

MSD Staff Survey Summary

Strategic Direction

Mission Statement Feedback

Current Draft Mission Statement: The MSD's mission is to provide quality and innovative municipal services cost effectively to meet the needs of the communities we serve.

Respondents generally liked the drafted mission statement. They mentioned really appreciating that it spoke to the MSD being here to serve their communities, that it was concise and to the point, and the words "quality", "innovative" and "cost effectively" resonated.

About 20% of respondents liked the statement as it is and offered no additions or suggested changes. Other respondents offered a number of suggested changes to the drafted mission statement that they felt might make it stronger. Others suggested changes as they didn't feel the current statement flowed well. These included:

- The MSD's mission is to meet the needs of the communities we serve by providing quality and cost effective municipal services through innovative means.
- The MSD's mission is to provide quality, innovative, cost effective municipal services which meet the needs of the communities we serve. (2)
- The MSD's mission is to provide **high** quality, innovative, and cost effective municipal services to meet the needs of the communities we serve. (2)
- ...**present** and **future** needs..."
- The MSD's mission is to provide quality, innovative and cost effective municipal services to meet the needs of the **diverse (or distinct)** communities we serve.
- ...municipal services **meeting the needs** of the communities we serve.
- ...to meet the needs of the **citizens** of the communities we serve.
- ...to meet the changing needs of each community we serve.

Additional pieces of advice, but without specific language changes, mentioned were to:

- Add that the MSD will take accountability for how we will honor and provide exceptional service.
- There should be a focus on the reducing economic disparities in communities; addressing social determinants to promote healthier communities, and building safe communities
- Add a second sentence that provides more detail and direction. What does the MSD think about inclusivity, equity, community-based planning and development services, being data-driven, etc.?
- I would like to see something about an ethic of care. We are constantly looking for ways to serve our communities better through engaged planning and decision-making

processes, fast and reliable plan review and code enforcement, and seeking out projects to address inequities.

- Add something about why the services we provide to the communities is important or what we how/in what ways the services we provide impacts the communities
- Along with meeting the needs of communities, I wonder if there's a way to include verbiage to reflect the importance of individuals within the community as well.
- I don't think we need to greatly over-achieve with the needs of the community, I just think that "meet the needs" be phrased with more thought to forward thinking or thinking ahead of the needs of the community.
- Make sure it protects all involved

Vision Statement Feedback

Current Draft Vision Statement: The leader in municipal services that creates and maintains safe and healthy communities.

The majority of respondents liked the drafted vision statement. Similar to the mission, they liked that it was short, concise, and simple. Respondents also noted that they appreciated the “leader” aspect and the focus on safe and healthy communities. One person wanted it to have more emotion for inspiration. A couple people did not like the statement and thought it was “choppy”.

When asked about what they could change to make it stronger, many people stated “nothing”. However, others offered adding the following words: attractive, empowered, valuable, happy, innovation or growth and/or productive and positive. Others offered suggested rewrites or comments, including:

- A leader in municipal services that creates, facilitates, and maintains safe, healthy, and vibrant communities.
- Maintains and improves safety for citizens...
- The leader in providing municipal services to create and maintain safe and healthy communities.
- Include language about reducing economic disparities in communities; addressing social determinants to promote healthier communities, and building safe communities.
- Working in conjunction with municipalities to create an environment that promotes an atmosphere of health, safety and growth.

One person stated that they don't believe the mission or vision “convey our desire to help improve the communities in which we serve. I don't think it inspires employees to do more, to achieve higher results, to change the lives of individuals living in these communities.”

When asked about what **long-term success** for the MSD looks, responses fell into nine main categories:

- SUSTAINABILITY: remains solvent and does not implode; be self-sustainable; sustainable growth
- GROWTH: progression, long range planning for the Salt Lake Valley; expansion in services offered and area covered; continued state-of-the-art projects/technology;

steady growth of services; add services to outside entities (i.e. greater Utah community); bringing other municipalities on board; picking up another member community; taking over the County public works department functions in whole; contracting with jurisdictions who use third party services

- COMMUNICATION: everyone knowing the "MSD", who we are, what we are doing, and understanding more of the organization and who it serves; being trusted by the people in the communities we serve; providing individuals the ability to give input and initiate; good communication with the public and internally with coworkers; gaining the trust of the communities we work with; communicating the successes of the organization and its impact on all MSD communities; being the most talked about organization for meeting the goals of all involved
- RESPONSE TIME: no call should go unanswered; we get compliments from community members about how fast we respond back where other cities have taken weeks
- INTERNAL STAFFING: move up and be a valuable team member; raises and bonuses to employees; larger staff; highly trained professionals; leading in how we get the work done as a team; growing the Divisions within the MSD to needed staff levels
- COMMUNITIES: successful communities within our jurisdiction; enhancing our commitment to the communities; provide needed and necessary services that strengthen our communities; thriving communities; helping our member communities visualize and realize their intended outcomes as they grow; understanding and fulfilling the needs of the MSD communities in the most professional and efficient manner; helping the communities envision and realize their goals for growth and sustainability; the needs of the communities that the MSD is serving are being met; being able to change as the community needs change and work with communities in facing future challenges
- LEADERSHIP: leading the state in our services and products; overseeing the long range planning of the County and other jurisdictions in whole; be the beacon of hope and inspiration for the cities that surround the MSD
- RELATIONSHIPS: sharing data and lessons-learned with regional partners; forming relationships with and between communities and regional entities.
- PROGRAMS/SERVICES: continue to provide better and faster service than other entities around us. I already get; successful program development; provide quality service to all customers

Services

Engineering, public works (including storm water services), and utilities were all the most cited **additional services** respondents believed the MSD could offer. Other ideas included:

- Building inspections, code enforcement and business licenses (with lower fees for low income residents)
- Legal Counsel in-house
- Tech support/computer training
- Long range planning and more robust emergency guidance plans and assistance preparing/managing

- Low income housing and homeless solutions
- Satellite offices in each municipality
- More robust communication services
- A better cleanup process/system for homeowners to “clean the community”

A number of respondents weren’t sure or did not feel they knew all the services the MSD currently provides to offer additional input.

Community Priorities

A variety of outreach strategies were offered when asked how the MSD could better understand community priorities and engage communities to meet their needs. Generally, respondents described wanted better ways to encourage public interaction and awareness. Things like social media, surveys, public events, open houses, participate in council meetings, community boards, meetings with public officials, townhalls, booths at events, etc. A number of people mentioned hiring another long-range planner who can focus on implementation in each community. Other ideas included:

- A 311 system to get instant feedback and be able to work immediately to resolve community issues/concerns
- Have a direct liaison for each community
- Media use (TV, radio, etc.)
- MSD Problem Reporter app – something were communities can communicate their priorities

Communication and Education

Respondents offered a number of ideas for how MSD could better communicate and educate the public and elected officials on what it does. Generally, there was a desire for a more consistent (and funded) approach to communications. A stronger social media presence was the most cited answer. Some thought that each department could have their own social media page, including Facebook, Instagram, Snapchat, Twitter, and TikTok). Other ideas included:

- A quality, frequently updated website that provides user friendly services for applications and payments
- Brochures for walk-ins
- A place for our customers to provide feedback and comment on our services (with a response mechanism)
- Better, structured newsletter
- Presentations to the councils and meetings with mayors, informative/educational presentations from the MSD staff to elected officials on the services that are provided, how our processes work, and possibly even some of the challenges and issues that the MSD faces
- Invite ourselves along to regional planning, development, service provision discussions, noting that many organizations that should be our partners have yet to understand we are a separate entity from the County
- Open houses, townhalls, other fun community events
- Better, creative, and powerful branding, marketing and advertising

- Clear and consistent messaging
- Posting on notice boards (schools, community centers, churches, stores) or flyers inserted in utility bills for those who do not access technology
- Food drive or book drive
- Donate MSD-branded t-shirts to local schools or clubs
- Place a large MSD logo outside the front door of the office
- Education/training via video, web courses

Financial Sustainability

There was no clear theme when it came to how the MSD could ensure financial sustainability. Respondents answered with a number of ideas around increased internal efficiency (help the team maintain a positive attitude/decrease turnover, create detailed process documents, better system for approving invoices to staff we contract out, continue being frugal on purchases, shrink the office size and have remoting working on a rotating basis/take financial advantage of working from home, provide top-rate customer service, etc.) Additional more external Ideas included:

- Aggressive economic development
- Bids from third parties on cleanups or weed cutting
- Evaluate the ROI with everything with SLCo
- Hire an internal grant coordinator
- Hire in-house legal and engineering staff
- Determine carried weight “Stormwater Impact Fee”
- Fees: permit fees, reinstatement fees, reinspection fees, staying up-to-date on a fee schedule comparable to neighboring communities
- Build trust in the communities we serve to prevent incorporation
- Technology Solutions: GIS and Technology Consulting, Address Data Management
- Property tax increase for commercial buildings

Functional Team Assessment

The functional team assessment assesses the critical elements an organization and it’s employees need to excel. It’s taken largely from Google’s analysis of what makes a functional team along with other well researched frameworks, including those from Brene Brown. It is not meant to assess team culture, but rather the core aspects of trust and ability to effectively work together.

MSD overall has a well functioning team, with average scores at or above 4.0 for each element, as indicated in the table below.

Functional Element	Average Score
Supervisory Structure and Support	4.4
Psychological Safety	4.2

Meaning and Impact	4.0
Structure and Clarity	4.2
Reliability	4.2
Ethical Orientation	4.2
Competence	4.4
Overall Average	4.3

This is especially the case given the newness of the organization and considerable transitions and change management that the MSD has worked through. Staff overall indicated that:

- The environment as MSD is welcoming and that they feel appreciated;
- Management is open to staff's feedback and input;
- Working at MSD makes a difference for the communities being served;
- The structure works well;
- Most staff do what they say;
- Employees do what is right by MSD and the communities being served; and
- The staff is highly competent at what they do.

In every category, there is room for improvement, however. The most common theme that surfaced across topics was around workload, with some staff feeling overworked and without backup. The sections below provide more detail for each topic.

Supervisory Structure and Support

Overall, MSD has a strong supervisory structure, with the large majority of staff indicating that:

1. They've received recognition or praise in the last seven days,
2. Someone has talked about their progress in the last six months,
3. They have had the opportunity to learn and grow,
4. Someone at works cares about them as a person, and
5. Development is encouraged

Most of the comments from staff indicate that **people feel valued and appreciated** and that the **structure is solid**. "I feel supported by the management at all levels from the team leaders up through the administration. I am satisfied with the structure here: I work with and for the best team I have ever known." Other positive comments about the structure include:

- The supervisor to staff ratio is good
- Hands off environment where staff can work independently is appreciated, and
- Frequent check-ins are good.

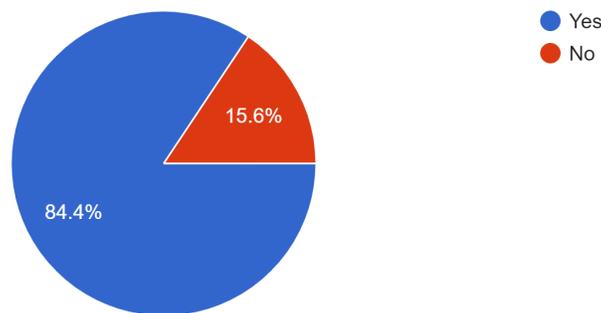
Caring about each other received the highest marks. This was further supported by several comments. One such reads, "I feel that I can reach out for advice from my supervisors. They are understanding, caring and show recognition and thanks."

However, for other questions around supervisory structure and support, there are **at least 15 percent of staff who indicated negative** or neutral marks. One employee comment reflected several others, “I always feel personally supported but **rarely feel adequately professionally supported**. I receive lots of positive feedback which is affirming and which I appreciate. But when I ask for support to accomplish work tasks, it's <50/50 if get clear instruction and a timely response.” Other comments reflected on:

- The tremendous workload some people have,
- A sense that they don't know if they are headed in the right direction until after the fact,
- Concern that with Covid-19 not all staff are being supervised to the extent they need to be,
- The need for supervisors to have offices or a place to discuss sensitive information,
- Variability on level of support and the structure on a day to day basis, and
- Variability among supervisors as to the extent supervisors are hands on or hands off.

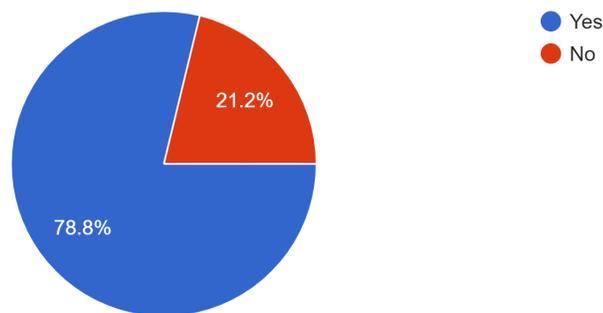
In the last seven days, have you received recognition or praise for doing good work?

32 responses

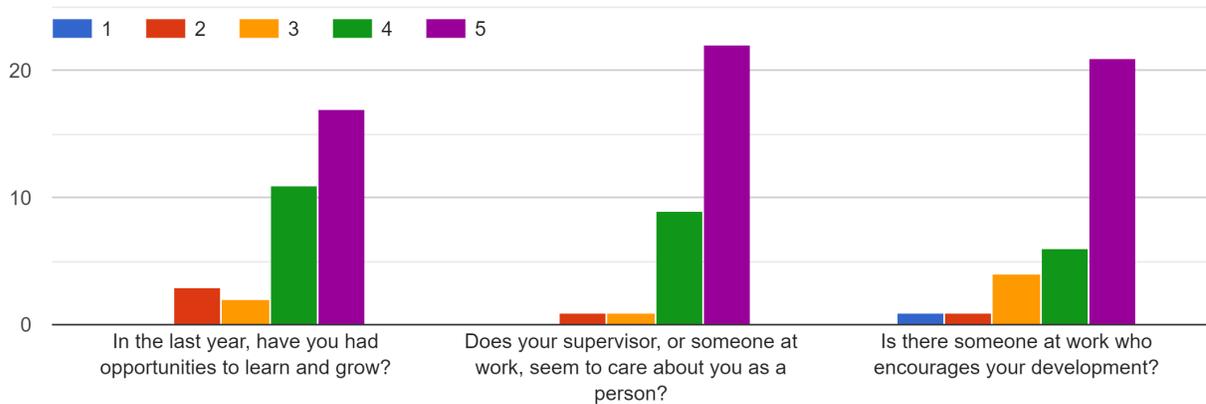


In the last six months, has someone at work talked to you about your progress?

33 responses



Please consider the following on a scale from 1 to 5, with 1 being "not at all" and 5 being "yes, to a large extent"



Psychological Safety

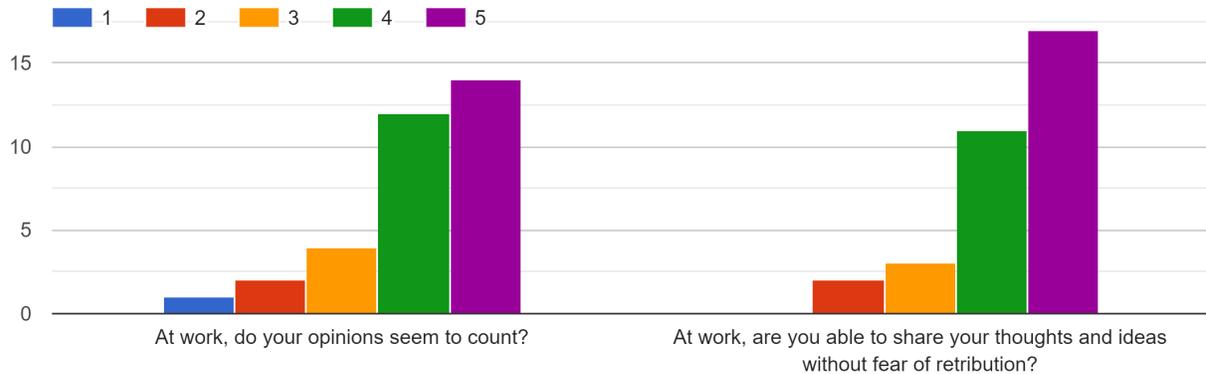
Psychological safety is one of the most important measures for a successful team. Given the transition from the county to MSD and restructuring, it was expected that psychological safety might be low, especially for staff who came from the county. However, psychological safety marks are overall quite high. 27 out of 32 respondents do not fear retribution (marks of 4 and 5 on the scale). Two respondents indicated a 2, with no 1s. It is important to note that even one person fearing retribution should be addressed. Similarly, the vast majority feel like their opinions count, with three people indicating a 1 or a 2.

Comments reflected the quantitative results, with most expressing that they feel safe, can speak their mind, and don't fear retribution. Several comments reflected on the openness of management. It is important to note that a couple employees remarked on how psychological safety has improved, with fear and hostility on the decline after the transition. Respondents also remarked that concerns are taken seriously and addressed.

At the same time, there are lingering concerns from a few.

- One respondent expressed fear that management would not support them if there was a customer complaint related to a tough decision.
- Another indicated that a few managers "make me feel like they don't have the time for me or my ideas and when I speak up about it I feel as if I'm chastened."
- One employee commented on the unclear messages from management.

Please consider the following on a scale from 1 to 5, with 1 being "not at all" and 5 being "yes, to a large extent"



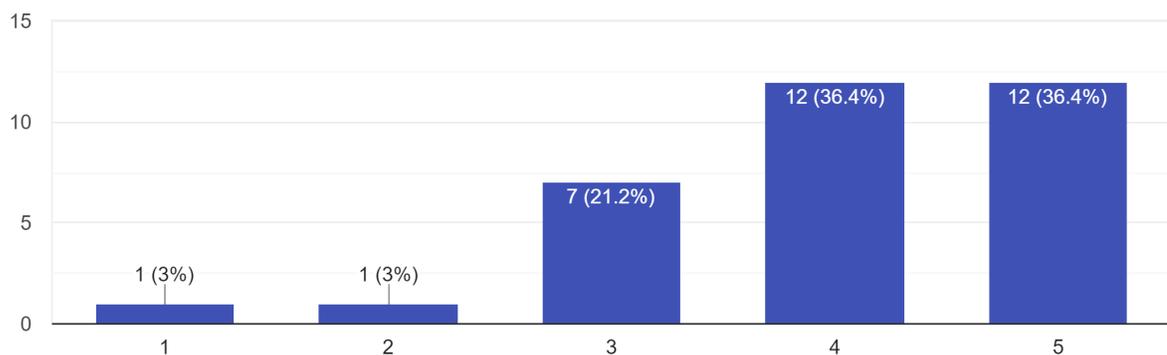
Meaning and Impact

Seventy three percent of respondents find that their job is important. Several employees stressed how meaningful the work is. One quote reflects this well: "Every day at work I feel the importance of helping and contributing to the organization and the communities we serve." Respondents commented about supporting communities, the environment, safety, individuals, and an organization where they can also improve themselves.

A few individuals commented that internally some programs, like IT and planning, feel elevated as more important than others. Conversely, one commented that they wished there was more advocacy for planning. Lastly, one individual commented that MSD is no longer challenging them and has fallen into the status quo.

Does the mission/purpose of the MSD make you feel your job is important?

33 responses



Structure and Clarity

Again, MSD overall gets high marks for structure and clarity, with all four elements averaging 4.0 or higher. The key elements include:

1. Knowing what is expected at work

2. Having the material and equipment needed to perform job duties
3. Employees having the opportunity to do what they do best every day
4. Clear communication between colleagues

However, there is some clear room for improvement.

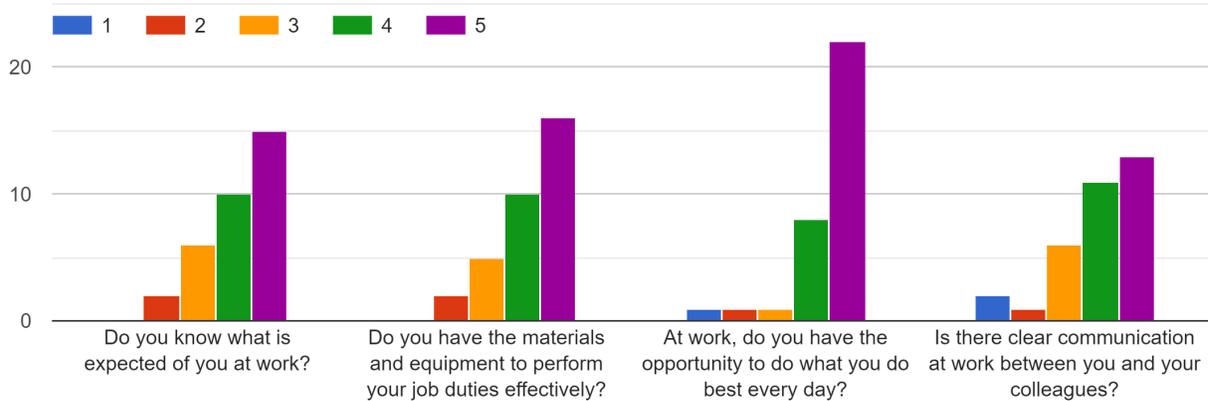
The **lowest marks were around communication**, and most of the comments focused on this element. Several comments noted the impact on communication due to **working from home**. There was appreciation for the systems put in place to allow for communication. As one participant shared, “I love the webex program that was provided to us when we started working remotely.” At the same time, working remotely has been challenging for some teams and there is hope that “once we are all together it will get better.”

Several employees also indicated **difficulty of communication within Planning and Development** compared to MSD as a whole. One staff member summed it up this way, “I feel that a lot of the time, communication doesn't exist in PDS. I feel that the MSD structure and clarity are as good as it gets. The cream of the crop!”

One staff member stressed that “internal communication needs vast improvement.” This employee indicated that some people don't share information about their projects and meetings with their team and that managers, while acknowledging this as an issue, have not addressed it. On the other hand, the respondent indicated that those who request feedback or have questions rarely get a timely response. It was also noted that there is also lack of clarity as to who needs to be reached out to beyond the small teams. One other staff member indicated that managers don't always share information in the manner it was relayed, indicating some lack of trust.

When it comes to clear processes and expectations, several comments stated **the structure works**. However, one staff member indicated that some staff have tried to create clear processes and expectations from the **bottom up**, and while the flexibility was appreciated, more clarity, especially in tough political situations would be appreciated. Another staff mentioned that “job descriptions do not encapsulate all of the work that we do. Oftentimes, they are hard to interpret and don't clearly articulate the day-to-day tasks.”

Please consider the following on a scale from 1 to 5, with 1 being "not at all" and 5 being "yes, to a large extent"

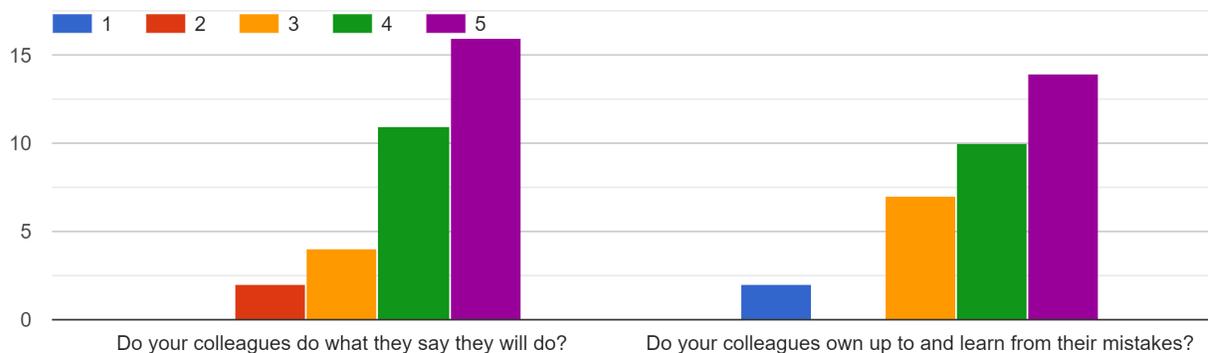


Reliability

Reliability overall appears solid, with colleagues doing what they say they will and owning up to and learning from mistakes. Many staff expressed trusting and relying on colleagues. As one respondent expressed, "I trust my team. If something doesn't get done or a mistake is made, it is usually because we are scrambling trying to manage so many projects at once."

This theme of **reliability being impacted because some staff are overloaded** was expressed by several respondents. Although not related to reliability, a couple respondents expressed frustration with resistance to change by some others. No comments expressly discussed people not owning up to or learning from their mistakes. However, it should be noted that marks were a little lower for this element.

Please consider the following on a scale from 1 to 5, with 1 being "not at all" and 5 being "yes, to a large extent"



Ethical Orientation

Ethical orientation is a broad category with four key elements:

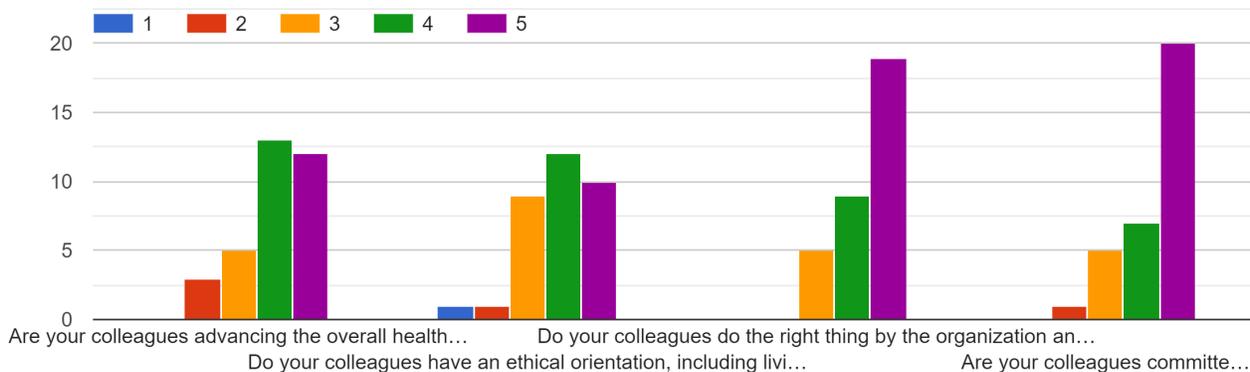
1. Colleagues advance the overall health of MSD as opposed to just themselves
2. Colleagues have an ethical orientation
3. Colleagues do the right thing by the organization and community
4. Colleagues are committed to high quality work.

Overall, while scores remain fairly high, elements 1 and 2 were significantly lower, with 2 receiving the lowest average (3.9) of the Functional Team Assessment.

There were relatively few clues in the comments to explain the more negative answers and no general themes. Here are a few unique responses:

- There are a lot of big egos in our organization and that makes it hard to become a team.
- Most employees behave in an ethical manner. The MSD promotes ethical behavior.
- I feel that quality is an issue at times and that when this information is brought to the managers, it is either not dealt with in a timely manner or completely ignored and brushed under the rug.
- PDS and the Administration need a training on ethics and diversity each year to remind employees of what is correct and what is not correct in the business setting attuned to retaliation and mentorship.
- Better question answered individually with management to get their voices heard.

Please consider the following on a scale from 1 to 5, with 1 being "not at all," 3 being "about half of our team," and 5 being "yes, to a large extent"



Competence

Competence was one of the highest rated by employees. With no responses in the 1 or 2 category and 88% in the 4 and 5 category, MSD should be proud of the team assembled. All but one comment was also very positive.

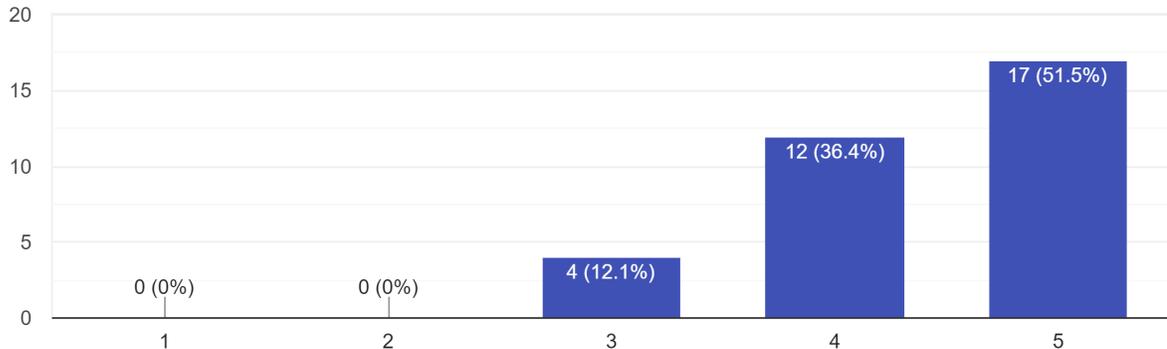
Two quotes provide examples of the overall sentiment:

- I feel like the staff adjustments that have been made over the last two years have had a very positive impact on the quality of the services we provide
- There is not a single person I work with that is incompetent in their role.

The one somewhat negative comment indicated that some people should be in different positions or allowed to expand their responsibilities.

Do you experience your colleagues as fully competent in their roles?

33 responses



Immediate Opportunities

The “right now” survey is an excellent tool that can be used with some frequency as an organizational practice. Below, the key themes around concerns, opportunities, and what staff need help with are indicated.

The four **biggest concerns** expressed when asked were:

1. MSDs long term sustainability,
2. Job security,
3. Office structure, safety protocols, and expectations when returning back to the office after the Covid crisis, and
4. Workload.

Also mentioned more than once were concerns about succession, ensuring high quality work, and continuing education. A few comments built on previous concerns, such as the poor relationship with county engineering, and feeling that the PDS department is us vs. them.

Many unique and specific opportunities were mentioned as **ripe opportunities for success**.

Only improving technology, extending services to others, and hiring additional staff were mentioned twice. Some of these opportunities are captured below:

- Improve technology and use it to build useful tools for the public and our staff.
- Continue to build the connection with township leaders, and law enforcement to facilitate a seamless flow of information, decision-making and action.
- Help teams develop and understand the long-term policies and procedures.
- Discuss as a team what our needs are - having the opportunity to convey the desire for an extra staff person. + considering hiring a transportation planner
- Work as a team to define our processes and then commit to those.
- Investigate other options for engineering services.
- Extend our services to others.
- Finish migrating from older systems to Cityworks.

- Move forward with the completion of GP's to allow for new ordinances/zoning codes for the Metros.
- Appreciate that there is a light at the end of the pandemic tunnel and the environment for reaching out will soon be getting back to some sense of normalcy. It may in fact be better than it was pre-COVID.
- Partner with the development community.
- Learn more about the communities we serve so that we can do a better job of meeting their needs. They are essentially our bosses.
- Conduct long range planning with the new growth of the valley.

By far, the most frequently mentioned aspect that **staff need help with** is “Slowing time down.” Overwhelming workloads continue to be a theme. One member specially indicated that “As a team, we are struggling to keep up with the deadlines set by the General Plan because we just don't have the staff capacity.” Another common theme was the need for training. A couple people also expressed a desire for feedback on their work.

The most common theme when asked what they **hoped the strategy plan would accomplish** is for MSD to create a plan that allows for the organization to have unity and work more as a team. As one respondent said, “A shared identity and knowledge of in-house skills could go a long way.” Another common theme is for the plan to provide a clear path for the future, with clear and measurable objectives and goals. The expectation is that this clarity will be unifying and should be understood by staff, elected officials, and others. Several people discussed the need for the plan to ensure the viability and financial stability of the MSD. In addition, a few people discussed the need to “better serve our direct community and the community that we are a part of.”

In addition, unique comments include:

- Better organization of communication processes and expectations
- changing the culture from the county to MSD's
- A little more specifics on future growth of services, and the "vision" of the leadership on what we can do next to grow.
- Development of a vision and mission statements that employees can “buy into” and have excitement and motivation about changing the lives of MSD’s constituents.

Continued employee buy-in and involvement was the most frequently mentioned response when asked for **advice they would offer the strategic planning team**. Interest was expressed in talking to employees in person to get ideas, perhaps in core teams with supervisors bringing suggestions to the strategic planning team or directly with management.

Other responses are to:

- Be open to changes, including those suggested by staff
- Keep the plan strong, but simple
- Think big picture, take a fresh approach to the MSD, services provided, and how they are provided.
- Remember how important the little things are to making day-to-day experiences as an employee better, especially for new employees or first-time full-time workers.

- Understand that we need to separate MSD from the County
- Set achievable goals with valid metrics.
- Shoot for the stars!
- Look at overhead costs on what rent costs in the Government Center. Are we really getting the best service from them? Do we really need that large of a space for employees anymore?
- Focus on developing a powerful mission and vision statement,
- Focus on the communities. They are very important and we exist because of them. We need to spend more time educating them and their elected officials on what we do, how we do it, and why we were created for them to utilize.
- Provide an easy-to-follow guideline for the future of the MSD.
- Develop a vision and mission statement that employees can "buy into." The strategic plan needs to excite employees and get them motivated about changing the lives of our constituents.