

City of Walla Walla Citizen Engagement and Priority Assessment

January 2014



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 minorities 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 the City is currently considering
- 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 statewide, regionally and nationally

Methodology

- Distributed surveys by mail to random sample of 1,500 utility customers in November-December 2013
- Valid response from 595 residents, providing a conventional margin of error of $\pm 3.9\%$ in the raw data and an ACSI margin of error of $\pm 1.7\%$
- Note: National surveys with a margin of error $\pm 5\%$ require a sample of 384 responses to reflect a population of 330,000,000

Bottom Line

- The City's overall American Customer Satisfaction Index score (ACSI) score is a 59 (perfect score is 100)
 - Benchmarks
 - Washington State Average ACSI = 71
 - Four-State Region (WA, OR, ID, MT) = 65
 - Western Region = 63
 - National = 62

- Areas where improvement can have significant impact on engagement:
 - Economic Health
 - Transportation Infrastructure (especially road maintenance)
 - Shopping Opportunities
 - Local Government Management

Bottom Line (cont.)

- Most important services/programs to residents:
 - Fire services
 - Drinking water
 - Police services
 - Ambulance services
 - Crime Prevention Program
 - Street maintenance
 - Garbage collection
 - Street lighting
 - City parks
 - City communications with citizens

- Sudbury Landfill Expansion:
 - Slight plurality in favor, but a large group (34%) who are not sure/need more information

Bottom Line (cont.)

- Communications
 - Utility bill inserts and the City newsletter are the most widely preferred means of receiving information from the City
 - *Union-Bulletin* is widely preferred by older residents, while email and website are more widely preferred by younger residents

- 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 area of City
 - Individual demographic group scores tend to be consistent with other demographic scores, but there are questions where there are important differences

Preserving Voice: Looking Into Detail

Sample:

City of Walla Walla Citizen Assessment Custom Question Detail		Preferred Communication from City					Local News Source					
		Union-Bulletin	Utility bill insert	Email	City website	Newsletter	Facebook/social media	TV stations	Radio stations	Papers	Internet	None of these
Overall		64%	72%	27%	28%	48%	12%	43%	20%	68%	36%	4%
Age	25 to 34	39%	73%	39%	23%	57%	27%	14%	11%	34%	64%	11%
	35 to 44	61%	62%	35%	46%	48%	24%	27%	26%	54%	60%	2%
	45 to 54	49%	66%	34%	38%	47%	20%	41%	24%	60%	45%	7%
	55 to 64	65%	79%	21%	22%	50%	4%	49%	17%	75%	28%	1%
	65 or over	77%	73%	23%	19%	47%	5%	54%	17%	81%	18%	3%
Location	N of Tietan St., E of 9th Ave.	63%	72%	26%	31%	50%	11%	41%	21%	66%	35%	4%
	N of Tietan St., W of 9th Ave.	66%	68%	21%	26%	50%	16%	61%	21%	68%	37%	3%
	S of Tietan St., E of 9th Ave.	65%	70%	30%	25%	45%	16%	43%	17%	74%	38%	4%
	S of Tietan St., W of 9th Ave.	72%	75%	38%	9%	47%	9%	44%	13%	72%	31%	-

↑
 Example of consensus on score, regardless of demographic

↑
 Example of diverse score based on demographic

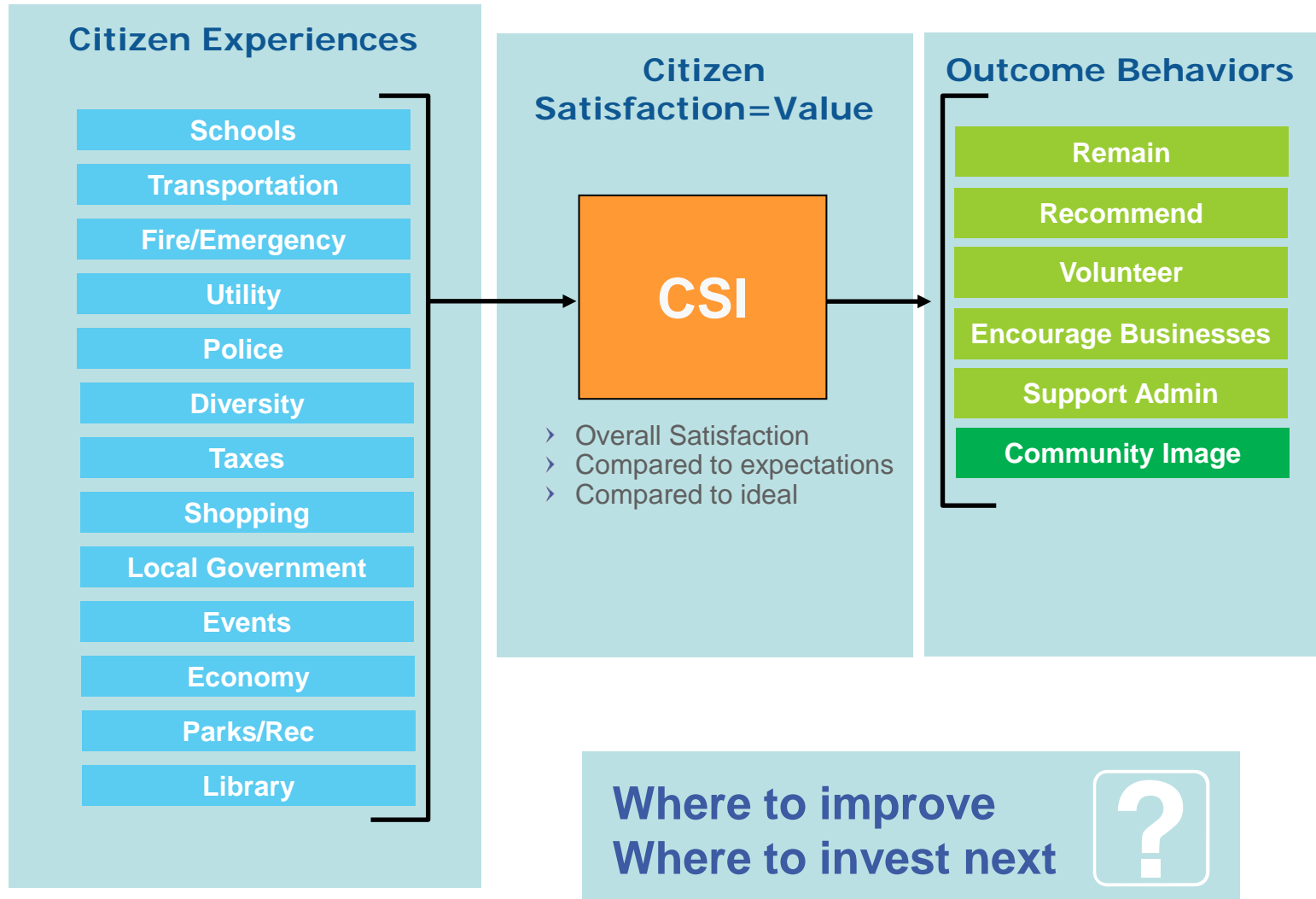
Available Tools

- 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 Washington, the 4-state region, and across the nation
- Comparison scores with non-local government comparables (industries, companies, federal agencies)

Results



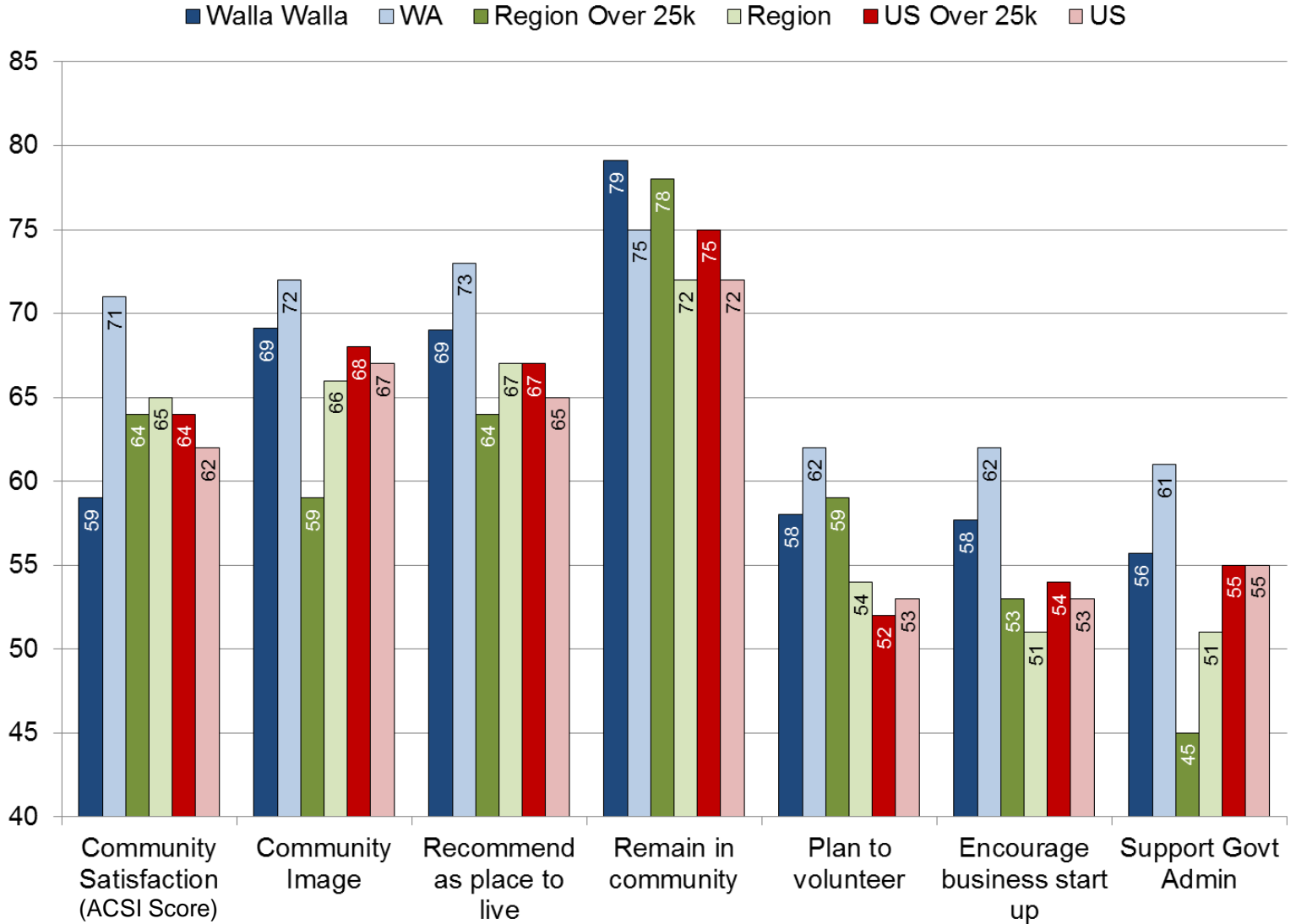
Citizen Engagement Model





Outcome Scores to Benchmarks

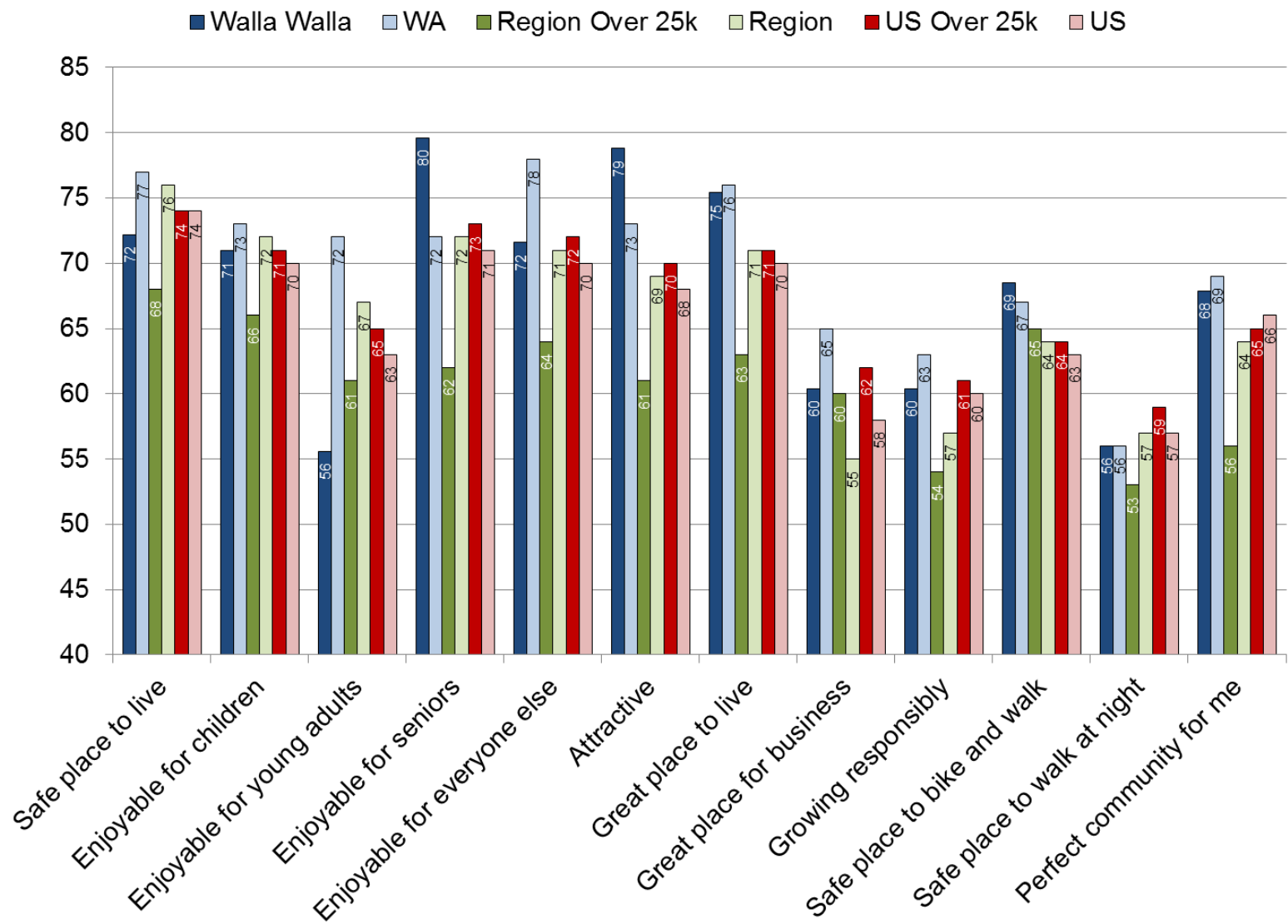
(High score = 100)





Image/Brand Scores to Benchmarks

(High score = 100)



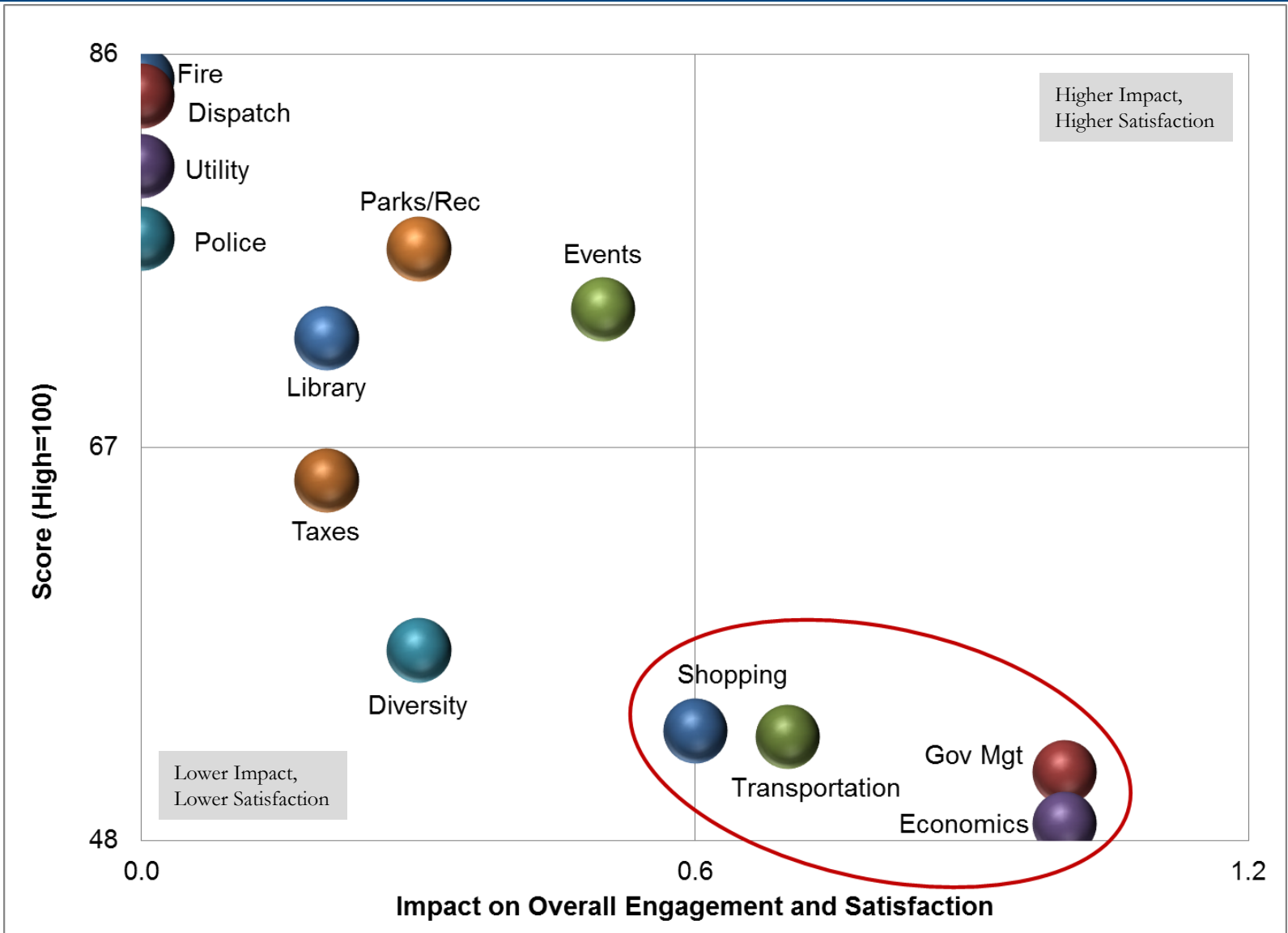
Understanding the Charts: Community Questions – Long-term Drivers

Perceived Performance

<p>High scoring areas that do not currently have a large impact on engagement relative to the other areas. Action: May show optimization, over investment or under communication.</p>	<p>High impact areas where the organization received high scores from citizens. They have a high impact on engagement if improved. Action: Continue investment.</p>
<p>Low scoring areas relative to the other areas with low impact on engagement. Action: Limit investment unless pressing safety or regulatory consideration.</p>	<p>High impact on engagement and a relatively low score. Action: Prioritize investment to drive positive changes in outcomes.</p>

Impact

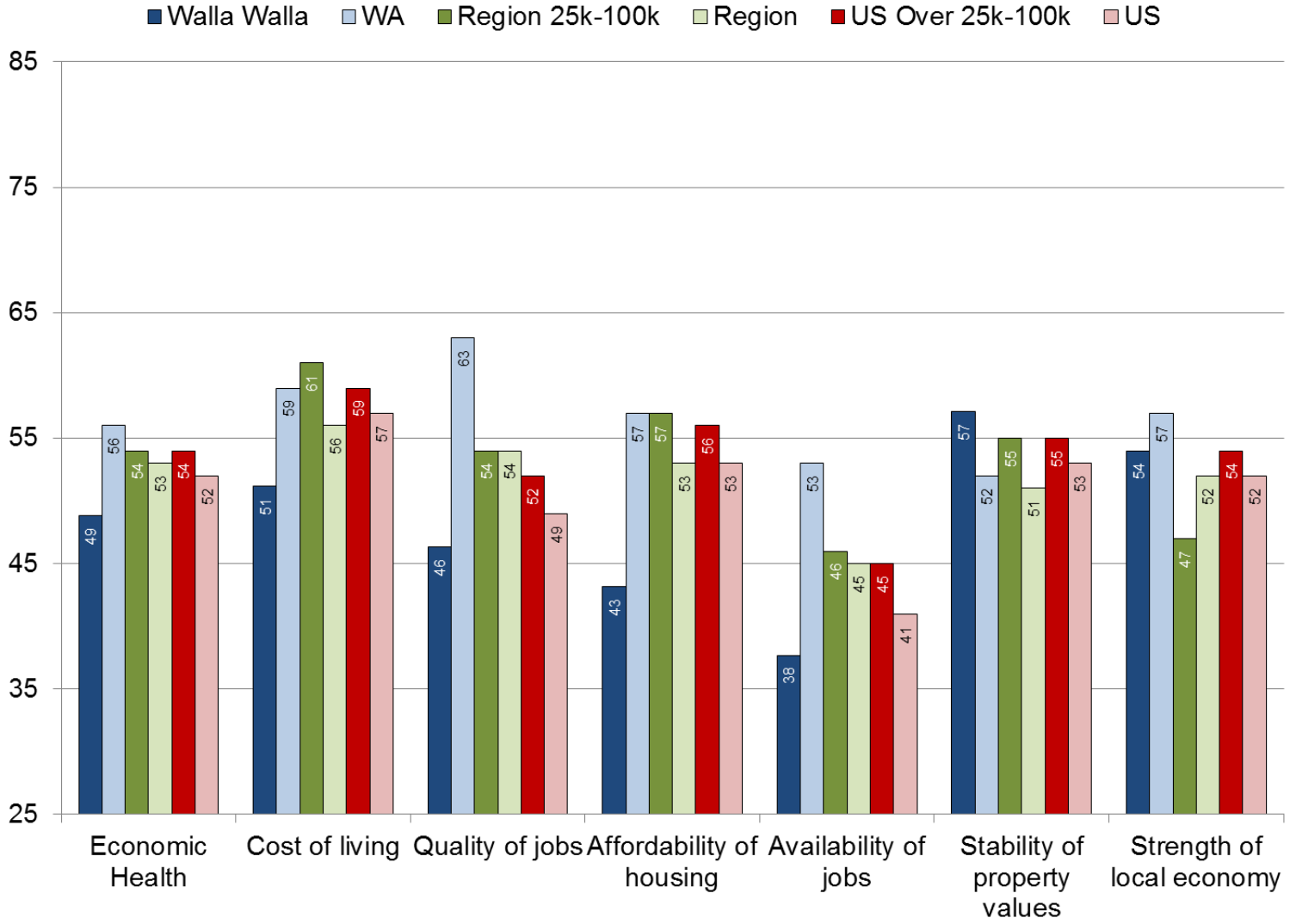
Drivers of Satisfaction and Behavior: Strategic Priorities





Economic Scores to Benchmarks

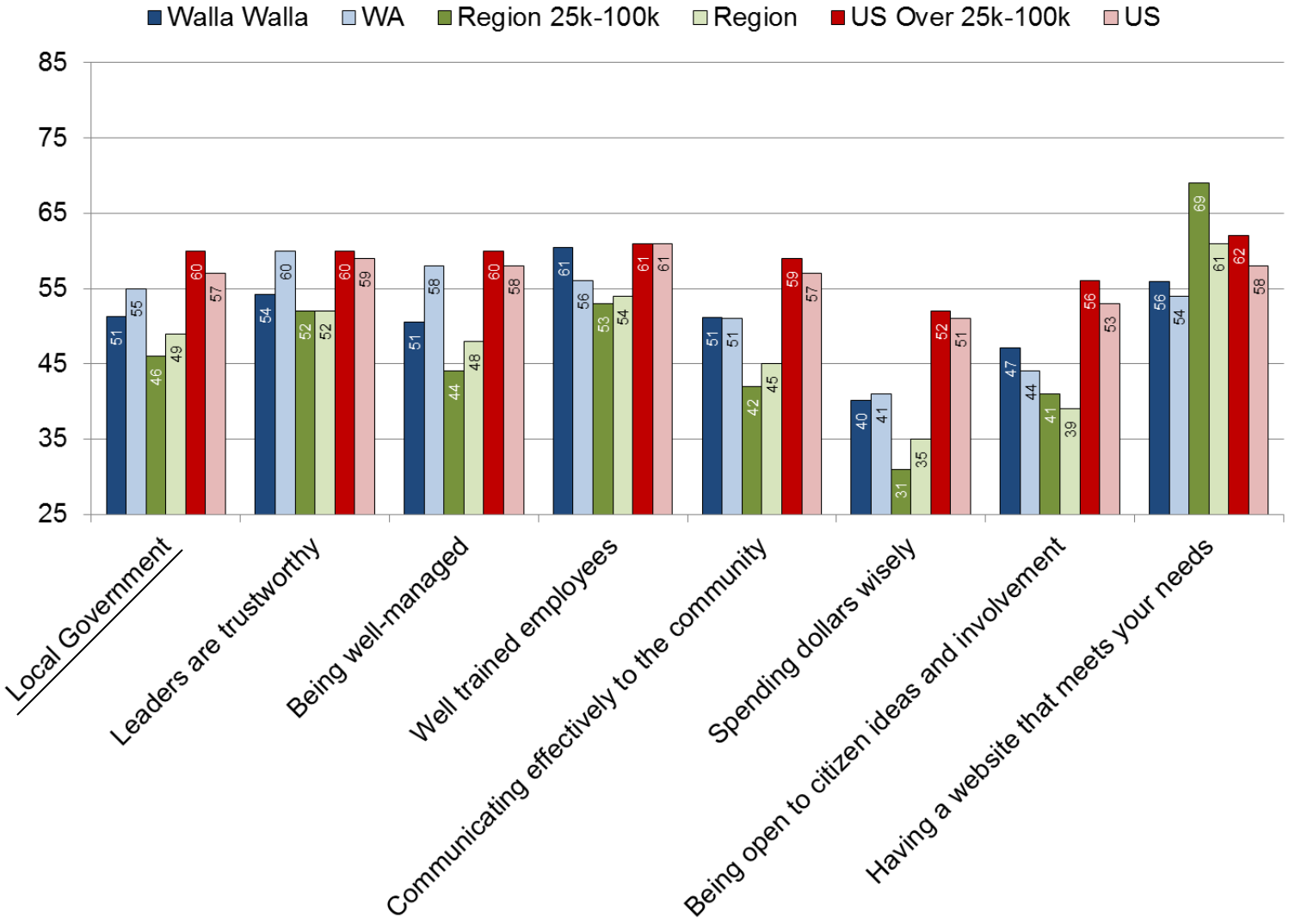
(High score = 100)





Local Government Management Scores to Benchmarks

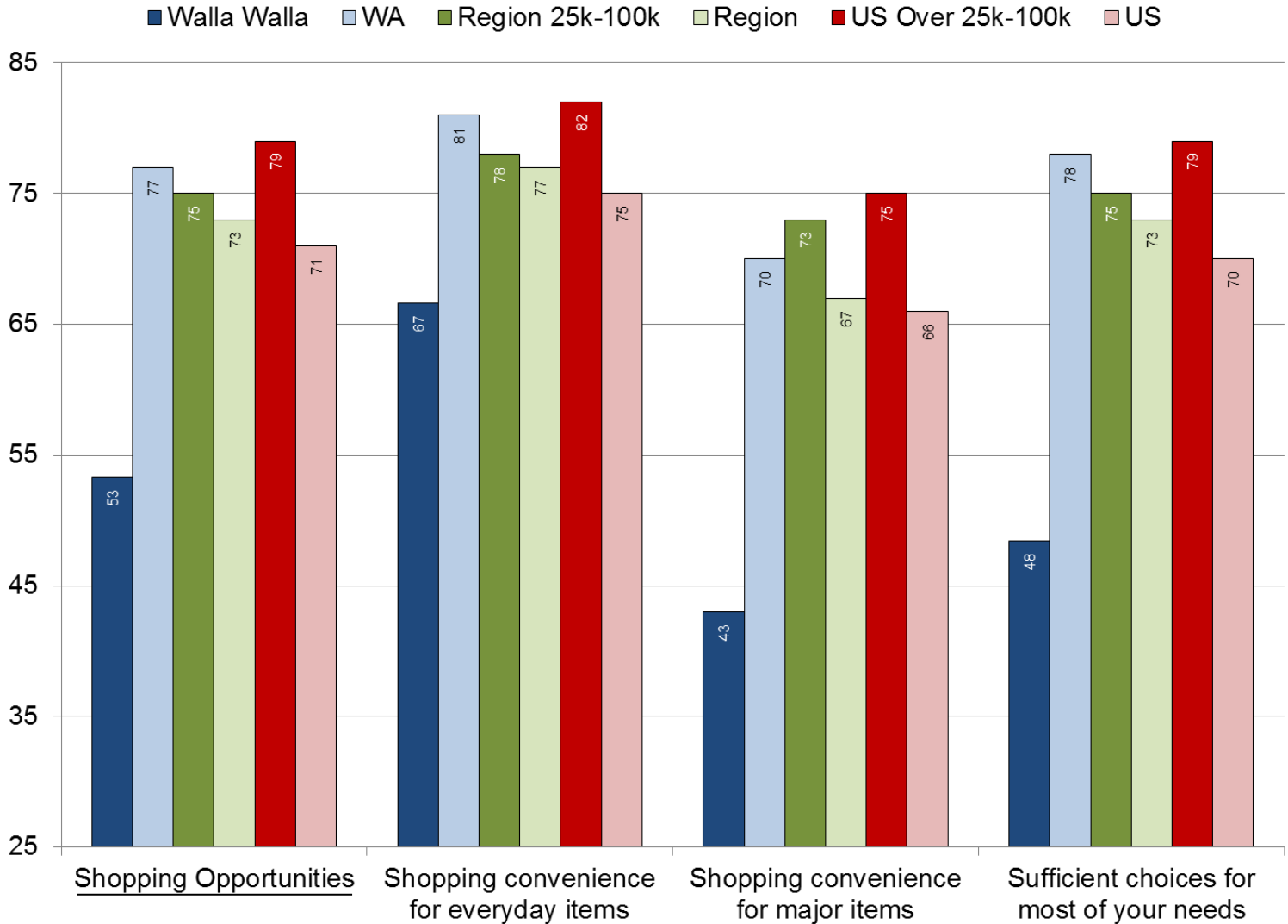
(High score = 100)





Shopping Scores to Benchmarks

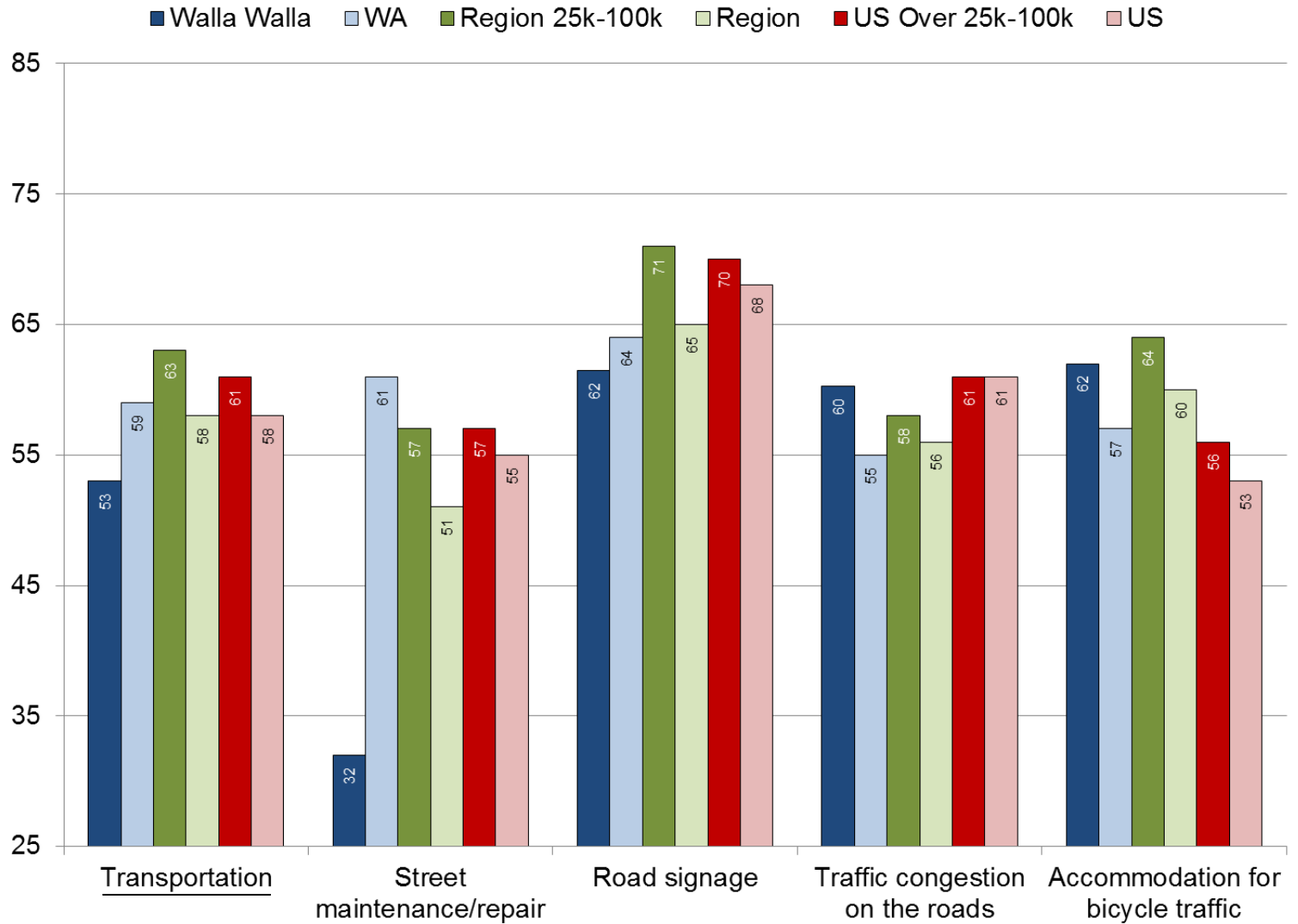
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Transportation Scores to Benchmarks

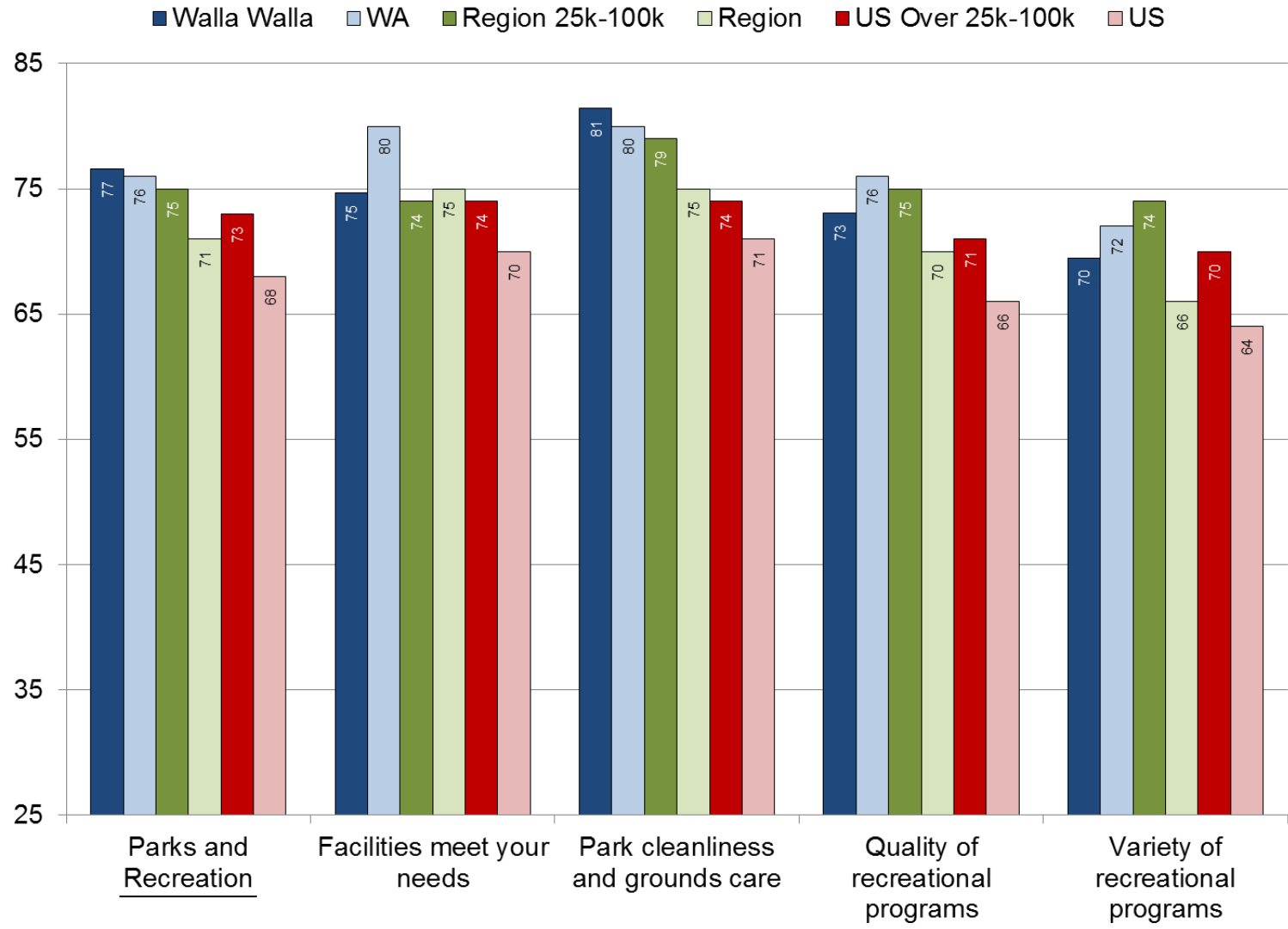
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Parks and Recreation Scores to Benchmarks

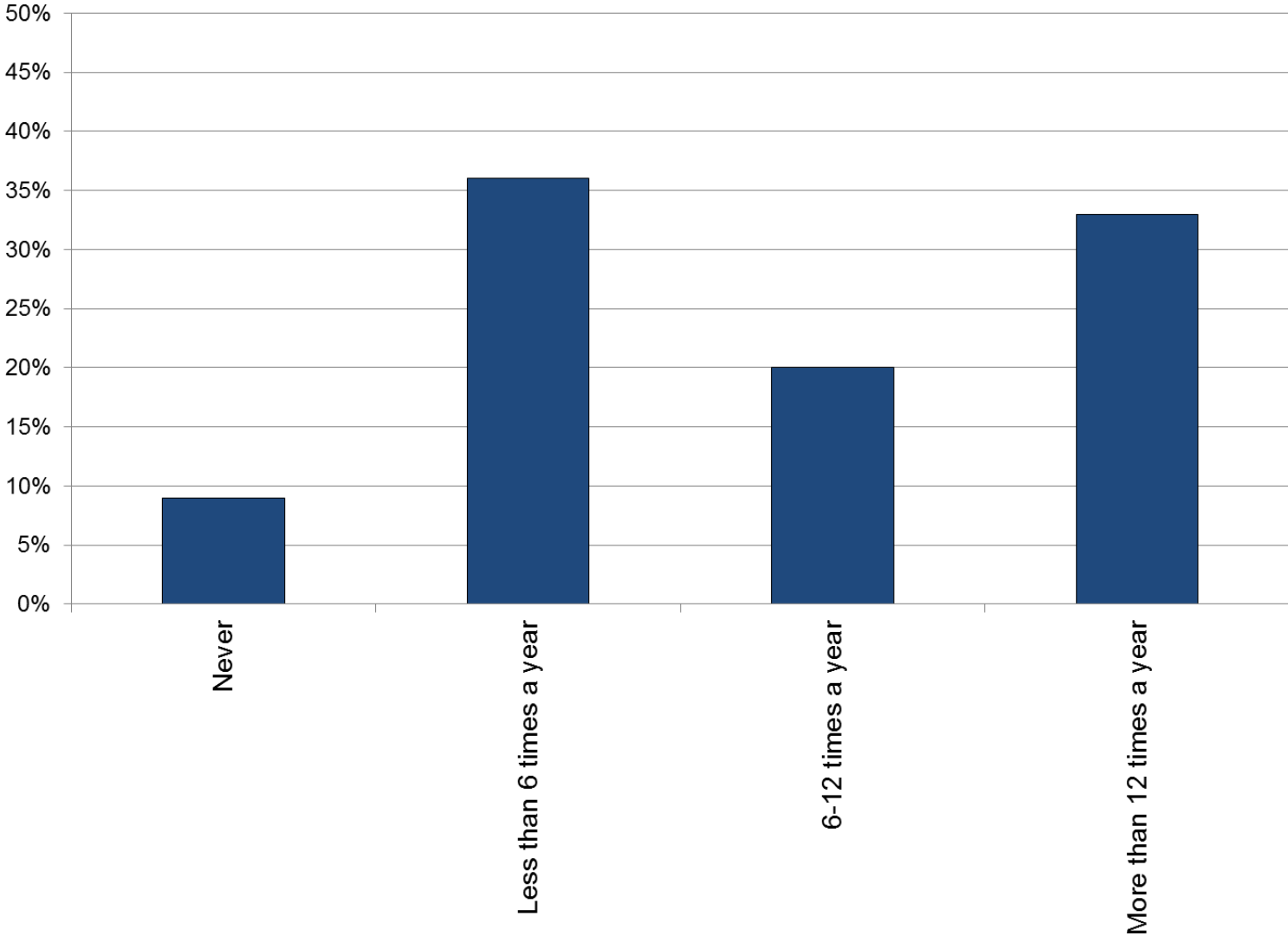
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Parks and Recreation Scores to Benchmarks

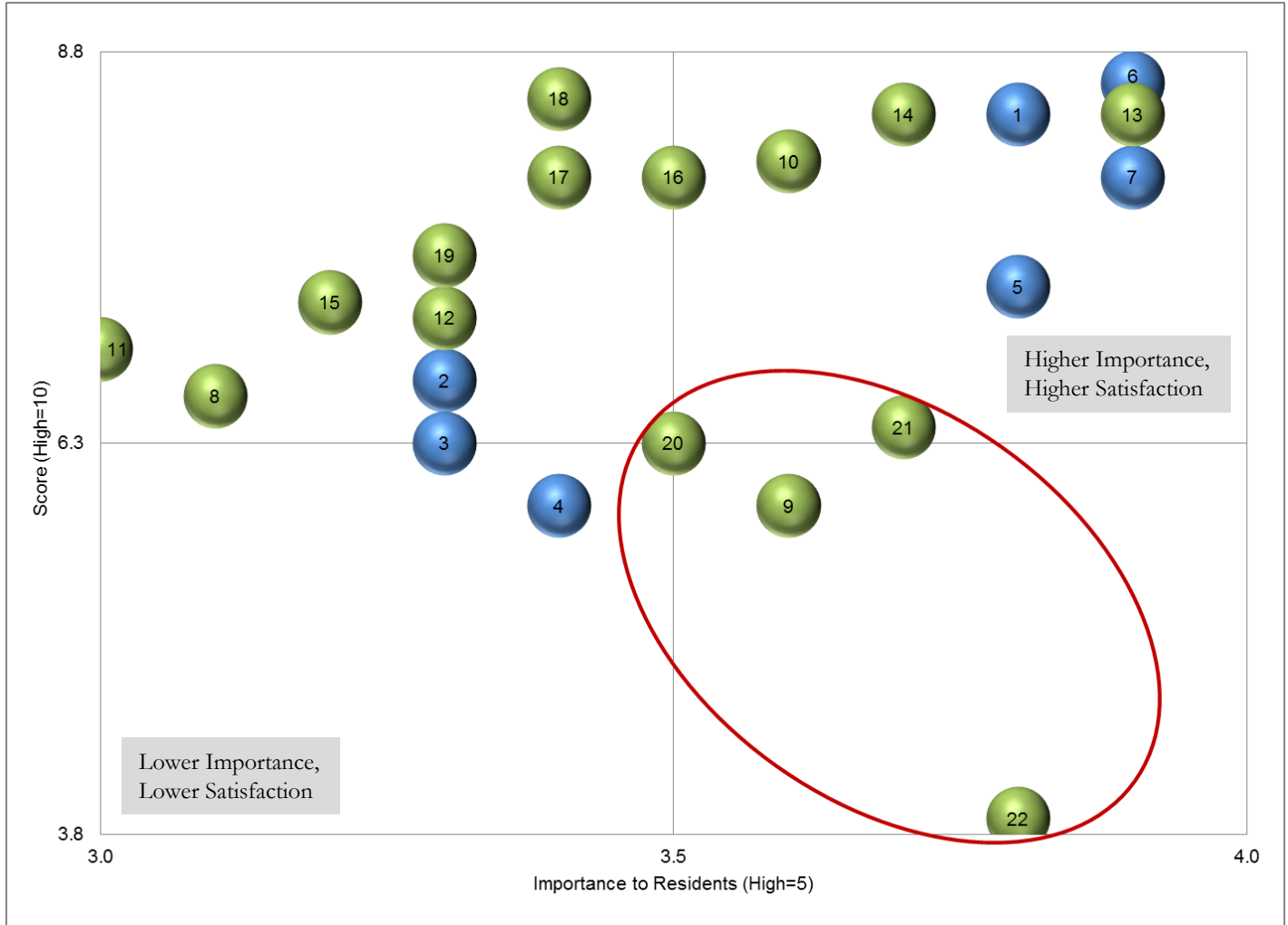
(High score = 100)



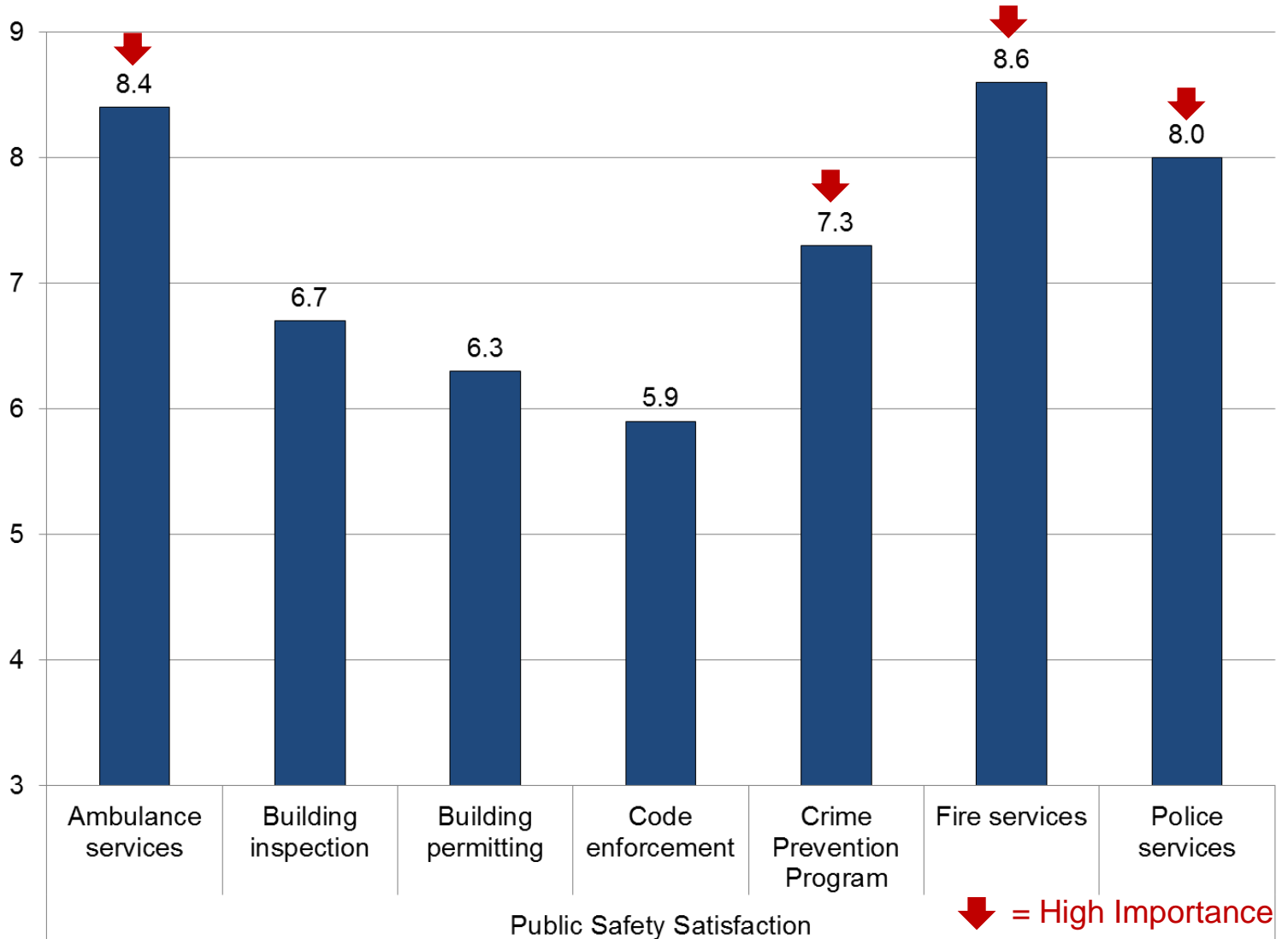


City Services/Programs

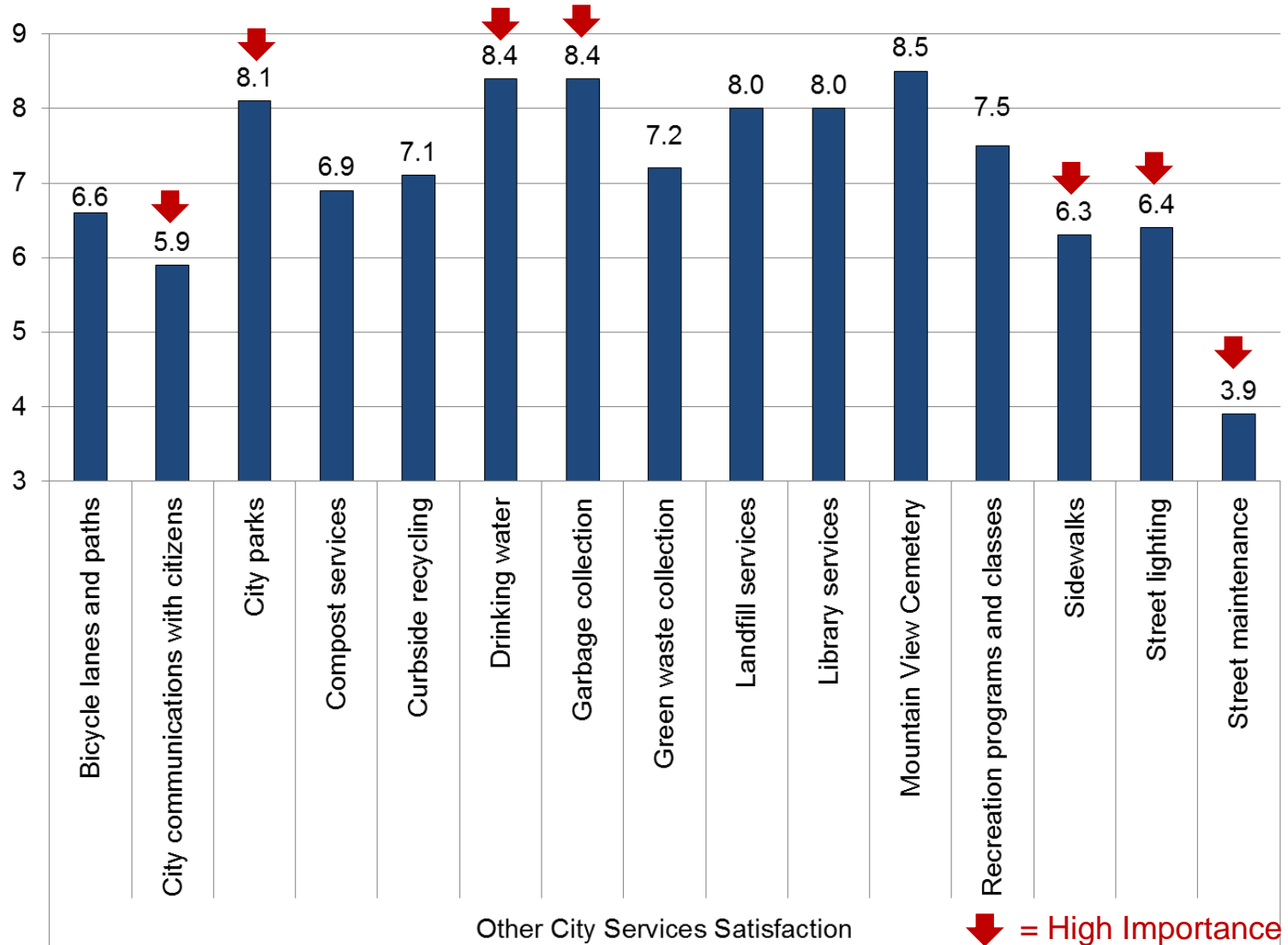
Question	ID
Ambulance services	1
Building inspection	2
Building permitting	3
Code enforcement	4
Crime Prevention Program	5
Fire services	6
Police services	7
Bicycle lanes and paths	8
City communications with citizens	9
City parks	10
Compost services	11
Curbside recycling	12
Drinking water	13
Garbage collection	14
Green waste collection	15
Landfill services	16
Library services	17
Mountain View Cemetery	18
Recreation programs and classes	19
Sidewalks	20
Street lighting	21
Street maintenance	22



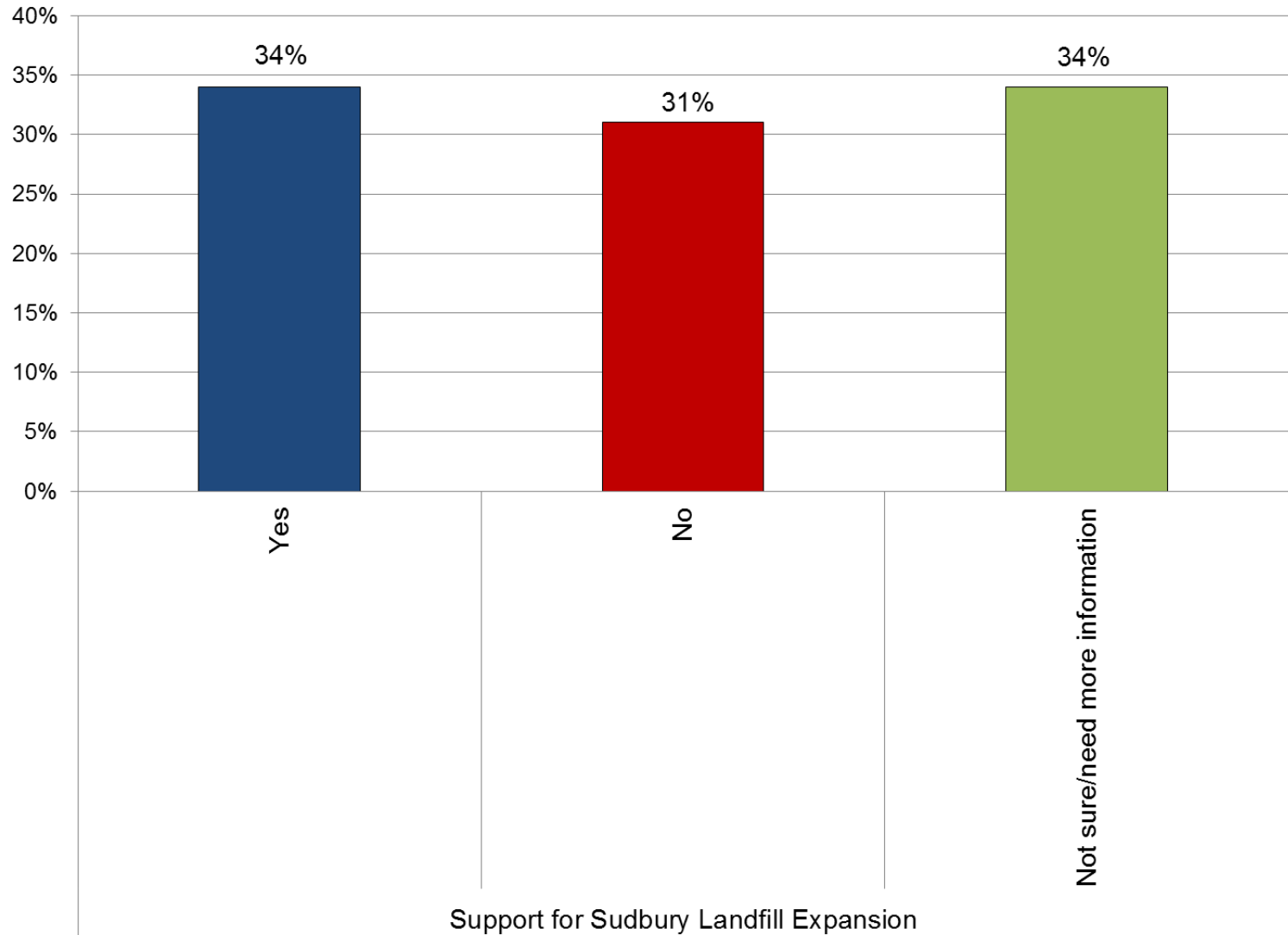
Public Safety (High score = 10)



Other City Services (High score = 10)



Support for Sudbury Landfill Expansion



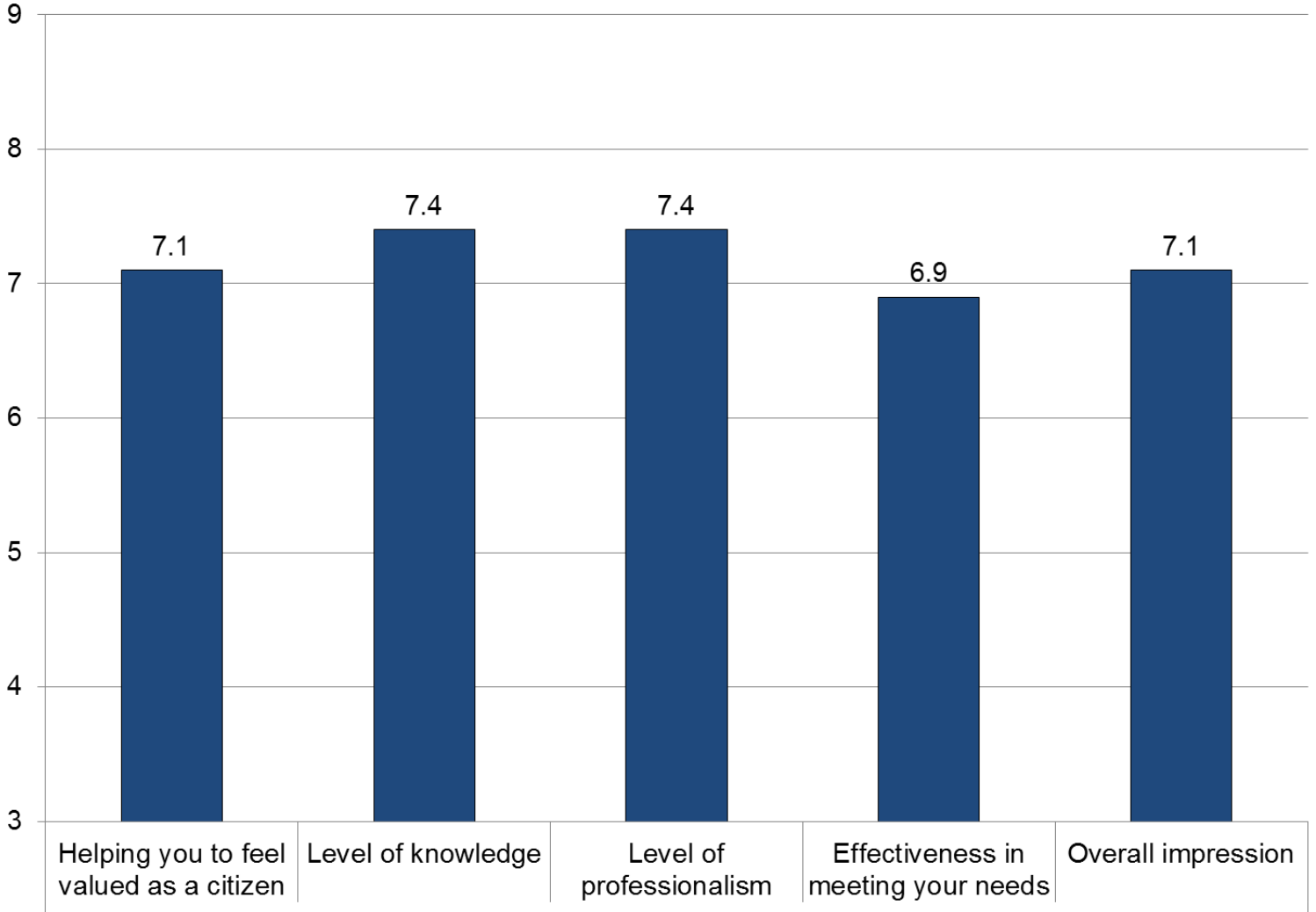


Sudbury Landfill Support Detail

City of Walla Walla Citizen Assessment Custom Question Detail		Support for Sudbury Landfill Expansion		
		Yes	No	Not sure/need more information
Overall		34%	31%	34%
Residency	One year or less	33%	22%	44%
	1-5 years	43%	23%	34%
	6-10 years	35%	31%	35%
	More than 10 years	33%	33%	34%
Own/Rent	Own	35%	33%	32%
	Rent/Lease	41%	22%	38%
Age	18 to 24	-	-	-
	25 to 34	43%	24%	33%
	35 to 44	28%	37%	35%
	45 to 54	33%	38%	29%
	55 to 64	36%	29%	35%
	65 or over	35%	28%	36%
Education	Some high school or less	26%	21%	53%
	High school graduate	38%	28%	34%
	Some college	39%	26%	35%
	College graduate	32%	31%	36%
	Graduate degree(s)	30%	40%	30%
Income	\$25,000 or less	34%	25%	40%
	\$25,001 to \$50,000	35%	26%	39%
	\$50,001 to \$100,000	33%	35%	32%
	Over \$100,000	38%	32%	30%
Household Composition	Child(ren) age 12 or under	39%	27%	34%
	Child(ren) over age 12	34%	25%	41%
	Parent age 65 or older	47%	33%	20%
	None of these	32%	34%	34%
Ethnicity	Asian	-	17%	83%
	White/Caucasian	35%	32%	33%
	Black/African American	20%	80%	-
	Hispanic/Latino	33%	21%	45%
	American Indian/Native	62%	23%	15%
	Other	27%	27%	45%
Location	N of Tietan St., E of 9th Ave.	32%	35%	33%
	N of Tietan St., W of 9th Ave.	31%	31%	37%
	S of Tietan St., E of 9th Ave.	42%	22%	36%
	S of Tietan St., W of 9th Ave.	45%	23%	32%



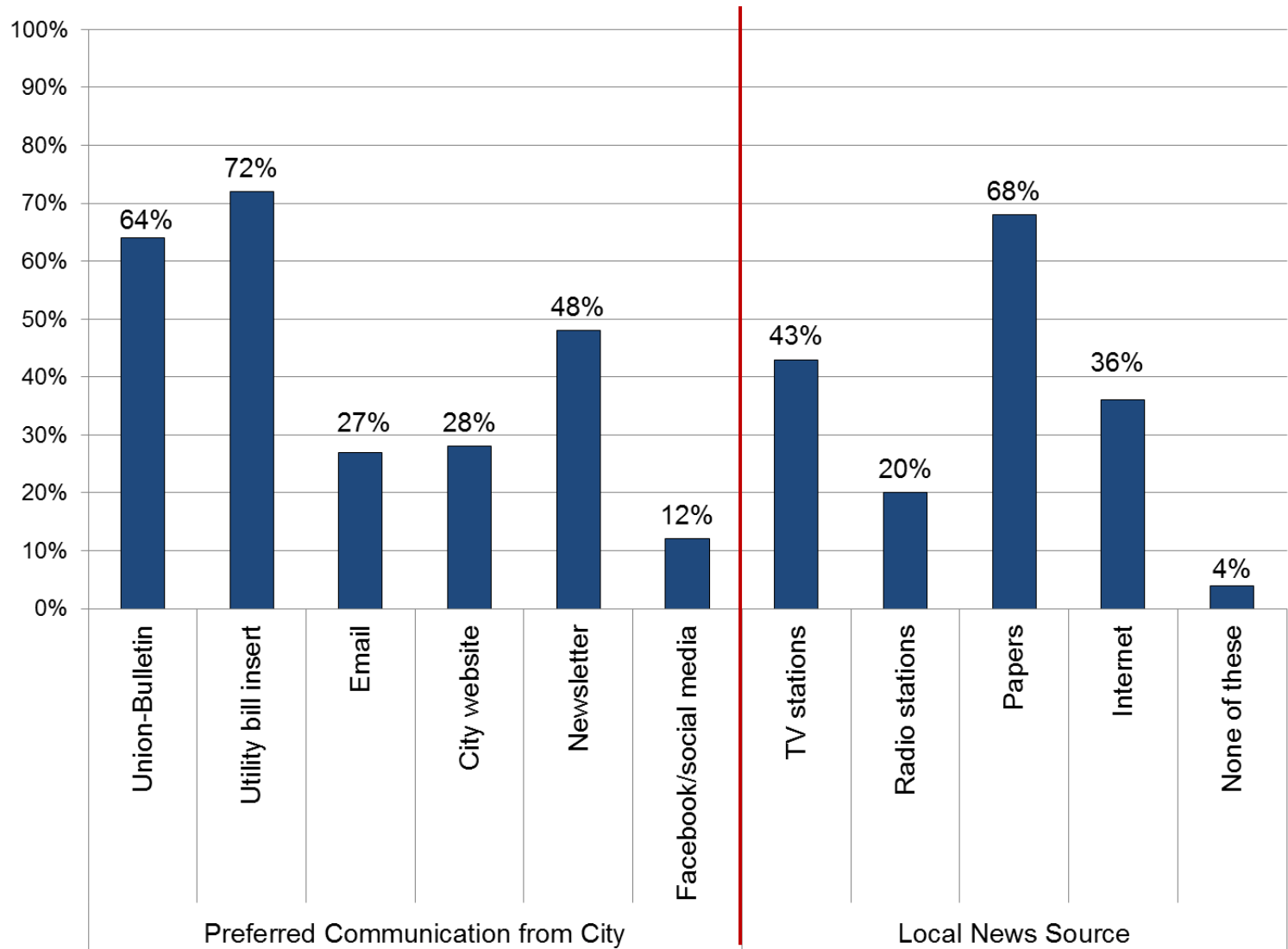
Recent Contact (High score = 10)





Communication Preference

(Percentage specifying)



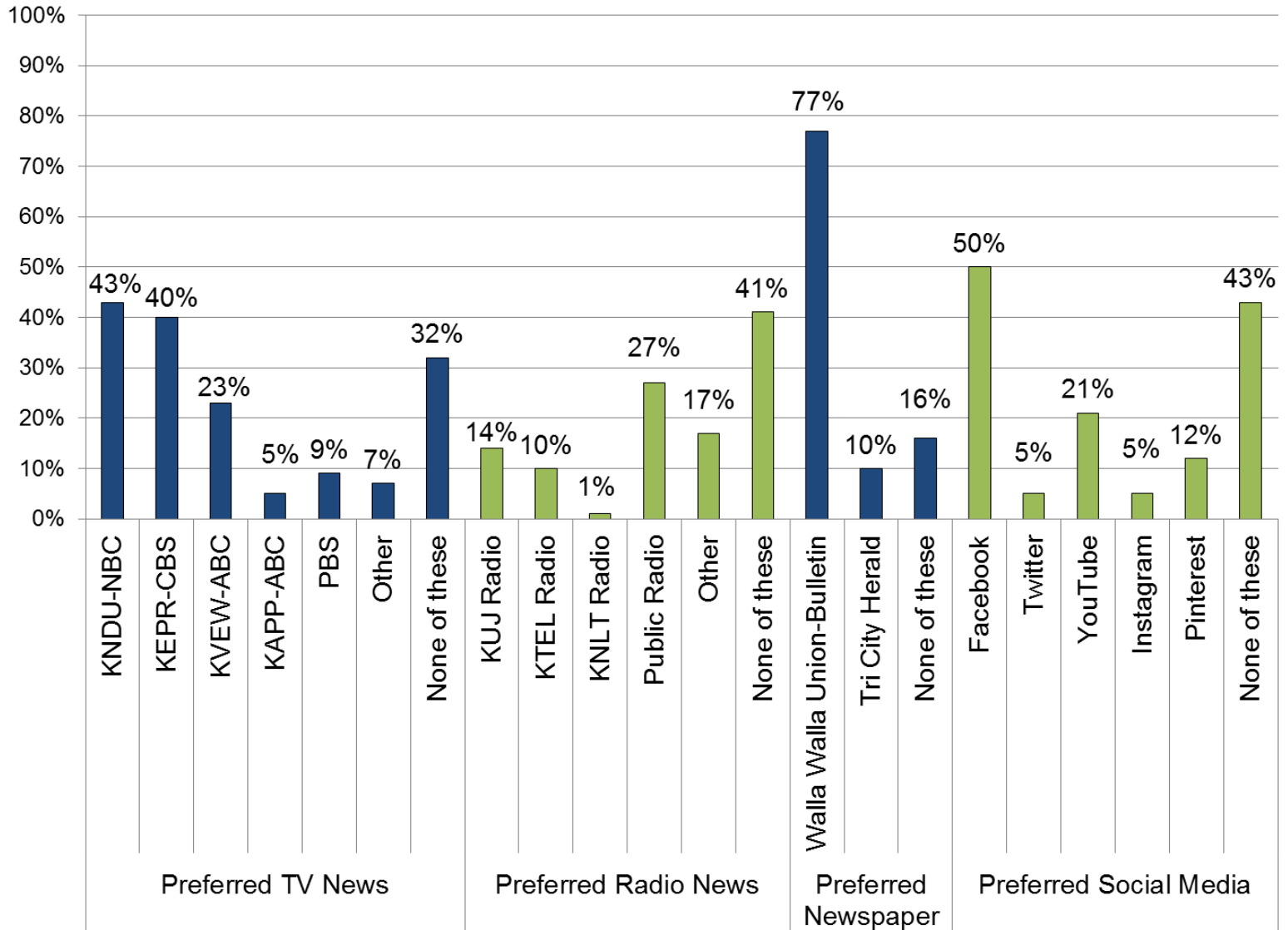


Communication Preference by Age

(Percentage specifying)

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Age	18 to 24	-	-	-	-	-	-	-	-	-	-	-
	25 to 34	39%	73%	39%	23%	57%	27%	14%	11%	34%	64%	11%
	35 to 44	61%	62%	35%	46%	48%	24%	27%	26%	54%	60%	2%
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	55 to 64	65%	79%	21%	22%	50%	4%	49%	17%	75%	28%	1%
	65 or over	77%	73%	23%	19%	47%	5%	54%	17%	81%	18%	3%

Preferred Information Organizations



Implementing Results

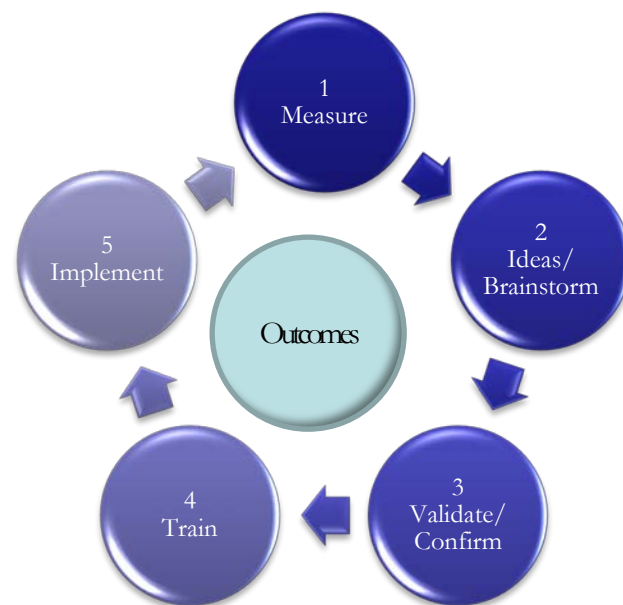
Perception v Reality: Minimize Distortion or Fix Real Performance Issues



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.



Thank You