RESOLUTION NO. 2026-2541

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF GOODYEAR, MARICOPA COUNTY, ARIZONA, ADOPTING THE CITY OF GOODYEAR FY2027-2030 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;

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;

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.

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 FY2027-2030 Strategic Plan attached hereto and incorporated herein by this reference and its strategic focus areas, guiding principles, and proposed action items.

SECTION 2. Resolution No. 2026-2541 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 16th day of November, 2026.

_____
Joe Pizzillo, Mayor

Date: _____

ATTEST:

_____
Jasmine Pernicano, City Clerk

APPROVED AS TO FORM:

_____
Roric Massey, City Attorney



FY2027-2030

STRATEGIC PLAN


CITY OF
Goodyear
GOODYEAR

The City of Goodyear is committed to providing an exceptional quality of life for our residents and building a community they are proud to call home.

As Goodyear continues to grow, thoughtful planning is essential to anticipating future needs and maintaining the high standards of service our residents expect. Our Strategic Plan provides a clear direction for the organization, aligning our efforts with a shared vision and priorities that reflect the needs of our community.

Shaped by community and employee surveys, along with strategic planning discussions with City Council and city leadership, the plan establishes the goals that will guide our work over the next several years. These priorities include planning and investing in infrastructure, enhancing parks and recreation services, supporting economic growth, and fostering a culture of excellence. Together, they provide a framework for making informed decisions, directing resources, and preparing for continued growth.

Ultimately, the success of this plan will be measured by the results we deliver. City staff will provide quarterly updates to City Council to track progress, evaluate outcomes, and ensure we remain focused on our priorities and accountable to the community we serve.

The plan will focus on the following areas:

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

Each of these focus areas have guiding principles and specific, measurable activities to be completed within the next four fiscal years (FY) 2027-2030. For more information about these initiatives visit **goodyearaz.gov/advancinggoodyear**.

It's a *Great* time to be in Goodyear.



Bryan Langley

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 FY2027-2030 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 enhancing our community's prosperity.


CITY OF
Goodyear



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GOODYEAR 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.

GOODYEAR 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.

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

Optimism
Be hopeful, resilient and positive

Integrity
Be consistent, trustworthy and transparent

Innovation
Be resourceful, progressive and curious

Adaptability
Be a champion, purposeful and connected

Initiative
Be a leader, proactive and a problem solver

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
Culture of Performance	Continue to innovate and improve upon the existing successes, tying culture initiatives to performance excellence	CMO / CSI / HR	ON-GOING
Succession Planning	Develop and implement industry best practice-based planning	HR	FY27
Open Data Portal	Evaluate and implement changes to the "open data" process	IT / CLERK	FY27
Board/Commission Orientation	Create orientation/onboarding program for new board, committee, and commission members	CLERK	FY27
Fire Department Accreditation	Achieve accreditation through the Center of Public Safety Excellence	FIRE	FY27
AI Initiative	Develop strategy to leverage technology to improve service delivery and maximize operational efficiencies	CMO / IT / CSI	FY27
Public Works Accreditation	Evaluate the feasibility of pursuing accreditation through the American Public Works Association	PW	FY28
Continuous Improvement Program	Implement Continuous Improvement Program and evaluate results	CSI	FY28
Structured Internship Program	Expand internship program to additional departments	HR	FY28
Department Strategic Plans	Create department-level strategic plans in alignment with citywide strategic plan	CSI / CMO	FY28
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	FY28
Customer Service Enhancements & Centralized 311 System	Implement enhancements to customer service including contact methods, translation services, and innovative solutions	CSI / CMO / IT	FY28

INNOVATIVE & HIGH PERFORMING ORGANIZATION

ACTION ITEM	DESCRIPTION	RESPONSIBILITY	TIMEFRAME
Strategic Performance Measures	Develop performance measures to evaluate success in achieving the goals outlined in the Strategic Plan Guiding Principles	CSI / IT	FY28
Performance Excellence Certification	Pursue certification/accreditation as a highly performing organization	CSI / CMO	FY29
CAD/RMS Replacement	Implement new Computer Aided & Dispatch (CAD)/Records Management System (RMS) to improve service delivery and data-driven policing	PD / IT	FY29



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
Departmental Staffing Plans	Evaluate the 2-3 year staffing needs in all departments, in coordination with the Facilities Master Plan (FMP) update	HR	FY27
Strategy for Public Feedback	Develop strategy to increase collection of public feedback and public participation in decision making, including expanded use of focus groups and surveys	CSI / COMMS / IT	FY27
Investment Policy	Update Council-adopted city investment policy to incorporate the latest best practices	FIN	FY27
Long Term Capital Funding Strategy	Develop long term capital investment and prioritization framework to provide more holistic decision making	FIN / CMO	FY27
New HRIS System	Implement new Human Resource Information System (HRIS) to streamline and reduce errors in onboarding, timekeeping, and payroll	HR / FIN / IT	FY28
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	FY28
Public Art Program	Evaluate scope and funding level of the Public Art Program	PARKS / FIN	FY28
2030 Census	Prepare extensive public outreach plan to maximize participation in 2030 Census	CMO	FY29
ERP System Evaluation	Evaluate city needs and gather information necessary to make a recommendation about implementing a new Enterprise Resource Planning (ERP) system	FIN / IT	FY29
Funding for New Water Sources	Create a financial strategy and funding mechanism for new water sources	WATER / FIN	FY29
Potential Bond Election	Evaluate potential projects and timing for a future bond election, create citizen committee, and work with committee to develop recommendations for a November 2029 election	FIN	FY29

FISCAL & RESOURCE MANAGEMENT

ACTION ITEM	DESCRIPTION	RESPONSIBILITY	TIMEFRAME
Franchise Agreements	Prepare for election for renewal of franchise agreements with Southwest Gas and Arizona Public Service in November 2029	CLERK / LEGAL	FY29
Update IIP	Update Infrastructure Improvements Plan (IIP)	FIN / DSD / WATER / PW	FY29
Utility Rates	Evaluate water, wastewater, and solid waste rates and present recommendations to City Council	FIN / WATER / PW	FY30
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	FY30



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
Economic Development Vision	Develop and implement a branding and marketing strategy for Economic Development and the Office of Tourism that incorporates a high quality of life, excellent employment opportunities, and a thriving tourism sector	ECDEV / COMMS / PARKS	FY27
Housing Diversity	Evaluate development incentives for custom homes in targeted areas, affordable homes, owner occupied projects, and first-time homebuyers	DSD / PARKS / CMO / ECDEV	FY27
Small Business Program	Develop enhanced small business program to better engage, grow, and support small businesses and entrepreneurial activities	ECDEV	FY28
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, in alignment with Economic Development Vision and updated Facilities Master Plan	DSD / ECDEV / CMO	FY28
Estrella Mountain Regional Park	Explore options for future collaboration, partnership, and/or ownership of Estrella Mountain Regional Park including strategies to preserve wildlife corridors/trails	PARKS	FY28
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	FY28
SR-30 Corridor Vision	Create plan/vision for development along State Route 30 corridor	DSD / ECDEV	FY28
Goodyear Ballpark Development	Develop a plan/vision for development around the Ballpark	CMO / ECDEV / PARKS	FY28
Economic Amenities & Events	Evaluate feasibility and partnerships for venues including a conference center, performing arts center, and large outdoor events/festivals including potential locations and analysis of logistics and public safety needs	PARKS / ECDEV	FY28

ECONOMIC VITALITY

ACTION ITEM	DESCRIPTION	RESPONSIBILITY	TIMEFRAME
Explore Options for Phoenix Goodyear Airport	Explore economic development and investment opportunities and develop options for future collaboration, partnership, and/or ownership of the Airport	CMO / ECDEV	FY29
Beautification & Branding Projects	Evaluate options for streetscape beautification projects and enhanced design standards in residential and commercial areas, including consideration of trees and shade	DSD / ENG / ECDEV / PARKS	FY29
Spring Training Agreement Extensions	Negotiate extensions to the Guardians and Reds team use agreements, including identifying necessary financial resources, and evaluating economic impacts and financial/operational needs	PARKS / CMO / ECDEV	FY29



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
Use of Energy Efficient Technology	Evaluate and implement proven sustainable technologies in city facilities	PW	FY27
Ambulance Service	Implement and fund remaining phases of staffing plan	FIRE	FY27
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	FY27
Regional Public Safety Training Facility	Explore and evaluate regional partnerships for a training center BOND DEPENDANT	FIRE	FY27
Regional Jail Study	Study and evaluate potential partnerships for a regional jail facility	PD	FY27
Reduce Speeding	Develop strategy to reduce speeding including education, enforcement, infrastructure improvements, and assessments of current speed limits and fine structure	CMO	FY27
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
Library Service Expansion	Develop a plan for implementing expanded library services as outlined in the Library Master Plan	PARKS	FY28
Property and Evidence Facility & Crime Lab	Explore justification and need for Police Property & Evidence Facility and Crime Laboratory (either locally or regionally)	PD	FY28
Senior Services	Evaluate options to provide improved and expanded senior services to Goodyear residents	PARKS	FY28

SAFE & VIBRANT COMMUNITY

ACTION ITEM	DESCRIPTION	RESPONSIBILITY	TIMEFRAME
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	PARKS / ECDEV / CMO	FY29
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	FY29
Neighborhood & Community Services	Evaluate options to provide improved and expanded neighborhood and community services to Goodyear residents and businesses	CMO / PARKS	FY29



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
I-10 Interchanges	Evaluate options for reconfiguration of I-10 interchanges to determine timing and cost of future CIP projects	ENG	FY27
Update Facilities Master Plan	Update Facilities Master Plan, including review of land/property and buildings, in coordination with the department staffing plans	PW	FY27
Municipal Court Facility	Conduct a space planning study to determine future needs of the Municipal Court	COURT	FY27
Municipal Operations Complex Next Steps	Seek Council direction on next steps in the potential development of a Municipal Operations Complex	PW	FY27
Update Parks & Recreation Master Plan	Update the Parks and Recreation Master Plan, including an evaluation of trails and bicycle and pedestrian connectivity (off-road), in conjunction with the Transportation Master Plan update (on-road)	PARKS / ENG / DSD	FY28
IT Disaster Recovery Plan	Develop plan that addresses need for network redundancy and backup data center	IT	FY29
Update Transportation Master Plan	Update the Transportation Master Plan (TMP) to include roadway, transit, and bike/ped priorities, and including a plan for transportation south of MC-85 in anticipation of future development with a possible additional bridge crossing of the Gila River	ENG	FY29
SR-30 Interchanges	Evaluate interchanges and other roadway improvements needed along State Route 30 corridor	ENG	FY29
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 projects and initiatives for the next 2-3 years for implementation.	ENG	FY30
IWMP Update	Update the Integrated Water Master Plan (IWMP) to plan for future water resource and infrastructure needs	WATER	FY30

CITY OF Goodyear



FY2027-2030

STRATEGIC PLAN