City of Copperas Cove Citizen Engagement and Priority Assessment

October 2015

City of Copperas Cove

- 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

City of Copperas Cove

- 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 groups 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
- 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

- While the City's overall ACSI Score stayed consistent with 2013, many dimensions of the community saw significant improvement from the prior survey
    - 2015 = 56
    - 2013 = 56
    - 2011 = 54
- There are several areas where improvement can have significant impact on engagement:

2015 Drivers:	2013 Drivers:
1. City Government Management	1. City Government Management
2. Parks & Recreation	2. Economic Health
3. Shopping Opportunities	3. Property Taxes
4. Economic Health	4. Transportation Infrastructure
5. Transportation Infrastructure	5. Parks & Recreation

- Top three potential future projects the City should consider:
    - Support upgrades to City parks (walking trails, athletic fields, soccer complexes, pools, entrance to City Park)
    - Support revitalization of Business Hwy 190
    - Support downtown revitalization projects

Bottom Line (cont.)

- Top funding priorities:
    - Firefighting/rescue services
    - Emergency medical services (Ambulance)
    - Crime control/police services
    - Street lighting
    - Variety of city-sponsored activities for youth
- 46% of respondents support City development planning and required infrastructure projects if they improve the economic development in the City
- 73% say the City Logo does NOT need to be updated
- 36% of respondents say the City Motto should be updated
- 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, ethnicity and area of town

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 Texas, the South and across the nation

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

Census Bureau Regions
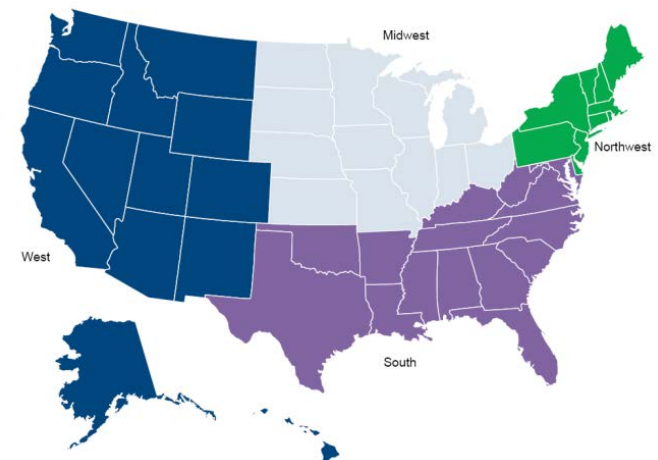
Methodology

- Distributed surveys to all residents through the utility bills in June and July of 2015
- Valid response from 427 residents, providing a conventional margin of error of +/- 4.7 percent in the raw data and an ACSI margin of error of +/- 2.0 percent
  - 2015 – 427 responses, +/- 4.7 percent in raw data, +/- 2.0% for ACSI
  - 2013 – 551 responses, +/- 4.1 percent in raw data, +/- 1.8% for ACSI
  - 2011 – 606 responses, +/- 3.9 percent in raw data, +/- 1.7% 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
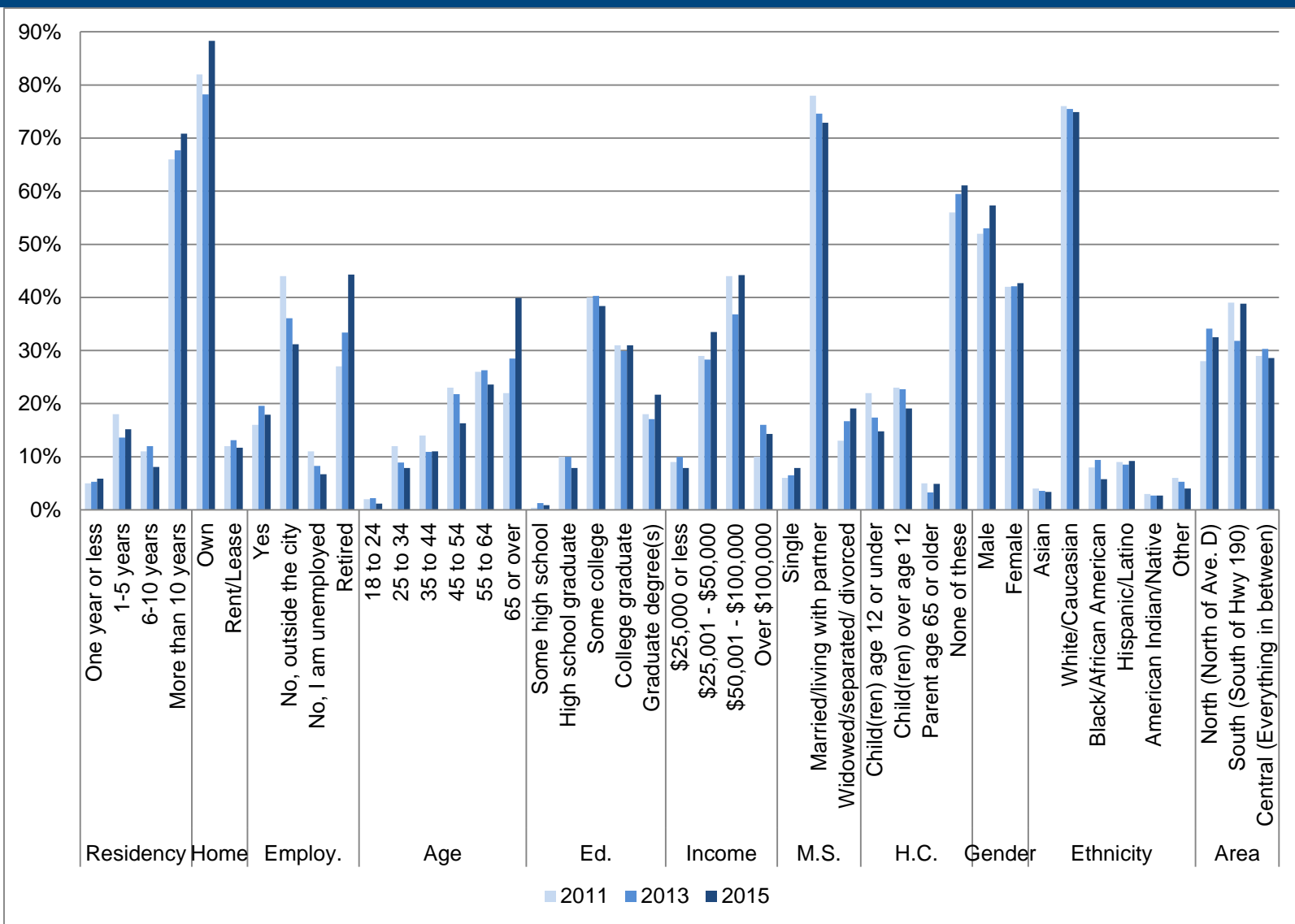
City of Copperas Cove

Sample:

City of Copperas Cove
2015 Service Satisfaction Scores
Scale 1 to 10

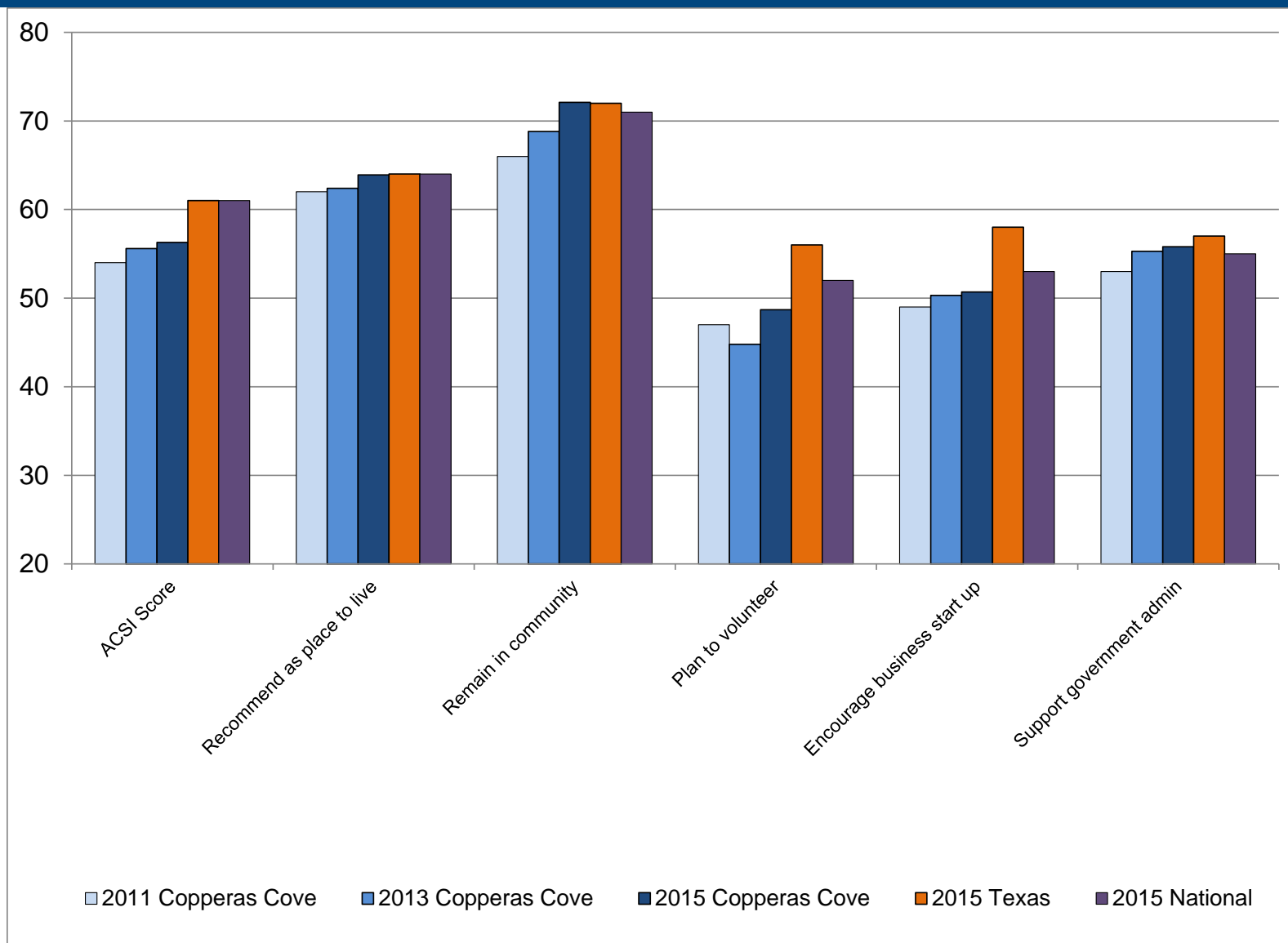|	Public Safety Services						City Service Hours/Response				
	Crime Control/Police Services	Emergency Medical Services (Ambulance)	Firefighting/Rescue Services	Animal Control	Code Compliance	Municipal Court	Hours of Operation for City Parks and Recreation	Hours of Operation for City Hall	Hours of Operation for Animal Control	Hours of Operation for Utility Customer Service	Responsiveness of City Staff Regarding Utility Problems
2011 Overall Satisfaction	7.3	8.2	8.1	6.5	5.2	7.2	7.3	7.2	6.5	7.2	6.6
2013 Overall Satisfaction	7.3	8.1	8.1	6.8	5.3	7.2	7.2	7.3	6.7	7.4	7.0
2015 Overall Satisfaction	7.7	8.4	8.4	7.2	5.7	7.6	7.3	7.6	6.7	7.5	6.9
Residency — One year or less	7.8	7.9	7.7	7.8	7.2	7.3	7.8	7.8	8.1	7.2	6.6
Residency — 1-5 years	8.0	8.6	8.7	8.0	6.9	7.3	8.0	7.7	7.1	8.0	7.8
Residency — 6-10 years	7.1	7.9	7.7	6.5	5.6	7.0	7.1	7.7	6.6	7.2	6.5
Residency — More than 10 years	7.7	8.4	8.4	7.1	5.4	7.7	7.2	7.5	6.6	7.4	6.8
Do you own or rent/lease your residence? — Own	7.8	8.4	8.3	7.2	5.6	7.5	7.3	7.6	6.6	7.5	6.9
Do you own or rent/lease your residence? — Rent/Lease	7.4	7.9	8.1	7.3	6.2	7.4	7.4	7.6	7.1	7.4	6.5
Currently work inside City? — Yes	7.7	8.3	8.4	7.3	5.5	7.6	6.9	7.3	6.3	7.0	6.4
Currently work inside City? — No, outside the city	7.6	8.4	8.4	7.2	5.7	7.4	7.6	7.5	6.7	7.6	7.1
Currently work inside City? — No, I am unemployed	7.2	8.1	8.2	6.8	6.2	7.2	7.3	8.0	7.4	7.6	7.4
Currently work inside City? — Retired	7.8	8.5	8.4	7.2	5.7	7.8	7.3	7.7	6.7	7.6	6.9
Age — 18 to 24	8.8	9.5	9.3	7.8	7.8	9.3	8.6	9.3	7.3	7.6	6.8
Age — 25 to 34	7.4	8.7	8.7	7.4	6.1	6.8	7.2	7.6	7.6	7.7	7.4
Age — 35 to 44	7.4	7.8	7.9	6.8	5.8	6.8	7.2	7.2	6.0	7.3	6.6
Age — 45 to 54	7.4	8.2	8.2	7.3	5.6	7.7	7.4	7.6	6.7	7.5	6.6
Age — 55 to 64	7.6	8.3	8.3	7.1	5.2	7.0	7.1	7.3	6.5	7.1	6.8
Age — 65 or over	8.0	8.5	8.5	7.3	5.8	8.0	7.4	7.7	6.7	7.7	7.0

Results

Comparing to 2011 and 2013

Areas with strong impact on overall engagement

	2011 Copperas Cove	2013 Copperas Cove	2015 Copperas Cove	Change from '13 to '15	
Transportation Infrastructure	44	45	52	⬆	7
Fire and Emergency Medical Services	79	79	80	⬆	1
Utility Services	68	68	73	⬆	5
Police Department	73	71	78	⬆	7
Property Taxes	47	50	52	⬆	2
Shopping Opportunities	54	56	56	➡	0
Local Government	50	57	59	⬆	2
Community Events	55	55	56	⬆	1
Economic Health	51	54	58	⬆	4
Parks and Recreation	59	56	57	⬆	1
Library	80	68	66	⬇	-2
ACSI Score	54	56	56	➡	0
Community Image	58	57	59	⬆	2
Recommend as a place to live	62	62	64	⬆	2
Remain in community	66	69	72	⬆	3
Plan to volunteer	47	45	49	⬆	4
Encourage business start-up	49	50	51	⬆	1
Support current city administration	53	55	56	⬆	1

Outcome Behaviors to Benchmarks

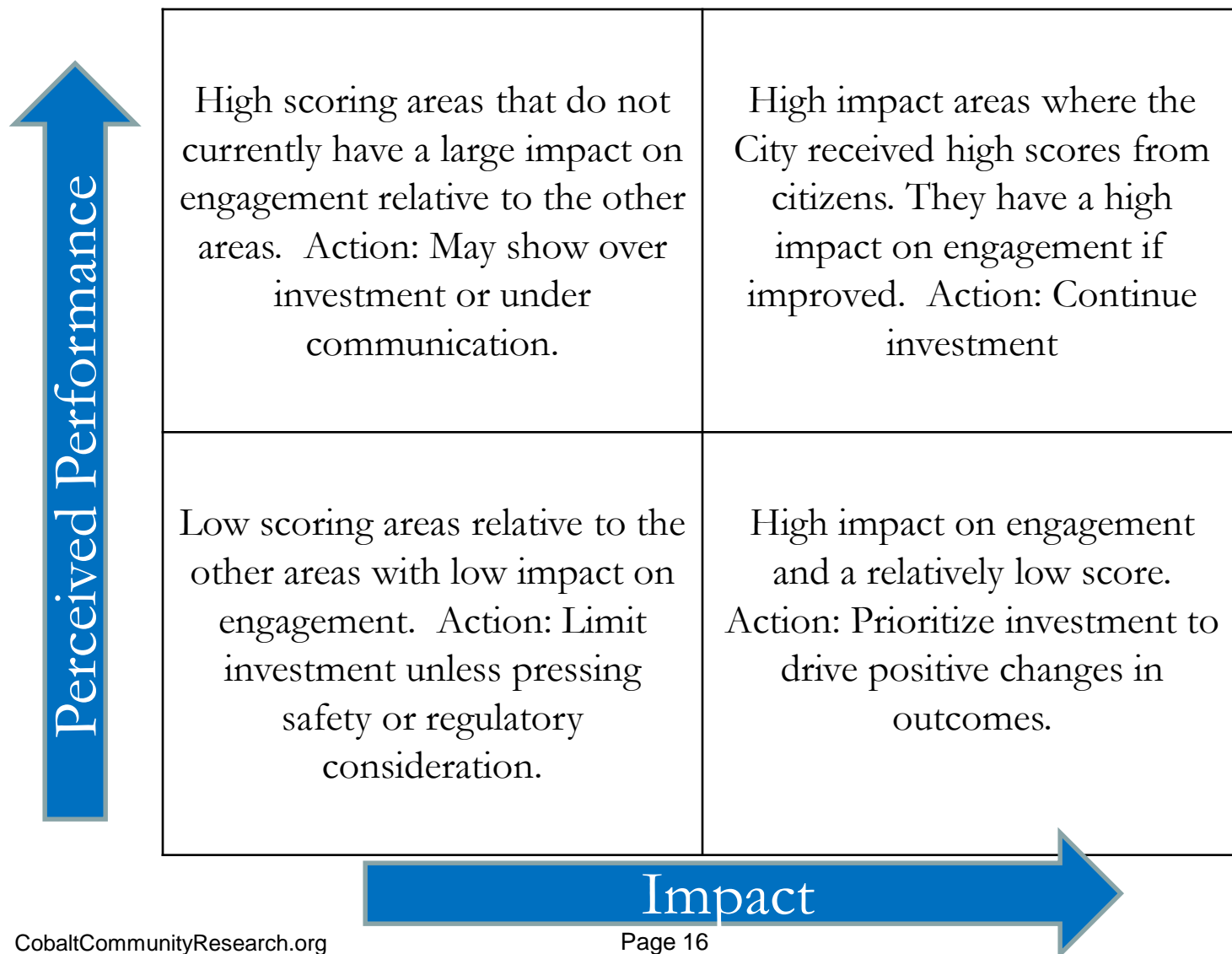(High score = 100)

Community Image to Benchmarks

(High score = 100)

Legend: 2011 Copperas Cove, 2013 Copperas Cove, 2015 Copperas Cove, 2015 Texas, 2015 National
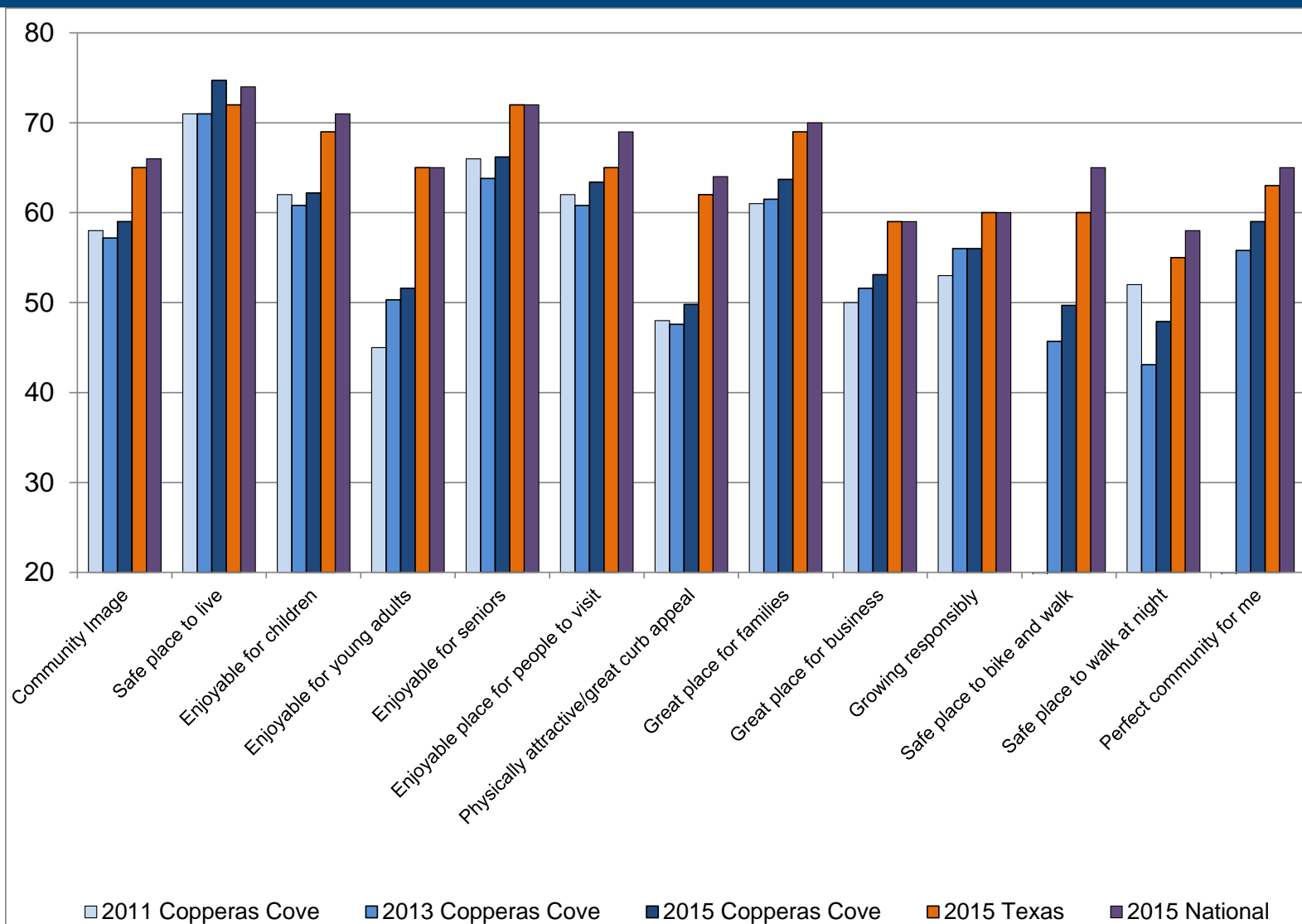
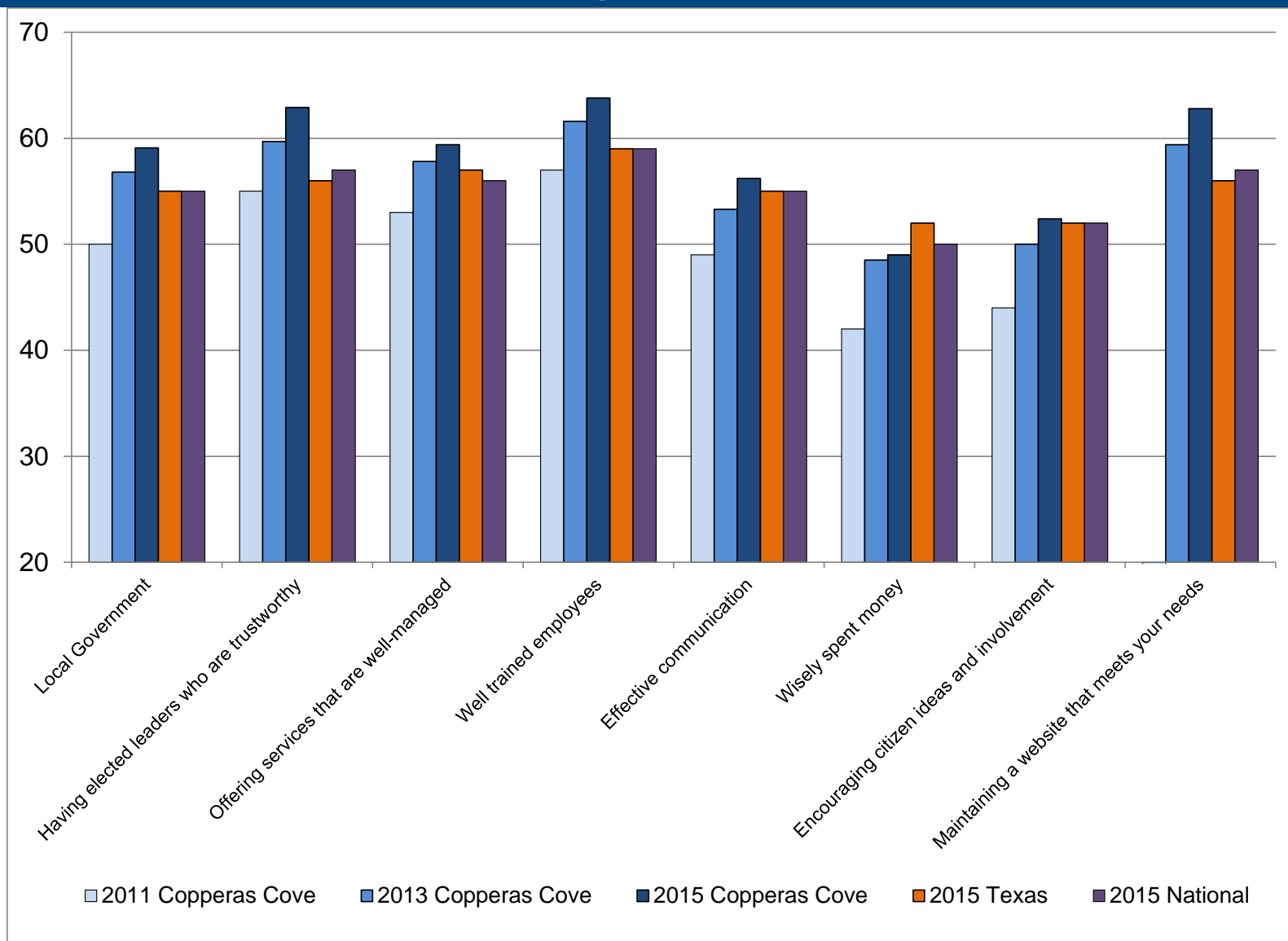# Quality of Life Components to Benchmarks
(High score = 100)

Legend: 2011 Copperas Cove, 2013 Copperas Cove, 2015 Copperas Cove, 2015 Texas, 2015 National

Community Questions – Long-term Drivers

<table>
<tr>
<td>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.</td>
<td>High impact areas where the City received high scores from citizens. They have a high impact on engagement if improved. Action: Continue investment</td>
</tr>
<tr>
<td>Low scoring areas relative to the other areas with low impact on engagement. Action: Limit investment unless pressing safety or regulatory consideration.</td>
<td>High impact on engagement and a relatively low score. Action: Prioritize investment to drive positive changes in outcomes.</td>
</tr>
</table>

Perceived Performance

Impact

Strategic Priorities

Chart: X-axis "What happens to citizen engagement if we improve?" (0.0 to 1.1), Y-axis "How are we performing? (100= Most Positive)" (42 to 82).

- Higher Impact, Higher Satisfaction (top right quadrant)
- Lower Impact, Lower Satisfaction (bottom left quadrant)

Data points:
- 15 Fire/EMS
- 15 Police
- 15 Utilities
- 15 Library
- 15 Economy
- 15 Local Gov Mgt
- 15 Parks/Rec
- 15 Shopping
- 15 Events
- 15 Taxes
- 15 Transportation

Strategic Priorities – Comparison to 2013
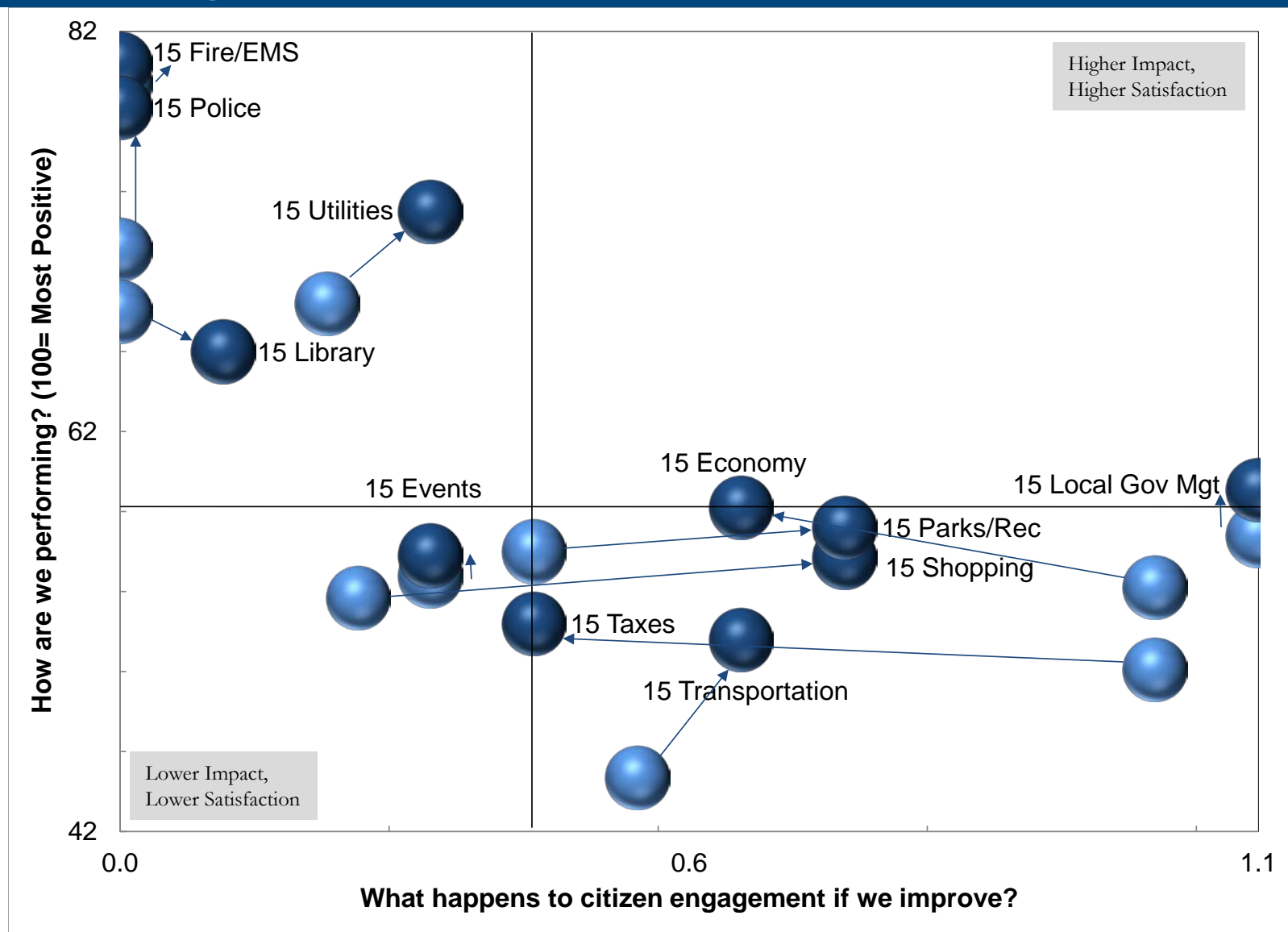
82

How are we performing? (100= Most Positive)

15 Fire/EMS

15 Police

Higher Impact,
Higher Satisfaction

15 Utilities

15 Library

62

15 Economy

15 Events

15 Local Gov Mgt

15 Parks/Rec

15 Shopping

15 Taxes

15 Transportation

Lower Impact,
Lower Satisfaction

42

0.0   0.6   1.1

What happens to citizen engagement if we improve?

Parks and Recreation

Shopping Opportunities

City of Copperas Cove

Legend: 2011 Copperas Cove, 2013 Copperas Cove, 2015 Copperas Cove, 2015 Texas, 2015 National

Categories: Shopping Opportunities, Shopping for everyday items, Shopping for major items, Sufficient choices

Economic Health

Transportation Infrastructure

Legend: 2011 Copperas Cove, 2013 Copperas Cove, 2015 Copperas Cove, 2015 Texas, 2015 National
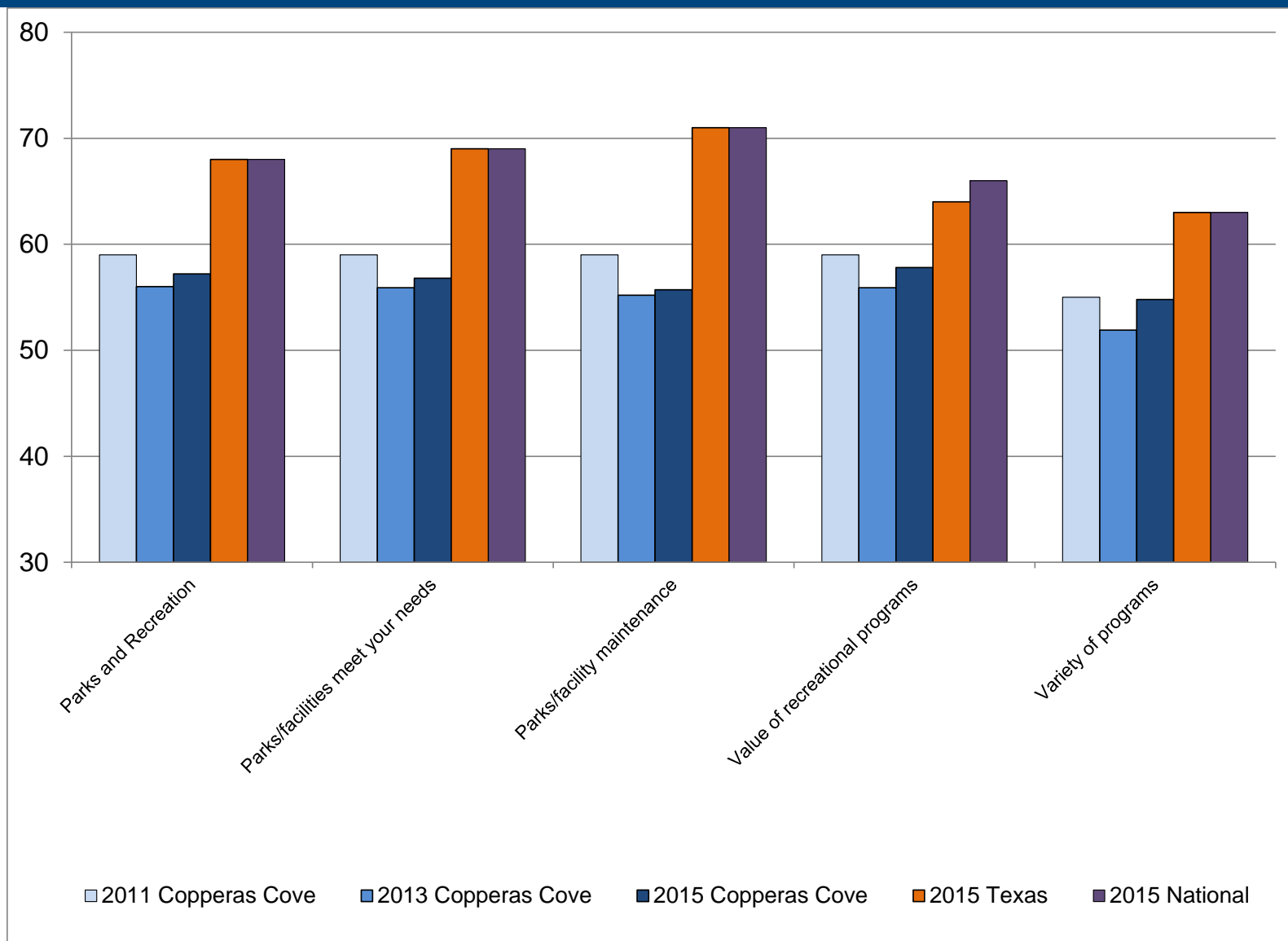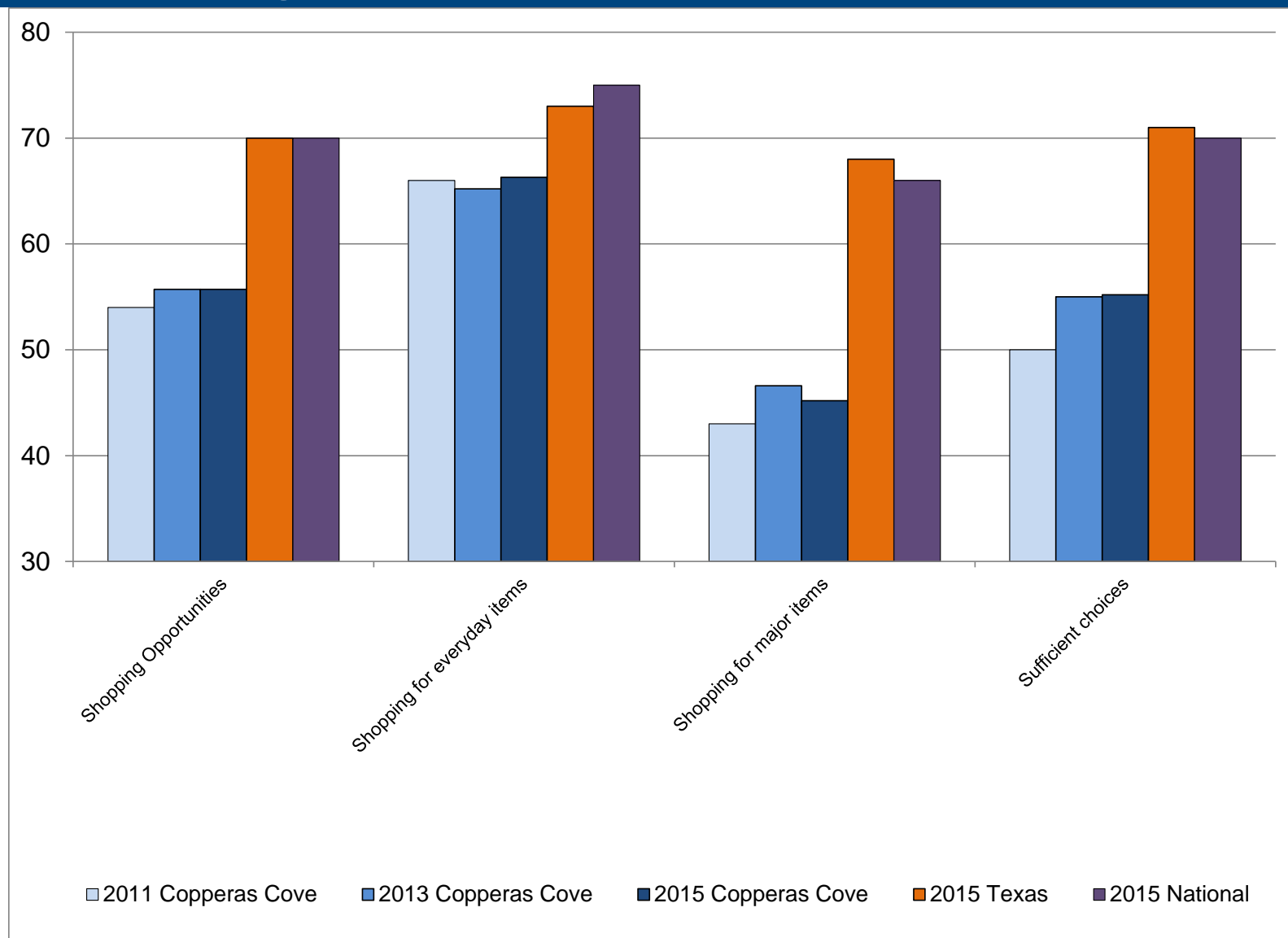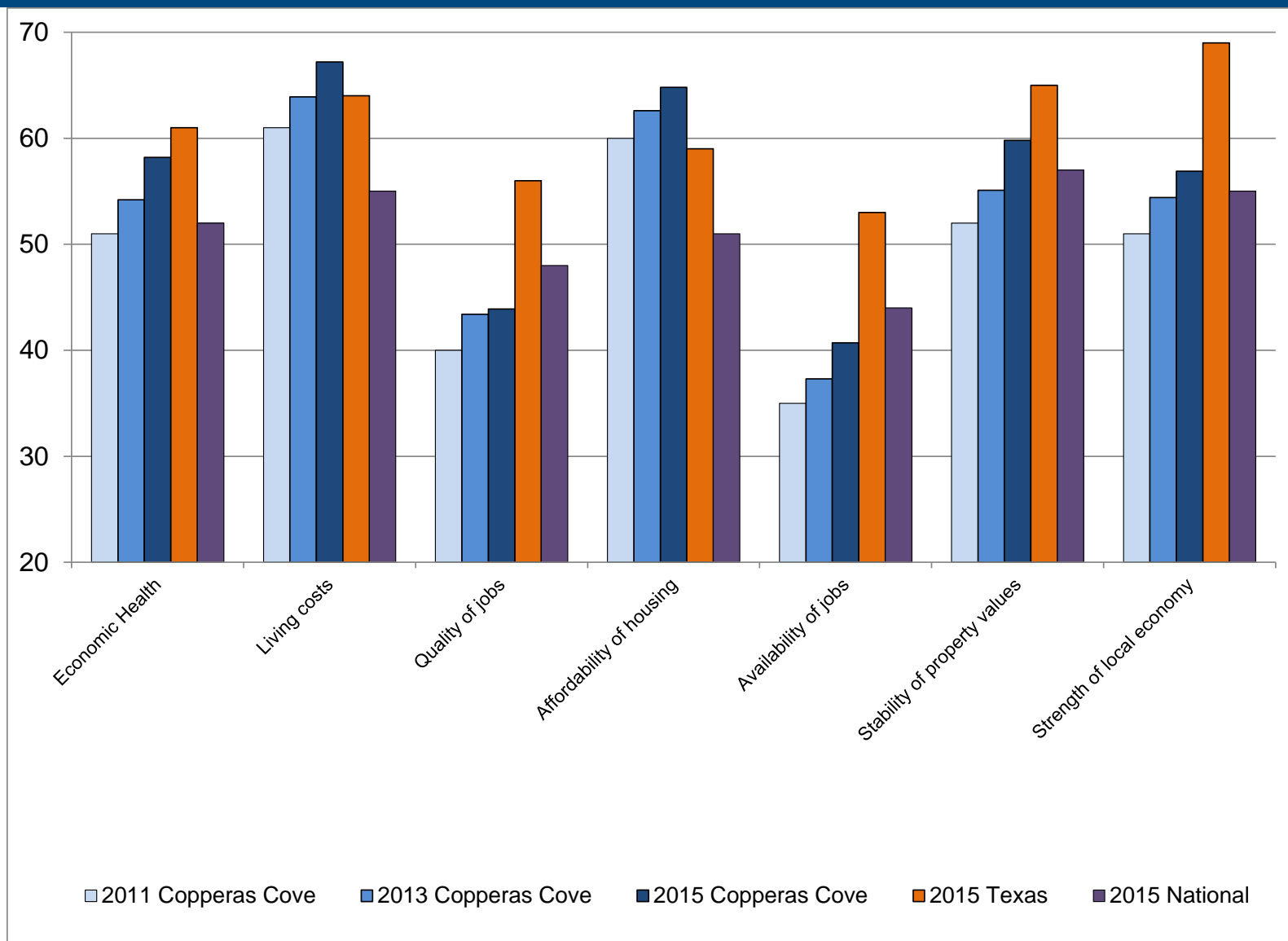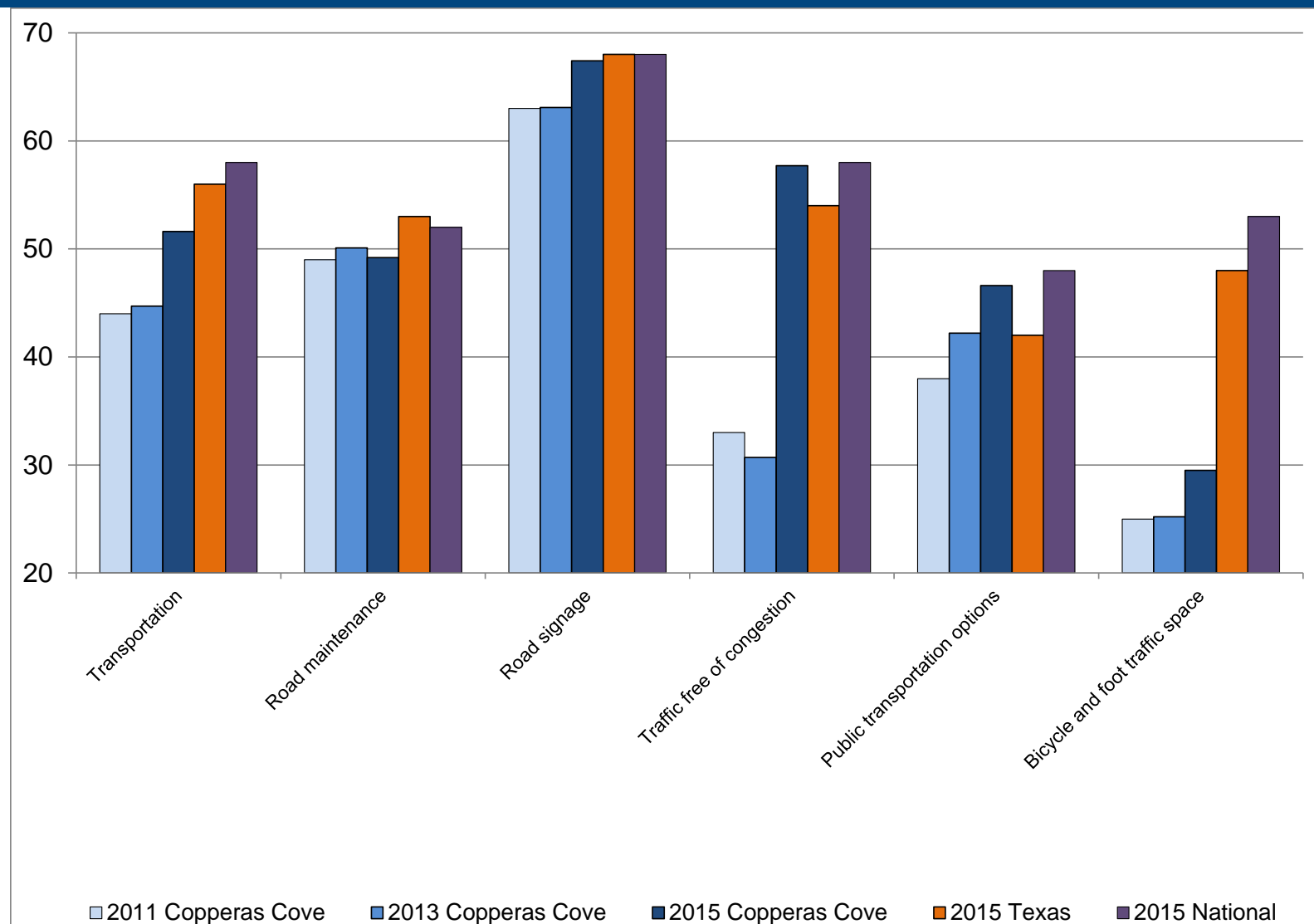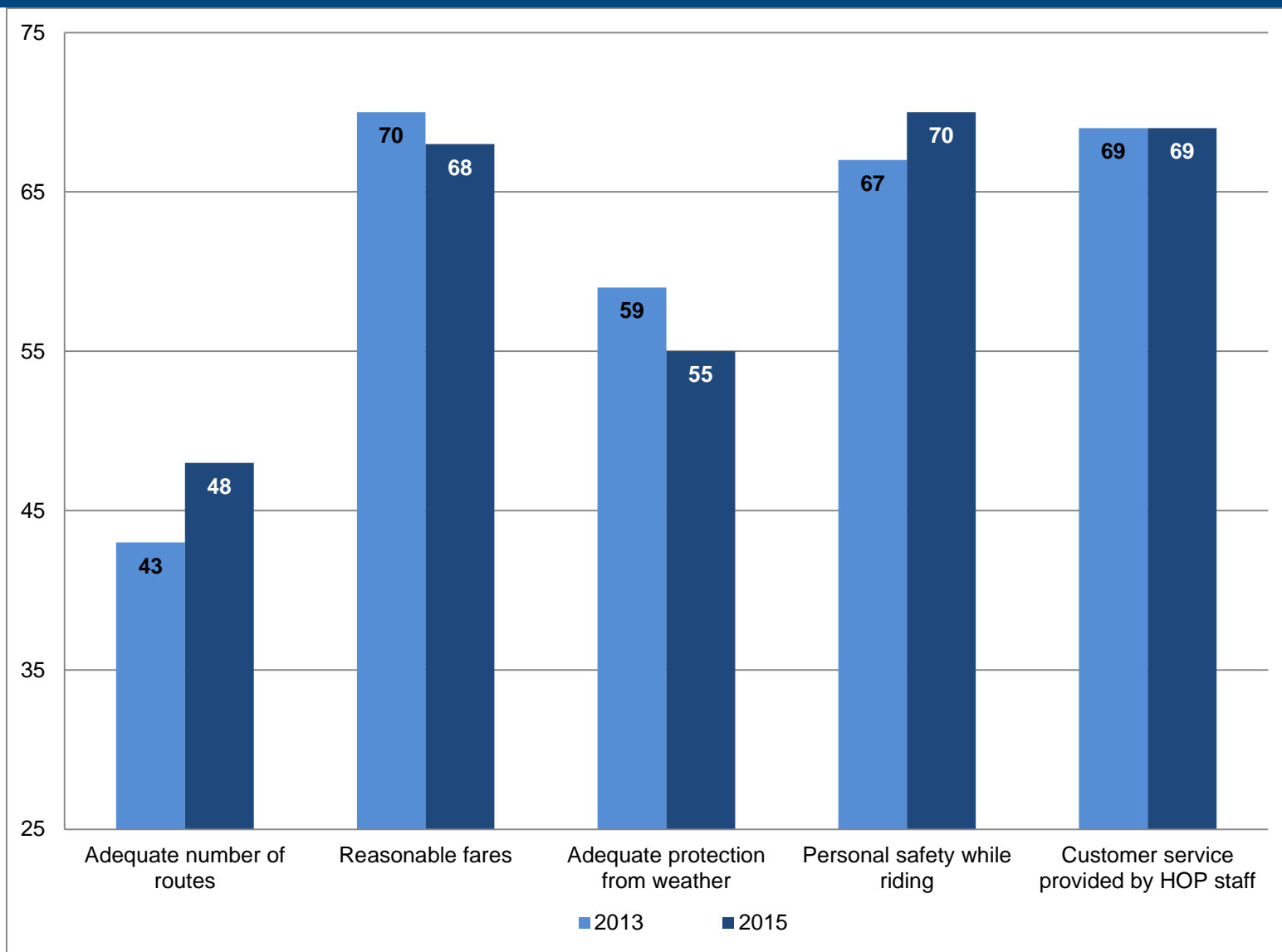
City Services & Programs Bubble Chart
Bubble size = Amount of $ invested by City

EMS (Ambulance)

Firefighting/Rescue Services

Utility Customer Service Hours

Crime Control/ Police Services

Library Services

City Hall Hours

Municipal Court

City Parks & Rec Hours

Animal Control

Performance (High=10)

8.5

7.0

5.4

Utility Problems Responsiveness

Animal Control Hours

Household Recycling

Street Lighting

Senior Center

Hills of Cove GC

Code Compliance

New Business Development

City Activities for Youth

4.4

6.6

8.8

City Services   Public Safety   City Service Responsiveness & Hours

Funding Importance (High=10)

Preferred Actions for Services & Programs
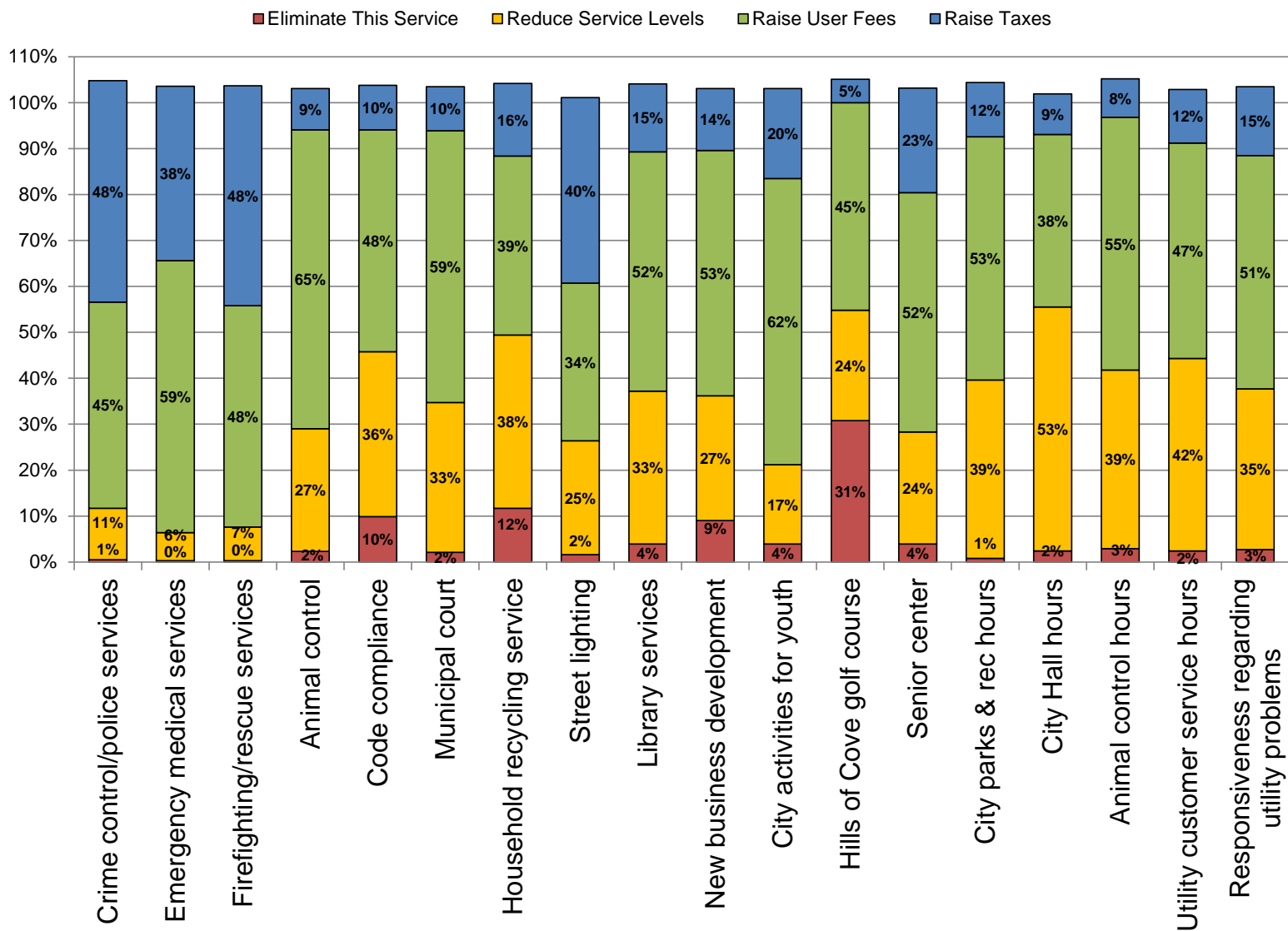
Community Resource Usage

(Percentage specifying)

Chart data:

How often do you use the parks and rec facilities and programs?
- Never: 23%
- Less than 6 times a year: 49%
- 6 - 12 times a year: 11%
- More than 12 times a year: 17%

How often do you use the Hills of Cove golf course?
- Never: 84%
- Less than 6 times a year: 9%
- 6 - 12 times a year: 2%
- More than 12 times a year: 5%

How often do you use the local library?
- Never: 31%
- Less than 6 times a year: 42%
- 6 - 12 times a year: 14%
- More than 12 times a year: 14%

Legend: ■ Never ■ Less than 6 times a year ■ 6 - 12 times a year ■ More than 12 times a year

Library

Library by Usage
(High score = 10)

CobaltCommunityResearch.org   Page 29
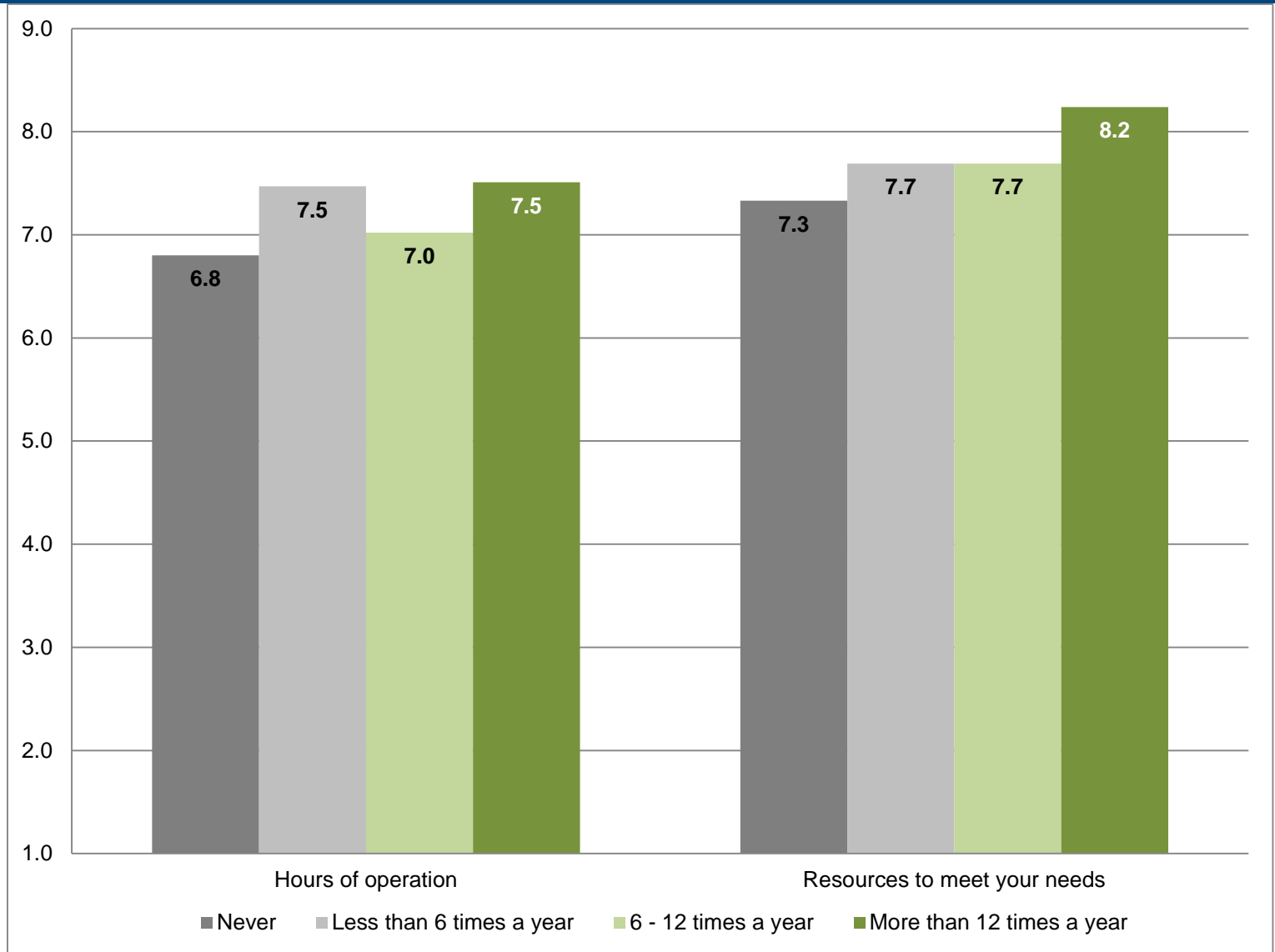
Hills of Cove Golf Course by Usage
(High score = 10)
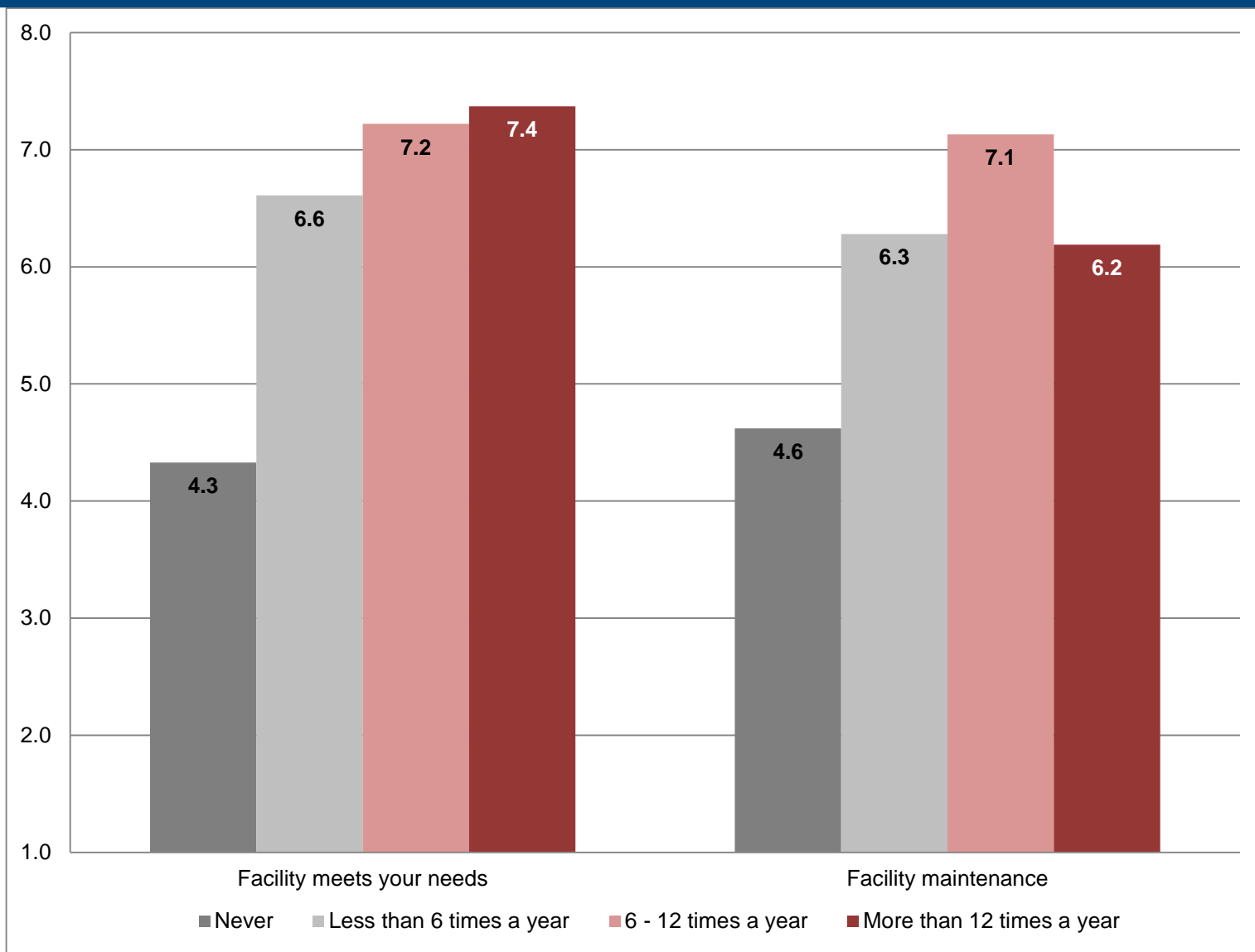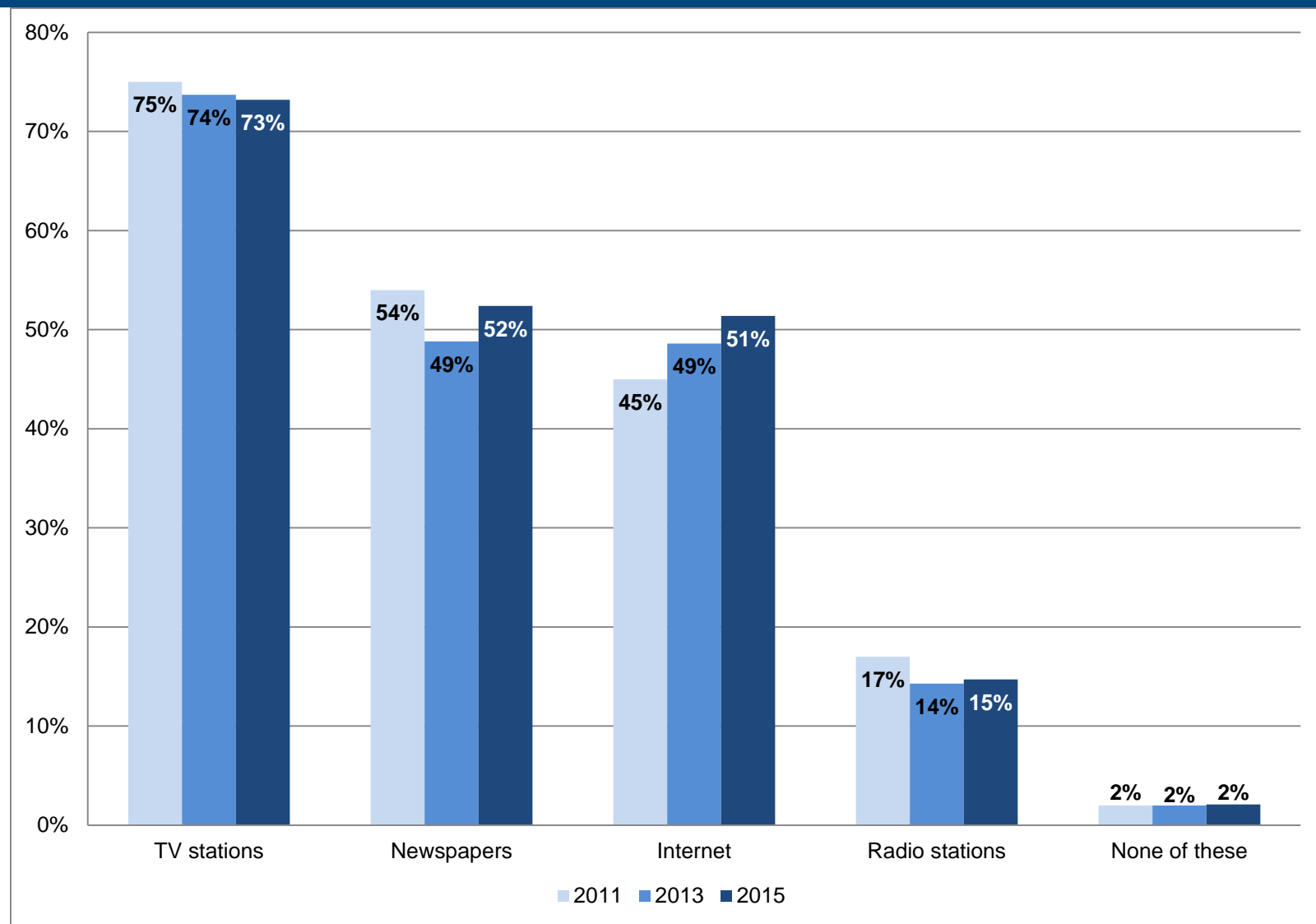
Communication Preference by Age
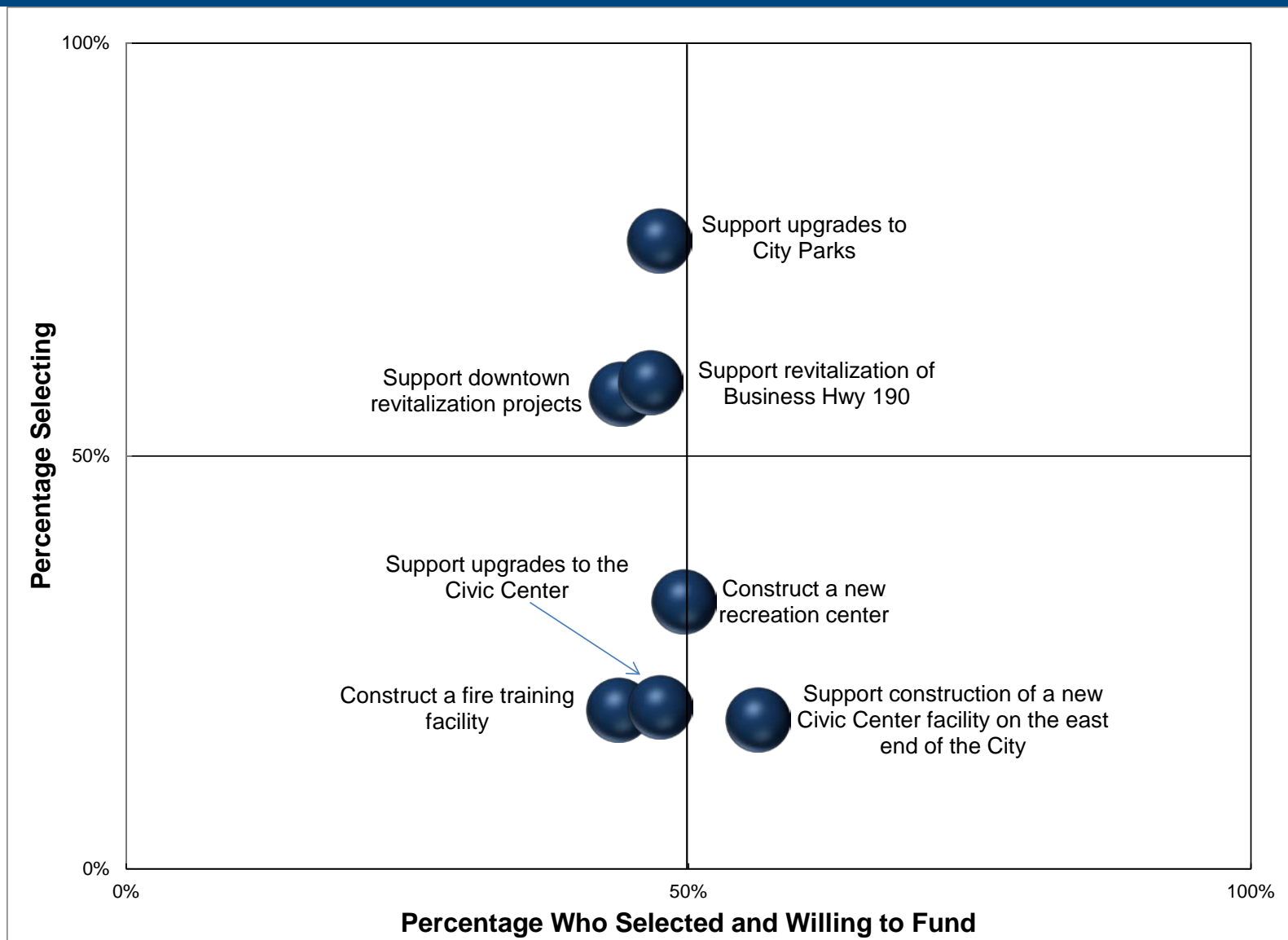
(Percentage specifying)
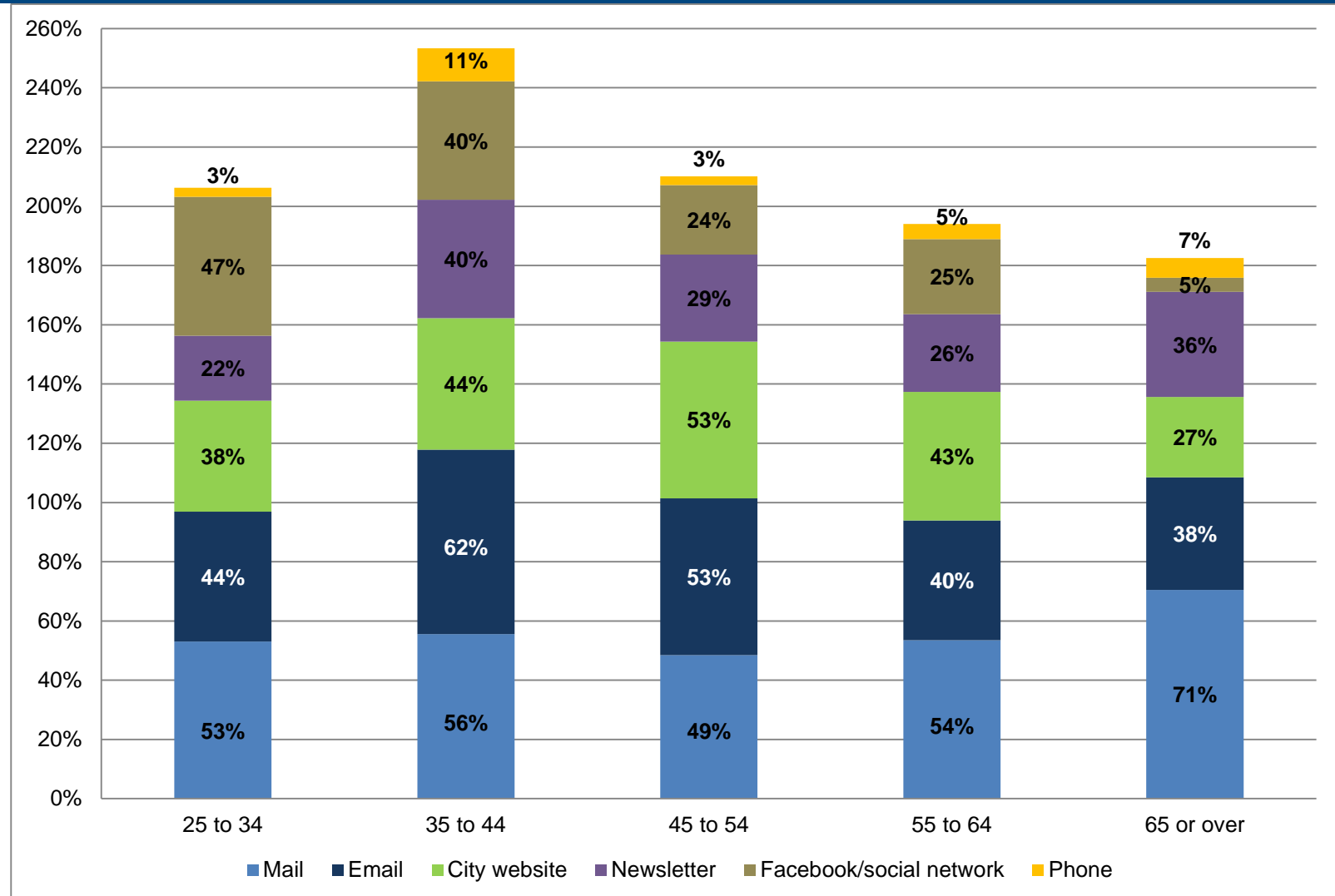
Where do you go most for local news?
(Percentage specifying)

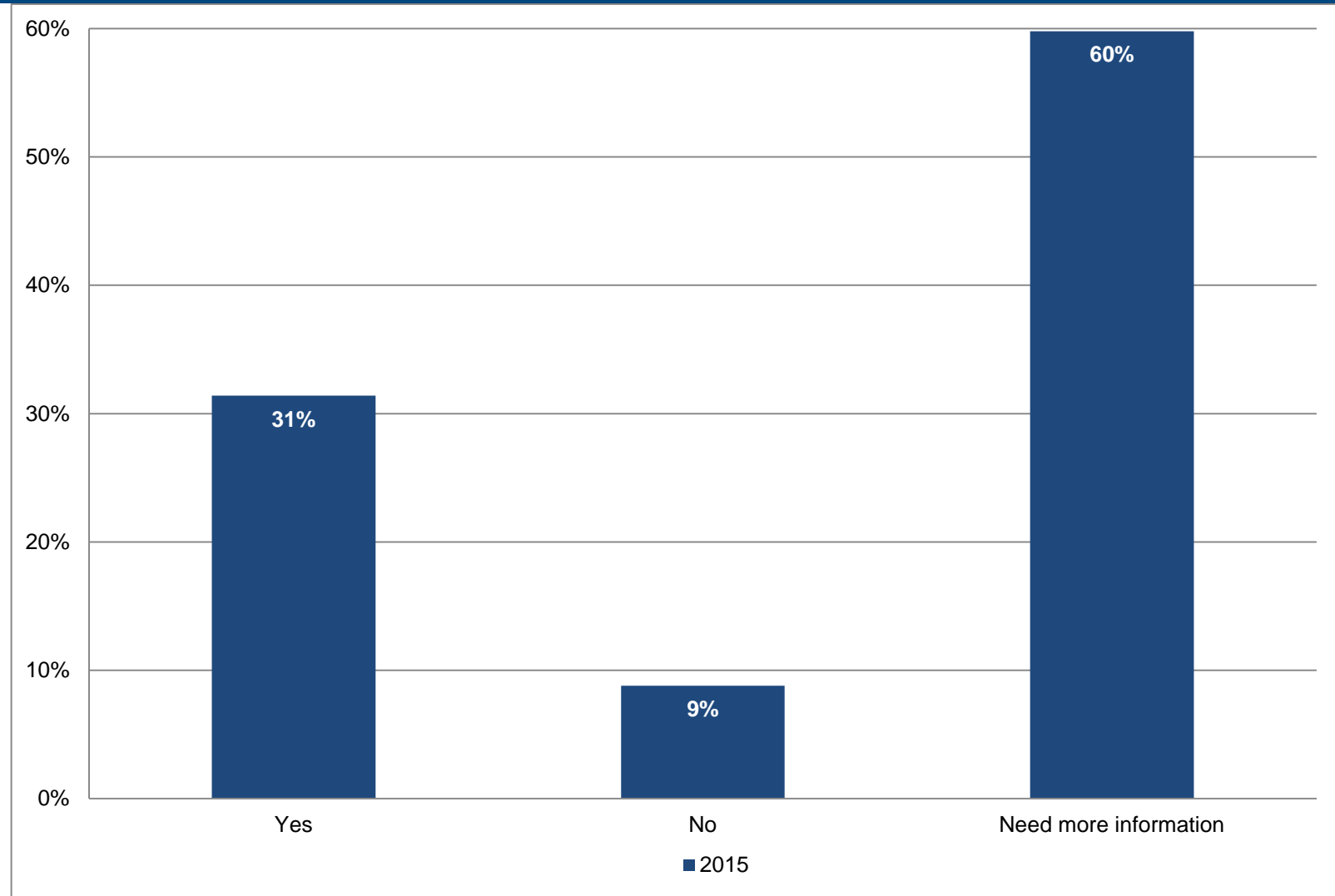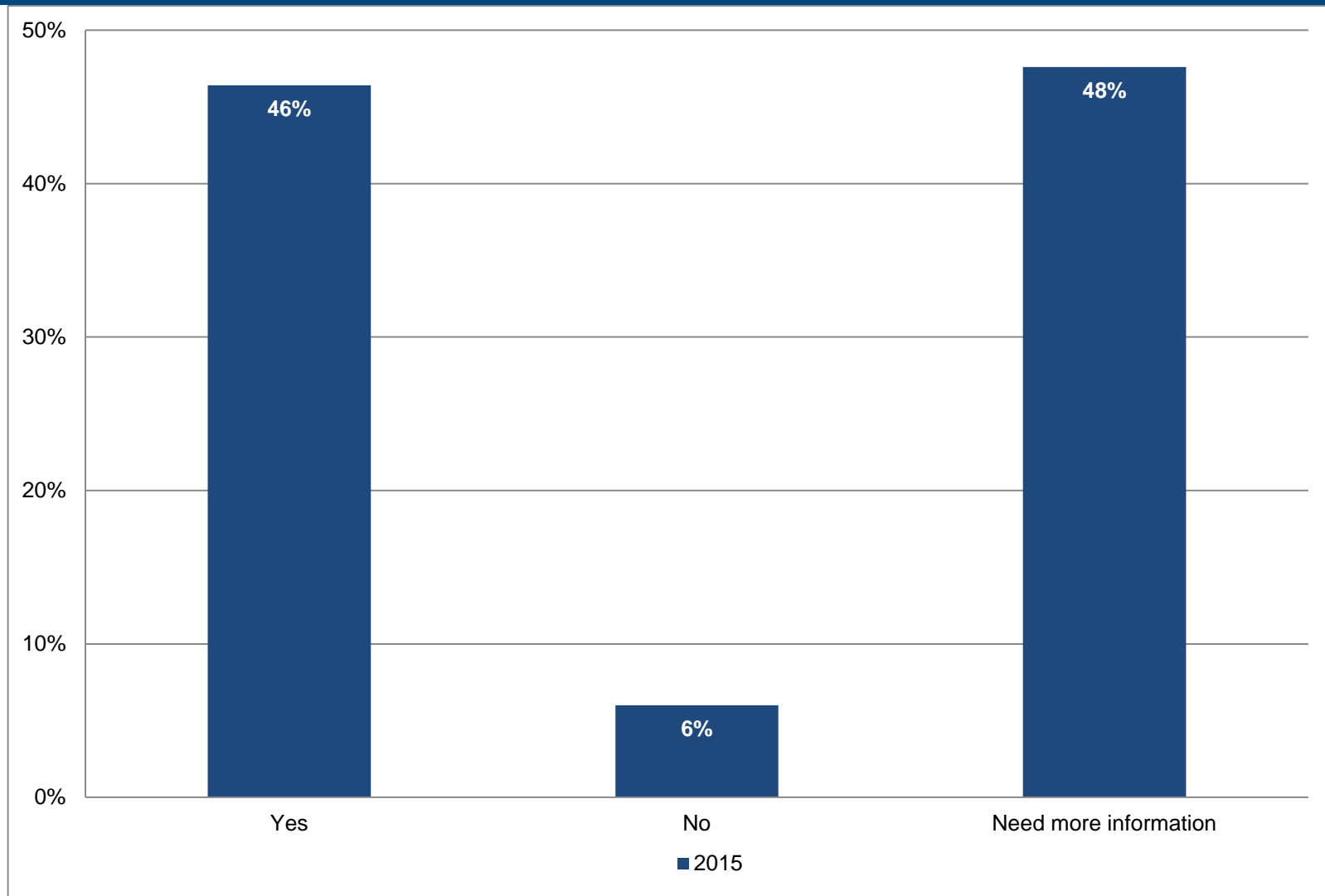# Future Projects Bubble Chart

100%

Percentage Selecting

Support upgrades to
City Parks

Support downtown
revitalization projects

Support revitalization of
Business Hwy 190

50%

Support upgrades to the
Civic Center

Construct a new
recreation center

Construct a fire training
facility

Support construction of a new
Civic Center facility on the east
end of the City

0%

0%

50%

100%

Percentage Who Selected and Willing to Fund

Support additional taxes and fees to pay for the projects?
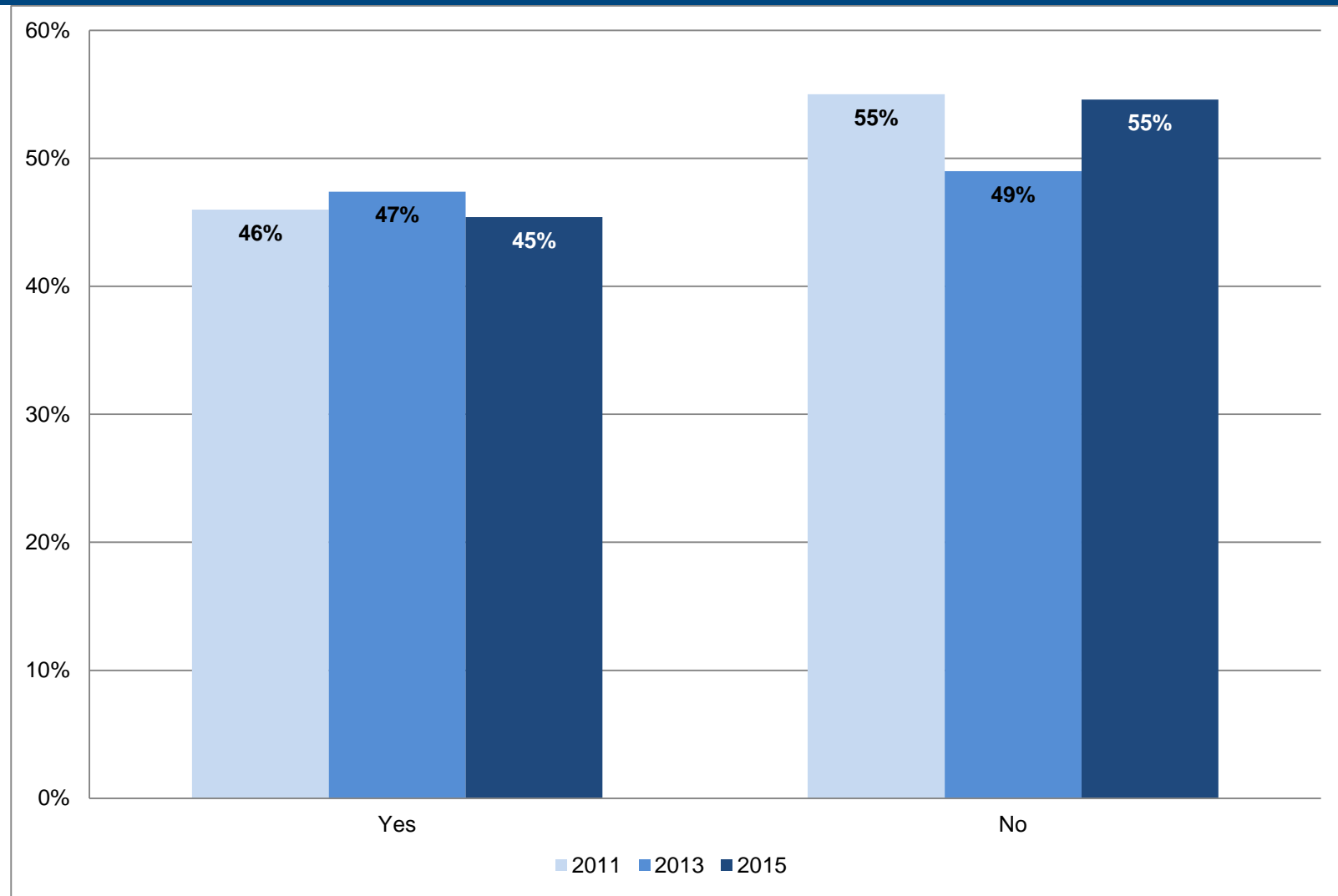
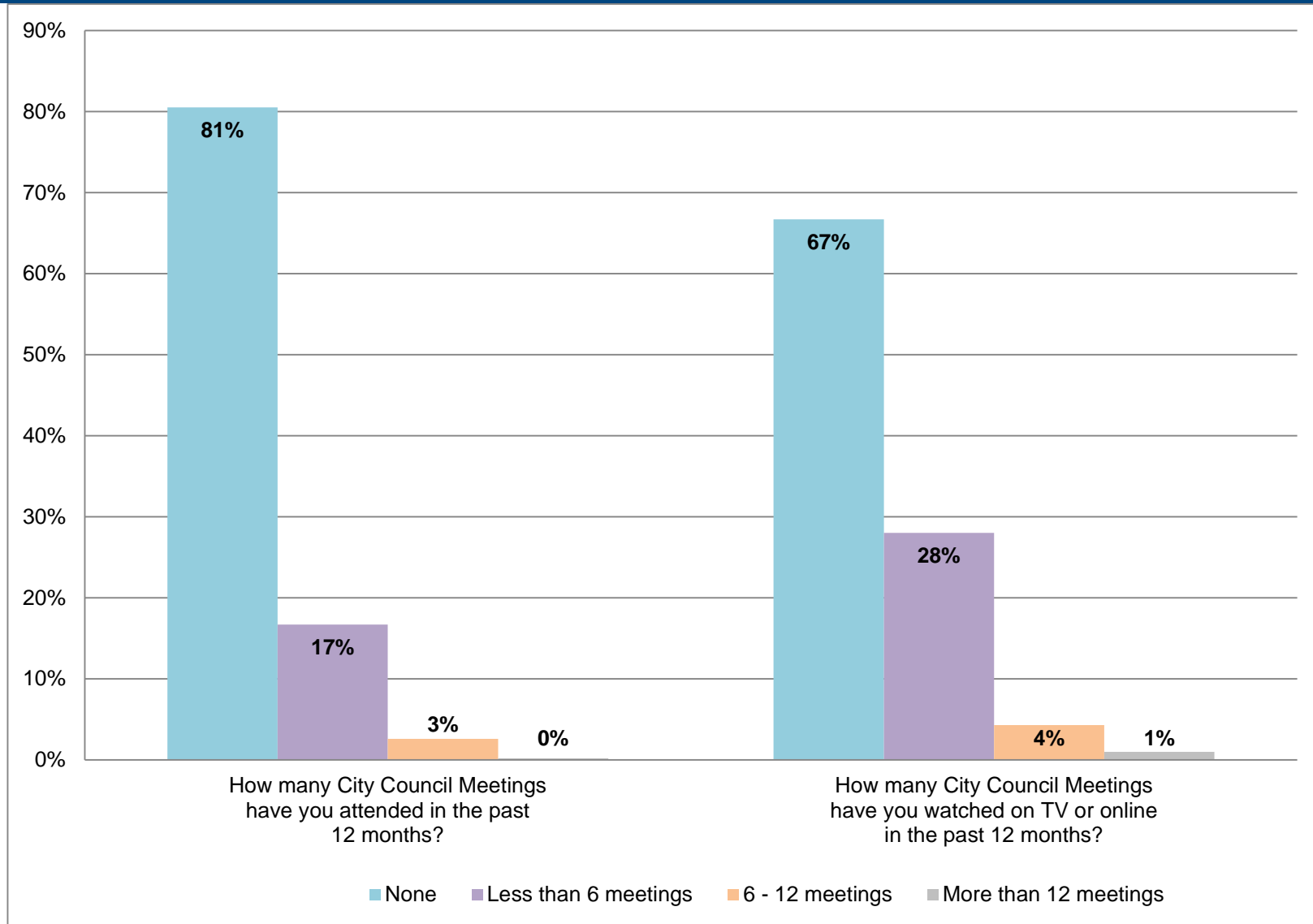# Support using a portion of sales tax revenue to establish a crime control district?

City of Copperas Cove

Citizen Engagement

Chart legend: ■ Yes ■ No ■ Don't Know

Categories and values:

- Would you participate in the City's potential Internet based citizen engagement efforts? — Yes: 39%, No: 17%, Don't Know: 45%
- Do you think the City logo (five hills) needs to be updated? — Yes: 16%, No: 73%, Don't Know: 11%
- Do you think the City motto "City Built for Family Living" needs to be updated? — Yes: 36%, No: 55%, Don't Know: 9%
- Are you interested in participating in single stream recycling? — Yes: 45%, No: 12%, Don't Know: 43%
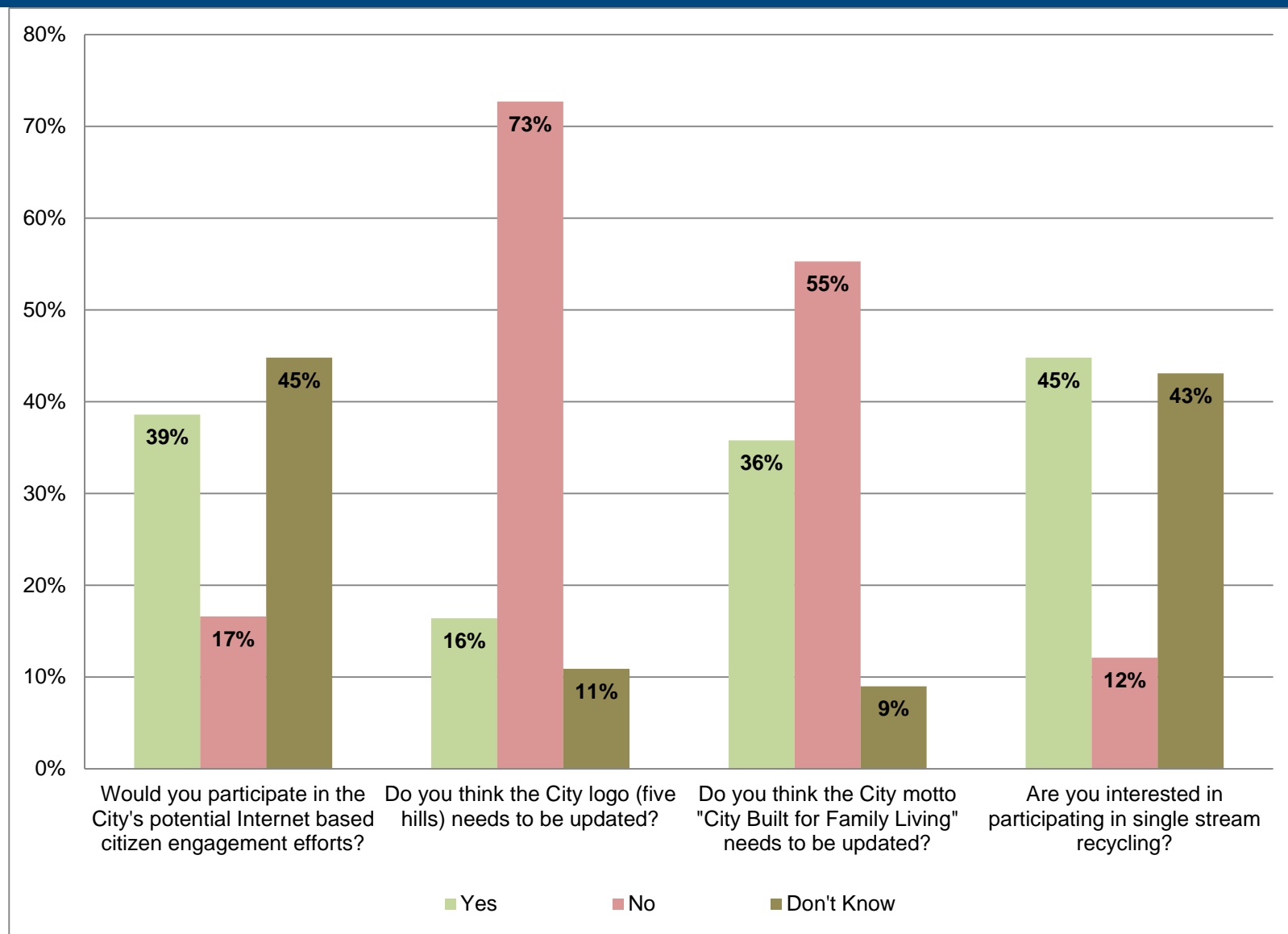
City Council Meetings

Top Themes:

1. **Business** – focus on growth and expansion, more small businesses, improve quality, downtown development
2. **Tax** – rates are too high, increase tax base, more efficient use of tax dollars in place
3. **Parks/Activities** – more things for youth to do, add more parks, improve current parks (lighting, playground equipment, etc.)

Note: See full list of comments for context

Implementing Results

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.

Outcomes

1 Measure

2 Ideas/ Brainstorm

3 Validate/ Confirm

4 Train

5 Implement
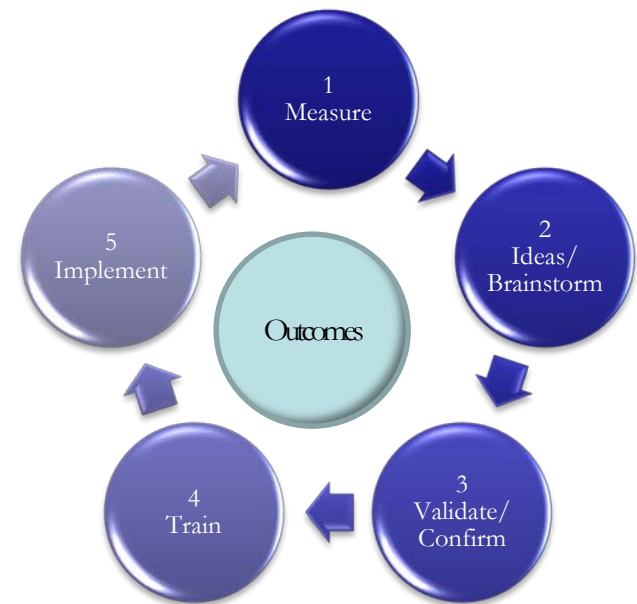
What are the characteristics of an
ideal community through residents' eyes?

Your residents want you to succeed.