

### City Council Listening Tour December 5, 2011

# Consultant Report



Training • Assessment • Facilitation • Search



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DATE: December 5, 2011

FROM: Greg McKenzie, Consultant TO: Chris Jordan, City Manager

City of West Linn

SUBJECT: City Council Listening Tour Report

### **Scope of Project**

During the period November 1-18, 2011, at the request of West Linn City Manager, we collected information from the citizens of West Linn and City staff in preparation for the City Council's goal setting and planning in February, 2012. The project was entitled "City Council Listening Tour" and the information was obtained through a variety of means including facilitated focus groups and an online survey questionnaire. Specifically, the stated purposes of the engagement were:

- Conduct a series of community engagement meetings to gather qualitative input
- Engage new audiences not typically involved with City issues
- Submit a report to the City Manager with results and analysis

The work of Assistant City Manager Kirsten Wyatt and Acting Assistant City Manager Chris Kerr organizing the meetings, providing contact information and posting materials to the website was very valuable. Chris Kerr also assisted with presentations and facilitation at the five community meetings.

### Methodology

#### 1. Community Meetings

The project plan included facilitation of 5 community engagement meetings at locations geographically dispersed throughout the City. An additional meeting with City staff was included during one of their regular "all staff" meetings. During October 20 through November 9, 2011 meetings were held at:

<u>Date</u>	<u>Location</u>
Oct. 20	Willamette Primary School
Oct. 25	West Linn High School
Oct. 27	Rosemont Ridge Middle School
Nov. 1	Cedaroak Park Primary School

Nov. 2	City Council Chambers (all staff)
Nov. 9	West Linn Public Library

The community meetings and staff meeting were facilitated by consultant Greg McKenzie assisted by Acting Assistant City Manager Chris Kerr. The audience was given an opportunity to share opinions and observations in response to specific questions for the City Council to consider at its goal setting workshop. The same opportunity was also given to City staff at a regular all-staff meeting. The meeting format was a combination of table discussions at 4 of the community meetings and direct audience participation at the other community meeting and staff meeting. Responses were recorded on flip charts or handout questionnaires. A summary of the responses were combined on a spreadsheet for analysis. Altogether 126 people attended one or more of the community and staff meetings.

#### 2. Online Survey Questionnaire

For those unable to attend a meeting, an online survey questionnaire was available linked from the City of West Linn website to the consultant's survey software account who served as collector. Like the community meetings, the opportunity to offer opinions and suggests was publicized through a variety of means by City staff including: City website, e-mail, Update newsletter, schools e-mail networks, and messages from City Councilors. Altogether, over 134 people took advantage of the online survey questionnaire to share their opinions.

### 3. Inquiry Questions

The purpose for the inquiries at both the community meetings and through the online survey questionnaire was identification of strengths, areas for improvement, priorities and City/School relationships to be used with the City Council's 2012 goal setting. The questions posed to the community focus groups, City staff and through the online questionnaire were:

- 1. What do you like about living in West Linn?
- 2. What areas of City services need to be improved?
- 3. What should be the priorities for the City Council for the next two years?
- 4. How can the City and the School District work more closely together to better serve the citizens of West Linn?

The questions were presented as open-ended questions to the live audiences and as forced-choice answers in the online survey questionnaire. Where forced-choice answers were used, the opportunity for "comments" was included allowing a respondent to expand on the forced choice answers. From the thousands of individual ideas expressed by various respondents, the information was sorted into common themes and compiled for the most frequently mentioned items. While the compiled results are not statistically valid as a qualitative survey, nonetheless, a clear perception of what the City is about and its needs begins to emerge based on the large size of the sample. Because of the sheer volume of comments, obviously all ideas could not be used and an individual comment does not necessarily show up in the summaries.

#### 4. Information Collection Summaries

Attached to this report are the summarized results of the information collected from both the community and staff meetings in a spreadsheet. The spreadsheet summarizes the "community meetings" and "staff" responses collected from the flipchart notes and handouts, then sorted for common themes and frequency of response. Those items from the community meetings listed in each category are in descending order of frequency of response. The items from staff are random and not sorted. Some consolidation of ideas has occurred for responses of similar subject matter. Across the top of the spreadsheet the group category and the sample size (or number attending) is shown in parentheses.

The online survey questionnaire results are shown as a printout from the survey software (Survey Monkey) by percentage of responses to Questions #1, #2, and #4 along with the percentage of respondents selecting each item. This information is also shown graphically. The "priorities" question (Question #3) was an open-ended question, so no percentages are shown. The "priorities" answers were manually sorted for highest frequency of times mentioned and listed in descending order.

### **Findings and Conclusions**

### **Demographic Questions**

### Online survey questionnaire (only):

#### What is your role in the City?

Responses to the online survey questionnaire came primarily from citizens. Eighty-eight percent identified themselves as "citizens," whereas, 9% were city employees and 3% as "other interested persons."

#### How long have you lived in the City?

Distribution of respondents duration of residence was uniformly divided among new and long-time citizens along the following lengths of residency:

0-5 years	24%
6-10 years	28%
11-15 years	22%
15+ years	26%

Similar information was collected informally by show of hands from the community meetings. The length of residence for those attending meetings shifted away from short-term residency to longer term with a distribution as follows:

0-5 years	13%
6-10 years	21%
11-15 years	19%
15+ years	47%

### What is the name of your local neighborhood association?

Most respondents were able to identify their neighborhood association with only 8% saying "I don't know." Distribution of the respondents from the 11 neighborhood associations ranged from 0% (Parker Crest) to 15% (Bolton). Others demonstrated a wide distribution across the City.

### Do you live inside or outside the city limits of West Linn?

Ninety-six% of the respondents live with the City limits.

### <u>Do you have children attending (or will attend) schools in the West Linn-Wilsonville</u> School District?

Generally, most school districts have between 25-28% of their voters who are parents of their local district. However, 56% of the online survey questionnaire respondents said they have "children attending (or will attend) West Linn-Wilsonville schools. Four of the 5 venues for community meetings were held in area schools and the school district's email and newsletter network were used for notification about the meetings and online survey questionnaire. This distribution effort may account for what appears to be a higher than usual response from parents of school age children.

### <u>Media</u>

The different sources of media described by respondents as how they "usually receive information" about the City was:

West Linn Tidings	67%
City website	51%
Word of mouth	40%
"Update"	35%
The Oregonian	32%
E-mails from City	29%
Neighborhood Associations	20%
Local television news	10%
Government access TV	6%
Radio	5%

### **Primary Questions**

As a part of the analysis of the information collected from the various sources, a search for the common themes was undertaken. Looking for the collective wisdom of the citizens and examining the most frequent responses required some subjective opinion by the consultant. Because of the nature of a qualitative information gathering effort some of the terminology used by respondents in the community meetings does not always match up exactly with the defined language of the online survey questionnaire. Nonetheless, common language was applied to the variety of ideas which in many cases were very similar, but expressed differently.

In summary the most frequently given responses to each of the primary questions asked at the community and staff meetings and also in the online survey questionnaire were:

### **Question #1** – What do you like about living in West Linn?

#### Meetings responses:

- Schools
- Recreation/Parks/Open-space
- Visually appealing natural areas
- Small town feel
- Public safety & security
- Quiet, close-knit community
- Centrally located proximity to Portland
- Community involvement, volunteers

### Online survey questionnaire responses:

- Parks
- Schools
- Library services
- Police & public safety
- Clean and safe drinking water
- Recreational programs

### **Question #2** – What areas of City services need to be improved?

### Meetings responses:

- Water and street maintenance
- Aquatic/recreation center
- Economic development/improve tax base
- Traffic issues & Highway 43

- Transparency/communication from City
- Pedestrian safety/sidewalks
- Various issues about business regulation, fees for permits
- Fiscal responsibility

### Online survey questionnaire responses:

- Efficient use of tax dollars
- Street maintenance
- Recreational programs
- Economic development
- Locally available commercial services
- Transportation options
- Land use planning

### <u>Question #3</u> – What should be the priorities of the City Council during the next two years?

#### Meetings responses:

- Economic development/improve tax base
- Transparency/communication from City
- Water & street maintenance
- Aquatic/recreation center
- Traffic issues & Highway 43

### Online survey questionnaire responses:

- Aquatic/recreation center
- Economic development/improve tax base
- Fiscal responsibility
- Water & street infrastructure and maintenance
- Maintain public safety
- Traffic issues & Highway 43

### <u>Question #4</u> – How can the City and School District work more closely together to better serve the citizens of West Linn?

### Meetings responses:

- Aquatic center share project & use
- Joint use of facilities/parks

- Pedestrian safety near schools
- Internships at City/local businesses
- Joint meeting of City Council/School Board
- Easier process to use school facilities
- After school programs for kids

### Online survey questionnaire responses:

- Aquatic center
- Kids and families in need
- Field and facility use
- Joint communication about City/School
- Jointly sponsored community events
- Adult community education
- Field and facility maintenance
- Land use planning for school facilities

#### **Executive Summary**

By its very nature a listening tour and open-ended online survey questionnaire do not lend themselves to a quantitative result which can be used for goal setting purposes. However, the large sample sizes for both the community and staff meetings along with the online survey questionnaire clearly demonstrate the qualitative views of the patrons of West Linn regarding "who are we" and "where do we want to go." Clear patterns emerged from the information collected.

Noteworthy is the response from the schools community. One of the objectives of the Listening Tour was more engagement with the schools community for City issues. From the online survey questionnaire the number of respondents with school age children (56%) was about double the general percentage for parents as registered voters (25-28%). This objective of the Listening Tour seems to have been met.

As the City Council begins its goal planning session for 2012, it should be remembered that goal setting is about building on strengths as well as developing plans for areas to improve. Goals could include building around the City's image. Using the information collected about why people live in West Linn in Question #1, the City's identity or brand in the view of the respondents can be described as:

West Linn is a quiet, close-knit community in near proximity of Portland, but yet maintains a small town feel. Schools, parks and recreational opportunities are the primary reasons families choose to live here. The City is visually appealing with many natural areas. The citizens feel safe and freely volunteer their time in support the City and other community events.

Goal setting topics for improving City services taken from Questions #2 (Areas for improvement) and Question #3 (Priorities) might include:

- Aquatic/recreation center
- Economic development/improve tax base
- Fiscal responsibility
- Water & street infrastructure and maintenance
- Maintain public safety
- Traffic issues & Highway 43

When asked to name the <u>one</u> most important City issue for the next year, the responses largely confirmed the "priorities" responses. Note in both instances of the "priorities" question and the "one most important" question (see Attachments), the overwhelming number of comments were focused on an aquatic/recreation center for youth and families.

- Aquatic/recreation center
- Fiscal responsibility
- Economic development/improve tax base
- Water & street infrastructure and maintenance
- Maintain public safety/police station
- Traffic issues & Highway 43
- Transparency/communication from City

Areas the City might consider engaging or partnering with the School District mentioned in responses to Question #4 (City/School collaborations) might include:

- Aquatic center share project & use
- Joint use of facilities/parks
- Pedestrian safety/sidewalks near schools
- Internships for students at City/local businesses
- Joint meeting of City Council/School Board
- After school programs for kids
- Kids and families in need
- Joint communication about City/School
- Jointly sponsored community events
- Adult community education
- Field and facility maintenance
- Land use planning for school facilities

### **Attachments**

- 1. Summary of Community Meetings
- 2. Online survey questions demographic questions

What is your role in the City?

How long have you lived in West Linn?

What is the name of your NA?

Do you have children attending or will attend schools in the WLWV School District?

From which of the following sources do you usually receive information specifically about the City?

- 3. Online survey questions primary questions
  - Question #1 What do you like about living in West Linn?

Response percentages

Graph

Question #2 – What areas of City services need to be improved?

**Response percentages** 

Graph

Question #3 – What should be the priorities of the City Council during the next two years?

**Response frequency** 

Question #4 – How can the City and the School District work more closely together?

Response percentages Graph

Question (General) – What do you believe is the one most important issue West Linn's City Council needs to address over the next year?

**Response frequency** 

# Community Meetings

#### City of West Linn

### City Council Listening Tour 2011 - Summary of Community Meetings

	All Staff (21)	Willamette Primary (25)	West Linn High School (16)	Rosemont Ridge Middle School (15)	Cedaroak Park Primary (6)	Public Library (43)
What do you like about living/working in West Linn?	Pretty city Safe Co-workers/City staff Support from City Council Citizens like employees Trails and parks School District Great service from City/City Hall quick to respond to concems Stable income/great benefits Support from community Challenges/opportunity for growth Library Forward thinking agency	Schools Recreation/Parks/Open Space Visually appealing-natural areas Public safety & security Centrally located - proximity to Portland Small town feel - sense of community Community involvement/volunteers Quiet, close-knit community Library Access to business & freeway land availability Quality of life	Recreation/Parks/Open Space Visually appealing - natural areas Schools Community involvement/volunteers Quiet, close-knit community Public safety & security Centrally located - proximity to Portland Small town feel	Schools Small town feel Visually appealing - natural areas Public safety & security Centrally located - proximity to Portland Community involvement/volunteers Open space/recreation/parks Quiet, close-knit community Library	Schools Open space/recreation/parks Small town feel Centrally located - proximity to Portland	Community involvement/volunteers Open space/recreation/parks Quiet, close-knit community Visually appealling - natural areas Schools Centrally located - proximity to Portland Small town feel Community involvement/volunteers Access to business/freeway Quality of life Library
	Water infrastructure Roads Street funding Citizen involvement Vehicle Maintenance Dept. stretched Communication within staff/between departments - no intranet Central point of contact More resources All staffing levels Utilities Provide more basic services Giving everyone same level of service Funding Website not user friendly Better communication to citizens about staff limitations & low resources Public works & planning projects Police station Self-promotion Improve training/orientation of new employees	Aquatic/recreation center Traffic issues & Hwy 43 Water & street maintenance Pedestrian safety/sidewalks Vision for commercial development Fees/permitting for new construction Police station Maintain public safety Transparency/communication from City	Water & street maintenance Aquatic/recreation center Economic development/improve tax base Traffic issues & Hwy 43 Pedestrian safety/sidewalks Transparency/communication from City Business regulation Keep Stafford triangle as rural Fiscal responsibility LO/T water project	Water & street maintenance Economic development/improve tax base Aquatio/recreation center Traffic issues & Hwy 43 Police station Keep Stafford triangle as rural	Water & street maintenance Fees/permitting for new construction Traffic issues & Hwy 43 Vision for commercial development Transparency/communication from City Parking at library Trails Plan implementation	Water & street maintenance Pedestrian safety/sidewalks Transparency/communication from City Aquatic/recreation center Traffic issues & Hwy 43 Economic development/improve tax base Long term planning Performance audit for City Parks operating hours Vision for commercial development Parking at library Outsource City management More snow plows Regulate July 4th fireworks Support for home businesses Protect solar access Bicycle safety
What should be the priorities of the City Council during the next two years?	Council strategy to diffuse vocal minority More front line staff Water infrastructure et al Run City within its financial limits Inform attendents and staff of City business Provide adequate funds for basic services Police station Reshaping the City for 20 years in the future Better partnership with other community & regional partners Intranet Expanding tax base & alternative sources of revenue	Economic development/improve tax base Prioritize spending & planning Water & street maintenance Brand City image/identity Zoning Transparency/communication from City Police facility Wision for commercial development Pedestrian safety/sidewalks Aquatic/recreation center Maintain historic area integrity Traffic issues & Hwy 43	Economic development/improve tax Transparency/communication from City Priontize spending & planning Police facility Aquatic/recreation center Traffic issues & Hwy 43 Oppose LO/T water project Keep Stafford triangle as rural	Water & street infrastructure Aquatic/recreation center Traffice issues & Hwy 43 Economic development/improve tax base Transparency/communication from City Police facility Keep Staffor triangle as rural	Economic development/improve tax base Brand City image/identity Aquatic/recreation center Streamline permitting process	Water & street maintenance Aquatic/recreation center Traffic issues & Hwy 43 Transparency/communication from City Oppose LO/T water project Keep Stafford triangle rural Listen to citizens Policy facility Library parking Establish business relations with China Prioritize spending/planning Economic development/improve tax base Pedestrian safety/sidewalks Managed growth Maintain small town feel Willamette Falls area as Nat'l Heritage site Green street lighting
How can the City and the School District work more closely together to better serve the citizens of West Linn?	Sunset land swap School Board/City Council think more strategically when working together Education about schools Stay on each other's radar - invitation to table Share what we do together/communication More joint deals School District should have speakers from City personnel/citizens Technical training of citizens - "young" citizen training, educate on issues Community involvement/pride Develop potential partnership	Aquatic Center - share project & use Internships at City/local businesses Pedestrian safety near schools Collaborate on technology After school programs for kids ID protection for kids Mentorships at City School bands at City events Ombudsman for City/School liaison Joint use of facilities/parks	Aquatic Center - share project and use After school programs for kids Internships at City/local businesses Easier process to use school facilities Pedestrian safety near schools Spending transparency	Aquatic Center - share project & use Joint use of facilities/parks Pedestnian safety near schools City more knowledgeable about schools School Dist. give City money	Joint use of facilities/parks Aquatic Center - share project & use Pedestrian safety near schools	Aquatic Center - share project & use Joint use of facilities/parks Intemships at City/local businesses Joint meeting of City Coun/School Bd. Easier process to use school facilities Coordinate calendars Joint leadership projects Locate land for schools More senior citizens as volunteers Resource officer at MS and HS Business partnerships More listening tour type events Parking at schools

# Online Survey Questionnaire

### West Linn City Council Listening Tour



### 1. What is your role in the City?

	Response Percent	Response Count
Citizen	88.1%	118
City employee	9.0%	12
Other interested person	3.0%	4
	answered question	134
	skipped question	0

### 2. How long have you lived in West Linn?

	Response Percent	Response Count
0-5 years	23.9%	32
5-10 years	28.4%	38
10-15 years	21.6%	29
15+ years	26.1%	35
	answered question	134
	skipped question	0

### 3. What is the name of your local neighborhood association?

	Response Percent	Response Count
BHT (Barrington Heights)	11.2%	15
Bolton	14.9%	20
Hidden Springs	11.9%	16
Marylhurst	2.2%	3
Parker Crest	0.0%	0
Robinwood	9.7%	13
Rosemont Summit	9.0%	12
Skyline Ridge	4.5%	6
Sunset	11.9%	16
Tanner Basin	3.7%	5
Willamette	12.7%	17
I don't know	8.2%	11
	answered question	134
	skipped question	0

### 4. Do you live inside or outside the city limits of West Linn?

	Response Percent	Response Count
Inside city limits	96.3%	129
Outside city limits	3.7%	5
	answered question	134
	skipped question	0

### 5. Do you have children attending (or will attend) schools in the West Linn-Wilsonville School District?

	Response Percent	Response Count
Yes	56.0%	75
No	44.0%	59
	answered question	134
	skipped question	0

### 10. What do you believe is the one most important issue West Linn's City Council needs to address over the next year?

Response	
Count	

99

answered	auestion	99

skipped question 35

### 11. From which of the following sources do you usually receive information specifically about the City of West Linn?

	Response Percent	Response Count
The Oregonian	32.1%	42
City of West Linn website	51.1%	67
Update, the City newsletter	35.1%	46
Government access television	6.1%	8
Local television news	9.9%	13
Radio	5.3%	7
Word of mouth	39.7%	52
West Linn Tidings	67.2%	88
Neighborhood association	19.8%	26
Emails from the City	29.0%	38
I don't know	0.0%	0
	Other (please specify)	

Other (please specify)

answered question 131

skipped question

3

# **Question #1**

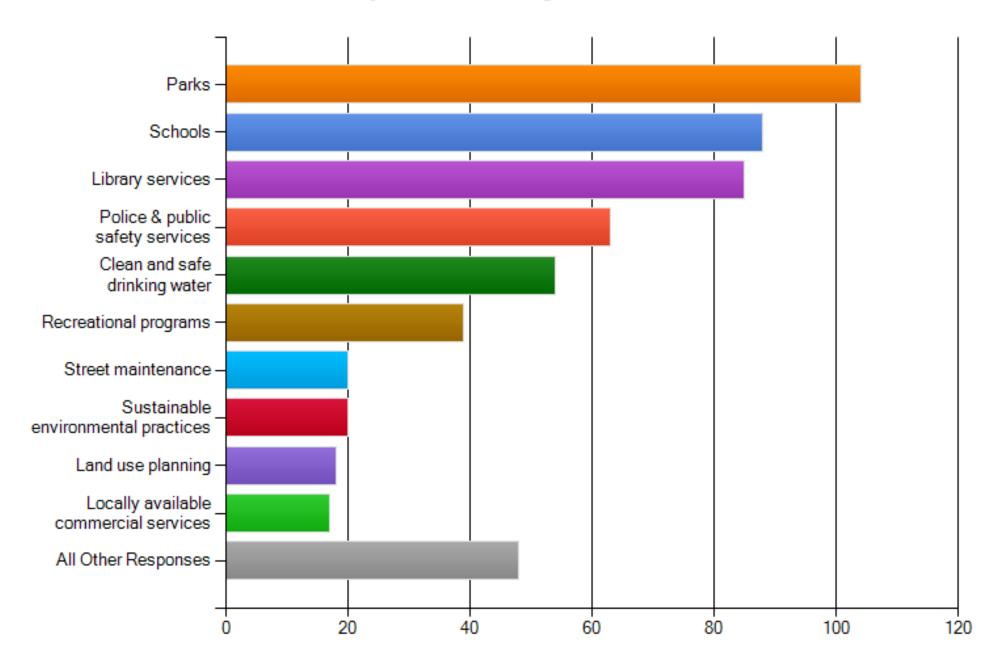
What do you like most about living in West Linn?

### 6. Please check the box to choose the 5 items from the list below that best answer the following question: What do you like about living in West Linn?

	Response Percent	Response Count
Land use planning	14.3%	18
Street maintenance	15.9%	20
Library services	67.5%	85
Parks	82.5%	104
Recreational programs	31.0%	39
Economic development	4.0%	5
Police & public safety services	50.0%	63
Schools	69.8%	88
Efficient use of tax dollars	8.7%	11
Sustainable environmental practices	15.9%	20
City staff are knowledgeable	5.6%	7
City staff treat residents with respect	6.3%	8
Locally available commercial services	13.5%	17
Clean and safe drinking water	42.9%	54
Transportation options	1.6%	2
Business-friendly atmosphere	11.9%	15
	Other (please specify)	26
	answered question	126
	skipped question	8

### Please check the box to choose the 5 items from the list below that best answer the following question:

### What do you like about living in West Linn?



# Question #2

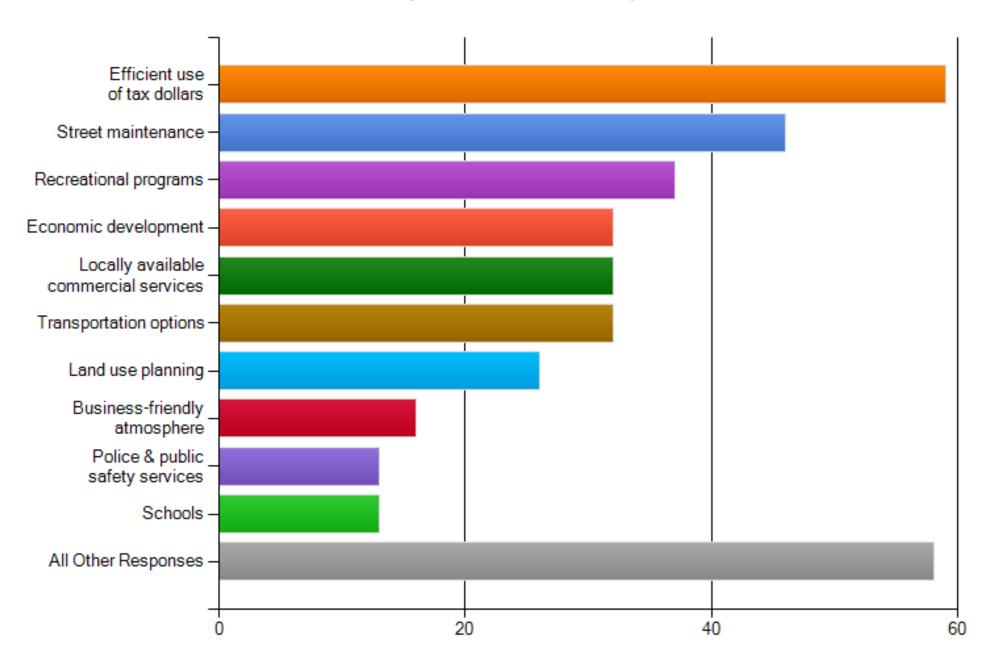
What areas of City services need to be improved?

### 7. Please check the box to choose the 3 items from the list below that best answer the following question: What areas of city services need to be improved?

	Response Percent	Response Count
Land use planning	20.8%	26
Street maintenance	36.8%	46
Library services	5.6%	7
Parks	8.0%	10
Recreational programs	29.6%	37
Economic development	25.6%	32
Police & public safety services	10.4%	13
Schools	10.4%	13
Efficient use of tax dollars	47.2%	59
Sustainable environmental practices	9.6%	12
City staff are knowledgeable	2.4%	3
City staff treat residents with respect	10.4%	13
Locally available commercial services	25.6%	32
Clean and safe drinking water	10.4%	13
Transportation options	25.6%	32
Business-friendly atmosphere	12.8%	16
	Other (please specify)	28
	answered question	125
	skipped question	9

### Please check the box to choose the 3 items from the list below that best answer the following question:

### What areas of city services need to be improved?



# **Question #3**

What should be the priorities of the City Council during the next two years?

### West Linn City Council Listening Tour – 2011 Question # 3 – What should be the priorities of the City Council during the next two years? (Online survey responses)

Frequency (n=348)	Priority Item
61	Aquatic/recreation center
39	Economic development/improve tax base
25	Fiscal responsibility
21	Water & street infrastructure and maintenance
15	Maintain public safety
14	Traffic issues and Hwy 43
12	Schools
11	Citizen engagement/input
11	Police station
10	After school programs for kids/families
7	Transparency/communication from City
6	Strategic planning for growth & capital improv.
5	City Council respect for each other
5	Pedestrian safety/sidewalks
5	Park & trail development
5	Keep Stafford triangle rural
4	Maintain existing City service levels
4	Unite neighborhoods
3	Willamette Falls historic area development
3	City staff/Council interaction and roles
3	Land use planning
2	Sustainable environmental practices
2	Beautify streets
2	Reduce water rates
2	Support library
	Restore neighborhood assoc. funding
	Bike paths
	Lower development costs
	Develop more business partnerships
	Citizen vote on all projects
	Retain WFTV
	Public transportation availability
	Maintain and expand parks
	Maintain quality of life Police & fire more available outside emergencies
	More library parking
	Outlaw paper bags at Safeway
	Salary freeze for City employees
	Reduce size of police force
	Continue Parks & Rec. programs
	No more houses
	THO ITIOTO HOUSES

# **Question #4**

How can the City and the School District work more closely together to better serve the citizens of West Linn?

# 9. Please check the box to choose the 5 items from the list below that best answer the following question: How can the City and the School District work more closely together to better serve the citizens of West Linn?

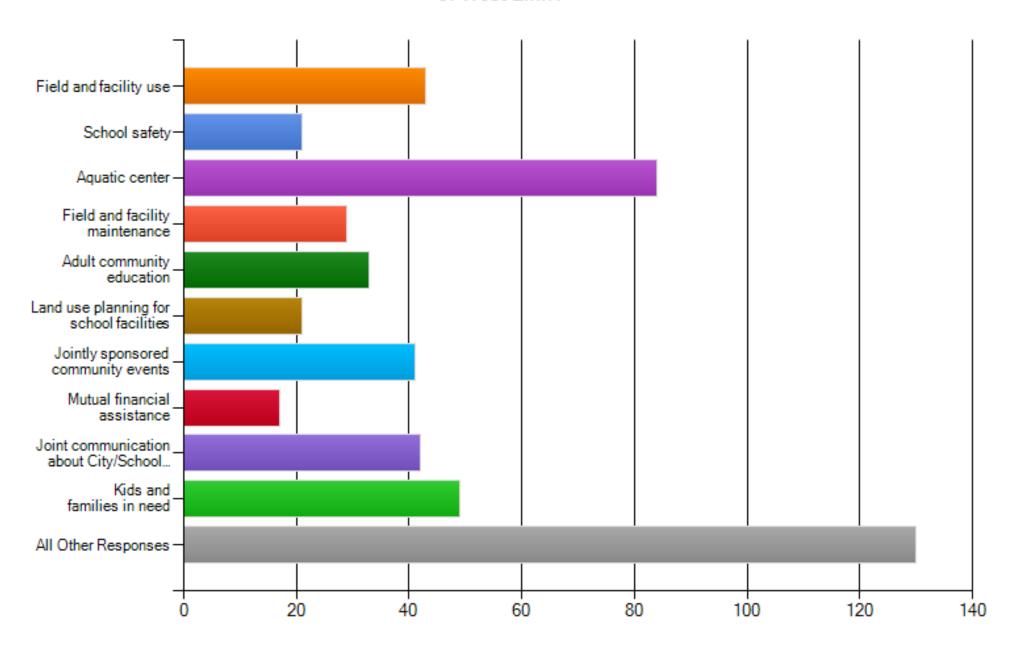
	Response Percent	Response Count
Field and facility use	34.1%	43
School safety	16.7%	21
Aquatic center	66.7%	84
Field and facility maintenance	23.0%	29
Adult community education	26.2%	33
Land use planning for school facilities	16.7%	21
Jointly sponsored community events	32.5%	41
Mutual financial assistance	13.5%	17
Joint communication about City/School District issues	33.3%	42
Kids and families in need	38.9%	49
Traffic and parking	30.2%	38
Pedestrian safety	27.8%	35
Transportation options	24.6%	31
Periodic joint City Council/School Board meeting(s)	20.6%	26
	Other (please specify)	20
	answered question	126

skipped question

8

Please check the box to choose the 5 items from the list below that best answer the following question:

How can the City and the School District work more closely together to better serve the citizens of West Linn?



## **Question (General)**

What do you believe is the one most important issue West Linn's City Council needs to address over the next year?

# West Linn City Council Listening Tour – 2011 Question – What do you believe is the one most important issue West Linn's City Council needs to address over the next year? (Online survey responses)

Frequency (n=99)	Priority Item
33	Aquatic/recreation center
11	Fiscal responsibility
7	Economic development/improve tax base
5	Water & street infrastructure and maintenance
4	Maintain public safety/police station
4	Traffic issues and Hwy 43
4	Transparency/communication from City
3	Maintain current service level
3	Lower property taxes
2	LO/T water treatment project
2	Strategic planning for growth & capital improv.
2	City Council respect for each other
	Pedestrian safety/sidewalks
	Library parking
	Vision for Stafford triangle
	Stopping Walmart
	Unite neighborhoods
	Lower permitting fees
	Land use planning
	Sustainable environmental practices
	Beautify streets
	Reduce water rates
	Lower development costs
	Maintain parks
	Community gardens