



Meeting Agenda

City Council

City Hall
601 4th Avenue E
Olympia, WA 98501

Information: 360.753.8244

Tuesday, January 9, 2018

5:30 PM

Council Chambers

Study Session

1. ROLL CALL

2. BUSINESS ITEM

2.A [18-0010](#) Citizen Survey Results and Community Indicator Dashboard

Attachments: [Action Plan](#)

[Annual Cycle: Performance, Priorities, and Investments](#)

[Citizen Survey Final Report](#)

3. ADJOURNMENT

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City Council

Citizen Survey Results and Community Indicator Dashboard

Agenda Date: 1/9/2018
Agenda Item Number: 2.A
File Number: 18-0010

Type: study session **Version:** 1 **Status:** Filed

Title

Citizen Survey Results and Community Indicator Dashboard

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Receive a briefing on the results of a citizen survey and the Action Plan Indicator Dashboard in preparation for City Council's January retreat.

Report

Issue:

City Councilmembers will receive an in-depth briefing on the results of a statistically rigorous citizen survey conducted by Elway Research, and receive a briefing from staff on the Action Plan Indicator Dashboard.

Staff Contact:

Stacey Ray, Senior Planner, Community Planning and Development, 360.753.8046

Presenter(s):

Stacey Ray, Senior Planner
Stuart Elway, Elway Research, Inc.

Background and Analysis:

In 2014, City Council (Council) adopted a broad and ambitious Comprehensive Plan vision for our community, and shortly after accepted a new and strategic approach to achieving that vision, called the Action Plan (Attachment 1).

The Action Plan identifies strategies and actions for achieving the vision, organizing them into five different action areas: Community, Safety & Health; Downtown; Economy; Environment; and Neighborhoods. It also establishes 31 community indicators to help us track, share, and evaluate our progress in each of these action areas. Council received a briefing in early 2017 on an initial subset

of about one-third of the indicators. Now, all but two measures have data and are being updated on the City website. [Note: The two measures not included don't have current data readily available. They are: *number of historic and cultural sites* and *percent of business owners rating Olympia as a good place to do business*.]

2018 will be the first year in which the City can now use data from these indicators to inform its priorities in department work plans, the capital facilities plan and budget. Attachment 2 shows how this can be accomplished through an annual cycle that emphasizes performance, priorities, and investments. This cycle combines the Action Plan annual cycle with our City's annual budget and capital facilities planning processes. It establishes a consistent and predictable pattern for the City Council and staff to engage key stakeholders, partners, and community members each year in carrying out the Action Plan strategies and actions.

As highlighted in the cycle, the first quarter of each year is primarily dedicated to learning and engaging - reflecting on recent accomplishments and what the dashboard indicators tell us about progress toward the Comprehensive Plan's vision. It's also an opportunity to share what we learn, and use it to guide a broader community conversation on citizen interests and priorities.

This study session will take a closer look at the two tools that will contribute significantly to our learning in the first quarter of 2018: a recently completed citizen survey and the Action Plan Community Indicator Dashboard.

Citizen Survey

City staff contracted with Stuart Elway, Elway Research, Inc., and Larisa Benson, The Athena Group, to assist in designing, distributing, and analyzing the results of a citizen survey. The survey questions were designed to inform City outreach and engagement methods, City investment and budgeting priorities, and five specific dashboard indicators.

Five-hundred and forty-eight (548) Olympia residents were surveyed over a two week period in November and December. Two-hundred responses were from phone interviews, while the remaining were received online. The rigorous sample size provides for a $\pm 4.2\%$ margin of sampling error for a 95% level of confidence in the results.

The survey included four different focus areas: overall satisfaction; city services and prioritization; communication, information, and engagement; and demographic questions. Unique to this survey, however, was the addition of a question asking if the citizen being surveyed would also be willing to participate in a future workshop or focus group to discuss key city topics. Over 200 survey respondents volunteered.

At this study session, Mr. Elway will share with Councilmembers the survey methodology and final analysis of the results as outlined in a final report (Attachment 3). Staff will highlight several examples of how the survey results can inform conversations on establishing City priorities, and Councilmembers will have an opportunity to discuss the results.

Community Indicator Dashboard

The Action Plan includes a Community Indicator dashboard with 31 indicators. Like the dashboard on

a car, indicators are intended to serve as “check engine” lights, in that they call our attention to areas of our community’s vision that may need to be looked at closer.

Indicators are different than performance measures. Indicators help us understand how the community is progressing toward the vision described in the Comprehensive Plan. Data for the indicators may be influenced by City initiatives or actions, but are also influenced by the broader community. For example, one of the desired outcomes in the Action Plan is to have a thriving arts and entertainment industry. The dashboard indicator measures how many arts-related businesses we have in Olympia. Actions by the City may help support and encourage arts-related businesses, but many other actions by private and non-profit organizations, citizens and the broader arts community are significant factors influencing this indicator.

Performance measures, on the other hand, measure how well a specific program, agency, or service system is working. For example, a performance measure of a City contribution to a thriving arts and entertainment industry could be the number of arts-related business licenses it issues annually.

Using the Data

Like a “check engine” light, our indicators can alert us to an area of our vision that needs greater attention by examining specific City performance measures that contribute to that indicator, and by working with partners that also play a significant role.

Using the example above, if the dashboard indicates less-than-desirable progress toward increasing arts-related businesses, the City could look at improving its licensing process, and learn from arts-related businesses and non-profits other factors that might be slowing progress - and what support the City could provide in addressing those factors.

At this study session, staff will introduce a tool, called Results-Based Accountability, to help guide a deeper discussion of the indicators. What we learn by implementing this step-by-step process can then inform the City’s approach in 2018 to community engagement and identifying City priorities.

Neighborhood/Community Interests (if known):

This topic has widespread impact and interest among community members.

Options:

None; briefing only.

Financial Impact:

The citizen survey was funded with \$25,000 in 2016 end-of-year funds; the goal is to continue surveying citizens at least every two years. Staff is also exploring with the consultant team options for conducting future surveys at a reduced cost.

Attachments:

Action Plan

Annual Cycle: Performance, Priorities, and Investments

Citizen Survey Final Report

Olympia's Action Plan

- Featured Links
- [Downtown Strategy](#)
- [Action Plan Annual Cycle](#)
- Navigation
- [Codes, Plans & Standards](#)
- [Municipal Code](#)
- [Olympia Comprehensive Plan](#)
- [OPD General Orders](#)

Olympia Onward!

The first Annual Community Report on the Action Plan is available now. The Annual Report tells the story of our community's commitment to making our vision for Olympia real.

The Report highlights our priorities, shares stories of success, reports on our indicators, and invites others to join us in taking action.

- [View a Digital Version](#)
- [Download a Printable version](#)

What is the Action Plan?

In 2014, the Olympia City Council adopted a new Comprehensive Plan with a vision for how our community will grow and develop over the next 20 years.

The Action Plan is our community's "road map," with strategies and actions for how we'll achieve the vision and indicators for tracking and reporting on our progress.



Action Areas

The Action Plan is made up of the following five Action Areas:



- [Community, Safety, & Health](#)
- [Downtown](#)
- [Economy](#)
- [Environment](#)
- [Neighborhoods](#)

Community Indicators

The Action Plan includes 31 community indicators to help us track and share our progress. The data will help us learn if our strategies and actions are effective.

If we aren't moving the needle on our indicators, we can adjust our priorities, or explore new partnerships to help us be more successful.

- [View the Community Indicators Dashboard](#)

Annual Update Process

Each year, City staff will update the Action Plan to include what has been accomplished and what actions we want to continue or start next.

2017 is the first full year of carrying out the Action Plan and includes the first changes to the Plan since the initial framework was accepted by Council in June 2016.

- [View this year's changes to the Action Plan](#)

Questions/Feedback

Indicators

ACTION PLAN COMMUNITY INDICATORS

Comprehensive Plan

OUR COMMUNITY'S GUIDE FOR THE FUTURE

E-Newsletter

SIGN UP FOR CITY PLANS & STRATEGIES NEWS

City Calendar

01/17 - 09:00 a.m.
[Site Plan Review Committee](#)

01/17 - 09:30 a.m.
[Central and Marion Restoration Planting Event](#)

01/17 - 5:00 p.m.
[Finance Committee](#)

01/17 - 6:00 p.m.
[Bicycle & Pedestrian Advisory Committee](#)

01/17 - 6:00 p.m.
[West Bay Park Public Meeting](#)

[View full calendar...](#)

City Updates

- 2018 THURSTON COUNTY HOMELESS CENSUS** The annual Thurston County Homeless Census will be held on Thursday, January 25. This is part of a nationwide effort that determines who is homeless and why. [More...](#)
- SEA LEVEL RISE SURVEY** Take a short survey to help us shape the Sea Level Rise Response Plan. [Take the survey...](#)
- CITIZEN ADVISORY COMMITTEE OPENINGS** We are looking for citizens interested in serving on City advisory boards and committees. Apply by 5 p.m. on Wednesday, Jan. 31, 2018. [More...](#)
- 2018-2023 CAPITAL FACILITIES PLAN** The [2018-2023 Capital Facilities Plan](#) is now available.
- 2018 PRELIMINARY OPERATING BUDGET** The [2018 Preliminary Operating Budget](#) is now available.
- OLYMPIA MUNICIPAL CODE** Quick link to codes and standards including [Olympia Municipal Code](#)
- MEETINGS** [Agenda and Minutes](#) for City Council and most advisory committees.

For more information or to request a presentation for your organization, contact Stacey Ray at 360.753.8046 or takeaction@ci.olympia.wa.us

To stay updated on the Action Plan, sign-up for the '[City Plans and Strategies](#)' [email subscription](#).

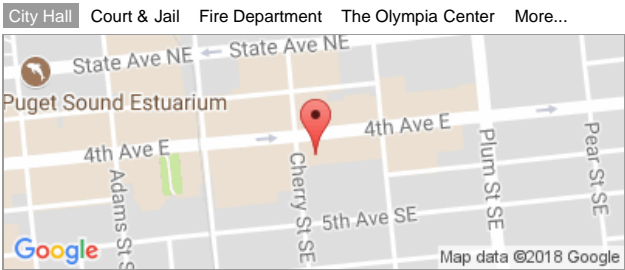
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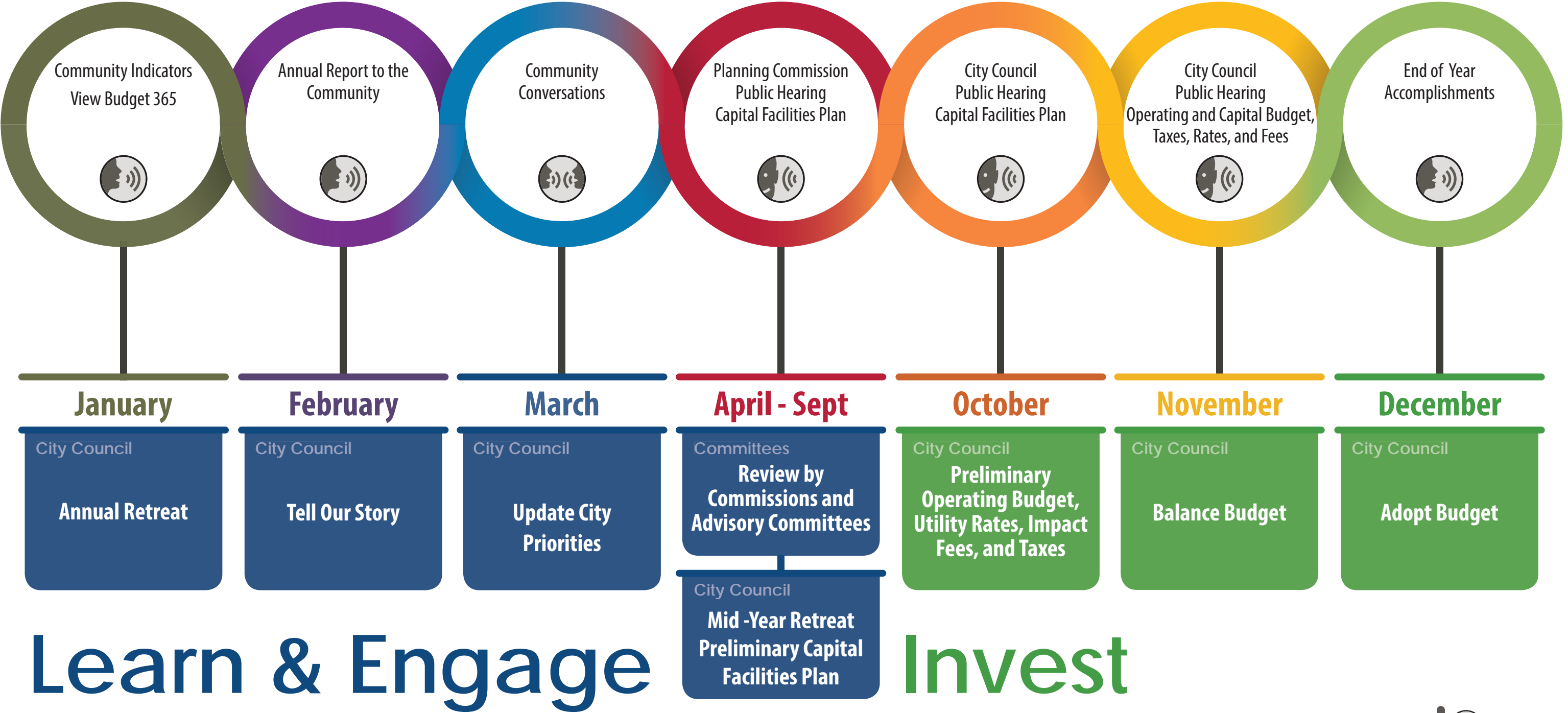
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Key

- Inform
- Involve
- Consult



City of Olympia

Citizen Survey:
City Government Priorities & Performance

DECEMBER 2017



ELWAY RESEARCH, INC.



City of Olympia
Citizen Survey:
City Government Priorities and Performance

December 2017

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Questionnaire with data	



City of Olympia

Citizen Survey: City Government Priorities and Performance

December 2017

INTRODUCTION

This report summarizes the results of a public opinion survey conducted on behalf of the Olympia city government to assess Olympia residents' attitudes about city services and programs.

A total of 548 residents were interviewed for this survey between November 27 and December 9, 2017; 201 were interviewed by telephone and 347 completed the same questionnaire online.

Survey respondents were asked about the quality of life in Olympia and their assessment of city government programs and services. Specifically, the following subjects were addressed:

- The desirability of Olympia as a place to live and the factors that contribute to residents' assessment of desirability;
- The importance and expectations for specified city programs and services;
- The performance of city government for the same city programs and services;
- Satisfaction with communication with city government, including information sources, and citizens involvement in planning and decision-making.

Demographic information was also collected to compare answers between categories of residents.

The survey was designed, administered and analyzed by Elway Research, Inc. The questionnaire was designed in collaboration with City of Olympia staff and consultants from The Athena Group.

The report includes Key Findings, followed by annotated graphs summarizing the results to each question.

METHODS

SAMPLE:	548 Olympia residents over the age of 18. Sample was drawn from a list of households in which at least one member is registered to vote, and supplemented by a commercial list of non-voter households.
FIELD DATES:	November 27 – December 9, 2017.
TECHNIQUE:	Mixed mode: 201 residents were interviewed by telephone by live interviewers; 47 (23%) were completed via cell phone. 347 people completed the same questionnaire on-line.
MARGIN OF ERROR:	$\pm 4.2\%$ at the 95% confidence interval. That is, in theory, had this same survey been repeated 100 times the results would be within $\pm 4.2\%$ of these results 95 times.
DATA COLLECTION:	Multi-mode: landline, cell phone and online. A systematic sample of Olympia households was drawn. Households for which telephone numbers were available were called. Households for which no telephone number was available were invited to take the survey online. <u>TELEPHONE:</u> calls were made during weekday evenings and weekend days by trained, professional interviewers under supervision. The telephone interviews were conducted by McGuire Research Services in Las Vegas, Nevada. <u>ON-LINE:</u> Invitation letters, signed by the mayor, were mailed to 3000 households asking them to log on to the survey website and complete the questionnaire. A reminder post card was mailed one week later.
WEIGHTING:	Surveys sometimes result in the sample of respondents not matching the population. In this case, the raw sample resulted in more residents over 65 and fewer residents under 35 than was needed to match the population. Weighting is the statistical process used to achieve the desired balance. These results were adjusted to give slightly less weight to the older respondents and more weight to the younger respondents. The results of this weighting are presented in the table on the following page.

It must be kept in mind that survey research cannot predict the future. Although great care and rigorous methods were employed in the design, execution, and analysis of this survey, these results can be interpreted only as representing the answers given by these respondents to these questions at the time they were interviewed.



RESPONDENT PROFILE

In interpreting these findings, it is important to keep in mind the characteristics of the people interviewed. The analysis of these findings is based on a combination sample from the telephone and on-line surveys. The samples were combined and statistically adjusted to more closely match the age categories of the population.

This sample is older, more established and more highly educated than the general population of Olympia. This was expected, given that the sample was geared toward heads of household. Most recent census estimates indicate that people over age 65 comprise 17% of Olympia's adult population, but 23% of the heads of households. The combined sample was weighted by age to reflect the head of household proportions.

The table below displays the sample from each mode of data collection, the raw total, and the weighted sample. The weighted sample (shaded column) was used in the analysis of these findings.

NOTE: Percentages throughout this report may not add to 100% due to rounding;

SAMPLE DEMOGRAPHICS		PHONE	ON-LINE	COMBO	WEIGHTED
GENDER	Male	48%	47%	47%	47%
	Female	52%	50%	51%	51%
	NA		3%	2%	2%
AREA	Northwest	17%	19%	19%	19%
	Northeast	28%	28%	24%	26%
	Southwest	12%	21%	18%	19%
	Southeast	36%	34%	35%	34%
	NA	3%	6%	3%	2%
LENGTH OF RESIDENCE	0-5 years	6%	27%	19%	23%
	6-15 years	19%	27%	24%	26%
	16-25 years	29%	16%	21%	20%
	26+ years	46%	30%	36%	30%
AGE	18-35	5%	15%	12%	23%
	36-50	24%	25%	25%	27%
	51-64	45%	28%	34%	27%
	65+	25%	30%	28%	23%
	NA	4%		1%	1%

CONTINUED



		PHONE	ON-LINE	COMBO	WEIGHTED
EDUCATION	High School/ Voc-Tech	9%	9%	9%	8%
	Some College	17%	15%	16%	15%
	College Degree	40%	46%	43%	46%
	Graduate School	35%	30%	32%	31%
	NA	1%			
HOME OWNER	Own	83%	73%	77%	71%
	Rent	16%	27%	23%	28%
	NA	1%	1%	1%	1%
RACE/ETHNICITY	Caucasian/White	89%	89%	89%	87%
	People of Color	8%	8%	8%	10%
	NA	3%	3%	3%	3%
INCOME	\$50,000 or less	18%	28%	24%	27%
	\$50 to \$75,000	22%	18%	20%	20%
	\$75 to 100,000	17%	22%	20%	20%
	Over \$100,000	34%	27%	30%	28%
	NA	9%	5%	6%	6%
EMPLOYMENT:	Self-employed/Owner	16%	12%	14%	13%
	Private Business	18%	20%	19%	23%
	Public Sector	31%	32%	31%	32%
	Not Employed	4%	5%	4%	6%
	Retired	31%	29%	29%	25%
	NA	1%	2%	1%	3%
WORK LOCATION	In Olympia	66%	32%	64%	62%
	Elsewhere in County	19%	23%	21%	21%
	Outside Thurston Co	14%	13%	14%	15%



SUMMARY

OLYMPIA AS A PLACE TO LIVE

- ◆ **Olympia seen as a desirable place to live.**
 - 3 in 4 rated Olympia as an "excellent" (22%) or "very good" (53%) place to live;
 - 9 in 10 rated it as "satisfactory" or better;
- ◆ **Respondents cited the small-town atmosphere, the beautiful setting and the civic culture as its most positive attributes**
 - Homelessness and concerns about downtown were the primary reasons cited by those who rated the city's livability as "only fair" or "poor"

CITY SERVICES, PRIORITIES

- ◆ **20 city services were tested. All 20 were rated as important and being delivered satisfactorily.**
- ◆ **Each of the 20 city services rated as at least a "medium priority" by large majorities of respondents.**
 - 12 of the 20 were rated as a "top" or "high" priority by majorities.
 - Drinking water was rated as the city's highest priority, with 87% naming it a top priority (39%) or high priority (48%).
 - The lowest priority – parking services – was rated a top or high priority by 27%.
- ◆ **All 20 services and programs were graded as "satisfactory" or better.**
 - Solid waste services had the highest performance grade: 98% graded them a "C" (satisfactory) or higher, including 40% who gave them an "A" (excellent).
 - Even the lowest-graded service – parking services – was graded as satisfactory or better by 72%.
- ◆ **Six services were rated above average for both importance and performance, indicating a significant positive influence on opinions of city government:**
 - Drinking water;
 - Emergency Medical Response;
 - Fire Suppression;
 - Garbage, Recycling & Organics;
 - Stormwater & Sewer Services;
 - Parks & Recreation Facilities.

◆ **Five services were rated above average for importance but below average for performance, suggesting a need for attention; they may be depressing opinion about city government:**

- Emergency Preparedness;
- Police Patrols;
- Street Maintenance;
- Land Use and Zoning;
- Community and Neighborhood Planning.

SAFETY

◆ **Nearly all respondents reported feeling safe around Olympia, including in their neighborhood and downtown. The exception was downtown at night.**

- 92% felt generally safe in Olympia; but
- 61% felt unsafe downtown at night.

COMMUNICATION & ENGAGEMENT

◆ **No single source stood out as the “most useful” way to learn about city government programs and services.**

- No source was named by a majority of respondents as “most useful”;
- 9 different sources were named by more than 1 in 5 respondents.

◆ **City government got a C grade (satisfactory) for citizen engagement:**

- Respondents gave the City a C (GPA= 2.04) for keeping citizens informed; and
- Almost exactly the same grade (2.03) for providing citizens opportunities to be involved in city decisions.

◆ **1 in 4 (25%) had participated in city planning or decision-making.**

- Half had attended a meeting;
- One-third each has sent an email or responded to an online survey;
- One-quarter had made a personal visit to City Hall.
- 75% of those were satisfied with the experience.
- Of those who had not participated,
37% said they did not think it would make any difference.

◆ **Most were open to participating in a range of engagement events.**

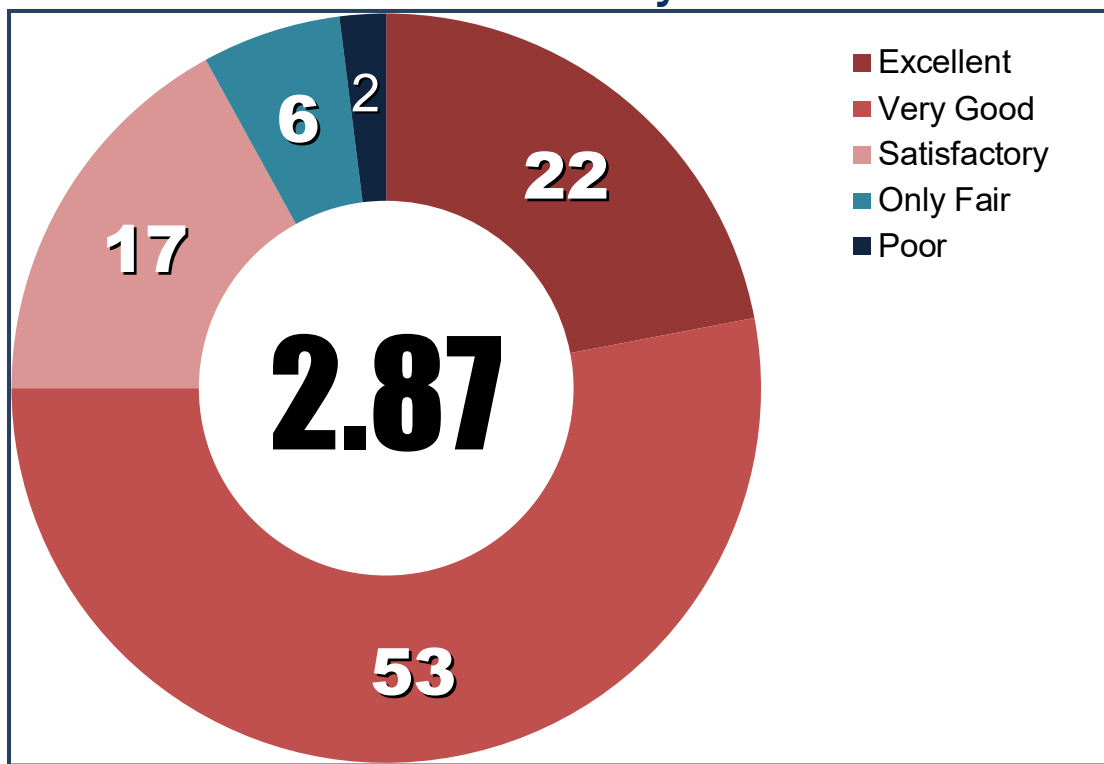
- Given a list of 4 types of events, majorities for each said they were likely to attend or “maybe” would attend each type.
- For each type of event, most respondents who had not previously participated in City engagement said they might attend.



FINDINGS

Major findings are presented in the following section in the form of annotated graphs and bullets.

Olympia as a Place to Live: B- (2.87); 9 in 10 Rated it as "Satisfactory" or Better



Q2: How would you rate Olympia as a place to live? Would you say: Excellent; Very Good; Satisfactory; Fair; Poor?

Q3: What is the main reason you rate Olympia as a [rating] place to live?

Residents who rated the city positively cited the small-town atmosphere, the physical beauty of the setting, civic culture, and amenities as the main reasons they like Olympia.

Those with less positive views focused on the downtown and homeless people on the streets, which makes the downtown feel unsafe. People in the middle generally liked the same things as their more positive neighbors, but their rating was inhibited by their negative opinions of homelessness and downtown.

EXCELLENT		VERY GOOD		SATISFACTORY		FAIR		POOR	
Small Town	35%	Small Town	31%	Homeless	25%	Downtown	37%	Homeless	63%
Setting	32%	Setting	23%	Amenities	19%	Homeless	30%	Safety	44%
Civic Culture	20%	Civic Culture	16%	Downtown	15%	City Govt	21%	Downtown	22%
Amenities	10%	Accessible	14%	Safety	15%	Safety	20%	Civic Culture	8%
Schools	9%	Parks /Events	13%	Small Town	15%	Amenities	10%		
Safe	9%	Safe	10%	Setting	11%	Schools	7%		
Accessible	9%	Amenities	9%	Accessibility	10%				
Qual of Life	8%	Schools	9%	Cleanliness	7%				
Parks/Events	7%	Affordable	8%	Affordability	6%				
Fam Friendly	6%	Fam. Friendly	6%	City Govt	6%				

A more detailed explanation of these categories is presented on the following page.

Reasons for Ratings



Respondents were asked why they gave the ratings they did for "Olympia as a place to live". Their answers were recorded verbatim and a content analysis was performed resulting in the categories below. All the responses were then coded into the categories to enable tabulation.

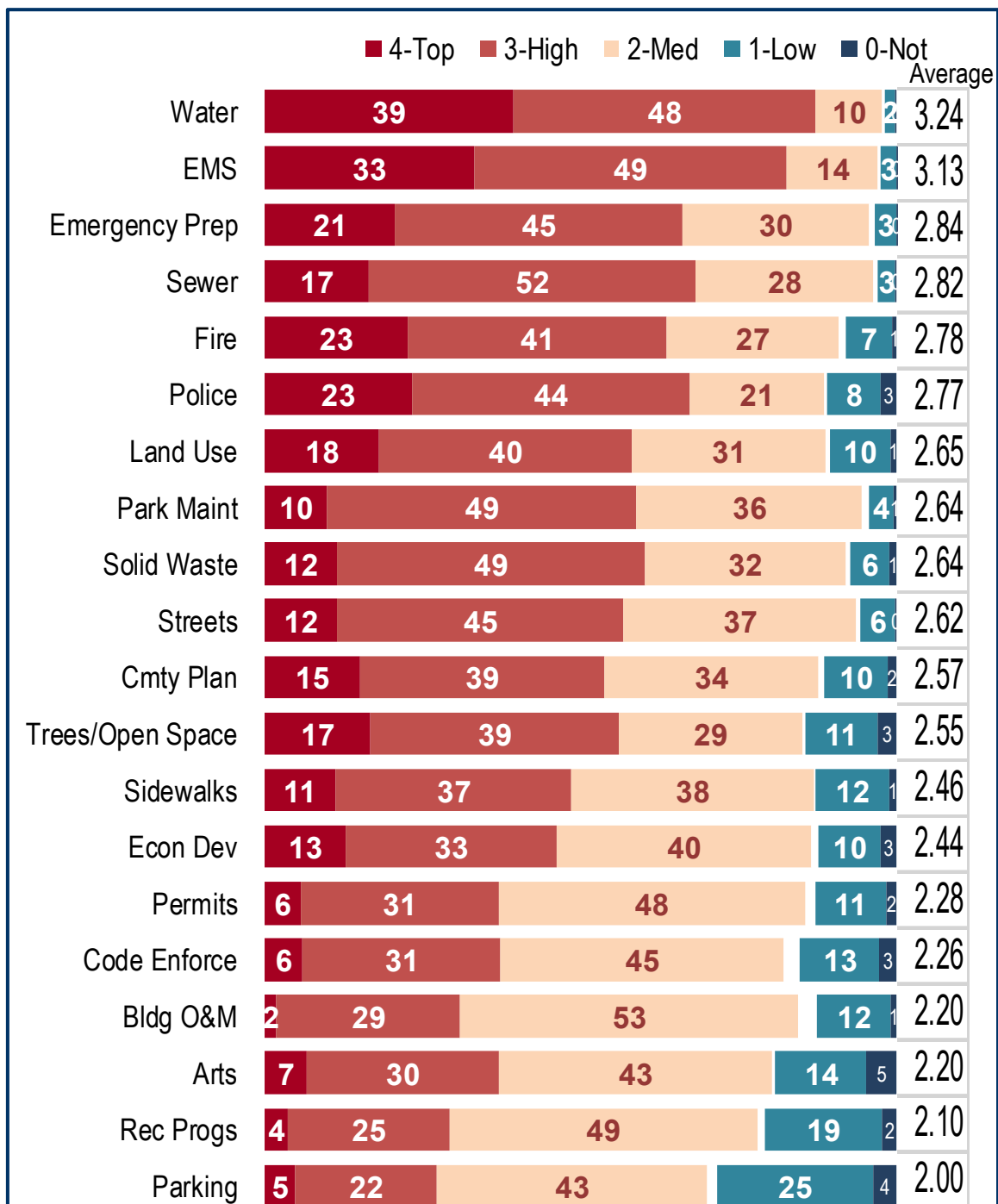
Several of the categories work both positively and negatively depending on the context. For example, "Amenities" under an "Excellent" rating indicates that the respondent said there were lots of amenities, which they appreciated. "Amenities" under a "Only Fair" rating indicates that the respondent was referring to a lack of amenities.

The table below lists the category labels and typical answers included in each category.

CATEGORY	EXPANDED
ACCESSIBILITY	Easy to get around / Good streets / Traffic / Walkability
AFFORDABILITY	Affordable housing / Expensive
AMENITIES	Shopping / Restaurants / Cultural opportunities
CITY GOVT	Services / Leadership
CIVIC CULTURE	Friendly People / Diversity / Culture / Liberal
CLEANLINESS	Clean / Dirty
DOWNTOWN	Condition of downtown / Atmosphere
FAMILY FRIENDLY	Good place to raise kids, Family
HOMELESS	Street people / Homelessness
PARKS/ EVENTS	City Parks / Community Events
PROXIMITY	Proximity to Seattle / Mountains / Ocean
QUALITY OF LIFE	Good quality of life / Good place to live
SAFETY	Safe / Not safe (referring to downtown)
SCHOOLS	Good schools / Education
SETTING	Beauty / Scenery / Location / Climate/ Trees
SMALL TOWN	Sense of Community/ Small town atmosphere
OTHER	Misc. other reasons

- Large majorities (65%+) rated Olympia as “Excellent” or “Very Good” in every demographic category.
- “Excellent” ratings varied by area:
 - 27% among residents of Southeast
 - 24% in Northeast
 - 19% in Southwest
 - 15% in Northwest.
- Ratings varied slightly by length of residence:
 - “Excellent” ratings were lowest among residents of 15 years or less (17%);
 - Peaked with residents who had lived here 16-25 years (33%); then
 - Slipped among longest-term residents (24% of those here 25+ years).

City Priorities: Every Service Rated as at Least a "Medium Priority"



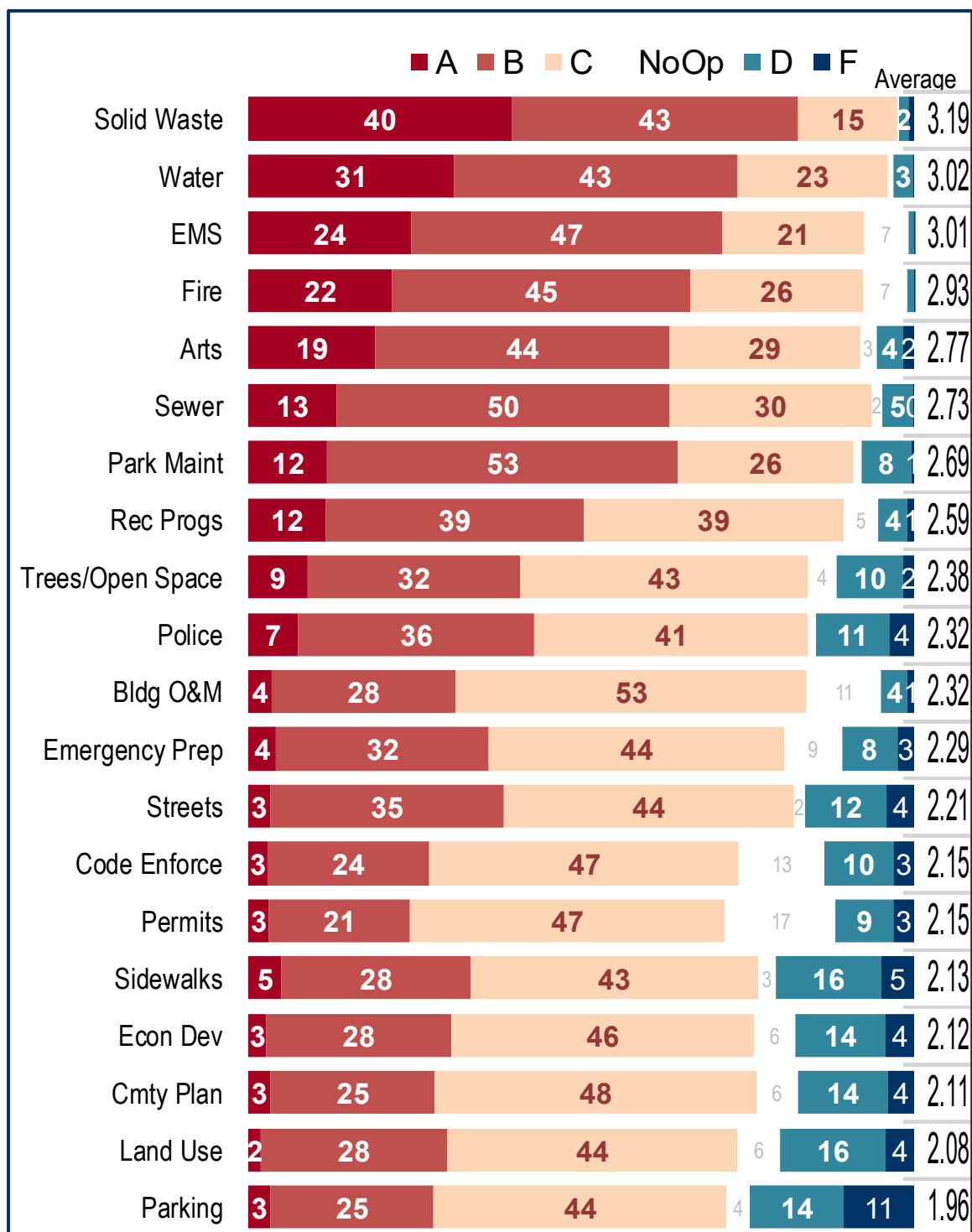
Q5 I am going to read a list of services and programs currently provided by Olympia city government. As I read each one, tell me how important it is to you. In your opinion, should that be a LOW Priority for of Olympia City Government... a MEDIUM Priority ... a HIGH Priority ... a TOP Priority ... or should this NOT be a City of Olympia program. The first one is....



Respondents were asked to rate the importance they attached to each of 20 city programs and services, indicating the priority of each service on a 4-point scale from "Top Priority" (4) to "Should not be a city program" (0).

- Each of the 20 city services tested was rated as at least a medium priority by 70% or more of respondents.
- 12 were rated as a top or high priority by a majority of respondents.
- Drinking water topped the list with 87% naming it a top priority (39%) or high priority (48%).
- Drinking water was rated #1 in every area of the city.
- EMS was rated #2 in every area of the city, with 82% overall naming it a top priority (33%) or high priority (49%).

City Government Performance: All 20 Services Rated as “Satisfactory” or Better



Q6 I am going to read through that list again. This time, I would like you to tell me how well you think the City of Olympias doing in that area. We'll use a letter grade, like they use in school: A for Excellent, B for Good, C for Satisfactory, D for Unsatisfactory, F for Poor. The first one is...

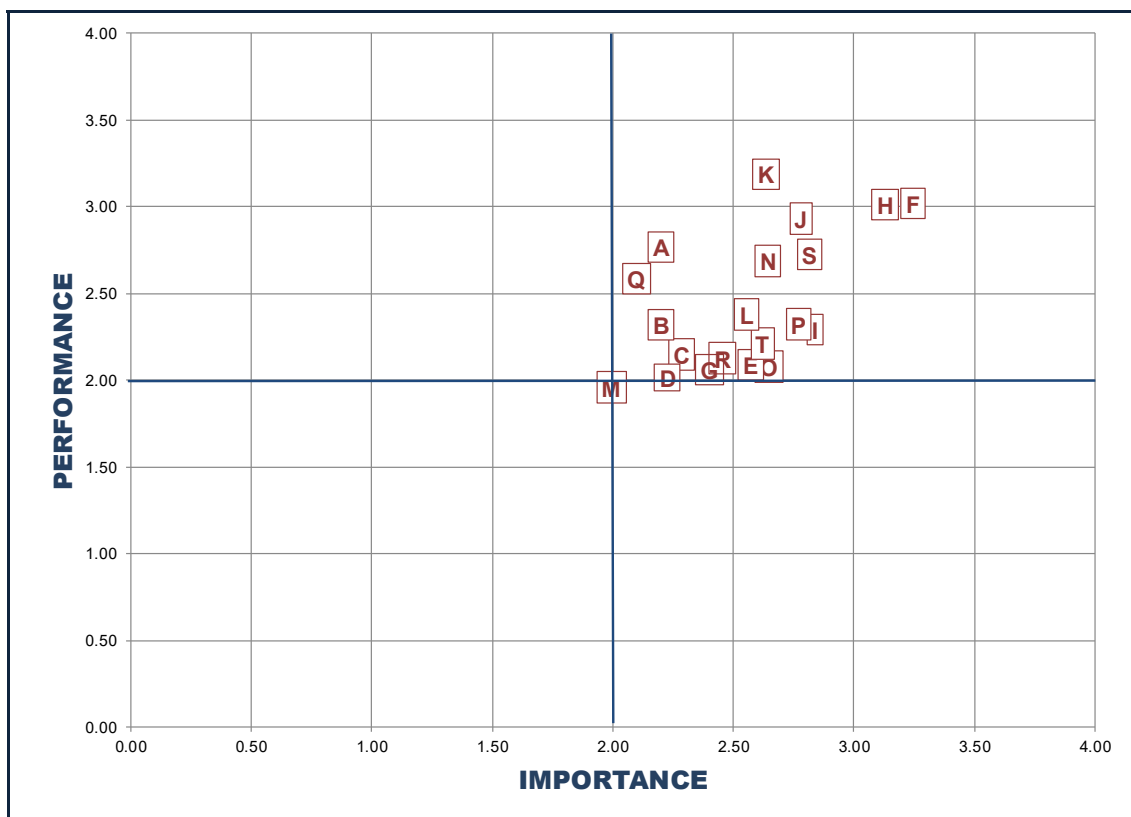


Presented with the same list of programs and services, respondents rated "how well the city is doing" for each one, using a grading scale from A (excellent) to F (poor).

- All 20 services or programs were graded as "satisfactory" ("C") or better.
- Solid waste was the highest-rated service, with a 3.19 "grade point average" ("B"), and 83% of respondents grading it an "A" or "B".
- Drinking water, rated as the most important city service, received the second highest grade for performance, with a 3.02 "GPA" and 74% of respondents grading it an A or B.
- Even the lowest-rated service – parking services – was graded "satisfactory" or better by 72% of respondents.



All 20 City Services Rated as Important and Delivered Satisfactorily



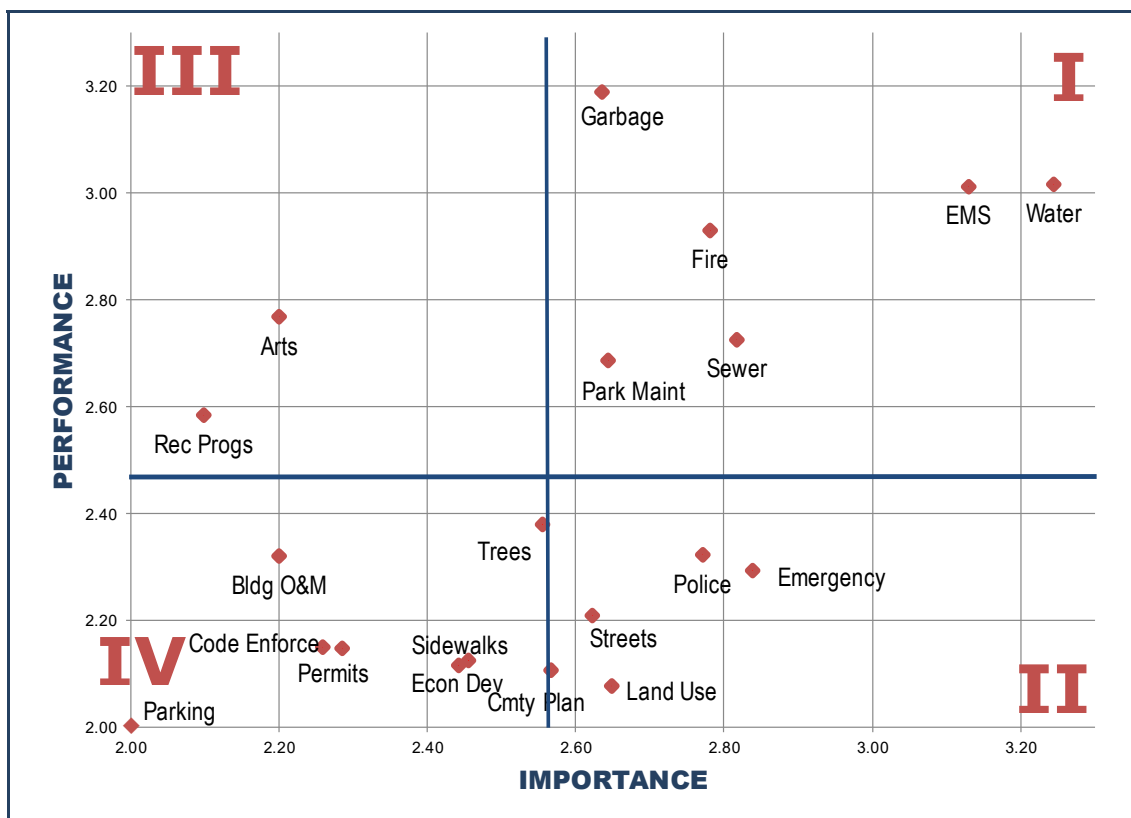
QUADRANT ANALYSIS: This graph plots the average scores for both importance and performance for each of the 14 programs and services rated. The bold lines indicate the scale mid-points for both criteria (2.00).

All 20 services were rated on the positive half of the scales for both importance and performance.

The graph on the following page analyzes these results in more detail.

- | | |
|---|--|
| A. Arts & Community Events | L. Open Space & Tree Preservation |
| B. Building Operation & Maintenance | M. Parking Services |
| C. Building Permits & Inspections | N. Parks Maintenance |
| D. Code Enforcement | O. Planning, Zoning & Land Use |
| E. Community & Neighborhood Planning | P. Police Patrols |
| F. Drinking Water | Q. Recreation Programs & Classes |
| G. Economic Development | R. Sidewalk & Bike Path Construction & Maintenance |
| H. Emergency Medical Response | S. Storm Water & Sewer Services |
| I. Emergency Preparedness | T. Street Construction & Maintenance |
| J. Fire Prevention | |
| K. Garbage, Recycling & Organics Collection | |

Quadrant Analysis: Prioritizing City Attention



This graph plots the same scores as on the previous page, but "zoomed in" to show the scores relative to the average ratings. The bold lines indicate the average rating score across all 20 services for importance (2.56) and performance (2.46).

I. Six of the services were rated above average for both importance and performance. These are significant positive influences on opinion about city government.

- Drinking Water;
- Emergency Medical Response;
- Fire Suppression;
- Garbage, Recycling & Organics;
- Stormwater & Sewer Services;
- Parks & Recreation Facilities.

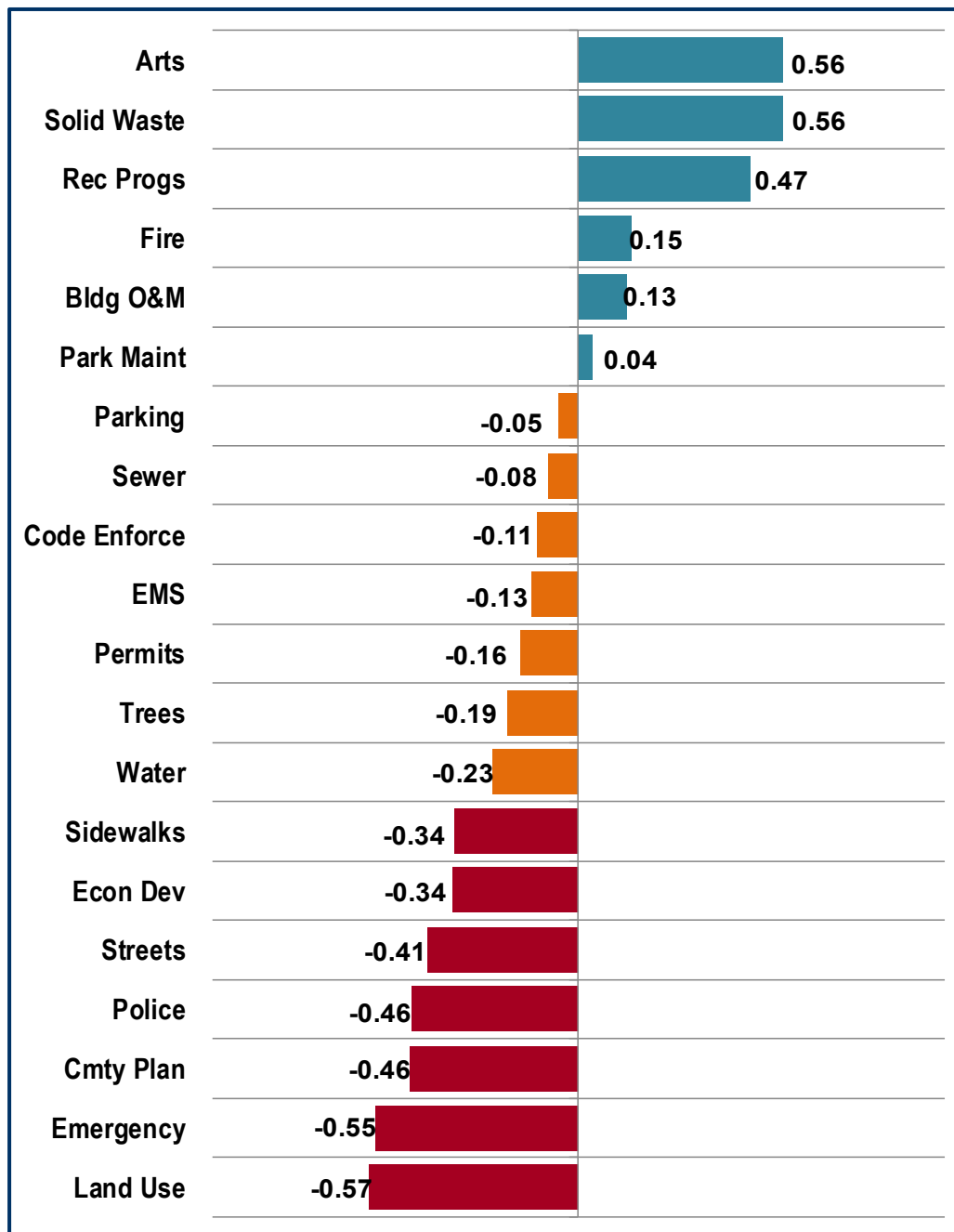
II. Five were rated above average for importance but below average for performance, indicating a need for attention; they may be depressing opinion about city government:

- Emergency Preparedness;
- Police Patrols;
- Street Maintenance;
- Land Use and Zoning;
- Community and Neighborhood Planning.

III. Only two programs – Arts and Community Events / Recreation Programs – scored above average for performance and below average for importance.

IV. The other 7 services were below average importance and performance to citizens.

Gap Analysis: 6 City Services Out-performing Importance; 13 Services Lagging



GAP SCORE The gap score for each service is derived by first calculating the difference between each respondent's rating of that service's *importance* and his/her rating of the city's *performance* in delivering that service. The "Gap Score" for each service is then computed by taking the average of each respondent's gap score for each item. This score does not correspond exactly to the subtraction of the average of the performance score minus the average of the importance score because only those respondents who provided both importance and performance ratings for a service were included in the calculation of the gap score for that service.

CONTINUED >

Gap analysis is another way to analyze importance and performance scores by measuring the distance between the two ratings for each service. A negative Gap Score indicates that the city's performance on that service is not meeting citizen expectations and thus invites city attention. A positive Gap Score indicates that the city's performance is exceeding expectations, likely contributing to a higher opinion of city government.

In this survey, six services were rated higher for performance than for importance: Arts programs; Recreation programs and Garbage/Recycling; Fire Suppression; Building Operations & Maintenance; and Parks Maintenance.

Fourteen programs had performance scores lower than their importance scores. Land Use Planning & Zoning had the lowest performance score relative to its importance, followed by Emergency Preparedness, Community Planning, Police Patrols and Street Maintenance.

Gap Scores by Area of the City

Overall performance grades were relatively uniform from one section of the city to the next. There was some variation in Gap Scores however, as indicated in the table below. This table displays the Gap Scores for each service by area of the city. The **BLUE** shaded cells indicate a positive score – performance was rated higher than importance. The **RED** cells indicate a negative score – performance lagged importance.

All four sections of the city registered positive scores on the top five services. Northeast residents registered positive scores on seven of the 20 services.

For several services, the Gap Scores varied in intensity, but not direction. For example, Police patrols were -.30 in Northeast and -.65 in Southeast. There were only three services for which scores went in the opposite direction across the city: parks maintenance, parking services, and code enforcement had Gap Scores in opposite directions in different sections of the city.

Gap Scores by Area of the City

	CITY	NW	NE	SW	SE
ARTS & EVENTS	.56	.50	.54	.56	.63
SOLID WASTE	.56	.53	.70	.49	.56
REC PROGS	.47	.40	.53	.31	.52
FIRE PREVENT	.15	.26	.11	.13	.14
BLDG O&M	.13	.09	.25	.12	.11
PARKS MAINT	.04	-.04	.25	-.02	-.07
PARKING	-.05	-.05	.01	.00	-.13
STORM WATER	-.08	-.11	-.10	-.12	-.03
CODE ENFORCE	-.11	.13	-.19	.08	-.27
BLDG PERMITS	-.16	-.20	-.16	-.08	-.16
OPEN SPACE	-.19	-.30	-.03	-.39	-.14
DRINKING WATER	-.23	-.20	-.24	-.38	-.16
ECON DEVEL	-.34	-.33	-.37	-.14	-.43
SIDEWALKS	-.34	-.41	-.30	-.50	-.29
STREETS	-.41	-.30	-.48	-.31	-.47
COMTY PLANNING	-.46	-.43	-.46	-.62	-.41
POLICE	-.46	-.30	-.38	-.38	-.65
EMERGENCY PREP	-.55	-.58	-.44	-.62	-.62
PLANNING & ZONING	-.57	-.57	-.69	-.67	-.48
EMS	-.13	-.01	-.14	-.21	-.11

Gap Scores by Overall Desirability

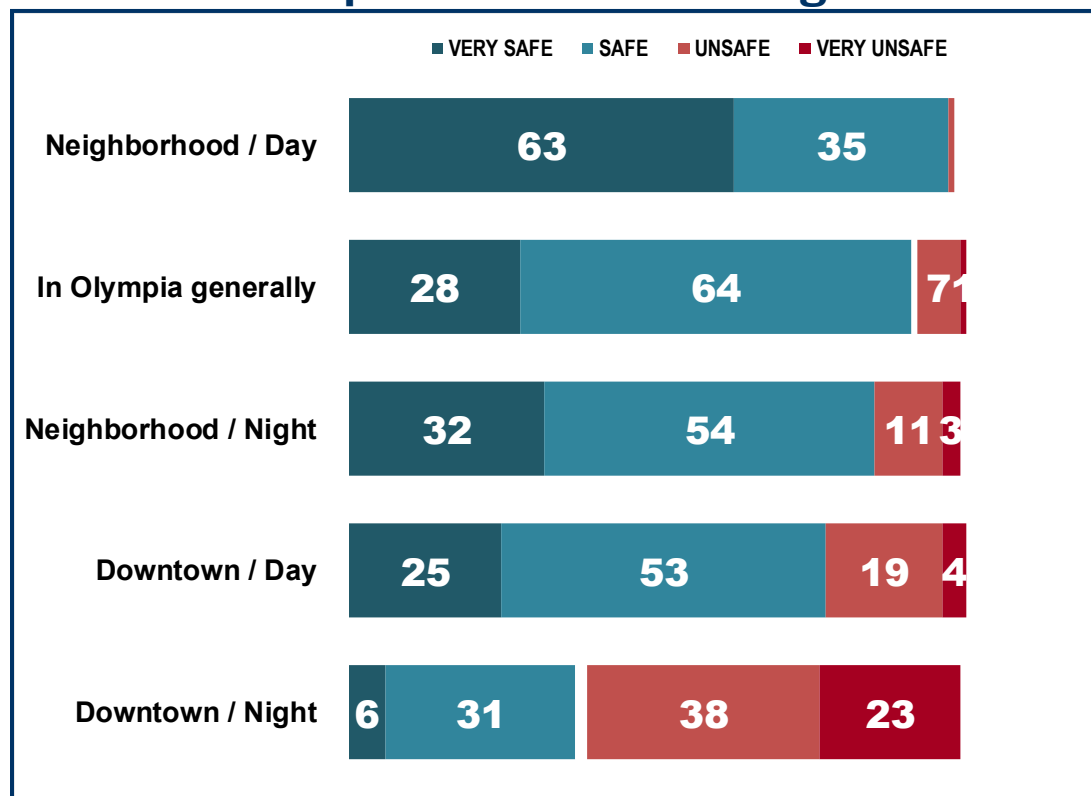
Gap Scores varied somewhat by rating of Olympia's livability, but few differences were stark, indicating that city government services, per se, were not major drivers of residents' evaluation of Olympia's livability.

- The average rating for respondents who rated Olympia as an "excellent" or "good" place to live was -.06. Seven of the city government services had positive Gap Scores.
- The average rating for those who rated Olympia as a "satisfactory" place to live was -0.22; six services had a positive Gap Score.
- The average rating for those who rated Olympia as "only fair" or a "poor" place to live was -0.66; with only four of the 20 services having a positive Gap Score.
- The largest gaps were from those who rated Olympia's livability as "only fair" or "poor" for Police Patrols, Sidewalk Maintenance and Economic Development.

Gap Scores by Overall Desirability of the City

	Total	POS	SATIS	NEG
ARTS & EVENTS	.56	.58	.41	.68
SOLID WASTE	.56	.58	.38	.78
REC PROGS	.47	.53	.28	.20
FIRE PREVENT	.15	.18	.06	-.06
BLDG O&M	.13	.16	.09	-.17
PARKS MAINT	.04	.10	-.17	-.09
PARKING	-.05	.02	-.02	-.79
STORM WATER	-.08	-.04	-.21	-.30
CODE ENFORCE	-.11	-.11	.14	-.68
BLDG PERMITS	-.16	-.14	-.01	-.63
OPEN SPACE	-.19	-.25	-.16	.38
DRINKING WATER	-.23	-.14	-.64	-.19
ECON DEVEL	-.34	-.19	-.66	-1.01
SIDEWALKS	-.34	-.37	-.21	-.39
STREETS	-.41	-.30	-.65	-1.00
COMTY PLANNING	-.46	-.43	-.59	-.43
POLICE	-.46	-.33	-.68	-1.30
EMERGENCY PREP	-.55	-.53	-.63	-.75
PLANNING & ZONING	-.57	-.52	-.66	-.88
EMS	-.13	-.03	-.41	-.52

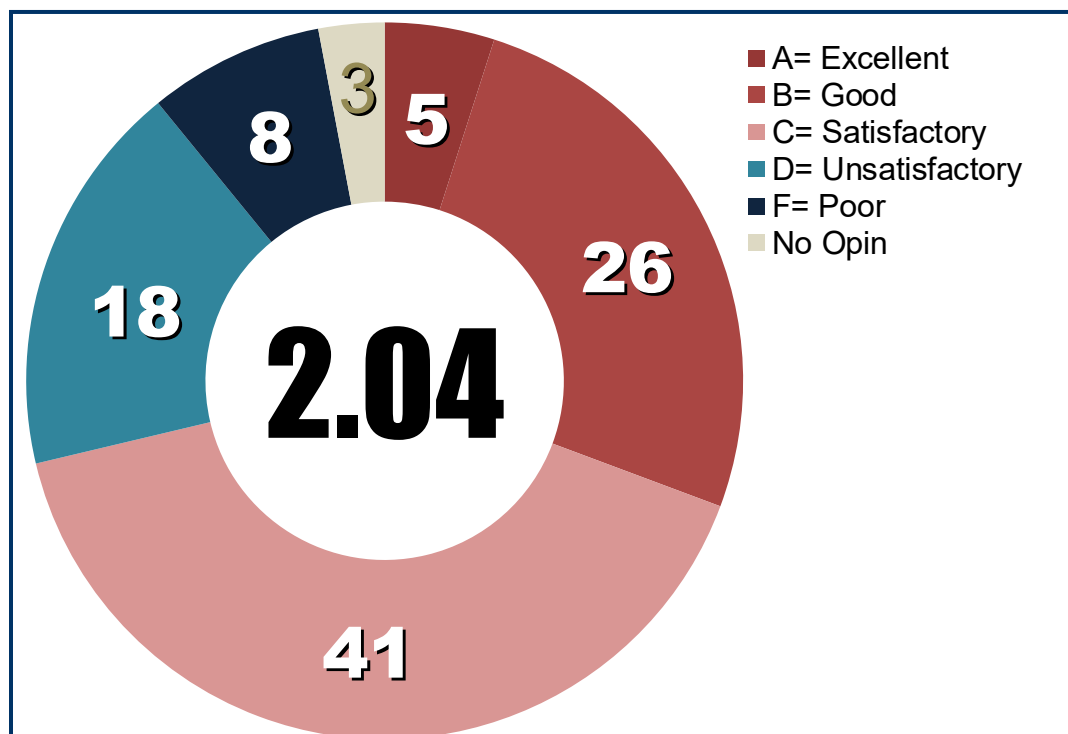
Most Felt Safe in Olympia – Except for Downtown at Night.



Q6 These next questions are about personal safety. For each place I mention, tell me how safe you feel there: Very Unsafe, Unsafe, Safe or Very Safe.

- **Most respondents reported feeling safe around Olympia, including in their neighborhood and downtown. The exception was downtown at night.**
 - 92% generally felt safe in Olympia, including 28% who said “very safe”;
 - 98% felt safe in their neighborhood during the day; and 86% even at night.
 - 78% felt safe in downtown during the day; but 61% felt *unsafe* in downtown at night.
- **Response patterns were similar across categories of respondent. Most likely to feel unsafe downtown at night (61% overall) were:**
 - Those who rated Olympia’s livability as “only fair” or “poor” (87%);
 - Northwest residents (79%);
 - Those with only a high school education (73%);
 - People whose job was outside Thurston county (72%).
- **Most likely to feel safe downtown at night (37%) were:**
 - People of color (50%);
 - Men (45% vs. 31% of women);
 - Under age 35 (45%);
 - People who work in Olympia (44%).

Keeping Citizens Informed: 7 in 10 Rated City Gov't as "Satisfactory" or Better

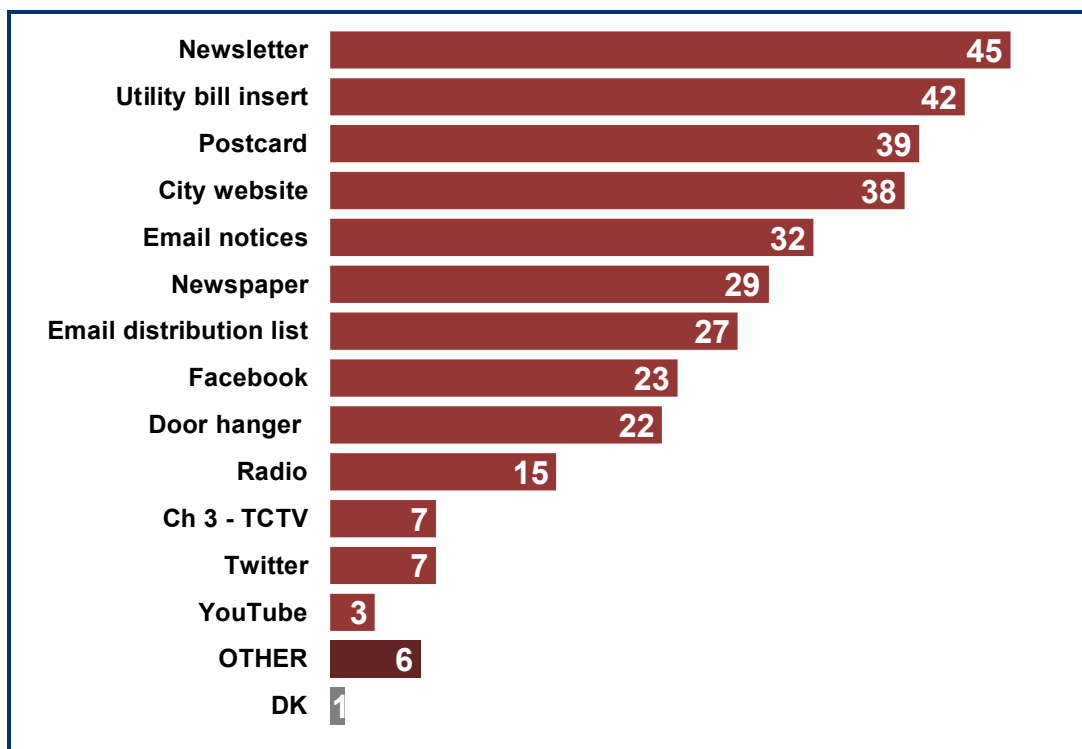


Q7 In terms of keeping citizens informed about what is happening in City government – What grade would you give Olympia for at that? Using the letter grades would you say...

Respondents gave the city a "C" (2.04 GPA) for "keeping citizens informed about what is happening in city government."

- 31% gave the city a grade of "A" (5%) or "B" (26%); while 26% said "Unsatisfactory" (18%) or "Poor" (8%).
- Those who gave the city positive grades for overall livability were twice as likely to say the City did an "excellent" or "good" job of keeping them informed as those who rated livability "only fair" or "poor":
 - Among those who rated Olympia's livability "excellent" or "very good" 35% gave the city a "A" or "B" for keeping them informed;
 - Among those who rated Olympia's livability "unsatisfactory" or "poor" 50% gave an "D" or "F" grade for keeping them informed.
- The highest ratings came from:
 - Those with only a high school education (47% "A" or "B");
 - Those with incomes over \$100,000 (40% "A" or "B").
- The lowest ratings came from:
 - Those whose job is outside Thurston county (40% "D" or "F");
 - Those under age 35 (40% "D" or "F");
 - Renters (32% "D" or "F").

Variety of Information Sources Named as “Most Useful,” but No Source Named by Majority

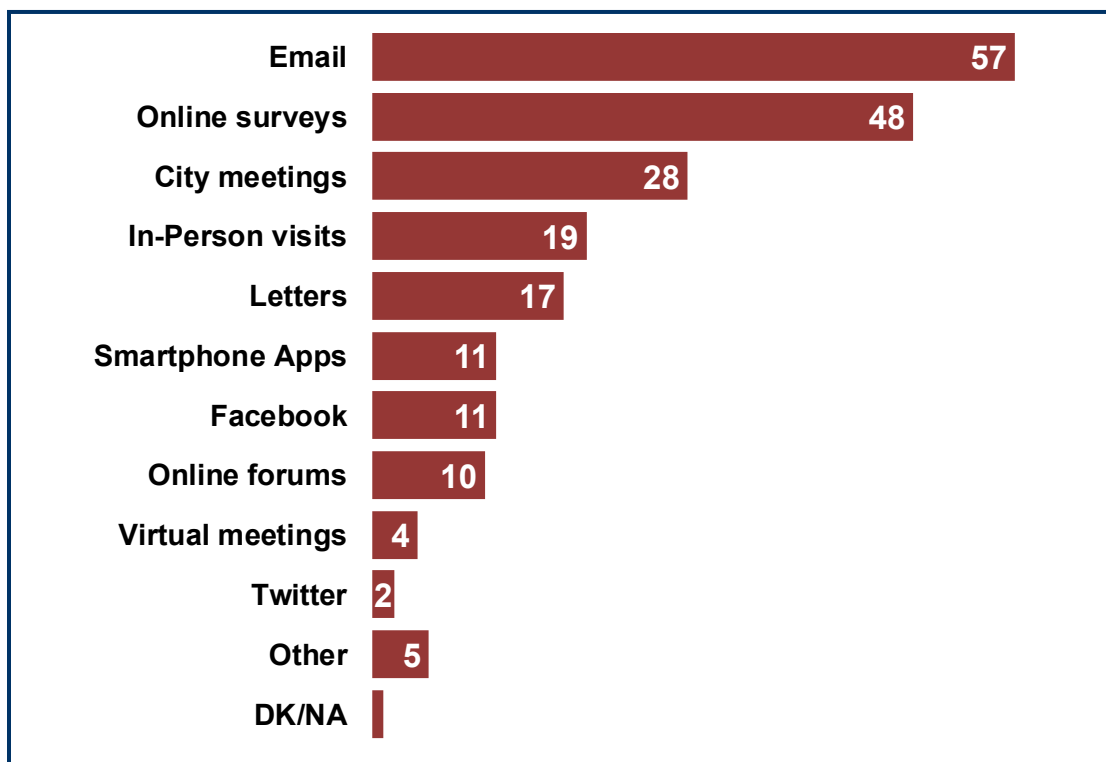


Q8 When it comes to getting information about Olympia programs and services, which of the following are most useful to you?

No source was named by a majority of respondents as “most useful” when it comes to getting information about city government programs and services.

- Nine different sources were named by at least 1 in 5 respondents.
- Direct, paper media were still the most-preferred modes for residents to receive information about Olympia programs and services. In response to an open-ended question about which modes were most useful to them, the top 3 – and 4 of the top 6 – modes mentioned were paper:
 - a mailed newsletter (45%);
 - the utility bill insert "5 Things" (42% said that was most useful);
 - a postcard (39%).
- Electronic modes – the City Website and email notices and an opt-in email distribution list – rounded out the top half of the list.
- Response varied somewhat by age, but not as much as might be expected. Targeting channels by age is not indicated as an efficient communications strategy.

Most Would be Most Likely to Use Email to Make Their Views Known to the City

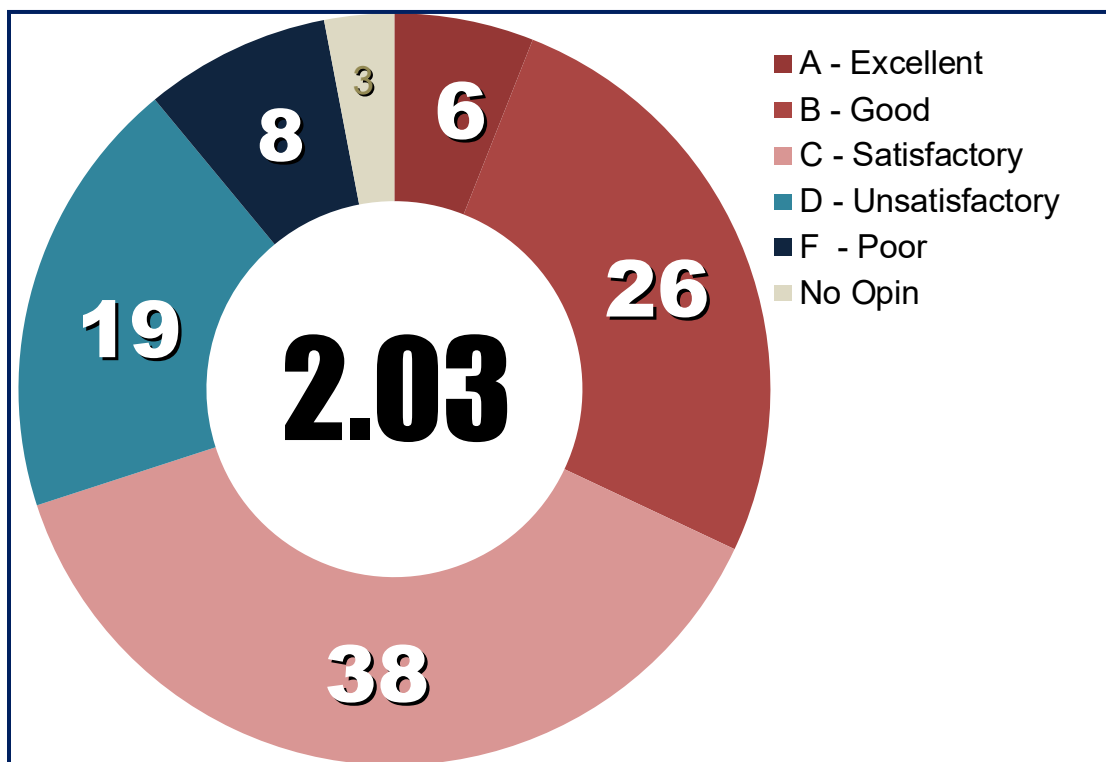


Q9 If you want to make your views on City issues known, which of these methods would you be most likely to use?

Residents would use a variety of methods to make their views known to City Hall, including electronic, in-person, snail mail and social media.

- **Email was by far the most popular means for respondents to make their views known to City hall.**
 - A 57% majority said they would be most likely to send an email if they wanted to make their views known to city government;
 - A near majority (48%) said they would respond to online surveys (that included 64% of those who were taking an online survey at the time);
 - Nearly 1 in 3 (28%) said they would be most likely to attend a city meeting.
- **There were some differences by age, but again, not always in the expected direction:**
 - A majority in all age categories said they would use email;
 - People over 65 were more likely than younger people to write letters (25%), but most seniors (57%) were likely to use email;
 - People under 35 were more likely than those older to: attend a city meeting (36%); use Facebook (26%); visit City Hall (24%) and use smartphone apps (24%).

Providing Opportunities for Citizen Involvement: 7 in 10 rated the City “Satisfactory” or Better.

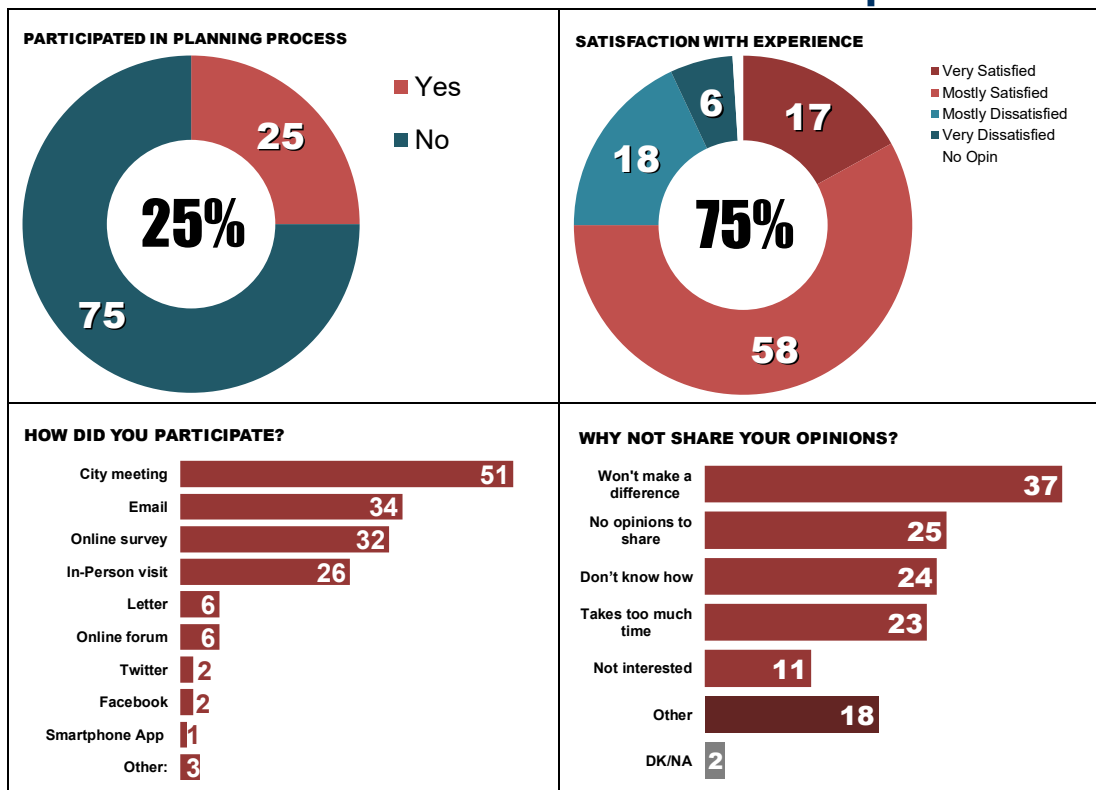


Q10 How would you grade the city's performance in providing residents the opportunity to be involved in decisions that affect city government? Using the letter grades, would you say...

Survey respondents gave the City a “C” (2.03) for providing opportunities to be involved in decisions that affect city government.

- Slightly more gave the City an “A” or “B” (32%) than a “D” or “F” (27%).
- The highest grades came from:
 - Those with incomes over \$100,000 (43% “A” or “B”);
 - Public sector employees (41%);
 - Those with graduate degrees (40%).
- The lowest grades came from:
 - Those who rated Olympia’s livability as Only Fair or Poor (59% “D” or “F”);
 - Those who work outside Thurston County (36% “D” or “F”);
 - Self-employed or business owners (34% “D” or “F”).

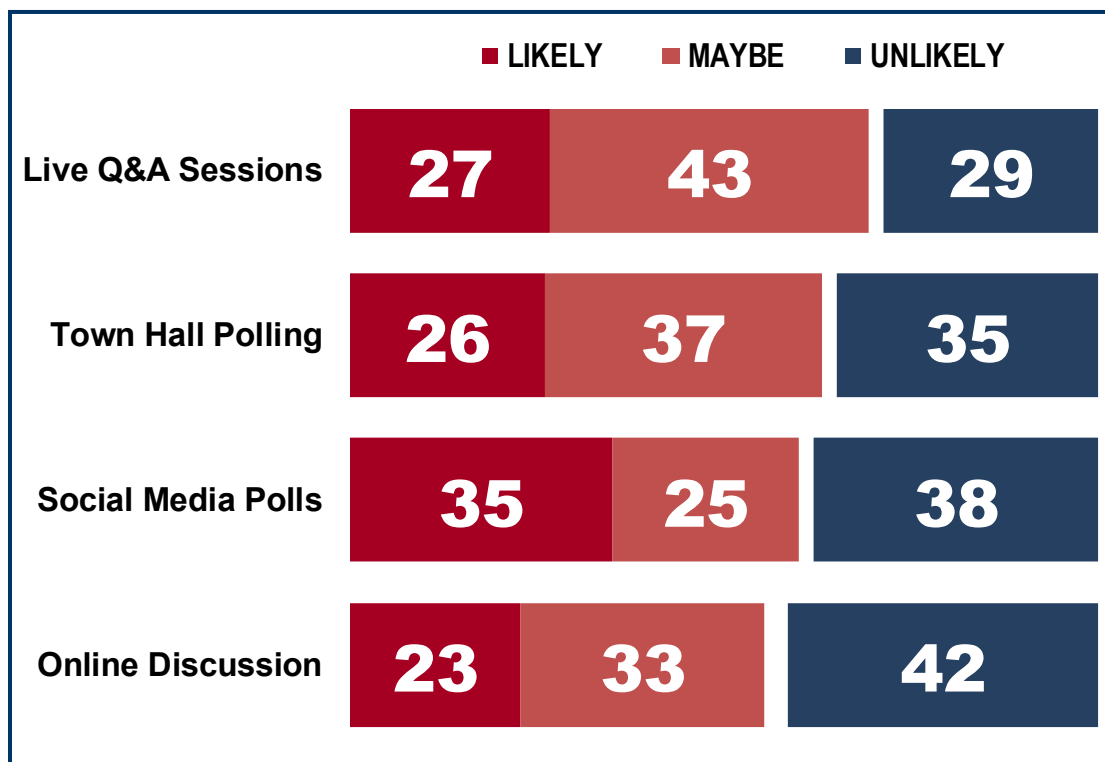
1 in 4 Participated in City Planning Process; 3 in 4 of Them were Satisfied with the Experience



Q11 During the past 12 months, have you participated in any City of Olympia planning or decision-making process? This could include submitting a written comment, providing testimony at a City Council meeting, or attending a focus meeting or discussion group hosted by the City

- **One in four respondents had participated in some way in a City planning or decision-making process in the last year.**
 - Half had attended a meeting (51%);
 - One-third each has sent an email (34%) or responded to an online survey (32%);
 - One-quarter had made a personal visit to City Hall (26%).
- **A substantial majority of them (75%) were satisfied with their experience.**
 - The act of participating was more important than the mode:
 - 82% of those who came in to City Hall were mostly or very satisfied; as were
 - 79% of those who responded to an online survey;
 - 77% of those who attended a meeting;
 - 73% of those who send an email.
 - (numbers using other modes were too small to calculate meaningful percentages).

Most Open to Participating in a Range of Engagement Events



Q12 The city uses several methods to allow citizens to interact with city officials.
How likely would you be to participate in the following events?

When asked how likely they would be to participate in events to interact with city officials, most were at least open to each of the 4 types of events listed.

- These events had the possibility of involving people who had not previously participated in a city engagement event.
 - **Live Question & Answer Sessions**
66% of those who had never participated said they might attend, including 20% who were likely to do so;
 - **Live Polling at a Town Hall Meeting**
65% of those who had never participated said they might attend, including 22% who were likely to do so;
 - **Social Media Polls**
59% of those who had never participated said they might attend, including 34% who were likely to do so;
 - **Online Discussion Groups**
55% of those who had never participated said they might attend, including 22% who were likely to do so.



APPENDIX

TOPLINE DATA

SAMPLE	548 Olympia Residents,
SAMPLE FRAME	Olympia Households
MARGIN OF SAMPLING ERROR	±4.2% at the 95% level of confidence
DATA COLLECTION	201 Interviews by telephone with live Interviewer; 23% via cell phone (n=47) 347 via on-line survey
FIELD DATES	Nov. 27 – Dec. 9, 2017
AREA OF THE CITY	NW 19% NE 26% SW 19% SE 34%
GENDER:	FEMALE... 51% MALE... 47%
<ul style="list-style-type: none"> • The data are presented here in the same order the questions were asked in the interview • The data have been statistically weighted to adjust the age and gender balance of the sample • The figures in bold next to the responses are percentages of respondents who gave that answer. • Percentages may not add to 100% due to rounding. 	

Overall Satisfaction

1. First, how long have you lived in the City of Olympia?

- 23 [0-5yrs]
- 26 [6-15 yrs]
- 20 [16-25 yrs]
- 30 [26+ yrs]

2. How would you rate Olympia as a place to live? Would you say ...

- 22 Excellent
- 53 Very Good
- 17 Satisfactory
- 6 Fair
- 2 Poor

3. What is the main reason you rate Olympia as a [Q2] place to live?

These will be segregated by answers to Q2. This raw list indicates the criteria respondents were using for their rating.

- | | |
|-----------------------------------|----------------------|
| 17 Small town / Atmosphere | 7 Schools |
| 10 Sense of community | 7 Downtown |
| 10 Amenities | 5 Recreation / parks |
| 10 Culture / Diversity | 5 Affordable |
| 9 Accessible / Easy to get around | 5 Safe |
| 8 Physical beauty | |
| 8 Setting / Location | |
| 8 Homelessness | |

City Services and Prioritization

4. I am going to read a list of services and programs currently provided by Olympia city government. For each one, indicate whether you think that should be a LOW Priority for of Olympia City Government... a MEDIUM Priority ... a HIGH Priority ... a TOP Priority ... or should this NOT be a City of Olympia program.

ROTATE	NOT	LO	MED	HI	TOP	DK
A. Arts & Community Events	5	14	43	30	7	1
B. Building Operation & Maintenance	1	12	53	29	2	3
C. Building Permits & Inspections	2	11	48	31	6	2
D. Code Enforcement	3	13	45	31	6	3
E. Community & Neighborhood Planning	2	10	34	39	15	1
F. Drinking Water	*	2	10	48	39	*
G. Economic Development.....	3	10	40	33	13	1
H. Emergency Medical Response	*	3	14	49	33	3
I. Emergency Preparedness	*	3	30	45	21	1
J. Fire Prevention	1	7	27	41	23	1
K. Garbage, Recycling & Organics Collection ...	1	6	32	49	12	1
L. Open Space & Tree Preservation	3	11	29	39	17	1
M. Parking Services	4	25	43	22	5	1
N. Parks Maintenance	1	4	36	49	10	1
O. Planning, Zoning & Land Use	1	10	31	40	18	1
P. Police Patrols.....	3	8	21	44	23	1
Q. Recreation Programs & Classes	2	19	49	25	4	1
R. Sidewalk & Bike Path Construction & Maintenance	1	12	38	37	11	*
S. Storm Water & Sewer Services	*	3	28	52	17	1
T. Street Construction & Maintenance.....	*	6	37	45	12	1

5. Here is that list again. This time, indicate how well you think the City of Olympia is doing in that area. We'll use a letter grade, like they use in school: F for Poor, D for Unsatisfactory, C for Satisfactory, B for Good, A for Excellent.

ROTATE	-F-	-D-	-C-	-B-	-A-	DK
A. Arts & Community Events	2	4	29	44	19	3
B. Building Operation & Maintenance	1	4	53	28	4	11
C. Building Permits	3	9	47	21	3	17
D. Code Enforcement	3	10	47	24	3	13
E. Community & Neighborhood Planning	4	14	48	25	3	6
F. Drinking Water	*	3	23	43	31	1
G. Economic Development.....	4	14	46	28	3	6
H. Emergency Medical Response	*	1	21	47	24	7
I. Emergency Preparedness	3	8	44	32	4	9
J. Fire Prevention	*	1	26	45	22	7
K. Garbage, Recycling & Organics Collection	1	2	15	43	40	*
L. Open Space & Tree Preservation	2	10	43	32	9	4
M. Parking Services	11	14	44	25	3	4
N. Parks Maintenance	1	8	26	53	12	1
O. Planning, Zoning & Land Use	4	16	44	28	2	6
P. Police Patrols.....	4	11	41	36	7	1
Q. Recreation Programs & Classes	1	4	39	39	12	5
R. Sidewalk & Bike Path Construction & Maintenance	5	16	43	28	5	3
S. Storm Water & Sewer Services	*	5	30	50	13	2
T. Street Construction & Maintenance.....	4	12	44	35	3	2

6. These next questions are about personal safety. For each place I mention, tell me how safe you feel there: Very Unsafe, Unsafe, Safe or Very Safe.

READ A THEN ROTATE B-E	VERY UN	UNSAFE	SAFE	VERY	DK
A. In Olympia generally	1	7	64	28	1
B. In downtown Olympia during the day.....	4	19	53	25	*
C. In your neighborhood at night	3	11	54	32	*
D. In your neighborhood during the day.....	*	1	35	63	*
E. In downtown Olympia at night	23	38	31	6	2

Communication, Information, and Engagement

The following questions have to do with information about City programs, services, and issues.

7. When it comes to keeping citizens informed about what is happening in City government – What grade would you give Olympia? Using the letter grades, would you say...

8 F - Poor
18 D – Unsatisfactory
41 C - Satisfactory
26 B – Good
5 A - Excellent
3 DK/NA

8. When it comes to learning about Olympia programs and services, which of the following are most useful to you?

[CHECK ALL THAT APPLY]

45 Newsletter mailed to your home
42 Utility bill insert – called 5 Things
39 Postcard mailed to your home
38 City website
32 Email notices from the city
29 Newspaper
27 Email distribution list that you choose to join
23 Facebook
22 Notice or hanger on the door of your residence
15 Radio
7 Cable Channel 3 - TCTV
7 Twitter
3 YouTube
6 OTHER
1 DK

9. If you want to make your views on City issues known, which of these methods would you be most likely to use?

57 Email
48 Online surveys
28 City meetings
19 In-Person visits
17 Letters
11 Smartphone Apps (e.g., OlyConnects)
11 Facebook
10 Online forums
4 Virtual meetings
2 Twitter
5 Other
1 DK/NA

10. How would you grade the city's performance in providing residents the opportunity to be involved in decisions that affect city government? Using the letter grades, would you say...

- 8 F - Poor
- 19 D - Unsatisfactory
- 38 C - Satisfactory
- 26 B - Good
- 6 A - Excellent
- 3 DK/NA

11. During the past 12 months, have you participated in any City of Olympia planning or decision-making process? This could include submitting a written comment, providing testimony at a City Council meeting, or attending a focus meeting or discussion group hosted by the City

- 25 Yes
- 75 No

11.1. IF YES, Did you participate by:

- 51 City meeting
- 34 Email
- 32 Online survey
- 26 In-Person visit
- 6 Letter
- 6 Online forum
- 2 Twitter
- 2 Facebook
- 1 Smartphone App (e.g., OlyConnects)
- 3 Other: _____

11.2. IF YES, How would you rate your experience? Were you...

- 6 Very dissatisfied
 - 18 Mostly dissatisfied
 - 58 Mostly satisfied
 - 17 Very satisfied
 - 1 DK/NA
- SKIP TO Q12**

11.3. IF Q11=NO: What are some reasons you do not share your opinions on City issues or projects? **[DO NOT READ]**

- 23 Takes too much time
- 25 Don't really have strong opinions to share
- 24 Don't know how
- 11 Not all that interested
- 37 I don't feel it will make a difference
- 18 Other
- 2 DK/NA

- 12.** The city uses several methods to allow citizens to interact with city officials. How likely would you be to participate in the following events?

ROTATE	LIKLEY	MAYBE	NOT	DK
A. Live polling at a town hall meeting	26	37	35	2
B. Live question & answer sessions	27	43	29	2
C. Online discussion groups.....	23	33	42	3
D. Social media polls	35	25	38	2

Demographic Questions

- 13.** I have just a few last questions for our statistical analysis. How old are you?

23 18-35
 27 36-50
 27 51-64
 17 65-74
 6 75+
 1 NA

- 14.** What is the last year of schooling you completed?

6 HIGH SCHOOL
 3 BUSINESS/VOCATIONAL SCHOOL
 15 SOME COLLEGE.
 46 COLLEGE DEGREE.
 31 GRAD/PROFESSIONAL SCHOOL.

- 15.** Do you own or rent the place in which you live?

71 OWN
 28 RENT
 1 [DK/NA]

- 16.** In which area of the city do you live (noted on your address)

19 Northwest (NW)
 26 Northeast (NE)
 19 Southwest (SW)
 34 Southeast (SE)
 2 DK/NA

17. Which of these the following best describes you at this time? Are you. . .

- 13** Self-Employed or Business Owner
- 23** Employed in Private Business
- 32** Employed in the Public Sector, Like a Gov't Agency or Educational Institution
- 5** Not employed outside the home
- 2** Student
- 25** Retired
- 1** [DK/NA]

17.1. IF WORKING: Is your place of work...

- 62** Inside the city of Olympia
- 21** Elsewhere in Thurston County
- 15** Outside Thurston County
- 2** [DK/NA]

18. What is your race or ethnicity? Would you describe yourself as...

- 1** African American / Black
- 2** Asian / Pacific Islander
- 87** Caucasian / White
- 4** Hispanic / Latino
- *** Native American
- 4** [OTHER]
- 3** [DK/NA]

19. Finally, I am going to list four broad categories. Just stop me when I get to the category that best describes your approximate household income - before taxes - for this year.

- 27** \$50,000 or less
- 20** \$50 to 75,000
- 20** \$75 to 100,000
- 28** Over \$100,000
- 6** [DO NOT READ: NO ANSWER]

20. RECORD GENDER

- 47** MALE
- 51** FEMALE

21. City government occasionally hosts citizen workshops and focus groups virtual on-line town halls to discuss city topics such as improving how government services are delivered, identifying government priorities.

Would you be interested in participating in one of these sessions, or not?

45 YES