newmeasures

SANDY CITY
2023 EMPLOYEE ENGAGEMENT SURVEY RESULTS

Survey Administration: November 3 - 17, 2023

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Sandy
HEART OF THE WASATCH

AGENDA

01 Overall state of engagement

02 Strengths and opportunities

03 Where to focus

04 Engagement by demographic group

05 Summary and recommendations

WHAT IS EMPLOYEE ENGAGEMENT?

A feeling of **commitment** and **enthusiasm** for one's work that leads to a willingness to exert **discretionary effort**.

Employees plan to **stay** and **recommend** the organization to others

Employees **feel valued** and are **enthusiastic** about their work

Employees **believe in the future** of the organization

BUSINESS IMPACT

*TOP QUARTILE TEAMS HAVE:

37% LOWER ABSENTEEISM

25% LOWER TURNOVER
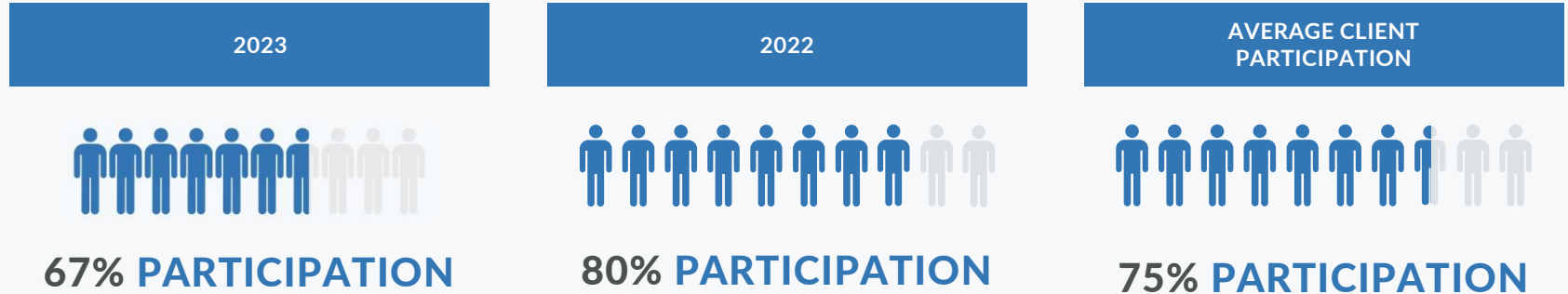
48% FEWER SAFETY INCIDENTS

10% HIGHER CUSTOMER METRICS

21% HIGHER PRODUCTIVITY

22% HIGHER PROFITABILITY

*Research by the Gallup organization

2023 PARTICIPATION

2023	2022	AVERAGE CLIENT PARTICIPATION

67% PARTICIPATION

80% PARTICIPATION

75% PARTICIPATION

YOU CAN BE 95% CONFIDENT THAT SURVEY SCORES ARE WITHIN +/- 2.4 POINTS OF WHAT THEY WOULD BE IF EVERYONE TOOK THE SURVEY

DATA PRIVACY & ANONYMITY THRESHOLD

- This survey was administered by a third party, Newmeasures, to ensure the confidentiality of employee responses.

- The survey results are confidential and presented in aggregate form.

- Administration does not have access to individual results.

- Anonymity Threshold: The data from the Employee Engagement Survey will only display if there 5 or more responses to each survey question (including the quantitative and qualitative/comment questions).

- If you see the message, "Too few responses" it means that there was not enough data available to meet the anonymity threshold.

SURVEY SCALE

1	2	3	4	5
Strongly Disagree	**Disagree**	**Neither Agree Nor Disagree**	**Agree**	**Strongly Agree**

% FAVORABLE

Definitions:
- **Senior Department Leadership:** your department head, assistant/deputy department head and division managers/command staff
- **City Leadership - Administration:** is the current Mayor, Deputy Mayor, the City Manager (Chief Administrative Officer), Deputy City Manager (Deputy Chief Administrative Officer), and Public Affairs & Public Information Officer
- **City Leadership - City Council:** is the current Sandy City Council

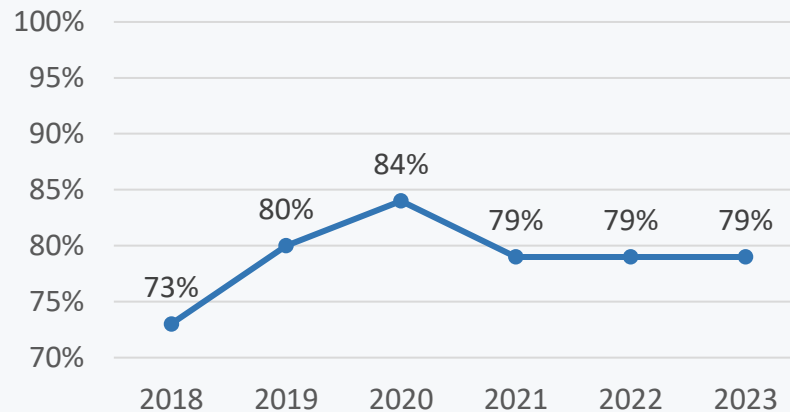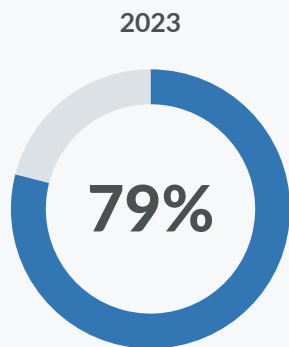# ENGAGEMENT REMAINS STEADY FROM 2021

06 Points

Is statistically significant when comparing years at the city-wide level

78th Percentile

The Global Norm includes 323 organizations and more than 1.1 million individual survey responses.

ENGAGEMENT INDEX

Monitor Engagement Index over time as the best indication of engagement trending

2023

79%

START WITH THE END IN MIND:
IMPROVE ENGAGEMENT OVER TIME

The Engagement Index is the single best indicator of engagement. Sandy City uses four measures of outcomes that signify engagement; high scores on these measures reflect employees who are highly engaged at work.

Name	Distribution ↓			2022	50th Percentile Global Norm	50th Percentile Industry Norm
Engagement Index	79%	11%	11%	0	+1	-
I feel like my role here has a purpose.	88%	6%	6%	-1	-1	+3
I intend to stay at Sandy City for at least the next 12 months.	83%	11%	6%	+2	0	-
I feel valued at work.	75%	10%	15%	-1	+2	-
I am confident I can achieve my career goals at this organization.	68%	16%	16%	+1	+1	-

INTENT TO STAY: FOLLOW-UP

Respondents were asked a follow-up question based on their response to the item, "I intend to stay at Sandy City for at least the next 12 months."

FAVORABLE RESPONSE (83%, +2)

What are the most important reasons you continue to work for Sandy City? (N=295)

UNFAVORABLE/NEUTRAL RESPONSE (17%)

Please indicate the top reasons why you may leave Sandy City within the next year. (N=59)

MY COWORKERS
N = 122 (41%)

MY WORK SCHEDULE
N = 95 (32%)

THE RETIREMENT BENEFITS
N = 75 (25%)

Intent to Stay

Select up to three

THE WORK ENVIRONMENT
N = 25 (42%)

LACK OF CAREER OPPORTUNITIES
N = 23 (39%)

DON'T FEEL VALUED OR APPRECIATED
N = 20 (34%)

HIGHEST SCORING ITEMS

6 POINTS IS STATISTICALLY SIGNIFICANT WHEN COMPARING YEARS AT THE CITY LEVEL

✓ **INCLUDES 4 OF SAME HIGH-SCORING ITEMS IN 2022**

Although, not statistically significant, each of the 4 high-scoring items from last year have declined.

✓ **INTENTIONS TO STAY ARE STRONG & HAVE IMPROVED**
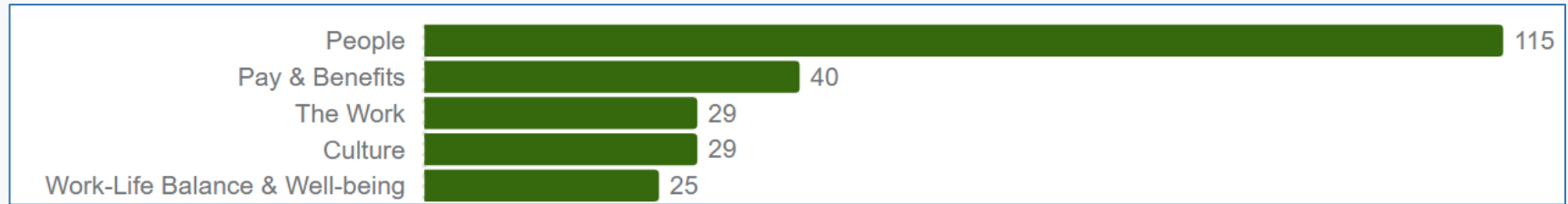
✓ **INTERACTIONS WITHIN THE DEPT ARE POSITIVE & RESPECTFUL**

However, less than half of respondents reported feeling that City Council contributes to a positive work culture where they feel valued and respected.

Name	Responses	Distribution ↓	2022	50th Percentile Global Norm	50th Percentile Industry Norm
I feel like my role here has a purpose.	356	88% 6%	-1	-1	+3
My work is challenging and interesting.	357	86% 10%	-3	+5	-
My interactions with other members of my department are positive.	357	85% 9%	-3	-5	-
I intend to stay at Sandy City for at least the next 12 months.	356	83% 11%	+2	0	-
My coworkers treat each other with respect.	357	83% 8% 9%	-1	-2	-

COMMENT THEMES: WHAT DO YOU ENJOY MOST ABOUT WORKING FOR THE CITY?

The bar chart below describes the number of qualitative/open-ended comments that fall into each of the most common topic categories (N=227).

Category	Count
People	115
Pay & Benefits	40
The Work	29
Culture	29
Work-Life Balance & Well-being	25

People (Actual comments):

- I love my job and what I do. I'm proud to work for Sandy and help the community. Also, the co-workers are pretty much the best.
- Its a good city with good employees. Most of whom want to do the best they can for the citizens of this city.
- My coworkers and the support I get from them.
- I get to work with motivated, positive and capable people every day.
- My coworkers are amazing people. My department has some of the hardest working people who genuinely care about their jobs and creating beautiful spaces for our citizens.

Pay & Benefits (Actual comments):

- The city does fun things for their employees. I also receive a reasonable wage for my experience and age.
- ...a consistent paycheck and benefits.
- The PTO program is excellent.
- The benefits and retirement plans that are offered.
- I really like all of the activities that the city puts on to come together. These are fun and are a nice break. Also, the benefits are great, and I try to utilize as many as I can.
- I appreciate the variety of benefits that city offers.

LOWEST SCORING ITEMS

6 POINTS IS STATISTICALLY SIGNIFICANT WHEN COMPARING YEARS AT THE CITY LEVEL

✓ **PERCEPTIONS OF CITY COUNCILS' CONTRIBUTION TO BUILDING A POSITIVE & SUPPORTIVE WORK ENVIRONMENT CONTINUES TO BE THE GREATEST OPPORTUNITY**

✓ **ABOUT HALF OF EMPLOYEES REPORTED ADMINISTRATION IS OPEN & RESPONSIVE TO IDEAS AND COMMUNICATE NECESSARY INFORMATION**
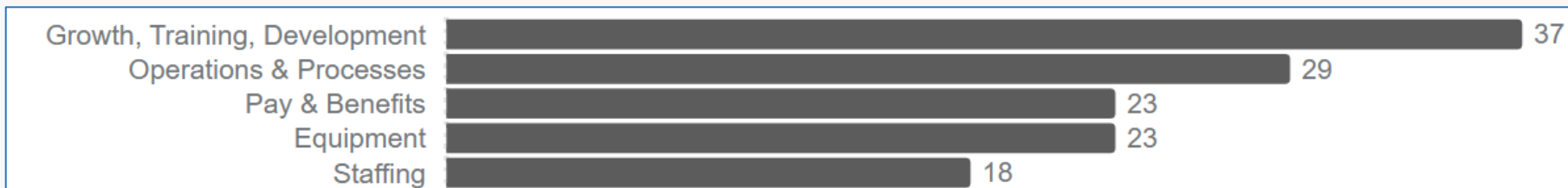
✓ **LARGE % NEUTRAL RESPONSES**

> 20% neutral

Name	Responses	Distribution ↑			2022	50th Percentile Global Norm	50th Percentile Industry Norm
The City Council contributes to a positive work culture.	352	35%	39%	25%	-3	-	-
I feel valued and respected by the City Council.	350	45%	35%	19%	0	-	-
The City Council supports employees to perform their jobs effectively.	351	47%	34%	19%	-1	-	-
Administration is open and responsive to ideas from employees.	357	48%	39%	13%	-13	-11	-
Administration effectively communicates the information I need to know.	357	53%	35%	13%	-10	-10	-2

COMMENT THEMES: WHAT ONE SPECIFIC SUGGESTION DO YOU HAVE TO IMPROVE YOUR WORK?

The bar chart below describes the number of qualitative/open-ended comments that fall into each of the most common topic categories (N=174)

Category	Count
Growth, Training, Development	37
Operations & Processes	29
Pay & Benefits	23
Equipment	23
Staffing	18

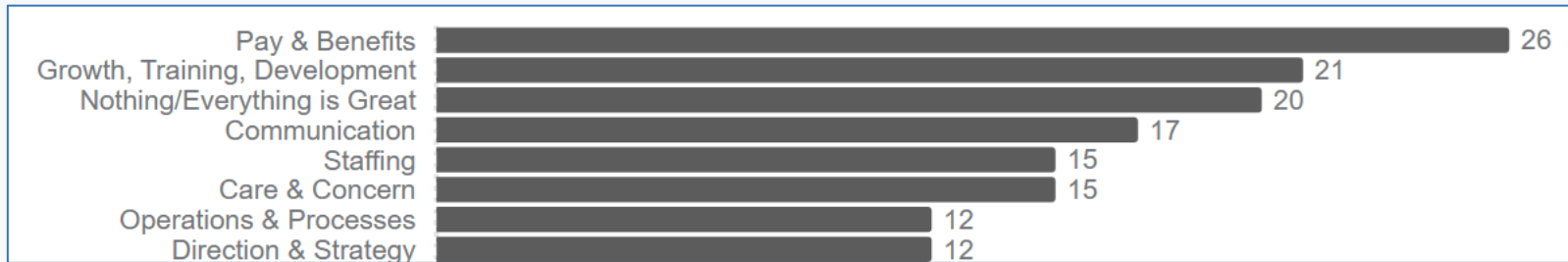**Growth, Training, & Development (Actual comments):**

- Create more opportunities to support and train manager-level positions.
- More cross trainings about the city itself-different divisions & what they do.
- I think trainings should be more closely addressed. Certain trainings that are city wide, sometimes feel they are more appropriate for those at city hall or in the office setting.
- Continue to support us in our opportunities to attend trainings and courses. Having to find trades or using PTO to attend a course does not encourage growth. It would be nice for that to be covered time.
- I wished there were more mentorship opportunities - both giving and receiving. There doesn't seem to be anyone that wants to take on these roles anymore.

Operations & Processes (Actual comments):

- Sleep policy adjustment.
- The payroll system and PAF system is not working and we are all just "dealing" with it.
- Provide the technology needed to be efficient and successful. I understand budget constraints, but printers and computers that work correctly is pretty important to getting our job done well and on time.
- Streamline contracts by simplifying contracts into fillable forms based on projects or categories that can be used to turn in for review.
- Fix the phone system and also training our information desk staff to properly route calls. Customers are frustrated with being routed to multiple departments that are all incorrect.

COMMENT THEMES: WHAT IS ONE THING THE ADMINISTRATION CAN DO TO HELP IMPROVE YOUR WORK EXPERIENCE?

The bar chart below describes the number of qualitative/open-ended comments that fall into each of the most common topic categories (N=167).

Category	Count
Pay & Benefits	26
Growth, Training, Development	21
Nothing/Everything is Great	20
Communication	17
Staffing	15
Care & Concern	15
Operations & Processes	12
Direction & Strategy	12

Pay & Benefits (Actual comments):

- Create a better relationship with the city council so items such as compensation can be handled more effectively.
- Continue to fight for us. Keep our pay and benefits competitive with the surrounding departments.
- I appreciate the luncheons and burger burns that the city hosts for its employees; however, as I have mentioned in years past, these work really well for the regular employee that is Monday - Friday 8:00 - 5:00. There are departments and employees that work varies hours and days that do not align with these events.

Growth, Training, & Development (Actual comments):

- Allow frequent anonymous feedback about other departments. We cannot currently give feedback about how other employees impact us without retribution.
- Consider in house promotional opportunities before looking outside. There seems to be some big inconsistencies in this area depending on who you are and what department you are part of.
- Constant support and funding for training and future tech upgrades.
- Reduce the amount of online training. Some of the topics could be better addressed budling into short semi-annual HR session in person.

BIGGEST CHANGES SINCE 2022

1 item improved significantly, 3 items had no change, and 18 items decreased (5 significantly).

QUESTION	2023	2022	INDUSTRY NORM
I feel my pay is competitive relative to those in similar positions at similar organizations.	63%	+11	--
My supervisor supports me in my career growth and development.	76%	-6	+3
My supervisor sets clear goals and expectations.	77%	-6	-3
The Administration contributes to a positive work culture.	62%	-7	--
Administration effectively communicates the information I need to know.	53%	-10	-2
Administration is open and responsive to ideas from employees.	48%	-13	--

TWO-WAY COMMUNICATION

TWO-WAY COMMUNICATION: BY DEPARTMENT

Perceptions of two-way communication differ between leadership groups and departments. Community Development employees reported the highest favorability scores across leadership groups while the largest opportunities to improve perceptions of communication exist between the Administration and Parks and Recreation and Police Departments.

Comparison: **Sandy City Overall**	Breakout: Department	Sandy City Overall	ADMINISTRATION	ADMIN SERVICES	CITY ATTORNEY	COMM DEVELOPMENT	FIRE	JUSTICE COURT	PARKS AND REC	POLICE	PUBLIC UTILITIES	PUBLIC WORKS
Response Counts		357	11	35	14	28	72	14	39	85	29	24
❯ Two-Way Communication: Supervisor		**80%**	91%	86%	86%	96% ^	85%	77%	64% ⌄	77%	79%	61% ⌄
❯ Two-Way Communication: Department Senior Leadership		**72%**	91%	69%	71%	100% ^	78%	77%	69%	59% ⌄	68%	58%
❯ Two-Way Communication: City Leadership - Administration		**50%**	55%	40%	57%	77% ^	75% ^	50%	31% ⌄	32% ⌄	50%	50%

LEGEND
Points above or below the comparison score

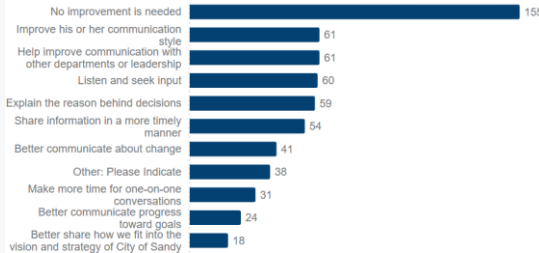| -15	-10	-5	0	+5	+10	+15
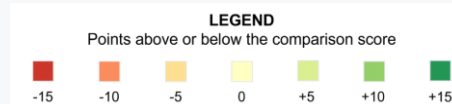
TWO-WAY COMMUNICATION: DETAILS

Employees were asked about their level of agreement with leaders effectively communicating the information they need to know and to describe one thing each group could do to improve communication.
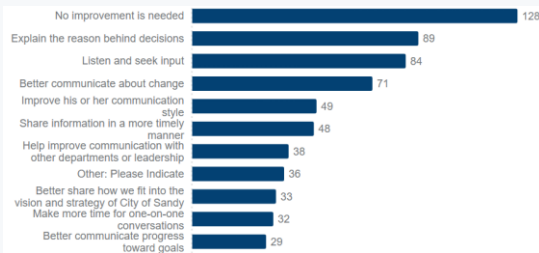
Supervisors

80%

| 80% | 11% | 9% |

2022
▼ 2

Category	Value
No improvement is needed	155
Improve his or her communication style	61
Help improve communication with other departments or leadership	61
Listen and seek input	60
Explain the reason behind decisions	59
Share information in a more timely manner	54
Better communicate about change	41
Other: Please Indicate	38
Make more time for one-on-one conversations	31
Better communicate progress toward goals	24
Better share how we fit into the vision and strategy of City of Sandy	18

"Other" Comment Themes:
- Communication style around body language and delivery
- Consistency of messages between shifts
- More follow-up on questions
- Desire for listening to understand about questions, concerns, or job role/duties

Department Senior Leadership

72%

| 72% | 13% | 15% |

2022
▲ 1

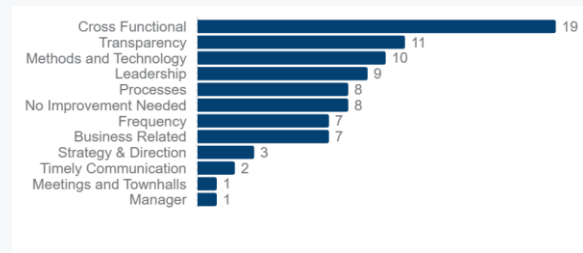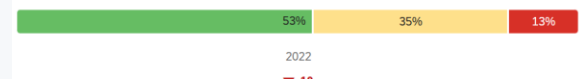| Category	Value
No improvement is needed	128
Explain the reason behind decisions	89
Listen and seek input	84
Better communicate about change	71
Improve his or her communication style	49
Share information in a more timely manner	48
Help improve communication with other departments or leadership	38
Other: Please Indicate	36
Better share how we fit into the vision and strategy of City of Sandy	33
Make more time for one-on-one conversations	32
Better communicate progress toward goals	29

"Other" Comment Themes:
- Desire for more understanding of the departments' responsibilities and function
- More communication about changes with those impacted by change
- Help with breaking down communication silos between departments and divisions
- Desire for more visibility and access to leaders

Administration

53%

| 53% | 35% | 13% |

2022
▼ 10

Category	Value
Cross Functional	19
Transparency	11
Methods and Technology	10
Leadership	9
Processes	8
No Improvement Needed	8
Frequency	7
Business Related	7
Strategy & Direction	3
Timely Communication	2
Meetings and Townhalls	1
Manager	1

"Other" Comment Themes:
- Concern about a culture of blame (how citizen complaints are handled)
- Consider ways to create more frequent check-ins (shift from reactive to proactive)
- More information on what is going on in the City and future direction/goals
- Uncertainty about who these leaders are and their roles – desire for more visibility.

WHERE TO FOCUS
KEY DRIVER ANALYSIS

WORK ON KEY DRIVERS FOR THE BIGGEST IMPACT

✓ Engagement drivers indicate the items that are most highly correlated with engagement.

✓ These are not necessarily the things you aren't doing well; they are the areas that will most impact engagement.

WORK ON KEY DRIVERS...

TO IMPROVE ENGAGEMENT

ENGAGEMENT DRIVERS

Driver rank order is based on the correlation with the Engagement Index. We suggest that you focus on these areas to have the biggest impact on engagement, especially items with lower % favorable scores.

Name	Distribution			2022	50th Percentile Global Norm	50th Percentile Industry Norm
* I have the opportunity to develop my skills at Sandy City.	72%	16%	12%	0	0	+4
* My supervisor supports me in my career growth and development.	76%	15%	9%	-6	+3	+3
* The senior leadership of my department is effective.	75%	14%	11%	-3	-	-
* My department senior leadership effectively communicates the information I need to know.	72%	13%	15%	+1	-3	-
My interactions with other members of my department are positive.	85%	9%		-3	-5	-

*Key Drivers in 2022

ENGAGEMENT BY DEMOGRAPHICS

ENGAGEMENT BY DEPARTMENT

Engagement varies by department. While there were no statistically significant changes in reported engagement from 2022, there are notable trends.

Departments with most YOY improvement:
- Parks and Recreation, +9 pts
- Public Works, +8 pts

Departments with biggest decrease since 2022:
- Police, -8 pts
- Administration, -4 pts

Most opportunity compared to City Overall for:
- Police (for 2022 and 2023)
- Public Works (2022 and 2023)
- Public Utilities (2022 and 2023)

Consider:
- *What changed for these departments since last year? Is there anything we can learn from them?*
- *Do these departments share commonalities? Challenges?*
- *What are the highest scoring departments doing differently?*

	Responses	2023	Change from '22
City Overall	**356**	**79%**	**0**
City Attorney	14	91%	-3
Community Development	28	87%	+2
Fire	71	86%	-1
Justice Court	14	82%	+2
Administration	11	82%	-4
Parks and Recreation	39	81%	+9
Administrative Services	35	81%	0
Public Utilities	29	81%	+1
Public Works	24	68%	+8
Police	85	66%*	-8

Differences from City Overall of 5 or more are highlighted in pink/green.
* Indicates statistically significant difference from City Overall.
Note: It is easier for smaller groups to get "extreme" scores

SUMMARY & NEXT STEPS

ENGAGEMENT STRENGTHS & OPPORTUNITIES

STRENGTHS

Overall engagement remains steady for the 3rd year and is at the 78th percentile compared to the Global Benchmark.

Employees enjoy working with their coworkers and feel coworkers treat each other with respect and trust. There is a belief that there is strong commitment by all to serving the city, community, and citizens. Employees truly want to make a positive difference and feel that their roles both have a purpose and are challenging and interesting.

Intentions to stay are strong and have improved by +2 points since 2022. The most important reasons employees stay is 1) their coworkers, 2) their work schedule, and 3) the retirement benefits.

Perceptions of competitive pay have increased significantly since 2022 (+11 points).

OPPORTUNITIES

Perceptions of City Councils' contribution to building a positive and supportive work environment continue to be the greatest opportunities. *High neutral responses and open-ended comments indicate that employees may need more visibility and clarity into who these leaders include and their roles/responsibilities.*

Recommendations:
- Support ways to enhance cross-functional communication between departments and divisions
- Consider ways to create more frequent check-ins (shift from reactive to proactive)
- More information on what is going on in the City and future direction/goals

Only half of respondents indicated favorable perceptions on two-way communication with City Leadership – Administration, particularly openness and responsiveness to ideas from employees.

WHERE TO **FOCUS**

IDENTIFY OPPORTUNITIES FOR
SKILL & CAREER DEVELOPMENT

Opportunities to develop skills and supervisor support for career growth and development continue to be key drivers of engagement at Sandy City. Enhancing opportunities for skill development will also drive stay intentions, feeling valued at work, and confidence in achieving career goals.

Recommendations:

- Have regular, meaningful, feedback conversations with employees.
- Seek to understand the career goals of employees and actively look for opportunities to help them accomplish their goals.
- Identify and communicate clear career paths, open positions, and the promotion process.
- Draw connections for employees between informal opportunities and skill development as well as career/professional growth.
- Address frequency/relevancy of current training programs.

ENHANCE VISIBILITY & COMMUNICATION
FROM DEPARTMENT SENIOR LEADERS

Focus on developing relationships between Department Senior Leadership and employees. Perceptions of the effectiveness of this leadership group overall, and especially around communication of information, will impact overall engagement.

Recommendations:

- Provide more understanding of the departments' responsibilities and function. Provide more visibility and access to leaders.
- Help with breaking down communication silos between departments and divisions.
- Help employees understand why the changes are necessary and important, and whenever possible, directly addressing employee concerns.
- Get input: Listen to employees by spending time in the field, when possible, to better understand day-to-day challenges.

RECOMMENDATIONS FOR NEXT STEPS

1 Thank You Message to All Employees

2 Present Results to Department Leadership

3 Share Highlights with Employees

4 Identify Areas of Improvement & Set Goals

5 Announce Action Plans

6 Continue to check in on progress

APPENDIX

COMMUNICATING SURVEY FINDINGS

To close the loop, share high-level findings from the survey with employees across the organization using a presentation/webinar from senior leaders and/or manager-facilitated team conversations.

STRENGTHS & OPPORTUNITIES

Highlight the top three strengths and bottom three opportunities identified in the survey feedback. Share themes that have emerged around individual survey topics.

FOCUS AREAS

Leveraging the key driver analysis, share what the organization intends to focus on improving or sustaining in the coming weeks and months.

BIGGEST CHANGES

If this was not the inaugural engagement survey, share how the feedback from this survey round has changed for the better or worse compared to past rounds. Emphasize changes that are statistically significant given the sample size.

NEXT STEPS

Share what employees can expect next, such as a meeting with their manager to talk about results specific to their team or department or periodic updates about organizational-level actions.

ACTING ON FEEDBACK

The Business Case:

- Employees in organizations that turn feedback into action "really well" are twice as engaged as those whose employer does not act on their feedback well.
- Employees who feel that their organization listens and acts on their feedback are four times more likely to stay.

Sustain Your Momentum

- Continue to connect upcoming actions or ongoing efforts to the feedback from this survey where possible.

- Celebrate the wins and sustaining high scores

- Involve employees in driving changes (e.g., create task forces or committees aligned with specific efforts or topics)

- Hold a formal mid-year review of the efforts and progress

- Schedule check-in opportunities to align on progress throughout the year and course correct as needed

- Add change check-in agenda items to regularly scheduled meetings

- Identify and remove barriers to change

- Coach managers on how to process employee feedback, create action plans, and role model change behaviors

- Share best practices and success stories across the organization
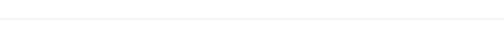
SURVEY DIMENSIONS

TWO-WAY COMMUNICATION: SUPERVISOR

Name	Distribution ↓			2022	2021	50th Percentile Global Norm	50th Percentile Industry Norm
▼ Two-Way Communication: Supervisor	80%	11%	9%	-2	-2	-3	+3
My direct supervisor effectively communicates the information I need to know.	80%	11%	9%	-2	-2	-3	+3

MY DEPARTMENT

Name	Distribution ↓	2022	2021	50th Percentile Global Norm	50th Percentile Industry Norm
My Department	79% 12% 9%	-4	-4	-	-
My interactions with other members of my department are positive.	85% 9%	-3	-6	-5	-
My coworkers treat each other with respect.	83% 8% 9%	-1	-1	-2	-
My supervisor sets clear goals and expectations.	77% 12% 11%	-6	-5	-10	-3
My supervisor supports me in my career growth and development.	76% 15% 9%	-6	-8	+3	+3
The senior leadership of my department is effective.	75% 14% 11%	-3	-2	-	-

CONDITIONS TO DO BEST WORK

Name	Distribution ↓			2022	2021	50th Percentile Global Norm	50th Percentile Industry Norm
Conditions to Do Best Work	75%	13%	12%	-2	-5	+4	-
My work is challenging and interesting.	86%	10%		-3	-4	+5	-
I am able to effectively manage my current workload.	77%	10%	13%	-3	-7	+15	+18
I have the opportunity to develop my skills at Sandy City.	72%	16%	12%	0	-5	0	+4
I receive the training I need to do my job well.	72%	17%	11%	-5	-8	+2	+16
I have the equipment and resources I need to do my current role.	70%	12%	17%	0	-1	-1	+20

TWO-WAY COMMUNICATION: DEPARTMENT SENIOR LEADERSHIP

Name	Distribution ↓			2022	2021	50th Percentile Global Norm	50th Percentile Industry Norm
Two-Way Communication: Department Senior Leadership	72%	13%	15%	+1	-5	-3	-
My department senior leadership effectively communicates the information I need to know.	72%	13%	15%	+1	-5	-3	-

CITY LEADERSHIP: ADMINISTRATION

Name	Distribution ↓			2022	2021	50th Percentile Global Norm	50th Percentile Industry Norm
City Leadership - Administration	65%	22%	13%	-5	-2	-	-
The Administration supports employees to perform their jobs effectively.	68%	21%	11%	-5	-4	-	-
I feel valued and respected by the Administration.	65%	24%	11%	-4	+1	-12	-
The Administration contributes to a positive work culture.	62%	22%	16%	-7	-4	-19	-

PAY & PROGRAMS

Name	Distribution ↓			2022	2021	50th Percentile Global Norm	50th Percentile Industry Norm
Pay and Programs	63%	22%	16%	+11	+8	+9	-
I feel my pay is competitive relative to those in similar positions at similar organizations.	63%	22%	16%	+11	+8	+9	-

TWO-WAY COMMUNICATION: CITY LEADERSHIP - ADMINISTRATION

Name	Distribution ↓			2022	2021	50th Percentile Global Norm	50th Percentile Industry Norm
Two-Way Communication: City Leadership - Administration	50%	37%	13%	-11	-7	-11	-
Administration effectively communicates the information I need to know.	53%	35%	13%	-10	-4	-10	-2
Administration is open and responsive to ideas from employees.	48%	39%	13%	-13	-10	-11	-

CITY LEADERSHIP: CITY COUNCIL

Name	Distribution ↓			2022	2021	50th Percentile Global Norm	50th Percentile Industry Norm
City Leadership - City Council	42%	36%	21%	-1	+15	-	-
The City Council supports employees to perform their jobs effectively.	47%	34%	19%	-1	+16	-	-
I feel valued and respected by the City Council.	45%	35%	19%	0	+16	-32	-
The City Council contributes to a positive work culture.	35%	39%	25%	-3	+14	-46	-