Cobalt CommunityResearch

Supporting Decisions | Inspiring Ideas

City of Las Vegas Citizen Engagement and Priority Assessment

February 2013

2012145

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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
- This is the 3rd annual assessment with the City of Las Vegas

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
- Identify perceptions of younger respondents compared with respondents overall
- Measure improvements by tracking performance over time
- Benchmark performance against a standardized performance index regionally and nationally

Bottom Line

- The City's overall ACSI Score improved significantly in 2012
  - Overall respondents:
    - 2012 = 58
    - 2011 = 52
    - 2010 = 52

  Age 44 and under:
    - 2012 = 54
    - 2011 = 46
    - 2010 = 51
- There are several areas where improvement can have significant impact on engagement:
  - 2012 Drivers:
    - Economic Health
    - City Government Management
    - Public Schools
    - Events
    - Diversity

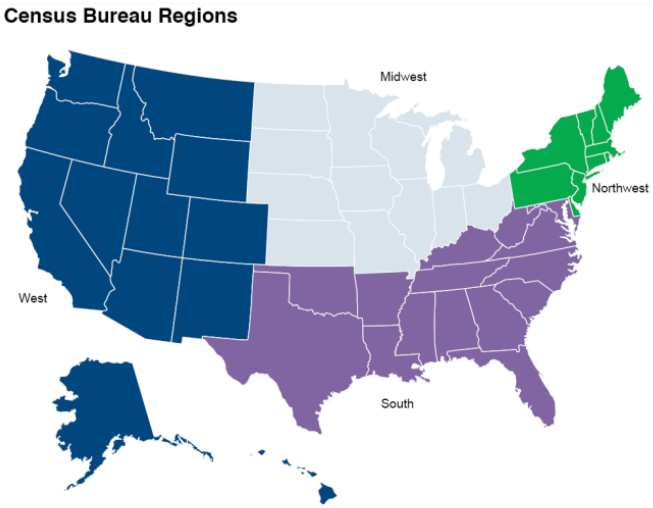
  2011 Drivers:
    - Economic Health
    - City Government Management
    - Public Schools
    - Events
    - Transportation Infrastructure
- Top three priorities the City should focus on in the next year:
  - Thriving and sustainable business community (job creation, new businesses)
  - Safe and healthy city (focus on core services)
  - Comprehensive fiscal stewardship (focus on maintaining services/spending wisely)
- 81% of respondents prefer to receive information from the City by Mail. Other preferred modes:
  - Website (35%), Fliers (35%), KCLV Channel 2 (31%) and Email (27%)

Bottom Line (cont.)

- Top funding priorities:
  - Economic development (jobs)
  - After school youth programming
  - Las Vegas Metropolitan Police Department
  - Homeless services
  - Emergency medical services
  - Street maintenance
- 55% of respondents felt their personal financial health is stabilizing or slightly improving (up 4% from '11)
- 9% decline in respondents saying their personal financial health is "getting worse," overall 29% selected this option
- 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
- Online portal of core benchmarking questions 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 core data into MS Excel
- Comparison scores with local governments in West and across the nation
- Comparison scores with non-local government comparables (industries, companies, federal agencies)



Preserving Voice: Looking Into Detail

Sample:

City of Las Vegas
2012 Service Satisfaction Scores

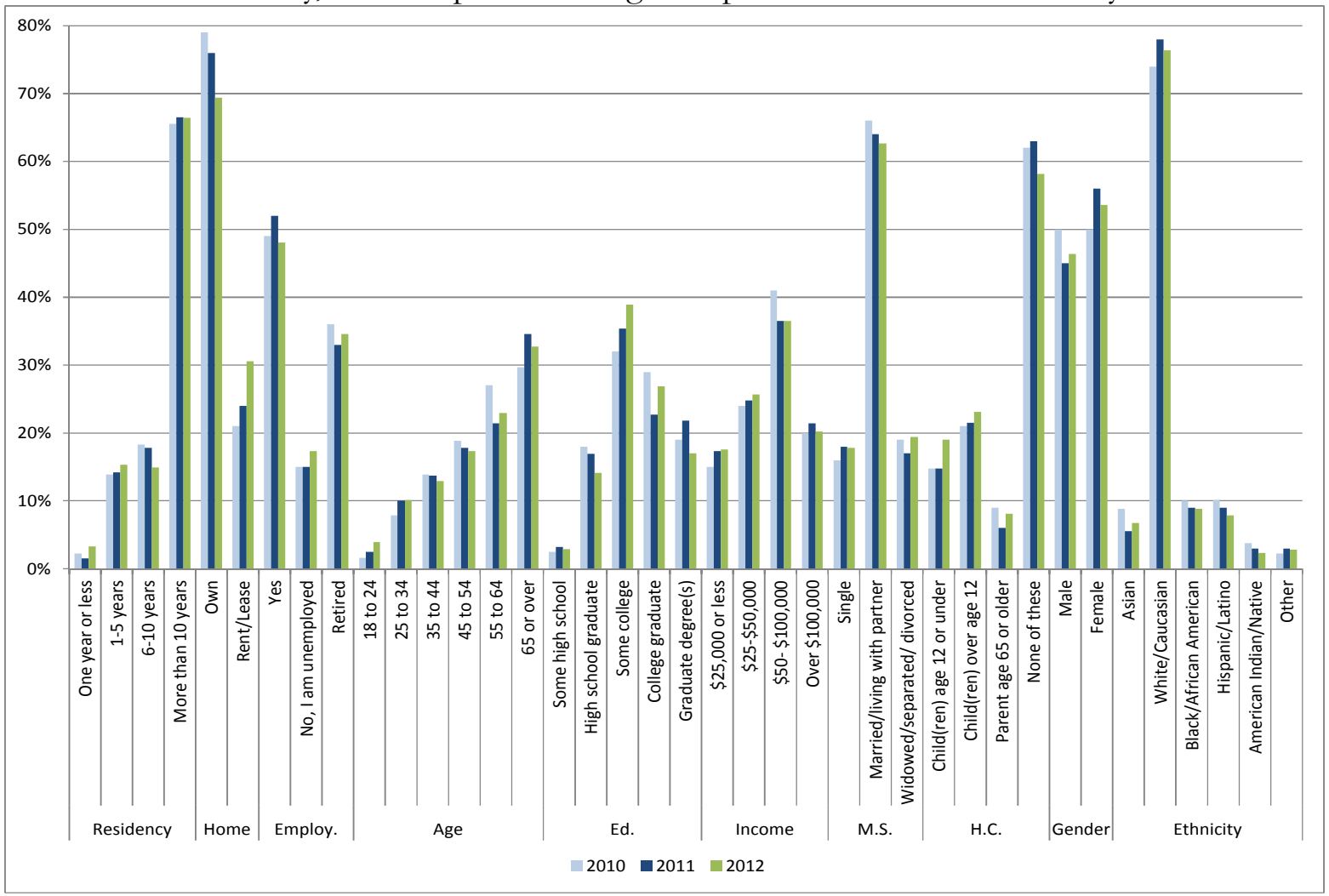
		Public Safety Programs									City Maintenance Services			
		Animal Control	City Jail (Misdemeanor Detention Center)	Emergency Medical Services	Firefighting Services	Fire Prevention Inspections	Law Enforcement in City Parks and Facilities	Municipal Courts	Local Traffic Safety	Las Vegas Metropolitan Police Department	Parks and Sports Fields Maintenance	Reliability of Sewer Services	Street Lighting	Street Maintenance
	2010 Overall Satisfaction	**6.1**	**6.1**	**7.5**	**7.9**	**6.6**	**6.4**	**6.2**	**5.7**	-	**7.4**	**8.0**	**7.6**	**6.8**
	2011 Overall Satisfaction	**6.5**	**6.1**	**7.5**	**7.8**	**6.7**	**6.1**	**6.1**	**5.7**	**6.5**	**7.2**	**8.0**	**7.5**	**6.6**
	2012 Overall Satisfaction	**6.8**	**6.7**	**7.8**	**8.1**	**7.1**	**6.8**	**6.8**	**6.2**	**7.0**	**7.3**	**7.9**	**7.2**	**6.9**
How would you rate your personal financial health compared to last year?	Getting worse	6.4	5.9	7.4	7.7	6.6	6.5	6.2	5.7	6.6	6.7	7.5	6.9	6.5
	About the same	6.8	6.9	7.9	8.1	7.1	6.9	7.0	6.4	7.2	7.4	8.0	7.4	6.9
	Getting better	7.2	7.8	8.7	8.8	8.1	7.1	7.8	6.8	7.4	8.0	8.6	7.6	7.6
Residency	One year or less	7.0	6.9	7.6	7.9	7.1	7.4	8.2	7.0	6.5	6.7	7.3	6.9	7.2
	1-5 years	7.0	6.7	8.3	8.1	7.3	6.9	7.3	6.8	7.5	7.7	7.9	7.4	7.2
	6-10 years	6.5	6.4	7.7	8.2	7.2	7.1	7.0	6.3	7.1	7.3	7.9	7.1	6.9
	More than 10 years	6.8	6.8	7.8	8.0	6.9	6.7	6.6	6.1	7.0	7.2	8.0	7.3	6.8
Do you own or rent/lease your residence?	Own	6.8	6.9	7.8	8.1	6.9	6.7	6.8	6.2	7.1	7.2	8.1	7.3	6.9
	Rent/Lease	6.6	6.4	7.8	8.0	7.5	6.9	6.9	6.3	6.9	7.4	7.6	7.0	6.7
Currently Employed?	Yes	6.5	6.5	7.6	7.8	7.2	6.6	6.8	6.1	6.8	7.0	7.8	7.0	6.6
	No, I am unemployed	6.5	6.0	7.4	7.7	6.6	6.6	6.4	5.9	6.6	7.2	7.5	6.8	6.6
	Retired	7.3	7.6	8.3	8.6	7.1	7.2	7.3	6.6	7.6	7.8	8.3	7.7	7.4

Methodology

- Random sample of 3,000 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 December 2012 and January 2013, and a reminder postcard and mailing to those under the age of 45
- Valid response from 593 residents, providing a conventional margin of error of +/- 3.6 percent in the raw data and an ACSI margin of error of +/- 1.7 percent (95% confidence)
  - 2012 – 593 responses, +/- 3.6 percent in raw data, +/- 1.7% for ACSI
  - 2011 – 642 responses, +/- 3.4 percent in raw data, +/- 1.6% for ACSI
  - 2010 – 323 responses, +/- 5.5 percent in raw data, +/- 2.2% for ACSI
- Note: National surveys with a margin of error +/- 5% require a sample of 384 responses to reflect a population of 330,000,000

Respondent Profile

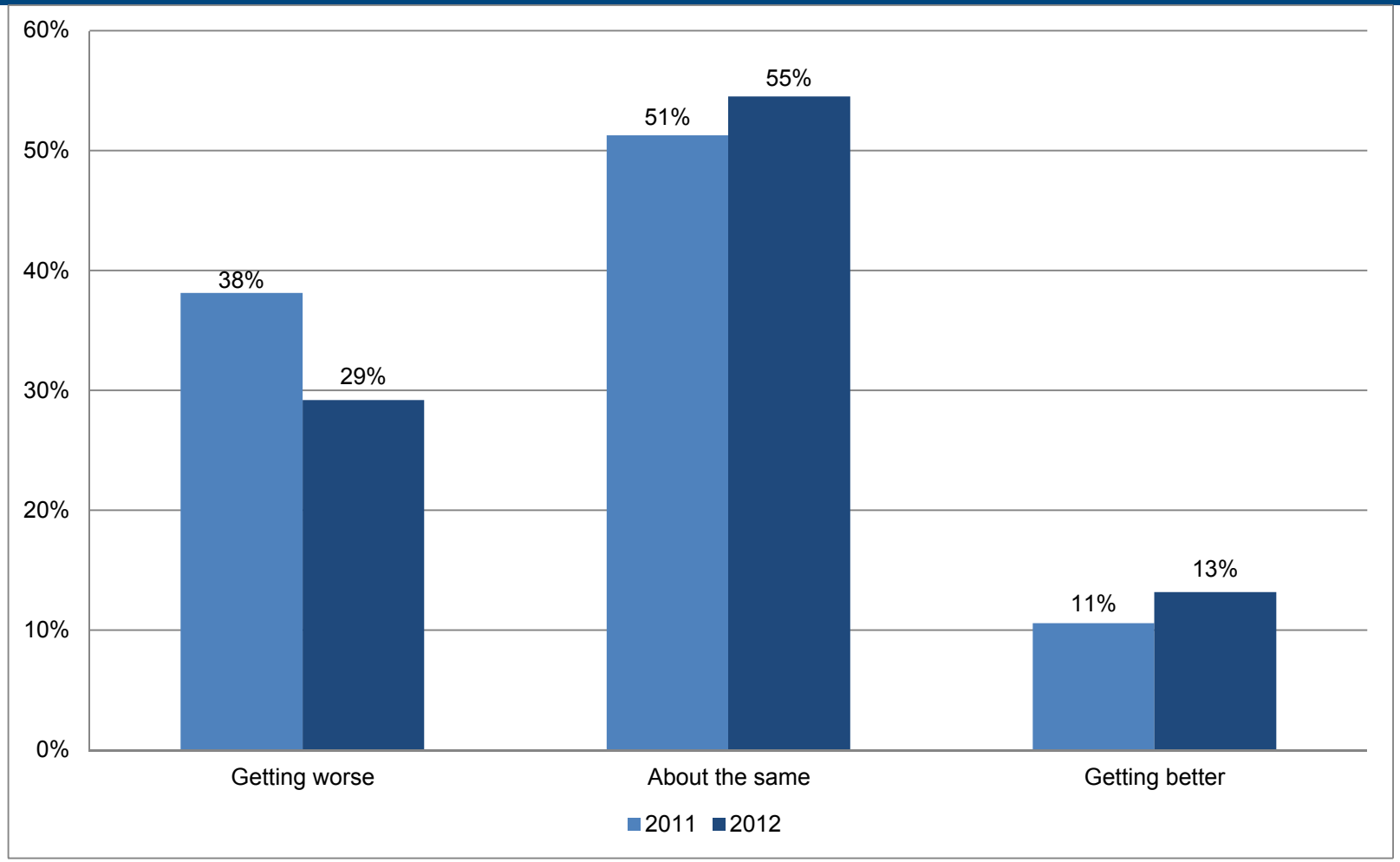
Note: 88% of respondents replied using the paper version of the survey, 12% responded on the online survey, 0.3% responded using the Spanish version of the survey



Results

Respondents' Personal Financial Health

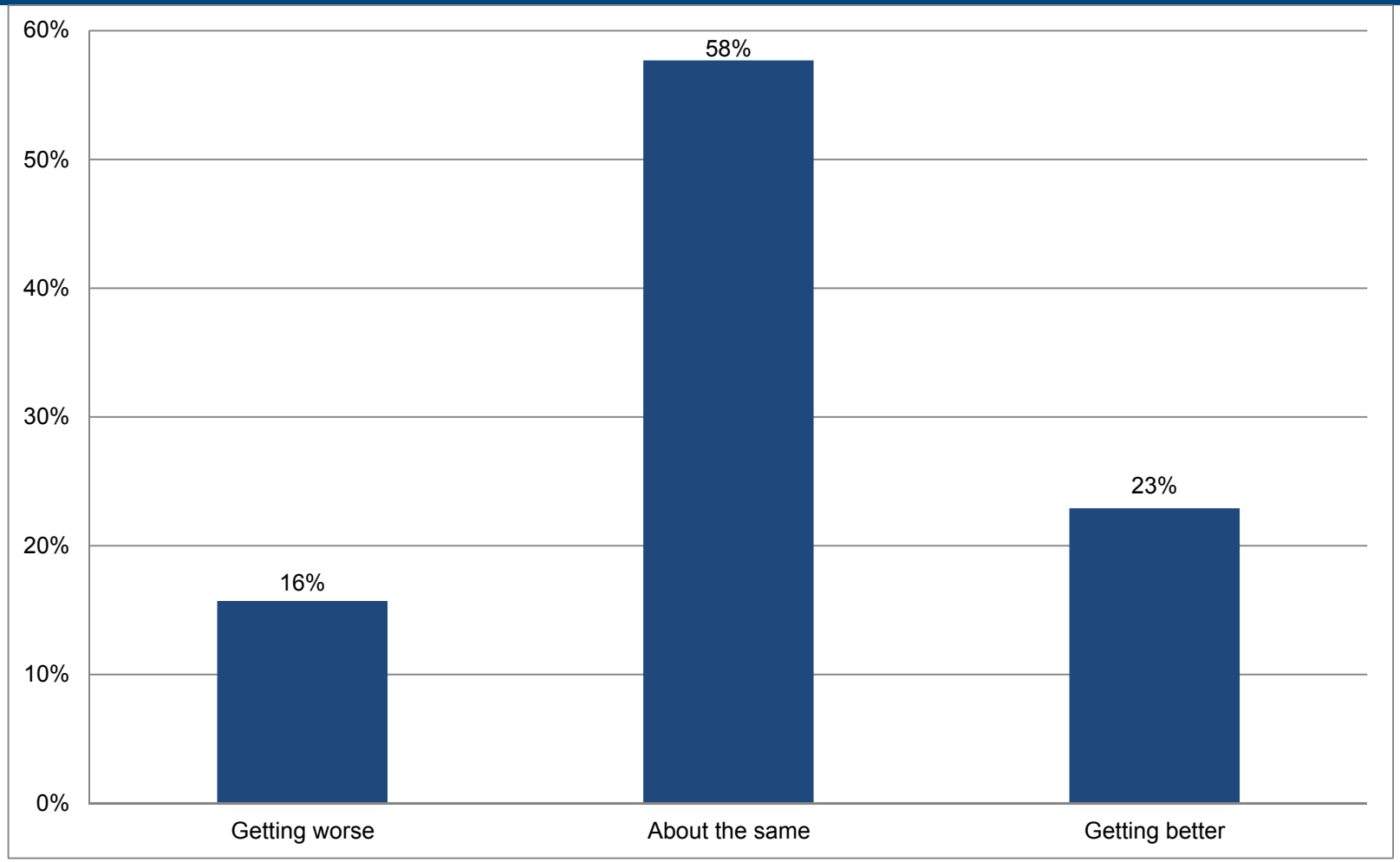
(Percentage Specifying)



2011 – Ages 18 to 44 – Getting worse = 35%, About the same = 46%, **Getting better = 18%**
2012 – Ages 18 to 44 – Getting worse = 31%, **About the same = 42%, Getting better = 27%**

Respondents' Satisfaction with Life

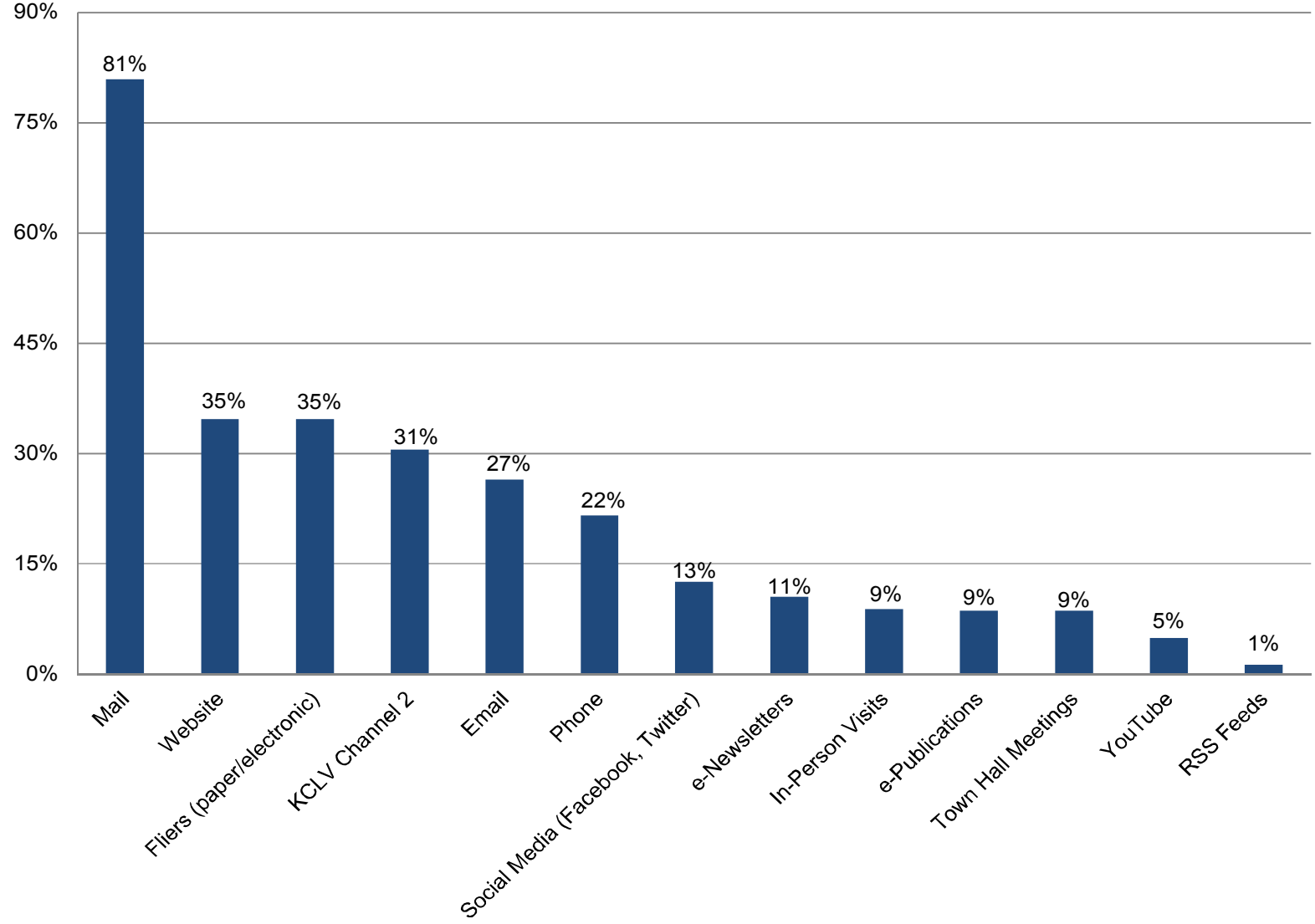
(Percentage Specifying)



Ages 18 to 44 – Getting worse = 18%, **About the same = 46%, Getting better = 35%**

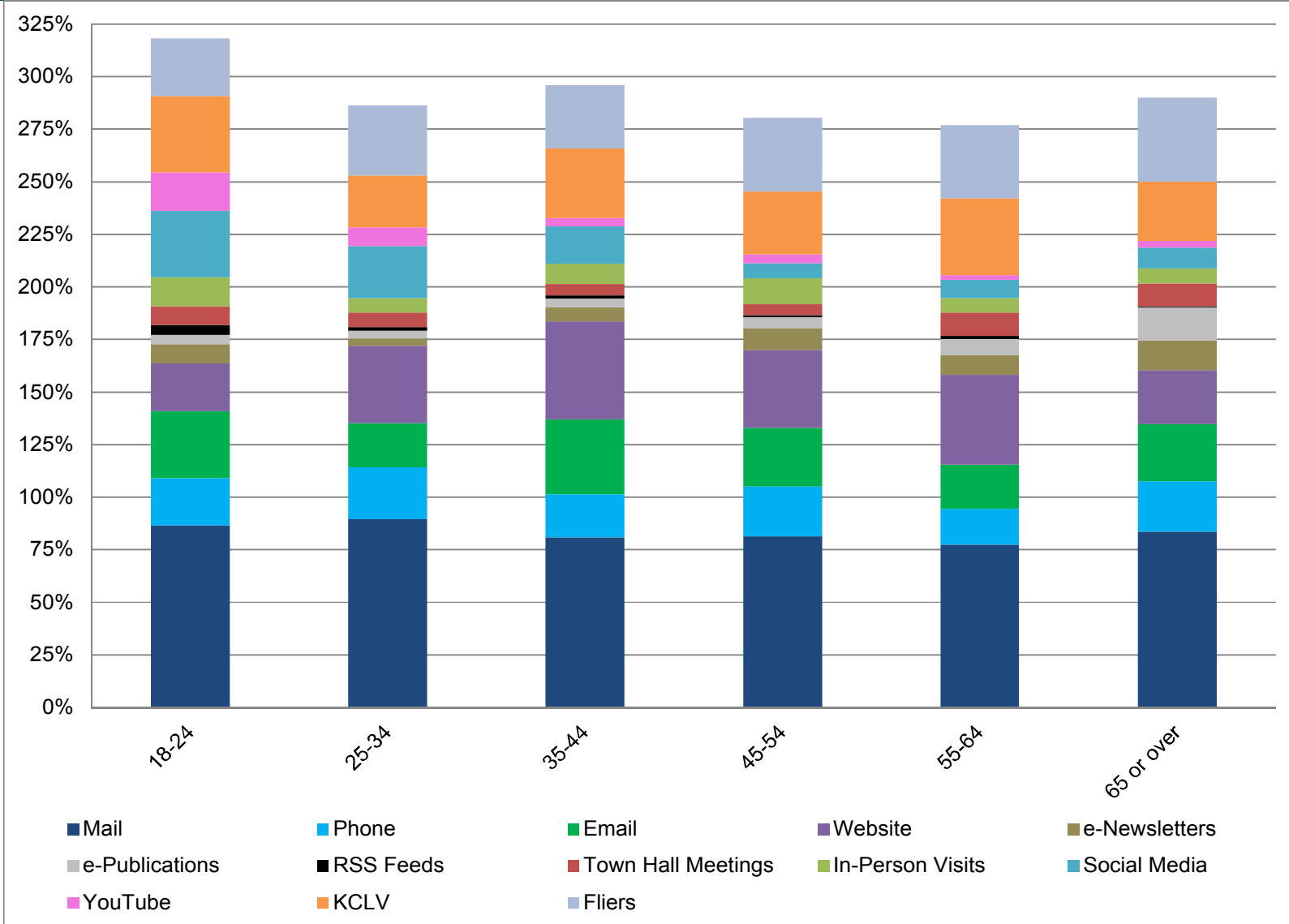
Communication Preference

(Percentage specifying)



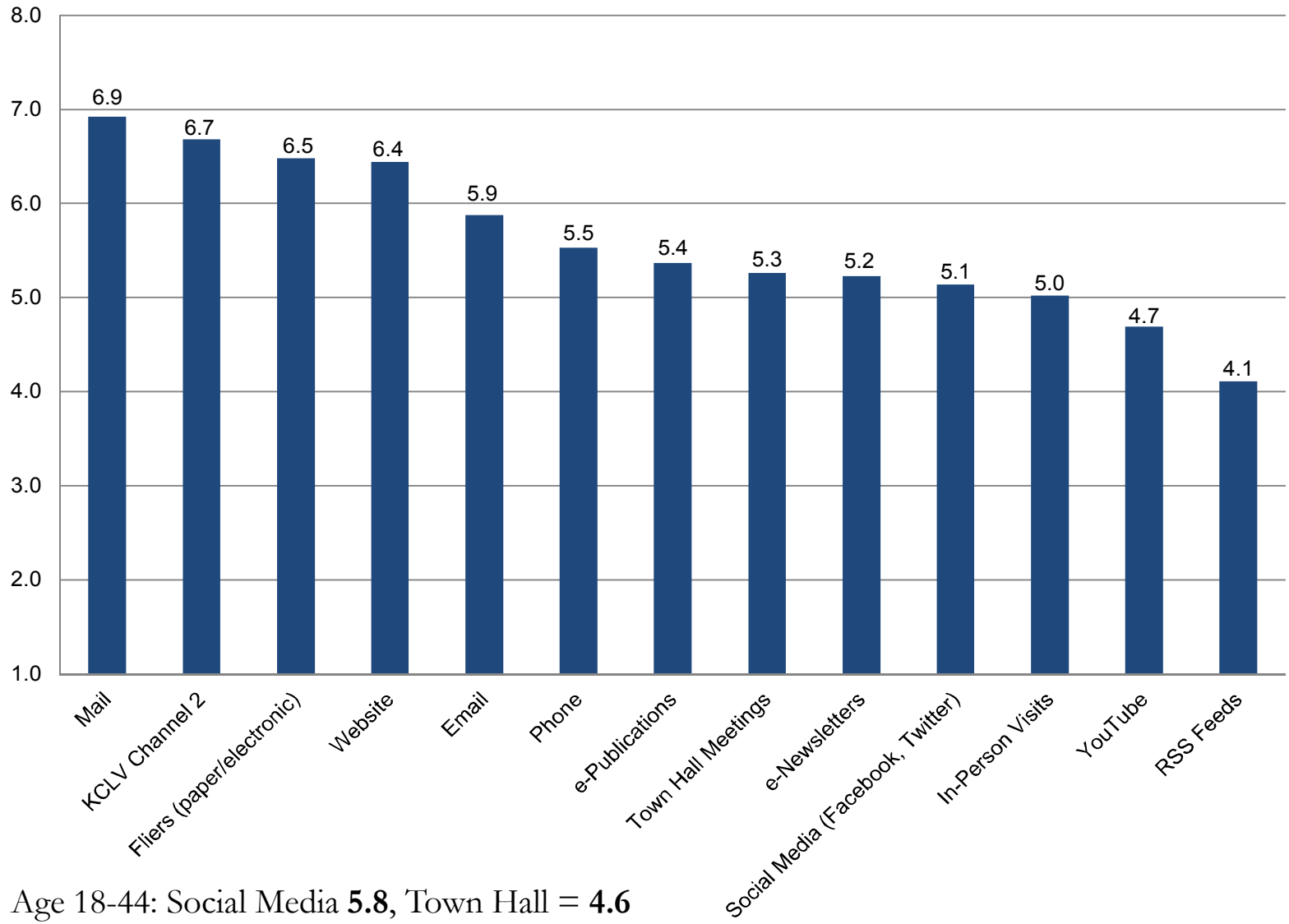
Communication Preference by Age

(Percentage specifying)



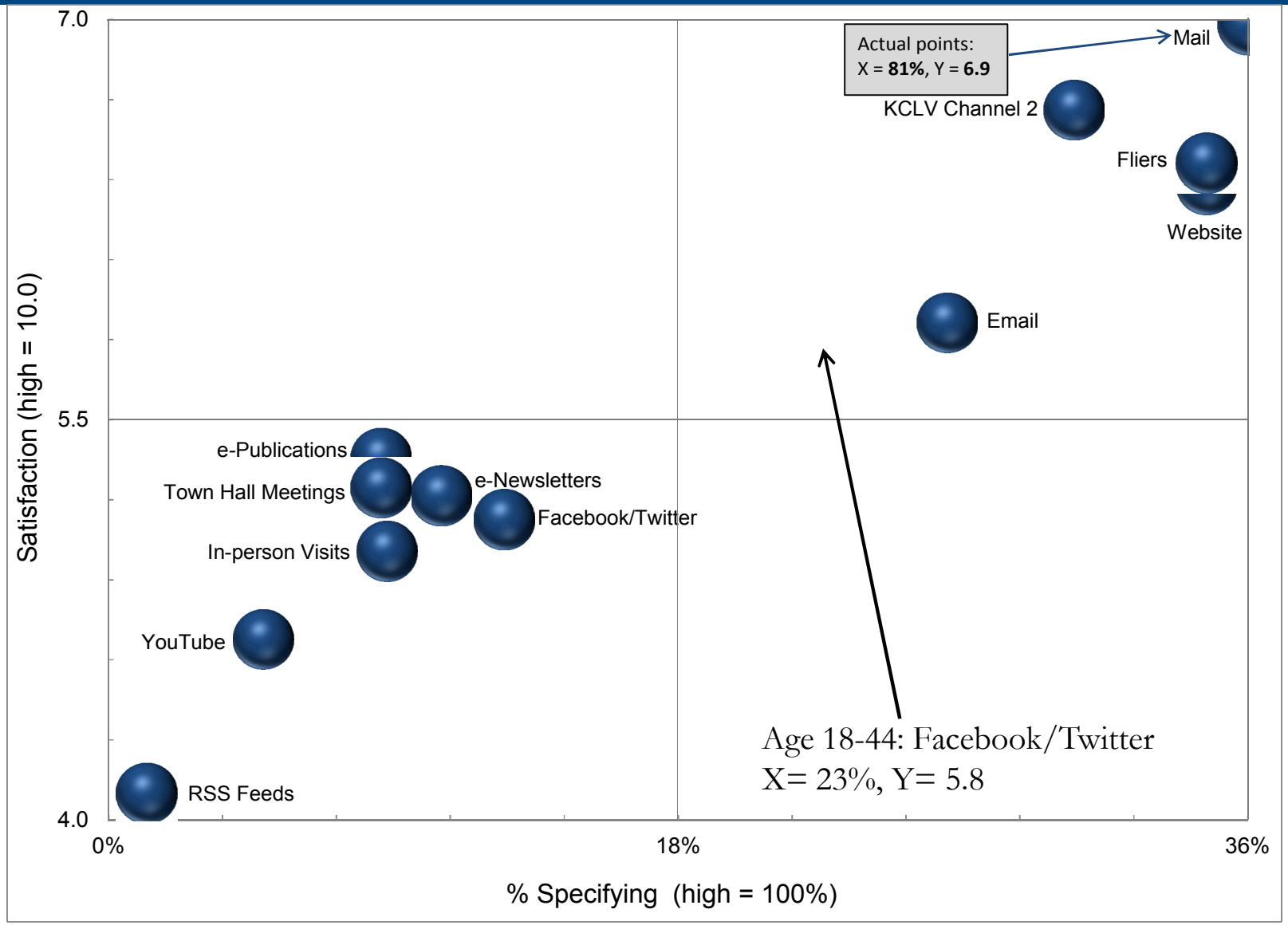
Satisfaction with City Communications

(High score = 10)



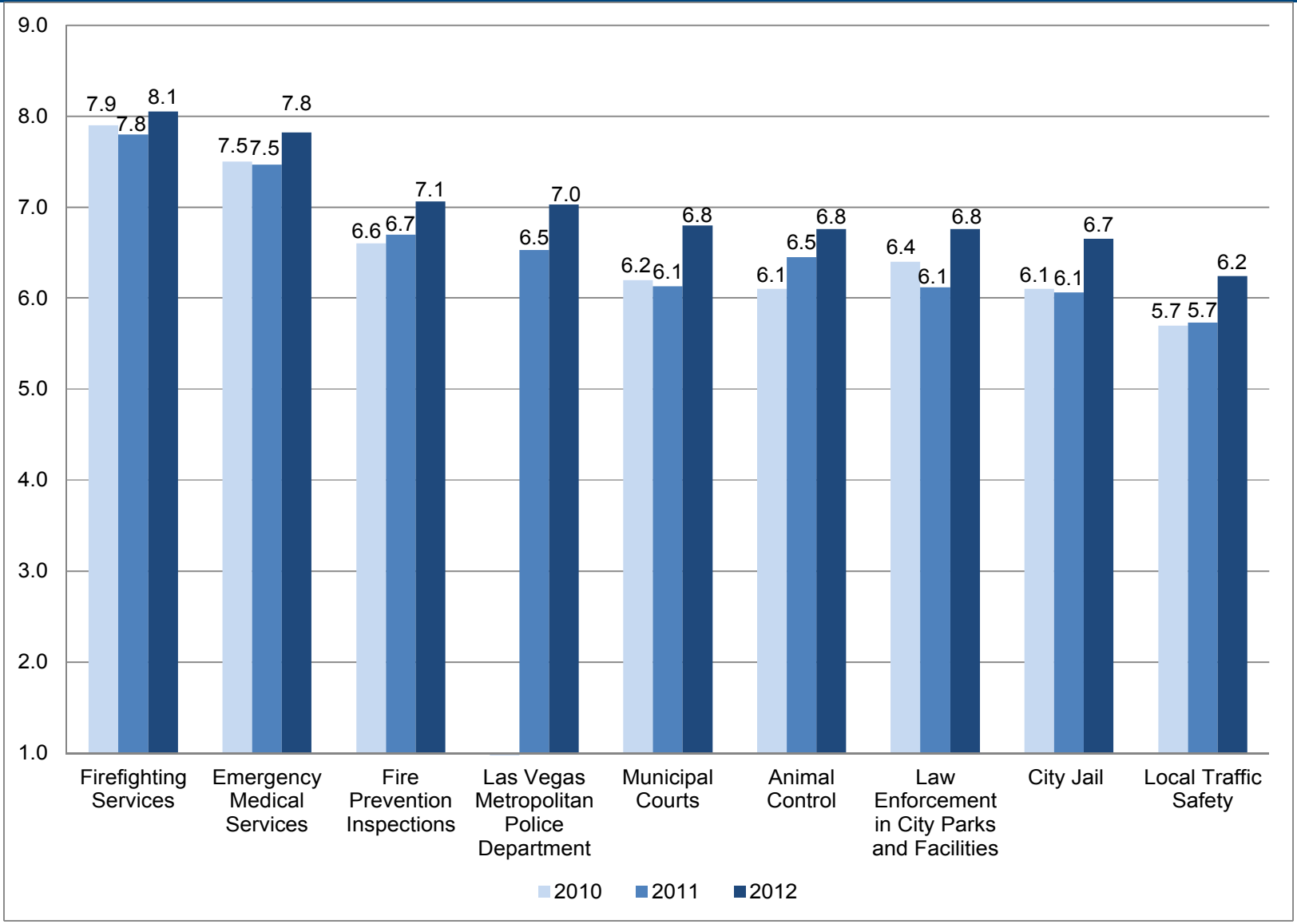
Age 18-44: Social Media **5.8**, Town Hall = **4.6**

City Communications Preference Bubble Chart

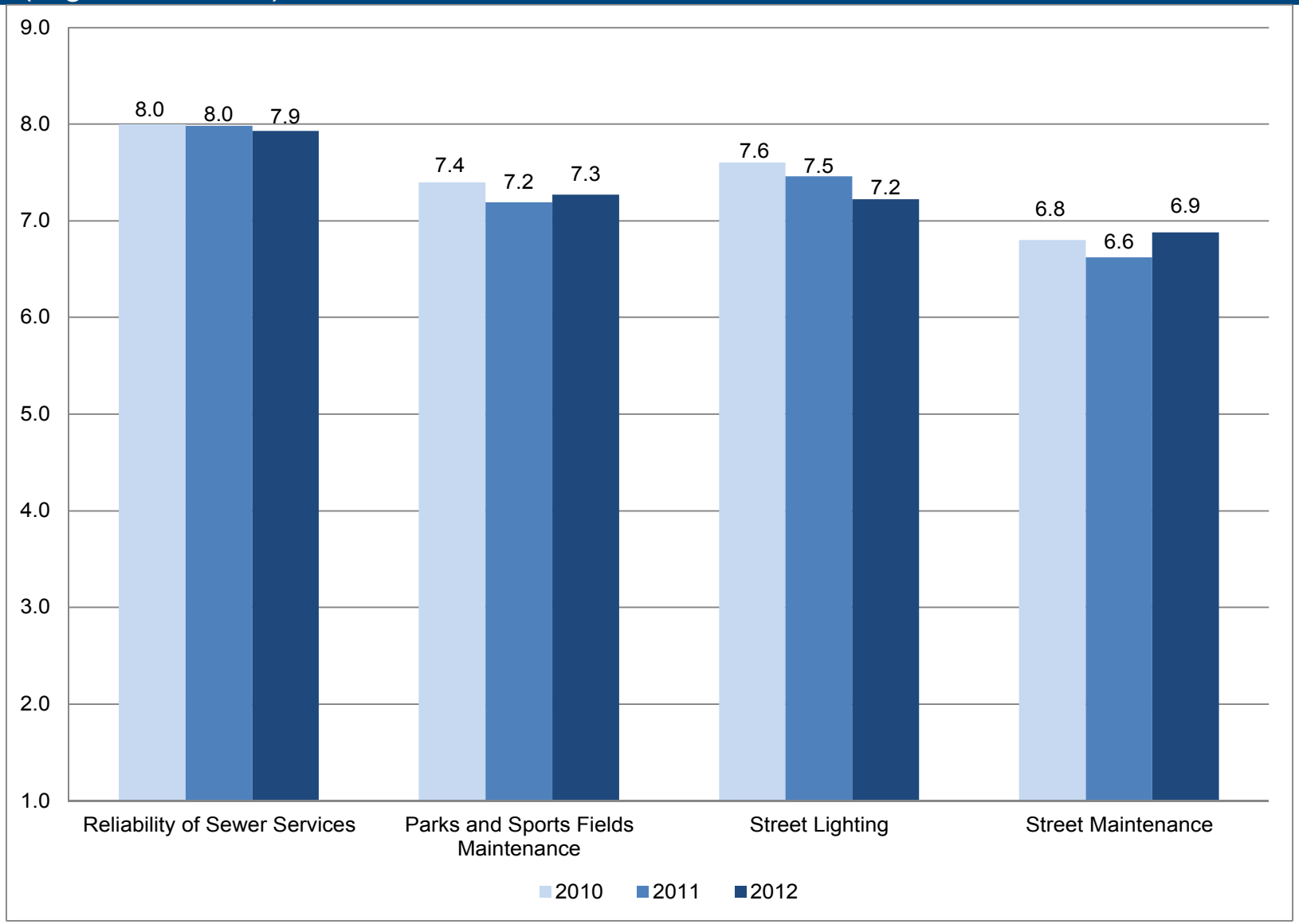


City Services & Programs Rated by Satisfaction
Public Safety Programs

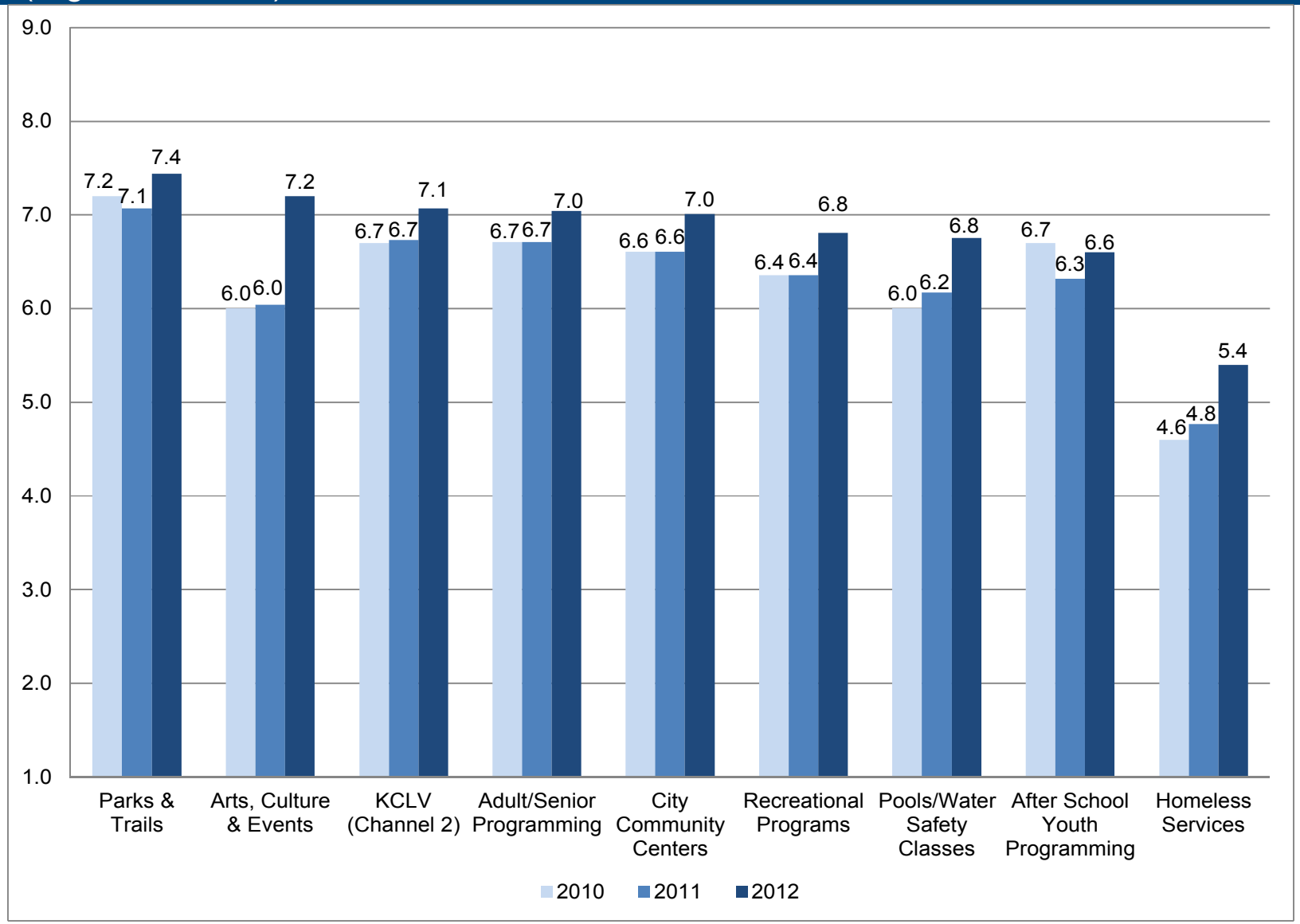
(High score = 10)



City Services & Programs Rated by Satisfaction
City Maintenance Services
(High score = 10)



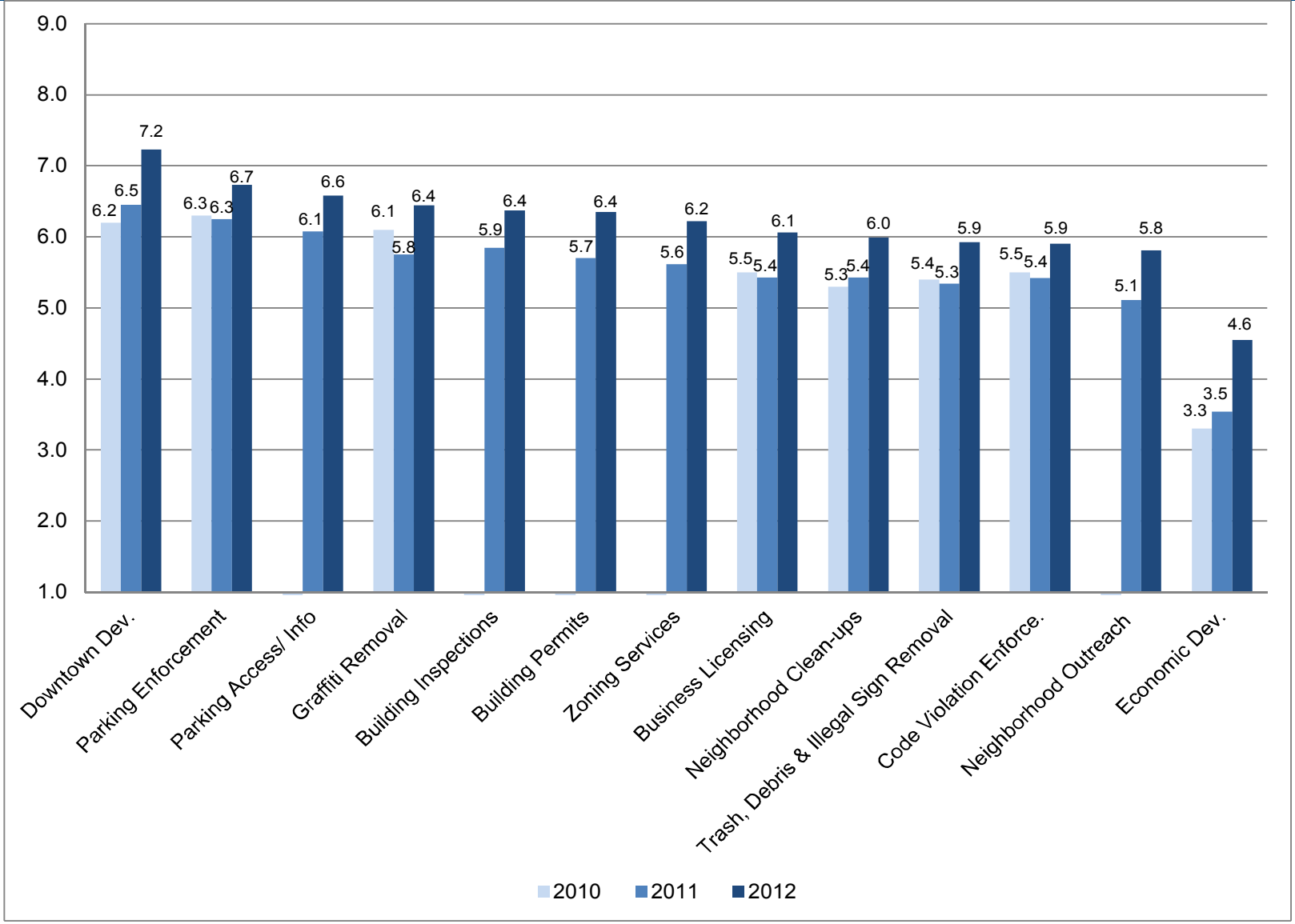
City Services & Programs Rated by Satisfaction
Community Services
(High score = 10)



City Services & Programs Rated by Satisfaction

Community Development & Beautification Services

(High score = 10)



City-Specific Services Funding Priorities

(Respondents could select top 10)

#	Funding Prorities	2011	2012	Change	#	Funding Prorities	2011	2012	Change
1	***Economic development***	***70%***	***61%***	***-9%***	19	Neighborhood outreach	18%	23%	5%
2	***After school youth programming***	***43%***	***51%***	***8%***	20	Animal control	21%	22%	1%
3	***Homeless services***	***48%***	***50%***	***2%***	21	Parks/sport field maintenance	17%	21%	4%
4	***LV Metro Police***	***54%***	***50%***	***-4%***	22	Reliability of sewer services	19%	20%	1%
5	***Emergency Medical Services***	***58%***	***46%***	***-12%***	23	City Community Centers	26%	19%	-7%
6	***Street maintenance***	***49%***	***46%***	***-3%***	24	Pools and water safety classes	10%	16%	6%
7	***Graffiti removal***	***37%***	***38%***	***1%***	25	Code violation enforcement	14%	14%	0%
8	***Trash/debris/illegal sign removal***	***37%***	***38%***	***1%***	26	City Jail	19%	13%	-6%
9	Adult/senior programming	31%	37%	6%	27	Fire prevention inspections	9%	12%	3%
10	Street lighting	26%	36%	10%	28	Building inspections	9%	11%	2%
11	Downtown development	27%	35%	8%	29	Parking access and information	10%	10%	0%
12	***Traffic safety***	***36%***	***34%***	***-2%***	30	Business Licensing	11%	10%	-1%
13	Arts, culture, events	32%	33%	1%	31	Municipal courts	15%	9%	-6%
14	***Firefighting services***	***46%***	***33%***	***-13%***	32	Parking enforcement	8%	7%	-1%
15	Neighborhood clean-up	28%	29%	1%	33	KCLV Channel 2	4%	7%	3%
16	Parks/trails	29%	28%	-1%	34	Building permits	4%	6%	2%
17	Enforcement in City parks/facilities	33%	26%	-7%	35	Zoning services	3%	5%	2%
18	Recreational programs	22%	23%	1%					

Bold & Italicized services = 2011 Top Ten Priority

Green = Top 10 Priority specific to the 18-44 year old demographic

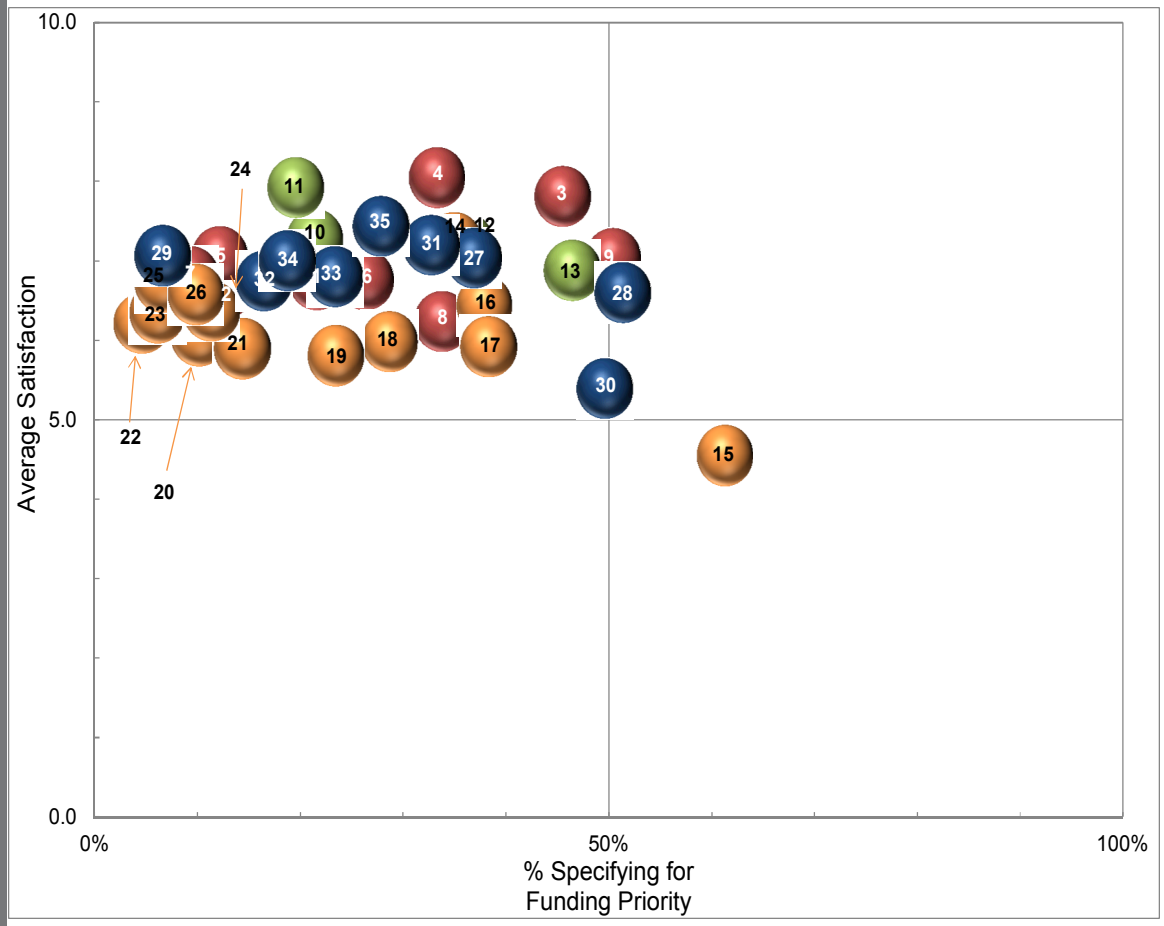
Top 10 Priorities – Age 18-44:

1. Economic Development
2. After school youth programming
3. Homeless services
4. LV Metro Police
5. Emergency Medical Services

Top 10 Priorities – Age 18-44:

6. **Parks and Trails**
7. **Street maintenance**
8. Trash/debris/illegal sign removal
9. **Arts, culture, events**
10. **Downtown development**

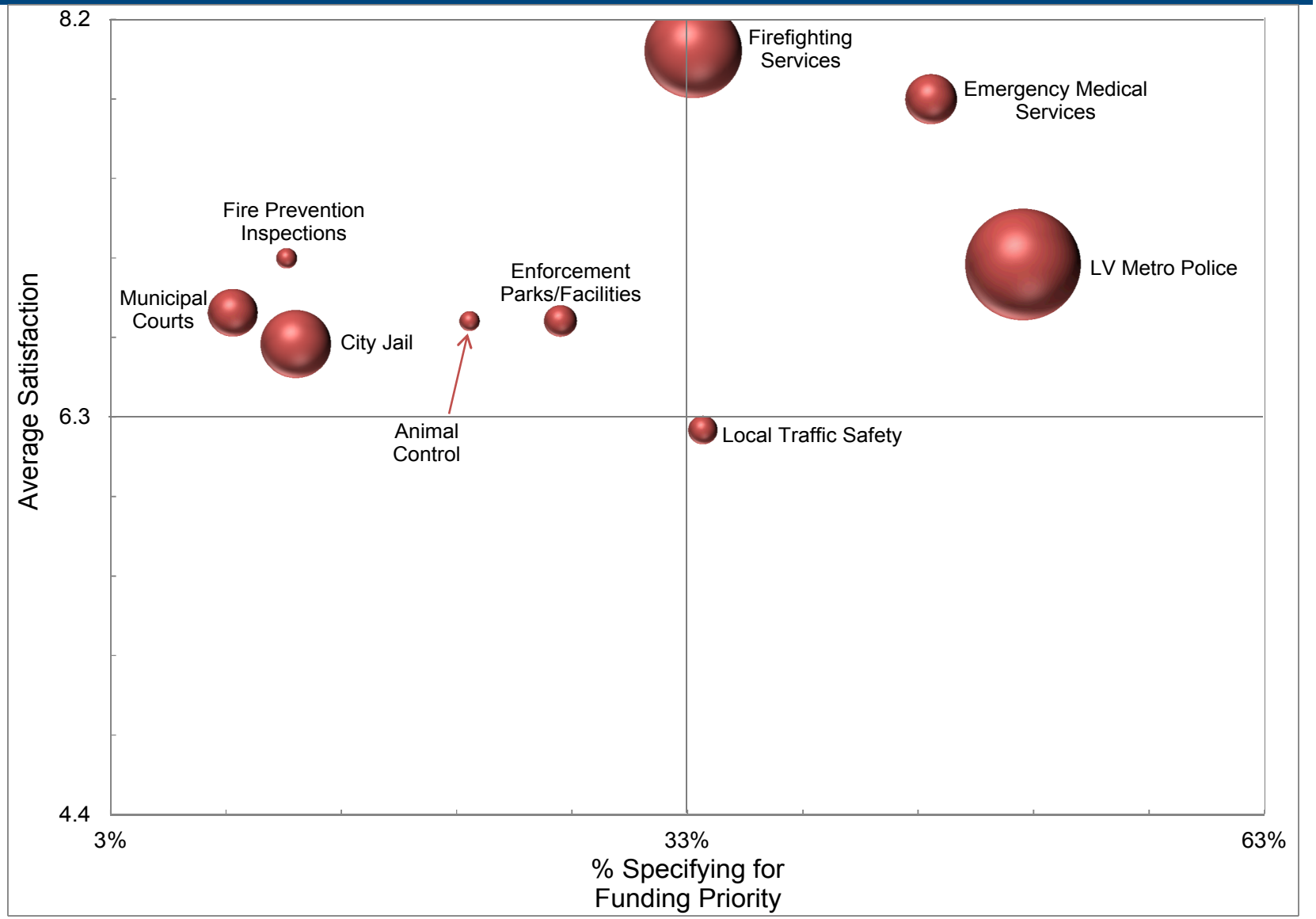
City Services & Programs Budget Priority Bubble Chart



- 1-Animal Control
- 2-City Jail
- 3-Emergency Medical Services
- 4-Firefighting Services
- 5-Fire Prevention Inspections
- 6-Law Enforcement Parks/Facilities
- 7-Municipal Courts
- 8-Local Traffic Safety
- 9-Las Vegas Metro Police
- 10-Parks/Sports Fields Maintenance
- 11-Reliability of Sewer Services
- 12-Street Lighting
- 13-Street Maintenance
- 14-Downtown Development
- 15-Economic Development
- 16-Graffiti Removal
- 17-Trash, Debris & Illegal Sign Removal
- 18-Neighborhood Clean-ups
- 19-Neighborhood Outreach
- 20-Business Licensing
- 21-Code Violation Enforcement
- 22-Zoning Services
- 23-Building Permits
- 24-Building Inspections
- 25-Parking Enforcement
- 26-Parking Access and Information
- 27-Active Adult/ Senior Citizens Programming
- 28-After School Youth Programming
- 29-Government-access TV
- 30-Homeless Services
- 31-Performing Arts
- 32-Pools/Water Safety Classes
- 33-Recreational Programs
- 34-City Community Centers
- 35-Parks & Trails

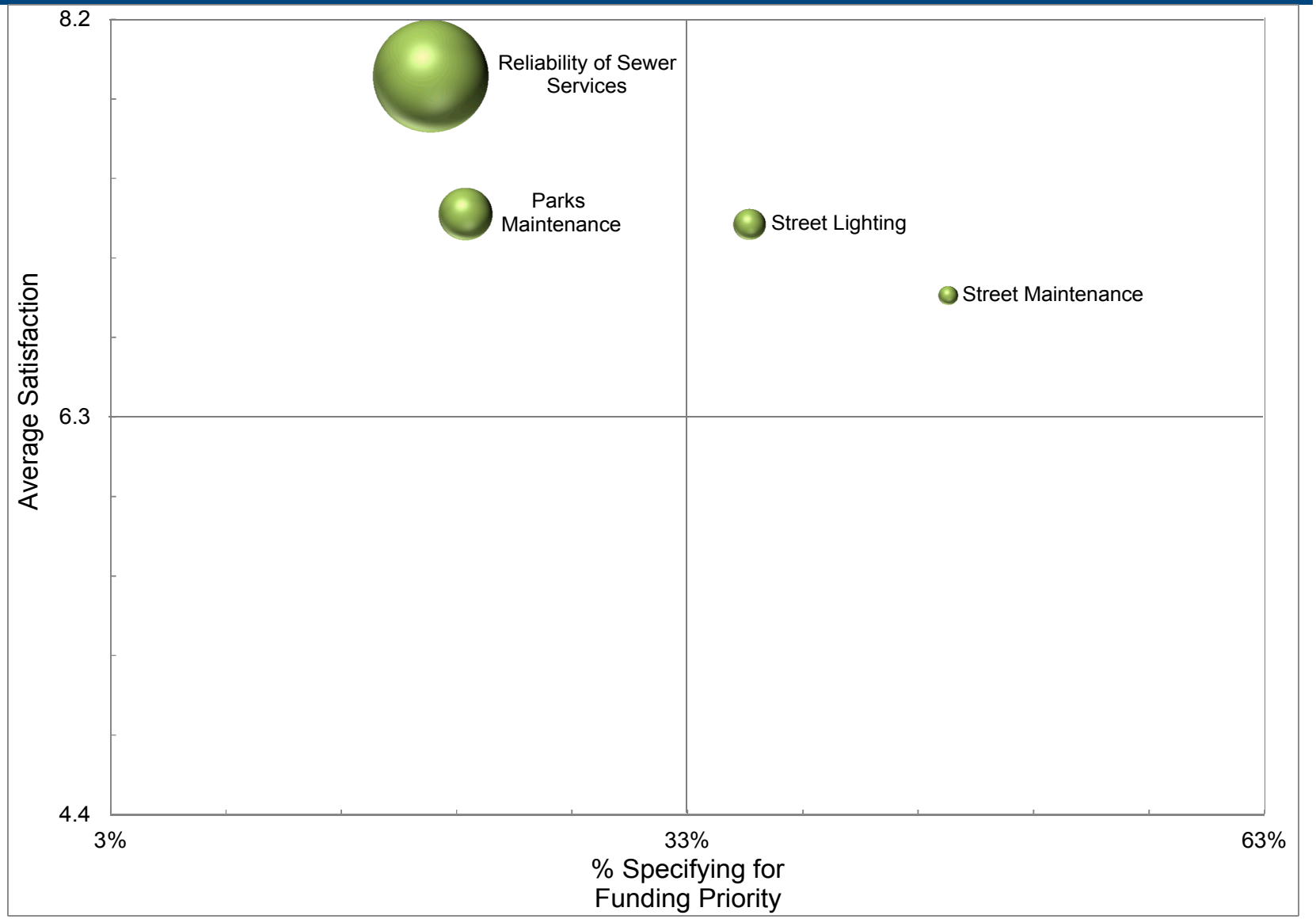
Public Safety Programs Bubble Chart

(Size = Amount of $ invested)



City Maintenance Services Bubble Chart

(Size = Amount of $ invested)



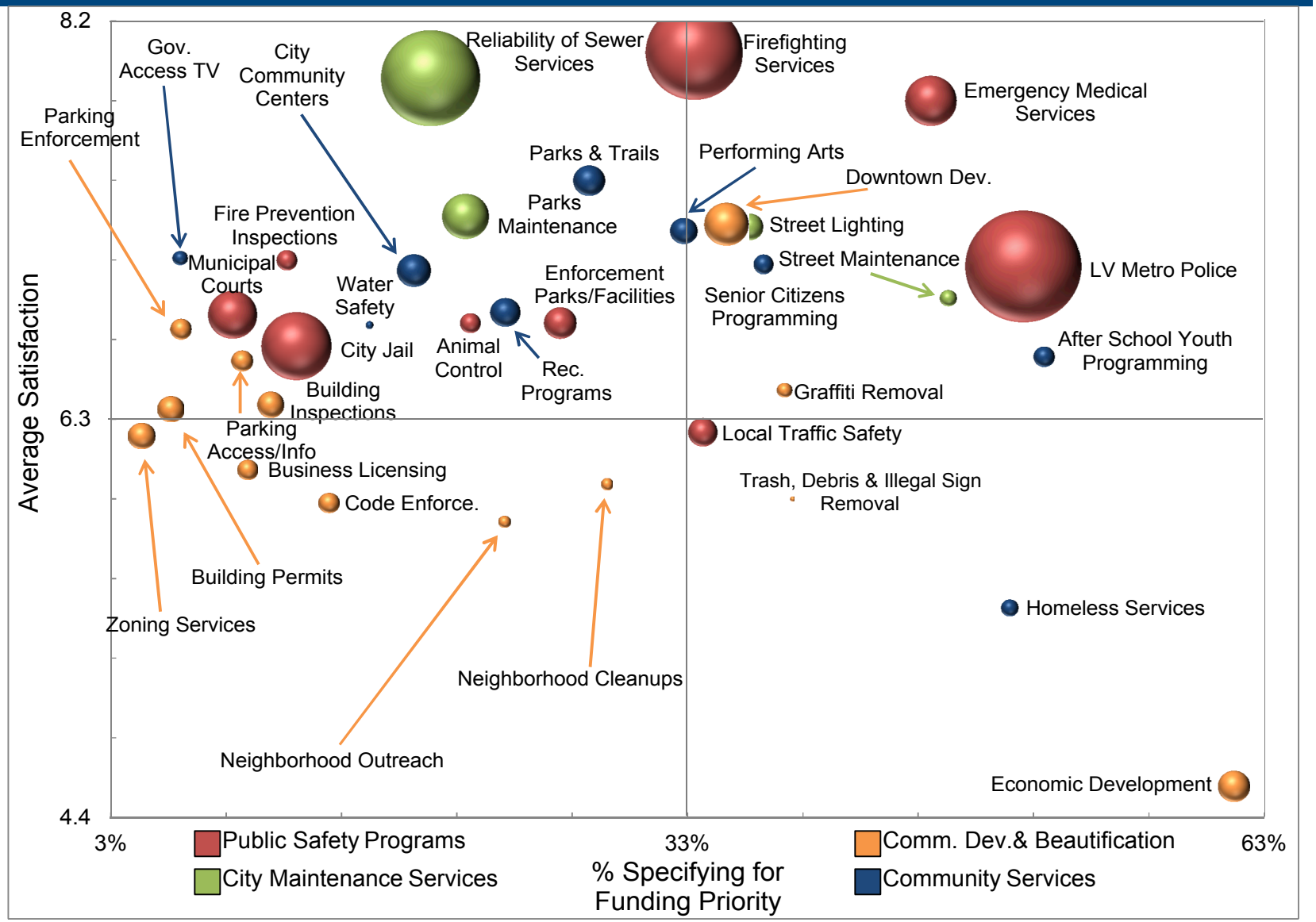
Community Development & Beautification Bubble Chart (Size = Amount of $ invested)

Community Services Bubble Chart

(Size = Amount of $ invested)

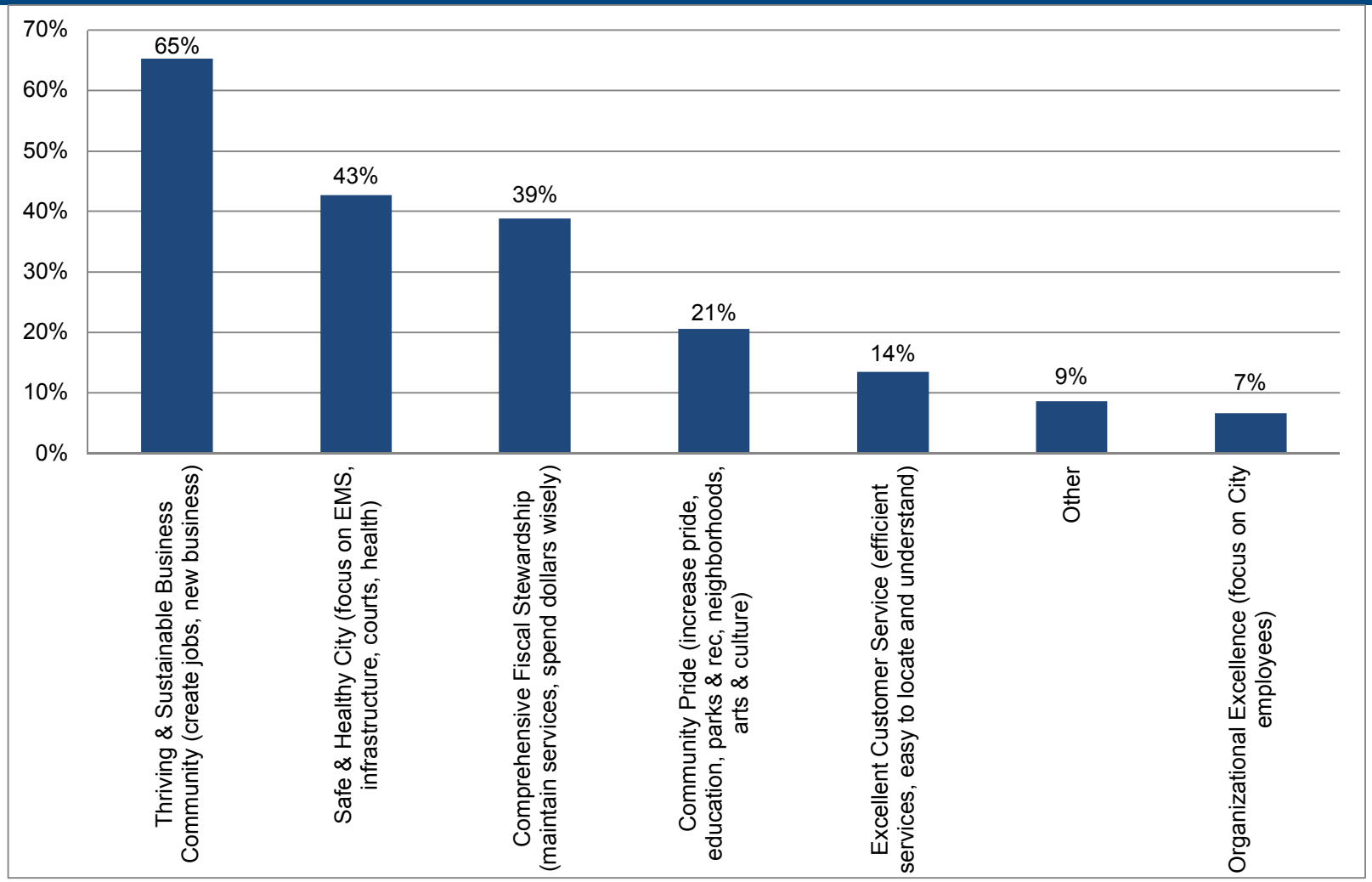
City Services & Programs Bubble Chart

(Size = Amount of $ invested)



City Priorities

(Respondents could select up to 2 options)



Text Cloud: Other Priority Suggestions

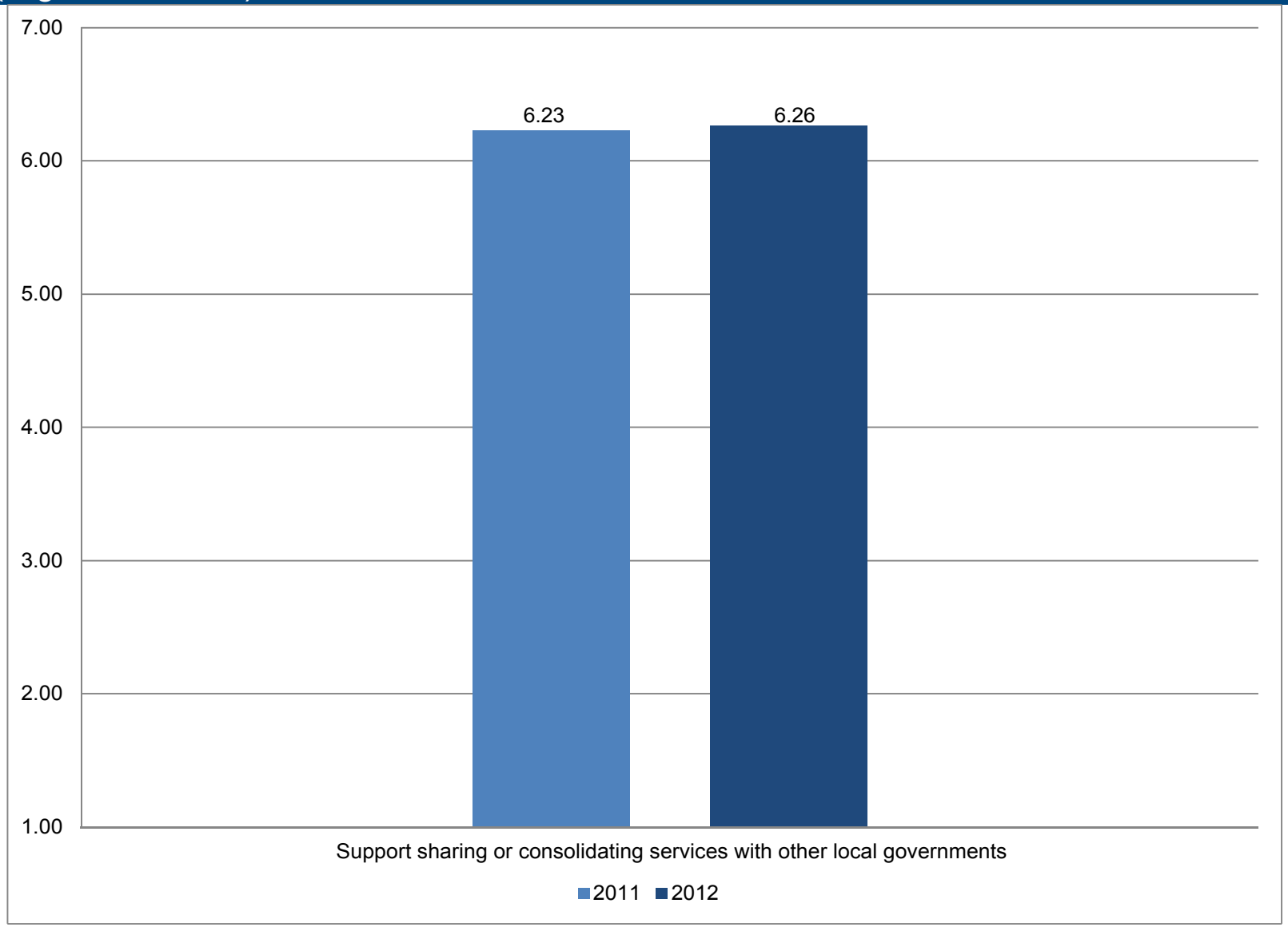
<u>Top Themes:</u>

1. **Education/ Schools** – improve the quality [17 comments]
2. **Businesses** – development, expand tax base [5 comments]
3. **Public Transportation** – more options [5 comments]

Note: See full list of comments for context

General Support for Sharing or Consolidating Services with Other Local Governments

(High score = 10)



Citizen Engagement Model

Citizen Experiences

- Schools
- Transportation
- Fire/Emergency
- Utility
- Police
- Health Care
- Taxes
- Shopping
- Local Government
- Events
- Economy
- Parks/Rec
- Library

Citizen Satisfaction=Value

CSI

- Overall Satisfaction
- Compared to expectations
- Compared to ideal

Outcome Behaviors

- Remain
- Recommend
- Volunteer
- Encourage Businesses
- Support Admin
- Community Image

Where to improve
Where to invest next

Comparing to Previous Years

Areas with strong impact on overall engagement

	2010 Las Vegas	2011 Las Vegas	2012 Las Vegas	Change from '11 to '12
Public Schools	38	37	41	↑ 4
Transportation	52	52	56	↑ 4
Fire and Emergency Services	74	74	76	↑ 2
Utility Services	69	70	71	↑ 1
Police Department	60	60	64	↑ 4
Property Taxes	56	58	61	↑ 3
Shopping Opportunities	80	81	81	→ 0
Local Government	46	46	52	↑ 6
Community Events	52	52	60	↑ 8
Economic Health	29	30	41	↑ 11
Diversity	58	56	60	↑ 4
Parks and Recreation	68	68	70	↑ 2
Library	75	77	76	↓ -1
Overall Satisfaction	52	52	58	↑ 6
Community Image	54	52	57	↑ 5
Recommend as a place to live	51	54	58	↑ 4
Remain in community	65	65	67	↑ 2
Plan to volunteer	48	48	50	↑ 2
Encourage business start-up	45	45	50	↑ 5
Support current local government administration	48	52	57	↑ 5

Comparing to National & Regional Benchmarks

Areas with strong impact on overall engagement

	2012 Las Vegas	2012 National >100k	Large Nat. Comp.	2012 West >100k	Large West Comp.
Public Schools	41	59	-18	57	-16
Transportation	56	58	-2	60	-4
Fire and Emergency Services	76	81	-5	84	-8
Utility Services	71	78	-7	80	-9
Police Department	64	69	-5	69	-5
Property Taxes	61	63	-2	69	-8
Shopping Opportunities	81	78	3	85	-4
Local Government	52	55	-3	57	-5
Community Events	60	69	-9	75	-15
Economic Health	41	51	-10	51	-10
Diversity	60	64	-4	69	-9
Parks and Recreation	70	70	0	74	-4
Library	76	78	-2	76	0
Overall Satisfaction	58	61	-3	66	-8
Community Image	57	65	-8	71	-14
Recommend as a place to live	58	66	-8	74	-16
Remain in community	67	71	-4	80	-13
Plan to volunteer	50	53	-3	52	-2
Encourage business start-up	50	56	-6	59	-9
Support current administration	57	55	2	56	1

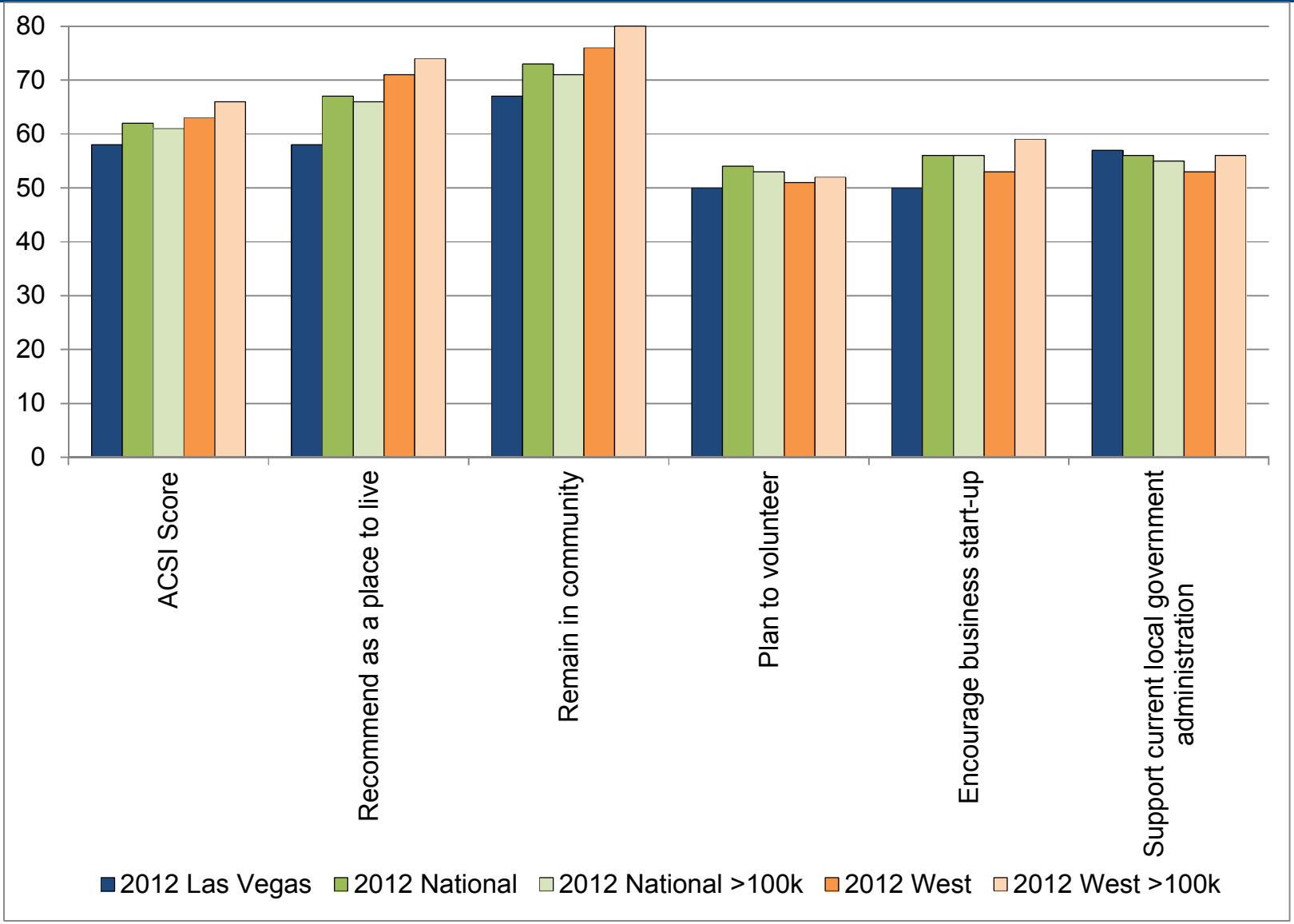
Comparing to Previous Years by Age

Areas with strong impact on overall engagement

	2010 Overall	2010 Age 18-44	2011 Overall	2011 Age 18-44	2012 Overall	2012 Age 18-44	Change from '11 to '12	Difference between 18-44 and Overall
Public Schools	38	42	37	35	41	41	6	0
Transportation	52	53	52	49	56	54	5	-2
Fire and Emergency Services	74	70	74	68	76	72	4	-4
Utility Services	69	67	70	65	71	69	4	-2
Police Department	60	58	60	55	64	60	5	-4
Property Taxes	56	52	58	51	61	55	4	-6
Shopping Opportunities	80	81	81	83	81	81	-2	0
Local Government	46	43	46	40	52	48	8	-4
Community Events	52	48	52	44	60	53	9	-7
Economic Health	29	25	30	28	41	39	11	-2
Diversity	58	55	56	56	60	60	4	0
Parks and Recreation	68	68	68	67	70	67	0	-3
Library	75	75	77	76	76	75	-1	-1
Overall Satisfaction	52	51	52	45	58	54	9	-4
Community Image	54	52	52	47	57	52	5	-5
Recommend as a place to live	51	50	54	46	58	52	6	-6
Remain in community	65	61	65	52	67	60	8	-7
Plan to volunteer	48	54	48	50	50	55	5	5
Encourage business start-up	45	47	45	43	50	48	5	-2
Support current administration	48	50	52	45	57	50	5	-7

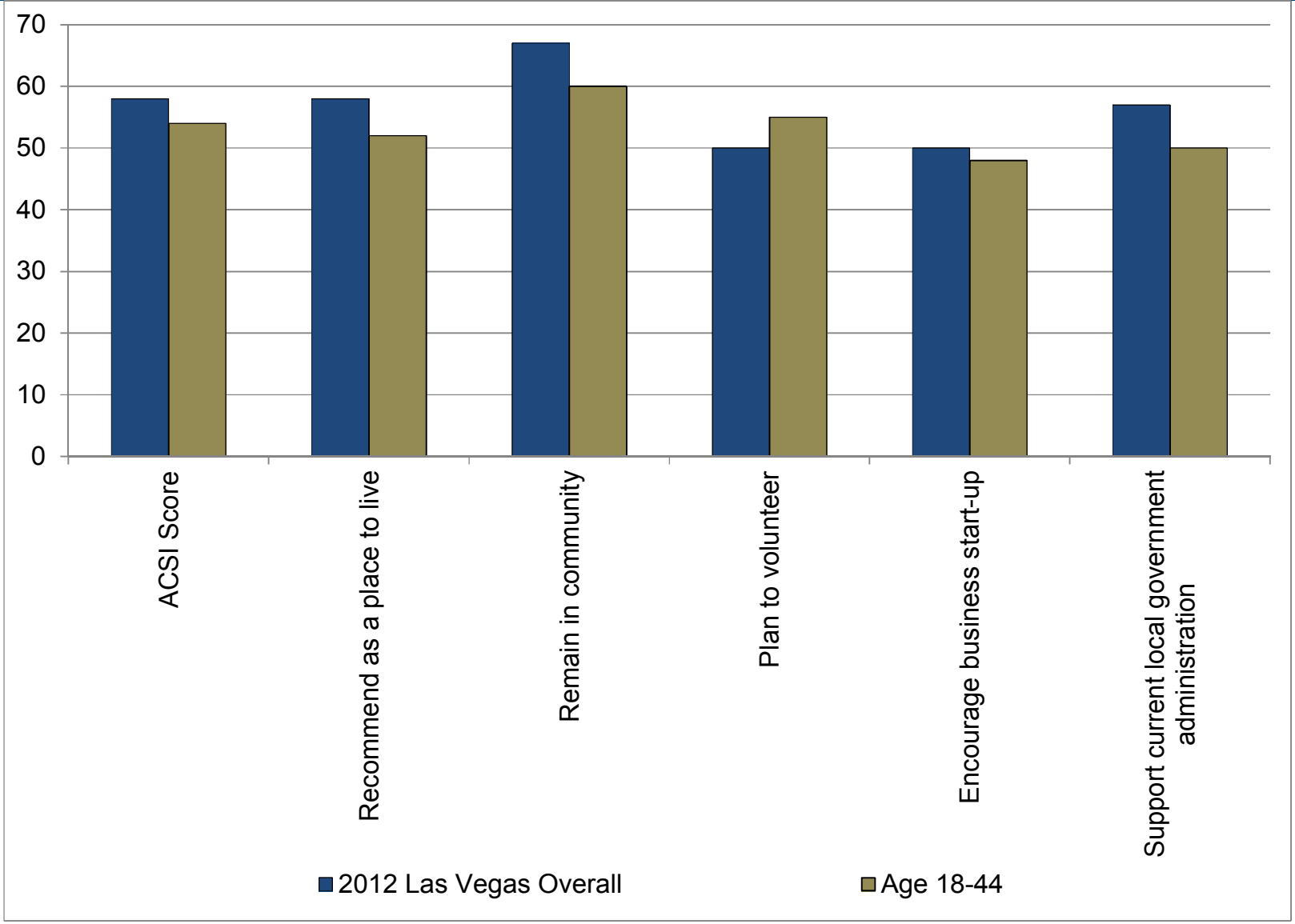
Outcome Behaviors to Benchmarks

(High score = 100)



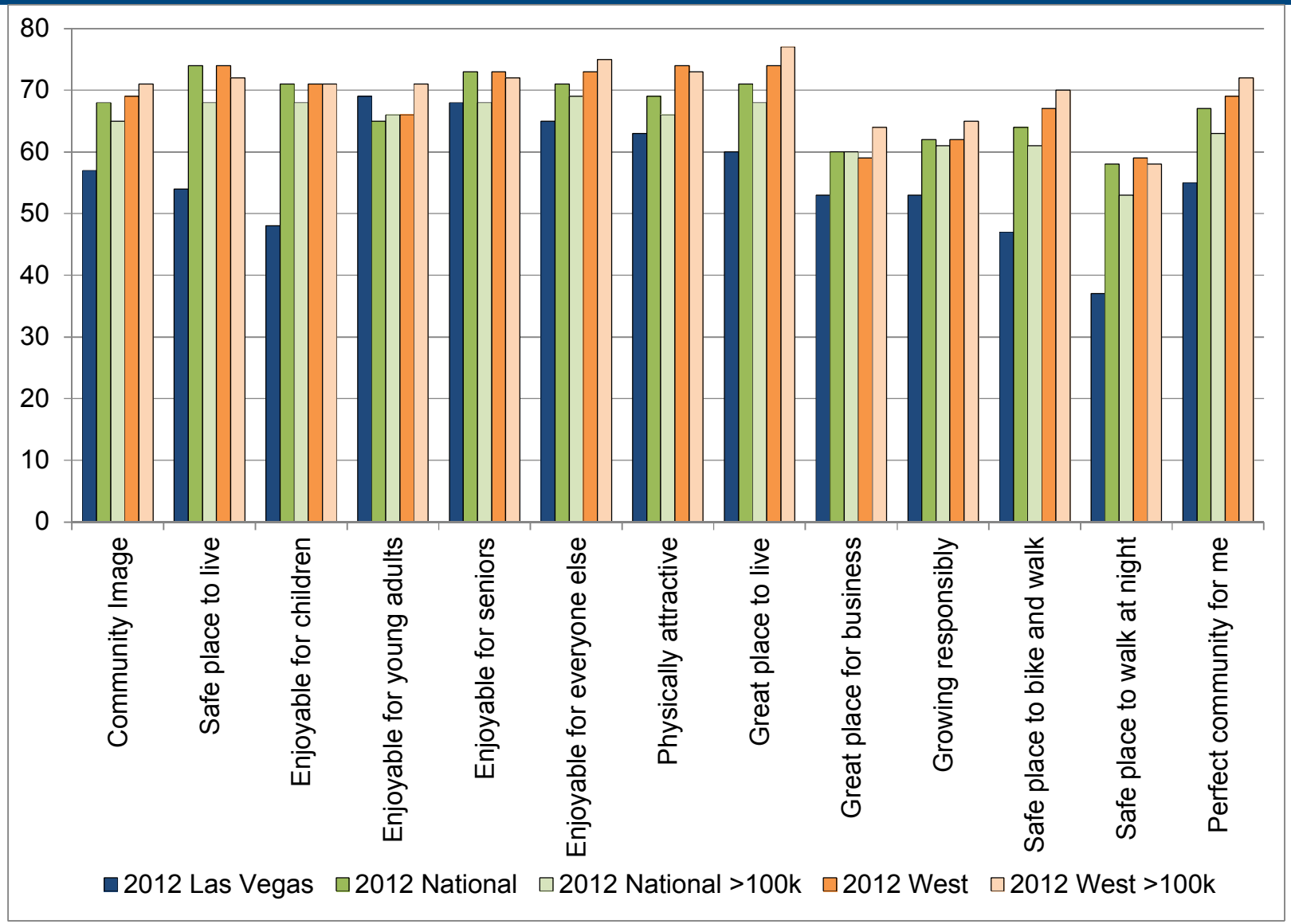
Outcome Behaviors by Age

(High score = 100)



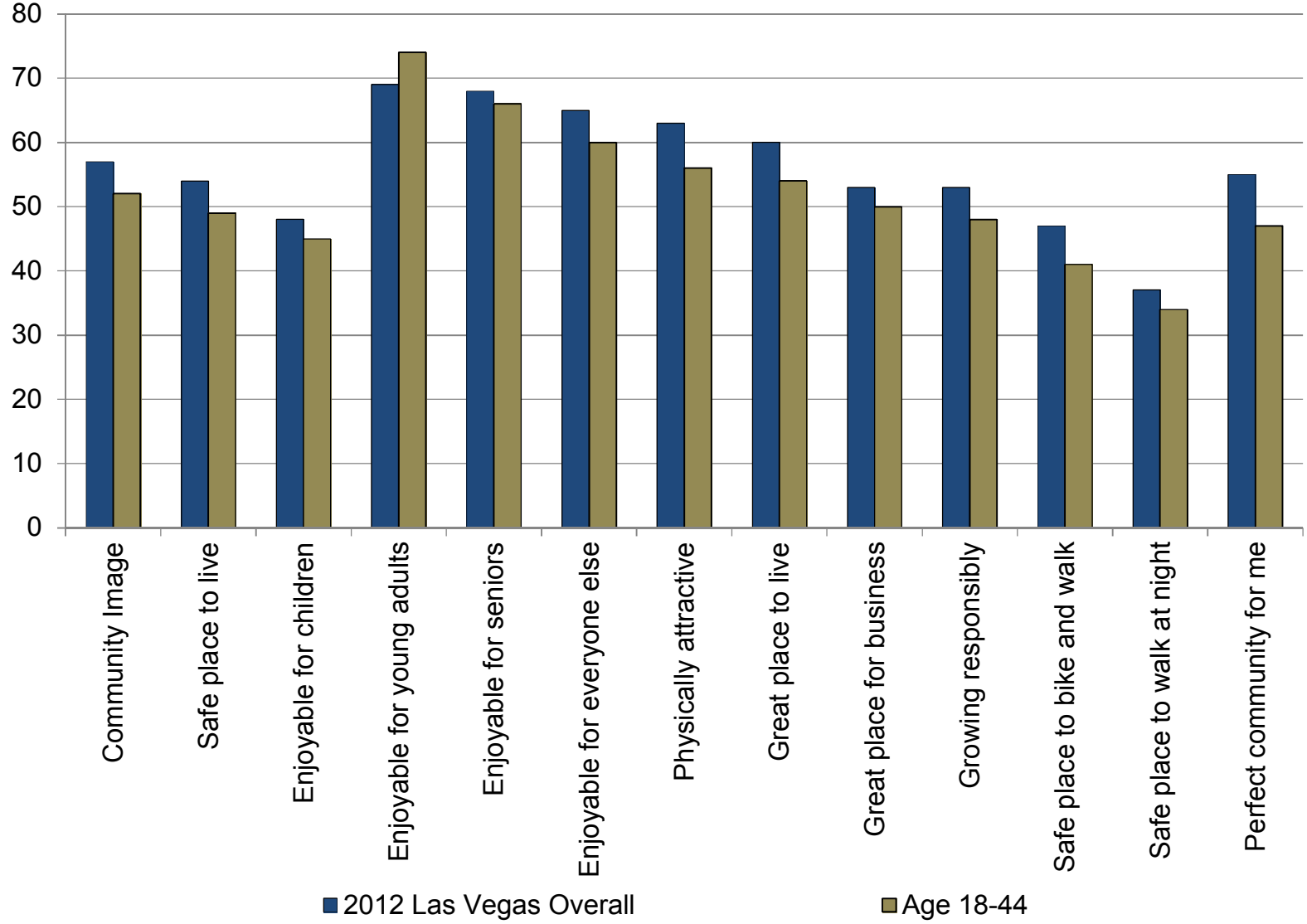
Community Image to Benchmarks

(High score = 100)



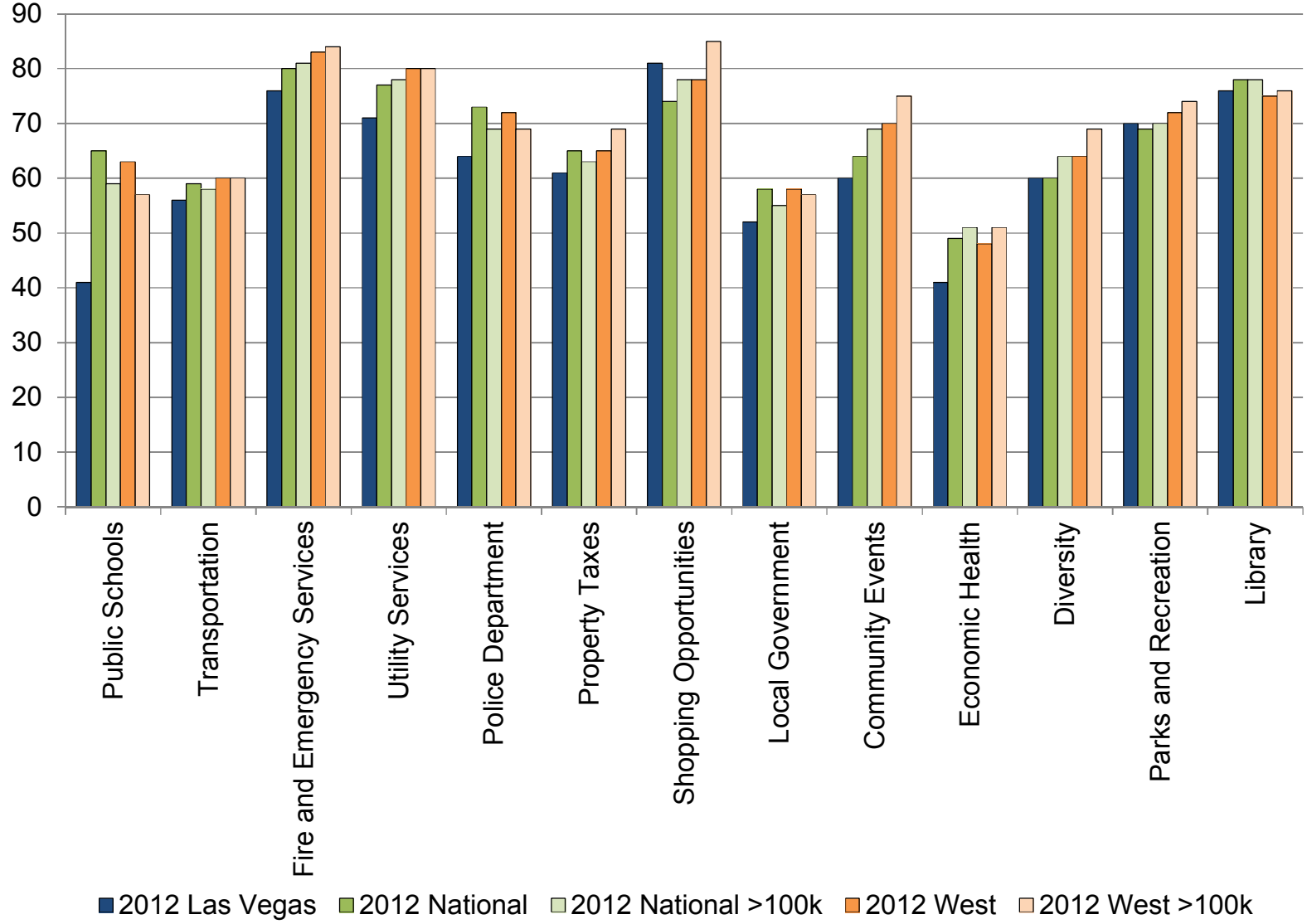
Community Image by Age

(High score = 100)



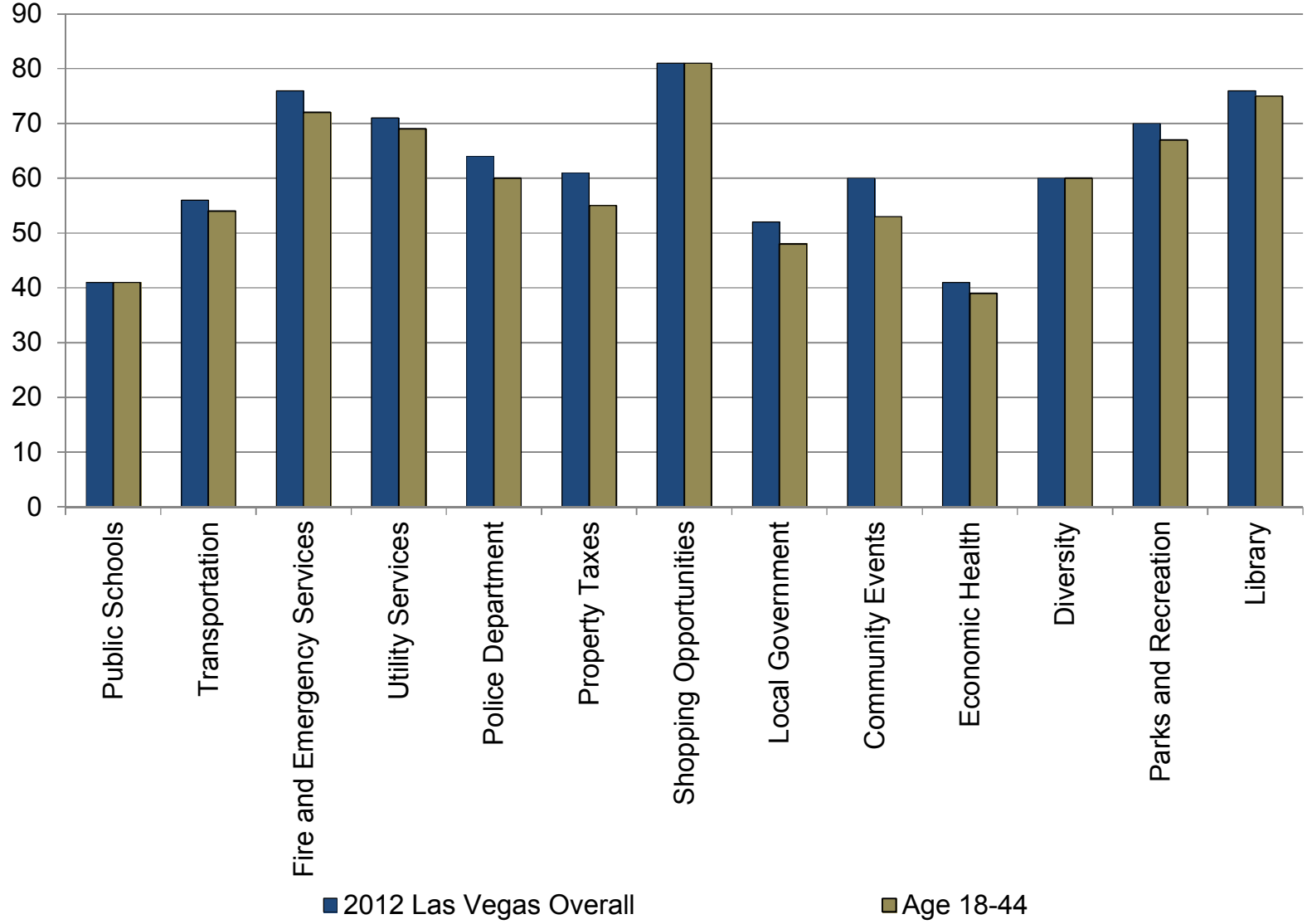
Quality of Life Components to Benchmarks

(High score = 100)



Quality of Life Components to Age

(High score = 100)



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.

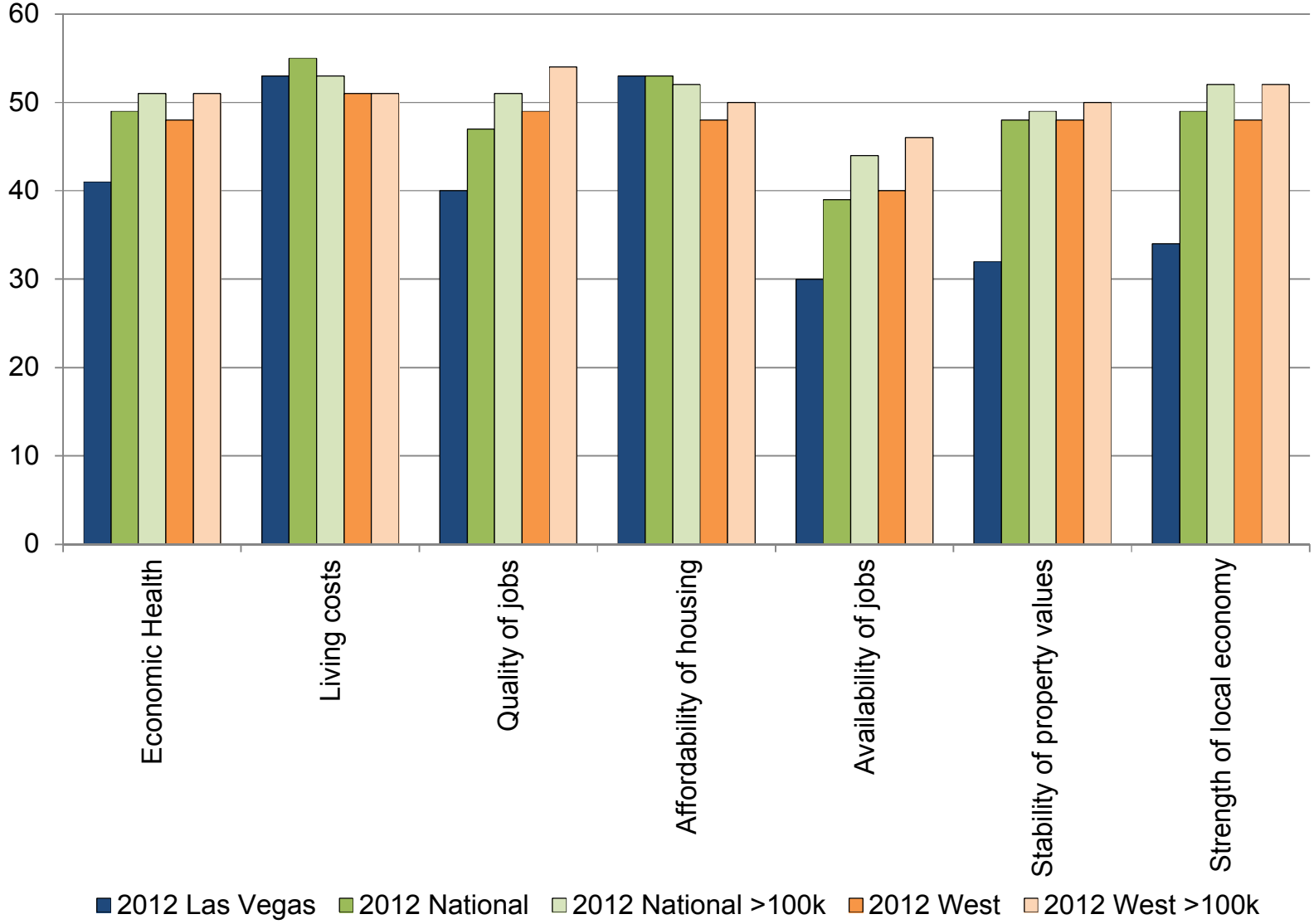
Impact

Drivers of Satisfaction and Behavior:

Strategic Priorities

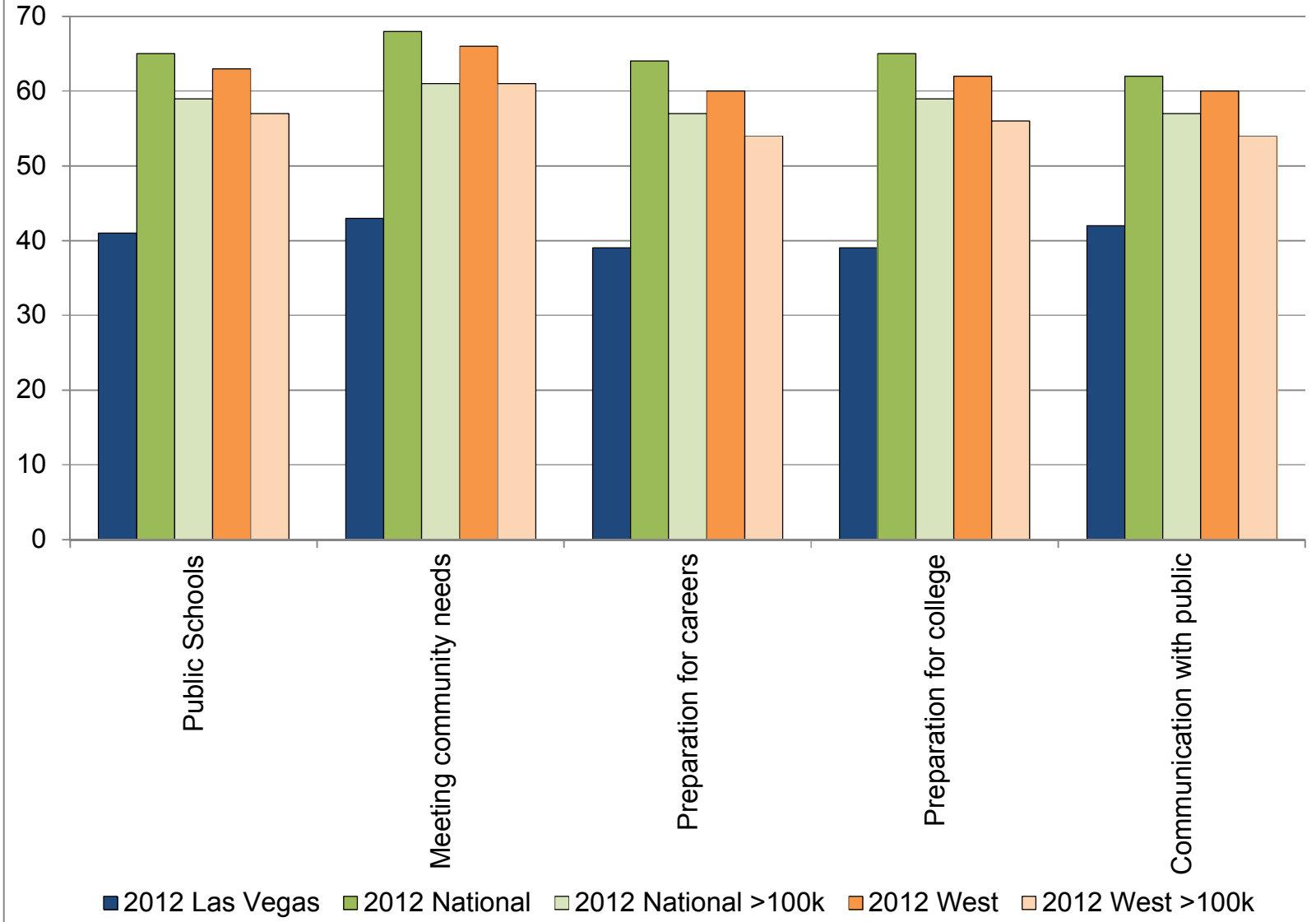
Drivers of Satisfaction and Behavior:

Economic Health

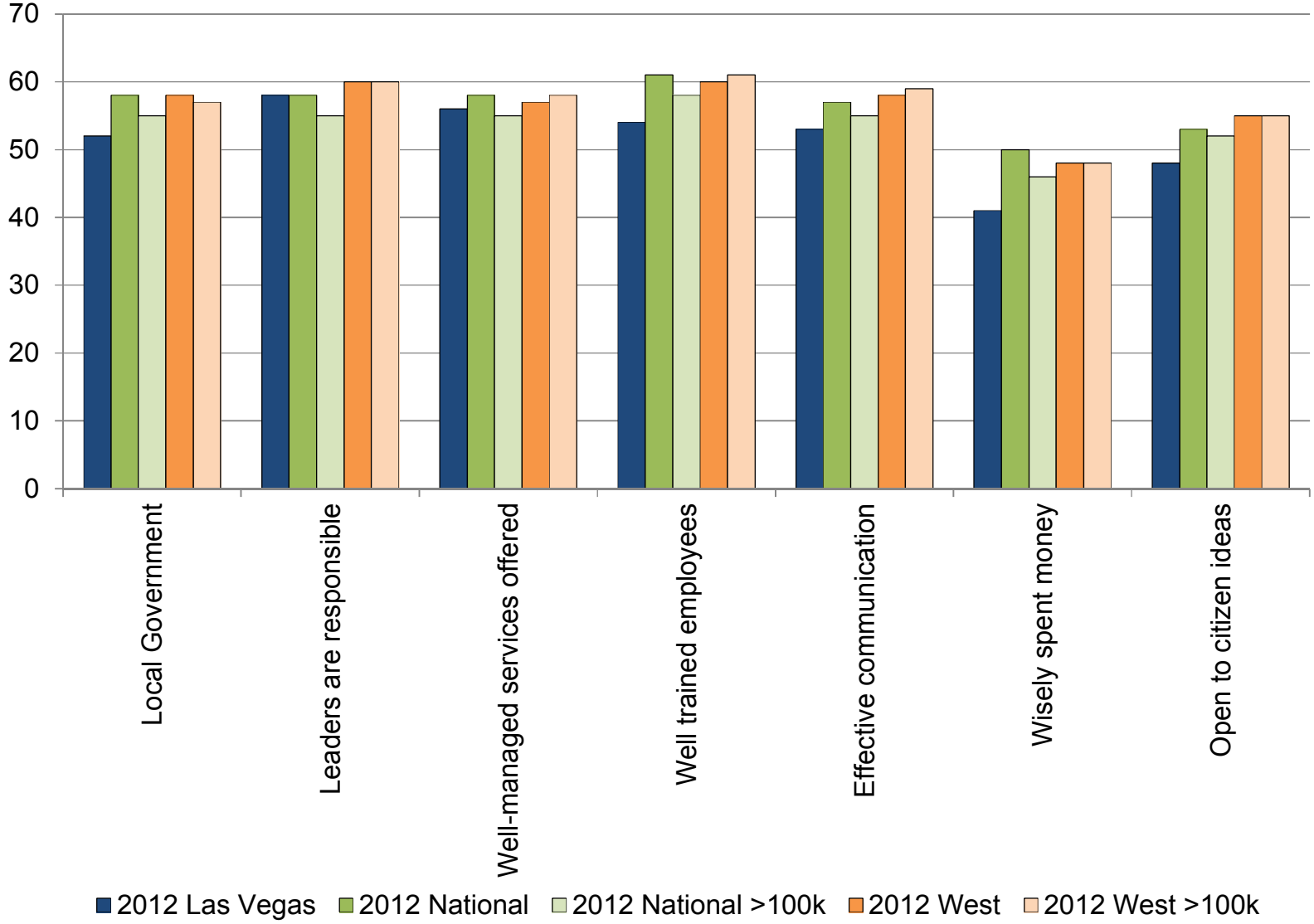


Drivers of Satisfaction and Behavior:

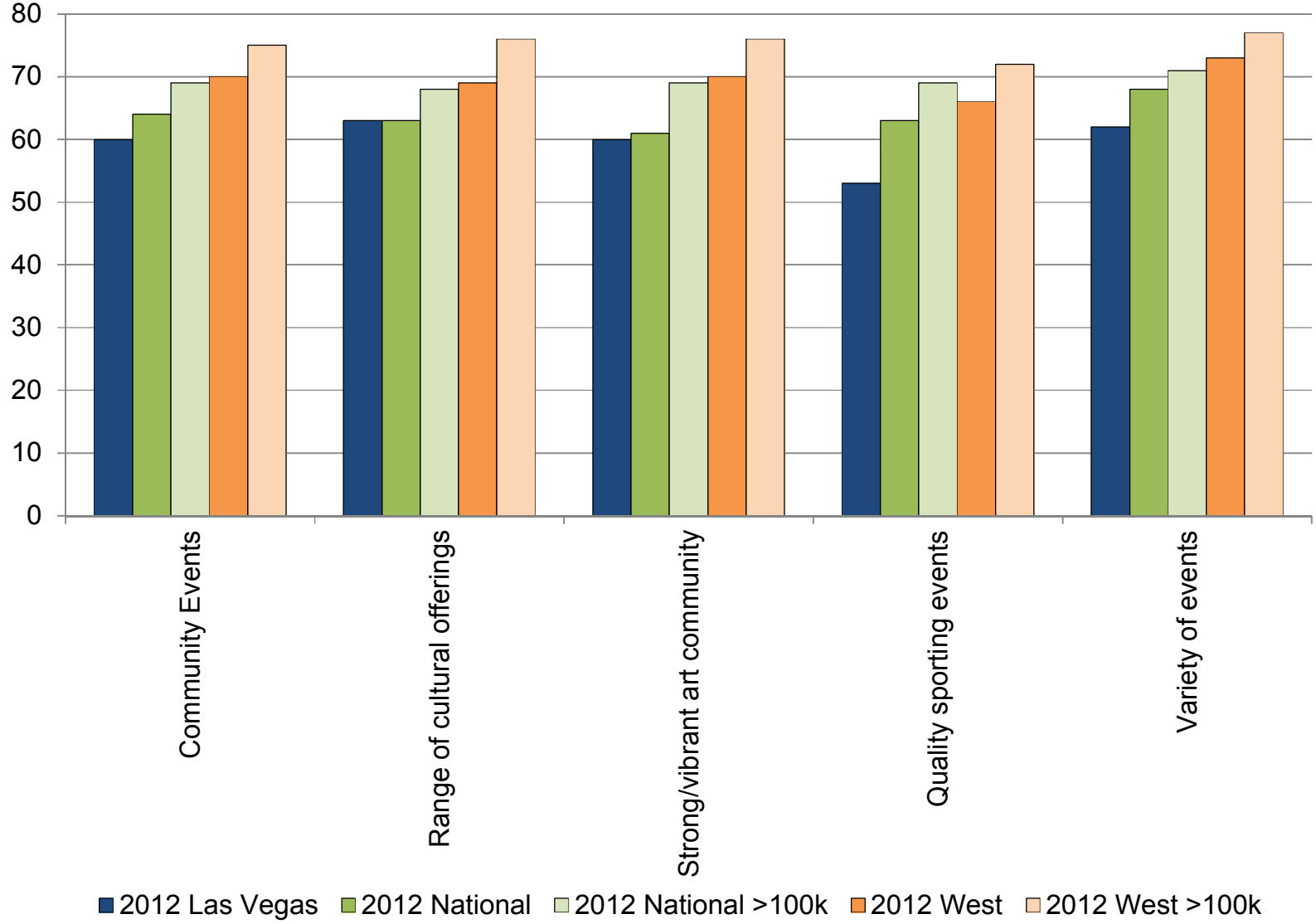
Public Schools



Drivers of Satisfaction and Behavior:
Government

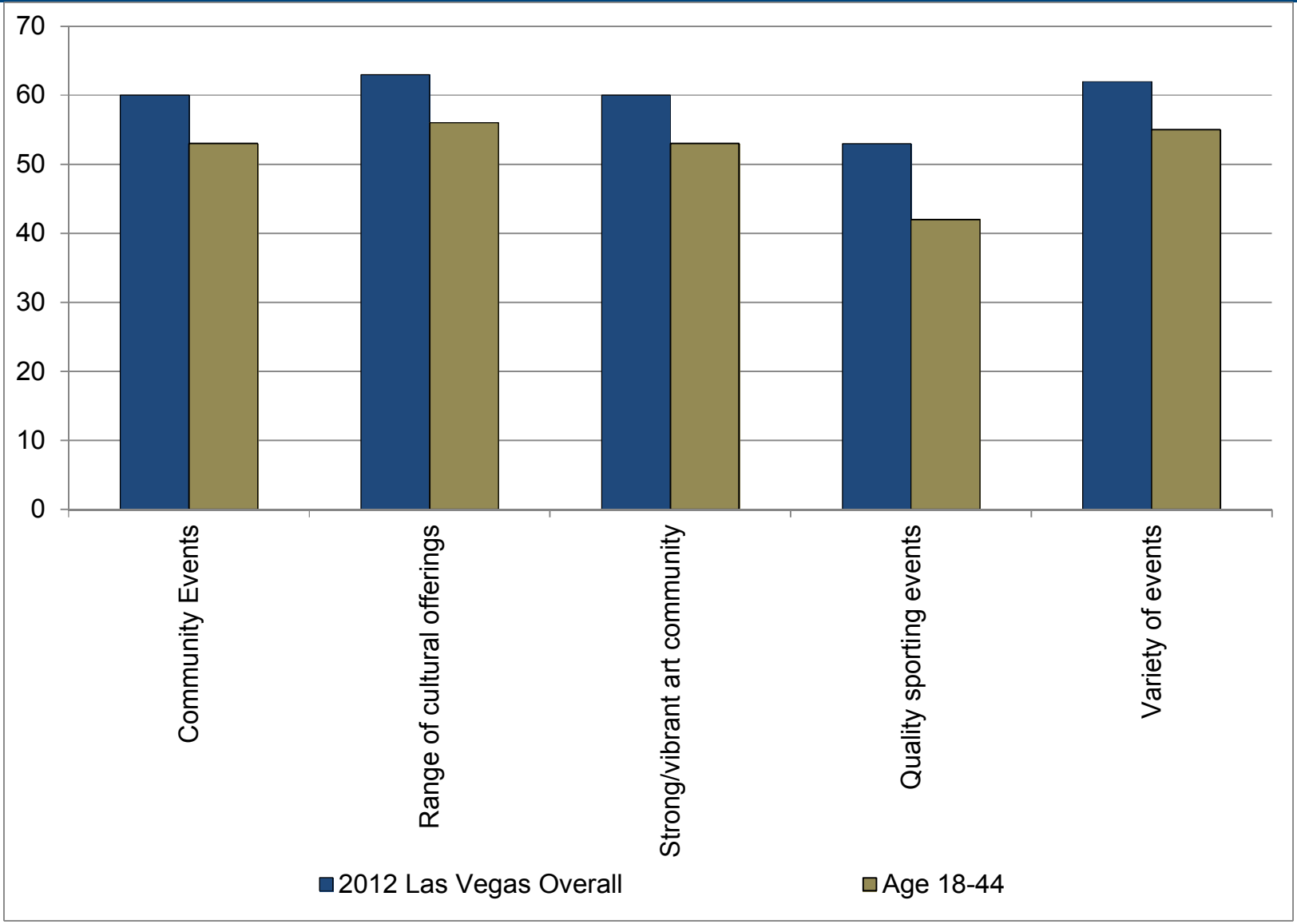


Drivers of Satisfaction and Behavior:
Events

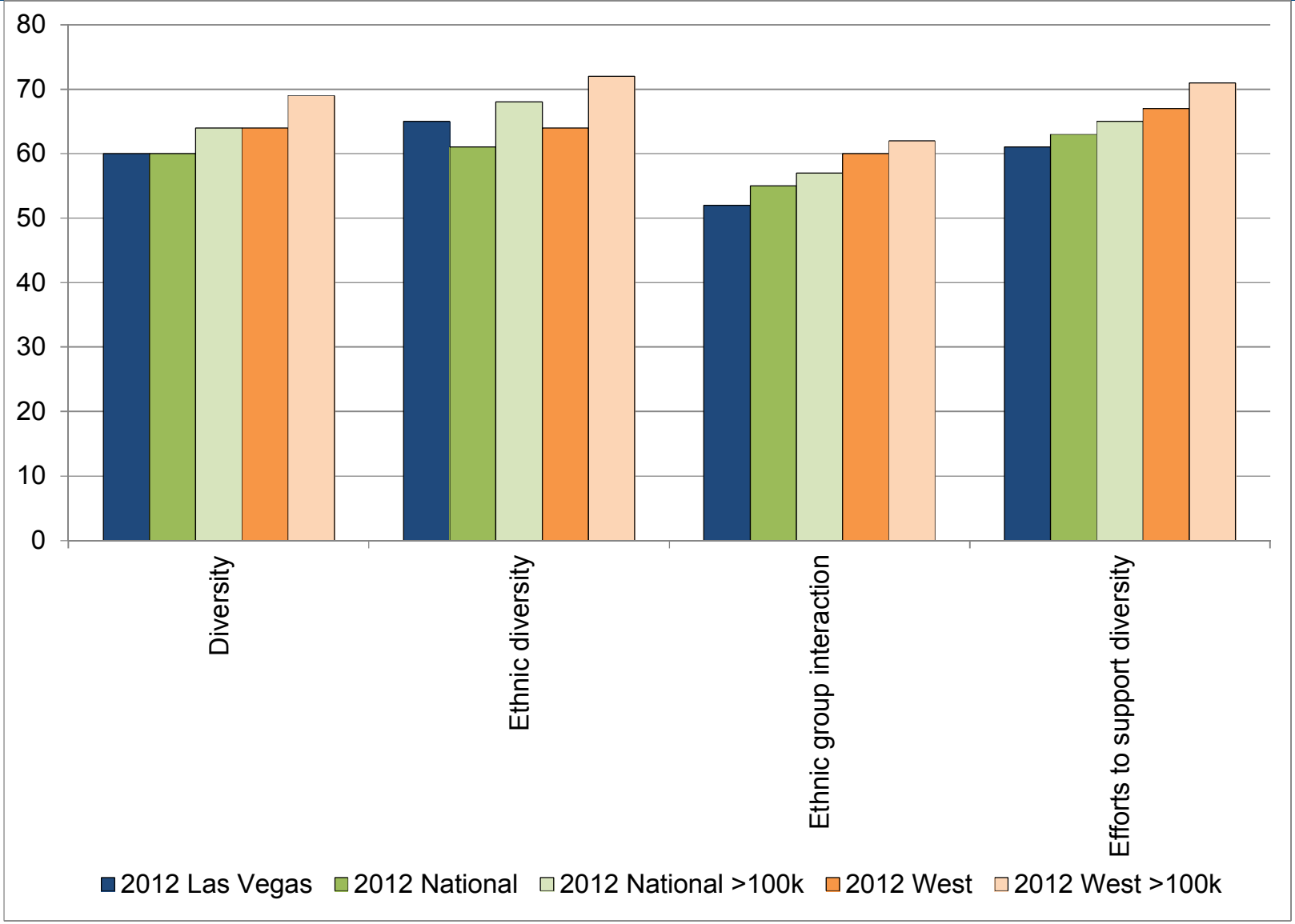


Drivers of Satisfaction and Behavior:

Events by Age

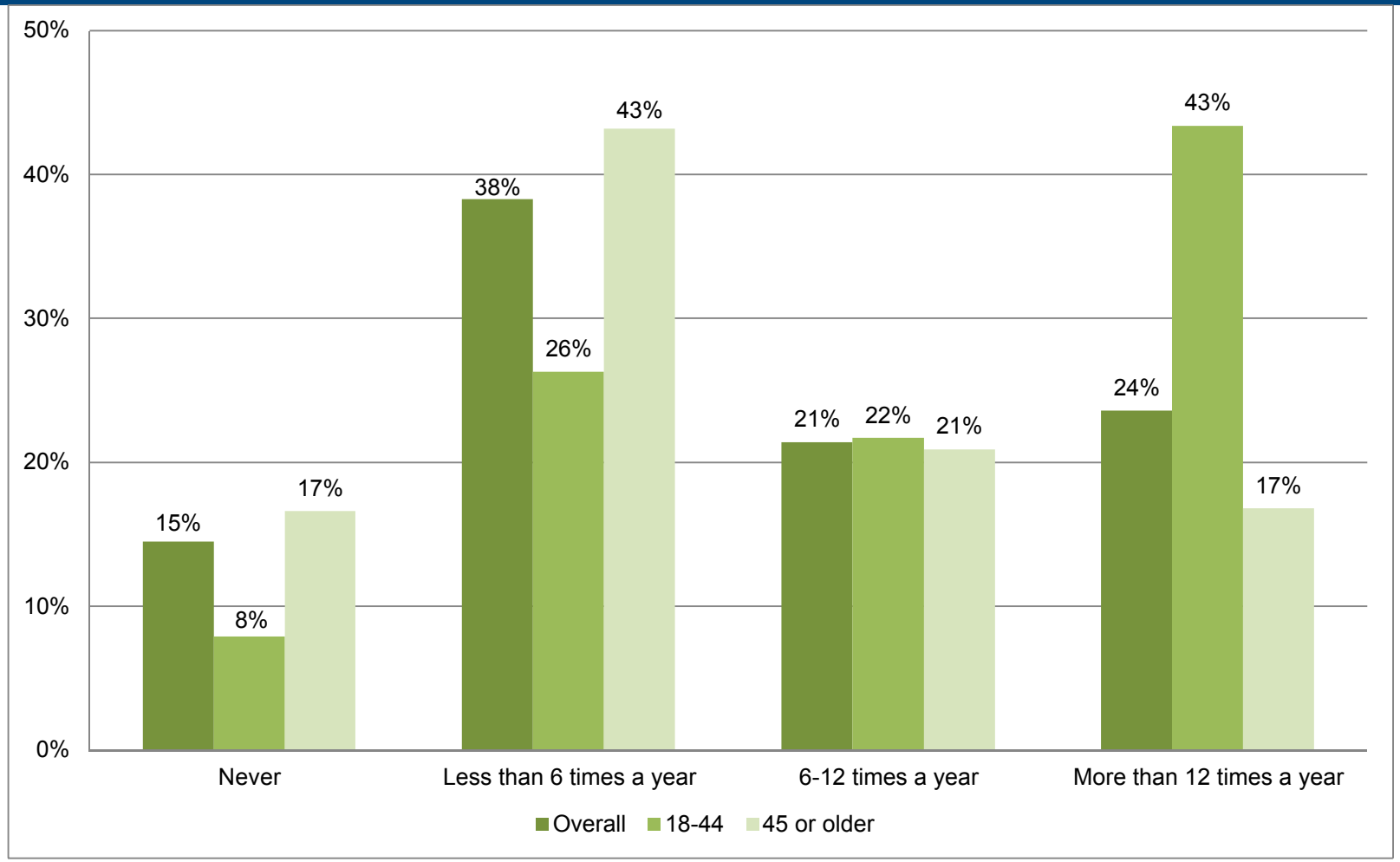


Drivers of Satisfaction and Behavior:
Diversity



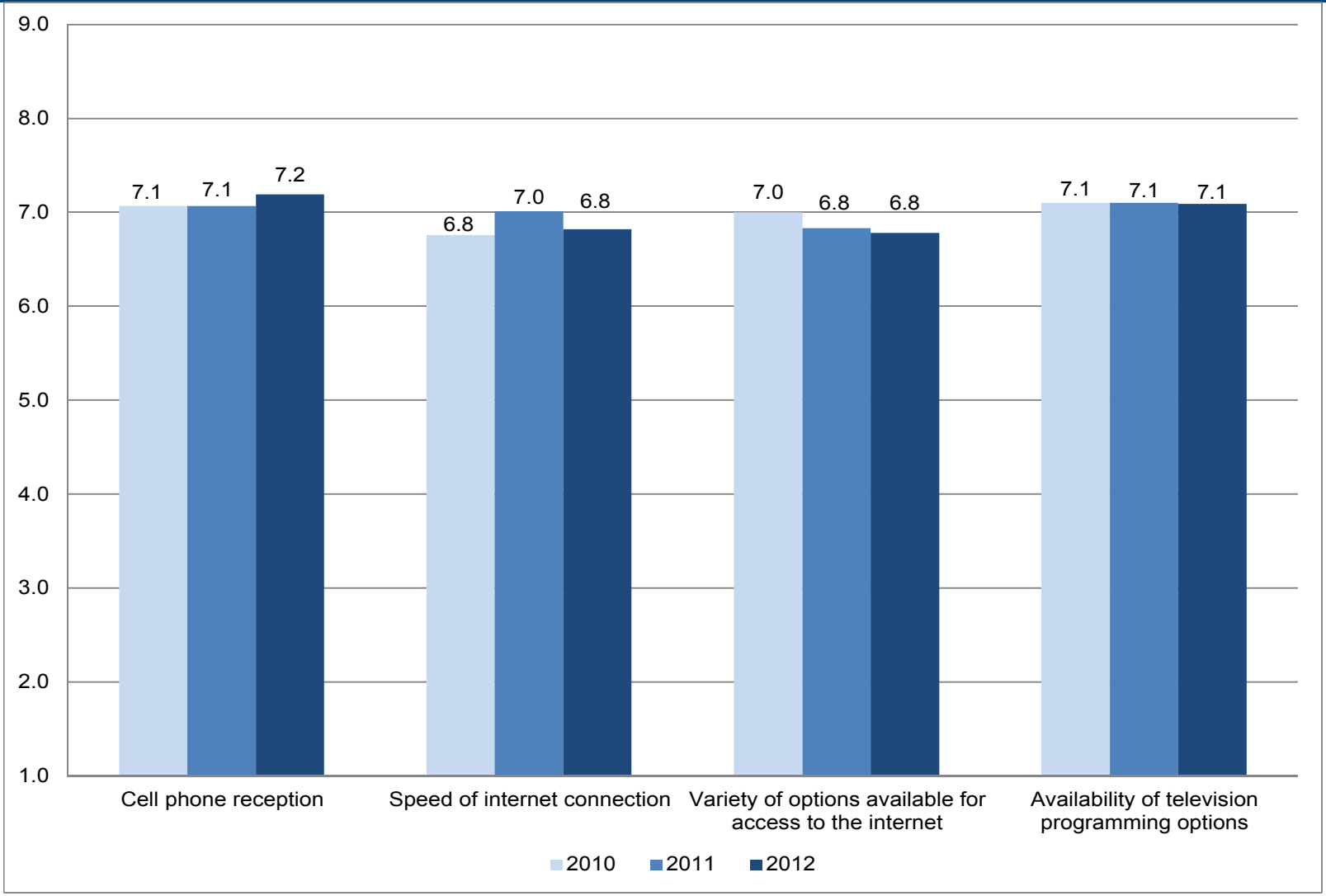
Parks and Recreation Usage by Age

(Percentage Specifying)



Telecommunications

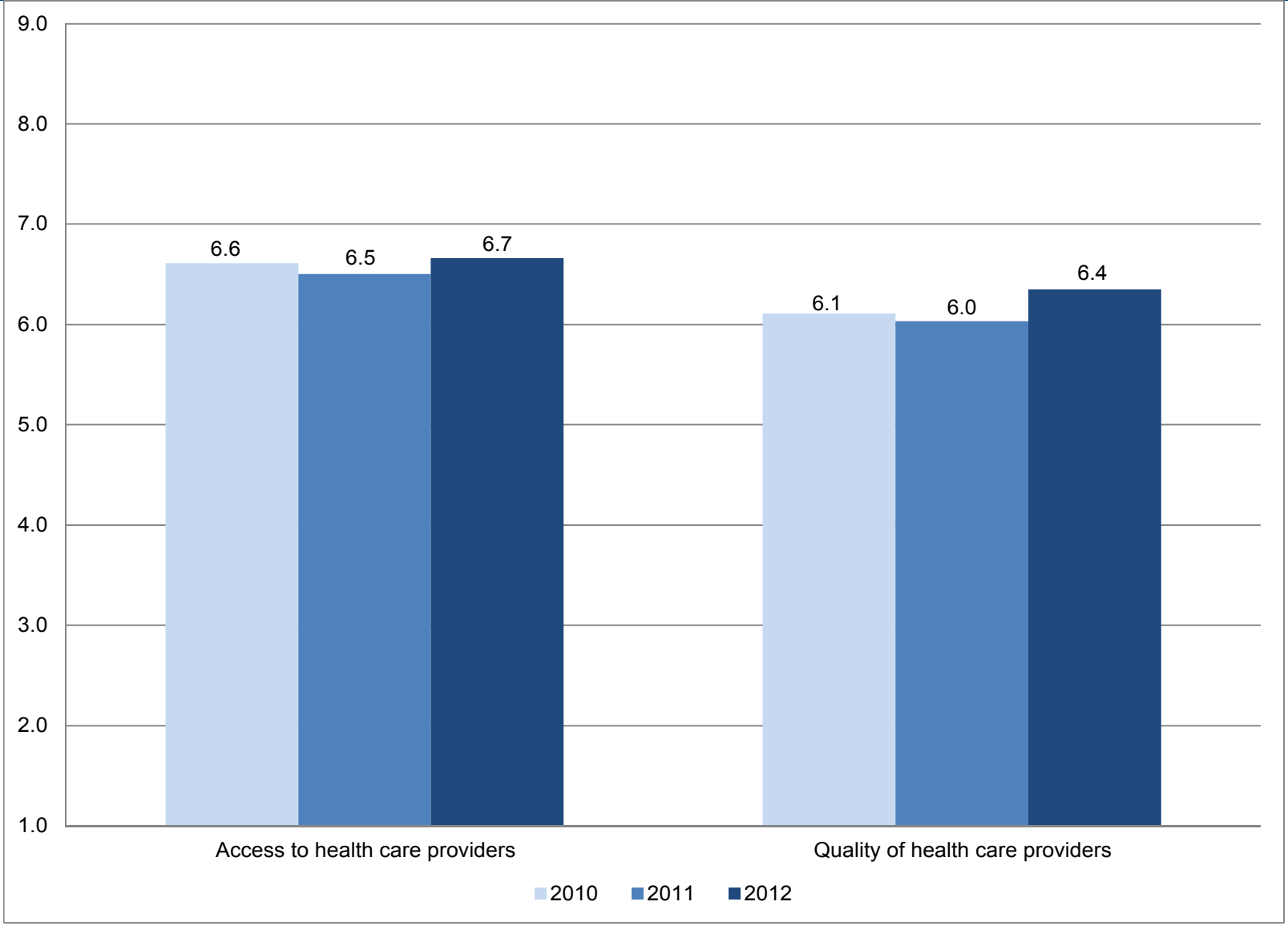
(High score = 10)



Age 18-44: Reception = **6.6**, Speed = **6.5**, Variety = **6.3**, Availability = 7.0

Health Care

(High score = 10)



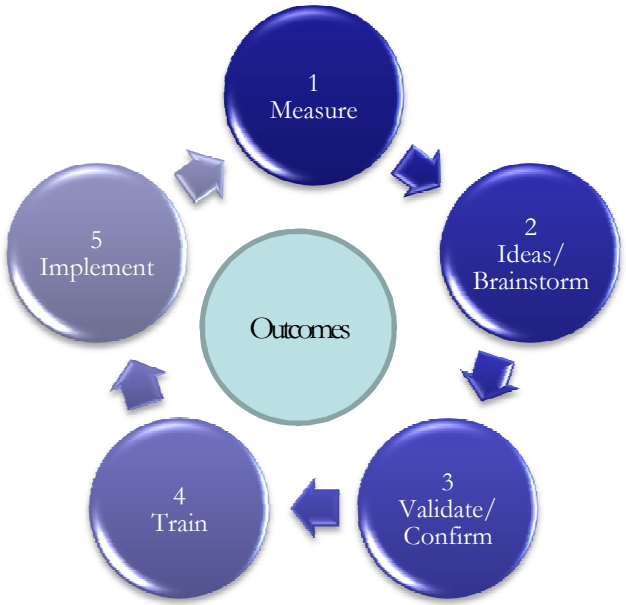
Implementing Results

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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