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Vice Mayor
Brannon Hampton

Councilmember
Wally Campbell

Councilmember
Laura Kaino

Councilwoman
Vicki Gillis

Councilmember
Benita Beckles

Councilmember
Trey Terry



City Council Retreat
City Hall - Canyon Trails Room 1 & 2
1900 N. Civic Square
Goodyear, AZ 85395
October 27, 2026
1:00 PM

Physical access to the meeting location will be available 30 minutes prior to the meeting.

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. 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

CALL TO ORDER

ROLL CALL

AGENDA ITEMS FOR DISCUSSION

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

1. CONSIDER ANNUAL UPDATE TO CITY STRATEGIC PLAN

RECOMMENDATION

Council to consider updates to the City Strategic Plan and provide direction to staff. No action will be taken. (Jenna Goad, Strategic Planning & Organizational Performance Manager; Kim Bradford, Customer Service and Innovation Director)

ADJOURNMENT

POSTING VERIFICATION

This agenda was posted on October 20, 2026, at 2:10 p.m. by Anita Gabrielson, Senior City Clerk Specialist.

ITEM #: 1.
DATE: 10/27/2026
AI #:3487



CITY COUNCIL ACTION REPORT

SUBJECT: CONSIDER ANNUAL UPDATE TO CITY STRATEGIC PLAN

STAFF PRESENTER(S): Jenna Goad, Strategic Planning & Organizational Performance Manager; Kim Bradford, Customer Service and Innovation Director

SUMMARY

This is an opportunity for Council to review and consider updates to the City Strategic Plan.

STRATEGIC PLAN ALIGNMENT



Fiscal Resource
Management



Economic
Vitality



SAFE &
VIBRANT
COMMUNITY



INNOVATIVE & HIGH
PERFORMING
ORGANIZATION



INFRASTRUCTURE

RECOMMENDATION

Council to consider updates to the City Strategic Plan and provide direction to staff. No action will be taken. (Jenna Goad, Strategic Planning & Organizational Performance Manager; Kim Bradford, Customer Service and Innovation Director)

FISCAL IMPACT

There is no direct budget impact from this planning item. Future expenditure requests associated with projects proposed in the plan will be discussed during the annual budget development process.

BACKGROUND AND PREVIOUS ACTIONS

Since 2023, Council has reviewed and updated the City Strategic Plan each fall. Council adopted the FY2026-2029 Strategic Plan in November 2025. The plan outlines the City's focus areas, guiding principles, and specific goals established by the Council which guide and prioritize staff's efforts during the years of the plan.

In preparation for the annual update of the City Strategic Plan, Council provided feedback on priorities through a survey, in August 2026. A summary of the feedback received through the

survey is included as Attachment A and the full survey responses are included as Attachment B. The staff leadership team took that feedback and developed a draft of the proposed FY2027-2030 plan update for Council's consideration at the Council Retreat.

STAFF ANALYSIS

The proposed update includes the addition of 21 new action items, the removal of four action items that have been incorporated into other items, and modifications to several existing items. The majority of these modifications are to clarify the description, scope, deliverable, and timing of the projects. The focus areas have been reordered so that Innovative & High Performing Organization appears first, as those guiding principles are foundational to how the organization approaches all the other focus areas in the plan. The action items have also been sorted into three categories to clarify the scope and intended outcome: Operational, Council Discussion, and Official Action. This will allow staff to more effectively utilize Council meetings for items that are of most interest to Council while keeping Council informed of operational items of strategic importance through routine updates.

Attachment C is an executive summary of the proposed action items and Attachment D is a full listing of the proposed action items, including the description and intended deliverable for each item. Items in red reflect proposed changes to existing action items and items in green are proposed new action items.

Council's feedback on the proposed update will be incorporated into the draft FY2027-2030 plan and brought back to Council for adoption in November.

Attachments

Attachment A - Council Survey Summary

Attachment B - Council Survey Full Results

Attachment C - Executive Summary Draft FY2027-2030 Action Items

Attachment D - FY2027-2030 Action Items

Staff Presentation

Council Survey Summary



Fiscal & Resource Management

How well is the City performing in meeting our goals in this area?



Key Themes

1. Fiscal Discipline and Long-Term Planning

- Maintain the policy of using one-time revenues for one-time expenses.
- Strengthen long-term fiscal resilience through reserves, strategies, and a formal long-range financial plan.
- Council needs to prioritize long-term funding strategies given ongoing capital projects (spring training facilities, MLB negotiations, etc.)
- Clear communication with residents about fiscal responsibility is important.

2. Pursuit of External Funding

- Continue exploring federal and state grants as part of a broader fiscal strategy.

3. Investment in Economic Development, Arts, and Tourism

- Desire to allocate more funding toward economic development, arts, and tourism-related initiatives.

4. Internal Financial Operations and Process Improvements

- Concerns about longstanding Finance Department practices not being reviewed objectively.
- Utility billing transition issues revealed operational gaps.
- Payroll and internal finance issues took too long to resolve—need faster turnaround to avoid extended staff impacts.

5. Positive Feedback on New City Manager Leadership

- Appreciation for the new city manager's responsiveness and improvements.
- Noted positive progress on issues that had been longstanding.
- Satisfaction with recent leadership decisions, including addressing interim assignments.

6. Community Investment and Amenities

- Need for additional parks and sports fields (Little League, soccer, etc).

Council Survey Summary



Economic Vitality

How well is the City performing in meeting our goals in this area?



Key Themes

1. Community Engagement & Public Input

- Desire for more meaningful public involvement in development decisions.
- Need for community-driven ideas for amenities and public spaces.

2. Development Quality, Character, and Variety

- Ensure new development aligns with Goodyear's character.
- Desire for broader diversity among development and expanded collaboration with development partners.
- Move beyond repetitive design concepts on commercial corners.
- Improve creativity and quality of public amenities.
- Invest in parks, trails, recreation, and cultural spaces.

3. Economic Development Vision & Leadership

- Strong support for new economic development leadership.
- Need for a clear, visionary strategy across economic development, tourism, and arts.
- Desire for more tourism drivers (sports, entertainment, and signature attractions).

4. Retail Demand & Market Expectations

- High community demand for expanded retail options.
- Frustration with over-saturation of restaurants, especially repeated concepts.
- Specific requests for major retailers (Costco, Sam's Club, In-N-Out, etc.)
- Need to address what residents perceive as lagging retail offerings.

5. Ballpark Area Development & RFP Process

- Concern that previous RFP was poorly executed.
- Need for a thoughtful, comprehensive, well-planned approach to future RFPs.
- Emphasis on quality over speed in decision-making around the ballpark area.

6. Tourism Strategy Enhancement

- Use Buc-ee's to expand local tourism opportunities.
- Increase emphasis on sports-driven and experiential tourism.
- Need for coordinated tourism, arts, and economic development strategy.

Council Survey Summary



Safe & Vibrant Community

How well is the City performing in meeting our goals in this area?



Key Themes

1. Community Events, Engagement & Partnerships

- Strong desire for more community-building events.
- More opportunities for music, festivals, and cultural gatherings (jazz nights, country, western).
- Importance of partnerships with Chambers, nonprofits, and other community organizations.

2. Parks, Recreation & Youth Programming

- Expand programming for all generations, especially youth.
- Need more parks, sports fields, and gathering places.
- Address recurring issues with event infrastructure (e.g., synthetic ice rink turf damage).
- Desire for earlier involvement in design processes for recreation center expansion.
- Excitement about new Parks leadership and anticipated program enhancements.

3. Public Safety Capacity & Strategic Growth

- Continue building police and fire stations aligned with population growth.
- Increase staffing, equipment, and technology transparency in public safety.
- Public safety seen as a core component of a “safe community”.
- Positive feedback on new Police leadership.

4. Heat Mitigation & Environmental Resilience

- Need intentional shade planning, trees, and heat-related design strategies.
- Desire to see shade and heat mitigation included in City’s strategic plan.

5. Growth, Infrastructure & Land Acquisition

- Growth pressures require proactive land partnerships, especially for youth sports fields.
- Importance of long-term planning to support continued expansion.

6. Tourism & Economic Activation Through Experiences

- More focus on tourism-driven attractions and experiences.
- Sports as a key tourism opportunity.
- Events and festivals seen as avenues to strengthen community identity and tourism.

Council Survey Summary



Innovative & High Performing Organization

How well is the City performing in meeting our goals in this area?



Key Themes

1. Continuous Evaluation & Service Improvement

- Interest in regular surveys to ensure goals are being met.
- Desire to evaluate city services and responsiveness more consistently.
- Improve operational tools such as time and attendance systems.
- Focus on building better internal processes so issues (like payroll) don't persist long-term.

2. Customer Service as a Core Priority

- Strong emphasis on elevating customer service internally and externally.
- Need to fund and staff initiatives supporting the city manager's customer service goals.
- Customer service viewed as central to public trust and resident experience.

3. Smart Use of Resources & Reducing Unnecessary Studies

- Concern that certain studies (e.g., Class & Comp) feel redundant or wasteful.
- Expectation that executive leadership should guide decisions without heavy reliance on consultants.
- Focus on using taxpayer dollars efficiently and strategically.

4. Employee Recruitment, Retention & Compensation

- Higher starting salaries to retain employees.
- Ensure competitive pay without over-reliance on external studies.
- Improve employee training, especially around emerging tools like AI.

5. Responsible and Thoughtful Adoption of Technology

- Need a clearer strategy around how AI is used across the organization.
- Employees should be trained on appropriate use cases and boundaries.
- Technology should enhance workflows without creating risk or confusion.

6. Internal Operational Accountability

- Expectation that internal issues (like payroll errors) be resolved faster.
- Processes need streamlining to prevent operational disruptions.
- Continued commitment to quality management and accountability.

Council Survey Summary



Infrastructure

How well is the City performing in meeting our goals in this area?



Key Themes

1. Smart, Managed, and Balanced Growth

- Emphasis on continuing smart, manageable growth as the city expands.
- Balance residential, commercial, and industrial development.
- Ensure growth aligns with community needs and long-term sustainability.

2. Geographic Focus: South of I-10 & Annexation

- Strong interest in prioritizing development and planning south of I-10.
- Desire to explore annexation opportunities strategically.

3. Infrastructure Preparedness & Planning

- Need comprehensive planning for water resources and new water sources.
- Infrastructure gaps identified, especially in transportation and water systems.
- Recognition that infrastructure must keep pace with rapid development.

4. Transportation & Traffic Challenges

- Roads and intersection improvements are a major pain point.
- Long-standing issues with intersections needing traffic lights.
- Construction delays cause significant resident frustration.
- Traffic signal timing problems create unnecessary backups.

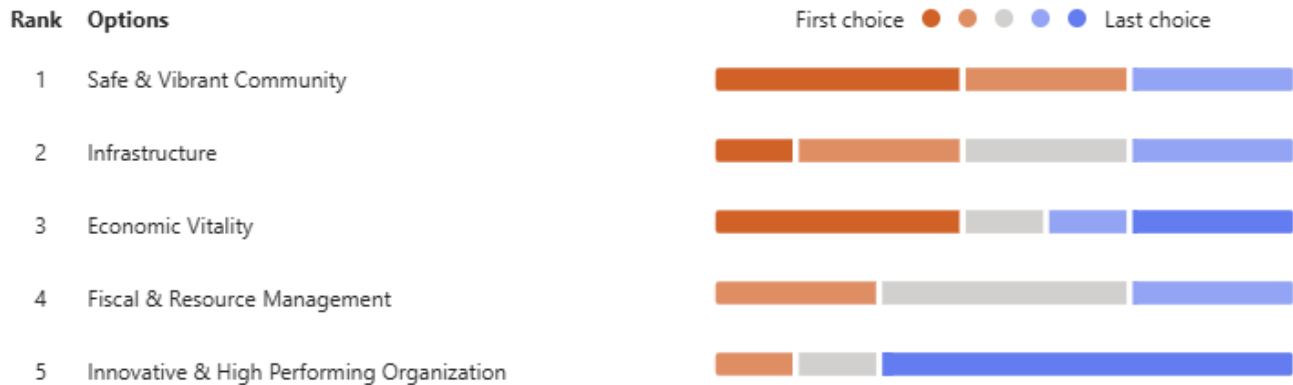
5. Growth Pains & Capacity Issues, Infrastructure & Land Acquisition

- Infrastructure development logistics are a central challenge.
- City must be better prepared for ongoing and widespread development.
- Acknowledgment that growth pressures are real, difficult, and need focused attention.

Council Survey Summary

Summary/Overall Comments

Which areas do you think are the most important for the city to focus on over the next 3 years?
Click and drag or use the arrows to rank these from most important (#1) to least important (#5).



Key Themes

1. General Satisfaction / No Additional Input

- Multiple entries note “no comments” or no additional feedback.
- Indicates general alignment with current focus areas for many respondents.

2. Importance of Clear, Resident-Friendly Processes

- Interest in evaluating alternatives to Robert’s Rules of Order.
- Desire to make board, commission, and committee participation more accessible.
- Focus on improving communication with residents by simplifying formal procedures.

3. Public Safety as a Standalone Priority

- Public safety should be separated from “Safe & Vibrant Community”.
- Concern that bundling safety with parks, events, and programs reduces necessary visibility.
- Emphasis that public safety has zero tolerance for perceived failure.

4. Interconnectedness of Strategic Focus Areas

- Feedback that all five focus areas are equally important and work together.
- City must remain high-functioning across finance, infrastructure, transportation, water, and economic vitality.
- Growth and planning must be holistic, not siloed.

5. Need for Strong Code Enforcement

- Increasing volume of code enforcement complaints.
- Desire for more attention, responsiveness, and prioritization of this function.

View results

Respondent

Anonymous

Focus Area: Fiscal & Resource Management

The city of Goodyear will maintain a transparent, adaptable, and forward-looking fiscal position that aligns with community priorities to provide an outstanding quality of life for our residents. The city will implement innovative, efficient and responsible policies and financially sustainable business practices to effectively manage its fiscal and human resources.

1. Based on the description above, how well is the city performing in meeting our goals in this area? *

1 2 3 4 5

Not very well

Extremely well

2. What topics or issues do we need to address to get us closer to our goals? *

Continue the policy of one time revenue for one time expenses

Focus Area: Economic Vitality

The city of Goodyear will maintain its unique character while seeking diverse and high-quality development that supports the community's economic sustainability. The city will foster economic development strategies that invest in public amenities and infrastructure to enhance our community.

3. Based on the description above, how well is the city performing in meeting our goals in this area? *

1 2 3 4 5

Not very well

Extremely well

4. What topics or issues do we need to address to get us closer to our goals? *

Always roo for improvement. More public input

Focus Area: Safe & Vibrant Community

The city of Goodyear will provide programs, gathering places and events where the community can come together to participate in opportunities for an engaged, healthy, safe and active lifestyle.

5. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

6. What topics or issues do we need to address to get us closer to our goals? *

Keep exploring more evnet that bring the covmmunity together

Focus Area: Innovative & High Performing Organization

The city of Goodyear strives to be a preferred employer by fostering an inclusive culture and a safe working environment that attracts and retains a highly performing and engaged workforce. The city is committed to providing outstanding service to the community at an exceptional value.

7. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

8. What topics or issues do we need to address to get us closer to our goals? *

Regular survey to ensure we are meeting our goals

Focus Area: Infrastructure

The city of Goodyear will strategically plan, implement and maintain current and future infrastructure and facilities to support the community's quality of life, economic viability and protection of the environment.

9. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

10. What topics or issues do we need to address to get us closer to our goals? *

No comments

Summary

11. Which areas do you think are the most important for the city to focus on over the next 3 years? Click and drag or use the arrows to rank these from most important (#1) to least important (#5). *

1 Safe & Vibrant Community

2 Fiscal & Resource Management

3 Innovative & High Performing Organization

4 Infrastructure

5 Economic Vitality

12. Do you have any additional comments or feedback?

None

View results

Respondent

Anonymous

Focus Area: Fiscal & Resource Management

The city of Goodyear will maintain a transparent, adaptable, and forward-looking fiscal position that aligns with community priorities to provide an outstanding quality of life for our residents. The city will implement innovative, efficient and responsible policies and financially sustainable business practices to effectively manage its fiscal and human resources.

1. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

2. What topics or issues do we need to address to get us closer to our goals? *

Continue to explore federal and state grants; maintain strong reserves and financial strategies to ensure long term fiscal resilience.

Focus Area: Economic Vitality

The city of Goodyear will maintain its unique character while seeking diverse and high-quality development that supports the community's economic sustainability. The city will foster economic development strategies that invest in public amenities and infrastructure to enhance our community.

3. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

4. What topics or issues do we need to address to get us closer to our goals? *

Ensure developments blend seamlessly with Goodyear's character; continue to invest in parks, recreational structures, trails and cultural spaces for residents.

Focus Area: Safe & Vibrant Community

The city of Goodyear will provide programs, gathering places and events where the community can come together to participate in opportunities for an engaged, healthy, safe and active lifestyle.

5. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

6. What topics or issues do we need to address to get us closer to our goals? *

Continue to keep pace with population growth by strategically locating police and fire stations and expanding staff; expand and provide programming/activities for all generations to keep them engaged (especially the youth).

Focus Area: Innovative & High Performing Organization

The city of Goodyear strives to be a preferred employer by fostering an inclusive culture and a safe working environment that attracts and retains a highly performing and engaged workforce. The city is committed to providing outstanding service to the community at an exceptional value.

7. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

8. What topics or issues do we need to address to get us closer to our goals? *

Evaluate city services and responses to the community; upgrade and improve time and attendance programs for all staff

Focus Area: Infrastructure

The city of Goodyear will strategically plan, implement and maintain current and future infrastructure and facilities to support the community's quality of life, economic viability and protection of the environment.

9. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

10. What topics or issues do we need to address to get us closer to our goals? *

As the City continues to grow, continue to focus on smart, manageable growth opportunities - balancing the needs of residents and commercial and industrial customers.

Summary

11. Which areas do you think are the most important for the city to focus on over the next 3 years? Click and drag or use the arrows to rank these from most important (#1) to least important (#5). *

1 Economic Vitality

2 Safe & Vibrant Community

3 Fiscal & Resource Management

4 Infrastructure

5 Innovative & High Performing Organization

12. Do you have any additional comments or feedback?

No additional comments

View results

Respondent

Anonymous

Focus Area: Fiscal & Resource Management

The city of Goodyear will maintain a transparent, adaptable, and forward-looking fiscal position that aligns with community priorities to provide an outstanding quality of life for our residents. The city will implement innovative, efficient and responsible policies and financially sustainable business practices to effectively manage its fiscal and human resources.

1. Based on the description above, how well is the city performing in meeting our goals in this area? *

1 2 3 4 5

Not very well

Extremely well

2. What topics or issues do we need to address to get us closer to our goals? *

More money to ec dev, arts, tourism

Focus Area: Economic Vitality

The city of Goodyear will maintain its unique character while seeking diverse and high-quality development that supports the community's economic sustainability. The city will foster economic development strategies that invest in public amenities and infrastructure to enhance our community.

3. Based on the description above, how well is the city performing in meeting our goals in this area? *

1 2 3 4 5

Not very well

Extremely well

4. What topics or issues do we need to address to get us closer to our goals? *

Ec dev director with a vision, tourism, arts,

Focus Area: Safe & Vibrant Community

The city of Goodyear will provide programs, gathering places and events where the community can come together to participate in opportunities for an engaged, healthy, safe and active lifestyle.

5. Based on the description above, how well is the city performing in meeting our goals in this area? *

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Not very well

Extremely well

6. What topics or issues do we need to address to get us closer to our goals? *

Work with chamber and non profits

Focus Area: Innovative & High Performing Organization

The city of Goodyear strives to be a preferred employer by fostering an inclusive culture and a safe working environment that attracts and retains a highly performing and engaged workforce. The city is committed to providing outstanding service to the community at an exceptional value.

7. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

8. What topics or issues do we need to address to get us closer to our goals? *

No change needed

Focus Area: Infrastructure

The city of Goodyear will strategically plan, implement and maintain current and future infrastructure and facilities to support the community's quality of life, economic viability and protection of the environment.

9. Based on the description above, how well is the city performing in meeting our goals in this area? *

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Not very well

Extremely well

10. What topics or issues do we need to address to get us closer to our goals? *

Need to focus on south of the I 10
Look at annexation

Summary

11. Which areas do you think are the most important for the city to focus on over the next 3 years? Click and drag or use the arrows to rank these from most important (#1) to least important (#5). *

1 Economic Vitality

2 Infrastructure

3 Fiscal & Resource Management

4 Safe & Vibrant Community

5 Innovative & High Performing Organization

12. Do you have any additional comments or feedback?

View results

Respondent

Anonymous

Focus Area: Fiscal & Resource Management

The city of Goodyear will maintain a transparent, adaptable, and forward-looking fiscal position that aligns with community priorities to provide an outstanding quality of life for our residents. The city will implement innovative, efficient and responsible policies and financially sustainable business practices to effectively manage its fiscal and human resources.

1. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
---	---	---	---	---

Not very well

Extremely well

2. What topics or issues do we need to address to get us closer to our goals? *

We have longstanding fiscal policies that have served us well. We have not taken an inward objective look at the practices and processes of our Finance Dept as we have in other more development or employee facing departments. The utility billing transition showed we have problems, and management was slow to acknowledge/address.

Focus Area: Economic Vitality

The city of Goodyear will maintain its unique character while seeking diverse and high-quality development that supports the community's economic sustainability. The city will foster economic development strategies that invest in public amenities and infrastructure to enhance our community.

3. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

4. What topics or issues do we need to address to get us closer to our goals? *

Globe/Red has dominated the development for the past few years. We put out a poorly done RFP for the ballpark development project. We use the same concept on commercial corners - a seating area, some kind of elevated structure, with or without shade. Can't we have other ideas to show as a public amenity and community enhancement?

Focus Area: Safe & Vibrant Community

The city of Goodyear will provide programs, gathering places and events where the community can come together to participate in opportunities for an engaged, healthy, safe and active lifestyle.

5. Based on the description above, how well is the city performing in meeting our goals in this area? *

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Not very well

Extremely well

6. What topics or issues do we need to address to get us closer to our goals? *

Investment in public safety addresses the majority of safe community. We are not intentional about heat mitigation through the use of intentional shade structure and trees. I would like to see the implementation of a strat plan objective on this topic.

Focus Area: Innovative & High Performing Organization

The city of Goodyear strives to be a preferred employer by fostering an inclusive culture and a safe working environment that attracts and retains a highly performing and engaged workforce. The city is committed to providing outstanding service to the community at an exceptional value.

7. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

8. What topics or issues do we need to address to get us closer to our goals? *

Fund and staff the city manager's goals to improve customer services, both internally and externally.

Focus Area: Infrastructure

The city of Goodyear will strategically plan, implement and maintain current and future infrastructure and facilities to support the community's quality of life, economic viability and protection of the environment.

9. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
---	---	---	---	---

Not very well

Extremely well

10. What topics or issues do we need to address to get us closer to our goals? *

Plan for new water sources.

Summary

11. Which areas do you think are the most important for the city to focus on over the next 3 years? Click and drag or use the arrows to rank these from most important (#1) to least important (#5). *

1 Economic Vitality

2 Infrastructure

3 Fiscal & Resource Management

4 Safe & Vibrant Community

5 Innovative & High Performing Organization

12. Do you have any additional comments or feedback?

All 5 areas above are equally important. At the League conference there was discussion about communication and how the formality and complexity of Robert's Rules of Order may negatively impact regular citizens, especially those serving on boards, commissions or committees. Many cities are evaluating other rules options and the League has information on this. I would like us to evaluate other options to see how we can make our processes more resident friendly and enhance communication. Maybe there are better ways.

View results

Respondent

Anonymous

Focus Area: Fiscal & Resource Management

The city of Goodyear will maintain a transparent, adaptable, and forward-looking fiscal position that aligns with community priorities to provide an outstanding quality of life for our residents. The city will implement innovative, efficient and responsible policies and financially sustainable business practices to effectively manage its fiscal and human resources.

1. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

2. What topics or issues do we need to address to get us closer to our goals? *

We have started to address questions I have had on all topics with our city's handling of government here in Goodyear since Bryan, the new city manager, has taken over. Very happy with his implementations and leadership, especially with interim positions!

Focus Area: Economic Vitality

The city of Goodyear will maintain its unique character while seeking diverse and high-quality development that supports the community's economic sustainability. The city will foster economic development strategies that invest in public amenities and infrastructure to enhance our community.

3. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

4. What topics or issues do we need to address to get us closer to our goals? *

We need to address what's happening with retail for the public with less focus on restaurants. The public is getting antsy for retail and OVER the chicken places. With Buc-ee's being a tourism destination, we need to focus more on the things we can bring to Goodyear tourism-wise such as sports, etc.

Focus Area: Safe & Vibrant Community

The city of Goodyear will provide programs, gathering places and events where the community can come together to participate in opportunities for an engaged, healthy, safe and active lifestyle.

5. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

6. What topics or issues do we need to address to get us closer to our goals? *

Since Brian Issitt, the new Chief, has joined us, it has made a huge difference in our police department and what the officers offer the public. His leadership has been exemplary. I'd like to keep on the path that he's offering now and pull from that leadership going forward. Also very happy with David Lopez Jr., the new Parks Director coming to the city, and excited to see how he will enhance programs, gathering places, and events in the future.

Focus Area: Innovative & High Performing Organization

The city of Goodyear strives to be a preferred employer by fostering an inclusive culture and a safe working environment that attracts and retains a highly performing and engaged workforce. The city is committed to providing outstanding service to the community at an exceptional value.

7. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

8. What topics or issues do we need to address to get us closer to our goals? *

I'd like to alleviate some of these studies like Class & Comp that are a waste of money, in my opinion. We need to have faith in decisions that are made behind spending taxpayers' dollars for the exec positions. These individuals should be able to tell us what we need and what we don't without having to pay a firm to duplicate the work. It's a waste of money. That's why we hire the executive positions to begin with.

Focus Area: Infrastructure

The city of Goodyear will strategically plan, implement and maintain current and future infrastructure and facilities to support the community's quality of life, economic viability and protection of the environment.

9. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

10. What topics or issues do we need to address to get us closer to our goals? *

Some infrastructure has been done well, however some pieces are missing such as transportation as well as water. Obviously, we will be talking about this during the Strategic Planning Retreat. We have to be more prepared with all the ongoing developing occurring in the city of Goodyear.

Summary

11. Which areas do you think are the most important for the city to focus on over the next 3 years? Click and drag or use the arrows to rank these from most important (#1) to least important (#5). *

1 Safe & Vibrant Community

2 Innovative & High Performing Organization

3 Infrastructure

4 Fiscal & Resource Management

5 Economic Vitality

12. Do you have any additional comments or feedback?

Obviously, Safety always comes first in my book. It's hard to rank each of these focus areas because they really go hand in hand. If you don't have a high functioning city, that you have strategically planned for that everybody wants to be a part of and come to, how do you have any of the following? For example, it has to be carefully thought out and planned for with finance, infrastructure, including transportation and water, leading to economic vitality. One short note, we need to finally direct our attentions to Code Enforcement. There are too many complaints coming in that are not being addressed.

View results

Respondent

Anonymous

Focus Area: Fiscal & Resource Management

The city of Goodyear will maintain a transparent, adaptable, and forward-looking fiscal position that aligns with community priorities to provide an outstanding quality of life for our residents. The city will implement innovative, efficient and responsible policies and financially sustainable business practices to effectively manage its fiscal and human resources.

1. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
---	---	---	---	---

Not very well

Extremely well

2. What topics or issues do we need to address to get us closer to our goals? *

Payroll and internal finance operations needed to be cleaned up, and I'm glad to hear from the new city manager that it's been addressed. But it took eighteen months in front of committee to get there, and that's too long for an internal process issue. Going forward we need faster turnaround when these things come up so staff aren't dealing with paystub errors or unresolved finance issues for over a year.

Coming up with a long-term fiscal strategy is on us as a council, and we need to start actually focusing on it. We're taking on major capital projects year after year, including the ongoing spring training and MLB negotiations, and we need a real long-term plan for how we fund all of it. That plan needs to include our communications team from the start, so residents understand we're being fiscally conservative and responsible while still delivering on this growth.

Focus Area: Economic Vitality

The city of Goodyear will maintain its unique character while seeking diverse and high-quality development that supports the community's economic sustainability. The city will foster economic development strategies that invest in public amenities and infrastructure to enhance our community.

3. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
---	---	---	---	---

Not very well

Extremely well

4. What topics or issues do we need to address to get us closer to our goals? *

I'm excited about the new leadership in our economic development department and I think it sets us up well for continued growth as a city. The main thing I want us to focus on is having a comprehensive, well thought out plan for how we handle the RFP process around the ballpark. We shouldn't rush that decision. It's more important that we get it right than get it done fast.

Focus Area: Safe & Vibrant Community

The city of Goodyear will provide programs, gathering places and events where the community can come together to participate in opportunities for an engaged, healthy, safe and active lifestyle.

5. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
---	---	---	---	---

Not very well

Extremely well

6. What topics or issues do we need to address to get us closer to our goals? *

I think we need to look at the grass damage caused by the synthetic ice rink every year. It takes a month or two for the turf to recover, and we should find a better approach. I also want council to have a real voice in the design process for the rec center expansion, not just a review at the end. As we keep growing, we need to be proactive about partnerships that secure land for parks, especially more fields for youth sports, and figure out how we fund that.

Growth is also putting pressure on public safety. We need new fire stations, more personnel, and more equipment to keep pace. On the police side, we need an ongoing conversation about the technology we use and, just as important, how we communicate that to residents. People should know clearly what we are and are not doing. The industry has started doing better PR on this recently, but since we're the ones deploying it here, the responsibility for that communication is on us too, working with our communications team.

Focus Area: Innovative & High Performing Organization

The city of Goodyear strives to be a preferred employer by fostering an inclusive culture and a safe working environment that attracts and retains a highly performing and engaged workforce. The city is committed to providing outstanding service to the community at an exceptional value.

7. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

8. What topics or issues do we need to address to get us closer to our goals? *

Customer service needs to be at the forefront of everything we do. How we engage and interact with residents is the most important part of this. I also think we need a real discussion about how we're using AI as an organization, how it's being incorporated into our work, and making sure employees are trained on when to use it and when not to. And going back to the payroll issue, even though it's been fixed, we need to make sure we've built in better processes so something like that doesn't take eighteen months to resolve again.

Focus Area: Infrastructure

The city of Goodyear will strategically plan, implement and maintain current and future infrastructure and facilities to support the community's quality of life, economic viability and protection of the environment.

9. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
---	---	---	---	---

Not very well

Extremely well

10. What topics or issues do we need to address to get us closer to our goals? *

This is our biggest growing pain and I want that clearly registered, even though there's no easy fix. Roads and the overall logistics of getting infrastructure projects completed are the main issue. We have intersections that have needed traffic lights for years. Residents are constantly frustrated with construction that drags on for years without visible progress. I don't have a simple solution to offer here, but this needs to be a real focus area going forward, not something we just accept as the cost of growth.

Summary

11. Which areas do you think are the most important for the city to focus on over the next 3 years? Click and drag or use the arrows to rank these from most important (#1) to least important (#5). *

1 Safe & Vibrant Community

2 Fiscal & Resource Management

3 Infrastructure

4 Economic Vitality

5 Innovative & High Performing Organization

12. Do you have any additional comments or feedback?

One process note. I think public safety deserves to be its own distinct focus area rather than folded into Safe & Vibrant Community, which as written is really about programs, events, and gathering spaces. Public safety is where we have zero room for even the perception of failure, and I don't think it gets the visibility it deserves bundled in with parks and rec goals. Worth considering for how we structure this survey going forward.

View results

Respondent

Anonymous

Focus Area: Fiscal & Resource Management

The city of Goodyear will maintain a transparent, adaptable, and forward-looking fiscal position that aligns with community priorities to provide an outstanding quality of life for our residents. The city will implement innovative, efficient and responsible policies and financially sustainable business practices to effectively manage its fiscal and human resources.

1. Based on the description above, how well is the city performing in meeting our goals in this area? *

1 2 3 4 5

Not very well

Extremely well

2. What topics or issues do we need to address to get us closer to our goals? *

Need additional parks—little League fields - soccer fields -

Focus Area: Economic Vitality

The city of Goodyear will maintain its unique character while seeking diverse and high-quality development that supports the community's economic sustainability. The city will foster economic development strategies that invest in public amenities and infrastructure to enhance our community.

3. Based on the description above, how well is the city performing in meeting our goals in this area? *

1 2 3 4 5

Not very well

Extremely well

4. What topics or issues do we need to address to get us closer to our goals? *

Need In and Out, Costco, Sam's Club, Retail is a must!

Focus Area: Safe & Vibrant Community

The city of Goodyear will provide programs, gathering places and events where the community can come together to participate in opportunities for an engaged, healthy, safe and active lifestyle.

5. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

6. What topics or issues do we need to address to get us closer to our goals? *

Need to start employees @ higher salaries so they stay with us!

Focus Area: Innovative & High Performing Organization

The city of Goodyear strives to be a preferred employer by fostering an inclusive culture and a safe working environment that attracts and retains a highly performing and engaged workforce. The city is committed to providing outstanding service to the community at an exceptional value.

7. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

8. What topics or issues do we need to address to get us closer to our goals? *

Need more opportunities for music.
festivals - Jazz nights - Country - Western.

Focus Area: Infrastructure

The city of Goodyear will strategically plan, implement and maintain current and future infrastructure and facilities to support the community's quality of life, economic viability and protection of the environment.

9. Based on the description above, how well is the city performing in meeting our goals in this area? *

1	2	3	4	5
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Not very well

Extremely well

10. What topics or issues do we need to address to get us closer to our goals? *

Traffic lights too long - Causes Backups when not necessary—

Summary

11. Which areas do you think are the most important for the city to focus on over the next 3 years? Click and drag or use the arrows to rank these from most important (#1) to least important (#5). *

1 Infrastructure

2 Safe & Vibrant Community

3 Economic Vitality

4 Fiscal & Resource Management

5 Innovative & High Performing Organization

12. Do you have any additional comments or feedback?



Executive Summary

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Innovative & High Performing Organization			
Type	Action Item	Dept(s)	FY
Operational	~~Cultural Journey~~ <u>Culture of Performance</u>	<u>CMO, CSI</u> , HR	On-going
Operational	Succession Planning	HR	FY27
Operational	Open Data Portal	IT, Clerk	FY27
Operational	Board/Commission Orientation	Clerk	FY27
Operational	Fire Department Accreditation	Fire	FY27
Council Discussion	AI Initiative	CMO, IT, <u>CSI</u>	FY27
Operational	Public Works Accreditation	PW	FY28
Operational	~~Efficiency and Effectiveness:~~ <u>Continuous Improvement Program</u>	<u>CMO</u> <u>CSI</u>	FY28
Operational	Structured Internship Program	HR	FY28
Operational	Department Strategic Plans	<u>CSI</u> , CMO	FY28
Council Discussion	Goodyear Real-Time Intelligence and Tactical Center (GRIT) Phase 2	PD, IT	FY28
Council Discussion	Customer Service Enhancements & <u>Centralized 311 System</u>	<u>CSI</u> , CMO, <u>IT</u>	FY2 <u>89</u>
Official Action	Strategic Performance Measures	CSI, IT	FY28
Operational	Performance Excellence Certification	<u>CSI</u> , CMO	FY29
Operational	Computer Aided & Dispatch (CAD)/Records Management System (RMS) Replacement	PD, IT	FY29

Red = Changes/Edits

Green = New Projects

Project Types

Operational = Keep Council Informed

Council Discussion = Policy/Budget Direction Needed

Official Action = Council Vote Needed



Executive Summary

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Fiscal & Resource Management			
Type	Action Item	Dept(s)	FY
Council Discussion	Departmental Staffing Plans	HR	FY2 ~~7~~ ⁶
Council Discussion	Strategy for Public Feedback	<u>CSI</u> , Comms, IT	FY27
Official Action	Investment Policy	Finance	FY27
Operational	New Human Resource Information System (HRIS) System	HR, Finance, IT	FY28
Operational	Initial Review of City Codes and Ordinances	Clerk, CMO, Legal, DSD	FY28
Council Discussion	Public Art Program	Parks, Finance	FY28
Operational	2030 Census	CMO	FY29
Council Discussion	Enterprise Resource Planning (ERP) System Evaluation	Finance, IT	FY29
Council Discussion	Funding for New Water Sources	Water, Finance	FY29
Official Action	Potential Bond Election	Finance	FY29
Official Action	Franchise Agreements	Clerk, Legal	FY29
Official Action	Update Infrastructure Improvements Plan (IIP)	Finance, DSD, Water, PW	FY29
Official Action	Utility Rates	Finance, Water, PW	FY30
Official Action	Update City Codes and Ordinances	Clerk, CMO, Legal, DSD	FY30

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Project Types

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Council Discussion = Policy/Budget Direction Needed

Official Action = Council Vote Needed



Executive Summary

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Economic Vitality			
Type	Action Item	Dept(s)	FY
Council Discussion	~~Branding & Marketing~~ <u>Economic Development Vision</u>	EcDev, Comms, <u>Parks</u>	FY2 <u>7</u> ~~9~~
Council Discussion	Housing Diversity	DSD, Parks, CMO, <u>EcDev</u>	FY27
<u>Operational</u>	<u>Small Business Program</u>	<u>EcDev</u>	<u>FY28</u>
Council Discussion	Real Estate Strategy	<u>DSD</u> , EcDev, CMO	FY2 <u>8</u> ~~7~~
Council Discussion	~~Preservation of Wildlife Corridors~~ <u>Estrella Mountain Regional Park</u>	Parks	FY2 <u>8</u> ~~9~~
Council Discussion	<u>Economic Development Competitiveness</u>	EcDev, DSD	FY28
<u>Council Discussion</u>	<u>SR-30 Corridor Vision</u>	<u>DSD</u> , <u>EcDev</u>	<u>FY28</u>
Council Discussion	Goodyear Ballpark Development	CMO, EcDev, <u>Parks</u>	FY2 <u>8</u> ~~6~~
Council Discussion	~~Large Outdoor Events~~ <u>Economic Amenities & Events</u>	Parks, <u>EcDev</u>	FY2 <u>8</u> ~~9~~
Council Discussion	Explore Options for Phoenix Goodyear Airport	CMO, <u>EcDev</u>	FY29
<u>Council Discussion</u>	<u>Beautification & Branding Projects</u>	<u>DSD</u> , <u>ENG</u> , <u>EcDev</u> , <u>Parks</u>	<u>FY29</u>
Official Action	Spring Training Agreement Extensions	Parks, <u>CMO</u> , <u>EcDev</u>	FY2 <u>9</u> ~~8~~

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Project Types

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Council Discussion = Policy/Budget Direction Needed

Official Action = Council Vote Needed



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Safe & Vibrant Community			
Type	Action Item	Dept(s)	FY
Operational	Use of Energy Efficient Technology	PW	FY27
Operational	Ambulance Service	Fire	FY27
Council Discussion	Increase City Non-Potable Water Uses	Parks, Water	FY27
Council Discussion	Regional Public Safety Training Facility	Fire	FY27
Council Discussion	Regional Jail Study	PD	FY27
Official Action	Reduce Speeding	CMO	FY27
Council Discussion	Quality Neighborhoods	DSD, CMO	FY28
Council Discussion	Fire Strategic Plan	Fire	FY28
Council Discussion	Library Service Expansion	Parks	FY28
Council Discussion	Property and Evidence Facility & Crime Lab	PD	FY28
Council Discussion	Senior Services	Parks	FY28
~~Council Discussion~~	~~Recreation Campus Phase 2~~	~~Parks~~	~~FY28~~
~~Council Discussion~~	~~Long Range Amenities Master Plan~~	~~CMO~~	~~FY28~~
Council Discussion	Cultural & Historical Preservation	~~Parks, EcDev,~~ CMO	FY29
Council Discussion	Evaluate Heat Mitigation and Shade Initiative	Parks, DSD, ENG, PW, CMO	FY29
Council Discussion	Neighborhood & Community Services	CMO, Parks	FY30

Red = Changes/Edits

Green = New Projects

Project Types

Operational = Keep Council Informed

Council Discussion = Policy/Budget Direction Needed

Official Action = Council Vote Needed



Executive Summary

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Infrastructure			
Type	Action Item	Dept(s)	FY
Operational	I-10 Interchanges	ENG	FY27
Council Discussion	Update Facilities Master Plan	PW	FY27 ~~8~~
Council Discussion	Municipal Court Facility	Court	FY27
Council Discussion	Municipal Operations Complex Next Steps	PW	FY27
Official Action	~~Interconnected Trails Master Plan~~ <u>Update Parks & Recreation Master Plan</u>	~~ENG,~~ Parks, <u>ENG,</u> DSD	FY28
Operational	IT Disaster Recovery Plan	IT	FY29
Official Action	~~South Goodyear Transportation Plan~~ <u>Update Transportation Master Plan</u>	ENG	FY29
~~Official Action~~	~~Update Transportation Master Plan~~	~~ENG~~	~~FY29~~
~~Operational~~	~~Infrastructure Resilience Assessments~~	~~PW~~	~~FY29~~
Operational	Roadway Safety Action Plan Implementation	ENG	FY30
Official Action	Integrated Water Master Plan (IWMP) Update	Water	FY30

Red = Changes/Edits

Green = New Projects

Project Types

Operational = Keep Council Informed

Council Discussion = Policy/Budget Direction Needed

Official Action = Council Vote Needed



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Innovative & High Performing Organization

Type	Action Item	Description	Dept(s)	Deliverable	FY	Notes
Operational	~~Cultural Journey~~ <u>Culture of Performance</u>	Continue to innovate and improve upon the existing successes, <u>tying culture initiatives to performance excellence</u>	<u>CMO</u> <u>CSI</u> HR	Periodic updates to Council	On-going	Expanding focus to connect culture with performance
Operational	Succession Planning	Develop and implement industry best practice-based planning	HR	Update to Council once implemented	FY27	N/A
Operational	Open Data Portal	Evaluate and implement changes to the “open data” process	IT Clerk	Update to Council once implemented	FY27	N/A
Operational	Board/ Commission Orientation	Create orientation/onboarding program for new board, committee, and commission members	Clerk	Update to Council once implemented	FY27	N/A
Operational	Fire Department Accreditation	Achieve accreditation through the Center of Public Safety Excellence	Fire	Update to Council once accreditation is achieved	FY27	N/A
Council Discussion	AI Initiative	Develop strategy to leverage technology to improve service delivery and maximize operational efficiencies	CMO IT <u>CSI</u>	Work Session on recommendations	FY27	Adding new department
Operational	Public Works Accreditation	Evaluate <u>the feasibility of</u> pursuing accreditation through the American Public Works Association	PW	Update to Council on results of evaluation	FY28	Clarifying intent



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Operational	~~Efficiency and Effectiveness~~ <u>Continuous Improvement Program</u>	~~Evaluate efficiency and effectiveness within departments~~ <u>Implement Continuous Improvement Program and evaluate results</u>	~~CMO~~ <u>CSI</u>	Periodic updates to Council	FY28	Adding new department and focusing on results from CI Program
Operational	Structured Internship Program	Expand internship program to additional departments	HR	Update to Council once completed	FY28	N/A
Operational	Department Strategic Plans	Create department-level strategic plans in alignment with citywide strategic plan	<u>CSI</u> CMO	Update to Council once completed	FY28	Adding new department
Council Discussion	Goodyear Real-Time Intelligence and Tactical Center (GRIT) Phase 2	Leverage technology to decrease police response times, improve crime prevention, increase criminal investigation solvability rates, and enhance officer safety, while boosting the capabilities of the center with a Drone as First Responder (DFR) program	PD IT	Work Session on recommendations	FY28	New Item
Council Discussion	Customer Service Enhancements & <u>Centralized 311 System</u>	~~Implement~~ <u>Evaluate</u> enhancements to customer service including contact methods, translation services, and innovative solutions	<u>CSI</u> CMO <u>IT</u>	Work Session on recommendations	FY2 <u>89</u>	Moving up and clarifying that improvements should be implemented
Official Action	Strategic Performance Measures	Develop performance measures to evaluate success in achieving the	CSI IT	Measures incorporated into	FY28	New Item



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		goals outlined in the Strategic Plan Guiding Principles		Fall 2027 strategic plan update		
Operational	Performance Excellence Certification	~~Consider~~ Pursuing certification/accreditation as a highly performing organization	<u>CSI</u> CMO	Periodic updates to Council	FY29	Clarifying that certification will be pursued
Operational	CAD/RMS Replacement	Implement new Computer Aided & Dispatch (CAD)/Records Management System (RMS) to improve service delivery and data-driven policing	PD IT	Update to Council once completed	FY29	New Item

Red = Changes/Edits

Green = New Projects

Project Types

Operational = Keep Council Informed

Council Discussion = Policy/Budget Direction Needed

Official Action = Council Vote Needed



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Fiscal & Resource Management

Type	Action Item	Description	Dept(s)	Deliverable	FY	Notes
Council Discussion	Departmental Staffing Plans	Evaluate the <u>2-3 3-5</u> year staffing needs in all departments, <u>in coordination with the Facilities Master Plan (FMP) update</u>	HR	Work Session with overview of Plans	FY2 ~~7~~ 6	Moving back in alignment with FMP update
Council Discussion	Strategy for Public Feedback	Develop strategy to increase collection of public feedback and public participation in decision making, <u>including expanded use of focus groups and surveys</u>	<u>CSI</u> Comms IT	Work Session on recommendations	FY27	Adding new department
Official Action	Investment Policy	Update Council-adopted city investment policy to incorporate the latest best practices	Finance	Council adoption of updated policies	FY27	N/A
Operational	New HRIS System	Implement new Human Resource Information System (HRIS) to streamline and reduce errors in onboarding, timekeeping, and payroll	HR Finance IT	Periodic updates to Council or Audit Committee	FY28	New Item
Operational	Initial Review of City Codes and Ordinances	Complete an initial review/inventory of city codes and ordinances to identify conflicts, gaps, and necessary updates	Clerk CMO Legal DSD	Update to Council on findings of initial review	FY28	New Item
Council Discussion	Public Art Program	Evaluate scope and funding level of the Public Art Program	Parks Finance	Work Session on recommendations	FY28	New Item



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Operational	2030 Census	Prepare extensive public outreach plan to maximize participation in 2030 Census	CMO	Periodic updates to Council	FY29	N/A
Council Discussion	ERP System Evaluation	Evaluate city needs and gather information necessary to make a recommendation about implementing a new Enterprise Resource Planning (ERP) system	Finance IT	Work Session on recommendations	FY29	New Item
Council Discussion	Funding for New Water Sources	Create a financial strategy and funding mechanism for new water sources	Water Finance	Work Session on recommendations	FY29	New Item
Official Action	Potential Bond Election	~~Work with citizen committee to~~ Evaluate potential <u>projects and timing for a future</u> bond election, <u>create citizen committee, and work with committee to develop recommendations for a November 2029 election</u>	Finance	Council Call for Election	FY29	Expanded description for additional clarity
Official Action	Franchise Agreements	<u>Prepare for</u> ~~Conduct~~ election for renewal of franchise agreements with Southwest Gas and Arizona Public Service <u>in November 2029</u>	Clerk Legal	Council Call for Election	FY29	Expanded description for additional clarity
Official Action	Update IIP	Update Infrastructure Improvements Plan (IIP)	Finance DSD Water PW	Council adoption of updated IIP	FY29	New Item



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Official Action	Utility Rates	Evaluate water, wastewater, and solid waste rates and present recommendations to City Council	Finance Water PW	Council adoption of new rates	FY30	New Item
Official Action	Update City Codes and Ordinances	Draft and implement changes to city codes and ordinances based on identified conflicts, gaps, and necessary updates	Clerk CMO Legal DSD	Council action (as needed)	FY30	New Item

Red = Changes/Edits

Green = New Projects

Project Types

Operational = Keep Council Informed

Council Discussion = Policy/Budget Direction Needed

Official Action = Council Vote Needed



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Economic Vitality						
Type	Action Item	Description	Dept(s)	Deliverable	FY	Notes
Council Discussion	~~Branding & Marketing~~ <u>Economic Development Vision</u>	~~Develop branding and marketing strategy to increase Goodyear's reputation for exceptional quality of life, promote placemaking, and increase tourism, including capital improvement strategies such as monument entry signage, streetlights, and crosswalks~~ <u>Develop and implement a branding and marketing strategy for Economic Development that incorporates a high quality of life, excellent employment opportunities, and a thriving tourism sector</u>	EcDev Comms <u>Parks</u>	Work Session on recommendations	FY2 <u>79</u>	Moving up and focusing on developing a wholistic strategy for economic development
Council Discussion	Housing Diversity	Evaluate development incentives for custom homes in targeted areas, affordable homes, owner occupied projects, and first-time homebuyers	DSD Parks CMO <u>EcDev</u>	Work Session on recommendations	FY27	Adding additional department
Operational	Small Business Program	<u>Develop enhanced small business program to better engage, grow,</u>	EcDev	<u>Update to Council once completed</u>	FY28	New Item



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		and support small businesses and entrepreneurial activities				
Council Discussion	Real Estate Strategy	Develop strategy for land within the city's planning area addressing state trust land, unincorporated land in South Goodyear, and land required for future city needs and economic development strategies, <u>in alignment with Economic Development Vision and updated Facilities Master Plan</u>	<u>DSD</u> EcDev CMO	Work Session on recommendations	FY2 <u>87</u>	Moving back to be informed by FY27 projects
Council Discussion	~~Preservation of Wildlife Corridors~~ <u>Estrella Mountain Regional Park</u>	<u>Explore options for future collaboration, partnership, and/or ownership of Estrella Mountain Regional Park including</u> ~~Evaluate~~ strategies to preserve wildlife corridors/trails ~~connecting to Estrella Mountain Regional Park~~	Parks	Work Session on recommendations	FY2 <u>89</u>	Moving up and expanding scope to reflect wholistic evaluation of EMRP
Council Discussion	Economic Development Competitiveness	Explore opportunities to streamline development, support key public infrastructure, and work with development partners and utility providers to encourage continued economic growth	EcDev DSD	Work Session on recommendations	FY28	New Item
Council Discussion	SR-30 Corridor Vision	Create plan/vision for development along State Route 30 corridor	DSD EcDev	Work Session on recommendations	FY28	New Item



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Council Discussion	Goodyear Ballpark Development	~~Solicit RFP for private development on city owned land~~ <u>Develop a plan/vision for development around the Ballpark</u>	CMO EcDev <u>Parks</u>	Work Session on recommendations	FY2 ~~86~~	Moving back to be informed by Economic Development Strategy
Council Discussion	~~Large Outdoor Events~~ <u>Economic Amenities & Events</u>	Evaluate <u>feasibility and partnerships for venues including a conference center, performing arts center, and strategy to host large outdoor events/festivals</u> including potential locations ~~(30-40 acres)~~ and analysis of <u>logistics and</u> public safety needs	Parks <u>EcDev</u>	Work Session on recommendations	FY2 ~~89~~	Moving up and clarifying to focus on economic development and tourism
Council Discussion	Explore Options for Phoenix Goodyear Airport	<u>Explore economic development and investment opportunities and</u> ~~Develop~~ options for future collaboration, partnership, <u>and/or</u> ownership of <u>the</u> Airport	CMO <u>EcDev</u>	Work Session on recommendations	FY29	Expanding scope to reflect wholistic evaluation of airport
Council Discussion	Beautification & Branding Projects	Evaluate options for streetscape beautification projects and enhanced design standards in residential and commercial areas	DSD ENG EcDev Parks	Work Session on recommendations	FY29	New Item
Official Action	Spring Training Agreement Extensions	Negotiate extensions to the Guardians and Reds team use agreements, including identifying necessary financial resources, <u>and</u>	Parks <u>CMO</u> <u>EcDev</u>	Council approval of agreement extensions	FY2 ~~98~~	Expanding scope and aligning with agreement timelines



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		<u>evaluating economic impacts and financial/operational needs</u>				
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Red = Changes/Edits

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Project Types

Operational = Keep Council Informed

Council Discussion = Policy/Budget Direction Needed

Official Action = Council Vote Needed



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Safe & Vibrant Community						
Type	Action Item	Description	Dept(s)	Deliverable	FY	Notes
Operational	Use of Energy Efficient Technology	Evaluate and implement proven sustainable technologies in city facilities	PW	Update to Council on implementations	FY27	N/A
Operational	Ambulance Service	Implement and fund remaining phases of staffing plan	Fire	Update to Council once completed	FY27	N/A
Council Discussion	Increase City Non-Potable Water Uses	Develop strategies to transition Parks and Recreation Department's water usage to non-potable sources where possible	Water Parks	Work Session on recommendations	FY27	N/A
Council Discussion	Regional Public Safety Training Facility	Explore and evaluate regional partnerships for a training center BOND DEPENDANT	Fire	Work Session on recommendations	FY27	N/A
Council Discussion	Regional Jail Study	Study and evaluate potential partnerships for a regional jail facility	PD	Work Session on recommendations	FY27	N/A
Official Action	Reduce Speeding	Develop strategy to reduce speeding including education, enforcement, infrastructure improvements, and assessments of current speed limits and fine structure	CMO	Council adoption of Road Safety Action Plan	FY27	N/A
Council Discussion	Quality Neighborhoods	Evaluate programs or organizational changes that focus	DSD CMO	Work Session on recommendations	FY28	N/A



DRAFT FY2027-2030 Action Items

		on preserving safe, well-maintained, code-compliant, quality neighborhoods and neighborhood beautification programs				
Council Discussion	Fire Strategic Plan	Develop a Strategic Plan for the Fire Department to ensure that decisions are driven by well-planned strategies	Fire	Work Session on recommendations	FY28	N/A
Council Discussion	Library Service Expansion	Develop a plan for implementing expanded library services as outlined in the Library Master Plan	Parks	Work Session on recommendations	FY28	N/A
Council Discussion	Property and Evidence Facility & Crime Lab	Explore justification and need for Police Property & Evidence Facility and Crime Laboratory (either locally or regionally)	PD	Work Session on recommendations	FY28	New Item
Council Discussion	Senior Services	Evaluate options to provide improved and expanded senior services to Goodyear residents	Parks	Work Session on recommendations	FY28	New Item
~~Council Discussion~~	~~Recreation Campus-Phase 2~~	~~Design Phase 2 improvements to Goodyear Recreation Campus (Project #50063; construction FY28-31)~~	~~Parks~~		~~FY28~~	Project is progressing through design and monitored through CIP
~~Council Discussion~~	~~Long-Range Amenities Master Plan~~	~~Develop a long-range master plan focused on creating more amenities such as a conference center,~~	~~CMO~~		~~FY28~~	Item is included in other new and



DRAFT FY2027-2030 Action Items

		~~performing arts venue, and land for future city facilities~~				revised projects
Council Discussion	Cultural & Historical Preservation	Develop strategy to maintain the city's culture, character, and quality of life through programs, projects, and events, including the addition of a Memorial Day event	<u>Parks</u> <u>EcDev</u> CMO	Work Session on recommendations	FY29	Adding additional departments
Council Discussion	Evaluate Heat Mitigation and Shade Initiative	Evaluate options to develop goals and associated strategies related to heat mitigation and shade	Parks DSD ENG PW CMO	Work Session on options and recommendations	FY29	New Item
Council Discussion	Neighborhood & Community Services	Evaluate options to provide improved and expanded neighborhood and community services to Goodyear residents and businesses	CMO Parks	Work Session on recommendations	FY30	New Item

Red = Changes/Edits

Green = New Projects

Project Types

Operational = Keep Council Informed

Council Discussion = Policy/Budget Direction Needed

Official Action = Council Vote Needed



DRAFT FY2027-2030 Action Items

Infrastructure						
Type	Action Item	Description	Dept(s)	Deliverable	FY	Notes
Operational	I-10 Interchanges	Evaluate options for reconfiguration of I-10 interchanges to determine timing and cost of future CIP projects	ENG	Update to Council based on Design Concept Report	FY27	N/A
Council Discussion	Update Facilities Master Plan	Update Facilities Master Plan, including review of land/property and buildings, <u>in coordination with the department staffing plans</u>	PW	Work Session on recommendations	FY27 ~~8~~	Moving up in alignment with staffing plans
Council Discussion	Municipal Court Facility	Conduct a space planning study to determine future needs of the Municipal Court	Court	Work Session on recommendations	FY27	N/A
Council Discussion	Municipal Operations Complex Next Steps	Seek Council direction on next steps in the potential development of a Municipal Operations Complex	PW	Work Session on recommendations	FY27	N/A
Official Action	~~Interconnected Trails Master Plan~~ <u>Update Parks & Recreation Master Plan</u>	<u>Update the Parks and Recreation Master Plan, including an evaluation of trails and Develop a plan for enhanced</u> bicycle and pedestrian connectivity <u>(off-road), in conjunction with the Transportation Master Plan update (on-road) throughout the city,</u>	~~ENG~~ Parks ~~ENG~~ DSD	Council adoption of updated Parks & Rec Master Plan	FY28	Expanding scope to include a wholistic update of P&R Master Plan including an



DRAFT FY2027-2030 Action Items

		~~including potential infrastructure improvements and design standards~~				emphasis on trails and paths
Operational	IT Disaster Recovery Plan	Develop plan that addresses need for network redundancy and backup data center	IT	Update to Council on implementation	FY29	N/A
Official Action	~~South Goodyear Transportation Plan~~ <u>Update Transportation Master Plan</u>	<u>Update the Transportation Master Plan (TMP) to include roadway, transit, and bike/ped priorities, and including</u> ~~Develop~~ a plan for transportation south of MC-85 in anticipation of future development <u>with a possible additional bridge crossing of the Gila River</u>	ENG	Council adoption of updated TMP	FY29	Expanding scope to include a wholistic update of the TMP including an emphasis on South Goodyear
Official Action	~~Update Transportation Master Plan~~	~~Update the Transportation Master Plan (TMP) to include roadway, transit, and bike/ped priorities~~	~~ENG~~		~~FY29~~	Consolidated with item above
Operational	~~Infrastructure Resilience Assessments~~	~~Complete resilience assessments on critical infrastructure~~	~~PW~~		~~FY29~~	Will be addressed through FMP Update
Operational	Roadway Safety Action Plan Implementation	When adopted by Council, utilize the City's new Roadway Safety Action Plan (RSAP) to identify key roadway safety improvement	ENG	Update to Council on RSAP implementation	FY30	New Item



DRAFT FY2027-2030 Action Items

		projects and initiatives for the next 2-3 years for implementation.				
Official Action	IWMP Update	Update the Integrated Water Master Plan (IWMP) to plan for future water resource and infrastructure needs	Water	Council adoption of IWMP update	FY30	New Item

Red = Changes/Edits

Green = New Projects

Project Types

Operational = Keep Council Informed

Council Discussion = Policy/Budget Direction Needed

Official Action = Council Vote Needed



FY2027-2030 Strategic Plan Update





City of Goodyear Strategic Projects			Focus Areas No category selected	Lead Department No category selected	Fiscal Year No Fiscal Year Selected
Action Items	Description	Status	Department	Fiscal Year	
Development Continuum	Evaluate processes to streamline development timeline	Complete	Development Services	FY25	
Innovation Hub	Evaluate current format to find efficiencies and expansion opportunities	Complete	Economic Development	FY25	
Common Visioning	Council/staff alignment on future vision for development	On Track	City Manager	FY26	
Goodyear Ballpark Development	Solicit RFP for private development on city-owned land	On Track	Economic Development	FY26	
Housing Diversity	Evaluate development incentives for custom homes in targeted areas, affordable homes, owner occupied projects	Future Project	Development Services	FY27	

Why Strategic Planning?

- Alignment
- Planning
- Prioritization & Decision Making
- Progress

What's Included

- Mission, Vision, and Values
- Focus Areas and Guiding Principles
- Action Items



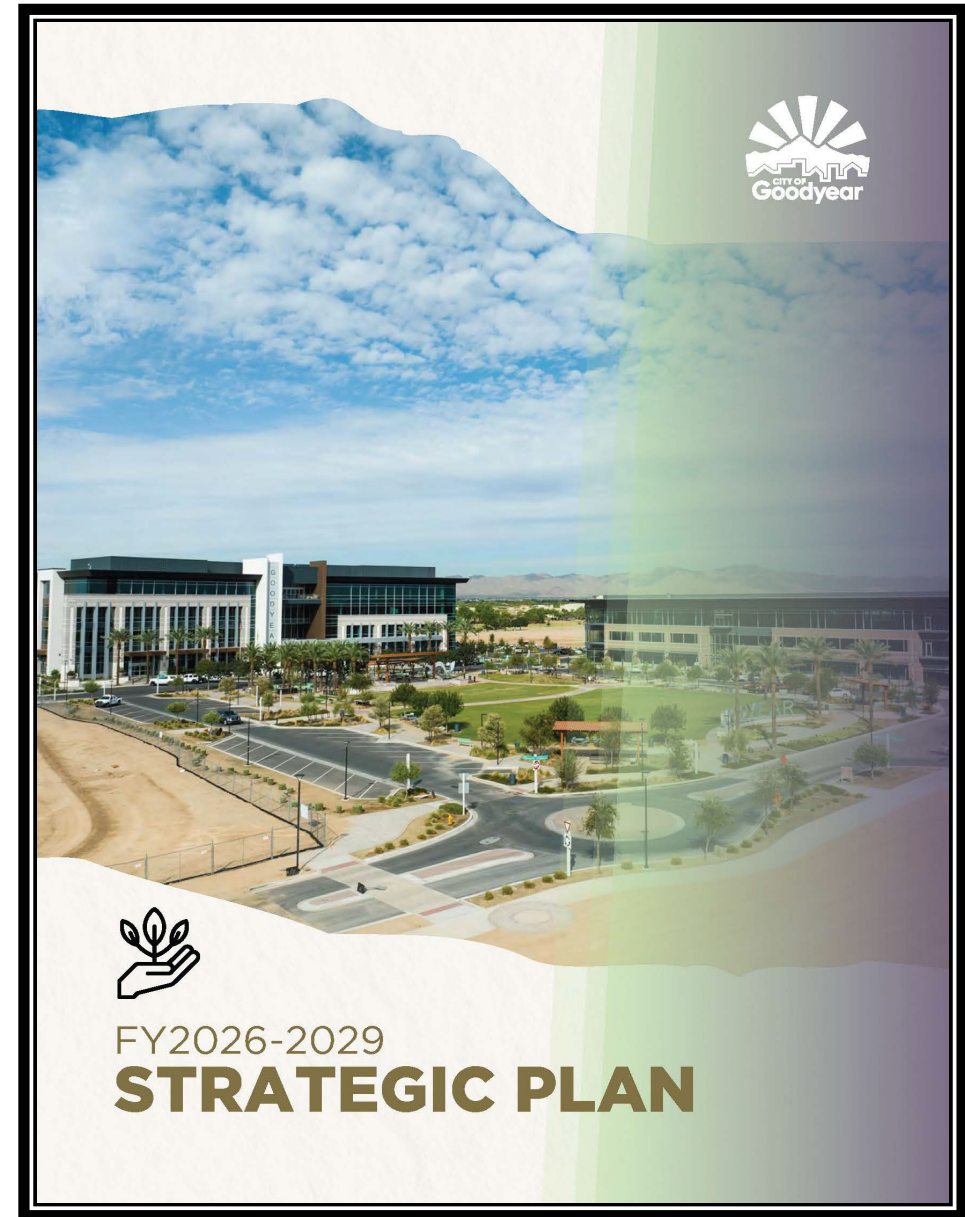


What's Not Included

- Routine & Operational Items
- Budget Allocations
- Vague Aspirations

Annual Update Process

- New Plan Adopted in 2023
- Updated Annually
- Leadership Team & Council Surveys
- Leadership Team & Council Retreats





FY26 Successes

15 Projects Completed!!!





Resident Priorities 2025 Community Survey Overview

2025 Community Survey Overview

Comparisons to
National
Benchmarks

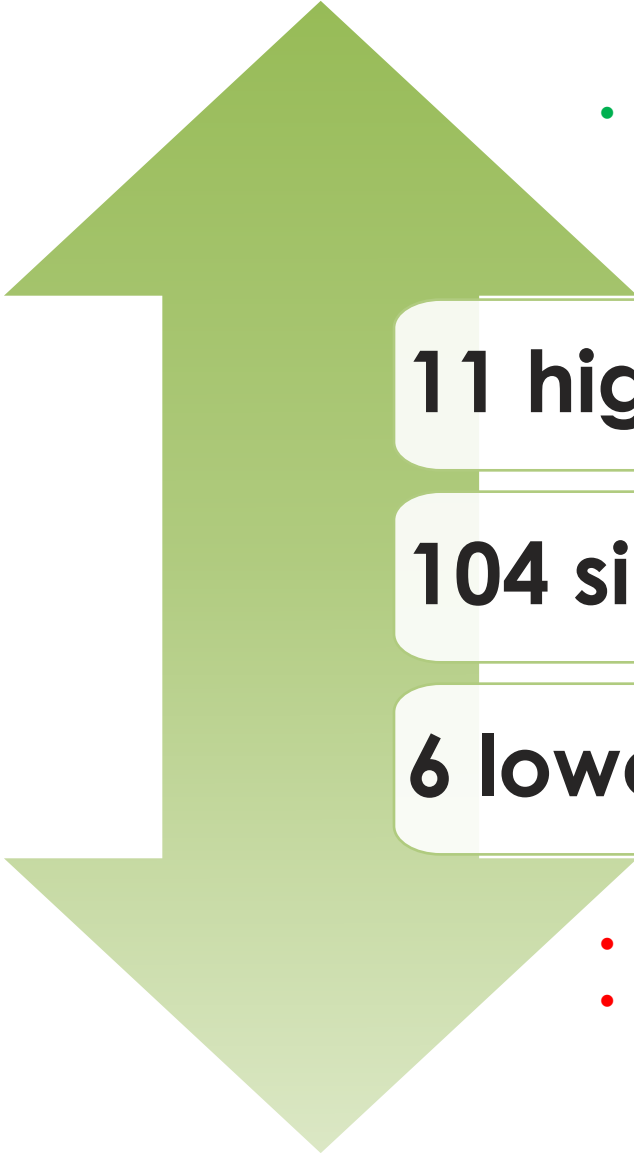
- Overall confidence in Goodyear government
- Cost of living

18 higher ratings

101 similar ratings

2 lower ratings

- Preservation of historical or cultural character
- Air quality

- 
- Vibrancy of downtown/ commercial area and variety of businesses
 - Code enforcement, transit services, and paths and trails

11 higher ratings

104 similar ratings

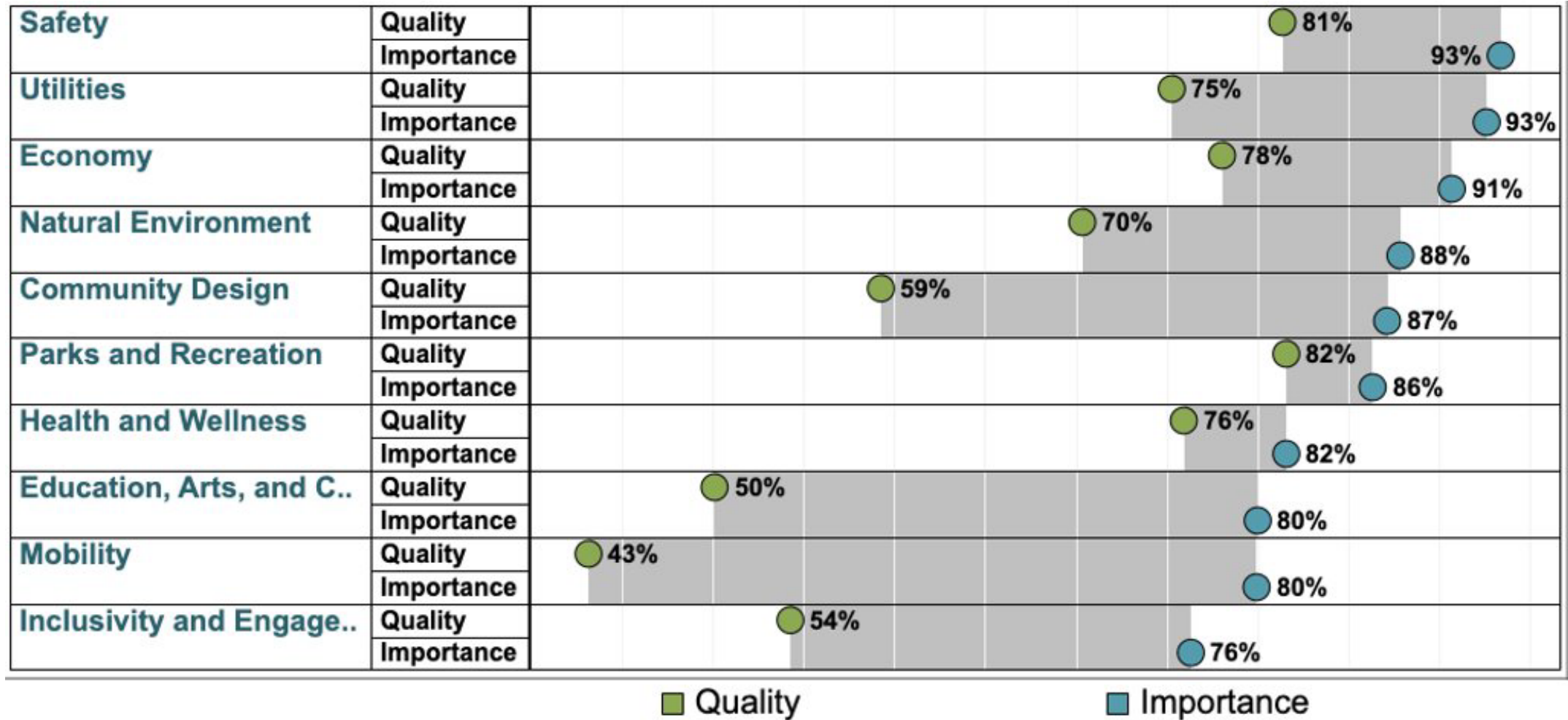
6 lower ratings

- K-12 & adult education
- Well-planned residential growth and land use, planning, and zoning

2025 Community Survey Overview

Comparisons to
Previous Survey
(2023)

Balancing Quality and Importance





Review Mission & Vision Statements

Planning facilitated Council discussion in 2027

Mission

The city of Goodyear will provide the finest municipal services and quality of life to enhance our community's prosperity through citizen and employee participation. We are committed to the stewardship of resources and fulfillment of the public trust.

Our Purpose

Goodyear is on the leading edge of tremendous growth and quality economic and development opportunities. By eliminating barriers and staying adaptable, we will take calculated risks to maximize the community's potential. With a strong team approach that includes unified leadership, a talented workforce, and an involved citizenry, we deliver services to meet the needs of our city so that Goodyear continues to be a thriving sustainable community for all.

Vision

The city of Goodyear will be:

- a great place to live, work and raise a family;
- a growing community that provides quality economic and social opportunities, recreational activities, and options for healthy living.

We will be known as:

- a destination place for regional shopping, dining, and entertainment;
- a destination for higher education designed for workforce needs; a place for diverse job opportunities and an inventory of industries;
- an incubator for entrepreneurs;
- a hub of sports, tourism, arts, and culture in the West Valley.

An aerial photograph of a resort complex. In the foreground, a large, dark blue swimming pool curves along the bottom of the frame. Above it, a smaller, light blue pool is surrounded by numerous palm trees and lounge chairs. In the background, there are several buildings, more palm trees, and a line of low, arid hills under a clear blue sky with some light clouds.

Review Focus Areas & Action Items

Overall Themes/Changes

- **Focus on Performance Excellence**
 - **New Customer Service & Innovation (CSI) department**
 - **Innovative & High Performing Organization is foundational**
 - **Cultural Journey reframed as Culture of Performance**

Overall Themes/Changes

- Increased clarity
 - Addition of categories and deliverables
 - Expanding the scope to make a more comprehensive item
 - Splitting items for greater clarity and alignment
- Better alignment between related projects

Overall Recommendations

- **21 New Actions Items**
- **4 Action Items Removed**
- **Modifications to timing, assigned departments, and descriptions**

New - Project Categories

- Projects divided into three types
- Goal to improve clarity on scope and outcome



New - Project Categories

Type	Staff's Role	Council's Role
Operational	Implement projects and provide updates	Informed
Council Discussion	Provide recommendations and seek direction	Policy Direction
Official Action	Prepare items for formal Council action	Vote



Innovative & High Performing Organization

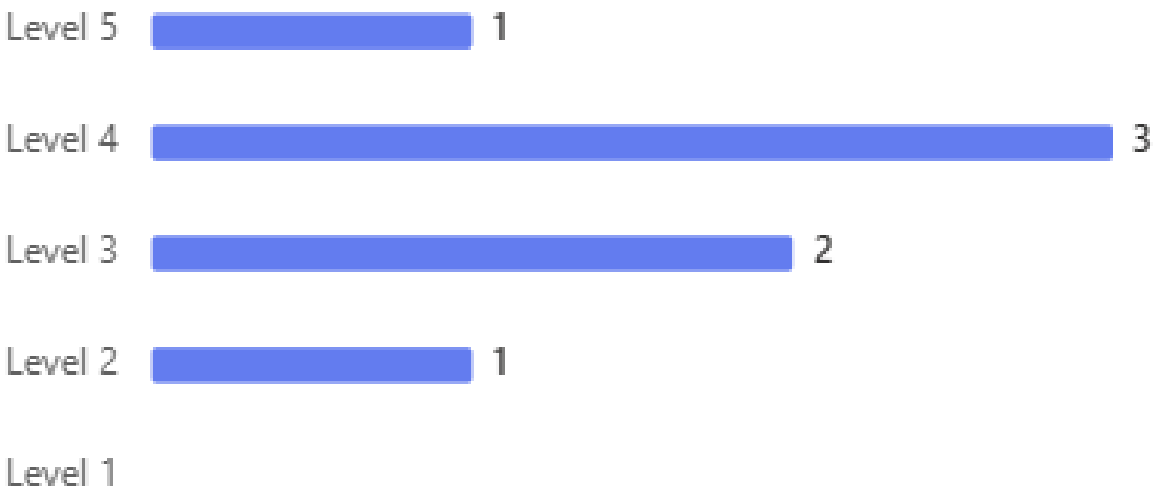
How well is the city performing in meeting our goals in this area?

3.57

Average Rating



Council Priority Ranking: 5th





Innovative & High Performing Organization

Common Themes

- Customer service enhancements
- Continuous improvement, innovation, and performance
- Recruitment and retention
- Technology solutions and use of AI

Additional Comments

- Surveys, service evaluation, and accountability*
- Succession planning, workforce planning, and leadership development
- Talent pipelines, internships, and volunteer programs



Innovative & High Performing Organization

Action Plan Highlights

- Proposing 3 new action items and some modifications
 - Strategic Performance Measures – FY28
 - GRIT Phase 2 – FY28
 - CAD/RMS Replacement – FY29
- Revisions to Culture Journey, Efficiency and Effectiveness, and Customer Service Enhancements



Fiscal & Resource Management

How well is the city performing in meeting our goals in this area?

3.71

Average Rating



Council Priority Ranking: 4th



Fiscal & Resource Management

Common Themes

- Long-term fiscal discipline
- Prudent use of resources
- Conservative budgeting
- Need for external funding, partnerships, and grants

Additional Comments

- Internal process issues (payroll, utility billing) and operational gaps*
- Organization capacity and enterprise-wide resource alignment
- Technology modernization and updated systems

*Council



Fiscal & Resource Management

Action Plan Highlights

- Proposing 8 new action items and a handful of clarifications
 - Pursue New HRIS and ERP Systems – FY28 & FY29
 - Review & Update Governing Documents – FY28 & FY30
 - Evaluate Community Funding & Public Arts Programs – FY28
 - Evaluate Water, Wastewater, Stormwater, & Solid Waste Funding Needs – FY29 & FY30

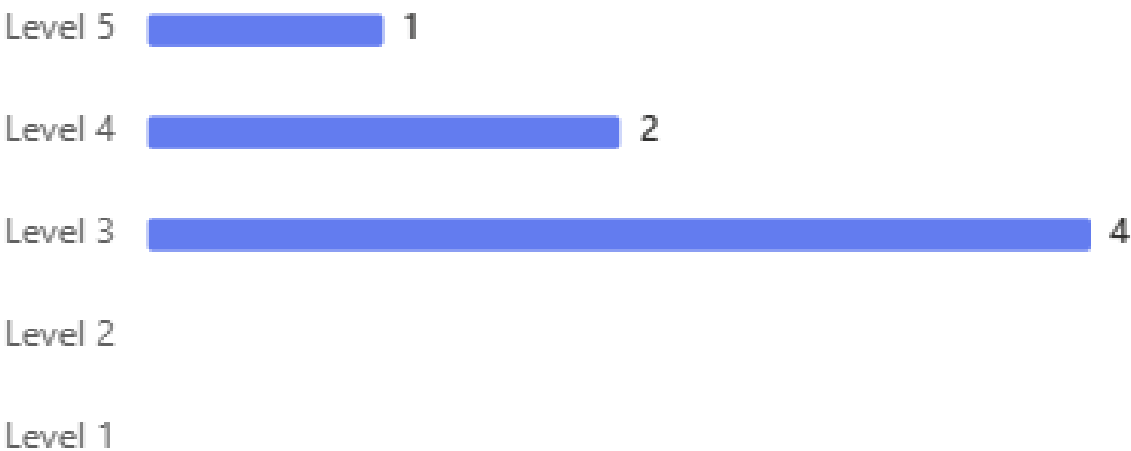


Economic Vitality

How well is the city performing in meeting our goals in this area?

3.57

Average Rating



Council Priority Ranking: 3rd



Economic Vitality

Common Themes

- Community engagement and public input
- Communication around development decisions
- More intentional tourism strategy and activation

Additional Comments

- Desire for more retail options and creative placemaking*
- Careful planning and vision for the Ballpark*
- Need for planning and vision for key corridors (Ballpark, SR-30, EMRP)
- Resource capacity and utilities, especially water



Economic Vitality

Action Plan Highlights

- Proposing 4 new action items and several clarifications
 - Economic Development Competitiveness – FY28
 - Small Business Program – FY28
 - Beautification & Branding Projects – FY29
 - SR-30 Corridor Vision – FY30
- Revisions to Branding & Marketing, Preservation of Wildlife Corridors, and Large Outdoor Events



Safe & Vibrant Community

How well is the city performing in meeting our goals in this area?

4.43

Average Rating



Council Priority Ranking: 1st



Safe & Vibrant Community

Common Themes

- Doing well here = highest scores
- More events, gatherings, and parks/fields
- Public safety staffing and facilities

Additional Comments

- Heat mitigation and shade*
- Involvement in GRC Phase 2 planning*
- Senior services and neighborhood services



Safe & Vibrant Community

Action Plan Highlights

- Proposing 4 new action items and a few modifications
 - Property and Evidence Facility & Crime Lab – FY28
 - Senior Services – FY28
 - Evaluate Heat Mitigation & Shade Initiative – FY29
 - Neighborhood & Community Services – FY30
- Removal of Long-Range Amenities Master Plan and Recreation Campus Phase 2



Infrastructure

How well is the city performing in meeting our goals in this area?

3.43

Average Rating



Level 5



Level 2

Level 1

Council Priority Ranking: 2nd



Infrastructure

Common Themes

- Keeping up with growth
- Transportation, traffic congestion, and intersection improvements
- Water resource planning

Additional Comments

- Development south of I-10 and potential annexations*
- Frustration with construction delays and signal timing*
- Integrated planning linking economic development, land use, water, and transportation
- Facility space shortages and MOC planning
- Clearer ownership and responsibility for some items



Infrastructure

Action Plan Highlights

- Proposing 2 new action items and some modifications
 - Road Safety Action Plan Implementation – FY30
 - Integrated Water Master Plan Update – FY30
- Revisions to Interconnected Trails Master Plan and South Goodyear Transportation Plan
- Removal of Update Transportation Master Plan and Infrastructure Resilience Assessments



Next Steps

- Adoption on November 16
- FY28 Budget Process
- Full review/update in 2027