Cobalt CommunityResearch

Supporting Decisions | Inspiring Ideas

City of Warren Citizen Engagement and Priority Assessment – Phase II

Presented to the Warren City Council

November 22, 2011

CitiStat WARREN

2011041

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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

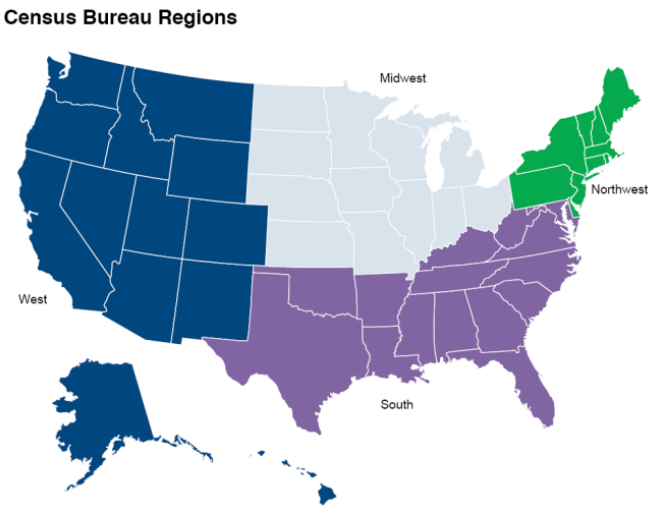
- Support budget and strategic planning decisions
- Explore service assumptions to ensure baseline service measures are understood
- Identify which aspects of community provide the greatest leverage on citizens' overall satisfaction – and how satisfaction, in turn, influences the community's image and citizen behaviors such as volunteering, remaining in the community, recommending it to others and encouraging businesses to start up in the community
- Measure improvements by tracking performance over time
- Benchmark performance against a standardized performance index statewide, regionally and nationally

Bottom Line

- The City has solid performance when compared against Michigan, regional and national benchmarks, and Overall satisfaction is statistically the same as 2009, despite the drop in benchmark scores.
- There are several areas where improvement can have significant impact on engagement:
  - Economic Health
  - Transportation Infrastructure
  - City Government Management
  - Public Schools
  - Taxes
- Consolidating services, privatizing and negotiating employee wage and benefit concessions where the general budgetary approaches with the highest support, although there was variation by individual service
- Detailed information by specific demographic groups is available to aid in policy review
  - Detail by: years of residency, own/rent, employment, age, education, income, marital status, household composition, gender and ethnicity

Available Tools

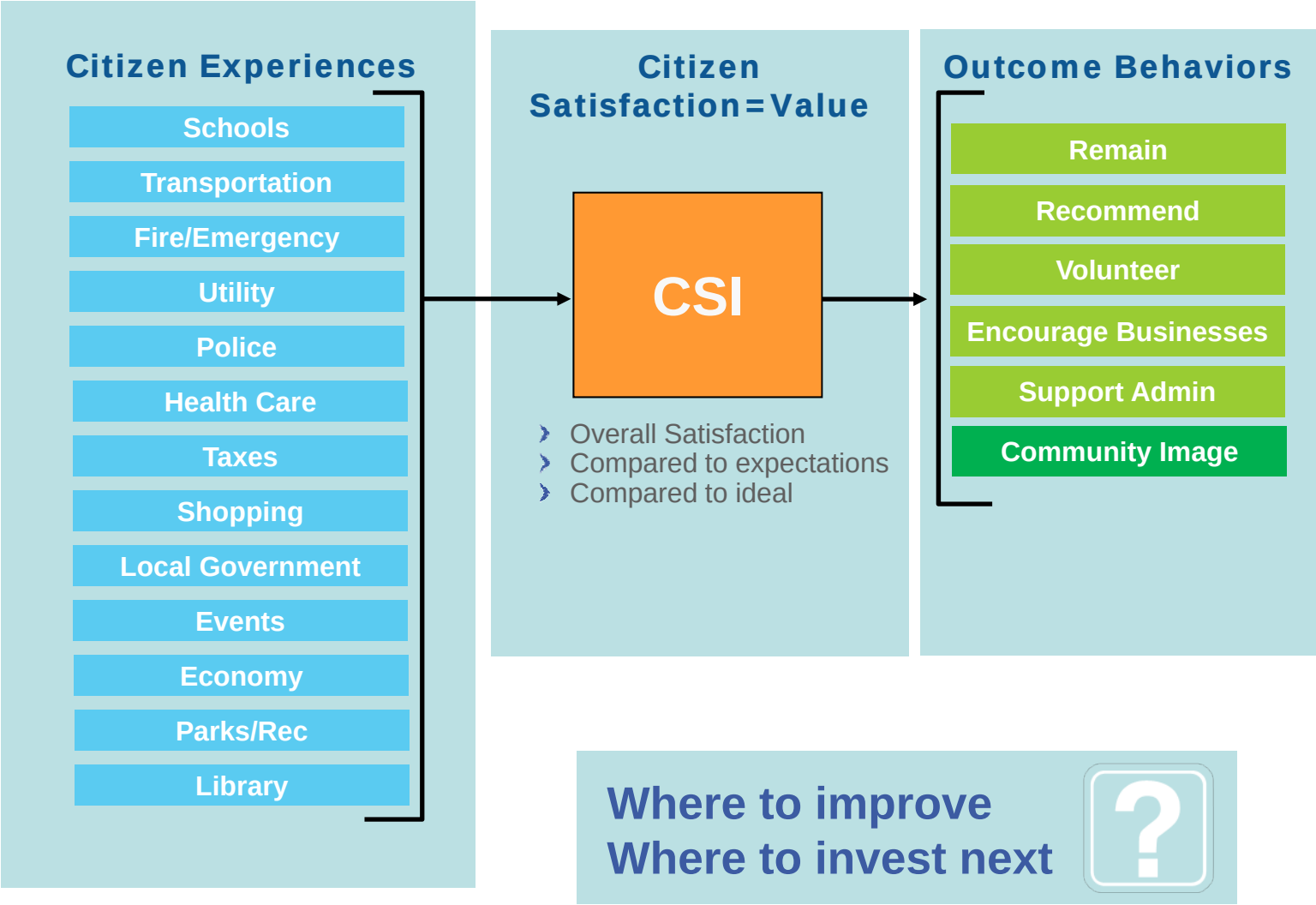
- Detailed questions and responses broken by demographic group and "thermal mapped" so lower scores are red and higher scores are blue
- Comparison scores with local governments in Michigan, the Midwest and across the nation
- Comparison scores with non-local government comparables (industries, companies, federal agencies)



Methodology

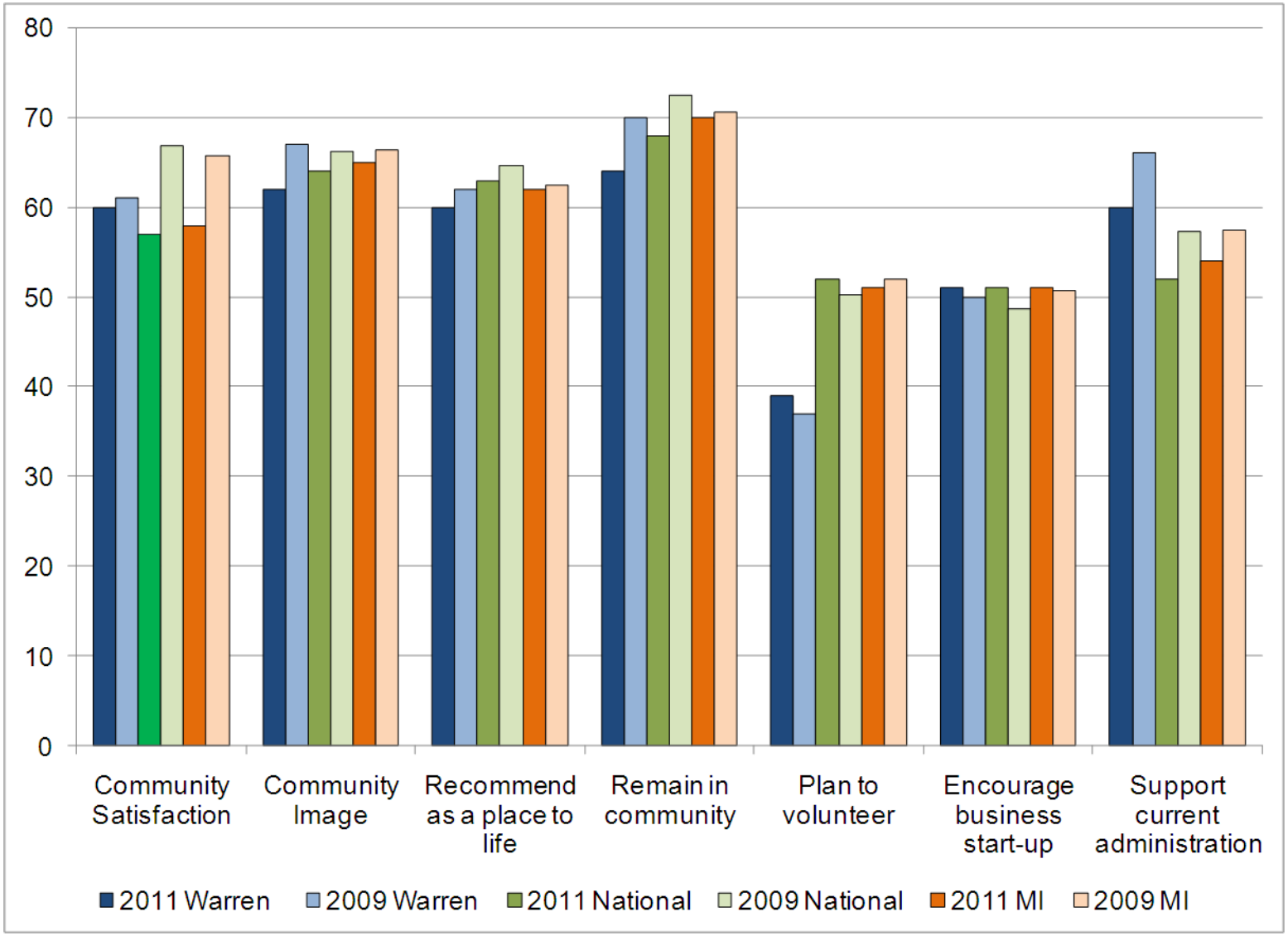
- Random sample of 1500 residents drawn from voter records
- Utilized www.random.org, a well-respected utility used internationally by many universities and researchers to generate true random numbers
- Conducted using two mailings in May and June 2011
- Valid response from 449 residents, providing a conventional margin of error of +/- 4.6 percent in the raw data and an ACSI margin of error of +/- 1.8 percent (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
- Compared ward and school district of responses with that of the voter records, and difference is less than 1.3 percent

Citizen Engagement Model



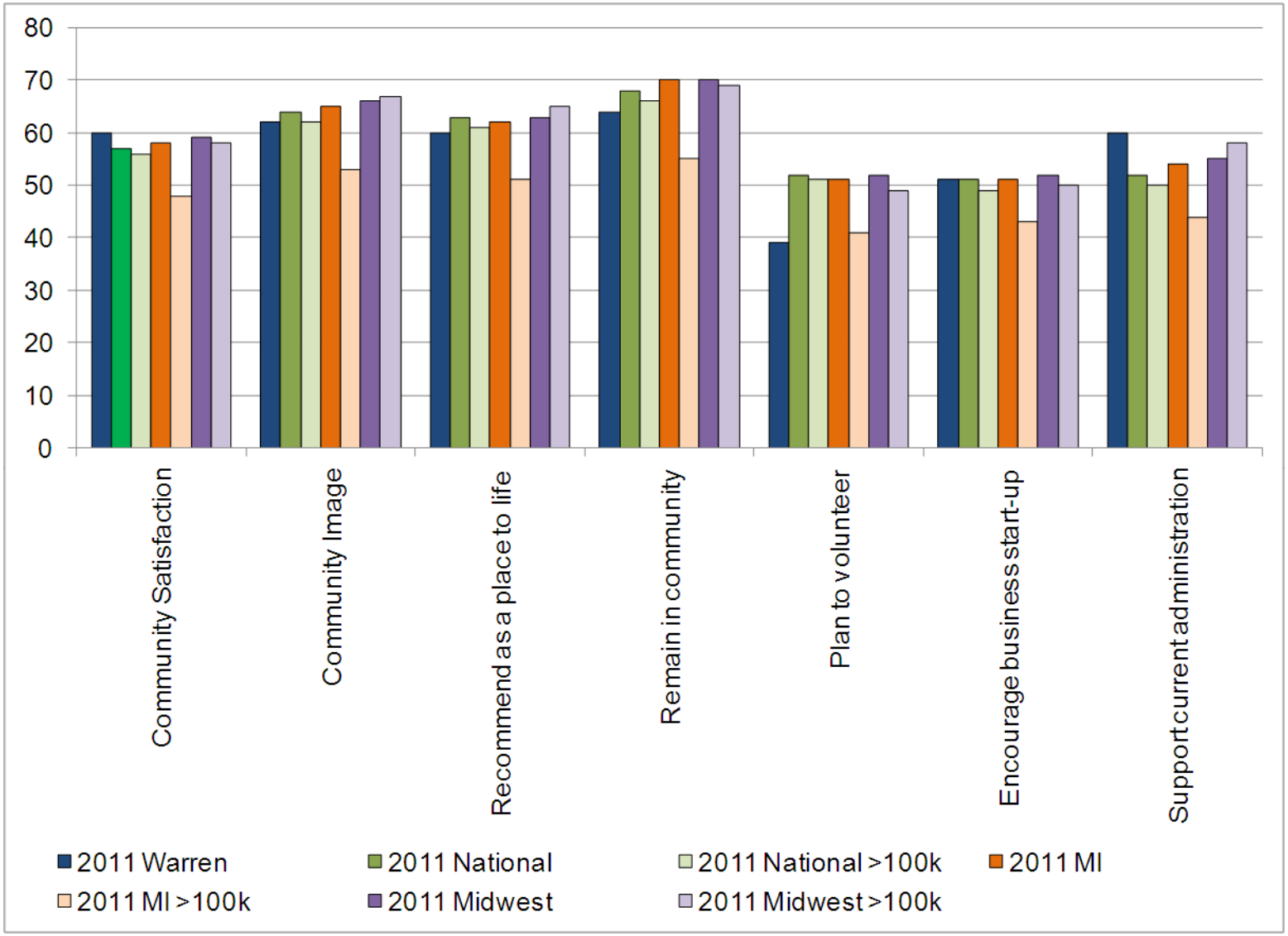
Results

Outcome Measurements Over Time (High score = 100)

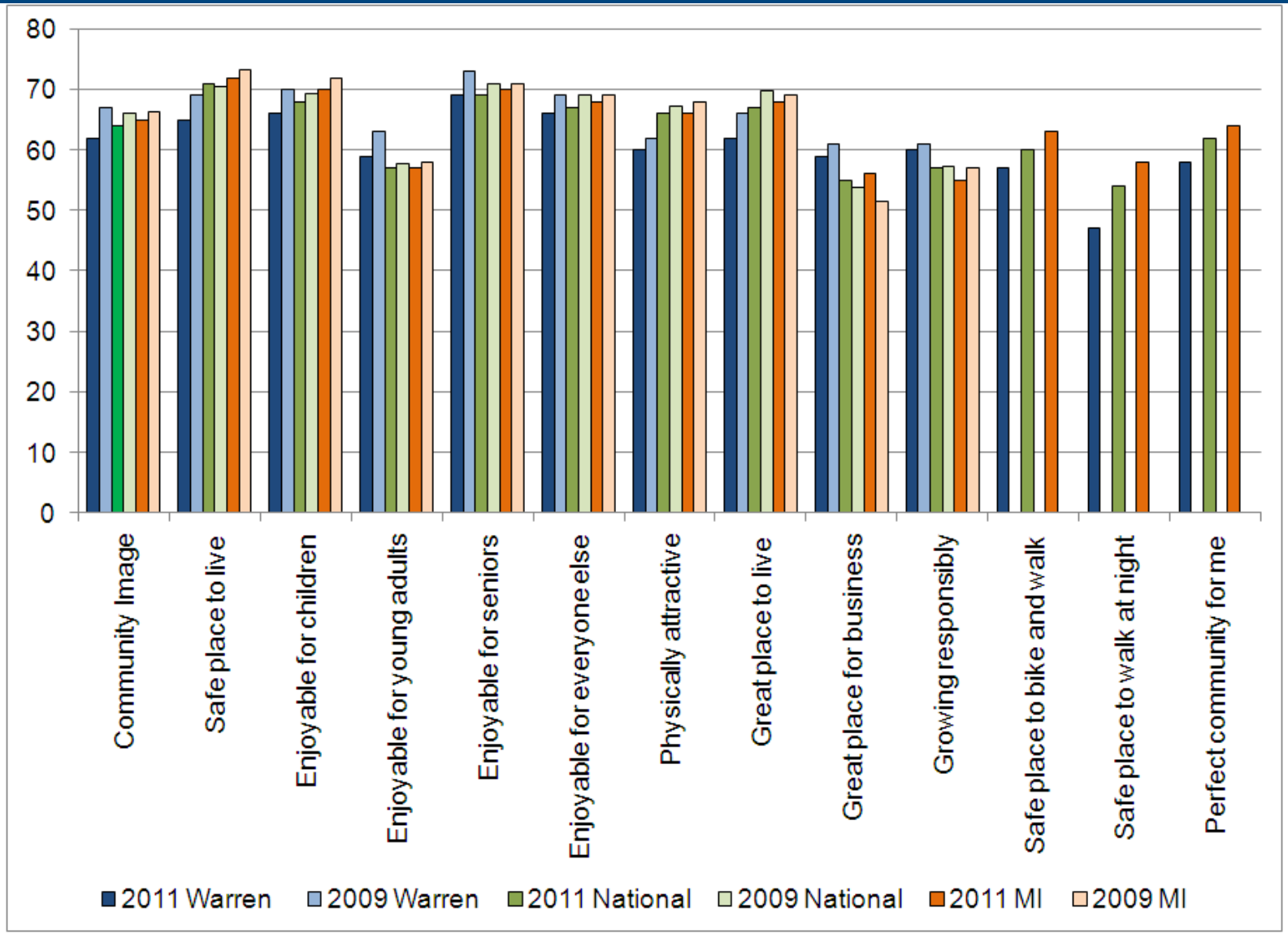


Outcome Measurements to Benchmarks

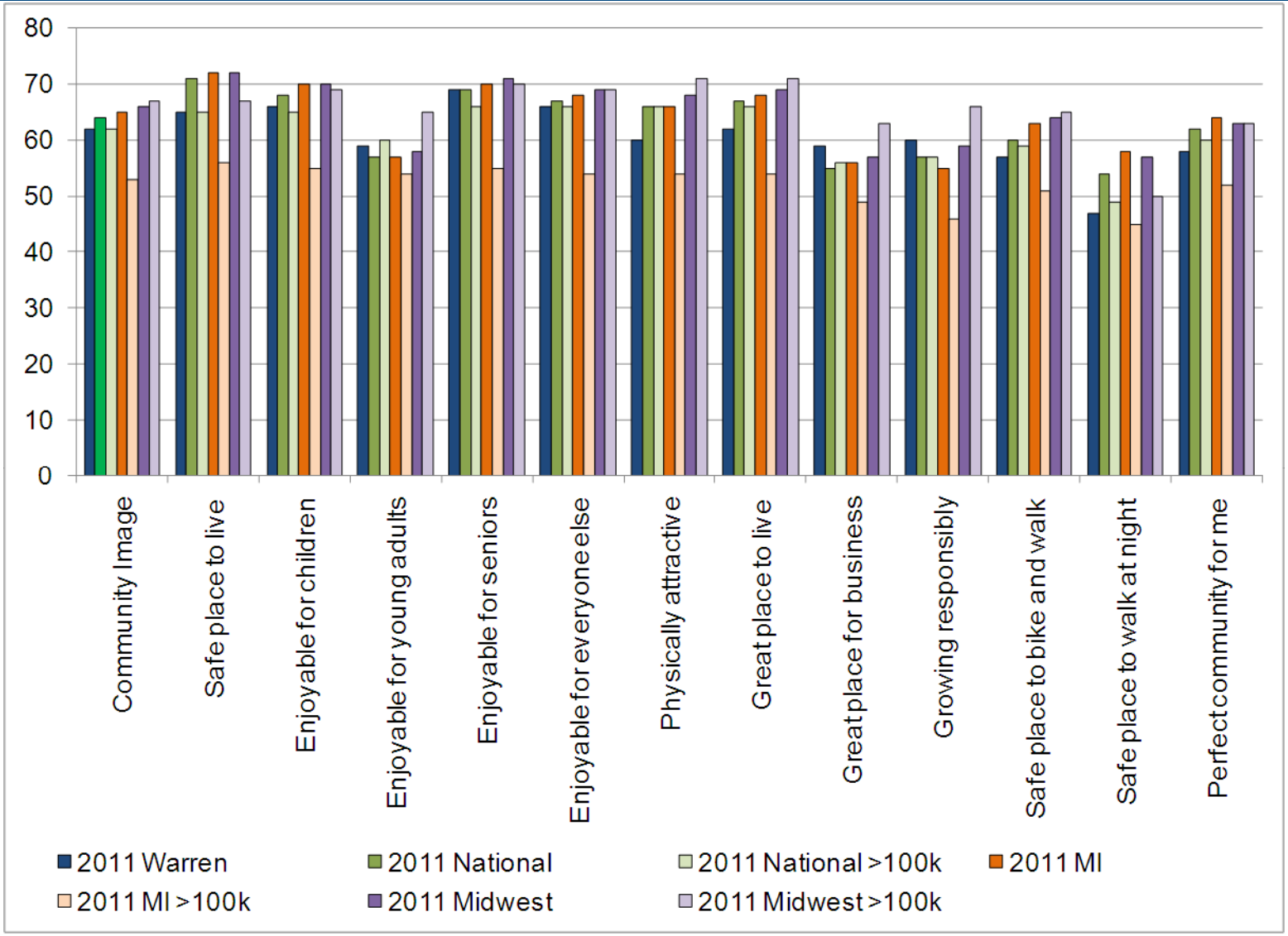
(High score = 100)



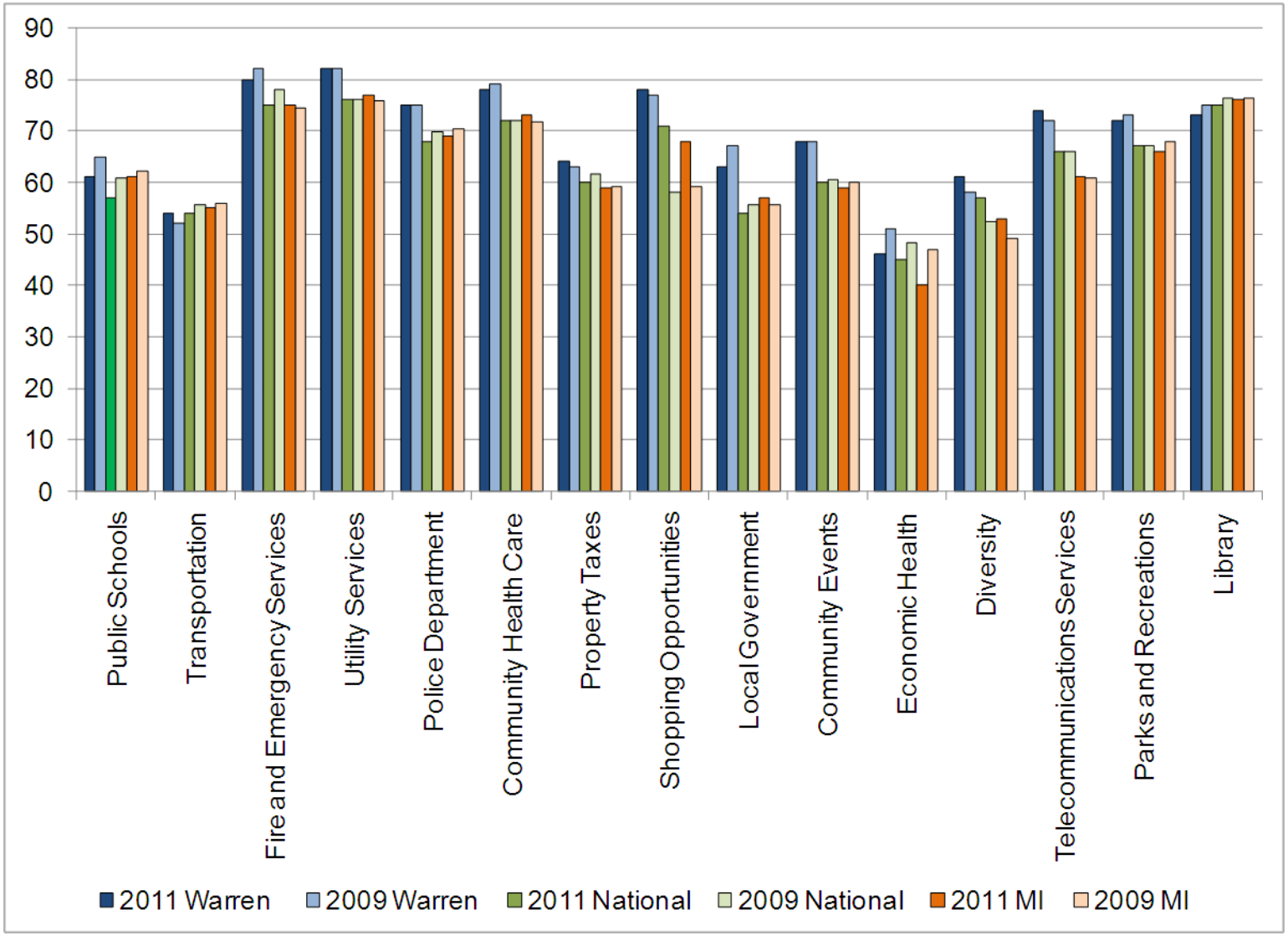
Community Image Components (High score = 100)



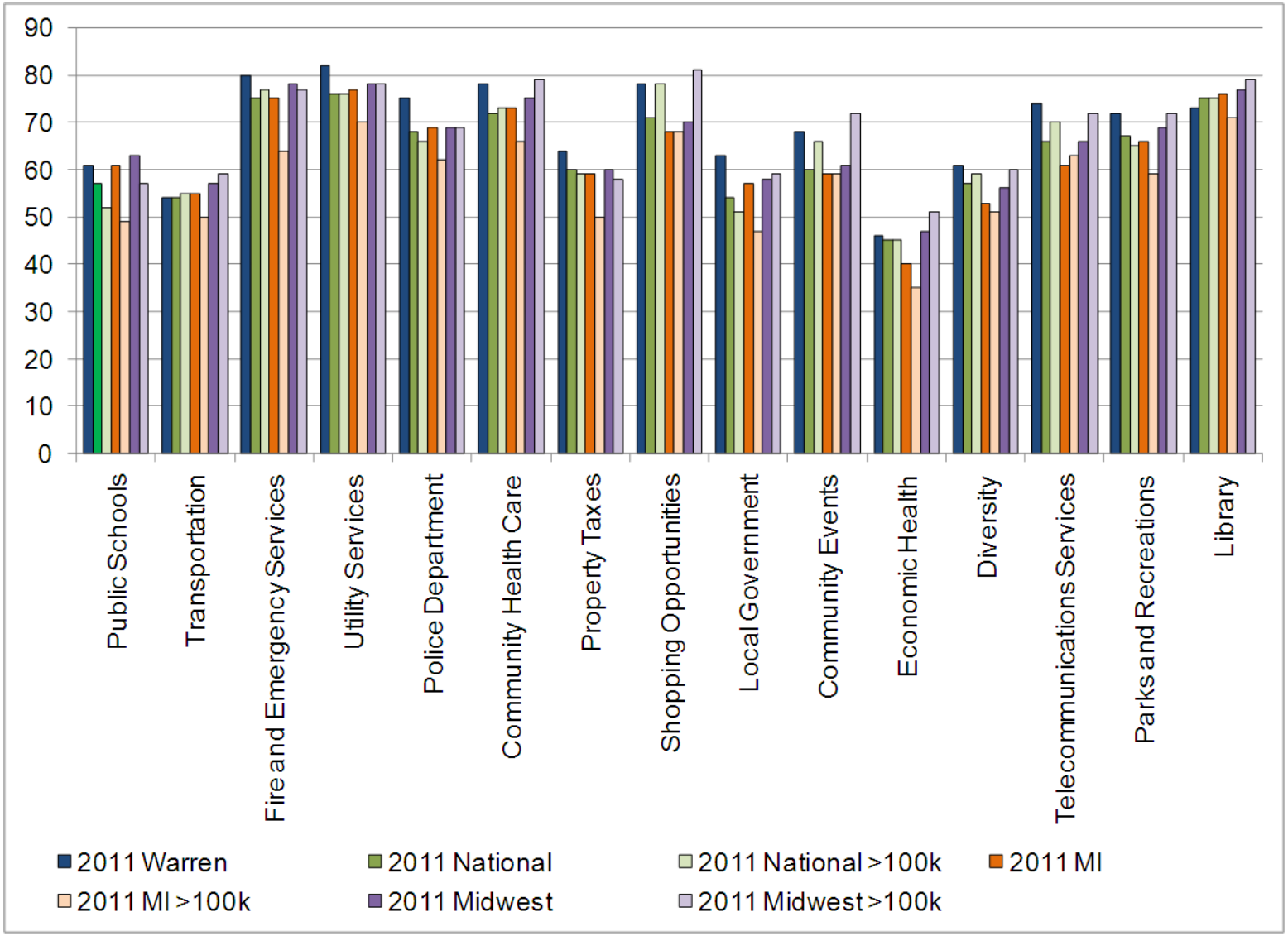
Community Image Components to Benchmarks



Quality of Life Components Over Time



Quality of Life Components to Benchmarks



Understanding the Charts:

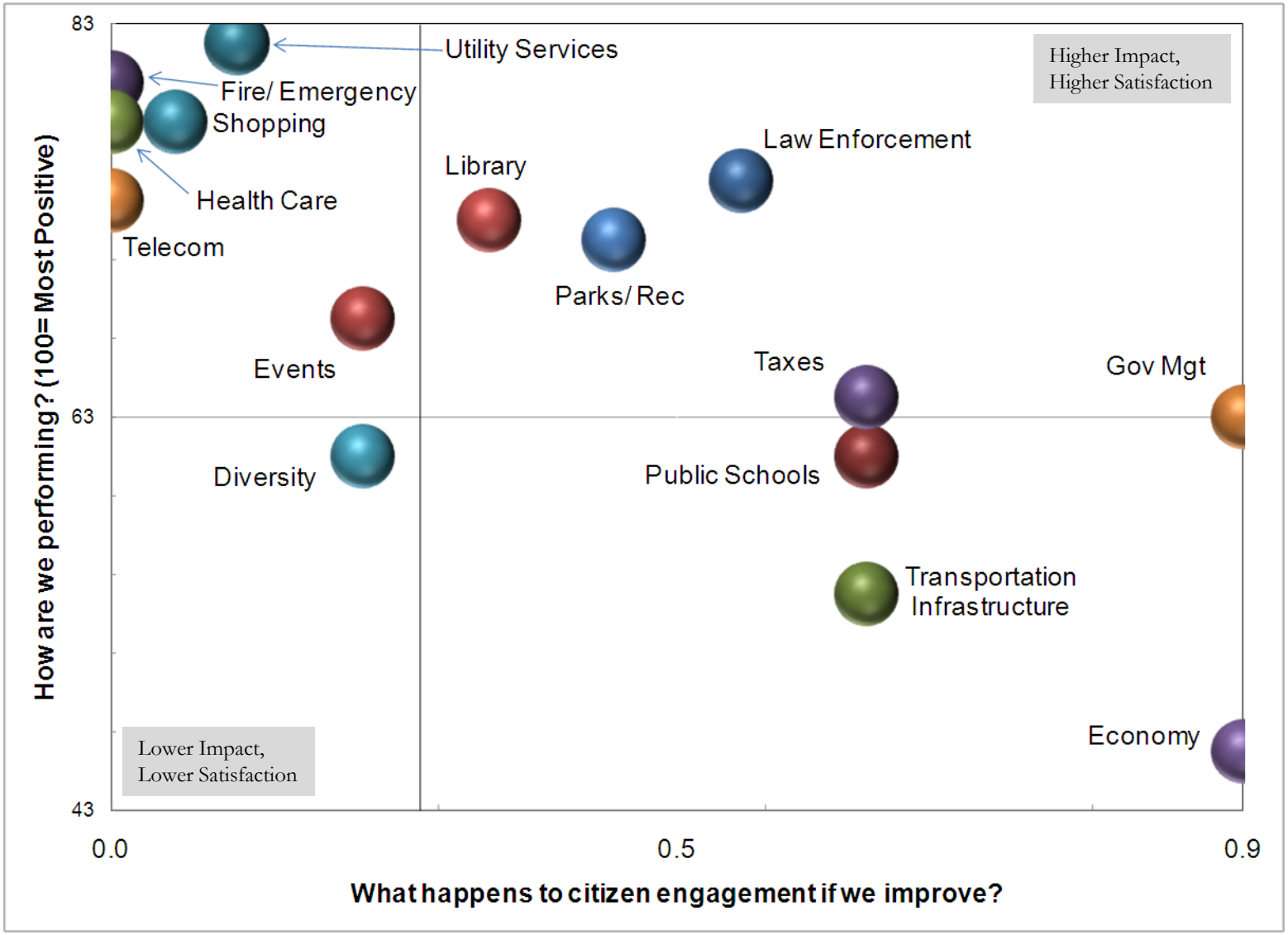
Community Questions – Long-term Drivers

Perceived Performance

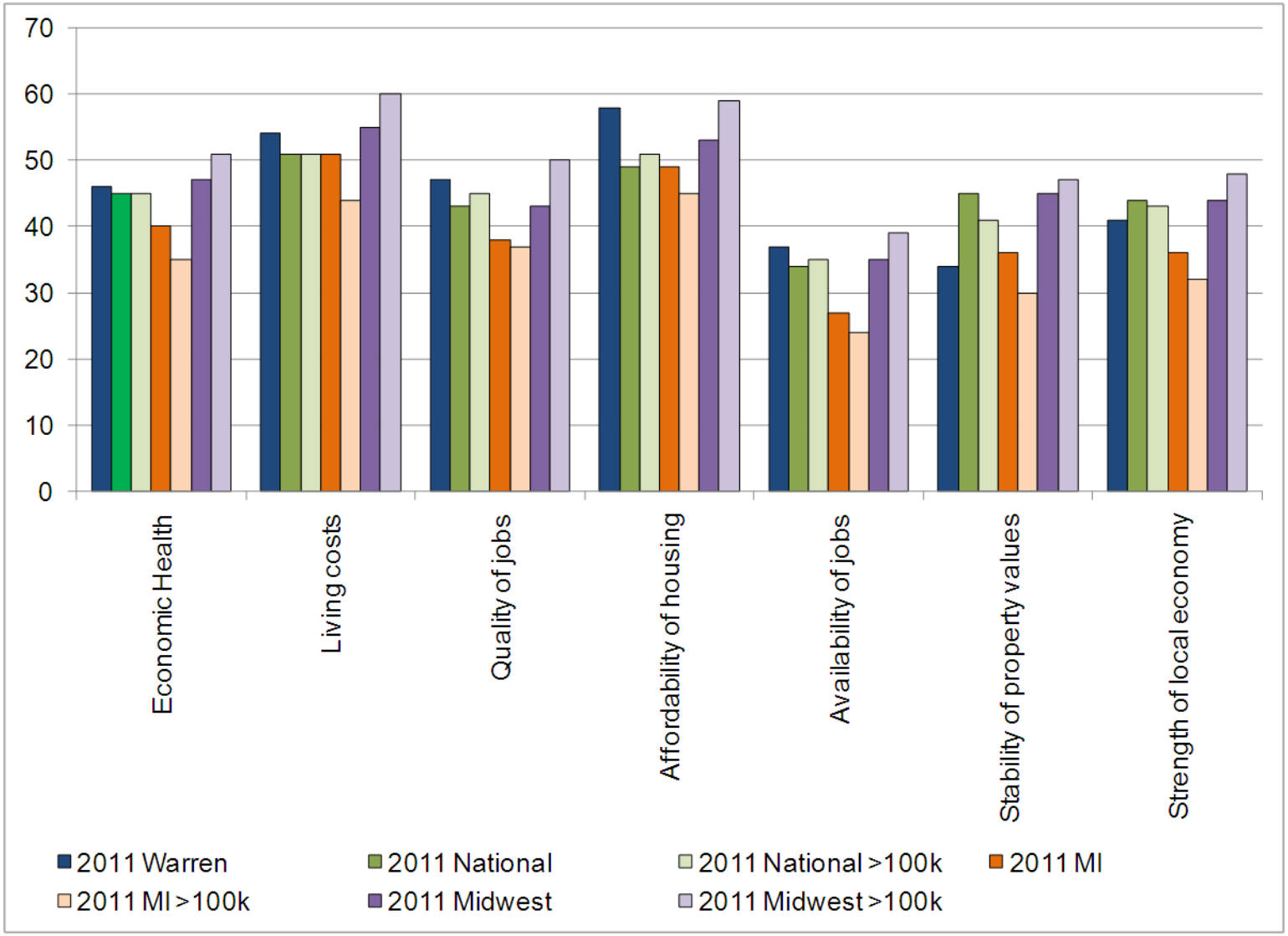
High scoring areas that do not currently have a large impact on engagement relative to the other areas. Action: May show over investment or under communication.	High impact areas where the organization received high scores from citizens. They have a high impact on engagement if improved. Action: Continue investment
Low scoring areas relative to the other areas with low impact on engagement. Action: Limit investment unless pressing safety or regulatory consideration.	High impact on engagement and a relatively low score. Action: Prioritize investment to drive positive changes in outcomes.

Impact

Drivers of Satisfaction and Behavior:
Strategic Priorities



Drivers of Satisfaction and Behavior:
Economic Health

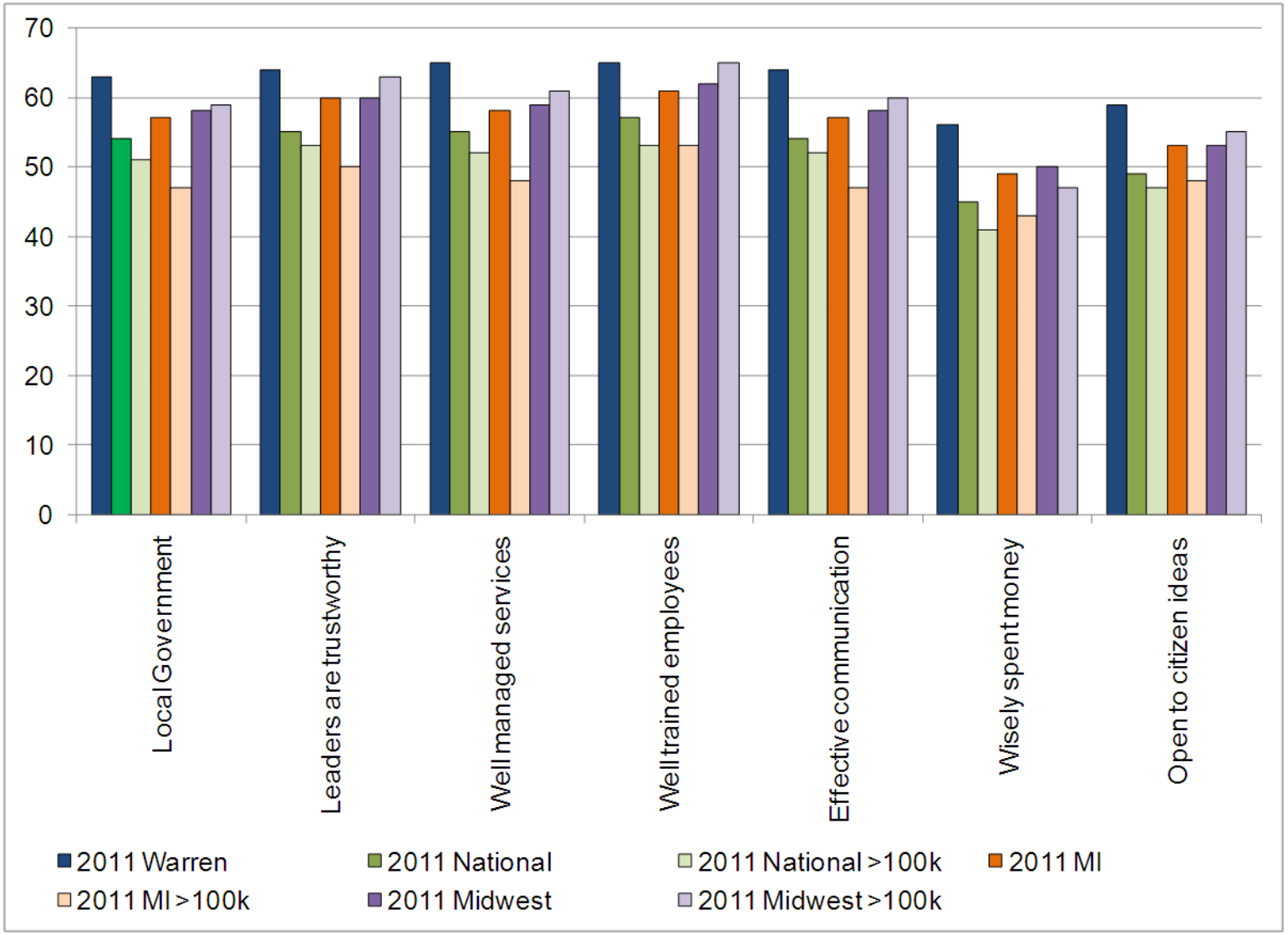


Drivers of Satisfaction and Behavior:

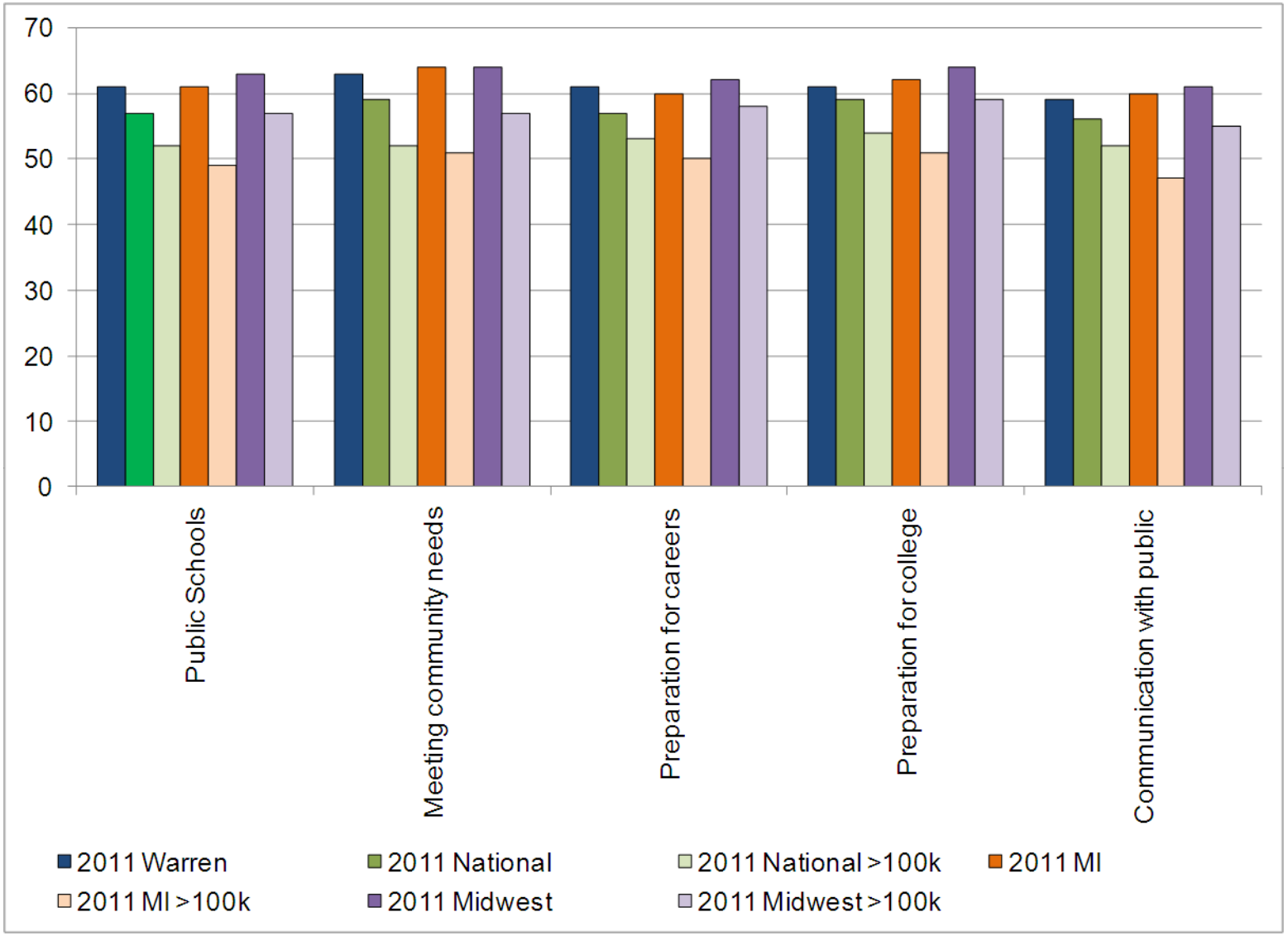
Economic Health - Detail

City of Warren 2011 Core ACSI Scores		**Economic Health**	Living costs	Quality of jobs	Affordability of housing	Availability of jobs	Stability of property values	Strength of local economy
	2009 Overall Satisfaction	51	51	40	58	-	-	-
	2011 Overall Satisfaction	46	54	47	58	37	34	41
Residency	One year or less	65	76	61	76	60	56	60
	1-5 years	53	58	50	62	46	36	47
	6-10 years	50	59	56	63	41	37	40
	More than 10 years	45	52	46	57	35	33	40
Do you own or rent/lease your residence?	Own	46	54	48	59	37	33	40
	Rent/Lease	46	53	47	50	37	40	43
Do you currently work inside the City?	Yes	41	48	45	51	34	29	33
	No, outside the County	42	54	44	59	33	26	36
	No, I am unemployed	34	38	35	51	25	23	31
	I am retired	52	57	52	61	42	41	47

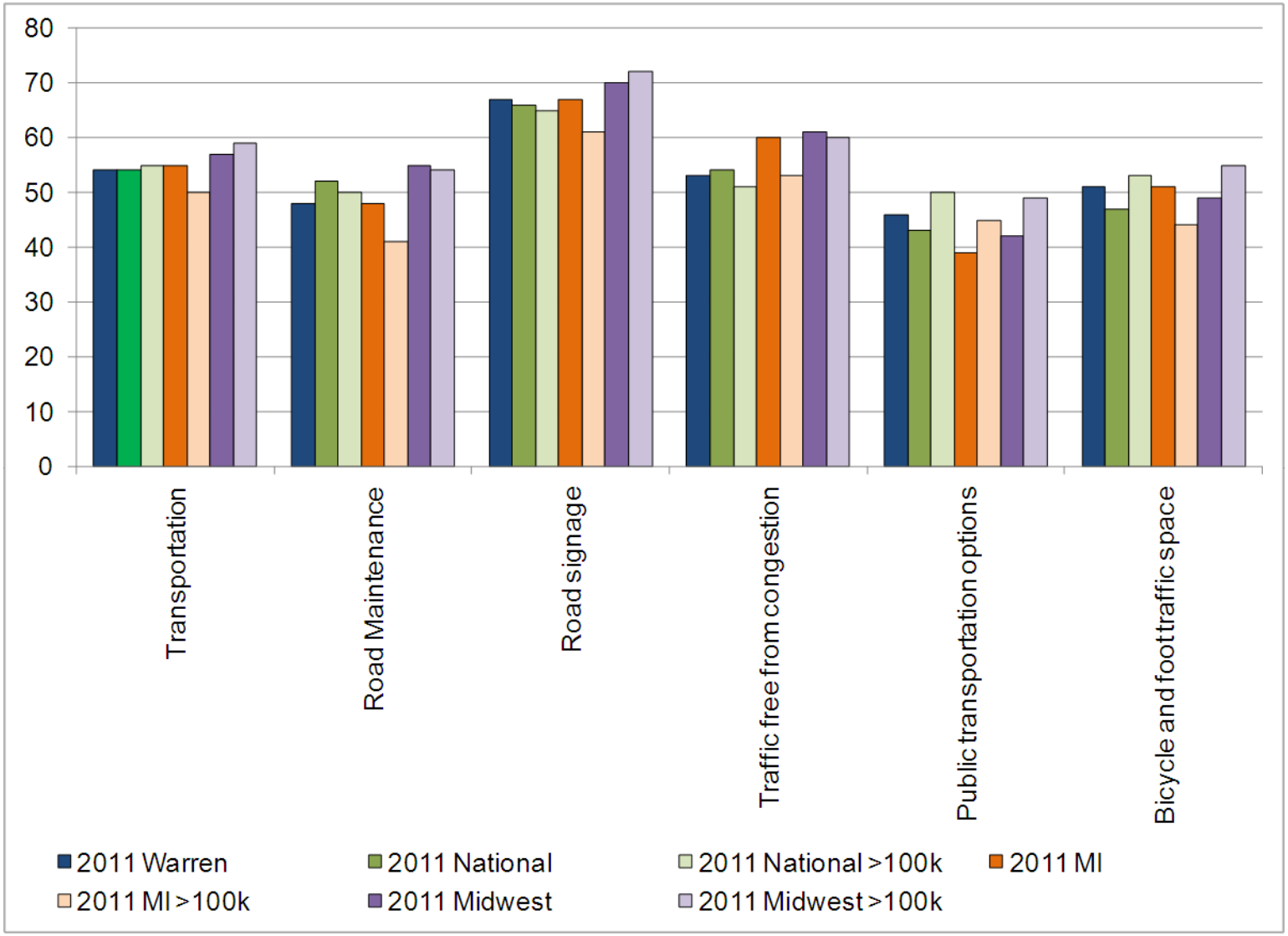
Drivers of Satisfaction and Behavior:
Government



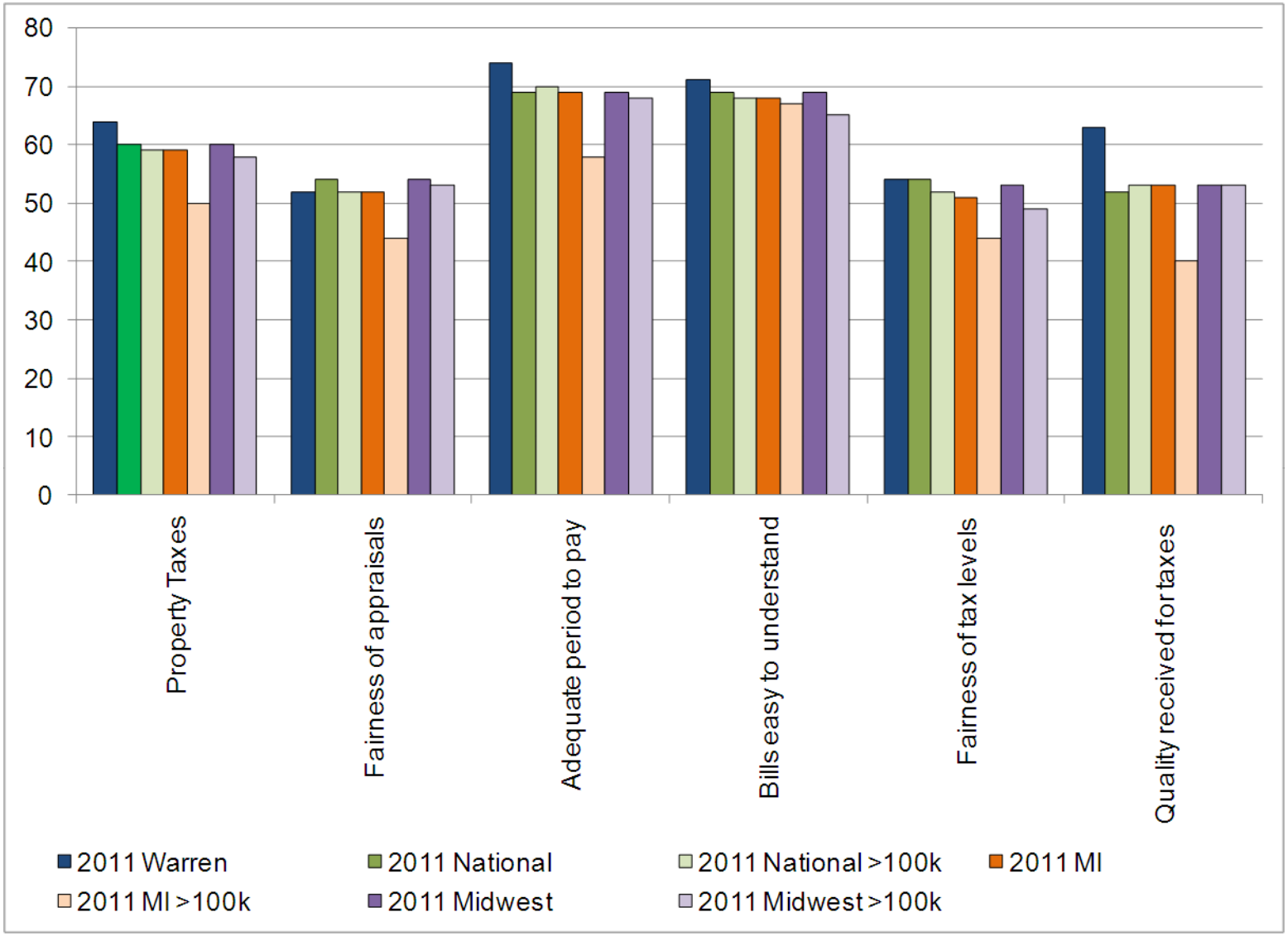
Drivers of Satisfaction and Behavior:
Public Schools



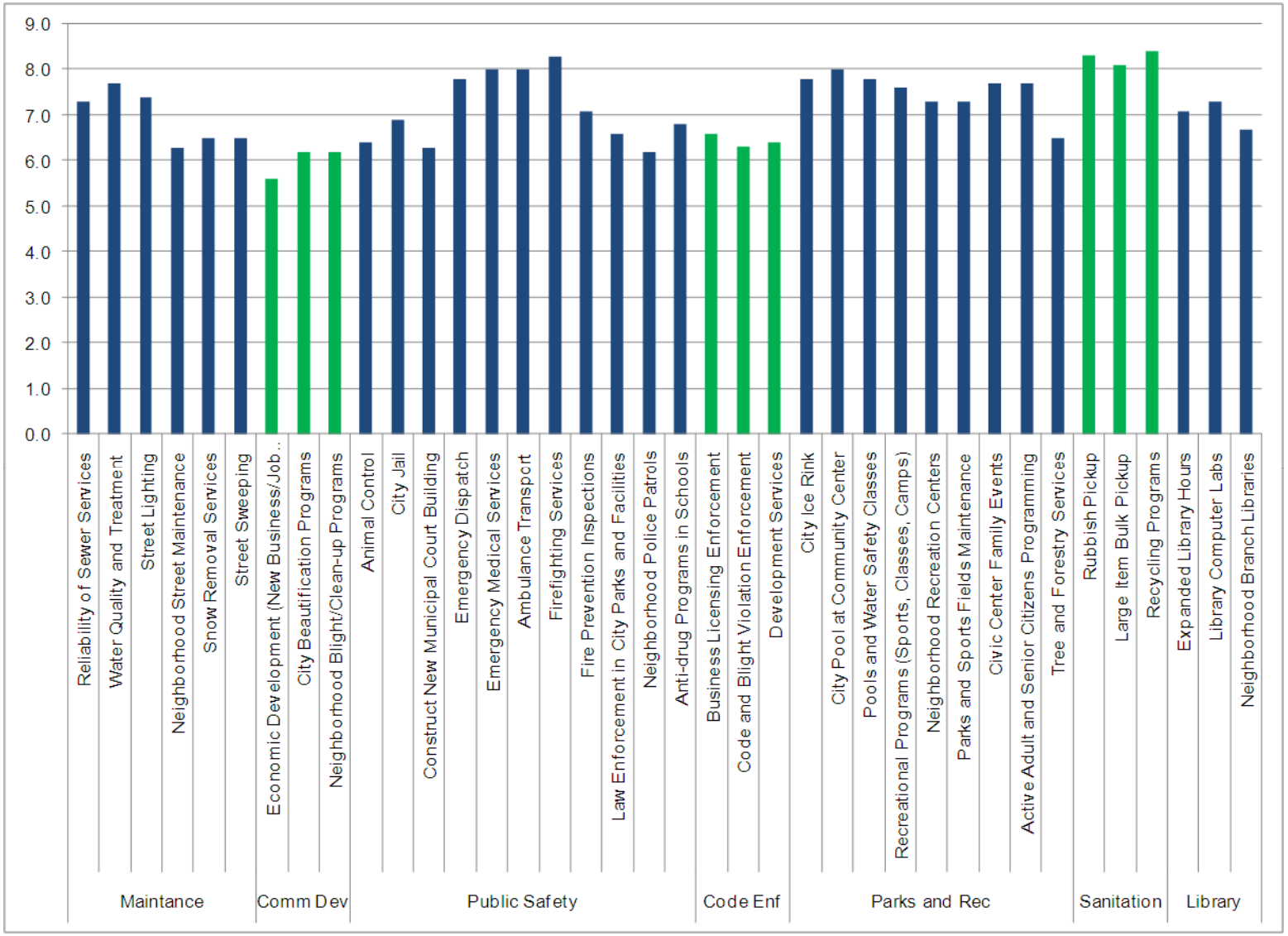
Drivers of Satisfaction and Behavior:
Transportation Infrastructure



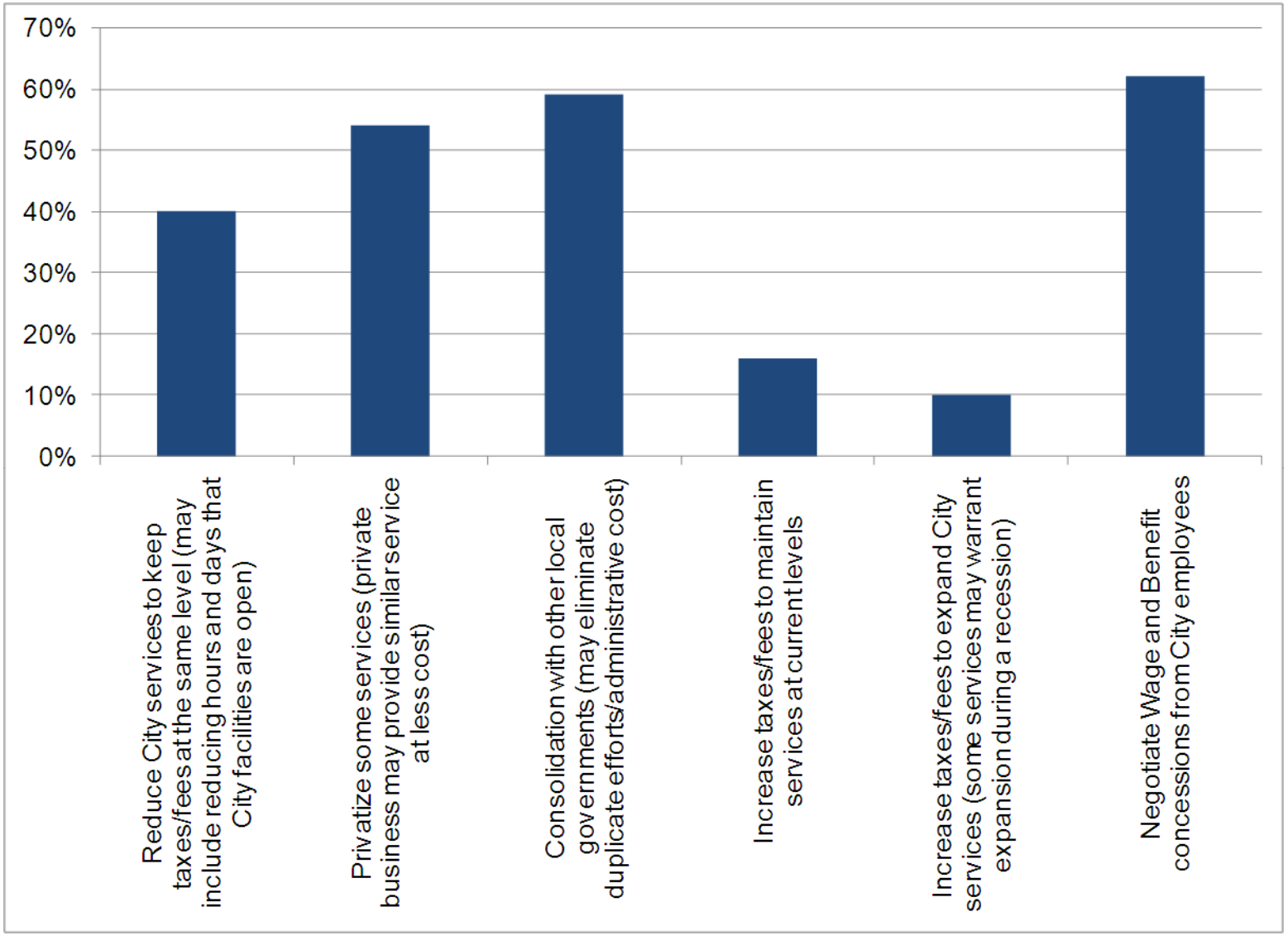
Drivers of Satisfaction and Behavior:
Taxes



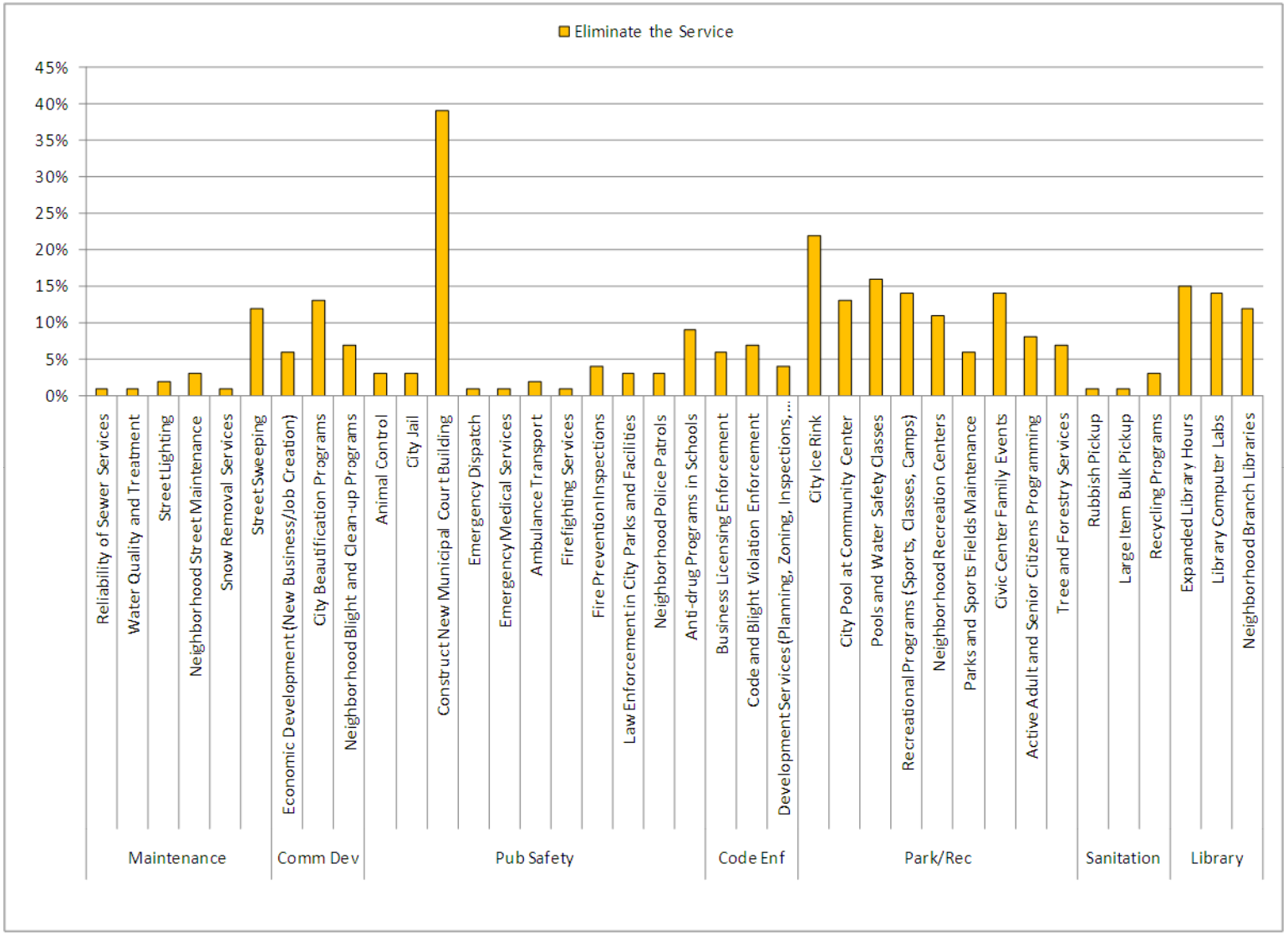
City-Specific Services and Programs Rated by Satisfaction



General Budget Direction

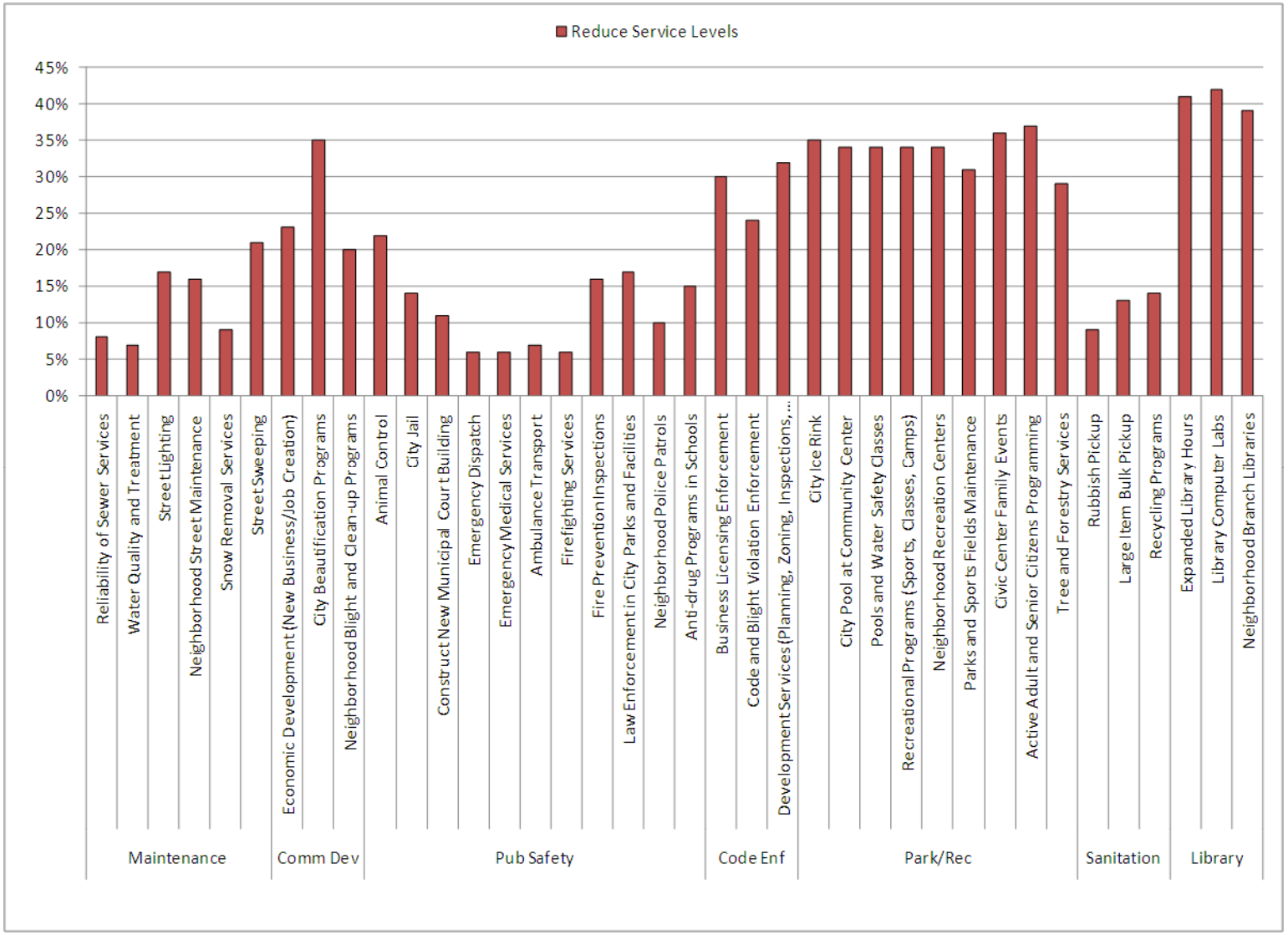


Support for Budgetary Actions
Eliminate Services



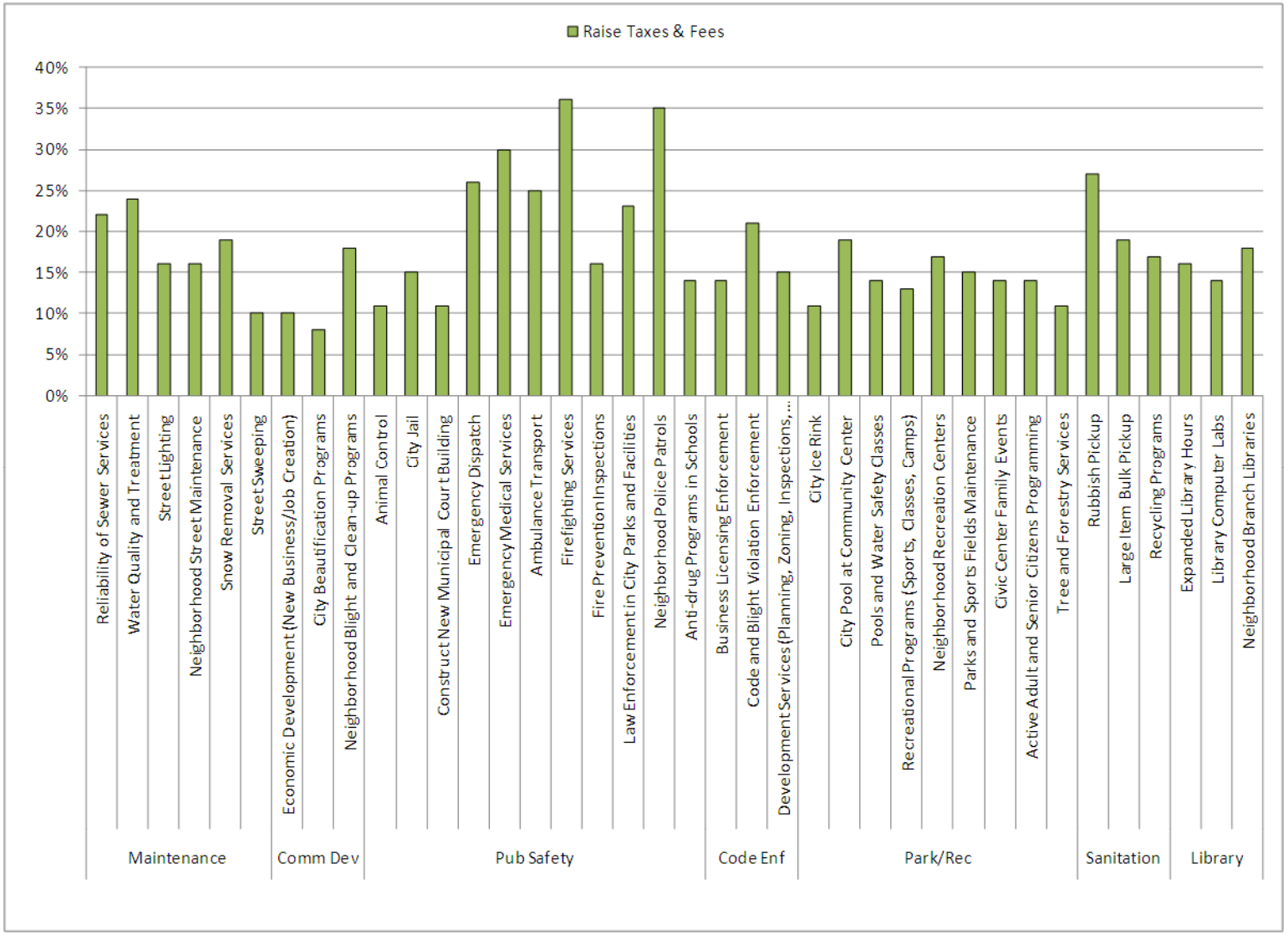
Support for Budgetary Actions

Reduce Service Levels



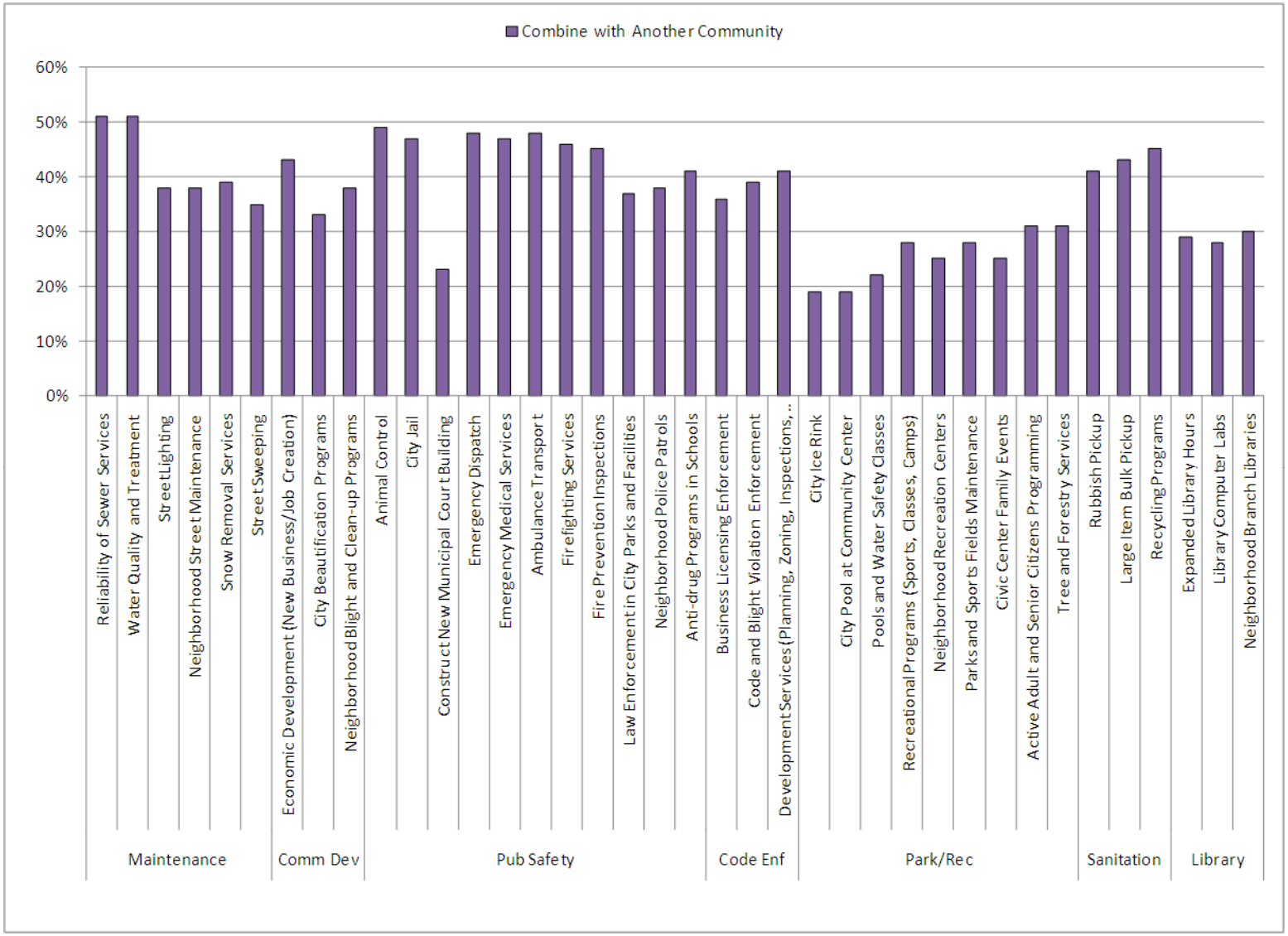
Support for Budgetary Actions

Raise Taxes and Fees



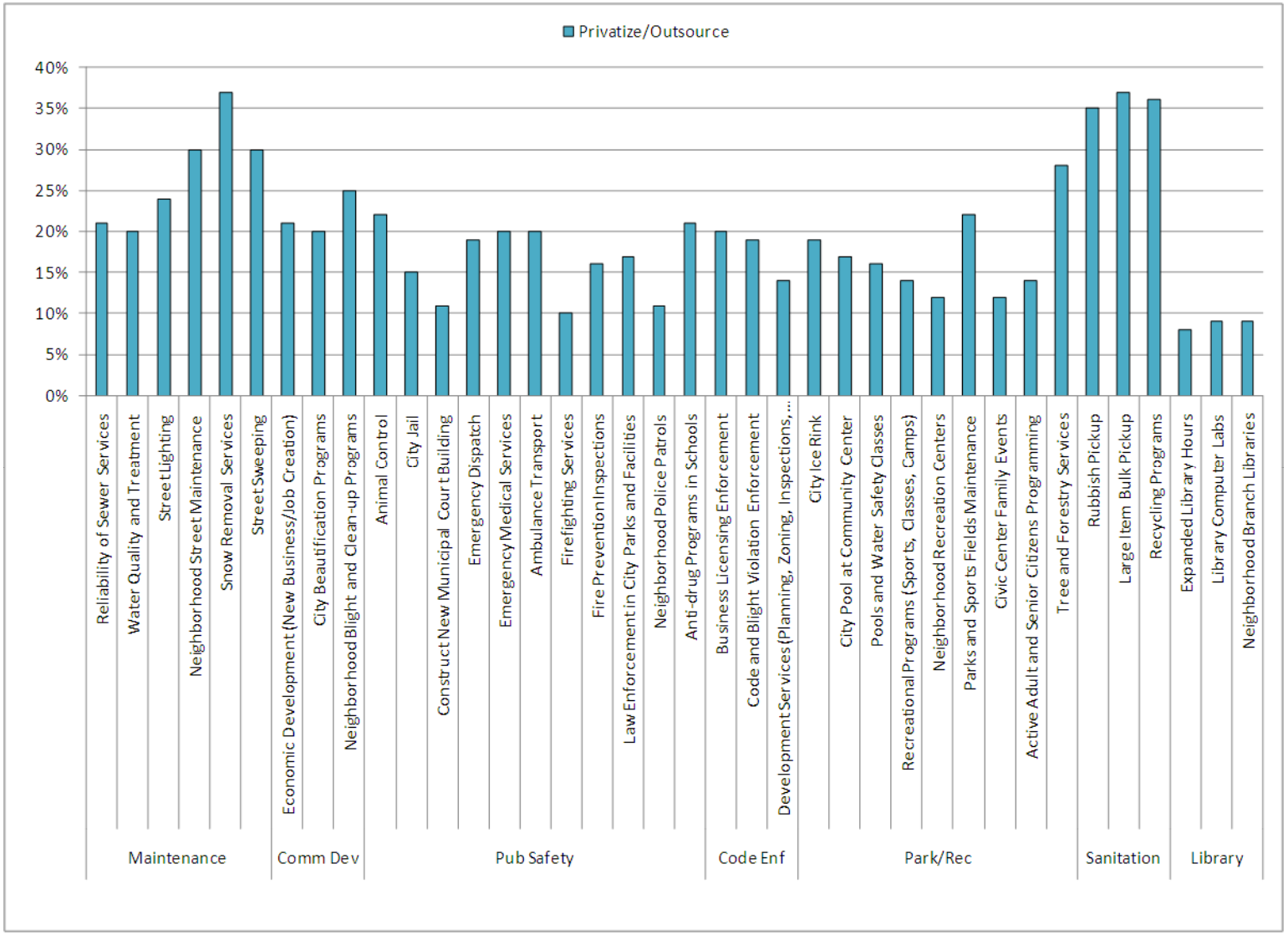
Support for Budgetary Actions

Combine with Other Communities



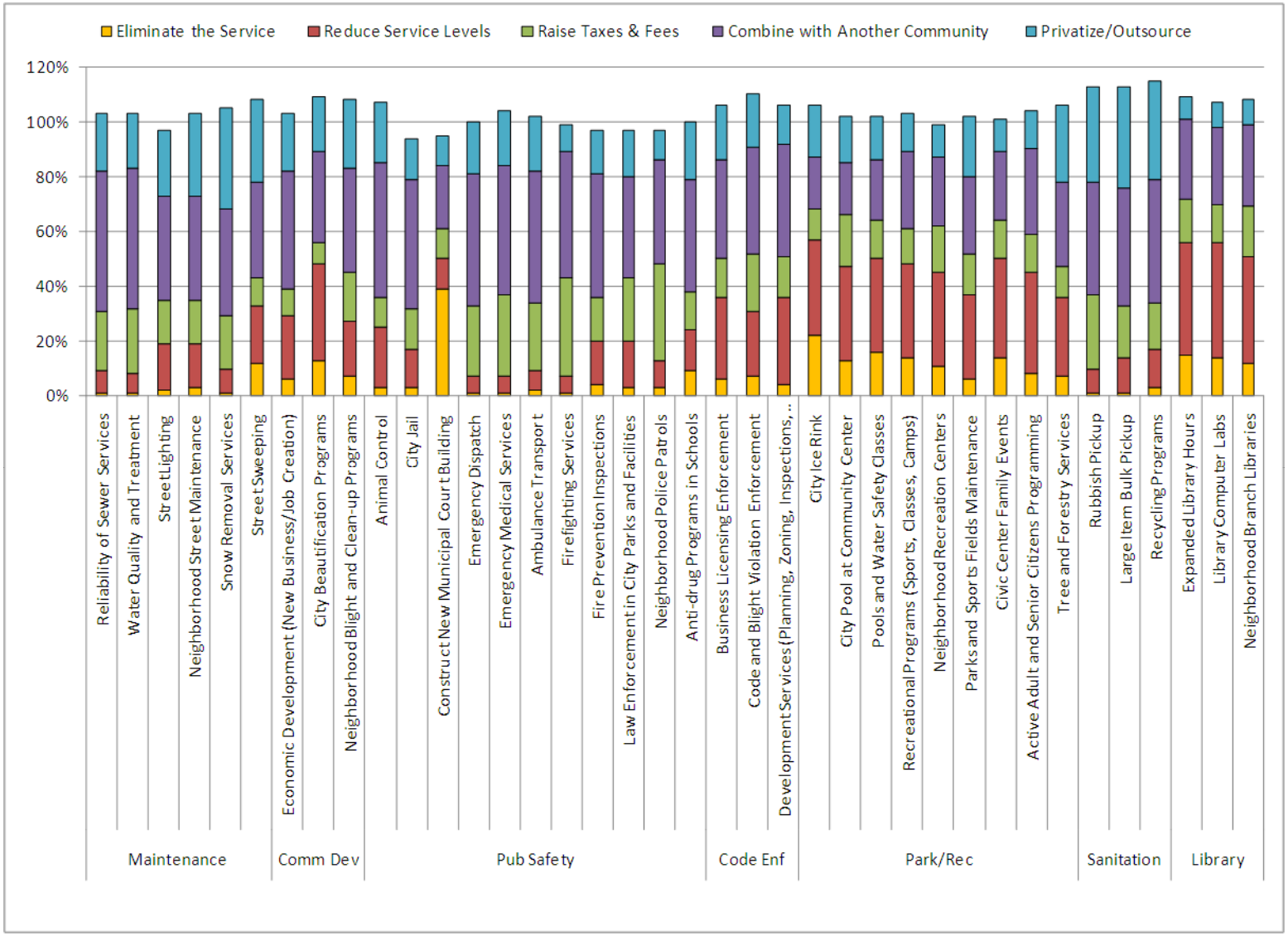
Support for Budgetary Actions

Outsource the Service/Privatize



Support for Budgetary Actions

Preferred Options for All Services



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

ACSI 76.

Utilities 73.7
- Energy Utilities 74

Transportation 72.6
- Airlines 64
- U.S. Postal Service 74
- Express Delivery 82

Information 70.2
- Newspapers 63
- Motion Pictures 74
- Computer Software 75
- Fixed Line Telephone Service 72
- Wireless Telephone Service 69
- Cellular Telephones 72
- Cable & Satellite TV 63
- Network Cable TV News 71

Health Care & Social Assistance 78.5
- Hospitals 77
- Ambulatory Care 80

Accommodation & Food Services 78.9
- Hotels 75
- Full Service Restaurants 84
- Limited Service Restaurants 78

Manufacturing/ Durable Goods 81.6
- Personal Computers 75
- Electronics (TV/VCR/DVD) 83
- Major Appliances 81
- Automobiles & Light Vehicles 84

E-Business 81.5
- 74 Internet News & Information
- 83 Internet Portals/Search Engines

Manufacturing/ Nondurable Goods 82.3
- 83 Food Manufacturing
- 84 Pet Food
- 79 Athletic Shoes
- 85 Personal Care & Cleaning Products
- 83 Soft Drinks
- 83 Breweries
- 78 Cigarettes
- 80 Apparel

Public Administration/ Government (Federal) 67.8
- 67.8 Federal Government

Retail Trade 75.2
- 76 Supermarkets
- 74 Gasoline Stations
- 74 Department & Discount Stores
- 76 Specialty Retail Stores
- 78 Health & Personal Care Stores

Finance & Insurance 76.0
- 75 Banks
- 84 Credit Unions
- 73 Health Insurance
- 78 Life Insurance
- 81 Property & Casualty Insurance

E-Commerce 80.0
- 82 Retail
- 74 Brokerage
- 75 Travel

Detail Agency and Company Scores at www.theACSI.org

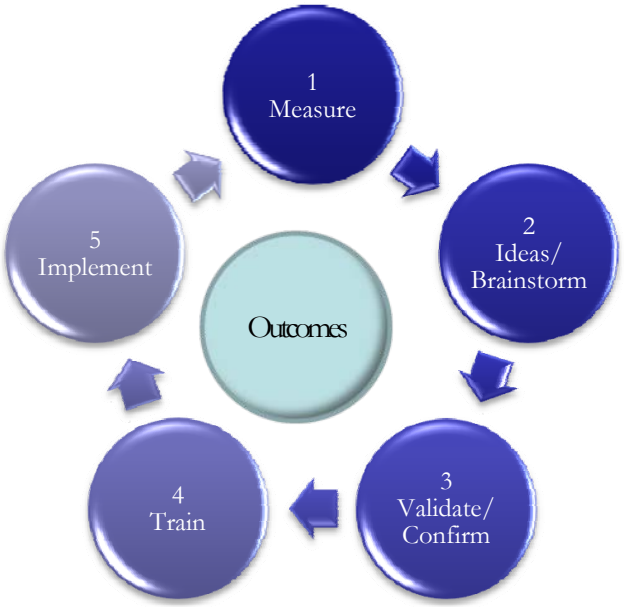
Implementing Results

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.

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