City of University Place
Resident Focus Group
2011 Report

Prepared for

University Place City Council

by
Sound Communication

April 24, 2011

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Introduction

Background and Purpose

On April 12 and 13, 2011 three focus groups were conducted with University Place citizens as part of an effort to gather information on citizen perceptions of the City of University Place. The purpose of this investigation is to use the information collected in order to:

1. Assess participants' perception of the city of University Place, including the community in general, the city government, and the business sector.
2. React to survey results and expand on preferences related to communication from the City and sustainability topics.
3. Provide performance measurement feedback, including participant preferences regarding content and format.

Focus groups are a valuable methodology for obtaining *in-depth qualitative information* and *rich detail* on topics of interest. While survey research can offer an understanding of numeric agreement or disagreement about particular questions or topics, focus groups offer deeper insight into how people perceive and describe in their own words particular subjects and/or how they respond to stimulus material. As a result focus groups do not always offer opportunities to discuss question results in the aggregate, rather reports often offer key themes and quoted material from participants that capture the essence of the guided conversations. This means generally the language used is specific in relation to what participants offer. It is important to keep in mind that while results cannot always be generalized across the entire population, the information gleaned from focus groups provides rich, detailed information about how people perceive particular subjects or how they react to stimulus information presented.

Focus Group Recruitment

Citizens of University Place were recruited by a trained staff using listed phone numbers with prefixes identified as belonging within the borders of University Place. The following criteria were used to determine eligibility to participate: 1). Over the age of 18, 2). Not employed by or affiliated with employees of the City of University Place, and 3). Reside within the City limits of University Place. See Appendix A for the screening form. Once eligibility was determined citizens were asked for electronic or residential mailing addresses so confirmation and directions could be sent (See Appendix A). Reminder phone calls were placed the day before each focus group.

Procedures

Focus groups were conducted at the City of University Place Senior Center. The questions

used to guide the discussion were developed in consultation with the City of University Place staff. In each group the same discussion guide was used, with questions asked in the same order, to assure a fair comparison across the three groups. The primary investigator moderated the three groups of University Place citizens. The question guide used to moderate the focus group discussions appears in Appendix B.

The focus groups lasted between 100 and 120 minutes and the conversation was captured through the use of digital recorders. Generally speaking, the three groups involved lively discussions with high participation by most members. When participants arrived they were greeted by either the moderator or a research assistant and were invited to enjoy a light meal. Participants were only identified by either a first name in discussion and on their name card. Before the discussion began, the moderator gave an introduction about the purpose of the meeting, and the expectations about individual participation. She stated that everyone's opinions and experience were important. Finally, participants were asked to avoid talking at the same time so that the audiorecording would be understandable. Introductions followed with participants being asked to state their name and how long they have lived in University Place.

After reviewing ground rules and asking a few warm up questions, the facilitator asked a series of questions pertaining to perceptions of UP as a place to live and do business. Residents were also asked about perceptions of City government and identify the challenges the City would face in the next 10 years. About two-thirds of the way through, the focus group participants were presented with an abbreviated version of the 2010 City of University Place Citizens' Survey. After the presentation participants were invited to comment on what surprised them. The discussion continued with a series of questions about preferred modes of communication from the city and preferences for sustainability training opportunities. During the final section of the focus group the facilitator invited participants to review three examples of proposed performance measure reports and offer their ratings and comments in a paper and pen test. At the end of the discussion, participants were invited to provide their contact information so that the City could follow up on the conversation and so that participants could receive research results.

Using the National Center for Civic Innovation grant money, citizens received $50 in cash and a light meal for their participation. The audio recordings were transcribed by a professional and form the basis for the focus group analysis that is reported in the results section of the report. The transcriptions of the three focus groups appear in Appendix C. The paper and pen test results form the basis for the analysis of the performance measures and information display citizens

would prefer to receive from the City.

Participants

The groups consisted of University Place citizens whose residence ranged from 1 to 56 years. Many residents are parents with 10 participants reporting children under the age of 18 living at home. Just less than one-third of the participants were males and another 46% were females. Age of participants ranged from 26 to over 60 years.

Key Conclusions

1. Citizens of University Place offered very positive opinions about the scenic beauty of UP, the City's services, the feeling of community and the UP School District.

2. Citizens would like to build on the feeling of community through the development of a community center or youth center for children.

3. Most residents associate the idea of City government with either City staff or City Council.

4. While a few focus group participants who owned UP businesses felt that the City was a supportive business setting, the majority of citizens felt that UP was a difficult place to do business. Common reasons cited for business challenges external to the City's control include expensive property costs and high rents. Other citizens felt that the City was responsible for difficulties associated with running a business in UP.

5. When asked to project challenges the City will face in the next 10 years, residents' perceived the need to focus on City financial management and generating a revenue stream, mainly through developing the Towne Center. Other areas of concern centered on residential properties and the needs or wants of the community.

6. UP residents would appreciate the opportunity to attend sustainability workshops presented by the City of UP as long as what is offered does not duplicate other educational efforts in the County. Workshops offered on weekends or that provide childcare would make it easier for them to attend.

7. While some residents still prefer City updates in hardcopy, many participants indicated they would be more likely to follow City updates on Facebook or by "opting in" to receive an email of headline links to information on the City website. Citizens also requested that specific types of information be provided in City reports (see Part C, Section 5).

8. When asked to respond to three different exemplars of performance measurement reports, most residents preferred the third example for the amount of graphics and text offered, content usefulness, information provided and understandability. While some participants agreed they would read up to four pages per department, most preferred to read one page per department. Please refer to Appendix D for the three performance measurement examples.

Results

Focus group transcripts of University Place citizens were analyzed for key responses mentioned and themes. Results follow the order of the questioning route, which appears in Appendix B. As discussed previously, while focus group analysis does not seek aggregate responses in numeric terms, in this report common terms such as "majority", "most" or "many" are offered to indicate a sense of general consensus across groups, whereas specific terms such as "some" or "few" are offered to indicate that a smaller number of people offered similar reactions. Where possible citizens are directly quoted to provide a rich, descriptive sense of the participant's response or a summary comment of the discussion.

Section 1: Warm-up, General Participant Characteristics

Question 1: What brought citizens to University Place?

Residents of University Place related many reasons why they choose to live in the city. A majority of participants remarked on the high quality of schooling offered by the University Place School District. Other citizens frequently remarked on the beauty of the green space, views of the sound, safety, and family history of residence in UP. Several residents talked about life circumstances that took them away from UP, but when presented with the opportunity, choose to return.

Question 2: Activities in University Place

In general residents of UP are engaged citizens as reflected in the variety of activities mentioned during the warm-up discussion. Two key themes emerged around activities in UP: volunteerism and leisure.

Volunteerism. While not all citizens reported engaging in volunteer activities, many citizens mentioned spending time in children-focused volunteer activities from coaching to serving as volunteers in UP schools or serving through the Parent-Teacher Associations. Other

citizens mentioned volunteering at specific sites in UP including Hands On, Hospice House, Narrrows Coop Preschool, Save the Parks, the Chamber, and the dog park committee. Some residents indicated their volunteer activities took them beyond the borders of the city.

Leisure. Many citizens mentioned taking advantage of the numerous area parks. In particular, citizens mentioned Chambers Creek as a favorite place to walk with some frequency. The new library was frequently mentioned as a valuable community resource and activity. Those residents with children mentioned enjoying parks, school sports, UP Parks and Recreation activities, and other community events such as Duck Days or concerts. In comments about activities, many mentioned the community feeling of UP. Still, some residents mentioned that there was little to do in University Place, or that they chose to engage in leisure activities at the YMCA in Lakewood, Titlow Park in Tacoma, or other areas of the South Sound region.

Section II: Impressions of the City

A. General impressions

Question 1: So when you think about the City of University Place, what is your overall impression? How would you describe it?

Citizens offered many impressions with vivid descriptions of the City of University Place. In the discussion of UP impressions, two key themes emerged: positive and negative imagery.

Positive. Most residents mentioned overwhelming positive images of the City of University Place. The most common descriptions centered on four key themes: characteristics of the area, City services or planning, community, and schools.

1. Scenic area
    a. Views of the Puget Sound and the Narrows Bridge
    b. Trees
    c. Green space
    d. General beauty
    e. Golf course

2. City Services or Planning
    a. Clean, tidy (trash kept off streets, garbage cans on corners)
    b. Space (big properties)
    c. Safe neighborhoods
    d. Automated calls sharing emergency information (specific incident mentioned: train accident)
    e. Sidewalks (walkability)
    f. Bridgeport flowers
3. Community/Fellow Citizens
    a. Know neighbors
    b. Feeling of community
    c. Unofficial neighborhood watch
    d. Friendly
    e. Family orientation
4. School district

One resident's opinion summarizes the overall positive impression of the City in this statement, "People are great…All in all I think it's a testimony to that fact that we must like University Place because most of us have been here a long time. What better evidence do you need?" Another resident simply stated, "(it)Would be hard to leave."

Negative. While negative impressions of the City were sparse, the following lists the few negative comments about the City as mentioned by participants:

a. Golf rounds at Chambers too expensive
b. High transient rate
c. Property taxes
d. Firemen taking donations in the street
e. Missing shops that closed on Bridgeport
f. Development (missing country feel, wetlands)

Question 2: Has your opinion changed over the last 10-15 years?

Responses to changes in the City mirror responses about impressions of the City. Many residents appreciated changes they perceived to be attributed to incorporation. The following is a list of positive perceptions associated with incorporation:

a. Preservation of green space, great improvement in parks when Parks and Rec took charge
b. Parks (skate park, park on Cirque, Adriana Hess)
c. Sidewalks

d. Police and Fire services
e. Replacing school buildings in a timely way
f. New library

Other residents worried about changes in City policy and planning. The following lists the key areas of concern mentioned by residents:

a. Changes in road management (confusion about speed limit changes, changing four lane roads to three lanes, moving traffic over to Orchard, frustration with roundabouts, no lights or sidewalks for children waiting for school buses)
b. Town Center development (back-in angle parking, lack of good strategic planning, changes in planning, confusion about development, lack of visions, vision not consistent with residents wishes)
    i. Businesses moved out (Mama Stortini's, sewing center, other "mom and pop" businesses)
    ii. Tearing down 10 year old library
c. Feelings of alienation at edges of the City (19th St overlooked as one participant said, "the stepchild" that does not include sidewalks or flowers)

Question 3: Ideally, when you think about your city how would you like it to be defined? What should the City of UP be?

Many respondents mentioned spaces for community. One common theme centered on creating a community forum or center for the arts or musicals or using parks for gathering spaces. The other theme that resounded across groups was the desire for youth center for kids in UP. Residents felt like a youth center would allow a place for kids to be safe and avoid boredom or mischief.

Question 4: What, if anything can the City do to help make that happen?

Residents were divided over the issue of taxes to make changes in the City. On the one hand participants felt that taxes were already high, thereby hoping that no raise would be required to make changes. On the other hand some participants pointed to the need for money to make things happen. As one participant states, "…you want all these services, but on the other hand you want no taxes." Further discussion of taxes moved to a pragmatist point of view and argued, "you get what you pay for".

Other areas of discussion focused on ways beyond using taxes to generate revenue. The focus of this discussion centered on using the Town Center to generate revenue. As one participant states, "… if they could get going on this Town Center up there and get some businesses going in there, generate some money coming into our town, we'll have the money for

a community center or a movie theater or something for kids." Two specific options were mentioned. The first was to address the need for restaurants and shops to generate revenue for the 2015 US Open. The second was to draw anchor businesses that would in turn attract smaller businesses the residents wish were present in UP.

B. City government

1. What do you think of when you think of city government in UP (as an organization/government)?

UP citizens offered two associations with the term "city government": City staff and City Council. When discussing City staff, citizens thought of those people who, as one participant put it, "make things work". Some participants made specific mentions of the City manager and staff, whereas other citizens thought of services such as Police and Fire. When discussing the City Council, there were several comments of appreciation. In a discussion about service improvements that resulted from City incorporation, one participant said, "…I think it speaks to the quality of the people that we have had in the City leadership. I mean that is a big job to create a city where there wasn't one and I disagree with some of the things they've done heartily but on the whole I think they've done a very good job."

2. What changes do you think would improve City government?

Although no complete agreement emerged across all groups, term limits was one idea mentioned as a way to improve City government. While some citizens felt that continuity within the Council was helpful and that there was some rotation, others felt that council members' terms are too long. Further, questions were raised around the question about whether or not the Mayor should be elected. Some citizens also felt as if the City was inaccessible and not interested in listening to them, yet a few citizens admitted to having "given up trying to be heard." A few other mentions included wishes for a newspaper, small businesses, and a leaner government.

C. Business

1. What is the perception of UP as a place to do business? *(Did you know that the City actually connects businesses with a consulting service, organizes Partner UP networking events, puts out a UP business directory of all UP businesses, etc…)*

The majority of citizens felt that UP was a difficult place to do business. Common reasons cited for business challenges external to the City's control include expensive property costs and high rents. Other citizens felt that the City was responsible for difficulties associated with running a business in UP. For example residents cited a lack of encouragement to do business

through fees, permits, sign restrictions, lack of incentives to do business, moratorium on drive-thrus, and installation of medians that force drivers to turn around to reach some businesses. As evidence for their position, citizens noted a lack of shopping, hotels and hospital, lack of business diversity, and the departure of a few small businesses. One participant claimed, "I know quite a few builders, subcontractors, specialists and developers and if you ask them they will tell you out of the Puget Sound area, University Place is about the hardest place to do business as far as permitting, getting license inspections and such like that. It's really tough".

On the other hand a few residents, including two business owners, noted that the lack of B & O taxes was an attractive feature of doing business in UP. Likewise the business owners felt that the rents were competitive within the South Sound region.

2. What should the City do (if anything) to address business concerns.

Beyond wishing for the problem of attracting businesses to be resolved, as one person put it, "whether (the problem) exists or not" very few residents offered ideas about what the City should do. The few ideas mentioned include: 1). Provide incentives for business, 2). Be selective about screening out businesses who only use UP as a tax shelter, 3). Stop engaging in practices that drive businesses away.

3. What challenges do you think the City will face in the next ten years?

UP residents had many thoughts to offer about what challenges the City will face in the next decade. Many of the ideas mentioned centered on City financial management and revenue. Other areas of concern centered on residential properties and the needs or wants of the community. The following is a list of these items:

a. Budget/Managing debt
b. Building and filling up the Town Center, bring in business, have a tax base
c. Strategic planning (for US open, Town Center)
d. Creating diverse shops and restaurants
e. City image
f. Houses on septic
    1. Transportation for aging population
g. Property values/Homeownership

Section III: Survey response

A. Survey review and response

1. Now that you've described your feelings about the City, did you participate in the most recent Citizen Survey, why or why not? 2. Are you familiar with the results? (go over key results and baseline measures)

Only four of the 49 focus groups participants had completed the most recent city-wide survey. A few citizens mentioned that they "didn't see it" or "never got it". After viewing a 10-minute presentation of the key results (see Appendix E for the PowerPoint slides) participants were engaged in a discussion about the results.

2. Were the results what you expected? What surprised you?

a. Police – one resident expressed surprise that satisfaction with police was overwhelmingly positive. S/he stated, "I kind of feel like they concentrate on more areas of more certain areas are a bigger concern for them so when you get on an outlying or not this area it's not as important". Another resident countered this position by relating an experience of how responsive the police were when he needed to file a report.
b. Satisfaction - On survey measures with high levels of satisfaction some citizens mentioned it would be "what I would expect" while others were surprised by the highly positive results. Those who were surprised by the positive responses wondered who might have filled out the survey
c. "Don't know" - Participants were surprised by the number of "don't know" responses and spent some time pondering why fellow residents did not express an opinion.

B. Specific Survey Measures Discussion: Sustainability

1. Many respondents were interested in sustainability (*discuss a few survey examples*) are you interested in learning more? Would you be interested in participating in workshops?

While there was some confusion around what the term "sustainability" means, the majority of participants were interested in learning more about the issue of sustainability and wanted to attend workshops in UP. Citizens also wanted the City to be sure to make the information about workshop time and place easily available to residents. The following is a list of the many ideas citizens generated and found appealing:

a. Storm water
b. Solar energy
c. Organic gardening, community gardens
d. Solutions for soil contamination (lead in particular)
e. Raising chickens for fresh eggs
f. Recycling (glass, pizza boxes)
g. Low cost solutions
h. Composting, worm bins
i. Home energy proofing

Two concerns were raised about the issue of sustainability. Some participants expressed concern about whether or not this was the right time for the City to be spending money on

sustainability. Other participants were concerned about duplicating efforts that either Pierce County or Tacoma Public Utilities already has in place and wondered whether there was a way to share resources.

2. What would make that easy or attractive for you to attend?

University Place residents had several ideas about what would make it easy to attend City workshops on sustainability issues. In terms of timing, participants suggested offering workshops after 5pm or on weekends. Residents also felt that offering childcare would be inexpensive and would make it easy for them to attend. Another idea discussed was offering workshops at times that coordinated with other events such as PTA meetings or community festivals.

C. Specific Survey Measures Discussion: Communication

1. Many survey respondents said they preferred hardcopy mailings. What mode of communication do you prefer from the City?

Residents were divided on the preference for channel. Many residents from one group in particular admitted that they preferred hardcopy mailings and would like to see the City continue that practice. Residents were also concerned for eliminating options of citizens who did not have technology readily accessible. One suggestion was to distribute the newsletter at the library to avoid mailing costs.

Still, there was a discussion around how offering electronic information would save the City money and reach a younger or more technologically comfortable segment of the population. A large number of residents indicated they would prefer an electronic newsletter that was delivered via email. "Opting in" to an email delivery system was mentioned as an attractive alternative to expensive hardcopy mailings.

2. The city launched an easier to use website and hardcopy mailings are expensive. What would lead you to use the City's website?

While some residents stated they would not actively seek out the City's website, other residents felt they might use the website more readily if they were emailed a list of headline links. These headlines would offer them the opportunity to preview articles of interest and then decide whether or not they wanted to read the whole article.

3. The city also operates a cable TV channel UP TV. What would lead you to watch UP TV? (*Are there regular topics or programs that would entice you to watch UPTV? A weekly news update for example?)*

While a few residents indicated they watched Council meetings on UPTV, very few residents

indicated they would be interested in a news update on UPTV. One participant opined that, ”while older people might watch that but to (sic) generate getting younger people to participate and help make the community grow and change and things like that, we’ve got to figure out ways to bring them in.”

4. If the City were on social media, would you be interested in connecting with the City through those avenues?

About half of all focus group participants enthusiastically agreed that they would like to see City updates on social media. Some residents felt that it would be the only way they would ever be motivated to read information from the City.

5. Would you be interested in signing up for email listservs? (*If that was available would you be interested in specific topics like upcoming events, economic development or sustainability or would you prefer a broad city update?)*

Since the participants had already discussed their preferences for email headlines, most of the listserv discussion centered on a “wish list” of topics citizens would like to see included in City reports. The frequently cited items include:

a. Weekly police blotter/Fire response
b. Town Center updates
c. Information resources (who to call about street light outages, roadkill, City water leaks)
d. Recreation opportunities
e. Events (e.g. Duck Days)
f. Classes (e.g. sustainability)
g. Pierce County information links
h. Volunteers needed
i. More specific information about recycling

During the discussion concerning areas of interest residents expressed a desire that all information about the City be included, not just the “good news”.

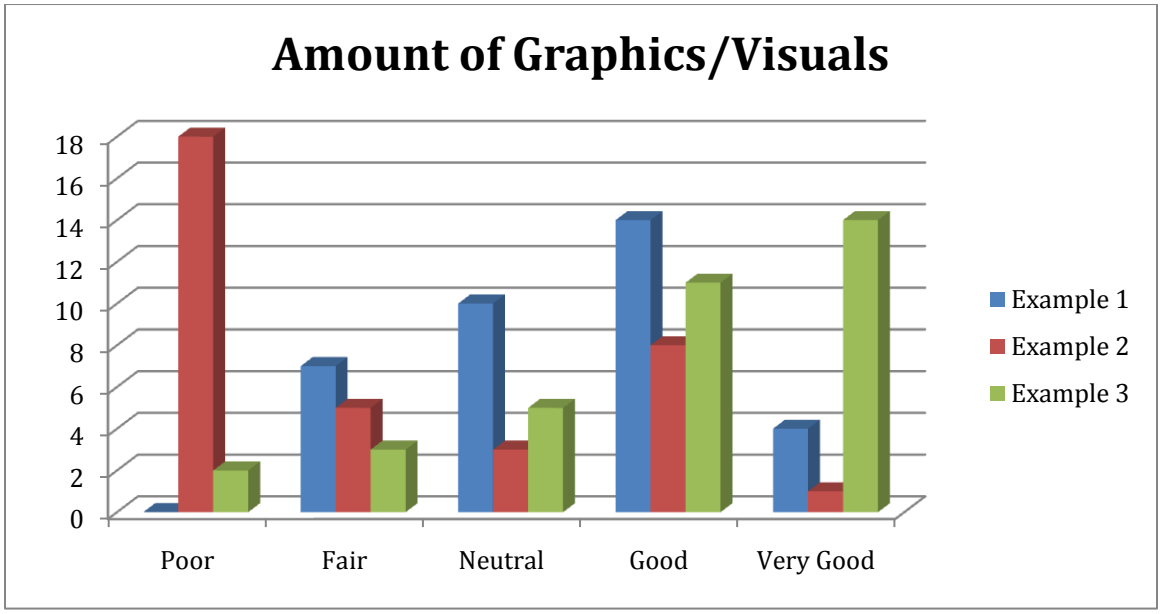
Section IV: City Service Performance Information Evaluation

To understand citizens’ preferences for reporting on performance measures, and to test different layout options, a paper and pen test was distributed at the end of each focus group. Three examples with different information and design features were presented. Participants were asked to rate the three examples using five evaluation measures per example and space was

offered for open-ended comments. For the purposes of this analysis comparative bar charts were created to demonstrate citizens' preferences. The tabulated ratings for each example and question appear in Appendix E. Open-ended comments on each example appear in Appendix F.

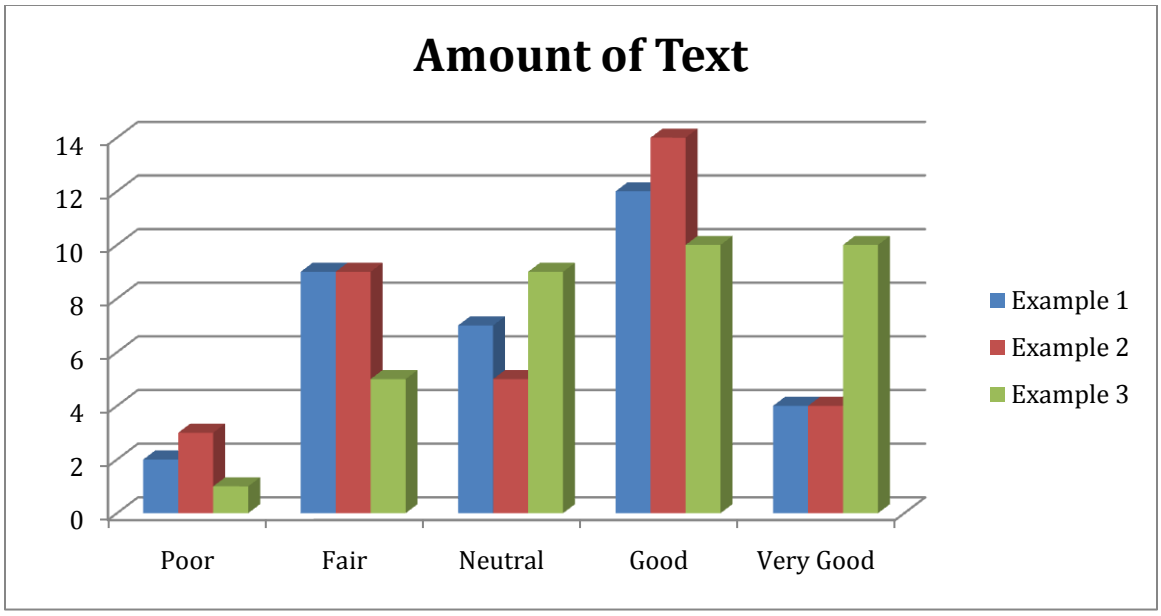
1. Amount of Graphics and Visuals

In terms of the preferred amount of graphics and visuals for UP citizens example 3 offered the best fit as about 71% of citizens rated the visuals as "very good" or "good". Example 1 was the second preference while Example 2 was least likely to be preferred by citizens.



2. Amount of Text

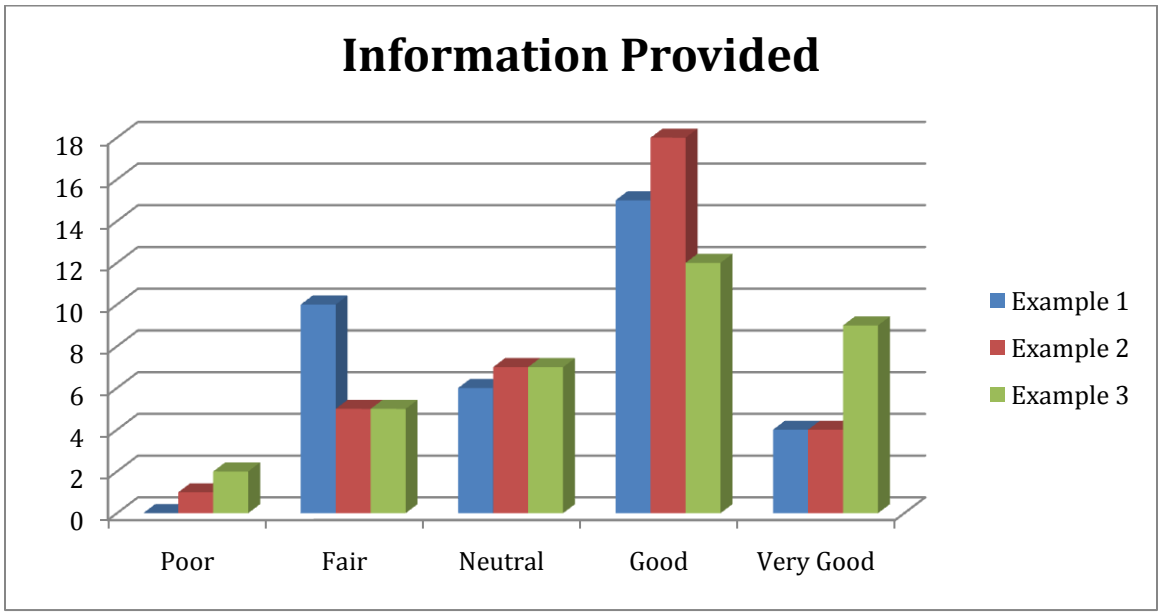
When reviewing the amount of text on examples, citizens discerned little difference across "good" ratings. Still, Example 3 had double the "very good" ratings when compared to the other two examples. Clearly Example 2 was the least preferred as roughly half of all participants who responded ranked it as "poor".



3. Information provided

Ratings of information provided on all three examples closely mirrored ratings on the amount of text.

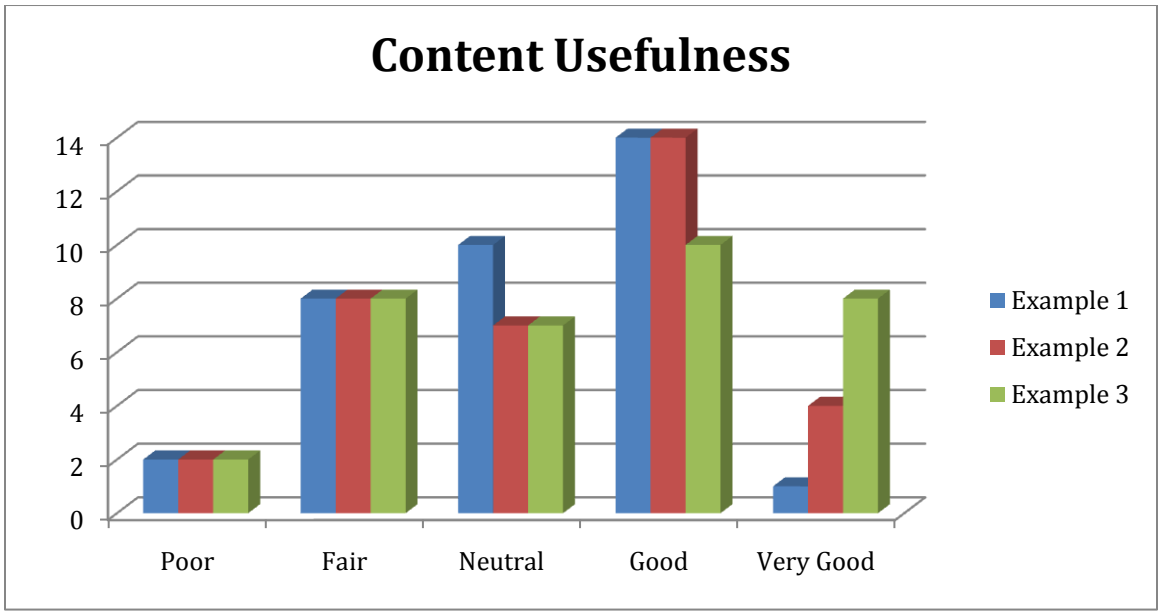
Most participants preferred example three, yet the other two examples scored favorably in the "good" category.



4. Content usefulness

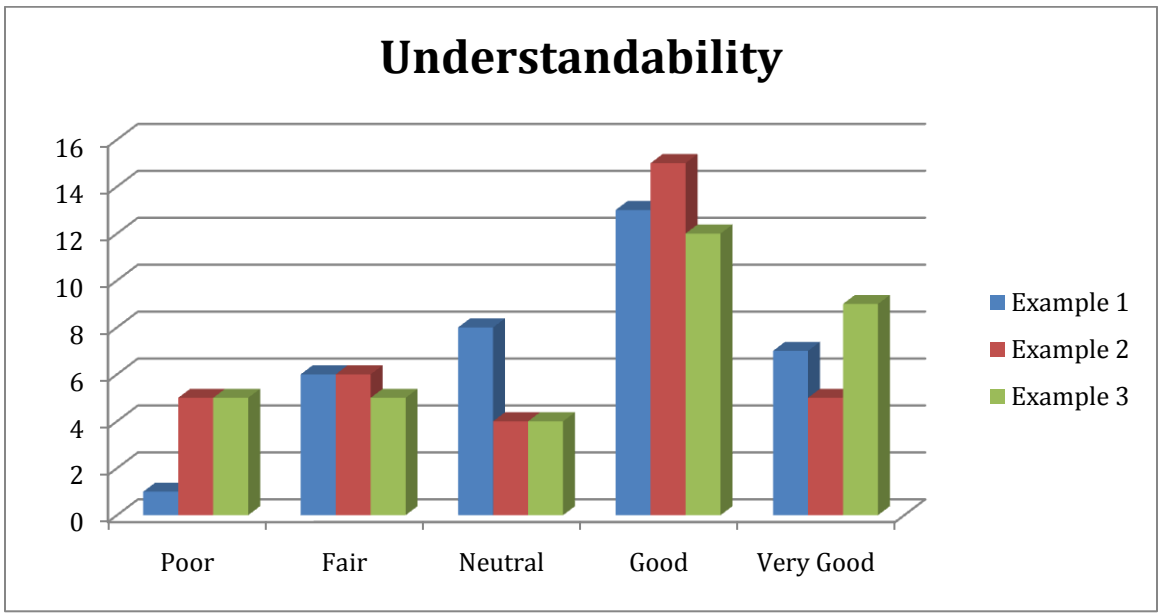
When asked to review the usefulness of content, example 3 garnered the most positive support with over 50% of participants rating it as "very good" or "good". All three examples

were fairly even in rankings of "good". Still, Example 3 had higher ratings of "very good" as compared to the other two examples.



5. Understandability

Many respondents found all examples to offer fairly understandable information. Two-thirds of participants ranked example 3 as "very good" or "good" on understandability. Example 2 incurred the highest rating of "good" followed by examples 1 and 3.



6. What is your ideal length for a service performance report from the City? _____ pages per department? _____ pages maximum?

Most residents indicated that they would prefer one page per department, but some citizens indicated they would be willing to read up to four pages per department. In terms of maximum pages, the responses ranged from one page to ten pages, but most residents would prefer the maximum set around four pages.

7. Would you like to see information about internal services departments (such as IT or Human Resources) in addition to those that have a more direct impact on the public?

While not all citizens responded (40.8%) to this question, many citizens (62.1%) indicated that they would like to receive more information about internal service departments.

Additional Internal Services Information Q10

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	29	Yes	18	36.7	62.1	62.1
		No	3	6.1	10.3	72.4
		Don't Know	8	16.3	27.6	100.0
Missing	20	NR	20	40.8	100.0	
Total	49		49	100.0		

Appendix A

City of University Place Screening Questions Draft

The City of University Place is interested in finding out more about your opinions of what it's like to live in the City. We are conducting focus groups at the end of February and would like to include you? Would you have a moment to answer a few questions to see if you're qualified to participate?

Are you over the age of 18? (if yes, continue, if no ask to speak to someone of age)

Are you or a member of your family affiliated with or work for the City of UP?

How long have you lived in the City of UP? ____ Years

Do you have children? ___Yes ___No

If so, how many are living at home? How many are under the age of 18?

What quadrant (offer descriptors) of the City do you live in?

Descriptors:

- Northwest (NW(North of Cirque and West of Sunset)
- Northeast (NE) (North of Cirque and East of Sunset)
- Southwest (SW) (South of Cirque and West of Bridgeport)
- Southeast (SE) (South of 44th and East of Bridgeport)

In what age group do you belong?

Under 25	26-35	36-45	46-55	56-65	65+

Thanks for taking the time to answer our questions. As I mentioned, we'll be holding focus groups in the City in mid-March. Would you be interested in participating? As compensation for your time, we are offering $50 in cash and a light meal. The focus group should last about 90 minutes and will be conveniently located in the City. What date would be best for you?

Option A:
Option B:
Option C:

May I get a name, address (or email address) where I can send you directions to the focus group? May I have your phone number so we can give you a reminder call?

Many thanks and we look forward to meeting you on _____ (repeat date/time they select)

Greetings!

Last week you were contacted by phone and indicated you were willing to participate in a focus group conversation. Thanks for agreeing to join us. Your opinions about the quality of life and City governance in University Place are important. The experiences and feedback you offer will help the City enrich planning and communication with University Place citizens.

As mentioned in our phone conversation, the focus group will last somewhere between 60 and 80 minutes and will be held at the University Place Senior Center. It would be greatly appreciated if you could arrive about ten minutes before the start time to get checked in and make your selections from the meal buffet. Once the focus group concludes you will be compensated with $50 in cash. As a reminder, to be eligible, you must be over the age of 18, and you and no member of your immediate family have served University Place as an employee, elected or appointed official.

Your meeting date is:
Tuesday 3/15 at 12:00 PM
Wednesday 3/16 at 7:30AM
Wednesday 3/15 at 7:00PM

We will meet at:
City of University Place: Senior Community Center
2534 Grandview Drive West (Between S. 19th and 27th Ave W).
Click on the link below for a map to the Senior Center
Link: Directions to University Place Senior Center

If you should have any questions before the focus group or need help on the meeting day, please call (253) 468-5674 or email universityplacefocusgroups@gmail.com.

I'm looking forward to meeting you this week.
Sincerely,

Renee Houston, PhD
Sound Communication

Appendix B

City of University Place Focus Group Discussion Guide –Draft

Section I: Warm-up

1. How long have you lived in University Place?
2. What brought you to the City of University Place
3. What kinds of volunteer commitments do you engage in?
4. What kinds of activities do you enjoy in the city?

Section II: Impressions of the City

A. City in general

1. When you think about the City of UP what is your overall impression?
2. Has your opinion changed over the last 10-15 years?
3. Ideally, when you think about your city how would you like it to be defined*? (Prompt: in other words, what should the City of UP be?)*
4. What, if anything can the City do to help make that happen?

B. City government

3. What do you think of city government in UP (as an organization/government)? *(push them to refine - are they elected officials or staff as a whole?)*
    a. What makes you say that?
4. What changes do you think would improve City government?

C. Business

2. What is the perception of UP as a place to do business? *(Did you know that the City actually connects businesses with a consulting service, organizes Partner UP networking events, puts out a UP business directory of all UP businesses, etc…)*
3. If you haven't had any direct experience with UP as a place to do business, what do people around you say about the City of UP as a place to do business?
    a. Do you agree with that?
4. What should the City do (if anything) to address business concerns.
5. What challenges do you think the Ciiy will face in the next ten years ?

Section III: Survey response

A. Survey review and response

3. Now that you've described your feelings about the City, did you participate in the most recent Citizen Survey, why or why not?
4. Are you familiar with the results? (go over key results and baseline measures)
5. Before we move on, were the results what you expected? What surprised you?
6. What indicators do you think should be a top priority for the City to pursue?

B. Specific measures: Sustainability, Communication

We'd like to follow up with you on two aspects of the survey:
Sustainability

1. Many respondents were interested in sustainability (*discuss a few survey examples*) are you interested in learning more.
2. Would you be interested in participating in workshops?
3. What would make that easy or attractive for you to attend?

(Solar power, energy waste (energy proof home)

Communications

1. Many survey respondents said they preferred hardcopy mailings. What mode of communication do you prefer from the City?
2. The city launched an easier to use website and hardcopy mailings are expensive. What would lead you to use the City's website?
3. The city also operates a cable tv channel UP TV. What would lead you to watch UP TV? (are there regular topics or programs that would entice you to watch UPTV ? a weekly news update for example)
4. If the City were on social media, would you be interested in connecting with the City through those avenues?
5. Would you be interested in signing up for email listservs.
    a. If that was available would you be interested in specific topics like upcoming events, economic development or sustainability or
    b. would you prefer a broad city update?

Section IV: Performance Measures

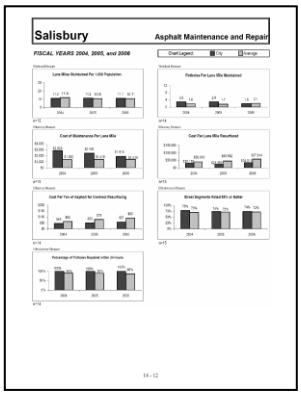
Speaking of communication the city wants you to receive the information you want about the services the city provides. Of course there is a lot of information available so we'd like to ask you to take a few minutes to respond to questions about the content and format of service information.

Paper and pen test

Appendix C

Athough resource limitations may influence the City's service reporting, the City would like to know what information residents would ideally like to receive about services and how they prefer receiving it.
Please rate the following to help us determine your preferences:

EXAMPLE 1 – *report includes a two page overview of departments (ex. Asphalt Maint.) for a total of 16 pages*


Salisbury
Asphalt Maintenance and Repair
FISCAL YEARS 2004, 2005, and 2006

	Poor - Fair - Neutral - Good - Very Good				
Amount of Graphics/Visuals	1	2	3	4	5
Amount of Text	1	2	3	4	5
Information Provided	1	2	3	4	5
Content Usefulness	1	2	3	4	5
Understandability	1	2	3	4	5

What do you like about Example 1:

_____

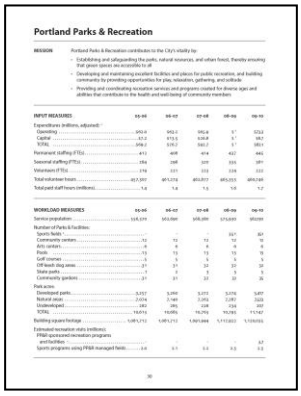
_____

What would you change about Example 1:

_____

_____

EXAMPLE 2 – *report includes detailed information on each department (ex. Parks & Rec) for a total of 36 pages*


Portland Parks & Recreation

	Poor - Fair - Neutral - Good - Very Good				
Amount of Graphics/Visuals	1	2	3	4	5
Amount of Text	1	2	3	4	5
Information Provided	1	2	3	4	5
Content Usefulness	1	2	3	4	5
Understandability	1	2	3	4	5

What do you like about Example 1:

_____

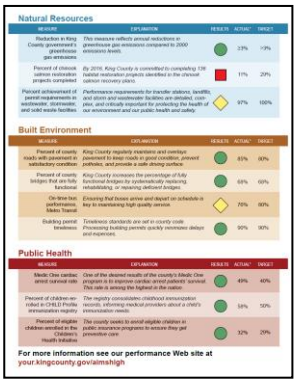
_____

What would you change about Example 1:

_____

_____

EXAMPLE 3 – *report includes 2-4 selected measures, targets and results for each service area and is 4 total pages*



	Poor	Fair	Neutral	Good	Very Good
Amount of Graphics/Visuals	1	2	3	4	5
Amount of Text	1	2	3	4	5
Information Provided	1	2	3	4	5
Content Usefulness	1	2	3	4	5
Understandability	1	2	3	4	5

What do you like about Example 1:

_____

_____

What would you change about Example 1:

_____

_____

What is your ideal length for a service performance report from the City? _____ pages per department

_____ pages maximum

Would you like to see information about internal services departments (such as IT or Human Resources) in addition to those that have a more direct impact on the public?

Yes Don't Know No

What specific information would you like to see included if the City produced a report?

_____

_____

_____

Additional comments/suggestions:

_____

_____

_____

Demographic Information

Please tell us a little bit about yourself:

Age: Under 25 26-35 36-45 46-55 56-65 Over 65

Gender: Male Female

If you would like to receive follow up information about how the focus group information is used, please provide an email address: _____

Thank You!

Appendix D

Children Q2

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	42	Yes	39	79.6	92.9	92.9
		No	3	6.1	7.1	100.0
Missing	7	NR	7	14.3	100.0	
Total	49		49	100.0		

Quadrant I Live In Q5

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	39	NW	6	12.2	15.4	15.4
		NE	14	28.6	35.9	51.3
		SW	7	14.3	17.9	69.2
		SE	12	24.5	30.8	100.0
Missing	10	NR	10	20.4	100.0	
Total	49		49	100.0		

Age Group Q6

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	49	26-35	4	8.2	8.2	8.2
		36-45	5	10.2	10.2	18.4
		46-55	13	26.5	26.5	44.9
		56-65	7	14.3	14.3	59.2
		Over 65	20	40.8	40.8	100.0
		NR	0	0.0	100.0	
Missing	0		49	100.0		
Total	49					

Gender Q7

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	39	Male	16	32.7	41.0	41.0
		Female	23	46.9	59.0	100.0
Missing	10	NR	10	20.4	100.0	
Total	49		49	100.0		

Example 1

Amount of Graphics/Visuals EX 1

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	35	Poor	0	0.0	0.0	0.0
		Fair	7	14.3	20.0	20.0
		Neutral	10	20.4	28.6	48.6
		Good	14	28.6	40.0	88.6
		Very Good	4	8.2	11.4	100.0
Missing	14	NR	14	28.6	100.0	
Total	49		49	100.0		

Amount of Text EX 1

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	34	Poor	2	4.1	5.9	5.9
		Fair	9	18.4	26.5	32.4
		Neutral	7	14.3	20.6	52.9
		Good	12	24.5	35.3	88.2
		Very Good	4	8.2	11.8	100.0
Missing	15	NR	15	30.6	100.0	
Total	49		49	100.0		

Information Provided EX 1

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	35	Poor	0	0.0	0.0	0.0
		Fair	10	20.4	28.6	28.6
		Neutral	6	12.2	17.1	45.7
		Good	15	30.6	42.9	88.6
		Very Good	4	8.2	11.4	100.0
Missing	14	NR	14	28.6	100.0	
Total	49		49	100.0		

Content Usefulness EX 1

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	35	Poor	2	4.1	5.7	5.7
		Fair	8	16.3	22.9	28.6
		Neutral	10	20.4	28.6	57.1
		Good	14	28.6	40.0	97.1
		Very Good	1	2.0	2.9	100.0
Missing	14	NR	14	28.6	100.0	
Total	49		49	100.0		

Understandability EX 1

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	35	Poor	1	2.0	2.9	2.9
		Fair	6	12.2	17.1	20.0
		Neutral	8	16.3	22.9	42.9
		Good	13	26.5	37.1	80.0
		Very Good	7	14.3	20.0	100.0
Missing	14	NR	14	28.6	100.0	
Total	49		49	100.0		

Example 2

Amount of Graphics/Visuals EX 2

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	35	Poor	18	36.7	51.4	51.4
		Fair	5	10.2	14.3	65.7
		Neutral	3	6.1	8.6	74.3
		Good	8	16.3	22.9	97.1
		Very Good	1	2.0	2.9	100.0
Missing	14	NR	14	28.6	100.0	
Total	49		49	100.0		

Amount of Text EX 2

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	35	Poor	3	6.1	8.6	8.6
		Fair	9	18.4	25.7	34.3
		Neutral	5	10.2	14.3	48.6
		Good	14	28.6	40.0	88.6
		Very Good	4	8.2	11.4	100.0
Missing	14	NR	14	28.6	100.0	
Total	49		49	100.0		

Information Provided EX 2

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	35	Poor	1	2.0	2.9	2.9
		Fair	5	10.2	14.3	17.1
		Neutral	7	14.3	20.0	37.1
		Good	18	36.7	51.4	88.6
		Very Good	4	8.2	11.4	100.0
Missing	14	NR	14	28.6	100.0	
Total	49		49	100.0		

Content Usefulness EX 2

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	35	Poor	2	4.1	5.7	5.7
		Fair	8	16.3	22.9	28.6
		Neutral	7	14.3	20.0	48.6
		Good	14	28.6	40.0	88.6
		Very Good	4	8.2	11.4	100.0
Missing	14	NR	14	28.6	100.0	
Total	49		49	100.0		

Understandability EX 2

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	35	Poor	5	10.2	14.3	14.3
		Fair	6	12.2	17.1	31.4
		Neutral	4	8.2	11.4	42.9
		Good	15	30.6	42.9	85.7
		Very Good	5	10.2	14.3	100.0
Missing	14	NR	14	28.6	100.0	
Total	49		49	100.0		

Example 3

Amount of Graphics/Visuals EX 3

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	35	Poor	2	4.1	5.7	5.7
		Fair	3	6.1	8.6	14.3
		Neutral	5	10.2	14.3	28.6
		Good	11	22.4	31.4	60.0
		Very Good	14	28.6	40.0	100.0
Missing	14	NR	14	28.6	100.0	
Total	49		49	100.0		

Amount of Text EX 3

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	35	Poor	1	2.0	2.9	2.9
		Fair	5	10.2	14.3	17.1
		Neutral	9	18.4	25.7	42.9
		Good	10	20.4	28.6	71.4
		Very Good	10	20.4	28.6	100.0
Missing	14	NR	14	28.6	100.0	
Total	49		49	100.0		

Information Provided EX 3

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	35	Poor	2	4.1	5.7	5.7
		Fair	5	10.2	14.3	20.0
		Neutral	7	14.3	20.0	40.0
		Good	12	24.5	34.3	74.3
		Very Good	9	18.4	25.7	100.0
Missing	14	NR	14	28.6	100.0	
Total	49		49	100.0		

Content Usefulness EX 3

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	35	Poor	2	4.1	5.7	5.7
		Fair	8	16.3	22.9	28.6
		Neutral	7	14.3	20.0	48.6
		Good	10	20.4	28.6	77.1
		Very Good	8	16.3	22.9	100.0
Missing	14	NR	14	28.6	100.0	
Total	49		49	100.0		

Understandability EX 3

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	35	Poor	5	10.2	14.3	14.3
		Fair	5	10.2	14.3	28.6
		Neutral	4	8.2	11.4	40.0
		Good	12	24.5	34.3	74.3
		Very Good	9	18.4	25.7	100.0
Missing	14	NR	14	28.6	100.0	
Total	49		49	100.0		

Would like to see information about internal services departments

		Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	29	Yes	18	36.7	62.1	62.1
		No	3	6.1	10.3	72.4
		Don't Know	8	16.3	27.6	100.0
Missing	20	NR	20	40.8	100.0	
Total	49		49	100.0		

Appendix E

Open-ended Comments on Example 1: Likes

Easy to understand- Needs more explanation
Not much
Easy to understand quickly
Graphs
Initial response is to read further- information easily absorbed- I like this format best
I loved the graphics! Very easy to understand.
Good visual
Hard to understand
Small amount of info, if I need more I can research myself.
Like overview.
Good visual charting
Concise written material
Easy to read general trend, actual numbers in background.
Good graphs.
Direct and to the point, easy to understand.
The visual
The information is easy to see and understand.
Simple, exact.
Somewhat simple examples.
Visual presentation
A lot of information about one particular department.
Graphs.
Explains a lot of information.
I didn't really like this example & feel that it didn't really explain in enough detail. The graphics were clear but not enough text.
Backside is fairly easy to follow and just enough detail.
Bar graphs- visually easy to understand
City is about average of other cities
Municipal profile, I liked the profiles.
Graph

Open-ended Comments on Example 1: Suggested Changes

More info
A little more info
Reflect-page w/o graphics only. Provided more information on city and asphalt maintenance and repair
More written info
Use real numbers not %, "no website"
Too much detail; no goals; no historical 3-5 year comparison.
Good addition to example 2
Explain charts better.
The number of graphics is a little excessive- too "busy" looking.
Nothing, cost effective don't need color.
Too many numbers and %'s to read and compare.
Nothing.

Not so many graphs per page, page seems to busy.
Didn't understand what some of it meant.
Color added/ too many similar graphs too close together (confusing)
A bit too detailed, information wise e.g. "cost per ton of asphalt"- keep facts more general.
Compress categories
There must be more information that could be included to fill up the page it looks unfinished.
Too little content

Open-ended Comments on Example 2: Likes

Numbers easier to understand
It seemed very thorough
Would not "read" only scan and discard
I like being able to quickly see 5 years data
Easy to read. Information laid out well. Provides a good overview.
Columns easy for use at a glance "website"
Like historical comparison; enough detail.
Easy to read. Good information.
Good comparison
Actual numbers easy to see smaller net change through graph.
Organized
Nothing, not very useful.
Information covered.
A lot of good info.
Too detailed- a chore; reluctant to give effort
Compare years of this (and another cities) service. Easy to compare. Lots info on one page.
The progression
A lot of information
Was written so typical person can understand.
Nothing.
Explanations were good.
Good historical representation, see where and how things advance or decline.
Simplified text- 5 year comparison.
Not much, a bunch of numbers- all inclusive
Wide variety
It's easy to understand

Open-ended Comments on Example 2: Suggested Changes

Some graphics would be helpful to assist
None
Graphs would be much easier to read and I would be much more likely to
Very boring- missed graphics
Little more words
No goals indicated for year; need some graphics.
Too much info
Combine with #1
Not so many years
Comparisons and stated goals
Too long
Text overload!
Color always adds interest but more expensive.
Larger printing
Seems to dry. I wouldn't spend time reading it, it seems to boring. Small font too.
Doesn't explain numbers, doesn't make sense right away.
More detail about exactly what was done.

Color/ bar or line graphs (visuals)
Incorporate bar graphs to illustrate figures
Too many years covered
The 05-06, 07-08 are years right? That should be more obvious.
More content of words- explainability. People see to many numbers and toss, don't understand percentages

Open-ended Comments on Example 3: Likes

Detailed
It grabbed my attention and covered everything separately
Use of color good, eye catching- entices me in but I prefer graphics as well as words
States specific goals
Color
Break downs and color coded. "Website"
Goals and comparison
About the right amount of info.
Elementary school graphics. Visual color design. More interpretation required.
Color nice, good explanation
Once you read the key easy to track results, probably more costly to print color though.
I like the graphics and the way it is presented
Best of the 3 examples, info easy to see and understand. Love the graphics.
Simple, exact. But more visual and informative
Only thing is the color of examples, set up of the different departments.
Very visual
I like how it clearly shows if a certain target was met with symbols
It was easy to tell when subject changed.
Understand right away. Clear, easy to read.
I like that it is just the now raw data. Great explanation.
This was a very clear report that provided enough info in a clear layout.
Color visually breaks things down to manageable chunks.
Use of green, red, yellow to show meeting, how meeting goals
See results at a glance
The boldprint and large print
Pretty colors.
Text is understandable, graphics clear, format good

Open-ended Comments on Example 3: Suggested Changes

Simply not visually inviting
Actual numbers
Graphics can be useful
I have no idea what the "results" symbols mean
Harder to understand, takes more thinking time to decipher. Color seems unnecessary
Expensive to produce in color. Too much text, but does convey what they are doing
Too many percents
Needs more historical comparison; color is too expensive
Dissimilar info use Ex 1&2- hyped visual format
More specific info, less generalizing
Smiley faces when meeting target goals, just kidding
N/A
To expensive for color, but no changes
Too much info on this example, overwhelming
Nothing
Nothing
Nothing

Nothing, but it would be informative also in black and white
Less text (verbage). Looks to crowded
Too minimal, not enough info provided
The symbols are absolutely unnecessary. In fact, the entire paper is unnecessary
Not enough information