



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



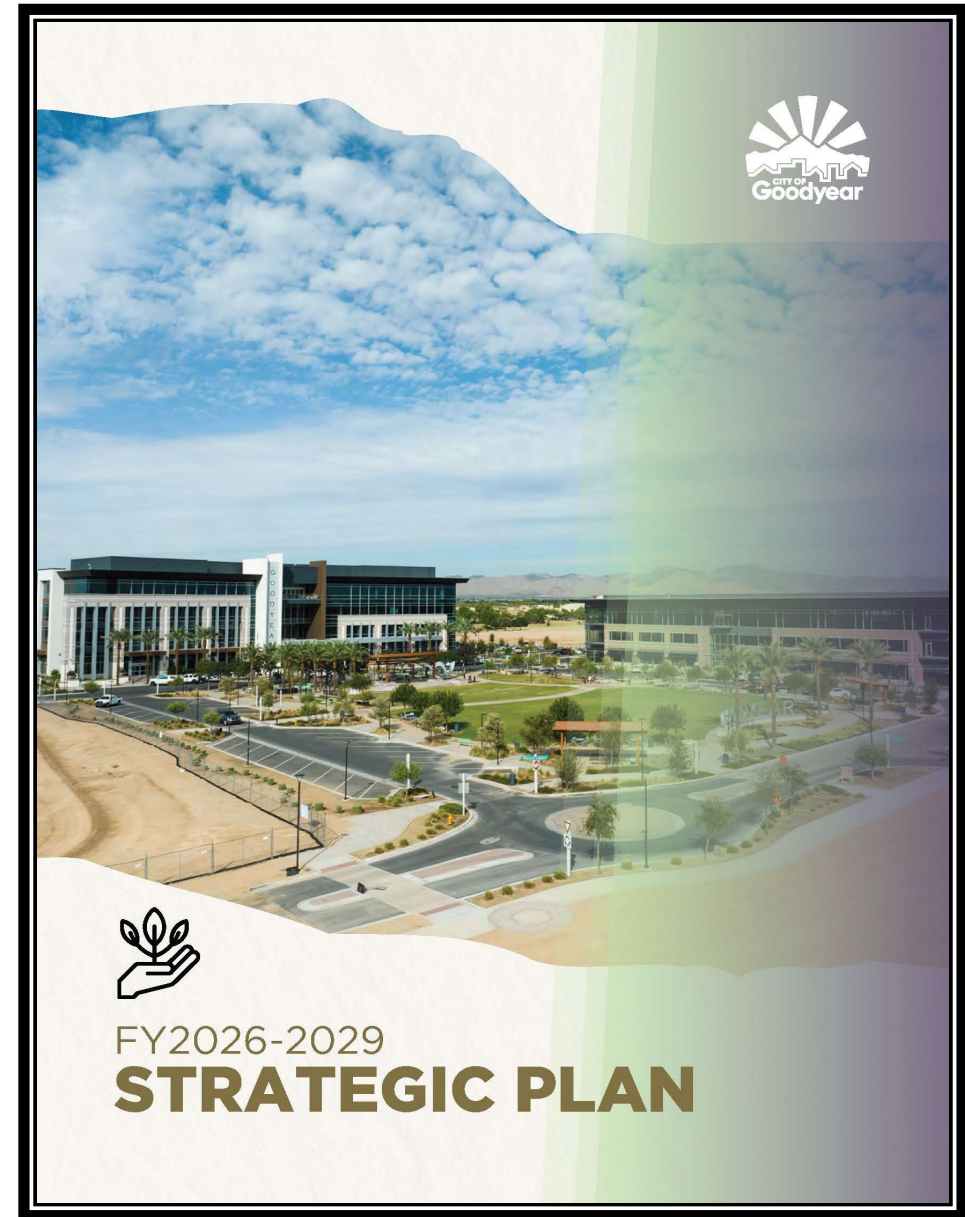


What's Not Included

- 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

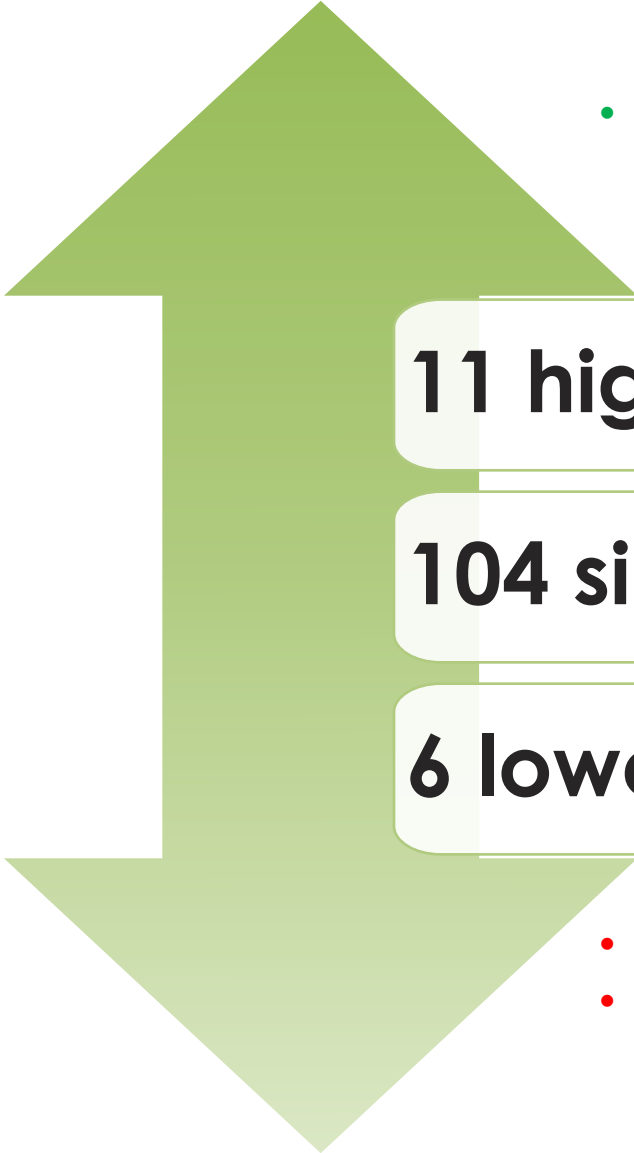
- Overall confidence in Goodyear government
- Cost of living

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

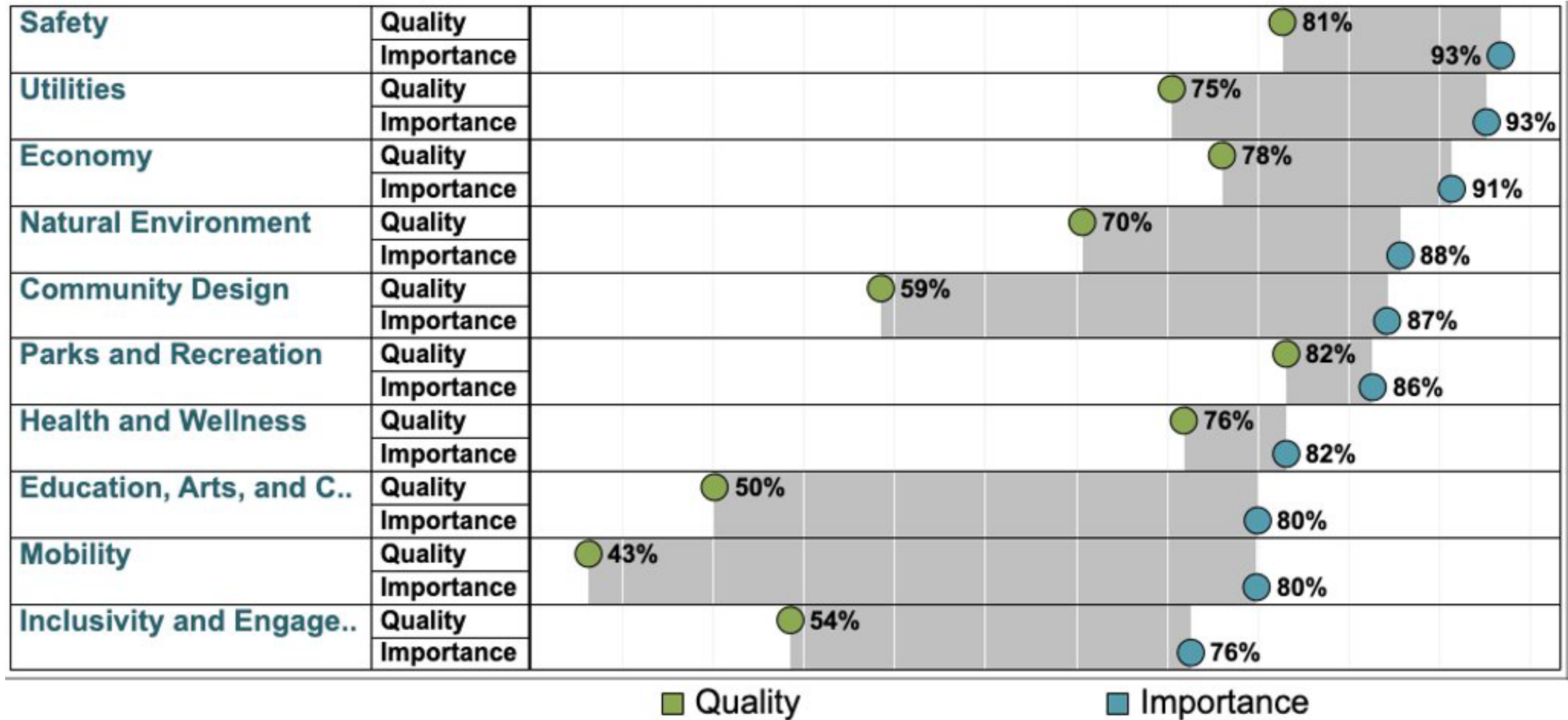
6 lower ratings

- 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 palm trees and lounge chairs. The resort buildings are visible in the middle ground, and the background features a desert landscape with rolling hills under a clear blue sky.

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

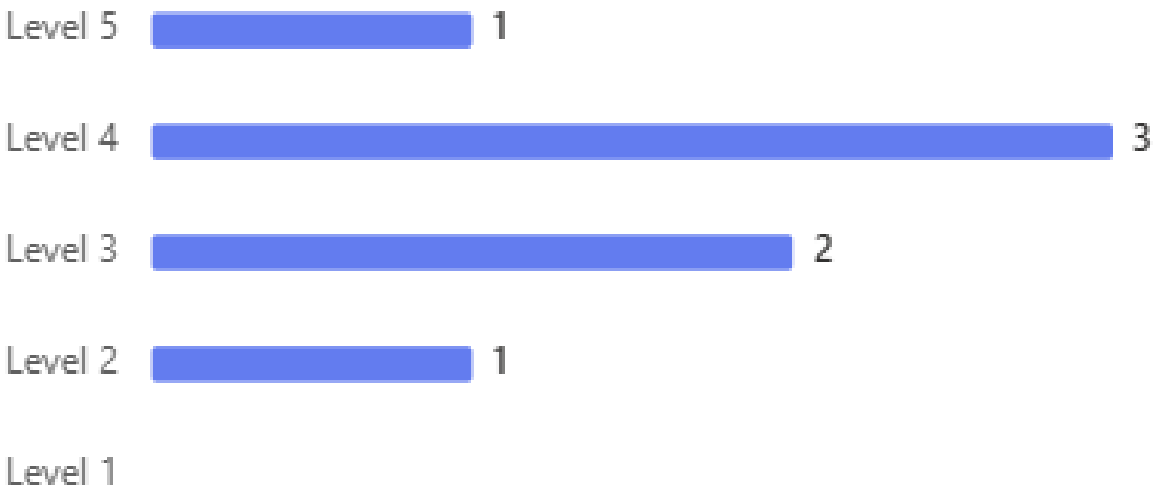
How well is the city performing in meeting our goals in this area?

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 4 3

Level 3 4

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