



FY2022-2024 Strategic Plan

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Goodyear Vision

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, dining, and entertainment;
- * 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

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

The city of Goodyear and its employees serve residents according to SIX core values:

- * Empathy
- * Initiative
- * Innovation
- * Integrity
- * Optimism
- * Adaptability

Our Purpose

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 barriers and staying adaptable, 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.

Strategic Focus Areas and Goals

Goodyear's Strategic Plan uses the city's vision and the four City Council focus areas described below as its roadmap for action. Goodyear City Council has adopted city-wide goals to advance each area by fiscal year 2024. While there are many projects within city departments that support these focus areas, the Strategic Plan features the highest priority outcomes.

	Fiscal & Resource Management <i>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.</i>
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Goal	Description
1.1 Develop a Smart City Master Plan	Develop plan to leverage technology and data analytics solutions by the end of FY2022.
1.2 Enhance performance measurement	Develop process to track key indicators to measure performance and identify areas of improvement in FY2022 and begin reporting regularly by the end of FY2023.
1.3 Conduct study to determine whether to construct a Public Safety Training Center	Conduct study to determine whether it would be financially and operationally beneficial to build a public safety training center and present recommendations to Council by December 2022.
1.4 Conduct an Employee Compensation Study and review/update employee compensation philosophy	Conduct study and review/ update our employee compensation philosophy after receiving Council's policy direction, for inclusion in the F20Y23 budget development process.
1.5 Increase employee satisfaction score	Increase the employee satisfaction score from 60% to 66%, as measured in the biennial employee survey by the end of FY2024.

	Economic Vitality <i>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.</i>
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Goal	Description
2.1 Study availability of internet ("technology deserts")	Initiate and complete a citywide broadband connectivity assessment by the end of FY2022 to identify and ensure the best access to the highest quality internet services.
2.2 Develop General Plan Update	Develop the next 10-year update to the city's General Plan; to include selection of a consultant, formation of a citizen committee, and referral to the voters in Fall 2024.
2.3 Assist in the creation of new jobs	Creation of 4,500 new jobs by the end of FY2024 with 450 (10%) being in the targeted office sector.
2.4 Enhance city's role as a regional destination for shopping, dining, and entertainment	Increase the number of businesses reporting in the Restaurant and Entertainment tax categories by 10% from the numbers reported June 30, 2021 by the end of FY2024.

Strategic Focus Areas and Goals

	Sense of Community <i>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.</i>
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Goal	Description
3.1 Proactively monitor neighborhood quality of life issues	Create a system to proactively monitor neighborhood quality of life issues through social media and begin monthly reporting by December 2021.
3.2 Evaluate recycling program in an unstable market	Complete an evaluation of the recycling program and develop recommendations that support community and fiscal goals by the end of FY2023 and implement any new strategies by the end of FY2024.

	Quality of Life <i>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.</i>
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Goal	Description
4.1 Study human and social service needs	Conduct study on human and social service needs of Goodyear residents including senior services, childcare, youth programs, education, homelessness, affordable housing, and mental health, and assess current service availability, and develop recommendations on priority service enhancements to present to Council by March 2023.
4.2 Evaluate transit options	Complete an evaluation of public transit options, identify unmet needs, and evaluate funding requirements with results and recommendations presented to Council by the end of FY2022.
4.3 Develop a Library Master Plan	Conduct a library operational assessment and feasibility study that outlines recommendations for current and future library services and present recommendations to Council by the end of FY2024.

Guiding Principles

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 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.

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).

Focusing 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.

Guiding Principles

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 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.

Strengthening our Local Economy: Goodyear supports local workforce development, entrepreneurship, and small business growth through ongoing retention efforts and ensuring that city policies and priorities support their long-term success.

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

Focusing 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 Guiding Principles

Respecting 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.

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.

Goodyear Performance Management

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. The Mayor and City Council 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 and programs 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.



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