



MEMORANDUM

TO: Mayor and City Council
Howard Lazarus, City Administrator

FROM: Tom Crawford, Chief Financial Officer

DATE: August 16, 2018

SUBJECT: **Community Participation and Engagement in Developing City Budget**

REFERENCES: FY2019 Adopted City Budget

PURPOSE: This memorandum responds to City's Council's request to evaluate potential tools for the City to utilize to obtain citizen input on the FY2020 & FY2021 budget/financial plan as approved in Resolution R-18-195 – Budget Amendment Two [Resolution to Adopt Ann Arbor City Budget and Related Property Tax Millage Rates for Fiscal Year 2019](#).

BACKGROUND: On May 21, 2018, Council adopted the FY2019 budget that included a \$50,000 one-time allocation to:

1. "Evaluate potential tools (surveys, workshops, other) the City could utilize to obtain meaningful, objective citizen input and data on budget and spending priorities to better inform staff and council's deliberations on the FY20 Budget and FY21 Financial Plan.
2. Present to City Council no later than September 1st staff's recommendation on the preferred tool/mechanism including projected cost and a process outline and timetable that obtains input prior to December 1st."

RESEARCH: The Council resolution mentioned a couple of previous efforts that had been done with varying results. Below is a summary of the research performed along with staff comments on each.

- Means of Engagement – a recent study indicates the most common electronic means for citizen engagement is social media (93%), live streaming of meetings (85%), responsive design/mobile-enabled website (84%), and citizen surveys/crowdsourcing (74%). Presently Ann Arbor utilizes all of these tools to varying degrees.
- *National Citizen Survey* (conducted by the National Research Center) – This survey is presently being conducted every couple of years and asks residents to provide opinions on city services, amenities, and their quality of life in Ann Arbor. The same survey is performed by many other cities in the US so

results can be compared to similar communities. As Council prepares for a strategic and budget planning session, this survey can provide useful insights into the resident's perception of existing services. The benefit of this survey is it's statistically representative of the resident's view. However, its weakness is it doesn't provide insight into the prioritization of services or funding.

- *City-wide Services Study* (performed by Eugene, Oregon 20 years ago) – Staff found an article with a sample from a survey utilized about 20 years ago by Eugene, Oregon. Staff also called and spoke with existing City staff to see what process is used today. The historical survey was of the style where a significant deficit is known to exist and respondents must allocate a fixed pot of money across a variety of services. Working and re-working the allocation was part of the process so that respondents could see how difficult it is to balance the budget. This “simulation” style survey is best utilized when there's a clear objective to achieve – like certain % reduction in expenditures. The survey also required a relatively high level of attention and time to complete, which may make it more challenging to obtain a large pool of respondents. It's believed this type of survey can be performed electronically today for better efficiency, though staff has not identified a specific tool at this time. Eugene presently utilizes a budget subcommittee of Council with a matching number of residents to hear and assist in the development of a recommended budget. This committee holds public meetings to review each area of the City's operations.
- *Participatory Budgeting* – As described in the resolution, participatory budgeting allows residents to determine how a small amount of public funds will be expended. It does not identify priorities for the overall budget, so is not considered useful for this review.
- *Priority Based Budgeting or (Center for Priority Based Budgeting)* – Staff looked at the best practices recommended by Government Finance Officers Association (GFOA), Michigan Government Finance Officers Association (MGFOA), and International City/County Management Association (ICMA). They all recognize Priority Based Budgeting (PBB) as a recommended practice. Staff also talked with the City of Battle Creek, Michigan who is implementing PBB in conjunction with a strategic planning effort and Salem, Oregon who recently engaged PBB. Both communities expressed positive impressions.

PBB is a budgeting process to identify ways to fund the future by freeing-up/reallocating resources or generating new revenue. It is done by looking at:

- Re-allocations – through sourcing, efficiencies and service levels.
- New revenue – through fees, charges, in-sourcing, grant funding, taxes and rates.

The process includes:

Survey – utilize an on-line survey to determine what the resident's top priorities are and creating result definitions for each. See attached for examples:

1. An example of how results are typically separated between Community Results and Governance Results, reflecting the complexity of having community-wide as well as organizational goals.
2. Background on Results, Outcomes, Indicators (ROI) survey.
3. Sample Community ROI survey
4. Boise, Idaho's strategic framework resulting from the survey.
5. Kalamazoo, Michigan's Community Oriented Results

Program Inventory – develop a fairly detailed inventory of all programs the City offers by working with managers and the consultant.

Program Costs – calculate the cost for each program along with program revenue and load into the reporting software.

Program Scoring & Peer Review – program managers score each program on how much they influence the desired results. These scores are then peer reviewed to obtain consistency and eliminate bias.

Program Prioritization – The scored programs are utilized to prioritize programs and resources based on how they influence desired results.

Timing - The Center for Priority Based Budgeting estimates implementation of this program takes 4 to 6 months. Given the complexity of the City’s operations, other initiatives, and resources available to work on this effort, City staff estimate it would take Ann Arbor 6 to 9 months to perform this effort on the General Fund operations.

If only the survey was performed (without the follow-on PBB elements), the timeline is estimated to be 60-90 days.

Costs - PBB has quoted the cost of the survey portion to be \$10,000. The cost for full implementation is estimated to be \$70,000 plus \$30,000 per year for each of the next three years for the software license.

RECOMMENDATION: With Council’s interest in having some citizen input on the prioritization of resources for the FY2020 and FY2021 budget/financial plan, staff recommends utilizing the survey portion of the Priority Based Budgeting process. If executed quickly, it could have information available for Council’s December offsite.

In addition to soliciting input through existing city communication channels, staff recommends special outreach to the co-ops, affordable housing units, and neighborhood associations to ensure broad input is obtained. Special outreach may include having a tablet or computer on premises with some refreshments or pizza to encourage and assist residents in completing the survey. Support could be provided by a representative of the organization or a city staff member.

After completing the survey process, if there’s desire to continue with the other portions of the PBB process additional initiatives could be planned for the next fiscal year.

NEXT STEPS: This memo responds to the Council direction to return with a recommendation prior to Sept. 1st. If the City Administrator receives direction to proceed with the recommendation, staff would source an engagement with the Center for Priority Based Budgeting and implement a survey as soon as possible. The survey would remain open as long as time permits to allow for creative ways to obtain input from a broad range of potential respondents.

5 Attachments

1. Sample Community and Governance Results
2. Background on Results, Outcomes, Indicators (ROI) survey
3. Sample ROI survey
4. Boise Idaho’s strategic framework
5. Kalamazoo’s Community Oriented Results

Results: Community and Governance

Economic Vitality	Effective Transportation	Quality Neighborhoods	Financial Stewardship
Safe Community	Health and Well-being of Citizens	Livable and Inclusive	High-Quality Workforce
Sustainable and Maintained Development	Culture and Recreation	Smart Cities	Regulatory Compliance

Results, Outcomes and Indicators (ROI) Survey

The goal of this survey is to integrate the voice of the resident into priority based-budgeting (PBB). There are two key places where the resident voice could increase the quality of the PBB process:

1. Assignment of priorities/weights: The current process mostly relies on the priorities of local government staff and officials, but resident priorities are also key. While residents often lack full understanding of the details of local governance, their priorities of community focus are meaningful at a higher level.
2. Assignment of performance (Results): Because the voice of residents is often considered the bottom line in government, their opinions of the quality of their community and services are one of the key indicators of success. These data, along with other performance measures help the PBB process become a learning circle with a goal of continuous improvement.

The survey we are proposing will allow jurisdictions to systematically use resident opinion in both phases of the PBB process. Each possibility is discussed below.

Performance (Results): Because there is more need for data in the performance (Results) area of ResourceX, the survey is geared to measuring the quality of specific community characteristics as well as the larger areas of Results.

Residents are asked in the survey to provide two sets of quality ratings. In Question #3, larger Results areas are rated in terms of quality (excellent, good, fair, poor). In any given community, this can be anywhere from 6 to 15 areas determined uniquely by each jurisdiction. In this questionnaire, we list 13 common Results areas as an example.

In Questions 4 and 5, residents are asked to rate 80-100 specific aspects of their community in terms of quality (Indicators). These 80-100 indicators are grouped into larger categories that we call Outcomes. The indicators will be statistically synthesized by NRC to create Outcome scores.

Figure 1. Sample Taxonomy for Mobility

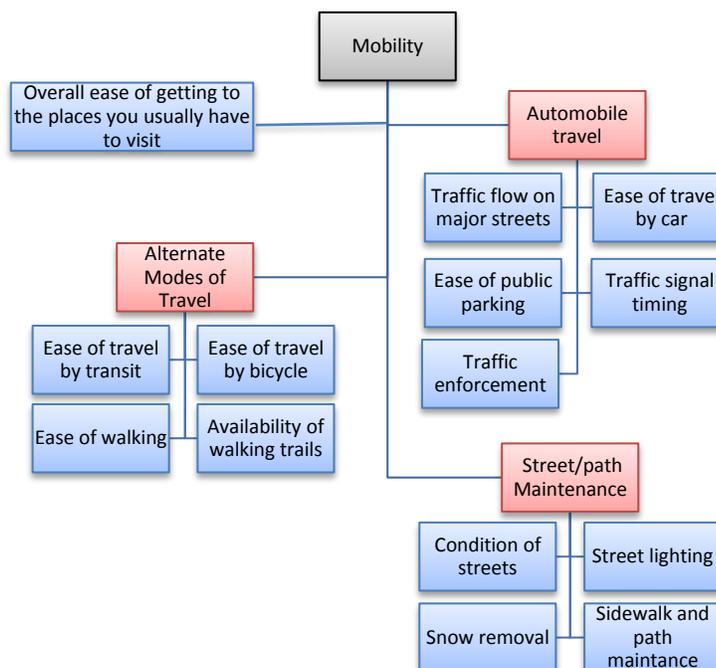
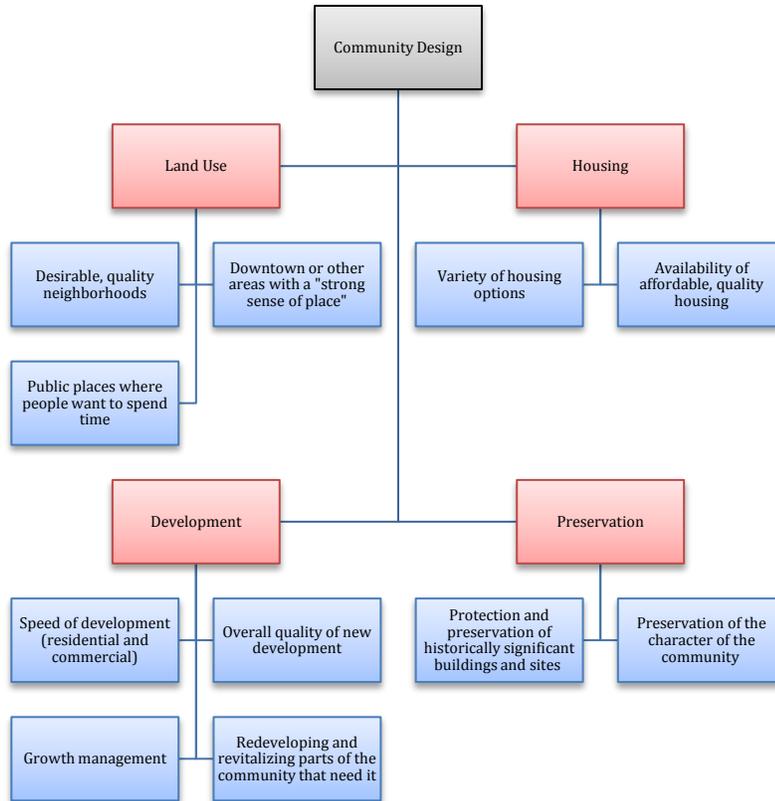


Figure 2. Sample Taxonomy for Community Design



(For more examples of these taxonomies, see appendix to the document. We would work with PBB staff and some pilot communities to get the list of Outcomes and Indicators optimal. The Results areas would still be defined by each jurisdiction.)

In the survey, residents are asked to rate their community overall at Results level (grey boxes such as mobility or community design) and then also asked the rate at the specific Indicator level (blue boxes). In the survey analysis, NRC will aggregate the Indicators to create the Outcomes (red boxes). These Outcome (red boxes) will form the building blocks of the larger Results sections (grey box). Communities can choose whether to map either the Results, Outcome or Indicator into ResourceX.

We also added Question 5 to include indicators related to the Result Governance. These have not been grouped into Outcomes, but we could if desired.

(If a community does not want resident opinion at the more specific level, question 4 and question 5 will not be asked on the survey.)

The purpose of the Outcome indices is to create a common taxonomy that most, if not all, jurisdictions can use. The Outcome level categories can be used to create overall Results sections that are unique to each community. For example, traffic enforcement might be considered more related to mobility in one community and public safety in another.

Priorities: We also can use this survey to identify community areas of greater and lesser important to residents. We can do this in two ways:

1. We ask for stated importance of the Results areas for a community (6-13 Results) in question 6. These Results are the same as those in Question 3.

2. We can derive importance for the Outcomes using Key Driver Analysis (KDA). KDA is the way many private sector companies determine what is important to customers. Regression is used to identify which characteristics/features of a product drive satisfaction. For PBB, we would regress the overall rating of the city as a place to live and/or if resident would recommend the city with the newly created Outcome indices and identify those of higher and lower importance.

While we would not suggest these priority scores replace the opinions of staff and elected officials, we would work with PBB staff and communities to identify the best way to factor in these new weighting data. (E.g. Services related to Outcomes in resident's top quartile would always be in top two quartiles.) Or services that score more than two quartiles below staff ratings would be revisited, etc. So the data would help assign quartiles but not necessarily define them precisely.

Appendix: Results Map

Results Description	Outcomes Indicators
<p>Community Design Community design of the human-made spaces in which people live, work, and recreate on a day-to-day basis</p>	<p><u>Land Use</u></p> <ul style="list-style-type: none"> • Has desirable, quality neighborhoods • Has a downtown or other areas with a “strong sense of place” • Public places where people want to spend time <p><u>Housing</u></p> <ul style="list-style-type: none"> • Variety of housing options • Availability of affordable quality housing <p><u>Development</u></p> <ul style="list-style-type: none"> • Overall quality of new development • Redevelopment and revitalization of the parts of the community that need it • Speed of development (residential and commercial) • Overall quality of new development • Growth management <p><u>Preservation</u></p> <ul style="list-style-type: none"> • Protection and preservation of historically significant buildings and sites • Preservation of the character of the community
<p>Clean and attractive community Clean and attractive community</p>	<p><u>Appearance:</u></p> <ul style="list-style-type: none"> • Overall appearance of the community <p><u>Cleanliness/Order:</u></p> <ul style="list-style-type: none"> • Cleanliness of the community • Code enforcement (weeds, abandoned buildings, etc.) • Garbage collection • Recycling • Yard waste pick-up
<p>Safety Safe community</p>	<p><u>Safety from crime</u> Feeling of safety in your neighborhood Feeling of safety in downtown/commercial areas Laws are enforced fairly and justly Safety from violent crime Safety from property crime Police/Sheriff services Crime prevention</p> <p><u>Fire and EMS safety</u> Fire services Fire prevention and education Ambulance or emergency medical services</p> <p><u>Emergency preparedness</u> Emergency preparedness (community is prepared for natural disasters, epidemics or other emergency situations)</p>

Results Description	Outcomes Indicators
<p>Mobility Connected, safe and reliable transportation system to meet the needs of residents using all modes (personal vehicles, walking, bicycling, public transit)</p>	<p><u>Overall mobility:</u></p> <ul style="list-style-type: none"> • Overall ease of getting to the places you usually have to visit <p><u>Automobile travel</u></p> <ul style="list-style-type: none"> • Traffic flow on major streets • Ease of public parking • Ease of travel by car • Traffic enforcement • Traffic signal timing <p><u>Street/path maintenance</u></p> <ul style="list-style-type: none"> • Street lighting • Condition of streets • Snow removal • Sidewalk and path maintenance <p><u>Alternate modes</u></p> <ul style="list-style-type: none"> • Ease of travel by public transportation • Ease of travel by bicycle • Ease of walking • Availability of paths and walking trails
<p>Infrastructure Providing a well-maintained and safe utility infrastructure (water, sewer, stormwater, electric/gas)</p>	<p><u>Infrastructure</u></p> <ul style="list-style-type: none"> • Access to safe drinking water • Storm drainage • Sewer services • Power (electric and/or gas) utility • Affordable high-speed internet access
<p>Environment Exhibits environmental stewardship</p>	<p><u>Environment</u></p> <ul style="list-style-type: none"> • Quality of overall natural environment • Air quality • Preservation of natural areas (such as open space, farmlands, greenbelts, beaches, lakes, riverways, XX)
<p>Recreation Offers quality recreational opportunities</p>	<p><u>Recreation</u></p> <ul style="list-style-type: none"> • Parks • Recreational opportunities • Opportunities that support an active lifestyle • XX may need to add special opportunities for some communities
<p>Education Offers quality educational opportunities</p>	<p><u>Education</u></p> <ul style="list-style-type: none"> • Opportunities for life-long learning • Adult educational opportunities • Public library services • Availability of affordable quality child care/preschool • K-12 education

Results Description	Outcomes Indicators
Culture and arts Offers quality cultural opportunities	<u>Culture and Arts</u> <ul style="list-style-type: none"> • Support for the arts • Opportunities to attend cultural/arts/music activities • Opportunities to attend special events and festivals
Welcoming and inclusive Fosters an environment that embraces diversity and encourages inclusion	<u>Overall Diversity and Inclusion:</u> <ul style="list-style-type: none"> • Openness and acceptance of the community toward people of diverse backgrounds • Extent to which all residents feel welcome • Extent to which new residents feel connected and integrated • Extent to which people from diverse backgrounds are attracted to this community • Residents from diverse backgrounds are valued • Residents of different cultures and belief systems are respected • Extent to which all residents are treated fairly • Safe and secure environment for residents of all backgrounds <u>Older Adults</u> <ul style="list-style-type: none"> • A good place to retire • Positive activities for older adults <u>Children and Youth</u> <ul style="list-style-type: none"> • A good place to raise children • Positive activities for youth
Community engagement Has members who are highly engaged in and connected to the community	<u>Community engagement</u> <ul style="list-style-type: none"> • Sense of community • Neighborliness of residents • Opportunities to participate in community matters • Opportunities to participate in social events and activities • Opportunities to participate in religious or spiritual events and activities • Opportunities to volunteer
Economy Healthy economy	<u>Thriving businesses</u> <ul style="list-style-type: none"> • Vibrant downtown/commercial area • Shopping opportunities • Overall quality of business and service establishments <u>Economic environment</u> <ul style="list-style-type: none"> • Attractive to visitors and for tourism • Business climate (attracts and retains new businesses, easy for businesses to function) <u>Employment:</u> <ul style="list-style-type: none"> • A good place to work • Employment opportunities • Workforce training

Results Description	Outcomes Indicators
<p>Health and wellness Ensures the basic health and well-being needs of residents are met</p>	<p><u>Health and wellness</u></p> <ul style="list-style-type: none"> • Health and wellness opportunities • Availability of affordable quality health care • Availability of preventive health services • Availability of affordable quality mental health care <p><u>Basic needs</u></p> <ul style="list-style-type: none"> • Availability of affordable quality food • Care for vulnerable community members (elderly, disabled, homeless, etc.)
<p>Governance</p>	<ul style="list-style-type: none"> • Welcoming resident involvement • Being responsive to residents • Generally acting in the best interest of the community • Informing residents about issues facing the community • Allowing access to elected officials • Being open and transparent to the public • Giving residents a chance to express their views before • Making decisions • Being honest • Not being corrupt • Treating residents with respect • Treating all residents fairly • Following the rules

Community Survey

Attachment 3

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>
1. How would you rate our community as a place to live?.....	1	2	3	4
	<u>Very Likely</u>	<u>Somewhat Likely</u>	<u>Somewhat Unlikely</u>	<u>Very Unlikely</u>
2. How likely or unlikely would you be to recommend our community as a place to live to someone who asks?	1	2	3	4

3. How would you rate each of the statements below in describing our community?

Our community...	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Has high quality community design of the human-made spaces in which people live, work, and recreate on a day-to-day basis.....	1	2	3	4	DK
Is a clean and attractive community.....	1	2	3	4	DK
Is a safe community.....	1	2	3	4	DK
Has a connected, safe and reliable transportation system to meet the needs of residents using all modes (personal vehicles, walking, bicycling, public transit).....	1	2	3	4	DK
Has a well-maintained and safe utility infrastructure (water, sewer, stormwater, electric/gas)	1	2	3	4	DK
Exhibits environmental stewardship.....	1	2	3	4	DK
Has a healthy economy	1	2	3	4	DK
Offers quality recreational opportunities	1	2	3	4	DK
Offers quality educational opportunities	1	2	3	4	DK
Offers quality cultural opportunities	1	2	3	4	DK
Fosters an environment that embraces diversity and encourages inclusion....	1	2	3	4	DK
Has members who are highly engaged in and connected to the community ...	1	2	3	4	DK
Ensures the basic health and well-being needs of residents are met.....	1	2	3	4	DK

4. How would you rate the following characteristics of our community?

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
A good place to retire.....	1	2	3	4	DK
A good place to work	1	2	3	4	DK
A good place to raise children.....	1	2	3	4	DK
Has desirable, quality neighborhoods	1	2	3	4	DK
Has a downtown or other areas with a “strong sense of place”	1	2	3	4	DK
Public places where people want to spend time	1	2	3	4	DK
Variety of housing options.....	1	2	3	4	DK
Availability of affordable quality housing	1	2	3	4	DK
Speed of development (residential and commercial)	1	2	3	4	DK
Overall quality of new development	1	2	3	4	DK
Growth management	1	2	3	4	DK
Redevelopment and revitalization of the parts of the community that need it.....	1	2	3	4	DK
Protection and preservation of historically significant buildings and sites	1	2	3	4	DK
Preservation of the character of the community	1	2	3	4	DK
Overall appearance of the community	1	2	3	4	DK
Cleanliness of the community	1	2	3	4	DK
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	DK
Garbage collection.....	1	2	3	4	DK
Recycling.....	1	2	3	4	DK
Yard waste pick-up	1	2	3	4	DK

	Excellent	Good	Fair	Poor	Don't know
Safety from violent crime.....	1	2	3	4	DK
Safety from property crime.....	1	2	3	4	DK
Laws are enforced fairly and justly.....	1	2	3	4	DK
Police/Sheriff services	1	2	3	4	DK
Crime prevention.....	1	2	3	4	DK
Fire services.....	1	2	3	4	DK
Fire prevention and education	1	2	3	4	DK
Ambulance or emergency medical services	1	2	3	4	DK
Emergency preparedness (community is prepared for natural disasters, epidemics or other emergency situations)	1	2	3	4	DK
Overall ease of getting to the places you usually have to visit.....	1	2	3	4	DK
Traffic flow on major streets	1	2	3	4	DK
Ease of public parking	1	2	3	4	DK
Ease of travel by car	1	2	3	4	DK
Traffic enforcement.....	1	2	3	4	DK
Traffic signal timing	1	2	3	4	DK
Street lighting.....	1	2	3	4	DK
Condition of streets	1	2	3	4	DK
Snow removal	1	2	3	4	DK
Sidewalk and path maintenance	1	2	3	4	DK
Ease of travel by public transportation.....	1	2	3	4	DK
Ease of travel by bicycle	1	2	3	4	DK
Ease of walking.....	1	2	3	4	DK
Availability of paths and walking trails.....	1	2	3	4	DK
Access to safe drinking water.....	1	2	3	4	DK
Storm drainage.....	1	2	3	4	DK
Sewer services	1	2	3	4	DK
Power (electric and/or gas) utility	1	2	3	4	DK
Affordable high-speed internet access	1	2	3	4	DK
Quality of overall natural environment.....	1	2	3	4	DK
Air quality	1	2	3	4	DK
Preservation of natural areas (such as open space, farmlands, greenbelts, beaches, lakes, riverways, XX)	1	2	3	4	DK
Parks.....	1	2	3	4	DK
Recreational opportunities	1	2	3	4	DK
Opportunities that support an active lifestyle	1	2	3	4	DK
XX may need to add special opportunities for some communities.....	1	2	3	4	DK
Opportunities for life-long learning.....	1	2	3	4	DK
Adult educational opportunities	1	2	3	4	DK
Public library services.....	1	2	3	4	DK
Availability of affordable quality child care/preschool.....	1	2	3	4	DK
K-12 education	1	2	3	4	DK
Opportunities for cultural enrichment.....	1	2	3	4	DK
Support for the arts	1	2	3	4	DK
Opportunities to attend cultural/arts/music activities	1	2	3	4	DK
Opportunities to attend special events and festivals.....	1	2	3	4	DK
Opportunities to participate in religious or spiritual events and activities.....	1	2	3	4	DK

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Openness and acceptance of the community toward people of diverse backgrounds.....	1	2	3	4	DK
Extent to which all residents feel welcome	1	2	3	4	DK
Extent to which new residents feel connected and integrated	1	2	3	4	DK
Extent to which people from diverse backgrounds are attracted to this community	1	2	3	4	DK
Residents from diverse backgrounds are valued.....	1	2	3	4	DK
Residents of different cultures and belief systems are respected	1	2	3	4	DK
Extent to which all residents are treated fairly	1	2	3	4	DK
Safe and secure environment for residents of all backgrounds.....	1	2	3	4	DK
Opportunities for youth to engage in positive activities and thrive	1	2	3	4	DK
Opportunities for older adults to engage in positive activities and thrive.....	1	2	3	4	DK
Sense of community	1	2	3	4	DK
Neighborliness of residents	1	2	3	4	DK
Opportunities to participate in community matters	1	2	3	4	DK
Opportunities to participate in social events and activities	1	2	3	4	DK
Opportunities to volunteer.....	1	2	3	4	DK
Vibrant downtown/commercial area	1	2	3	4	DK
Shopping opportunities.....	1	2	3	4	DK
Overall quality of business and service establishments.....	1	2	3	4	DK
Attractive to visitors and for tourism	1	2	3	4	DK
Business climate (attracts and retains new businesses, easy for businesses to function)	1	2	3	4	DK
Employment opportunities	1	2	3	4	DK
Workforce training	1	2	3	4	DK
Parks.....	1	2	3	4	DK
Fitness opportunities	1	2	3	4	DK
Recreational opportunities	1	2	3	4	DK
Opportunities that support an active lifestyle	1	2	3	4	DK
Health and wellness opportunities.....	1	2	3	4	DK
Availability of affordable quality health care.....	1	2	3	4	DK
Availability of preventive health services.....	1	2	3	4	DK
Availability of affordable quality mental health care	1	2	3	4	DK
Availability of affordable quality food	1	2	3	4	DK
Care for vulnerable community members (elderly, disabled, homeless, etc.)..	1	2	3	4	DK

5. Please rate how well your local government is doing in each of the following areas.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
The value of services for the taxes paid	1	2	3	4	DK
Welcoming resident involvement	1	2	3	4	DK
Being responsive to residents.....	1	2	3	4	DK
Generally acting in the best interest of the community	1	2	3	4	DK
Giving residents a chance to express their views before making decisions	1	2	3	4	DK
Informing residents about issues facing the community.....	1	2	3	4	DK
Being open and transparent to the public	1	2	3	4	DK
Being honest.....	1	2	3	4	DK
Following the rules	1	2	3	4	DK
Treating residents with respect.....	1	2	3	4	DK
Treating all residents fairly.....	1	2	3	4	DK
Allowing access to elected officials.....	1	2	3	4	DK
Your overall confidence in your local government	1	2	3	4	DK

6. How important do you think it is that local government help the our community ...

	Essential	Very important	Somewhat important	Not at all important	Don't know
Have a high quality community design of the human-made spaces in which people live, work, and recreate on a day-to-day basis.....	1	2	3	4	DK
Be a clean and attractive community.....	1	2	3	4	DK
Be a safe community.....	1	2	3	4	DK
Have a connected, safe and reliable transportation system to meet the needs of residents using all modes (personal vehicles, walking, bicycling, public transit).....	1	2	3	4	DK
Have a well-maintained and safe utility infrastructure (water, sewer, stormwater, electric/gas).....	1	2	3	4	DK
Exhibit environmental stewardship.....	1	2	3	4	DK
Has a healthy economy.....	1	2	3	4	DK
Offer quality recreational opportunities.....	1	2	3	4	DK
Offer quality educational opportunities.....	1	2	3	4	DK
Offer quality cultural opportunities.....	1	2	3	4	DK
Foster an environment that embraces diversity and encourages inclusion.....	1	2	3	4	DK
Have members who are highly engaged in and connected to the community.....	1	2	3	4	DK
Ensure the basic health and well-being needs of residents are met.....	1	2	3	4	DK

7. Given the current state of our community (what you think is going well and not so well), what do you think should be a top priority for the next two years?

8. Are you currently involved with a community or civic organization that you believe is helping to build a stronger community?

- Yes
- No
- Not sure

9. Do any of the following live in your household?

	yes	no
Children (ages 12 and under)	<input type="checkbox"/>	<input type="checkbox"/>
Teenagers (ages 13 to 19)	<input type="checkbox"/>	<input type="checkbox"/>
Adults (ages 20 to 54, including yourself)	<input type="checkbox"/>	<input type="checkbox"/>
Adults (ages 55 or older, including yourself) ..	<input type="checkbox"/>	<input type="checkbox"/>

10. How many years have you lived in this community?

- Less than 2 years
- 2-5 years
- 6-10 years
- 11-20 years
- More than 20 years

11. Which best describes the building you live in?

- One family house detached from any other houses
- Building with two or more homes (duplex, townhome, apartment or condominium)
- Mobile home
- Other

12. Is this house, apartment or mobile home...

- Rented
- Owned

13. What is your gender?

- Female
- Male

14. Which of the following describes your age?

- 18 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65 years or older

15. What is your race/ethnicity?

(Please check all that apply.)

- American Indian or Alaskan native
- Asian or Pacific Islander
- Black or African American
- Hispanic/Latino/Spanish
- White/Caucasian
- Other _____

16. What was your total household income (before taxes) in 2017?

- Under \$25,000
- \$25,000 to \$49,999
- \$50,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 to \$124,999
- \$125,000 to \$149,999
- \$150,000 to \$174,999
- \$175,000 to \$199,999
- \$200,000 or more

 SAFE AND SECURE COMMUNITY	 HEALTHY COMMUNITY	 RESPONSIBLE BUILT ENVIRONMENT	 CONNECTED COMMUNITY	 ENVIRONMENTALLY SUSTAINABLE COMMUNITY	 STRONG, DIVERSE LOCAL ECONOMY	 CREATIVE AND INFORMED COMMUNITY
Minimizes criminal activity throughout Boise	Provides safe environments for vulnerable community members	Facilitates community engagement and education to support comprehensive planning and ensure informed land-use decisions now and in the future (e.g., Blueprint Boise)	Promotes and supports availability and alignment of safe, affordable and comfortable multi-modal travel throughout Boise	Protects and conserves local water resources through responsible management practices	Aggressively pursues and attracts new businesses and creates jobs	Supports access to and information about arts, history, technology and the natural environment
Actively works with the community to ensure accurate perception of safety and confidence in service providers	Ensures access to community services for all	Protects and ensures access to the city's parks system and natural amenities (e.g., Boise River, Foothills, Trails System, Greenbelt)	Plans for and promotes a best-in-class transit system	Protects air quality to safeguard the public and environmental well-being	Creates an environment in which local business can thrive	Promotes and provides opportunities for discovery, cultural enrichment and lifelong learning for all
Prepares for large-scale disasters, mitigates risk where possible, and ensures emergency response services are available to all citizens	Provides access to safe drinking and surface water, clean air and waste removal	Promotes infill development that maintains the city's character through reuse and sustainable development	Considers all demographics, development trends and technology in transportation planning	Leads national water-renewal efforts	Promotes employability and workforce development (e.g., partners with public and private organizations)	Preserves, invests and protects historically significant assets (facilities, art, artifacts, archives and other creative works)
Ensures that new development and existing infrastructure is appropriately designed to maximize safety	Ensures availability of a diverse range of recreation opportunities	Strives to ensure the availability of a wide range of housing options throughout Boise	Considers the use of existing infrastructure to promote multi-modal travel in, out and throughout Boise	Practices energy efficiency at city facilities and throughout the community	Provides and plans for sustainable infrastructure to support economic growth (energy, transportation, utilities, internet, communications)	Supports high-quality events and entertainment opportunities that promote community cohesion
Partners with the community to provide a range of prevention and intervention activities and programs to encourage safe behaviors	Provides programming/amenities and supports human-powered transportation	Encourages thoughtful and responsible mixed-use development that promotes active and stable neighborhoods	Provides convenient access to school, work, business and recreation opportunities	Reduces materials to the landfill and maximizes beneficial reuse	Attracts and supports visitors and tourism	Attracts and retains a creative workforce
Ensures access to clean air, water and public infrastructure	Fosters healthy, vibrant and accessible neighborhoods	Plans and provides for well-designed, strategically planned infrastructure that meets current and future needs		Conserves parks, open space and natural resources for current and future generations	Contributes to a vibrant downtown and other economic activity centers	
Provides for safe and efficient travel to, from and throughout the community	Provides access to a range of healthy food options and supports local food production			Increases renewable energy use through demonstrated city leadership		

 **INNOVATIVE AND HIGH-PERFORMING ORGANIZATION**

Ensures all issues are approached through the perspective of "One City, One Team" and the city's human, financial, physical and technological resources are protected, leveraged and shared across departments	Provides assurance of regulatory and policy compliance and minimizes/mitigates risk	Supports decision-making with timely and accurate short term and long range analyses that enhances financial sustainability, operational efficiency and visionary leadership	Engages citizens and ensures the organization is transparent and responsive through public access to information, materials, representatives and decision-making processes	Attracts, develops, retains and values a quality workforce dedicated to providing a "WOW" Citizen Experience	Contributes to the success of the entire organization by providing the information and resources necessary to get daily work done efficiently and effectively	Ensures "There's <i>Nothing</i> We Can't Do Better" by demonstrating responsibility, accountability and innovation in daily work
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Community-Oriented Results

Kalamazoo, Michigan



Kalamazoo, Michigan

Encourages and promotes high quality, diverse employment opportunities by ensuring ready access to a skilled, educated and diverse workforce

Stimulates economic growth and promotes existing local business by ensuring streamlined "business-friendly" regulatory processes and creating a favorable business environment

Encourages planned, regulated and balanced mixed-use development, re-development and revitalization

ECONOMIC VITALITY

Facilitates the attraction, retention and expansion of a diverse mix of business and industry

Provides and continually invests in well-planned, well-maintained public infrastructure that supports the growth needs of the community

Supports and invests in a vibrant downtown district that meets the needs of residents, businesses and visitors

Offers well-kept, diverse neighborhoods with access to basic needs, quality amenities and diverse housing opportunities

Kalamazoo, Michigan

Plans for a complete transportation network that provides and maintains safe and accessible non-motorized mobility alternatives for cyclists and pedestrians

Provides for efficient traffic flow and improved connectivity

**EFFECTIVE
MOBILITY and a
CONNECTED,
RELIABLE
TRANSPORTATION
SYSTEM**

Ensures the availability of public transit services that are safe, reliable, accessible, affordable and well-connected

Designs, constructs, repairs, enhances and invests in its transportation network, ensuring it is safe, reliable and well-maintained

Kalamazoo, Michigan

Protects groundwater and safely manages stormwater in an environmentally responsible way to minimize pollutant and contaminant discharge

Preserves, protects and safeguards its parks, open spaces, green spaces, vegetation and natural resources for the enjoyment of future generations

Ensures effective management and treatment of wastewater, achieving regulatory and sustainability requirements and ensuring its infrastructure is well-maintained

Provides clean, safe and attractive neighborhoods commercial areas and public spaces that are well-maintained and sufficiently regulated

ENVIRONMENTAL STEWARDSHIP

Provides safe, reliable drinking water and a water delivery system that is maintained for the long-term

Implements and promotes environmental sustainability practices, energy efficiency and conservation; and providing leadership that promotes resource preservation, conservation and protection

Invests in a public transit and infrastructure network that is environmentally responsible while accommodating the long-range growth needs of the community

Encourages and incentivizes community redevelopment and infill practices that addresses blight, cleans up contaminated properties and preserves and protects historic property

Offers solid waste management that provides for the renewal of the environment through recycling, reuse and reduction of waste

Kalamazoo, Michigan



Kalamazoo, Michigan

Protects the community from harm, justly and fairly enforces the law, reduces the occurrence of crime, promptly responds to calls for service and is well-prepared for all emergency situations

Fosters a feeling of personal safety and security throughout the community by establishing a visible, accessible presence that proactively provides for prevention, intervention and the development of a relationship of trust

Establishes and sufficiently enforces codes and regulations to ensure the community is clean, healthy, visually appealing and free from blight

(a) SAFE COMMUNITY

Instills a sense of shared responsibility for personal safety and focuses on educating, involving and engaging the community in identifying and addressing safety concerns

Portrays a thriving, well-kept community that promotes community identity and offers safe, diverse and livable neighborhoods with a variety of housing options

Ensures access to a reliable utility infrastructure that delivers safe, clean water, manages wastewater treatment and provides effective storm water management

Provides a safe transportation network, enhances traffic flow and offers safe mobility to motorists, cyclists and pedestrians alike



Governance Results

Kalamazoo, Michigan

Attracts, develops, motivates and retains a high-quality, engaged and productive workforce, focused on service excellence

Ensures fiscal sustainability, promotes continuous improvement and fosters trust and transparency through accountability, efficiency, effectiveness, innovation and creativity in all operations

Supports decision-making with timely and accurate short-term and long-range analysis that enhances vision and planning

GOOD GOVERNANCE

Provides responsive and accessible leadership, facilitates timely and effective two-way communication and utilizes input from all stakeholders

Manages, preserves, and leverages its records, documents and electronic data as a strategic resource, to be created, organized, secured, maintained, used and disposed of in ways that align with, and contribute to, the City's goals

Provides assurance of regulatory and policy compliance to minimize and mitigate risk

Protects, manages, optimizes and invests in its human, financial, physical and technology resources