

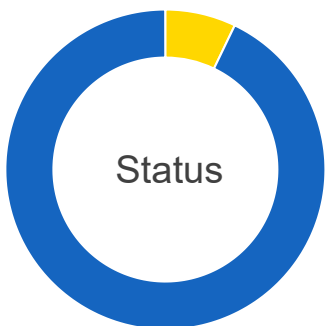


# FY2022-2024 Strategic Plan Final Report

Report Created On: Jul 23, 2024

<b>4</b> Focus Areas	<b>14</b> Goals
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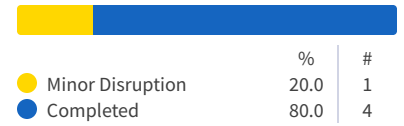
## Overall Summary



	%
● Minor Disruption	7.14
● Completed	92.86

## Focus Area 1

**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.



### Goal 1.1

Develop plan to leverage technology and data analytics solutions by the end of FY2022.



### Goal 1.2

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.



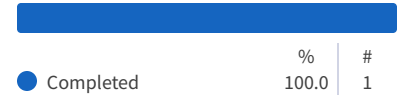
### Goal 1.3

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.



### Goal 1.4

Conduct study and review/ update our employee compensation philosophy after receiving Council's policy direction, for inclusion in the FY2023 budget development process.



### Goal 1.5

Increase the employee satisfaction score from 60% to 66%, as measured in the biennial employee survey by the end of FY2024.



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## Focus Area 2

**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.



### Goal 2.1

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.



### Goal 2.2

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.



### Goal 2.3

Creation of 4,500 new jobs by the end of FY2024 with 450 (10%) being in the targeted office sector.



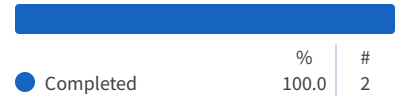
**Goal 2.4**

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.



**Focus Area 3**

**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.



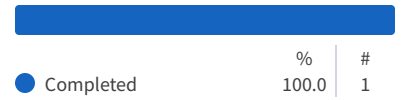
**Goal 3.1**

Create a system to proactively monitor neighborhood quality of life issues through social media and begin monthly reporting by December 2021.



**Goal 3.2**

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.



**Focus Area 4**

**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.



**Goal 4.1**

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.



**Goal 4.2**

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.



**Goal 4.3**

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.



**Focus Area 1** Progress 97%



**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.

	%	#
Minor Disruption	20.0	1
Completed	80.0	4

Owner: City Manager's Office

**Goal 1.1** Progress 100%



Develop plan to leverage technology and data analytics solutions by the end of FY2022.

	%	#
Completed	100.0	1

Owner: Lisa Faison

Updated on Jul 16, 2024 16:47:13

- The draft Smart City Master Plan was presented to City Council in the fall of 2021. Council feedback was incorporated and the Plan was approved by Council in June 2022, completing this goal.
- The plan outlines a strategy and approach to evaluate, assess and recommend smart city technologies. Along with the plan is a strategy to establish an organizational data management program. This program outlines processes and tools to support a data analytics strategy to be used across the City of Goodyear. Beyond completing the goal, between June and July 2022, the City of Goodyear IT department has partnered with a vendor to establish standards and best practice approaches to support a data management program. Next steps are to finalize the strategy and technology roadmap for leveraging data analytics across the organization and begin implementing the processes to support the quarterly performance measurement reports.

**Goal 1.2** Progress 100%



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.

	%	#
Completed	100.0	1

Owner: City Manager's Office

Updated on Jul 16, 2024 16:50:05

- A Council work session was held on June 6, 2022 and Council provided consensus on the measures to be included in the performance dashboard.
- Council has been receiving quarterly performance reports since April 28, 2023.
- Staff has developed an online performance dashboard and anticipates making that public once the performance measures have been reviewed and updated for alignment with the new FY25-27 Strategic Plan effective July 1, 2024.

**Goal 1.3** Progress 100%



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.

	%	#
Completed	100.0	1

Owner: Paul Luizzi

Updated on Jul 17, 2024 21:40:57

- The final study and associated recommendations were presented to Council on December 5, 2022 by Fire Chief Paul Luizzi and RDG Planning.

- Council provided direction to pursue a regional solution and staff has engaged regional public safety partners to determine their interest in participating in a regional training center.
- Beyond completing the goal, this project was recommended by the 2023 Citizen Bond Exploratory Committee and was approved by voters in the November 2023 bond election.
- On November 6-8, 2023 the consultants conducted interviews and toured current training facilities for potential regional partners. The event included police and fire leaders from Avondale and Buckeye along with Arizona Fire and Medical District. The consultants are now collecting data and will produce further data if the regional partners want to participate.
- Buckeye is seeking voter approval for \$30 million in bonds for a public safety training facility in the November 2024 election. Their participation in a regional facility is dependent on the outcome of the election. Other potential partners have decided to pursue other alternatives.

**Goal 1.4** Progress 100%



Conduct study and review/ update our employee compensation philosophy after receiving Council’s policy direction, for inclusion in the FY2023 budget development process.

	%	#
Completed	100.0	1

Owner: Lyman Locket

Updated on Jul 16, 2024 16:29:16

- The compensation study was completed and results were presented to Council in March 2022.
- Upon Council approval, changes to the compensation plan were implemented effective June 26, 2022.

**Goal 1.5** Progress 83%



Increase the employee satisfaction score from 60% to 66%, as measured in the biennial employee survey by the end of FY2024.

	%	#
Minor Disruption	100.0	1

Owner: Lyman Locket

Updated on Jul 17, 2024 21:24:14

- The 2022 Polco employee survey was conducted in August 2022 with a 90% response rate.
- Results were presented to Council at a work session on October 17, 2022.
- 61% of employees strongly agree that they are satisfied with their job and an additional 34% somewhat agree. Although this is still below the goal of 66% strongly agree, it shows continued progress in this area.
- As a continuous improvement organization, we launched the Gallup Q12 survey in April/May 2023. This new survey instrument will provide a more challenging benchmark data set.
- This broadened approach includes measurement and focus on employee engagement as a method of continuing to drive high levels of employee satisfaction and organizational performance.
- With regard to measuring employee satisfaction we are in the 59% percentile of the Gallup benchmark organizations with a score of 4.23 out of 5.0.
- We experienced a substantial increase in the percentage of employees rating they are “Extremely Satisfied” with the city of Goodyear as a workplace. This top score moved from 41% to 47% an increase of 14.6%
- Our overall engagement level is (53%) for our second Q12 Survey slightly down from (54%) in 2023. This is significantly higher than the U.S. average of (30%) as measured by Gallup. It should be noted that engagement across Gallup’s database dropped 3%, an 11 year low.
- 200 teams across the city are receiving their survey data and are beginning to engage in the action planning process.

**Focus Area 2**

Progress 100%

**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.

Owner: City Manager's Office



**Goal 2.1**

Progress 100%

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.

Owner: Lisa Faison



Updated on Jul 16, 2024 16:47:40

- At a March 2022 work session, staff provided the findings of the broadband assessment conducted by Cell Site Capital, LLC, which was phase one and completed this goal. As part of the assessment the city received GIS data from the vendor with current citywide broadband coverage.

**Goal 2.2**

Progress 100%

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.

Owner: Katie Wilken



Updated on Jul 16, 2024 16:27:51

- Staff began working with the consultant in January 2022.
- Numerous public meetings and other outreach opportunities were used to collect public feedback.
- A 17-member General Plan Committee was also formed and held numerous meetings throughout 2022 and 2023.
- Council adopted the plan on November 13 and it was overwhelmingly approved by voters in a special election on May 21, 2024.

**Goal 2.3**

Progress 100%

Creation of 4,500 new jobs by the end of FY2024 with 450 (10%) being in the targeted office sector.

Owner: Wendy Bridges



Updated on Jul 16, 2024 16:18:00

- Assisted in the creation of 8,076 total new jobs, which achieves 179% of the three-year goal of 4,500.
- Announced 454 new office jobs, which achieves 101% of the three-year goal of 450.

**Goal 2.4**

Progress 100%

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.

Owner: Wendy Bridges



- 265 businesses reported in the restaurant & entertainment tax category as of June 30, 2024, which reflects a net increase of 66 new businesses, and meets 121% of the three-year goal of 219.

**Focus Area 3**

Progress 100%

**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.

Owner: City Manager's Office



	%	#
Completed	100.0	2

**Goal 3.1**

Progress 100%

Create a system to proactively monitor neighborhood quality of life issues through social media and begin monthly reporting by December 2021.

Owner: Tammy Vo



	%	#
Completed	100.0	1

- Staff contracted with ZenCity to utilize their online tool to monitor social media for discussions regarding the city, city services, or neighborhood quality of life issues that occur on public (open) accounts beginning in September 2021.
- Staff monitors dashboard daily and includes a synopsis of the weekly activity in the Digital Communications Activity Report.
- Staff has used the platform numerous times to gauge public sentiment on specific topics in order to determine whether social media comments are representative of broader community opinion.

**Goal 3.2**

Progress 100%

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.

Owner: Sumeet Mohan



	%	#
Completed	100.0	1

- Staff has been actively working on lowering contamination through a combination of audits and educational outreach. Staff has strategically focused our efforts through tagging and educating residents in areas with high contamination.
- Throughout FY2024, staff coordinated with our contractor Waste Connections and implemented awareness campaigns designed to lower recycling contamination rates across the city. These campaigns included outreach efforts in local elementary schools and at the city's community events, promotional recycling content posted on the city's social media platforms, and recurring recycling audits in neighborhoods with the greatest opportunities.
- These actions have resulted in an overall contamination rate of 17% -- an improvement from the 20% rate in FY23.

**Focus Area 4**

Progress 100%

**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.

Owner: City Manager's Office



	%	#
Completed	100.0	3

**Goal 4.1**

Progress 100%

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.

Owner: City Manager's Office



	%	#
Completed	100.0	1

Updated on Jul 16, 2024 16:38:34

- Created a Community & Neighborhood Services Master Plan Phase I: Human Services, which was expedited in response to COVID and the American Rescue Plan Act; was adopted by Council in December 2021.
- Beyond the scope of this goal, staff submitted FY2023 and FY2024 budget requests to implement the Plan's recommendations utilizing funding set-aside in the city's COVID Response Package for resident support.
- Council also approved Phase II: Neighborhoods on May 8, 2023 and staff is working to implement the additional recommendations included in that phase of the Plan.

**Goal 4.2**

Progress 100%

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.

Owner: Stephen Scinto



	%	#
Completed	100.0	1

Updated on Jul 16, 2024 16:22:48

- Concluded the Avondale Goodyear Transit Study, which included an evaluation of existing conditions, best practices and Community and Stakeholder Outreach efforts to identify unmet needs. Presented the study findings to Mayor and Council at an August 2021 work session.
- Beyond completing the goal, with City Council authorization to proceed with a Pilot Program for Microtransit service, staff performed an evaluation of funding requirements for a Microtransit pilot project and received authorization from the Maricopa Association of Governments and Phoenix Public Transit (FTA Designated Recipient) to pursue partial FTA funding for a one-year pilot.
- Council approved the expenditures for this project in September 2022 and the WeRIDE program was publicly launched in November 2022.
- Between the official launch of the service on November 14, 2022 and June 30, 2024, 42,000+ Goodyear passengers completed a trip on WeRIDE.

**Goal 4.3**

Progress 100%

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.

Owner: Nathan Torres



	%	#
Completed	100.0	1

Updated on Jul 16, 2024 16:25:27

- A request for the funding necessary to complete the Library Services Master Plan was approved during the FY2024 budget process.
- Staff worked with the consultant throughout 2023 and 2024 to collect data, engage stakeholders, and gather feedback to develop the plan.
- The Library Master Plan was presented to Council at a work session on May 13, 2024 and adopted by Council on May 20.