

City of Lakeland Citizen Engagement and Priority Assessment

2011





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 your 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 supporting the current administration
- 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 the state, regional and national benchmarks
- There are several areas where improvement (or decline) can have significant impact on community-wide engagement:
 - Transportation infrastructure
 - Local government management/communication
 - Economic health
 - Public schools
 - Police services
- Detailed information by specific demographic groups is available electronically to aid in policy review
 - Detail by: years of residency, own/rent, employment, age, education, income, marital status, household composition, gender, ethnicity, section of City



Available Tools

- Detailed questions and responses broken by demographic group and “thermal mapped” so lower scores are red and higher scores are blue
- Open-ended comments
- Online portal to allow side-by-side comparisons of groups and subgroups (for example, breaking down the scores of individuals who live in each section of the city further divided by age, ethnicity, etc.)
- Online portal allowing download of data into MS Excel
- Comparison scores with local governments in Florida, the south, and the nation.
- Comparison scores with non-local government comparables (industries, companies, federal agencies)





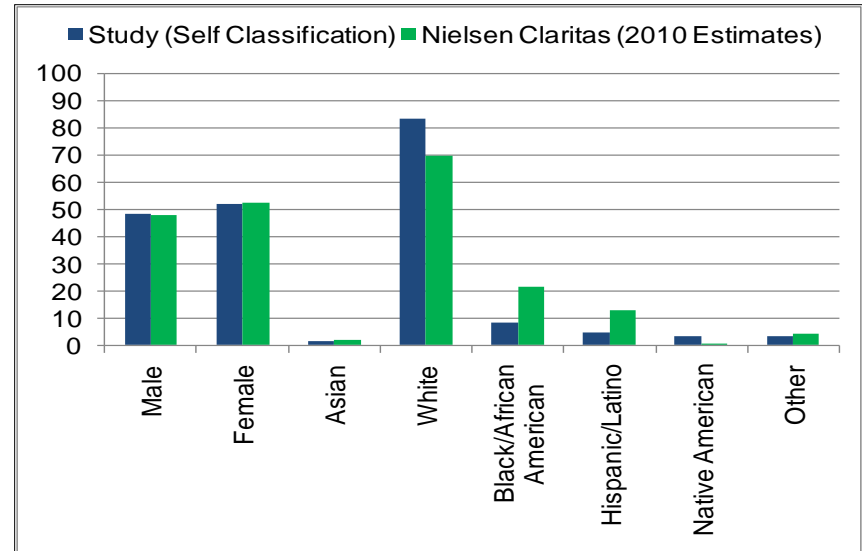
Methodology

- Random sample of 1500 residents drawn from electric utility 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 December 2010 and January 2011
- Valid response from 348 residents, providing a conventional margin of error of +/- 5 percent in the raw data and an ACSI margin of error of +/- 2.2 percent
 - Note: National surveys with a margin of error +/- 5% require a sample of 384 responses to reflect a population of 300,000,000



Data Distribution

Respondents derived from electrical utility database. This population does have differences in ethnic distribution and other demographic characteristics than general population estimates. Feedback tended to be consistent regardless of ethnicity; however, detailed results for each group is provided for policy review to ensure the needs of each group are clearly represented. Higher scores have blue coloring, and lower scores have red coloring.

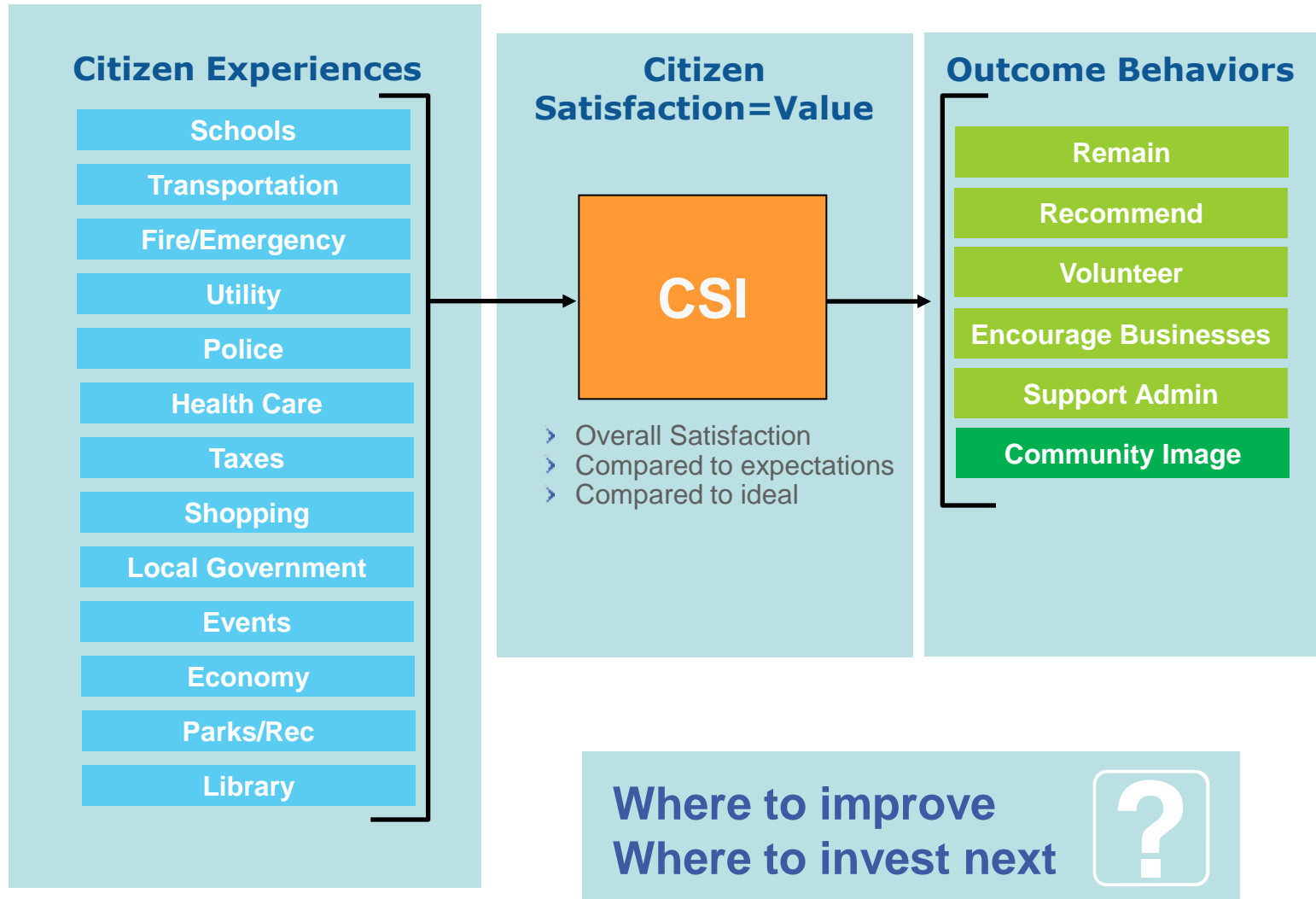


City of Lakeland 2011 Core Questions/ACSI Detail		Community Events Overall	Range of cultural offerings	Strong/vibrant art community	Quality sporting events	Variety of events	Economic Health Overall	Living costs	Quality of jobs	Affordability of housing	Availability of jobs	Stability of property values	Strength of local economy
		72	73	73	69	74	50	58	46	58	36	44	46
Residency	Overall	72	73	73	69	74	50	58	46	58	36	44	46
	One year or less	74	76	74	72	58	65	67	-	43	52	52	52
	1-5 years	72	74	74	70	75	55	61	51	61	41	51	52
	6-10 years	76	78	75	69	80	50	57	45	58	39	43	47
More than 10 years	72	71	72	69	72	48	57	45	57	35	44	44	
Own/rent	Own	73	74	73	70	75	52	61	49	61	39	46	47
	Rent/Lease	69	69	70	66	69	45	52	39	52	29	41	44
Employment	Yes	69	70	72	65	73	51	60	50	59	39	44	47
	No, a different community	67	65	66	65	67	45	55	46	53	34	38	43
	I am not currently employed	68	70	68	63	68	34	42	30	39	17	31	31
	Retired	77	78	78	74	78	54	61	47	63	40	48	49

Results

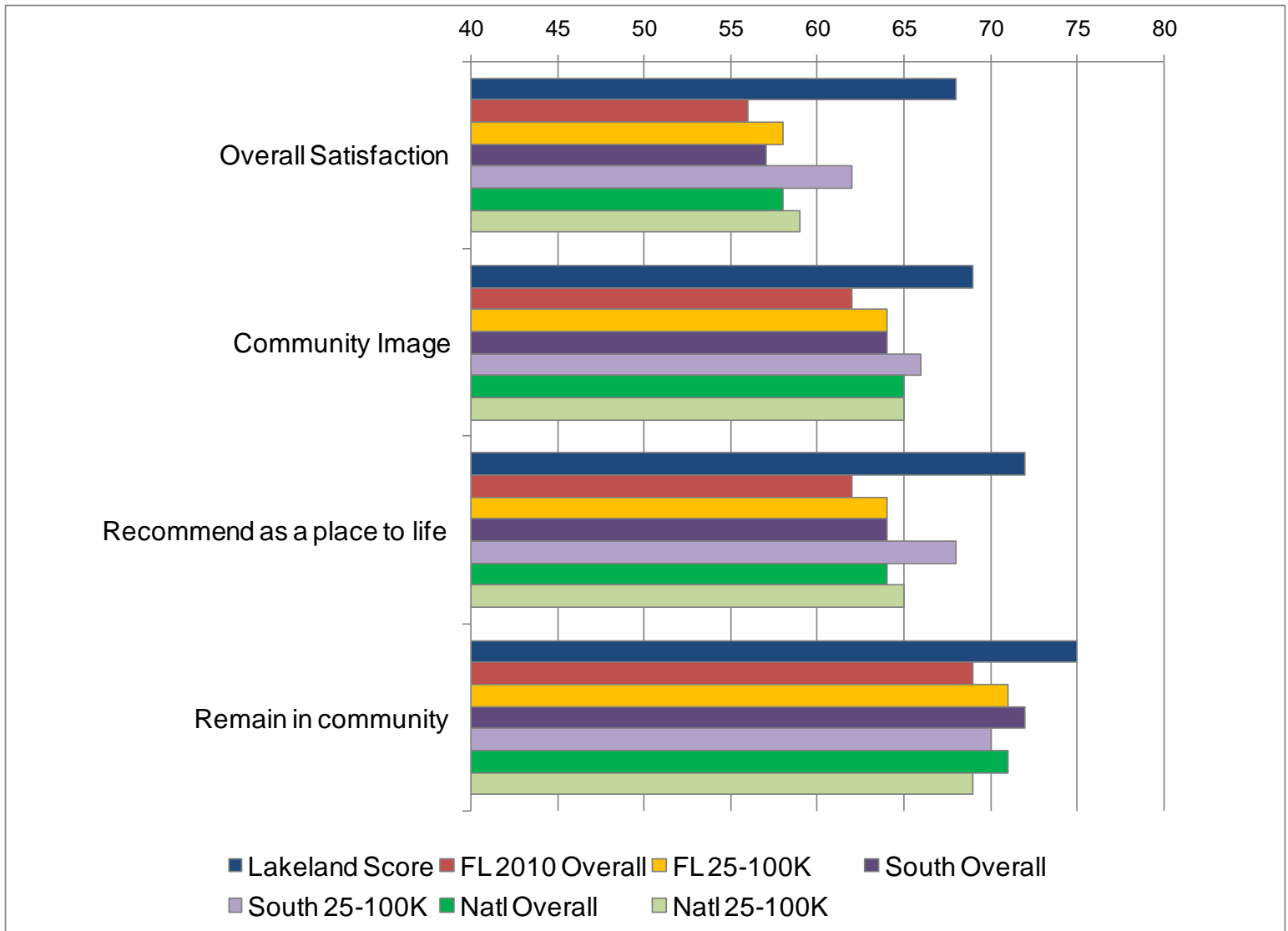


Citizen Engagement Model



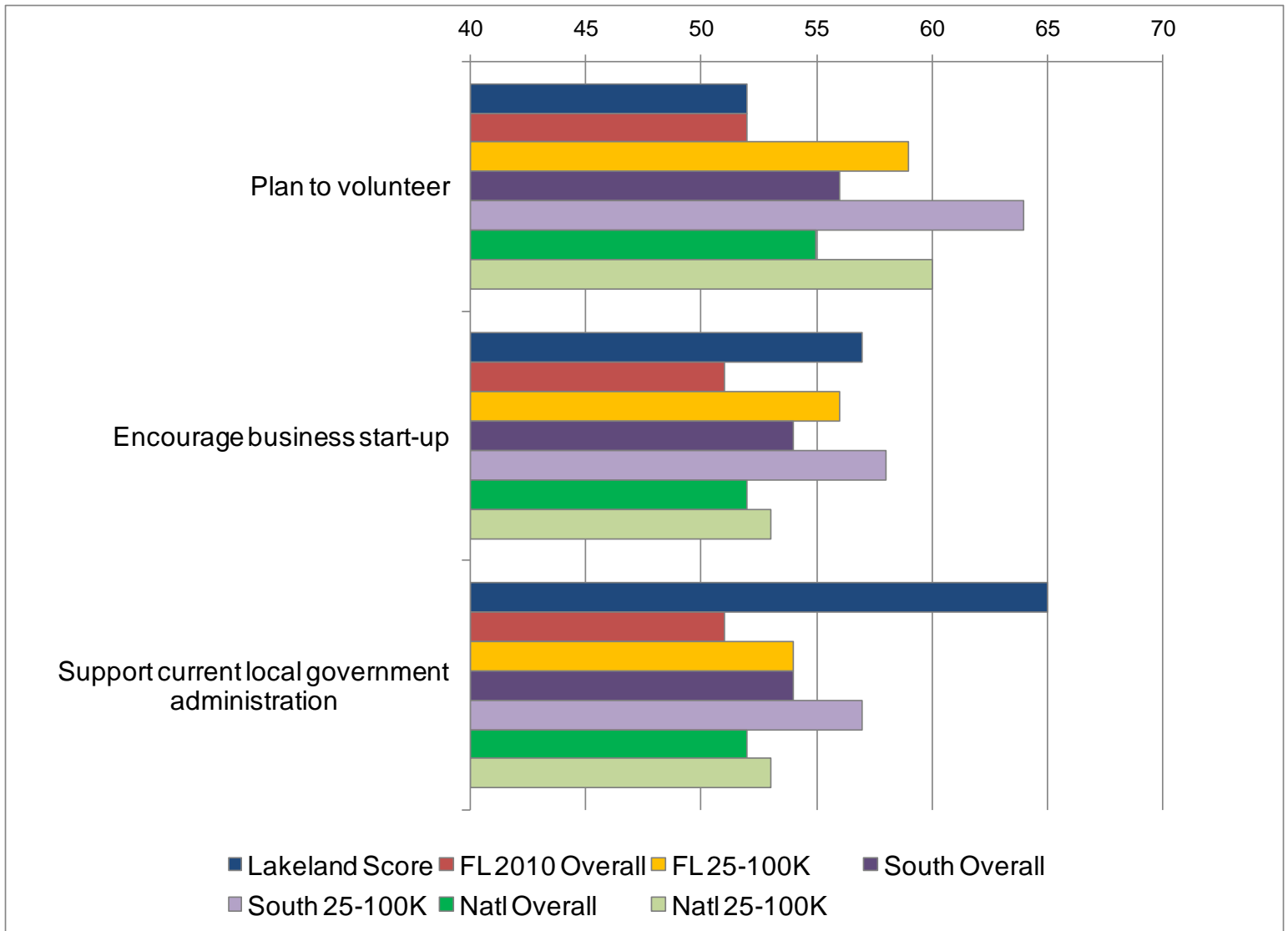


Outcome Measurements (High score = 100)



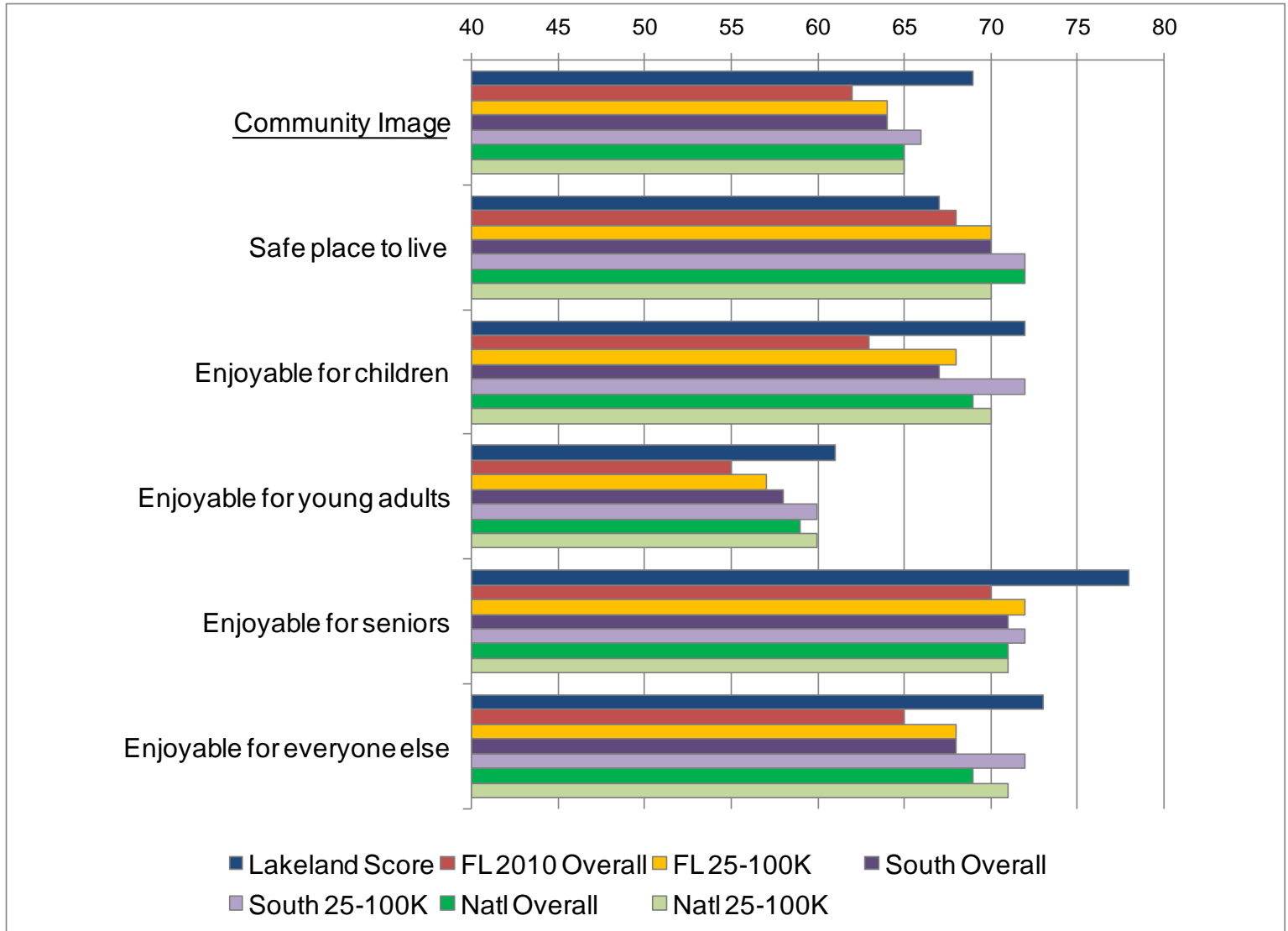


Outcome Measurements (continued)



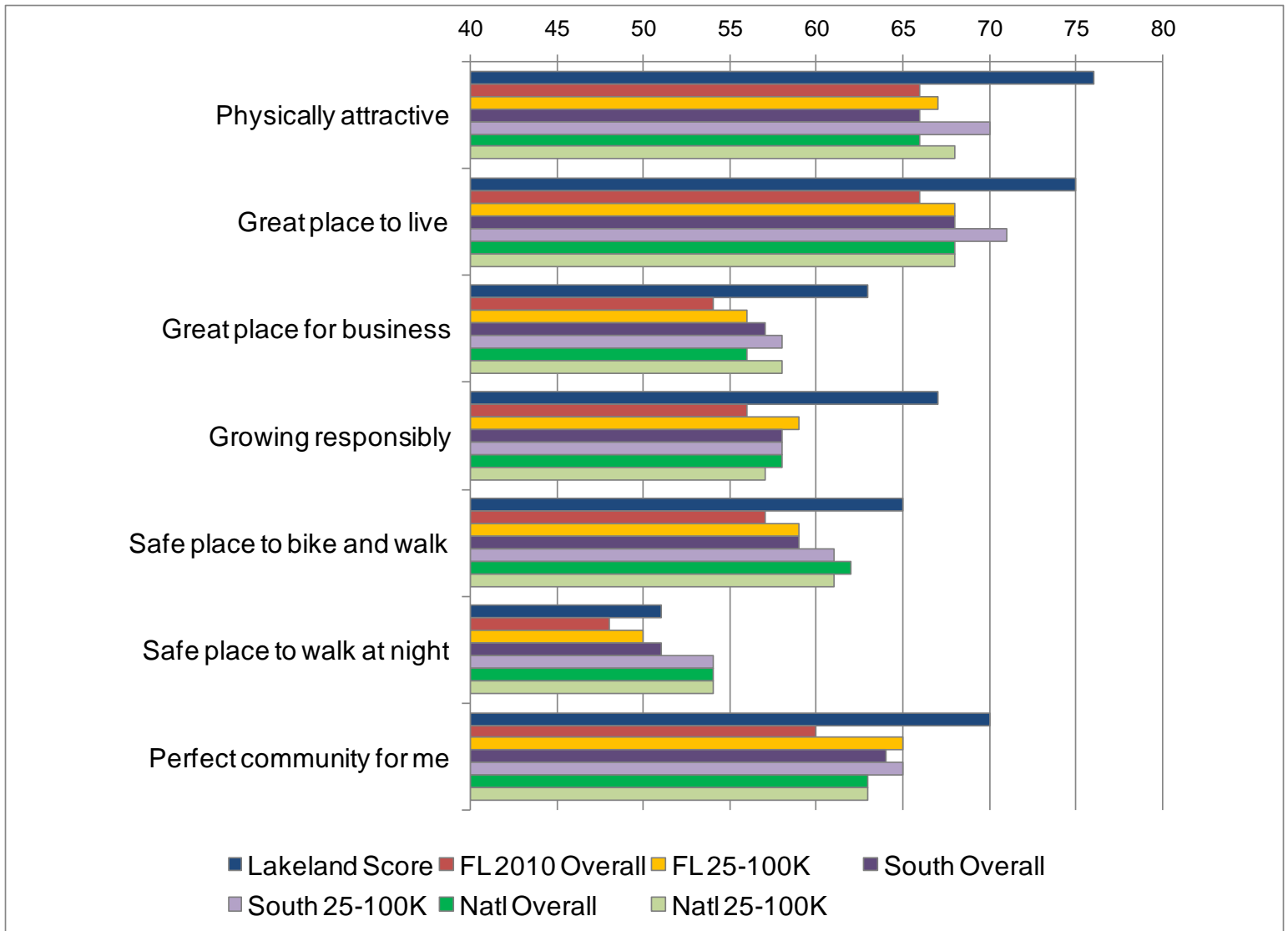


Community Image Components (High score = 100)





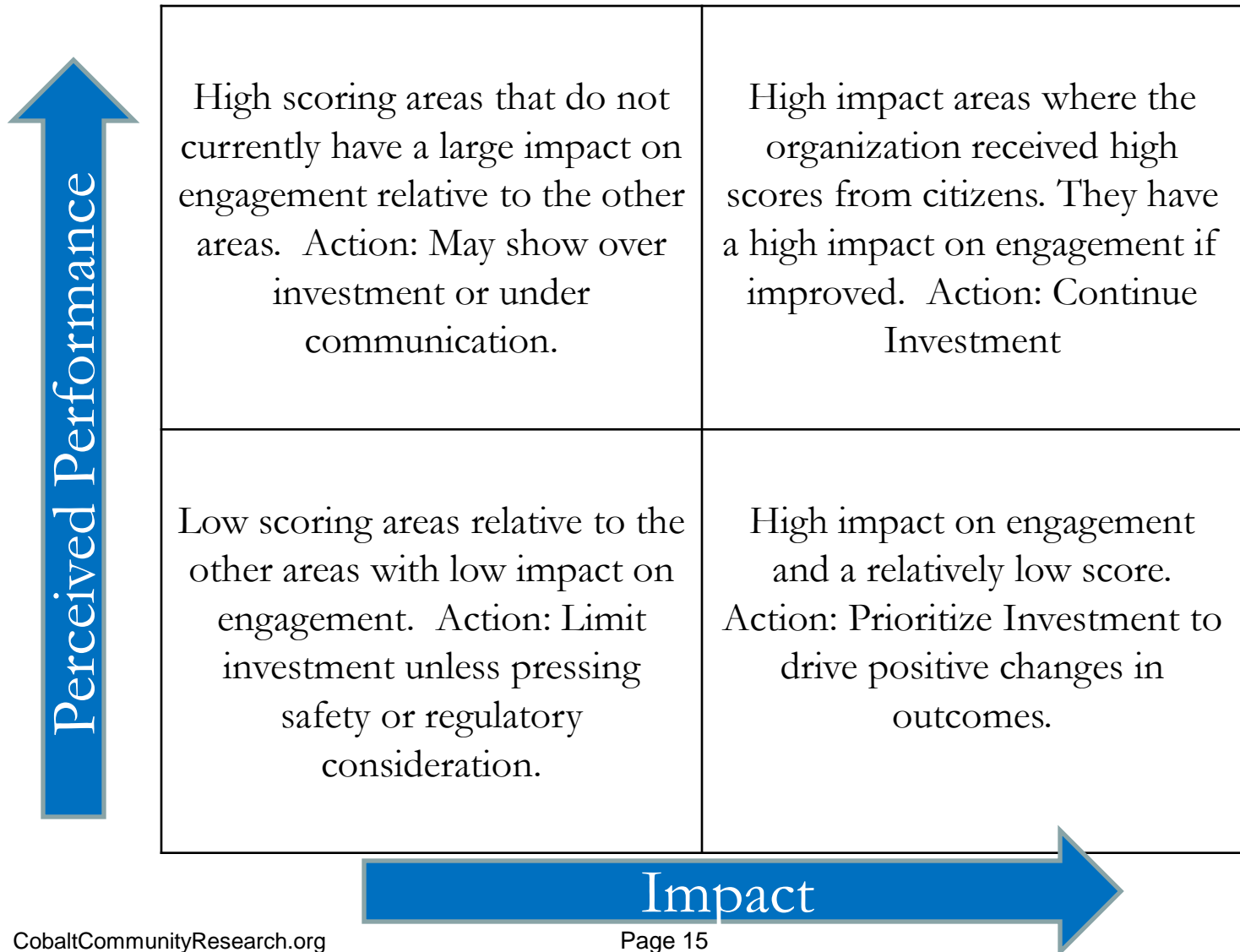
Community Image Components (continued)





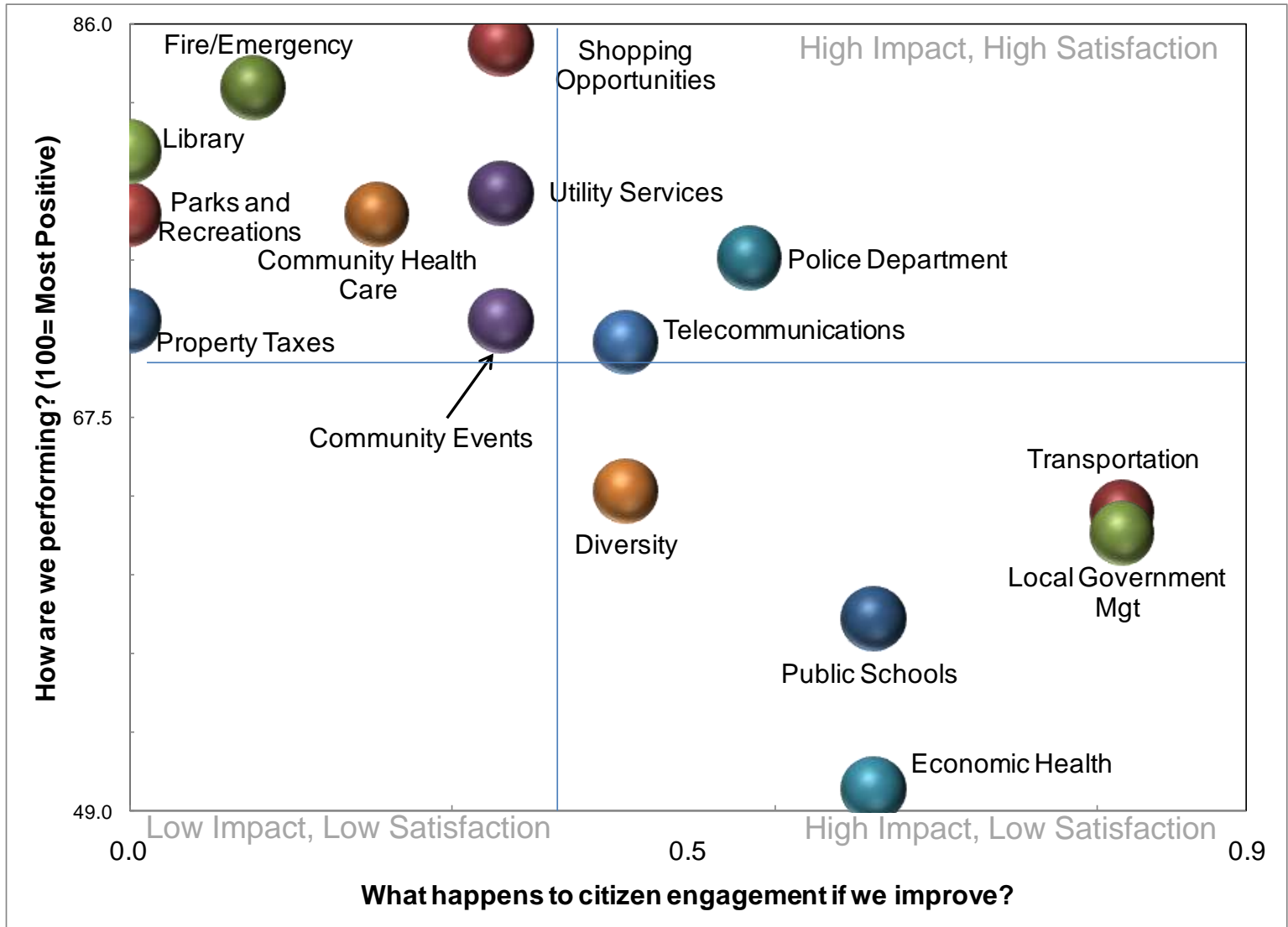
Understanding the Charts:

Community Questions – Long-term Drivers



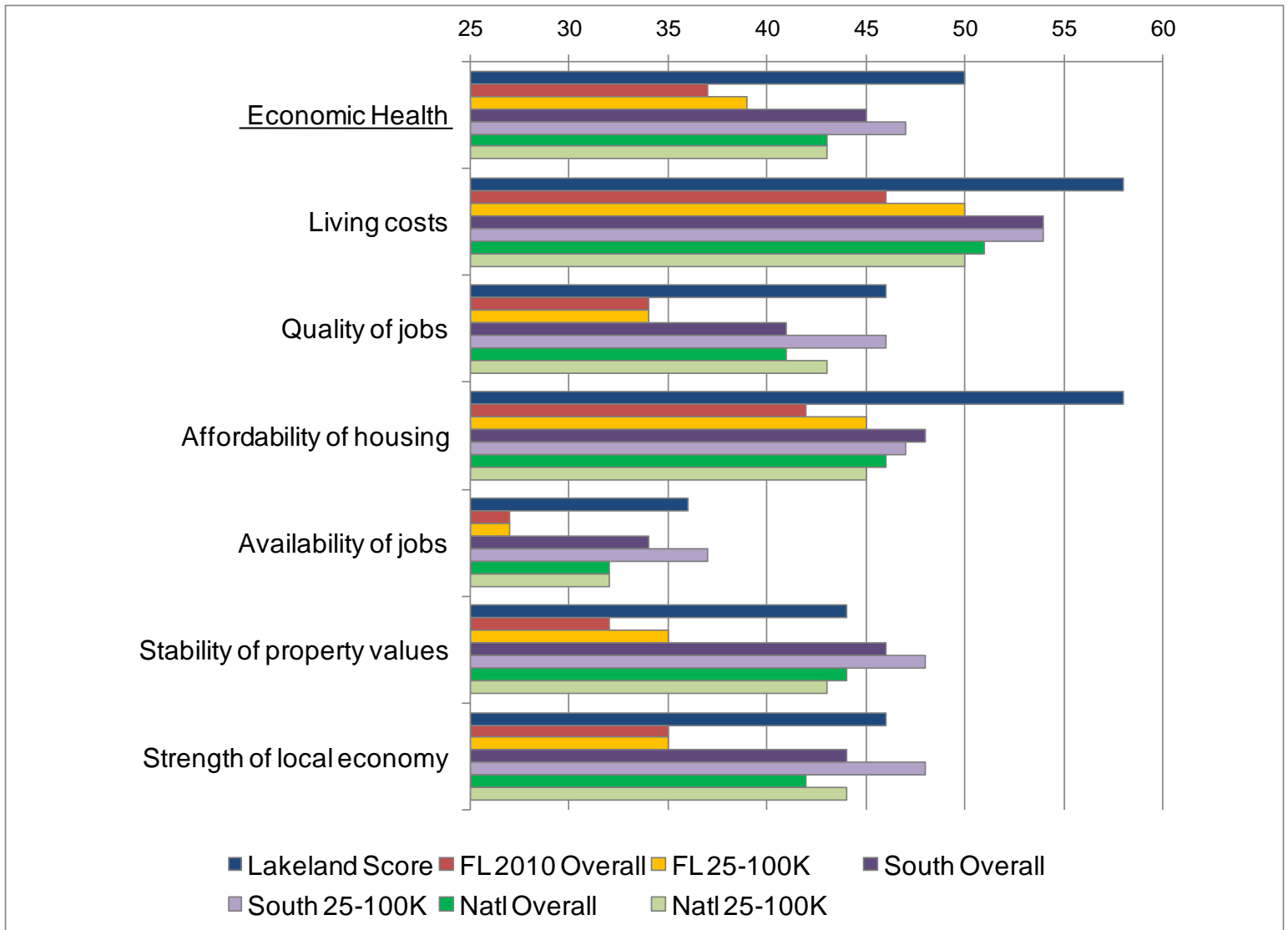


Drivers of Satisfaction and Behavior: Strategic Priorities





Drivers of Satisfaction and Behavior: Economic Health





Drivers of Satisfaction and Behavior: Economic Health – Demographic Detail

City of Lakeland 2011 Core Questions/ACSI Detail

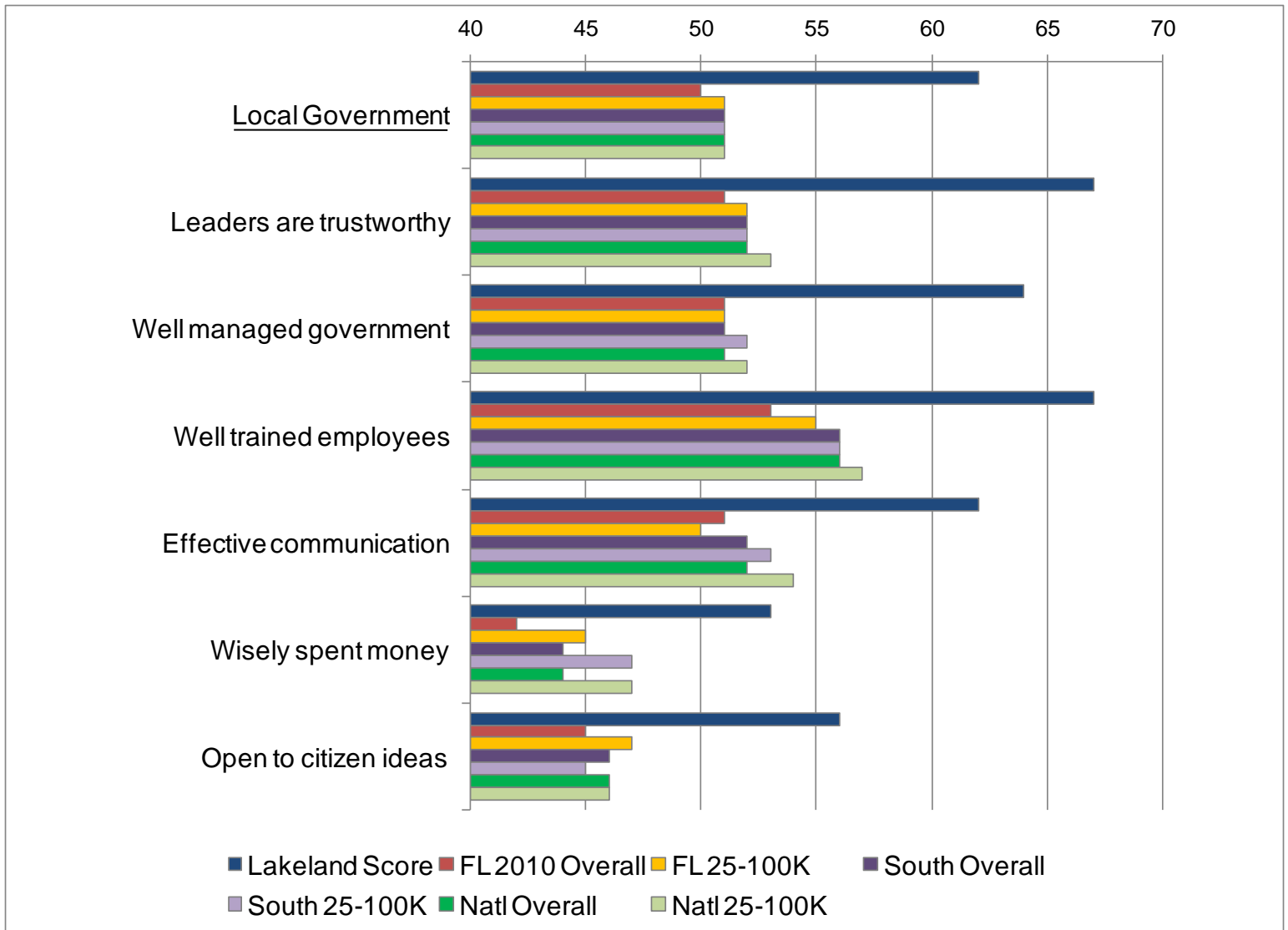
		Economic Health Overall	Living costs	Quality of jobs	Affordability of housing	Availability of jobs	Stability of property values	Strength of local economy
Overall		50	58	46	58	36	44	46
Residency	One year or less	58	65	-	67	-	43	52
	1-5 years	55	61	51	61	41	51	52
	6-10 years	50	57	45	58	39	43	47
	More than 10 years	48	57	45	57	35	44	44
Own/rent	Own	52	61	49	61	39	46	47
	Rent/Lease	45	52	39	52	29	41	44
Employment	Yes	51	60	50	59	39	44	47
	No, a different community	45	55	46	53	34	38	43
	I am not currently employed	34	42	30	39	17	31	31
	Retired	54	61	47	63	40	48	49
Age	18 to 24	46	47	47	51	33	-	56
	25 to 34	48	61	49	53	28	38	51
	35 to 44	44	51	41	54	32	42	40
	45 to 54	49	58	47	54	37	44	44
	55 to 64	46	57	43	55	35	41	40
	65 or over	54	61	48	63	40	48	50
Education	Some high school	42	42	29	50	35	55	51
	High school graduate	47	50	42	52	35	46	43
	Some college	50	58	46	58	36	40	44
	College graduate	50	60	48	60	35	42	43
	Graduate degree(s)	57	70	56	65	41	48	52

City of Lakeland 2011 Core Questions/ACSI Detail

		Economic Health Overall	Living costs	Quality of jobs	Affordability of housing	Availability of jobs	Stability of property values	Strength of local economy
Overall		50	58	46	58	36	44	46
Household Income	\$25,000 or less	41	44	33	46	26	43	37
	\$25,001 to \$50,000	48	58	45	55	36	41	44
	\$50,001 to \$100,000	54	64	54	63	39	46	49
	Over \$100,000	59	72	55	73	47	45	54
Marital Status	Single	43	46	37	53	31	46	46
	Married/living w partner	53	63	50	63	39	45	49
	Widowed/ separated/ divorced	47	55	43	52	32	43	40
Household Composition	Child(ren) age 12 or under	40	48	37	48	20	33	40
	Child(ren) over age 12	46	54	47	50	37	43	43
	Parent age 65 or older	43	52	38	49	33	39	42
	None of these	53	61	47	62	39	47	48
Gender	Male	54	64	50	65	39	45	48
	Female	48	55	45	53	35	45	45
Ethnicity	Asian	54	63	54	54	40	54	54
	White/Caucasian	54	60	51	51	44	-	-
	Black/African American	39	41	33	53	29	50	40
	Hispanic/Latino	42	42	39	41	24	44	49
	American Indian/Native	52	61	48	60	37	44	46
	Other	44	49	48	48	40	36	45
City Geography	Central	50	62	47	57	32	45	44
	Northeast	49	57	42	61	36	44	46
	Northwest	53	57	49	59	43	50	49
	Southeast	51	59	48	61	38	43	45
	Southwest	48	56	43	57	34	39	45

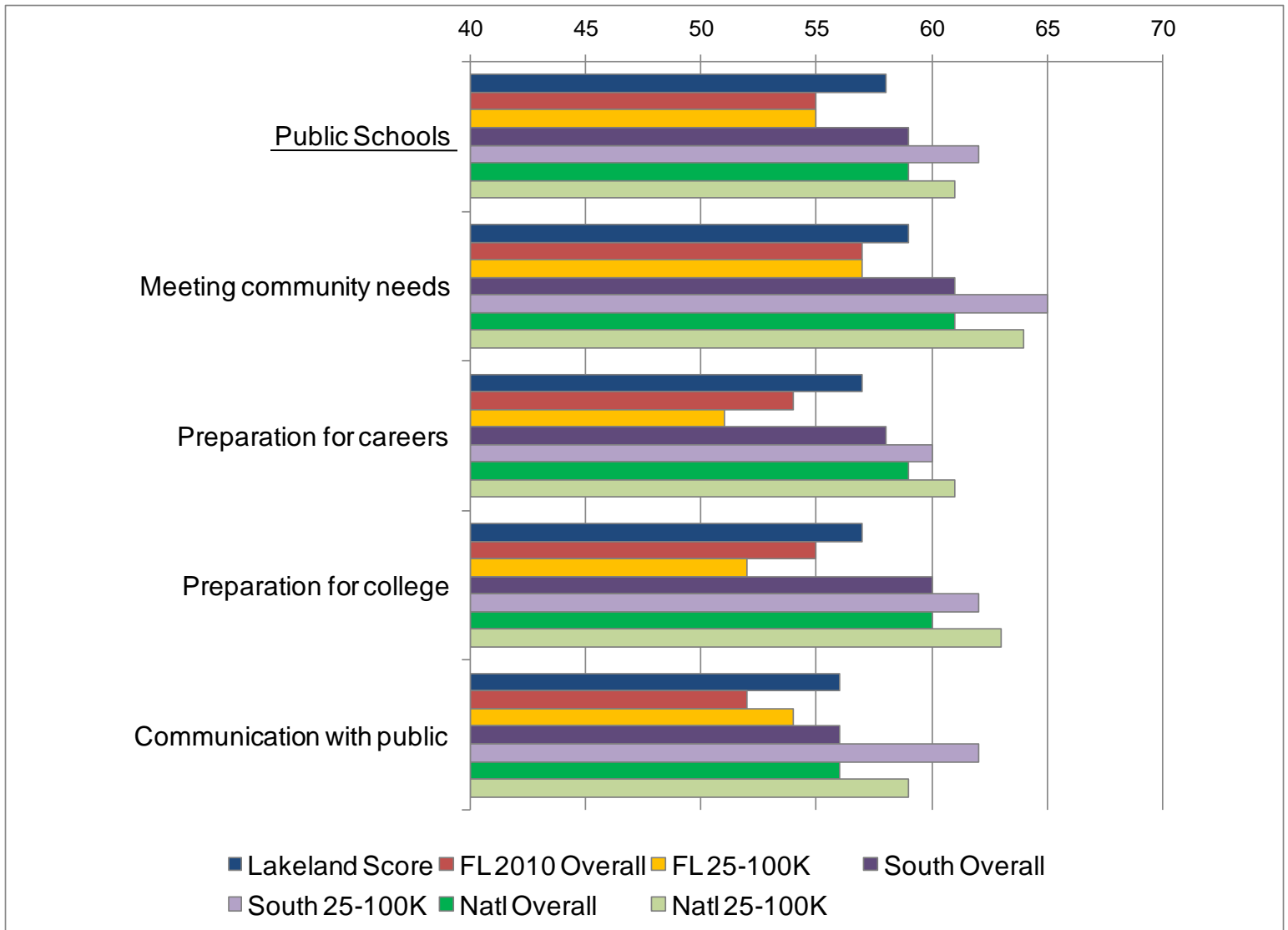


Drivers of Satisfaction and Behavior: Local Government



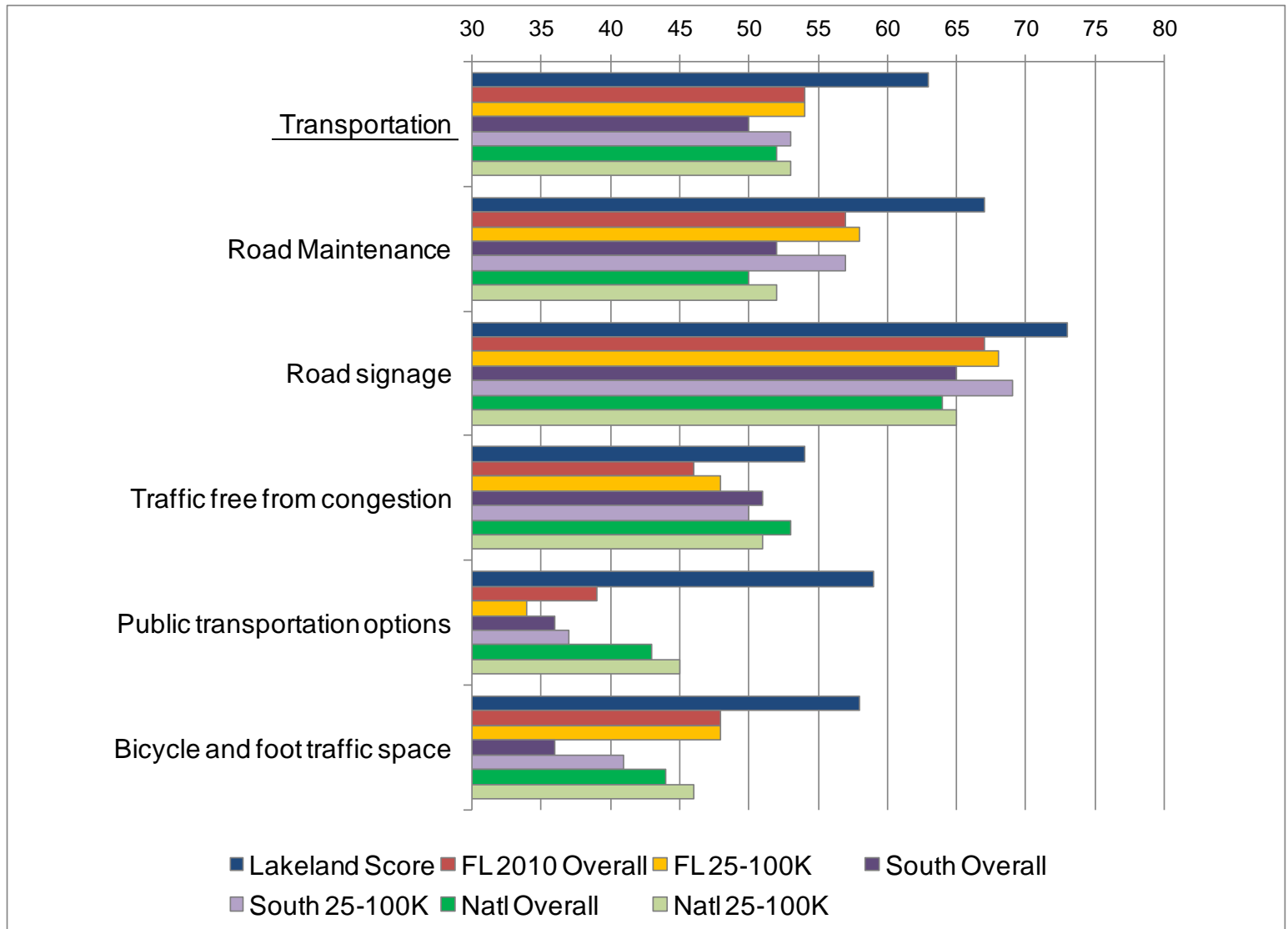


Drivers of Satisfaction and Behavior: Public Schools



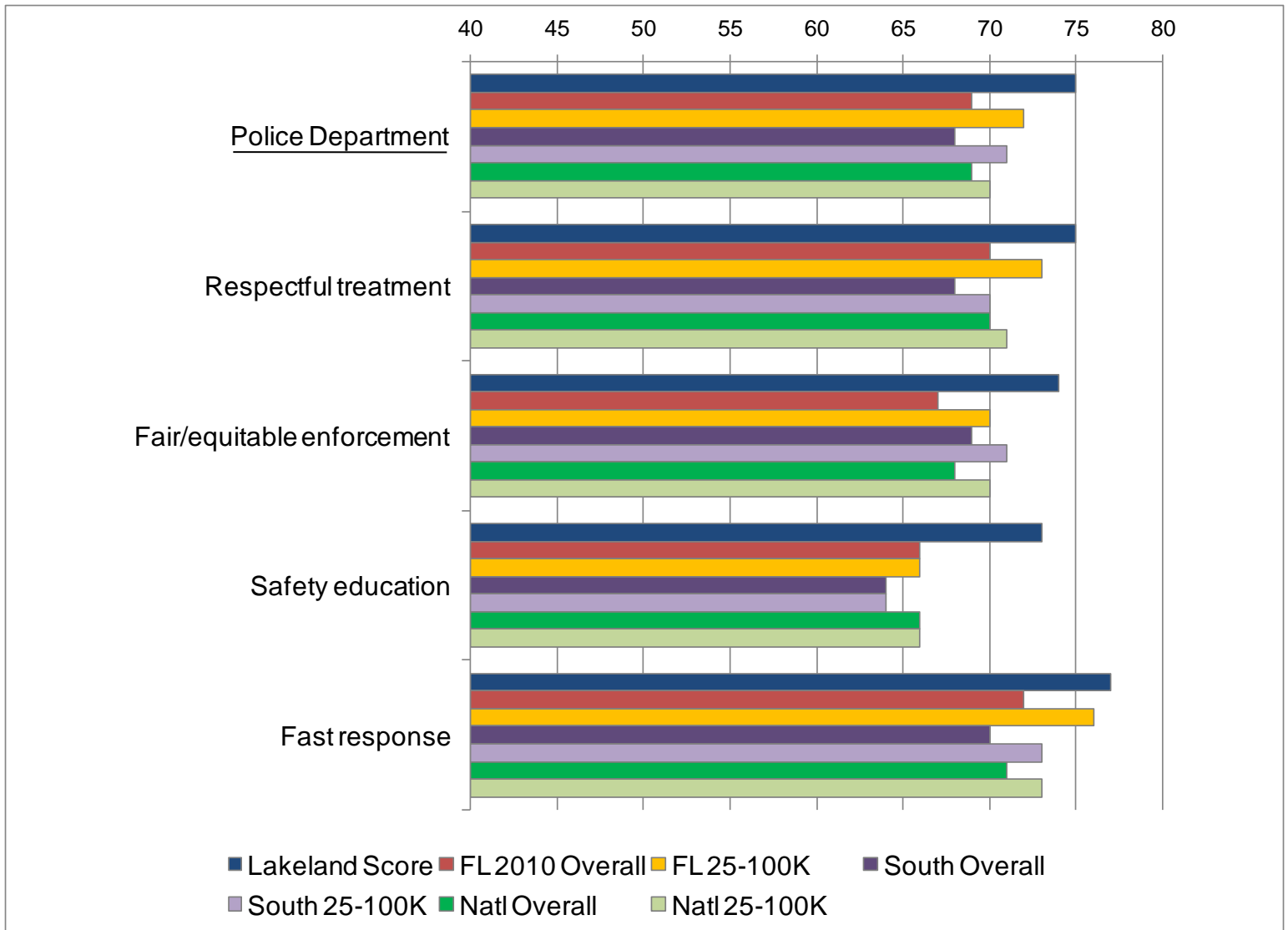


Drivers of Satisfaction and Behavior: Transportation Infrastructure





Drivers of Satisfaction and Behavior: Police





Open Ended Questions: Top 5 Likes

Note: Open-ended questions are not statically valid, but provide helpful insight into the perspectives behind community scores.

Top 5 Likes

- Clean/Attractive/Beauty/Well-Maintained
- "Small Town"/Hometown/Size/Community Environment
- Location
- Restaurants/Shopping/Stores
- Parks/Recreation



Open Ended Questions: Top 5 Issues

Note: Open-ended questions are not statically valid, but provide helpful insight into the perspectives behind community scores.

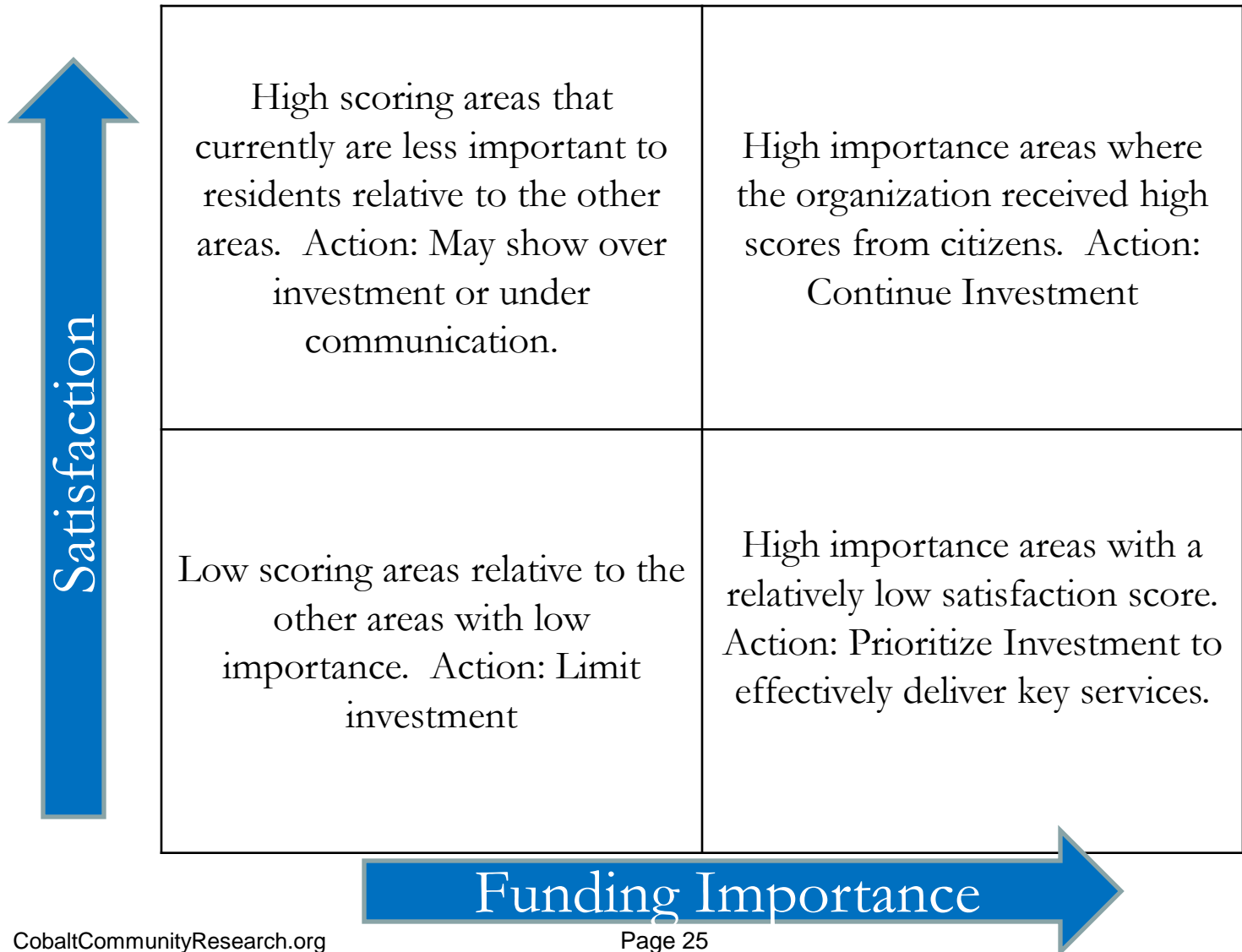
Top 5 Issues

- Jobs/Unemployment
- Crime/Safety/Drugs/Gangs
- Utilities (bills/rates)
- Police/Fire
- Education/Schools



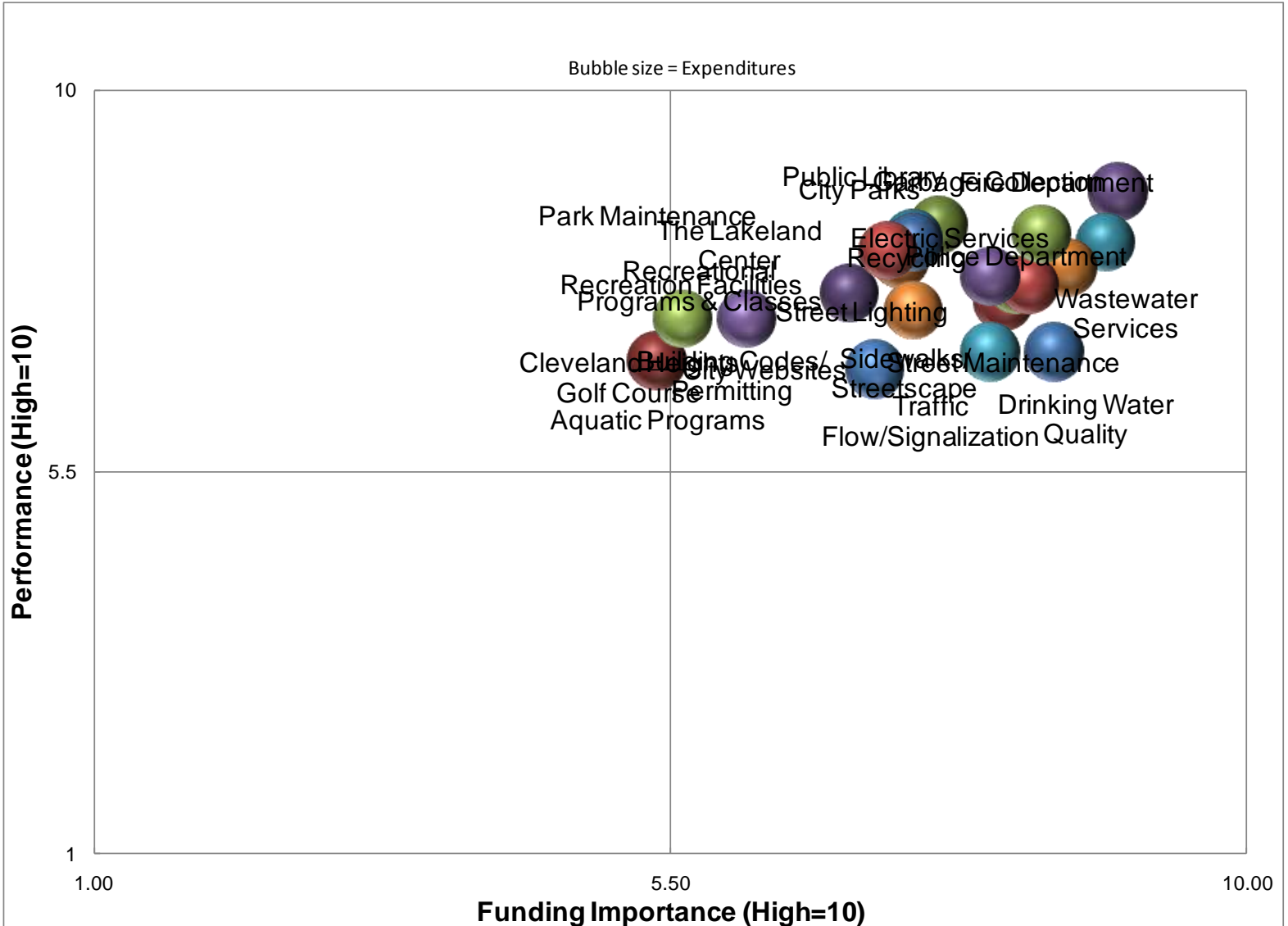
Understanding the Charts:

Community Questions – Short-term Priorities



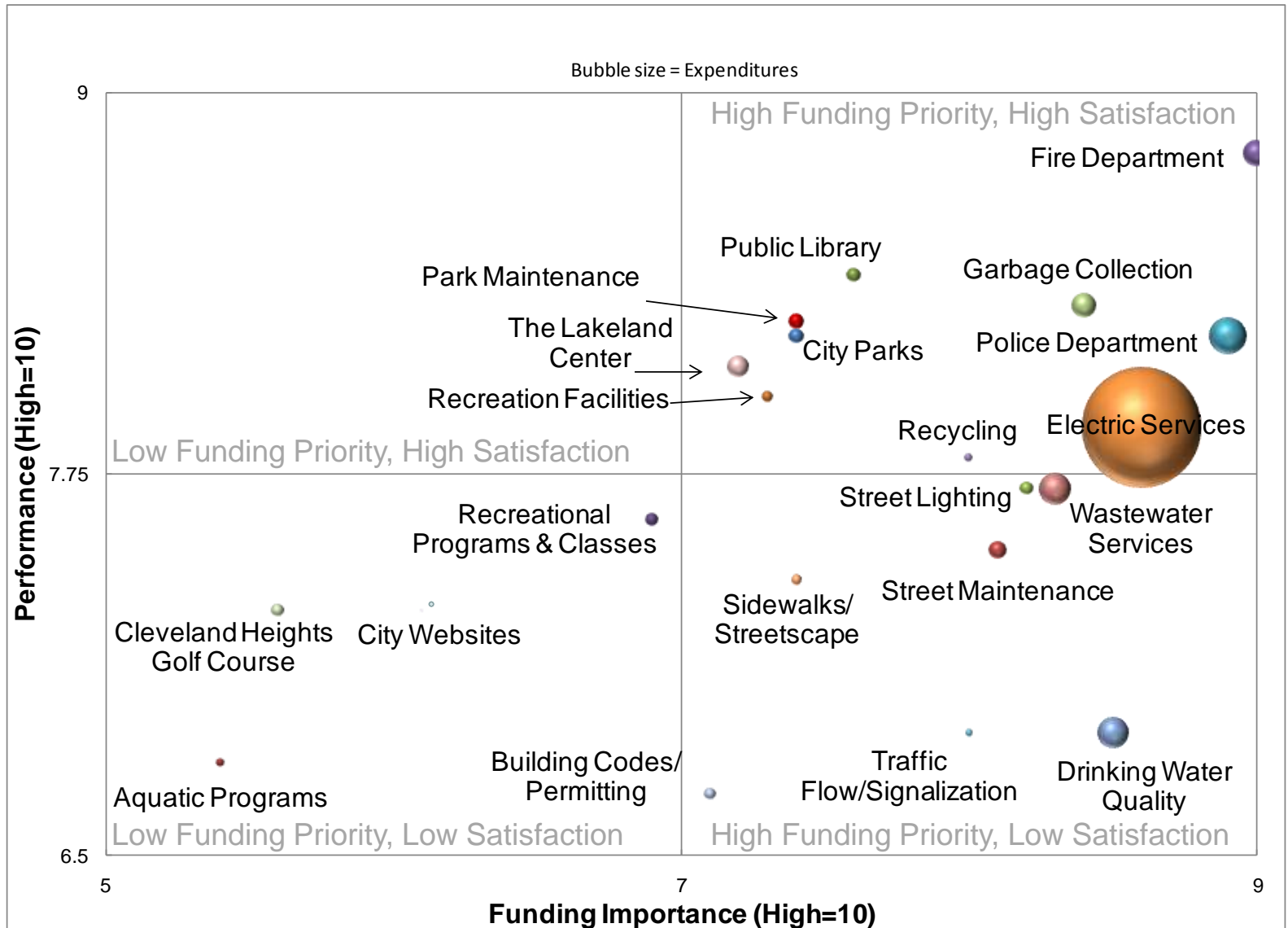


Data Cluster of City-Specific Services and Programs Rated by Satisfaction and Importance – All performed well



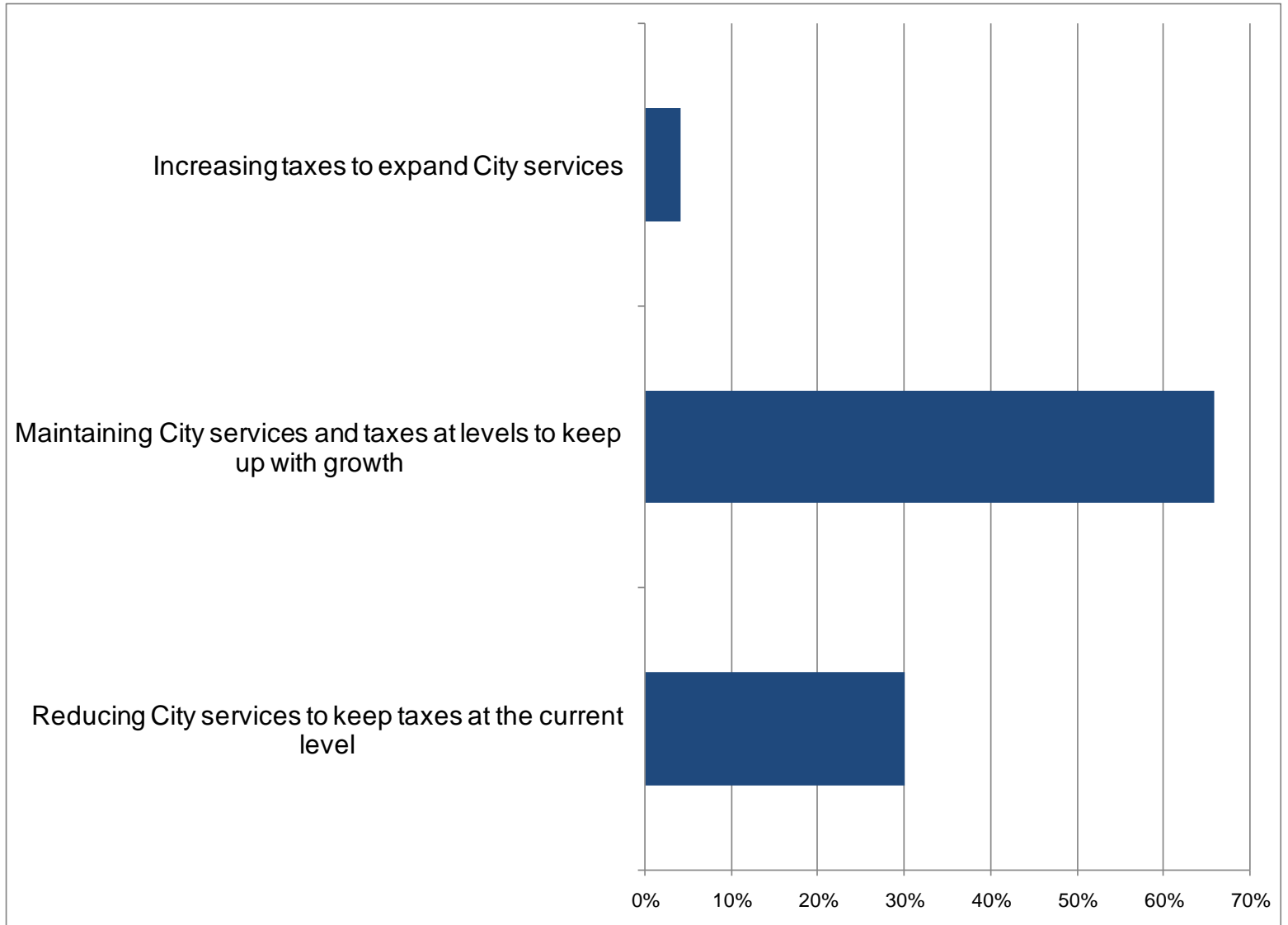


Analysis of City-Specific Services and Programs Rated by Satisfaction and Importance to Support Prioritization (Absolute Expenditures)





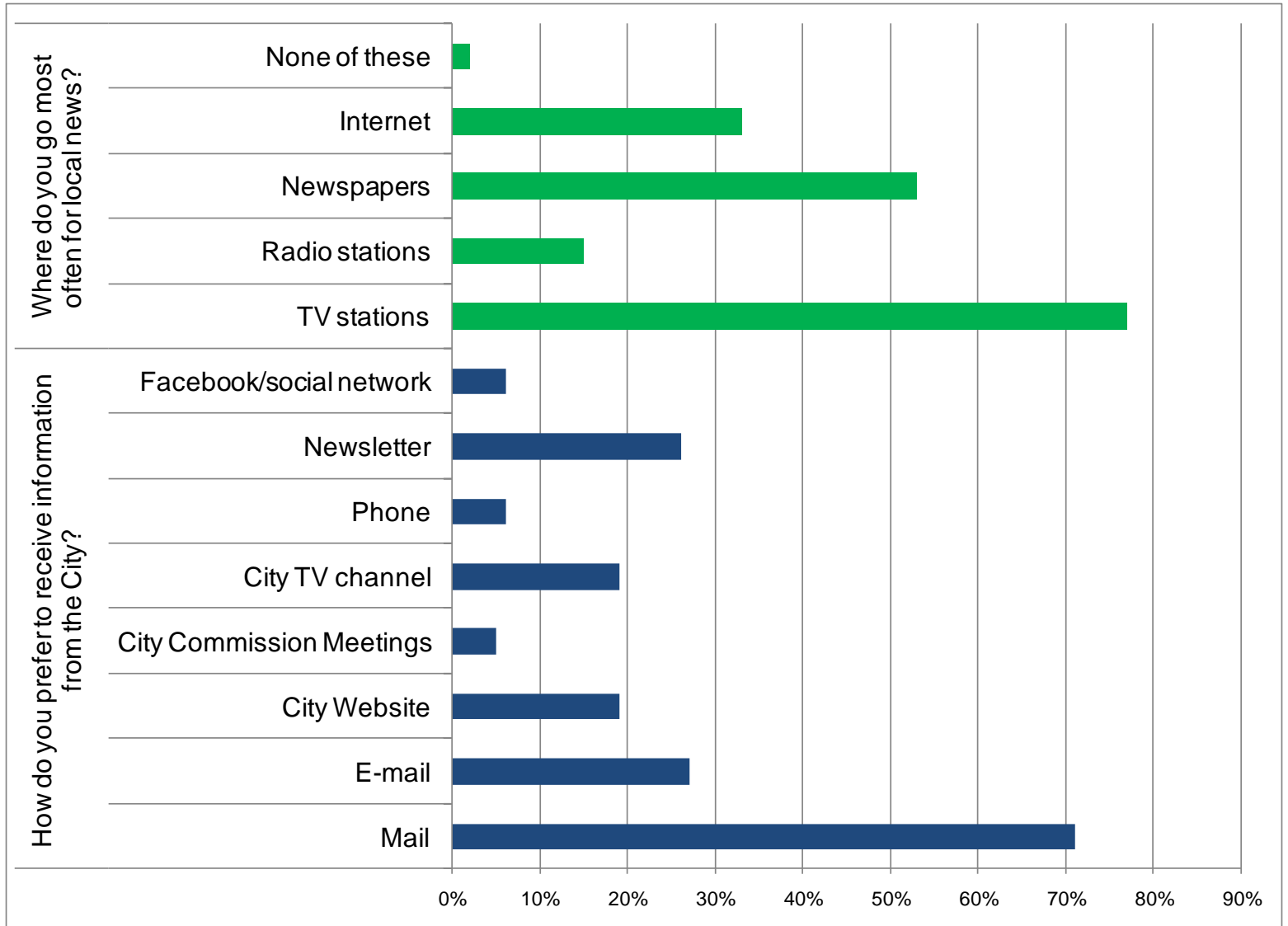
Budget Actions: General Approach





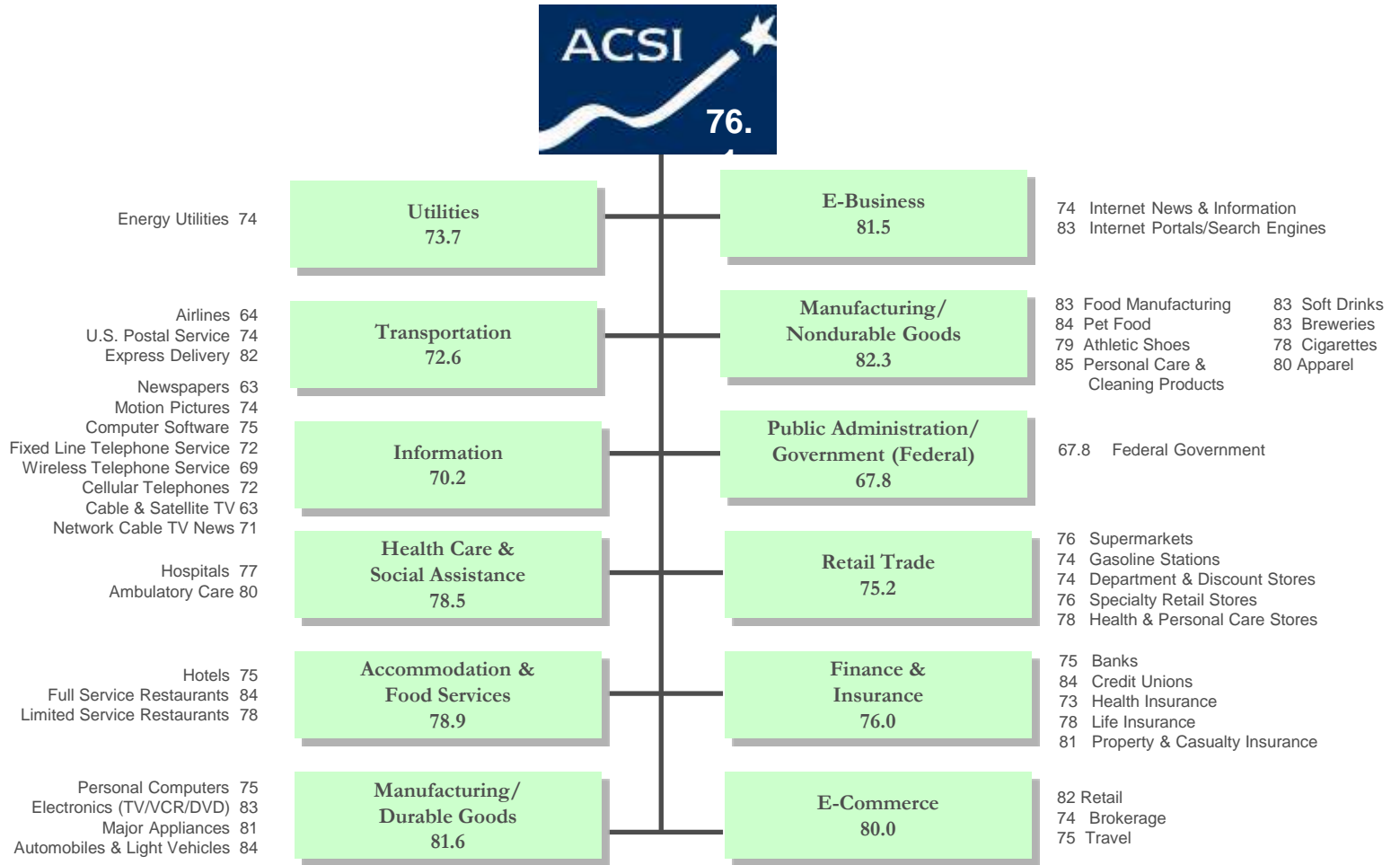
Communication Preference

(Multiple response, so totals are more than 100%)





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



Detail Agency and Company Scores at www.theACSI.org



Implementing Results



Perception v Reality: Minimize distortion or Fix Real Performance Issues



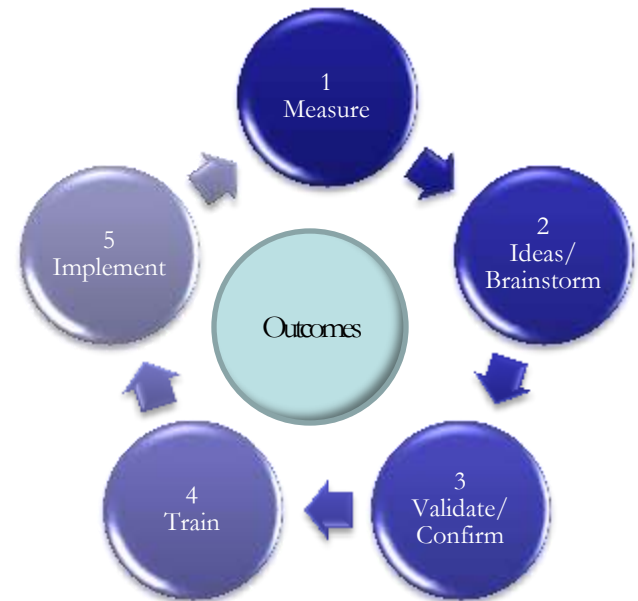


Strategy is About Action:

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.