

Cobalt Citizen Satisfaction Index

City of Warren 2009





Study Goals

- Determine residents' perceptions about quality of life
- Reveal levels of satisfaction and importance about current services
- Aid in establishing priorities
- Provide a baseline for tracking community opinions
- Maximize service quality over time



Bottom Line

- The City performed very well, especially compared to benchmarks
- There are opportunities to further boost service levels to improve community-wide satisfaction
- Surveys are helpful for measuring “how much, how many, and to what extent”
- Surveys do not measure “why” or “what to do next”



Methodology

- Random sample of 1500 residents drawn from voter files
- Utilized www.random.org, a well-respected utility used internationally by many universities and researchers to generate true random numbers, based on atmospheric noise.
- Conducted using two mailings in June 2009: an initial survey and a reminder survey
- Response from 588 residents, providing a conventional margin of error of +/- 4.0 percent in the raw data and an ACSI margin of error of +/- 1.8 percent
- Validated responses against overall voter file using state house districts and gender. Difference is less than 2.3 percent.



Areas Evaluated Through the Survey (“drivers”)

- Community image
- Local public schools
- Transportation infrastructure
- Fire services
- Police/Sheriff services
- Utility services
- Taxes
- Parks and recreation
- Library services
- Internet services
- Quality of life
- Health services
- Community events
- Economic health
- Behavioral intentions
 - Stay/Recommend
 - Volunteer
 - Support administration
- City-specific services and programs



Results



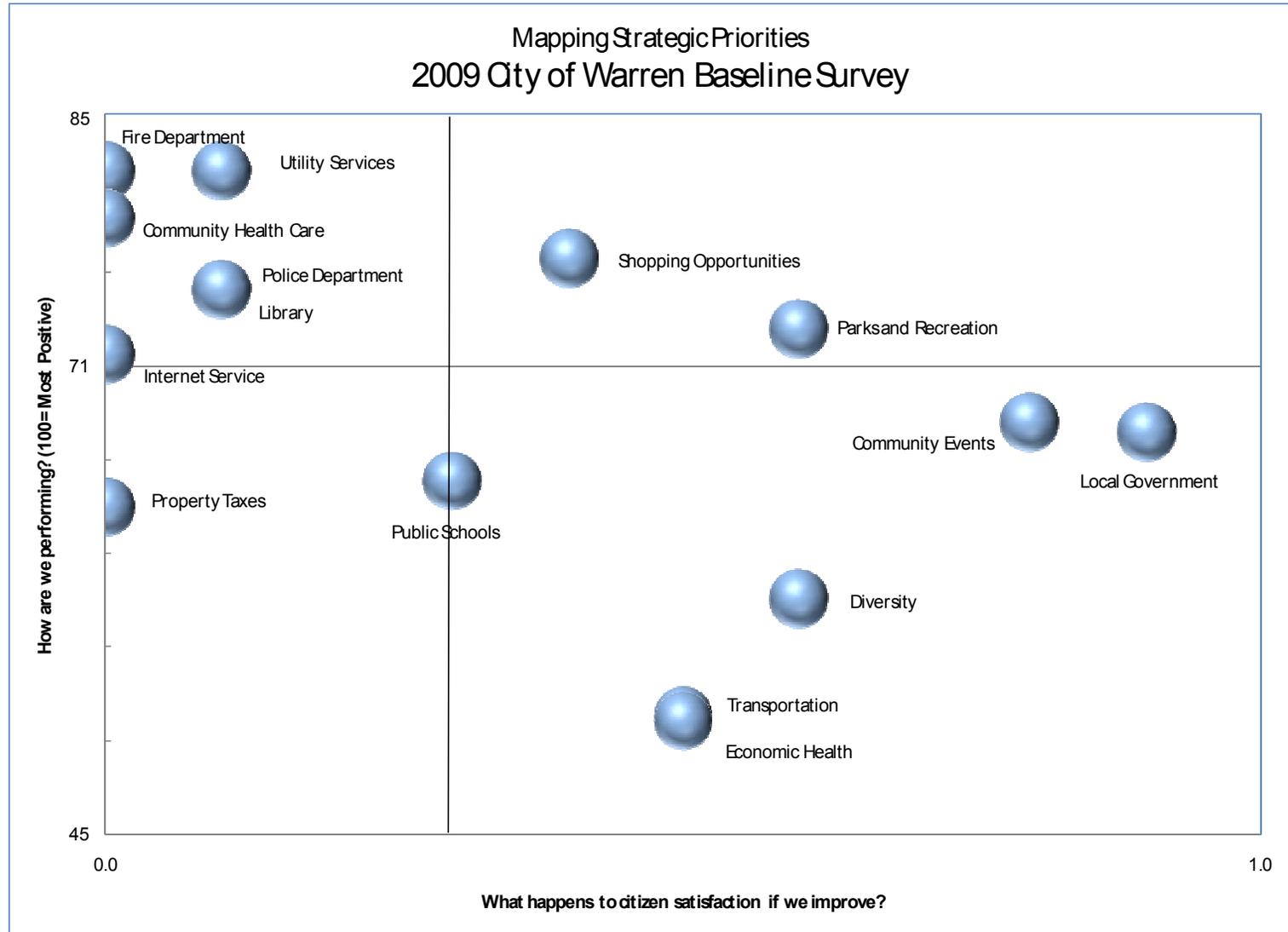
Standard Portal Analysis:

Comparing to Outside Organizations

Component	Warren Score	Mich Benchmark Overall	Mich Benchmark Large	National Benchmark Overall	National Benchmark Large
Citizen Satisfaction	61.3	59.3	61.8	58.0	55.0
Public Schools	64.7	62.1	70.8	60.9	61.7
Transportation	51.6	55.9	60.0	55.4	56.8
Fire Department	81.9	74.6	77.7	78.0	72.3
Police Department	75.3	70.2	73.2	69.8	70.9
Utility Services	81.9	75.8	76.0	76.2	74.9
Property Taxes	63.2	59.2	60.7	61.5	60.7
Parks and Recreation	73.1	68.0	74.1	67.4	60.5
Library	75.3	76.2	76.9	76.5	75.2
Community Health Care	79.3	71.7	68.1	72.1	66.6
Shopping Opportunities	77.0	65.8	64.6	66.8	52.1
Local Government	67.4	55.8	59.8	55.6	53.2
Community Events	67.9	60.0	60.4	60.5	52.3
Economic Health	51.3	46.8	47.0	48.3	42.1
Diversity	58.1	49.1	46.5	52.5	41.4
Internet Service	71.7	60.9	63.1	66.0	59.4
Community Image	66.5	66.3	68.9	66.1	67.6



Drivers of Satisfaction and Behavior: Strategic Priorities





Findings – Transportation

Transportation	51.6
Road Maintenance	40.6
Road signage	66.8
Traffic free of congestion	51.3
Public transportation options	39.0



State Benchmark: 56

Observations:

1. Weakest scores in Maintenance and Public Transportation
2. Scores were particularly lower from individuals with family incomes greater than \$100k
3. Public Transit rated lower by individuals working outside the community



Findings – Economic Health

Economic Health	51.3
Living costs	51.5
Quality of jobs	40.3
Affordability of housing	58.0



Observations:

1. Weakest score in Quality of Jobs
2. Scores were particularly lower from individuals with family incomes greater than \$100k



Findings – Diversity

Diversity	58.1
Ethnic diversity	67.5
Ethnic group interaction	50.8
Efforts to support ethnic group interaction	50.3



State Benchmark: 49

Observations:

1. Weakest scores on group interaction questions
2. Scores were highest from individuals age 65 or older and those with incomes less than \$25k
3. Scores were lowest from individuals with income higher than \$100K and from men

Findings – Community Events

Community Events	67.9
Range of cultural offerings	68.2
Strong/vibrant art community	65.4
Variety of festivals and events	72.6



Observations:

1. Weakest scores in the Strength and Vibrancy of the Art Community and Range of Offerings
2. Scores were particularly lower from individuals with family incomes greater than \$100k, age 45-54, work in the community, and have young kids
3. Scores higher with those age 65 and older



Findings – Local Government

Local Government	67.4
Leaders are trustworthy	69.7
Well managed government	69.2
Well trained gov't employees	68.0
Effective communication	67.6
Wisely spent money	59.6



Observations:

1. Weakest scores in Money Wisely Spent and Effective Communication
2. Scores were particularly lower from individuals with family incomes greater than \$100k, age 45-54, and who work in the community
3. Score were higher from those with family incomes between \$25-50k

Findings – Parks

Parks and Recreation	73.1
Facilities meet your needs	74.1
Facility maintenance	73.1
Quality of programs	73.7
Variety of programs	73.2



State Benchmark: 68

Observations:

1. Scores were lower from individuals age 45-54 and individuals working in the community
2. Scores were higher from individuals who are widowed/separated/divorced and individuals living in the community 1-5 years

Findings – Shopping

Shopping Opportunities	77.0
Shopping for everyday items	79.7
Shopping for major items	75.4
Sufficient choices for shopping needs	76.2

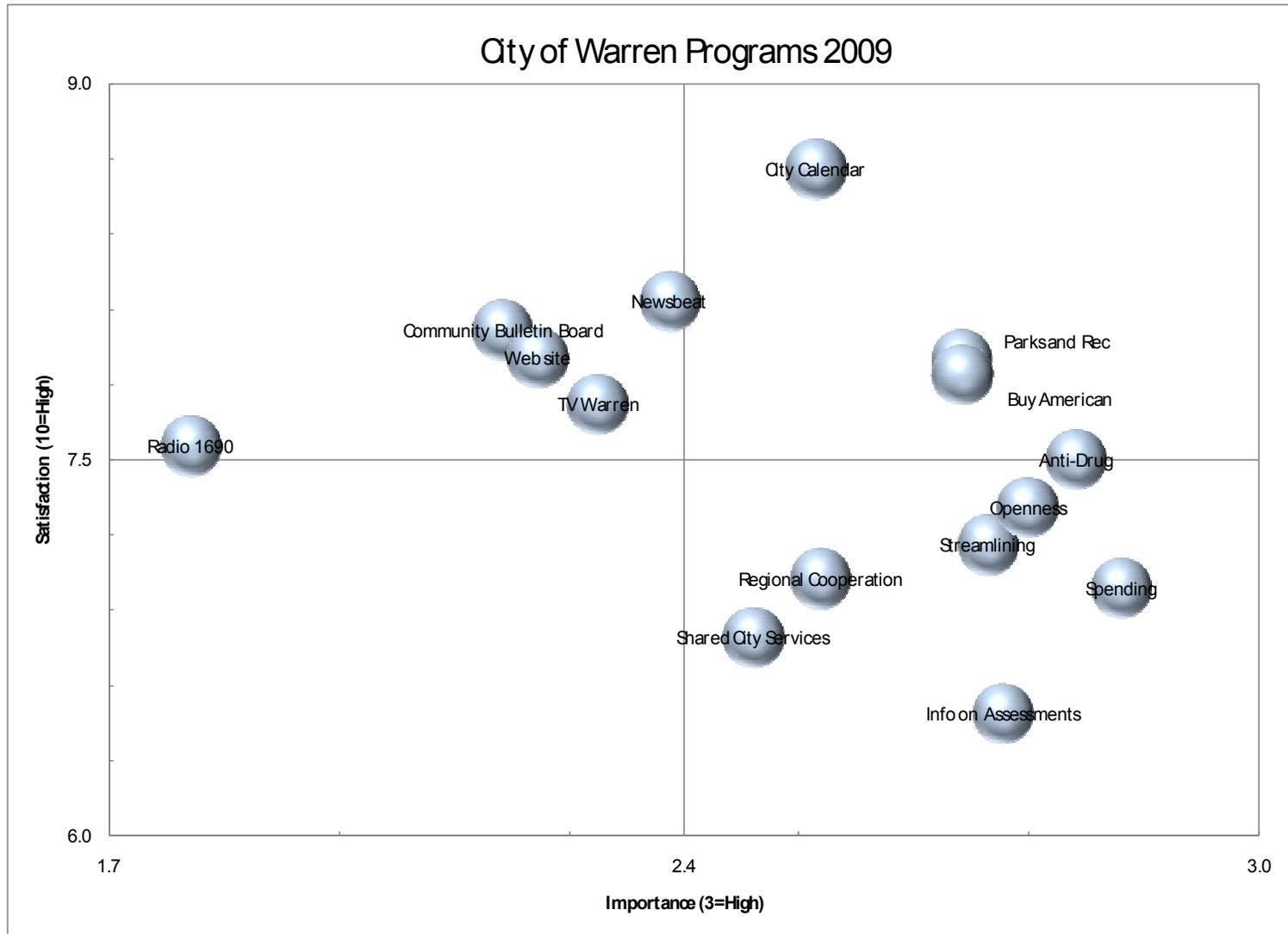


Observations:

1. Weakest scores in Major Items, especially those age 35-44
2. Scores were particularly lower from individuals with family incomes greater than \$100k, particularly with the “Sufficient Choices” question
3. Scores were higher from individuals living in the community 6-10 years or with some high school education or less

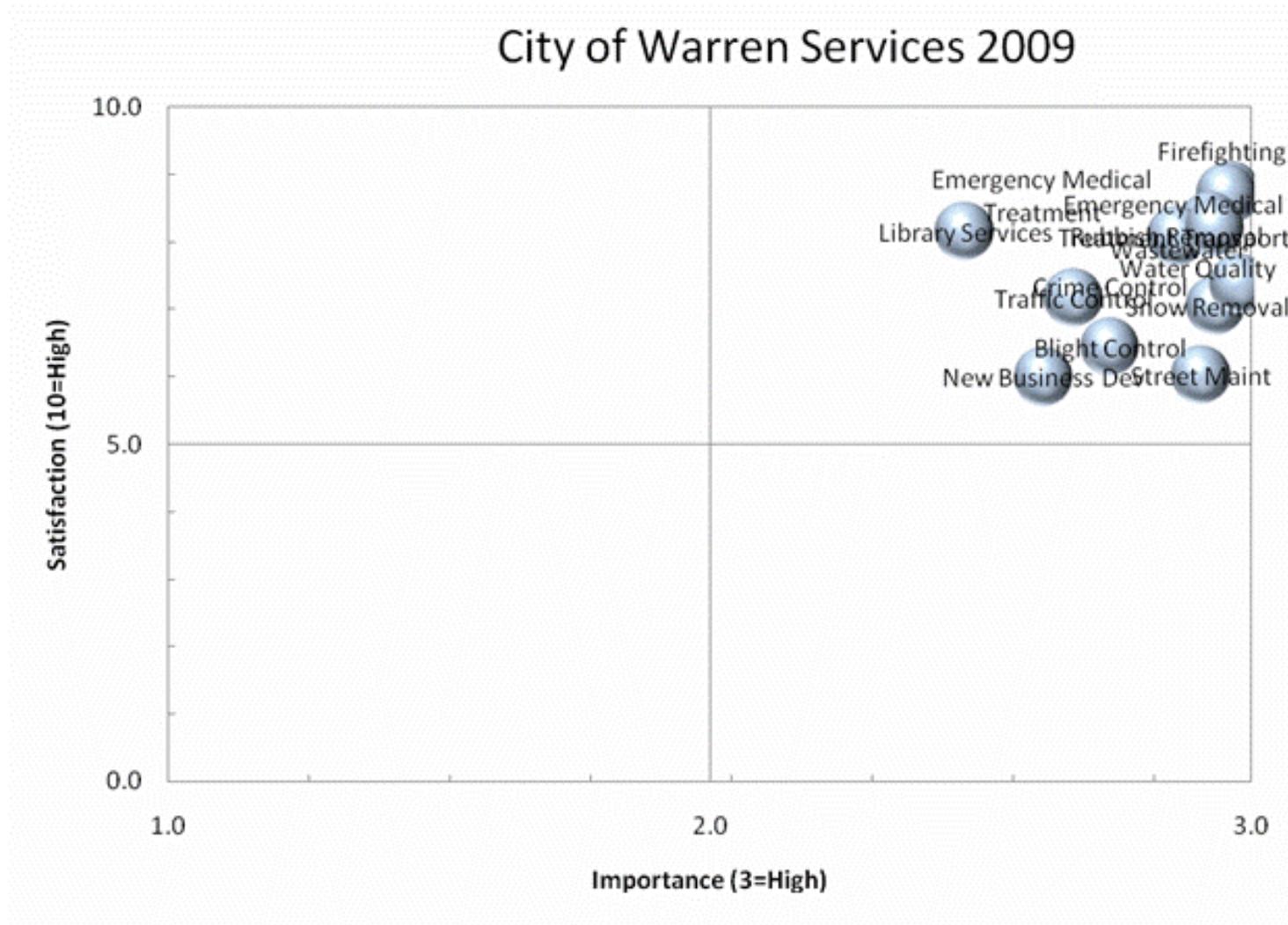


City-Specific Programs Rated by Satisfaction and Importance





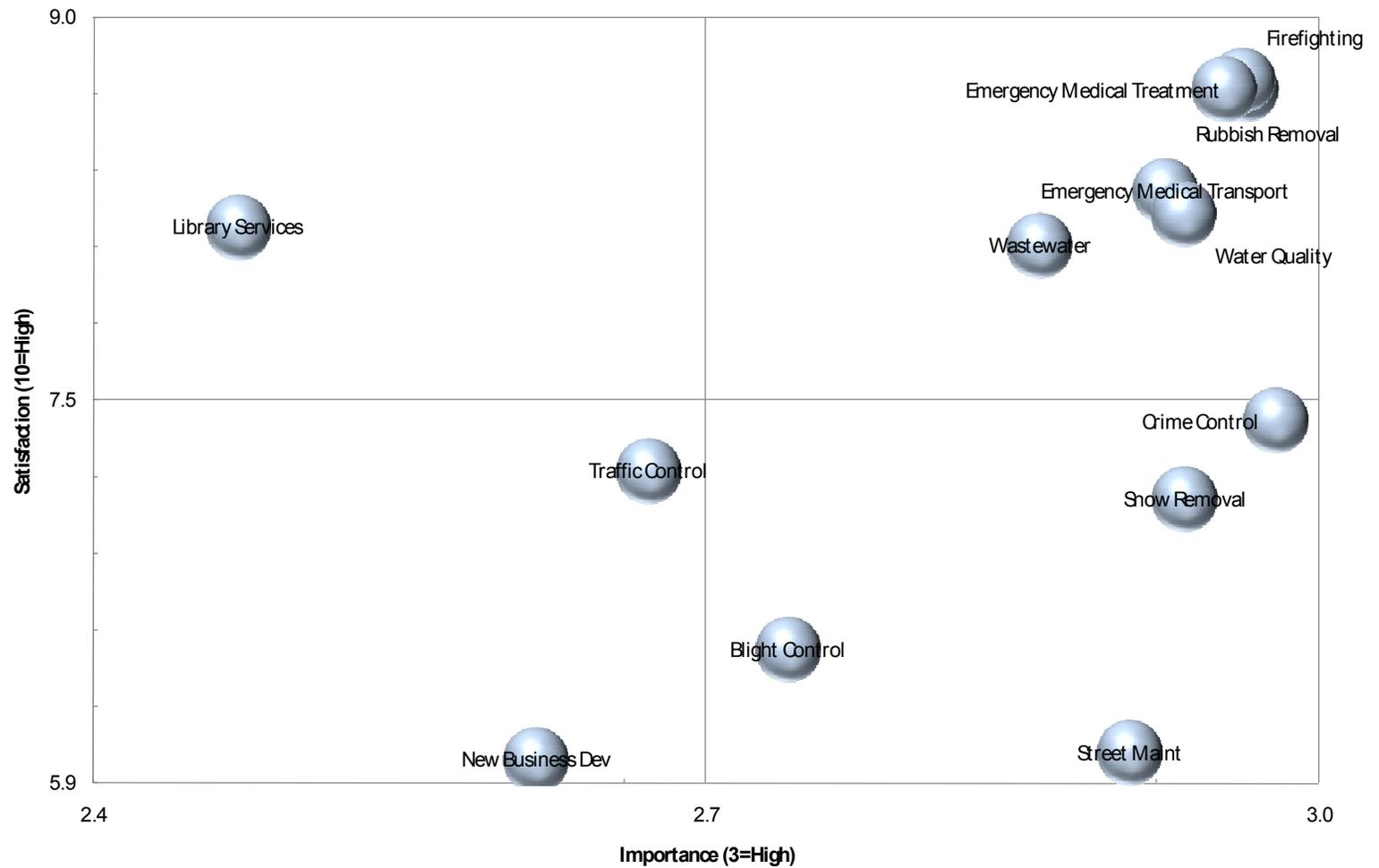
City-Specific Programs Rated by Satisfaction and Importance





City-Specific Services Rated by Satisfaction and Importance

City of Warren Services 2009

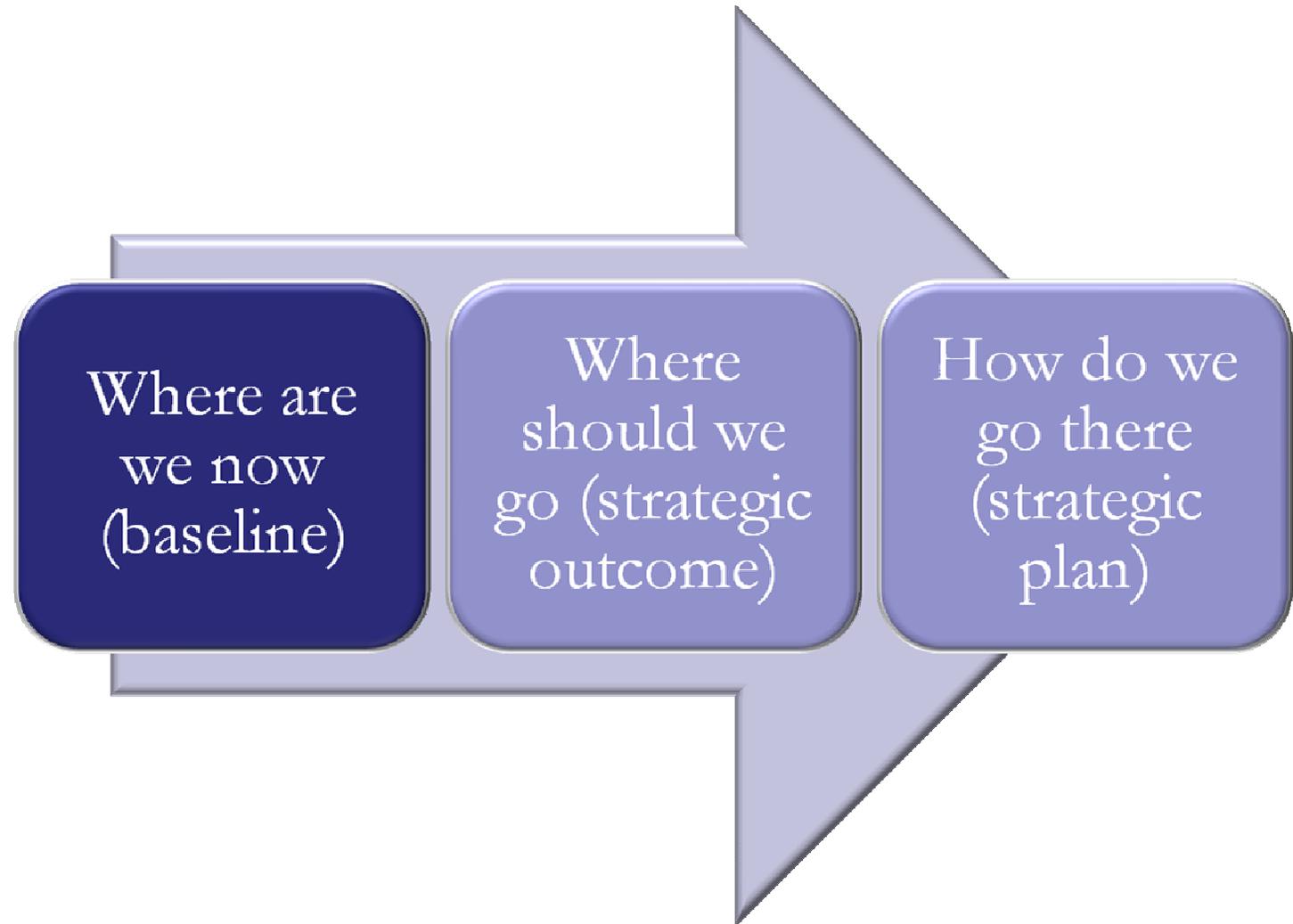




Action



Building an Ideal Community

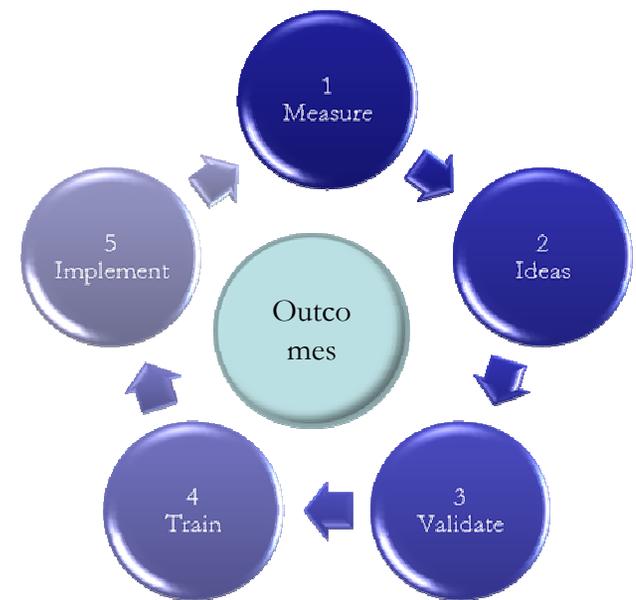




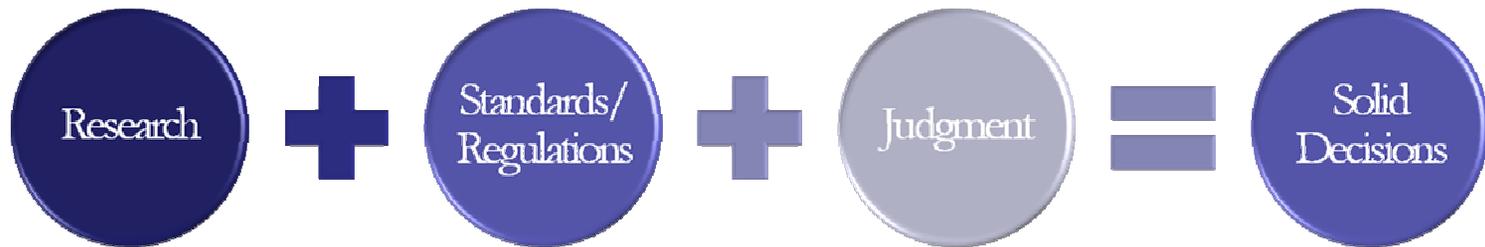
Strategy is About Action: Improve Performance to Improve Outcomes

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.

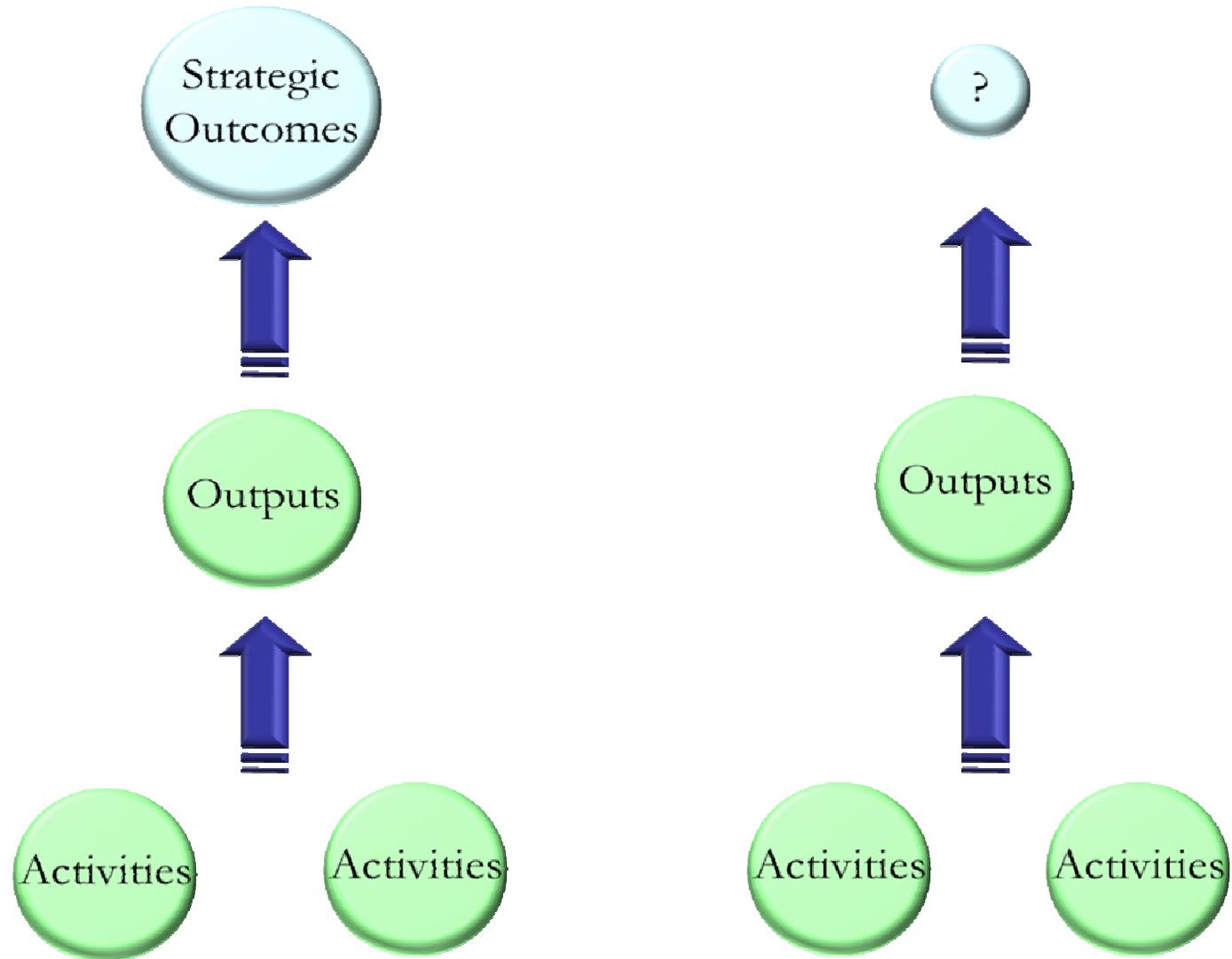


Balancing Research





Strategy is About Choices: All Activities are Not Equal





Strategy is About Decisions: Questions to Consider

- What are the high and low priorities
- How can these priorities be represented in your budget, staff allocations, and measurements
- How will you communicate to ensure residents, staff and community leadership have the same priorities and vision?
- Which messages do you want residents carry to improve and promote your community?
- How do you equip staff and other stakeholders to carry these messages?
- How will you share these results with the community



Be Clear About Your Strategic Outcomes

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

Your residents want you to succeed.