

City of Walla Walla Engagement and Priority Assessment

December 2020



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 2013-2019 Citizen surveys

Bottom Line

- City continues to outperform benchmarks in most areas and generally held steady when compared to 2019
- 2020 ACSI Score = 65 (65 in 2019)
 - Washington (25,000-100,000 residents) = 59
 - West = 61
 - National = 61
- 2020 Local Government Management Score = 69 (70 in 2019)
 - Washington (25,000-100,000 residents) = 59
 - West = 61
 - National = 62
- There are several areas where improvement can have significant impact on engagement.

2019 Drivers:

City Government Management
Economic Health
Transportation Infrastructure
Shopping
Parks/Recreation

2020 Drivers:

City Government Management
Economic Health
Fire and Emergency Medical Services
Shopping
Parks/Recreation

Bottom Line

- As an expected result of the pandemic, scores softened for volunteering, shopping, dining, community events, economic health, and encouraging businesses to start up in the City
- Residents provided positive scores for the City's response to COVID-19 and other recent emergencies
- They expressed strong support for the creation, expansion, and permanence of pedestrian spaces
- Residents softened the scores for availability of services in Spanish
- The City received improved scores for spending dollars wisely and transportation infrastructure
- Residents expressed strong support for renewal of the Transportation Benefit District (TBD)

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!

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

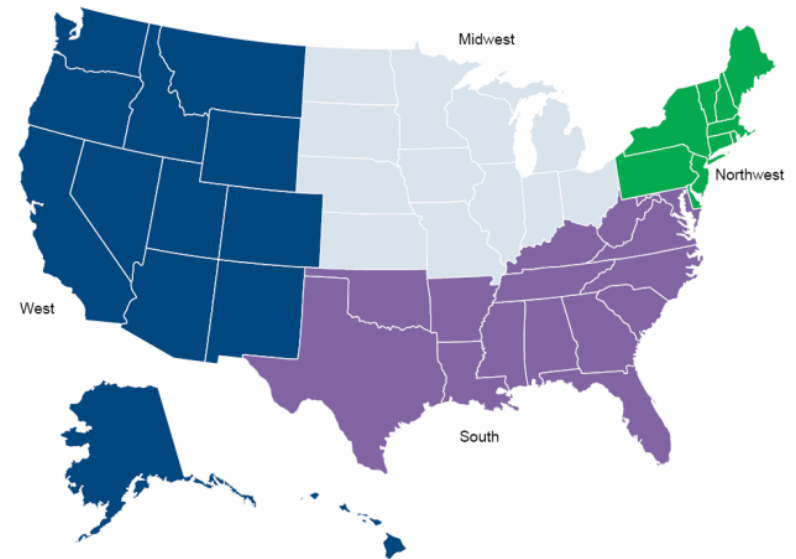
Scores in Context

Cobalt Community Research Government Benchmarks	2020 U.S. Benchmark	2020 West Benchmark	2020 WA Benchmark
Scale 0-100 (Perfect=100)	Overall	Overall	Overall
Local Government	61	61	59
Community Satisfaction	61	62	60
School Satisfaction	61	61	59
County Government Satisfaction	57	58	56
State Government Satisfaction	54	56	50
Federal Government Satisfaction	68	-	-
ACSI National Index Overall (includes private)	75	-	-
Walla Walla 2020	65		

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 2,000 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
- Performed a random stratified sample based on ward, with an equal representation of 500 surveys sent to each
- Conducted using two mailings in October and November 2020
- Valid response from 528 residents, providing a solid response rate of 26 percent, and a conventional margin of error of +/- 4.2 percent in the raw data and an ACSI margin of error of +/- 1.7 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 except for the expected representation of wards because of the sampling change
 - Results are weighted to adjust ward representation to proportions in utility billing records

Preserving Voice: Looking Into Detail

Walla Walla 2020 Questions - Averages (2020 Weighted by Ward)		9-1-1 Fire and Police Dispatch				Parks and Recreation				
		911 Overall	Respectful treatment of callers	Thoroughness in gathering critical information	Caring and compassionate	Parks and Rec Overall	Facilities that meet your needs	Park cleanliness and grounds care	Quality of recreational programs	Variety of recreational programs
2013 Overall Satisfaction		85	86	86	83	77	75	81	73	70
2015 Overall Satisfaction		86	86	86	85	78	78	83	74	71
2016 Overall Satisfaction		87	88	87	86	77	76	82	75	72
2017 Overall Satisfaction		87	89	88	84	80	79	83	77	76
2018 Overall Satisfaction		87	88	87	86	80	79	83	76	74
2019 Overall Satisfaction		87	88	88	87	80	80	84	79	75
2020 Overall Satisfaction		87	88	89	86	77	79	84	74	71
Own/Rent	Own	87	88	89	86	78	79	84	76	72
	Rent/Lease	84	86	87	81	75	82	86	68	64
Age	18 to 24*	-	-	-	-	-	-	-	-	-
	25 to 34	76	77	80	71	76	79	83	74	69
	35 to 44	86	87	89	83	77	79	83	76	69
	45 to 54	86	84	89	84	73	70	82	69	70
	55 to 64	86	88	88	83	71	76	80	68	62
	65+	90	90	90	89	81	82	87	79	78

Consistent Scores
Regardless of
Demographics

Checked
Scores that Vary
by Demographics

Results



Comparing 2019 and 2020

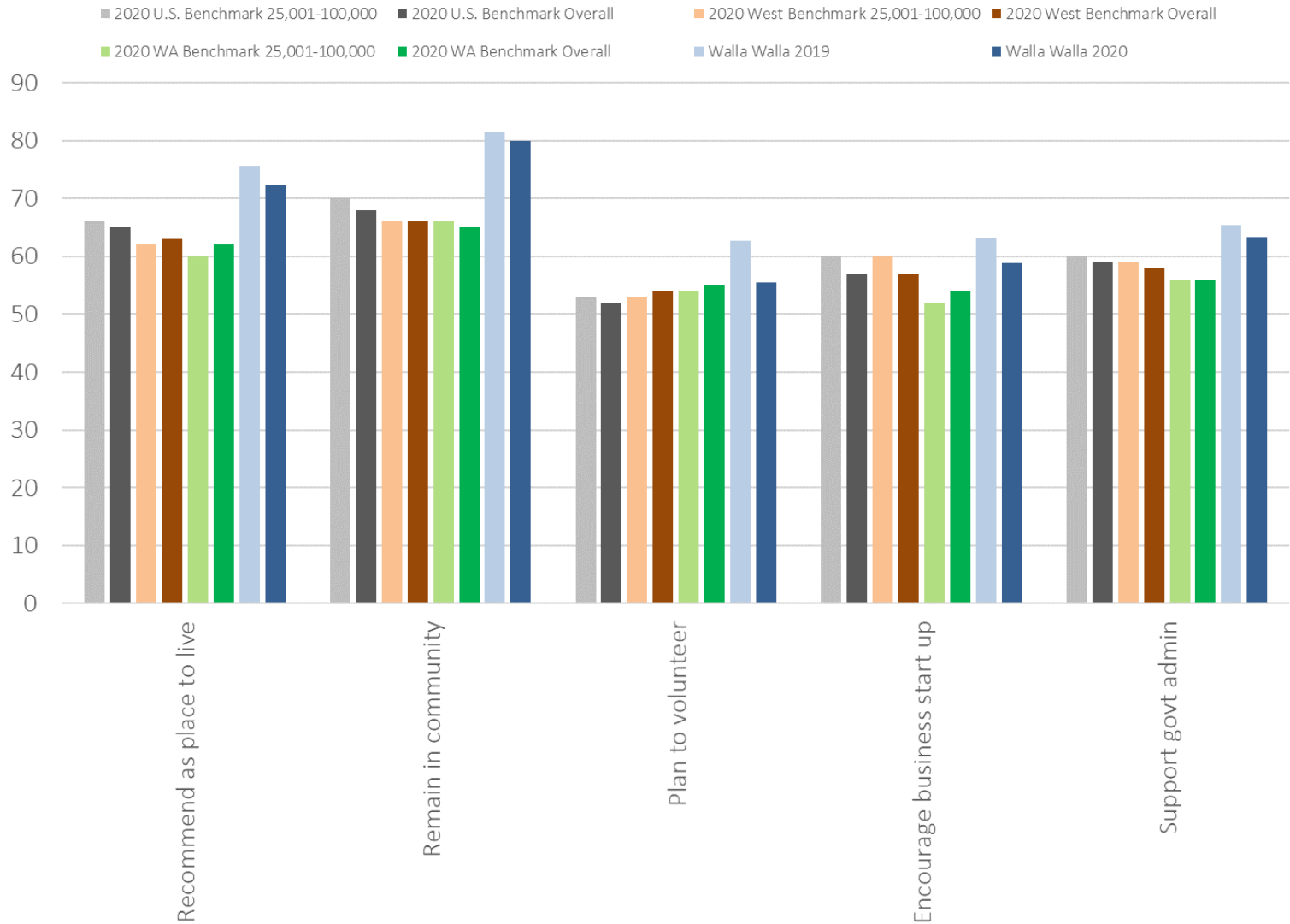
(High score = 100)

2020 areas with strong impact on overall engagement

	2020 U.S. Benchmark	2020 U.S. Benchmark	2020 West Benchmark	2020 West Benchmark	2020 WA Benchmark	2020 WA Benchmark	Walla Walla	Walla Walla	Change
	25,001-100,000	Overall	25,001-100,000	Overall	25,001-100,000	Overall	2019	2020	
Fire and Emergency Medical Services	81	79	73	77	78	79	87	83	↓ -4
Transportation Overall	66	64	64	65	63	62	60	65	↑ 5
Utility Services Overall	75	73	70	71	72	75	80	77	↓ -2
Police Department Overall	76	73	68	69	69	70	83	80	↓ -3
Shopping Opportunities Overall	78	74	75	74	71	73	67	60	↓ -7
Local Government Overall	64	62	59	61	58	59	70	69	→ -1
Community Events Overall	63	62	59	62	62	62	75	66	↓ -9
Economic Health Overall	62	61	57	59	56	56	55	53	↓ -2
Parks and Recreation Overall	73	70	66	68	67	70	80	77	↓ -3
Library Overall	76	75	72	73	72	73	82	81	→ -1
Community Satisfaction Overall - ACSI	65	63	62	62	58	60	65	65	→ 0
Community Image Overall	70	68	63	66	62	65	74	71	↓ -2

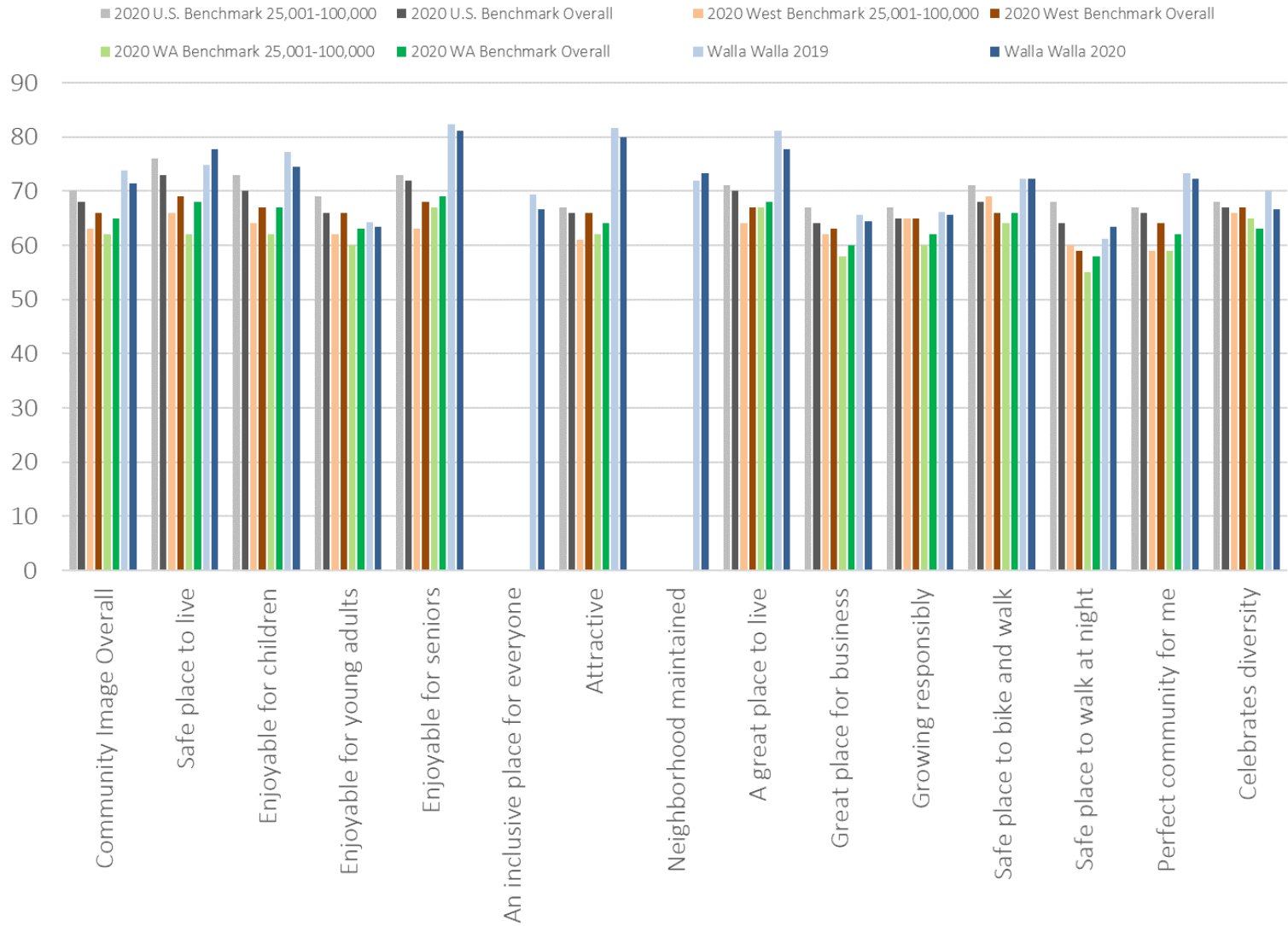
Outcome Behaviors to Benchmarks

(High score = 100)

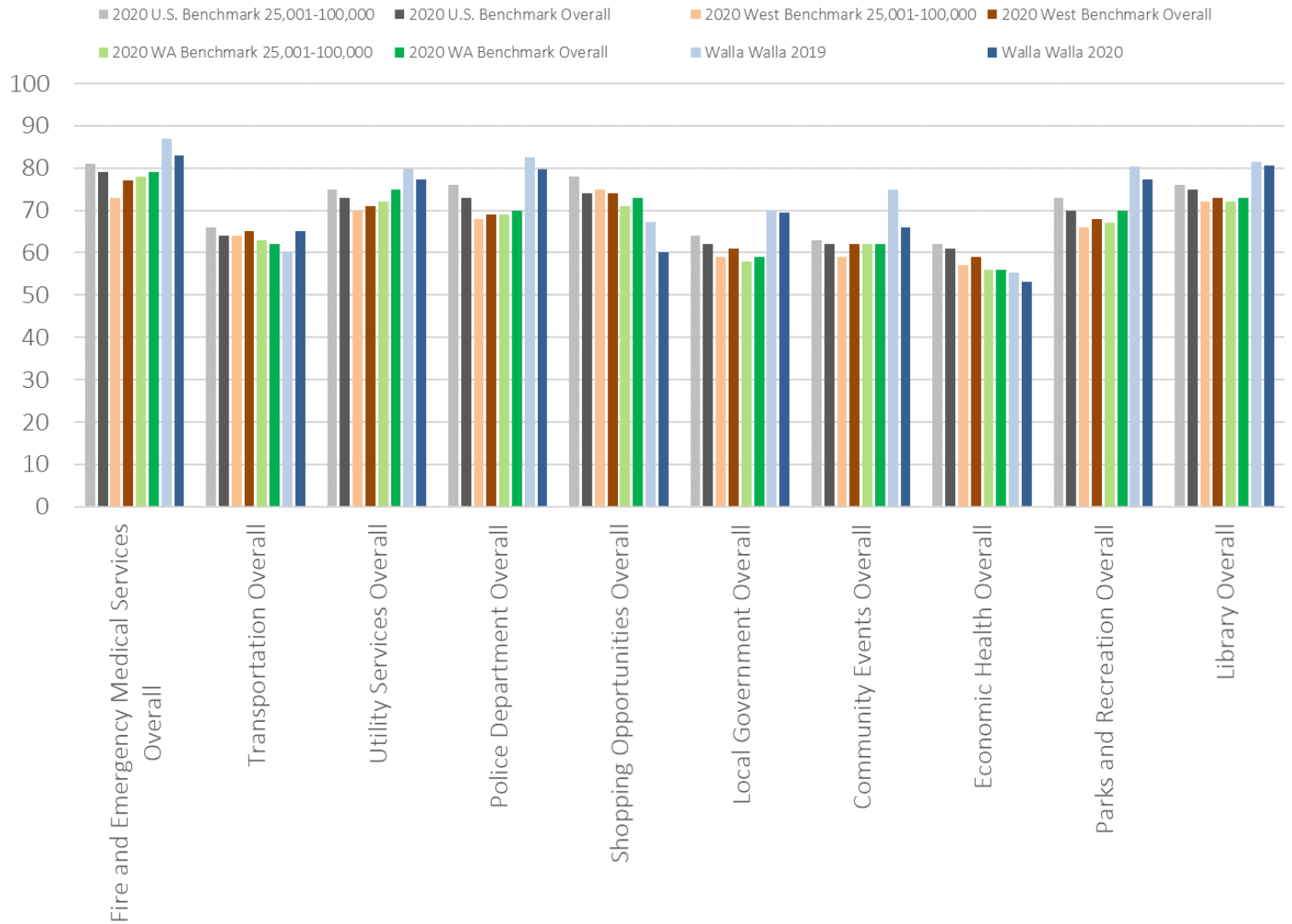


Community Image to Benchmarks

(High score = 100)



Community Experience Components to Benchmarks (High score = 100)



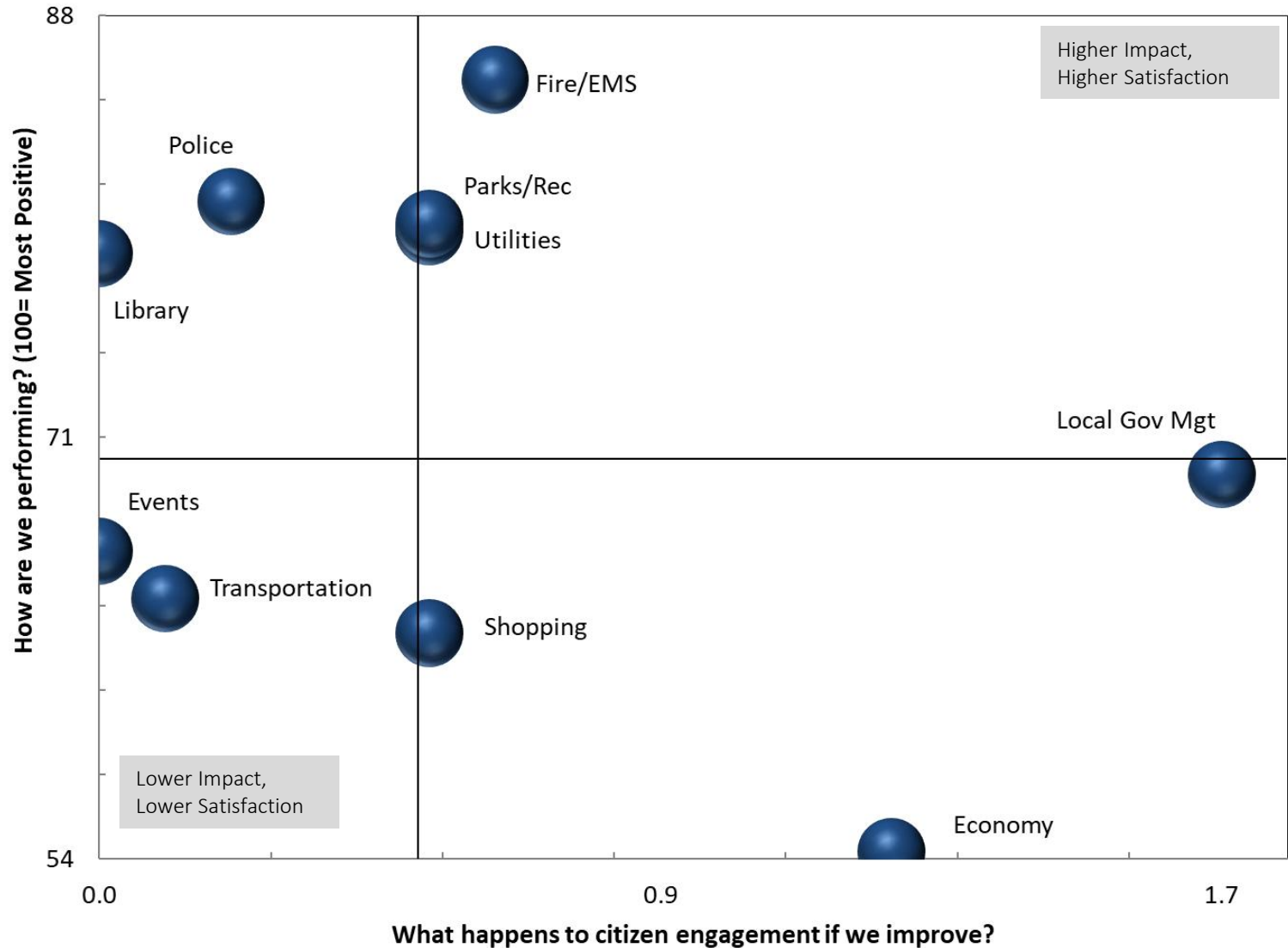
Community Questions – Long-term Drivers

Perceived Performance

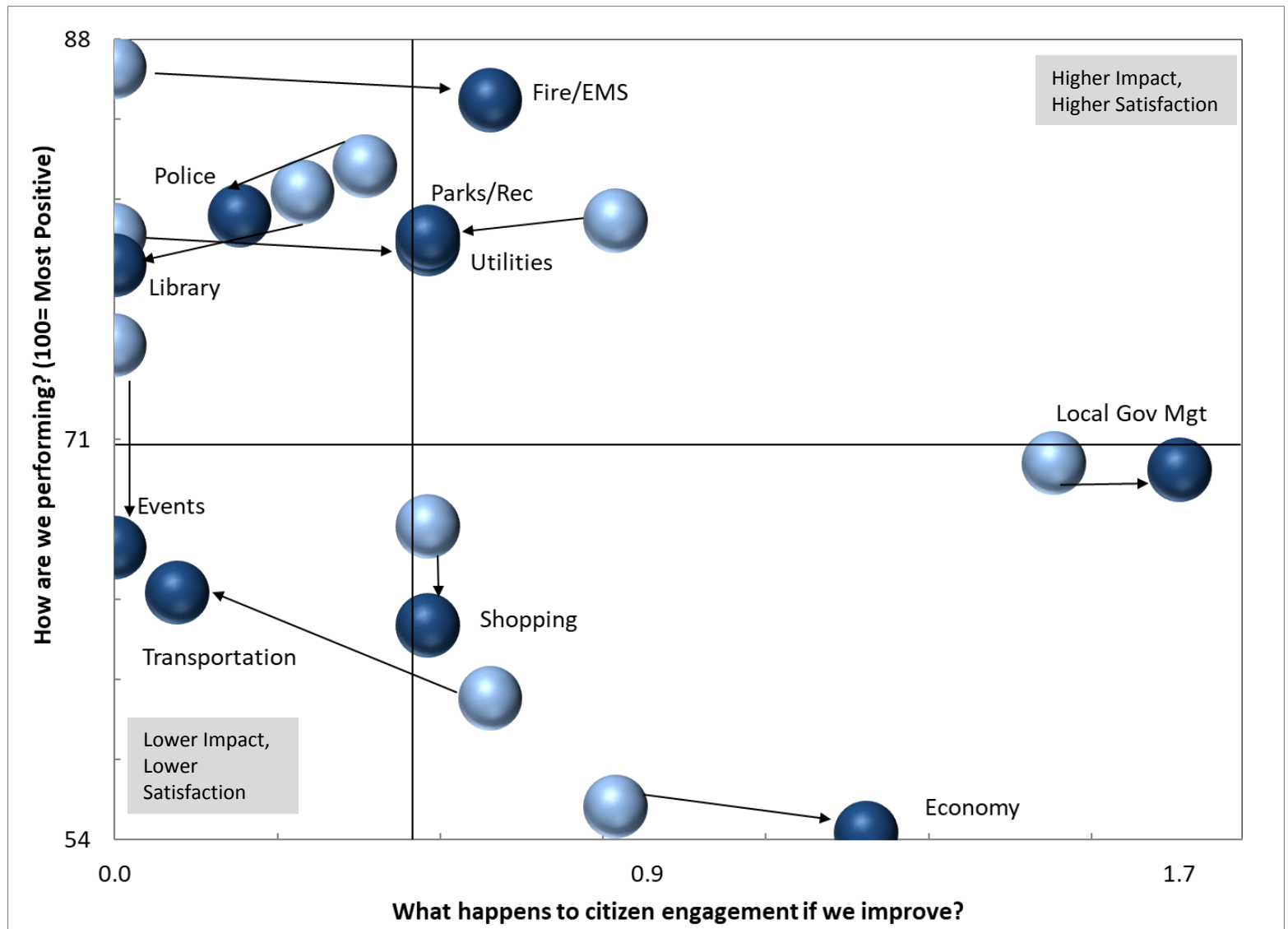
<p>High scoring areas that do not currently have a large impact on engagement relative to the other areas. Action: May show over investment or under communication.</p>	<p>High impact areas where the City received high scores from citizens. They have a high impact on engagement if improved. Action: Continue 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

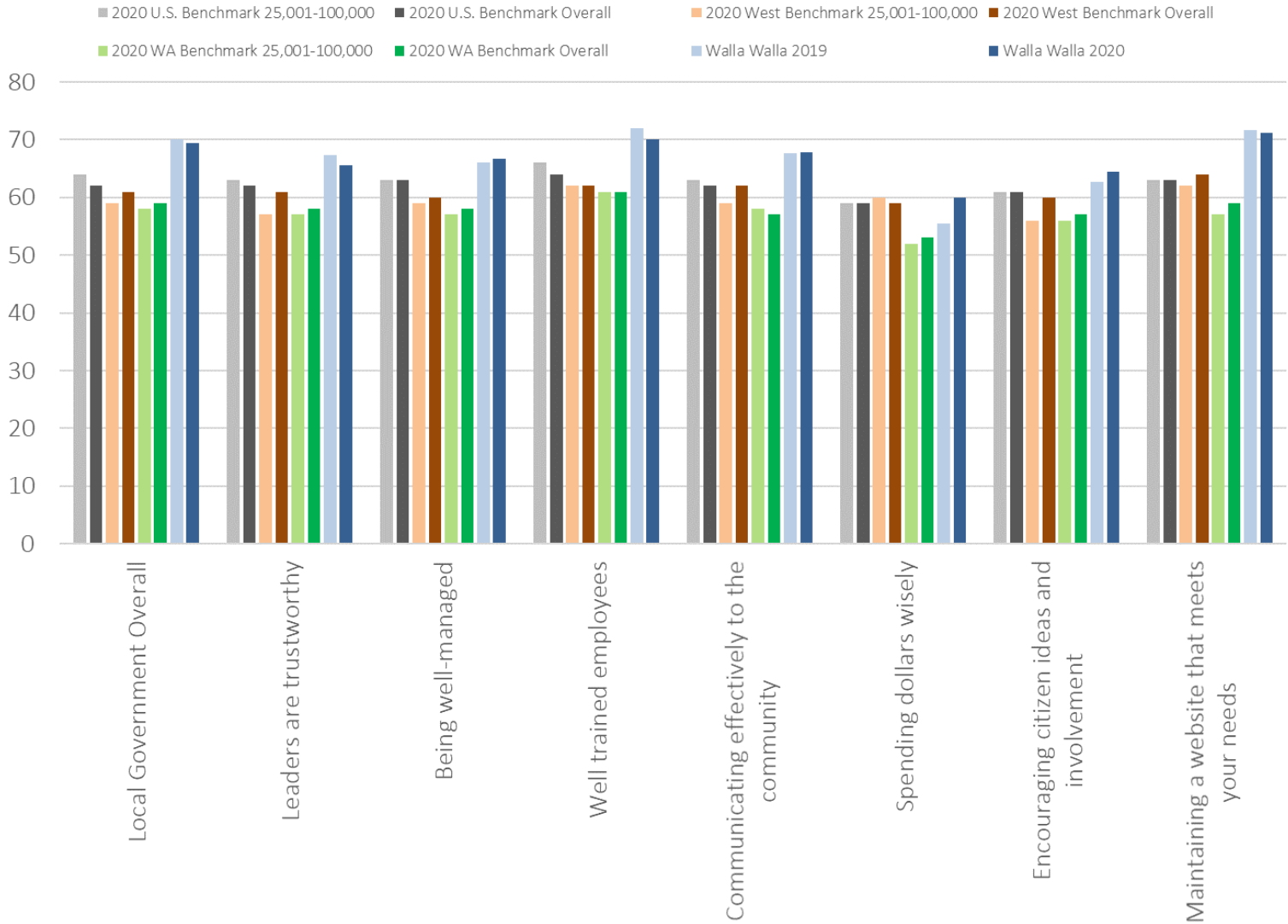
Drivers of Satisfaction and Behavior: Strategic Priorities



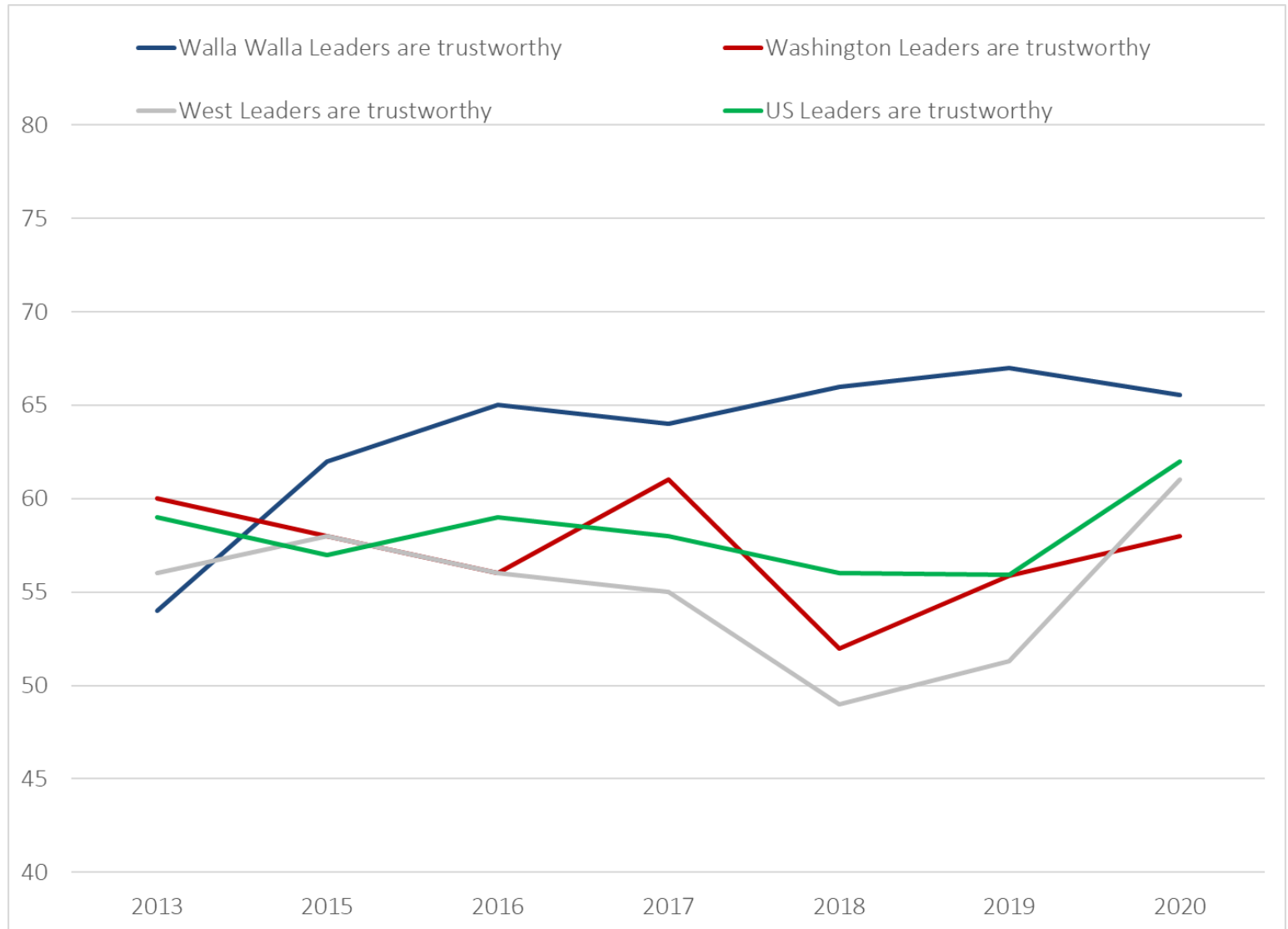
Drivers of Satisfaction and Behavior: Strategic Priorities Compared to 2019



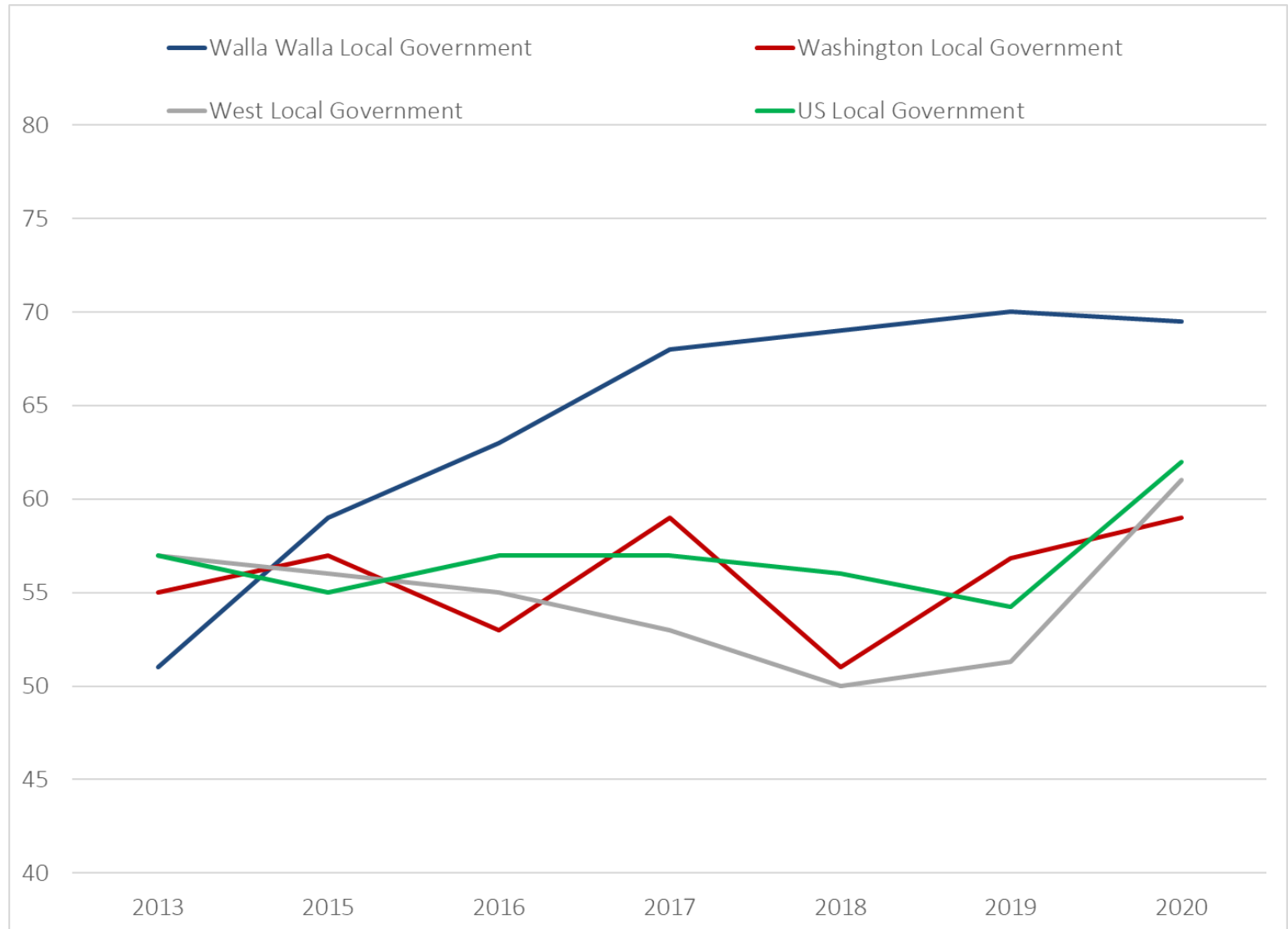
Drivers of Satisfaction and Behavior: Government Management



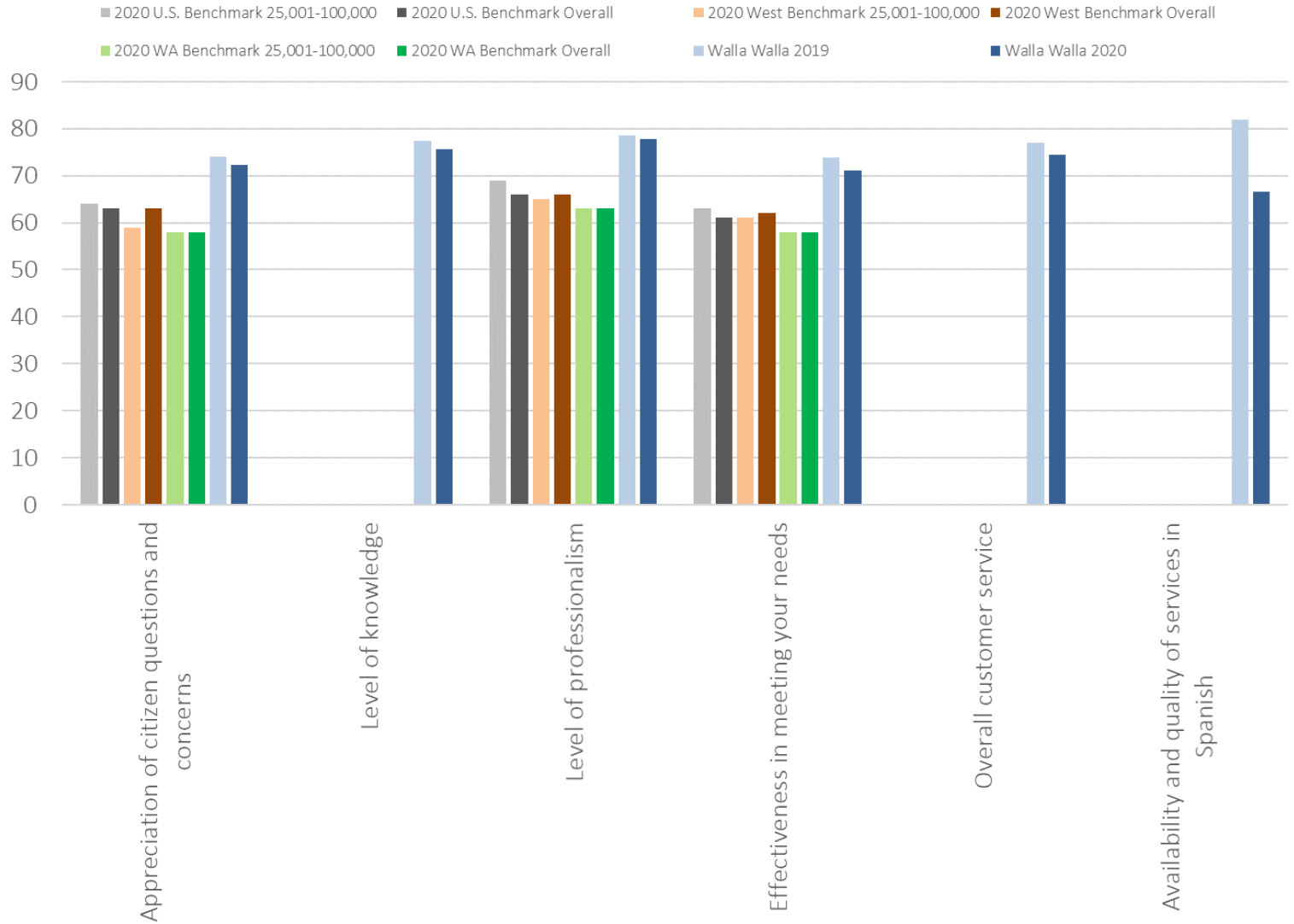
Drivers of Satisfaction and Behavior: Government Management - Trends



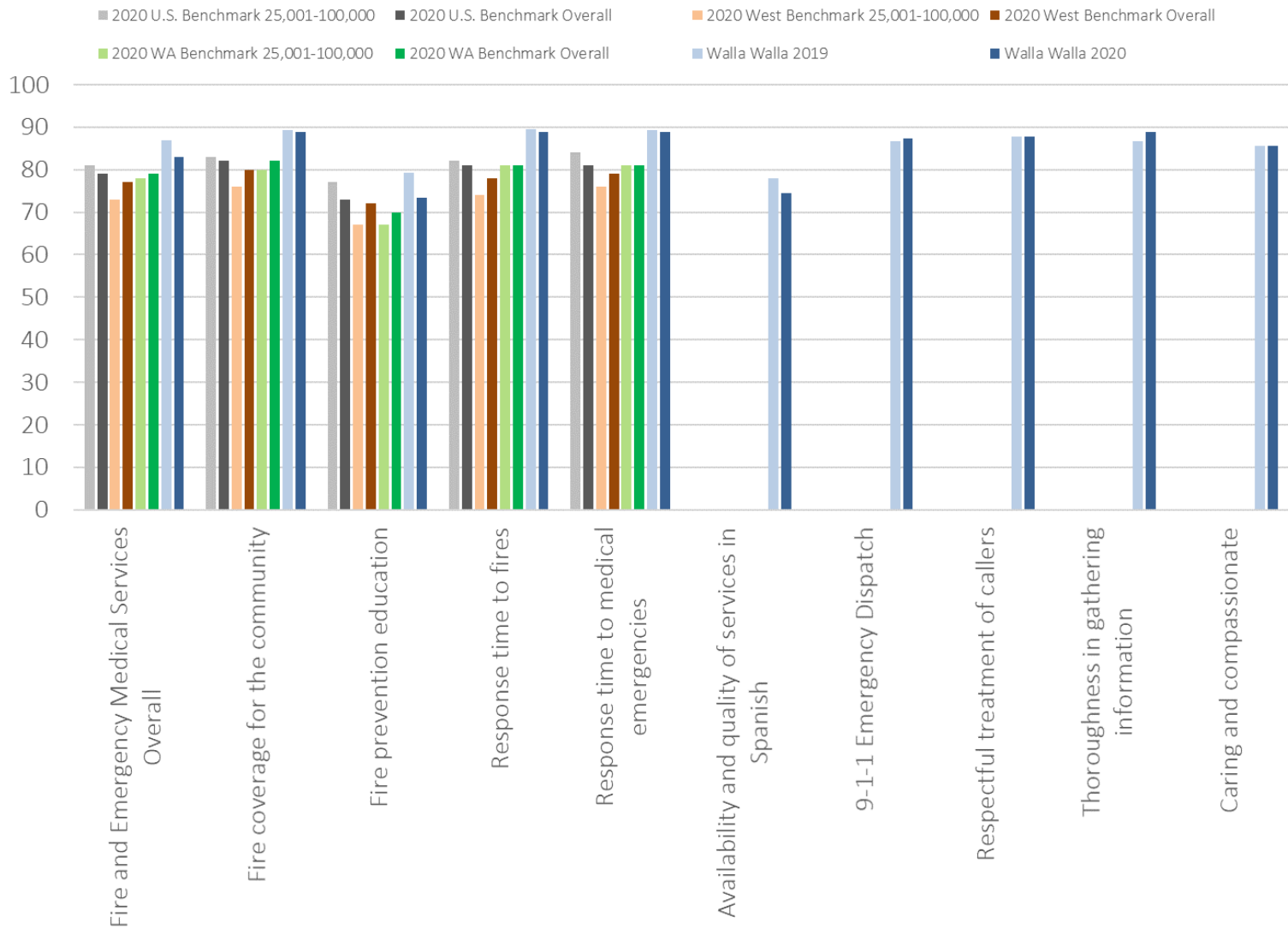
Drivers of Satisfaction and Behavior: Government Management - Overall



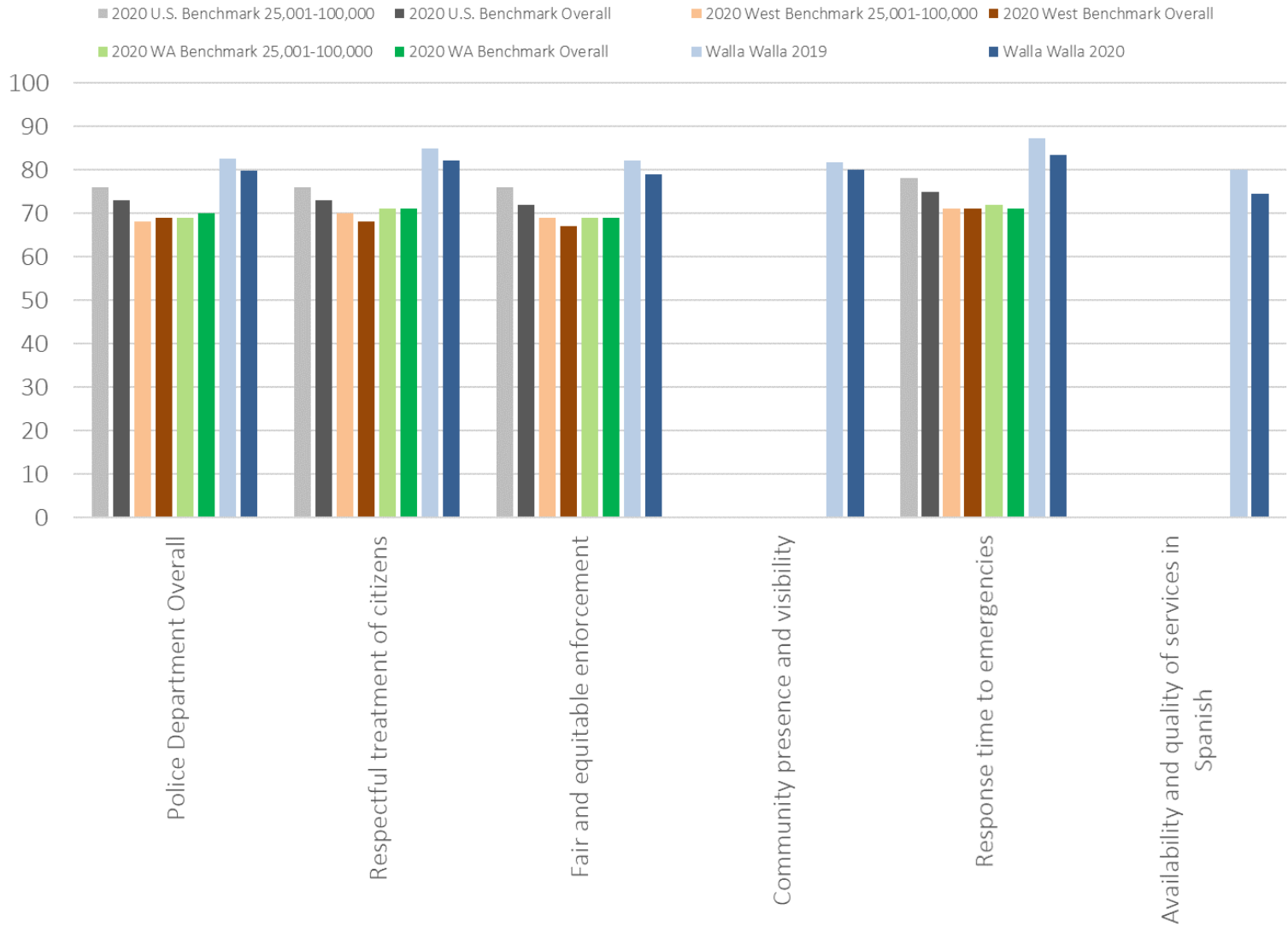
Drivers of Satisfaction and Behavior: Customer Service



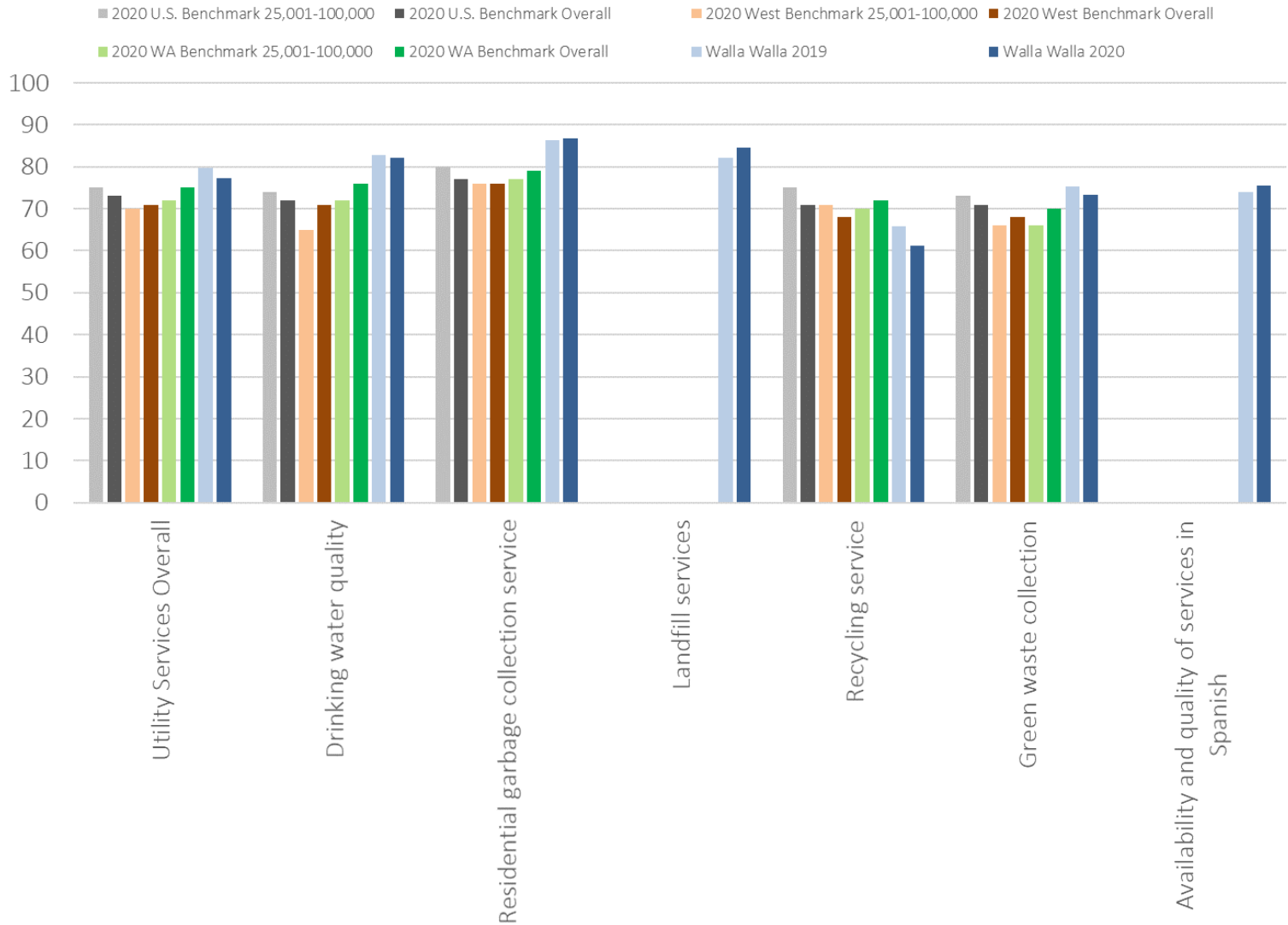
Drivers of Satisfaction and Behavior: Fire and Emergency Dispatch



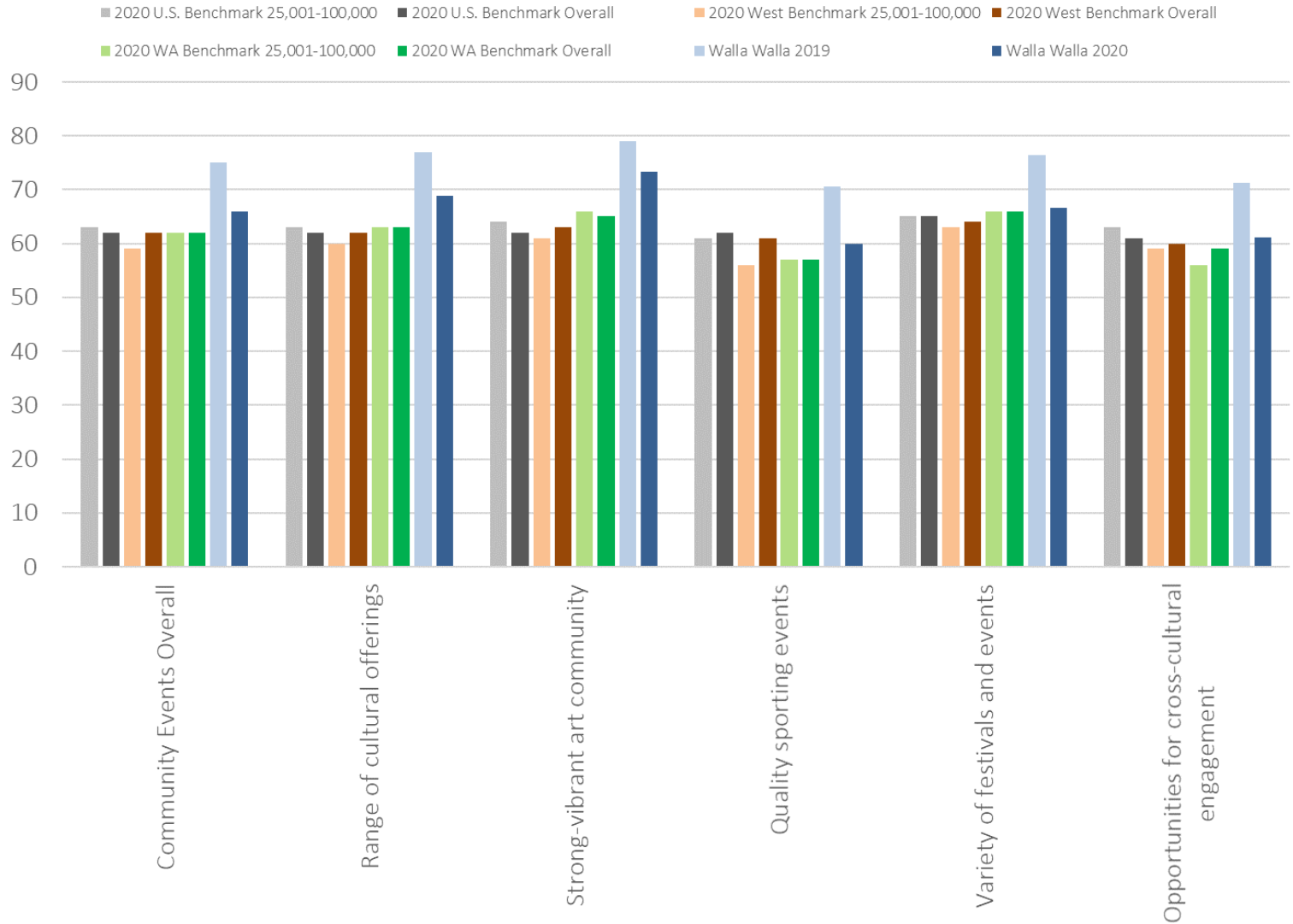
Drivers of Satisfaction and Behavior: Police Services



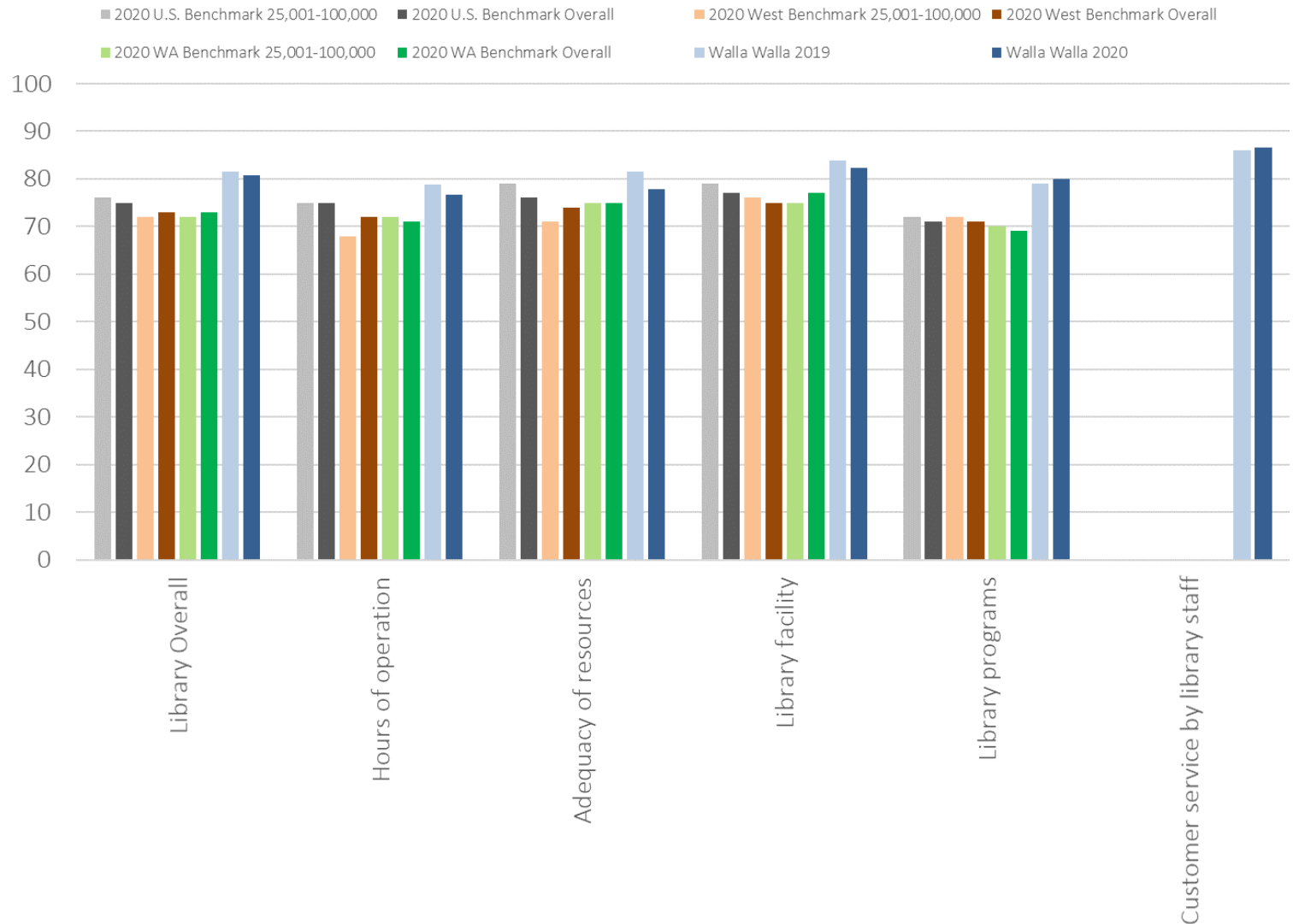
Drivers of Satisfaction and Behavior: Utility Services



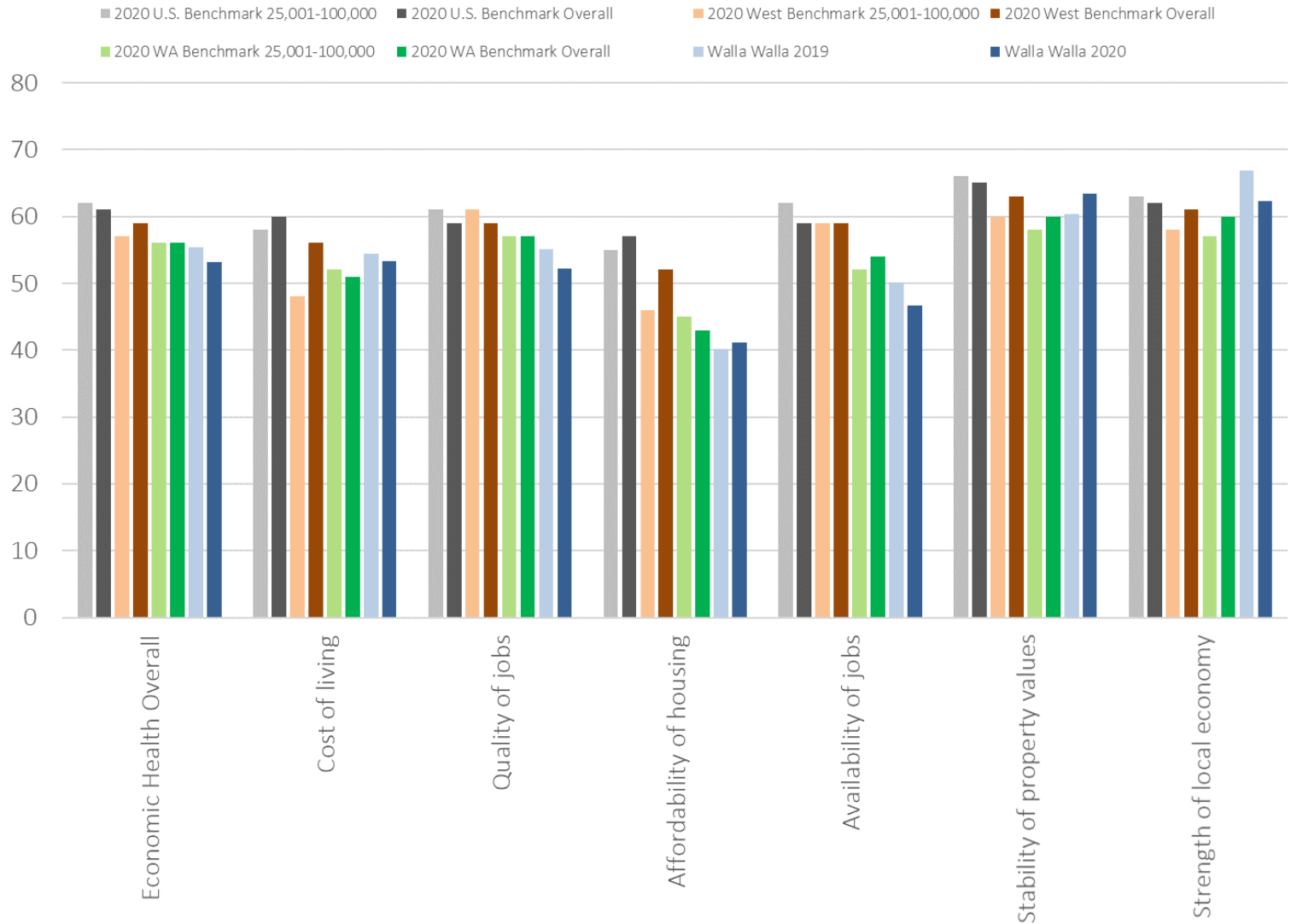
Drivers of Satisfaction and Behavior: Community Events



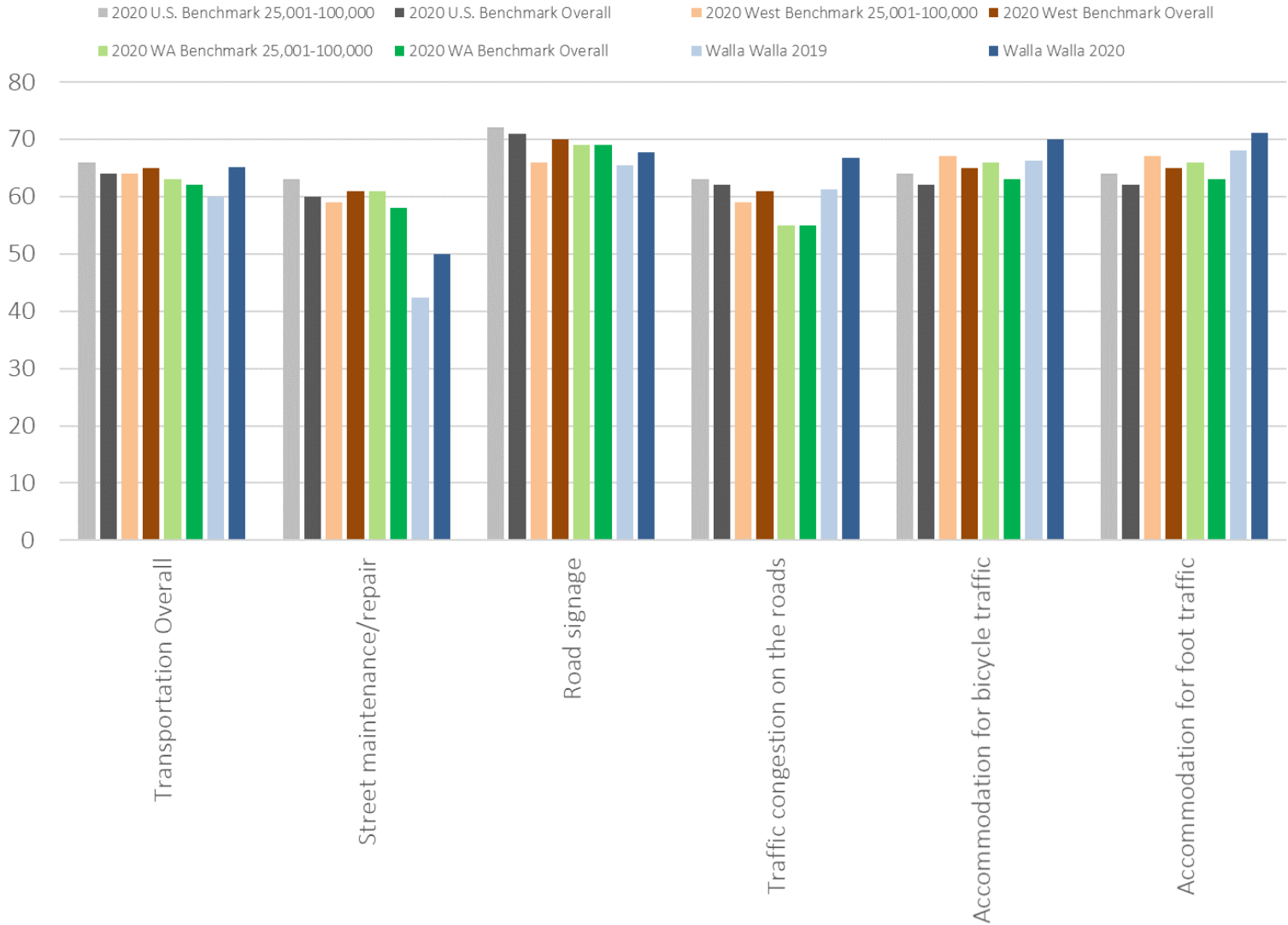
Drivers of Satisfaction and Behavior: Library Services



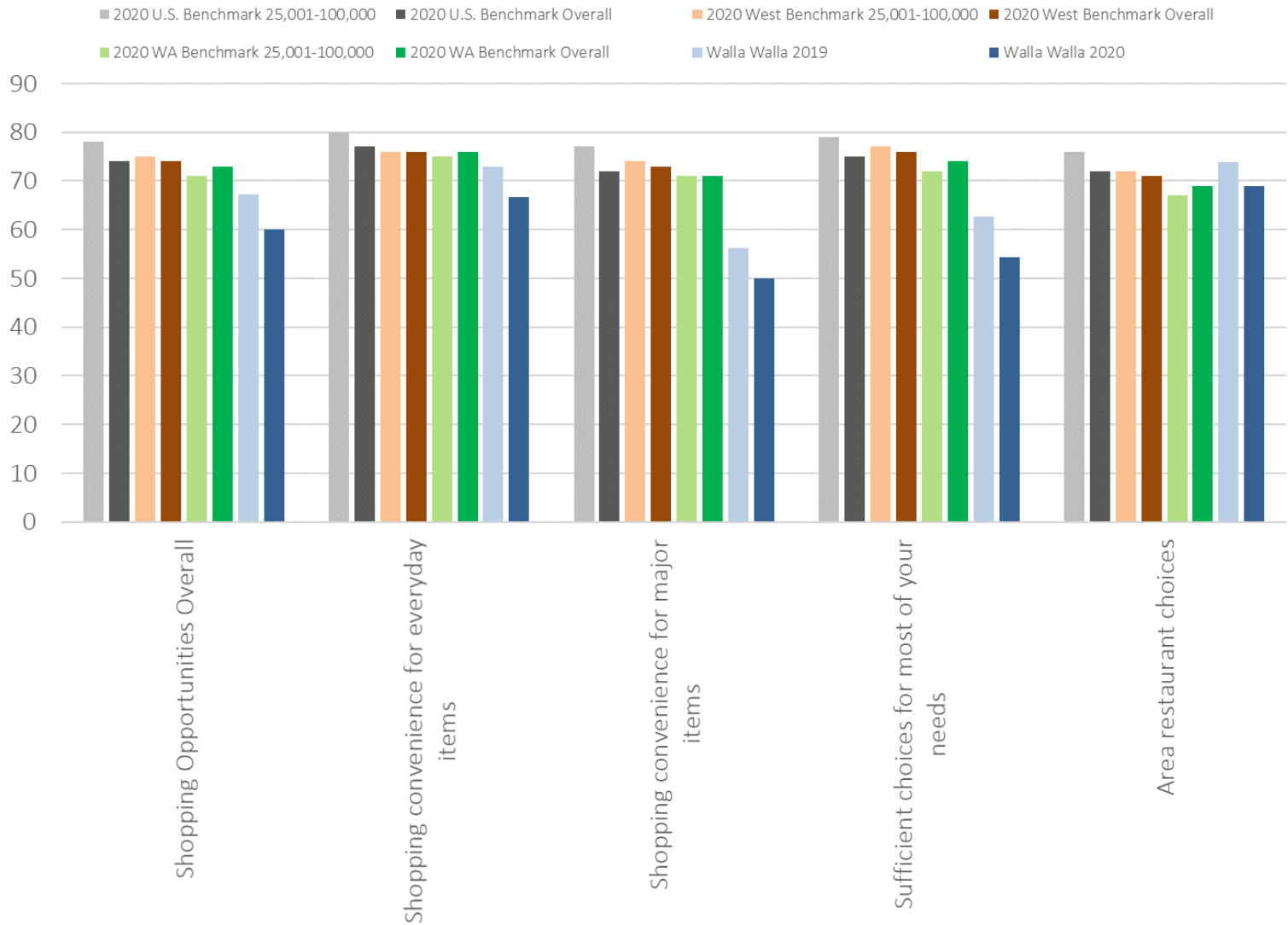
Drivers of Satisfaction and Behavior: Economic Health



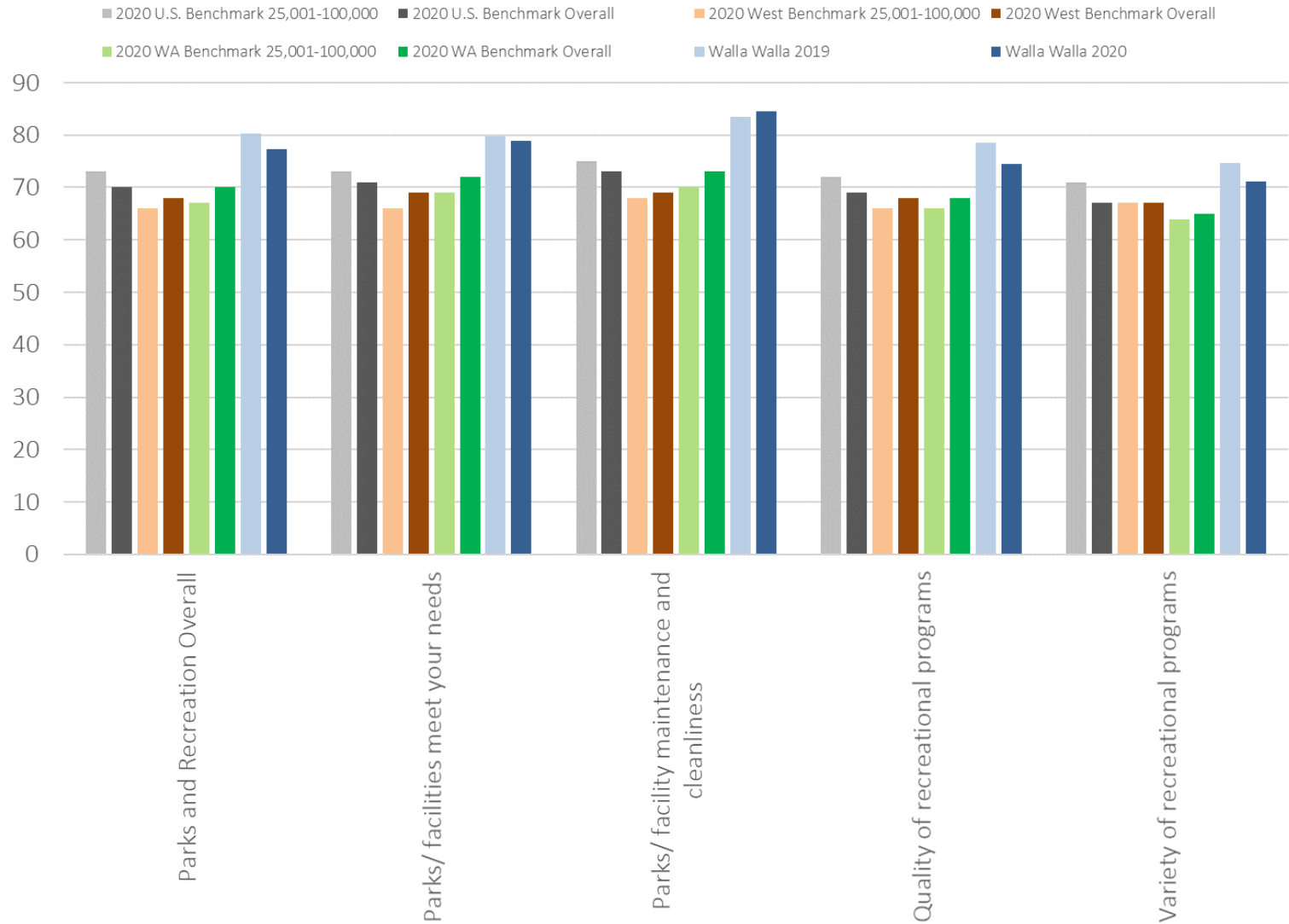
Drivers of Satisfaction and Behavior: Transportation Infrastructure



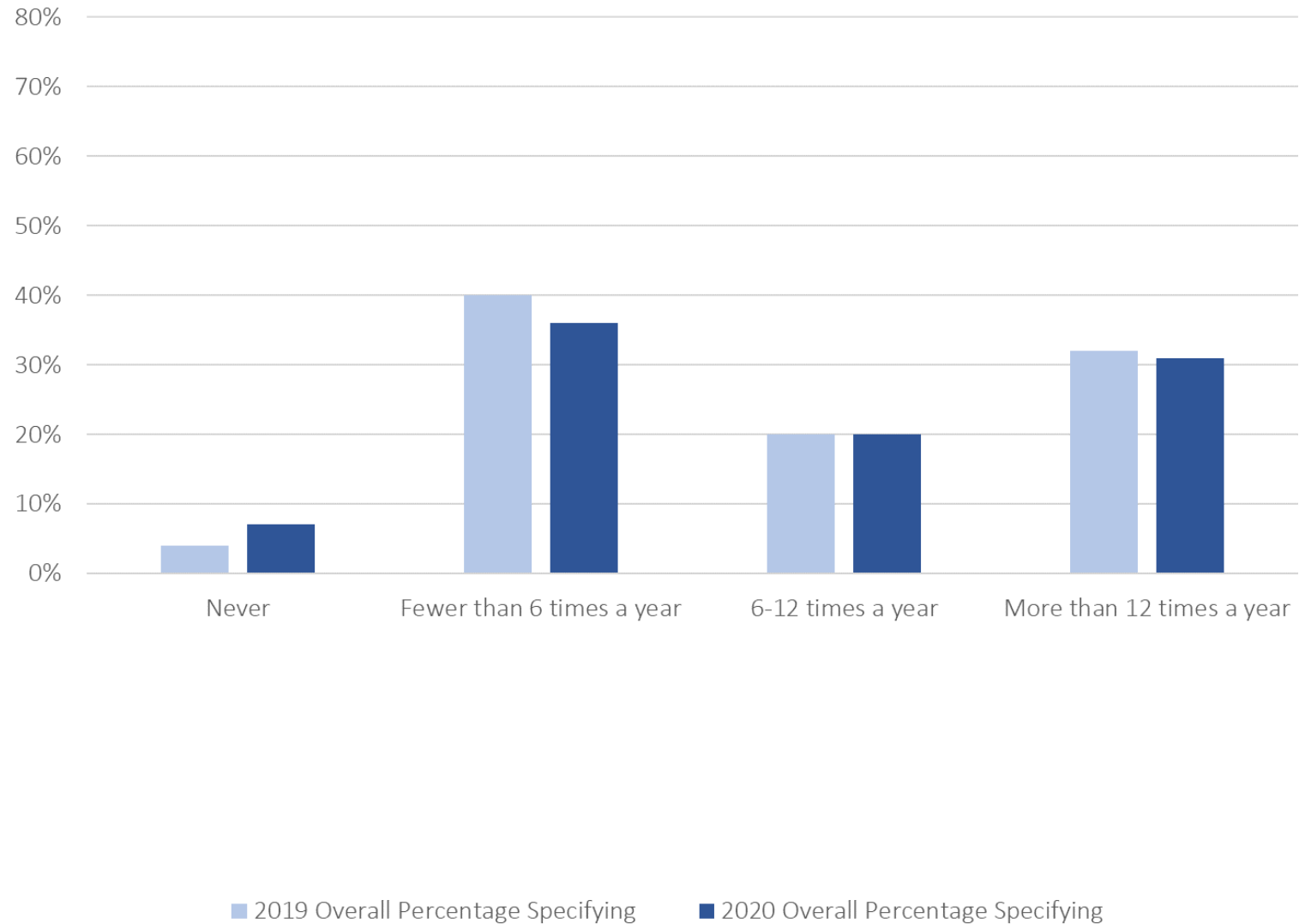
Drivers of Satisfaction and Behavior: Shopping



Drivers of Satisfaction and Behavior: Parks and Recreation



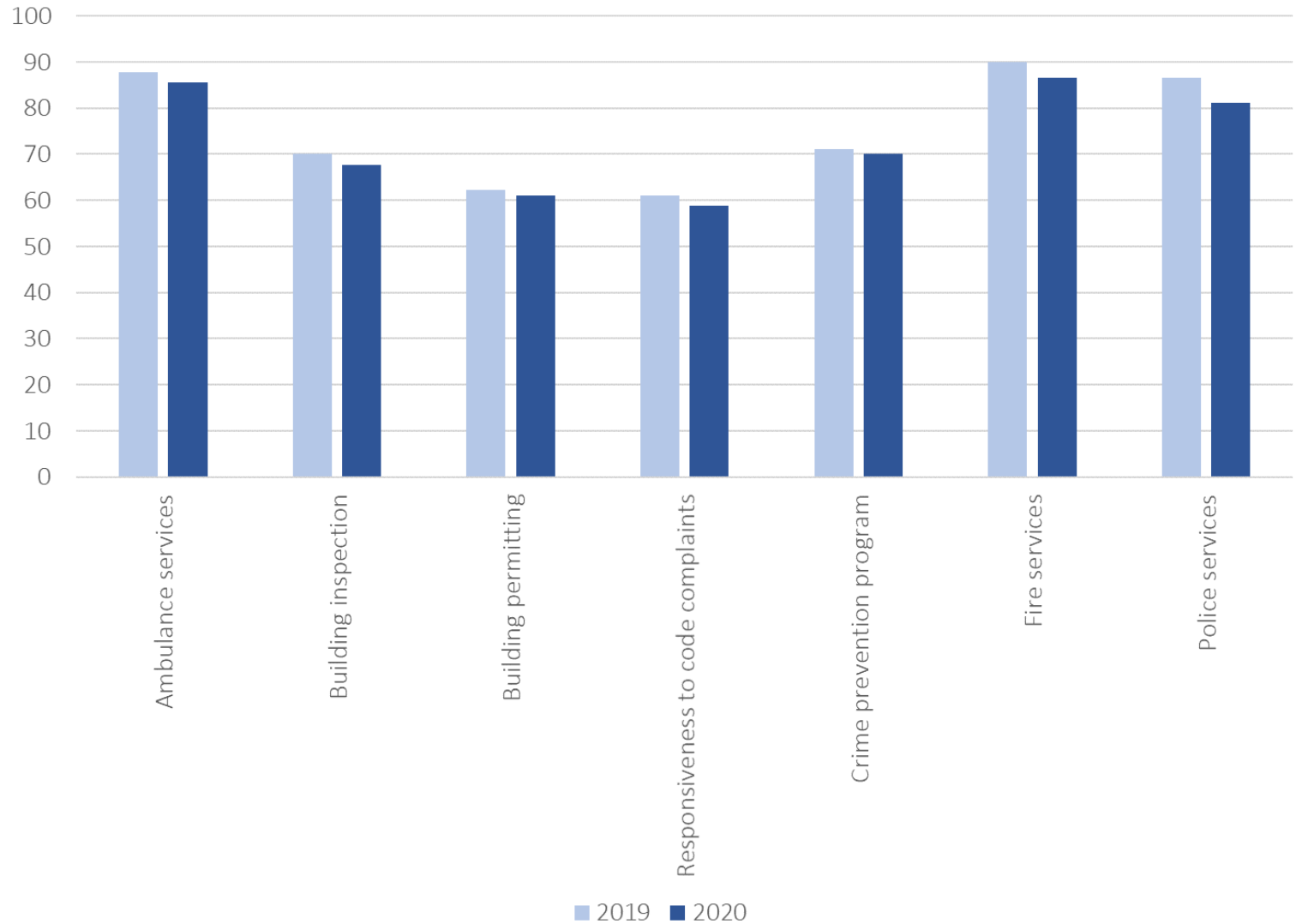
Drivers of Satisfaction and Behavior: Parks and Recreation



City Services and Programs

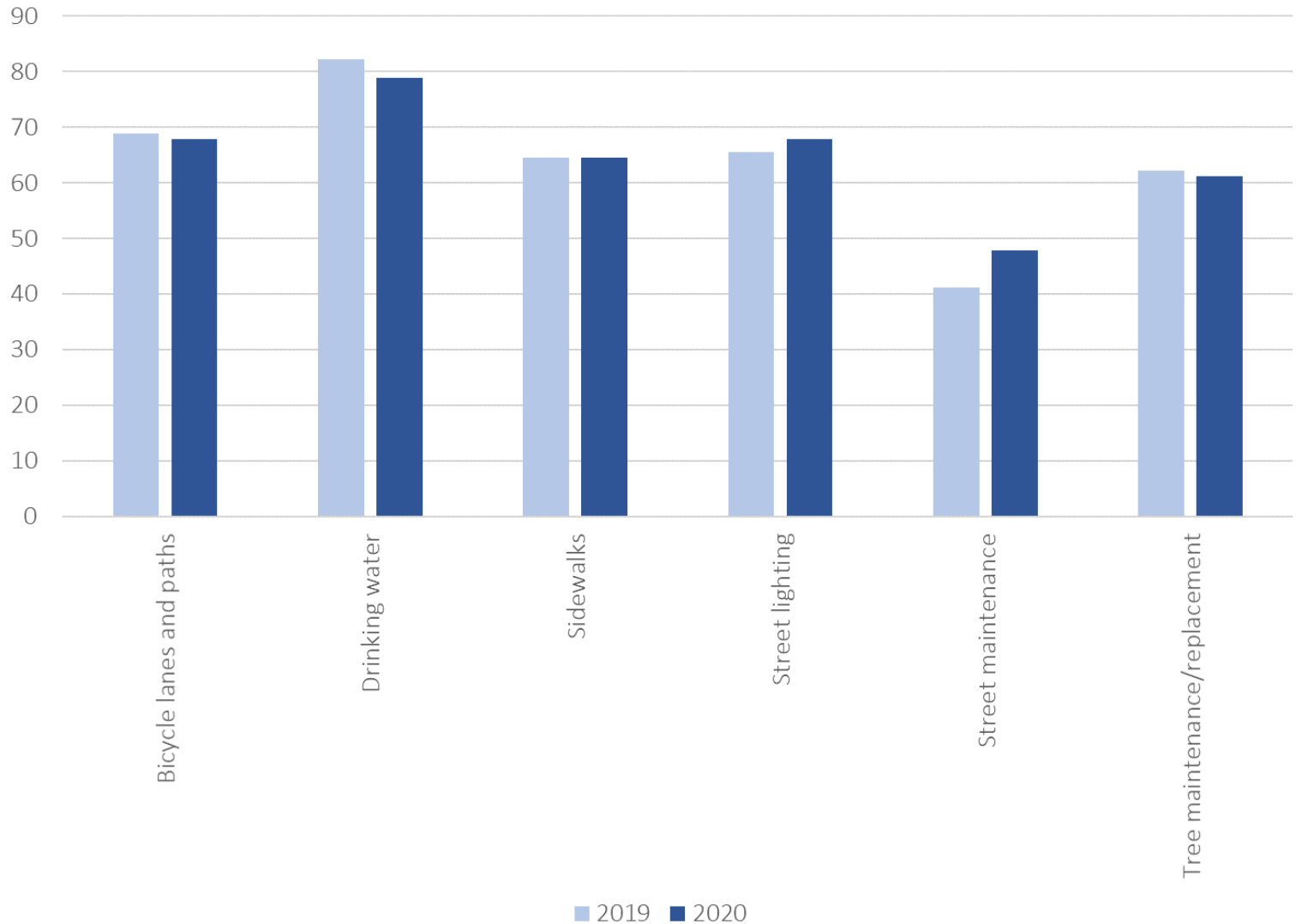
City Services and Programs Satisfaction

Public Safety (Scale = 0 to 100)



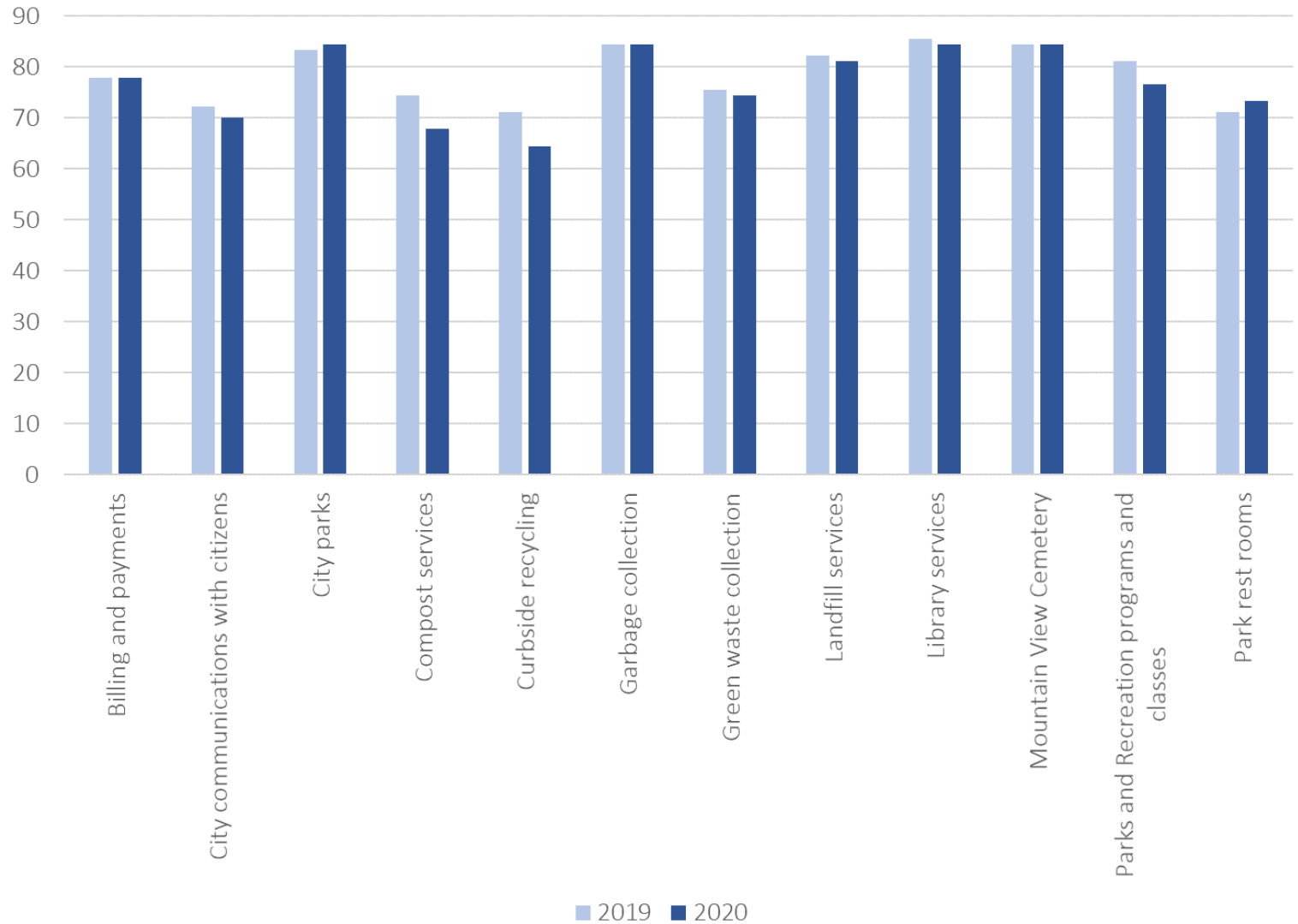
City Services and Programs Satisfaction

Streets and Infrastructure (Scale = 0 to 100)



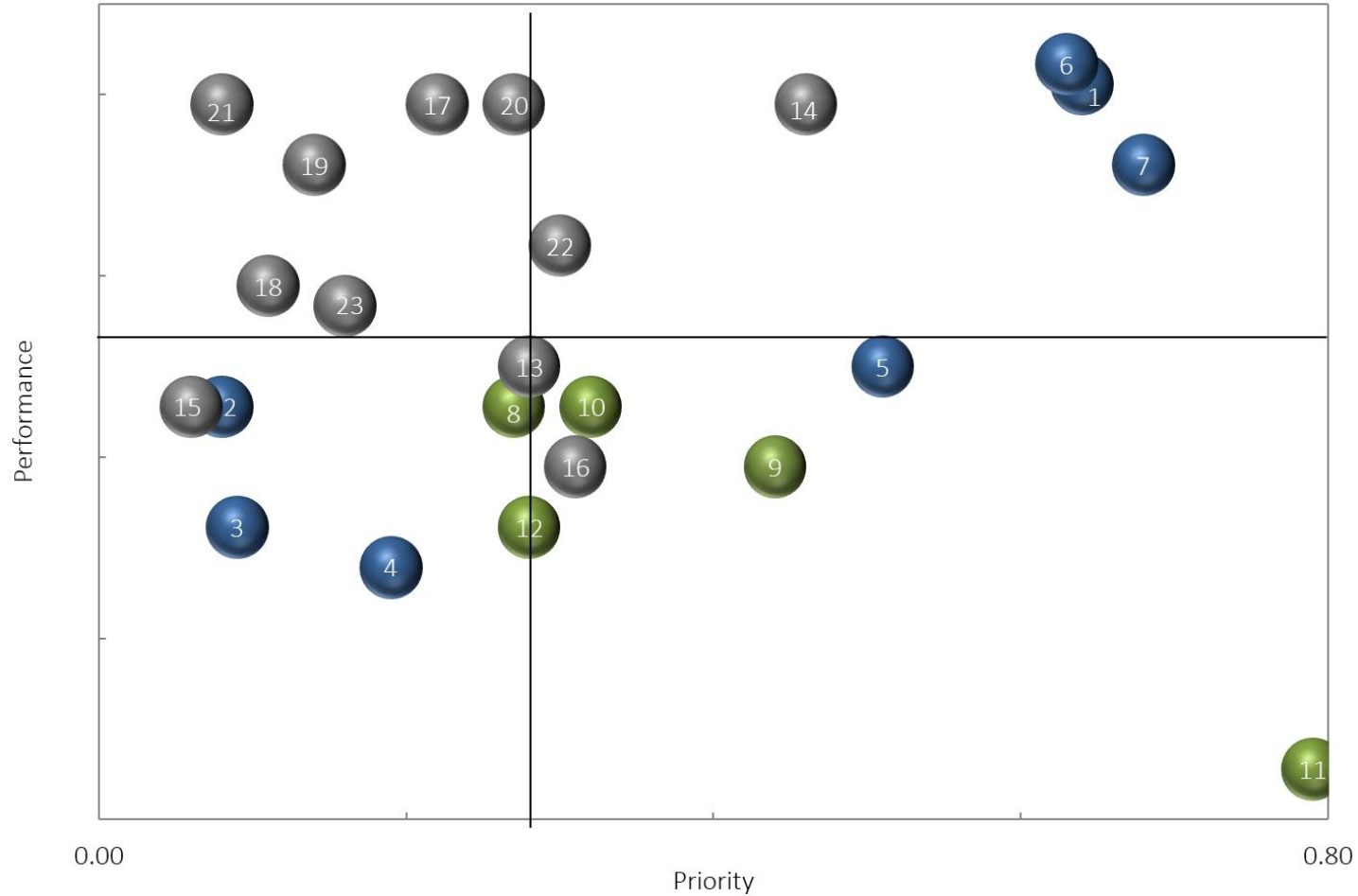
City Services and Programs Satisfaction

Other City Services (Scale = 0 to 100)



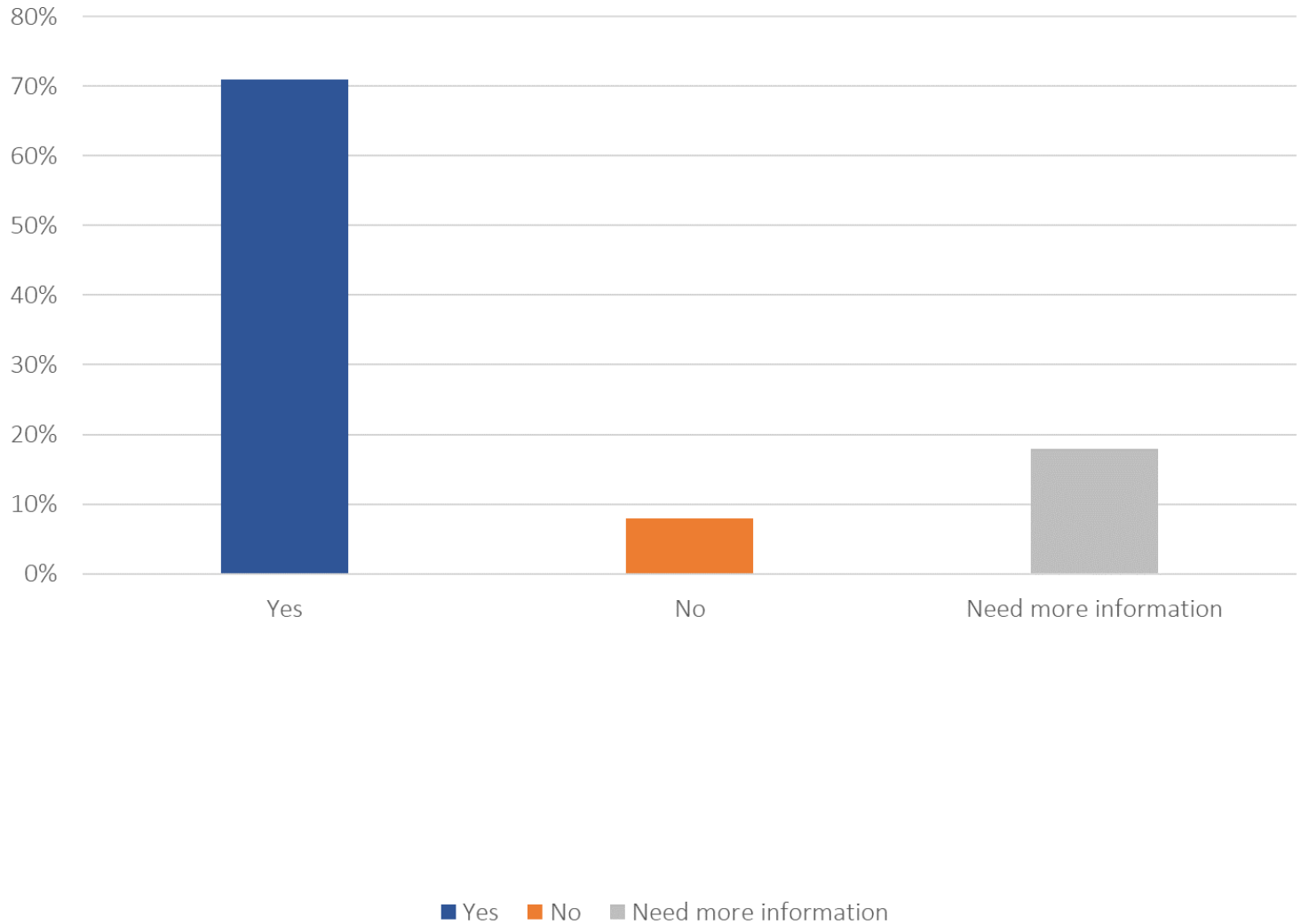
City & Programs Bubble Chart

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

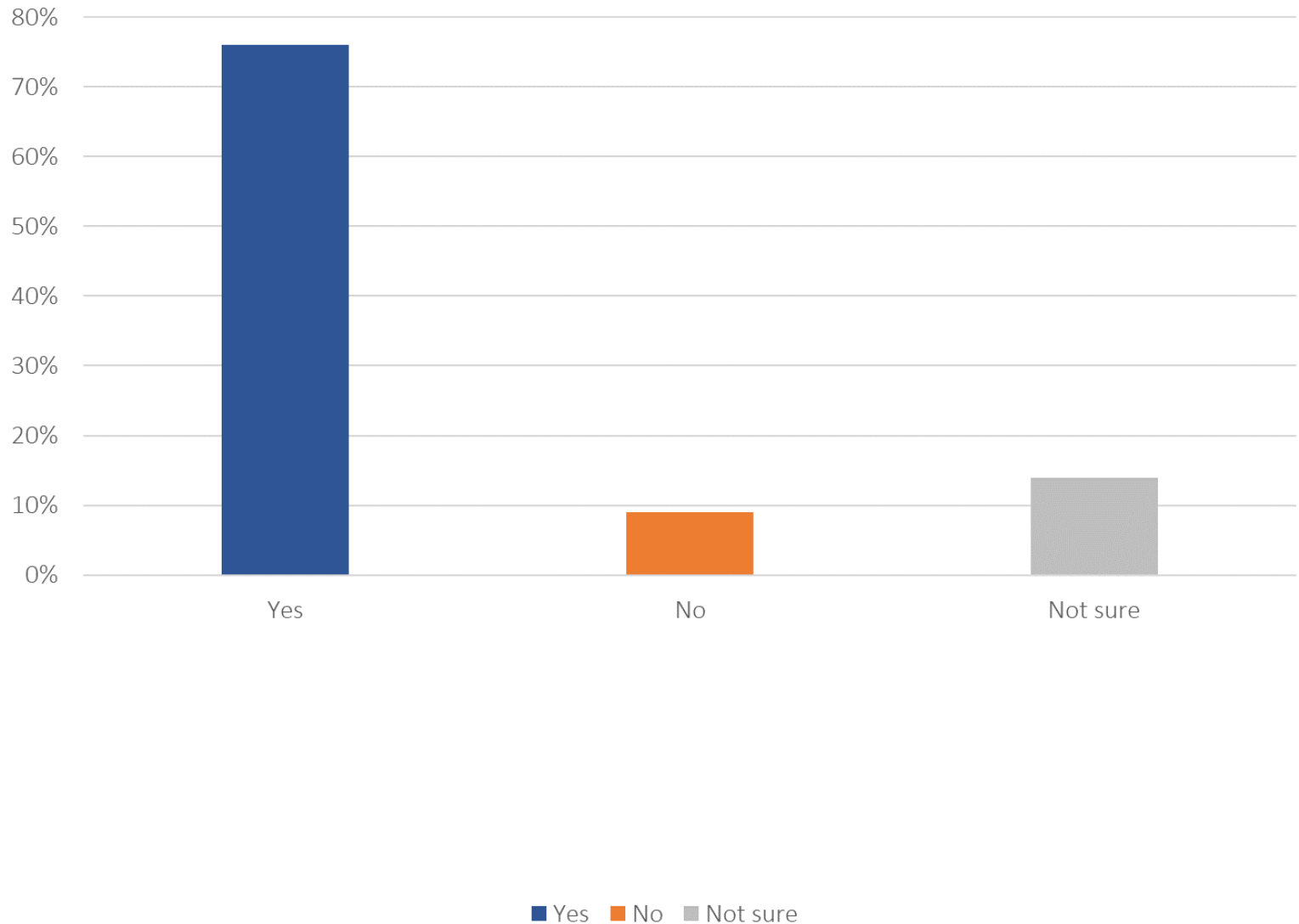


Custom Questions

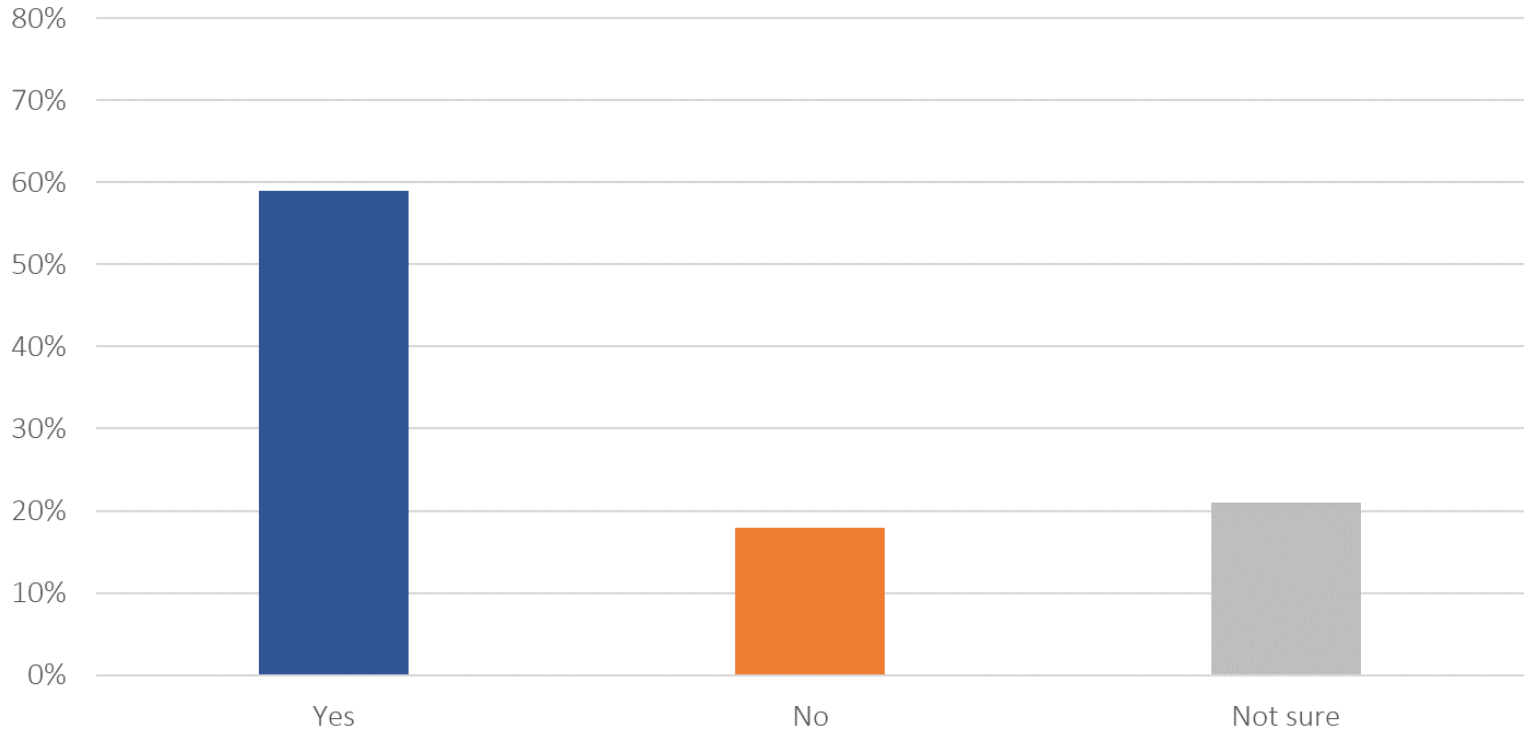
Support for Renewing Transportation Benefit District (TBD)



Liked the Creation of More Temporary Pedestrian Space

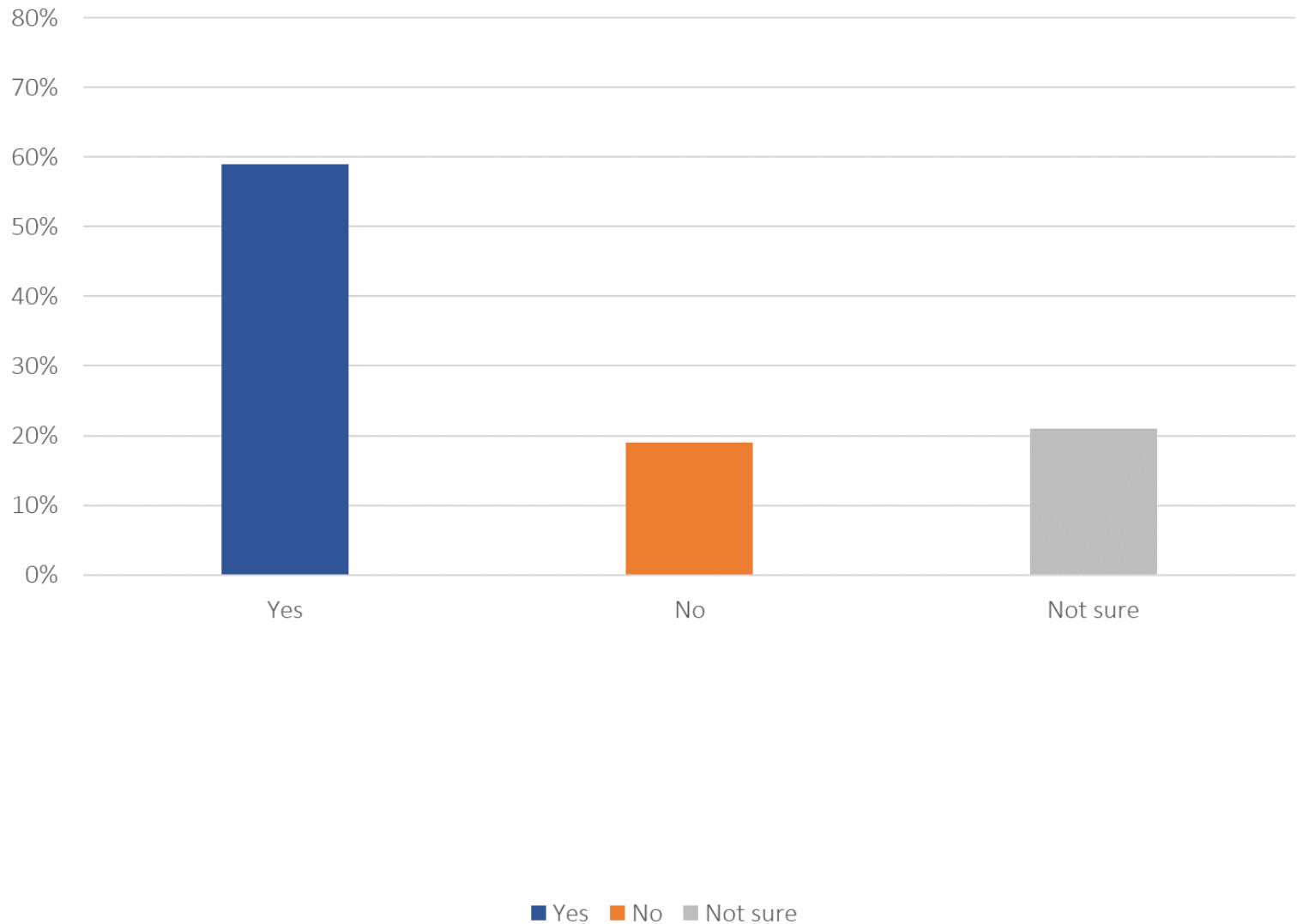


Would Like to See More Temporary Pedestrian Spaces

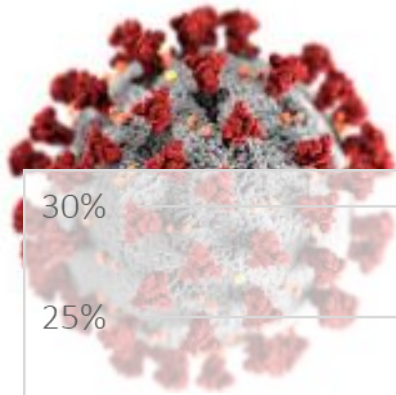


■ Yes ■ No ■ Not sure

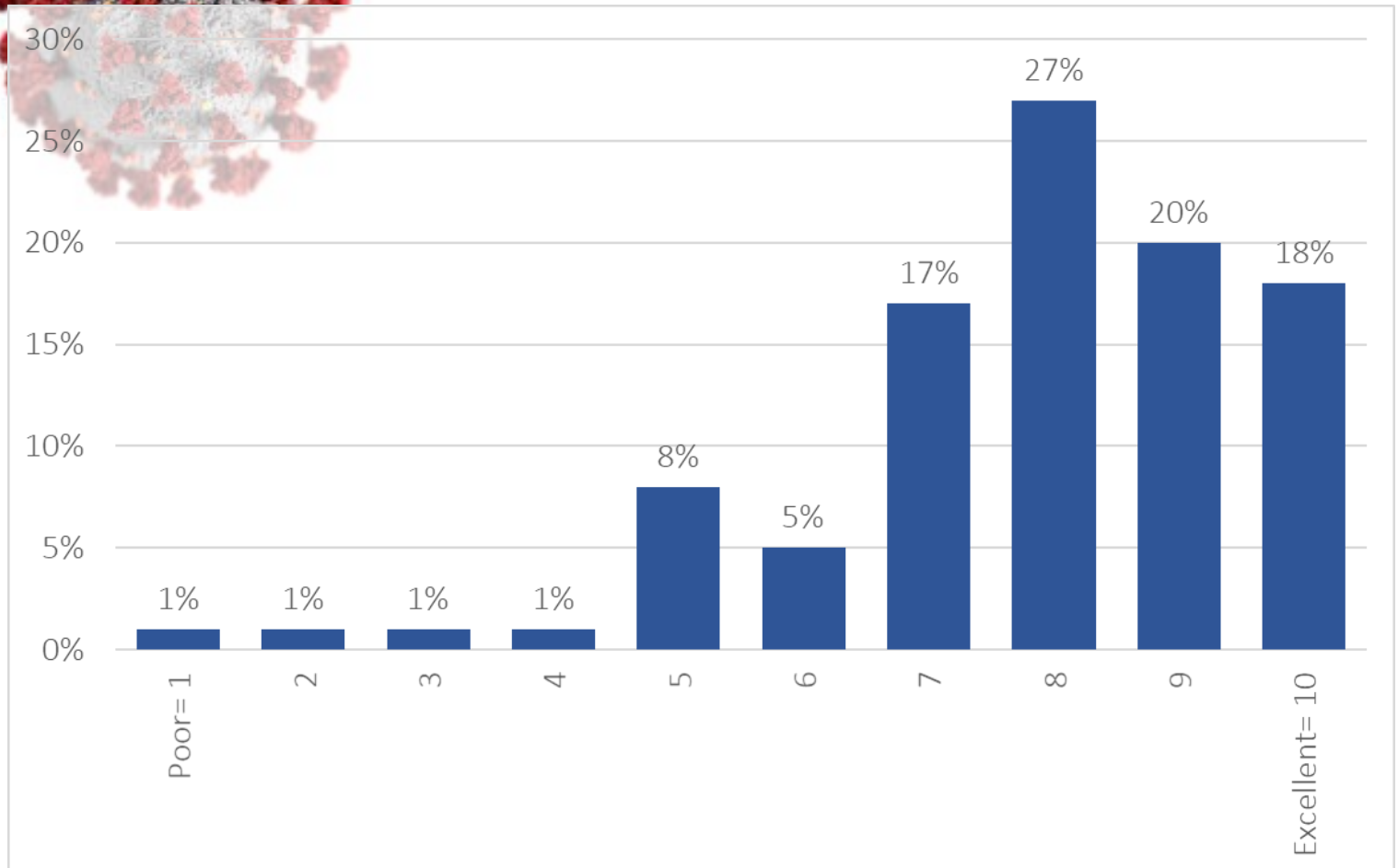
Support for Making Some Temporary Pedestrian Spaces Permanent



City's Performance Responding to COVID-19 and Other Major Emergency Events

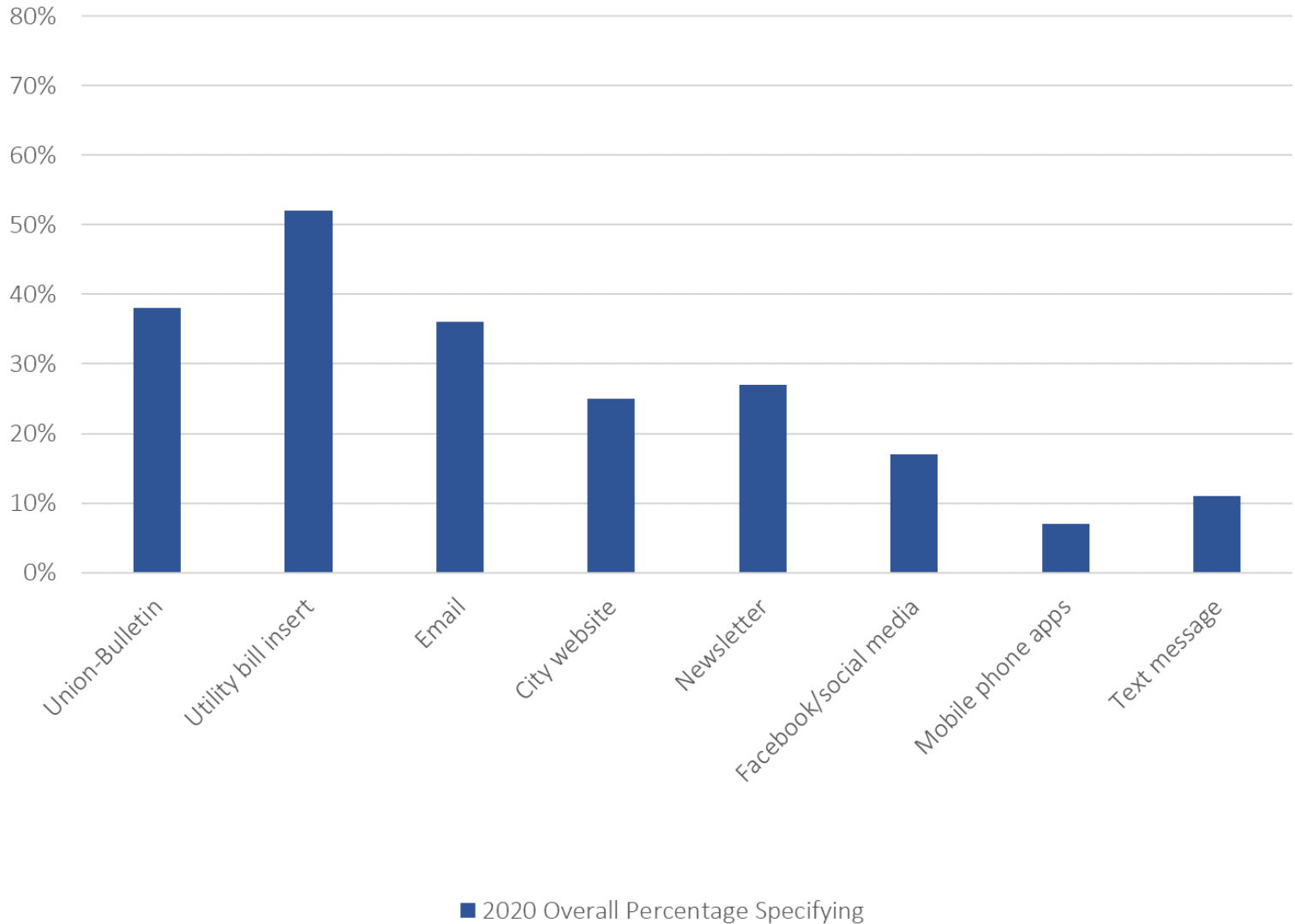


Average Response: 7.8 (76)



Communications

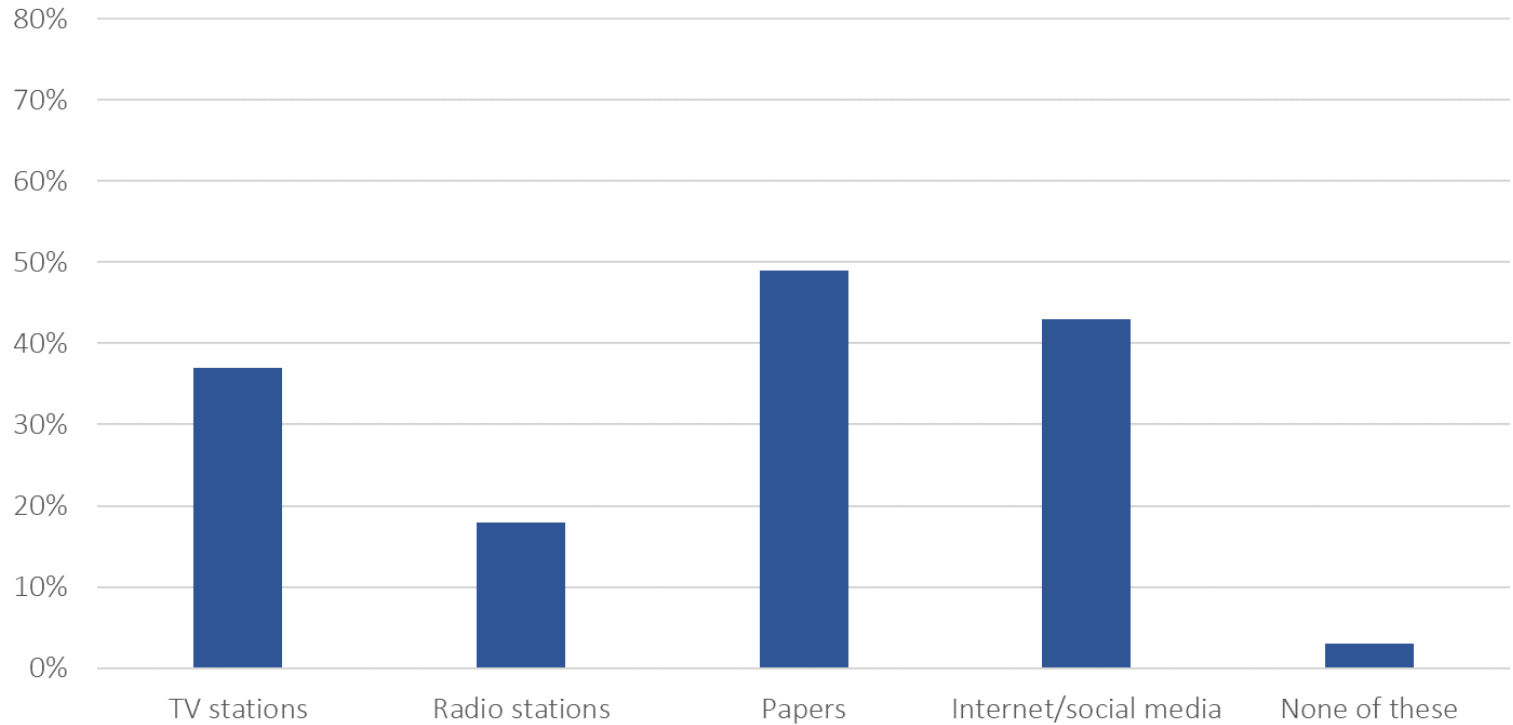
How do you prefer to receive information from the City?



How do you prefer to receive information from the City?

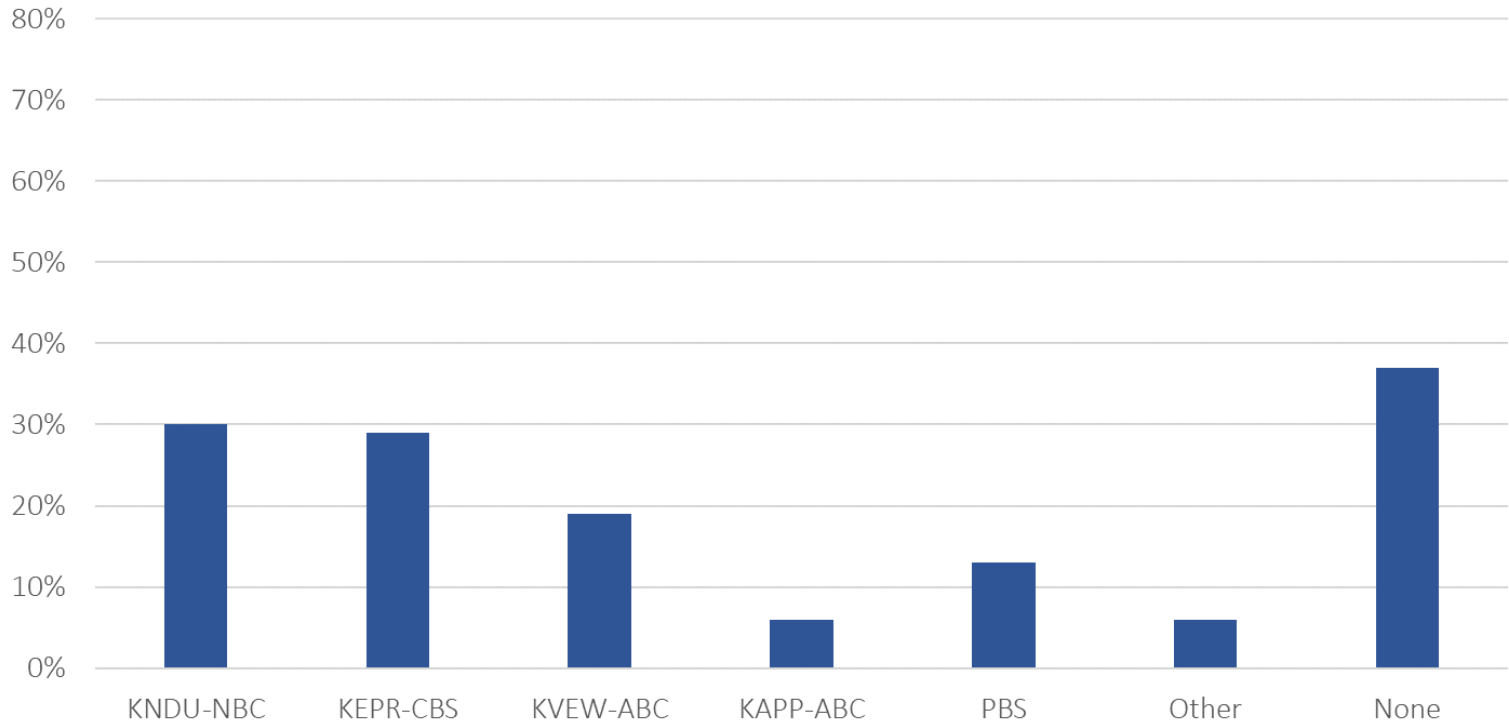
Walla Walla 2020 Percentages (2020 Weighted by Ward)		Preferred Source of City Info							
		Union-Bulletin	Utility bill insert	Email	City website	Newsletter	Facebook/social media	Mobile phone apps	Text message
2020 Overall Percentage Specifying		38%	52%	36%	25%	27%	17%	7%	11%
Age	25 to 34	31%	47%	67%	21%	35%	23%	18%	24%
	35 to 44	19%	47%	55%	41%	24%	43%	13%	18%
	45 to 54	22%	47%	52%	40%	30%	30%	9%	12%
	55 to 64	38%	52%	33%	20%	35%	10%	5%	11%
	65+	49%	57%	25%	22%	23%	9%	5%	8%

Where do you go most often for local news?



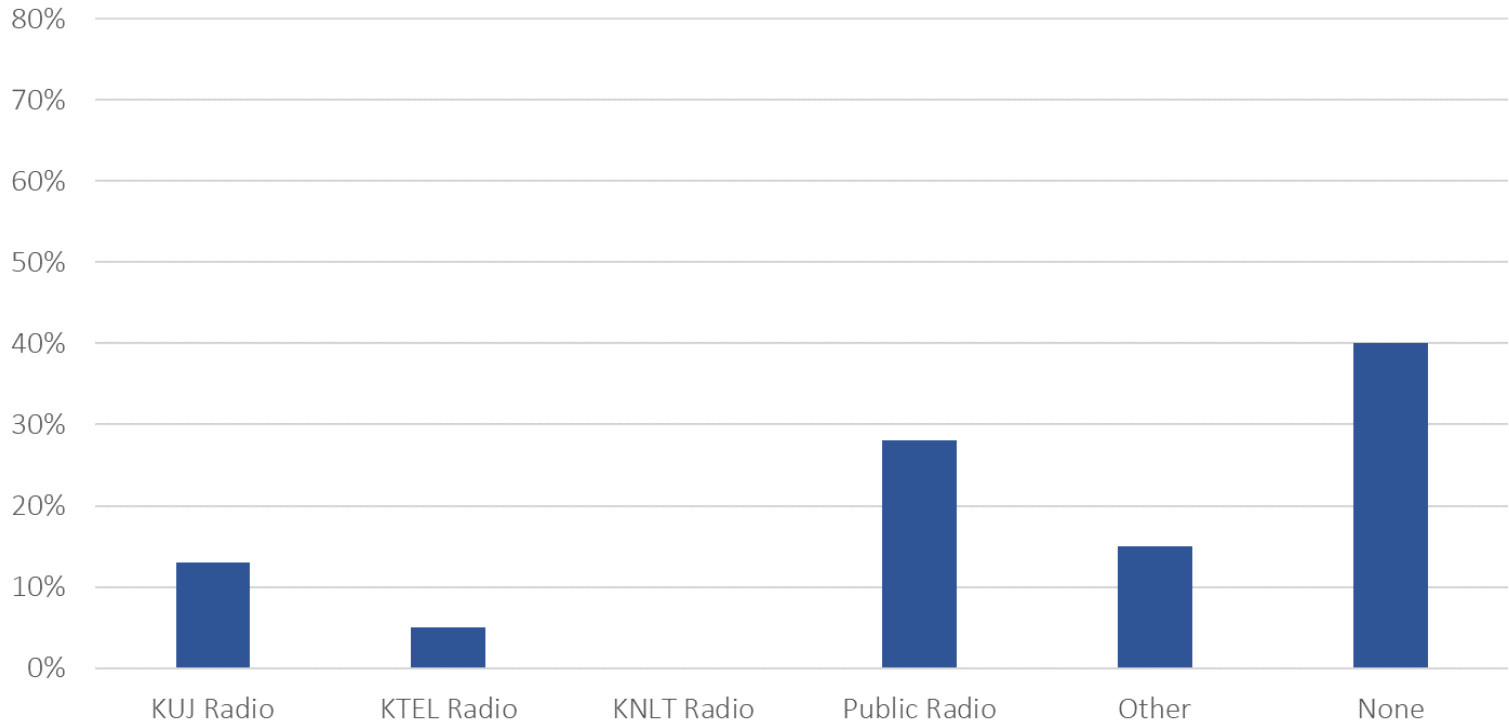
■ 2020 Overall Percentage Specifying

Which TV stations do you watch for local news?



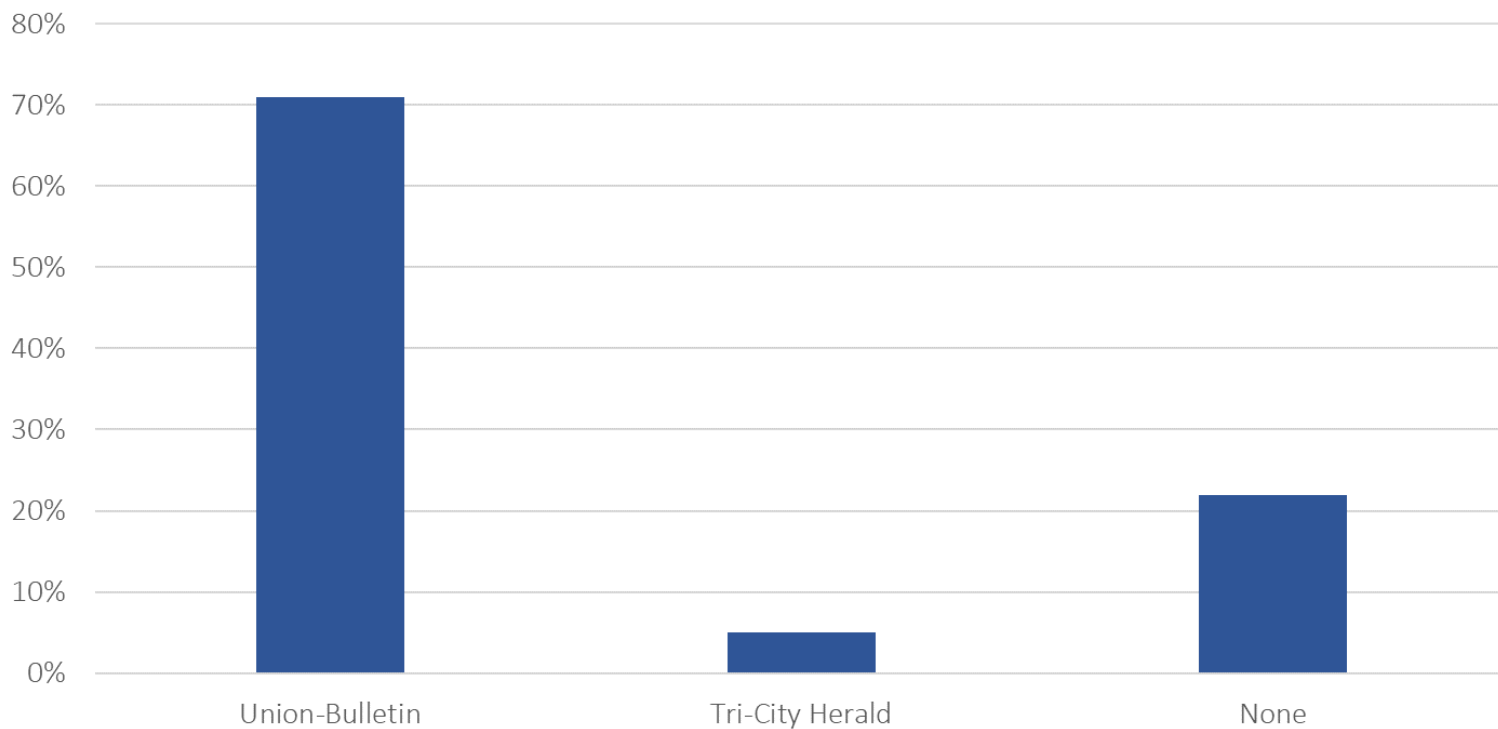
■ 2020 Overall Percentage Specifying

Which radio stations do you listen to for local news?



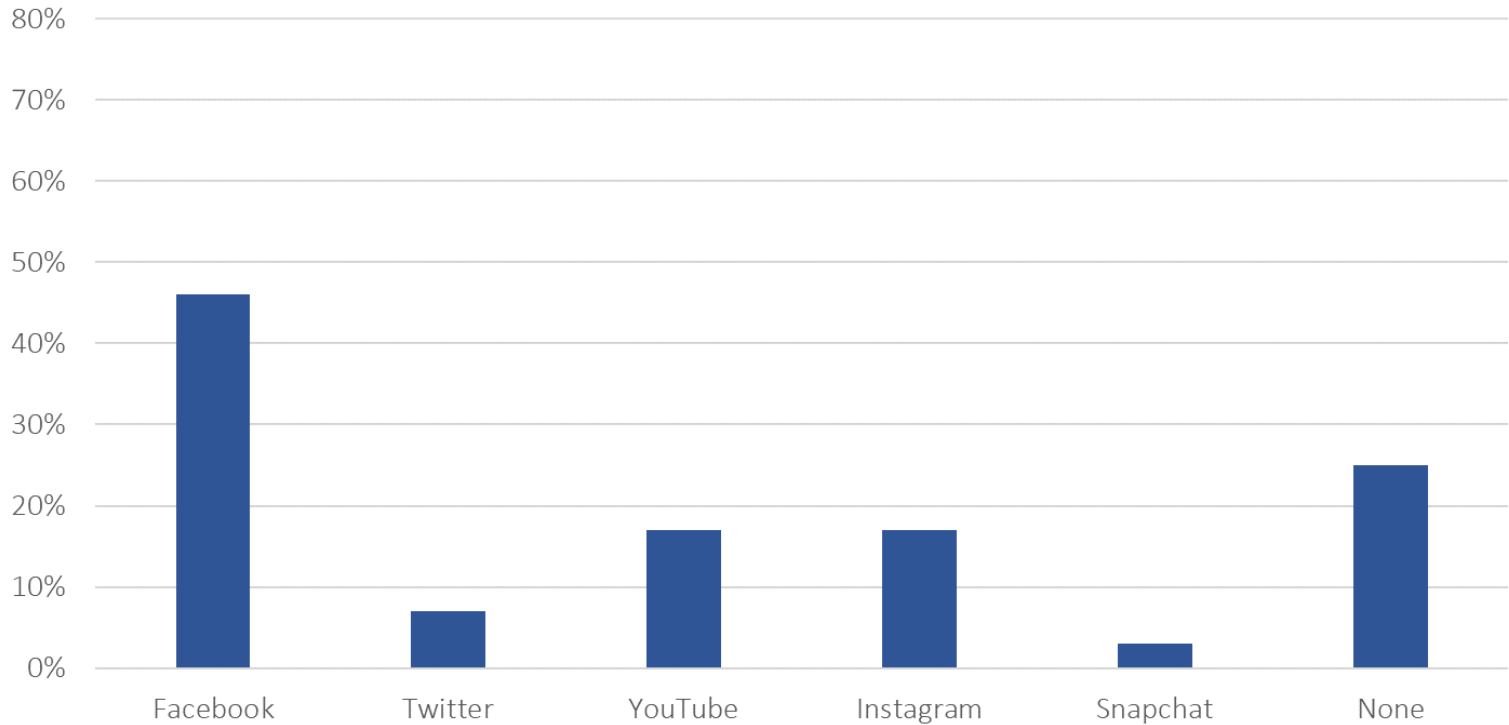
■ 2020 Overall Percentage Specifying

Which newspapers or websites do you read for local news?



■ 2020 Overall Percentage Specifying

Which social media do you use?



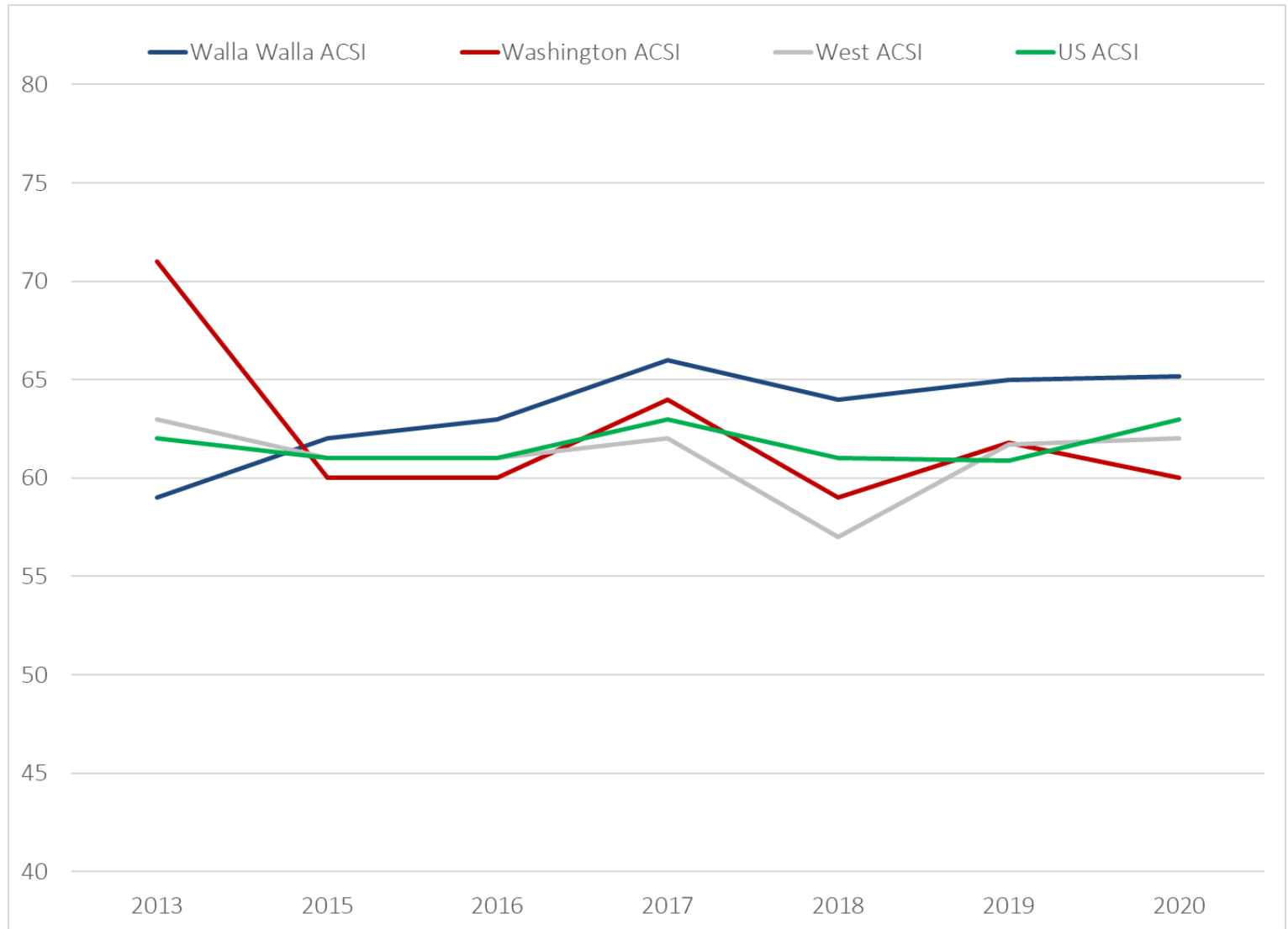
■ 2020 Overall Percentage Specifying

Which social media do you use?

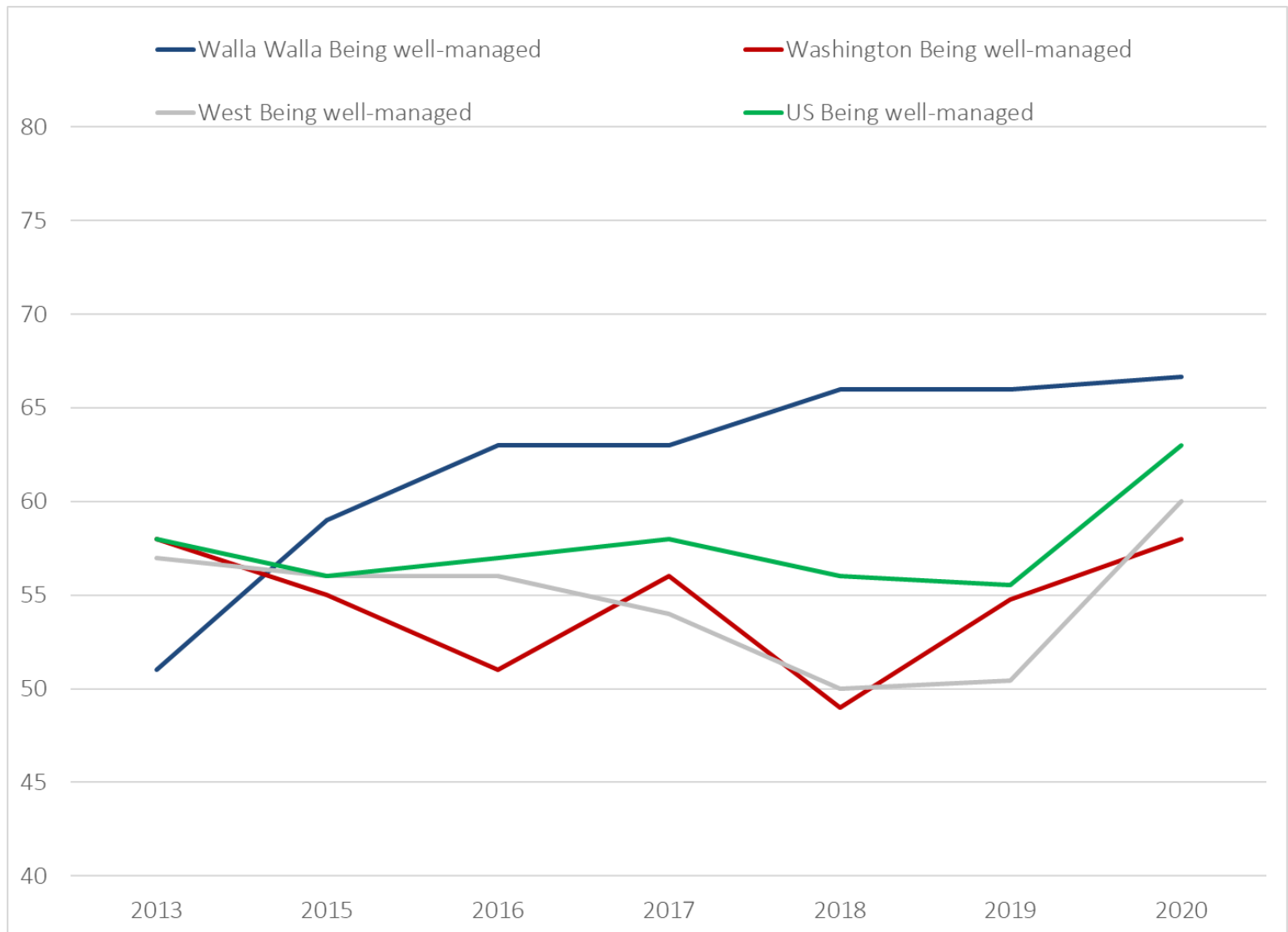
Walla Walla 2020 Percentages (2020 Weighted by Ward)		Social Media Used					
		Facebook	Twitter	YouTube	Instagram	Snapchat	None
2020 Overall Percentage Specifying		46%	7%	17%	17%	3%	25%
Age	25 to 34	59%	25%	40%	46%	14%	8%
	35 to 44	65%	15%	21%	38%	7%	15%
	45 to 54	50%	15%	22%	32%	5%	32%
	55 to 64	49%	3%	13%	13%	1%	32%
	65+	37%	1%	13%	7%	1%	26%

Questions

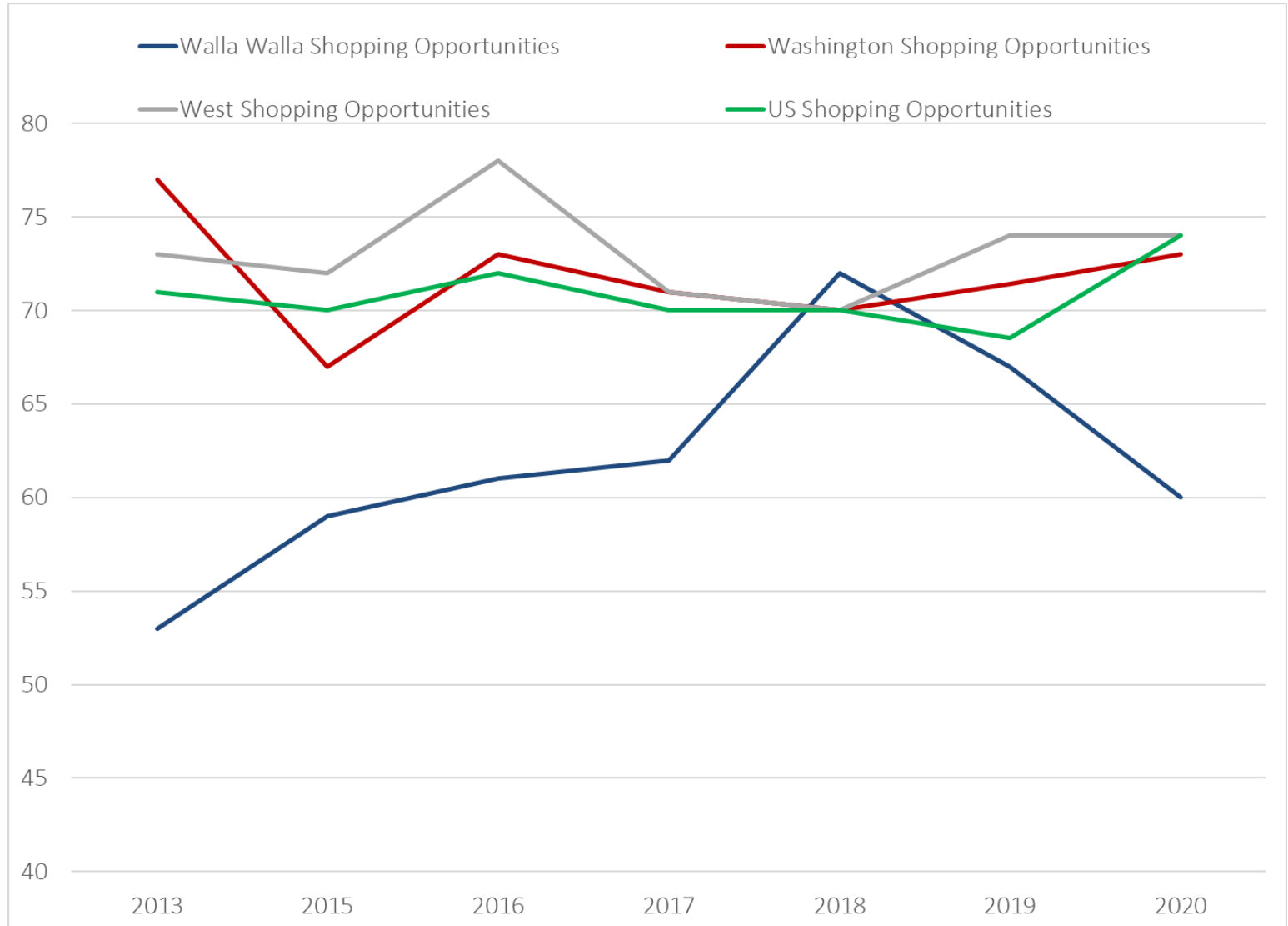
Drivers of Satisfaction and Behavior: American Customer Satisfaction Index - Trends



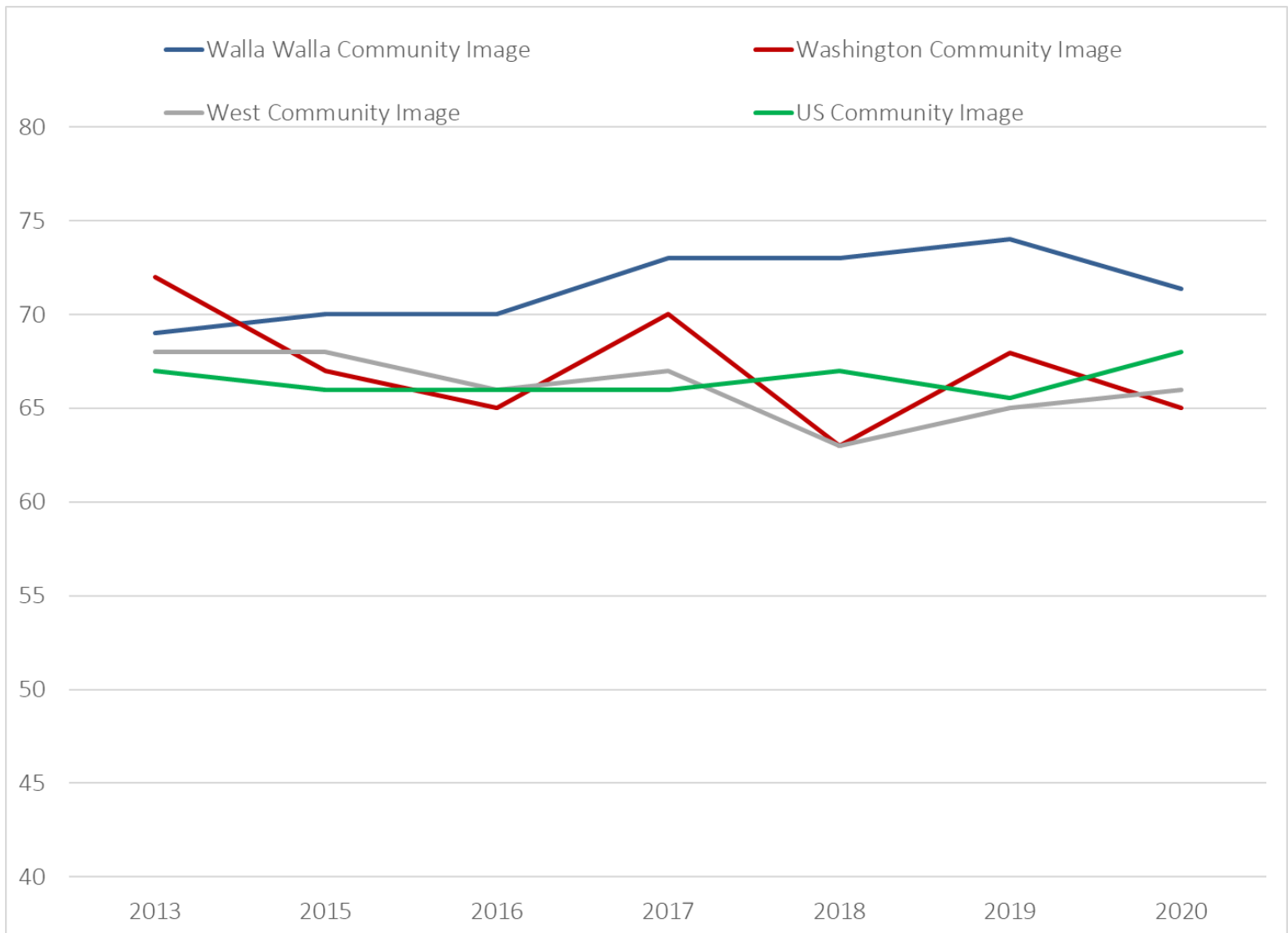
Drivers of Satisfaction and Behavior: Being Well Managed - Trends



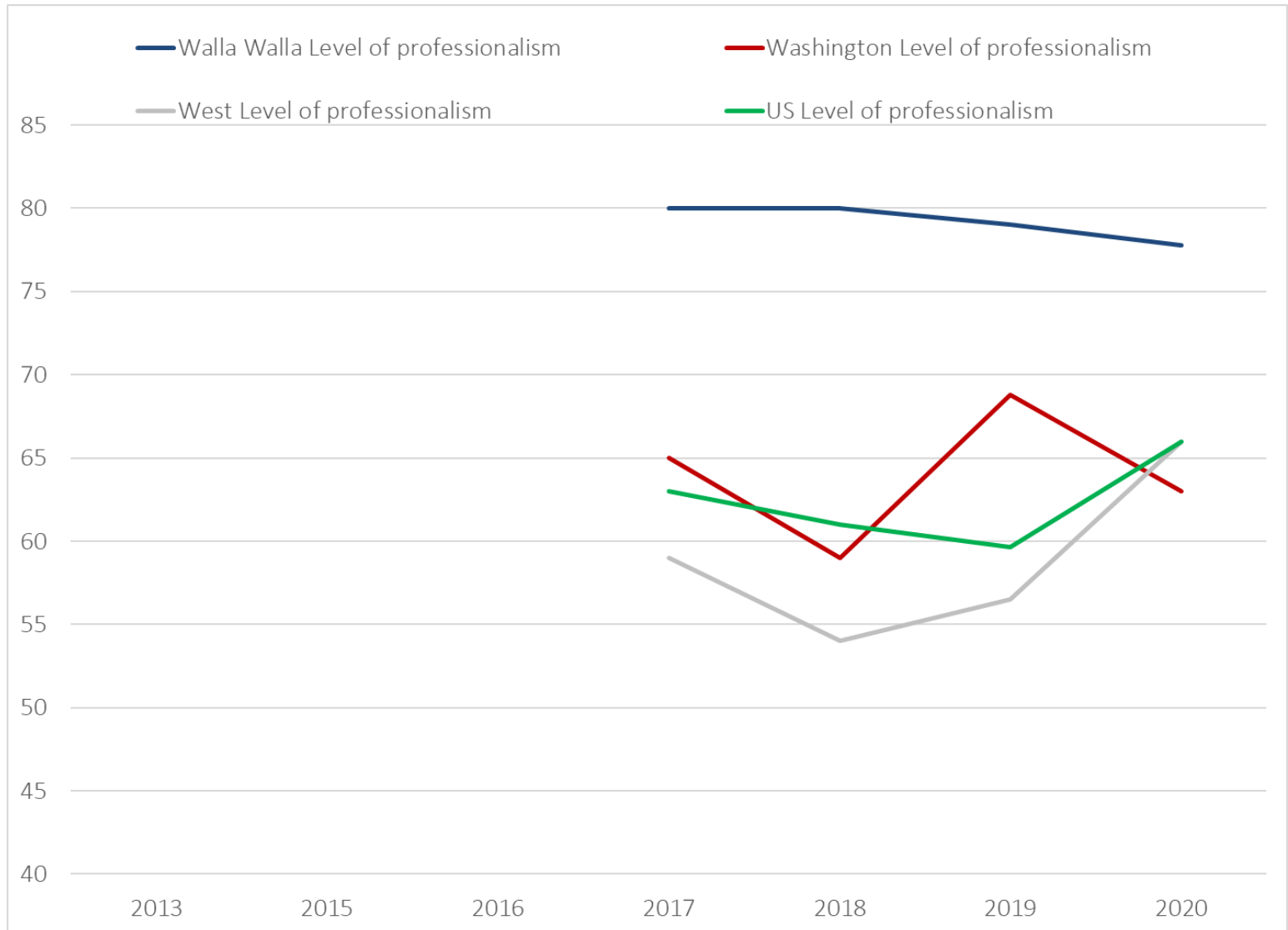
Drivers of Satisfaction and Behavior: Shopping Opportunities - Trends



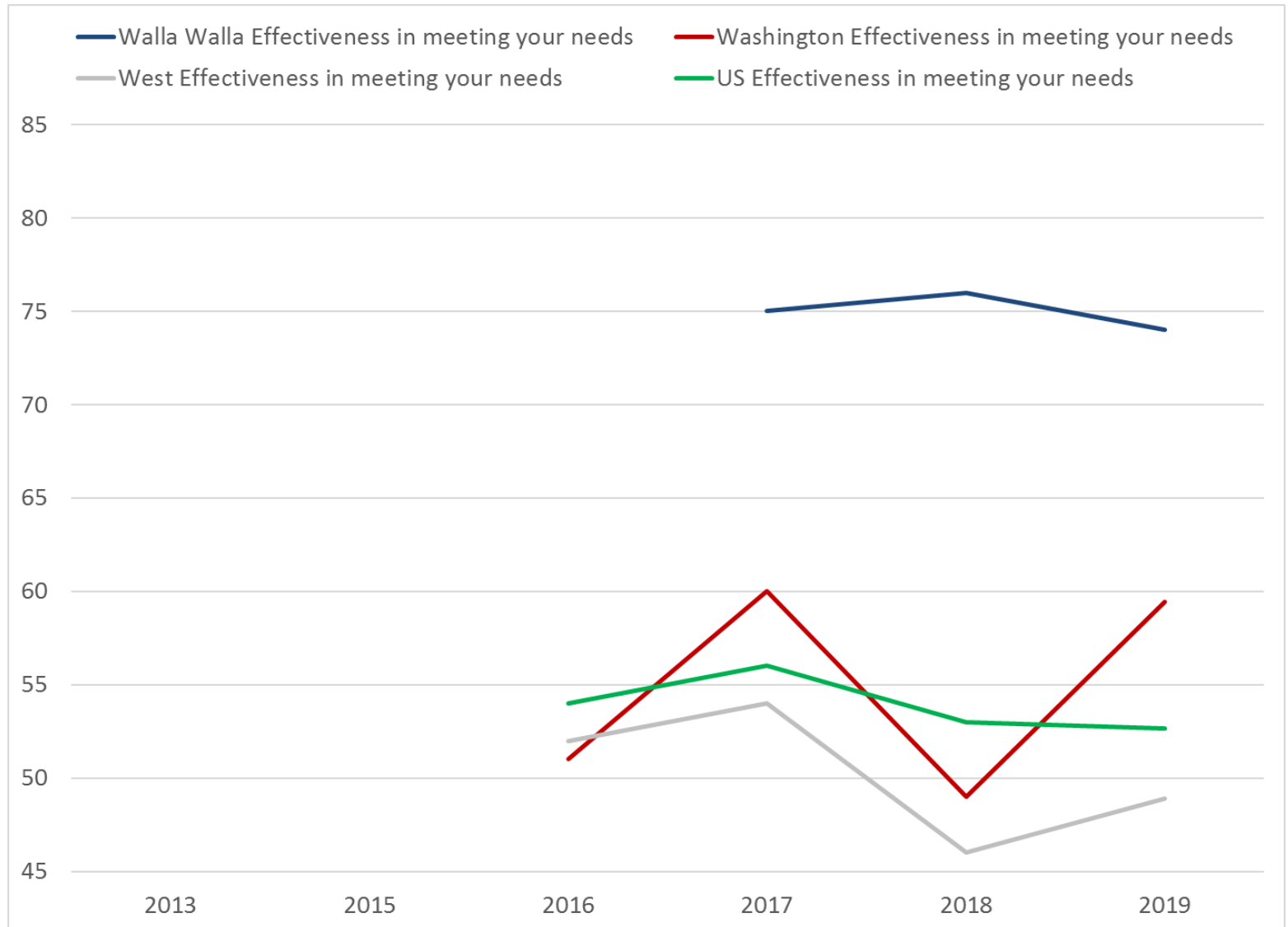
Drivers of Satisfaction and Behavior: Community Image - Trends



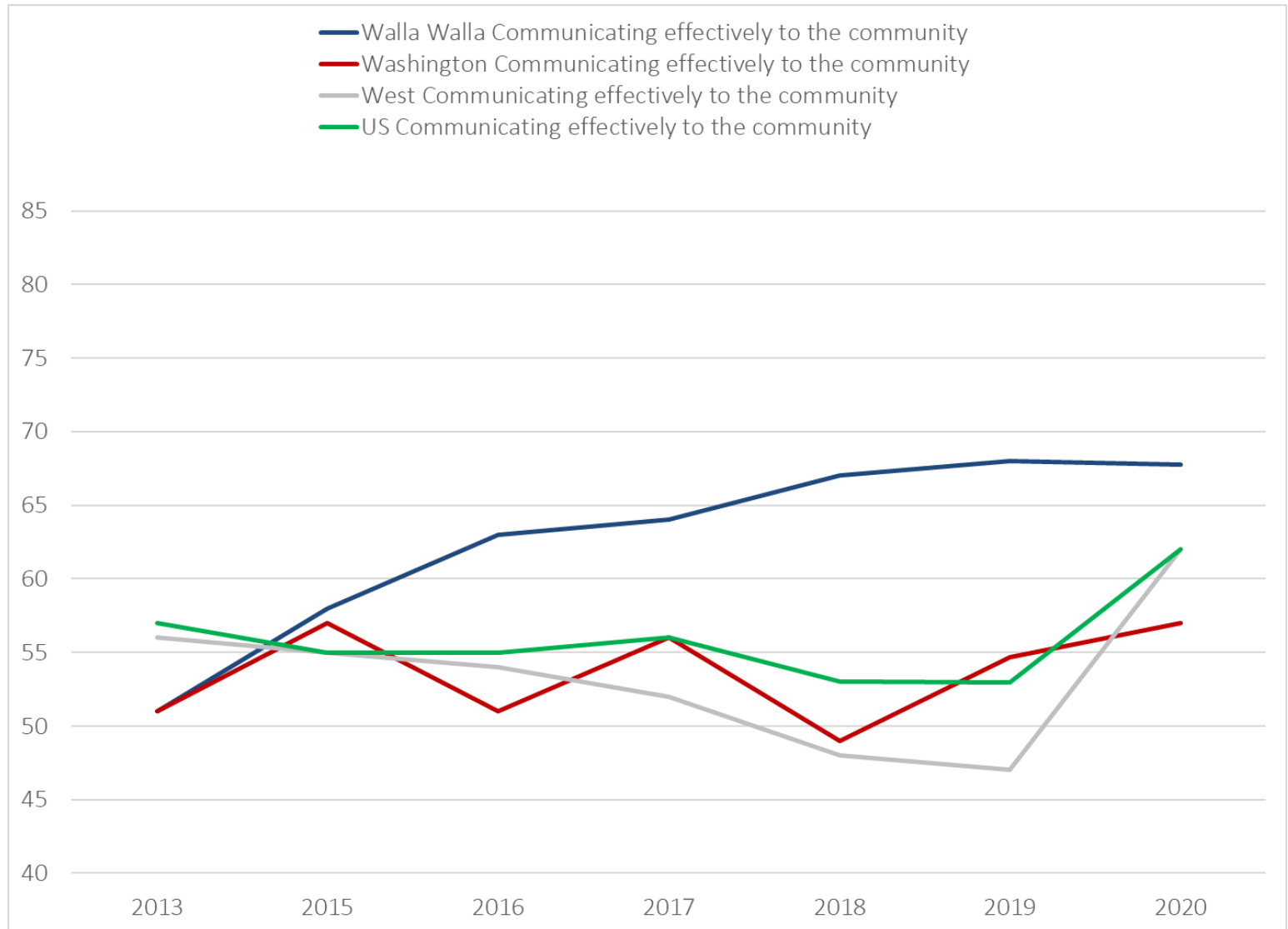
Drivers of Satisfaction and Behavior: Level of Professionalism - Trends



Drivers of Satisfaction and Behavior: Meeting Your Needs - Trends



Drivers of Satisfaction and Behavior: Communicating Effectively - Trends



Drivers of Satisfaction and Behavior: Emergency Response - Trends

