

front lines

Good things are happening around here! This edition highlights the positive results of the recent Citizen Survey, as well as assessments of our city government and community by national and regional organizations.

You work hard every day to sustain and improve the quality of life for Carrollton citizens and businesses. Your customers and people outside of the community notice your efforts, and rate them very high. This is a positive reflection on you, your work teams and our organization.

Citizens tell us what they think about city services

Knowing citizens' opinions helps us determine how well we're meeting our customers' needs. You'll see from the survey results that we're doing well in maintaining high levels of customer satisfaction in all core city services.

Taking aggressive action

Over \$100 million for major improvements is already scheduled throughout the next five years including \$9.6 million for parks, \$59.6 million for streets, alleys and drainage, \$2.6 million for transportation and \$29 million for water and wastewater projects. But there are still nearly \$200 million in unfunded needs.

We're planning to take a capital improvements bond package to the voters next fall. Staff is in the process of gathering, evaluating and estimating the cost of proposed projects. These projects will be presented to the citizen Capital Improvement Plan Advisory Committee (CIPAC) in the spring for prioritization. CIPAC will present their initial recommendations to City Council

in May, and the Council will decide on the final projects in July.

The projects will total about \$50 million with 70% for infrastructure improvements and 30% for public facilities. The bond election will be held on November 6, 2007.

Community improvements don't stop with city government

Local school districts, businesses, developers and healthcare providers are our community development partners. C-FB ISD voters passed a \$300 million bond program in 2004 for rebuilding and adding new schools. LISD and DISD are also investing millions in Carrollton school facilities.

In 2006, the business community has invested over \$300 million in new construction and renovations, and there was about 6 million square feet of retail/industrial leasing activity this year.

That's not all. With the increased tax base opportunities around the three DART light rail passenger stations opening in four years, Carrollton will be getting even better. Over 20 transit-oriented development initiatives, including investment zones, infrastructure improvements and public-private partnerships are in action.

These investments and hard work are paying off! Read what people say about Carrollton...



Obviously not a road in Carrollton.

Ignoring little things is not O.K. If you see potholes, dead animals, graffiti, dumped items or bent signs as you drive around, call ext. 3425 and report them!

The city conducts a citizen telephone survey every two years to measure how well we're meeting citizens' expectations. This feedback helps us make effective budget, customer service and policy decisions as our community's needs change.

Our customers rate city services high

2006 Citizen Response Percentages

	<u>Safe or Extremely Safe</u>
Overall community safety	86%
Overall safety of neighborhoods	88%
	<u>Good or Excellent</u>
Overall city government customer service	91%
Quality and appearance of neighborhoods	85%
Fire and emergency medical services	93%
Fire safety information to the community	92%
Police Department's overall performance	92%
Police Department's courtesy and customer service	90%
Residents using city recreation facilities rate quality	91%
Residents visiting city parks rate quality	91%
Residents using parks rate recreation programs quality	93%
Quality of Indian Creek Golf Club's Lakes Course	96%
Quality of Indian Creek Golf Club's Creek Course	96%
Condition of Carrollton streets	66%
Condition of Carrollton alleys	69%
Condition of Carrollton sidewalks	70%
Code enforcement services (mowing, debris, etc.)	83%
Quality & variety of library books & other items	93%

What citizens rate important for improving Carrollton's future

	<u>Somewhat or Very Important</u>
Providing city services to meet community needs	98%
Improving & maintaining quality neighborhoods	97%
Spending city budget dollars as efficiently as possible	97%
Building & maintaining streets & an effective transportation system	97%
Promoting development near future DART light rail passenger stations	89%

- View the 2006 Citizen Survey report at [C-Net/EmployeeInformation/CityManager'sOffice](#).



It's all coming together...

Carrollton is recognized by others!

Our city government and community are earning national recognition

Carrollton ranks high in *Money Magazine's America's Top 100 Best Places to Live* based on 38 quality of life indicators and 6 economic opportunity measures. Carrollton was named the **19th Best Small City** in August 2006 (under 250,000 population category). – www.money.cnn.com/magazines/moneymag/bplive

Relocate-America, an online relocation service, named Carrollton one of **America's Top Places to Live**, April 2006. Cities are chosen based on criteria including appearance, schools, low crime rate, recreational activities, economic health, employment opportunities and affordable housing. Only six Texas cities

made the national list. - www.relocate-america.com

The Center for Digital Government recognized Carrollton in November 2006 as one of **America's Most Digital Cities** based on the quality of the city's Web site, online city services, law enforcement's use of technology, IT infrastructure and emergency applications. This award was earned by how our city government is using technology to streamline operations and serve citizens better. Carrollton was ranked 8th nationwide in the 75,000-125,000 population category. - www.centerdigitalgov.com/surveys

A national organization for innovations in government, The Innovation Groups, selected Carrollton to present our *Sustainability by design*

communications campaign at the **Transforming Local Government national conference** in Bellevue, WA in June, 2007. - www.ig.org

Carrollton's Resolution Center, our 'phone zone,' is featured in the December issue of **The Innovation Groups national IGNewsletter**. Our Center stretches the boundaries of traditional government call centers through its collaborative work environment and data sharing. Eight service agents receive over 11,000 calls monthly that once went to seven city departments.

'If we're doing it... it ain't bragging!'

Indian Creek Golf Club ranks high in Metroplex!

- Best value under \$60
- Most well-stocked golf cart
- Lakes Course – Top mid-priced course - #2
- Best city-owned golf course - #3
- Best service - #5
- Best place for corporate events - #5
- Creeks Course - #8
- Lakes Course - #12

2006 public courses evaluation, *Texas Avid Golfer* magazine - www.avidgolferonline.com

People are noticing we're not a 'typical city government'

Editors of an area newspaper wrote an editorial about "Good Government," saying they think government programs need to be reexamined to make them more customer-friendly and results-oriented. "*Carrollton is a notable exception to typical government agencies because of their enterprise management in the form of managed*

competition. Carrollton deserves credit for creative, constructive and productive approach to improving public programs."

-Plano Star Courier, September 24, 2006

"Being competitive is at the heart of sustainability."

- Leonard Martin.

Emphasis on providing competitive services began in 2000. To date, Parks Maintenance, Traffic Operations, Utility Customer Service, Water Utilities and most recently Facility Services have competed with private sector service vendors and earned the city's business. Only solid waste services and golf course maintenance have been transitioned to private service providers.



Wilma's career as a parking lot attendant was short-lived.



Recruiting the right people

We've got about 900 great employees in this organization. But there will soon be new challenges in recruiting and staffing as many of our 'baby boomers' (ages 42-60) leave the workforce. Based on the number of employees who are eligible to retire, there could be 350 to 400 new retirees in the next five years.

The city of Carrollton is a dynamic organization and we need to be attracting, motivating and retaining talented people. We want co-workers who are a 'good fit' for our organization and people who want to make a difference.

Let's recruit creative people who enjoy multi-tasking and cross-training. People who want to expand their skills and who like contributing ideas and solutions. We want competitive problem-solvers for our winning teams. In other words, we need more people like you!

- Leonard Martin

"The Carrollton Way"
Sense of urgency
Open communication
Clear focus
Employee empowerment

City employees provide input on sustaining a quality workforce

Earlier this year several hundred city of Carrollton employees served on focus groups to identify what's important in creating a sustainable workforce. As we've transformed to a service business, our organizational culture has changed. It will continue to evolve as a large part of our workforce reaches retirement age.

We wanted to know employees' views and values based on generational differences. Each age group was asked to identify what they like and dislike about working for the city.

Results showed that the most positive and motivating factors are the people (co-workers

and citizens), the casual environment, pay and benefits, and the convenient location. The most common frustrations were managed competition, leadership styles, limited resources, the compensation system, and departmental inconsistencies.

When asked what would make this an even better place to work, many answered:

- leadership that includes training, mentoring and valuing employees
- promoting a sense of teamwork
- showing employees that they're important
- holding people accountable
- staying close to compensation and benefits market trends.

Every two years, we also survey employees about their satisfaction with the customer service of internal support departments.

The results of these surveys and focus groups are used to adjust personnel programs, administrative directives, supervisor & manager training programs, and in the redesign of the compensation system. Recommendations for the new compensation system are expected to be completed this summer.