



City Council Work Session
City Hall - Canyon Trails Room 1 & 2
1900 N. Civic Square
Goodyear, AZ 85395
Monday, June 8, 2026
5:00 PM

Physical access to the meeting location will be available 30 minutes prior to the meeting.

PROCEDURES

Mayor
Joe Pizzillo

Vice Mayor
Brannon Hampton

Councilmember
Wally Campbell

Councilmember
Laura Kaino

Councilwoman
Vicki Gillis

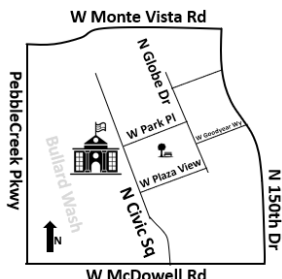
Councilmember
Benita Beckles

Councilmember
Trey Terry

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/cityofgoodyear/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. FISCAL YEAR (FY) 2026 – 2028 STRATEGIC PLAN UPDATE - CULTURE JOURNEY

RECOMMENDATION

Council to receive an update on the city's Culture Journey and provide direction to staff. No action will be taken. (Lyman Locket, Human Resources Director; Vicki Lackey, Deputy Human Resources Director; Emily Hannani, Organizational Development Manager)

ADJOURNMENT

POSTING VERIFICATION

This agenda was posted on _____ at _____ p.m. by .

ITEM #: 1.
DATE: 06/08/2026
AI #:3354



CITY COUNCIL ACTION REPORT

SUBJECT: FISCAL YEAR (FY) 2026 – 2028 STRATEGIC PLAN UPDATE - CULTURE JOURNEY

STAFF PRESENTER(S): Lyman Locket, Human Resources Director; Vicki Lackey, Deputy Human Resources Director; Emily Hannani, Organizational Development Manager

SUMMARY

Council will receive an update on the city of Goodyear's ongoing Culture Journey, including key initiatives supporting employee engagement, development, organizational excellence, and service delivery. The presentation will outline progress related to employee growth and development, GEO onboarding enhancements, the Goodyear Grows Mentorship Program, and Gallup initiatives, including highlights from the 2026 Gallup Q12 Employee Engagement Survey. The update reflects the City's continued commitment under the FY26 - 28 Strategic Plan to "continue to innovate and build upon existing successes" by intentionally strengthening organizational culture, employee engagement, and the impact on service delivery to our citizens.

STRATEGIC PLAN ALIGNMENT



INNOVATIVE & HIGH
PERFORMING
ORGANIZATION

RECOMMENDATION

Council to receive an update on the city's Culture Journey and provide direction to staff. No action will be taken. (Lyman Locket, Human Resources Director; Vicki Lackey, Deputy Human Resources Director; Emily Hannani, Organizational Development Manager)

FISCAL IMPACT

There is no direct fiscal impact on this item.

BACKGROUND AND PREVIOUS ACTIONS

In 2019, the city launched the Intentional Design of Goodyear's Culture initiative centered on the city's core values and a long-term commitment to building a high-performing, engaged organization. Since that time, the city has continued evolving its culture strategy through multiple phases focused on employee development, employee engagement, wellbeing, continuous improvement, and operational excellence.

In 2023, the city transitioned from a traditional employee satisfaction survey to the Gallup Q12 Employee Engagement Survey to better measure the conditions that drive organizational performance and employee engagement. This year marks the city's fourth administration of the Gallup Q12 Employee Engagement Survey (Attachment A), providing the ability to measure engagement trends over time and evaluate the effectiveness of organizational strategies, investments, and action plans associated with the city's ongoing Culture Journey. The Gallup Q12 survey is a globally recognized engagement tool consisting of 12 research-based questions that measure workplace conditions necessary for employee success, including clarity of expectations, recognition, growth opportunities, communication, accountability, and connection to organizational purpose. Gallup's research demonstrates that engaged employees are more productive, innovative, collaborative, and committed to delivering high-quality service. In the public sector, this directly impacts the resident experience through improved responsiveness, stronger customer service, greater operational consistency, and more effective service delivery. Employees who understand expectations, feel connected to the organization, and are equipped to do their best work are better positioned to serve the community efficiently and with a high level of professionalism. The survey also provides benchmarking against national organizations and government agencies, allowing the city to evaluate progress over time and identify opportunities for continued improvement as a part of its commitment to becoming an innovative and high-performing organization.

Since the Culture Journey was incorporated into the City's Strategic Plan as an ongoing action item, staff has provided annual updates to Council regarding progress, engagement trends, and organizational culture initiatives designed to strengthen employee experience, organizational performance, and service delivery to the community.

STAFF ANALYSIS

The 2026 Q12 survey results continue to demonstrate positive progress in employee engagement and organizational performance. In addition to presenting survey results, staff will provide updates on several key initiatives supporting the city's culture strategy and employee engagement efforts. Collectively, these efforts are designed to strengthen organizational effectiveness, leadership capacity, employee development, retention, operational excellence, and service delivery to the Goodyear community. These initiatives also support the City's Strategic Plan priority of maintaining an innovative and high-performing organization prepared to effectively serve a growing community.

Attachments

Attachment A - Gallup Q12 Employee Engagement Survey
Staff Presentation

Employee Engagement

Q12 Elevate Engagement - It's Your Voice 2026

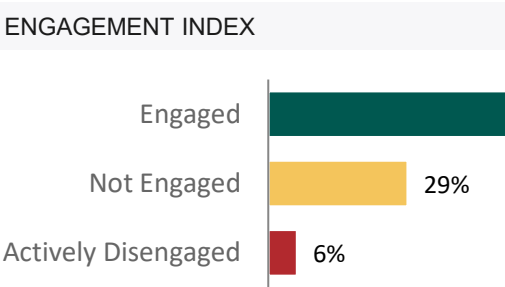
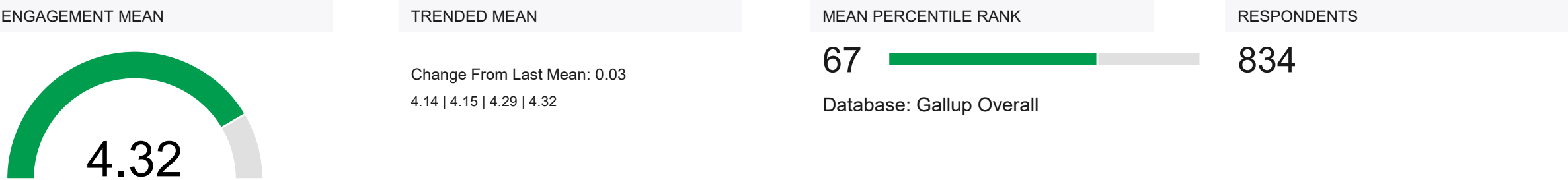
Apr 08, 2026 - Apr 25, 2026

Participation: 91%

Reporting Group: Direct | All - All

Q¹² Mean

The Gallup Q¹² score represents the average, combined score of the 12 elements that measure employee engagement. Each element has consistently been linked to better business outcomes.



Gallup Q¹² Items

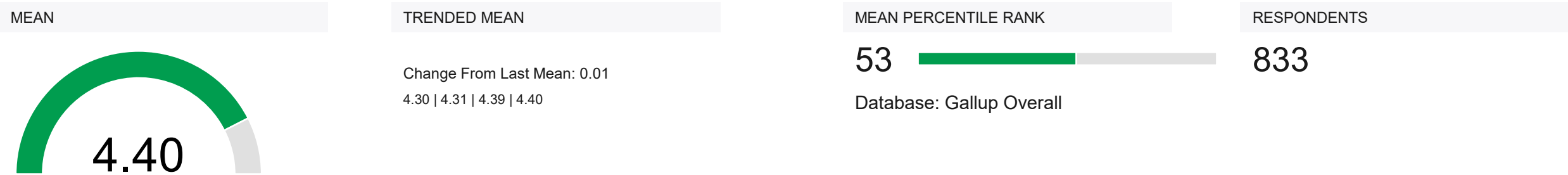
Questions	Respondents	Current Mean	Last Mean	Change	Frequency Distribution 1% 2% 3% 4% 5%	Current Top Box
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your organization as a place to work?	828	4.29	4.30	-0.01	1:1 2:3 3:12 4:36 5:49	49
Q01: I know what is expected of me at work.	831	4.53	4.54	-0.01	1:0 2:2 3:7 4:26 5:65	65
Q02: I have the materials and equipment I need to do my work right.	830	4.27	4.23	0.04	1:1 2:4 3:11 4:32 5:51	51
Q03: At work, I have the opportunity to do what I do best every day.	829	4.36	4.33	0.03	1:1 2:3 3:11 4:28 5:56	56
Q04: In the last seven days, I have received recognition or praise for doing good work.	817	4.10	4.01	0.09	1:6 2:6 3:12 4:25 5:52	52
Q05: My supervisor, or someone at work, seems to care about me as a person.	829	4.52	4.50	0.02	1:1 2:2 3:7 4:21 5:68	68
Q06: There is someone at work who encourages my development.	831	4.34	4.32	0.02	1:2 2:4 3:12 4:21 5:61	61
Q07: At work, my opinions seem to count.	830	4.08	4.08	0.00	1:4 2:6 3:15 4:25 5:49	49
Q08: The mission or purpose of my organization makes me feel my job is important.	830	4.38	4.38	0.00	1:1 2:4 3:10 4:26 5:59	59
Q09: My team members are committed to doing quality work.	833	4.42	4.39	0.03	1:1 2:4 3:10 4:24 5:61	61
Q10: I have a best friend at work.	791	4.09	3.95	0.14	1:5 2:5 3:15 4:25 5:50	50
Q11: In the last six months, someone at work has talked to me about my progress.	823	4.27	4.26	0.01	1:4 2:3 3:12 4:22 5:59	59
Q12: This last year, I have had opportunities at work to learn and grow.	823	4.43	4.44	-0.01	1:2 2:3 3:8 4:23 5:63	63

Gallup Q¹² Items – Trended Details

Questions	Trended Mean	Past Report 3		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 4.23 4.30 4.29	4.24	685	4.23	739	4.30	826	4.29	828
Q01: I know what is expected of me at work.	4.50 4.44 4.54 4.53	4.50	690	4.44	745	4.54	832	4.53	831
Q02: I have the materials and equipment I need to do my work right.	4.10 4.19 4.23 4.27	4.10	688	4.19	742	4.23	828	4.27	830
Q03: At work, I have the opportunity to do what I do best every day.	4.23 4.24 4.33 4.36	4.23	688	4.24	744	4.33	830	4.36	829
Q04: In the last seven days, I have received recognition or praise for doing good work.	3.71 3.75 4.01 4.10	3.71	662	3.75	722	4.01	811	4.10	817
Q05: My supervisor, or someone at work, seems to care about me as a person.	4.38 4.39 4.50 4.52	4.38	685	4.39	742	4.50	825	4.52	829
Q06: There is someone at work who encourages my development.	4.16 4.20 4.32 4.34	4.16	689	4.20	737	4.32	826	4.34	831
Q07: At work, my opinions seem to count.	3.97 3.93 4.08 4.08	3.97	686	3.93	741	4.08	828	4.08	830
Q08: The mission or purpose of my organization makes me feel my job is important.	4.27 4.19 4.38 4.38	4.27	687	4.19	745	4.38	828	4.38	830
Q09: My team members are committed to doing quality work.	4.30 4.32 4.39 4.42	4.30	689	4.32	743	4.39	829	4.42	833
Q10: I have a best friend at work.	3.53 3.75 3.95 4.09	3.53	654	3.75	702	3.95	795	4.09	791
Q11: In the last six months, someone at work has talked to me about my progress.	4.28 4.05 4.26 4.27	4.28	683	4.05	731	4.26	821	4.27	823
Q12: This last year, I have had opportunities at work to learn and grow.	4.31 4.32 4.44 4.43	4.31	679	4.32	730	4.44	821	4.43	823

Basic Needs - What do I get?

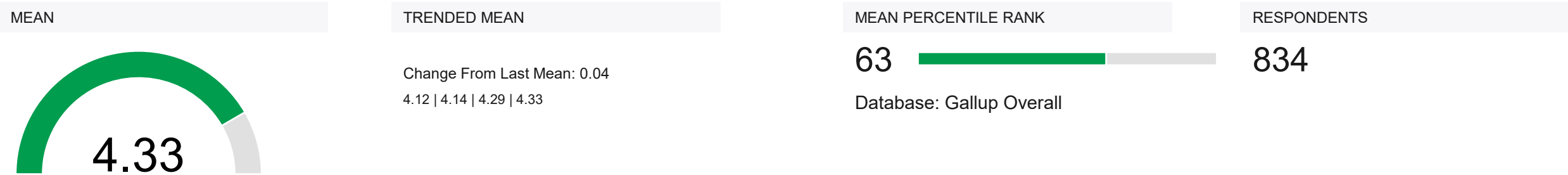
Employees need to have a clear understanding of what excellence in their role looks like so they can be successful. Groups with high scores on the first element are more productive, cost-effective, creative and adaptive.

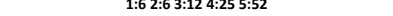


Questions	Respondents	Current Mean	Last Mean	Change	Frequency Distribution 1% 2% 3% 4% 5%	Current Top Box
Q01: I know what is expected of me at work.	831	4.53	4.54	-0.01		65
Q02: I have the materials and equipment I need to do my work right.	830	4.27	4.23	0.04		51

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.



Questions	Respondents	Current Mean	Last Mean	Change	Frequency Distribution 1% 2% 3% 4% 5%	Current Top Box
Q03: At work, I have the opportunity to do what I do best every day.	829	4.36	4.33	0.03	 1:1 2:3 3:11 4:28 5:56	56
Q04: In the last seven days, I have received recognition or praise for doing good work.	817	4.10	4.01	0.09	 1:6 2:6 3:12 4:25 5:52	52
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Q06: There is someone at work who encourages my development.	831	4.34	4.32	0.02	 1:2 2:4 3:12 4:21 5:61	61

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.



TRENDING MEAN

Change From Last Mean: 0.04
4.02 | 4.05 | 4.20 | 4.24

MEAN PERCENTILE RANK

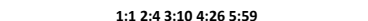
62



RESPONDENTS

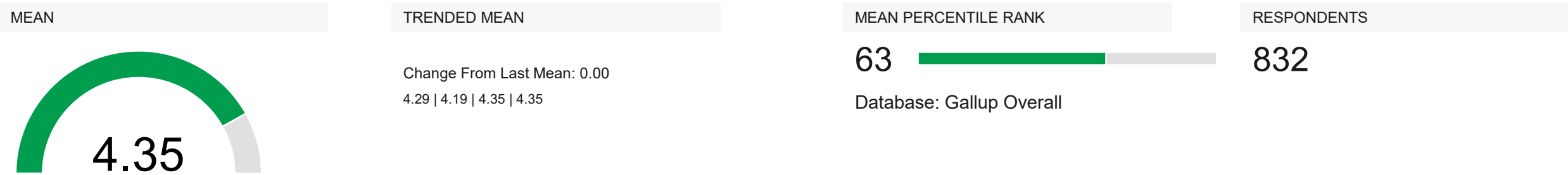
834

Database: Gallup Overall

Questions	Respondents	Current Mean	Last Mean	Change	Frequency Distribution 1% 2% 3% 4% 5%	Current Top Box
Q07: At work, my opinions seem to count.	830	4.08	4.08	0.00		49
Q08: The mission or purpose of my organization makes me feel my job is important.	830	4.38	4.38	0.00		59
Q09: My team members are committed to doing quality work.	833	4.42	4.39	0.03		61
Q10: I have a best friend at work.	791	4.09	3.95	0.14		50

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.



Questions	Respondents	Current Mean	Last Mean	Change	Frequency Distribution 1% 2% 3% 4% 5%	Current Top Box
Q11: In the last six months, someone at work has talked to me about my progress.	823	4.27	4.26	0.01	 1:4 2:3 3:12 4:22 5:59	59
Q12: This last year, I have had opportunities at work to learn and grow.	823	4.43	4.44	-0.01	 1:2 2:3 3:8 4:23 5:63	63

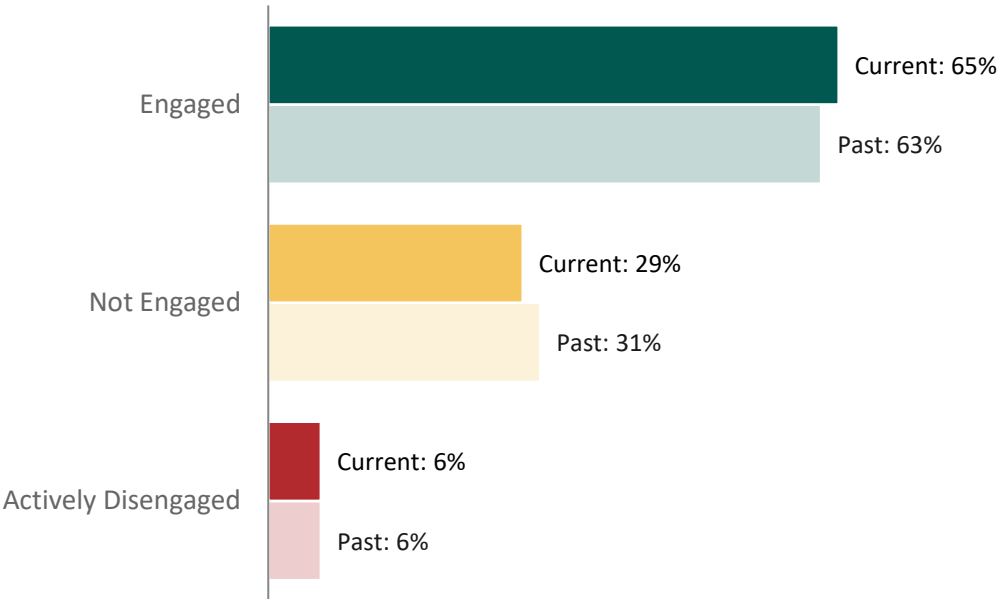
Engagement Index

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

ENGAGEMENT INDEX RATIO

10.83

ENGAGEMENT INDEX



Engaged

Employees are highly involved in and enthusiastic about their work and workplace. They are psychological "owners", drive performance, innovation, and move the organization forward.

Not Engaged

Employees are essentially psychologically unattached to their work and company. Because their engagement needs are not being fully met, they're putting time – but not energy or passion – into their work.

Actively Disengaged

Employees aren't just unhappy at work – they are resentful that their needs are not being met and are busy acting out their unhappiness. Every day, these workers potentially undermine what their engaged coworkers accomplish.

Footnotes

Trended Report Details

	Report Name	Date
Current Report	Q12 Elevate Engagement - It's Your Voice 2026	Apr 08, 2026 - Apr 25, 2026
Past Report 1	Q12 Elevate Engagement - It's Your Voice 2025	Apr 07, 2025 - Apr 29, 2025
Past Report 2	Q12 Engaging Goodyear - It's Your Voice 2024	Apr 22, 2024 - May 14, 2024
Past Report 3	Q12 Engaging Goodyear - It's Your Voice 2023	Apr 14, 2023 - May 10, 2023

* - Scores are not available due to data suppression.
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.
Mean Percentile Rank is being calculated against other workgroup scores in the Gallup Overall database.
An arrow indicates a meaningful change of 0.2 or more between surveys. Depending on the survey's date, meaningful change is 0.1 or more when n ≥ 1000.

Percentile Rank in Gallup Overall Database

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

*All text analytics are machine generated. Because we use machine learning to generate sentiments, results may not be 100% accurate.

*Percent Engaged available when n ≥ 30. All categories available when n ≥ 100.
* - Scores are not available due to data suppression. Respondents can select multiple responses for multi-select questions.

Thank You



Strategic Plan Action Item Culture Journey Update





City of Goodyear Strategic Plan Cultural Journey

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.



City of Goodyear Culture Design

**Intentional
Design of
Goodyear's
Culture**

Phase I

**Core Values
Rollout**

2019 -2021

**Intentional
Design of
Goodyear's
Culture**

Phase II

**Growing
Our People**

2021 -2022

**Intentional
Design of
Goodyear's
Culture**

Phase III

**Engaging
Our People**

2023 -2025

**Intentional
Design of
Goodyear's
Culture**

Phase IV

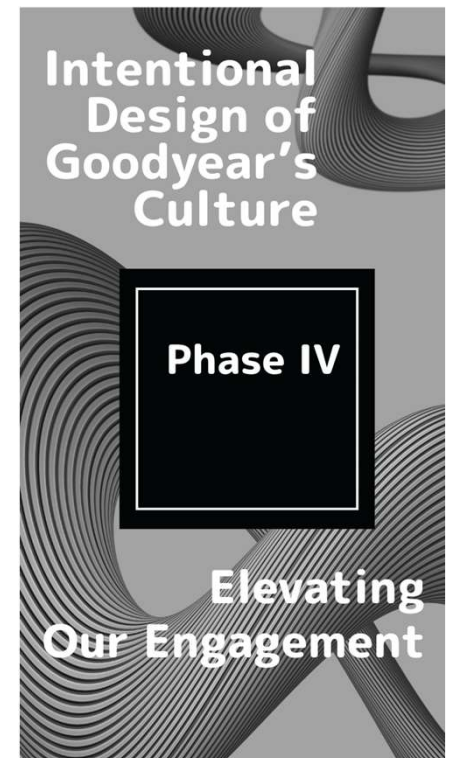
**Elevating
Our Engagement**

2025 -2027



City of Goodyear Culture Journey Highlights

1. Cultivating Growth
2. Defining Best Work
3. GEO & Goodyear Grows
4. Increased Recruitment & Retention
5. Gallup Initiatives & Tools





City of Goodyear Phase IV- Cultivating Growth at Every Level & Defining Best Work

Cultivating Growth:

Employees with growth plans:

FY25: 25%

FY26: 32.9%



My Growth Plan

Name: _____	
Start Date: _____	Planned Review Date: _____
Professional Goals/Motivation - Reflecting on your experiences and interests, what kind of responsibilities energize you? - In what ways can Goodyear help you grow toward those aspirations?	
Talents/Strength to Use More - What are 3 strengths or talents you've successfully applied in your work? - How could you use them more or in new ways to grow towards your goals? Development Opportunities - Which skills or areas of knowledge, if further developed, would help you consistently deliver your best work? - Are there any new skills you'd like to develop?	

Defining Best Work:

Individual | Team | Organization





City of Goodyear GEO & Goodyear Grows Programs



GEO - Employee Orientation

- Sets positive culture from day one
- 160+ new employees onboarded last year
- Strong feedback and consistent onboarding experience

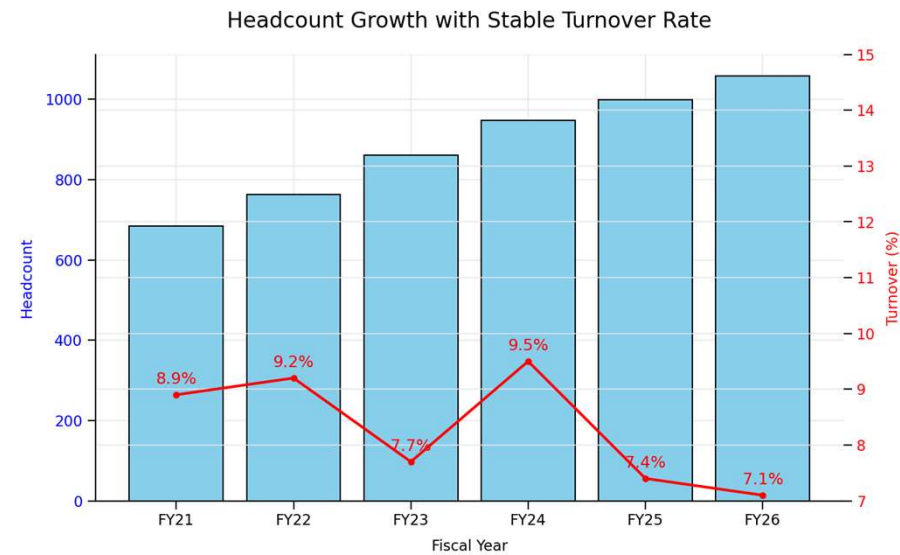
Goodyear Grows Mentorship

- 120+ employees supported across five cohorts
- 26 promotions; former mentees now serving as mentors
- Model gaining interest from other cities



City of Goodyear Increased Recruitment & Retention

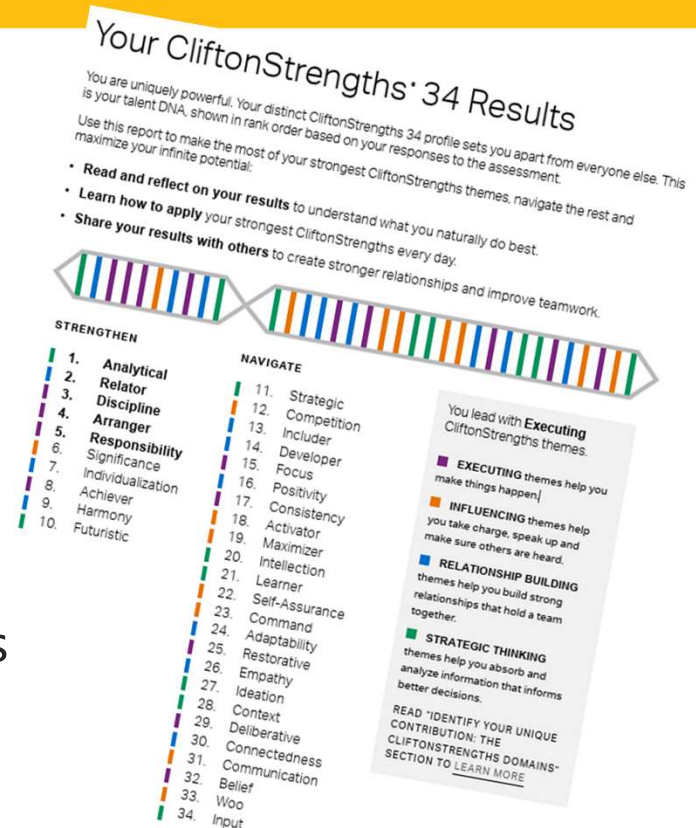
- Strong organizational culture attracts top talent
- Despite rapid growth, workforce remains stable with low turnover and vacancy rates
- HR partners early with departments to hire new staff by July 1
- Departments like public safety maintain wait lists for hard-to-fill roles





City of Goodyear Engagement Strategies & Tools

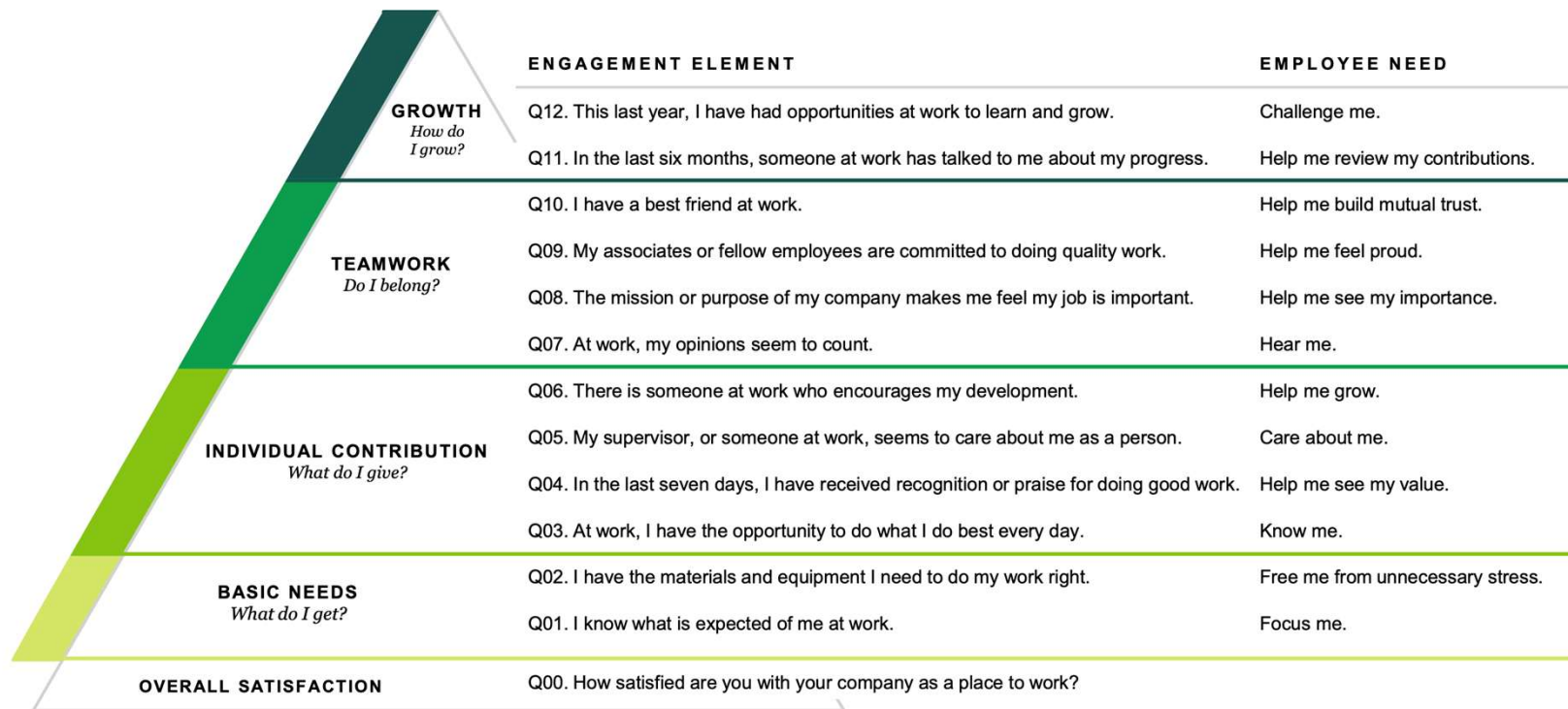
- **Committees & Surveys**
 - People, Healthcare, Safety, Wellbeing, GEO & Goodyear Grows
 - Q12, Quarterly Check-ins, Benefits
- **Strengths-Based Development:** CliftonStrengths & Gallup Manager Training
- **Continuous Improvement:** Rapid Improvement Events and Coffee & Culture





The Four Levels of Employee Engagement

Gallup Q12 Employee Engagement Survey





Gallup 2026

Engagement Segment Comparisons

BEST-PRACTICE ORGANIZATIONS

72%

ENGAGED

24%

NOT ENGAGED

4%

ACTIVELY DISENGAGED

31%

ENGAGED

U.S. WORKPLACES

51%

NOT ENGAGED

18%

ACTIVELY DISENGAGED

CITY OF GOODYEAR

65%

ENGAGED

29%

NOT ENGAGED

6%

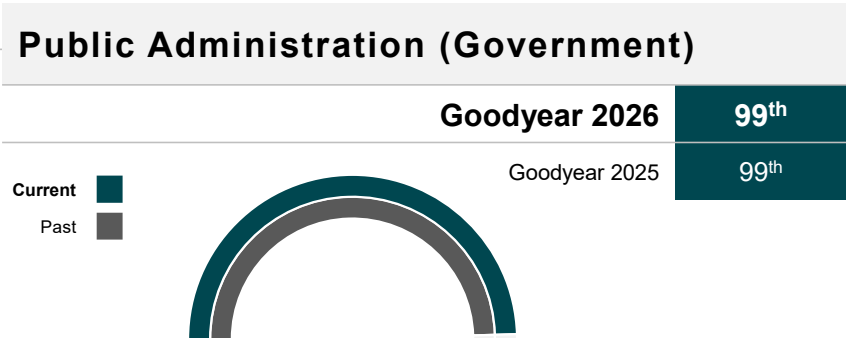
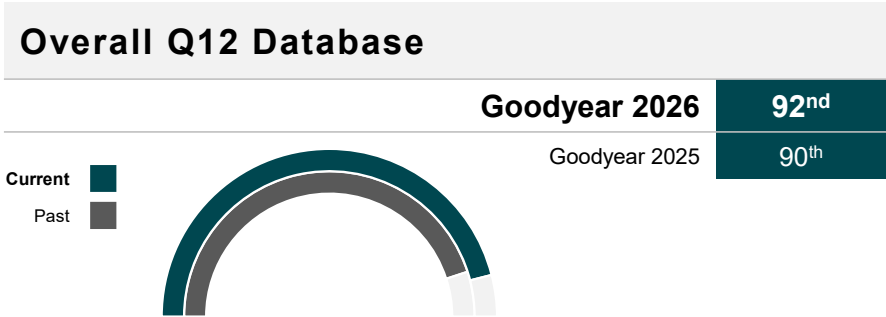
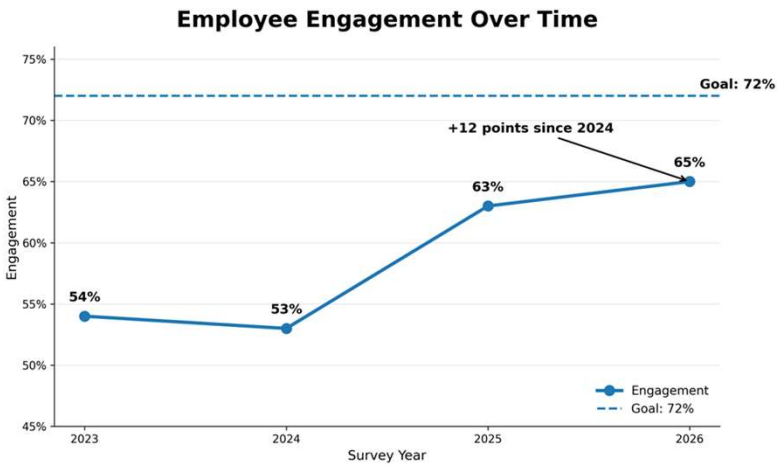
ACTIVELY DISENGAGED

Q12 Elevate Engagement - It's Your Voice 2026 Overall Dashboard

RESPONSE RATE COMPARISON	
Goodyear Current	91%
Goodyear Past	96%
Gallup Overall Median	84%
Gallup Exceptional Workplace	80%



ENGAGEMENT MEAN COMPARISON	
Goodyear Current	4.32
Goodyear 2025	4.29
Goodyear 2024	4.15
Goodyear 2023	4.14
Gallup Exceptional Workplace	4.35



Note: Percentiles based on Company Level N=1,000+ _Overall_Overall Q12 Database (2020-2024) and Company Level N=1,000+ _Industry_Public Administration (Government).



City of Goodyear – 2026 Engagement Item Distribution – The Moveable Middle is Shrinking, but Still Viable.

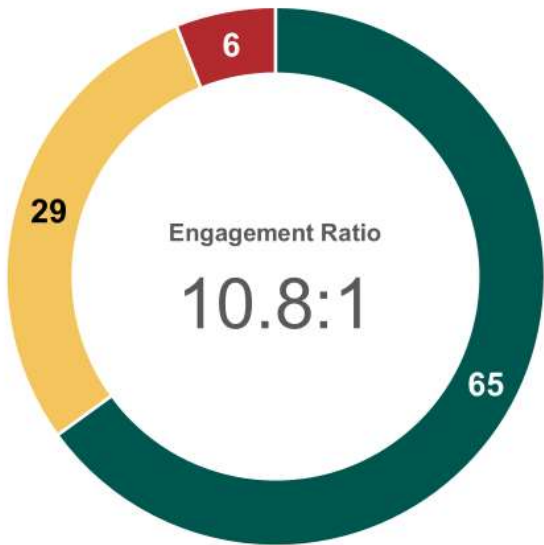
Employee Engagement Item-Level Results

n Size = 834		%1 (Strongly Disagree) %2 %3 %4 %5 (Strongly Agree)					P-TILE	CURRENT MEAN	MEAN Δ	PAST MEAN
ENGAGEMENT MEAN							92 nd	4.32	+0.03	4.29
GROWTH How do I grow?	Q00 Overall Satisfaction		12	36	49		87 th	4.29	-0.01	4.30
	Q12 Learn and Grow		8	23	63		94 th	4.43	-0.01	4.44
	Q11 Progress		12	22	59		88 th	4.27	+0.01	4.26
TEAMWORK Do I belong?	Q10 Best Friend	5	5	15	25	50	90 th	4.09	+0.14	3.95
	Q09 Committed to Quality		10	24	61		92 nd	4.42	+0.03	4.39
	Q08 Mission/Purpose		10	26	59		90 th	4.38	± 0.00	4.38
	Q07 Opinions Count		6	15	25	49	83 rd	4.08	± 0.00	4.08
INDIVIDUAL What do I give?	Q06 Development		12	21	61		93 rd	4.34	+0.02	4.32
	Q05 Cares About Me		7	21	68		92 nd	4.52	+0.02	4.50
	Q04 Recognition	6	6	12	25	52	92 nd	4.10	+0.09	4.01
	Q03 Opportunity to do Best		11	28	56		85 th	4.36	+0.03	4.33
BASICS What do I get?	Q02 Materials and Equipment		11	32	51		74 th	4.27	+0.04	4.23
	Q01 Know What's Expected		7	26	65		75 th	4.53	-0.01	4.54

Note: Percentiles based on Company Level N=1,000+ _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 $\geq 1,000$ and ± 0.20 or greater for n size $< 1,000$.

Q12 Elevate Engagement - It's Your Voice 2026 Engagement Index

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



PAST ■ % Engaged ■ % Not Engaged ■ % Actively Disengaged

63 31 6

Meaningful Comparisons

■ % Engaged ■ % Not Engaged ■ % Actively Disengaged

				Engagement Ratio	
				CURRENT	PAST
Q12 Elevate Engagement - It's Your Voice 2026	65	29	6	10.8:1	10.5:1
City of Goodyear 2025	63	31	6	10.5:1	8.8:1
City, State and Local Government	41	45	14	2.9:1	
GEWA Winners	70	25	5	14:1	

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.

Type of Meeting

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City of Goodyear Why This Matters

- Build an engaged, stable workforce
- Strengthen leadership and accountability
- Improve service consistency and quality
- Support employee growth and retention
- Connect employee work to resident experience

2025 National Community Survey – City of Goodyear



About

9 in 10

residents gave **excellent** or **good** ratings to:

- Goodyear as a place to live
- Goodyear as a place to raise children
- The overall quality of life in Goodyear

9 in 10 residents

- Plan to remain in Goodyear for the next five years
- Would recommend living in Goodyear to someone who asked

When employees are engaged, residents experience the difference