



CITY OF
SCOTTSDALE



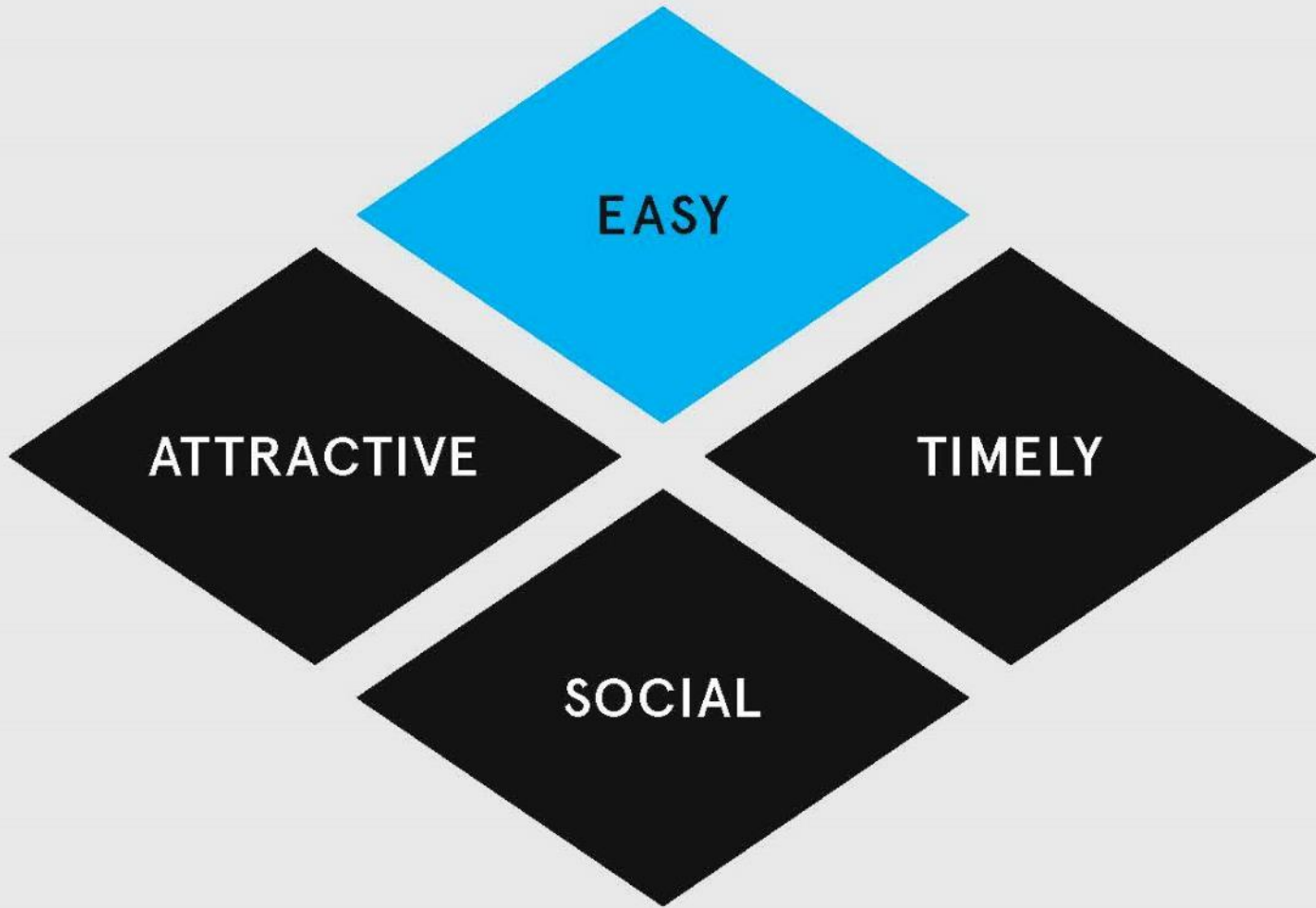
BEHAVIORAL INSIGHTS INTO
A WHAT WORKS CITY

“One of the dirty secrets of government is actually that we don’t know whether what we’re doing works a lot of the time.”

Rory Gallagher, Behavioral Insights Team

What is the Behavioral Insights approach?

- 1. Use what we already know about human behavior to make local government programs and services better**



This is what \$120 looks like.



If you don't submit your Health Risk Assessment by Aug. 15, **you'll miss out on \$120.**

That's the incentive each employee receives for completing it. If you have a spouse or partner on the city's health plan, you earn another \$120 if they do it, too.

Still need a better reason? This is what a \$100 Visa gift card looks like.



As an added incentive, 300 gift cards just like this one have been raffled-off to employees who completed their HRA. Wouldn't you like to get one?

We're giving 10 more \$100 gift cards away. If you don't complete your HRA, you won't be eligible for the final drawing.

More than 700 employees have already completed their HRA.

If you aren't among them, it's not too late.

AND

**2. Test these approaches using
randomized control trials to
find out what really works**

Annex 1: Yes and No buttons email

From: Greg Bestgen, City of Scottsdale

Subject: Scottsdale Cares!

Dear neighbor,

[Scottsdale Cares](#) is an easy way for you to give back to your community. 100% of donations go to local non-profits that help Scottsdale residents in need.

Local charities needed more than \$400,000 in funding to support Scottsdale residents, but Scottsdale Cares was only able to fund one-fourth of the need. This year, thousands of your neighbors have stepped up. **But there's more work to be done.**



Would you like to join your neighbors and donate to Scottsdale Cares?

	
NO, I do not want to donate \$1/month to Scottsdale Cares.	YES, I want to donate \$1/month to Scottsdale Cares!

Annex 2: Just yes button email

From: Greg Bestgen, City of Scottsdale
Subject: Scottsdale Cares!

Dear neighbor,

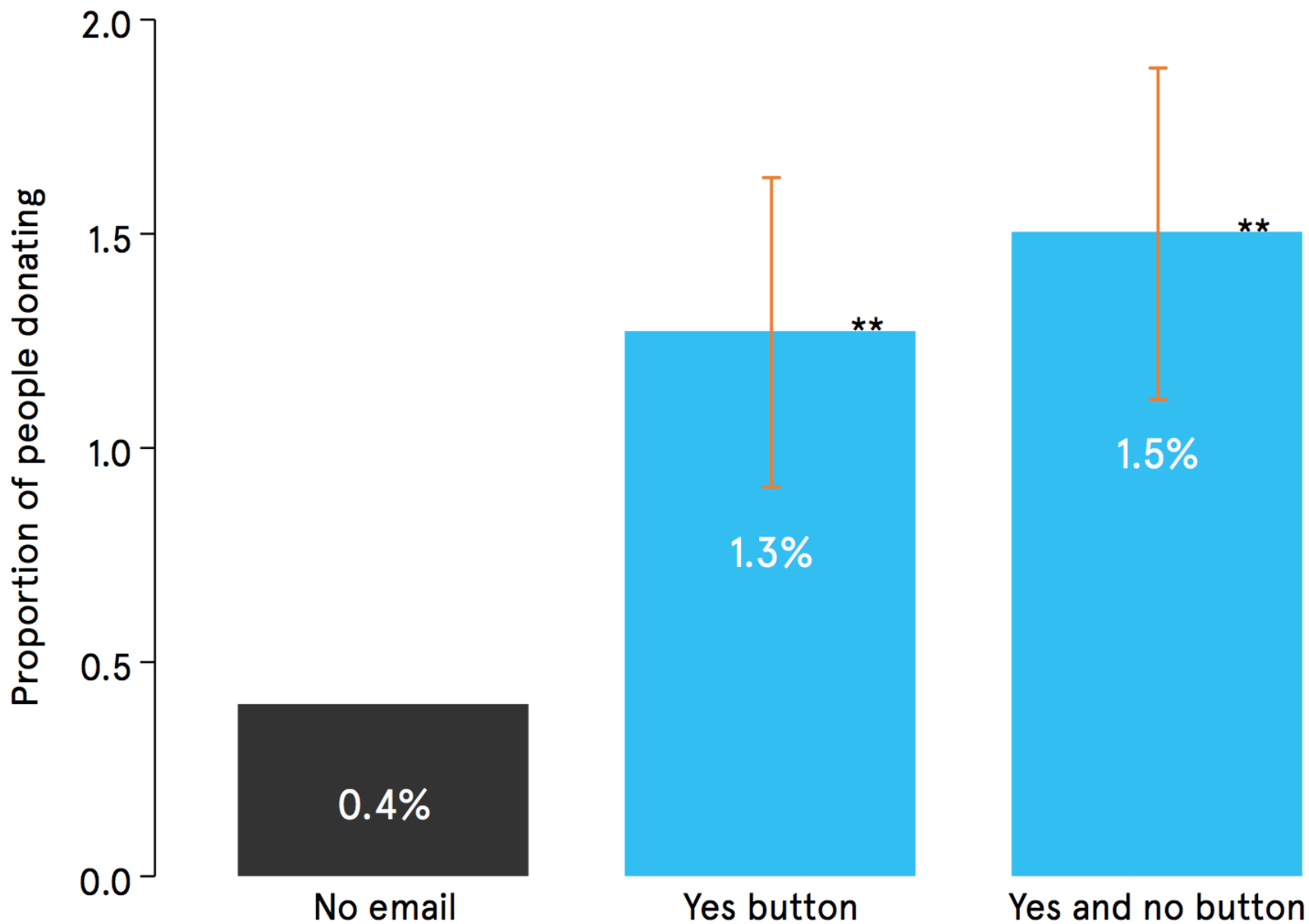
[Scottsdale Cares](#) is an easy way for you to give back to your community. 100% of donations go to local non-profits that help Scottsdale residents in need.

Local charities needed more than \$400,000 in funding to support Scottsdale residents, but Scottsdale Cares was only able to fund one-fourth of the need. This year, thousands of your neighbors have stepped up. **But there's more work to be done.**



Would you like to join your neighbors and donate to Scottsdale Cares?





N=15,771

** $p \leq 0.01$, * $p \leq 0.05$, + $p \leq 0.1$

Subject: Apply to the Scottsdale Police Department today



Hi [NAME],

Are you up for a challenge?

I love being a police officer because no two days are the same. It's challenging, but I feel like I'm my best self every day.

Scottsdale Police has changed its recruitment process, and we are looking for new officers to join our department. I hope you consider applying. **If you thrive in a challenging environment, you're just the kind of person we're looking for.**

To apply, go to <https://www.governmentjobs.com/careers/scottsdaleaz/jobs/1688869/police-officer-recruits-laterals-waivers?keywords=polic%20officer&pagetype=jobOpportunitiesJobs#>, and submit by April 9th.

Good luck!

Marcos Garcia

Police Officer, Scottsdale Police Department

Subject: Apply to the Scottsdale Police Department today



Hi [NAME],

You belong with the Scottsdale police department.

I love being a police officer because from day one, I felt like I belonged to a team - no matter where you come from, you feel like you belong here.

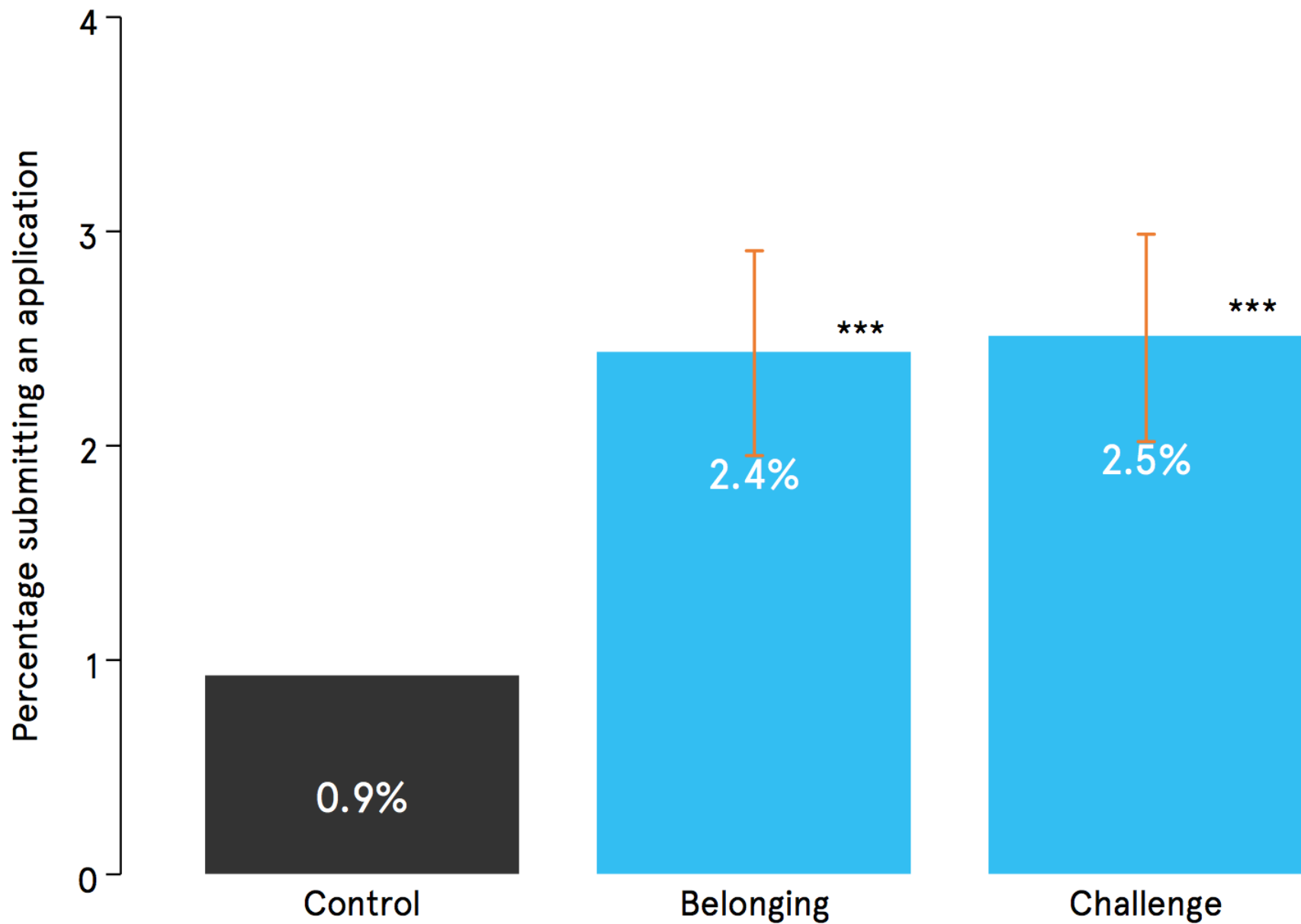
Scottsdale Police has changed its recruitment process, and we are looking for new officers to join our department. I hope you consider applying. **If you work well with a team, you're just the kind of person we're looking for.**

To apply, go to <https://www.governmentjobs.com/careers/scottsdaleaz/jobs/1688869/police-officer-recruits-laterals-waivers?keywords=police%20officer&pagetype=jobOpportunitiesJobs#>, and submit by April 9th.

Good luck!

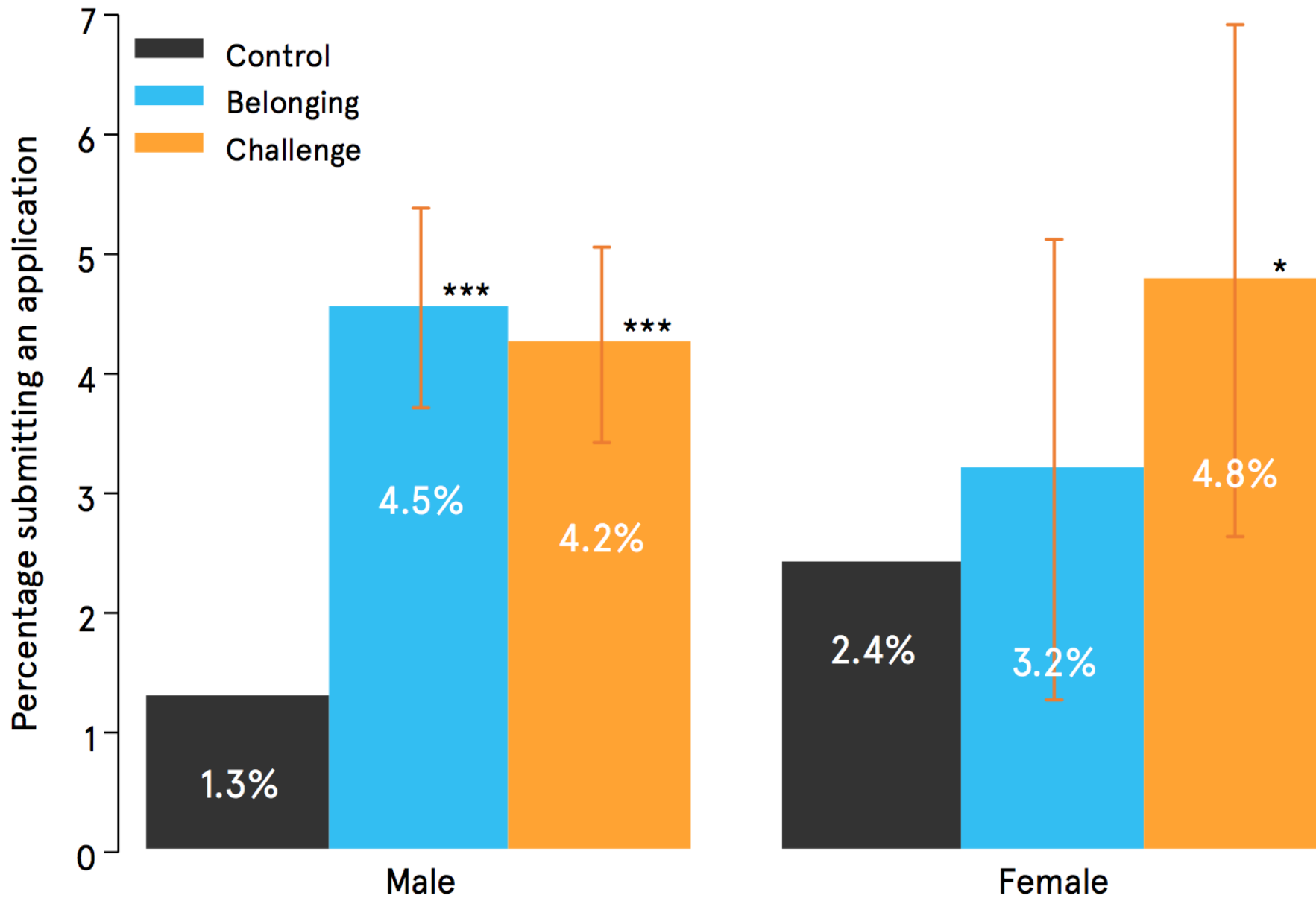
Marcos Garcia

Police Officer, City of Scottsdale Police Department



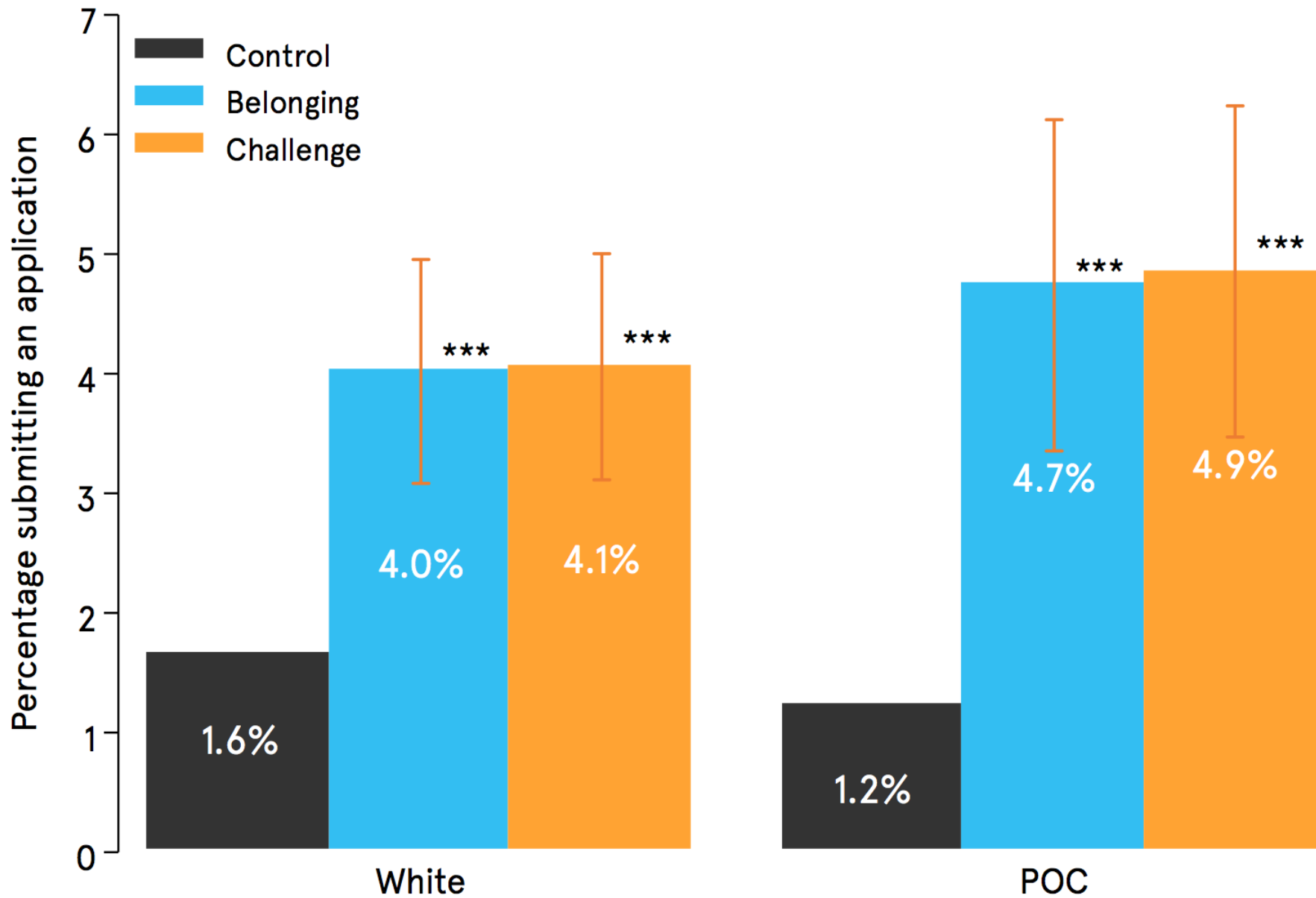
N=17,055

*** $p \leq 0.001$, ** $p \leq 0.01$, * $p \leq 0.05$, + $p \leq 0.1$



N=7,787

*** $p \leq 0.001$, ** $p \leq 0.01$, * $p \leq 0.05$, + $p \leq 0.1$



N=7,787

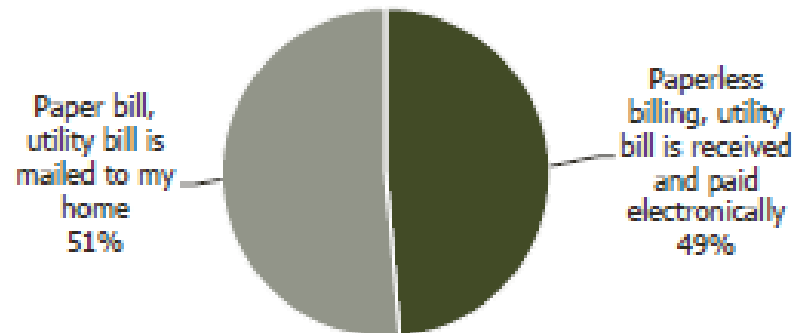
*** $p \leq 0.001$, ** $p \leq 0.01$, * $p \leq 0.05$, + $p \leq 0.1$

The National Citizen Survey™

Residents were next asked how they received their City utility bill. About half of residents received a paper bill and the other half received their bill electronically.

Figure 7: Method of Receiving Utility Bill

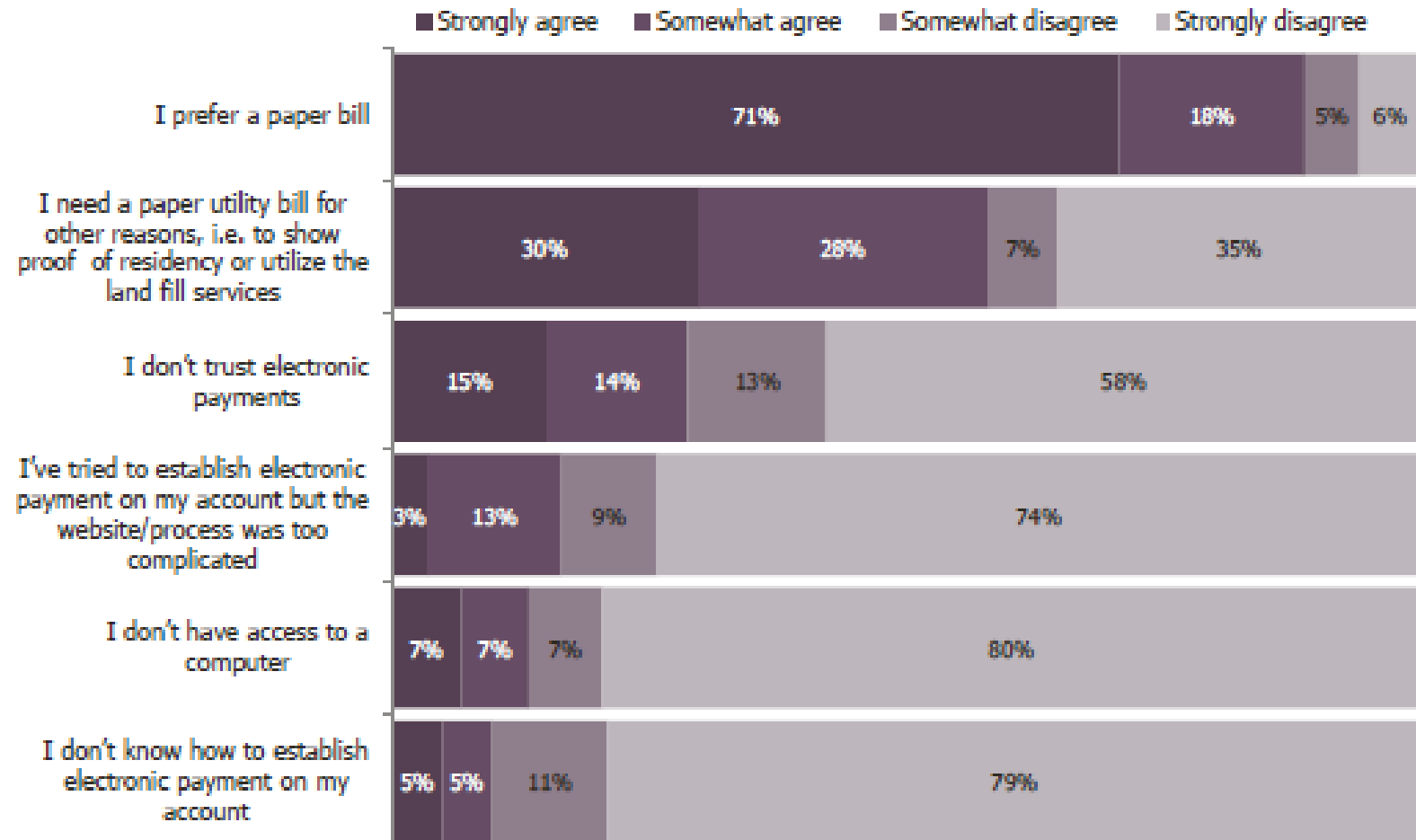
Which method does your household currently use to receive its City of Scottsdale utility bill?



The final special-interest question asked residents who did not currently utilize paperless billing for their utility bill about their level of agreement with a series of related statements. Almost all residents who received a paper bill did so because they preferred it; about half indicated that they needed a paper bill for other reasons. A majority of residents who received a paper bill strongly disagreed that they didn't trust electronic payments, had tried to establish electronic payment but found the process too complicated, didn't have computer access or didn't know how to establish electronic payment.

Figure 8: Utility Billing Preferences

If you do not currently use paperless billing for your City utility bill, please indicate how much you agree or disagree with each of the following statements:



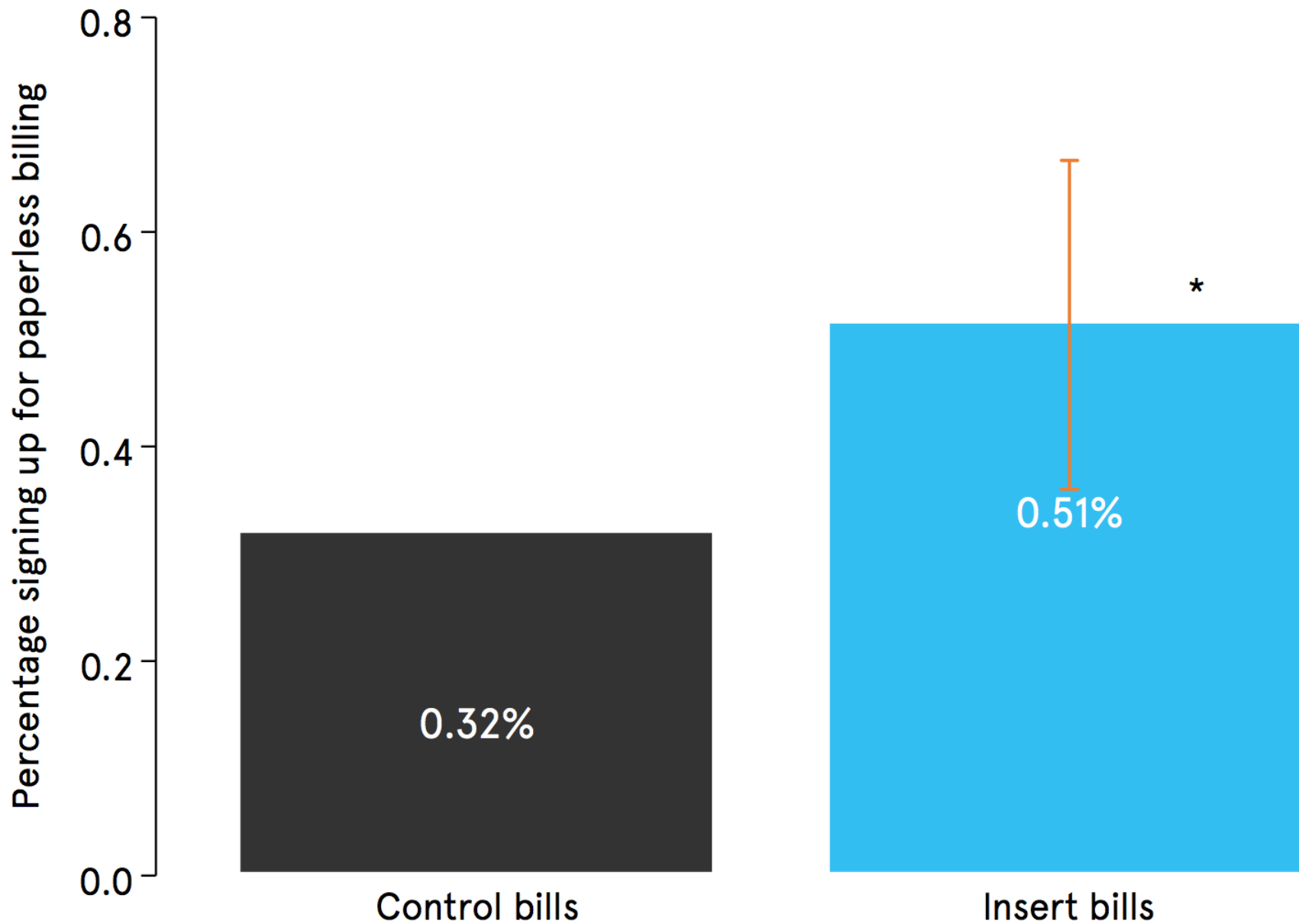
Join thousands of
Scottsdale residents who
have gone **paperless**.



Sign-up to receive your
utility bill electronically at
this link: bit.do/scottsdale

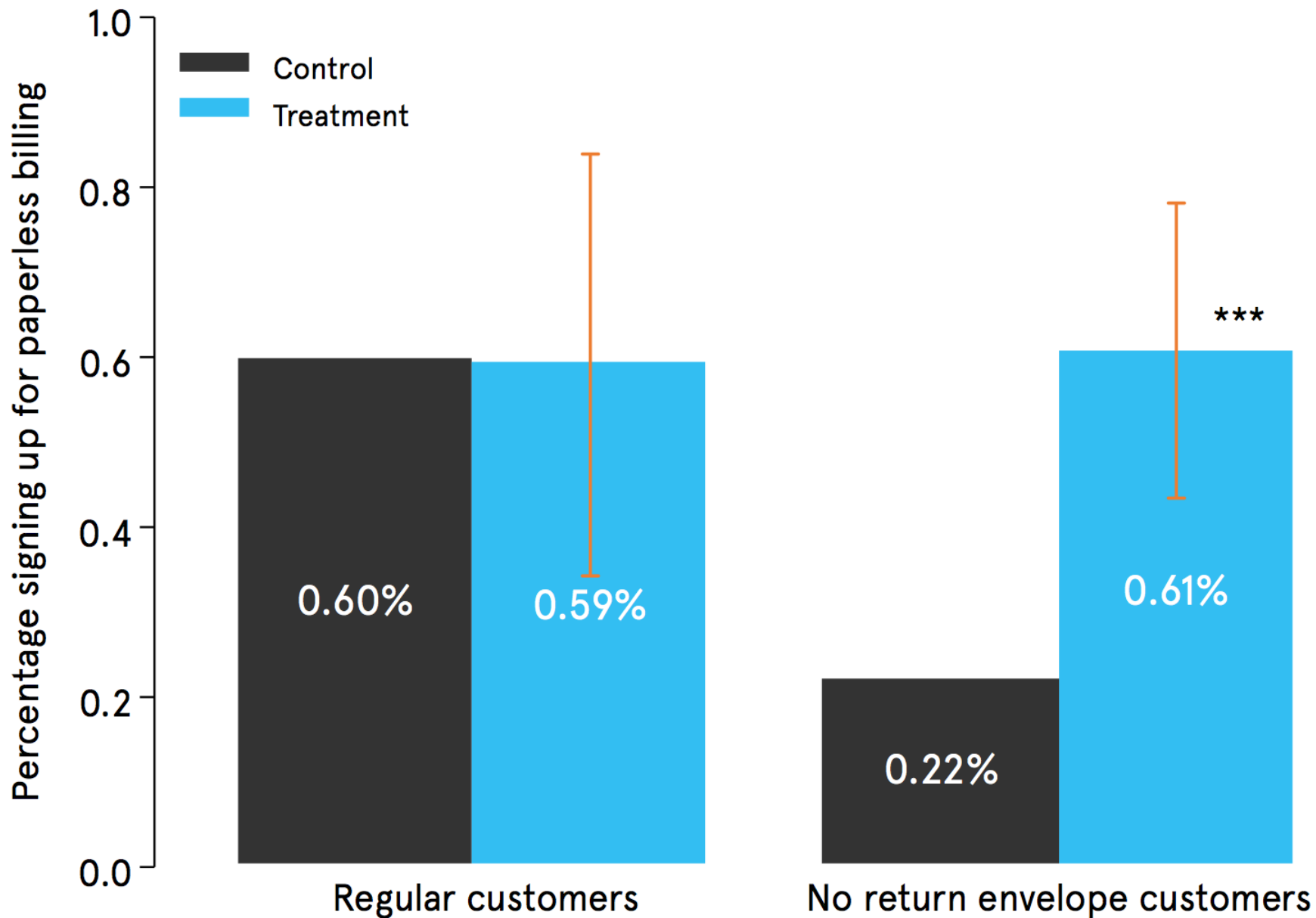
- Go to the above link
- Click on the enroll tab
- Enter your account #
- Never receive a paper bill
again!





N=56,106

*** $p \leq 0.001$, ** $p \leq 0.01$, * $p \leq 0.05$, + $p \leq 0.1$



N=56,106

*** $p \leq 0.001$, ** $p \leq 0.01$, * $p \leq 0.05$, + $p \leq 0.1$

**You need a tangible and impactful goal,
with a clear, short-term outcome**

**You need access to relevant data
and a substantial sample size**

**It's not just about communicating
better (although that does help)**

**It's not a cure all, you're likely to
find processes need improvement**

**It helps to have a BI Ninja Warrior
(or two...)**

**someone passionate about using
behavioral insights & testing what works**

What are the key ingredients to an impactful behavioral insights team?



Aministrative support

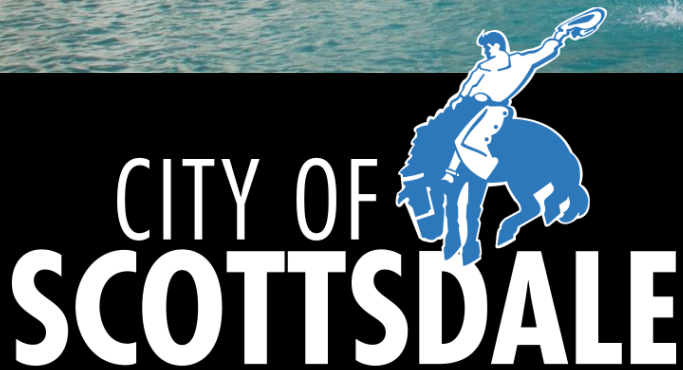
Political support

People

Location

Experimentation

Scholarship



Brent Stockwell | Asst. City Manager
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