



City Council Work Session
City Hall - Canyon Trails Room 1 & 2
1900 N. Civic Square
Goodyear, AZ 85395
Monday, June 9, 2025
5:00 PM

Mayor
Joe Pizzillo

Vice Mayor
Wally Campbell

Councilmember
Brannon Hampton

Councilmember
Laura Kaino

Councilwoman
Vicki Gillis

Councilmember
Benita Beckles

Councilmember
Trey Terry



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. The Goodyear City Council may vote to go into Executive Session, pursuant to A.R.S. § 38-431.03(A)(3), which will not be open to the public, to discuss certain matters. 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
City Council Meeting Live Broadcast: <https://www.facebook.com/goodyearazgov/videos>

CALL TO ORDER

ROLL CALL

AGENDA ITEMS FOR DISCUSSION

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

1. FY25-27 STRATEGIC PLAN - CULTURE JOURNEY UPDATE

Summary

Council will receive an overview of the results from the recently administered 2025 Gallup Q12 Survey and provide an update on our intentional culture design initiative, highlighting key insights and progress. The FY25-27 Strategic Plan establishes an ongoing commitment to enhancing the city's workplace Culture Journey. The plan's objective is to "continue to innovate and build upon existing successes."
(Lyman Locket, Human Resources Director)

ADJOURNMENT

POSTING VERIFICATION

This agenda was posted on 6/4/2025 at 5:38 p.m. by (VM).

ITEM #: 1.
DATE: 06/09/2025
AI #:2686



CITY COUNCIL ACTION REPORT

SUBJECT: FY25-27 STRATEGIC PLAN - CULTURE JOURNEY UPDATE

STAFF PRESENTER(S): Lyman Locket, Human Resources Director

OTHER PRESENTER(S):

Francis Coggins, Regional Director, Gallup

Summary

Council will receive an overview of the results from the recently administered 2025 Gallup Q12 Survey and provide an update on our intentional culture design initiative, highlighting key insights and progress. The FY25-27 Strategic Plan establishes an ongoing commitment to enhancing the city's workplace Culture Journey. The plan's objective is to "continue to innovate and build upon existing successes." (Lyman Locket, Human Resources Director)

FISCAL IMPACT

There is no fiscal impact associated with this presentation.

BACKGROUND AND PREVIOUS ACTIONS

In 2023, the city took a bold step by transitioning from an employee survey focused primarily on satisfaction to one centered on engagement. This shift was driven by our commitment to fostering a stronger workplace culture—one that extends beyond government benchmarks to fully leverage the benefits of an engaged workforce. Employee engagement is about more than just satisfaction; it reflects how connected employees feel to their work and their organization, ultimately leading to higher performance, innovation, and retention.

STAFF ANALYSIS

This year marks the third cycle of our transition to the Gallup Q12 survey (included as Attachment A), a globally recognized tool designed to measure employee engagement through 12 essential questions. The Q12 survey evaluates key workplace elements that influence engagement, such as recognition, growth opportunities, and alignment with organizational goals. By using this survey, we gain meaningful insights that help shape strategies for creating a more motivated and committed workforce.

Attachments

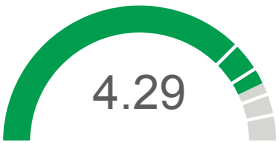
Attachment A - Gallup Q12 Report
Staff Presentation

Q12 Elevate Engagement - It's Your Voice 2025

All - All

Apr 07, 2025 - Apr 29, 2025 | Total Respondents : 833 | Participation: 96%

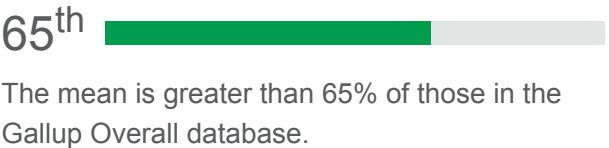
Engagement Mean



Trended Mean



Percentile Rank



Respondents

833

Highest Q¹² Items

Q06. Development



Q12. Learn and Grow



Lowest Q¹² Items

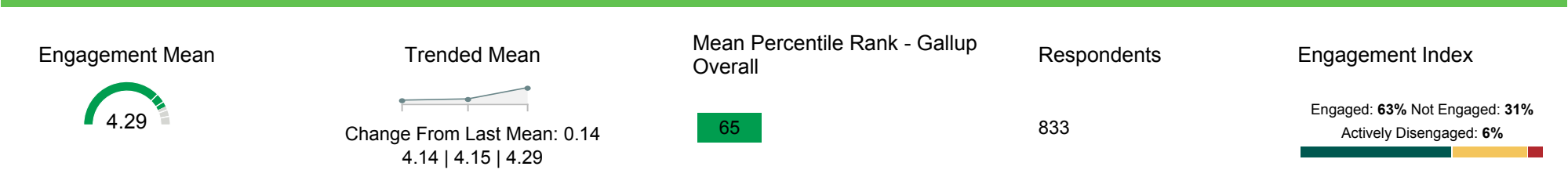
Q01. Know What's Expected



Q02. Materials and Equipment



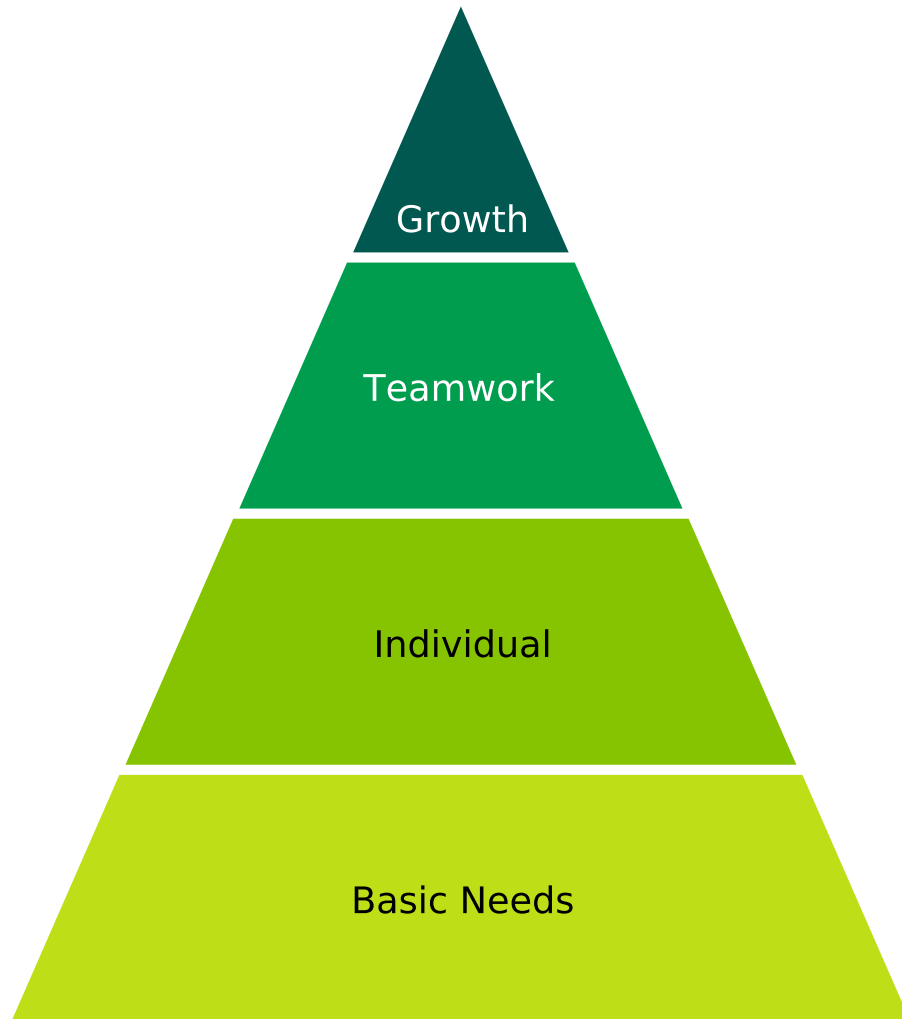
Mean Scores compared to Gallup Overall Database: ■ < 25th Percentile ■ 25-49th Percentile ■ 50-74th Percentile ■ 75-89th Percentile ■ >= 90th Percentile



	Respondents	Current Mean	Last Mean	Change	Mean Percentile Rank - Gallup Overall	Company Overall Current Mean
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your organization as a place to work?	826	4.30	4.23	0.07	63	4.30
Q01: I know what is expected of me at work.	832	4.54	4.44	0.10	53	4.54
Q02: I have the materials and equipment I need to do my work right.	828	4.23	4.19	0.04	49	4.23
Q03: At work, I have the opportunity to do what I do best every day.	830	4.33	4.24	0.09	59	4.33
Q04: In the last seven days, I have received recognition or praise for doing good work.	811	4.01	3.75	↑ +0.26	60	4.01
Q05: My supervisor, or someone at work, seems to care about me as a person.	825	4.50	4.39	0.11	61	4.50
Q06: There is someone at work who encourages my development.	826	4.32	4.20	0.12	63	4.32
Q07: At work, my opinions seem to count.	828	4.08	3.93	0.15	55	4.08
Q08: The mission or purpose of my organization makes me feel my job is important.	828	4.38	4.19	0.19	61	4.38
Q09: My team members are committed to doing quality work.	829	4.39	4.32	0.07	61	4.39
Q10: I have a best friend at work.	795	3.95	3.75	↑ +0.20	61	3.95
Q11: In the last six months, someone at work has talked to me about my progress.	821	4.26	4.05	↑ +0.21	61	4.26
Q12: This last year, I have had opportunities at work to learn and grow.	821	4.44	4.32	0.12	66	4.44

	Trended Mean	Past Report 2		Past Report 1		Current Report	
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your organization as a place to work?		4.24	685	4.23	739	4.30	826
Q01: I know what is expected of me at work.		4.50	690	4.44	745	4.54	832
Q02: I have the materials and equipment I need to do my work right.		4.10	688	4.19	742	4.23	828
Q03: At work, I have the opportunity to do what I do best every day.		4.23	688	4.24	744	4.33	830
Q04: In the last seven days, I have received recognition or praise for doing good work.		3.71	662	3.75	722	4.01	811
Q05: My supervisor, or someone at work, seems to care about me as a person.		4.38	685	4.39	742	4.50	825
Q06: There is someone at work who encourages my development.		4.16	689	4.20	737	4.32	826
Q07: At work, my opinions seem to count.		3.97	686	3.93	741	4.08	828
Q08: The mission or purpose of my organization makes me feel my job is important.		4.27	687	4.19	745	4.38	828
Q09: My team members are committed to doing quality work.		4.30	689	4.32	743	4.39	829
Q10: I have a best friend at work.		3.53	654	3.75	702	3.95	795
Q11: In the last six months, someone at work has talked to me about my progress.		4.28	683	4.05	731	4.26	821
Q12: This last year, I have had opportunities at work to learn and grow.		4.31	679	4.32	730	4.44	821

Engagement Hierarchy



Growth - How can I grow?

Employees need to be challenged to learn something new and find better ways to do their jobs. They need to feel a sense of movement and progress as they mature in their roles.

Teamwork - Do I belong here?

Employees need to feel like they belong and are a good fit with their team. They need to know they are part of something bigger than themselves. As a manager, encourage opportunities for teamwork and a sense of belonging.

Individual - What do I give?

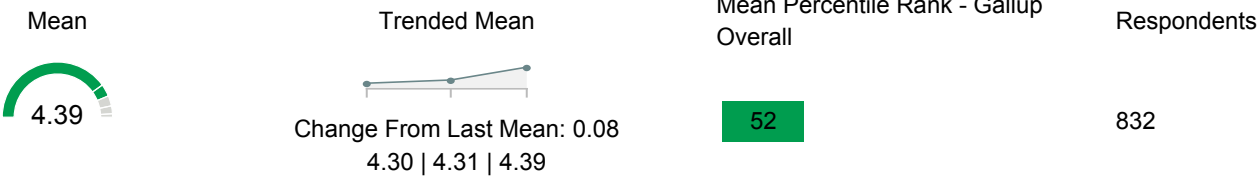
Employees want to know about their individual contributions and their worth to the organization. Manager support is especially important during this stage because managers typically define and reinforce value.

Basic Needs - What do I get?

Employees need to have a clear understanding of what excellence in their role looks like so they can be successful. Groups with high scores on the first element are more productive, cost-effective, creative and adaptive.

ENGAGEMENT HIERARCHY

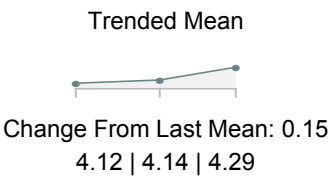
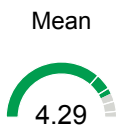
Basic Needs - What do I get?



	Respondents	Current Mean	Last Mean	Change	Mean Percentile Rank - Gallup Overall	Company Overall Current Mean
Q01: Know What's Expected I know what is expected of me at work.	832	4.54	4.44	0.10	53	4.54
Q02: Materials and Equipment I have the materials and equipment I need to do my work right.	828	4.23	4.19	0.04	49	4.23

ENGAGEMENT HIERARCHY

Individual - What do I give?



Mean Percentile Rank - Gallup Overall

61

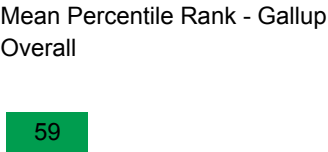
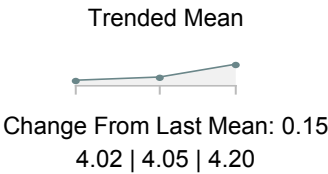
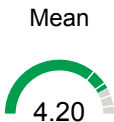
Respondents

833

	Respondents	Current Mean	Last Mean	Change	Mean Percentile Rank - Gallup Overall	Company Overall Current Mean
Q03: Opportunity to do Best At work, I have the opportunity to do what I do best every day.	830	4.33	4.24	0.09	59	4.33
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Q05: Cares About Me My supervisor, or someone at work, seems to care about me as a person.	825	4.50	4.39	0.11	61	4.50
Q06: Development There is someone at work who encourages my development.	826	4.32	4.20	0.12	63	4.32

ENGAGEMENT HIERARCHY

Teamwork - Do I belong here?



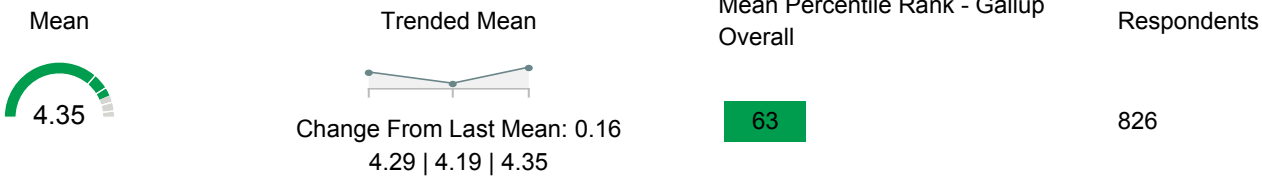
Respondents

833

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Q07: Opinions Count At work, my opinions seem to count.	828	4.08	3.93	0.15	55	4.08
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Q09: Committed to Quality My team members are committed to doing quality work.	829	4.39	4.32	0.07	61	4.39
Q10: Best Friend I have a best friend at work.	795	3.95	3.75	↑ +0.20	61	3.95

ENGAGEMENT HIERARCHY

Growth - How can I grow?



	Respondents	Current Mean	Last Mean	Change	Mean Percentile Rank - Gallup Overall	Company Overall Current Mean
Q11: Progress In the last six months, someone at work has talked to me about my progress.	821	4.26	4.05	↑ +0.21	61	4.26
Q12: Learn and Grow This last year, I have had opportunities at work to learn and grow.	821	4.44	4.32	0.12	66	4.44

Engagement Index

There is a powerful link between employees who are engaged in their jobs and the achievement of crucial business outcomes.

Engagement Index

10.50:1 10.50 engaged employees for each actively disengaged employee

	%		Past %
Engaged Engaged employees feel involved in and enthusiastic about their work and workplace; they are loyal and productive.	63%		53%
Not Engaged Not Engaged employees are less likely to put high energy and passion into their work and are less loyal and productive.	31%		40%
Actively Disengaged Actively disengaged employees are emotionally against the organization; they are not loyal and are likely to undermine the efforts of others.	6%		7%

Trended Report Details

Past Report 2:	Past Report 1:	Current Report:
Q12 Engaging Goodyear - It's Your Voice 2023	Q12 Engaging Goodyear - It's Your Voice 2024	Q12 Elevate Engagement - It's Your Voice 2025
Apr 14, 2023 - May 10, 2023	Apr 22, 2024 - May 14, 2024	Apr 07, 2025 - Apr 29, 2025

FOOTNOTES

- * - Scores are not available due to data suppression.
- Questions with zero responses for the selected team and/or reporting group do not appear on the report.
- Respondents can select multiple responses for multi-select questions.
- Not shown if n < 4 for all Means, Top Box, and Verbatim Responses; n < 10 for Frequency; or data are unavailable.
- Meaningful change is represented by a green or red arrow if the score changes by 0.2 or more between survey periods.
- Percentile Rank in Gallup Overall Database

< 25th Percentile 25-49th Percentile 50-74th Percentile 75-89th Percentile >= 90th Percentile

- Percent Engaged available when n ≥ 30. All categories available when n ≥ 100.
- All text analytics are machine generated. Because we use machine learning to generate sentiments, results may not be 100% accurate.

GLOSSARY

The glossary provides high-level definitions of terms within the engagement report. Because of the dynamic nature of this site, not all terms will be applicable to or displayed on your report. Please use the terms that are relevant to your team when discussing and interpreting the data.

ENGAGEMENT DEFINED

EMPLOYEE ENGAGEMENT: Employee engagement refers to how committed an employee is to their organization, their role, their manager and their co-workers. Engagement drives performance. Gallup's research shows that more highly engaged employees give more discretionary effort at work and have higher productivity, profitability and customer service, as well as reduced turnover and safety incidents.

THE SURVEY ITEMS/QUESTIONS

OVERALL SATISFACTION: Overall Satisfaction is a measure of how content your team is with the overall company as a place to work. Overall Satisfaction is not included in the Overall Workgroup Engagement (GrandMean) score. Being a satisfied employee does not equate with being engaged, though the two are highly related.

Q01-Q12: These items are Gallup's proprietary workgroup engagement questions (commonly referred to as the Q¹²®). These items were selected for their strong connection to performance outcomes and the ability to take action at the workgroup level.

INDICES: In addition to the Q¹²® items, Gallup has created a number of empirically-derived sets of indices, which are comprised of 3-4 questions each. Individual scores of each index item are provided, along with a combined index score, which measures the strength of the core index construct. These indices help companies strategically pinpoint and improve specific focus areas relevant to their current situation.

CUSTOM ITEMS: These items are unique to your company and can vary across companies and surveys. While these "additional" questions link to the Gallup Engagement hierarchy, they are not always within the power of the workgroup to influence or change. These questions can provide additional insights into employees' perceptions, the situational workplace environment or company-specific initiatives.

EMPLOYEE ENGAGEMENT RESULTS

GRANDMEAN: The GrandMean measures overall Workgroup Engagement, which is an average of the 12 Workgroup Engagement items (Q01-Q12). The higher your score (with a maximum possible score of 5), the more engaged your fellow employees are.

ENGAGEMENT INDEX: The Engagement Index (EI) is a macro-level indicator of an organization's health that allows leaders to track the engagement levels of employees. This analysis identifies the percentage of participants who are engaged, not engaged and actively disengaged based on their responses to the Q¹²® survey items. You must have 100 employees participate to receive the full spectrum of responses for the EI. If you have 30<100 employees, the report will include the percentage of engaged employees only.

ENGAGEMENT HIERARCHY: Every employee has a distinct set of needs that follows a hierarchy, with basic needs at the foundation and growth at the top. Employees feel more or less engaged depending on how well they believe their needs are being met in the workplace.

UNDERSTANDING THE SCORES

THE SURVEY SCALE: The engagement survey utilises a 5-point scale with 1=Strongly Disagree and 5=Strongly Agree. For each question, employees have the option to also select

“Don’t know” or “Does not apply”.

TOTAL N: The total number of employees who responded to the survey.

MEAN SCORES: The average score using the 5-point survey scale, with 5.00 being the highest score and 1.00 being the lowest.

TOP BOX/%5: The percentage of employees who responded “5 – Strongly Agree” to the survey item.

DISTRIBUTION OF RESPONSES: The percentage of employees who responded “1”, “2”, “3”, “4” or “5” to an item. If 10 or more employees respond to the survey, the report could display a full distribution of responses. Otherwise, only the percentage of employees who responded with a “5” (Top Box) and item means will display.

SUPPRESSED DATA: Confidentiality of responses is extremely important to Gallup. If too few employees respond to a survey item, the data will be suppressed (not published) and an asterisk (“*”) will appear in its place.

COMPARISONS

EXTERNAL BENCHMARKING: (Gallup Overall): Used as a benchmark to determine how your team’s results compare to other workgroups within the Gallup Overall of clients.

PERCENTILE RANKING: The 25th percentile indicates 75% of workgroups fell above this score; the 50th percentile indicates 50% of workgroups fell above and below this score; the 75th percentile indicates only 25% of workgroups fell above this score. The higher your percentile, the stronger the item is in relation to the database. Used as a benchmark to determine how your team's results compare to internal and external workgroups.



Elevate Engagement- It's Your Voice 2025 Gallup Q12



Strategic Plan Action Item



INNOVATIVE & HIGH PERFORMING ORGANIZATION



ACTION ITEM	DESCRIPTION	RESPONSIBILITY	TIMEFRAME
Cultural Journey	Continue to innovate and improve upon the existing successes	HR	ON-GOING



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.

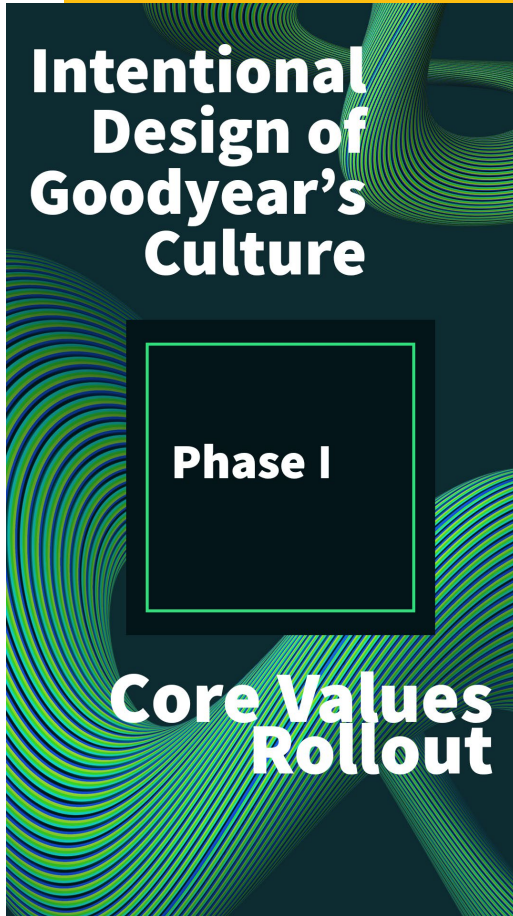
05
GUIDING PRINCIPLE

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.

Goodyear's Culture Design



2019 -2021



2021 -2022



2023 -2025

GALLUP®

Agenda

- Why Employee Engagement Matters
- Employee Engagement Survey Results
 - Key Highlights
 - Overall Results
- Recommendations/Key Actions
- Q&A

For City of Goodyear, 2025

Creating An Engaging and High-Performing Workplace at City of Goodyear

Prepared for:
Goodyear City Council

Prepared by:
Francis Coggins, Regional Director



The Fall of Employee Engagement

After 10 years of improvement, employee engagement took a turn for the worse in 2021.

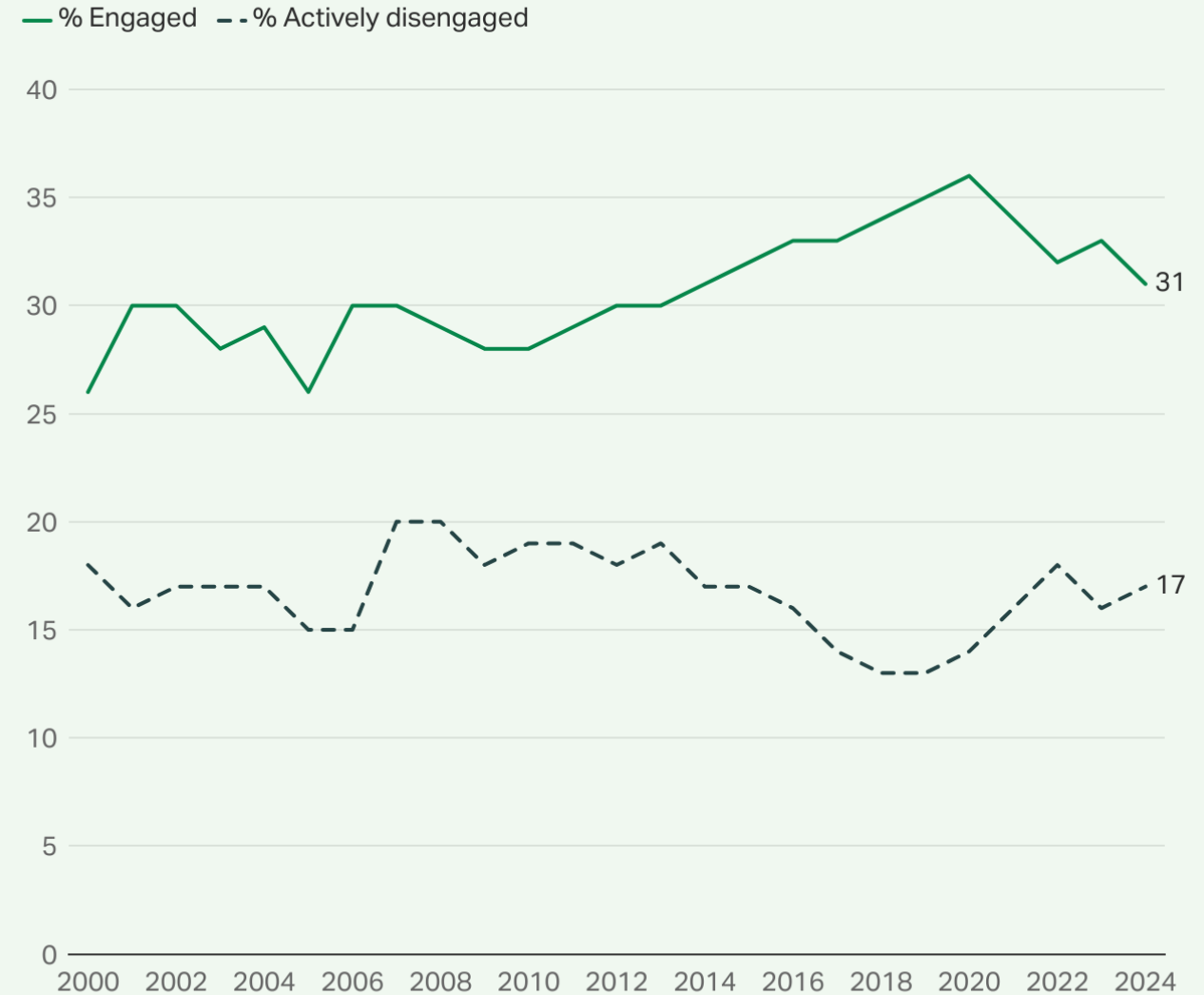
By 2024, the percentage of employees who are engaged at work **fell to a 10-year low** (31%).

Two Q¹² elements that declined the most:

- **Q01.** I have clear expectations at work.
- **Q08.** Our mission/purpose makes my job feel important.

WF 2024, U.S. Employees MOE: ±1 point

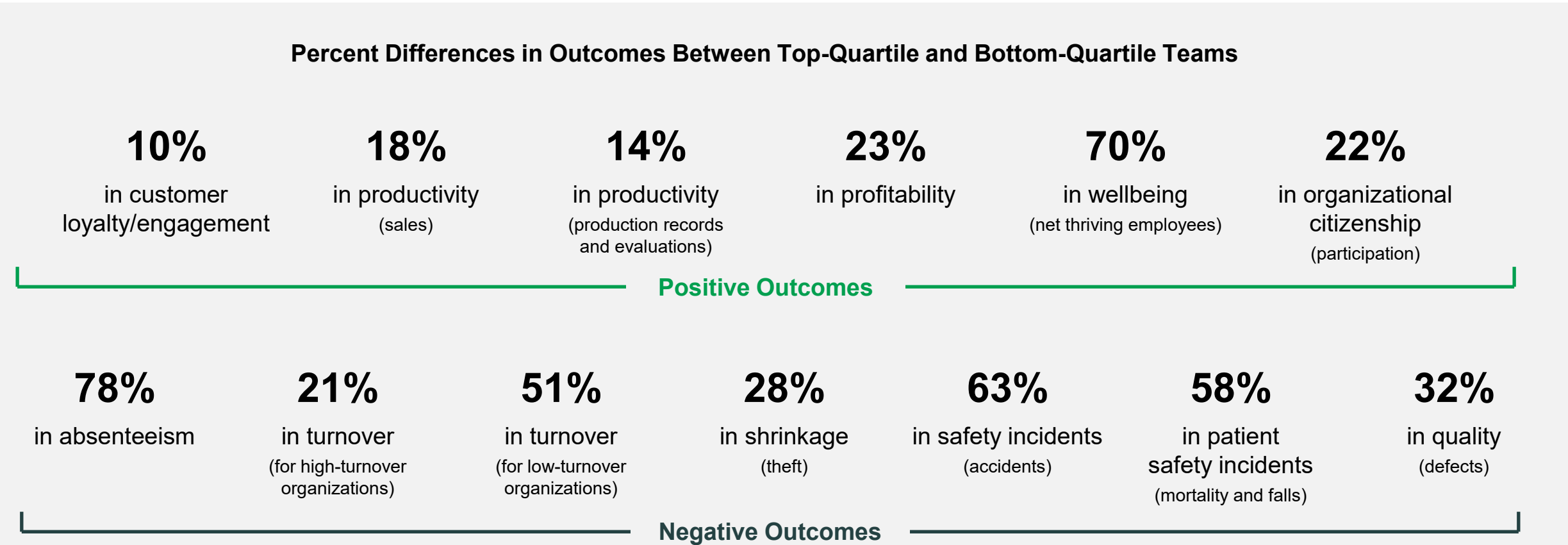
U.S. Employee Engagement Trend



GALLUP®

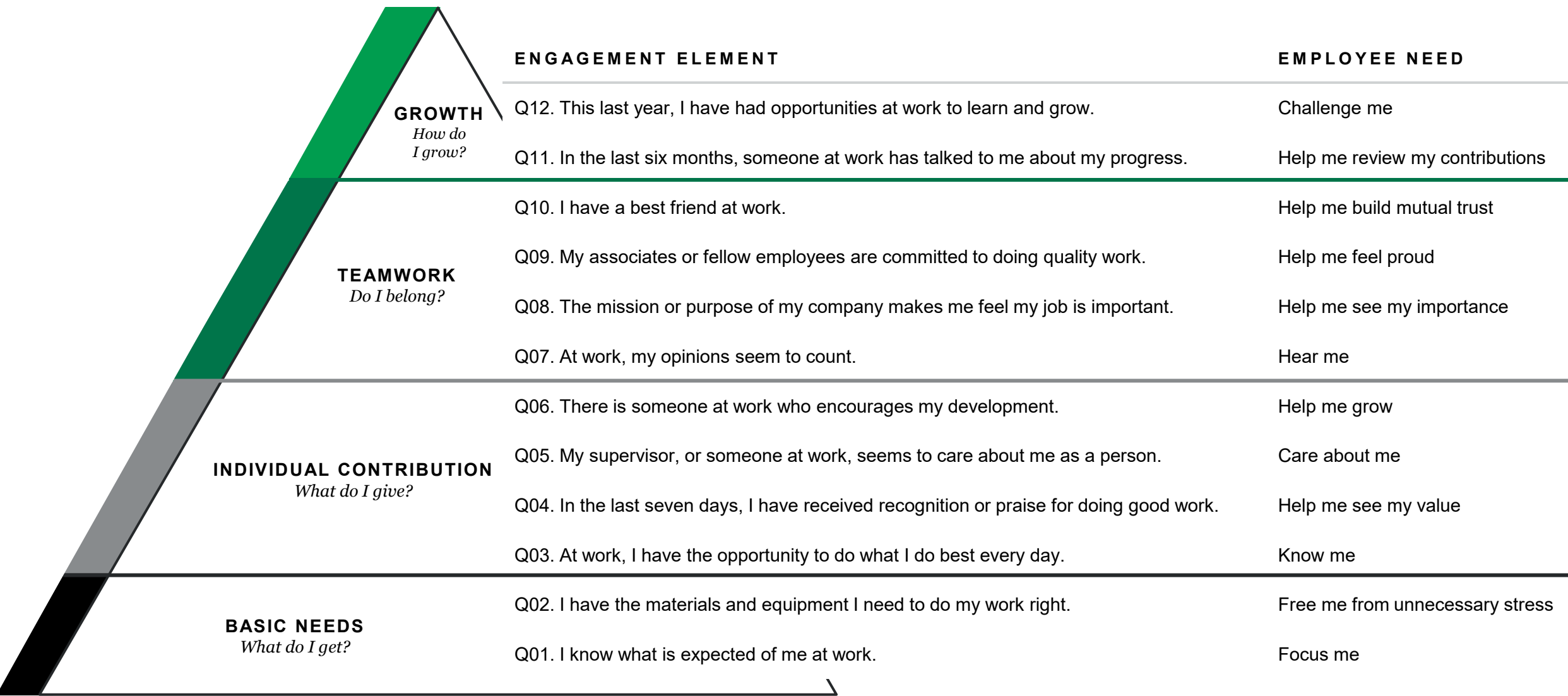
Teams With Higher Q12 Results Perform Better on Organizational Outcomes

Gallup’s research of more than 180,000 teams — over 3.3 million employees — revealed that teams in the top quartile of Q12 achieved higher performance on positive outcomes and realized fewer negative outcomes than bottom-quartile teams.



Source: *The Relationship Between Engagement at Work and Organizational Outcomes: 2024 Q12® Meta-Analysis: 11th Edition*
Note: The above figures are median percent differences across companies in Gallup’s database. High-turnover organizations are those with more than 40% annualized turnover. Low-turnover organizations are those with 40% or lower annualized turnover.

The 12 Drivers of Employee Engagement & Performance - Gallup's Q¹²®



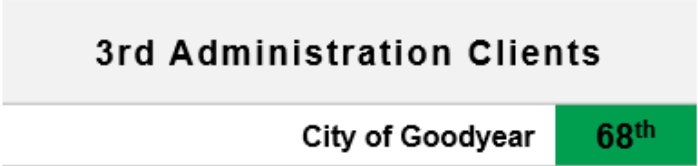
Employee Engagement Survey Results

Key Data Highlights, Overall Employee Engagement Results and Engagement Deep Dive

Key Highlights

- Employee Engagement hit an all time high for the City of Goodyear
- World-class participation at 96%
- All 12 drivers of engagement experienced an increase at the city level
- Q4. Recognition, Q7. Opinions Count, Q11. Progress all had a meaningful increase of .15 or greater
- Benchmarking to the 65th percentile in Gallup Overall database, runway for improvement
- Opportunity for increases in foundational items Q1. Expectations and Q2. Materials and Equipment

Relevant Database Comparison and Benchmarks



Q12 Elevate Engagement - It's Your Voice 2025 Overall Dashboard

RESPONSE RATE COMPARISON		ENGAGEMENT MEAN COMPARISON		TOP QUARTILE TEAMS	
City of Goodyear Current	96%	City of Goodyear Current	4.29	Current	
City of Goodyear Past	91%			51	
Gallup Overall Median	84%	City of Goodyear Past	4.15	(46% of teams)	
				(Past: 15; 25% of teams)	

STRENGTHS AND OPPORTUNITIES	
+ Strengths	– Opportunities
Q12 Learn and Grow	Q02 Materials and Equipment
Q06 Development	Q01 Know What's Expected

Note: Percentiles based on Workgroup Level_Overall_Overall Q12 Database (2020-2024) and Workgroup Level_Industry_Public Administration (Government).



Q12 Elevate Engagement - It's Your Voice 2025 Overall Dashboard

Percentile Range in Gallup Database:

	1 st –24 th	25 th –49 th	50 th –74 th	75 th –89 th	≥90 th
ELEMENT PERCENTILES			n Size = 833		
	MEAN	MEAN Δ	Workgroup Level_Overall_Overall Q ¹² Database (2020-2024) P'TILE		
Q00 Satisfaction	4.30	+0.07			63 rd
Q12 Learn & Grow	4.44	+0.12			66 th
Q11 Progress	4.26	+0.21 ▲			61 st
Q10 Best Friend	3.95	+0.20 ▲			61 st
Q09 Quality	4.39	+0.07			61 st
Q08 Mission	4.38	+0.19			61 st
Q07 Opinions	4.08	+0.15			55 th
Q06 Development	4.32	+0.12			63 rd
Q05 Cares	4.50	+0.11			61 st
Q04 Recognition	4.01	+0.26 ▲			60 th
Q03 Do Best	4.33	+0.09			59 th
Q02 Materials	4.23	+0.04			49 th
Q01 Expectations	4.54	+0.10			53 rd



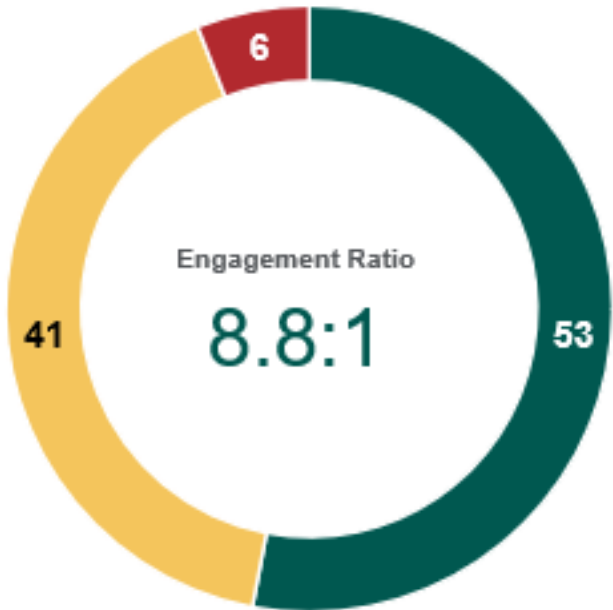
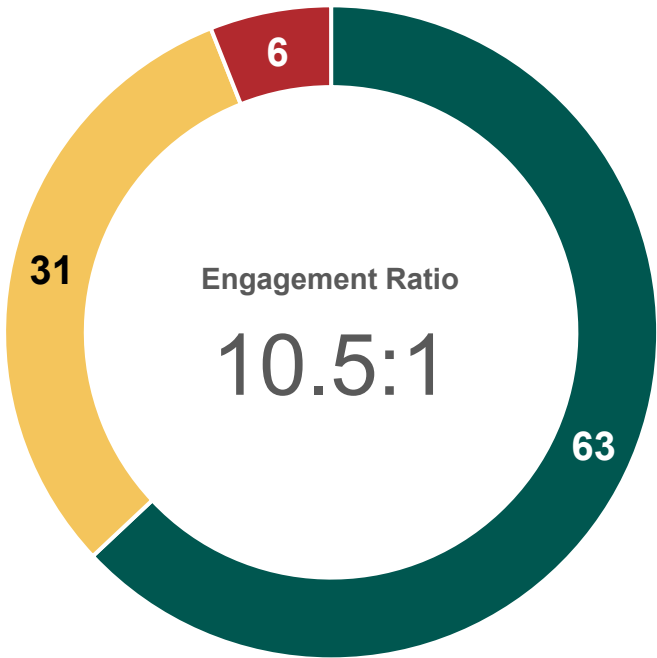
City of Goodyear Q12 “Elevate Engagement - It's Your Voice 2025” Engagement Index

2025

2024

CURRENT ■ % Engaged ■ % Not Engaged ■ % Actively Disengaged

■ % Actively Disengaged ■ % Not Engaged ■ % Engaged



Note: Due to rounding, percentages may sum to 100% ±1; Numerical values shown when 5% or higher. Percent Engaged available when n size ≥30. All categories available when n size ≥100.



Employee Engagement Item-Level Results

Consistent Yes's and Conditional Yes's – Where are our “Getables”?

n Size = 833		%1 (Strongly Disagree)	%2	%3	%4	%5 (Strongly Agree)	P'TILE	CURRENT MEAN	MEAN Δ	PAST MEAN
ENGAGEMENT MEAN							65 th	4.29	+0.14	4.15
GROWTH How do I grow?	Q00 Overall Satisfaction		11		39	47	63 rd	4.30	+0.07	4.23
	Q12 Learn & Grow		10		22	64	66 th	4.44	+0.12	4.32
	Q11 Progress	5	10		25	56	61 st	4.26	+0.21 ▲	4.05
TEAMWORK Do I belong?	Q10 Best Friend	6	7	18	24	45	61 st	3.95	+0.20 ▲	3.75
	Q09 Quality		10		29	58	61 st	4.39	+0.07	4.32
	Q08 Mission		9		30	57	61 st	4.38	+0.19	4.19
	Q07 Opinions	6	15		30	46	55 th	4.08	+0.15	3.93
INDIVIDUAL What do I give?	Q06 Development		11		26	57	63 rd	4.32	+0.12	4.20
	Q05 Cares		8		23	66	61 st	4.50	+0.11	4.39
	Q04 Recognition	7	6	14	25	48	60 th	4.01	+0.26 ▲	3.75
	Q03 Do Best		10		32	54	59 th	4.33	+0.09	4.24
BASICS What do I get?	Q02 Materials		14		34	47	49 th	4.23	+0.04	4.19
	Q01 Expectations		7		28	64	53 rd	4.54	+0.10	4.44

Note: Percentiles based on Workgroup Level_Overall_Overall Q¹² Database (2020-2024); Due to rounding, percentages may sum to 100% ±1; Numerical values shown when 5% or higher; ▲/▼ indicates meaningful change bolded and defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000.





Next Steps

- Share 2025 Results - Roadshows
- Survey Action Planning
- Phase IV Rollout
- Staffing Plans 3 – 5 years (FY26 Strategic Plan)
- Succession Planning (FY27 Strategic Plan)



2025 - 2027