

City of
Goodyear
Arizona

Information
Technology
Department

FY26-28 Strategic Plan



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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.

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

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 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

Goodyear Strategic Focus Areas

Goodyear's Strategic Plan uses the city's vision and the five City Council focus areas described below as its roadmap for action. Goodyear City Council has adopted city-wide goals to advance each area by fiscal year 2027. The Economic Development Department Strategic Action Plan aligns the goals through each pillar with the City Strategic Focus Areas listed below.



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.



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.



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.



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.



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.

Information Technology (IT) - Mission

Provide a reliable and secure technology foundation for delivery of municipal services, through collaboration with stakeholders.

Information Technology (IT) - Vision

Become the Trusted Partner enabling business transformation driven by process efficiency, innovation and data.

Information Technology – Guiding Principles

Start where you are	Have a clear view of the current situation, including available data and metrics.
Progress iteratively with feedback	Be open to customer feedback to refine business requirements and deliver solutions aligned with expectations.
Collaborate and Promote Visibility	Be transparent in our communications with stakeholders regarding IT initiatives, operations, problems, and solutions.
Think and Work Holistically	Consider the big picture. Engage with stakeholders to achieve strategic objectives.
Keep it Simple and Practical	Implement the simplest suitable solutions and aim to reduce operational complexity.
Optimize and Automate	Reduce manual effort by optimizing processes and increasing automation.
Focus on Value	Focusing on continuously improving, optimizing Total Cost of Ownership, and minimizing risks. Recognize and honor hard work and success.

IT Leadership established five strategic goals, enabled by our key initiatives, to best support Goodyear's Mission and Goals



Strategic Partner

- Partner with our stakeholders to achieve strategic objectives
- Enhance stakeholder satisfaction with core IT processes



Develop & Retain Staff

- Mature our professional development, succession planning, and career planning to reduce turnover/improve retention
- Foster staff engagement



Improve Cybersecurity Posture

- Implement an updated security framework
- Mature our risk management processes
- Strengthen trust in our security practices



Execute & Optimize

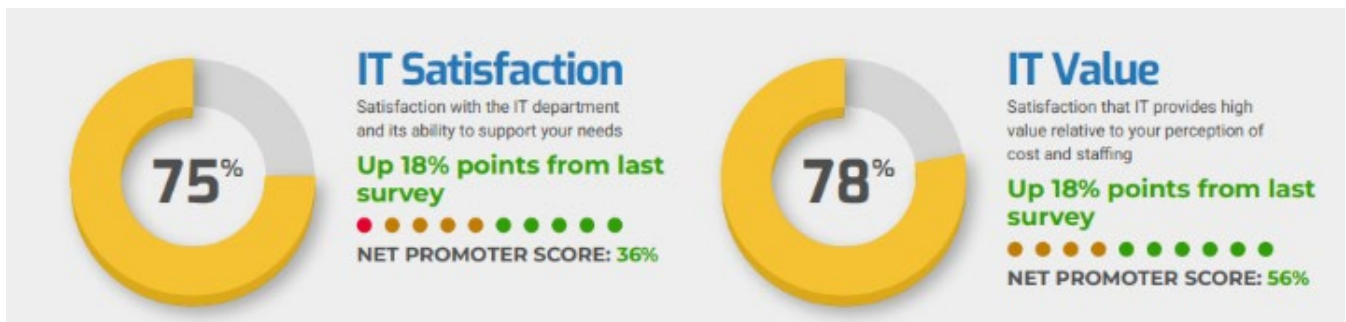
- Implement or improve key IT capabilities
- Leverage automation and integration to improve efficiency
- Increase business value through optimized software applications



Implement Data Governance

- Identify data standardization and classification criteria
- Establish data catalog
- Increase data accuracy

Goal: Transition from Trusted Partner to a Business Partner



Business Applications

The IT department recognizes the value of delivering and support innovative, efficient and scalable business solutions that empower departments to achieve their strategic goals. Keeping the city's software at the latest version, training for city staff and increased support by IT will deliver increased business value.

IT Strategic Goal	Project Description	Fiscal Year
Strategic Partnership	Legal request framework upgrade	FY 26
Executive & Optimize Operations	Move the Tyler Employee Self-Service to Employee Access	FY 26
Strategic Partnership	Expand asset management application, Lucity, to remaining departments	FY 26
Strategic Partnership	Optimize permitting system application, Accela, to better meet external customer needs	FY 26
Strategic Partnership	Assess and implement a new content management system to fit the needs of all departments	FY 26
Strategic Partnership	Evaluate and implement a kiosk to take payments at the Fire Administration building	FY 26
Strategic Partnership	Evaluate and propose a citywide Electronic Payment System	FY 26
Strategic Partnership	Phase II of the Real Time Crime Center (GRIT)	FY 27
Strategic Partnership	Set a baseline and measure project success through scope, budget, schedule and user satisfaction	FY 27
Executive & Optimize Operations	Assess the effort and budget to move the Tyler Public Safety environment to a SAAS hosted solution	FY 27
Executive & Optimize Operations	Assess the effort and budget to move the Tyler MUNIS environment to a SAAS hosted solution	FY 28

Strategic Partnership	Assess the current mobile app process and identify improvements	FY 28
Executive & Optimize Operations	Evaluate software features available for enterprise applications and increase use	FY 28
Develop & Retain Staff	Identify and plan for increased support for AV Programmed devices	FY 28
Executive & Optimize Operations	Implement centralized AV management and alerting	FY 28
Executive & Optimize Operations	Identify and consolidate duplicative software	FY 28
Strategic Partnership	Implement an IT training solution for increased use of software and hardware available	FY 28

Automation & Integration

Business value is achieved by streamlining processes and enhancing connectivity across systems. Automating routine manual operations allows business focus to be on city strategic objectives.

IT Strategic Goal	Description	Fiscal Year
Strategic Partnership	Evaluate integration of financial systems as a process improvement	FY 26
Executive & Optimize Operations	Implementation of Microsoft Autopilot for optimized end user device set up	FY 26
Strategic Partnership	Integrate Parks applications with city financial and Human Resource applications for data accuracy and reduce staff time	FY 26
Strategic Partnership	Establish integration between Human Resource systems for consistent employee information (MUNIS, Threads, Vector, etc.)	FY 26
Strategic Partnership	Identify process improvements to eliminate duplicative activities (paper forms, scans, etc.)	FY 27

Infrastructure

Ensuring the city's infrastructure hardware is replaced timely, up to industry standards and reliable, allows for a stable and high performing network to ensure city staff are able to execute daily tasks.

IT Strategic Goal	Description	Fiscal Year
Strategic Partnership	Tenant improvement for Goodyear Municipal Complex (GMC) building E	FY 26
Executive & Optimize Operations	Identify sites throughout the city without redundancy network connections	FY 26
Strategic Partnership	Fire station 182 renovations	FY 26
Strategic Partnership	Telecommunications building remodel	FY 26
Strategic Partnership	Fire station 187	FY 26
Strategic Partnership	Remodel of the Traffic Management Center (TMC) and network upgrades	FY 26
Strategic Partnership	Support implementation of a Real Time Crime center	FY 26
Strategic Partnership	Support implementation of server/software solution for traffic camera recording	FY 26
Strategic Partnership	Evaluate alternative network connectivity options for PD's MDCs	FY 27
Strategic Partnership	Fire station 184 renovation	FY 27
Strategic Partnership	Fire resource building renovation	FY 27

Executive & Optimize Operations	Evaluate a second data center (build vs cloud) strategy	FY 28
Executive & Optimize Operations	Implement redundant network connection (fiber ring)	FY 28
Executive & Optimize Operations	Assess the current storage trends and plan for a long term storage expansion to accommodate the city's growth rate	FY 28
Executive & Optimize Operations	Increase Active Directory automation	FY 28
Strategic Partnership	Evaluate and create a modernized SCADA network strategy	FY 28

Advanced IT Maturity

Technology is an ever-changing world and IT staff need to stay engaged in learning to enhance their skills and optimize tool sets.

IT Strategic Goal	Description	Fiscal Year
Develop & Retain Staff	- IT organizational design & reorganization plan - Assess the current job titles and descriptions to align with industry standards - Ensure there is department equity across divisions - Create promotional structure for increased retention	FY 26
Develop & Retain Staff	- IT employee development plan - Identify skill gaps and have a plan to fill them - Continuous learning of industry trends	FY 26
Execute & Optimize Operations	Assess and enhance the IT Service Level Catalog	FY 26
Execute & Optimize Operations	Document the enterprise architecture	FY 26
Execute & Optimize Operations	- ITIL certification and rollout - Get current staff certified - Make it a required certification within six months of employment in IT	FY 26

Execute & Optimize Operations	Optimize IT Ticket entry and self-service options with a conversational Chatbot	FY 26
Execute & Optimize Operations	Deploy Autopilot for improved device imaging process	FY 26
Strategic Partnership	Document standard hardware and software by position	FY 26
Execute & Optimize Operations	IT policy & procedure documentation inventory/prioritize gaps	FY 27
Strategic Partnership	Implement Service Level Agreements for all IT Services	FY 27
Develop & Retain Staff	Assess Change Management & develop a plan to increase maturity level with a closer adoption with ITIL	FY 27

Security Posture

IT shall proactively maintain a resilient security posture that safeguards the city's physical and digital assets, data, and infrastructure.

Strategy	Description	Fiscal Year
Improve Cybersecurity Posture	Disaster recovery planning and improvement	FY 26
Improve Cybersecurity Posture	Update PKI Environment	FY 26
Execute & Optimize Operations	Develop an Information Technology Strategic Plan that addresses technology needs, artificial intelligence (AI), governance, policies, usage and implementation	FY 26
Execute & Optimize Operations	Create a plan for future Disaster Recovery & tabletop exercises	FY 27
Improve Cybersecurity Posture	Identify a plan to increase security automation (SOAR)	FY 28

Improve Cybersecurity Posture	Develop a plan for enhanced Password and Authentication security management	FY28
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Data Program & Management

Moving Goodyear to a data driven city will require responsible data stewardship, high data quality, compliance and accessibility.

Strategy	Description	Fiscal Year
Implement Data Governance	Establish a data catalog process and maintenance program	FY 26
Implement Data Governance	Increase data accuracy	FY 27
Execute & Optimize Operations	Evaluate and implement change to the open data portal/processes	FY 27

Geographical Information System (GIS)

Delivery of powerful geospatial solutions will enhance decision making, improve efficiencies and drive innovation across Goodyear.

Strategy	Description	Fiscal Year
Execute & Optimize Operations	Deploy the Utility Network ESRI tool	FY 26
Strategic Partnership	Identify and create a plan for increased user support for Public Works front end GIS tools.	FY 26
Strategic Partnership	Deploy ARC GIS Indoor	FY 27
Strategic Partnership	Deploy ARC GIS Urban	FY 27

Execute & Optimize Operations	Establish a monitoring tool for GIS Environment to proactively address and mitigate downtime to users.	FY 27
Execute & Optimize Operations	Assess the effort and budget to move the GIS environment to a SAAS hosted solution.	FY 28
Strategic Partnership	Evaluate an AI/ML strategy for GIS asset management detection	FY 28

FY 25 Completed

Strategy	Description
Strategic Partnership	Implement a Fire Accreditation analysis solution for Arc GIS
Execute & Optimize Operations	Migrate GIS platforms to ArcGIS pro and ArcGIS Enterprise
Implement Data Governance	Data governance assessment and implementation
Implement Data Governance	Identify data standards, classification, data owners and stewardship for a citywide Business Intelligence (BI) dashboards
Improve Cybersecurity Posture	Cyber risk management process improvement
Improve Cybersecurity Posture	Implement Identity Service Engine (ISE)
Improve Cybersecurity Posture	Continuity of operations planning support
Improve Cybersecurity Posture	Security framework initiative
Execute & Optimize Operations	IT Technology assessment to consolidate, optimize and plan for future growth
Strategic Partnership	- Enterprise project portfolio management and continued process improvement - Quarterly project management governance review - Reporting for City Manager's office, Directors and Finance - Standard project updates across all project portfolio/programs
Strategic Partnership	Implement a multi-media data storage solution
Strategic Partnership	Expansion of the Police impound lot

Execute & Optimize Operations	• Upgrade all devices to Windows 11
Execute & Optimize Operations	• Tenant improvement for Goodyear Municipal Complex (GMC) building B
Strategic Partnership	• Upgrade Lucity and GIS applications to the new version for available new features
Strategic Partnership	• Sub-it Up integration with Executime
Strategic Partnership	• Evaluate and assess current Parks & Recreation software for meeting business needs
Strategic Partnership	• Evaluate and assess the current Facilities HVAC Management Software
Strategic Partnership	• Implement a replacement for Resident Application
Strategic Partnership	• Tyler identity authentication upgrade