



# *2011 City of San Antonio Employee Survey*

## **Appendix B: Selected Percentages by Department**

*Submitted to*

*The City of San Antonio*



725 W. Frontier Circle

Olathe, KS 66061

(913) 829- 1215

September 2011

## Level of Agreement with the Following Equipment and Resources Statements

Sum of Strongly Agree and Agree Responses  
by percentage of respondents (excluding don't knows)

Department	Q1. I have the equipment I need to do my job well	Q2. The equipment I use is well-maintained	Q3. Repairs to the equipment I need to do my job are completed in a timely manner	Q4. Facilities are well maintained in my work area	Q5. Job vacancies are filled in a timely manner	Q6. We have enough staff in my department to do our job	Q7. The technology that is available in my department meets my needs	Q8. Overall, I am satisfied with the quality and availability of equipment & resources in my department
<b>Total</b>	<b>58.9</b>	<b>56.2</b>	<b>42.4</b>	<b>56.4</b>	<b>24.1</b>	<b>28.7</b>	<b>45.1</b>	<b>44.2</b>
Animal Care Services	33.4	44.4	29.6	49.1	11.3	13.0	37.0	23.6
Aviation	49.2	50.3	39.1	41.9	14.2	27.3	36.0	35.8
Capital Improvements Management Services	64.7	71.8	58.9	66.3	32.0	37.5	48.9	51.7
Center City Development Office	50.0	0.0	50.0	50.0	0.0	0.0	50.0	50.0
Communications and Public Affairs	61.6	53.9	38.5	53.9	53.9	46.2	53.9	53.9
Code Enforcement	63.0	70.0	52.0	65.9	28.2	20.3	43.1	48.4
Community Initiatives	63.3	57.6	48.7	55.4	13.9	21.2	52.1	50.5
Convention & Visitors Bureau	77.4	65.2	59.1	73.0	22.7	53.3	59.5	67.5
Convention Sports and Entertainment Facilities	48.5	38.9	34.5	58.2	17.8	18.7	38.3	31.6
Customer Service/311	75.0	66.1	69.6	83.7	32.2	32.1	67.8	59.0
Development Services	55.8	64.5	45.7	72.2	12.8	20.5	45.7	48.9
Downtown Operations	49.3	47.4	43.2	41.1	26.0	37.1	37.0	37.8
Finance	84.9	79.1	58.8	76.1	13.4	41.5	60.0	61.1
Fire/EMS	74.1	67.3	46.8	61.9	52.5	53.4	58.1	61.9
Human Resources	68.5	63.1	57.2	53.3	28.4	28.2	54.4	51.1
Information Technology Services	62.1	65.0	51.5	46.2	5.3	16.3	52.9	41.6
Intergovernmental Relations	100.0	66.6	33.3	100.0	100.0	66.7	100.0	100.0
International Relations Office	66.6	33.3	50.0	100.0	33.3	0.0	100.0	66.7
International and Economic Development	66.7	61.1	38.9	88.9	11.1	27.8	66.7	66.7
Library	65.7	50.7	44.1	57.3	14.0	19.9	50.7	45.3
SA Metropolitan Health District	66.0	63.3	51.0	48.4	20.0	25.4	51.3	49.0
Municipal Court	50.7	42.5	36.4	44.8	21.9	30.3	37.5	35.9
Office of the City Attorney	79.7	74.3	62.5	65.3	37.6	47.9	68.5	74.6
Office of the City Auditor	78.9	73.7	44.5	61.1	47.4	63.1	57.9	57.9
Office of the City Clerk	60.0	80.0	80.0	50.0	66.6	10.0	50.0	50.0
Office of the City Council	100.0	87.5	100.0	100.0	25.0	75.0	87.5	75.0
Office of the City Manager	86.4	86.4	77.3	90.9	57.1	63.6	72.8	81.8
Office of Cultural Affairs	88.9	33.3	33.3	100.0	11.1	33.3	44.4	55.6
Office of Environmental Policy	81.3	75.1	50.1	68.8	12.6	37.5	62.6	68.8
Office of Historic Preservation	42.9	42.9	28.6	71.4	0.0	42.9	42.9	42.9
Office of Management & Budget	84.9	72.7	50.0	66.7	9.1	31.2	54.6	60.6
Office of the Mayor	100.0	100.0	100.0	100.0	100.0	50.0	100.0	100.0
Office of Military Affairs	100.0	100.0	100.0	100.0	50.0	100.0	100.0	100.0
Parks and Recreation	58.9	58.6	40.0	61.8	17.4	27.1	43.7	44.6
Planning and Community Development	59.0	65.6	48.3	70.0	15.5	20.4	54.1	49.1
Police	44.5	43.4	28.8	54.0	18.4	14.5	29.6	29.0
Public Works	50.8	50.4	39.1	46.3	13.1	16.5	33.7	32.3
Purchasing & General Services	57.6	65.2	48.3	70.6	8.1	16.2	42.4	35.3
Solid Waste Management	60.8	57.7	40.9	54.7	30.8	42.9	50.9	47.6
Other	48.2	50.6	45.1	39.7	20.1	24.1	37.8	39.7
None Chosen	60.3	56.7	43.0	53.9	25.6	32.1	48.4	45.3

### Level of Agreement with the Following Work Environment Statements

Sum of Strongly Agree and Agree Responses  
by percentage of respondents (excluding don't knows)

Department	Q9. My co-workers treat me with respect	Q10. My immediate supervisor treats me with respect	Q11. I am comfortable expressing my opinions about work related issues to my immediate Supervisor	Q12. Executive Staff/Comm and Staff in my department listen to employees	Q13. Conflict between co-workers is resolved effectively	Q14. Conflict between managers/supervisors and employees are resolved effectively	Q15. Assignments in my department are distributed fairly	Q16. Poor job performance is dealt with effectively by managers/supervisors in my work unit	Q17. Work Safety is continually emphasized in my department	Q18. Overall, I am satisfied with the working environment in my department
<b>Total</b>	<b>81.6</b>	<b>81.2</b>	<b>74.1</b>	<b>46.6</b>	<b>52.5</b>	<b>48.5</b>	<b>50.1</b>	<b>40.4</b>	<b>63.6</b>	<b>60.2</b>
Animal Care Services	64.8	83.3	75.9	27.4	32.1	22.6	32.8	30.2	46.1	35.2
Aviation	78.5	73.6	68.4	35.4	39.4	37.9	47.3	34.4	60.6	49.3
Capital Improvements Management Services	81.5	83.1	75.9	54.6	43.8	45.6	58.8	38.9	57.5	68.1
Center City Development Office	50.0	100.0	50.0	50.0	100.0	50.0	50.0	50.0	0.0	100.0
Communications and Public Affairs	84.7	76.9	69.2	50.0	58.3	38.5	69.3	46.2	38.5	38.5
Code Enforcement	84.3	81.6	71.4	34.7	44.7	41.6	39.3	43.9	43.3	43.6
Community Initiatives	84.6	80.2	72.1	53.3	56.4	50.5	47.2	39.9	56.4	59.1
Convention & Visitors Bureau	84.1	84.2	77.3	59.6	53.8	46.7	55.5	43.0	55.0	73.0
Convention Sports and Entertainment Facilities	67.1	61.6	51.5	29.9	32.2	31.1	37.2	35.5	50.2	43.5
Customer Service/311	78.9	73.7	68.4	58.2	62.7	46.2	43.8	66.0	64.9	59.6
Development Services	83.5	78.9	70.1	48.6	50.3	47.0	50.4	40.2	49.3	56.1
Downtown Operations	77.5	76.0	70.3	43.9	47.3	41.9	43.8	35.1	55.5	49.0
Finance	88.1	86.8	80.9	61.0	65.7	60.3	55.2	54.0	46.0	68.7
Fire/EMS	92.2	92.9	89.8	63.7	70.9	64.8	65.3	49.1	88.6	83.3
Human Resources	80.4	70.7	57.6	33.3	37.9	32.2	38.9	31.4	49.5	45.5
Information Technology Services	76.3	77.0	66.7	29.7	38.0	35.7	45.0	33.0	40.5	46.0
Intergovernmental Relations	100.0	100.0	100.0	100.0	0.0	0.0	66.7	0.0	100.0	100.0
International Relations Office	100.0	66.6	66.6	33.3	66.7	66.7	66.7	66.6	66.6	66.6
International and Economic Development	88.9	83.4	83.4	50.0	55.5	47.1	61.1	27.8	33.3	72.2
Library	78.9	83.8	77.4	47.5	49.5	48.6	57.8	39.1	57.7	62.3
SA Metropolitan Health District	77.4	76.8	71.3	38.1	37.9	37.3	46.0	39.7	55.2	53.7
Municipal Court	74.6	68.6	65.7	40.0	36.3	35.5	43.3	26.2	41.5	44.0
Office of the City Attorney	82.4	87.9	79.8	71.2	69.0	70.0	60.3	61.4	54.4	79.7
Office of the City Auditor	88.9	88.9	84.2	73.6	38.9	42.1	52.6	5.6	31.6	61.1
Office of the City Clerk	60.0	40.0	30.0	40.0	44.4	40.0	40.0	30.0	66.6	40.0
Office of the City Council	75.0	100.0	75.0	62.5	62.5	57.2	75.0	57.2	75.0	87.5
Office of the City Manager	90.9	90.9	86.4	81.9	76.2	89.4	72.7	79.0	66.7	100.0
Office of Cultural Affairs	77.8	66.6	66.7	44.4	11.1	25.0	77.8	37.5	37.5	62.5
Office of Environmental Policy	93.8	93.8	93.8	75.1	68.8	66.6	68.8	37.6	68.8	87.6
Office of Historic Preservation	57.2	85.7	57.1	50.0	60.0	66.7	57.2	40.0	66.7	71.5
Office of Management & Budget	81.8	90.9	81.8	43.8	61.3	59.3	57.6	42.8	50.0	66.7
Office of the Mayor	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	50.0	100.0
Office of Military Affairs	100.0	50.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Parks and Recreation	80.3	80.3	73.6	44.9	48.0	46.0	47.0	39.0	58.9	57.2
Planning and Community Development	75.4	70.5	72.2	43.1	43.8	46.6	42.4	30.0	37.3	55.0
Police	88.2	86.3	74.8	42.4	57.6	53.9	49.5	38.8	66.9	61.4
Public Works	73.7	75.4	70.7	38.3	47.1	40.4	41.8	36.1	65.2	48.8
Purchasing & General Services	72.0	70.6	57.1	35.6	37.0	25.2	37.4	35.4	49.2	42.7
Solid Waste Management	75.9	76.1	69.7	53.0	58.4	51.8	45.9	47.3	75.1	57.5
Other	67.0	72.8	73.6	35.6	41.0	41.6	41.1	34.5	56.9	47.7
None Chosen	76.5	79.5	71.4	45.4	50.4	45.5	48.2	37.8	60.3	58.1

<b>Level of Agreement with the Following <u>Employee Recognition</u> Statements</b>						
Sum of Strongly Agree and Agree Responses by percentage of respondents (excluding don't knows)						
Department	Q19. My immediate supervisor tells me when I do a good job	Q20. My work is appreciated by my immediate supervisor	Q21. My work is appreciated by Executive Team Staff/Comm and Staff in my department	Q22. Employees who perform well receive adequate recognition in my department	Q23. Rewards and recognition are distributed fairly in my department	Q24. Overall, I am satisfied with the level of employee recognition in my department
<b>Total</b>	<b>64.4</b>	<b>67.4</b>	<b>47.3</b>	<b>34.1</b>	<b>31.2</b>	<b>36.8</b>
Animal Care Services	57.4	63.6	39.7	25.4	17.3	27.3
Aviation	58.1	58.7	38.0	25.5	22.1	27.3
Capital Improvements Management Services	69.3	71.8	55.2	43.3	36.4	43.4
Center City Development Office	50.0	50.0	50.0	50.0	50.0	50.0
Communications and Public Affairs	61.6	69.3	50.0	50.0	53.9	53.9
Code Enforcement	68.0	72.6	35.0	29.2	25.6	29.1
Community Initiatives	66.4	69.0	53.4	35.9	34.3	38.6
Convention & Visitors Bureau	69.3	73.2	51.1	51.1	46.4	47.4
Convention Sports and Entertainment Facilities	46.0	51.1	35.9	15.0	16.0	21.1
Customer Service/311	52.6	57.2	59.3	48.1	40.0	43.8
Development Services	63.8	63.0	50.7	42.8	36.5	42.8
Downtown Operations	57.4	58.8	46.4	32.4	31.1	30.3
Finance	55.4	66.1	47.6	35.4	33.9	42.2
Fire/EMS	81.8	84.9	62.6	43.3	41.7	50.6
Human Resources	52.1	54.4	36.5	26.1	22.4	25.6
Information Technology Services	53.5	61.5	30.8	16.8	12.0	18.0
Intergovernmental Relations	66.6	66.6	66.6	100.0	33.3	66.6
International Relations Office	100.0	33.3	66.6	66.6	66.6	66.7
International and Economic Development	61.1	77.8	66.7	44.4	44.5	61.1
Library	63.5	71.3	47.7	34.1	32.7	39.1
SA Metropolitan Health District	60.0	62.7	46.0	28.0	24.0	28.3
Municipal Court	49.3	46.2	35.0	25.0	23.4	25.3
Office of the City Attorney	67.1	73.7	56.5	50.6	49.3	54.8
Office of the City Auditor	68.4	63.1	63.2	27.8	29.4	36.9
Office of the City Clerk	40.0	40.0	70.0	30.0	30.0	40.0
Office of the City Council	100.0	100.0	75.0	42.9	25.0	62.5
Office of the City Manager	90.4	95.2	90.5	63.6	68.2	77.3
Office of Cultural Affairs	77.7	77.7	77.8	33.3	22.2	33.3
Office of Environmental Policy	87.5	81.3	66.7	56.3	50.1	68.8
Office of Historic Preservation	71.4	71.4	71.5	42.9	33.4	50.0
Office of Management & Budget	87.9	81.8	51.6	57.6	46.9	45.4
Office of the Mayor	100.0	100.0	100.0	100.0	100.0	100.0
Office of Military Affairs	50.0	50.0	100.0	100.0	100.0	100.0
Parks and Recreation	63.7	65.7	45.3	27.4	25.1	31.9
Planning and Community Development	52.5	50.8	42.1	22.1	23.2	23.4
Police	64.8	67.1	39.8	36.7	33.1	37.5
Public Works	59.6	62.1	42.3	24.3	20.4	26.9
Purchasing & General Services	50.4	55.5	42.3	30.5	26.8	34.2
Solid Waste Management	60.5	62.3	56.4	40.5	40.0	43.2
Other	50.0	48.9	32.1	29.7	25.6	28.7
None Chosen	63.3	67.2	46.2	33.7	30.4	34.8

<b>Level of Agreement with the Following <u>Professional Development</u> Statements</b>						
Sum of Strongly Agree and Agree Responses by percentage of respondents (excluding don't knows)						
Department	Q25. I receive adequate training to do my job properly	Q26. The work I perform is evaluated fairly	Q27. I receive constructive feedback on my job performance from my immediate supervisor	Q28. My supervisor understands my career/job goals	Q29. I have a mentor at work	Q30. Overall, I am satisfied with the professional development opportunities that are available to me at the City
<b>Total</b>	<b>56.7</b>	<b>58.5</b>	<b>60.7</b>	<b>61.0</b>	<b>29.5</b>	<b>46.1</b>
Animal Care Services	41.8	45.3	52.8	43.6	25.4	38.9
Aviation	50.9	51.5	51.8	47.9	25.3	34.7
Capital Improvements Management Services	53.8	64.1	64.1	61.4	27.0	45.7
Center City Development Office	100.0	50.0	50.0	50.0	50.0	50.0
Communications and Public Affairs	61.6	61.6	53.9	61.6	45.5	38.5
Code Enforcement	45.7	51.6	65.6	67.8	38.4	44.8
Community Initiatives	49.5	55.5	61.5	57.5	28.1	46.9
Convention & Visitors Bureau	69.3	63.6	68.0	60.6	35.6	52.7
Convention Sports and Entertainment Facilities	41.7	38.4	38.4	41.4	17.2	29.9
Customer Service/311	66.7	66.6	68.4	63.6	36.6	52.6
Development Services	51.5	59.9	60.0	60.3	22.5	44.1
Downtown Operations	54.5	55.7	48.4	48.0	27.2	41.3
Finance	55.9	61.0	57.9	60.6	31.3	48.4
Fire/EMS	75.5	72.0	78.4	80.6	41.7	64.9
Human Resources	42.9	46.6	51.1	54.4	23.8	31.5
Information Technology Services	22.8	44.8	55.2	50.9	25.2	28.3
Intergovernmental Relations	33.3	66.6	66.6	66.6	66.6	33.3
International Relations Office	66.7	33.3	100.0	33.3	66.7	33.3
International and Economic Development	38.9	52.9	61.1	61.1	31.3	22.3
Library	62.3	64.5	58.6	65.0	26.2	47.1
SA Metropolitan Health District	54.9	60.8	58.4	59.7	24.5	38.4
Municipal Court	47.0	43.8	49.2	51.6	28.5	43.9
Office of the City Attorney	58.1	70.4	63.4	66.7	36.9	41.9
Office of the City Auditor	89.5	77.8	84.2	78.9	26.7	68.4
Office of the City Clerk	70.0	50.0	30.0	30.0	10.0	33.3
Office of the City Council	75.0	75.0	75.0	62.5	14.3	62.5
Office of the City Manager	54.6	90.9	77.3	86.3	59.1	72.7
Office of Cultural Affairs	55.5	55.6	66.6	66.6	22.2	33.3
Office of Environmental Policy	50.1	73.3	68.8	68.8	26.7	37.5
Office of Historic Preservation	71.5	57.2	57.2	71.4	42.9	42.9
Office of Management & Budget	45.4	69.7	81.8	78.8	48.4	45.5
Office of the Mayor	100.0	100.0	100.0	100.0	50.0	100.0
Office of Military Affairs	50.0	50.0	50.0	100.0	50.0	50.0
Parks and Recreation	56.5	55.3	58.4	57.8	25.8	46.5
Planning and Community Development	36.1	43.1	42.4	33.3	17.8	20.0
Police	61.7	63.1	63.4	65.7	28.2	49.6
Public Works	39.2	47.0	51.7	51.8	25.4	35.0
Purchasing & General Services	44.9	40.7	47.9	50.9	22.0	40.5
Solid Waste Management	66.7	55.4	56.9	54.0	32.9	49.3
Other	52.8	49.4	43.6	47.1	19.0	36.8
None Chosen	53.7	56.4	58.6	57.0	31.0	41.1

<b>Level of Agreement with the Following <u>Strategic Direction and Mission Accomplishment</u> Statements</b>								
Sum of Strongly Agree and Agree Responses by percentage of respondents (excluding don't knows)								
Department	Q31. I know my department's mission	Q32. Staff members in my department are organized effectively	Q33. Employees in my department are highly motivated about accomplishing our goals	Q34. My immediate supervisor gives me clear expectations for work assignments	Q35. My immediate supervisor makes good use of my time	Q36. I am committed to my job	Q37. I am proud to work for the City of San Antonio	Q38. Overall, I think the City is moving in the right direction
<b>Total</b>	<b>80.3</b>	<b>48.6</b>	<b>45.7</b>	<b>68.2</b>	<b>68.3</b>	<b>91.7</b>	<b>86.2</b>	<b>59.9</b>
Animal Care Services	83.4	20.4	22.7	51.9	64.8	92.6	77.8	39.6
Aviation	67.7	36.0	31.7	59.3	57.8	85.1	78.2	48.5
Capital Improvements Management Services	90.2	54.1	50.0	70.3	69.6	93.4	90.7	76.4
Center City Development Office	100.0	50.0	50.0	50.0	50.0	100.0	100.0	100.0
Communications and Public Affairs	77.0	46.2	46.2	77.0	84.7	100.0	100.0	61.6
Code Enforcement	79.9	46.4	31.2	74.2	77.0	93.7	89.7	63.2
Community Initiatives	87.1	48.1	48.4	63.2	67.6	94.9	88.0	67.8
Convention & Visitors Bureau	86.0	63.6	64.6	74.5	71.7	92.0	93.0	74.5
Convention Sports and Entertainment Facilities	72.1	36.1	28.7	55.2	55.3	88.6	85.6	53.7
Customer Service/311	87.7	63.2	48.2	73.7	73.7	92.9	93.0	75.5
Development Services	92.1	42.0	36.2	64.5	61.8	94.3	83.4	61.1
Downtown Operations	72.7	45.2	35.9	57.0	63.8	86.6	84.7	53.6
Finance	80.9	67.2	60.2	79.4	75.0	95.6	94.2	80.9
Fire/EMS	90.9	64.5	64.9	85.2	83.1	97.2	95.2	74.9
Human Resources	74.4	36.3	38.9	51.1	58.4	93.5	84.6	58.8
Information Technology Services	49.7	27.9	29.6	52.9	55.8	89.6	80.5	47.4
Intergovernmental Relations	100.0	100.0	66.7	66.6	33.3	100.0	100.0	100.0
International Relations Office	66.7	66.7	100.0	100.0	100.0	66.7	66.7	100.0
International and Economic Development	77.7	55.5	72.2	72.2	72.2	100.0	88.9	55.6
Library	81.4	56.1	50.8	69.2	69.4	93.2	81.3	62.2
SA Metropolitan Health District	83.6	51.2	41.4	64.2	64.4	90.7	82.4	47.0
Municipal Court	70.2	39.4	31.3	62.7	59.7	86.6	80.0	56.1
Office of the City Attorney	88.9	70.3	67.1	71.6	74.3	96.0	91.8	74.3
Office of the City Auditor	88.9	50.0	50.0	61.1	66.6	94.2	88.9	83.4
Office of the City Clerk	40.0	60.0	30.0	30.0	50.0	80.0	80.0	70.0
Office of the City Council	87.5	75.0	62.5	75.0	75.0	100.0	100.0	75.0
Office of the City Manager	81.8	81.8	81.8	86.3	95.2	100.0	90.9	90.9
Office of Cultural Affairs	100.0	77.8	55.6	66.7	77.7	100.0	100.0	100.0
Office of Environmental Policy	93.8	50.1	68.8	81.3	81.3	93.8	100.1	87.5
Office of Historic Preservation	85.7	71.5	85.7	71.5	71.5	71.4	71.4	71.5
Office of Management & Budget	75.8	63.7	57.5	66.6	66.7	81.9	90.9	69.7
Office of the Mayor	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Office of Military Affairs	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Parks and Recreation	78.0	42.5	40.2	65.1	62.6	90.5	86.5	55.1
Planning and Community Development	75.4	43.3	36.7	37.7	42.6	90.2	80.3	62.3
Police	82.6	49.4	44.4	72.8	72.1	92.1	86.2	55.8
Public Works	70.6	34.2	36.1	59.6	60.3	88.0	80.7	45.6
Purchasing & General Services	69.9	36.5	33.6	53.8	53.8	90.6	84.0	49.1
Solid Waste Management	81.3	47.8	46.8	65.5	67.6	92.9	88.2	66.9
Other	77.0	41.8	31.4	58.6	61.3	88.7	81.8	47.1
None Chosen	76.5	47.9	47.7	67.4	66.8	88.3	81.0	56.8

## Reliance on City Communication Tools

"A Lot" Responses Only  
by percentage of respondents (excluding no response)

Departments	Q39. Employee Newsletter	Q40. Governme nt access channel	Q41. Departme nt website	Q42. City website	Q43. COSA web	Q44. All COSA emails	Q45. Departme nt bulletin boards	Q46. City news releases	Q47. City Annual Report	Q48. Human Resources website	Q49. Departme nt newsletter	Q50. Other Communic ations Tool
<b>Total</b>	<b>12.9</b>	<b>4.2</b>	<b>38.2</b>	<b>46.2</b>	<b>48.1</b>	<b>49.1</b>	<b>17.5</b>	<b>13.5</b>	<b>9.3</b>	<b>15.3</b>	<b>17.5</b>	<b>12.5</b>
Animal Care Services	9.3	3.7	37.0	51.9	57.4	66.7	20.4	16.7	11.1	25.9	24.1	29.0
Aviation	15.9	4.4	33.6	46.3	43.2	45.6	11.8	13.6	9.8	16.3	19.3	13.4
Capital Improvements Management Services	13.0	5.4	47.8	69.4	67.9	74.5	7.6	14.1	12.5	21.7	31.5	17.4
Center City Development Office	0.0	0.0	0.0	100.0	100.0	100.0	0.0	0.0	0.0	0.0	0.0	100.0
Communications and Public Affairs	15.4	46.2	46.2	69.2	69.2	46.2	15.4	30.8	23.1	30.8	15.4	33.3
Code Enforcement	13.8	7.4	50.0	73.2	71.5	70.2	16.9	21.0	11.2	21.6	13.7	15.0
Community Initiatives	21.9	4.2	50.7	68.9	59.6	63.3	12.6	23.8	18.8	31.0	31.0	16.7
Convention & Visitors Bureau	18.9	2.2	53.3	46.2	39.8	42.9	5.6	21.7	12.1	20.9	17.4	12.5
Convention Sports and Entertainment Facilities	13.8	4.7	31.0	37.7	32.0	34.0	20.8	15.5	10.3	13.8	11.8	16.1
Customer Service/311	22.8	5.3	66.7	87.7	69.1	75.4	7.3	39.3	14.5	35.2	10.0	32.0
Development Services	24.6	2.9	62.3	60.3	65.7	74.5	9.4	18.2	13.1	16.1	38.2	22.0
Downtown Operations	18.4	4.7	32.6	44.5	30.6	27.3	22.8	15.0	17.0	19.9	27.1	12.1
Finance	19.1	8.8	29.9	51.5	65.2	72.1	7.4	12.3	16.4	16.4	7.7	5.3
Fire/EMS	3.8	1.5	34.4	37.3	47.1	49.0	15.5	6.3	4.0	3.8	14.5	7.7
Human Resources	33.0	3.3	65.9	72.5	83.5	75.3	6.7	26.1	12.2	58.4	41.8	24.1
Information Technology Services	14.4	1.7	26.6	43.4	54.9	61.5	5.8	15.5	8.0	19.5	15.2	14.5
Intergovernmental Relations	33.3	33.3	33.3	100.0	66.7	66.7	0.0	66.7	0.0	33.3	0.0	50.0
International Relations Office	33.3	33.3	33.3	66.7	66.7	66.7	0.0	66.7	33.3	33.3	0.0	50.0
International and Economic Development	22.2	0.0	44.4	66.7	66.7	55.6	0.0	5.6	5.6	22.2	0.0	0.0
Library	13.3	2.6	63.0	54.6	49.6	46.1	17.4	10.1	7.8	19.5	14.4	18.1
SA Metropolitan Health District	18.2	2.0	34.2	52.2	52.7	56.4	11.5	15.3	10.5	21.0	14.5	13.8
Municipal Court	16.7	1.5	40.9	51.5	40.0	51.5	12.1	9.2	4.5	13.8	10.6	9.1
Office of the City Attorney	21.6	2.7	39.2	69.9	66.2	71.6	9.5	21.6	16.2	16.2	29.7	26.5
Office of the City Auditor	22.2	0.0	61.1	66.7	88.9	77.8	5.6	16.7	27.8	22.2	0.0	25.0
Office of the City Clerk	10.0	0.0	50.0	70.0	70.0	50.0	0.0	30.0	20.0	10.0	10.0	0.0
Office of the City Council	12.5	12.5	100.0	100.0	100.0	75.0	0.0	50.0	12.5	25.0	0.0	0.0
Office of the City Manager	27.3	4.8	33.3	75.0	80.0	63.2	10.0	42.1	5.0	31.6	11.1	0.0
Office of Cultural Affairs	33.3	11.1	88.9	77.8	77.8	88.9	11.1	0.0	0.0	11.1	44.4	0.0
Office of Environmental Policy	6.3	6.3	68.8	87.5	81.3	75.0	6.3	12.5	12.5	12.5	18.8	16.7
Office of Historic Preservation	28.6	0.0	57.1	42.9	57.1	42.9	0.0	28.6	14.3	14.3	57.1	0.0
Office of Management & Budget	21.2	6.1	51.5	66.7	75.8	57.6	6.1	9.1	12.1	24.2	3.0	9.1
Office of the Mayor	0.0	0.0	50.0	0.0	50.0	100.0	0.0	50.0	50.0	0.0	0.0	0.0
Office of Military Affairs	50.0	0.0	50.0	50.0	50.0	100.0	50.0	50.0	0.0	50.0	50.0	0.0
Parks and Recreation	15.3	5.3	39.1	49.5	44.2	46.0	14.2	14.5	11.5	17.2	18.4	14.1
Planning and Community Development	25.8	3.2	45.2	63.9	63.9	74.2	6.6	22.6	12.9	14.5	11.5	4.8
Police	7.4	1.9	31.9	31.7	46.4	45.9	33.1	7.9	4.1	6.7	15.5	9.4
Public Works	13.4	7.2	27.7	41.9	36.7	37.3	13.2	14.1	10.3	18.0	14.4	11.8
Purchasing & General Services	20.9	14.0	38.3	53.9	42.6	41.6	20.5	24.3	14.9	21.1	23.9	16.7
Solid Waste Management	15.0	9.8	36.2	43.1	34.4	33.9	24.2	19.0	18.1	21.8	19.4	14.1
Other	17.2	5.7	23.5	40.5	32.9	36.0	17.6	14.1	10.8	15.3	14.1	15.8
None Chosen	12.9	5.7	39.5	48.0	48.2	46.3	12.7	14.2	9.0	17.2	15.6	12.9

## Ratings of City Communication Tools

Sum of Excellent and Good Responses

Ratings by those who rely on the following City Communication Tools either "A Lot" or "A Little" (excluding no response)

Departments	Q39. Employee Newsletter	Q40. Governme nt access channel	Q41. Departme nt website	Q42. City website	Q43. COSA web	Q44. All COSA emails	Q45. Departme nt bulletin boards	Q46. City news releases	Q47. City Annual Report	Q48. Human Resources website	Q49. Departme nt newsletter	Q50 Other communi cations tool
<b>Total</b>	<b>68.0</b>	<b>46.1</b>	<b>75.7</b>	<b>82.9</b>	<b>79.9</b>	<b>79.9</b>	<b>58.3</b>	<b>61.7</b>	<b>58.0</b>	<b>62.0</b>	<b>63.8</b>	<b>50.4</b>
Animal Care Services	58.3	44.8	68.4	85.7	83.4	85.3	56.4	54.3	38.2	59.4	52.6	47.4
Aviation	61.4	43.2	67.2	76.3	78.8	77.8	44.6	56.8	55.3	59.9	63.5	43.2
Capital Improvements Management Services	81.5	54.2	80.9	88.3	83.4	89.7	51.1	70.3	72.7	69.8	84.2	64.2
Center City Development Office	50.0	50.0	0.0	100.0	100.0	50.0	50.0	0.0	0.0	50.0	0.0	100.0
Communications and Public Affairs	71.5	87.5	62.5	88.9	100.0	62.5	42.9	87.5	75.0	75.0	50.0	50.0
Code Enforcement	69.3	45.9	83.9	91.0	84.5	82.2	44.8	61.9	53.9	66.6	48.9	41.7
Community Initiatives	82.0	64.5	80.8	91.3	82.7	88.7	51.4	71.1	72.0	75.8	78.3	54.3
Convention & Visitors Bureau	75.4	47.9	87.3	81.7	86.8	81.7	58.6	76.5	75.0	71.0	72.1	47.3
Convention Sports and Entertainment Facilities	54.2	36.7	66.8	78.0	69.5	63.2	51.0	52.3	48.6	51.3	41.9	43.2
Customer Service/311	76.5	56.8	77.5	88.4	86.5	88.2	48.9	75.0	72.4	80.0	48.8	50.0
Development Services	76.4	39.0	79.7	81.8	79.5	83.8	50.5	57.0	61.1	58.3	68.4	51.3
Downtown Operations	67.0	50.0	69.1	78.9	71.0	67.0	61.8	63.5	66.3	69.8	64.7	50.9
Finance	86.5	65.9	59.3	86.4	84.7	93.4	61.3	86.3	86.6	73.6	60.0	50.0
Fire/EMS	67.6	42.8	83.6	85.8	87.1	86.0	68.8	63.6	58.9	55.5	72.2	55.8
Human Resources	93.0	56.4	88.4	93.1	92.0	91.6	47.7	73.7	65.2	90.4	79.0	73.7
Information Technology Services	65.8	43.8	57.5	82.6	75.8	81.6	38.3	60.7	58.2	66.9	53.0	44.0
Intergovernmental Relations	100.0	100.0	100.0	100.0	50.0	100.0	0.0	66.6	100.0	100.0	100.0	100.0
International Relations Office	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	0.0	100.0
International and Economic Development	80.0	27.3	75.1	93.8	81.3	81.3	8.3	56.3	68.8	68.8	11.1	0.0
Library	71.4	43.2	81.1	80.6	75.8	80.9	59.1	63.2	57.7	65.6	65.0	52.9
SA Metropolitan Health District	77.3	43.2	75.2	85.9	83.8	83.3	55.6	71.3	56.3	73.0	59.1	58.3
Municipal Court	75.5	50.0	75.5	82.2	82.3	75.0	47.9	69.4	55.5	66.7	52.3	43.3
Office of the City Attorney	82.0	68.7	81.5	92.0	86.7	89.0	67.3	80.7	78.8	76.4	83.0	85.0
Office of the City Auditor	83.4	72.7	77.8	100.0	88.9	94.5	46.2	86.7	87.6	70.6	63.6	80.0
Office of the City Clerk	75.0	80.0	100.0	100.0	100.0	100.0	57.1	75.0	85.7	100.0	100.0	100.0
Office of the City Council	100.0	100.0	100.0	100.0	100.0	100.0	50.0	100.0	66.7	100.0	50.0	50.0
Office of the City Manager	94.8	63.2	85.0	85.0	78.9	94.8	58.8	79.0	88.9	70.6	64.7	71.5
Office of Cultural Affairs	100.0	75.0	100.0	100.0	100.0	87.5	0.0	37.5	25.0	87.5	87.5	0.0
Office of Environmental Policy	80.0	75.0	86.7	93.3	86.6	93.3	46.2	64.3	78.6	66.6	80.0	100.0
Office of Historic Preservation	66.7	50.0	71.4	57.2	57.2	71.5	50.0	42.9	40.0	71.4	100.0	0.0
Office of Management & Budget	80.0	66.6	96.3	86.2	83.3	93.1	39.1	84.0	87.5	70.4	41.2	75.0
Office of the Mayor	100.0	100.0	50.0	50.0	100.0	100.0	0.0	100.0	100.0	0.0	0.0	0.0
Office of Military Affairs	100.0	100.0	100.0	100.0	100.0	100.0	50.0	100.0	100.0	50.0	100.0	0.0
Parks and Recreation	68.2	45.2	76.5	83.2	77.2	77.1	56.6	59.4	54.4	63.0	64.5	52.7
Planning and Community Development	80.8	57.2	54.7	84.7	86.0	90.2	37.7	64.6	64.4	60.4	40.0	61.5
Police	56.6	35.0	76.5	79.9	81.5	81.1	70.7	53.9	45.7	50.7	60.2	43.5
Public Works	62.5	42.7	62.0	75.9	69.2	66.9	46.2	49.6	46.5	56.6	55.3	38.2
Purchasing & General Services	78.0	60.3	70.8	85.9	80.2	76.1	66.0	63.5	65.9	64.1	74.4	59.3
Solid Waste Management	60.5	50.2	72.5	80.0	69.4	61.0	62.4	61.1	62.5	60.9	59.7	52.6
Other	50.9	40.0	61.4	67.3	56.5	60.3	47.5	49.1	43.4	50.9	50.9	45.7
None Chosen	71.9	54.4	78.8	85.1	80.0	81.6	57.8	69.4	68.7	66.9	66.3	59.3

## Reliance on General City Sources of Communication

"A Lot" Responses Only  
by percentage of respondents (excluding no response)

Departments	Q51. Staff Meetings	Q52. Telephone	Q53. Email	Q54. Interdepartmental memos	Q55. Bin Mail	Q56. Paycheck	Q57. City Council Meetings
<b>Total</b>	<b>33.9</b>	<b>46.6</b>	<b>61.8</b>	<b>27.5</b>	<b>19.9</b>	<b>57.7</b>	<b>9.8</b>
Animal Care Services	49.1	56.6	81.1	18.9	8.0	58.5	15.4
Aviation	28.9	43.2	56.4	22.9	21.2	57.5	9.7
Capital Improvements Management Services	59.8	78.3	90.2	31.1	13.0	67.4	26.4
Center City Development Office	50.0	100.0	0.0	0.0	0.0	0.0	100.0
Communications and Public Affairs	38.5	76.9	61.5	15.4	15.4	53.8	33.3
Code Enforcement	50.8	70.6	83.3	29.6	28.0	68.0	9.7
Community Initiatives	46.8	60.8	80.8	30.1	21.1	66.0	15.2
Convention & Visitors Bureau	38.9	58.9	75.8	26.4	16.5	65.6	8.5
Convention Sports and Entertainment Facilities	29.0	35.5	43.3	16.5	12.0	51.4	7.2
Customer Service/311	23.6	87.5	91.1	49.1	17.0	76.8	6.0
Development Services	53.6	80.4	88.3	31.6	11.9	62.7	7.0
Downtown Operations	25.2	31.7	33.6	17.0	9.3	54.5	10.4
Finance	57.4	57.4	88.2	34.4	27.3	53.7	22.2
Fire/EMS	22.2	34.1	63.6	43.9	9.6	57.3	4.3
Human Resources	65.9	85.7	95.6	42.2	32.2	38.5	6.4
Information Technology Services	41.3	55.7	85.0	19.3	7.1	47.4	5.6
Intergovernmental Relations	33.3	33.3	100.0	33.3	33.3	33.3	100.0
International Relations Office	33.3	66.7	66.7	33.3	33.3	66.7	33.3
International and Economic Development	44.4	55.6	94.4	44.4	33.3	50.0	41.2
Library	46.5	42.2	79.5	23.0	26.8	62.0	4.6
SA Metropolitan Health District	48.6	59.9	70.5	33.3	33.8	63.8	9.2
Municipal Court	27.7	23.4	50.8	21.9	6.3	60.6	3.5
Office of the City Attorney	48.6	70.3	89.2	27.0	35.1	60.3	20.3
Office of the City Auditor	50.0	38.9	94.4	27.8	11.1	50.0	27.8
Office of the City Clerk	10.0	50.0	60.0	0.0	0.0	40.0	20.0
Office of the City Council	50.0	100.0	100.0	62.5	62.5	100.0	75.0
Office of the City Manager	81.0	66.7	90.5	57.1	23.8	45.0	73.7
Office of Cultural Affairs	44.4	66.7	100.0	22.2	0.0	44.4	33.3
Office of Environmental Policy	75.0	62.5	100.0	50.0	25.0	62.5	25.0
Office of Historic Preservation	57.1	57.1	85.7	14.3	0.0	71.4	28.6
Office of Management & Budget	60.6	69.7	97.0	36.4	27.3	48.5	48.4
Office of the Mayor	50.0	50.0	100.0	50.0	0.0	50.0	50.0
Office of Military Affairs	100.0	50.0	100.0	0.0	0.0	50.0	0.0
Parks and Recreation	43.1	49.0	54.3	19.5	14.5	52.7	9.3
Planning and Community Development	45.2	72.6	86.9	27.4	19.4	57.4	19.0
Police	14.3	37.1	52.7	25.5	32.5	60.2	3.1
Public Works	34.7	42.0	44.2	15.4	14.6	55.0	12.6
Purchasing & General Services	43.5	47.8	49.1	21.6	17.9	48.7	29.1
Solid Waste Management	47.4	42.7	32.7	23.0	14.9	55.8	14.3
Other	31.8	41.9	43.0	25.0	21.7	60.7	16.3
None Chosen	32.5	48.5	64.8	25.6	21.0	52.9	13.1

## Ratings of General City Sources of Communication

Sum of Excellent and Good Responses

Ratings by those who rely on the following General City Sources either "A Lot" or "A Little" (excluding no response)

Departments	Q51. Staff Meetings	Q52. Telephone	Q53. Email	Q54. Interdepartmental memos	Q55. Bin Mail	Q56. Paycheck	Q57. City Council Meetings
<b>Total</b>	<b>63.8</b>	<b>78.5</b>	<b>83.5</b>	<b>69.2</b>	<b>61.9</b>	<b>76.7</b>	<b>54.5</b>
Animal Care Services	46.3	70.7	87.8	53.8	41.4	56.1	32.3
Aviation	47.1	70.3	77.1	56.2	53.2	67.6	42.0
Capital Improvements Management Services	82.0	95.1	95.6	77.9	61.8	79.7	75.2
Center City Development Office	0.0	100.0	100.0	0.0	0.0	0.0	100.0
Communications and Public Affairs	75.0	90.0	100.0	75.0	87.5	62.5	85.7
Code Enforcement	65.8	66.4	83.5	60.2	56.7	75.0	46.4
Community Initiatives	67.1	84.9	89.7	71.6	60.6	83.9	70.4
Convention & Visitors Bureau	76.6	86.3	95.8	75.9	70.1	86.1	65.4
Convention Sports and Entertainment Facilities	52.4	68.7	65.3	52.5	35.3	70.5	41.8
Customer Service/311	56.5	90.0	90.4	72.4	44.7	76.0	53.4
Development Services	62.5	86.5	85.8	77.1	51.7	72.5	62.1
Downtown Operations	53.1	67.4	65.6	60.9	56.3	70.1	51.7
Finance	79.7	93.0	94.9	81.8	72.2	75.5	78.7
Fire/EMS	72.8	84.6	93.1	86.3	62.3	85.7	59.2
Human Resources	66.7	93.9	97.6	72.5	66.7	69.3	63.9
Information Technology Services	60.2	86.3	91.7	60.0	60.1	73.7	61.2
Intergovernmental Relations	100.0	100.0	100.0	100.0	100.0	100.0	100.0
International Relations Office	100.0	100.0	100.0	100.0	100.0	100.0	100.0
International and Economic Development	68.8	100.0	100.1	100.0	66.7	93.3	92.3
Library	74.1	75.8	90.6	66.0	69.5	78.1	46.5
SA Metropolitan Health District	69.1	80.3	85.3	70.4	67.7	72.0	50.3
Municipal Court	52.9	65.2	75.5	62.5	58.5	84.9	54.3
Office of the City Attorney	79.4	90.4	95.4	76.7	85.7	84.8	75.0
Office of the City Auditor	72.3	86.6	88.9	70.5	81.3	70.6	94.1
Office of the City Clerk	77.8	100.0	100.0	100.0	71.4	62.5	100.0
Office of the City Council	71.5	100.0	100.0	71.5	85.7	100.0	100.0
Office of the City Manager	94.7	89.5	95.0	84.2	77.8	87.5	94.5
Office of Cultural Affairs	37.5	87.5	100.0	75.0	62.5	75.0	80.0
Office of Environmental Policy	92.9	100.0	100.0	92.9	81.8	85.7	71.4
Office of Historic Preservation	100.0	100.0	100.0	80.0	100.0	66.7	66.7
Office of Management & Budget	73.3	100.0	96.7	92.9	76.9	74.0	88.0
Office of the Mayor	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Office of Military Affairs	100.0	100.0	100.0	100.0	0.0	50.0	100.0
Parks and Recreation	67.8	75.2	77.6	60.7	54.3	72.7	51.7
Planning and Community Development	59.2	83.3	91.4	73.9	77.3	70.4	67.5
Police	50.9	75.8	84.6	70.8	73.0	78.9	43.0
Public Works	58.1	68.8	67.9	52.0	45.3	67.4	42.5
Purchasing & General Services	61.8	76.6	72.4	62.6	56.5	72.7	69.0
Solid Waste Management	71.8	71.0	59.6	57.0	51.6	74.9	56.3
Other	50.0	65.5	63.1	55.3	57.4	67.8	32.6
None Chosen	66.4	81.3	86.6	75.9	70.9	79.0	65.6

<b>Reliance on City Employees for Communication</b>		
<b>"A Lot" Responses Only</b>		
by percentage of respondents (excluding no response)		
	Q59. Immediate Supervisor	Q60. Other City employees
<b>Departments</b>		
<b>Total</b>	<b>60.0</b>	<b>39.0</b>
Animal Care Services	50.9	35.8
Aviation	49.3	38.7
Capital Improvements Management Services	66.3	49.7
Center City Development Office	100.0	0.0
Communications and Public Affairs	69.2	53.8
Code Enforcement	67.7	36.3
Community Initiatives	62.6	40.8
Convention & Visitors Bureau	68.4	53.8
Convention Sports and Entertainment Facilities	42.4	37.7
Customer Service/311	49.1	53.7
Development Services	61.6	45.6
Downtown Operations	51.0	32.4
Finance	66.7	48.5
Fire/EMS	71.1	35.7
Human Resources	68.1	44.3
Information Technology Services	57.8	45.0
Intergovernmental Relations	100.0	100.0
International Relations Office	66.7	0.0
International and Economic Development	72.2	61.1
Library	67.1	40.9
SA Metropolitan Health District	62.2	41.9
Municipal Court	46.2	30.2
Office of the City Attorney	77.0	54.1
Office of the City Auditor	61.1	50.0
Office of the City Clerk	30.0	40.0
Office of the City Council	75.0	75.0
Office of the City Manager	90.0	65.0
Office of Cultural Affairs	50.0	62.5
Office of Environmental Policy	75.0	31.3
Office of Historic Preservation	85.7	50.0
Office of Management & Budget	81.8	66.7
Office of the Mayor	100.0	100.0
Office of Military Affairs	100.0	0.0
Parks and Recreation	59.6	39.0
Planning and Community Development	43.5	53.3
Police	58.1	33.3
Public Works	51.8	41.1
Purchasing & General Services	50.9	33.9
Solid Waste Management	52.1	37.3
Other	56.0	38.6
None Chosen	59.8	38.1

<b>Ratings of City Employees for Communication</b>		
Sum of Excellent and Good Responses		
Ratings by those who rely on the following City Employees either "A Lot" or "A Little" (excluding no response)		
	Q59. Immediate Supervisor	Q60. Other City employees
<b>Total</b>	<b>81.2</b>	<b>79.7</b>
Animal Care Services	67.4	69.1
Aviation	71.1	72.8
Capital Improvements Management Services	85.9	86.1
Center City Development Office	100.0	100.0
Communications and Public Affairs	80.0	90.0
Code Enforcement	81.7	76.8
Community Initiatives	75.0	80.2
Convention & Visitors Bureau	90.1	85.2
Convention Sports and Entertainment Facilities	67.2	72.8
Customer Service/311	69.2	80.4
Development Services	73.2	79.0
Downtown Operations	68.2	72.3
Finance	89.8	84.0
Fire/EMS	93.3	85.8
Human Resources	71.5	85.4
Information Technology Services	73.4	80.9
Intergovernmental Relations	100.0	100.0
International Relations Office	100.0	100.0
International and Economic Development	86.7	73.4
Library	82.1	81.6
SA Metropolitan Health District	76.3	79.1
Municipal Court	63.4	70.5
Office of the City Attorney	93.6	86.0
Office of the City Auditor	82.4	82.3
Office of the City Clerk	75.0	100.0
Office of the City Council	100.0	85.7
Office of the City Manager	94.7	89.5
Office of Cultural Affairs	71.4	71.4
Office of Environmental Policy	92.3	91.7
Office of Historic Preservation	100.0	80.0
Office of Management & Budget	83.9	83.3
Office of the Mayor	100.0	100.0
Office of Military Affairs	50.0	100.0
Parks and Recreation	79.6	77.3
Planning and Community Development	58.0	67.4
Police	86.5	78.9
Public Works	74.0	76.2
Purchasing & General Services	73.8	79.8
Solid Waste Management	80.4	81.1
Other	72.5	61.0
None Chosen	82.1	81.6

<b>Reliance on Non-City Sources of Communication</b>				
<b>"A Lot" Responses Only</b>				
<b>by percentage of respondents (excluding no response)</b>				
<b>Departments</b>	<b>Q61. Television</b>	<b>Q62. Radio</b>	<b>Q63. Newspaper</b>	<b>Q64. Internet</b>
<b>Total</b>	<b>28.5</b>	<b>20.4</b>	<b>20.8</b>	<b>44.6</b>
Animal Care Services	24.1	20.4	13.0	46.3
Aviation	29.2	19.5	21.0	44.3
Capital Improvements Management Services	23.5	18.0	19.8	50.3
Center City Development Office	0.0	100.0	100.0	100.0
Communications and Public Affairs	46.2	23.1	23.1	46.2
Code Enforcement	35.8	27.4	22.6	52.4
Community Initiatives	32.3	24.3	24.7	56.6
Convention & Visitors Bureau	47.3	25.8	38.5	64.1
Convention Sports and Entertainment Facilities	27.0	13.7	22.7	31.0
Customer Service/311	41.8	21.8	30.9	69.6
Development Services	27.4	24.8	15.8	41.8
Downtown Operations	29.3	22.9	27.1	32.2
Finance	25.4	16.7	15.4	48.4
Fire/EMS	27.6	16.1	20.6	42.0
Human Resources	31.9	18.0	30.3	64.0
Information Technology Services	23.8	19.3	13.6	54.4
Intergovernmental Relations	66.7	33.3	100.0	100.0
International Relations Office	33.3	33.3	33.3	66.7
International and Economic Development	22.2	33.3	37.5	55.6
Library	30.6	21.7	18.9	61.4
SA Metropolitan Health District	36.9	26.9	23.8	53.6
Municipal Court	25.0	16.9	18.8	35.9
Office of the City Attorney	33.8	20.5	32.4	52.1
Office of the City Auditor	33.3	16.7	33.3	50.0
Office of the City Clerk	33.3	40.0	50.0	60.0
Office of the City Council	37.5	25.0	37.5	62.5
Office of the City Manager	35.0	20.0	50.0	60.0
Office of Cultural Affairs	33.3	0.0	11.1	66.7
Office of Environmental Policy	12.5	25.0	31.3	56.3
Office of Historic Preservation	40.0	20.0	40.0	100.0
Office of Management & Budget	24.2	6.1	42.4	60.6
Office of the Mayor	0.0	0.0	50.0	100.0
Office of Military Affairs	50.0	50.0	50.0	0.0
Parks and Recreation	25.4	22.7	23.5	44.8
Planning and Community Development	34.4	27.9	31.7	59.0
Police	26.4	20.5	15.7	42.1
Public Works	25.1	18.1	16.0	33.1
Purchasing & General Services	31.6	24.8	14.9	43.8
Solid Waste Management	31.1	24.8	22.4	34.3
Other	27.4	25.0	26.2	35.7
None Chosen	28.4	19.6	23.0	42.3

<b>Ratings of Non-City Sources of Communication</b>				
Sum of Excellent and Good Responses				
Ratings by those who rely on the following Non-City Sources either "A Lot" or "A Little" (excluding no response)				
Departments	Q61. Television	Q62. Radio	Q63. Newspaper	Q64. Internet
<b>Total</b>	<b>74.8</b>	<b>70.8</b>	<b>70.4</b>	<b>84.6</b>
Animal Care Services	75.0	72.7	63.6	86.1
Aviation	71.3	61.6	65.5	82.3
Capital Improvements Management Services	71.6	69.0	70.0	87.2
Center City Development Office	100.0	100.0	100.0	100.0
Communications and Public Affairs	66.6	77.8	57.2	75.0
Code Enforcement	68.8	66.7	58.4	79.0
Community Initiatives	81.8	76.3	77.2	89.2
Convention & Visitors Bureau	93.3	81.1	82.2	91.9
Convention Sports and Entertainment Facilities	67.2	63.1	70.5	75.8
Customer Service/311	80.8	68.9	66.7	88.3
Development Services	69.4	74.2	72.6	83.0
Downtown Operations	70.3	64.0	68.7	73.2
Finance	87.7	82.3	80.4	91.7
Fire/EMS	81.7	76.5	78.6	87.5
Human Resources	90.4	81.2	79.4	96.2
Information Technology Services	70.7	72.5	65.8	85.8
Intergovernmental Relations	100.0	100.0	100.0	100.0
International Relations Office	100.0	100.0	100.0	100.0
International and Economic Development	78.6	84.6	92.3	100.0
Library	72.5	69.6	72.0	89.4
SA Metropolitan Health District	80.1	75.5	71.4	85.8
Municipal Court	71.7	68.4	66.7	76.9
Office of the City Attorney	75.5	75.5	72.4	93.1
Office of the City Auditor	73.3	66.6	81.3	94.1
Office of the City Clerk	83.4	100.0	100.0	100.0
Office of the City Council	100.0	100.0	100.0	100.0
Office of the City Manager	88.2	68.8	81.3	93.8
Office of Cultural Affairs	50.0	62.5	37.5	100.0
Office of Environmental Policy	63.6	76.9	75.0	84.6
Office of Historic Preservation	100.0	100.0	100.0	66.6
Office of Management & Budget	73.1	64.0	72.4	89.7
Office of the Mayor	100.0	100.0	100.0	100.0
Office of Military Affairs	100.0	100.0	100.0	100.0
Parks and Recreation	67.3	65.3	63.8	81.4
Planning and Community Development	77.8	76.2	79.5	89.2
Police	74.2	71.8	65.0	84.8
Public Works	67.7	61.7	62.8	77.2
Purchasing & General Services	76.8	71.4	75.0	84.9
Solid Waste Management	74.4	70.4	69.6	79.4
Other	56.3	50.1	59.6	72.0
None Chosen	75.6	74.1	72.7	85.2

<b>Ratings of Communication Methods</b>			
Sum of Excellent and Good Responses by percentage of respondents (excluding no response)			
<b>Department</b>	Q66a. The methods by which the City communicates with its employees	Q66b. The methods by which the City communicates with employees in your Department	Q66c. The methods by which your Department communicates with you
<b>Total</b>	<b>60.5</b>	<b>57.0</b>	<b>60.0</b>
Animal Care Services	45.5	33.3	44.4
Aviation	53.2	47.2	47.2
Capital Improvements Management Services	81.6	78.4	79.9
Center City Development Office	0.0	100.0	100.0
Communications and Public Affairs	61.6	53.9	53.9
Code Enforcement	60.2	55.5	53.9
Community Initiatives	67.6	60.3	57.0
Convention & Visitors Bureau	73.7	72.5	75.8
Convention Sports and Entertainment Facilities	51.0	46.9	46.6
Customer Service/311	65.0	63.2	70.1
Development Services	68.1	63.3	65.5
Downtown Operations	49.0	45.5	49.1
Finance	78.0	72.1	68.7
Fire/EMS	67.3	67.8	76.8
Human Resources	70.6	69.6	60.8
Information Technology Services	54.6	43.1	40.2
Intergovernmental Relations	100.0	66.6	66.6
International Relations Office	66.7	100.0	66.7
International and Economic Development	77.8	66.7	61.1
Library	63.8	59.3	64.4
SA Metropolitan Health District	58.0	50.7	55.0
Municipal Court	62.1	52.3	47.7
Office of the City Attorney	79.7	73.0	75.6
Office of the City Auditor	78.9	63.2	68.5
Office of the City Clerk	90.0	90.0	80.0
Office of the City Council	87.5	87.5	87.5
Office of the City Manager	86.4	86.4	81.8
Office of Cultural Affairs	88.9	77.8	55.5
Office of Environmental Policy	81.3	75.0	87.5
Office of Historic Preservation	85.7	57.2	85.7
Office of Management & Budget	84.9	72.7	84.9
Office of the Mayor	100.0	100.0	100.0
Office of Military Affairs	100.0	100.0	100.0
Parks and Recreation	55.8	53.2	56.9
Planning and Community Development	66.1	54.8	50.0
Police	55.2	52.8	58.0
Public Works	51.6	47.2	48.7
Purchasing & General Services	56.8	49.1	43.3
Solid Waste Management	64.0	63.5	64.0
Other	44.2	44.2	45.9
None Chosen	60.8	57.9	59.8

<b>Q67. Overall, how satisfied are you with your current job?</b>			
Sum of Very Satisfied and Satisfied Responses by percentage of respondents (excluding no response)			
Q67. Overall, how satisfied are you with your current job?			
Department			
<b>Total</b>	<b>84.8</b>		
Animal Care Services	73.0		
Aviation	75.7		
Capital Improvements Management Services	87.1		
Center City Development Office	50.0		
Communications and Public Affairs	92.3		
Code Enforcement	87.1		
Community Initiatives	83.2		
Convention & Visitors Bureau	91.9		
Convention Sports and Entertainment Facilities	76.2		
Customer Service/311	87.0		
Development Services	77.9		
Downtown Operations	76.4		
Finance	98.5		
Fire/EMS	94.8		
Human Resources	75.5		
Information Technology Services	78.3		
Intergovernmental Relations	100.0		
International Relations Office	66.6		
International and Economic Development	77.7		
Library	86.0		
SA Metropolitan Health District	81.8		
Municipal Court	81.0		
Office of the City Attorney	91.8		
Office of the City Auditor	84.2		
Office of the City Clerk	90.0		
Office of the City Council	100.0		
Office of the City Manager	95.2		
Office of Cultural Affairs	88.9		
Office of Environmental Policy	87.6		
Office of Historic Preservation	85.7		
Office of Management & Budget	71.9		
Office of the Mayor	100.0		
Office of Military Affairs	100.0		
Parks and Recreation	84.5		
Planning and Community Development	70.0		
Police	87.1		
Public Works	77.6		
Purchasing & General Services	79.8		
Solid Waste Management	85.8		
Other	71.9		
None Chosen	84.2		

### The Importance of the Following Items to Job Satisfaction

Sum of Very Important and Important Responses  
by percentage of respondents (excluding no response)

Department	Q68a.	Q68b.	Q68c.	Q68d. Office	Q68e. Job	Q68f.	Q68g.
	Salary	Benefits	Workload	Environment	Security	Management Support	Recognition
<b>Total</b>	<b>98.1</b>	<b>97.2</b>	<b>90.4</b>	<b>86.1</b>	<b>96.9</b>	<b>93.5</b>	<b>75.2</b>
Animal Care Services	98.2	98.2	89.1	90.9	96.4	96.3	72.7
Aviation	97.1	96.0	91.0	86.8	96.3	95.4	84.8
Capital Improvements Management Services	98.4	97.3	94.6	93.6	94.6	97.8	77.3
Center City Development Office	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Communications and Public Affairs	100.0	100.0	84.7	100.0	100.0	100.0	77.0
Code Enforcement	98.5	96.9	96.1	86.8	98.5	95.4	78.1
Community Initiatives	98.2	96.2	94.8	94.5	97.9	96.6	84.2
Convention & Visitors Bureau	99.0	84.5	92.7	88.7	91.8	96.0	78.0
Convention Sports and Entertainment Facilities	99.6	96.1	92.3	86.1	96.1	93.5	86.2
Customer Service/311	96.5	94.8	89.5	96.5	98.2	96.5	85.9
Development Services	98.6	99.3	94.9	92.1	97.8	97.9	82.7
Downtown Operations	96.8	95.5	87.8	89.1	96.2	93.5	85.2
Finance	100.0	100.0	94.2	94.1	98.6	98.5	70.6
Fire/EMS	99.4	99.7	86.5	75.0	99.3	92.6	59.2
Human Resources	99.0	95.7	93.5	96.7	98.9	97.9	80.4
Information Technology Services	99.5	98.3	92.5	89.7	94.9	97.2	74.6
Intergovernmental Relations	100.0	100.0	100.0	100.0	100.0	100.0	100.0
International Relations Office	66.7	33.3	100.0	100.0	100.0	100.0	100.0
International and Economic Development	88.9	100.0	94.4	88.8	77.8	100.0	83.3
Library	97.5	92.3	90.5	94.7	99.2	95.2	81.0
SA Metropolitan Health District	99.7	98.0	93.0	95.6	95.0	97.0	83.3
Municipal Court	100.0	100.0	94.1	95.6	98.5	94.1	89.6
Office of the City Attorney	98.7	97.3	97.3	96.0	97.3	97.3	87.8
Office of the City Auditor	94.8	100.0	89.4	94.7	94.7	89.5	73.7
Office of the City Clerk	100.0	100.0	90.0	90.0	90.0	90.0	70.0
Office of the City Council	100.0	100.0	87.5	87.5	100.0	100.0	75.0
Office of the City Manager	95.5	100.0	86.3	91.0	90.9	100.0	86.4
Office of Cultural Affairs	100.0	100.0	88.9	88.9	100.0	88.9	66.6
Office of Environmental Policy	100.1	100.1	81.3	81.3	81.3	100.1	75.0
Office of Historic Preservation	100.0	100.0	85.7	100.0	100.0	100.0	71.4
Office of Management & Budget	97.0	100.0	100.0	100.0	94.0	100.0	100.0
Office of the Mayor	50.0	50.0	50.0	100.0	50.0	100.0	50.0
Office of Military Affairs	100.0	100.0	50.0	100.0	50.0	100.0	50.0
Parks and Recreation	97.2	96.2	89.6	82.4	94.3	92.0	78.5
Planning and Community Development	98.4	98.4	95.2	93.6	93.6	96.8	69.3
Police	99.0	99.3	88.3	84.6	98.0	92.8	69.1
Public Works	96.6	94.9	91.6	82.6	96.0	89.5	80.4
Purchasing & General Services	100.0	98.3	96.6	88.2	98.3	96.6	79.9
Solid Waste Management	96.6	97.6	94.5	84.4	95.8	88.0	85.3
Other	97.7	94.4	89.8	83.7	97.7	88.7	75.0
None Chosen	95.8	96.3	87.5	88.2	95.4	92.6	71.0

**Q69. How has the quality of the work environment in your department changed during the last 2 years?**

Sum of Much Better and Better Response  
by percentage of respondents (excluding no response)

Q69. How has the quality of  
the work environment in  
your department changed  
during the last 2 years?

**Department**

<b>Department</b>			
<b>Total</b>		<b>43.1</b>	
Animal Care Services		31.7	
Aviation		35.2	
Capital Improvements Management Services		55.3	
Center City Development Office		50.0	
Communications and Public Affairs		36.4	
Code Enforcement		35.3	
Community Initiatives		42.6	
Convention & Visitors Bureau		60.3	
Convention Sports and Entertainment Facilities		37.1	
Customer Service/311		30.0	
Development Services		35.3	
Downtown Operations		34.3	
Finance		59.0	
Fire/EMS		52.8	
Human Resources		43.8	
Information Technology Services		33.3	
Intergovernmental Relations		100.0	
International Relations Office		33.3	
International and Economic Development		60.0	
Library		42.8	
SA Metropolitan Health District		38.1	
Municipal Court		52.5	
Office of the City Attorney		55.7	
Office of the City Auditor		70.6	
Office of the City Clerk		33.3	
Office of the City Council		83.3	
Office of the City Manager		72.2	
Office of Cultural Affairs		62.5	
Office of Environmental Policy		62.5	
Office of Historic Preservation		66.7	
Office of Management & Budget		34.7	
Office of the Mayor		0.0	
Office of Military Affairs		100.0	
Parks and Recreation		49.9	
Planning and Community Development		30.9	
Police		33.2	
Public Works		42.4	
Purchasing & General Services		36.7	
Solid Waste Management		59.1	
Other		33.8	
None Chosen		42.6	