



... the best of the best of the Northwest.

WALLA WALLA CITY COUNCIL
Work Session Agenda
May 6, 2024 - 4:00 p.m.

Members of the public are invited to view the live video stream of the electronic meeting from the City's website at <https://www.wallawallawa.gov/government/city-council>, may attend by clicking here: <https://us02web.zoom.us/j/86838740607> or may listen to the meeting by calling 253-215-8782 and entering meeting ID 868 3874 0607#.

Individuals who need auxiliary aids for effective communication are encouraged to make their needs and preferences known by contacting the Human Resources Department at 509-527-4475.

Mission: Dedicated to enhancing the quality of life in Walla Walla.

1. CALL TO ORDER

2. ACTIVE AGENDA
 - A. **60 Min.** Review 2024 Draft Strategic Plan Update: Presented by City Manager Elizabeth Chamberlain

3. OTHER BUSINESS

4. MEETING ENDS

Values: Service, Integrity, Collaboration, Equity, Leadership, and Community

The City of Walla Walla complies with Title VI, ADA, and other applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, religion, veteran status, sexual orientation, gender identity, or sex.



ar-5252

60 Min.

City Council - Work Session

Meeting Date: 05/06/2024

Item Title: 2024 Strategic Plan Update - Draft Plan Review

Submitted For: Elizabeth Chamberlain, City Manager Office

Add'l Contributors:

Project No:

Funding/BARS No.:

Financial Comments:

No budget required for the Strategic Plan Update. The plan will inform decision making during the 2025-2026 budget preparation.

Information

HISTORY:

The City of Walla Walla adopted its first strategic plan in 2014. An update to the plan was adopted in 2018. As the City continues to refine the strategic plan update process, the 2022 update was developed over several months of work by both the City Council and Leadership Team. One of the goals with the 2022 update effort was to develop a more systematic process that can be used with subsequent updates.

The Leadership Team engaged in an exercise of reviewing the current Strategic Plan and identifying which objectives and initiatives have been completed and the in process and not started initiatives, were those still priorities. Then the Leadership Team listed their priorities.

At the February 26, 2024, council work session, CM Chamberlain led the council in a discussion of the strategic plan update including why we engage in Strategic Planning, overview of the city's current Strategic Plan, what objectives and initiatives have been completed, and asking the City Council to identify priorities.

The City Council and Leadership Team went through a prioritization exercise at the April 15, 2024 retreat taking the 34 priorities initially identified and narrowing those down to the top 6-10 priorities. The Leadership Team then took those 6-10 priorities and developed objectives and initiatives that are presented in the draft plan for council's consideration.

To aid in the discussion, also included for the council's reference are the 2023 Resident Satisfaction Survey results and the 2023 Employee Engagement survey results presentation.

POLICY ISSUES:

Discuss the draft Strategic Plan and the proposed objectives and initiatives. City Council to determine if there are desired modifications to the draft objectives and initiatives.

ALTERNATIVES:

Discussion only.

CITY MANAGER COMMENTS:

Approved for work session discussion.

Attachments

2024 Draft SP Update

2023 Resident Satisfaction Survey Results

2023 Employee Engagement Survey Results Presentation

City of Walla Walla Strategic Plan



2024-2028 Update (DRAFT)



INTRODUCTION

The City of Walla Walla is a full-service city dedicated to enhancing the quality of life for our 34,310 residents, 2,340+ businesses, and many local partners. Located in SE Washington, Walla Walla is known for its world class wine industry and tourism, its rich history, agricultural roots, and engaged community.

Embarking on the city’s fourth Strategic Plan, Walla Walla continues to evolve as an organization. With this Strategic Plan update, we refreshed the priorities for the organization identifying several new objectives and initiatives to accomplish the organization’s mission and vision. Our Mission, Vision, and Values are the centerpiece of the organization, driving our culture and the service we provide to the community.

The City of Walla Walla is a Council-Manager form of government with the City Manager charged with direct oversight of all City operations and implements the goals and policies of the adopted by the City Council. City Council members are elected by City of Walla Walla voters to four-year terms. The city is divided into four wards: Central, South, East and West with three members elected at-large. The Mayor and Mayor Pro-Tem are selected by the City Council for a two-year term. The Council is the legislative governing body for the city. They set policies, adopt ordinances and the annual budget, levy taxes, approve contracts and appoint city advisory boards, commissions and committees, and the City Manager and City Attorney.

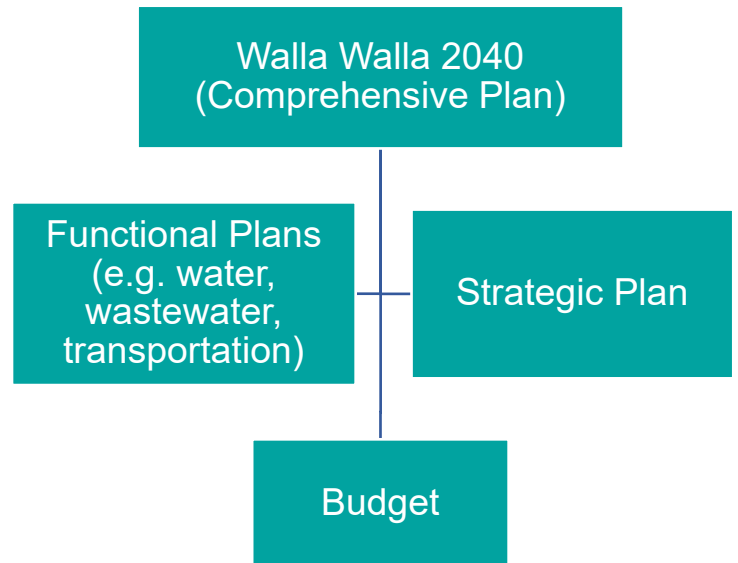
As a full-service city, Walla Walla provides a wide range of services (internal and external):

- Police
- Fire and EMS
- Public Works: Traffic/Transportation, Water, Sewer, Stormwater, Engineering
- Landfill, Compost, Sanitation, Green waste, Recycling
- Parks and Recreation
- Library
- Development Services
- Administration/Support Services: Leadership, Human Resources, Communication, Finance, Legal, Fleet Operations, Technology Services, City Clerk



HOW DOES THE STRATEGIC PLAN INTEGRATE WITH OTHER CITY PLANS?

Walla Walla 2040, the City’s comprehensive plan, guides the long-term community vision and growth framework for the City of Walla Walla. The strategic plan is consistent with the comprehensive plan and implements the priority goals and policies. Priorities could change with each cycle of Strategic Planning but will be consistent with the framework of the comprehensive plan. Each layer of the hierarchy has shorter planning horizons to implement the goals and policies outlined in the comprehensive plan ultimately working towards operational plans and the City’s two-year budget cycle allocating the necessary resources to accomplish the key objectives outlined in the Strategic Plan.



LEARNING, RESULTS, & IMPROVEMENT

Resident Survey
Employee Survey
Business Survey
Financial Report

OPERATIONAL EXECUTION

Develop Action Plans
Council Agenda Planning
Evaluations/Goal Setting
Onboarding

COMMUNITY & CITY COUNCIL

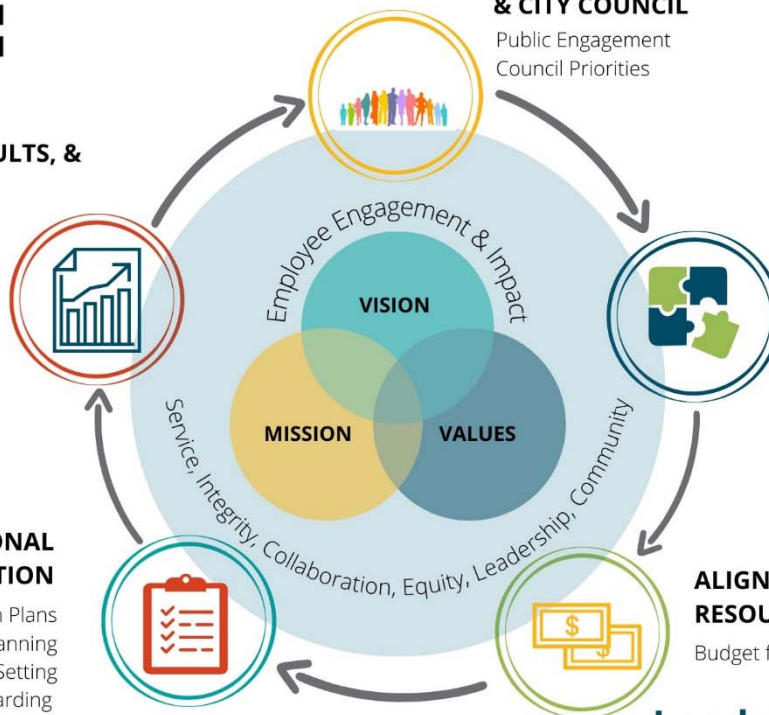
Public Engagement
Council Priorities

STRATEGIC PLANNING

Aligned with adopted plans

ALIGNMENT OF RESOURCES

Budget for priorities



Leadership System



VISION, MISSION, & VALUES

The City of Walla Walla adopted a refresh of its Vision, Mission, and Core Values September 2021. The process began with the Leadership Team brainstorming the organization's core values. We then surveyed the employees to share their thoughts on the organization's core values. We then asked the City Council. Aligning the inputs, the City Council adopted the organization's core values. The Leadership Team conducted a similar exercise for Mission and Vision. Employees shared their feedback on proposed mission and vision statements. The feedback received, particularly on the vision statement, was keep the existing vision statement. Each department was then asked what does "best of the best of the Northwest" mean to you and developed context around the vision statement.

VISION:

Walla Walla, best of the best of the Northwest.

MISSION:

Dedicated to enhancing the quality of life in Walla Walla.

CORE VALUES:

- Service
- Integrity
- Collaboration
- Equity
- Leadership
- Community

As an organization, we are driven by our mission to enhance the quality of life in Walla Walla and strive to be the best of the best of the Northwest. We accomplish this through modeling our core values, continuous improvement, and beginning to utilize data to drive our decision making. The Strategic Plan helps the City understand what to prioritize and invest in. The Strategic Plan reminds the City Council and staff of what's important to the community.

STRENGTHS AND CHALLENGES

As part of the City's 2022 Strategic Plan update process, a SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis was conducted of the organization. The SWOC analysis results were shared with the City Council for input on the priority strengths, opportunities, weaknesses, and challenges. These strengths/opportunities and weaknesses/challenges remain relevant to this strategic plan update.

STRENGTHS/OPPORTUNITIES

1. Competent and knowledgeable work force that values service to the community.
2. Teamwork throughout the organization – engaged workforce that collaborates across departments.
3. Communication – strong external communication with an opportunity to strengthen internal communication.
4. Partnerships – collaborative relationships with local (e.g. gov't agencies, non-profits), state, tribal, and federal partners.
5. Fiscal Responsibility – maintain a general fund reserve at 15%, recent voter approved for TBD renewal, utility financial planning.

WEAKNESSES/CHALLENGES

1. Housing Crisis – cost burdened households, lack of well-paying jobs, housing supply deficit.
2. Formalization of processes within the organization.
3. Organizational succession planning – to maintain delivery of services to the community.
4. Funding to maintain/replace aging infrastructure.
5. Employee Recognition – greatest asset are our employees and need to recognize accomplishments.



KEY FOCUS AREAS

To achieve the City's mission, vision, and model the values, the Strategic Plan has four key focus areas:

- Livability
- Economic Health
- Safe Community
- High Performing Organization

The four key focus areas were determined through the SWOC analysis results; what are the strengths and opportunities for the organization that will aid in accomplishing the strategic plan and what are the weaknesses and challenges to be aware that may prevent accomplishment of the strategic plan. The four key focus areas were refined by the City Council and Leadership Team with the understanding that with each subsequent strategic plan, the focus areas remain the same, but the objectives/priorities identified will likely be modified with each plan update cycle.

Each key focus area includes specific objectives that will transition to action plans for the organization to implement and resource accordingly. The City will begin its next two-year budget (2025-2026) by allocating resources towards initiatives to improve performance in each key focus area.



LIVABILITY

Livability: what the City of Walla Walla focuses on to execute the organization's mission of enhancing the quality of life in Walla Walla.



SAFE COMMUNITY

Organizational readiness around emergency management, infrastructure stability (maintenance/repair/multimodal), and overall community safety.



ECONOMIC HEALTH

The Economic Health of the community, attracting new businesses and shopping opportunities, and support a strong economy through diverse employment sectors.



HIGH PERFORMING ORGANIZATION

The City will develop a culture of continuous improvement, collaboration with organizations and partners within the community, financial stability/sustainability, and well trained and supported work force.

The City of Walla Walla is committed to developing a Strategic Plan that aligns with the city's core values, input from the community, meeting our mission, and striving to achieve our vision. Several participants and survey results contributed to the development of the objectives and initiatives identified in the plan:

- January 2024: Leadership Team reviews 2023 Resident Satisfaction Survey Results
- January 2024: Leadership Team identify priorities
- January 2024: Council work session – review 2023 Resident Satisfaction Survey Results
- February 2024: Council work session – City Council identify priorities
- February 2024: Leadership Team review 2023 Employee Engagement Survey Results
- March 2024: Council work session – review 2023 Employee Engagement Survey Results
- April 2024: Council Retreat refine and narrow priorities
- May 2024: Council work session review draft Strategic Plan
- May 2024: Share draft Strategic Plan with community through virtual open house
- June 2024: City Council meeting – action on Strategic Plan



LIVABILITY

Strategic Objectives (What)	Initiatives (Transition to How)	Timeframe (When)
1. Address the housing needs within the community.	<ul style="list-style-type: none"> Develop an annexation strategy for the city’s urban growth area. 	2025-2026
	<ul style="list-style-type: none"> Continued implementation of the Regional Housing Action Plan recommendations. 	On-going
	<ul style="list-style-type: none"> Identify and mitigate barriers to employment opportunities (e.g., access to housing and childcare). 	2025-2027
	<ul style="list-style-type: none"> Ensure infrastructure capacity to meet future growth. 	2025-2028
2. Address the gap in youth and teen activities.	<ul style="list-style-type: none"> Identify resources to support and collaborate with youth service providers to expand services. 	2025-2026

ECONOMIC HEALTH

Strategic Objective (What)	Initiatives (Transition to How)	Timeframe (When)
1. Collaborate with local and regional partners to achieve economic resilience in the Walla Walla Valley.	<ul style="list-style-type: none"> Adopt the tourism master plan. 	2024
	<ul style="list-style-type: none"> Identify ways to support activities through allocation of lodging tax revenues. 	2024-2026
	<ul style="list-style-type: none"> Continued advocacy of Highway 12, Phase 8. 	2024-2028
2. Increase shopping opportunities in the Walla Walla Valley.	<ul style="list-style-type: none"> Maintain inventory for readiness of commercially zoned land for development potential. 	2024-2026
	<ul style="list-style-type: none"> Actively recruit commercial development. 	On-going

SAFE COMMUNITY

Strategic Objective (What)	Initiatives (Transition to How)	Timeframe (When)
1. Strengthen the Community Paramedic Program.	<ul style="list-style-type: none"> Secure sustainable funding sources. 	On-going
	<ul style="list-style-type: none"> Expand the program to include mental and social health services. 	2024-2025
2. Identify funding for streets and sidewalks.	<ul style="list-style-type: none"> Secure funding for Pavement Management Program, address sidewalk and ADA gaps. 	2025-2028

HIGH PERFORMING ORGANIZATION

Strategic Objective 1 (What)	Initiatives (Transition to How)	Timeframe (When)
1. Address current and long-term projected gap between available revenue and resources, what is required to meet service levels and the objectives of the strategic plan.	<ul style="list-style-type: none"> Implement REET 2 whether through a legislative fix or place as future ballot measure. 	2025-2026
	<ul style="list-style-type: none"> HB 1590 advocacy; .1% sales tax for affordable housing and behavioral health. 	2024-2025
	<ul style="list-style-type: none"> Explore implementation of a sales tax for E911. 	2025-2027
	<ul style="list-style-type: none"> Adoption of the additional .1% sales tax for the Transportation Benefit District. 	2025
	<ul style="list-style-type: none"> Support studies to implement development impact fees (parks and fire). 	2025-2026
	<ul style="list-style-type: none"> Explore implementation of a Metropolitan Parks District 	2025-2027
	<ul style="list-style-type: none"> Fee ordinance (fees for service GF) 	2025
	<ul style="list-style-type: none"> Levying the banked levy capacity 	2025-2026
2. Support employee wellbeing and mental health.	<ul style="list-style-type: none"> Develop resources for first responders for mental health services specific to fire, law enforcement, and dispatch. 	2025-2026
	<ul style="list-style-type: none"> Identify resources to address burnout and stress management. 	On-going

<p>3. Support how we recruit, develop, and retain diverse talent to serve our community.</p>	<ul style="list-style-type: none"> Develop a comprehensive Employee Recognition program. 	2025
	<ul style="list-style-type: none"> Develop an organization staffing plan to identify staffing to sustain current and future levels of service. 	2025-2026
	<ul style="list-style-type: none"> Support training for managers and supervisors to use the Q12 survey results in the continuation of improving employee engagement. 	2025-2026

STRATEGIC PLAN IMPLEMENTATION AND NEXT STEPS

This Strategic Plan sets the foundational framework for the City of Walla Walla to deploy its mission of enhancing the quality of life in Walla Walla and vision of being the best of the best in the Northwest.

The Strategic Plan is implemented and inform future efforts as follows:

- Each initiative will have an associated action plan detailing how the objective will be achieved.
- Connecting the Strategic Plan's objectives and initiatives to the City budget and investments. Budget proposals will be examined through the lens of the Strategic Plan.
- Long term develop a community dashboard to demonstrate transparency and ensure City Council and the community can evaluate progress over time.
- Provide periodic updates to the City Council on the progress of the Strategic Plan implementation and provide feedback.
- Utilize the Strategic Plan to determine when new priorities are proposed to determine if a previously identified priority needs to be removed.
- Develop and maintain communications about the Strategic Plan and community awareness of the Strategic Plan.

City of Walla Walla Engagement and Priority Assessment

January 2024

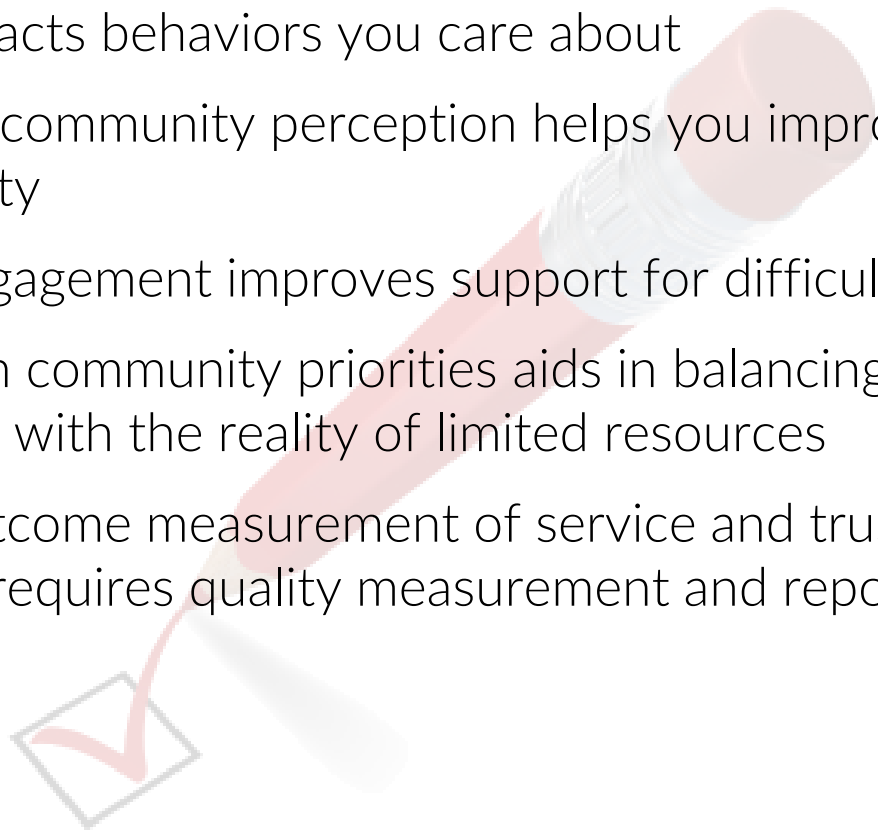


Background on Cobalt Community Research

- 501c3 not for profit research coalition
- Mission to provide research and education
- Developed to meet the research needs of schools, local governments, and nonprofit organizations

Measuring Where You Are: Why Research Matters

- Understanding community values and priorities helps you plan and communicate more effectively about City decisions
- Perception impacts behaviors you care about
- Understanding community perception helps you improve and promote the City
- Community engagement improves support for difficult decisions
- Reliable data on community priorities aids in balancing demands of vocal groups with the reality of limited resources
- Bottom line outcome measurement of service and trust: Good administration requires quality measurement and reporting



Study Goals

- Support budget and strategic planning decisions
- Explore service compared with baseline measures
- Identify which aspects of community provide the greatest leverage on Residents' overall satisfaction – and how satisfaction, in turn, influences the community's image and Resident behaviors such as volunteering, remaining in the community, recommending it to others and encouraging businesses to start up in the community
- Benchmark performance against a standardized performance index statewide, regionally and nationally
- Compare performance to 2013-2022 Resident surveys

Bottom Line

- City continues to outperform benchmarks in most areas and generally improved or held steady when compared to 2022
- 2023 ACSI Score = 67 (65 in 2022)
 - Washington (25,000-100,000 residents) = 60
 - West = 62
 - National = 62
- 2023 Local Government Management Score = 73 (70 in 2022)
 - Washington (25,000-100,000 residents) = 57
 - West = 61
 - National = 60
- There are several areas where improvement can have significant impact on engagement:

2023 Drivers:

City Government Management
Community Image
City Services
Economic Health
Parks/Recreation

2022 Drivers:

City Government Management
City Services
Community Image
Economic Health
Parks/Recreation

Bottom Line

- Residents express concern around street repairs, drug use, homelessness, traffic enforcement, residential code enforcement, and affordability of homes (especially for young families and seniors)
- 53% support a sales tax to address home affordability, 29% do not support, and 16% undecided
- Residents would like more enforcement for distracted drivers at crosswalks, fireworks, and lawn overgrowth
- Library use is rising, and residents see and support the efforts to do new programs
- Top funding priorities are street maintenance, police services, ambulance services, and fire services

American Customer Satisfaction Index: Sample of Private Sector Companies Measured

Bank of America 



amazon



Google

- Allstate
- Albertsons
- Apple, Inc.
- Bank of America
- Bell South (U.S.)
- Best Buy (U.S.)
- Blue Cross and Blue Shield
- Charter Communications
- Citibank
- Coca-Cola (U.S.)
- Comcast
- Dell
- DIRECTV
- Facebook
- FedEx
- Ford Motor Company
- General Electric
- General Motors
- Google
- Hilton
- Home Depot
- Kellogg
- McDonald's
- Microsoft
- MillerCoors
- Netflix
- Nike
- Sears Roebuck and Co.
- Southwest Airlines
- Sprint
- Starbucks
- Target
- Verizon
- Wal-Mart
- Yahoo!

American Customer Satisfaction Index: Sample of Public Sector Agencies Measured



- Department of Education, Federal Student Aid
- Department of Energy
- Federal Emergency Management Administration
- Federal Trade Commission
- General Services Administration
- Health Resources and Services Administration
- Internal Revenue Service
- Municipal-owned Utilities
- National Aeronautics and Space Administration
- National Weather Service
- National Recreation Reservation Service
- Pension Benefit Guarantee Corporation
- Small Business Administration
- Veterans Affairs

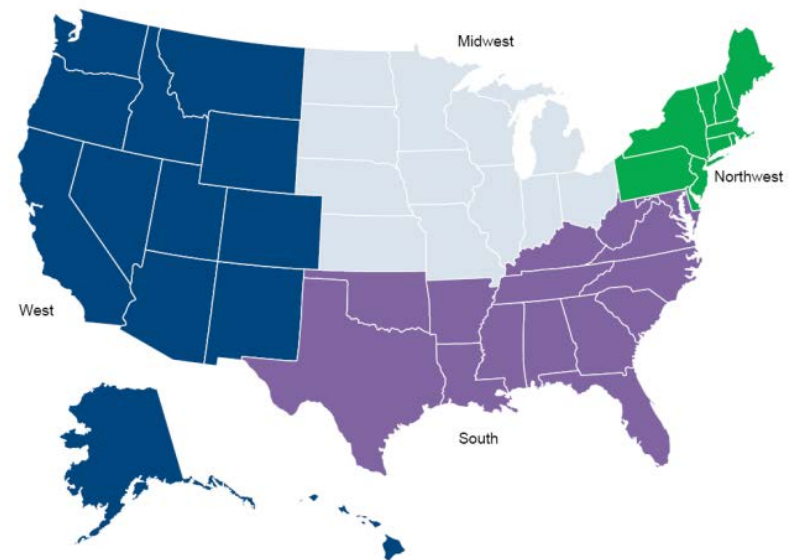
Scores in Context

	2023 U.S. 25-100k	2023 U.S.	2023 West 25- 100k	2023 West	2023 WA 25-100k	2023 WA
Community ACSI	62	62	62	62	61	60
Local schools ACSI	60	60	61	61	60	59
County/parish government ACSI	58	58	58	59	57	56
State government ACSI	56	55	57	57	54	53
City of Walla Walla 67						

Available Tools

- Detailed questions and responses broken by demographic group and “thermal mapped”, so lower scores are red and higher scores are blue
- Comparison scores with local governments in Washington, the West and across the nation
- Comparison scores with non-local government benchmarks (industries, companies, federal agencies)

Census Bureau Regions



Methodology

- Random sample of 2,000 residents drawn from utility records
- Utilized www.random.org, a well-respected utility to generate true random numbers
- Performed a random stratified sample based on ward, with an equal representation of 500 surveys sent to each
- Conducted using two mailings in November and December 2023
- Valid response from 344 residents, providing a solid response rate and a margin of error of +/- 5.19 percent
 - **Note:** National surveys with a margin of error +/- 5% require a sample of 384 responses to reflect a population of 330,000,000
- Results weighted to adjust ward representation to proportions in utility records
- In addition, 58 residents responded who were not part of the random sample, producing a total response of 402. These responses were not included in the statistical results, but are included as a row in the crosstab report

Preserving Voice: Looking Into Detail

2023 Rating Questions City of Walla Walla Response: 344, Margin of Error +/- 5.19%		Fire services					Utilities							
		Fire overall	Fire coverage for the community	Fire prevention education	Response time to fires	Response time to medical emergencies	Availability and quality of services in Spanish	Utilities overall	Drinking water quality	Residential garbage collection service	Landfill services	Recycling service	Green waste collection	Availability and quality of services in Spanish
2013 Overall Satisfaction		85	88	78	87	87	-	81	83	84	69	81	67	-
2015 Overall Satisfaction		87	88	77	90	89	-	82	84	86	72	82	69	-
2016 Overall Satisfaction		87	89	78	90	90	-	82	83	85	83	75	74	-
2017 Overall Satisfaction		86	89	77	89	88	-	84	85	87	84	72	74	-
2018 Overall Satisfaction		87	89	78	89	90	78	81	82	86	82	64	64	74
2019 Overall Satisfaction		87	89	79	90	89	79	80	83	86	84	66	76	83
2020 Overall Satisfaction		83	89	73	89	89	74	77	82	87	84	61	73	76
2021 Overall Satisfaction		83	88	73	88	88	77	72	82	84	83	44	64	73
2022 Overall Satisfaction		86	90	79	92	91	79	77	83	87	86	50	72	82
2023 Overall Satisfaction		84	87	78	88	89	80	77	82	87	83	56	70	82
Residency	One year or less*	-	-	-	-	-	-	56	67	67	-	33	-	-
	1-5 years	84	89	74	92	94	72	82	78	88	89	57	80	100
	6-10 years	81	84	72	86	90	72	70	79	84	73	49	58	79
	10 years+	85	88	79	88	89	82	77	84	87	83	57	70	82

Consistent Scores
Regardless of
Demographics

Checked Scores
that Vary by
Demographics

Results



Comparing 2022 and 2023

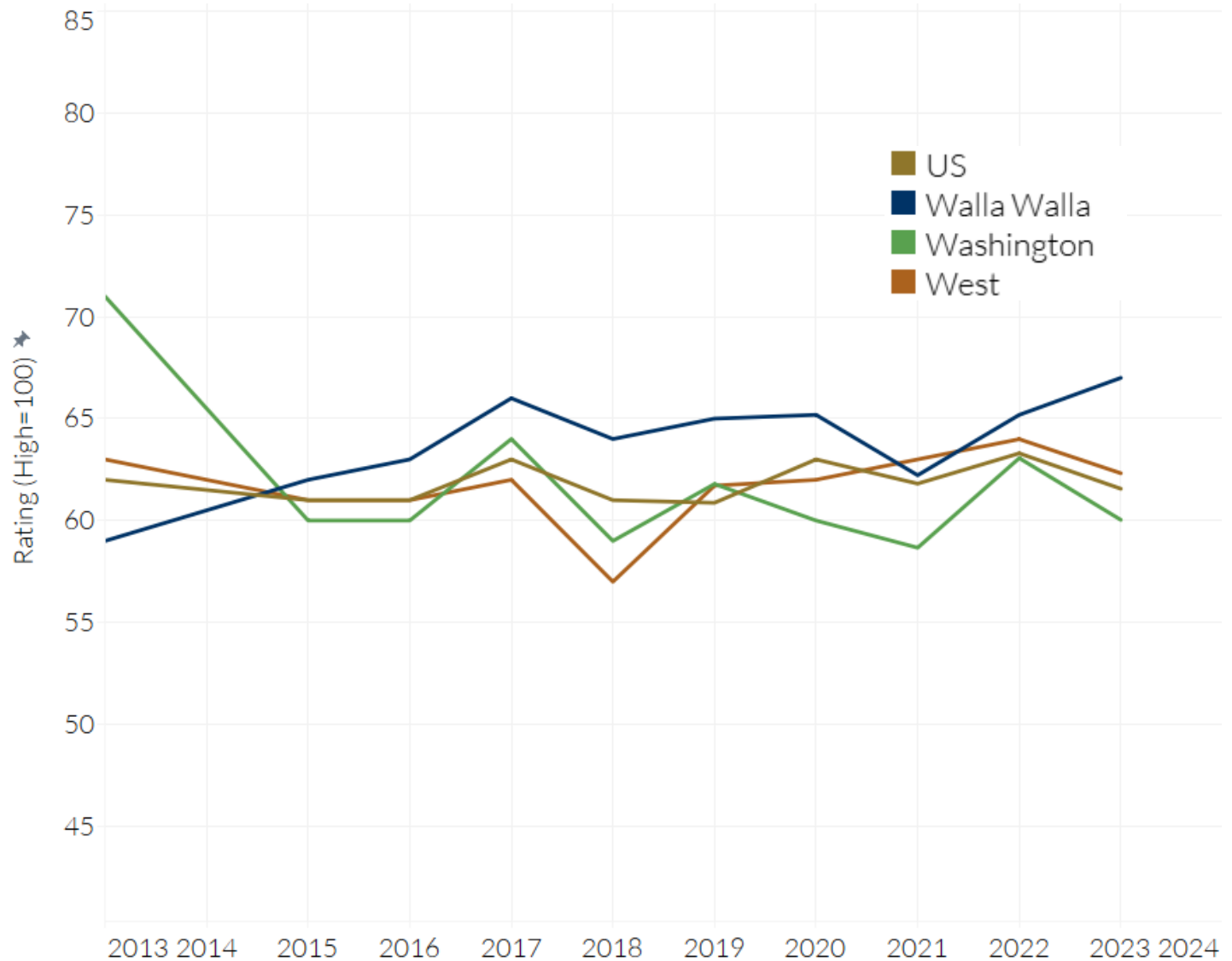
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2023 areas with strong impact on overall engagement

	2023 U.S. 25-100k	2023 U.S.	2023 West 25-100k	2023 West	2023 WA 25-100k	2023 WA	2022 Walla Walla	2023 Walla Walla	Change
Fire and Emergency Medical Services Overall	75	76	75	77	76	78	86	84	➔ -2.0
Transportation Overall	62	63	65	66	65	64	65	66	➔ 0.9
Utility Services Overall	70	69	73	72	73	73	77	77	➔ 0.0
Police Department Overall	67	68	67	69	66	68	84	82	➔ -2.4
Shopping Opportunities Overall	75	72	77	74	76	74	59	58	➔ -1.4
Local Government Overall	59	60	59	61	57	58	70	73	➔ 2.1
Community Events Overall	63	63	64	65	63	63	71	72	➔ 1.6
Economic Health Overall	56	57	54	56	54	54	50	49	➔ -1.7
Parks and Recreation Overall	66	67	66	68	66	67	78	79	➔ 1.4
Library Overall	68	70	69	71	69	71	82	84	➔ 2.4
Community Image Overall	64	65	65	66	62	63	71	73	➔ 1.5
Other City Services							77	73	➔ -4.1
Community Satisfaction Overall - ACSI	62	62	62	62	61	60	65	67	➔ 1.9

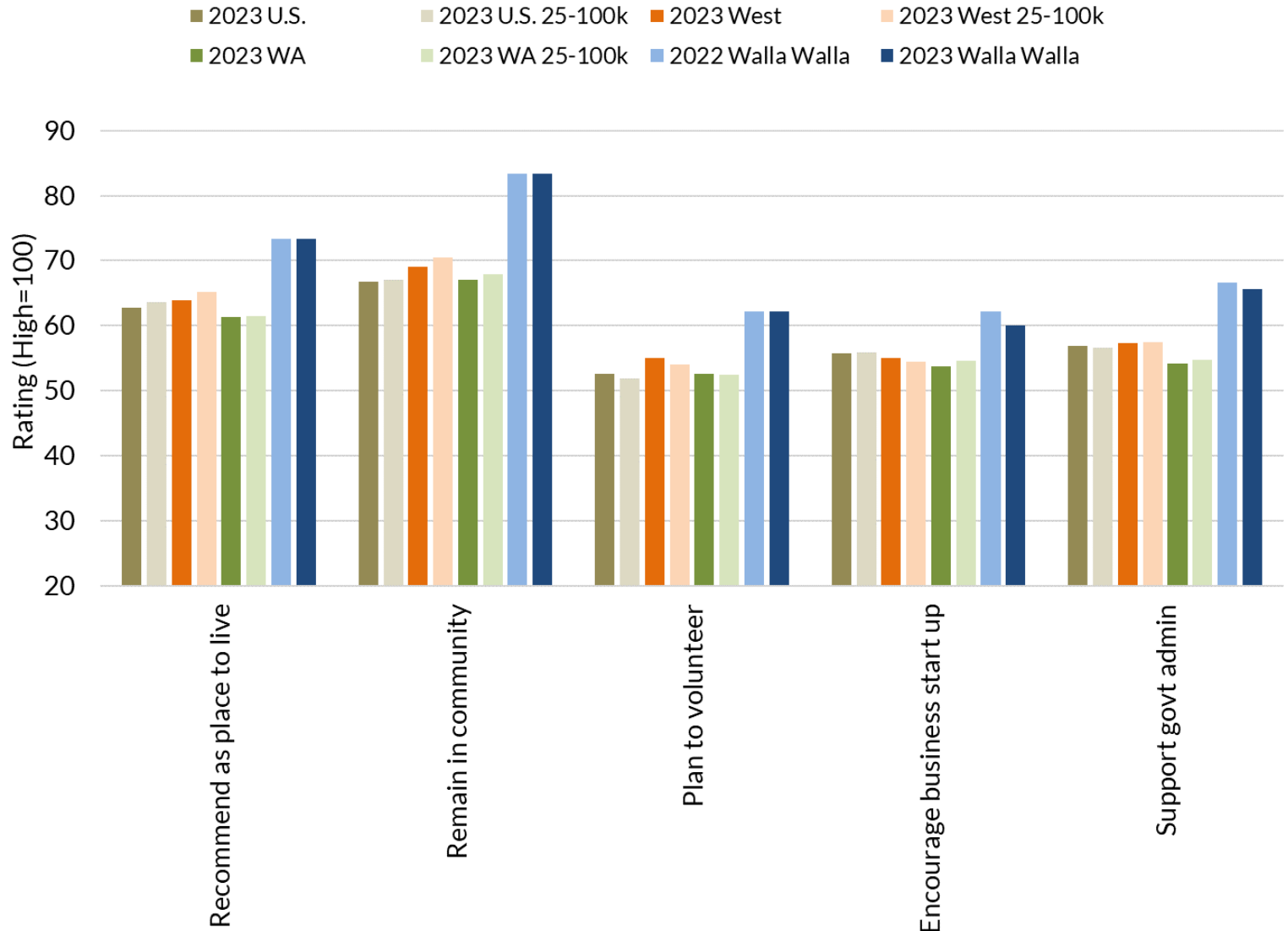
Note: Change is calculated from unrounded numbers

Community Satisfaction to Benchmarks



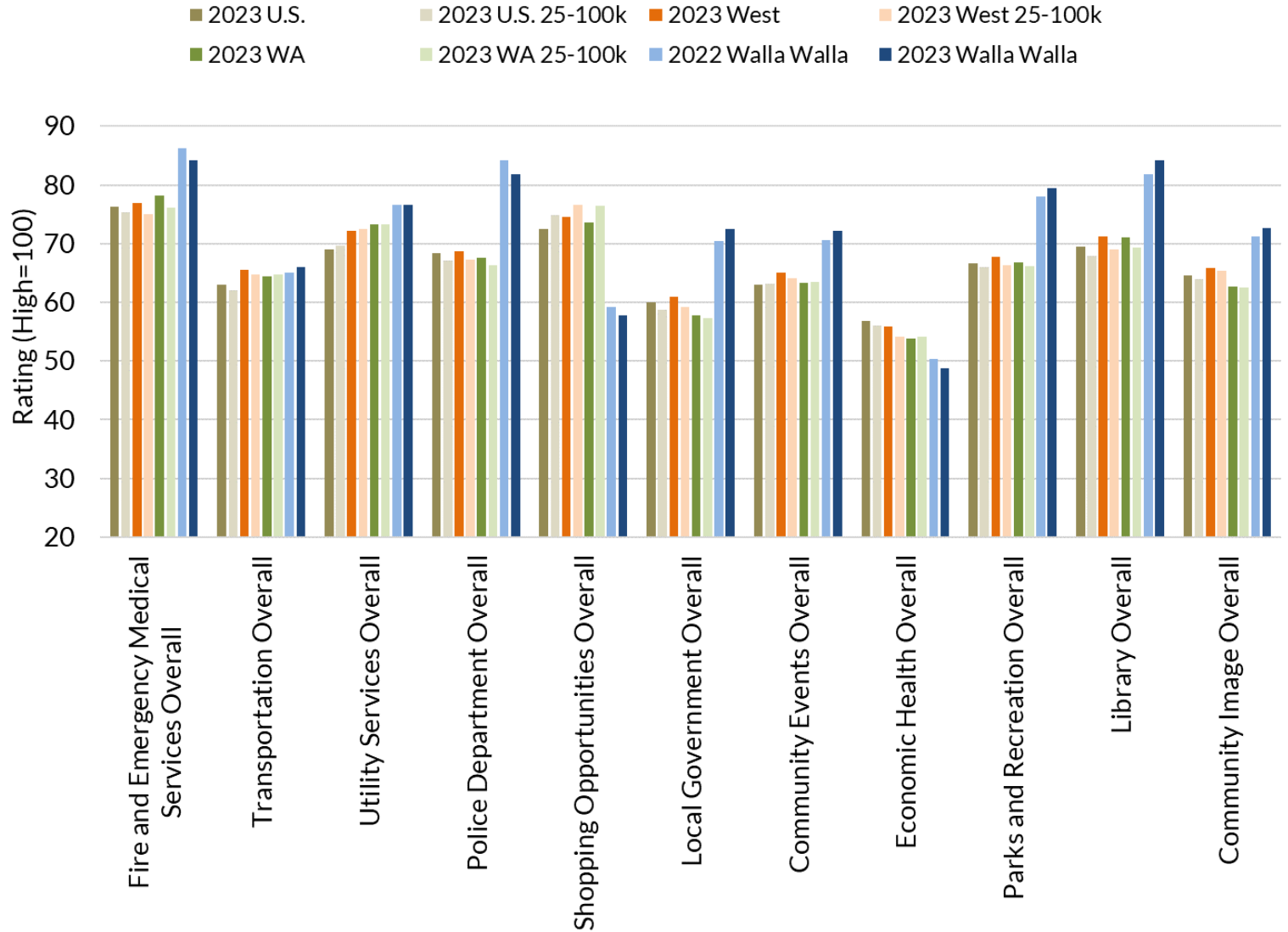
Outcome Behaviors to Benchmarks

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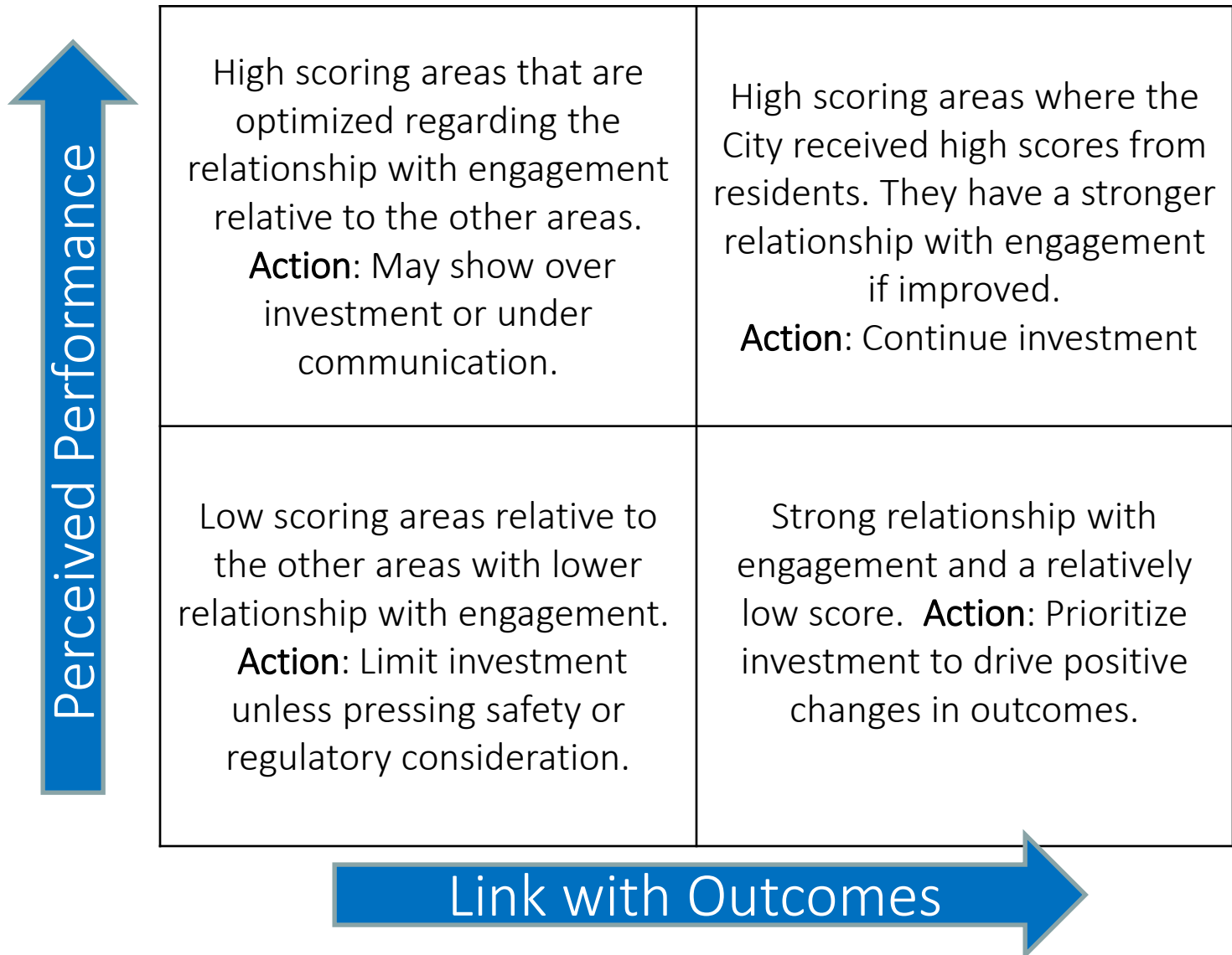


Community Experience Components

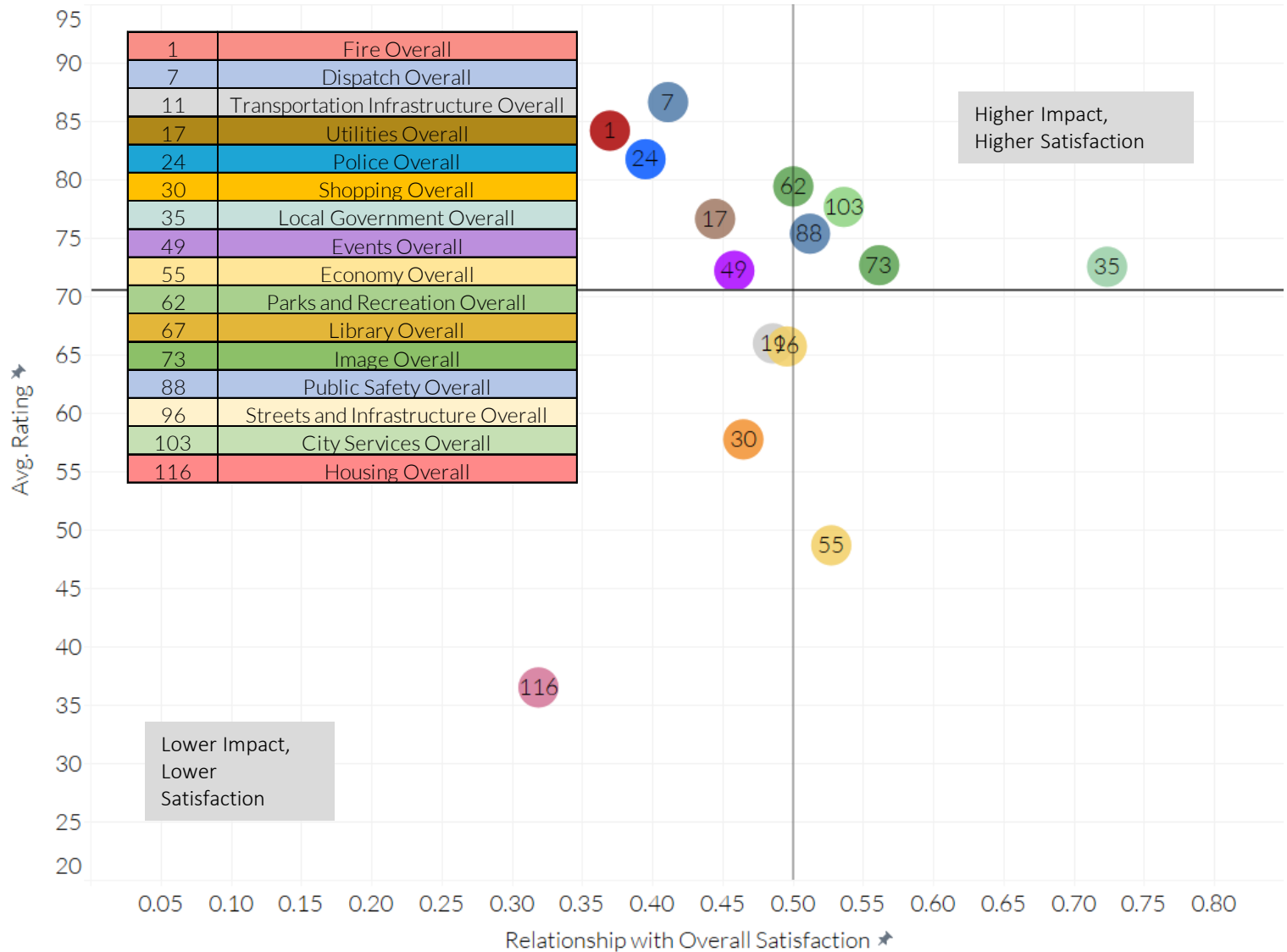
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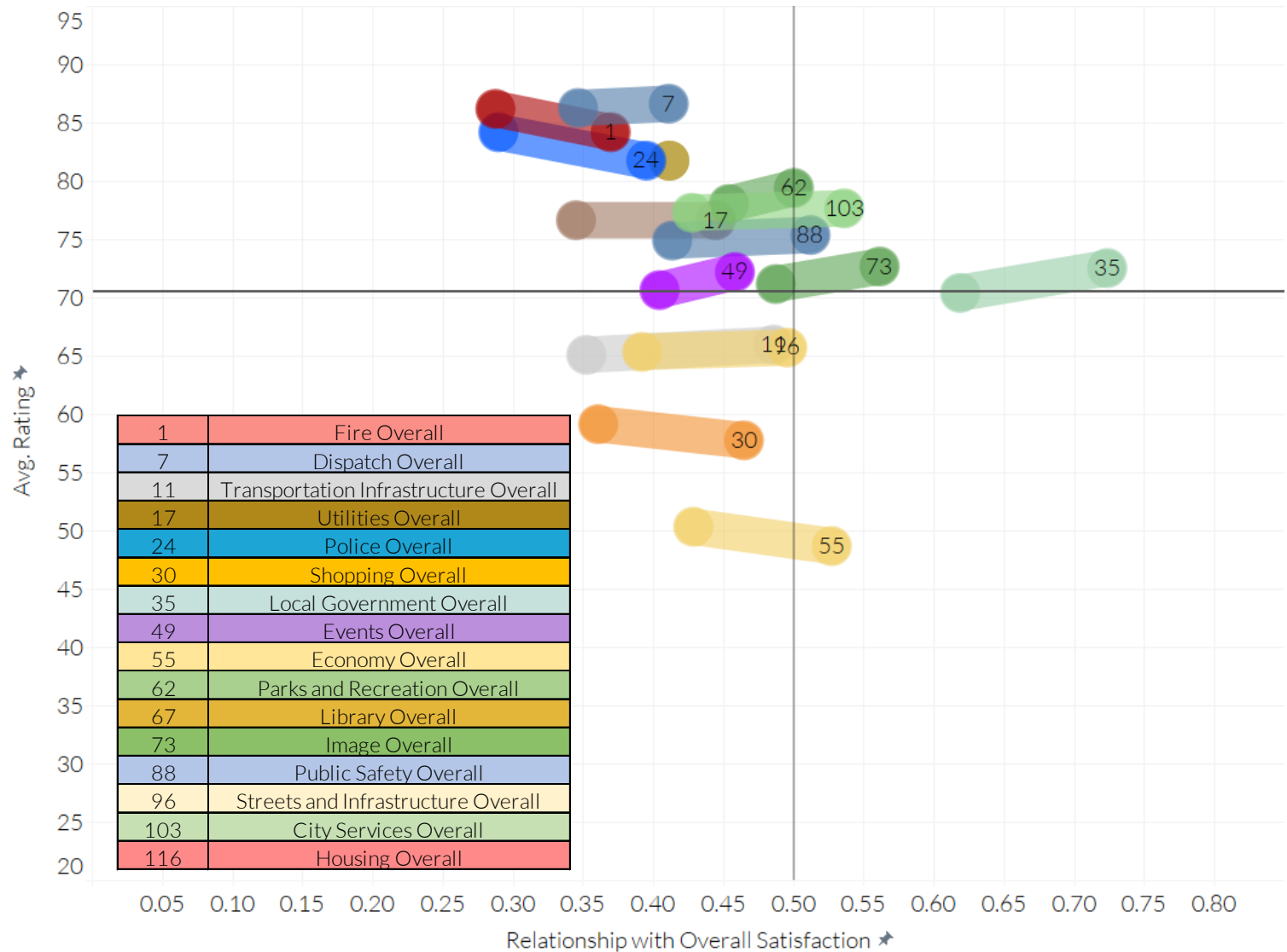
Understanding the Charts: Community Questions – Long-term Drivers



Drivers of Satisfaction and Behavior: Strategic Priorities

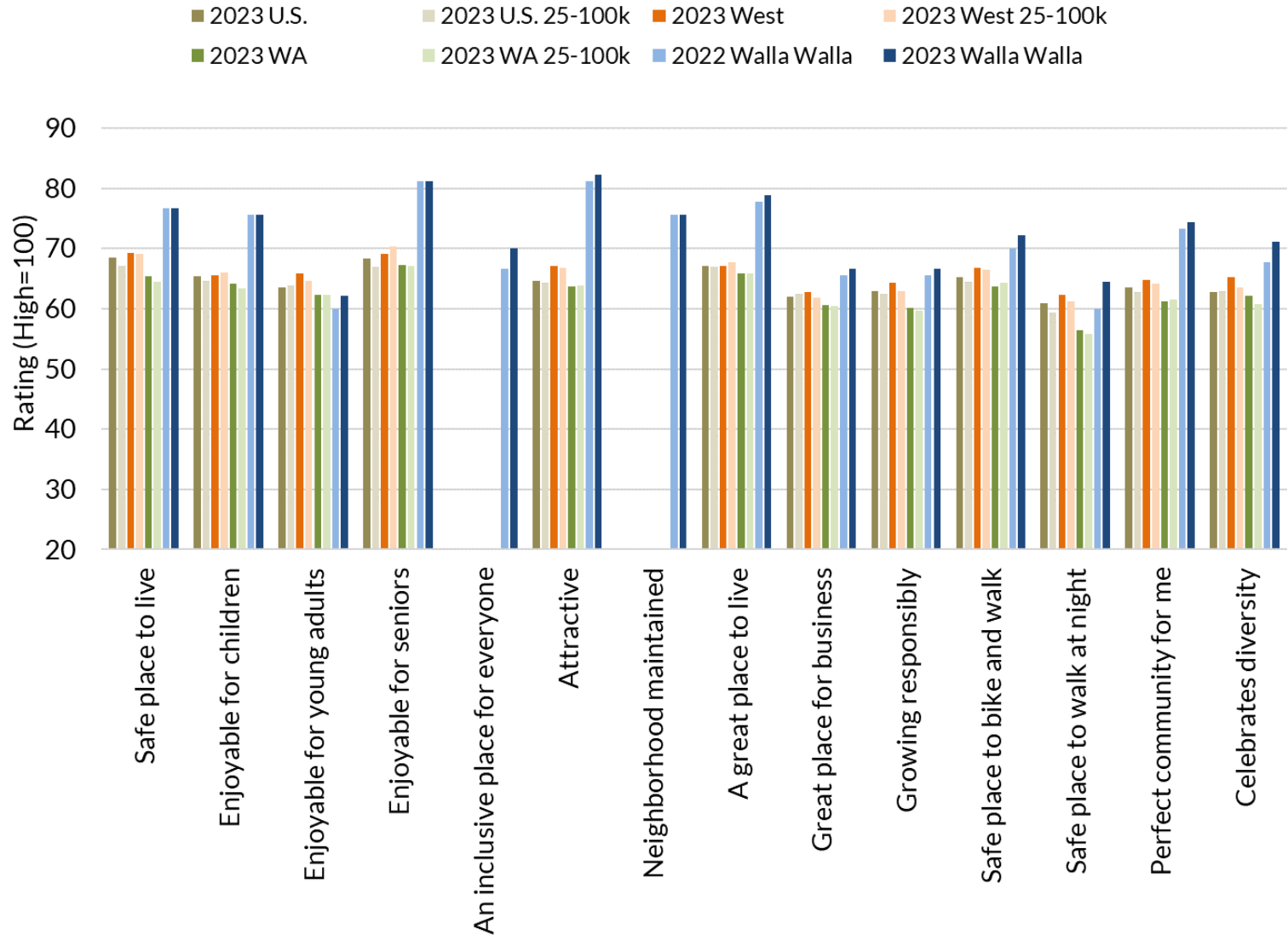


Drivers of Satisfaction and Behavior: Strategic Priorities Compared to 2022

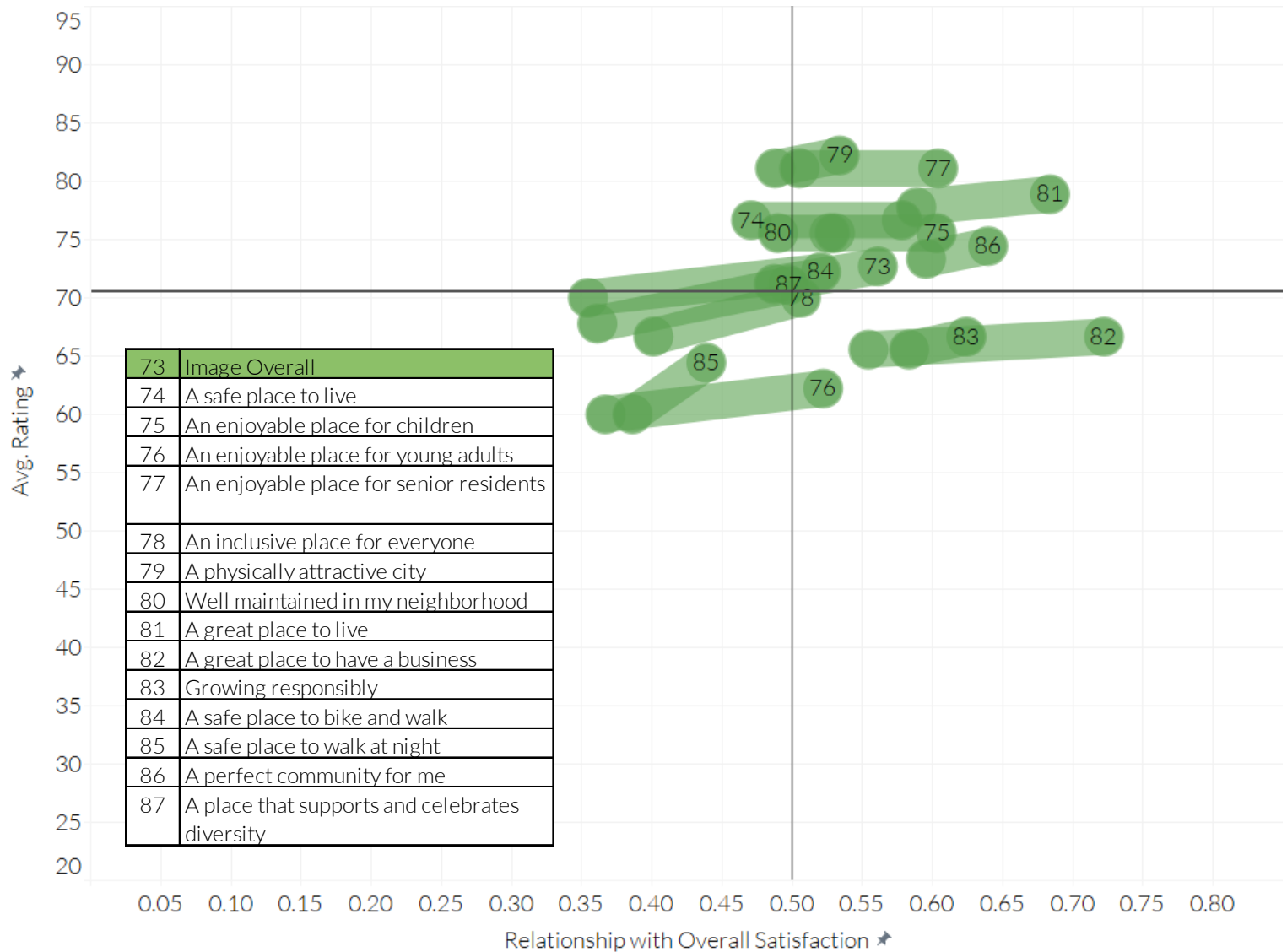


Community Image to Benchmarks

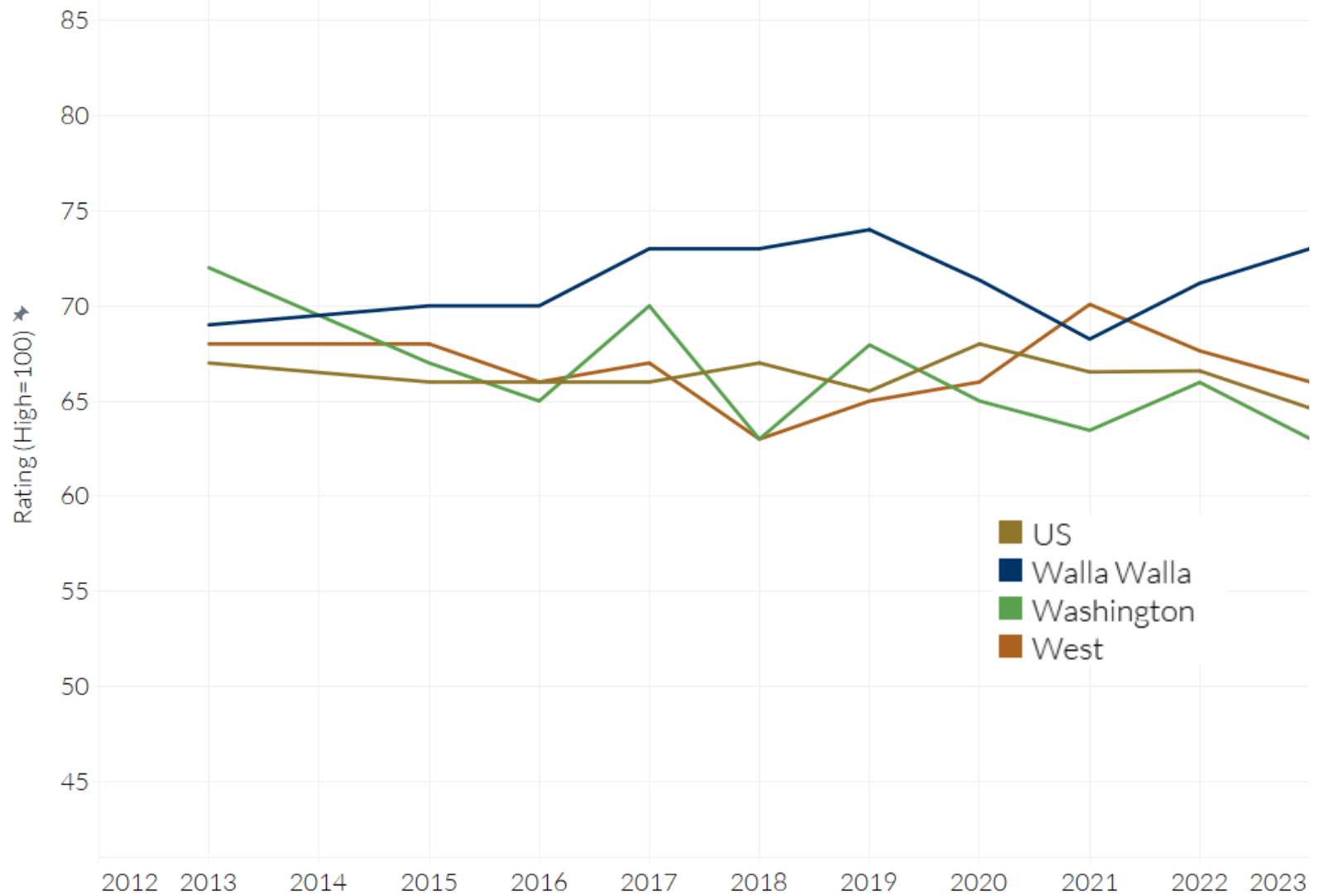
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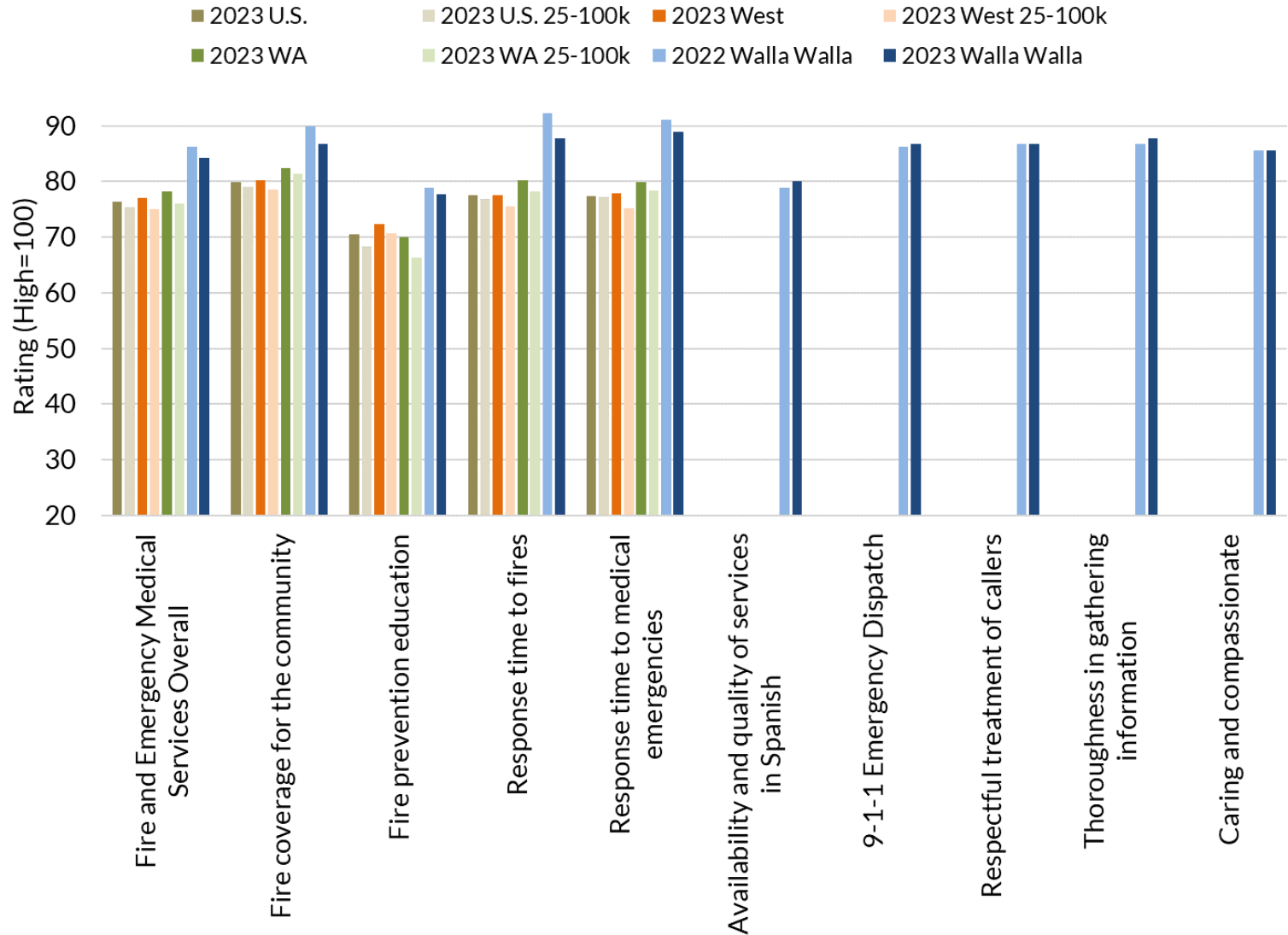
City Image



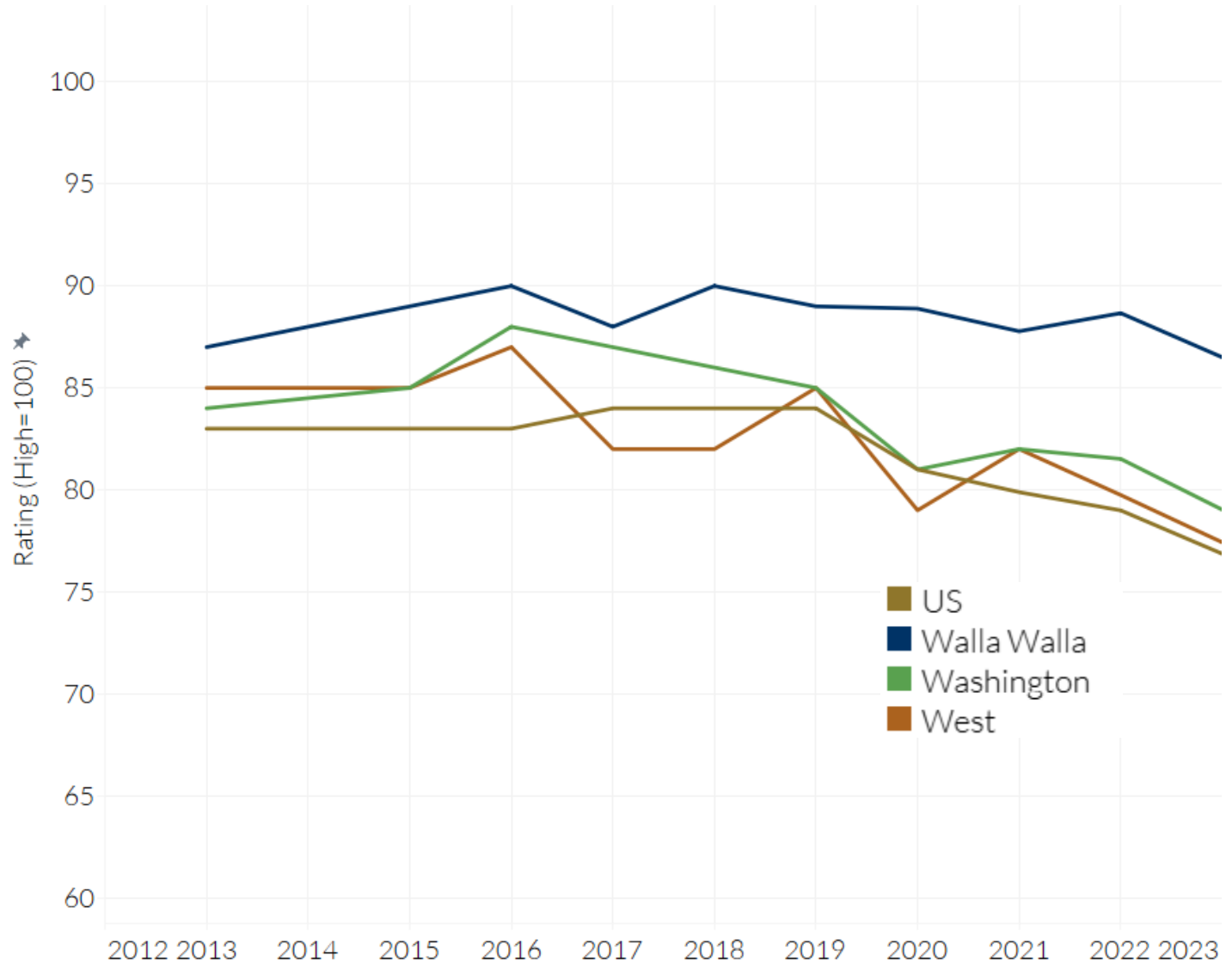
Drivers of Satisfaction and Behavior: Community Image - Trends



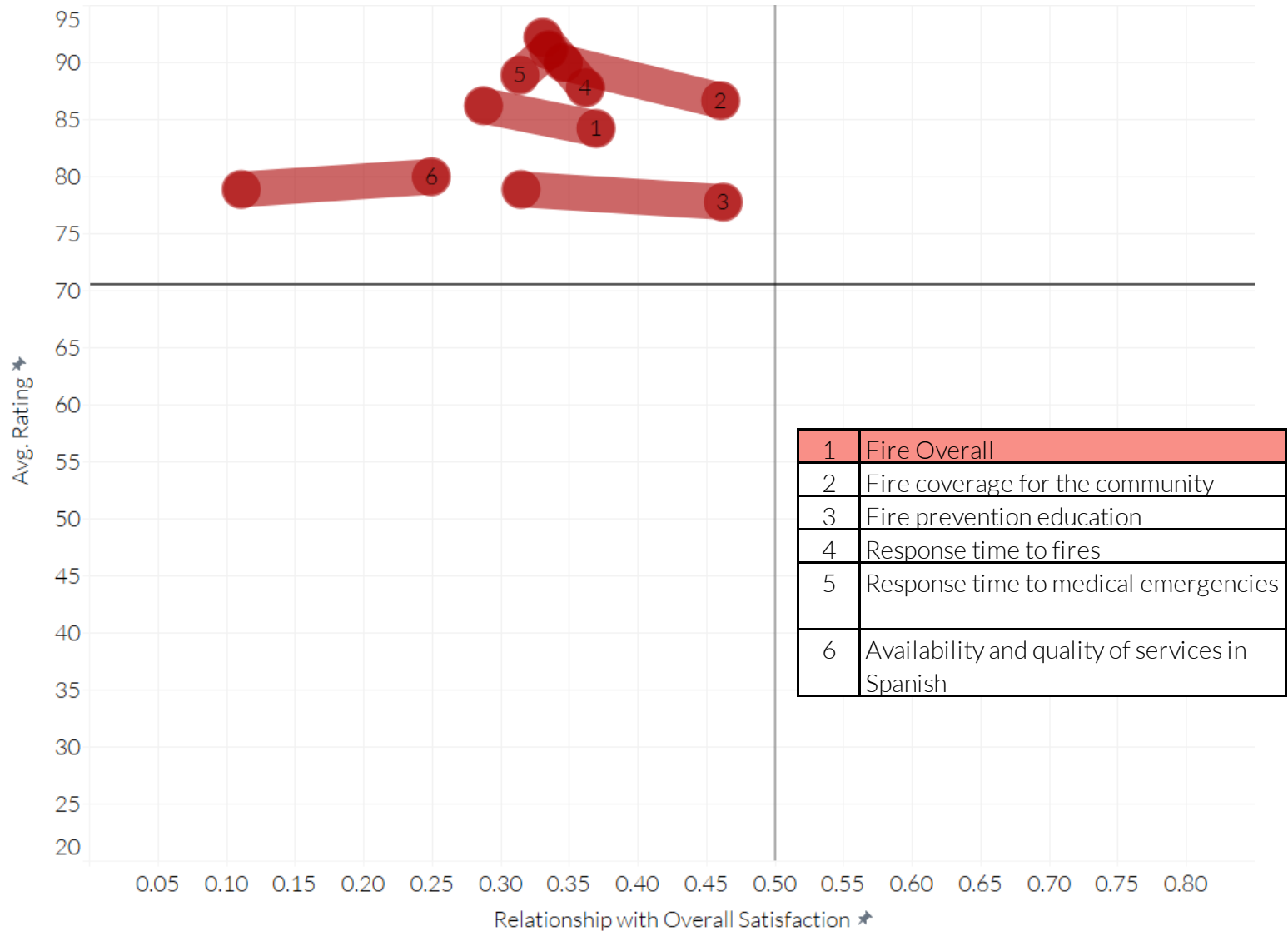
Fire and Emergency Dispatch



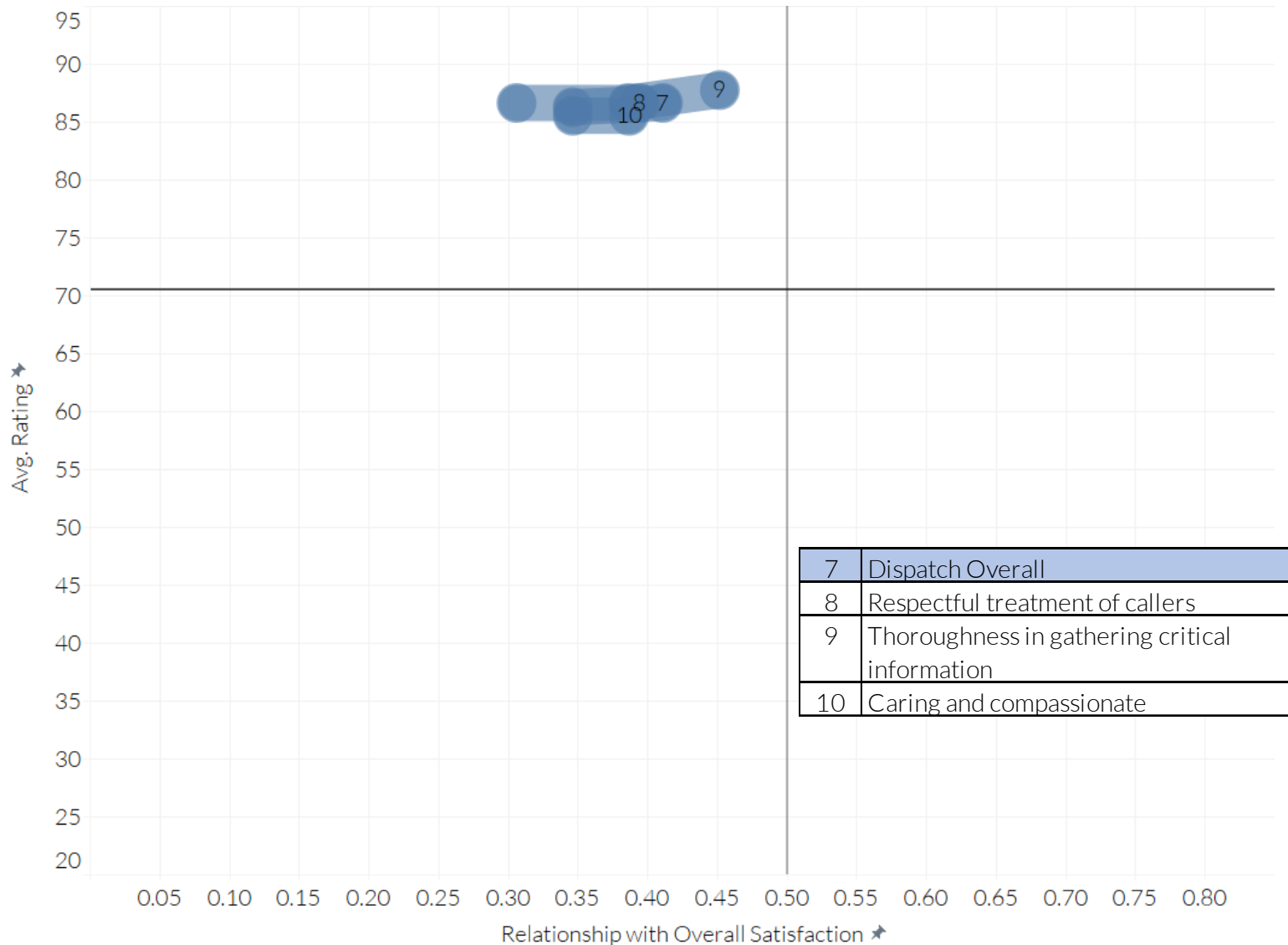
Emergency Response - Trends



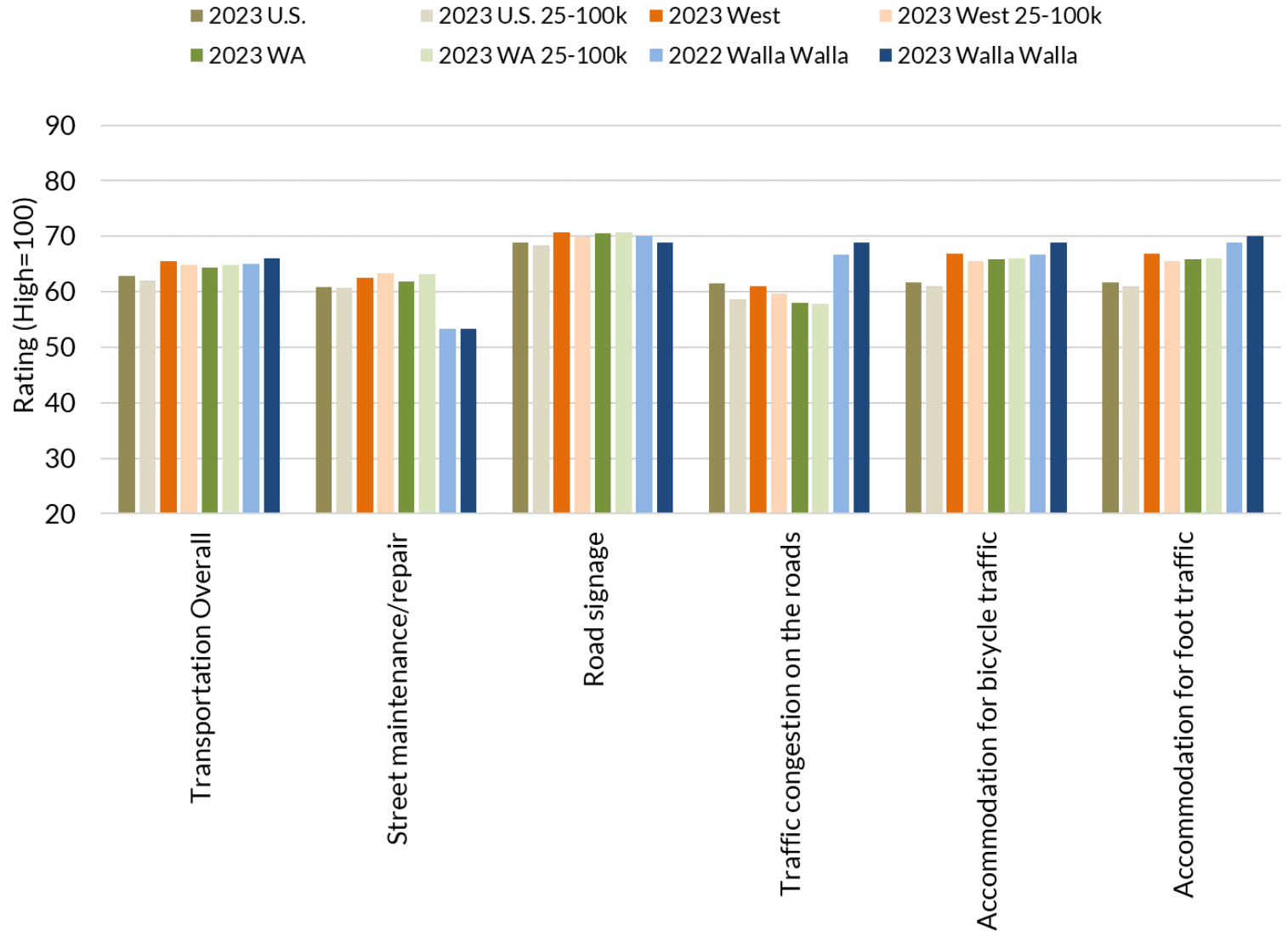
Fire and Emergency Medical Services



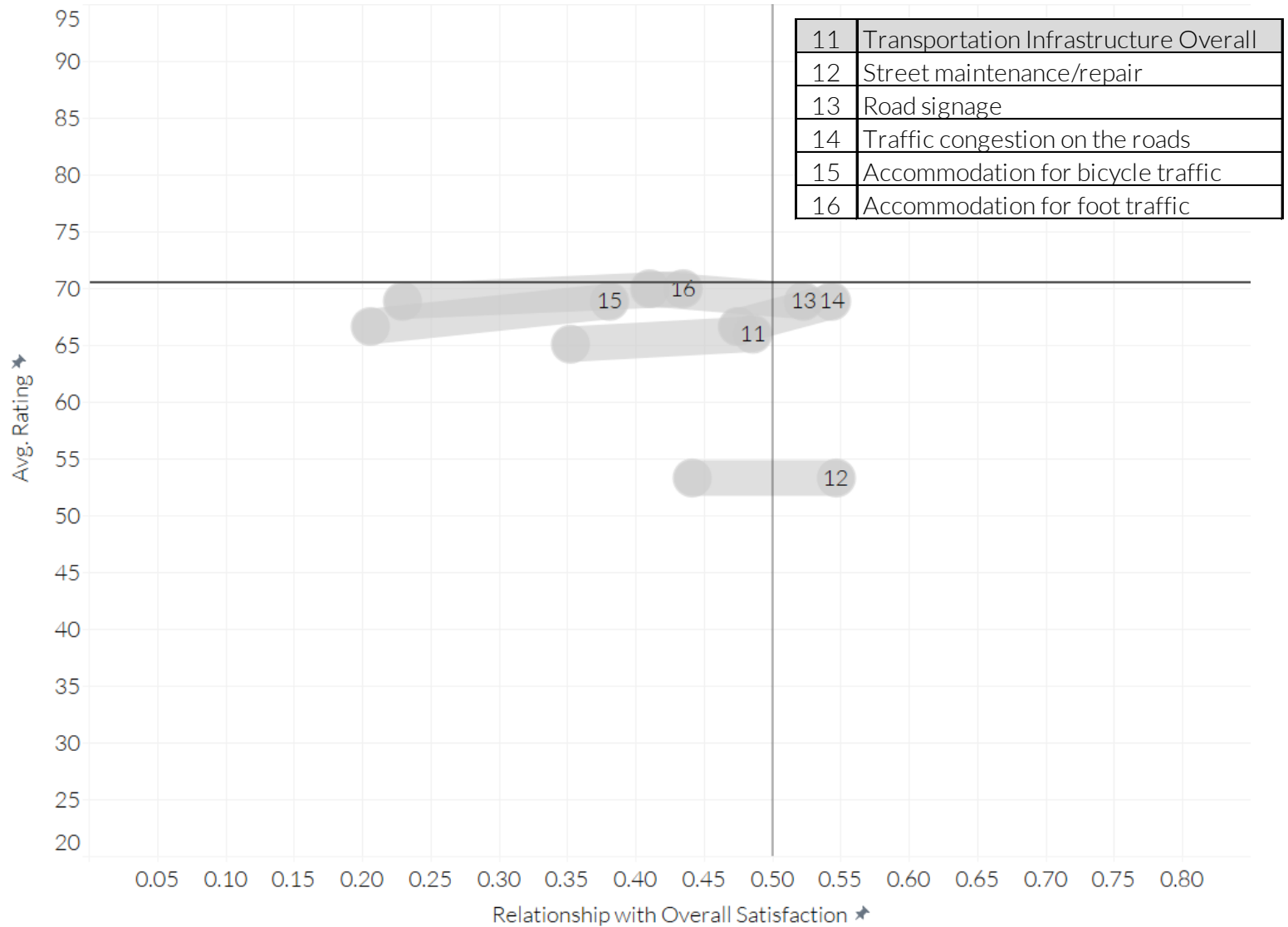
911 Fire and Police Dispatch



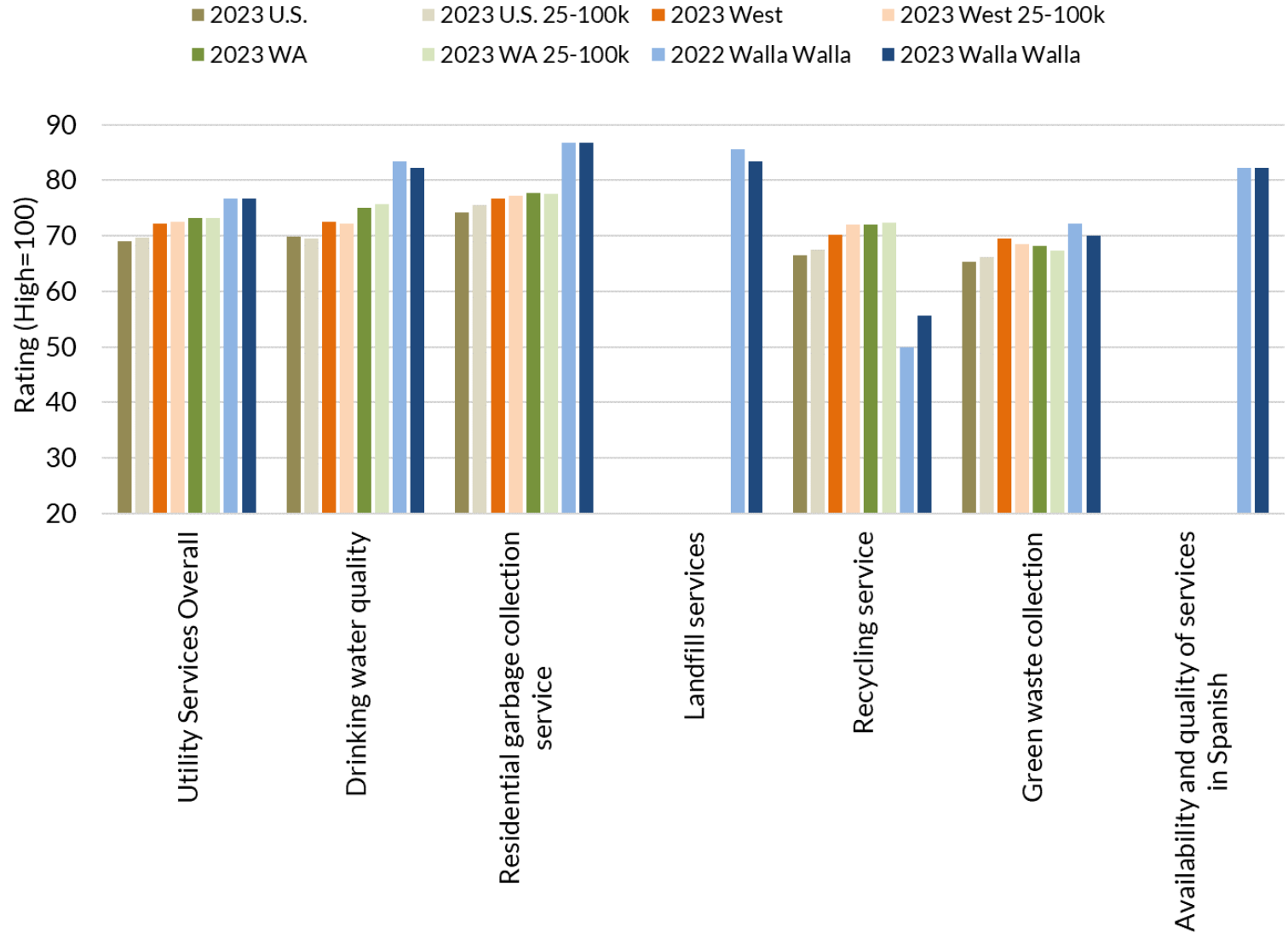
Transportation Infrastructure



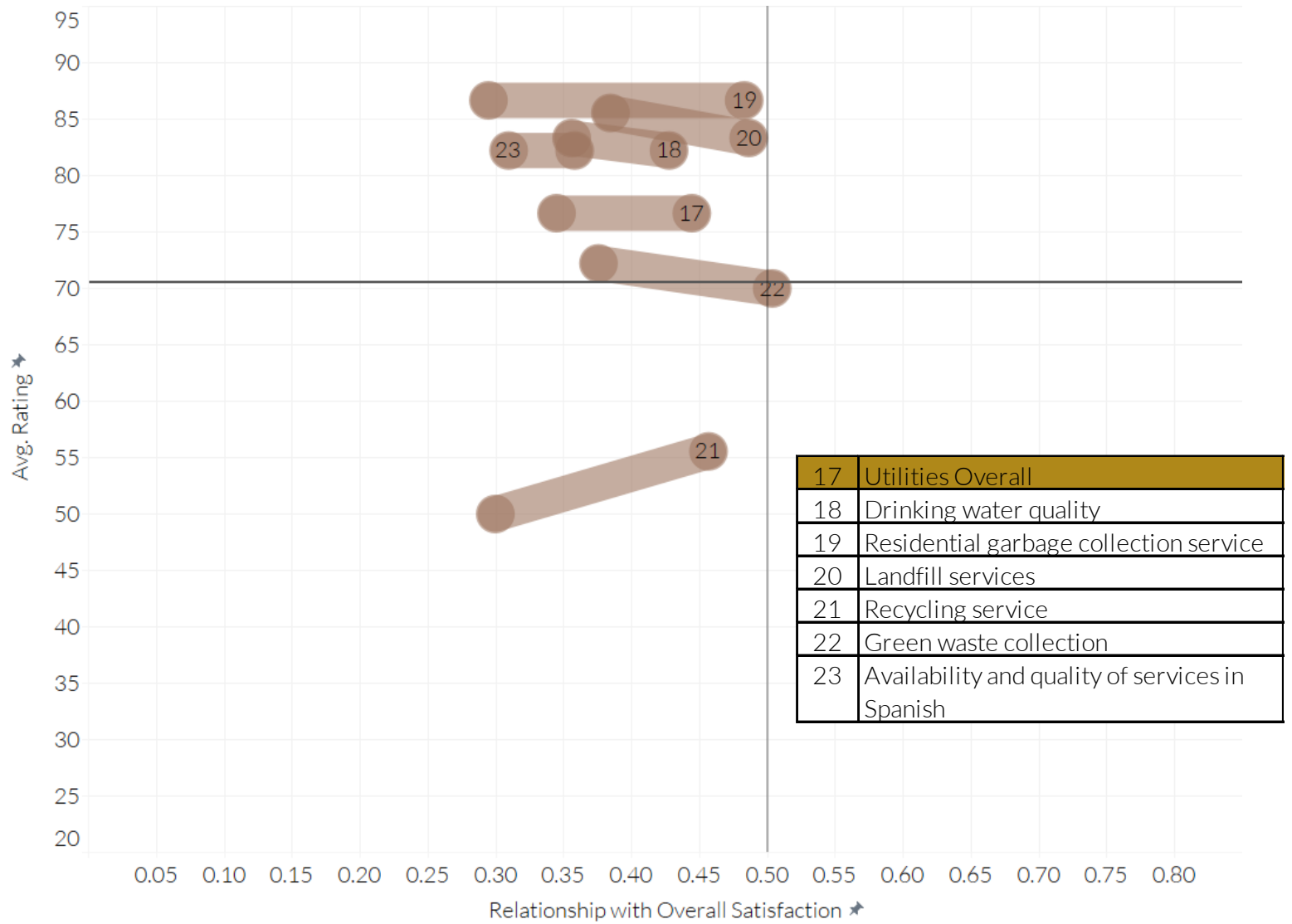
Transportation Infrastructure



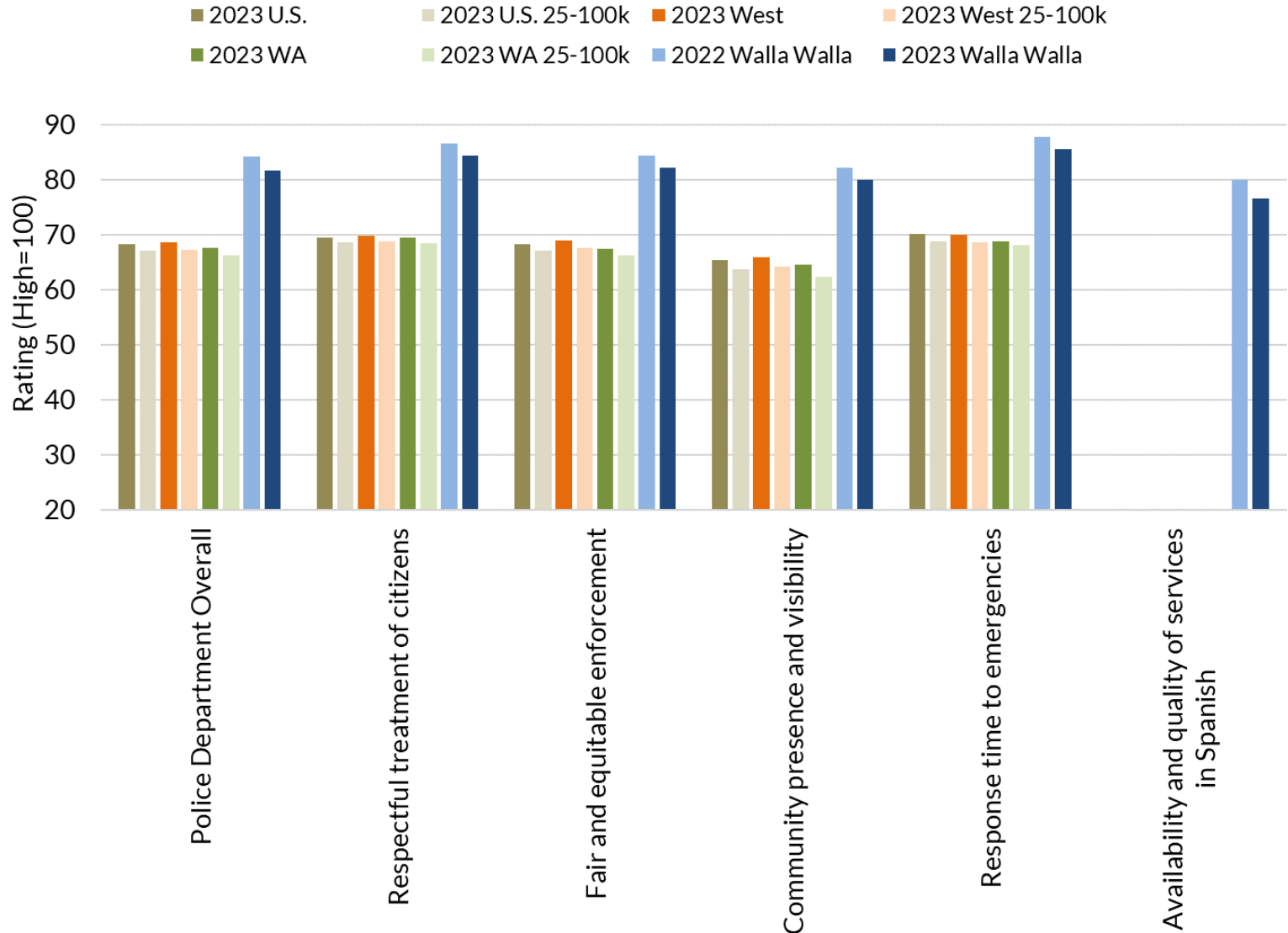
Utility Services



Utility Services



Police Services



Law Enforcement



Word Cloud:

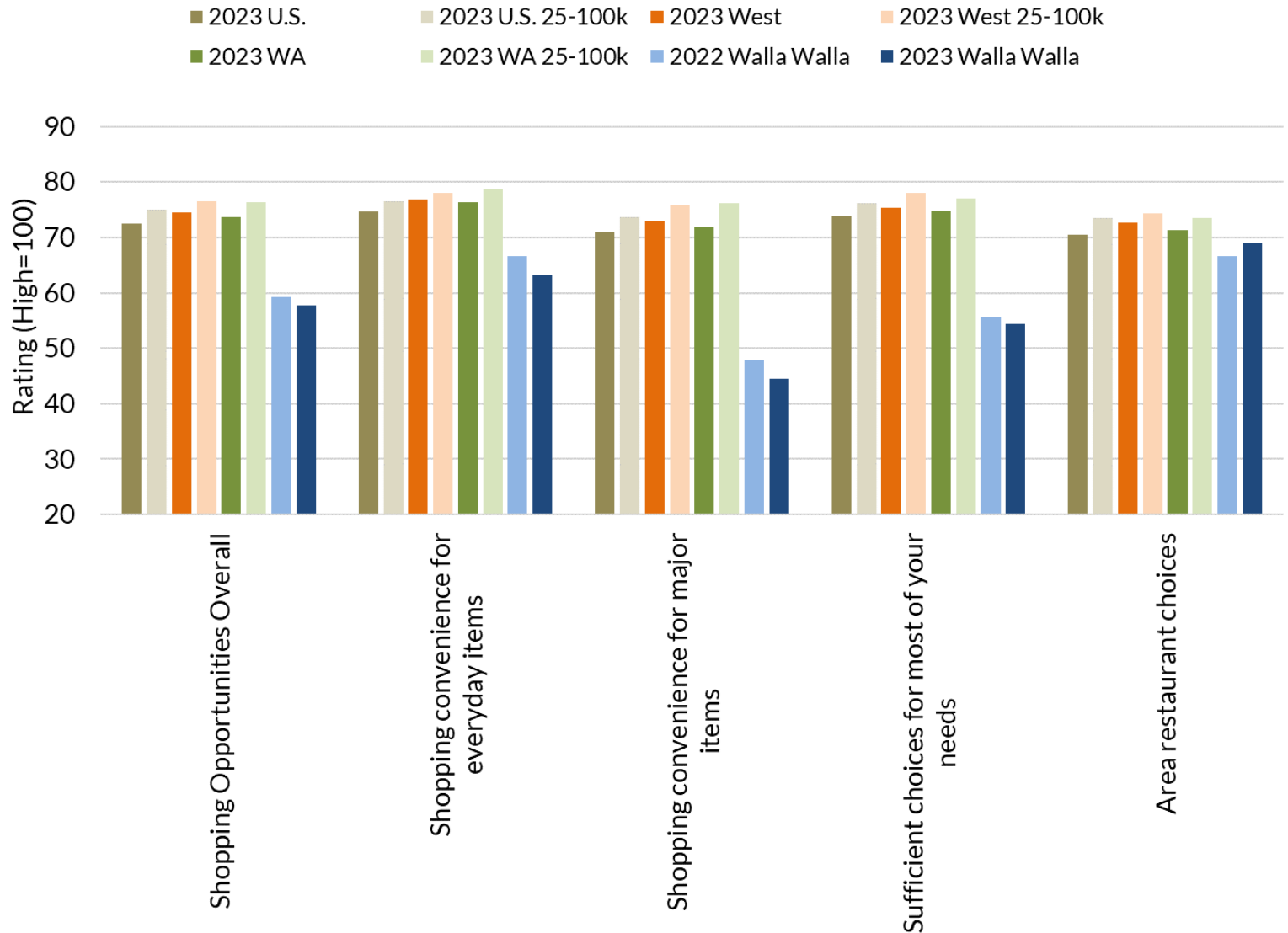
What are ways the Walla Walla Police Department can continue to strengthen the services provided to the City?

Top Themes:

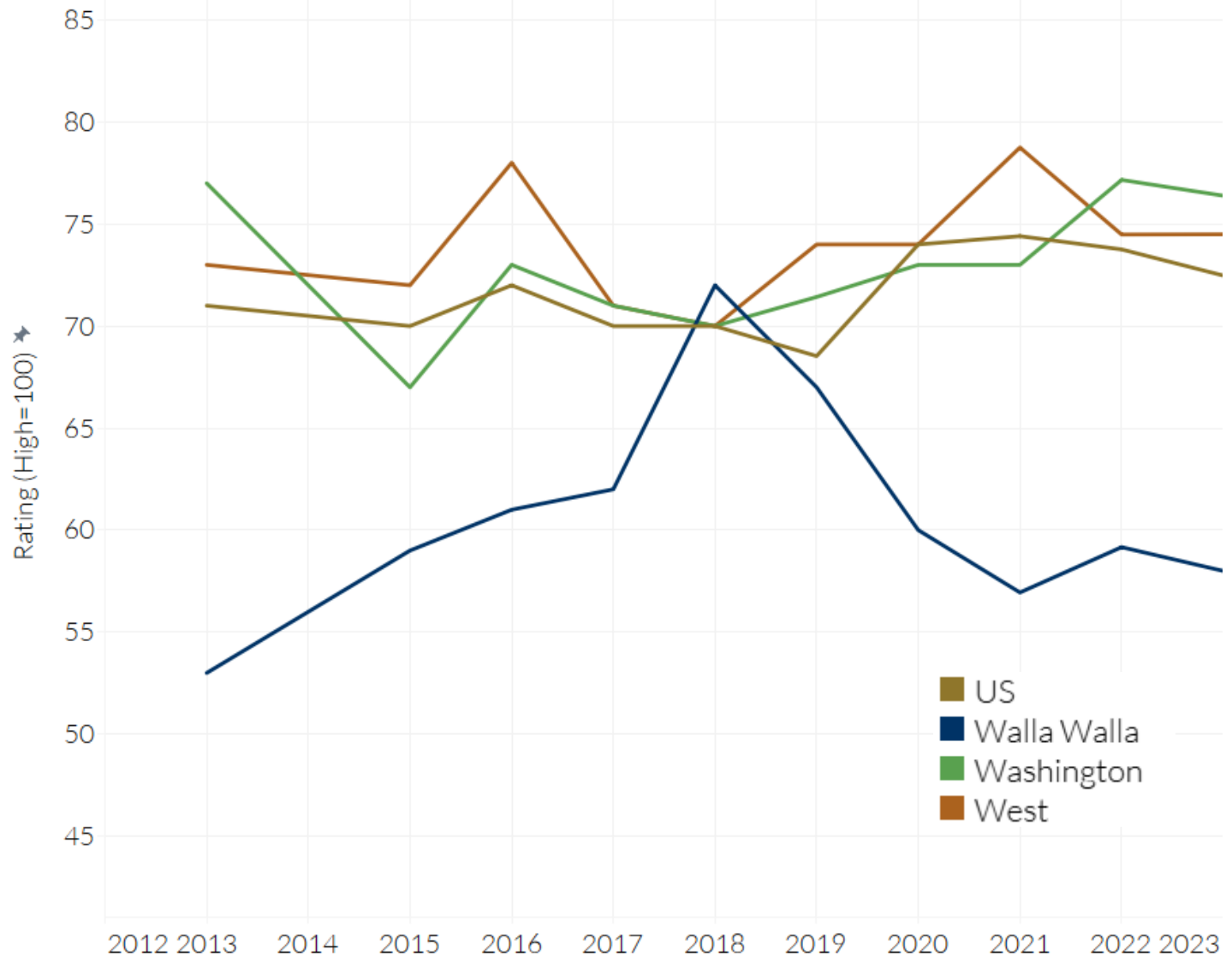
1. **Police-** Doing a great job. Would like police (and vehicles) to be more visible in the community. Some residents have had contact with officers who did not express much empathy during the interaction/difficult to approach. Also, some felt that the police seem to be more militarized.
2. **Concern** - Residents are worried about the increase in drug usage by the homeless in the city. They would also like to see more speed limit enforcement.
3. **Park-** Residents would like to see a police presence in the local parks. They have noticed an increase in drug usage in the parks.



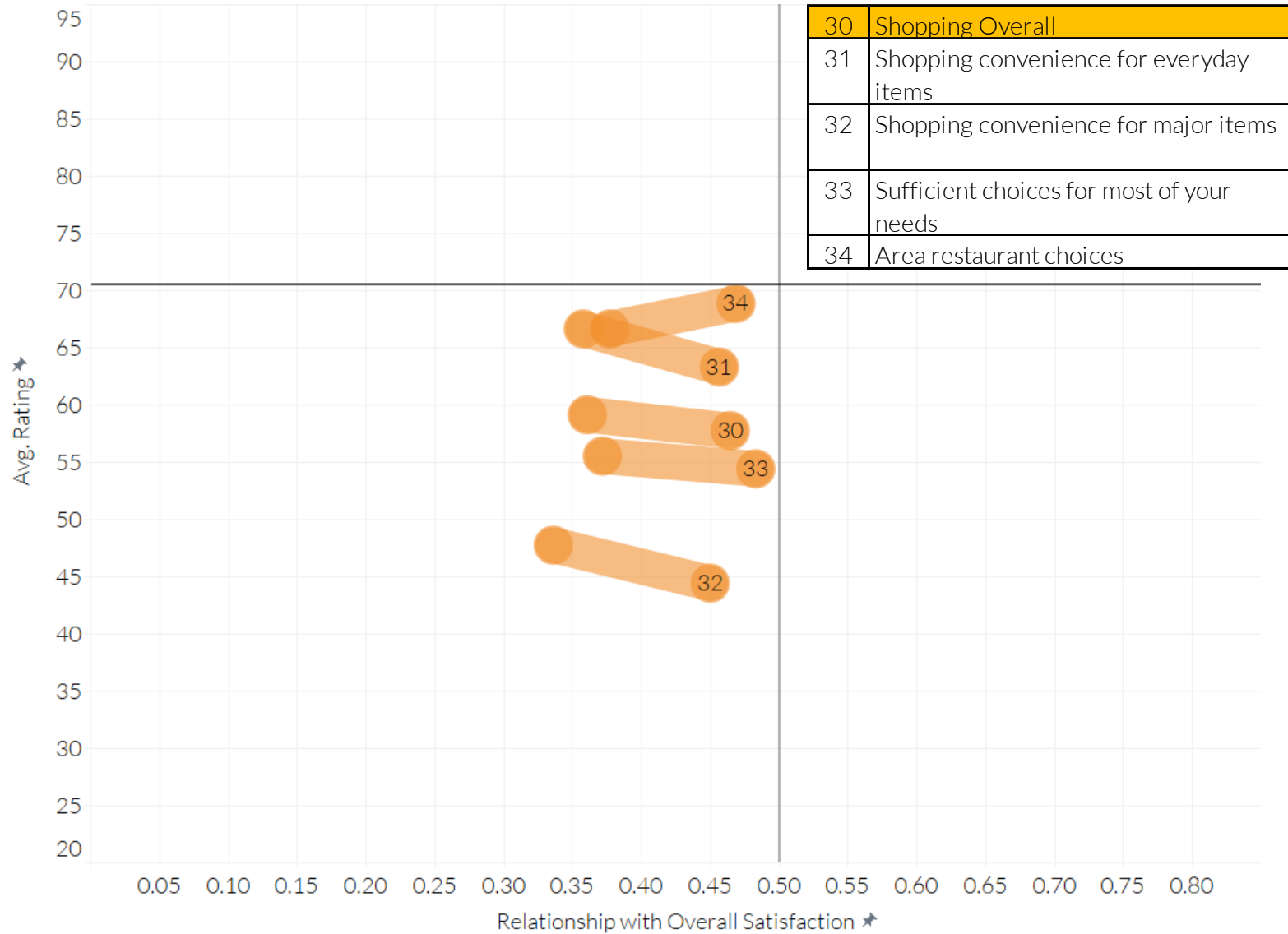
Shopping



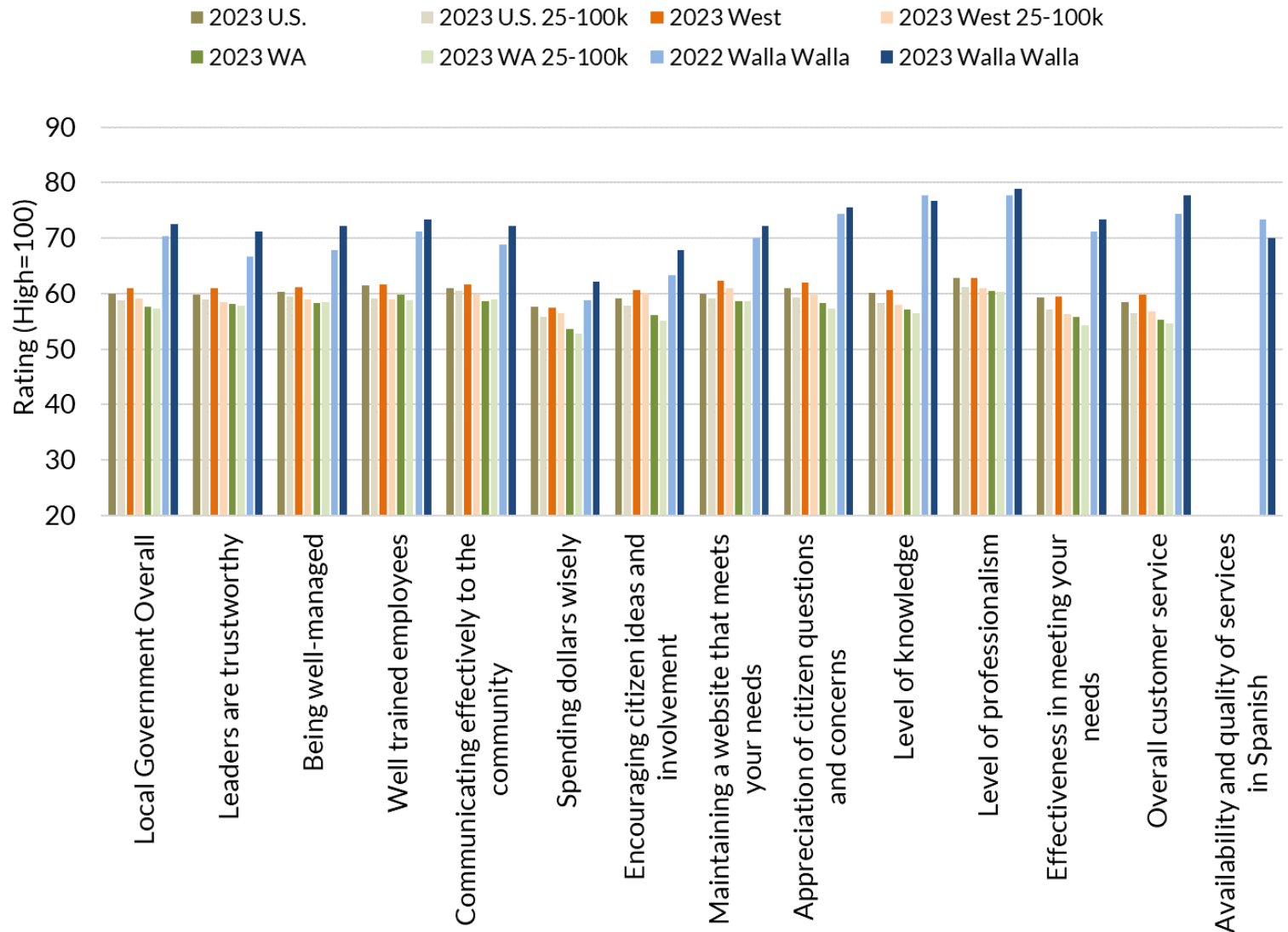
Shopping Opportunities - Trends



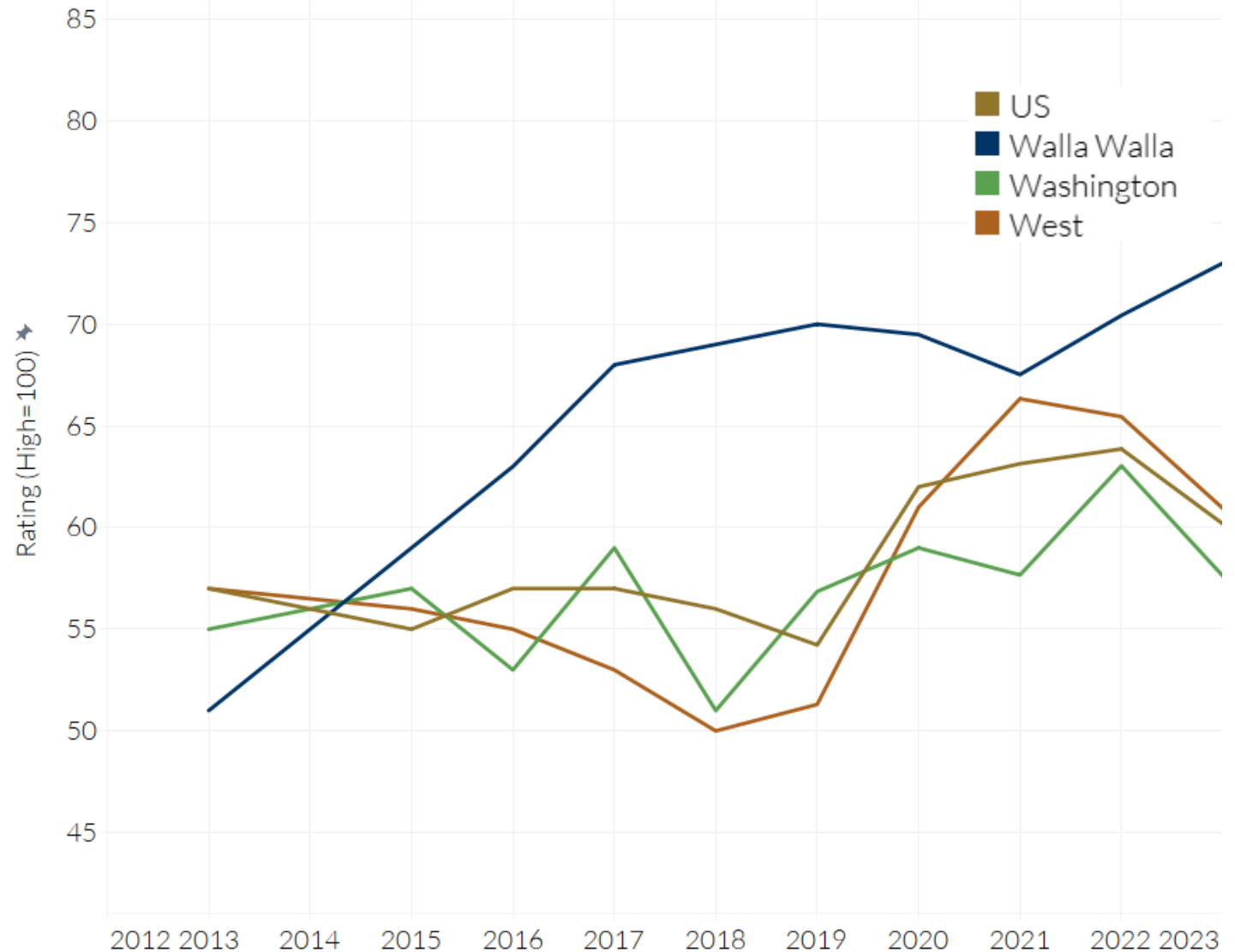
Shopping Opportunities



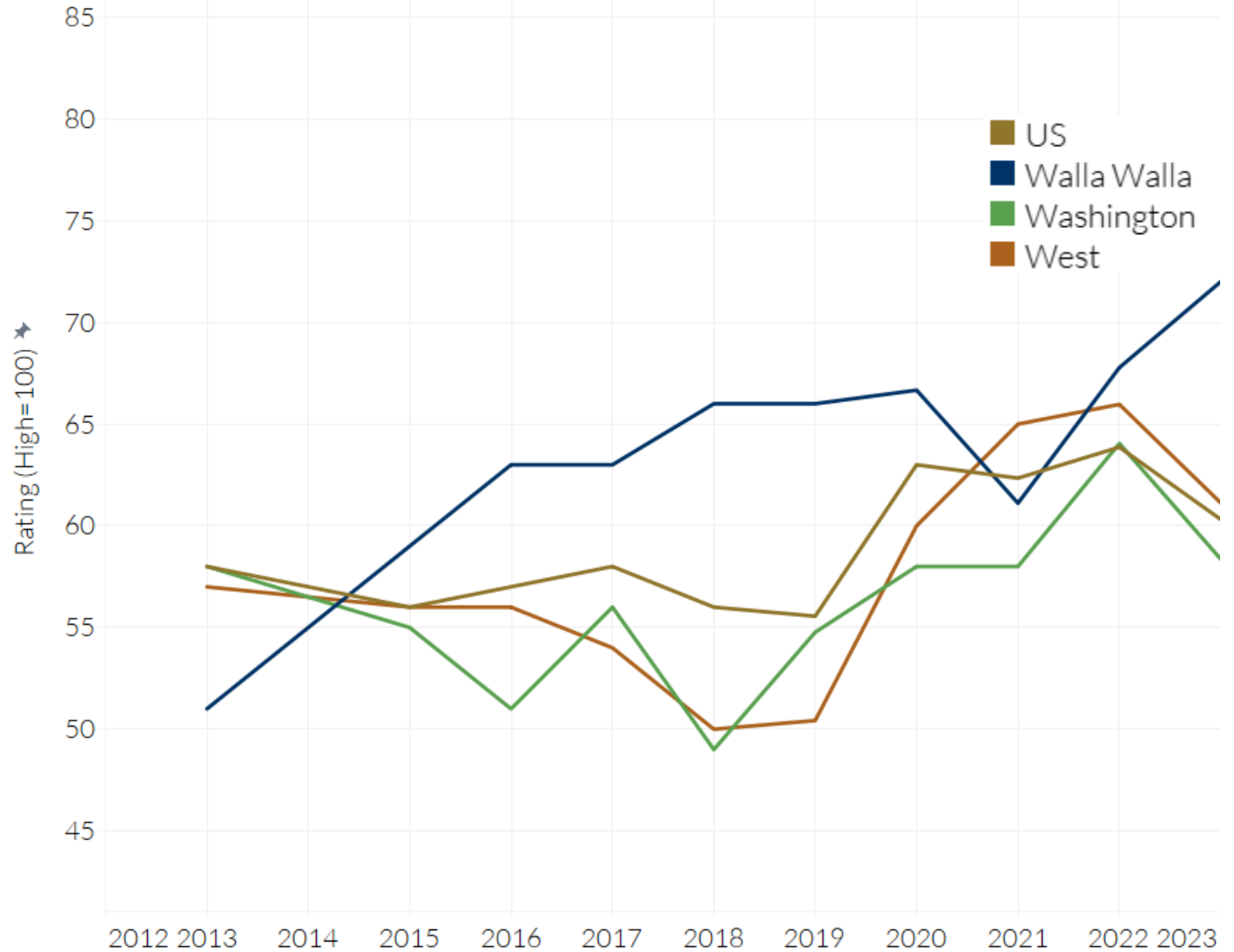
Government Management



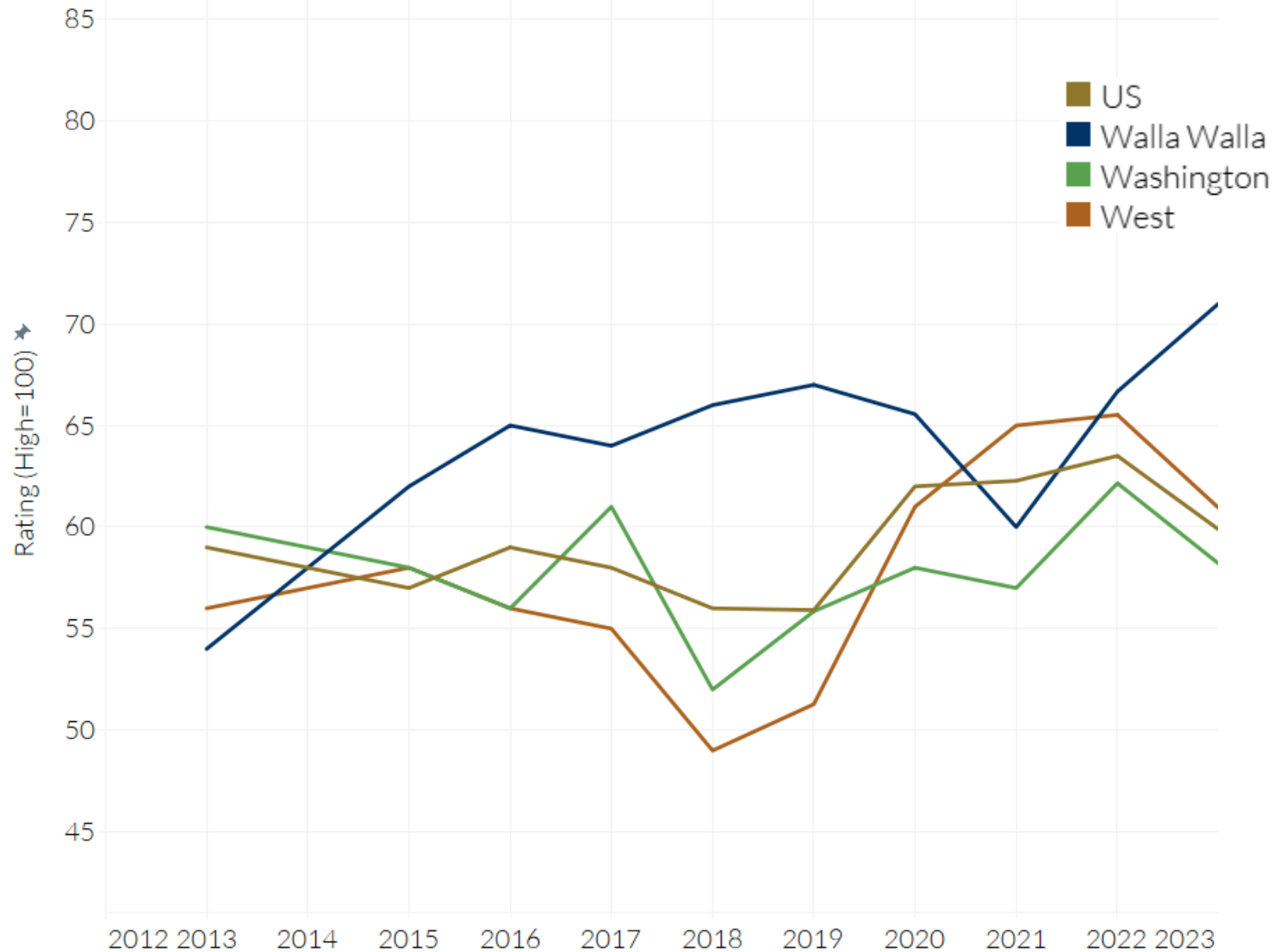
Government Management - Overall



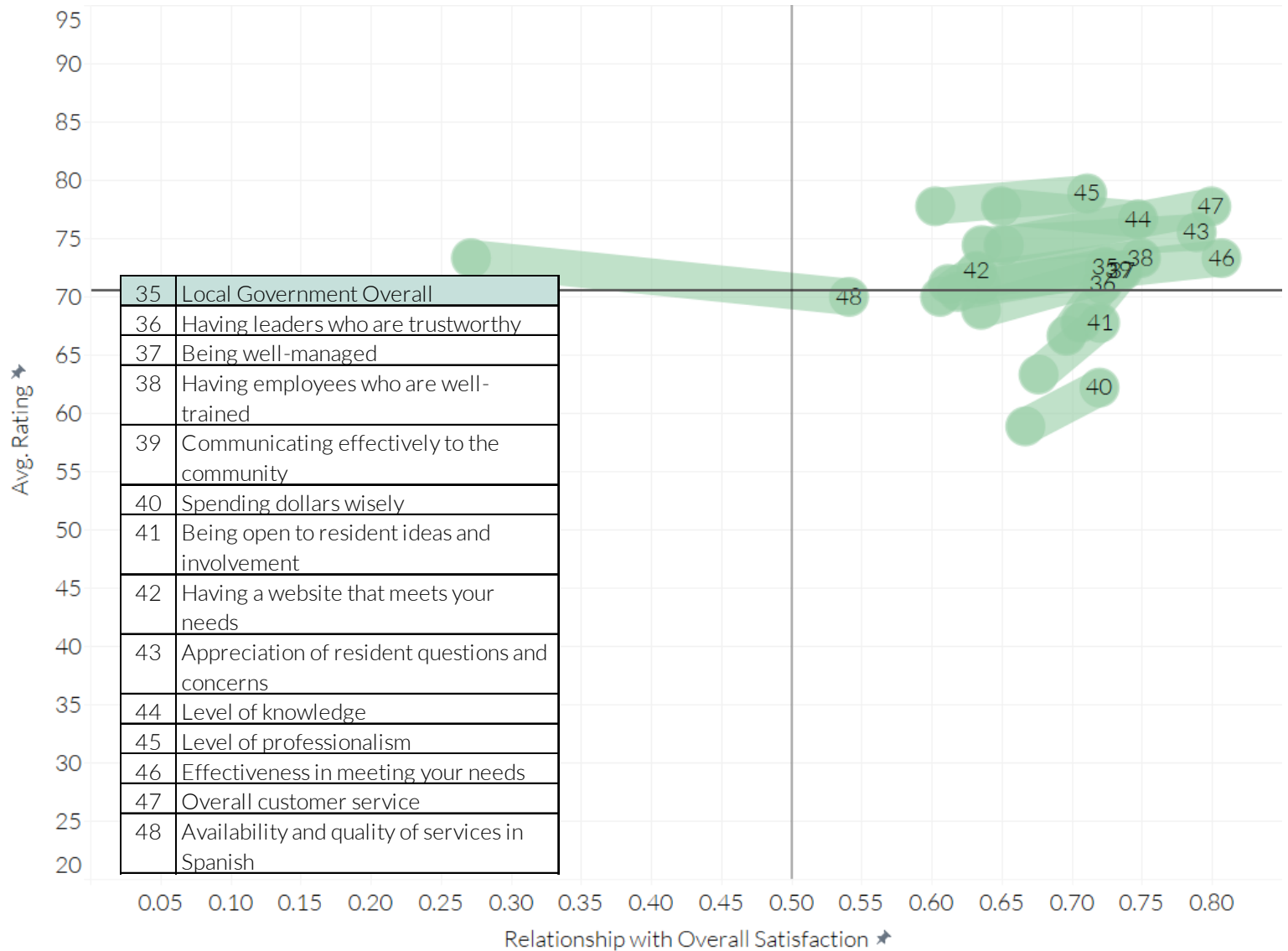
Being Well Managed - Trends



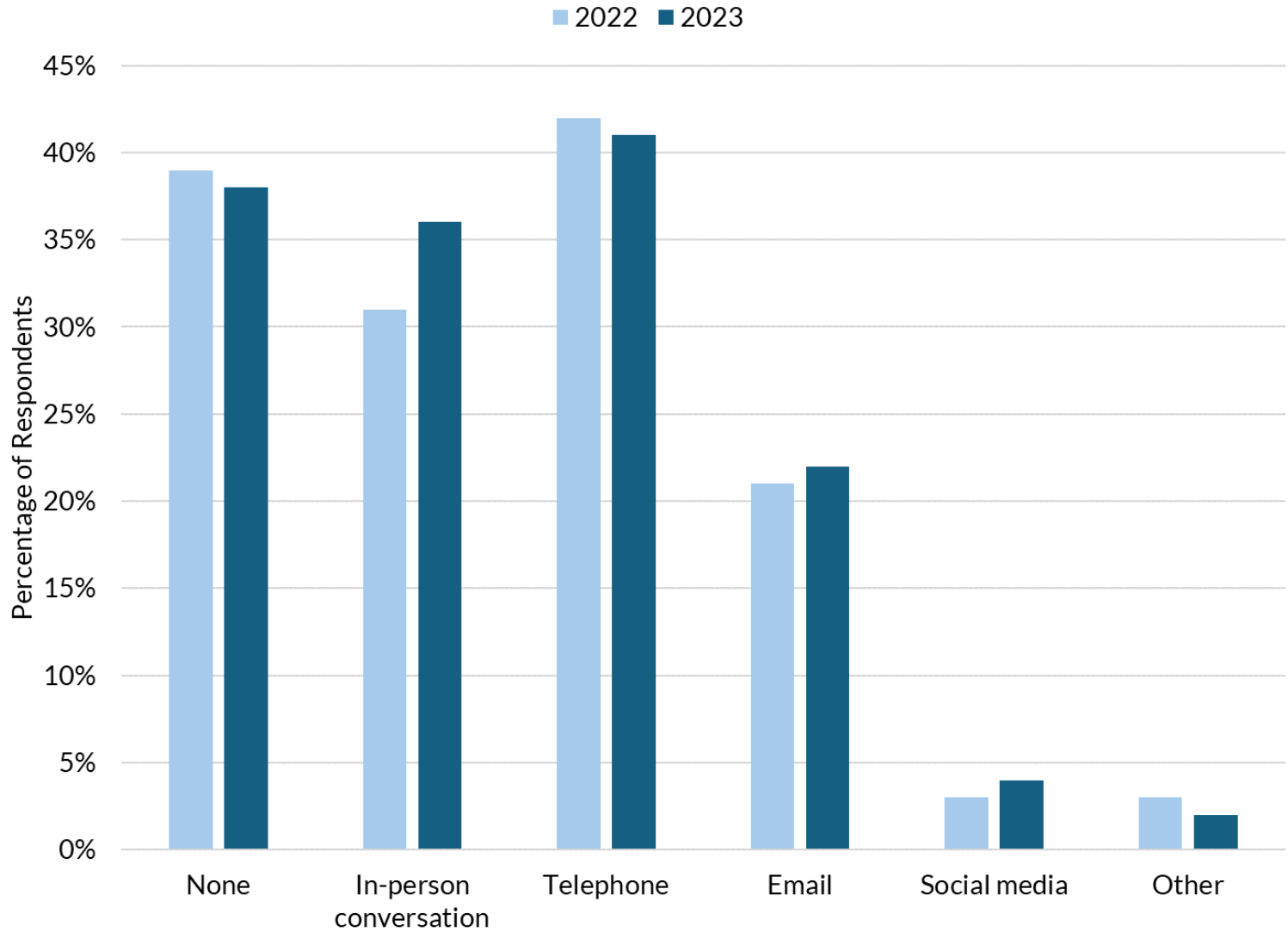
Leaders are Trustworthy - Trends



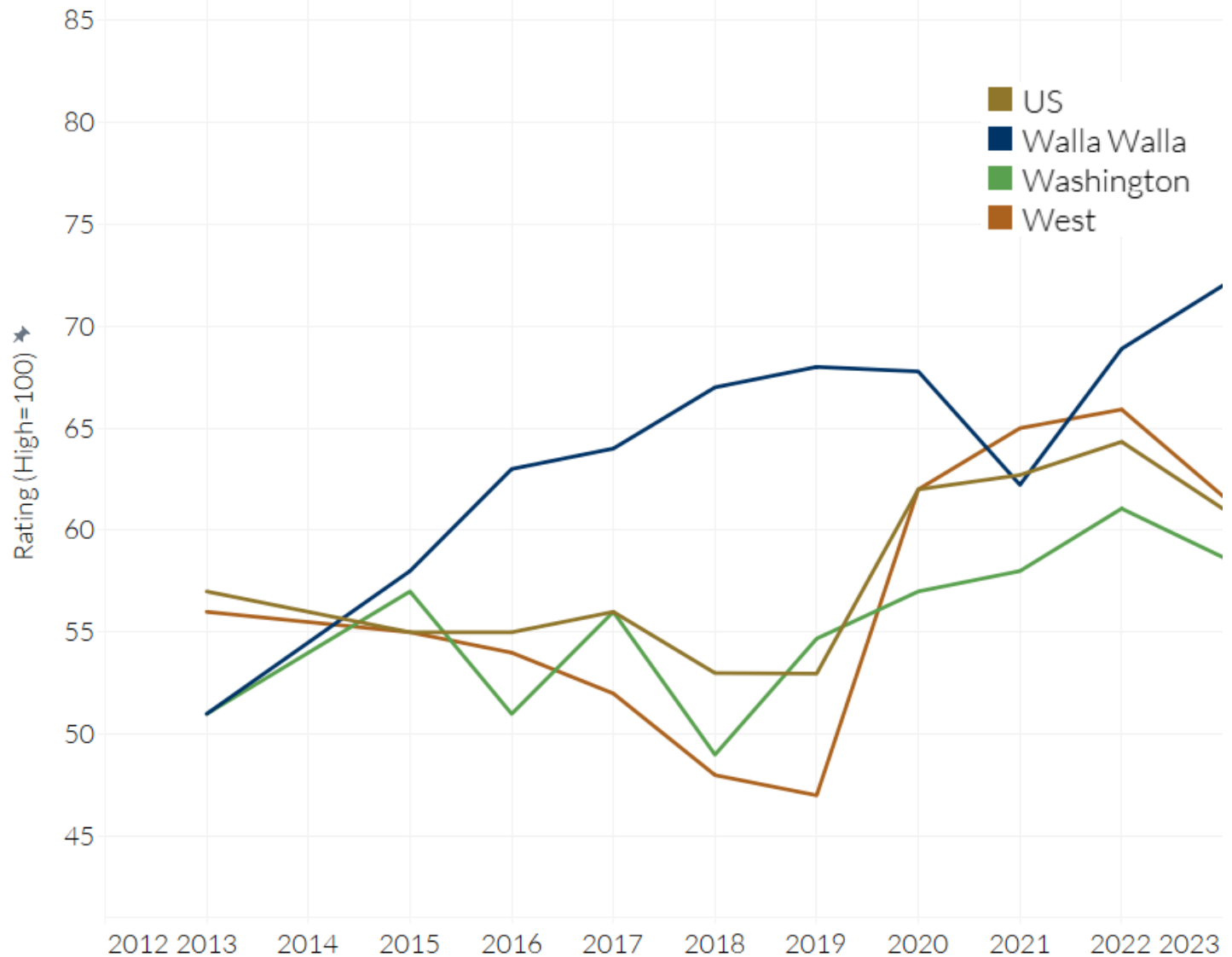
Local Government



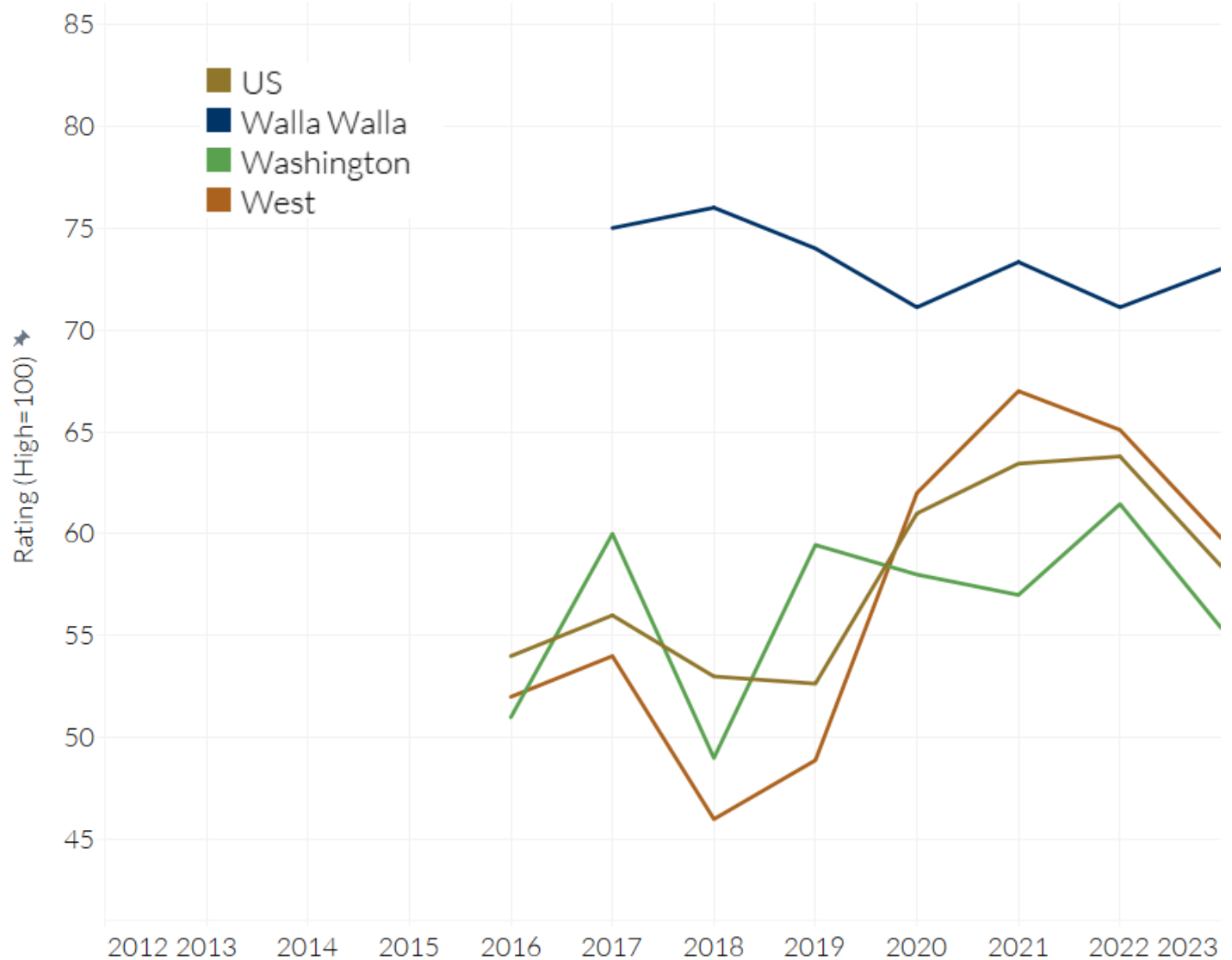
How have you contacted a City employee or official in the past 12 months?



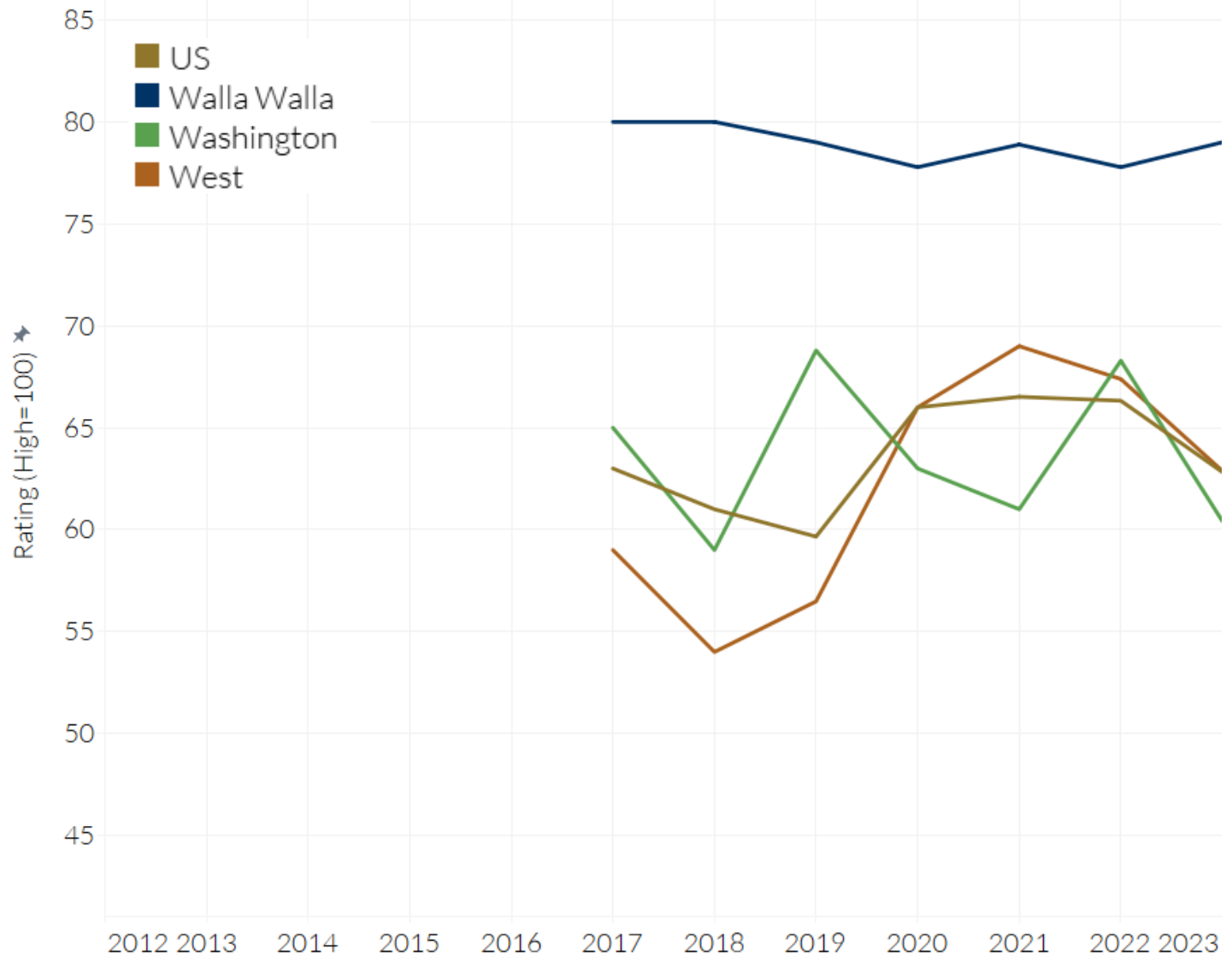
Drivers of Satisfaction and Behavior: Communicating Effectively - Trends



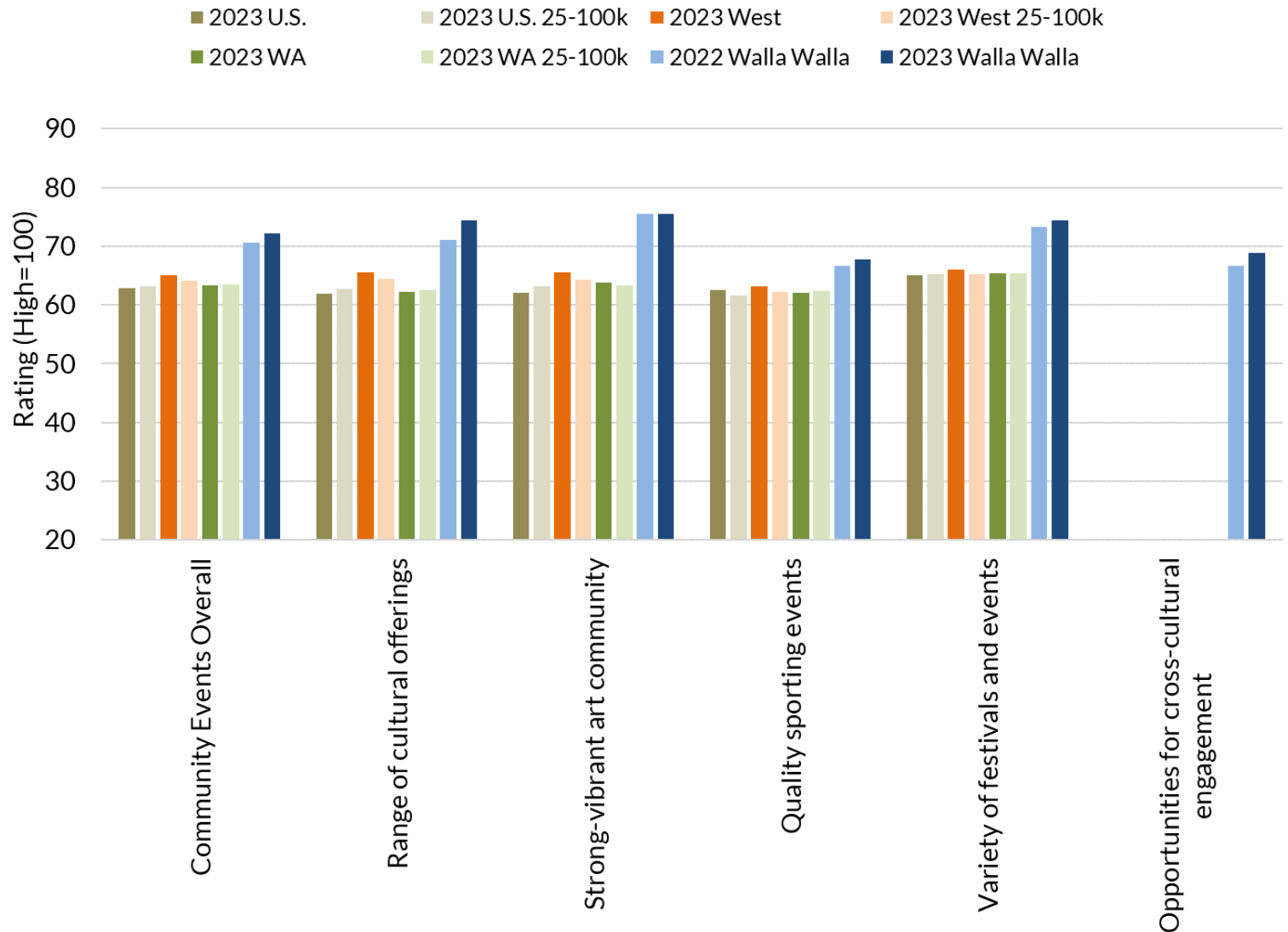
Customer Service Meeting Your Needs



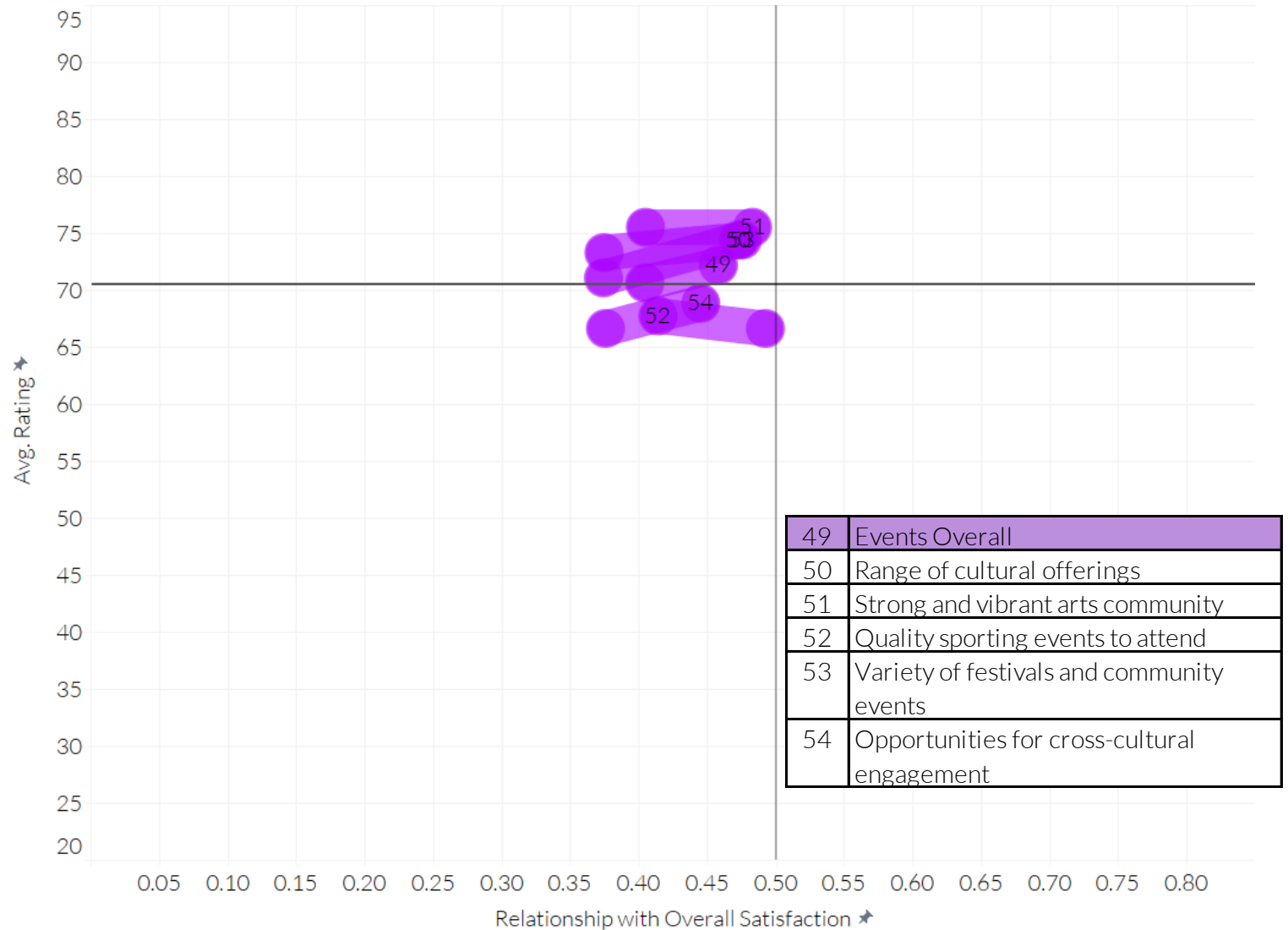
Level of Professionalism - Trends



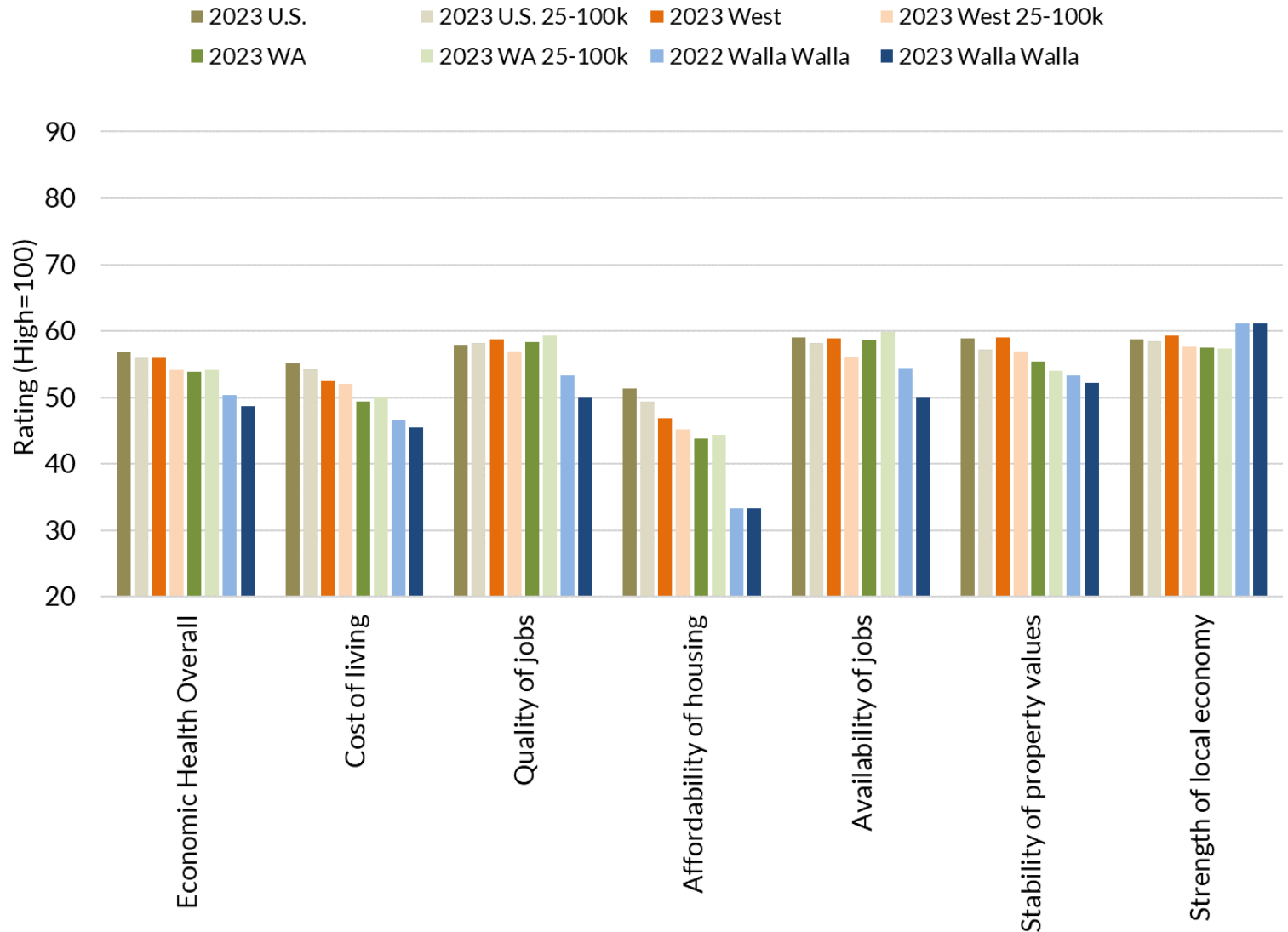
Community Events



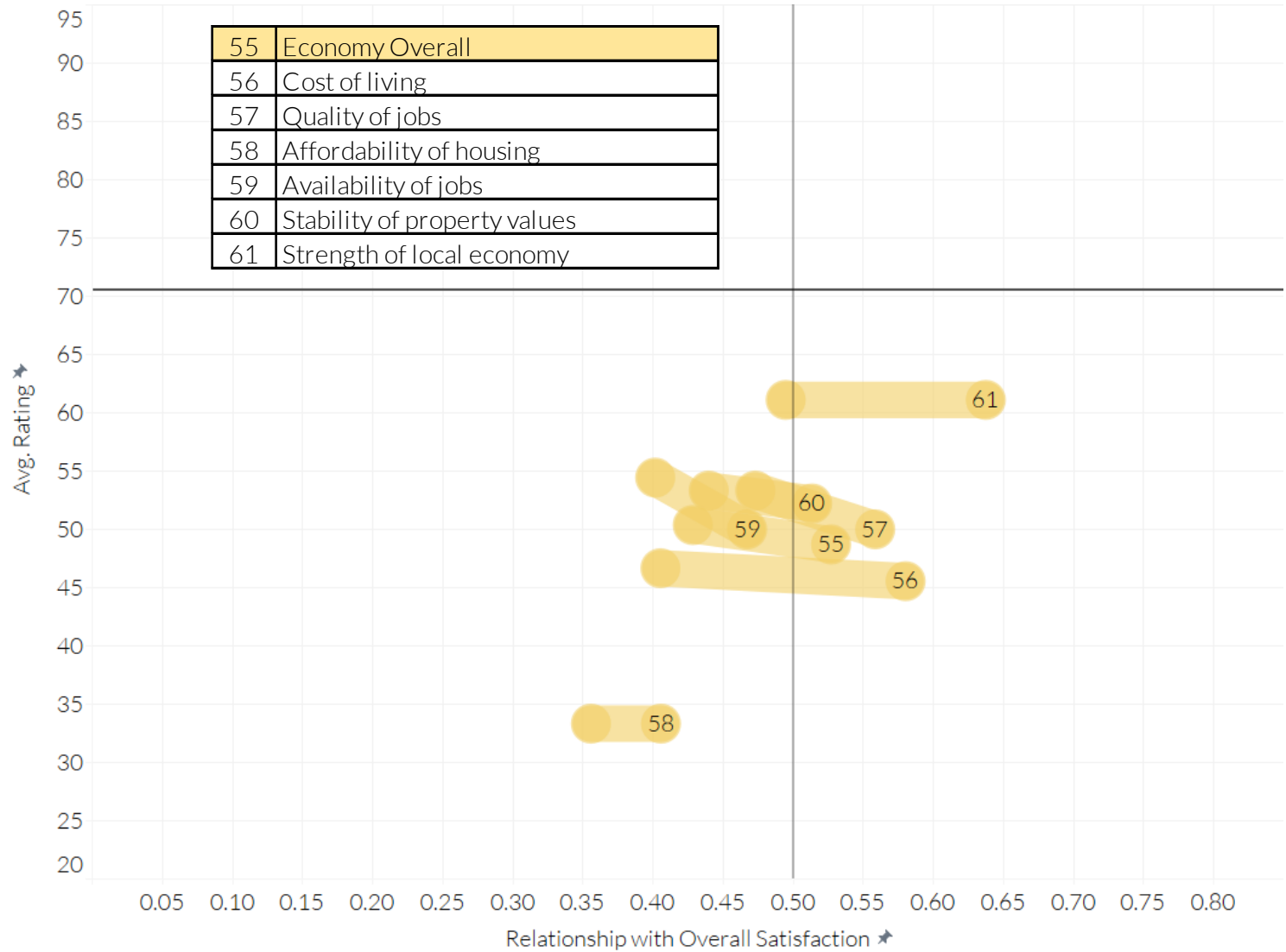
Community Events



Economic Health

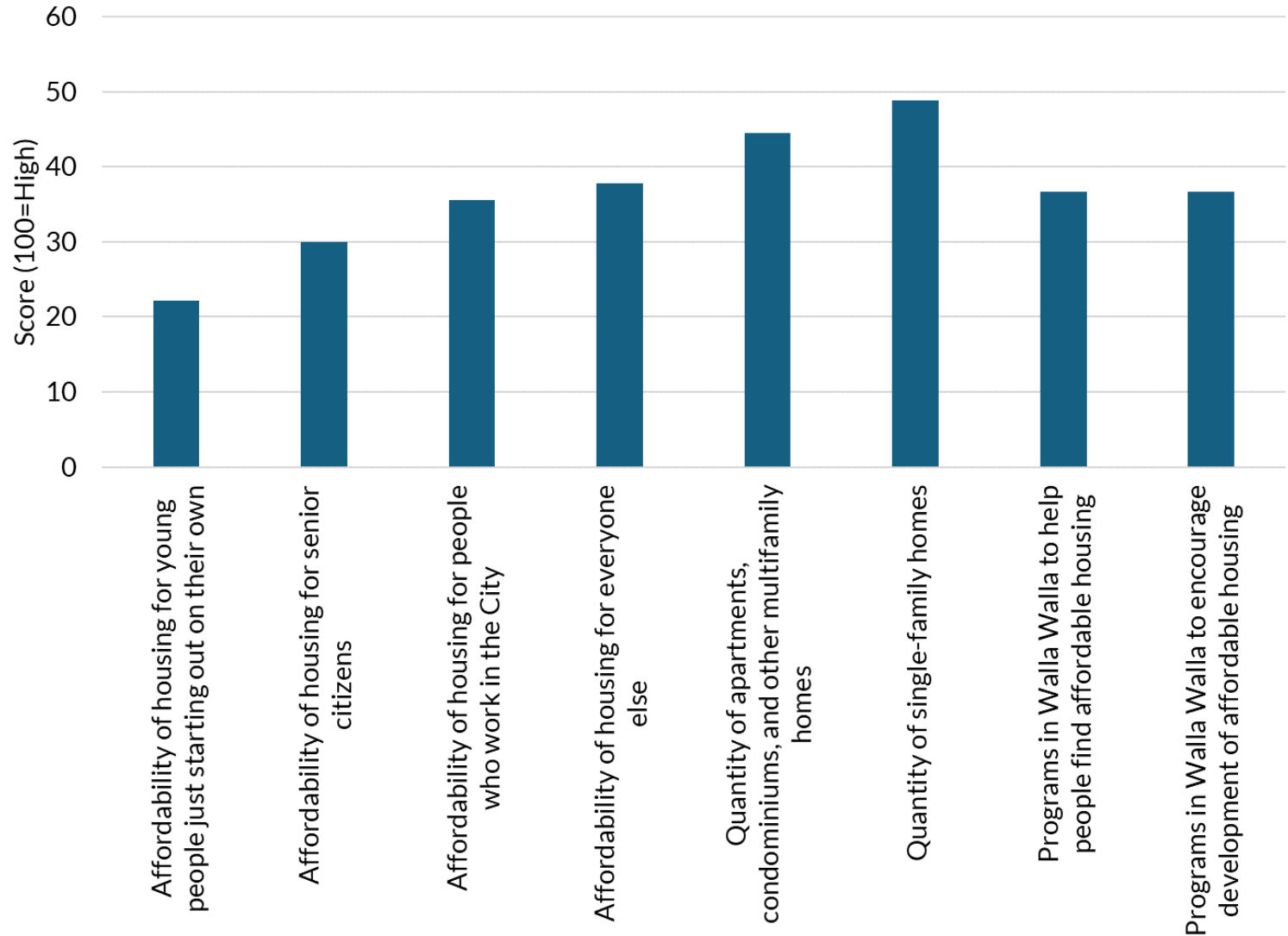


Economic Health

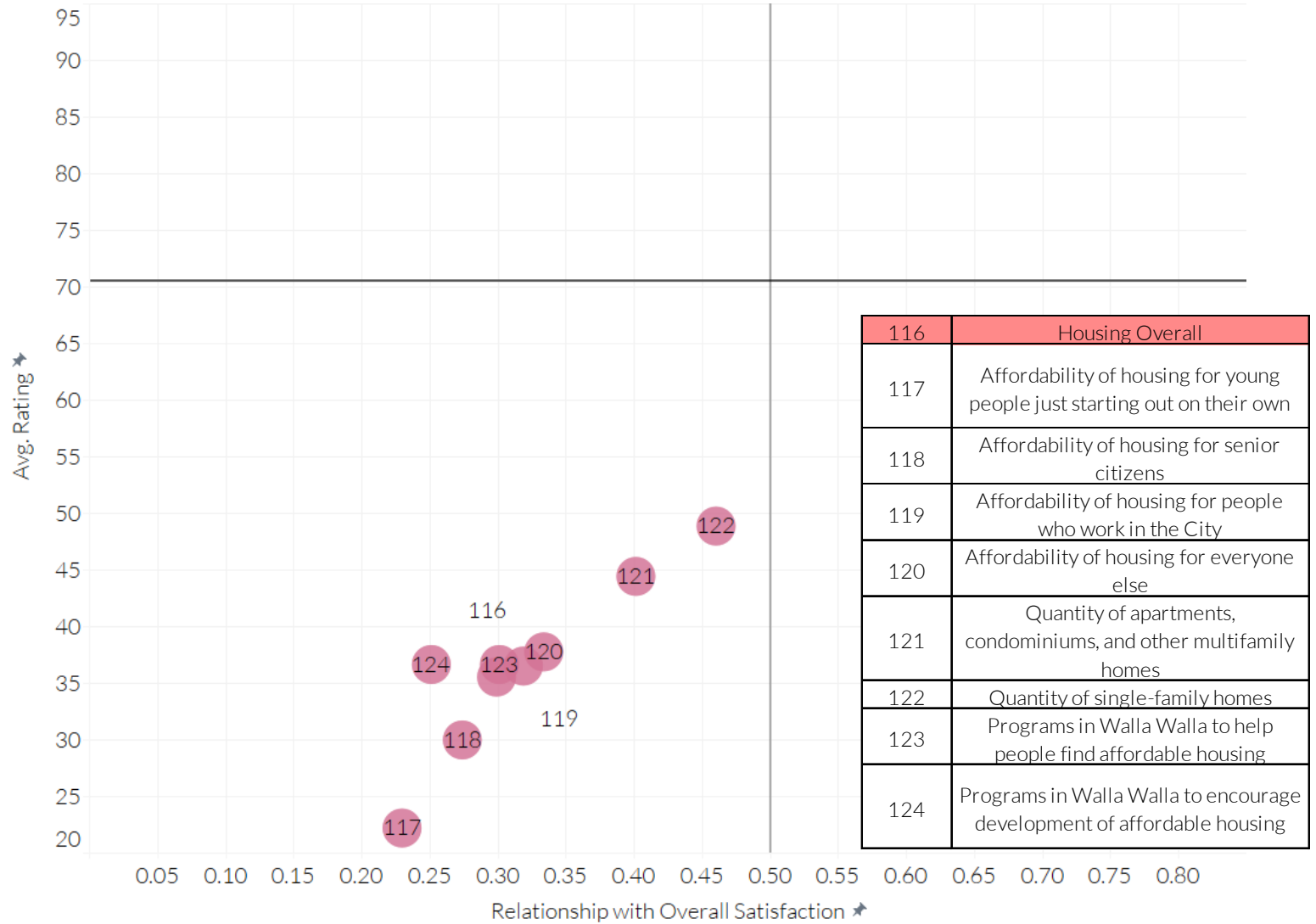


Housing in Walla Walla

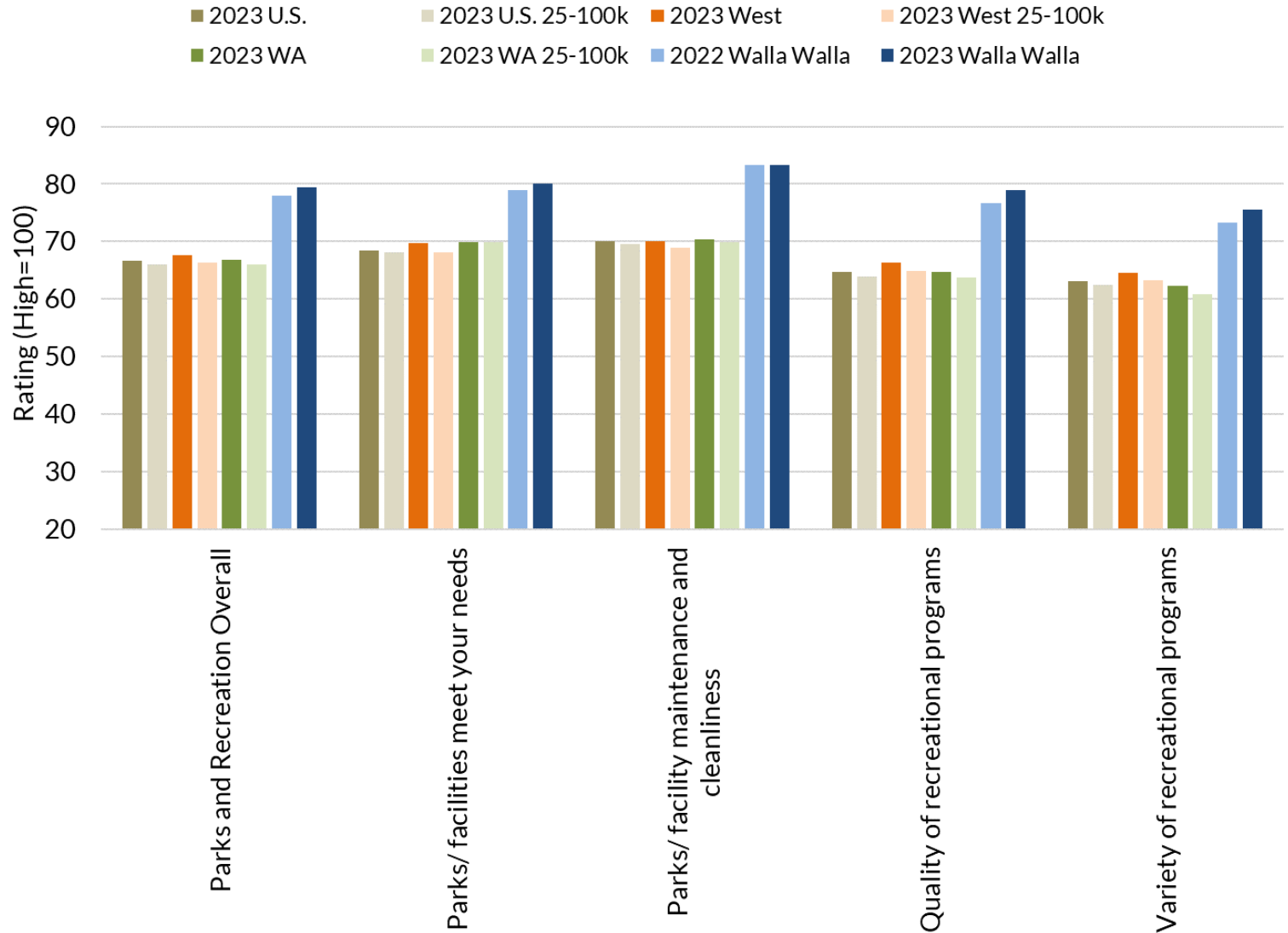
(High score = 100)



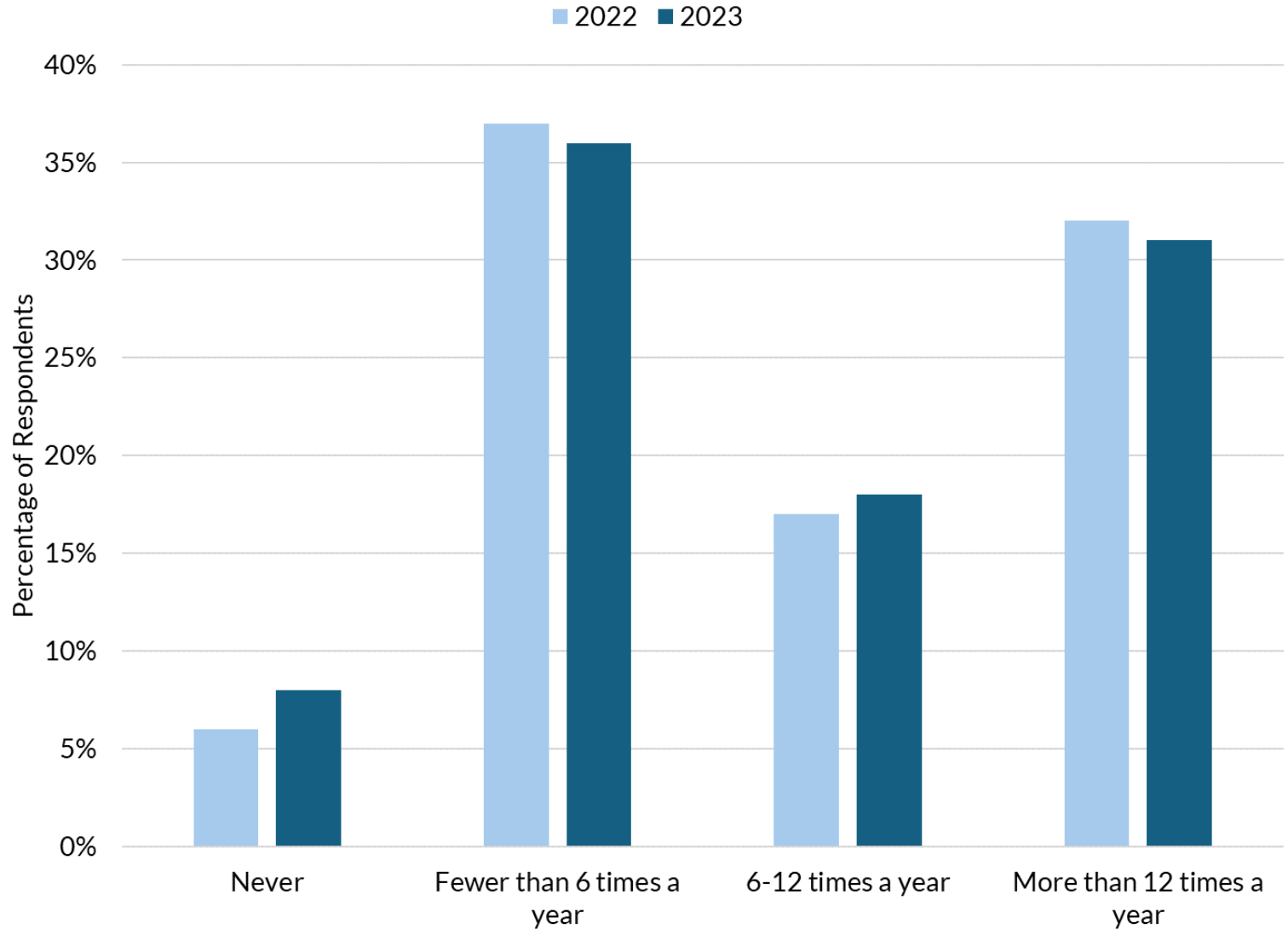
Housing



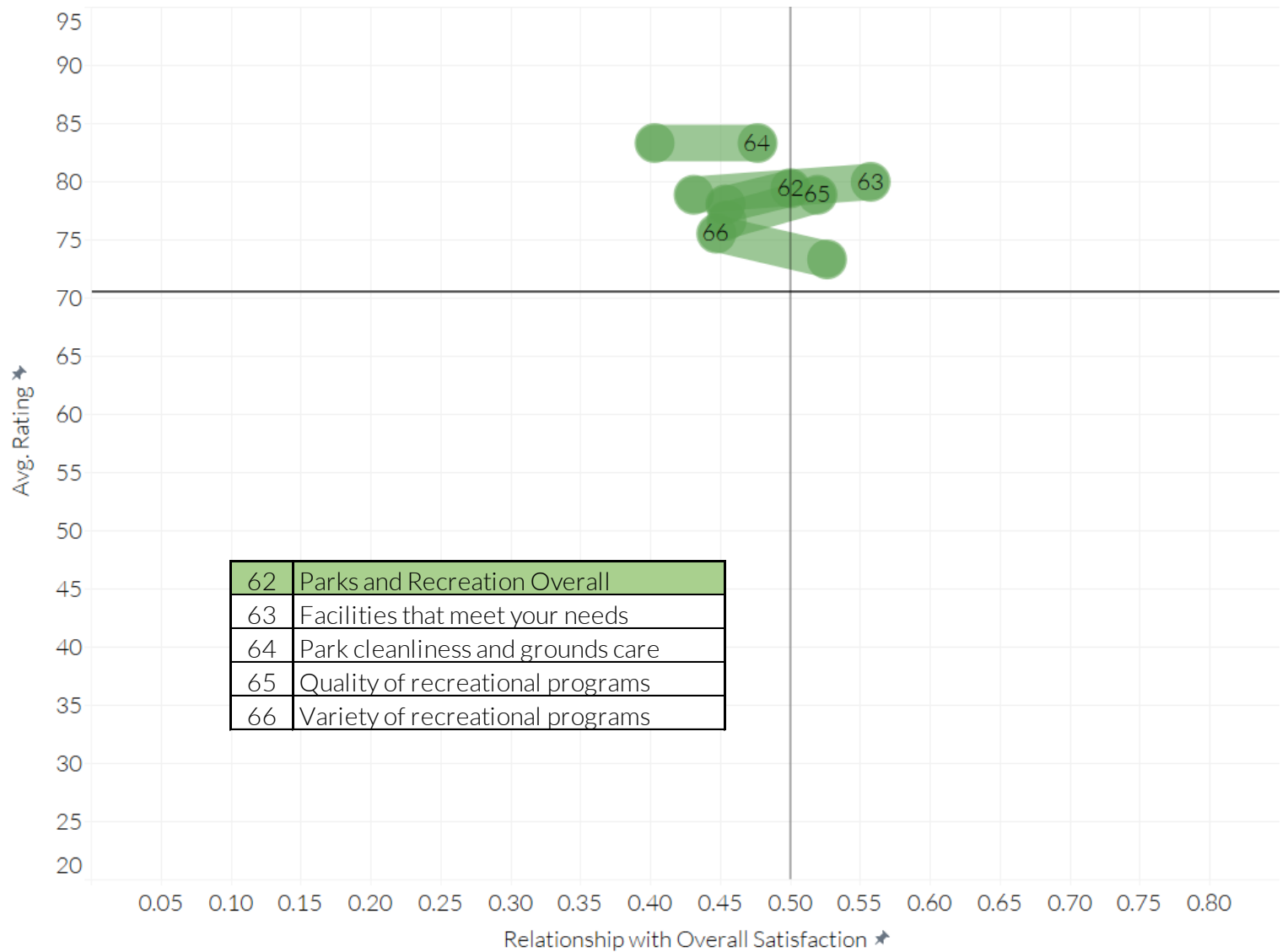
Parks and Recreation



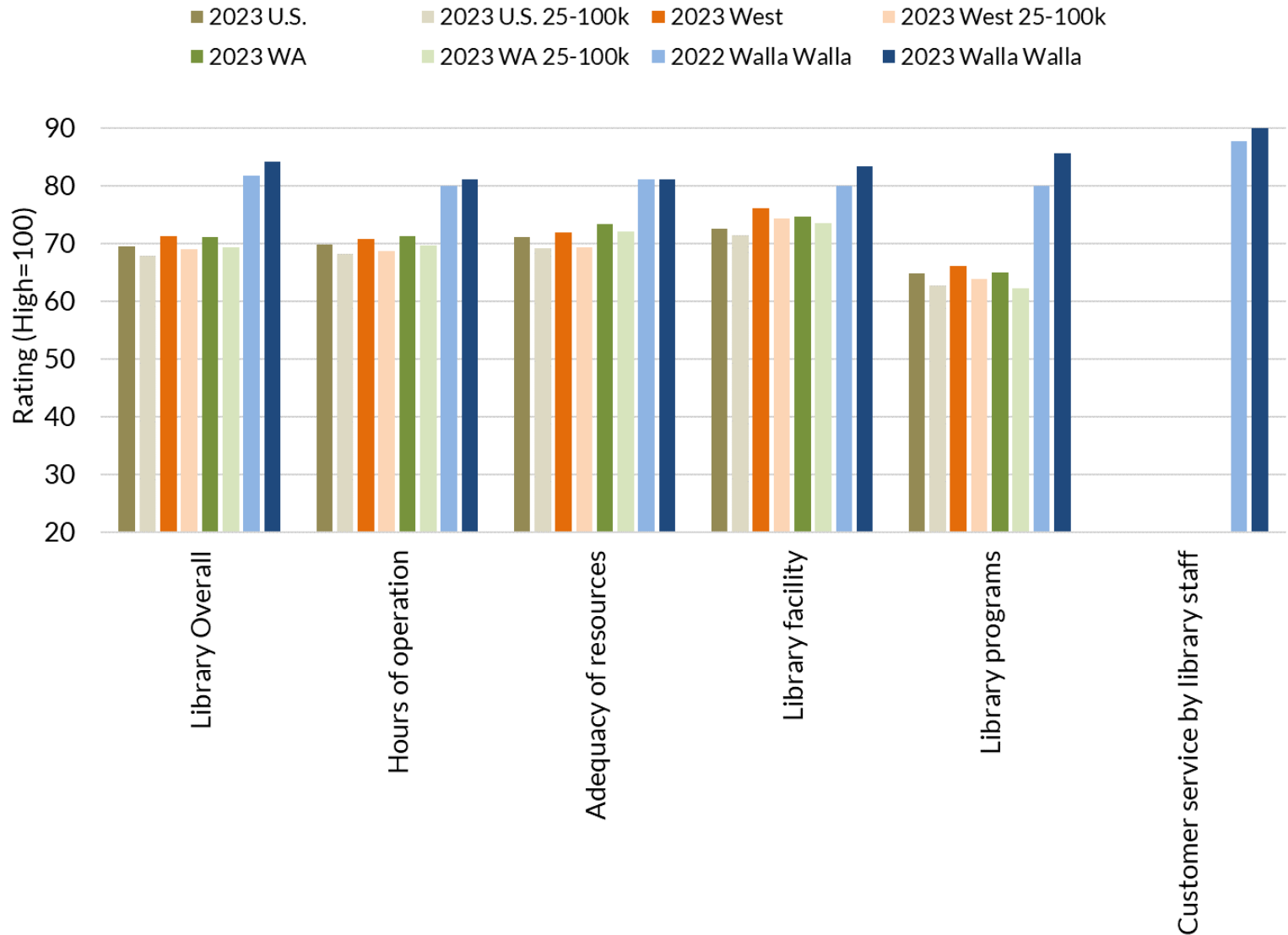
How frequently do you use the parks and recreation facilities and programs?



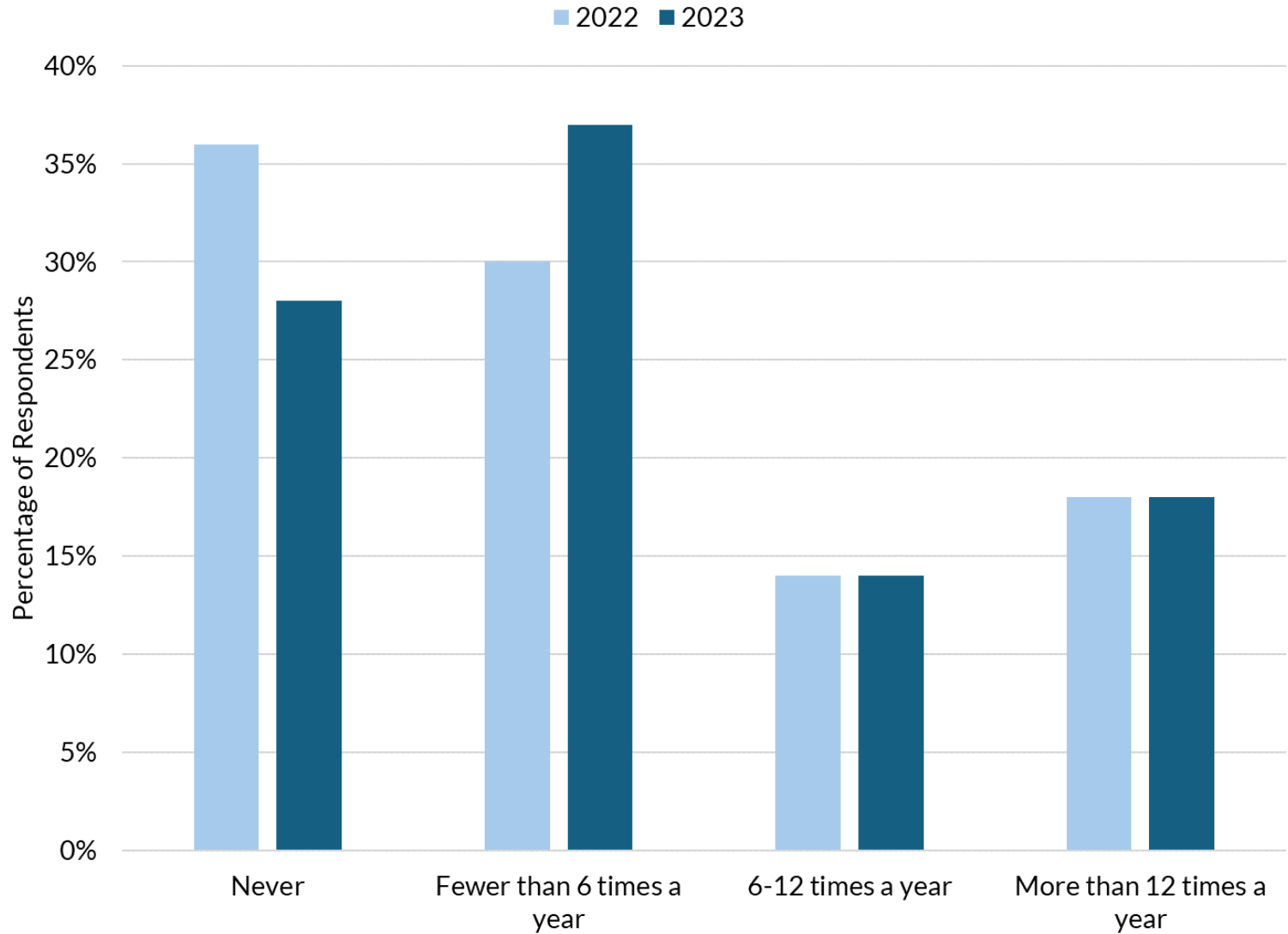
Parks and Recreation



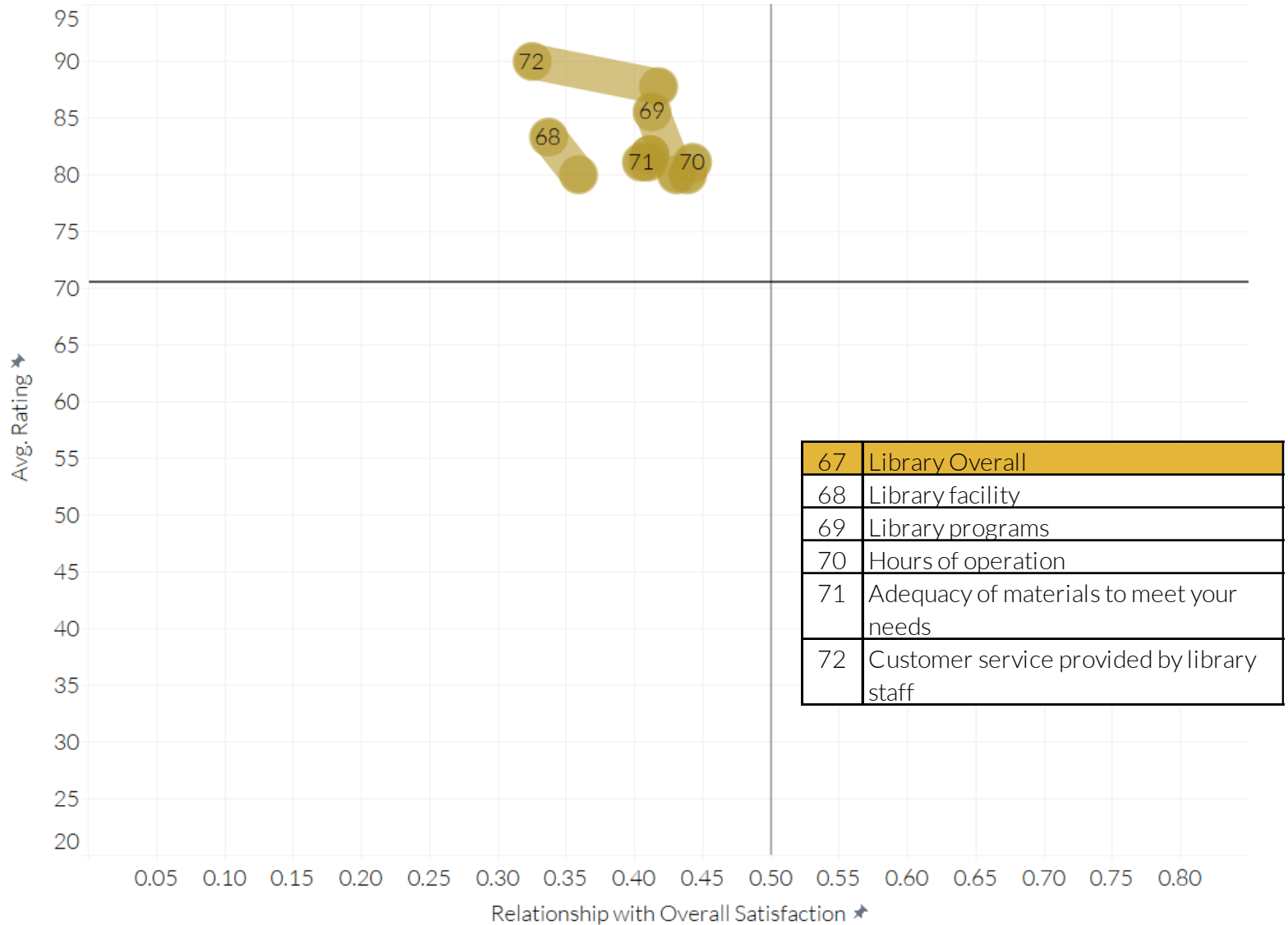
Library Services



How frequently do you use Walla Walla's local library?



Library Services



What are some new or enhanced programs and amenities you would like to see at the library?

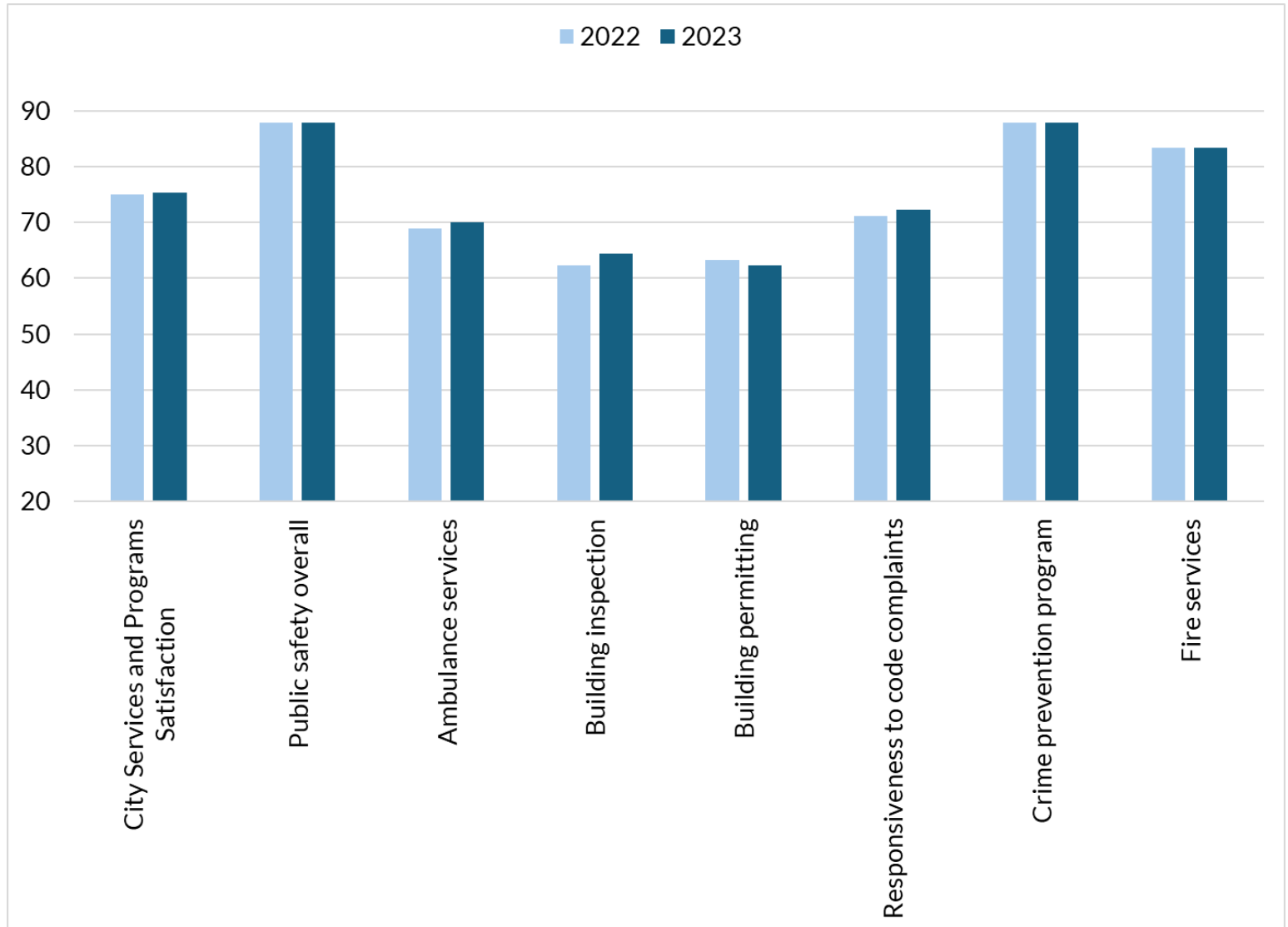
Top Themes:

1. **Book:** Residents would like to see more book clubs/group discussions available. They also have concerns about book bans.
2. **Selection** - Residents would like a more selection; they mentioned cooking/parenting and a larger ebook/audio selection.
3. **Program-** Residents overall like the programs that are offered and would like to see continued improvement on the current programs. They have suggested that the library add a meet-the-author program.

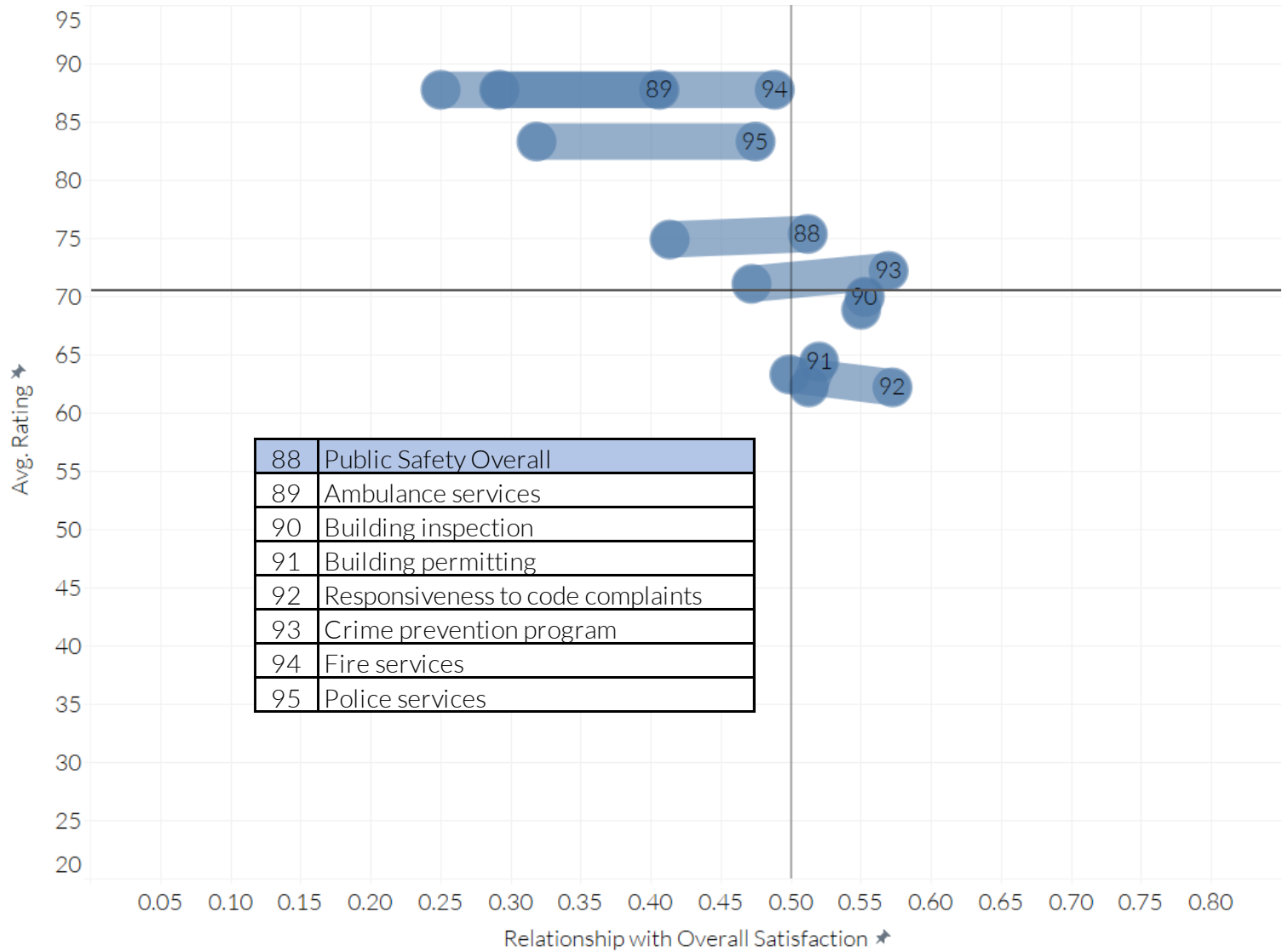


City Services and Programs Satisfaction

Public Safety (Scale = 0 to 100)

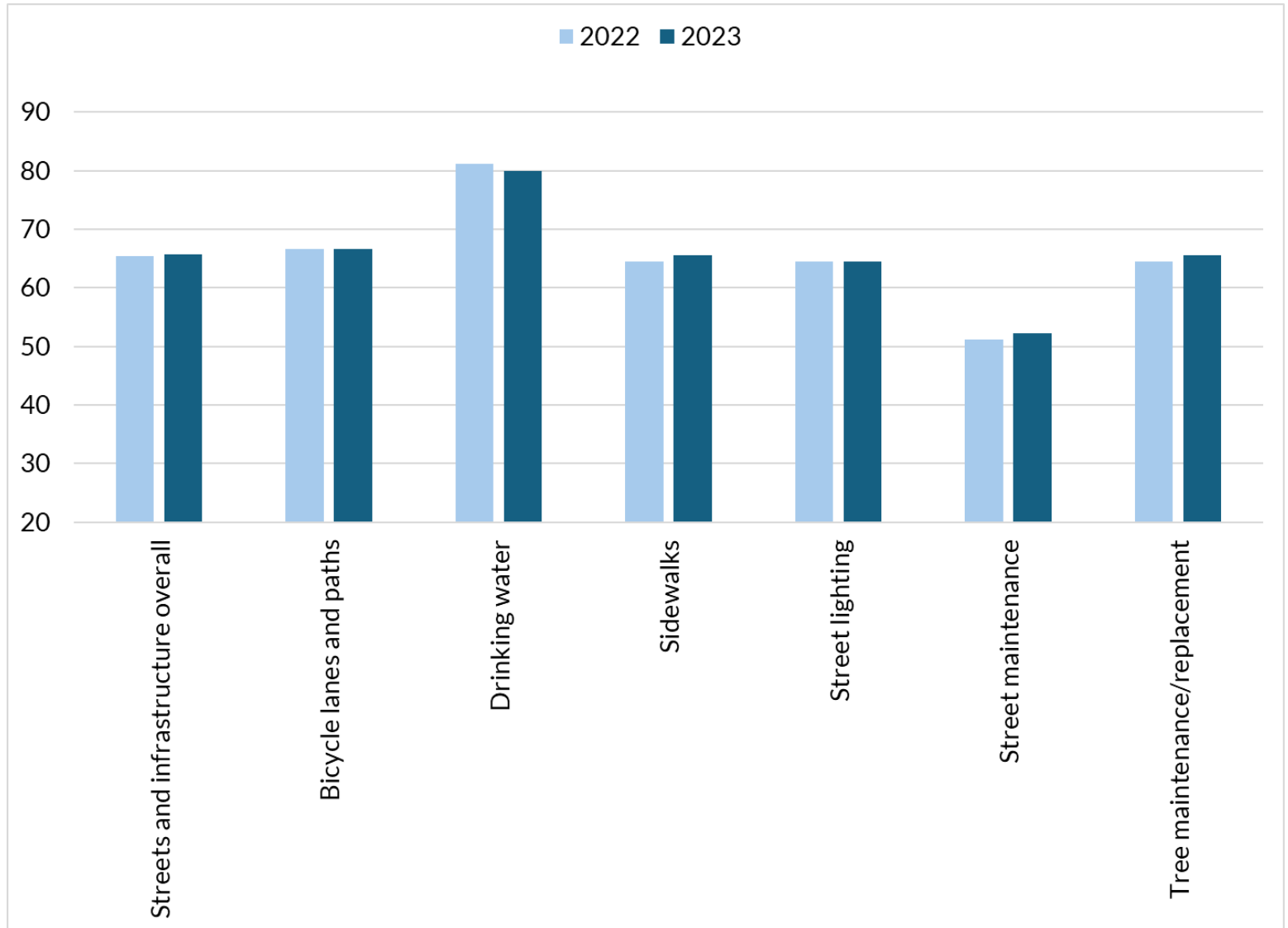


Public Safety

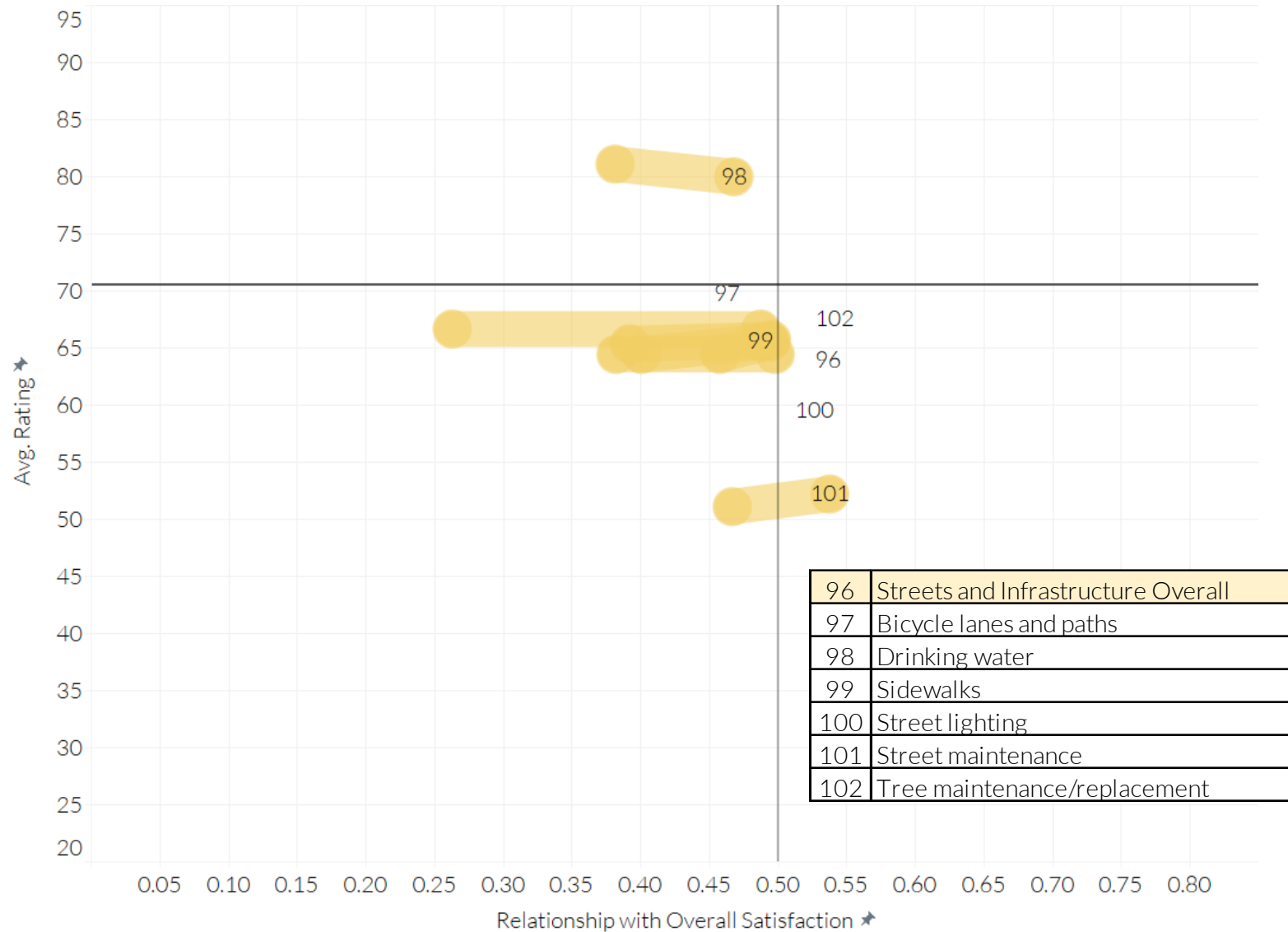


City Services and Programs Satisfaction

Streets and Infrastructure (Scale = 0 to 100)

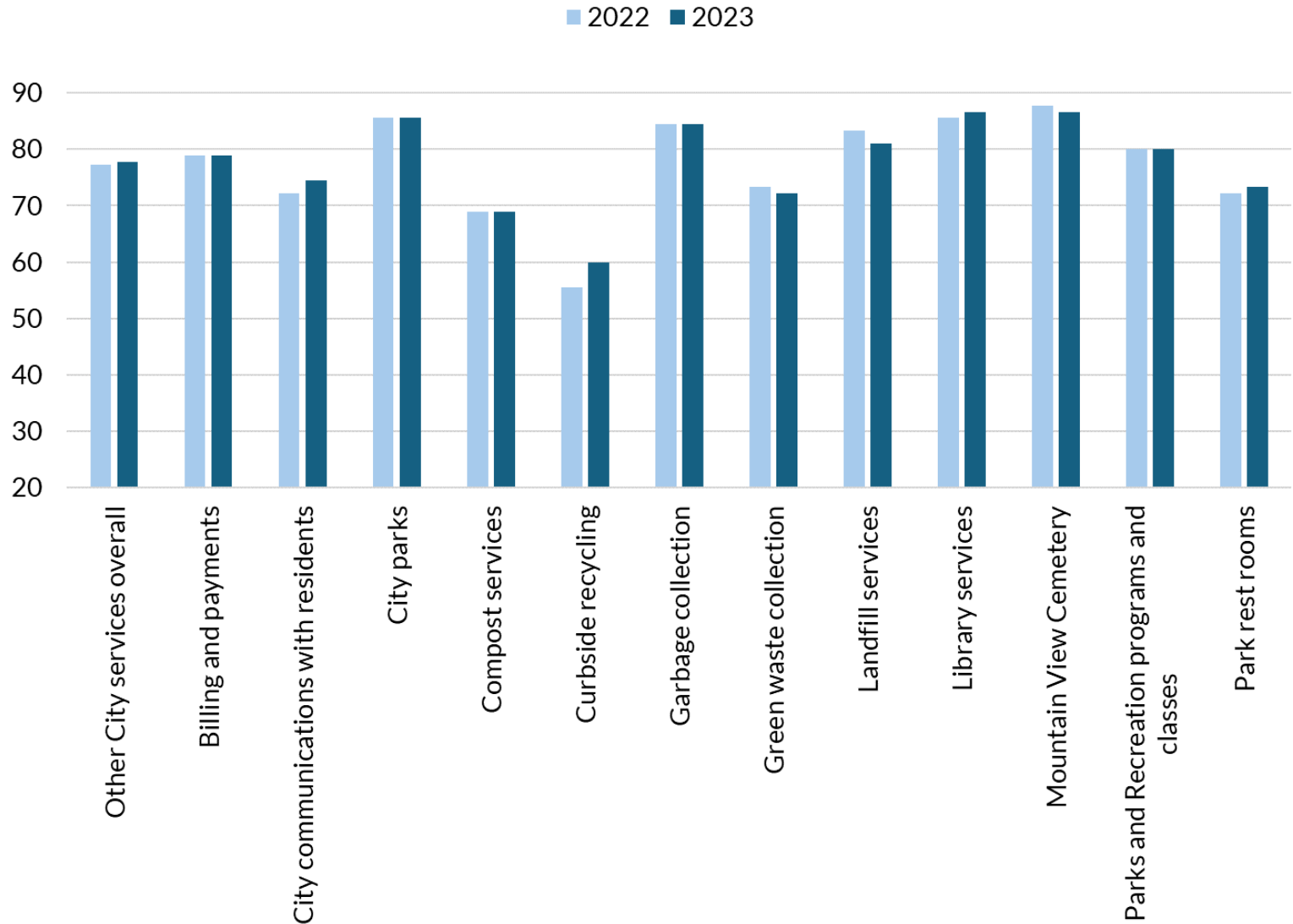


Streets and Infrastructure

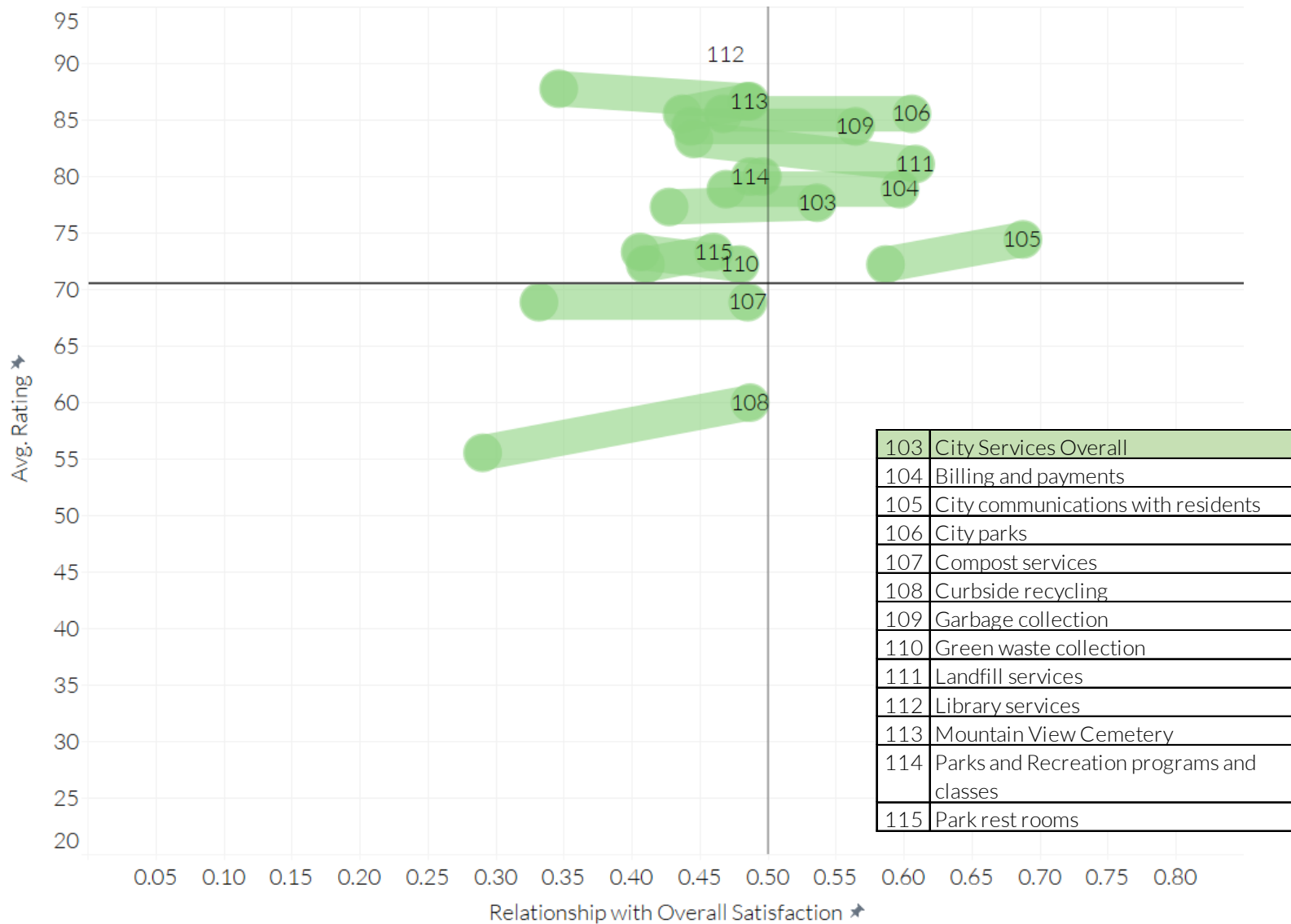


96	Streets and Infrastructure Overall
97	Bicycle lanes and paths
98	Drinking water
99	Sidewalks
100	Street lighting
101	Street maintenance
102	Tree maintenance/replacement

Other City Services and Programs Satisfaction (Scale = 0 to 100)



Other City Services



Word Cloud:

What are two improvements you would like to see the City implement to improve your satisfaction?

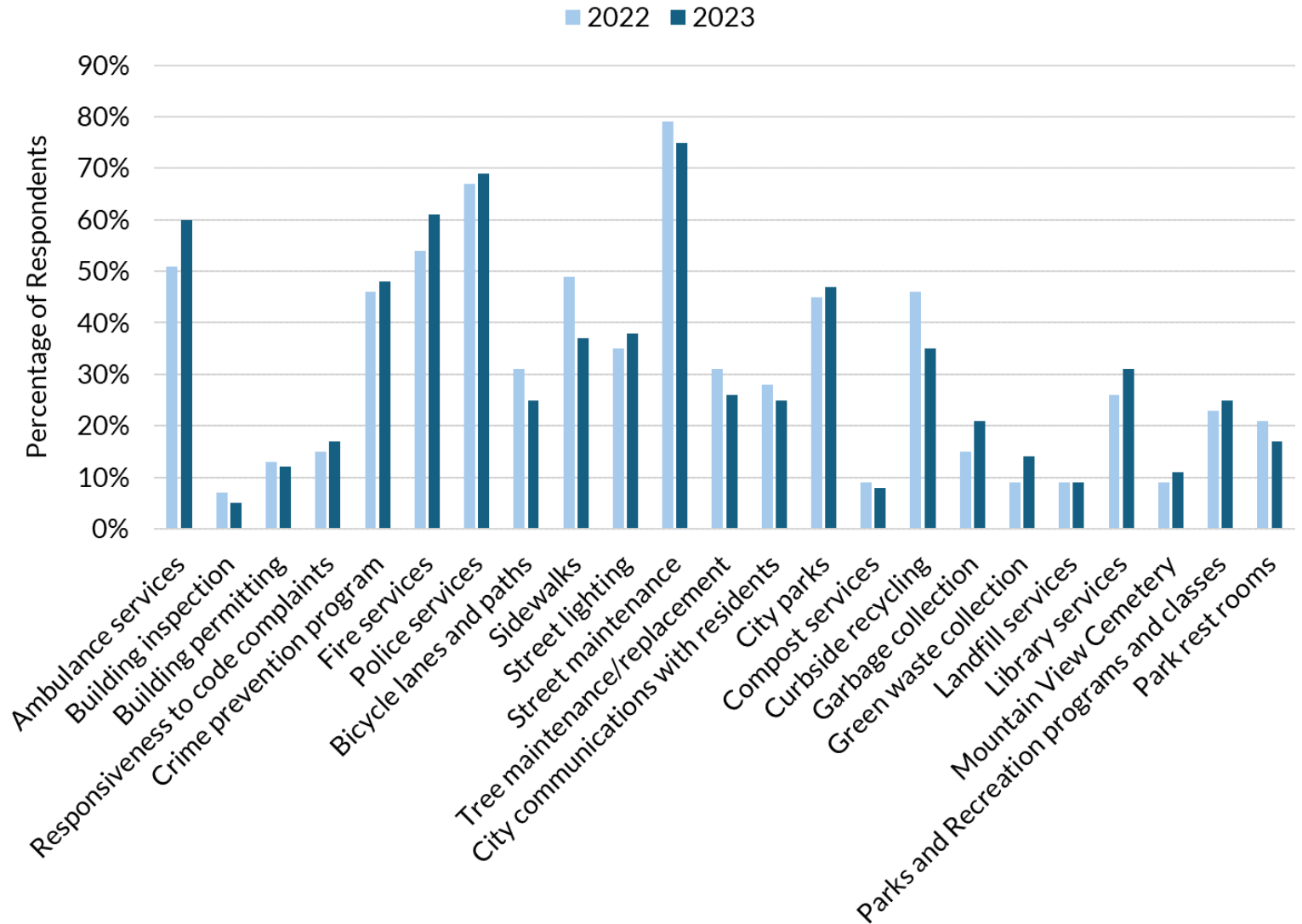
Top Themes:

1. **Repairs**- Residents would like to see the city make repairs to the streets and clean up the sidewalks from tree roots. They also do not like that construction timeframes are so long.
2. **Shop**- Residents would like to see more shopping options; they specifically mentioned large box retail stores such as Costco or Target.
3. **Improve**- Several residents shared concerns related to improving community safety, with a focus on addressing homelessness. Some expressed a desire for improved safety and security.

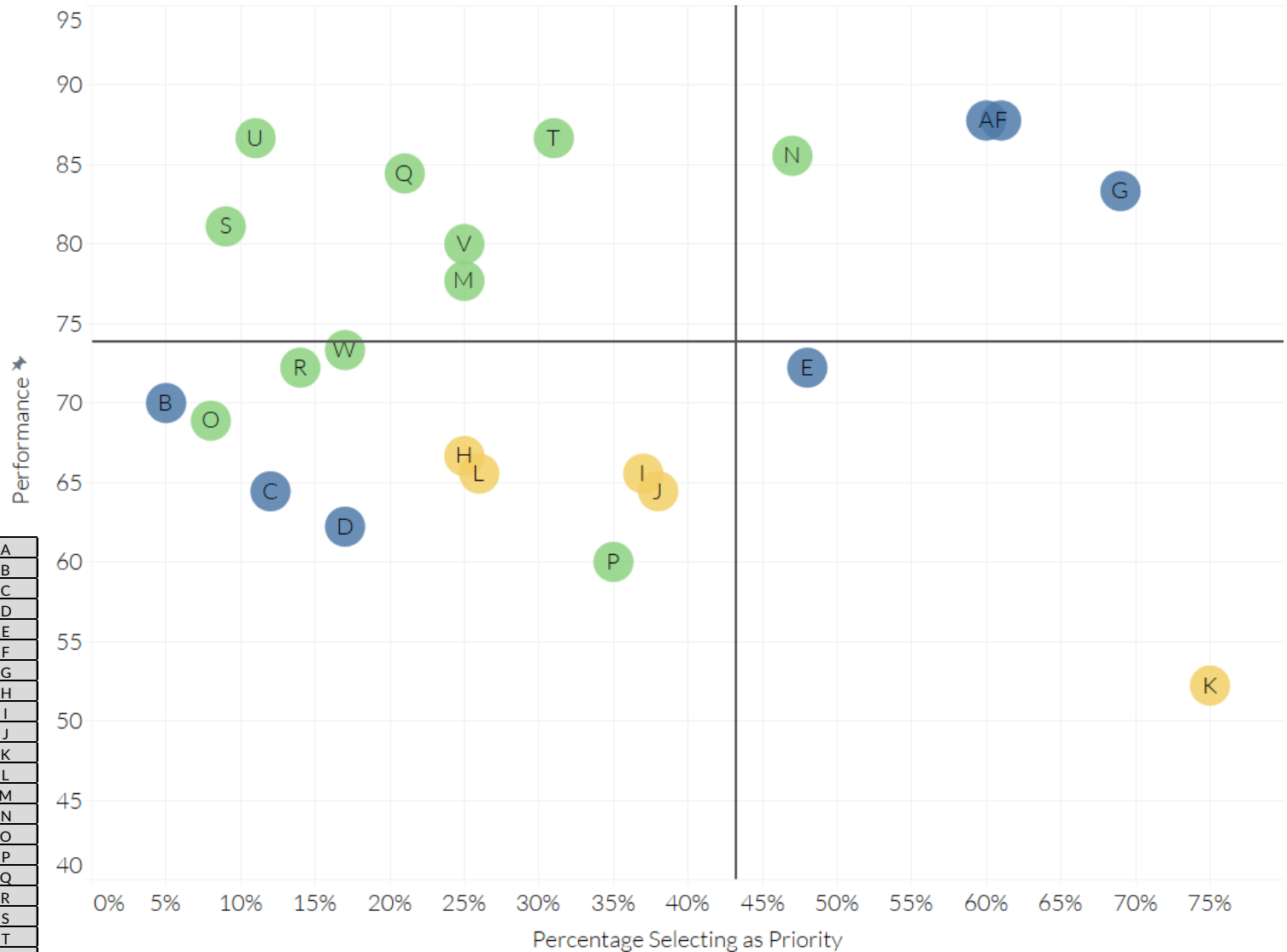


Planning and Future Budget Considerations

City services that you believe should be the most important priorities to fund in the next few years.

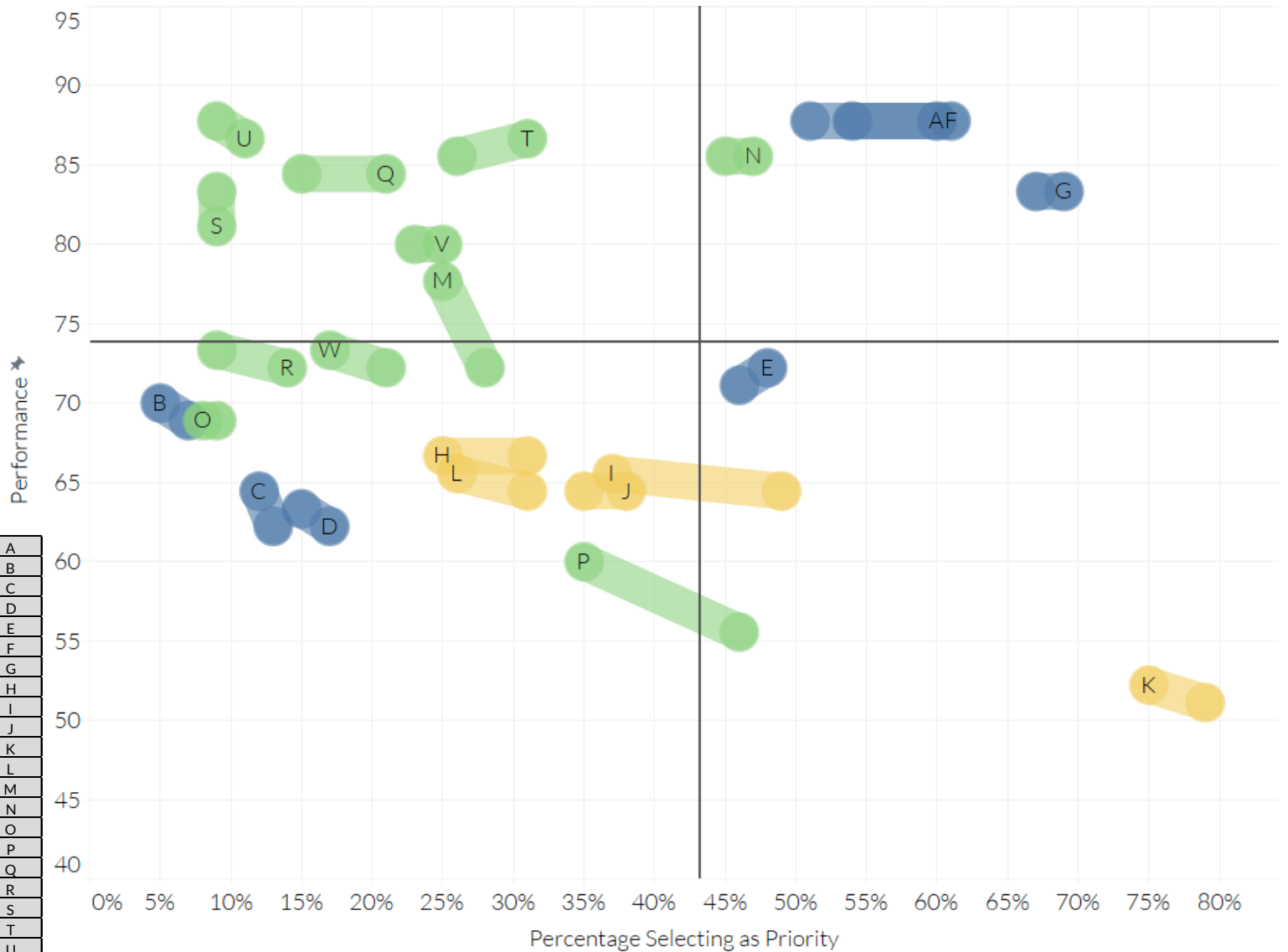


City & Programs Bubble Chart

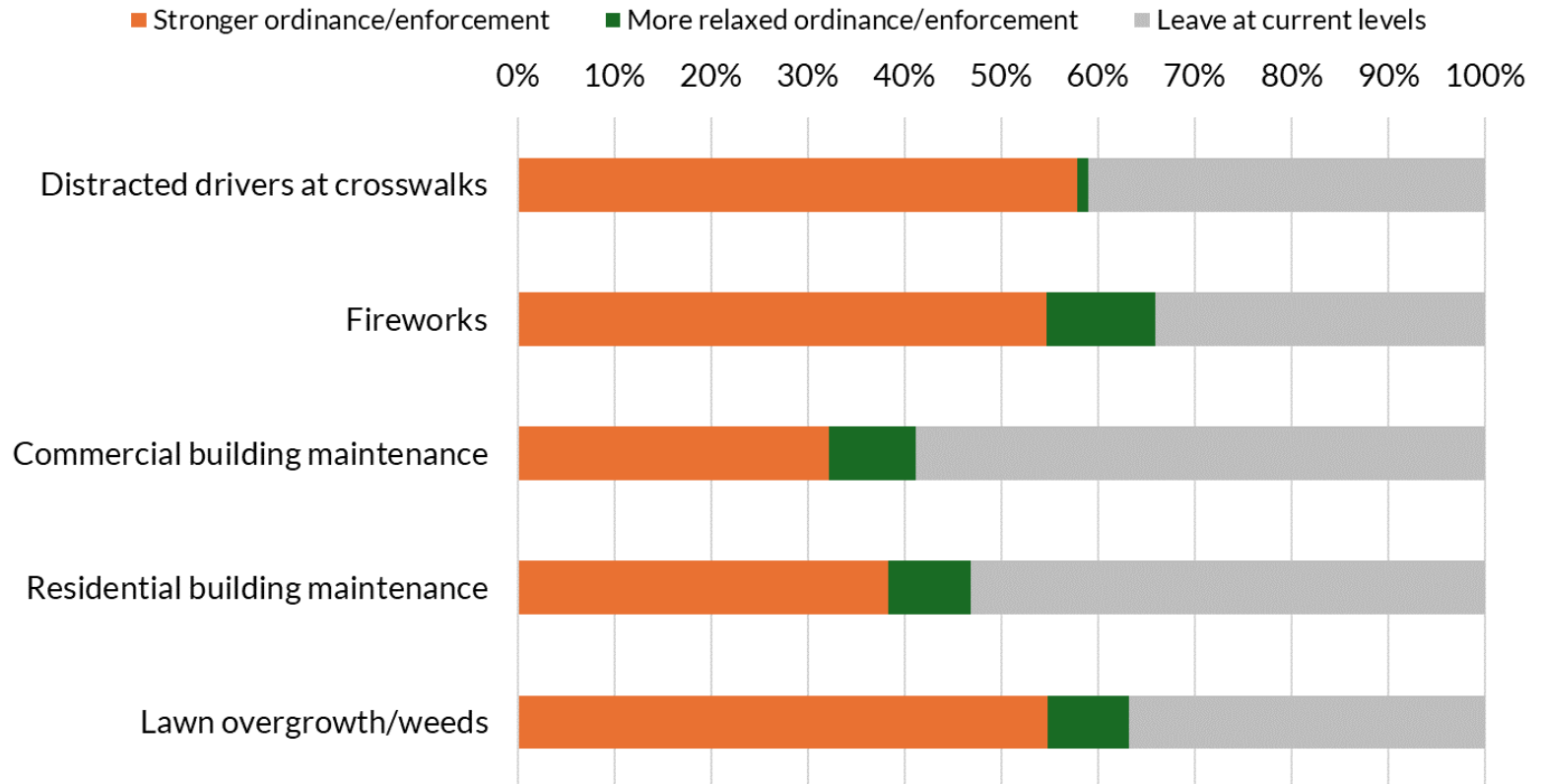


Ambulance services	A
Building inspection	B
Building permitting	C
Responsiveness to code complaints	D
Crime prevention program	E
Fire services	F
Police services	G
Bicycle lanes and paths	H
Sidewalks	I
Street lighting	J
Street maintenance	K
Tree maintenance/replacement	L
City communications with residents	M
City parks	N
Compost services	O
Curbside recycling	P
Garbage collection	Q
Green waste collection	R
Landfill services	S
Library services	T
Mountain View Cemetery	U
Parks/Recreation programs and classes	V
Park rest rooms	W

City & Programs Bubble Chart



Ordinance Enforcement



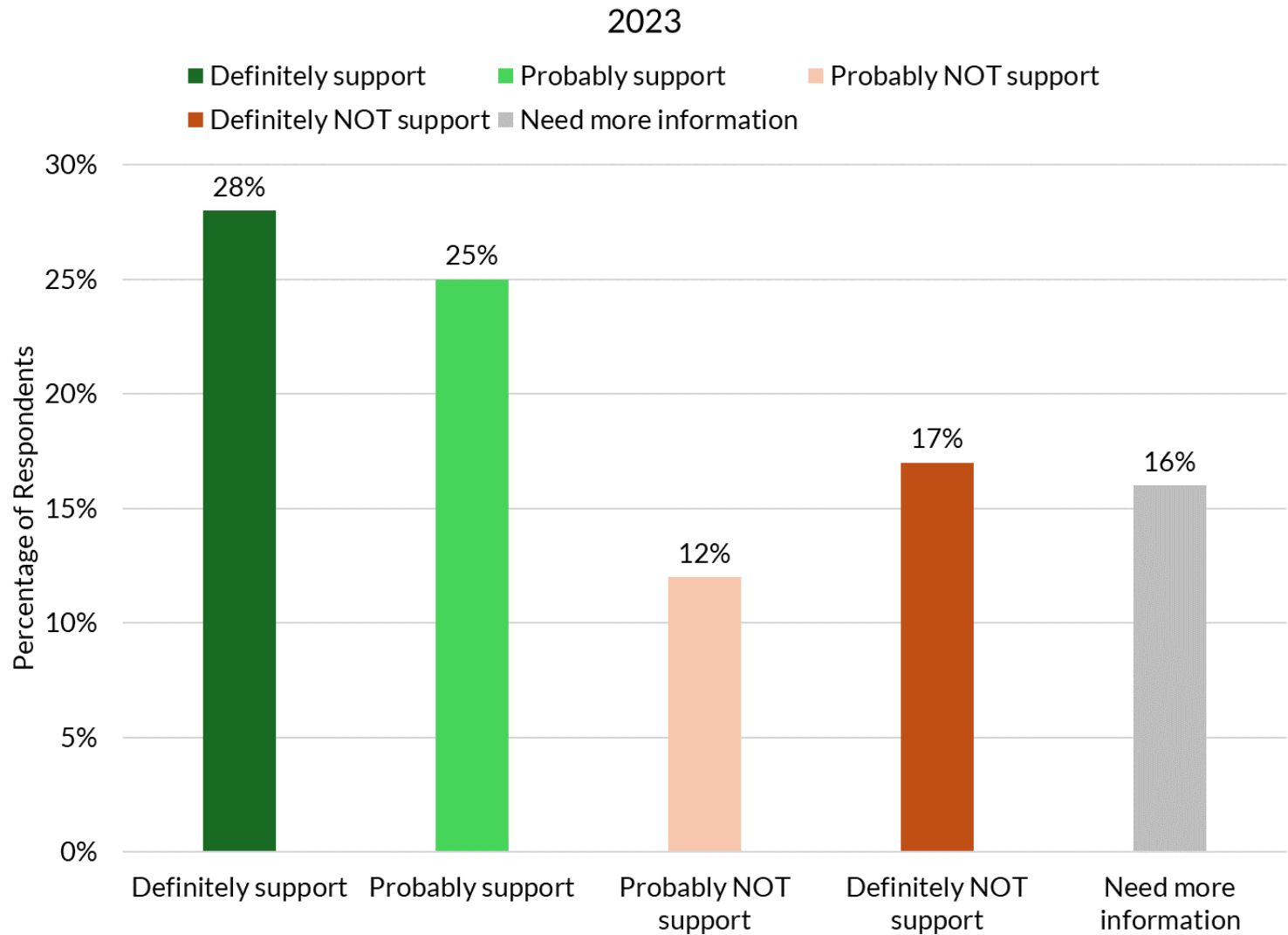
Word Cloud: Code Enforcement

Themes:

1. **Firework-** Residents feel that the amount of fireworks has gotten out of hand. In that no one is following the firework ordinances and they are concerned for the safety of the abandoned houses catching fire.
2. **Yard-** Residents are concerned with the increased number of overgrown yards and abandoned houses. They would like to see the city code enforcement reviewing these areas of town.
3. **Enforce-** Residents strongly urge the city's code enforcement to be more active and visible



Support for sales tax to address affordable housing of \$0.001 for every dollar spent as matching



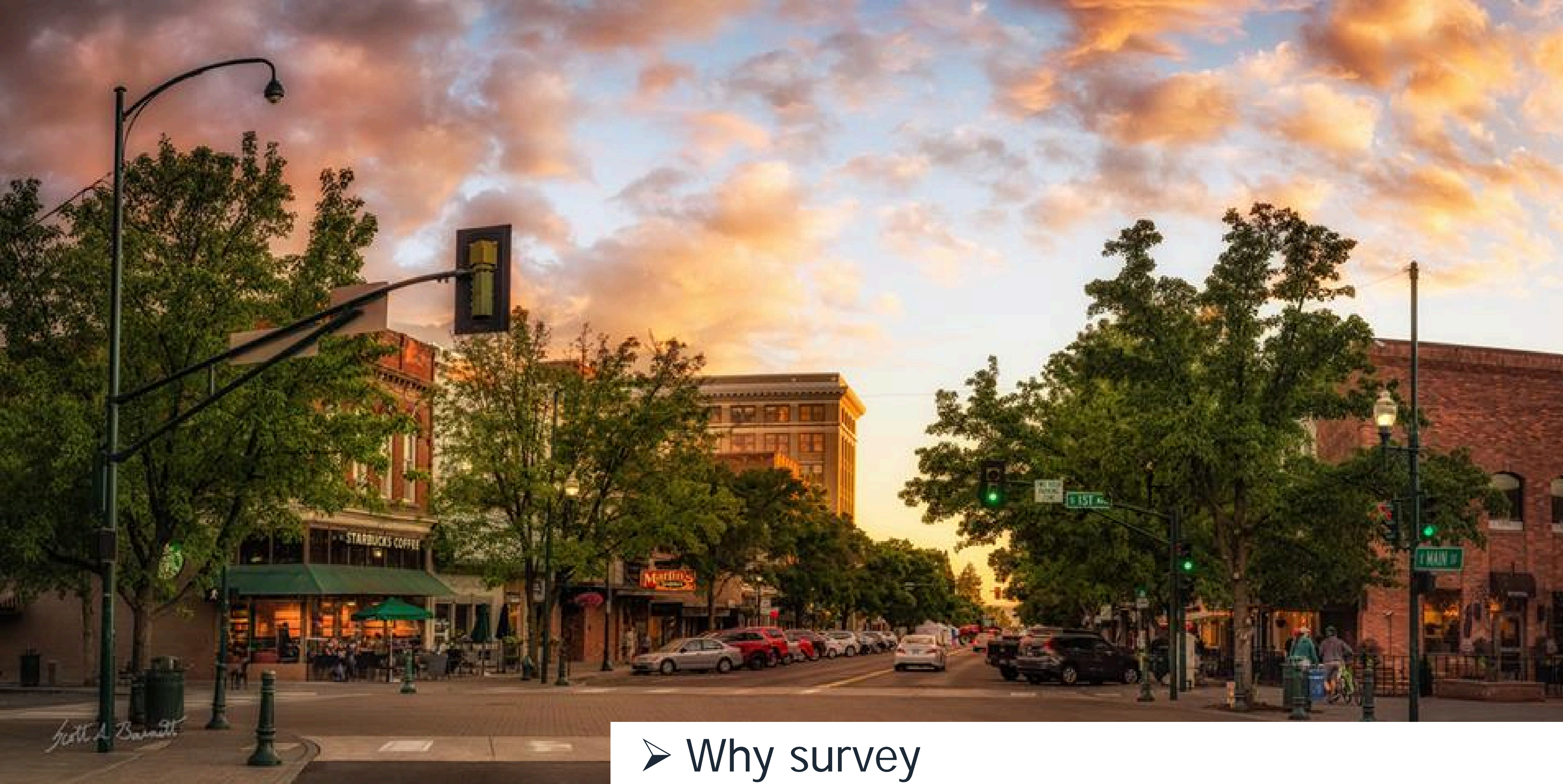
Questions



A WONDERFUL PLACE TO **LIVE WORK PLAY**

EMPLOYEE ENGAGEMENT SURVEY 2023 Q12 RESULTS

Elizabeth Chamberlain, City Manager
Pam Taylor, Human Resources Director

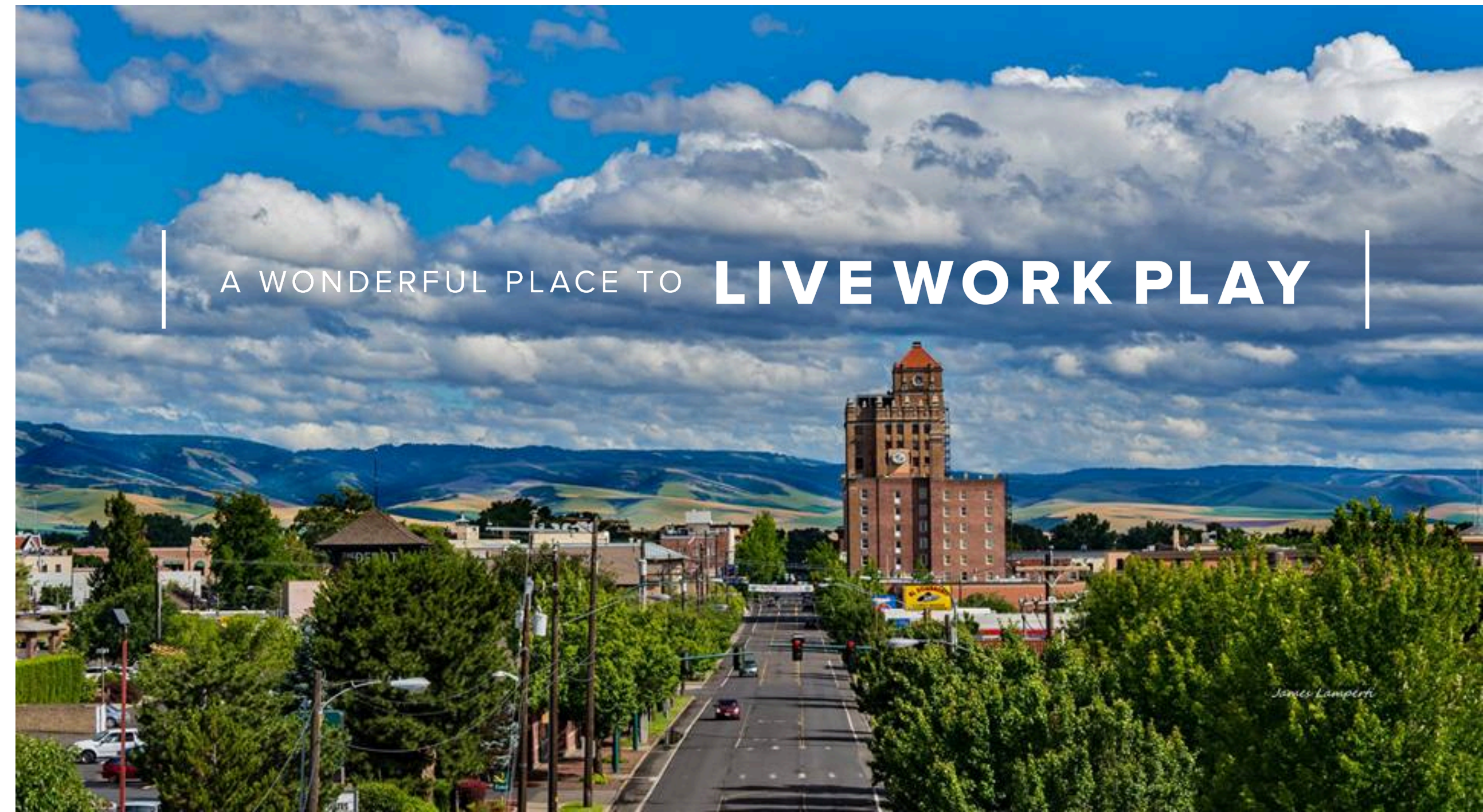


PRESENTATION OUTLINE

- Why survey
- About Q12 survey
- Review the 2023 Q12 Employee Engagement Survey Results
- How to use the data

WHY SURVEY?

- Report card for supervisors and directors – what action to positively impact your engagement
 - Are employees engaged in the workplace?
 - Employees have the equipment and materials to do their jobs?
 - Key changes to improve how we work with our customers?
- Survey results are an input into the Strategic Plan



- Gallup has studied over 2.7M workers across 100,000+ teams
- Q12 – 12 item engagement survey is the culmination of their research
- 12 needs supervisors and managers can meet to improve employees' productivity
- City adds 3 questions that are the same each survey and a 4th question changes annually



Q¹² Mean

The Gallup Q¹² score represents the average, combined score of the 12 elements that measure employee engagement. Each element has consistently been linked to better business outcomes.

ENGAGEMENT MEAN



TRENDED MEAN

Change From Last Mean: 0.01
3.85 | 3.90 | 3.72 | 3.99 | 4.00

MEAN PERCENTILE RANK

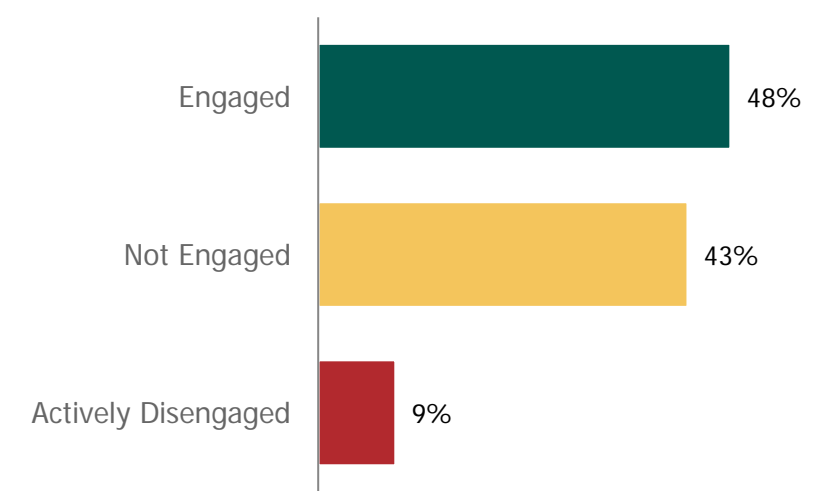


Database: Industry - Government - Local
(City/County/State)

RESPONDENTS

219

ENGAGEMENT INDEX



- Survey open Nov. 10, 2023 to Jan 4, 2024
- 219 Respondents/73% of employees



2023 RESULTS

Gallup Q¹² Items

Questions	Respondents	Current Mean	Frequency Distribution 1% 2% 3% 4% 5%	Current Topbox	Industry - Government - Local (City/County/State) Mean 25
Q00: Overall Satisfaction	218	4.06	1:1 2:5 3:15 4:47 5:33	33	3.36
Q01: Know What's Expected	218	4.40	1:1 2:1 3:11 4:30 5:56	56	4.00
Q02: Materials and Equipment	217	4.12	1:1 2:4 3:18 4:35 5:42	42	3.60
Q03: Opportunity to do Best	218	4.05	1:2 2:6 3:14 4:41 5:37	37	3.50
Q04: Recognition	213	3.68	1:14 2:5 3:16 4:31 5:34	34	2.75
Q05: Cares About Me	216	4.34	1:1 2:4 3:11 4:27 5:57	57	3.70
Q06: Development	217	4.02	1:5 2:6 3:18 4:26 5:46	46	3.27
Q07: Opinions Count	217	3.83	1:7 2:8 3:17 4:33 5:36	36	3.00
Q08: Mission/Purpose	218	4.22	1:2 2:5 3:14 4:29 5:50	50	3.50
Q09: Committed to Quality	219	4.25	1:1 2:4 3:13 4:35 5:47	47	3.50
Q10: Best Friend	193	3.49	1:10 2:9 3:28 4:26 5:26	26	2.78
Q11: Progress	213	3.57	1:11 2:9 3:25 4:23 5:32	32	3.00
Q12: Learn and Grow	214	4.05	1:5 2:8 3:12 4:28 5:48	48	3.43

3 = Polite no,
workplace need not
being met

4 = Workplace need is
often met but not
consistently (yes,
but...)

5 = Workplace need
consistently met

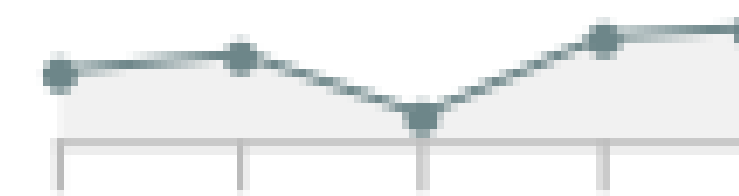


2019-2023 TREND LINE

Engagement Mean



Trended Mean



Change From Last Mean: 0.01

3.85 | 3.90 | 3.72 | 3.99 | 4.00

2019 2020 2021 2022 2023



2019-2023 TREND RESULTS

Gallup Q¹² Items – Trended Details

Questions	Trended Mean	Past Report 4	Past Report 3	Past Report 2	Past Report 1	Current Report	
Q00: Overall Satisfaction	3.93 4.02 3.69 4.02 4.06	3.93 203	4.02 196	3.69 201	4.02 197	4.06 218	
Q01: Know What's Expected	4.35 4.46 4.17 4.45 4.40	4.35 204	4.46 196	4.17 202	4.45 197	4.40 218	
Q02: Materials and Equipment	3.95 4.05 3.73 4.05 4.12	3.95 205	4.05 196	3.73 202	4.05 197	4.12 217	
Q03: Opportunity to do Best	4.00 4.10 3.91 4.06 4.05	4.00 205	4.10 196	3.91 202	4.06 197	4.05 218	
Q04: Recognition	3.40 3.38 3.32 3.63 3.68	3.40 201	3.38 188	3.32 198	3.63 189	3.68 213	
Q05: Cares About Me	4.20 4.17 4.07 4.31 4.34	4.20 202	4.17 195	4.07 201	4.31 196	4.34 216	
Q06: Development	3.87 3.77 3.72 3.91 4.02	3.87 202	3.77 196	3.72 202	3.91 196	4.02 217	
Q07: Opinions Count	3.63 3.67 3.51 3.80 3.83	3.63 203	3.67 196	3.51 202	3.80 196	3.83 217	
Q08: Mission/Purpose	4.07 4.16 3.84 4.19 4.22	4.07 205	4.16 194	3.84 202	4.19 197	4.22 218	
Q09: Committed to Quality	4.07 4.25 4.09 4.27 4.25	4.07 204	4.25 195	4.09 202	4.27 196	4.25 219	
Q10: Best Friend	3.30 3.36 3.41 3.47 3.49	3.30 188	3.36 185	3.41 191	3.47 179	3.49 193	
Q11: Progress	3.46 3.49 3.22 3.63 3.57	3.46 201	3.49 193	3.22 197	3.63 193	3.57 213	
Q12: Learn and Grow	3.89 3.88 3.71 4.10 4.05	3.89 203	3.88 195	3.71 200	4.10 194	4.05 214	

Basic Needs - What do I get?

Employees need to have a clear understanding of what excellence in their role looks like so they can be successful. Groups with high scores on the first element are more productive, cost-effective, creative and adaptive.

MEAN



TRENDED MEAN

Change From Last Mean: 0.01
4.15 | 4.25 | 3.95 | 4.25 | 4.26

MEAN PERCENTILE RANK



Database: Industry - Government - Local
(City/County/State)

RESPONDENTS

218

Questions	Respondents	Current Mean	Frequency Distribution 1% 2% 3% 4% 5%	Current Topbox	Industry - Government - Local (City/County/State) Mean 25
Q01: Know What's Expected	218	4.40	1:1 2:1 3:11 4:30 5:56	56	4.00
Q02: Materials and Equipment	217	4.12	1:1 2:4 3:18 4:35 5:42	42	3.60



INDIVIDUAL – WHAT DO I GIVE?

Individual - What do I give?

Employees want to know about their individual contributions and their worth to the organization. Manager support is especially important during this stage because managers typically define and reinforce value.

MEAN



TRENDED MEAN

Change From Last Mean: 0.04
3.87 | 3.85 | 3.75 | 3.98 | 4.02

MEAN PERCENTILE RANK



Database: Industry - Government - Local
(City/County/State)

RESPONDENTS

218

Questions	Respondents	Current Mean	Frequency Distribution 1% 2% 3% 4% 5%	Current Topbox	Industry - Government - Local (City/County/State) Mean 25
Q03: Opportunity to do Best	218	4.05	1:2 2:6 3:14 4:41 5:37	37	3.50
Q04: Recognition	213	3.68	1:14 2:5 3:16 4:31 5:34	34	2.75
Q05: Cares About Me	216	4.34	1:1 2:4 3:11 4:27 5:57	57	3.70
Q06: Development	217	4.02	1:5 2:6 3:18 4:26 5:46	46	3.27



TEAMWORK – DO I BELONG HERE?

Teamwork - Do I belong here?

Employees need to feel like they belong and are a good fit with their team. They need to know they are part of something bigger than themselves. As a manager, encourage opportunities for teamwork and a sense of belonging.

MEAN



TRENDED MEAN

Change From Last Mean: 0.01
3.77 | 3.86 | 3.71 | 3.93 | 3.94

MEAN PERCENTILE RANK



Database: Industry - Government - Local (City/County/State)

RESPONDENTS

219

Questions	Respondents	Current Mean	Frequency Distribution 1% 2% 3% 4% 5%	Current Topbox	Industry - Government - Local (City/County/State) Mean 25
Q07: Opinions Count	217	3.83	1:7 2:8 3:17 4:33 5:36	36	3.00
Q08: Mission/Purpose	218	4.22	1:2 2:5 3:14 4:29 5:50	50	3.50
Q09: Committed to Quality	219	4.25	1:1 2:4 3:13 4:35 5:47	47	3.50
Q10: Best Friend	193	3.49	1:10 2:9 3:28 4:26 5:26	26	2.78



GROWTH – HOW CAN I GROW?

Growth - How can I grow?

Employees need to be challenged to learn something new and find better ways to do their jobs. They need to feel a sense of movement and progress as they mature in their roles.

MEAN



TRENDED MEAN

Change From Last Mean: -0.06
3.67 | 3.68 | 3.47 | 3.87 | 3.81

MEAN PERCENTILE RANK



Database: Industry - Government - Local
(City/County/State)

RESPONDENTS

216

Questions	Respondents	Current Mean	Frequency Distribution 1% 2% 3% 4% 5%	Current Topbox	Industry - Government - Local (City/County/State) Mean 25
Q11: Progress	213	3.57	1:11 2:9 3:25 4:23 5:32	32	3.00
Q12: Learn and Grow	214	4.05	1:5 2:8 3:12 4:28 5:48	48	3.43

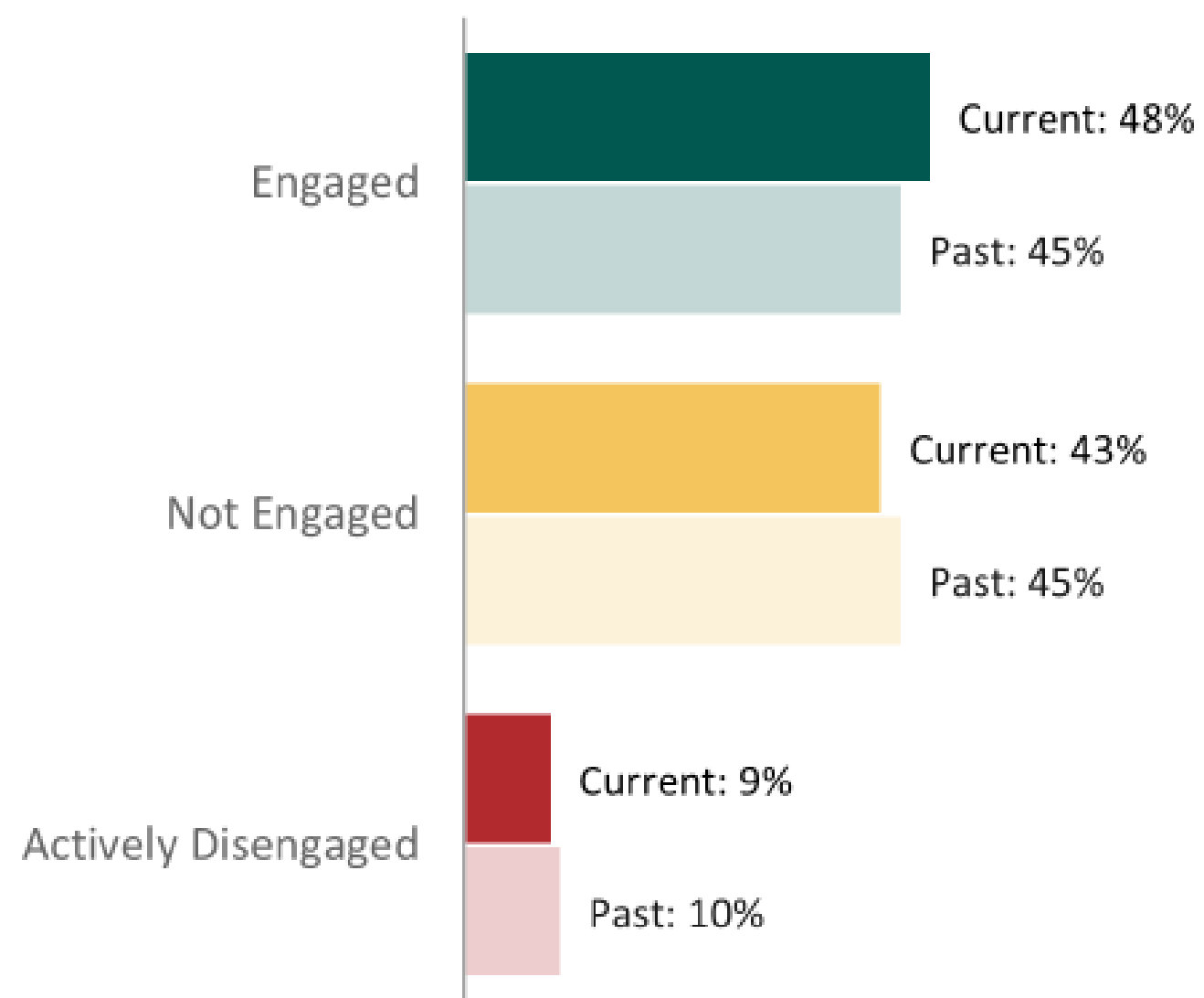
Engagement Index

There is a powerful link between employees who are engaged in their jobs and the achievement of crucial business outcomes.

ENGAGEMENT INDEX RATIO

5.33

ENGAGEMENT INDEX



Engaged

Employees are highly involved in and enthusiastic about their work and workplace. They are psychological "owners", drive performance, innovation, and move the organization forward.

Not Engaged

Employees are essentially psychologically unattached to their work and company. Because their engagement needs are not being fully met, they're putting time – but not energy or passion – into their work.

Actively Disengaged

Employees aren't just unhappy at work – they are resentful that their needs are not being met and are busy acting out their unhappiness. Every day, these workers potentially undermine what their engaged coworkers accomplish.

HOW USE THE DATA

- Supervisors and Directors spent two ½-day training sessions with a Gallup Facilitator
 - ❖ Driving Employee Engagement: Understanding, Measuring and Creating Employee Engagement
 - ❖ Building Accountability for Engagement: Creating an Engaging Team Culture
 - Learned how to read and interpret the survey results
 - Tools to work with direct reports on engagement
- Results are one of the inputs into the City's Strategic Plan



QUESTIONS?