



[City of Bellevue WA](#)

CITY PERFORMANCE MEASURES

**CITIZEN FORUM ON
“VITAL SIGNS”**

May 24, 2005

City of Bellevue WA

CITY PERFORMANCE MEASURES

Citizen Forum On “Vital Signs”

ACKNOWLEDGEMENTS


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“The purpose of this unique citizen review of city performance measures was to see them through the eyes of Bellevue residents – to evaluate their utility to citizens as indicators of city government performance. If they are meant as a way for citizens to evaluate city government performance, then their effectiveness can only be judged by citizens.”

Citizen Forum on “Vital Signs”, May 24, 2005

Further Information: Copies of this report and other information on Bellevue’s Performance Measurement Program are available through the City of Bellevue Website (<http://www.cityofbellevue.org/page.asp?view=2606>). Copies of this report can be obtained by contacting Rich Siegel at 425-452-7114.

CITY PERFORMANCE MEASURES

Citizen Forum On “Vital Signs”

May 24, 2005

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City of Bellevue WA
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INTRODUCTION

The City of Bellevue, long a national leader in the development and application of performance measures, has continuously sought to engage residents in an evaluation of the indicators used by the city. Since 2001, the City of Bellevue has tracked 16 key performance measures for special attention. These 16 were culled from more than 170 used by the city government by a collaboration of program managers, department directors, budget staff, the City Manager and others in city government. These measures, called “Bellevue’s Vital Signs,” are intended to provide citizens and government a quick assessment of the health or well-being of the city.

A fundamental reason for the development of the “Vital Signs” was to have a set of performance indicators that is meaningful to citizens. Too often government performance measures are technical in nature or expressed in language not readily accessible to citizens. Thus, seven of the 16 Vital Signs are measures of resident attitudes and opinion, measured via periodic representative surveys of residents. The other nine are more technical and actuarial measures, such as crime rate, traffic flow, etc.

The primary objective of this project was to evaluate the Vital Signs from the citizens’ point of view. Since the objective of the Vital Signs is to communicate city performance to citizens, this project was designed to engage citizens in discussion about the usefulness of the existing performance indicators. The project was aimed at producing four categories of performance indicators:

1. Indicators to Keep. These are current Vital Signs that the participants deem pertinent and useful;
 2. Indicators to Modify. These are current indicators that participants think are basically sound, but need some minor change;
 3. Indicators to Discard. These are indicators currently being used by the City which participants think are not pertinent or useful;
 4. Indicators to Add. Indicators not currently being used by the City which participants believe would be pertinent and useful.
-

A second objective of this project, critically related to the first, was to explore ways to improve the city's ability to communicate this performance information to citizens. The ultimate objective of giving citizens a way to assess how well the city government is doing is not achieved if the citizens do not get the information.

The project proceeded in two stages: Phase 1 was a pair of focus groups of 10 people each, held in March. Phase 2 was a citizens' forum in the format of an "electronic town hall meeting" with 59 representative Bellevue citizens held in May. Participants in both the focus groups and Forum were recruited from a combination of the City's database of recent survey participants and from calling random numbers in Bellevue.

FOCUS GROUPS

The two focus groups were conceived as a "trial run" for the larger forum. Their purpose was to obtain feedback on the Vital Signs, and to assess the process itself.

They were designed to examine the Vital Signs and to explore the issues and perspectives that citizens bring to their understanding and use of the Vital Signs. That is, do the Vital Signs mean the same things to citizens that the city thinks they mean? Participants were encouraged to talk about what they think about Bellevue and to indicate what "indicators" they used to determine for themselves how the city was doing.

Participants were also asked to consider the existing Vital Signs and discuss what information each one conveyed and the extent to which that information was useful to them. They were also asked what other indicators might be useful in a number of categories, including:

1. Quality of Life;
2. Livability;
3. Public Safety;
4. City Services;
5. Streets and Traffic;
6. City Government Budget & Planning.

Participants were also asked to discuss ways in which the city might effectively communicate performance information to them.

In addition to evaluating the 16 existing vital signs, focus group participants were asked whether there were additional or different measures that would be more useful to them as indicators of city performance in each category. Numerous potential measures were suggested; in the end, four were added to the original 16 for consideration by the upcoming citizens' forum.

The added indicators demonstrate the difficulty of coming up with measures. They are topics rather than measurements:

1. Amenities, such as shopping, churches and libraries;
2. Housing affordable to a range of incomes;
3. Community / Social services;
4. Responsive, open, honest city government.

The full report from the focus group discussions is presented in the appendix of this report. Lessons learned from the focus groups can be summarized as follows:

- It is difficult for citizens to grasp the concept of rating a measure for its importance. People naturally tend to want to rate the city's performance, not the performance measure.
- Many citizens do not distinguish between government jurisdictions or levels of government. For example, some of the suggested indicators are a measurement of school districts effectiveness. Focus group participants were reminded that the schools were governed by a separately elected board, but some participants nevertheless were insistent that the city should report these measures as part of its performance – suggesting that the ability of the city to effectively partner and support other government entities is a measurement in itself.
- Defining performance measures in citizen terms is difficult. It was not always clear in the focus group discussions *what* exactly people wanted measured or *why*, let alone *how* some phenomena could be measured.

The new topics and the lessons learned were used in the development of the Citizen's Forum.

CITIZEN FORUM

The Citizen Forum, held in the Bellevue City Council Chambers, consisted of electronic interactive polling and facilitated small group discussion.

After a welcome by City Manager Steve Sarkozy, participants were introduced to the 16 Vital Signs. Using individual wireless handsets, participants were asked to guess the correct answer for each of the Vital Signs, which were presented in a game show (“Jeopardy”) format. (The “correct” answer was the most recent value of each performance measure). Participants would indicate their answer using their handset, and tabulated results instantly projected on the screen, with the correct answer indicated.

The game show format was chosen for several reasons:

1. It is a fun, high-energy way to introduce participants to the subject matter, which can be rather dry;
2. It gets all participants fully involved in the meeting and the subject matter right away;
3. It asks participants to *evaluate* rather than *apply* the performance measures. One of the lessons learned from the focus groups was that people naturally want to answer the performance measure question rather than evaluate the utility of the question as an indicator. By having Forum participant guess what the answer was, it removed them one step from trying to directly answer the question.

Small Group Discussions of City Performance by Category

Following the opening segment, participants went to small groups to discuss the performance indicators. There were six small groups, organized by categories noted previously. Participants were pre-assigned to a group.

The material discussed in each group consisted of 1-3 of the existing Vital Signs, plus, in some cases, a new indicator or two developed in the focus groups held earlier. Thus the work of the focus groups was brought forward into the forum.

The first task in the small groups was a modified cognitive interview to determine the extent to which citizens' ideas of what is being measured lines up with the city's idea of what is being measured by the item / question. For each of the indicators in their topic, small group participants were asked what they "were thinking about" when they considered their answer to how the city was doing on that issue.

The primary task of each group was to consider their category and to develop and evaluate measures that would be useful to them as indicators of city performance in that category. Both the existing Vital Signs, plus topics generated in the focus groups were presented; each group was encouraged to develop other indicators as they deemed necessary.

Each of the six small groups then prioritized their list of indicators and brought the top four proposed indicators back to the large group for evaluation.

Rating the Indicators

The full group reconvened to consider 29 performance indicators developed in the small groups. By design, all 16 of the city's original Vital Signs were included in the final prioritization, plus 4 suggested by the focus groups; the small groups generated 9 additional indicators.

Using the interactive polling system, participants rated each of the 29 performance indicators in terms of its usefulness to them. A 10-point scale was used, where 1 meant the indicator was not useful and 10 meant it was very useful. The result was a usefulness profile for each existing and proposed indicator, plus a top-to-bottom ranking of all the indicators, according to their average (mean) rating.

The Forum was designed and executed by Elway Research, Inc. in close collaboration with City of Bellevue administrators under the direction of Rich Siegel, Performance and Outreach Coordinator for the City Finance Department. Facilitation for the small groups was provided by volunteers from the Bellevue Mediation Program headed by Andrew Kidde. The facilitators were: Steve Dennis, Linda Shulman, Marilyn Beard, Barb Miller, Cheryl Cohen, Lyn Goetz, Jacqui Jackson and Helen Pearce. Interactive polling was done using the Elway Interactive Polling System (ELIPS).

METHODS

- DATE:** May 24, 2005
- TECHNIQUE:** Forum in “Electronic Town Hall” meeting format. Participants engaged in interactive polling and facilitated small group discussions.
- PARTICIPANTS:** 59 residents of Bellevue. Participants were recruited from two sources: 1) from the city data base of previous survey respondents who agreed to participate in further research; and 2) random calling and recruitment. Participants were paid \$75 for their participation in this Forum.
- INTERACTIVE POLLING:** For the interactive polling, each participant had a wireless handset through which s/he responded anonymously to survey-type questions. Tabulated, aggregated results were instantaneously displayed to the group via large screen projector.
- FACILITATED DISCUSSION:** Participants were pre-assigned to one of six small groups for purposes of discussing the Vital Signs in more detail.
- The small groups evaluated the Vital Signs in their category, suggested modifications, or additional vital signs in that category. The small groups reported back 4-6 Vital Signs for consideration by the full body.

It must be kept in mind that the results from this type of session cannot be statistically projected to the larger population. Although every effort was made to recruit a representative group of Bellevue residents, and survey-type questions were used, the results can be interpreted only as representing the answers of the participants at this event.

RESPONDENT PROFILE

In interpreting these findings, it is useful to know who the people were who generated them. The table below presents a profile of the 59 Bellevue citizens who participated in this Forum.

[Note: The numbers here are counts; not everyone answered every question]

GENDER:	28	Male
	39	Female
AGE:	10	18-40
	24	41-50
	13	51-60
	12	60+
PLACE OF RESIDENCE:	11	98004 ZIP Code
	8	98005
	10	98006
	11	98007
	17	98008
LIVED IN BELLEVUE:	15	10 years or less
	8	11-19 years
	34	20+ Years
HOUSEHOLD MAKEUP:	14	Single, No Kids at Home
	24	Couple, No Kids at Home
	3	Single, Kids at Home
	16	Couple, Kids at Home
TYPE OF HOME:	46	Single Family House
	6	Townhouse / Condo
	7	Apartment
EDUCATION LEVEL:	3	High School
	19	Some College / Voc-Tech
	26	College Degree
	11	Graduate / Prof. Degree
INCOME:	12	\$40,000 or Less
	22	\$40 to \$80,000
	25	Over \$80,000
RATE BELLEVUE AS A PLACE TO LIVE	10	Excellent
	43	Good
	5	Only Fair or Poor
HOW OFTEN DO YOU SEE, HEAR SOMETHING ABOUT BELLEVUE CITY GOVT	3	Daily
	12	3-4 times per week
	15	1-2 tmes per week
	24	Once in a While
	3	Almost Never

CURRENT VITAL SIGNS

AWARENESS OF CURRENT VITAL SIGNS

The first task of the forum was to assess participant awareness of the current Vital Signs. Participants were introduced to the existing Vital Signs Using a game show format (“Jeopardy”), participants were presented with the 16 current Vital Signs and asked to choose the correct value from a multiple choice list.

The table below indicates the current Vital Signs, the correct answer, and the proportion of Forum participants who guessed the correct answer.

TABLE 1: Proportion of Participants Correctly Naming Vital Sign Indicator

	answer	% correct
1 QUALITY OF LIFE		
1. % Residents rating Bellevue as a good or excellent place to live	97%	40%
2. % Residents saying Bellevue is heading in the right direction	79%	37%
2 LIVABILITY		
3. % Residents rating their neighborhood as a good to excellent place to live	92%	64%
3 CITY BUDGET / FINANCES / TAXES / PLANNING		
4. % Residents fairly satisfied to very satisfied with job City is doing in planning for the future	72%	20%
5. % Residents saying they are getting their money’s worth when thinking about City of Bellevue services and facilities	80%	25%
6. Moody’s Investors Service Bond rating	AAA	76%
4 PUBLIC SAFETY		
7. Patrol response times to critical emergencies	3:18	49%
8. Number of violent & property crimes committed per 1,000 pop.	39	16%
9. % of fires confined to room of origin	93%	20%
10. Cardiac arrest survival rate	35%	7%
5 STREETS & TRAFFIC		
11. Percent of Mobility Management Areas achieving concurrency	100%	2%
12. Resident satisfaction rating for clean streets	95%	55%
13. Residential street average pavement rating	86	34%
6 CITY SERVICES		
14. Water service interruptions per 1,000 service connections	2.9	66%
15. Violations of state and federal drinking water standards	0	61%
16. Good to excellent rating for parks & recreational opportunities	88%	30%

DISSECTING THE VITAL SIGNS

Participants were pre-assigned to small groups for a focused discussion of the vital signs in six categories:

1. Quality of Life
2. Livability
3. City Government
4. Public Safety
5. Streets & Traffic
6. City Services

The task for each group was to propose four measures for their category that they considered to be the most useful indicators of city government performance in that category of services.

Participants were asked to consider first the current Vital Signs, by answering the question and then by indicating what they were thinking about when they answered the question. The objective here was to assess the degree to which the Vital Sign measures what city administrators think it is measuring. That is, do citizens define the question/indicator in the same way city administrators define it.

The results of this exercise, summarized below, indicate that residents attach a variety of variables to several of the Vital Signs. This is especially true of those Vital Signs derived from survey questions.

For each of the summaries that follow, the Vital Sign is displayed in bold type, followed by participants' comments about the measurement, transcribed directly from their worksheets.

QUALITY OF LIFE

Residents rating Bellevue as a good or excellent place to live

- Services, accessibility, shopping, schools
- Responsiveness of city services
- Full services – neighborhoods with parks, police, fire, etc.
- Safety
- Preparedness drills - Overlake Hospital
- Traffic control – dead ends, traffic circles, speed bumps
- Neighbors – other people
- Schools
- Crime
- Sidewalks - Pedestrian amenities and maintenance - Places to walk to within the neighborhood – shopping, parks, services
- Bicycle accessibility between neighborhoods
- Well maintained homes/wired

Residents saying Bellevue is heading in the right direction

- Fiscally responsible - providing services
- The people – participation
- Shift in density – congestion & growth – not progress
- Police, Fire - Congestion/no good
- Asking about how we are doing. Timeliness.

Amenities [new indicator suggested by focus groups]

- Parks, Hospitals
- Schools – have voice
- Fire, Police
- Community gathers
- Things are happening
- Shopping
- Present /not - Not omnipresent services
- Find what I need – bus willing to be here

LIVABILITY

Housing: Affordable to range of incomes

- Can work and live in Bellevue
 - Mix of housing types
 - Zoning that allows/promotes a diversity of housing types
 - Define affordability
 - Does Bellevue offer a range of housing prices for rental and purchase
 - Bellevue value for tax dollar
 - Does Bellevue do a good job of integrating diversity in the community?
-

Community services / Social services

- Does Bellevue have/encourage good proximity to a variety of services?
Are there a variety of services in close proximity?
- Senior services
- Food banks
- Destination activities for teens
- Youth center
- Community centers
- Shopping/dry cleaners within neighborhoods
- Affordable medical – city support of
- Accessibility of medical facilities
- Bus services

CITY BUDGET / TAXES / PLANNING

Percent of residents fairly satisfied to very satisfied with job City is doing in planning for the future

- How can we measure this unless we know what the plan for the future is? If many people know, this means one thing, if not it means another.
- Financial, roads, development, growth, business friendliness
- Current planning or implementation planning
- “Fairly satisfied is not good enough” How many choices are there?
- Hardest to measure

Percent of residents saying they are getting their money's worth in City of Bellevue services and facilities

- What services are included: fire, police, and repair?
- What are we talking about in terms of money – how much of what we pay in taxes go to King County, etc.
- Which taxes – just property taxes or others?
- How good is the service? How much does it cost – two different questions
- Since we can't compare with other cities, we don't know
- What percentage of residents spending wisely?

Moody's Investors Service bond rating

- This is used everywhere
- Could we use the term credit?
- Since we pay less interest, it's important to have AAA rating
- Government responsibility and follow through

Responsive, open, honest city government

- Responsive and open are separate from honest
 - How many people are elected versus appointed?
 - If you call a government office, how long before you get a response?
-

PUBLIC SAFETY

Patrol response times to critical emergencies

- What is critical?
- Is it 911 calls?
- Use of word critical is redundant
- Is it responsive to private or public calls?
- Gives a feeling of comfort
- Feels like personal response times, not public safety
- What is a critical emergency? Fire, health, crime?
- What is patrol? Fire, crime, health?
- A to B without incident
- Traffic Management - Aggressive driving, irresponsible drivers, cell phone use
- Response not proactive
- Measures to combat aggressive driving or careless

Number of violent and property crimes committed per 1,000 population

- Tracking up or down
- Comparable to other WA cities
- Track by zip code. Want to know where to buy.
- Tells me where safest place to live is
- Surprised property and violent are together. Property a lesser crime than violent
- Good indicator. If city had more crime would want more information on breakdown
- Very generic. It is okay unless crime becomes a big problem.
- Don't feel crime is a big issue in Bellevue
- More important – should be preventative

Percent of fires confined to room of origin

- Speed of response makes me feel comfortable
 - More information required – how many fires, how advanced?
 - Useful indicator but not enough
 - Is it reported or unreported fires?
 - Doesn't tell us about the skill or training of fire department
 - It is a clever indicator – says more than just response time
 - What about influence of building codes, placement of hydrants – are they working?
 - Loss of life
 - Structural damage on a \$ basis compared to other communities
-

Cardiac arrest survival rate

- Not a pure indicator – age dependant
- More important is response time to medical emergencies not just cardiac arrest, all medical
- Why just cardiac and not others? (Because it's familiar/difficult to treat/increasing % of calls?)
- Doesn't tell me about skill or training
- Does it factor in transport times – available hospitals
- Indicator made me feel safe
- Subcategories are required
- Doesn't tell me if well equipped – too many variables
- Are they from 911 calls?
- How and when respond more important than survival rates
- Only variable public health

STREETS & TRAFFIC

Percent of Mobility Management Areas achieving concurrency

- Too technical
- When (time of day) do they measure?
- Hard concept to understand
- Seems important

Resident satisfaction rating for clean streets

- Does it include street landscaping?
- Better define what “clean streets” means
- Does it include bike paths, sidewalks?

Residential street average pavement rating

- What is the standard?
- How is it done?
- Who decides if it is good enough?
- How consistent are the people doing the ratings?

There were no comments from the Small Group on City Services / Public Works

The six breakout groups produced a total of 29 indicators, which were brought back to the full group for evaluation and rating. The results of the rating are presented in the following section.

RATING THE INDICATORS

Each of the breakout groups developed new indicators in their topic area, in addition to discussing the existing Vital Signs. Given the shortness of time to devote to this task, the resulting new indicators are of various degrees of completion. In most cases, the groups had time only to point to an issue or concern that they thought should be included. They did not have time to consider new indicators thoroughly, nor to develop ways in which the issue could actually be measured. Because of these constraints, the new items listed here are most usefully thought of as issues or concerns for which the city should develop some measurement. For the most part, they are not ready-to-implement performance measurements.

Following the breakout group discussions and exercise, the large group was reconvened so all participants could rate each of the 29 performance indicators. Using a 1-10 scale, participants rated each indicator for its usefulness to them, personally. They used a 1-10 scale, where 1 meant that the indicators was not useful and 10 meant it would very useful as an indicator of city government performance. The 29 proposed indicators are presented here by category.

A note about the ratings and the charts: Nearly all of the proposed indicators were rated as useful; 28 of the 29 had an average rating above the scale midpoint (5.5). Because of that positive skew, the scale range is collapsed in the charts to allow for a quick visual comparison. The chart colors collapse the scale into three segments: "Very useful" (9-10); "Somewhat Useful (6-8); and "Not Useful" (1-5). The individual scale points are marked by segments within each color.

QUALITY OF LIFE

The Quality of Life group had a total of five indicators including two of the current Vital Signs:

1. Proportion of survey respondents rating Bellevue as a “good” or “excellent” place to live;
2. Proportion of survey respondents saying Bellevue is headed in the “Right Direction” (vs. “off on the wrong track”);

Plus one concept suggested by the focus groups:

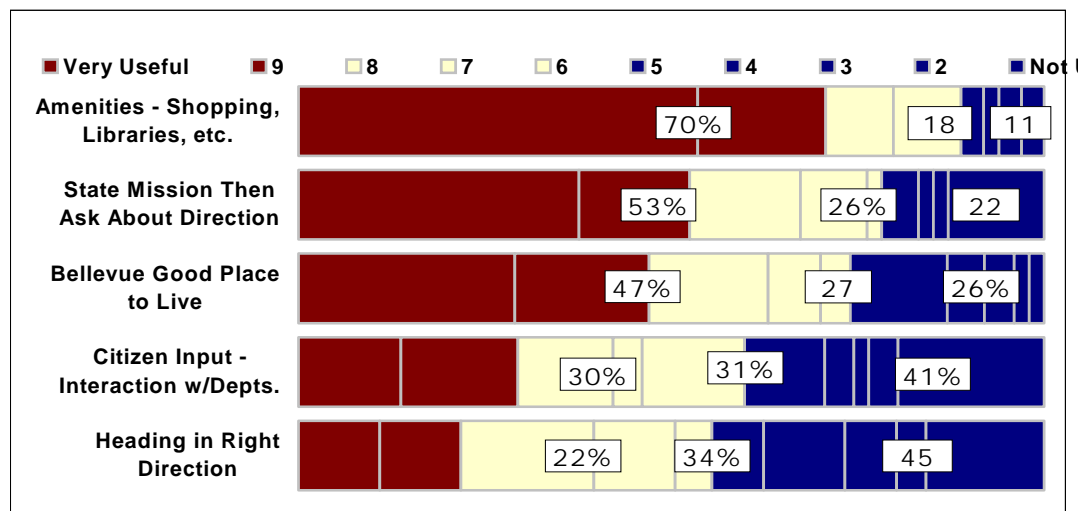
3. Presence of Amenities (like shopping, libraries, churches);

They added two of their own:

4. Citizen Input – Interactions with city departments;
5. Clarity about the city’s mission before asking about right/wrong direction.

The ratings are displayed in the chart below.

Quality of Life: Proposed Indicators Ratings



NOTABLE:

- Participants were skeptical of the “right direction/wrong direction” survey question. The modification of that indicator – “clarify the mission before you ask if we are going in the right direction” – significantly outperformed the current indicator.
- Some measure of city amenities – whether or not they are provided directly by city government – was suggested in the focus group and rated most highly here.

LIVABILITY

The breakout group on Livability started with one current Vital Sign:

1. Proportion of survey respondents rating their neighborhood and a “good” or “excellent” place to live;

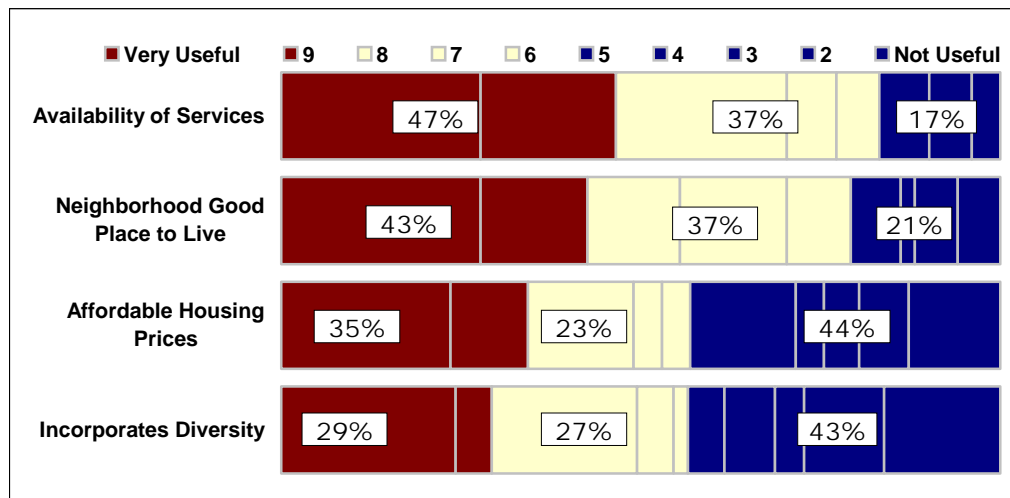
Plus two suggested by the focus groups:

2. Affordable housing over a range of income levels;
3. Availability of community and social services;

They added one:

4. Extent to which Bellevue incorporates diversity in the community.

Livability: Proposed Indicators Ratings



NOTABLE:

- Variety of services nearby is similar to “Amenities” rated in the previous group, but more focused on social and community services.
- For two of the new variables developed by the small group, more people said they would not be useful than said they would be very useful.
- The current Vital Sign (neighborhood rating) scored quite well.

CITY GOVERNMENT: BUDGET / PLANNING

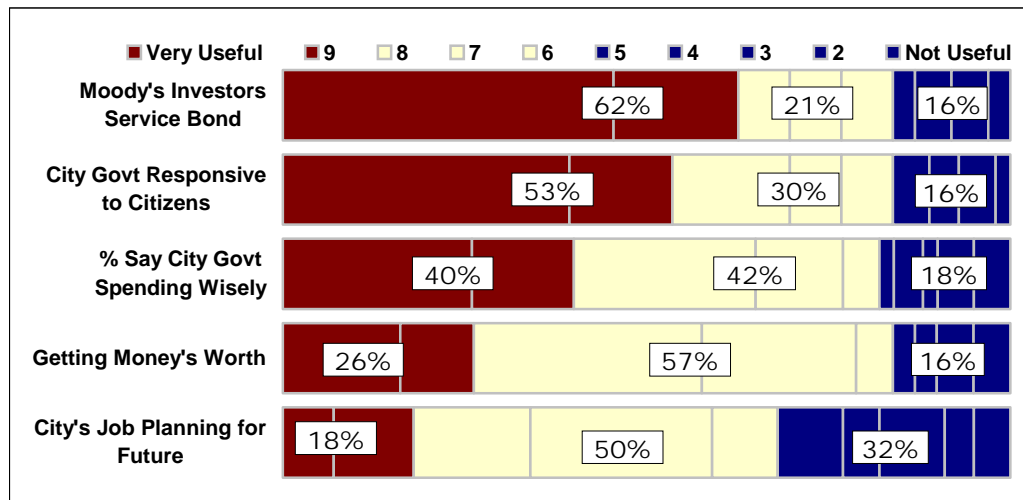
The breakout group on City Government, per se began with three of the current Vital Signs:

1. Proportion of survey respondents who are “fairly” or “very satisfied” with the job city government is doing at planning for the future;
2. Proportion of survey respondents saying they are getting their money’s worth for the city taxes they pay;
3. The City’s bond rating from Moody’s Investors Service.

The group added two more:

4. Citizen perception that city government is responsive to citizen input;
5. Proportion of residents who believe that city government is spending their money wisely (this was suggested as an alternative to number 2 above).

City Budget & Planning: Proposed Indicators Ratings



NOTABLE:

- Moody’s rating, which had been virtually dismissed in the focus groups, was the highest rated indicator in this category.
- With regard to city spending and value to taxpayers, the breakout group’s modification scored higher than the current Vital Sign – indicating that the issue is important, but the current indicator may not be working as well as it should.
- 2 of the 3 current Vital Signs included here got mediocre ratings and ranked at the bottom in this category.

PUBLIC SAFETY

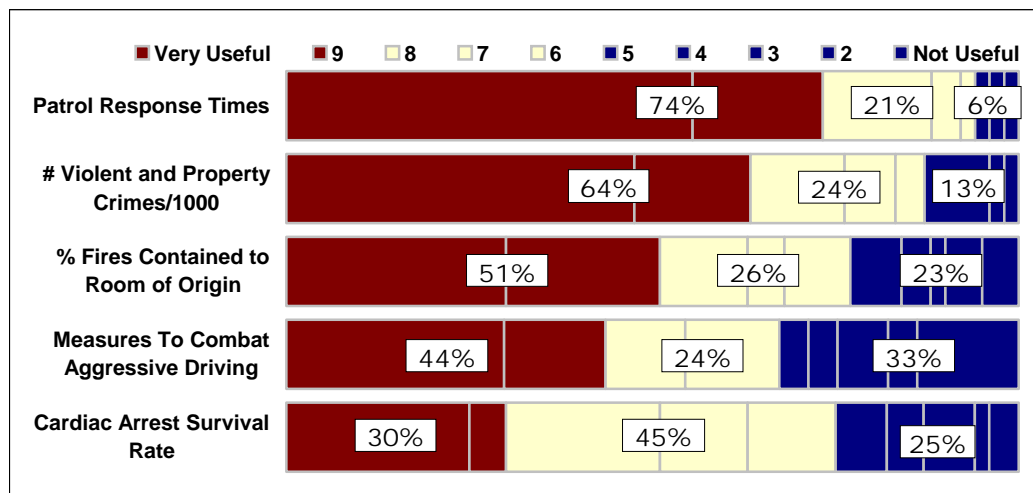
The public safety group began with four of the current Vital Signs:

1. Patrol response times to critical emergencies;
2. Number of violent and property crimes committed per 1000 population;
3. Percent of fires confined to the room of origin;
4. Cardiac arrest survival rate;

They added a fifth:

5. Measures to combat aggressive or careless driving.

Public Safety: Proposed Indicators Ratings



NOTABLE:

- Three of the 4 current Vital Signs scored very highly, among the highest of all the indicators.
- Cardiac arrest survival rate was seen by the small group to contain too many variables (e.g., age) to be useful.
- Aggressive driving is clearly a concern, but the large group was not persuaded that there was a useful indicator here.

STREETS & TRAFFIC

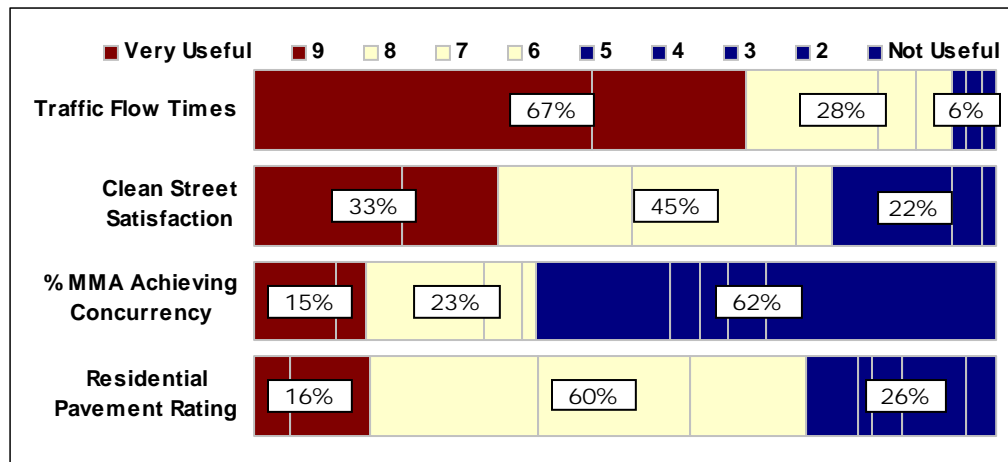
The Streets & Traffic groups began with three current Vital Signs:

1. Percent of Mobility Management Areas achieving concurrency;
2. Proportion of survey respondents rating the streets in their neighborhood as “fairly” or “very clean”;
3. The residential street average pavement rating.

They added one more:

4. Traffic flow times in key corridors.

Streets & Traffic: Proposed Indicators Ratings



NOTABLE:

- 2 of the 3 current Vital Signs clearly suffered from lack of understanding; the MMA concurrency, especially, was never understood in either the focus groups or the discussion at this Forum.
- That 67% rated the new variable, “traffic flow times” as “very useful” demonstrates that the issue is of high importance; it is just that the current Vital Sign is not understood by citizens and is therefore not useful to them as a performance indicator.

CITY SERVICES / PUBLIC WORKS

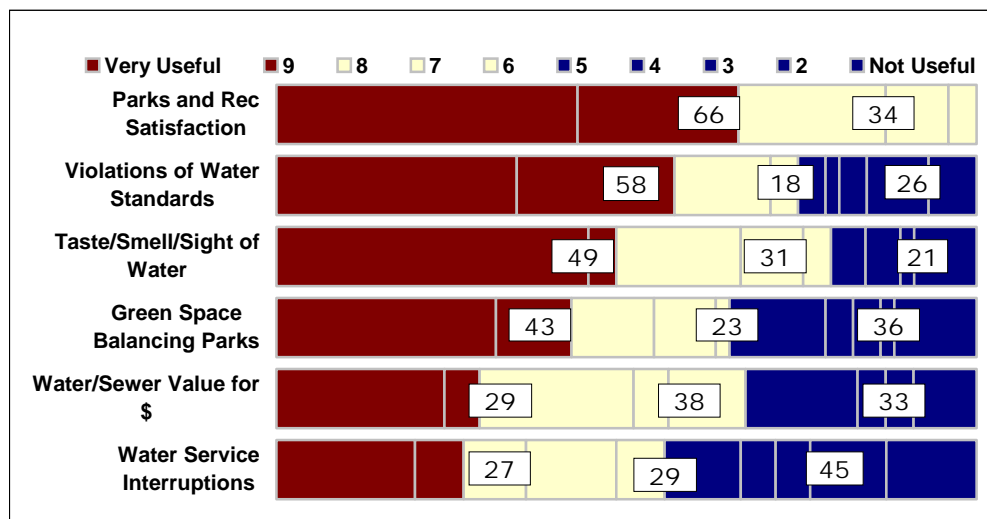
The group working on city services began with three of the current Vital Signs:

1. Water service interruptions per 1,000 service connections;
2. Violations of state & federal drinking water standards;
3. Proportion of survey respondents who say they are “very” or “somewhat satisfied” with Bellevue parks and recreation opportunities.

The group added three more indicators:

4. The value delivered for the cost of Sewer / Water / Drainage services;
5. The quality of the drinking water (taste / appearance / smell);
6. The diversity of parks and recreation programs balanced by green space.

Public Works & Parks: Proposed Indicators Ratings



NOTABLE:

- No participants rated “satisfaction with parks & recreation” below 6 on the 1-10 scale.
- The *quality* of the water was rated much higher than the lack of service interruptions, perhaps because water service is taken for granted.
- Public works value for tax dollars had a mediocre rating, perhaps because it was seen as largely redundant to other tax value measures.

RANKED INDICATORS

As noted earlier, nearly all of the indicators were rated as useful: 28 of 29 indicators had an average (mean) rating above the scale mid-point of 5.5. The range of ratings was relatively narrow: 9.02 to 4.80. The overall mean rating was 7.24.

The graph of the following page lists all 29 current and proposed indicators in order of their mean rating. Some patterns are notable in this ranking:

- 7 indicators had mean ratings above 8.0;
 - 17 Indicators scored above the mean rating of 7.24;
 - 5 of the top 10 rated indicators were suggested by citizens in either the focus groups (3) or the forum (2);
 - 10 of the 16 current Vital signs indicators rated above the mean;
 - At least one indicator from each of the 6 categories was ranked in the top 10, indicating a diversity of topics seen as important to participants;
 - The current Vital Signs were spread throughout this list: 3 were ranked among the top 4 indicators here and 3 were ranked as the bottom three;
 - 7 of the current Vital Signs are derived from the citizen survey; 2 of those 7 were ranked in the top 10, and 5 were ranked in the top 20;
 - At least 4 new indicators in the top 20, suggested by the forum or the focus groups, would most likely be survey measures as well.
-

RANK ORDER OF PERFORMANCE INDICATOR BY "USEFULNESS" RATING

Rank	Indicator	Mean
1	1. Patrol response times to critical emergencies	9.02
2	2. Good to excellent rating for parks and recreational opportunities	8.93
3	■ Traffic times in key corridors	8.70
4	3. Number of violent and property crimes committed per 1,000 population	8.55
5	◆ Amenities (shopping, churches, libraries) [Suggested by Focus Groups]	8.53
6	◆ Responsive, open, honest city government [Suggested by Focus Groups]	8.04
7	4. Moody's Investors Service bond rating	8.00
8	◆ Community services / Social services [Suggested by Focus Groups]	7.80
9	◆ Water: taste / smell / appearance	7.61
10	5. Residents rating Bellevue as a good or excellent place to live	7.60
11	◆ State city mission, then ask about direction	7.55
12	6. Violations of state and federal drinking water standards	7.53
13	■ Proportion of residents who believe city government is spending money wisely	7.47
14	7. Percent of fires confined to room of origin	7.46
15	8. Resident satisfaction rating for clean streets	7.40
16	9. Residents rating their neighborhood as a good to excellent place to live	7.35
17	10. Percent of residents saying they are getting their money's worth from city government	7.24
18	11. Cardiac arrest survival rate	7.05
19	■ Diversity of parks and recreation programs balanced by green space	6.91
20	■ Value of water / sewer / drainage for money	6.80
21	■ Measures to combat aggressive driving	6.80
22	12. Residential street average pavement rating	6.46
23	13. Percent of residents "fairly" to "very satisfied" with job city is doing in planning for the future	6.30
24	◆ Housing: Affordable to range of incomes [Suggested by Focus Groups]	6.29
25	■ Incorporating diversity in community	6.00
26	■ Citizen perception that city government is responsive to citizen input	5.98
27	14. Water service interruptions per 1,000 service connections	5.88
28	15. Residents saying Bellevue is heading in the right direction	5.77
29	16. Percent of Mobility Management Areas achieving concurrency	4.80

OVERALL AVERAGE SCORE 7.24

KEY # = current Vital Sign; ◆ = Suggested by Focus Groups; ■ = Developed at Forum
 ■ Public Safety ■ Public Works ■ Streets & Traffic ■ Quality of Life ■ City Gov't ■ Livability

COMMUNICATING WITH CITIZENS

In addition to the evaluation of the Vital Signs and the development of other performance indicators, this project sought to examine ways in which city government performance indicators could be communicated to citizens in a useful and effective way. Toward this end, participants in both the focus groups and this Forum were asked about ways in which this information could be conveyed.

The Forum participants were not particularly active in seeking information about Bellevue city government:

- 69% said they read the King County Journal “never” or only once in a while;

- 44% had looked at the city’s website more than once; and

- 9% watched Bellevue Government TV, Channel 21 at least once a week.

They were more attentive to information that came to them, however:

- 47% read the city newsletter, “It’s Your City” regularly, and another 31% have read it more than once or twice.

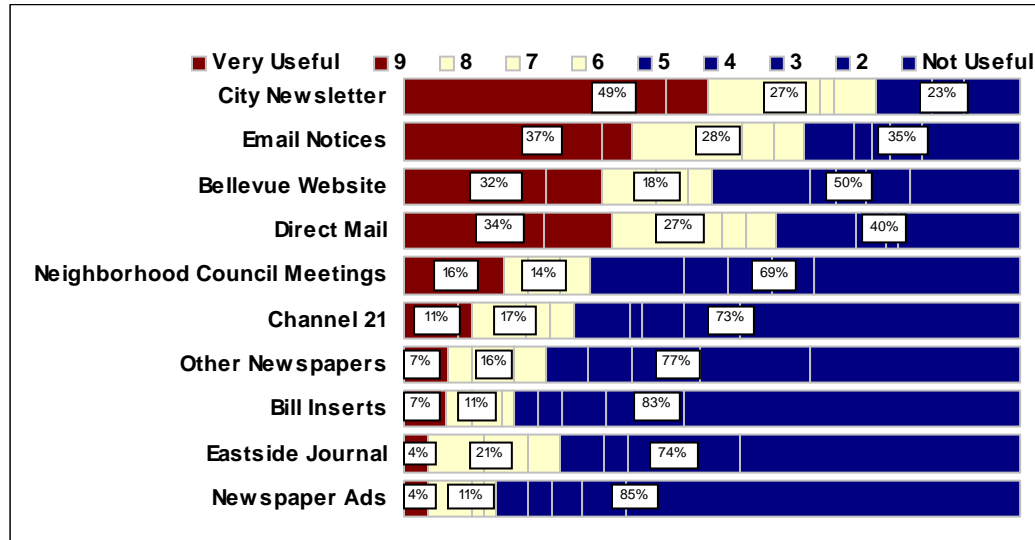
Participants were asked to rate 10 information sources for their usefulness “when you want to know about Bellevue City Government.” The results are displayed in the chart on the following page.

The relatively high level of attention to the city newsletter was reflected in these ratings: 49% said it was “very useful” to them, significantly higher than any other source.

It is notable that three of the top four rated information sources could be considered “passive.” That is, the information comes to the citizen; the citizen does not have to do anything to get it.

The city website is the lone in the top four that requires the citizen to take any action beyond receiving their mail. Not surprisingly website use is widely divergent: while 32% said it was “very useful” to them, 50% of the participants rated the website generally “not useful.”

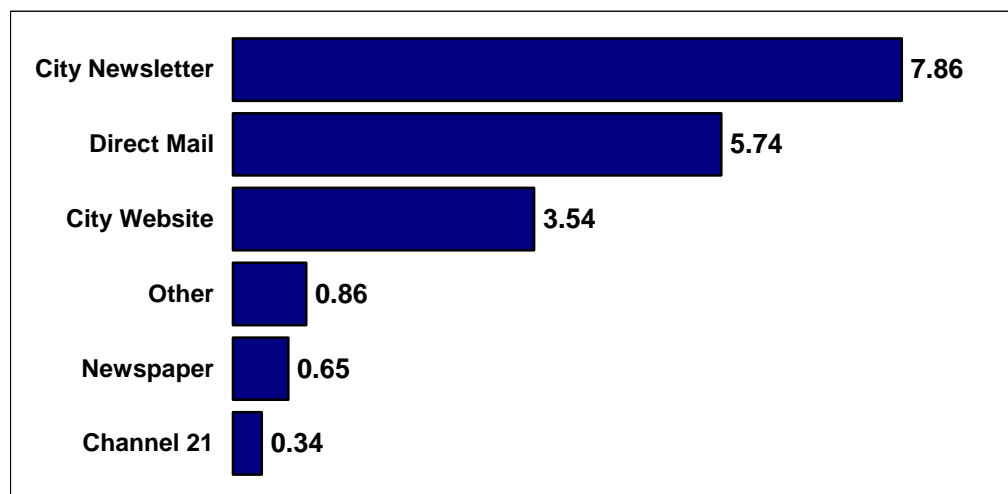
Utility Of Sources For City Government Information



Finally, participants were asked what would be the best way for city government to get them information about city performance indicators. Not surprisingly, the answers mirrored their general information sources.

Participants were asked to name their first and second choice; the ELIPS software computed the ranking using a formula which awards 10 points to a first choice and 9 points to the second choice and multiplying the points by the number of people who named that source, then dividing by the total number of participants. For example, if all participants named the same source as their top answer, that source would have a score of 10.

Best Way to Get Information to Citizens



Most of these participants would be satisfied with a summary of the city's performance indicators, rather than the detail. They were shown a copy of the city's "2003 Annual Performance Report," an 88 page booklet which details the city's performance measures across the full range of city programs and services. The 16 Vital Signs – subject of this Forum – are a subset of more than 175 performance indicators used internally by the departments of Bellevue City Government.

When asked whether they would prefer to have a summary of the whole report, these participants – who had spent the previous three hours discussing city government and performance measures – chose the summary by a margin of 3:1.

34% said they would definitely want just the summary;

41% said "probably just the summary";

11% said "probably the whole report"; and

14% said "definitely the whole report."

These responses present a coherent picture and a clear communication strategy: publish a summary of the performance measures (the Vital Signs) in the city newsletter, with directions on how to obtain the full report. The summary will provide most citizens with the information they want or need to determine for themselves if the city is performing as they think it should. The ready availability of the full report will both demonstrate transparency and will provide the more involved citizens with the information they need to obtain a more detailed picture of city performance.

SUMMARY & DISCUSSION

How do citizens know if their city government is doing what it should be doing? What criteria do citizens use to determine how well their local government is doing its various jobs? What indicators are most useful to citizens? These were the questions addressed by this project.

City governments across the country have developed performance measures to track their operations, programs and service delivery in a systematic way. Such measures are useful to government administrators in that they provide objective, quantifiable indications of progress toward stated objectives. The City of Bellevue employees approximately 175 performance measures across its departments and programs. Most are highly technical or specialized in nature, at a level of detail required for city managements, but beyond most citizens' need or desire to know.

The 16 "Vital Signs," culled from that list of 175, are meant as a bridge to connect the values of citizens and performance of Bellevue city government. This is the critical distinction between the Vital Signs and performance measures. Performance measures are a way for city government to evaluate how well it is doing. The Vital Signs are a way for *citizens* to evaluate how well city government is doing.

How well are the Vital Signs themselves performing their task?

The purpose of this unique citizen review of city performance measures was to see them through the eyes of Bellevue residents – to evaluate their utility to citizens as indicators of city government performance. If they are meant as a way for citizens to evaluate city government performance, then their effectiveness can only be judged by citizens. The question is: To what extent are the Vital Signs used and useful to citizens?

Of course, there were only 79 citizens involved in the focus groups and forum, so the results are not projectable to the population as if this had been a sample survey. However, the citizens involved were selected to be representative of Bellevue's population and spent two or three hours considering and talking about the performance of city government with each other, and specifically evaluating the Vital Signs. Their judgments, as represented in these findings, are an invaluable source of insight for city administrators.

Starting with the 16 Vital Signs, these citizens ended up with 29 indicators ranked in order of their usefulness.

A primary objective of this project – discussed in the introduction to this report – was to categorize the Vital Signs into:

1. Indicators to keep;
2. Indicators to modify;
3. Indicators to discard; and
4. Indicators to add.

The project was advisory, of course. The indicators in each of these four categories depends in large part upon how many Vital Signs Bellevue wants to have. If it is less than the 29 that came out of this project, then the question is how and where to draw the line. The summary table on page 23 suggests the following categorization:

Vital Signs to Keep

1. Patrol response times to critical emergencies.
Rated highest with a 9.02 average; 74% of participants rated it a 9 or 10 on the 10-point scale, while only 6% rated it below 10. There was some question about what the term “critical” meant, and what the response was to, exactly (911 calls?).
 2. Citizen ratings of parks and recreational opportunities.
Second highest rated indicator with a 8.93 average; 66% rated this a 9 or 10, no one rated it below 6.
 3. Number of violent & property crimes committed per 1000 population.
Average rating of 8.70; 64% gave it a 9 or 10, while only 13% rated it below 6. Participants found it useful as a comparative measure, both within parts of Bellevue and between Bellevue and other cities.
 4. Moody’s Investment Bond Service rating.
Ranked 7th overall with a mean rating of 8.04; 62% rated it 9 or 10 and only 16% rated it below 6. Was seen by the forum participants as a universally used and understood indicator. Focus group participants all but dismissed it as obscure and meaningless to them.
 5. Proportion of survey respondents rating Bellevue as a “good” or “excellent” place to live.
Ranked 10th overall with a mean rating of 7.60; 47% rated it 9 or 10, with 27% rating it below 6. Given that this is intended as a general indicators, it is not surprising that participants were thinking about a variety of things when they answered this question, from services to shopping to schools to “preparedness drills at Overlake Hospital.”
-

6. Violations of state & federal drinking water standards.
Ranked # 12 with a mean rating of 7.53; 58% rated this 9-10 while 26% rated it below 6. An easy to understand measure of an important issue.
 7. Percent of fires contained to room of origin.
Ranked #14 with 51% rating it 9-10 and 23% rating it below 6. This was seen as a “clever” indicator, containing a good deal of information in a single number. Some wanted more of the “hidden” information made explicit, however.
 8. Proportion of survey respondents rating that their neighborhood as a “good” or “excellent” place to live.
Ranked #16 with a median rating of 7.35; 43% rated it 9-10, while 21% rated it below 6.
 9. Proportion of survey respondents rating their neighborhood streets as clean.
Ranked #15 with a mean rating of 7.40, this items had 33% rating it 9 or 10 and 22% rating it 5 or below. Participants has questions about what was included: landscaping? Sidewalks? Bike Paths? Or just “streets”?
 10. Proportion of survey respondents saying they are getting their money’s worth for the city taxes they pay.
Ranked number 17 with a rating exactly at the overall mean (7.24); 53% rated this a 9 or 10 with 16% rating it below 6. Discussion in the small group indicated uncertainty. Most of the discussion participants had questions about this indicator as they were answering it. Given the ambiguity surrounding this indicator, it could be a candidate for modification to clarify its meaning and intent.
 11. Cardiac arrest survival rate.
Useful but not “very useful.” Ranked #18 with a mean rating of 7.05, just below the overall average of 7.24; 30% rated it 9 or 10, while an almost equal number (25%) rated it below 6, with 45% rating it 6-8. Many participants thought there were too many variables rolled up into this single measure – age of victim, transportation time, available hospitals, skill and training of EMTs. Several also noted that it was the only measure of public health and wondered why cardiac arrest and not other medical emergencies.
-

Vital Signs to Modify

12. Residential street average pavement rating.

Ranked #22 with only 16% rating it 9-10 and 26% rating it below 6. Participants did not understand what this was or how it was measured. This measure could be dropped or combined somehow with satisfaction for clean streets (#15).

13. Percent of residents saying they are satisfied with the job the City is doing at planning for the future.

Ranked #13 with a mean rating of 6.30, with only 18% reporting it was “very useful” to them versus 32% who rated it 5 or below. Small group participants thought that “fairly satisfied” was too low a bar; others wondered what the standard is – that is, “how can we answer this if we don’t know that their planning for the future is?” This indicator might logically be combined with the “right direction/wrong direction” indicator, which also scored poorly. Combining the two could make for a single, more useful indicator.

Vital Signs to Consider Dropping or Replacing

14. Water service interruptions per 1000 service connections

Ranked #27 of 29, with 47% rating it 5 or below and 27% rating it 9 or 10. From these citizens’ perspective, the quality of water was more important than the number of service interruptions.

15. Survey respondents saying Bellevue is headed in the “right direction.”

Ranked #28 of 29, with 45% rating it 5 or below and 22% rating it 9 or 10. Although this is a standard question in public opinion surveys across the country, these participants seemed troubled by the lack of anchor concept; that is they wanted to know what the mission was before they could judge whether the city was heading in the right direction. This was similar to the response to the “planning for the future” indicator.

16. Percent of Mobility Management Areas achieving concurrency

Ranked last among the 29 indicators with a the only mean rating below the scale mid-point (4.80), it also had the lowest proportion of participants rating it 9 or 10 (15%) and the highest proportion rating it 5 or below (62%). This indicator clearly suffered from being impenetrable to lay citizens.

Vital Signs to Add

These are items suggested by focus group or forum participants that are not among the current Vital Signs, but which scored highly in the usefulness ratings. Several of these address the same topics as existing Vital Signs, but were rated as more useful indicators of the topic. As noted earlier, these are less well-developed as measurements, but should be considered as concepts for which measurements might be developed.

17. Traffic times in key corridors

Ranked #3 with a mean rating of 8.70, this was the highest ranked indicator suggested by participants. Some 67% rated this a 9 or 10; only 6% rated it 5 or below. Clearly traffic is an important issue for Bellevue citizens. Just as clearly the current Vital Sign addressing the issue (MMA concurrency) is not useful from a citizen point of view.

18. Amenities (shopping, churches, libraries)

Ranked #5 at 8.53, with 70% rating it 9 or 10 and only 11% rating it 5 or below. The obvious challenge presented here is that the variables people list are not direct city government programs or services, but are clearly salient to how residents evaluate their city. Pointing out to the focus group participants that these were not city services did not dissuade them from insisting that this item be included; the high ranking by the forum participants validates the importance of this variable to Bellevue residents. City administrators should consider some measurement that incorporates this variable

19. Citizen perception that city government is responsive to citizen input.

Ranked #6 with a mean rating of 8.04; 53% rated it 9 or 10 and 16% rated it 5 or below. This indicator was suggested in the focus groups and modified at the forum, with the result that the indicator is more sharp and measurable than the imprecise concept suggested in the focus groups. In some ways, this seems like *the* overall indicator: this expresses the point of the Vital Signs program.

20. Availability of community and social services.

Ranked #8 with a mean rating of 7.80, this item ranked highest in the "Livability" section, with 47% rating it 9 or 10 and 17% rating it 5 or below. Focus group participants talked about this in terms of the variety and proximity of services.

21. Drinking Water Quality.

As noted above, participants were more concerned with the quality (taste, appearance, smell) of city water than with the service interruptions. This item ranked #9 with a mean rating of 7.61 – second highest in the public works group. 58% rated it 9 or 10; 26% rated it 5 or below.

22. Clarify the City's mission.

This item was born out of the frustration felt by several participants, noted above, that they could not judge the City's planning for the future or whether the city was going in the right direction, without knowing more about what direction it was supposed to be going. This ranked #11 with a mean rating of 7.55. That this item ranked higher than either of the two indicators it refers to suggests the need for clarification of the whole concept, perhaps combing these three items into a single indicator.

23. Proportion of residents who believe that city government is spending their money wisely.

This item was suggested in the small group as an alternative to the existing Vital Sign of the belief that citizens are getting their money's worth from city taxes paid. It rated slightly higher than the original (7.47 vs. 7.24) but is probably not enough different to justify changing the original Vital Sign.

Suggested Vital Signs that Probably Do Not Make the Cut

Six indicators were suggested at the forum (5) or in the focus groups (1) that were rated below the overall mean. They all rated above the scale mid-point, suggesting that they were considered important by forum participants, but they were relatively less important than at least 18 other indicators. These items might be considered for incorporation into in other Vital Signs, or could be considered on their conceptual merit. If the list of Vital Signs were to be made soled on the math of the forum ratings and rankings, however, these would not make a short list.

24. The diversity of parks and recreation programs balanced by green space.

25. The value delivered for the cost of sewer / water/ drainage services.

26. Measures to combat aggressive or careless driving.

27. Affordable housing over a range of income levels.

28. The extent to which Bellevue incorporates diversity in the community.

29. Citizen input – interactions with city departments.

Communicating with Citizens

The “Vital Signs,” have a different purpose from the city’s “performance measures.” The Vital Signs, which are a subset of the performance measures, are intended as a communications tool. Their purpose is to provide Bellevue citizens with an efficient means to obtain an overall picture of how city government is doing. The primary audience for the performance measures is city government personnel. The primary audience for the Vital Signs is lay citizens.

It is because of this distinct mission that this project was undertaken. Communication is more about the “receiver” than the “sender.” If the Vital Signs are to be effective as a communications tool, they must make sense to and be meaningful to the citizens. This project sought to look at the Vital Signs through the eyes of Bellevue citizens, to determine the extent to which they are meaningful indicators of city government performance, as citizens evaluate that performance.

The finding indicate that the existing Vital Signs do a fairly good job of providing citizens with that efficient means of evaluating city government performance. Some of the Vital Signs are more salient than others, and several could be modified to make them more useful to citizens, but 15 of the 16 current Vital Signs were rated on the “useful” side of the scale for most participants.

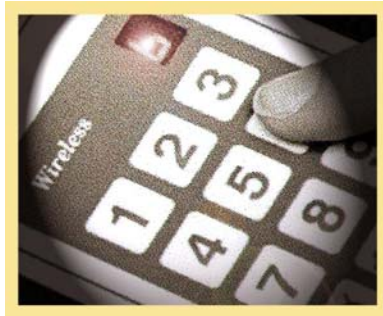
Promoting the Vital Signs list per se as a useful tool to citizens will mean having the right items, and the right number of items, on the list. Participants in both the focus groups and the forum were much less interested in receiving the entire book of 175 performance measures than with seeing a summary (the Vital Signs). They wanted to know that the book of 175 is available, but most were realistic enough to say that they would not read it if it were sent to them.

Thus the structure of the Vital Signs – the most useful and understandable of the performance measures – fits with the communications mission. The Vital Signs are relatively easy to publish on a wide scale. These participants suggested the city newsletter, “*It’s Your City*” as the most effective way to reach them.

Publishing the Vital Signs widely will provide all Bellevue citizens with a quick look at city government performance. Having the complete performance measures data readily available will provide the detail and background to those who want it. Including instructions in the Vital Signs on how to get the full performance measures data will both make that data more available and reassure even those who do not seek it.



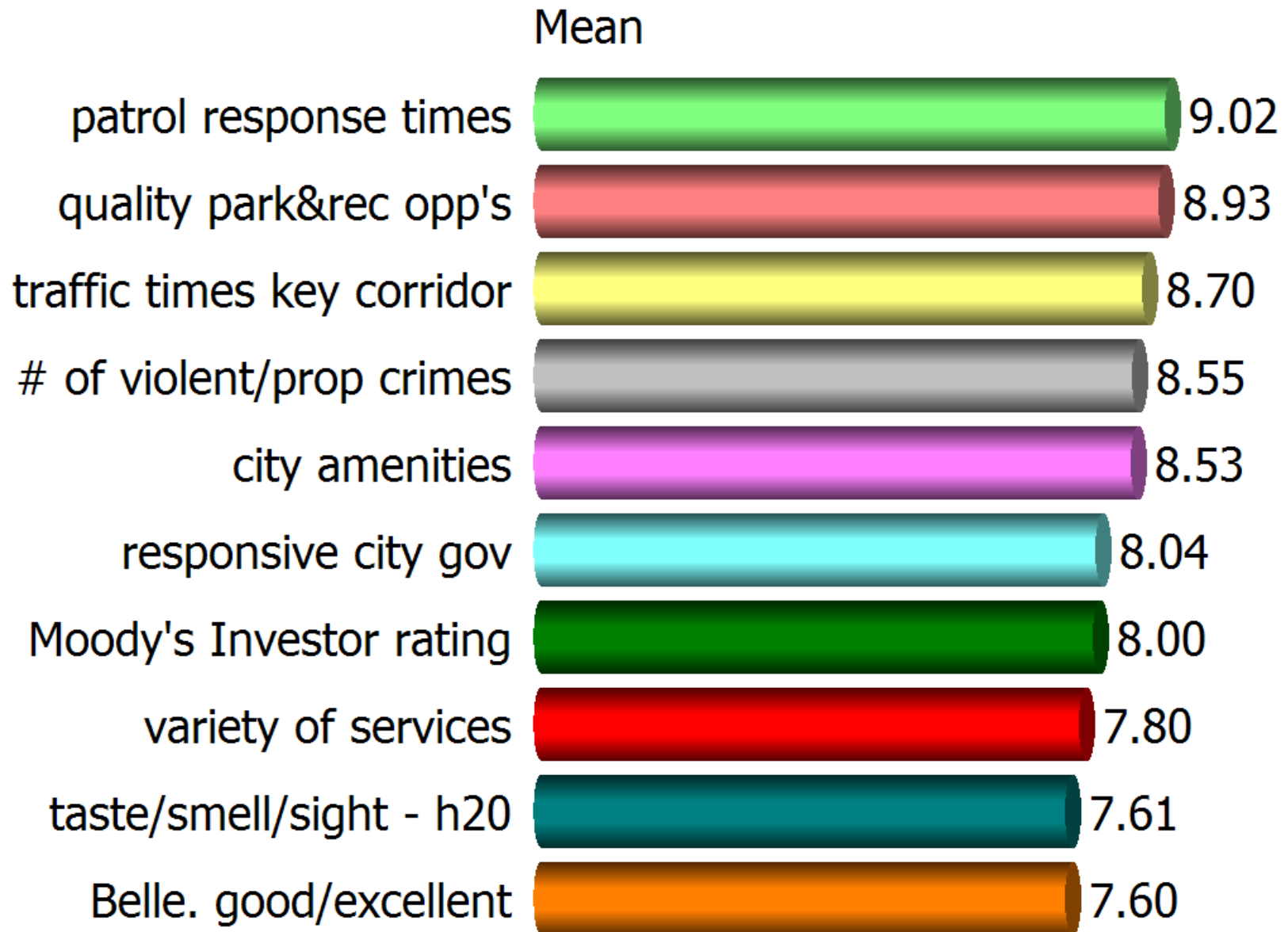
City of Bellevue Performance Measurements



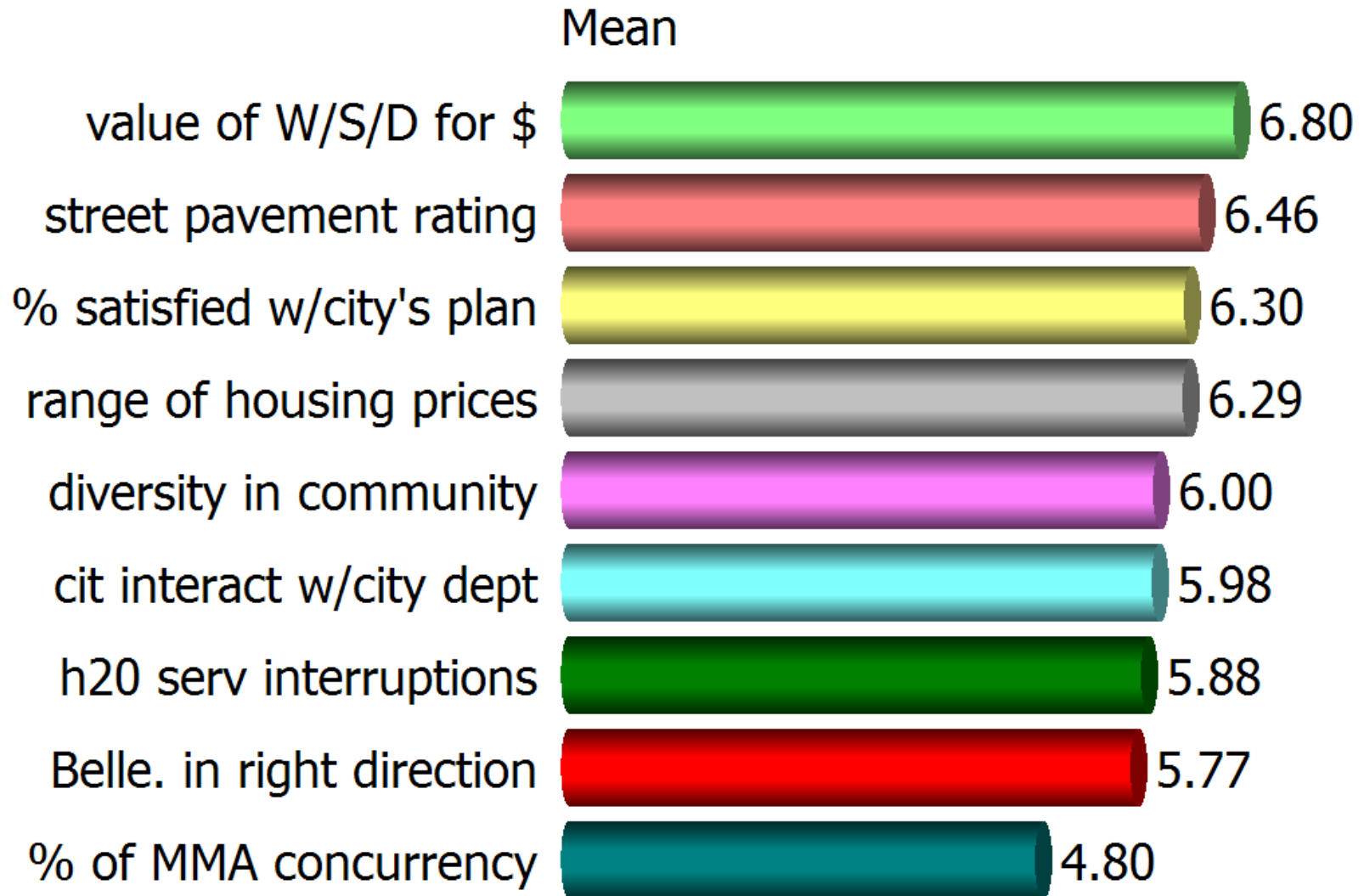
Citizen Workshop: Bellevue's "Vital Signs"

Tuesday, May 24, 2005 | Bellevue City Hall | Bellevue, Washington



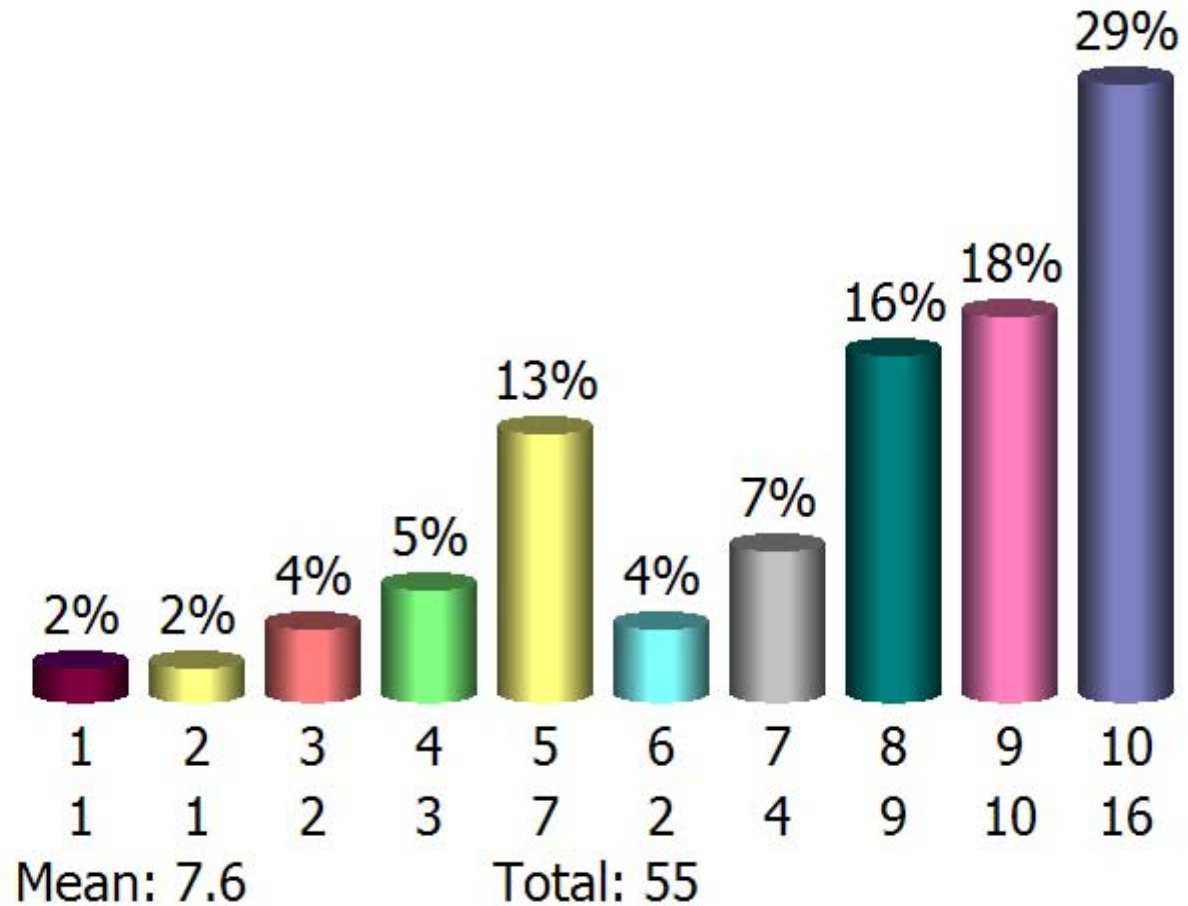






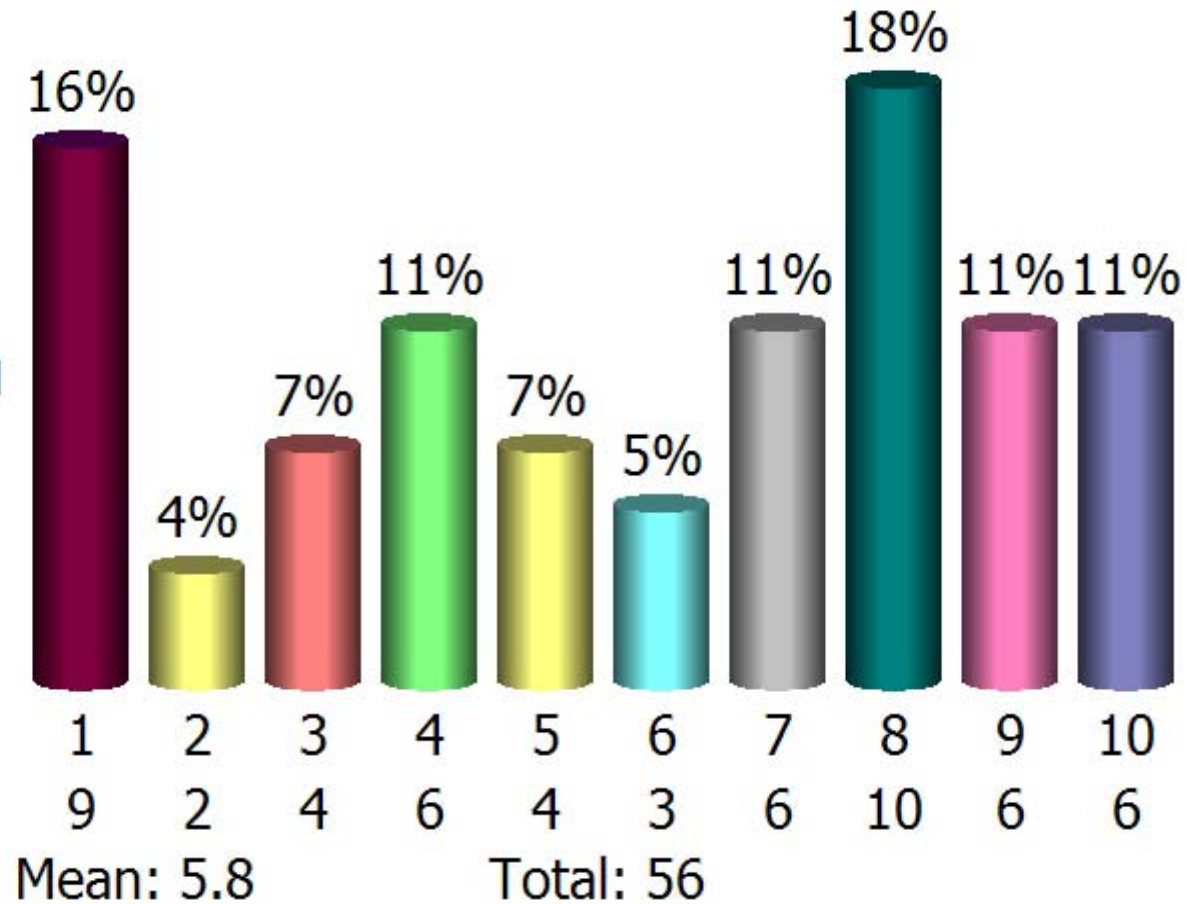
Residents rating Bellevue as a good or excellent place to live

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



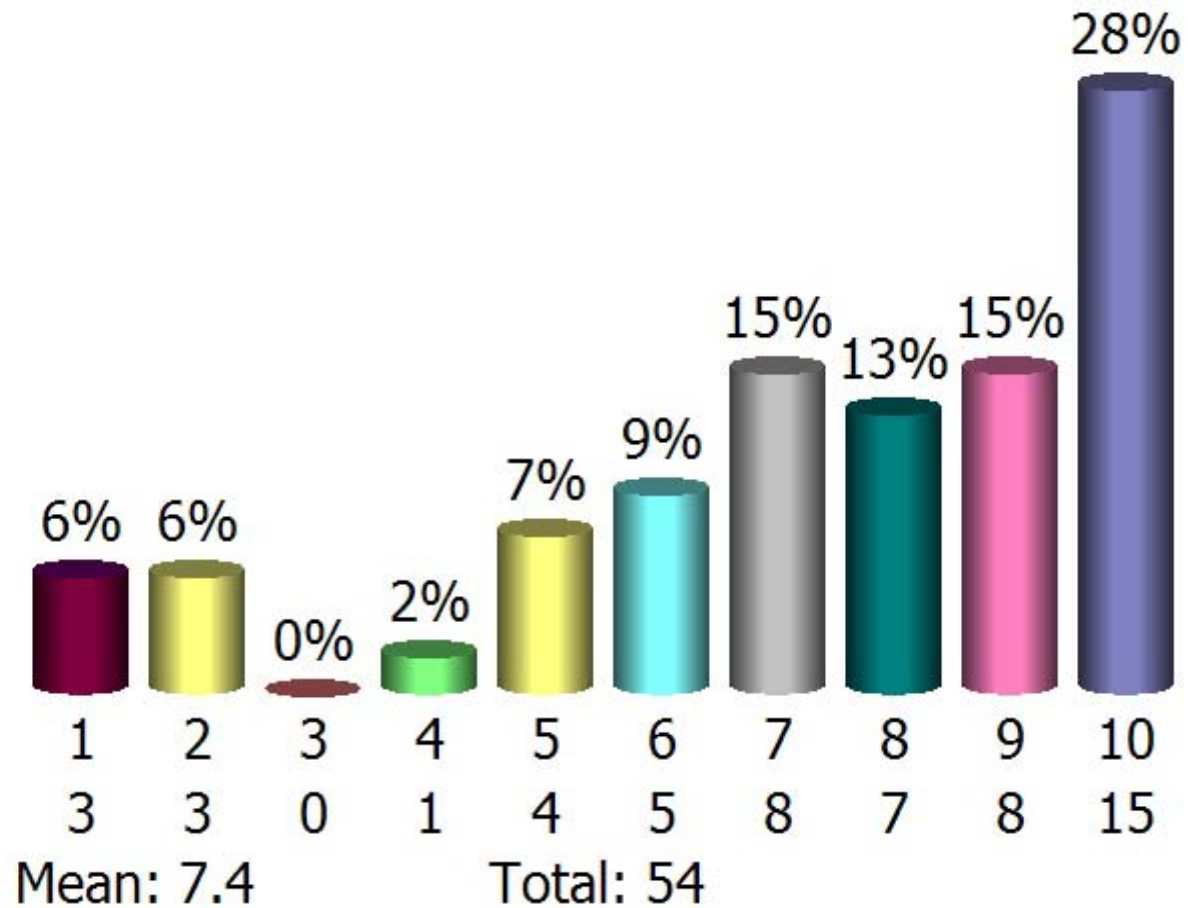
Residents saying Bellevue is heading in the right direction

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



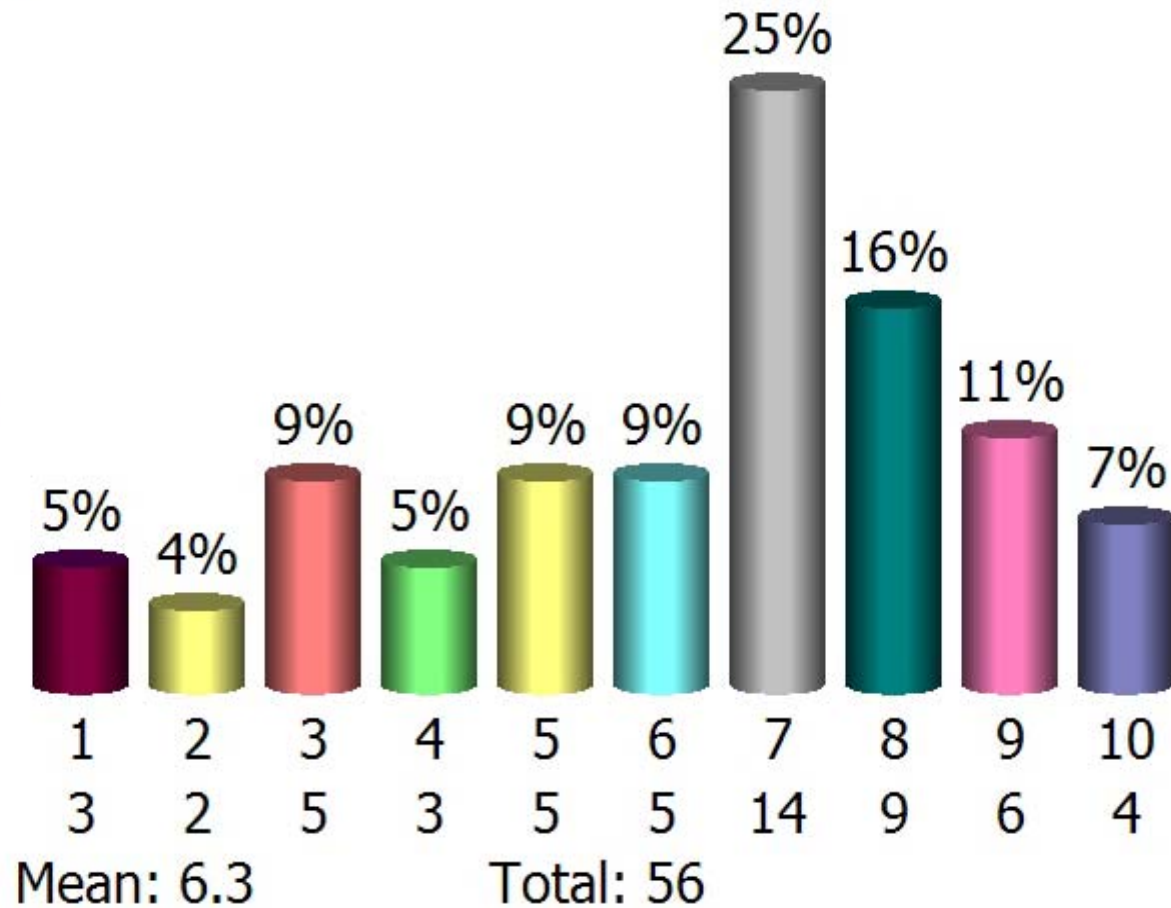
Residents rating their neighborhood as a good to excellent place to live

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



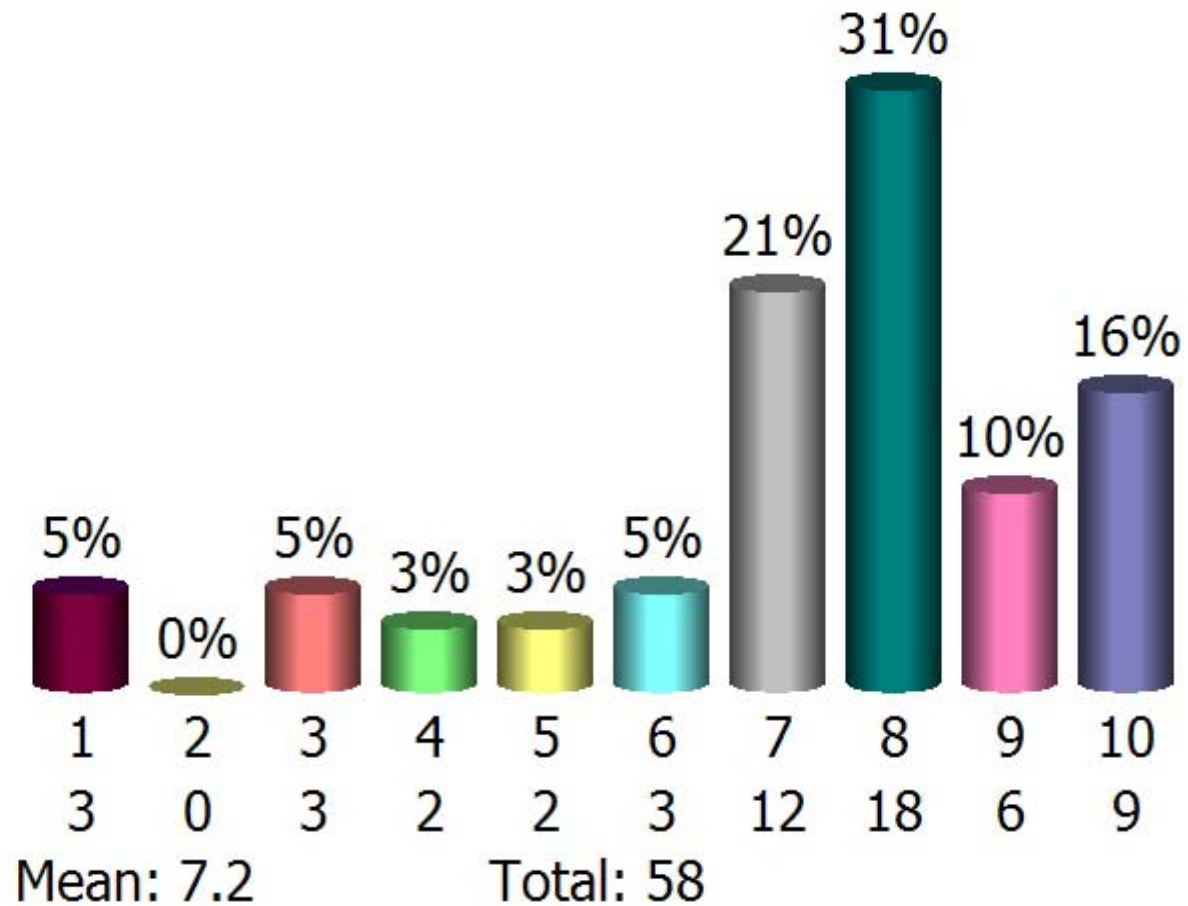
Percent of residents fairly satisfied to very satisfied with job City is doing in planning for the future

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



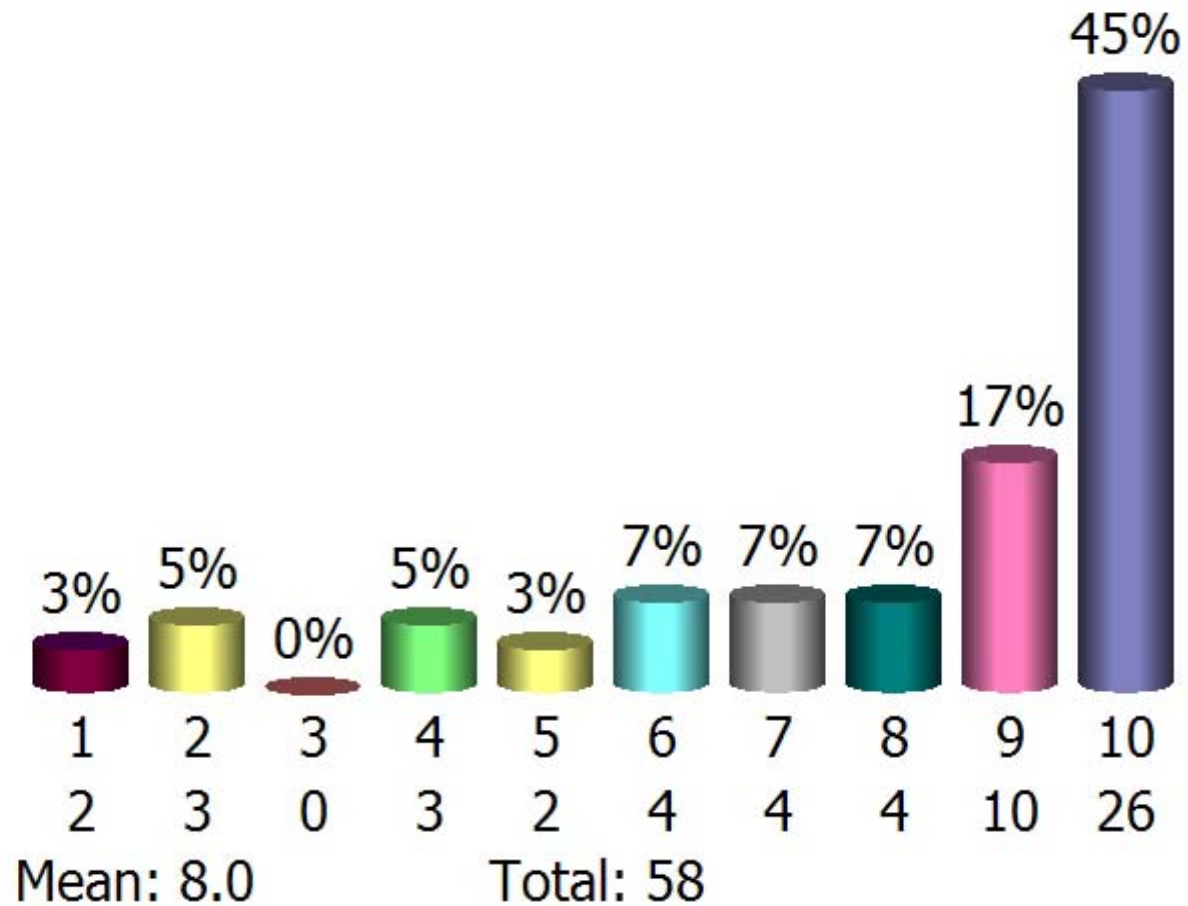
Percent of residents saying they are getting their money's worth when thinking about City of Bellevue services and facilities

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



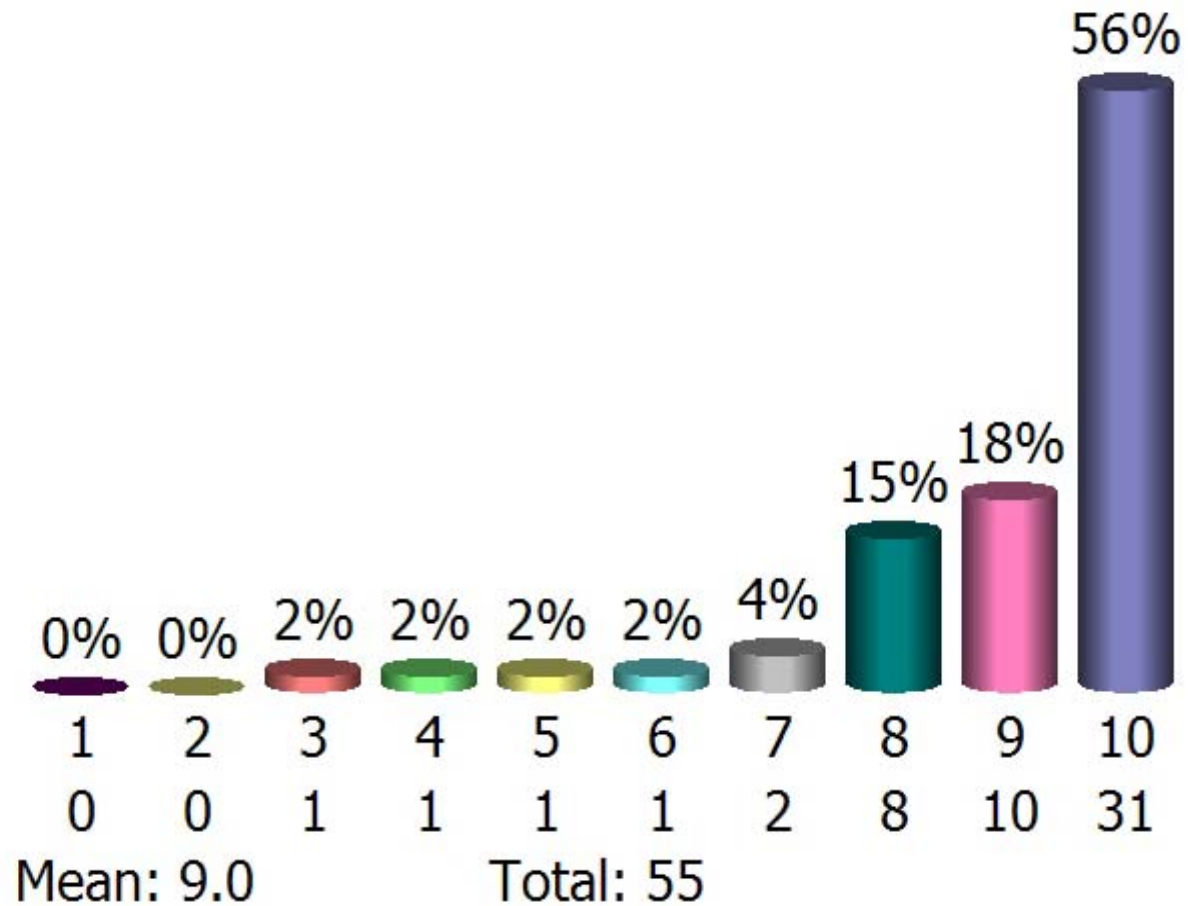
Moody's Investors Service Bond rating

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



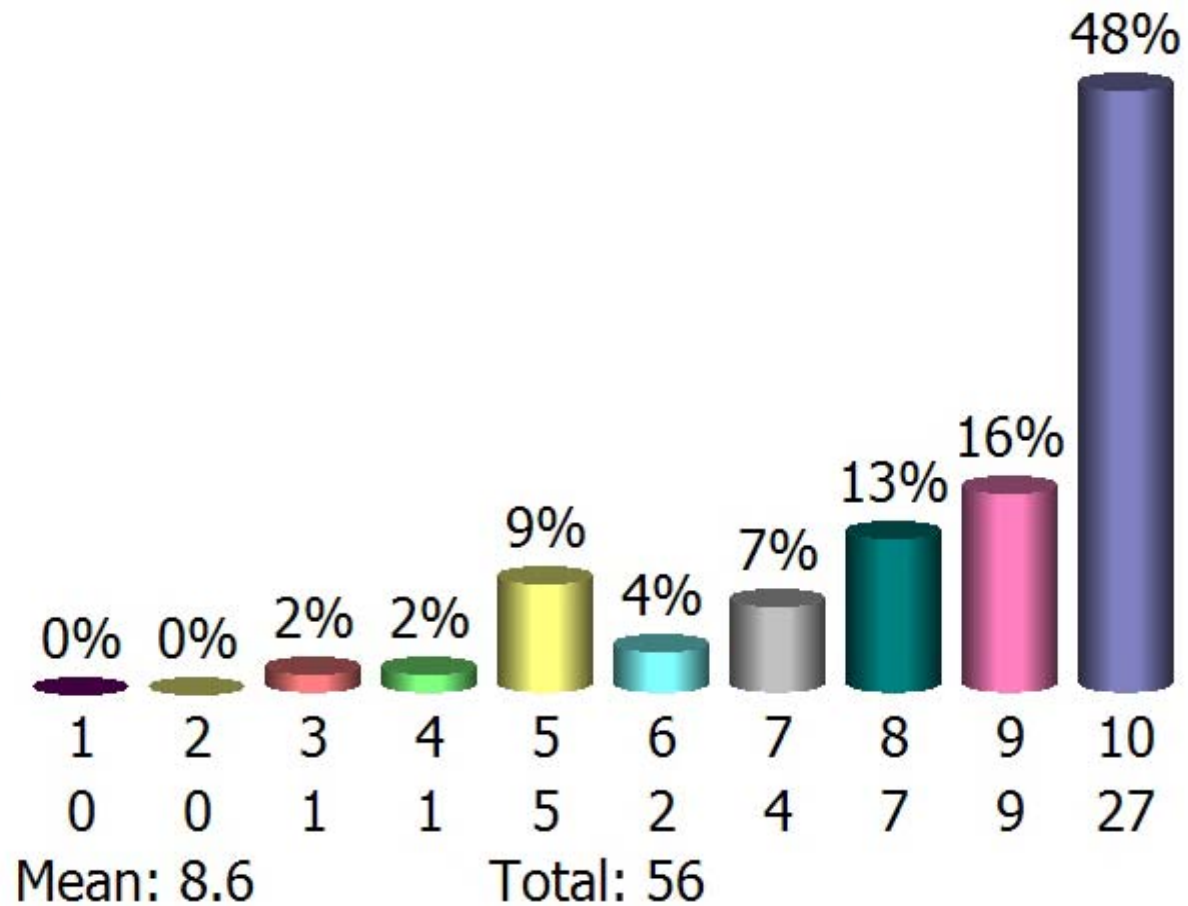
Patrol response times to critical emergencies

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



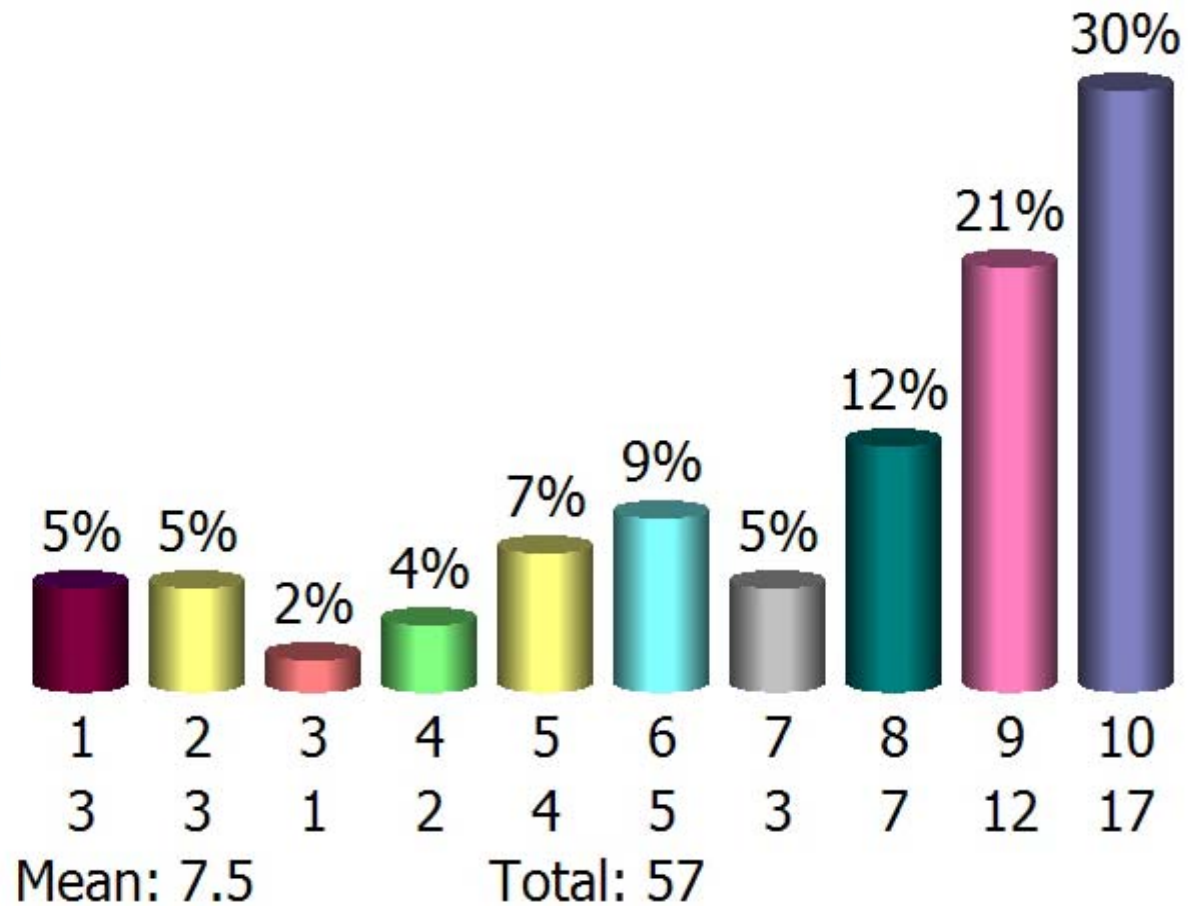
Number of violent and property crimes committed per 1,000 population

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



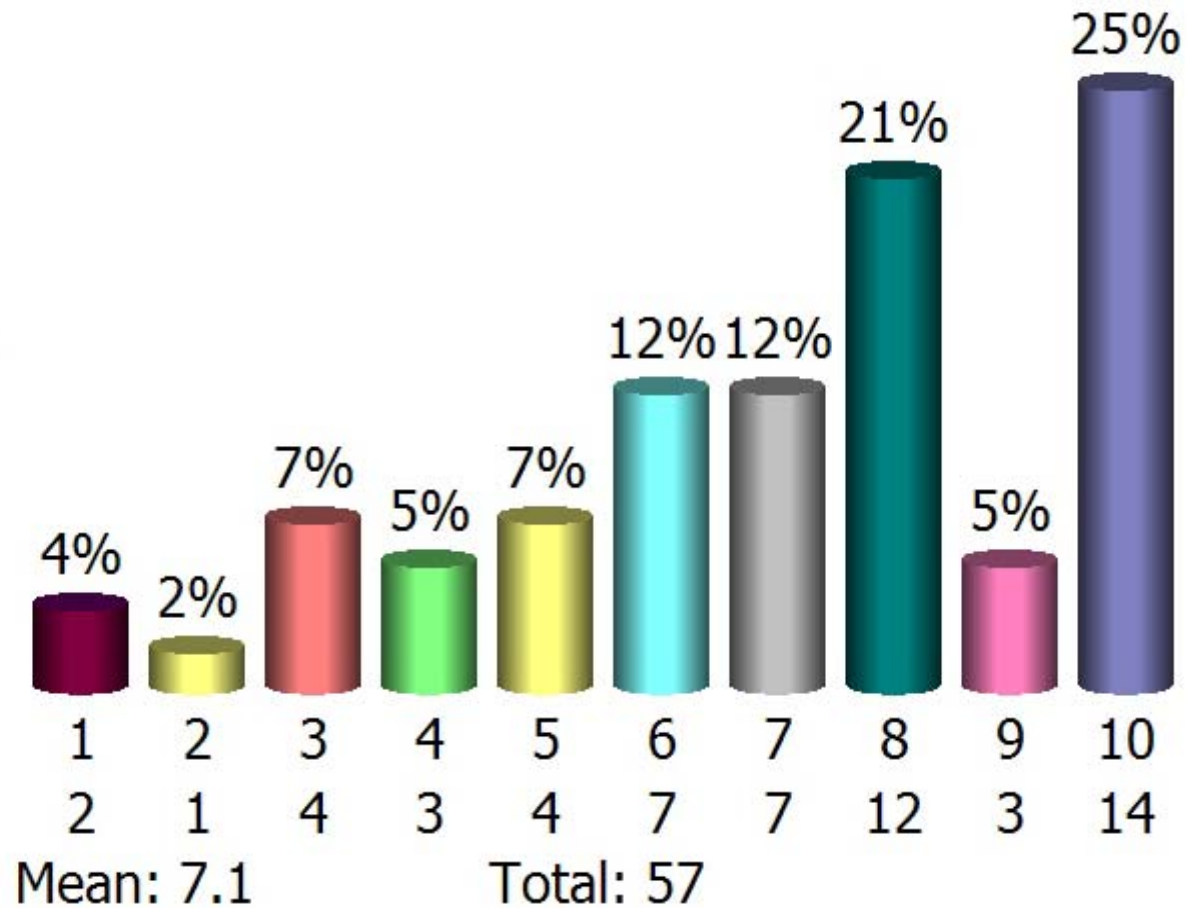
Percent of fires confined to room of origin

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



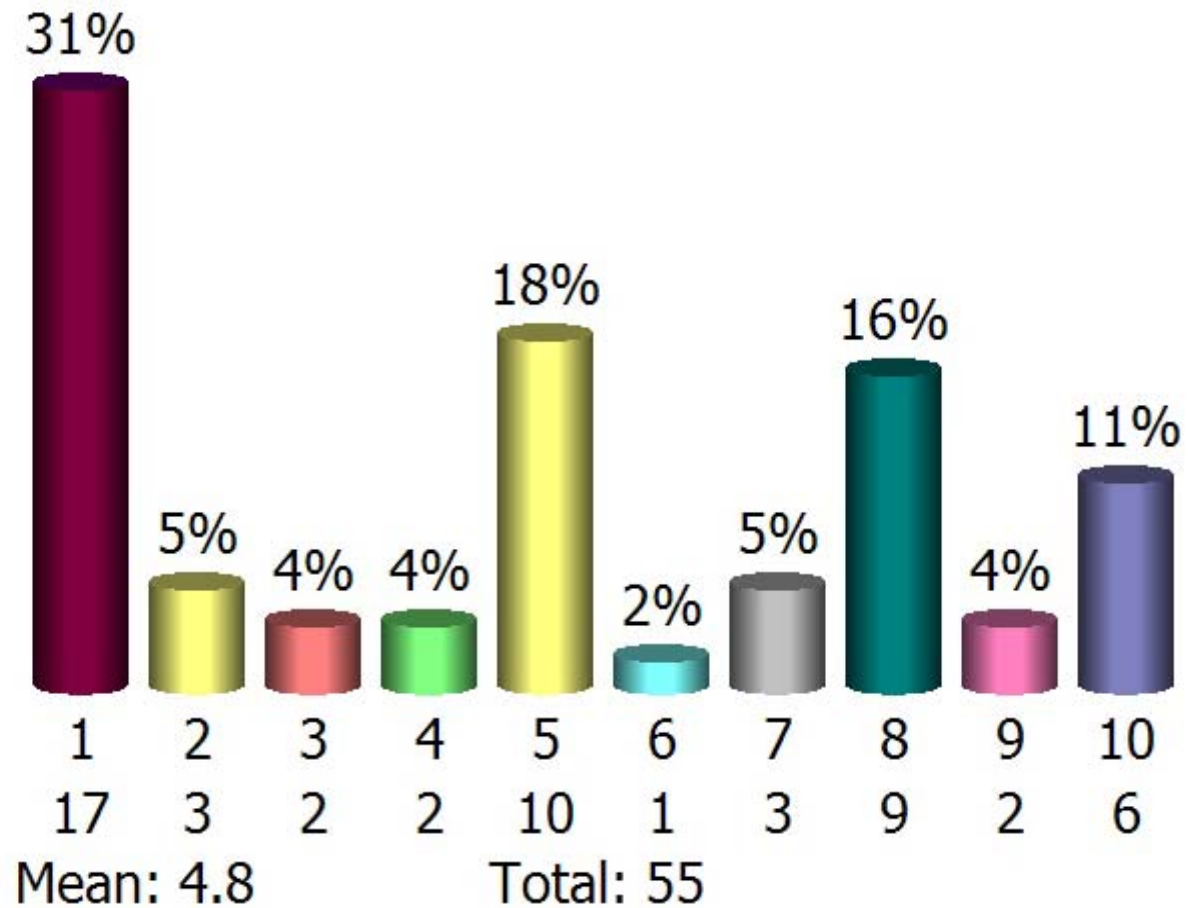
Cardiac arrest survival rate

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



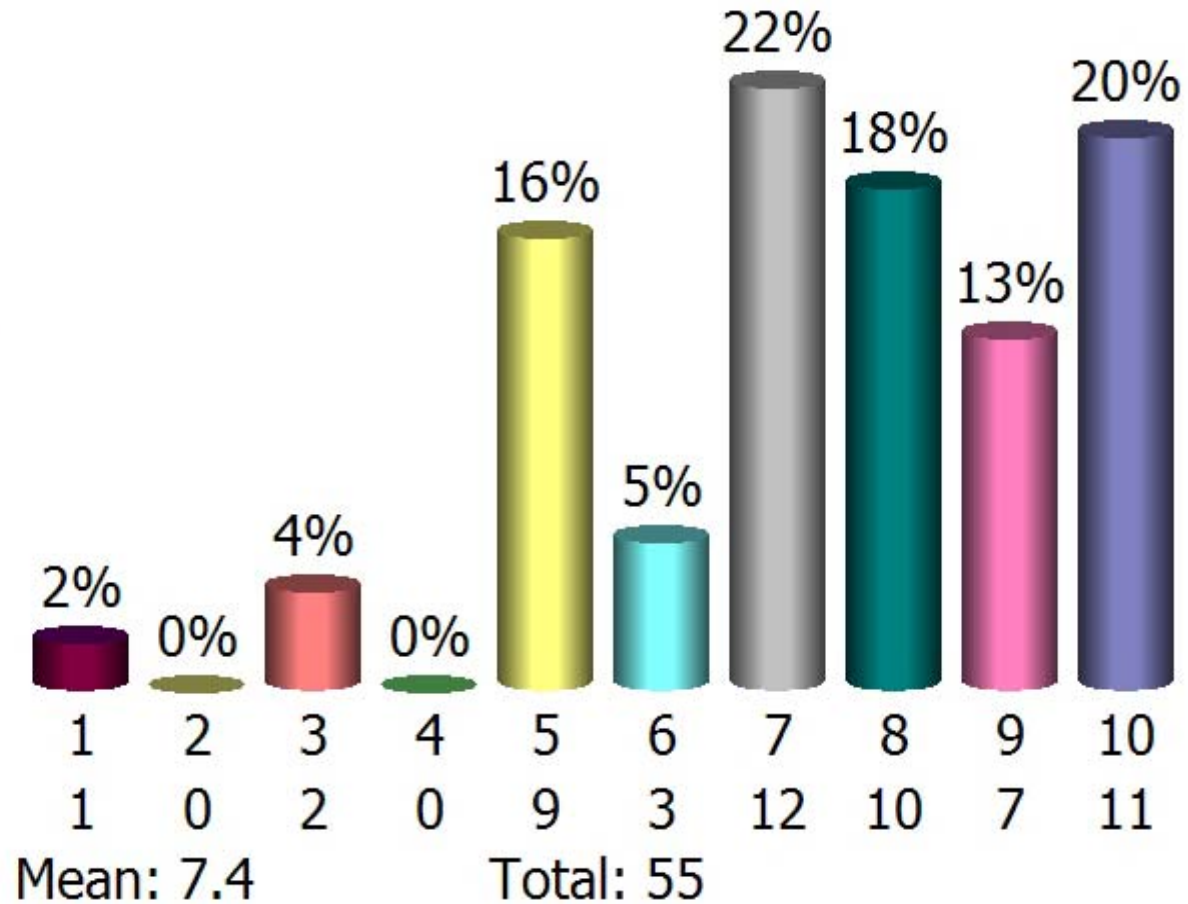
Percent of Mobility Management Areas achieving concurrency

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



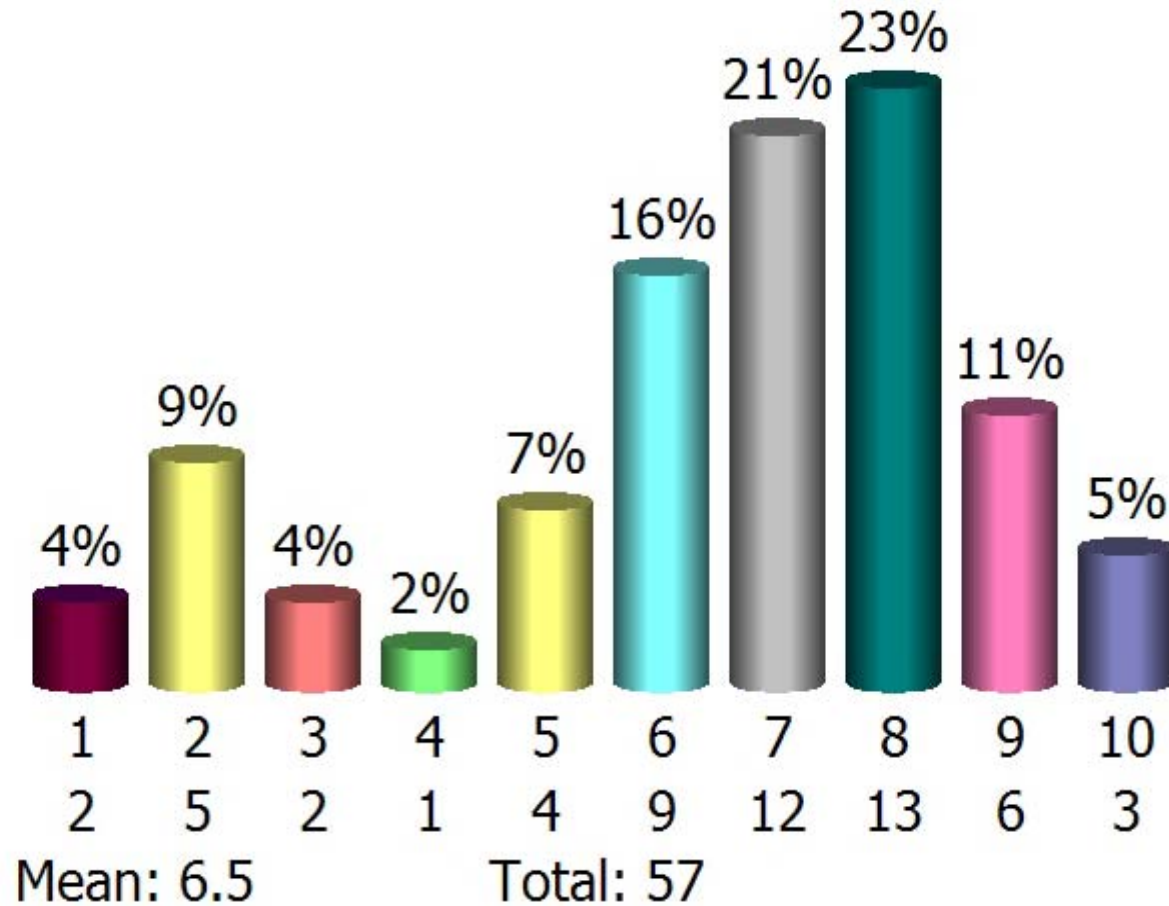
Resident satisfaction rating for clean streets

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



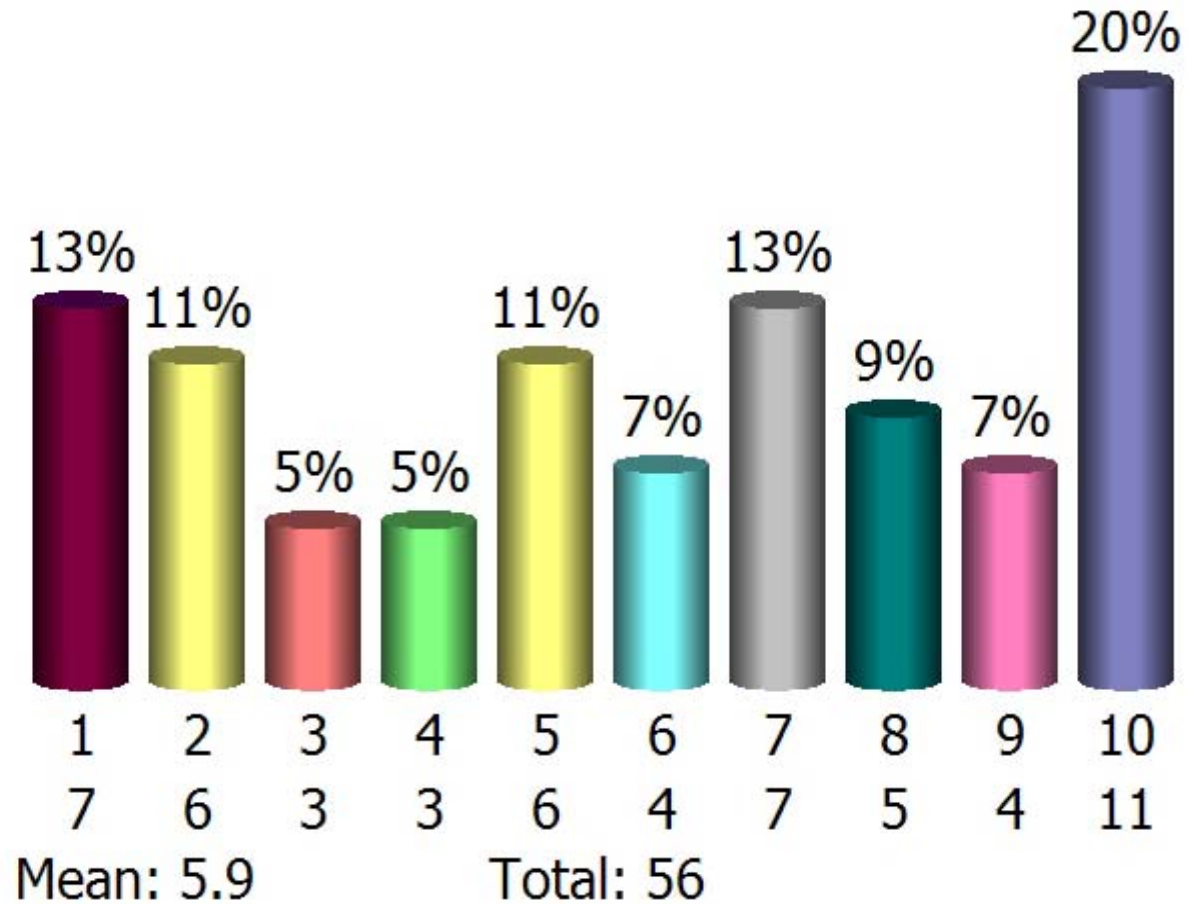
Residential street average pavement rating

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



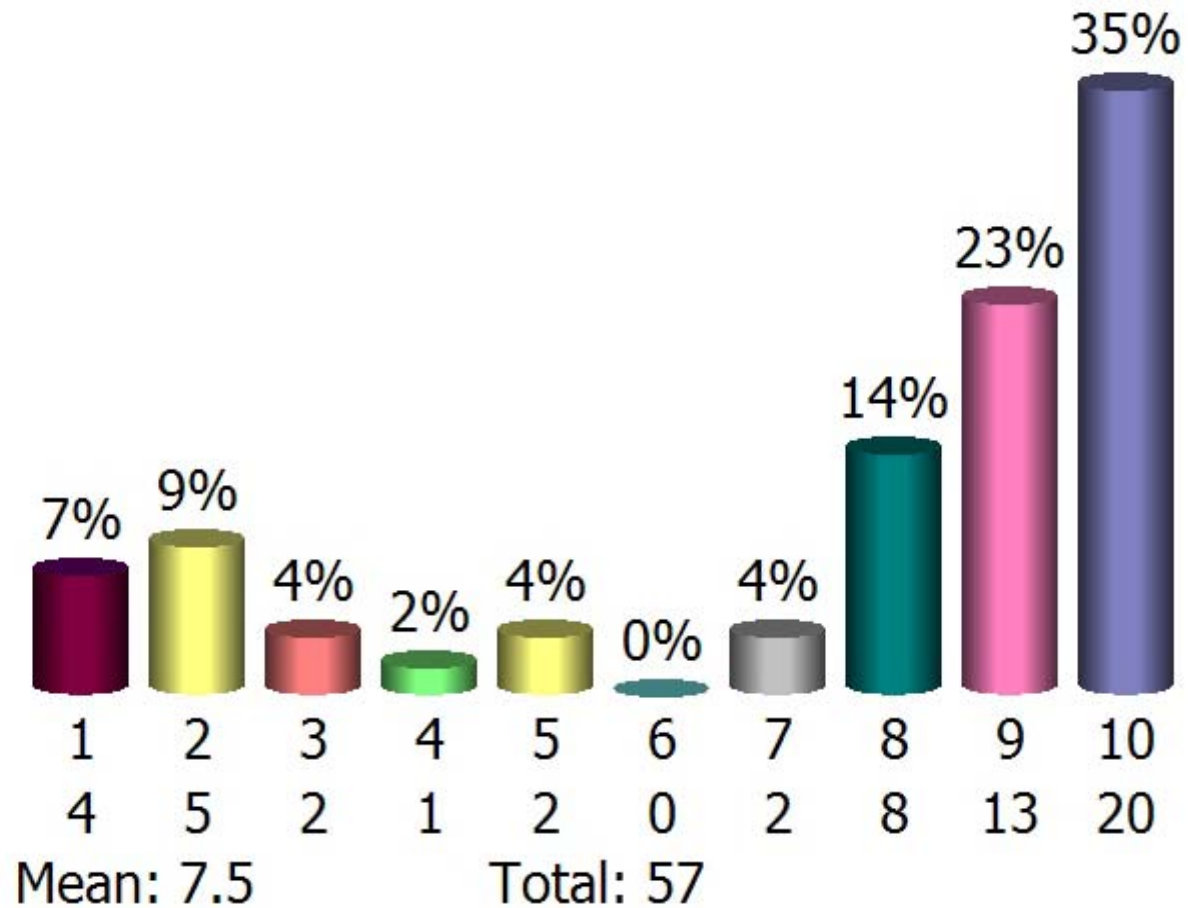
Water service interruptions per 1,000 service connections

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



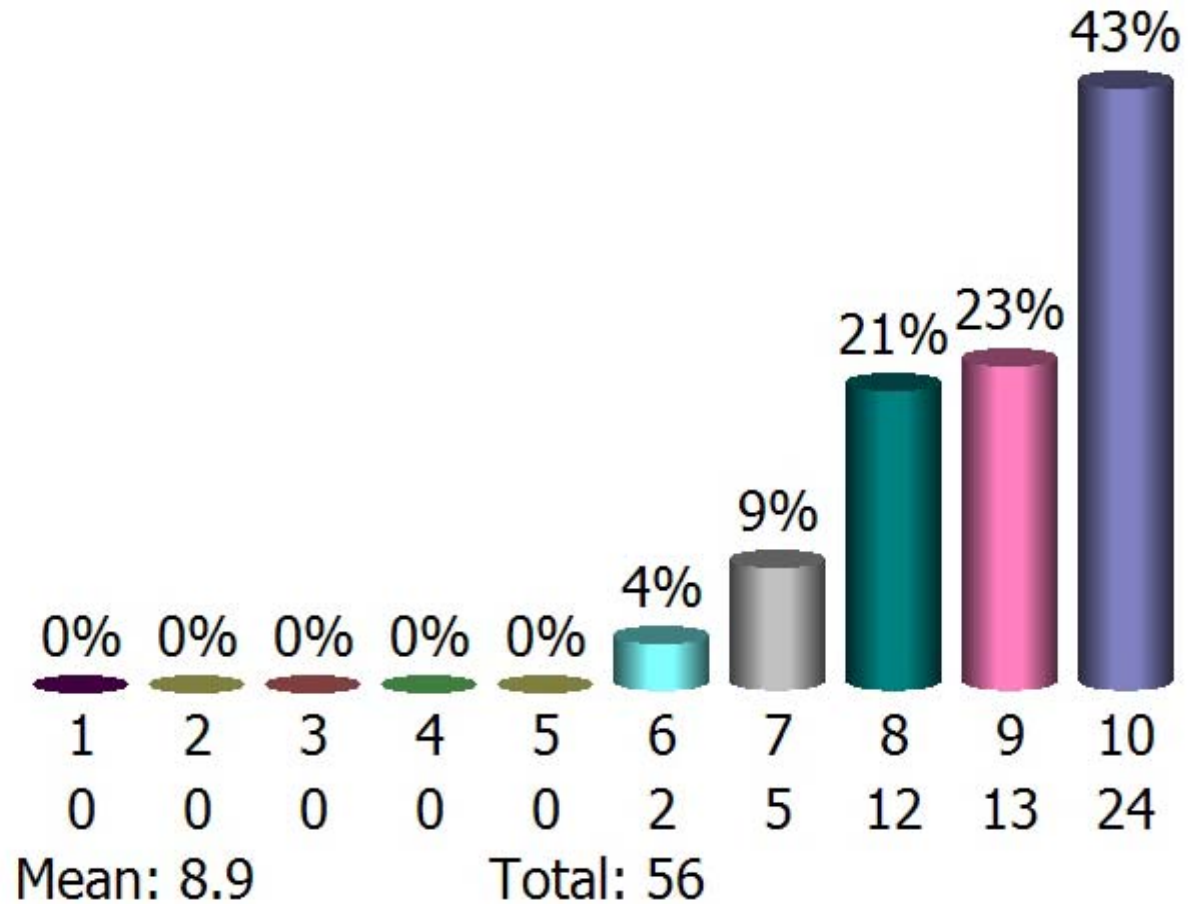
Violations of state and federal drinking water standards

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



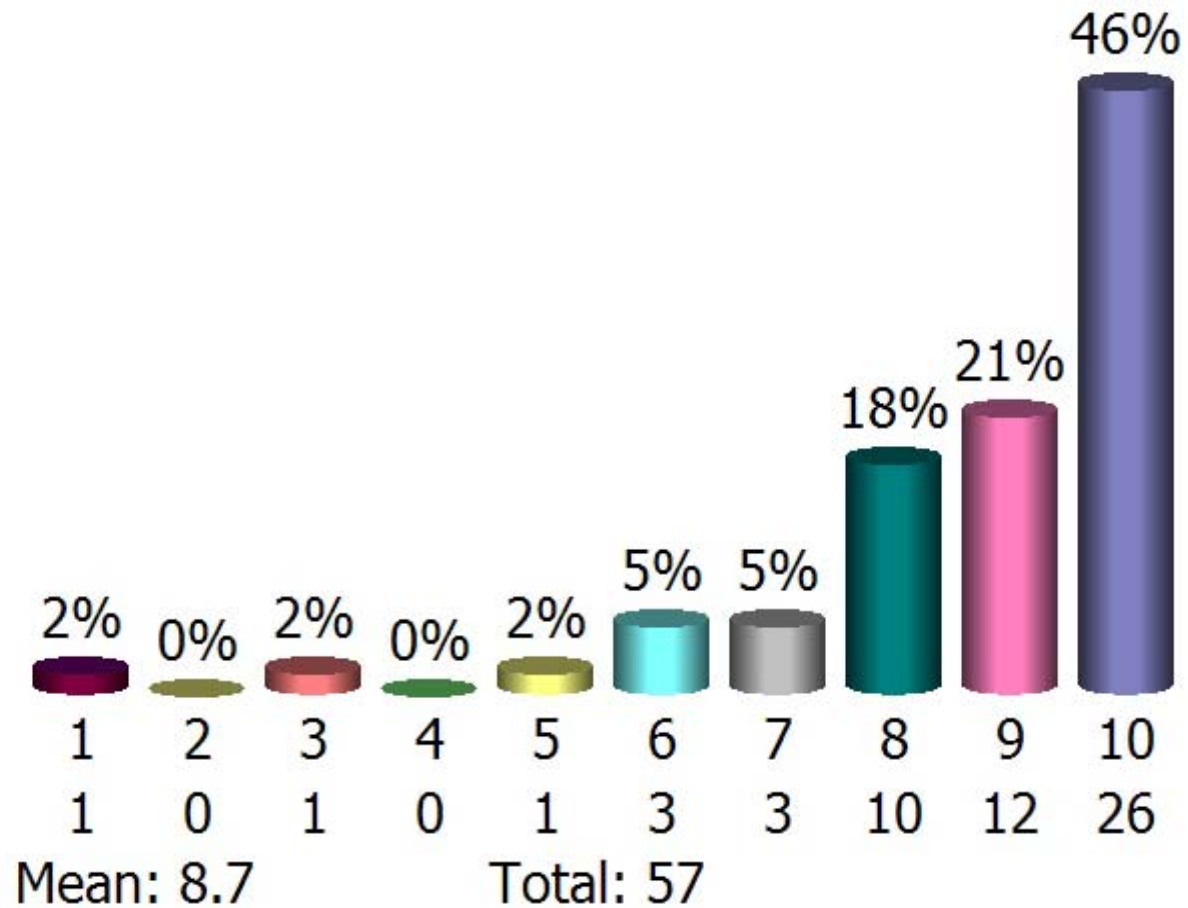
Good to excellent quality for parks and recreational opportunities

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



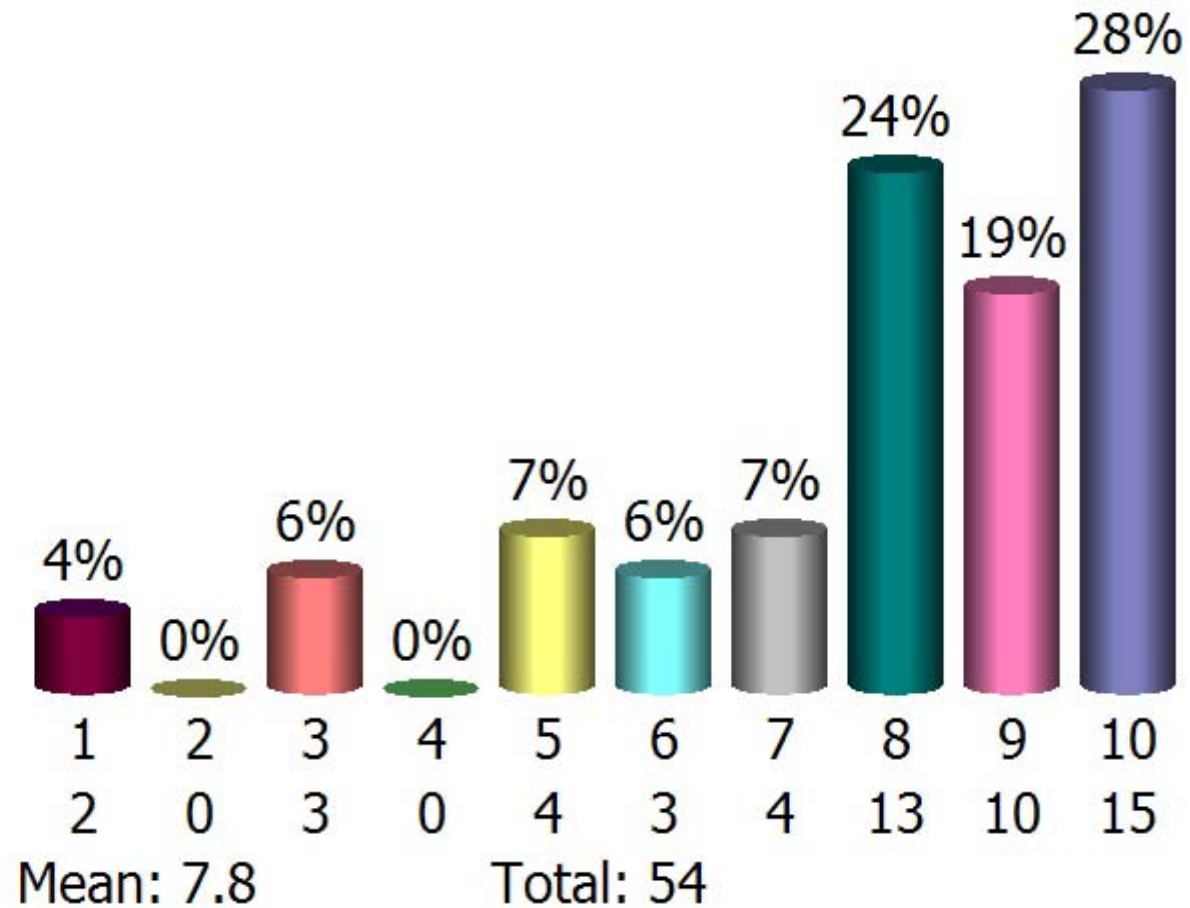
Measure traffic flow times in key corridors

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



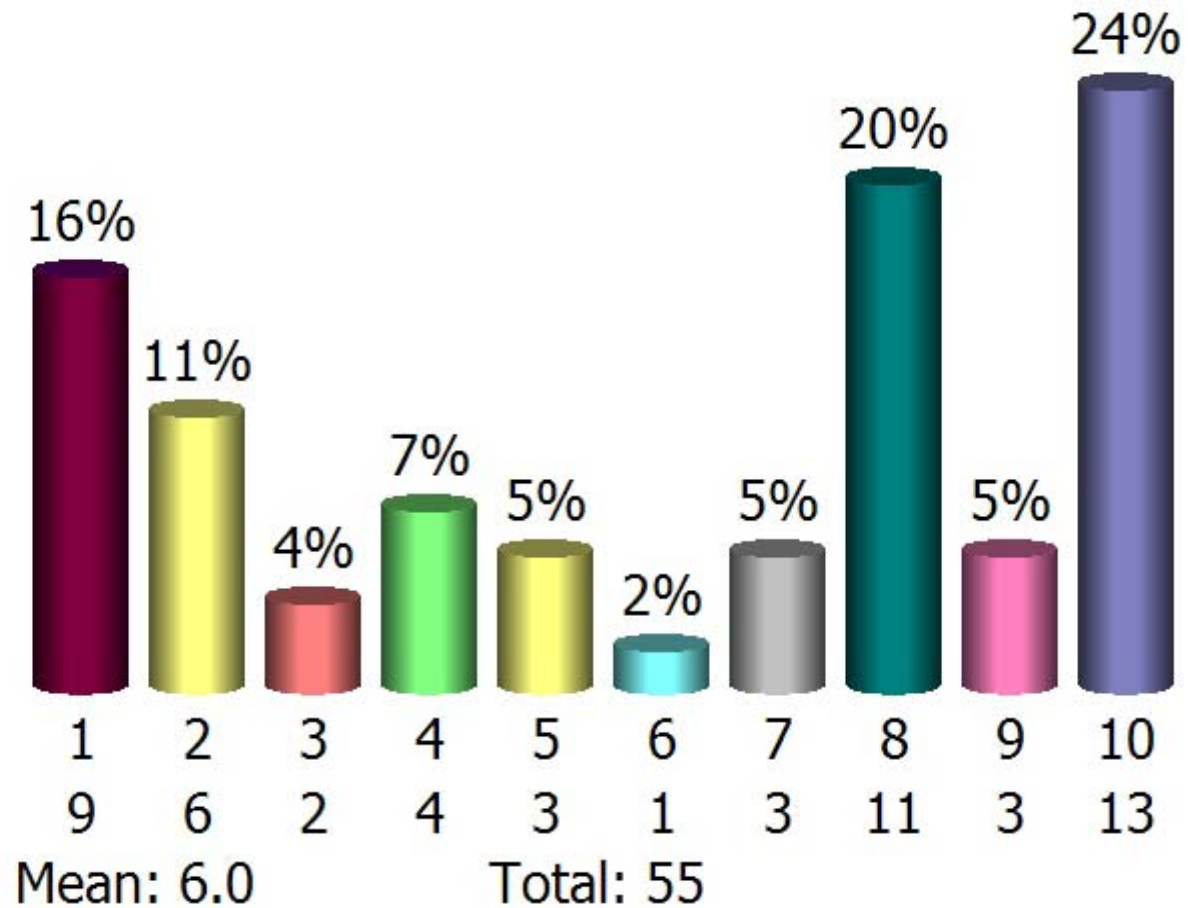
Are there a variety of services in close proximity to Bellevue?

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



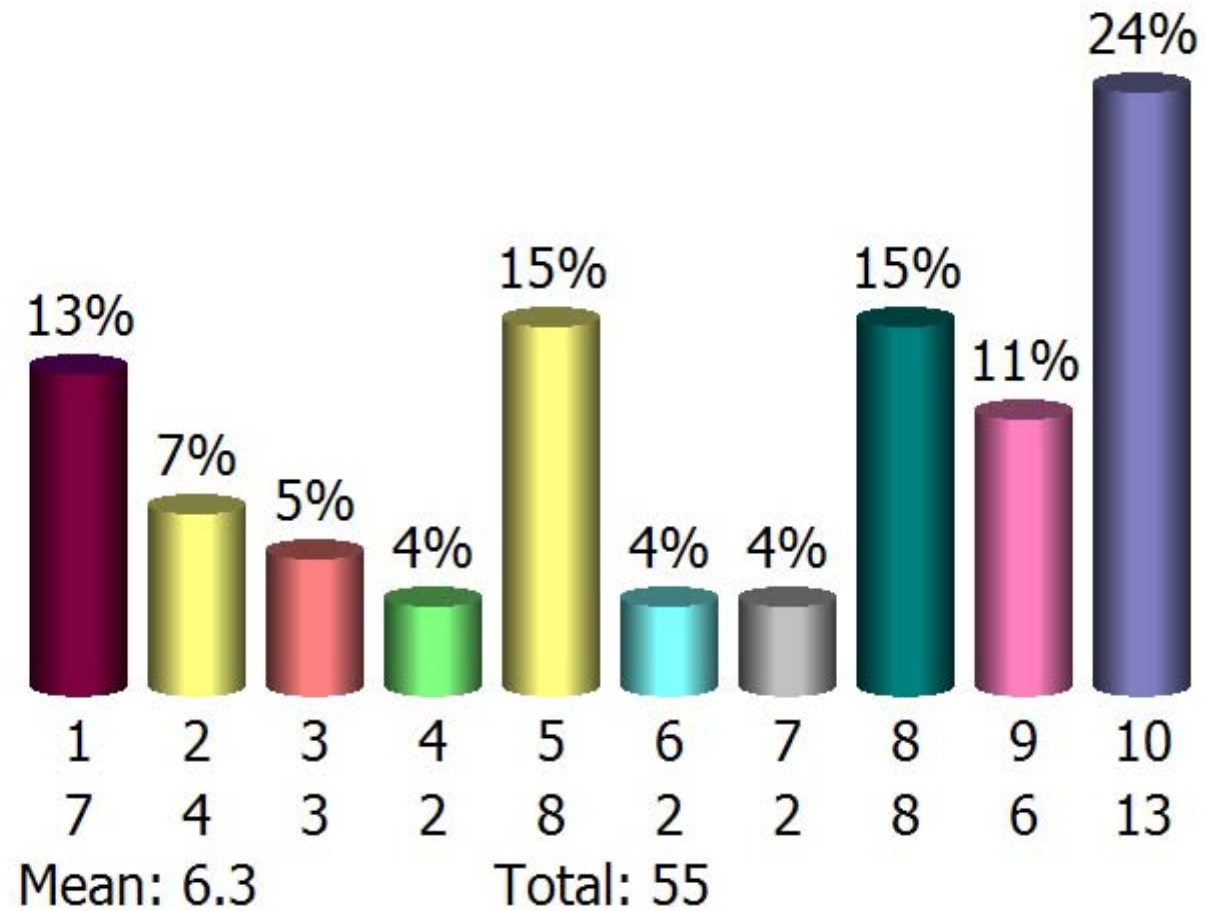
Does Bellevue do a good job of integrating diversity in the community?

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



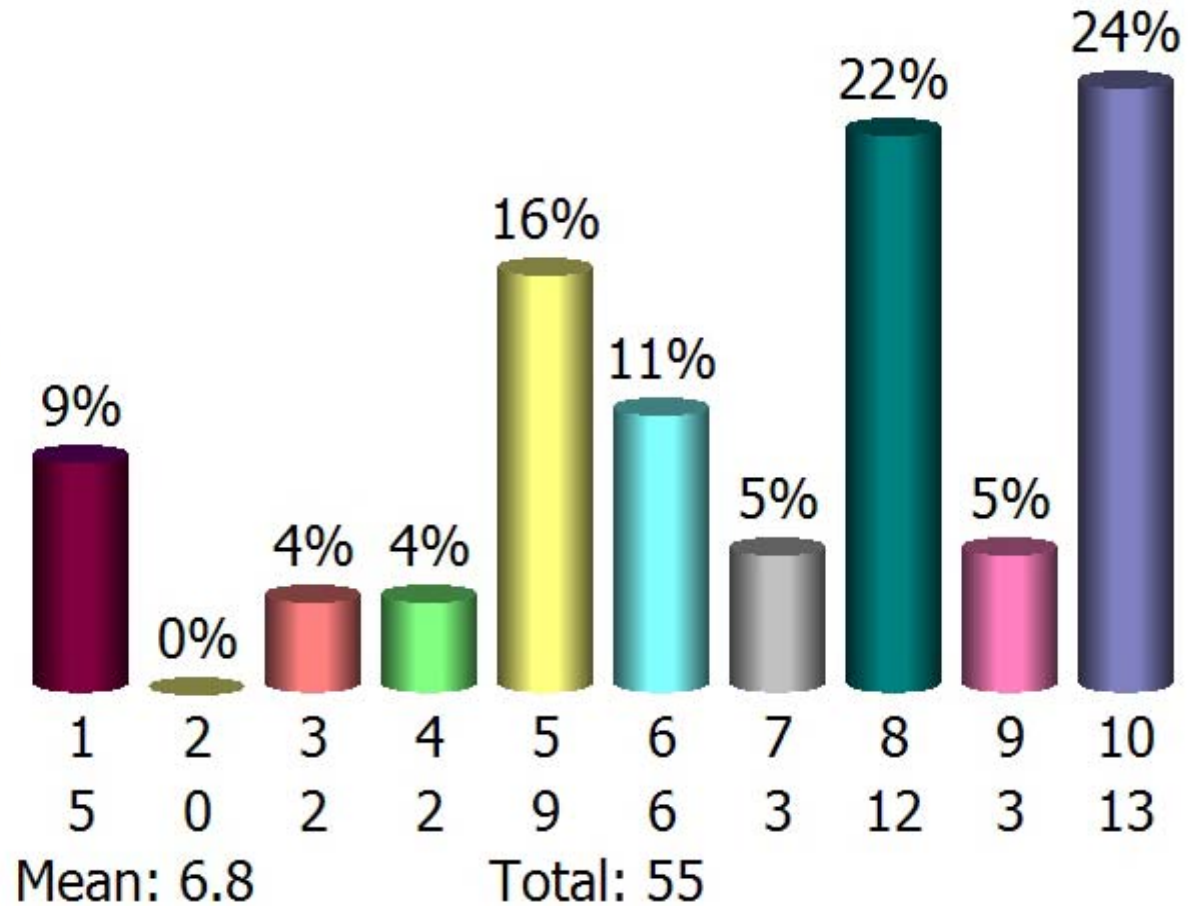
Does Bellevue offer a range of housing prices for rentals & purchases

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



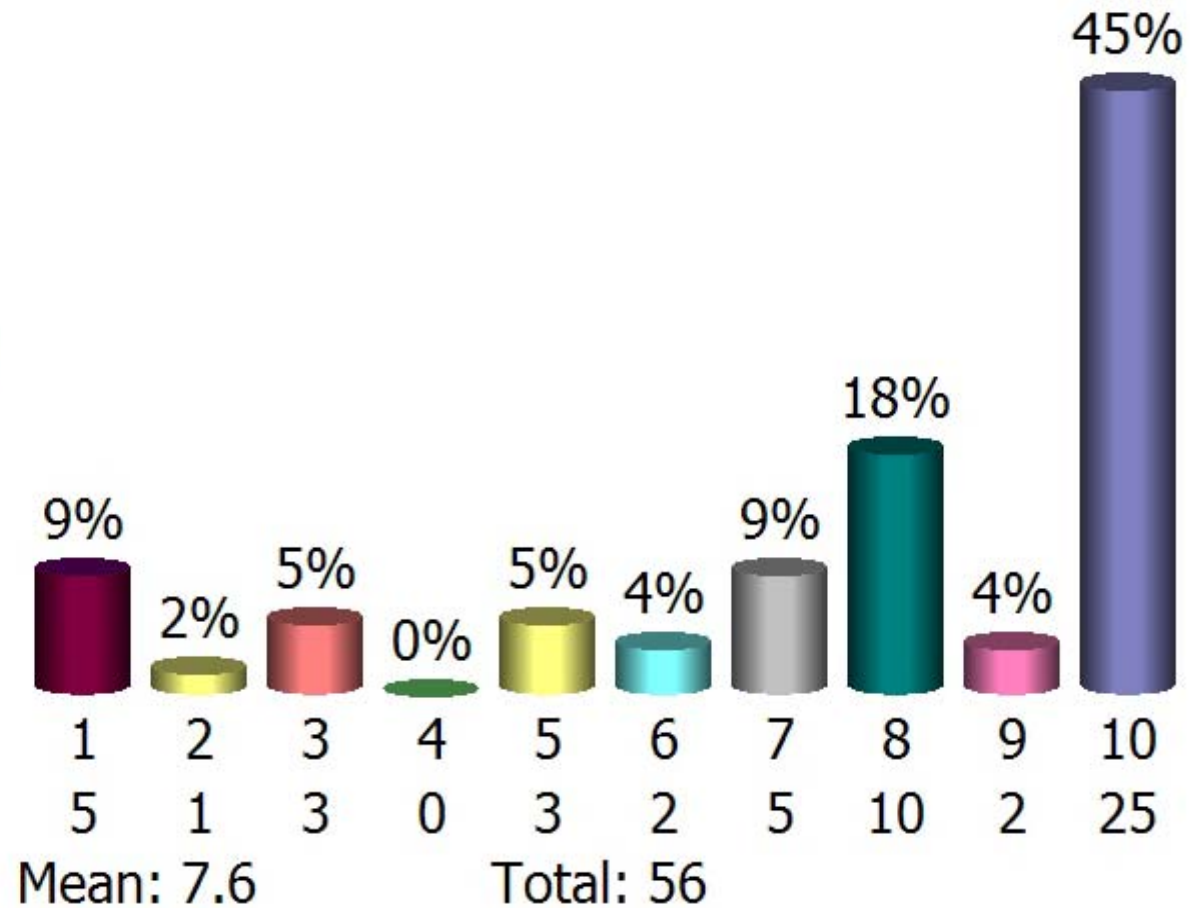
Value of water/sewer/drainage for dollars spent.

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



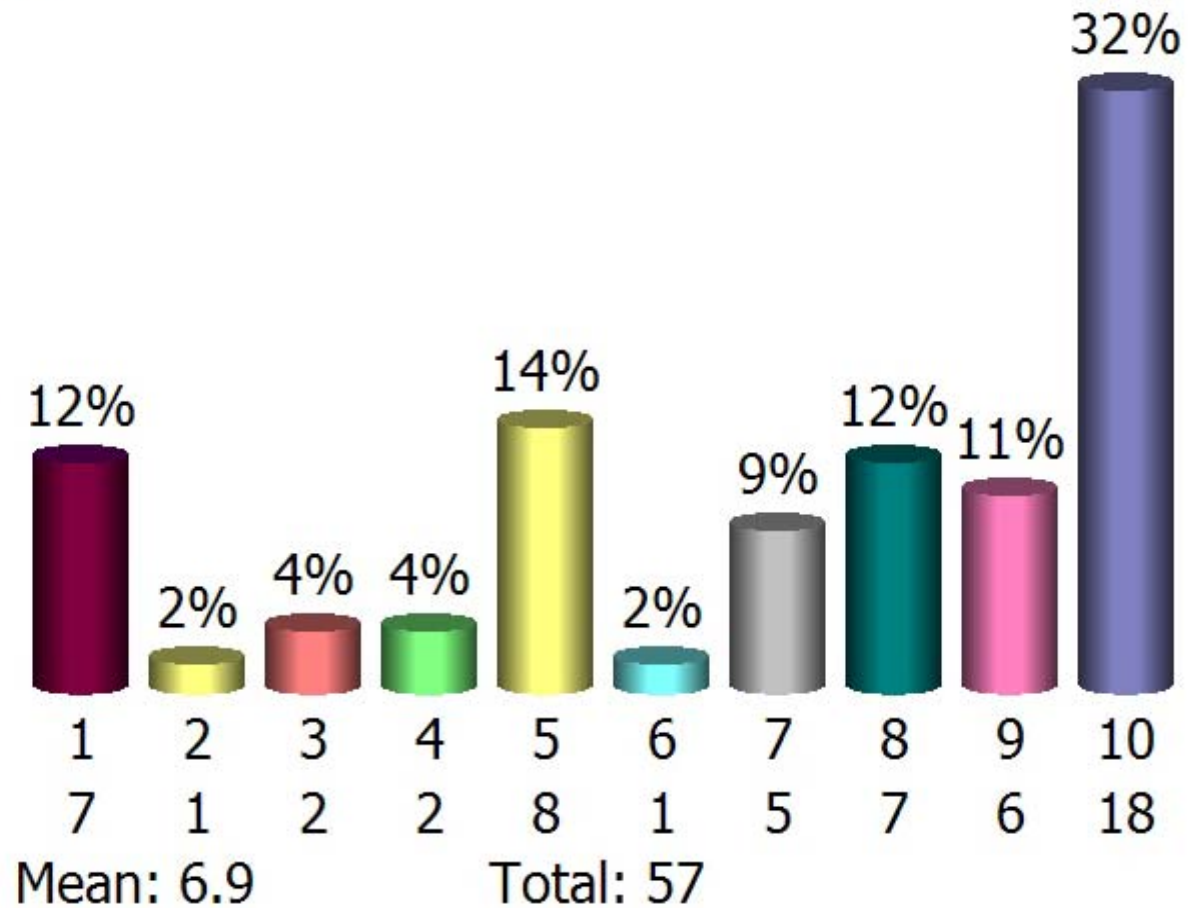
Taste/Smell/Sight of Water

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



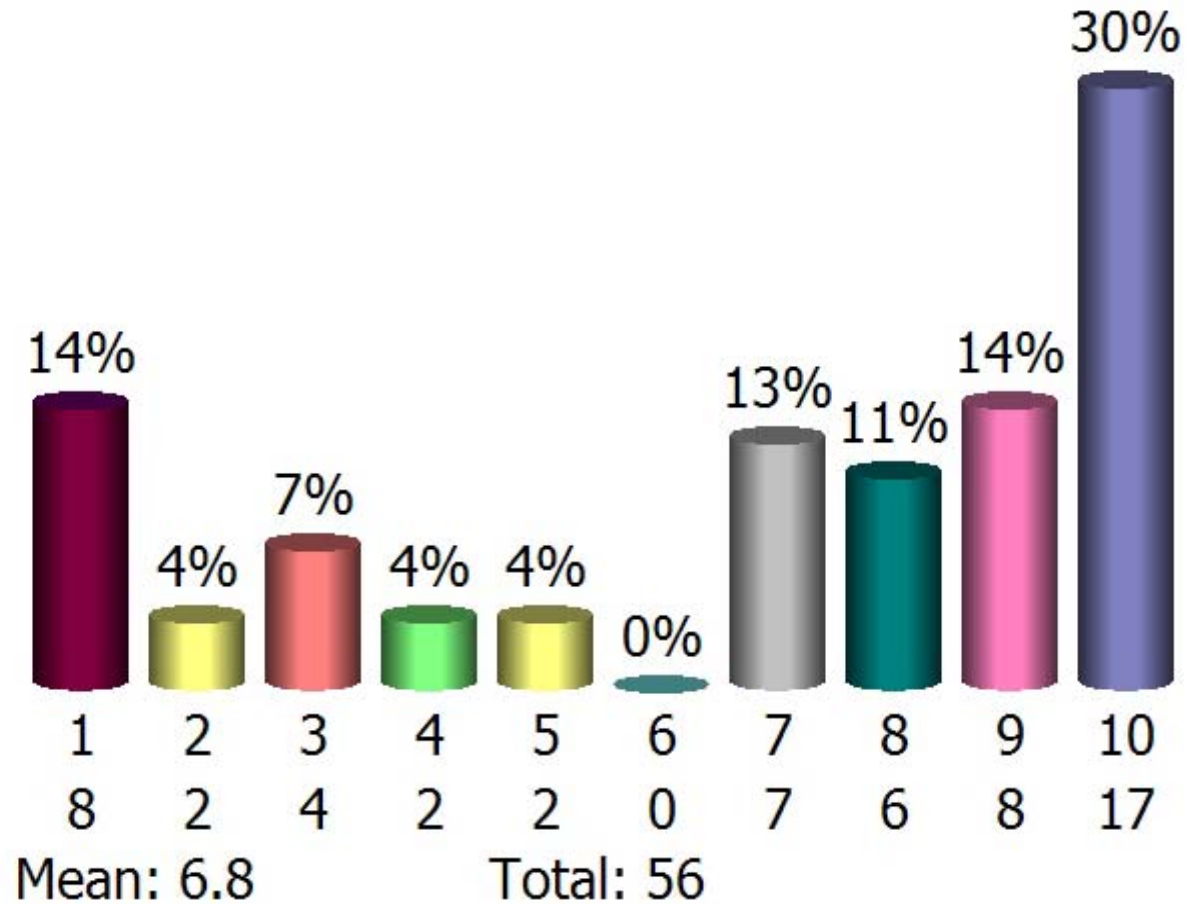
Diversity of parks and recreation programs - balanced by green space.

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



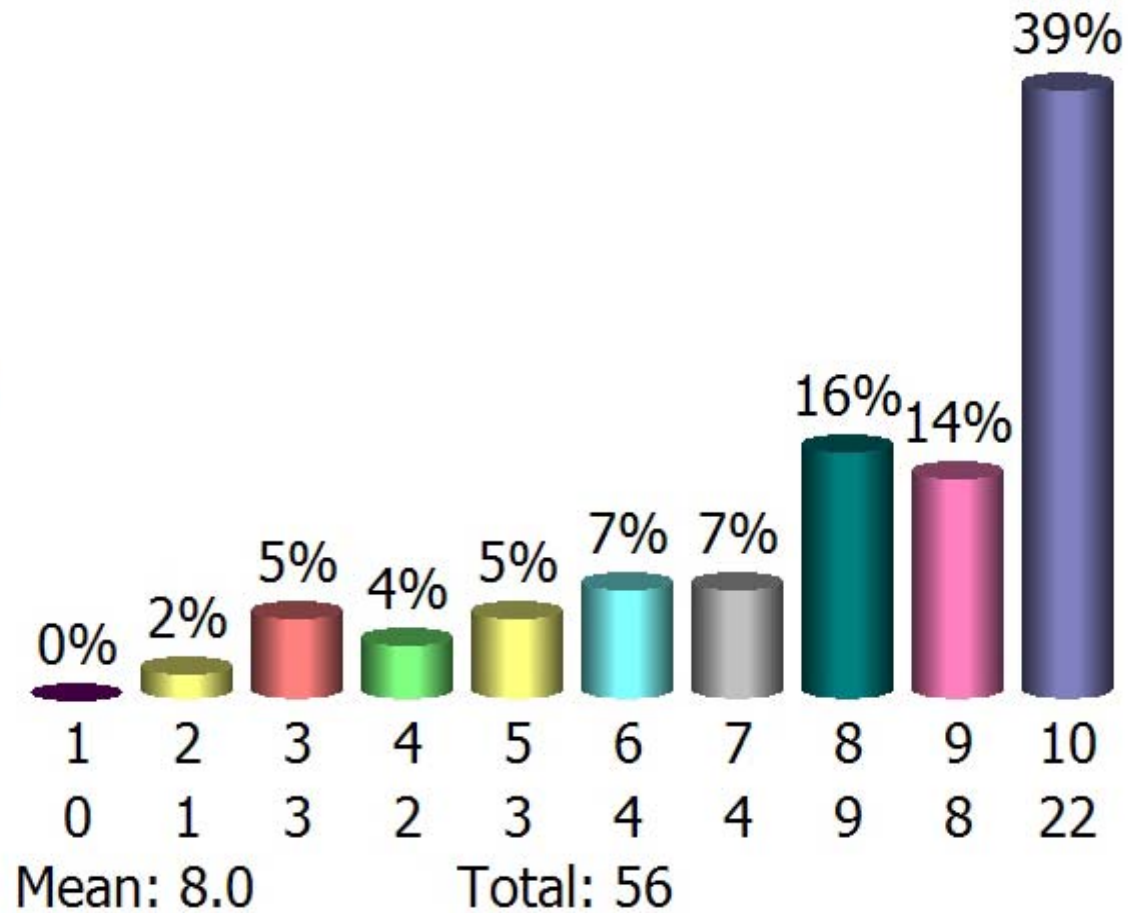
Measures to combat aggressive and careless driving

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



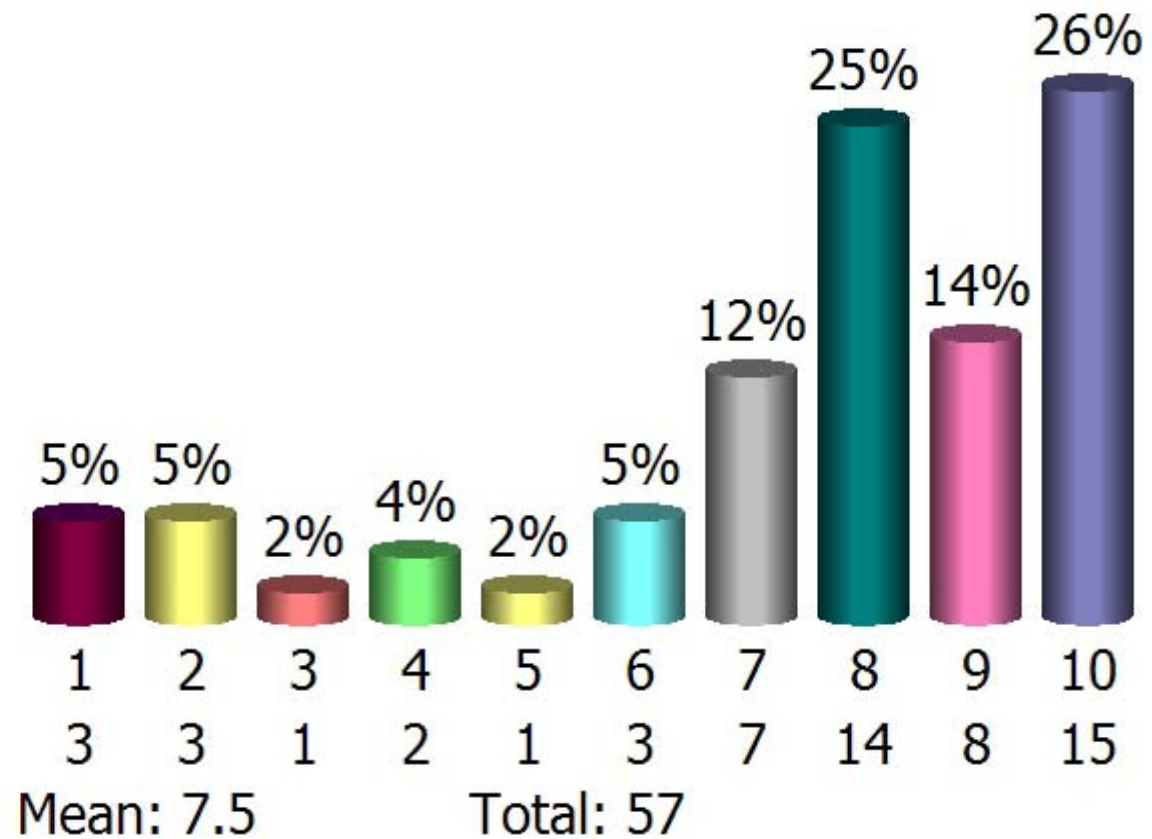
Do you perceive that Bellevue city government is responsive to citizen input

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



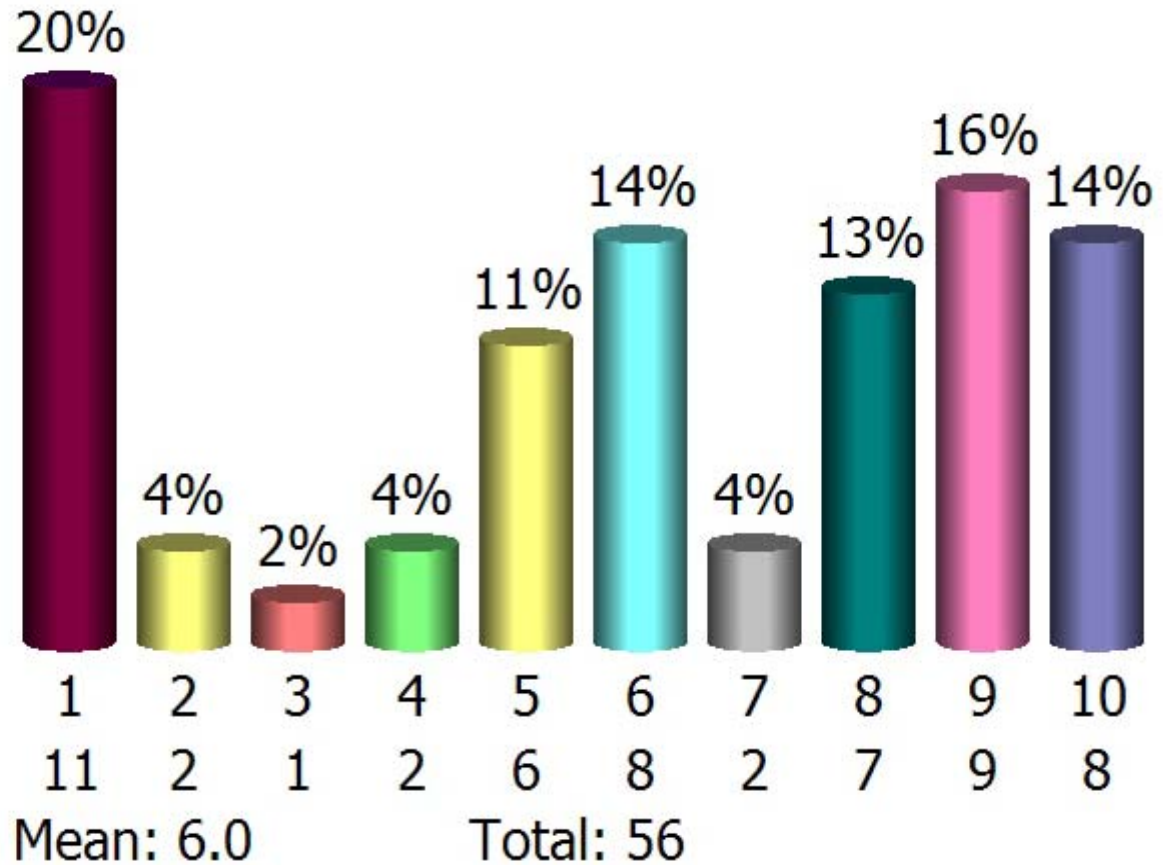
When thinking about Bellevue services and facilities what % of residents think that the city government is spending \$ wisely?

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



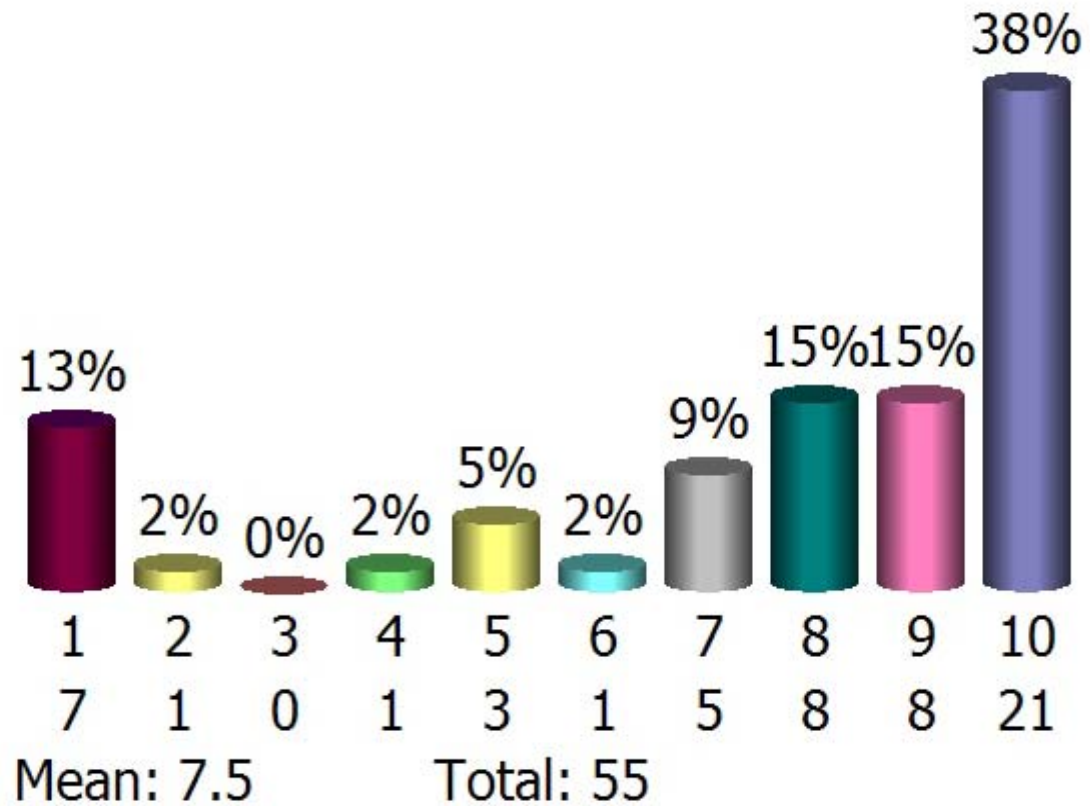
Citizen input regarding interactions with city departments

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



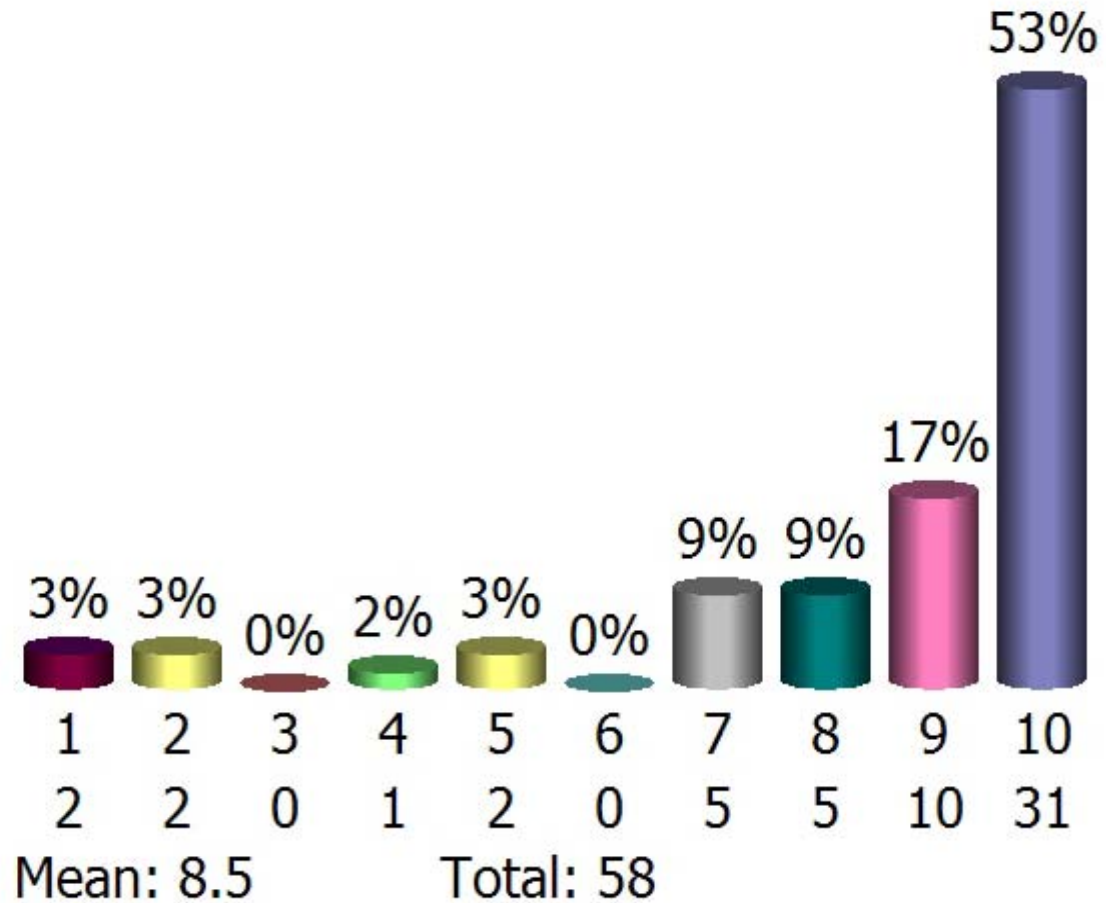
State the city's mission and then ask is the city going in the right direction.

1. Not Very Useful
2. ...
3. ...
4. ...
5. ...
6. ...
7. ...
8. ...
9. ...
10. Very Useful



Amenities - hospitals, parks, schools, buses

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



City of Bellevue Performance Measurements



Communicating with Citizens

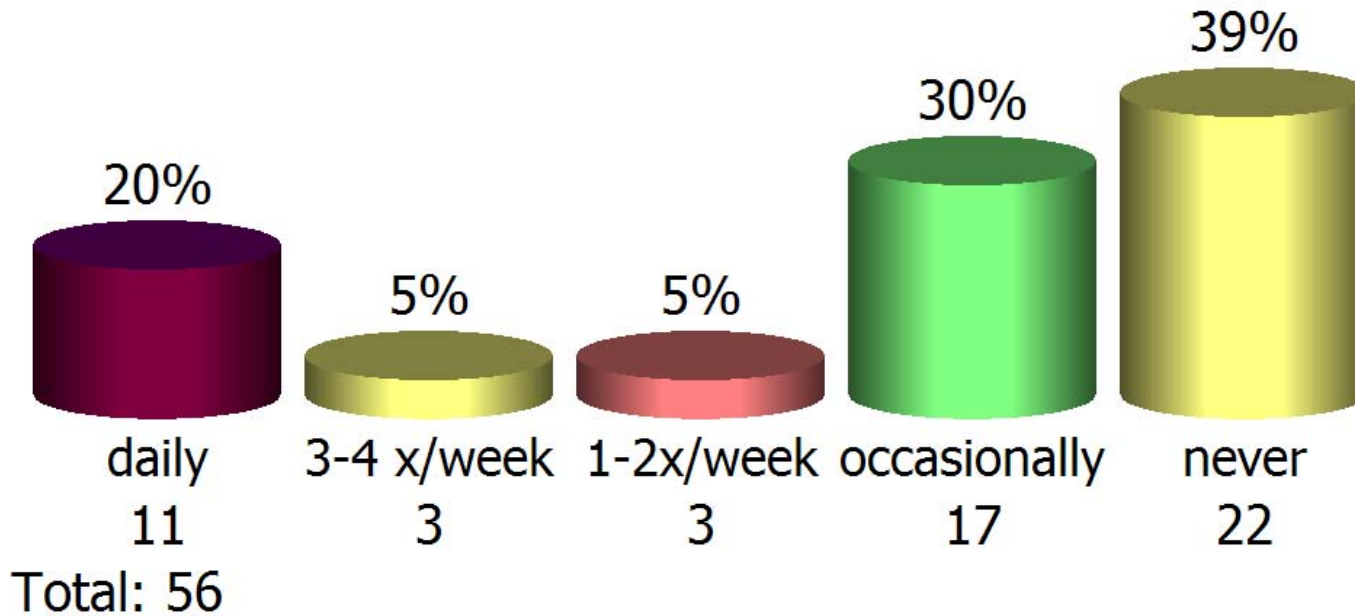
Tuesday, May 24, 2005 | Bellevue City Hall | Bellevue, Washington



How often do you do the following:

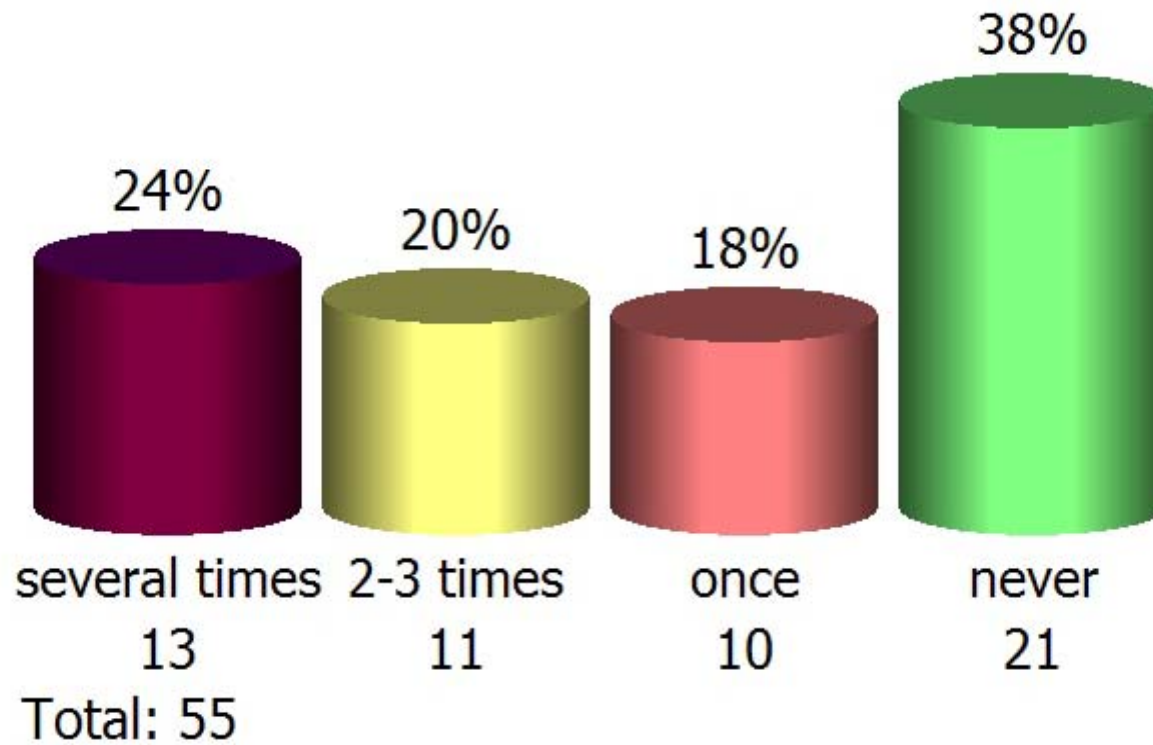
Read the King County Journal

1. Daily
2. 3-4 times a week
3. 1-2 times a week
4. once in a while
5. Never



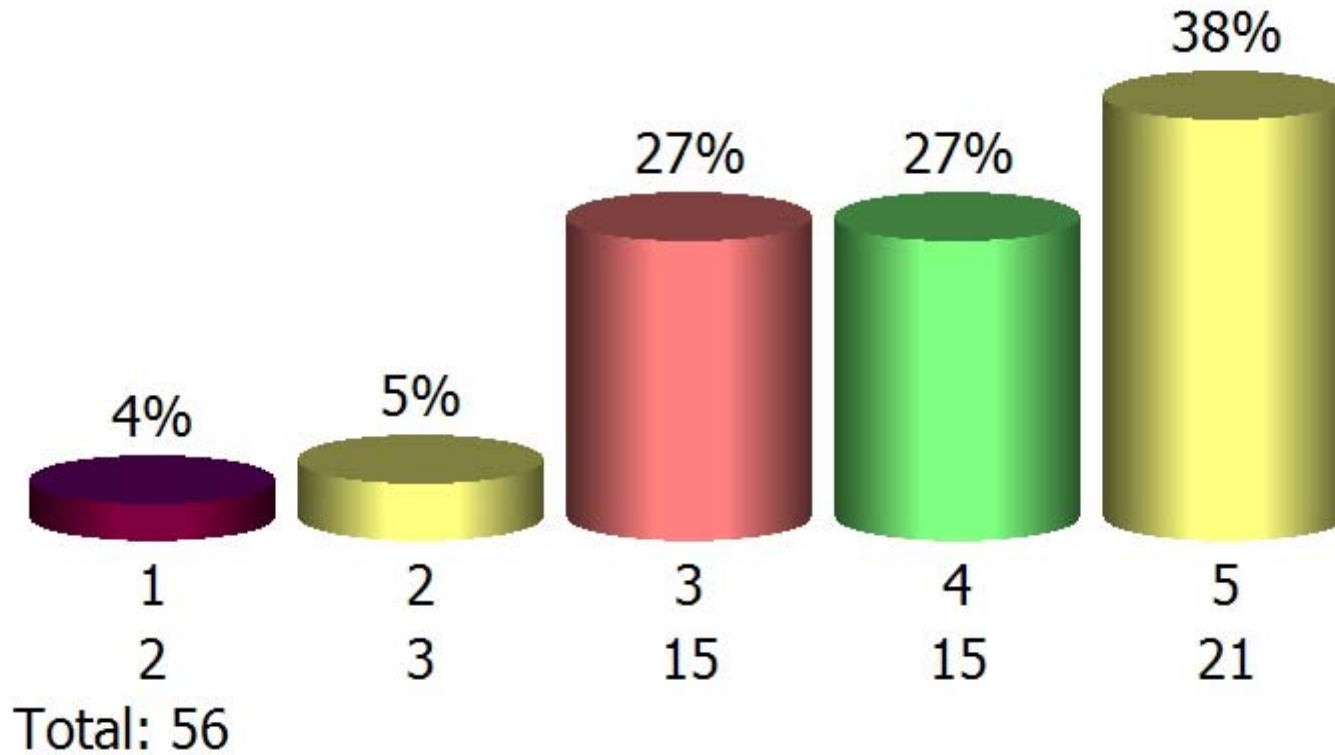
Looked at the City of Bellevue Website

1. Several times
2. 2 - 3 times
3. Once
4. Never



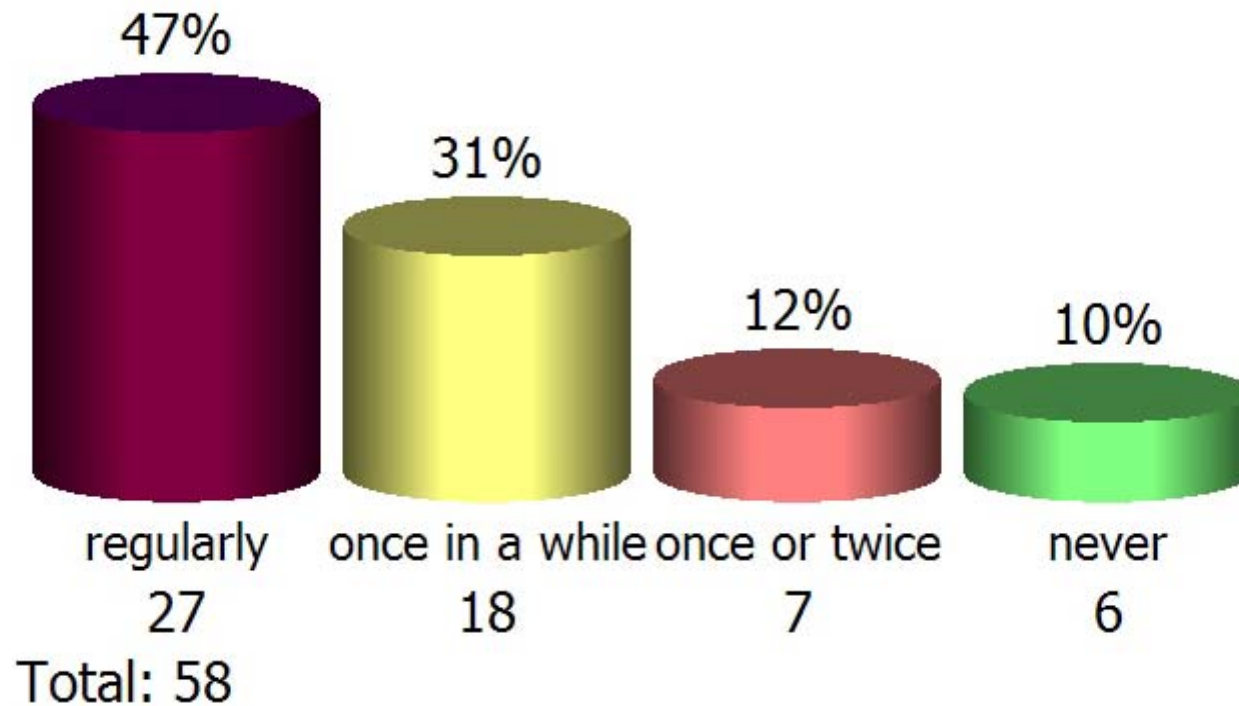
Watched something on Bellevue Gov't TV, Channel 21

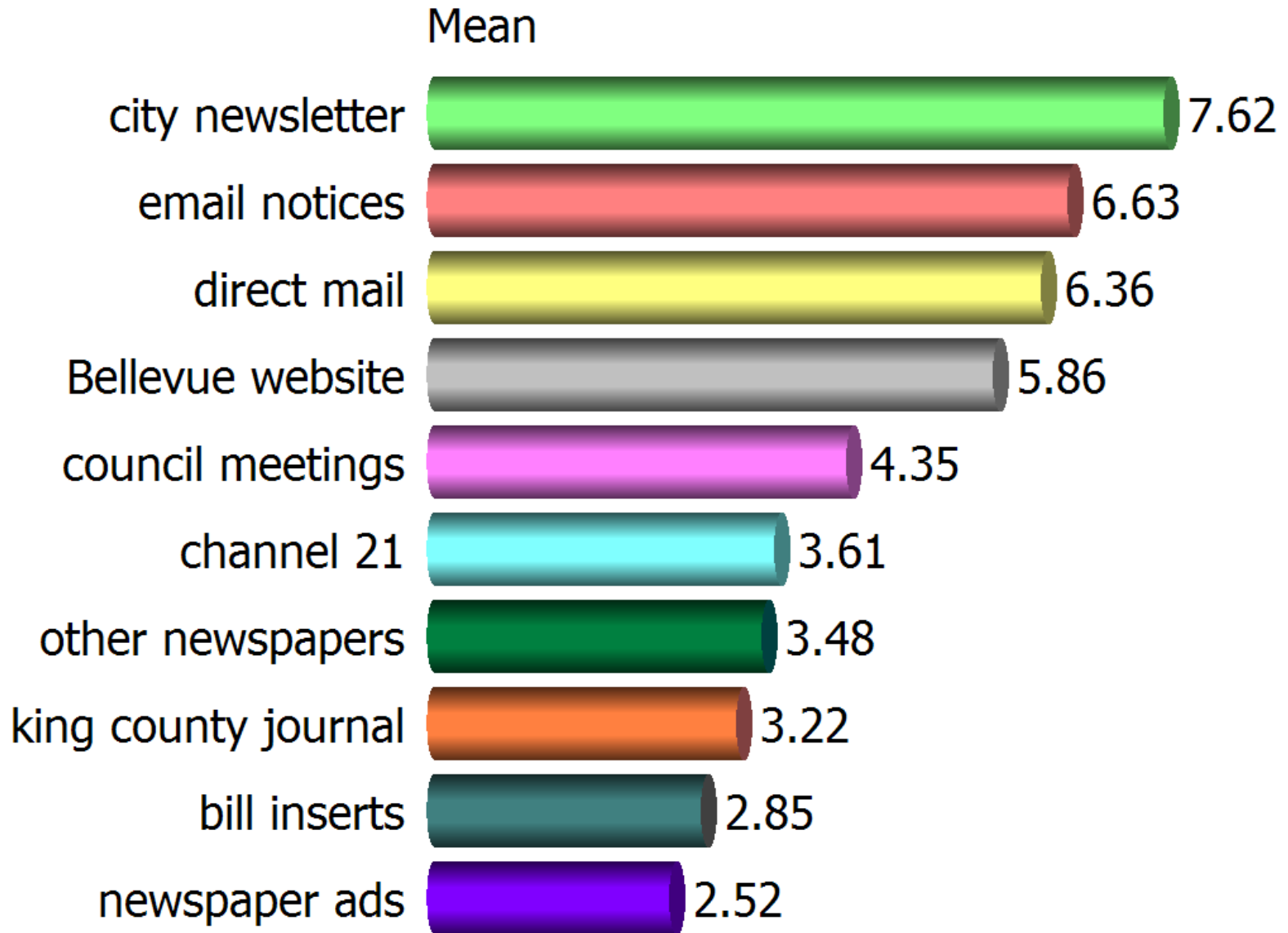
1. Several times a week
2. At least once a week
3. Once in a while
4. Once or twice
5. Never



Read the City Newsletter, "It's your City"

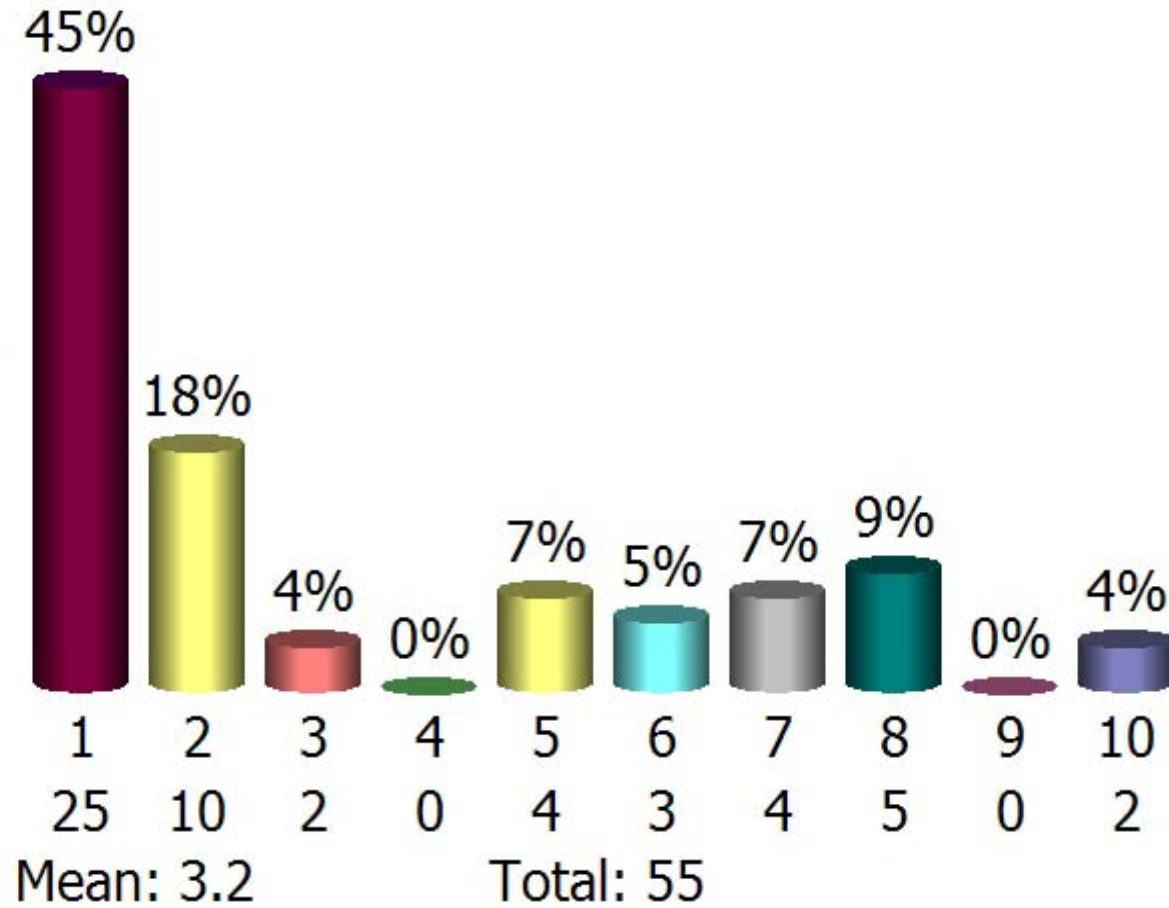
1. Regularly
2. Once in a while
3. Seen it once or twice
4. Never





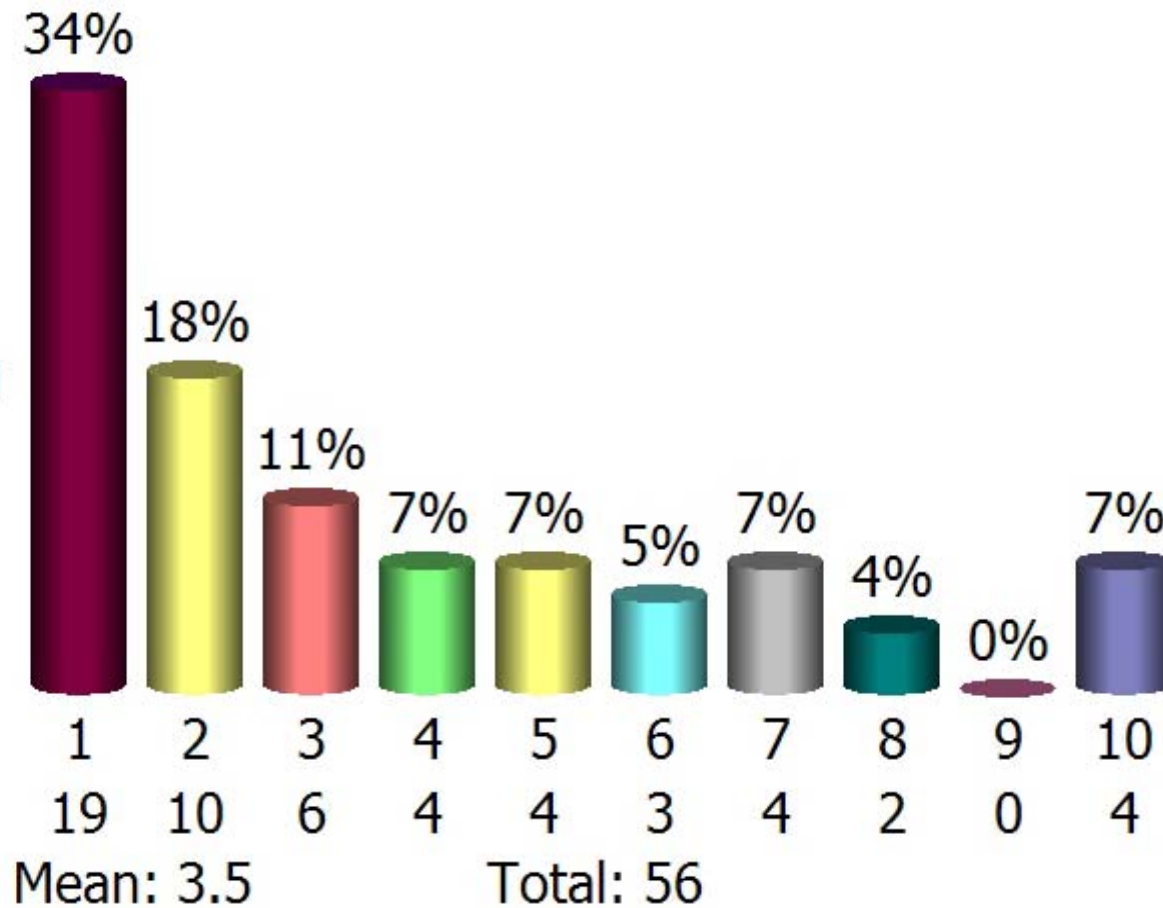
Eastside Journal

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



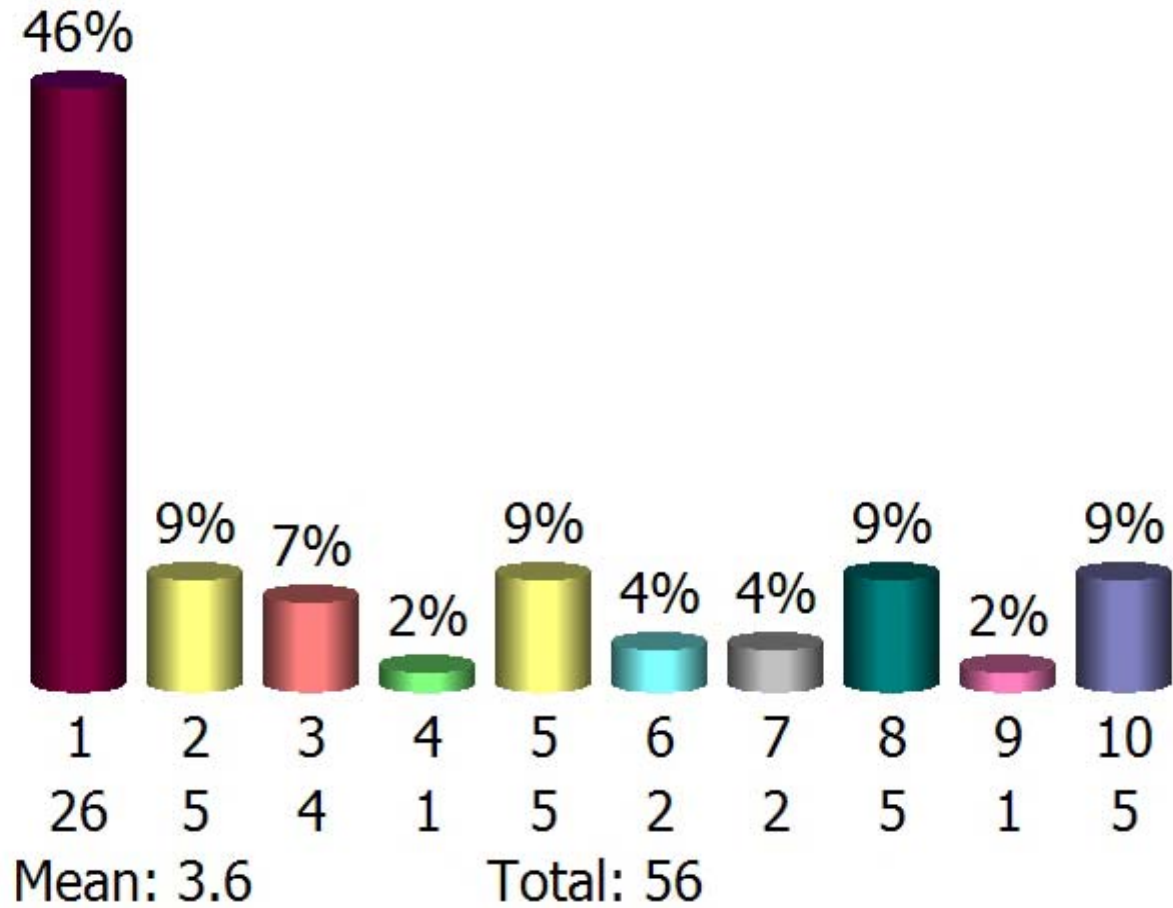
Other newspapers

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



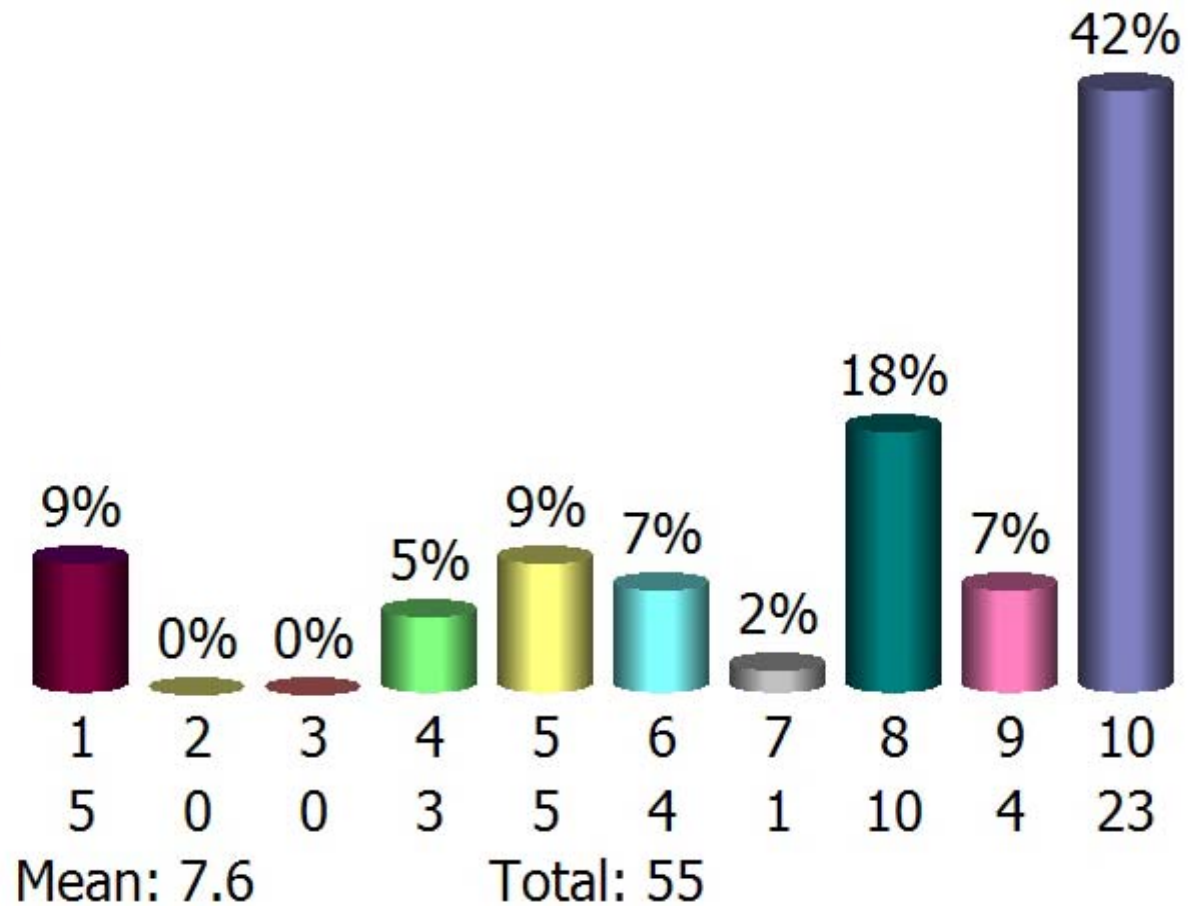
Bellevue Gov't TV, Channel 21

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



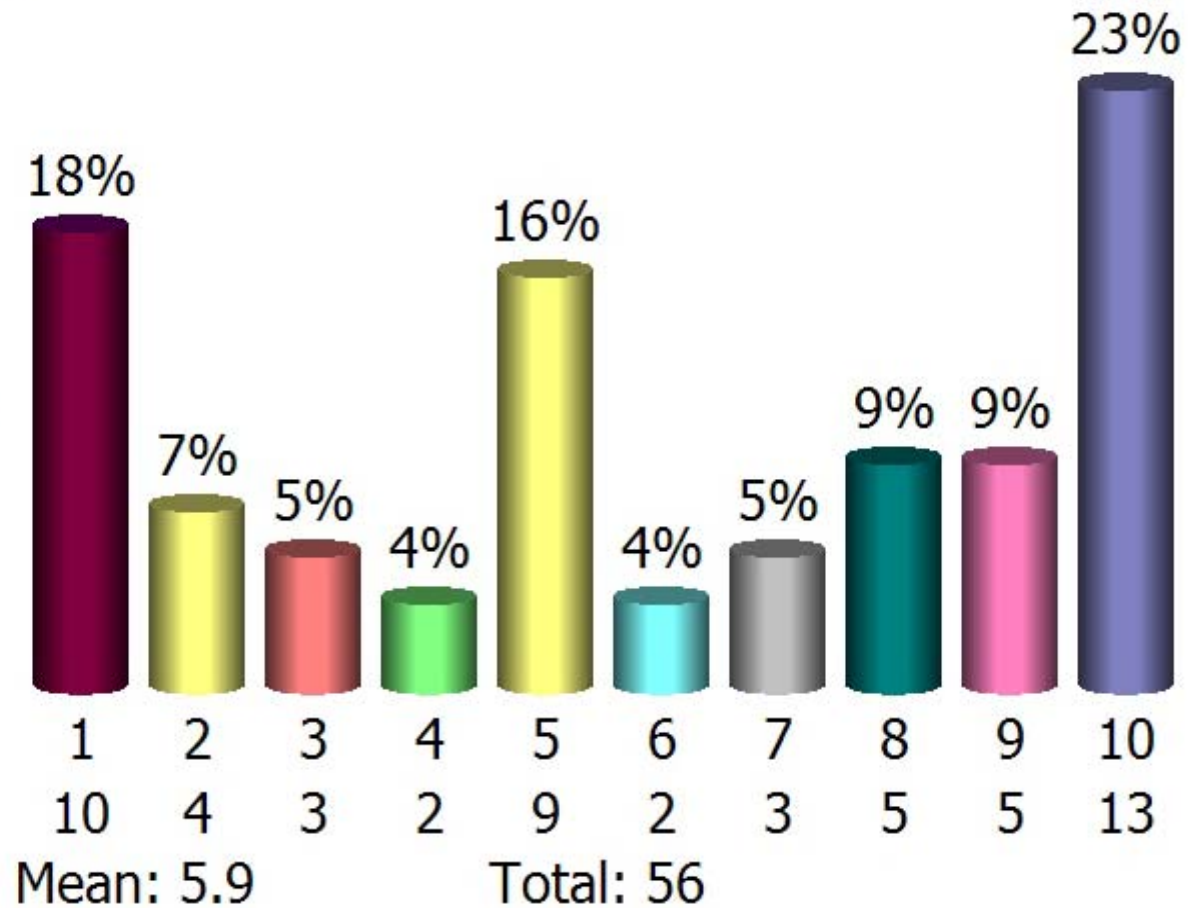
City Newsletter: "It's Your City"

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



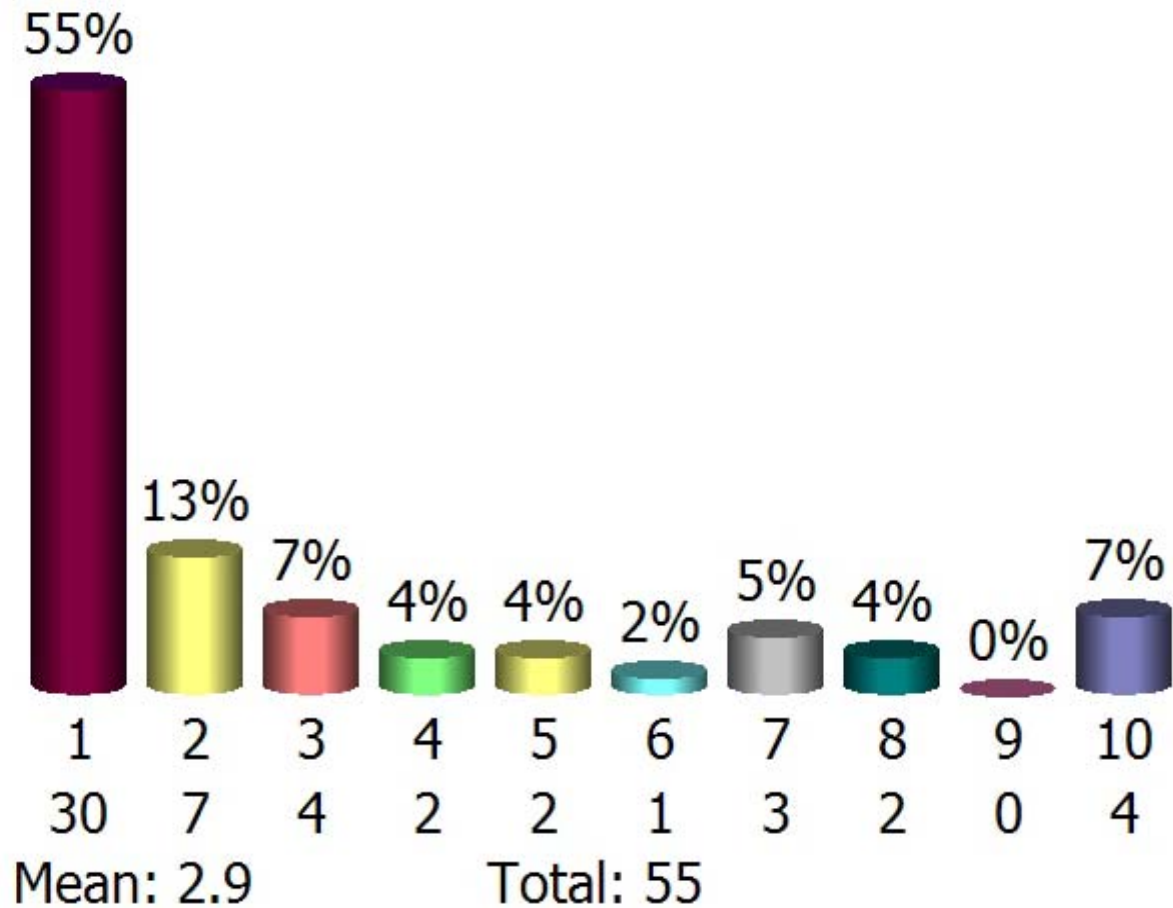
The Bellevue City Website

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



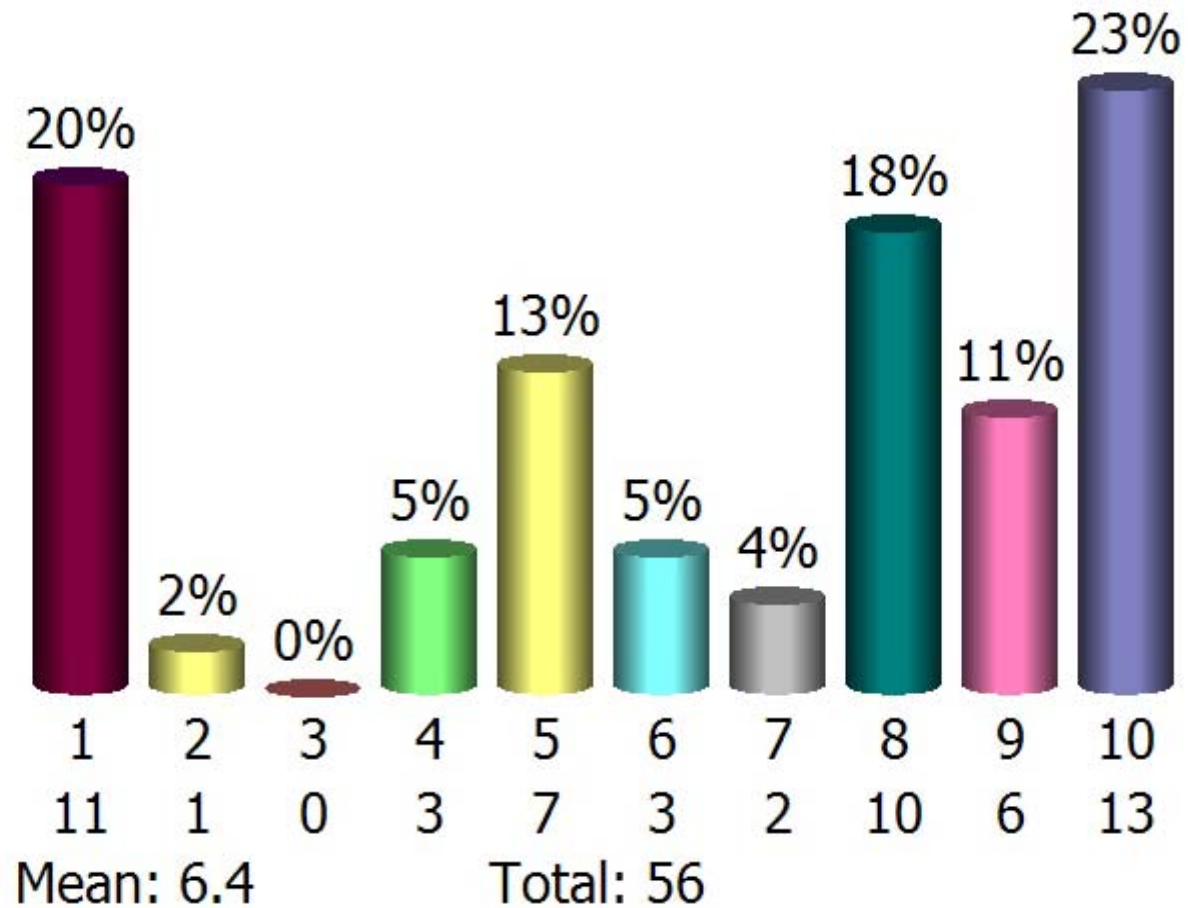
Inserts in your utility bill

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



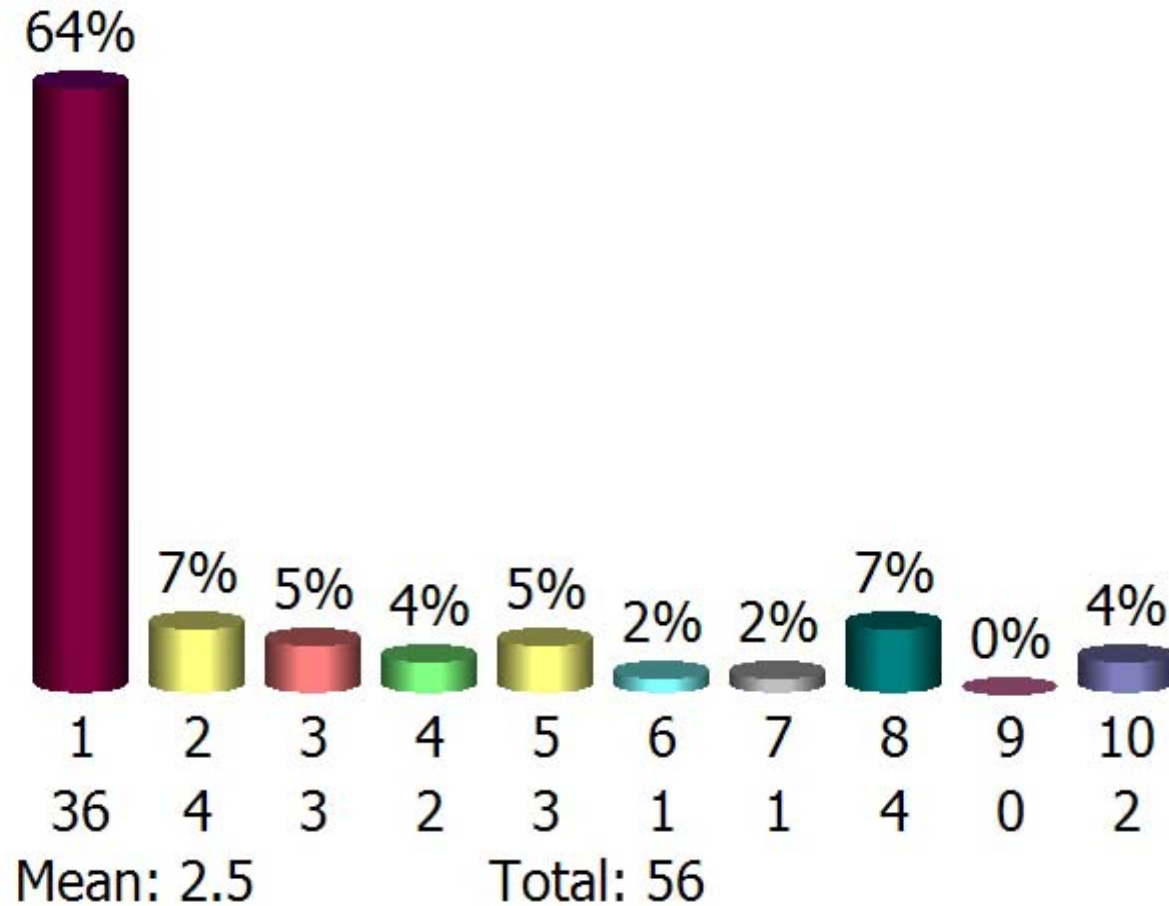
Direct mail

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



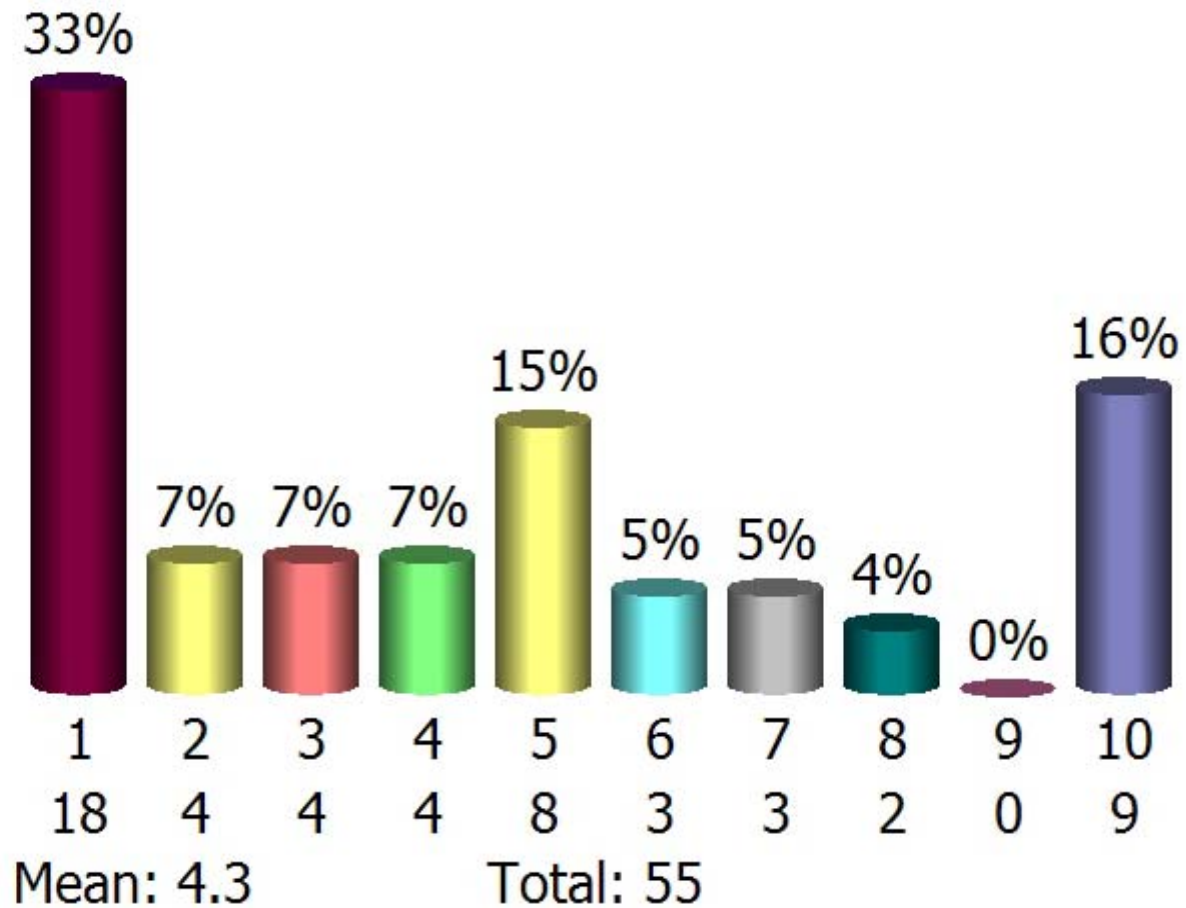
Newspaper Advertisements

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



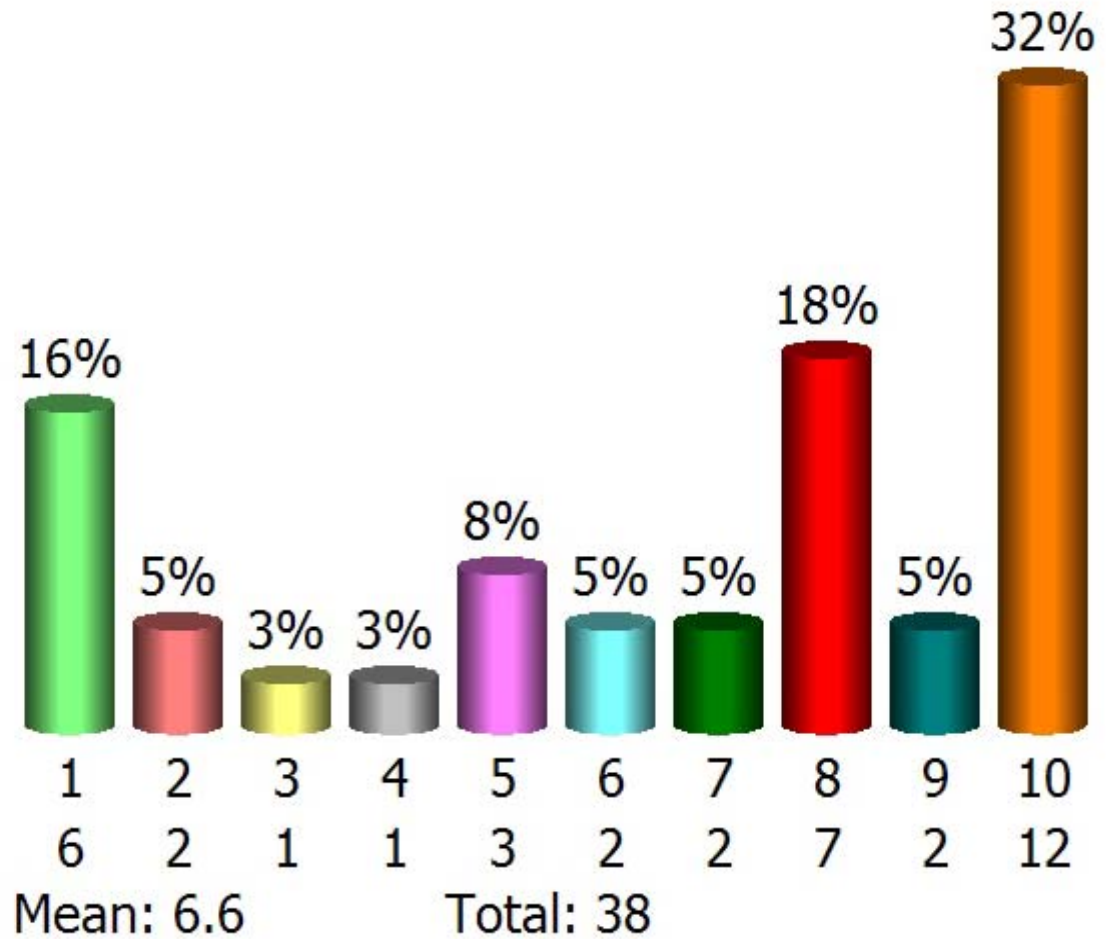
Neighborhood Council Meetings

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful



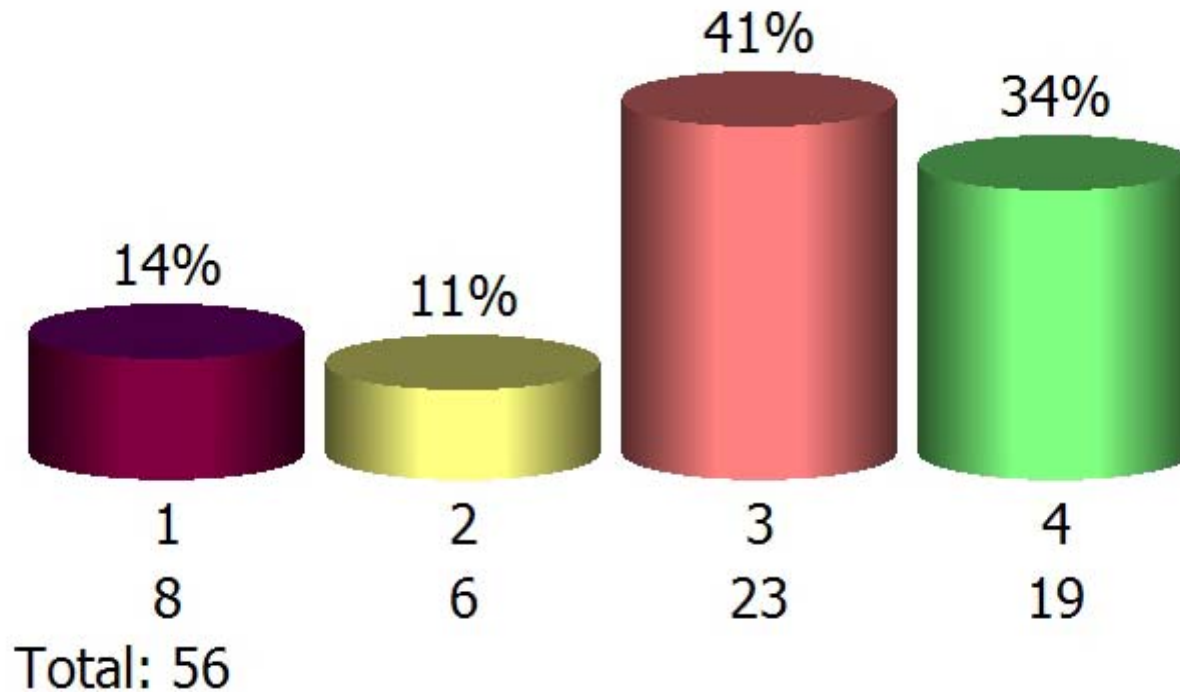
opt in for email notices

- 1. Not Very Useful
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Useful

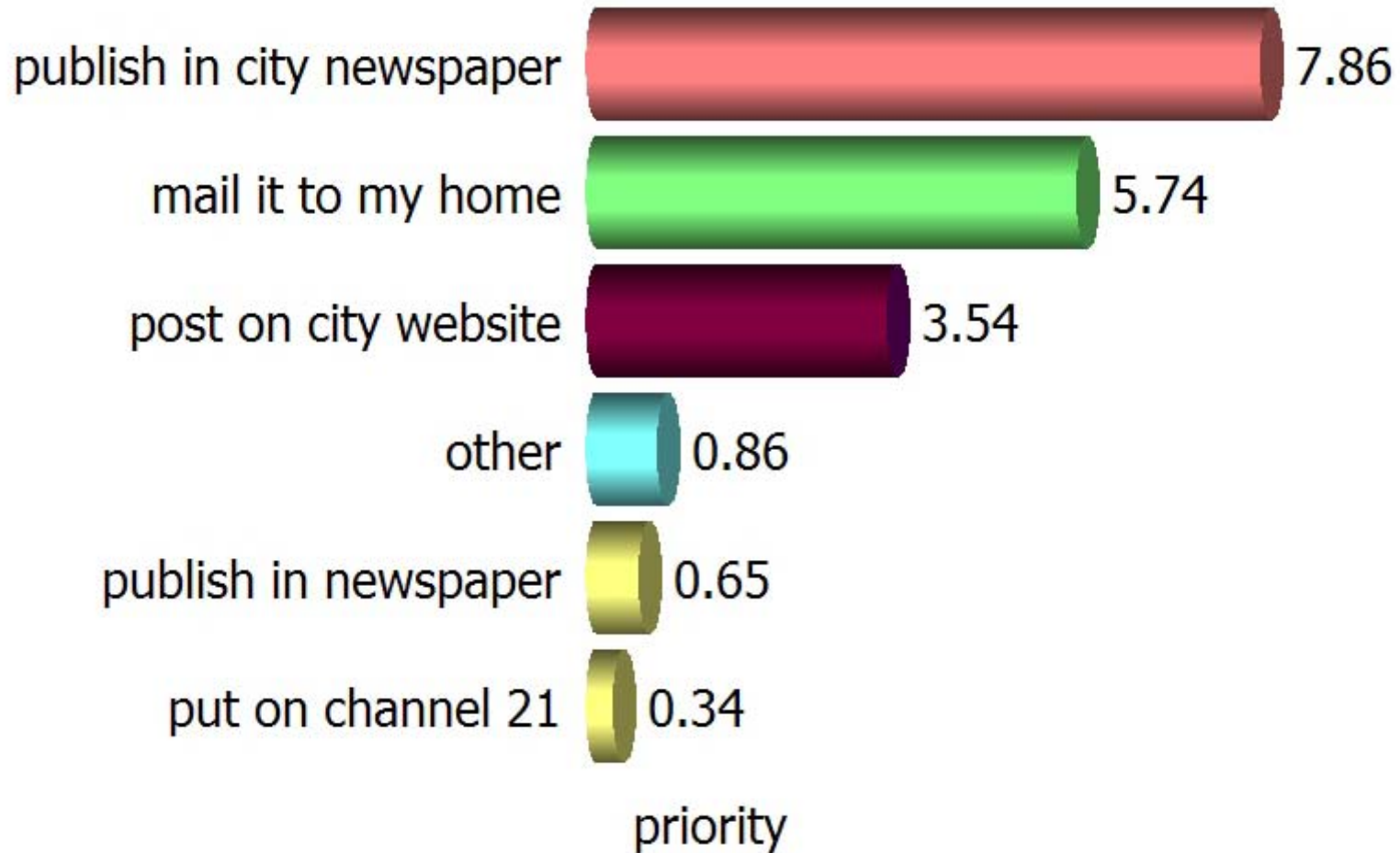


If you wanted to see the information on the performance indicators we have been talking about, which of these forms are you more likely to want (hold up examples):

1. Definably want the Book
2. Probably want the Book
3. Probably want the Summary
4. Definitely want the Summary



What would be the best way for the City to get you this information:



Did you find tonight's program....

- 1. Not Worthwhile
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. Very Worthwhile

