

# **City of Walla Walla Engagement and Priority Assessment**

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January 2016



# Background on Cobalt Community Research

- 501c3 not for profit research coalition
- Mission to provide research and education
- Developed to meet the research needs of schools, local governments and nonprofit organizations

# Measuring Where You Are: Why Research Matters

- Understanding community values and priorities helps you plan and communicate more effectively about City decisions
- Perception impacts behaviors you care about
- Understanding community perception helps you improve and promote the City
- Community engagement improves support for difficult decisions
- Reliable data on community priorities aids in balancing demands of vocal groups with the reality of limited resources
- Bottom line outcome measurement of service and trust: Good administration requires quality measurement and reporting

# Study Goals

- Support budget and strategic planning decisions
- Explore service assumptions to ensure baseline service measures are understood
- Identify which aspects of community provide the greatest leverage on citizens' overall satisfaction – and how satisfaction, in turn, influences the community's image and citizen behaviors such as volunteering, remaining in the community, recommending it to others and encouraging businesses to start up in the community
- Benchmark performance against a standardized performance index regionally and nationally
- Compare performance to 2013 Citizen Survey

# Bottom Line

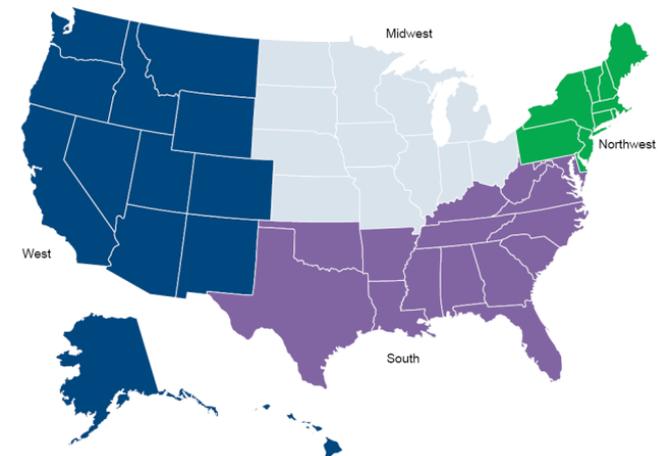
- The City saw improvement in many areas, has solid performance and meets or exceeds regional and national benchmarks in many categories
- 2013 Walla Walla ACSI Score = 59
- 2015 Walla Walla ACSI Score = 62
  - WA/ID/OR/MT = 59
  - West = 61
  - National = 61
- There are several areas where improvement can have significant impact on engagement:
 

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>▪ <b>2015 Drivers:</b></li> <li>▪ City Government Management</li> <li>▪ Economic Health</li> <li>▪ Parks and Recreation</li> <li>▪ Property Taxes</li> </ul> | <ul style="list-style-type: none"> <li>▪ <b>2013 Drivers:</b></li> <li>▪ City Government Management</li> <li>▪ Economic Health</li> <li>▪ Transportation Infrastructure</li> <li>▪ Shopping Opportunities</li> </ul> |
|---|--|
- Detailed information by specific demographic groups is available to aid in policy review
  - Detail by: years of residency, own/rent, employment, age, education, income, marital status, household composition, gender, ethnicity and section of the city

# Available Tools

- Detailed questions and responses broken by demographic group and “thermal mapped” so lower scores are red and higher scores are blue
- Online portal of core benchmarking questions to allow side-by-side comparisons of groups and subgroups (for example, breaking down the scores of individuals divided by age, gender, etc.)
- Online portal allowing download of core data into MS Excel
- Comparison scores with local governments in WA/ID/OR/MT, the West and across the nation
- Comparison scores with non-local government comparables (industries, companies, federal agencies)

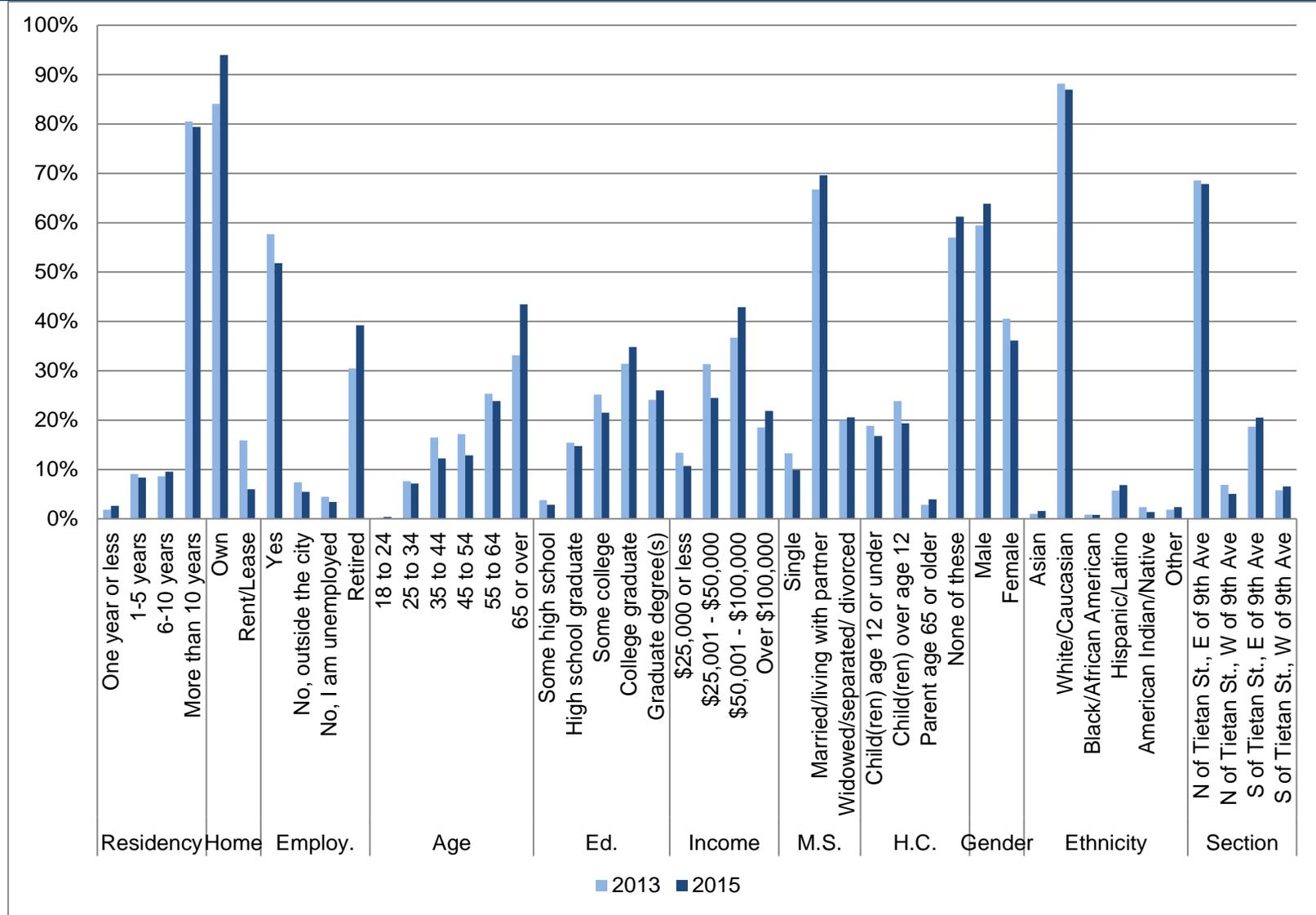
Census Bureau Regions



# Methodology

- Random sample of 1500 residents drawn from utility billing records
- Utilized [www.random.org](http://www.random.org), a well-respected utility used internationally by many universities and researchers to generate true random numbers
- Conducted using two mailings in November and December 2015 (same timeframe as 2013 survey)
- Valid response from 506 residents, providing an exceptional response rate of 34 percent, and a conventional margin of error of +/- 4.3 percent in the raw data and an ACSI margin of error of +/- 1.8 percent
  - 2013 = 595 responses, 40 percent response rate, margin of error of +/- 4.0 percent
    - 2013 = 13% completed online; 2015 = 11% completed online
  - Note: National surveys with a margin of error +/- 5% require a sample of 384 responses to reflect a population of 330,000,000

# Respondent Profile – Similar to 2013



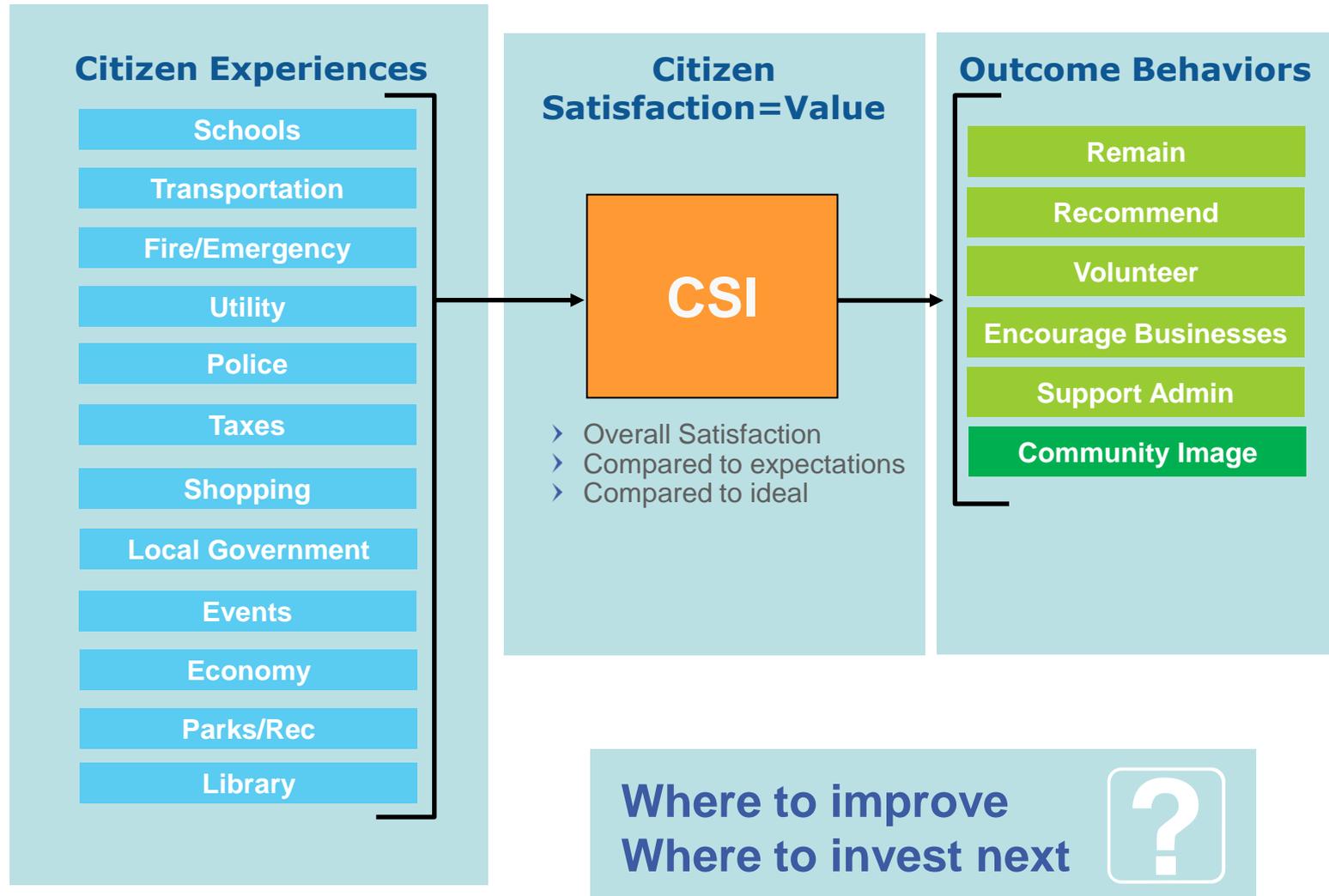
# Preserving Voice: Looking Into Detail

## Sample:

City of Walla Walla  
2015 Service Satisfaction Scores  
Scale 1 to 10

|                             |                      | Public Safety Services |                     |                     |                                   |                          |               | Other City Services |                         |                                   |            |                  |
|-----------------------------|----------------------|------------------------|---------------------|---------------------|-----------------------------------|--------------------------|---------------|---------------------|-------------------------|-----------------------------------|------------|------------------|
|                             |                      | Ambulance services     | Building inspection | Building permitting | Responsiveness to code complaints | Crime prevention program | Fire services | Police services     | Bicycle lanes and paths | City communications with citizens | City parks | Compost services |
| 2013 Overall Satisfaction   |                      | 8.4                    | 6.7                 | 6.3                 | 5.9                               | 7.3                      | 8.6           | 8.0                 | 6.6                     | 5.9                               | 8.1        | 6.9              |
| 2015 Overall Satisfaction   |                      | 8.8                    | 6.8                 | 6.4                 | 6.1                               | 6.5                      | 8.8           | 8.2                 | 7.0                     | 6.4                               | 8.3        | 7.1              |
| Residency                   | One year or less     | 9.2                    | 7.5                 | 5.0                 | 7.0                               | 8.4                      | 9.3           | 9.0                 | 7.4                     | 7.1                               | 8.5        | 5.4              |
|                             | 1-5 years            | 8.7                    | 7.4                 | 7.3                 | 9.5                               | 6.2                      | 8.7           | 8.5                 | 6.5                     | 6.3                               | 8.3        | 7.0              |
|                             | 6-10 years           | 8.8                    | 6.0                 | 5.8                 | 6.4                               | 5.8                      | 8.9           | 8.0                 | 6.6                     | 6.6                               | 8.8        | 7.3              |
|                             | More than 10 years   | 8.8                    | 6.8                 | 6.4                 | 6.1                               | 6.5                      | 8.7           | 8.2                 | 7.1                     | 6.4                               | 8.2        | 7.1              |
| Own or rent/lease           | Own                  | 8.8                    | 6.8                 | 6.4                 | 6.2                               | 6.4                      | 8.8           | 8.3                 | 7.0                     | 6.5                               | 8.3        | 7.1              |
|                             | Rent/Lease           | 8.5                    | 6.3                 | 5.7                 | 6.3                               | 5.6                      | 8.7           | 8.2                 | 7.3                     | 5.6                               | 8.0        | 6.4              |
| Currently work inside City? | Yes                  | 8.6                    | 6.8                 | 6.5                 | 6.3                               | 6.2                      | 8.6           | 8.0                 | 6.8                     | 6.4                               | 8.1        | 6.9              |
|                             | No, outside the city | 8.5                    | 6.5                 | 6.2                 | 5.3                               | 7.0                      | 9.1           | 8.2                 | 6.5                     | 6.0                               | 8.9        | 7.1              |
|                             | No, I am unemployed  | 8.2                    | 6.1                 | 5.4                 | 5.0                               | 6.8                      | 8.5           | 8.1                 | 7.5                     | 5.9                               | 8.2        | 6.9              |
|                             | Retired              | 9.1                    | 6.9                 | 6.5                 | 6.1                               | 6.7                      | 8.9           | 8.6                 | 7.2                     | 6.6                               | 8.4        | 7.4              |
| Age                         | 18 to 24             | -                      | -                   | -                   | -                                 | -                        | -             | -                   | -                       | -                                 | -          | -                |
|                             | 25 to 34             | 8.9                    | 7.3                 | 6.6                 | 6.9                               | 4.5                      | 9.1           | 7.7                 | 6.9                     | 6.6                               | 8.3        | 7.1              |
|                             | 35 to 44             | 8.7                    | 7.2                 | 6.8                 | 7.1                               | 6.1                      | 8.7           | 7.9                 | 6.7                     | 6.5                               | 8.2        | 6.7              |
|                             | 45 to 54             | 8.0                    | 6.2                 | 6.2                 | 5.4                               | 6.2                      | 8.3           | 7.9                 | 6.9                     | 6.2                               | 7.9        | 7.0              |
|                             | 55 to 64             | 8.7                    | 6.8                 | 6.4                 | 5.9                               | 6.4                      | 8.6           | 8.0                 | 6.6                     | 6.1                               | 8.1        | 7.1              |
|                             | 65 or over           | 8.9                    | 6.8                 | 6.4                 | 6.1                               | 6.8                      | 8.9           | 8.6                 | 7.3                     | 6.6                               | 8.4        | 7.2              |

# Citizen Engagement Model



# Results



# Comparing 2013 and 2015

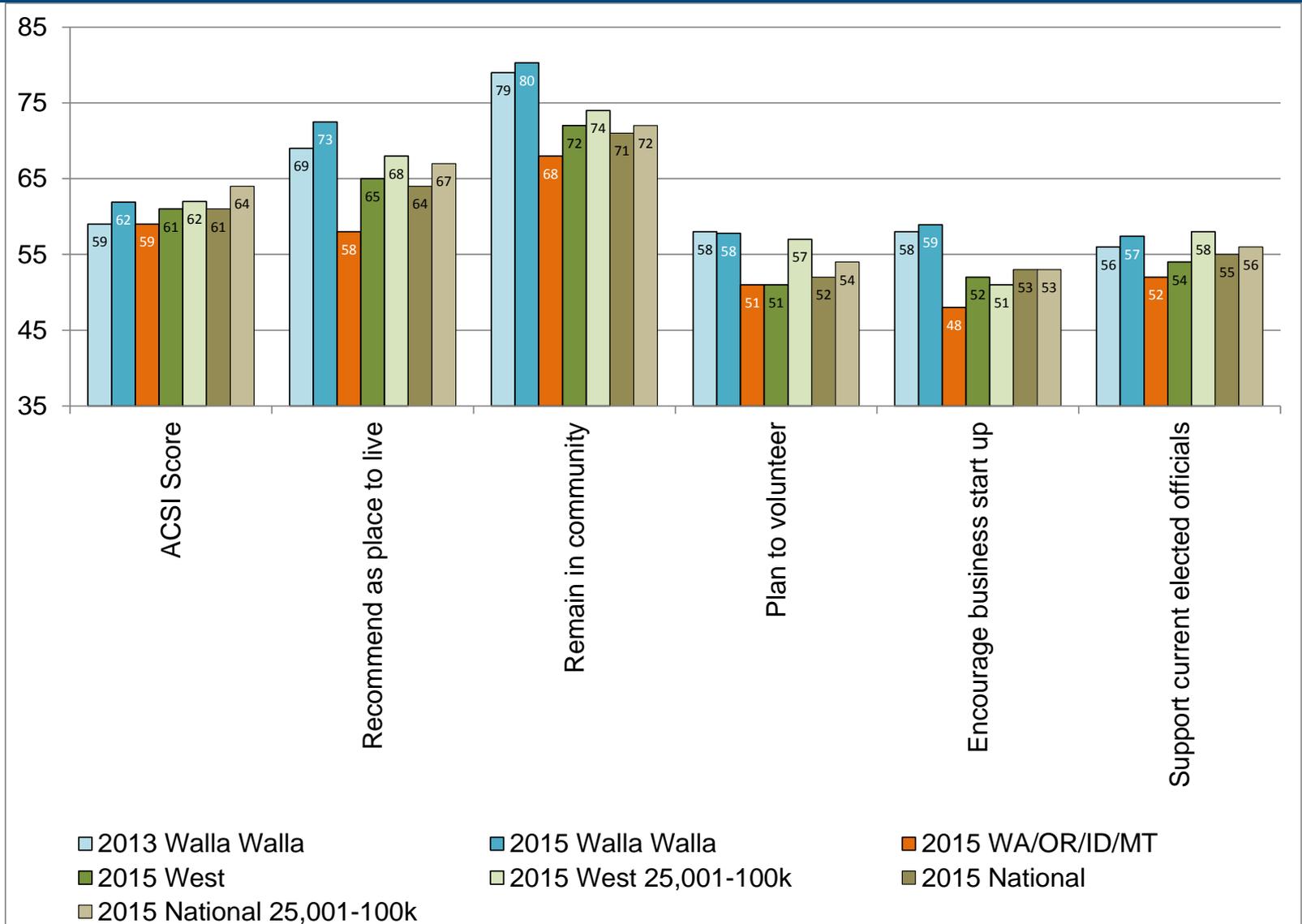
(High score = 100)

## Areas with strong impact on overall engagement

|                                     | 2013 Walla Walla | 2015 Walla Walla | Change from '13 to '15 |
|-------------------------------------|------------------|------------------|------------------------|
| Transportation Infrastructure       | 53               | 57               | ↑ 4                    |
| Fire and Emergency Medical Services | 85               | 87               | ↑ 2                    |
| Utility Services                    | 81               | 82               | ↑ 1                    |
| Police Department                   | 77               | 81               | ↑ 4                    |
| Property Taxes                      | 65               | 59               | ↓ -6                   |
| Shopping Opportunities              | 53               | 59               | ↑ 6                    |
| Local Government                    | 51               | 59               | ↑ 8                    |
| Community Events                    | 74               | 76               | ↑ 2                    |
| Economic Health                     | 49               | 55               | ↑ 6                    |
| Parks and Recreation                | 77               | 78               | ↑ 1                    |
| Library                             | 72               | 73               | ↑ 1                    |
| ACSI Score                          | 59               | 62               | ↑ 3                    |
| Community Image                     | 69               | 70               | ↑ 1                    |
| Recommend as a place to live        | 69               | 73               | ↑ 4                    |
| Remain in community                 | 79               | 80               | ↑ 1                    |
| Plan to volunteer                   | 58               | 58               | → 0                    |
| Encourage business start-up         | 58               | 59               | ↑ 1                    |
| Support current city administration | 56               | 57               | ↑ 1                    |

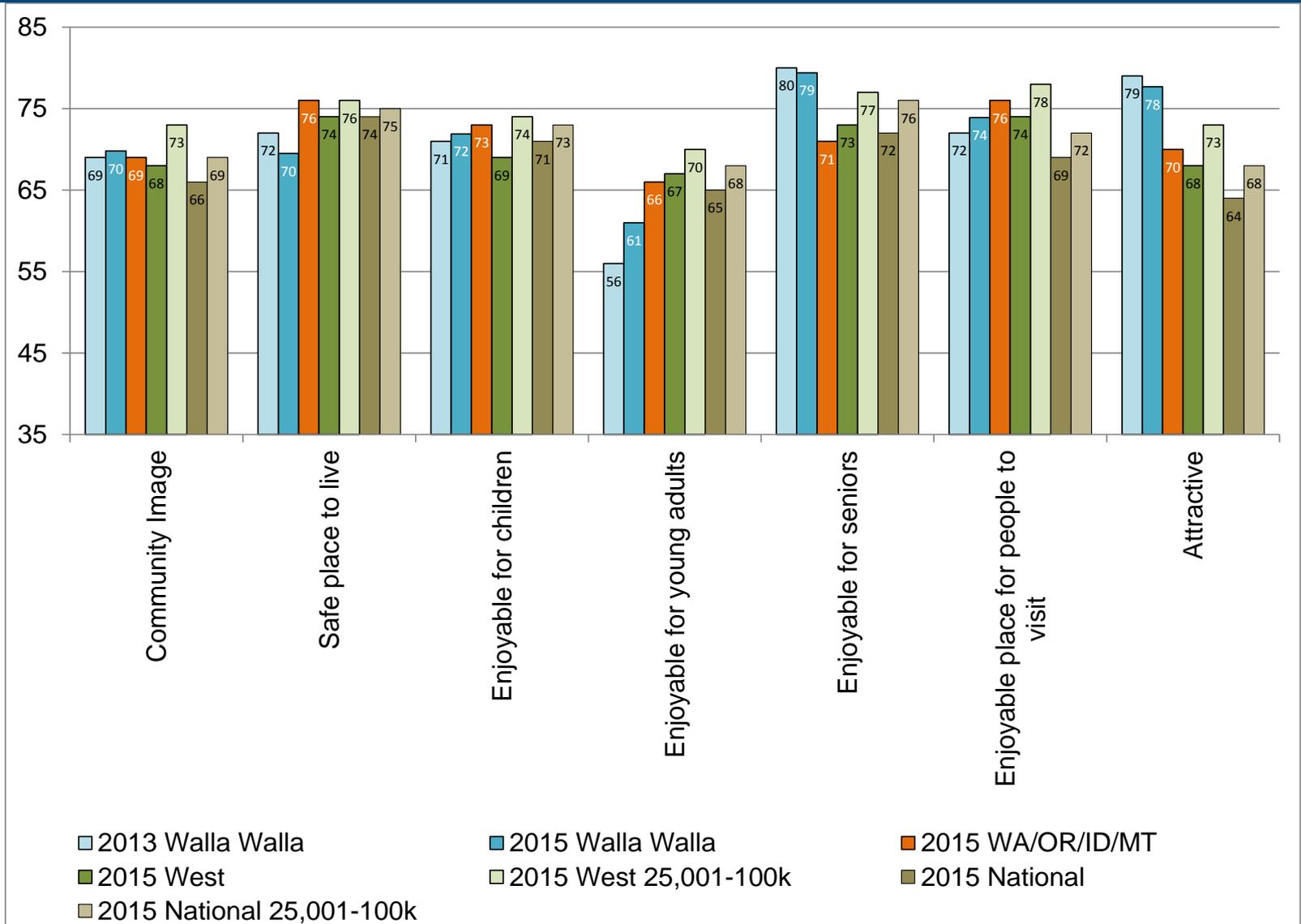
# Outcome Behaviors to Benchmarks

(High score = 100)



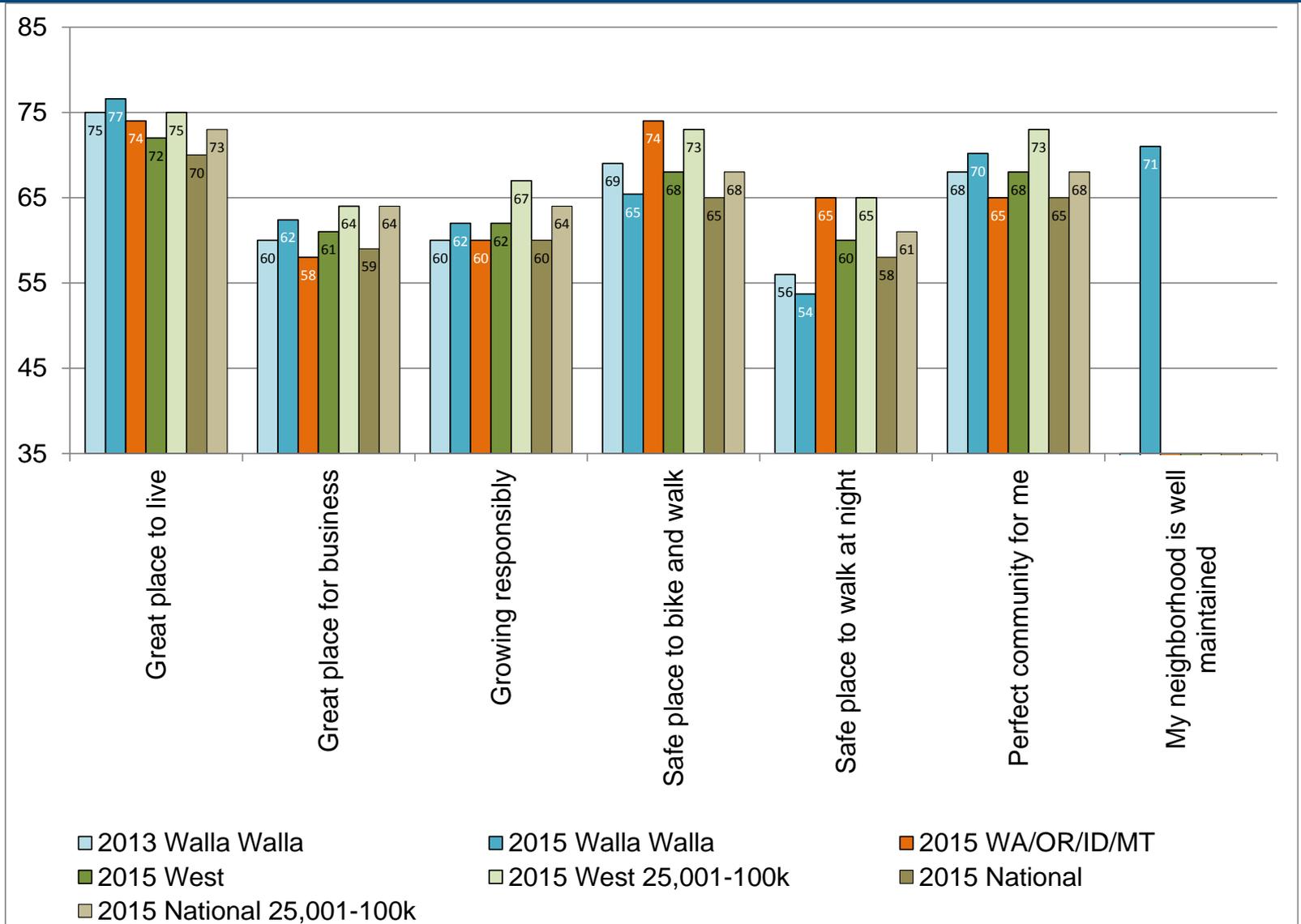
# Community Image to Benchmarks

(High score = 100)



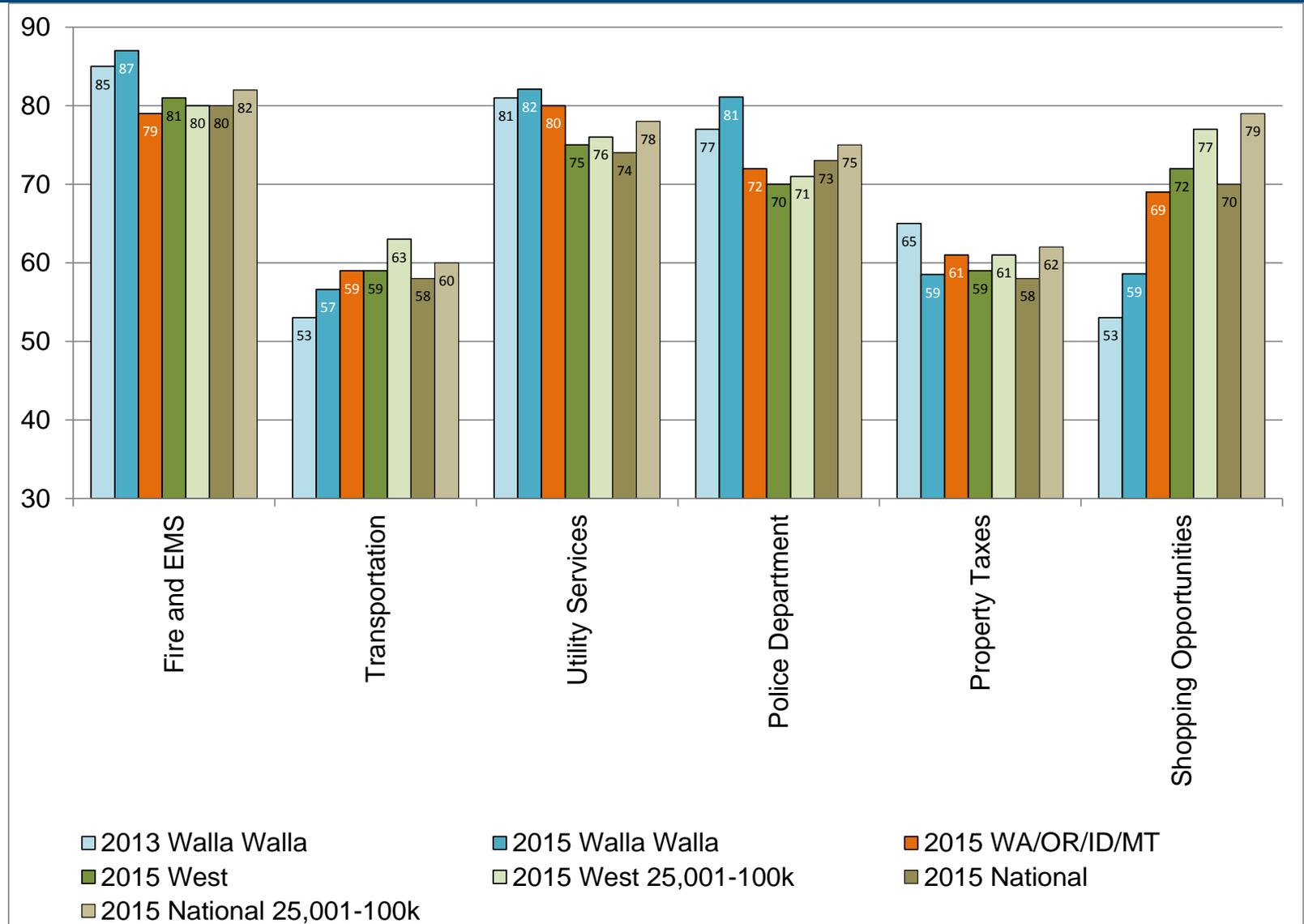
# Community Image to Benchmarks (cont.)

(High score = 100)



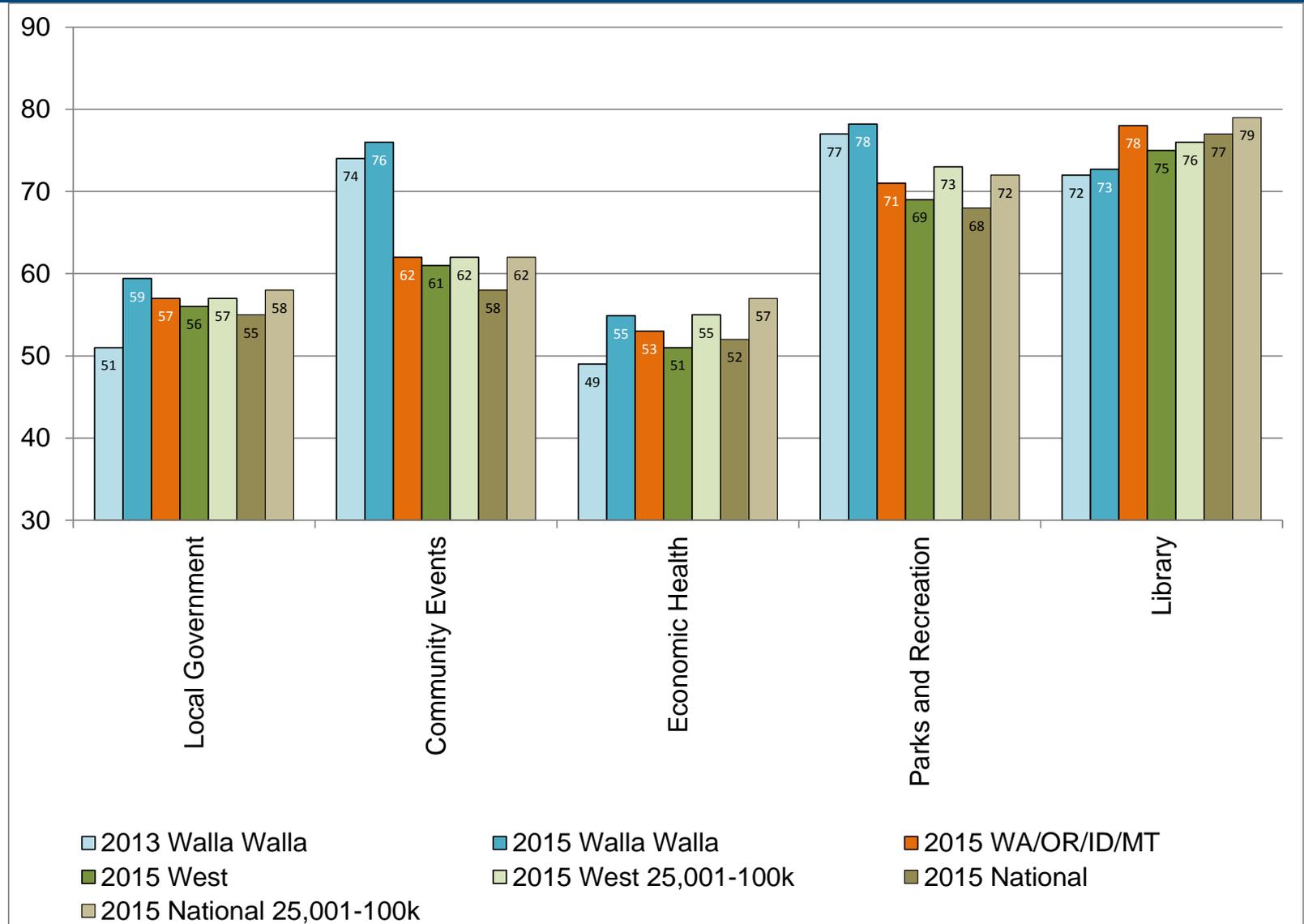
# Quality of Life Components to Benchmarks

(High score = 100)

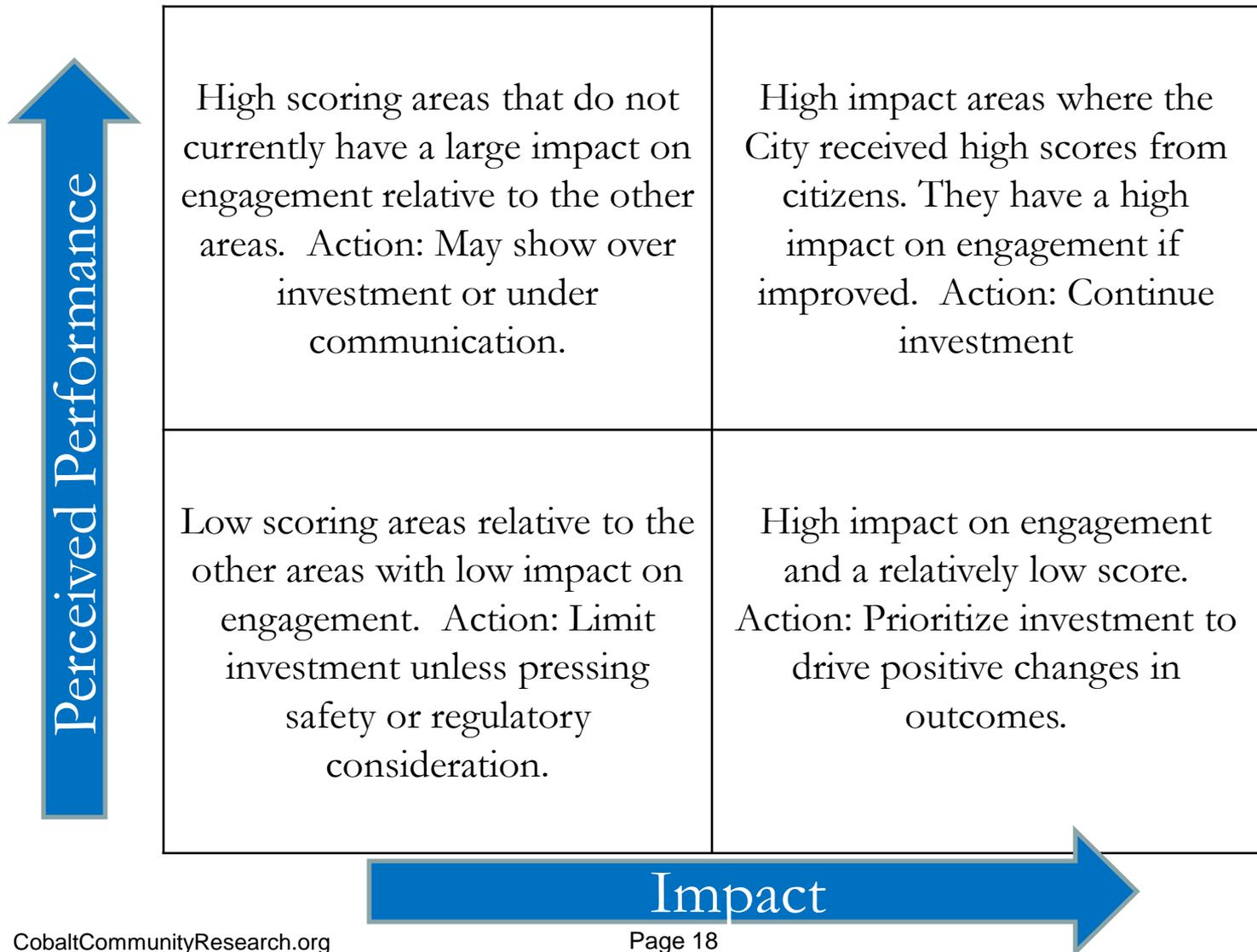


# Quality of Life Components to Benchmarks (cont.)

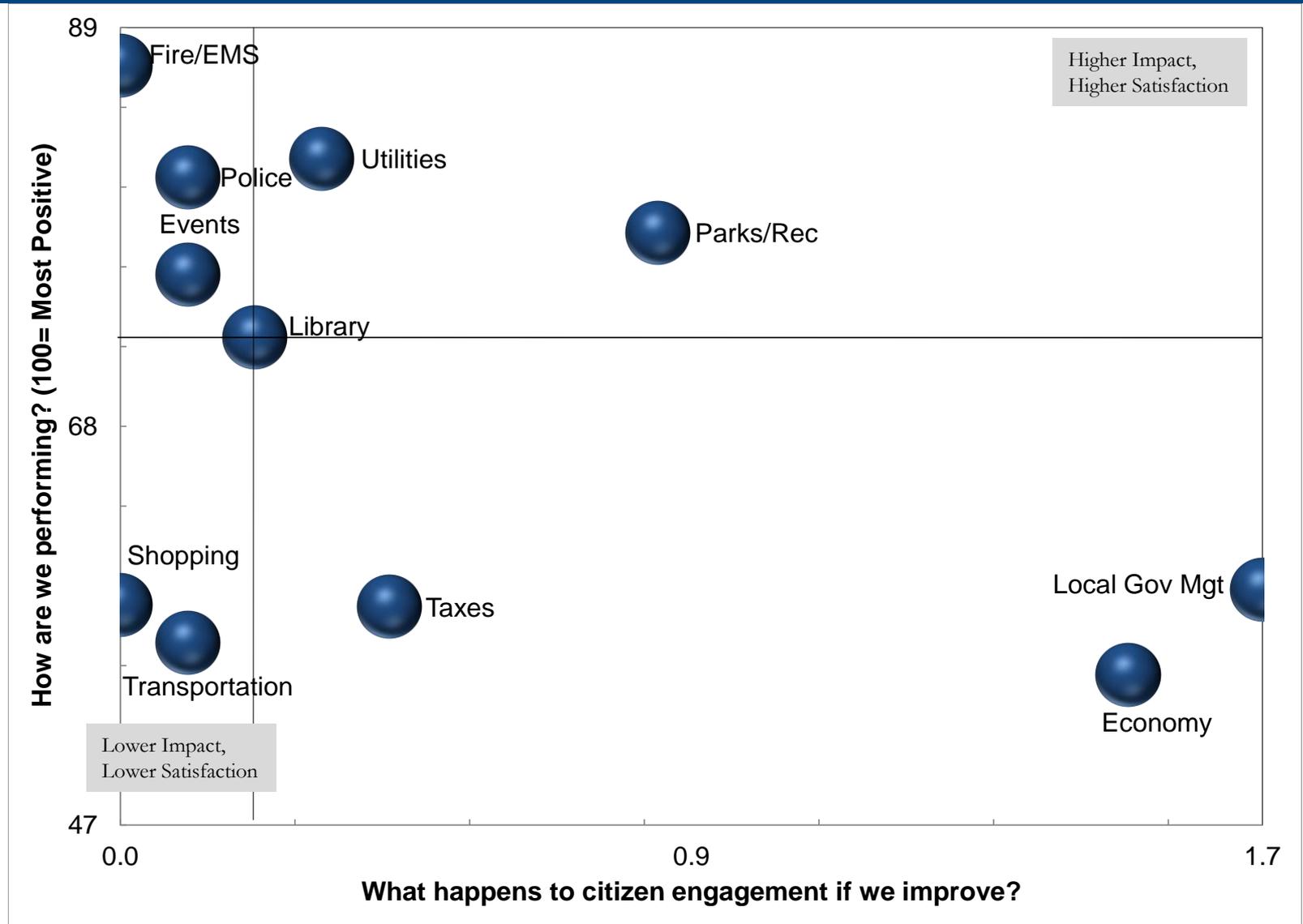
(High score = 100)



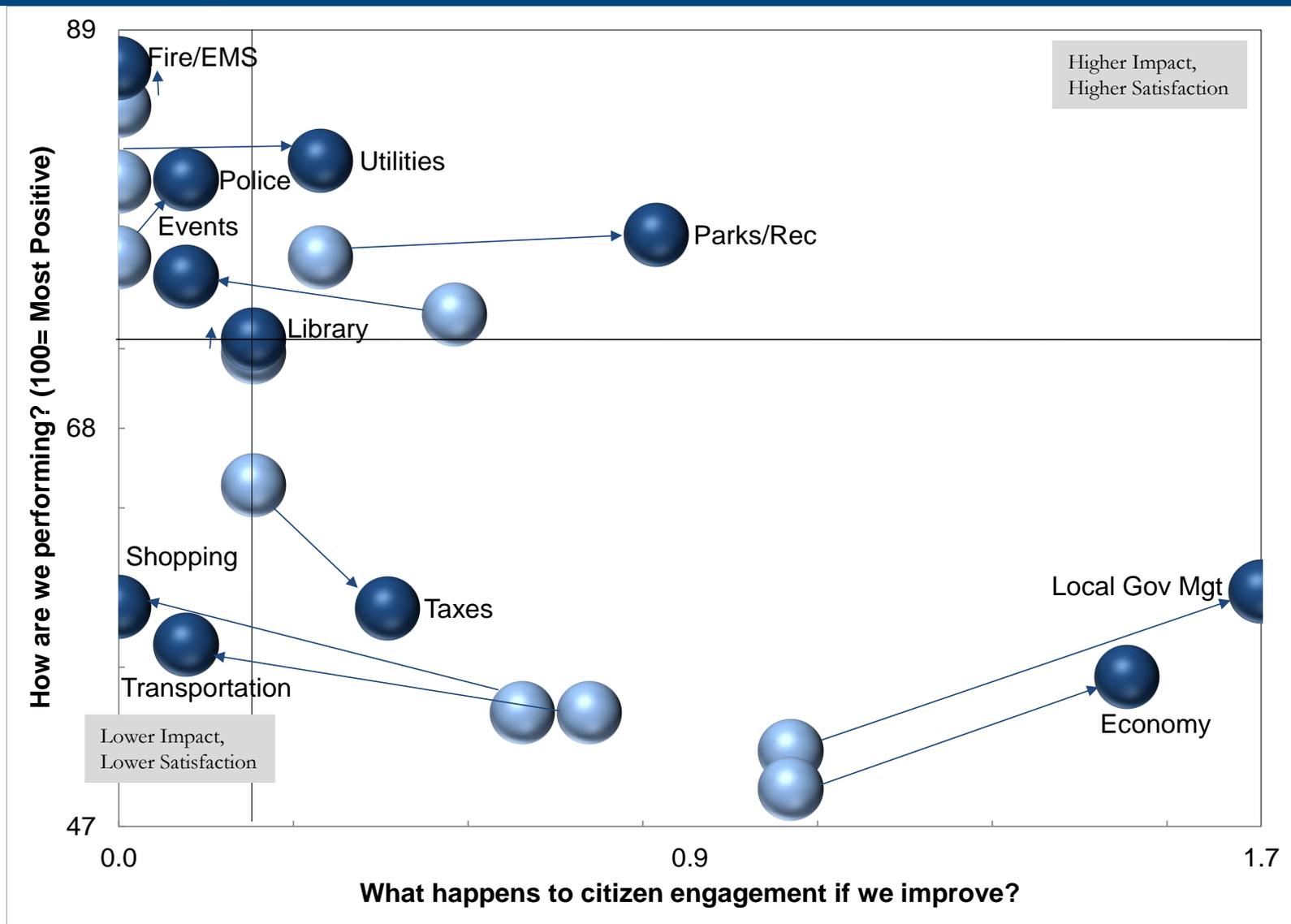
# Understanding the Charts: Community Questions – Long-term Drivers



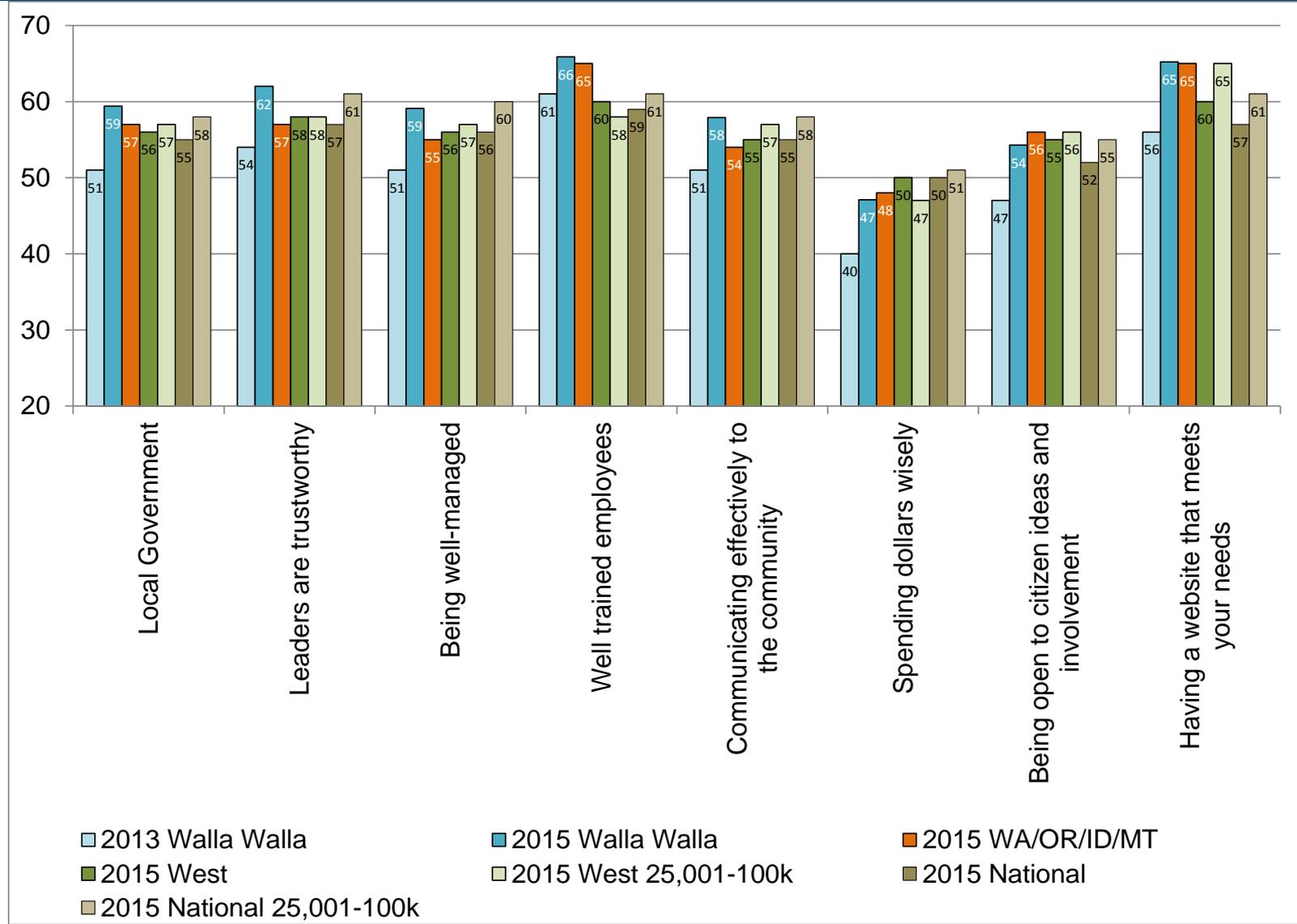
# Drivers of Satisfaction and Behavior: Strategic Priorities



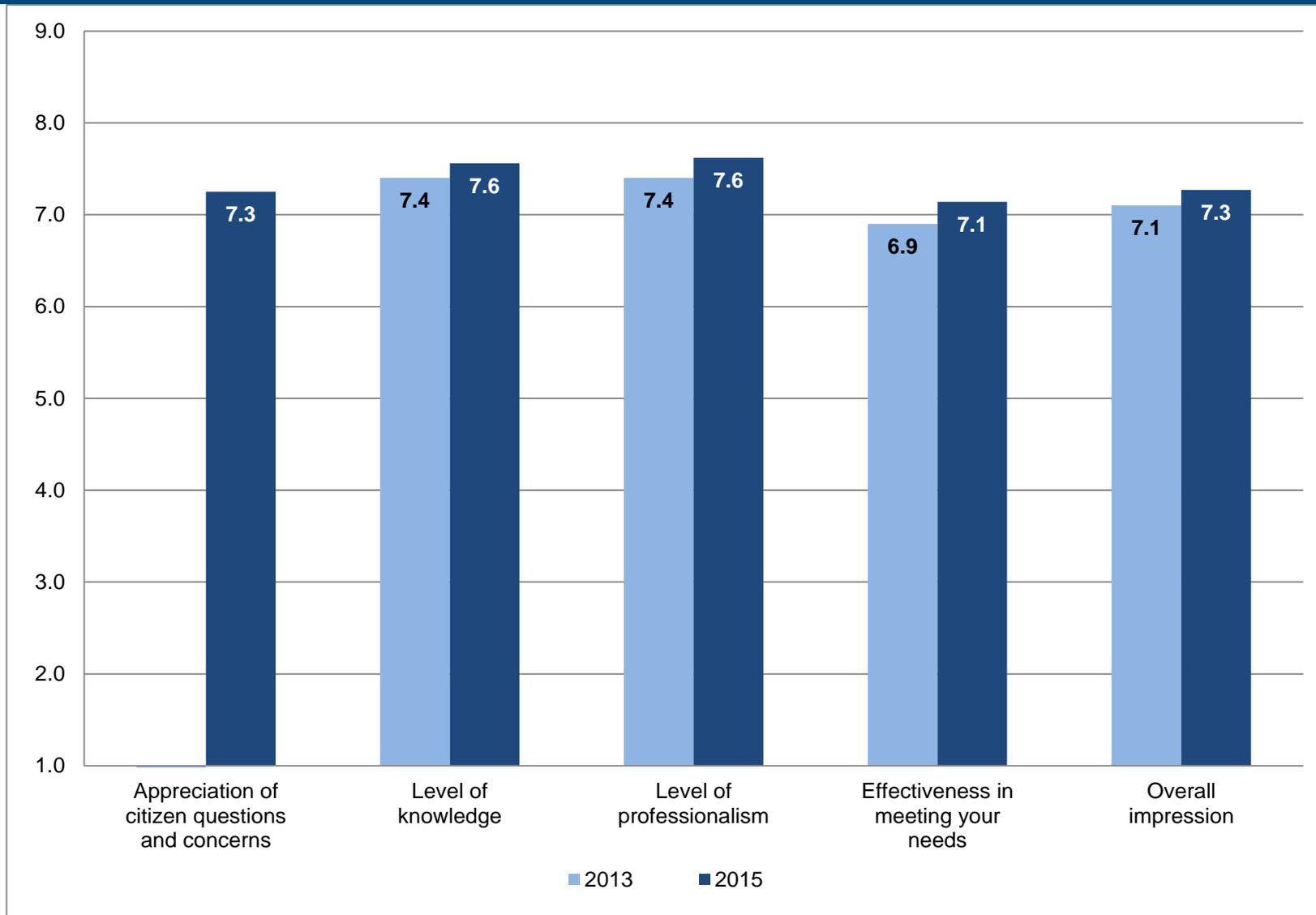
# Drivers of Satisfaction and Behavior: Strategic Priorities Compared to 2013



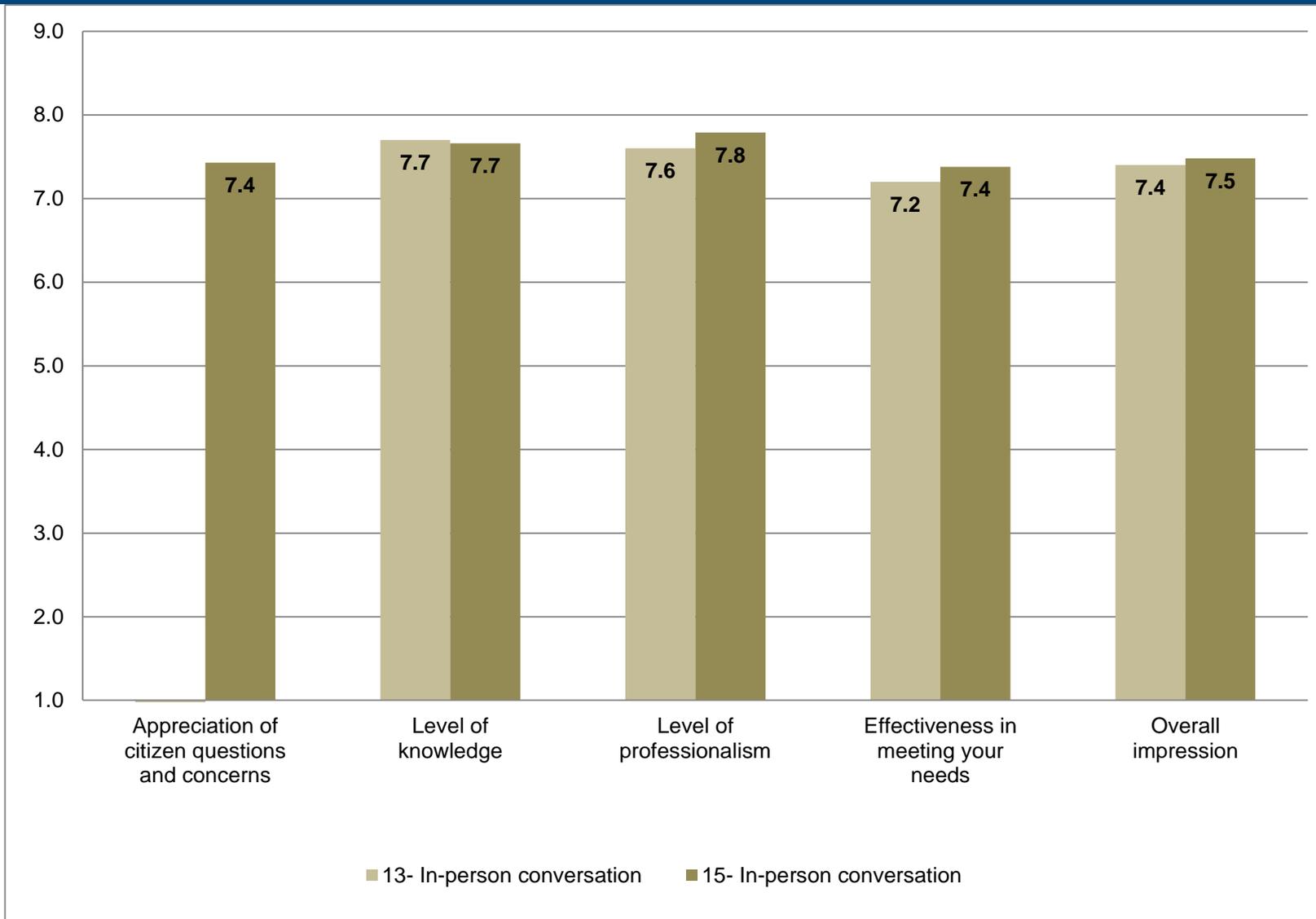
# Drivers of Satisfaction and Behavior: Government Management

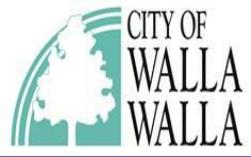


# Recent Contact with City Employees/ Officials

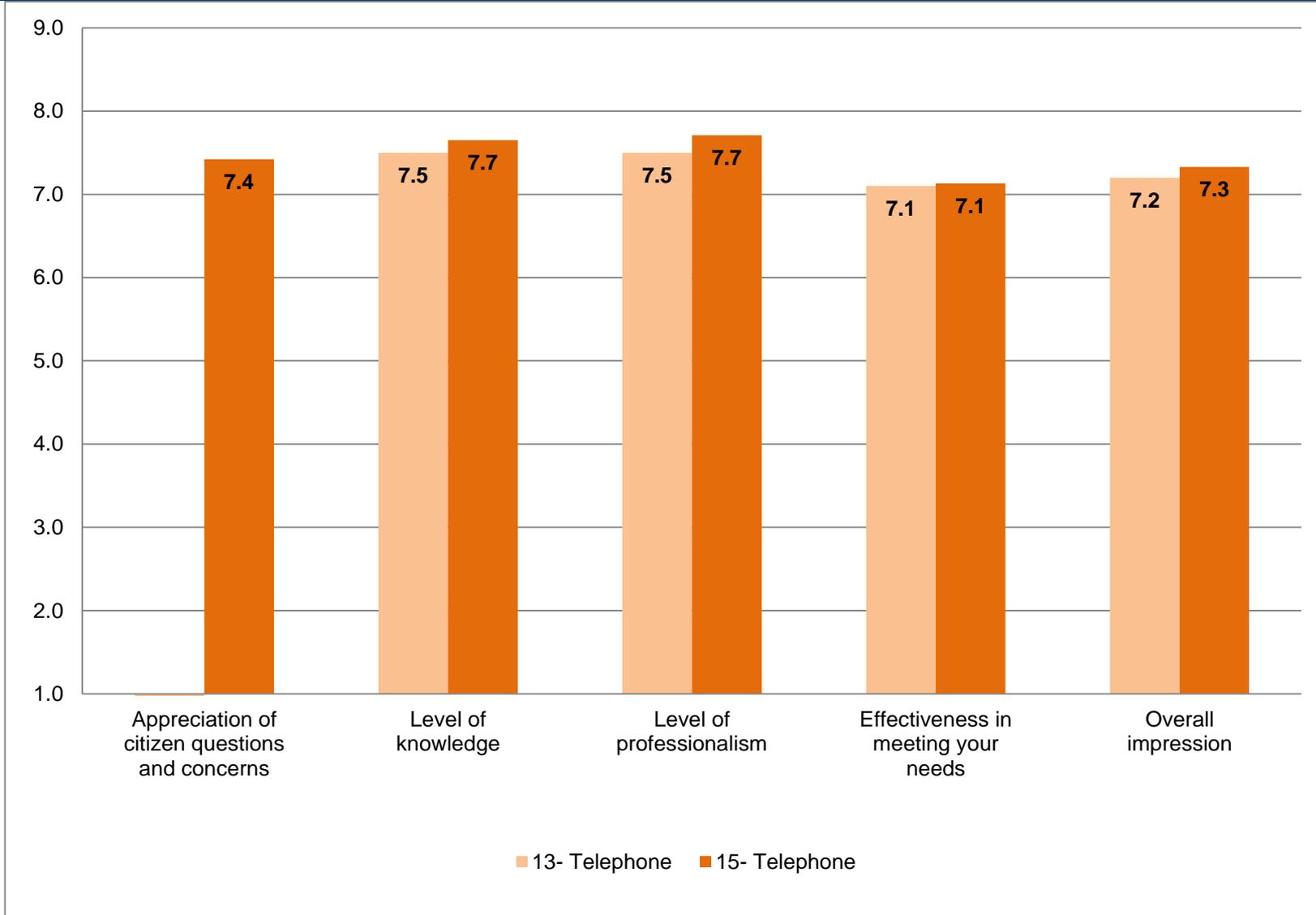


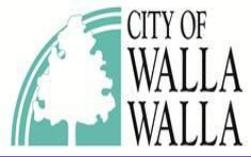
# Recent Contact with City Employees/ Officials – In-person Conversation



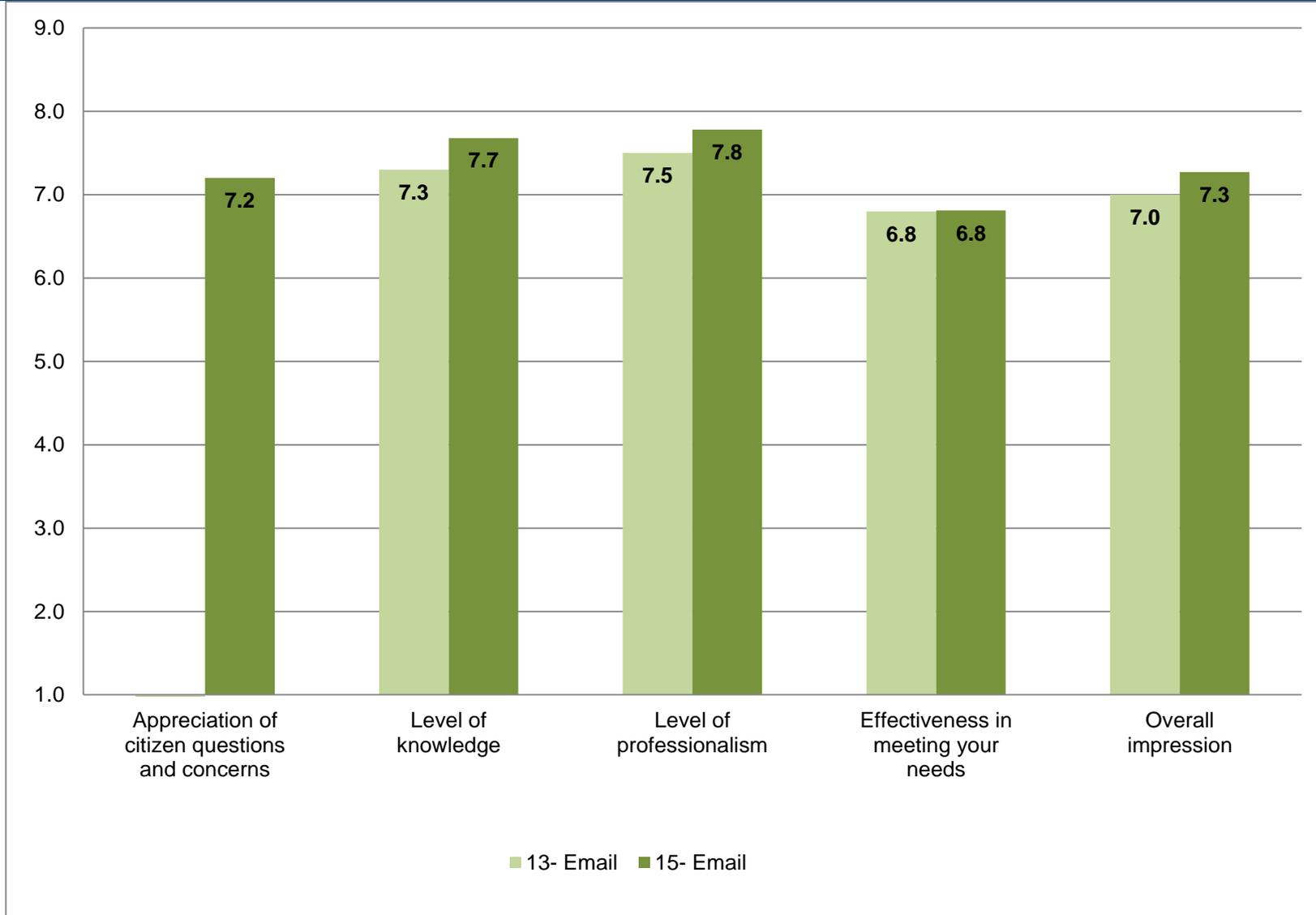


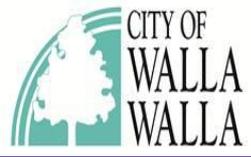
# Recent Contact with City Employees/ Officials – Telephone



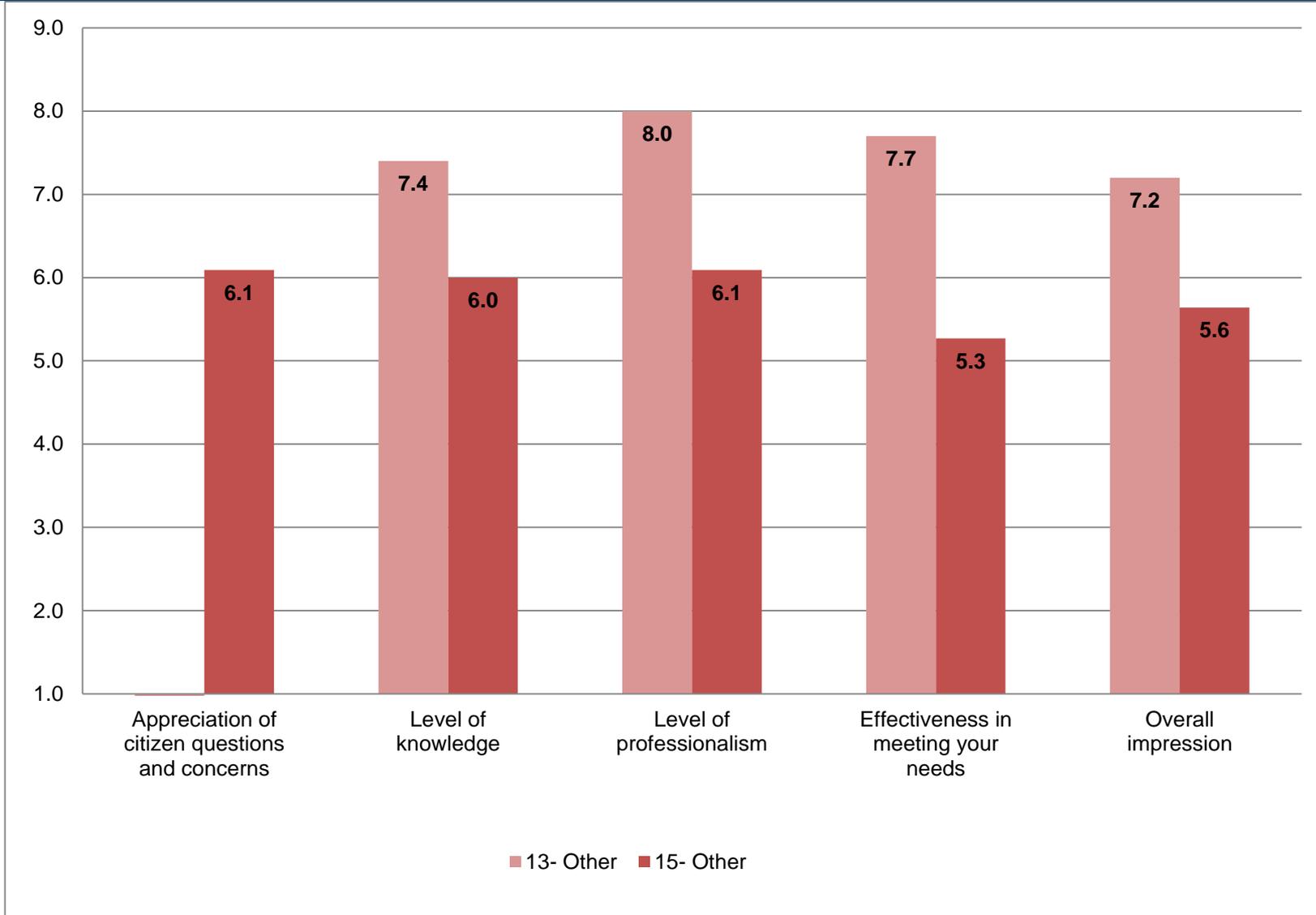


# Recent Contact with City Employees/ Officials – Email

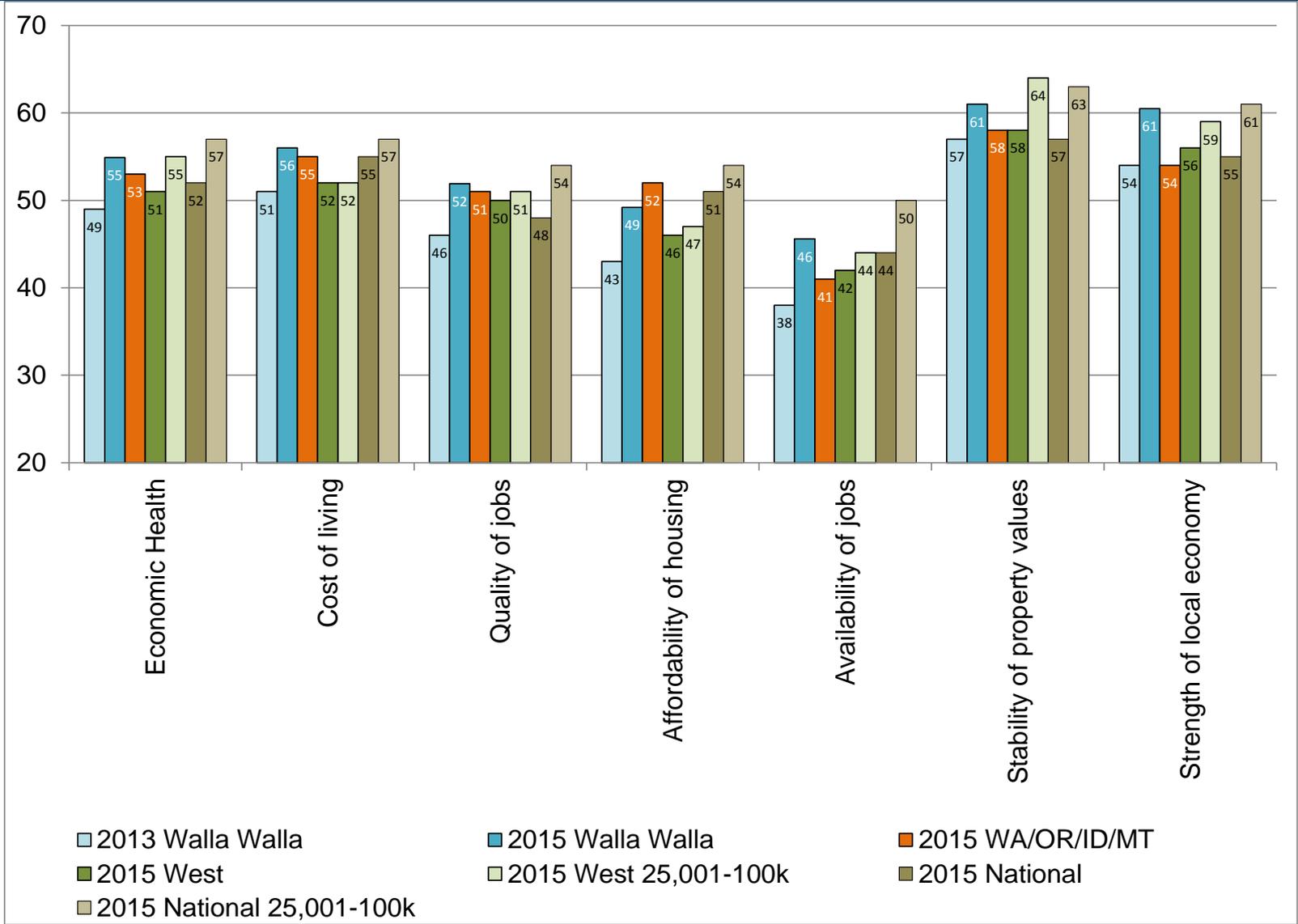




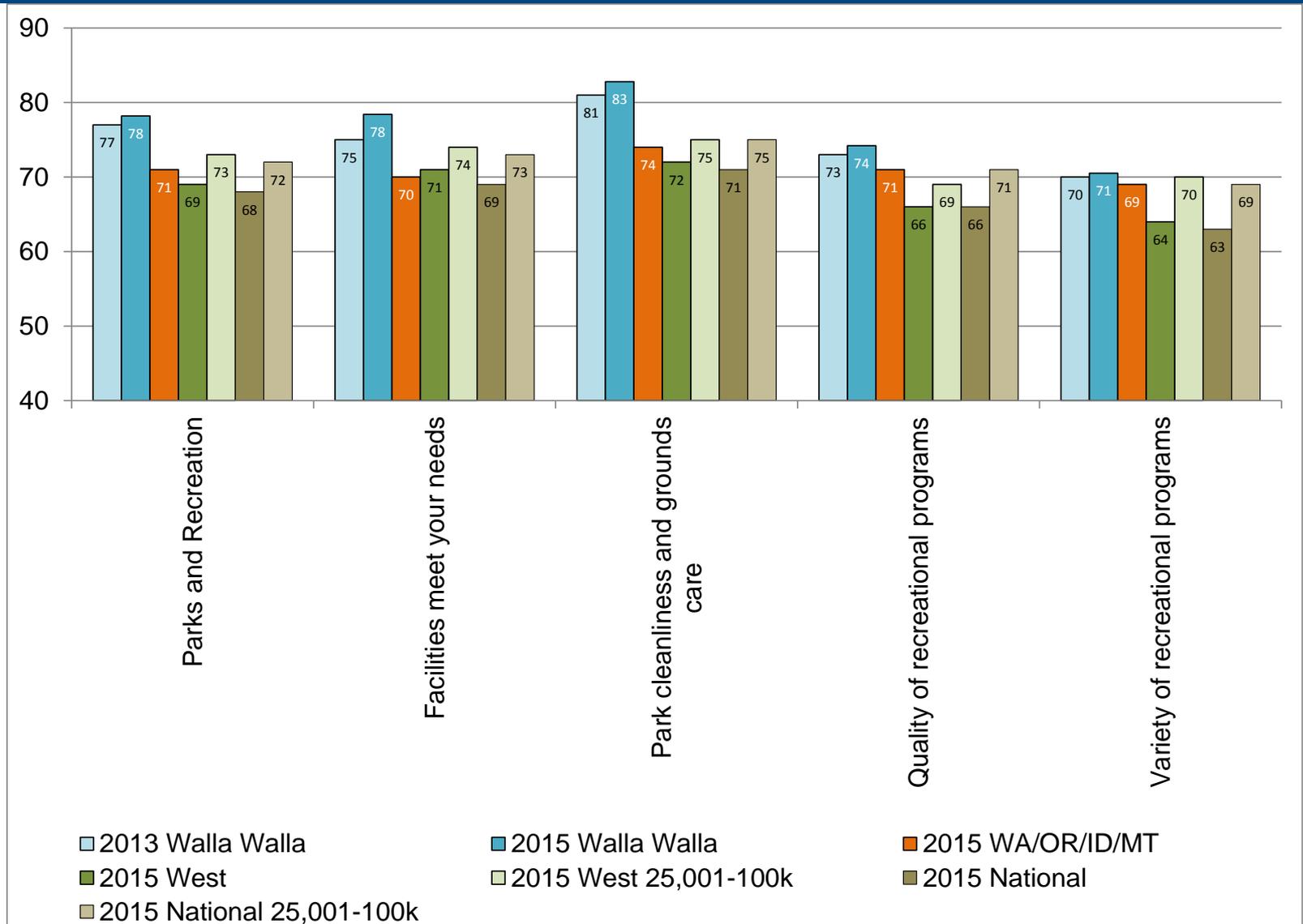
# Recent Contact with City Employees/ Officials – Other



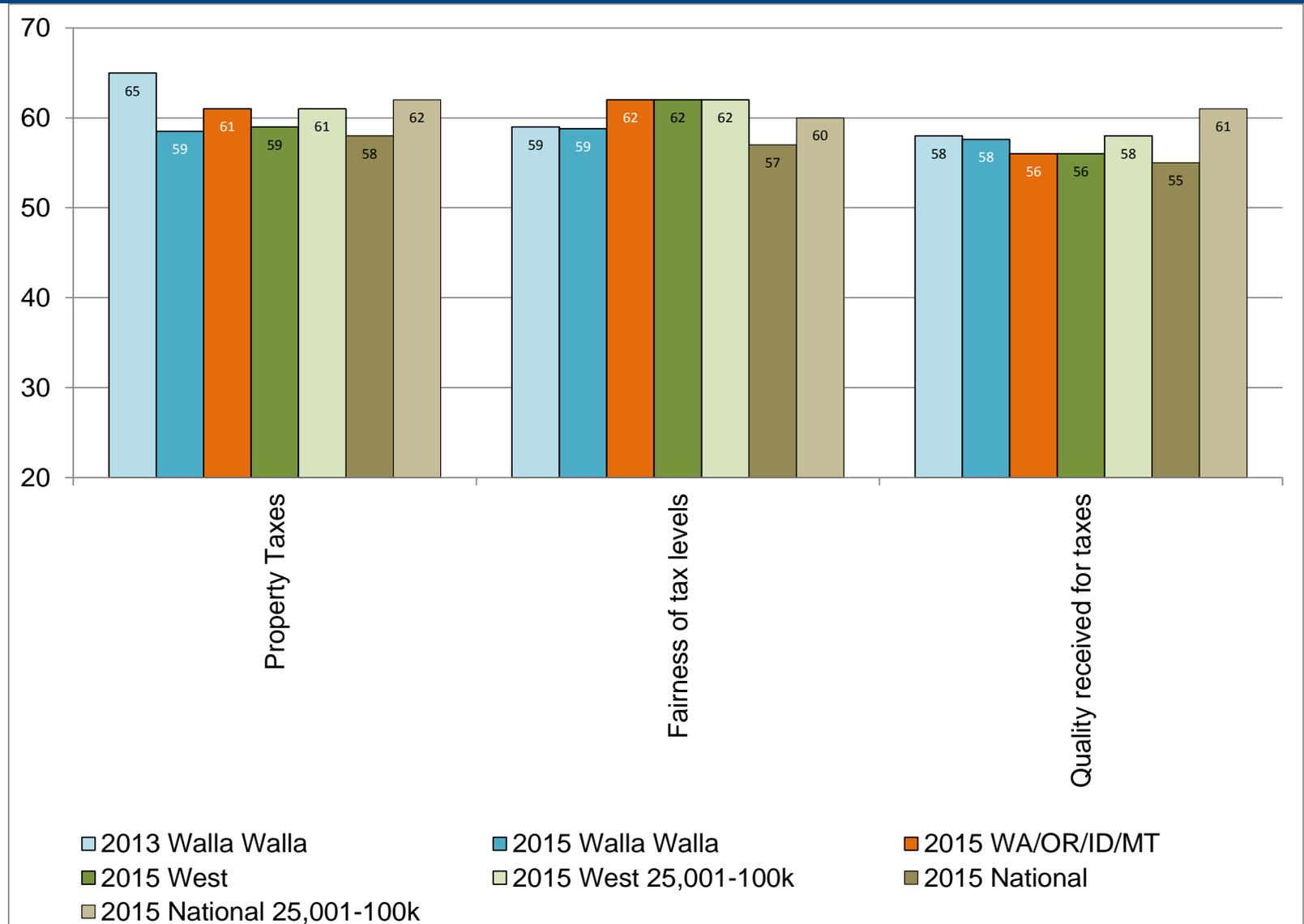
# Drivers of Satisfaction and Behavior: Economic Health



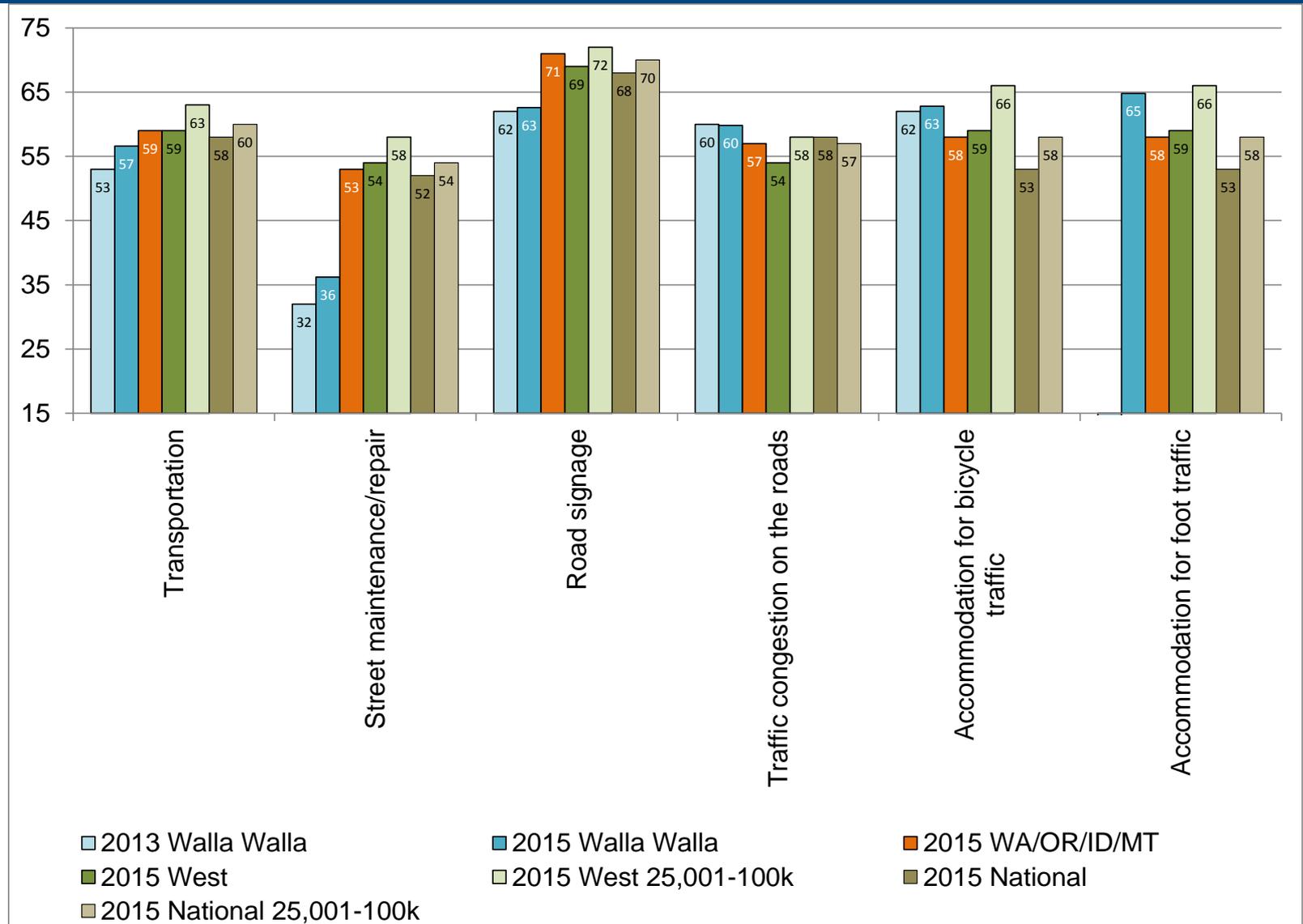
# Drivers of Satisfaction and Behavior: Parks and Recreation



# Drivers of Satisfaction and Behavior: Property Taxes



# Drivers of Satisfaction and Behavior: Transportation Infrastructure

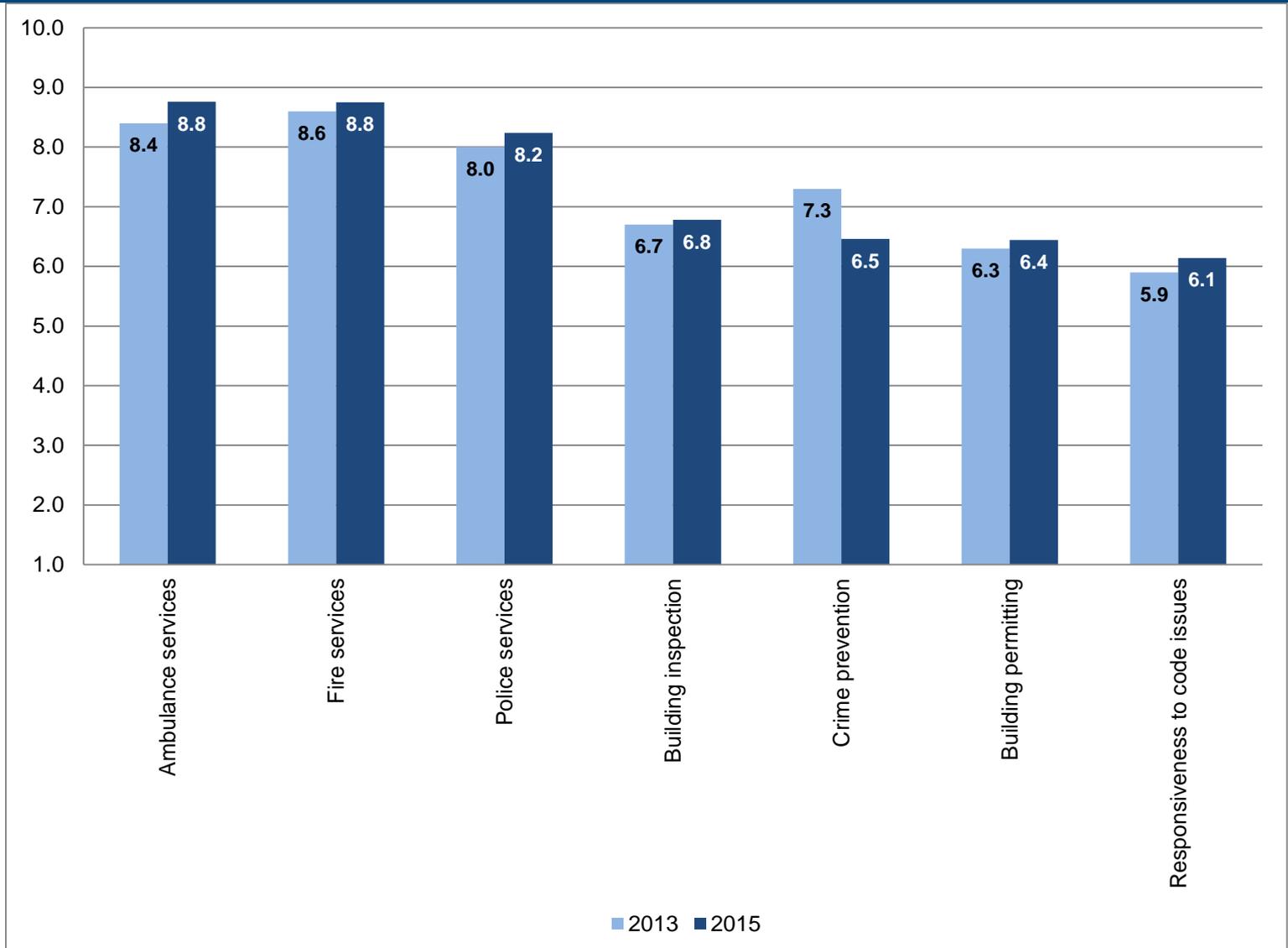




# City Services and Programs

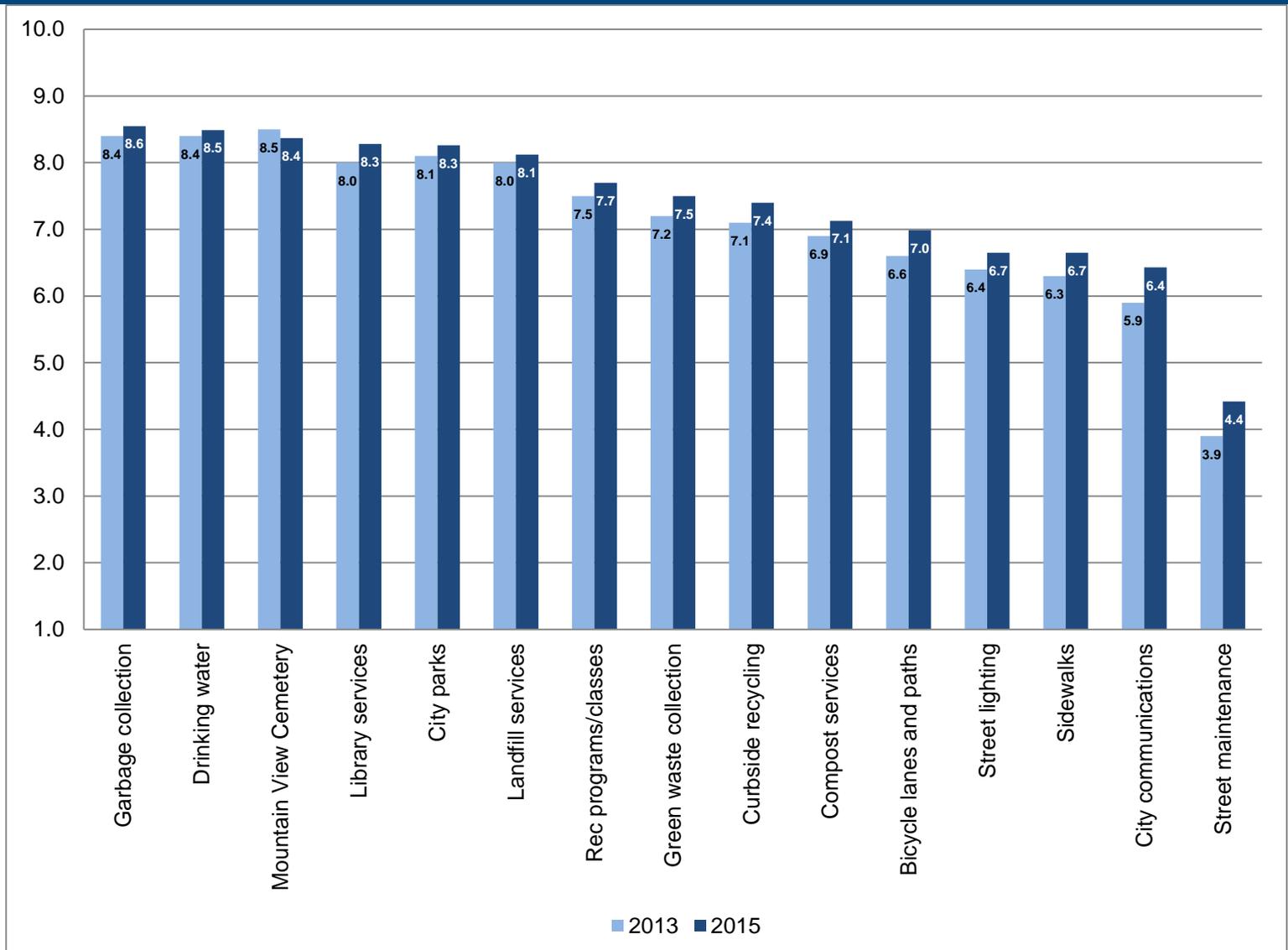
# City Services and Programs Satisfaction

## – Public Safety (Scale = 1 to 10)



# City Services and Programs Satisfaction

## – Other City Services (Scale = 1 to 10)

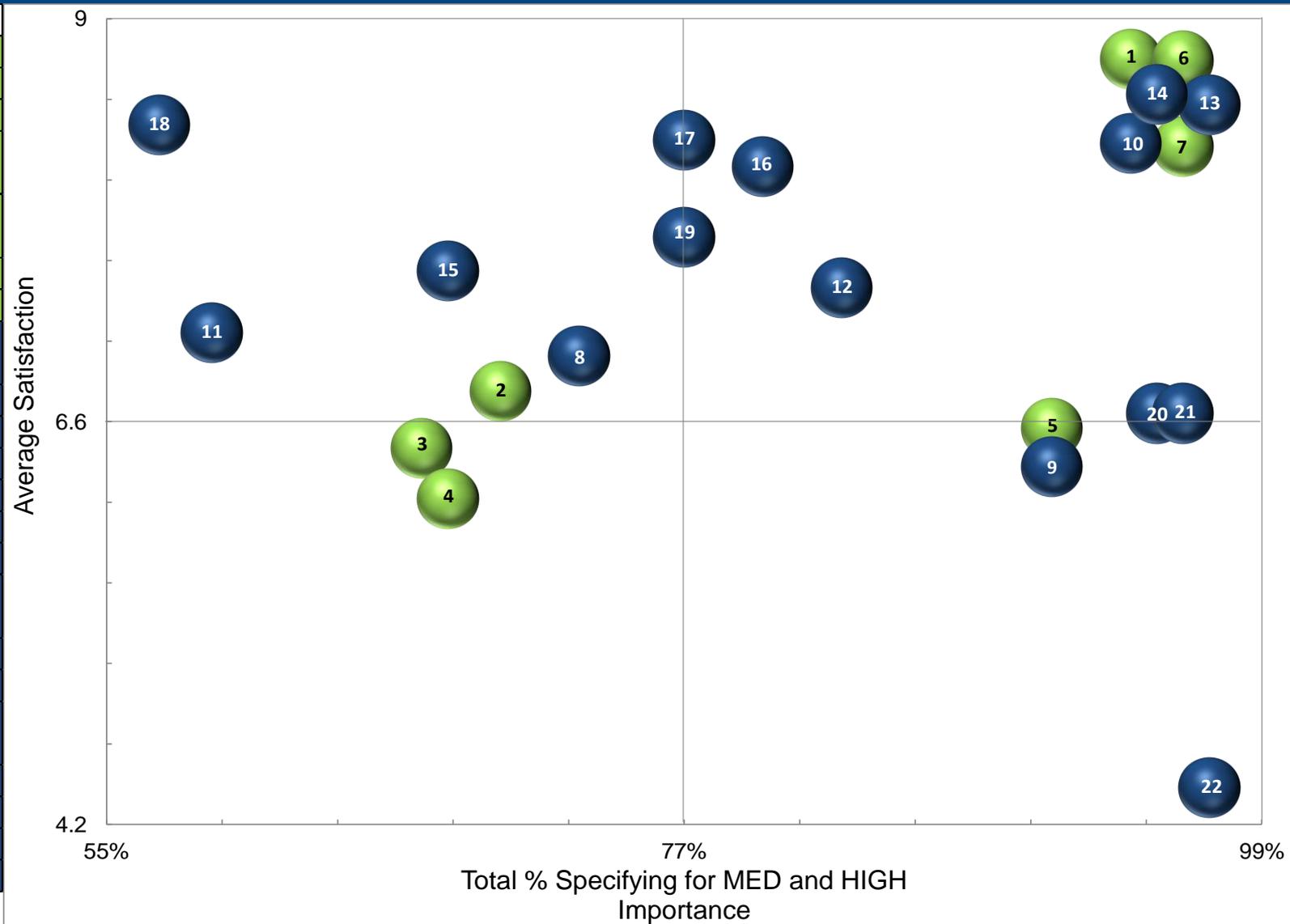




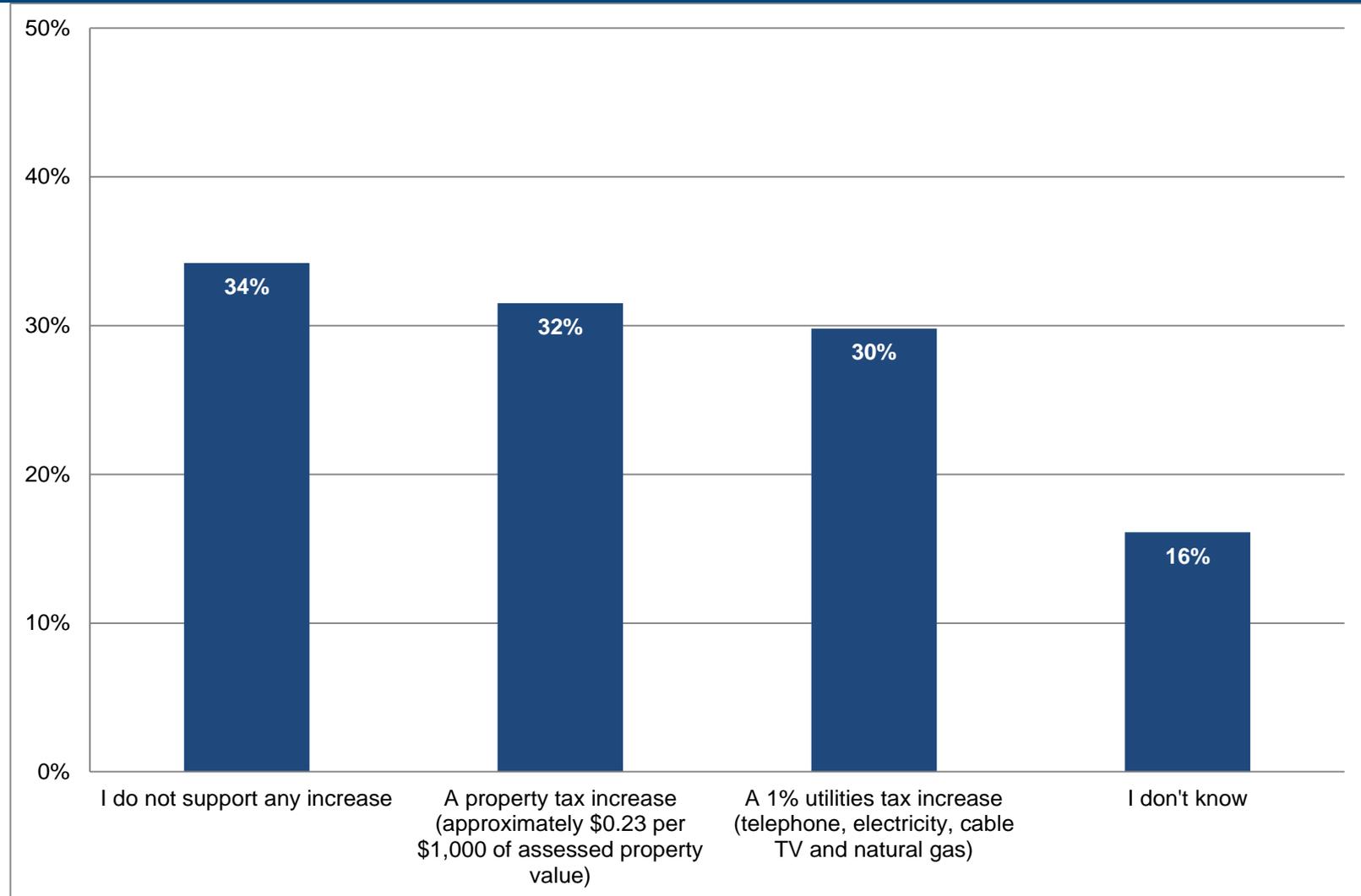
# City Services & Programs Bubble Chart

Horizontal axis = % of respondents saying service is MED or HIGH importance,  
 Vertical axis = satisfaction w/ service

| ID | Dimension                     |
|----|-------------------------------|
| 1  | Ambulance services            |
| 2  | Building inspection           |
| 3  | Building permitting           |
| 4  | Responsiveness to code issues |
| 5  | Crime prevention program      |
| 6  | Fire services                 |
| 7  | Police services               |
| 8  | Bicycle lanes and paths       |
| 9  | City communications           |
| 10 | City parks                    |
| 11 | Compost services              |
| 12 | Curbside recycling            |
| 13 | Drinking water                |
| 14 | Garbage collection            |
| 15 | Green waste collection        |
| 16 | Landfill services             |
| 17 | Library services              |
| 18 | Mountain View Cemetery        |
| 19 | Rec programs/classes          |
| 20 | Sidewalks                     |
| 21 | Street lighting               |
| 22 | Street maintenance            |

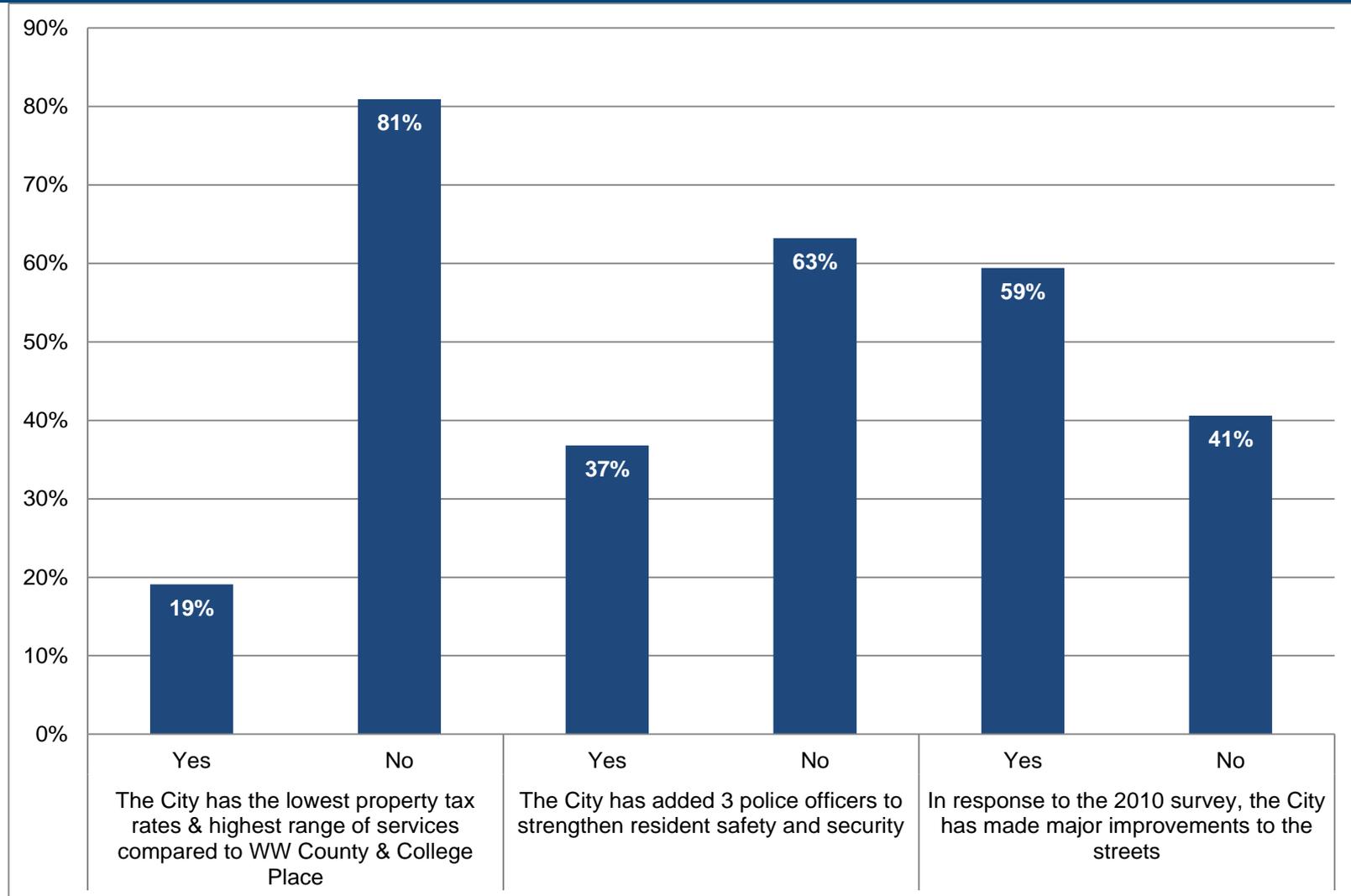


# To support public safety efforts, which funding options do you prefer?



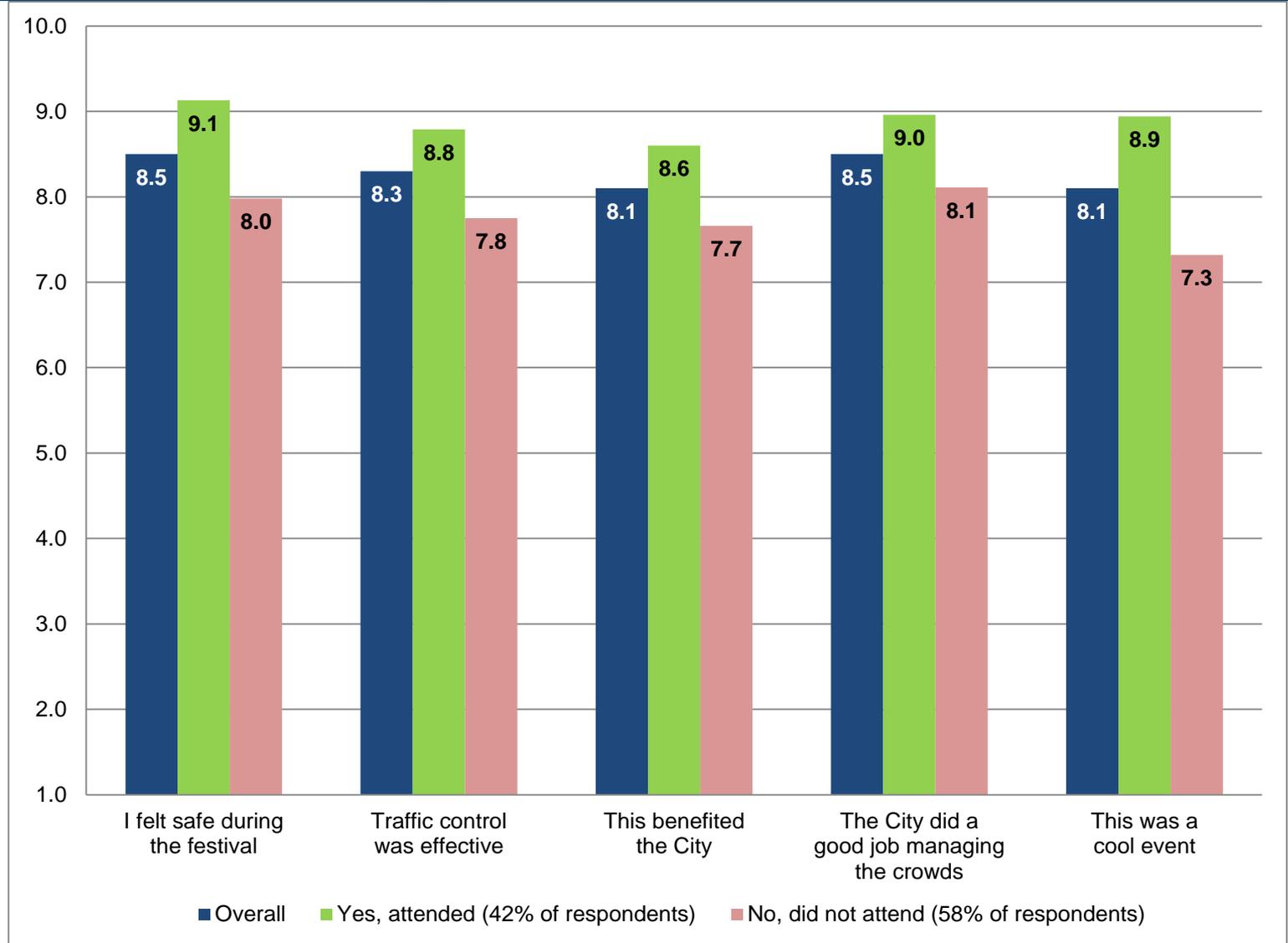
# Awareness

# Are you aware of the following facts about Walla Walla?



# Gentlemen of the Road Stopover

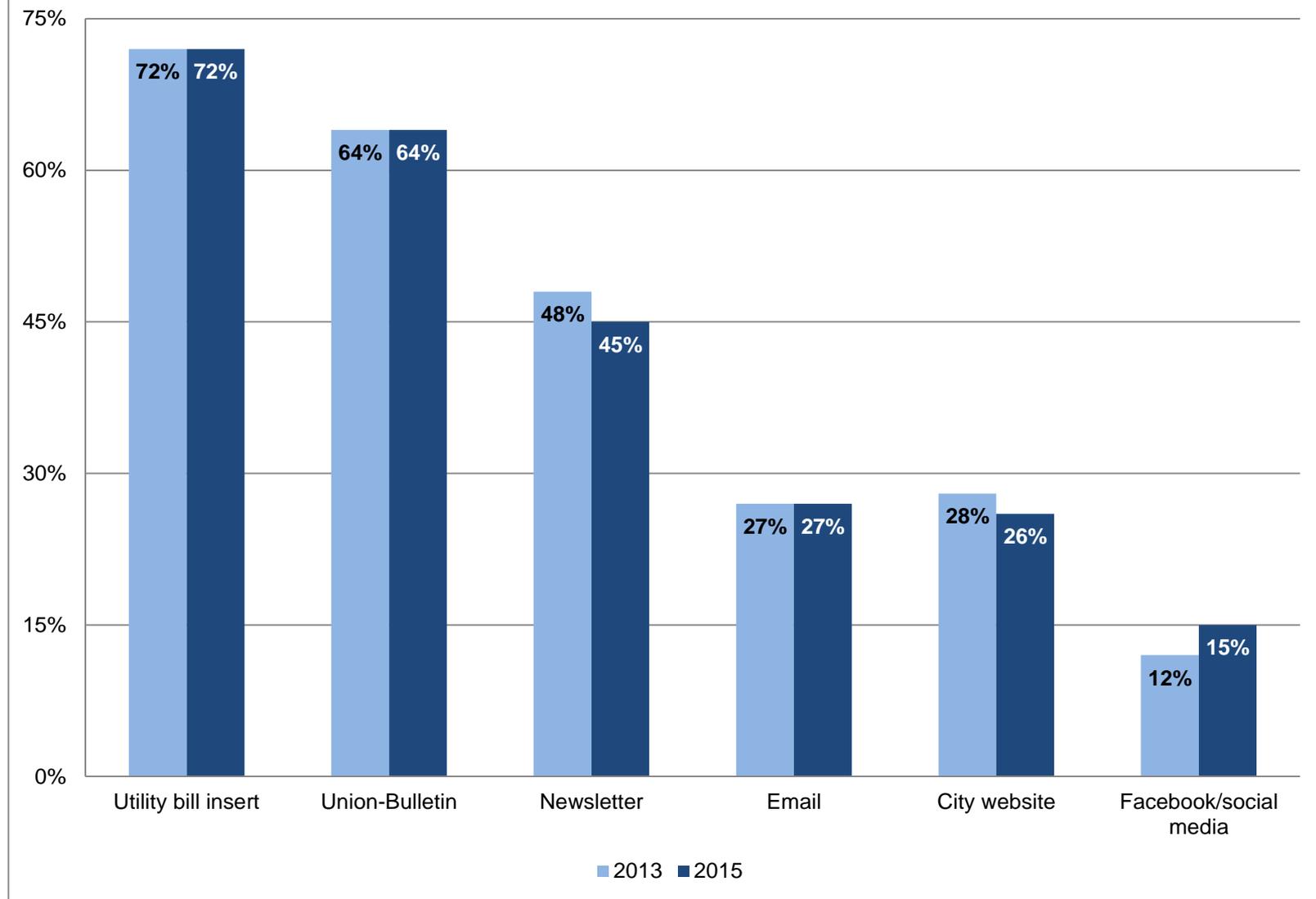
# Gentlemen of the Road Stopover Music Festival Ratings



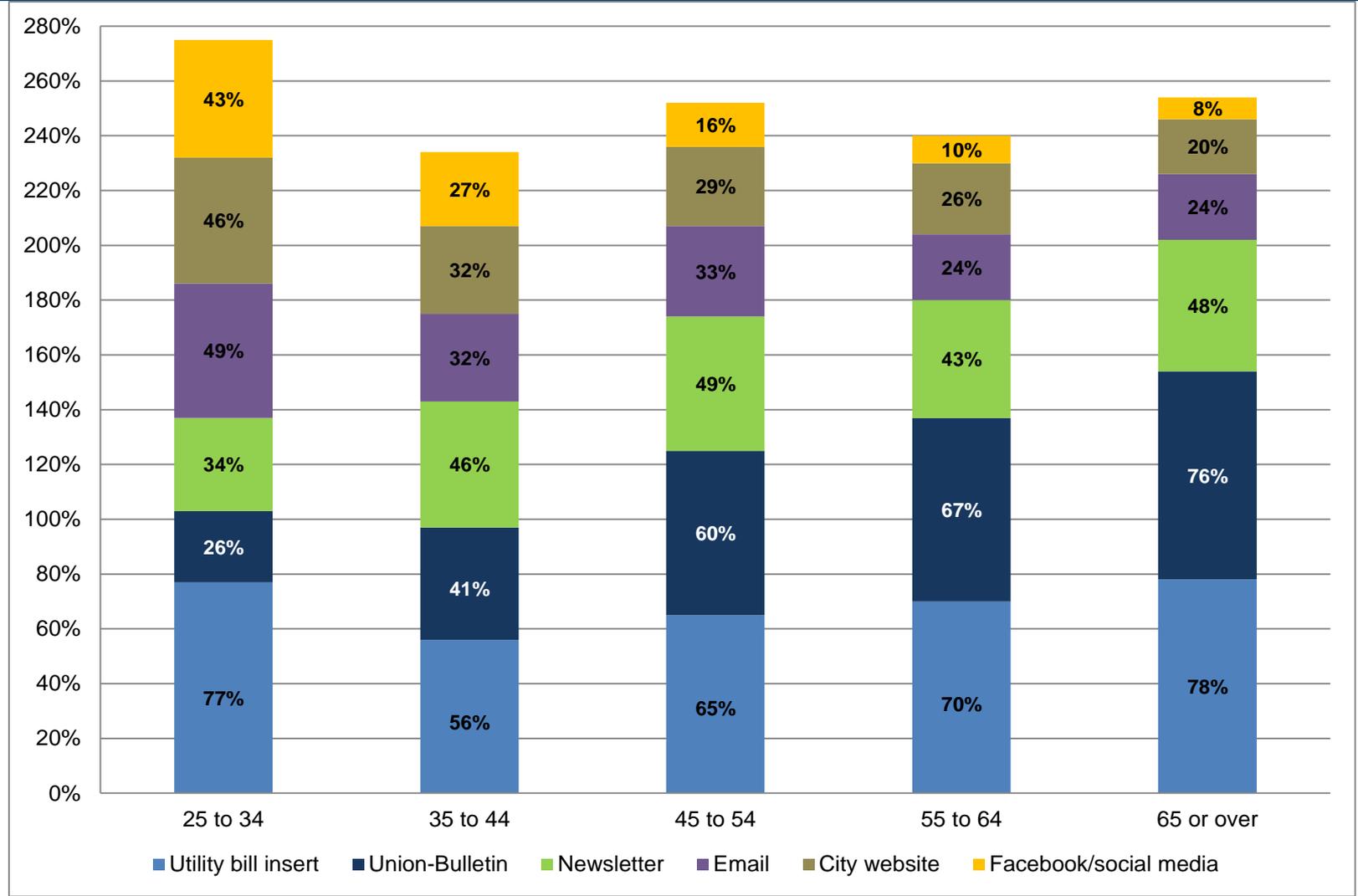


# Communications

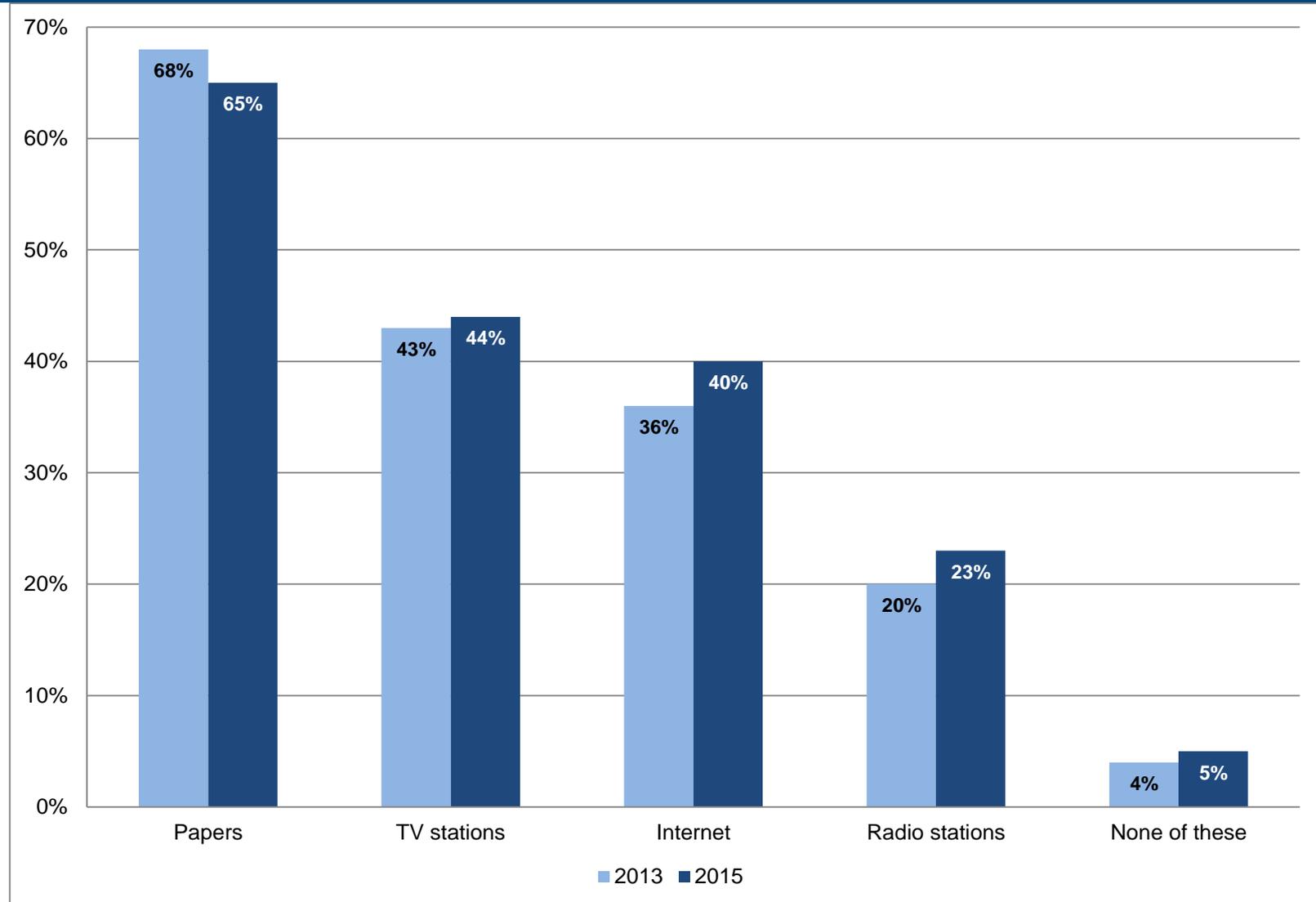
# What are the top three ways you prefer to receive information from the City?



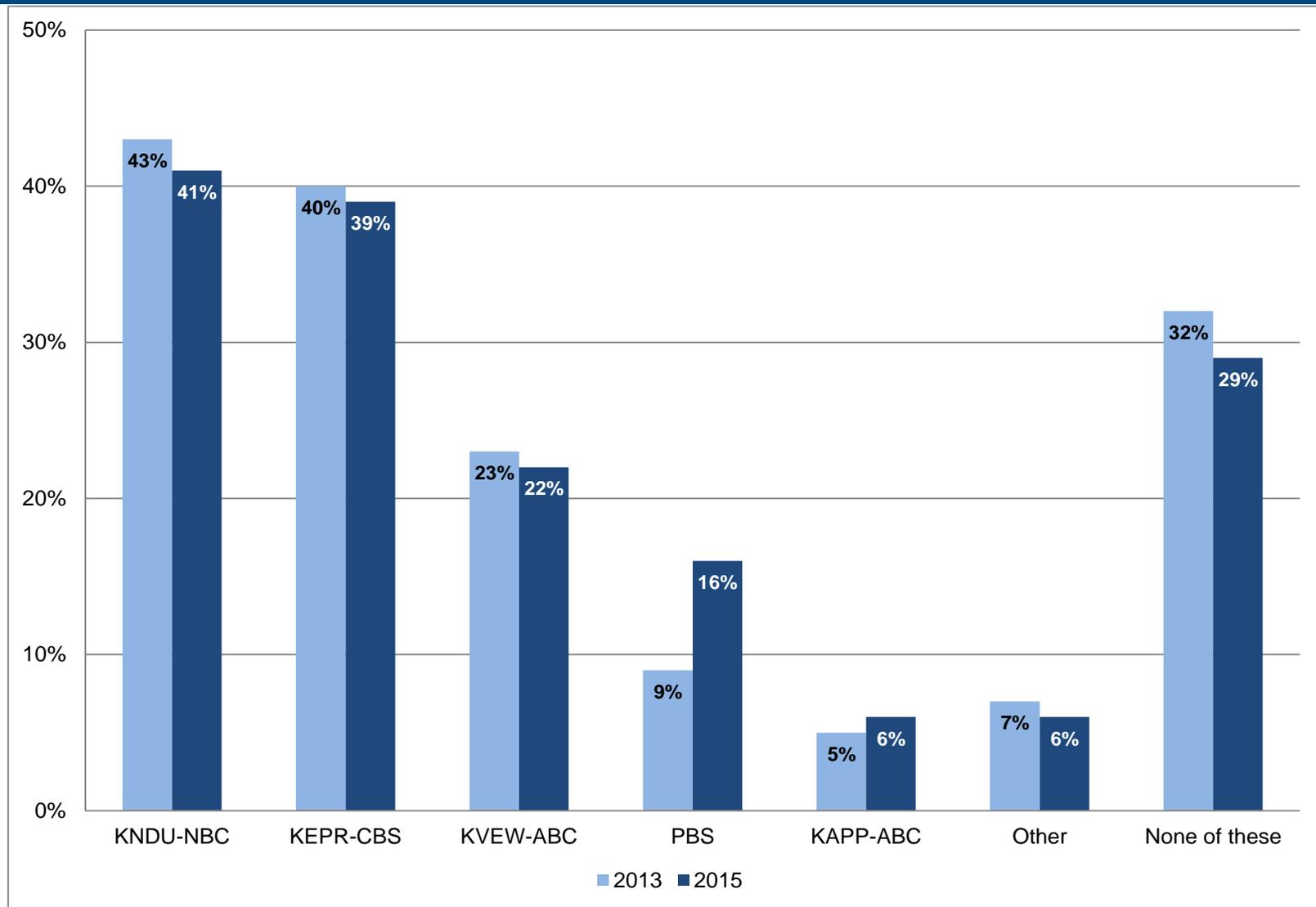
# How do you prefer to receive information from the City? By Age



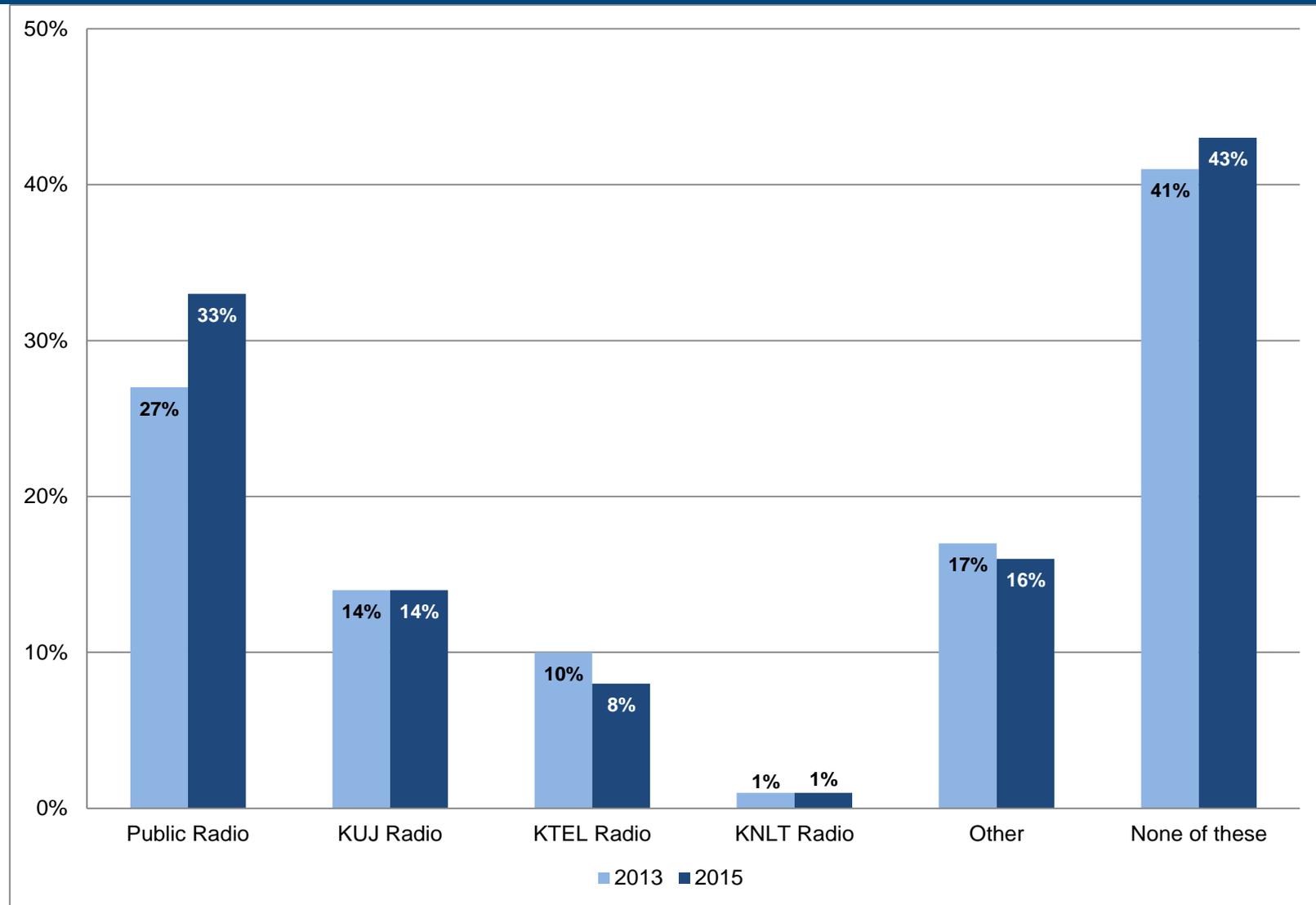
# Where do you go most often for local news?



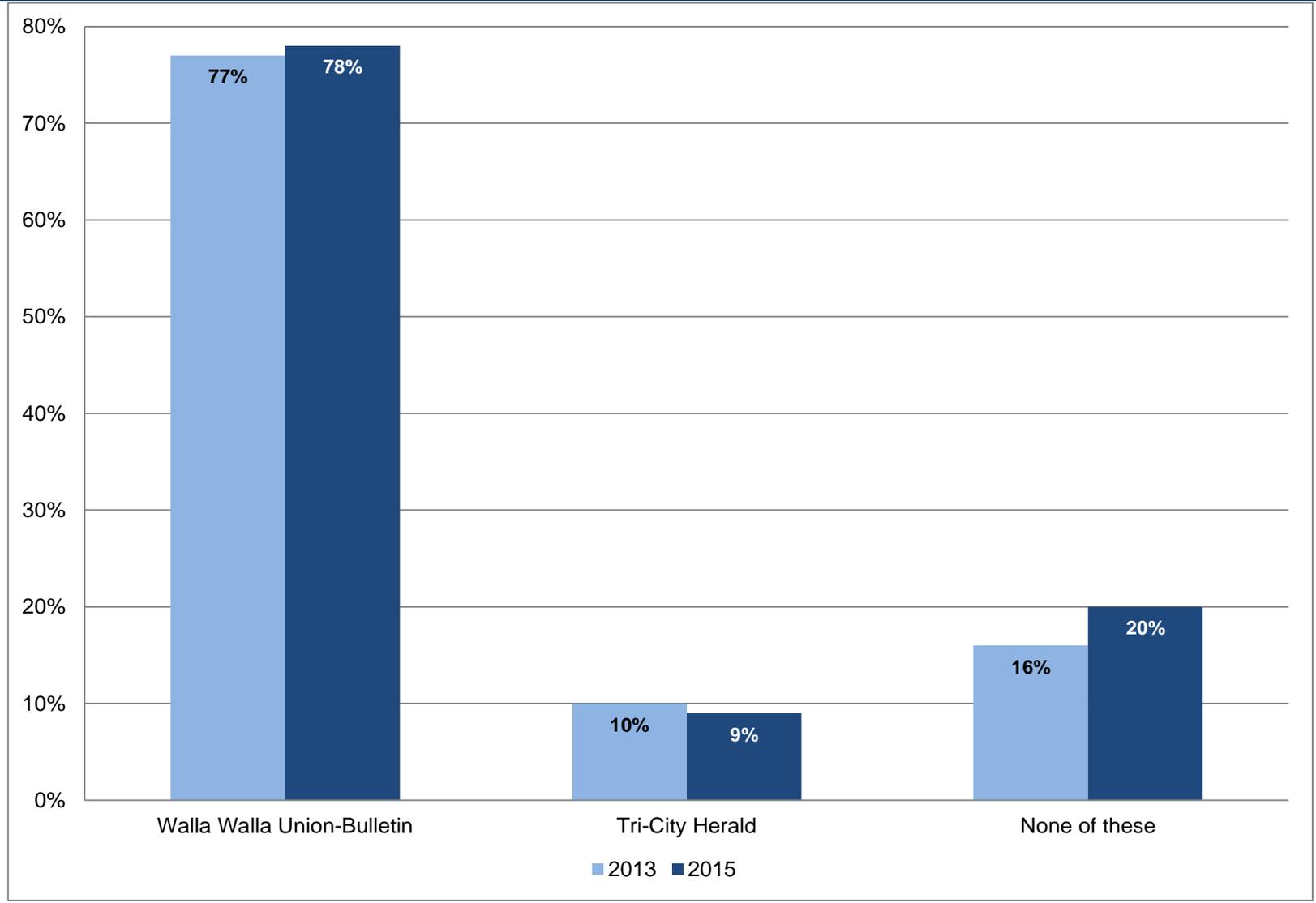
# Which TV stations do you watch for local news?



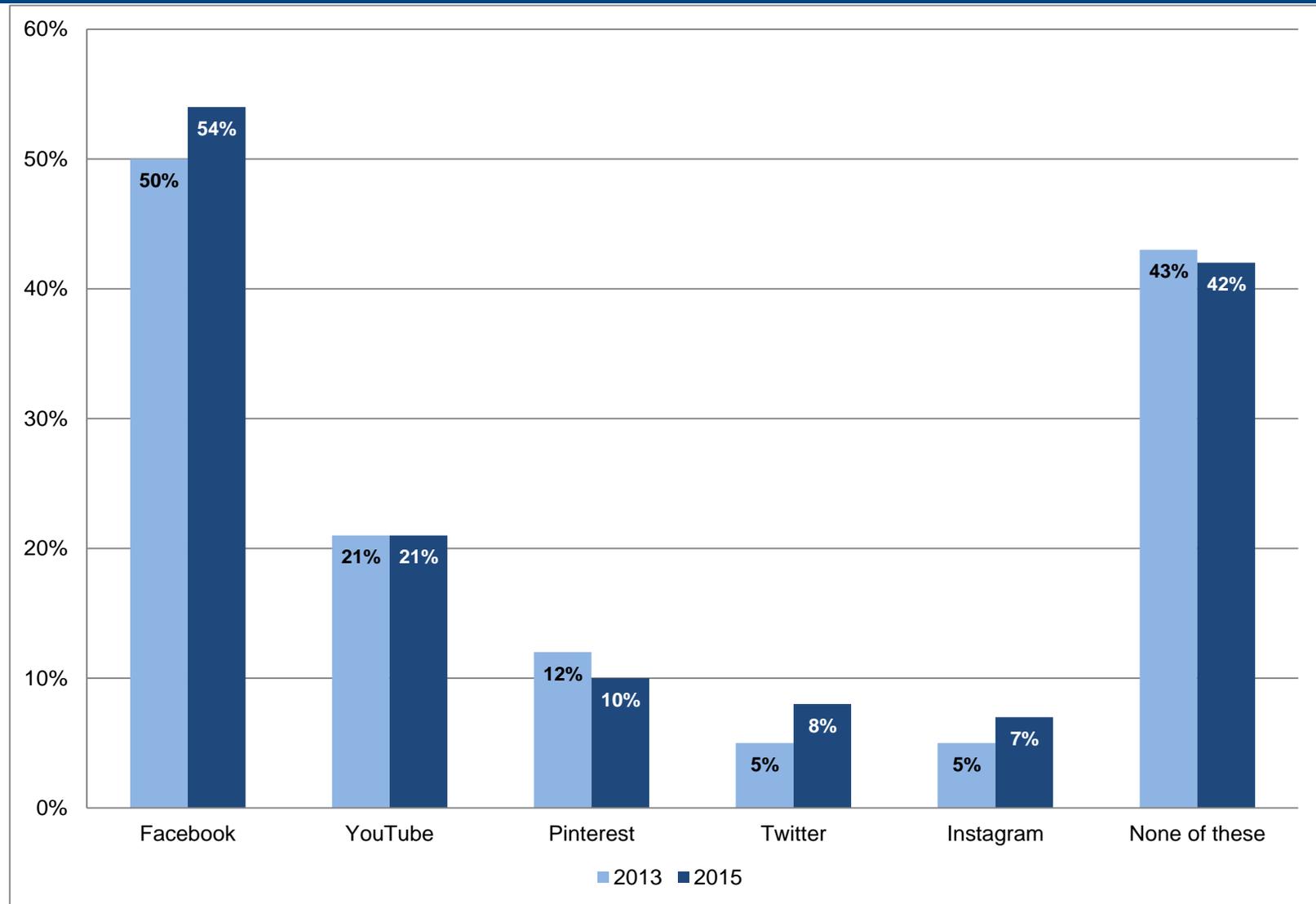
# Which type of radio stations do you listen to for local news?



# Which newspapers or websites do you read for local news?



# Which social media websites do you use?



# Implementing Results

# Perception v Reality: Minimize Distortion or Fix Real Performance Issues

## **Perception gap:**

Respondents rated based on a false idea or understanding. Address with communication strategy to change that perception.

## **Real performance issue:**

Address with an improvement plan. When performance improves, it becomes a perception gap to address with a communication strategy.



# Strategy is About Action: Improve Performance to Improve Outcomes

The diagram at the right provides a framework for following up on this survey.

- The first step (measurement) is complete. This measurement helps prioritize resources and create a baseline against which progress can be measured.
- The second step is to use internal teams to further analyze the results and form ideas about why respondents answered as they did and potential actions in response.
- The third step is to validate ideas and potential actions through conversations with residents and line staff – do the ideas and actions make sense. Focus groups, short special-topic surveys and benchmarking are helpful.
- The fourth step is to provide staff with the skills and tools to effectively implement the actions.
- The fifth step is to execute the actions.
- The final step is to re-measure to ensure progress was made and track changes in resident needs.

