

RESOLUTION NO. 2024-2434

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF GOODYEAR, MARICOPA COUNTY, ARIZONA, ADOPTING THE CITY OF GOODYEAR FY2025-2028 STRATEGIC PLAN.

WHEREAS, the City Council, in its role as the policy-making body for the City of Goodyear, has established the long-term vision for the city of Goodyear; and

WHEREAS, pursuant to this direction from the City Council, a collaborative effort has been completed to define strategic focus areas, guiding principles, and proposed projects over a four-year period that best progress the city toward this vision; and

WHEREAS, these priorities will be utilized to develop budget priorities and establish department operational plans; and

WHEREAS, the City Council has reviewed and considered the plan, and will review the plan annually beginning in fiscal year 2026.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE CITY OF GOODYEAR, MARICOPA COUNTY, ARIZONA, AS FOLLOWS:

SECTION 1. The City Council formally adopts the City of Goodyear FY2025-2028 Strategic Plan attached hereto and incorporated herein by this reference and its strategic focus areas, guiding principles, and proposed action items.

SECTION 2. Resolution 2024-2434 shall be effective upon the date of its adoption.

PASSED AND ADOPTED by the Mayor and Council of the City of Goodyear, Maricopa County, Arizona, by a _____ vote, this _____ day of _____, 2024.

Joe Pizzillo, Mayor

Date: _____

ATTEST:

APPROVED AS TO FORM:

Darcie McCracken, City Clerk

Roric Massey, City Attorney



FY2025-2028

STRATEGIC PLAN



Goodyear is committed to providing the best quality of life for our residents. A place they can be proud of while raising a family, working close to home, and enjoying our unique amenities.

Having a winning team starts with having a good game plan so everyone is working towards common goals. To meet these goals requires strategic planning and input from City Council, city staff and residents.

Over the past eight months, the city has conducted both community and employee surveys to get valuable feedback on what our residents expect, what our employees need, and to ensure we continue attracting the best talent and providing outstanding services. The community and employee surveys served as the foundation for what is included in our city's strategic plan, and many elements of the plan include direct feedback received from our community and our city employees. In addition, BridgeGroup LLC Management Consultants, facilitated the strategic plan creation and they held retreats with Council and the city's leadership team. This plan will serve as a visionary document and would not have been possible without the valuable input and strong leadership of the City Council. To track and guide the plan's implementation, city staff will provide quarterly status updates to Council.

The plan will focus on the following areas:

- Fiscal & Resource Management
- Economic Vitality
- Safe and Vibrant Community
- Innovative and High Performing Organization, and
- Infrastructure

Each of these focus areas have guiding principles and specific, measurable activities to be completed within the next four fiscal years (FY) 25-28.



It's a
Great time
to be in Goodyear.



Wynette Reed

GOODYEAR CITY MANAGER

“*The plan will guide how we invest and focus both our fiscal resources and staff's time, ensuring the city stays on track by making deliberate, smart, and sustainable choices for the future of Goodyear.*”

I am pleased to present the FY25-28 city of Goodyear Strategic Plan that can be tracked and monitored by Council, residents, and staff to ensure we meet our goals and achieve our mission of being the city of choice for businesses, residents, and employees.





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GOODYEAR VISION



The city of Goodyear will be

- a great place to live, work and raise a family;
- a city with healthy lifestyles and commitment to the environment;
- a growing community that provides quality opportunities and lifestyles.

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 arts and culture in the West Valley.

GOODYEAR MISSION

The city of Goodyear will provide the finest municipal services and promote a quality environment 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

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

GOODYEAR VALUES

The city of Goodyear and its employees serve residents according to SIX core values.



We Care, We Achieve, *We Celebrate*

Empathy

Be respectful, kind and aware

Innovation

Be resourceful, progressive and curious

Optimism

Be hopeful, resilient and positive

Adaptability

Be a champion, purposeful and connected

Integrity

Be consistent, trustworthy and transparent

Initiative

Be a leader, proactive and a problem solver



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.

01

GUIDING PRINCIPLE

Demonstrate fiscal responsibility through established financial policies, budgeting practices and financial standards that meet the requirements and benchmarks for financial reporting established by the Governmental Finance Officer Association (GFOA) and the Government Accounting Standards Board (GASB).

02

GUIDING PRINCIPLE

Implement business processes and operational efficiencies to streamline the provision of government services, including the identification of cost of services and cost recovery policies.

03

GUIDING PRINCIPLE

Implement fiscally sustainable initiatives that allow the city to proactively plan, recruit, maximize and retain top human resources.

04

GUIDING PRINCIPLE

Implement innovative and integrated technology initiatives to support city business processes and customer service.

05

GUIDING PRINCIPLE

Create, pursue and maintain collaborative partnerships to maximize and leverage city resources.

06

GUIDING PRINCIPLE

Enhance and protect existing revenue sources while seeking new diverse revenue sources to ensure the city can adapt to changing economic conditions.



FISCAL & RESOURCE MANAGEMENT



ACTION ITEM	DESCRIPTION	RESPONSIBILITY	TIMEFRAME
Social Services Donation Policy	Review existing funding policy and process supporting social services in the community	CMO	FY25
Internal Auditing	Evaluate the need/scope for an internal auditing function	FIN	FY25
Financial System Integration	Evaluate integration of financial systems as a process improvement	FIN / IT	FY26
Water and Wastewater Rates	Complete rate study and implement recommendations	FIN	FY25
Volunteer Program	Evaluate expanding program based on best practices	HR	FY25
CIP Management	Improve the scope/cost estimation of the projects	ENG	FY25
Departmental Staffing Plans	Evaluate the 3-5 year staffing needs in all departments	HR	FY26
Technology Assessment	Evaluate current technology uses/needs in all departments and identify emerging trends	IT	FY25
CFD Policy Update	Revise Council policy to meet best practice	FIN	FY25
Water Resource Allocation Policy	Create a policy regarding the sale of water resources for development	WATER	FY25
Stormwater Fee	Evaluate a stormwater fee to support stormwater operations and projects throughout the city	WATER / FIN	FY26
Comprehensive Water Strategy	Develop a citywide strategy that addresses water resources planning, infrastructure planning, water use and conservation, development guidelines and processes, and financial resources for both the city's water service area as well as the city's own usage	CMO	FY26



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.

01

GUIDING
PRINCIPLE

Ensure city services are continually streamlined, efficient, customer focused and responsive to support residential and business growth, and the long-term success of existing local businesses and residents.

02

GUIDING
PRINCIPLE

Continually update and refine long-range plans that incorporate resident and stakeholder input to provide a road map for community design, strategic economic development and infrastructure investments.

03

GUIDING
PRINCIPLE

Focus on strategic and targeted economic development pursuits that increase high quality employment and amenities, encourage tourism and generate additional revenues.

04

GUIDING
PRINCIPLE

Nurture and support existing businesses and entrepreneurial efforts in the city.

05

GUIDING
PRINCIPLE

Foster business investment through streamlined processes, innovation and ongoing partnerships.

06

GUIDING
PRINCIPLE

Employ balanced housing strategies that target a wide variety of options (e.g., types, price ranges, sizes, ownership/rental and styles) through strategic partnerships and enhanced ordinances/policies.



ECONOMIC VITALITY



ACTION ITEM	DESCRIPTION	RESPONSIBILITY	TIMEFRAME
Innovation Hub	Evaluate current format to find efficiencies and expansion opportunities	ECDEV	FY25
Development Continuum	Evaluate processes to streamline development timeline - Legal and DSD	DSD / LEGAL	FY25
Housing Diversity	Evaluate development incentives for custom homes in targeted areas, affordable homes, owner occupied projects and first-time homebuyers	CMO	FY27
Common Visioning	Council/staff alignment on future vision for development	CMO	FY26
Goodyear Ballpark Development	Solicit RFP for private development on city owned land	CMO / ECDEV	FY26
Spring Training Agreement Extensions	Negotiate extensions to the Guardians and Reds team use agreements	PARKS	FY28





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.

01

GUIDING
PRINCIPLE

Promote public safety services, community relationships and innovative programs that ensure a safe community.

02

GUIDING
PRINCIPLE

Develop and enhance the parks, trails, community facilities and public art programs and amenities within our community to further the quality of life.

03

GUIDING
PRINCIPLE

Support and create partnerships with public/private educational institutions and other community organizations.

04

GUIDING
PRINCIPLE

Ensure community engagement through continuous focused outreach and strategic utilization of various communication methods.

05

GUIDING
PRINCIPLE

Foster citywide initiatives, policies and city codes that support a clean, well-maintained and sustainable community.

06

GUIDING
PRINCIPLE

Provide diverse arts and culture, recreational programs, events and library services that serve all ages, abilities and interests.



SAFE & VIBRANT COMMUNITY



ACTION ITEM	DESCRIPTION	RESPONSIBILITY	TIMEFRAME
Bullard Wash Trail Plan	Evaluate phasing of Bullard Wash Trail Plan	PARKS	FY25
Citizen Survey Implications	Evaluate strategies to improve areas with results more than 5 points below benchmark	CMO	FY25
Sports and Tourism	Evaluate sports and tourism strategy	PARKS/ ECDEV	FY25
Use of Energy Efficient Technology	Evaluate and implement proven sustainable technologies in city facilities	PW	FY27
Update City Website	Evaluate the city website for ease of navigation by users (devices)	COM	FY26
Unified City Communications Plan	Evaluate and implement a coordinated citywide public communications plan	COM	FY25
Recreation Campus Phase 2	Design Phase 2 improvements to Goodyear Recreation Campus (Project #50-24-436; construction FY28-31)	PARKS	FY27
Public Transit	Evaluate funding and service levels	ENG	FY26
Zoning Ordinance Rewrite	Review and rewrite the zoning ordinances	DSD	FY26
Ambulance Service	Implement and fund remaining phases of staffing plan	FIRE	FY27
Regional Public Safety Training Facility	Explore and evaluate regional partnerships for a training center (BOND DEPENDANT)	FIRE	FY27
Real-Time Crime Center	Study and evaluate creation of a Real-Time Crime Center	PD	FY25
Traffic Management Center Optimization	Integrate optimized traffic signal software to improve timing, synchronization and traffic flow	ENG	FY26



SAFE & VIBRANT COMMUNITY



ACTION ITEM	DESCRIPTION	RESPONSIBILITY	TIMEFRAME
PD Strategic Plan	Develop a Strategic Plan for the Police Department to ensure that decisions are driven by well-planned strategies	PD	FY26
Bullard Wash Trail Design	Design extension of Bullard Wash Trail from GSQ to the Ballpark (Project #50059; construction FY27-FY28)	PARKS	FY27
Bullard Wash Trail Construction	Construct extension of Bullard Wash Trail from GSQ to the Ballpark (Project #50059; construction FY27-FY28)	PARKS	FY28
Quality Neighborhoods	Evaluate programs or organizational changes that focus on preserving safe, well-maintained, code-compliant, quality neighborhoods and neighborhood beautification programs	DSD / CMO	FY28
Fire Strategic Plan	Develop a Strategic Plan for the Fire Department to ensure that decisions are driven by well-planned strategies	FIRE	FY28
Long-Range Amenities Master Plan	Develop a long-range master plan focused on creating more amenities such as a conference center, performing arts venue, and land for future city facilities	CMO	FY28
Regional Jail Study	Study and evaluate potential partnerships for a regional jail facility	PD	FY27
Library Service Expansion	Develop a plan for implementing expanded library services as outlined in the Library Master Plan	PARKS	FY28



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.

01

GUIDING PRINCIPLE

Prioritize the well-being and safety of every team member by fostering a culture that promotes holistic well-being and creates a respectful and supportive environment for all to thrive.

02

GUIDING PRINCIPLE

Foster a culture of recognition that actively acknowledges and celebrates hard work, dedication and achievements while creating an environment where every individual is valued, respected and recognized for their unique contributions and perspectives.

03

GUIDING PRINCIPLE

Create and maintain a culture of ownership by empowering employees to make decisions. Ensure employees have the necessary resources to perform their roles and provide excellent customer service efficiently and effectively.

04

GUIDING PRINCIPLE

Foster opportunities and programs that support professional development and employee engagement for continuous learning and growth.

05

GUIDING PRINCIPLE

Implement initiatives that enhance communication, cross-departmental collaboration and transparency for city employees.

06

GUIDING PRINCIPLE

Establish clear expectations for all employees and volunteers of the city.



INNOVATIVE & HIGH PERFORMING ORGANIZATION



ACTION ITEM	DESCRIPTION	RESPONSIBILITY	TIMEFRAME
Remote Work Flex Schedule	Evaluate and implement best practices for remote work policies for seamless customer service	HR	FY25
Performance Measures	Improve effectiveness and application of city performance metrics	CMO	FY26
Strategic Innovation Promotion	Evaluate best practice for strategic innovations	CMO	FY26
Recruitment Process	Evaluate and implement best practices for streamlining the hiring process	HR	FY25
Cultural Journey	Continue to innovate and improve upon the existing successes	HR	ON-GOING
Succession Planning	Develop and implement industry best practice - based planning	HR	FY27
Automation of Employee Processes	Identify process improvements to eliminate duplicative activities (paper forms, scans, etc)	IT	FY26
Open Data Portal	Evaluate and implement changes to the "open data" process	IT / CLERK	FY27
Mission, Vision and Purpose Statements	Update the overarching statements to reflect the future of the organization	CMO	FY25
IT Strategic Plan	Develop an Information Technology Strategic Plan that addresses technology needs, artificial intelligence (AI), governance, policies, usage, and implementation	IT	FY26
Public Works Accreditation	Evaluate pursuing accreditation through the American Public Works Association	PW	FY28
Efficiency and Effectiveness	Evaluate efficiency and effectiveness within departments	CMO	FY28



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.

01

GUIDING
PRINCIPLE

Follow industry best practices to maintain the efficiency and operability of current underground and aboveground infrastructure and facilities.

02

GUIDING
PRINCIPLE

Identify programs, technologies or resources to optimize current practices that ensure the sustainability of existing infrastructure and facilities.

03

GUIDING
PRINCIPLE

Establish long-term planning, prioritization and investment strategies for future infrastructure and facilities that improve the quality of life.

04

GUIDING
PRINCIPLE

Promote and implement sustainable water management policies and practices.



INFRASTRUCTURE



ACTION ITEM	DESCRIPTION	RESPONSIBILITY	TIMEFRAME
Field Staff Facilities	Plan and implement the relocation of staff from the Calle de Pueblo complex	PW	FY25
Water and Wastewater Analysis	Review the current condition and future needs of the systems - technology, staffing, operational structure etc.	WATER	FY25
100yr Assured Water Supply Re-Designation	Complete the analysis and application for re-designation from ADWR	WATER	FY25
Traffic Cameras	Identify legally acceptable, best practices for recording traffic cameras	ENG / PD	FY25
RVWWTP Expansion	Design plant expansion (Project #60077; construction FY25-27)	WATER	FY26
RVWWTP Expansion Construction	Construct plant expansion (Project #60077; construction FY25-27)	WATER	FY27
157th WWTP Expansion	Design plant expansion following re-rating (Projects #60109 and #61014; construction FY25-30)	WATER	FY26
Capital Project Management	Identify and implement best practices to manage the program	CMO	FY25
Fire Station 187 Improvements	Design, bid and remodel fire station in Mobile (Project #30014)	FIRE	FY26
Camelback Road	Construct Camelback Road improvements from SR303 - 152nd Ave (Project #42038; construction FY25-27)	ENG	FY27
Estrella Parkway Design	Design Estrella Parkway roadway and bridge improvements (Project #42026; construction FY26-28)	ENG	FY26
Estrella Parkway Construction	Construct Estrella Parkway roadway and bridge improvements (Project #42026; construction FY26-28)	ENG	FY28



INFRASTRUCTURE



ACTION ITEM	DESCRIPTION	RESPONSIBILITY	TIMEFRAME
Brine Disposal & PVNPGS	Construct transmission line and associated improvements to Palo Verde Nuclear Generating Station (Projects #60034 and #61015; construction FY25-26)	WATER	FY26
Municipal Operations Complex	Present recommendations to Council on the proposed expansion of the Municipal Operations Complex (Project #60119)	PW	FY26
Fire Resource Management Facility	Construct a Fire Resource Management Facility (Project #30015; construction FY26-27)	FIRE	FY27
Fire Station 189	Construct new fire station at Citrus & Indian School (Project #30-22-130; construction FY27-28)	FIRE	FY28
Municipal Court Facility	Conduct a space planning study to determine future needs of the Municipal Court	COURT	FY27
West Side Police Substation	Design a new Police Substation adjacent to Fire Station 188 (Project #35-25-450; construction FY28-30)	PD	FY28
McDowell Road Construction	Construct improvements of McDowell Road from Litchfield Road to Dysart Road (Project #42058; construction FY25-27)	ENG	FY27
Sarival Avenue Construction	Construct improvements of west half of Sarival Avenue from Yuma Road to Elwood Street (Project #42048; construction FY26-27)	ENG	FY27
Cotton Lane Construction	Construct improvements of Cotton Lane from Estrella Parkway to Cotton Lane Bridge (Project #42046; construction FY26-27)	ENG	FY27
Yuma Road Design	Design improvements of Yuma Road from Cotton Lane to Canyon Trails (Project #42-23-314; construction FY28-30)	ENG	FY27
Indian School Road Design	Design improvements of Indian School Road from Perryville Road to Citrus Road (Project #42089; construction FY28-30)	ENG	FY27



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