

City of Oak Creek Citizen Engagement and Priority Study

June 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
- 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
- Compare performance to 2011 Engagement & Priority Study
- Benchmark performance against a standardized performance index statewide, regionally and nationally

Methodology

- Random sample of 1500 residents drawn from voter 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 April and May 2016
- Valid response from 578 residents, providing a conventional margin of error of +/- 4.0 percent in the raw data (95% confidence) and an ACSI margin of error of +/- 1.7 percent (95% confidence)
 - 2016 = 578 responses (440 sample, 138 volunteer), margin of error +/- 4.0% (95% confidence)
 - 2011 = 552 responses (533 sample, 19 volunteer), margin of error +/- 4.2% (95% confidence)
 - Note: National surveys with a margin of error +/- 5% require a sample of 384 responses to reflect a population of 330,000,000



Bottom Line

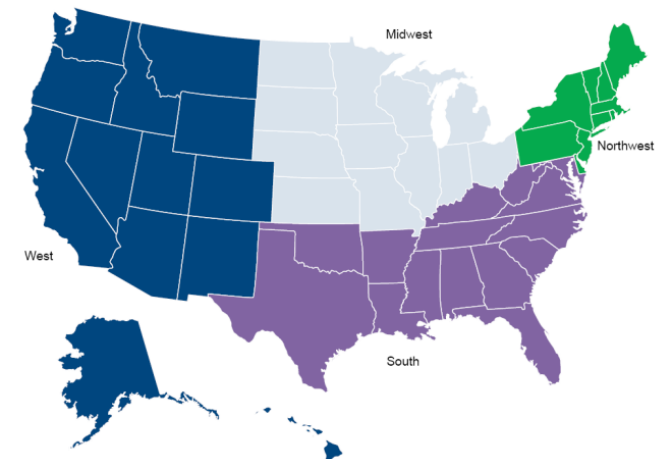
- The City's overall American Customer Satisfaction Index (ACSI) score is 69 (scale 1 to 100)
 - 2011 Oak Creek = 68
 - 2016 Sample ACSI Score = 70
 - 2016 Volunteer ACSI Score = 66
- There are several areas where improvement can have significant impact. These are not necessarily areas with low (or high) scores, just where improvement can have the biggest bang for the buck:

<p><u>2016:</u></p> <ul style="list-style-type: none">■ Local Government■ Economic Health■ Transportation Infrastructure■ Library	<p><u>2011:</u></p> <ul style="list-style-type: none">Local GovernmentEconomic HealthProperty Taxes
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- Detailed information by specific demographic groups is available to aid in policy review
 - Detail by: sample or volunteer, years of residency, own/rent, age, education, income, marital status, household composition, gender, ethnicity, Aldermanic district, job status, and length of commute

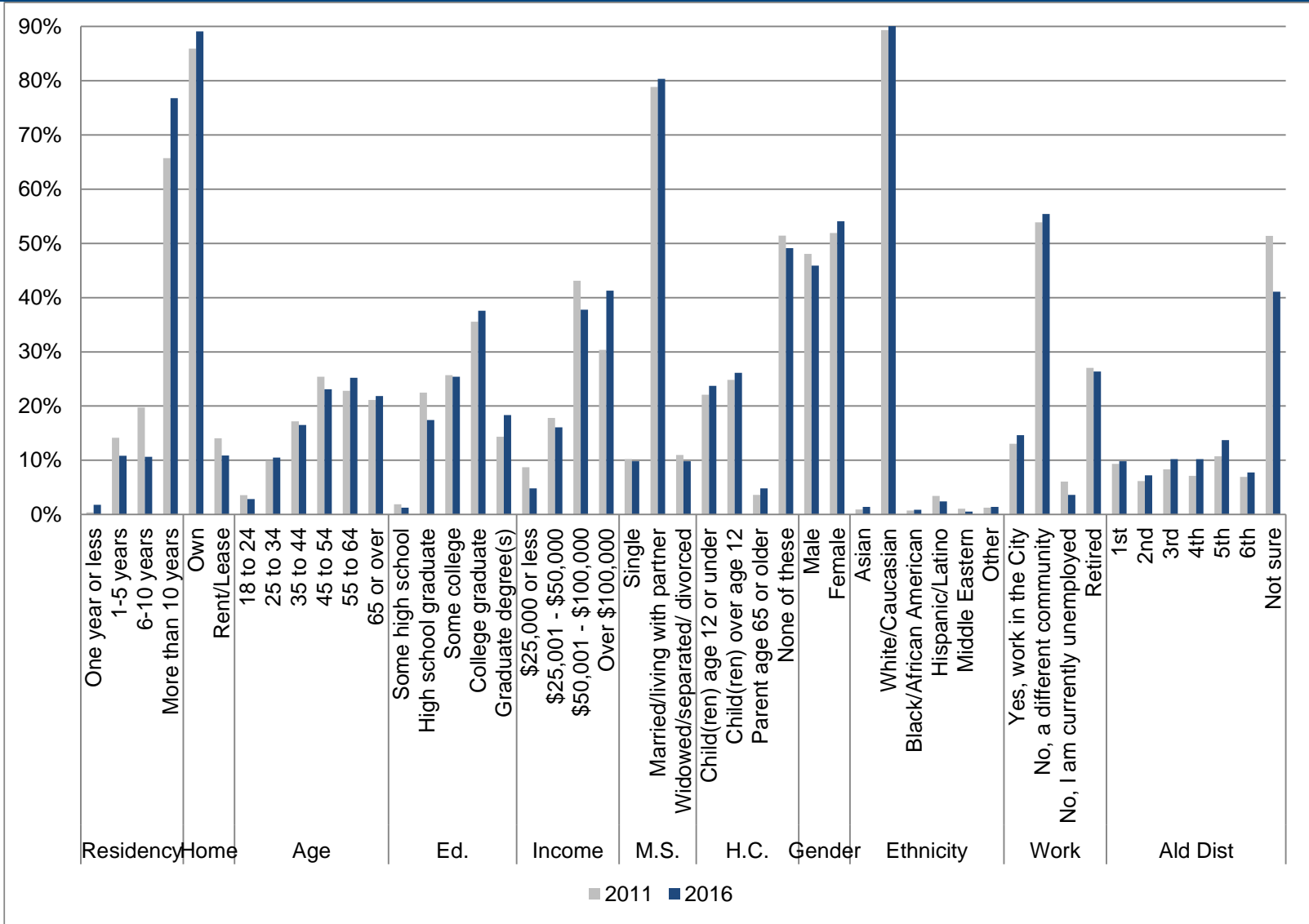
Available Tools

- 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 data into MS Excel
- Comparison scores with local governments in Wisconsin, the Midwest and across the nation
- Comparison scores with non-local government comparables (industries, companies, federal agencies)

Census Bureau Regions



Respondent Profile – Similar to 2011





Preserving Voice: Looking Into Detail

Sample:

City of Oak Creek
Core ACSI Scores
Scale = 1 to 100

		Community Image Overall	Safe place to live	Enjoyable for children	Enjoyable for single adults	Enjoyable for seniors	Enjoyable for families	Physically attractive	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	Recommend as place to live	Remain in community	Plan to volunteer	Encourage business start up	Support current elected officials
Overall Satisfaction - 2011		75	83	81	68	78	78	73	77	72	70	71	70	72	72	74	45	61	61
Overall Satisfaction - 2016		76	82	82	68	73	78	76	81	74	69	72	69	72	73	72	47	59	63
Sample or Volunteer	Sample	76	82	82	71	75	82	76	78	75	70	73	71	74	74	73	44	59	63
	Volunteer	71	80	80	58	64	78	73	75	71	66	66	65	69	69	68	56	58	62
Residency	One year or less	77	83	83	61	72	80	81	81	84	84	56	60	73	82	77	57	70	67
	1-5 years	80	85	84	68	77	84	81	82	83	81	76	73	79	81	74	53	67	75
	6-10 years	75	82	83	64	72	84	76	80	77	69	67	68	72	73	71	52	60	64
	More than 10 years	74	81	81	68	72	81	74	76	72	67	71	69	71	71	72	45	56	61
Do you own or rent/lease your residence?	Own	74	81	81	66	72	81	75	77	72	68	70	69	71	72	71	47	58	62
	Rent/Lease	79	84	85	73	77	84	81	83	85	80	72	69	77	82	74	44	64	67
Age	18 to 24	70	79	76	69	67	74	75	75	70	62	70	60	64	70	53	24	53	49
	25 to 34	74	82	81	71	72	81	78	77	75	70	69	71	71	76	69	54	59	66
	35 to 44	74	81	84	71	69	83	73	77	73	69	66	67	73	74	77	64	62	66
	45 to 54	74	82	81	71	72	81	74	76	71	67	71	71	70	71	66	50	57	62
	55 to 64	76	81	81	71	72	81	76	77	76	70	75	72	74	70	73	41	57	60
	65 or over	75	82	81	61	69	82	76	78	73	71	73	65	73	75	77	36	59	64
Education	Some high school	75	79	76	70	65	74	85	83	72	70	70	75	76	78	76	48	67	57
	High school graduate	78	82	82	78	78	83	78	80	75	74	74	70	76	73	75	34	59	67
	Some college	77	82	85	71	76	82	78	79	75	70	77	70	72	72	72	43	59	62
	College graduate	74	82	81	64	70	81	74	77	74	69	70	71	71	73	71	50	57	61
	Graduate degree(s)	73	81	81	61	69	82	73	76	72	69	66	66	72	76	72	60	62	67

Consistent regardless of demographic

Differences based on demographic

Results





Comparing 2011 and 2016

(High score = 100)

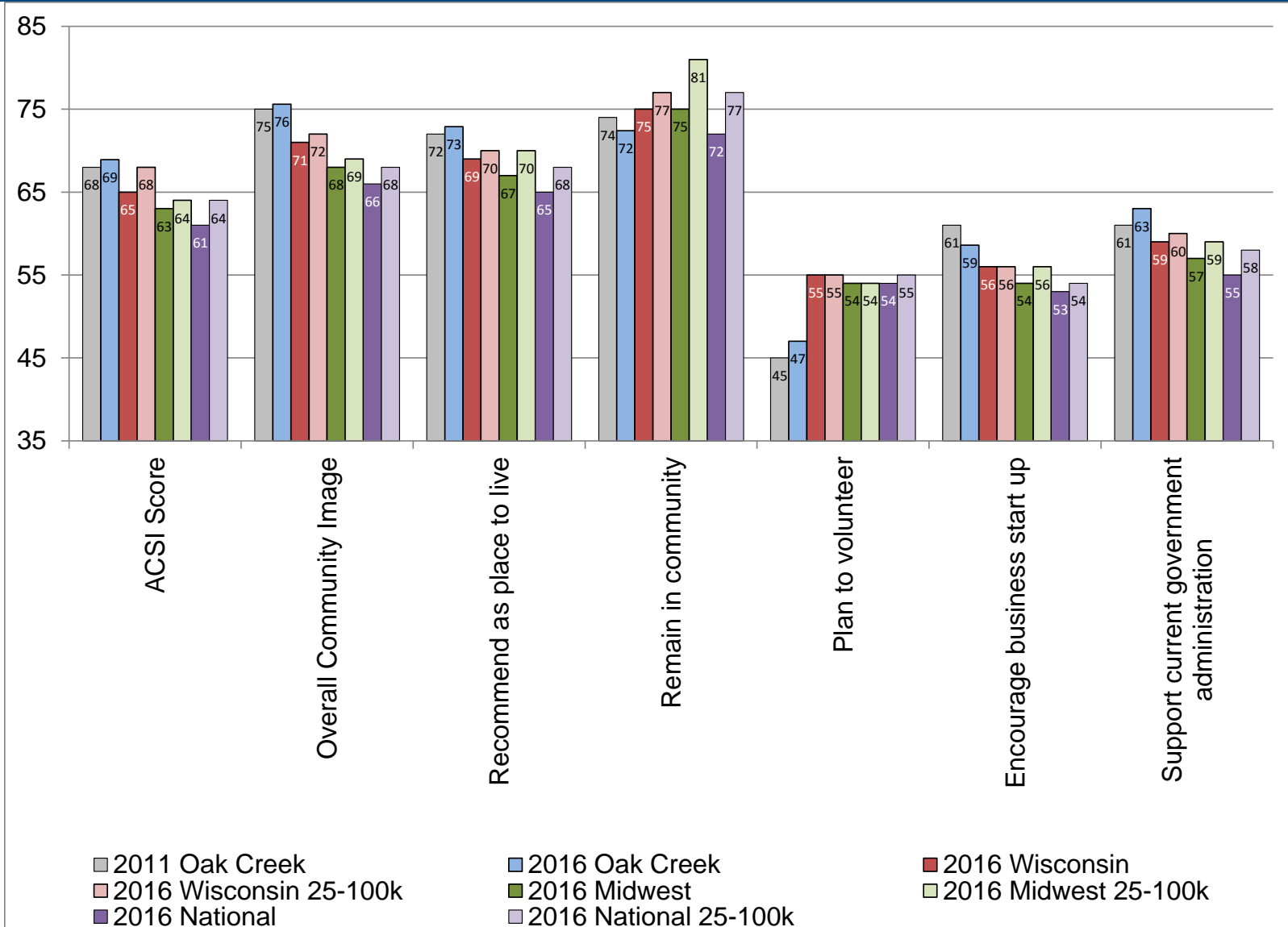
Areas with strong impact on overall engagement

	2011 Oak Creek	2016 Oak Creek	Change from '11 to '16
Transportation Infrastructure	63	70	↑ 7
Fire and EMS	85	88	↑ 3
Utility Services	88	85	↓ -3
Police Department	81	83	↑ 2
Property Taxes	66	62	↓ -4
Local Government	68	69	↑ 1
Economic Health	56	64	↑ 8
Parks and Recreation	72	75	↑ 3
Library	74	81	↑ 7
ACSI Score	68	69	↑ 1
Community Image	75	76	↑ 1
Recommend as a place to live	72	73	↑ 1
Remain in community	74	72	↓ -2
Plan to volunteer	45	47	↑ 2
Encourage business start-up	61	59	↓ -2
Support current city administration	61	63	↑ 2



Key Outcomes to Benchmarks

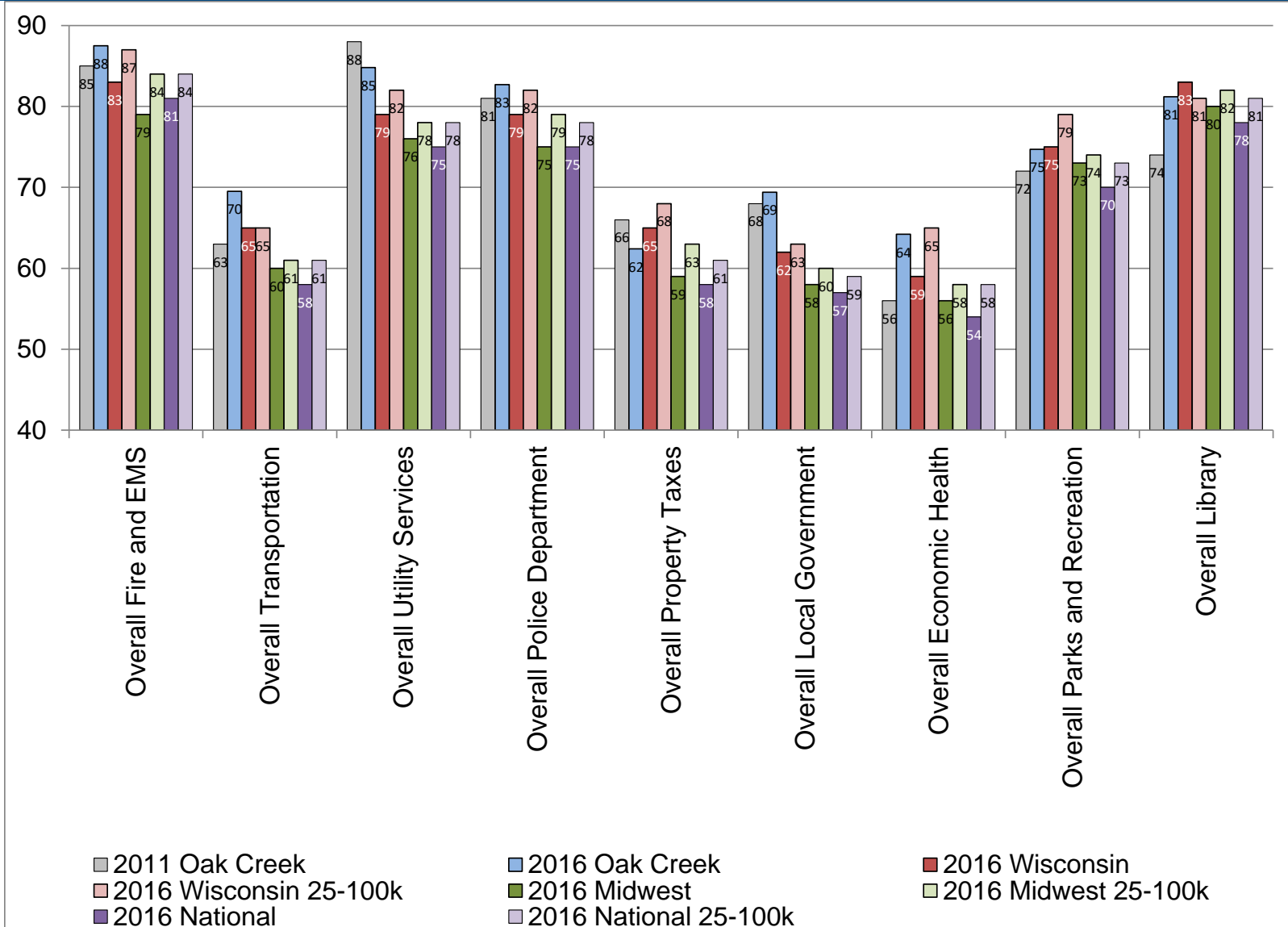
(High score = 100)



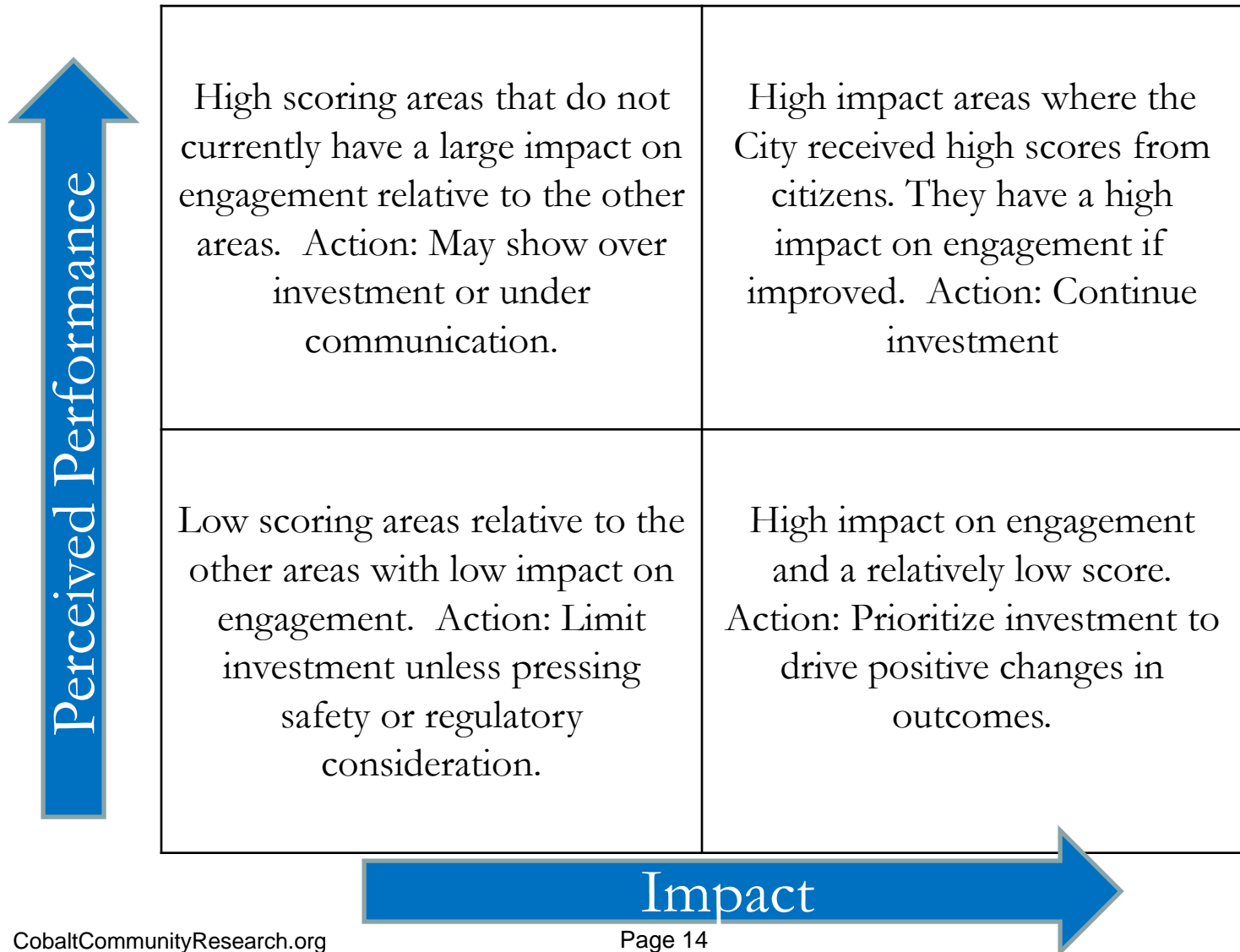


Quality of Life Components to Benchmarks

(High score = 100)

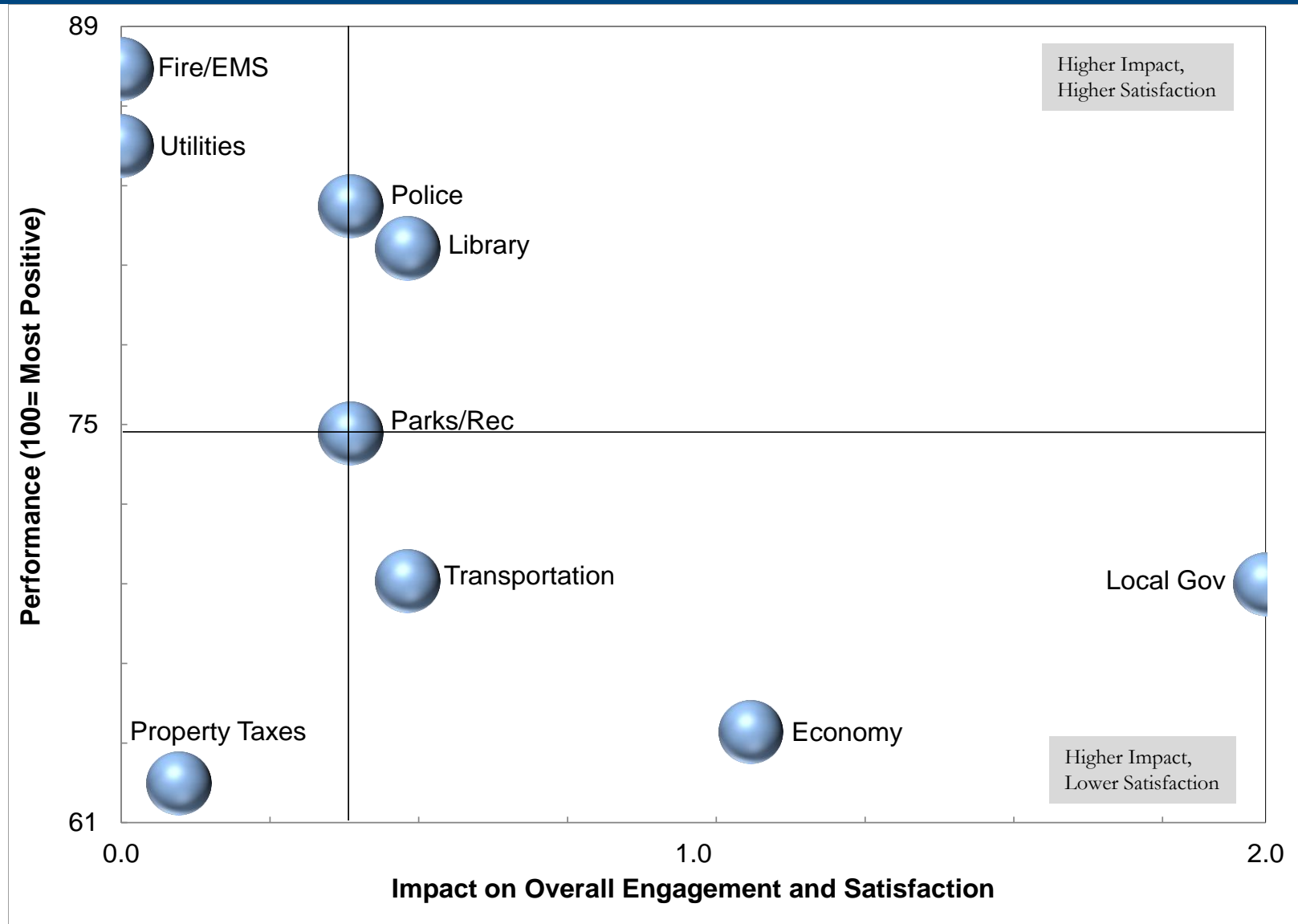


Community Questions – Long-term Drivers



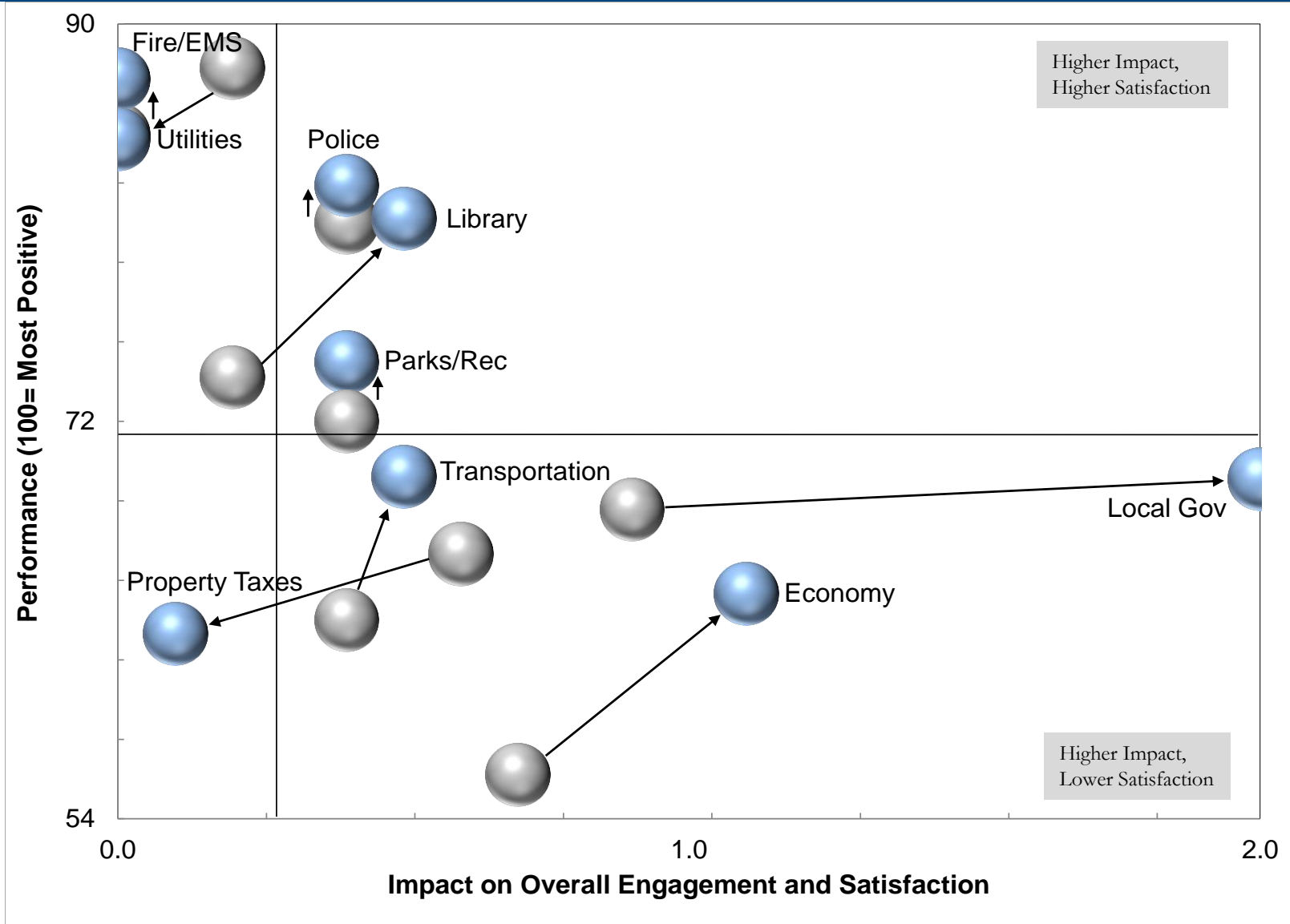


Drivers of Satisfaction and Behavior: Strategic Priorities



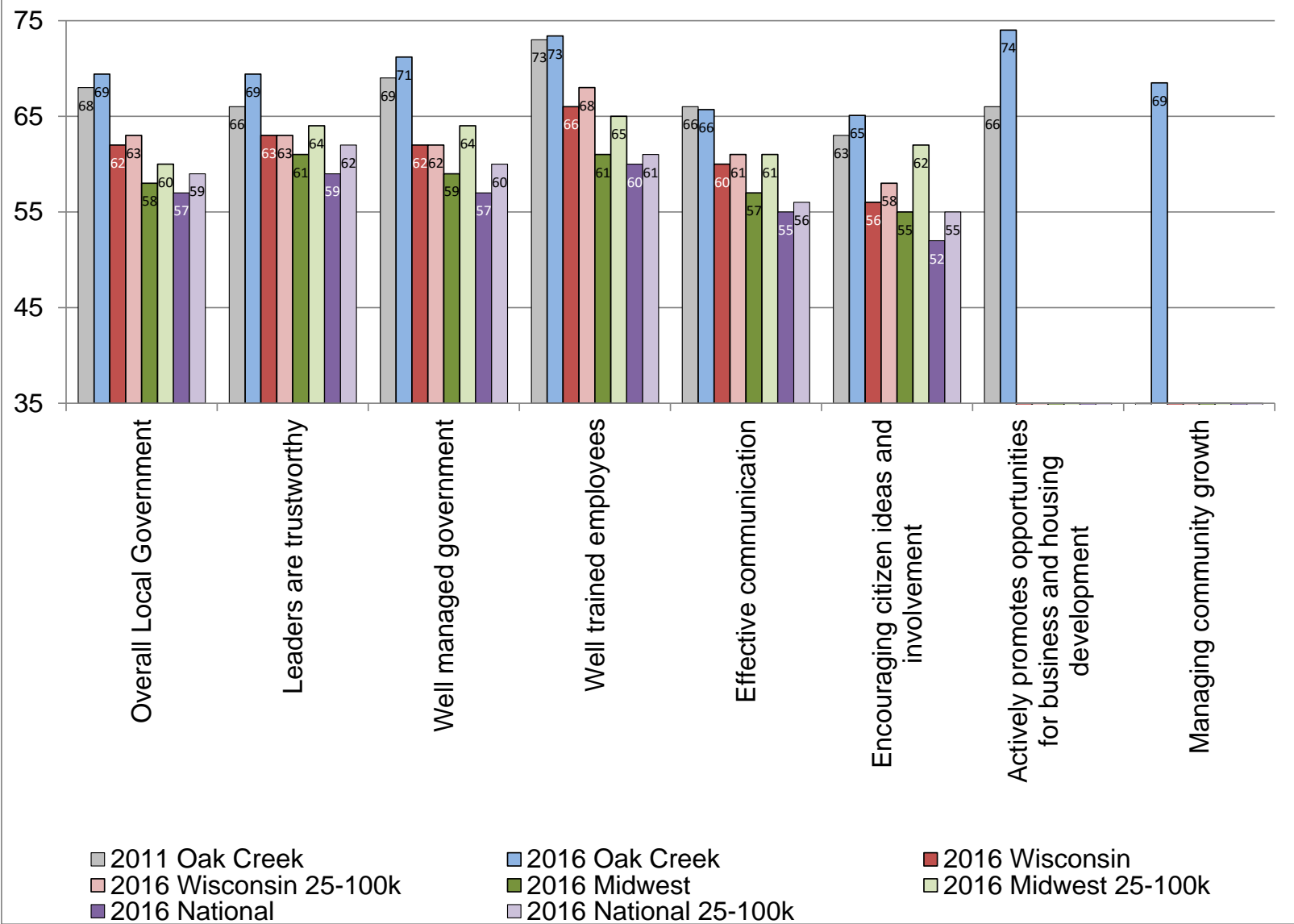


Drivers of Satisfaction and Behavior: Strategic Priorities – Compared to 2011



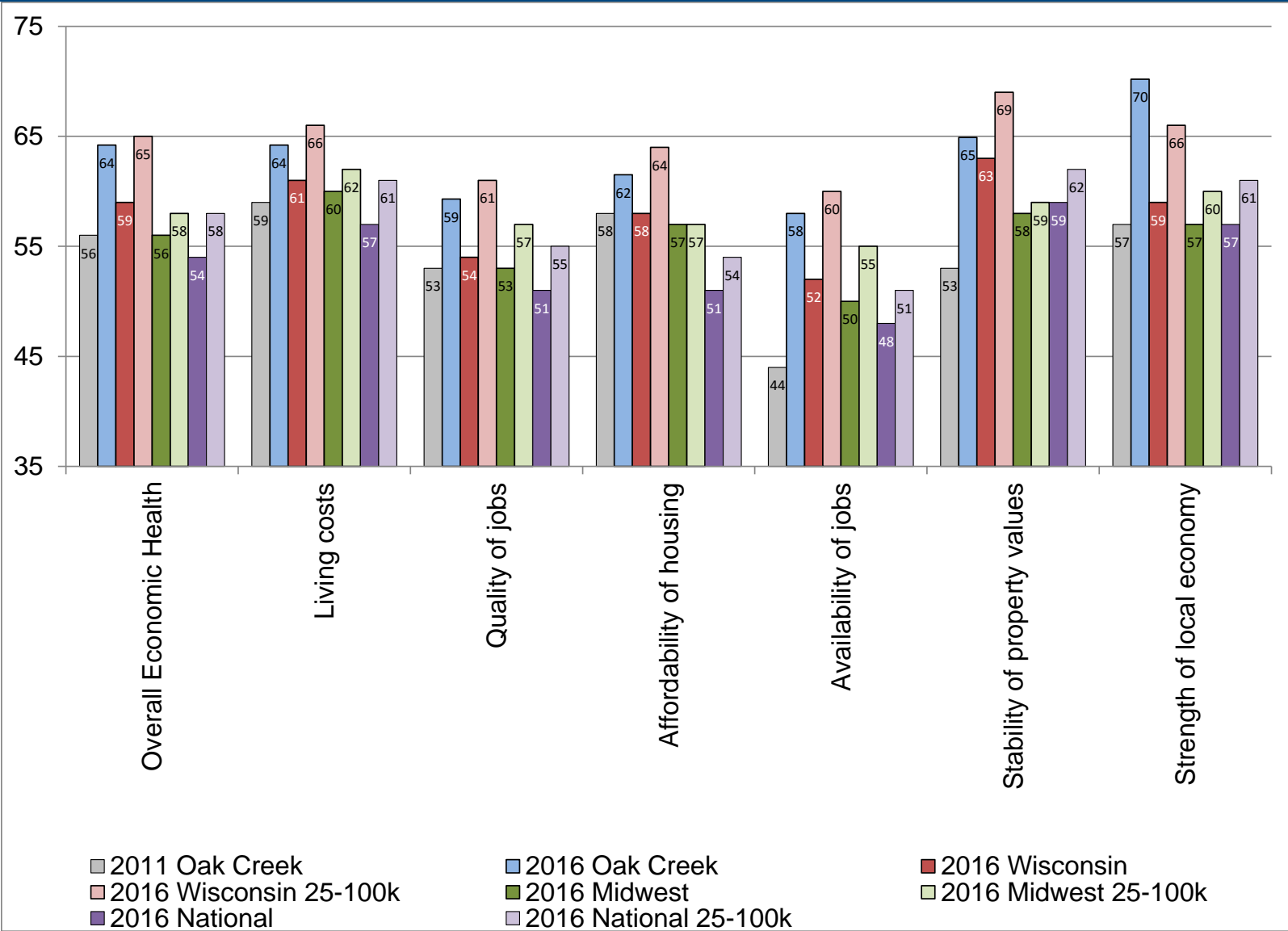


Drivers of Satisfaction and Behavior: Local Government



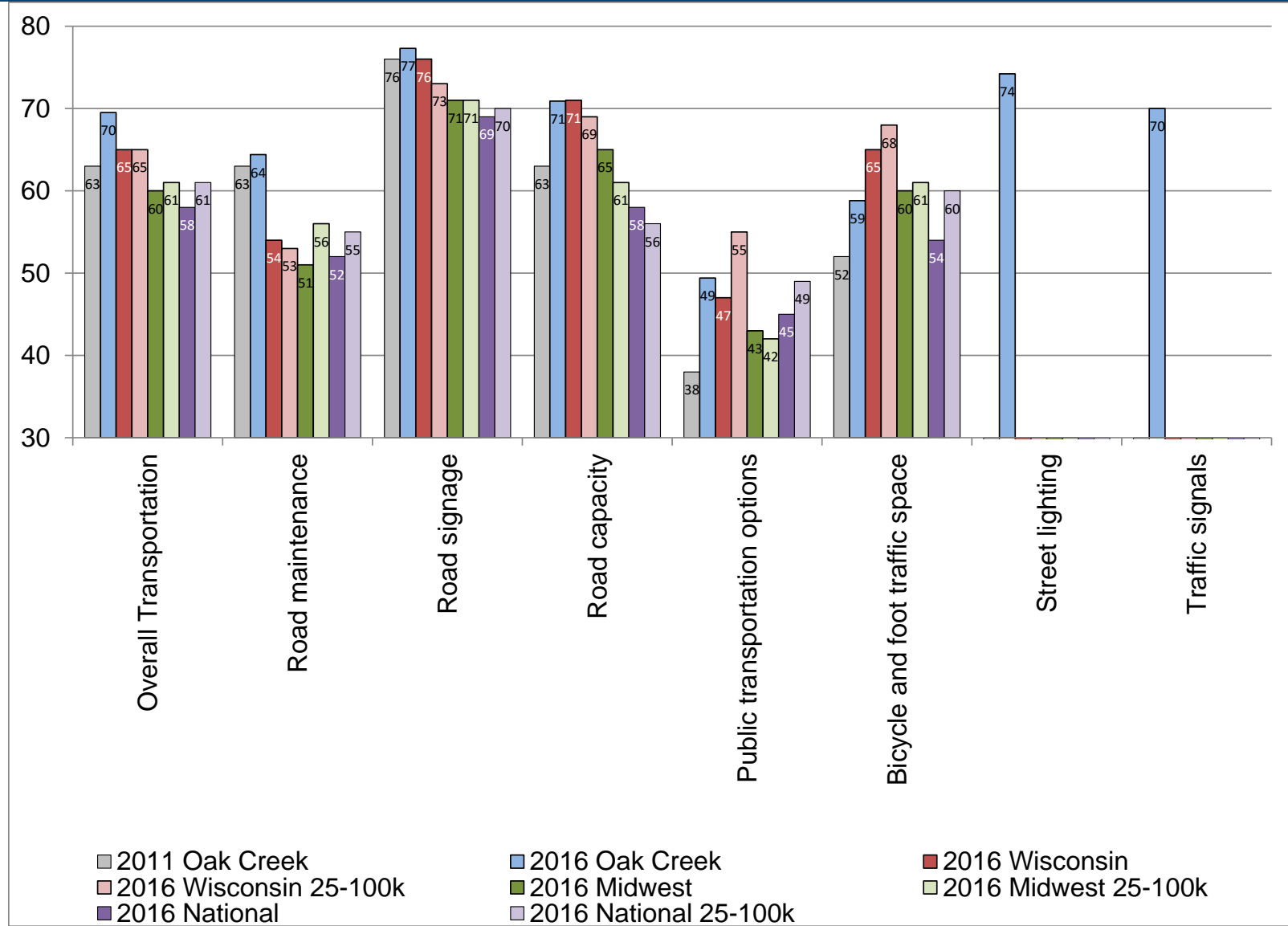


Drivers of Satisfaction and Behavior: Economic Health



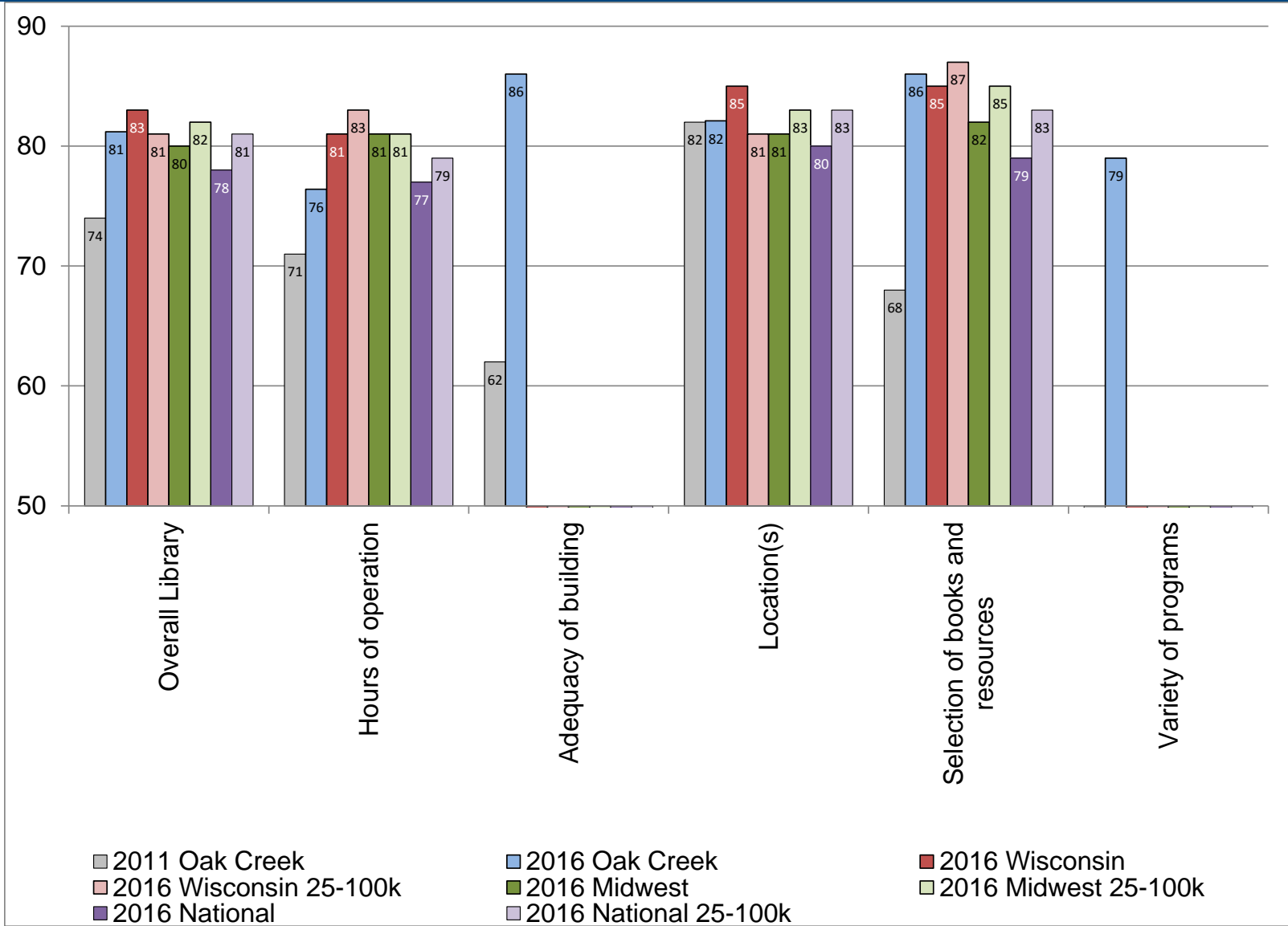


Drivers of Satisfaction and Behavior: Transportation Infrastructure



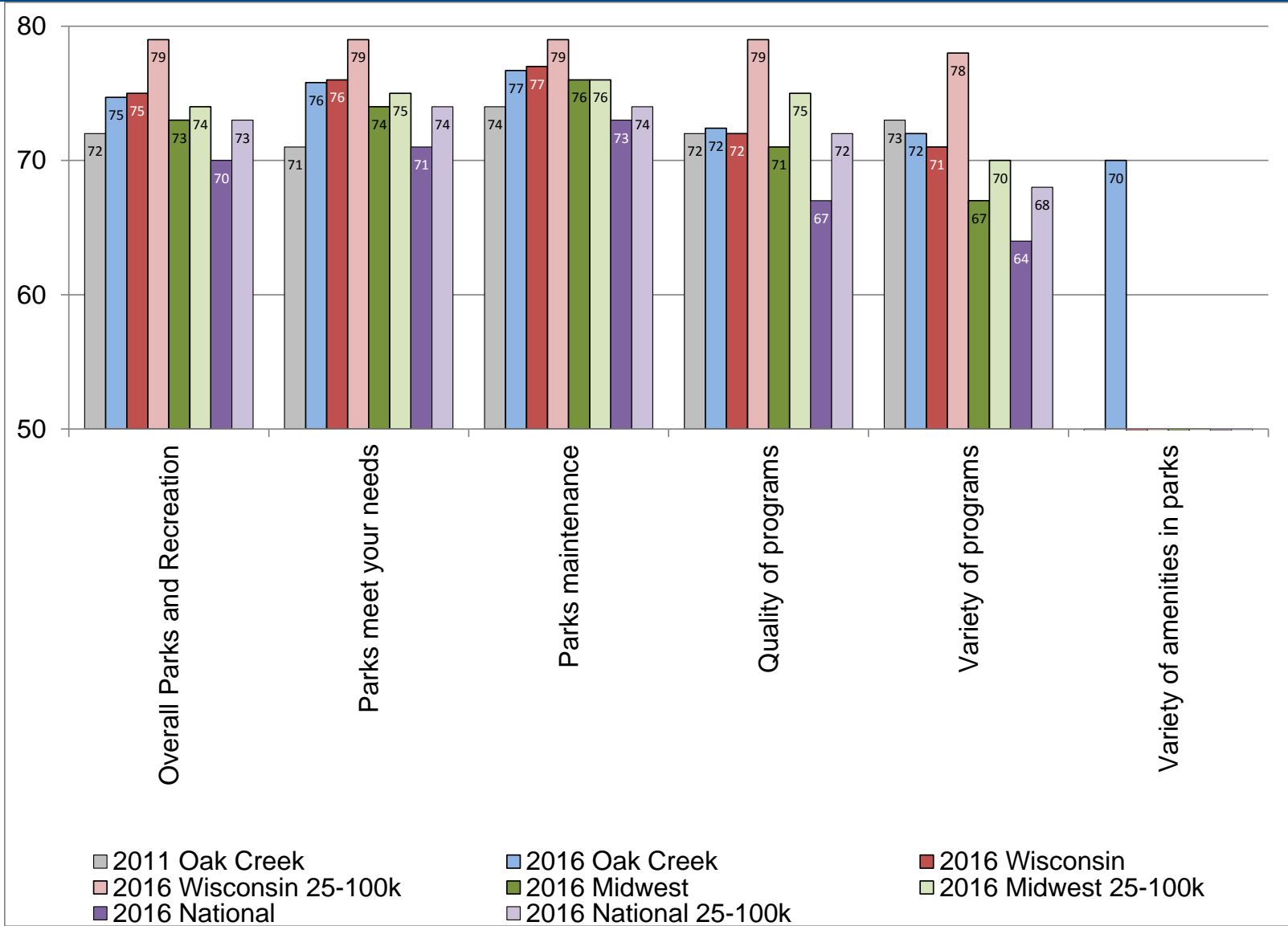


Drivers of Satisfaction and Behavior: Library



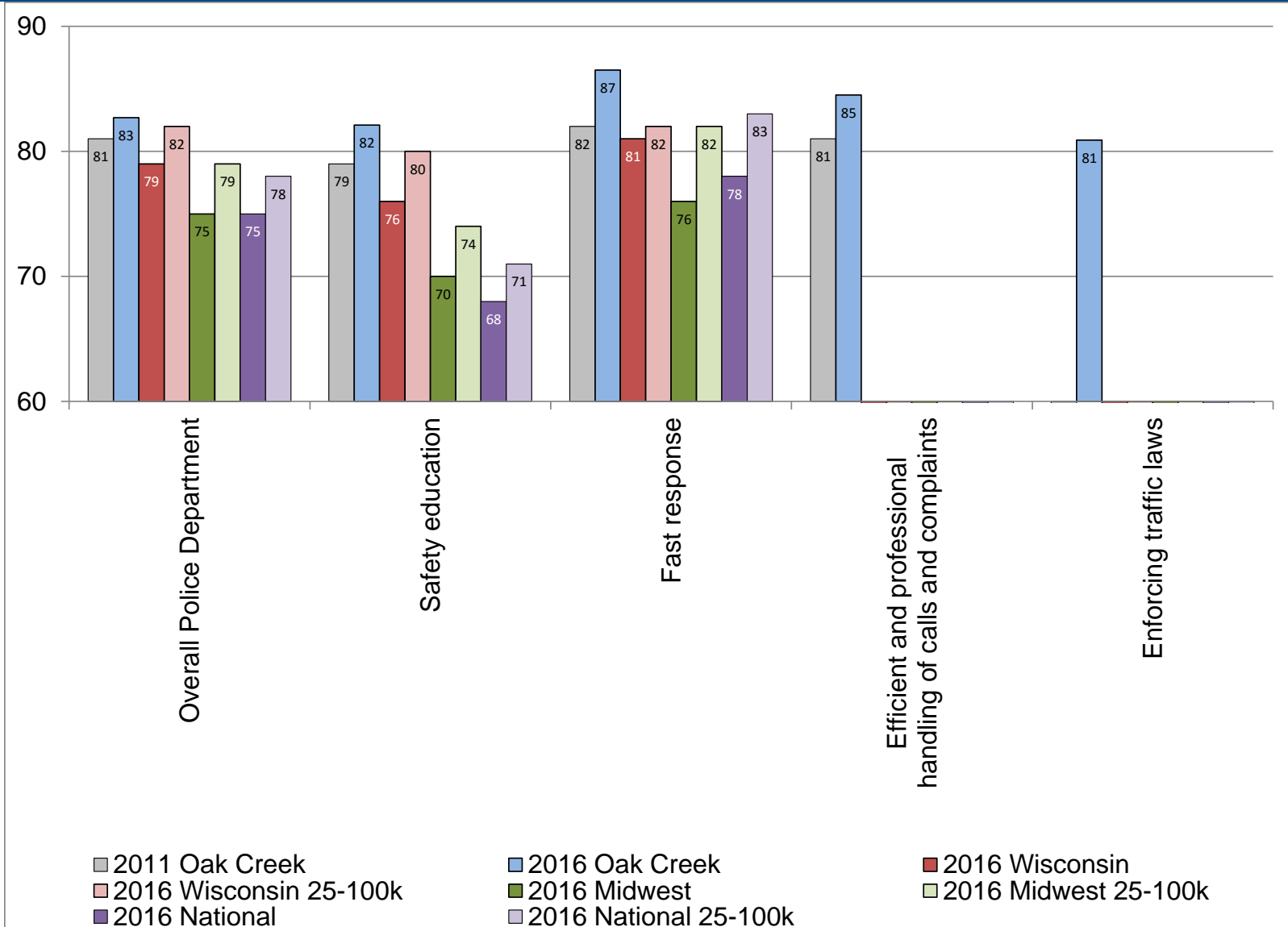


Drivers of Satisfaction and Behavior: Parks and Recreation



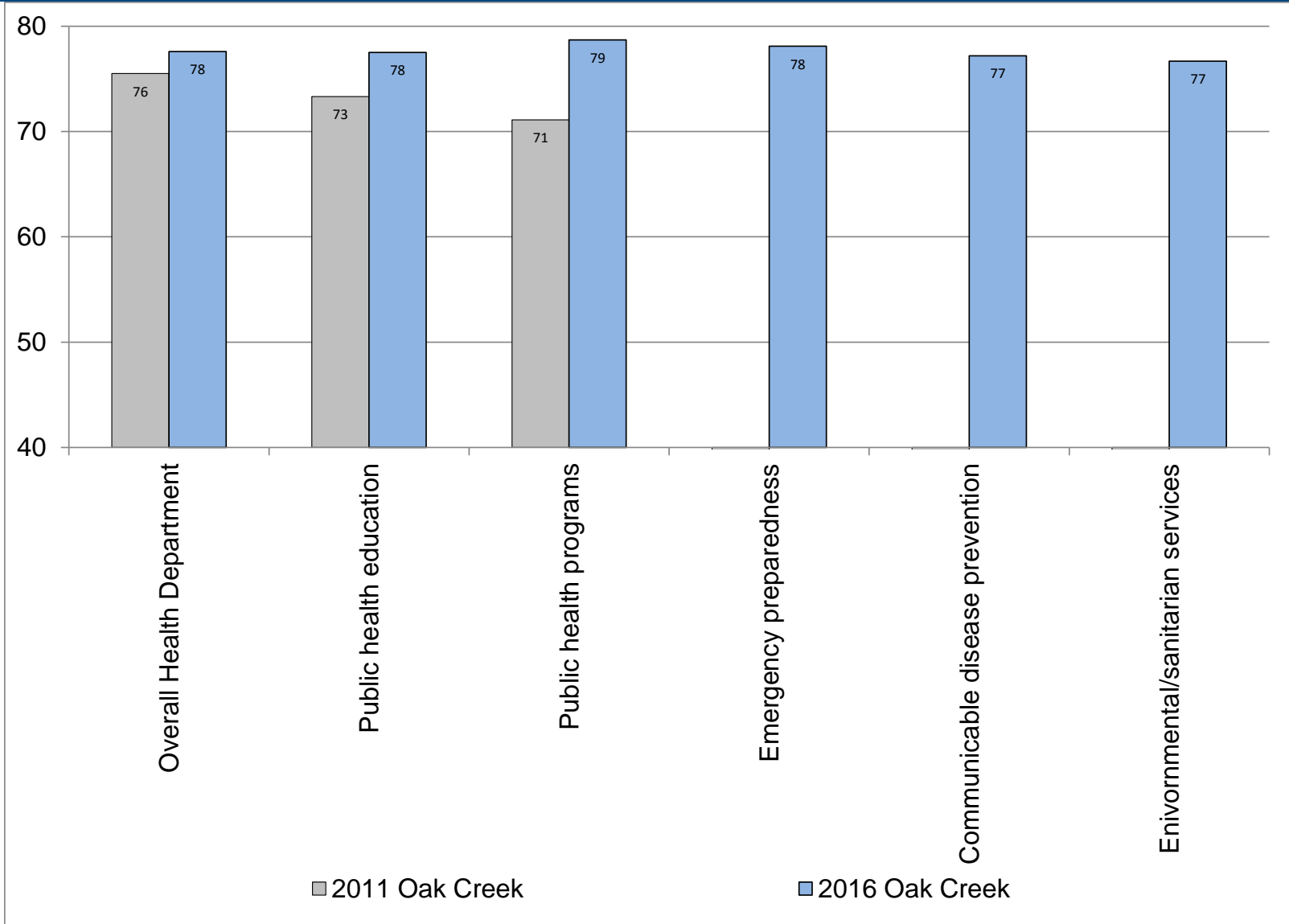


Drivers of Satisfaction and Behavior: Police



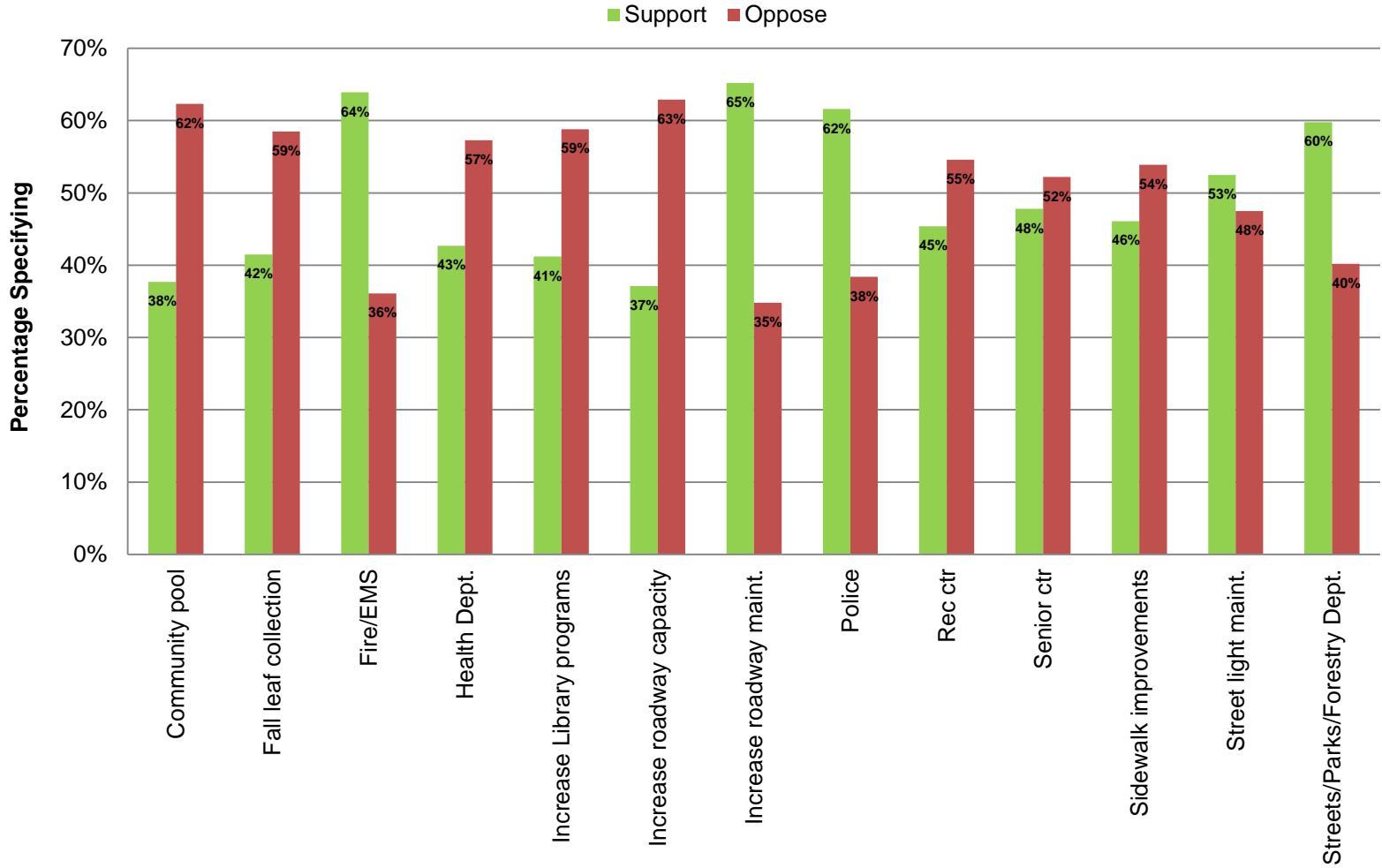


Public Health Department



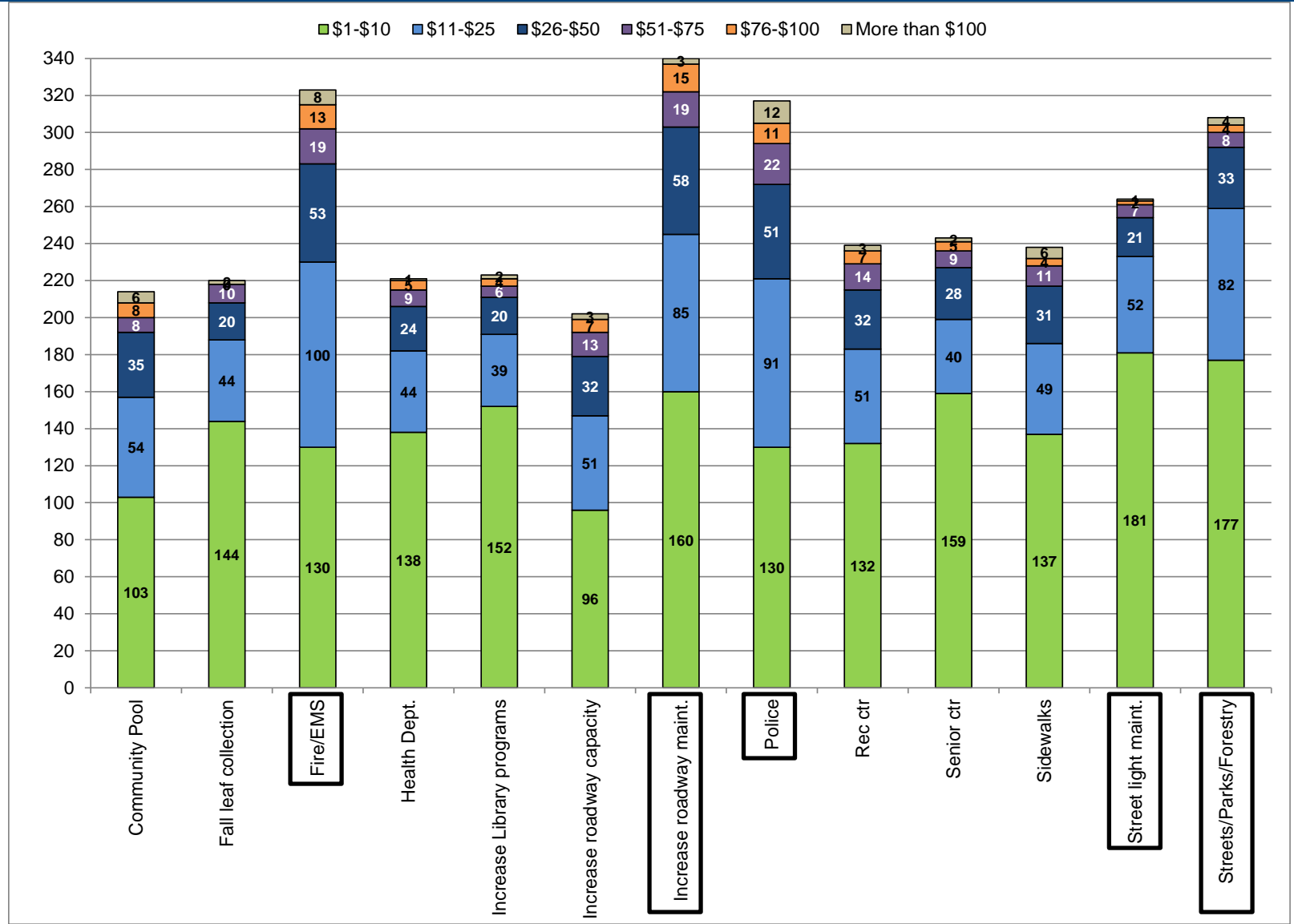
Planning & Budget

Support for Tax Increases to Fund Options



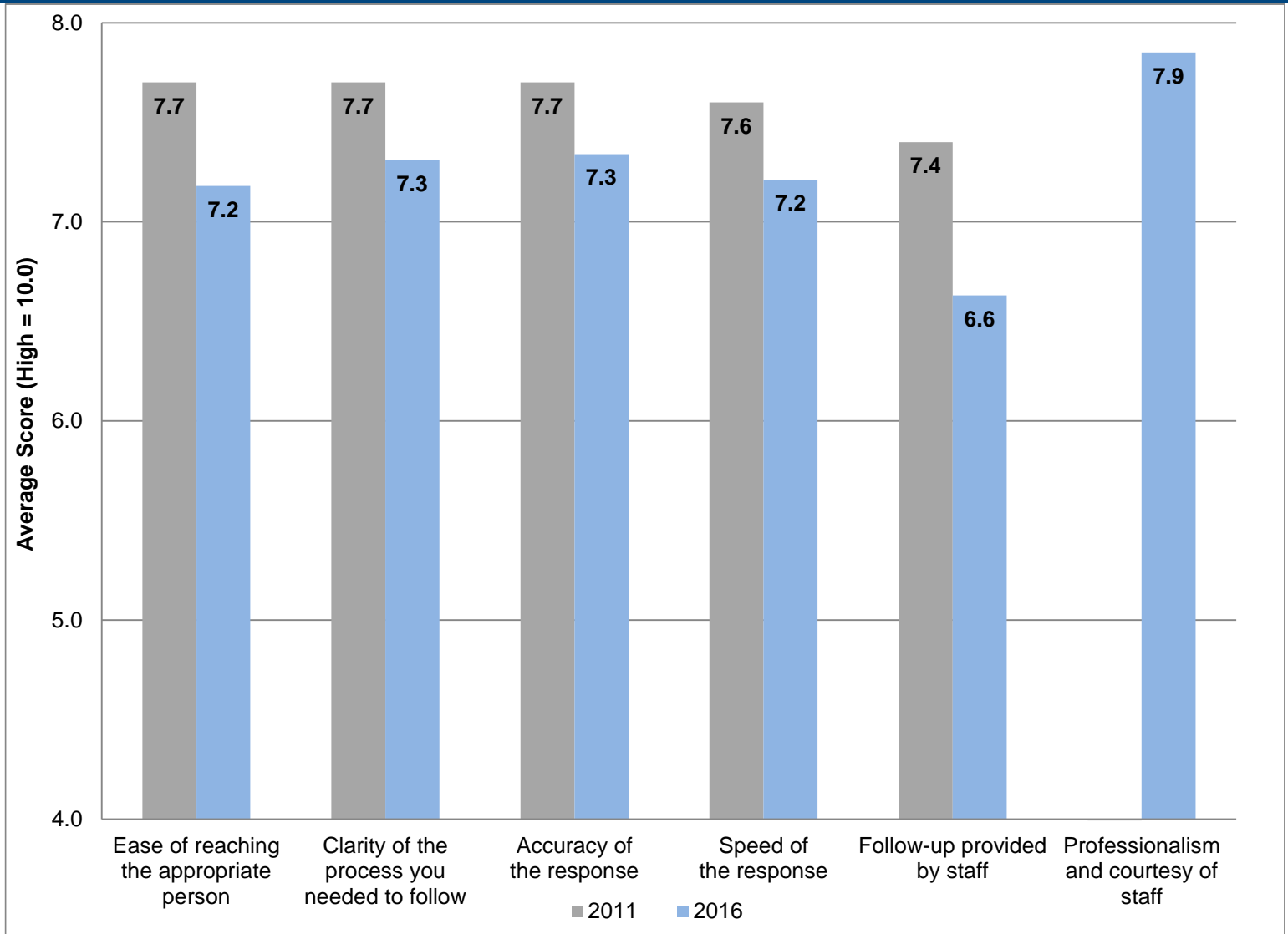


Amount Residents are Willing to Pay (if supported)

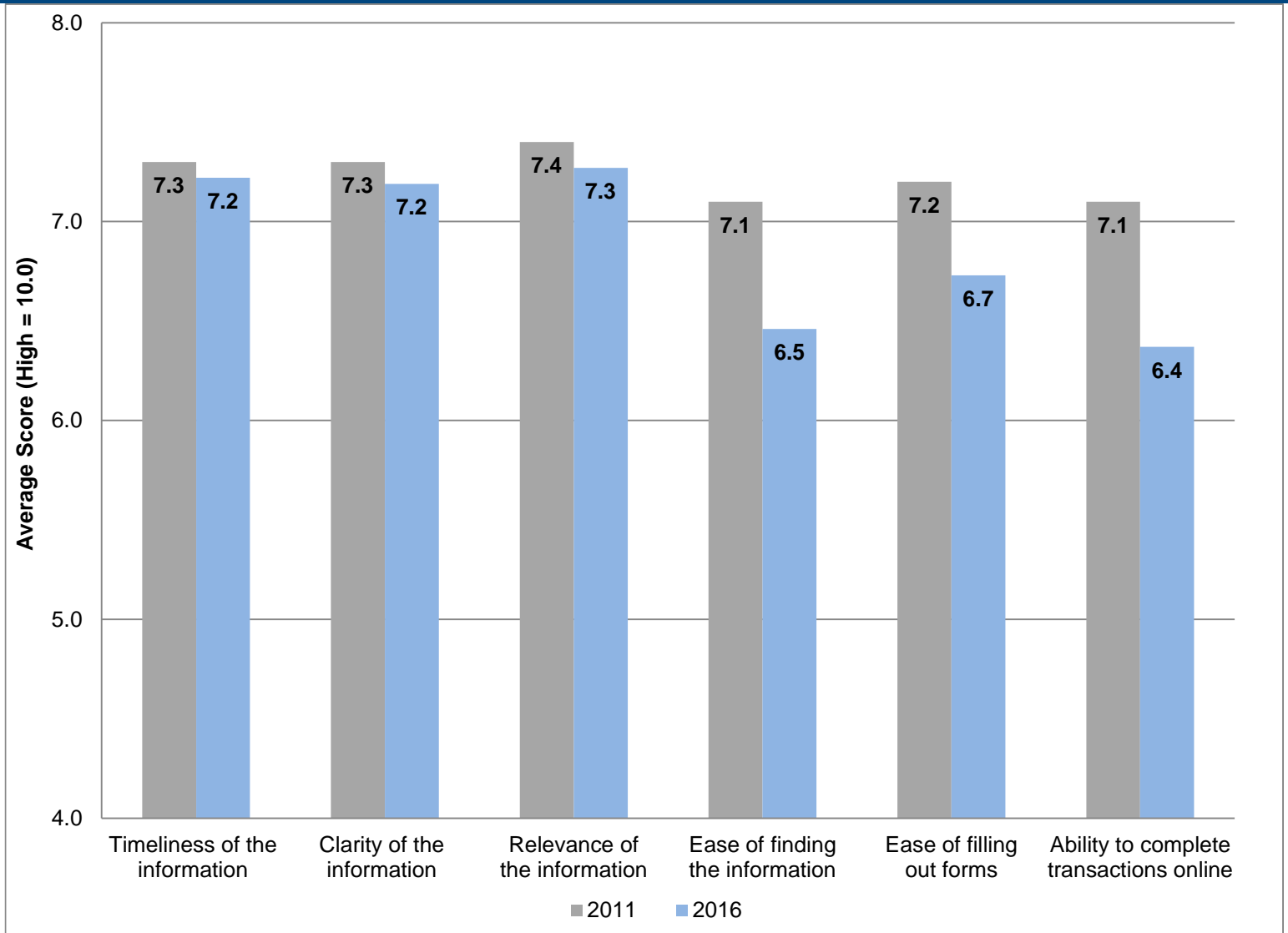


City Government

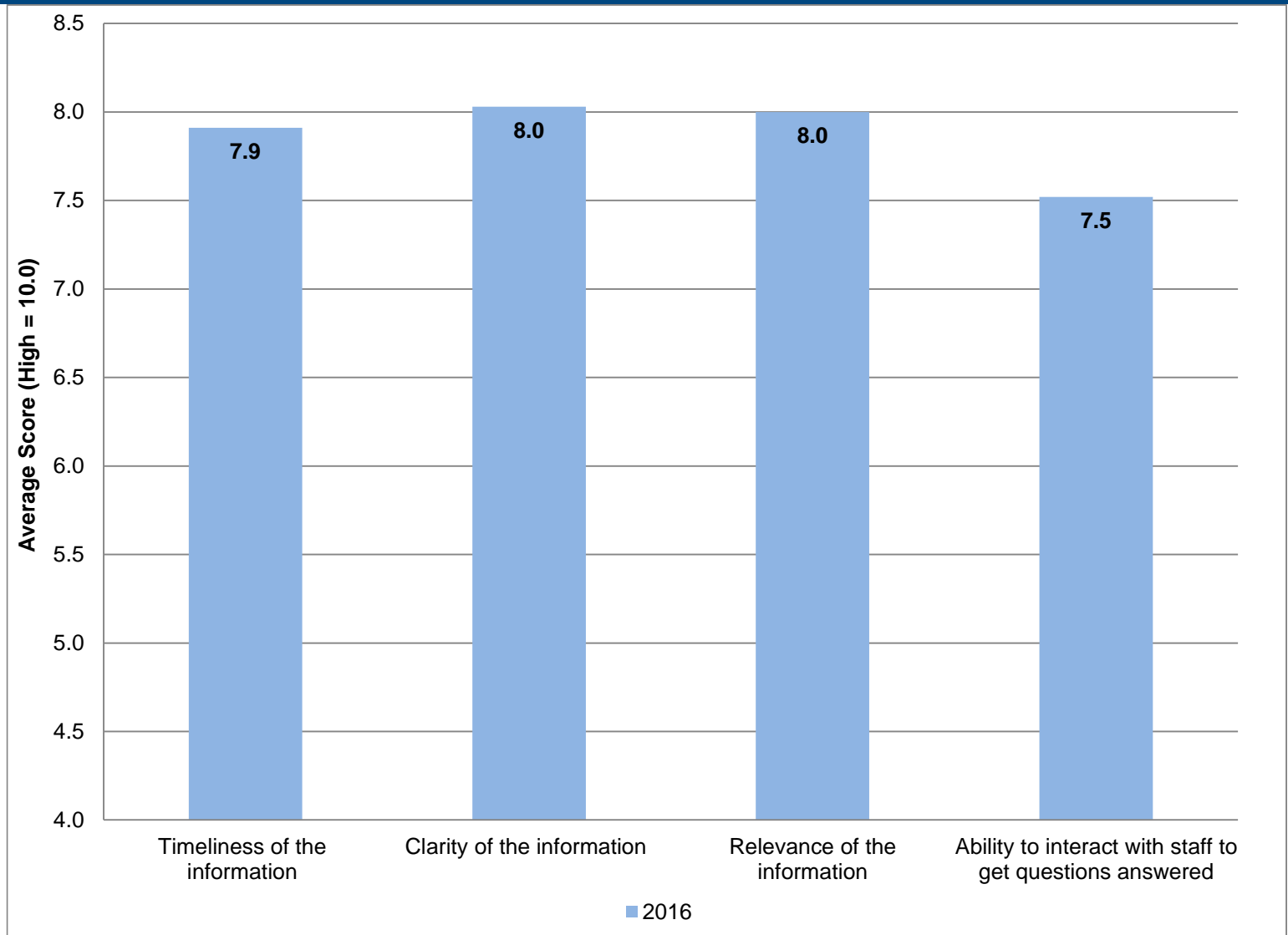
Rating Contact with City Hall



Rating City Website

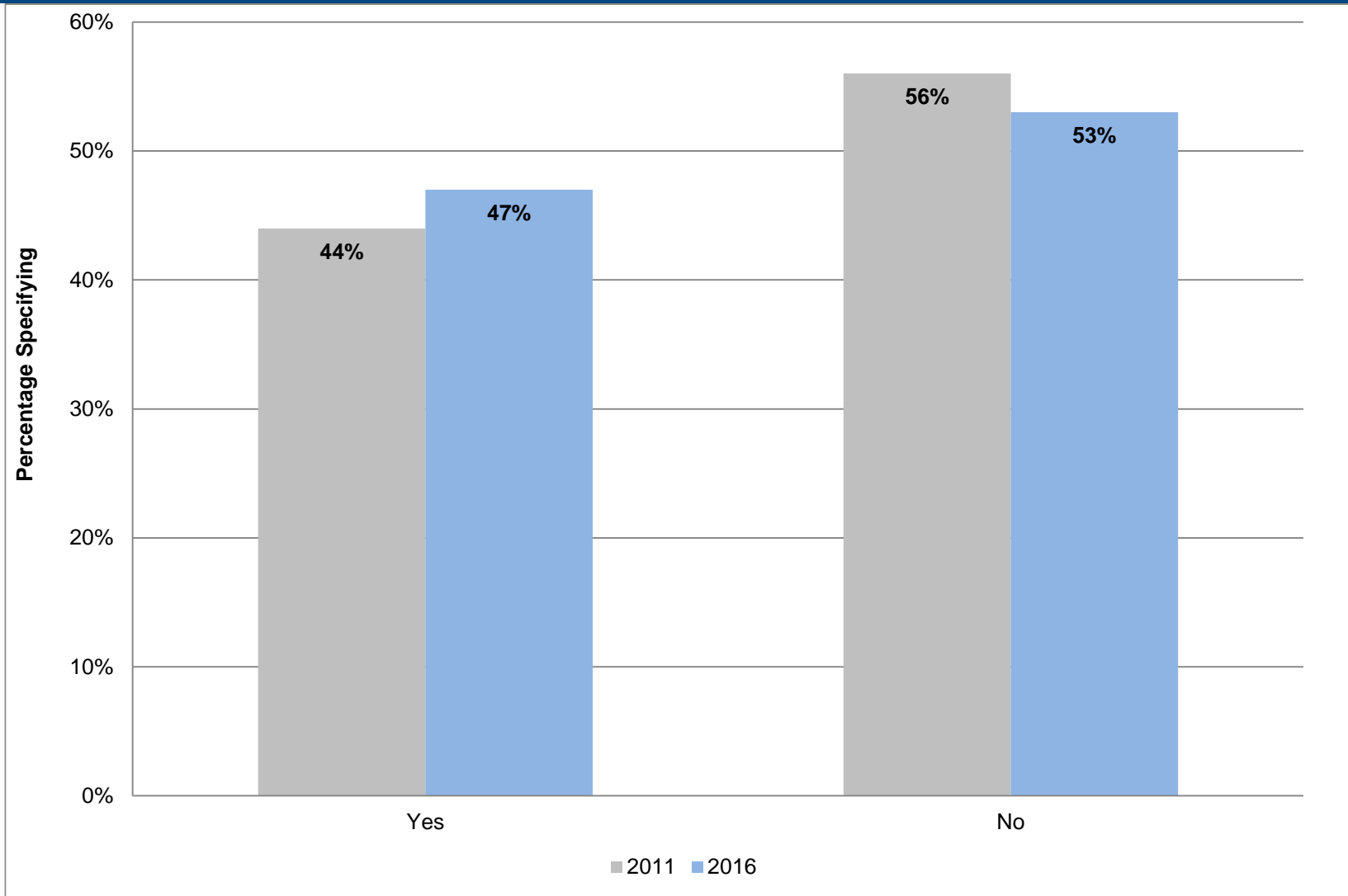


Rating City's Social Media





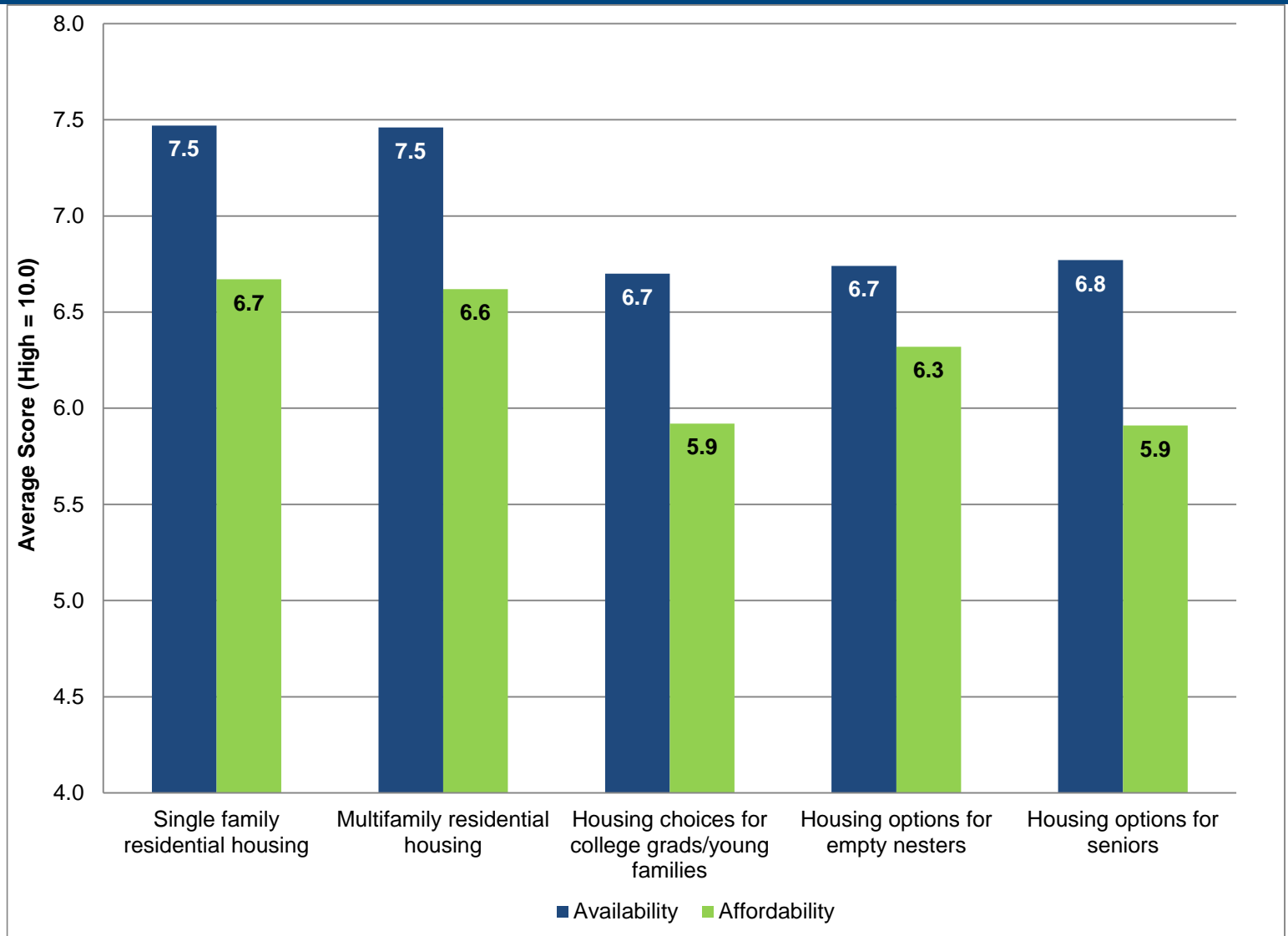
Do you know your Alderman?



Residential Housing Market



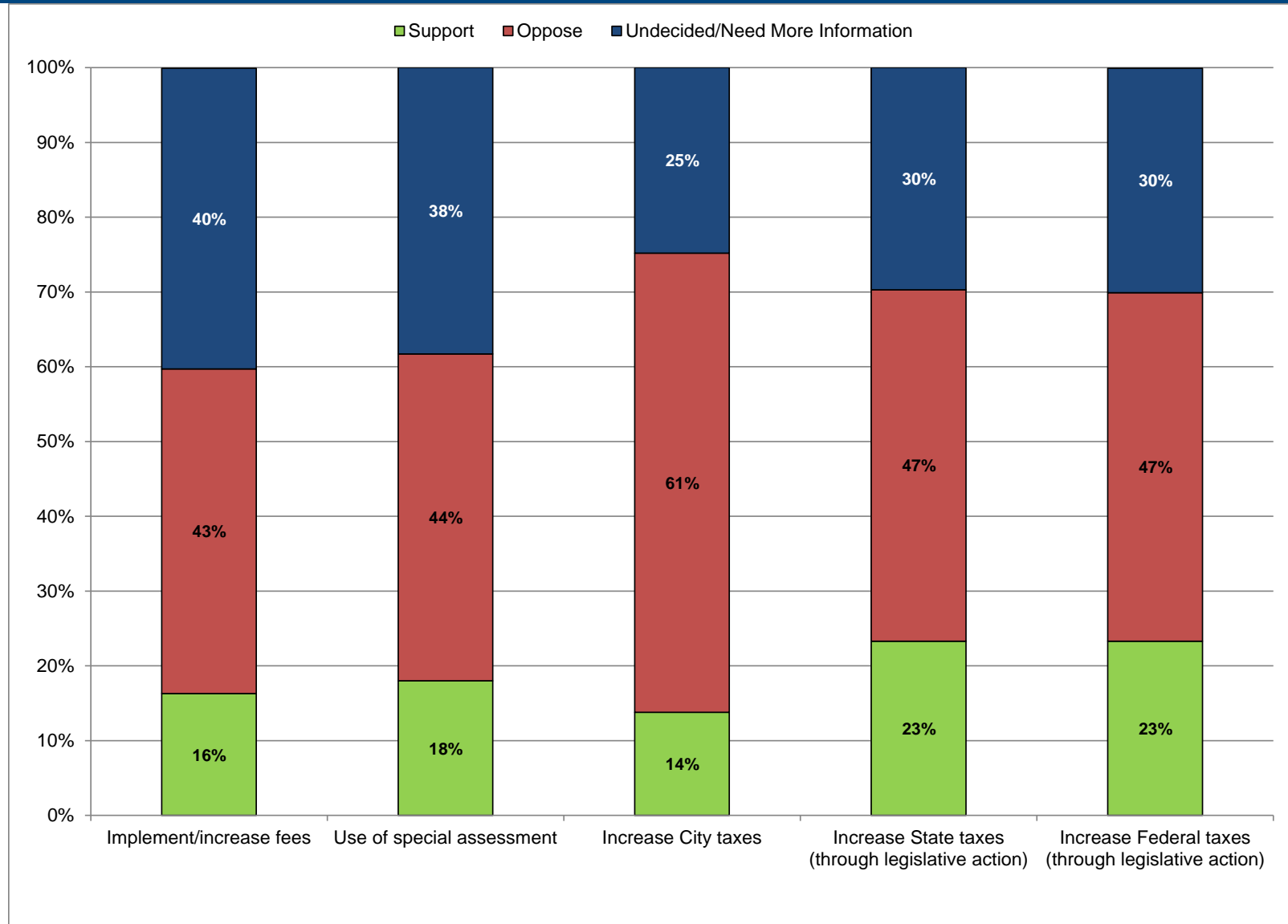
Availability and Affordability of Housing Options in the City



Transportation Infrastructure

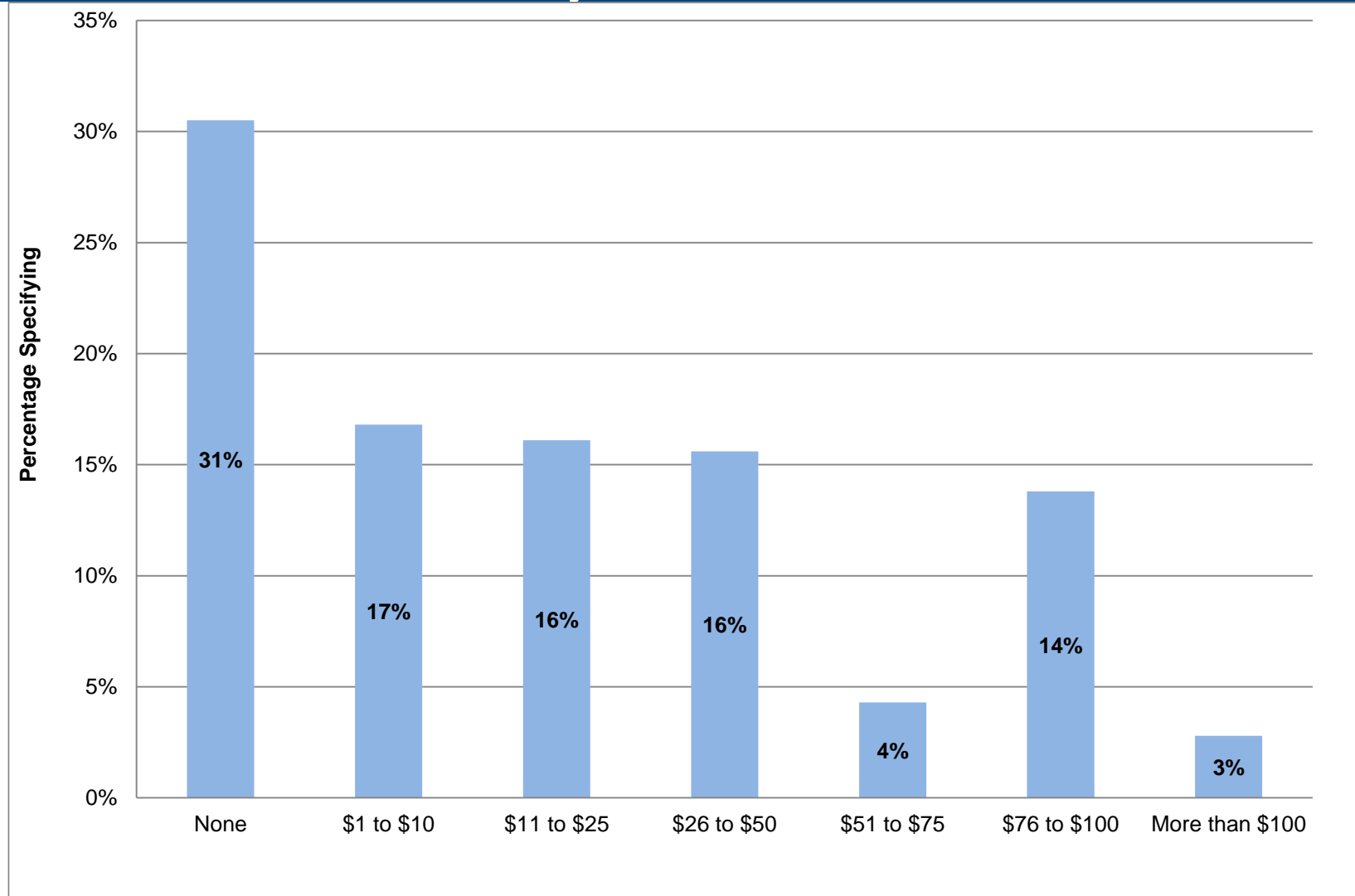


Level of support for strategies to fund increased repair/replacement to infrastructure



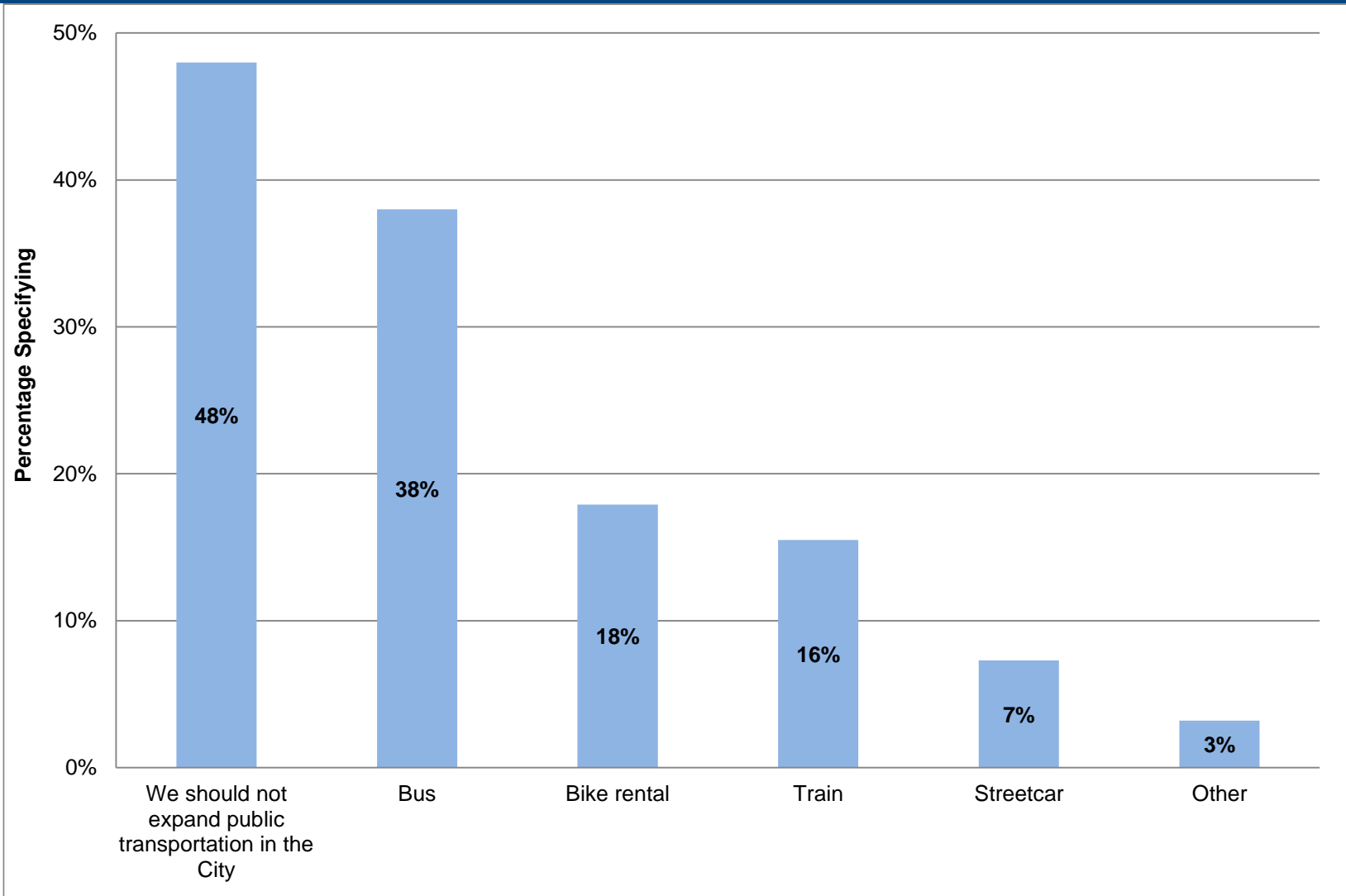


Amount residents are willing to pay annually for increased levels of repair/replacement to the infrastructure in the City?





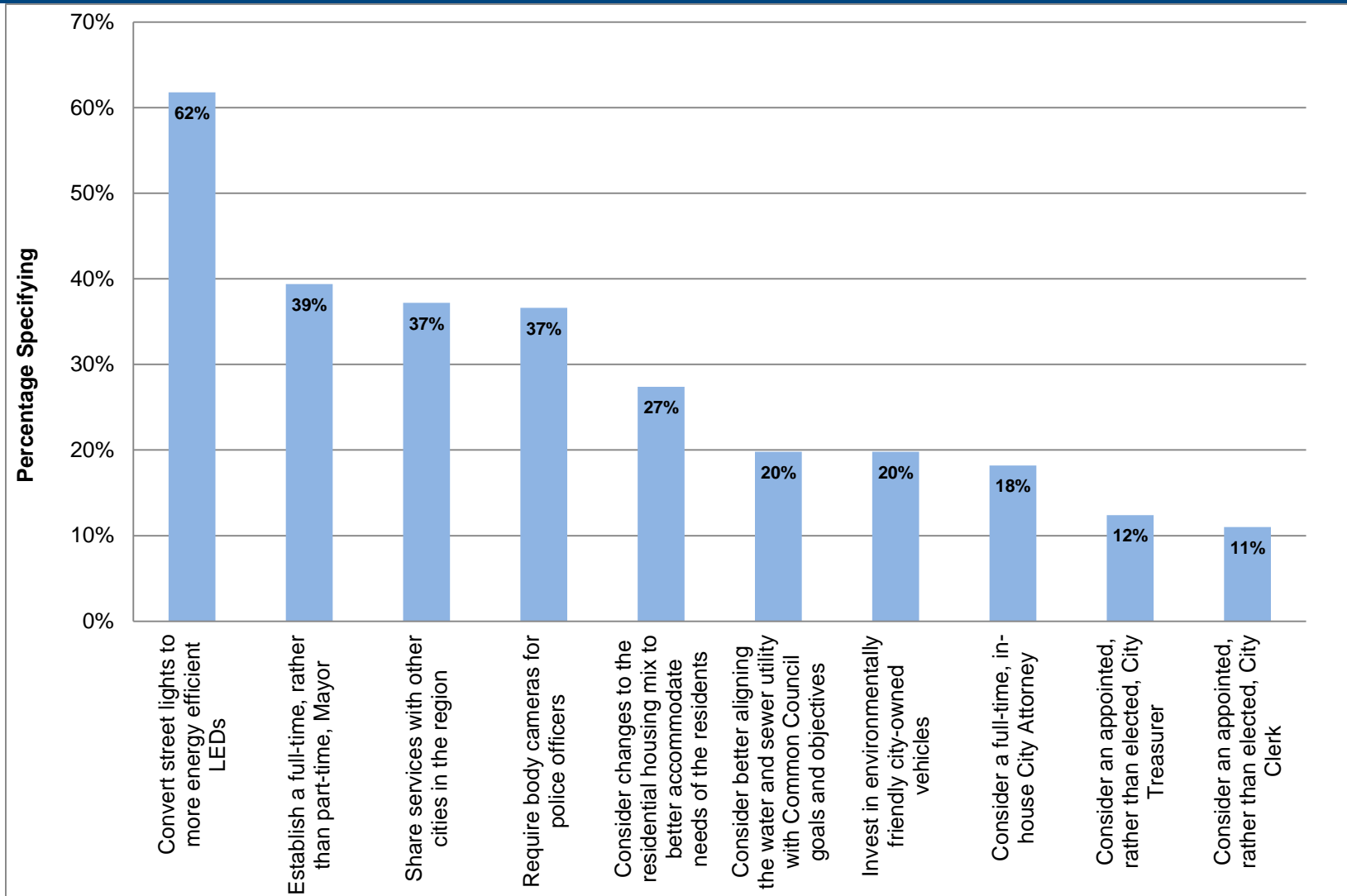
How should public transportation be expanded in the City?



Priorities and Preferences

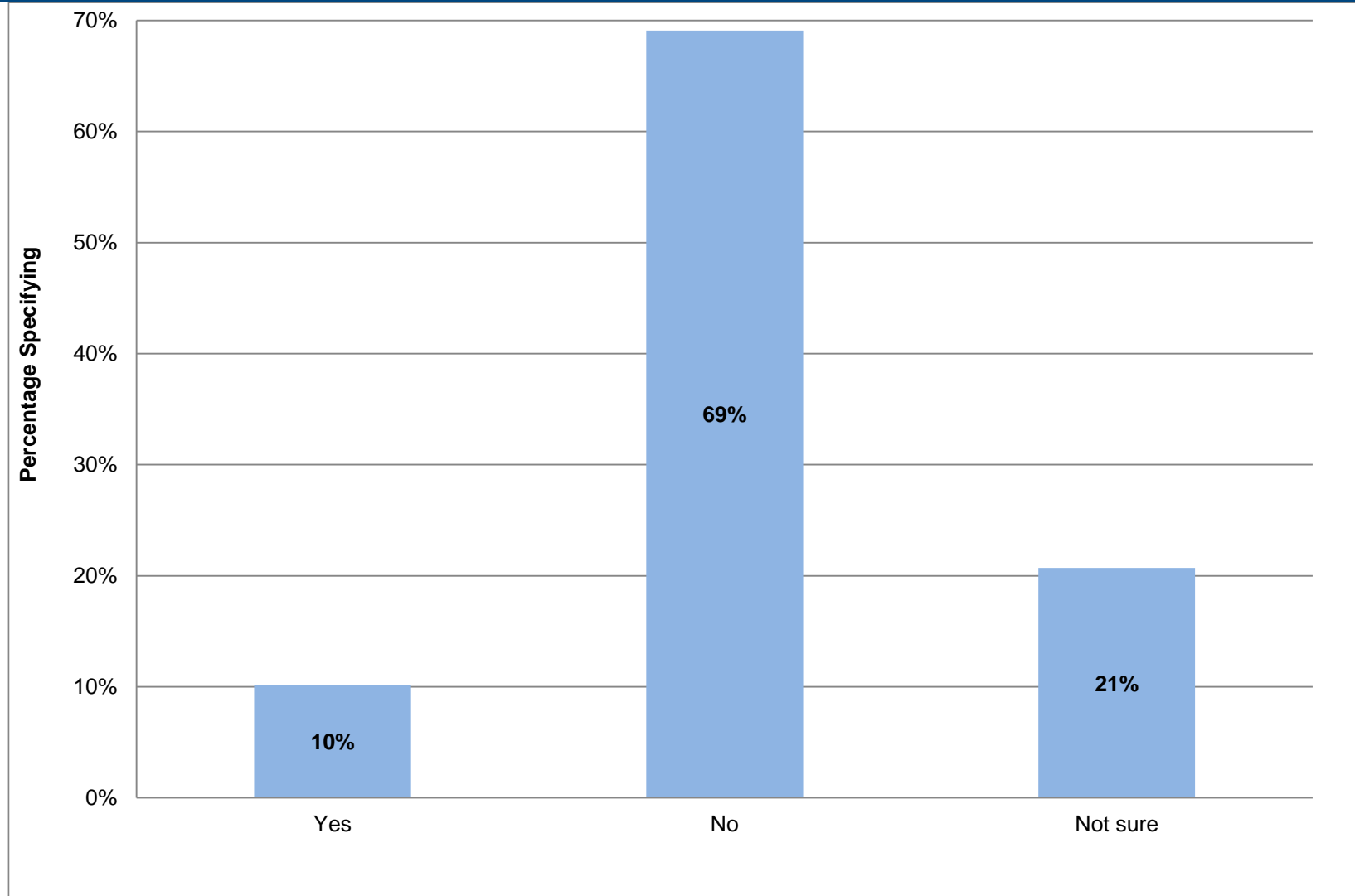


What should the City consider in the upcoming strategic planning meetings?

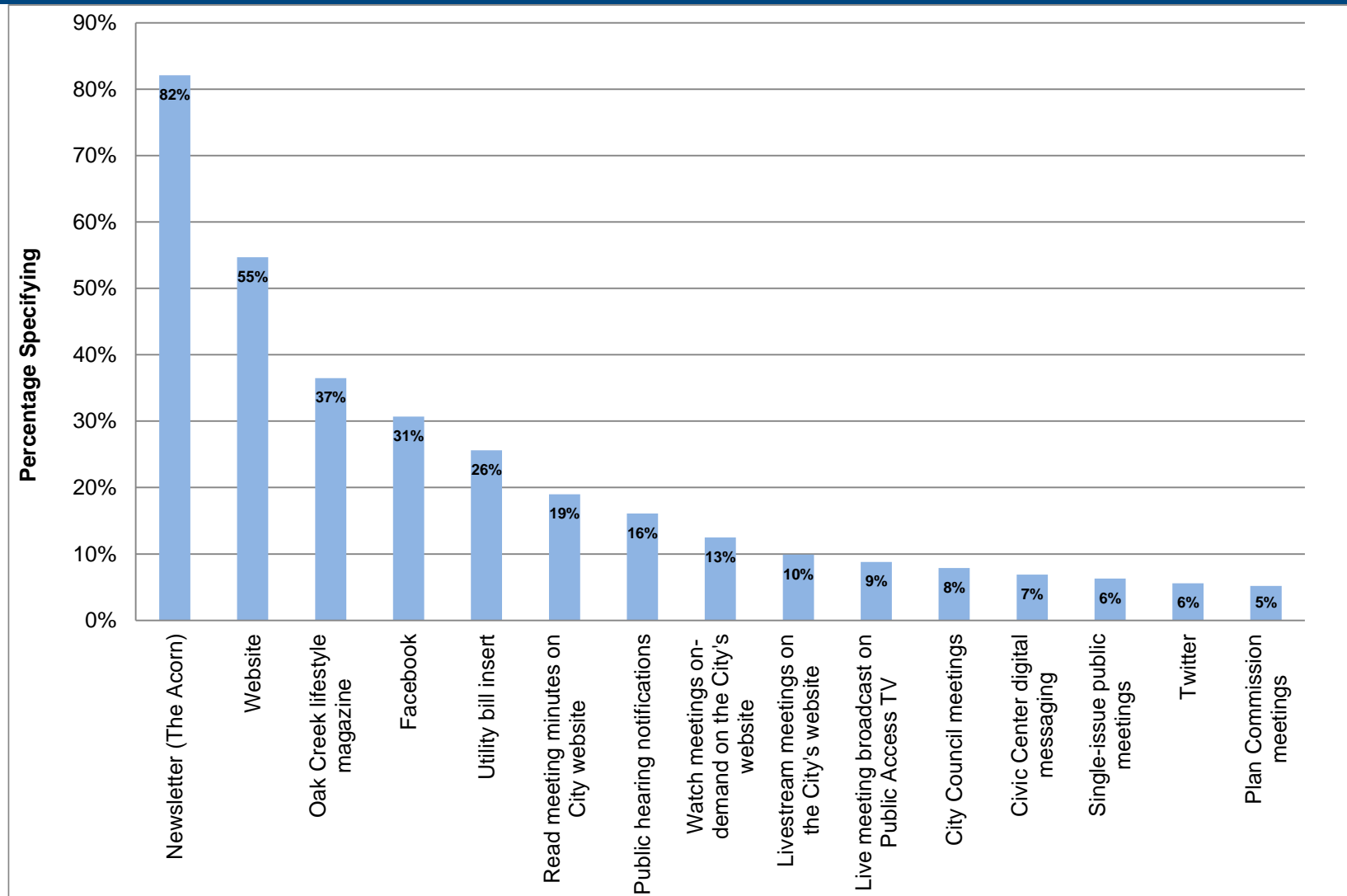




Should the City invest in providing live broadcasts of City meetings on Public Access?



Communication Preference



Implementing Results

Perception v Reality: Minimize Distortion or Fix Real Performance Issues

Perception gap:

Respondents rated based on an inaccurate 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.



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.

