

2016 Community Prioritization Survey: Report of Results

Introduction

In January 2016, Pueblo West Metropolitan District launched a new initiative focused on engaging the community on what services, initiatives, or long term concepts residents felt were a priority, and what things were less important. The new initiative sought to get insight from residents on preferences for District services, current satisfaction levels with services, priorities moving forward, and other issues facing our community. Its main goal is to match available resources with community demands and meaningfully engage residents in the financial decision making process for the District.

High level community engagement is a top priority of the Metro District. In the past 15 months, the Metro District has established a community engagement office to oversee and facilitate resident insight into their government. The Community Prioritization Survey is one of many community engagement initiatives being pursued to increase transparency, capture public opinion and insight about District priorities, and engage residents in the financial decision making process. Others include the launch of MyPuebloWest, a system that facilitates inquiries from the public with the goal of efficiently responding and resolving issues in the community, as well as a redesigned more user-friendly website, increased social media presence, and the pursuit of the latest best practices to keep Pueblo West residents informed, engaged, and confident in their government and their community.

A cornerstone of the development of community engagement was a community-wide prioritization survey. The intent of the survey was to better understand on residents' priorities so as to be more responsive to residents in the areas of strategic planning, performance management, and priority-based budgeting. By representing light on what priorities for the future should be the focus of long term planning.

Data from the survey will continue to influence how the District's performance is measured, and future surveys will continue to help us better understand what we can do to improve customer service, efficiency, and continue to be good stewards of public resources. Most significantly, the survey will provide benchmarks to influence priority-based budgeting practices. Resident feedback will be used to determine how to best match District resources with community priorities. By engaging residents in the budgeting process, we are seeking to make better-informed financial decisions and ensure we focus on the programs and services most valued by the Pueblo West community. Pueblo West Metropolitan District will continue to engage citizens through focus groups, surveys, and other mediums in an effort to reassess community priorities. While the survey is a great tool to understand public will, it is limited and will not be the primary means of understanding public will in prioritizing services or projects.

Methodology

The Community Prioritization Survey (CPS) was created with Survey Monkey and made available to the public through a link on the Metro District's website, Facebook, and via a popup invitation. The survey launched to the public on January 11, 2016 and closed on April 4, 2016. During the thirteen weeks the survey was open, Pueblo West collected 414 total responses.

According to the 2010 census, the total population of Pueblo West is 29,637, therefore the sample size

of 414 responses gives us a 95% confidence level with a 4.78% confidence interval (also known as, margin of error).

The survey was comprised of 18 questions utilizing the following question types: multiple choice, open response (text boxes), Likert scale, ranking, and matrix/rating scale. The questions were broken into the following categories:

- 1) Priorities in the next year
- 2) Combined service satisfaction levels
- 3) Parks and recreation
- 4) Covenant and community development
- 5) Fire and emergency services
- 6) Water and wastewater
- 7) Public communications
- 8) Basic demographic questions

The questions guided a survey participant from noting their preferred priorities for the next year, to providing their overall satisfaction with services, and then finished with more specific questions about one's use of specific services. The collected data was analyzed using a cross of both qualitative and quantitative methodology. As the first time Pueblo West has collected this type of information, it is important to obtain a rich and detailed understanding of the results, knowing that as a prototype, the results lack generalizability and quantification future surveys of the same subject matter may present.

Results

How do you receive information about Pueblo West?

Foundational to understanding what residents value most about the community, is to understand how they learn about initiatives and service information from the Metro District. If we know how residents get information about the Metro District, we know what mediums are best to use to reach them. The survey asked residents how they receive information about Pueblo West with options of newspaper, public notice/posted notice, internet/social media, television, radio, word of mouth, and other organizations. They were given a Likert scale to rank how frequently they get information about Pueblo West from these mediums using the terms, often, fairly often, seldom, never, do not use/not applicable.

The results demonstrated that 78.32% of respondents either often or fairly often get their information about Pueblo West from the newspaper. This is likely the free weekly paper that is distributed to each residence, the Pueblo West View, though we did not ask questions to qualify this. 55.78% of respondents said they often or fairly often get their information about Pueblo West from the internet or social media. The third highest ranking information source, was word of mouth with 54.34% of respondents stating they often or fairly often get information via this interpersonal communication.

One-Year Service Priority

The first question asked, "Please rank services you would like the Pueblo West Metro District to focus on in the next 12 months." This question gave categories to rank. Each category was associated with a department, with the exception of two, "recreational programs" and "parks, trails, and open space" which are both representative of the Parks and Recreation Department. The results demonstrate that 50.24% of the sample size believe Streets and Road Maintenance should be the top focus for 2017. The second most important service was Fire Protection and Emergency Response gaining 24.64%. The third most important service was parks, trails and open space and recreational programs. This category was broken into two categories: "recreational programs" and "parks, trails, and open space." The combined percentage of votes for these two categories was 15.7%.

Other categories included "water and wastewater utilities," "covenant enforcement," and "community events" with a combined percentage of 8.42% of respondents voting for these three as the most important issue in the District.

Service Satisfaction

The Pueblo West Metropolitan District is in place to provide certain essential and desirable services that were established as part of the original vision for the community in 1969. The effectiveness of these services is driven by actual and perceived realities about the services. Actual realities are things like how quickly the fire department responds to an emergency call, while perceived realities, for instance, may include a resident's opinion about how staff provide customer service to water billing customers.

The Metro District serves the community by providing five main services: fire protection and emergency response, streets and roads maintenance, parks and recreation, covenant enforcement, and water and wastewater utilities, and doing so with the highest level of satisfaction. Satisfaction may include quality of services in the community, quantity of services in the community, and customer service. The survey asked respondents to rank their satisfaction level from very satisfied, to neutral, very dissatisfied, or undecided, with the following service categories: Fire and Emergency Response; Recreational Programs; Parks, Trails, and Open Space; Street and Road Maintenance; Covenant Enforcement; Water and Wastewater Utilities; Water Billing; Public Communications; and Community Development. Each category addresses a different customer service aspect of each of the five services of the Metro District. The categories of Parks, Trails, and Open Space and Recreational Programs will be added together, since they reflect one service. The public's highest rated service was Parks, Trails, and Open Space with 84.42% either satisfied or very satisfied. Fire and Emergency Response received the second highest satisfaction level with 78.96% of respondents either satisfied or very satisfied with the service. Third highest rated service was Water Billing with 40.52% either very satisfied or satisfied.

The service in which residents were most dissatisfied was Street and Road Maintenance in which 71.43% of residents were dissatisfied. This dissatisfaction level was overwhelming compared to 17.40% neutral, and 10.13% satisfied or very satisfied. Dissatisfaction with other services were less clear. For instance, 40.78% of residents were dissatisfied with Community Development, while 37.66% were neutral with the service. This demonstrates that some in the public either may not interact much with community development, or their interaction is so streamlined it falls "under their radar" and thus, has fails to generate an opinion. Positively correlated with Community Development is Covenant Enforcement with 35.84% of respondents' dissatisfied ort very dissatisfied with the service, and 40.26% neutral of opinion

with the service.

The service with the highest level of neutrality was Water and Wastewater Utilities with 44.42% of respondents' neutral of opinion. Again, this neutrality may be a result of the service efficiently doing its job "below the radar" of the public.

Satisfaction with Amenities

Pueblo West provides certain services to the community, but public perception and quality of life are driven by more than just these services. Pueblo West community amenities are quality of life-focused and not necessarily under the purview of Pueblo West Metro's control. These other factors are things like community safety, neighborhood appearance, community and cultural events, availability of local retail establishments, infrastructure conditions, and local employment opportunities. Public opinion of these amenities help to inform Metro District administration about what other factors are important to residents, and what the District can do to help improve these quality of life factors. Of all Survey respondents, 52.21% said they are most satisfied with community safety. This means that over 52% of residents believe Pueblo West is a safe community. The second highest ranking amenity is neighborhood appearance with 37.15%, followed by community and cultural events and availability of local retail establishments with 28.31 and 28.05% stating they are satisfied with these amenities.

On the other hand, 44.68% of residents said they were dissatisfied with the availability of local retail establishments—demonstrating that more residents are dissatisfied with this amenity than are satisfied. Two other amenities listed in the survey, infrastructure conditions and local employment opportunities, ranked lowest in satisfaction levels, second and third highest in respondent neutrality (after community and cultural events), and highest in dissatisfaction levels.

Department Specific Survey Results

The survey breaks out several department-specific questions to garner an understanding about satisfaction levels, parks and recreation usage, as well as asking residents what changes to or additional services or activities should be added to a given department.

Parks and Recreation

The Parks and Recreation Department maintains trails and parks and facilitates recreational sports leagues and community events like the Parade of Lights and food and toy drives. A strong percentage of residents, 48.12%, stated they were satisfied with recreation, trails and park services in Pueblo West. While 23.12% stated they were dissatisfied, and 25.27% were neutral. Comments from those dissatisfied with the survey included several stating we need more parks, we need a park on the north side of Highway 50, need an indoor pool, lack of or poor condition of trails, and not enough sports programs for older kids.

Item PR.1 Overall satisfaction with Pueblo West's trails and parks services

Very satisfied or satisfied	Neutral	Very dissatisfied or dissatisfied
		%
48.12%	25.27%	23.12%

The Parks and Recreation Department provides amenities for the entire community regardless of age, but how many people use amenities such as trails, parks, the outdoor pool, and youth and adult sports programs? The survey question asked residents about their usage of these five categories via a Likert scale that ranged from using the amenity daily, frequently, occasionally, rarely or never, potentially explaining With the adult and youth sports programs are seasonal, the daily category is less logical, thus possibly accounting for zero selection of the daily use category. But of surveyed residents, 7.26% said they use the trails daily, 2.15% claim to use the parks daily, and no respondents claim to utilize adult and youth sports programs on a regular basis. While these numbers appear low, the utilization of trails and parks were significantly high as opposed to those who use them rarely or never. The results are noted in item PR.2 below.

Item PR.2 Use of Trails, Parks & Outdoor Pool

Amenity	Use: Daily, Frequently, Occasionally	Use: Rarely or never
Trails	59.68%	40.32%
Parks	66.40%	33.60%
Outdoor Pool	24.73%	75.26%

In regards to recreational sports leagues, the great majority of respondents rarely or never participate. See item PR.3 for details.

Item PR.3 Participation in Recreational Sports Leagues

Amenity	Use: Daily, Frequently, Occasionally	Use: Rarely or never
Adult Sports	13.45%	86.56%
Youth Sports	28.76%	71.23%

When asked how likely residents were to use the recreation services youth sports, youth classes, adult sports, outdoor pool, and Pueblo regional indoor pool, a large majority (between 51.10% and 86.56%) said they were “not likely” to utilize youth sports, youth classes, and adult sports in the future. It’s worth noting, the survey design for this question used a Likert scale. The question was asked, “How often do you use Pueblo West recreation programs? Daily, frequently (several times per week in season), occasionally (several times her month in season), rarely (a few times per season), never. Thus, the question accounted for a variety defined time periods of use. On the other hand, narrow majorities said

they would use the outdoor pool and the Pueblo regional indoor pool more often if additional opportunities were offered. See item PR.4 for details.

Item PR.4 How likely will you be to use recreation services in the future?

Amenity	Use: Not likely	Use: More often if additional Opportunities were offered
Outdoor Pool	48.90%	51.10%
Pueblo Regional Indoor Pool	43.41%	56.59%

Covenant and Community Development

Zoning and land use restrictions on property within Pueblo West are established by Pueblo County. Pueblo West Metro has a separate set of covenants we enforce, which are often more strict, but there are limitations. We can only enforce subdivisions that are less than 90% built out. Also, there are a number of out-parcels within the District where our covenants have no standing at all, and any enforcement falls to Pueblo County and their less strict regulations. The unique nature of Pueblo West covenants and community development is such that it can often be unclear as to whether a covenant issue is enforceable by the Metro District or if it falls under a different category such as the County or the Sheriff’s Office. The survey results for resident satisfaction for covenant enforcement activities are high in neutrality and dissatisfaction. Result details in item CCD.1 below.

Item CCD.1 Please rate your satisfaction with community development initiatives

Activities	Very satisfied & satisfied	Neutral	Dissatisfied & very dissatisfied	Undecided
Application Process for Building New Structures	21.40%	50.14%	14.65%	13.80%
Nuisance and junk violations (unsightly objects/inoperable vehicles/commercial trash)	14.04%	28.65%	51.96%	5.34%
Weed control (private property)	10.20%	22.66%	63.45%	3.68%
Weed control (public responsibility)	14.73%	26.06%	58.52%	3.68%
Unapproved storage (RVs, boats, semi-trucks)	16.29%	46.07%	32.3%	5.64%
4H Variance Program (farm animals)	26.33%	54.34%	9.80%	9.52%
Overall standards	25.29%	43.39%	27.30%	4.02%

In regards to community development initiatives, respondents were mostly neutral (49.86%), followed by a narrow margin between satisfied (20.45%) and dissatisfied (14.29%).

Fire and EMS

Fire protection and emergency medical services received overwhelmingly high marks with an 84.85% satisfaction level. When asked to rate their satisfaction with specific services within the department, all but the services building inspections and emergency notification information received majority percentages in the “very satisfied and satisfied” category. See item F.1 for full information.

Item F.1 Please rate your satisfaction with key services provided by the Pueblo West Fire Department

Services	Very satisfied & satisfied	Neutral	Dissatisfied & very dissatisfied
Emergency medical services	78.86%	20.57%	0.57%
Fire services	78.57%	20.29%	1.15%
Emergency response times	70.28%	25.71%	4%
Building inspections	37.14%	58.29%	4.57%
Emergency notice information	43.43%	51.14%	5.43%
Fire prevention/community education	49.43%	42.57%	8%

Water and Waste Water

A majority of respondents said they are very satisfied or satisfied with Pueblo West’s current water and wastewater treatment services (58.21%), with 24.50% feeling neutral, just 12.68% dissatisfied or very dissatisfied, and 5.19% undecided. Of 34 respondents who commented about being dissatisfied, 17 said this dissatisfaction came from increase rates.

Public Communication

As Pueblo West continues to grow, it is important that the government and residents have clear and open lines of communication, and that the Metro pursues transparency at all levels in order to match available resources with community demands. A majority of survey respondents (45.95%) were neutral in regards to their satisfaction with communication efforts by Pueblo West, while 32.08% were satisfied, and 21.10% were dissatisfied. This demonstrates that the Metro has room to grow in how we communicate. Per the survey, 78.32% of residents often or fairly often get information from the Metro through the newspaper. This medium is followed closely by internet / social media where 55.78% of respondents said they often or fairly often receive information through these sources. The third highest source of information about the Metro District is word of mouth, where 54.34% of respondents claim to get their information. See item PC.1 for full details.

Item PC.1 How do you receive information about Pueblo West?

Medium	Often or fairly often	Seldom to never	Do not use / not applicable
Newspaper	78.32%	17.63%	4.05%
Public notice / posted flyers	13.29%	83.24%	3.47%

Internet / social media	55.78%	41.04%	3.18%
Television	21.97%	75.72%	2.31%
Radio	10.40%	85.55%	4.05%
Word of mouth	54.34%	43.65%	2.02%
Other organizations	16.48%	68.49%	15.03%

Conclusions, and Recommendations

As the inaugural community prioritization survey, the 2016 survey provides a benchmark for gauging community priorities and satisfaction levels for future years. This insight is one way Pueblo West is meaningfully engaging residents in the financial decision making process. The Community Engagement Manager has met with the directors of Public Works, Fire Protection and EMS, and the Committee of Architecture and Community Development to review the survey results for questions directed towards their specific departments. Their insight has been incorporated into the following conclusions.

With 50.24% of the vote, respondents believe Streets and Road Maintenance should be top priority in 2017, followed by fire protection and emergency response. The Streets and Roads Division of the Public Works department is tasked with providing road maintenance and improvement for over 400 miles of roads, while doing so with a shoestring budget. Road maintenance and improvement will continue to be a top priority as it continues to get a large amount of the General Fund. Of the approximately \$7 million General Fund, the Streets and Roads Division and Engineering get approximately \$2.7 million.

With 71.43% of residents stating they were dissatisfied with Street and Road Maintenance, and Pueblo West infrastructure conditions ranked lowed in satisfaction levels when asked about community amenities, the results of this survey recommend more in-depth research as to what should be done with Public Works to bring the conditions of Pueblo West’s roads closer to industry standards, with the limited resources available. With current resources, public opinion about Public Works could be improved the following ways:

- a. Continue to improve transparency through the daily ‘road improvement plan’ social media posts.
- b. Continue to respond to MyPuebloWest requests promptly, and repairing road damage in a timely fashion prioritizing repairs that meet the following factors first:
 - i. Does it pose a public safety risk?
 - ii. Is the damage on a high traffic volume roadway?
- c. Continue to work with the Community Engagement Manager to draft regular articles (approximately one per month) focused on Streets and Roads projects.

The second largest department in the Metro District is the Pueblo West Fire Department with an approximate \$2.2 million budget. In contrast to Streets and Roads, 78.96% of respondents claim they are either very satisfied or satisfied with Pueblo West Fire, giving the service the second highest satisfaction level in the District after Parks, Trails and Open Space and Recreational Programs. After Streets and Roads, respondents claimed the Fire Department is the second most important service provided by the Metro District after Streets and Roads. Overall, 52.21% of respondents said they are most satisfied with how safe Pueblo West is. A claim that can be inferred to be directly related to the high satisfaction with the Fire Department. Recommendations for improvement with this department is

to continue to utilize creative and cutting edge tools such as vides and infographics to communicate public “need to know” information about the department.

The highest rated service by way of satisfaction was Parks, Trails, and Open Space with a combined very satisfied and satisfied response of 84.42%. Increasing public awareness about sports and recreation programs through the latest creative mediums is important. Additionally, continuing to engage the community on their wants and desires regarding recreation programs, park and trail design, and the anticipated new aquatic facility will be important to increase public satisfaction with the department.

The services with the second highest dissatisfaction levels were Community Development, followed by related service, Covenant Enforcement. 40.78% of residents were either dissatisfied or very dissatisfied with Community Development while 37.66% were neutral towards the service. The high neutrality percentage demonstrates that there may be a high number of respondents that do not regularly interact with the service. Related to these services, community appearance was the second highest ranking amenity in Pueblo West as stated by 37.15% of respondents. Also, 28.05% of respondents think Pueblo West needs more retail establishments. Ways public opinion for these services could be improved include:

- a. Continuing to develop the economic development rile of the Metro District to increase both primary and secondary jobs through attracting businesses including retail establishments to the area.
- b. Work with the Pueblo West Chamber of Commerce to promote and advocate for established local businesses within our community.
- c. Continue to work with the Community Engagement Manager to draft regular articles (one per month) focused on community development and Committee of Architecture related issues or projects.
- d. Continue to utilize the MyPuebloWest platform to promptly respond to resident concerns and continually improve customer service.

The results of this first Community Prioritization Survey stand as a benchmark. One year from now, spring of 2018, the Community Engagement Manager will conduct another CPS to gauge whether public opinion has changed, and whether the Metro District was able to improve on weak points. Reviewing the results of this first survey, we learned what we can do to improve on the survey design and further refine our understanding of public priorities. This annual survey will continue to be one factor of several that help inform staff and the Board of Directors regarding public opinion of service priorities.