City of Oak Creek Resident Study

May 2022

OAK CREEK
WISCONSIN

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

- Understanding community perception helps you improve and promote the services and programs provided by 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: quality administration requires quality measurement and reporting

Study Goals

- Support budget and strategic planning decisions with additional community engagement

- Ensure baseline service measures are established to support improvements and transparency

- Identify which aspects of community provide the greatest leverage on residents' overall satisfaction and outcomes such as remaining in the community and recommending the community to others

- Understand results in context by benchmarking performance against regional and national indices that also measure industries and major organizations across the United States

- Ensure the voices of various demographic groups are heard and appreciated
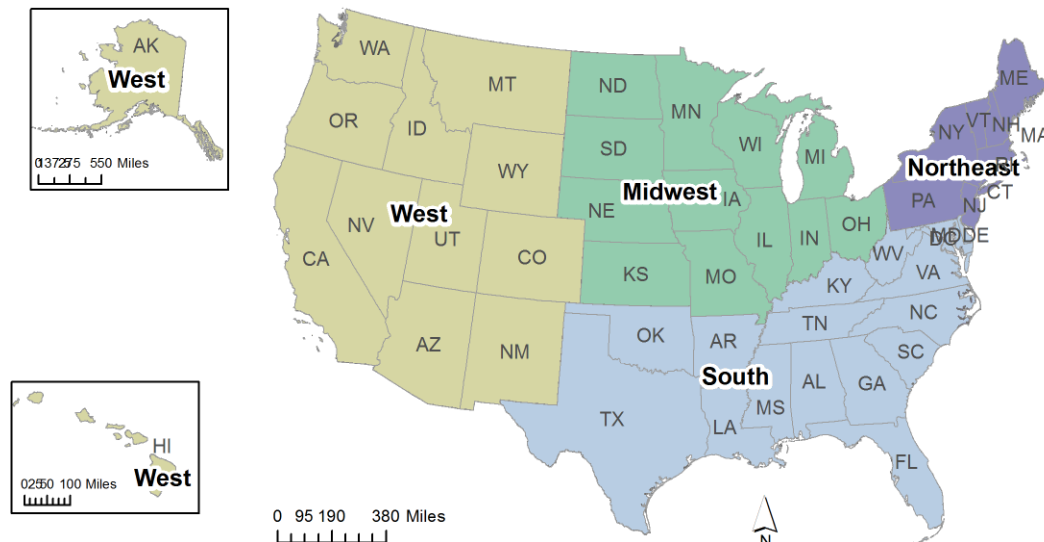
Bottom Line

- The City was at or above most of the national and regional benchmarks
- Areas most strongly linked with community satisfaction and engagement:
  - Local government management
  - Taxes
  - Image
  - Website
  - Customer service experiences
  - Economic health
- Residents are open to an approach to allow hiring additional officers
- Residents have high use levels for parks and the library, but limited use of public health services
- Top streets for attention: Drexel, Puetz, Rawson, Forest Hill
- Residents are interested in walking/biking infrastructure and safety
- Residents are willing to fund increased infrastructure maintenance
- They have a vision of the City becoming even more family oriented and focused on building a sense of community
- Top concerns: taxes, housing, and challenges with the schools

Methodology

- Random sample of 1,750 residents drawn from City voting records

- Conducted using two mailings in January-March 2022. Residents had the option to respond online with unique ID number

- Valid response from approximately 389 residents, providing +/- 4.9 percent margin of error with a confidence level of 95%
    - **Note**: National surveys with a margin of error +/- 5% require a sample of 384 responses to reflect a population of 330,000,000

- Also received surveys from approximately 146 people who were not part of the sample, bringing total response to 535.
    - Note: Non-sample responses were not included in the summary data provided, but are included as a row in the crosstabs for comparison

- Response pattern consistent with prior year with a slight increase in retired responses and a slight decrease from people who work outside the City; details on respondent pattern are available in the crosstabs

Available Tools

- Comparison scores with local governments in the Midwest and across the nation

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

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

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Preserving Voice: Looking Into Detail

		Police					Public Health						
		Police Overall	Efficient and professional handling of calls/complaints	Safety education	Response time	Enforcing traffic laws	Public Health Overall	Public health education	Public health programs	Emergency preparedness	Communicable disease prevention	Environmental/sanitarian services	Professionalism in providing services
	2022 Overall	84	87	83	88	79	79	78	79	73	77	80	84
Length of Residency	One year or less*	-	-	-	-	-	-	-	-	-	-	-	-
	1-5 years	76	81	73	80	71	82	81	82	74	82	84	87
	6-10 years	82	83	83	86	76	61	59	64	58	57	60	70
	10+ years	85	88	84	89	80	80	80	80	76	78	82	84
Own/Lease	Own	84	87	84	88	79	80	79	80	74	77	82	86
	Rent/Lease	84	87	83	86	80	79	78	81	72	82	79	80

Checkered Scores that Vary by Demographics

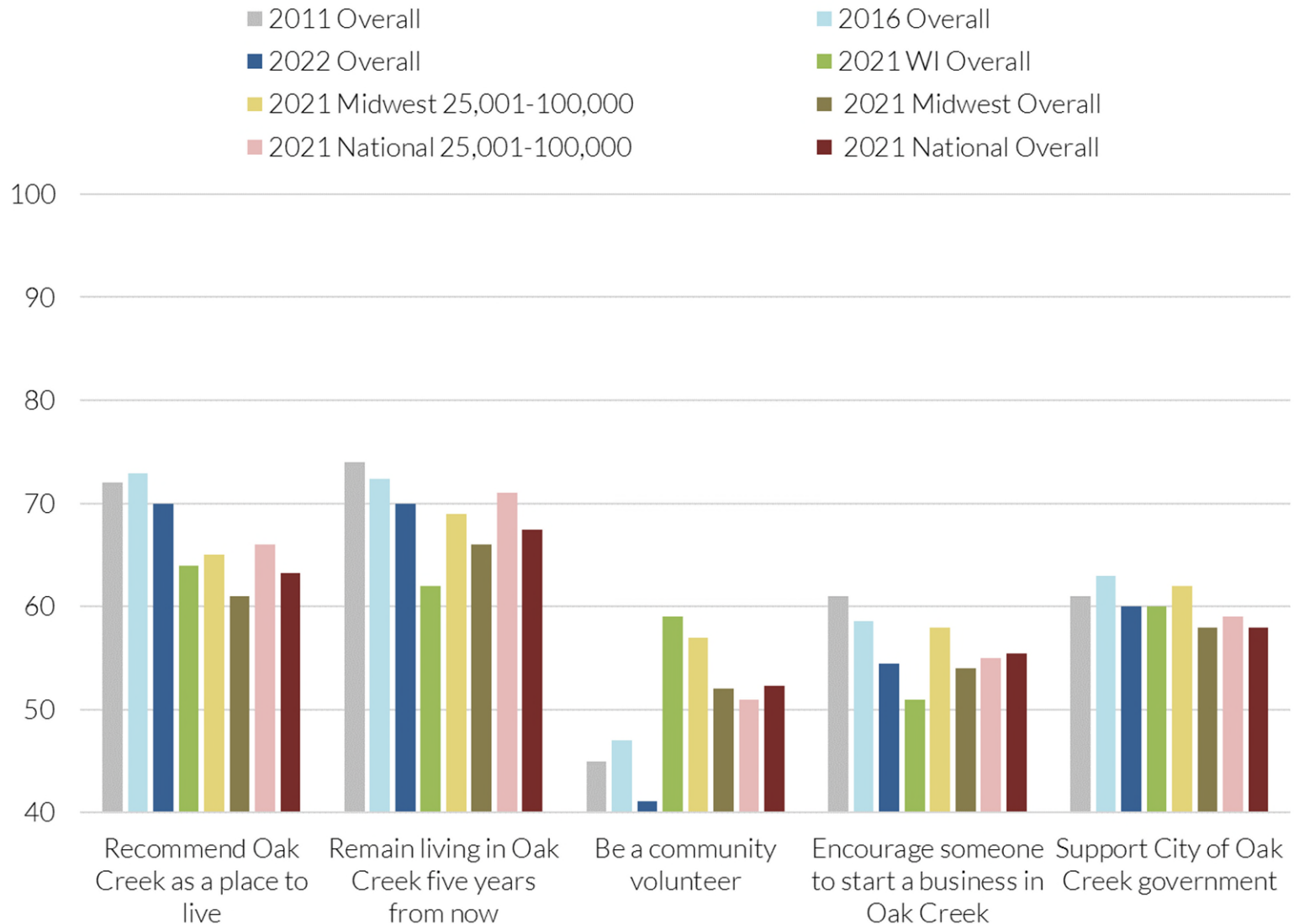Consistent Scores Regardless of Demographics

Results

Scores in Context

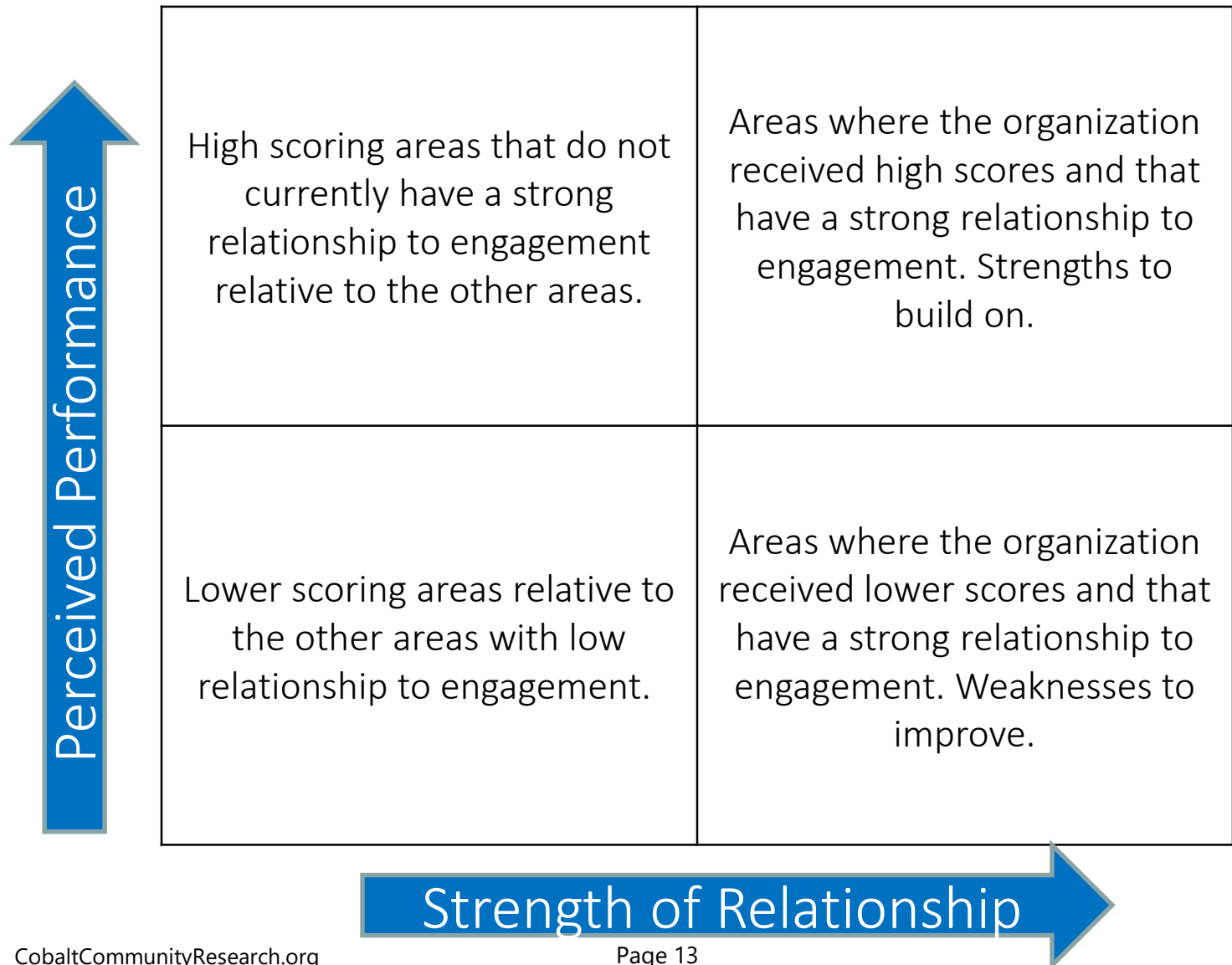|	2022 Overall	2021 WI Overall	2021 Midwest 25,001-100,000	2021 Midwest Overall	2021 National 25,001-100,000	2021 National Overall
Local Government Management Overall	**64**	60	64	62	64	63
Having leaders who are trustworthy	**66**	57	64	61	65	62
Offering services that are well-managed	**68**	59	64	62	64	62
Having employees who are well-trained	**71**	64	65	64	66	65
Overall ACSI	**66**	64	65	63	63	62
Recommend Oak Creek as a place to live	**70**	64	65	61	66	63
Enjoyable place for children	**79**	77	68	68	73	68
Enjoyable place for families	**79**	76	71	68	75	69

Overview

	2011 Overall	2016 Overall	2022 Overall	Change 2016 to 2022		2021 WI Overall	2021 Midwest 25,001-100,000	2021 Midwest Overall	2021 National 25,001-100,000	2021 National Overall
Fire Services Overall	85	88	89	⇨	2	84	83	79	83	79
Transportation Overall	63	70	69	⇨	-1	67	64	64	65	63
Utilities Overall	88	85	86	⇨	1	73	76	69	77	71
Police Overall	81	83	84	⇨	1	77	77	72	74	71
Public Health Overall	72	78	79	⇨	1					
Taxes Overall	66	62	57	⬇	-6	67	66	64	70	67
Local Government Management	68	69	64	⬇	-5	60	64	62	64	63
Housing Availability	-	66	60	⬇	-6					
Housing Affordability	-	58	45	⬇	-12					
Economic Health Overall	56	64	61	⇨	-4	60	66	62	64	61
Parks and Rec Overall	72	75	74	⇨	0	68	78	69	76	70
Library Overall	74	81	85	⇨	4	73	77	73	76	73
Image Overall	75	76	71	⬇	-5	69	66	65	69	67
City Customer Service	74	69	69	⇨	-1	67	66	64	66	64
Website Overall	69	65	72	⬆	6	61	67	62	66	63
Social Media Overall	-	76	71	⬇	-6					

Outcome Behaviors to Benchmarks
(High score = 100)

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Community Questions – Long-term Drivers

Perceived Performance ↑

High scoring areas that do not currently have a strong relationship to engagement relative to the other areas.	Areas where the organization received high scores and that have a strong relationship to engagement. Strengths to build on.
Lower scoring areas relative to the other areas with low relationship to engagement.	Areas where the organization received lower scores and that have a strong relationship to engagement. Weaknesses to improve.

Strength of Relationship →

Strategic Priorities

Higher Connection, Higher Satisfaction

Higher Connection, Lower Satisfaction

Legend:
- City Hall Experiences
- City Management
- Economic Health
- Fire and Ems
- Housing Affordability
- Housing Availability
- Image
- Library
- Parks and Rec
- Police
- Public Health
- Social Media
- Taxes
- Transportation
- Utilities
- Website

Rating (High=100)

Relationship to Overall Satisfaction (High=1)

Strategic Priorities

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Community Image
(High score = 100)
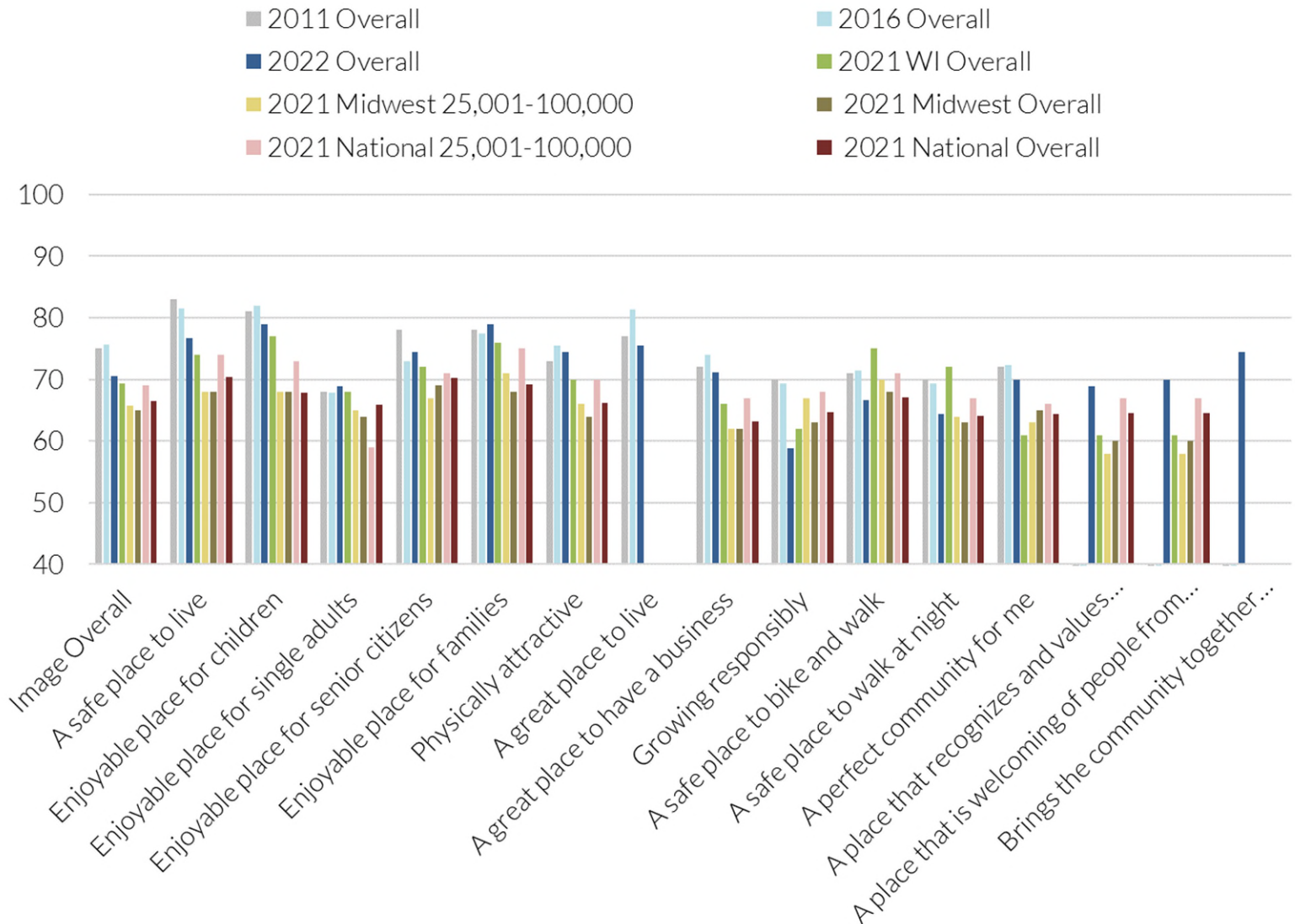
Strategic Priorities

82	Image Overall
83	A safe place to live
84	Enjoyable place for children
85	Enjoyable place for single adults
86	Enjoyable place for senior citizens
87	Enjoyable place for families
88	Physically attractive
89	A great place to live
90	A great place to have a business
91	Growing responsibly
92	A safe place to bike and walk
93	A safe place to walk at night
94	A perfect community for me
95	A place that recognizes and values diversity
96	A place that is welcoming of diverse people
97	A place that brings the community together

Higher Connection, Higher Satisfaction

Higher Connection, Lower Satisfaction

Rating (High=100)

Relationship to Overall Satisfaction (High=1)
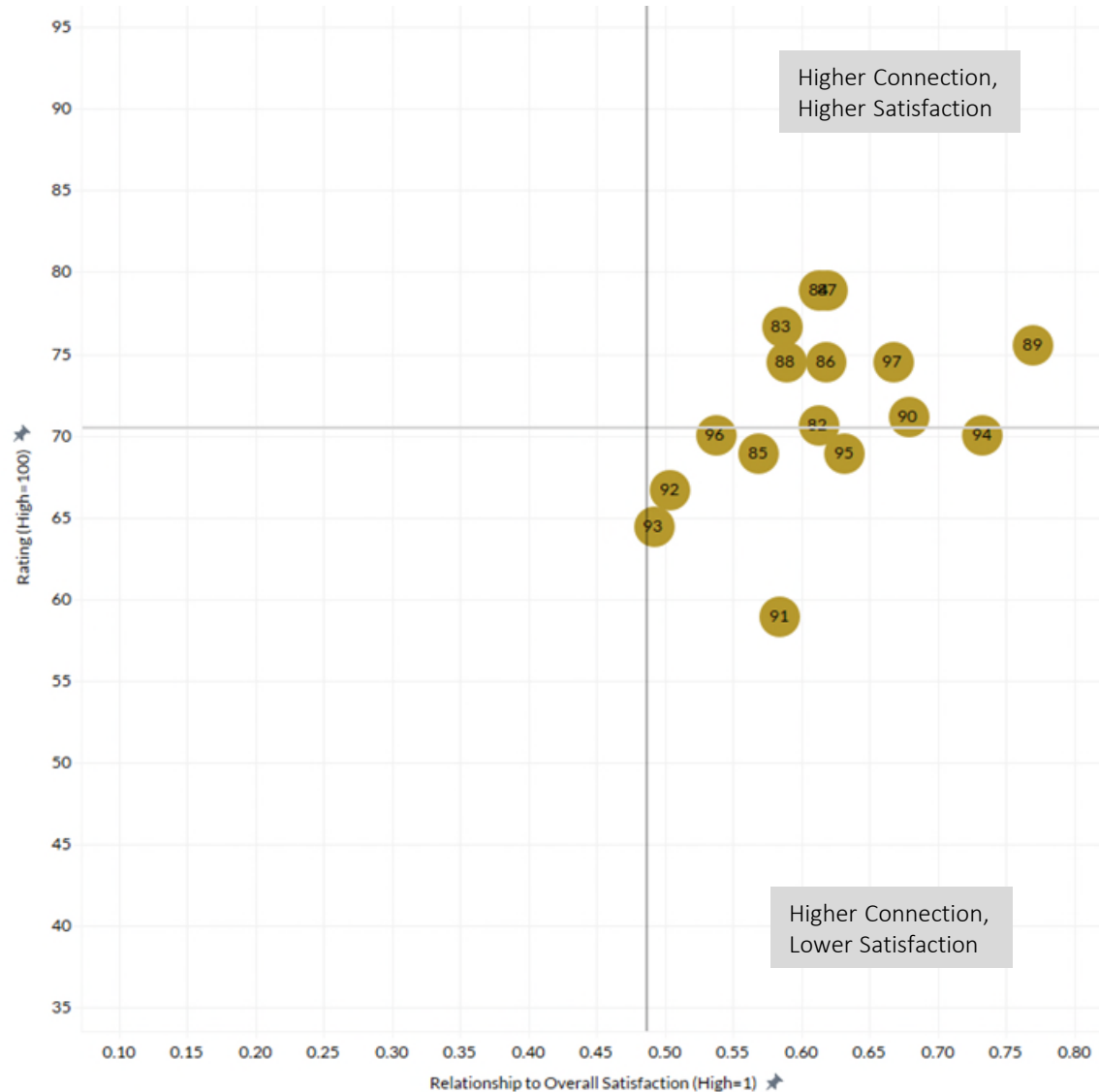
Drivers of Satisfaction and Behavior:
Fire and EMS

Legend:
- 2011 Overall
- 2022 Overall
- 2021 Midwest 25,001-100,000
- 2021 National 25,001-100,000
- 2016 Overall
- 2021 WI Overall
- 2021 Midwest Overall
- 2021 National Overall

Fire and EMS

10	Fire Services Overall
11	Fire coverage for the community
12	Fire prevention education
13	Response time to fires
14	Response time to medical emergencies
15	Professional and efficient handling of calls/complaints
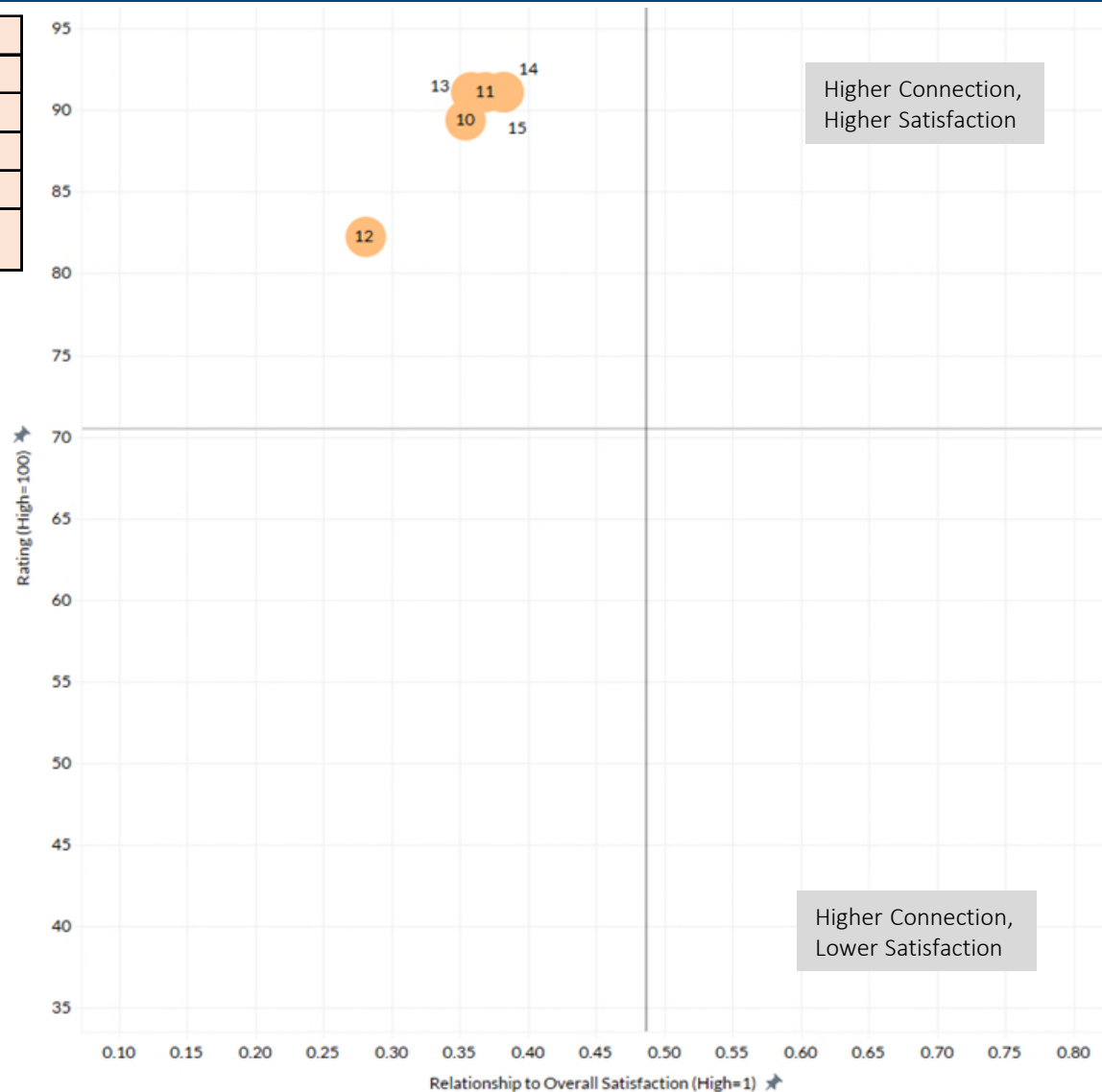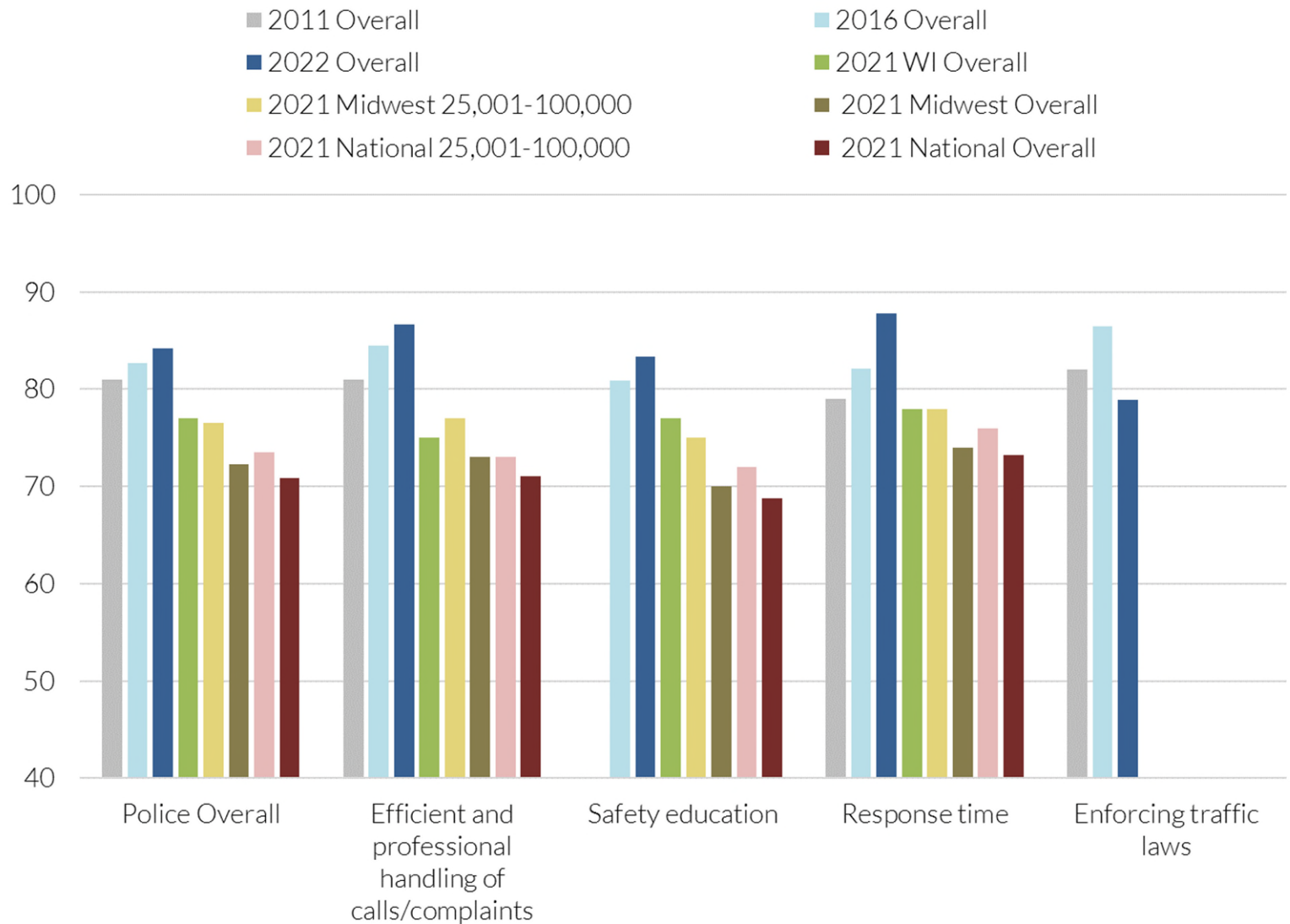
Police Services

Police Services

22	Police Overall
23	Efficient and professional handling of calls/complaints
24	Safety education
25	Response time
26	Enforcing traffic laws

Higher Connection, Higher Satisfaction

Higher Connection, Lower Satisfaction

Rating (High=100)

Relationship to Overall Satisfaction (High=1)
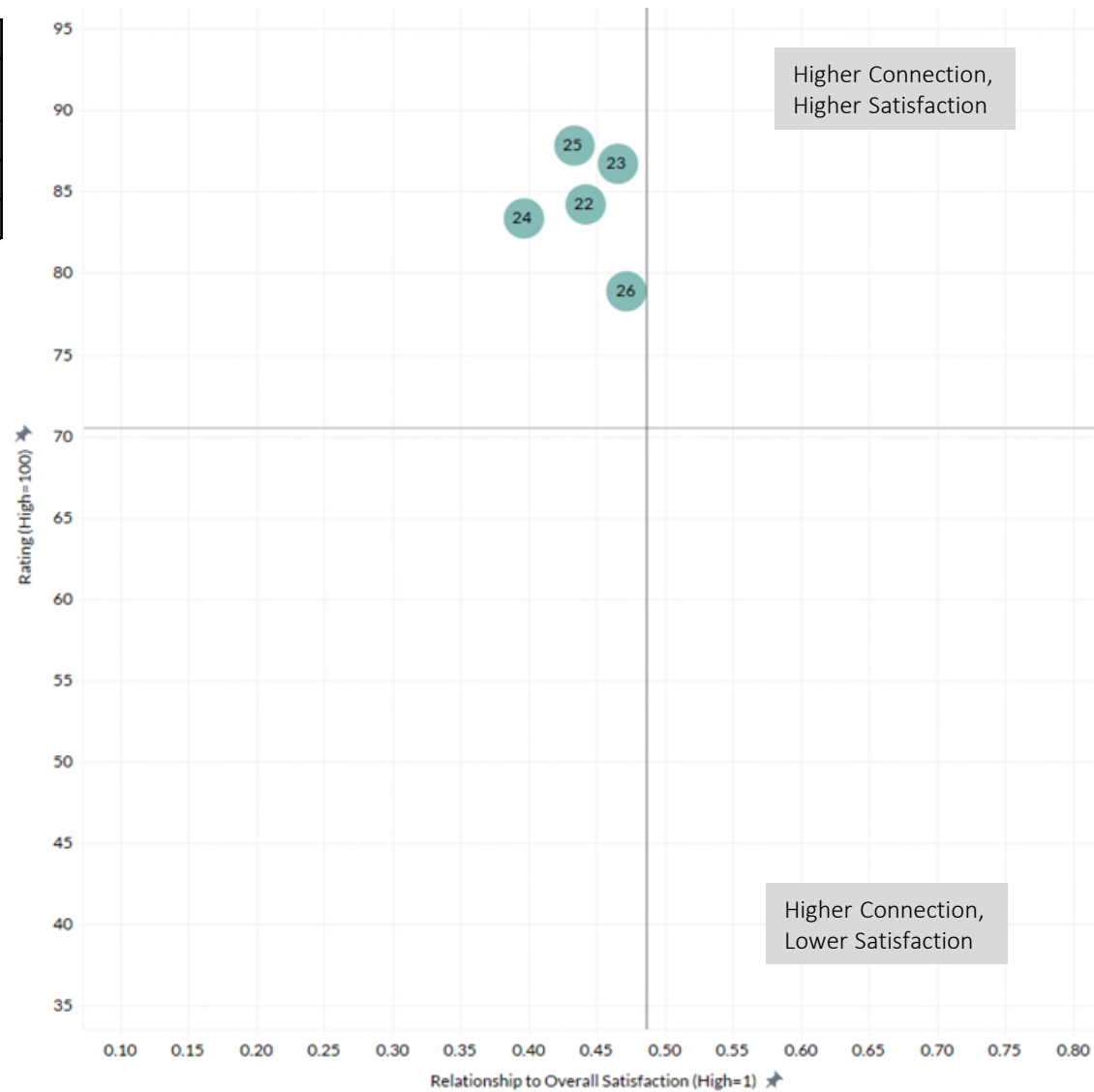
Police Experience Generally Consistent Across Demographic Cohorts

			Police				
			Police Overall	Efficient and professional handling of calls/complaints	Safety education	Response time	Enforcing traffic laws
2022 Overall			84	87	83	88	79
Age Group		18 to 24*	62	67	44	70	67
		25 to 34*	76	82	69	76	79
		35 to 44	82	82	81	87	78
		45 to 54	85	89	86	89	78
		55 to 64	86	86	87	87	87
		65 or over	86	90	87	90	77
Ethnicity		Asian*	79	81	78	79	80
		White/Caucasian	84	87	84	88	79
		Black/African American*	94	98	92	98	89
		Hispanic/Latino*	93	96	93	94	90
		Native*	77	81	74	70	81
		Other*	92	98	94	98	78

Police Hiring Funding Proposal
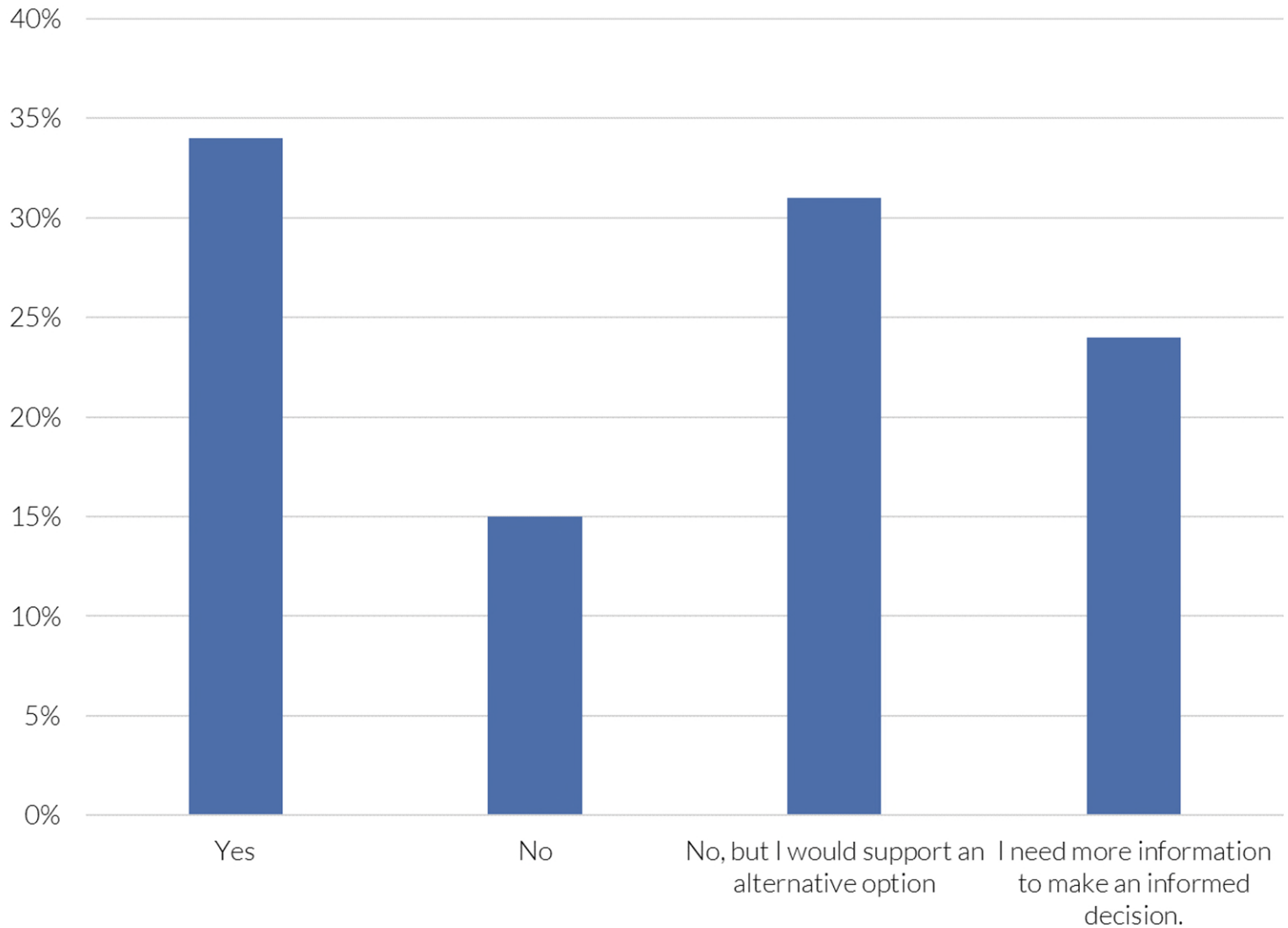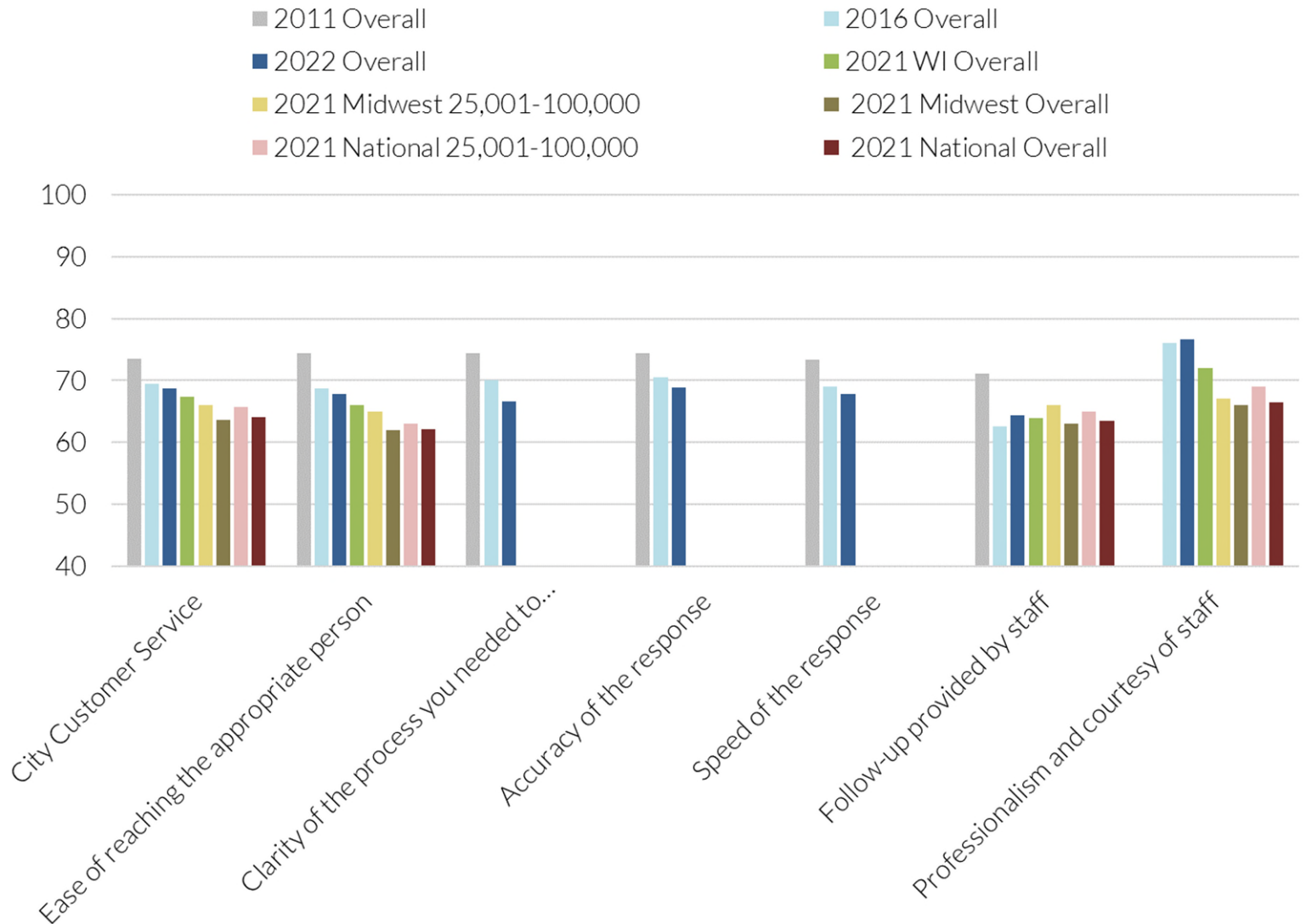
City Customer Service

City Customer Service

|	
98	City Customer Service
99	Ease of reaching the appropriate person
100	Clarity of the process you needed to follow
101	Accuracy of the response
102	Speed of the response
103	Follow-up provided by staff
104	Professionalism and courtesy of staff
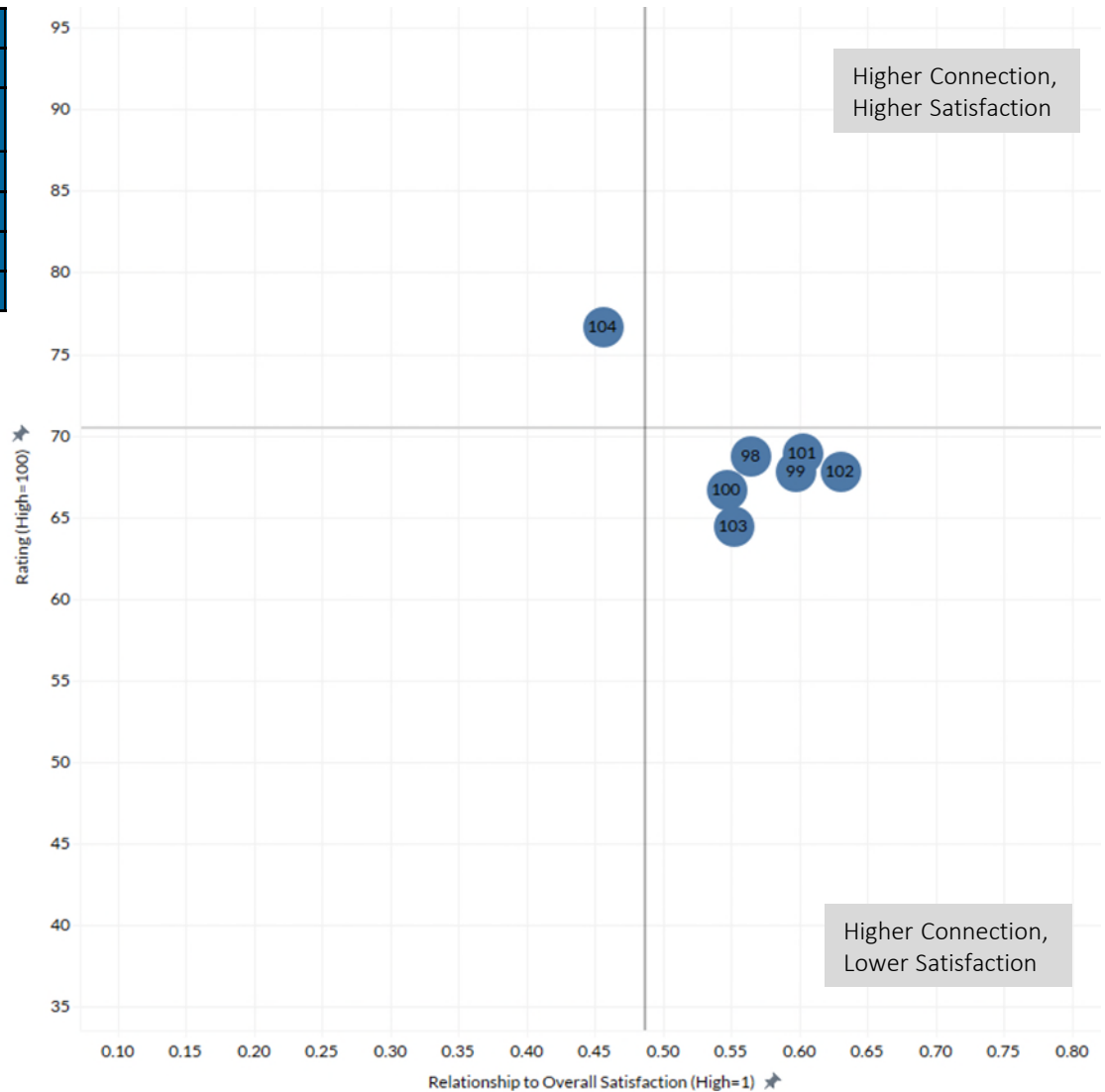
Higher Connection, Higher Satisfaction

Higher Connection, Lower Satisfaction

Rating (High=100)

Relationship to Overall Satisfaction (High=1)
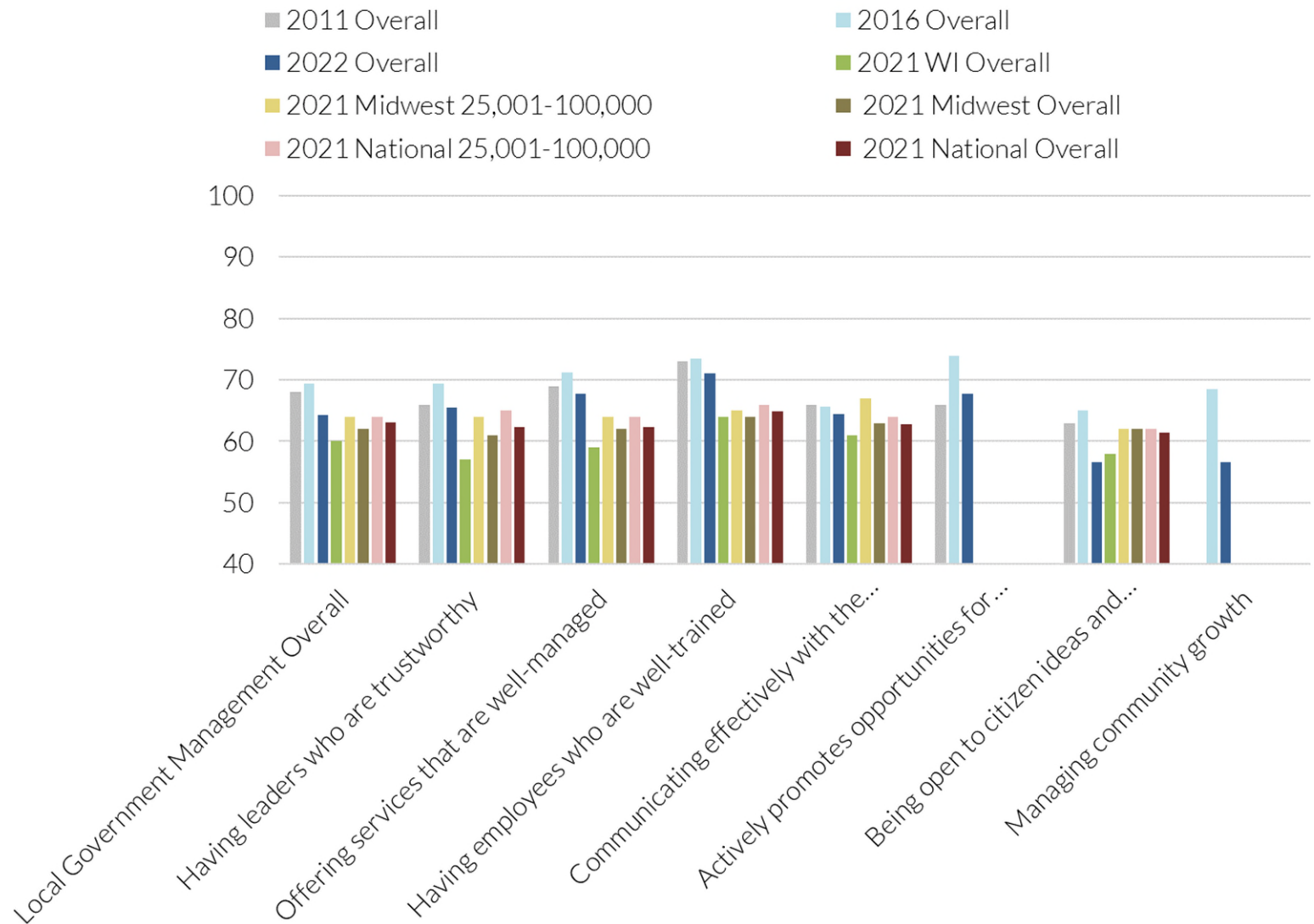
Local Government Management

Local Government Management

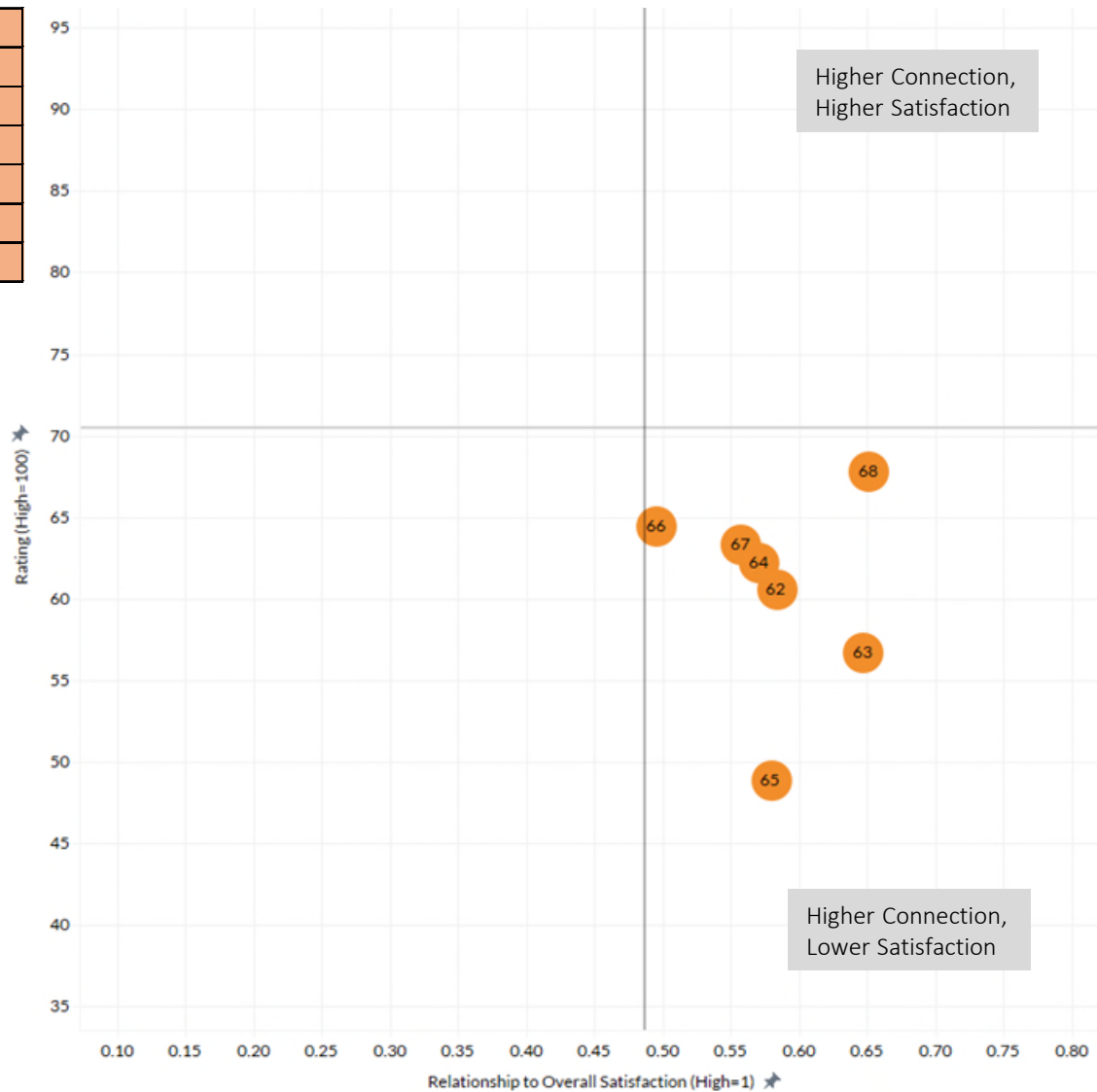|	
40	Local Government Management Overall
41	Having leaders who are trustworthy
42	Offering services that are well-managed
43	Having employees who are well-trained
44	Communicating effectively with the community
45	Ppromotes business and housing development
46	Being open to citizen ideas and involvement
47	Managing community growth
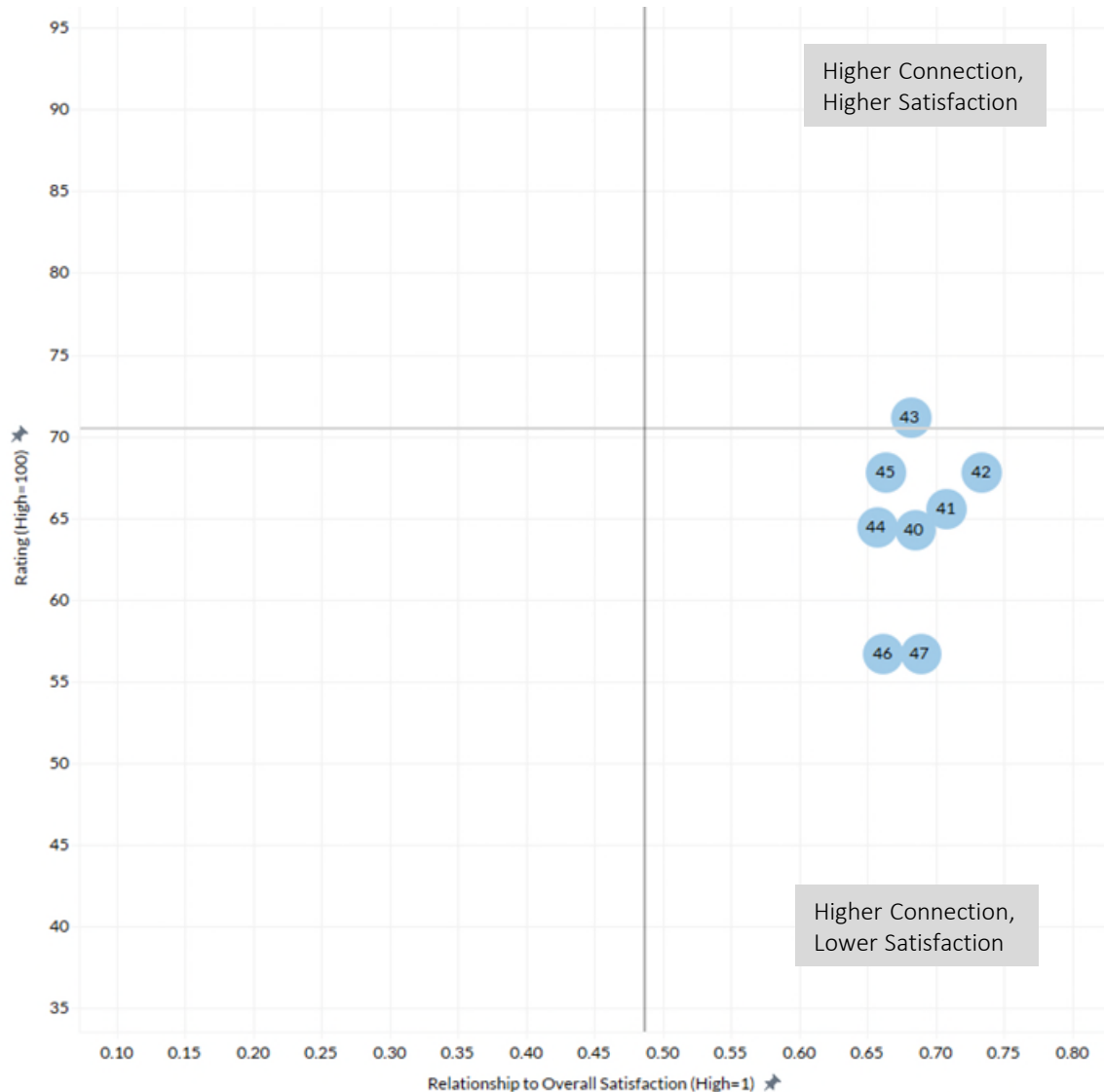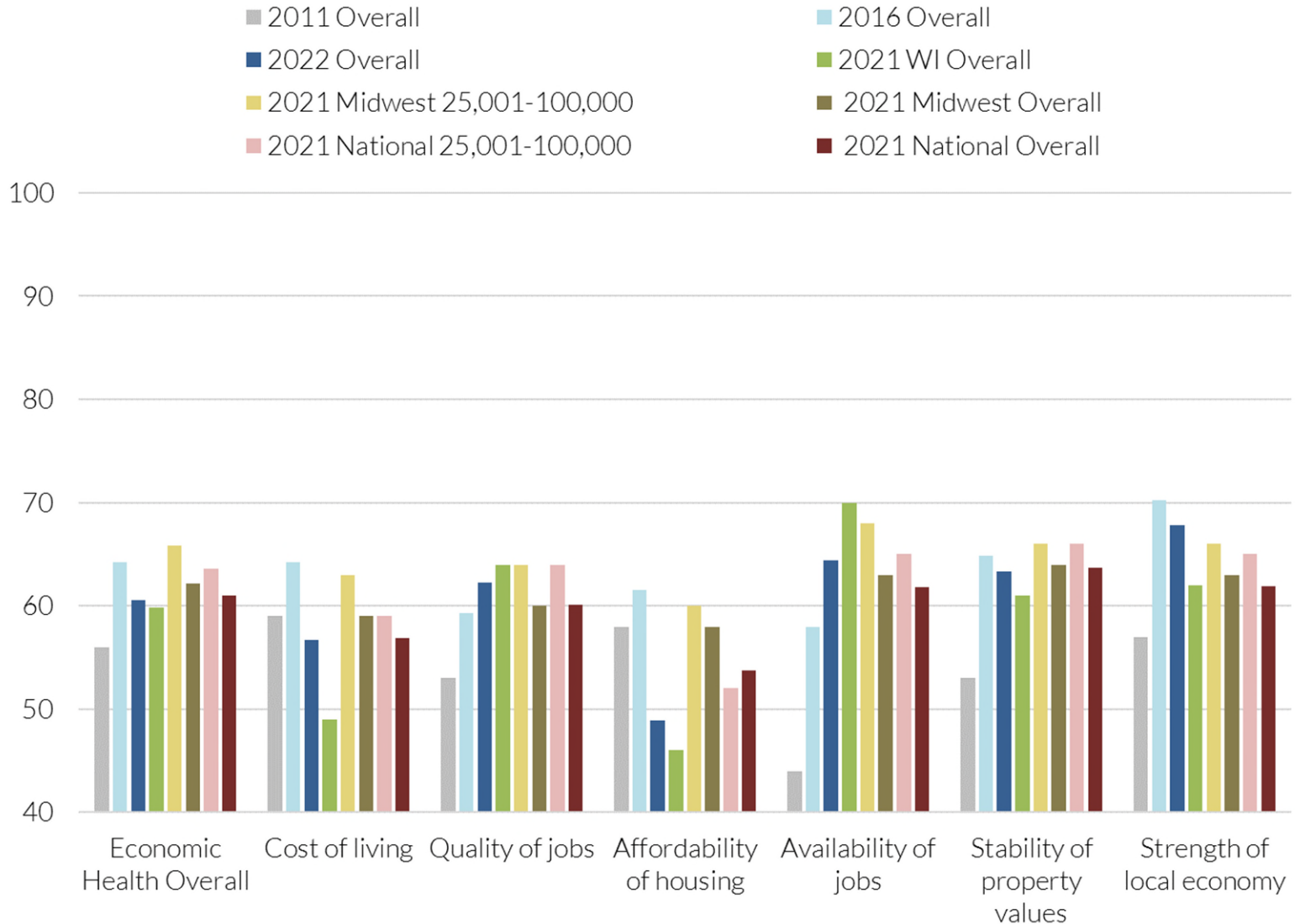
Economic Health

Economic Health

62	Economic Health Overall
63	Cost of living
64	Quality of jobs
65	Affordability of housing
66	Availability of jobs
67	Stability of property values
68	Strength of local economy

Higher Connection, Higher Satisfaction

Higher Connection, Lower Satisfaction

Rating (High=100)

Relationship to Overall Satisfaction (High=1)
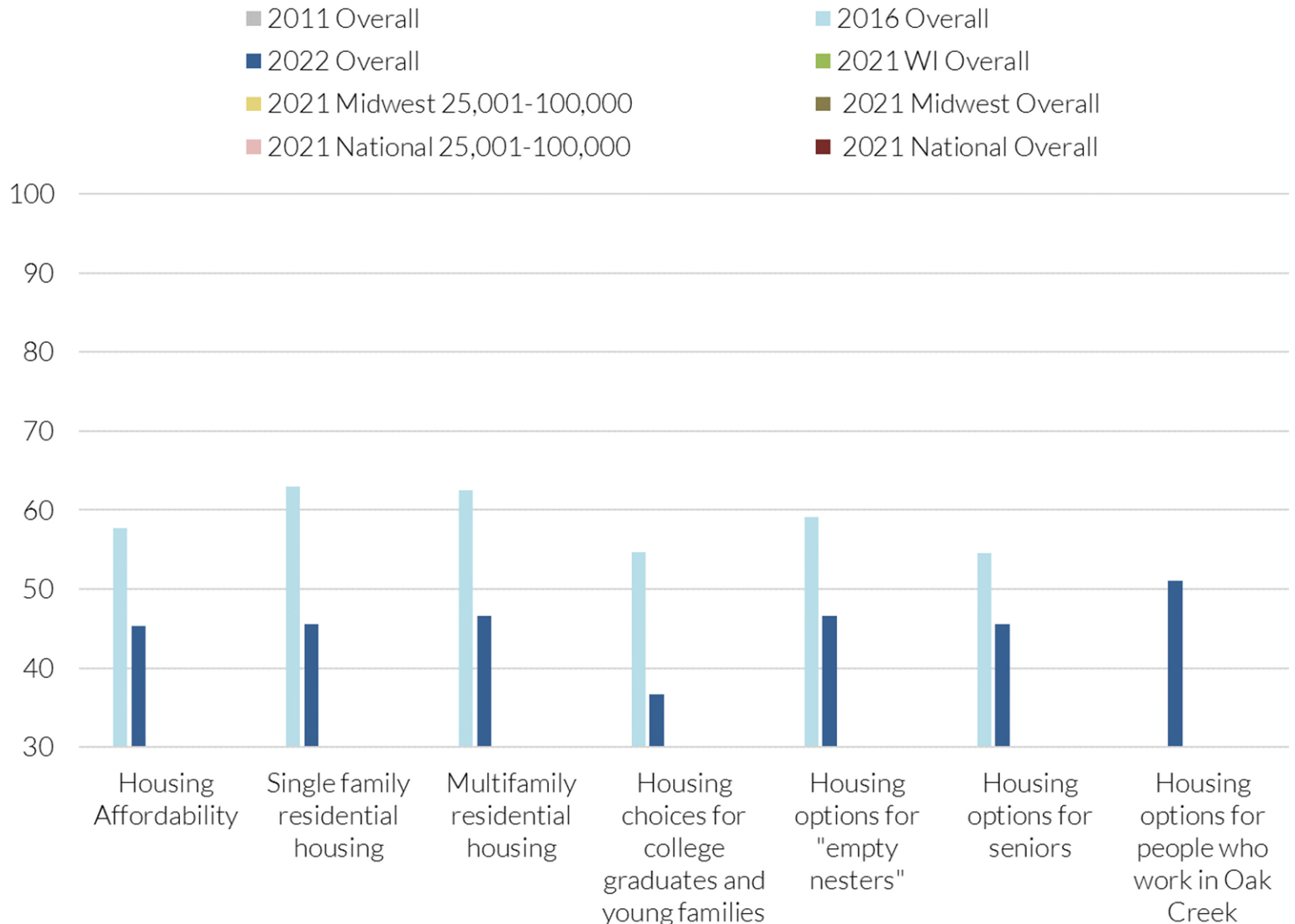
Housing Affordability

55	Housing Affordability
56	Single family residential housing
57	Multifamily residential housing
58	Housing choices for college graduates/ young families
59	Housing options for "empty nesters"
60	Housing options for seniors
61	Housing options for people who work in Oak Creek
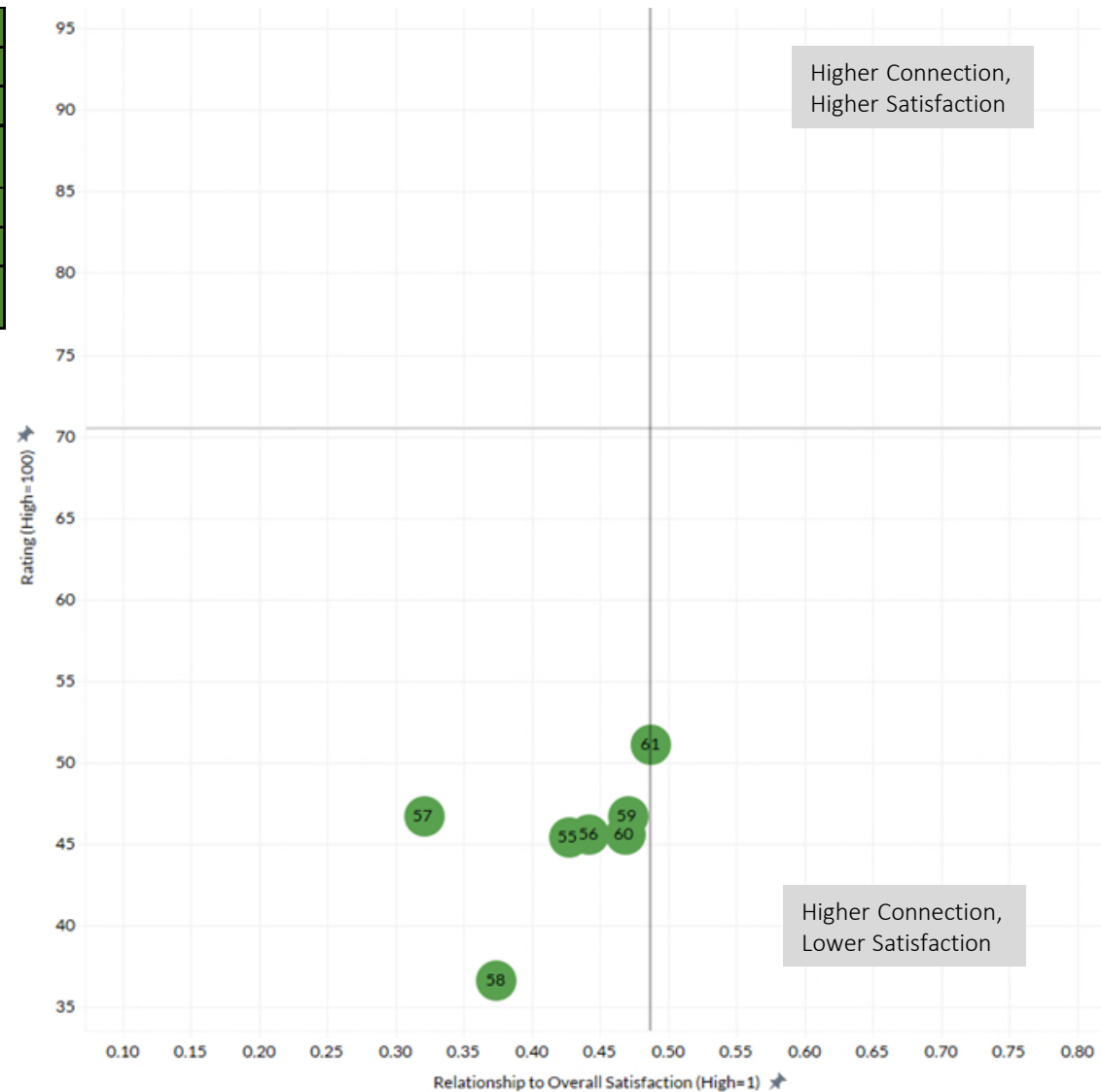
Higher Connection, Higher Satisfaction

Higher Connection, Lower Satisfaction

Rating (High=100)

Relationship to Overall Satisfaction (High=1)
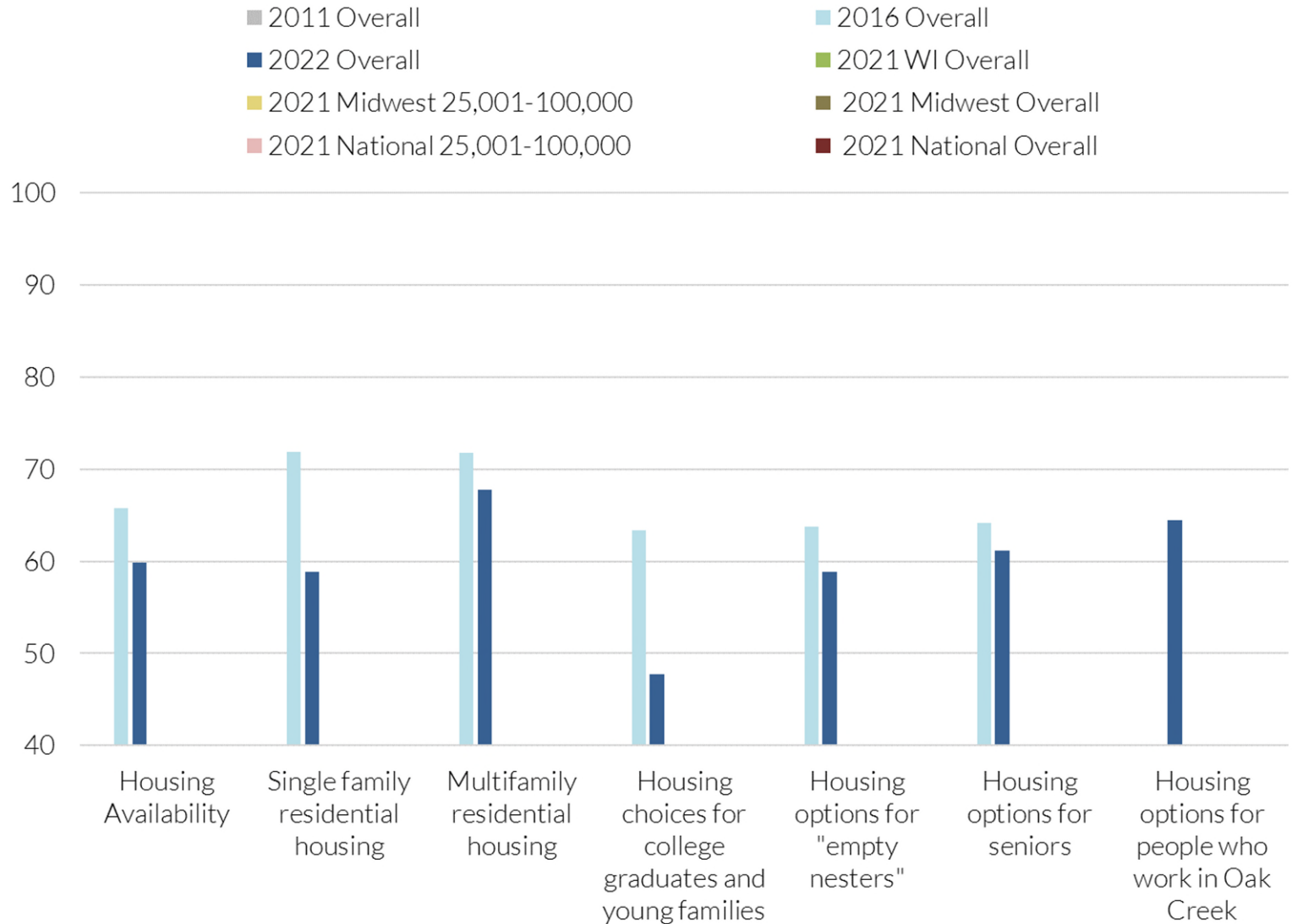
Housing Availability

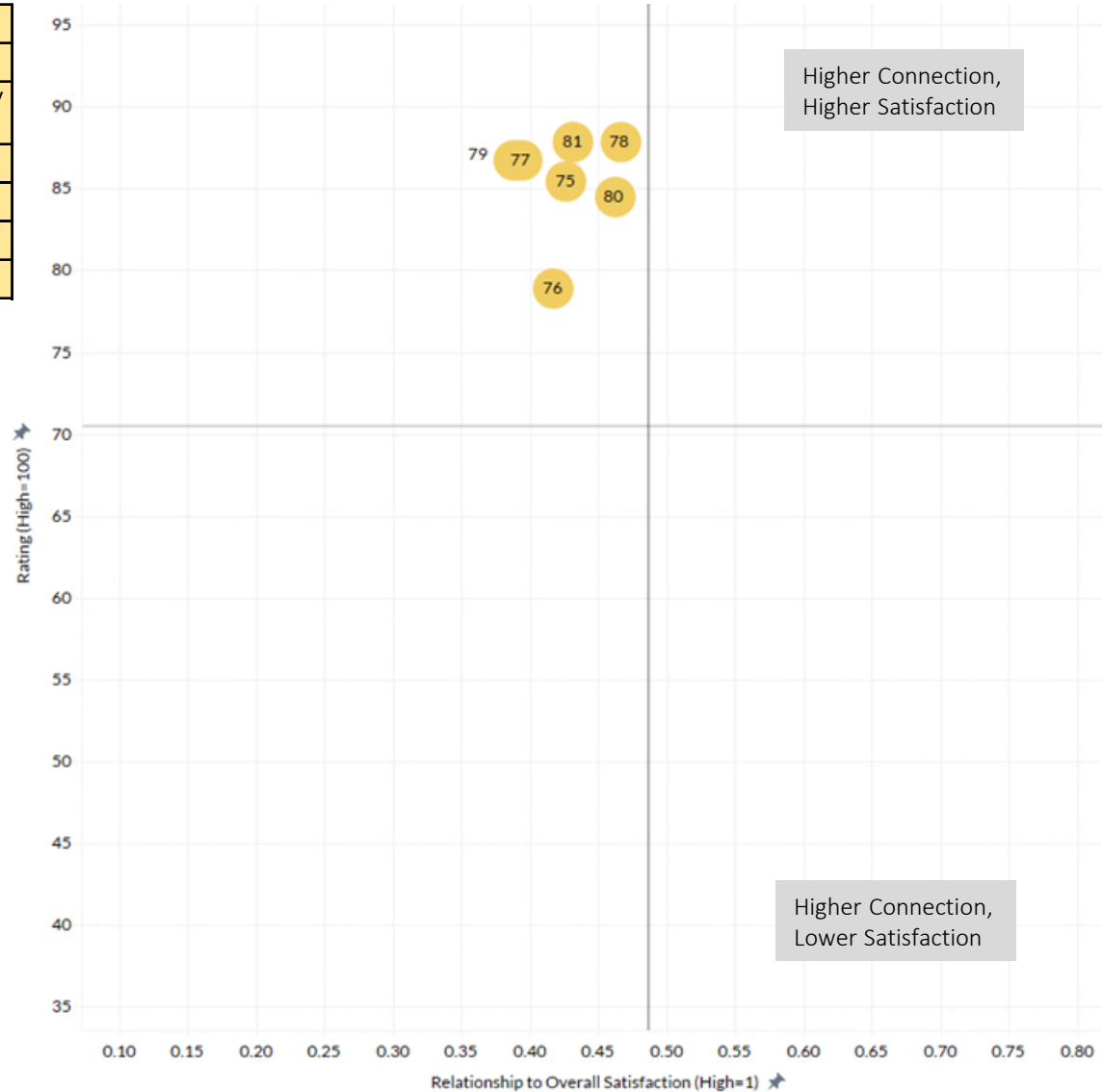|	
48	Housing Availability
49	Single family residential housing
50	Multifamily residential housing
51	Housing choices for college graduates/ young families
52	Housing options for "empty nesters"
53	Housing options for seniors
54	Housing options for people who work in Oak Creek
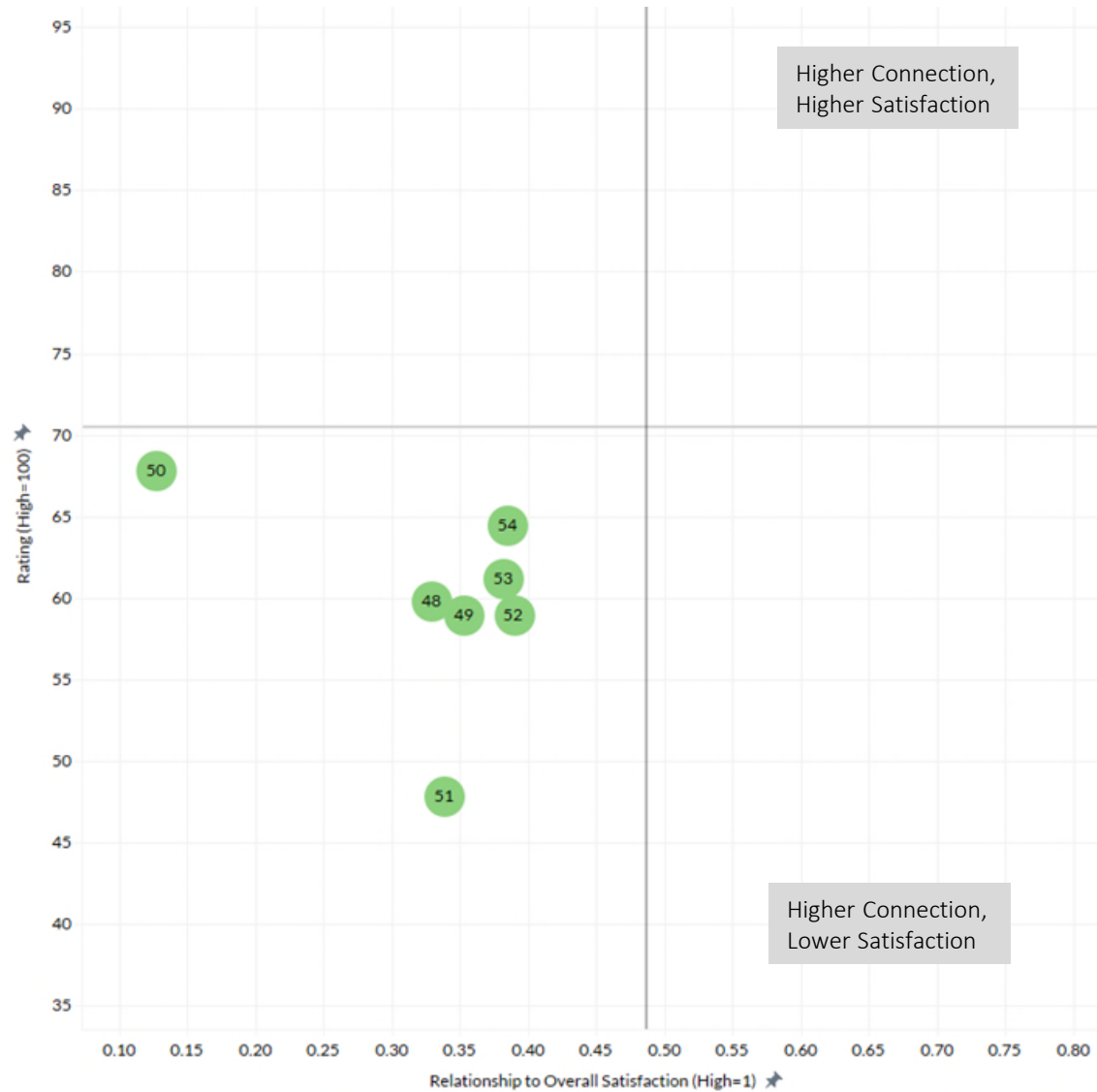
Higher Connection, Higher Satisfaction

Higher Connection, Lower Satisfaction

Rating (High=100)

Relationship to Overall Satisfaction (High=1)
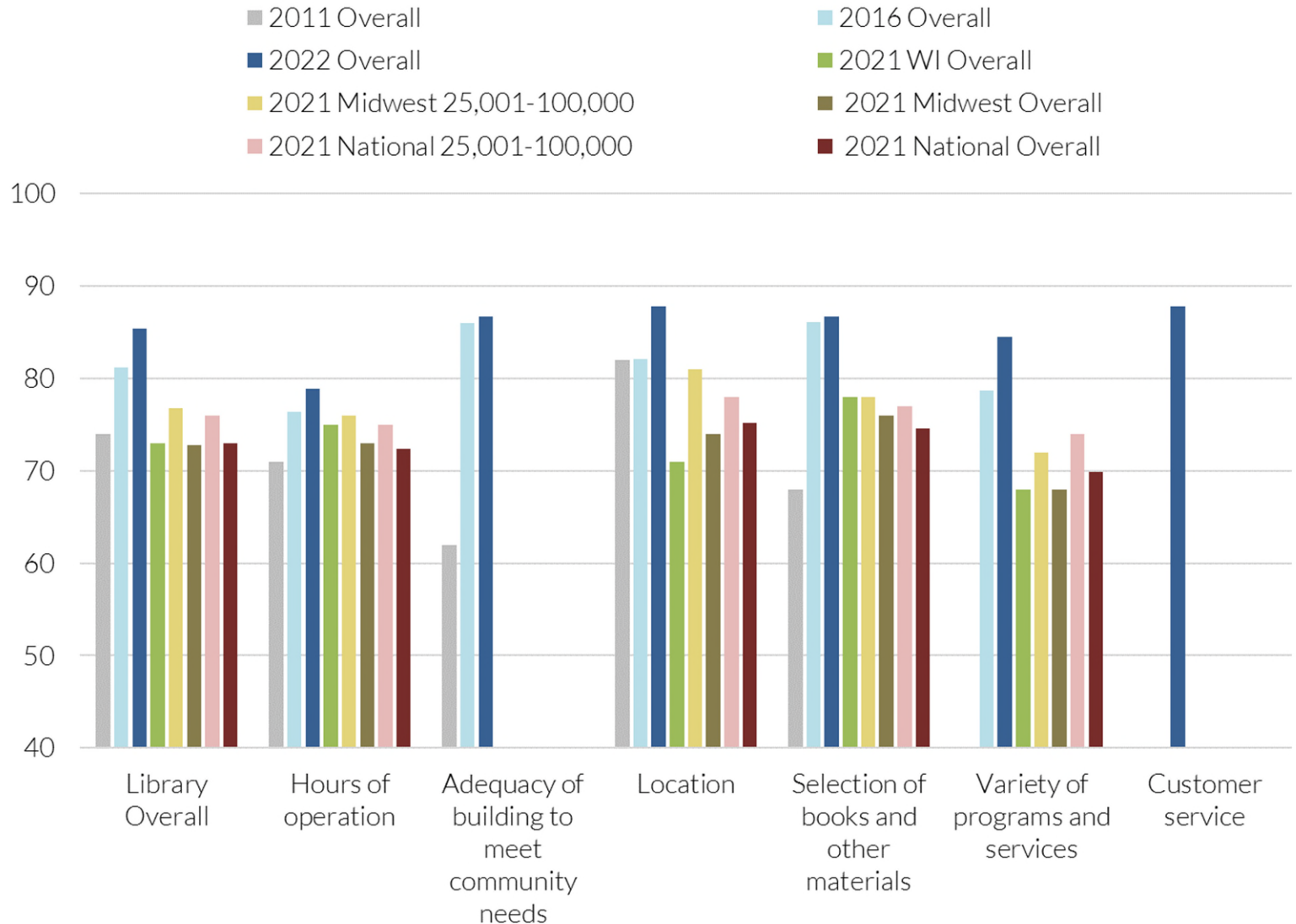
Library Services

Library Services

75	Library Overall
76	Hours of operation
77	Adequacy of building to meet community needs
78	Location
79	Selection of books and other materials
80	Variety of programs and services
81	Customer service
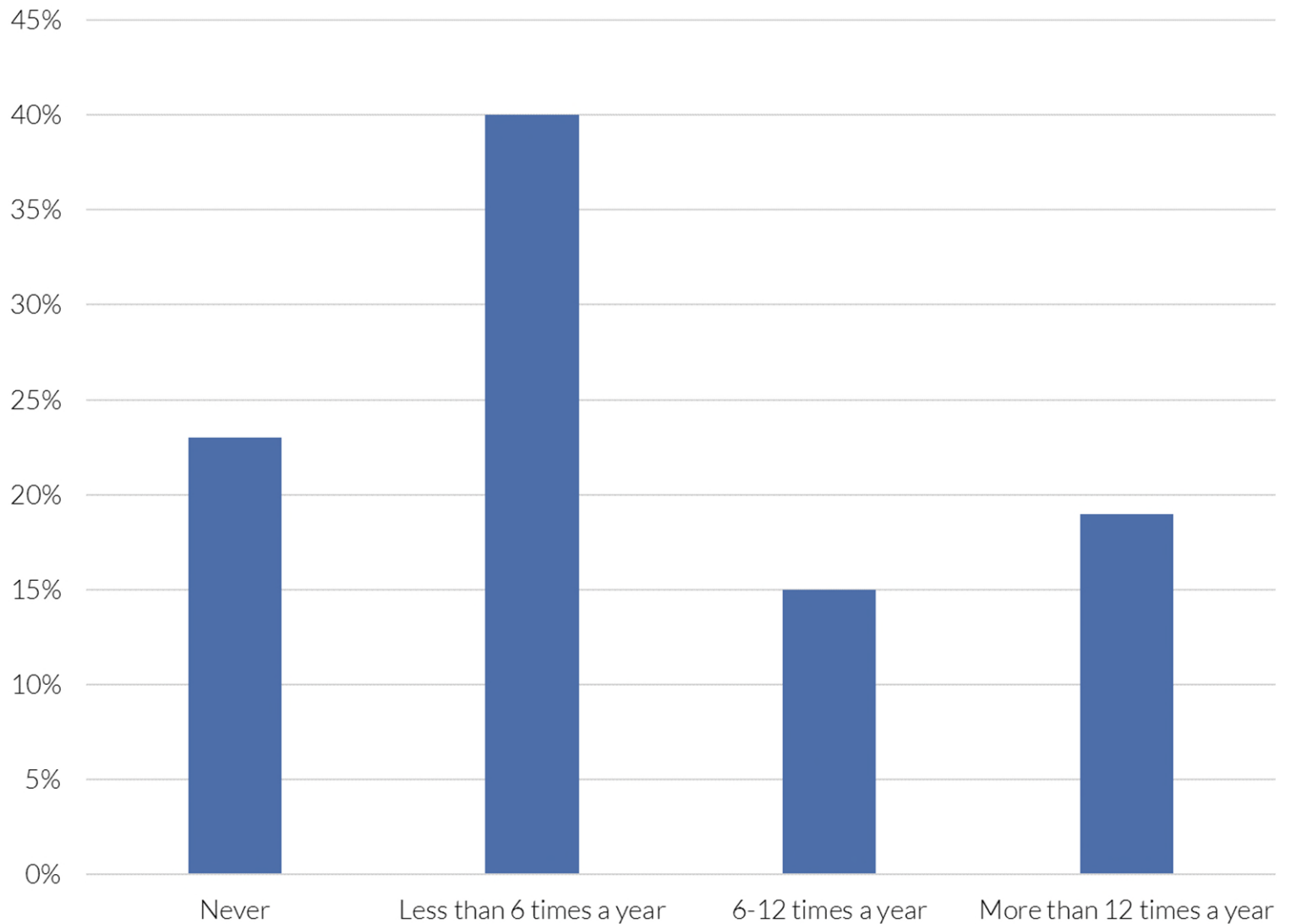
Higher Connection, Higher Satisfaction

Higher Connection, Lower Satisfaction

Rating (High=100)

Relationship to Overall Satisfaction (High=1)

Library Services Use

Legend:
- 2011 Overall
- 2016 Overall
- 2022 Overall
- 2021 WI Overall
- 2021 Midwest 25,001-100,000
- 2021 Midwest Overall
- 2021 National 25,001-100,000
- 2021 National Overall

Parks/Recreation

69	Parks and Rec Overall
70	Parks meet your needs
71	Park maintenance
72	Variety of amenities in parks
73	Rental options (Pavilions, meeting rooms, etc.)
74	Rental fees (Pavilions, meeting rooms, etc.)
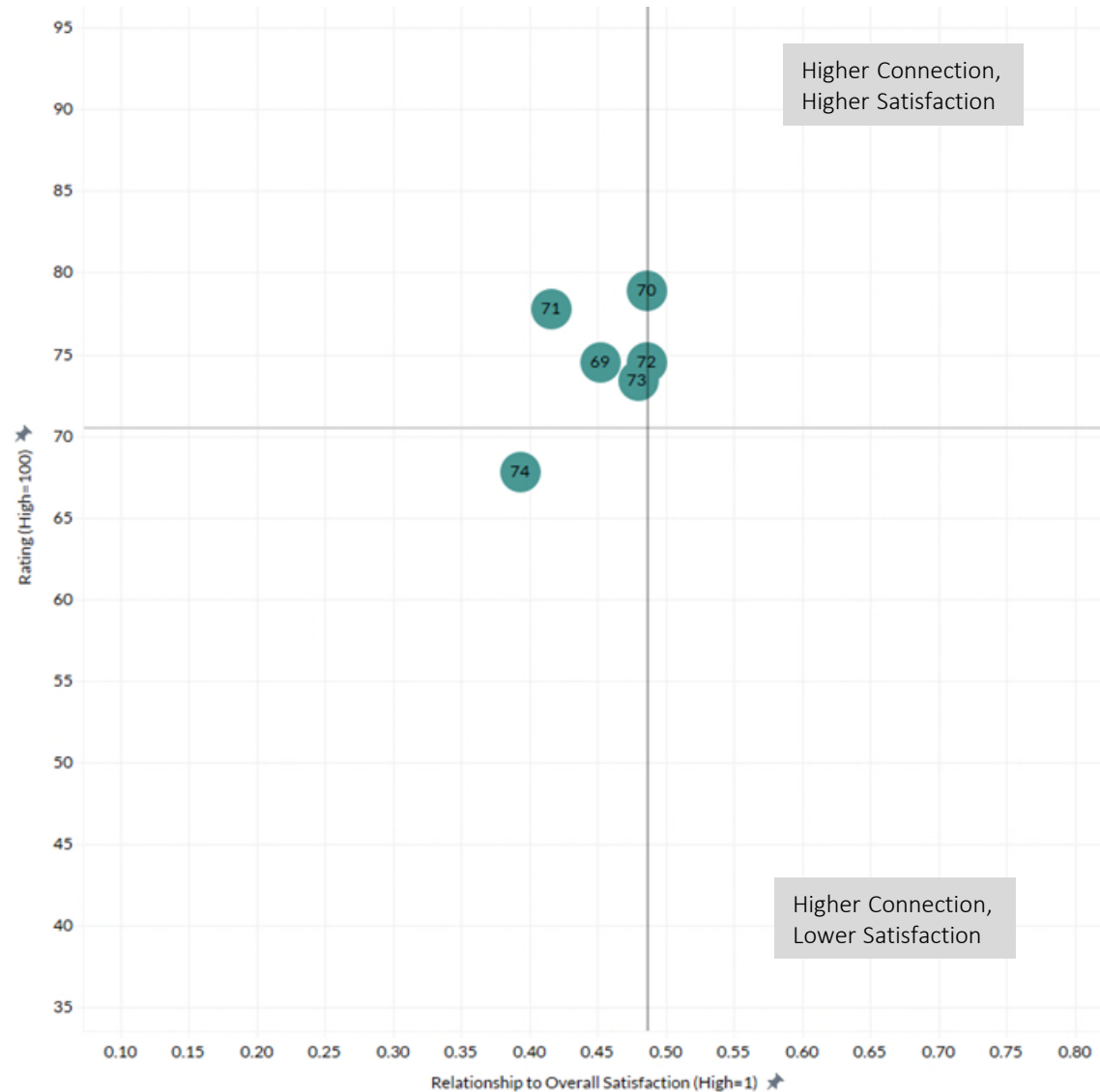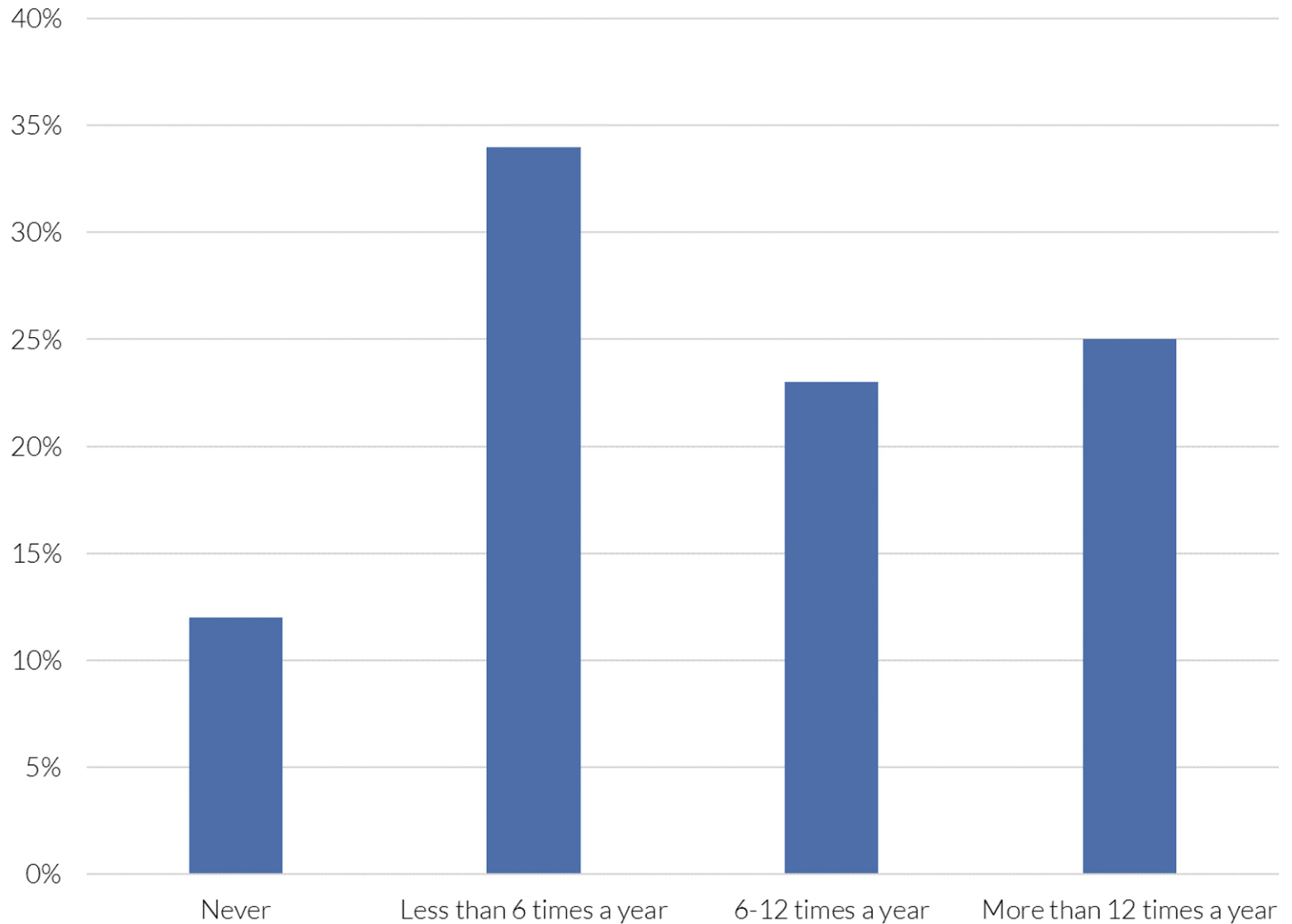
Higher Connection, Higher Satisfaction

Higher Connection, Lower Satisfaction

Rating (High=100)

Relationship to Overall Satisfaction (High=1)

Parks/Recreation Use

Legend:
- 2011 Overall
- 2022 Overall
- 2021 Midwest 25,001-100,000
- 2021 National 25,001-100,000
- 2016 Overall
- 2021 WI Overall
- 2021 Midwest Overall
- 2021 National Overall
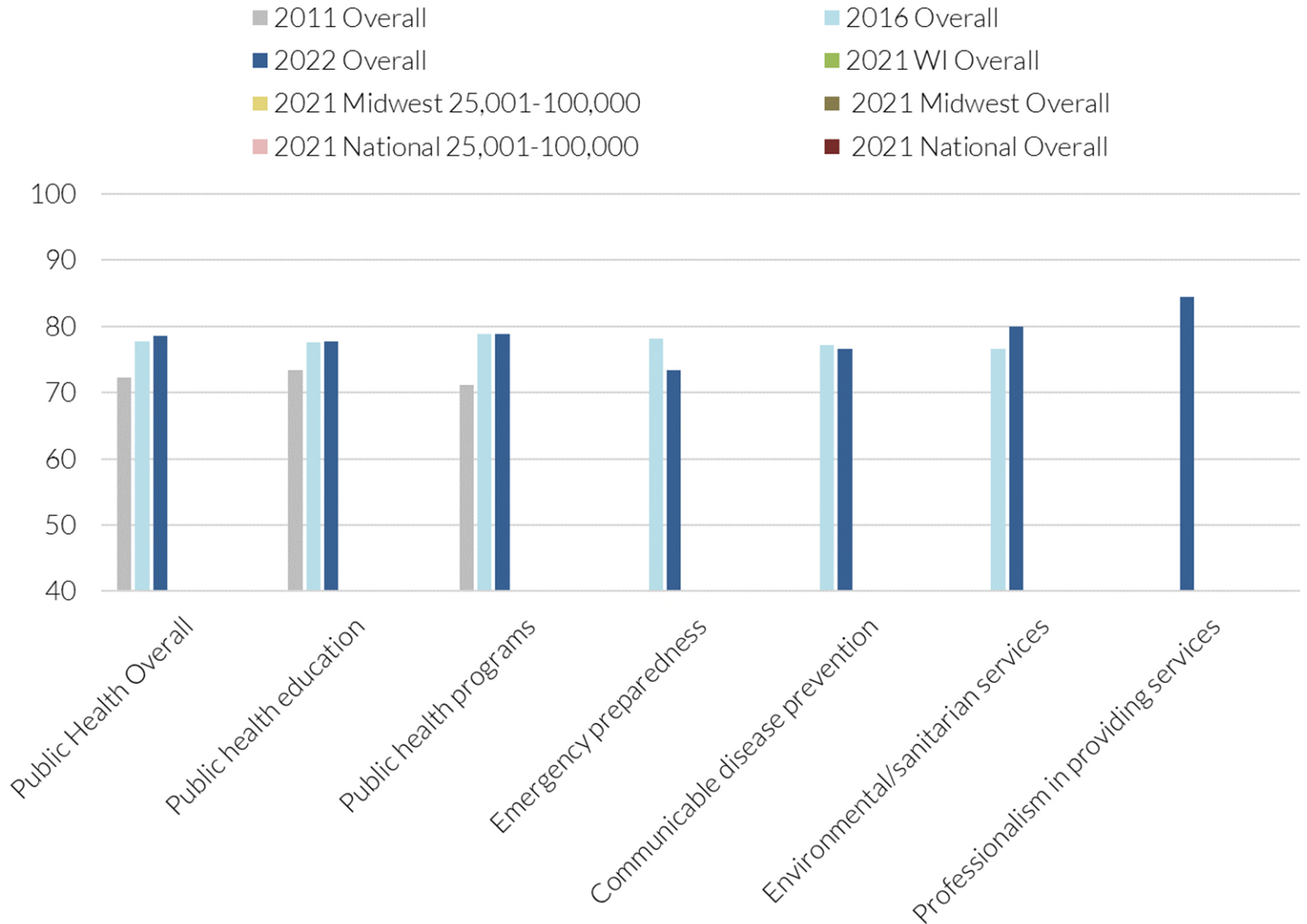
27	Public Health Overall
28	Public health education
29	Public health programs
30	Emergency preparedness
31	Communicable disease prevention
32	Environmental/sanitarian services
33	Professionalism in providing services

Higher Connection, Higher Satisfaction

Higher Connection, Lower Satisfaction

Rating (High=100)

Relationship to Overall Satisfaction (High=1)
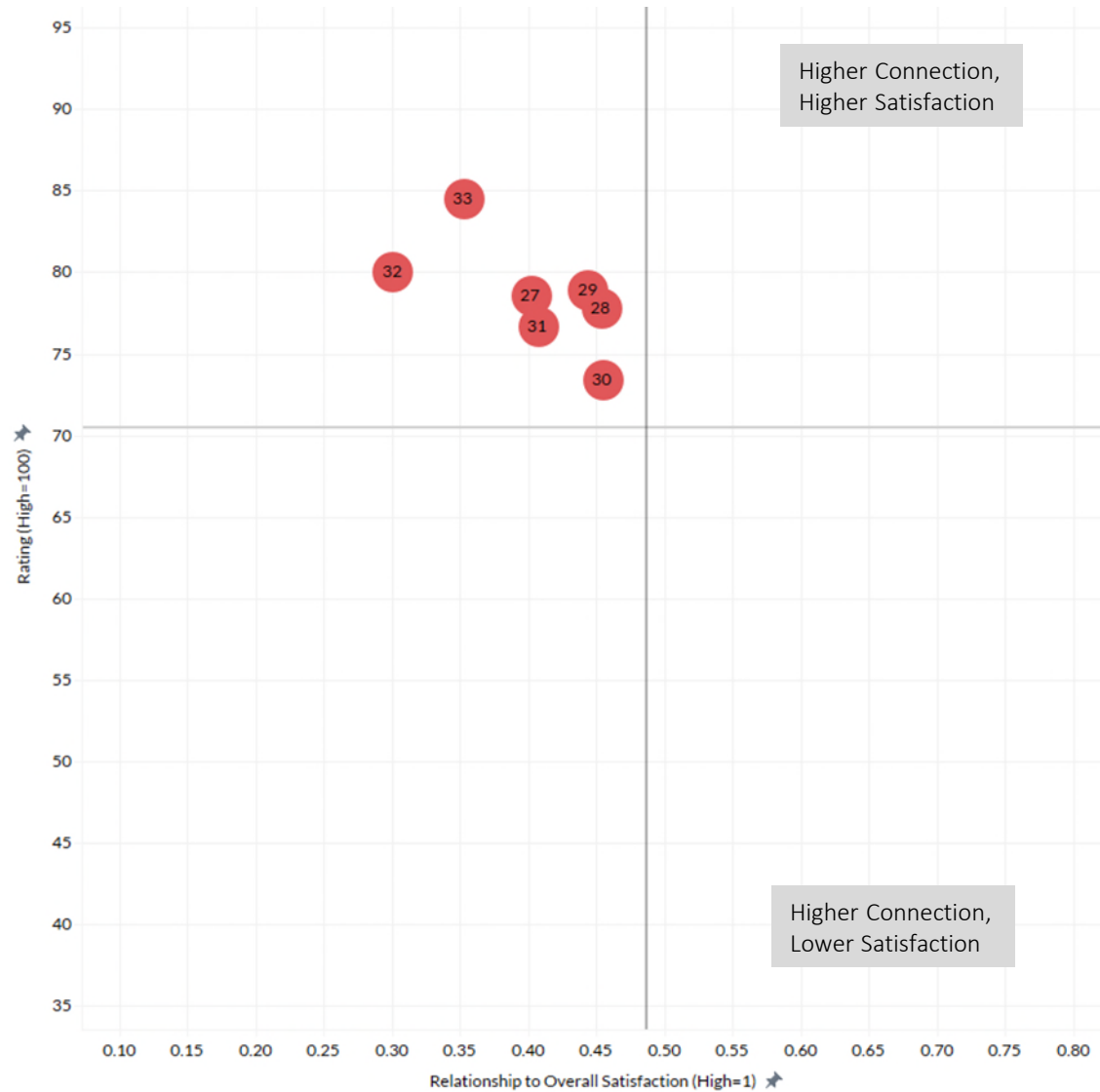
Public Health Services Use
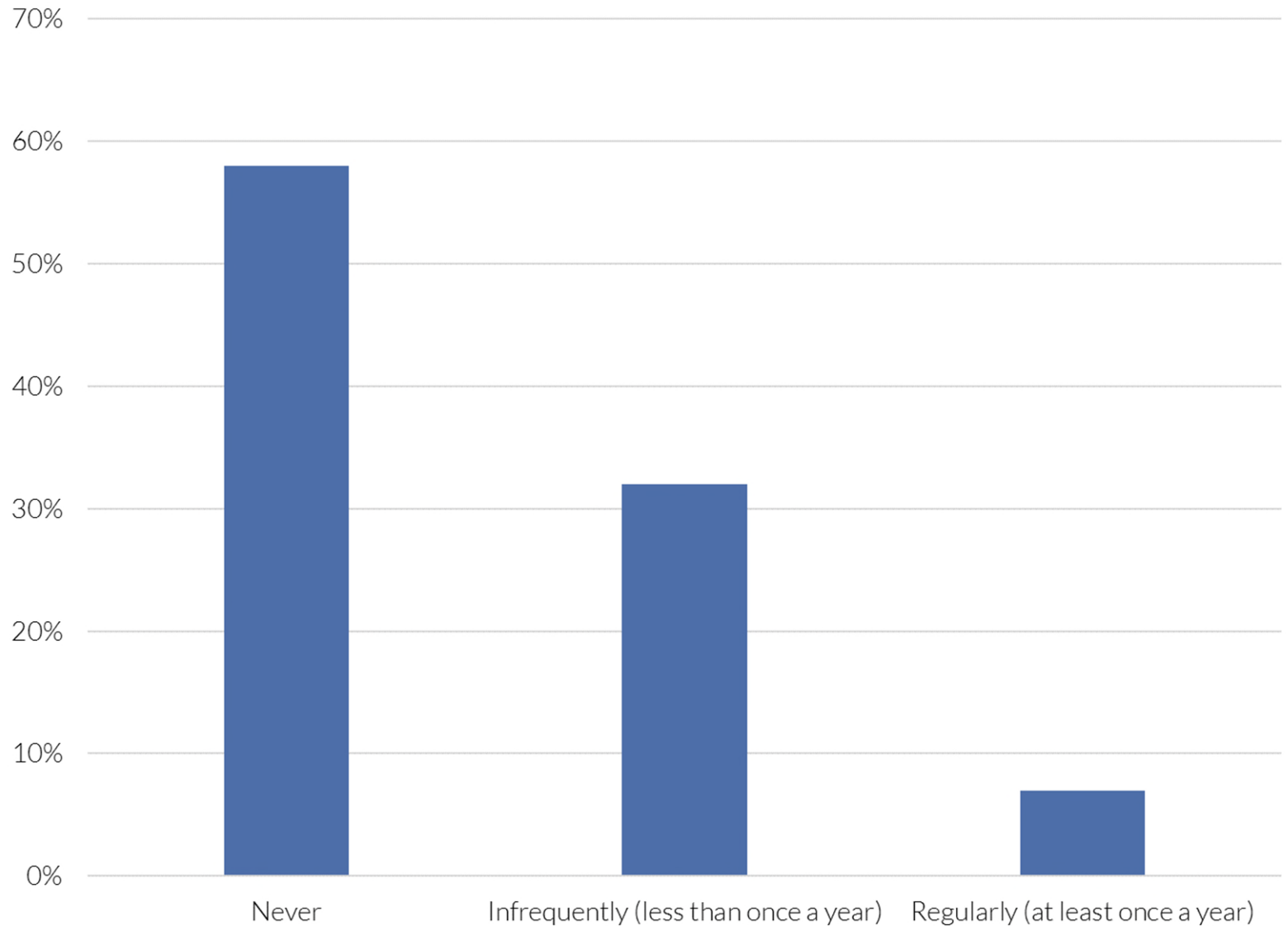
Drivers of Satisfaction and Behavior:
Transportation

Legend:
- 2011 Overall
- 2016 Overall
- 2022 Overall
- 2021 WI Overall
- 2021 Midwest 25,001-100,000
- 2021 Midwest Overall
- 2021 National 25,001-100,000
- 2021 National Overall

Categories: Transportation Overall, Street maintenance and repair, Road signage, Road capacity, Public transportation options, Accommodation for bicycle and foot..., Traffic signals, Street lighting, Bridge maintenance and repair

Transportation

1	Transportation Overall
2	Street maintenance and repair
3	Road signage
4	Traffic signals
5	Road capacity
6	Public transportation options
7	Accommodation for bicycle and foot traffic
8	Street lighting
9	Bridge maintenance and repair

Higher Connection, Higher Satisfaction

Higher Connection, Lower Satisfaction

Which Streets in Special Need of Repair

Themes from Comments:

1. Drexel by the Howell intersection was named by over 70 times
2. Puetz between the roads of 13 through 15
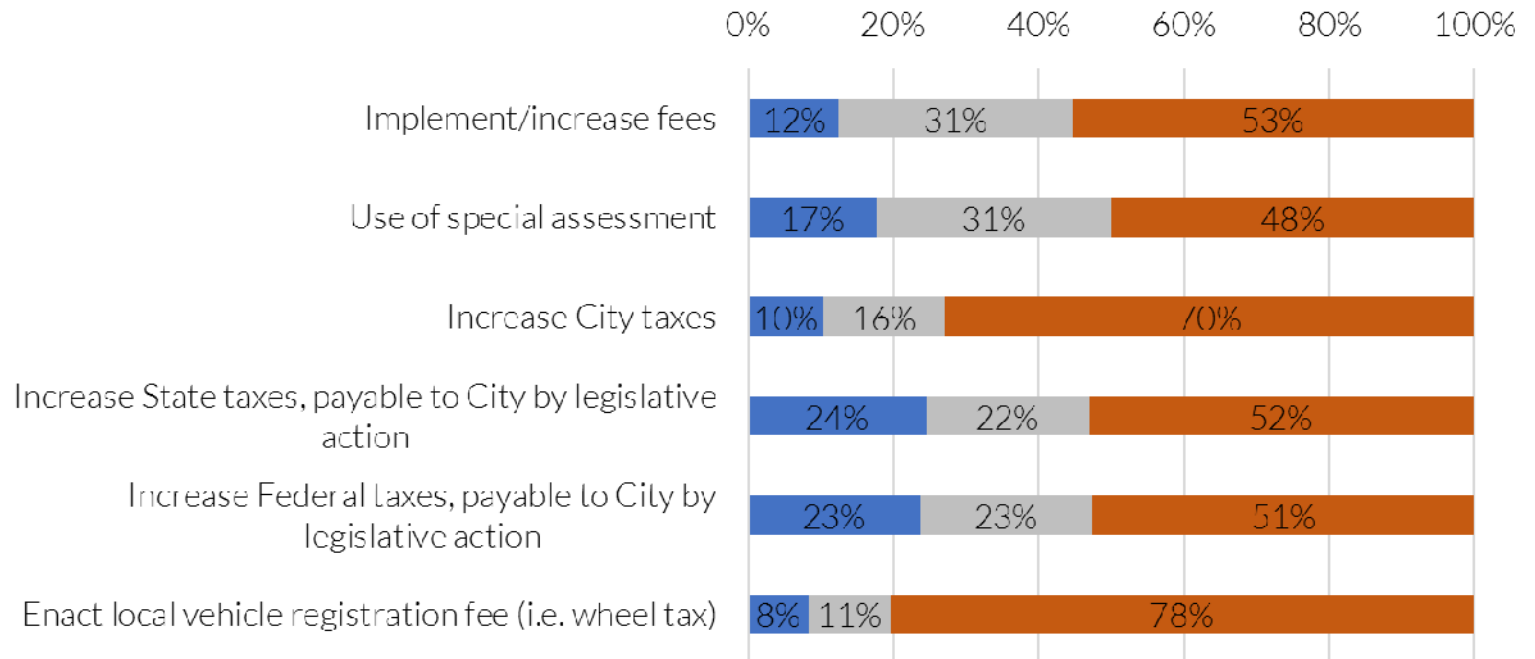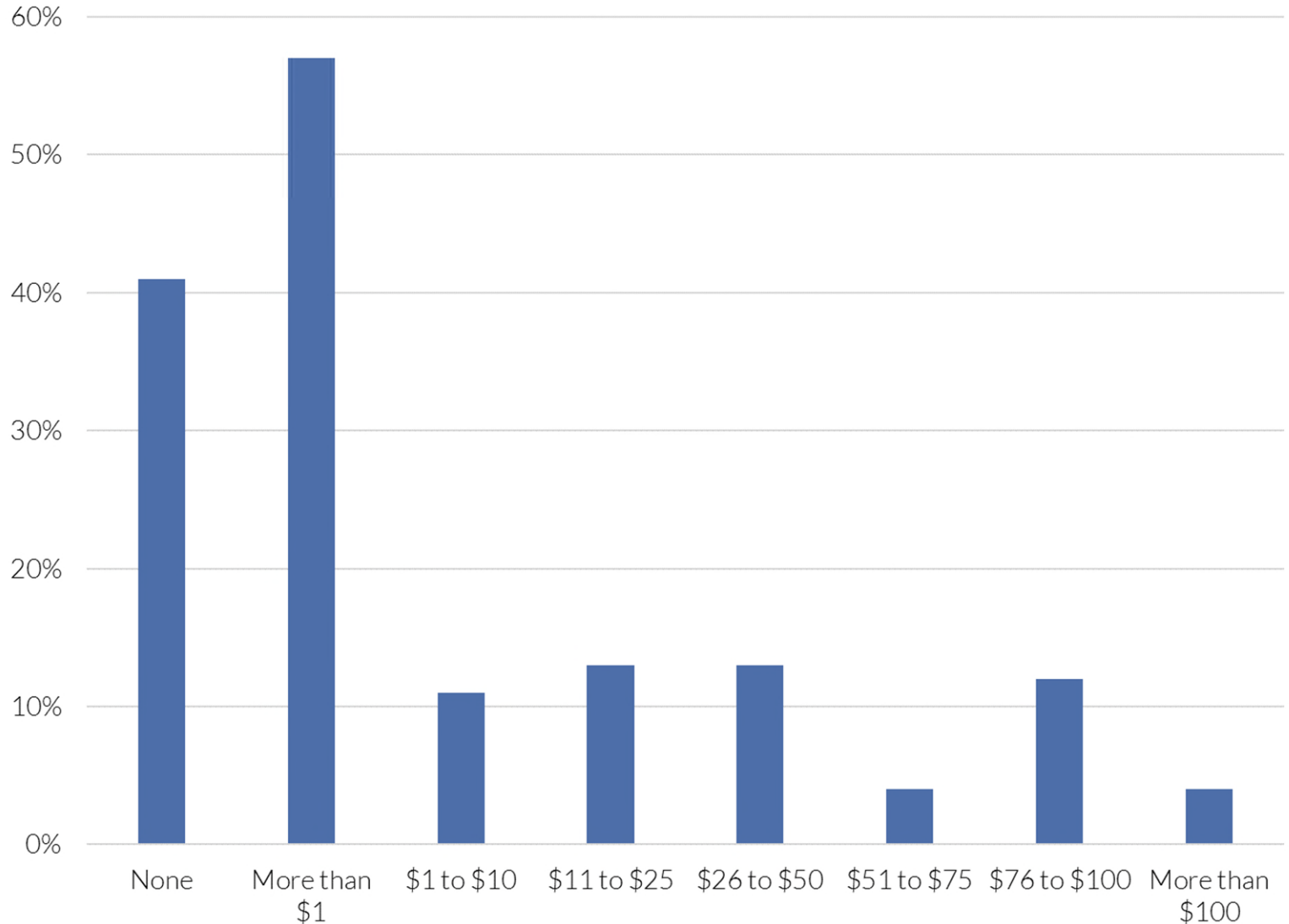3. Rawson & Forest Hill. Which were mentioned an equal amount of times
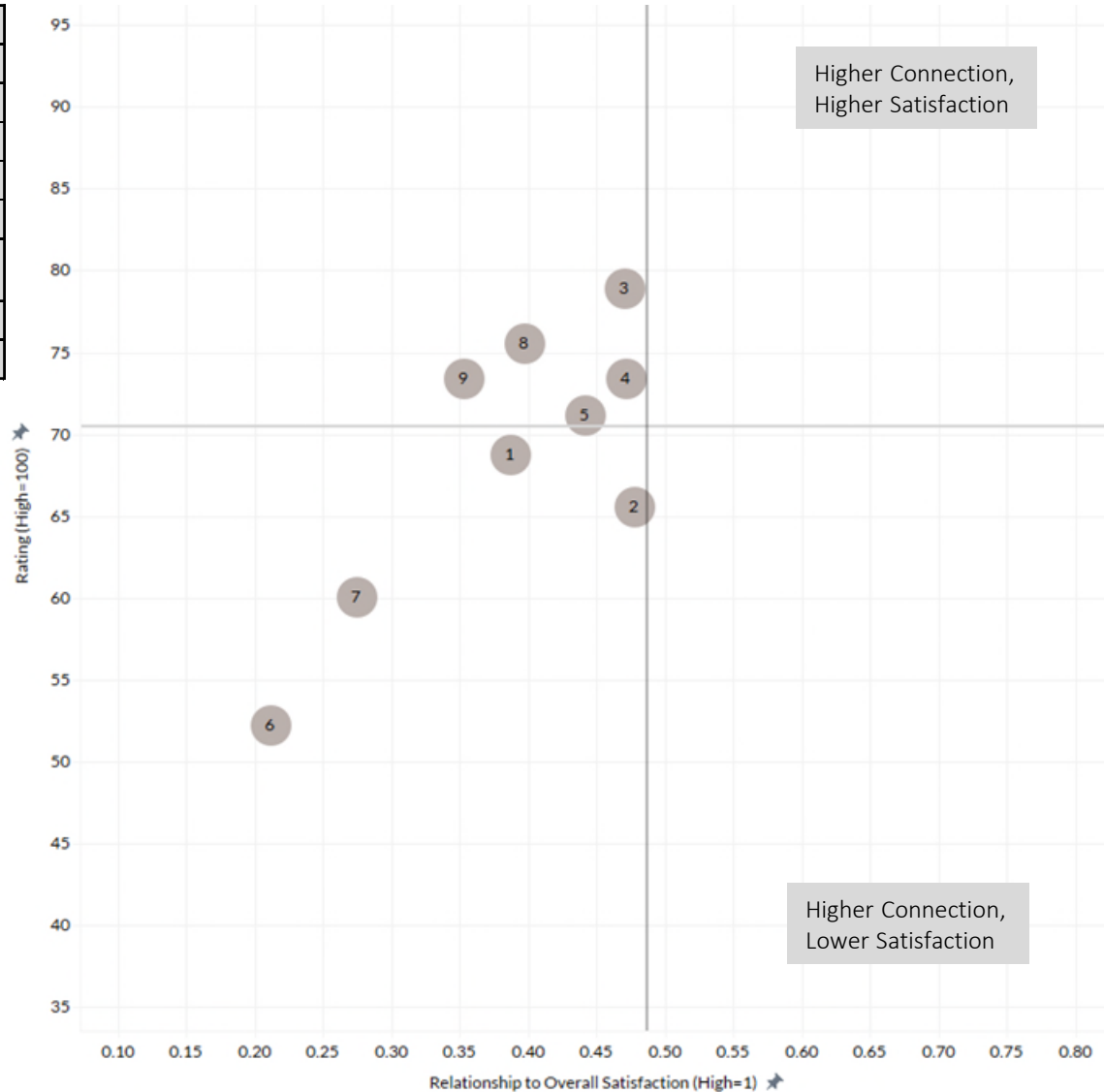
New Transportation Infrastructure Elements
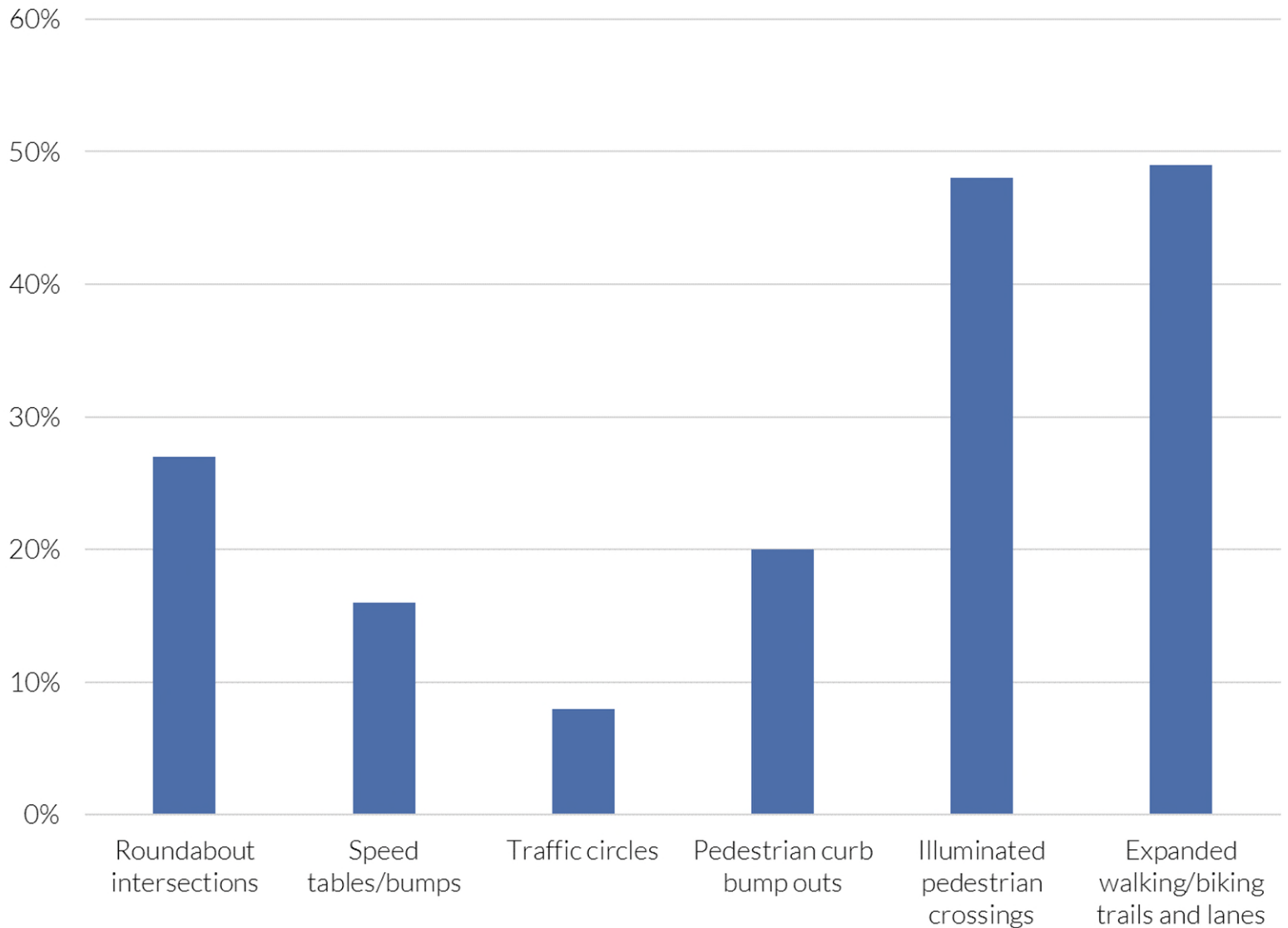
New Transportation Infrastructure Funding

Amount Willing to Pay for Increased Existing Infrastructure Repair and Replacement

Public Transportation Expansion
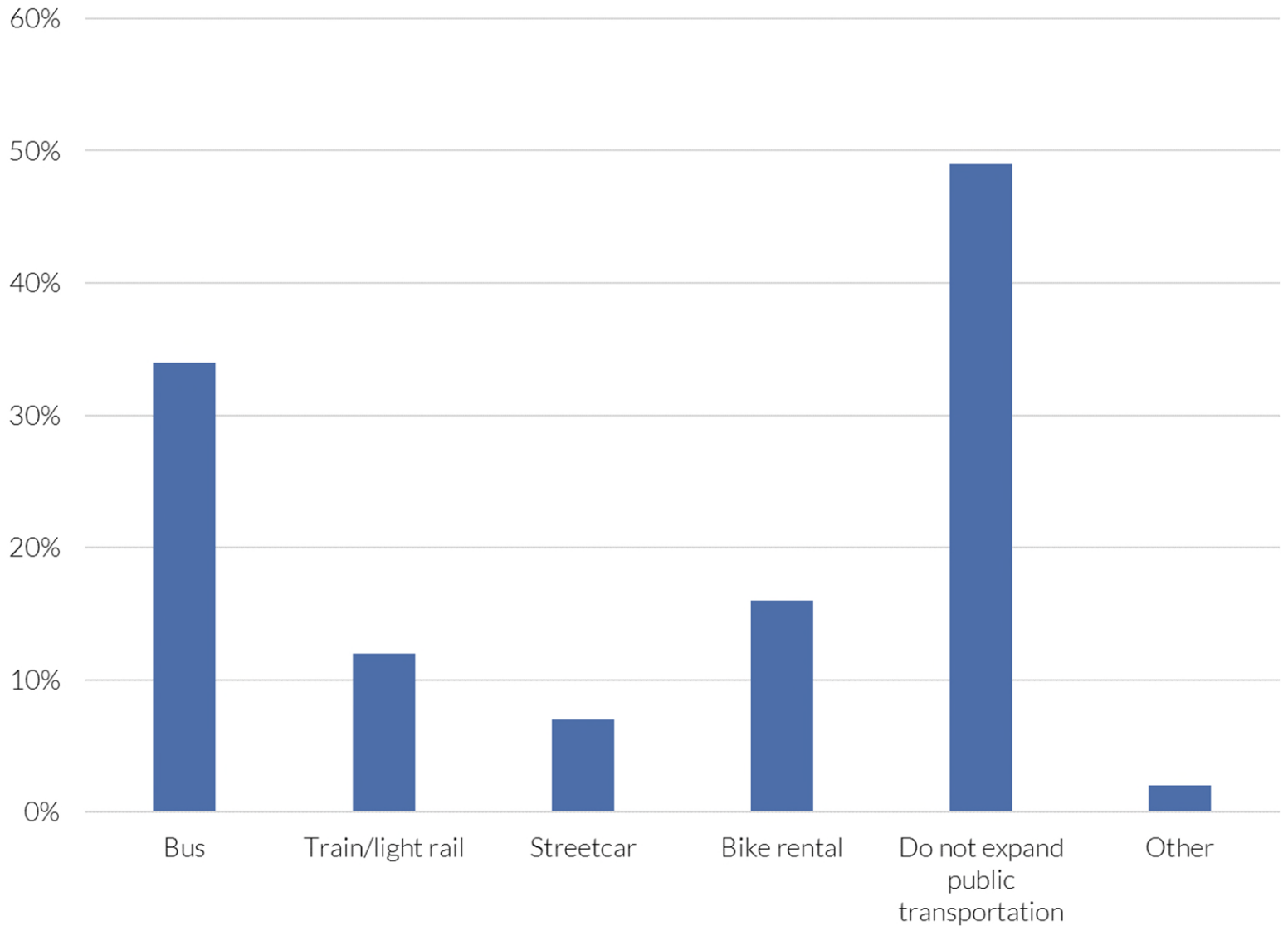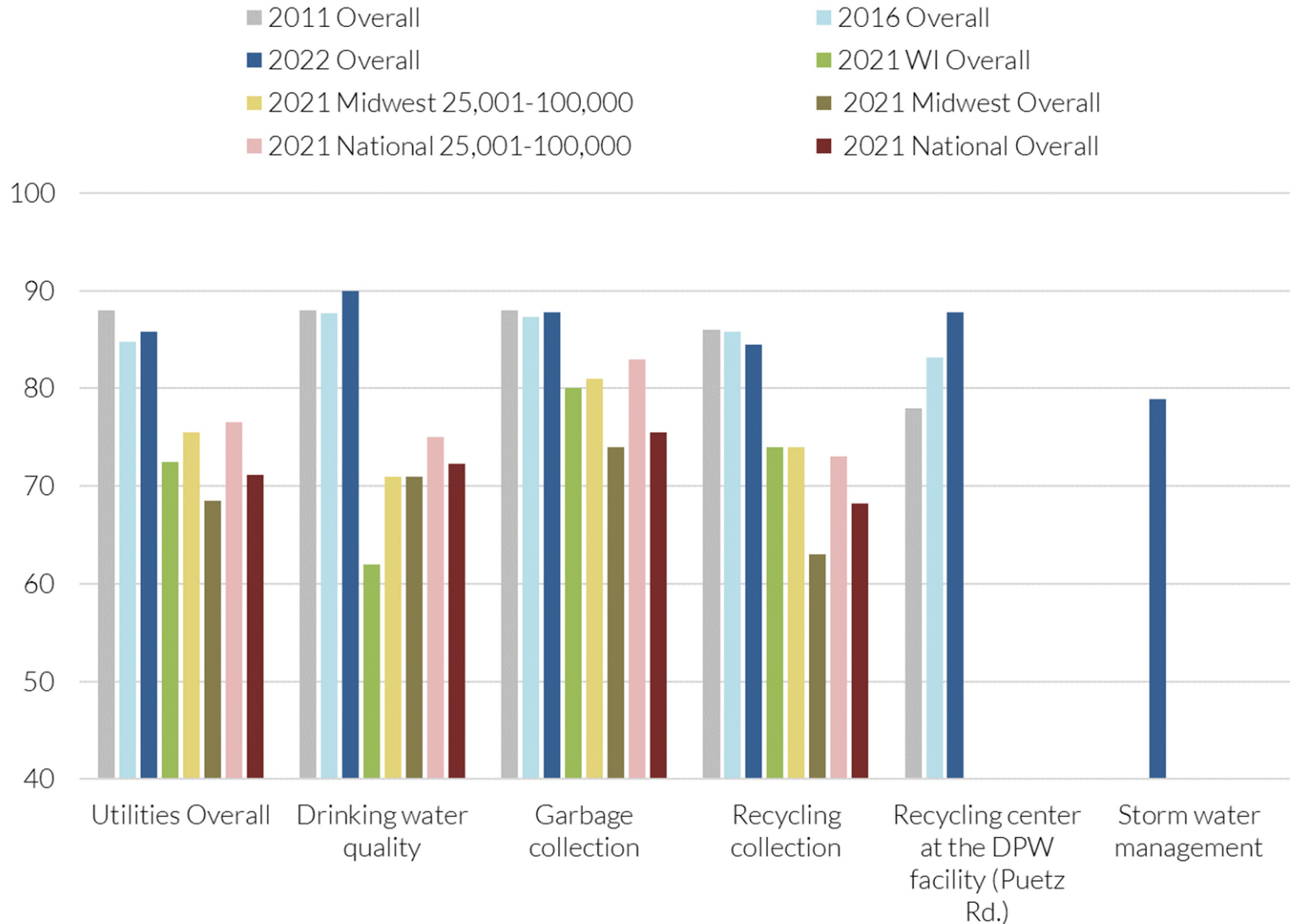
Utility Services

Utility Services

16	Utilities Overall
17	Drinking water quality
18	Garbage collection
19	Recycling collection
20	Recycling center at the DPW facility
21	Storm water management

Higher Connection, Higher Satisfaction

Higher Connection, Lower Satisfaction

Rating (High=100)

Relationship to Overall Satisfaction (High=1)

Taxes

Legend:
- 2011 Overall
- 2022 Overall
- 2021 Midwest 25,001-100,000
- 2021 National 25,001-100,000
- 2016 Overall
- 2021 WI Overall
- 2021 Midwest Overall
- 2021 National Overall

Categories: Taxes Overall, Fairness of property assessments, Ease of understanding tax bills, Fairness of taxes, Amount and quality of services you receive for the city taxes you pay, City communication on how tax dollars are used

Taxes

34	Taxes Overall
35	Fairness of property assessments
36	Ease of understanding tax bills
37	Fairness of taxes
38	Amount and quality of services for taxes paid
39	City communication on how tax dollars are used

Higher Connection, Higher Satisfaction

Higher Connection, Lower Satisfaction

Rating (High=100)

Relationship to Overall Satisfaction (High=1)
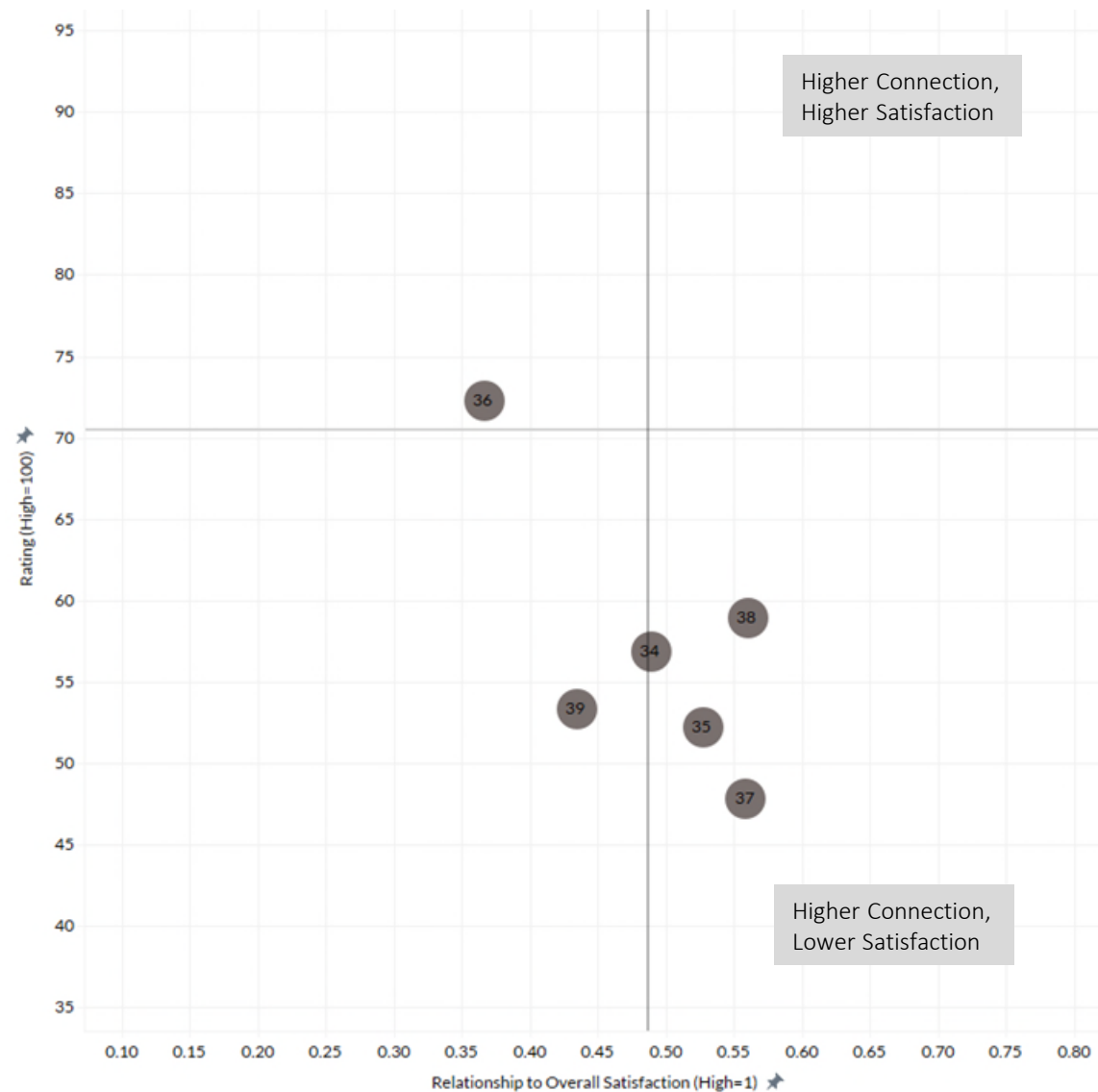
Drivers of Satisfaction and Behavior:
Website

Legend:
- 2011 Overall
- 2022 Overall
- 2021 Midwest 25,001-100,000
- 2021 National 25,001-100,000
- 2016 Overall
- 2021 WI Overall
- 2021 Midwest Overall
- 2021 National Overall

Website

105	Website Overall
106	Timeliness of the online information
107	Clarity of the online information
108	Relevance of the information to you
109	Ease of finding the information
110	Ease of filling out online forms
111	Ability to complete transactions online
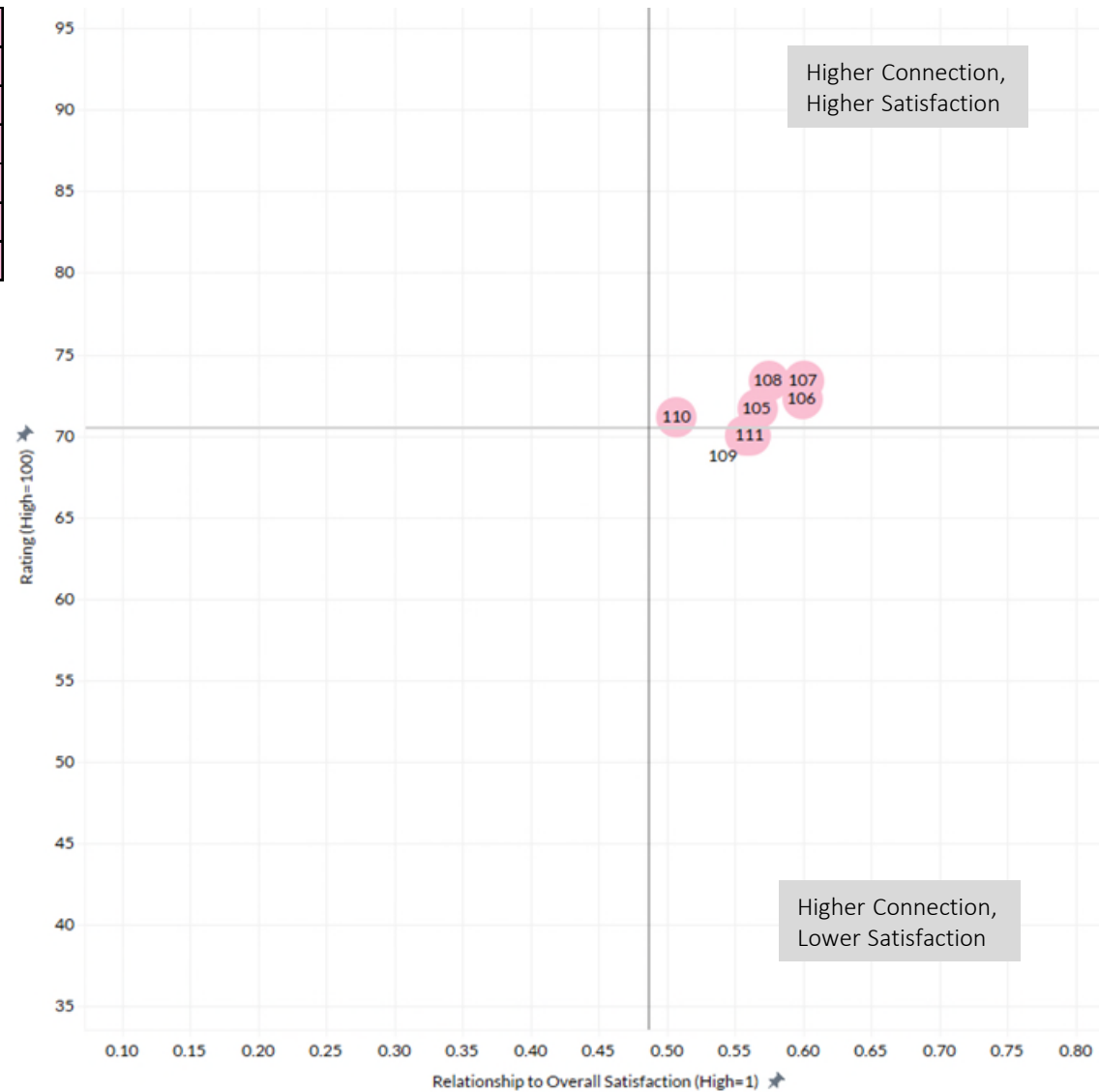
Higher Connection, Higher Satisfaction

Higher Connection, Lower Satisfaction

Rating (High=100)

Relationship to Overall Satisfaction (High=1)

Social Media

Legend:
- 2011 Overall
- 2016 Overall
- 2022 Overall
- 2021 WI Overall
- 2021 Midwest 25,001-100,000
- 2021 Midwest Overall
- 2021 National 25,001-100,000
- 2021 National Overall

Categories: Social Media Overall, Timeliness of the information, Clarity of the information, Relevance of the information to you, Ability to interact with staff to get questions answered
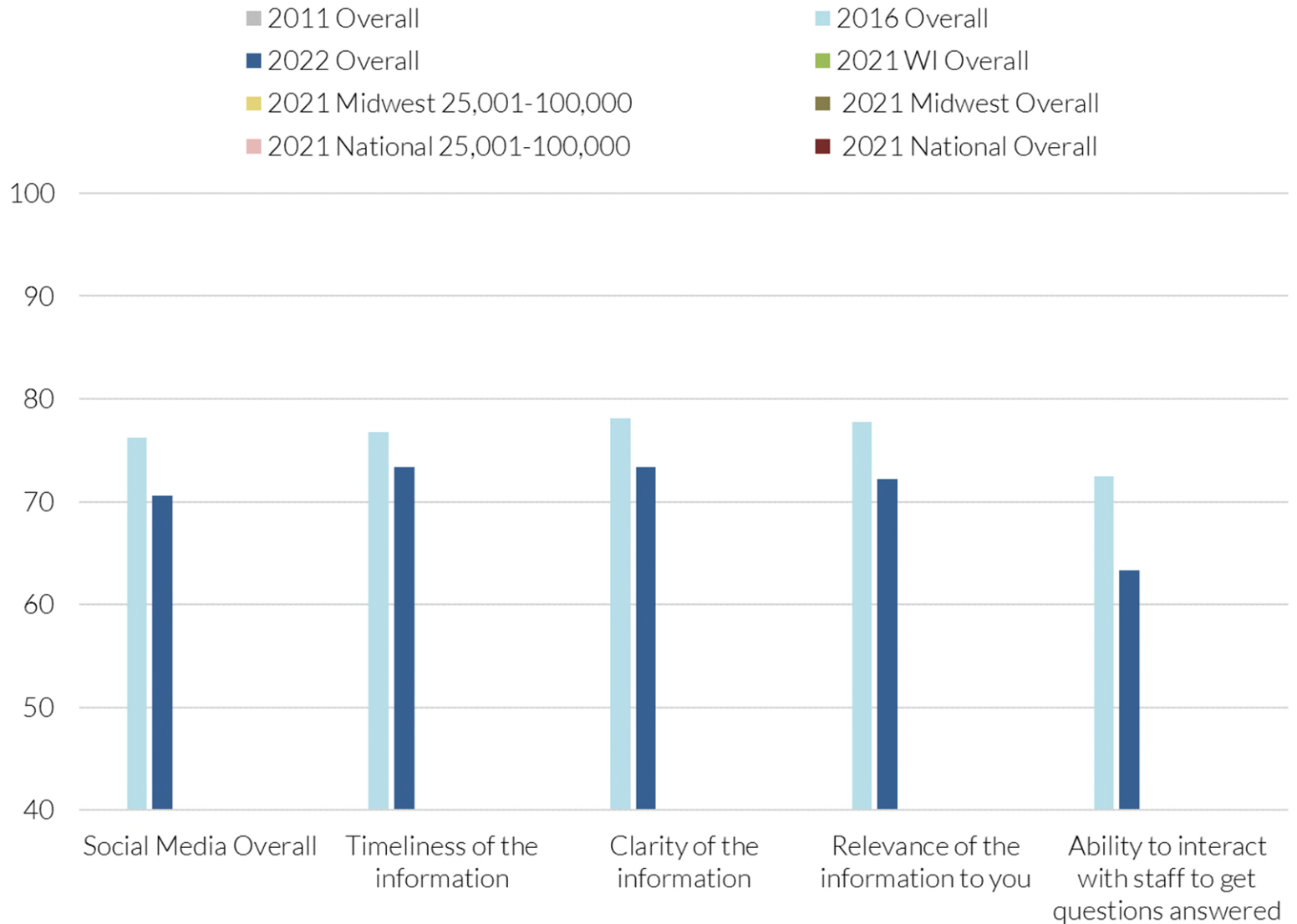
Social Media

112	Social Media Overall
113	Timeliness of the information
114	Clarity of the information
115	Relevance of the information to you
116	Ability to get questions answered

Higher Connection, Higher Satisfaction

Higher Connection, Lower Satisfaction

Rating (High=100)

Relationship to Overall Satisfaction (High=1)

Most Important Issues

Themes from Comments:

1. Property tax on the rise was a major concern
2. Housing around the accessibility to affordable housing and concern about apartment complexes causing overcrowding in some areas
3. Local school concerns around the response to COVID, the ranking of education compared to surrounding areas, and bullying

Vision of Oak Creek in 10 Years

Themes from Comments:
1. Sense of community through a strong involvement of both residents and business
2. Safe place to start new families: high-quality parks, recreational programs and schools
3. Improved affordability of taxes and housing

Themes from Comments:

1. Restaurants- Residents are looking for more local (non-chain) type eating choices at both the "higher-end/ fine-dining" and more "family friendly dining"
2. Parks/programs- More outdoor green spaces (worry that growth is expanding too quickly and they are losing green spaces and trees); more infrastructure for walks, sports, etc.
3. Pool/ aquatic center- Indoor/outdoor pool or an aquatic center for "fun in the sun" and swimming lessons

Types of Special Events

Themes from Comments:

1. More theater and musical concerts and events
2. Farmer markets/ rummage sales/ craft fairs/ special holiday events with inclusive and fun activities that adults of all ages might enjoy (Octoberfest)
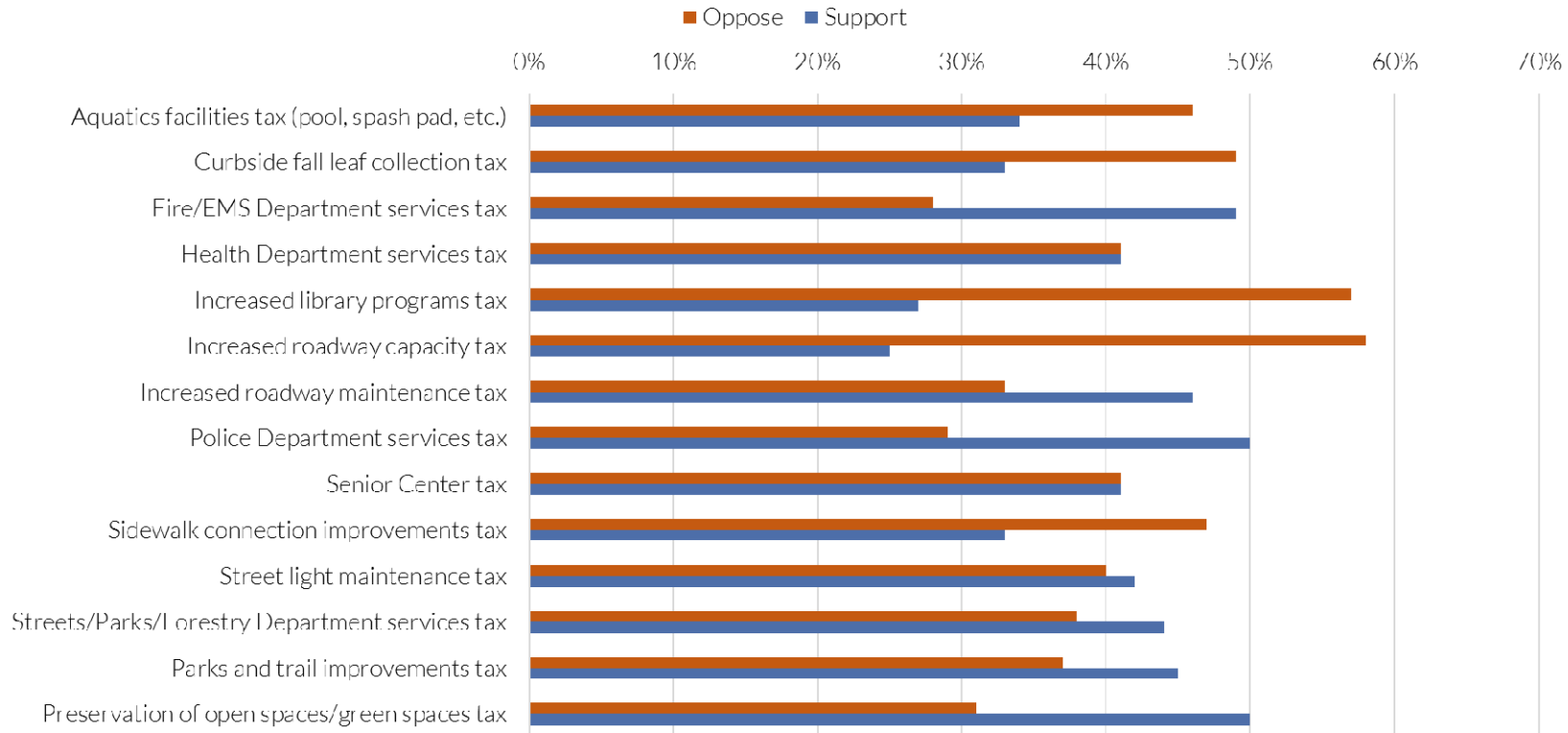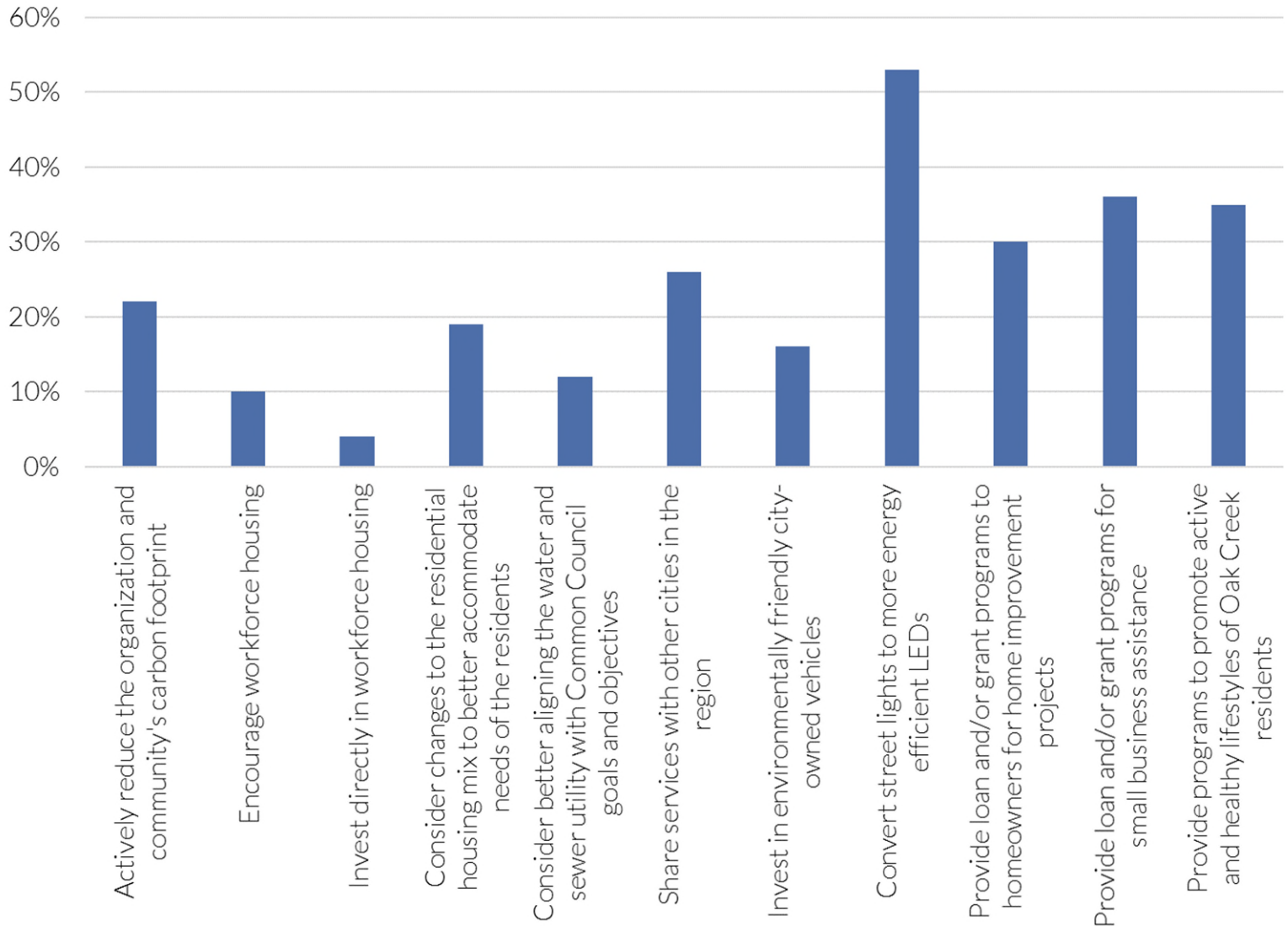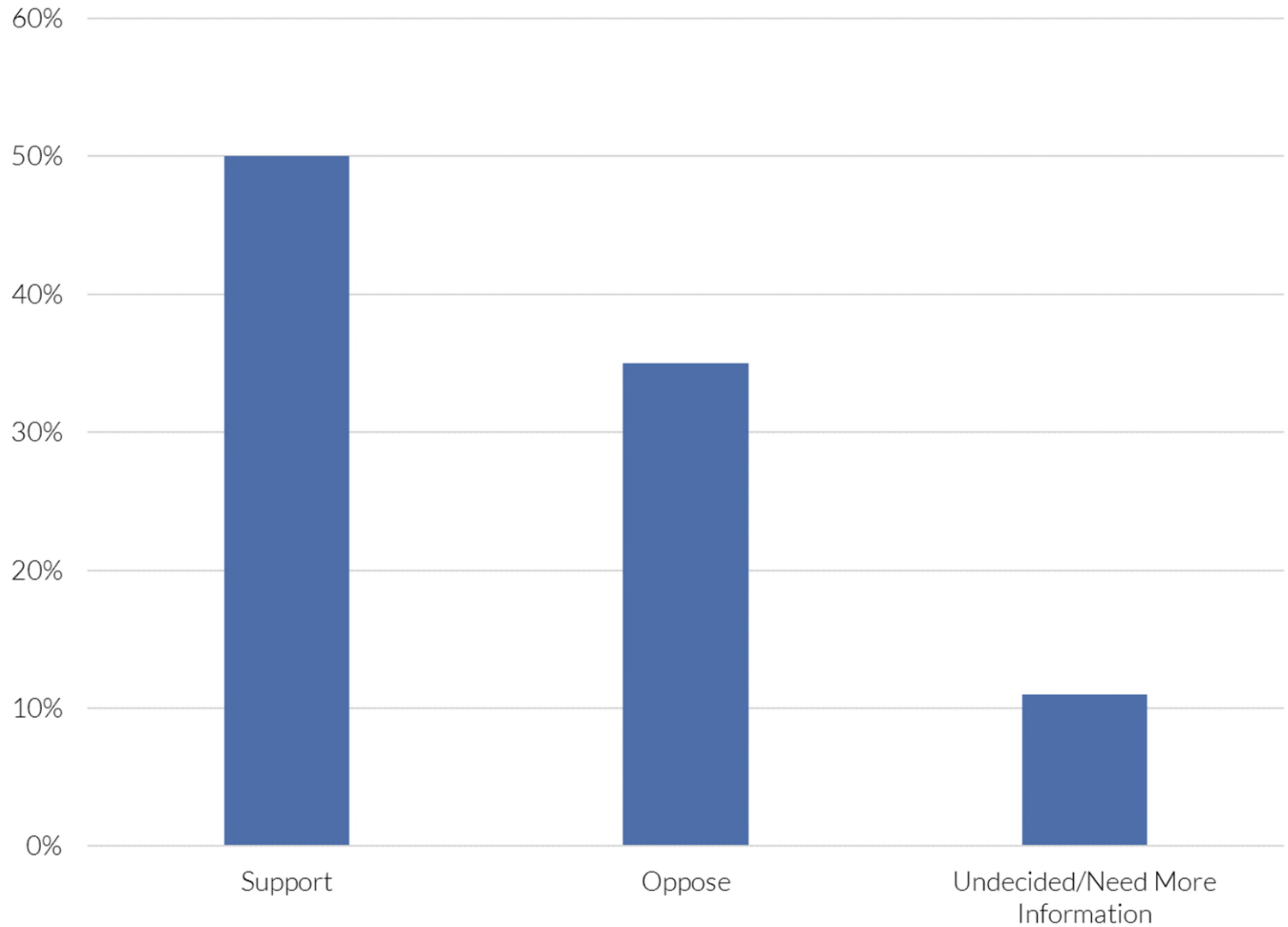3. Food trucks/ traveling beer gardens

Budget and Planning

Support for Increased Funding for Areas

Support for Potential New Initiatives
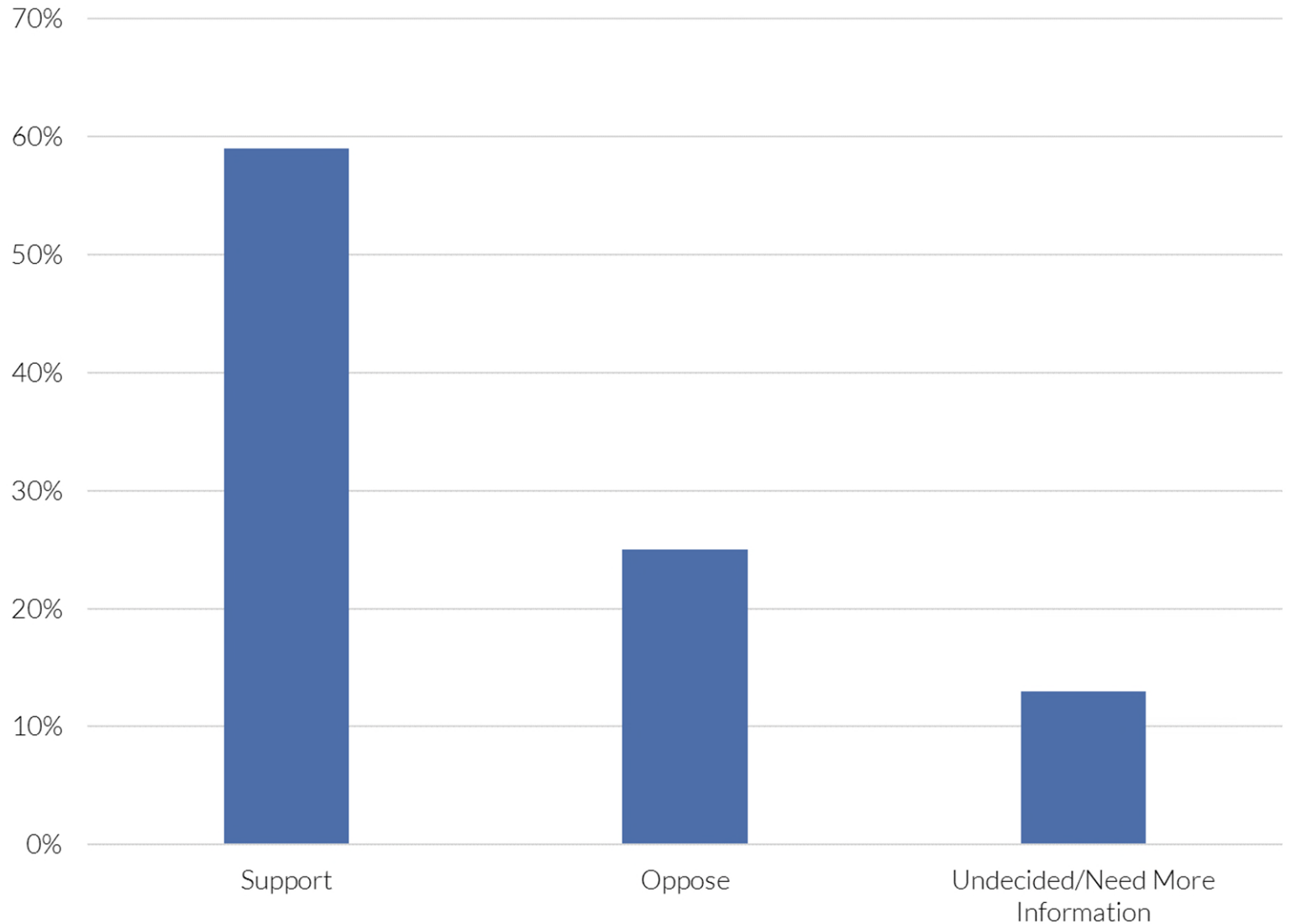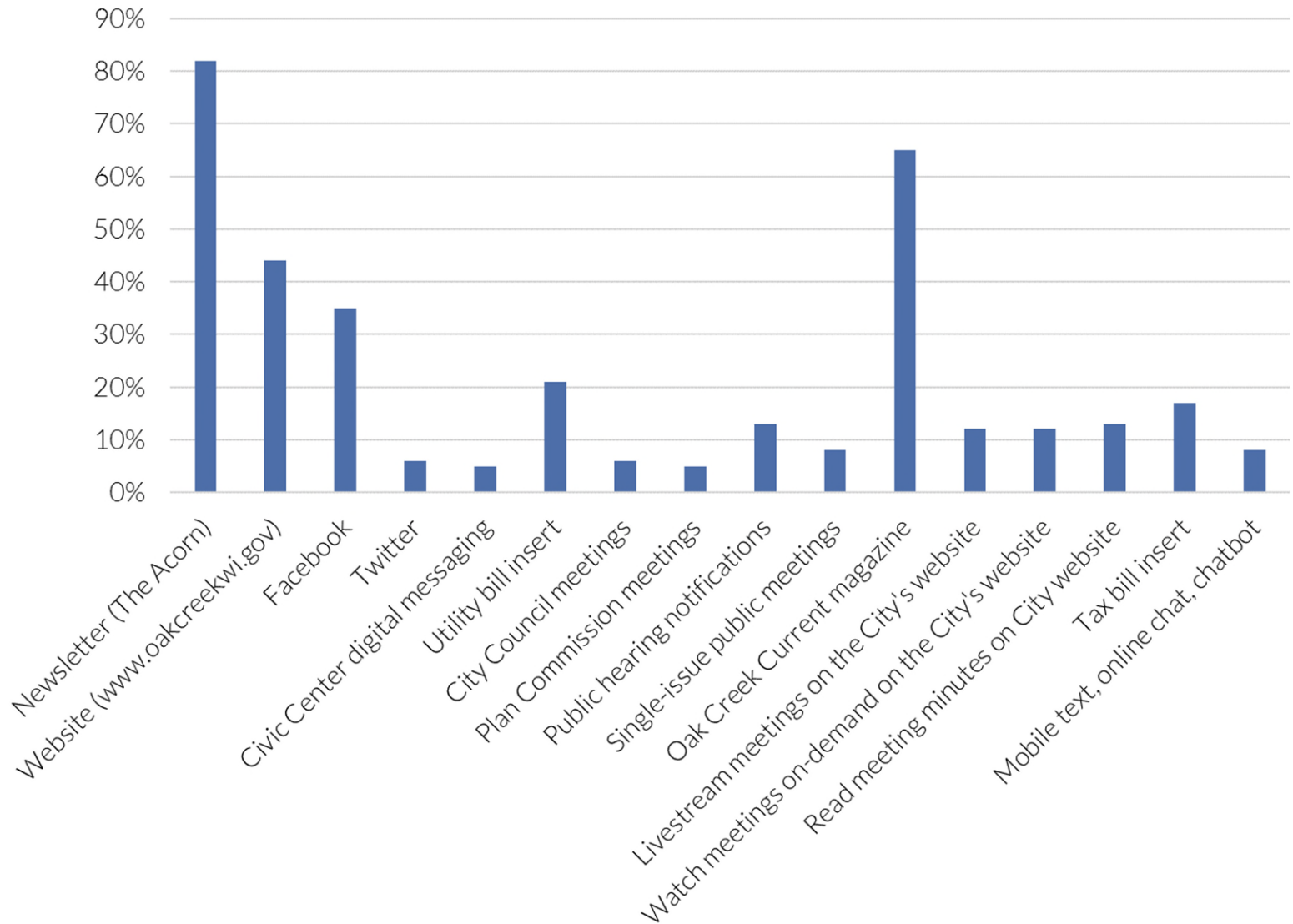
Backyard Chickens (no roosters)

Communication Preferences

City Information Source Preferences

City Information Source Preferences

		City Information Preference															
		Newsletter (The Acorn)	Website (www.oakcreekwi.gov)	Facebook	Twitter	Civic Center digital messaging	Utility bill insert	City Council meetings	Plan Commission meetings	Public hearing notifications	Single-issue public meetings	Oak Creek Current magazine	Livestream meetings on the City's website	Watch meetings on-demand on the City's website	Read meeting minutes on City website	Tax bill insert	Mobile text, online chat, chatbot
	2022 Overall	82%	44%	35%	6%	5%	21%	6%	5%	13%	8%	65%	12%	12%	13%	17%	8%
Age Group	18 to 24*	38%	50%	50%	25%	-	25%	13%	-	13%	-	38%	-	13%	13%	-	-
	25 to 34*	61%	39%	67%	11%	6%	11%	6%	-	17%	6%	61%	17%	22%	22%	17%	22%
	35 to 44	79%	41%	55%	9%	9%	26%	10%	9%	10%	12%	60%	12%	14%	12%	29%	17%
	45 to 54	81%	49%	47%	8%	5%	8%	5%	4%	9%	6%	60%	14%	12%	5%	17%	12%
	55 to 64	82%	60%	30%	3%	8%	18%	7%	3%	13%	7%	68%	18%	19%	18%	14%	3%
	65 or over	93%	32%	19%	2%	3%	30%	6%	6%	20%	9%	74%	7%	6%	15%	16%	5%

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.
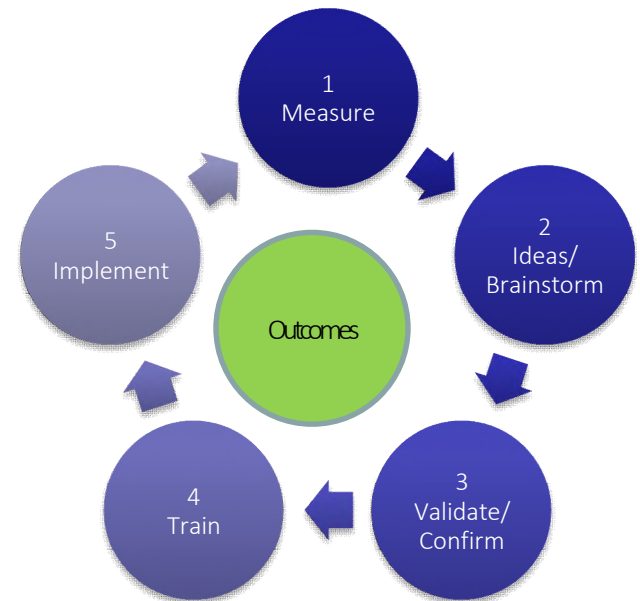
Real performance issue:
Address with an improvement plan. When performance improves, it becomes a perception gap to address with a communication strategy.

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.

Questions