

AVONDALE STRATEGIC FIVE YEAR PLAN



Avondale

Aspiring. Achieving. Accelerating.





FROM THE CITY MANAGER

DAVID FITZHUGH

Avondale

As one of the fastest-growing cities of its size in the country, and boasting a young and vibrant population, Avondale is entering an auspicious period over the next few years.

In the previous decade, our city enjoyed a significant influx of new residents, as well as large and small businesses establishing a presence — and our data show that the conditions are in place for these positive trends to continue between 2016 and 2020. But making the most of this opportunity — developing and maintaining the best Avondale possible for our current and new residents — will require smart, innovative action from our local government working directly and closely with our citizenry.

With that in mind, I am pleased to present our 2016 City of Avondale Strategic Plan. Designed with the vision and guidance from the Avondale City Council, and crafted with input from engaged residents, local businesses and key personnel across the city's organization, this plan represents a cohesive and intelligent approach to continuing on the path to our overall vision for Avondale: to create a community that is both family friendly and economically robust. A city that is Aspiring, Achieving and Accelerating.

This strategic plan is built on five major initiatives that the City Council identified as priorities. Together they create a strong, coherent approach to achieving Avondale's overarching vision. These five initiatives are to Foster Sustainable Community Development; Create and Support Diverse Recreation and Entertainment Opportunities; Advocate for and Support Community-Oriented Lifelong Learning Opportunities; Encourage and Support Creative Innovation in Development and Service Delivery, and Create a Connected Community.

These initiatives, and the strategic goals and actions they suggest, will guide our city's municipal work for the next several years.

I wish to thank the Mayor and City Council, our residents, local businesses and the hardworking professionals throughout our city's government for their participation, input and insights. Your combined effort has yielded a world-class municipal strategic plan, and your ongoing involvement in bettering our city is a major reason that Avondale continues to enjoy substantial growth and prosperity while maintaining a sense of community year after year.

Sincerely,


David Fitzhugh
City Manager

AVONDALE BY THE NUMBERS

A DEMOGRAPHIC SUMMARY, POINTS OF INTEREST AND TOP DESTINATIONS



1 | Phoenix International Raceway



2 | Randall Mc Daniel Sports Complex



3 | Festival Fields



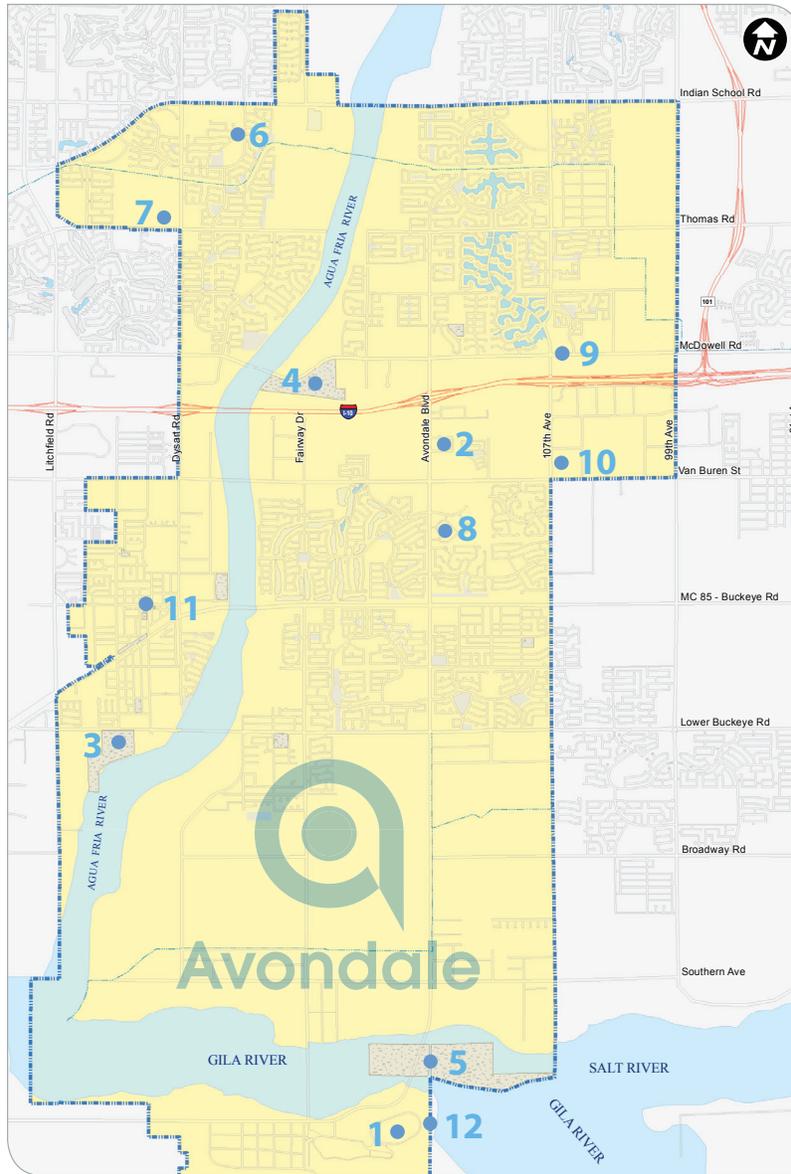
4 | Friendship Park



5 | Tres Rios Corridor / Base & Meridian Wildlife Area



6 | Goodyear Farms Historic Cemetery



7 | EMCC



8 | Civic Center Campus



9 | Health-tech Corridor



10 | Universal Technical Institute



11 | Historic Avondale



12 | Monument Hill

78,885
POPULATION
(2015 ARIZONA STATE DEMOGRAPHERS OFFICE)

54
SQUARE MILES

1946
YEAR OF INCORPORATION

32
MEDIAN AGE

7,759
ACTIVE BUSINESS LICENSES

10
CITY PARKS

#1
RANKED DIGITAL CITY
(2013, 2014, 2015)

40.9%
COLLEGE EDUCATED WORKFORCE

ALL-AMERICA CITY FINALIST
(2016)



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INTRODUCTION

A CITY UNIFIED AROUND A SINGLE VISION TO CREATE A COMMUNITY THAT IS AT ONCE FAMILY FRIENDLY AND ECONOMICALLY PROSPEROUS. INDEED, AVONDALE, ARIZONA, IS A MUNICIPAL SUCCESS STORY.



Today Avondale is attracting new, highly-skilled and well-educated residents at a faster pace than most cities in the United States; welcoming a consistent influx of small businesses and large corporations

that bring with them high-wage jobs, and boasting one of the most sophisticated Healthcare Corridors in the region, which has become a major health and wellness destination for citizens of many neighboring municipalities.

Avondale’s status as a fast-growing city is a relatively recent phenomenon. A quiet, sparsely populated farming community for more than 100 years, the city transformed into a bedroom community in the early 2000s during the national housing boom with a rapid development of residential neighborhoods. Over the last few years, Avondale has transformed itself again, this time into bustling community — one that still maintains its family-friendly values, yet is now a major hub throughout the Southwest region of Phoenix for advanced manufacturing, healthcare and entertainment.

Indeed, in the previous decade Avondale’s population increased 103%, and research indicates the city is poised to grow by another 34% — from its current 78,885 to 106,000 — between 2016 and 2020. Moreover, Avondale’s

population is young, with a median age of 29 years, and relatively affluent, with a median household income of \$57,000, well above the median for the United States and for the rest of Arizona.

One significant contributing factor to the youthful and ambitious makeup of Avondale’s citizenry is the wide range of educational opportunities within the City. Avondale is home to Estrella Mountain Community College (EMCC), Rio Salado College and Universal Technical Institute. Moreover, the city actively partners with these schools and local businesses to create internship opportunities and similar initiatives.

Avondale also boasts rich and diverse offerings for recreation and entertainment — from hundreds of acres of parks and miles of lakeside trails, to a sophisticated indoor sports complex, a wide range of martial arts studios, and even a Main Event Entertainment bowling and laser-tag facility.

These amenities, combined with an open and transparent local government working closely with an engaged citizenry, contribute to Avondale’s status as one of the most attractive up-and-coming cities in the Phoenix Metropolitan area, and why the city is a 2016 finalist for the National Civic League’s All-America City Award.



Avondale, Arizona is a community where people share a deep sense of pride in what has been accomplished and how far we have come. In Avondale, there is a strong belief that the blending of a broad spectrum of cultures comes from a true sense of harmony throughout the community. Here, people and businesses are welcomed with open arms and supported in a way that exemplifies a dynamic, intelligent and driven city, ready to take on the future.

Avondale is Aspiring. Achieving. Accelerating.



Avondale is committed to creating a sense of place, a community of residents and local businesses unified by pride and common values.



The city will work directly and closely with our citizens to devise and implement programs that work.



Avondale provides residents with the ability to connect with amenities, businesses and their community, enhancing the opportunity to live, work and enjoy a healthy lifestyle.



Foster Sustainable Community Development



Create a Connected Community

Avondale
STRATEGIC INITIATIVES



Create & Support Diverse Recreation & Entertainment Opportunities

Encourage & Support Creative Innovation in Development & Service Delivery



The City will continue to serve as a model of innovative, efficient and responsive government.

Advocate for and Support Community-Oriented Lifelong Learning Opportunities



Avondale will continue to foster an environment where education is a defining value and learning opportunities abound for residents of all ages.





1

FOSTER SUSTAINABLE COMMUNITY DEVELOPMENT

AVONDALE IS COMMITTED TO CREATING A SENSE OF PLACE, A COMMUNITY OF RESIDENTS AND LOCAL BUSINESSES UNIFIED BY PRIDE AND COMMON VALUES.



With our vision of continuing to grow and maintain a family-friendly environment, Avondale is focusing on several key areas of economic health and community development that foster a high degree of neighborhood livability —

particularly for the increasing number of families that will be settling in the city over the next decades. These strategic priorities for community development include encouraging high-wage jobs and professions; easy access to shopping, dining and other local services; a wide range of entertainment destinations; high-quality and convenient healthcare options; and well maintained infrastructure and public safety services.

With an energetic, educated and young population, Avondale is at a watershed moment for economic and community development. Housing permits are rebounding from recession-era lows, and the city has remained at the forefront of development in the healthcare, retail, and advanced manufacturing markets.

Sustaining this level of activity will require industry-focused initiatives and targeted investments in public infrastructure — both to help maintain the city's high degree of livability and retain our current residents, and to attract new private development. Luring new development will, in turn, support supply-chain and business-to-business opportunities for the city's existing businesses, and create new high-wage employment opportunities for our

residents. High-wage job growth and capital-intensive private development will, in turn, provide fiscal stability for the community and allow the city to maintain our pro-growth tax and investment policies.

Targeted investments in public infrastructure will support continued economic development and population growth — as well as community livability, health and safety. Reliable, efficient, and modernized infrastructure are integral components of neighborhood vitality and pride. Taken together, these actions will strengthen Avondale's local economy and create vibrant communities where residents can live, work, play and invest.

With these goals in mind, the city will continue to prioritize safety and security for our residents' well being, quality of life, and economic prosperity. To this end, we will adopt a data-driven approach to public safety that will foster transparency, citizen engagement, and increased coordination among local public safety entities. Our policies and procedures will be updated and streamlined to ensure consistency with national standards and neighboring municipalities. This consistency will also allow Avondale Fire and Police to utilize best practices for both crime prevention and emergency preparedness in ways that maintain and advance public safety.





FOSTER SUSTAINABLE COMMUNITY DEVELOPMENT

AVONDALE IS COMMITTED TO CREATING A SENSE OF PLACE, A COMMUNITY OF RESIDENTS AND LOCAL BUSINESSES UNIFIED BY PRIDE AND COMMON VALUES.

(L) = LEAD | (C) = CONTRIBUTOR

STRATEGIC GOAL: ENCOURAGE DEVELOPMENT OF BUSINESSES IN HEALTHCARE, TECHNOLOGY, AND ADVANCED MANUFACTURING.

DEPARTMENT ACTION ITEMS

- ▶ Adopt a current fire code with local amendments that improve consistency with surrounding jurisdictions including the City of Phoenix. (FY 2017)
 (L)
- ▶ Improve the city's ISO rating from Class 4 to Class 1 in the next rating period to reduce the cost of property insurance throughout the City. (FY 2019)
 (L)
- ▶ Work with MAG and ADOT to close fiber connectivity gaps along I-10 and major arterials to (1) connect Avondale to the regional network for regional traffic operations and public safety uses. (2) Increase opportunities for fiber-oriented development. (ANNUALLY, 2020)
 (L)  (C)  (C)
- ▶ Locate three (3) new companies each year that expand quality employment opportunities and support revenue growth. (ANNUALLY, 2021)
 (L)  (C)
- ▶ Conduct Gap analysis to understand workforce and supply chain gaps that need to be filled to encourage development in target sectors. (ALTERNATING YEARS, 2021)
 (L)
- ▶ Identify and develop comprehensive strategy emerging growth markets and sectors for business attraction opportunities. (ANNUALLY, 2021)
 (L)

STRATEGIC GOAL: MAINTAIN AND EXPAND QUALITY INFRASTRUCTURE AND IMPROVE CONNECTIVITY TO CITY AMENITIES

DEPARTMENT ACTION ITEMS

- ▶ Implement a Zoom North Circulator System expanding transit opportunities for residents throughout the community to increase transit coverage from 21mi to 31mi by FY 18. (FY 2018)
 (L)  (C)
- ▶ Improve transportation connectivity to City amenities by the addition of bike lanes whenever possible and where appropriate when preservation treatments allow for lane width reductions. (FY 2019)
 (L)
- ▶ Annually reduce unscheduled down time of City owned infrastructure by increasing preventative maintenance from 20% to 60%. (ANNUALLY, 2021)
 (L)
- ▶ Complete the Water Reclamation Facility Improvement Project. (FY 2019)
 (L)
- ▶ Complete the nitrate water treatment process at the Gateway Water Treatment Plant. (FY 2019)
 (L)
- ▶ Install 5 miles of fiber optic cable for communications by the end of FY 2018, which will support ITS/Traffic Management applications. (FY 2018)
 (L)  (C)

DEPARTMENTAL ICON KEY



POLICE



FIRE-MEDICAL



INFORMATION TECHNOLOGY



HUMAN RESOURCES



CITY COURTS



FINANCE & BUDGET



ECONOMIC DEVELOPMENT



NEIGHBORHOOD & FAMILY SERVICES



PARKS, RECREATION & LIBRARIES



DEVELOPMENT & ENGINEERING SERVICES



PUBLIC WORKS



COMMUNITY RELATIONS



1

FOSTER SUSTAINABLE COMMUNITY DEVELOPMENT

AVONDALE IS COMMITTED TO CREATING A SENSE OF PLACE, A COMMUNITY OF RESIDENTS AND LOCAL BUSINESSES UNIFIED BY PRIDE AND COMMON VALUES.

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STRATEGIC GOAL: ENSURE CITY HAS FINANCIAL CAPACITIES TO SUPPORT DEVELOPMENT

DEPARTMENT ACTION ITEMS

- ▶ Attract unique and distinctive destination retail businesses that will increase sales tax revenue and expand Avondale's trade area. (ANNUALLY, 2021)



- ▶ Create and fund an Acquisition & Demolition Program to bank land for future development and remove dangerous structures for public safety. (FY 2017)



- ▶ Establish a Community Development Non-Profit Organization. (FY 2017)



STRATEGIC GOAL: ENCOURAGE BUILD-OUT IN RESIDENTIAL HOUSING OPPORTUNITIES THAT SUPPORT DIVERSE HOUSING OPTIONS

DEPARTMENT ACTION ITEMS

- ▶ Develop outreach plan to multifamily investors and developers to highlight opportunities in Avondale. (FY 2017)



- ▶ Actively market opportunities for investment in the Las Ligas, Historic Avondale, and Cashion areas through the infill incentive program. (ANNUALLY, 2021)



- ▶ Continue to promote and highlight the *Accelerate Opportunity Now* incentive program. (ANNUALLY, 2021)



- ▶ Secure and cultivate a relationship with a private developer to redevelop four parcels of land into 10 affordable housing units. (FY 2019)



STRATEGIC GOAL: MAINTAIN COMMUNITY SAFETY FOR BUSINESSES AND RESIDENTS

DEPARTMENT ACTION ITEMS

- ▶ Implement an LED Streetlight conversion program to attain an energy savings of 3.5 million kWh, or a 35% energy savings over the next year. (FY 2018)



- ▶ Partner with 5 schools to apply for Safe Routes to School studies through MAG, and facilitate MAG training for 20 crossing guards. (FY 2018)



- ▶ Provide City sponsored safety training to Avondale businesses. (ANNUALLY, 2021)



- ▶ Expand Fire Department service delivery to include community integrated health care and a patient transport program. (ALTERNATING YEARS, 2019)



- ▶ Develop a fully operational emergency coordination center. (FY 2018)



- ▶ Improve the effectiveness of the Fire Department's data collection and analysis process to better identify community public safety needs and reduce overall community risk profile by 10%. (ANNUALLY, BEGINNING FY 2019)



- ▶ Reduce property-related crimes by 5% year-over-year. (FY 2017)



- ▶ Ensure the safe movement of traffic throughout the city by focusing on accident reduction of 3% and an increase in traffic enforcement by 3% over last year's numbers. (FY 2017)



- ▶ Issue new automated handheld ticket writers for the Traffic Bureau. (FY 2018)



- ▶ Conduct initial code enforcement inspections within 2 business days of receipt 95% of the time. (FY 2018)





2

CREATE & SUPPORT DIVERSE RECREATION & EDUCATION OPPORTUNITIES

AVONDALE PROVIDES RESIDENTS WITH THE ABILITY TO CONNECT WITH AMENITIES, BUSINESSES AND THEIR COMMUNITY, ENHANCING THE OPPORTUNITY TO LIVE, WORK AND ENJOY A HEALTHY LIFESTYLE

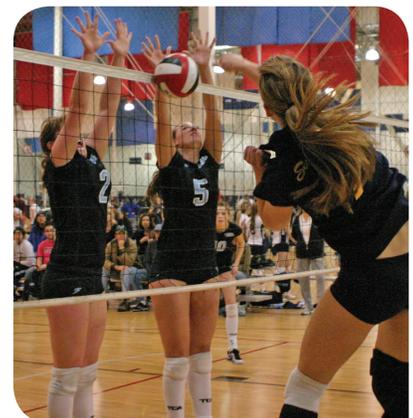
Another major component in the city’s approach to developing an environment that is family-friendly and economically robust will be placing a high priority on both cultivating and promoting our rich and diverse offering of recreational and entertainment opportunities.

Avondale’s emphasis on recreational amenities — particularly for families — is evident in both the natural environment we cultivate and protect for our residents, and in the entertainment-focused businesses we encourage to locate within our city.

Recreation is in Avondale’s Nature

First, let’s discuss the many nature-based recreational amenities throughout Avondale. The city offers nearly 200 acres of parks and 7.5 miles of lakeside trails, providing parents and their children a range of options for both active and passive recreation. Attractions include the Tres Rios Base Meridian and Wildlife area, with a rich riparian habitat, located along the Gila River boasting many species of fish, birds and small wildlife and offering various recreational opportunities.

Next, consider the many high-tech entertainment offerings across the city — including the 83,000-square-foot Randall McDaniel Sports Complex. This indoor arena provides opportunities for both children and adults to play organized sports year-round, including soccer, basketball and volleyball. In



addition, a large CrossFit gym in this center offers fitness classes for members of all ages. Avondale recognizes the significant impact in which recreation and lifelong learning opportunities have on a community. Residents consistently place high value on these services and believe the city should continue its strong investment in them. Pursuing private development of sports, entertainment and hospitality amenities, along with providing multi-generational recreation events and programs will only make Avondale a desirable location to raise a family, start a business and enhance quality of life of its residents.



2

CREATE & SUPPORT DIVERSE RECREATION & EDUCATION OPPORTUNITIES

AVONDALE PROVIDES RESIDENTS WITH THE ABILITY TO CONNECT WITH AMENITIES, BUSINESSES AND THEIR COMMUNITY, ENHANCING THE OPPORTUNITY TO LIVE, WORK AND ENJOY A HEALTHY LIFESTYLE

(L) = LEAD | (C) = CONTRIBUTOR



STRATEGIC GOAL: BE KNOWN | PROMOTE AVONDALE

DEPARTMENT ACTION ITEMS

- ▶ Develop a strategic and specific marketing plan for promoting city events and entertainment opportunities. (FY 2017)
 (L)
- ▶ Seek out avenues and specific campaigns to recognize and promote employees, programs, initiatives and events through local, regional and national awards. (ANNUALLY, 2021)
 (L) (C)
- ▶ Release to media outlets award winning innovative efforts achieved. (ANNUALLY, 2021)
 (L) (C)

STRATEGIC GOAL: PURSUE PRIVATE DEVELOPMENT OF SPORTS, ENTERTAINMENT AND HOSPITALITY AMENITIES

DEPARTMENT ACTION ITEMS

- ▶ Identify opportunities for the expansion of sports and recreation activities in City Center. (FY 2017)
 (L) (C)
- ▶ Complete parks, recreation, libraries, trails, and open space master plan update to define locations for development opportunities. (FY 2018)
 (L)
- ▶ Establish relationships with potential partners for the development of trail and river corridors. (FY 2018)
 (L) (C)
- ▶ Leverage *Accelerate Opportunity Now* incentive program to encourage capital investment in sports and entertainment district. (ANNUALLY, 2020)
 (L) (C) (C)
- ▶ Locate one new full service hotel in key business and employment corridor. (FY 2018)
 (L) (C)

STRATEGIC GOAL: PROVIDE MULTI-GENERATIONAL RECREATION EVENTS AND PROGRAMS

DEPARTMENT ACTION ITEMS

- ▶ Annually increase library and recreational programming and events by 5%. (ANNUALLY, 2020)
 (L)
- ▶ Leverage partnerships and funding sources to support intergenerational programming throughout the community. (ANNUALLY, 2020)
 (L) (C)
- ▶ Complete renovations for Friendship Park and at least three neighborhood parks. (FY 2018)
 (L)
- ▶ Renovate and expand Festival Fields. (FY 2020)
 (L) (C)

STRATEGIC GOAL: ESTABLISH CREATIVE COMMUNITY SPACES THROUGHOUT THE CITY

DEPARTMENT ACTION ITEMS

- ▶ Expand multipurpose uses in city facilities to support business development, recreation opportunities, and family services. (FY 2019)
 (L) (C) (C) (C)
- ▶ Evaluate feasibility of constructing a multigenerational recreation center that will consolidate services offered in resource center, senior center, and community center. (FY 2018)
 (L) (C)
- ▶ Increase open space amenities in City Center and Historic Avondale. (ANNUALLY, BEGINNING FY 2018)
 (L) (C)



3

ADVOCATE FOR AND SUPPORT COMMUNITY-ORIENTED LIFELONG LEARNING OPPORTUNITIES

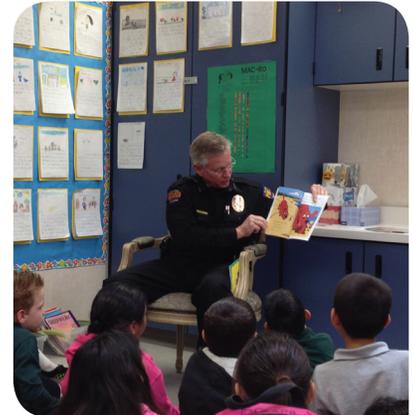
AVONDALE WILL CONTINUE TO FOSTER AN ENVIRONMENT WHERE EDUCATION IS A DEFINING VALUE AND LEARNING OPPORTUNITIES ABOUND FOR RESIDENTS OF ALL AGES.

Our previous initiative discussed Avondale’s commitment to becoming a city known for its diverse recreational amenities and opportunities for a healthy, active lifestyle. But a population such as Avondale’s, which is family-oriented, educated and affluent, demands a full range of quality-of-life opportunities — including opportunities for educational enrichment at every stage of life.

Our city has for many years placed a high priority on fostering lifelong learning opportunities — from encouraging children’s early love of reading through programs at our public libraries, to helping facilitate career-training programs with public safety entities and internships with local businesses, to supporting educational enrichment programs for our residents to engage their minds.

Indeed, we believe Avondale’s commitment to lifelong learning is one of the key factors that has attracted such a vibrant population to our city over the previous decade. One of the city’s goals is to increase our support for lifelong learning is to increase community awareness of educational enrichment opportunities offered at Avondale’s libraries.

Additional strategies the city has identified to support lifelong learning for our residents include deepening the city’s already-strong partnerships with educational institutions to find new learning opportunities that can benefit all of our citizens. The city will collaborate, for example, with local schools, businesses and other entities to support Avondale’s participation in the Science, Technology, Engineering and Math (STEM) curriculum.



The city will also work with local businesses to help create programs for mentoring and job training for Avondale’s youth. And we will work with Estrella Mountain Community College (EMCC) to help create new education and training opportunities in firefighting, emergency medical technology and other first-responder careers with the school’s prestigious Public Safety Institute.

Finally, the city will increase outreach to local businesses, institutions and residents to help promote school readiness for Avondale’s children — through early-reader programs, contests, and educational programs to help new parents raise readers.



3

ADVOCATE FOR AND SUPPORT COMMUNITY-ORIENTED LIFELONG LEARNING OPPORTUNITIES

AVONDALE WILL CONTINUE TO FOSTER AN ENVIRONMENT WHERE EDUCATION IS A DEFINING VALUE AND LEARNING OPPORTUNITIES ABOUND FOR RESIDENTS OF ALL AGES.

(L) = LEAD | (C) = CONTRIBUTOR



STRATEGIC GOAL: STRENGTHEN EDUCATION AND FAITH-BASED PARTNERSHIPS

DEPARTMENT ACTION ITEMS

- ▶ Leverage opportunities to collaborate with local and national faith-based organizations in initiatives for Avondale’s children, youth, and families. (ANNUALLY, BEGINNING 2018)
 (L) (C)
- ▶ Participate in annual career day with local schools. (ANNUALLY, 2021)
 (L) (L) (C) (C) (C) (C) (C) (C) (L) (C) (C) (C)
- ▶ Collaborate with local school districts, businesses, and community partners to increase support and participation in STEM/STEAM programming. (ANNUALLY, 2021)
 (L) (C) (C) (C) (C) (C) (C)
- ▶ Expand and formalize fire/medical educational and training opportunities with EMCC. (ANNUALLY, 2018-2020)
 (L)
- ▶ Expand public outreach to schools and at the library annually with a minimum of 12 visits per year to increase awareness of resources and programming offered at the library. (ANNUALLY, 2021)
 (L) (C)
- ▶ Partner with EMCC on Engineering and Sustainability Projects. (FY 2018/FY 2019)
 (L)
- ▶ Staff will provide youth centered Public Works education in the classroom four times per year. (ANNUALLY, 2021)
 (L)

STRATEGIC GOAL: EXPAND EMPLOYMENT OPPORTUNITIES TO RESIDENTS THROUGH JOB TRAINING AND PLACEMENT PROGRAM

DEPARTMENT ACTION ITEMS

- ▶ Continue to work with local colleges and universities to promote internal and external career opportunities through job fairs. (ANNUALLY, 2021)
 (L) (C)
- ▶ Expand the Next STEP youth employment program by 30% with the creation of new job placement opportunities within Historic Avondale. (FY 2018)
 (L) (C)
- ▶ Establish a youth program to partner with local businesses to provide job training and mentoring opportunities for youth. (FY 2018)
 (L) (C)

STRATEGIC GOAL: PROMOTE AND SUPPORT SCHOOL READINESS FOR AVONDALE CHILDREN

DEPARTMENT ACTION ITEMS

- ▶ Pilot a year-round reading program to serve 700 students per year. (FY 2018)
 (L) (C)
- ▶ Annually, 80% of Raising a Reader participants will maintain a regular reading routine with their child. (ANNUALLY, 2021)
 (L) (C)
- ▶ Annually, provide youth development training to 85 members of the community through Kids at Hope and other training initiatives. (ANNUALLY, 2021)
 (L)
- ▶ Purchase 100 children’s books to support “Read On Avondale” local business outreach efforts. (FY 2017)
 (L)



4

ENCOURAGE & SUPPORT CREATIVE INNOVATION IN DEVELOPMENT & SERVICE DELIVERY

THE CITY WILL CONTINUE TO SERVE AS A MODEL FOR INNOVATIVE, EFFICIENT AND RESPONSIVE GOVERNMENT.

Just a decade ago, Avondale’s population was less than half of its current size. In this past decade the city has finalized the development of a cutting-edge Healthcare Corridor, welcomed major manufacturing and other sophisticated enterprises, and solidified its status as a retail and entertainment hub for the entire region. All of which means that to effectively support Avondale’s fast-growing population today requires an altogether different governing strategy from the one in place just 15 years ago.

With this in mind, Avondale has taken a responsive, innovative-centered approach to delivering the services that our citizens want and need. We understand that a smart, successful government cannot be tied to a rigid adherence to its past rules. In our modern era, a community’s priorities, demands and realities can change rapidly. Which means a fast-growing municipality’s government needs to be responsive and nimble enough to adjust its processes to meet these changing realities — and to continue delivering quality services to its citizens.

Because technology today can provide such deep insights into the trends, habits and desires of a community, our city places strong emphasis on data as a valuable lens into what is working in our governing strategies — and what needs work.

Avondale’s government today consists of a highly educated, highly creative workforce — including many professionals educated in the data sciences, who know how to analyze and interpret data to identify areas in which the city can improve on its processes and service delivery.



Indeed, the city’s approach to developing and delivering quality services will not follow a traditional top-down government framework — but rather a bottom-up approach with the community as the head. Thankfully, Avondale has an engaged population, and our residents provide us ongoing feedback about what they want from their local government. It is our ongoing commitment to continue welcoming this feedback, analyzing it, and applying it to develop and deliver services in ways that are efficient, financially sound and meet our residents’ needs.

Our approach to government will continue to be collaborative — not only among the various agencies and entities across the city’s government but also with our citizenry.

ENCOURAGE & SUPPORT CREATIVE INNOVATION IN DEVELOPMENT & SERVICE DELIVERY

THE CITY WILL CONTINUE TO SERVE AS A MODEL OF INNOVATIVE, EFFICIENT AND RESPONSIVE GOVERNMENT.

(L) = LEAD | (C) = CONTRIBUTOR



STRATEGIC GOAL: IMPROVE INTERNAL AND EXTERNAL CUSTOMER SERVICE DELIVERY

DEPARTMENT ACTION ITEMS

- ▶ Issue victim restitution payments within 8 business days, 100% of the time. (ANNUALLY, 2021)
 (L)
- ▶ Produce 1.1 million kWh per year through the Waste Water Treatment Plant solar system and offset close to 39% of the plants energy use with renewable energy. (FY 2017)
 (L)
- ▶ Install 15 miles of bicycle lanes by the end of FY 2019. (FY 2019)
 (L)
- ▶ Send inspection results to customers within 1 business day, 100% of the time, as requested. (ANNUALLY, 2021)
 (L)
- ▶ Implement electronic utility payment system at Care 1st Resource Center and Civic Center Library. (FY 2018)
 (L) (C) (C)
- ▶ Offer interdepartmental training semi-annually to standardize core operations and improve organizational efficiency. (FY 2018)
 (L) (C) (C) (C)
- ▶ Achieve national Fire Department Accreditation. (FY 2017)
 (L)
- ▶ At least 90% of all eligible employees will participate in Benefits Open Enrollment via ADP's self service module. (FY 2017)
 (L) (C)
- ▶ New-hire background inquiries will be completed within a 96-hour timeframe, 90% of the time. (FY 2018)
 (L)
- ▶ Increase the accessibility for residents to submit online applications and registrations by 30%. (FY 2019)
 (L) (C) (C) (C)
- ▶ Annual performance evaluations will incorporate Avondale's Aspiring, Achieving, Accelerating brand traits in the performance management process. (These traits will be incorporated into original probation evaluations by January 5, 2017.) (FY 2017)
 (L)
- ▶ Institute an improved intake process and data management system to capture Resource Center utilization and an enhanced integrated service delivery methodology. (FY 2018)
 (L) (C)
- ▶ Requests for utility and rental assistance will be addressed within 48 hours 95% of the time. (ANNUALLY BEGINNING 2018)
 (L)
- ▶ Increase the Facilities Division internal customer overall satisfaction rating to 90%. (FY 2018)
 (L)
- ▶ Public Works requests will be recorded within 1 hour, 100% of the time. (ANNUALLY, 2021)
 (L)
- ▶ Respond to request for public works services within 24 hours, 100% of the time. (ANNUALLY, 2021)
 (L)
- ▶ Respond to public works emergency requests within 1 hour, 100% of the time. (ANNUALLY, 2021)
 (L)
- ▶ Increase budget appropriation for the Pavement Management Program each year until 2022, when we will achieve our goal of investing \$4 million per year to maintain streets at a Pavement Condition Index Rating of 70. (ANNUALLY, 2022)
 (L) (C)



ENCOURAGE & SUPPORT CREATIVE INNOVATION IN DEVELOPMENT & SERVICE DELIVERY

THE CITY WILL CONTINUE TO SERVE AS A MODEL OF INNOVATIVE, EFFICIENT AND RESPONSIVE GOVERNMENT.

(L) = LEAD | (C) = CONTRIBUTOR



POLICE



FIRE-MEDICAL



INFORMATION TECHNOLOGY



HUMAN RESOURCES



CITY COURTS



FINANCE & BUDGET



ECONOMIC DEVELOPMENT



NEIGHBORHOOD & FAMILY SERVICES



PARKS, RECREATION & LIBRARIES



DEVELOPMENT & ENGINEERING SERVICES



PUBLIC WORKS



COMMUNITY RELATIONS

STRATEGIC GOAL: EXPAND FINANCIAL TOOLBOX BY LEVERAGING FUNDING SOURCES AND INCENTIVES

DEPARTMENT ACTION ITEMS

- ▶ Implement a reimbursement program for emergency medical transportation services. (FY 2017/ FY 2018)
 (L) (C)
- ▶ Increase reimbursable fire service deployment opportunities through specialized staff training. (FY 2017/ FY 2018)
 (L) (C)
- ▶ Establish an Acquisition and Demolition Program to remove unsafe structures and to promote both private and public redevelopment opportunities. (FY 2019)
 (L) (C) (C) (C)
- ▶ Partner with local organization(s) to leverage CDBG Small Business Lending Program funds; increase the number of small businesses assisted annually by 40%. (FY 2017)
 (L) (C)
- ▶ Increase the number of grants applied to and tracked in the Grants Management System by 5%. (FY 2017)
 (L)

STRATEGIC GOAL: ENCOURAGE A FLEXIBLE ENVIRONMENT RESPONSIVE TO MARKET TRENDS

DEPARTMENT ACTION ITEMS

- ▶ Promote administrative approvals for projects in targeted residential, retail, and commercial zoning districts. (FY 2017/ FY 2018)
 (L)
- ▶ All City job descriptions will be reviewed and revised where necessary to ensure proper placement in the City's classification system and will comply with FLSA. (FY 2018)
 (L)



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CREATE A CONNECTED COMMUNITY

THE CITY WILL WORK DIRECTLY AND CLOSELY WITH OUR CITIZENS TO DEVISE AND IMPLEMENT PROGRAMS THAT WORK.

We have learned firsthand that the most effective and innovative governments are created through a mix of transparency, collaboration, fiscal responsibility, talented employees — and community involvement. This culture of interactive municipal development is evident across Avondale’s government infrastructure.

From boards and commissions such as the Citizens Corps Council, which brings residents into the process of making Avondale a safer place, to the CIP Citizens Committee, which gives residents a voice in the capital improvement plan, Avondale is a highly interactive municipality.

Moreover, these and the city’s many other community-participation programs do more than merely build trust and support for our local government — although that is certainly a valuable benefit. The primary benefit of the city’s open and collaborative governing is that it allows us to tap into the creativity and innovation of our entire citizenry.

Many of Avondale’s innovative and highly successful programs and policies are a direct result of this collaboration with our residents and local businesses. The city has created — and is committed to continuing to foster an ideal environment for citizen-government teamwork to address municipal challenges and find effective, creative strategies to improve the city.

To achieve our goal of fostering a connected community — where citizens work together and with their local government to create a



better Avondale — we will leverage technology intelligently to connect residents to business, government and community opportunities.

The city will also continue to promote community engagement using multiple strategies. Our aVOICE service, for example, is an online community in which residents can post their ideas, suggestions, concerns and questions on local Avondale issues. We also offer tours of the Civic Center government facilities, welcome citizens into our agencies’ offices and encourage an open, ongoing dialogue with residents on how to build a better Avondale. We continue to promote our brand values and connect with residents via social media and other means.



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(L) = LEAD | (C) = CONTRIBUTOR



STRATEGIC GOAL: PROMOTE COMMUNITY ENGAGEMENT THROUGH CIVIC EDUCATION

DEPARTMENT ACTION ITEMS

- ▶ Provide quarterly court tours for the public. (ANNUALLY, 2020)
 (L)
- ▶ Allow for the appearance of law school interns to participate in court proceedings during the fall and spring semesters. (ANNUALLY, 2020)
 (L)
- ▶ Conduct CPR programs in the schools for all 8th grade students in Avondale school districts. (FY 2018)
 (L)
- ▶ Host interactive educational seminars for Avondale citizens on core government functions. (ANNUALLY, 2021)
 (L)  (C)  (C)  (C)  (C)  (C)
 (C)  (C)  (C)  (C)  (C)  (C)
- ▶ Develop at least one neighborhood civic association to serve non-HOA communities. (FY 2017/FY 2018)
 (L)
- ▶ Increase participation in the Youth Commission by 25%. (FY 2017)
 (L)
- ▶ Annually participate in at least two citizen academies to educate the community about departmental services. (ANNUALLY, 2019)
 (L)  (C)  (C)  (C)  (C)  (C)
 (C)  (C)  (C)  (C)  (C)  (C)
- ▶ Partner with a branch of the Arizona Cyberwarfare Range in Avondale to support programs at local K-12 schools and at EMCC. (ANNUALLY BEGINNING 2018)
 (L)

STRATEGIC GOAL: PROVIDE OUTLETS FOR RESIDENTS AND BUSINESSES TO ENGAGE IN VOLUNTEER SERVICE OPPORTUNITIES

DEPARTMENT ACTION ITEMS

- ▶ Expand fire-medical volunteer opportunities to include cadet, fire corps, explorer programs and others. (FY 2018/FY2019)
 (L)
- ▶ Expand outreach to community opportunities to increase citizen volunteerism. (FY 2018/FY2019)
 (L)  (C)  (C)  (C)  (C)  (C)
 (C)  (C)  (C)  (C)  (C)  (C)
- ▶ Implement a Volunteer Management System. (FY2019)
 (L)  (C)  (C)



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STRATEGIC GOAL: USE TECHNOLOGY TO CONNECT RESIDENTS TO BUSINESS, GOVERNMENT, AND COMMUNITY OPPORTUNITIES

DEPARTMENT ACTION ITEMS

- ▶ Expand the use of online video and Channel 11 to improve public outreach and direct engagement with Avondale citizens. (FY 2018/FY2019)
 -
- ▶ Increase web access to the court. (FY2017)
 -
- ▶ Research and evaluate civic technology platforms to connect residents to businesses. (FY 2017/FY2018)
 -
- ▶ Implement e-billing for utilities. (FY 2017)
 -
- ▶ Produce 3 videos to cross-promote city wide programs, events and educational information for residents. (FY 2017)
 -
 -
- ▶ Fully implement seven functional on-officer body cameras, and complete a recommendation for the future direction of the on-officer body camera program. (FY 2017)
 -
- ▶ Increase library virtual patron count by 5% year-over-year. (FY 2018)
 -
- ▶ Explore funding options for public wifi at high-traffic City facilities. (ANNUALLY, 2019)
 -
- ▶ Educate departments on how to use data to communicate with the public. (FY 2017/FY2018)
 -
- ▶ Implement a new City Website and refresh it often. Build out regular analytics support to departments. (FY 2017)
 -
 -
- ▶ Implement a new mobile app to support citizen and business requests and expand to include community policing and case tracking across departments. (FY 2017/FY2018)
 -
- ▶ Implement budget transparency software solution. (FY 2018)
 -
- ▶ Grow City internet bandwidth to 1 Gbps. (FY 2018)
 -
- ▶ Procure goods and services online to gradually phase out paper bidding processes. (FY 2018)
 -



GLOSSARY OF TERMS

CLARIFICATION OF TERMS, ACRONYMS, AND ABBREVIATIONS

- ▶ **ACCELERATE OPPORTUNITY NOW** – Incentive program that provides a 20% reduction in development impact fees for residential and commercial projects throughout the city
- ▶ **ADOT:** Arizona Department of Transportation
- ▶ **ADP:** Internal payroll and business module provided by Automatic Data Processing, LLC
- ▶ **CDBG:** Community Development Block Grant
- ▶ **CHANNEL 11:** Channel 11, also known as Avondale 11, is the city-operated cable channel serving the residents of Avondale.
- ▶ **EMCC:** Estrella Mountain Community College
- ▶ **FLSA:** Fair Labor Standards Act
- ▶ **GBPS:** Billions of bits per second
- ▶ **ISO:** Insurance Service Office. This is a for profit organization that provides statistical information on risk.
- ▶ **KIDS AT HOPE:** A national youth development organization that studies family, school and community cultures to better understand the dynamics that lead to success or failure. On September 14, 2009, the City of Avondale, Arizona, became the nation’s first official Kids at Hope City, when the City Council signed a resolution demonstrating a commitment to learn and share a set of principles and practices that support the success of all children, without exception.
- ▶ **KWH:** kilowatt hour
- ▶ **MAG:** Maricopa County Association of Governments
- ▶ **NEXT STEP YOUTH:** Summer Teen Employment Program that connects Avondale teens who qualify with work readiness training, paid work experience, and tuition support.
- ▶ **“READ ON AVONDALE”:** Read On Avondale is a collaborative effort facilitated by Valley of the Sun United to identify gaps and enable collaboration across community efforts focused on early literacy to help support the community. While supporting the full continuum to include School Readiness, Chronic Absenteeism, and Summer Learning, the Avondale Community Workgroup is working with a cross section of community leaders to identify the areas of concern and develop solutions to address the issues.
- ▶ **STEM:** STEM is a curriculum based on the idea of educating students in four specific disciplines — science, technology, engineering and mathematics — in an interdisciplinary and applied approach. Art is sometimes included as a discipline to turn a STEM curriculum into a STEAM curriculum.