

# **City of Oak Creek Citizen Engagement and Priority Assessment**

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December 2011 DRAFT V2





# 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
- Explore service assumptions to ensure baseline service measures are understood
- Measure performance over time
- Benchmark performance against a standardized performance index statewide, regionally and nationally
- 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



# Bottom Line

- The City has very solid performance when compared against WI, regional and national benchmarks. Overall ACSI score: 68
- Most services and programs had very solid scores, but funding priority showed significant variation. Few support elimination of services, but many other budgetary actions were supported.
- Regarding the Library and City Hall, residents showed the strongest level of agreement with “It doesn’t matter where they are located, as long as it doesn’t impact taxes or levels of service.”
- There are several areas where improvement can have significant impact:
  - Economic Health
  - City Government Management
  - Taxes
  - Community Events
  - Transportation Infrastructure
- Detailed information by specific demographic groups is available to aid in policy review
  - Detail by: years of residency, own/rent, age, education, income, marital status, household composition, gender, ethnicity, work location and district



# 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 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 WI, the Midwest and across the nation
- Comparison scores with non-local government comparables (industries, companies, federal agencies)

Census Bureau Regions



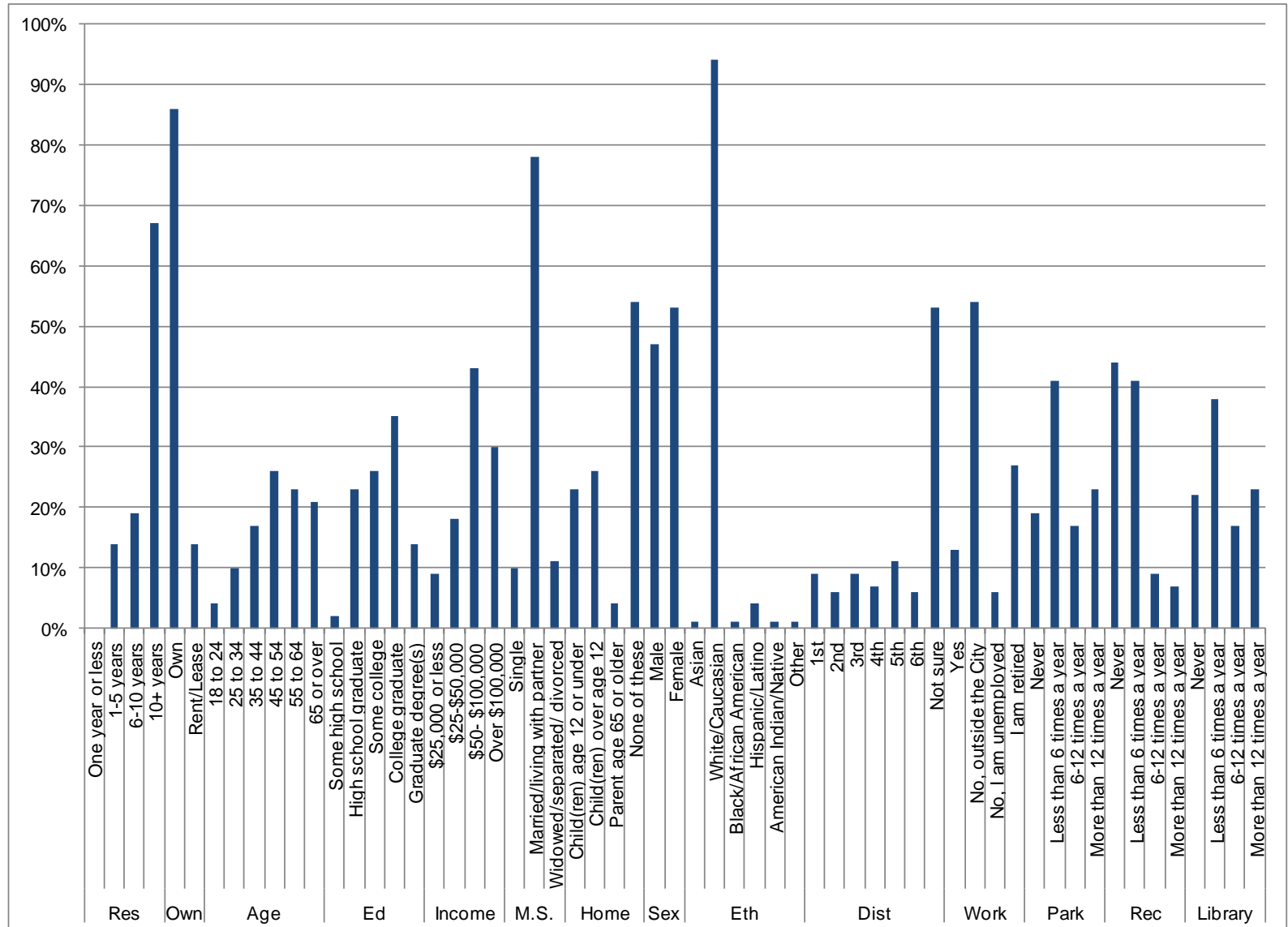


# Methodology

- Random sample of 1,500 residents from voter 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 2011
- Valid response from 533 residents, providing a conventional margin of error of +/- 4.2 percent in the raw data and an ACSI margin of error of +/- 1.8 percent (95% confidence). Also received response from 19 online who were not part of the sample.
  - Note: National surveys with a margin of error +/- 5% require a sample of 384 responses to reflect a population of 330,000,000
- Compared alphabetic distribution of last name with that of the voter records. The difference is less than .8 percent. Distribution difference with 2010 Census is approximately 2% for gender and 6% for race/ethnicity.



# Who Responded?







# Preserving Voice: Looking Into Detail

Question 27: Satisfaction with Specific City Services		Police Department	Fire suppression	Ambulance service	Trash pickup	Recycling	Snow removal	Recreation programs for adults	Recreation programs for youth	City parks	Library services	Police/fire dispatch	Community events	Health Department services	Inspection services	Administrative services
<b>Overall</b>		<b>8.2</b>	<b>8.4</b>	<b>8.5</b>	<b>8.7</b>	<b>8.3</b>	<b>8.0</b>	<b>6.9</b>	<b>7.2</b>	<b>7.7</b>	<b>7.3</b>	<b>8.2</b>	<b>7.2</b>	<b>7.7</b>	<b>7.2</b>	<b>7.2</b>
Residency	One year or less	7.0	-	-	6.5	5.5	8.0	-	-	-	-	-	-	-	-	-
	1-5 years	8.0	7.7	8.3	8.3	7.6	7.5	6.7	6.9	7.6	7.7	7.7	6.9	7.4	7.3	7.5
	6-10 years	8.6	8.5	8.8	8.8	8.6	7.9	6.8	7.3	7.7	7.1	8.7	7.3	8.0	7.5	7.5
	10+ years	8.2	8.4	8.5	8.7	8.4	8.1	6.9	7.2	7.7	7.3	8.1	7.3	7.6	7.1	7.0
Own/Rent	Own	8.2	8.4	8.5	8.7	8.4	8.1	6.9	7.3	7.7	7.3	8.2	7.3	7.7	7.2	7.2
	Rent/Lease	8.6	8.4	8.6	8.1	7.6	7.4	6.4	6.6	7.9	7.4	8.1	6.9	7.2	6.9	7.5
Age	18 to 24	8.4	8.7	9.0	8.3	7.9	7.4	5.7	6.4	8.3	6.1	8.4	6.7	6.8	6.7	6.0
	25 to 34	8.3	8.1	8.5	8.4	7.9	7.5	6.1	7.1	7.8	6.5	8.0	6.9	7.7	7.1	7.7
	35 to 44	8.1	8.7	8.6	8.7	8.5	8.1	7.0	7.1	7.9	6.9	8.1	7.1	7.8	7.3	7.3
	45 to 54	8.0	8.2	8.2	8.5	8.2	7.5	7.2	7.3	7.7	7.3	8.1	7.2	7.3	7.1	6.7
	55 to 64	8.2	8.1	8.4	8.6	8.1	8.1	6.8	7.3	7.3	7.3	8.3	7.2	7.3	7.1	7.1
	65 or over	8.7	8.7	8.8	9.1	8.7	8.8	6.9	7.3	7.7	8.2	8.3	7.7	8.2	7.5	7.8
Education	Some high school	8.7	9.6	9.6	9.1	9.0	8.8	8.2	8.0	8.8	9.0	9.1	8.3	8.4	8.0	7.1
	High school graduate	8.6	8.6	8.6	8.8	8.5	8.2	6.7	7.0	7.7	8.0	8.4	7.6	7.8	7.2	7.5
	Some college	8.2	8.2	8.4	8.5	8.0	7.7	6.9	7.5	7.8	7.3	7.9	7.2	7.4	7.0	6.9
	College graduate	8.1	8.3	8.4	8.8	8.5	8.1	6.8	7.1	7.7	7.2	7.9	7.1	7.7	7.2	7.2
	Graduate degree(s)	8.3	8.5	8.7	8.3	8.1	7.9	6.6	6.8	7.4	6.2	8.7	6.8	7.3	7.3	6.8
Income	\$25,000 or less	8.5	8.5	8.5	8.5	8.3	8.2	6.9	7.2	7.9	8.4	8.5	7.3	8.0	6.9	6.9
	\$25-\$50,000	8.2	8.3	8.4	8.6	8.3	7.6	6.4	6.7	7.5	7.4	7.8	7.0	7.3	6.8	6.8
	\$50-\$100,000	8.3	8.4	8.6	8.7	8.2	8.1	7.0	7.4	7.9	7.3	8.2	7.3	7.8	7.4	7.4
	Over \$100,000	8.2	8.4	8.6	8.8	8.5	8.0	6.8	7.0	7.6	6.8	8.3	7.1	7.3	7.3	7.1

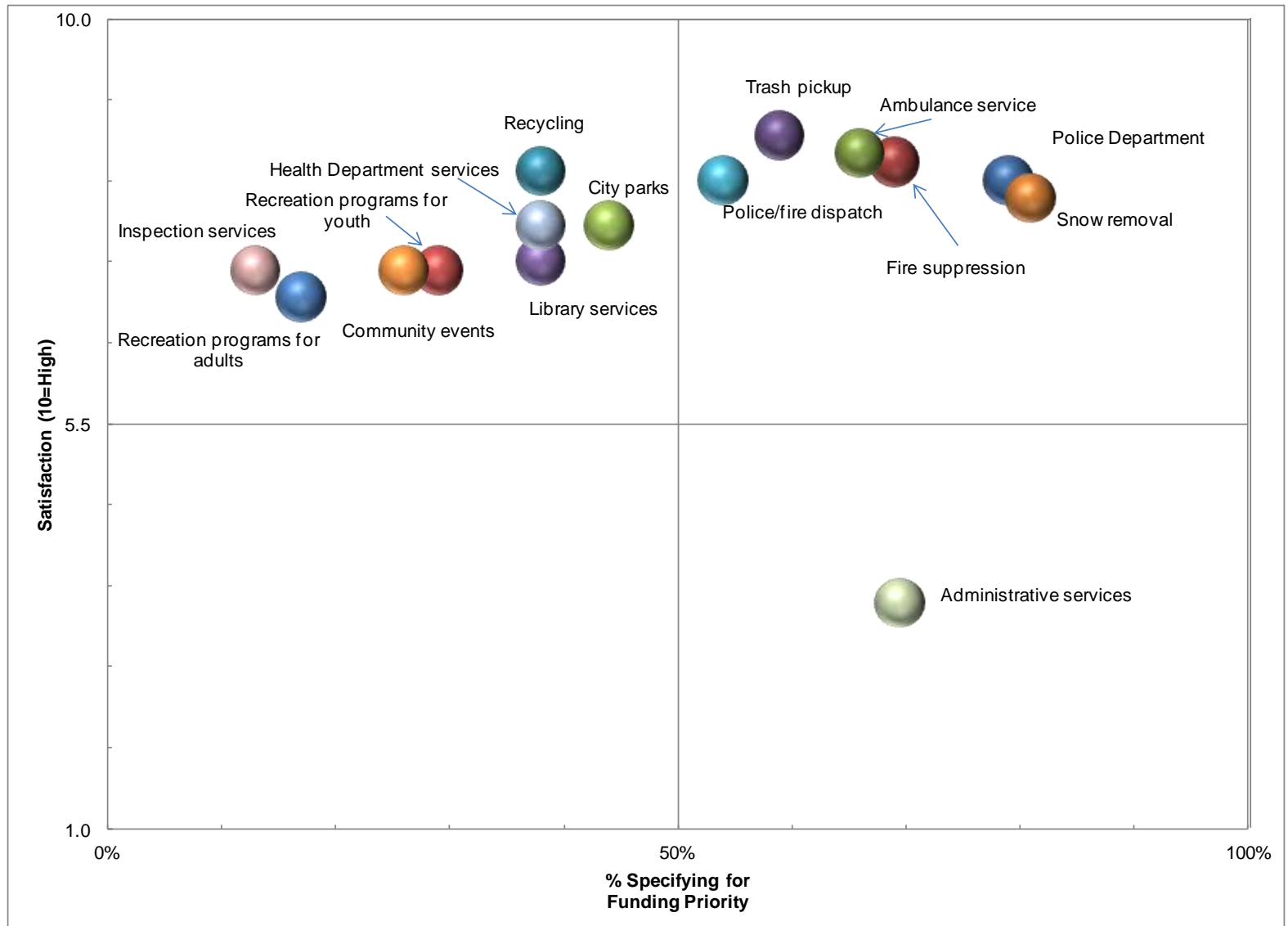


# Results



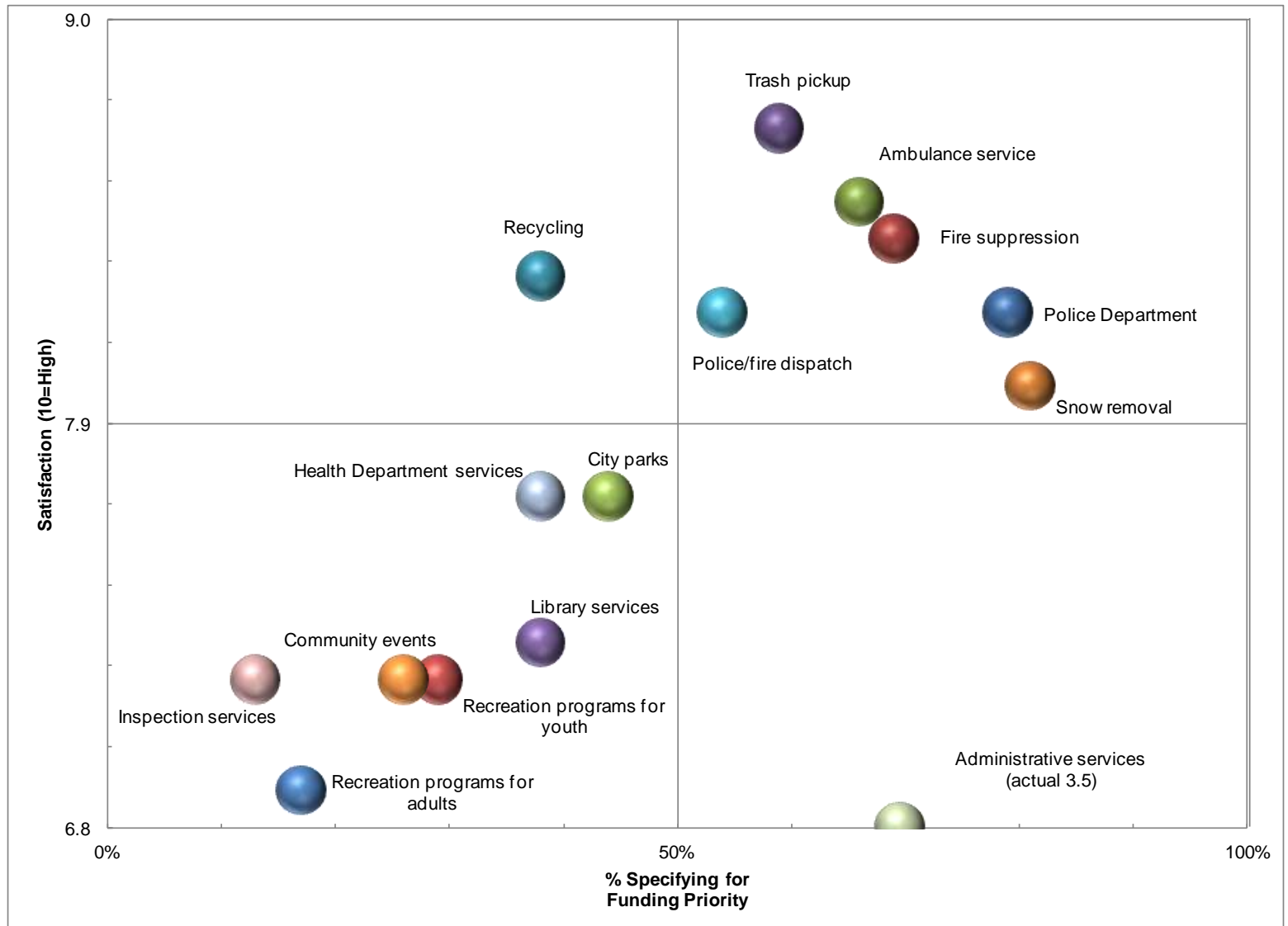


# City-Specific Services and Programs Bubble Chart – Full Scale





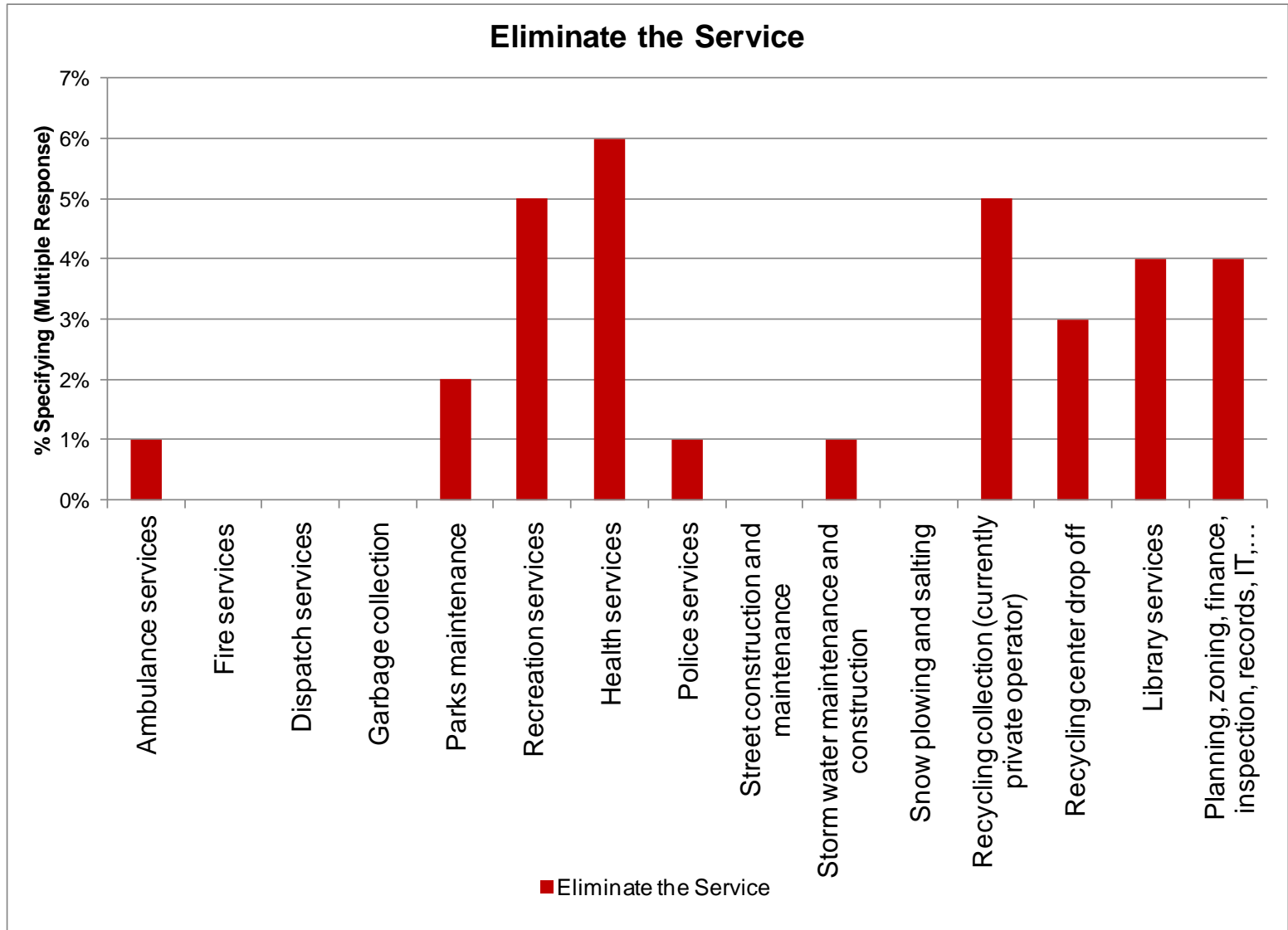
# City-Specific Services and Programs Bubble Chart – Reduced Scale





# Support for Budgetary Actions

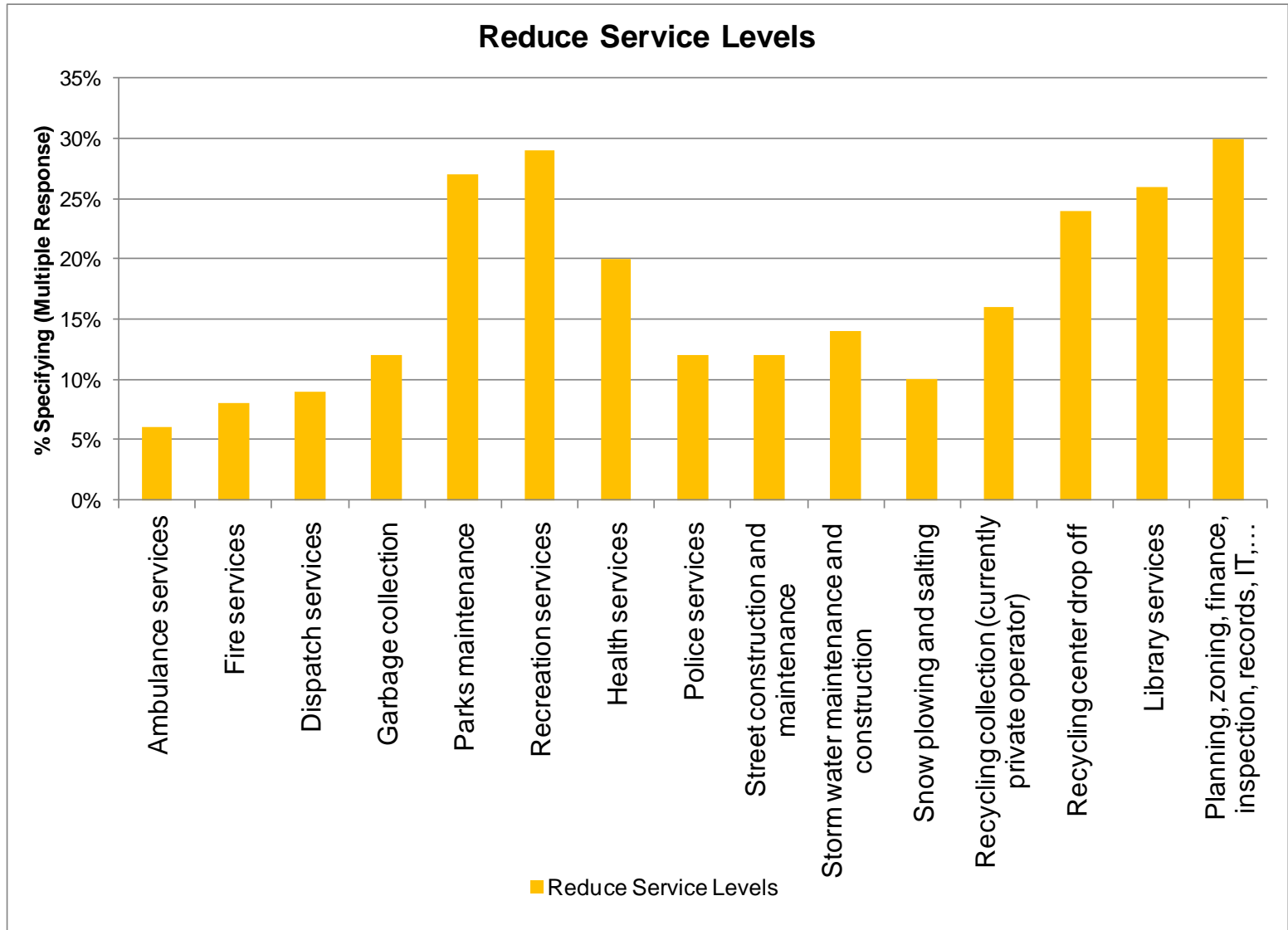
## Eliminate Services





# Support for Budgetary Actions

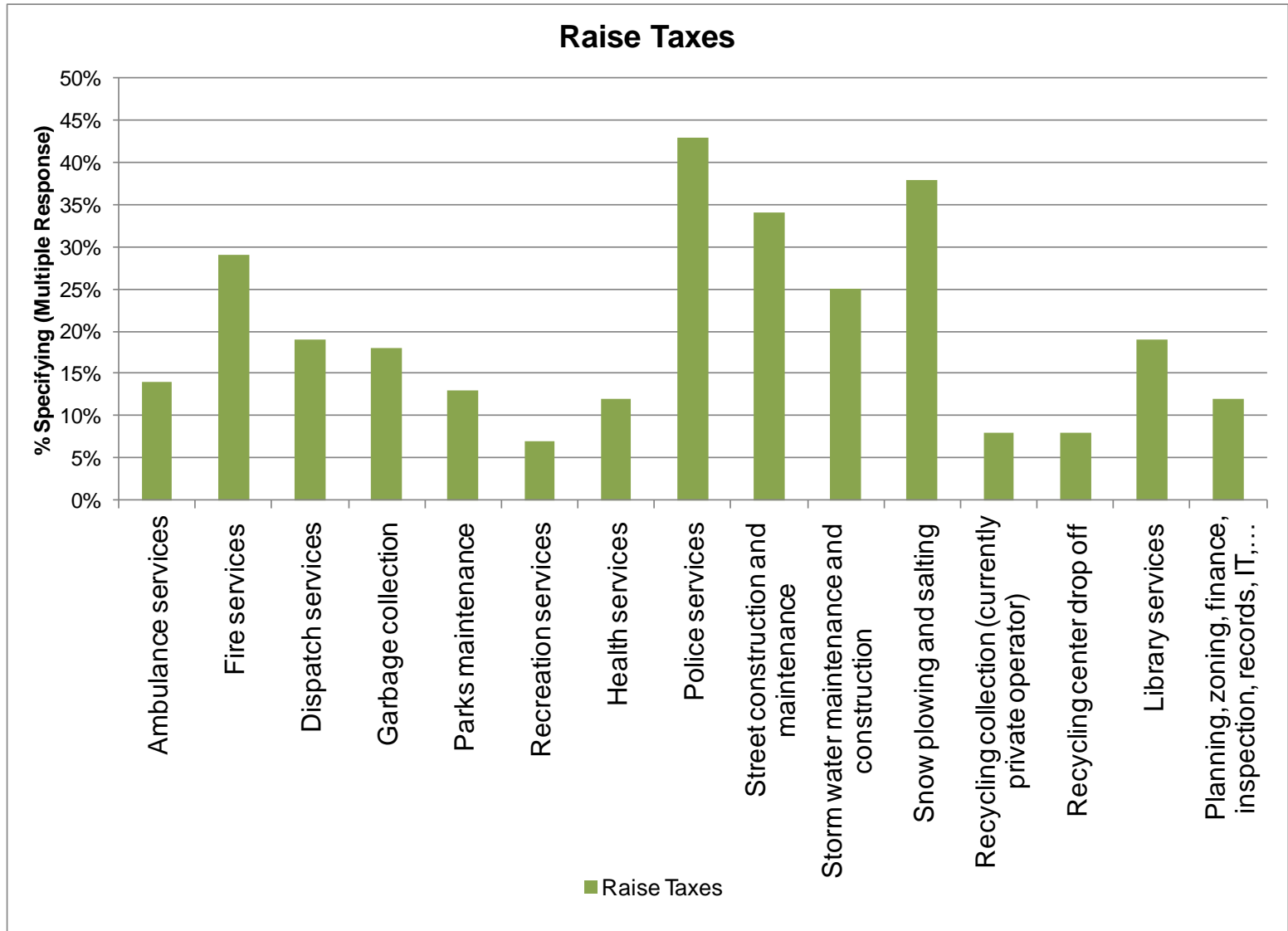
## Reduce Service Levels





# Support for Budgetary Actions

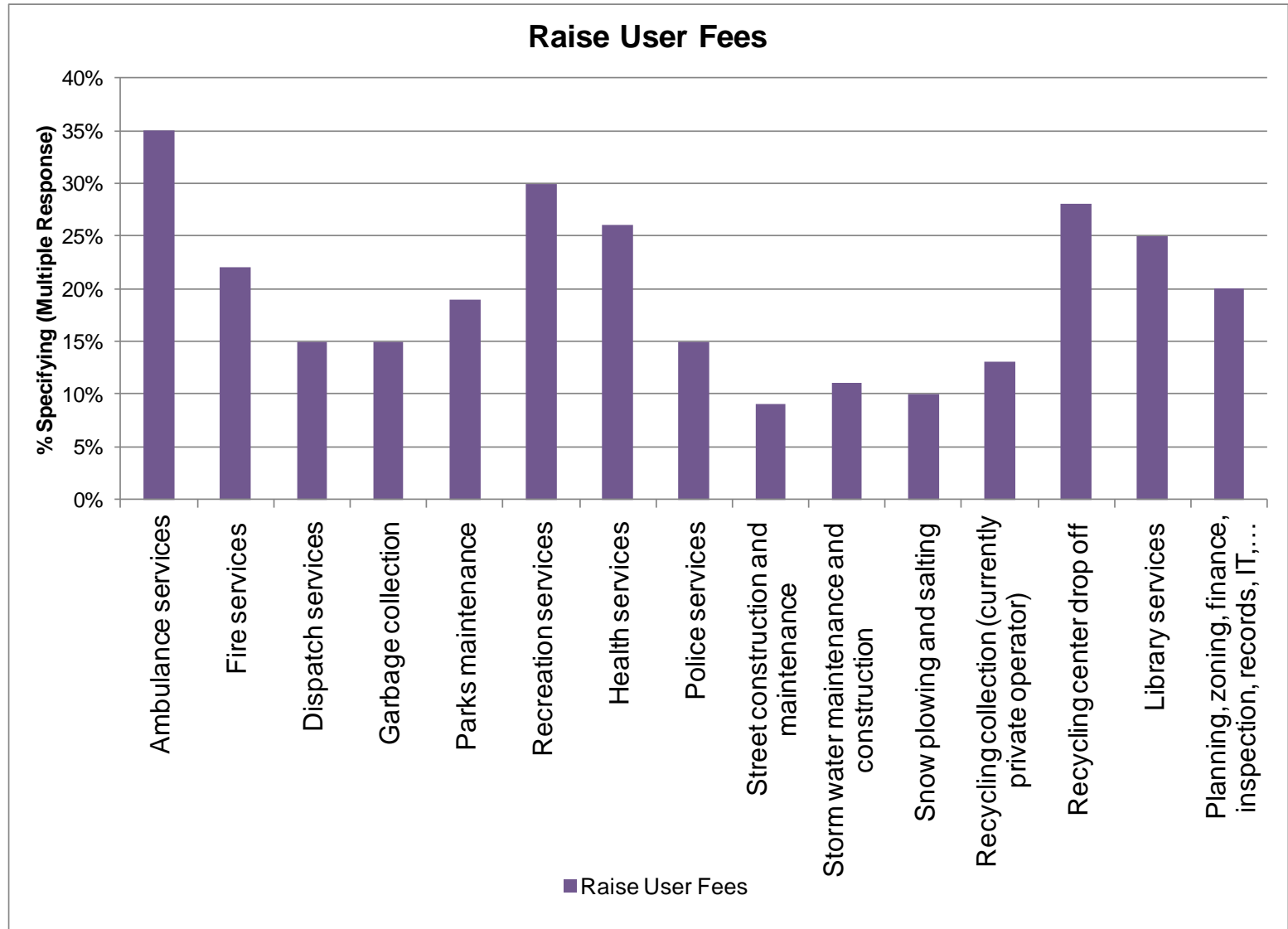
## Raise Taxes





# Support for Budgetary Actions

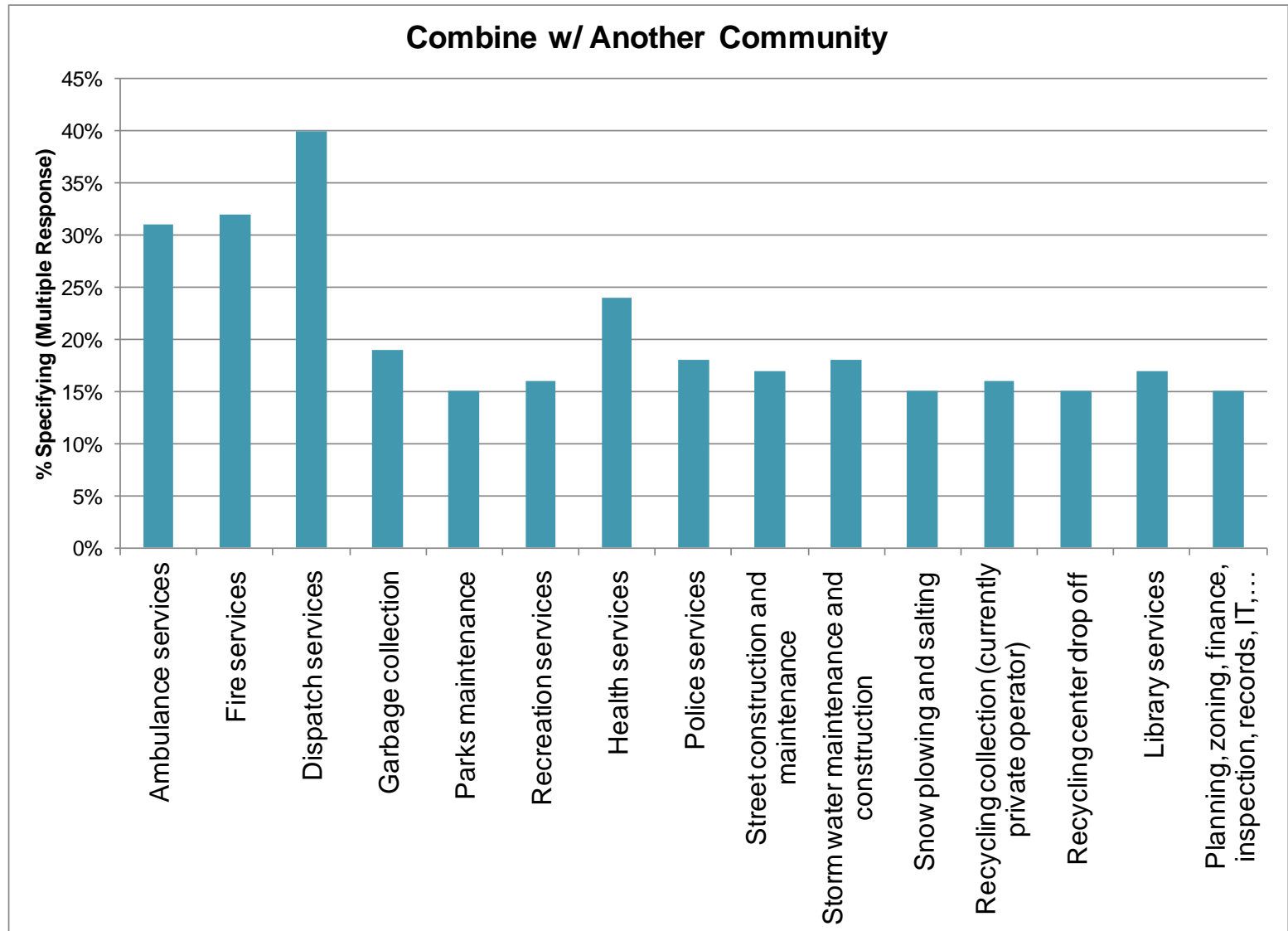
## Raise Fees





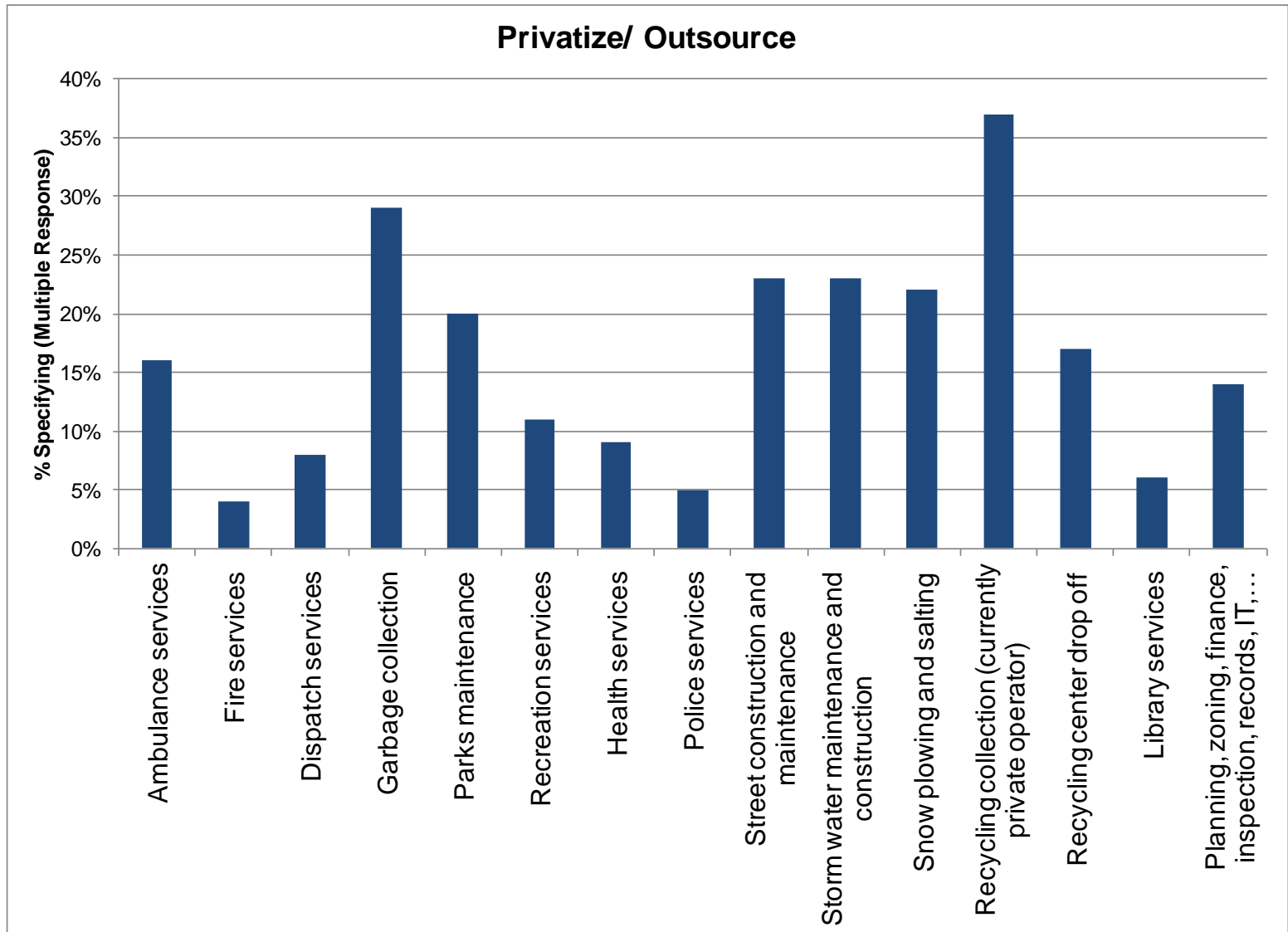


# Combine with Other Communities





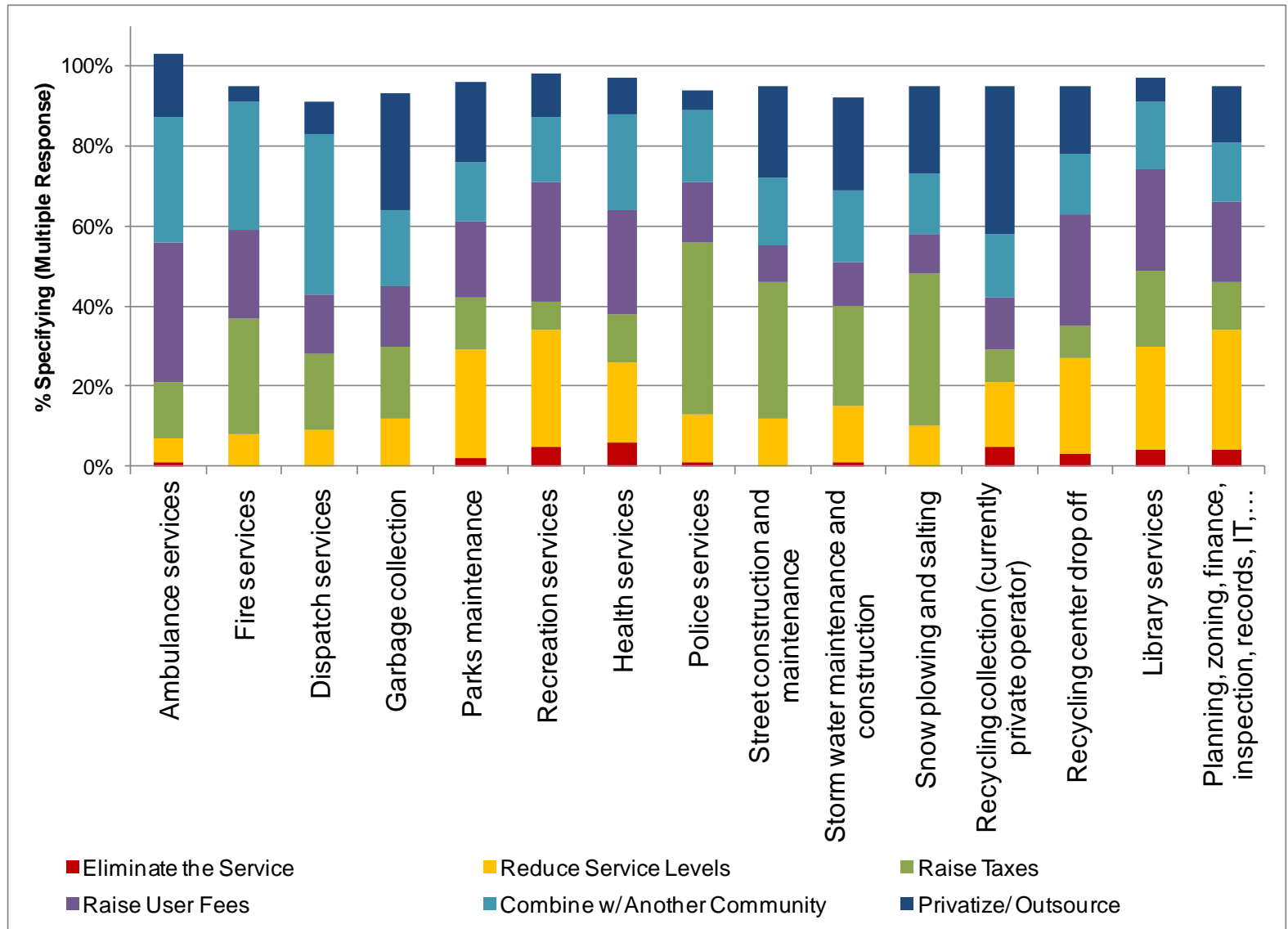
# Outsource the Service/Private





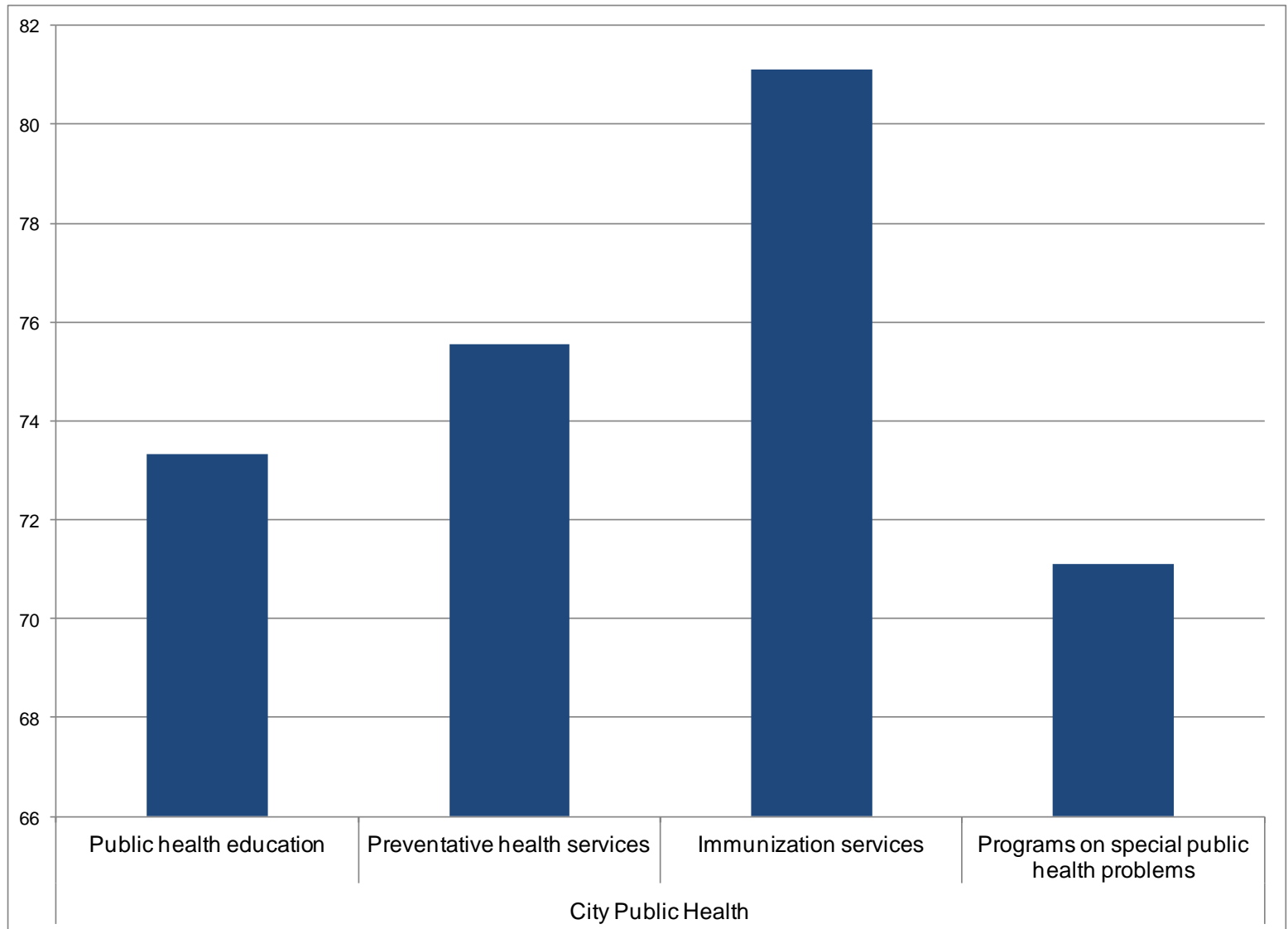
## Support for Budgetary Actions

# Preferred Options for All Services



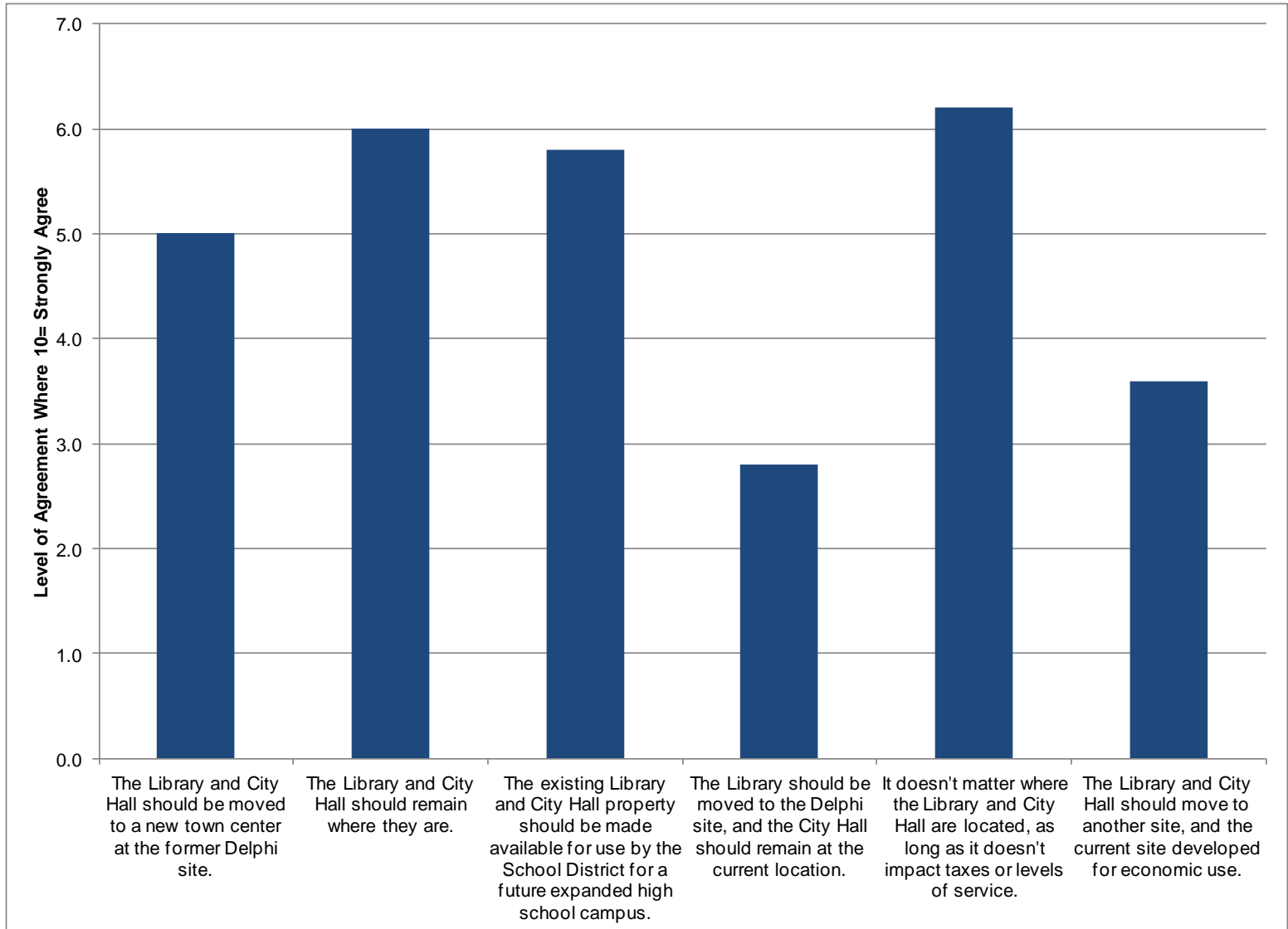


# Ratings of City Public Health Department



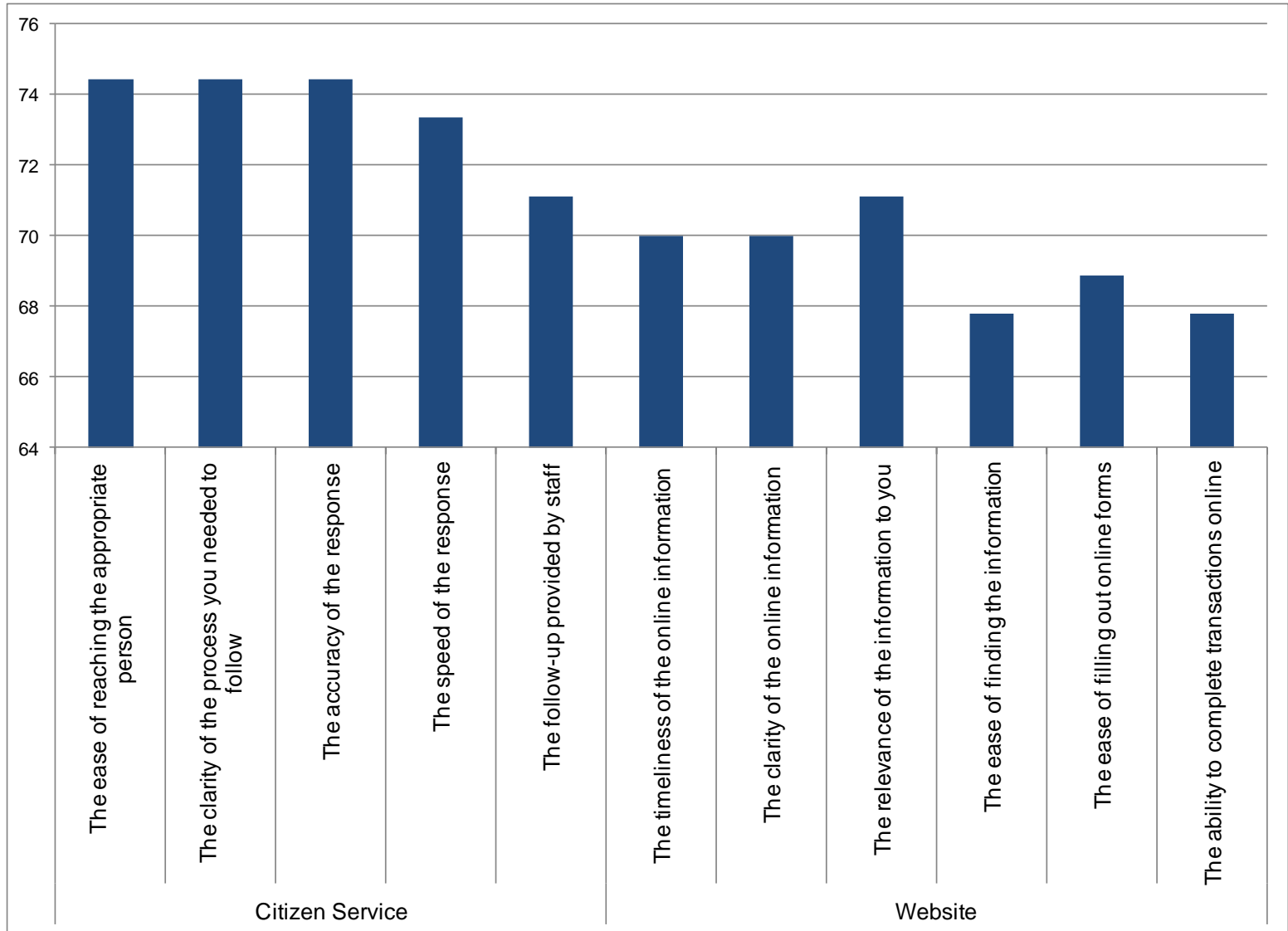


# Location of Library and City Hall



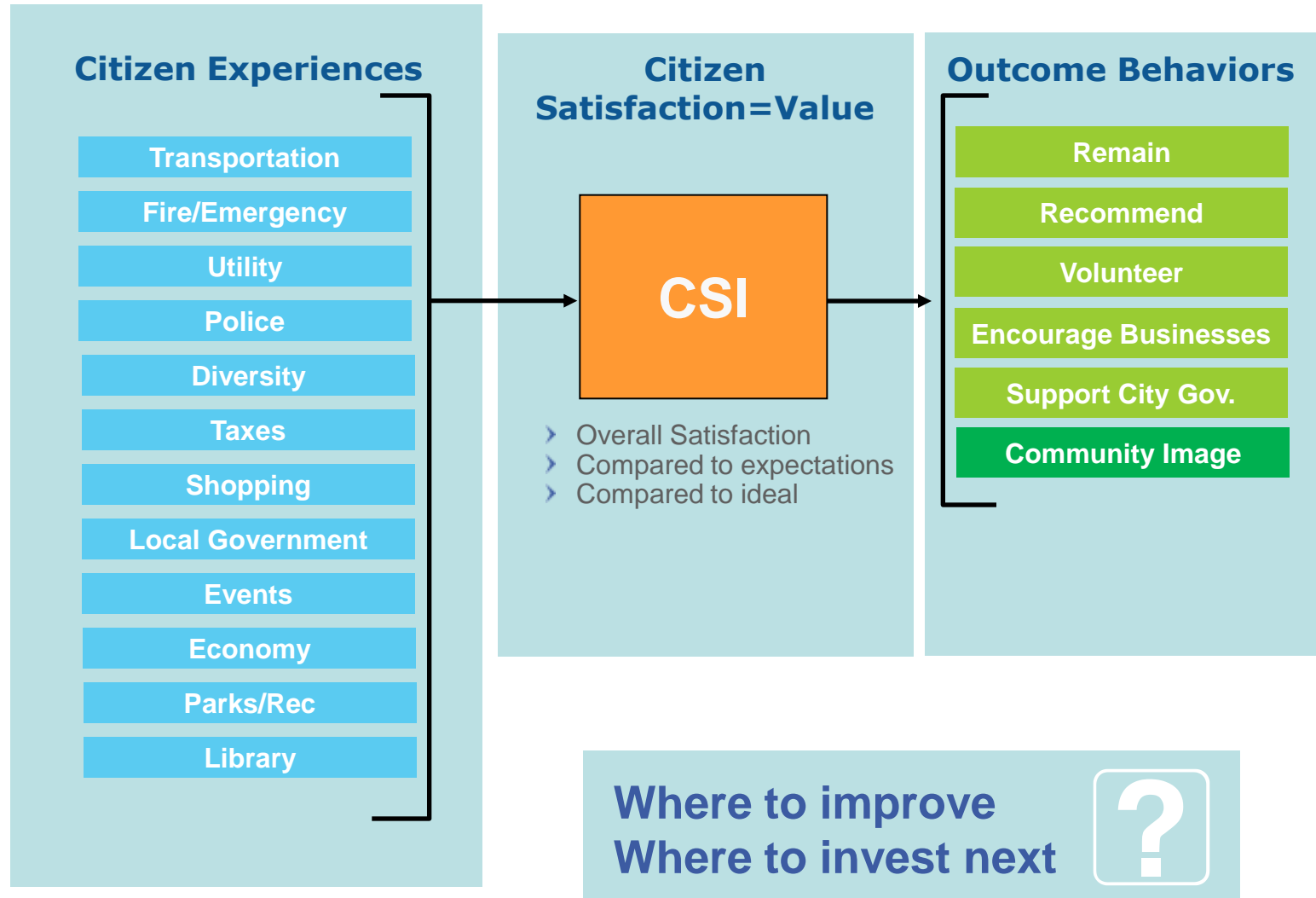


# City Hall Customer Service/ Website Rated by Satisfaction





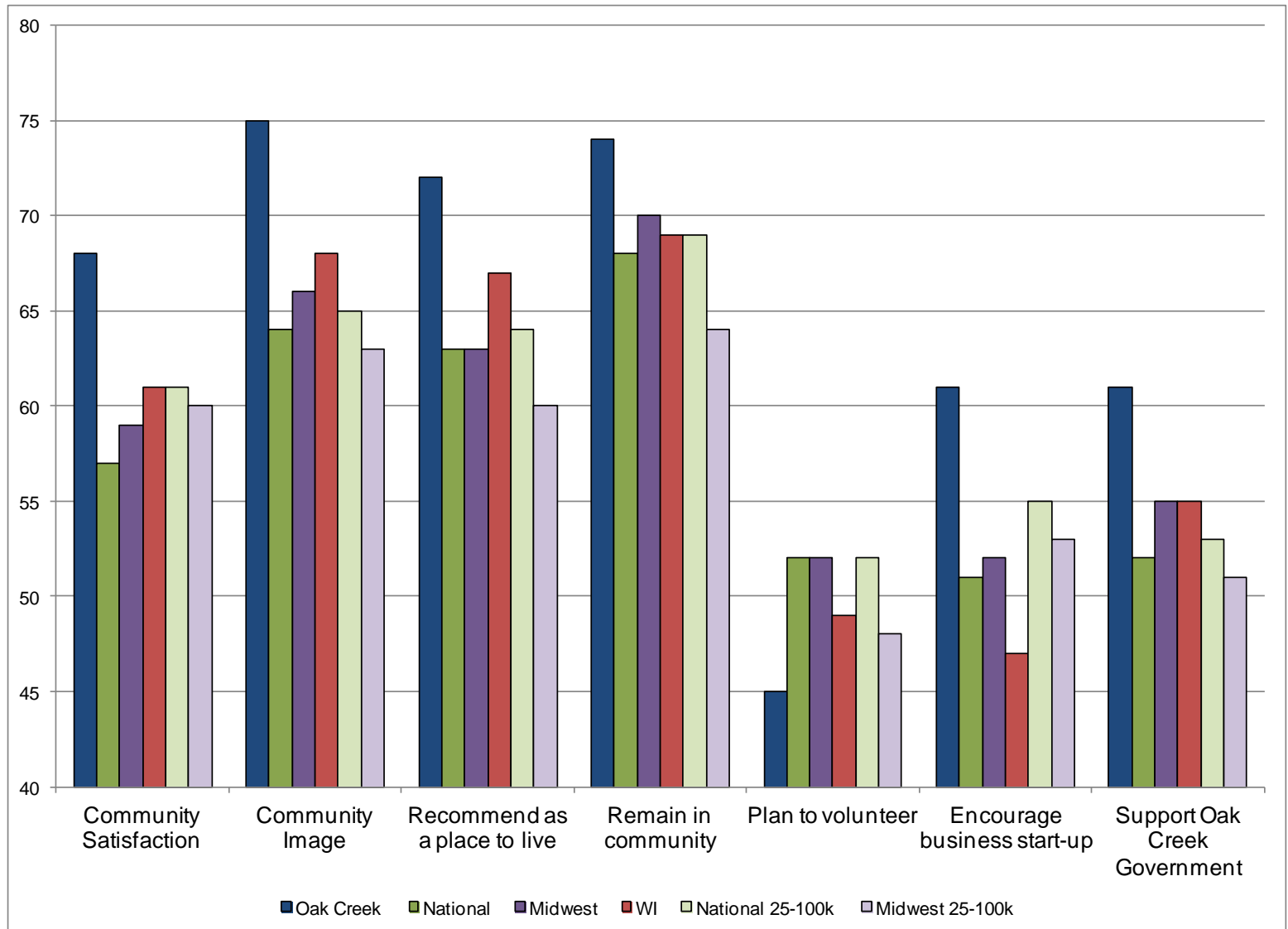
# Citizen Engagement Model





# Outcome Measurements to Benchmarks

(High score = 100)

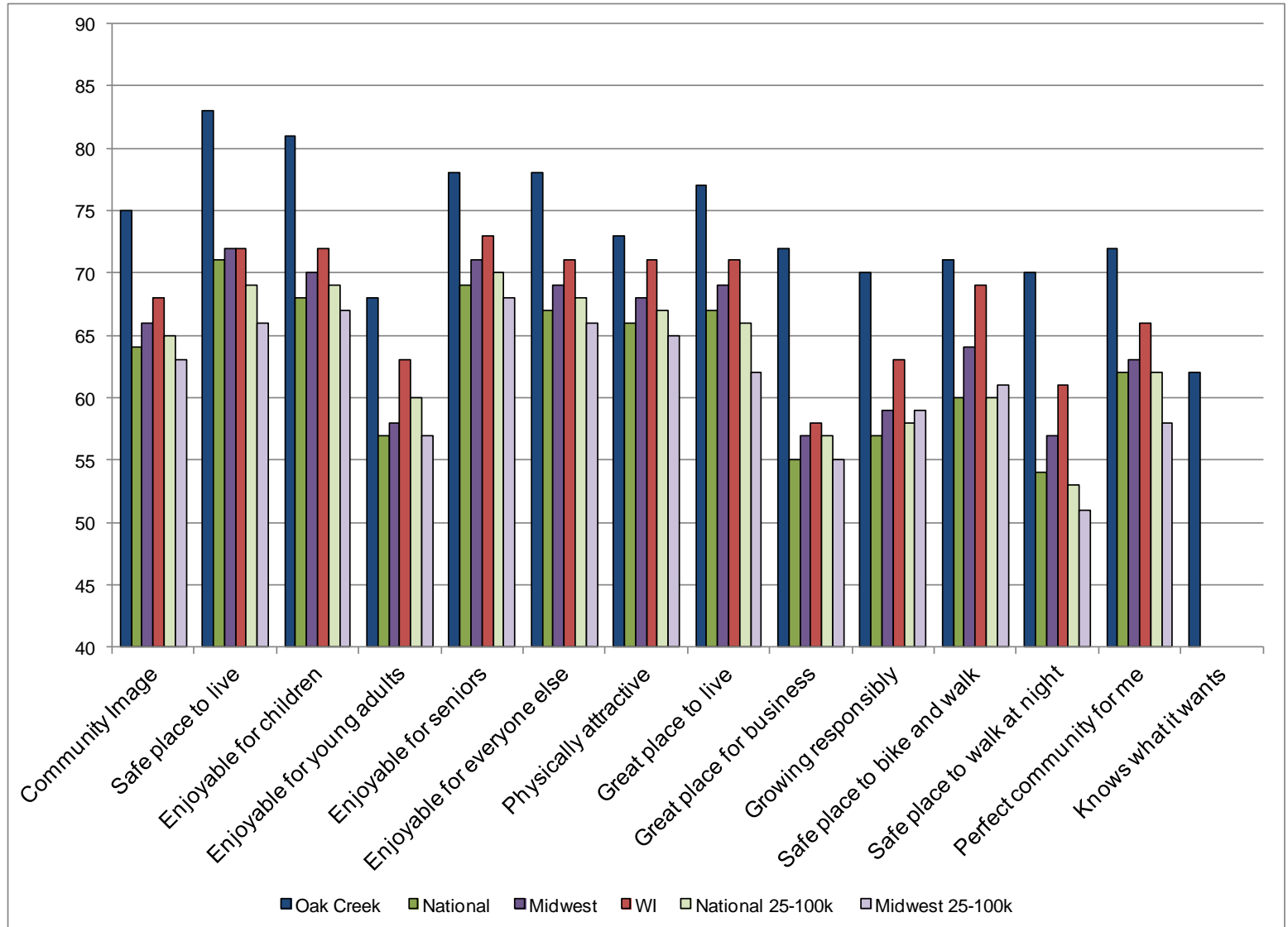






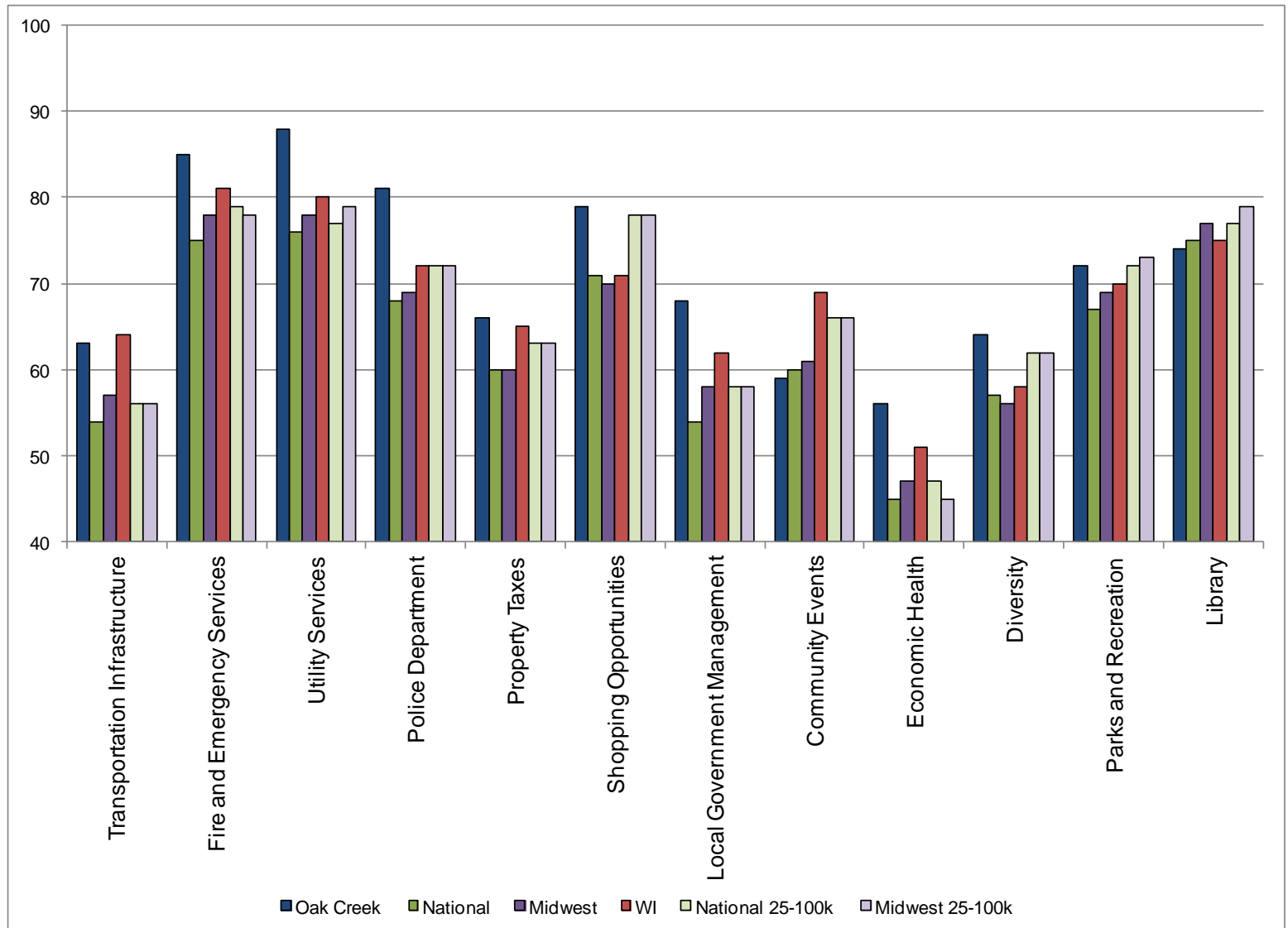
# Community Image Components to Benchmarks

(High score = 100)



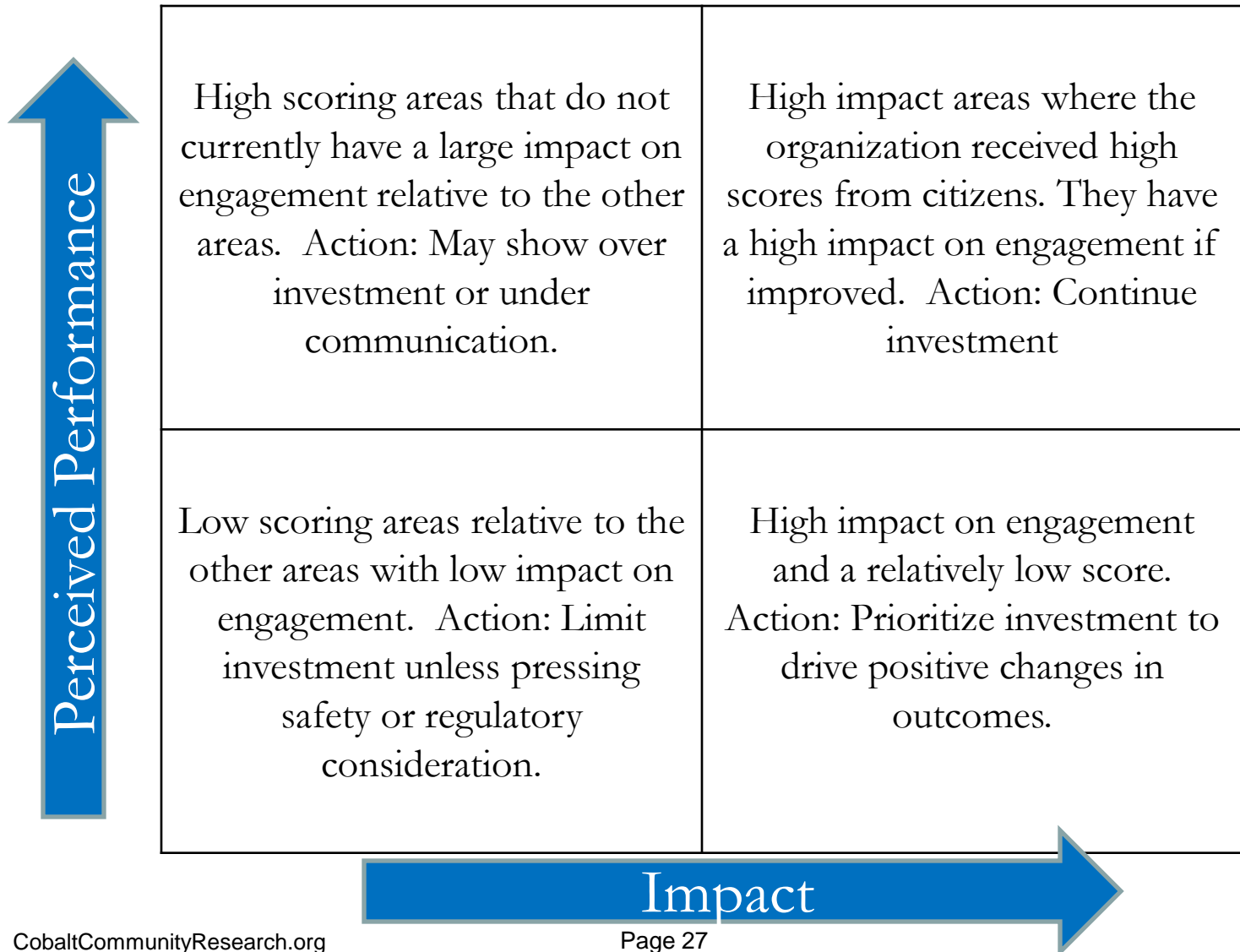


# Quality of Life Components to Benchmarks (High score = 100)



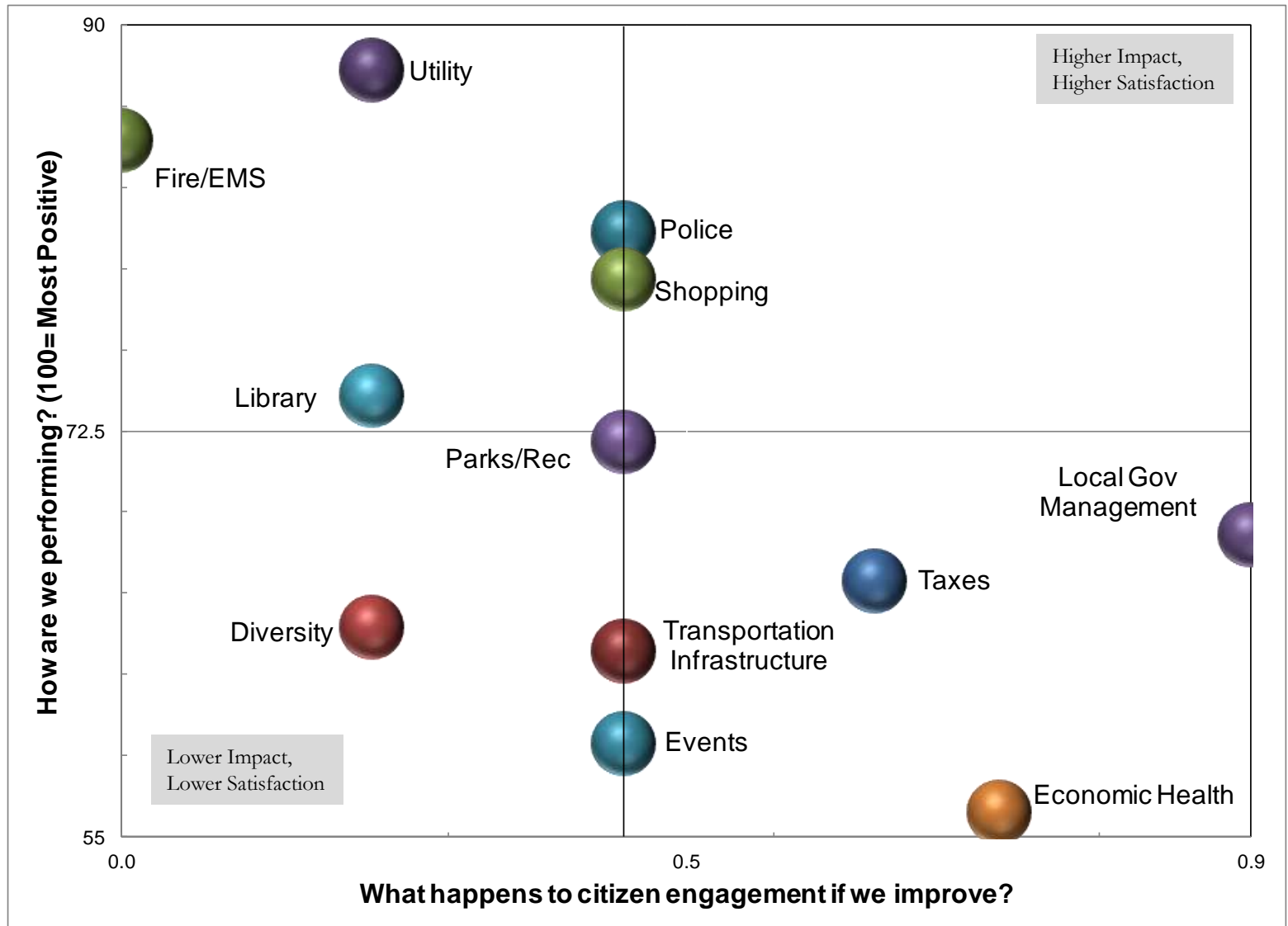


# Community Questions – Long-term Drivers





# Drivers of Satisfaction and Behavior: Strategic Priorities



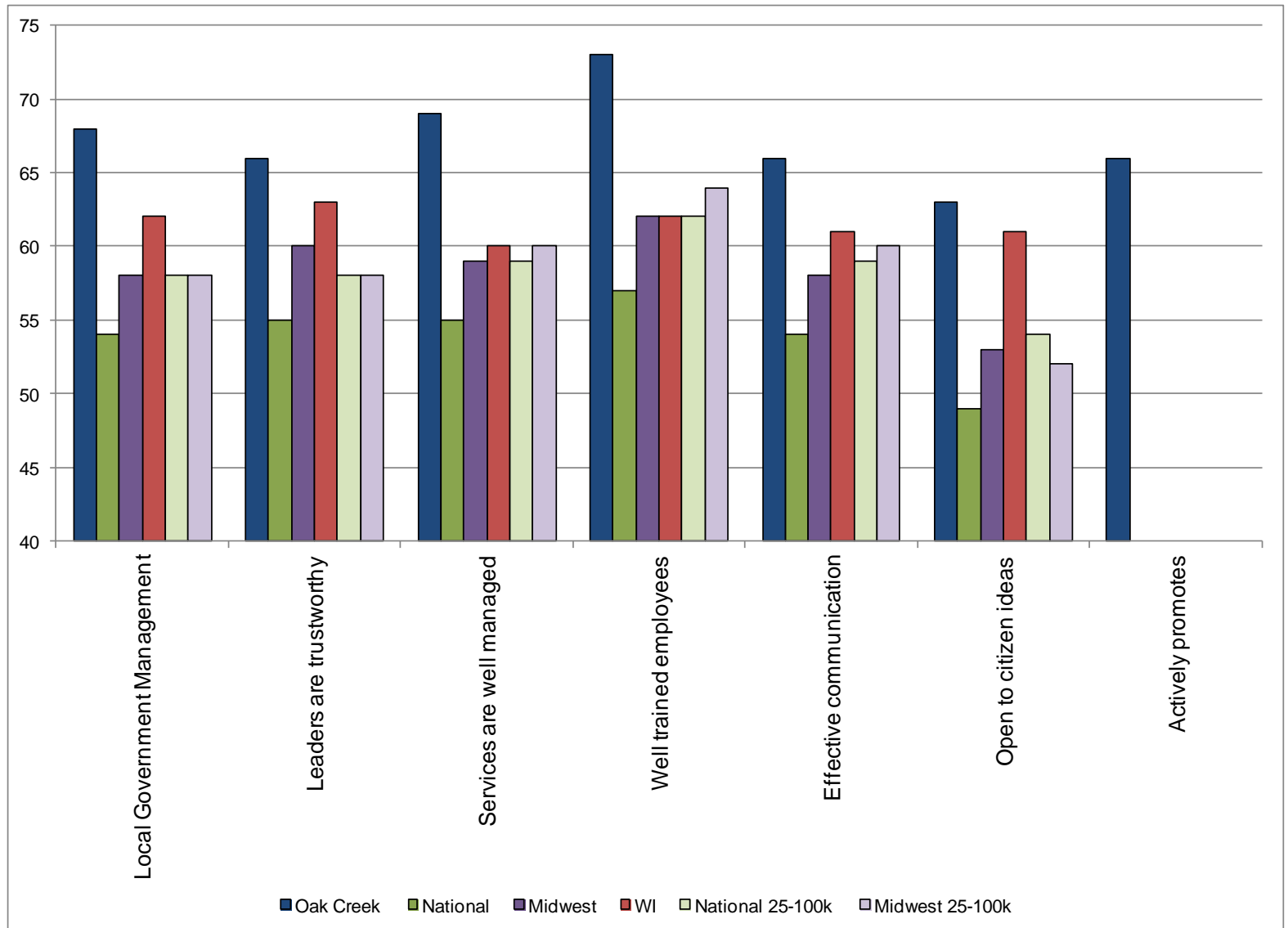


# Text Cloud: Two most important issues facing Oak Creek





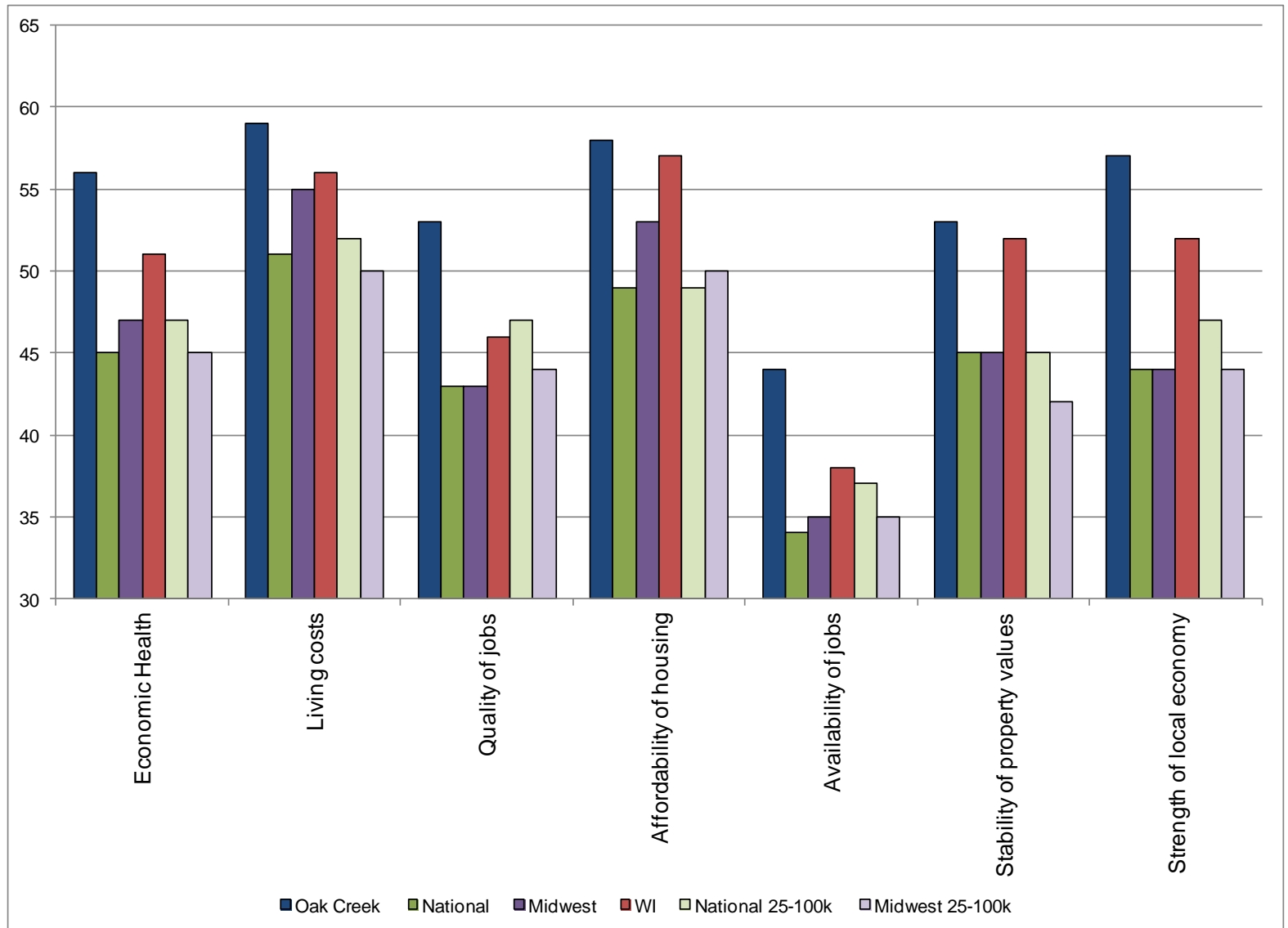
# Drivers of Satisfaction and Behavior: Government Management







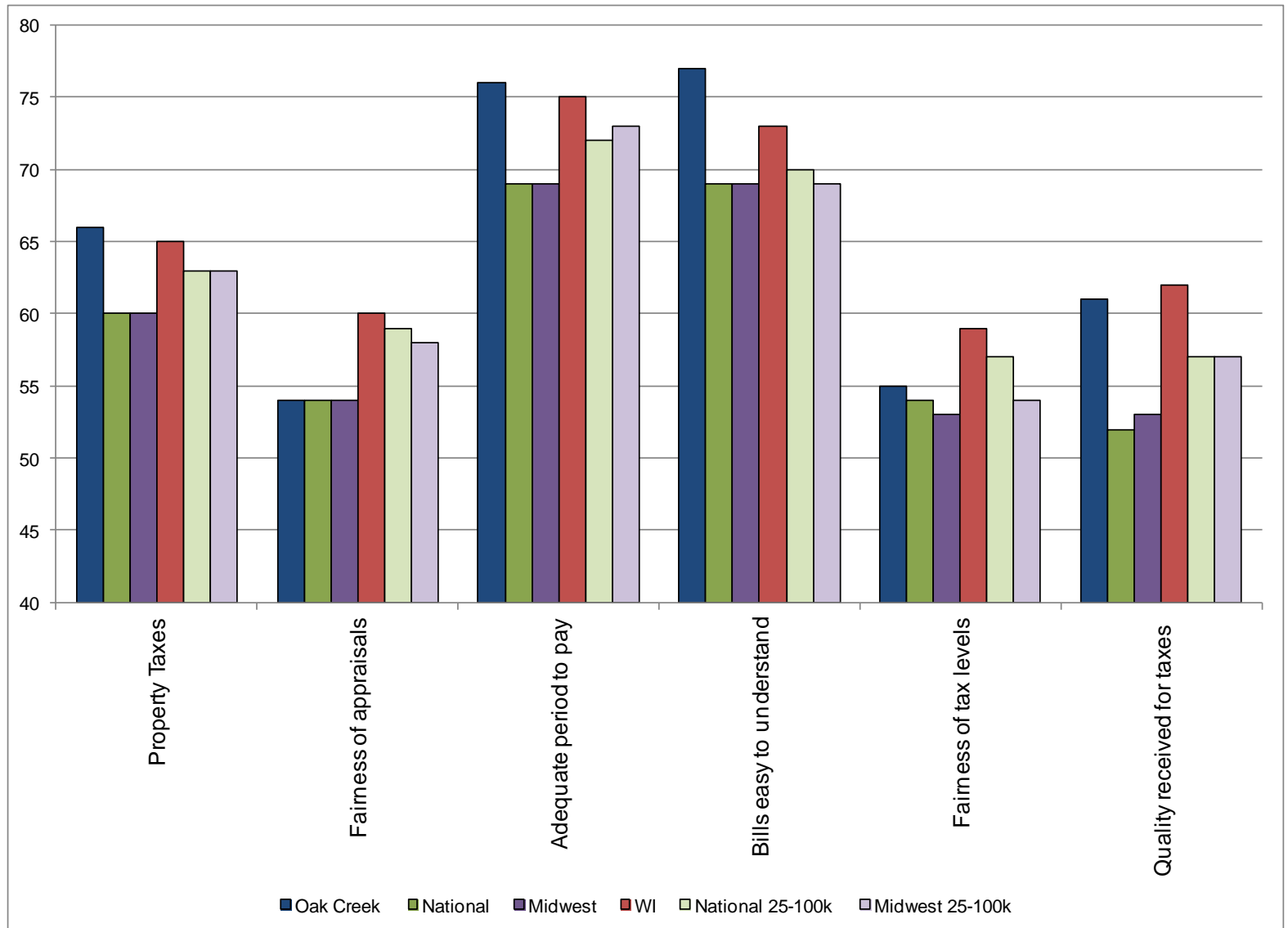
# Drivers of Satisfaction and Behavior: Economic Health





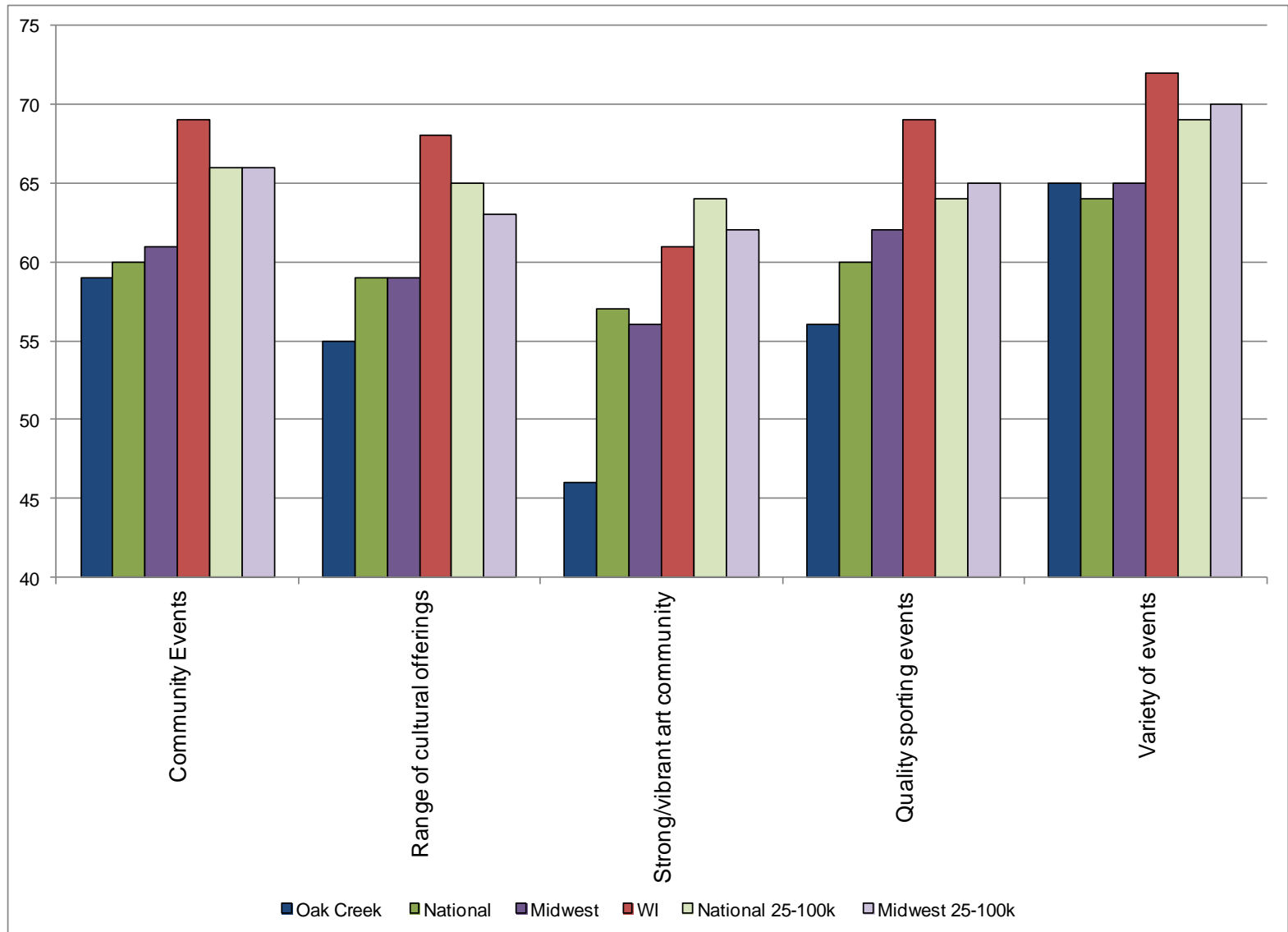


# Drivers of Satisfaction and Behavior: Taxes



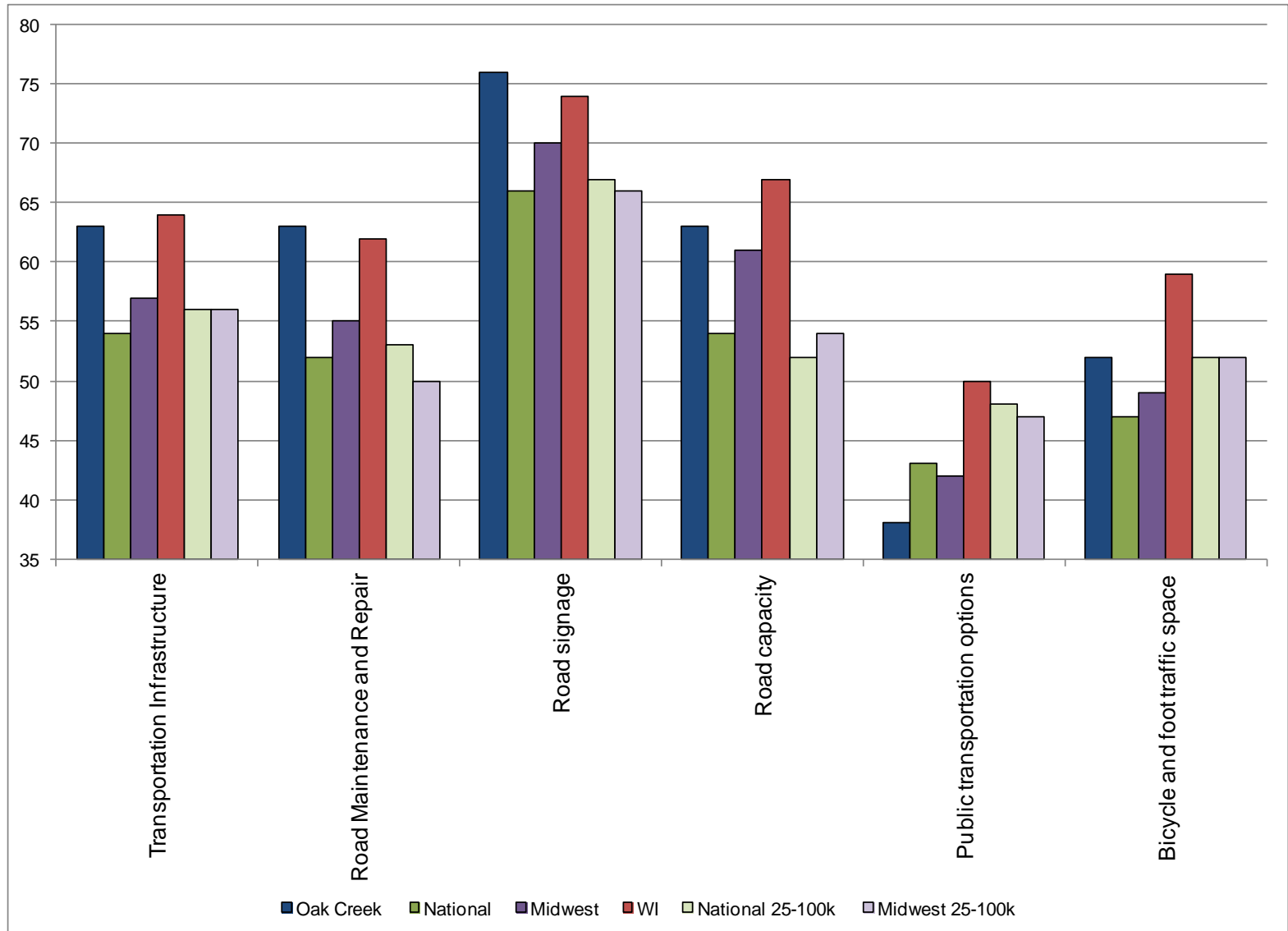


# Drivers of Satisfaction and Behavior: Community Events



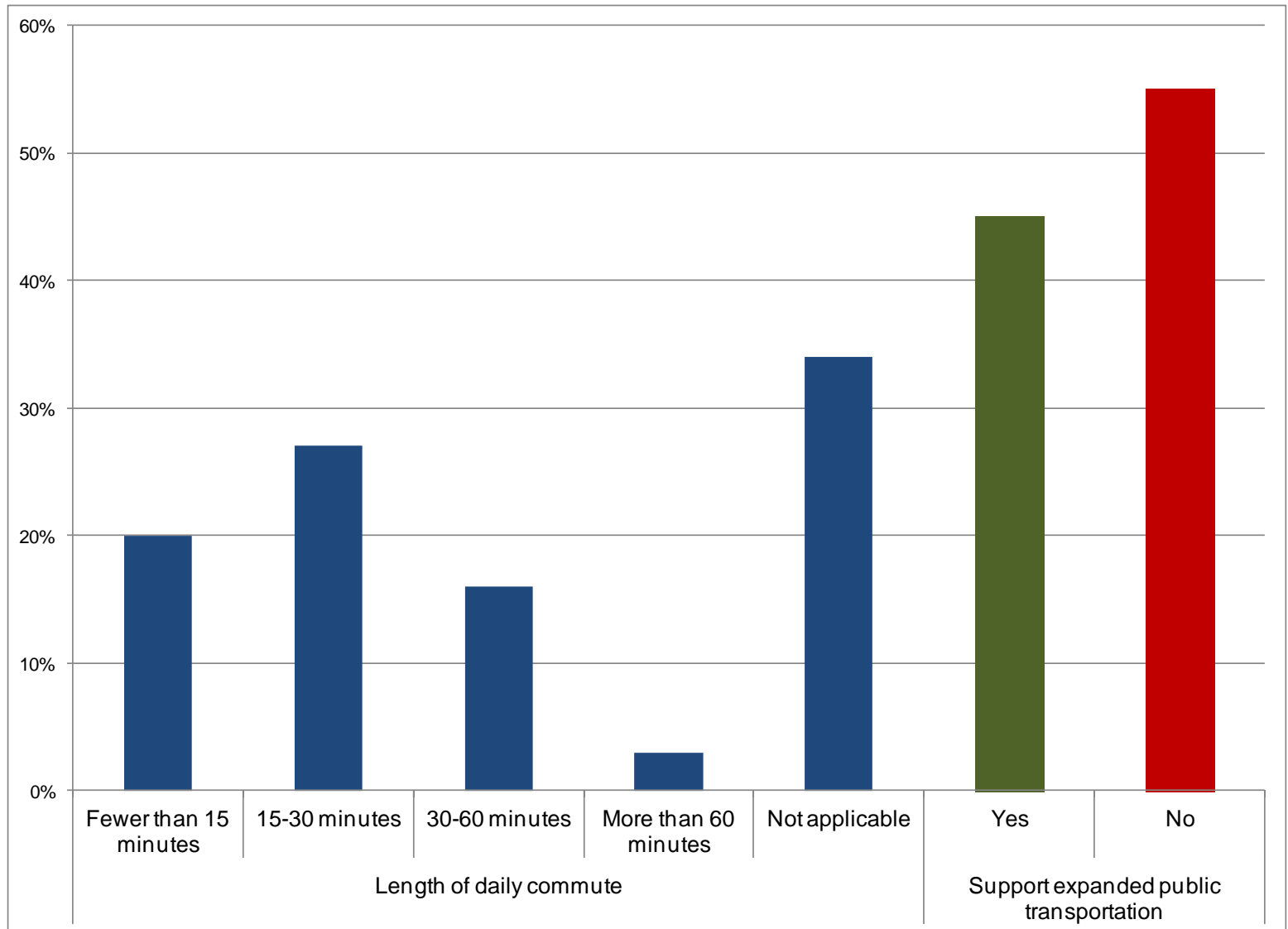


# Drivers of Satisfaction and Behavior: Transportation Infrastructure





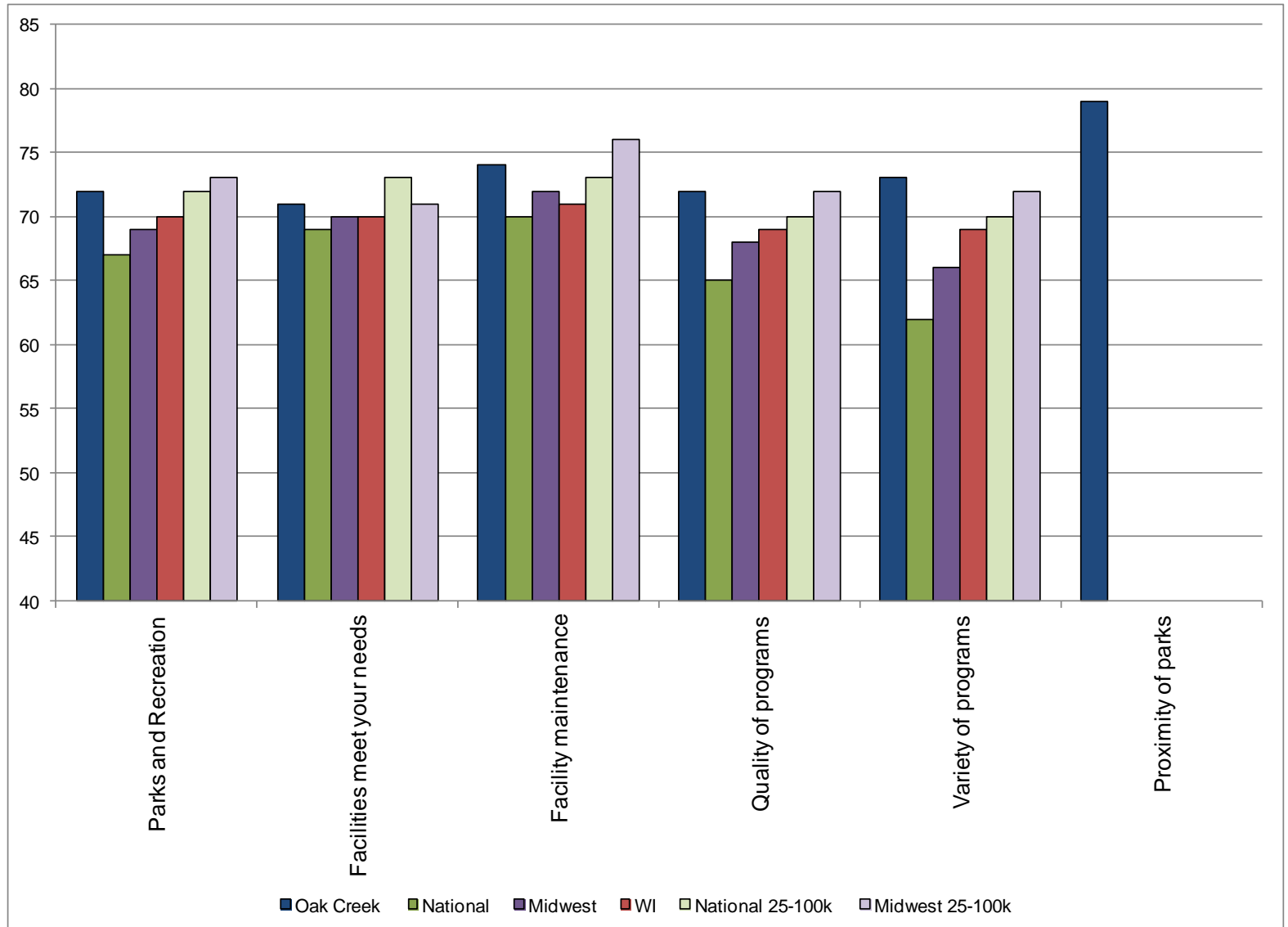
# Commute Length and Support for Expanded Public Transportation







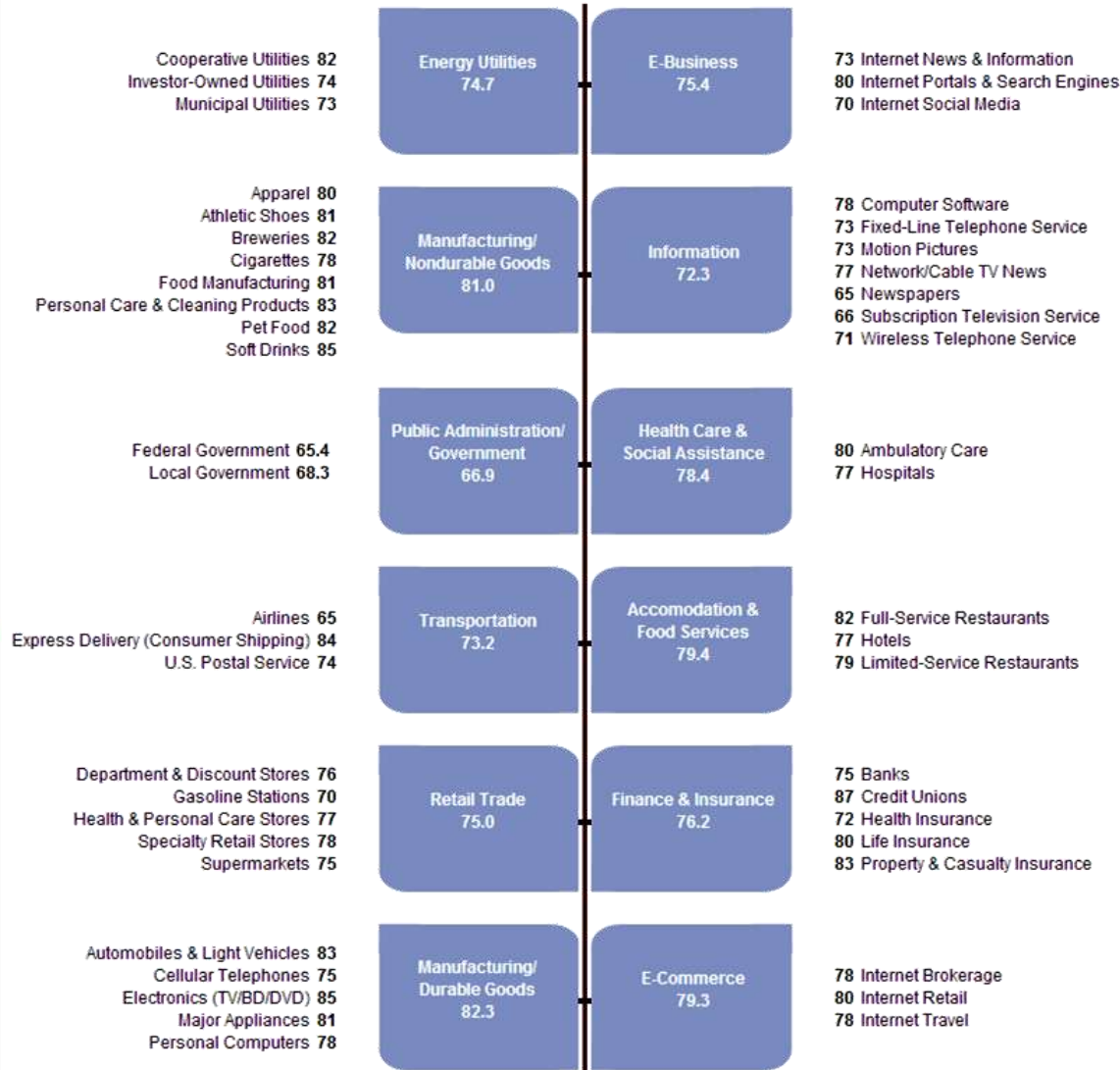
# Drivers of Satisfaction and Behavior: Parks and Recreation





# American Customer Satisfaction Index (ACSI): National, Sector, Industry Scores

National Index = 75.7



Detail Agency and  
Company Scores at  
[www.theACSI.org](http://www.theACSI.org)



# 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.





# Be Clear About Your Strategic Outcomes

What are the characteristics of an ideal community through residents' eyes?

Your residents want you to succeed.