



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

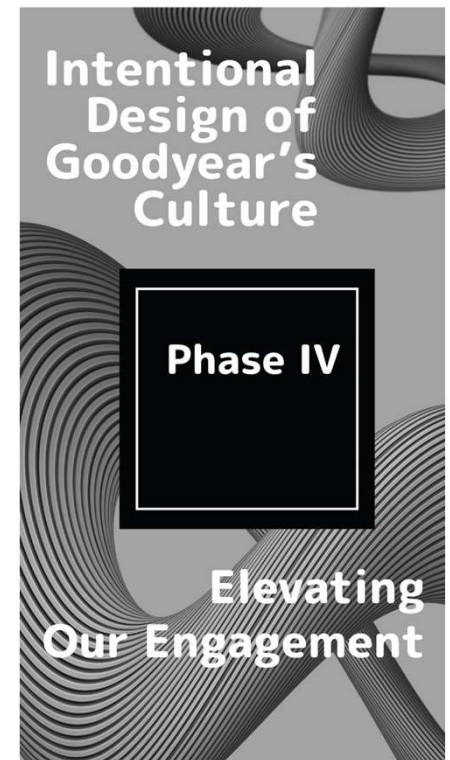
Elevating Our Engagement

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

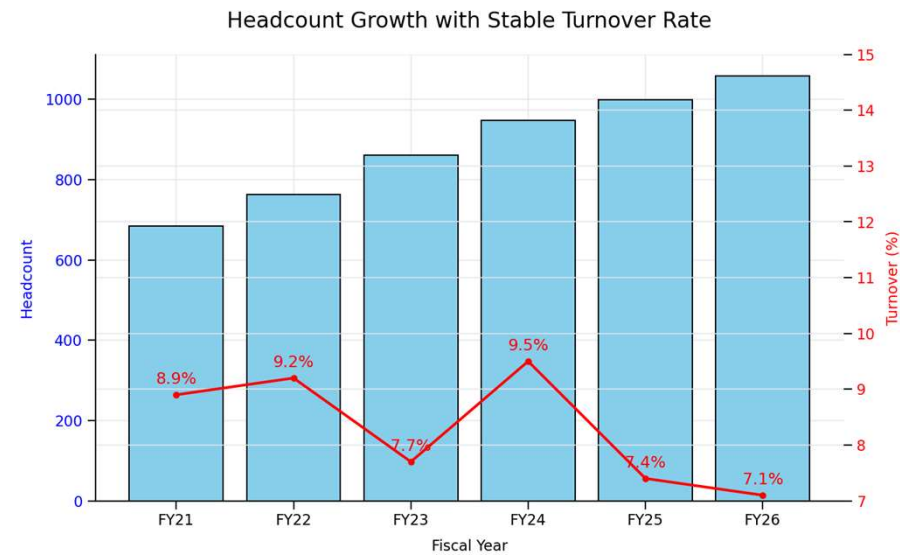
Goodyear Grows Mentorship

- 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

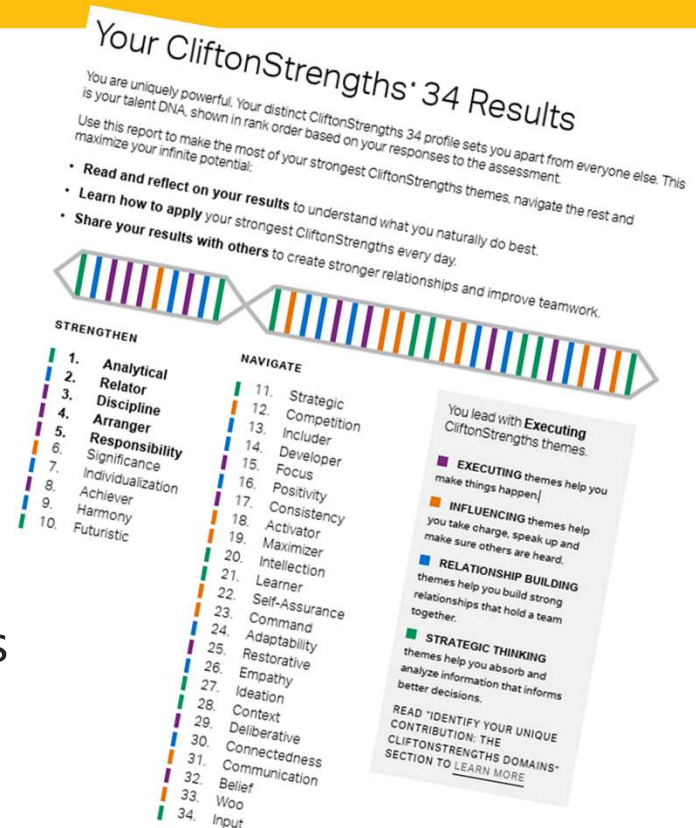
- Strong organizational culture attracts top talent
- Despite rapid growth, workforce remains stable with low turnover and vacancy rates
- HR partners early with departments to hire new staff by July 1
- Departments like public safety maintain wait lists for hard-to-fill roles





City of Goodyear Engagement Strategies & Tools

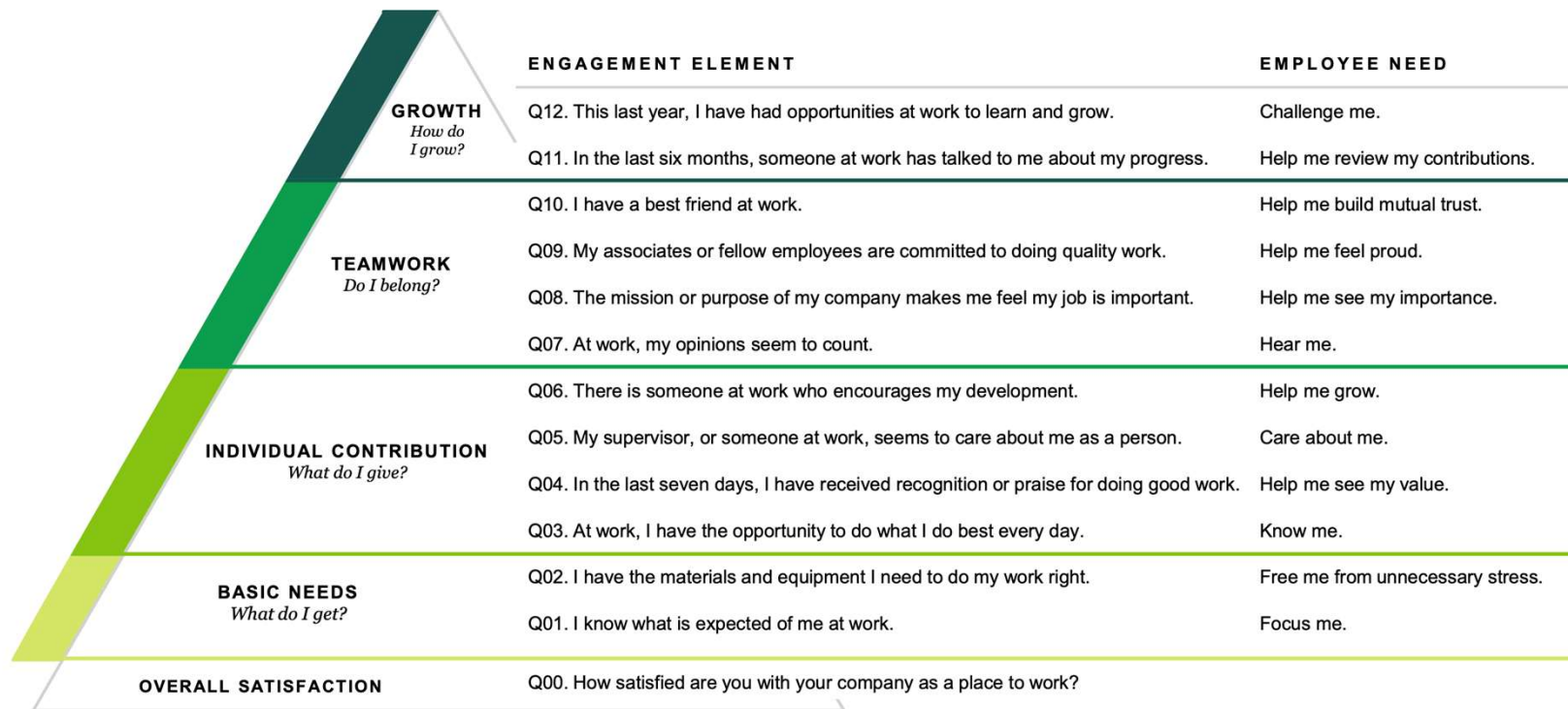
- **Committees & Surveys**
 - People, Healthcare, Safety, Wellbeing, GEO & Goodyear Grows
 - Q12, Quarterly Check-ins, Benefits
- **Strengths-Based Development:** CliftonStrengths & Gallup Manager Training
- **Continuous Improvement:** Rapid Improvement Events and Coffee & Culture





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%

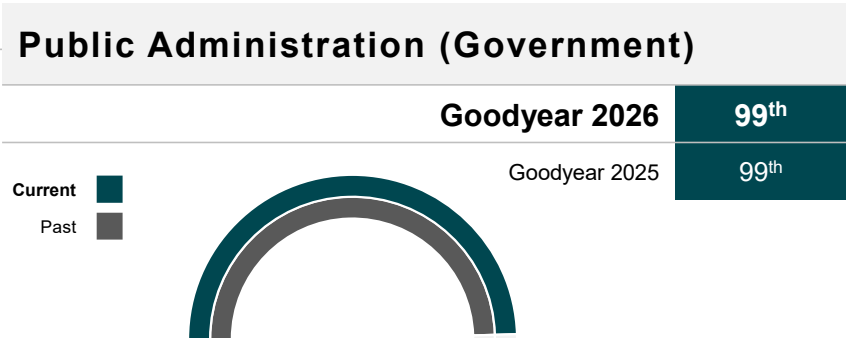
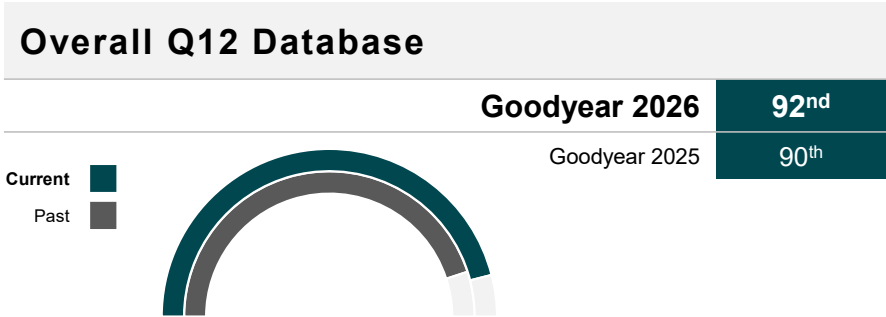
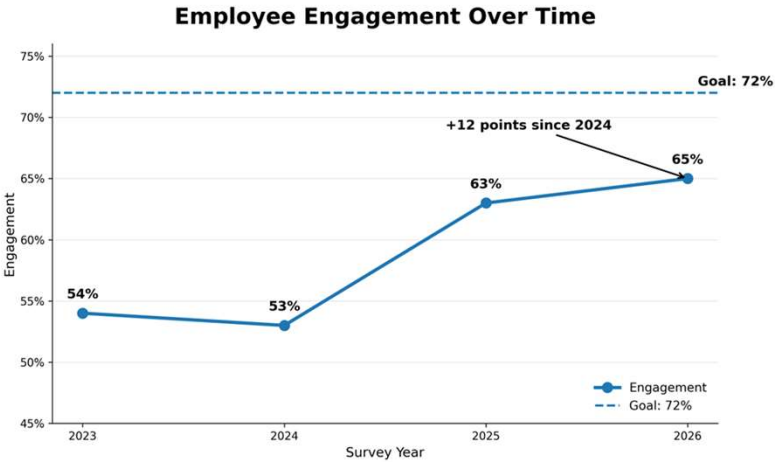
ACTIVELY DISENGAGED

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.

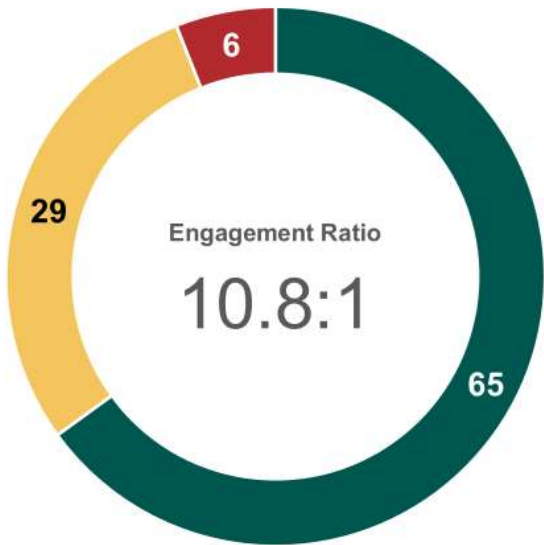
Employee Engagement Item-Level Results

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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GALLUP



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