



**City Council Work Session**  
City Hall - Canyon Trails Room 1 & 2  
1900 N. Civic Square  
Goodyear, AZ 85395  
**Monday, June 16, 2025**  
**5:00 PM**

Mayor  
Joe Pizzillo

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Vice Mayor  
Wally Campbell

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Councilmember  
Brannon Hampton

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Councilmember  
Laura Kaino

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Councilwoman  
Vicki Gillis

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Councilmember  
Benita Beckles

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Councilmember  
Trey Terry

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## **PROCEDURES**

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Goodyear City Council and to the general public that the Council of the city of Goodyear will hold a meeting open to the public. Public body members of the city of Goodyear will attend either in person or by telephone conference call and/or video communication. The Goodyear City Council may vote to go into Executive Session, pursuant to A.R.S. § 38-431.03(A)(3), which will not be open to the public, to discuss certain matters. Meetings are conducted in accordance with the City Council Meetings Council Rules of Procedure adopted by Resolution No. 2025-2441.

THE CITY OF GOODYEAR ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. With 48-hour advance notice, special assistance can be provided for sight and/or hearing-impaired persons at this meeting. Reasonable accommodations will be made upon request for persons with disabilities or non-English speaking residents. Please call the City Clerk (623) 882-7830 or Arizona Relay (TDD) 7-1-1 to request an accommodation to participate in this public meeting.

Si necesita asistencia o traducción en español, favor de llamar al menos 48 horas antes de la reunión al (623) 882-7830.



City Clerk's Office: 1900 N. Civic Square, Goodyear, AZ 85395 (623) 882-7830  
[www.goodyearaz.gov/cityclerk](http://www.goodyearaz.gov/cityclerk)  
City Council Meeting Live Broadcast: <https://www.facebook.com/goodyearazgov/videos>

**CALL TO ORDER****ROLL CALL****AGENDA ITEMS FOR DISCUSSION**

ALL ITEMS LISTED ARE FOR DISCUSSION ONLY. NO ACTION CAN NOR WILL BE TAKEN.

**1. 2025 COMMUNITY SURVEY RESULTS****Summary**

Council will receive an overview of the 2025 Community Survey results. (Jenna Goad, Strategic Planning & Organizational Performance Manager)

**2. FY2025 STRATEGIC PLAN EVALUATE SPORTS AND TOURISM STRATEGY****Summary**

Council will receive an update on the strategic plan item to evaluate a sports and tourism strategy. (Wendy Bridges, Economic Development Director; Justin Fair, Deputy City Manager; Guylene Ozlanski, Deputy Parks & Recreation Director; Joseph Stewart, Senior Business Development Manager)

**3. INTERNAL AUDIT PROGRAM UPDATE AND REPORT ON A PAYROLL AND TIMEKEEPING ASSESSMENT****Summary**

Council will receive an update on the Internal Audit Program and review of the Payroll and Timekeeping Assessment. (Jared Askelson, Finance Director)

**4. FY2025 STRATEGIC PLAN - CAPITAL PROJECT MANAGEMENT****Summary**

Council will receive an update on the Fiscal Year (FY) 2025 Strategic Plan action item within the Infrastructure focus area. The Capital Project Management action item is intended to identify and implement best practices to manage the City's Capital Improvement Program (CIP). (Kini Knudson, Deputy City Manager; Steve Scinto, Director of Engineering)

**FUTURE MEETINGS**

**Future meetings are tentatively scheduled as follows:**

June 23, 2025

Council Meeting

5:00 p.m

## **ADJOURNMENT**

### **POSTING VERIFICATION**

This agenda was posted on 6/11/2025 at 4:35 p.m. by JP.

ITEM #: 1.  
DATE: 06/16/2025  
AI #:2356



## **CITY COUNCIL ACTION REPORT**

### **SUBJECT: 2025 COMMUNITY SURVEY RESULTS**

**STAFF PRESENTER(S):** Jenna Goad, Strategic Planning & Organizational Performance Manager

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#### **OTHER PRESENTER(S):**

Erin Caldwell, Survey Research Principal, Polco

#### **Summary**

Council will receive an overview of the 2025 Community Survey results. (Jenna Goad, Strategic Planning & Organizational Performance Manager)

#### **FISCAL IMPACT**

The results of this study offer one of many sources that could be used to help guide future budget decisions.

#### **BACKGROUND AND PREVIOUS ACTIONS**

The city of Goodyear regularly conducts a survey to gauge residents' satisfaction with city services and better understand the perception of our community. The results of the survey provide the city with valuable insight about which services Goodyear residents consider the highest quality, which could be improved, and the overall level of satisfaction. In years past, City Council and management have utilized the results to make improvements to city services and/or consider new programs and strategic priorities.

The city previously contracted with the National Research Center/Polco to administer citizen surveys in 2014, 2015, 2018, 2021, and 2023.

The National Research Center, Inc. (NRC) at Polco conducts the confidential survey on the city's behalf, using the National Community Survey (NCS) instrument which is specific to local governments, allowing Goodyear to benchmark results against over 500 communities across the country. The NCS captures residents' opinions considering ten central facets of a community: Economy, Mobility, Community Design, Utilities, Safety, Natural Environment, Parks and Recreation, Health and Wellness, Education, Arts, and Culture, and Inclusivity and Engagement. It also allows for a limited number of custom questions.

#### **STAFF ANALYSIS**

Responses to the survey were down compared to previous years. It is unclear what might have impacted the response rate.

|                                               | 2025  | 2023  | 2021  | 2018  | 2015  |
|-----------------------------------------------|-------|-------|-------|-------|-------|
| Surveys mailed                                | 4,000 | 3,200 | 3,500 | 3,200 | 3,000 |
| Surveys delivered                             | 3,861 | 3,080 | 3,428 | 3,093 | 2,810 |
| Responses received                            | 415   | 404   | 606   | 751   | 657   |
| Response rate                                 | 11%   | 13%   | 18%   | 24%   | 23%   |
| Open participation (opt-in) online responses* | 328   | 362   | 693   | 456   | N/A   |

\*Online open participation responses were weighted to reflect the demographics of the Goodyear community but are kept separate from the results of the probability sample.

The 2025 community survey results are attached (Attachment A). These results focus on the statistical sample group and were weighted to reflect the demographic profile of adults in Goodyear. With the sample size of 415 responses, the survey data has a margin of error of +/- 4.8% with a 95% level of confidence. Differences of more than 7% between the 2025 and 2023 survey results are considered statistically significant. The report provides comparisons to national benchmarks based on survey results from over 500 communities across the country. Being rated as “higher” or “lower” than the benchmark means that Goodyear's average rating for a particular item was more than 10 points different than the benchmark. If a rating was “much higher” or “much lower,” then Goodyear's average rating was more than 20 points different compared to the benchmark.

|                                                                                          | 2025 | 2023 | 2021 | 2018 | 2015 |
|------------------------------------------------------------------------------------------|------|------|------|------|------|
| Rated Goodyear as an excellent or good place to live (rating similar to benchmark)       | 89%  | 85%  | 94%  | 94%  | 93%  |
| Rated Goodyear as an excellent or good place to raise kids (rating similar to benchmark) | 87%  | 86%  | 92%  | 88%  | 85%  |
| Rated Goodyear as an excellent or good place to retire (rating above benchmark)          | 86%  | 76%  | 84%  | 87%  | 84%  |
| Rated overall economic health as excellent or good (rating similar to benchmark)         | 78%  | 82%  | 92%  | 76%  | 67%  |
| Rated overall feeling of safety as excellent or good (rating similar to benchmark)       | 81%  | 82%  | 84%  | 89%  | 89%  |

When asked how important it was for Goodyear to focus on each of the 10 central facets of a community in the coming two years, safety (93%), utilities (93%), economy (91%), natural environment (88%), and community design (87%) were identified as essential or very important the most frequently.

The monthly InFocus magazine (86%) continues to be a primary source of information for residents, followed by direct mailings (82%) and the city website (80%). Residents were also asked which resources the community should prioritize. The top three included additional sidewalks and pedestrian facilities (67% extremely or very important), improvements to existing sidewalks and pedestrian facilities (65%), and upgrades to existing multi-use paths (57%).

Key Findings of the report as identified by Polco include:

Highest-performing areas:

- Quality of life continues to be a strength in Goodyear, with about 9 in 10 residents giving high marks to the City as a place to live and the overall quality of life. Community members also indicated they are very or somewhat likely to recommend living in Goodyear to someone who asks (89%) and to remain in the City for the next five years (88%).
- Amid a national declining trend related to governance, Goodyear saw a statistically significant upward trend in the overall confidence in the City government (from 60% in 2023 to 70% in 2025), as well as in perceptions that the city generally acts in the best interest of the community (from 58% to 71%). Ratings for treating residents with respect (79% excellent or good), treating all residents fairly (78%), and the overall confidence in the City government all exceeded the national average.
- The economy remains a standout strength, with several items showing upward trends since 2023, including:
  - Overall quality of business and service establishments (from 65% to 71%)
  - Goodyear as a place to visit (from 59% to 65%)
  - Variety of business and service establishments (from 50% to 60%)
  - Vibrancy of downtown/commercial area (40% to 58%)
- Community enrichment continues to improve with residents applauding Goodyear as a place to retire (86% excellent or good) and raise children (87%). Attracting people from diverse backgrounds (75%) and valuing/respecting residents from diverse backgrounds (83%) both scored above the national benchmarks with, the latter item seeing an upward trend from the previous survey. Taking care of vulnerable residents (67%) also saw an upward trend and outperformed comparison communities.

Focus areas:

- Community design showed several declining trends. Positive ratings dropped for well-planned residential growth (from 56% in 2023 to 48% in 2025), the variety of housing options (from 68% to 58%), and land use, planning, and zoning (from 52% to 45%). Additionally, only about half of respondents gave favorable ratings to the preservation of the community's historical or cultural character, which fell below the national average.
- The overall opportunities for education, culture, and the arts received less-than-positive ratings from about half of community members. Education-related items saw a steep decline from the 2023 iteration in K-12 education (from 70% to 62%) and adult educational opportunities (from 65% to 49%).
- While a few items exceeded the national benchmark, mobility had the largest gap between quality (43% excellent or good) and importance (80% essential or very important). About half of residents gave less favorable ratings to traffic flow on major streets (45%), ease of travel by bicycle (46%), and traffic signal timing (47%). Ratings for ease of travel by public transportation (26%) and bus or transit services (41%) also received low ratings but showed improvement from 2023.

Complete survey results can be found [online](#) and will be added to the city's website following the Council meeting.

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## Attachments

Attachment A - 2025 City of Goodyear Report



# Goodyear, AZ

## The National Community Survey

Report of Results  
2025

Report by:



Visit us online!  
[www.polco.us](http://www.polco.us)



National Research Center at Polco is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

## About The NCS™

The National Community Survey™ (The NCS™) report is about the “livability” of Goodyear. A livable community is a place that is not simply habitable, but that is desirable. It is not only where people do live, but where they want to live. The survey was developed by the experts from National Research Center at Polco.

Great communities are partnerships of the government, private sector, community-based organizations and residents, all geographically connected. The NCS captures residents’ opinions considering ten central facets of a community:

- Economy
- Mobility
- Community Design
- Utilities
- Safety
- Natural Environment
- Parks and Recreation
- Health and Wellness
- Education, Arts, and Culture
- Inclusivity and Engagement



POWERED BY POLCO



The report provides the opinions of a representative sample of 415 residents of the City of Goodyear collected from March 14th, 2025 to April 25th, 2025. The margin of error around any reported percentage is 4.8% for all respondents and the response rate for the 2025 survey was 11%. Survey results were weighted so that the demographic profile of respondents was representative of the demographic profile of adults in Goodyear.



## How the results are reported

For the most part, the percentages presented in the following tabs represent the “percent positive.” Most commonly, the percent positive is the combination of the top two most positive response options (i.e., excellent/good, very safe/somewhat safe, etc.). On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in the tab “Complete data.” However, these responses have been removed from the analyses presented in most of the tabs. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

## Comparisons to benchmarks

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in surveys from over 500 communities whose residents evaluated the same kinds of topics on The National Community Survey. The comparison evaluations are from the most recent survey completed in each community in the last five years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant. The communities in the database represent a wide geographic and population range. In each tab, Goodyear's results are noted as being "higher" than the benchmark, "lower" than the benchmark, or "similar" to the benchmark, meaning that the average rating given by Goodyear residents is statistically similar to or different (greater or lesser) than the benchmark. Being rated as "higher" or "lower" than the benchmark means that Goodyear's average rating for a particular item was more than 10 points different than the benchmark. If a rating was "much higher" or "much lower," then Goodyear's average rating was more than 20 points different when compared to the benchmark.

## Trends over time

Trend data for Goodyear represent important comparison data and should be examined for improvements or declines.<sup>1</sup> Deviations from stable trends over time represent opportunities for understanding how local policies, programs, or public information may have affected residents' opinions. Changes between survey years have been noted with an arrow and the percent difference. If the difference is greater than 7 percentage points between the 2023 and 2025 surveys, the change is statistically significant.

1. In 2020, The NCS survey was updated to include new and refreshed items. Consequently, some of the trends may be impacted due to wording modifications that could have potentially altered the meaning of the item for the respondent.

## Methods

### Selecting survey recipients

All households within the City of Goodyear were eligible to participate in the survey. A list of all households within the zip codes serving Goodyear was purchased from Polco's mailing vendor, Go-Dog Direct, based on updated listings from the United States Postal Service. Since some of the zip codes that serve the City of Goodyear households may also serve addresses that lie outside of the community, the exact geographic location of each housing unit was compared to community boundaries using the most current municipal boundary file. Addresses located outside of the City of Goodyear boundaries were removed from the list of potential households to survey. Each address identified as being within city boundaries was further identified as being within one of the four areas. From that list, addresses were randomly selected as survey recipients, with multi-family housing units (defined as those with a unit number) sampled at a rate of 5:3 compared to single family housing units.

An individual within each household was randomly selected using the "birthday method". The birthday method selects a person within the household by asking the "person who most recently had a birthday" to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys. This instruction was contained in the introduction of the survey.

### Conducting the survey

The 4,000 randomly selected households received mailings beginning on March 14th, 2025 and data collection for the survey remained open for 6 weeks. The first mailing was a postcard inviting the household to participate in the survey. The next mailing contained a cover letter with instructions, the survey questionnaire, and a postage-paid return envelope. All mailings included a web link to give residents the opportunity to respond to the survey online, as well as QR codes to further encourage participation. All follow-up mailings asked those who had not completed the survey to do so, and those who had already done so to refrain from completing the survey again.

The survey was available in English and Spanish. All mailings contained paragraphs in both languages instructing participants on how to complete the survey in their preferred language.

About 3% of the 4,000 mailed invitations or surveys were returned because the household address was vacant or the postal service was unable to deliver the survey as addressed. Of the remaining 3,861 households that received the invitations to participate, 415 completed the survey, providing an overall response rate of 11%. Of the 415 responses, 413 were completed in English and 2 were completed in Spanish. The response rate was calculated using AAPOR's response rate #2 for mailed surveys of unnamed persons.<sup>2</sup>

It is customary to describe the precision of estimates made from surveys by a "level of confidence" and accompanying "confidence interval" (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The margin of error for the City of Goodyear survey is no greater than plus or minus 4.8 percentage points around any given percent reported for all respondents (415 completed surveys).

In addition to the randomly selected "probability sample" of households, a link to an online open-participation survey was publicized by the City of Goodyear. The open-participation survey was identical to the random sample survey, with two small updates; it asked a question to confirm the respondent was a resident of Goodyear and also a question about where they heard about the survey. The open-participation survey was open to all city residents and became available on April 11th, 2025. The survey remained open for 2 weeks. The data presented in the following tabs exclude the open participation survey data, but a tab at the end provides the complete frequency of responses to questions by the open-participation respondents.

### Analyzing the data

Responses from mailed surveys were entered into an electronic dataset using a "key and verify" method, where all responses are entered twice and compared to each other. Any discrepancies were resolved in comparison to the original survey form. Range checks as well as other forms of quality control were also performed. Responses from surveys completed on Polco were downloaded and merged with the mailed survey responses.

The demographics of the survey respondents were compared to those found in the 2020 Census and 2023 American Community Survey estimates for adults in the City of Goodyear. The primary objective of weighting survey data is to make the survey respondents reflective of the larger population of the community. The characteristics used for weighting were age, sex, race, Hispanic origin, housing type, housing tenure, and area. No adjustments were made for design effects. Weights were calculated using an iterative, multiplicative raking model known as the ANES Weighting Algorithm.<sup>3</sup> The results of the weighting scheme for the probability sample are presented in the following table.

NRC aligns demographic labels with those used by the U.S. Census for reporting purposes, when possible. Some categories (e.g., age, race/Hispanic origin, housing type, and length of residency) are combined into smaller subgroups.

|                                   |                                                                         | Unweighted | Weighted   | Target <sup>4</sup> |
|-----------------------------------|-------------------------------------------------------------------------|------------|------------|---------------------|
| <b>Age</b>                        | 18-34                                                                   | <b>4%</b>  | <b>19%</b> | <b>25%</b>          |
|                                   | 35-54                                                                   | <b>21%</b> | <b>40%</b> | <b>37%</b>          |
|                                   | 55+                                                                     | <b>75%</b> | <b>41%</b> | <b>38%</b>          |
| <b>Hispanic origin</b>            | No, not of Hispanic, Latino/a/x, or Spanish origin                      | <b>87%</b> | <b>72%</b> | <b>72%</b>          |
|                                   | Yes, I consider myself to be of Hispanic, Latino/a/x, or Spanish origin | <b>13%</b> | <b>28%</b> | <b>28%</b>          |
| <b>Housing tenure</b>             | Own                                                                     | <b>90%</b> | <b>78%</b> | <b>78%</b>          |
|                                   | Rent                                                                    | <b>10%</b> | <b>22%</b> | <b>22%</b>          |
| <b>Housing type</b>               | Attached                                                                | <b>9%</b>  | <b>14%</b> | <b>14%</b>          |
|                                   | Detached                                                                | <b>91%</b> | <b>86%</b> | <b>86%</b>          |
| <b>Race &amp; Hispanic origin</b> | Not white alone                                                         | <b>23%</b> | <b>42%</b> | <b>43%</b>          |
|                                   | White alone, not Hispanic or Latino                                     | <b>77%</b> | <b>58%</b> | <b>57%</b>          |
| <b>Sex</b>                        | Man                                                                     | <b>48%</b> | <b>46%</b> | <b>47%</b>          |
|                                   | Woman                                                                   | <b>52%</b> | <b>54%</b> | <b>53%</b>          |
| <b>Sex/age</b>                    | Man 18-34                                                               | <b>2%</b>  | <b>9%</b>  | <b>12%</b>          |
|                                   | Man 35-54                                                               | <b>9%</b>  | <b>18%</b> | <b>17%</b>          |
|                                   | Man 55+                                                                 | <b>37%</b> | <b>19%</b> | <b>18%</b>          |
|                                   | Woman 18-34                                                             | <b>2%</b>  | <b>11%</b> | <b>13%</b>          |
|                                   | Woman 35-54                                                             | <b>12%</b> | <b>21%</b> | <b>20%</b>          |
|                                   | Woman 55+                                                               | <b>38%</b> | <b>22%</b> | <b>20%</b>          |

The survey datasets were analyzed using all or some of a combination of the Statistical Package for the Social Sciences (SPSS), R, Python and Tableau. For the most part, the percentages presented in the reports represent the “percent positive.” The percent positive is the combination of the top two most positive response options (i.e., excellent/good, very safe/somewhat safe, essential/very important, etc.), or, in the case of resident behaviors/participation, the percent positive represents the proportion of respondents indicating “yes” or participating in an activity at least once a month.

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in the tab “Complete data”. However, these responses have been removed from the analyses presented in the reports. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

### Contact

The City of Goodyear funded this research. Please contact Jenna Goad of the City of Goodyear at [Jenna.Goad@goodyearaz.gov](mailto:Jenna.Goad@goodyearaz.gov) if you have any questions about the survey.

### Study Limitations

All public opinion research is subject to unmeasured error. While the methodologies employed for this survey were designed to minimize this error as much as possible, these other sources of potential error should be acknowledged. **Non-response error** arises when those who were selected to participate in the survey did not do so, and may have different opinions or experiences than those who did respond. **Coverage error** refers to the possibility that some respondents that should have been included in the surveyed population were not (e.g., for a general resident survey, USPS mailing lists may exclude certain types of housing units, such as multi-family buildings where mail is delivered to a common area rather than to a specific unit (though this is rare), or where mail is received at a PO box instead of the at household's physical location. Finally, **recall bias** occurs when respondents may not perfectly remember their experiences in the past year (such as participation in social or civic events), and **social desirability bias** may cause respondents to answer in ways they think cast their responses in a more favorable light.

### Survey Validity

See the Polco Knowledge Base article on survey validity at <https://info.polco.us/knowledge/statistical-vali>

2. See AAPOR's Standard Definitions for more information at <https://aapor.org/standards-and-ethics/standard-definitions/>

3. Pasek, J. (2014). ANES Weighting Algorithm. Retrieved from <https://surveyinsights.org/wp-content/uploads/2014/07/Full-anesrake-paper.pdf>

4. Targets come from the 2020 Census and 2023 American Community Survey

## Key Findings

### Highest-performing areas:

- Quality of life continues to be a strength in Goodyear, with about 9 in 10 residents giving high marks to the City as a place to live and the overall quality of life. Community members also indicated they are very or somewhat likely to recommend living in Goodyear to someone who asks (89%) and to remain in the City for the next five years (88%).
- Amid a national declining trend related to governance, Goodyear saw a statistically significant upward trend in the overall confidence in the City government (from 60% in 2023 to 70% in 2025), as well as in perceptions that the city generally acts in the best interest of the community (from 58% to 71%). Ratings for treating residents with respect (79% excellent or good), treating all residents fairly (78%), and the overall confidence in the City government all exceeded the national average.
- The economy remains a standout strength, with several items showing upward trends since 2023, including:
  - Overall quality of business and service establishments (from 65% to 71%)
  - Goodyear as a place to visit (from 59% to 65%)
  - Variety of business and service establishments (from 50% to 60%)
  - Vibrancy of downtown/commercial area (40% to 58%)
- Community enrichment continues to improve with residents applauding Goodyear as a place to retire (86% excellent or good) and raise children (87%). Attracting people from diverse backgrounds (75%) and valuing/respecting residents from diverse backgrounds (83%) both scored above the national benchmarks with, the latter item seeing an upward trend from the previous survey. Taking care of vulnerable residents (67%) also saw an upward trend and outperformed comparison communities.

### Focus areas:

- Community design showed several declining trends. Positive ratings dropped for well-planned residential growth (from 56% in 2023 to 48% in 2025), the variety of housing options (from 68% to 58%), and land use, planning, and zoning (from 52% to 45%). Additionally, only about half of respondents gave favorable ratings to the preservation of the community's historical or cultural character, which fell below the national average.
- The overall opportunities for education, culture, and the arts received less-than-positive ratings from about half of community members. Education-related items saw a steep decline from the 2023 iteration in K-12 education (from 70% to 62%) and adult educational opportunities (from 65% to 49%).
- While a few items exceeded the national benchmark, mobility had the largest gap between quality (43% excellent or good) and importance (80% essential or very important). About half of residents gave less favorable ratings to traffic flow on major streets (45%), ease of travel by bicycle (46%), and traffic signal timing (47%). Ratings for ease of travel by public transportation (26%) and bus or transit services (41%) also received low ratings but showed improvement from 2023.

### Other notable results:

- When asked where they obtain information about City government activities, events, and services, residents most commonly cited the InFocus monthly magazine (86% major or minor source), followed by direct mailings (82%) and the City website (80%).
- Residents were also asked which resources the community should prioritize. The top three included additional sidewalks and pedestrian facilities (67% extremely or very important), improvements to existing sidewalks and pedestrian facilities (65%), and upgrades to existing multi-use paths (57%).

### Areas of greatest change since 2023:

Of the 121 evaluative questions included on both the 2023 and current survey iterations, 104 were statistically similar to previous results. Upward trends were seen in 11 items, while 6 ratings decreased since 2023. Changes are considered statistically significant if the 2025 rating was +/- 7% from the previous survey effort. The most significant of those trends are listed below.

#### *Increases*

- Vibrancy of downtown/commercial area (+18%)
- Code enforcement (weeds, abandoned buildings, etc.) (+14%)
- Generally acting in the best interest of the community (+13%)
- Bus or transit services (+11%)
- Goodyear as a place to retire (+10%)

#### *Decreases*

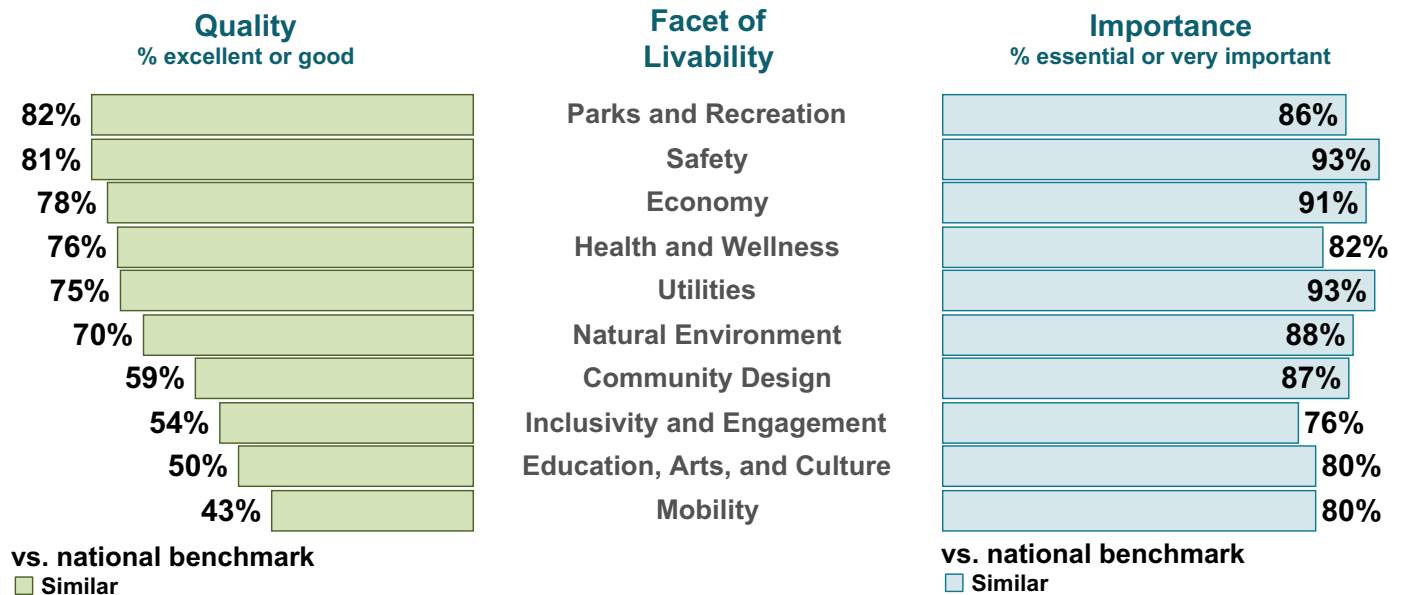
- Adult educational opportunities (-16%)
- K-12 education (-8%)
- Well-planned residential growth (-8%)
- Traffic signal timing (-8%)
- Variety of housing options (-10%)

## Facets of livability

Every jurisdiction must balance limited resources while meeting resident needs and striving to optimize community livability. To this end, it is helpful to know what aspects of the community are most important to residents and which they perceive as being of higher or lower quality. It is especially helpful to know when a facet of livability is considered of high importance but rated as lower quality, as this should be a top priority to address.

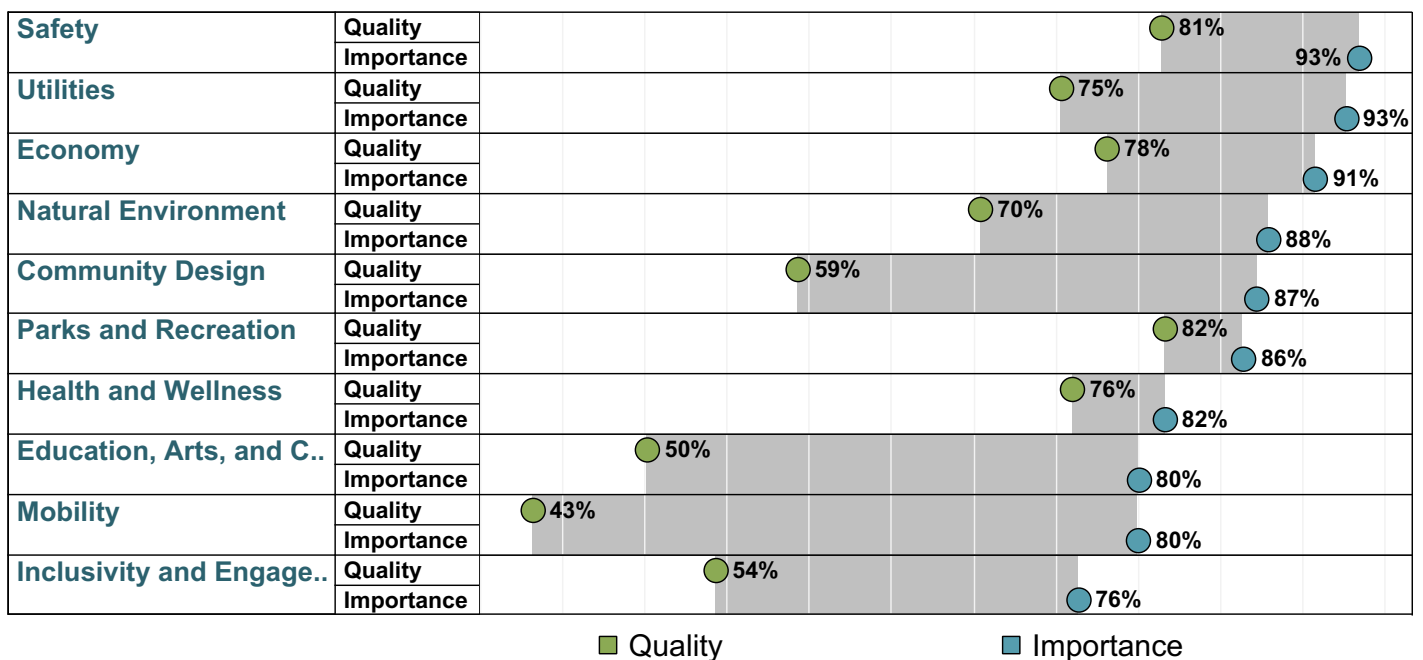
### Quality and Importance by the Numbers

The table below shows the proportion of residents who rated the community facets positively for quality and the priority (importance) placed on each. Also displayed is whether local quality ratings were lower, similar, or higher than communities across the country (the national benchmark).



### Quality/Importance Gap Analysis

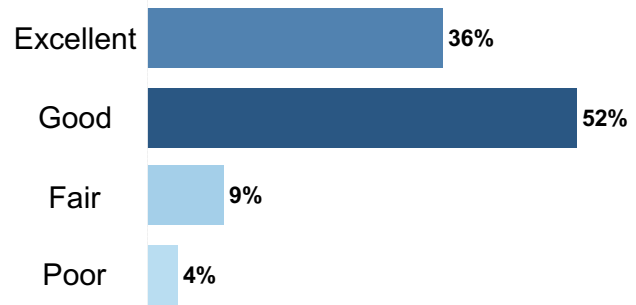
The gap analysis chart below shows the same data as above; however, this chart more clearly illustrates the comparative differences in quality and importance ratings for each facet, as well as the absolute ratings for each.



**Polco**  
**Quality of Life**

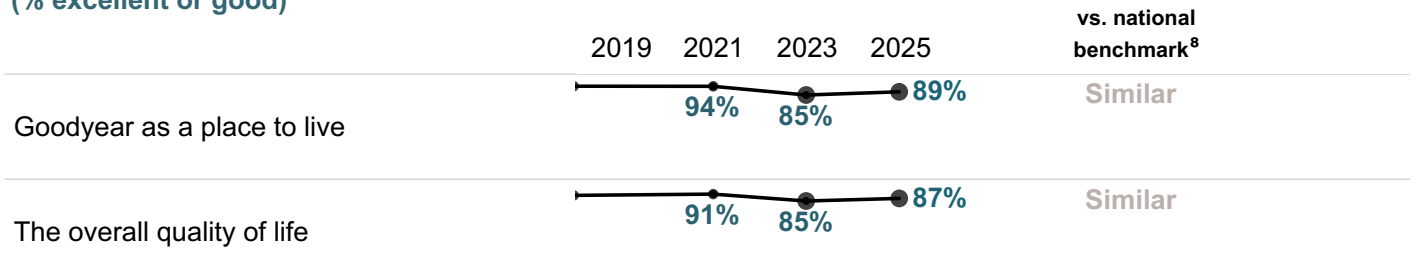
Measuring community livability starts with assessing the quality of life of those who live there, and ensuring that the community is attractive, accessible, and welcoming to all.

**The overall quality of life in Goodyear, 2025**



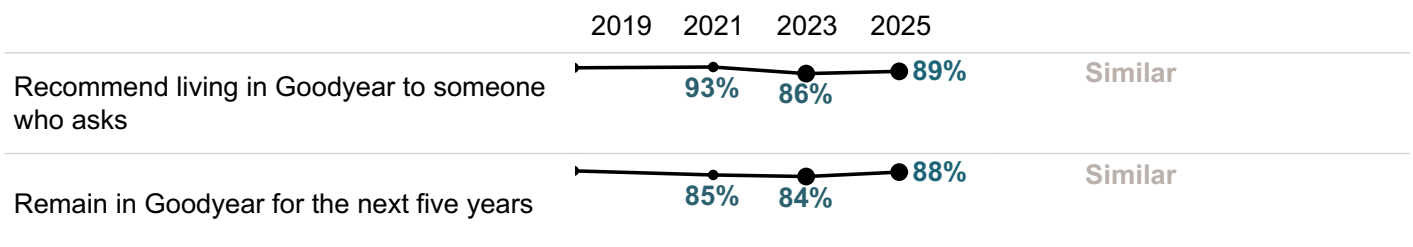
**Please rate each of the following aspects of quality of life in Goodyear.**

(% excellent or good)



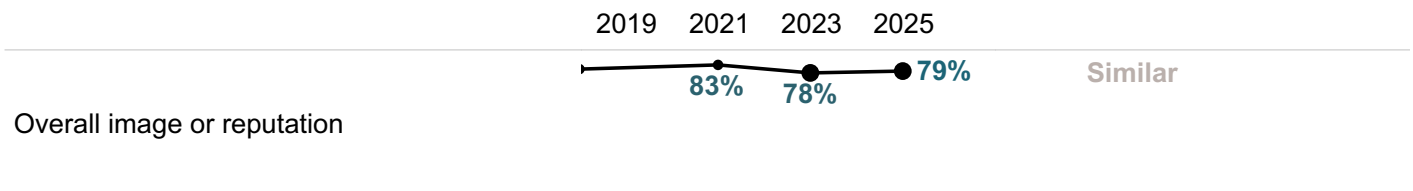
**Please indicate how likely or unlikely you are to do each of the following.**

(% very or somewhat likely)



**Please rate each of the following in the Goodyear community.**

(% excellent or good)

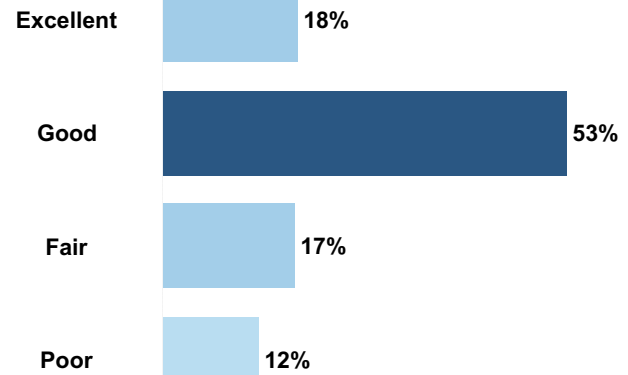


8. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

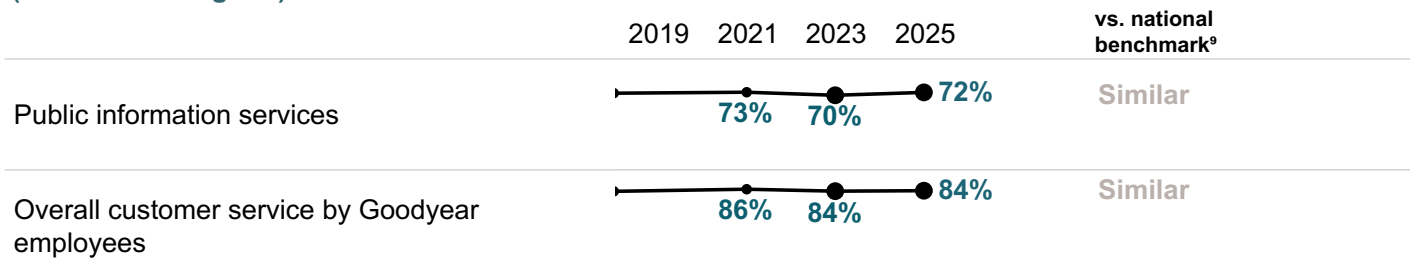
## Governance

Strong local governments produce results that meet the needs of residents while making the best use of available resources, and are responsive to the present and future needs of the community as a whole.

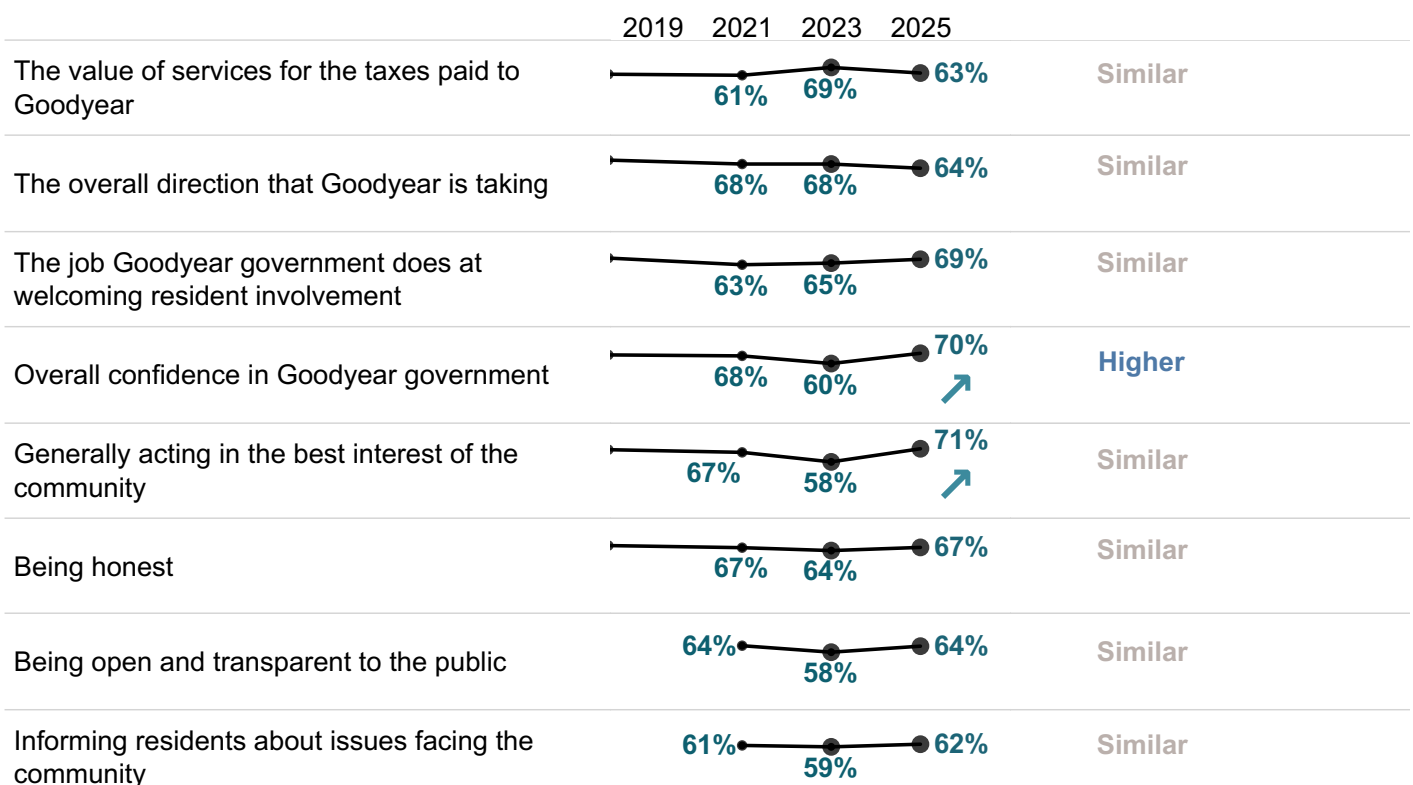
### Overall confidence in Goodyear government, 2025

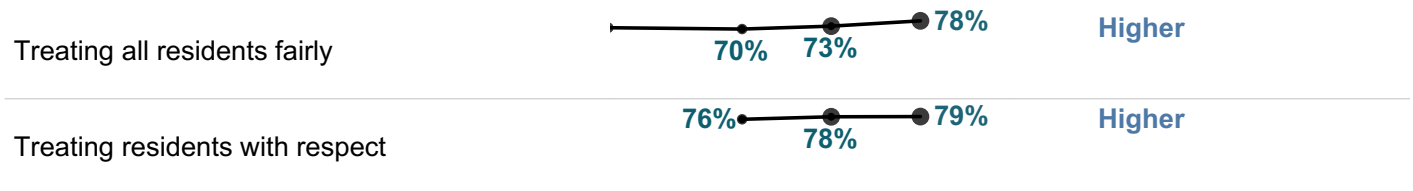


Please rate the quality of each of the following services in Goodyear.  
(% excellent or good)

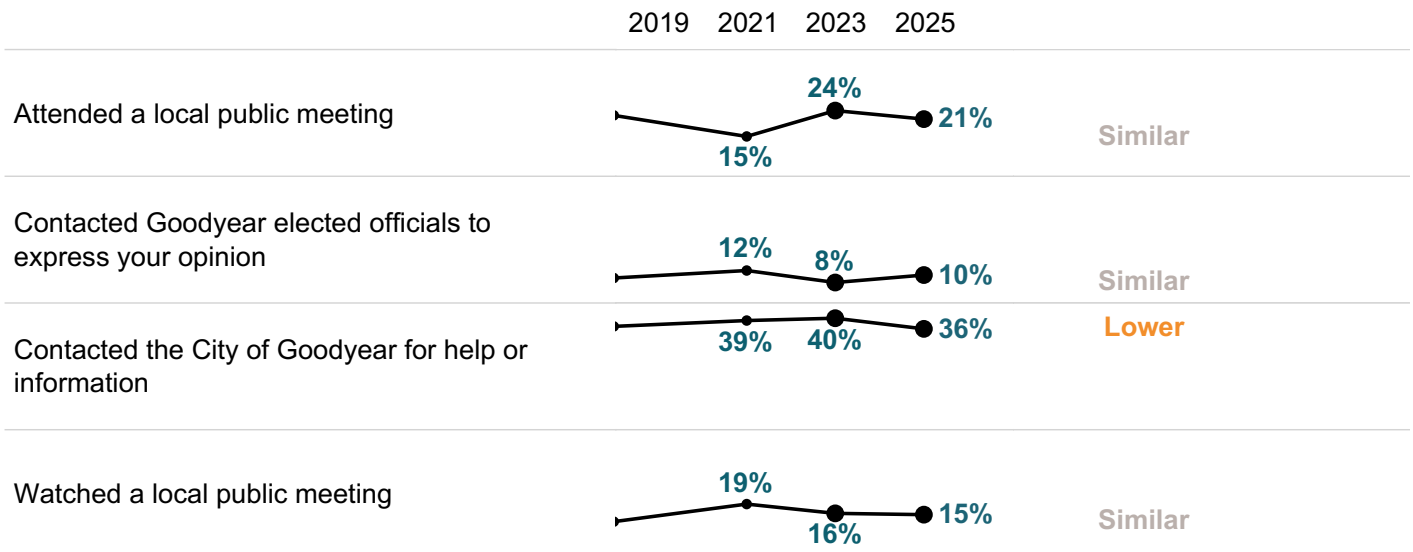


Please rate the following categories of Goodyear government performance.  
(% excellent or good)

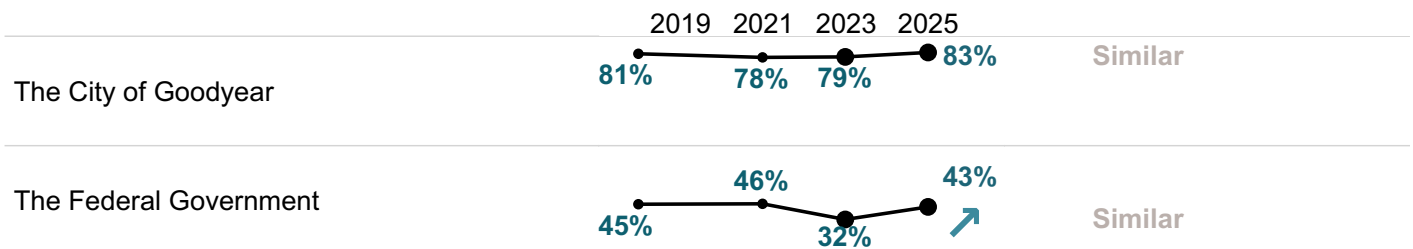




**Please indicate whether or not you have done each of the following in the last 12 months.**  
 (% excellent or good)



**Overall, how would you rate the quality of the services provided by each of the following?**  
 (% excellent or good)

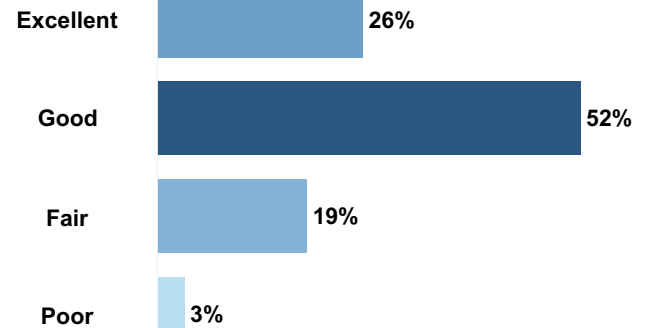


9. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

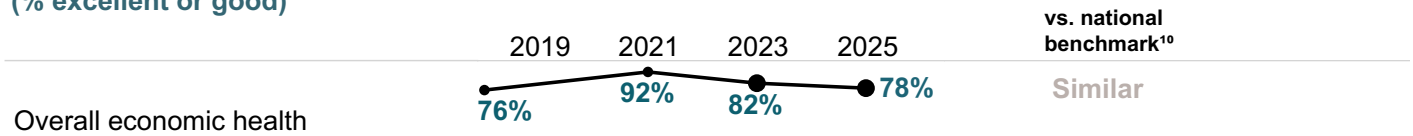
## Economy

Local governments work together with private and nonprofit businesses, and with the community at large, to foster sustainable growth, create jobs, and promote a thriving local economy.

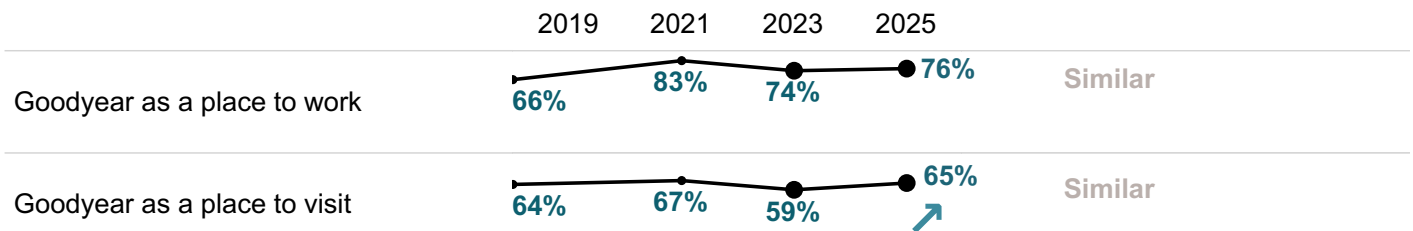
### Overall economic health of Goodyear, 2025



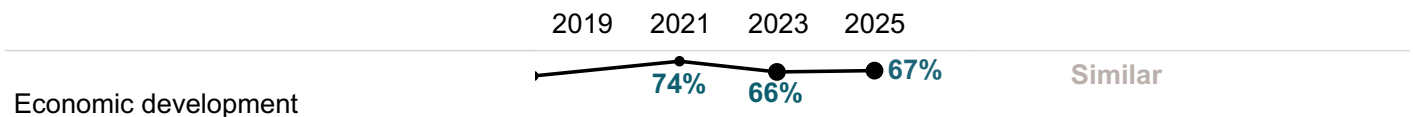
Please rate each of the following characteristics as they relate to Goodyear as a whole.  
(% excellent or good)



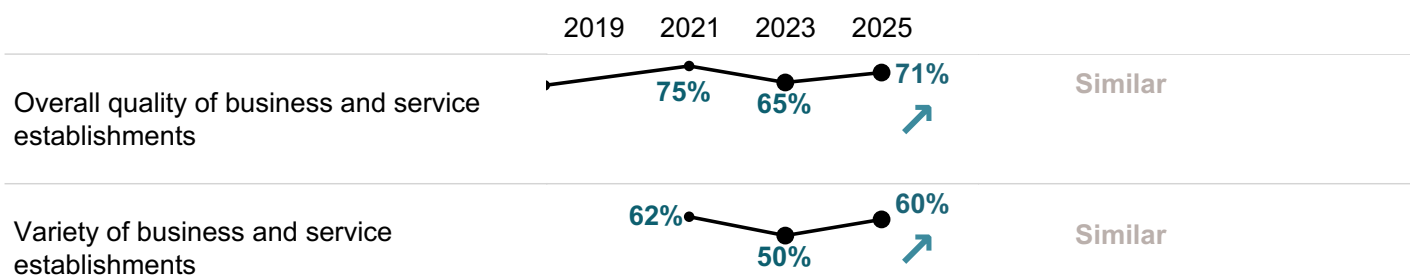
Please rate each of the following aspects of quality of life in Goodyear.  
(% excellent or good)

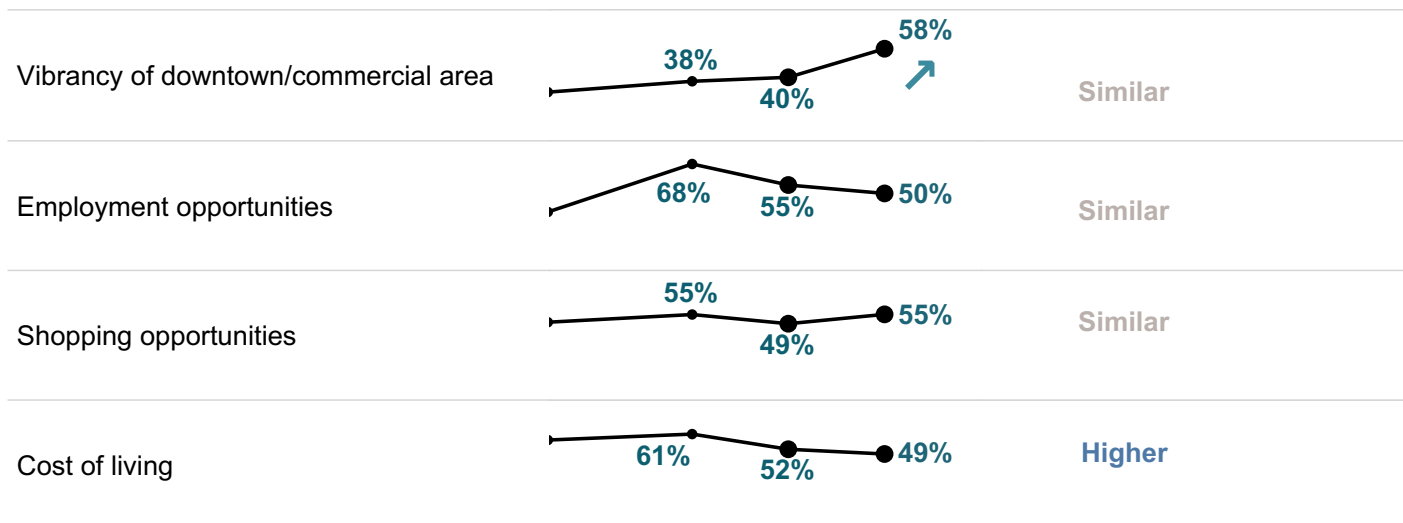


Please rate the quality of each of the following services in Goodyear.  
(% excellent or good)

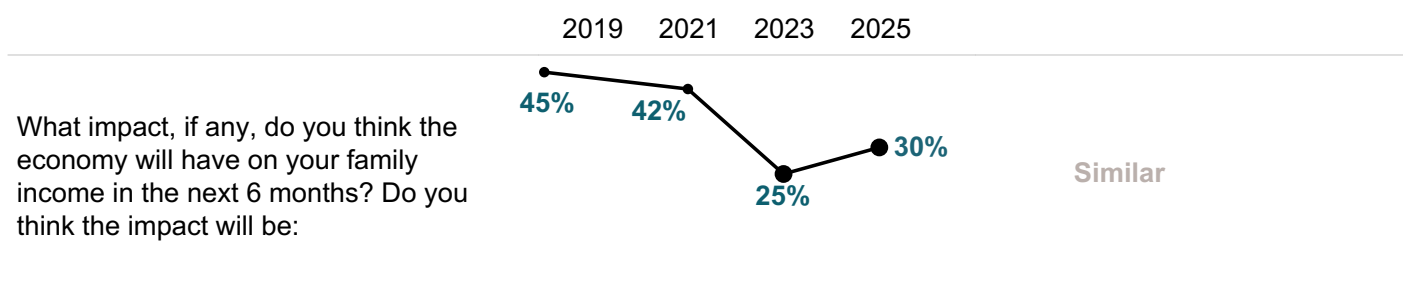


Please rate each of the following in the Goodyear community.  
(% excellent or good)





**What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:**  
 (% very or somewhat positive)

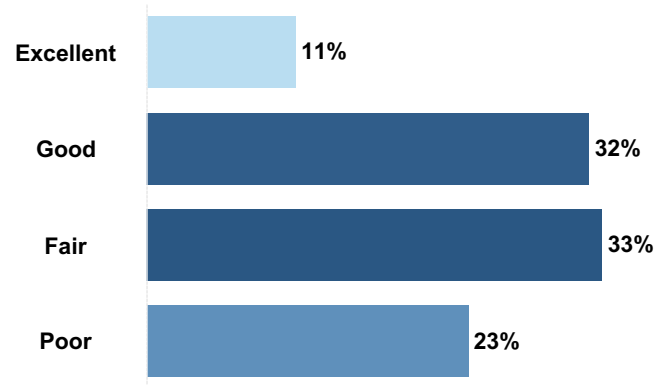


11. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

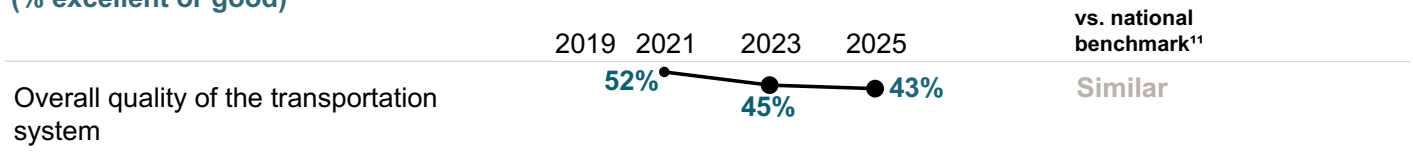
## Mobility

The ease with which residents can move about their communities, whether for commuting, leisure, or recreation, plays a major role in the quality of life for all who live, work, and play in the community.

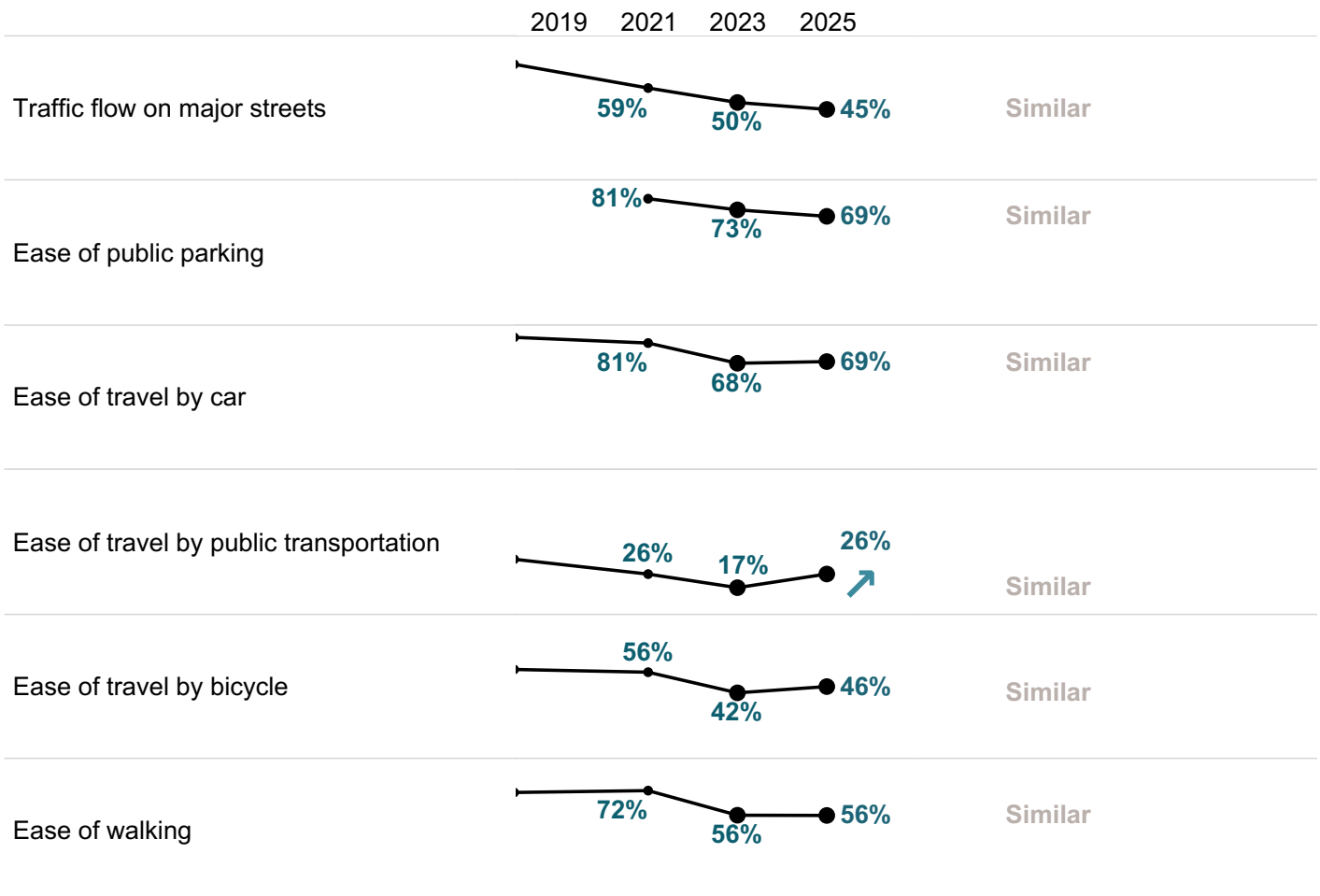
### Overall quality of the transportation system in Goodyear, 2025



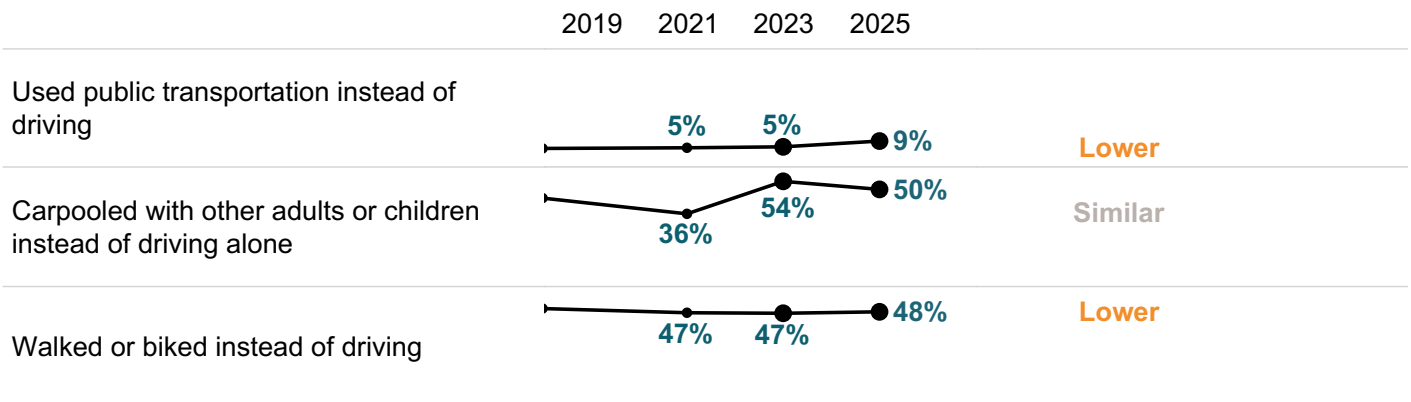
Please rate each of the following characteristics as they relate to Goodyear as a whole.  
(% excellent or good)



Please also rate each of the following in the Goodyear community.  
(% excellent or good)



Please indicate whether or not you have done each of the following in the last 12 months.  
(% yes)



Please rate the quality of each of the following services in Goodyear.  
(% excellent or good)

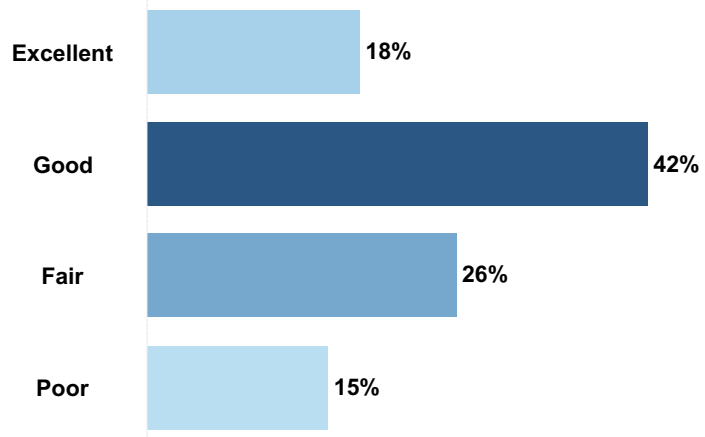


11. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

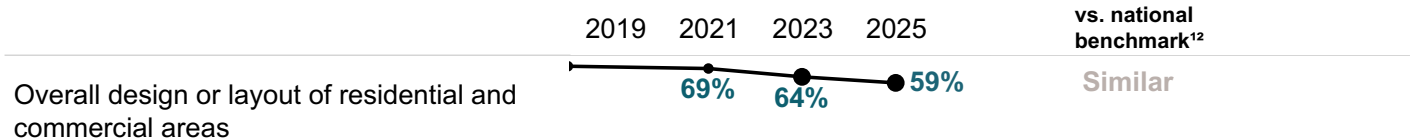
## Community Design

A well-designed community enhances the quality of life for its residents by encouraging smart land use and zoning, ensuring that affordable housing is accessible to all, and providing access to parks and other green spaces.

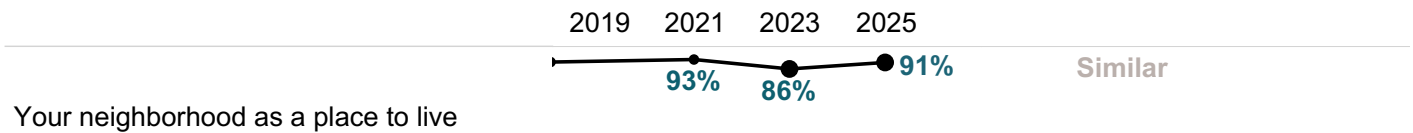
### Overall design or layout of Goodyear's residential and commercial areas, 2025



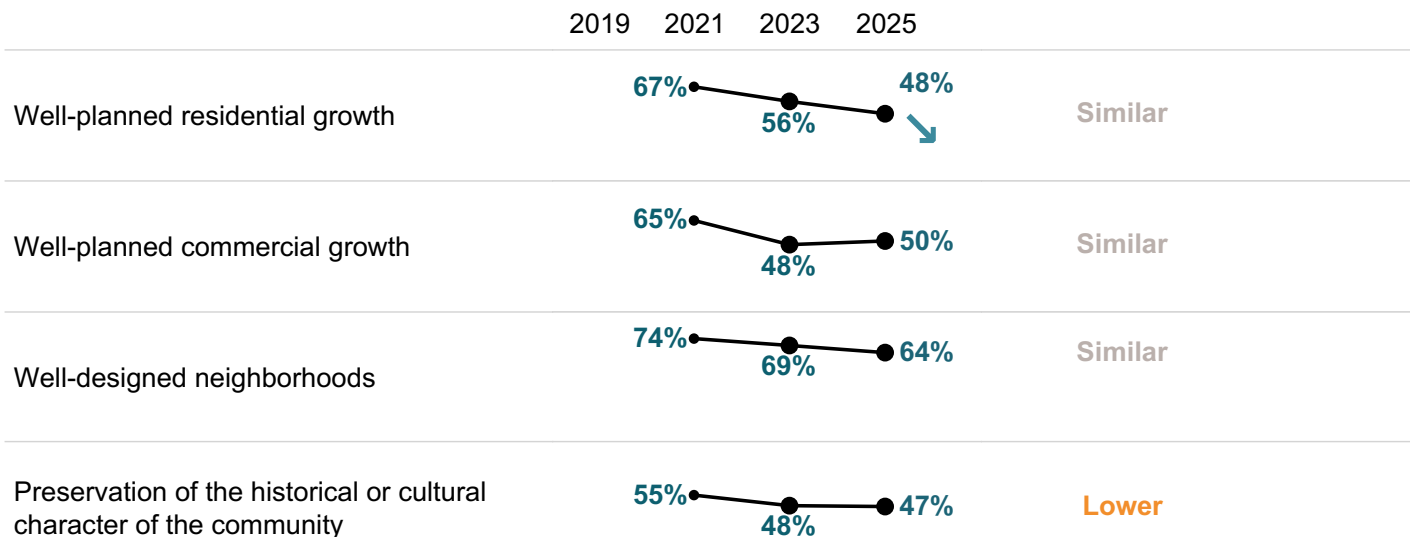
Please rate each of the following characteristics as they relate to Goodyear as a whole.  
(% excellent or good)

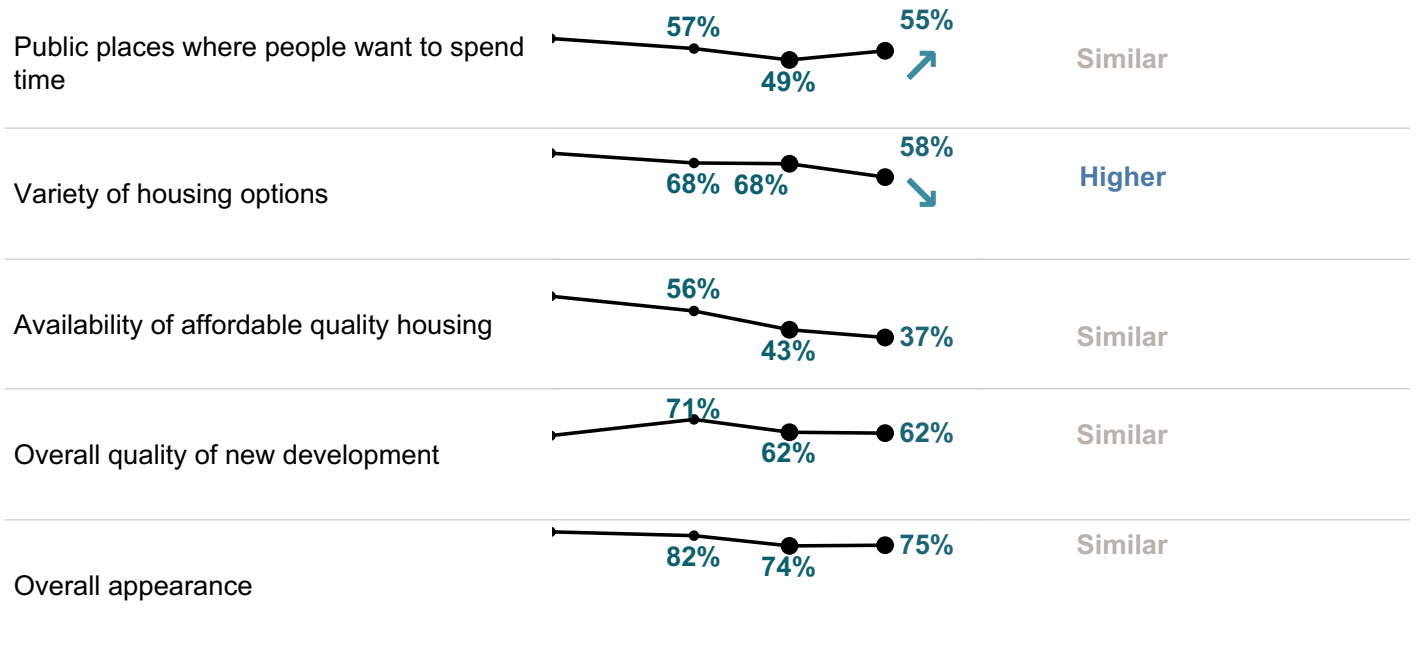


Please rate each of the following aspects of quality of life in Goodyear.  
(% excellent or good)

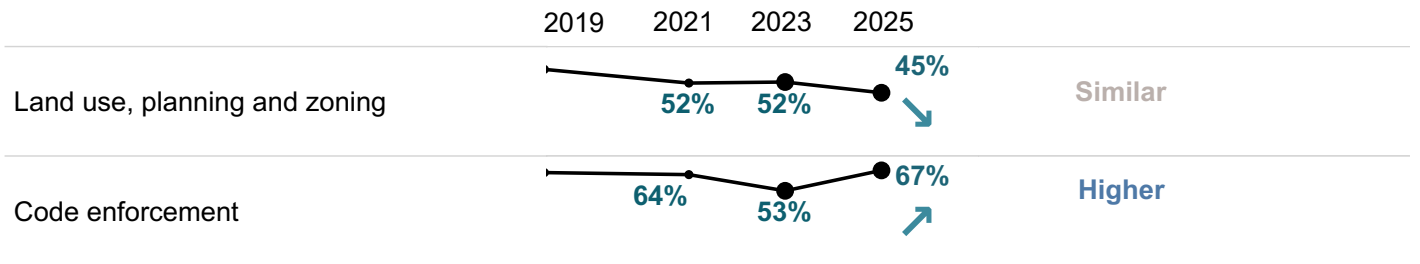


Please also rate each of the following in the Goodyear community.  
(% excellent or good)





**Please rate the quality of each of the following services in Goodyear.**  
 (% excellent or good)

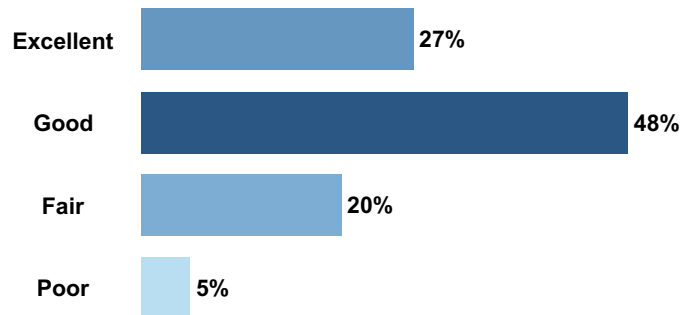


12. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

## Utilities

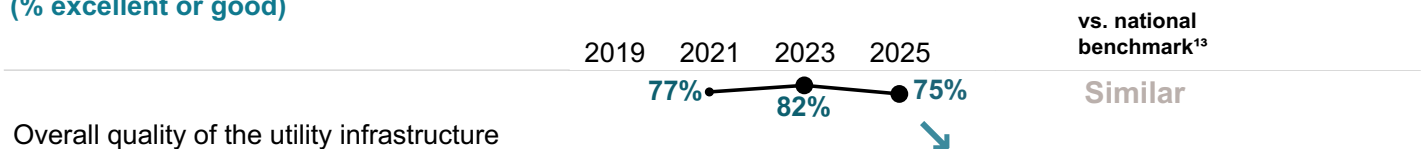
Services such as water, gas, electricity, and internet access play a vital role in ensuring the physical and economic health and well-being of the communities they serve.

### Overall quality of the utility infrastructure in Goodyear, 2025



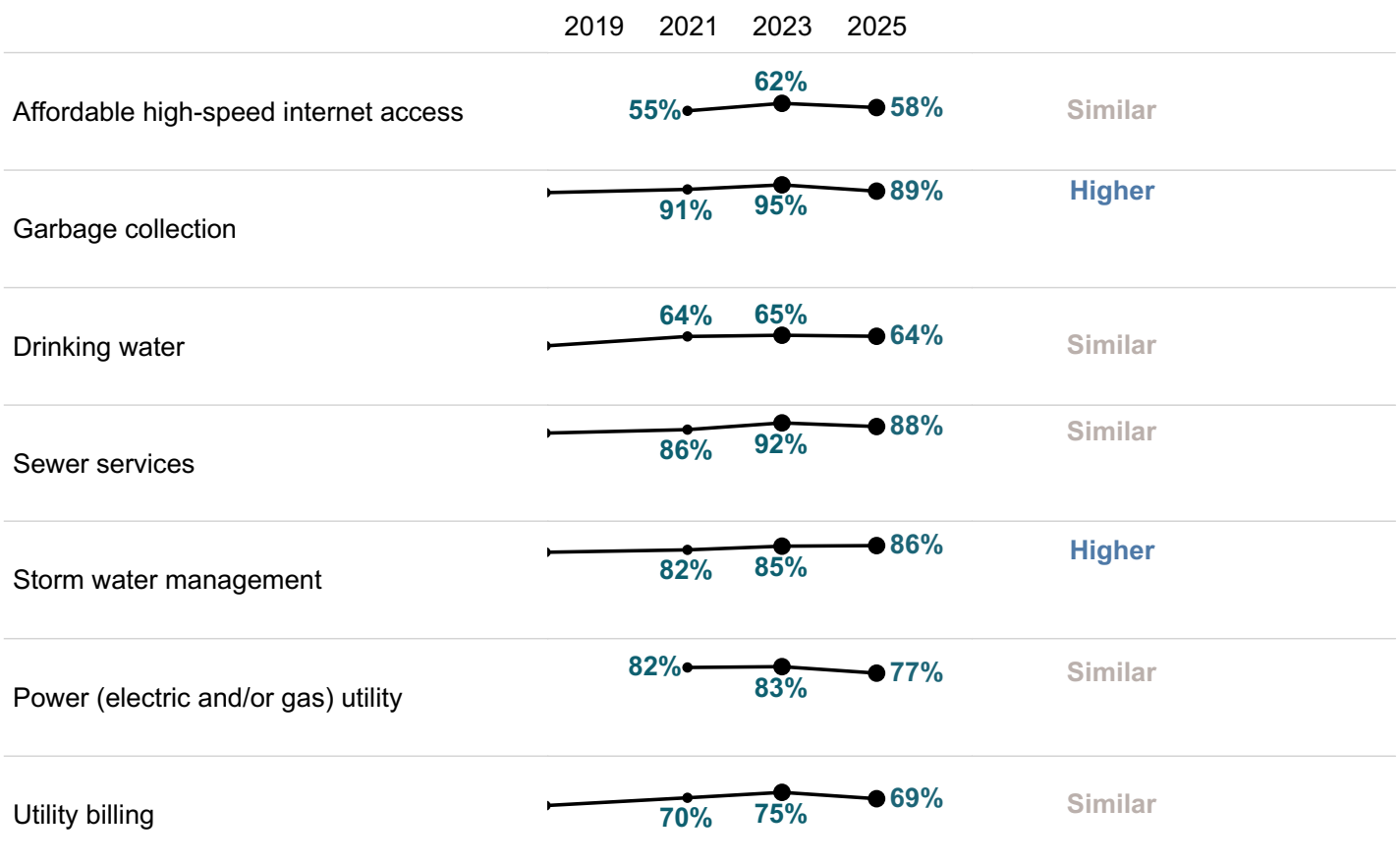
Please rate each of the following characteristics as they relate to Goodyear as a whole.

(% excellent or good)



Please rate the quality of each of the following services in Goodyear.

(% excellent or good)

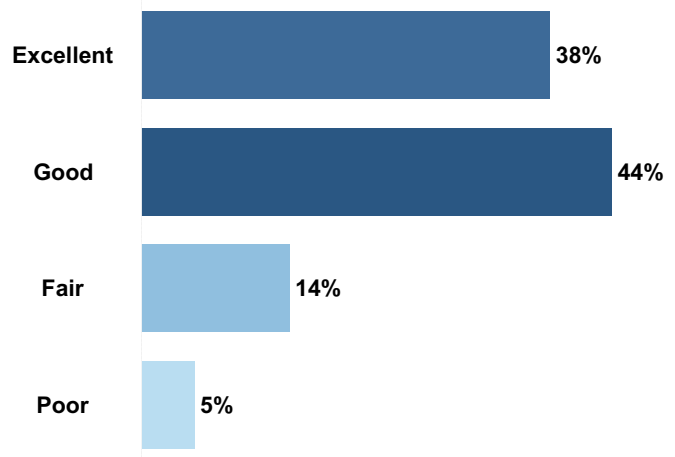


13. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

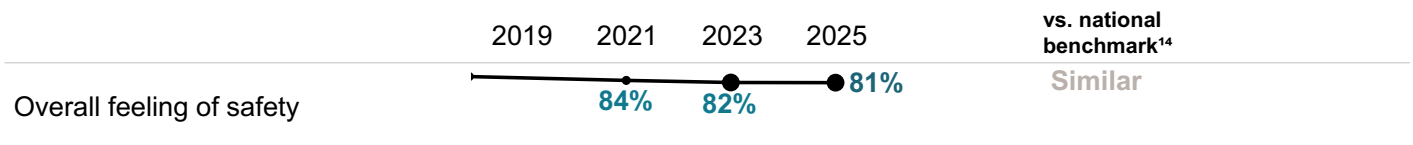
## Safety

Public safety is often the most important task facing local governments. All residents should feel safe and secure in their neighborhoods and in the greater community, and providing robust safety-related services is essential to residents' quality of life.

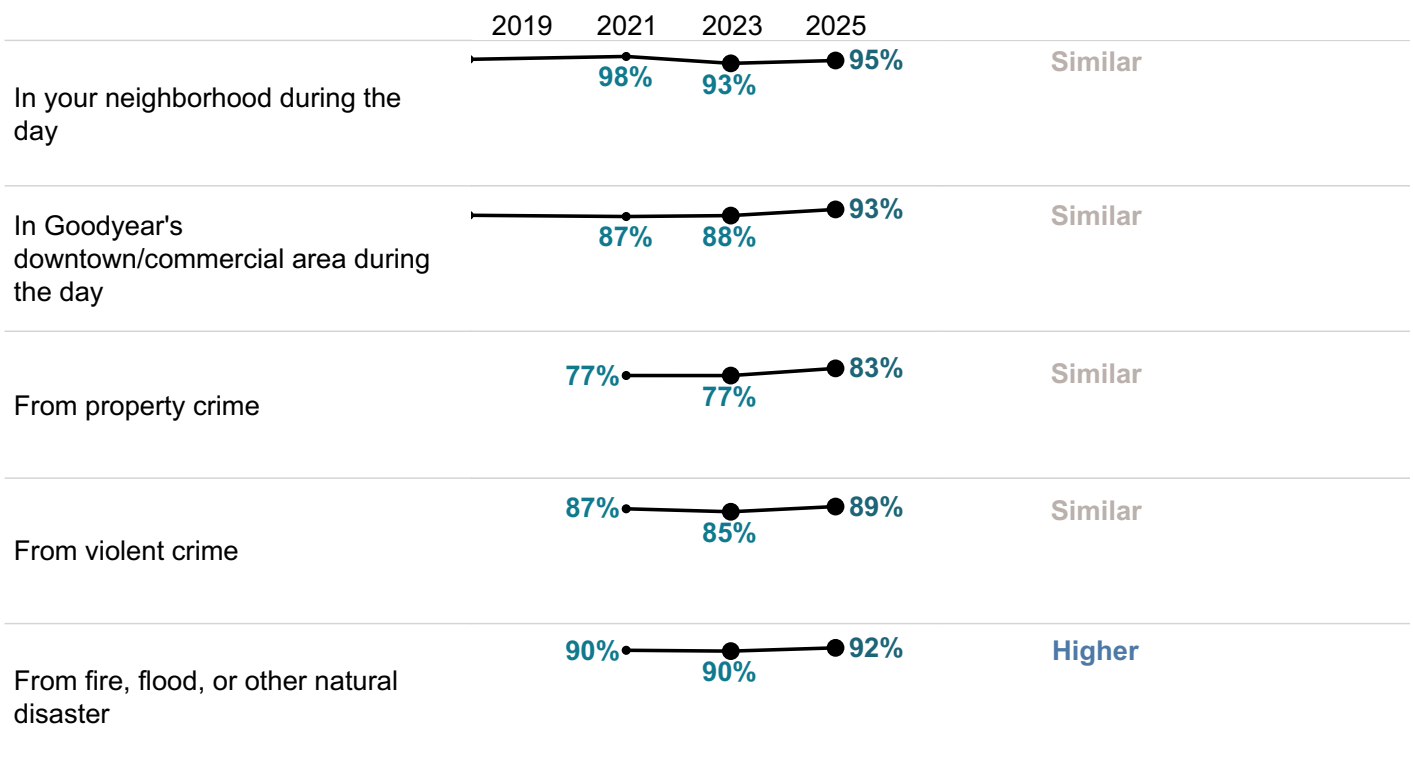
### Overall feeling of safety in Goodyear, 2025



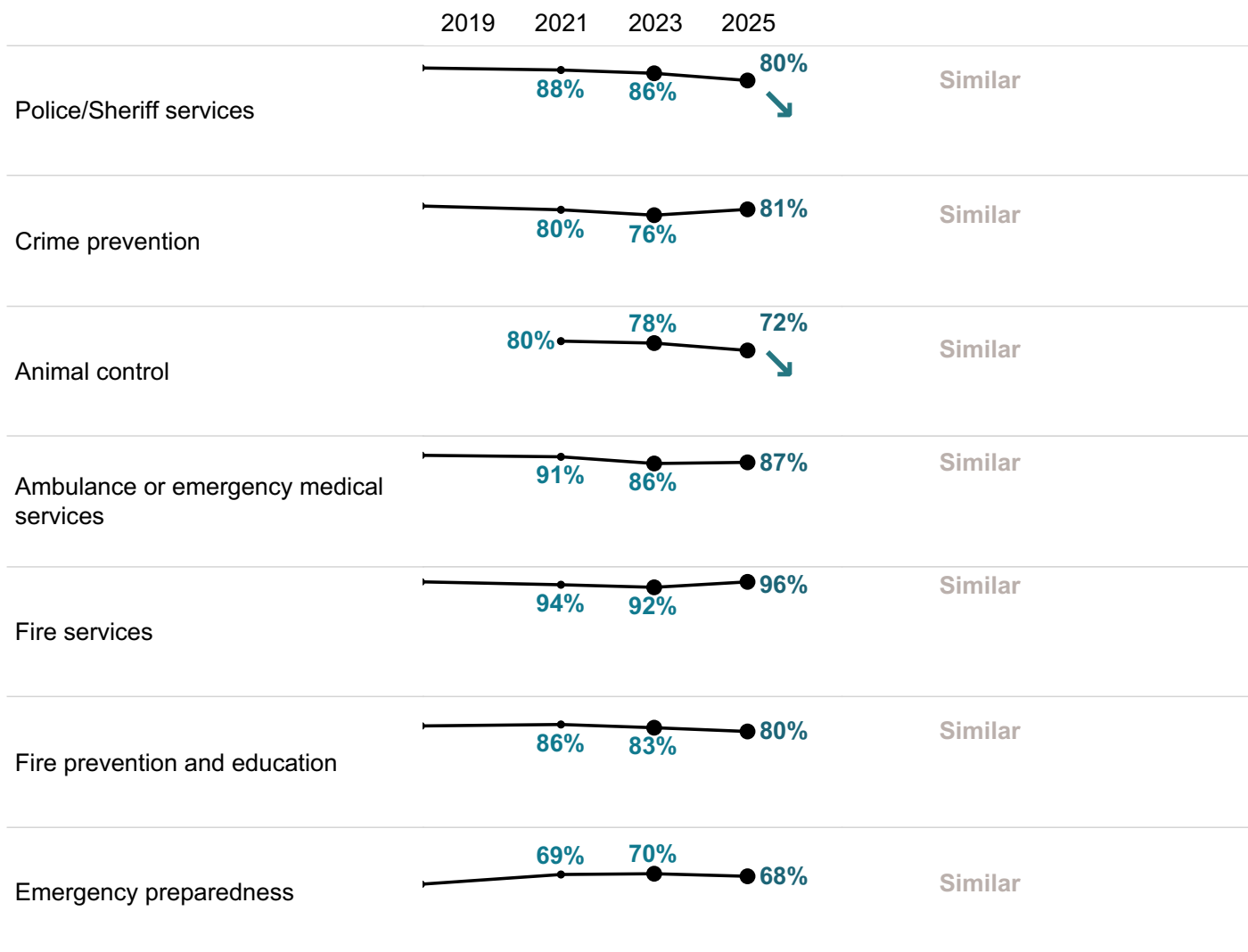
Please rate each of the following characteristics as they relate to Goodyear as a whole.  
(% excellent or good)



Please rate how safe or unsafe you feel:  
(% very or somewhat safe)



**Please rate the quality of each of the following services in Goodyear.**  
 (% excellent or good)

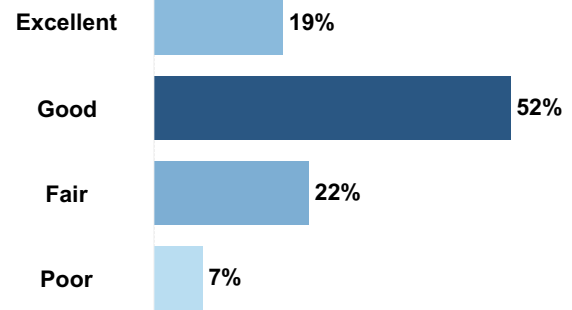


14. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

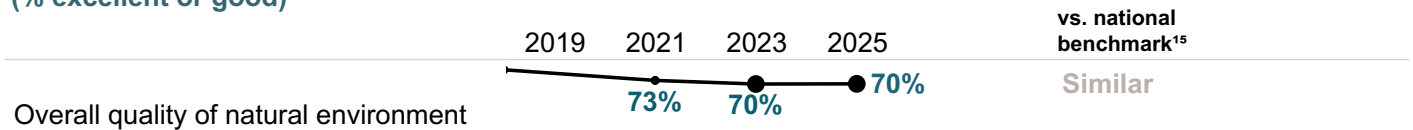
## Natural Environment

The natural environment plays a vital role in the health and well-being of residents. The natural spaces in which residents live and experience their communities has a direct and profound effect on quality of life.

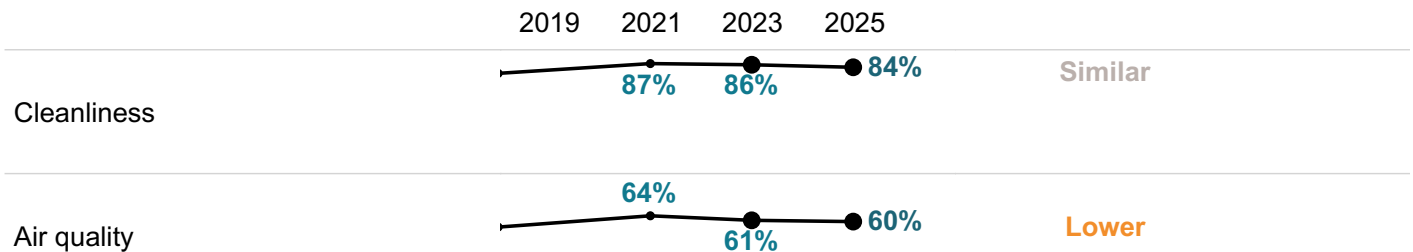
### Overall quality of natural environment in Goodyear, 2025



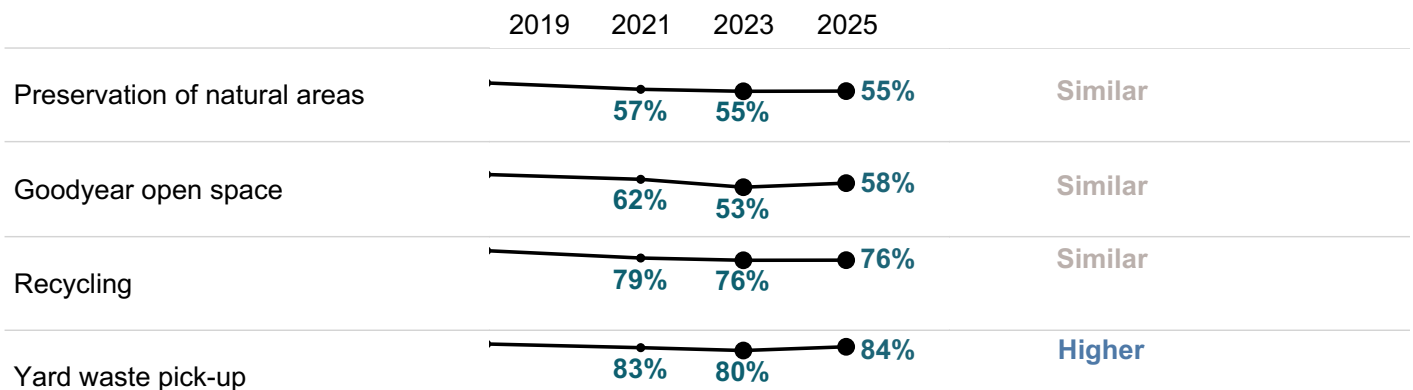
Please rate each of the following characteristics as they relate to Goodyear as a whole.  
(% excellent or good)



Please also rate each of the following in the Goodyear community.  
(% excellent or good)



Please rate the quality of each of the following services in Goodyear.  
(% excellent or good)



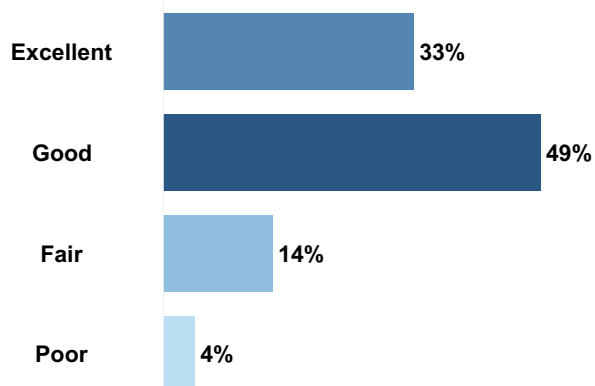
15. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

## Parks and Recreation

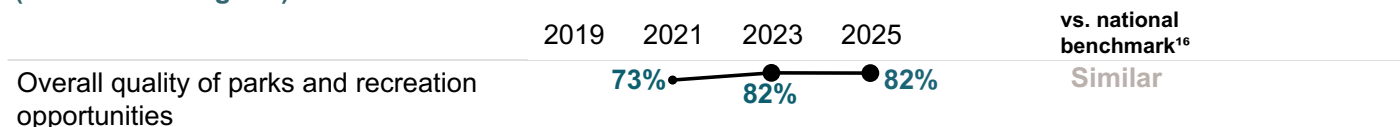
"There are no communities that pride themselves on their quality of life, promote themselves as a desirable location for businesses to relocate, or maintain that they are environmental stewards of their natural resources, without such communities having a robust, active system of parks and recreation programs for public use and enjoyment."

- National Recreation and Park Association

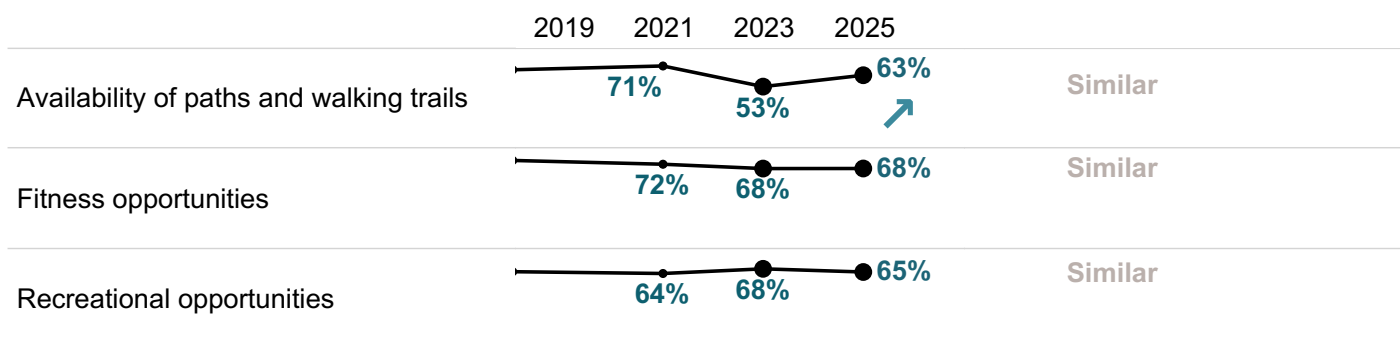
### Overall quality of parks and recreation opportunities, 2025



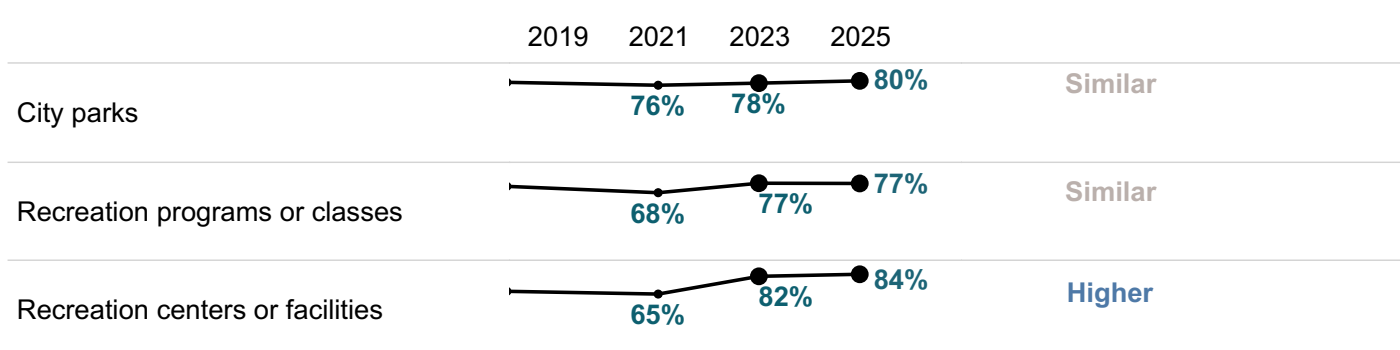
Please rate each of the following characteristics as they relate to Goodyear as a whole.  
(% excellent or good)



Please also rate each of the following in the Goodyear community.  
(% excellent or good)



Please rate the quality of each of the following services in Goodyear.  
(% excellent or good)

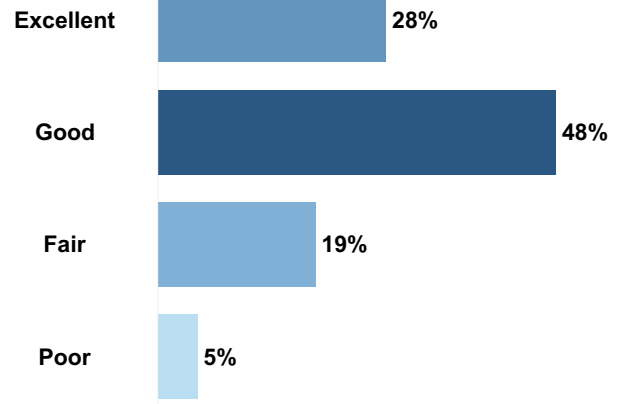


16. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

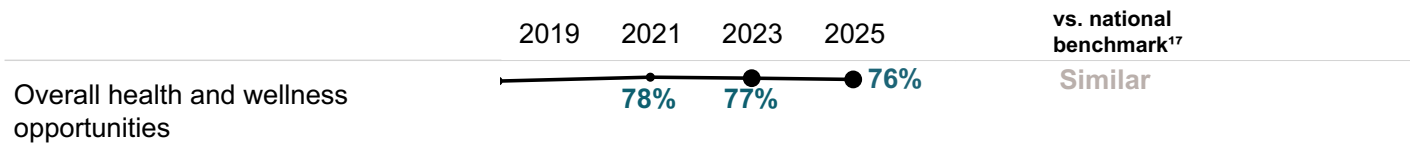
## Overall health and wellness opportunities in Goodyear, 2025

### Health and Wellness

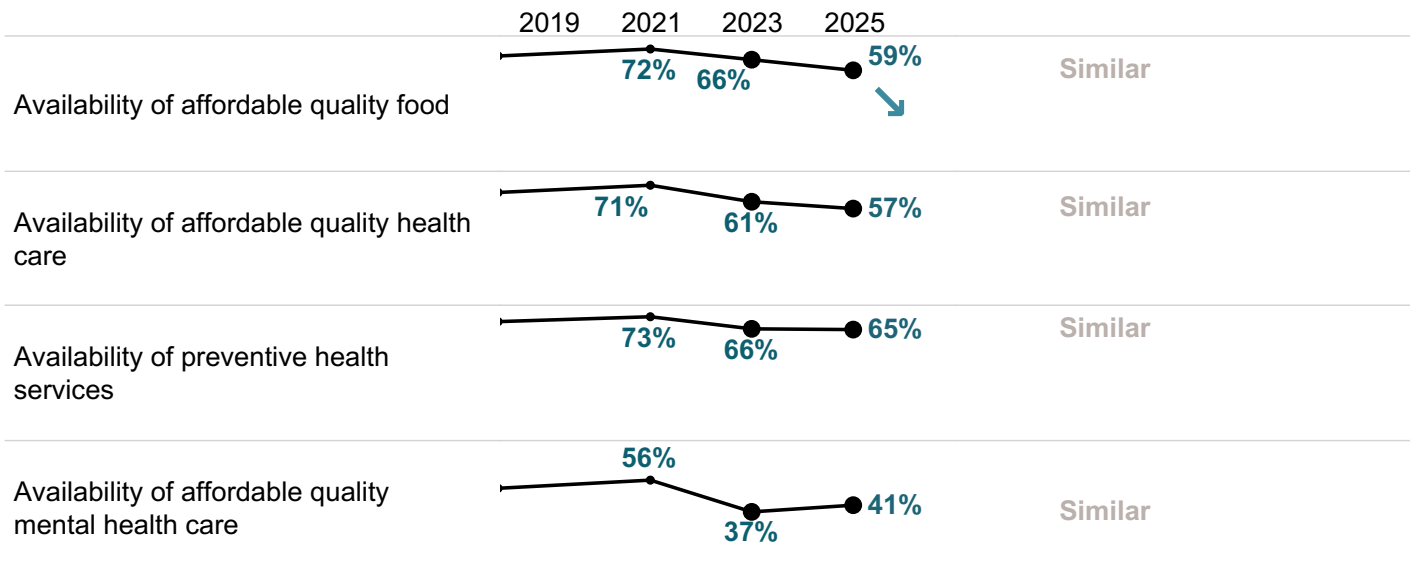
The characteristics of and amenities available in the communities in which people live has a direct impact on the health and wellness of residents, and thus, on their quality of life overall.



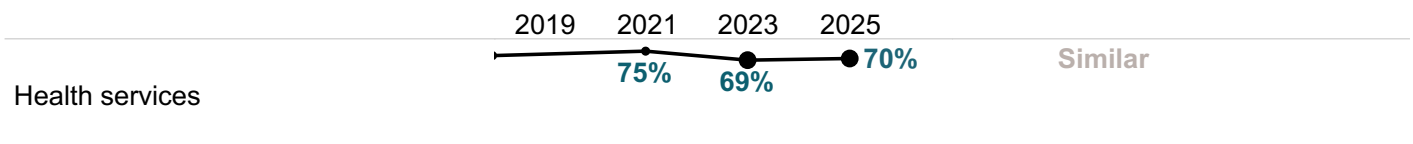
Please rate each of the following characteristics as they relate to Goodyear as a whole.  
(% excellent or good)



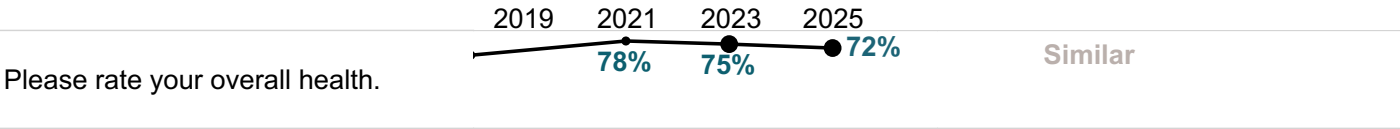
Please also rate each of the following in the Goodyear community.  
(% excellent or good)



Please rate the quality of each of the following services in Goodyear.  
(% excellent or good)



**Please rate your overall health.**  
(% excellent or very good)

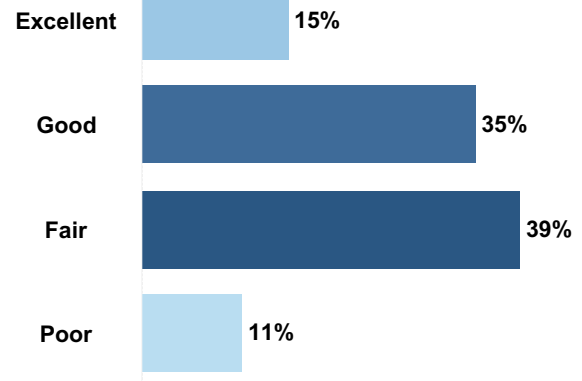


17. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

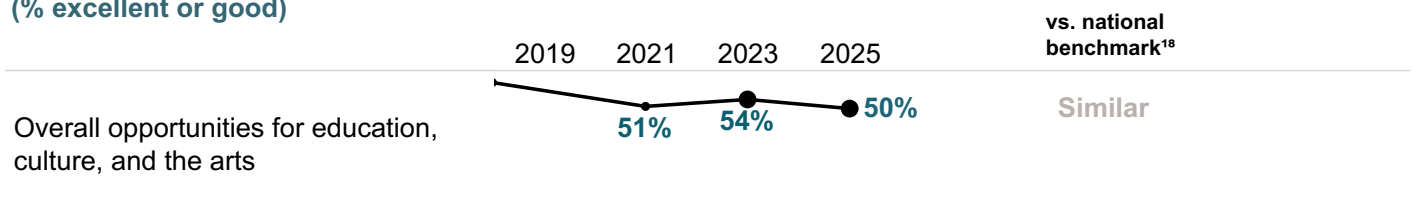
## Education, Arts, and Culture

Participation in the arts, in educational opportunities, and in cultural activities is linked to increased civic engagement, greater social tolerance, and enhanced enjoyment of the local community.

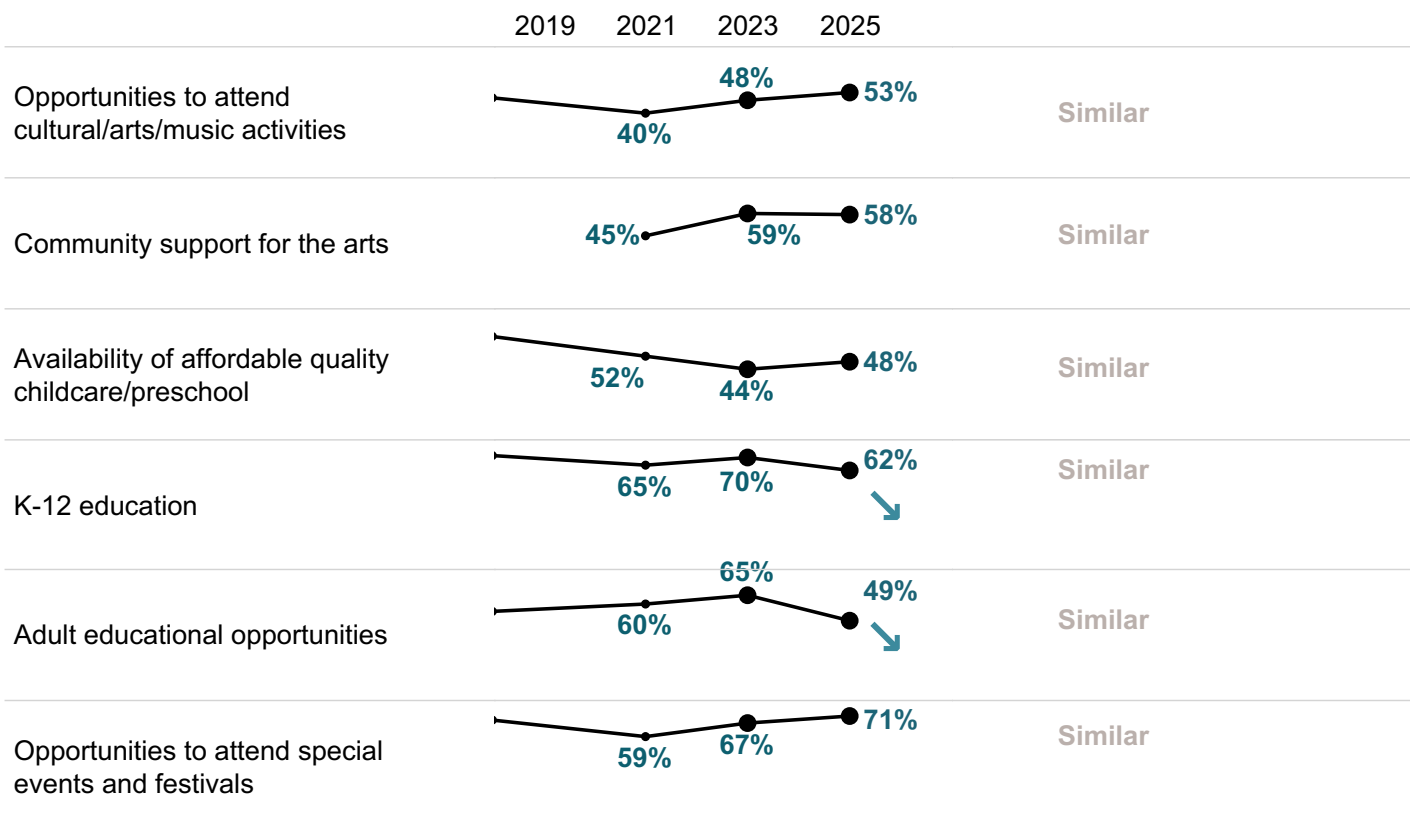
### Overall opportunities for education, culture and the arts, 2025



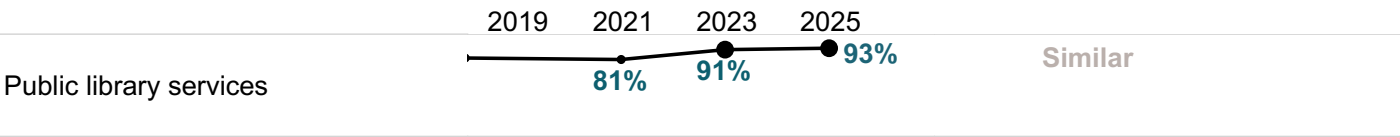
Please rate each of the following characteristics as they relate to Goodyear as a whole.  
(% excellent or good)



Please also rate each of the following in the Goodyear community.  
(% excellent or good)



Please rate the quality of each of the following services in Goodyear.  
(% excellent or good)



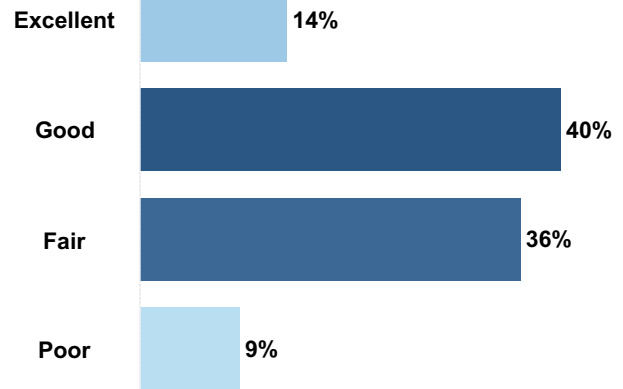
18. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.



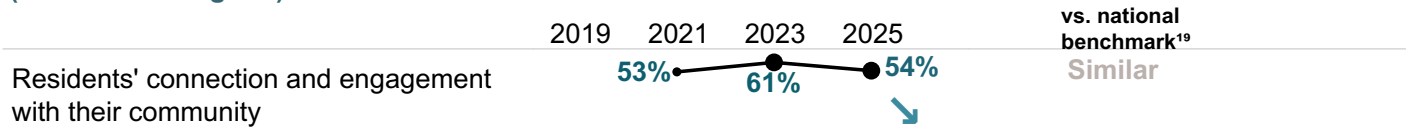
## Inclusivity and Engagement

Inclusivity refers to a cultural and environmental feeling of belonging; residents who feel invited to participate within their communities feel more included, involved, and engaged than those who do not.

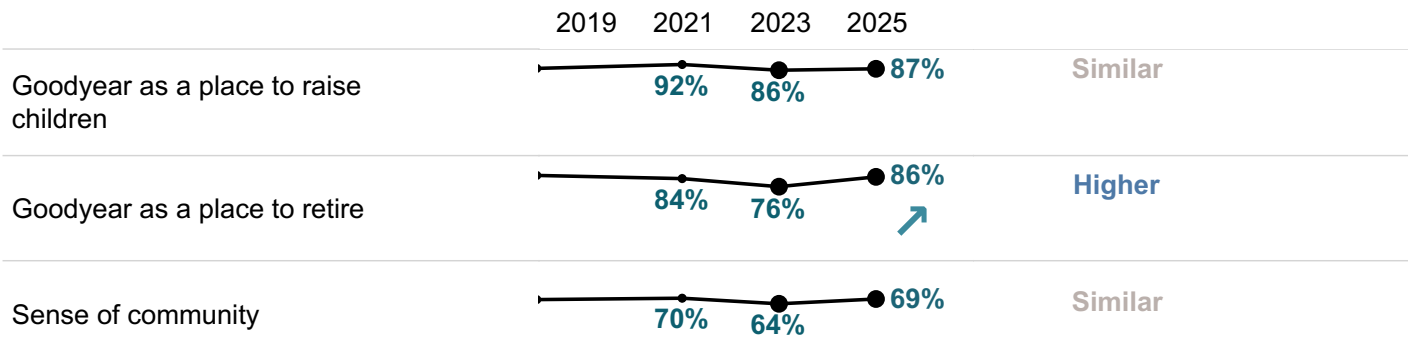
### Residents' connection and engagement with their community, 2025



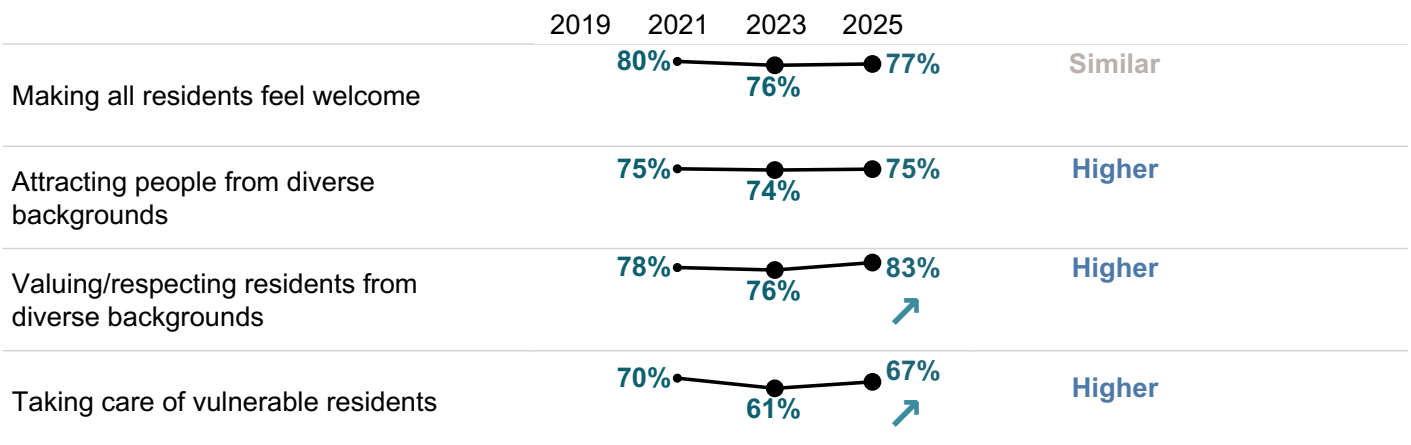
Please rate each of the following characteristics as they relate to Goodyear as a whole.  
(% excellent or good)



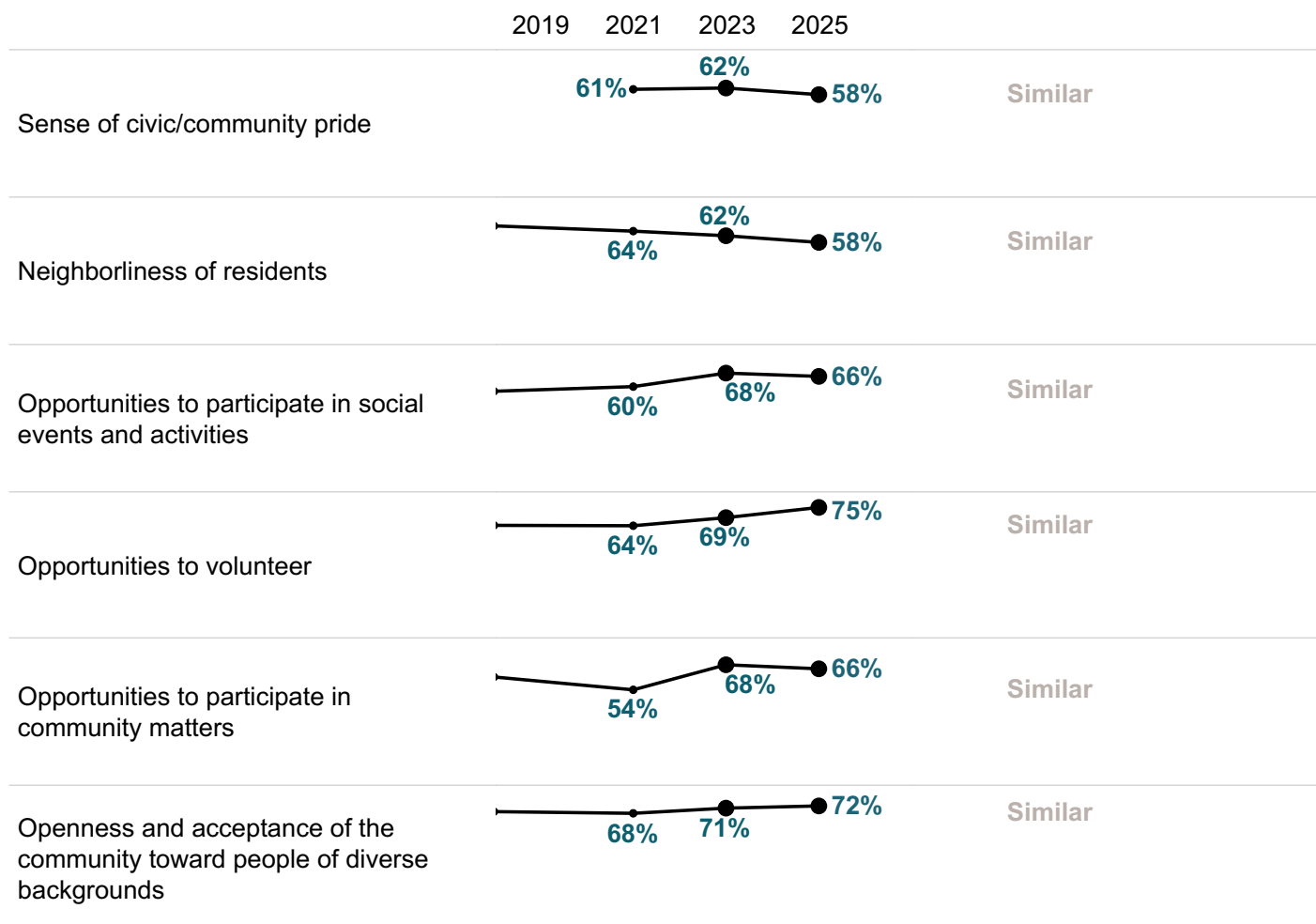
Please rate each of the following aspects of quality of life in Goodyear.  
(% excellent or good)



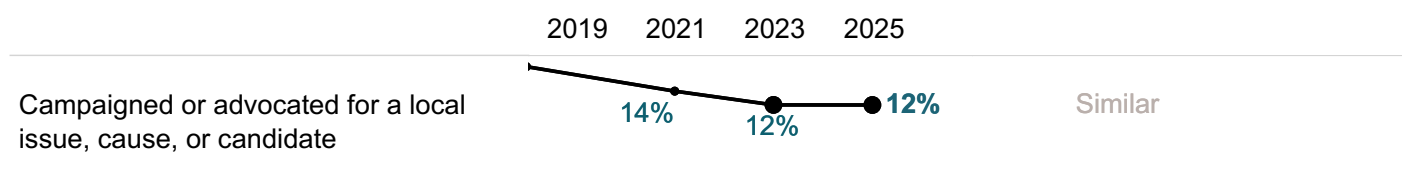
Please rate the job you feel the Goodyear community does at each of the following.  
(% excellent or good)



**Please also rate each of the following in the Goodyear community.**  
 (% excellent or good)



**Please indicate whether or not you have done each of the following in the last 12 months.**  
 (% excellent or good)



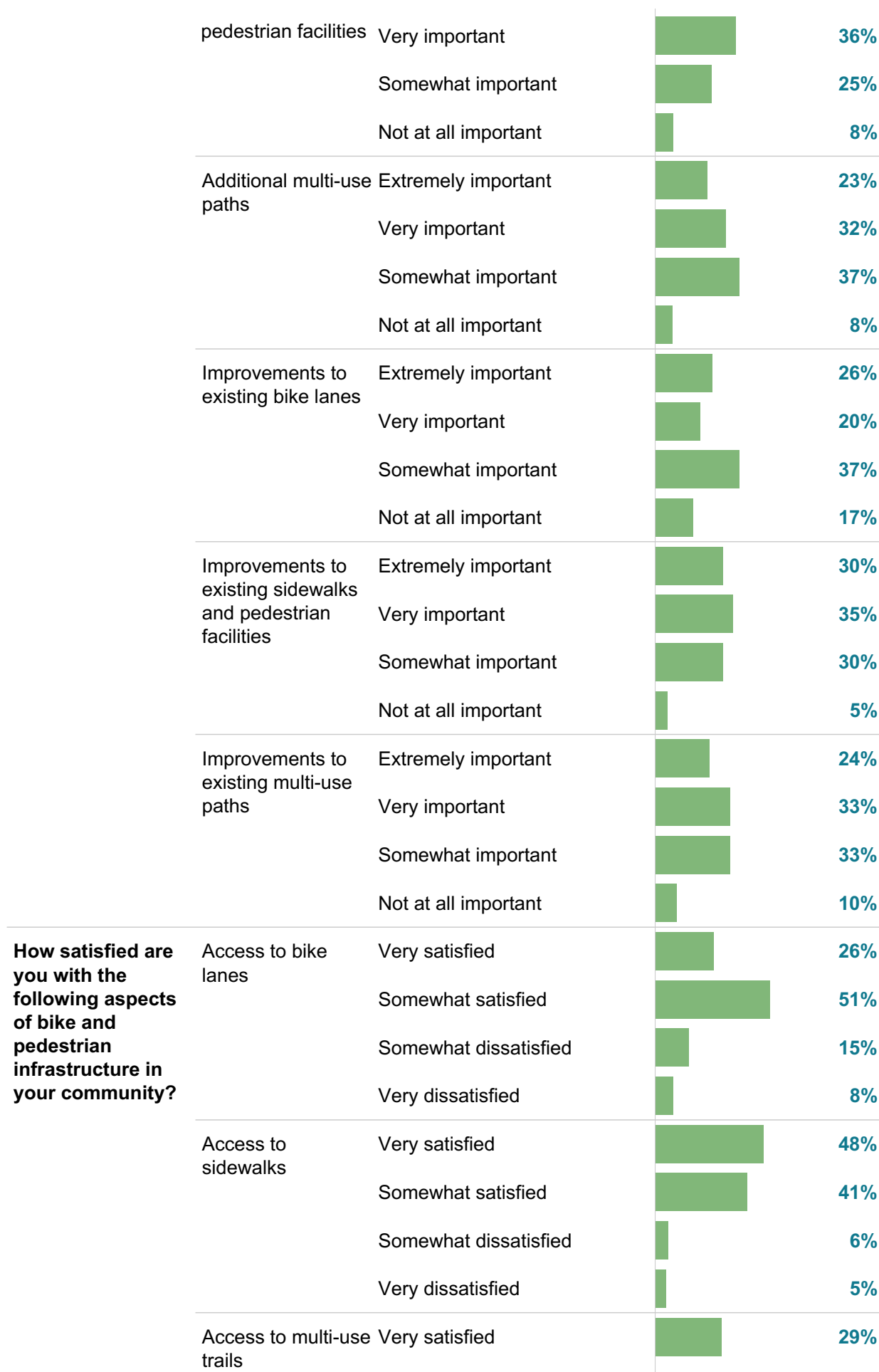
19. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

## Custom questions

Below are the complete set of responses to each custom question on the survey. By default, “don’t know” responses are excluded, but may be added to the table using the response filter below.

|                                                                                                                                                                       |                                                                             |              | Include "don't know" |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|--------------|----------------------|
|                                                                                                                                                                       |                                                                             |              | No                   |
| <b>How much of a source, if at all, are each of the following for you for getting information about the City government and its activities, events, and services?</b> | City website (www.goodyearaz.gov)                                           | Major source | 51%                  |
|                                                                                                                                                                       |                                                                             | Minor source | 29%                  |
|                                                                                                                                                                       |                                                                             | Not a source | 20%                  |
|                                                                                                                                                                       | Local media outlets (newspaper, radio, local television)                    | Major source | 35%                  |
|                                                                                                                                                                       |                                                                             | Minor source | 41%                  |
|                                                                                                                                                                       |                                                                             | Not a source | 24%                  |
|                                                                                                                                                                       | InFocus monthly magazine                                                    | Major source | 64%                  |
|                                                                                                                                                                       |                                                                             | Minor source | 22%                  |
|                                                                                                                                                                       |                                                                             | Not a source | 14%                  |
|                                                                                                                                                                       | City Council meetings and other public meetings                             | Major source | 19%                  |
|                                                                                                                                                                       |                                                                             | Minor source | 35%                  |
|                                                                                                                                                                       |                                                                             | Not a source | 47%                  |
|                                                                                                                                                                       | City email communications (Good Neighbor Alert, Parks & Recreation newsle.. | Major source | 32%                  |
|                                                                                                                                                                       |                                                                             | Minor source | 34%                  |
|                                                                                                                                                                       |                                                                             | Not a source | 34%                  |
|                                                                                                                                                                       | City communications via social media (Facebook, X (formerly Twitter), ..    | Major source | 28%                  |
|                                                                                                                                                                       |                                                                             | Minor source | 37%                  |
|                                                                                                                                                                       |                                                                             | Not a source | 36%                  |
|                                                                                                                                                                       | Word of mouth                                                               | Major source | 23%                  |
|                                                                                                                                                                       |                                                                             | Minor source | 56%                  |
|                                                                                                                                                                       |                                                                             | Not a source | 21%                  |
|                                                                                                                                                                       | Direct mailings (postcards and flyers)                                      | Major source | 36%                  |
|                                                                                                                                                                       |                                                                             | Minor source | 46%                  |

|                                                                                                                              |                                                   |                      |  |     |
|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|----------------------|--|-----|
|                                                                                                                              |                                                   | Not a source         |  | 19% |
| Utility bill inserts                                                                                                         |                                                   | Major source         |  | 22% |
|                                                                                                                              |                                                   | Minor source         |  | 38% |
|                                                                                                                              |                                                   | Not a source         |  | 41% |
|                                                                                                                              |                                                   |                      |  |     |
| Interactions with City staff (in person, phone, email, or web)                                                               |                                                   | Major source         |  | 17% |
|                                                                                                                              |                                                   | Minor source         |  | 30% |
|                                                                                                                              |                                                   | Not a source         |  | 53% |
| <b>How important, if at all, do you think it is for the community to invest additional resources in the following areas?</b> | Additional bus routes                             | Extremely important  |  | 22% |
|                                                                                                                              |                                                   | Very important       |  | 21% |
|                                                                                                                              |                                                   | Somewhat important   |  | 36% |
|                                                                                                                              |                                                   | Not all important    |  | 21% |
|                                                                                                                              | Extended bus service hours or increased frequency | Extremely important  |  | 20% |
|                                                                                                                              |                                                   | Very important       |  | 21% |
|                                                                                                                              |                                                   | Somewhat important   |  | 37% |
|                                                                                                                              |                                                   | Not all important    |  | 22% |
|                                                                                                                              | Expanded service area for microtransit (WeRIDE)   | Extremely important  |  | 27% |
|                                                                                                                              |                                                   | Very important       |  | 24% |
|                                                                                                                              |                                                   | Somewhat important   |  | 32% |
|                                                                                                                              |                                                   | Not all important    |  | 16% |
|                                                                                                                              | Extended hours for microtransit (WeRIDE)          | Extremely important  |  | 25% |
|                                                                                                                              |                                                   | Very important       |  | 22% |
|                                                                                                                              |                                                   | Somewhat important   |  | 36% |
|                                                                                                                              |                                                   | Not all important    |  | 17% |
|                                                                                                                              | Additional bike lanes                             | Extremely important  |  | 20% |
|                                                                                                                              |                                                   | Very important       |  | 23% |
|                                                                                                                              |                                                   | Somewhat important   |  | 39% |
|                                                                                                                              |                                                   | Not at all important |  | 18% |
|                                                                                                                              | Additional sidewalks and                          | Extremely important  |  | 31% |





# The City of Goodyear 2025 Community Survey

Please complete this survey if you are the adult (age 18 or older) in the household who most recently had a birthday (the year of birth does not matter). Your responses are confidential and no identifying information will be shared.

## 1. Please rate each of the following aspects of quality of life in Goodyear.

|                                              | <u>Excellent</u> | <u>Good</u> | <u>Fair</u> | <u>Poor</u> | <u>Don't know</u> |
|----------------------------------------------|------------------|-------------|-------------|-------------|-------------------|
| Goodyear as a place to live.....             | 1                | 2           | 3           | 4           | 5                 |
| Your neighborhood as a place to live .....   | 1                | 2           | 3           | 4           | 5                 |
| Goodyear as a place to raise children.....   | 1                | 2           | 3           | 4           | 5                 |
| Goodyear as a place to work .....            | 1                | 2           | 3           | 4           | 5                 |
| Goodyear as a place to visit .....           | 1                | 2           | 3           | 4           | 5                 |
| Goodyear as a place to retire .....          | 1                | 2           | 3           | 4           | 5                 |
| The overall quality of life in Goodyear..... | 1                | 2           | 3           | 4           | 5                 |
| Sense of community.....                      | 1                | 2           | 3           | 4           | 5                 |

## 2. Please rate each of the following characteristics as they relate to Goodyear as a whole.

|                                                                                                                                 | <u>Excellent</u> | <u>Good</u> | <u>Fair</u> | <u>Poor</u> | <u>Don't know</u> |
|---------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|-------------|-------------|-------------------|
| Overall economic health of Goodyear .....                                                                                       | 1                | 2           | 3           | 4           | 5                 |
| Overall quality of the transportation system (auto, bicycle, foot, bus)<br>in Goodyear.....                                     | 1                | 2           | 3           | 4           | 5                 |
| Overall design or layout of Goodyear's residential and commercial<br>areas (e.g., homes, buildings, streets, parks, etc.) ..... | 1                | 2           | 3           | 4           | 5                 |
| Overall quality of the utility infrastructure in Goodyear .....                                                                 | 1                | 2           | 3           | 4           | 5                 |
| (water, sewer, storm water, electric/gas, broadband) .....                                                                      | 1                | 2           | 3           | 4           | 5                 |
| Overall feeling of safety in Goodyear.....                                                                                      | 1                | 2           | 3           | 4           | 5                 |
| Overall quality of natural environment in Goodyear .....                                                                        | 1                | 2           | 3           | 4           | 5                 |
| Overall quality of parks and recreation opportunities.....                                                                      | 1                | 2           | 3           | 4           | 5                 |
| Overall health and wellness opportunities in Goodyear.....                                                                      | 1                | 2           | 3           | 4           | 5                 |
| Overall opportunities for education, culture, and the arts.....                                                                 | 1                | 2           | 3           | 4           | 5                 |
| Residents' connection and engagement with their community .....                                                                 | 1                | 2           | 3           | 4           | 5                 |

## 3. Please indicate how likely or unlikely you are to do each of the following.

|                                                        | <u>Very likely</u> | <u>Somewhat likely</u> | <u>Somewhat unlikely</u> | <u>Very unlikely</u> | <u>Don't know</u> |
|--------------------------------------------------------|--------------------|------------------------|--------------------------|----------------------|-------------------|
| Recommend living in Goodyear to someone who asks ..... | 1                  | 2                      | 3                        | 4                    | 5                 |
| Remain in Goodyear for the next five years .....       | 1                  | 2                      | 3                        | 4                    | 5                 |

## 4. Please rate how safe or unsafe you feel:

|                                                               | <u>Very safe</u> | <u>Somewhat safe</u> | <u>Neither safe nor unsafe</u> | <u>Somewhat unsafe</u> | <u>Very unsafe</u> | <u>Don't know</u> |
|---------------------------------------------------------------|------------------|----------------------|--------------------------------|------------------------|--------------------|-------------------|
| In your neighborhood during the day.....                      | 1                | 2                    | 3                              | 4                      | 5                  | 6                 |
| In Goodyear's downtown/commercial area<br>during the day..... | 1                | 2                    | 3                              | 4                      | 5                  | 6                 |
| From property crime.....                                      | 1                | 2                    | 3                              | 4                      | 5                  | 6                 |
| From violent crime.....                                       | 1                | 2                    | 3                              | 4                      | 5                  | 6                 |
| From fire, flood, or other natural disaster .....             | 1                | 2                    | 3                              | 4                      | 5                  | 6                 |

## 5. Please rate the job you feel the Goodyear community does at each of the following.

|                                                                              | <u>Excellent</u> | <u>Good</u> | <u>Fair</u> | <u>Poor</u> | <u>Don't know</u> |
|------------------------------------------------------------------------------|------------------|-------------|-------------|-------------|-------------------|
| Making all residents feel welcome .....                                      | 1                | 2           | 3           | 4           | 5                 |
| Attracting people from diverse backgrounds.....                              | 1                | 2           | 3           | 4           | 5                 |
| Valuing/respecting residents from diverse backgrounds.....                   | 1                | 2           | 3           | 4           | 5                 |
| Taking care of vulnerable residents (elderly, disabled, homeless, etc.)..... | 1                | 2           | 3           | 4           | 5                 |

## 6. Please rate each of the following in the Goodyear community.

|                                                                          | <u>Excellent</u> | <u>Good</u> | <u>Fair</u> | <u>Poor</u> | <u>Don't know</u> |
|--------------------------------------------------------------------------|------------------|-------------|-------------|-------------|-------------------|
| Overall quality of business and service establishments in Goodyear ..... | 1                | 2           | 3           | 4           | 5                 |
| Variety of business and service establishments in Goodyear.....          | 1                | 2           | 3           | 4           | 5                 |
| Vibrancy of downtown/commercial area .....                               | 1                | 2           | 3           | 4           | 5                 |
| Employment opportunities .....                                           | 1                | 2           | 3           | 4           | 5                 |
| Shopping opportunities .....                                             | 1                | 2           | 3           | 4           | 5                 |
| Cost of living in Goodyear .....                                         | 1                | 2           | 3           | 4           | 5                 |
| Overall image or reputation of Goodyear.....                             | 1                | 2           | 3           | 4           | 5                 |

**7. Please also rate each of the following in the Goodyear community.**

|                                                                                       | <u>Excellent</u> | <u>Good</u> | <u>Fair</u> | <u>Poor</u> | <u>Don't know</u> |
|---------------------------------------------------------------------------------------|------------------|-------------|-------------|-------------|-------------------|
| Traffic flow on major streets.....                                                    | 1                | 2           | 3           | 4           | 5                 |
| Ease of public parking.....                                                           | 1                | 2           | 3           | 4           | 5                 |
| Ease of travel by car in Goodyear.....                                                | 1                | 2           | 3           | 4           | 5                 |
| Ease of travel by public transportation in Goodyear.....                              | 1                | 2           | 3           | 4           | 5                 |
| Ease of travel by bicycle in Goodyear.....                                            | 1                | 2           | 3           | 4           | 5                 |
| Ease of walking in Goodyear.....                                                      | 1                | 2           | 3           | 4           | 5                 |
| Well-planned residential growth.....                                                  | 1                | 2           | 3           | 4           | 5                 |
| Well-planned commercial growth.....                                                   | 1                | 2           | 3           | 4           | 5                 |
| Well-designed neighborhoods.....                                                      | 1                | 2           | 3           | 4           | 5                 |
| Preservation of the historical or cultural character of the community.....            | 1                | 2           | 3           | 4           | 5                 |
| Public places where people want to spend time.....                                    | 1                | 2           | 3           | 4           | 5                 |
| Variety of housing options.....                                                       | 1                | 2           | 3           | 4           | 5                 |
| Availability of affordable quality housing.....                                       | 1                | 2           | 3           | 4           | 5                 |
| Overall quality of new development in Goodyear.....                                   | 1                | 2           | 3           | 4           | 5                 |
| Overall appearance of Goodyear.....                                                   | 1                | 2           | 3           | 4           | 5                 |
| Cleanliness of Goodyear.....                                                          | 1                | 2           | 3           | 4           | 5                 |
| Air quality.....                                                                      | 1                | 2           | 3           | 4           | 5                 |
| Availability of paths and walking trails.....                                         | 1                | 2           | 3           | 4           | 5                 |
| Fitness opportunities (including exercise classes and paths or trails, etc.) ...      | 1                | 2           | 3           | 4           | 5                 |
| Recreational opportunities.....                                                       | 1                | 2           | 3           | 4           | 5                 |
| Availability of affordable quality food.....                                          | 1                | 2           | 3           | 4           | 5                 |
| Availability of affordable quality health care.....                                   | 1                | 2           | 3           | 4           | 5                 |
| Availability of preventive health services.....                                       | 1                | 2           | 3           | 4           | 5                 |
| Availability of affordable quality mental health care.....                            | 1                | 2           | 3           | 4           | 5                 |
| Opportunities to attend cultural/arts/music activities.....                           | 1                | 2           | 3           | 4           | 5                 |
| Community support for the arts.....                                                   | 1                | 2           | 3           | 4           | 5                 |
| Availability of affordable quality childcare/preschool.....                           | 1                | 2           | 3           | 4           | 5                 |
| K-12 education.....                                                                   | 1                | 2           | 3           | 4           | 5                 |
| Adult educational opportunities.....                                                  | 1                | 2           | 3           | 4           | 5                 |
| Sense of civic/community pride.....                                                   | 1                | 2           | 3           | 4           | 5                 |
| Neighborliness of residents in Goodyear.....                                          | 1                | 2           | 3           | 4           | 5                 |
| Opportunities to participate in social events and activities.....                     | 1                | 2           | 3           | 4           | 5                 |
| Opportunities to attend special events and festivals.....                             | 1                | 2           | 3           | 4           | 5                 |
| Opportunities to volunteer.....                                                       | 1                | 2           | 3           | 4           | 5                 |
| Opportunities to participate in community matters.....                                | 1                | 2           | 3           | 4           | 5                 |
| Openness and acceptance of the community toward people<br>of diverse backgrounds..... | 1                | 2           | 3           | 4           | 5                 |

**8. Please indicate whether or not you have done each of the following in the last 12 months.**

|                                                                                                                                                                             | <u>No</u> | <u>Yes</u> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------|
| Contacted the City of Goodyear (in-person, phone, email, or web) for help or information.....                                                                               | 1         | 2          |
| Contacted Goodyear elected officials (in-person, phone, email, or web) to express your opinion.....                                                                         | 1         | 2          |
| Attended a local public meeting (of local elected officials like City Council or County<br>Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.) ..... | 1         | 2          |
| Watched (online or on television) a local public meeting.....                                                                                                               | 1         | 2          |
| Volunteered your time to some group/activity in Goodyear.....                                                                                                               | 1         | 2          |
| Campaigned or advocated for a local issue, cause, or candidate.....                                                                                                         | 1         | 2          |
| Voted in your most recent local election.....                                                                                                                               | 1         | 2          |
| Used bus, rail, subway, or other public transportation instead of driving.....                                                                                              | 1         | 2          |
| Carpooled with other adults or children instead of driving alone.....                                                                                                       | 1         | 2          |
| Walked or biked instead of driving.....                                                                                                                                     | 1         | 2          |

# The City of Goodyear 2025 Community Survey

## 9. Please rate the quality of each of the following services in Goodyear.

|                                                                                                                           | <u>Excellent</u> | <u>Good</u> | <u>Fair</u> | <u>Poor</u> | <u>Don't know</u> |
|---------------------------------------------------------------------------------------------------------------------------|------------------|-------------|-------------|-------------|-------------------|
| Public information services.....                                                                                          | 1                | 2           | 3           | 4           | 5                 |
| Economic development.....                                                                                                 | 1                | 2           | 3           | 4           | 5                 |
| Traffic enforcement.....                                                                                                  | 1                | 2           | 3           | 4           | 5                 |
| Traffic signal timing.....                                                                                                | 1                | 2           | 3           | 4           | 5                 |
| Street repair.....                                                                                                        | 1                | 2           | 3           | 4           | 5                 |
| Street cleaning.....                                                                                                      | 1                | 2           | 3           | 4           | 5                 |
| Street lighting.....                                                                                                      | 1                | 2           | 3           | 4           | 5                 |
| Sidewalk maintenance.....                                                                                                 | 1                | 2           | 3           | 4           | 5                 |
| Bus or transit services.....                                                                                              | 1                | 2           | 3           | 4           | 5                 |
| Land use, planning, and zoning.....                                                                                       | 1                | 2           | 3           | 4           | 5                 |
| Code enforcement (weeds, abandoned buildings, etc.) .....                                                                 | 1                | 2           | 3           | 4           | 5                 |
| Affordable high-speed internet access .....                                                                               | 1                | 2           | 3           | 4           | 5                 |
| Garbage collection.....                                                                                                   | 1                | 2           | 3           | 4           | 5                 |
| Drinking water.....                                                                                                       | 1                | 2           | 3           | 4           | 5                 |
| Sewer services.....                                                                                                       | 1                | 2           | 3           | 4           | 5                 |
| Storm water management (storm drainage, dams, levees, etc.) .....                                                         | 1                | 2           | 3           | 4           | 5                 |
| Power (electric and/or gas) utility.....                                                                                  | 1                | 2           | 3           | 4           | 5                 |
| Utility billing .....                                                                                                     | 1                | 2           | 3           | 4           | 5                 |
| Police/Sheriff services.....                                                                                              | 1                | 2           | 3           | 4           | 5                 |
| Crime prevention.....                                                                                                     | 1                | 2           | 3           | 4           | 5                 |
| Animal control.....                                                                                                       | 1                | 2           | 3           | 4           | 5                 |
| Ambulance or emergency medical services .....                                                                             | 1                | 2           | 3           | 4           | 5                 |
| Fire services.....                                                                                                        | 1                | 2           | 3           | 4           | 5                 |
| Fire prevention and education.....                                                                                        | 1                | 2           | 3           | 4           | 5                 |
| Emergency preparedness (services that prepare the community<br>for natural disasters or other emergency situations) ..... | 1                | 2           | 3           | 4           | 5                 |
| Preservation of natural areas (open space, farmlands, and greenbelts) .....                                               | 1                | 2           | 3           | 4           | 5                 |
| Goodyear open space .....                                                                                                 | 1                | 2           | 3           | 4           | 5                 |
| Recycling.....                                                                                                            | 1                | 2           | 3           | 4           | 5                 |
| Yard waste pick-up.....                                                                                                   | 1                | 2           | 3           | 4           | 5                 |
| City parks.....                                                                                                           | 1                | 2           | 3           | 4           | 5                 |
| Recreation programs or classes .....                                                                                      | 1                | 2           | 3           | 4           | 5                 |
| Recreation centers or facilities .....                                                                                    | 1                | 2           | 3           | 4           | 5                 |
| Health services.....                                                                                                      | 1                | 2           | 3           | 4           | 5                 |
| Public library services .....                                                                                             | 1                | 2           | 3           | 4           | 5                 |
| Overall customer service by Goodyear employees<br>(police, receptionists, planners, etc.) .....                           | 1                | 2           | 3           | 4           | 5                 |

## 10. Please rate the following categories of Goodyear government performance.

|                                                                         | <u>Excellent</u> | <u>Good</u> | <u>Fair</u> | <u>Poor</u> | <u>Don't know</u> |
|-------------------------------------------------------------------------|------------------|-------------|-------------|-------------|-------------------|
| The value of services for the taxes paid to Goodyear.....               | 1                | 2           | 3           | 4           | 5                 |
| The overall direction that Goodyear is taking.....                      | 1                | 2           | 3           | 4           | 5                 |
| The job Goodyear government does at welcoming resident involvement..... | 1                | 2           | 3           | 4           | 5                 |
| Overall confidence in Goodyear government .....                         | 1                | 2           | 3           | 4           | 5                 |
| Generally acting in the best interest of the community .....            | 1                | 2           | 3           | 4           | 5                 |
| Being honest.....                                                       | 1                | 2           | 3           | 4           | 5                 |
| Being open and transparent to the public.....                           | 1                | 2           | 3           | 4           | 5                 |
| Informing residents about issues facing the community .....             | 1                | 2           | 3           | 4           | 5                 |
| Treating all residents fairly .....                                     | 1                | 2           | 3           | 4           | 5                 |
| Treating residents with respect .....                                   | 1                | 2           | 3           | 4           | 5                 |

## 11. Overall, how would you rate the quality of the services provided by each of the following?

|                             | <u>Excellent</u> | <u>Good</u> | <u>Fair</u> | <u>Poor</u> | <u>Don't know</u> |
|-----------------------------|------------------|-------------|-------------|-------------|-------------------|
| The City of Goodyear.....   | 1                | 2           | 3           | 4           | 5                 |
| The Federal Government..... | 1                | 2           | 3           | 4           | 5                 |

**12. Please rate how important, if at all, you think it is for the Goodyear community to focus on each of the following in the coming two years.**

|                                                                                                                              | <u>Essential</u> | <u>Very important</u> | <u>Somewhat important</u> | <u>Not at all important</u> |
|------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------|---------------------------|-----------------------------|
| Overall economic health of Goodyear .....                                                                                    | 1                | 2                     | 3                         | 4                           |
| Overall quality of the transportation system (auto, bicycle, foot, bus) in Goodyear .....                                    | 1                | 2                     | 3                         | 4                           |
| Overall design or layout of Goodyear's residential and commercial areas (e.g., homes, buildings, streets, parks, etc.) ..... | 1                | 2                     | 3                         | 4                           |
| Overall quality of the utility infrastructure in Goodyear (water, sewer, storm water, electric/gas, broadband) .....         | 1                | 2                     | 3                         | 4                           |
| Overall feeling of safety in Goodyear .....                                                                                  | 1                | 2                     | 3                         | 4                           |
| Overall quality of natural environment in Goodyear .....                                                                     | 1                | 2                     | 3                         | 4                           |
| Overall quality of parks and recreation opportunities.....                                                                   | 1                | 2                     | 3                         | 4                           |
| Overall health and wellness opportunities in Goodyear .....                                                                  | 1                | 2                     | 3                         | 4                           |
| Overall opportunities for education, culture, and the arts.....                                                              | 1                | 2                     | 3                         | 4                           |
| Residents' connection and engagement with their community.....                                                               | 1                | 2                     | 3                         | 4                           |

**13. How much of a source, if at all, are each of the following for you for getting information about the City government and its activities, events, and services?**

|                                                                                                           | <u>Major source</u> | <u>Minor source</u> | <u>Not a source</u> |
|-----------------------------------------------------------------------------------------------------------|---------------------|---------------------|---------------------|
| City website (www.goodyearaz.gov) .....                                                                   | 1                   | 2                   | 3                   |
| Local media outlets (newspaper, radio, local television).....                                             | 1                   | 2                   | 3                   |
| InFocus monthly magazine.....                                                                             | 1                   | 2                   | 3                   |
| City Council meetings and other public meetings .....                                                     | 1                   | 2                   | 3                   |
| City email communications (Good Neighbor Alert, Parks & Recreation newsletter).....                       | 1                   | 2                   | 3                   |
| City communications via social media (Facebook, X (formerly Twitter), Instagram, YouTube, Nextdoor) ..... | 1                   | 2                   | 3                   |
| Word of mouth .....                                                                                       | 1                   | 2                   | 3                   |
| Direct mailings (postcards and flyers) .....                                                              | 1                   | 2                   | 3                   |
| Utility bill inserts.....                                                                                 | 1                   | 2                   | 3                   |
| Interactions with City staff (in person, phone, email, or web) .....                                      | 1                   | 2                   | 3                   |

**14. How important, if at all, do you think it is for the community to invest additional resources in the following areas?**

|                                                         | <u>Extremely important</u> | <u>Very important</u> | <u>Somewhat important</u> | <u>Not at all important</u> |
|---------------------------------------------------------|----------------------------|-----------------------|---------------------------|-----------------------------|
| Additional bus routes .....                             | 1                          | 2                     | 3                         | 4                           |
| Extended bus service hours or increased frequency ..... | 1                          | 2                     | 3                         | 4                           |
| Expanded service area for microtransit (WeRIDE) .....   | 1                          | 2                     | 3                         | 4                           |
| Extended hours for microtransit (WeRIDE) .....          | 1                          | 2                     | 3                         | 4                           |

**15. How satisfied are you with the following aspects of bike and pedestrian infrastructure in your community?**

|                                 | <u>Very satisfied</u> | <u>Somewhat satisfied</u> | <u>Somewhat dissatisfied</u> | <u>Very dissatisfied</u> |
|---------------------------------|-----------------------|---------------------------|------------------------------|--------------------------|
| Access to bike lanes .....      | 1                     | 2                         | 3                            | 4                        |
| Access to sidewalks.....        | 1                     | 2                         | 3                            | 4                        |
| Access to multi-use trails..... | 1                     | 2                         | 3                            | 4                        |

**16. How important, if at all, do you think it is for the community to invest additional resources in the following areas?**

|                                                                    | <u>Extremely important</u> | <u>Very important</u> | <u>Somewhat important</u> | <u>Not at all important</u> |
|--------------------------------------------------------------------|----------------------------|-----------------------|---------------------------|-----------------------------|
| Additional bike lanes .....                                        | 1                          | 2                     | 3                         | 4                           |
| Additional sidewalks and pedestrian facilities .....               | 1                          | 2                     | 3                         | 4                           |
| Additional multi-use paths .....                                   | 1                          | 2                     | 3                         | 4                           |
| Improvements to existing bike lanes .....                          | 1                          | 2                     | 3                         | 4                           |
| Improvements to existing sidewalks and pedestrian facilities ..... | 1                          | 2                     | 3                         | 4                           |
| Improvements to existing multi-use paths.....                      | 1                          | 2                     | 3                         | 4                           |

# The City of Goodyear 2025 Community Survey

Our last questions are about you and your household.

Again, all of your responses to this survey are confidential and no identifying information will be shared.

| <b>D1. In general, how many times do you:</b>                                           | <u>Several<br/>times a day</u> | <u>Once<br/>a day</u> | <u>A few times<br/>a week</u> | <u>Every<br/>few weeks</u> | <u>Less often<br/>or never</u> | <u>Don't<br/>know</u> |
|-----------------------------------------------------------------------------------------|--------------------------------|-----------------------|-------------------------------|----------------------------|--------------------------------|-----------------------|
| Access the internet from your home using<br>a computer, laptop, or tablet computer..... | 1                              | 2                     | 3                             | 4                          | 5                              | 6                     |
| Access the internet from your cell phone .....                                          | 1                              | 2                     | 3                             | 4                          | 5                              | 6                     |
| Visit social media sites such as Facebook,<br>X (formerly Twitter), Nextdoor, etc. .... | 1                              | 2                     | 3                             | 4                          | 5                              | 6                     |
| Use or check email.....                                                                 | 1                              | 2                     | 3                             | 4                          | 5                              | 6                     |
| Share your opinions online.....                                                         | 1                              | 2                     | 3                             | 4                          | 5                              | 6                     |
| Shop online .....                                                                       | 1                              | 2                     | 3                             | 4                          | 5                              | 6                     |

## D2. Please rate your overall health.

☐ Excellent      ☐ Very good      ☐ Good      ☐ Fair      ☐ Poor

## D3. What impact, if any, do you think the economy will have on your family income in the next 6 months?

**Do you think the impact will be:**

☐ Very positive      ☐ Somewhat positive      ☐ Neutral      ☐ Somewhat negative      ☐ Very negative

## D4. How many years have you lived in Goodyear?

- ☐ Less than 2 years  
☐ 2-5 years  
☐ 6-10 years  
☐ 11-20 years  
☐ More than 20 years

## D5. Which best describes the building you live in?

- ☐ Single-family detached home  
☐ Townhouse or duplex (may share walls but no units above or below you)  
☐ Condominium or apartment (have units above or below you)  
☐ Mobile home  
☐ Other

## D6. Do you rent or own your home?

- ☐ Rent  
☐ Own

## D7. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance, and homeowners' association (HOA) fees)?

- ☐ Less than \$300      ☐ \$2,500 to \$3,999  
☐ \$300 to \$599      ☐ \$4,000 to \$6,999  
☐ \$600 to \$999      ☐ \$7,000 to \$9,999  
☐ \$1,000 to \$1,499      ☐ \$10,000 or more  
☐ \$1,500 to \$2,499

## D8. Do any children 17 or under live in your household?

- ☐ No      ☐ Yes

## D9. Are you or any other members of your household aged 65 or older?

- ☐ No      ☐ Yes

## D10. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)

- ☐ Less than \$25,000      ☐ \$100,000 to \$149,999  
☐ \$25,000 to \$49,999      ☐ \$150,000 to \$199,999  
☐ \$50,000 to \$74,999      ☐ \$200,000 to \$299,999  
☐ \$75,000 to \$99,999      ☐ \$300,000 or more

## D11. Are you of Hispanic, Latino/a/x, or Spanish origin?

- ☐ No      ☐ Yes

## D12. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)

- ☐ American Indian or Alaskan Native  
☐ Asian  
☐ Black or African American  
☐ Native Hawaiian or Other Pacific Islander  
☐ White  
☐ A race not listed

## D13. In which category is your age?

- ☐ 18-24 years      ☐ 55-64 years  
☐ 25-34 years      ☐ 65-74 years  
☐ 35-44 years      ☐ 75 years or older  
☐ 45-54 years

## D14. What is your gender?

- ☐ Woman  
☐ Man  
☐ Identify in another way → go to D14a

## D14a. If you identify in another way, how would you describe your gender?

- ☐ Agender/I don't identify with any gender  
☐ Genderqueer/gender fluid  
☐ Non-binary  
☐ Transgender man  
☐ Transgender woman  
☐ Two-spirit  
☐ Identify in another way

**Thank you!**

Please return the completed survey in the postage-paid envelope to:  
**National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502**

# THE NCS™

THE NATIONAL COMMUNITY SURVEY™

## Goodyear, AZ

The National Community Survey™

2025 Results



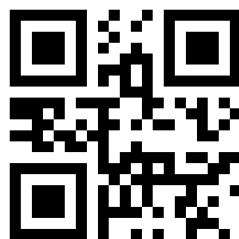


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# Uses of Resident Surveys



**Measure  
government  
performance**



**Monitor trends  
in resident  
opinion**



**Benchmark  
against other  
communities**



**Inform budget,  
land use,  
strategic  
planning  
decisions**

# The NCS™ Facets of Community Livability



**THE NCS™**

THE NATIONAL COMMUNITY SURVEY™

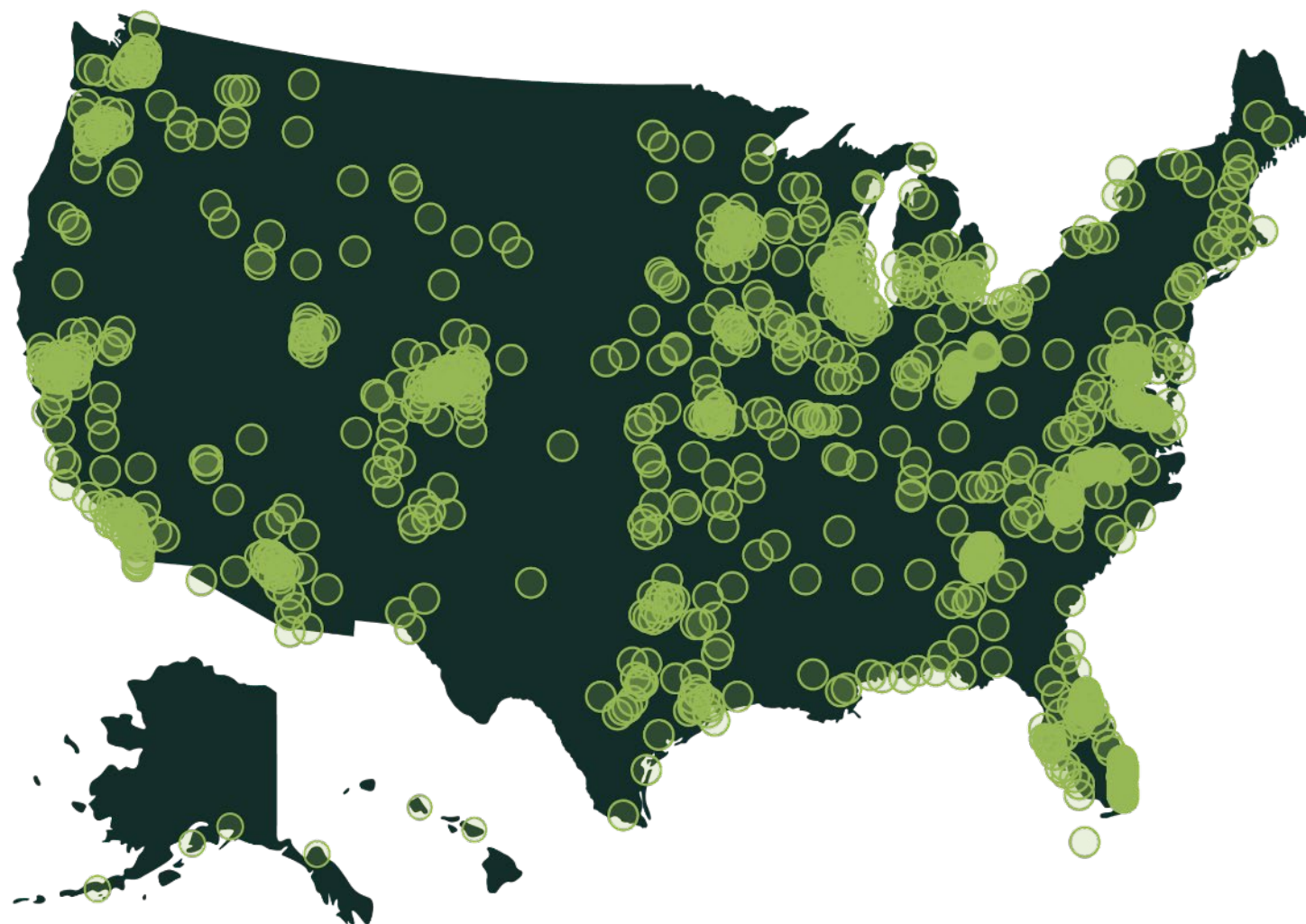
# The National Community Survey™ in Goodyear



## The NCS™ for Goodyear, AZ

- 6<sup>th</sup> time conducting The NCS (previous surveys in 2023, 2021, 2018, 2015, and 2014)
- Survey conducted from March 14, 2025 – April 25, 2025
- Mailing approach employed:
  - Probability-based sample of 4,000 randomly selected households
  - 415 total responses received
  - 11% overall response rate
  - Non-probability, open-participation survey: 328 responses
- Results statistically weighted to reflect Goodyear overall
- 95% confidence interval with a +/- 4.8% margin of error

# Polco's Benchmarking Database



More than  
**500**  
comparison  
communities  
across the  
nation.

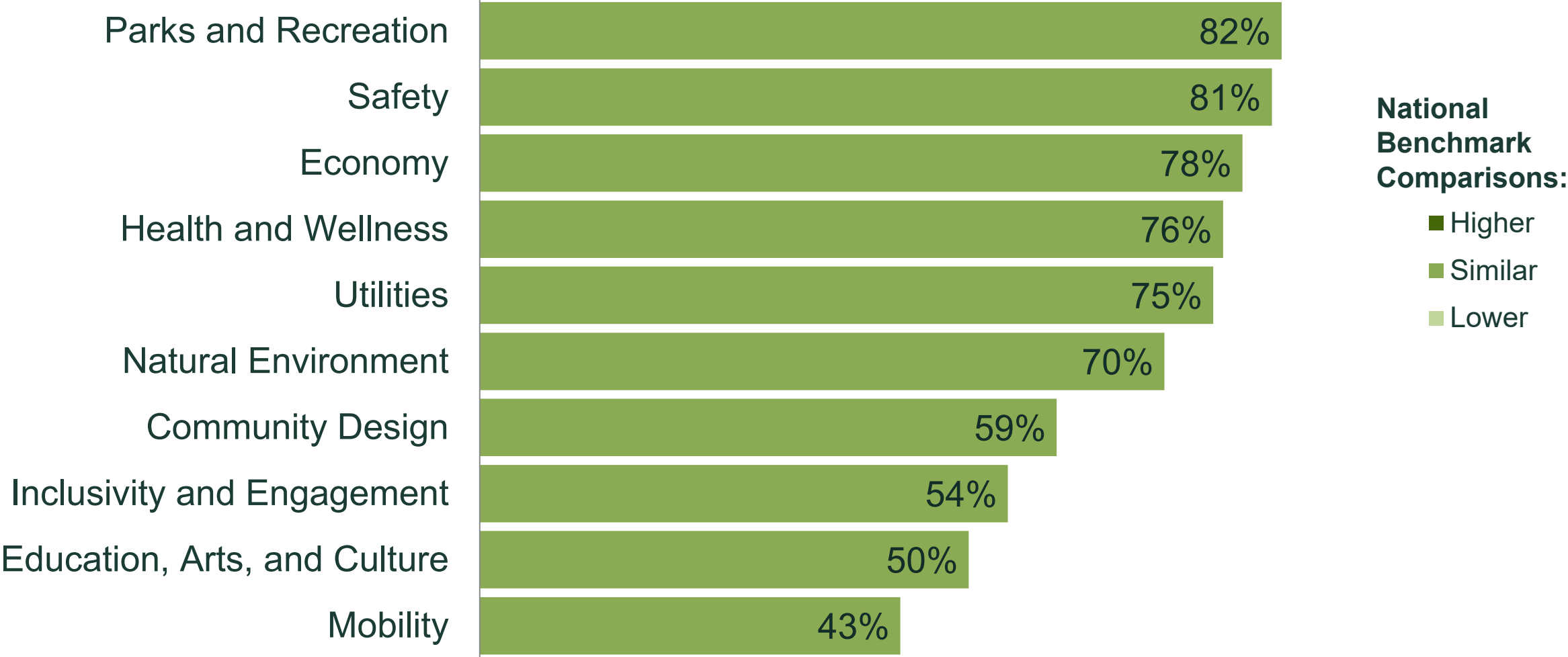
Representing  
the opinions  
of more than  
**50 million**  
residents.



# Overview of Survey Results



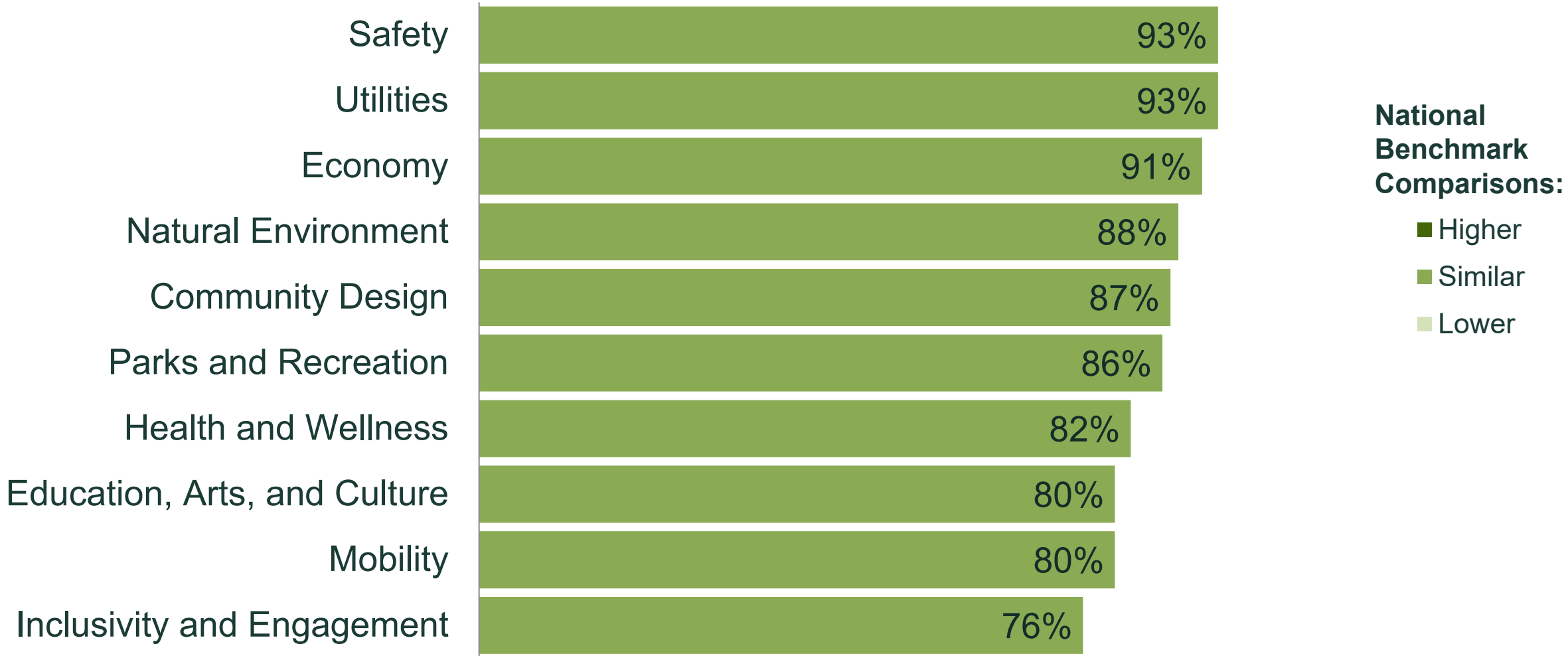
# Facets of Community Livability: Quality



Percent excellent or good



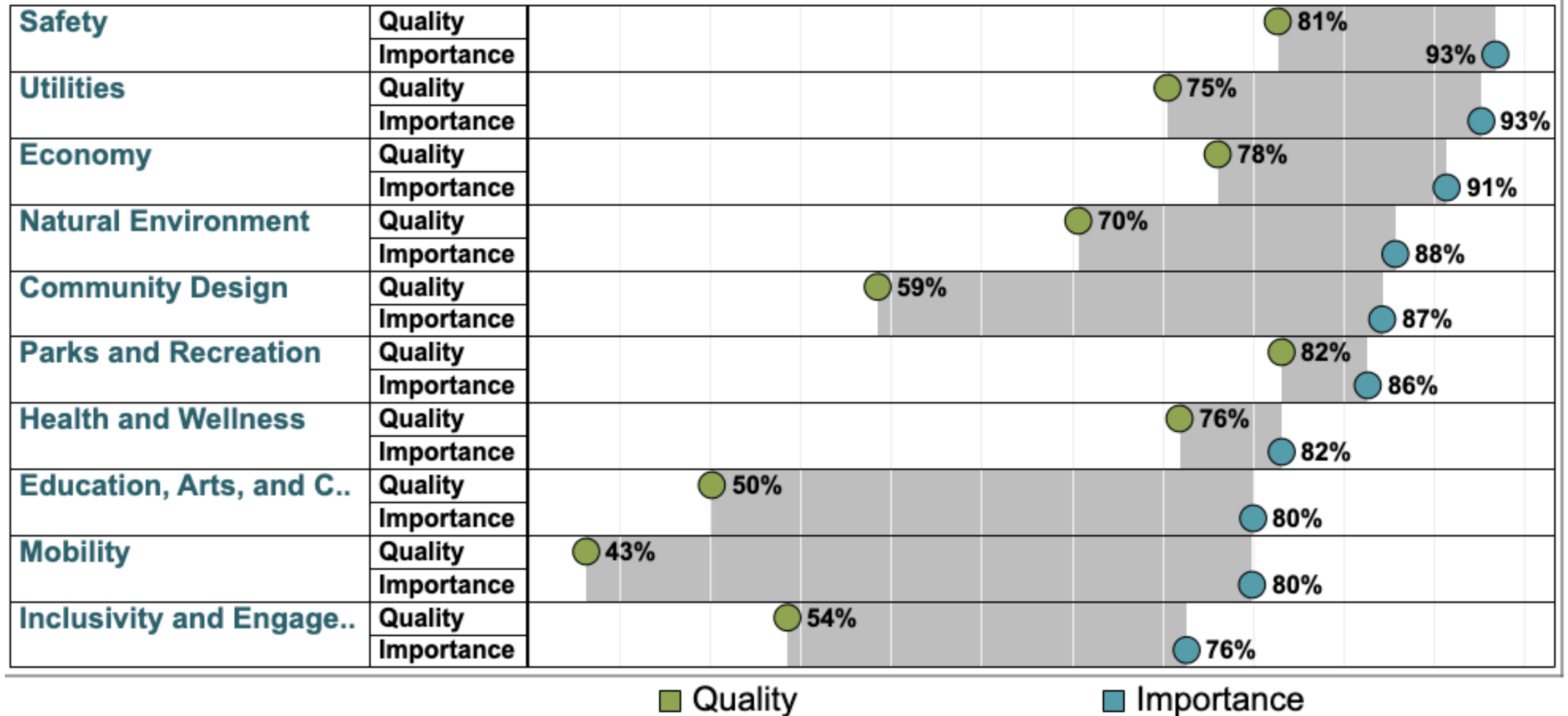
# Facets of Community Livability: Importance



Percent essential or very important



# Balancing Quality and Importance





# Comparisons to National Benchmarks

18 received **higher** ratings

101 received **similar** ratings

2 received **lower** ratings





## Comparisons to Previous Survey (2023)



**11** received **higher** ratings

**104** received **similar** ratings

**6** received **lower** ratings





# Key Findings





Most residents  
experience a  
high quality of  
life in  
Goodyear.

1



# Overall Community Quality



About

**9 in 10**

residents gave **excellent** or **good** ratings to:

- Goodyear as a place to live
- Goodyear as a place to raise children
- The overall quality of life in Goodyear

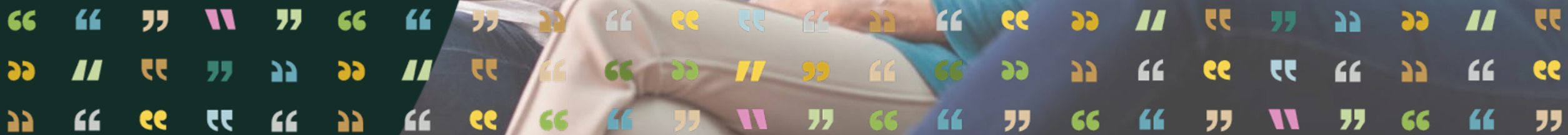
**9 in 10 residents**

- Plan to remain in Goodyear for the next five years
- Would recommend living in Goodyear to someone who asked



Residents  
appreciate  
many aspects  
of the City's  
leadership and  
governance.

2



# Governance in Goodyear



Please rate the following categories of Goodyear government performance.

National  
Benchmark  
Comparison

- Higher
- Similar
- Lower

Treating residents with respect



Treating all residents fairly



Generally acting in the  
best interest of the community



Overall confidence in  
Goodyear government



Being honest



Being open and transparent  
to the public



Informing residents about issues  
facing the community



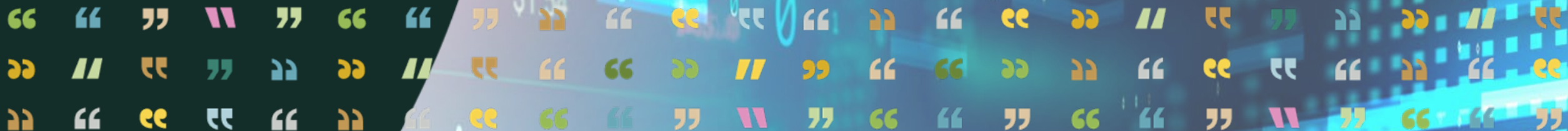
Trends over Time: Increasing/Decreasing Significantly

Percent excellent or good



Most residents  
feel  
Goodyear's  
economy is a  
strength.

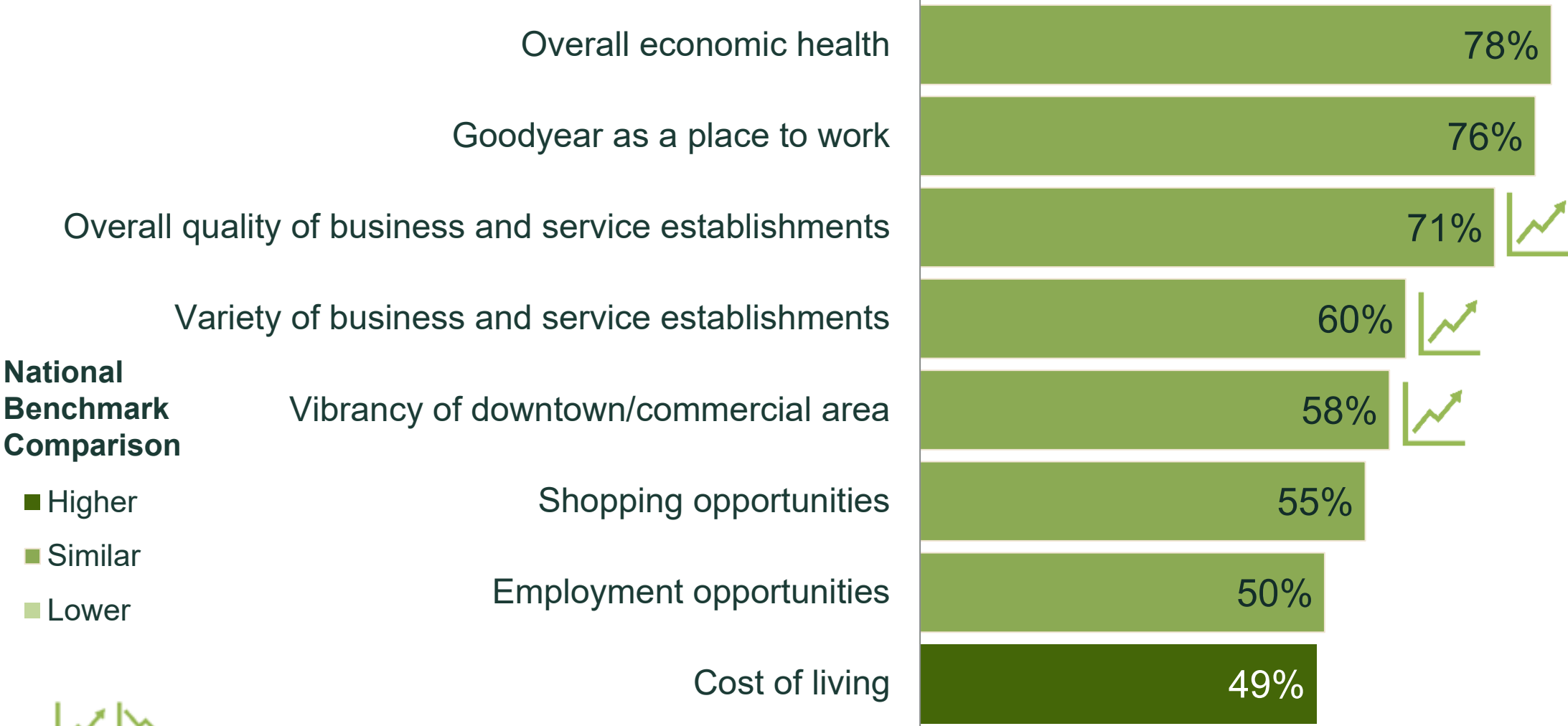
3



# Economy in Goodyear



Please rate each of the following aspects in Goodyear:



Percent excellent or good



Community design and housing availability may be an area of opportunity for the City.

4



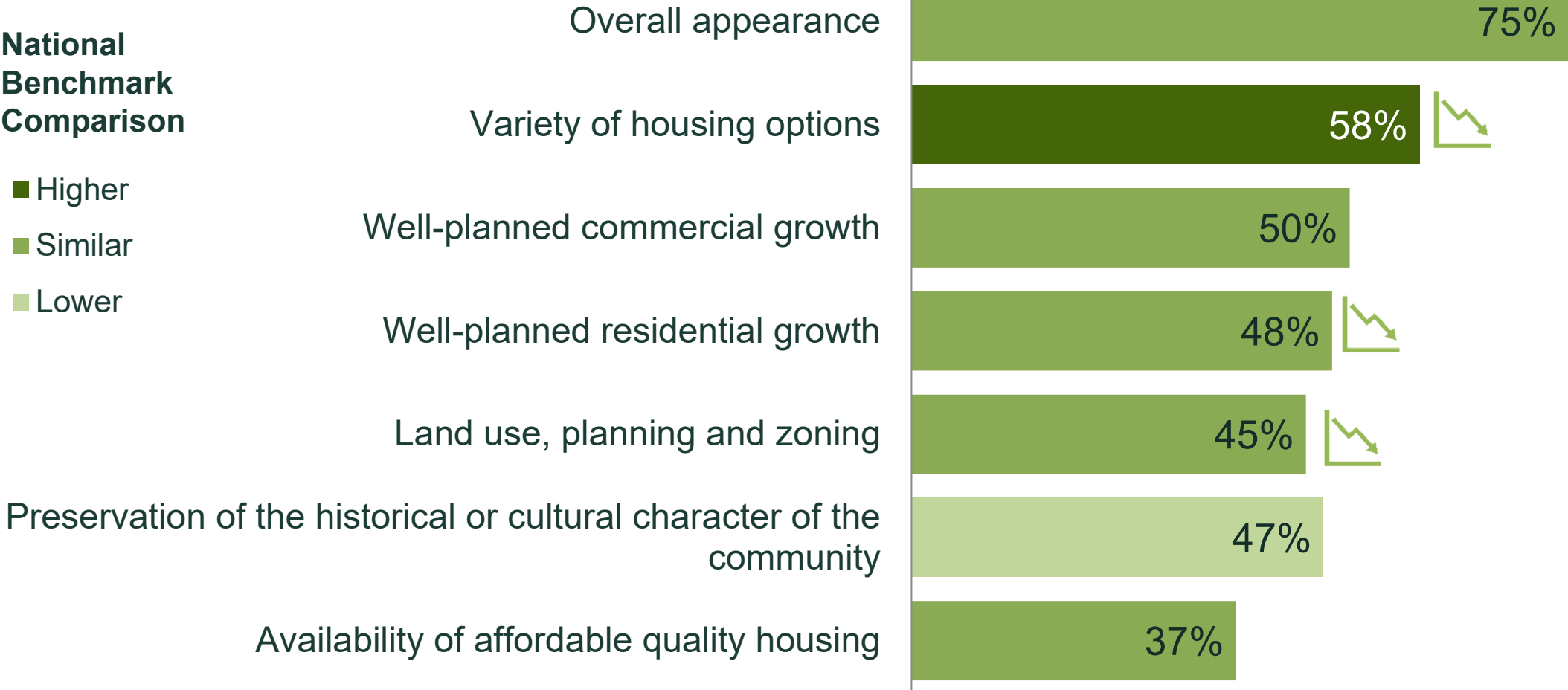
# Community Design in Goodyear



Please rate each of the following in the Goodyear community:

National  
Benchmark  
Comparison

- Higher
- Similar
- Lower



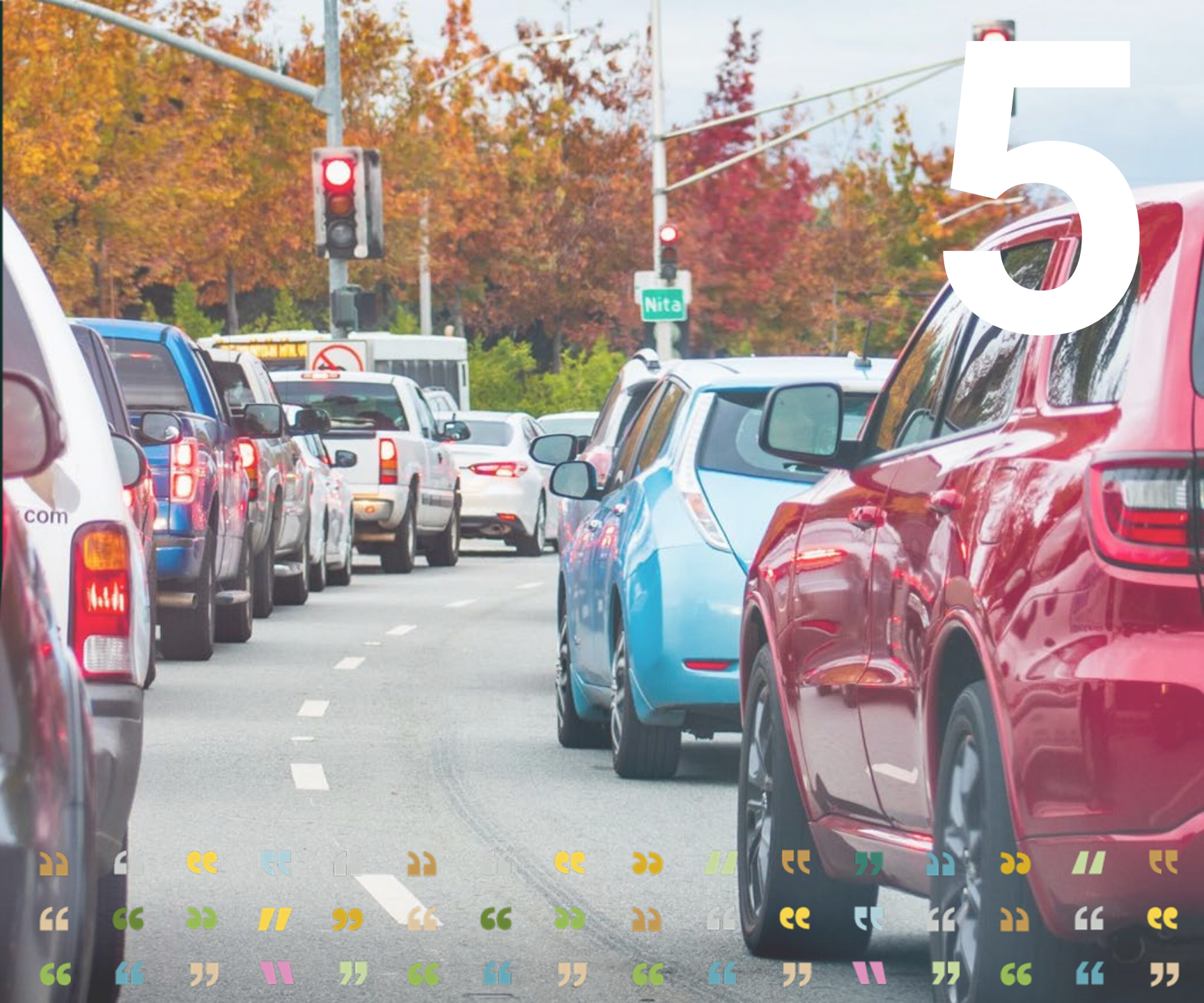
Trends over Time: Increasing/Decreasing Significantly

Percent excellent or good



Residents  
consider mobility  
a priority and  
praise the road  
repair and  
sidewalk  
maintenance  
services.

5



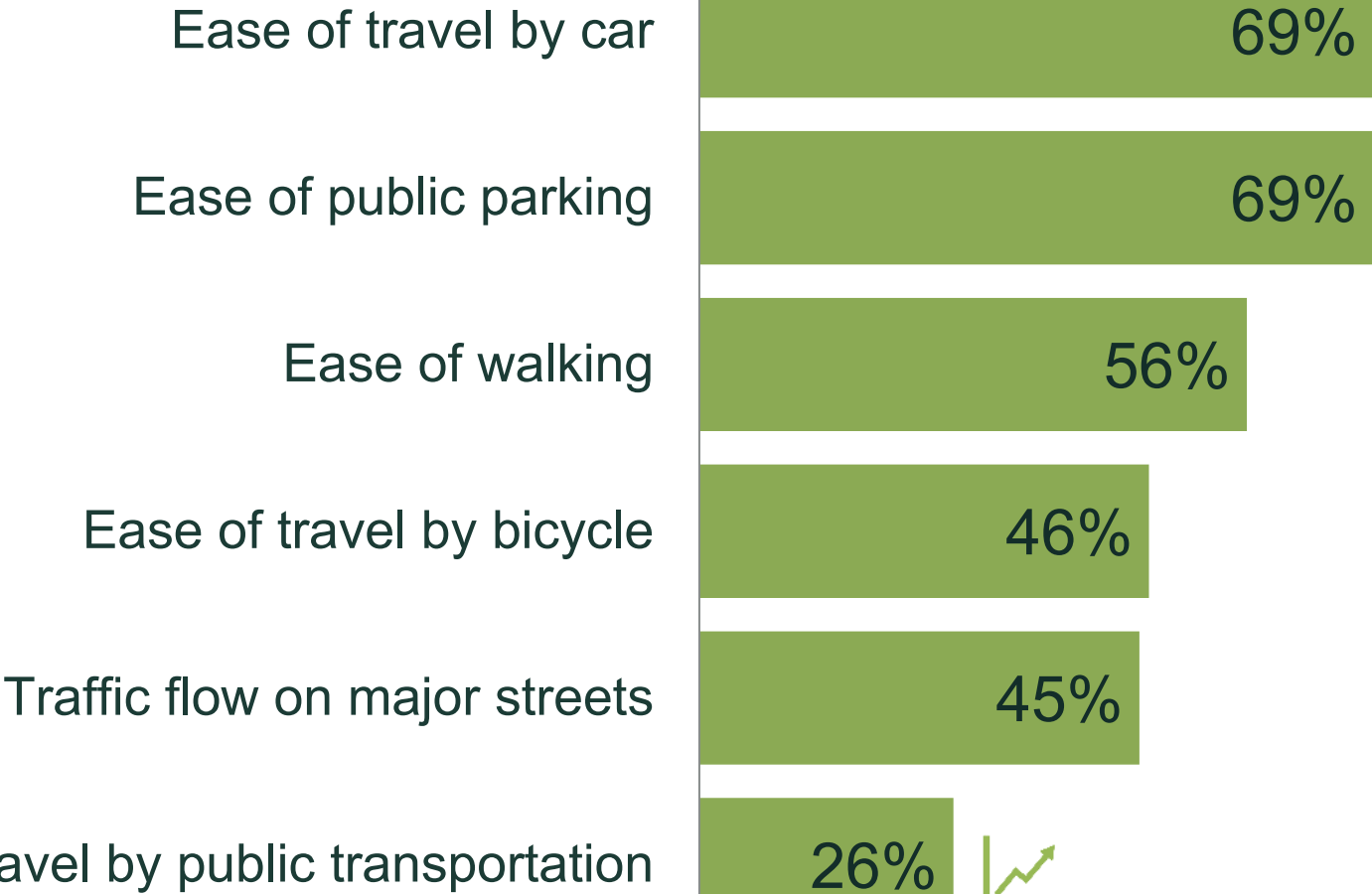
# Mobility in Goodyear



Please rate each of the following in the Goodyear community:

National  
Benchmark  
Comparison

- Higher
- Similar
- Lower



Trends over Time: Increasing/Decreasing Significantly

Percent excellent or good

# Mobility Services in Goodyear



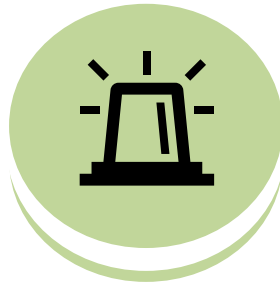
**79%**

Street  
cleaning



**68%**

Street  
Repair



**60%**

Traffic  
enforcement



**47%**

Traffic  
signal  
timing



**41%**

Bus or  
transit  
services



Higher/Lower than National Benchmark



Trends over Time: Increasing/Decreasing Significantly

*Percent excellent or good*



# Additional Special Topics

13. How much of a source, if at all, are each of the following for you for getting information about the City government and its activities, events, and services?

|                                                                                                           | Major<br><u>source</u> | Minor<br><u>source</u> | Not a<br><u>source</u> |
|-----------------------------------------------------------------------------------------------------------|------------------------|------------------------|------------------------|
| City website (www.goodyearaz.gov) .....                                                                   | 1                      | 2                      | 3                      |
| Local media outlets (newspaper, radio, local television) .....                                            | 1                      | 2                      | 3                      |
| InFocus monthly magazine .....                                                                            | 1                      | 2                      | 3                      |
| City Council meetings and other public meetings .....                                                     | 1                      | 2                      | 3                      |
| City email communications (Good Neighbor Alert, Parks & Recreation newsletter) .....                      | 1                      | 2                      | 3                      |
| City communications via social media (Facebook, X (formerly Twitter), Instagram, YouTube, Nextdoor) ..... | 1                      | 2                      | 3                      |
| Word of mouth .....                                                                                       | 1                      | 2                      | 3                      |
| Direct mailings (postcards and flyers) .....                                                              | 1                      | 2                      | 3                      |
| Utility bill inserts .....                                                                                | 1                      | 2                      | 3                      |
| Interactions with City staff (in person, phone, email, or web) .....                                      | 1                      | 2                      | 3                      |

14. How important, if at all, do you think it is for the community to invest additional resources in the following areas?

|                                                         | Extremely<br><u>important</u> | Very<br><u>important</u> | Somewhat<br><u>important</u> | Not at all<br><u>important</u> |
|---------------------------------------------------------|-------------------------------|--------------------------|------------------------------|--------------------------------|
| Additional bus routes .....                             | 1                             | 2                        | 3                            | 4                              |
| Extended bus service hours or increased frequency ..... | 1                             | 2                        | 3                            | 4                              |
| Expanded service area for microtransit (WeRIDE) .....   | 1                             | 2                        | 3                            | 4                              |
| Extended hours for microtransit (WeRIDE) .....          | 1                             | 2                        | 3                            | 4                              |

15. How satisfied are you with the following aspects of bike and pedestrian infrastructure in your community?

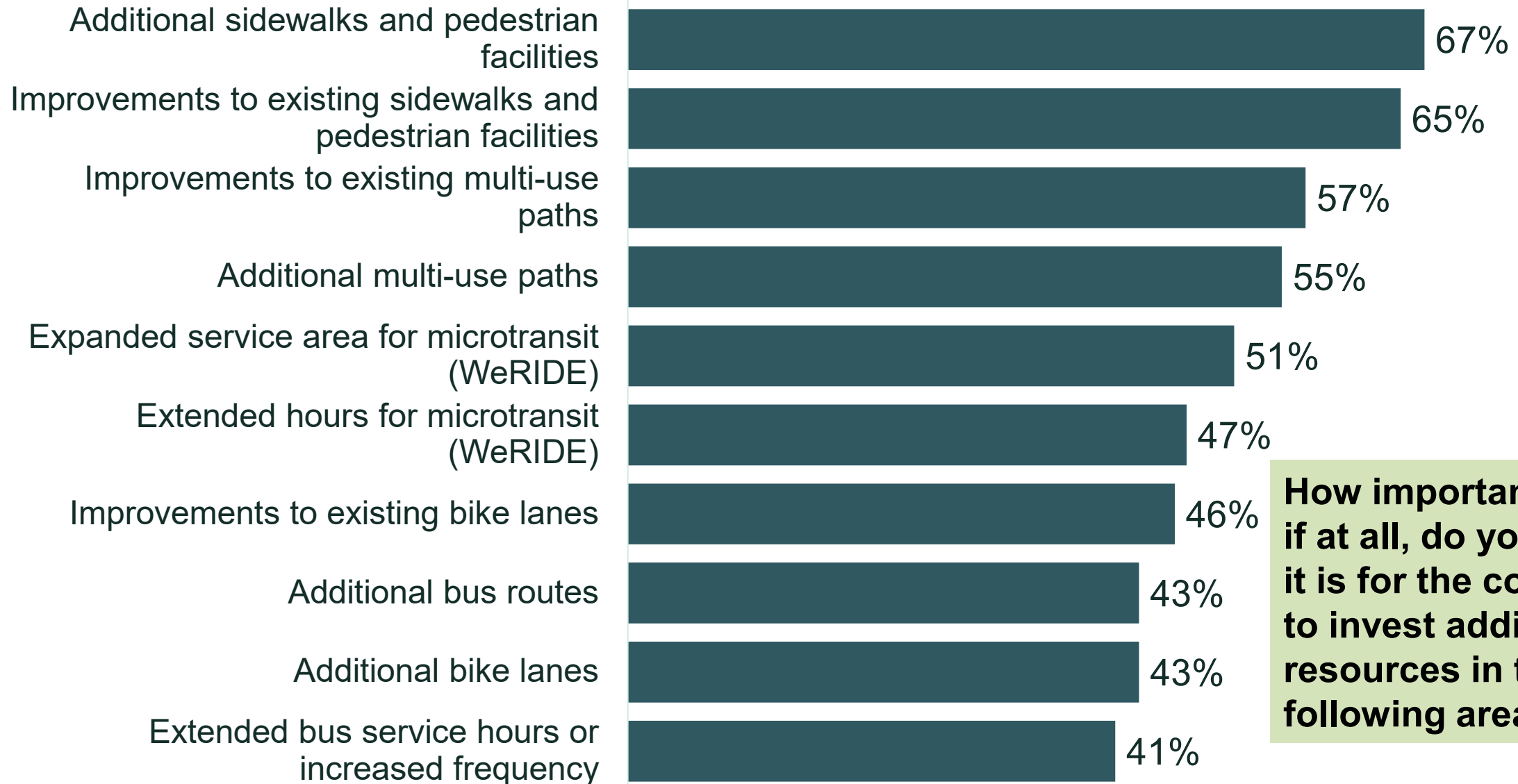
|                                  | Very<br><u>satisfied</u> | Somewhat<br><u>satisfied</u> | Somewhat<br><u>dissatisfied</u> | Very<br><u>dissatisfied</u> |
|----------------------------------|--------------------------|------------------------------|---------------------------------|-----------------------------|
| Access to bike lanes .....       | 1                        | 2                            | 3                               | 4                           |
| Access to sidewalks .....        | 1                        | 2                            | 3                               | 4                           |
| Access to multi-use trails ..... | 1                        | 2                            | 3                               | 4                           |

16. How important, if at all, do you think it is for the community to invest additional resources in the following areas?

|                                                                    | Extremely<br><u>important</u> | Very<br><u>important</u> | Somewhat<br><u>important</u> | Not at all<br><u>important</u> |
|--------------------------------------------------------------------|-------------------------------|--------------------------|------------------------------|--------------------------------|
| Additional bike lanes .....                                        | 1                             | 2                        | 3                            | 4                              |
| Additional sidewalks and pedestrian facilities .....               | 1                             | 2                        | 3                            | 4                              |
| Additional multi-use paths .....                                   | 1                             | 2                        | 3                            | 4                              |
| Improvements to existing bike lanes .....                          | 1                             | 2                        | 3                            | 4                              |
| Improvements to existing sidewalks and pedestrian facilities ..... | 1                             | 2                        | 3                            | 4                              |
| Improvements to existing multi-use paths .....                     | 1                             | 2                        | 3                            | 4                              |



# Additional Resource Allocations for Bike, Ped and Bus



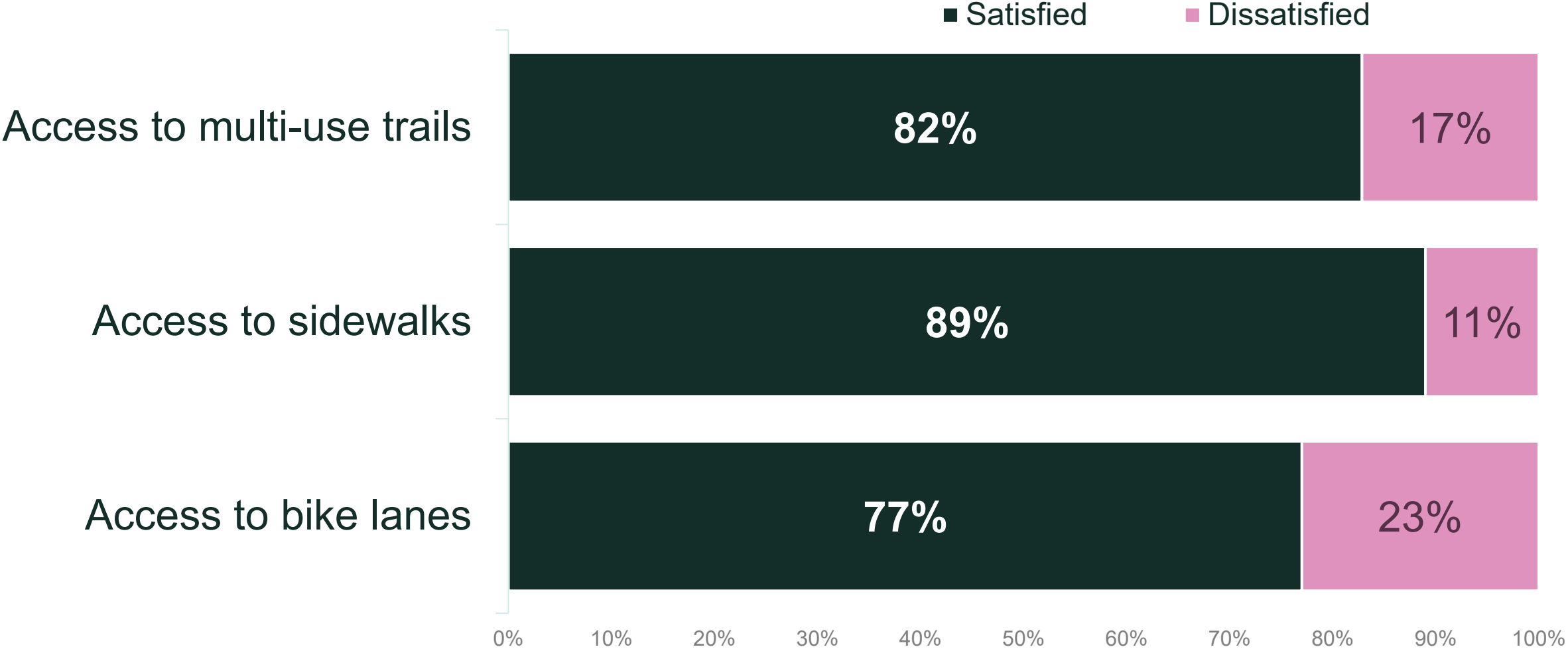
*Percent Extremely or Very Important*

**How important, if at all, do you think it is for the community to invest additional resources in the following areas?**

# Bike and Pedestrian Infrastructure



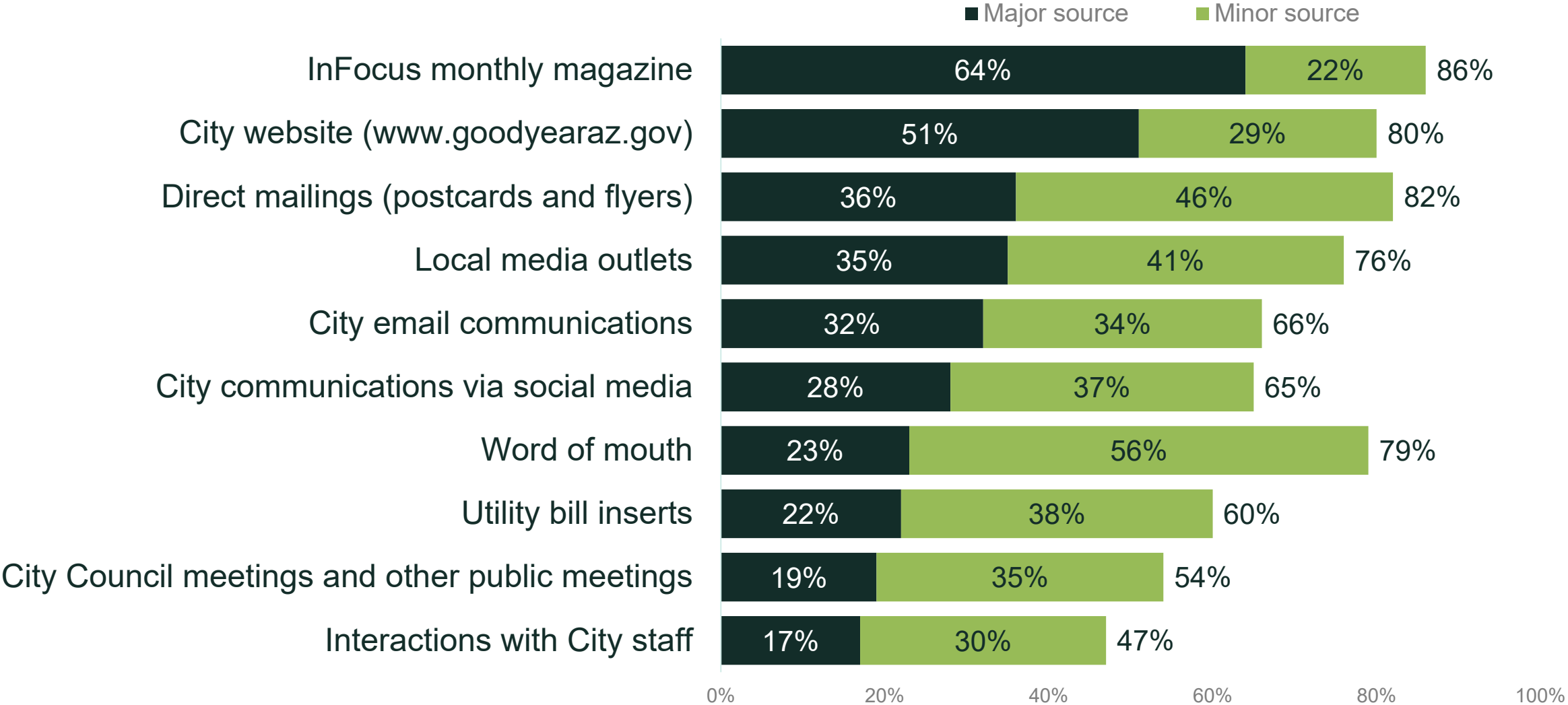
How satisfied are you with the following aspects of bike and pedestrian infrastructure in your community?



# Sources of Information



How much of a source, if at all, are each of the following for you for getting information about the City government and its activities, events, and services?





## Summary of Conclusions

1. Most residents experience a high quality of life in Goodyear.
2. Residents appreciate many aspects of the City's leadership and governance.
3. Most residents feel Goodyear's economy is a strength.
4. Community design and housing availability may be an area of opportunity for the City.
5. Residents consider mobility a priority and praise the road repair and sidewalk maintenance services.



# Questions?

# Thank you!

Erin Caldwell  
Survey Research Principal  
Polco/National Research Center  
[erin@polco.us](mailto:erin@polco.us)

ITEM #: 2.  
DATE: 06/16/2025  
AI #:2309



## **CITY COUNCIL ACTION REPORT**

**SUBJECT: FY2025 STRATEGIC PLAN EVALUATE SPORTS AND TOURISM STRATEGY**

**STAFF PRESENTER(S):** Wendy Bridges, Economic Development Director

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### **OTHER PRESENTER(S):**

Justin Fair, Deputy City Manager; Guylene Ozlanski, Deputy Parks & Recreation Director; Joseph Stewart, Senior Business Development Manager

### **Summary**

Council will receive an update on the strategic plan item to evaluate a sports and tourism strategy. (Wendy Bridges, Economic Development Director; Justin Fair, Deputy City Manager; Guylene Ozlanski, Deputy Parks & Recreation Director; Joseph Stewart, Senior Business Development Manager)

### **FISCAL IMPACT**

There is no fiscal impact.

### **BACKGROUND AND PREVIOUS ACTIONS**

The city of Goodyear currently does not have a formal tourism division or dedicated tourism program. However, the city is home to several notable assets that support tourism-related activity, including the Goodyear Ballpark, Estrella Mountains, and the developing GSQ area. Recognizing the potential of these and other amenities, the city seeks to develop a comprehensive sports and tourism strategy. This strategy will aim to leverage existing assets, identify key opportunities, and enhance efforts to engage the community while attracting visitors to Goodyear.

### **STAFF ANALYSIS**

The research and analysis conducted for this strategic plan action item focus on identifying opportunities within five key areas: sports; outdoor and nature-based recreation; arts and culture; shopping, dining, hospitality, and entertainment; and conferences, professional events, and meetings. By evaluating Goodyear's existing assets, including its scenic outdoor spaces, diverse shopping and dining options, and emerging arts and culture offerings, this effort seeks to develop a tourism strategy that highlights the city's unique identity and strengthens its position as a thriving regional destination. A Sample Sports & Tourism Strategy is included as Attachment A.

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## **Attachments**

Attachment A - Sample Sports & Tourism Strategy  
Staff Presentation

# SAMPLE City of Goodyear Sports & Tourism Strategy

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## Executive Summary

As one of the fastest-growing cities in the nation, Goodyear stands at a pivotal moment to elevate its tourism potential. With a solid foundation in professional sports, strong community assets, and unmatched natural surroundings, this strategic plan outlines a path to grow Goodyear into a year-round destination through a coordinated and proactive tourism strategy.

## Vision Statement

To establish Goodyear as a premier destination for sports, outdoor adventure, arts and culture, dining, and business travel—enhancing quality of life for residents while generating sustained economic impact.

## Strategic Goals

- Enhance Goodyear's visibility as a tourist destination.
- Leverage existing assets to create a year-round visitor economy.
- Establish a centralized structure to lead tourism strategy and execution.
- Drive economic development through tourism-related activities and investment.

## Current Tourism Landscape

- Goodyear already engages in tourism through:
  - Spring Training at Goodyear Ballpark (350,000+ annual visitors)
  - A dedicated tourism website: VisitGoodyear.com
  - Marketing campaigns supported by Arizona Office of Tourism (Prop 302 funds)
  - Signature events and cultural festivals
  - Highly recognized facilities like the BMX track
- Challenges Identified:
  - Fragmented and reactive tourism efforts
  - Lack of cohesive, year-round destination marketing
  - Gaps in infrastructure: hotels, event venues, and amenities for longer stays

## **Key Pillars of Tourism Growth**

### **Sports Tourism**

- Expand tournament-hosting capabilities (youth, amateur, adult)
- Explore development of multi-use sports facilities (e.g., I-10 basins)
- Leverage Goodyear Ballpark beyond Spring Training
- Strengthen partnerships with sports organizations and leagues

### **Outdoor & Nature-Based Recreation**

- Promote Estrella Mountain Regional Park and Bullard Wash Trail expansion
- Position Lower Gila River as an eco-tourism hub
- Host outdoor races, wellness events, and adventure challenges

### **Arts & Culture**

- Elevate Goodyear's identity through public art and cultural programming
- Encourage public-private partnerships for future cultural venues
- Support regional collaborations, artist residencies, and cultural exchanges

### **Dining, Shopping & Entertainment**

- Encourage development of experiential retail and dining destinations
- Activate nightlife: live music, patios, and evening events
- Bundle offerings into curated tourism experiences

### **Conferences & Business Events**

- Address the gap in hotel and conference space in the Southwest Valley
- Pursue development of a full-service hotel with meeting facilities
- Position Goodyear as a regional hub for weekday professional travel

## **Strategic Recommendations**

### **Short-Term (Immediate Implementation-Existing Resources)**

- Create an Office of Tourism as a division of the Economic Development Department to centralize leadership and coordination.
- Use existing Prop 302 funds to initiate targeted marketing and outreach.
- Begin stakeholder and private partner engagement
- Focus on small group meetings (50–100 attendees) as hotel inventory grows.

### **Medium-Term**

- Develop and launch a Citywide Destination Marketing Strategy (DMO model).
- Foster partnerships with sports organizations, tourism boards, cultural institutions, and local businesses.
- Explore options for public-private partnerships to invest in key infrastructure.

### **Long-Term**

- Support future opportunity for amenity expansion
  - Event venue (conference hotel, performing arts center)
  - Multi-use sports facilities

## **Conclusion**

Goodyear has a unique opportunity to transform tourism from a seasonal asset into a year-round economic engine. Through deliberate planning, investment, and leadership, we can unlock Goodyear's full potential as a vibrant destination city.

# Evaluate a Sports and Tourism Strategy



## Safe & Vibrant Community Action Item: Sports and Tourism

Evaluate a sports and tourism strategy

# What is Tourism and Why in Goodyear?

## What:

- Tourism is travel outside of one's usual environment.

## Why:

- Economic Growth & Revenue Generation
- Brand Recognition
- Investment & Job Creation
- Community Engagement & Quality of Life

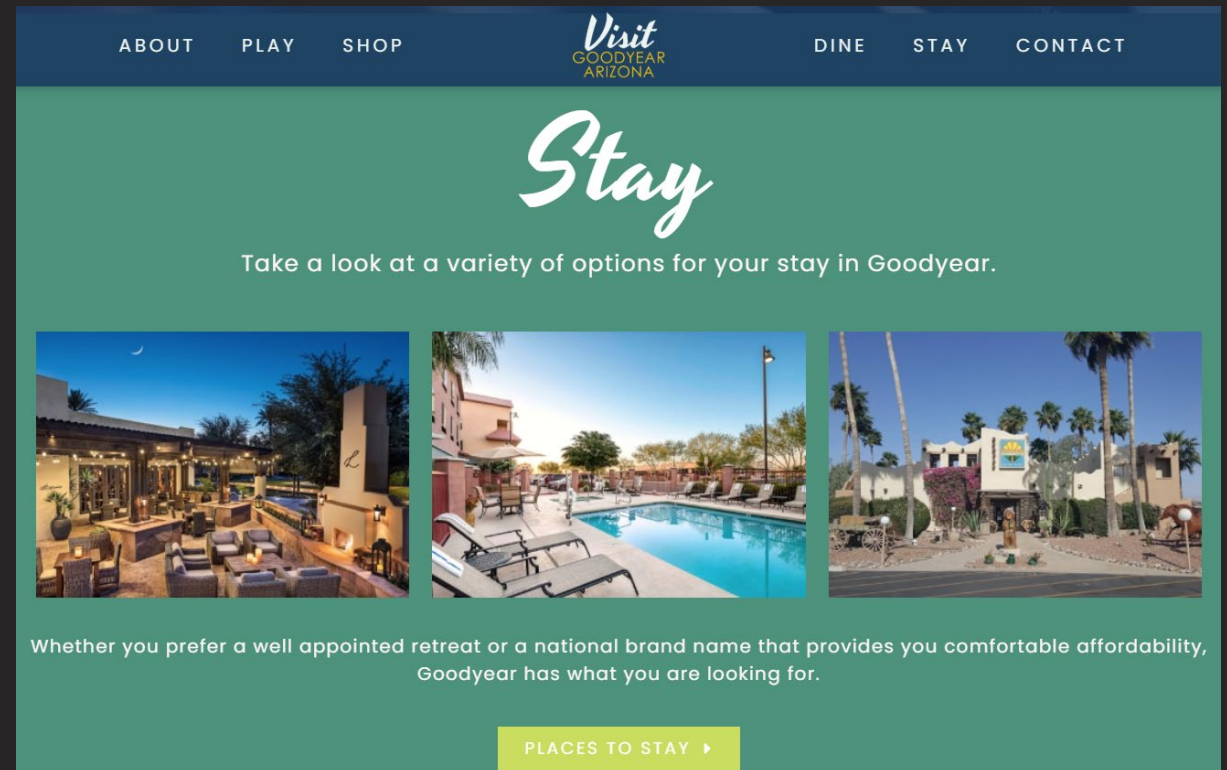




# Goodyear's Current Tourism Efforts

## Marketing

- AOT Prop 302
- Print Ads
- Broadcast
- Digital Media
- VisitGoodyear.com





# Goodyear's Current Tourism Efforts

- Goodyear Ballpark
- BMX Track
- Regional Events
  - SkaterCon
  - Civic Square Events
  - Arizona Balloon Classic



# Strategy Evaluation Process

Assess Current Strengths & Assets



Understand Challenges & Risks



Research Tourism Models



Determine Tourism Best Practices



Identify Opportunities to Grow



# Identify Opportunities to Grow

How can Goodyear  
enhance tourism  
attraction and benefit  
our community?



**Sports**



**Outdoor & Nature-Based Recreation**



**Arts & Culture**



**Shopping, Dining, Hospitality & Entertainment**



**Conferences, Professional Events & Meetings**

# Identify Opportunities to Grow: Sports

- Additional Multi-Use Sports Facilities
- Expanding Tournament Hosting



# Identify Opportunities to Grow: RFI of Basins Sports Complex





# Identify Opportunities to Grow: Outdoor & Nature-Based Recreation

- Expanding Outdoor Events
- Lower Gila River Collaborative (LGRC)
- Leveraging Open Spaces



# Identify Opportunities to Grow: Arts & Culture

- Performing Arts Center
- Dedicating Spaces
- Attracting Signature Events
- Seeking Partnerships



# Identify Opportunities to Grow: Shopping, Dining, Hospitality & Entertainment

- Attracting destination retail
- Amplifying event-driven experiences
- Strengthening signature nightlife & dining
- Activating Goodyear Ballpark Village





# Identify Opportunities to Grow: Conferences, Professional Events & Meetings

- Supporting hotel & meeting space development
- Attracting business events





# Implementation Strategies

## Short-term:

- Create an Office of Tourism
- Use existing Prop 302 funds
- Begin stakeholder and partner engagement
- Focus on small group meetings market



# Implementation Strategies

## Medium-term:

- Develop citywide strategy
- Foster partnerships
- Explore options for public-private investment

## Long-term:

- Support future opportunity for amenity expansion
  - Event venue (conference hotel, performing arts center)
  - Multi-use sports facilities



# Conclusion

Discussion & Feedback

ITEM #: 3.  
DATE: 06/16/2025  
AI #:2633



## **CITY COUNCIL ACTION REPORT**

### **SUBJECT: INTERNAL AUDIT PROGRAM UPDATE AND REPORT ON A PAYROLL AND TIMEKEEPING ASSESSMENT**

**STAFF PRESENTER(S):** Jared Askelson, Finance Director

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#### **Summary**

Council will receive an update on the Internal Audit Program and review of the Payroll and Timekeeping Assessment. (Jared Askelson, Finance Director)

#### **FISCAL IMPACT**

There is no fiscal impact at this time.

#### **BACKGROUND AND PREVIOUS ACTIONS**

The FY2025-2028 Strategic Plan included an action item within the Fiscal Resource & Management component to evaluate the need and scope for an internal audit function. At the October 2024 Council retreat, City Council was presented with an evaluation that included recommendations to establish an internal audit program by adding the position of City Auditor and modifying the duties of the current Audit Subcommittee to include internal audit program functions. During the Council retreat, staff received feedback and on February 24, 2025, the council adopted the revised policy and guidelines for the Audit Committee and established an internal audit program. The new code provides guidance on the administrative reporting structure, auditing standards, annual reports and the scope of duties for the City Auditor, as well as the purpose and duties of the Audit Committee.

Since the Council action to begin the program, the Audit Committee has met on three occasions. On April 9, the Committee established their bylaws (Attachment A), elected officers, and reviewed the interim audit plan (Attachment B). The May 12 meeting saw discussion on the first audit report, the Payroll & Timekeeping Assessment (Attachment C) included for review with this work session item. This was followed by a meeting on June 11, where the audit report for the Capital Improvement Risk Management Follow-Up was presented and reviewed. This second report will be presented as a part of the work session item discussing the Progress Update on Capital Improvement Plan (CIP) Program Enhancements.

The Payroll & Timekeeping Assessment was kicked off by a third-party consultant in November 2024, involving stakeholders throughout the organization. The assessment included twelve recommendation themes that were reviewed, and in total, there are 70 specific recommendations. Management responses to the recommendations and the planned

execution timelines (Attachment D) were presented with the assessment at the May 12 Audit Committee meeting.

## **STAFF ANALYSIS**

An internal audit program assists management in maintaining an effective framework of internal controls to minimize risk for the organization. The Government Finance Officers Association provides information on best practices for establishing an internal audit program. The best practices include that the program should be formally established by appropriate legal means, which include the scope of work for the program, the administrative reporting structure of the program, the submission of annual reports, and the auditing standards that will be followed. This work session is intended to enhance the transparency of the internal audit program by providing an update to the City Council on the progress of the program to date and presenting the first audit report reviewed by the Audit Committee.

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## **Attachments**

Attachment A - Audit Committee Bylaws

Attachment B - Interim Audit Plan

Attachment C - Payroll & Timekeeping Assessment

Attachment D - Management Responses

Staff Presentation

**CITY OF GOODYEAR  
AUDIT COMMITTEE  
BY-LAWS**

**Article I – Name**

The Audit Committee, herein after referred to as the “Committee”, is an advisory committee of the Goodyear City Council established by Ordinance No. 2025-1628.

**Article II – Term of the Committee**

The Committee is an advisory committee and shall be in existence until terminated by the City Council.

**Article III – Powers and Duties**

The purpose of the Committee is to advise City Council and City staff on matters relating to fulfilling its oversight responsibilities regarding the integrity of the city’s annual comprehensive financial statements, compliance with legal and regulatory requirements, effectiveness of the systems of internal controls, management of citywide risk environment, and the performance of internal and external auditors. Consistent with this function, the Audit Committee will endeavor to encourage continuous improvement of, and adherence to, city policies and procedures, and practices at all levels.

- A. Review the City Auditor’s audit plan annually and provide suggestions for the plan;
- B. Ensure that the City Auditor transmits audit reports to the Audit Committee and City Council. Audit reports will also be made available to the public;
- C. Monitor follow-up on reported findings to assure corrective action is taken by city management;
- D. Report to the City Council on areas of interest or concerns at such times as deemed appropriate;
- E. Assure that the audit functions are independent and performed to acceptable professional standards;
- F. At least annually meet with city’s external auditor to discuss the city’s annual comprehensive financial report and other applicable risk management and city financial concerns.

## Article IV – Membership

Section 1: Number of Members.

The Audit Committee shall consist of three members of City Council and shall be voting members.

Section 2: Terms of Office. The terms of the Committee members shall be served in two-year terms and may be reappointed.

Section 3: Selection. All members of the Committee shall be appointed by the Mayor.

Section 4: Composition. The Committee shall consist of three Council members.

Section 5: Officers. The Committee shall include the following officers:

- A. Chair. The Committee shall select from amongst themselves a Chair at the first meeting of the members of the Committee. The Chair shall be a Goodyear Council member. The term of the Chair shall be two years. In the event the Chair resigns, becomes incapacitated, is removed from the Committee, no longer meets the qualifications for membership on the Committee and/or is unable to perform the duties of the office, the Members shall select another member of the Committee as Chair. The duties of the Chair shall include:
  - a. establishing a regular meeting schedule; and
  - b. determining the agenda for meetings after consultation with City staff designated by the Council to assist the Committee with its work; and
  - c. presiding over Committee meetings, including deciding upon all points of order and/or procedure; and
  - d. reviewing with department staff the agenda items for future Committee meetings; and
  - e. considering other such matters and concerns of the Committee as set forth in these By-Laws or as otherwise directed by the City Council.
- B. Vice-Chair. The Committee shall appoint a Vice-Chair at the time of the first meeting of the members of the Committee. The Vice-Chair shall be a Goodyear Council member. The term of the Vice Chair shall be two years. In the event the Vice-Chair resigns, becomes incapacitated, is removed from the Committee, no longer meets the qualifications for membership on the Committee and/or is unable to perform the duties of the office, the Members shall select

another member of the Committee as Vice-Chair. In addition to such other duties, if any, as may evolve upon the Vice-Chair by virtue of the office, or as assigned by the Chair, the Vice-Chair shall preside over meeting of the Committee and shall perform the duties of the Chair in the absence of the Chair.

- C. Secretary. The City Manager or his/her designee shall appoint a staff member to serve as Secretary and staff to the Committee. The duties of the Secretary shall include:
- a. preparing agendas for each meeting of the Committee that includes the various matters of business to be considered; and
  - b. ensuring that copies of agendas are duly posted in accordance with Arizona's open meeting laws, as they may be amended from time to time; and
  - c. taking all minutes of all meetings of the Committee, which minutes shall be in summary form; and
  - d. except for documents maintained by the City Clerk, maintaining all records and documentation of the Committee; and
  - e. advising on matters of parliamentary procedures when such issues arise during meetings of the Committee.
- D. Legal Representation. The City Attorney, or designee, shall provide legal representation and advice to the Committee as necessary.

Section 6: Staff. City Manager, or designee, may designate additional City staff and/or outside consultants to assist the Committee in its work.

Section 7: Vacancies. A vacancy on the Committee shall be deemed to have occurred upon the following events: member's incapacitation or resignation; removal of a member by City Council; and/or member's circumstances change so he/she no longer meets the qualifications for membership (for example, a member who met the residency requirements at the time of appointment, moves outside the City; a non-resident member who was appointed because he or she owned property within the City, but sells the property etc.). In the event of a vacancy, the Mayor shall, if available, appoint an alternate Committee member as a member of the Committee provided that the composition of the Committee with the appointed alternate meets the requirements set forth in Article IV, Section 4. If no alternate members are available to fill the vacancy, and the Mayor concludes that the vacancy needs to be filled, the vacancy shall be filled by the Mayor.

Section 8: Attendance Policy. Two successive unexcused or unexplained absences or four total absences (excused or otherwise) by a member of the Committee

from any regular or special meeting shall be grounds for removal of a member by the City Council without the necessity of a hearing or notice. The Chair shall notify City Council in writing of such a situation and action, if pursued, shall be taken at a City Council meeting. Such action shall be final.

Section 9: Quorum. A majority of the voting members of the Committee shall constitute a quorum. In the absence of a quorum, the Committee is prohibited from discussing or taking any action on any items from the agenda and the meeting shall be rescheduled. A majority vote is required for the adoption or passage of any action or recommendation.

Section 10: Meetings.

- A. The Committee shall meet as necessary to provide information to the City Council.
- B. Meetings of the Committee shall be open to the public and the minutes of the meetings and other official actions shall be filed in the office of the City Clerk as a public record. For any matter under consideration, any person may submit written comments and, if attending in person, may speak to the issue upon being recognized by the Chair and stating his or her name and address and the names of any persons on whose behalf he or she is appearing. The Chair may institute time limits for speakers in the interest of meeting management.
- C. Meetings shall, to the extent not in conflict with these By-Laws, be conducted according to the latest edition of Roberts Rules of Order, except that the Chair shall be permitted to make a motion or second and vote on any motion.

Section 11: Order of Business:

- A. The Chair shall call the meeting to order and minutes shall record the members present or absent. The Chair may call each matter of business in the order of the approved agenda.
- B. The Chair shall conduct all meetings generally in accordance with Robert's Rules of Order and may invoke such rules when making formal recommendations.
- C. All meetings of the Committee may be recorded by an electronic device. Any person desiring to have a meeting recorded by an electronic device or by a stenographic reporter, at his or her own expense, may do so, provided that he or she consults the Secretary to arrange facilities for such recording prior to the commencement

of the meeting, and such recording will not otherwise disrupt the proceedings.

Section 12: Voting and Recommendations.

- A. Any formal recommendations to be forwarded to the City Council for review or approval shall require a majority vote of a quorum of the Committee. Each member attending shall be entitled to one vote.
- B. Voting shall be done by voice vote. If the results of a voice vote are not readily discernable by the Secretary, a roll call vote shall be taken. Any member of the Committee may call for a roll call vote in lieu of a voice vote.
- C. A member shall disqualify himself or herself and abstain from voting whenever he or she has, or may have, a conflict of interest in a case under consideration, as described and provided by the Arizona Revised Statutes (ARS §38-501, et, seq.) and the Goodyear City Code.
- D. Proxy voting shall not be permitted. Telephonic or other virtual participation may be permitted at the discretion of the Chair provided there is technology available to allow the public participation by telephone or other virtual means (i.e. a speaker phone is available).

**Article V – Sub-Committees**

The Committee shall be not be authorized to establish sub-committees.

**Article VI – Official Records**

The official records of the Committee shall include these By-Laws; agendas of the Committee; and minutes of meetings of the Committee. The official records of the Committee shall be deposited with the City Clerk and shall be available for public inspection during regular office hours.

**Article VII – Amendments**

These By-Laws may be amended by a majority vote of the City Council. The Committee may request an amendment to the By-Laws by a two-thirds majority vote of the members present at any meeting of the Committee at which a quorum is present provided such amendment(s) is proposed at a preceding meeting, or is submitted in writing at a prior regular meeting of the Committee and is recorded in the minutes of such meeting. Such amendment(s) shall be subject to ratification by a majority vote of the City Council, and if so approved, shall become effective at the next regular meeting of the Committee after ratification.

## ARTICLE VIII -- Miscellaneous

- Section 1: Open Meetings. The Committee shall comply with the requirements of Arizona's Open Meeting Laws, A.R.S. §§ 38-431 *et. seq.* Except for Executive Sessions authorized A.R.S. § 38-431.03, all meetings of the Committee shall be open to the public.
- Section 2: Public Records. The Committee shall comply with the requirements of Arizona's Public Records Laws, A.R.S. §§ 39-101 *et. seq.*
- Section 3: Conflict of Interest. Any member of the Committee who has a substantial interest, as defined in A.R.S. § 38-502 in the outcome of any matter brought before them shall publically disclose that interest before the matter is discussed and shall refrain from voting or in any way participating in that matter. The meeting minutes shall reflect the member's disclosure of the substantial interest and the nature of the substantial interest.
- Section 4: City Ethic's Policy. All members of the Committee shall read, sign, and adhere to the City Ethics Policy.
- Section 5: Resignation and Removal. Members of the Committee may resign at any time by delivering written notice of such resignation to the Chair. Committee members, including alternates, may be removed with or without cause by a majority vote of the City Council.
- Section 6: Agenda Items. Staff may, at the direction of Council, place items on a Committee agenda for discussion and determination.

Fiscal Year 2025 Interim Audit Plan  
City of Goodyear  
April 9, 2025

| Process Name                                 | Deliverables  |                      | Committee Discussion |
|----------------------------------------------|---------------|----------------------|----------------------|
|                                              | Audit Report  | Management Responses |                      |
| Payroll and Timekeeping Assessment           | April 9, 2025 | May 5, 2025          | May 12, 2025         |
| Capital Improvement Program Follow Up Review | May 12, 2025  | May 12, 2025         | June 12, 2025        |

# CITY OF GOODYEAR

Recommendations Read-Out

March 2025

protiviti®  
*Global Business Consulting*



# Agenda

Capability Maturity Model 3

What We Did: A Tactical Roadmap for Payroll Optimization 4

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Recommendation Themes Summary by Focus, Priority, and Effort 6

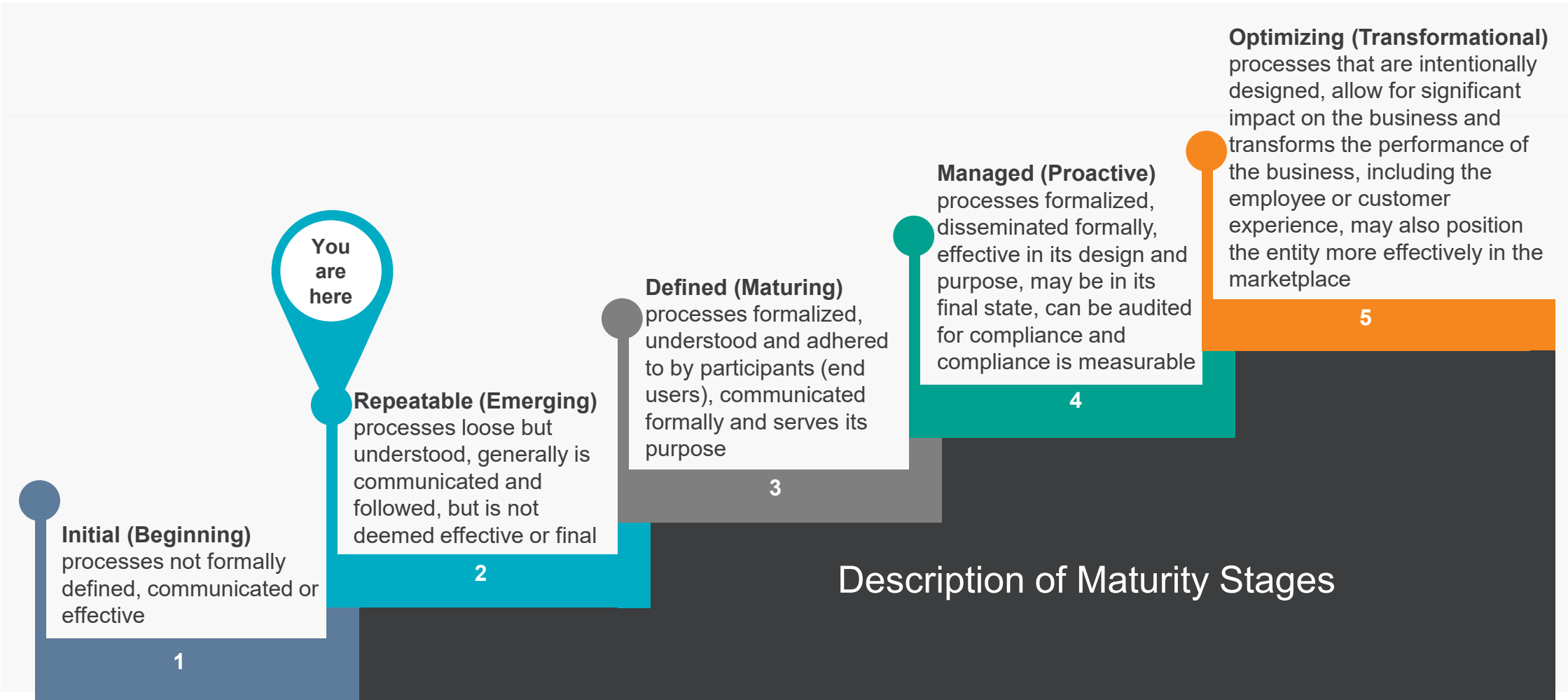
Recommendation Themes Heat Map 7

Detailed Description of Recommendation Themes 8



# Capability Maturity Model (CMM)

The Capability Maturity Model was used to classify each process step of the payroll operation. We did this using the below descriptions to inform prioritized efforts to improve and inform risk and value of each change.



# What We Did: A Tactical Roadmap For Payroll Optimization

Below is an overview of the steps we took to assess the City of Goodyear’s payroll system.

## Comprehensive Review

“ Our first step was a comprehensive analysis of the City of Goodyear’s payroll and timekeeping processing ecosystem. Through interviews with COG’s payroll, accounting, HR, and IT teams, as well as an evaluation of current workflows, we identified key areas where process improvements could provide immediate and long-term benefits. This analysis allowed us to map out specific challenges, such as process inefficiencies, the need for system updates, and manual intervention requirements. ”

## Assessment & Recommendations

“ After identifying gaps and risks, we developed a set of tactical, step-by-step recommendations. Additionally, each step includes assessments of priority and effort, to help prioritize actions based on impact and implementation timelines. ”

## Leading Practices

“ To support COG, we benchmarked each recommendation against industry standards. Each recommendation highlights COG’s position relative to best practices and includes actionable steps to ensure seamless integration. Priority and effort assessments vary per step, providing COG with clear expectations for the time and resources needed for implementation. This structured approach empowers COG’s payroll team to achieve compliance, efficiency, and operational excellence in an organized and prioritized manner. ”

# Executive Summary: RECOMMENDATION Themes

Below is an overview of the total number of recommendation themes, including a breakdown of tactical recommendations, priority levels, and top recommendation themes.



12

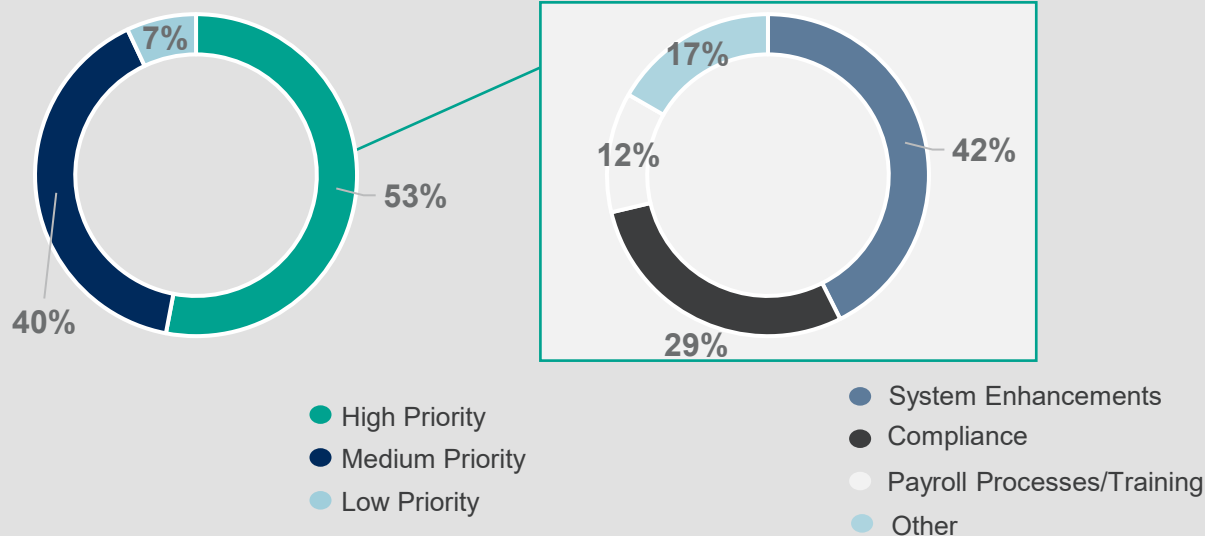
Recommendation themes were developed through brainstorming sessions with various stakeholders, reviewing vulnerability observations, and using the perspective of a payroll subject matter expert.



70

Tactical recommendations were developed to assist with navigating through completing the reported recommendations.

Our analysis shows that **53%** of the suggested tactical recommendations are classified as high priority, with **42%** of these high priority recommendation themes focused on System Enhancements.



## Top 3 Recommendation Themes



### Payroll System Optimization

Review payroll systems to identify inefficiencies and enhancements. A few examples entail: integration between systems and utilization of payroll system features to optimize the process.



### Automation of Processes in Payroll System

Automate payroll processes to reduce manual work, improve accuracy, and increase efficiency. Key actions include implementing time-off automation, termination workflows, AI-driven reporting, and staff training.



### Standardized Payroll Timelines and Processes

Standardize payroll timelines, approvals, and systems to enhance consistency and efficiency. Key actions include clear payroll guidelines, seamless data flow, issue resolution, and centralized communication. A uniform approach improves accuracy and coordination.

# Recommendation Themes Summary by Focus, Priority, and Effort

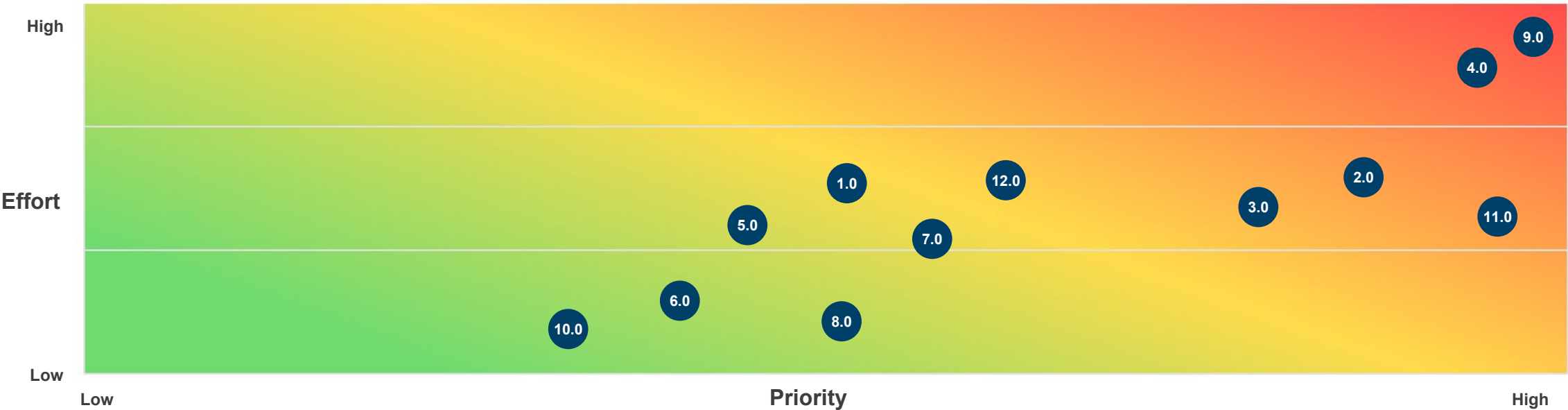
| Focus      | Recommendations Themes                                               | Priority | Effort |
|------------|----------------------------------------------------------------------|----------|--------|
| People     | 1.0 – Comprehensive Payroll Training Program                         | M        | M      |
|            | 6.0 – Cross-Departmental Payroll Collaboration                       | M        | L      |
|            | 10.0 – Strengthening Employee Communication and Transparency         | M        | L      |
| Process    | 2.0 – Standardized Payroll Timelines and Processes                   | H        | M      |
|            | 5.0 – Process Improvement in Compliance Tracking                     | M        | M      |
|            | 7.0 – Streamlining Onboarding and Offboarding Processes              | M        | M      |
|            | 11.0 – Payroll Compliance & Risk Mitigation                          | H        | M      |
|            | 12.0 – Standardizing Access Credentials & Monitoring Payroll Systems | M        | M      |
| Technology | 3.0 – Automation of Processes in Payroll System                      | H        | M      |
|            | 4.0 – Payroll System Optimization                                    | H        | H      |
|            | 8.0 – Enhancing Payroll Data Accuracy Through Validation             | M        | L      |
|            | 9.0 – Optimizing Timekeeping System Integration and Usability        | H        | H      |

**Effort** = The level of effort required to remediate or implement recommended strategic plans

**Priority** = The positive priority or impact the given recommendation would give the organization

# Recommendation Themes Heat Map

There are several opportunities to significantly increase priority across the Payroll and Timekeeping Process.



| Recommendation Themes                              |                                                                      |
|----------------------------------------------------|----------------------------------------------------------------------|
| 1.0 – Comprehensive Payroll Training Program       | 7.0 – Streamlining Onboarding and Offboarding Processes              |
| 2.0 – Standardized Payroll Timelines and Processes | 8.0 – Enhancing Payroll Data Accuracy Through Validation             |
| 3.0 – Automation of Processes in Payroll System    | 9.0 – Optimizing Timekeeping System Integration and Usability        |
| 4.0 – Payroll System Optimization                  | 10.0 – Strengthening Employee Communication and Transparency         |
| 5.0 – Process Improvement in Compliance Tracking   | 11.0 – Payroll Compliance & Risk Mitigation                          |
| 6.0 – Cross-Departmental Payroll Collaboration     | 12.0 – Standardizing Access Credentials & Monitoring Payroll Systems |

# Detailed Description of Recommendation Themes

The following slides contain the 12 recommendation themes highlighting improvement areas, priority and areas of impact.

# Recommendation Theme 1.0 – Comprehensive Payroll Training Program

| Brief Solution Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                            | Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Effort |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Developing a structured payroll training program will improve payroll staff's knowledge and efficiency, reducing errors and ensuring compliance. This initiative includes assessing current skill levels, creating online resources, gathering feedback, introducing mentorship programs, and conducting quarterly refresher courses. By providing ongoing education and hands-on learning opportunities, payroll staff will be better equipped to handle complex payroll scenarios with accuracy and confidence. |                                                                                                            | M                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | M      |
| Observations Impacted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                            | Detailed Tactical Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |
| Observation 1 – Missed Approval Deadlines<br>Observation 2 – Time-off Notifications Missed<br>Observation 16 – Skill Gaps<br>Observation 18 – Team Skills Inefficiencies                                                                                                                                                                                                                                                                                                                                          |                                                                                                            | <ul style="list-style-type: none"><li>• <b>Develop a comprehensive training curriculum:</b> Create a structured training curriculum covering payroll processes, compliance requirements, and system functionalities.</li><li>• <b>Conduct skill assessments to identify knowledge gaps:</b> Assess payroll staff's current skills and knowledge to identify areas needing improvement.</li><li>• <b>Develop online resources and tutorials:</b> Create resources, including tutorials and FAQs, to supplement classroom training and provide self-paced learning opportunities.</li><li>• <b>Gather feedback to improve training modules:</b> Collect feedback from payroll staff after each training session to improve and refine future training modules.</li><li>• <b>Introduce a mentorship program for on-the-job training:</b> Pair less experienced payroll staff with more experienced mentors for real-world, hands-on learning.</li><li>• <b>Implement a refresher course every quarter:</b> Offer quarterly refresher training sessions to keep HR and Finance payroll staff's knowledge current and compliant with new regulations or system changes.</li></ul> |        |
| Key Stakeholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Key Dependencies                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |
| <ul style="list-style-type: none"><li>• Finance staff</li><li>• Police staff</li><li>• Fire staff</li><li>• Parks &amp; Recreation staff</li><li>• HR staff</li><li>• IT staff</li></ul>                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"><li>• Content development</li><li>• Feedback collection system</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |

# Recommendation Theme 2.0 – Standardized Payroll Timelines and Processes

| Brief Solution Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Priority                                                                                                                                        | Effort |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Standardizing payroll timelines, approval deadlines, and system interfaces will ensure consistency and efficiency across departments. This recommendation includes developing clear payroll guidelines, aligning systems for seamless data flow, reviewing historical issues to create proactive solutions, and centralizing communication for clarity. A uniform approach will reduce delays, improve payroll accuracy, and streamline coordination among teams.                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | H                                                                                                                                               | M      |
| Observations Impacted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Detailed Tactical Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                 |        |
| Observation 1 – Missed Approval Deadlines<br>Observation 3 – Department-Specific Approval Deadlines<br>Observation 6 – Effective Dating<br>Observation 8 – Manual Offboarding/Onboarding Processes<br>Observation 19 – Standardized Process<br>Observation 22 – Manual Entry from Shared Inbox to Munis<br>Observation 26 – Delineation of Responsibilities<br>Observation 28 – Manual Setup of Executime for Employee Changes<br>Observation 33 – Workflow Management Challenges for Time Off Requests<br>Observation 34 – Manual Generation of Holiday Schedules<br>Observation 37 – Monitoring System<br>Observation 43 – New Hire Onboarding Delays<br>Observation 46 – Department-Specific Challenges<br>Observation 47 – New Hire Data Entry Process<br>Observation 50 – High Volume of Special and Off-Cycle Runs<br>Observation 51 – Off Cycle Payroll Process | <ul style="list-style-type: none"><li>• <b>Standardize payroll timelines across departments:</b> Set clear, uniform payroll deadlines for all departments to streamline payroll processing and reduce delays.</li><li>• <b>Align system interfaces across departments:</b> Ensure payroll and timekeeping (Executime, Telestaff and SubitUp) systems are aligned and can seamlessly interface with one another to improve efficiency.</li><li>• <b>Create standardized guidelines for timekeeping entries:</b> Develop a uniform set of rules for how timekeeping entries should be recorded and submitted across departments.</li><li>• <b>Review historical issues and standardize the approach:</b> Analyze historical payroll and timekeeping issues and use this data to create a standardized approach to addressing common issues.</li><li>• <b>Ensure alignment with communication channels:</b> Incorporate updated timelines and approval deadlines into existing communication channels, ensuring clarity and consistency in messaging about payroll and timekeeping policies.</li></ul> |                                                                                                                                                 |        |
| Key Stakeholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Key Dependencies                                                                                                                                |        |
| <ul style="list-style-type: none"><li>• Finance</li><li>• HR</li><li>• IT</li><li>• Fire, PD, Parks &amp; Rec</li><li>• All Employees</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"><li>• System integration tools</li><li>• Training and documentation</li><li>• Issue tracking system</li></ul> |        |

# Recommendation Theme 3.0 – Automation of Processes in Payroll System

| Brief Solution Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  | Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Effort |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Enhancing automation in payroll processes will reduce manual work, improve accuracy, and increase efficiency. This initiative includes setting up system alerts, synchronizing payroll data, automating audit trails, leveraging AI-driven reporting, and training staff on new functionalities. Periodic testing and improvements will ensure that automation continues to support payroll operations effectively.                                                                                                   |  | H                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | M      |
| Observations Impacted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  | Detailed Tactical Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |        |
| Observation 10 – Leverage Advanced Analytics<br>Observation 11 – Systems Overview<br>Observation 13 – Automation Needs<br>Observation 17 – Manual Processes<br>Observation 21 – Complex and Manual Processes<br>Observation 24 – Lack of Automation and Integration<br>Observation 28 – Manual Setup of Executime for Employee Changes<br>Observation 31 – Data Entry Inefficiencies<br>Observation 39 – System Integration Gaps<br>Observation 44 – Manual Data Entry<br>Observation 48 – Lack of System Integration |  | <ul style="list-style-type: none"><li>• <b>Manual adjustments for termination processes:</b> Establish clear procedures for manual adjustments within Munis to handle termination processes effectively.</li><li>• <b>Implement system alerts to notify approvers:</b> Configure real-time alerts for managers and payroll teams when action is required for approvals, preventing delays.</li><li>• <b>Synchronize payroll data between systems:</b> Ensure that all payroll-related data across Munis, Executime, Telestaff, SubltUp, and NeoGov are in sync through system integrations.</li><li>• <b>Automate audit trail creation for compliance:</b> Enable auto-generated audit logs for payroll transactions, making compliance reporting seamless and transparent.</li><li>• <b>Introduce AI-driven reporting for payroll trends:</b> Utilize AI analytics within existing systems to identify payroll discrepancies and highlight trends in compensation and overtime costs.</li><li>• <b>Periodically test and improve automation systems:</b> Conduct bi-annual system testing to validate automation performance and refine processes where necessary.</li></ul> |        |
| Key Stakeholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  | Key Dependencies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |
| <ul style="list-style-type: none"><li>• HR</li><li>• IT</li><li>• Finance</li><li>• Supervisors</li><li>• Fire, PD, Parks &amp; Rec</li></ul>                                                                                                                                                                                                                                                                                                                                                                         |  | <ul style="list-style-type: none"><li>• System integration</li><li>• Data integration</li><li>• Training development</li><li>• Approval workflows</li><li>• System performance monitoring</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        |

# Recommendation Theme 4.0 – Payroll System Optimization

| Brief Solution Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                             | Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Effort |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Conducting a comprehensive review of current payroll systems will identify inefficiencies and areas for enhancement. The initiative includes defining essential system functionalities, planning phased migrations and testing, scheduling user acceptance testing (UAT), and implementing new payroll system features with minimal disruption. A structured optimization plan will ensure that payroll systems remain scalable, efficient, and aligned with evolving organizational needs. Additionally, vendor support will be integral to this process, as their involvement is necessary to enhance overall system efficiency. |                                                                                                                                                                             | H                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | H      |
| Observations Impacted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                             | Detailed Tactical Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |
| Observation 5 – Cumbersome System Navigation<br>Observation 12 – Perceptions of Tyler Munis<br>Observation 14 – System Updates<br>Observation 20 – Lack of Technology Upgrades<br>Observation 27 – System Limitations<br>Observation 29 – Outdated Time Clocks<br>Observation 40 – Challenges with System Updates and Upgrades<br>Observation 41 – Peak Season Inefficiencies<br>Observation 45 – System Integration Gaps                                                                                                                                                                                                          |                                                                                                                                                                             | <ul style="list-style-type: none"><li>• <b>Review current system’s limitations:</b> Conduct a comprehensive assessment of existing payroll system functionalities to identify inefficiencies and areas for improvement.</li><li>• <b>Define required functionalities to optimize system:</b> Document the must-have features, integrations, and compliance needs necessary to optimize payroll processing within Munis, NeoGov, Executime, Telestaff, and SubltUp.</li><li>• <b>Begin system migration and testing:</b> When new features are activated, conduct phased rollouts with sandbox testing before full implementation.</li><li>• <b>Schedule user acceptance testing (UAT):</b> Engage payroll staff in testing to confirm new features meet operational requirements before full deployment.</li><li>• <b>Involve vendors in the process:</b> Collaborate with vendors during the assessment and migration phases to leverage their expertise and ensure that any limitations are addressed effectively.</li></ul> |        |
| Key Stakeholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Key Dependencies                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |
| <ul style="list-style-type: none"><li>• System Vendors</li><li>• IT</li><li>• Finance</li><li>• End Users</li><li>• HR</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"><li>• System assessment, vendor engagement</li><li>• Requirements gathering</li><li>• Migration planning</li><li>• UAT planning</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |

# Recommendation Theme 5.0 – Process Improvement in Compliance Tracking

| Brief Solution Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                         | Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Effort |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Strengthening compliance processes will minimize risks and ensure accurate statutory reporting. This approach combines enhancing existing manual compliance tracking methods with investigating potential third-party integrations. The initiative includes developing real-time compliance dashboards, auditing past compliance errors, aligning workflows with legal standards, training staff on compliance reporting, and setting up regular audits. Both proactive manual verification and potential automated enhancements will improve transparency and accuracy in payroll compliance. |                                                                                                                                                                                         | M                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | M      |
| Observations Impacted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                         | Detailed Tactical Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |        |
| Observation 15 – Unreliable API's<br>Observation 17 – New Hire Compliance Risk due to Manual Processes<br>Observation 32 – Compliance Risks Due to Data Errors<br>Observation 36 – Compliance and Reporting Capabilities<br>Observation 42 – Compliance Oversight                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                         | <ul style="list-style-type: none"><li>• <b>Enhance existing manual compliance tracking:</b> Improve the current manual compliance tracking system to ensure all compliance requirements for tax filings, benefits reporting, and labor laws are accurately recorded and monitored.</li><li>• <b>Explore third-party integrations:</b> Investigate potential third-party tools that could automate or enhance compliance tracking processes within Munis.</li><li>• <b>Implement a real-time compliance dashboard:</b> Utilize existing system capabilities to create real-time dashboards that provide insights into compliance status and upcoming deadlines.</li><li>• <b>Review historical compliance errors:</b> Conduct an audit of past compliance discrepancies to identify root causes and prevent recurrence.</li><li>• <b>Update compliance workflows to reflect current legal standards:</b> Align system workflows with federal, state, and local payroll regulations to avoid compliance risks.</li><li>• <b>Train staff on compliance reporting:</b> Develop mandatory training sessions to ensure payroll teams understand compliance processes and reporting requirements.</li><li>• <b>Create a checklist for compliance verification:</b> Establish a standardized checklist to verify payroll compliance before each payroll cycle.</li><li>• <b>Set regular compliance audits:</b> Conduct quarterly audits to ensure payroll processes align with industry standards and government regulations.</li></ul> |        |
| Key Stakeholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Key Dependencies                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |        |
| <ul style="list-style-type: none"><li>• HR</li><li>• IT</li><li>• Legal</li><li>• Finance</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"><li>• System configuration</li><li>• Compliance updates</li><li>• Vendor support</li><li>• Integration testing</li><li>• Process validation</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |        |

# Recommendation Theme 6.0 – Cross-Departmental Payroll Collaboration

| Brief Solution Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                              | Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Effort |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Enhancing collaboration between payroll, HR, and finance will improve payroll accuracy and issue resolution. This includes forming a payroll working group, holding monthly collaboration meetings, defining standardized communication protocols, aligning approval workflows, integrating real-time collaboration tools, tracking interdepartmental issues, and providing joint training sessions. Strengthening communication and teamwork will streamline payroll operations and improve efficiency across departments. |                                                                                                                                                                                                              | M                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | L      |
| Observations Impacted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                              | Detailed Tactical Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        |
| Observation 9 – Improve Cross-Department Collaboration<br>Observation 23 – Communication Gaps<br>Observation 26 – Delineation of Responsibilities<br>Observation 49 – Lack of Communication Channels                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                              | <ul style="list-style-type: none"><li>• <b>Establish a cross-departmental collaboration committee:</b> Form a payroll working group that includes HR, finance, and department timekeepers to improve communication and coordination.</li><li>• <b>Hold monthly collaboration meetings to align goals:</b> Schedule recurring meetings where key stakeholders review payroll concerns and propose process improvements.</li><li>• <b>Define clear communication protocols between departments:</b> Standardize how payroll issues, approvals, and escalations are communicated between teams.</li><li>• <b>Standardize request and approval workflows:</b> Align payroll and HR processes by creating a single, standardized workflow for payroll actions requiring multiple approvals.</li><li>• <b>Integrate collaborative tools for real-time updates:</b> Leverage existing tools in Munis to enhance real-time communication and visibility into payroll processes.</li><li>• <b>Review interdepartmental issues and resolutions:</b> Track common payroll-related challenges and document resolutions to create a knowledge base.</li><li>• <b>Monitor team collaboration progress:</b> Use feedback surveys and performance metrics to measure how well departments are working together on payroll issues.</li><li>• <b>Introduce regular feedback mechanisms:</b> Implement structured ways for employees to provide input on payroll and HR processes, such as digital suggestion forms.</li></ul> |        |
| Key Stakeholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Key Dependencies                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |        |
| <ul style="list-style-type: none"><li>• HR</li><li>• IT</li><li>• Finance</li><li>• Department Timekeepers</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"><li>• Communication protocols</li><li>• Protocol development</li><li>• System integration</li><li>• Issue tracking system</li><li>• Feedback tool implementation</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |        |

# Recommendation Theme 7.0 – Streamlining Onboarding & Offboarding Processes

| Brief Solution Description                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                   | Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Effort |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Enhance the efficiency and accuracy of onboarding and offboarding by standardizing workflows and improving documentation within Munis. By focusing on optimizing existing manual processes and exploring potential third-party integrations, the goal is to reduce administrative burdens and ensure timely payroll processing while managing offboarding tasks such as final pay and benefits adjustments. |                                                                                                                                                                                                                                   | M                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | M      |
| Observations Impacted                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                   | Detailed Tactical Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |
| Observation 4 – Onboarding Challenges<br>Observation 8 – Manual Offboarding/Onboarding Processes<br>Observation 17 – New Hire Compliance Risk due to Manual Processes<br>Observation 43 – New Hire Onboarding Delays<br>Observation 47 – New Hire Data Entry Process                                                                                                                                        |                                                                                                                                                                                                                                   | <ul style="list-style-type: none"><li>• <b>Review comprehensive onboarding checklist:</b> Update current checklist that includes all necessary steps for new hires, such as document submission, system setup, and payroll information entry.</li><li>• <b>Define offboarding workflows:</b> Create a structured, standardized offboarding workflow for departing employees, including exit interviews, benefits handling, and final pay processing.</li><li>• <b>Standardize data transfer protocols for terminations:</b> Establish a consistent protocol for transferring termination data to ensure accuracy in final payroll and benefits adjustments.</li><li>• <b>Explore third-party integrations:</b> Investigate potential third-party tools that could streamline specific onboarding and offboarding tasks, such as pre-populated templates and automated task tracking.</li><li>• <b>Improve coordination between departments:</b> Enhance communication and collaboration across departments to ensure a smooth onboarding and offboarding experience.</li></ul> |        |
| Key Stakeholders                                                                                                                                                                                                                                                                                                                                                                                            | Key Dependencies                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |
| <ul style="list-style-type: none"><li>• Finance</li><li>• IT</li><li>• HR</li></ul>                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"><li>• Automation configuration</li><li>• Integration protocols</li><li>• System customization</li><li>• Data integrity protocols</li><li>• Inter-departmental communication protocols</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |

# Recommendation Theme 8.0 – Enhancing Payroll Data Accuracy Through Validation

| Brief Solution Description                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                              | Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Effort |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Implement robust data validation mechanisms within the payroll system to ensure completeness and accuracy of critical payroll data. By defining and integrating validation rules, payroll teams can proactively identify errors before they affect payroll calculations. Training staff on these features will help streamline payroll processing, reduce manual corrections, and improve overall data integrity. |                                                                                                                                                                                              | M                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | L      |
| Observations Impacted                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                              | Detailed Tactical Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |        |
| Observation 7 – Termination Data Inaccuracy<br>Observation 25 – Data Discrepancies<br>Observation 32 – Compliance Risks Due to Data Errors                                                                                                                                                                                                                                                                        |                                                                                                                                                                                              | <ul style="list-style-type: none"><li>• <b>Develop validation rules:</b> Define rules for data entry to ensure all critical payroll data is complete, accurate, and complies with company policies and tax regulations.</li><li>• <b>Integrate validation features into payroll systems:</b> Incorporate these rules into the payroll system to automatically flag missing or incorrect information during payroll processing.</li><li>• <b>Test data validation processes:</b> Perform thorough testing of validation rules to ensure they catch all potential errors without causing delays in payroll processing.</li><li>• <b>Train payroll teams on validation:</b> Provide training to payroll staff on how to use the validation features and address common issues flagged during payroll processing.</li></ul> |        |
| Key Stakeholders                                                                                                                                                                                                                                                                                                                                                                                                  | Key Dependencies                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |        |
| <ul style="list-style-type: none"><li>• Finance</li><li>• HR</li><li>• IT</li></ul>                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"><li>• System capabilities</li><li>• Error-checking mechanisms</li><li>• System configuration</li><li>• Testing frameworks</li><li>• QA protocols</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |        |

# Recommendation Theme 9.0 – Optimizing Timekeeping System Integration and Usability

| Brief Solution Description                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                             | Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Effort |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Improve payroll and timekeeping efficiency by integrating various workforce management systems, automating notifications, and modernizing time-tracking tools. Enhancing system usability, upgrading time clocks with biometric authentication, and granting better access to part-time employees will reduce manual errors and improve accuracy. The introduction of automated data entry and alerts will ensure real-time updates and smoother workflows. |                                                                                                                                                                                                             | H                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | H      |
| Observations Impacted                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                             | Detailed Tactical Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |
| Observation 5 – Cumbersome System Navigation (Time off)<br>Observation 30 – Timekeeping Access for Part-Time Staff<br>Observation 38 – Inefficiencies in Data Entry<br>Observation 41 – Lack of System Integration<br>Observation 43 – New Hire Onboarding Delays                                                                                                                                                                                           |                                                                                                                                                                                                             | <ul style="list-style-type: none"><li>• <b>Integrate systems:</b> Establish seamless integration between SubItUp, Executime, Telestaff, and Munis to reduce manual data entry and ensure real-time updates for timesheets, accruals, sick time, and vacation balances.</li><li>• <b>Automate notifications and alerts:</b> Implement automated push notifications and alerts through a centralized platform or mobile app, ensuring supervisors and employees are promptly notified of pending requests, approvals, and deadlines.</li><li>• <b>Upgrade user interface:</b> Improve Executime's user interface by implementing a more intuitive, mobile-friendly design to enhance employee experience and streamline time-off requests, especially for cross-division allocations.</li><li>• <b>Modernize time clocks:</b> Upgrade the existing time clocks with modern biometric features (e.g., fingerprint or facial recognition) to eliminate buddy punching and reduce payroll inaccuracies.</li><li>• <b>Improve part-time access:</b> Grant part-time employees access to the system by providing necessary credentials or by introducing an access management solution that aligns with city guidelines.</li><li>• <b>Automate data entry:</b> Introduce automated data entry solutions for HR and payroll teams to reduce the burden of manual data entry, especially for temporary and part-time staff. Explore robotic process automation (RPA) to handle routine tasks.</li><li>• <b>Improve part-time staff data integration:</b> Implement a direct integration between SubItUp and ExecuTime to eliminate duplication of data entry for part-time and temporary staff, particularly during peak seasons, and reduce human error.</li><li>• <b>Enhance notification mechanism for approvals:</b> Implement multiple alert mechanisms (e.g., text messages, app notifications) to ensure supervisors and employees are reminded of pending approval deadlines and time-off requests.</li></ul> |        |
| Key Stakeholders                                                                                                                                                                                                                                                                                                                                                                                                                                            | Key Dependencies                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |
| <ul style="list-style-type: none"><li>• Finance</li><li>• IT</li><li>• HR</li><li>• Supervisors</li><li>• Parks and Recreation</li><li>• Police/Fire Department</li></ul>                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"><li>• System integrations</li><li>• Biometric equipment installation</li><li>• User training</li><li>• Access management configuration</li><li>• System testing</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |

Recommendation Theme 10.0 – Strengthening Employee Communication and Transparency

| Brief Solution Description                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                   | Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Effort |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Address payroll communication gaps by developing clear channels for employees, such as FAQs, automated notifications, and dedicated support platforms. Regular surveys will identify issues, while employee training will improve interactions with payroll departments. These enhancements will ensure employees receive timely and accurate information, reducing misunderstandings and payroll-related inquiries. |                                                                                                                                                                                                                                                                   | M                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | L      |
| Observations Impacted                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                   | Detailed Tactical Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |
| Observation 25 – Data Discrepancies<br>Observation 29 – Outdated Time Clocks<br>Observation 33 – Workflow Management Challenges for Time Off Requests                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"><li><b>Survey staff for communication gaps:</b> Survey employees to understand where communication gaps exist in the payroll processes, gathering feedback on communication barriers.</li><li><b>Develop clear communication channels for payroll:</b> Develop dedicated communication channels such as emails, intranet portals, or messaging platforms to facilitate clear and timely updates regarding payroll.</li><li><b>Train employees on effective communication with payroll departments:</b> Offer training to employees on how to effectively communicate payroll-related questions, clarifying common processes and deadlines.</li><li><b>Create payroll FAQ section:</b> Develop a comprehensive FAQ section that addresses the most common payroll questions and issues. This can be hosted on the company intranet or payroll portal.</li><li><b>Implement automatic notifications for payroll updates:</b> Set up automatic notifications to inform employees of payroll status, including updates on pay dates, deductions, and other payroll-related activities.</li></ul> |        |
| Key Stakeholders                                                                                                                                                                                                                                                                                                                                                                                                     | Key Dependencies                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |
| <ul style="list-style-type: none"><li>HR</li><li>Finance</li><li>Employees</li></ul>                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"><li>Communication strategy</li><li>Feedback collection</li><li>Platform configuration</li><li>Training materials</li><li>Content creation</li><li>Site management</li><li>System configuration</li><li>Policy updates</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |

# Recommendation Theme 11.0 – Payroll Compliance & Risk Mitigation

| Brief Solution Description                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                        | Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Effort |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Enhance compliance by conducting regular audits, implementing automated tax and benefits calculations, and introducing proactive monitoring tools. By continuously assessing compliance risks and providing staff with regulatory training, payroll teams will maintain accuracy in tax filings and benefits management, reducing potential liabilities and ensuring adherence to legal requirements. |                                                                                                                                                                                                                                                                        | H                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | M      |
| Observations Impacted                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                        | Detailed Tactical Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        |
| Observation 9 – Improve Cross-Department Collaboration<br>Observation 12 – Perceptions of Tyler Munis<br>Observation 18 – Team Capacity<br>Observation 21 – Complex and Manual Processes<br>Observation 28 – Manual Setup of Executime for Employee Changes                                                                                                                                           |                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"><li>• <b>Assess current compliance risks:</b> Review and identify existing compliance risks within the payroll system, focusing on tax withholdings, benefits, and other regulatory concerns.</li><li>• <b>Identify potential areas for non-compliance:</b> Perform a detailed audit to highlight any processes that could potentially lead to non-compliance, such as inaccurate tax calculations or benefits eligibility checks.</li><li>• <b>Implement automated tax and benefits calculations:</b> Integrate automated tax and benefits calculations into the payroll system to ensure compliance with federal and state tax regulations.</li><li>• <b>Introduce proactive compliance monitoring tools:</b> Implement monitoring tools that track compliance status throughout the payroll cycle, alerting teams to potential issues before they arise.</li><li>• <b>Provide compliance training for payroll staff:</b> Provide regular compliance training to payroll staff, covering new regulations, filing requirements, and audit procedures.</li></ul> |        |
| Key Stakeholders                                                                                                                                                                                                                                                                                                                                                                                      | Key Dependencies                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |        |
| <ul style="list-style-type: none"><li>• Finance</li><li>• HR</li><li>• IT</li><li>• Legal</li></ul>                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"><li>• Regulatory updates</li><li>• Risk management frameworks</li><li>• Audit resources</li><li>• Data analysis</li><li>• Alert system setup</li><li>• Testing</li><li>• Training scheduling</li><li>• Content development</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |        |

# Recommendation Theme 12.0 – Standardizing Access Credentials & Monitoring Payroll Systems

| Brief Solution Description                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                     | Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Effort |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Resolve previous access issues for part-time employees by standardizing credentials, implementing a proactive monitoring system, and conducting staff training on new access procedures. Testing and validating these improvements will ensure seamless payroll and timekeeping operations while maintaining security and accuracy in employee records. |                                                                                                                                                                                                                                     | M                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | M      |
| Observations Impacted                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                     | Detailed Tactical Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |
| Observation 30 – Access for Part-Time Staff<br>Observation 35 – Guest Credentials<br>Observation 38 – Inefficiencies in Data Entry                                                                                                                                                                                                                      |                                                                                                                                                                                                                                     | <ul style="list-style-type: none"><li>• <b>Revisit previous guest credentials issues:</b> Review and analyze past problems with guest credentials for part-time employees to ensure smoother access management in the future.</li><li>• <b>Standardize access credentials:</b> Implement a uniform access system for part-time staff, especially in the Parks and Recreation department, to ensure all employees have the necessary city credentials for timekeeping and payroll.</li><li>• <b>Implement proactive monitoring for payroll and timekeeping:</b> Establish a continuous feedback mechanism to monitor payroll and timekeeping systems, ensuring real-time identification of issues.</li><li>• <b>Test and validate the new system:</b> Run pilot tests to validate that the new access management and monitoring systems work as intended before full-scale implementation.</li><li>• <b>Train staff on new access procedures:</b> Provide training to all relevant staff on the new access procedures, including part-time employees, HR, and payroll staff.</li></ul> |        |
| Key Stakeholders                                                                                                                                                                                                                                                                                                                                        | Key Dependencies                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |        |
| <ul style="list-style-type: none"><li>• Finance</li><li>• IT</li><li>• HR</li><li>• Parks and Recreation</li></ul>                                                                                                                                                                                                                                      | <ul style="list-style-type: none"><li>• System analysis</li><li>• Vendor collaboration</li><li>• System setup</li><li>• Training</li><li>• Test scenarios</li><li>• Feedback loops</li><li>• Training content development</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |        |

# Questions?



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# CITY OF GOODYEAR

Recommendations and Management Response

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# Payroll Audit Response Plan

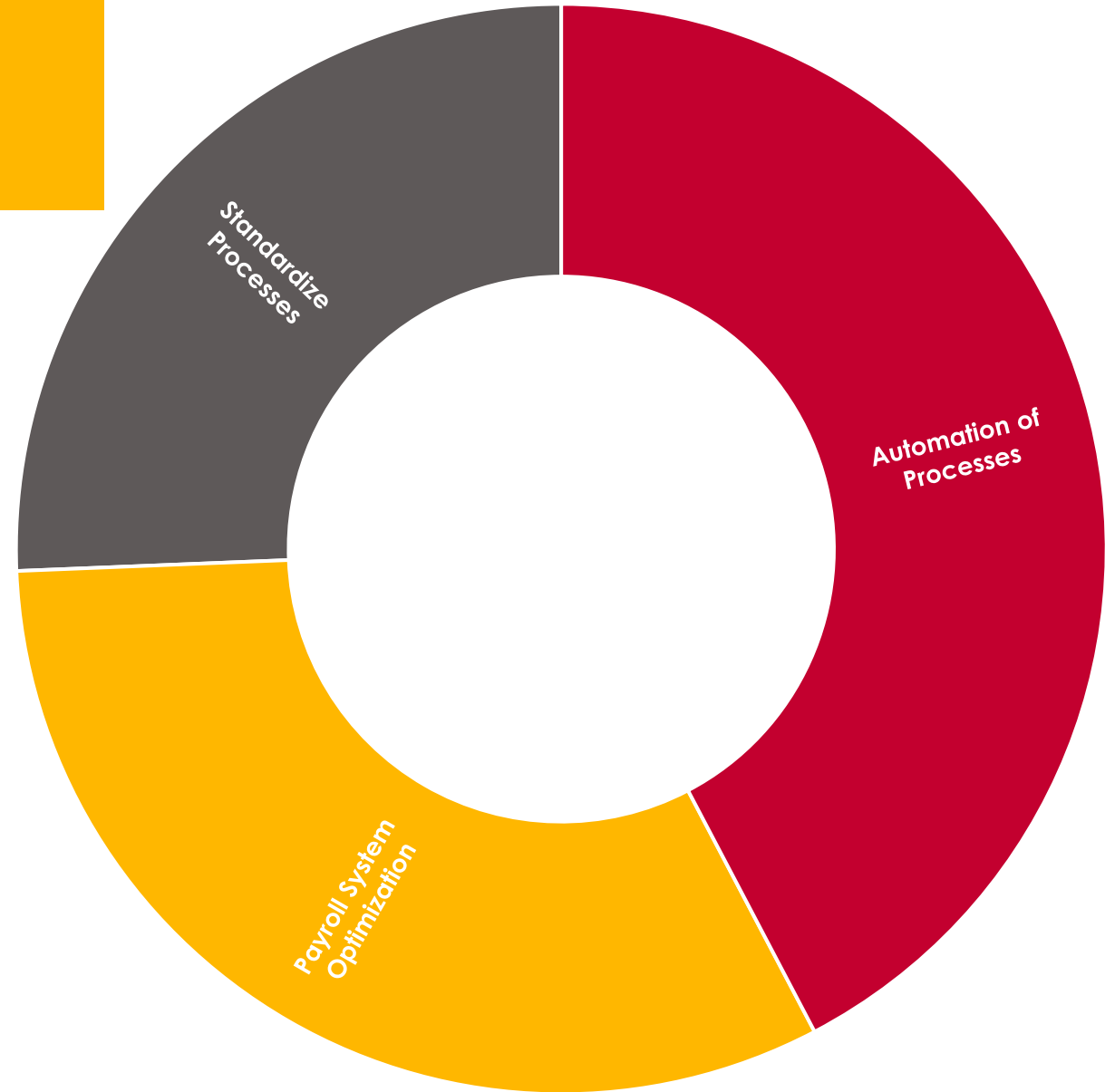




# Payroll and Timekeeping Audit Response Plan

## Summary of Findings

- 3 Categories
  - Standardize Processes
  - Automation of Processes
  - Payroll System Optimization





# Payroll and Timekeeping Audit Response Plan

## Summary of Findings

- 3 Categories
  - Standardize Processes
  - Automation of Processes
  - Payroll System Optimization
- 12 Recommended Themes
  - Processes: #1, #2, #5, #9 and #10
  - Automation: #7, #11, #12
  - Optimization: #3, #4, #8, #9

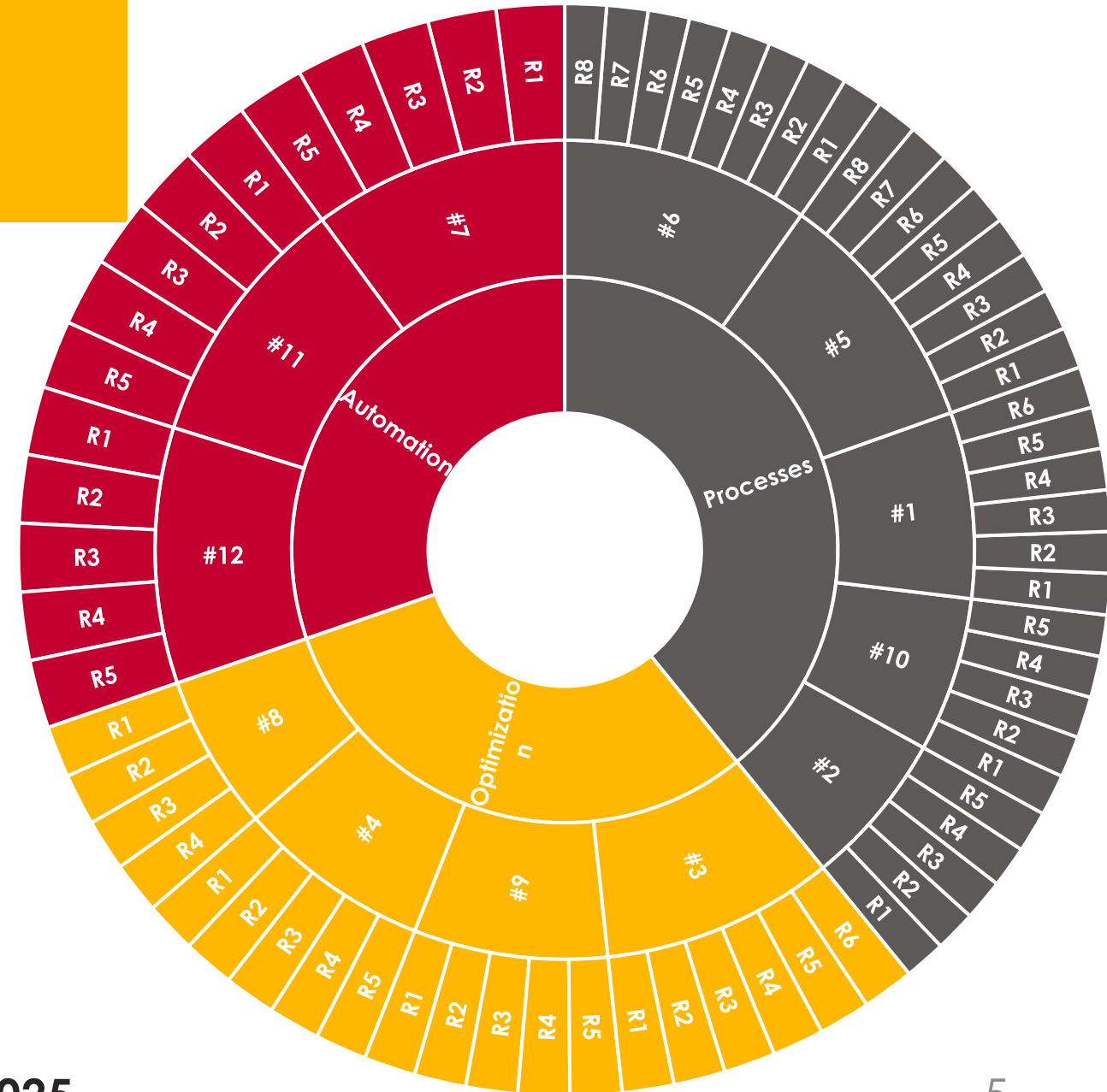




# Payroll and Timekeeping Audit Response Plan

## Summary of Findings

- 3 Categories
  - Standardize Processes
  - Automation of Processes
  - Payroll System Optimization
- 12 Recommended Themes
  - Processes: #1, #2, #5, #9 and #10
  - Automation: #7, #11, #12
  - Optimization: #3, #4, #8, #9
- 70 Tactical Recommendations



| Categories                  | Recommended Themes                                                   | City of Goodyear Action Items                                                                    | Completed by |
|-----------------------------|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------|
| Standardize Processes       | 6.0 – Cross-Departmental Payroll Collaboration                       | Improve collaboration and feedback loops between payroll, finance and stakeholders.              | May          |
|                             | 10.0 – Strengthening Employee Communication and Transparency         | Improve communication channels and feedback loops with employees.                                | June         |
|                             | 2.0 – Standardized Payroll Timelines and Processes                   | Document processes and create guidelines with clearly defined timelines.                         | August       |
|                             | 1.0 – Comprehensive Payroll Training Program                         | Training for all key payroll processes.                                                          | September    |
|                             | 5.0 – Process Improvement in Compliance Tracking                     | Establish compliance processes to include dashboarding for real time visibility.                 | September    |
| Automation of Systems       | 12.0 – Standardizing Access Credentials & Monitoring Payroll Systems | Implement standard roles and automate processes with feedback loops.                             | June         |
|                             | 11.0 – Payroll Compliance & Risk Mitigation                          | Create a dashboard to manage compliance and risk issues during a payroll cycle.                  | November     |
|                             | 7.0 – Streamlining Onboarding and Offboarding Processes              | Streamline workflows and automation of onboarding and offboarding processes.                     | January 2026 |
| Payroll System Optimization | 8.0 – Enhancing Payroll Data Accuracy Through Validation             | Identify and implement opportunities to incorporate validation into payroll processes.           | October      |
|                             | 3.0 – Automation of Processes in Payroll System                      | Integration of data and automation of payroll systems.                                           | April 2026   |
|                             | 4.0 – Payroll System Optimization                                    | Optimize the payroll systems based upon vendor recommendations.                                  | April 2026   |
|                             | 9.0 – Optimizing Timekeeping System Integration and Usability        | Integrate and automate data to improve efficiency of the various workforce management solutions. | April 2026   |



# Standard Payroll Timelines and Processes

## Standardize Payroll Timelines and Processes

| Recommendations                                           | City of Goodyear Action                                                                          | Priority | Effort | Complete by |
|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------|----------|--------|-------------|
| 6.0 – Cross-Departmental Payroll Collaboration            | Improve collaboration and feedback loops between payroll, finance, timekeepers and stakeholders. | M        | L      | May         |
| 10.0 – Strengthen Employee Communication and Transparency | Improve communication channels and feedback loops with employees.                                | M        | L      | June        |
| 2.0 – Standardized Payroll Timelines and Processes        | Document processes and create guidelines with clearly defined timelines.                         | H        | M      | August      |
| 1.0 – Comprehensive Payroll Training Program              | Training for all key payroll processes.                                                          | M        | M      | September   |
| 5.0 – Process Improvement in Compliance Tracking          | Establish compliance processes to include dashboarding for real time visibility.                 | M        | M      | September   |

### Standardized Payroll Timelines and Processes:

Standardize payroll timelines, approvals, and systems to enhance consistency and efficiency. Key actions include clear payroll guidelines, seamless data flow, issue resolution, and centralized communication. A uniform approach improves accuracy and coordination.



# Standardize Processes

## Payroll and Timekeeping Audit Response Plan

### Standardize Payroll Timelines and Processes

| Recommendations                                | City of Goodyear Action                                                                          | Priority | Effort | When |
|------------------------------------------------|--------------------------------------------------------------------------------------------------|----------|--------|------|
| 6.0 – Cross-Departmental Payroll Collaboration | Improve collaboration and feedback loops between payroll, finance, timekeepers and stakeholders. | M        | L      | May  |

#### Management Response

- Improve meeting management and structure to existing bi-weekly stakeholder meetings
- Improve collaboration between timekeepers and payroll staff for improved collaboration on issues, errors or general questions related to the payroll processes.
- HR, Finance, department timekeepers and labor union representatives will establish a quarterly stakeholder group to meet, review and discuss activities from the prior quarter.



# Standardize Processes

## Payroll and Timekeeping Audit Response Plan

### Standardize Payroll Timelines and Processes

| Recommendations                                           | City of Goodyear Action                                           | Priority | Effort | When |
|-----------------------------------------------------------|-------------------------------------------------------------------|----------|--------|------|
| 10.0 – Strengthen Employee Communication and Transparency | Improve communication channels and feedback loops with employees. | M        | L      | June |

#### Management Response

- Establish dedicated channels for communication between employees and payroll staff to offer greater access to information, solutions, and better understanding of the issues at hand
- Conduct ongoing surveys to identify pain points of the payroll process and systems used
- Developing a comprehensive FAQ section based on commonly asked questions for employees
- Establish ongoing training to clarify common procedures and deadlines
- Explore solutions for automating payroll notifications, providing important updates, and sharing important payroll information



# Standardize Processes

## Payroll and Timekeeping Audit Response Plan

### Standardize Payroll Timelines and Processes

| Recommendations                                    | City of Goodyear Action                                                  | Priority | Effort | When   |
|----------------------------------------------------|--------------------------------------------------------------------------|----------|--------|--------|
| 2.0 – Standardized Payroll Timelines and Processes | Document processes and create guidelines with clearly defined timelines. | H        | M      | August |

#### Management Response

- Timelines for payroll processes will be compiled and made available for all employees
- Performance of the delivery of services based upon those timelines will be reported and tracked on a regular basis
- These reports will be analyzed to identify appropriate actions to avoid repeated issues
- Standard guidelines for payroll and timekeeping systems will be developed



# Standardize Processes

## Payroll and Timekeeping Audit Response Plan

### Standardize Payroll Timelines and Processes

| Recommendations                              | City of Goodyear Action                 | Priority | Effort | When      |
|----------------------------------------------|-----------------------------------------|----------|--------|-----------|
| 1.0 – Comprehensive Payroll Training Program | Training for all key payroll processes. | M        | M      | September |

### Management Response

- Create a training curriculum for all key payroll processes
- Responsible parties and required knowledge for each of the key payroll processes will be identified
- Skills and knowledge will be assessed against the requirements to identify areas for improvement
- A feedback loop will be established by surveying staff and analyzing issues reported as described in Recommendation Theme 2.0 to continually improve the training program



# Automation of Systems

## Payroll and Timekeeping Audit Response Plan

### Automation of Processes in Payroll Systems

| Recommendations                                              | City of Goodyear Action                                                         | Priority | Effort | Completed by |
|--------------------------------------------------------------|---------------------------------------------------------------------------------|----------|--------|--------------|
| 12.0 – Standardize Access Roles & Monitoring Payroll Systems | Implement standard roles and automate processes with feedback loops.            | M        | M      | June         |
| 11.0 – Payroll Compliance & Risk Mitigation                  | Create a dashboard to manage compliance and risk issues during a payroll cycle. | H        | M      | November     |
| 7.0 – Streamlining Onboarding and Offboarding Processes      | Streamline workflows and automation of onboarding and offboarding processes.    | M        | M      | Jan. 2026    |

### Automation of Processes in Payroll System

Automate payroll processes to reduce manual work, improve accuracy, and increase efficiency. Key actions include implementing time-off automation, termination workflows, AI-driven reporting, and staff training.



# Standardize Processes

## Payroll and Timekeeping Audit Response Plan

### Automation of Processes in Payroll Systems

| Recommendations                                              | City of Goodyear Action                                              | Priority | Effort | When |
|--------------------------------------------------------------|----------------------------------------------------------------------|----------|--------|------|
| 12.0 – Standardize Access Roles & Monitoring Payroll Systems | Implement standard roles and automate processes with feedback loops. | M        | M      | June |

### Management Response

- Logins will be standardized between all systems through automated processes
- All part-time staff will get an individual login to streamline processes
- Training and how-to-guides will be made available
- Proactive real-time monitoring will be implemented to allow focused training and communication to staff and timekeepers about current issues.



# Standardize Processes

## Payroll and Timekeeping Audit Response Plan

### Automation of Processes in Payroll Systems

| Recommendations                             | City of Goodyear Action                                                         | Priority | Effort | When     |
|---------------------------------------------|---------------------------------------------------------------------------------|----------|--------|----------|
| 11.0 – Payroll Compliance & Risk Mitigation | Create a dashboard to manage compliance and risk issues during a payroll cycle. | H        | M      | November |

### Management Response

- Compliance related tasks will be documented and reviewed for potential risks to prioritize efforts for improvement
- This will include identifying areas of non-compliance and performing detailed audits of associated rules, processes, and system setup.
- Current system functionality will be identified to integrate tax and benefit calculations to ensure compliance.
- The compliance dashboard created as a part of Recommendation Theme 5.0, will incorporate features to allow proactive monitoring throughout the payroll cycle.
- Training identified in Recommendation Theme 1.0, will include specific, regular compliance training.



# Standardize Processes

## Payroll and Timekeeping Audit Response Plan

### Automation of Processes in Payroll Systems

| Recommendations                                         | City of Goodyear Action                                                      | Priority | Effort | When      |
|---------------------------------------------------------|------------------------------------------------------------------------------|----------|--------|-----------|
| 7.0 – Streamlining Onboarding and Offboarding Processes | Streamline workflows and automation of onboarding and offboarding processes. | M        | M      | Jan. 2026 |

### Management Response

- Streamline and automate onboarding and offboarding processes.
- Explore the expansion of onboarding tools within the recruitment system (Neogov) to optimize onboarding tasks and notifications to new employees.
- Automate new hire setups and notifications to facilitate prompt action by various stakeholders across the city.
- Integrate the recruitment system (Neogov) and human resources information system (Munis) to enhance automation and minimize manual tasks.



# Payroll System Optimization

## Payroll and Timekeeping Audit Response Plan

| Payroll System Optimization                                   |                                                                                                  |          |        |              |
|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------|----------|--------|--------------|
| Recommendations                                               | City of Goodyear Action                                                                          | Priority | Effort | Completed by |
| 8.0 – Enhancing Payroll Data Accuracy Through Validation      | Identify and implement opportunities to incorporate validation into payroll processes.           | M        | L      | October      |
| 3.0 – Automation of Processes in Payroll System               | Integration of data and automation of payroll systems.                                           | H        | M      | April 2026   |
| 4.0 – Payroll System Optimization                             | Optimize the payroll systems based upon vendor recommendations.                                  | H        | H      | April 2026   |
| 9.0 – Optimizing Timekeeping System Integration and Usability | Integrate and automate data to improve efficiency of the various workforce management solutions. | H        | H      | April 2026   |

### Payroll System Optimization

Review payroll systems to identify inefficiencies and enhancements. A few examples entail: integration between systems and utilization of payroll system features to optimize the process.



# Standardize Processes

## Payroll and Timekeeping Audit Response Plan

| Payroll System Optimization                              |                                                                                        |          |        |         |
|----------------------------------------------------------|----------------------------------------------------------------------------------------|----------|--------|---------|
| Recommendations                                          | City of Goodyear Action                                                                | Priority | Effort | When    |
| 8.0 – Enhancing Payroll Data Accuracy Through Validation | Identify and implement opportunities to incorporate validation into payroll processes. | M        | L      | October |

### Management Response

- Identify all current validation efforts. Then standardize and centralize the validation processes
- Identify opportunities to incorporate validation into the payroll-related systems
- Validation processes will be tested in line with all changes to the system
- Training identified in Recommendation Theme 1.0 will include the use of validation methods



# Standardize Processes

## Payroll and Timekeeping Audit Response Plan

### Payroll System Optimization

| Recommendations                                 | City of Goodyear Action                                | Priority | Effort | When       |
|-------------------------------------------------|--------------------------------------------------------|----------|--------|------------|
| 3.0 – Automation of Processes in Payroll System | Integration of data and automation of payroll systems. | H        | M      | April 2026 |

### Management Response

- Identify processes which are manual today and evaluate system integrations across all systems in the payroll process
- Development system alerts and system notification capabilities
- Automation of audit trail creation
- Develop analytics to identify payroll discrepancies and highlight trends
- Explore the use of AI where it is available within existing systems
- Standard testing will be conducted to validate automation performance and validate processes



# Standardize Processes

## Payroll and Timekeeping Audit Response Plan

### Payroll System Optimization

| Recommendations                   | City of Goodyear Action                                         | Priority | Effort | When       |
|-----------------------------------|-----------------------------------------------------------------|----------|--------|------------|
| 4.0 – Payroll System Optimization | Optimize the payroll systems based upon vendor recommendations. | H        | H      | April 2026 |

**Management Response**

- Evaluate and Implement the recommendations from Tyler Technologies of the recently completed health check and investment assessment of our Tyler Munis system.
- Engage Telestaff to perform a health assessment and optimization initiative.



# Standardize Processes

## Payroll and Timekeeping Audit Response Plan

| Payroll System Optimization                                   |                                                                                                  |          |        |            |
|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------|----------|--------|------------|
| Recommendations                                               | City of Goodyear Action                                                                          | Priority | Effort | When       |
| 9.0 – Optimizing Timekeeping System Integration and Usability | Integrate and automate data to improve efficiency of the various workforce management solutions. | H        | H      | April 2026 |

### Management Response

Conduct a needs assessment for timekeeping and review the functionality of the timekeeping softwares (Executime, Telestaff and SubItUp). The needs assessments and functionality review will include evaluations of the user interfaces, notifications, and time clocks. The results will be analyzed to determine the needs, available functionality, priority, and timing of optimizations to the timekeeping systems.



## Next Steps:

- These initiatives will be managed as a project within CMO
- Monthly updates will be provided to the City's Executive Team
- Quarterly reporting to the Audit Committee and then to Council
- Regular meetings with unions and stakeholders including quarterly updates
- Oversight on progress of the management responses by the City Auditor



# Internal Audit Program Update



# Internal Audit Program Update

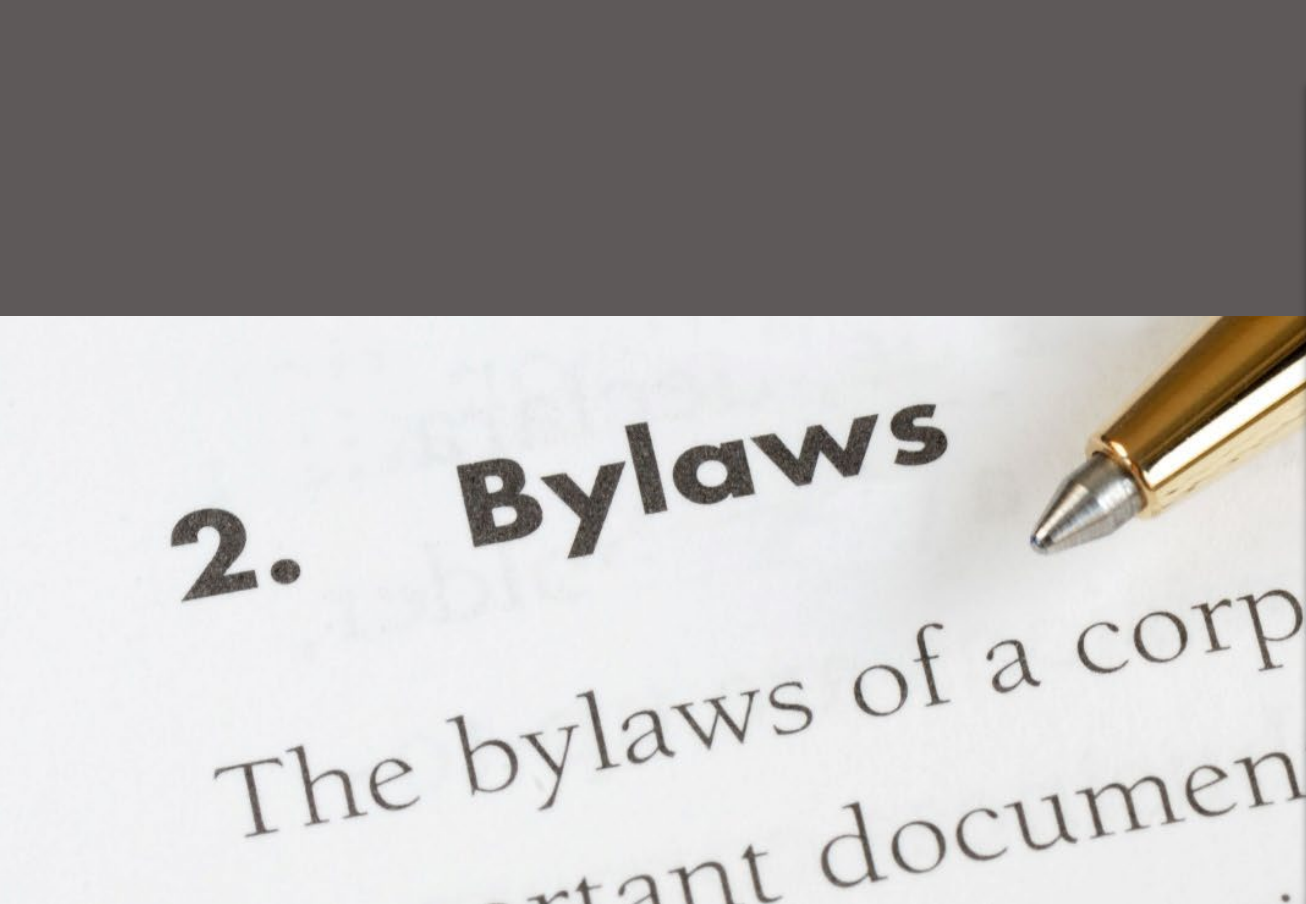
- City Auditor
- Audit Committee
- Payroll & Timekeeping Assessment





## City Auditor

- Job announcement closed in May
- First interviews held June 11
- Second interviews being scheduled
- July start date



## Audit Committee

April 9 Meeting

- Bylaws adopted
- Officers elected
- Interim Audit Plan approved



# Interim Audit Plan

Fiscal Year 2025 Interim Audit Plan  
City of Goodyear  
April 9, 2025

| Process Name                                 | Deliverables  |                      | Committee Discussion |
|----------------------------------------------|---------------|----------------------|----------------------|
|                                              | Audit Report  | Management Responses |                      |
| Payroll and Timekeeping Assessment           | April 9, 2025 | May 5, 2025          | May 12, 2025         |
| Capital Improvement Program Follow Up Review | May 12, 2025  | May 12, 2025         | June 12, 2025        |

# Audit Committee

## Recent meetings

- May 12 – Payroll & Timekeeping Assessment
- June 11 – CIP follow up
- June 16 – Financial Audit





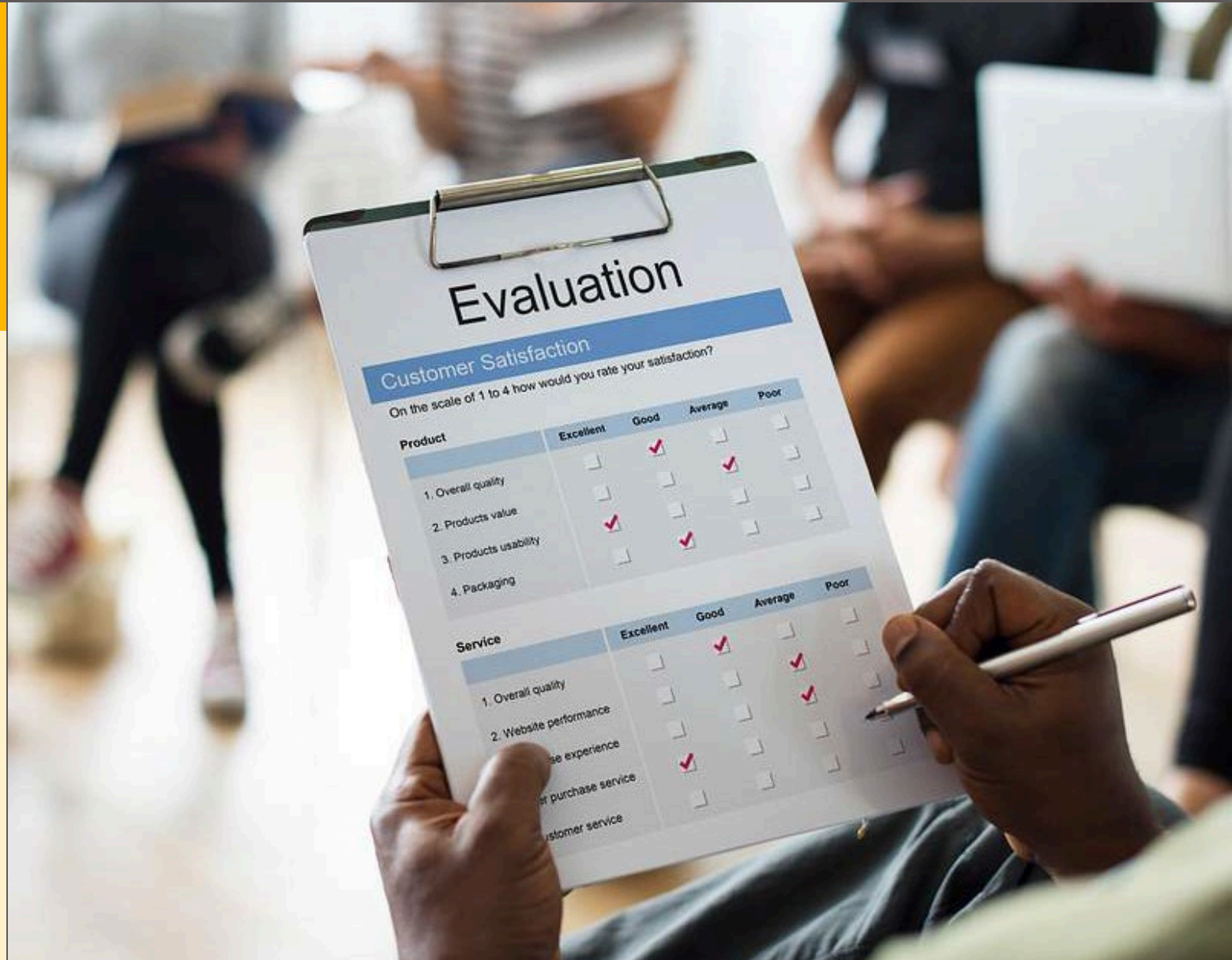
## Audit Committee

### Future meetings

- August 25 – Payroll follow up
- November 17 – Financial audit follow up

# Payroll & Timekeeping Assessment

- Third party consultant
- Comprehensive in nature
- Five months to complete





Feedback

## Payroll & Timekeeping Assessment

Recommendation categories

- Standardize Processes
- Automation of Systems
- Payroll System Optimization

# Payroll & Timekeeping Assessment

| Category              | Recommended Themes                                           | Completed by |
|-----------------------|--------------------------------------------------------------|--------------|
| Standardize Processes | 6.0 – Cross-Departmental Payroll Collaboration               | May          |
|                       | 10.0 – Strengthening Employee Communication and Transparency | June         |
|                       | 2.0 – Standardized Payroll Timelines and Processes           | August       |
|                       | 1.0 – Comprehensive Payroll Training Program                 | September    |
|                       | 5.0 – Process Improvement in Compliance Tracking             | September    |

# Payroll & Timekeeping Assessment

| Category              | Recommended Themes                                                   | Completed by |
|-----------------------|----------------------------------------------------------------------|--------------|
| Automation of Systems | 12.0 – Standardizing Access Credentials & Monitoring Payroll Systems | June         |
|                       | 11.0 – Payroll Compliance & Risk Mitigation                          | November     |
|                       | 7.0 – Streamlining Onboarding and Offboarding Processes              | January 2026 |



# Payroll & Timekeeping Assessment

| Category                    | Recommended Themes                                            | Completed by |
|-----------------------------|---------------------------------------------------------------|--------------|
| Payroll System Optimization | 8.0 – Enhancing Payroll Data Accuracy Through Validation      | October      |
|                             | 3.0 – Automation of Processes in Payroll System               | April 2026   |
|                             | 4.0 – Payroll System Optimization                             | April 2026   |
|                             | 9.0 – Optimizing Timekeeping System Integration and Usability | April 2026   |

# Payroll & Timekeeping Assessment

Progress  
centrally  
tracked

Follow up  
to occur in  
August



# Payroll & Timekeeping Assessment

## Internal Audit Program Update

ITEM #: 4.  
DATE: 06/16/2025  
AI #:2683



## **CITY COUNCIL ACTION REPORT**

### **SUBJECT: FY2025 STRATEGIC PLAN - CAPITAL PROJECT MANAGEMENT**

**STAFF PRESENTER(S):** Kini Knudson, Deputy City Manager; Steve Scinto, Director of Engineering

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#### **Summary**

Council will receive an update on the Fiscal Year (FY) 2025 Strategic Plan action item within the Infrastructure focus area. The Capital Project Management action item is intended to identify and implement best practices to manage the City's Capital Improvement Program (CIP). (Kini Knudson, Deputy City Manager; Steve Scinto, Director of Engineering)

#### **FISCAL IMPACT**

There is no direct fiscal impact related to this item.

#### **BACKGROUND AND PREVIOUS ACTIONS**

On November 13, 2023, Council adopted Resolution No. 2023-2363 adopting the City of Goodyear FY2025-2027 Strategic Plan. In the adopted Strategic Plan under the Infrastructure Focus Area, the City Manager's Office (CMO) has a Capital Project Management action Item to identify and implement best practices to manage the City's CIP, which is to be completed in FY2025. The Capital Project Management action item is included in the updated FY2025-2028 Strategic Plan, which Council adopted at its November 18, 2024, meeting through Resolution No. 2024-2434 adopting the City of Goodyear FY2025-2028 Strategic Plan.

In 2023, Council and City staff noted numerous compounding challenges to the successful execution of City CIP projects as well as general communication issues regarding the health of the City's CIP. These were related to a number of factors, including the rapid expansion of the City, uncertain market conditions, and the lack of a robust enterprise CIP project governance system.

In response, City staff moved forward with multiple initiatives, with one of the most important being the engagement of Protiviti, a global risk and consulting firm, to perform a business-process audit of the City's entire CIP. In June 2023, Protiviti issued its CIP Risk Management Review, which identified 32 recommendations for improvement. Protiviti utilized its "capability maturity model," to evaluate the City's CIP, which is based on a scoring framework that rates organizational process maturity on a scale from Level 1-Initial/ad hoc (lowest level) through Level 5-Optimized (highest level). Upon review of Protiviti's audit, City

staff felt confident that, through the careful consideration and implementation of Protiviti's recommendations, the City would achieve a higher maturity level in its CIP management processes while also ensuring the City was adopting industry best practices.

Given the critical importance of the City's CIP, Council incorporated the Capital Project Management action item as a FY2025 Strategic Plan project. As the implementation of Protiviti's recommendations would involve the close coordination between multiple City departments (Engineering, Finance, and Information Technology), the City Manager's Office was assigned the lead role for the Strategic Plan project.

On February 3, 2025, Engineering Department staff provided Council with a progress update on another CIP-related FY2025 Strategic Plan action item (CIP Management) in the Fiscal & Resource Management focus area. This project took steps to improve the scope and cost estimation of city CIP projects.

## **STAFF ANALYSIS**

Goodyear's CIP has expanded rapidly in recent years—driven by city growth, volatile market conditions and rising project demands—and yet oversight responsibility for the CIP remained split between several City departments. The Finance Department managed CIP budgeting, submissions, approvals and reporting, while the Engineering Department focused on CIP design, construction and delivery.

This division in responsibilities meant that the evaluation of new project requests and changes related to existing projects were tied to the budget cycle, which runs from early November to early January. This short window did not provide adequate time for Engineering staff to properly vet projects, which often led to budget overruns, frequent change requests and delays in project delivery. The City has since shifted primary responsibility for the CIP to the Engineering Department to centralize planning, scoping and execution of projects. The Engineering Department has also conducted internal and external surveys to identify and target process improvements, in addition to working with Protiviti to audit the CIP program.

## **Our Focus on Improving – Implementing Protiviti's 2023 Recommendations**

Protiviti's 2023 CIP Risk Management Review identified 32 recommendations across six process themes: CIP Project Classification; CIP Ticket Elements; CIP Planning Timeline; Change Control Requests' Project Reporting; and Project Management Manual. Their audit also evaluated the maturity of Goodyear's CIP program using a capability maturity model that measures the program's strength across seven key categories: Governance; Policies, Standards, and Procedures; Planning; Design; Procurement; Construction; and Closeout.

Over the past two years, Engineering staff has been working diligently to implement Protiviti's recommendations, while also taking steps to address feedback received from the internal and external surveys they conducted. This has required close communication and coordination with Engineering's client departments (Water Services, Parks and Recreation, Public Works, Police, and Fire) and with its CIP partner departments (Finance and Information Technology).

These efforts have produced significant progress on process improvements focused on enhancing project classification, documentation, planning and reporting. In its February 3, 2025, Strategic Plan Project update to Council, Engineering staff shared the details related to many of these improvements, including the launch of "CIP 365," which decoupled the CIP cycle from the budget cycle and created a centralized technology-driven hub (SharePoint) for

documentation, process flows, and standardized forms.

Other improvements included the migration to a centralized project management software platform (TeamDynamix-TDX) for all CIP projects, allowing for standardized project management, data collection, and performance tracking and reporting. In addition, reporting expectations have been embedded into the City's Project Management (PM) Manual, which has received an overhaul to include fully-developed guidance on project initiation, templates, and job aids, with online accessibility (SharePoint). PM Manual chapters focused on project initiation, scoping and costing are complete and were used successfully in the development of the current CIP. Final modifications to the remainder of the PM Manual will be complete by the end of this month.

The City team has revamped the project change control process by implementing tools to track root causes for project changes. Enhancements also included the transition to a more streamlined workflow for change control requests (CCR). These measures have increased efficiency, while promoting improved transparency and reporting. Next steps include folding the CCR process into project management software platform.

To ensure CIP process improvements progress and receive necessary support and direction, a CIP Executive Team committee has been convened and meets monthly to receive CIP updates and provide feedback.

### **Assessing Our Progress – 2025 Engagement of Protiviti**

As highlighted previously, City staff felt that significant progress had been made in addressing Protiviti's 2023 Risk Management Review recommendations and adopting best practices in management of the City's CIP. However, to properly assess its progress in these areas, City staff felt it best to engage Protiviti again to provide a third-party assessment.

Earlier this year, Protiviti was tasked with conducting a subsequent review of the City's management of its CIP program. Protiviti finalized its report in May 2025 (Attachment A - Capital Improvement Program Risk Management Follow Up Review), which found that the City had made substantial progress. Protiviti complimented the City on its overall improvement, noting that few of its clients show as much progress at two-year evaluations.

In its review, Protiviti again evaluated the City's CIP management health using its capability maturity model, but compared Goodyear's 2025 assessment to the City's 2023 review (Attachment A – pages 3-4). The City saw improvement across three of the seven key categories (Governance; Policies, Standards, and Procedures; and Planning). The results in these three categories align closely with City's staff focused efforts, as these three areas most directly influence the quality of initial CIP project scoping and cost estimating. Although the City also made improvements in the other four categories (Design, Procurement, Construction, and Closeout), the progress was not sufficient to increase the overall scores in those categories.

The report further supports the City's overall progress and improvements as evidenced by Protiviti's assessment of Goodyear's progress in implementing the 2023 recommendations (Attachment A – page 5).

### **Continuing Our Journey – Implementing Protiviti's 2025 Recommendations**

Protiviti's report concludes with recommendations to help Goodyear continue to improve the maturity of its CIP management. The four recommendations, along with the City's proposed

actions to address them, are summarized below.

- **Manual Data Governance:** Automate data flow between budgeting, financial and management software to eliminate manual entry and improve accuracy.
  - **City Action:** Identify and document duplicate data across the three core CIP software platforms. Designate a single authoritative information source and clarify which fields require manual entry. Ensure project managers know where to input data and require updates across all systems during monthly reporting.
- **Job Order Contract (JOC) Procurement:** The City should develop its own job order contracting (JOC) program to gain better control over vendor management and procurement metrics.
  - **City Action:** Engineering and Finance staff are in current development of a Goodyear JOC program covering CIP projects across four discipline areas: transportation systems; water/wastewater; general building; and general civil projects. Specific procedures addressing the JOC program and projects will be incorporated into the PM Manual, along with citywide training.
- **Inconsistent TeamDynamix (TDX) Use and Reporting:** TDX use should be standardized to ensure consistent data entry and reporting, increasing confidence in automated outputs.
  - **City Action:** Develop a job aid to identify minimum reporting requirements. Provide training to all project managers. Work with Information Technology staff to further customize TDX to remove any unnecessary tabs or fields.
- **Ongoing PM Manual Improvements:** The City's PM Manual should be finalized with completed procedures and job aids, then circulated across departments as a live reference on SharePoint.
  - **City Action:** Finalize and publish procedures for executing, monitoring & control, and project closeout in the PM Manual, along with job aids and templates, accessible through SharePoint. Develop a city-wide rollout strategy to train all CIP project managers.

The results of Protiviti's 2025 Capital Improvement Program Risk Management Follow Up Review, along with City Management's responses were shared with the City Audit Committee at its June 11, 2025, meeting (Attachment B).

Staff plans to re-engage with Protiviti in 2027 to further assess maturity of the City's CIP management and identify any additional opportunities for improvement.

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### Attachments

Attachment A - Capital Improvement Program Risk Management Follow Up Review

Attachment B - CIP Follow Up Management Responses

Staff Presentation

# CITY OF GOODYEAR

Capital Improvement Program Risk Management Follow Up Review  
May 2025



protiviti®  
Global Business Consulting

# Executive Summary

## Engagement Overview

In 2023 Protiviti was engaged by the City of Goodyear (Goodyear) to perform a Capital Projects Risk Management Process Review which evaluated the current state processes and controls related to the delivery of capital projects as managed by the Capital Improvement Program (CIP). This engagement is a follow-up review which assesses the implementation and effectiveness of corrective actions and improvements made in response to the 2023 engagement.

Protiviti conducted stakeholder interviews and reviewed both program-level and project-level documents to evaluate the current state of the capital project environment.

## Capability Maturity Assessment Results

| Focus Area         | Category                          | 2023 Maturity | Current State Maturity |
|--------------------|-----------------------------------|---------------|------------------------|
| Program Management | Program Governance                | Repeatable    | Defined                |
|                    | Policies, Standards, & Procedures | Initial       | Defined                |
| Project Lifecycle  | Planning                          | Initial       | Defined                |
|                    | Design                            | Defined       | Defined                |
|                    | Procurement                       | Managed       | Managed                |
|                    | Construction                      | Defined       | Defined                |
|                    | Closeout                          | Defined       | Defined                |

## Identified Themes

- Manual Data Governance
- Job Order Contracting (JOC) Procurement
- Inconsistent Team Dynamix (TDX) Use & Reporting
- Ongoing Project Management (PM) Manual Improvements

# Key Focus Areas

The engagement mirrored the 2023 CIP Risk Management Review, emphasizing program management and project lifecycle stages. The Capability Maturity Model (CMM) assessed seven categories, using the original engagement as a baseline, while six CIP projects were tested to evaluate change implementation.

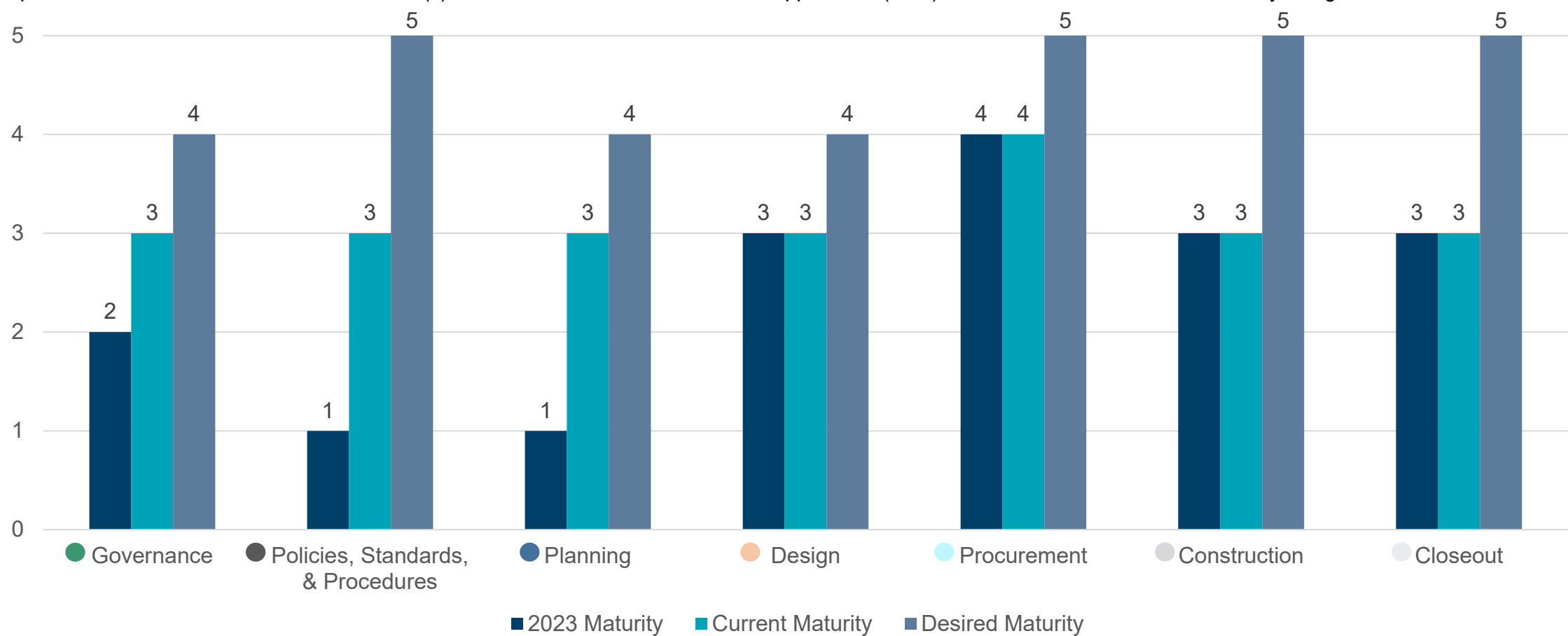
| Focus Area         | Category                          | Definition                                                                                        |
|--------------------|-----------------------------------|---------------------------------------------------------------------------------------------------|
| Program Management | Program Governance                | Guiding principles, oversight, and integrated team structures are effectively defined.            |
|                    | Policies, Standards, & Procedures | Policies, standards, & procedures are defined, implemented, and followed by department personnel. |
| Project Lifecycle  | Planning                          | Project planning is a repeatable process that covers scope, schedule, budget, and risks.          |
|                    | Design                            | Project design incorporates feedback from project management and owner personnel.                 |
|                    | Procurement                       | Procurement follows a process for soliciting and engaging vendors based on project needs.         |
|                    | Construction                      | Construction is managed consistently across project types and by different project managers.      |
|                    | Closeout                          | Activities ensure documentation is recorded and communicated to stakeholders.                     |

## In-Scope Projects

- Traffic Signal – San Gabriel & Elliot
- Bullard Wash Trail Extension to Ballpark
- Estrella Parkway – Hadley to Goodyear Boulevard North
- GMC TI Building E
- GWRF Expansion – Capacity Expansion from 6.0 MGD to 7.5 MGD
- Brine Disposal

# Capability Maturity Assessment

The chart below summarizes the 2023 previous state, 2025 current state, and desired future state maturity level for each in-scope category. Each recommendation in this report links back to one or more CMM element(s) via the associated icon. Reference Appendix A (P.18) for detailed definitions of the maturity ratings.



*\*Recommended Desired Maturity Level is based on implementation of activities listed under near-term actions & long-term goals in the “Detailed Observation & Recommendation” section of this report*

[Maturity Definitions](#)

# 2023 Recommendations Reconciliation

The table below outlines the 2023 CIP Review recommendations and Goodyear's corresponding actions, with the CIP achieving notable improvements across all items.

| 2023 Observation           | Recommendation Summary                                                                                                                                                                                                                                                                                                                  | Goodyear Action Taken                                                                                                                                                                                                                                                  |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CIP Project Classification | <b>Immediate:</b> Increase cost threshold to qualify projects as CIP.<br><b>Long-term:</b> Revise CIP classification rules to ensure projects assigned to CIP match the type of work it is designed to oversee.                                                                                                                         | The CIP classification methodology now incorporates project complexity, value, type, and permitting requirements, with the dollar threshold raised from \$100k to \$500k.                                                                                              |
| CIP Ticket Elements        | <b>Immediate:</b> Update the CIP Ticket to better communicate essential project information. Create a template version of the document that includes guiding instructions for the user.<br><b>Long-term:</b> Create CIP Ticket variants tailored to different project types.                                                            | Developed standard project initiation forms that are completed by the project manager, project owner, and other involved stakeholders when defining a new project's scope, schedule, and budget.                                                                       |
| CIP Planning Timeline      | <b>Immediate:</b> Encourage requestors to submit CIP requests in advance of submission deadline & involve external stakeholders in planning.<br><b>Long-term:</b> Expand timeframe for CIP review and planning & establish incentive plan for early request submission.                                                                 | Established CIP 365 which allows year-round CIP submissions. Created a CIP SharePoint site which serves as a centralized location for CIP information inclusive of job aids, process flows, org charts, and other department information.                              |
| Change Control Requests    | <b>Immediate:</b> Track Change Control Metrics (CCR) metrics and communicate quarterly. Update CCR form to include root cause. Incorporate CCR guidelines within the PM Manual.<br><b>Long-term:</b> Transition to a software managed process in lieu of email based for CCR submission. Create CCR goals based on established metrics. | Pending / upcoming CCRs are reviewed in monthly CIP Executive Team committee meetings, with updated forms now capturing root causes for changes to scope, schedule, or budget. A master excel tracker monitors CCR progress, with plans to transition tracking to TDX. |
| Project Reporting          | <b>Immediate:</b> Improve and standardize project reporting. Define reporting requirements within PM manual. Establish KPI goals.<br><b>Long-term:</b> Transition to software-based reporting with automated data collection. Establish review committee for project reporting.                                                         | Reporting expectations have been documented within the PM Manual. Project level reporting has been automated via transition to TDX, and a monthly CIP Executive Team committee has been established.                                                                   |
| PM Manual                  | <b>Immediate:</b> Complete documentation of standard operating procedures in PM Manual & circulate to PMs.<br><b>Long-term:</b> Develop templates, job aids, etc. and reference in PM Manual.                                                                                                                                           | The PM Manual has undergone significant enhancements, with completed chapters on project initiation and planning. The PM Manual now includes document templates / job aids and is accessible on the SharePoint site.                                                   |

# Summary of Observations & Recommendations

Observations in the table below are considered the root causes behind a lack of further maturity in the CMM and are addressed by the corresponding recommendations. Details on each recommendation can be found in the “Detailed Observations & Recommendations” section of this report; next steps are broken down into “Long-Term Goals” and “Near-Term Actions”.

| #  | Thematic Bucket                           | Observation                                                                                                                                                                                                                                                   | Recommendation                                                                                                                                                                                                                                                                                                                   | Impact* | Level of Effort* |
|----|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|------------------|
| 01 | Manual Data Governance                    | The three core software tools for managing CIP projects lack automatic integration, leading to redundant data and requiring manual entry across platforms.                                                                                                    | Goodyear should automate the connection and data flow between Questica, Munis, and TDX to increase data accuracy and reduce redundant tasks.                                                                                                                                                                                     | High    | Medium           |
| 02 | JOC Procurement                           | Goodyear utilizes JOC contracts shared with other public procurement units. This approach limits Goodyear’s control over vendor enrollment, contract terms, and reporting on procurement / award metrics.                                                     | As Goodyear expands and the need for JOC grows, the city should consider developing its own JOC program which is tailored to align with Goodyear’s specific risk profile and program requirements. We understand this initiative is already underway.                                                                            | High    | High             |
| 03 | Inconsistent Team Dynamix Use & Reporting | Review of TDX usage reveals inconsistent data entry, inconsistent reporting practices, and unclear functionality across its features. These issues hinder effective project tracking and communication.                                                       | Information in TDX should be customized and populated; information should be standardized, improving data consistency and document control. Ensuring consistent information in the system can increase confidence in the accuracy of automated reporting.                                                                        | High    | Medium           |
| 04 | Ongoing PM Manual Improvements            | The Project Management (PM) Manual, which is used to standardize project management practices across the City, has been significantly revised since the 2023 review but is not finalized, potentially causing inconsistency in project management activities. | The PM Manual should be completed, with finalized procedures and job-aids for Project Execution, Monitoring & Control, and Project Closeout chapters. The finalized PM Manual should be circulated across the City to relevant departments and stakeholders, ultimately living as a live playbook in the SharePoint environment. | Medium  | Medium           |

*\*Definitions around Impact, Level of Effort, Long-Term Goals, and Near-Term Actions can be found in Appendix B.*

# Capability Maturity Model (CMM)

# Capability Maturity Model (1/3)

The information presented below summarizes the current state processes and capabilities for each category and sub-category of the Capability Maturity Model framework. Reference Appendix A (P.18) for detailed definitions of the maturity ratings.

| ID         | Focus Area                             | Maturity Rating |          |          |         |         |         |         |         |         | Process Maturity                    |
|------------|----------------------------------------|-----------------|----------|----------|---------|---------|---------|---------|---------|---------|-------------------------------------|
|            |                                        | PL '23          | CL       | DL       | Level 0 | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |                                     |
| <b>1.0</b> | <b>Program Governance</b>              | <b>2</b>        | <b>3</b> | <b>4</b> |         |         | Δ       | +       | *       |         | <b>Defined &amp; Established</b>    |
| 1.1        | Organizational Structure               | 1               | 2        | 4        |         | Δ       | +       |         | *       |         | Approved Road Map & Ad Hoc Activity |
| 1.2        | Roles & Responsibilities               | 1               | 3        | 4        |         | Δ       |         | +       | *       |         | Defined & Established               |
| 1.3        | Effective Framework                    | 2               | 2        | 4        |         |         | Δ+      |         | *       |         | Approved Road Map & Ad Hoc Activity |
| 1.4        | Continuous Alignment                   | 2               | 3        | 4        |         |         | Δ       | +       | *       |         | Defined & Established               |
| 1.5        | Develop Appropriate Components         | 2               | 3        | 4        |         |         | Δ       | +       | *       |         | Defined & Established               |
| 1.6        | Escalation Mechanism                   | 2               | 3        | 4        |         |         | Δ       | +       | *       |         | Defined & Established               |
| 1.7        | Effective Management                   | 2               | 3        | 4        |         |         | Δ       | +       | *       |         | Defined & Established               |
| 1.8        | Applicable Standards                   | 4               | 4        | 4        |         |         |         |         | Δ+*     |         | Fully Implemented & Operational     |
| <b>2.0</b> | <b>Policies, Standards, Procedures</b> | <b>1</b>        | <b>3</b> | <b>5</b> |         | Δ       |         | +       |         | *       | <b>Defined &amp; Established</b>    |
| 2.1        | Policy & Procedure Manuals             | 1               | 3        | 5        |         | Δ       |         | +       |         | *       | Defined & Established               |
| 2.2        | Forms & Templates                      | 1               | 3        | 5        |         | Δ       |         | +       |         | *       | Defined & Established               |
| 2.3        | Standardized Reporting                 | 2               | 3        | 5        |         |         | Δ       | +       |         | *       | Defined & Established               |
| 2.4        | Consistency Evaluations                | 1               | 2        | 5        |         | Δ       | +       |         |         | *       | Approved Road Map & Ad Hoc Activity |
| 2.5        | Employee Onboarding Program            | 1               | 3        | 5        |         | Δ       |         | +       |         | *       | Defined & Established               |

|               |         |         |         |         |         |         |
|---------------|---------|---------|---------|---------|---------|---------|
| Current Level | Level 0 | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
|---------------|---------|---------|---------|---------|---------|---------|

Δ Indicates 2023 assessed maturity level

+ Indicates 2025 current maturity level

\* Indicates desired maturity level

# Capability Maturity Model (2/3)

The information presented below summarizes the current state processes and capabilities for each category and sub-category of the Capability Maturity Model framework. Reference Appendix A (P.18) for detailed definitions of the maturity ratings.

| ID         | Focus Area                            | Maturity Rating |          |          |         |         |         |         |         |         | Process Maturity                           |
|------------|---------------------------------------|-----------------|----------|----------|---------|---------|---------|---------|---------|---------|--------------------------------------------|
|            |                                       | PL '23          | CL       | DL       | Level 0 | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |                                            |
| <b>3.0</b> | <b>Planning</b>                       | <b>1</b>        | <b>3</b> | <b>4</b> |         | Δ       |         | +       | *       |         | <b>Defined &amp; Established</b>           |
| 3.1        | Scope Development                     | 1               | 3        | 5        |         | Δ       |         | +       |         | *       | Defined & Established                      |
| 3.2        | Budget Development                    | 2               | 3        | 5        |         |         | Δ       | +       |         | *       | Defined & Established                      |
| 3.3        | Schedule Development                  | 2               | 3        | 5        |         |         | Δ       | +       |         | *       | Defined & Established                      |
| 3.4        | Risks and Exposures                   | 1               | 3        | 5        |         | Δ       |         | +       |         | *       | Defined & Established                      |
| 3.5        | Basis of Design                       | 0               | 2        | 3        | Δ       |         | +       | *       |         |         | Approved Road Map & Ad Hoc Activity        |
| 3.6        | Funding Approval /Allocation          | 3               | 3        | 4        |         |         |         | Δ+      | *       |         | Defined & Established                      |
| 3.7        | Charter Development                   | 1               | 2        | 4        |         | Δ       | +       |         | *       |         | Approved Road Map & Ad Hoc Activity        |
| <b>4.0</b> | <b>Design</b>                         | <b>3</b>        | <b>3</b> | <b>4</b> |         |         |         | Δ+      | *       |         | <b>Defined &amp; Established</b>           |
| 4.1        | Schematic and Design Development      | 3               | 3        | 4        |         |         |         | Δ+      | *       |         | Defined & Established                      |
| 4.2        | Project Delivery Method               | 3               | 3        | 4        |         |         |         | Δ+      | *       |         | Defined & Established                      |
| 4.3        | Design Review & Approvals             | 3               | 4        | 4        |         |         |         | Δ       | +       | *       | Fully Implemented & Operational            |
| 4.4        | Constructability                      | 2               | 3        | 4        |         |         | Δ       | +       | *       |         | Defined & Established                      |
| 4.5        | Design Standards                      | 3               | 3        | 4        |         |         |         | Δ+      | *       |         | Defined & Established                      |
| <b>5.0</b> | <b>Procurement</b>                    | <b>4</b>        | <b>4</b> | <b>5</b> |         |         |         |         | Δ+      | *       | <b>Fully Implemented &amp; Operational</b> |
| 5.1        | Procurement Planning                  | 4               | 4        | 5        |         |         |         |         | Δ+      | *       | Fully Implemented & Operational            |
| 5.2        | Request for Proposal / Bid Management | 4               | 4        | 5        |         |         |         |         | Δ+      | *       | Fully Implemented & Operational            |
| 5.3        | Integrity and Accountability          | 3               | 4        | 5        |         |         |         | Δ       | +       | *       | Fully Implemented & Operational            |
| 5.4        | Bid Review and Tabulation             | 4               | 4        | 5        |         |         |         |         | Δ+      | *       | Fully Implemented & Operational            |
| 5.5        | Bid Leveling & Award                  | 4               | 4        | 5        |         |         |         |         | Δ+      | *       | Fully Implemented & Operational            |

|                      |                |                |                |                |                |                |
|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Current Level</b> | <b>Level 0</b> | <b>Level 1</b> | <b>Level 2</b> | <b>Level 3</b> | <b>Level 4</b> | <b>Level 5</b> |
|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|

Δ Indicates 2023 assessed maturity level

+

\* Indicates desired maturity level

# Capability Maturity Model (3/3)

The information presented below summarizes the current state processes and capabilities for each category and sub-category of the Capability Maturity Model framework. Reference Appendix A (P.18) for detailed definitions of the maturity ratings.

| ID         | Focus Area                  | Maturity Rating |          |          |         |         |           |           |         |         | Process Maturity                    |
|------------|-----------------------------|-----------------|----------|----------|---------|---------|-----------|-----------|---------|---------|-------------------------------------|
|            |                             | PL '23          | CL       | DL       | Level 0 | Level 1 | Level 2   | Level 3   | Level 4 | Level 5 |                                     |
| <b>6.0</b> | <b>Construction</b>         | <b>3</b>        | <b>3</b> | <b>5</b> |         |         |           | $\Delta+$ |         | *       | <b>Defined &amp; Established</b>    |
| 6.1        | Contracting                 | 3               | 3        | 5        |         |         |           | $\Delta+$ |         | *       | Defined & Established               |
| 6.2        | Schedule Management         | 3               | 4        | 5        |         |         |           | $\Delta$  | +       | *       | Fully Implemented & Operational     |
| 6.3        | Cost Control                | 2               | 3        | 5        |         |         | $\Delta$  | +         |         | *       | Defined & Established               |
| 6.3.1      | Change Management           | 2               | 3        | 5        |         |         | $\Delta$  | +         |         | *       | Defined & Established               |
| 6.3.2      | Invoicing & payment         | 2               | 2        | 5        |         |         | $\Delta+$ |           |         | *       | Approved Road Map & Ad Hoc Activity |
| 6.3.3      | Inspections                 | 3               | 3        | 5        |         |         |           | $\Delta+$ |         | *       | Defined & Established               |
| 6.3.4      | Occupancy                   | 3               | 4        | 5        |         |         |           | $\Delta$  | +       | *       | Fully Implemented & Operational     |
| 6.4        | Reporting                   | 3               | 4        | 5        |         |         |           | $\Delta$  | +       | *       | Fully Implemented & Operational     |
| <b>7.0</b> | <b>Closeout</b>             | <b>3</b>        | <b>3</b> | <b>5</b> |         |         |           | $\Delta+$ |         | *       | <b>Defined &amp; Established</b>    |
| 7.1        | Project Closeout Checklists | 3               | 3        | 5        |         |         |           | $\Delta+$ |         | *       | Defined & Established               |
| 7.2        | Project Debriefing          | 2               | 3        | 5        |         |         | $\Delta$  | +         |         | *       | Defined & Established               |

|               |         |         |         |         |         |         |
|---------------|---------|---------|---------|---------|---------|---------|
| Current Level | Level 0 | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
|---------------|---------|---------|---------|---------|---------|---------|

$\Delta$  Indicates 2023 assessed maturity level

+

\* Indicates desired maturity level

# Detailed Observations & Recommendations

# 01 Manual Data Governance



## Observations

High Priority

- The three primary software used by Project Managers (PMs) when managing projects do not automatically interface with each other, causing financial information to be stored in multiple locations and requiring manual entries.
- Three core software tools—Questica (budget development), Munis (budget, actuals), and TDX (project management) - support CIP project management. Although each serves a distinct purpose, they contain overlapping data. Due to insufficient integration, information from one tool often requires manual entry into the others.
  - Stakeholder interviews highlighted that frequent data inaccuracies across Questica, Munis, and TDX drive project managers to use external spreadsheets for tracking project information. The interviews also identified the lack of integration between these tools as a significant pain point.
  - Testing of sampled project data confirmed budget value inaccuracies across the software tools. Refer to Appendix C.1 for a summary of the reviewed project budgets and observed inconsistencies.

## Risk / Potential Impact

- ✗ Manual data entry in software introduces significant risks, primarily the potential for information to become outdated, inaccurate, or misaligned with source data. This can lead to errors in decision-making, as users may unknowingly rely on stale or incorrect data that no longer reflects current project realities.
- ✗ Manual data entry in software creates inefficiencies, requiring employees to spend excessive time on repetitive tasks rather than focusing on higher-value work. This process slows project workflows, frustrates staff, and reduces morale.

### Near-Term Actions

- Identify and document redundant data across the three core software tools, designating one as the definitive source of truth and clarifying which require manual entry. Ensure project managers know where to input data and mandate that all project information be updated across systems during monthly reporting. This creates a consistent point in time when the portfolio data is reliable for decision-making.

### Long-Term Goals

- Conduct a feasibility study to identify integration capabilities, data flow requirements, and potential API connections between Questica, Munis, and TDX, ensuring alignment with operational needs and IT infrastructure.
- Goodyear should work to integrate the three core software tools—Questica, Munis, and TDX—to enable seamless data sharing, eliminating the need for manual entry and ensuring information remains current. This integration would streamline workflows, reduce redundancies, and maintain real-time accuracy across systems, enhancing data reliability for decision-making.

## Next Steps

# 02 JOC Procurement

Medium Priority

## Observations

Goodyear utilizes JOC contracts shared with other public procurement units (state, county, & municipalities). This approach limits Goodyear’s control over vendor enrollment, contract terms, and reporting on procurement / award metrics.

- Goodyear can only engage JOC vendors if other public procurement units have included specific language in their direct agreements. Vendor selection and vetting is managed by the municipality owning the contracts with respective vendors, removing Goodyear’s involvement from the review process. Consequently, Goodyear can be bound by terms, conditions, and limits negotiated by others.
- When Goodyear adopts a JOC vendor through another city, Goodyear may engage them for additional projects within allowable limits (e.g., successive \$1M projects) without re-entering the competitive market. However, processing change orders is challenging since the contract exists between the vendor and the partner municipality, not Goodyear directly.
- Stakeholder interviews revealed that the current JOC contracting practices creates an environment susceptible to vendor dependency or overuse, driven by streamlined procurement processes and favorable prior experiences with the vendor.
- Current JOC procurement activities offer limited to no reporting on vendors hired for capital projects, hindering Goodyear’s ability to develop comprehensive procurement KPIs.

## Risk / Potential Impact

- Due to streamlined procurement processes, vendors may be selected for work outside their expertise, potentially leading to substandard performance.
- Reliance on other public procurement units’ contract terms, conditions, and limits may increase Goodyear’s risk exposure if contracts do not adequately transfer risk from the City to the vendor.

### Near-Term Actions

- Establish policies or guidelines for managing current state JOC procurement to enhance procurement practices and mitigate associated risks.
- Goodyear has started preliminary conversations with a consultant to assist in the development of a formal JOC program. As the program is developed, costs, resource demands, and optimal timing based on city needs should be considered. Incorporate this into long-term planning and start communicating its importance to stakeholders.

### Long-Term Goals

- Collaborate with the consultant to finalize the development of the JOC program. This shift will enable the City to gain full control over vendor selection, contract terms, and procurement processes, aligning them with municipal priorities and growth demands.
- Create a comprehensive reporting framework which monitors contractor performance, project results, and procurement metrics. Merge this JOC reporting with existing procurement systems (Bonfire) into a unified dashboard.

## Next Steps

# 03 Inconsistent Team Dynamix Use & Reporting



## Observations

Review of TDX usage reveals inconsistent data entry, inconsistent reporting practices, and unclear functionality across its features. These issues hinder effective project tracking and communication.

High Priority

- Information tracked and updated in TDX lacks consistency. Specifically, the tabs such as Details, Announcements, Briefcase, Calendar, Contacts, Issues, Risks, Links, and Plans contain varying levels of detail across the sampled projects. Refer to Appendix C.2 for a summary of project data entered in TDX.
- Although TDX reports overall project percent complete, it lacks fields to track actuals and spend-to-date, critical for a comprehensive view of completion status. This gap forces users to exit the system to assess billing percent complete, disrupting workflow efficiency.
- There is inconsistency with the frequency of TDX updates. See Appendix C.3 for a summary of project update consistency for the sampled projects.

Low Priority

- TDX tabs lack headers or descriptions clarifying the expected content, leading to confusion about their purpose. For instance, the distinction between the Issues and Risks tabs is unclear, as demonstrated by the absence of data in the Issues tab across all six sampled projects.

## Risk / Potential Impact

- X** Inconsistent information in TDX can reduce the effectiveness of a standard project management tool.
- X** Inconsistent updates can lead to outdated information in the system, leading to inaccurate data in automated reporting generated through TDX.
- X** Fields and tabs within TDX that are not fully understood will not have a successful adoption.

### Near-Term Actions

### Long-Term Goals

## Next Steps

- Add descriptors for each tab and field in TDX, defining the intent of each update and communicating the purpose of the information, and remove any unnecessary tabs or fields.
- Include a field in the “Details” tab which tracks spend to date compared to the project’s overall budget.
- Even if no progress occurs in a given month, a status update should be provided, maintaining existing information while noting the date through which it remains current.
- Standardize fields, information, and documentation that PMs are required to update in TDX. This can be effectively communicated across the City via the finalized PM Manual and SharePoint resources.
- Implement a consistency evaluation program, monitoring the consistency of TDX information and updates across all CIP projects. This is commonly achieved through monthly status reporting.
- Create a TDX user manual which provides desktop procedures and content guidance for software users.

# 04 Ongoing Project Management Manual Improvements



## Observations

The Project Management (PM) Manual, which documents standard project management procedures for the City, has been significantly revised since the 2023 review but is not finalized.

Medium Priority

- Chapters for Project Executing, Monitoring and Control, and Project Closeout are in a developmental state. Reference Appendix C.4 for current progress of all PM Manual chapters.
- Project-level testing identified inconsistency in project management practices. Many of these inconsistencies are tied to chapters of the PM Manual that are in a draft state and have not been communicated to PMs City-wide.
  - 1 of 3 applicable projects were not collecting lien waivers from the contractor.
  - 1 of 3 applicable projects were not collecting progress reports from the contractor with monthly payment applications.
  - Payment application forms (AIA G702/G703) were inconsistent across all 3 applicable projects.
- Workflows, job aids, and templates are not yet created for the following critical processes: i) payment application processing, ii) change order processing, iii) cash flow projections, iv) forecasting, and v) reporting.
  - Procedures for the listed processes should be documented and outline the purpose, cadence, involved personnel, and detailed activities.
- Stakeholder interviews with PMs outside of the Engineering department indicated that the PMs were not aware of any developed materials (workflows, job aids, templates, or tools) associated with the draft state chapters of the PM Manual.

### Risk / Potential Impact

- ✗ Lack of documented procedures can lead to missing important documentation (i.e., lien waivers).
- ✗ When the PM Manual remains in a draft state, it introduces ambiguity to roles for current and new employees.
- ✗ Inconsistent project management practices, caused from a lack of standard procedures, can lead to inaccurate project reporting and discourage the tracking of KPIs and other metrics.

### Near-Term Actions

- Finalize the procedures for the Executing, Monitoring & Control, and Project Closeout sections of the PM Manual then publish in the CIP SharePoint site, along with all job aids and project management tools and templates.

### Long-Term Goals

- Consider transitioning the PM Manual from a static PDF document to a more interactive SharePoint platform. This would enhance version control and further establish SharePoint as the centralized hub for CIP information. See Appendix C.5 for an example of a PM Manual living in SharePoint.
- Establish a cadence for training refresh and communication across all City departments. It is critical that all PMs, regardless of department, are up to date on the current processes, procedures, and workflows presented in the PM Manual.

### Next Steps

# Appendices

# Appendix A – Capability Maturity Model Framework

# Appendix A – Capability Maturity Model Framework

The maturity level ratings guide establishes benchmarks by which a process or processes can be understood on a functional level. Each of the stages of the model can be utilized to understand the current strengths of a process or processes, and how to improve upon the current state. Based on the output, the focus area is assigned a maturity rating, as described below:

| # | Value      | Definition                                                                                                                                                                                                             |
|---|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0 | Start-Up   | <b>Start-up / No Activity</b><br>Environment with no existing risk management activities                                                                                                                               |
| 1 | Initial    | <b>Initial Visioning &amp; Ad Hoc Activity</b><br>Dependent on heroics, institutional capability lacking / Control is not a priority<br>Undefined tasks, relies on initiative, “just do it”, reliance on key people.   |
| 2 | Repeatable | <b>Approved Road Map &amp; Ad Hoc Activity</b><br>Process repeatable, but dependent on individuals / controls documentation lacking<br>Common language, quality people assigned, defined tasks, initial infrastructure |
| 3 | Defined    | <b>Defined &amp; Established</b><br>Policies, process and standards defined and institutionalized<br>Uniform process, remaining components of infrastructure, rigorous methodologies                                   |
| 4 | Managed    | <b>Fully implemented &amp; Operational</b><br>Issue measured / managed quantitatively and aggregated enterprise-wide<br>Rigorous management, methodologies / analysis, intensive debate on trade-off issues            |
| 5 | Optimized  | <b>Continuous Improvement</b><br>Continuously improving controls / Issue management is a source of competitive advantage<br>Issue resolution strategy, increased emphasis on taking and exploiting opportunities       |

# Appendix B – Definitions

# Appendix B – Key Definitions

Definitions to further clarify and provide a precise meaning around the terms utilized in this report.

| Term            | Definition                                                                               |                                                                                                                                                                                                                                            |
|-----------------|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Impact          | <i>The observable effect of implementing a recommendation to Goodyear.</i>               |                                                                                                                                                                                                                                            |
|                 | <b>High</b>                                                                              | Recommendations that deliver significant benefits by resolving critical issues or risks, driving substantial improvements, benefiting stakeholders across 2+ departments, and/or aligning with strategic objectives.                       |
|                 | <b>Medium</b>                                                                            | Recommendations that provide moderate benefits by addressing important but less critical issues, offering noticeable but not transformative improvements, and supporting strategic goals without being primary drivers.                    |
|                 | <b>Low</b>                                                                               | Recommendations that offer minimal benefits by addressing low-priority, non-critical issues with limited scope, narrow stakeholder impact, and little alignment with strategic objectives.                                                 |
| Level of Effort | <i>The amount of time, resources, and energy required to implement a recommendation.</i> |                                                                                                                                                                                                                                            |
|                 | <b>High</b>                                                                              | Requires substantial time (6 months+), significant resources, and extensive coordination, often involving multiple teams, advanced expertise, complex processes, and considerable financial or technological investments.                  |
|                 | <b>Medium</b>                                                                            | Requires a moderate amount of time (2 – 5 months), resources, and coordination, involving some complexity and specialized expertise, but manageable within existing capacities without overwhelming the organization.                      |
|                 | <b>Low</b>                                                                               | Requires minimal time (1 month), resources, and coordination, involving straightforward processes, little complexity, and no significant strain on organizational capacity.                                                                |
| Next Steps      | <i>Recommended next steps to address noted observations</i>                              |                                                                                                                                                                                                                                            |
|                 | <b>Long Term Goal</b>                                                                    | Activities that require in-depth planning to execute. May take substantial (6 months+) amount of time to achieve, require investment (\$500,00+) to execute, and/or require coordination across multiple (2+) departments within Goodyear. |
|                 | <b>Near Term Activity</b>                                                                | Activities that can be planned and executed in the immediate future, with a minimal (1 month) to moderate (2 – 5 months) amount of time and coordination and/or does not require significant investment (<\$500,000).                      |

# Appendix C – Detailed Observations Support

# Appendix C.1 – Sampled Project Budgets

The table below summarizes project budgets as documented across the various software platforms. The observed project budgets varied based on the source for 4 of 6 sampled projects.

| Project Name                                                | Project No. | TDX Budget    | CIP Ticket Budget | Munis FY25 Budget |
|-------------------------------------------------------------|-------------|---------------|-------------------|-------------------|
| Estrella Parkway - Hadley to Goodyear Boulevard North       | 42069       | \$ 871,700    | \$ 871,700        | \$ 871,700        |
| Bullard Wash Trail Extension to Ballpark                    | 50059       | \$ 23,688,800 | \$ 2,285,000      | \$ 2,285,000      |
| Brine Disposal                                              | 60034       | \$ 16,195,000 | No CIP Ticket     | \$ 14,069,800     |
| GWRF Expansion - Capacity Expansion from 6.0 MGD to 7.5 MGD | 60109       | \$ 6,000,000  | \$ 2,000,000      | \$ 5,909,800      |
| GMC TI Building E                                           | 60124       | \$ 3,040,400  | \$ 3,040,400      | \$ 3,040,400      |
| Traffic Signal - San Gabriel & Elliot                       | 42082       | \$ 1,842,500  | \$ 1,749,200      | \$ 1,839,500      |

## Appendix C.2 – Sampled Project TDX Information

The table below summarizes updated project tabs / fields in TDX. Observed issues included inconsistency in the level of detail of information populated in the TDX environment across all projects.

| Project Information                                         |             | TDX Fields / Tabs |      |               |           |          |          |        |       |       |       |
|-------------------------------------------------------------|-------------|-------------------|------|---------------|-----------|----------|----------|--------|-------|-------|-------|
| Project Name                                                | Project No. | Details           | Feed | Announcements | Briefcase | Calendar | Contacts | Issues | Risks | Links | Plans |
| Estrella Parkway - Hadley to Goodyear Boulevard North       | 42069       | ✓                 | □    | ✗             | ✗         | ✓        | ✓        | ✗      | ✗     | ✗     | ✓     |
| Bullard Wash Trail Extension to Ballpark                    | 50059       | ✓                 | □    | ✗             | ✓         | ✓        | ✓        | ✗      | ✓     | ✗     | ✓     |
| Brine Disposal                                              | 60034       | ✓                 | □    | ✗             | ✗         | ✗        | ✓        | ✗      | ✗     | ✗     | ✗     |
| GWRP Expansion - Capacity Expansion from 6.0 MGD to 7.5 MGD | 60109       | ✓                 | □    | ✗             | ✓         | ✗        | ✓        | ✗      | ✗     | ✗     | ✗     |
| GMC TI Building E                                           | 60124       | ✓                 | □    | ✗             | ✓         | ✓        | ✓        | ✗      | ✓     | ✗     | ✓     |
| Traffic Signal - San Gabriel & Elliot                       | 42082       | ✓                 | □    | ✗             | ✓         | ✓        | ✓        | ✗      | ✗     | ✗     | ✓     |

### Legend

✗ Fields / Tabs not Updated

□ Field / Tabs automatically updated without manual input

✓ Fields / Tabs updated

## Appendix C.3 – Sampled Project TDX Updates

The table below summarizes the consistency and cadence of TDX updates by the PMs. Project updates were provided regularly for 5 of 6 sampled projects, however the cadence was not consistently monthly.

| Period   | Estrella Parkway -<br>Hadley to Goodyear<br>Boulevard North | Bullard Wash Trail<br>Extension to Ballpark | Brine Disposal | GWRP Expansion -<br>Capacity Expansion from<br>6.0 MGD to 7.5 MGD | GMC TI Building E | Traffic Signal - San<br>Gabriel & Elliot |
|----------|-------------------------------------------------------------|---------------------------------------------|----------------|-------------------------------------------------------------------|-------------------|------------------------------------------|
|          | 42069                                                       | 50059                                       | 60034          | 60109                                                             | 60124             | 42082                                    |
| Feb 2025 | ✓                                                           | ✓                                           | ✗              | ✓                                                                 | ✓                 | ✓                                        |
| Jan 2025 | ✓                                                           | ✓                                           | ✗              | ✗                                                                 | ✓                 | ✓                                        |
| Dec 2024 | ✓                                                           | ✓                                           | ✗              | ✗                                                                 | ✗                 | ✗                                        |
| Nov 2024 | ✓                                                           | ✓                                           | ✗              | ✓                                                                 | ✗                 | ✓                                        |
| Oct 2024 | ✓                                                           | ✓                                           | ✗              | ✓                                                                 | N/A               | ✓                                        |
| Sep 2024 | N/A                                                         | ✓                                           | ✓              | ✗                                                                 | N/A               | ✓                                        |
| Aug 2024 | N/A                                                         | ✓                                           | ✗              | ✗                                                                 | N/A               | ✓                                        |
| Jul 2024 | N/A                                                         | N/A                                         | ✗              | ✗                                                                 | N/A               | ✓                                        |
| Jun 2024 | N/A                                                         | N/A                                         | ✗              | ✓                                                                 | N/A               | ✓                                        |
| May 2024 | N/A                                                         | N/A                                         | ✗              | ✓                                                                 | N/A               | ✓                                        |
| Apr 2024 | N/A                                                         | N/A                                         | ✗              | ✓                                                                 | N/A               | ✓                                        |
| Mar 2024 | N/A                                                         | N/A                                         | ✗              | ✓                                                                 | N/A               | N/A                                      |
| Feb 2024 | N/A                                                         | N/A                                         | ✗              | ✗                                                                 | N/A               | N/A                                      |
| Jan 2024 | N/A                                                         | N/A                                         | ✗              | ✗                                                                 | N/A               | N/A                                      |

### Legend

✗ No monthly update in TDX observed    ✓ Monthly update in TDX observed    N/A Date listed before project start

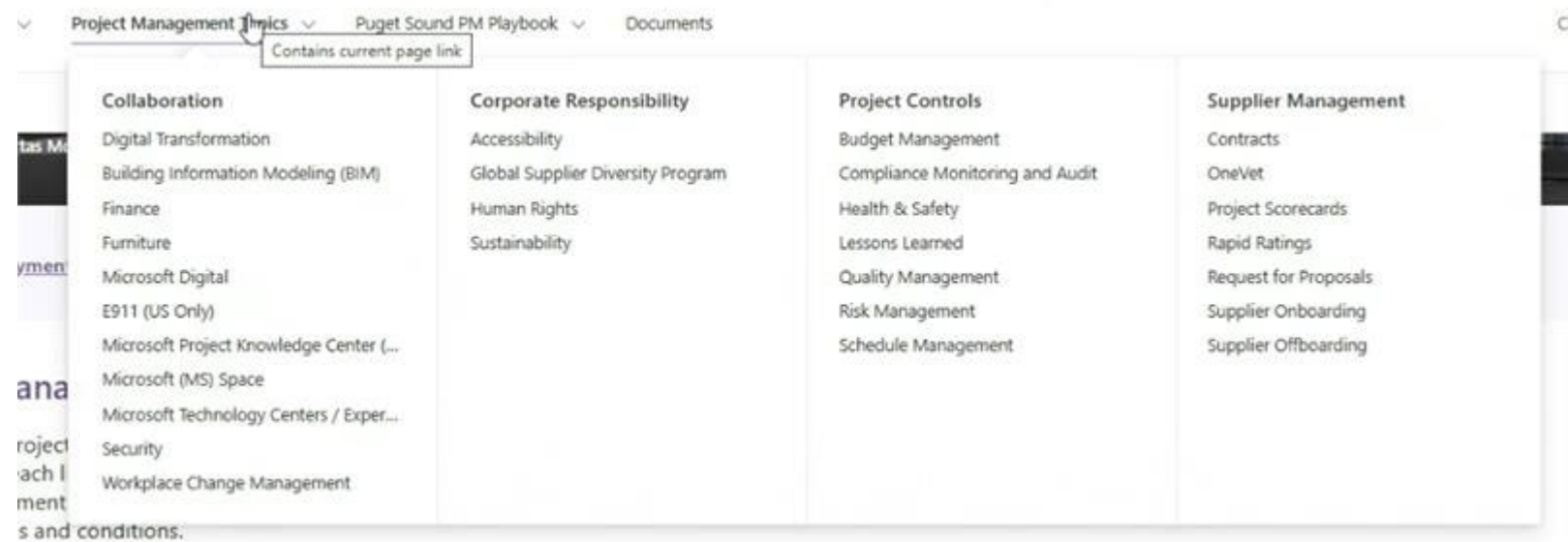
## Appendix C.4 – Project Management Manual State

The table below provides a summary view of the PM Manual's chapters and current state. At the time of reporting, the PM Manual is approximately 50% complete, with 3 chapters in progress.

| Chapter                | Current Status | Content Summary                                                                                                                                                                   |
|------------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Introduction           | Complete       | Describes CIP program, provides general classification requirements for CIP projects, and defines 30+ acronyms relevant to CIP, Goodyear, and Arizona.                            |
| Project Initiation     | Complete       | Includes a project initiation workflow with interactive links to SharePoint, job aids, and templates related to project requests, scoping, and approvals.                         |
| Planning               | Complete       | Includes a project planning workflow with interactive links to SharePoint, job aids, and templates related to project start up and charter development.                           |
| Executing              | In Progress    | A draft state chapter including workflows and placeholders for job aids and templates related to the procurement of consultants / contractors, and the execution of design phase. |
| Monitoring and Control | In Progress    | A draft state chapter including placeholders for job aids and templates related to the monitoring of schedule and budget, managing change orders, and reporting.                  |
| Project Closeout       | In Progress    | A draft state chapter including placeholders for job aids and templates related to the design, post-design, and construction closeout procedures.                                 |

# Appendix C.5 – Example SharePoint PM Manual

The screenshots below show an example of a PM Manual living in a SharePoint environment. A PM Manual hosted on SharePoint would serve as a “living” site that can be continuously updated as processes grow with the City. A version control table would exist at the bottom of each page, assisting users to understand the history of changes.



# Appendix D – Key Stakeholders Interviewed

# Appendix D – Key Stakeholders Interviewed

Protiviti would like to thank the individuals listed in the table below for their assistance throughout this CIP Risk Management Follow Up Review. All City of Goodyear team members were professional, well prepared for the interviews, and shared objective insights into Goodyear’s current processes and recent changes. Their contributions and perspectives were appreciated and aided Protiviti with this assessment.

| Name             | Title                      | Department     |
|------------------|----------------------------|----------------|
| Julia Cary       | Budget & Research Analyst  | Finance        |
| Hugh Bigalk      | City Traffic Engineer      | Engineering    |
| Jacque Behrens   | Procurement Manager        | Finance        |
| Victoria Jackson | Sr. Procurement Officer    | Finance        |
| Walt Kinsler     | CIP Manager                | Engineering    |
| Kristin Zipprich | Management Assistant       | Engineering    |
| Stephen Scinto   | Director of Engineering    | Engineering    |
| Tamara Blonar    | CIP Project Coordinator    | Engineering    |
| Dylan Hasse      | Project Manager            | Engineering    |
| Pascal Halle     | Facilities Project Manager | Public Works   |
| Logan Hopp       | Sr. Project Manager        | Engineering    |
| Lisa Melton      | Sr. Project Manager        | Engineering    |
| Jose Murillo     | Utilities Engineer         | Water Services |
| Allan Smolko     | Sr. Project Manager        | Engineering    |
| Mario Saldamando | Sr. Project Manager        | Engineering    |

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# CITY OF GOODYEAR

Recommendations and Management Response



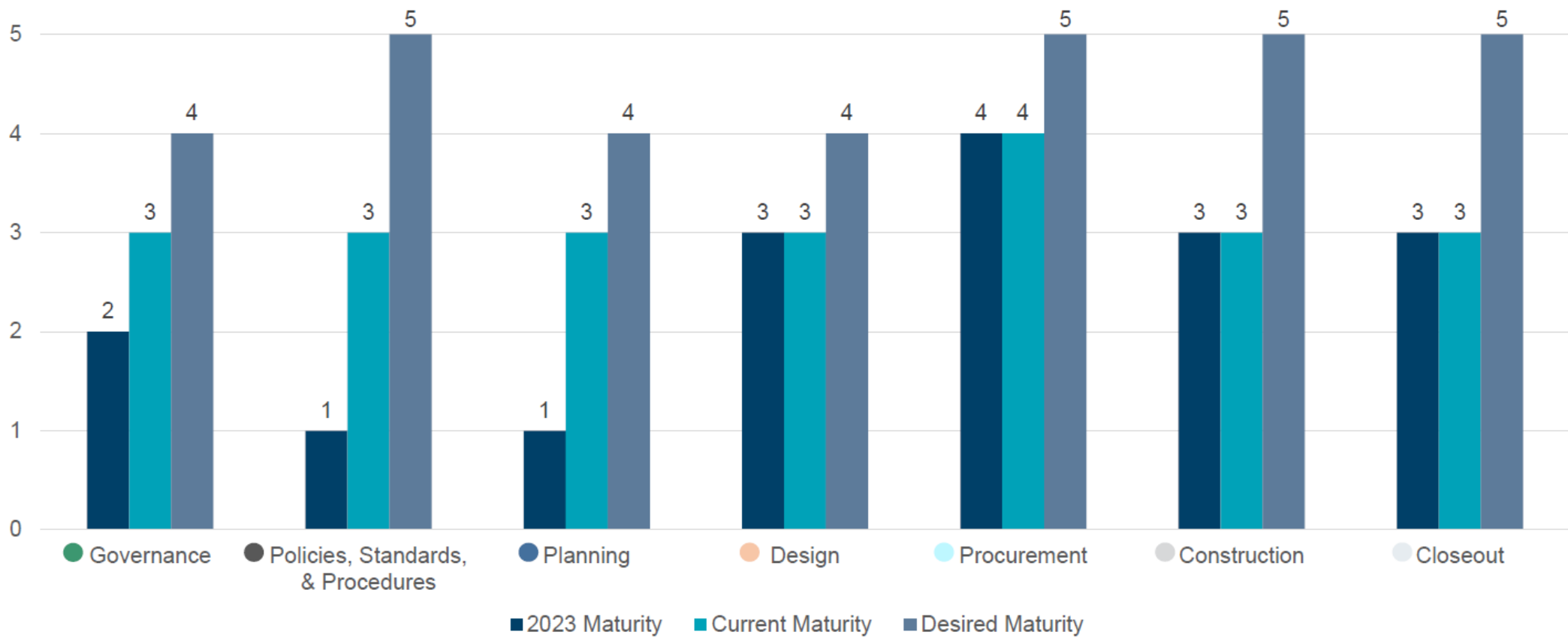
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# Capital Improve Program (CIP) Risk Management Follow Up Review Audit Response Plan

## Capability Maturity Assessment





# (CIP) Risk Management Follow Up Review Audit Response Plan

## Summary of Observations & Recommendations

- Identified Themes
  - Manual Data Governance
  - JOC Procurement
  - Inconsistent Data System Use and Reporting
  - Ongoing PM Manual Improvements



# (CIP) Risk Management Follow Up Review Audit Response Plan

## Summary of Observations & Recommendations

| Theme                     | Observations                                                                                                                                                                                                                                                                                                                                                                                                           | Recommendations                                                                                             | Impact | Level of Effort |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------|-----------------|
| 1. Manual Data Governance | The three core software tools for managing CIP projects lack automatic integration, leading to redundant data and requiring manual entry across platforms.                                                                                                                                                                                                                                                             | Automate the connection and data flow between systems to increase data accuracy and reduce redundant tasks. | High   | Medium          |
| City of Goodyear Action   | Identify and document redundant data across the three core software tools, designating one as the definitive source of truth and clarifying which require manual entry. Ensure project managers know where to input data and mandate that all project information be updated across systems during monthly reporting. This creates a consistent point in time when the portfolio data is reliable for decision-making. |                                                                                                             |        |                 |



# (CIP) Risk Management Follow Up Review Audit Response Plan

## Summary of Observations & Recommendations

| Theme                                      | Observations                                                                                                                                                                                                                                                                                                                                           | Recommendations                                                                                                                                                               | Impact | Level of Effort |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------------|
| 2. Job Order Contracting (JOC) Procurement | Goodyear utilizes JOC contracts shared with other public procurement units. This approach limits Goodyear's control over vendor enrollment, contract terms, and reporting on procurement / award metrics.                                                                                                                                              | Consider developing JOC program which is tailored to align with Goodyear's specific risk profile and program requirements. We understand this initiative is already underway. | High   | High            |
| City of Goodyear Action                    | The city's Engineering and Finance Departments are developing a Goodyear JOC program that will include JOCs for Transportation Systems, Water Wastewater, General Building (vertical projects) and General Civil (horizontal projects). JOC Procedural Manual will be linked in the PM Manual along with city-wide training on Goodyear's JOC program. |                                                                                                                                                                               |        |                 |



# (CIP) Risk Management Follow Up Review Audit Response Plan

## Summary of Observations & Recommendations

| Theme                                    | Observations                                                                                                                                                                                            | Recommendations                                                                                                                                                                                       | Impact | Level of Effort |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------------|
| 3. Inconsistent System Use and Reporting | Review of TDX usage reveals inconsistent data entry, inconsistent reporting practices, and unclear functionality across its features. These issues hinder effective project tracking and communication. | Customize and standardize Information to improve data consistency and document control. Ensuring consistent information in the system can increase confidence in the accuracy of automated reporting. | High   | Medium          |
| City of Goodyear Action                  | Develop a Job Aid to identifies minimum reporting requirements. Provide training to all PMs. Work with IT to further customize system to remove any unnecessary tabs or fields.                         |                                                                                                                                                                                                       |        |                 |



# (CIP) Risk Management Follow Up Review Audit Response Plan

## Summary of Observations & Recommendations

| Theme                                                  | Observations                                                                                                                                                                                                                                                                                                           | Recommendations                                                                                                                           | Impact | Level of Effort |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------------|
| 4. Ongoing Project Management (PM) Manual Improvements | The PM Manual has been significantly revised since the 2023 review but is not finalized, potentially causing inconsistency in project management activities.                                                                                                                                                           | The PM Manual should be completed. The finalized PM Manual should be circulated across the City to relevant departments and stakeholders. | Medium | Medium          |
| City of Goodyear Action                                | Finalize the procedures for the Executing, Monitoring & Control, and Project Closeout sections of the PM Manual and publish in the CIP SharePoint site, along with all job aids and project management tools and templates. Develop a PM Manual rollout strategy for city-wide training for all CIP PMs on how to use. |                                                                                                                                           |        |                 |



# Capital Project Management – Infrastructure Focus Area FY2025 Strategic Plan Update





# Capital Project Management FY2025 Strategic Plan Project

## Agenda

Background

2023 Risk Management Review

City Action

2025 Risk Management Review

Progress & Next Steps





# Background

City's Capital Improvement Program (CIP) execution challenges

City staff took action

Strategic Plan project



# City Actions

2023 recommendations

Stakeholder surveys

Feb 2025 Council  
presentation

# 2023 Risk Management Review

Protiviti CIP audit

Organizational maturity review

June 2023 report



# 2025 Risk Management Review

Assess City's progress

Best practices adoption

Re-evaluate organizational maturity





# 2025 Risk Management Review

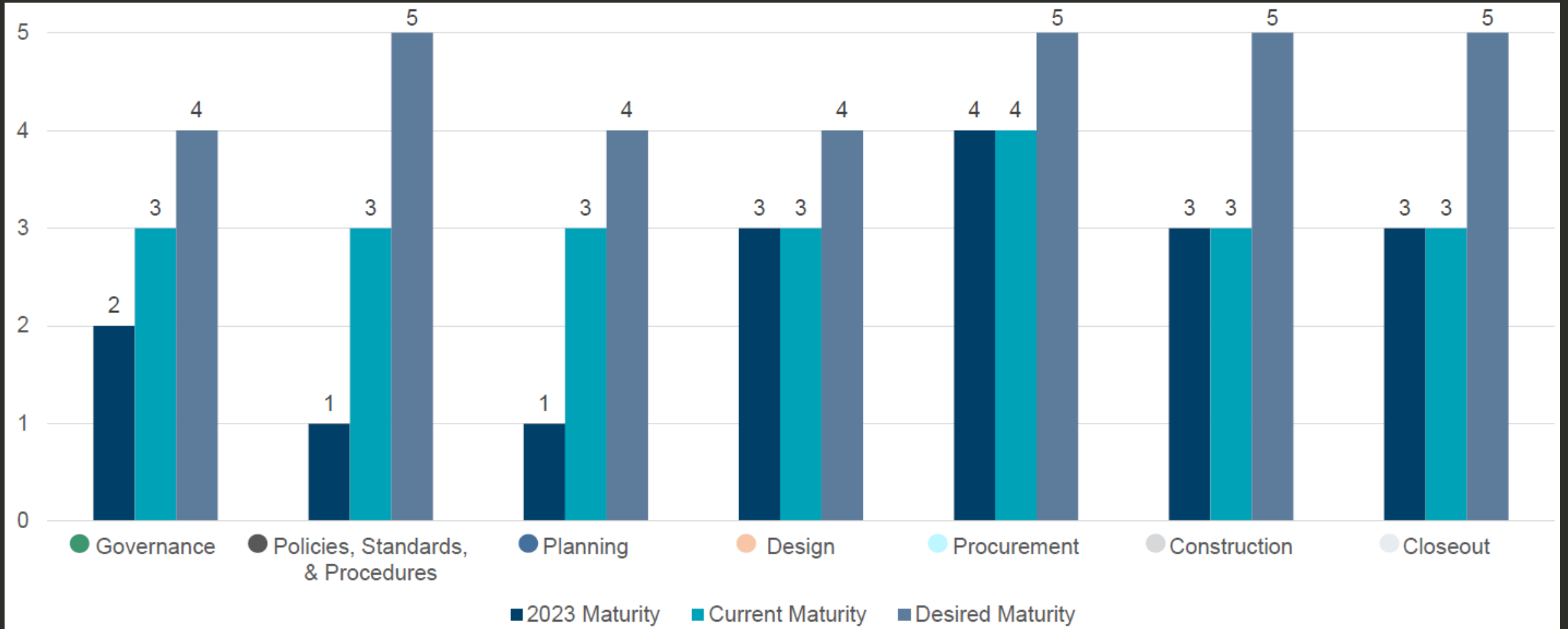
## Capability Maturity Assessment

|   |            |                                                                                                                                                                                                                        |
|---|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0 | Start-Up   | <b>Start-up / No Activity</b><br>Environment with no existing risk management activities                                                                                                                               |
| 1 | Initial    | <b>Initial Visioning &amp; Ad Hoc Activity</b><br>Dependent on heroics, institutional capability lacking / Control is not a priority<br>Undefined tasks, relies on initiative, “just do it”, reliance on key people.   |
| 2 | Repeatable | <b>Approved Road Map &amp; Ad Hoc Activity</b><br>Process repeatable, but dependent on individuals / controls documentation lacking<br>Common language, quality people assigned, defined tasks, initial infrastructure |
| 3 | Defined    | <b>Defined &amp; Established</b><br>Policies, process and standards defined and institutionalized<br>Uniform process, remaining components of infrastructure, rigorous methodologies                                   |
| 4 | Managed    | <b>Fully implemented &amp; Operational</b><br>Issue measured / managed quantitatively and aggregated enterprise-wide<br>Rigorous management, methodologies / analysis, intensive debate on trade-off issues            |
| 5 | Optimized  | <b>Continuous Improvement</b><br>Continuously improving controls / Issue management is a source of competitive advantage<br>Issue resolution strategy, increased emphasis on taking and exploiting opportunities       |



# 2025 Risk Management Review

## Capability Maturity Assessment





# 2025 Risk Management Review

## Recommendations

- Manual Data Governance
- JOC Procurement
- Inconsistent Data System Use & Reporting
- Ongoing Project Management Manual Improvements



# 2025 Risk Management Review - Recommendations

## Manual Data Governance

### Observations

Financial and project management software aren't integrated, creating redundant work.

### Recommendations

Connect systems to reduce administrative work.

### City Actions

Define single data sources and standardize updates for reliable reporting.



# 2025 Risk Management Review - Recommendations

## Job Order Contracting (JOC)

### Procurement

#### Observations

Shared JOC contracts limit Goodyear's control over vendors, terms, and reporting.

#### Recommendations

Develop a JOC program tailored to Goodyear's needs.

#### City Actions

Engineering and Finance are creating a citywide JOC program with training and integrated procedures.



# 2025 Risk Management Review - Recommendations

## Inconsistent System Use & Reporting

### Observations

Inconsistent TeamDynamix use hinders tracking and communication.

### Recommendations

Standardize information to improve consistency and reporting accuracy.

### City Actions

Create a job aid, train project managers, and streamline the system.



# 2025 Risk Management Review - Recommendations

## Ongoing Project Management (PM)

### Manual Improvements

#### Observations

Unfinalized PM Manual may cause inconsistent project management.

#### Recommendations

Finalize and share the PM Manual citywide.

#### City Actions

Complete and publish PM procedures and launch citywide training.

# Progress & Next Steps

June 11, 2025 Audit Committee presentation

Implementation of 2025 recommendations

Protiviti follow up (tentative 2027)





# Questions?