

CITY OF GOODYEAR STRATEGIC ACTION PLAN



FISCAL YEARS 2013-2016

STRATEGIC FOCUS AREAS



FISCAL & RESOURCE MANAGEMENT



ECONOMIC VITALITY



SENSE OF COMMUNITY



QUALITY OF LIFE



GOODYEAR CITY COUNCIL



Georgia Lord
Mayor



Joanne Osborne
Vice Mayor



Joe Pizzillo
Council Member



Sheri Lauritano
Council Member



Wally Campbell
Council Member



Bill Stipp
Council Member



Jennifer Barber
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 a three-term limit (council members serve staggered terms to ensure continuity).

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INTRODUCTION

Goodyear's Strategic Action Plan utilizes the City's vision and four strategic priority areas as its foundation. These elements were defined as a result of a consensus-based discussion with the Council in the summer of 2011, which included consideration of overall comments and feedback received from citizens and stakeholders regarding the direction for our City. The four strategic priority areas encompass overarching principals that will influence policy decisions and priorities.

The Strategic Action Plan establishes a road map of key strategic initiatives that will best advance the vision for the City and will ensure that Goodyear is poised to capitalize on opportunities. This plan is a flexible tool to guide and assist with proactive policy development, and the achievements resulting from this plan will be enjoyed by current residents and future generations. This plan is designed to highlight key activities in support of stated priorities and goals over a period of three fiscal years.

This document is aligned with many other planning documents used by the City, including departmental plans (which include specific strategic plans, master plans, and operational plans) which guide department priorities and individual employee performance evaluation goals.

The Strategic Action Plan focuses specifically on activities outside of the day-to-day operational services that the City provides. The tactics included in the Strategic Action Plan are specific and assigned to a lead department. The document may also be used as a mechanism to provide status updates on the progress of activities at regular intervals.

GOODYEAR, AZ

Goodyear, AZ is a city with a rich, rewarding quality of life and tremendous community spirit, exemplified by its winning two prestigious national awards in 2008 - the All-America City and City Livability awards. Ours is a city with relaxed sophistication -- where you will feel at home right away.

Nestled in the shadows of the Estrella Mountains, Goodyear is one of the fastest growing cities in the Valley. A mere 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.



We are the Spring Training home of the Cleveland Indians and the Cincinnati Reds, and the site of the next super regional mall in the Phoenix area.

Our airport, rail service and our location on I-10 between the Loop 101 and 303 freeways makes us very attractive to major employers like Lockheed Martin, Suntech, Amazon.com and others. We are the western home of Cancer Treatment Centers of America, Macy's Internet Fulfillment Center, and Dick's Sporting Goods Distribution Center. Numerous industrial/office parks are also under development.

With about 90 percent of its total 189 square miles of land still available for development, Goodyear is a city of great opportunity!

Our Residents

Goodyear's desert vistas, majestic mountains, master planned communities with lakes, country clubs and golf courses, and an active outdoor lifestyle have already attracted over 68,000 people which represents just eleven percent of the build-out population. With a mere 2,747 residents in 1980 and 6,258 in 1990, Goodyear's population has exploded to a population of 65,275 according to the 2010 Census and it is expected to surge to well over 100,000 residents by 2015. The median income of our residents is estimated at \$76,523 - one of the highest in the state, the highest in the West Valley, the third highest in the Phoenix metro area.

Development in the Phoenix area is moving west! Since 1998, more than 50% of the Valley's building permits have been in the West Valley with the Southwest Valley leading the development boom. Goodyear is setting the pace among West Valley cities. Goodyear was the fourth fastest growing suburban city in the country (under 100,000 population) between 2000 and 2006, averaging 16% growth per year during that period according to Forbes Magazine.

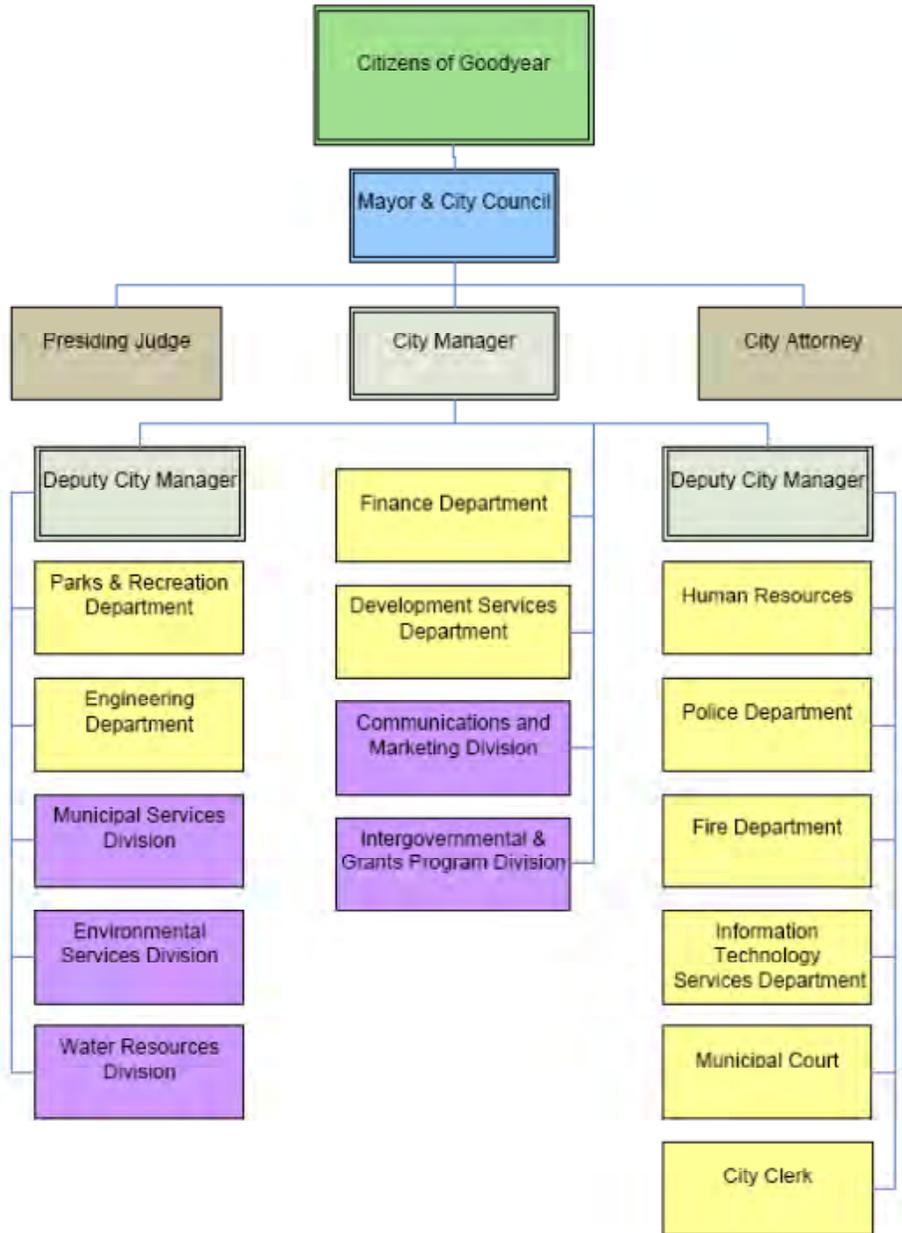
According to the most recent Citizen Satisfaction Survey, Goodyear has a diverse population with more than 83 percent of heads of households being college-educated and 60 percent having college degrees.

Goodyear is a young community with 31 percent of the population between the ages of 35 and 49. As a growing community, 77 percent of residents have lived in Goodyear less than ten years. It is also family-oriented as 39 percent of household have children. Additionally, 53 percent have a household income over \$75,000.

The survey reports that 94 percent of residents feel Goodyear is a great place to live and offers excellent quality of life. Over 90 percent of residents also feel safe day and night. Even in this economic downturn, 94 percent of residents are satisfied with the level of service the city provides.

68,388	Population Estimate July 2012 (MAG)
358,000	Population Projection (2035 – MAG)
\$76,523	Median HH Income (2007-2009 ACS)
\$84,559	Median Family Income (2007-2009 ACS)
\$287,100	Median Value of Owner-Occupied Homes (2007-2009 ACS)
1,058,201	Workforce (30 mile radius)
<i>Sources: City of Goodyear Community Development, MAG, Sites USA; Income/Workforce Data: Sites USA; Home Data: ASU Realty Studies</i>	

City of Goodyear Organizational Chart



VISION & MISSION

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's 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.

STRATEGIC FOCUS AREAS

Goodyear's Strategic Action Plan utilizes the vision for our City and the four strategic focus areas established by the City Council as its roadmap for action. **The action plan focuses on specific initiatives and activities over a three-year period that will advance these priority areas.** There are many existing programs and practices that have been established that support these focus areas and goals. However, the Strategic Action Plan is intended to highlight some of the strategic elements of departmental operational plans and communicate key activities.

Four Strategic Focus Areas



1. Fiscal and 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.



2. 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.



3. 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.



4. Quality of Life

The City of Goodyear will implement programs and projects that create a clean, well-maintained, safe, and sustainable environment and that provide citizens with opportunities for an engaged, healthy, and active lifestyle.

The following pages reflect goals and actions under each strategic focus area. The "Responsibility" column reflects the lead department; however, most of the actions involve many city departments. The "Underway" column reflects the time frame when the initiative will be underway. The implementation of actions may be ongoing (and in some cases are long-term) and the time frame is not intended to reflect a completion date.



Fiscal and Resource Management

Goal 1: Demonstrate fiscal responsibility through establishing financial policies and budgeting practices that accomplish the highest priorities and demonstrates results.

Action Item	Responsibility	Underway	Status/Upcoming Activity
Implement an enhanced city-wide performance measurement program	City Manager's Office	FY 12-13	<ul style="list-style-type: none"> • CPM 101 data submitted to ICMA Oct 2012; data under review for comparison purposes (Jan/Feb 2013) • City performance measures committee initiated Oct 2012 to develop additional enhanced measures city-wide • Measures to go through review process Winter/Spring 2013 in preparation for FY 13-14 implementation
Establish a priority-based budget program	Finance/City Manager's Office	FY 13-14	<ul style="list-style-type: none"> • Research regarding program and consultants are underway (funding to be considered and prioritized as part of the FY 13-14 budget process)
Assess the City's tax policies to evaluate sustainability of revenues	City Manager's Office	FY 12-13	<ul style="list-style-type: none"> • Item discussed at Nov 2012 City Council Retreat with policy direction provided for basis of FY 13-14 budget
Develop strategy for building replacement fund balances that meet equipment replacement standards (fleet, equipment, technology)	Finance	FY 13-14	<ul style="list-style-type: none"> • During FY 13-14, review (and create where needed) inventory and replacement schedules to use as a basis to develop replacement schedule funding strategy (equipment to include park equipment, irrigation and right of way landscaping) • Funding for plant replacement will be considered as part of the FY 13-14 budget supplemental and prioritization process



Fiscal and Resource Management

<p>Complete cost of service study for water and wastewater services</p>	<p>Finance</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Comprehensive infrastructure maintenance costs and new capital requirements are being compiled which is necessary for this study • The project is funded ; anticipated kick off end of FY 12-13 / beginning of FY 13-14
<p>Continue to appropriate the annual General Fund set aside in the budget to prepare for increased debt service payments associated with the ballpark PIC bonds until the full obligation is funded until the AZSTA contributions begin</p>	<p>Finance</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • FY 12-13 budget incorporated first of seven set asides in the amount of \$680,000; FY 13-14 will include next set aside • Amount to be set aside in each subsequent budget through FY 18-19 when full amount needed will be in the base budget without reducing expenditures in programs and services

Goal 2: Reduce the cost of government through implementing business process and other operational efficiencies.

Action Item	Responsibility	Underway	Status/Upcoming Activity
<p>Utilize process improvement teams and topic task forces to critically assess operational improvement opportunities and emerging issues</p>	<p>Human Resources</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Performance Evaluation Team developed recommendations which were presented to City Council in Dec 2012; new process will be implemented in FY 13-14 • Safety Committee established; focused on resource sharing, efficiencies, enhancing documentation and record keeping
<p>Reduce workers' compensation claims by implementing comprehensive Standard Operating Procedures</p>	<p>Human Resources</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Environmental & Municipal Services, Engineering, and Parks & Rec have Standard Operating Procedures under development



Fiscal and Resource Management

<p>Reduce operating costs by taking employee health insurance to market</p>	<p>Human Resources</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Evaluation of RFPs underway (early 2013); recommendation to be evaluated as part of FY 13-14 budget
<p>Reduce City vehicle accidents by providing enhanced training and innovative solutions</p>	<p>Human Resources</p>	<p>FY 13-14</p>	<ul style="list-style-type: none"> • Conduct OSHA safety culture and climate survey • Develop targeted strategies based on results
<p>Prepare employees to operate efficiently and effectively by building skills in technical and leadership competencies</p>	<p>Human Resources</p>	<p>FY 13-14</p>	<ul style="list-style-type: none"> • Proposal for tiered training program drafted • Work with ASU to provide leader-level training (funding for this program will be considered as part of the FY 13-14 budget supplemental and prioritization process)
<p>Increase sharing of City resources internally and with regional partners</p>	<p>Human Resources</p>	<p>FY 12-13 (ongoing)</p>	<ul style="list-style-type: none"> • Proposal to house small equipment in central location under consideration • Training costs shared between cities to obtain group pricing
<p>Reduce employee medical costs by implementing additional wellness initiatives to enhance current programs offered</p>	<p>Human Resources</p>	<p>FY 13-14</p>	<ul style="list-style-type: none"> • Marketing Health Insurance to include additional wellness program options • Wellness Clinic hours expansion 2013 • Wellness newsletter • 2013 Healthier You Program
<p>Establish city-wide guidelines for processing special events to streamline the process</p>	<p>City Clerk's Office</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Developing ordinance with a more substantial process • Create information about the new process for the website • Questionnaire to measure customer service level



Fiscal and Resource Management

<p>Design and construct a new City Fleet Maintenance facility</p>	<p>Engineering/Municipal Services Division</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Council approval to proceed with design of project received (Jan 2013); design is underway • Funding for construction to be considered in FY 13-14 budget CIP • Facility completion expected Summer 2014
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Goal 3: Implement a human capital plan that allows the City to proactively plan for, maximize, and retain top human resources talent.

Action Item	Responsibility	Underway	Status/Upcoming Activity
<p>Establish and implement improved performance evaluation process</p>	<p>Human Resources</p>	<p>FY 12-13 (and 13-14)</p>	<ul style="list-style-type: none"> • Cross functional workgroup developed process recommendations • City Council work session Dec 2012 • Training and implementation in 2013
<p>Standardize hiring practices to evaluate both technical and leadership competencies</p>	<p>Human Resources</p>	<p>FY 12-13 (carry through to FY 13-14)</p>	<ul style="list-style-type: none"> • City-wide competencies identified • Department competencies projected by April/May 2013 • All interview panels to be trained in identifying City-wide competencies in candidates • Funding for standardized assessment tools to utilize as part of the hiring process to be considered as part of the FY 13-14 budget supplemental and prioritization process



Fiscal and Resource Management

<p>Expand organizational development and outreach efforts for proactive succession planning</p>	<p>Human Resources</p>	<p>FY 12-13 (carry through to FY 13-14)</p>	<ul style="list-style-type: none"> • HR booth at Oct 2012 GAIN event featured career opportunities with the City • Partnership with West Valley communities and ACMA on collaborative succession planning efforts to leverage resources • Fire Department creating succession Plan for Fire Chief, Deputy Fire Chief, Emergency Manager, and Administrative Services Supervisor • Provided Human Capital Plan training to Leadership Team at retreat on 10/25 • Provide training to all supervisors and managers at future Supervisor/Manager Summit • Explore general partnerships with universities and other educational institutions for employee training partnership opportunities
<p>Align/prioritize projection of human resources needs with growth estimates and annual budget development</p>	<p>Human Resources</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Long-term ongoing effort kicking off in FY 12-13
<p>Implement employee retention interviews</p>	<p>Human Resources</p>	<p>FY 13-14</p>	<ul style="list-style-type: none"> • Develop retention interview plan (questions, timing, engagement)
<p>Evaluate strategies that will enhance employee engagement and satisfaction</p>	<p>Human Resources</p>	<p>FY 13-14</p>	<ul style="list-style-type: none"> • Evaluate conducting employee surveys to gauge satisfaction and engagement levels • Work with departments to develop strategies based on survey results



Fiscal and Resource Management

Evaluate the compensation structure for non-sworn employees	Human Resources	FY 12-13	<ul style="list-style-type: none"> • Work session in Dec 2012 presenting market-driven approach to designing non-sworn compensation structure (open range with quartiles) • Funding associated with this compensation structure will be considered as part of the FY 13-14 budget prioritization process
Explore expanded use of interns to support City activities and initiatives	Human Resources	FY 13-14	<ul style="list-style-type: none"> • Work with departments to develop program strategies based upon identified needs

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

Action Item	Responsibility	Underway	Status/Upcoming Activity
Implement a new Enterprise Resource Program (ERP) that expands and modernizes numerous City business functions	Information Technology Services	FY 13-14	<ul style="list-style-type: none"> • Evaluating options and developing plan for project kickoff (2013)
Completion of the telephone replacement initiative to update technology and improve customer service	Information Technology Services	FY 12-13	<ul style="list-style-type: none"> • Implementation complete in Dec 2012
Develop a plan for expansion of conduit and fiber system on arterial streets to interconnect traffic signals and city facilities and provide additional conduit space for potential lease <i>(Also noted in Economic Vitality Goal #3)</i>	Engineering	FY 12-13	<ul style="list-style-type: none"> • Installation of CCTV cameras at eight intersections that will be connected to Traffic Management Center • Design of conduit and fiber on Pebble Creek Parkway/Estrella Parkway from Indian School Road to Van Buren Street underway
Expand asset management program to include water and wastewater	Environmental Services	FY 12-13	<ul style="list-style-type: none"> • The City has purchased asset management program



Fiscal and Resource Management

			<p>modules and is in the process of transitioning asset data</p> <ul style="list-style-type: none"> • New software system is scheduled to be operational Nov 2013 • City staff working on a coordinated effort to input data (ITS, Engineering and Environmental Services) Jan 2013
Enhance SCADA system to maintain critical facilities remotely/plan for growth	Environmental Services	FY 12-13	<ul style="list-style-type: none"> • Request for Qualifications (RFQ) advertised Nov 2012 • Firm should be on board by March/April 2013 • Upgrades and installation is planned to be completed by June 2014
Expand the electronic plan review process to Development Services	Development Services Department	FY 12-13	<ul style="list-style-type: none"> • Expansion to Planning & Zoning/Building Safety in progress • Full implementation expected by July 2013
Implement Telestaff software to more efficiently conduct daily staffing and provide improved financial data regarding personnel costs	Fire Department/Information Technology Services	FY 12-13	<ul style="list-style-type: none"> • Completed “Kick Off” call Oct 2012 • Project leads are in the process of completing the department data collection in preparation of building the system database
Implement Granicus Legistar Agenda Management Software for enhanced agenda workflow and agenda packet creation	City Clerk’s Office	FY 12-13	<ul style="list-style-type: none"> • On-site training in Dec 2012 • Implementation complete Jan 2013
Enhance Laserfiche Records Management System and add records management module	City Clerk’s Office	FY 13-14	<ul style="list-style-type: none"> • Received proposals for records management module • Funding associated with moving this project forward will be considered as part of



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			the FY 13-14 budget supplemental and prioritization process
Evaluate feasibility of an electronic posting board at City Hall	City Clerk's Office	FY 13-14	<ul style="list-style-type: none"> Funding associated with moving this project forward will be considered as part of the FY 13-14 budget supplemental and prioritization process
Evaluate feasibility of an electronic voting system at Council meetings	City Clerk's Office	FY 13-14	<ul style="list-style-type: none"> Funding associated with moving this project forward will be considered as part of the FY 13-14 budget supplemental and prioritization process
Evaluate technology solutions to support performance measures to facilitate efficient tracking, reporting and communication	City Manager's Office	FY 13-14	<ul style="list-style-type: none"> Technology support options researched during FY 13-14 and considered as part of future budget priorities (beyond FY 13-14)
Evaluate mechanisms that would support the City's self-collection of sales taxes	Finance	FY 12-13	<ul style="list-style-type: none"> A recommendation in the Governor's Transaction Privilege Tax Simplification Task Force is to make the Arizona Department of Revenue the sole collector of sales tax in the state Initial work will focus on working through the 2013 legislative session to protect our right to self-collect in the future should we decide to go in that direction
Explore opportunities to promote Science & Technology in Goodyear through partnership with the Arizona SciTech Festival	Development Services Department/Parks & Recreation	FY 12-13	<ul style="list-style-type: none"> Sci-Tech Festival event "Goodyear STEM = Fun Fest Invitational" planned for April 2013 (partnership with Lockheed Martin and



Fiscal and Resource Management

- engaging 50 middle school students)
- Explore festival sponsorship in 2014 (funding will be considered as part of the FY 13-14 budget supplemental and prioritization process)

Goal 5: Create and pursue opportunities for collaboration and regional partnerships to maximize resources and address regional issues.

Action Item	Responsibility	Underway	Status/Upcoming Activity
Explore opportunities for a regional water/wastewater solutions	Water Resources Division	FY 12-13	<ul style="list-style-type: none"> • Meetings with local providers and developers to brainstorm issues and opportunities (Sept/Oct 2012) • Potential short and long-term solutions identified; under review for prioritization • Partnership with the City of El Mirage for delivery of CAP water
Explore partnership with the City of Litchfield Park to provide municipal court services	City Manager's Office	FY 12-13	<ul style="list-style-type: none"> • Options evaluated and discussed with the City of Litchfield Park (not moving forward at this time)
Enhance partnership with Alliance for Innovation to capitalize on pilot programs, training, and best practices	City Manager's Office	FY 12-13	<ul style="list-style-type: none"> • Engagement with Valley Benchmarking group for local CPM 101 data comparison • Customer Service training from Alliance held Oct 2012; Leadership Team follow up discussion on applicability to Goodyear • Partner with HR on methods to incorporate Alliance resources into City employee development plan



Fiscal and Resource Management

Partner with private sector to make needed modifications at Corgett Water Reclamation Facility to produce Class A effluent 100% of the time and convert lake water use in Estrella to 100% reuse water	Environmental Services	FY 12-13	<ul style="list-style-type: none">• Council approval of contract for upgrades in October 2012• Construction started Jan 2013; completion expected in end of FY 12-13 or beginning of FY 13-14
Collaborate with public/private agencies to identify alternative SAT site or other recharge opportunities	Environmental Services/Water Resources	FY 12-13	<ul style="list-style-type: none">• Potential options are being identified and evaluated for viability, including discussions with ADEQ and ADWR regarding temporary re-opening the previous SAT site and grant opportunities for injection wells for recharge



ECONOMIC VITALITY

Goal 1: Streamline the City’s development services to efficiently support local economic development.

Action Item	Responsibility	Underway	Status/Upcoming Activity
Review and update design guidelines and sign ordinances	Development Services Department	FY 13-14	<ul style="list-style-type: none"> • Begin to explore potential changes March/April 2013 • Options to consider will be scheduled for Council work session for discussion
Design a Process Improvement Plan to streamline City development and tenant improvement business processes, including a communications plan for business outreach	Development Services Department	FY 12-13	<ul style="list-style-type: none"> • Internal team of Development Services staff working on process enhancements (Winter/Spring 2013)

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.

Action Item	Responsibility	Underway	Status/Upcoming Activity
Complete the 2025 General Plan Update	Development Services Department	FY 12-13	<ul style="list-style-type: none"> • General Plan Committee (GPC) appointed by Council Oct 2012 • Visioning session (Nov 2012) • Goodyearconnects.com website went live (Feb 2013) • Community meetings held (Feb 2013) • General Plan estimated completion FY 14-15 (to include ratification by voters in 2014 election)
Complete a Transportation Master Plan (including trail system) for the City that correlates to the direction of the General Plan update	Engineering Department	FY 12-13	<ul style="list-style-type: none"> • Awarded contract to consultant • Completion of plan targeted for Dec 2013 in coordination



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			with the General Plan and Parks & Recreation Plan
Complete a Parks Master Plan that includes open spaces and correlates to the direction of the General Plan update	Parks & Recreation Department	FY 12-13	<ul style="list-style-type: none"> • Consultant selected and plan update is underway (Jan 2013) • Plan will be complete in FY 13-14
Water Resources Master Planning	Water Resources Division	FY 12-13	<ul style="list-style-type: none"> • Evaluate the current water resources portfolio and the ability to have it fully realized by the Arizona Department of Water Resources • Evaluate additional 100-year assured water supply acquisitions • Evaluate alternative water supplies/reuse opportunities (underway)
Establish a Parks and Recreation Advisory Commission	Parks & Recreation	FY 12-13	<ul style="list-style-type: none"> • Commission established (Aug 2012) • Will be engaged in Parks Master Plan Project
Coordinate input for the Tucson to Phoenix Passenger Rail Corridor Study conducted by ADOT to explore alternative transportation options	Engineering	FY 12-13	<ul style="list-style-type: none"> • Study released for feedback from cities re: activity centers that may serve as future transit stations • Feedback submitted to ADOT
Work closely with the Phoenix Goodyear Airport on implementation of the Master Plan to develop the airpark corridor	Development Services Department	FY 12-13	<ul style="list-style-type: none"> • Development Services Director is engaged in the ongoing discussions regarding the Master Plan • Economic Development will analyze the results of the master cargo study to create a marketing strategy for area surrounding the airport



ECONOMIC VITALITY

<p>Complete a Development Fee Study, which includes an update of the Infrastructure Improvement Plan (IIP)</p>	<p>Finance</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Consultant selected • Project kickoff Nov 2012 (Process will take 1+ yrs to complete; will consider results of Transportation and Parks Master Plans) • Complete by Aug 2014 (State-mandated deadline)
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Goal 3: Prioritize and invest in strategic infrastructure construction that supports the City's economic development vision and goals.

Action Item	Responsibility	Underway	Status/Upcoming Activity
<p>Coordinating freeway planning, design, and construction with ADOT for future expansion of SR303 and SR30</p>	<p>Engineering</p>	<p>FY 13-14</p>	<p><u>SR303</u></p> <ul style="list-style-type: none"> • I-10 to SR30 – design starts Sept 2013; construction begins Sept 2016 • Corridor Feasibility Study from SR30 to Hassayampa Freeway – final report in Nov 2013 <p><u>SR30 (I-10 Reliever)</u></p> <ul style="list-style-type: none"> • From SR202 (Phoenix) to SR303 (Goodyear) – On hold pending completion of SR303 Corridor Feasibility Study
<p>Evaluate options to bring surface water from the Central Arizona Project (CAP) canal into the city to cost-effectively create additional water resources to support development</p>	<p>Water Resources Division</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Order for portion of CAP water (Oct 2012) for cost-effective recharge option • Evaluating long-term opportunities for infrastructure to facilitate full CAP allocation delivery
<p>Complete the approval process for the Environmental Impact Study (EIS) for the Sonoran Valley Parkway to create easier access and foster</p>	<p>Development Services Division</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Draft is in process • BLM expected to publish a Notice of Availability of the



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<p>construction of economic development corridor</p>			<p>draft Feb 2013 for public comment (45 days)</p> <ul style="list-style-type: none"> • Final draft EIS expected July 2013; appeal period Aug 2013 • Record of Decision anticipated Sept 2013 • Right of Way permits to follow
<p>Develop a plan for expansion of conduit and fiber system on arterial streets to interconnect traffic signals and city facilities and provide additional conduit space for potential lease <i>(Also noted in Fiscal & Resource Management Goal #4)</i></p>	<p>Engineering</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Installation of CCTV cameras at eight intersections that will be connected to Traffic Management Center. • Design of conduit and fiber on Pebble Creek Parkway/Estrella Parkway from Indian School Road to Van Buren Street underway

Goal 4: Focus on strategic economic development pursuits and initiatives that will increase local jobs and create demand for supporting businesses.

Action Item	Responsibility	Underway	Status/Upcoming Activity
<p>Update the economic development strategic plan using a consultant driven process that engages a technical advisory team, key stakeholders and City Council</p>	<p>Development Services Department</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • City was awarded a grant from APS to participate in Focus on Success strategic planning process (Spring/Summer 2013) • Funding associated with City's match will be considered as part of the FY 13-14 budget process
<p>Evaluate employment corridor viability through proactive collaboration with land owners in key corridors</p>	<p>City Manager's Office/Development Services Department</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Proactive meetings with broker for land around ballpark to market property (Sept/Oct 2012) • Meetings with Lankford to discuss opportunities • Exploring partnering with



ECONOMIC VITALITY

			Urban Land Institute to conduct a study of the Bullard Avenue Employment Corridor (Summer 2013); funding associated with City's contribution to project will be considered as part of the FY 13-14 budget process
As part of the strategic planning process, research opportunities for city-sponsored incubator programs and evaluate with consultant potential opportunities	Development Services Department	FY 12-13	<ul style="list-style-type: none"> • Coordinate initial research by contacting existing business incubators and the National Business Incubation Association (NBIA) • Economic Development staff evaluating incubator formats (Summer 2013)
Proactively engage Macerich executives to encourage Estrella Falls Mall opening by 2016	Development Services Department	FY 12-13	<ul style="list-style-type: none"> • Proactive meetings in Fall/Winter 2012 with City staff and Macerich executives • Work session with Council to update status of mall (February 2013) • Continued work with Macerich market research team to prove economic model for trigger on anchor store commitment
Collaborate with educational institutions to develop local workforce skills in targeted industries	Development Services Department	FY 12-13	<ul style="list-style-type: none"> • Evaluate and encourage the development of a strategic plan for EMCC to provide manufacturing training becoming a "Center of Excellence for Manufacturing Training" (Spring 2013) • Proactively facilitate partnerships between new and expanding businesses to utilize Goodyear higher education partner training programs



ECONOMIC VITALITY

<p>Participate in a comprehensive economic impact study for year-round ballpark activities and use as a recruitment tool</p>	<p>Parks & Recreation</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Study commissioned by the Cactus League received Dec 2012 (highlights of report reviewed with Council) • Staff evaluation of data to determine key information to assist with marketing strategies
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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.

Action Item	Responsibility	Underway	Status/Upcoming Activity
<p>Develop a method to obtain feedback from new businesses regarding their experience with the City and use as continuous improvement tool</p>	<p>Development Services Department</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Continue business retention programs • Refining questions to elicit additional important feedback • Continue quarterly Development Forum to gather feedback from the development community
<p>Continue to seek opportunities to reduce Fire construction inspection turnaround times</p>	<p>Development Services Department</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Moved Fire Construction Plan Review to Development Services Division • The Fire inspection turnaround time goal was increased to next-day turnaround, as previous inspection goal of 5-day turnaround 80% of the time was consistently exceeded • Development Services will continue to monitor turnaround times in monthly report
<p>Continue business retention and expansion communication program focused on regular outreach to advise</p>	<p>Development Services Department</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Conducted Small Business Forum in Fall 2012 • Holding quarterly Business



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of City activities and provide expanding businesses with state incentive program information			<p>Roundtables with different business groups</p> <ul style="list-style-type: none"> ○ Hospitality and Chain Restaurants (Jan 2013) ○ Aviation and General Manufacturing (Spring 2013)
Create a redevelopment plan , to include Historic Goodyear as well as infill strategies	Development Services Department	FY 12-13	<ul style="list-style-type: none"> ● Study session will be scheduled to discuss redevelopment policies

Goal 6: Develop a comprehensive approach to encouraging tourism in Goodyear and the West Valley.

Action Item	Responsibility	Underway	Status/Upcoming Activity
Partner with the Southwest Valley Chamber of Commerce and the Arizona Office of Tourism on tourism initiatives	Development Services Department; Parks & Recreation	FY 13-14	<ul style="list-style-type: none"> ● Participate with the Chamber to develop “Bird Watching” brochure and/or a Chamber Tourism Website ensuring Goodyear is represented utilizing Prop 302 funding (Spring 2013) ● Parks & Recreation to submit request for grant funding to promote Goodyear Spring Training out of state
Update and produce the Goodyear Visitor’s guide	Parks & Recreation	FY 12-13	<ul style="list-style-type: none"> ● Current guide has two-year life span; distributed for Spring Training 2013 ● New two-year guide will be launched in conjunction with Spring Training 2014 ● Economic Development updating the City’s website in preparation for Spring Training
Develop a Goodyear Restaurant and Hotel Guide	Development Services Department	FY 12-13	<ul style="list-style-type: none"> ● Restaurant and Hotel guide is under design



SENSE OF COMMUNITY

Goal 1: Establish an enhanced higher education presence in the City.

Action Item	Responsibility	Underway	Status/Upcoming Activity
Actively pursue opportunities for higher education institutions to locate in Goodyear	Development Services Department/City Manager's Office		<ul style="list-style-type: none"> Actively pursuing opportunities

Goal 2: Create an enhanced connection with neighborhoods throughout the City through focused outreach strategic utilization of various communication methods and focusing on outstanding customer service.

Action Item	Responsibility	Underway	Status/Upcoming Activity
Enhance City's website and utilization of social media	City Manager's Office	FY 12-13	<ul style="list-style-type: none"> Update of City department website pages underway (2012/2013) Ongoing evaluation of enhancement opportunities (Funding associated with advancing this initiative to be considered as part of the FY 13-14 budget process) Creation of a separate ballpark site for focused marketing and tourism (www.goodyearbp.com) went live Feb 2013)
Maintain focus on providing outstanding customer service to our citizens to foster positive connection between staff and stakeholders	Human Resources (training); All	FY 12-13 (carry through to FY 13-14)	<ul style="list-style-type: none"> Leadership Team participation in "Culture of Service" webinar; discuss integration within the City (Oct 2012) Customer Service included as an evaluation criteria on new personnel performance evaluation forms (implement July 2013)
Actively monitor Sonoran Valley public safety contract and engage	Police Department	FY 12-13	<ul style="list-style-type: none"> Monthly report from Sheriff's office consistently reviewed



SENSE OF COMMUNITY

<p>local residents to enhance communication</p>			<p>and validated to understand resident needs</p> <ul style="list-style-type: none"> • Currently plan “face to face” projects and provide Goodyear specific services to the residents (quarterly), including “Stranger Danger” awareness for school children, K9 demonstrations, and addressing resident concerns over and above response to calls for service.
<p>Increase Community Policing Activities to increase proactive outreach and build relationships in the community</p>	<p>Police Department</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Enhanced Community Policing Unit planning multiple outreach programs including Bike Rodeos, Teen Academy, increased Neighborhood Watch, Safety Days for School Children, and the Prescription Drug Drop Off program • Police substation in local schools - program piloted Jan 2013 and subsequently expanded
<p>Increase voter participation through education and awareness</p>	<p>City Clerk’s Office</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Voter information provided at G.A.I.N event (Oct 2012) • Created a video campaign to encourage citizen participation in elections (Feb 2013)
<p>Increase Fire Department engagement of neighborhoods</p>	<p>Fire Department</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Fire/EMS explore attendance at HOA meetings • Invite HOA representatives to tour local Fire Stations
<p>Evaluate options to foster increased public input related to the annual budget development process</p>	<p>Finance</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Brainstorming will occur as FY 13-14 budget development process kicks off (early 2013)



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<p>Evaluate the Citizen Satisfaction Survey and recommend enhancements</p>	<p>City Manager's Office</p>	<p>FY 13-14</p>	<ul style="list-style-type: none"> • Evaluation and enhancement recommendations will be conducted in preparation for the survey conducted at the end of 2013
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Goal 3: Evaluate additional community programs and events that bring citizens together to foster a sense of community and culture.

Action Item	Responsibility	Underway	Status/Upcoming Activity
<p>Focus on physical and programmatic expansion of the City's library services</p>	<p>Parks & Recreation</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Design of library expansion at Venida Complex underway in December 2012 • Actively engaged with the Maricopa County Library District regarding facility design and additional programs added as a result of more space • Library to open Fall 2013
<p>Incorporate maintenance of Mobile roads into the City's street maintenance program</p>	<p>Engineering Department</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • 83rd Avenue graded (Nov 2012) • Additional maintenance to 83rd Avenue possible in Spring 2013 pending funding; otherwise funding will be explored in FY 13-14
<p>Develop action plan to address neighborhood needs</p>	<p>City Manager's Office</p>	<p>FY 12-13</p>	<ul style="list-style-type: none"> • Loma Linda Park Master Plan is complete. Funding for construction to be considered as part of the FY 13-14 CIP process. • Palmateer Park and Parque De Paz renovations completed • Joint meeting held with school district and City of Avondale to develop



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			<p>solutions for Lattie Coor Elementary School traffic improvement initiative</p> <ul style="list-style-type: none"> • “Dress for Success” project planning underway with Neighborhood Alliance to address various issues related to alleyway, streetlights, and code concerns • Funding associated with advancing various initiatives to be considered as they occur
<p>Coordinate and produce a minimum of three city-wide major special events (4th of July, Home Plate for the Holidays, GAIN) and continue support others such as Tale of two Cities Annual Parade, Phoenix Symphony POPS concert, Ballet Under the Stars as well as explore additional opportunities for additional events that bring the community together</p>	Park s& Recreation	FY 12-13	<ul style="list-style-type: none"> • Continued production of city signature events • Evaluation of other events that support positive community affiliation among community at large • The addition of more events will be evaluated as part of the budget supplemental process (as needed)
<p>Explore opportunities to enhance and expand art and culture programs and events in the community</p>	Parks & Recreation	FY 12-13	<ul style="list-style-type: none"> • Develop strategies to expand current art program to a more comprehensive Arts and Culture Program that stimulates cultural and art participation, awareness, and opportunities for all ages. • Engage the Arts and Culture Commission in developing new strategies
<p>Evaluate an art in private development program (<i>separate from City’s public art program</i>)</p>	Development Services Department	FY 12-13	<ul style="list-style-type: none"> • Research underway regarding programs and potential ordinance elements • Council consideration of ordinance anticipated in 2013



Goal 1: Identify public safety business process improvements and innovative programs that ensure a safe community.

Action Item	Responsibility	Underway	Status/Upcoming Activity
Create Police Chief Citizen Advisory Board	Police Department	FY 12-13	<ul style="list-style-type: none"> • Department will seek committee members to provide Community input directly to the Chief of Police
Implement Prescription Drug Drop Off Program and evaluate opportunities for expansion	Police Department	FY 12-13	<ul style="list-style-type: none"> • Secured prescription medicine drop off program implemented in Nov 2012 • Additional location identified and opened in (March 2013)
Establish meaningful performance measures that evaluate response times as well as operational efficiencies, including compliance with procedures as well as feedback on service delivery	Police /Fire Departments	FY 12-13	<ul style="list-style-type: none"> • Enhanced measures to be developed as part of new city-wide Performance Measurement Program • Phase I of Performance Measures for Police includes evaluation of response times as well as internal audits to assess compliance with internal policies and procedures • Future expansion of measures will include surveys to assess efficiency and quality of services provided • Ongoing evaluation of Police Department Compstat reporting
Commit to continuous improvement by evaluating department services to the community	Fire Department	FY 12-13	<ul style="list-style-type: none"> • Compare baseline response data to benchmark performance objectives derived from national standards and criteria • Management assessment initiated (Nov 2012); recommendations for



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			enhancements resulting from the process will be evaluated and prioritized (items requiring funding reviewed as part of FY 13-14 budget supplemental process)
Seek Fire Department accreditation through Commission on Fire Accreditation International (CFAI)	Fire Department	FY 13-14	<ul style="list-style-type: none"> • Timing of advancing this initiative will depend on prioritization and funding (to be evaluated as part of the FY 13-14 budget process)
Seek Police Department accreditation through the Commission on Accreditation of Law Enforcement Agencies (CALEA)	Police Department	FY 13-14	<ul style="list-style-type: none"> • Timing of advancing this initiative will depend on prioritization and funding (to be evaluated as part of the FY 13-14 budget process)

Goal 2: Support initiatives that promote healthy, quality lifestyles for our diverse citizenry.

Action Item	Responsibility	Underway	Status/Upcoming Activity
Continued partnerships with local organizations to support programs that meet the needs of the community	City Manager's Office (many departments engaged in partnerships)	FY 12-13 (carry through to FY 13-14 and FY 14-15)	<ul style="list-style-type: none"> • Fire Department coordinating the Health & Safety Expo (April 6, 2013) which will incorporate the Arizona in ACTION Lids on Kids awareness campaign (in partnership with the Police Department) • Spring Training Charity Game benefitted Arizona in ACTION and the Homeless Youth Connection • Partnership with Benevilla to facilitate local Grocery Shopping Program • Working with Estrella Mountain Community college on their Veterans' Services



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			program (providing educational support and career transition/preparatory services)
Evaluate neighborhood circulator route and para-transit (ADA) service	Engineering Department	FY 12-13	<ul style="list-style-type: none"> Awaiting MAG regional transit study and results <p>Update to be provided to Council once report received to review results and determine best way to continue to advance this initiative (including potential utilization of digital marquee revenue)</p>

Goal 3: Facilitate partnerships with local schools, district leadership, and youth development programs to ensure quality education opportunities for local youth.

Action Item	Responsibility	Underway	Status/Upcoming Activity
Follow through on partnerships and ideas resulting from Building Blocks for Education	City Manager's Office	FY 12-13	<ul style="list-style-type: none"> Sept 2012 meeting provided a forum for Goodyear superintendents and principals to share best practices/discuss challenges Implementing a city-wide reading challenge Other activities advancing the Building Blocks initiative can be discussed as they arise, to include discussion on resource priorities
Participate in Arizona Mayor's Education Roundtable	City Manager's Office	FY 12-13	<ul style="list-style-type: none"> Support collaborations on local education issues to improve outcomes and build political will in planning local education agendas Building a collective knowledge base that can help accelerate local and statewide action



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Obtain “Read On” city designation from the Virginia G. Piper Charitable Trust literacy office	City Manager’s Office	FY 12-13	<ul style="list-style-type: none"> • Notification of Read On Designation received • City Reading Challenge under development
Implement Safety Days/McGruff Safety Talks	Police Department	FY 12-13	<ul style="list-style-type: none"> • Increased Community Policing with McGruff and to enhance the Police Department’s relationship younger school aged children
Partner with Youth Commission to train on communication/leadership	Human Resources	FY 12-13	<ul style="list-style-type: none"> • Leadership training held October and November 2012 • Commission program enhancements and guideline changes reviewed with Council (Feb 2013) • Implementation of recommended changes (Spring 2013)
Execute IGAs with school districts to expand shared use opportunities	Parks & Recreation	FY 13-14	<ul style="list-style-type: none"> • Options for enhanced partnerships to be evaluated

Goal 4: Enhance environmentally-conscious initiatives and city codes that support a clean, well-maintained, sustainable community.

Action Item	Responsibility	Underway	Status/Upcoming Activity
Evaluate cost-effective options related to right of way maintenance as needs increase	Parks & Recreation	FY 13-14	<ul style="list-style-type: none"> • Will be evaluated as part of the FY 13-14 budget supplemental and prioritization process (based upon need)
Develop and implement a cohesive water resources conservation program	Water Resources	FY 12-13	<ul style="list-style-type: none"> • Staff working on developing a 20-year strategic water conservation plan to include benchmarks and metrics, key initiatives, and milestones
Provide opportunities for the community to participate in events	Human Resources	FY 12-13 (carry	<ul style="list-style-type: none"> • Increase community participation in Adopt-a-Park,



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that support a clean, safe environment		through to FY 13-14)	Adopt-a-Street, Make a Difference Day, GAIN, Graffiti Busters, and Heart & Sole (including enhanced web/social media communication and marketing materials) <ul style="list-style-type: none">• Additional events to be based upon available funding
Maintain priority focus on proactive code enforcement (for both residential and community property) to sustain the quality look and feel of the community	Development Services Department	FY 12-13 (ongoing)	<ul style="list-style-type: none">• Code Enforcement moved to Development Services to more fully integrate both commercial and residential• Ongoing process and staffing adjustments to provide proactive and enhanced code education and enforcement