City of Walla Walla Engagement and Priority Assessment

February 18, 2019

CITY OF
WALLA
WALLA

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 2013-2017 Citizen surveys

Bottom Line

- City is outperforming benchmarks in most areas, and generally improved from 2017
- The City has solid performance and meets or exceeds regional and national benchmarks in many categories
- 2018 ACSI Score = 64 (66 in 2017)
  - Washington (25,000-100,000 residents) = 58
  - West = 57
  - National = 61
- 2018 Local Government Management Score = 69 (68 in 2017)
  - Washington (25,000-100,000 residents) = 54
  - West = 50
  - National = 56
- There are several areas where improvement can have significant impact on engagement:

2018 Drivers:	2017 Drivers:
City Government Management	City Government Management
Economic Health	Economic Health
Transportation Infrastructure	Utilities
Shopping	Shopping
Parks/Recreation	
Library	

Bottom Line

- Scores improved for shopping, enjoyable place for young adults, safe place to live, safe place to bike and walk, growing responsibly, providing quality customer service

- Scores declined for recycling (compost, curbside, green waste), and also for perception that the City is an inclusive place for everyone

- Staff experienced lower ratings when contacted via social media in contrast to other methods of contacting staff

- About 65 percent of respondents want to see more affordable housing options
  - 17 percent believe that the City has done just enough or too much in this area
  - 39 percent do not support funding this area, with the remainder unsure or divided between tax increase options.

- Detailed information by specific demographic groups is available to aid in policy review

American Customer Satisfaction Index:
Sample of Private Sector Companies Measured

- Allstate
- Albertsons
- Apple, Inc.
- Bank of America
- Bell South (U.S.)
- Best Buy (U.S.)
- Blue Cross and Blue Shield
- Charter Communications
- Citibank
- Coca-Cola (U.S.)
- Comcast
- Dell
- DIRECTV
- Facebook
- FedEx
- Ford Motor Company
- General Electric
- General Motors

- Google
- Hilton
- Home Depot
- Kellogg
- McDonald's
- Microsoft
- MillerCoors
- Netflix
- Nike
- Sears Roebuck and Co.
- Southwest Airlines
- Sprint
- Starbucks
- Target
- Verizon
- Wal-Mart
- Yahoo!

View more: www.theacsi.org

American Customer Satisfaction Index:
Sample of Public Sector Agencies Measured

- Department of Education, Federal Student Aid

- Department of Energy

- Federal Emergency Management Administration

- Federal Trade Commission

- General Services Administration

- Health Resources and Services Administration

- Internal Revenue Service

- Municipal-owned Utilities

- National Aeronautics and Space Administration

- National Weather Service

- National Recreation Reservation Service

- Pension Benefit Guarantee Corporation

- Small Business Administration

- Veterans Affairs

View more: www.theacsi.org

Available Tools

- Detailed questions and responses broken by demographic group and "thermal mapped" so lower scores are red and higher scores are blue

- Comparison scores with local governments in Washington, the West and across the nation

- Comparison scores with non-local government comparables (industries, companies, federal agencies)

Census Bureau Regions
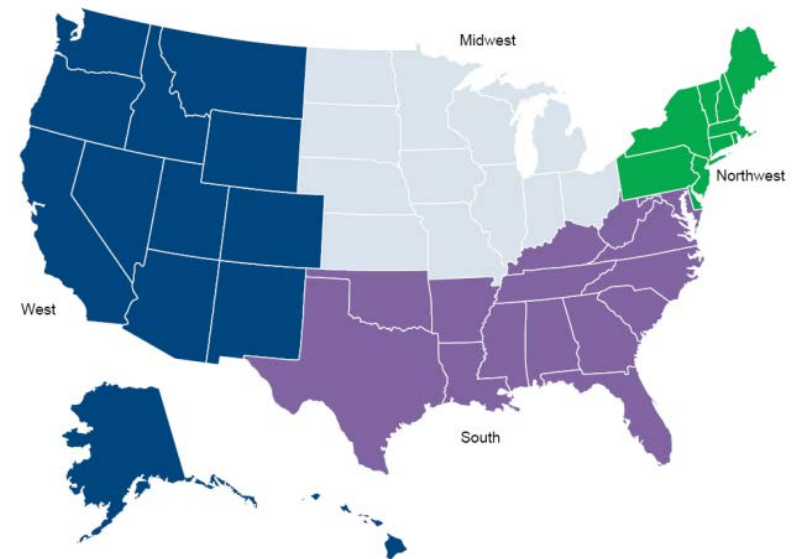
Methodology

- Random sample of 1500 residents drawn from utility billing records and consumer records
- Utilized www.random.org, a well-respected utility used internationally by many universities and researchers to generate true random numbers
- Conducted using two mailings in December 2018 and January 2019
- Valid response from 368 residents, providing a solid response rate of 25 percent, and a conventional margin of error of +/- 5 percent in the raw data and an ACSI margin of error of +/- 2 percent
  - **Note**: National surveys with a margin of error +/- 5% require a sample of 384 responses to reflect a population of 330,000,000
- Respondent pattern consistent with last year so it is comparable. Added weighting based on ethnicity. There was no significant difference weighted scores and overall scores except for the area of "Availability and quality of services in Spanish"

Preserving Voice: Looking Into Detail

City of Walla Walla 2018 Core ACSI Scores Scale 1 to 100	9-1-1 Emergency Dispatch	Respectful treatment of callers	Thoroughness in gathering information	Caring and compassionate	Shopping Opportunities	Shopping for everyday items	Shopping for major items	Sufficient choices	Restaurant choices
2013 Overall Satisfaction	85	86	86	83	53	67	43	48	-
2015 Overall Satisfaction	86	86	86	85	59	69	50	56	-
2016 Overall Satisfaction	87	88	87	86	61	70	53	57	-
2017 Overall Satisfaction	87	89	88	84	62	73	53	58	-
2018 Overall Satisfaction	87	88	87	86	72	80	62	68	71
2018 Overall Weighted by Ethnicity	86	87	86	84	71	81	63	68	71

Residency		9-1-1 Emergency Dispatch	Respectful treatment of callers	Thoroughness in gathering information	Caring and compassionate	Shopping Opportunities	Shopping for everyday items	Shopping for major items	Sufficient choices	Restaurant choices
Residency	One year or less	91	94	94	83	69	74	60	63	80
	1-5 years	91	91	92	90	67	77	59	66	68
	6-10 years	84	86	84	82	66	78	58	59	71
	More than 10 years	86	87	86	86	71	81	63	69	71
Age	18 to 24	94	100	92	91	79	84	78	82	71
	25 to 34	77	80	74	78	74	83	64	67	81
	35 to 44	84	88	88	78	64	77	53	59	67
	45 to 54	89	89	89	88	70	82	61	68	70
	55 to 64	83	83	83	81	70	81	63	68	69
	65 or over	89	90	88	89	71	80	64	69	72

Consistent Scores Regardless of Demographics

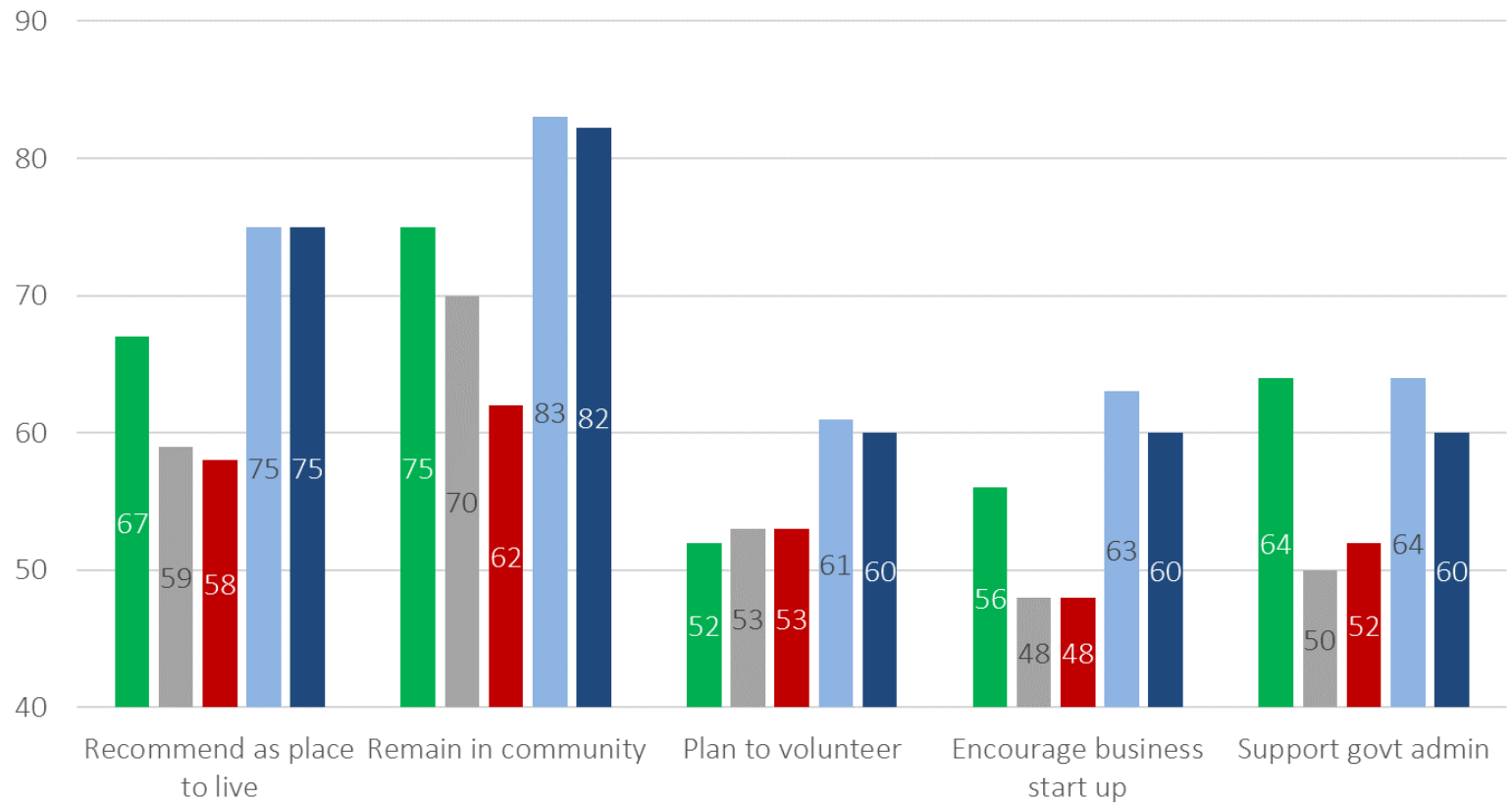Checkered Scores that Vary by Demographics

Results

Comparing 2017 and 2018
(High score = 100)

2018 areas with strong impact on overall engagement

	2018 U.S. Benchmark		2018 West Benchmark	2018 WA Benchmark		Walla Walla		
	25,001-100,000	Overall	Overall	25,001-100,000	Overall	2017	2018	Change
Fire and Emergency Medical Services	85	81	81	82	83	86	87	→ 1
Transportation	56	56	53	56	55	62	61	→ -1
Utility Services	74	73	71	76	79	84	81	⬇ -3
Police Department	82	75	72	75	74	82	83	→ 1
Shopping Opportunities	78	70	70	69	70	62	72	⬆ 10
Local Government	59	56	50	54	51	68	69	→ 1
Community Events	64	59	60	61	61	76	74	→ -2
Economic Health	56	55	49	52	52	57	58	→ 1
Parks and Recreation	70	68	67	73	72	80	80	→ 0
Library	81	80	76	80	80	79	79	→ 0
Community Satisfaction	66	61	57	58	59	66	64	→ -2

Outcome Behaviors to Benchmarks

(High score = 100)

Chart legend: US Similar Population (green), West (gray), WA Similar Population (red), 2017 (light blue), 2018 (dark blue)

	US Similar Population	West	WA Similar Population	2017	2018
Recommend as place to live	67	59	58	75	75
Remain in community	75	70	62	83	82
Plan to volunteer	52	53	53	61	60
Encourage business start up	56	48	48	63	60
Support govt admin	64	50	52	64	60

Community Image to Benchmarks
(High score = 100)
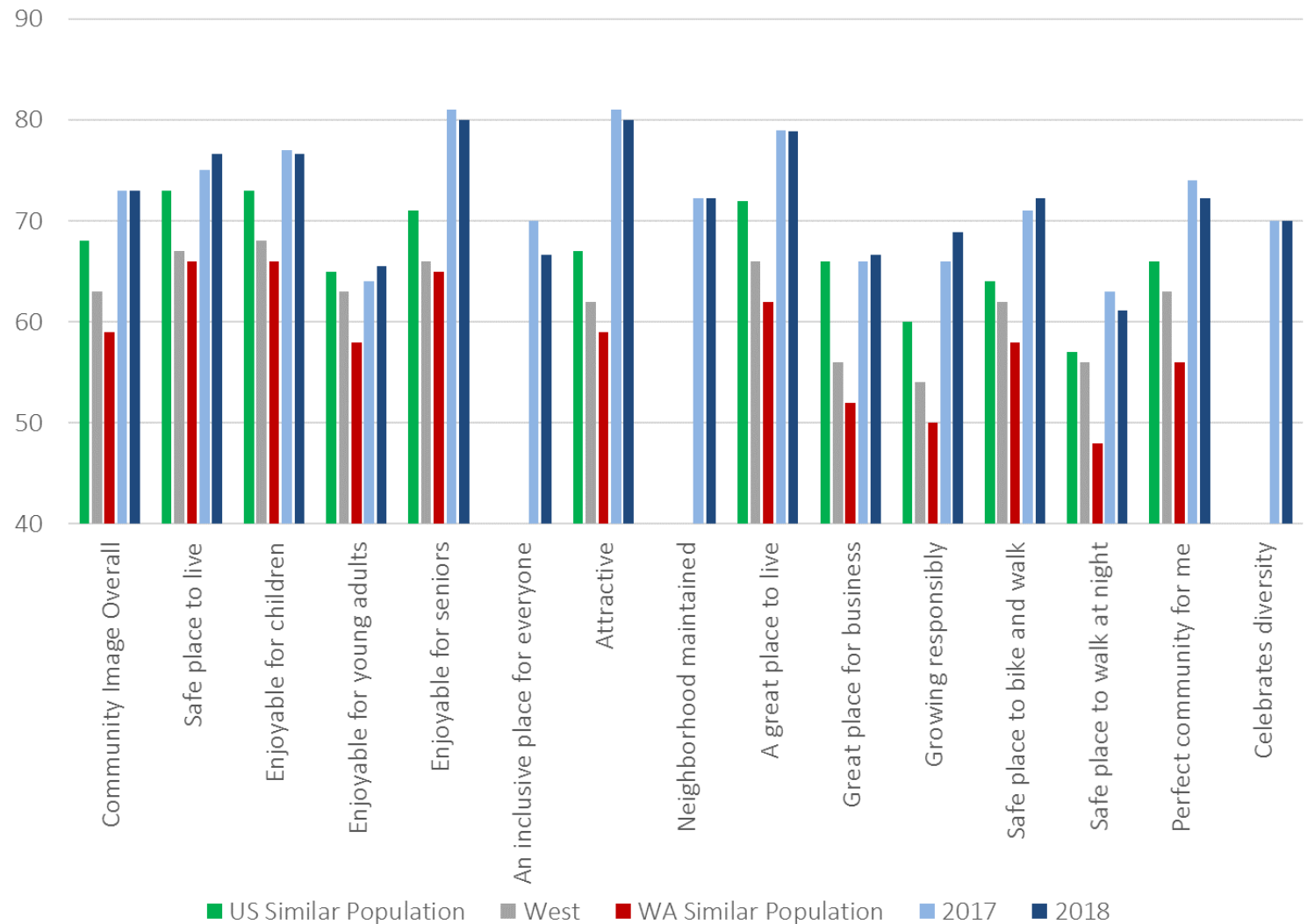
Legend: US Similar Population · West · WA Similar Population · 2017 · 2018

Categories: Community Image Overall, Safe place to live, Enjoyable for children, Enjoyable for young adults, Enjoyable for seniors, An inclusive place for everyone, Attractive, Neighborhood maintained, A great place to live, Great place for business, Growing responsibly, Safe place to bike and walk, Safe place to walk at night, Perfect community for me, Celebrates diversity
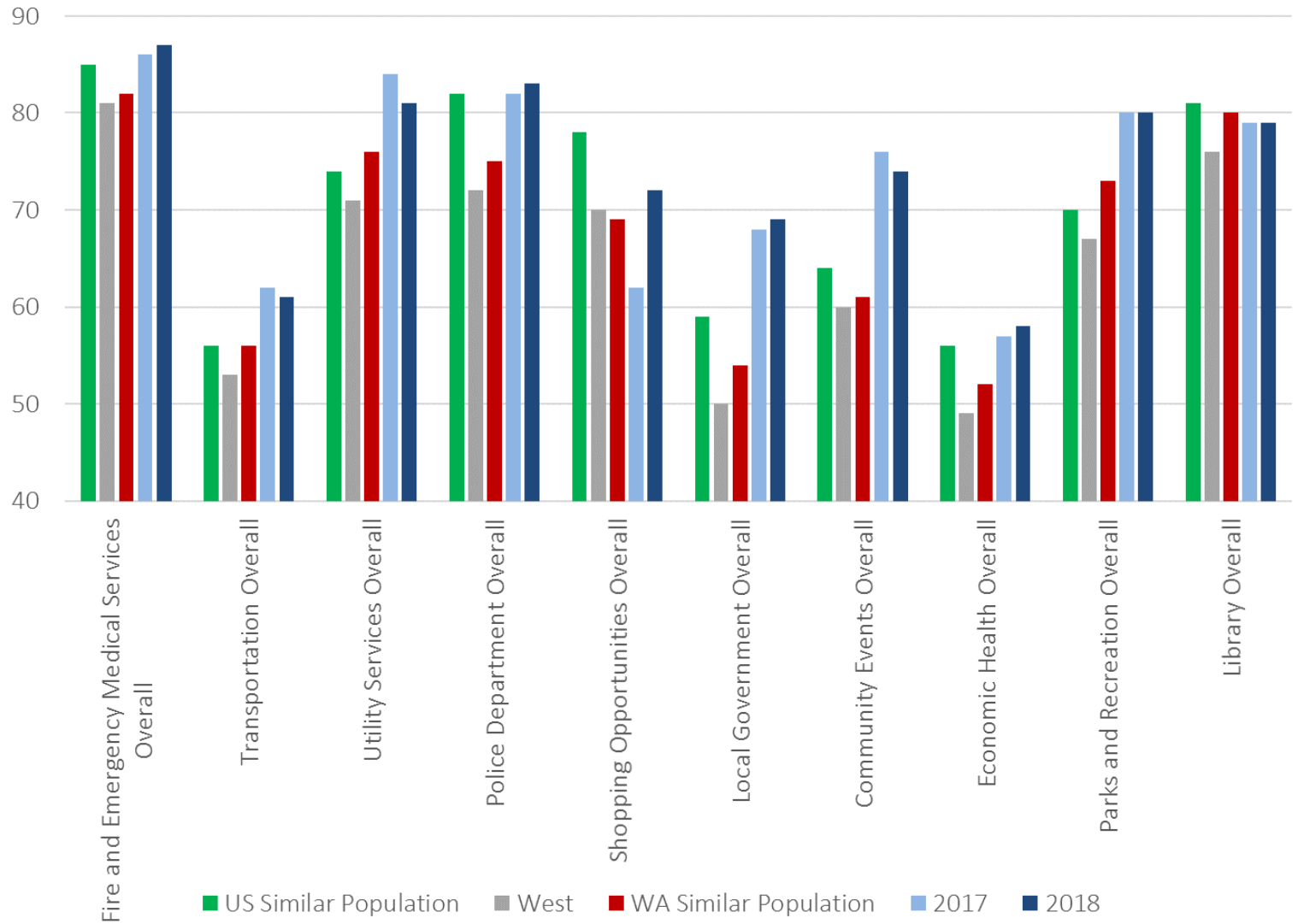
Community Questions – Long-term Drivers

Perceived Performance (vertical axis, upward arrow)

Impact (horizontal axis, rightward arrow)

Top-left quadrant: High scoring areas that do not currently have a large impact on engagement relative to the other areas. Action: May show over investment or under communication.

Top-right quadrant: High impact areas where the City received high scores from citizens. They have a high impact on engagement if improved. Action: Continue investment

Bottom-left quadrant: Low scoring areas relative to the other areas with low impact on engagement. Action: Limit investment unless pressing safety or regulatory consideration.

Bottom-right quadrant: High impact on engagement and a relatively low score. Action: Prioritize investment to drive positive changes in outcomes.

Strategic Priorities

Strategic Priorities Compared to 2017
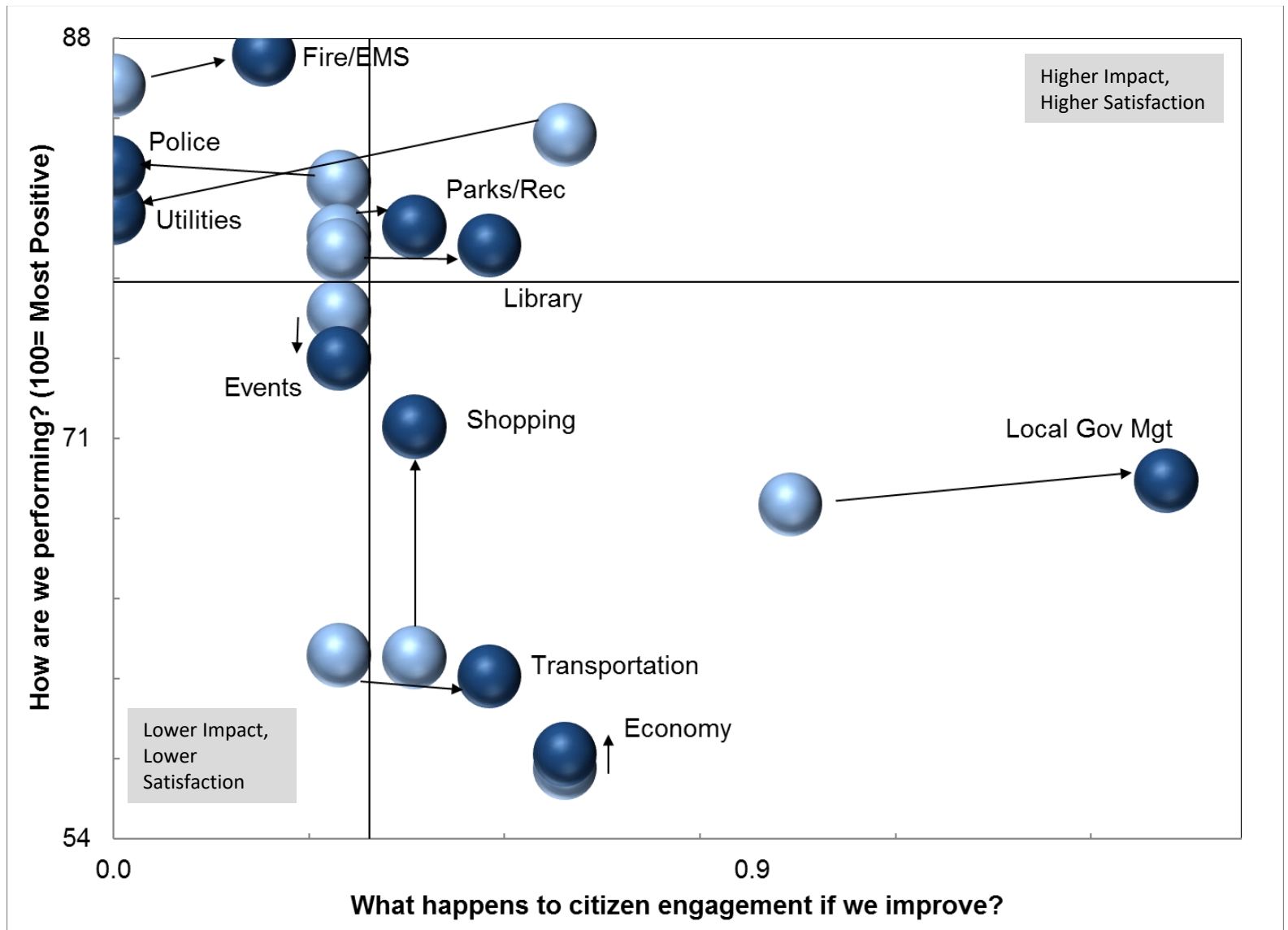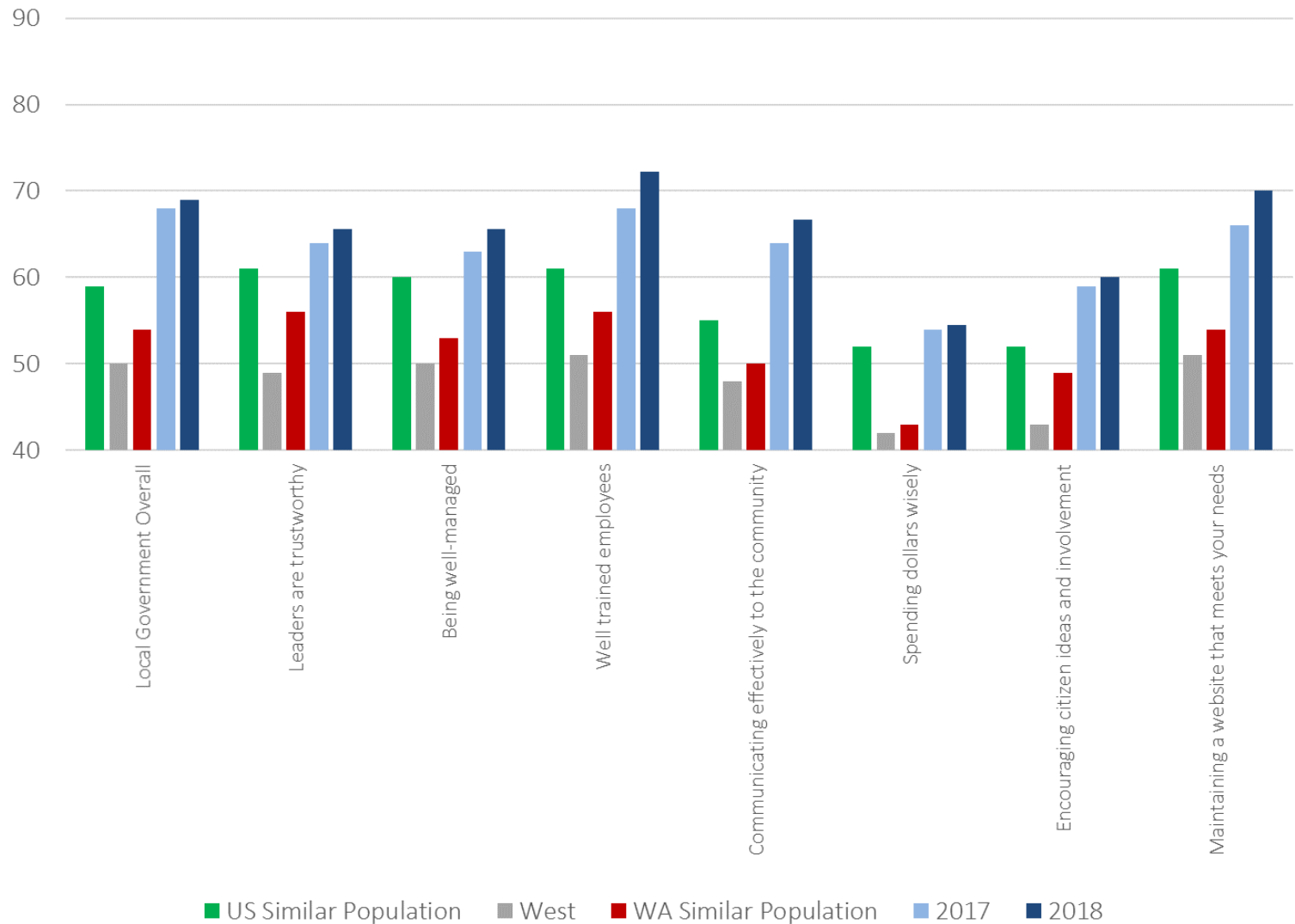
Customer Service
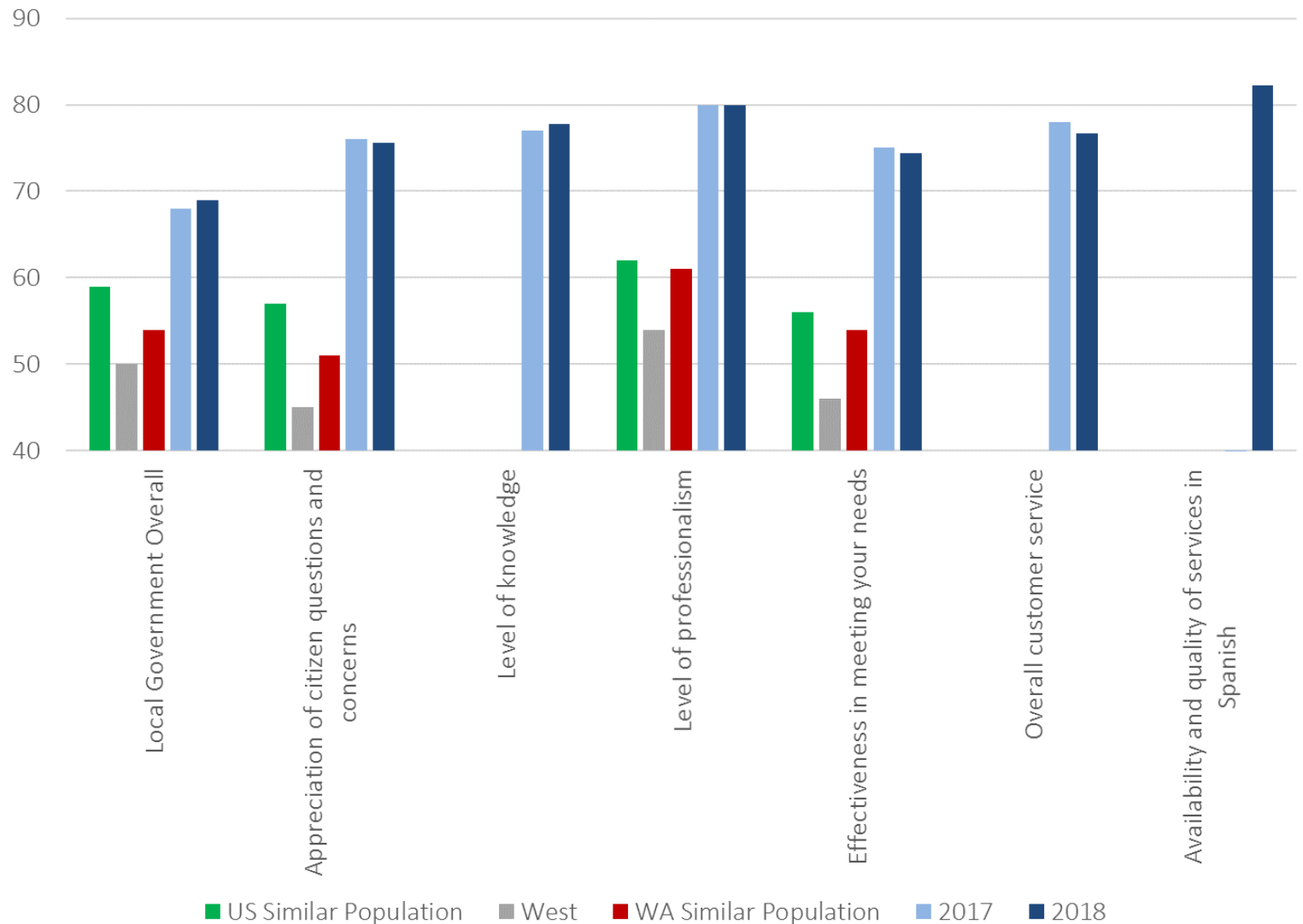
Recent Contact with City Employees/ Officials

	Overall	In-person conversation	Telephone	Email	Social media
Overall	**7.9**	**8.1**	**7.6**	**7.8**	**6.5**
Appreciation of citizen questions and concerns	**7.7**	7.9	7.4	7.7	5.8
Level of knowledge	**8.0**	8.1	7.7	7.8	6.7
Level of professionalism	**8.2**	8.3	7.9	8.3	7.1
Effectiveness in meeting your needs	**7.7**	7.9	7.4	7.5	6.3
Overall customer service	**7.9**	8.1	7.5	7.9	6.8

Economic Health

Legend: US Similar Population, West, WA Similar Population, 2017, 2018
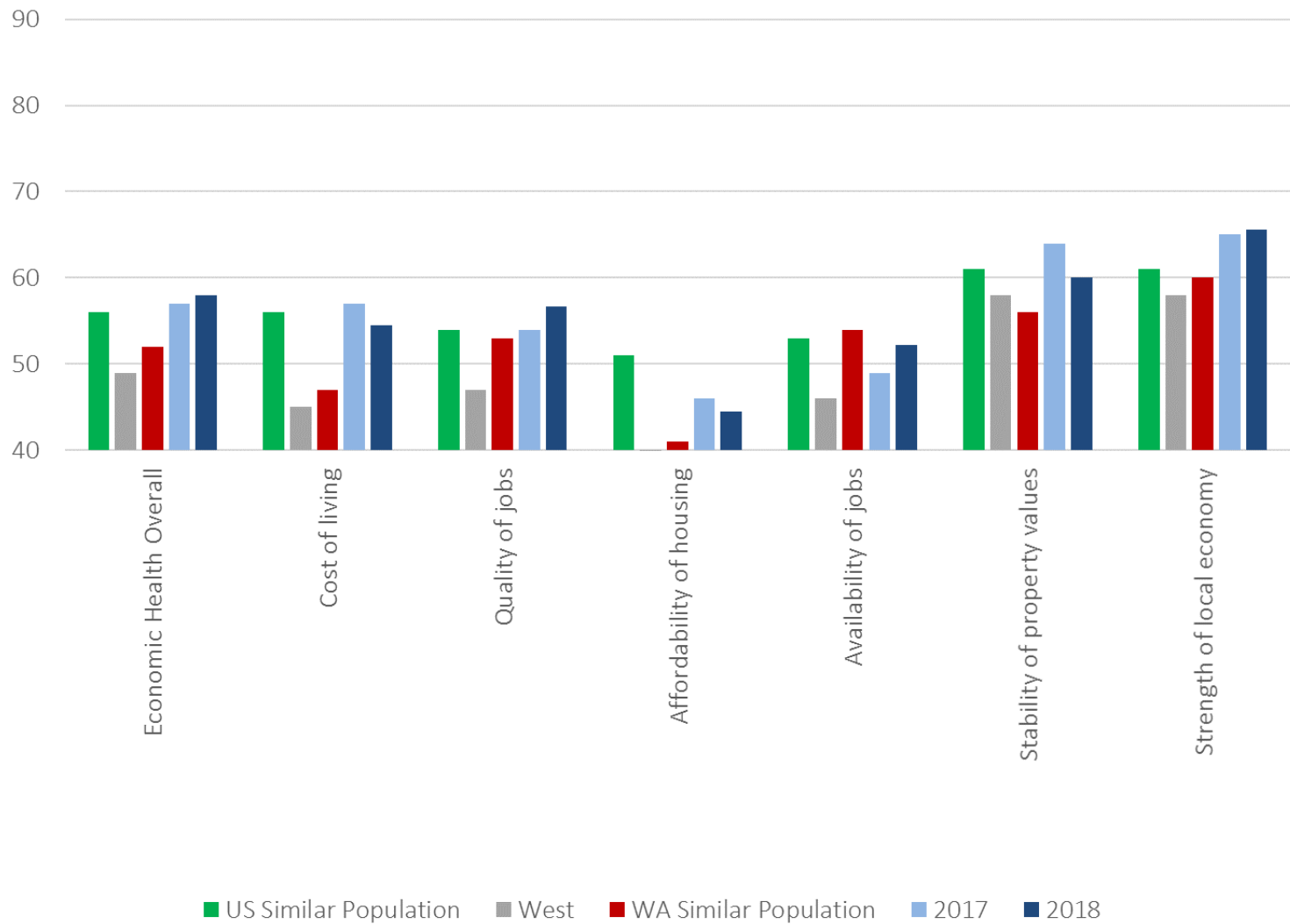
Transportation Infrastructure

Shopped at Town Center
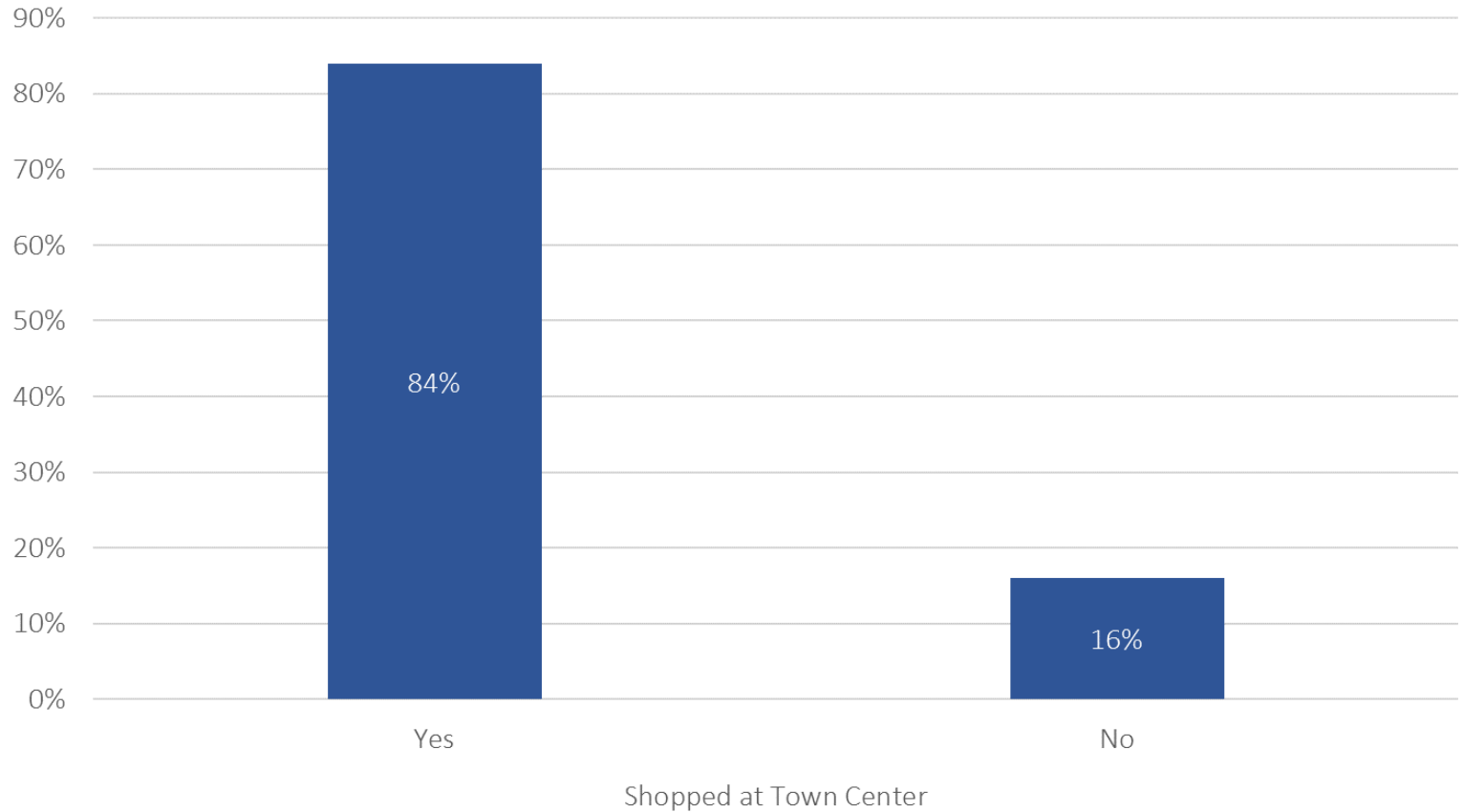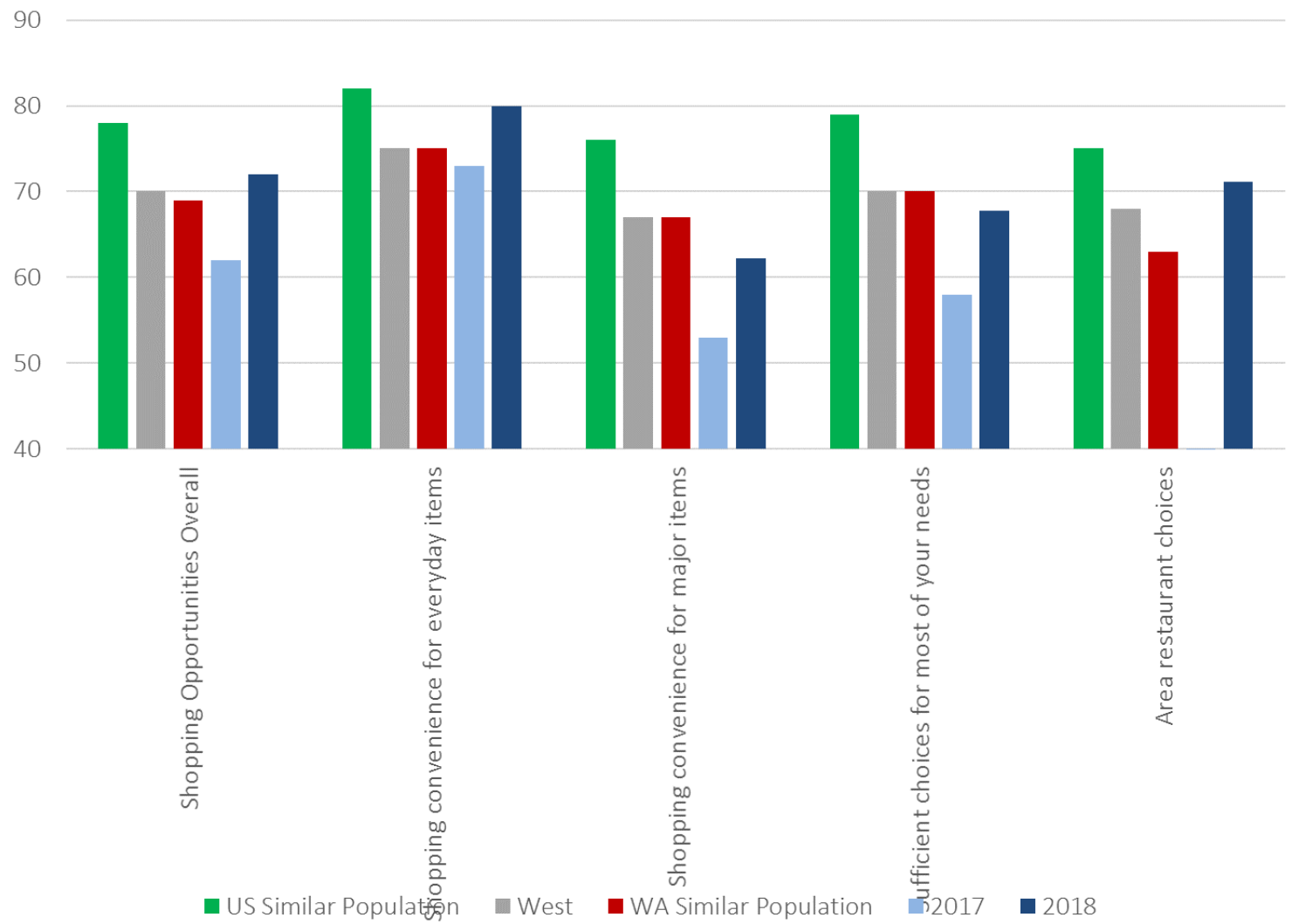
Shopping
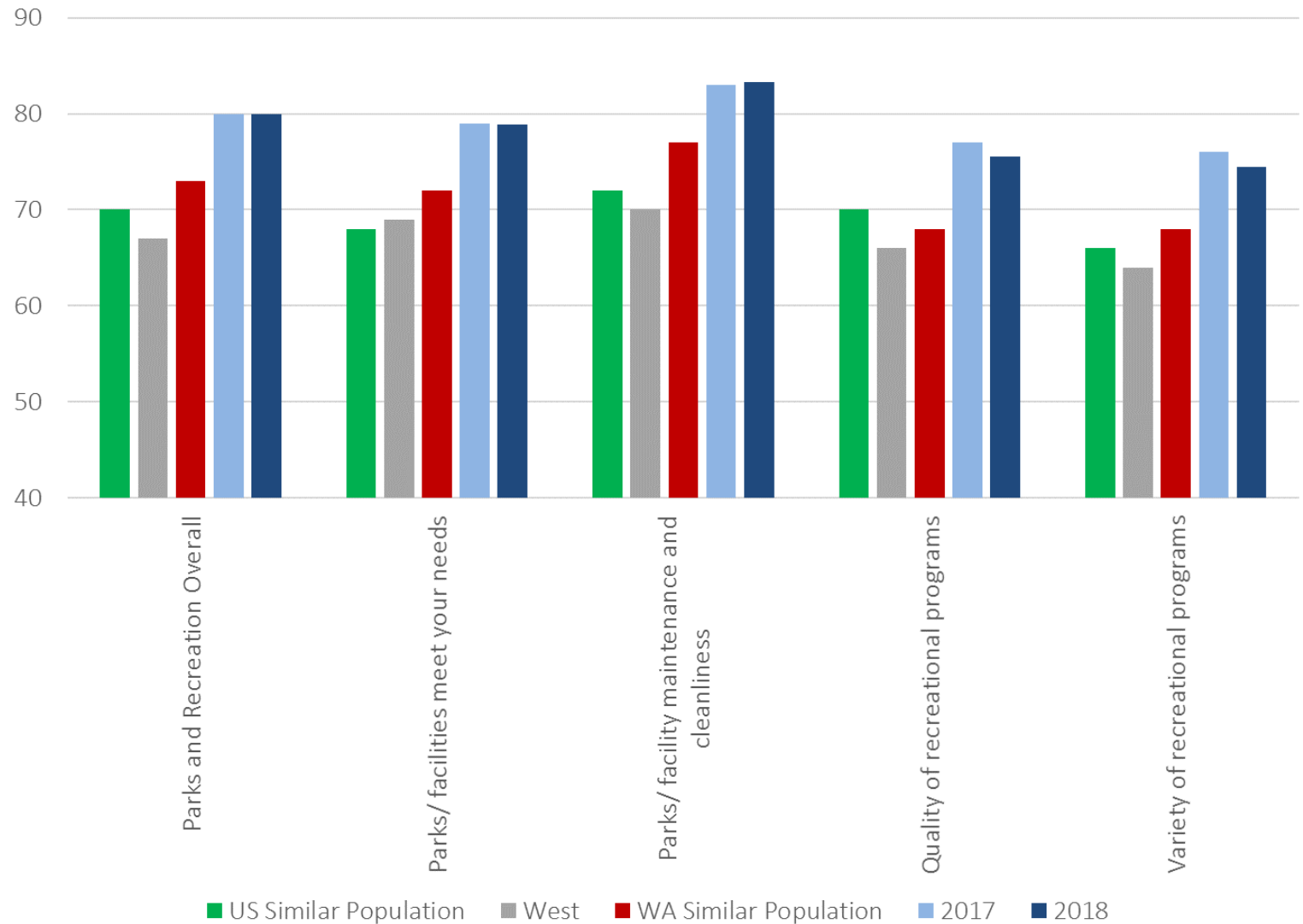
Parks and Recreation
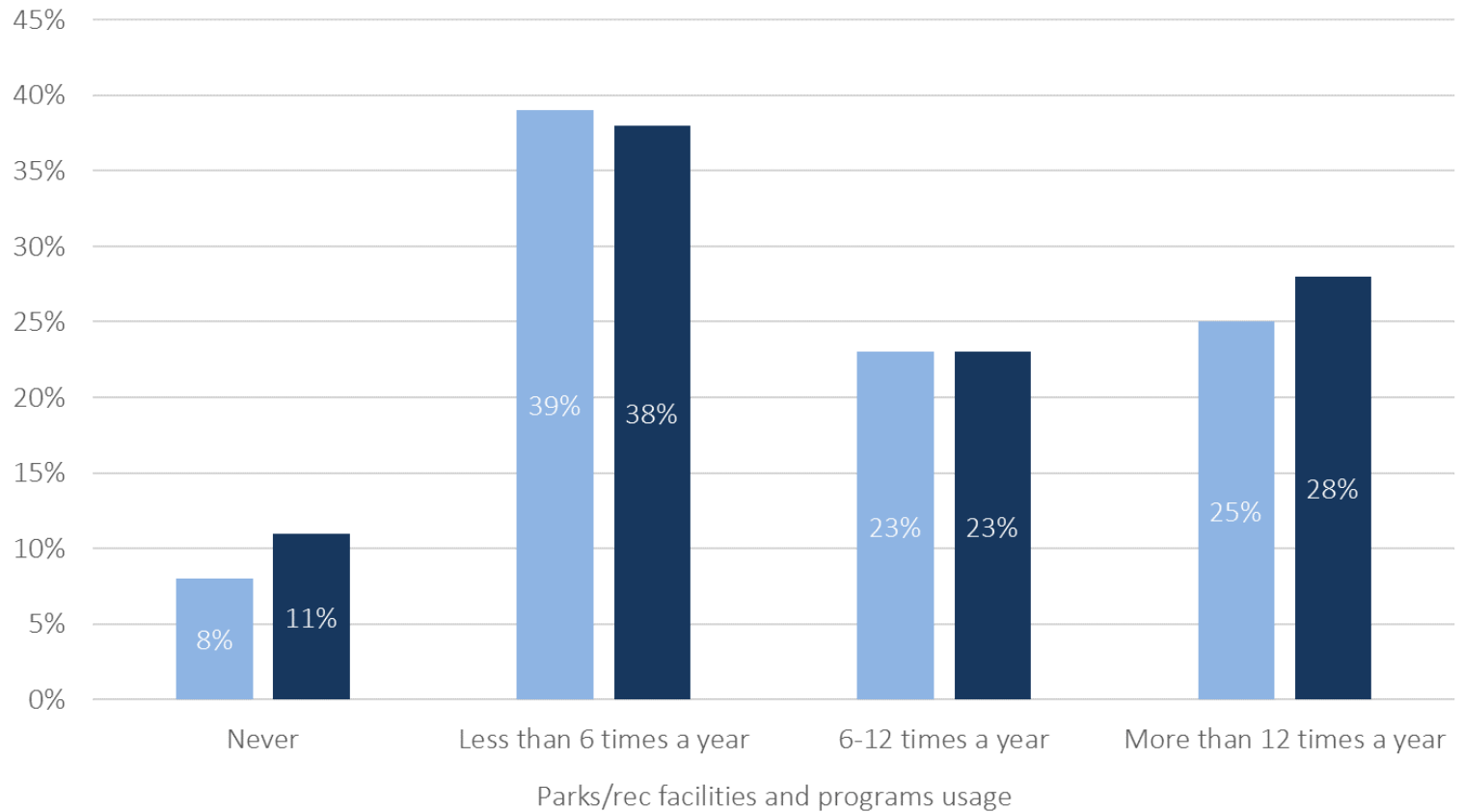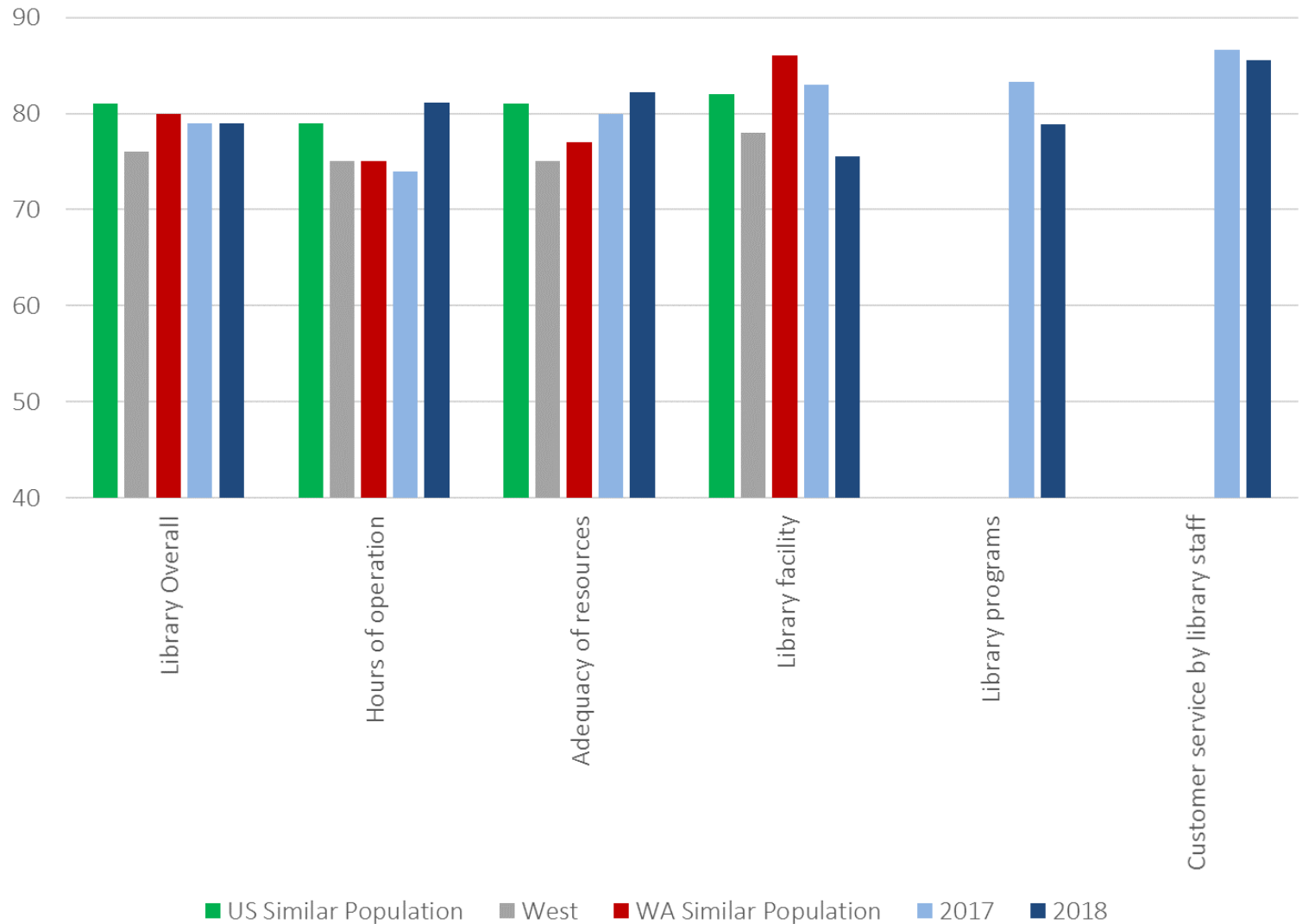
Library
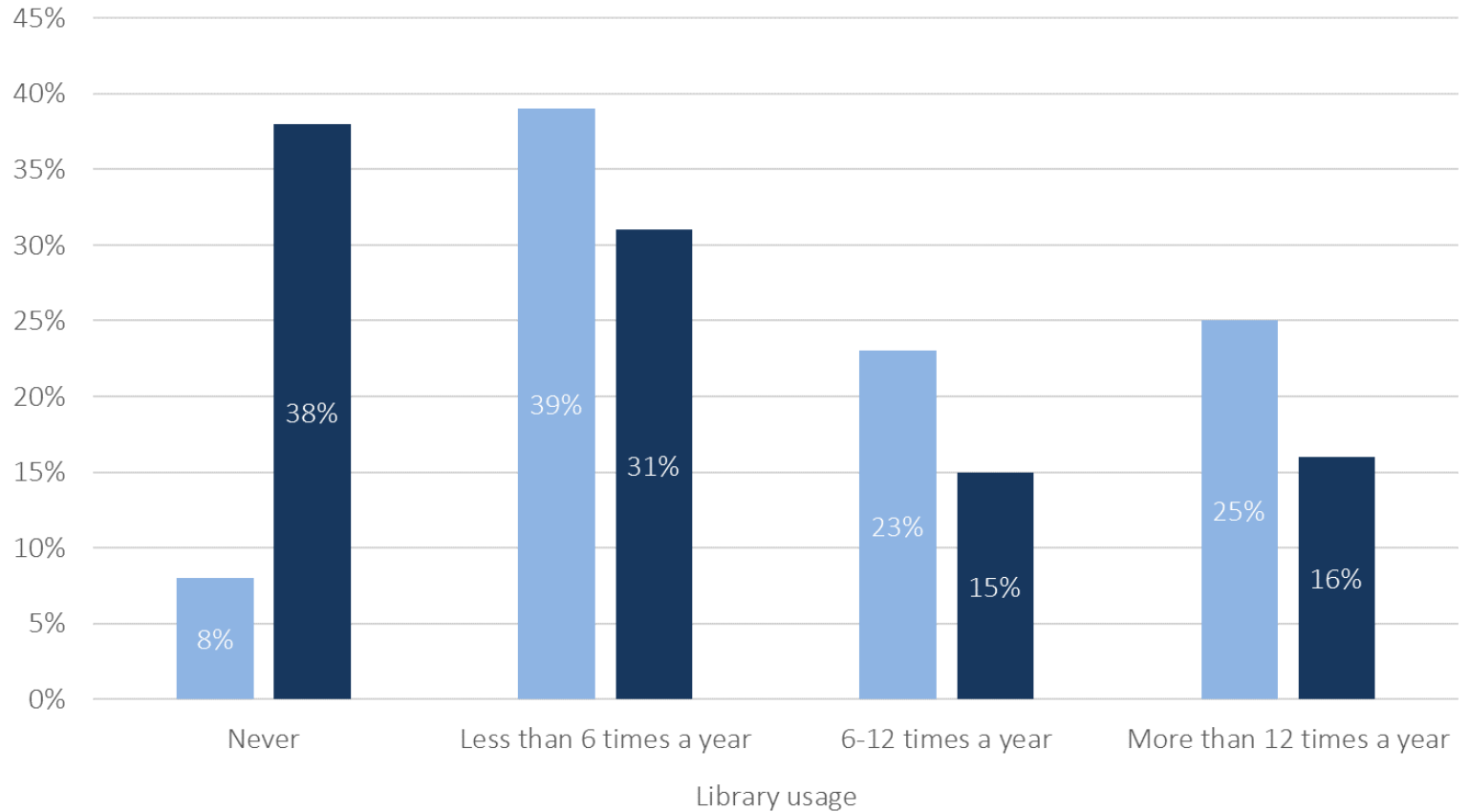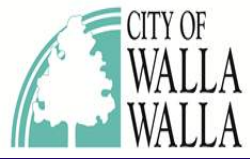
Top Themes:

Street and Road Repair - Fixing the streets was mentioned by more than 60% of responders; 9th Street roundabout is a concern

Traffic Control - Making the streets and crosswalks safer for walkers and bikers

Recycling and Youth Programs - Expand recycling and youth programs

Homeless Population and Affordable Housing - Address the homeless population; various comments in favor of and concerned with public funding of affordable housing
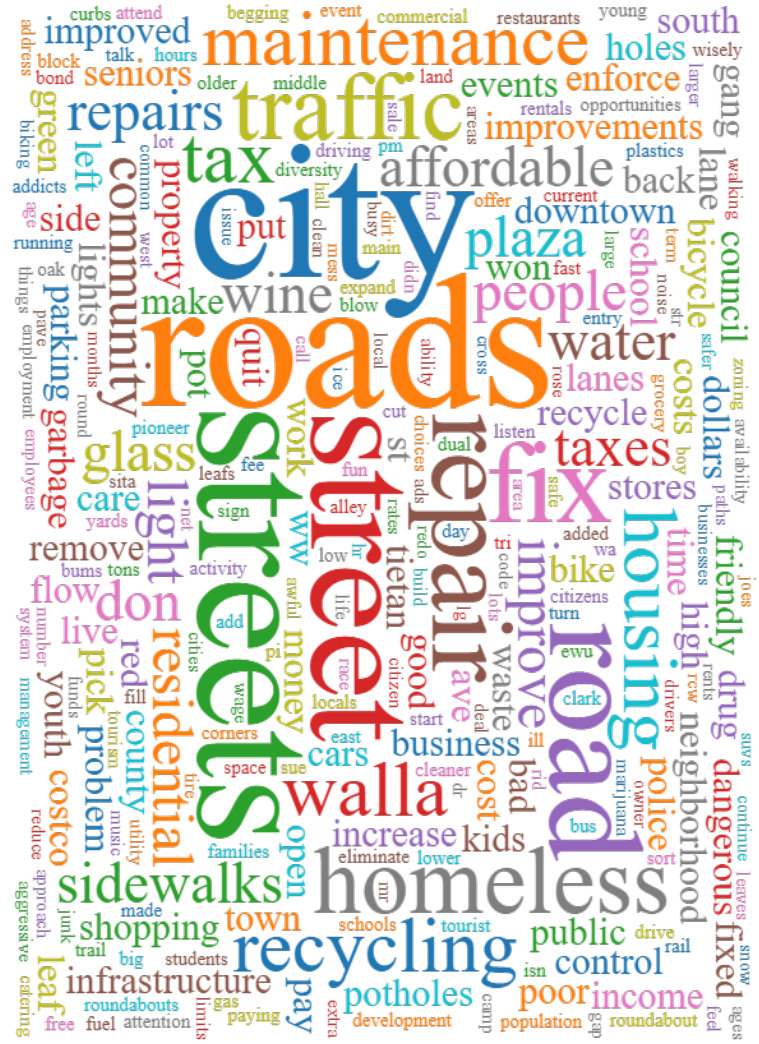
Note: See full list of comments for context

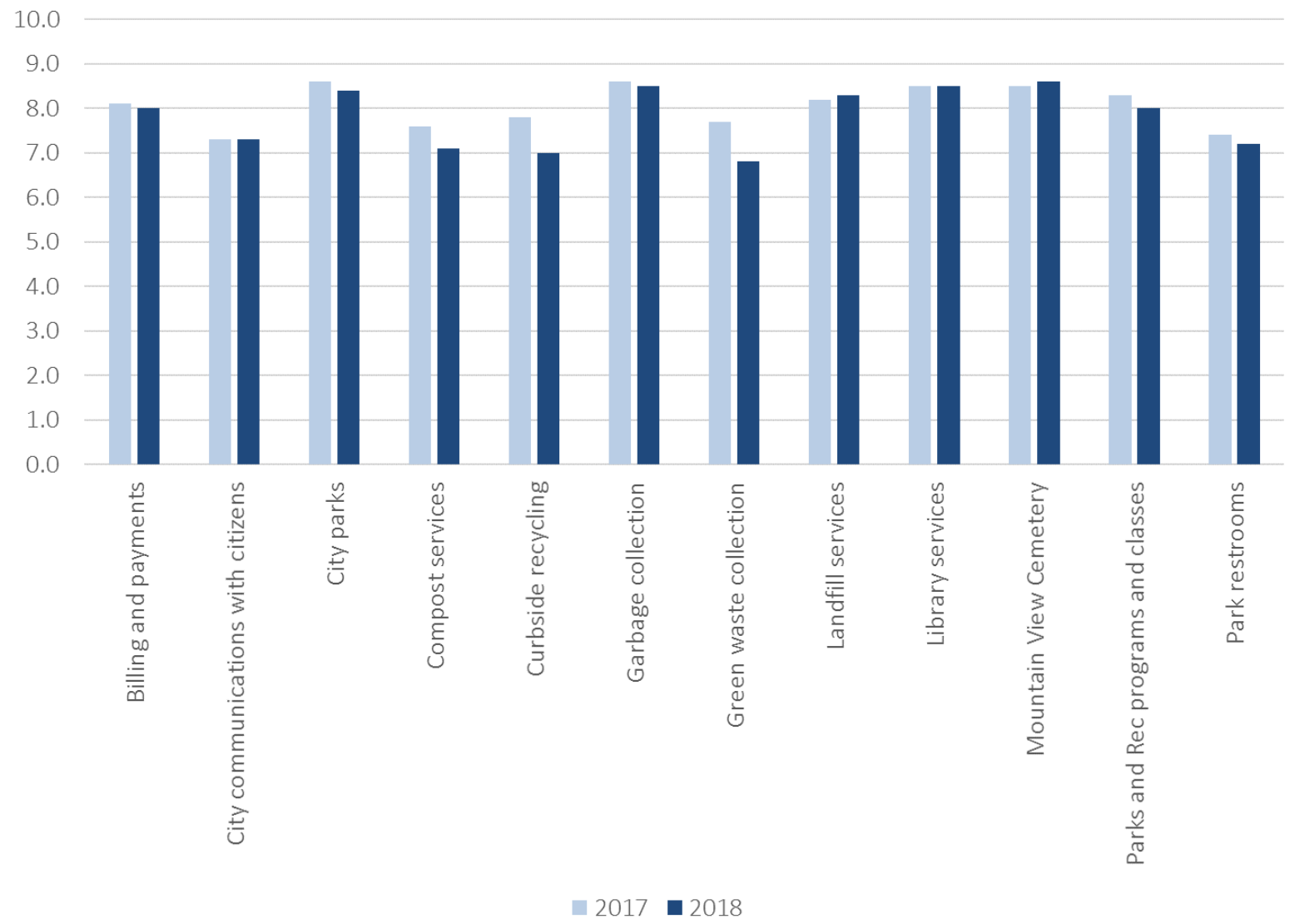# City Services and Programs

City Services and Programs Satisfaction Other City Services (Scale = 1 to 10)
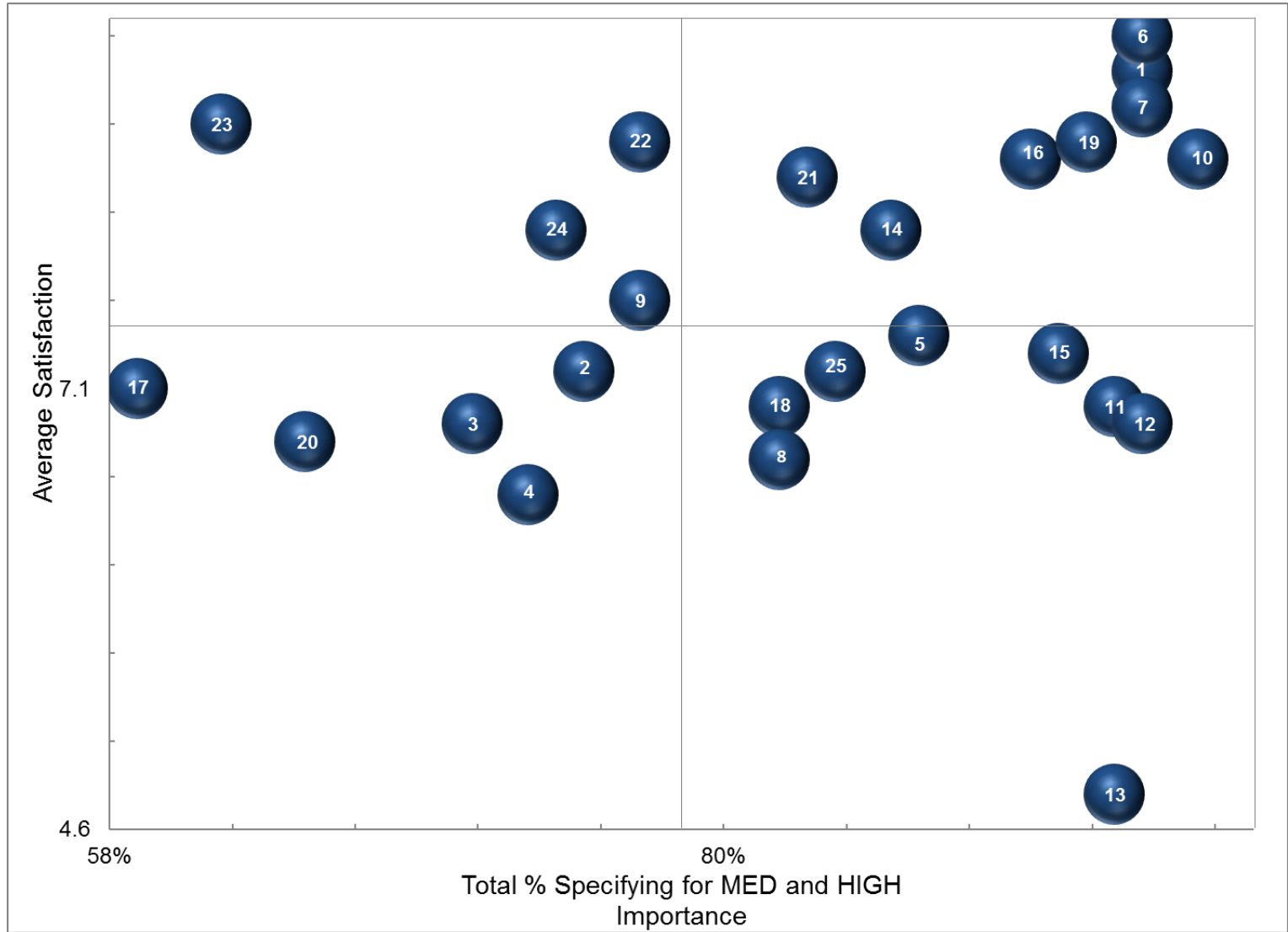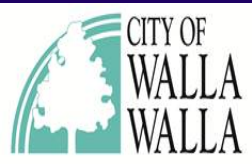
City Services & Programs Bubble Chart

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

1	Ambulance services
2	Building inspection
3	Building permitting
4	Responsiveness to code complaints
5	Crime prevention program
6	Fire services
7	Police services
8	Tree Maintenance
9	Bicycle lanes and paths
10	Drinking water
11	Sidewalks
12	Street lighting
13	Street maintenance
14	Billing and payments
15	City communications with citizens
16	City parks
17	Compost services
18	Curbside recycling
19	Garbage collection
20	Green waste collection
21	Landfill services
22	Library services
23	Mountain View Cemetery
24	Recreation programs and classes
25	Park restrooms

City Services & Programs Bubble Chart compared to 2017

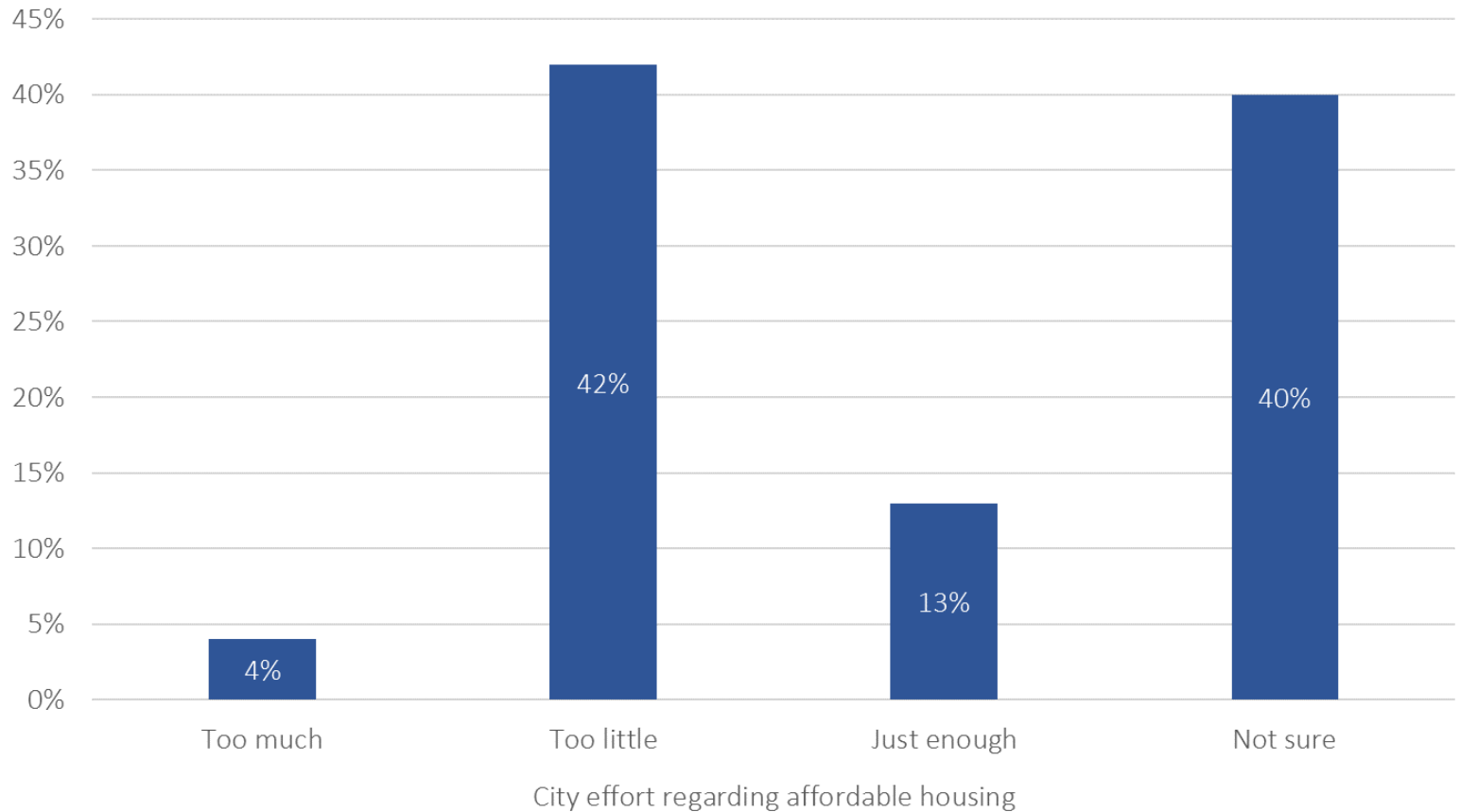| #	Service
1	Ambulance services
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Average Satisfaction — 7.1, 4.6

Total % Specifying for MED and HIGH Importance — 58%, 80%
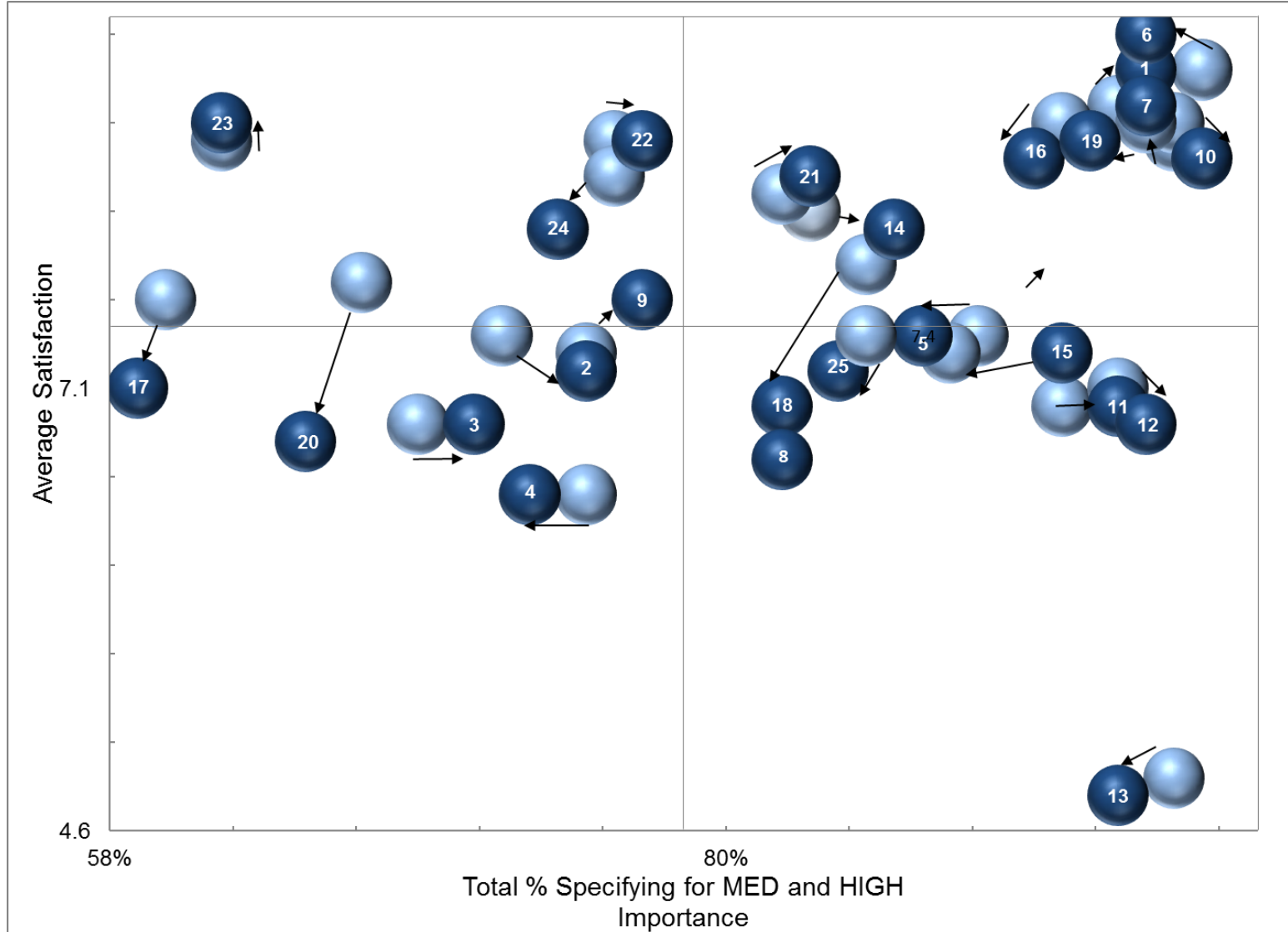
Custom Questions

Types of Residential Housing Needed
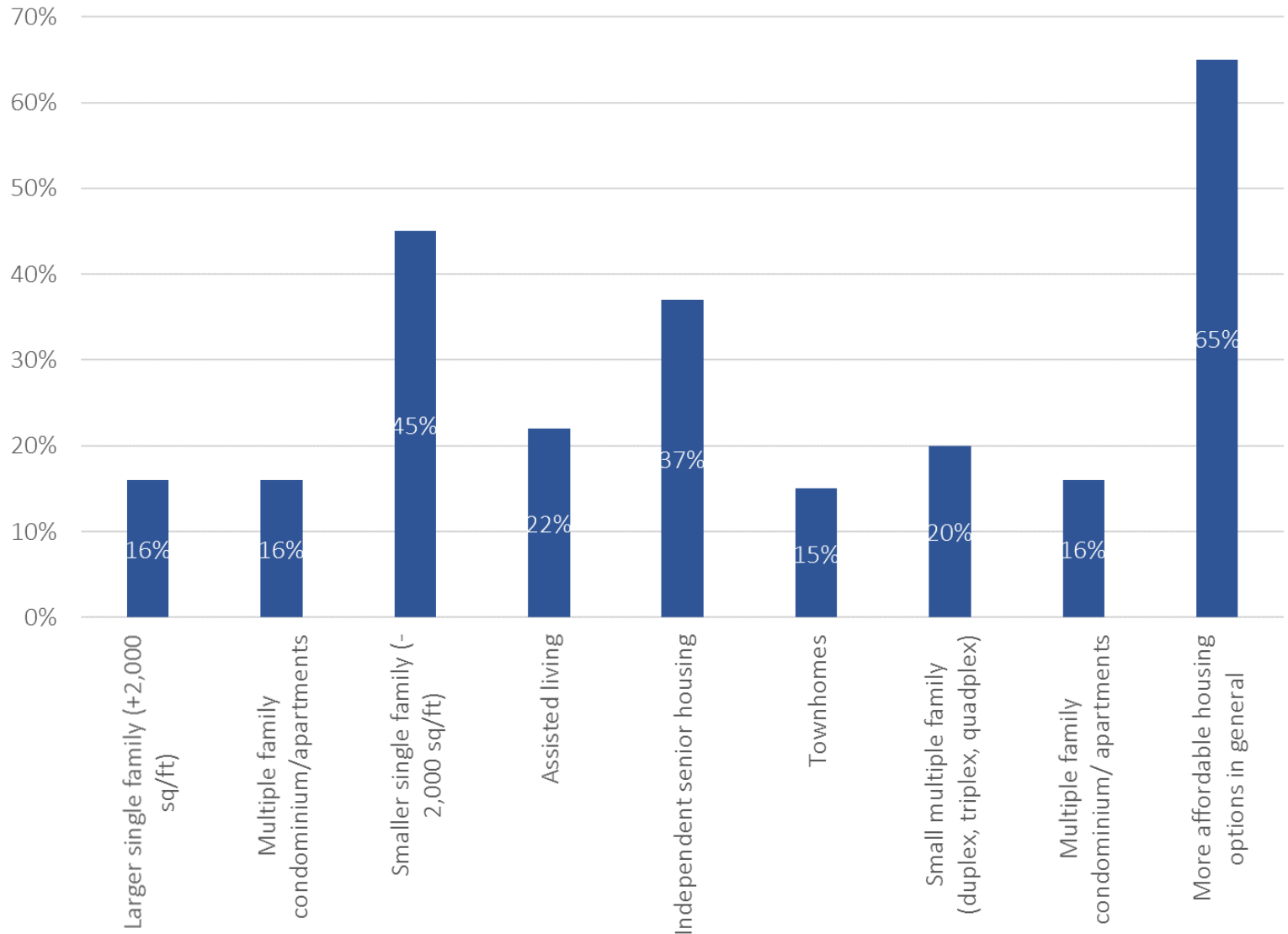
City Effort on Affordable Housing

City effort regarding affordable housing

Funding Affordable Housing

Chart: Funding affordable housing

- Increasing sales taxes by 1 cent for every $10 of sales — 22%
- Increasing property taxes by 25 cents for every $1,000 of assessed value — 17%
- Do not support increasing funding for affordable housing programs — 39%
- Not sure — 28%
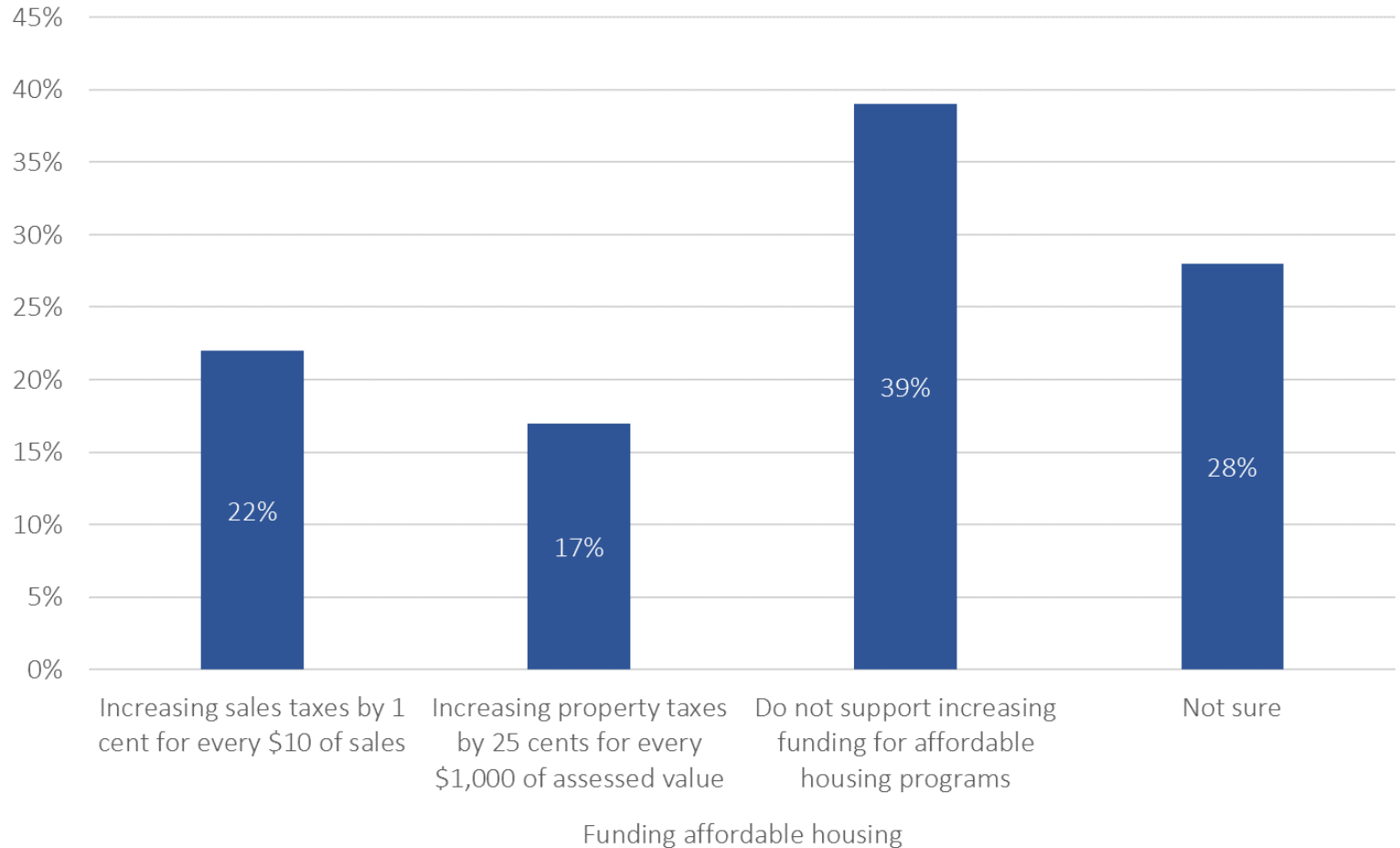
Communications
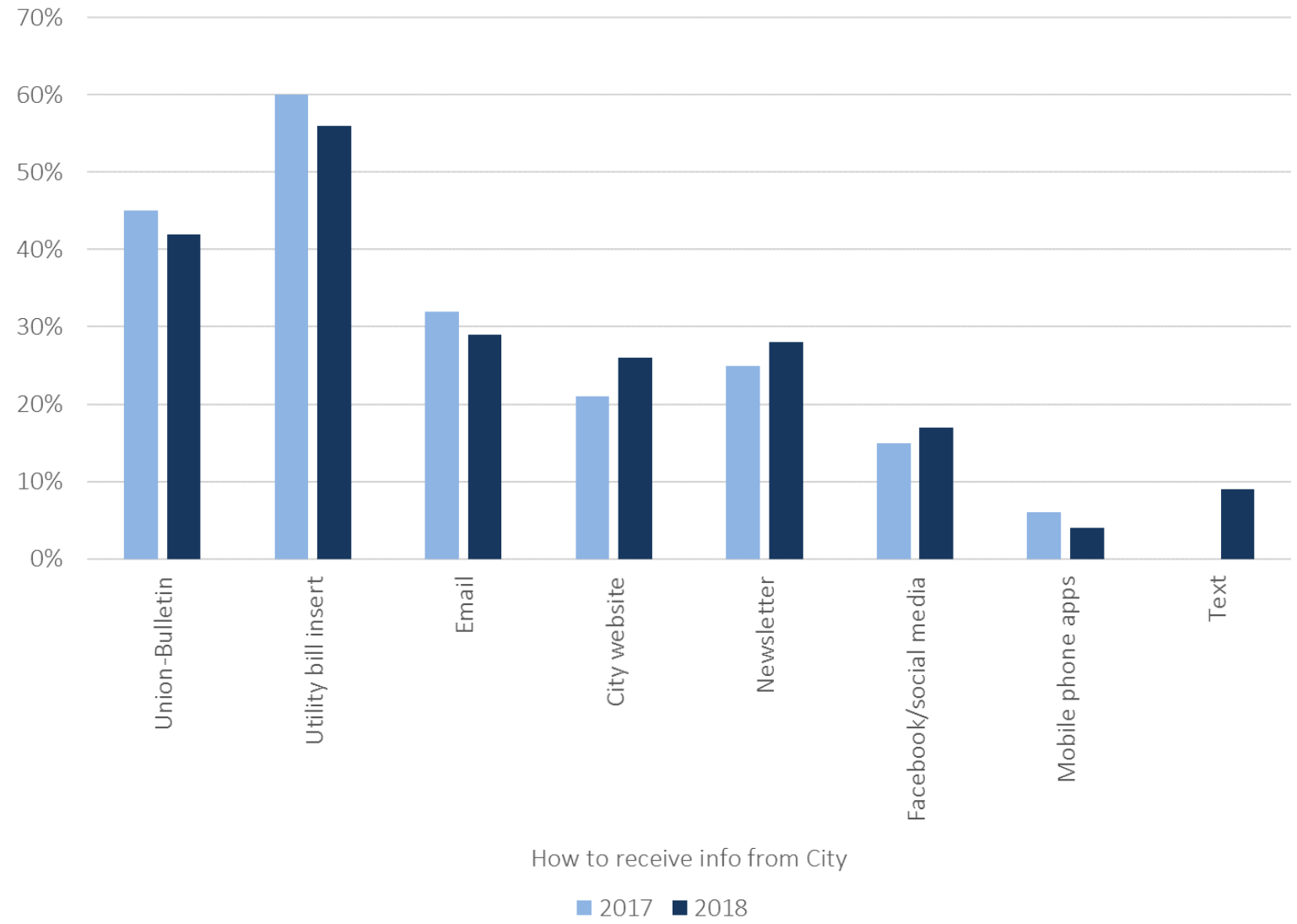
How do you prefer to receive information from the City?

How to receive info from City

■ 2017 ■ 2018

How do you prefer to receive information from the City?

|		Union-Bulletin	Utility bill insert	Email	City website	Newsletter	Facebook/social media	Mobile phone apps	Text
		How to receive info from City							
Age	18 to 24	20%	20%	40%	40%	40%	60%	20%	20%
	25 to 34	25%	44%	56%	19%	44%	25%	6%	6%
	35 to 44	22%	46%	43%	32%	27%	35%	8%	22%
	45 to 54	33%	47%	40%	31%	36%	27%	7%	11%
	55 to 64	38%	60%	24%	40%	27%	13%	3%	7%
	65 or over	53%	59%	24%	16%	26%	10%	1%	7%
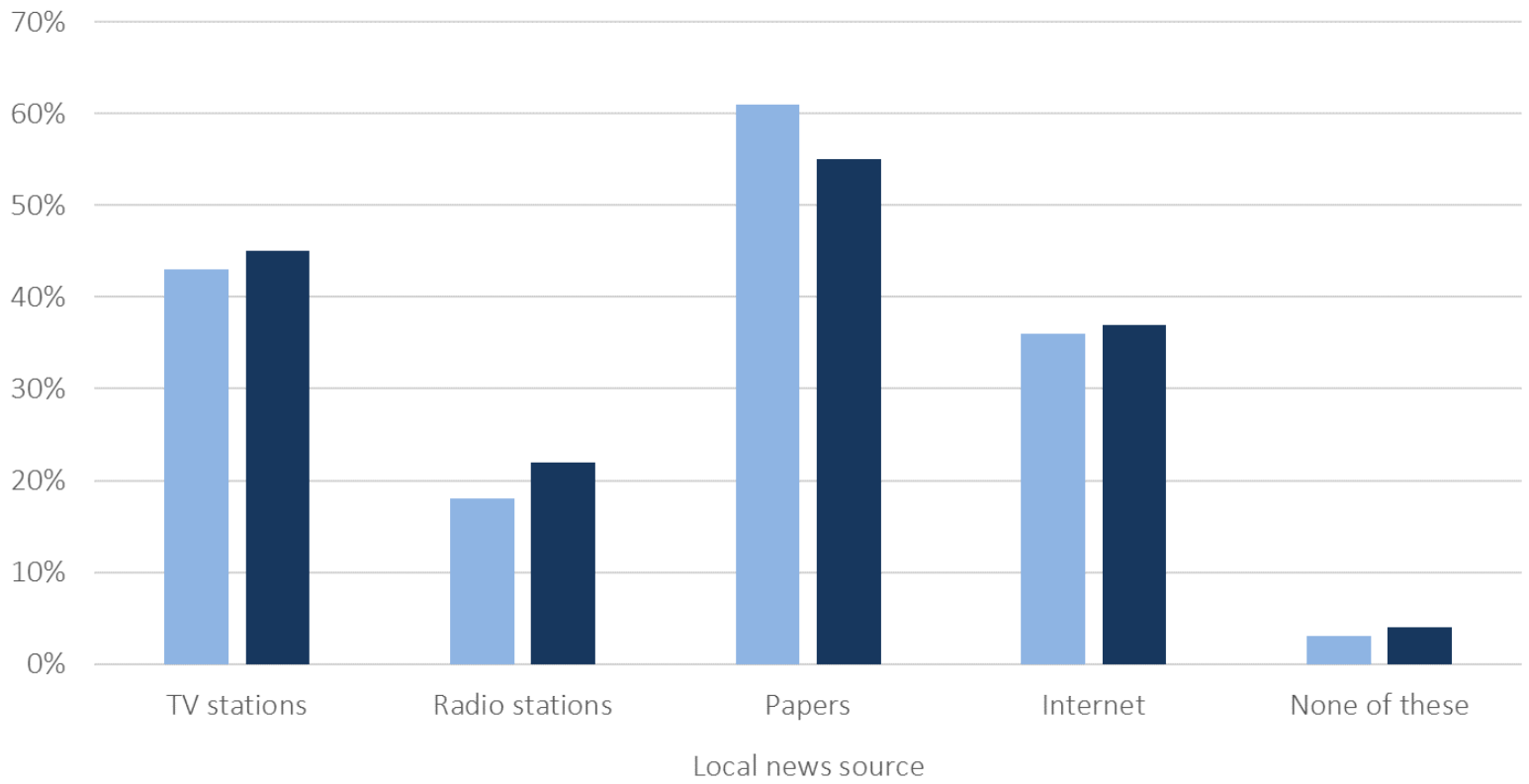
Which TV stations do you watch for local news?
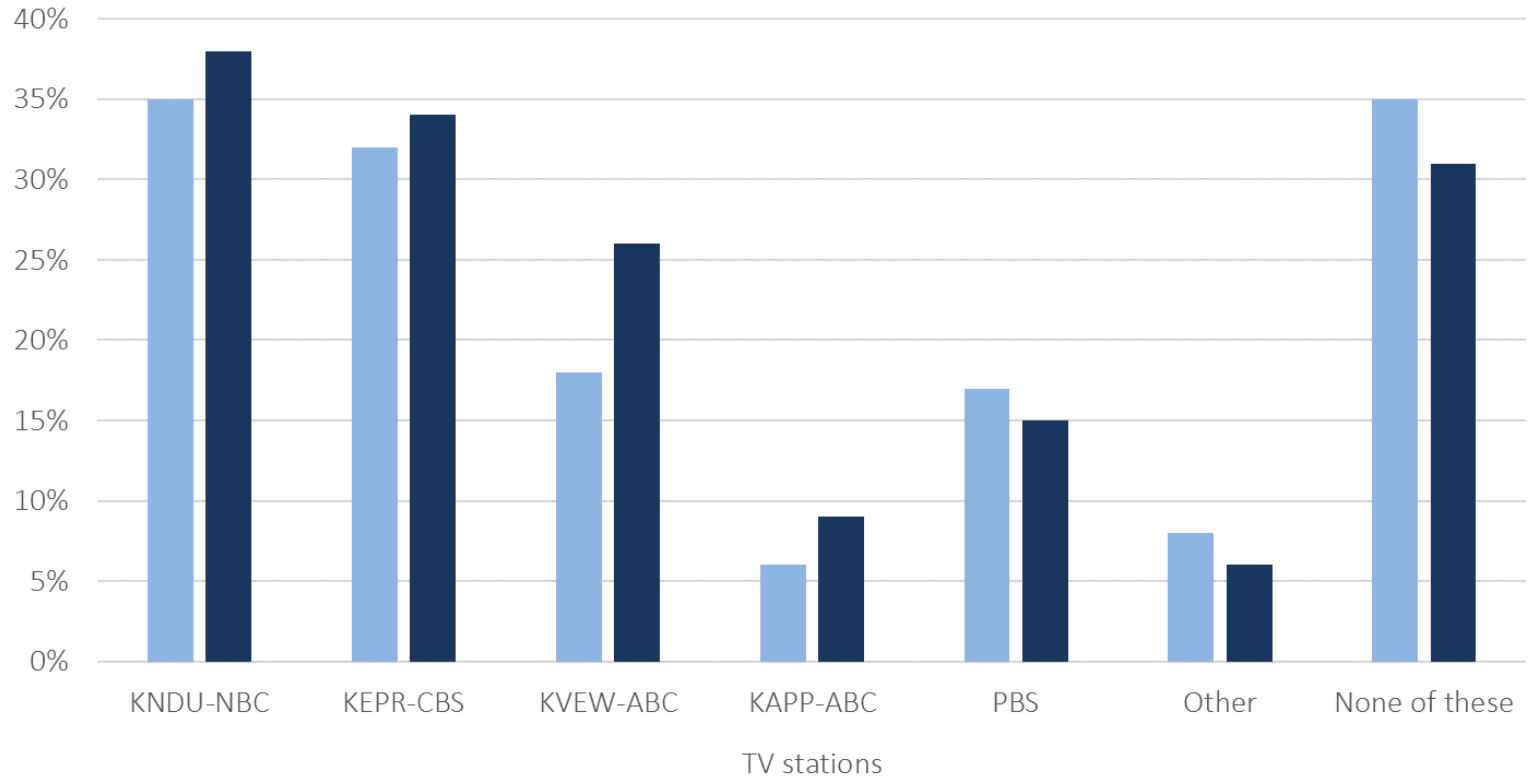
Which radio stations do you listen to for local news?
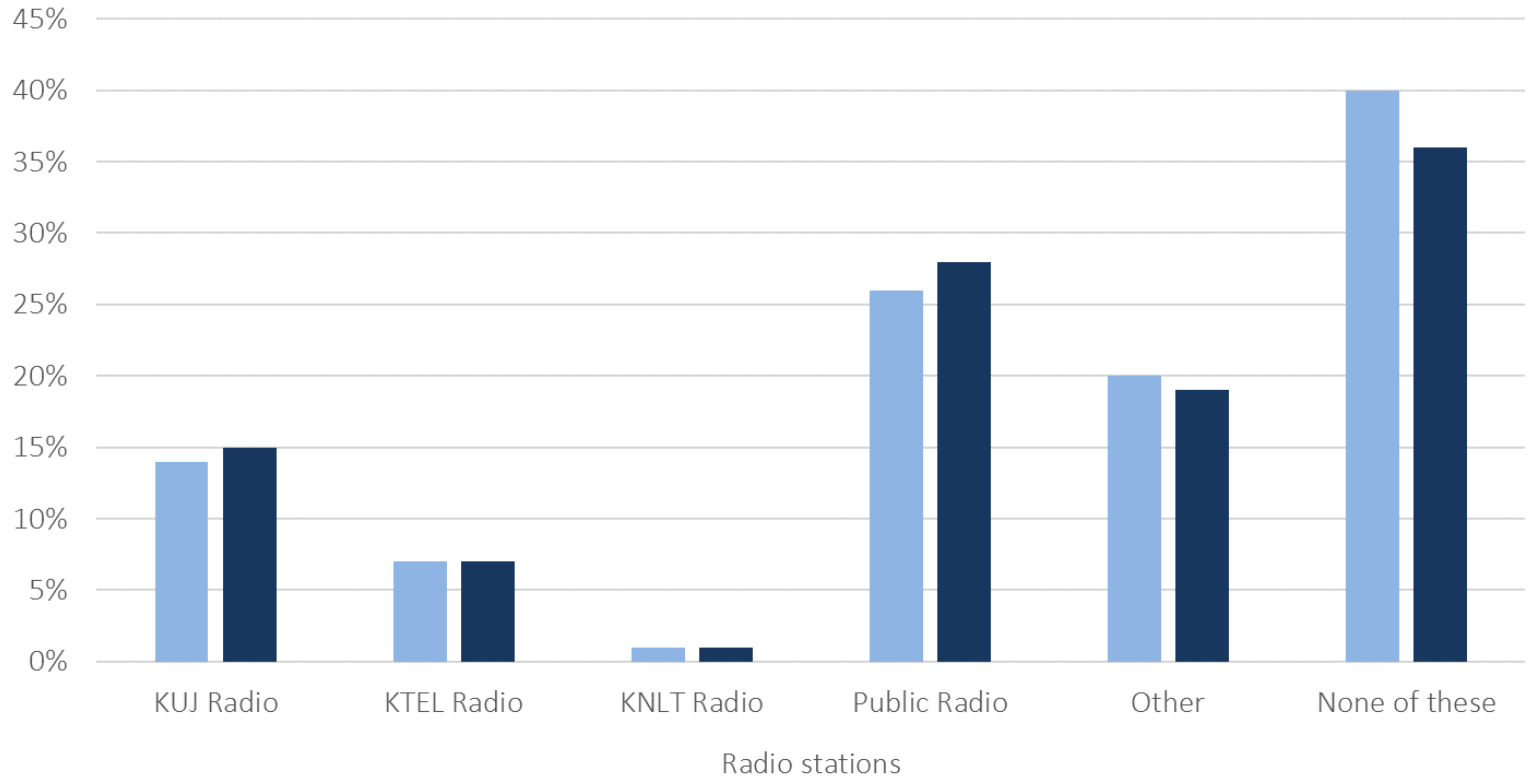
Which newspapers or websites do you read for local news?
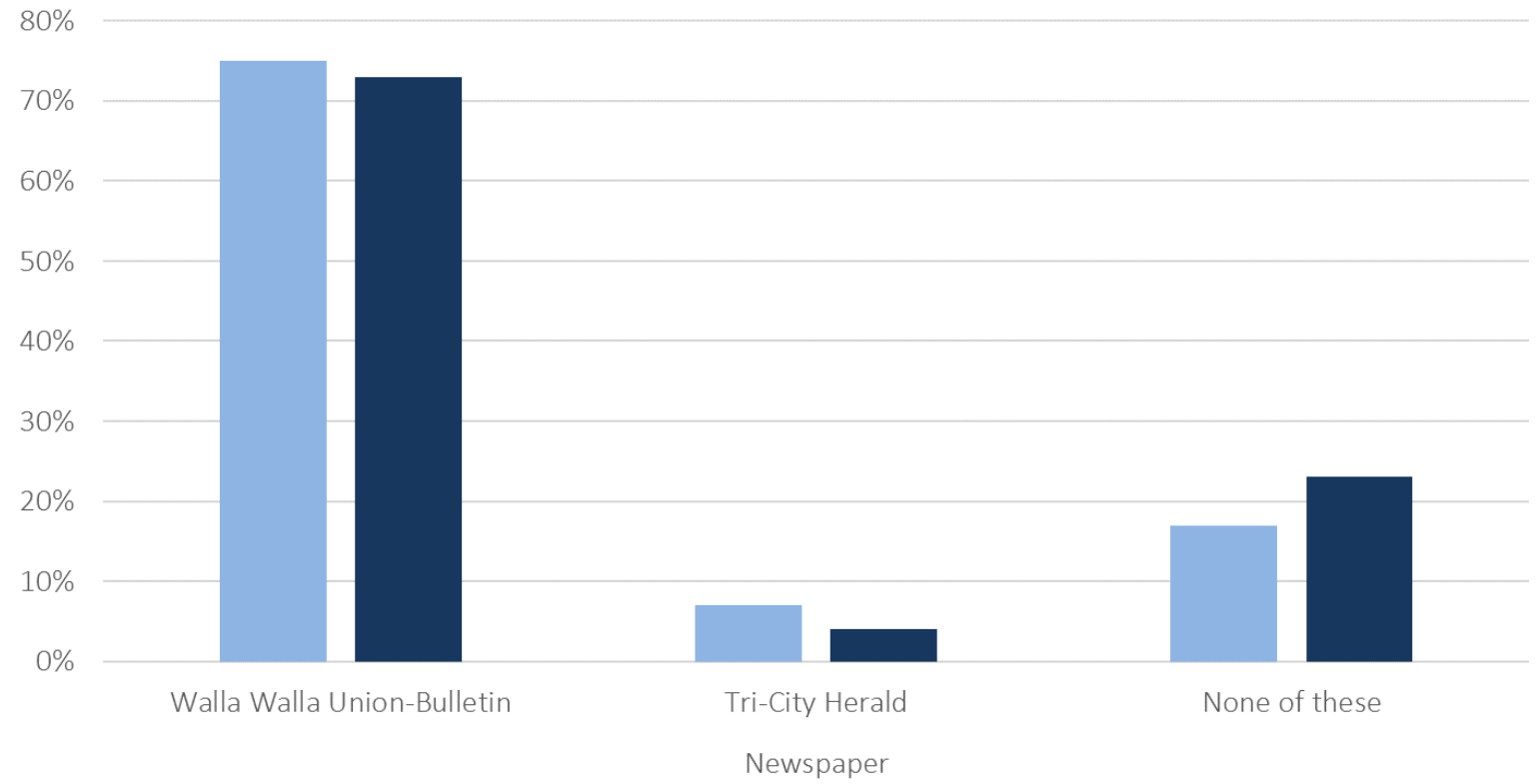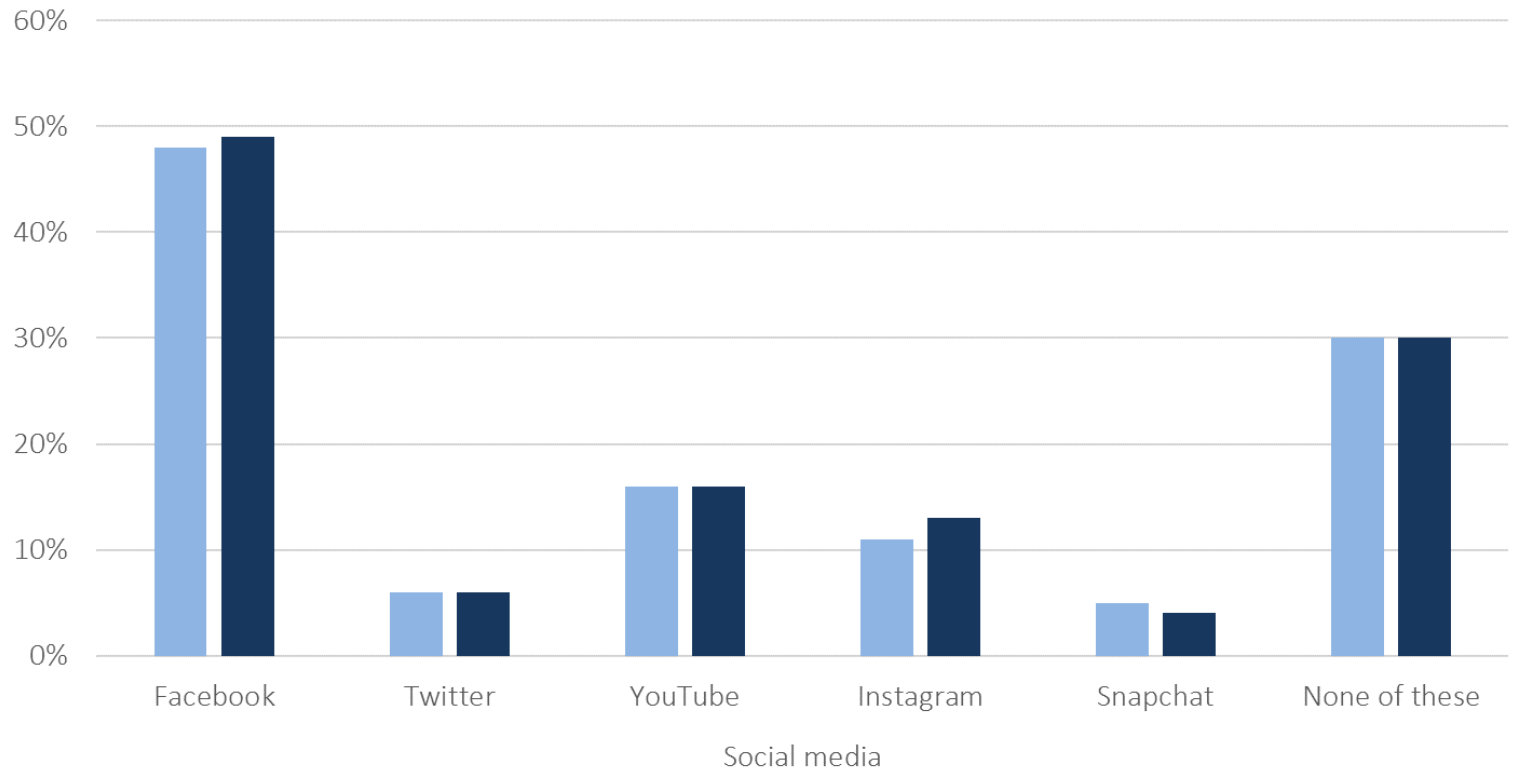
Which social media do you use?

Which social media do you use?

		Social media					
		Facebook	Twitter	YouTube	Instagram	Snapchat	None of these
Age	18 to 24	100%	-	40%	60%	40%	-
	25 to 34	69%	6%	31%	75%	25%	6%
	35 to 44	70%	5%	19%	27%	5%	16%
	45 to 54	64%	16%	22%	13%	4%	20%
	55 to 64	57%	7%	18%	15%	3%	26%
	65 or over	32%	2%	9%	3%	-	41%

Questions