goals
- Next Steps

Performance Management Program

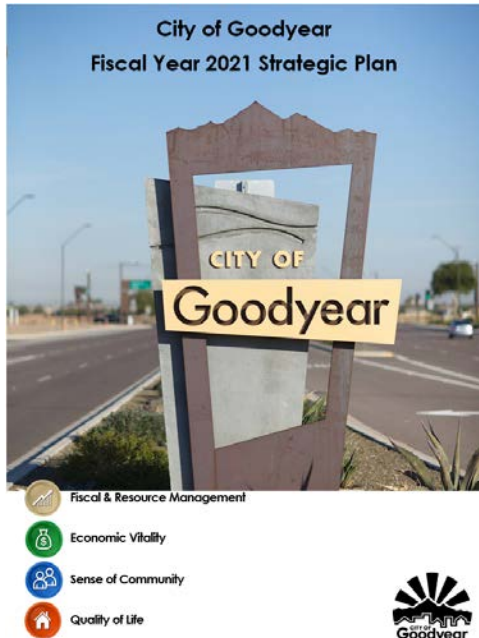


Proposed Plan for FY2021

FY 2021 Plan



CHANGES



- Document more public-friendly
- New Purpose Statement
- Updated Focus Area definitions
- Added Guiding Principles
- Established 14 new Goals



Purpose Statement

WHY WE WORK

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 Area Definitions



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.

Focus Area Definitions



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.

Focus Area Definitions



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.

Focus Area Definitions



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.

Guiding Principles



Fiscal & Resource Management:

- Organizational Alignment
- Taking Care of Our Workforce
- Maintaining Transparency
- Never Stop Improving Services
- Managing Finances Responsibly
- Focus on Processes
- Setting Responsible Priorities
- Keeping up with Technology



Economic Vitality:

- Fostering Relationships with Businesses
- Maintaining and Investing in Infrastructure
- Focus on Jobs and Quality of Life

Guiding Principles



Sense of Community:

- Respect for all Individuals
- Engaging our Residents and Committed Volunteers
- Building Partnerships
- Bringing People Together



Quality of Life:

- Keeping our Community Safe
- Promoting Health and Wellness
- Taking Care of our Environment

Strategic Goals



SMART: SPECIFIC, MEASUREABLE, ACHIEVABLE, REALISTIC, AND TIMELY

- Final changes following Planning Retreat
- 3-year time frame
- Clear for City Council, staff, and residents
- Need existing baseline measurement
- Guidepost for budget decisions
- Annual Updates

Recommended Goals

FISCAL AND 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.



Recommended Goals-Feedback



FISCAL AND RESOURCE MANAGEMENT

1. Create a **fully funded** replacement program for all city capital assets by FY 2021.
- Additional Council Idea: Prepare employees to operate efficiently and effectively by building skills in technical and leadership competencies.
- Additional Council Idea: Implement Envisio to improve progress reports on the Strategic Plan given to Council quarterly by FY2019.



Recommended Goals

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.



Recommended Goals-Feedback



ECONOMIC VITALITY



- Additional Council Idea: Streamline city development and tenant improvement processes through electronic plan review system.
- Additional Council Idea: Implement (or evaluate) PHX-GYR Airport Master plan for implementation.

Recommended Goals

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.



Recommended Goals-Feedback



SENSE OF COMMUNITY

- Additional Council Idea: Increase city website use by [10%] by [FY2020]
- Additional Council Idea: Increase social media contacts by [25%] by [FY2021]



Recommended Goals

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 proactive 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.



Recommended Goals-Feedback



QUALITY OF LIFE

- Additional Council Idea: Enhance SCADA system
- Additional Council Idea: Transportation



Discussion of Next Steps

Next Steps



- Formal Adoption of Strategic Plan
- Mid-year Goal Progress Report (~6 months after adoption)
- 1-year Goal Progress Report & Fall 2018 Strategic Planning Retreat