How Scottsdale Shared Citizen and Employee Survey Results

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City of Scottsdale
NEWS RELEASE
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Scottsdale Launches Citizen Survey

Some Scottsdale residents have been mailed a survey to measure their views on the community's services and their level of participation in community activities. Feedback provided via the survey will help the city to determine how best to expand and improve services. 

The survey asks residents questions about the quality of City services and their level of participation in community activities. Initial notification to the 1,200 selected residents is by mail, followed by a reminder survey sent one week later. The survey is available online at scottsdaleaz.gov with the same set of questions as the mailed version. 

Data collection for this statistical survey is being conducted by the National Research Center and will be conducted through December. A report providing the results will be provided to the City Council in January.

Residents give quality of life, city services high marks in survey

Most Scottsdale residents think highly of their community and quality of life and place strong trust in local government, according to respondents to a local version of the National Citizen Survey.

The overall quality of life in Scottsdale was rated “excellent” or “good” by 94 percent of survey participants. To date, no other city has ever come close to this level of trust and satisfaction.

“The results validate what everyone who spends time in our community comes to understand—that Scottsdale is a great place to live, work and visit,” said Scottsdale Mayor W. J. “Jim” Lane.

“Those are high marks. Our quality of life is exceptional because of our engaged citizens, the commitment of our business community and the professionalism of our city employees. It takes everyone working together to make a strong community. We have one and we will continue our efforts to ensure Scottsdale remains one of the nation’s great cities.”

Scottsdale residents feel good about their community’s characteristics and services, according to the survey. Of the 26 characteristics and services with comparisons with other communities or states, Scottsdale residents rated 21 above the national benchmark.

Characteristics with the most favorable ratings include the overall appearance of Scottsdale, the cleanliness of Scottsdale, the image and reputation of the community and Scottsdale’s shopping opportunities.

The survey was conducted by the National Research Center, Inc. It was developed to provide a statistically valid survey of resident opinions about community and local government services. The survey was mailed to 1,056 households in November and December 2010. There were 259 surveys completed and returned, for a margin of error of plus or minus 6 percent.

The survey and associated documents are available at www.scottsdaleaz.gov/citizensurvey.

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ATTACHED: Scottsdale Citizen Survey Fact Sheet
National Citizen Survey

Scottsdale Citizen Survey

Most Scottsdale residents think highly of their community and quality of life and place strong trust in local government, according to respondents to a local version of the National Citizen Survey conducted in Scottsdale in 2010.

The overall quality of life in Scottsdale was rated “excellent” or “good” by 94 percent of survey participants. That’s the highest percentage since Scottsdale began using the survey in 2003.

- View highlights from the survey results
- Download the full report (Adobe PDF, 771kb)
- Download the benchmark comparisons (Adobe PDF, 176kb)
- Download the geographic summary comparisons (Adobe PDF, 203kb)
- Download the web survey results (Adobe PDF, 139kb)

About the Scottsdale Citizen Survey

Scottsdale regularly surveys its residents about their overall quality of life and asks for specific feedback about municipal services, public safety, customer service and resident participation in community events and activities.

In November 2010, a number of Scottsdale households were randomly selected to participate in the survey. The survey was conducted by the National Research Center, Inc., and is designed specifically for use by local governments.

Because similar surveys are conducted in hundreds of jurisdictions, Scottsdale can compare its results with other cities across the country.

To learn more about the National Citizen Survey, visit http://www.nrci.com/services/nationalcitizensurvey.html

- Full Survey Results available online
- Summarized for public and media
National Citizen Survey

KEY RESULTS FROM CITIZEN SURVEY

Overall Quality of Life in Scottsdale: 94%
Overall Quality of Services Provided by the City: 88%
Overall impression of city employees: 83%
Value of services for the Taxes paid to Scottsdale: 74%

All much above the national benchmarks

Percent “excellent” or “good”

Compared to 2006 Survey

www.ScottsdaleAZ.gov/CitizenSurvey
2011 ICMA Voice of the People Award for Excellence
Garbage & Recycling Services
National Citizen Survey

Strengths & Opportunities

Strengths
- A great place to live and retire
- Top-ranked businesses
- Excellent city services and responsive employees

Opportunities
- Drinking Water
- Openness and acceptance of diversity

www.ScottsdaleAZ.gov/CitizenSurvey
Annual Report to Our Citizens

Page 2 - Performance

- What did you do?
- How well did you do it?
- What do your customers think?
- How do you compare?

Scottsdale Statistics Fiscal Year End 2010 2011 Trend

- Acres of land acquired for the McDowell Sonoran Preserve 399 2,001 ↑
- Annual arrests of residents, community centers & libraries 8,624,522 8,855,120
- Charges resolved by the City Court 112,382 189,003
- New Code Enforcement cases 10,452 14,100
- Responses by the Fire Department to calls for emergency services 21,996 25,530
- Average Fire Department response time to emergency calls (in minutes) 4.28 4.22
- Drinking water supplied (million gallons per day) 68.4 67.9
- Homes serviced by residential refuse collection 78,096 75,342
- Total citizens per thousand (Scottsdale Uniform Crime Report, Part 1) 29.6 28.2
- Average Police Department response time to emergency calls (in minutes) 5.61 4.57
- Scottsdale Airport takeoffs & landings 156,696 136,089
- Total airline passenger employment 3,783,885 2,537,404

How do we compare with our neighbors?

- Property tax rate per $100 assessed value
  - PHOENIX 1.82
  - TEMPE 1.79
  - GLENDALE 1.60
  - PEORIA 1.44
  - CHANDLER 1.27
  - GILBERT 1.15
  - SCOTTSDALE 1.13
- Local retail sales tax rate
  - GLENDALE 1.20
  - PHOENIX 2.00
  - PEORIA 1.88
  - MESA 1.25
  - SCOTTSDALE 1.46
- Residential utility bill
  - MESA $96.10
  - PHOENIX $92.82
  - GLENDALE $91.26
  - PEORIA $78.53
  - SCOTTSDALE $78.03
  - TEMPE $70.69
  - GILBERT $70.07
  - CHANDLER $65.21

*Percent “Ideally” or “Dweller” **Compared to statistical database of community ratings

www.ScottsdaleAZ.gov/finance
National Employee Survey

• Full Survey Results available online
• Forums to share results with employees
• Multiple Feedback opportunities
• Action Plan Developed by Executive Team
Areas for improvement – strongest negative ratings

<table>
<thead>
<tr>
<th>Area</th>
<th>% Negative</th>
<th>% Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Links pay to performance</td>
<td>68%</td>
<td>84%</td>
</tr>
<tr>
<td>High performing employees</td>
<td>60%</td>
<td>81%</td>
</tr>
<tr>
<td>Listens to employees</td>
<td>49%</td>
<td>73%</td>
</tr>
<tr>
<td>Low performing employees</td>
<td>47%</td>
<td>74%</td>
</tr>
<tr>
<td>Fair wages*</td>
<td>44%</td>
<td>73%</td>
</tr>
<tr>
<td>Welcomes employee involvement</td>
<td>41%</td>
<td>70%</td>
</tr>
<tr>
<td>Career advancement</td>
<td>36%</td>
<td>66%</td>
</tr>
<tr>
<td>Discipline is fair</td>
<td>28%</td>
<td>55%</td>
</tr>
<tr>
<td>Benefits*</td>
<td>28%</td>
<td>55%</td>
</tr>
<tr>
<td>Timely information</td>
<td>27%</td>
<td>56%</td>
</tr>
<tr>
<td>Shares mission and values*</td>
<td>25%</td>
<td>55%</td>
</tr>
<tr>
<td>Information on problems and issues</td>
<td>22%</td>
<td>52%</td>
</tr>
</tbody>
</table>

* Key Drivers for Job Satisfaction
# National Employee Survey

## Overarching Goal

Improve overall employee job satisfaction while continuing to provide quality customer service.

## Strategic Direction Consistent with Employee Values

<table>
<thead>
<tr>
<th>A. Listen, communicate, and take appropriate action to resolve concerns.</th>
<th>B. Encourage continuous learning and career growth.</th>
<th>C. Make decisions with integrity using a collaborative process.</th>
<th>D. Respect employees by recognizing their contributions and performance.</th>
</tr>
</thead>
</table>

## Areas for Improvement Identified in the Employee Survey

1. Listen to employee opinions
2. Communicate information in a timely manner
3. Send out information that helps employees to understand the problems, issues and opportunities facing the City

1. Provide adequate opportunities for career advancement
2. Coach or mentor new employees
3. Provide opportunities that help employees to develop knowledge and skills

1. Communicate the City’s strategic direction, vision, mission and values
2. Model standards of ethical behavior and the Employee Values
3. Welcome employee involvement in decision-making

1. Reward high performing employees
2. Deal with low performing employees by applying discipline fairly and consistently
3. Link pay to performance and provide a fair wage and benefits for work responsibilities

## Action Item to Respond to Areas for Improvement

1. Reestablish face-to-face forums of various types to share about strategic direction, solicit employee opinions, and recognize exemplary employee achievements
2. Develop and implement citywide and division employee communication plans, in conjunction with the Office of Communication
3. Send out recaps of presentations on City issues from Management Forums and Executive Team meetings to all employees

1. Commit to advertising all vacancies at least internally to ensure all interested and qualified employees have an opportunity to apply
2. Provide training for all directors and executive directors in coaching and mentoring techniques so they can coach and mentor new (and other interested) employees
3. Analyze, revise and identify funding for training and tuition assistance programs to support the professional development of city employees

1. Work with the Council to set up a working session to review and affirm the City’s mission and priorities
2. As an executive team, review the Employee Values and identify management actions, behaviors and commitments that model each value and share with the organization
3. Explore ways to increase employee involvement in decision-making processes, and implement the best ideas.

1. Revise and identify funding for Superior Performance and Employee Awards programs to recognize and reward high performance
2. Revise and simplify performance review process to ensure employee evaluations are fair, consistent, timely, and useful
3. Revise and identify funding for a Pay for Performance (merit pay) system based on best practices identified through total compensation review

## Team members

- **Kelly Corsette** (team leader), Bernadette LaMazza, Alan Rodbell, David Smith, and Dan Worth
- **Janet Cornell**, Brad Hartig (team leader), Carolyn Jagger, Velicia McMillan, Dave Richart and Terry Welker
- **Kroy Ekblaw**, Helen Gandara, Tom Shannon, Brent Stockwell (team leader), Sharron Walker and Bruce Washburn
- **Marshall Brown**, Brad Hartig, Paul Katsenes (co-team leader), Velicia McMillan, Bill Murphy and Garret Olson (co-team leader)

04/05/12
Lessons Learned

- Share all reports online
- Summarize key results
- Walk users through the reports
- Ask for feedback
- Include in performance and annual reports
- Delve deeper when opportunities for improvement
- Use for action planning