

---

# 2023 Independence Kansas Citizen Satisfaction Survey





## Discussion Topic

## Goal

## Minutes

Introduction

Review survey responses and limitations they impose; Highlight primary satisfiers & dissatisfiers

5

High level summary

Introduction to NPS scores, Compare satisfaction ranges for each survey section to services overall

10

In-depth analysis of each theme and topic

In-depth analysis of each section; Understand relevant demographic variance; identify relative performance & rank for each section

~50

Synthesis & recommendations

Highlight key takeaways and conclusions

10



Survey  
Demographics

**623**  
respondents

80% *mail-in* | 20% *Online*

Census  
Demographics

**8.4K**  
citizens

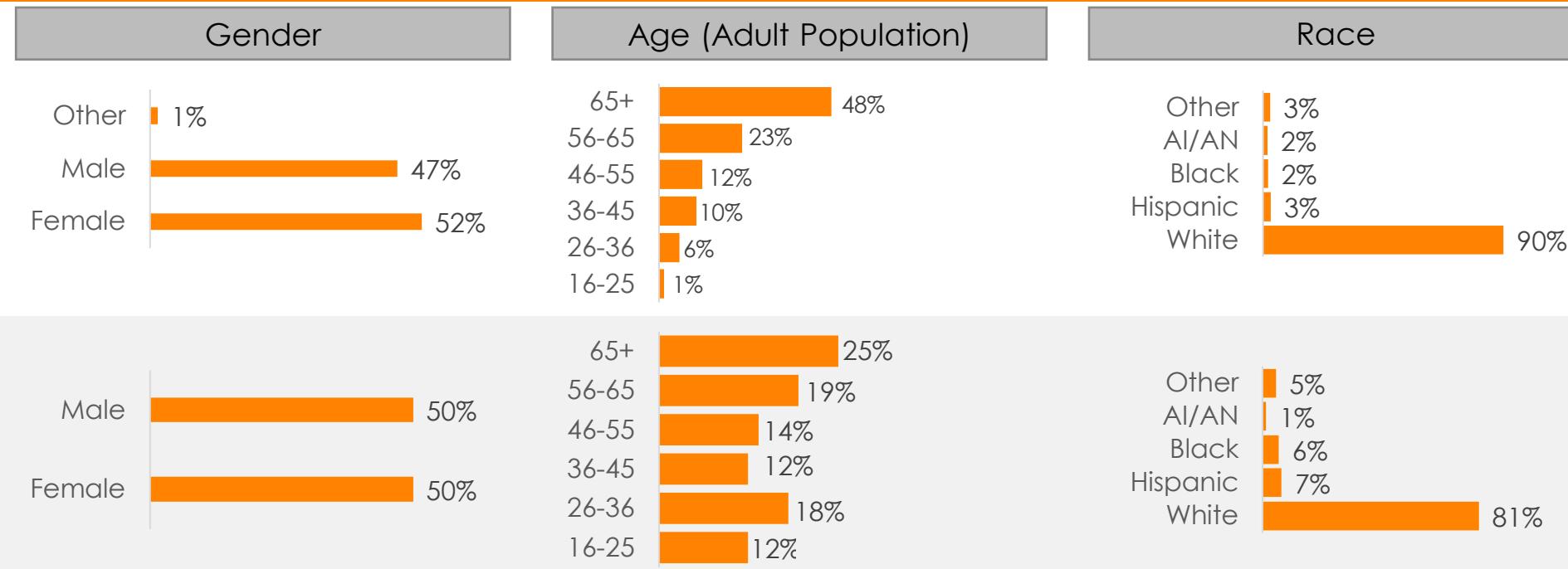
**6.5K**  
adults

Impact

- **A strong sample:** About 9.6% of the town's adult population (7.4% total) responded to the survey. This is a good representation when you consider that many national surveys or polls often sample a much smaller fraction of the total population. A general rule of thumb is that a "good" city sample will represent at least 5% of the population.
- **Margin of Error: ±3.8% at 95% confidence:** If we assume a confidence level of 95% (which is standard for many surveys) and the variability is 50% (often assumed to be the maximum variability, meaning results are equally split, e.g., 50-50, which gives the maximum margin of error), the margin of error for a sample size of 623 from an adult population of 6.5K is approximately 3.8%. In simple terms: If we repeated this survey, 95% of the time the results would only differ by about 3.8% from what we found this time.



## Survey Demographics



## Census Demographics

- **Good gender Split:** Matches the general distribution of the city.
- **Overrepresentation of Older Adults:** The 65+ age group is notably overrepresented
- **Underrepresentation of Younger Adults:** The 16-25 age bracket is notably underrepresented at only 1%. Additionally, the 26-36 age group doesn't align closely with the city's demographics.
- **Good Mid-age Representation:** The age groups 36-45, 46-55, and 56-65 in the sample are relatively consistent with the city
- **Overrepresentation of White Respondents:** The sample has a higher proportion of white respondents than the city's demographics.
- **Underrepresentation of Black and Hispanic:** Both Black and Hispanic communities are underrepresented in the survey results.
- **Potential Bias:** The overrepresentation of certain age groups and racial categories, combined with the underrepresentation of others, may lead to survey results that don't fully encapsulate the broader concerns of the city's adult population. To address this, we recommend controlling for or segmenting results by age and race where feasible.

## Impact



**623**  
respondents

80% mail-in | 20% Online

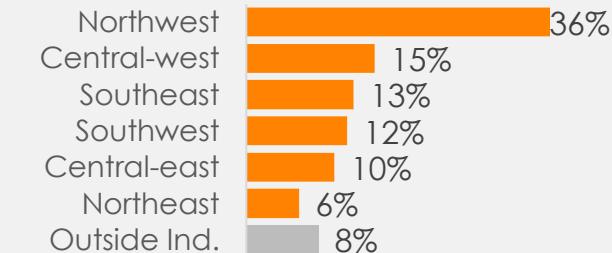
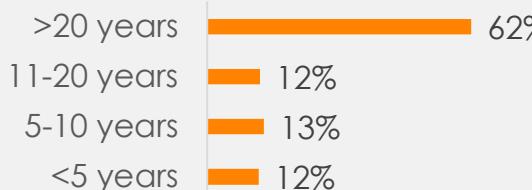
Geographics

**91%**

91% live in Independence

Largely long-term residents

Most (63%) live on west side

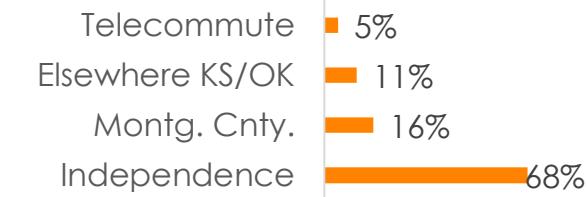
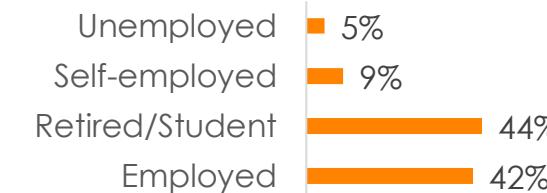


Economics

Even income distribution

53% are working

Most work in the city





## Discussion Topic

## Goal

## Minutes

Introduction

Review survey responses and limitations they impose; Highlight primary satisfiers & dissatisfiers

5

High level summary

Introduction to NPS scores, Compare satisfaction ranges for each survey section to services overall

10

In-depth analysis of each theme and topic

In-depth analysis of each section; Understand relevant demographic variance; identify relative performance & rank for each section

~50

Synthesis & recommendations

Highlight key takeaways and conclusions

10

# Guide for navigating survey results



## 2023 Survey Sections

### ① Overall Image

Services

Comparative overview of areas

### ② Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### ③ Planning & Growth

Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

① This category focuses on the overall "brand" or image of the city in terms of the general services it offers. This is a broad category capturing the essence of how the city serves its residents.

② This category covers the day-to-day functionalities and operations of the city. It is the most comprehensive section, detailing the various ways the city works for its residents in terms of tangible, actionable services and processes.

③ This category looks ahead and delves into both current perceptions and future directions. By combining the city's long-term strategies, immediate plans, and perceptions, it paints a picture of where the city is headed and how its leadership might aim to steer it.

We will navigate the survey results in this order, noting scores, feedback, and general open responses along the way



## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

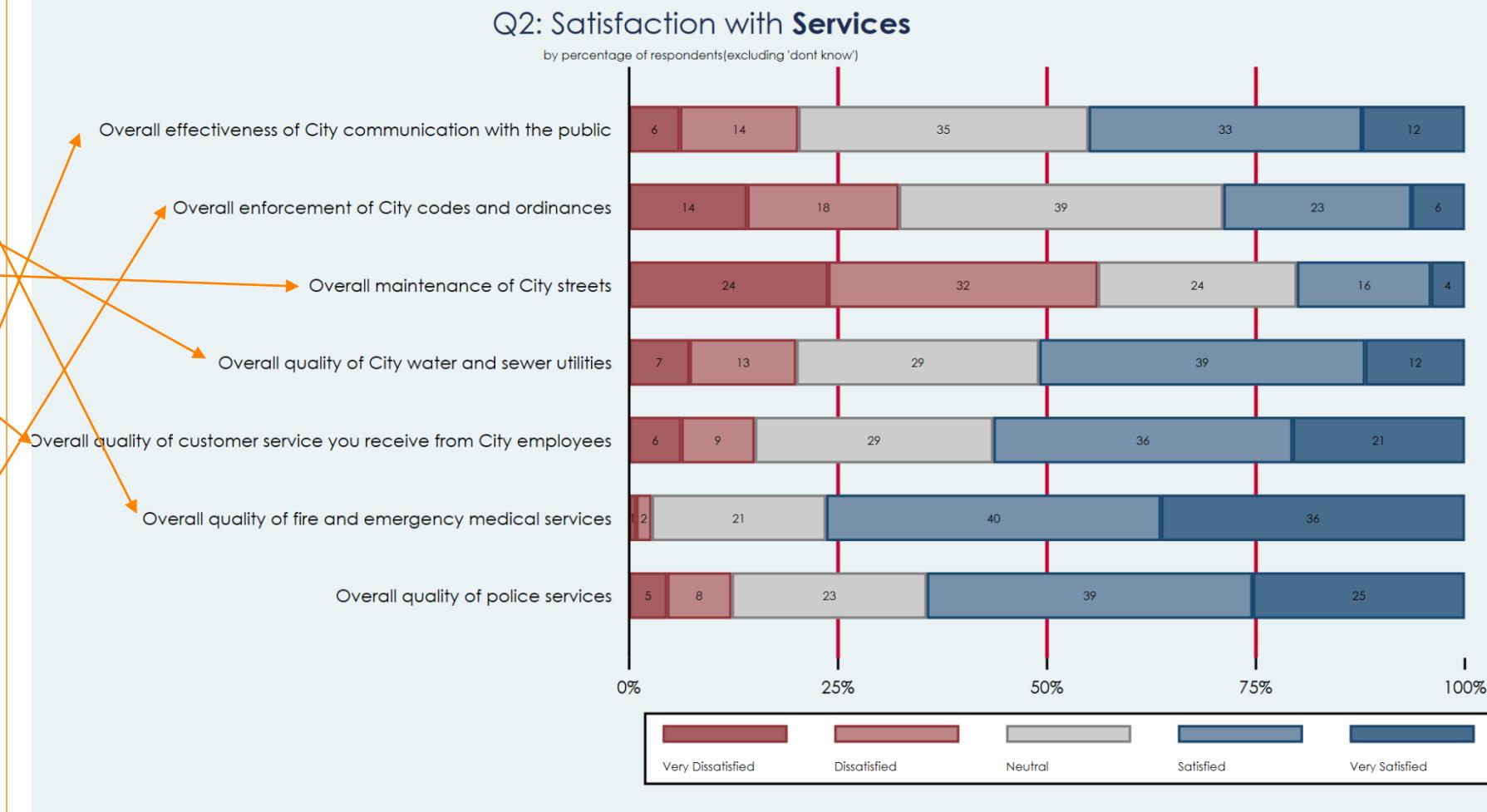
Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

The service section serves as a rough estimate for the other survey sections.





## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

Visualizing results this way—though precise and complete—is somewhat difficult to interpret

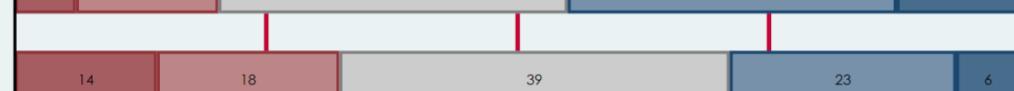
### Q2: Satisfaction with Services

by percentage of respondents (excluding 'don't know')

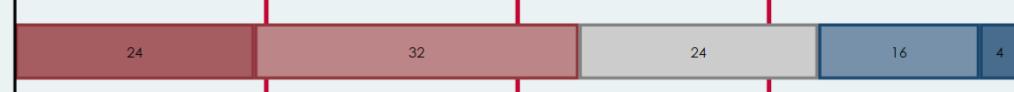
Overall effectiveness of City communication with the public



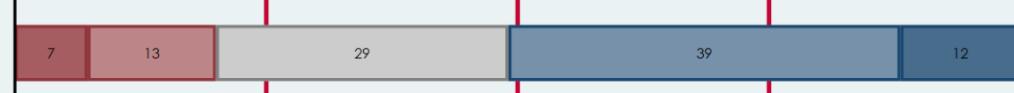
Overall enforcement of City codes and ordinances



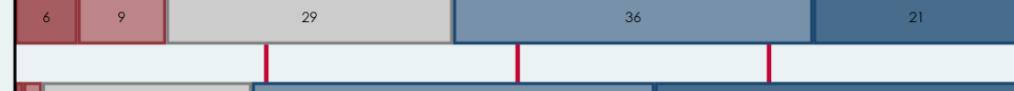
Overall maintenance of City streets



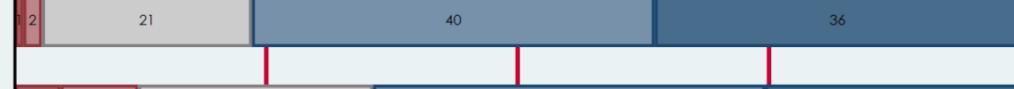
Overall quality of City water and sewer utilities



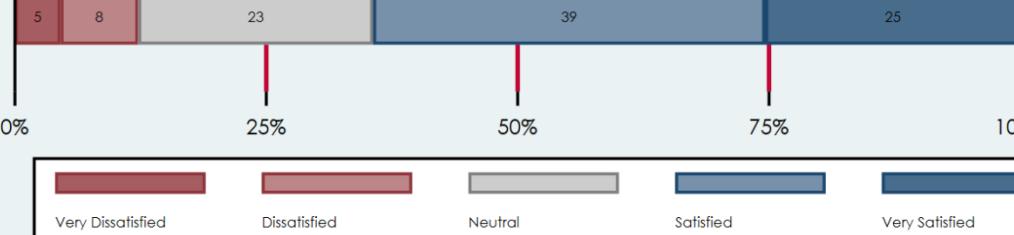
Overall quality of customer service you receive from City employees



Overall quality of fire and emergency medical services



Overall quality of police services



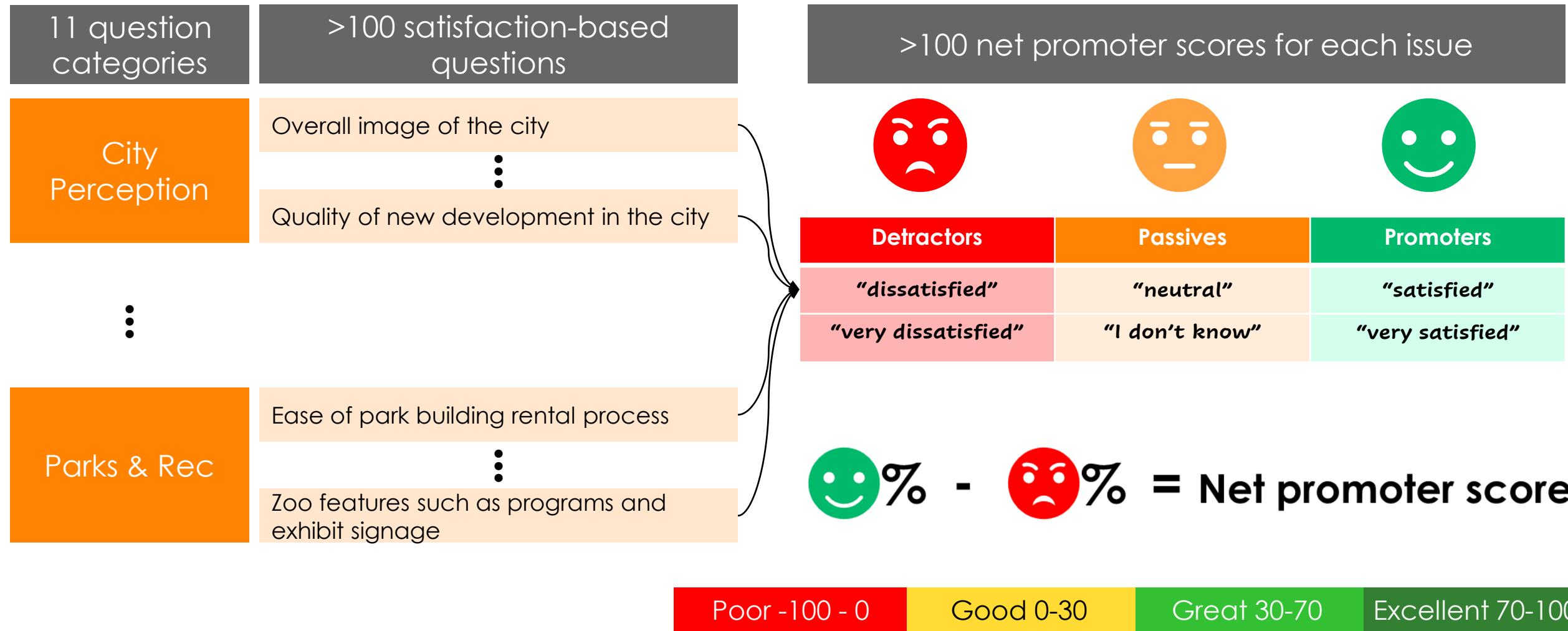
0% 25% 50% 75% 100%

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied



# Net Promoter Scores

Like in 2021, we are using the **net promoter score** for each satisfaction-based question





## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

So this graph...

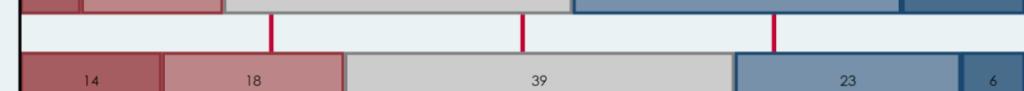
### Q2: Satisfaction with Services

by percentage of respondents(excluding 'don't know')

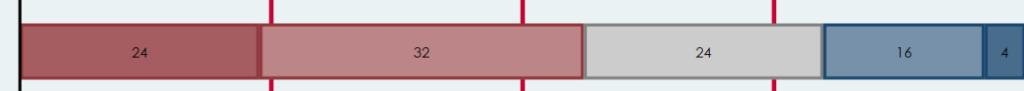
Overall effectiveness of City communication with the public



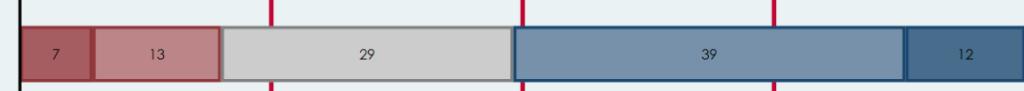
Overall enforcement of City codes and ordinances



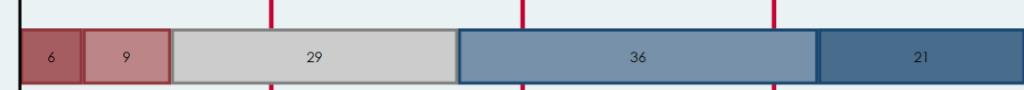
Overall maintenance of City streets



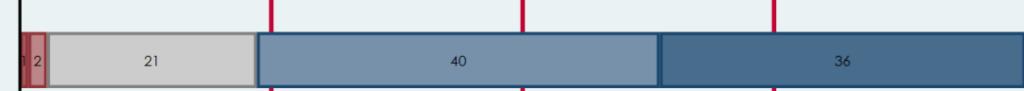
Overall quality of City water and sewer utilities



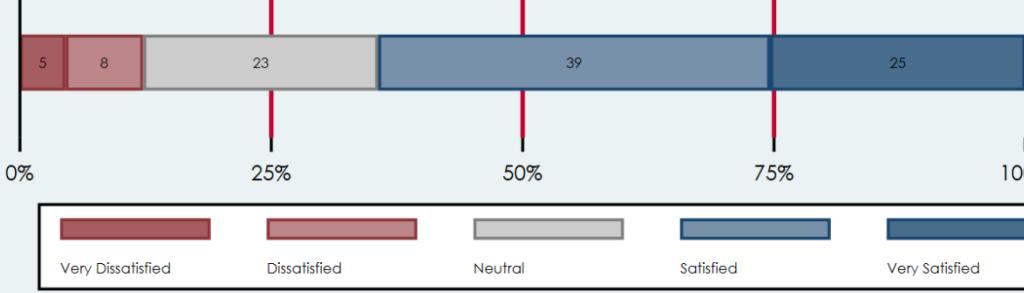
Overall quality of customer service you receive from City employees



Overall quality of fire and emergency medical services



Overall quality of police services

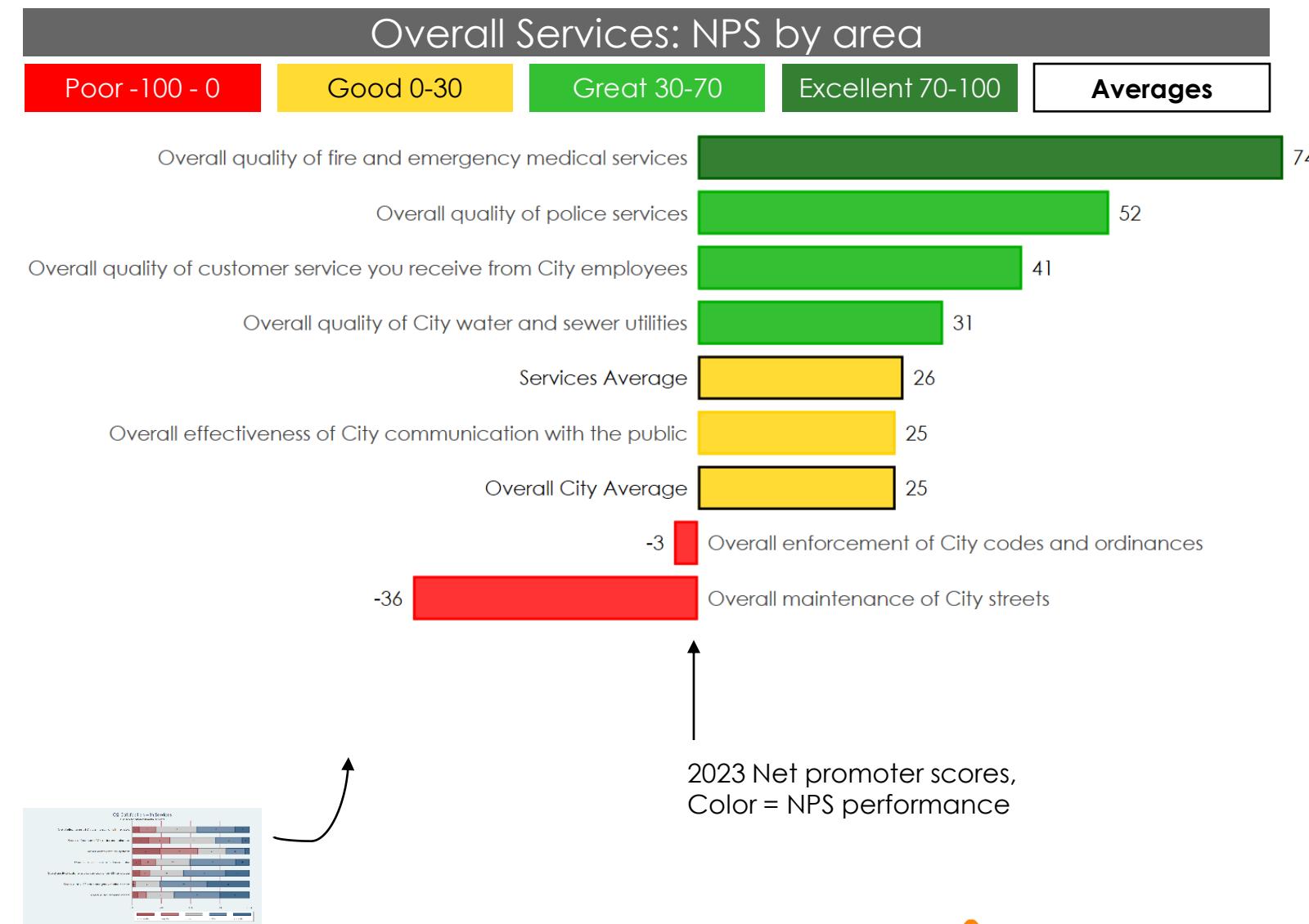


0% 25% 50% 75% 100%

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied



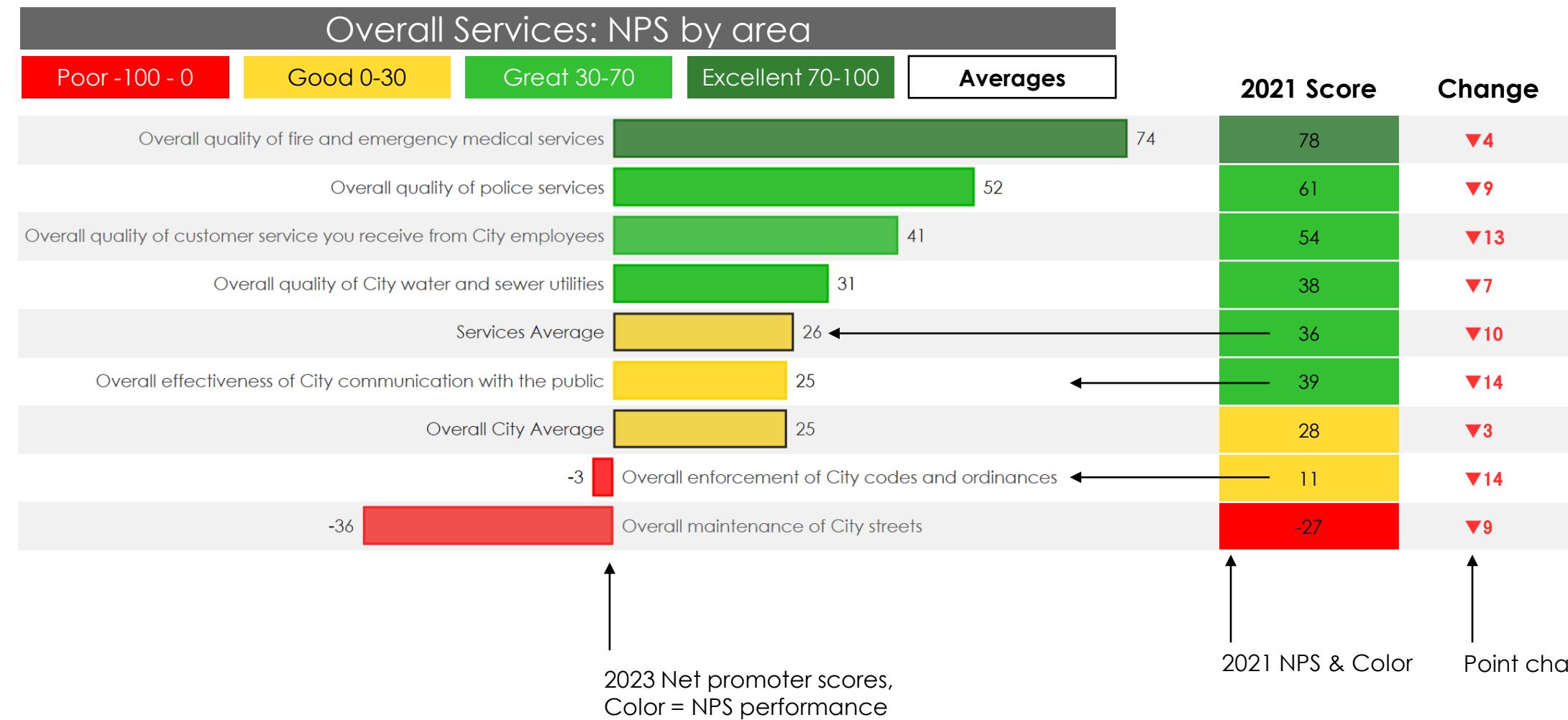
Can be more easily understood by this graph. You can clearly see what is perceived as "Excellent, Great, Good, or Poor" both individually and relative to the whole area and city overall





# Services

In each area of the survey, we can also compare current scores to what they were in 2021...

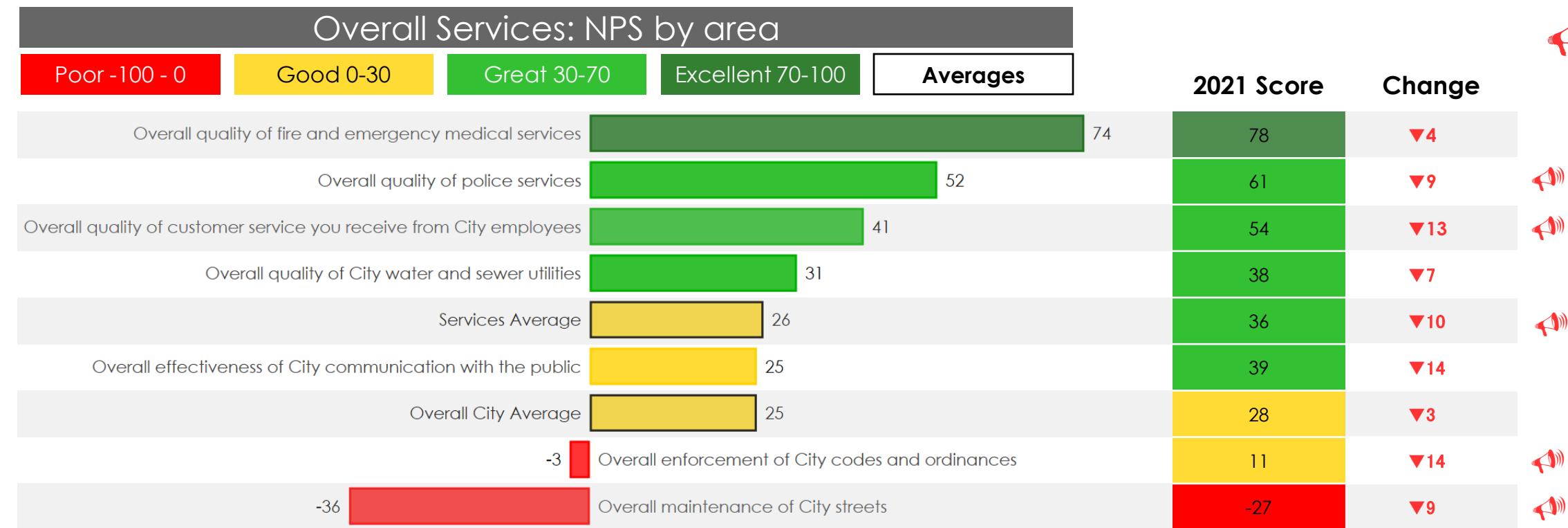




Throughout our analysis, if an individual areas dropped by more than 8 points, or if it changed colors we will call it out using this symbol

### Overall Services: NPS by area

Concerning





## Results

Several topics / categories have dropped in NPS since 2021.

But while there are certainly improvements to be made, there are also reasons why this decrease is not emblematic of any crisis. For example:

## But...

Some areas have seen improvement as well

All (except one) major areas / categories are still in the NPS “Good” or “Great” range. Your city is still doing fantastic!

People around the country are generally more pessimistic / upset in general about government / the economy some of this could be impacting responses

## And...

Overall NPS decrease averaged across all categories and questions is only down 3 points (minor change / no crisis)

The overall NPS drop (and that in many categories) is within the margin of error

Remember that NPS is the percent of Promoters – Detractors. If an issue has a large amount of “neutral” people, it can easily skew the NPS – why we are still showing raw scores first



# Comparative overview of all areas

## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

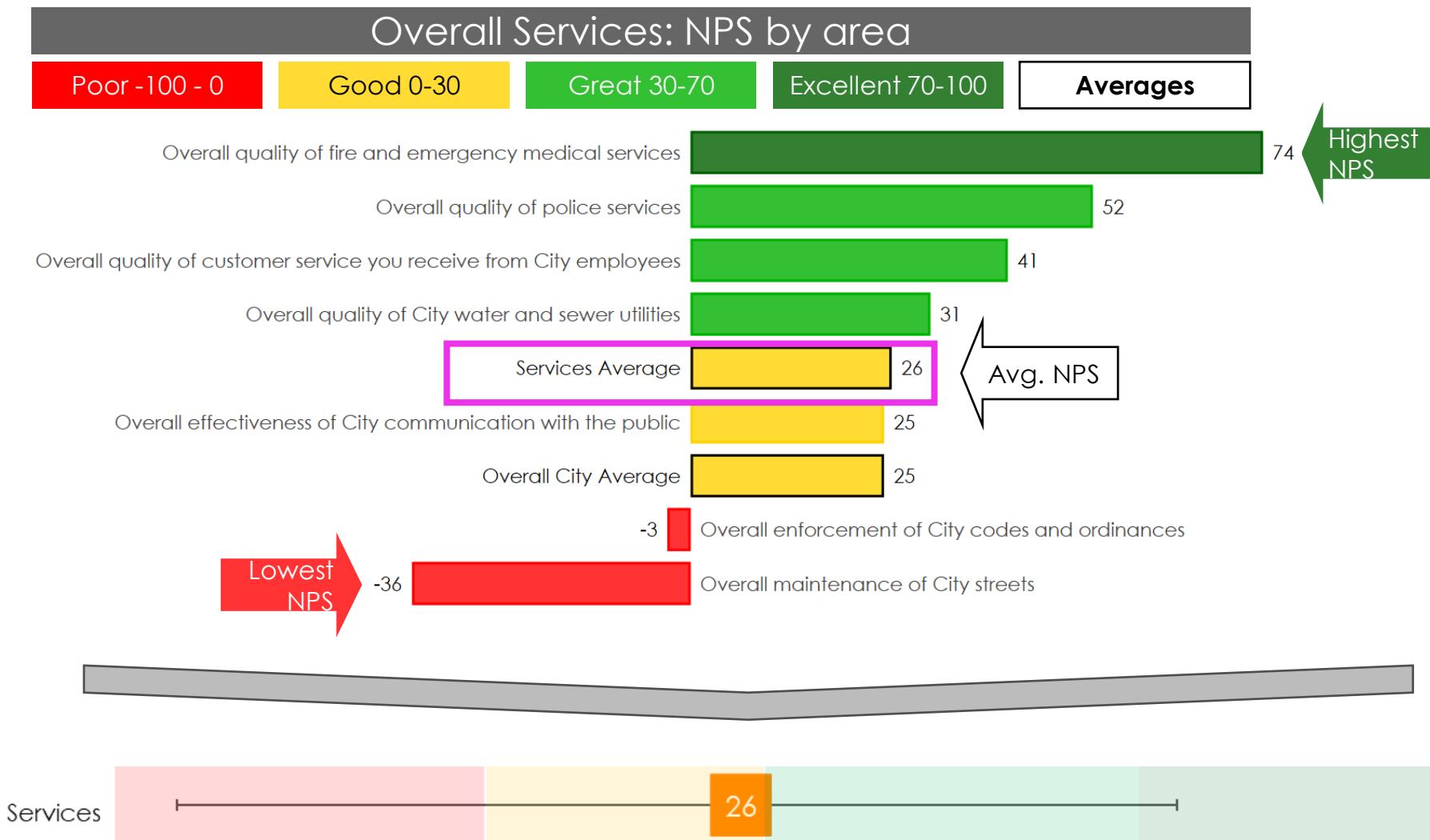
Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

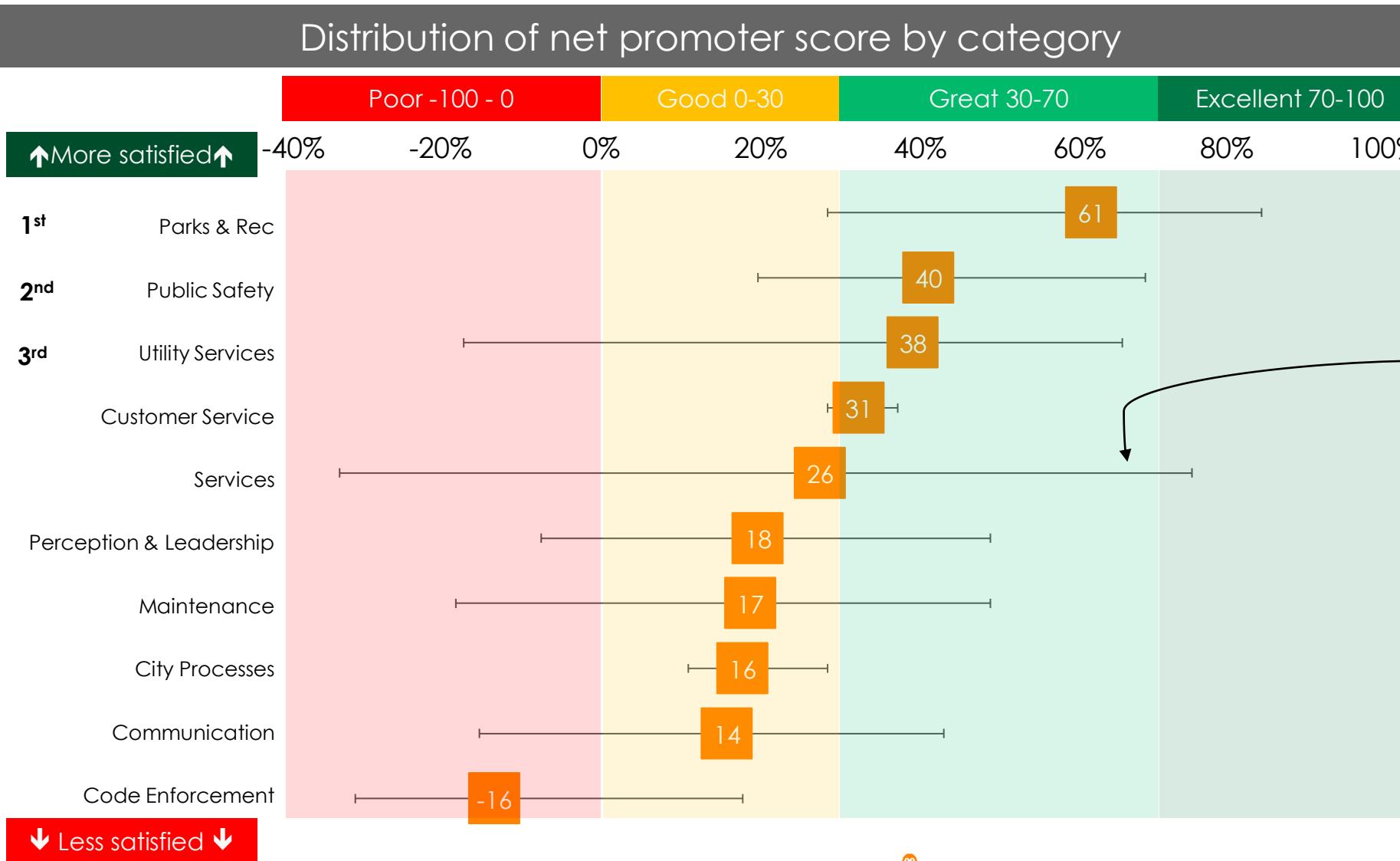
We can also use the NPS scores to visualize the range of satisfaction across a category





# Comparative overview of all areas

By doing this for each section of the survey, we can get a high-level overview of which areas engender a higher range of average satisfaction, and which ones have a lower range



Recall that services served as a rough guide for other survey sections. In that way “Services” acts as a kind of average. For example:

You can see that the range of services is inclusive of all the other sections. **City avg = 25**

You can also read the graph vertically:

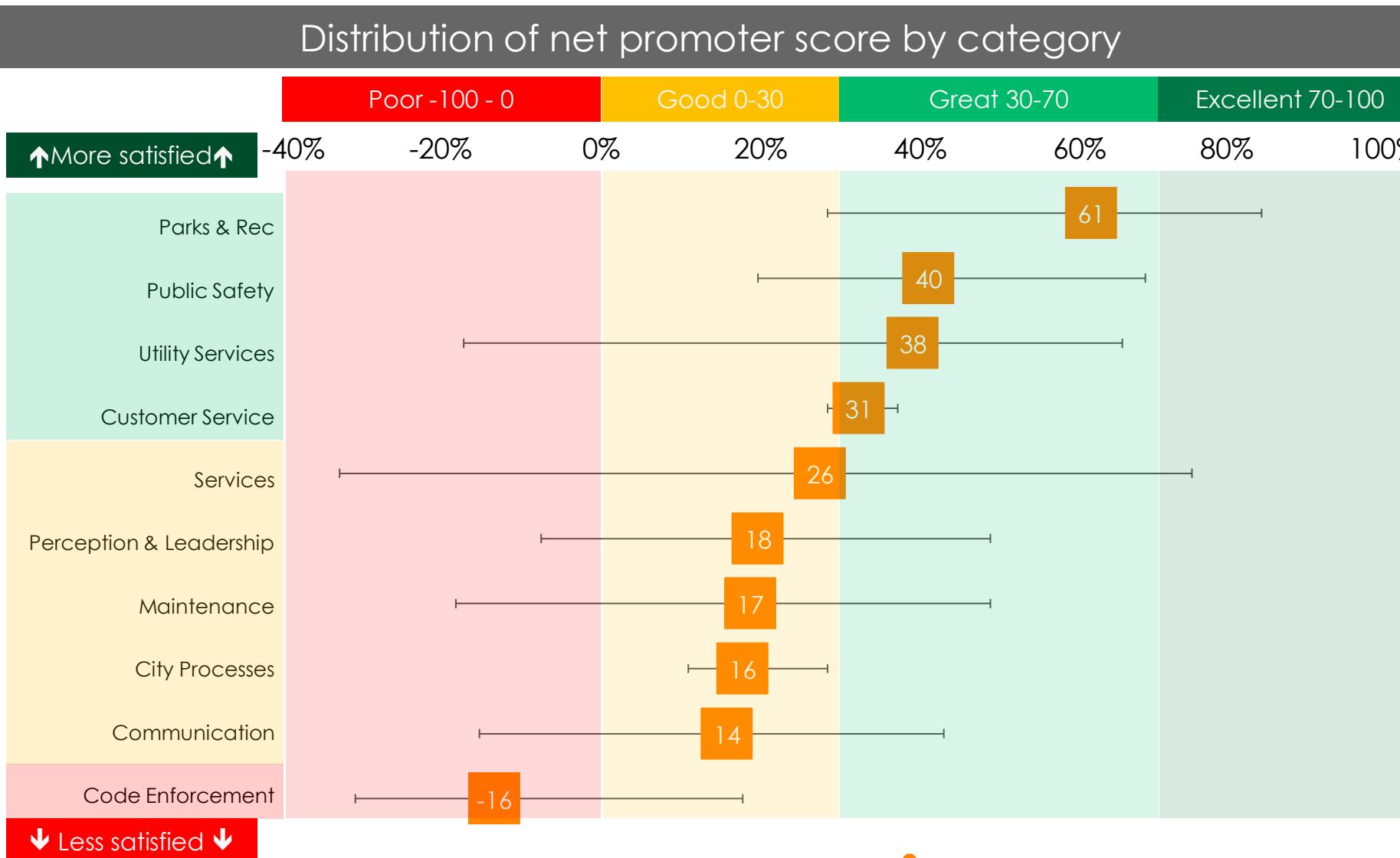
Categories above “Services” generally have higher satisfaction scores

Categories below services generally have lower satisfaction scores



# Comparative overview of all areas

Put another way, the city on average is seen as performing "good" with an average score of 25 across all questions. A handful of areas are seen as "great" and only one area seen as "poor"



These 4 areas all score "Great" on average NPS, some individual areas are excellent

These 5 areas all score "Good" on average NPS, though people are less satisfied than in other areas

On average, only code enforcement has a "Poor" average NPS, though specific components of other areas go into the red space



## Discussion Topic

## Goal

## Minutes

Introduction

Review survey responses and limitations they impose; Highlight primary satisfiers & dissatisfiers

5

High level summary

Introduction to NPS scores, Compare satisfaction ranges for each survey section to services overall

10

In-depth analysis of each theme and topic

In-depth analysis of each section; Understand relevant demographic variance; identify relative performance & rank for each section

~50

Synthesis & recommendations

Highlight key takeaways and conclusions

10



## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

Perception & Leadership

5 Year strategy plan priority

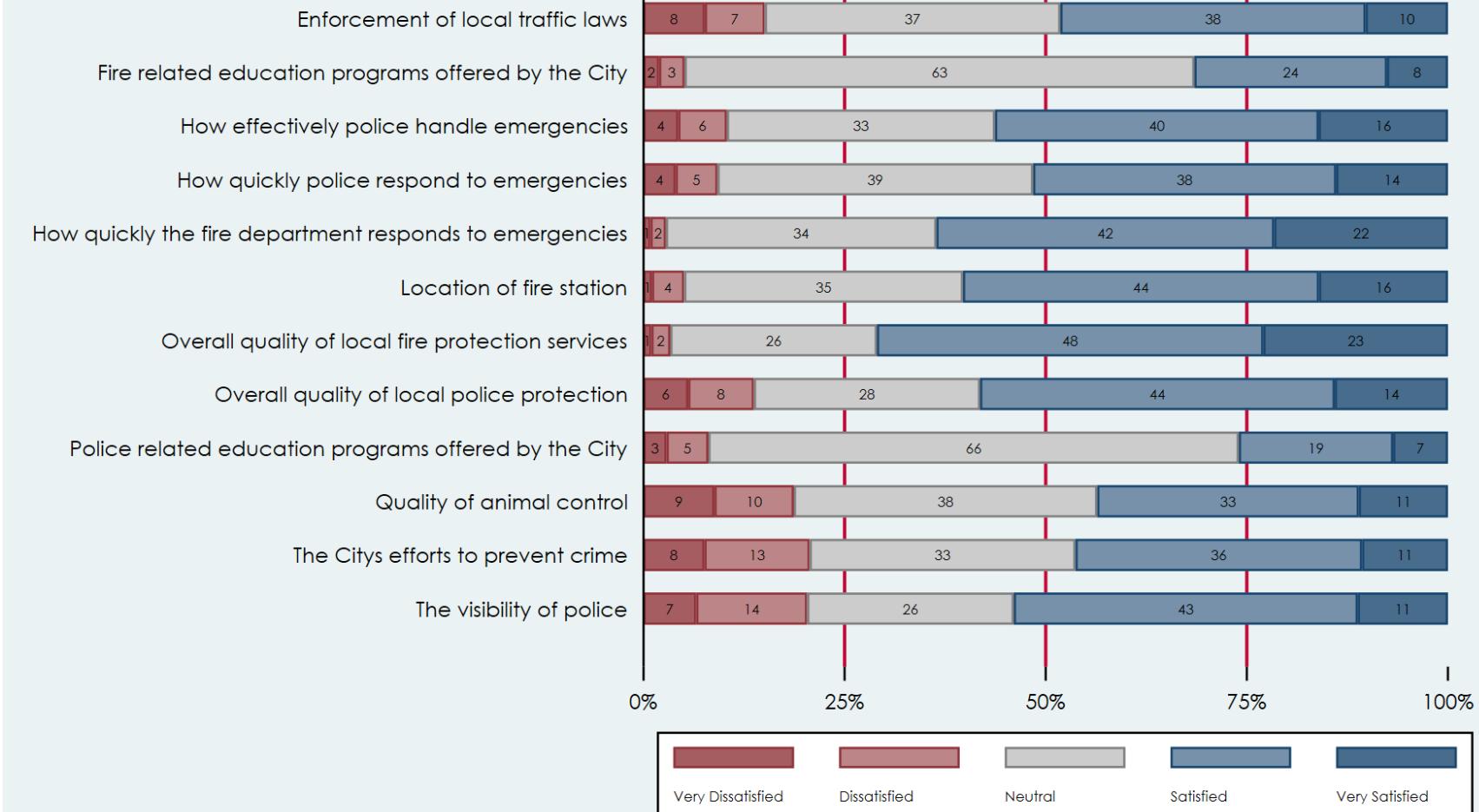
Next year's goals & planning

Living in Independence / Values

## Public Safety: raw satisfaction scores for question in category

### Q24: Satisfaction with **Public Safety**

by percentage of respondents(excluding 'dont know')





## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

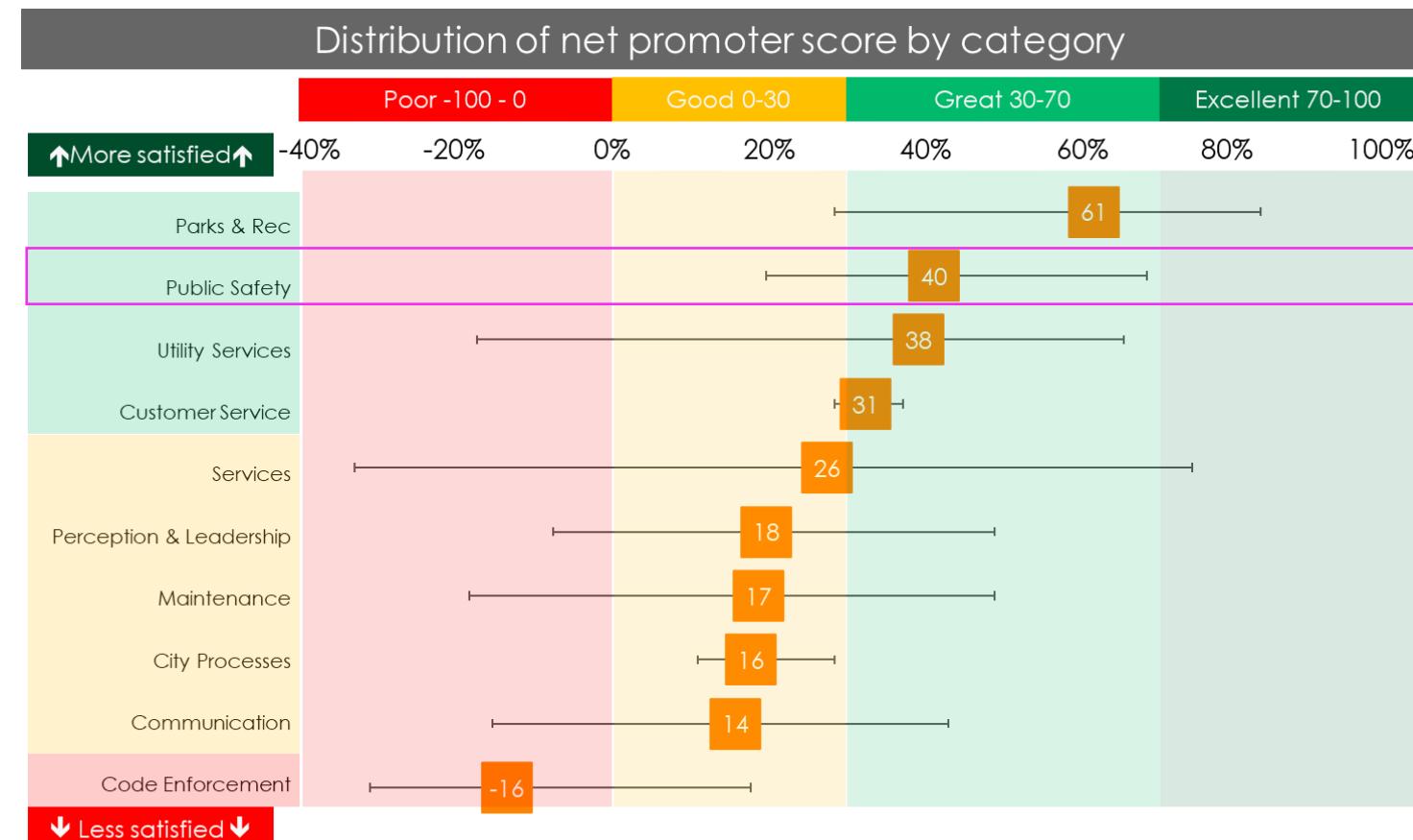
Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

## Public Safety: compared to other areas





Overall satisfaction for public safety had an NPS of ~40—a great score. Nearly all areas outperformed the city average, and each scored good or great

## Public Safety: NPS by area

Poor -100 - 0

Good 0-30

Great 30-70

Excellent 70-100

**Averages**

Overall quality of local fire protection services 68

How quickly the fire department responds to emergencies 61

Location of fire station 55

How effectively police handle emergencies 46

Overall quality of local police protection 44

How quickly police respond to emergencies 42

Public Safety Average 40

The visibility of police 34

Enforcement of local traffic laws 33

Fire related education programs offered by the City 26

The City's efforts to prevent crime 26

Quality of animal control 25

Overall City Average 25

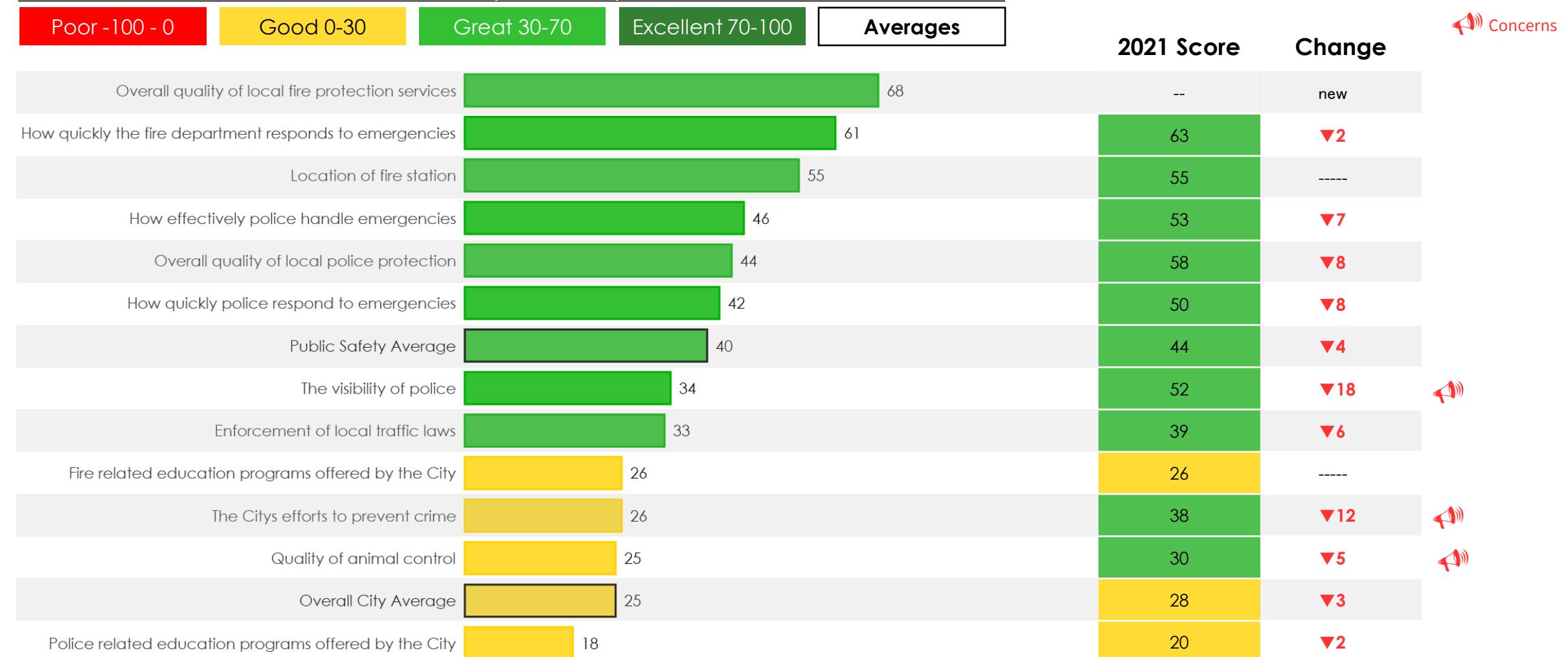
Police related education programs offered by the City 18



# Public Safety

That said, all individual areas declined since 2021 with the average score dropping 4 points. There are a few areas of concern

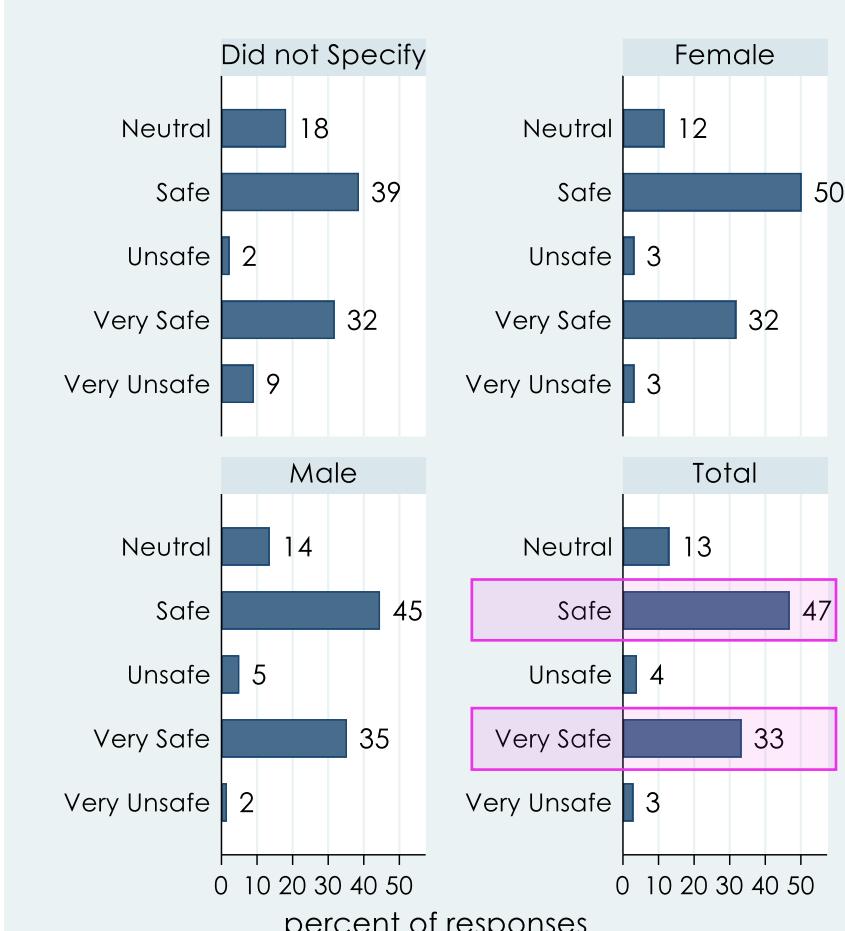
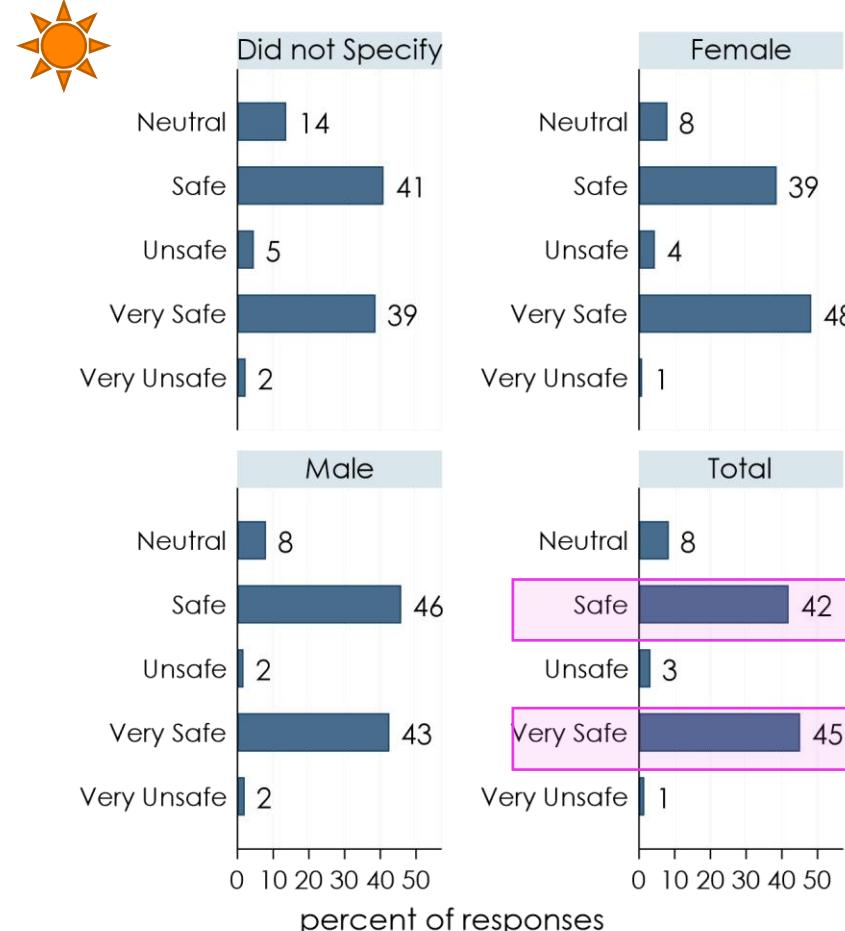
## Public Safety: NPS by area





During the day, ~80% of people feel safe or very safe in their local neighborhood—a 7 point decrease since 2021. There is no major variance by gender.

## Feeling of safety in local neighborhood during the day by gender



Graphs by gender\_2



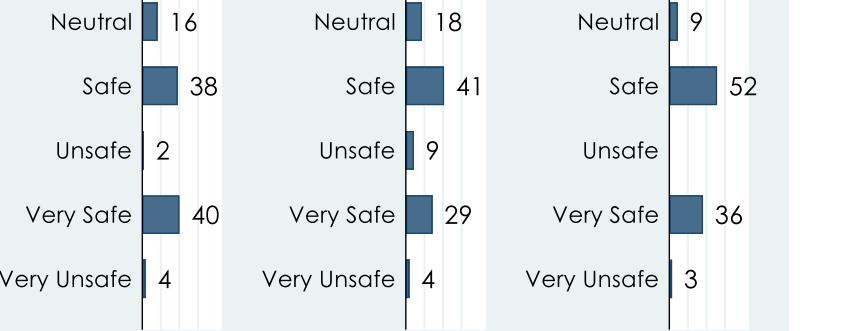
During the day, the two communities that could improve the most are central-west and South-east

## Feeling of safety in local neighborhood during the day by community

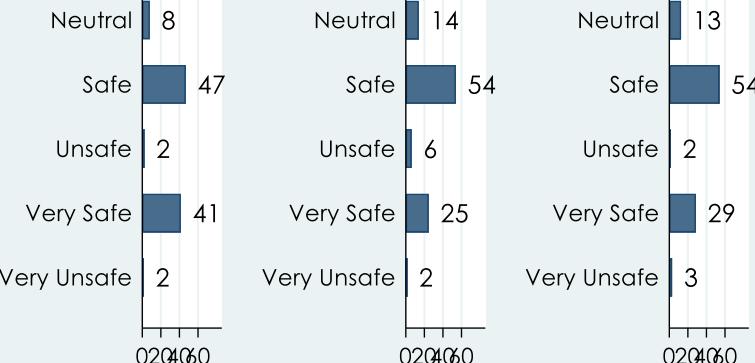
2023



Central-East **78**      Central-West **70**      Northeast **88**



Northwest **78**      Southeast **79**      Southwest **83**



percent of responses

Graphs by According to the map above, in which neighborhood or area

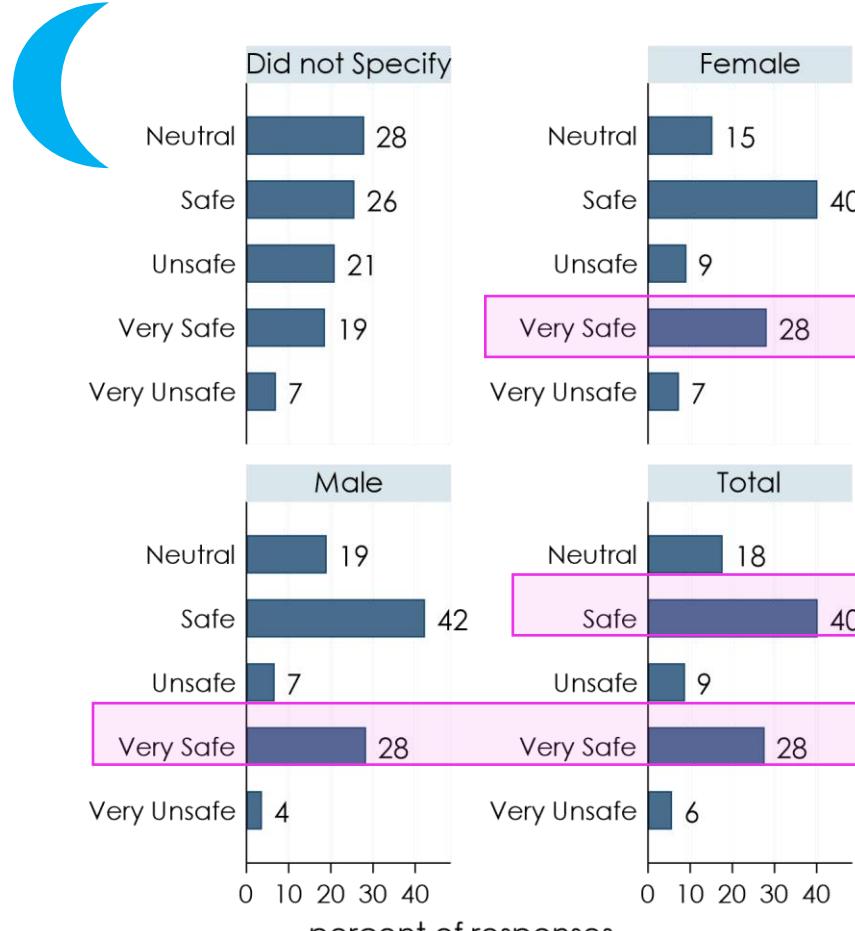


# Public Safety

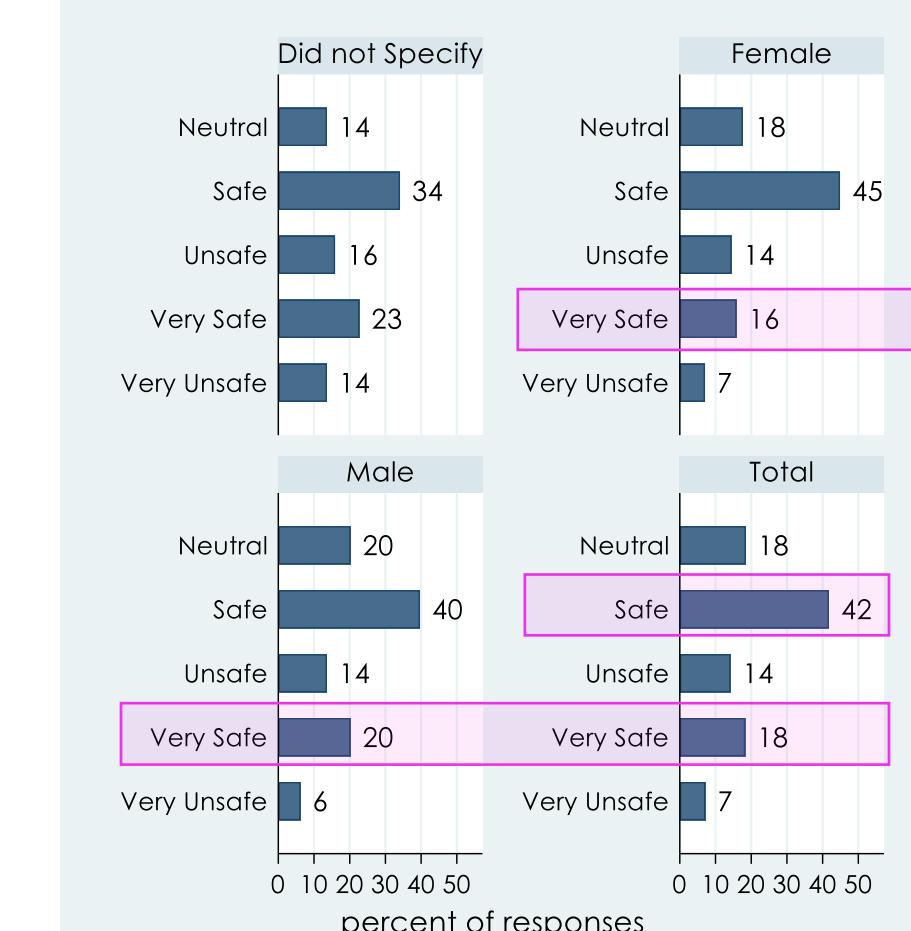
At night there is a 25% decrease in the feelings of safety. Less feel very safe at night than in 2021 both among men and women

Feeling of safety in local neighborhood during the night by gender

2021



2023



Graphs by gender\_2

# Public Safety



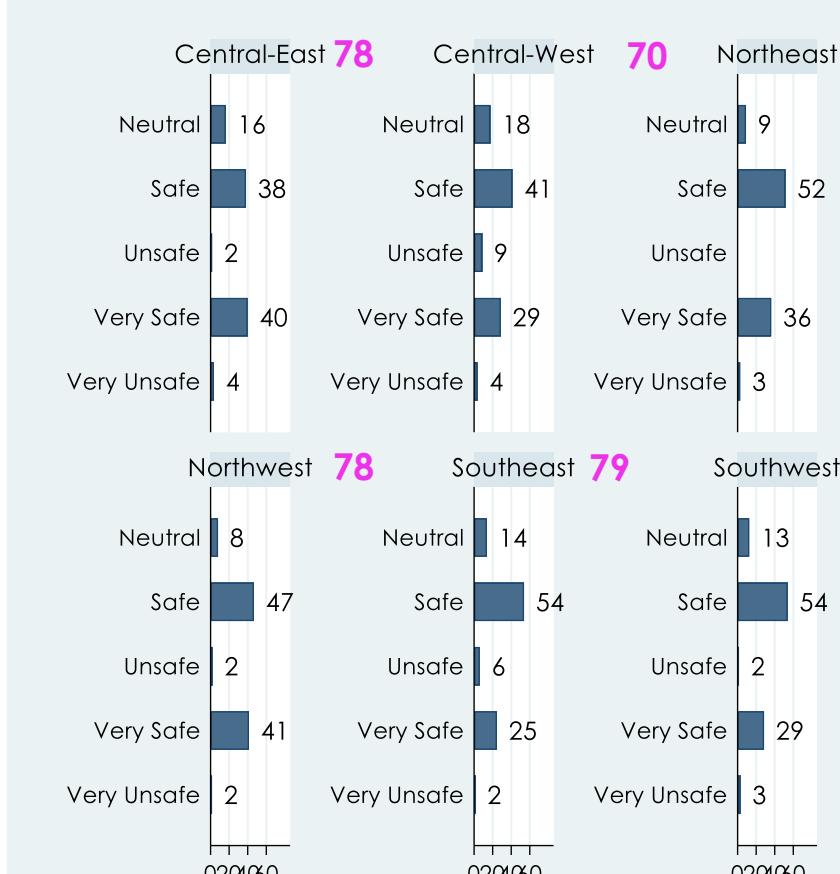
During the night, several communities drop greatly in feelings of safety. Southwest, Southeast, and Central-west could improve the most

## Feeling of safety in local neighborhood during the day/night by community

2023



Safe or  
very  
safe



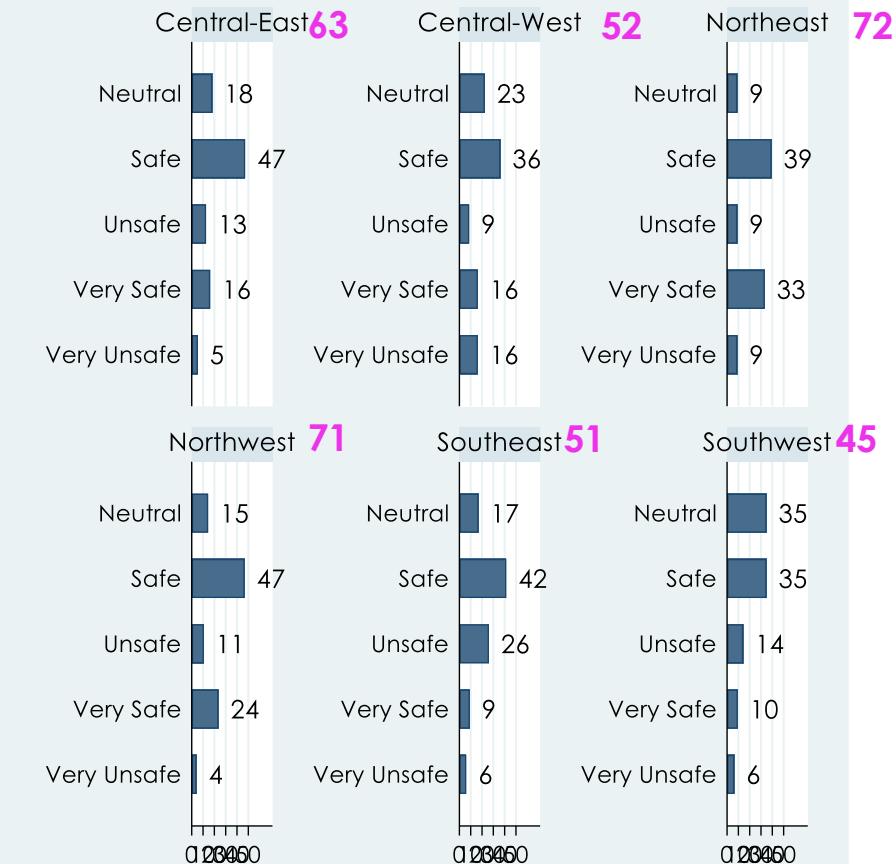
percent of responses

Graphs by According to the map above, in which neighborhood or area

2023



Safe or  
very  
safe



percent of responses

Graphs by According to the map above, in which neighborhood or area

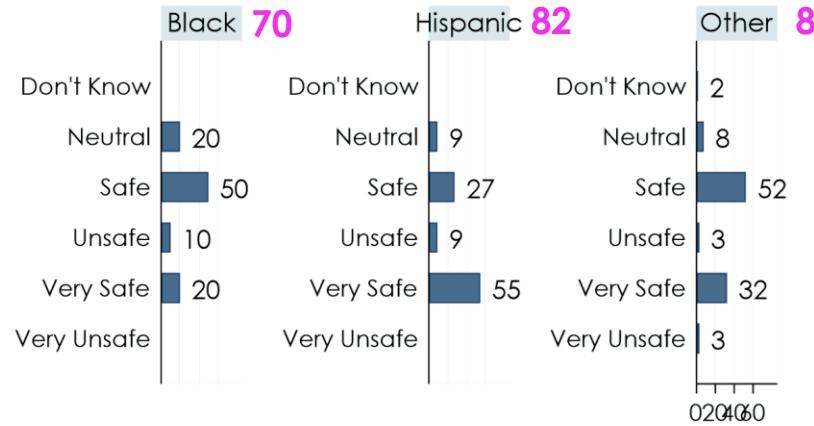


# Public Safety

In 2021, minorities felt less safe in their local neighborhoods than local peers. This has improved since then—though white people report feeling less safe overall

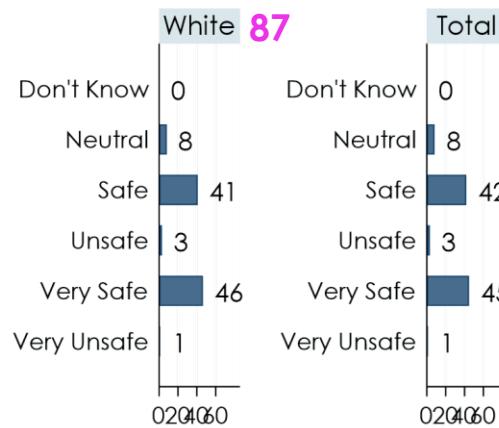
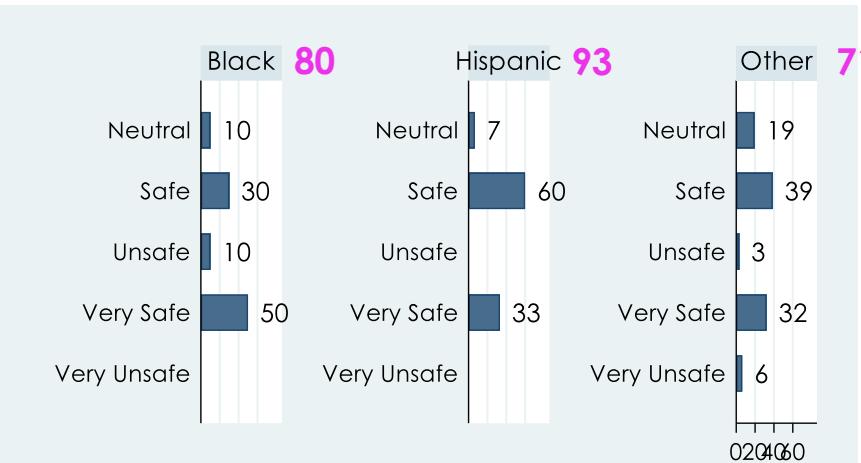
## Feeling of safety in local neighborhood during the day by race

2021



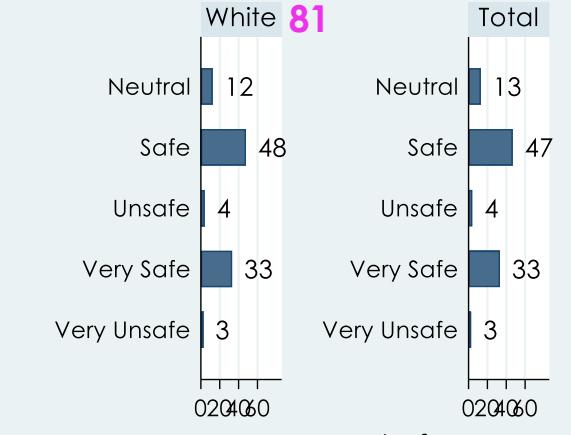
Safe or very safe

2023



percent of responses

Graphs by race3



percent of responses

Graphs by race3

# Public Safety



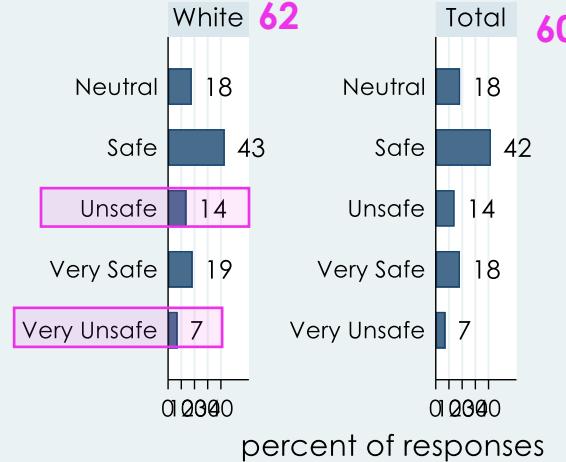
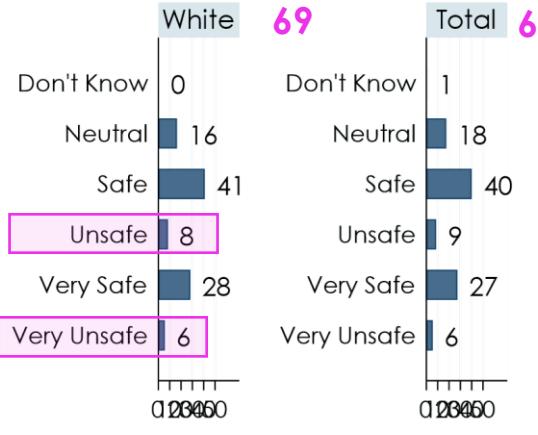
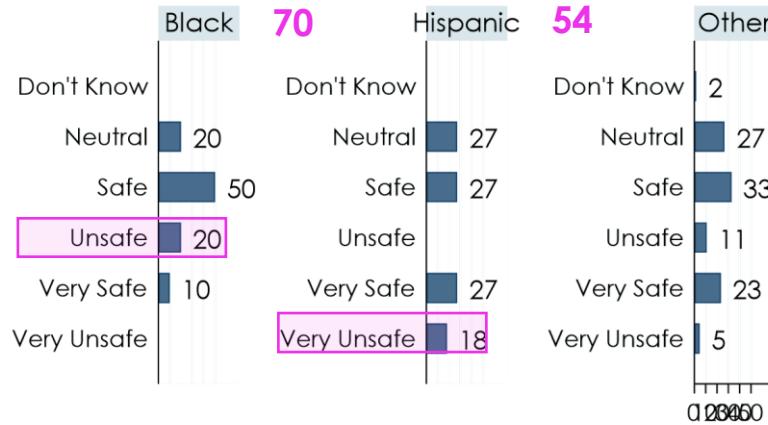
At night, blacks and Hispanic/Latino's feel disproportionately unsafe compared to the white population. Generally everyone is feeling less safe at night—a 6 point decrease since 2021

## Feeling of safety in local neighborhood during the day by race

2021

2023

Safe or very safe



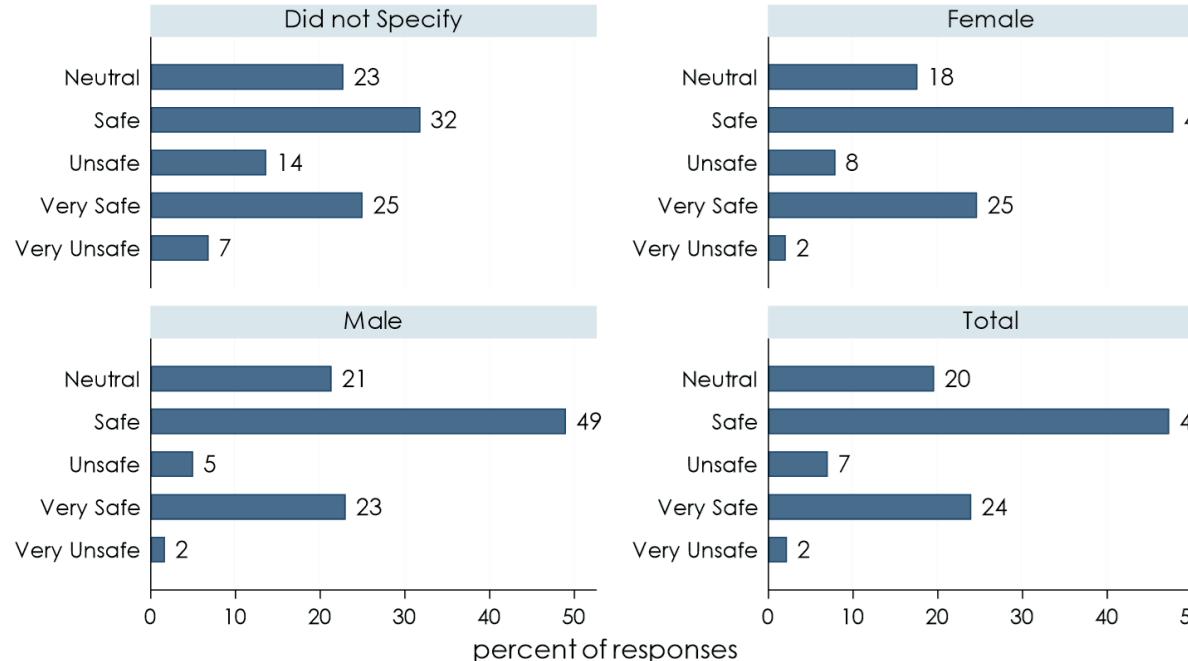
Graphs by race3



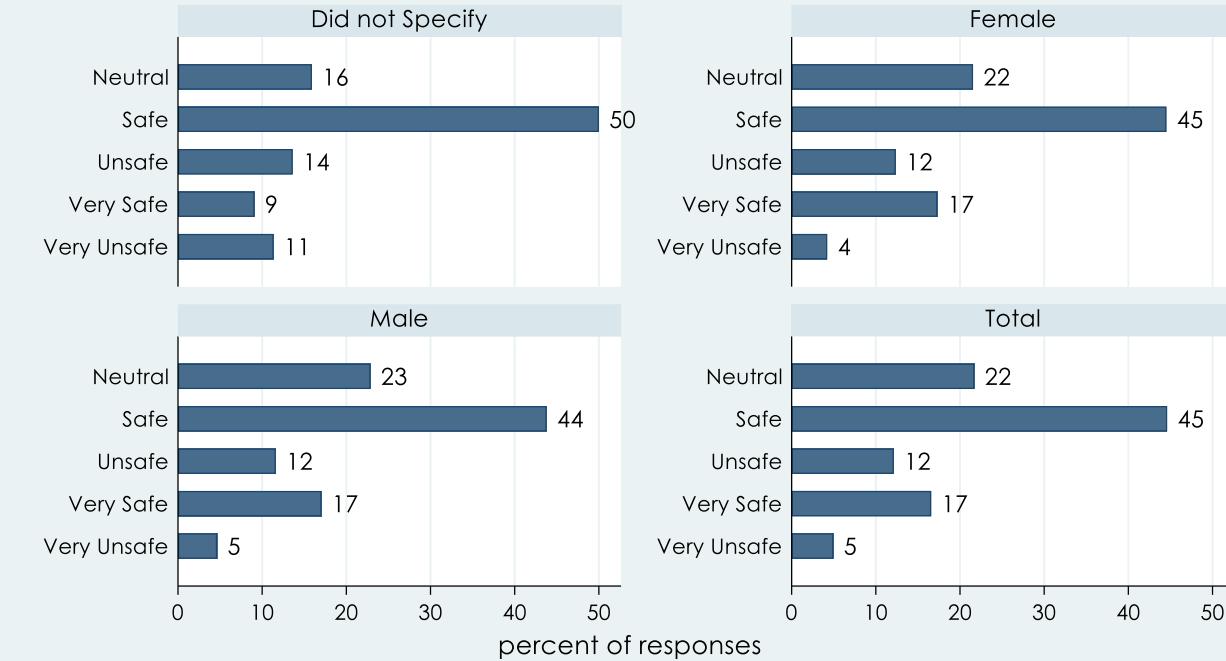
Overall most people (~62%) of people feel safe or very safe in Independence—this however, is a 9 point decrease from 2021

## Overall Feelings of Safety

2021



2023



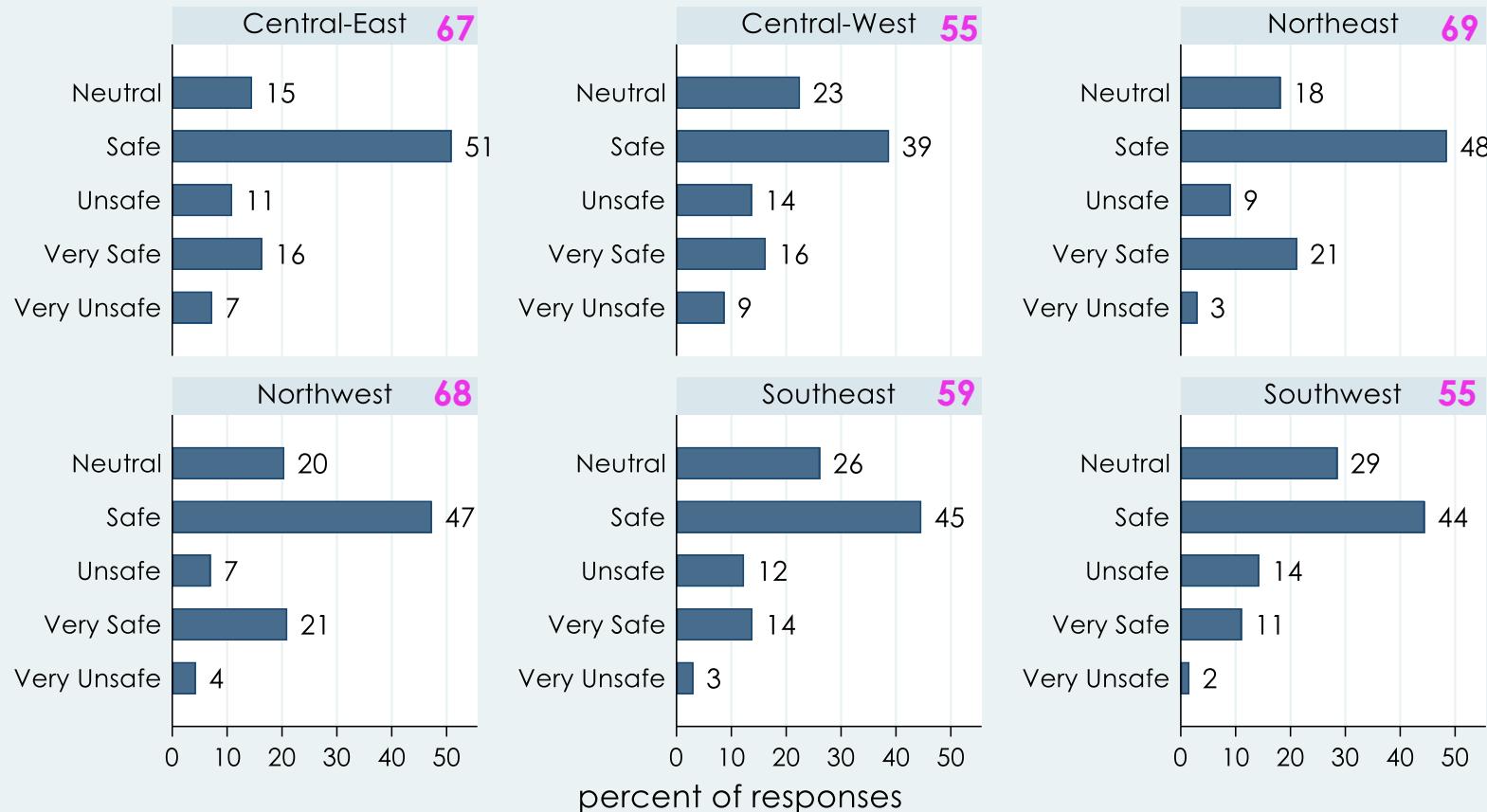
Graphs by gender\_2



By community, the central-west, southwest, and southeast communities could improve the most

## Overall Feelings of Safety

2023



Graphs by According to the map above, in which neighborhood or area of Independence do you



## Perspectives on Public Safety

Theme ...

Representative Comments ...

**Violations**

“Better Code / Law Enforcement” – **18x**

“Too much speeding” – **14x**

**Visibility**

“Would like to see police more” – **4x**

“Hire more police with better pay” – **4x**

**Crime**

“Crime much higher than it should be for city our size” – **15x**

“Drugs, Crack, Meth” – **10x**



## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

Perception & Leadership

5 Year strategy plan priority

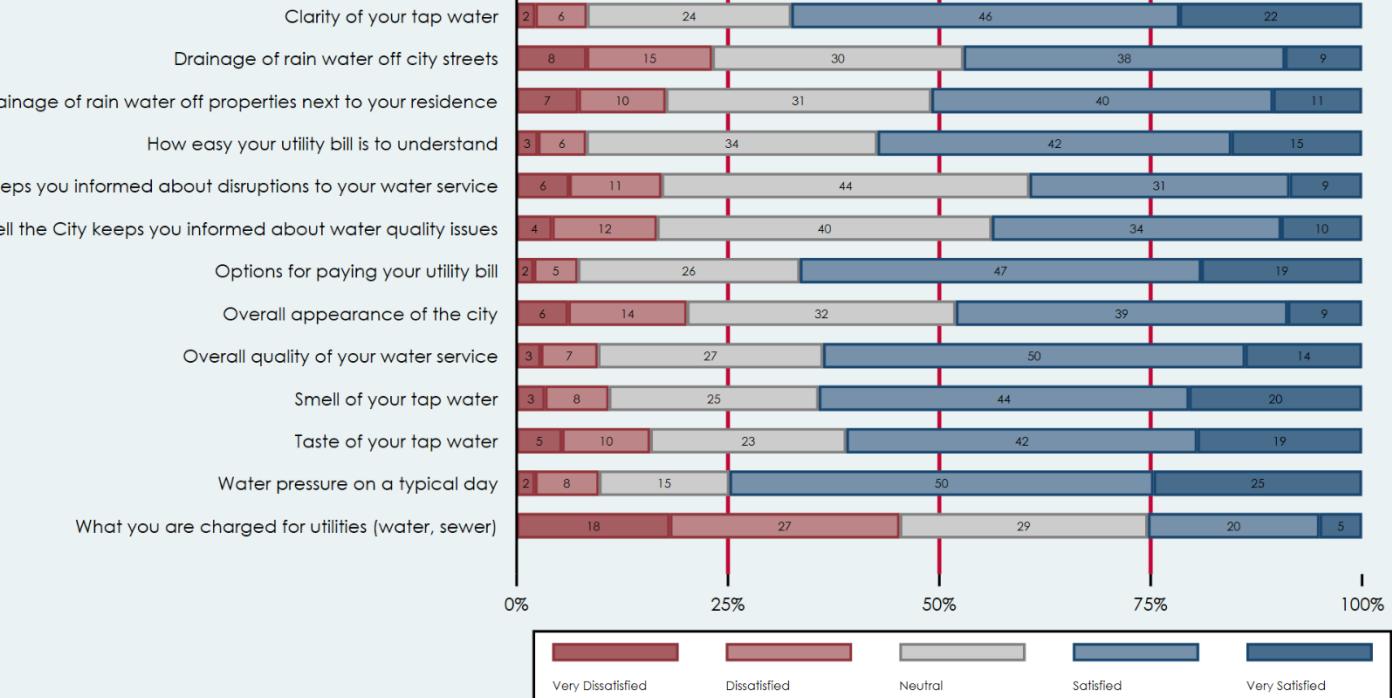
Next year's goals & planning

Living in Independence / Values

## Utility Services: raw satisfaction scores for question in category

### Q12: Satisfaction with **Utility Services**

by percentage of respondents(excluding 'don't know')





## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

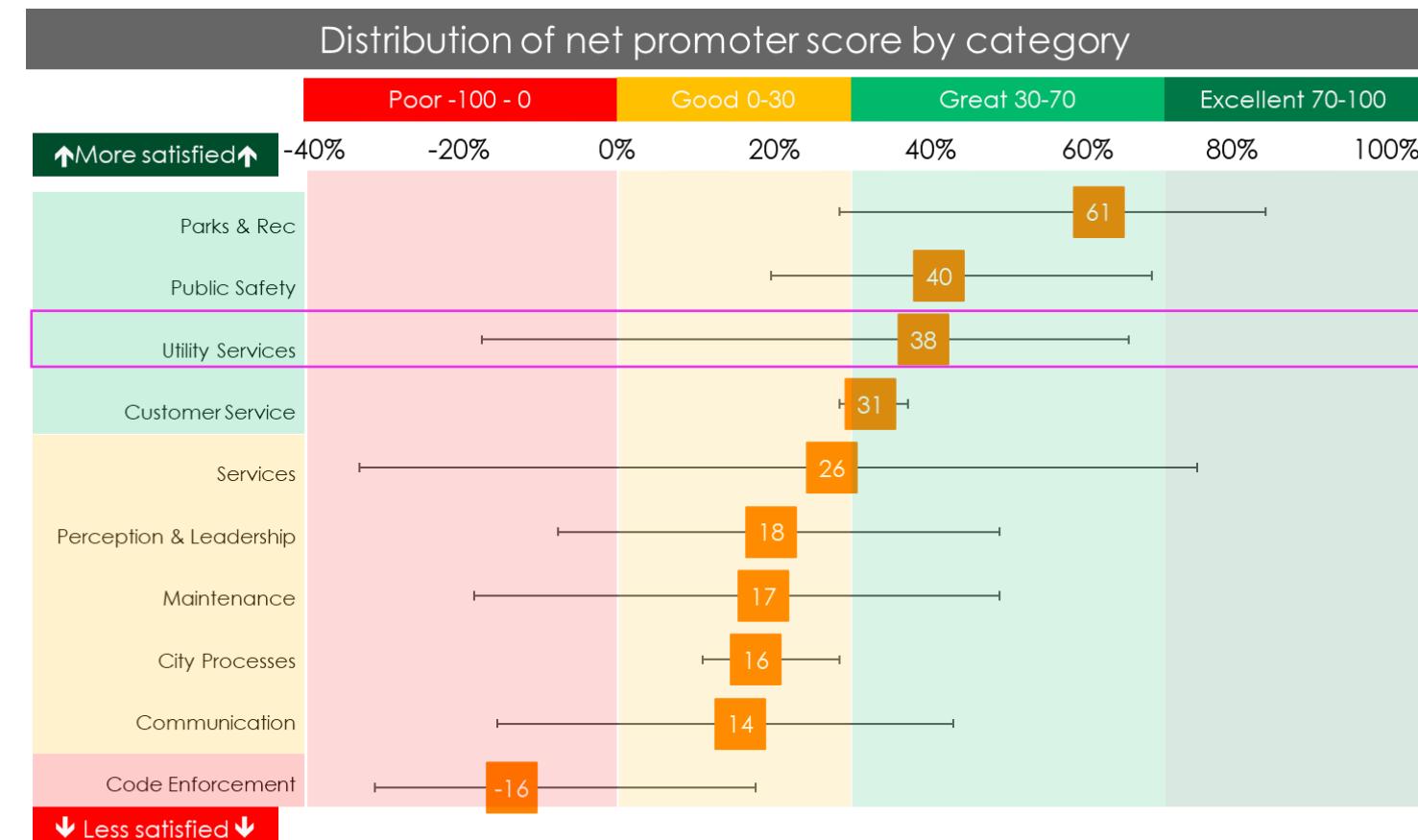
Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

## Utility Services: compared to other areas





Overall satisfaction for utility services is great (38). Only one area is a source of unsatisfaction i.e., the price of water/sewer

## Utility: Net promoter score by question

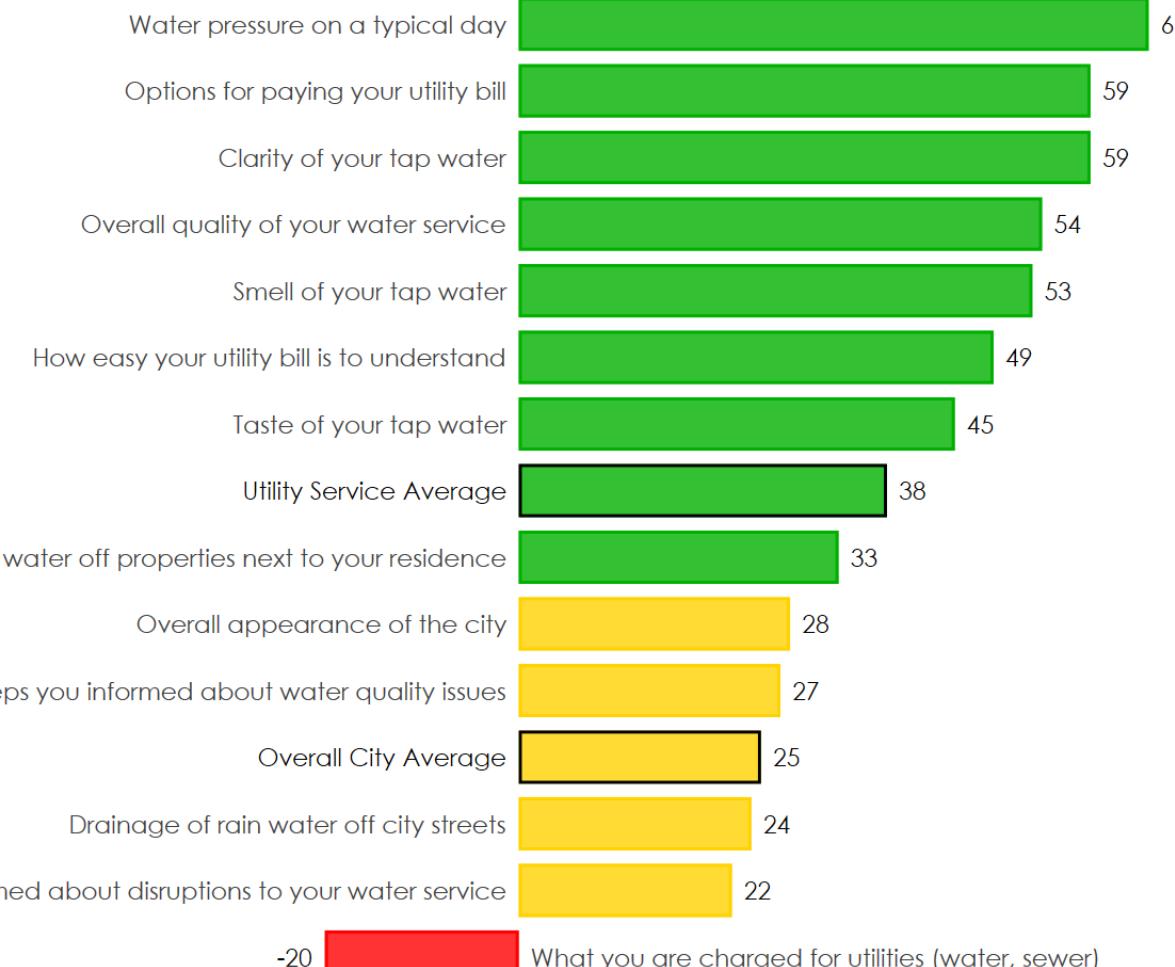
Poor -100 - 0

Good 0-30

Great 30-70

Excellent 70-100

**Averages**



-20

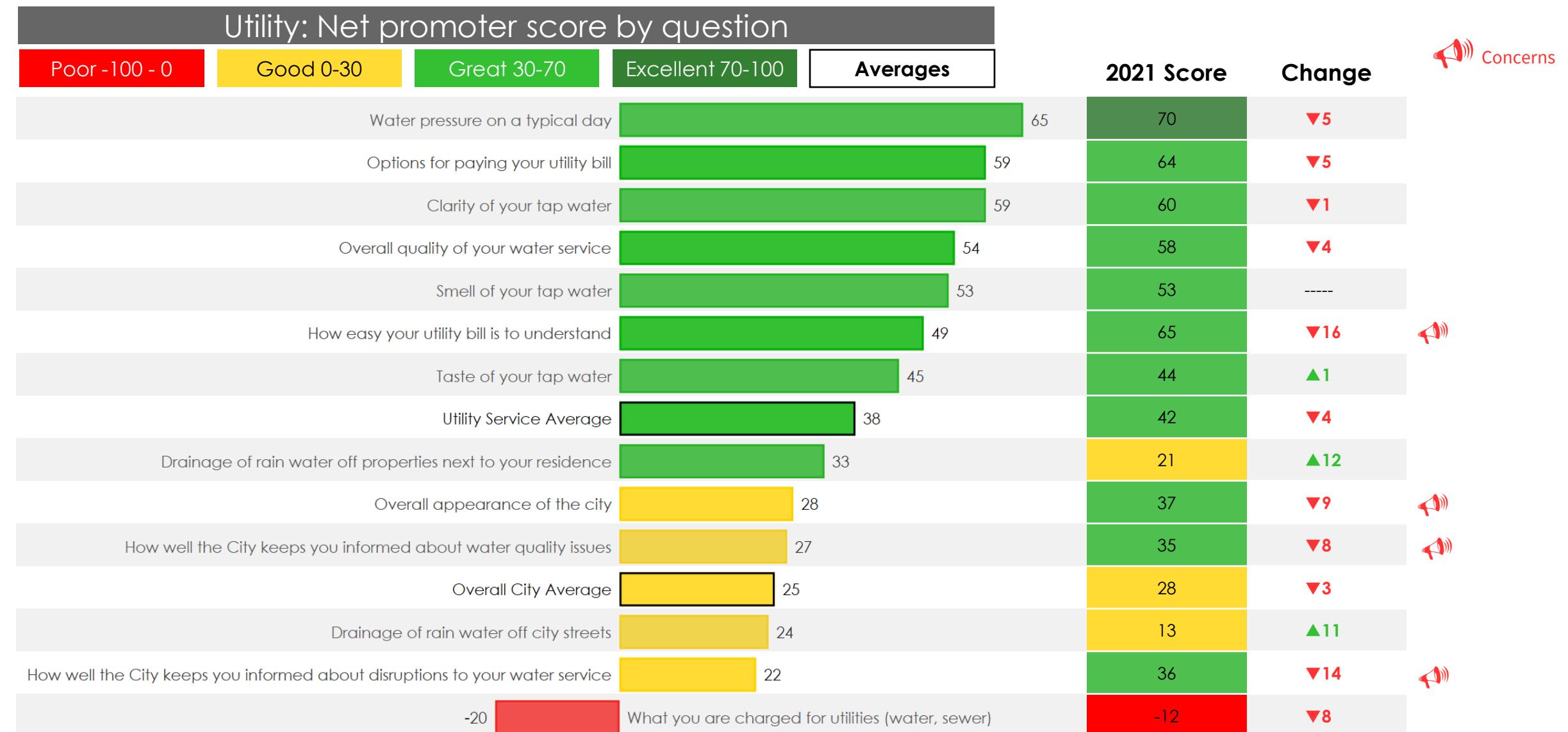
What you are charged for utilities (water, sewer)



# Utility Service

Since 2021, overall satisfaction has declined slightly. Some areas have dropped but others have increased greatly i.e., drainage

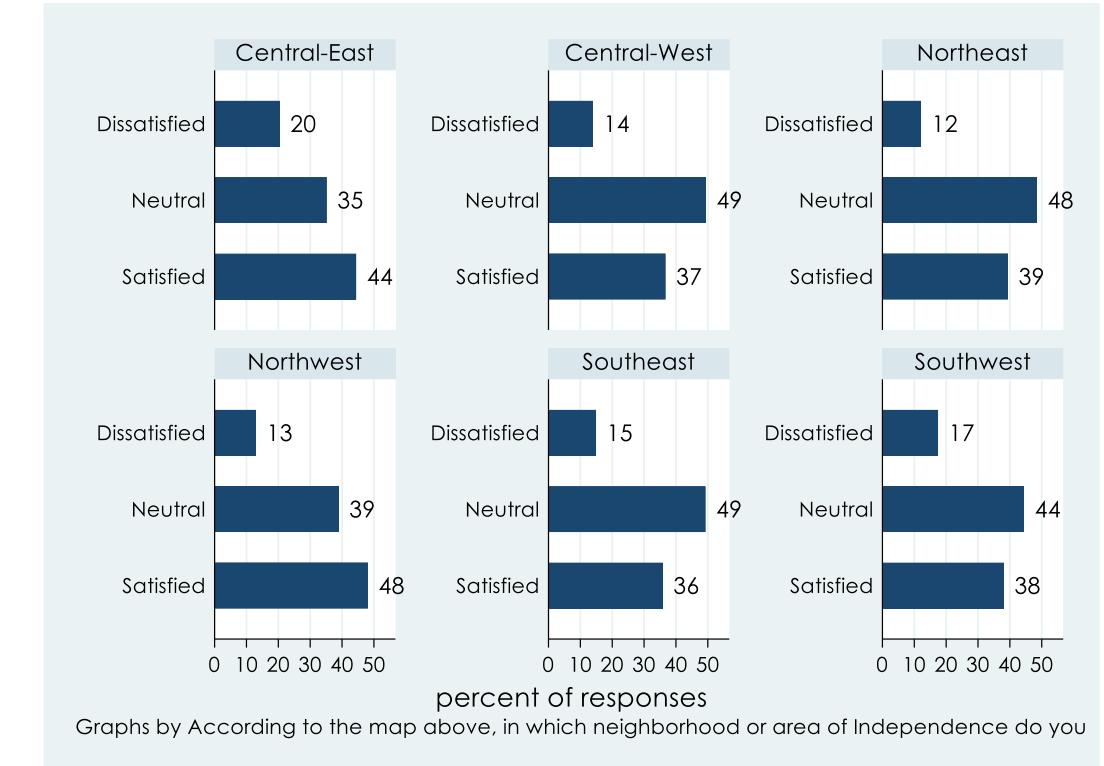
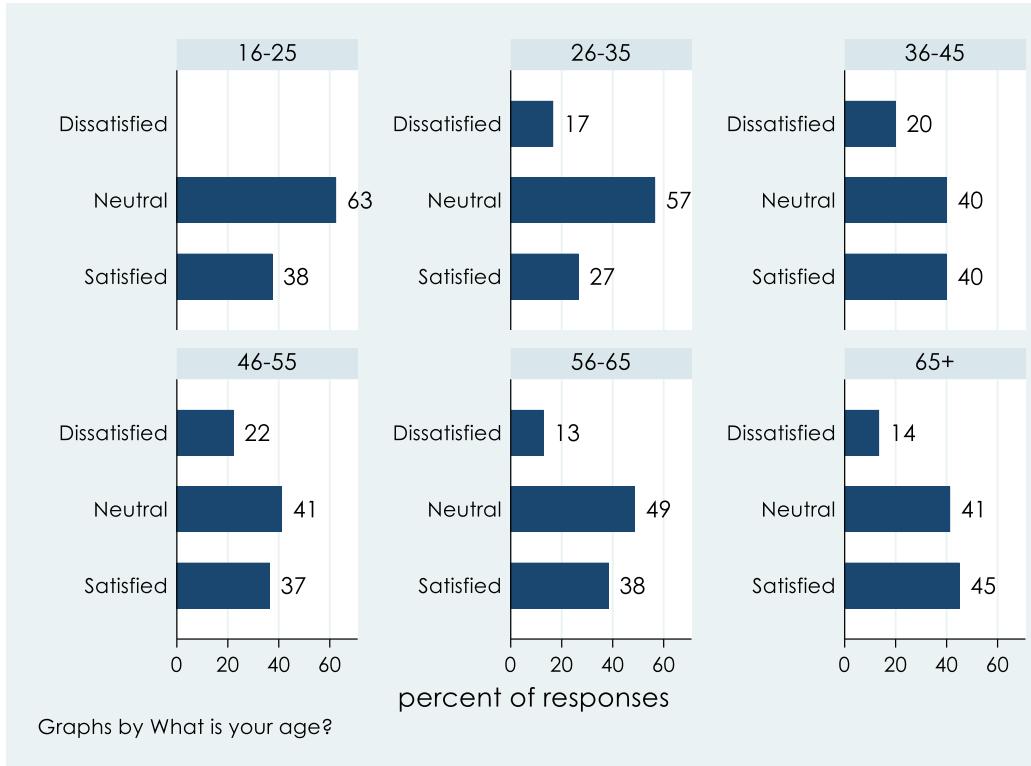
## Utility: Net promoter score by question





Older cohorts were slightly more satisfied about information on distributions than younger ones. Geography played a small role

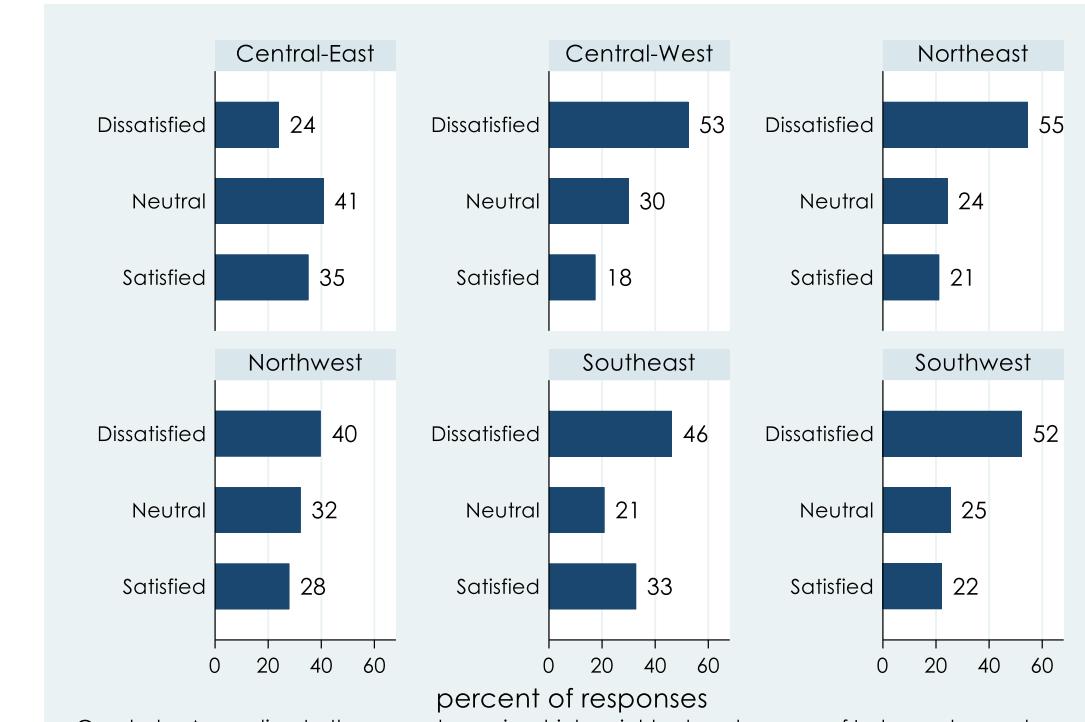
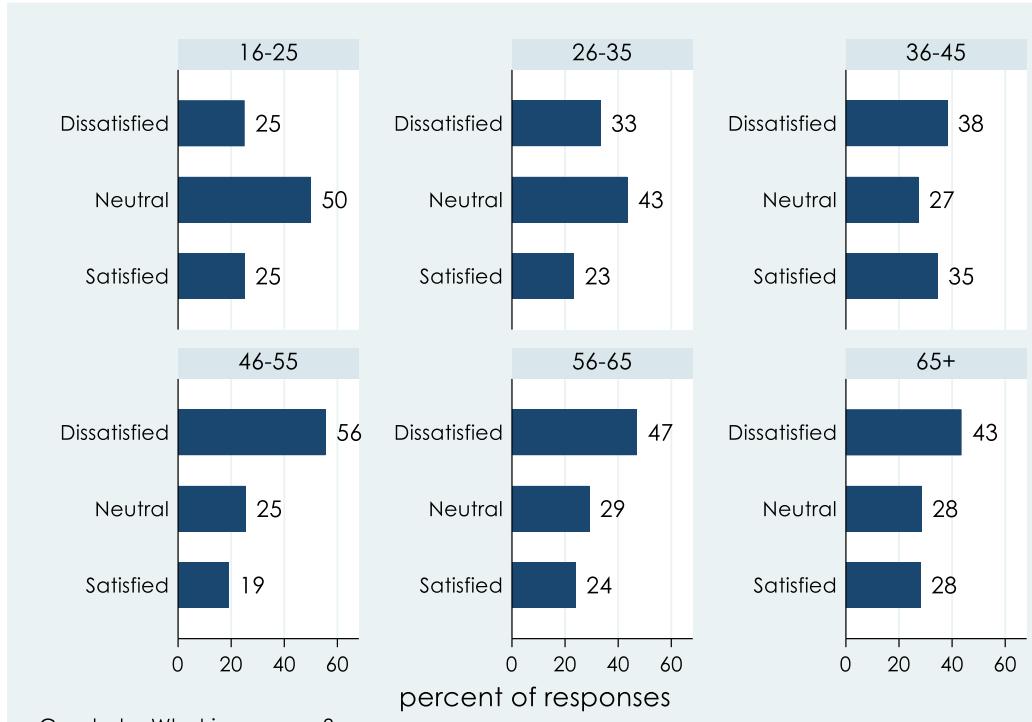
## How well the city keeps you informed about disruptions to your water service





Older cohorts were slightly more dissatisfied about what they are being charged for utilities. Community also played a role. Central-east is much more satisfied with cost

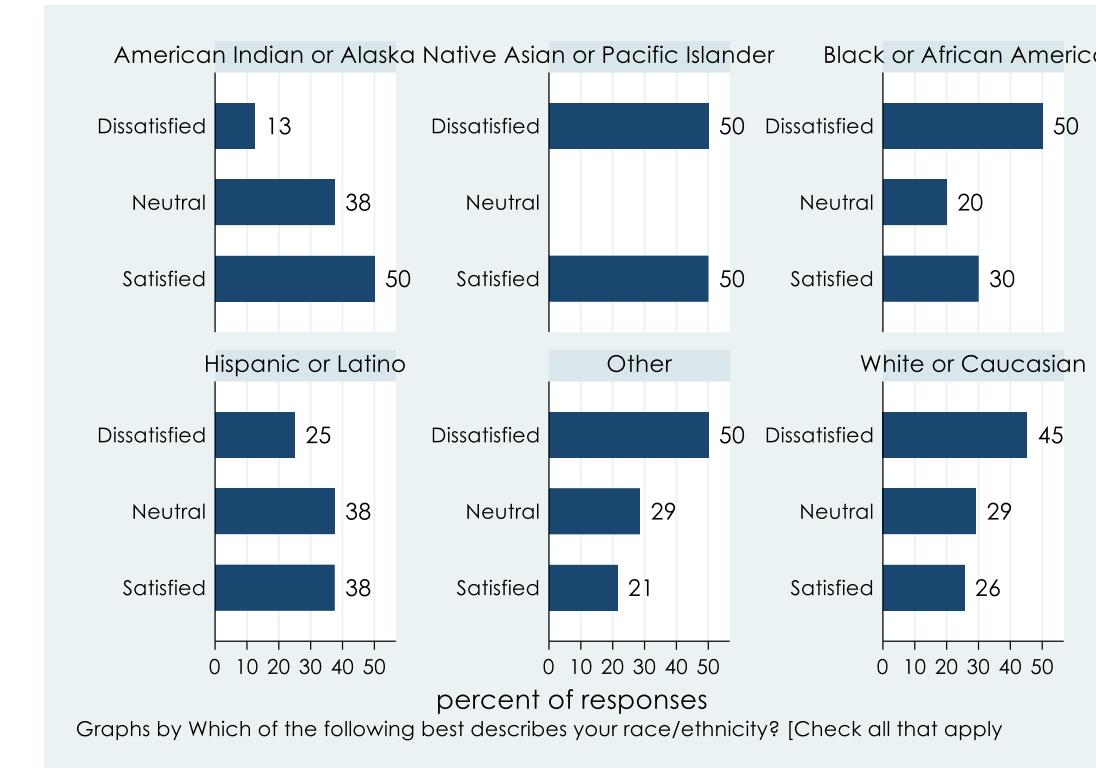
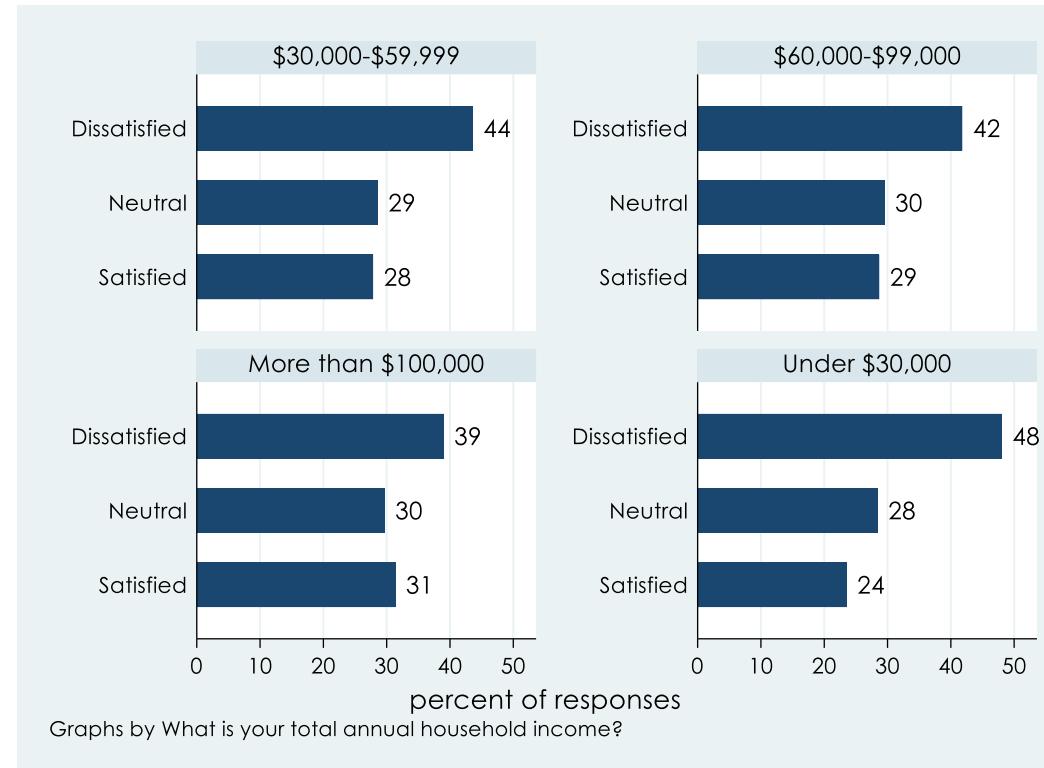
## What you are charged for water / sewer / etc.





Less variance around income than one would expect—though minorities were slightly more satisfied than white cohorts

## What you are charged for water / sewer / etc.

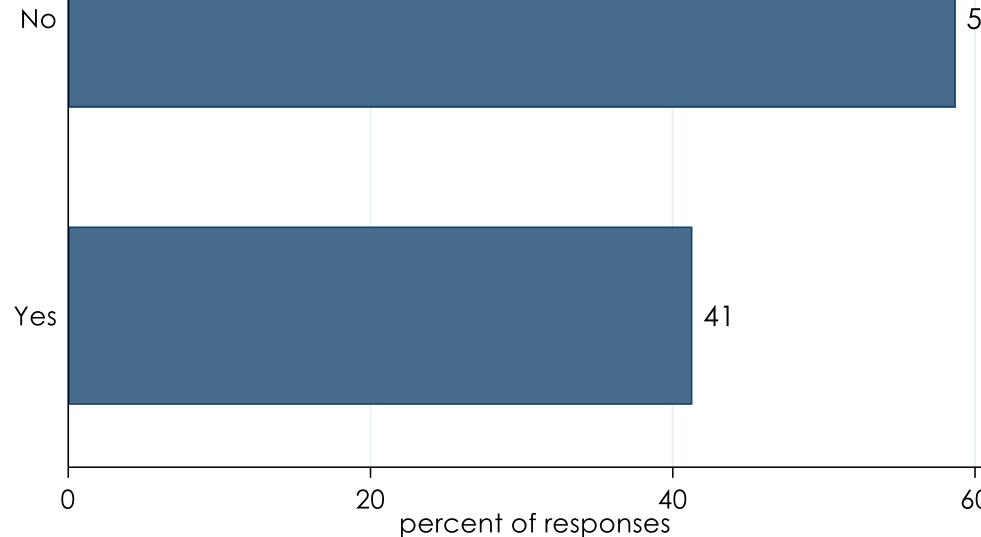




Most people said they were not interested in paperless billing

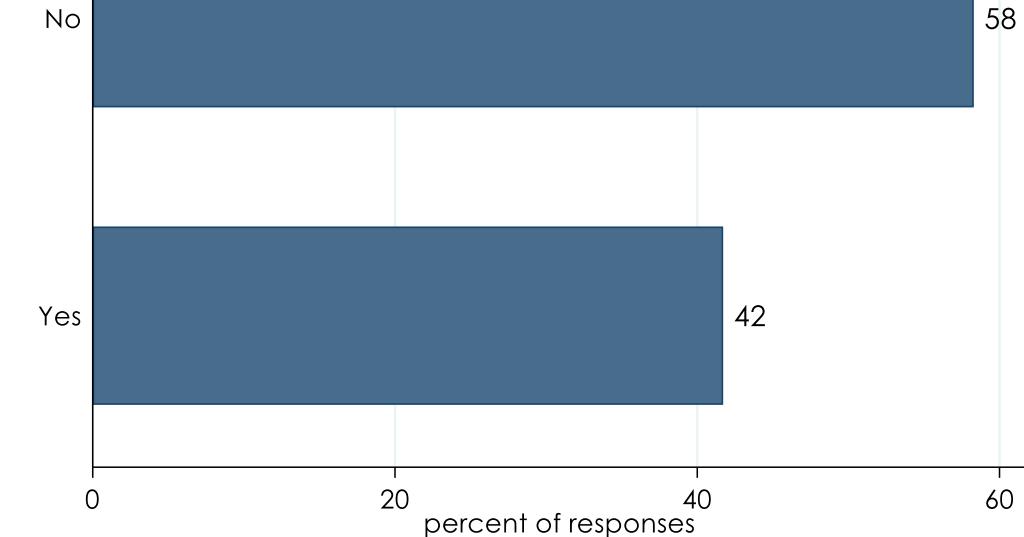
2021

Are you interested in electronic/paperless billing options for your utilities?



2023

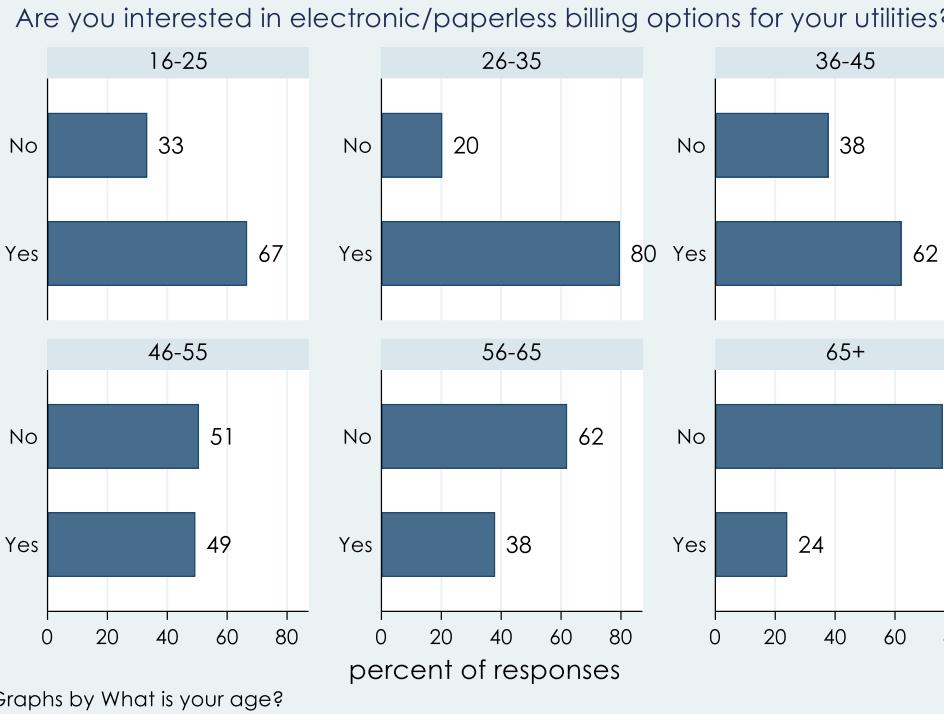
Are you interested in electronic/paperless billing options for your utilities?



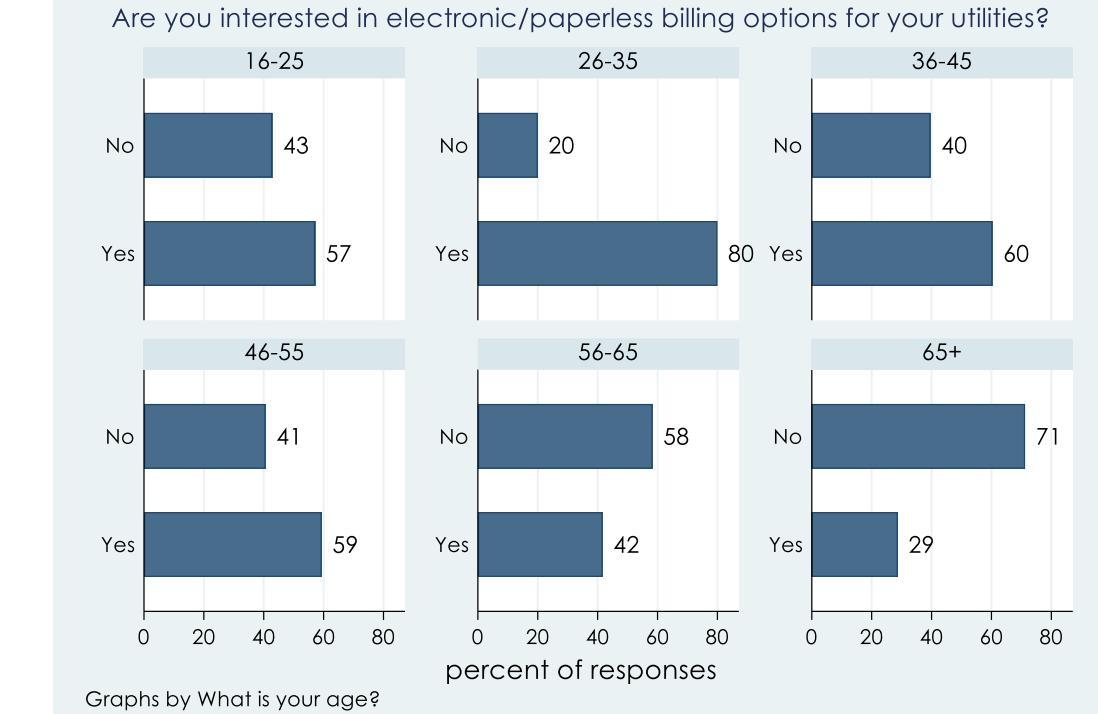


However, this was largely dependent on age. The clear majority of younger cohorts would prefer a paperless option

## 2021



## 2023





## Perspectives on Utility Service

Theme ...

Representative Comments ...

**Costs**

“Taxes keep going up / lower them” – **7x**

“Cost is more expensive than other places” >**20x**

**Billing**

“Set up for bank payments / online option” – **6x**

“Confusing, too unpredictable” – **10x**

**Sanitation**

“Problems with Trash pickup” – **10x**

“Praise of trash pickup” – **10x**



## 2023 Survey Sections

### ① Overall Image

Services

Comparative overview of areas

### ② Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### ③ Planning & Growth

Perception & Leadership

5 Year strategy plan priority

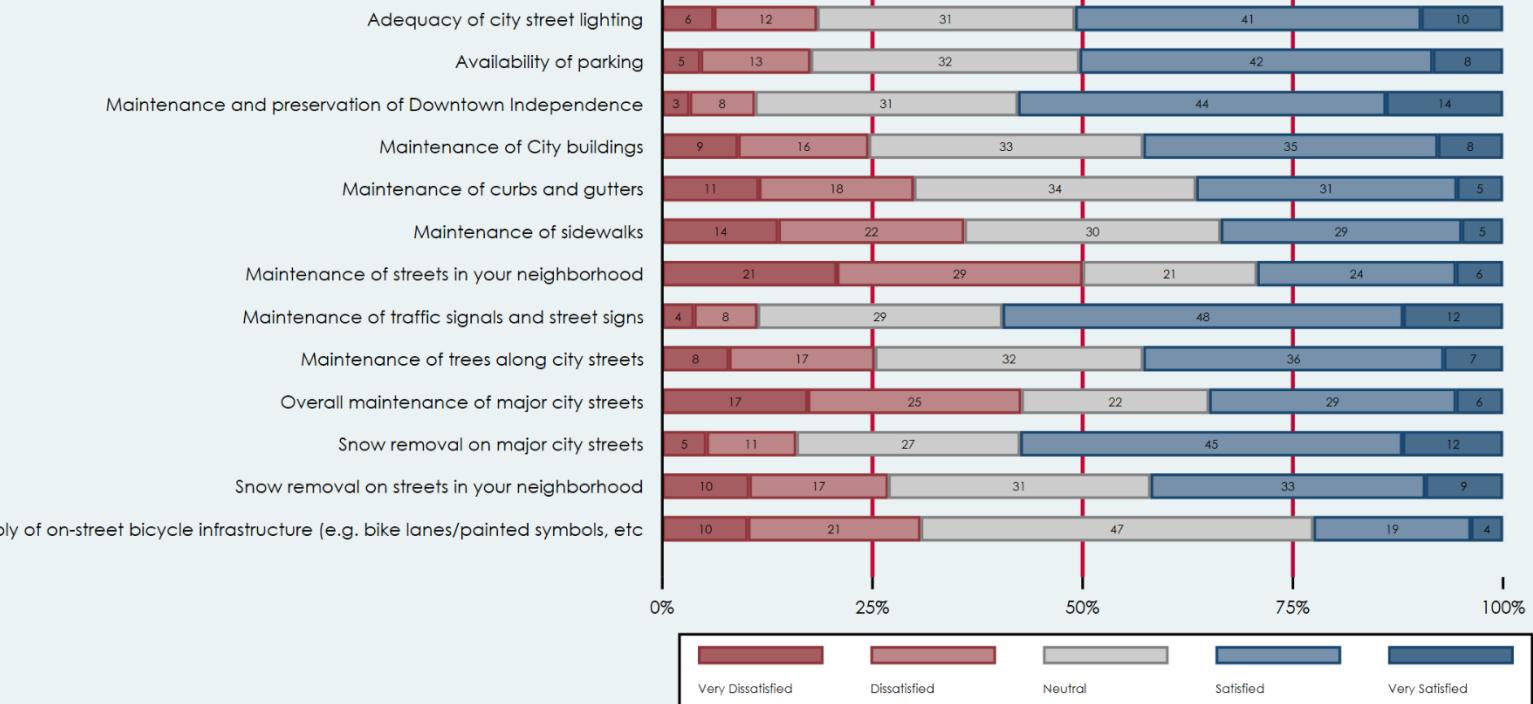
Next year's goals & planning

Living in Independence / Values

Maintenance: raw satisfaction scores for question in category. ~92% of people elected to take this part of the survey which was optional

#### Q8: Satisfaction with Maintenance

by percentage of respondents(excluding 'don't know')





## 2023 Survey Sections

## 1 Overall Image

Services

Comparative overview of areas

## 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks &amp; Rec

Customer Service

Communication &amp; Info

City Processes

Code Enforcement

## 3 Planning &amp; Growth

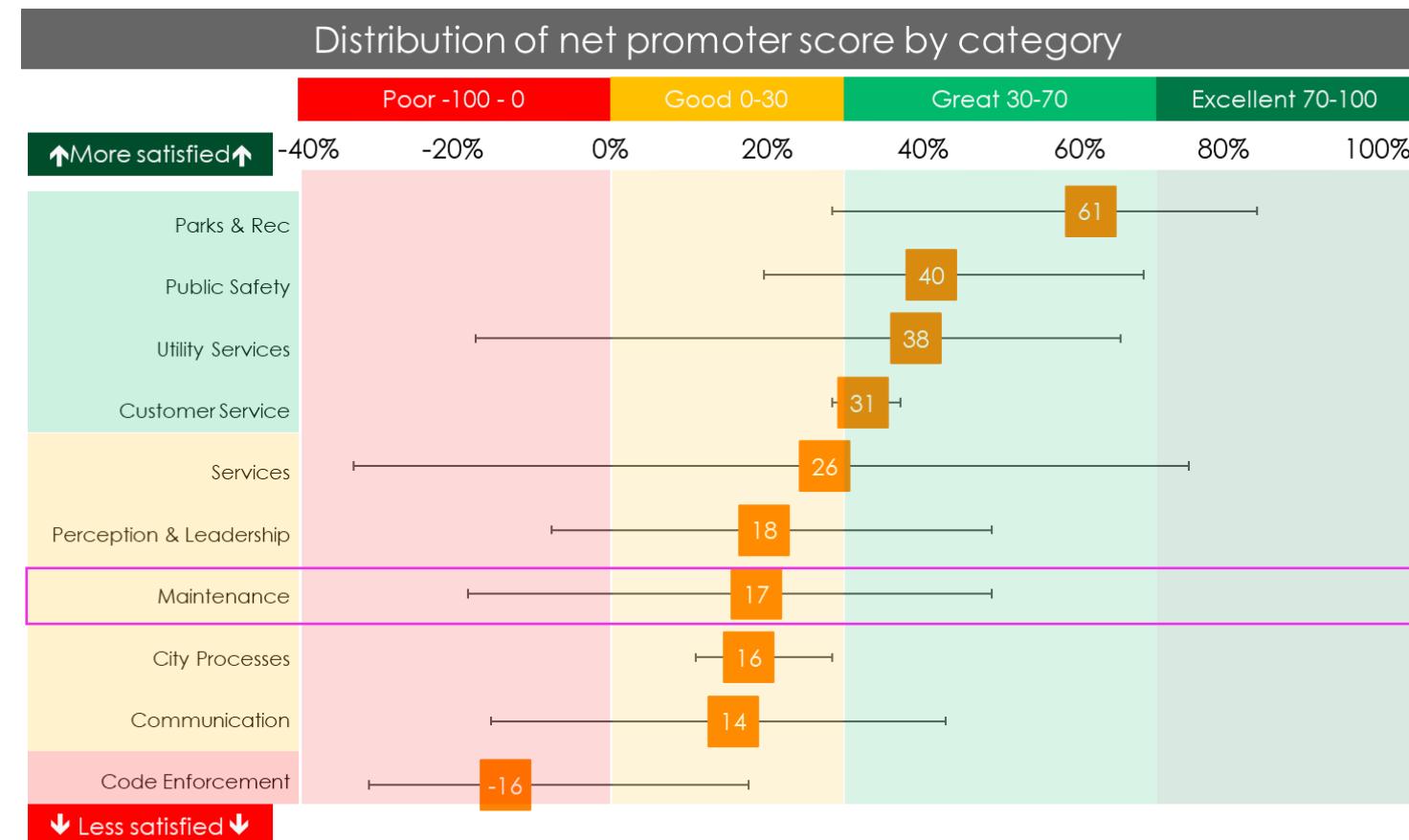
Perception &amp; Leadership

5 Year strategy plan priority

Next year's goals &amp; planning

Living in Independence / Values

## Maintenance: compared to other areas





Overall satisfaction for city maintenance is good (17). However, this is below average for the city, indicating that there is less satisfaction compared to most other areas. There are a few areas of dissatisfaction

## Maintenance: NPS by area

Poor -100 - 0

Good 0-30

Great 30-70

Excellent 70-100

Averages

Maintenance of traffic signals and street signs 48

Maintenance and preservation of Downtown Independence 47

Snow removal on major city streets 41

Availability of parking 33

Adequacy of city street lighting 32

Overall City Average 25

Maintenance of City buildings 18

Maintenance of trees along city streets 18

Maintenance Average 17

Snow removal on streets in your neighborhood 15

Maintenance of curbs and gutters 7

-2 Maintenance of sidewalks

-8 Supply of on-street bicycle infrastructure (e.g. bike lanes/painted symbols, etc)

-8 Overall maintenance of major city streets

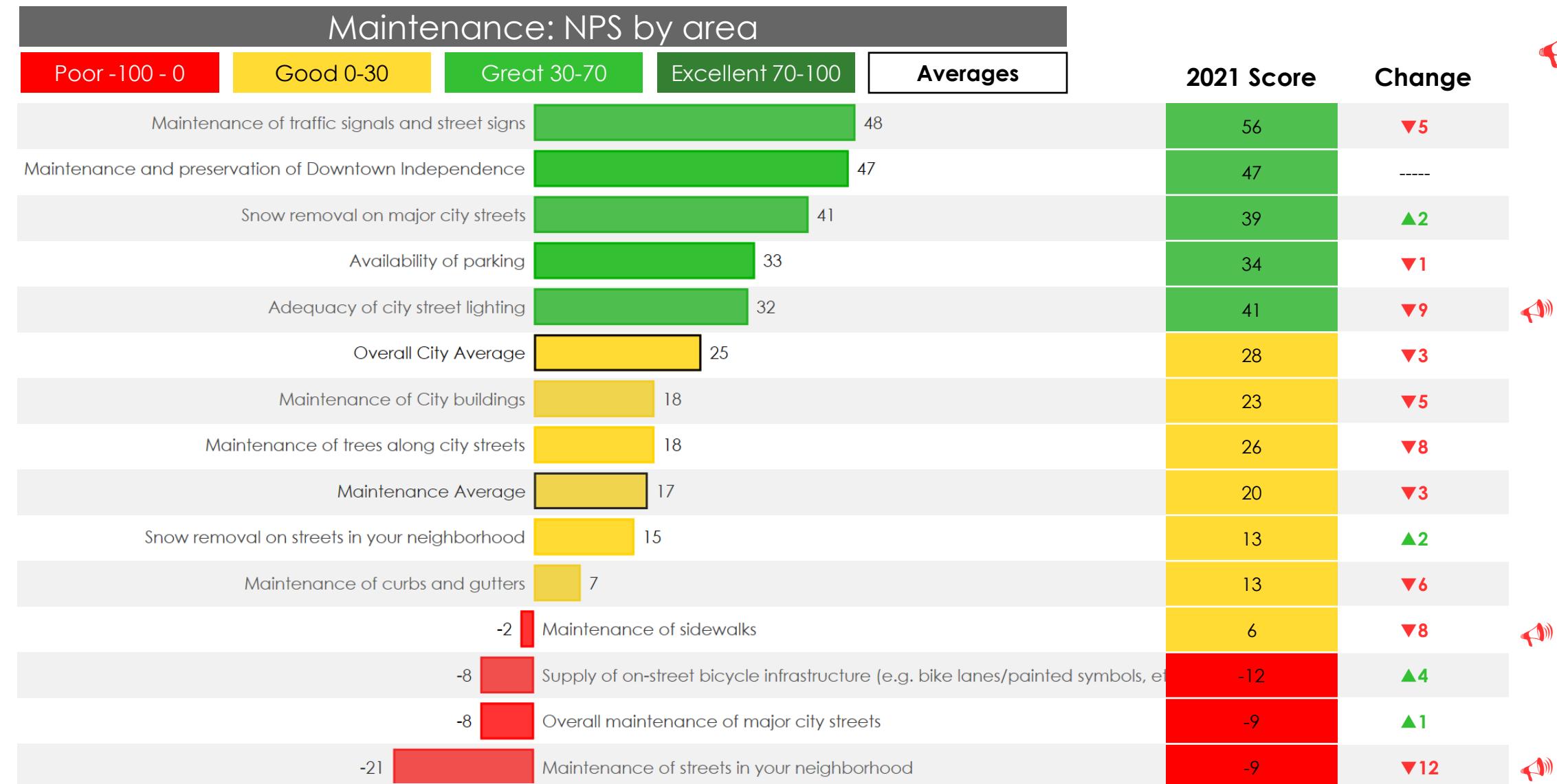
-21 Maintenance of streets in your neighborhood



# Maintenance

Overall satisfaction of city maintenance dropped 3 points—which mirrors the drop for the city overall. A few areas improved, but some decreases stand out

## Maintenance: NPS by area

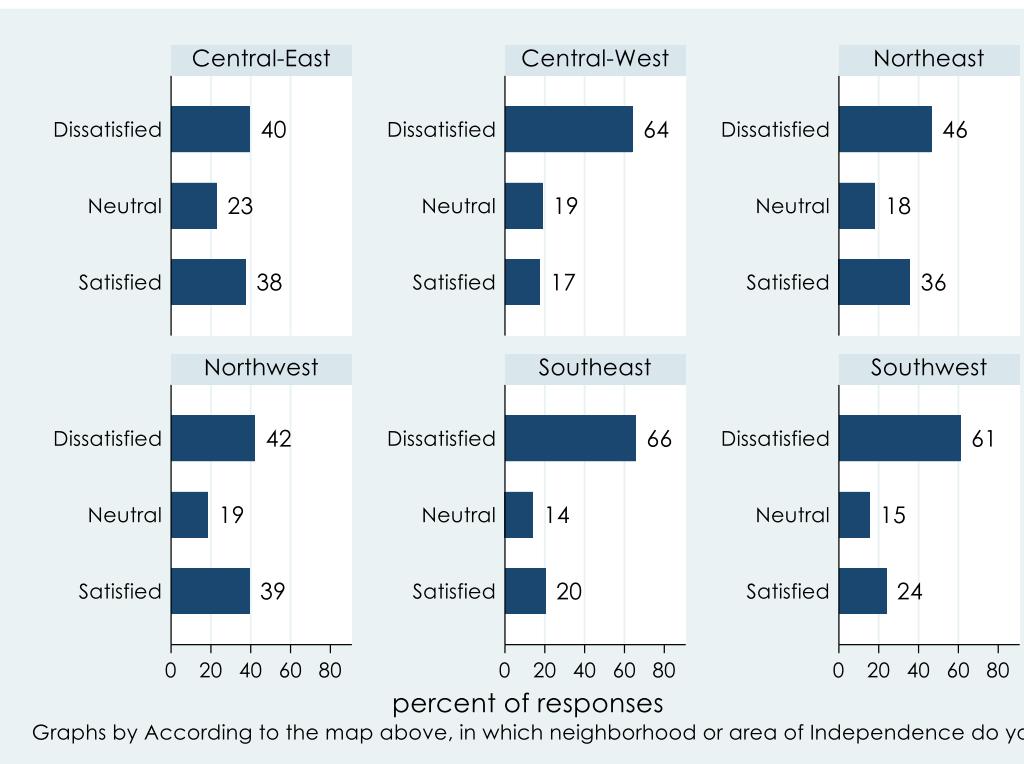
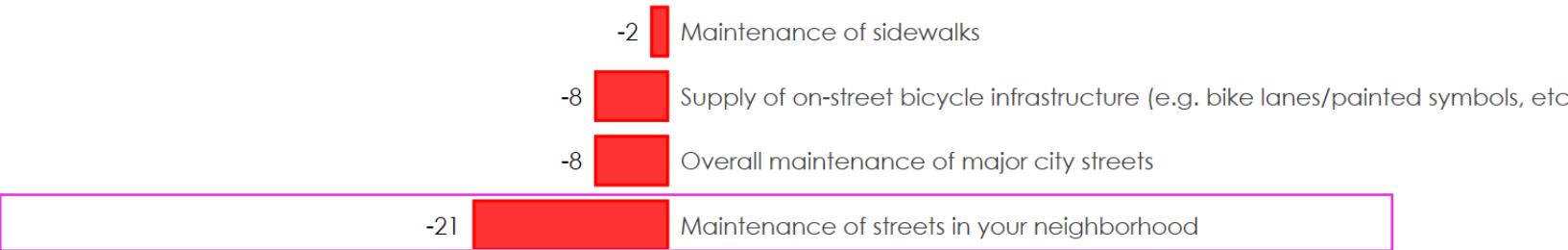


Concerning



It appears that the central-west, southeast and southwest parts of the town are more dissatisfied about street maintenance than others

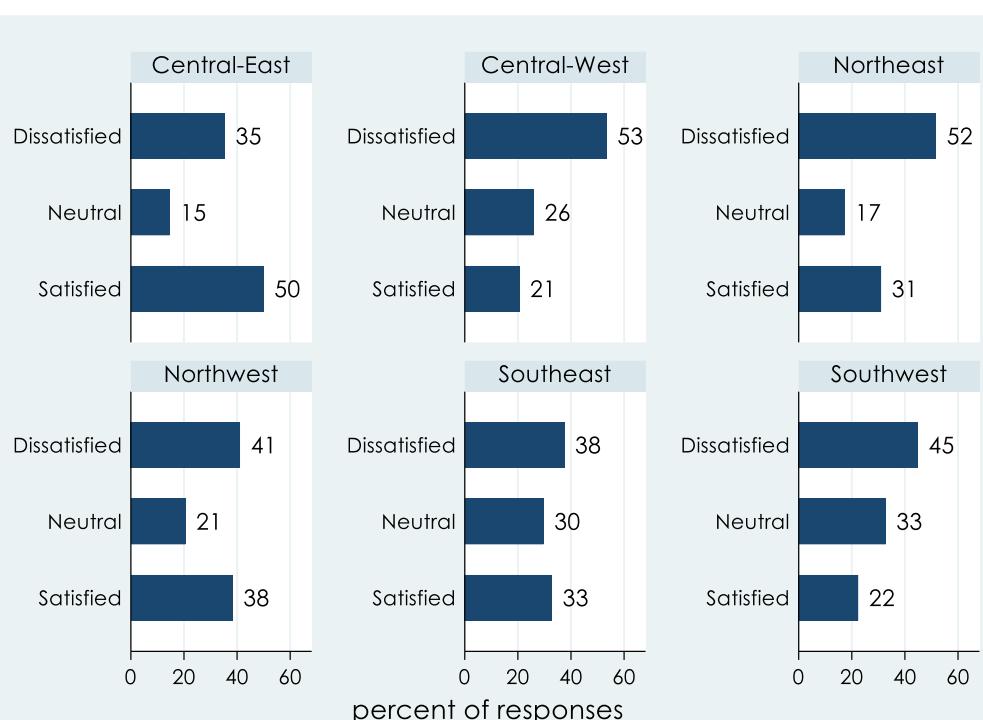
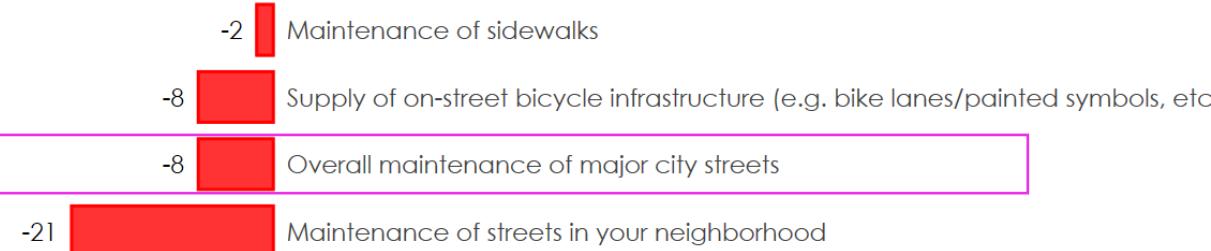
## Maintenance: NPS by area





The same communities are also more dissatisfied with major street maintenance

## Maintenance: NPS by area

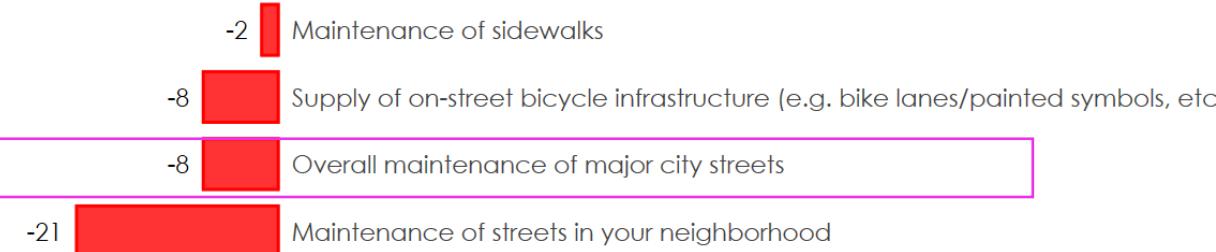


Graphs by According to the map above, in which neighborhood or area of Independence do you



Central-east, Central-west, and southeast are more unsatisfied with sidewalks than other areas in the community

## Maintenance: NPS by area



According to the map above, in which neighborhood or area of Independence do you



## 2023 Survey Sections

## ① Overall Image

Services

Comparative overview of areas

## ② Core Operations

Public Safety

Utility Services

Maintenance

Parks &amp; Rec

Customer Service

Communication &amp; Info

City Processes

Code Enforcement

## ③ Planning &amp; Growth

Perception &amp; Leadership

5 Year strategy plan priority

Next year's goals &amp; planning

Living in Independence / Values

## Parks &amp; Rec: raw satisfaction scores for question in category

Q28: Satisfaction with **Riverside park**

by percentage of respondents(excluding 'don't know')

Ease of park building rental process

02 45 28 25

Overall maintenance of Riverside Park

12 13 47 37

Overall quality of Riverside Park

12 11 44 42

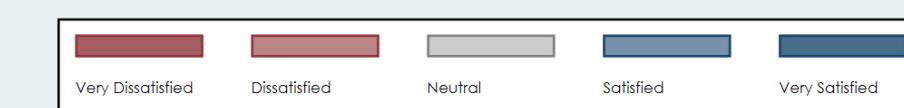
Overall quality of non-Riverside Parks (neighborhood parks)

2 8 53 24 13

Programs and events

1 31 42 25

0% 25% 50% 75% 100%





## 2023 Survey Sections

## ① Overall Image

Services

Comparative overview of areas

## ② Core Operations

Public Safety

Utility Services

Maintenance

Parks &amp; Rec

Customer Service

Communication &amp; Info

City Processes

Code Enforcement

## ③ Planning &amp; Growth

Perception &amp; Leadership

5 Year strategy plan priority

Next year's goals &amp; planning

Living in Independence / Values

## Parks &amp; Rec: raw satisfaction scores for question in category

Q33: Satisfaction with **Ralph Mitchell Zoo**

by percentage of respondents(excluding 'don't know')

Availability of information about the zoo (hours, programs, etc.)

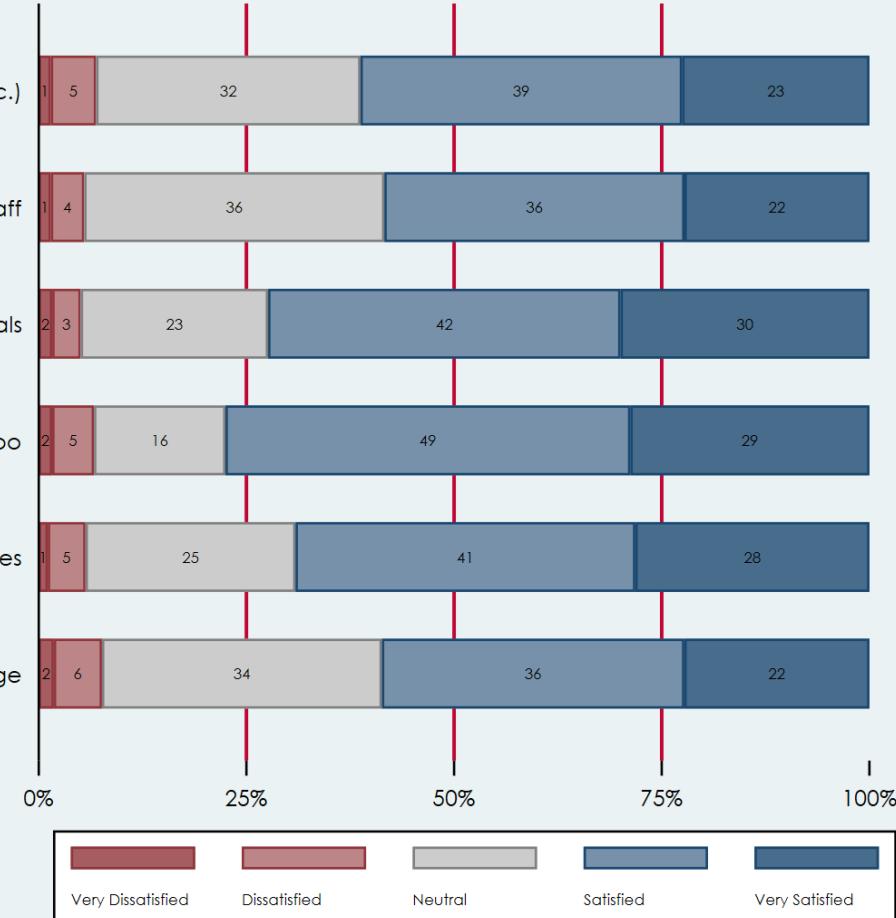
Guest Services, including concessions and staff

Overall care of the animals

Overall maintenance of the zoo

Overall quality of services/experiences

Zoo features such as programs and exhibit signage





## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

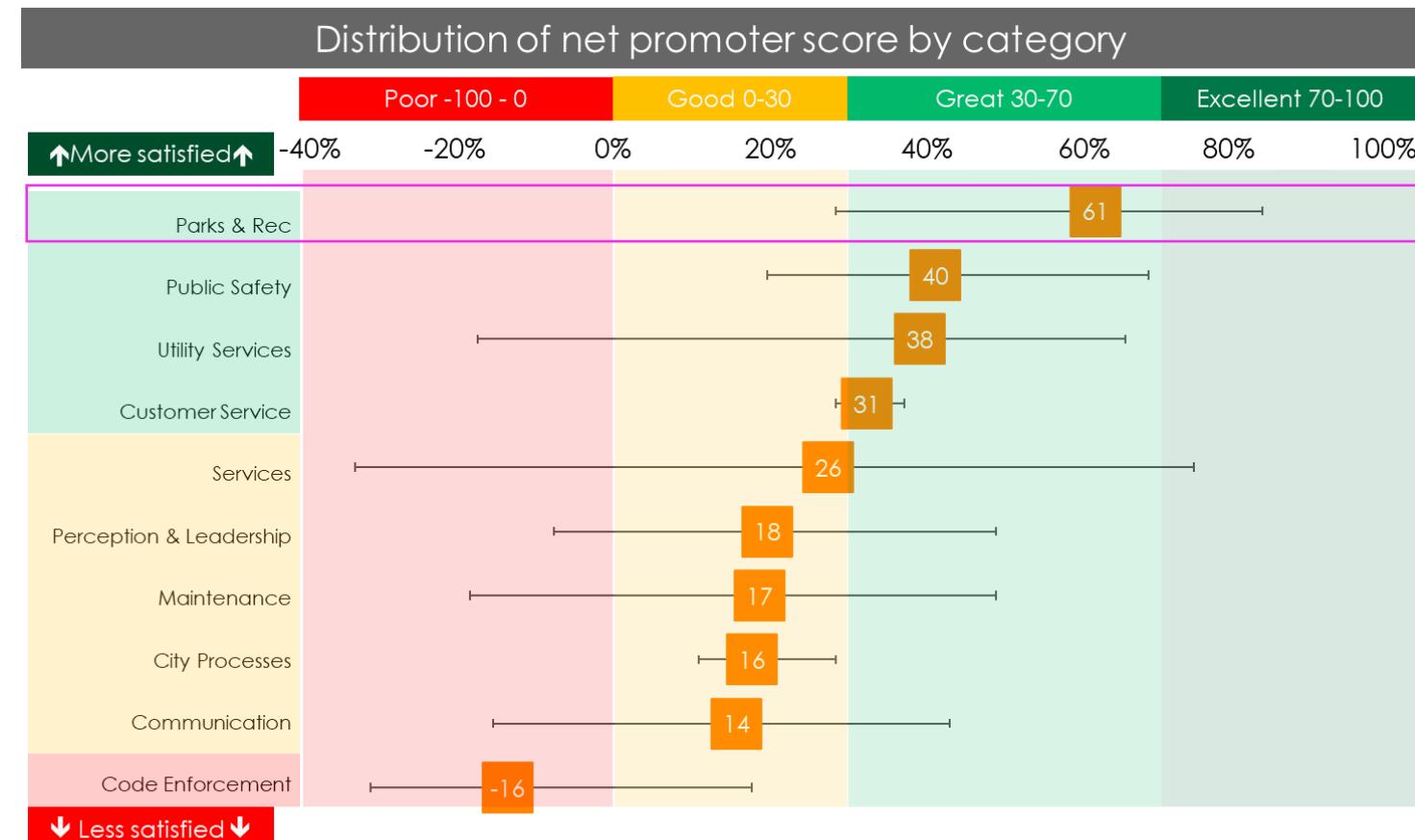
Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

## Parks & Rec: compared to other areas





Overall satisfaction for parks and recreation services has an NPS of ~61—in fact, every individual area outperforms the city's average NPS

## Parks & Rec: NPS by area

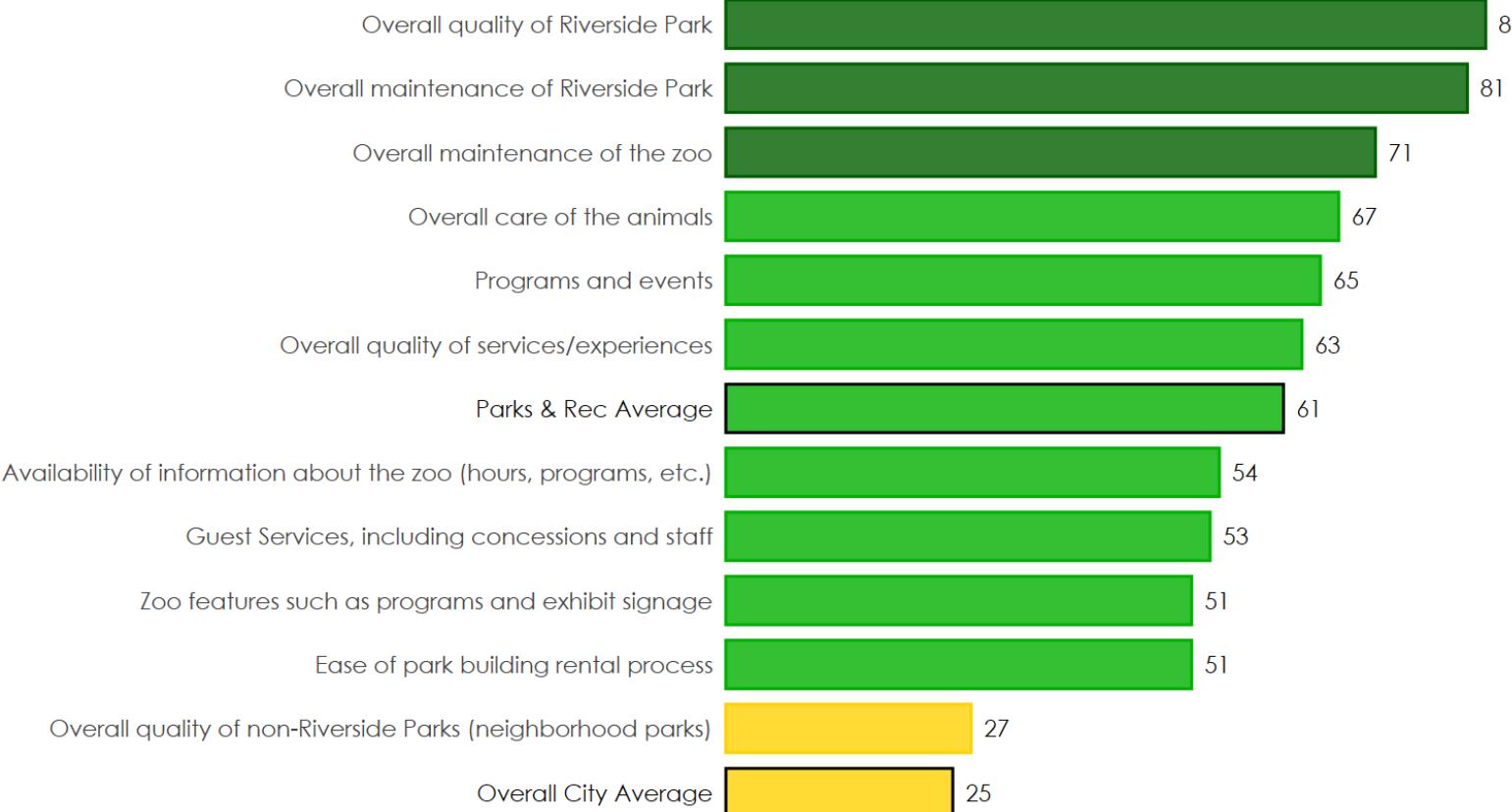
Poor -100 - 0

Good 0-30

Great 30-70

Excellent 70-100

**Averages**



# Parks & Rec Analysis



In fact, almost every individual area has improved since 2021. Parks and Rec is doing incredible

## Parks & Rec: NPS by area

Poor -100 - 0

Good 0-30

Great 30-70

Excellent 70-100

Averages

2021 Score

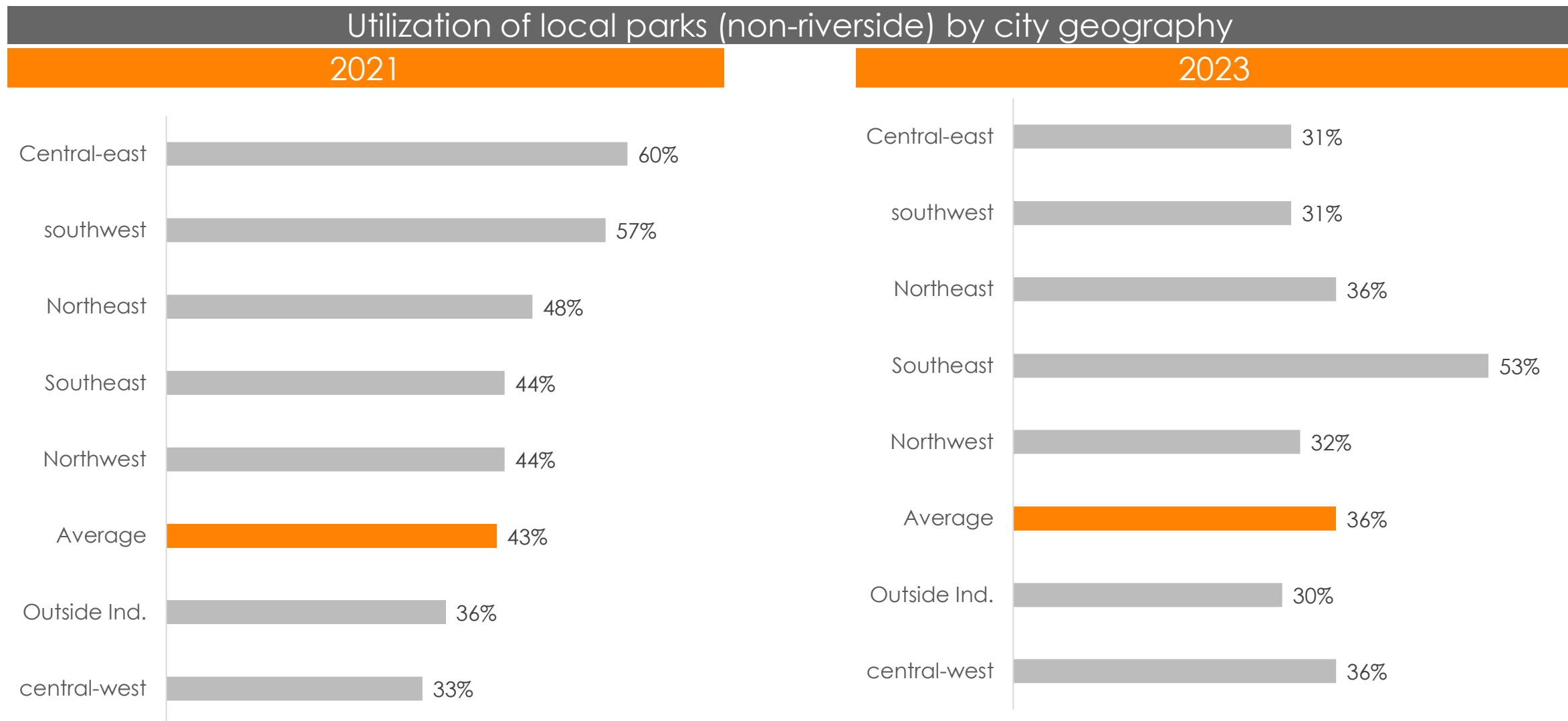
Change

Overall quality of Riverside Park	83	82	▲1
Overall maintenance of Riverside Park	81	80	▲1
Overall maintenance of the zoo	71	65	▲6
Overall care of the animals	67	64	▲3
Programs and events	65	65	----
Overall quality of services/experiences	63	57	▲6
Parks & Rec Average	61	57	▲4
Availability of information about the zoo (hours, programs, etc.)	54	46	▲8
Guest Services, including concessions and staff	53	43	▲10
Zoo features such as programs and exhibit signage	51	41	▲10
Ease of park building rental process	51	54	▼3
Overall quality of non-Riverside Parks (neighborhood parks)	27	29	▼2
Overall City Average	25	28	▼3

# Parks & Rec Analysis



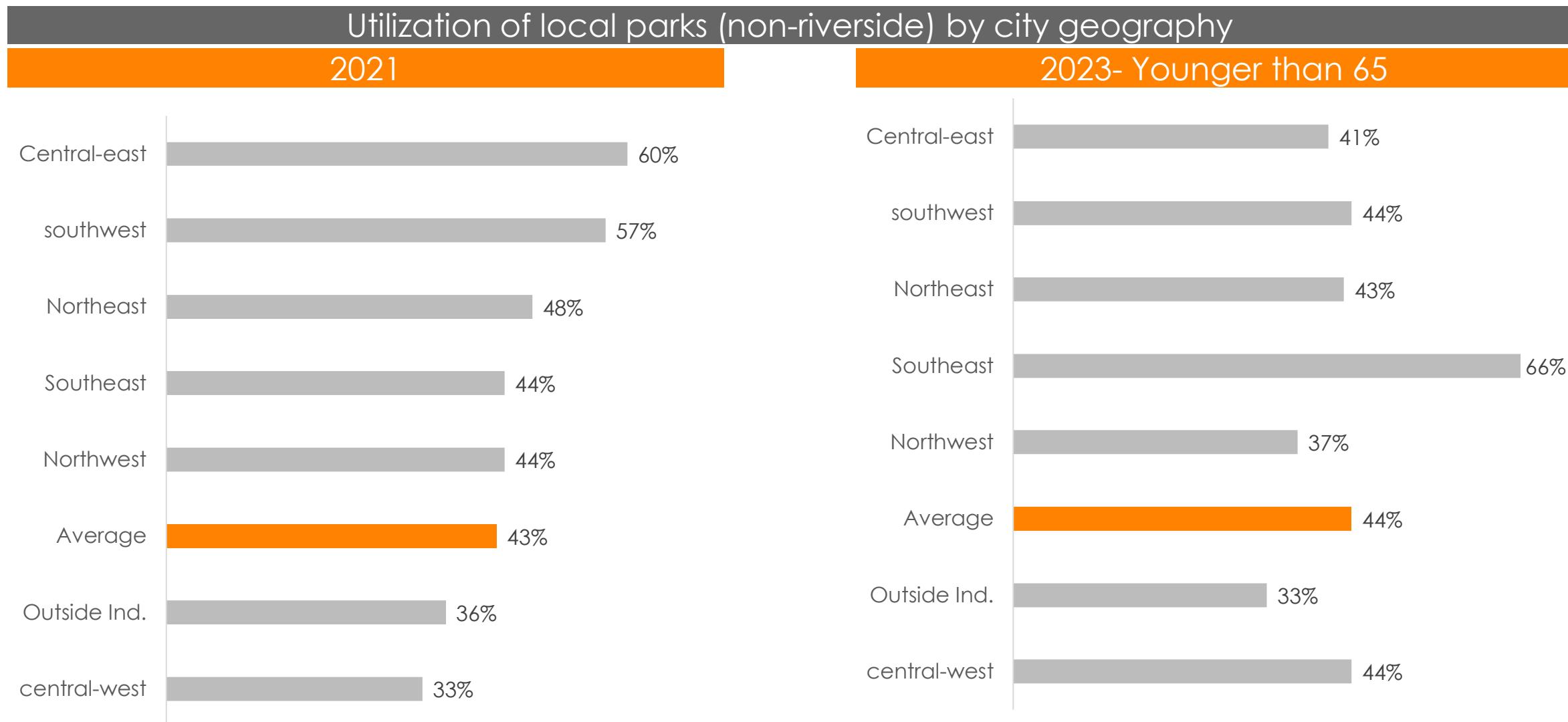
~36% of residents regularly utilize neighborhood parks. Almost every except southeast has decreased in reported utilization since 2021



# Parks & Rec Analysis

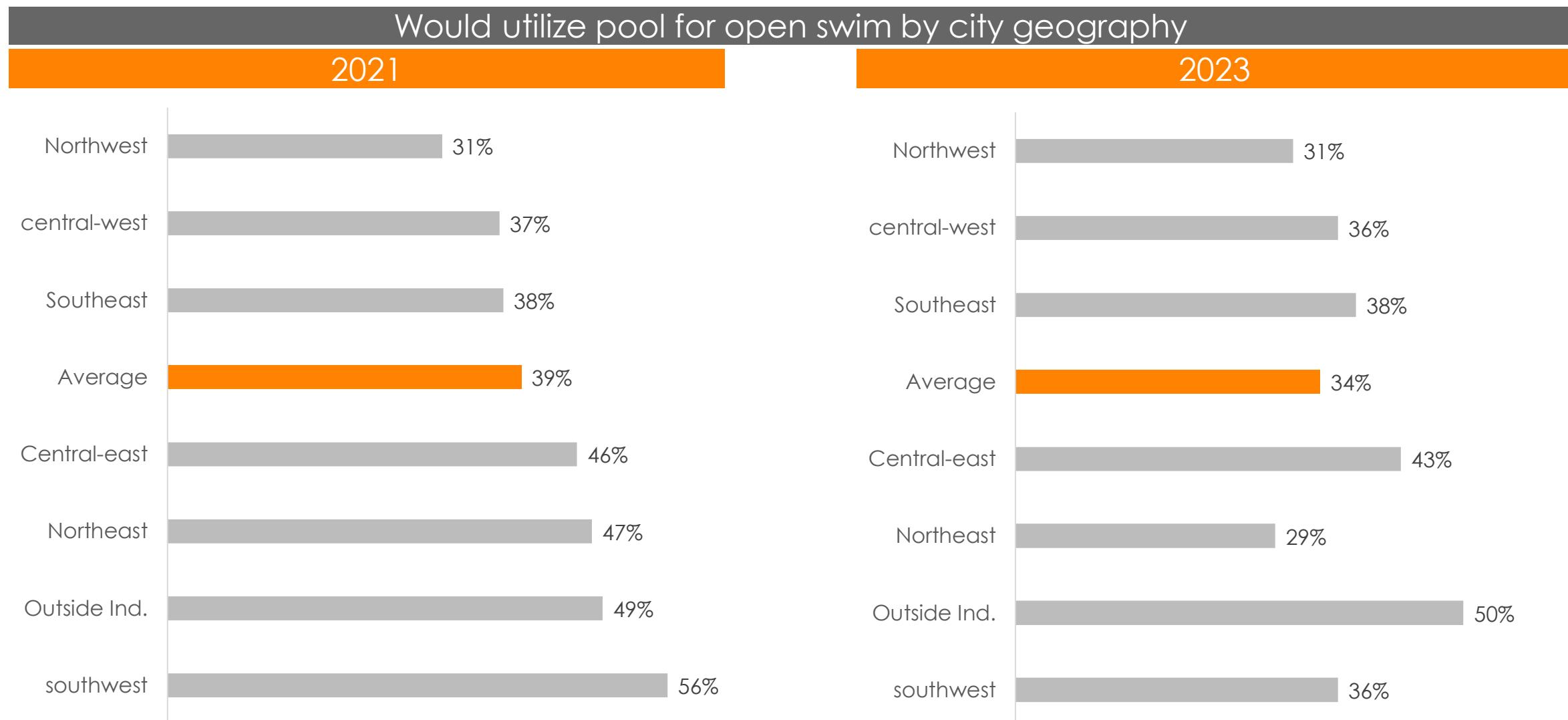


A lot of this is skewed because ~11% more of this year's survey is made up of those 65+. If controlled for age the utilization increases. The average goes up, but there is still shifts by community





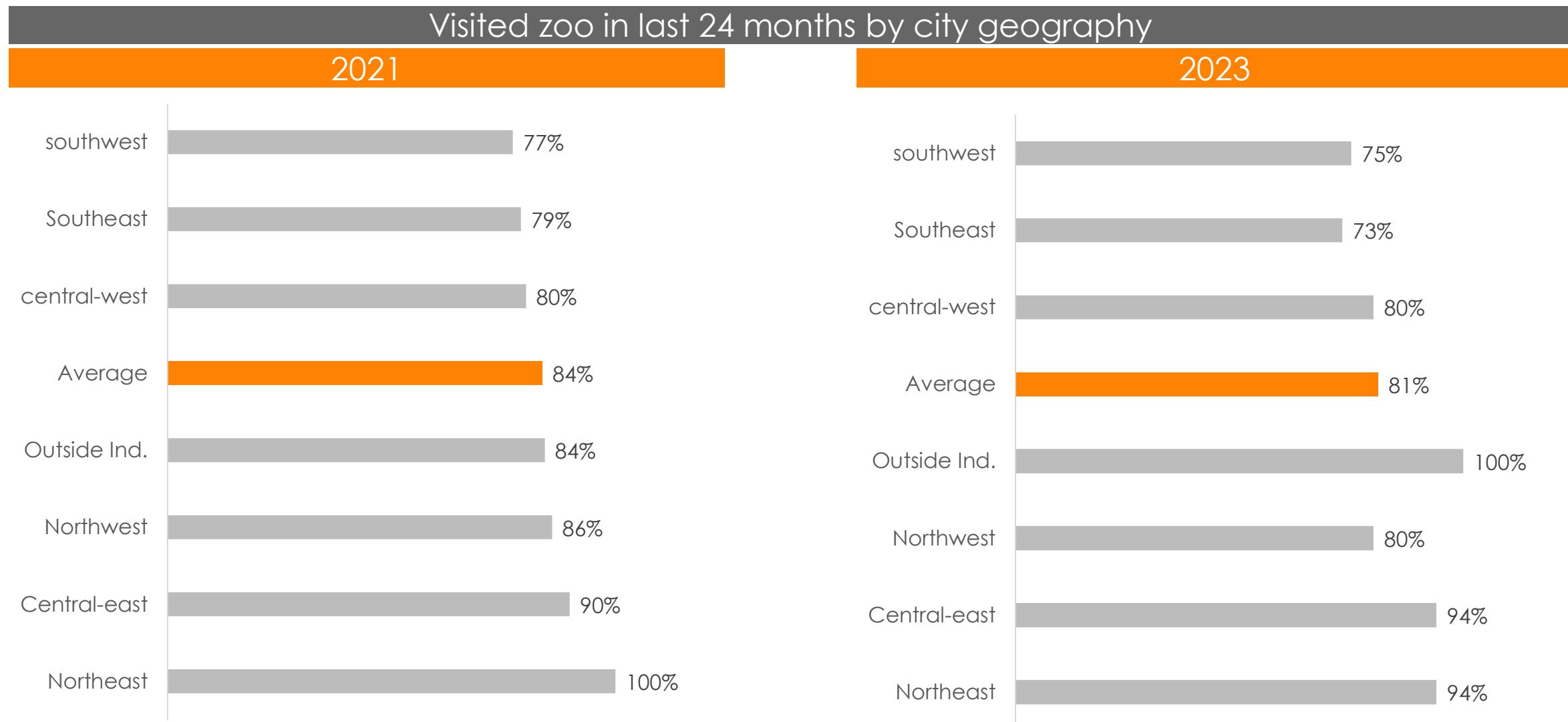
34% say they would use the pool for open swim. Northeast and southwest has the most severe decline



# Parks & Rec Analysis



The zoo is incredibly popular. ~81% of those polled have visited in the last 24 months. Some variance by community though the average is similar to 2021





## Perspectives on parks & rec

Theme ...	Representative Comments ...
Potential Improvements	<p>“Parks need better lighting” – <b>14x</b></p> <p>“More cleanup– trash people need to help” – 8x</p> <p>“Add more kid friendly equipment -- to park on Edison and 10<sup>th</sup>” – <b>4x</b></p> <p>“Walking trails” – <b>3x</b></p> <p>“Splash Pad” –<b>2x</b></p> <p>“Could use handicap accessible equipment and wheelchair friendly”</p> <p>“Refillable bottle fountains”</p>



## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

## Customer Service: raw satisfaction scores for question in category

### Q22: Satisfaction with **Customer Service**

by percentage of respondents(excluding 'don't know')

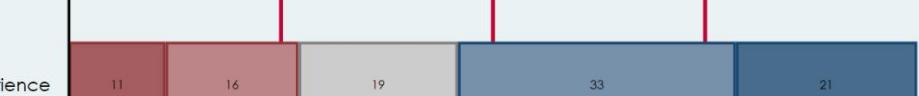
How easy the department was to contact



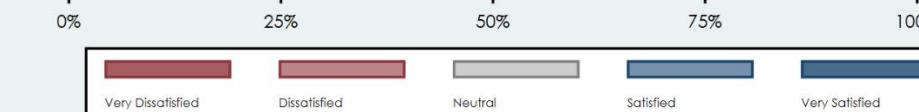
Level of courtesy you received



Overall satisfaction with your customer service experience



Technical competence and knowledge of City employees who assisted you





## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

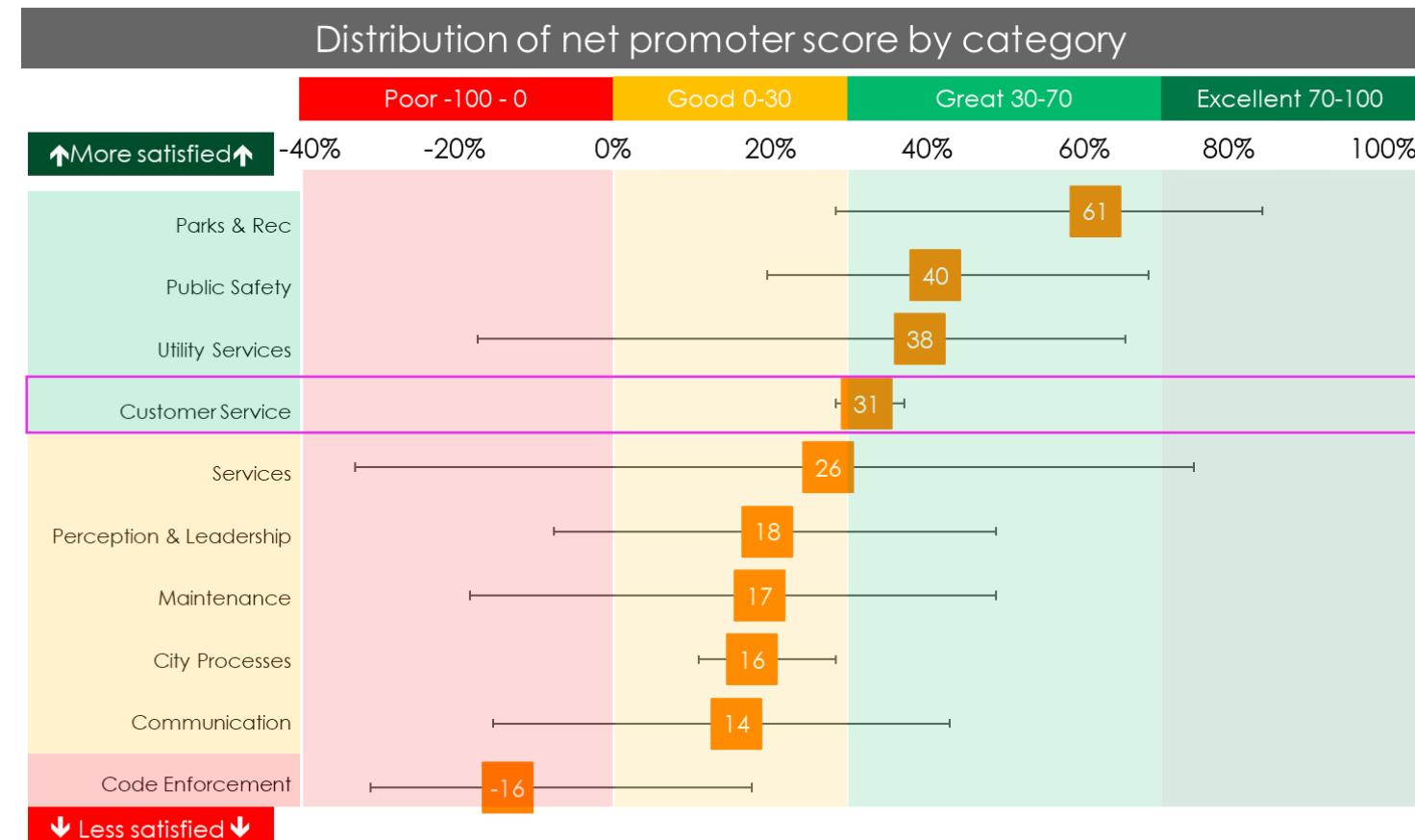
Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

## Customer Service: compared to other areas





All areas of customer service were considered great, and each outperformed the city average

## Customer Service: NPS by area

Poor -100 - 0

Good 0-30

Great 30-70

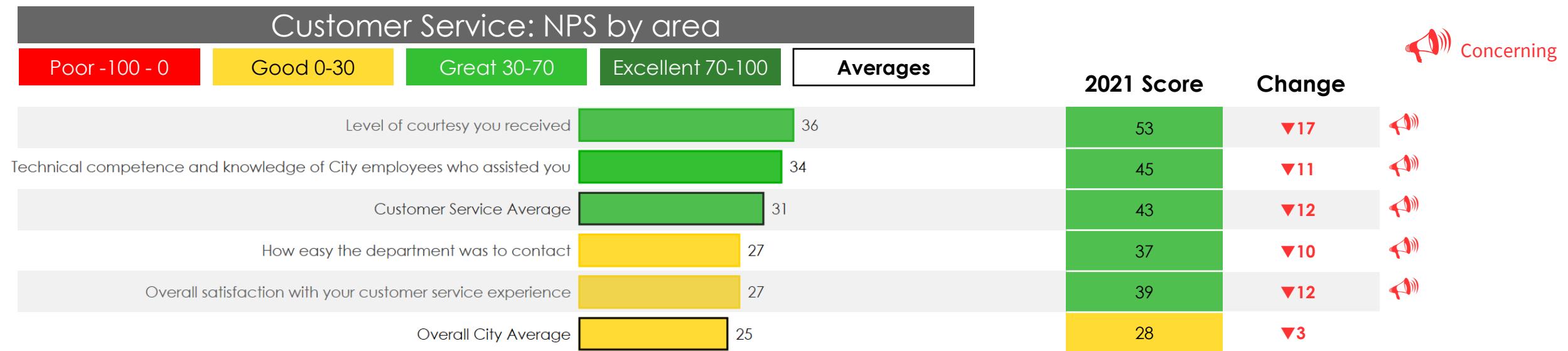
Excellent 70-100

**Averages**





That said, every area has seen a dramatic decrease. So far, this is the steepest decline of any area. Every individual area has dropped enough to be flagged as concerning

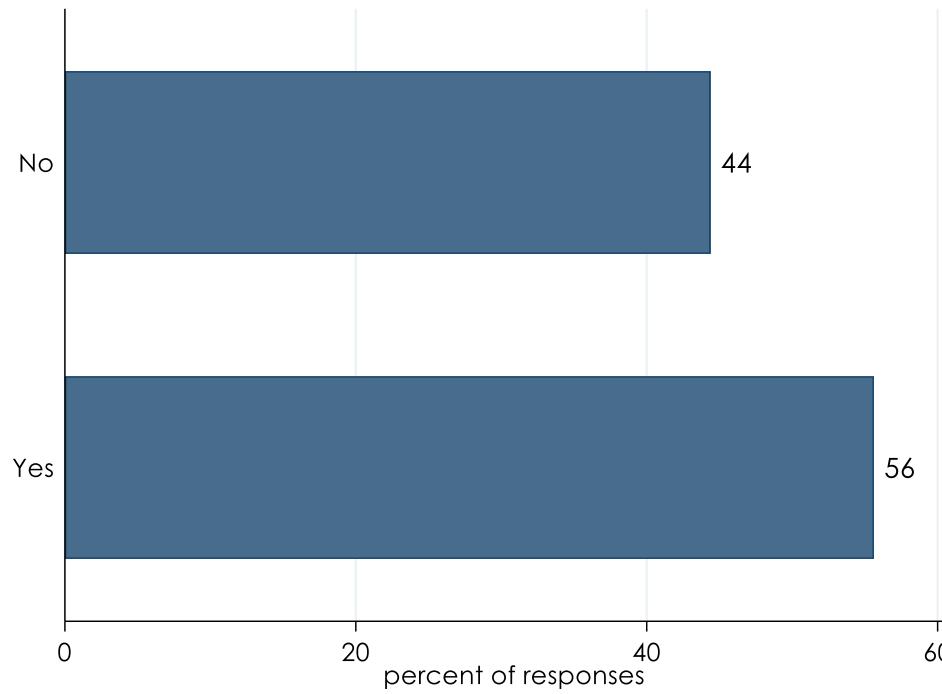




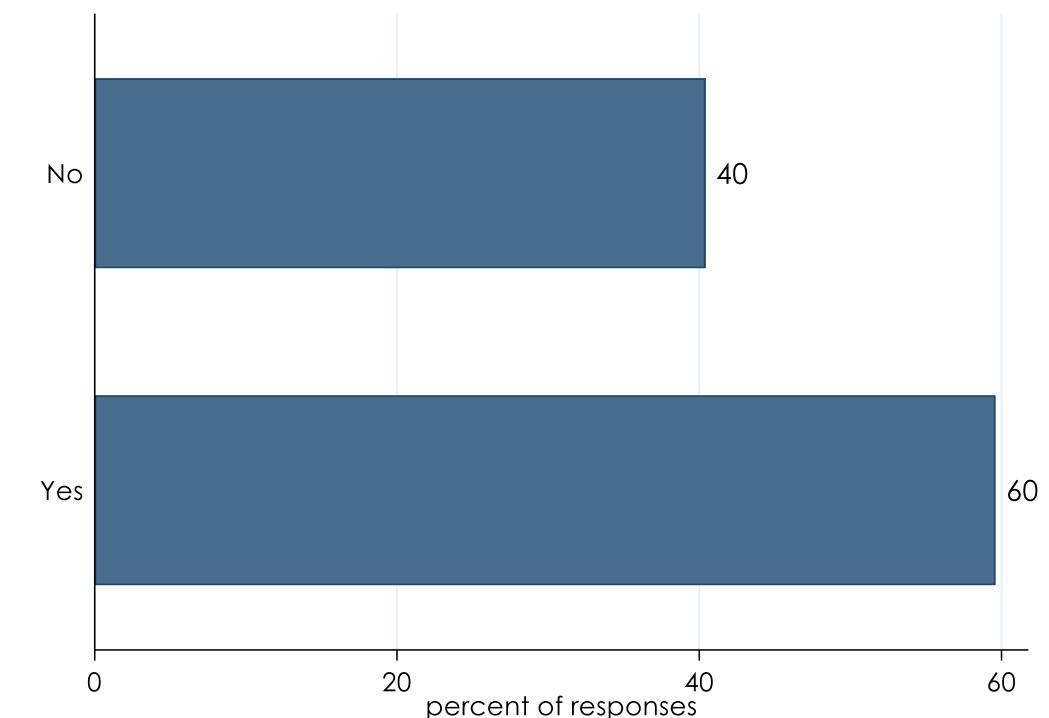
Most (60%) of respondents interacted with the city for a question or concern

Q19 Have you interacted with (by phone, online or visiting) the City with a question, problem, or complaint during the past year?

2021



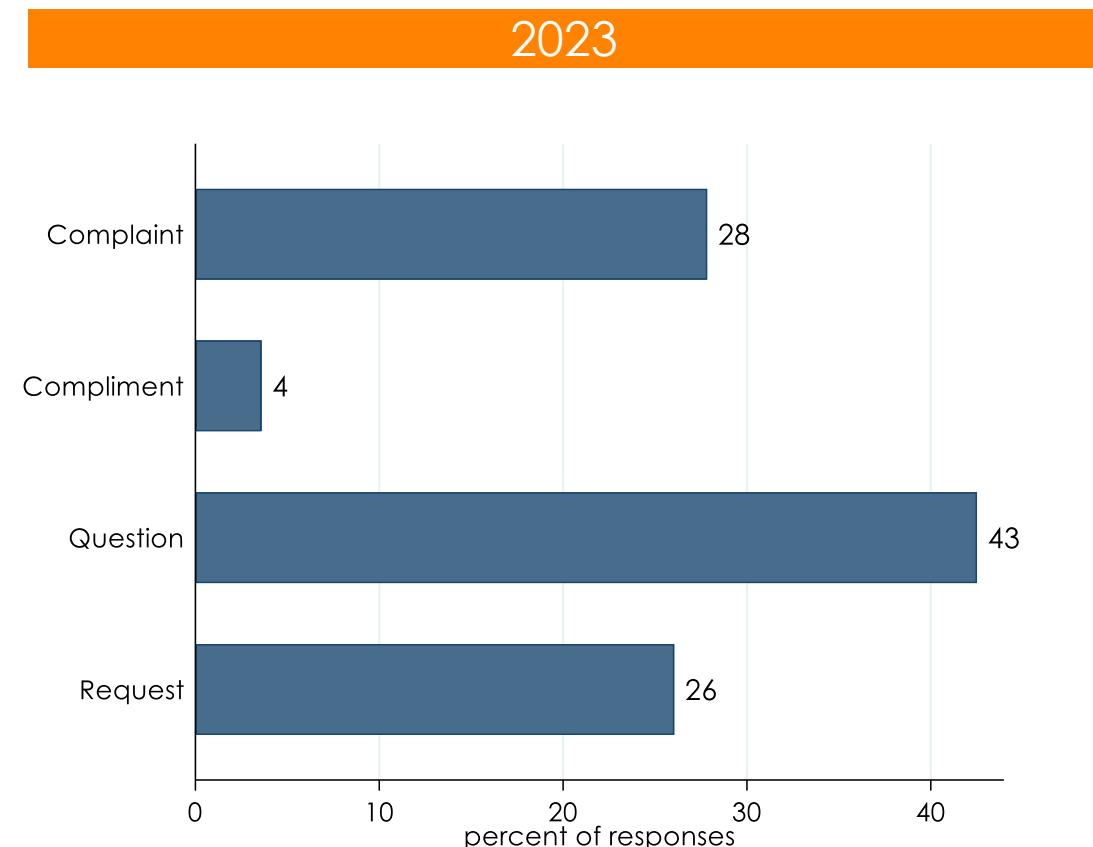
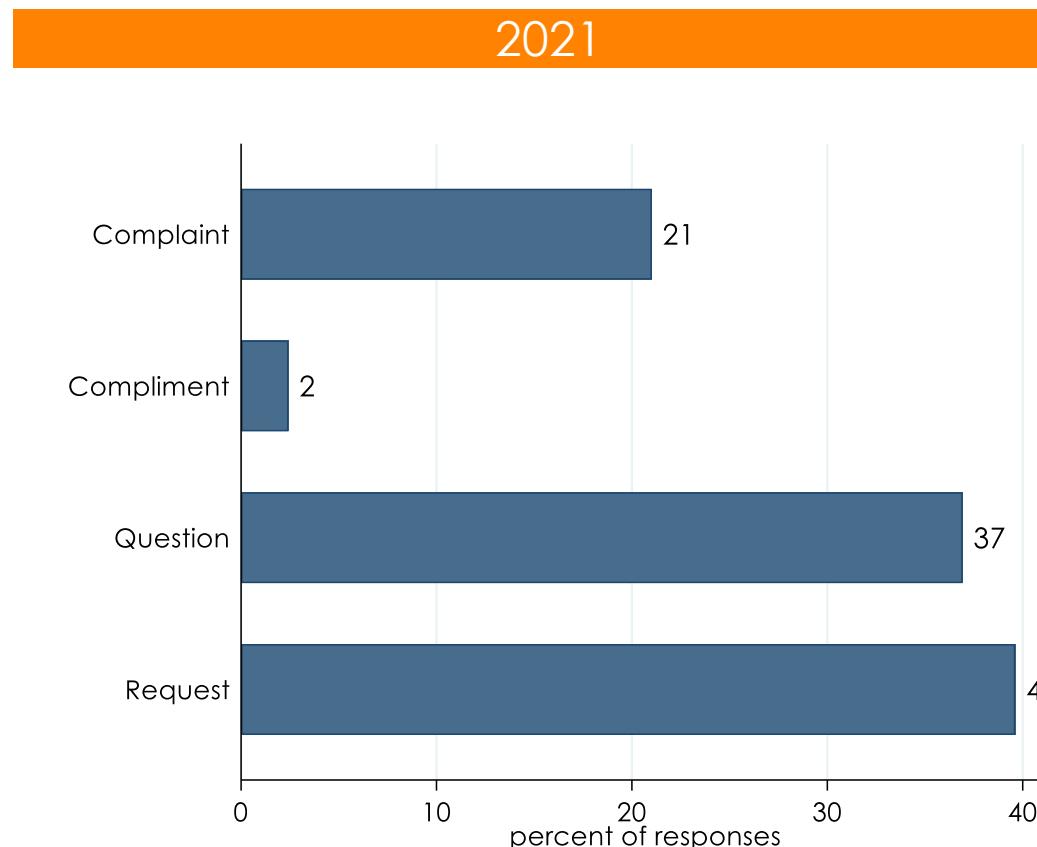
2023





The most common reason was for a question—request dropped since 2021.

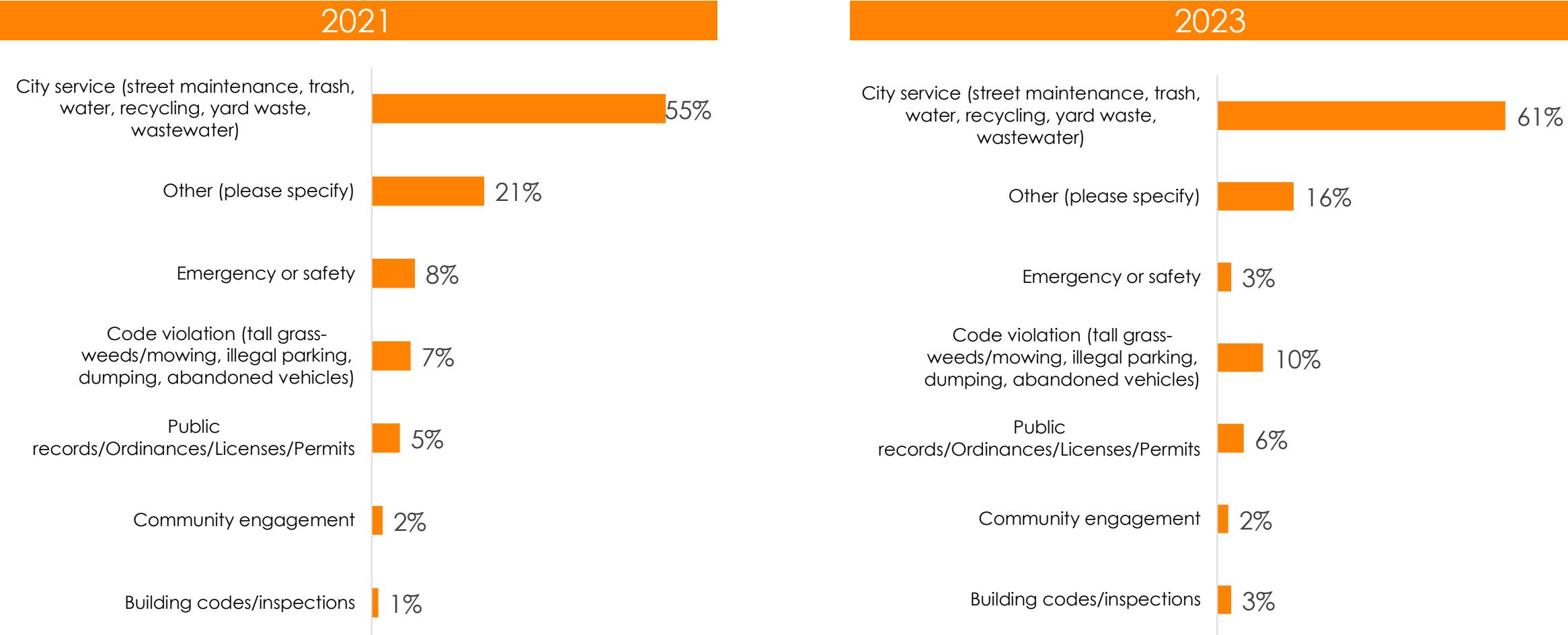
Q20 If you have interacted with (by phone, online, or visiting) the City during the past year, what was the nature of that interaction?





City service is the predominant reason for interacting with the city, which has increased slightly since 2021.

## Q21 What was the specific reason you interacted with the City?





## Perspectives on parks & rec

Theme ...

Potential  
Improvements

*Representative Comments ...*

“City attitude / response has declined” – **5x**

“Need for better communication / transparency” **>25x**



## 2023 Survey Sections

## 1 Overall Image

Services

Comparative overview of areas

## 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks &amp; Rec

Customer Service

Communication &amp; Info

City Processes

Code Enforcement

## 3 Planning &amp; Growth

Perception &amp; Leadership

5 Year strategy plan priority

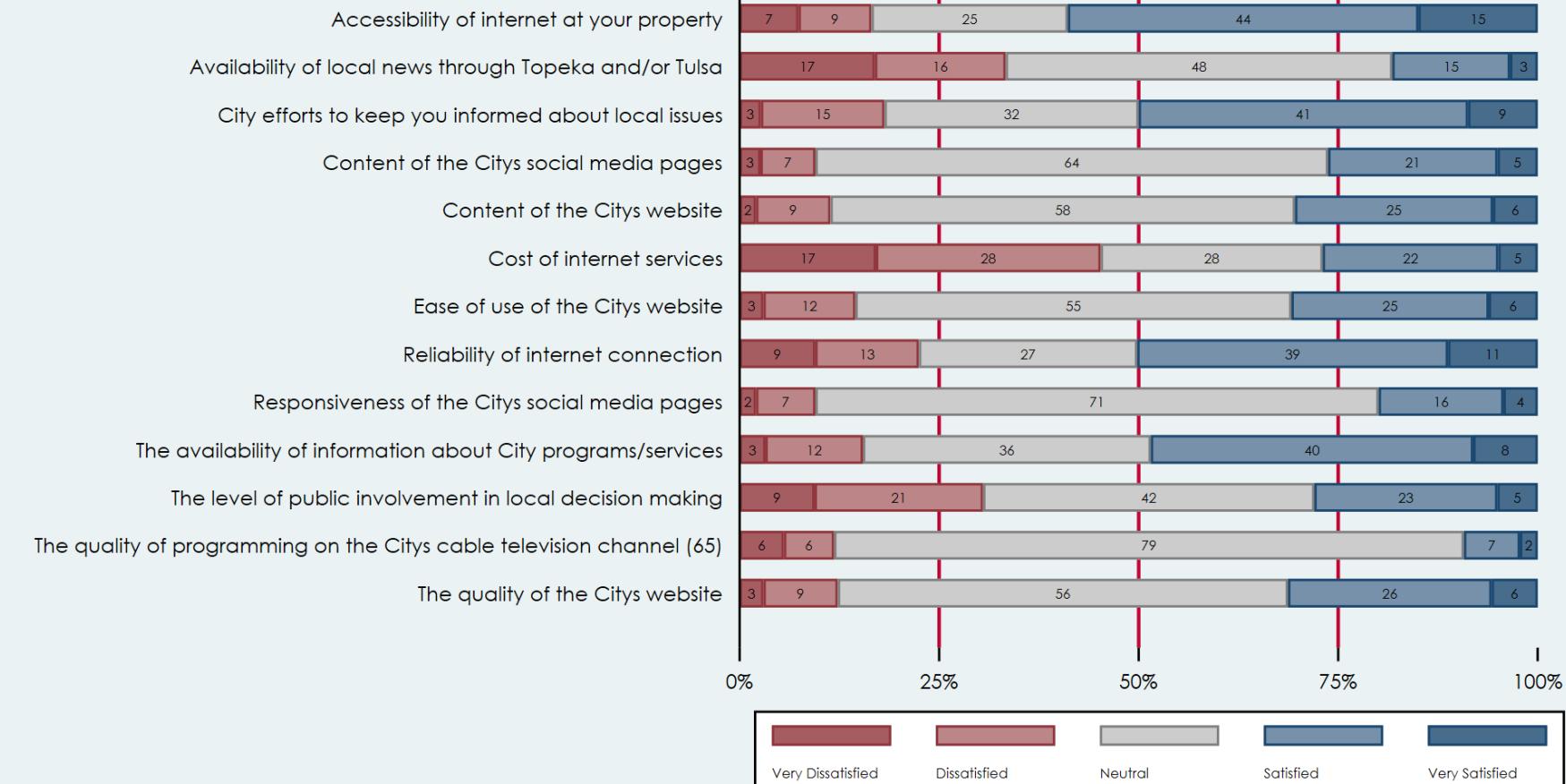
Next year's goals &amp; planning

Living in Independence / Values

## Communication: raw satisfaction scores for question in category

Q16: Satisfaction with **Communication**

by percentage of respondents(excluding 'don't know')





## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

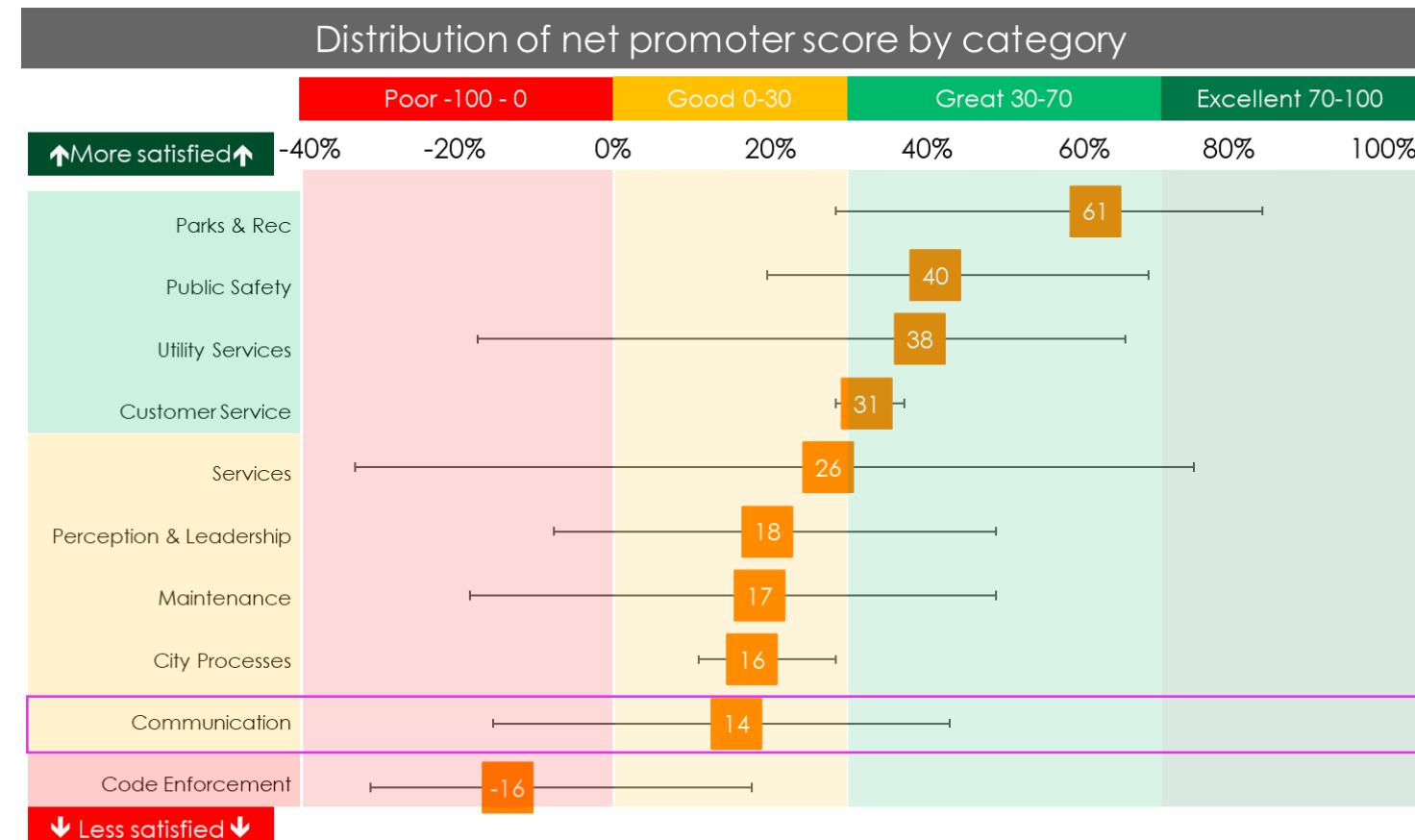
Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

## Maintenance: Compared to other areas





Though still scoring “good” with an average NPS of 14, communication ranks as one of the lowest areas. Most individual areas score below the city average

## Communication: NPS by area

Poor -100 - 0

Good 0-30

Great 30-70

Excellent 70-100

**Averages**

Accessibility of internet at your property 42

The availability of information about City programs/services 33

City efforts to keep you informed about local issues 32

Reliability of internet connection 28

Overall City Average 25

The quality of the City's website 19

Content of the City's website 19

Content of the City's social media pages 17

Ease of use of the City's website 16

Communication Average 14

Responsiveness of the City's social media pages 10

-3 The quality of programming on the City's cable television channel (65)

-3 The level of public involvement in local decision making

-15 Availability of local news through Topeka and/or Tulsa

-18 Cost of internet services



# Communications

Overall satisfaction for city communications is good (14). However, this is below average for the city, indicating less satisfaction compared to most other areas. There are a few areas of dissatisfaction

## Communication: NPS by area

Poor -100 - 0

Good 0-30

Great 30-70

Excellent 70-100

Averages

2021 Score

Change



Concerning

Accessibility of internet at your property 42

40

▼2

The availability of information about City programs/services 33

39

▼6

City efforts to keep you informed about local issues 32

37

▼5

Reliability of internet connection 28

23

▲5

Overall City Average 25

28

▼3

The quality of the City's website 19

22

▼3

Content of the City's website 19

20

▼1

Content of the City's social media pages 17

25

▼8

Ease of use of the City's website 16

22

▼6

Communication Average 14

17

▼3

Responsiveness of the City's social media pages 10

16

▼6

-3 The quality of programming on the City's cable television channel (65)

6

▼9

-3 The level of public involvement in local decision making

2

▼5

-15 Availability of local news through Topeka and/or Tulsa

-16

▲1

-18 Cost of internet services

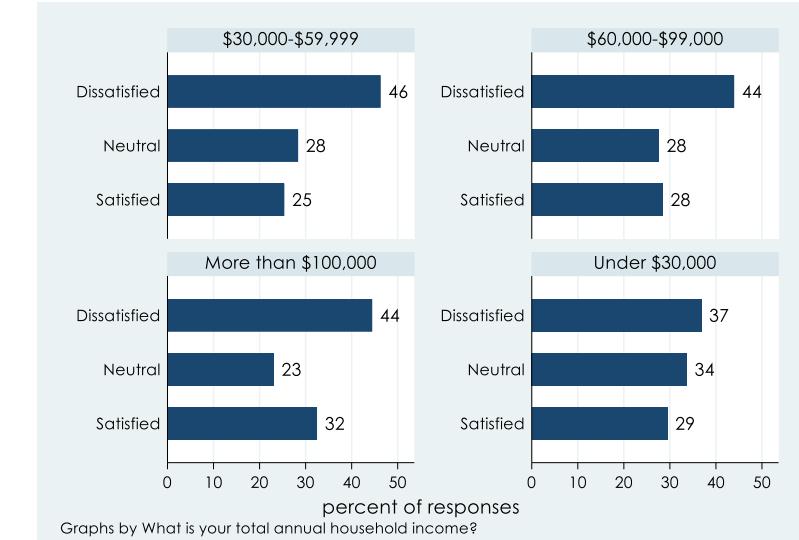
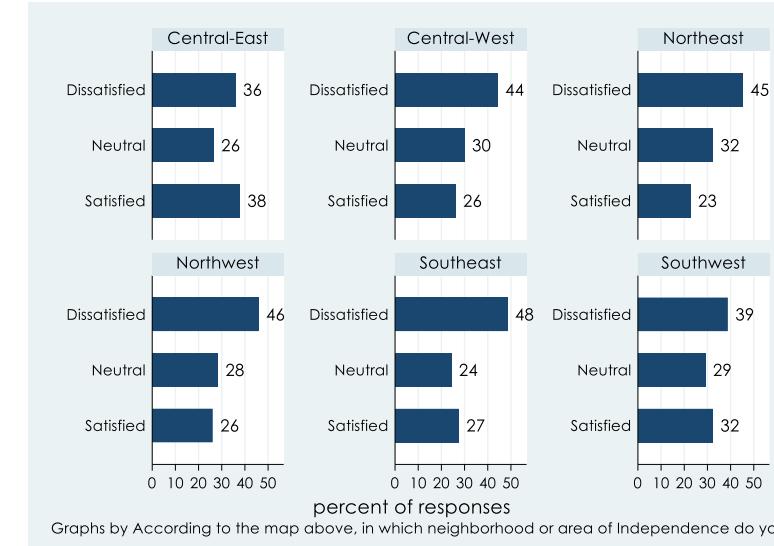
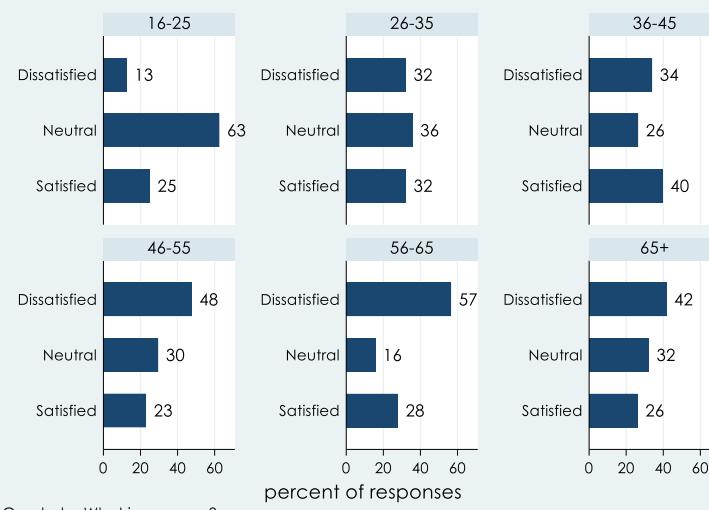
-18

----



Some age and geographic explanations of cost of internet dissatisfaction, but most people seem dissatisfied

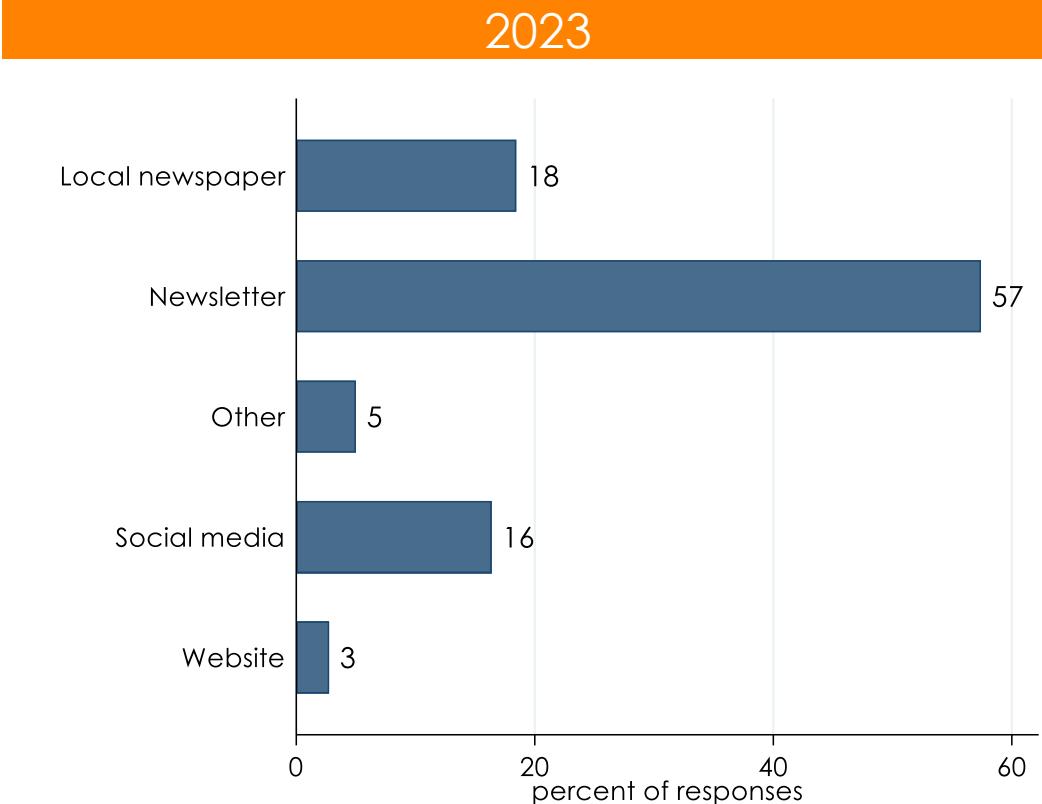
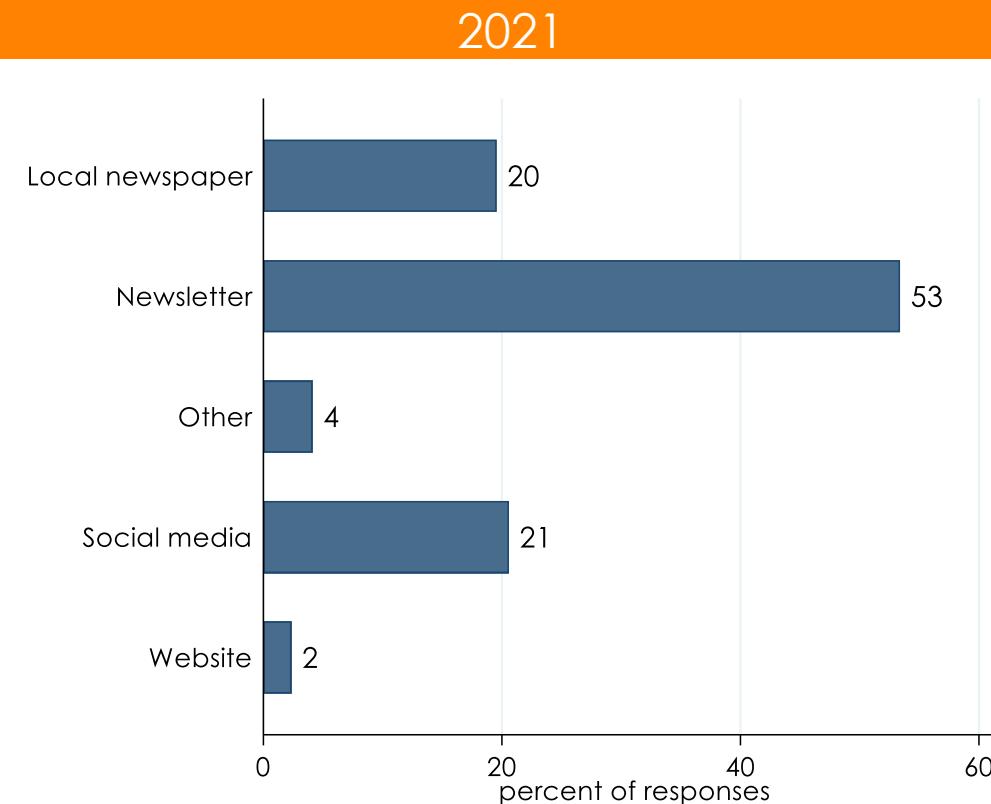
## Deeper look at: Cost of internet services





Most residents (75%) get their information about the city from the newsletter or newspaper

Q17 Which of the following are your primary sources of information about City issues, services, and events?

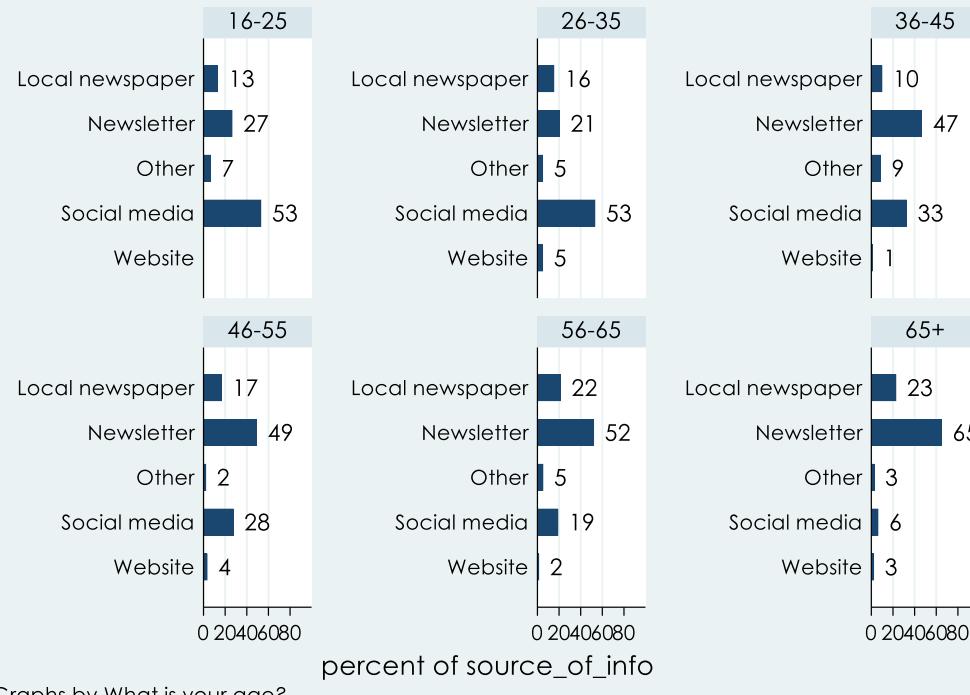




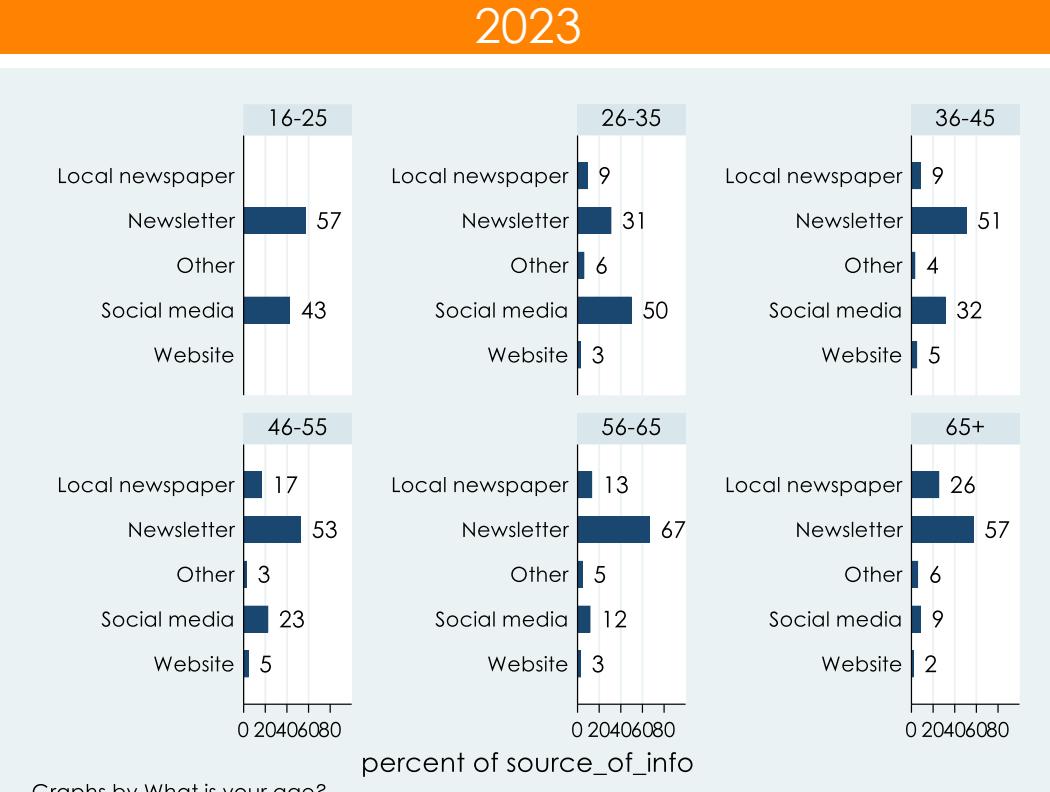
Again, this is due to age. Younger cohorts use online mediums far more—but have increased in using the newsletter since 2021

Q17 Which of the following are your primary sources of information about City issues, services, and events?

2021



2023



Graphs by What is your age?

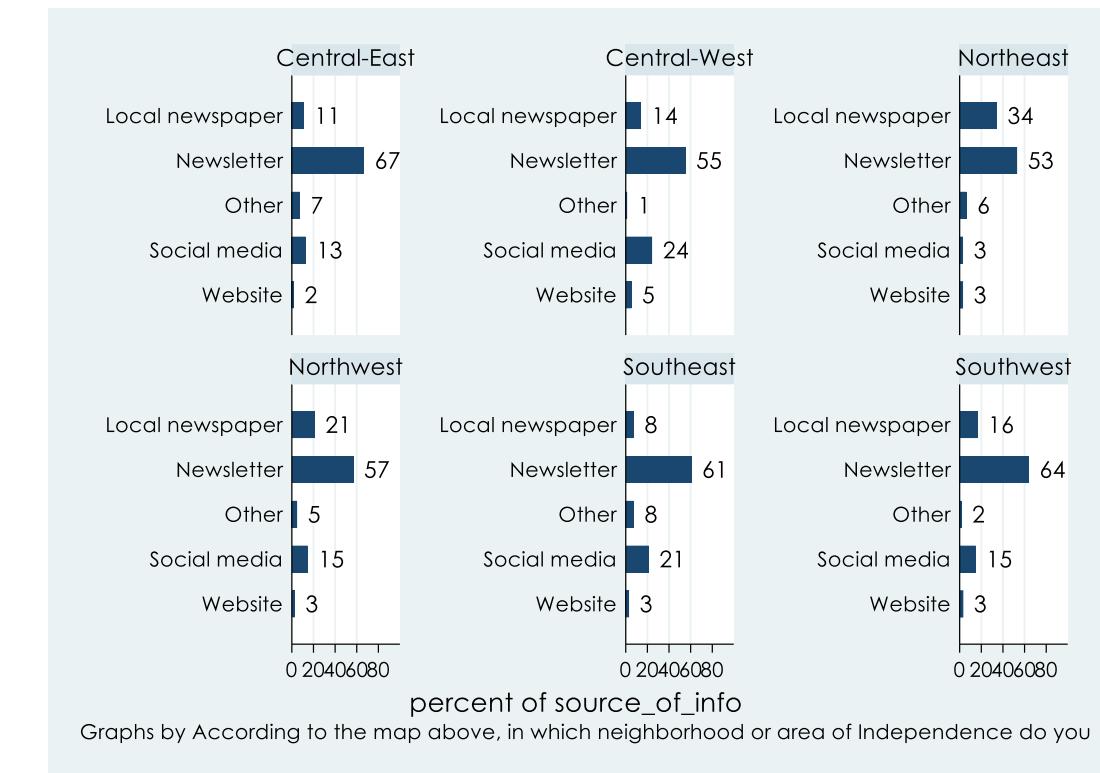
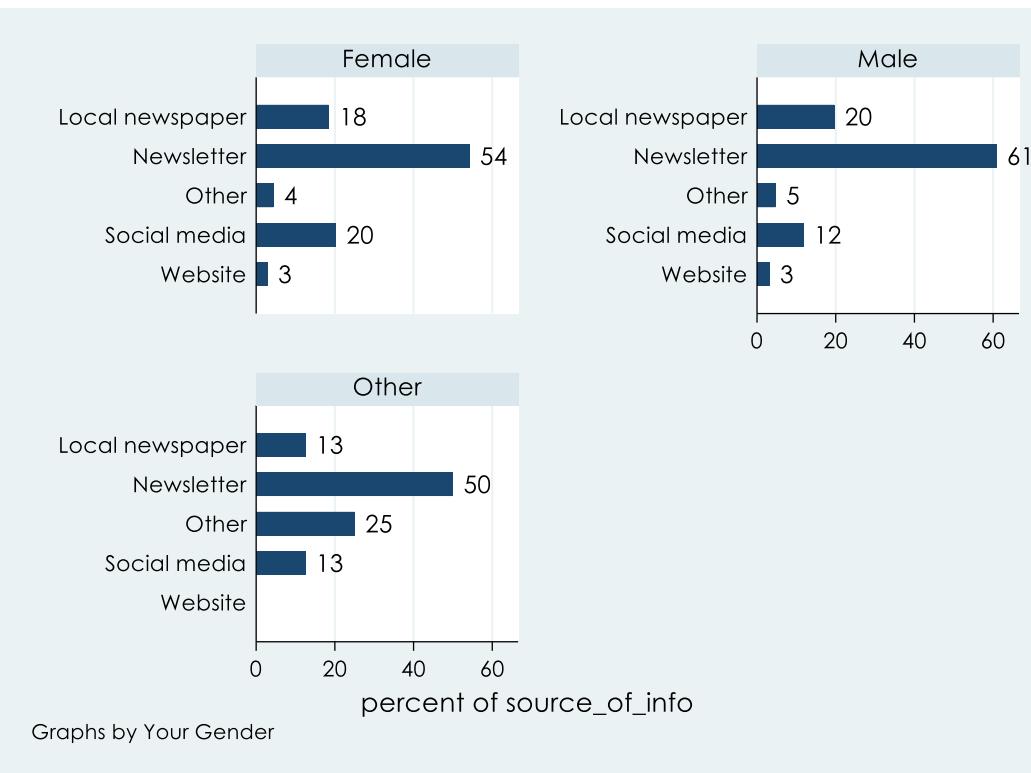
Graphs by What is your age?



Men use the newsletter slightly more, and women use social media slightly more. There is also some variance by where people live and how much they use certain mediums

## Q17 Which of the following are your primary sources of information about City issues, services, and events?

2023





## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

## City Processes: raw satisfaction scores for question in category

### Q15: Satisfaction with City Processes

by percentage of respondents(excluding 'don't know')

Overall customer service for the zoning/platting process



Overall customer service when obtaining a building permit



Overall experience in obtaining a building permit



Overall experience in obtaining land development information and/or approvals (e



Timeliness of obtaining a building permit



Timeliness of obtaining zoning/platting approvals



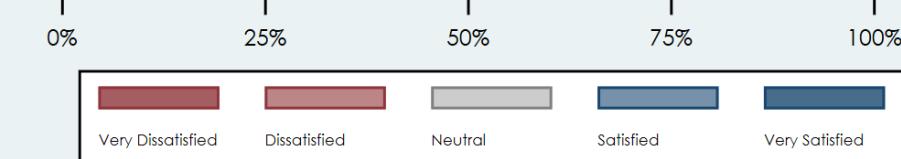
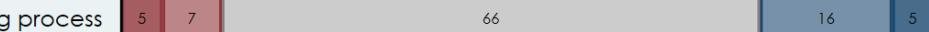
Understanding of City building codes



Understanding of the building permit process



Understanding of zoning/platting process





## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

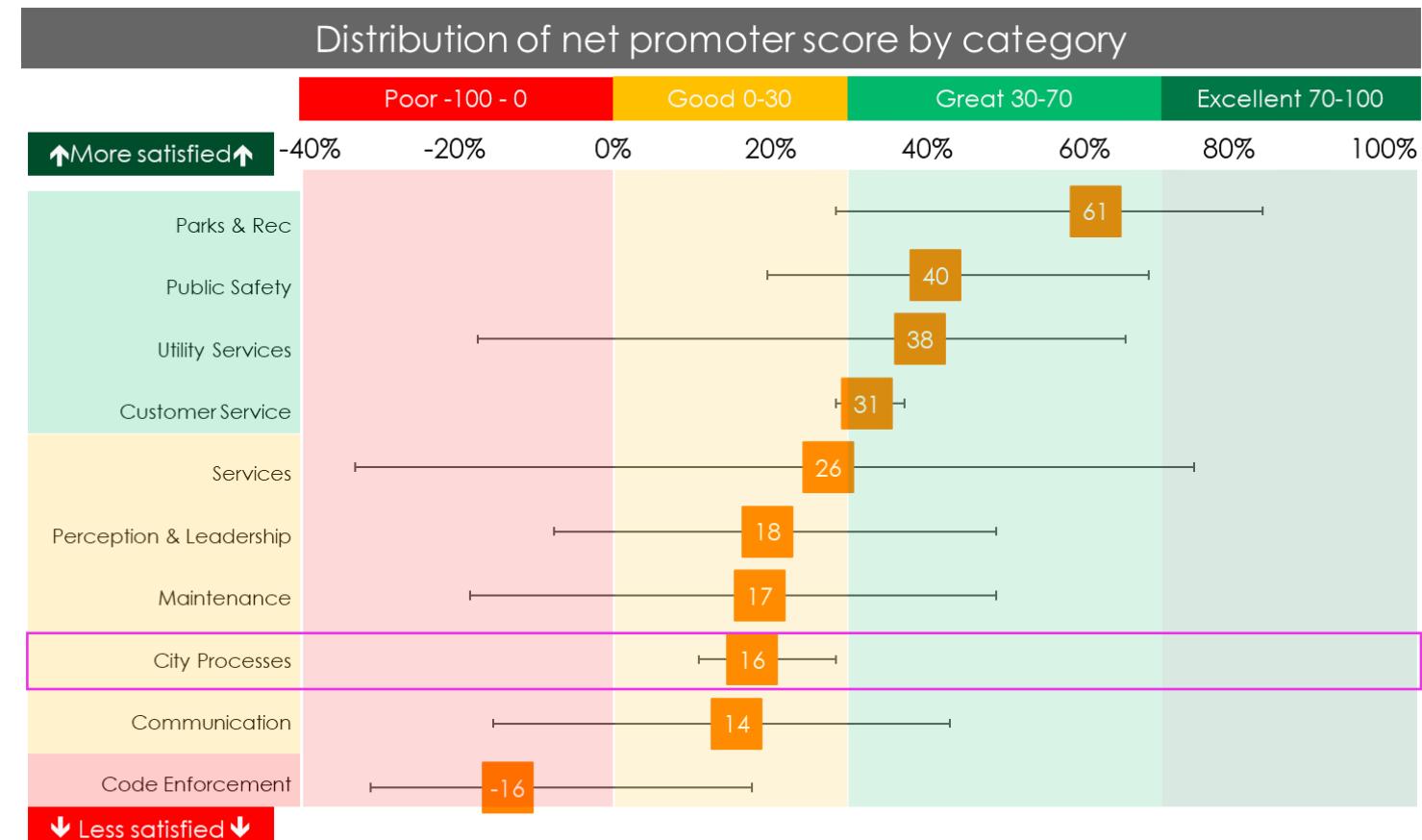
Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

## City Processes: compared to other areas





City processes scored good with a NPS of 16. This is below average for the city, with most areas scoring below the city average.

## City Processes: NPS by area

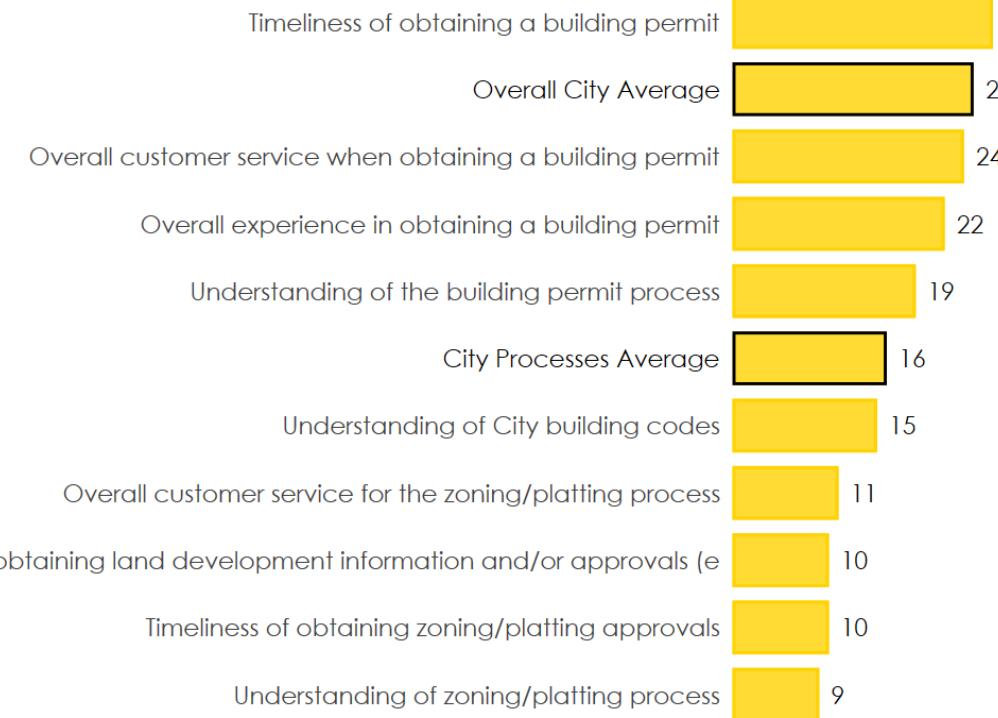
Poor -100 - 0

Good 0-30

Great 30-70

Excellent 70-100

**Averages**





Despite being below average, every single area has improved since 2021. Overall, the city process score has gone up 10 points—with an NPS 2.6x higher than last time

## City Processes: NPS by area

			Averages	2021 Score	Change
Poor -100 - 0	Good 0-30	Great 30-70	Excellent 70-100		
Timeliness of obtaining a building permit	27			14	▲13
Overall City Average	25			28	▼3
Overall customer service when obtaining a building permit	24			10	▲14
Overall experience in obtaining a building permit	22			11	▲11
Understanding of the building permit process	19			7	▲12
City Processes Average	16			6	▲10
Understanding of City building codes	15			4	▲11
Overall customer service for the zoning/platting process	11			2	▲19
Overall experience in obtaining land development information and/or approvals (e	10			1	▲9
Timeliness of obtaining zoning/platting approvals	10			6	▲4
Understanding of zoning/platting process	9			2	▲7



## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

## Code Enforcement: raw satisfaction scores for question in category

### Q10: Satisfaction with Code Enforcement

by percentage of respondents(excluding 'don't know')

Enforcing sign regulations



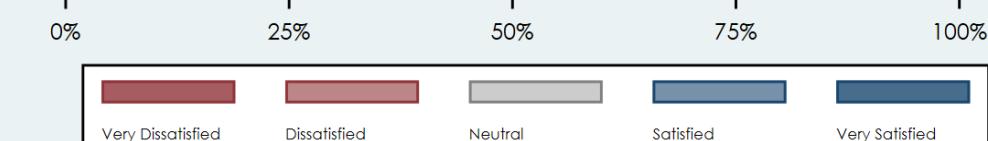
Enforcing the clean-up of debris on private properties

Enforcing the exterior maintenance of business properties

Enforcing the exterior maintenance of residential homes

Enforcing the maintenance of rental properties in your neighborhood

Enforcing the mowing and cutting of weeds on private properties





## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

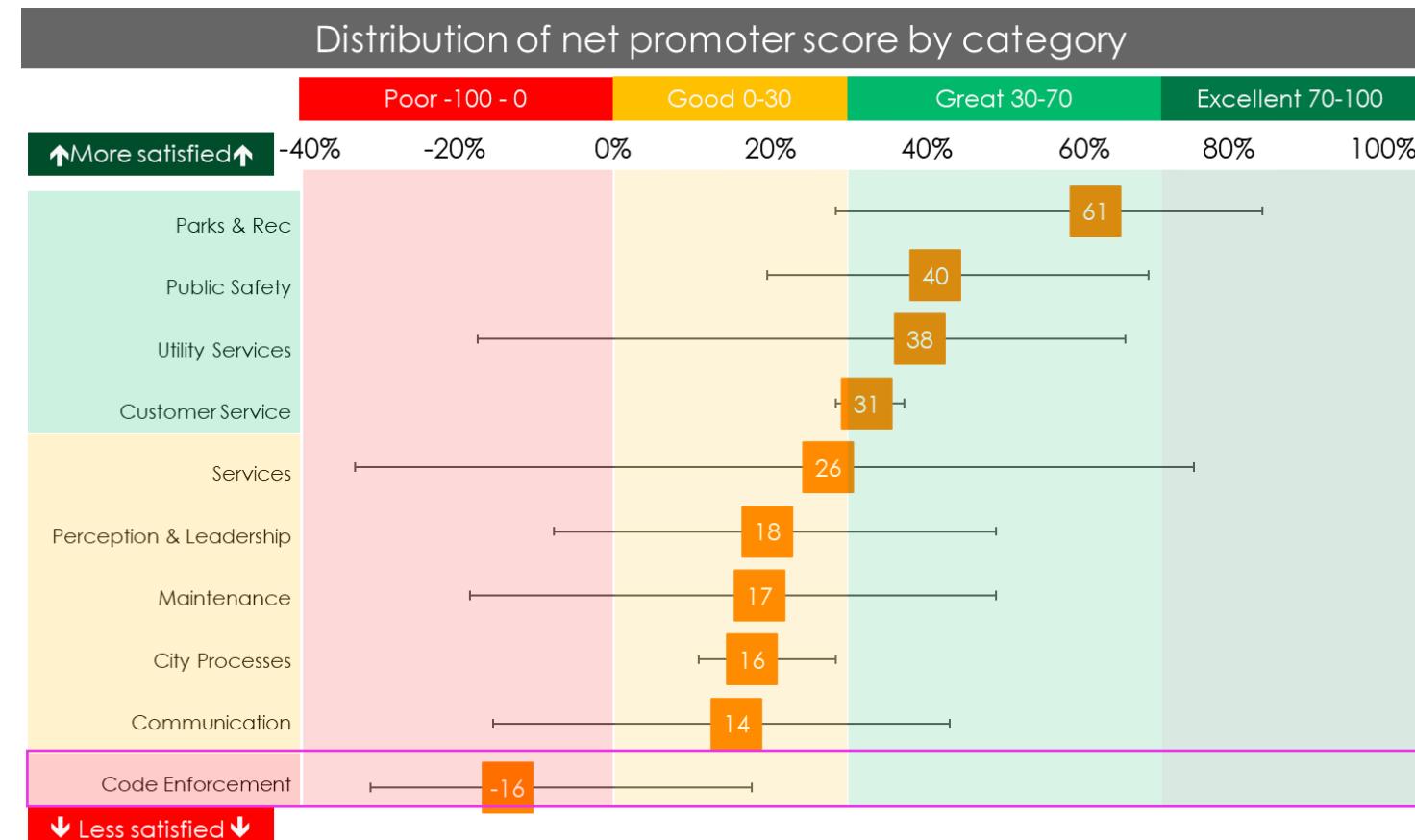
Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

## Code Enforcement: compared to other areas





The area that needs the most work is code enforcement. It scores an NPS of -16 (poor). All areas score below the city average

## Code Enforcement: NPS by area

Poor -100 - 0

Good 0-30

Great 30-70

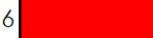
Excellent 70-100

**Averages**

Overall City Average  25

Enforcing sign regulations  16

Enforcing the exterior maintenance of business properties  7

-16  Code Enforcement Average

-19  Enforcing the maintenance of rental properties in your neighborhood

-32  Enforcing the mowing and cutting of weeds on private properties

-33  Enforcing the exterior maintenance of residential homes

-34  Enforcing the clean-up of debris on private properties

# Code Enforcement



Further troubling, each area of code enforcement has dropped dramatically since 2021. Every individual category dropped enough to get flagged as concerning

## Code Enforcement: NPS by area

Poor -100 - 0

Good 0-30

Great 30-70

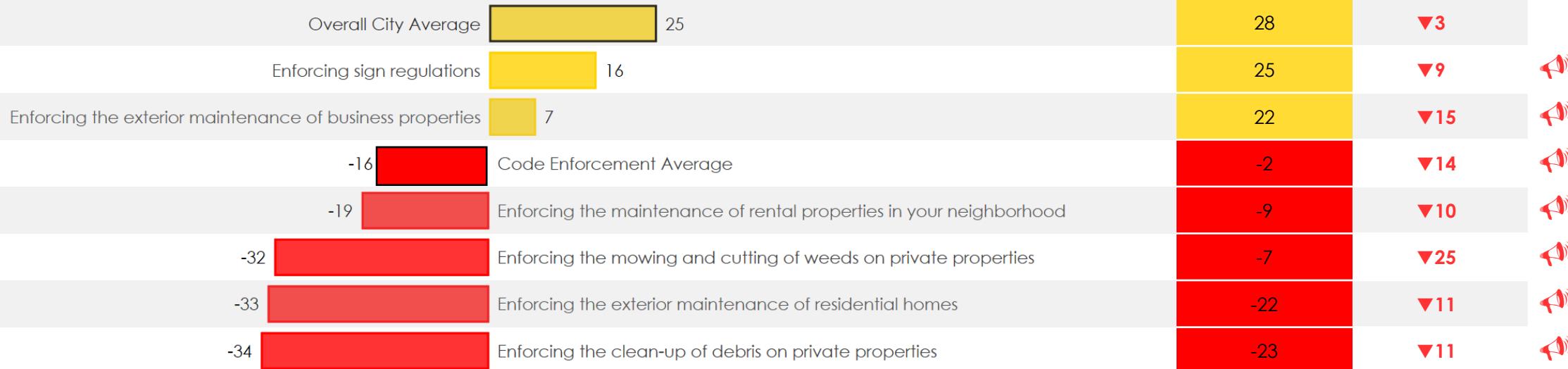
Excellent 70-100

Averages

Concerning

2021 Score

Change

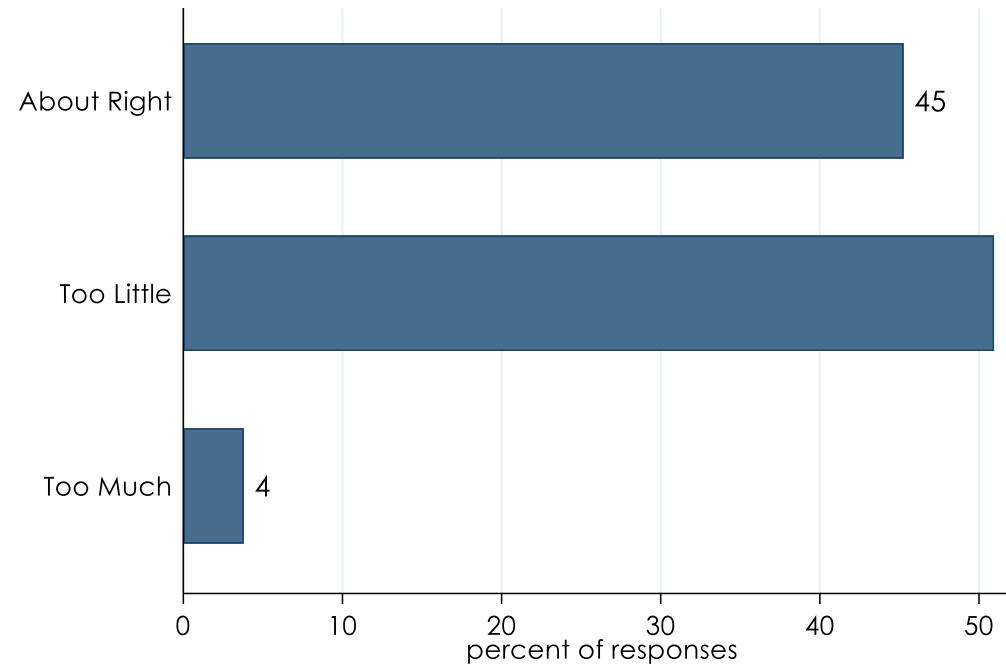




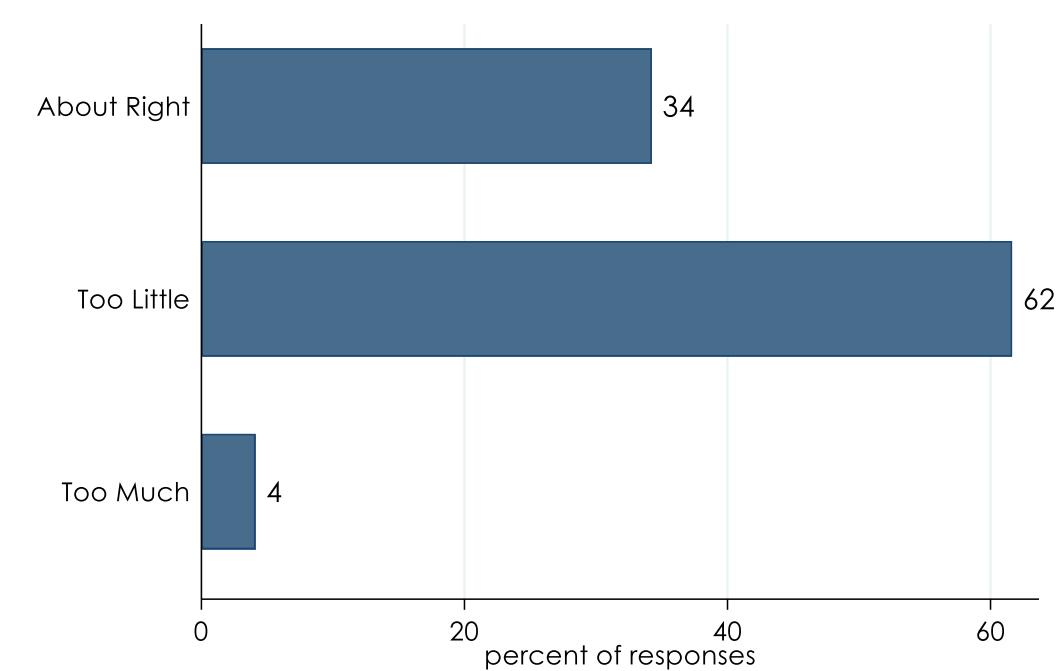
>60% of people think the codes are not enforced enough. This is up more than 10% since 2021

Q11 How would you describe the City's level of enforcement when it comes to codes and ordinances?

2021



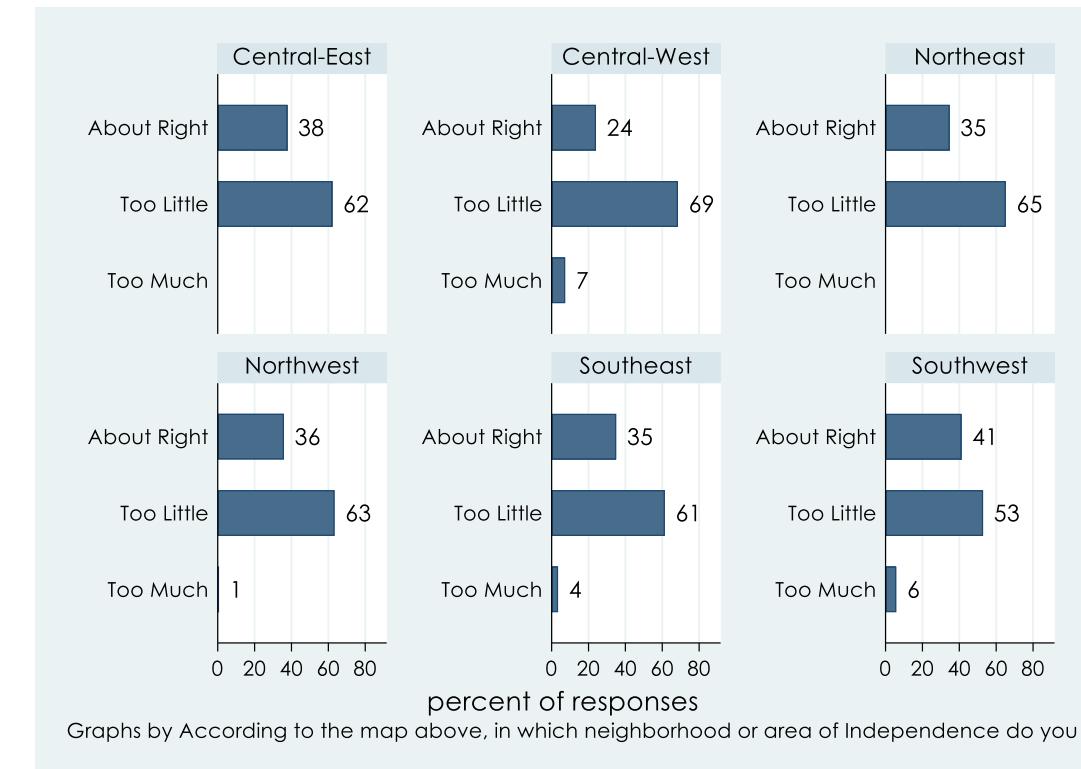
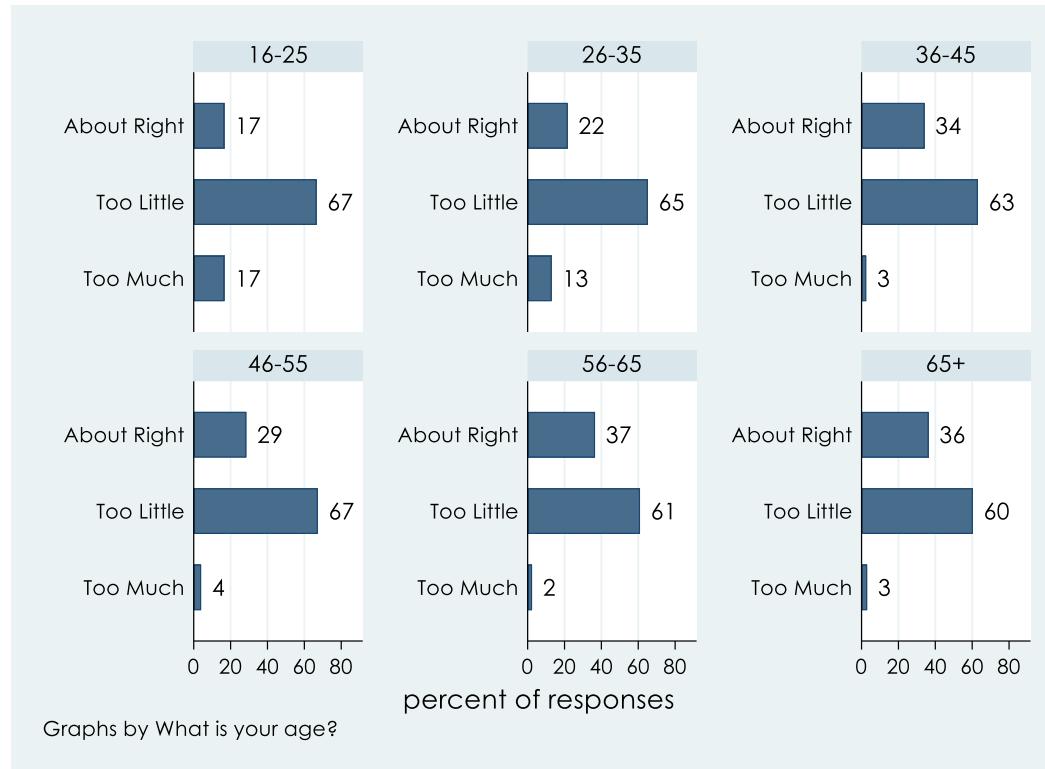
2023





There is no variance by age or community, the majority of residents in all cohorts see this areas as too little

## Q11 How would you describe the City's level of enforcement when it comes to codes and ordinances?





## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

Perception & Leadership

5 Year strategy plan priority

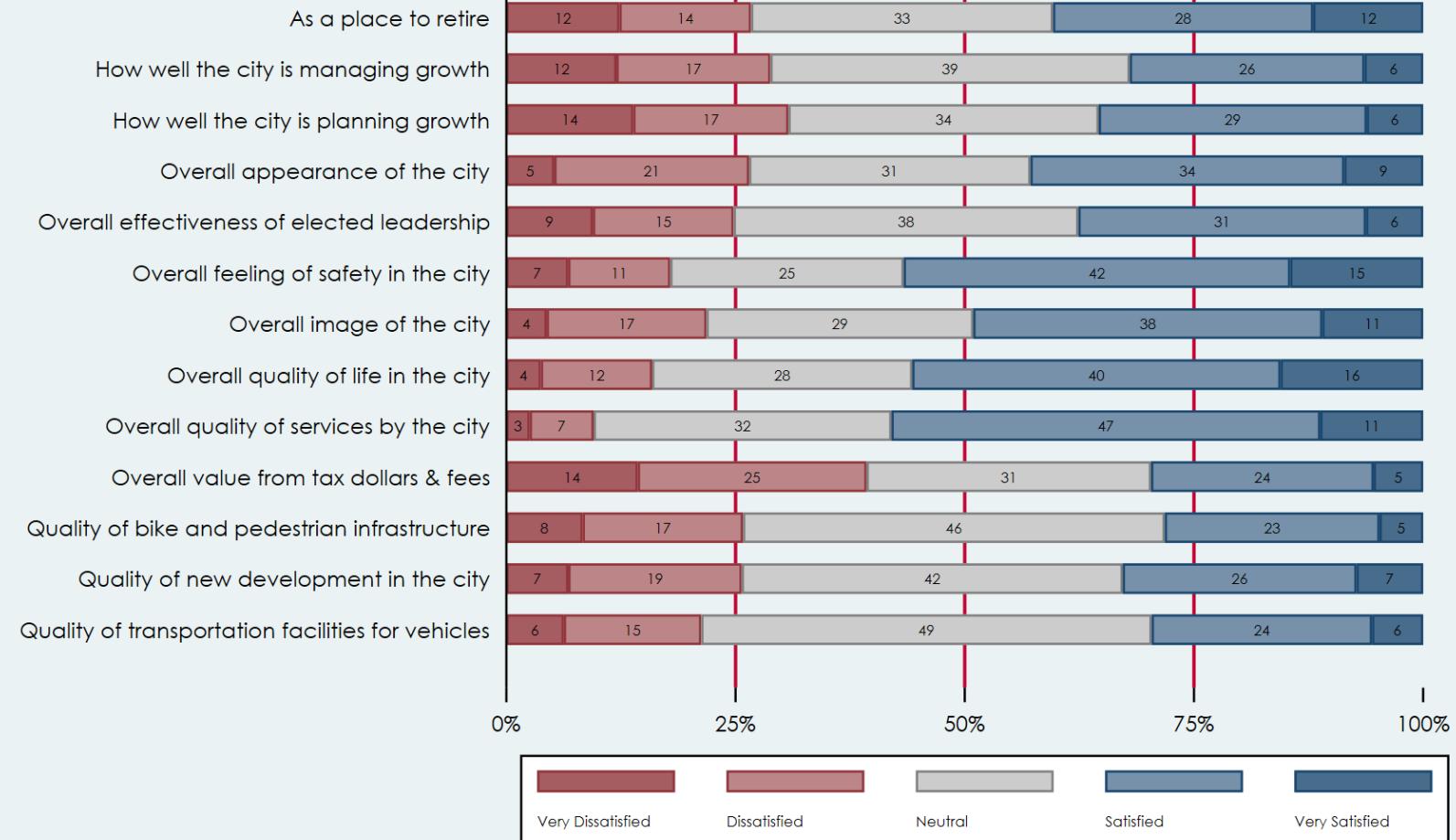
Next year's goals & planning

Living in Independence / Values

## Overall Perception: raw satisfaction scores

### Q4: Satisfaction with Overall Perception of Independence

by percentage of respondents(excluding 'don't know')



# Overall Perception



## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

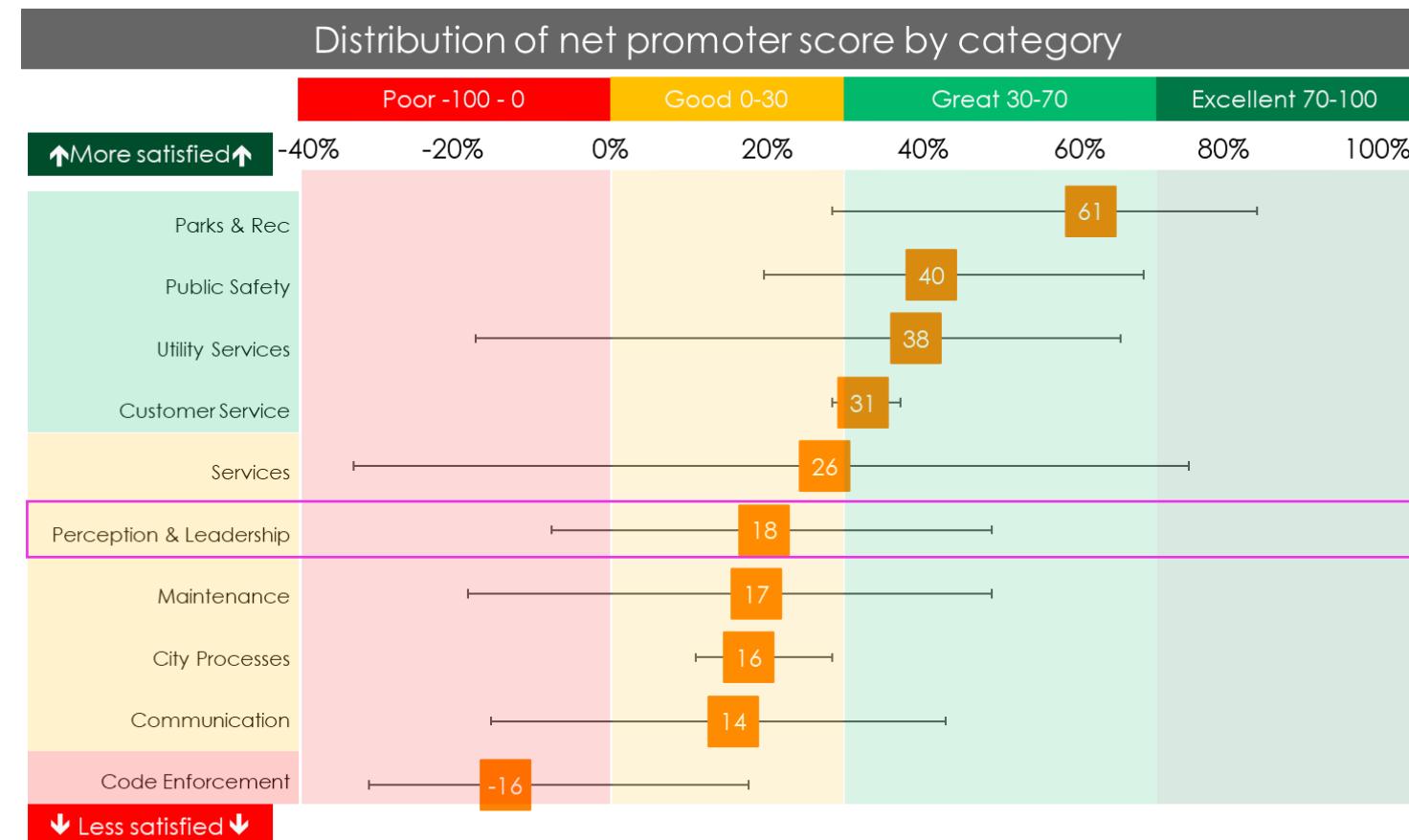
Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

Overall Perception: raw satisfaction scores for question in category



# Overall perception of Independence



The overall perception of independences is ~18—which is good

## Overall Perception: Net promoter score by question

Poor -100 - 0

Good 0-30

Great 30-70

Excellent 70-100

**Averages**

Overall quality of services provided by the City of Independence 48

Overall quality of life in the city 40

Overall feeling of safety in the city 39

Overall image of the city 27

Overall City Average 25

Overall Perception of Independence Average 18

Overall appearance of the city 16

As a place to retire 14

Overall effectiveness of leadership provided by the city's elected officials 13

Quality of transportation facilities for vehicles 8

Quality of new development in the city 7

How well the city is planning growth 5

How well the city is managing growth 3

Quality of bike and pedestrian infrastructure 2

-10

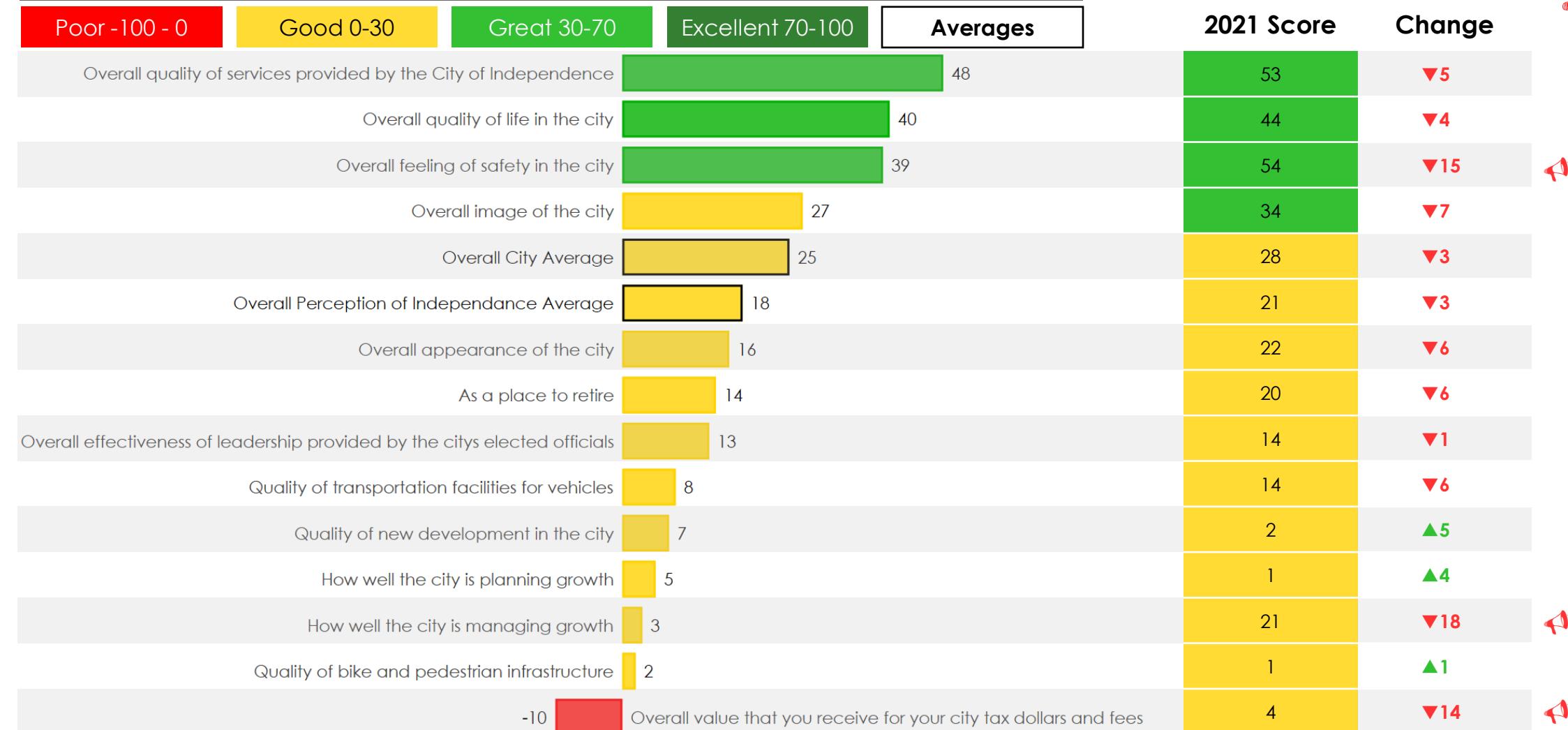
Overall value that you receive for your city tax dollars and fees



# Overall perception of Independence

Scores have generally decreased since 2021. Overall perception NPS is down 14% (3 points)

## Overall Perception: Net promoter score by question



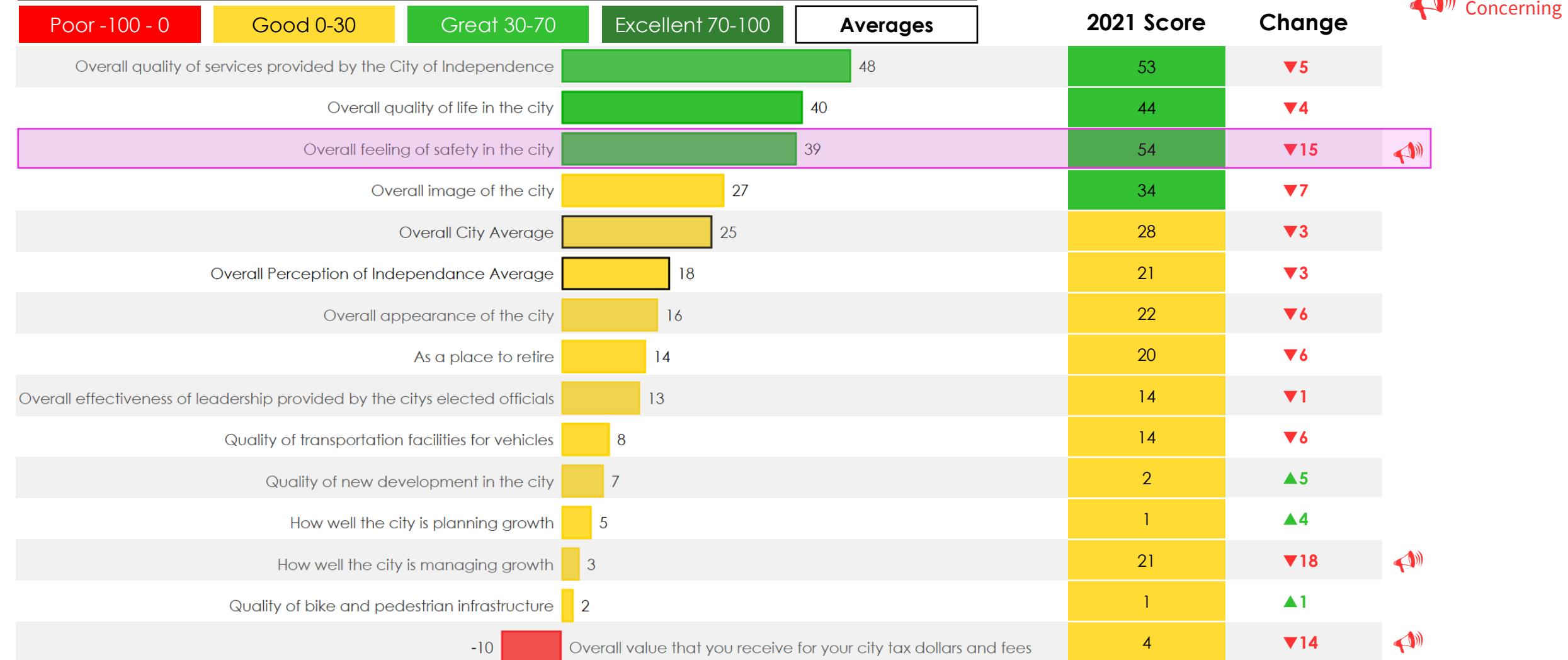
Concerning  
Megaphone



# Overall perception of Independence

Overall, safety scores high but has decreased. We will cover more on this in the "Public Safety" section.

## Overall Perception: Net promoter score by question



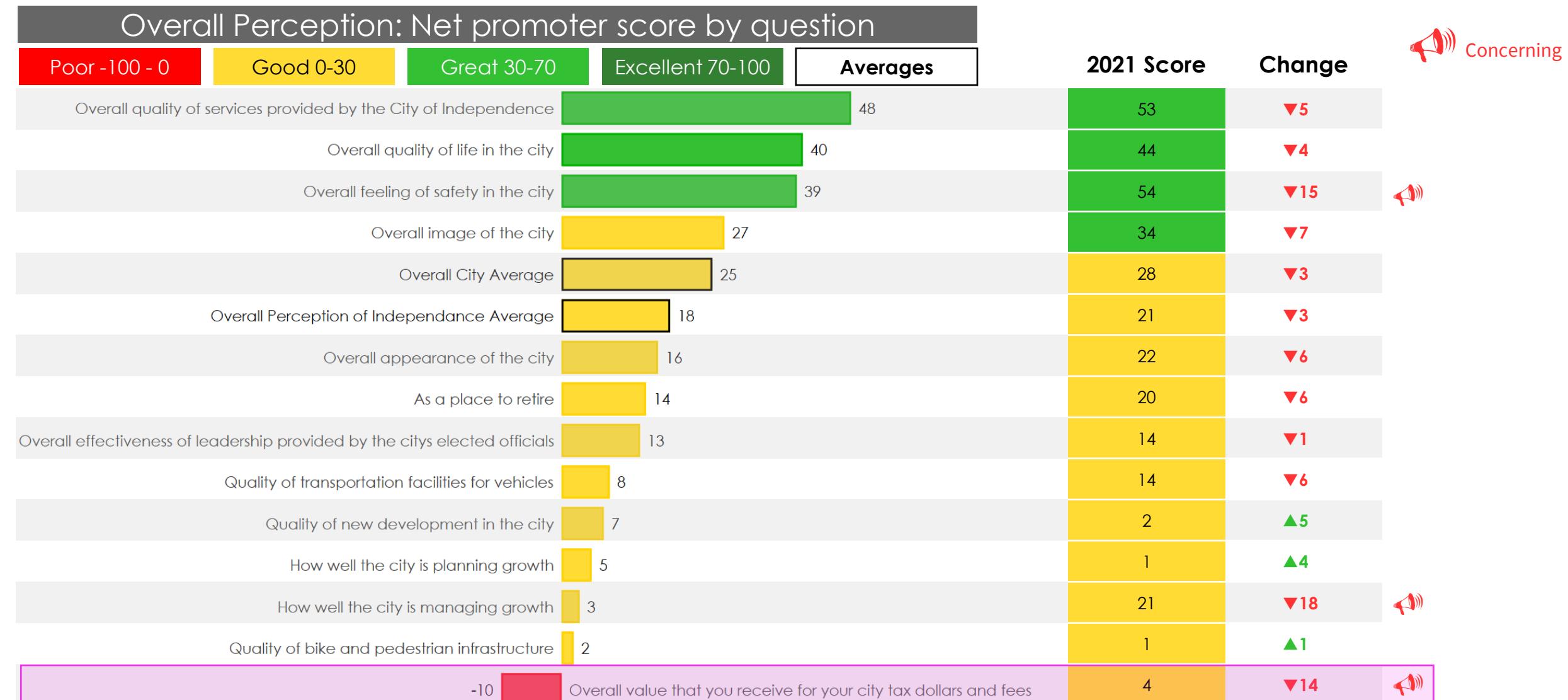
Concerning



# Overall perception of Independence

Overall value for tax dollars dropped 14 points key driver of decrease. This could be related to the economy.

## Overall Perception: Net promoter score by question

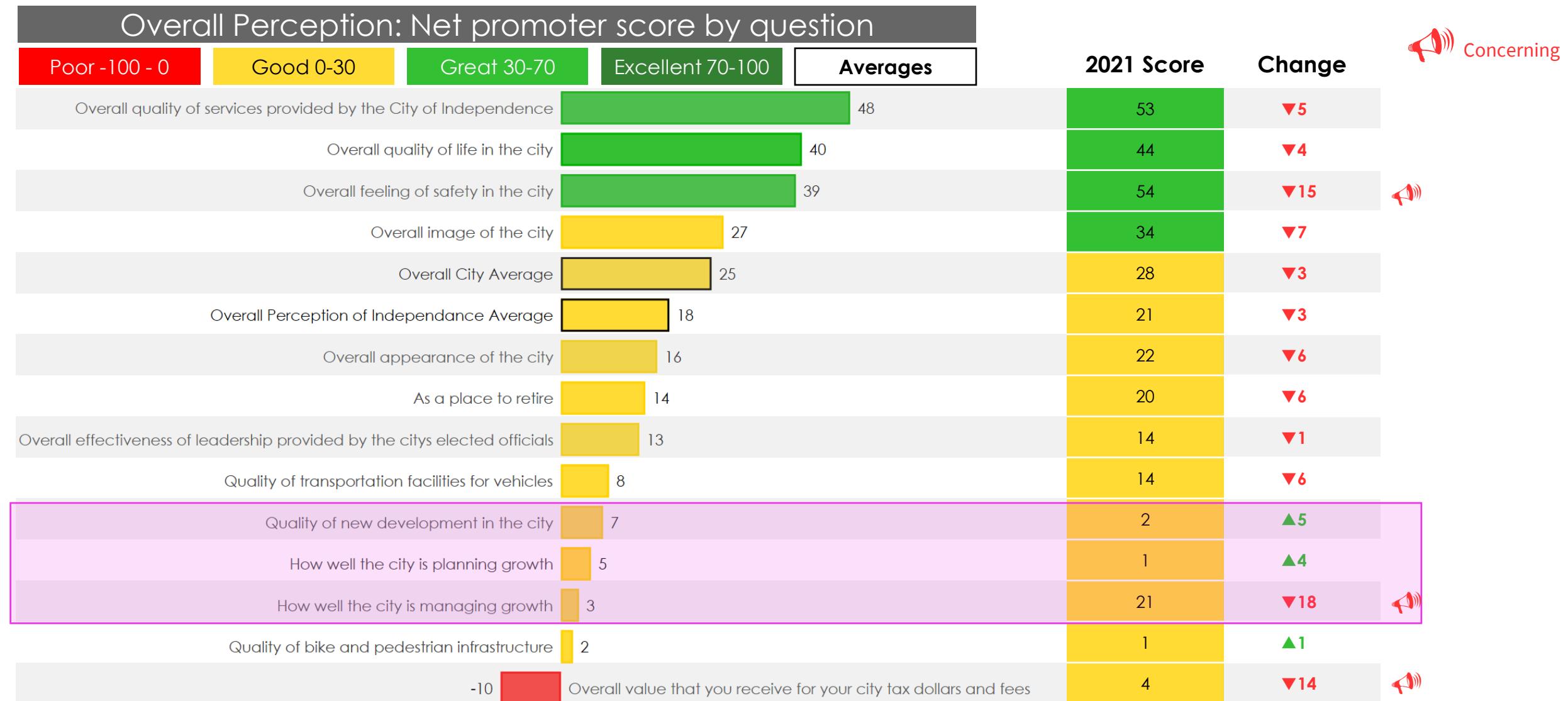




# Overall perception of Independence

The primary drivers of lower satisfaction are related to growth and development. Some have increased others decreased. Let's explore more

## Overall Perception: Net promoter score by question





# Overall perception of Independence

Middle-aged cohorts feel generally more dissatisfied than other age groups with tax value. There is also some variance by income

## Overall Perception: Net promoter score by question

Poor -100 - 0

Good 0-30

Great 30-70

Excellent 70-100

Averages

How well the city is managing growth

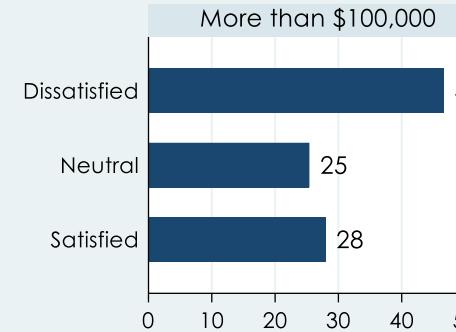
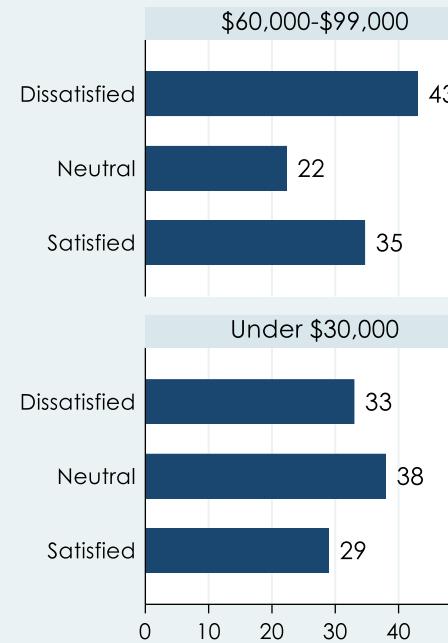
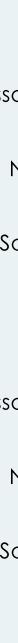
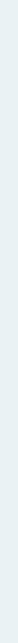
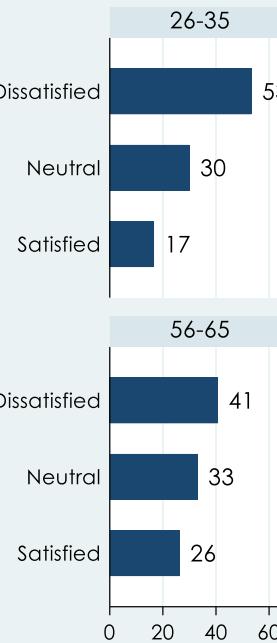
3

Quality of bike and pedestrian infrastructure

2

-10

Overall value that you receive for your city tax dollars and fees



Graphs by What is your age?



# Overall perception of Independence

Age and the location of respondents also played a role in feelings of growth. Northeast & Southwest were the most dissatisfied with how the city is managing growth

## Overall Perception: Net promoter score by question

Poor -100 - 0

Good 0-30

Great 30-70

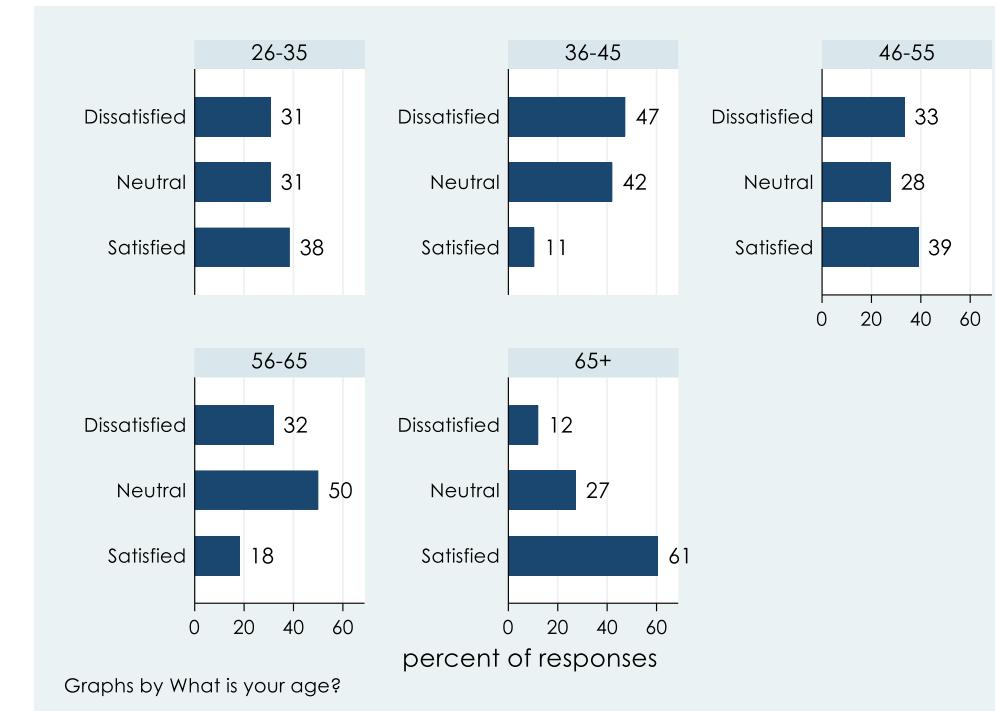
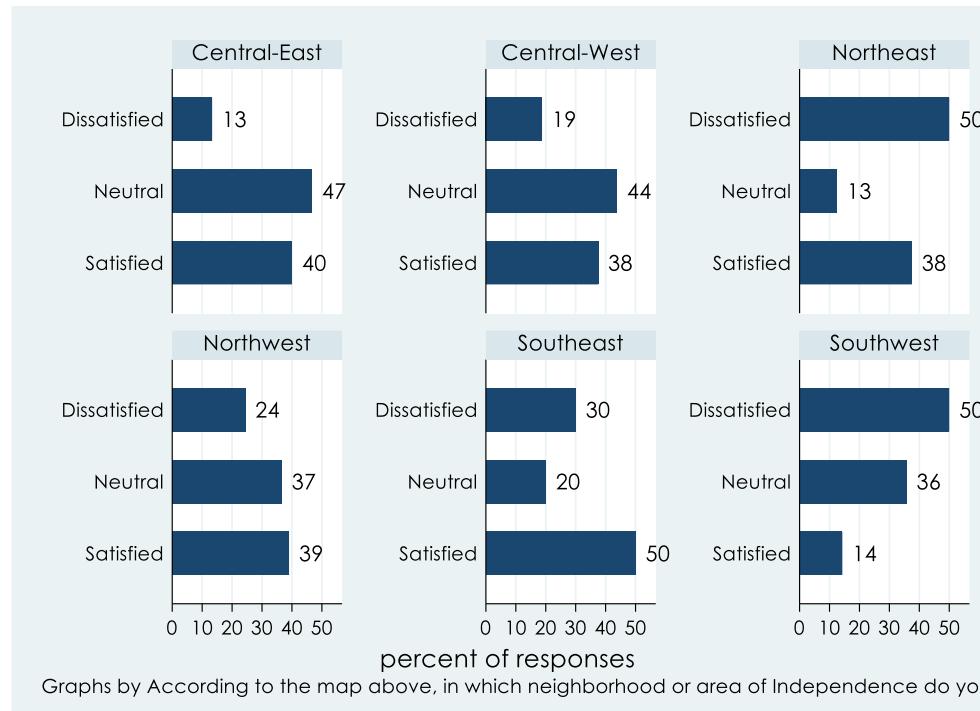
Excellent 70-100

Averages

How well the city is managing growth 3

Quality of bike and pedestrian infrastructure 2

-10 Overall value that you receive for your city tax dollars and fees



# Overall perception of Independence



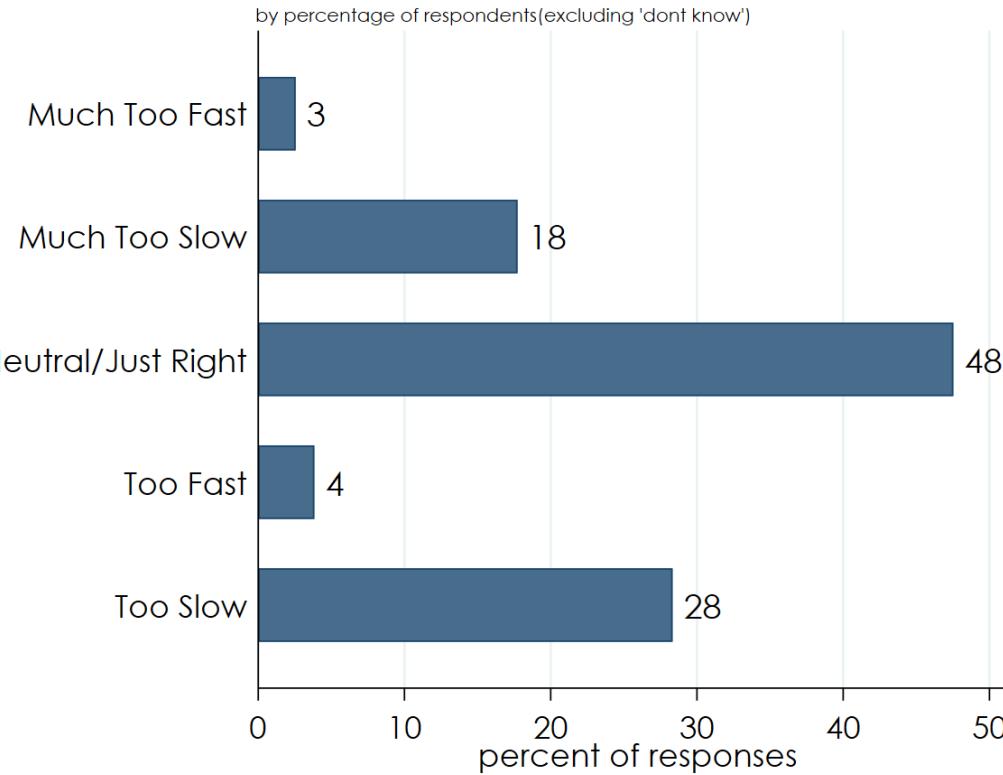
Regarding the current pace of growth, there is a 50/50 split in thinking the pace is "Just right" vs slower than it should be

Rate the city's current pace of development in each of the following areas:

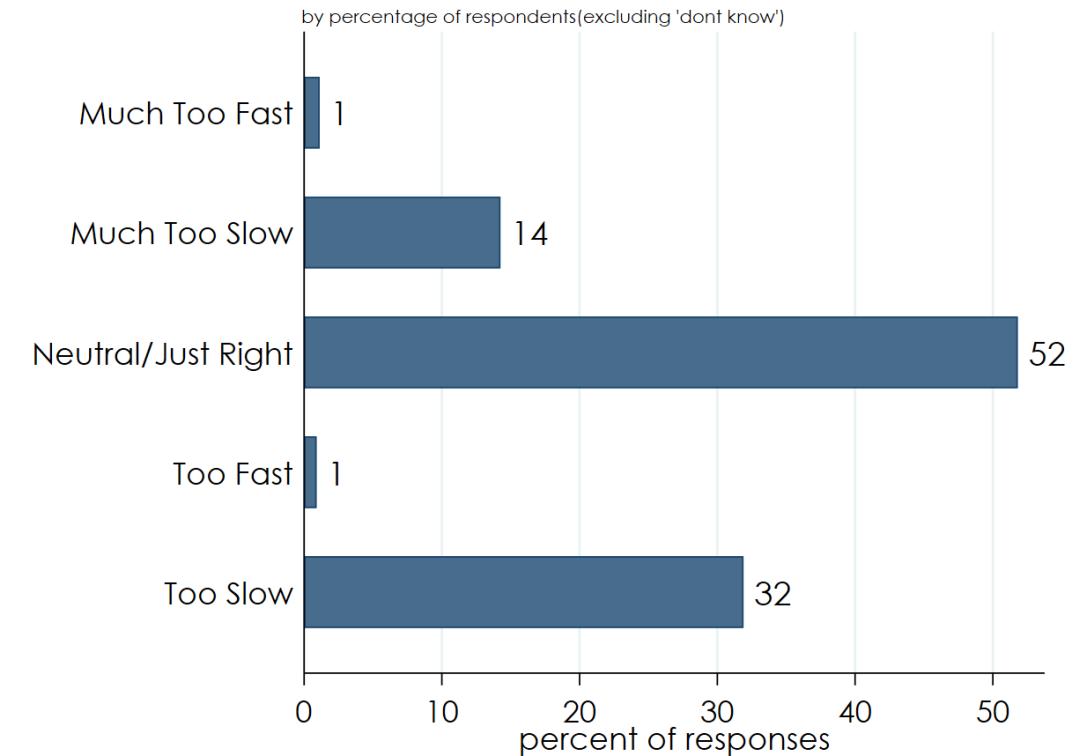
2021

2023

## Office/Commercial development



## Office/Commercial development





# Overall perception of Independence

Employment does not explain as much of this split as in 2021. Still, those who are unemployed see development as “Just Right” other employment situations are more split.

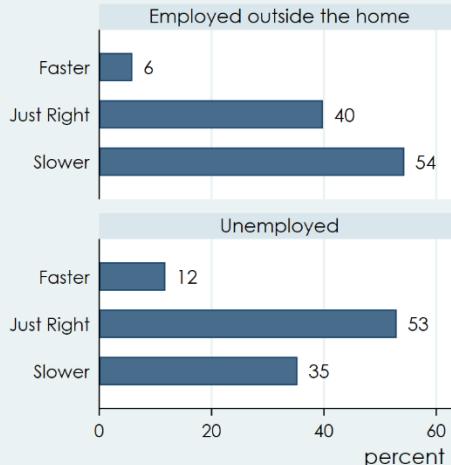
Rate the city's current pace of development in each of the following areas:

2021

2023

## Office/Commercial development

by percentage of respondents (excluding 'don't know')





# Overall perception of Independence

~51% of respondents see industrial development as being slower than it should be. 29% more (a 10 point increase) see it as just right.

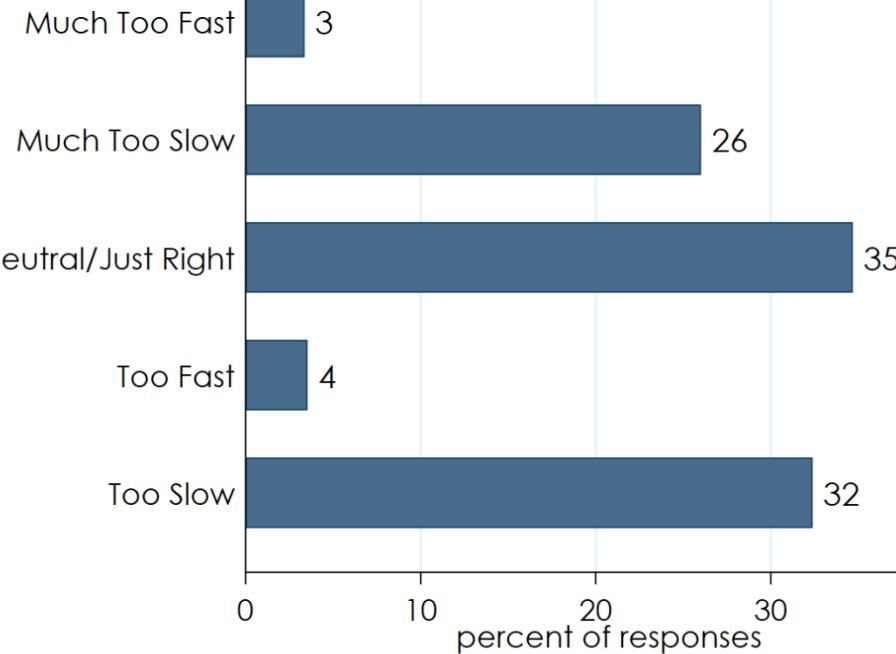
Rate the city's current pace of development in each of the following areas:

2021

2023

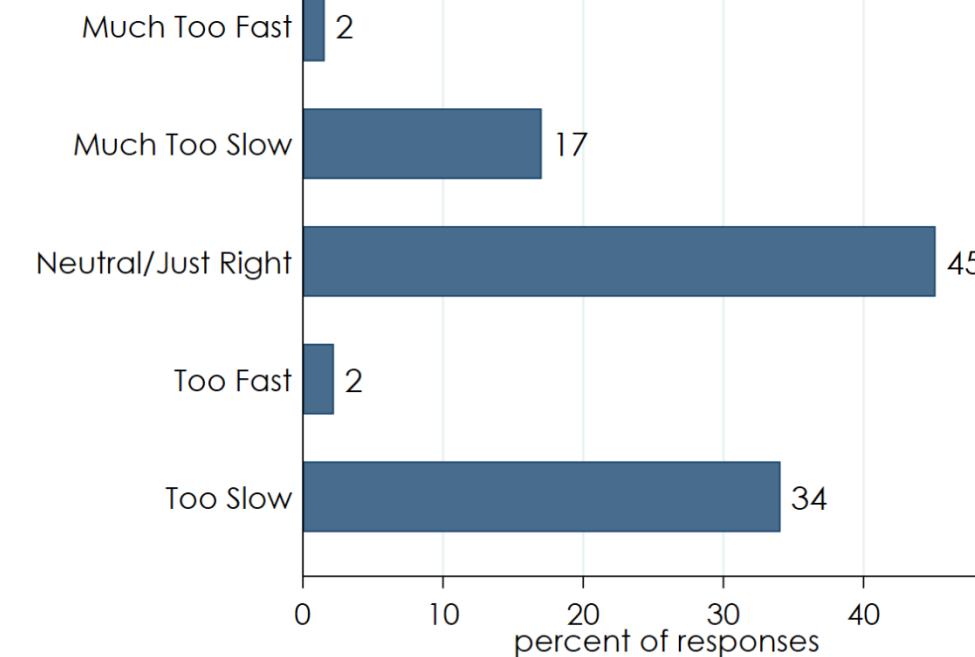
## Industrial development

by percentage of respondents(excluding 'dont know')



## Industrial development

by percentage of respondents(excluding 'dont know')





# Overall perception of Independence

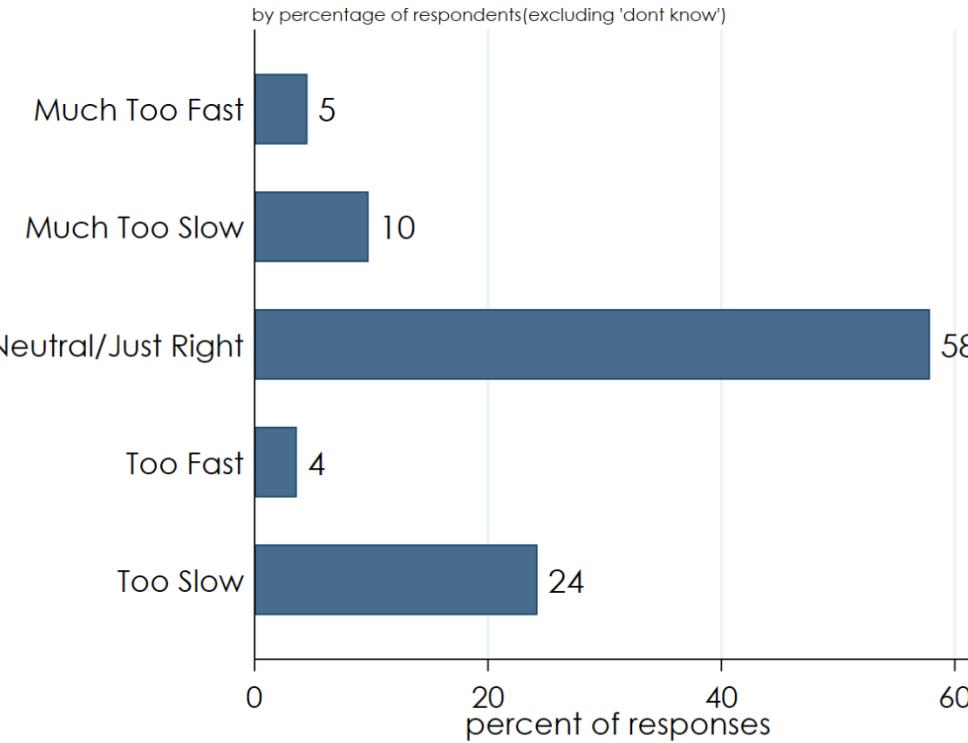
51% of respondents see multi-family residential development as being on track—a 7-point decrease since 2021. Again, the town is split as ~44% see development as too slow

Rate the city's current pace of development in each of the following areas:

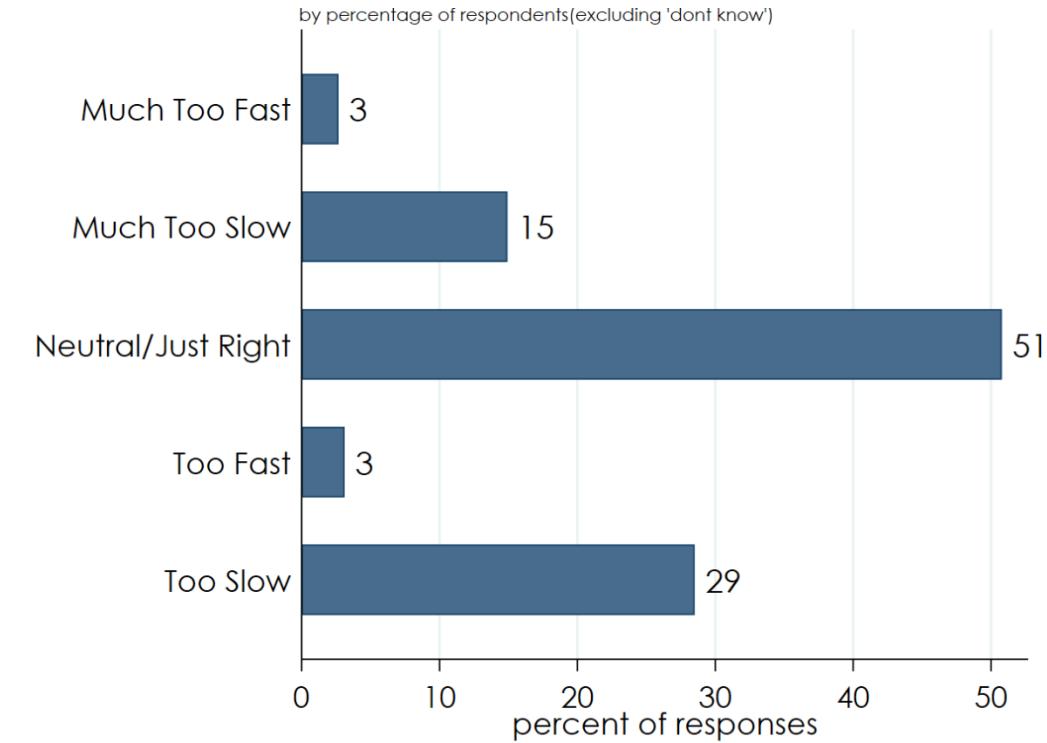
2021

2023

## Multi-family residential development



## Multi-family residential development



# Overall perception of Independence

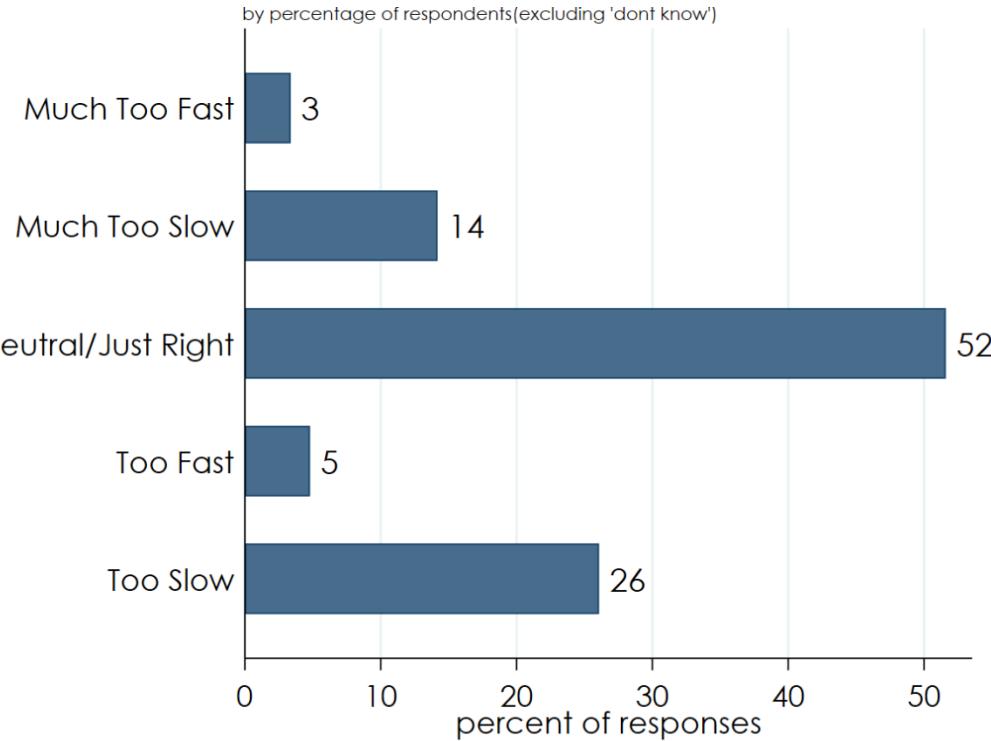


~45% of respondents see single-family residential development as being on track. However, nearly ~50% see it as being slow.

Rate the city's current pace of development in each of the following areas:

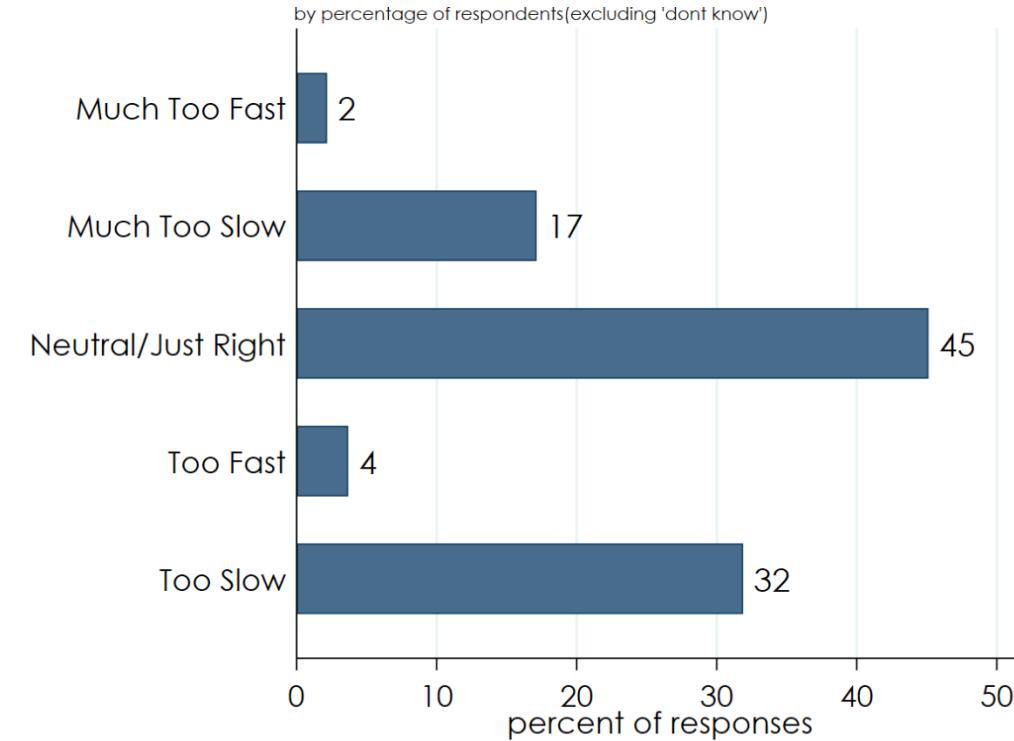
2021

## Single-family residential development



2023

## Single-family residential development





# Overall perception of Independence

Finally, ~56% of people see retail development as too slow

Rate the city's current pace of development in each of the following areas:

2021



2023





# Overall perception of Independence

Age plays a major role in opinions on development explaining a lot of the split opinion. For example, Those more likely to be starting new families 26-35 see single and multi-family residential development as being too slow compared to other ages

Rate the city's current pace of development in each of the following areas:

## Multi-family residential development

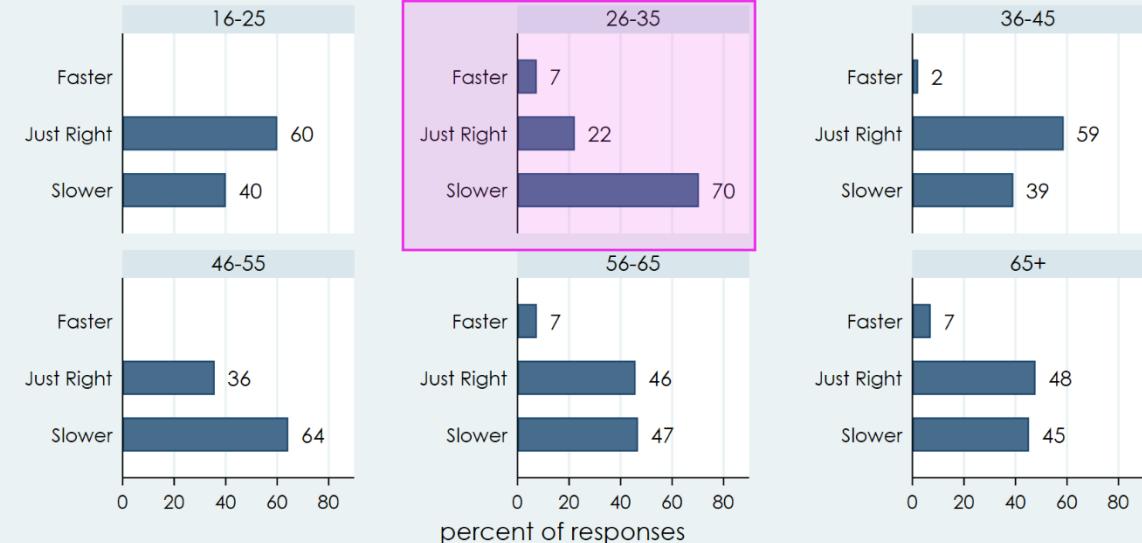
by percentage of respondents(excluding 'don't know')



Graphs by What is your age?

## Single-family residential development

by percentage of respondents(excluding 'don't know')



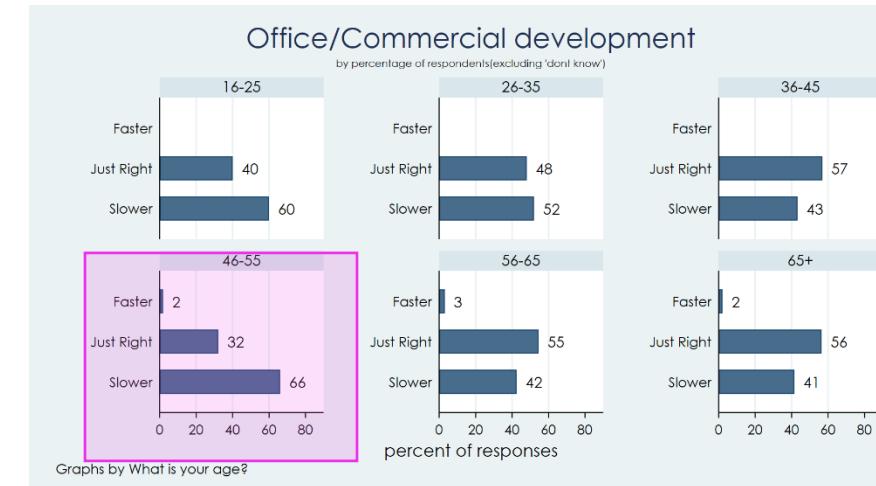
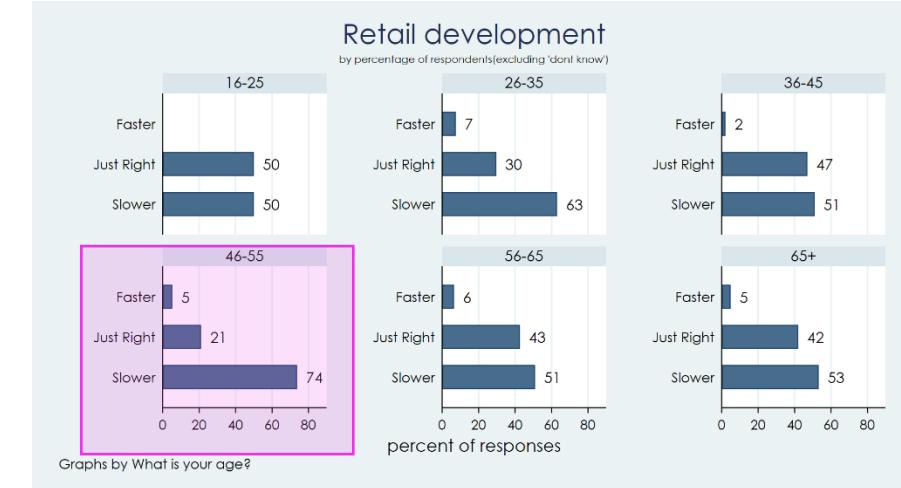
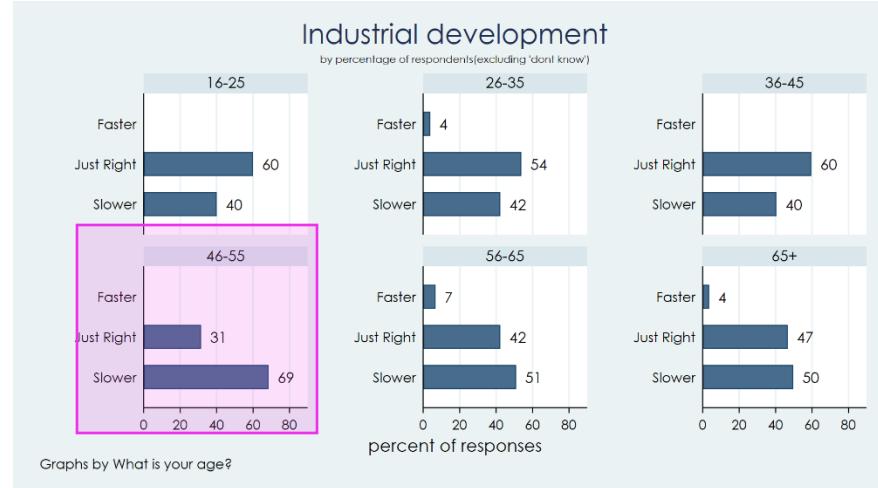
Graphs by What is your age?



# Overall perception of Independence

Likewise, those in middle ages (more established in their careers) are likely to think that business development is too slow compared to other ages

Rate the city's current pace of development in each of the following areas:





# Overall perception of Independence

For example, it should be noted that respondents under the age of 65 appear more dissatisfied overall—particularly with growth and development than older cohorts

## Overall Perception: Net promoter score by question

Poor -100 - 0

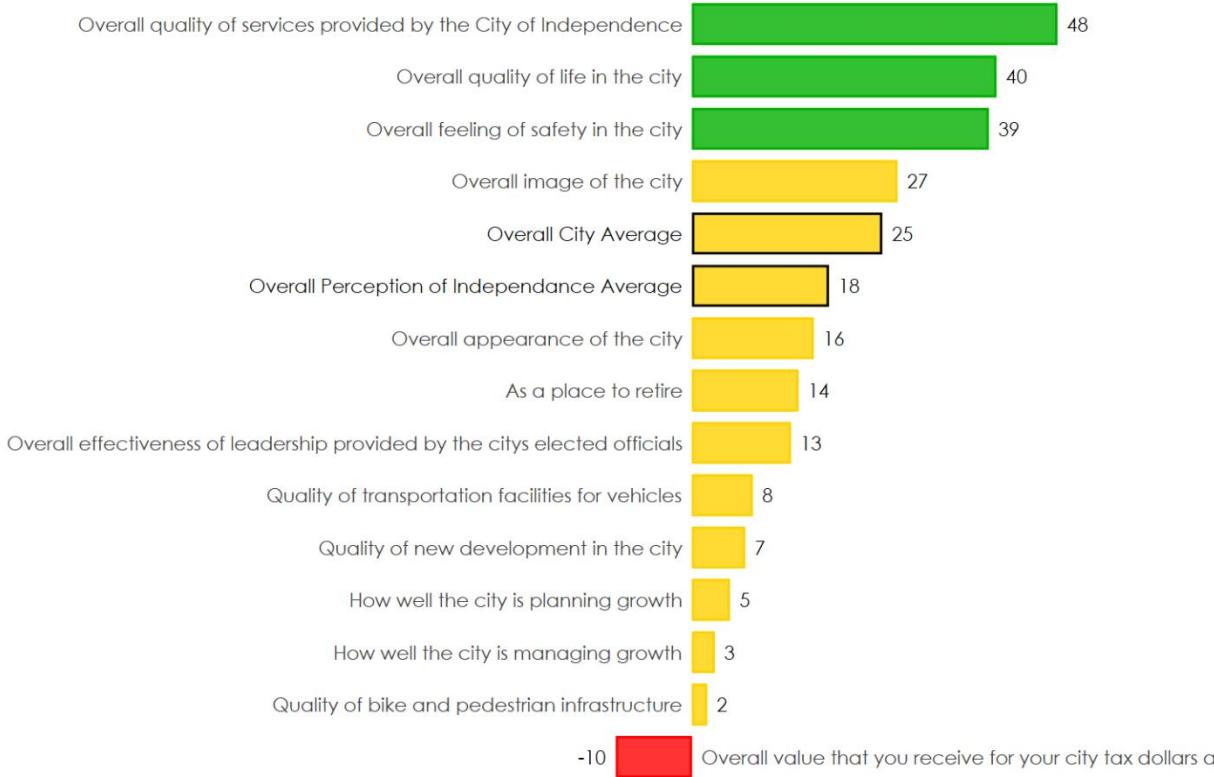
Good 0-30

Great 30-70

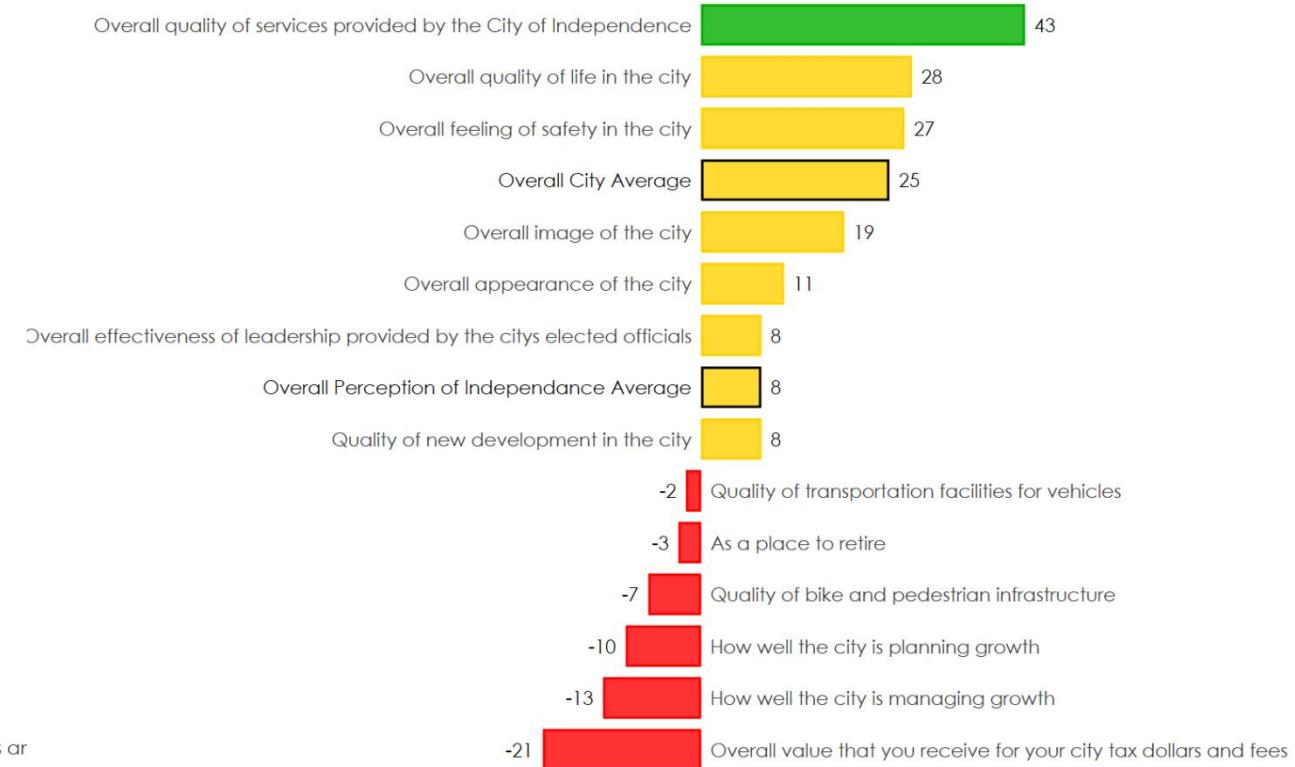
Excellent 70-100

Averages

### All respondents



### Younger than 65

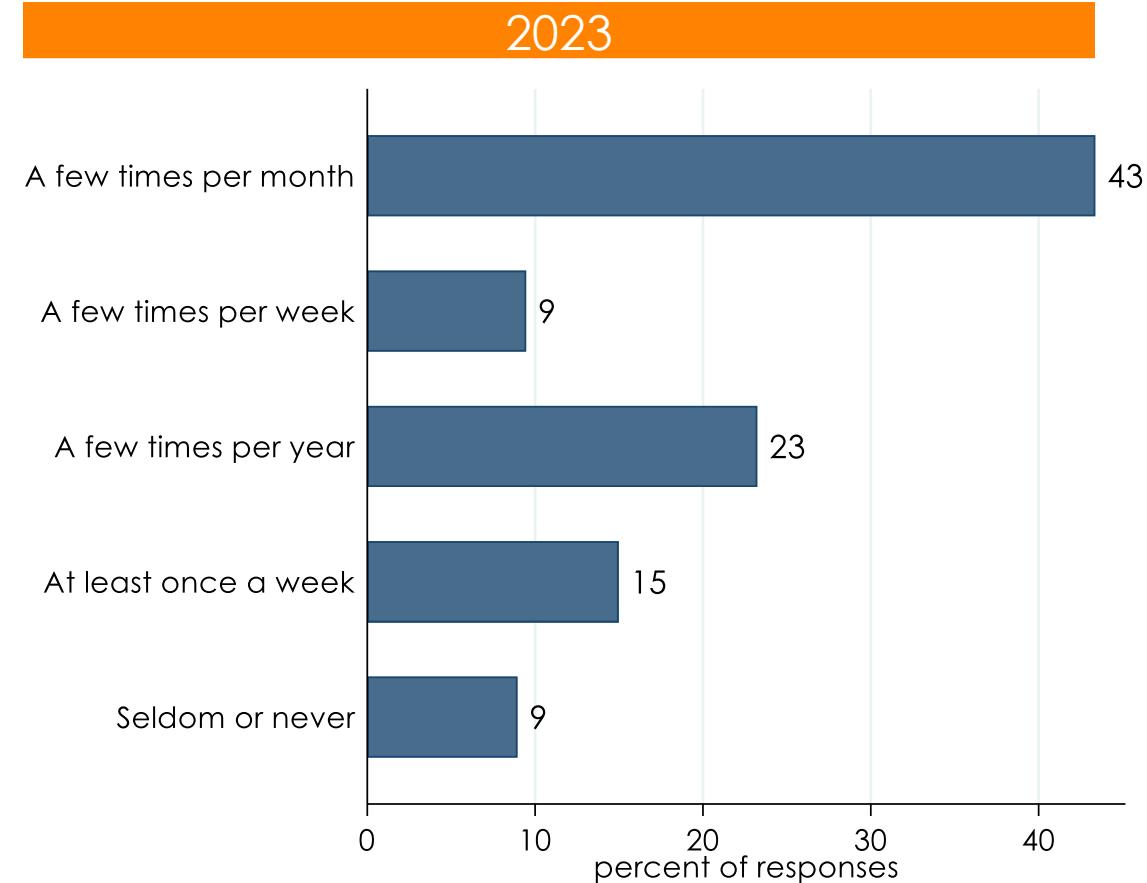
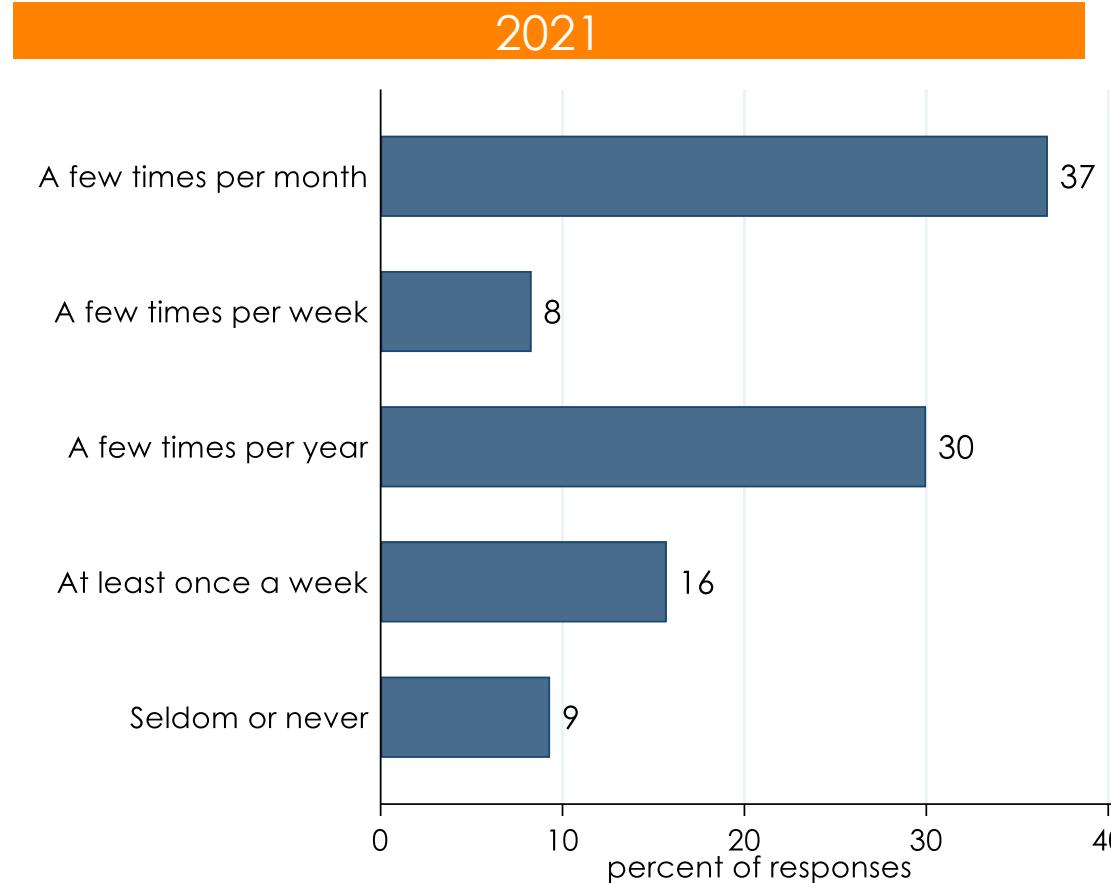




# Overall perception of Independence

One artifact of retail development being too slow is that ~67% of residents leave the city regularly to shop—this is a slight shift (2 points higher) than in 2021

Typically, how often do you shop online with stores outside of Independence?

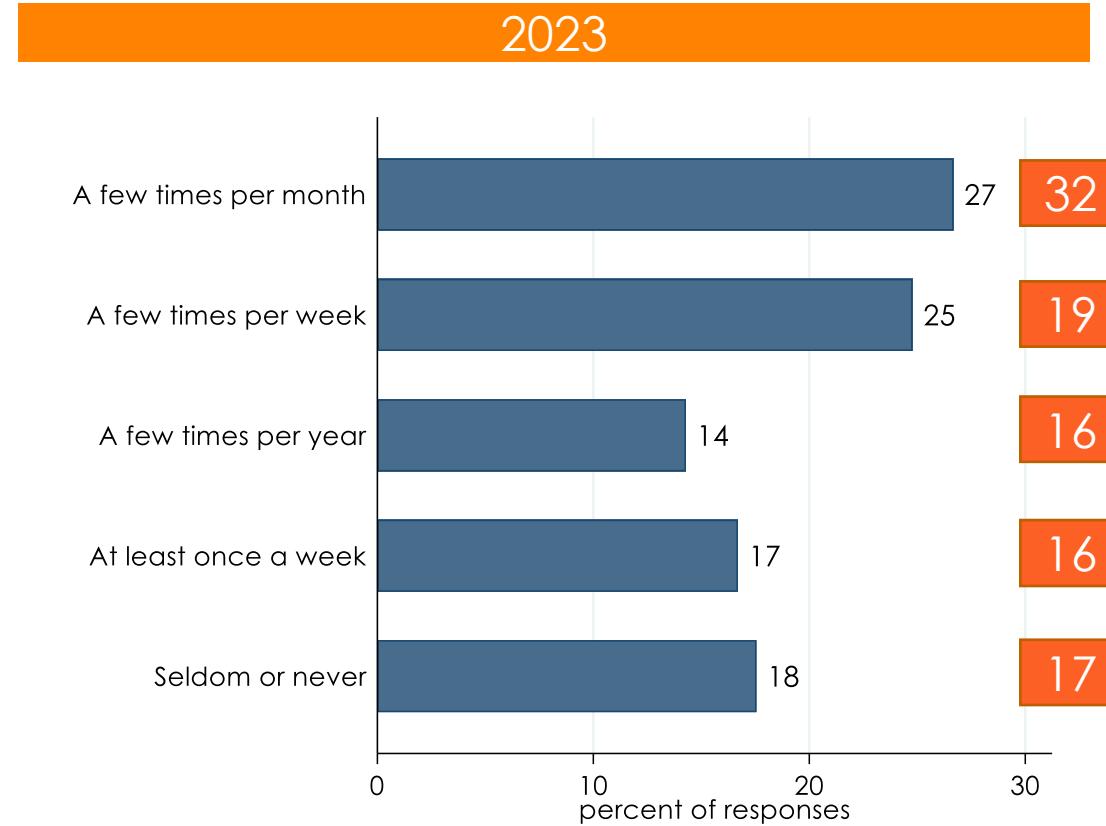
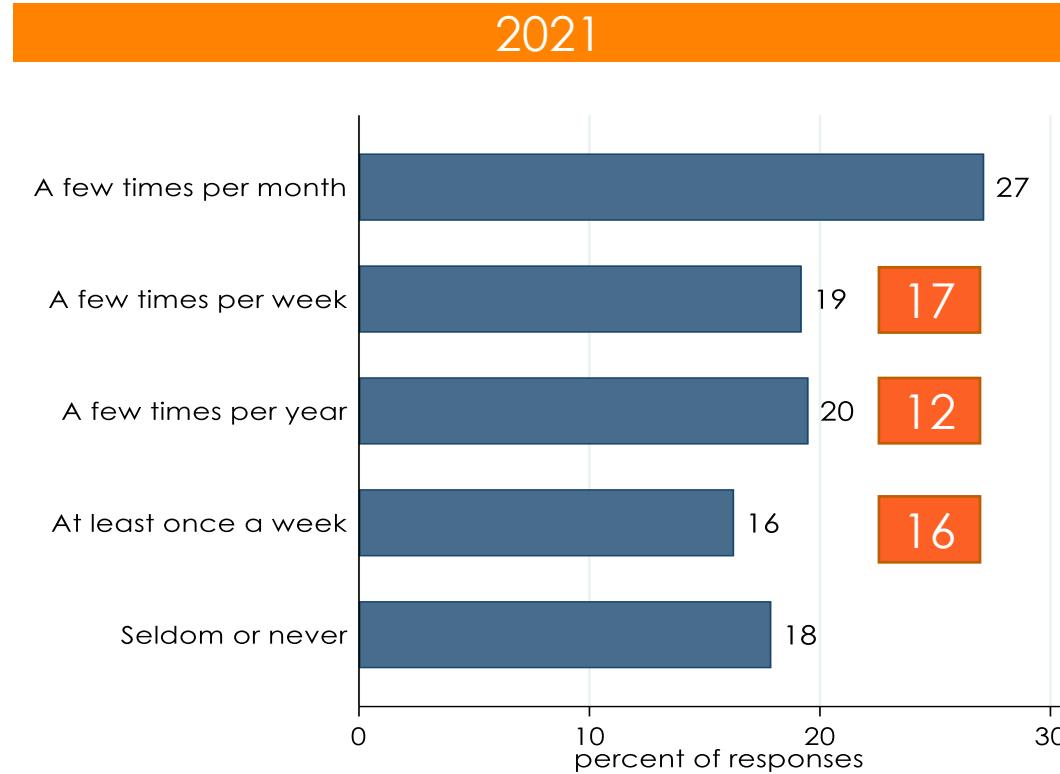




# Overall perception of Independence

Likewise, many turn to ecommerce for shopping. Compared to the US average, people in Independence shop online slightly more than others—both the nation and independence are doing more online shopping

Typically, how often do you shop online with stores outside of Independence?



US Average

TANNER

confidential 105

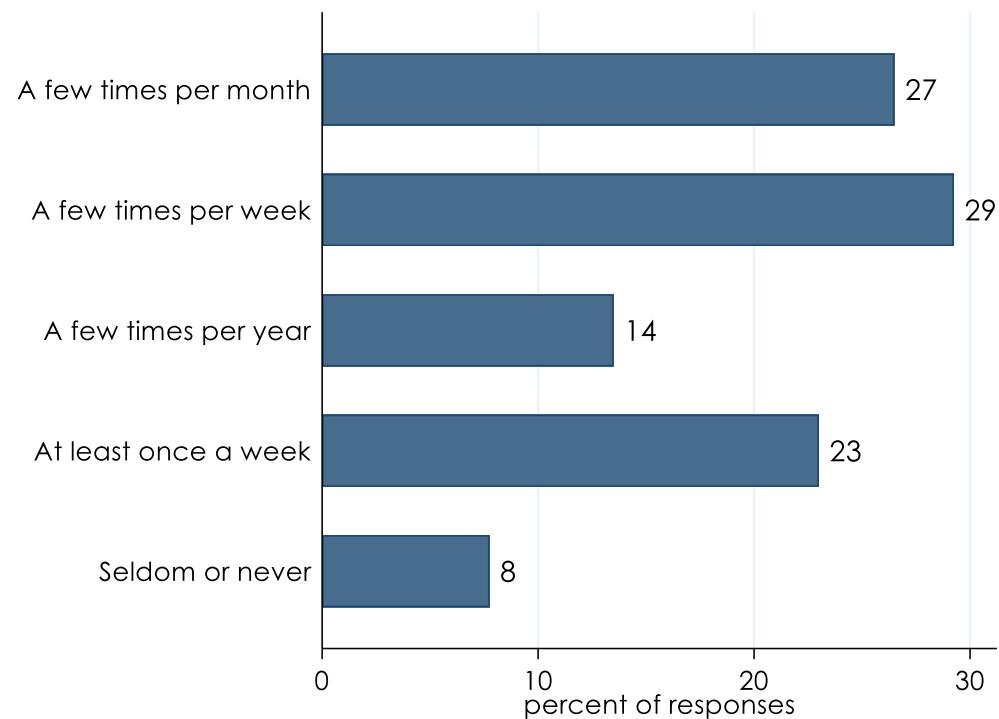


# Overall perception of Independence

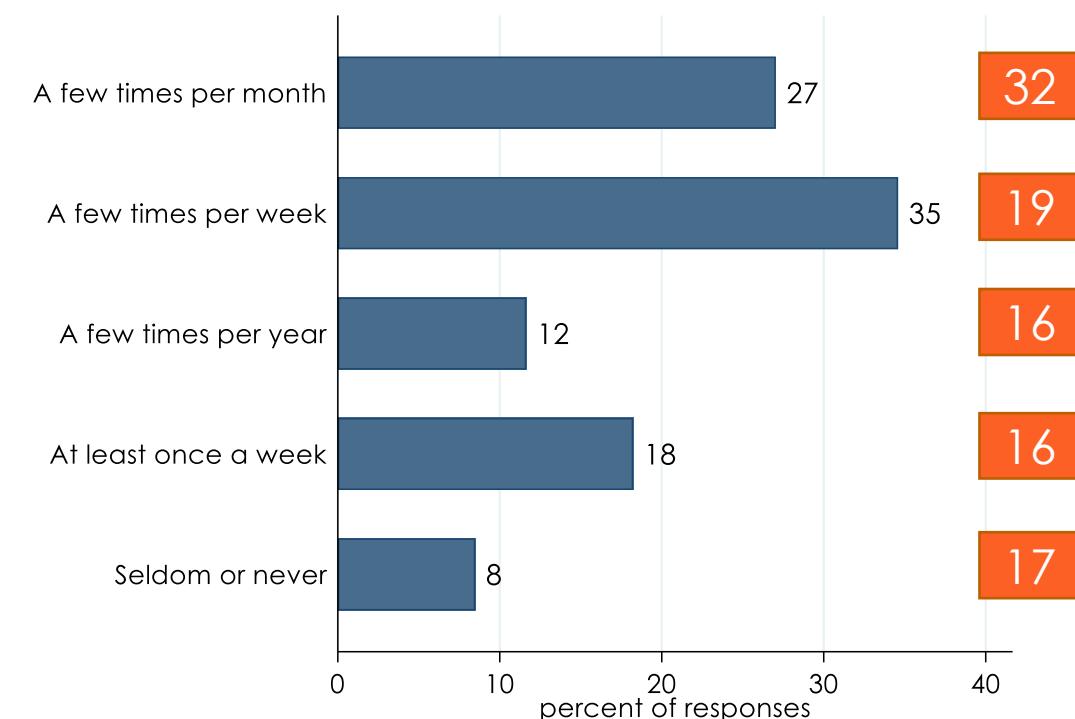
This jumps even higher when restricted to those younger than 65. These residents shop online "a few times per week" 85% more frequently than national averages—and is growing since 2021

Typically, how often do you shop online with stores outside of Independence?  
Age less than 65

2021



2023



US Average

TANNER

confidential 106



## What type of business expansions would you like to see

Theme ...	Representative Comments ...
<b>Food / Grocery</b>	<p>“More Restaurants / Dining Options Not fast Food” <b>&gt;175</b></p> <p>“Steakhouse” – <b>25x</b></p> <p>“Better Grocery Store” – <b>29x</b></p> <p>“Aldi” – <b>12x</b></p>
<b>Clothing</b>	<p>“Clothing / Department Stores” <b>&gt;70x</b></p>
<b>Other</b>	<p>“Entertainment (Skate, Bowling, Etc.” <b>&gt;15X</b></p> <p>“Bring more jobs here” <b>&gt;10x</b></p>

# 5-Year Strategy Plan



## 2023 Survey Sections

① Overall Image

Services

Comparative overview of areas

## ② Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

## ③ Planning & Growth

Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

5-Year Strategic Plan Directives 2018-2023. The City of Independence is approaching the end of its original timeline for the five year community-based strategic plan. Implementation has since been extended to cover a 10-year trajectory. The strategic directives in the plan include:

### Avg Rank

1.8

2.5

3.2

3.4

3.95

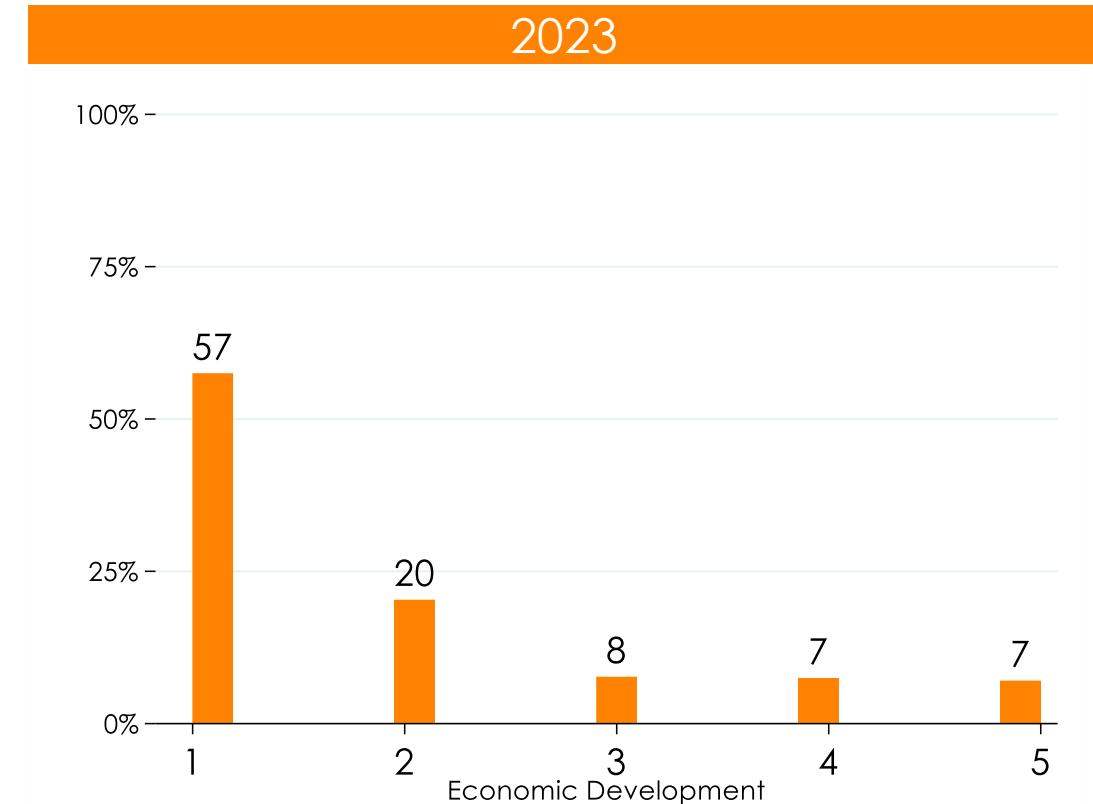
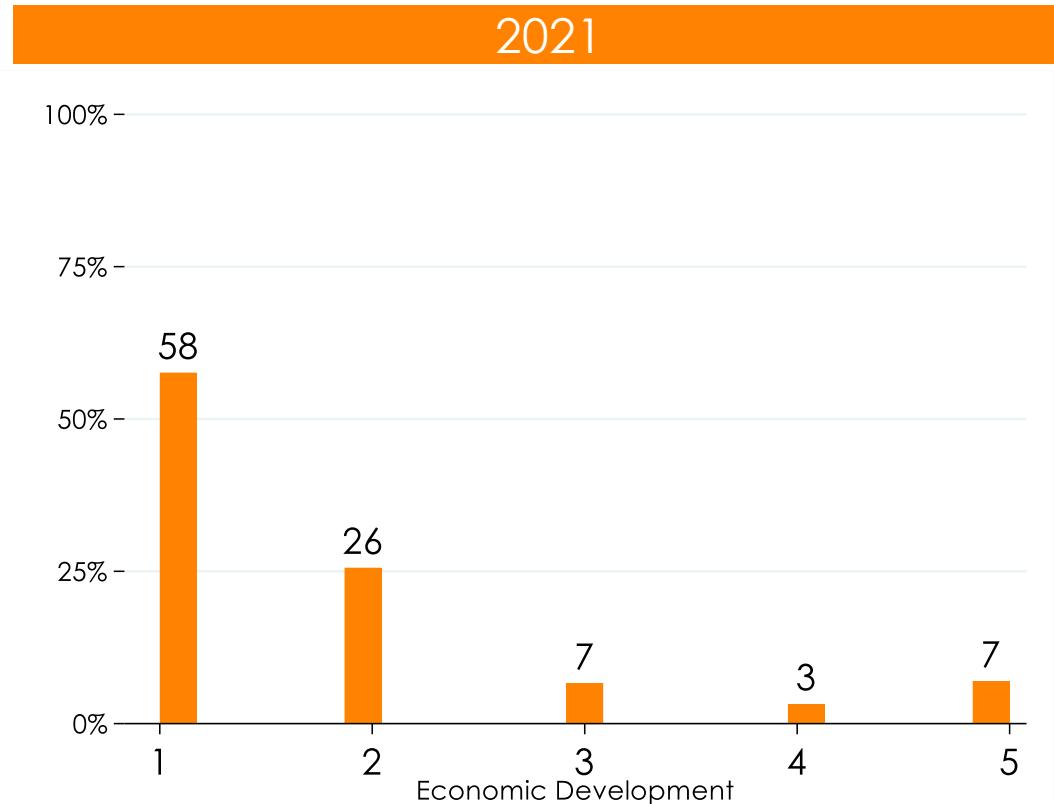
- 1 Economic Development
- 2 Infrastructure
- 3 Beautification
- 4 Parks & Rec
- 5 Community Spirit & Unity

# 5-Year Strategy Plan



In terms of **5-year strategy** for growth and development, ~57% of respondents view economic growth as the #1 priority. Over 77% place it in the top 2—only a slight decrease since 2021

## Prioritization of 5-year strategic priorities

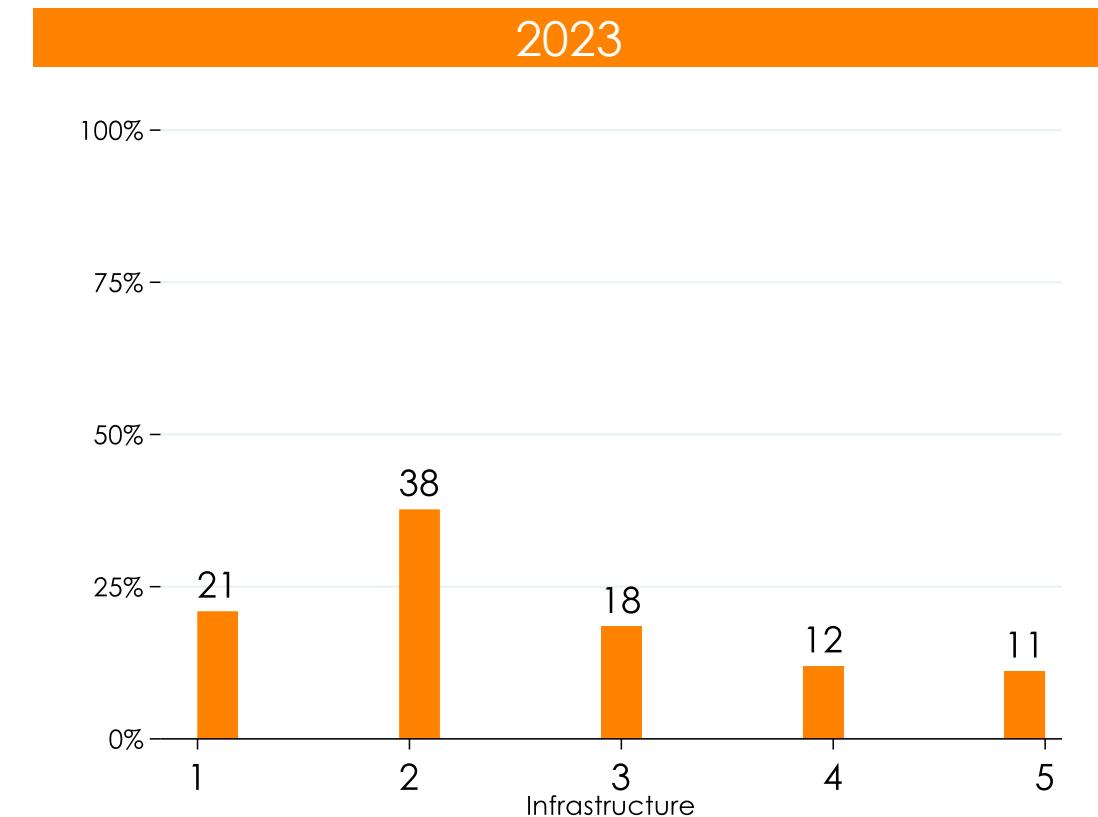
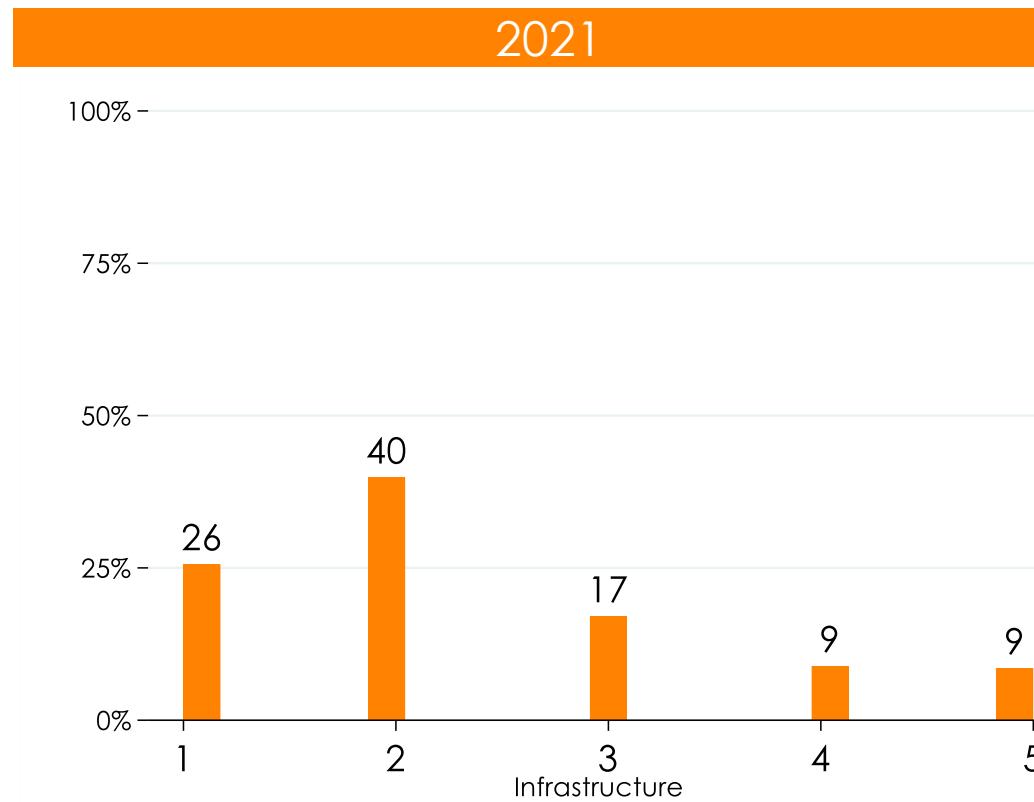


# 5-Year Strategy Plan



~38% of respondents see infrastructure as the second priority, and over 59% place it in the top 2.

## Prioritization of 5-year strategic priorities

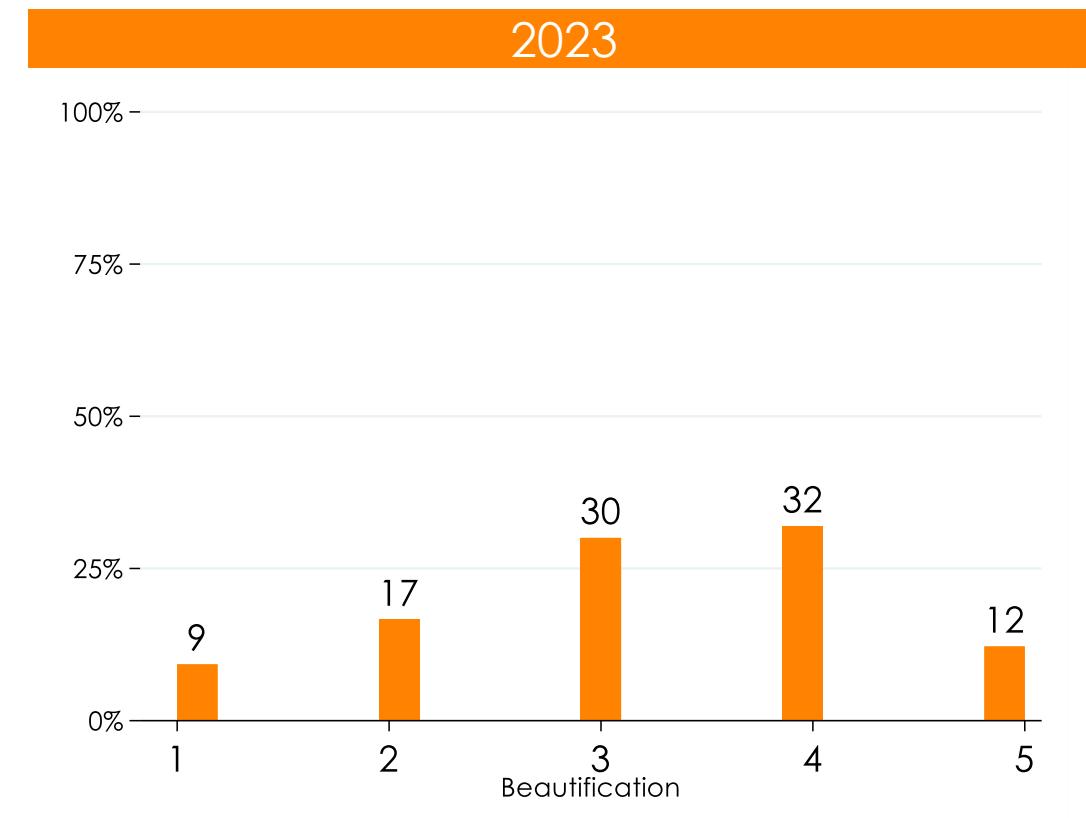
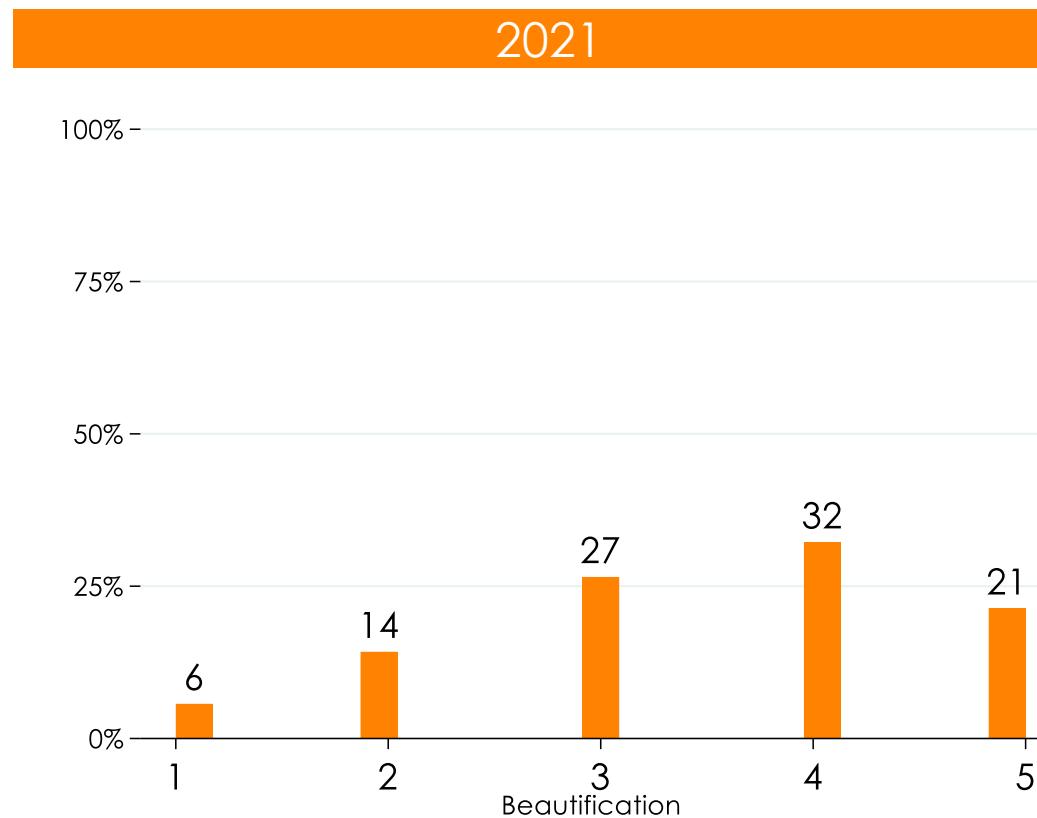


# 5-Year Strategy Plan



Beautification is more of a mixed bag with most (~62%) place it between the 3<sup>rd</sup> and 4<sup>th</sup> priority

## Prioritization of 5-year strategic priorities

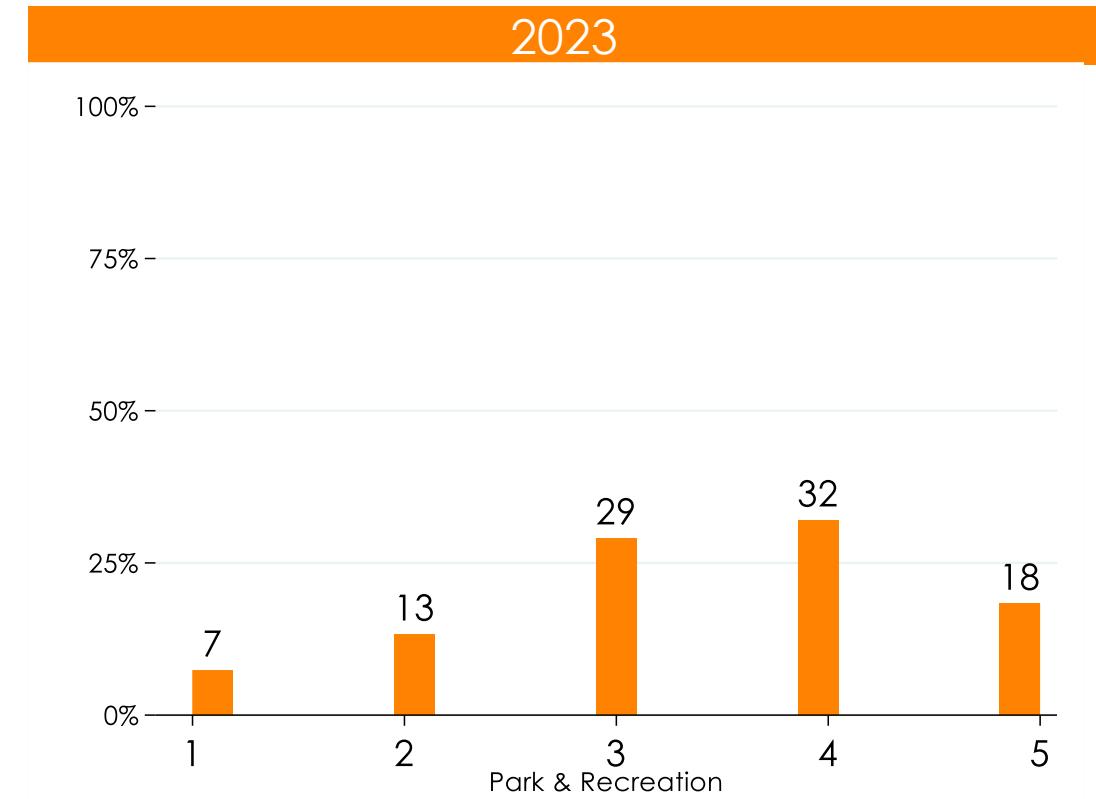
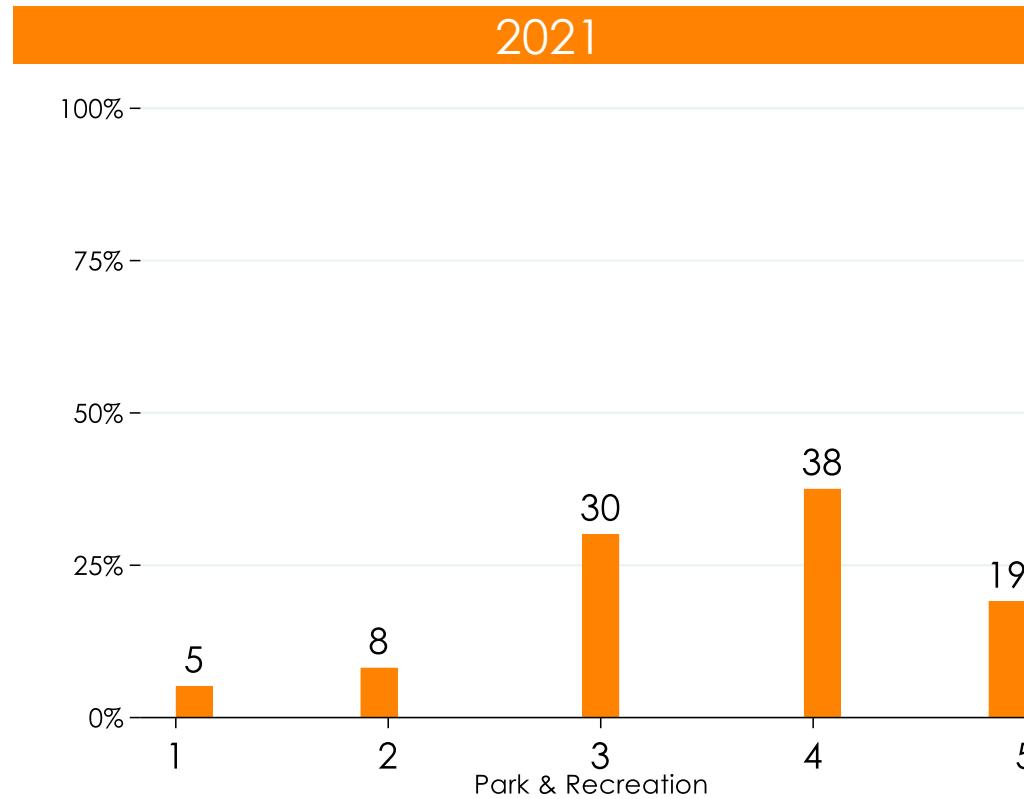


# 5-Year Strategy Plan



~50% of people see development of parks and rec as the 4<sup>th</sup> or 5<sup>th</sup> priority. This is likely because parks are already the highest area of satisfaction (discussed in next section)

## Prioritization of 5-year strategic priorities

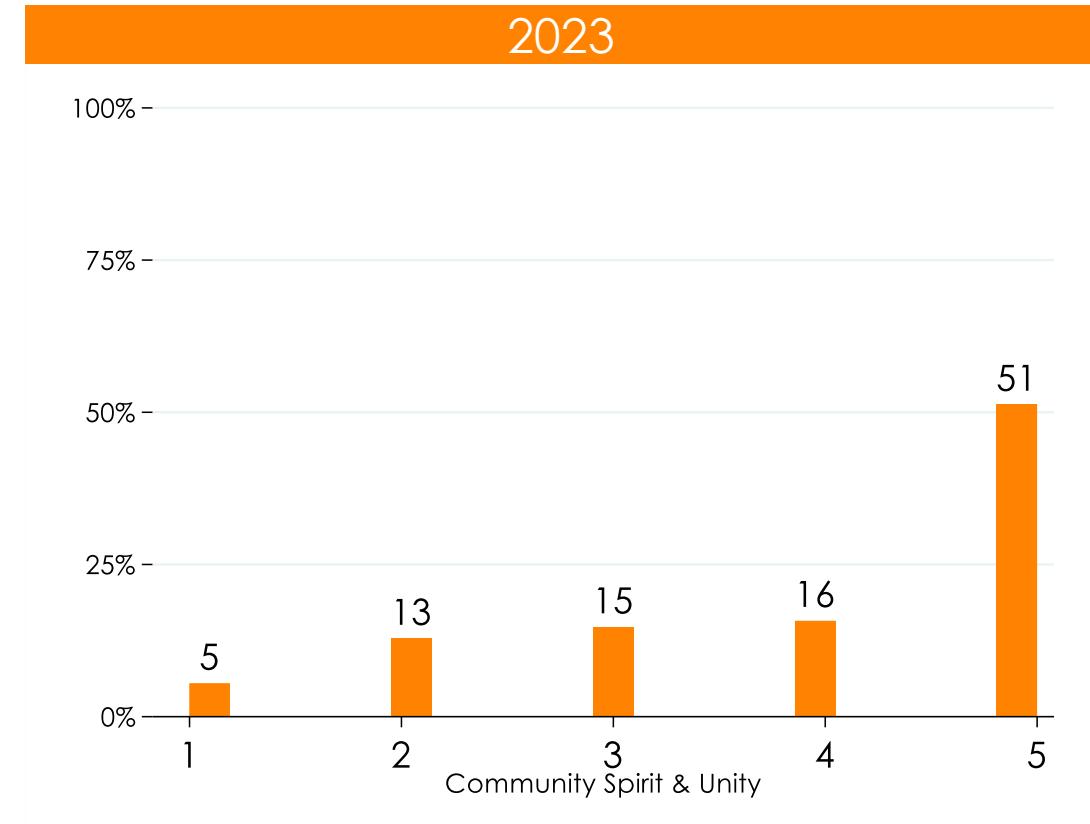
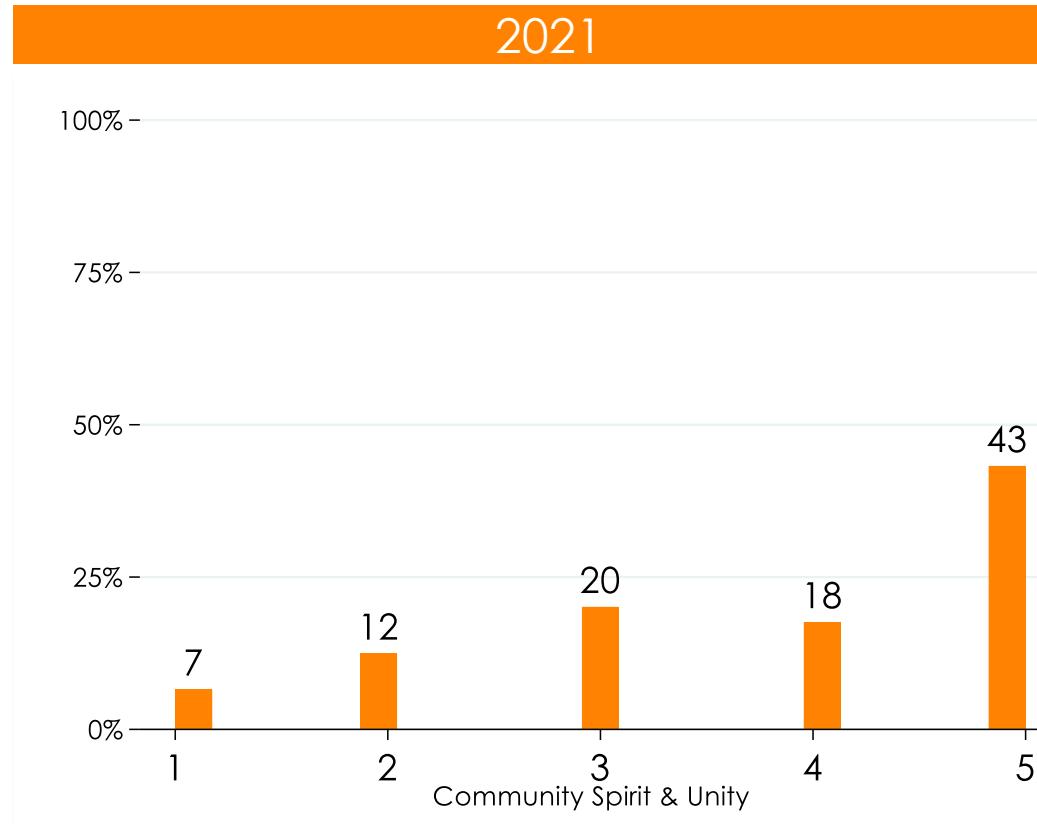


# 5-Year Strategy Plan



Finally, investing in community spirit and unity is largely seen as a lower priority. 51% see it as 5<sup>th</sup> which is an increase of 8 points since 2021

## Prioritization of 5-year strategic priorities





## 2023 Survey Sections

### ① Overall Image

Services

Comparative overview of areas

### ② Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### ③ Planning & Growth

Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

Strategic Goals and Priorities. Independence has updated its strategic goals and priorities for 2023. The City Commission, Management, and Staff will work together to guide the City's growth and planning efforts for the future. Strategic Goals and Priorities 2023

### Avg Rank

2.5

1  
Housing

2.9

2  
Beautification

3.1

3  
Parks

3.1

4  
Infrastructure

3.3

5  
Website

**Housing** - Pursue grants and policies to increase the local housing supply

**Beautification** - Evaluate new process or policy for item pickup and recycling.

**Parks** - Invest in local pocket parks, Riverside Park, and begin the process of creating a sports complex.

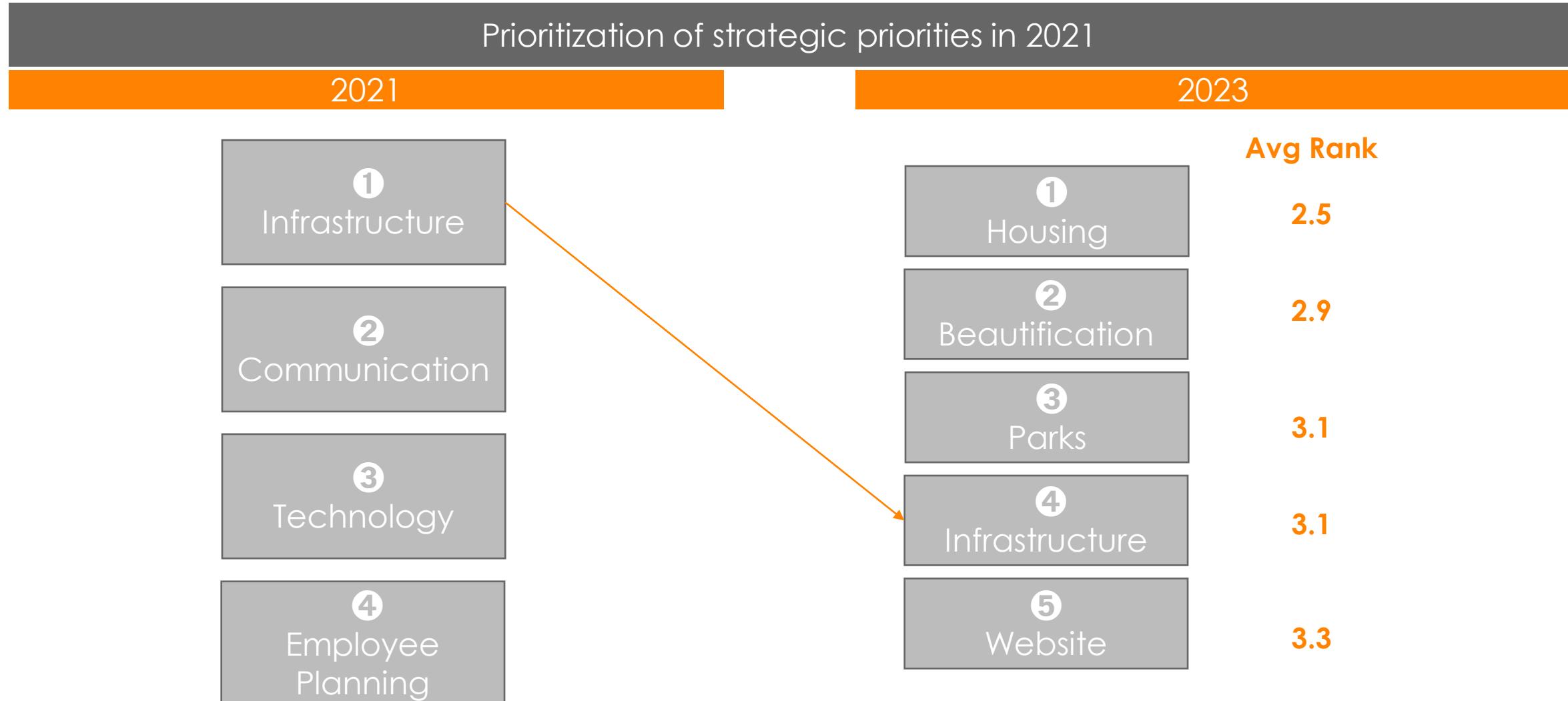
**Infrastructure** - Complete City Hall restoration, and improve and maintain City facilities.

**Website** Improvements - Improve the user experience of the City website.

# 2023 Strategy



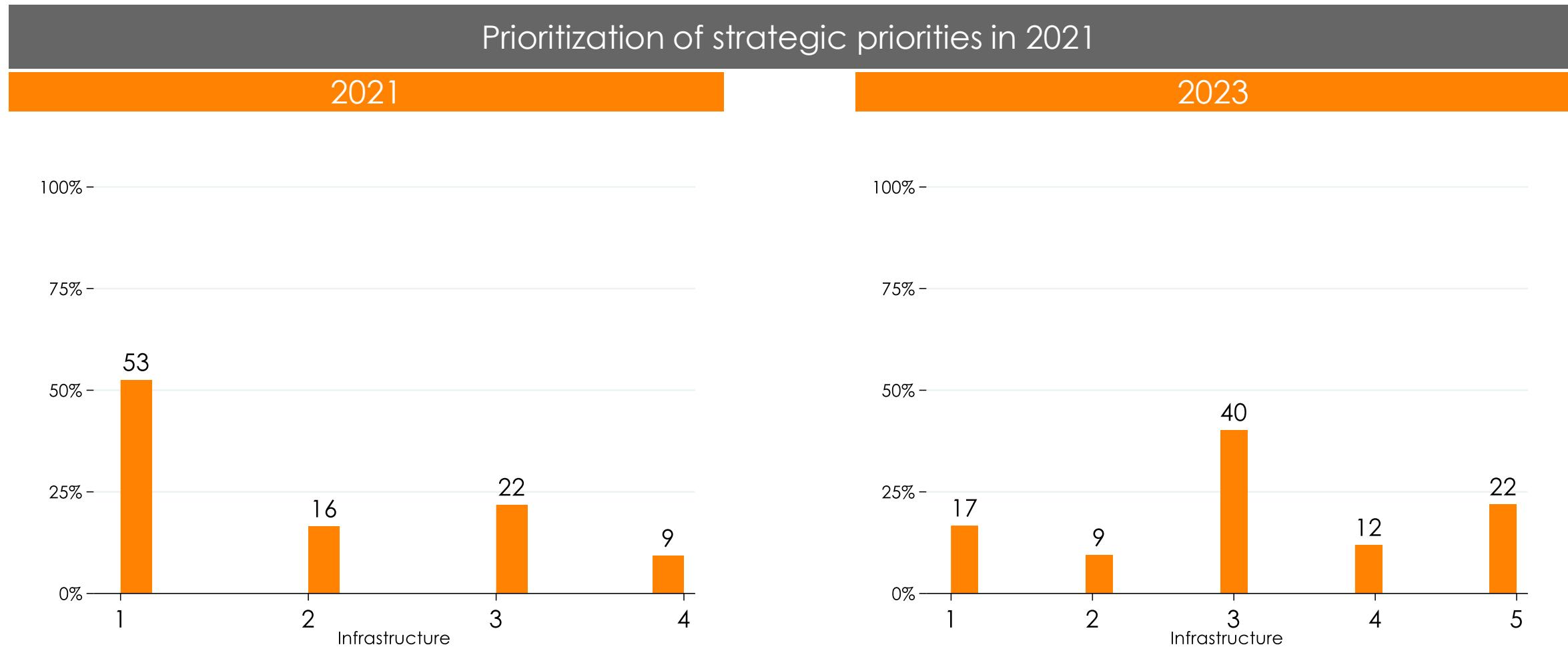
Since 2021, the strategic priorities have shifted. Respondents ranked as the following. It should be noted that it was a tight race



# 2023 Strategy

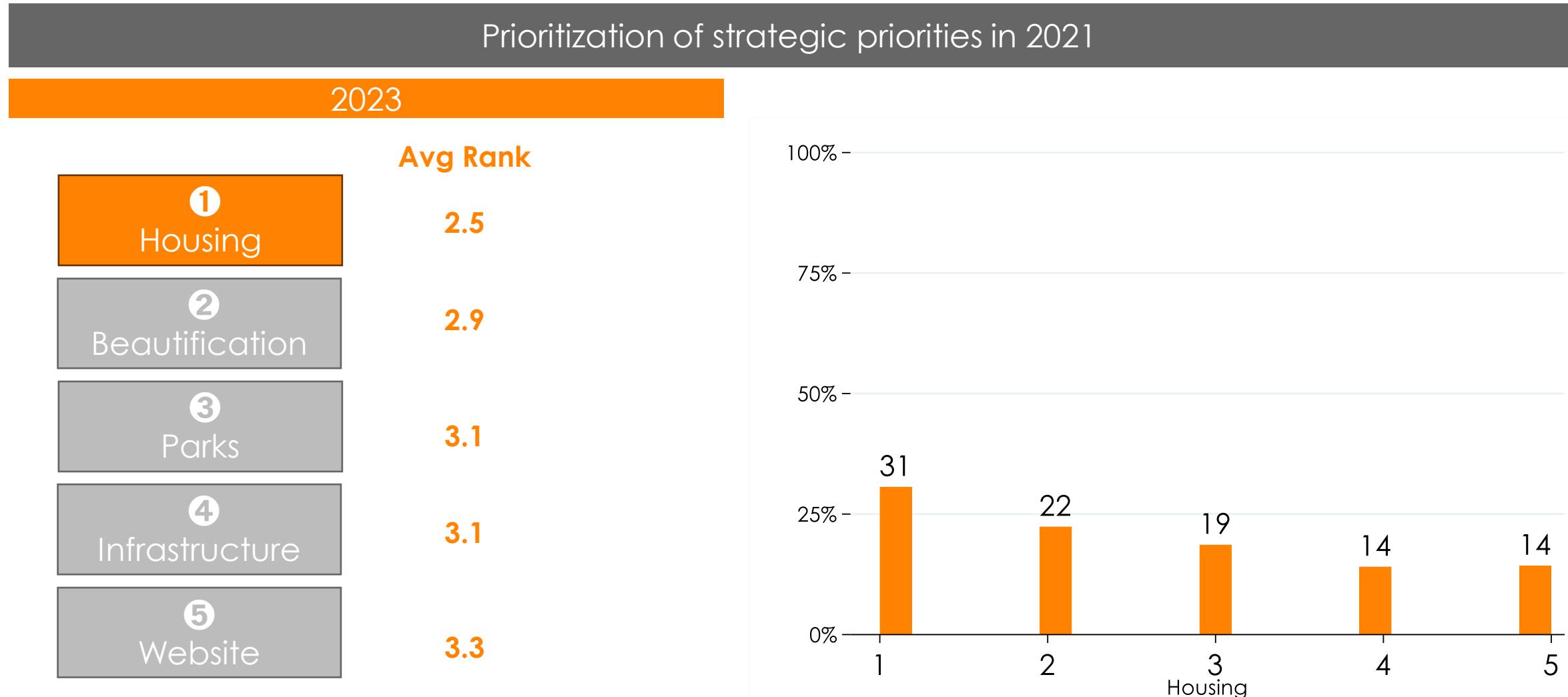


In 2021 Infrastructure was leading as the #1 priority. In 2023, however, it appears to have decreased in relative importance. This is the only one we can compare side by side



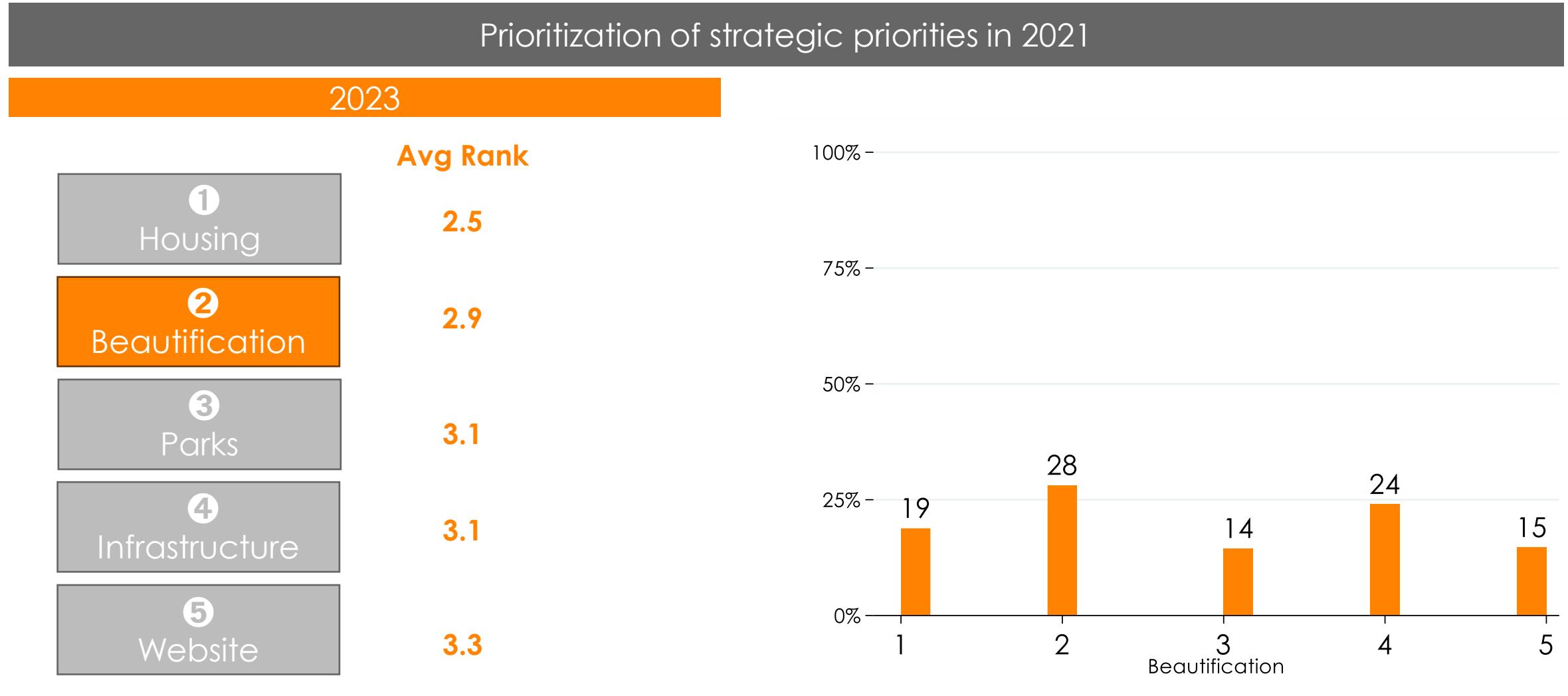


Respondents ranked as the following. It should be noted that it was a tight race—i.e. all were seen as important with housing the only one that was clearly ranked higher



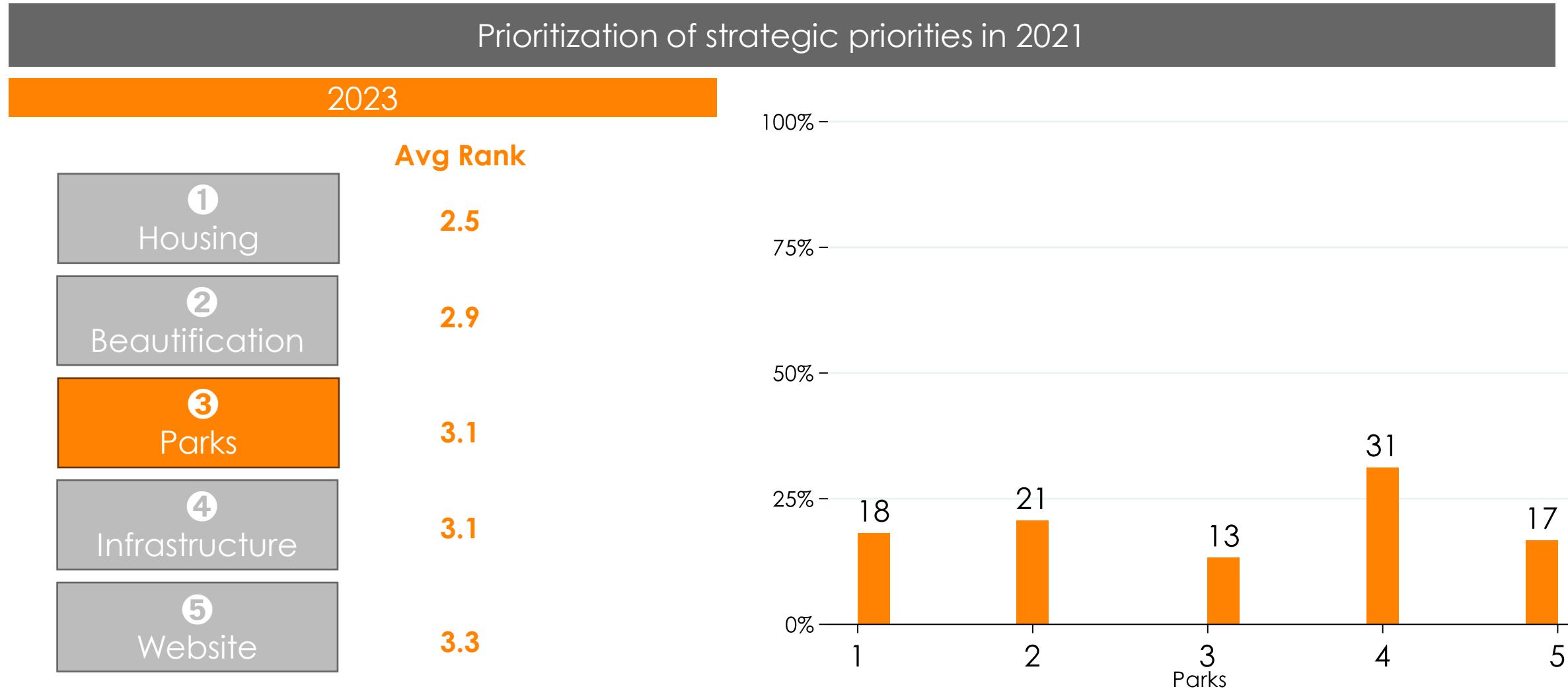


Beautification had no clear distribution. There was wide variance of opinion on prioritization



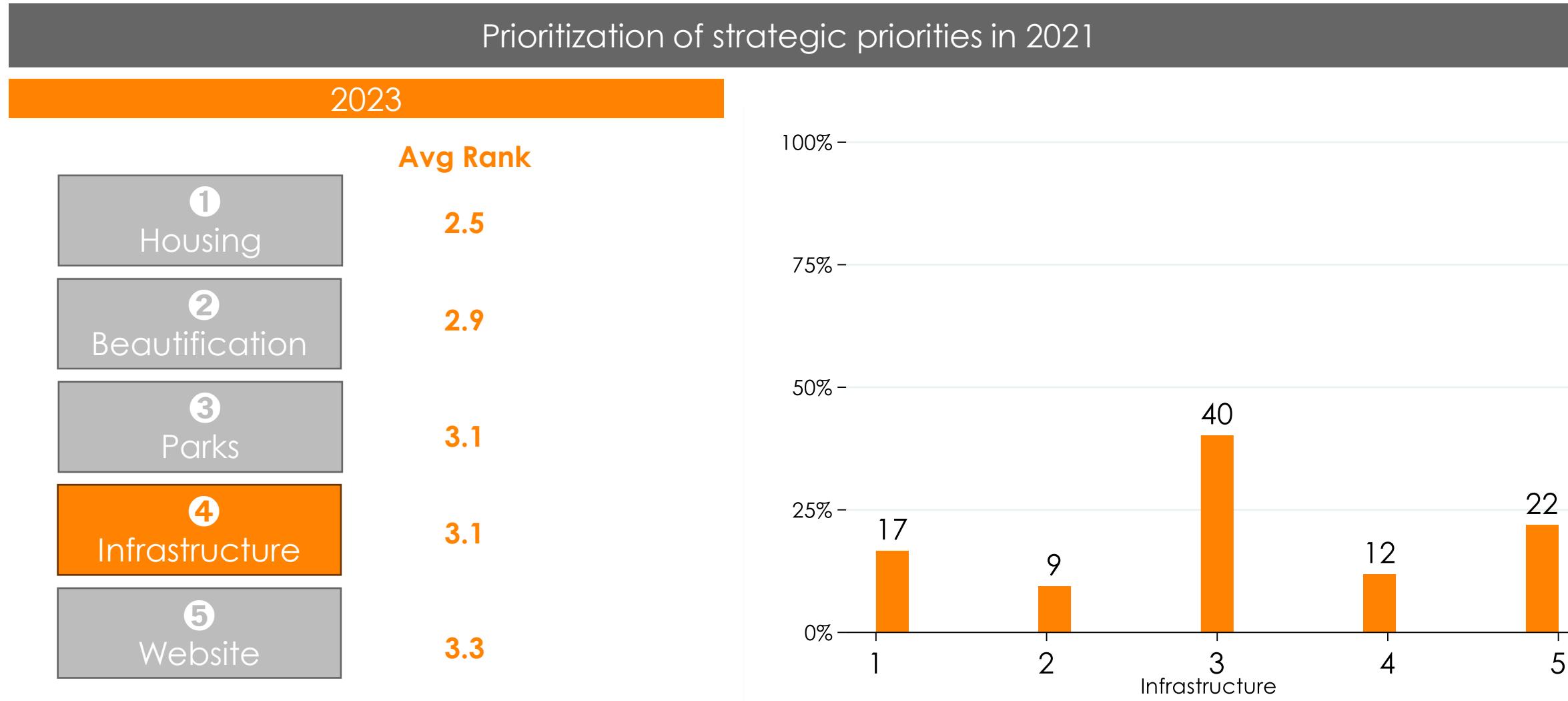


Parks had a similar trend with the mode being in 4<sup>th</sup> place



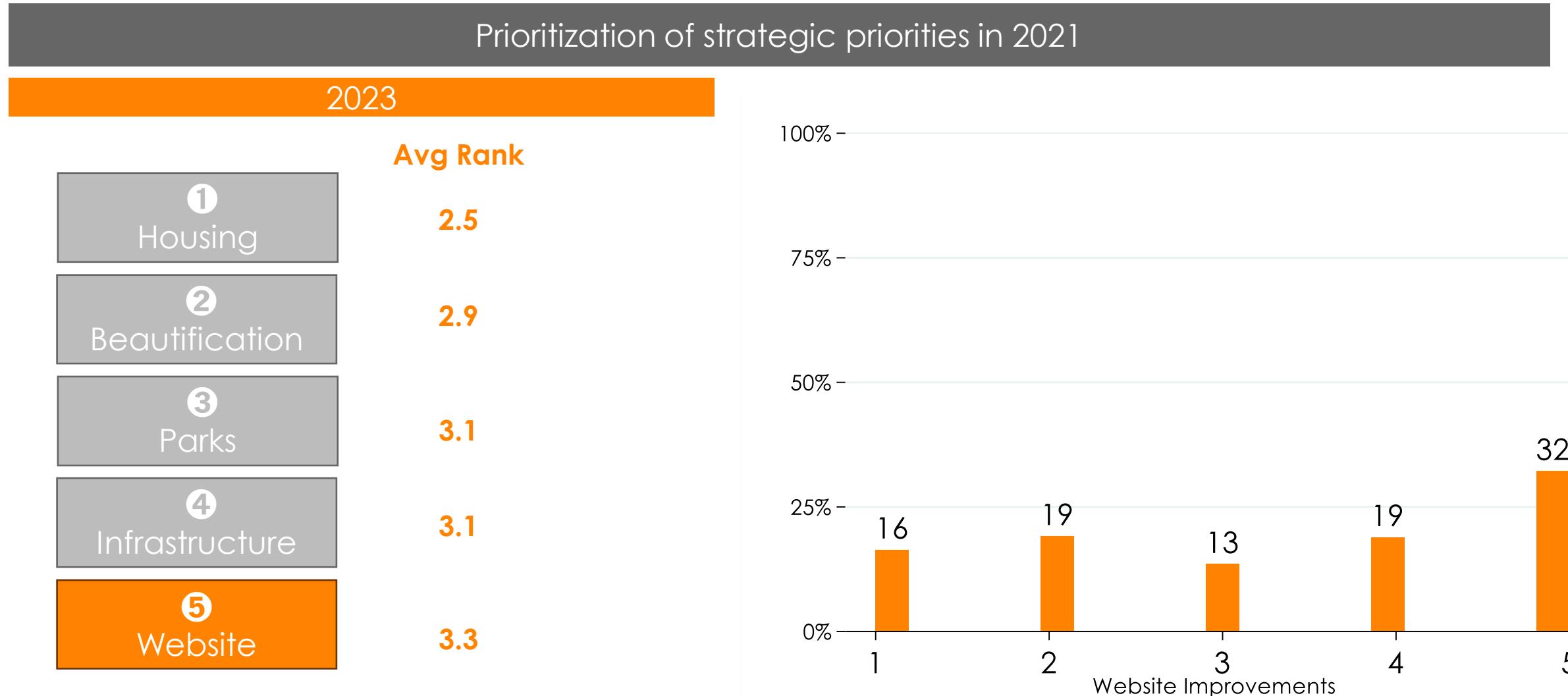


Infrastructure ranked 2<sup>nd</sup> in 5-year plan, but drops to 5<sup>th</sup> here when you add the language in about improving city hall





Finally, the website was seen as the 5<sup>th</sup> priority. Note that a similar percent ranked it #1 as did Infrastructure and Parks. After housing, it's almost like everything else ties for 2<sup>nd</sup> place.





Are there other services, projects or programs that you would like the City of Independence to offer?

Theme ...	Representative Comments ...
<b>Waste</b>	<p>“Better Recycling program—not mandatory” <b>&gt;25</b></p> <p>“Trash / waste improvements ” <b>&gt;15</b></p>
<b>Health</b>	<p>“Build a hospital. More than just an ER / expand services” <b>&gt;15x</b></p> <p>“Better senior services / activities” <b>&gt;10x</b></p>
<b>Recreation</b>	<p>“Splashpad” –<b>5x</b></p>



Are there current services, projects or programs that the City of Independence currently offers that you would recommend to be discontinued?

Theme ...	Representative Comments ...
<b>City Hall</b>	<p>“Stop putting so much money into old city hall” &gt;40</p>



## 2023 Survey Sections

### 1 Overall Image

Services

Comparative overview of areas

### 2 Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### 3 Planning & Growth

Perception & Leadership

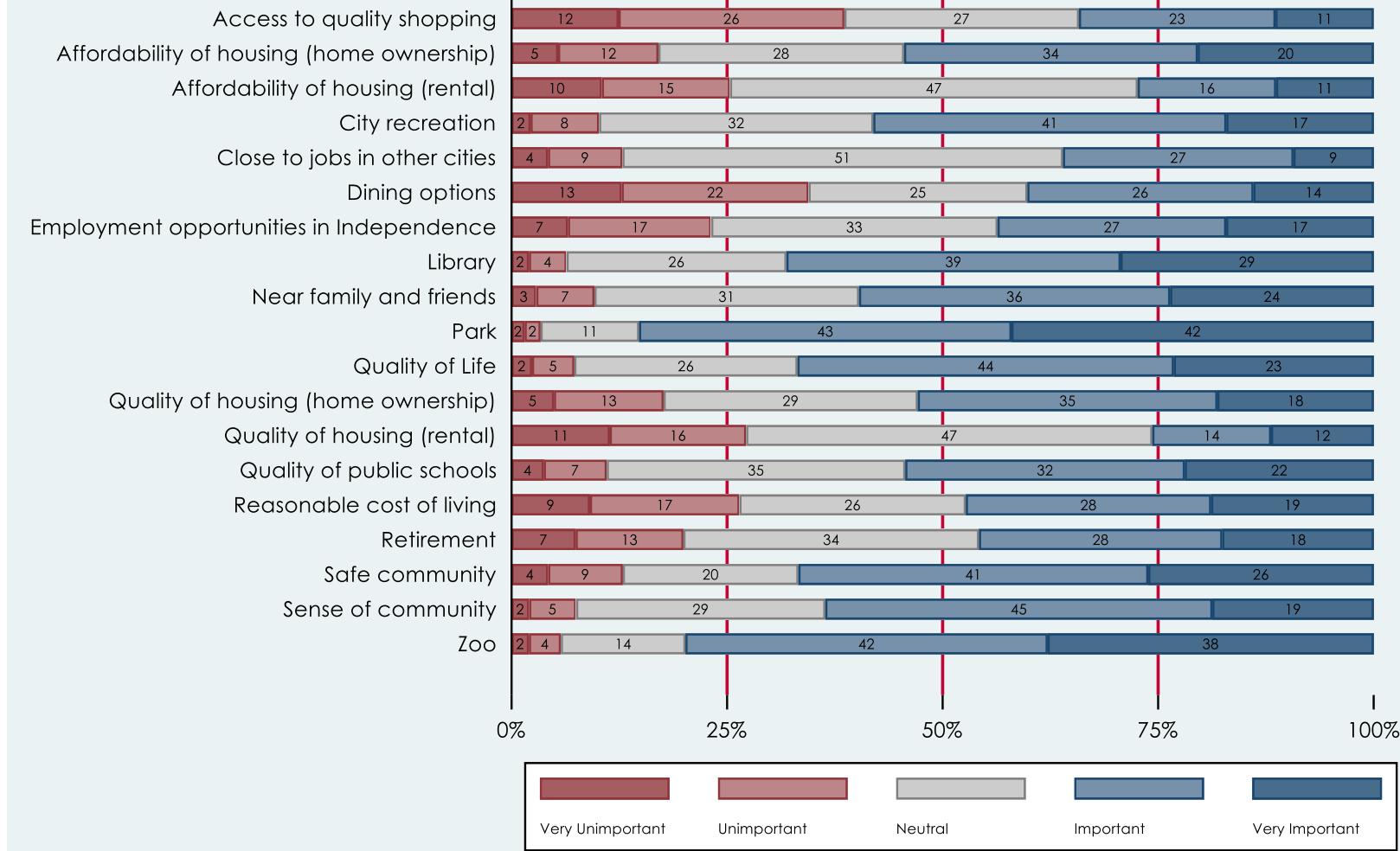
5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

## QValues: Importance of Living In Independence

by percentage of respondents(excluding 'don't know')





## 2023 Survey Sections

### ① Overall Image

Services

Comparative overview of areas

### ② Core Operations

Public Safety

Utility Services

Maintenance

Parks & Rec

Customer Service

Communication & Info

City Processes

Code Enforcement

### ③ Planning & Growth

Perception & Leadership

5 Year strategy plan priority

Next year's goals & planning

Living in Independence / Values

## NPS Rank of Living in Independence

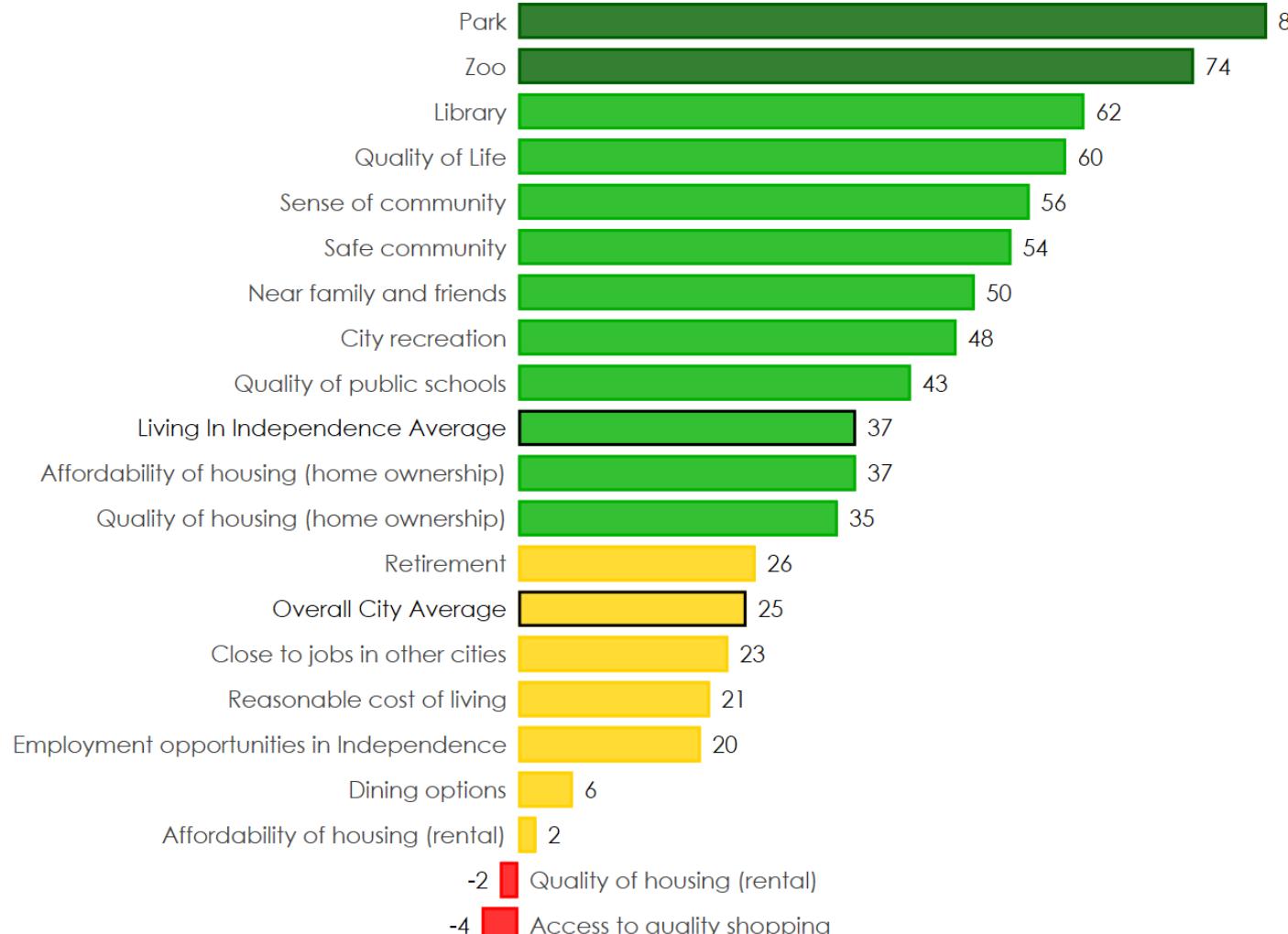
Poor -100 - 0

Good 0-30

Great 30-70

Excellent 70-100

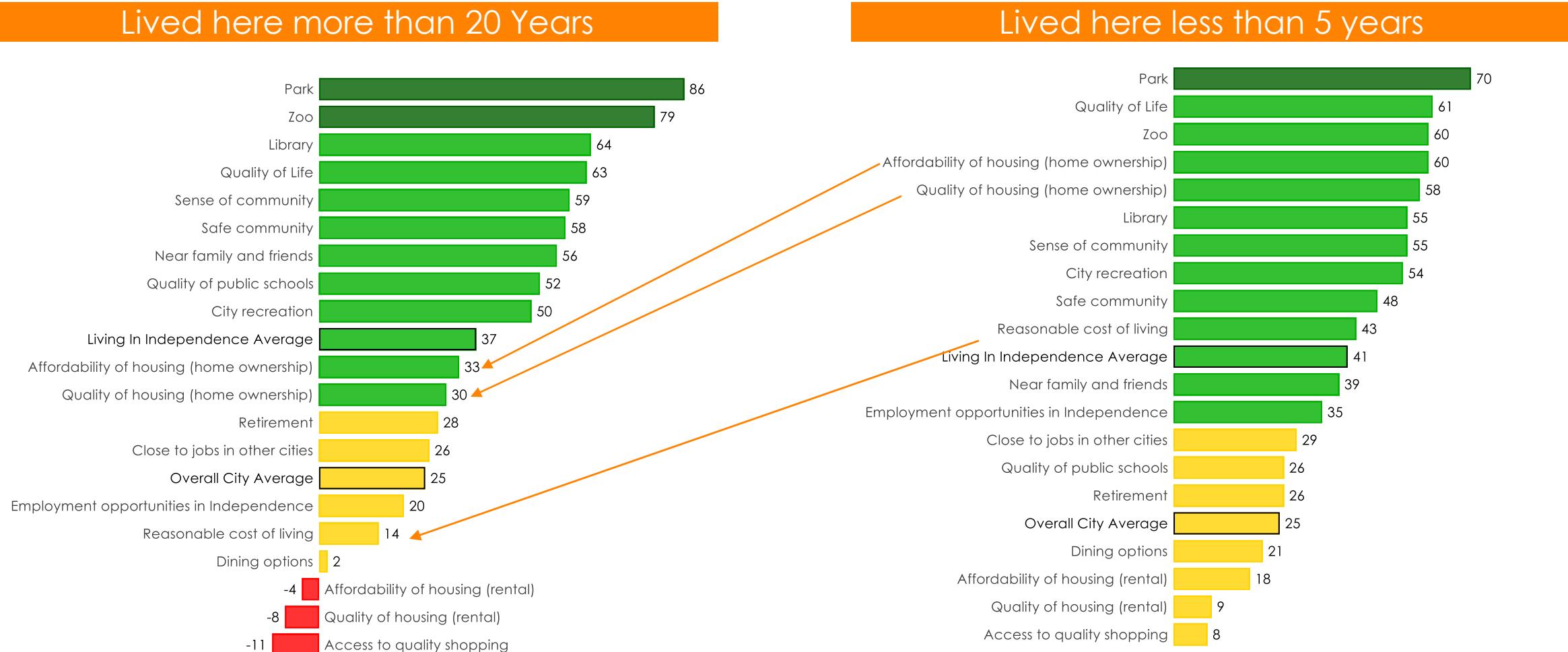
Averages





New residents have a different set of priorities / values than those who have lived here a long time. For example, cost of living factors rank higher with newer residents

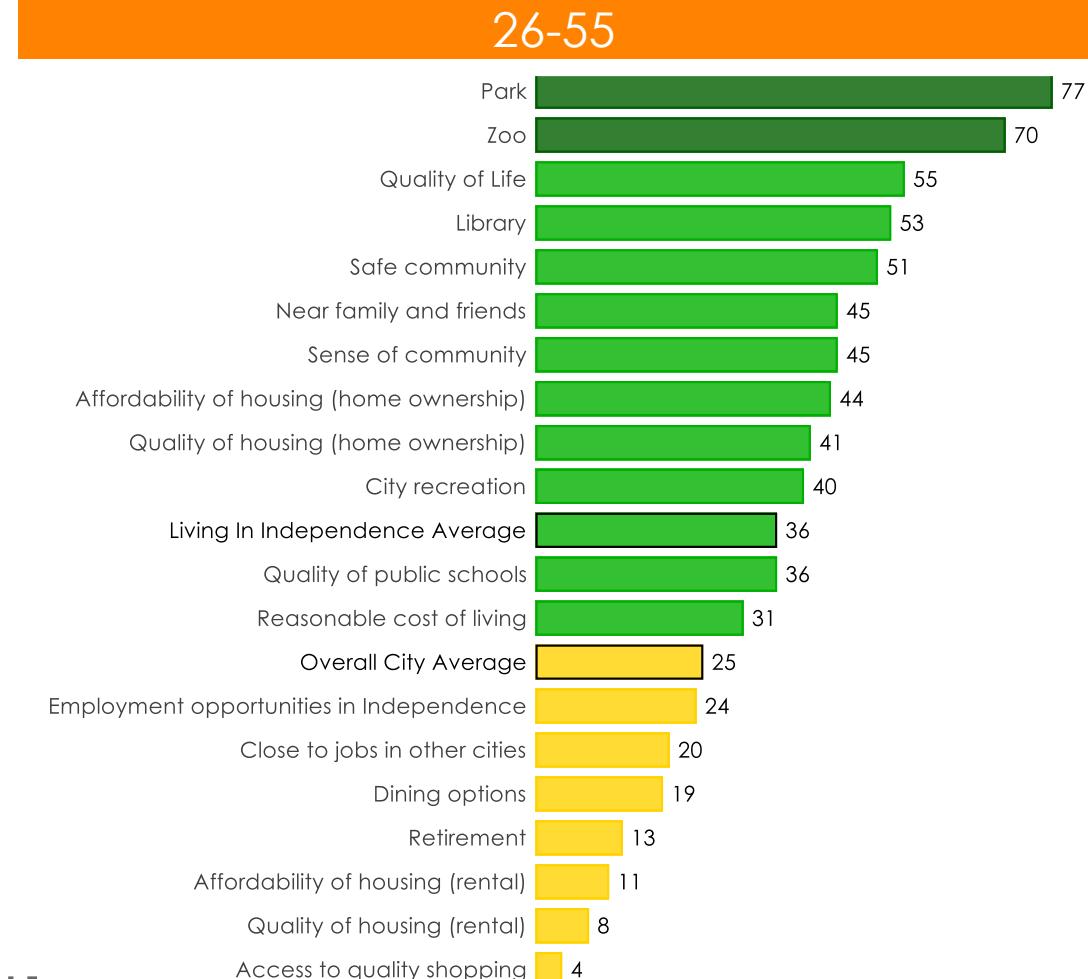
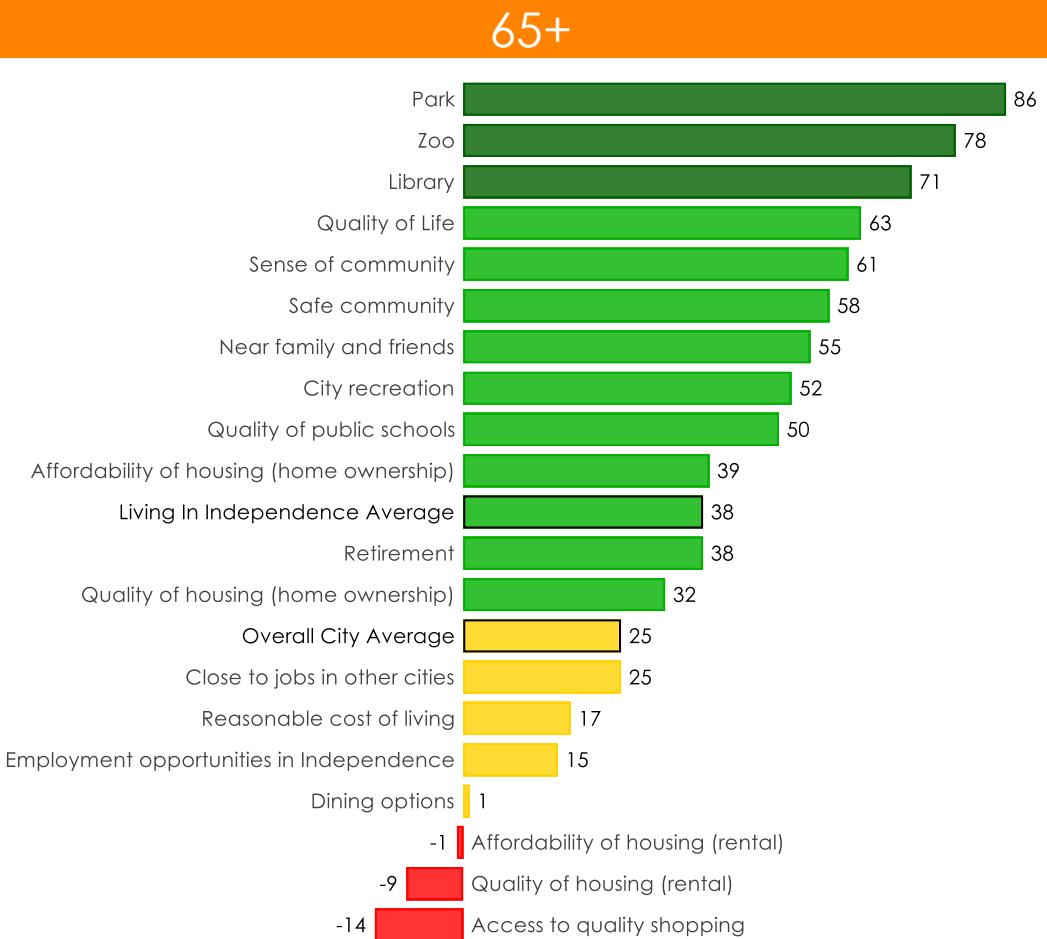
Please indicate how important each of the following considerations were in your decision to live in Independence- By city tenure





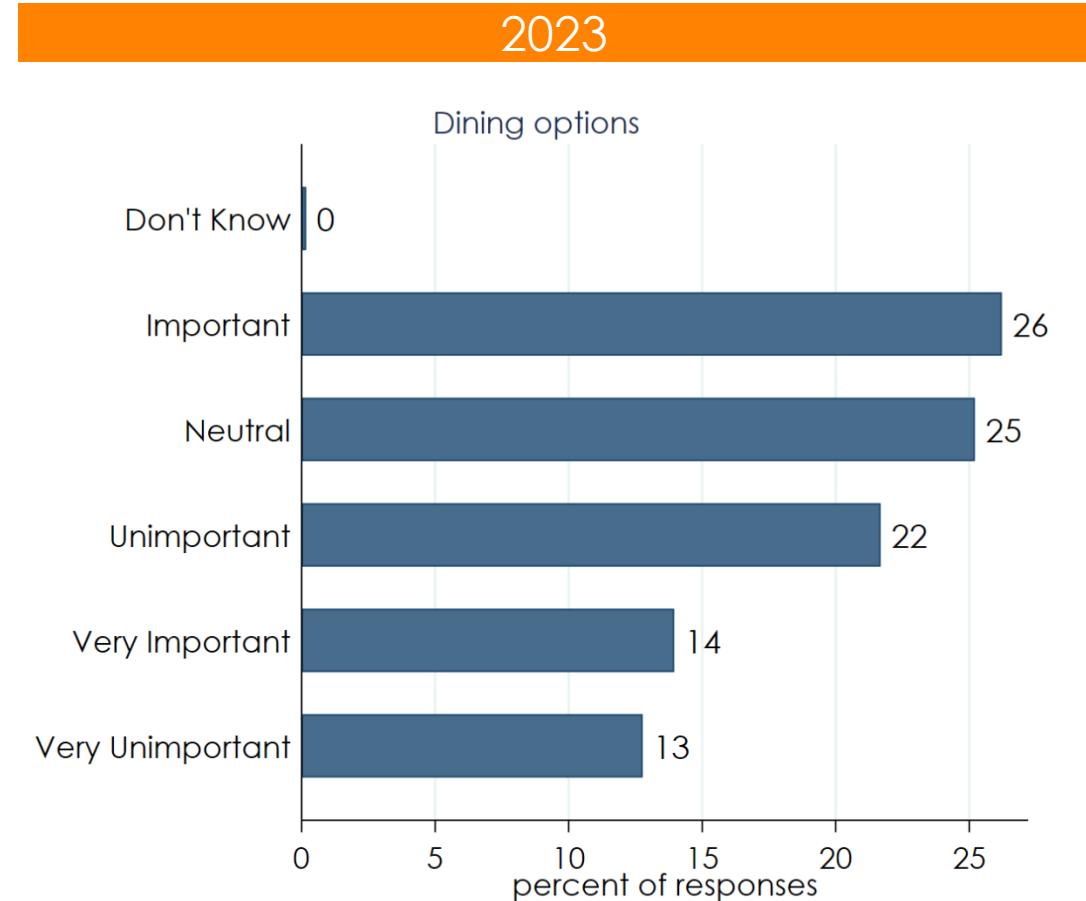
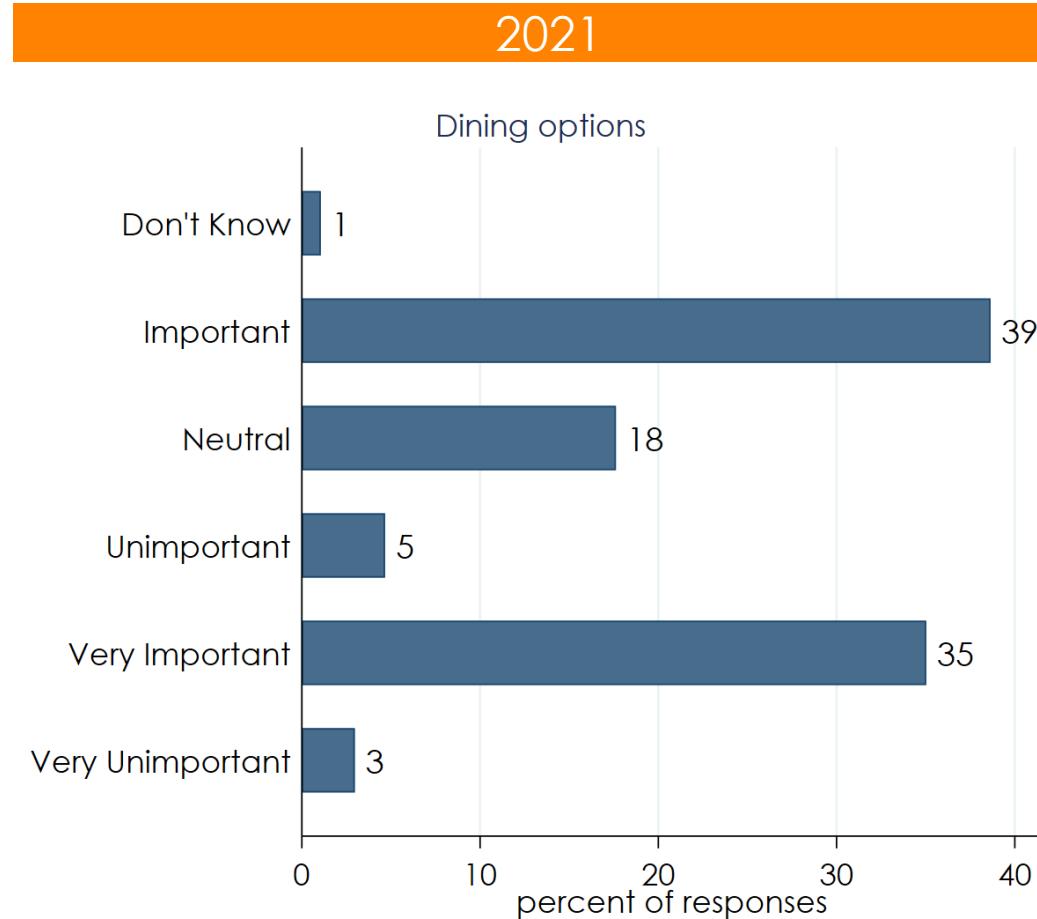
There is also some variance by age

Please indicate how important each of the following considerations were in your decision to live in Independence- By city tenure



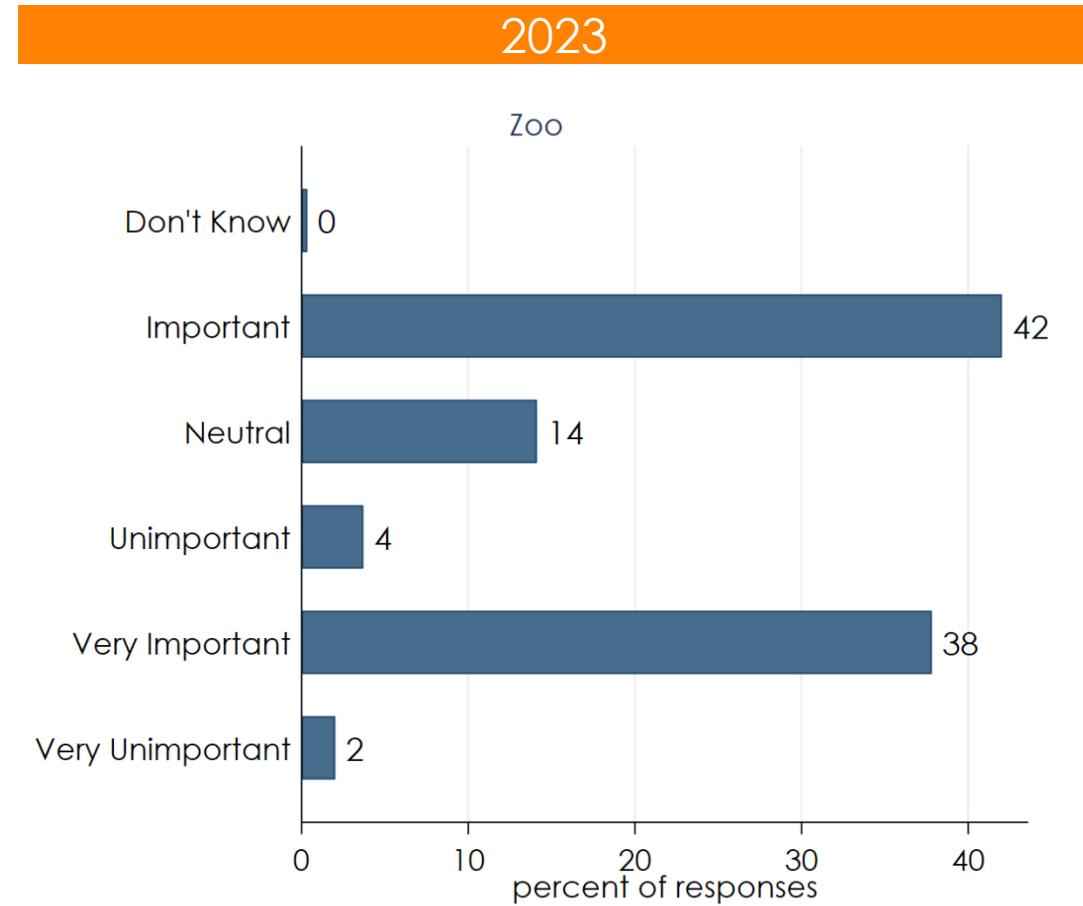
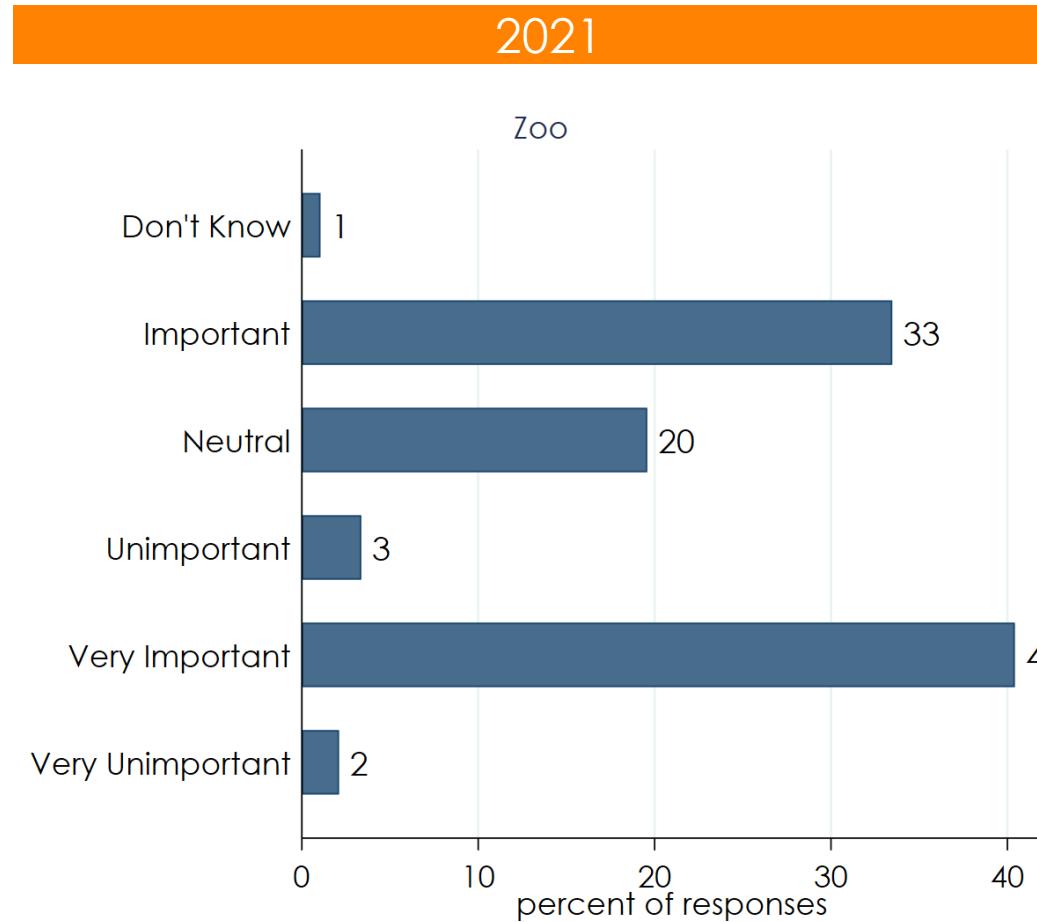


Please indicate how important each of the following considerations were in your decision to live in Independence.



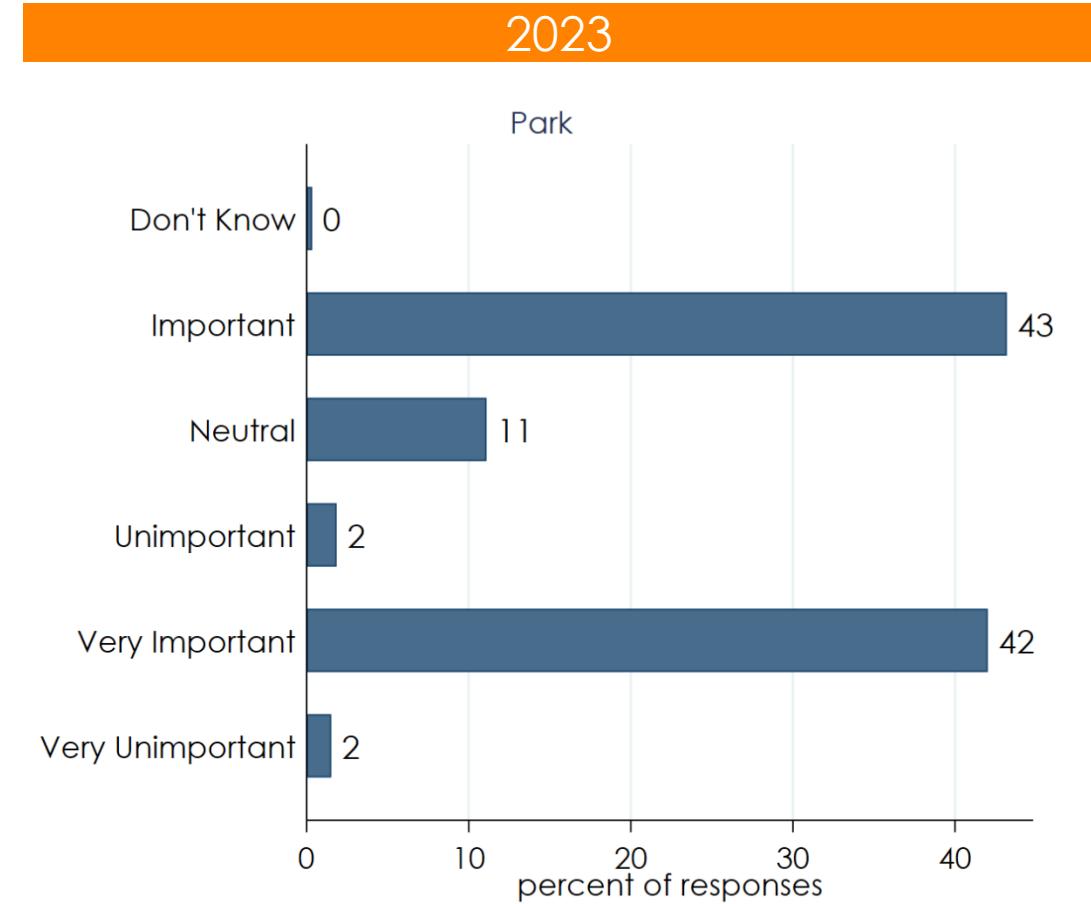
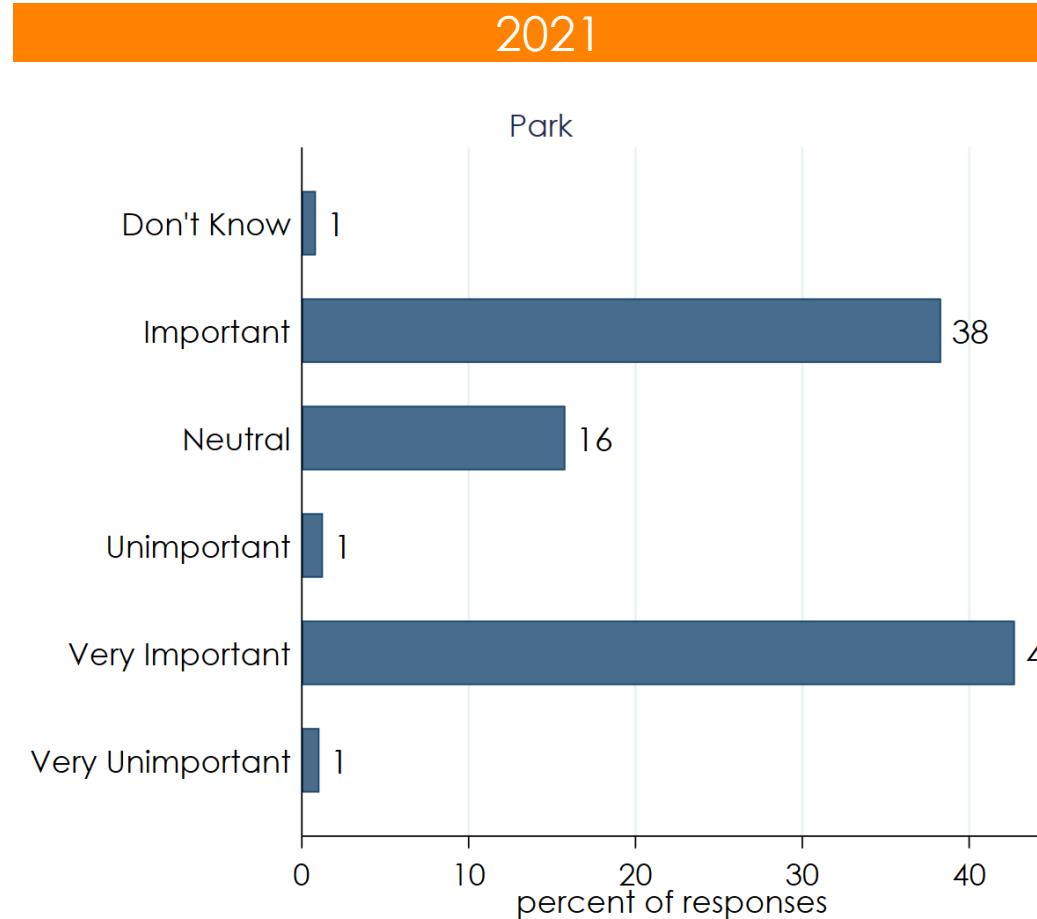


Please indicate how important each of the following considerations were in your decision to live in Independence.



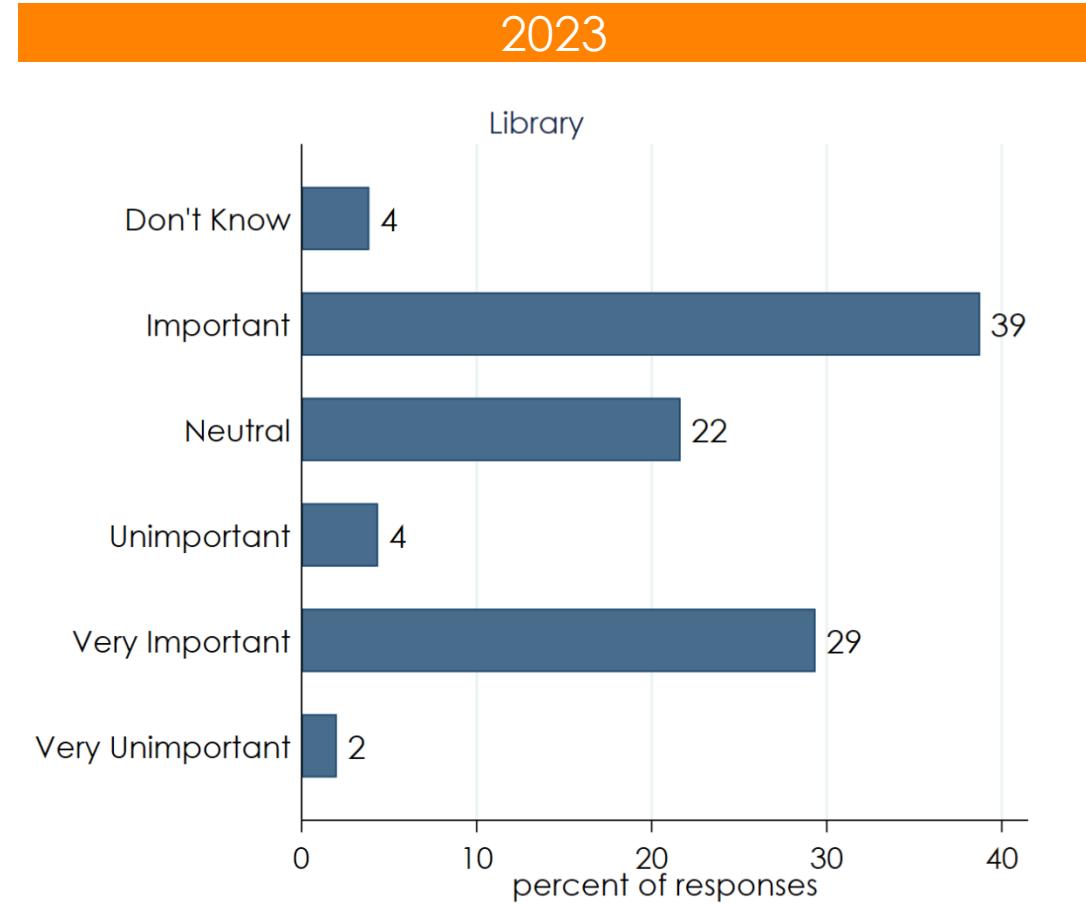
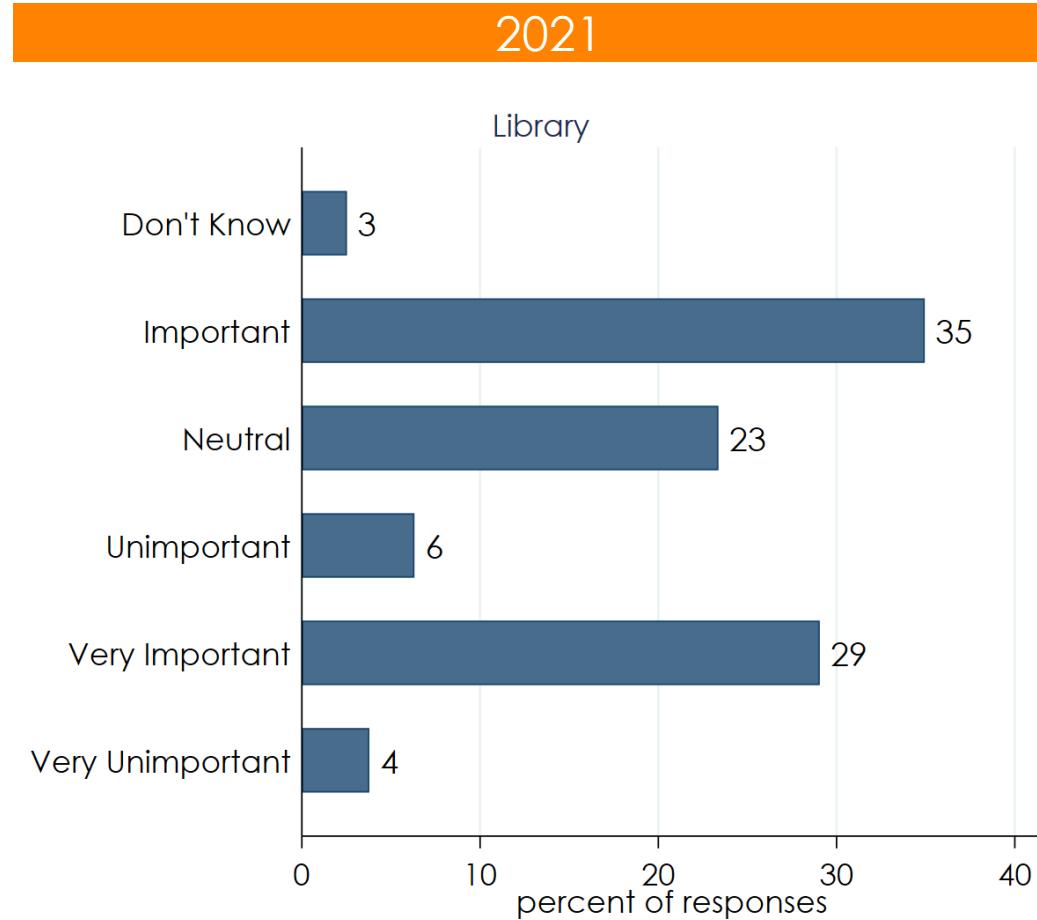


Please indicate how important each of the following considerations were in your decision to live in Independence.



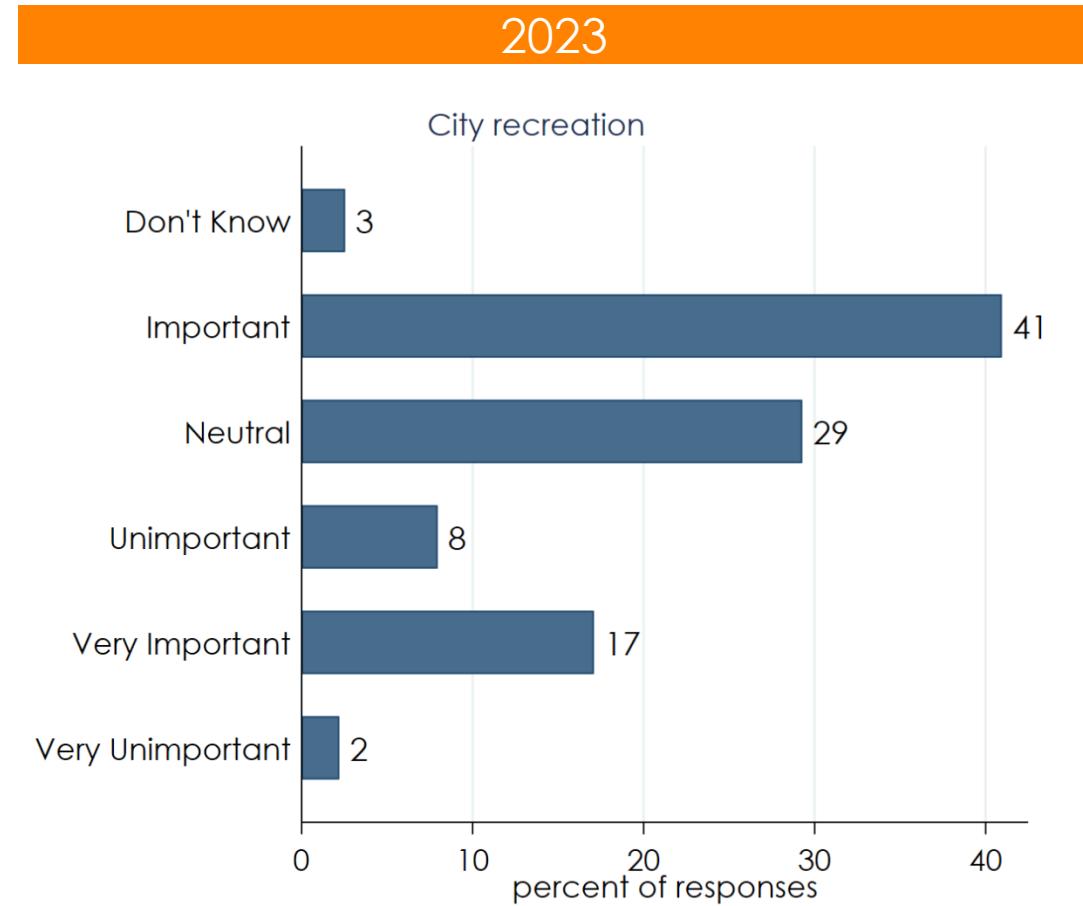
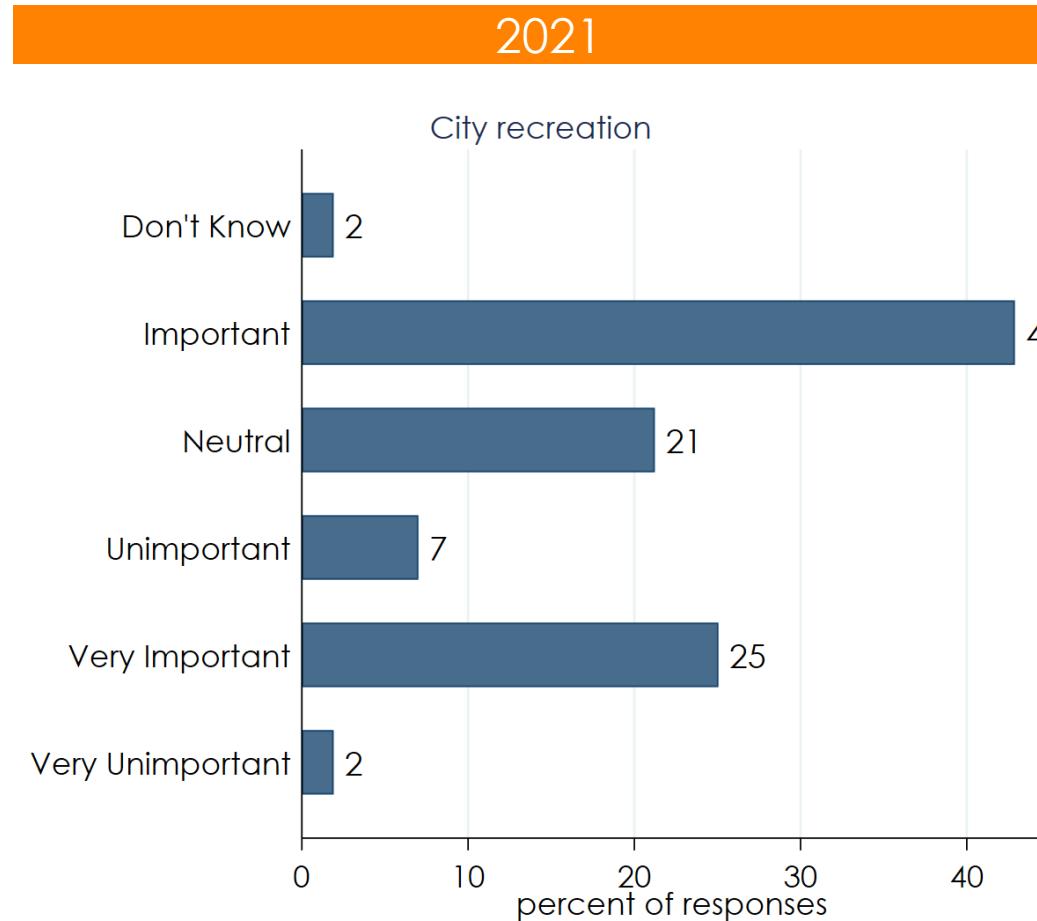


Please indicate how important each of the following considerations were in your decision to live in Independence.



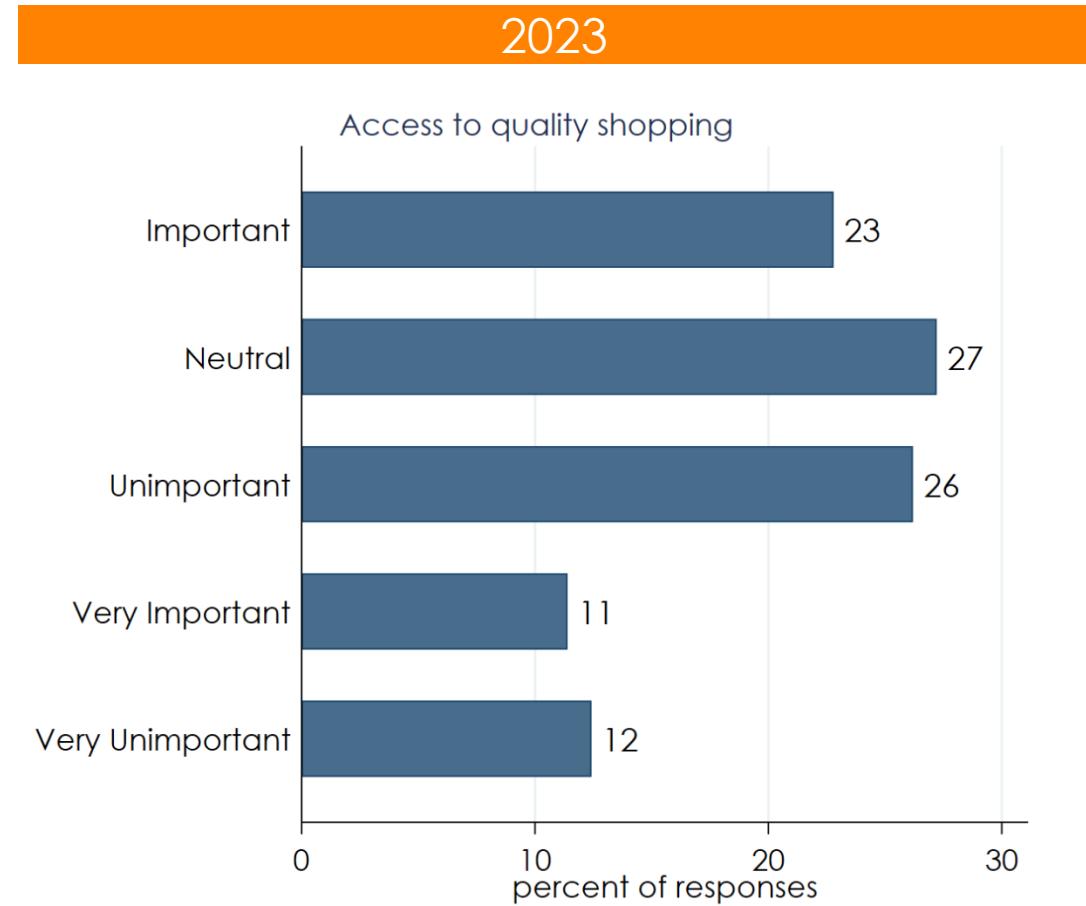
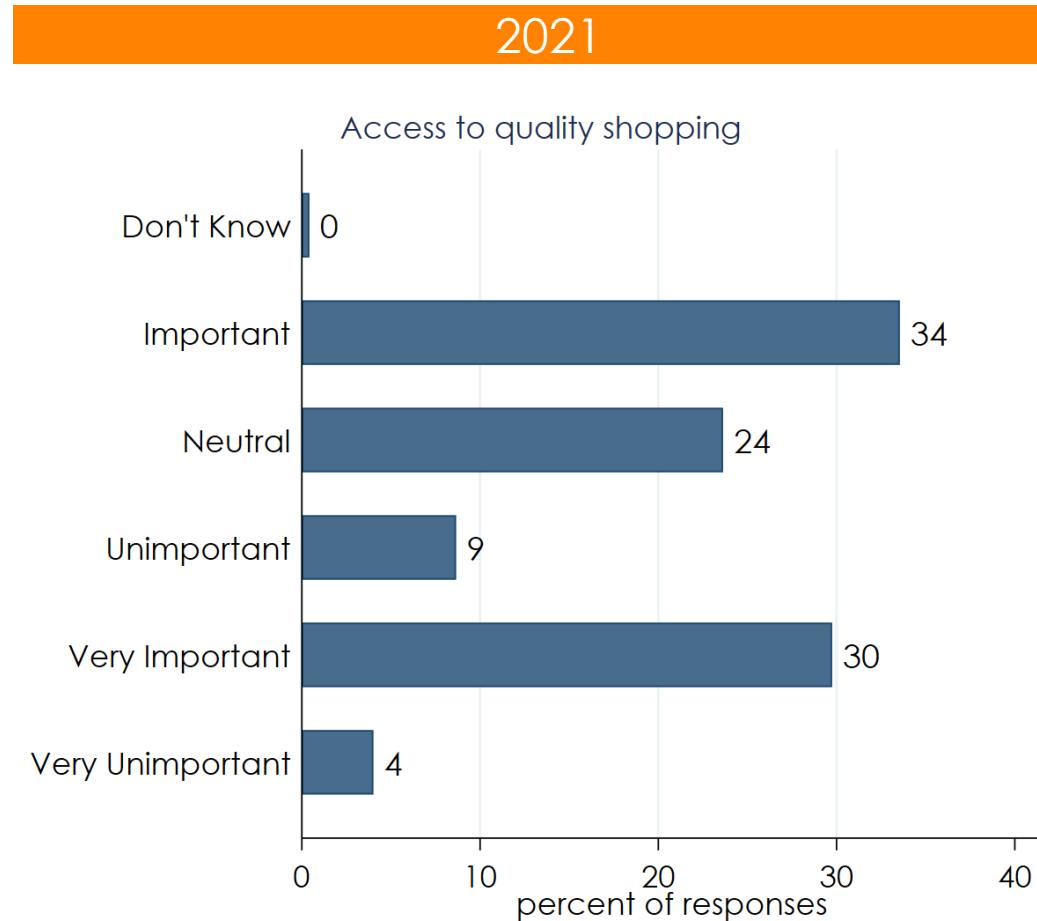


Please indicate how important each of the following considerations were in your decision to live in Independence.



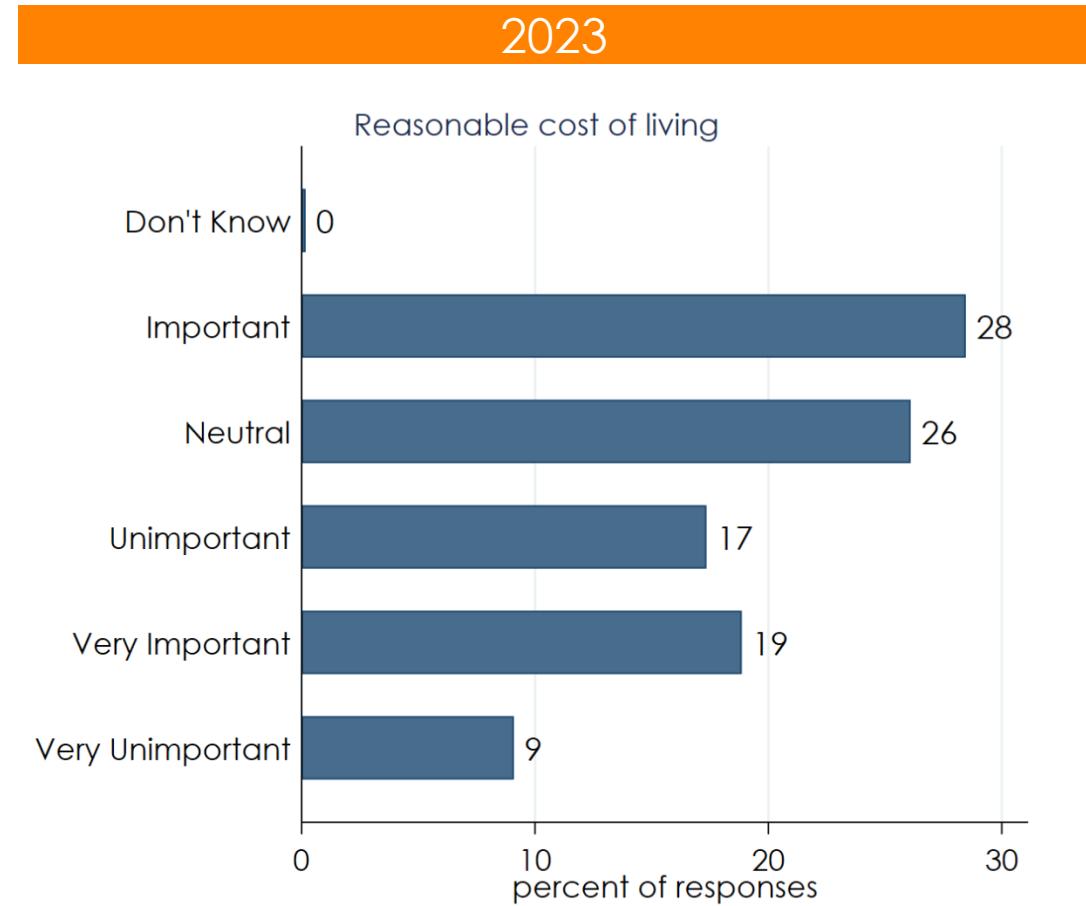
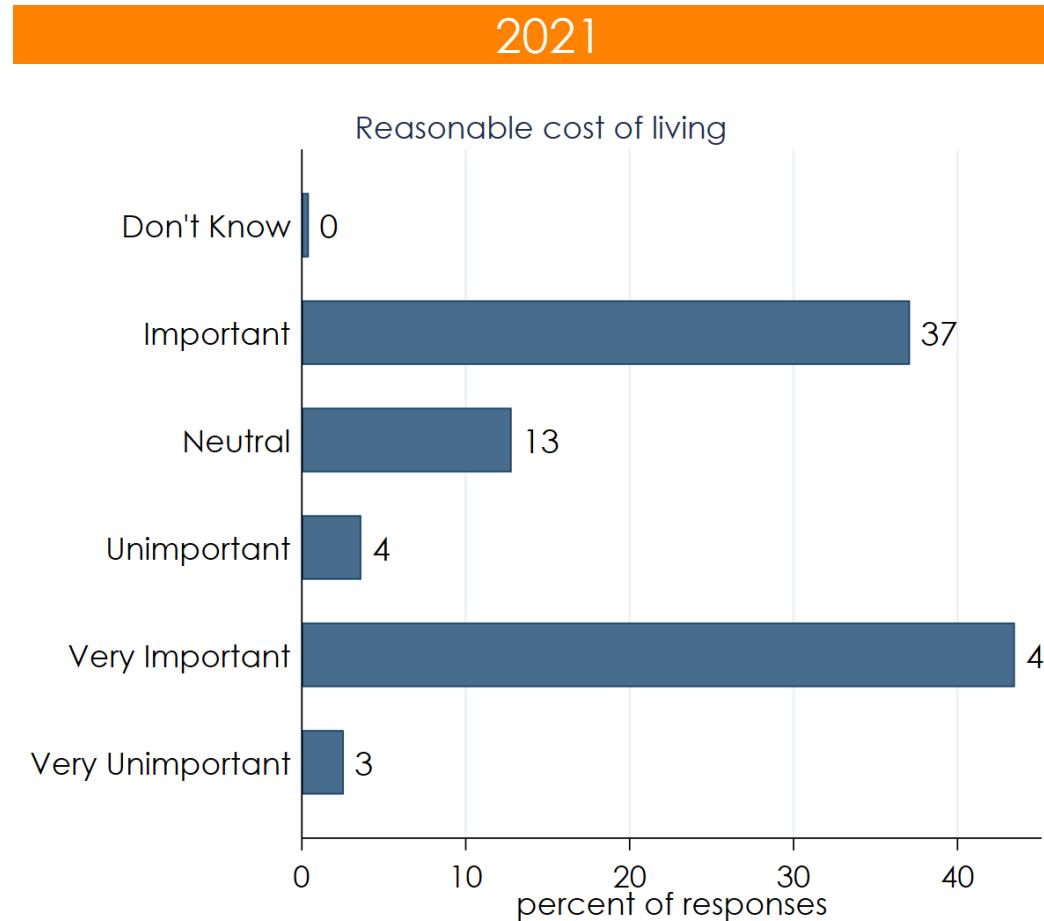


Please indicate how important each of the following considerations were in your decision to live in Independence.



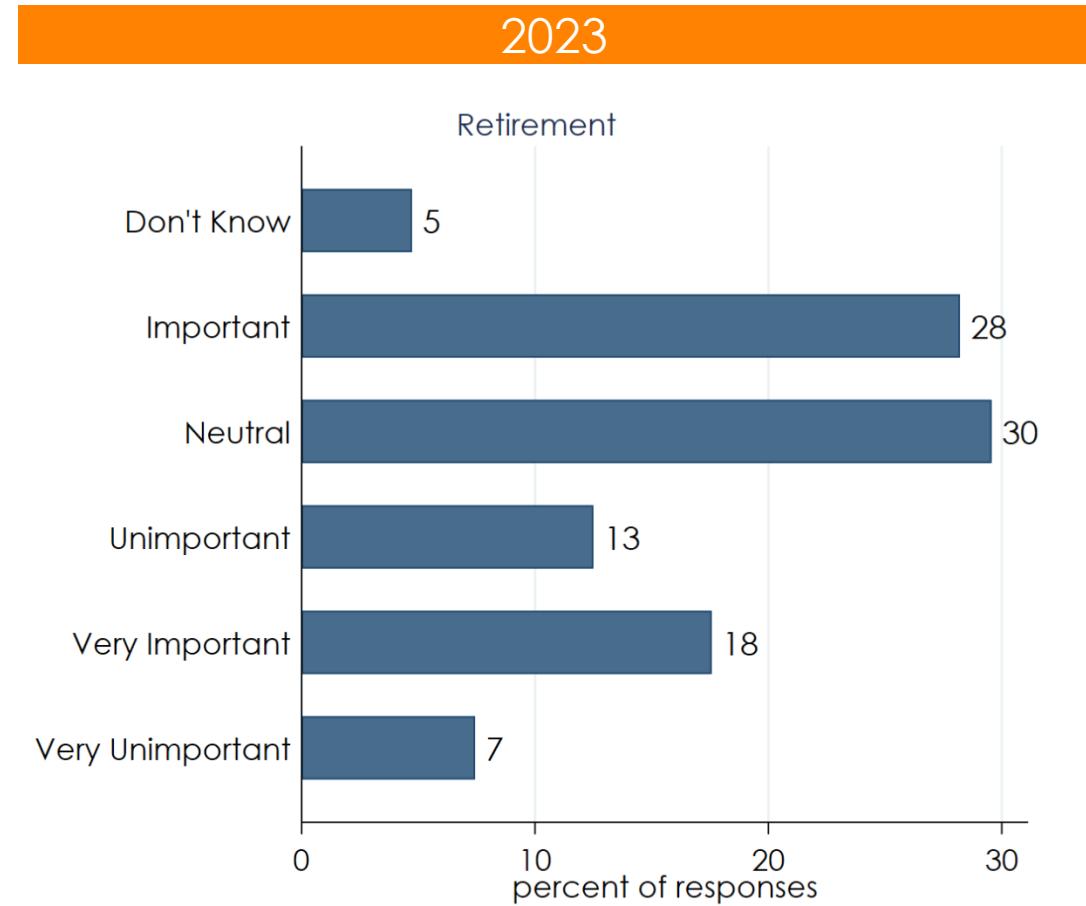
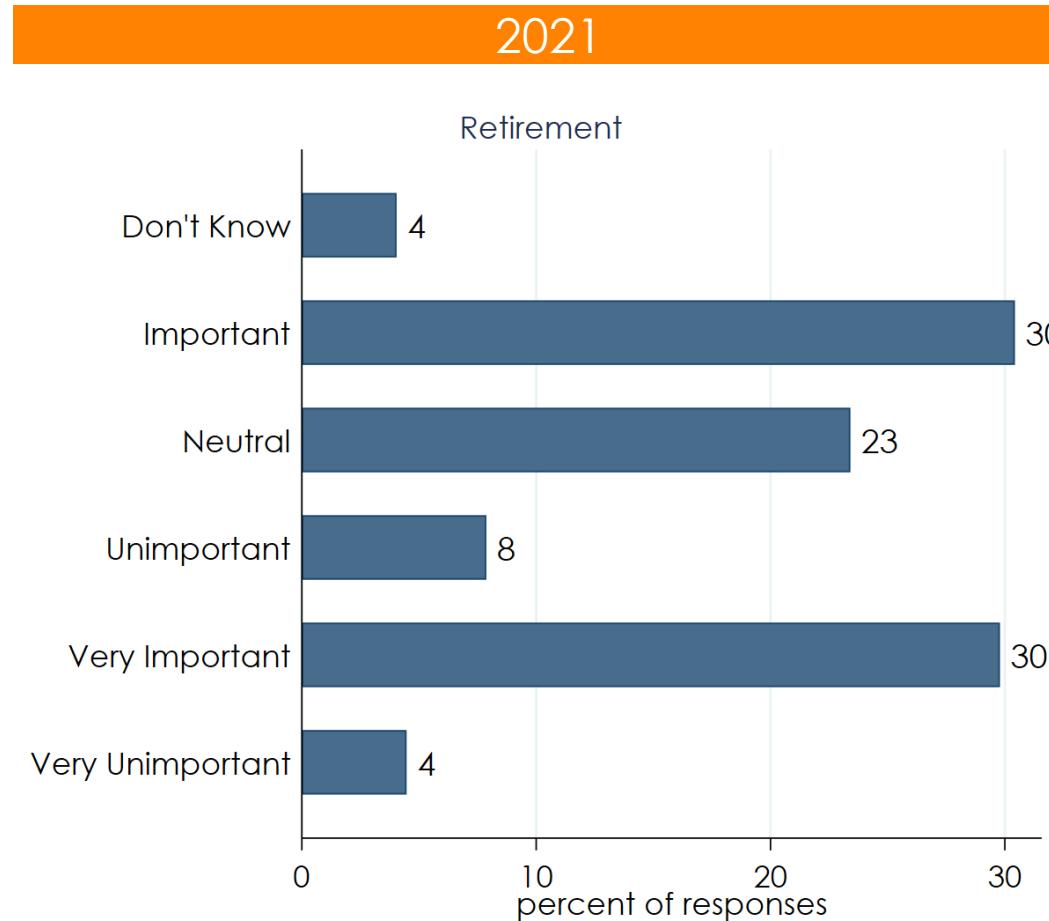


Please indicate how important each of the following considerations were in your decision to live in Independence.



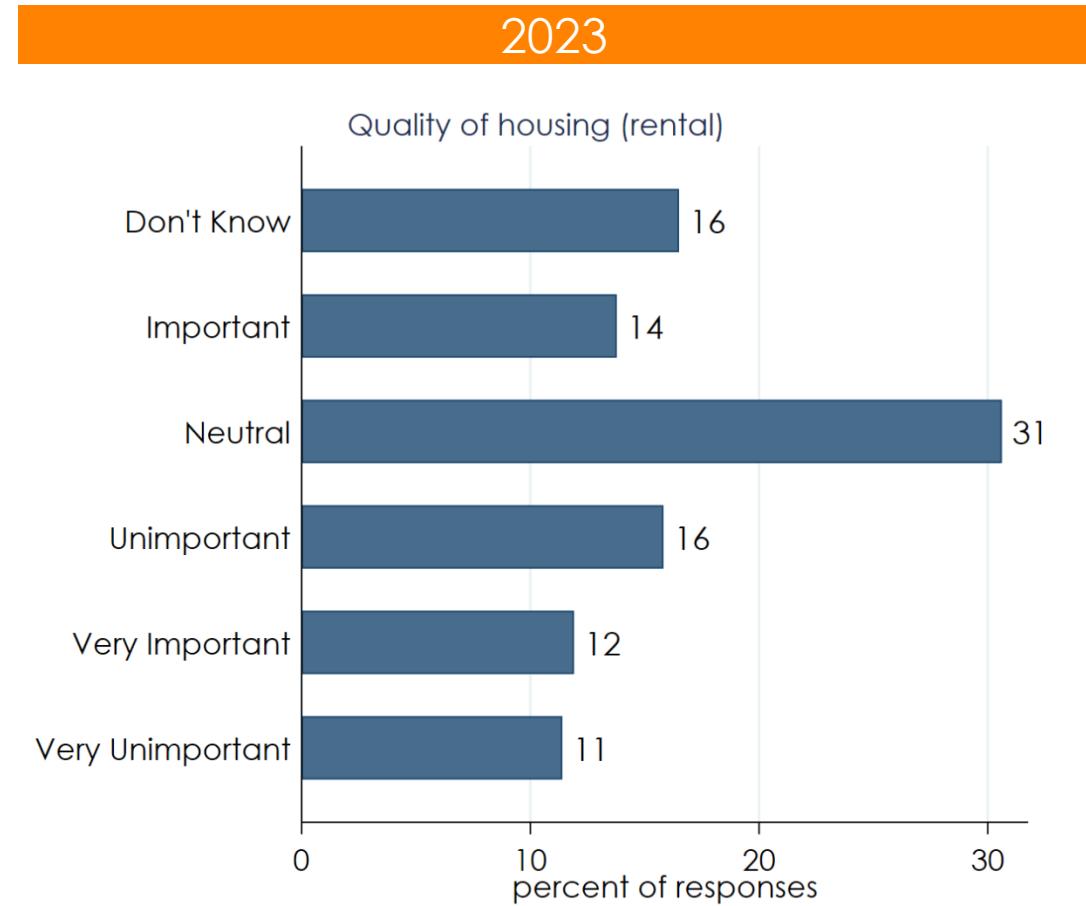
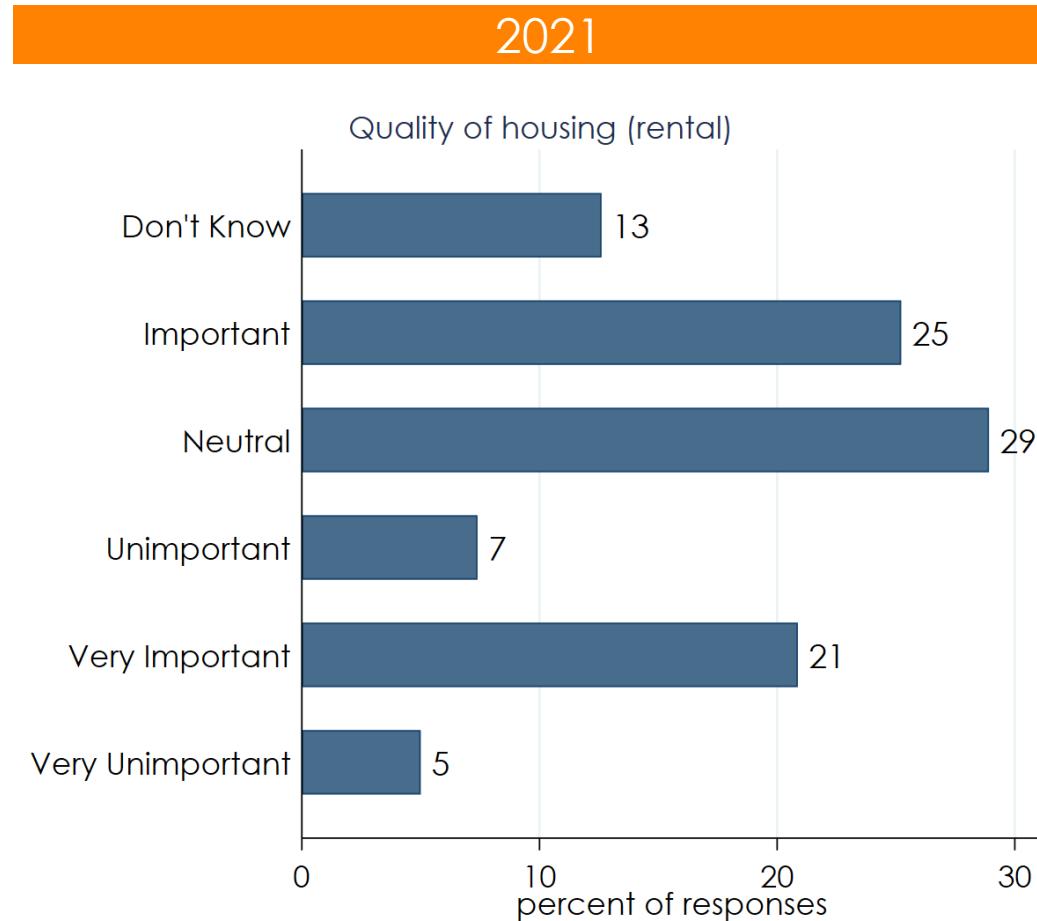


Please indicate how important each of the following considerations were in your decision to live in Independence.



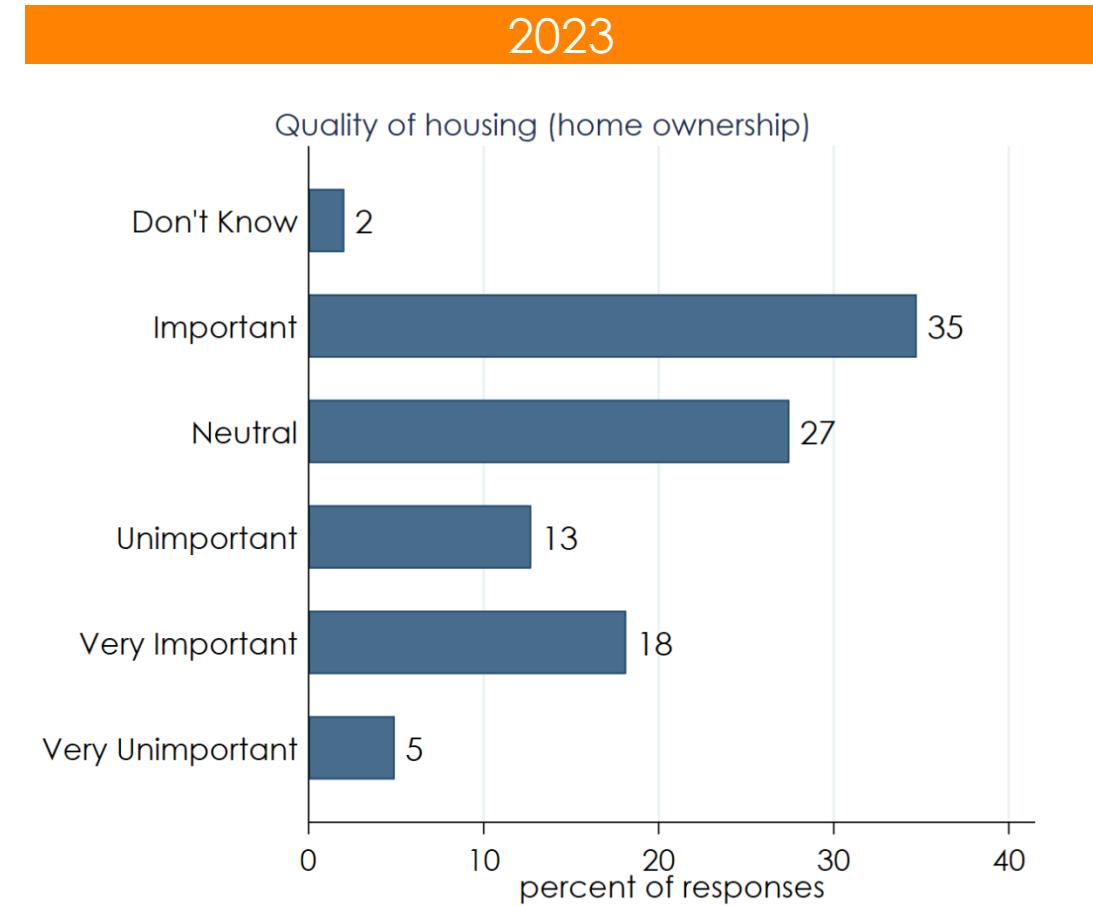
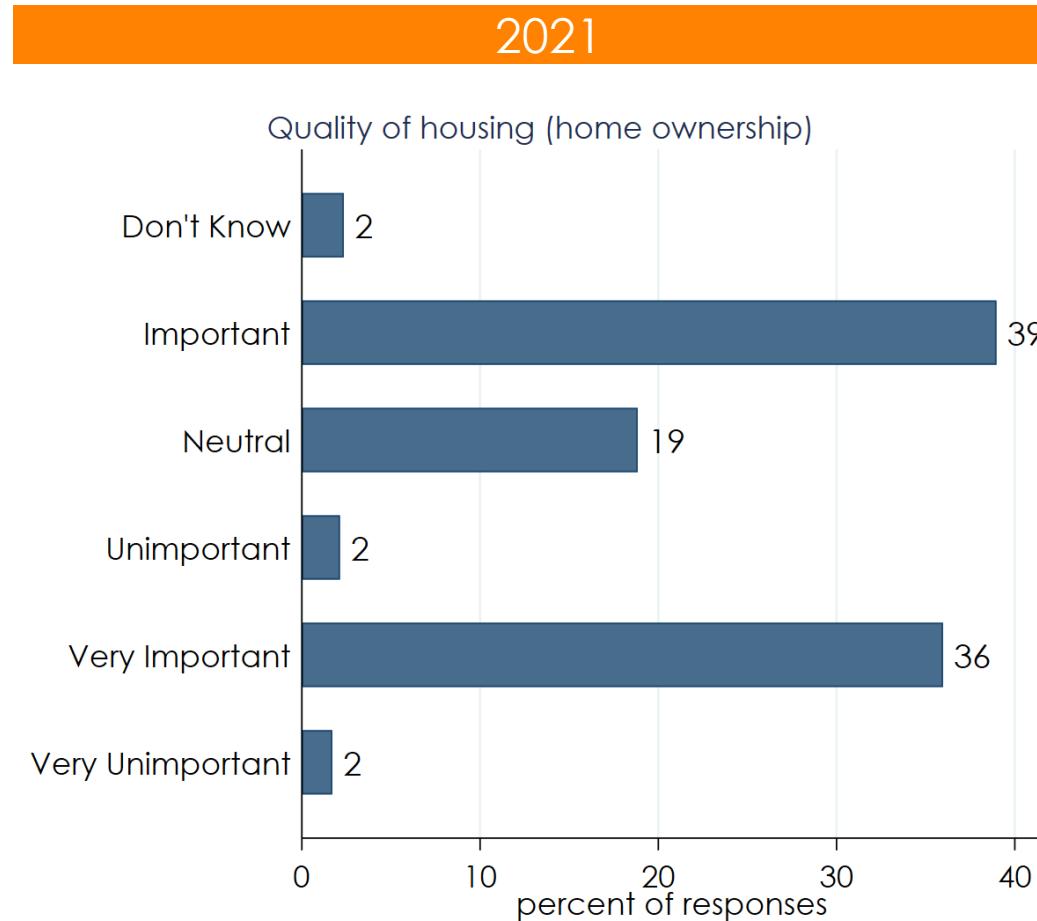


Please indicate how important each of the following considerations were in your decision to live in Independence.



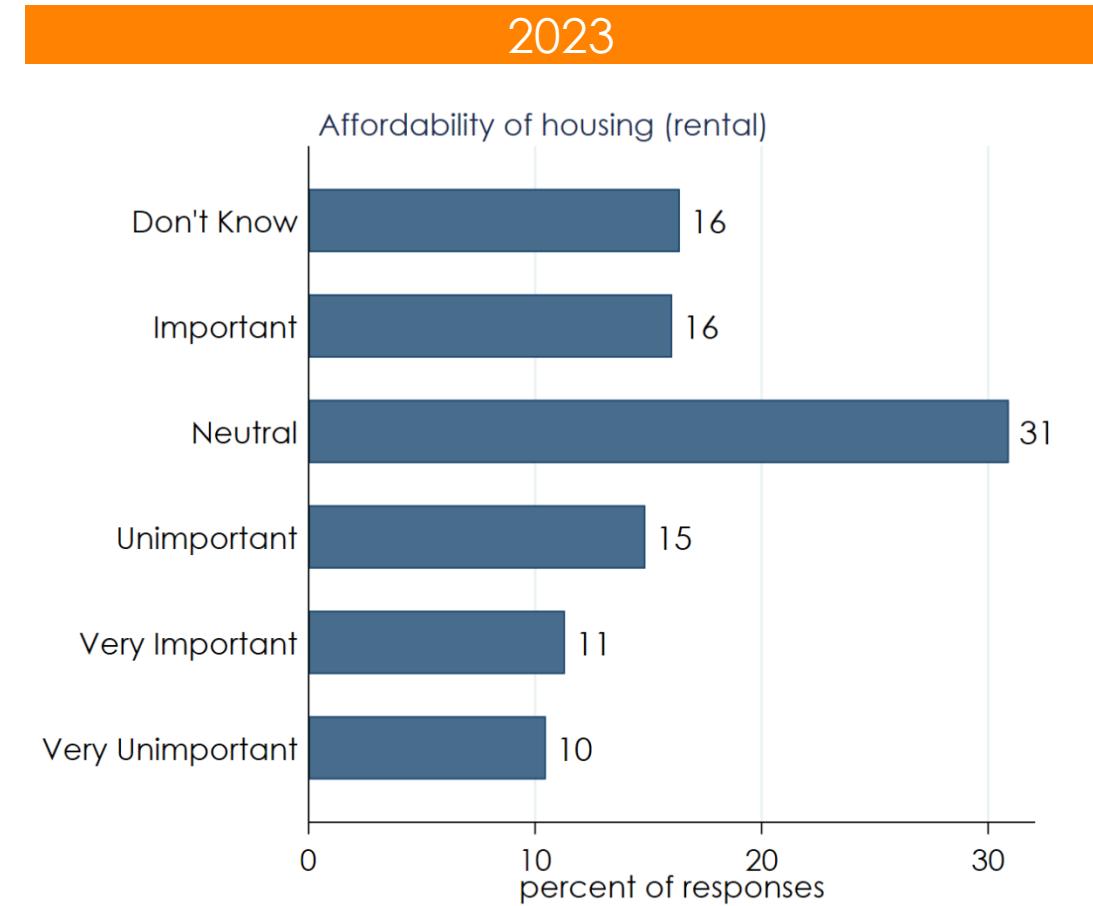
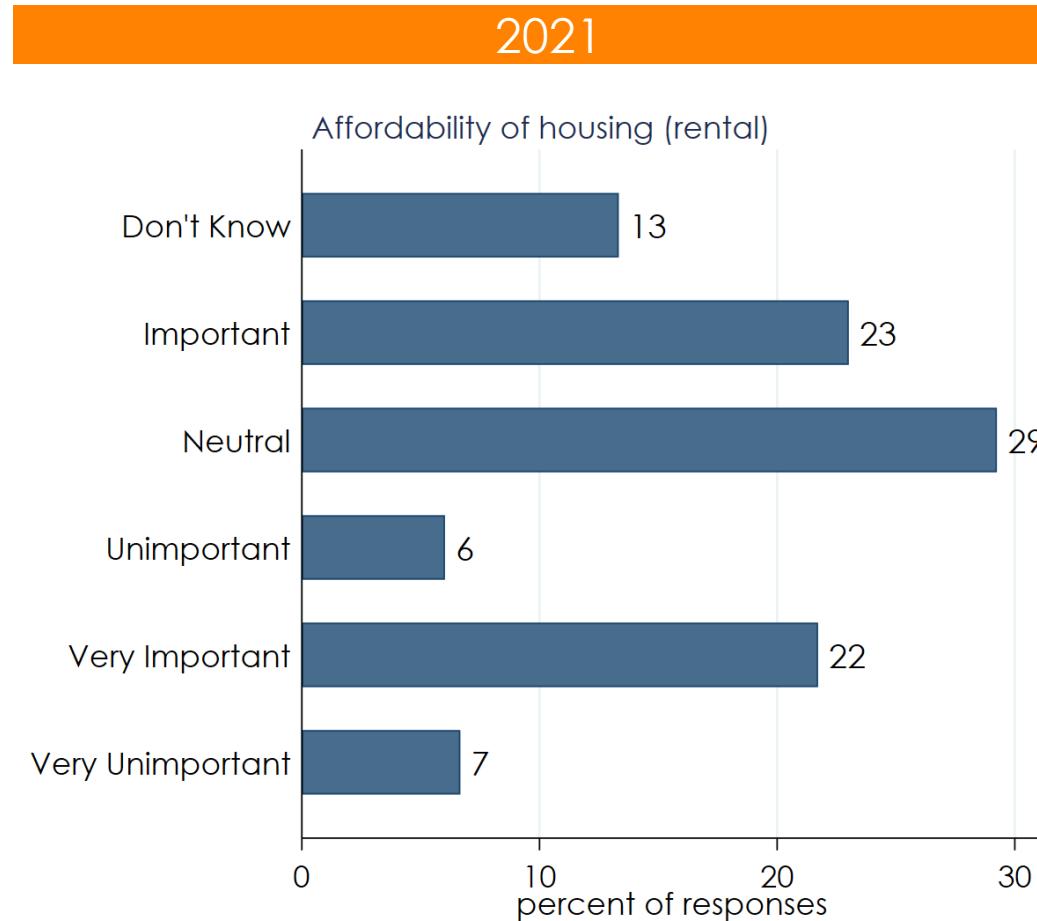


Please indicate how important each of the following considerations were in your decision to live in Independence.



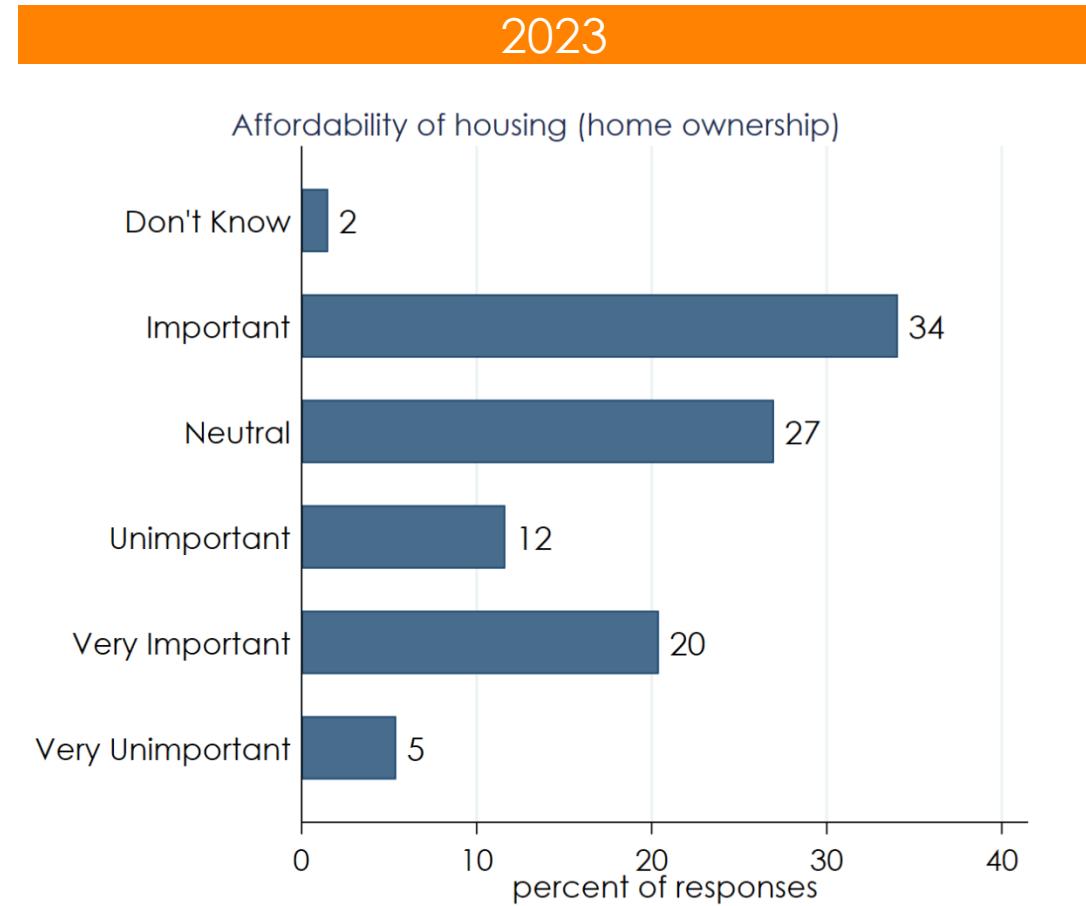
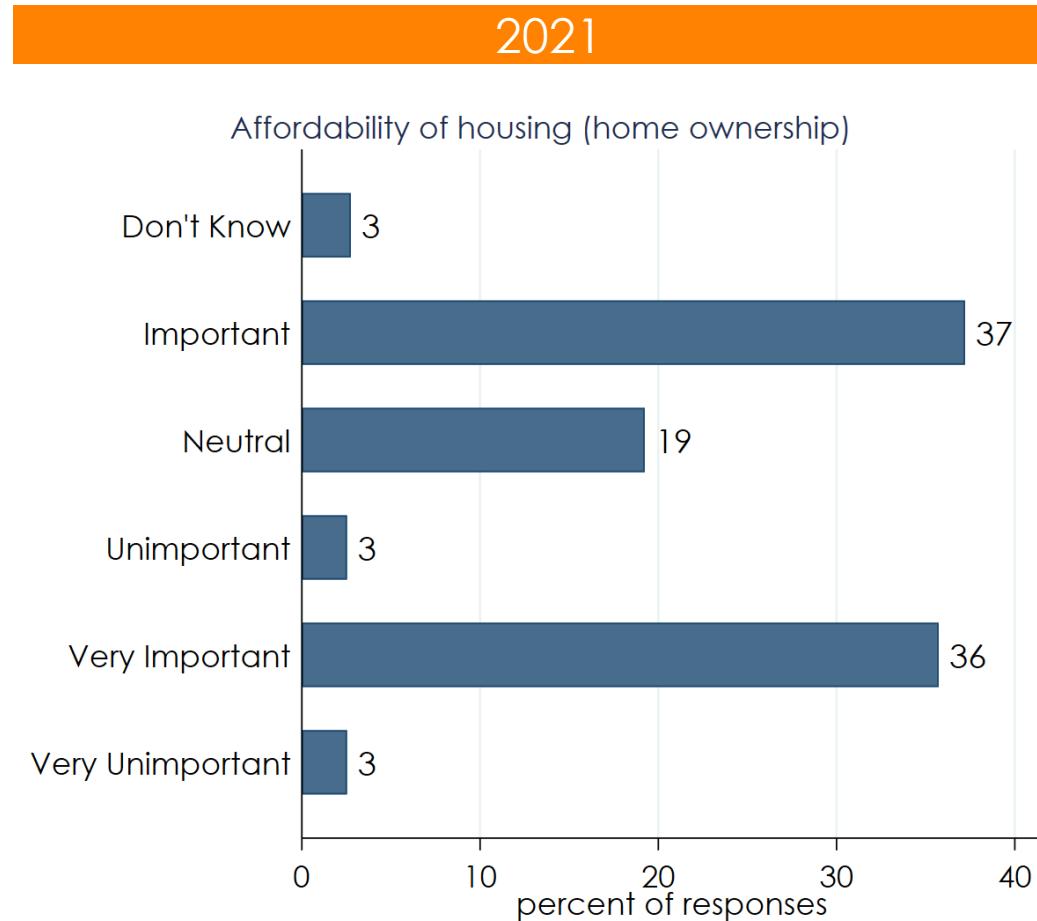


Please indicate how important each of the following considerations were in your decision to live in Independence.



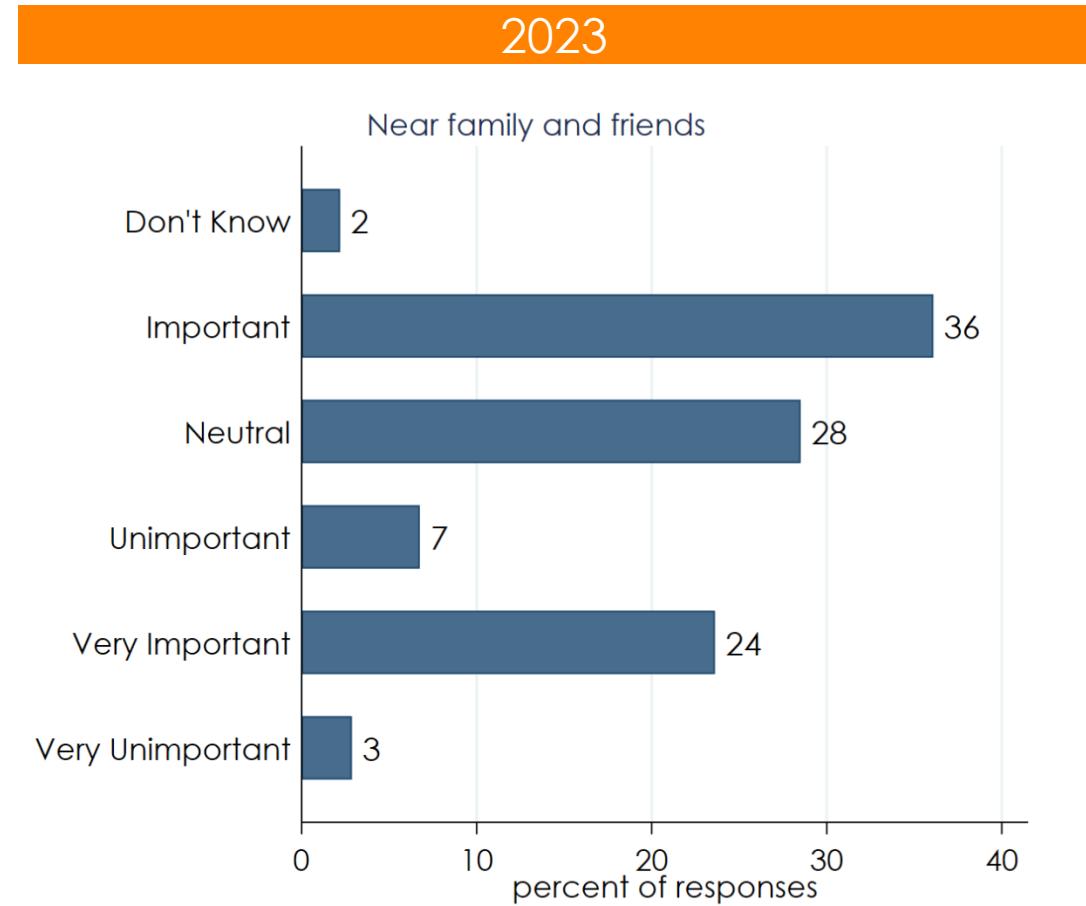
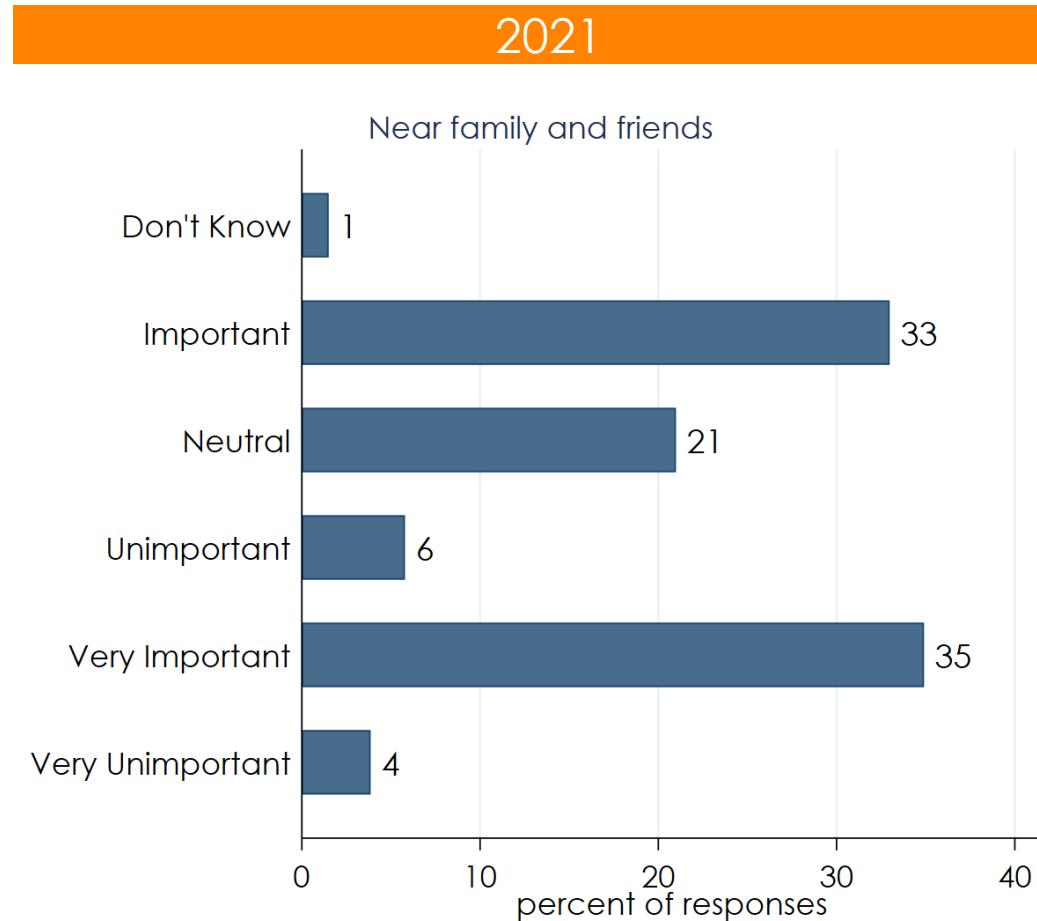


Please indicate how important each of the following considerations were in your decision to live in Independence.



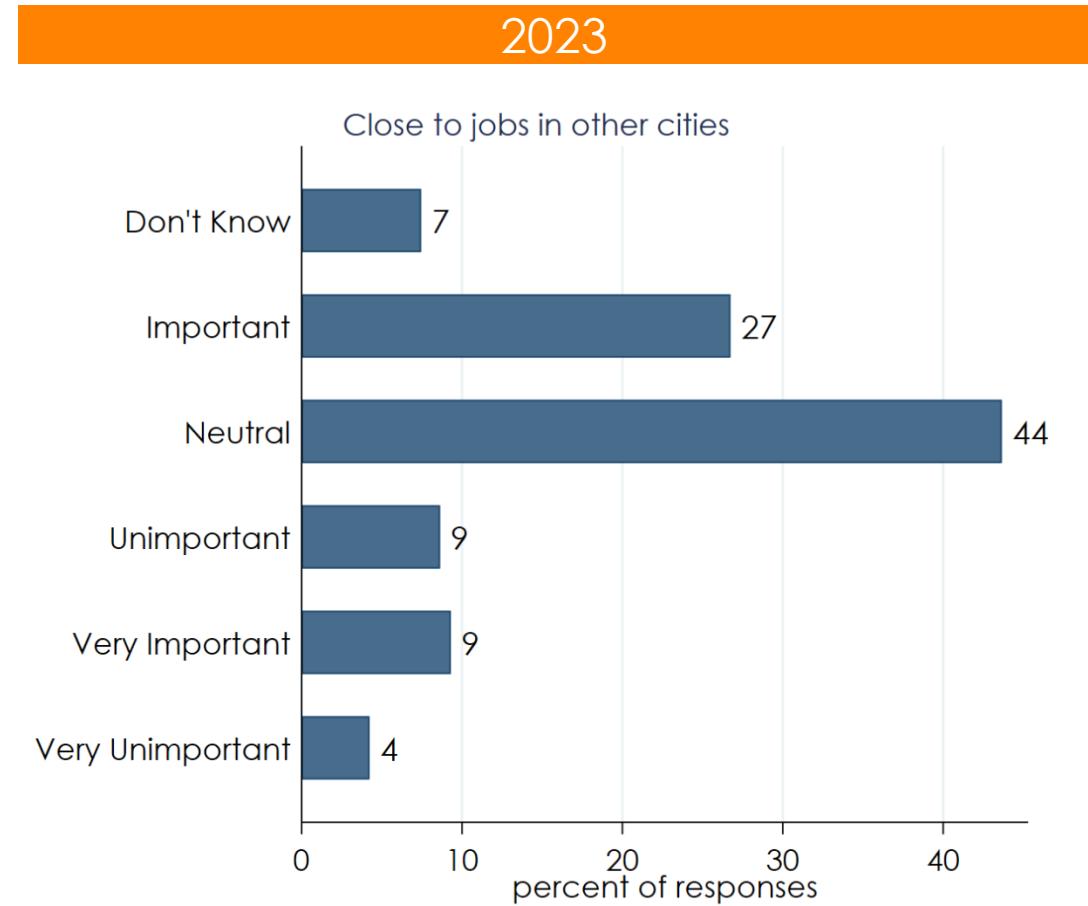
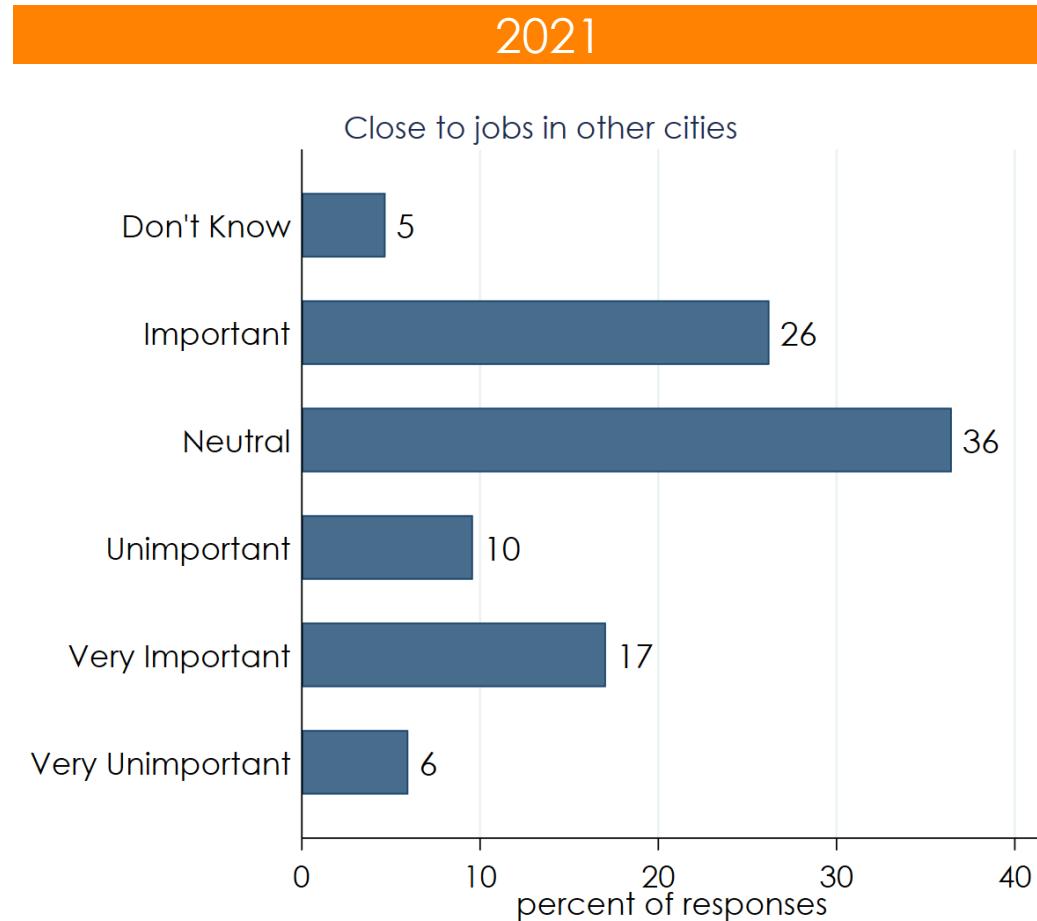


Please indicate how important each of the following considerations were in your decision to live in Independence.



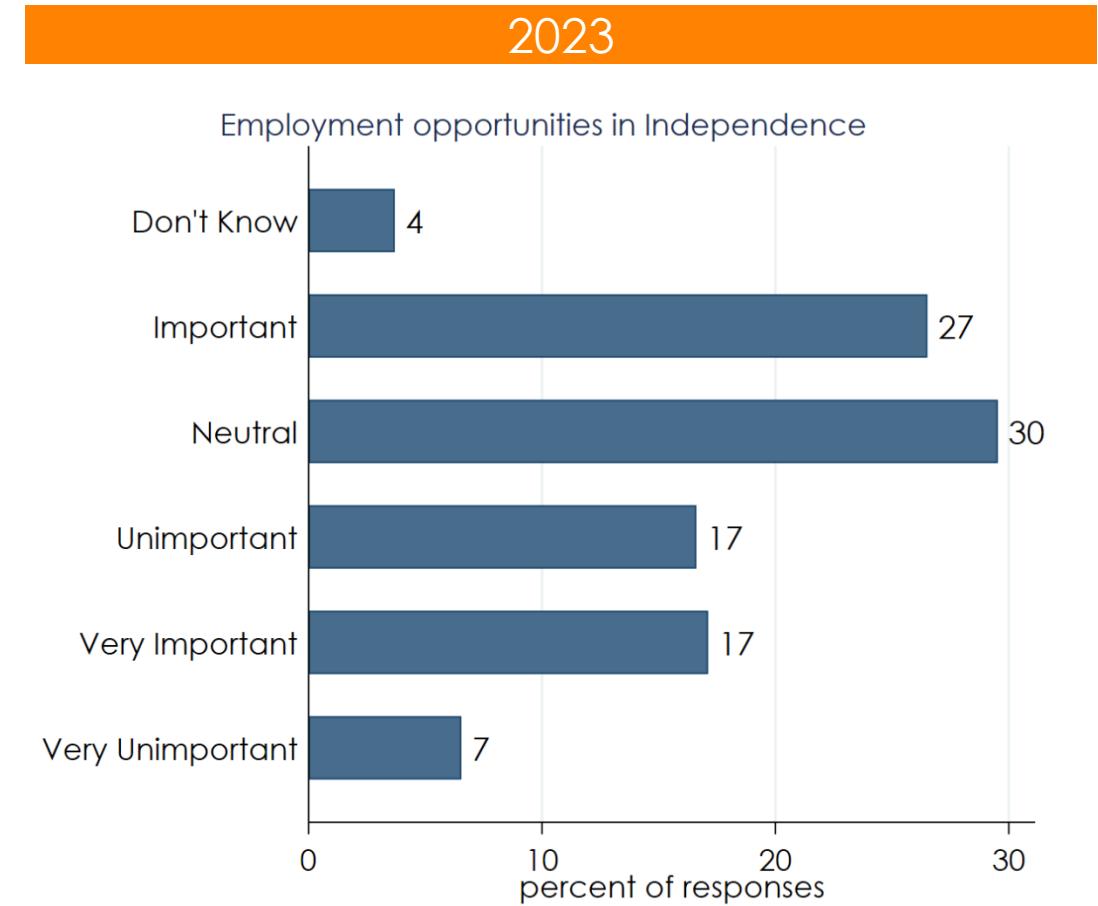
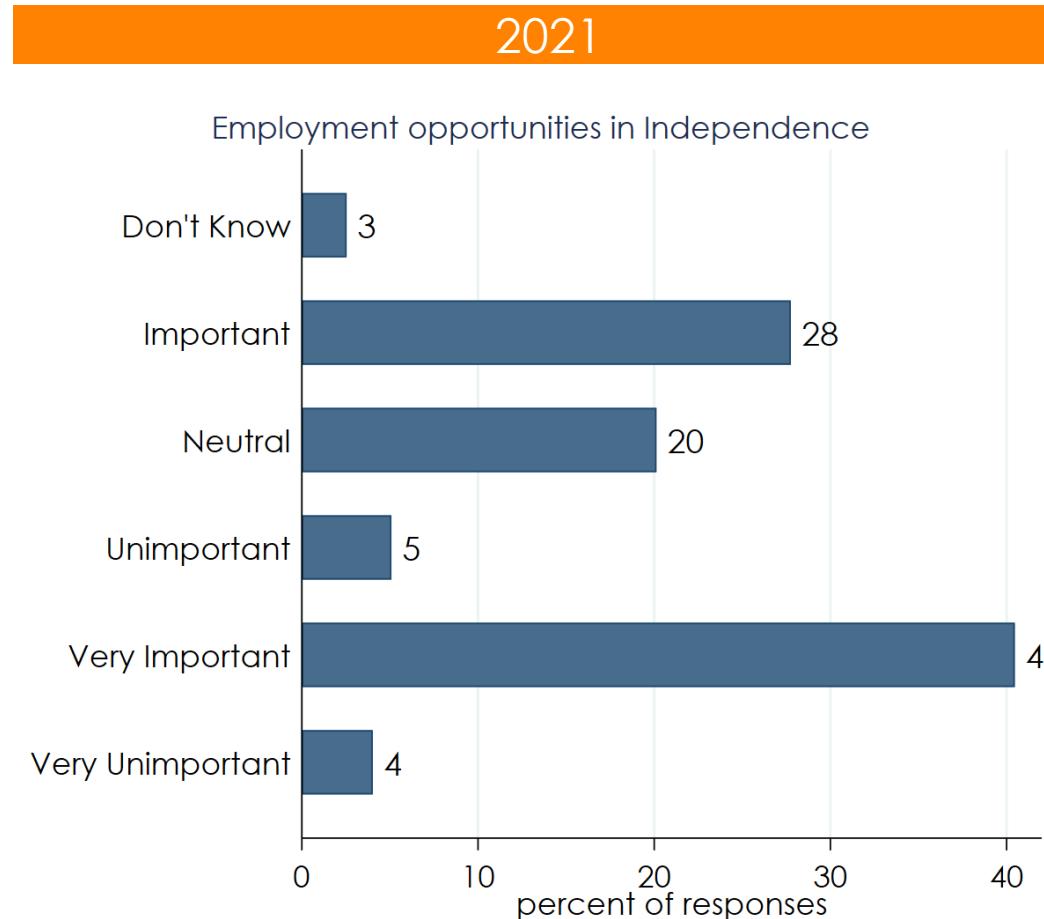


Please indicate how important each of the following considerations were in your decision to live in Independence.



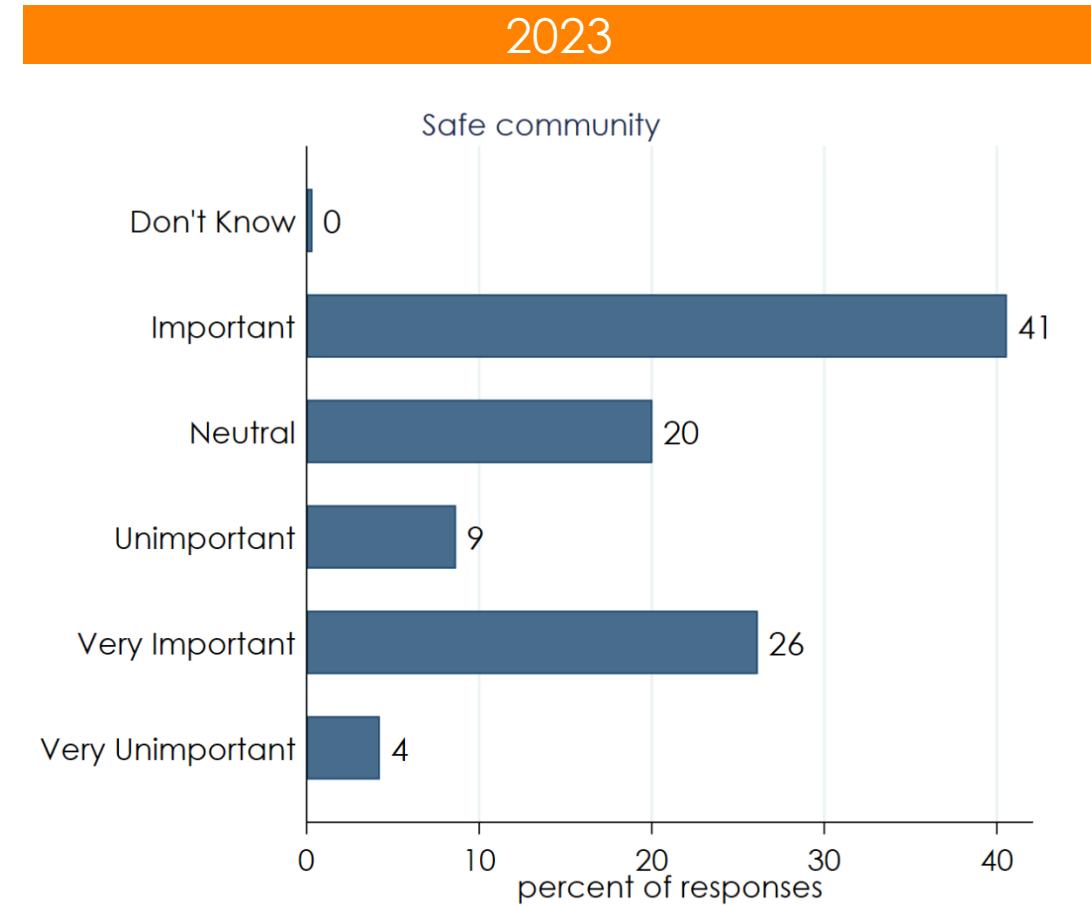
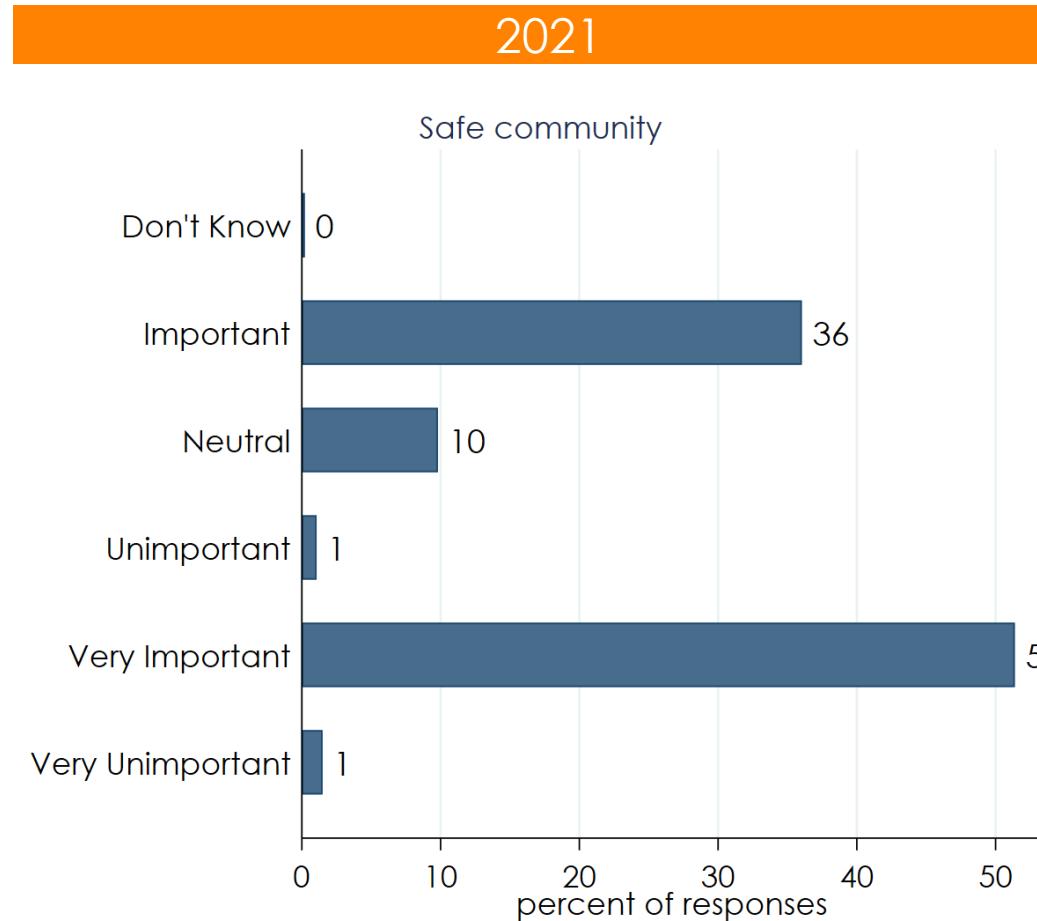


Please indicate how important each of the following considerations were in your decision to live in Independence.



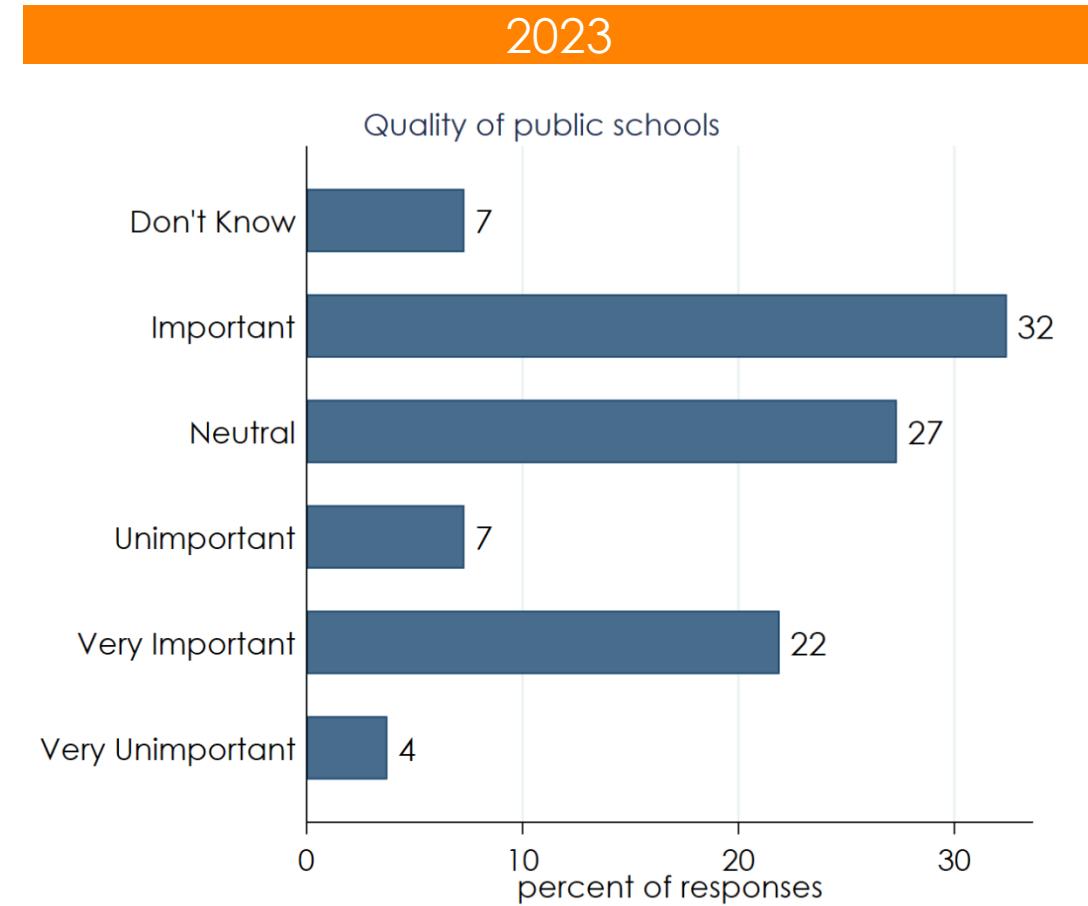
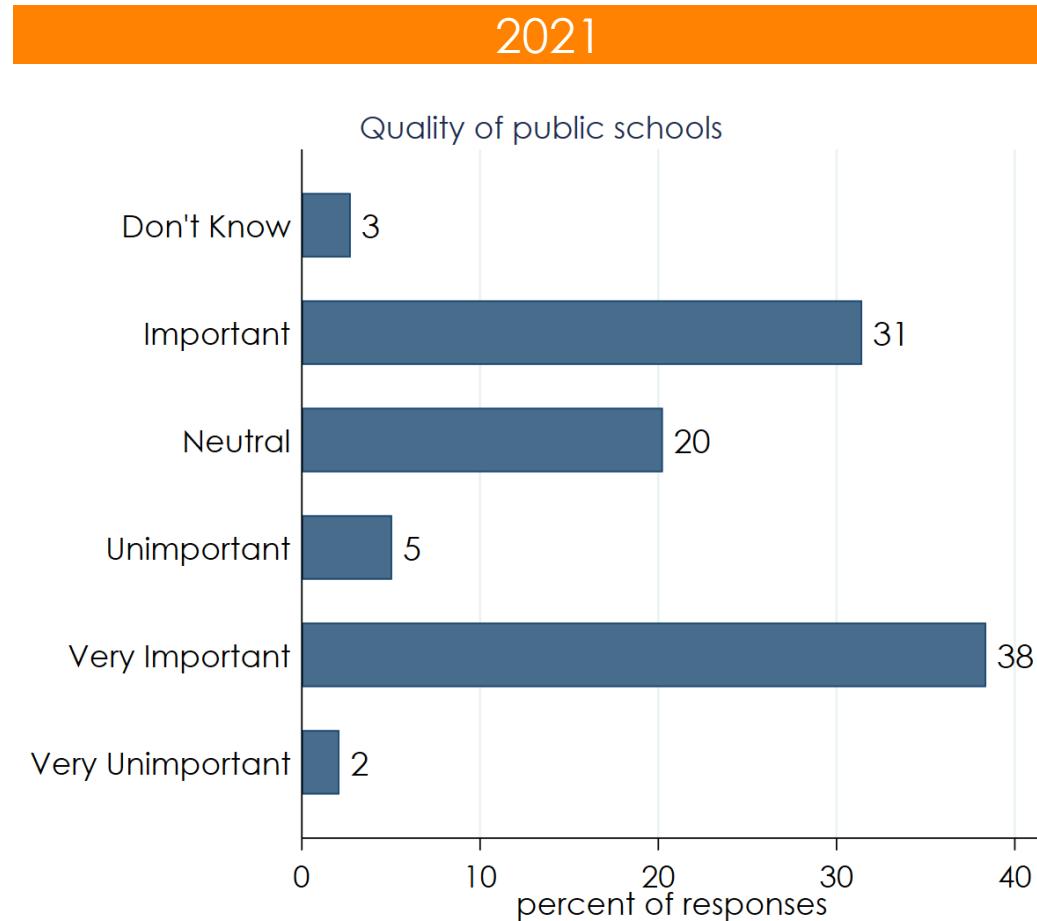


Please indicate how important each of the following considerations were in your decision to live in Independence.



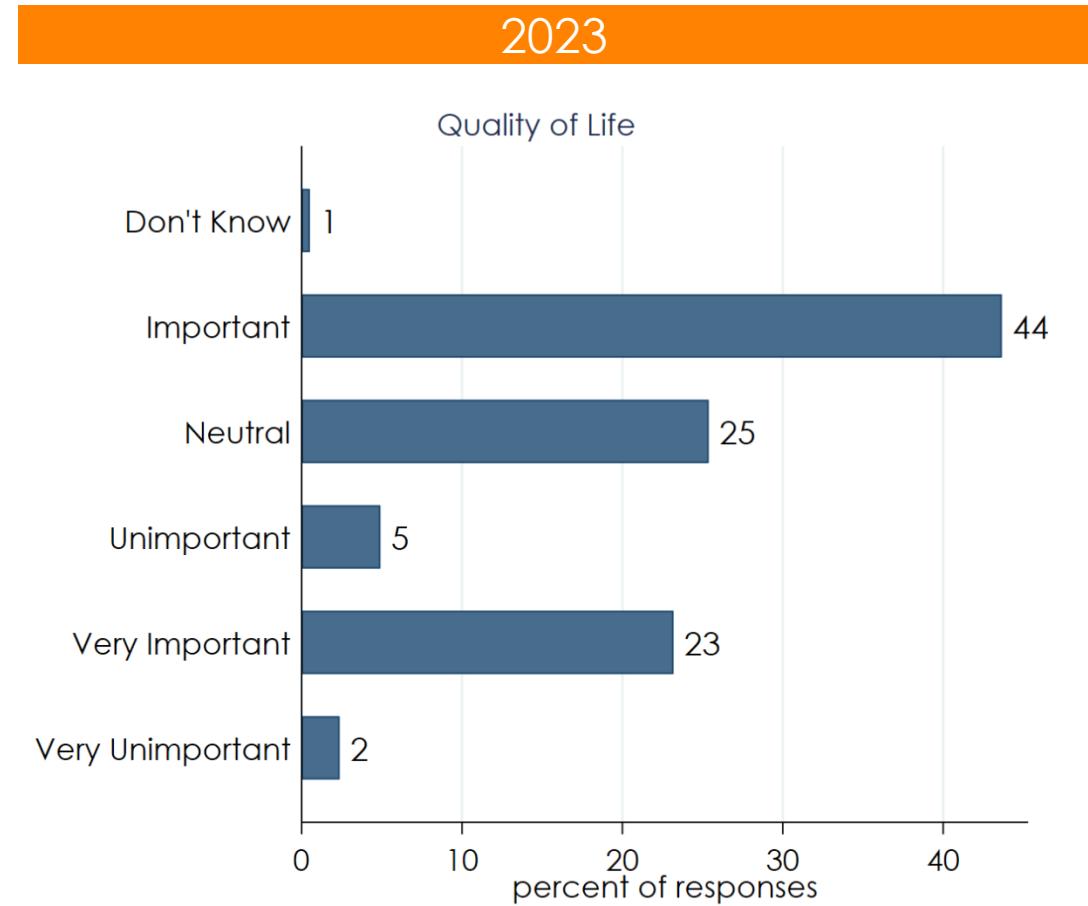
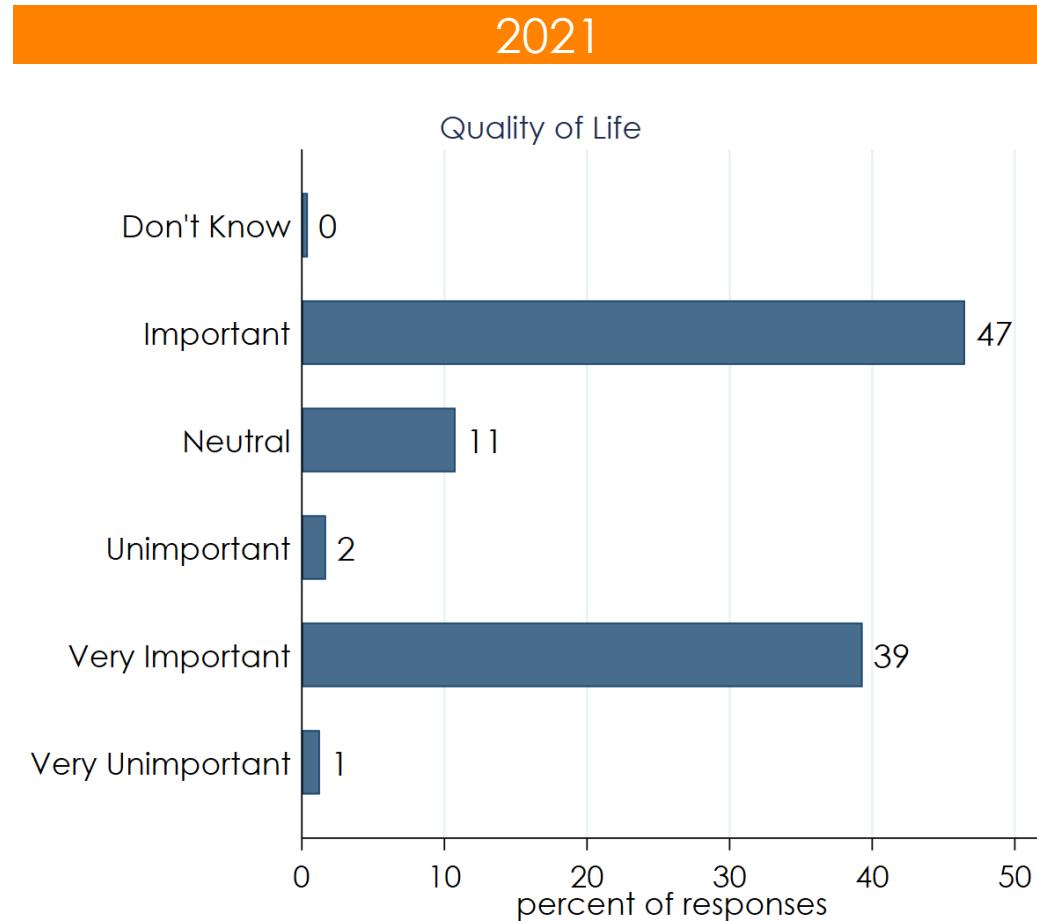


Please indicate how important each of the following considerations were in your decision to live in Independence.



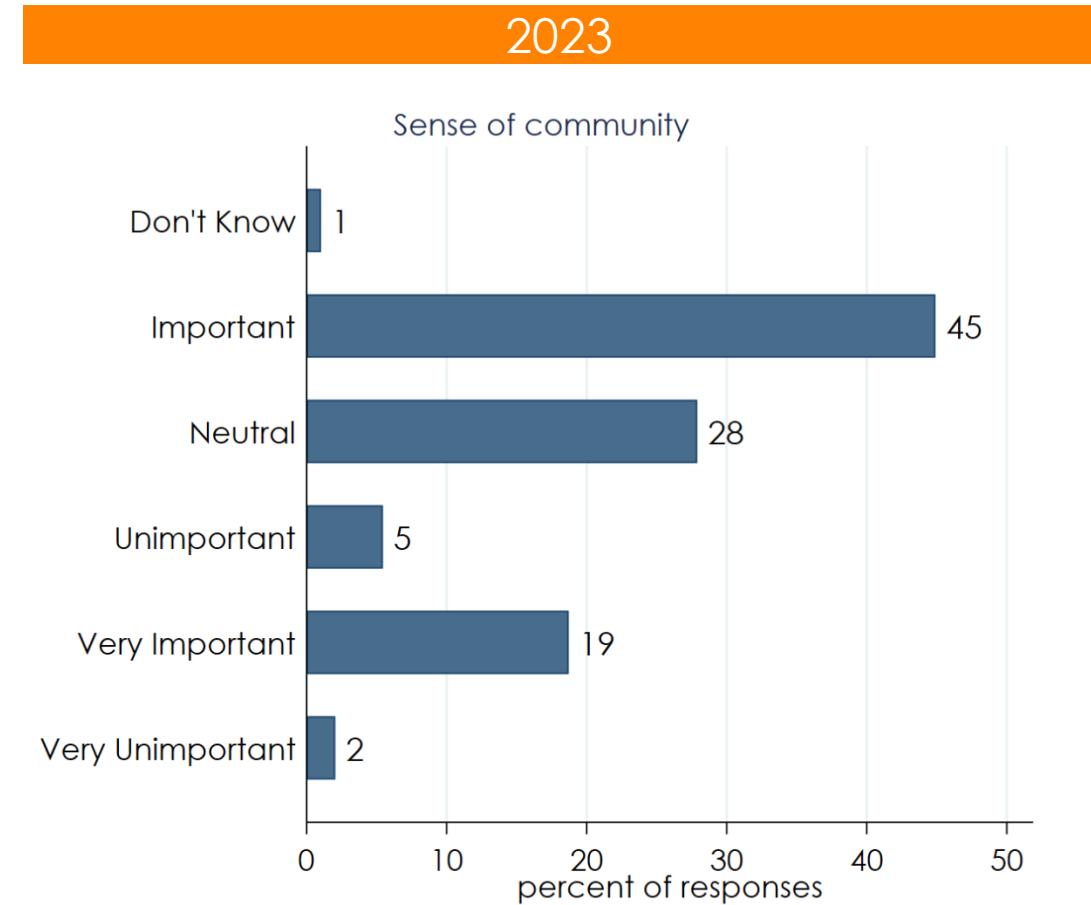
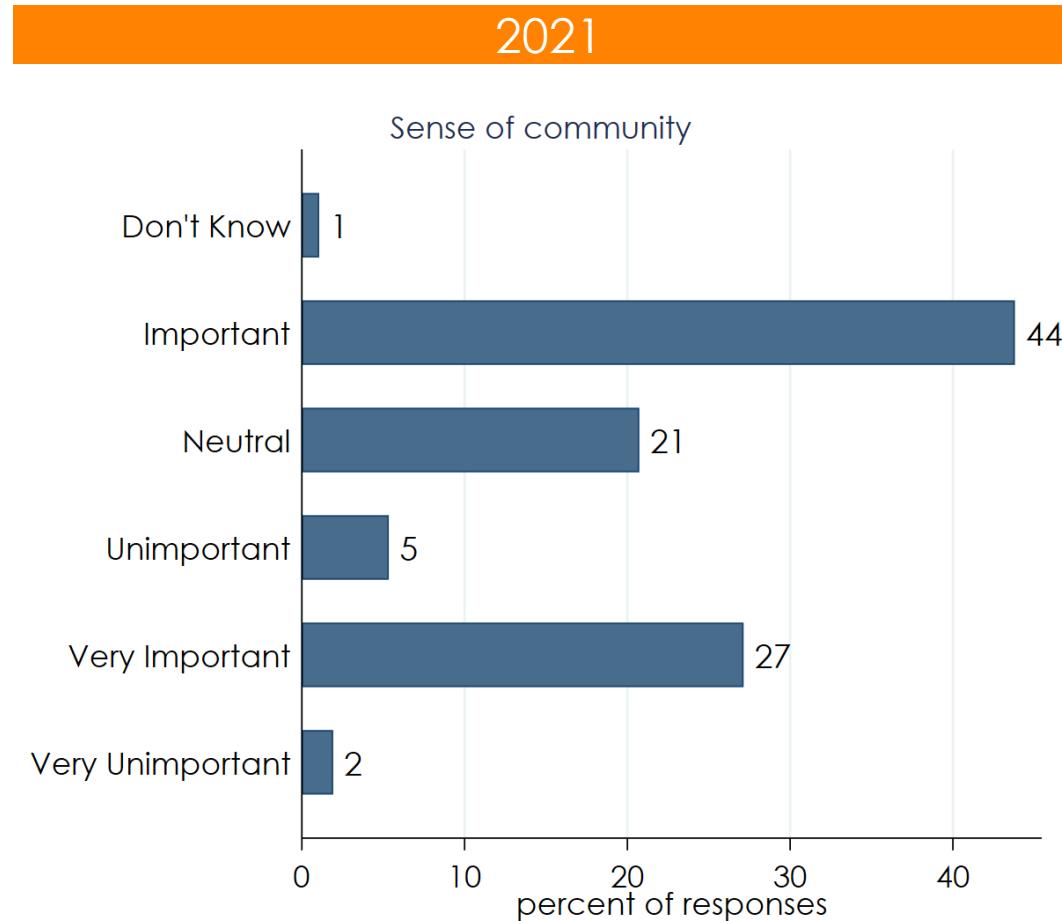


Please indicate how important each of the following considerations were in your decision to live in Independence.





Please indicate how important each of the following considerations were in your decision to live in Independence.





## Discussion Topic

## Goal

## Minutes

Introduction

Review survey responses and limitations they impose; Highlight primary satisfiers & dissatisfiers

5

High level summary

Introduction to NPS scores, Compare satisfaction ranges for each survey section to services overall

10

In-depth analysis of each theme and topic

In-depth analysis of each section; Understand relevant demographic variance; identify relative performance & rank for each section

~50

Synthesis & recommendations

Highlight key takeaways and conclusions

10



High Priority	Insights	Potential next steps / recommendations
Housing	<p>~1/3rd thought single/multi-family housing development was too slow- 70% among 20-40</p> <p>Housing was ranked 1st on list of desired goals for next year</p> <p>Ranked as more important / impactful by in-migration / newer residents</p>	<ul style="list-style-type: none"><li>• <b>Accelerate Housing Initiatives:</b> Address the 1/3rd of respondents concerned about housing pace. Streamline approval processes, incentivize local builders, and pinpoint zones for expansion. Prioritize developments catering to the 20-40 age bracket's affordability needs.</li><li>• <b>Community-Driven Planning:</b> Utilize the heightened interest in housing as the top next-year goal. Organize town hall meetings or forums to capture detailed feedback and co-design future housing strategies, ensuring resident-aligned development.</li><li>• <b>Private Developer Partnerships:</b> Collaborate with developers to bridge housing gaps. Attract projects by offering incentives or public-private partnership models, emphasizing survey-highlighted demand to entice potential partners.</li><li>• <b>Affordable Housing Emphasis:</b> Address potential affordability concerns, especially for younger demographics, by endorsing policies and incentives that support the development of affordable housing options.</li><li>• <b>Zoning Regulation Overhaul:</b> Examine current zoning laws, pinpointing barriers to new housing, especially multi-family units. Adjust regulations to facilitate increased housing development.</li><li>• <b>Holistic Infrastructure Planning:</b> Prioritize infrastructure and amenities alongside new housing developments. Allocate funds for integrated development, ensuring newly developed areas are well-equipped with necessary amenities.</li><li>• <b>Housing Rehabilitation Focus:</b> Champion initiatives to upgrade existing housing stock, especially in older areas. Preserve the town's unique charm while elevating living standards.</li></ul>



High Priority	Insights	Potential next steps / recommendations
Housing	~1/3rd thought retail and industrial development was too slow – >70% among 35-55 thought so	<ul style="list-style-type: none"><li>• <b>Retail and Industrial Development Initiatives:</b> Actively pursue partnerships with national and regional retail chains, such as Aldi, while offering incentives to industries for local operations, addressing job creation.</li><li>• <b>Diverse Dining &amp; Entertainment Establishments:</b> Promote the establishment of diverse dining options, notably non-fast-food chains like steakhouses, and support the introduction of community entertainment venues like skating rinks or bowling alleys.</li><li>• <b>Clothing and Department Store Outreach:</b> Given significant demand, initiate outreach to popular clothing and department store chains. Offering temporary tax incentives or start-up support can make the city an attractive location.</li></ul>
Economic Development	Economic Development was ranked 2 <sup>nd</sup> on list of desired goals for next year	<ul style="list-style-type: none"><li>• <b>Improved Grocery Store Options:</b> Engage with various grocery chains, including Aldi, to explore potential establishment or partnerships in the city. This could be furthered by community forums highlighting local demand.</li><li>• <b>Job Creation Initiatives:</b> Identify industries beyond retail and industrial sectors that can be sources of employment. Collaborating with educational institutions for skill training can be beneficial.</li><li>• <b>Public-Private Partnerships (PPP):</b> Establish collaborations with the private sector to co-invest in economic development projects, leveraging resources from both parties.</li><li>• <b>Promotion of Local Entrepreneurship:</b> Host workshops, offer start-up grants, and foster business incubators to boost local business endeavors, filling service gaps and reinforcing the local economy.</li></ul>
	Ranked as more important / impactful by in-migration / newer residents	



High Priority	Insights	Potential next steps / recommendations
Housing	Only area with a Poor NPS in the city	<ul style="list-style-type: none"><li><b>Enhanced Training for Code Enforcement Officers:</b> Invest in training programs for officers, ensuring they are well-versed in local regulations, communication skills, and methods for handling violations tactfully.</li><li><b>Public Awareness Campaigns:</b> Launch campaigns to educate residents about city codes related to property maintenance, the importance of upkeep, and the benefits of a cleaner city. This can lead to a reduction in unintentional violations.</li></ul>
Economic Development	Several low areas, all decreasing from last year and prevalent in comments	<ul style="list-style-type: none"><li><b>Streamlined Reporting Mechanism:</b> Implement an easy-to-use digital platform or mobile application where citizens can report violations or concerns. This will not only aid in faster response times but also engage the community in keeping the city tidy.</li><li><b>Regular Property Inspections:</b> Schedule routine inspections, especially in areas with recurrent violations. This proactive approach can deter neglect before it becomes a larger issue.</li></ul>
Code Enforcement		<ul style="list-style-type: none"><li><b>Traffic Law Emphasis:</b> Enhance traffic law enforcement through periodic police checkpoints, increased signage, or the use of technology like speed cameras.</li><li><b>Graded Penalty System:</b> Introduce a system where repeat violators face escalating penalties. This deters habitual neglect and emphasizes the importance of adhering to city codes.</li><li><b>Community Clean-Up Initiatives:</b> Organize community clean-up days where residents come together to beautify the city. This not only addresses immediate issues but also fosters community pride, potentially reducing future violations.</li></ul>