

# How Scottsdale Shared Citizen and Employee Survey Results

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City of Scottsdale

# NEWS RELEASE

Nov. 22, 2010

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## Scottsdale Launches Citizen Survey

Some Scottsdale residents have been asked to measure their views on the community. Feedback provided via the survey will be used to improve services and considered in prioritizing new programs and services.

The National Citizen Survey allows residents to provide specific feedback about municipal services and their level of participation in community programs.

Initial notification to the 1,200 selected residents was followed by the survey itself the week of November 15. A sample of that size should provide a statistically valid plus or minus five percent confidence level and is weighted to ensure accurate and representative results.

After the randomly selected residents have completed the survey, the results will be available for all city departments. Information will be provided about the survey results to the community.

The survey is conducted by the National Research Center, Inc. specifically for use by local governments. The survey is conducted by the National Research Center, Inc. specifically for use by local governments in hundreds of jurisdictions, Scottsdale is one of the cities in the country.

City of Scottsdale

# NEWS RELEASE

Jan. 11, 2011

Contact: Kelly Corsette, Communications & Public Affairs Officer  
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## Citizen Survey Now Available Online

Twelve-hundred Scottsdale households have been asked to participate in a survey to measure their views on the community. Feedback provided via the survey will be used to improve services and considered in prioritizing new programs and services.

The National Citizen Survey allows residents to provide specific feedback about municipal services and their level of participation in community programs.

Data collection for that statistic will be provided to the city and used to improve services and considered in prioritizing new programs and services.

An online version is now available for residents to provide their feedback. The survey results will be available for all city departments. Information will be provided about the survey results to the community.

More information and a link to the survey is available at [www.ScottsdaleAZ.gov/CitizenSurvey](http://www.ScottsdaleAZ.gov/CitizenSurvey).

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City of Scottsdale

# NEWS RELEASE

Feb. 17, 2011

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## 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. That's the highest percentage since Scottsdale began using the survey in 2003.

"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.

"That's no accident. 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 where comparisons with other communities were available, 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.

Surveys were mailed to 1,050 Scottsdale residents in November and December 2010. There were 293 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](http://www.ScottsdaleAZ.gov/CitizenSurvey).



## 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 subgroup comparisons](#) (Adobe PDF, 203kb)
- [Download the web survey results](#) (Adobe PDF, 235kb)

### 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.n-r-c.com/services/nationalcitizensurvey.html>



## Citizen Survey Highlights

### Highlights from Scottsdale's Citizen Survey

Scottsdale residents value their quality of life and give high marks to local businesses and city employees, according to the National Citizen Survey conducted in December 2010. Noteworthy excerpts from the survey are highlighted below.

#### A great place to live and retire

Scottsdale residents give high ratings to their quality of life:

- 96 percent rated Scottsdale as either an "excellent" or "good" place to live – that ranking puts Scottsdale in the top 5 percent of 319 benchmark cities that asked residents the same question (15th of 319 cities).
- 94 percent rated Scottsdale's overall quality of life as either "excellent" or "good" – which puts Scottsdale in the top 6 percent of 371 benchmark cities (21st of 371 cities).
- 91 percent rated Scottsdale as an "excellent" or "good" place to retire – the second-highest rating given in any of the benchmark cities (2nd of 293 cities).
- 96 percent would recommend living in Scottsdale to someone who asked – which puts Scottsdale in the top 10 percent of 147 benchmark cities (14th of 147 cities).
- 92 percent are "very" or "somewhat" like to remain in Scottsdale for the next five years – the seventh-highest rating in any of the benchmark cities (7th of 146 cities).

- EMAIL SUBSCRIPTIONS
- CITYCABLE11 PROGRAMMING
- NEWS RELEASES RSS FEED

### RELATED LINKS

- CURRENT NEWS RELEASES
- MEDIA CONTACTS
- PUBLIC SAFETY RELEASES
- SUBSCRIBE TO CITY ENEWS
- TRAFFIC RESTRICTIONS
- SCOTTSDALE UPDATE
- ETICKET EVENTS VIDEO
- PROJECTS OF INTEREST
- SOCIAL MEDIA CENTER
- ARCHIVED NEWS RELEASES

### OTHER LINKS

- EMAIL SUBSCRIPTIONS
- CITYCABLE11 PROGRAMMING
- NEWS RELEASES RSS FEED

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





## 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](http://www.ScottsdaleAZ.gov/CitizenSurvey)



# 2011 ICMA Voice of the People Award for Excellence

Garbage & Recycling Services





# Strengths & Opportunities

## Strengths

**A great place to  
live and retire**

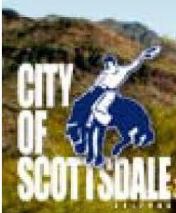
**Top-ranked  
businesses**

**Excellent city services  
and responsive  
employees**

## Opportunities

**Drinking Water**

**Openness and  
acceptance of  
diversity**



[www.ScottsdaleAZ.gov/CitizenSurvey](http://www.ScottsdaleAZ.gov/CitizenSurvey)

# Annual Report to Our Citizens



How are we doing? Measuring our productivity and performance.

Scottsdale Statistics	Fiscal Year End	2010	2011	Trend
Acres of land acquired for the McDowell Sonoran Preserve		399	2,001	↑
Annual attendance at parks, community centers and libraries		8,634,522	8,855,120	↑
Charges resolved by the City Court		113,382	108,003	↓
New Code Enforcement cases		16,452	16,000	↓
Responses by the Fire Department to calls for emergency services		23,996	25,586	↑
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		79,006	79,342	↑
Total crimes per thousand (Scottsdale Uniform Crime Report, Part 1)		29.6	28.2	↓
Average Police Department response time to emergency calls (in minutes)		5:01	4:57	↓
Scottsdale Airport takeoffs & landings		156,896	136,089	↓
Total citywide transit ridership		3,103,185	2,539,744	↓

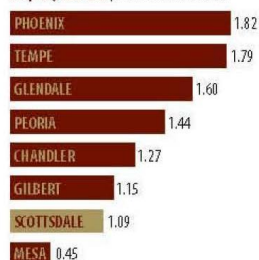
Citizen Survey Ratings*	2006	2010	Trend	Benchmark+
Scottsdale as a place to live	94%	96%	↑	Much above
Overall quality of life	90%	94%	↑	Much above
Overall appearance	87%	94%	↑	Much above
Services provided by the city	81%	88%	↑	Much above
Rating service by city employees	76%	83%	↑	Much above
Value of services for taxes paid	69%	74%	↑	Much above

Selected Service Ratings*	2006	2010	Trend	Benchmark+
Police	82%	90%	↑	Much above
Fire	96%	96%	↔	Above
Street Repair	60%	67%	↑	Much above
Garbage Collection	88%	92%	↑	Much above
Recycling	77%	87%	↑	Much above
City Parks	84%	93%	↑	Much above
Public Library	88%	93%	↑	Much above
Code Enforcement	59%	72%	↑	Much above
Drinking Water	42%	52%	↑	Much below
Storm Drainage	48%	70%	↑	Much above

\*Percent "Excellent" or "Good" Compared to a national database of community ratings

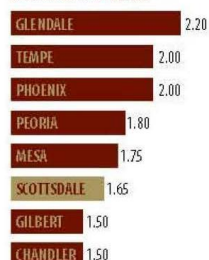
How do we compare with our neighbors?

Property tax rate per \$100 assessed value



As of July 1, 2011

Local retail sales tax rate



As of July 1, 2011

Residential utility bill



Typical water, garbage and sewer charges as of Sept. 1, 2011

## Page 2 - Performance

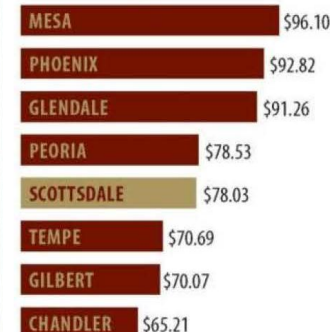
- What did you do?
- How well did you do it?
- What do your customers think?
- How do you compare?

Scottsdale Statistics	Fiscal Year End	2010	2011	Trend
Acres of land acquired for the McDowell Sonoran Preserve		399	2,001	↑

Citizen Survey Ratings*	2006	2010	Trend	Benchmark+
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Selected Service Ratings*	2006	2010	Trend	Benchmark+
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Residential utility bill



Typical water, garbage and sewer charges as of Sept. 1, 2011

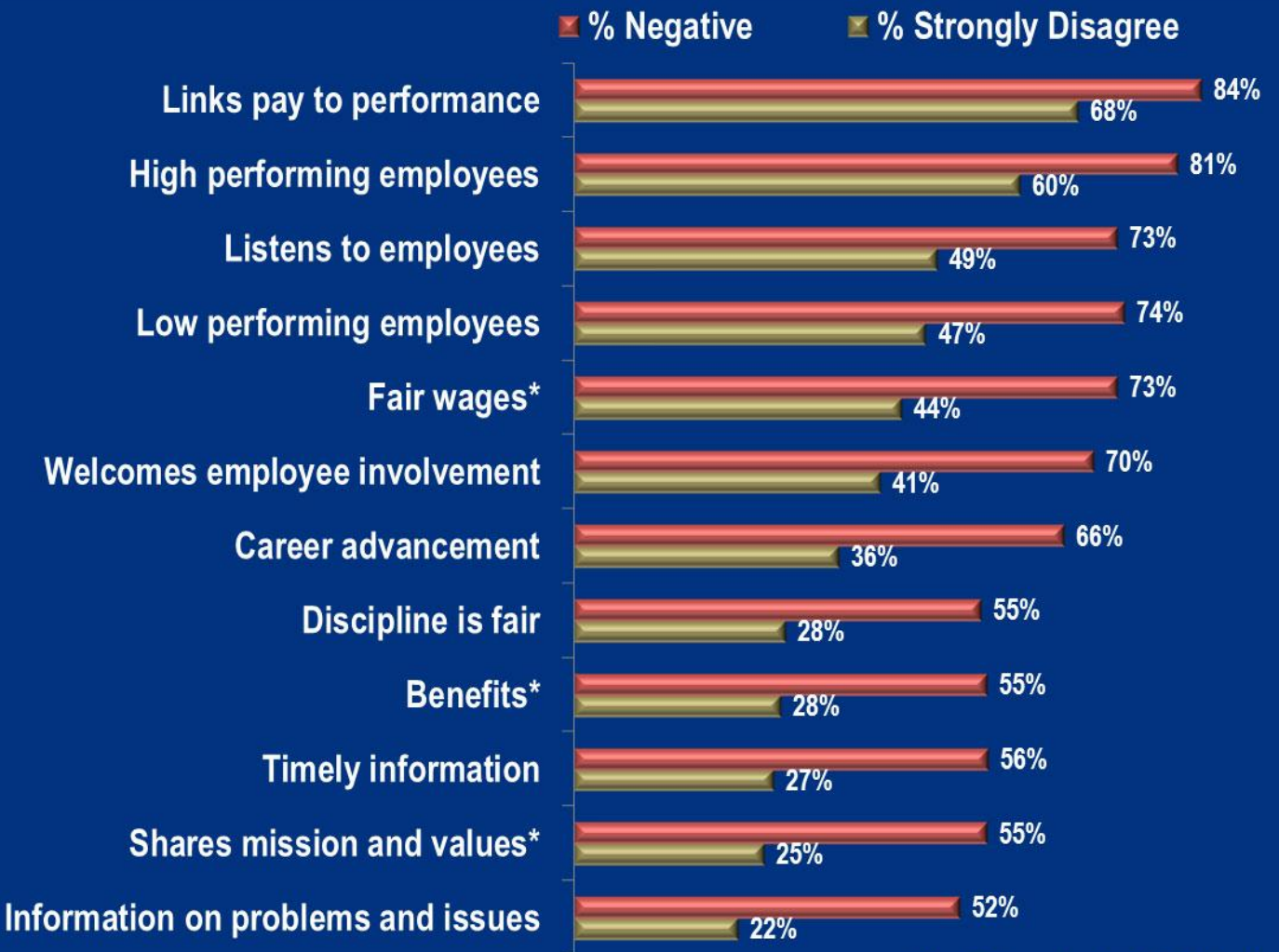
The screenshot shows the City of Scottsdale website interface. At the top left is the 'CITYlink' logo. To its right is the 'CITY OF SCOTTSDALE' logo and a search bar. Below the search bar are links for 'Print', 'Resize Text', and font size controls. A navigation menu includes 'NEWS', 'CITY', 'EMPLOYEES', 'TOOLBOX', and 'APPLICATIONS'. A dropdown menu shows 'I want to: ...'. On the left sidebar, there is a 'City Manager's Office' section with a menu including 'Staff Bios', '2011 Scottsdale Employee Survey' (highlighted), 'Government Relations', 'Scottsdale Overview', and 'Management Forums'. The main content area features a breadcrumb trail: '> Home Page > City Manager's Office > 2011 Scottsdale Employee Survey'. The title is '2011 Scottsdale Employee Survey'. It includes a 'Published' date of 9/27/2012 1:01:11 AM and a paragraph stating that in June 2011, the City of Scottsdale partnered with National Research Center to conduct a citywide employee survey. Below this, it explains that the city will use the survey data for organizational discussion and improvement. A list of download links is provided: 'Download the 2011 Employee Survey report (pdf/1.8mb/100pp)', 'Download the draft action plan', 'Download the Employee Survey Forum Handouts', 'Download the Employee Survey Forum Presentation', 'Download the Employee Survey Forum Presentation Supplements', 'Download the Report of Additional Feedback Received To Date', and 'Download the Executive Committee Agenda Packet and Draft Materials'.

- 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



\* Key Drivers for Job Satisfaction

# National Employee Survey

## ACTION PLAN

### Overarching Goal

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

### Strategic Direction Consistent with Employee Values

- |  |   |   |  |
|--|---|---|--|
| A. Listen, communicate, and take appropriate action to resolve concerns. | B. Encourage continuous learning and career growth. | C. Make decisions with integrity using a collaborative process. | D. Respect employees by recognizing their contributions and performance. |
|--|---|---|--|

### Areas for Improvement Identified in the Employee Survey

- |   |  |   |   |
|---|--|---|---|
| 1. Listen to employee opinions  | 1. Provide adequate opportunities for career advancement                     | 1. Communicate the City's strategic direction, vision, mission and values | 1. Reward high performing employees   |
| 2. Communicate information in a timely manner   | 2. Coach or mentor new employees   | 2. Model standards of ethical behavior and the Employee Values            | 2. Deal with low performing employees by applying discipline fairly and consistently      |
| 3. Send out information that helps employees to understand the problems, issues and opportunities facing the City | 3. Provide opportunities that help employees to develop knowledge and skills | 3. Welcome employee involvement in decision-making                        | 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 | 1. Commit to advertising all vacancies at least internally to ensure all interested and qualified employees have an opportunity to apply                             | 1. Work with the Council to set up a working session to review and affirm the City's mission and priorities  | 1. Revise and identify funding for Superior Performance and Employee Awards programs to recognize and reward high performance                    |
| 2. Develop and implement citywide and division employee communication plans, in conjunction with the Office of Communication                                     | 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 | 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 | 2. Revise and simplify performance review process to ensure employee evaluations are fair, consistent, timely, and useful                        |
| 3. Send out recaps of presentations on City issues from Management Forums and Executive Team meetings to all employees   | 3. Analyze, revise and identify funding for training and tuition assistance programs to support the professional development of city employees                       | 3. Explore ways to increase employee involvement in decision-making processes, and implement the best ideas.   | 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 La Mazza, Alan Rodbell, David Smith, and Dan Worth

Janet Cornell, Brad Hartig (team leader), Carolyn Jagger, Velicia McMillan, Dave Richert and Terry Welker

Kroy Ekblaw, Helen Gándara, 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





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**PHOENIX**

*Maricopa County*

OCTOBER 7-10, 2012