

Date: April 1, 2003

**Final Report**  
for  
**CITY OF TITUSVILLE, FLORIDA**



**CITIZEN SURVEY SERVICES**

**Proposal #03-P003**

***Mission Statement***

*The City of Titusville's Leadership Team is dedicated to meeting the needs of our diverse community by providing essential services effectively and efficiently through teamwork and leadership.*

***"Titusville—A City of Service"***

Submitted by

**Architecture For Excellence, Inc.**

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**Final Report**  
**For**  
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**Citizen Survey Services**

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## **I. EXECUTIVE SUMMARY**

AFE, Inc. provided Citizen Survey Services for the City of Titusville. The questionnaire development was completed by a Core Survey Project Team made up of representatives of the five major business areas in the City: Fire Response & Emergency Medical, Police, Public Works, Water Resources, Community Development; as well as, the Community Advocate and AFE, Inc. The 65 question survey, that was approved by City Council, was administered by telephone to Titusville residents using a random sampling technique. Gap Analysis survey methodology was applied to measure citizen Satisfaction and Level of Service. The collected data was compiled and analyzed to produce insights into citizens' perspectives. City Manager and Council were briefed with a presentation of survey approach, pertinent data and charts, summary of results, conclusions and next steps. The Citizen Survey demonstrated that citizens are satisfied with the overall Level of Service provided by the City of Titusville. It also revealed areas for improvement and identified areas with exceptional levels of service.

## **II. PROJECT SERVICES**

AFE, Inc. was hired to provide Citizen Survey Services for the City of Titusville. The survey encompassed key city services. A random sampling technique was used to secure an appropriate cross-section of the community. A Gap Analysis survey methodology was used and included Customer Satisfaction Index (CSI).

### **Questionnaire Development and Approval**

AFE, Inc worked along side the Core Survey Project Team and drafted the look and feel of the questionnaire. The Core Survey Project Team included the Community Advocate (Leader), and representatives of the following business areas: Fire Response & Emergency Medical, Police, Public Works, Water Resources, and Community Development. After several meetings and reviews with the Community Advocate and the City Manager improvements were incorporated and the final questionnaire emerged. Then the City Manager presented the Citizen Survey questionnaire to the City Council for acceptance.

### **Survey Administration**

The survey was conducted via telephone interview using a random sample of Titusville residents. The data was then compiled, analyzed, and charted, producing statistically valid results.

### **Management and City Council Briefings**

AFE, Inc. developed a management briefing that described the survey approach, analysis of data, contained pertinent charts & graphs, and provided conclusions drawn. Management briefings were held with the Community Advocate, City Manager, and City Council. The City Council was briefed at a special meeting on March 18, 2003.

### **Final Report**

AFE, Inc. developed a final report that includes analysis of data, pertinent charts & graphs, and provided conclusions drawn.

### **Added Value Tasks**

AFE, Inc. will provide value-added services that encompass various functional briefings with the City Manager and the five major business areas addressed in the survey.

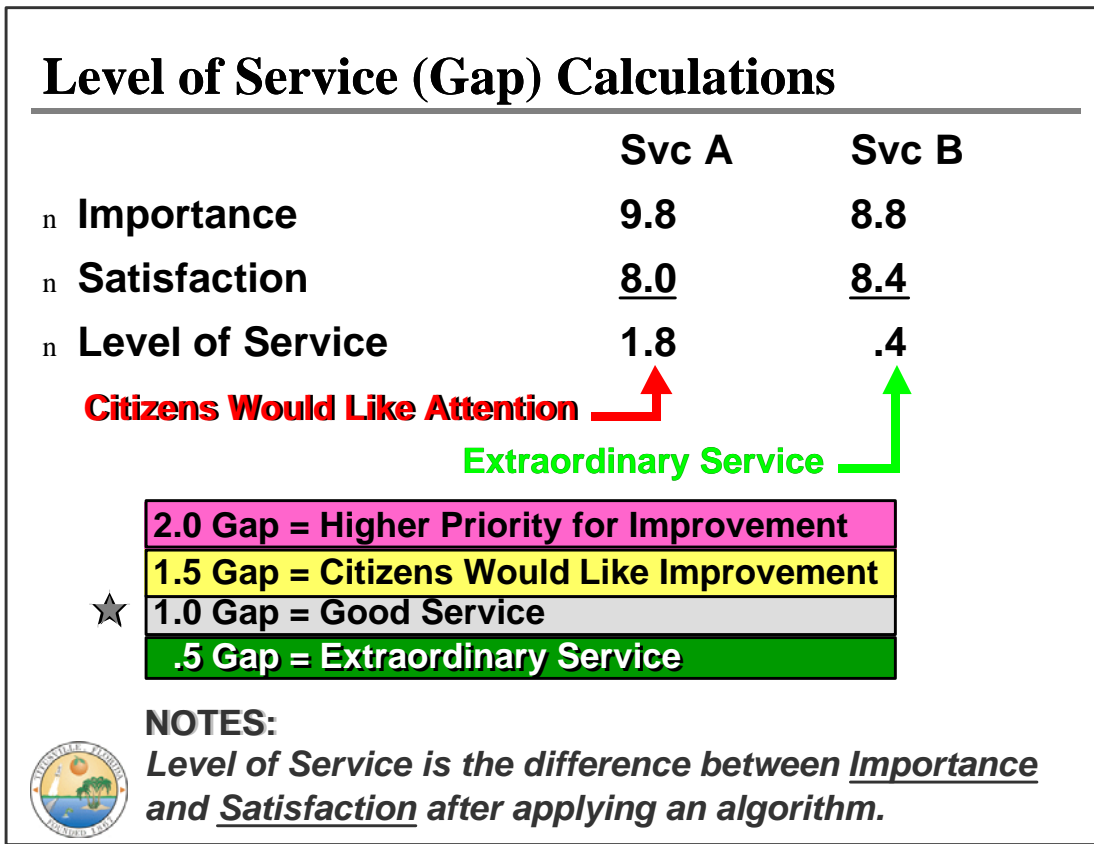
## **III. SURVEY**

Each Core Survey Project Team member added substantial value in developing the survey questionnaire. The questionnaire contained 29 pairs of service factors (questions) that addressed Importance & Satisfaction, one question that addressed Importance only, and six Yes/No questions. The survey questionnaire totaled 65 questions. See Attachment 1.

To inform the public of the start of the Citizen Survey telephone interview process, the Community Advocate notified the citizens via news releases, City web page, and Government Channel 99. This became very helpful in increasing the level of citizen involvement in completing the surveys.

A sample of over 2,000 numbers were randomly selected from the Titusville phone population. During the calling process, over 700 people were contacted. Over a two month period, the survey administration resulted in 330 surveys collected from residents. The survey data was entered into a database, tracked for stability every 10 surveys, and proved to be statistically valid by 300. The AFE team continued to survey citizens until approval to stop was received from the City Manager and the Citizen Advocate.

The survey approach that AFE, Inc. used was a Gap Analysis survey methodology. The components of Gap Analysis are the level of Importance attached to a service factor and the level of Satisfaction with that service factor. Measuring Importance establishes the citizens' Expectation Baseline; while measuring Satisfaction provides the Customer Satisfaction Index (CSI), a world standard. The outcome of comparing Satisfaction against Importance establishes the Gap, therefore, defining the Level of Service. Gap analysis (the difference between Importance & Satisfaction) provides the most meaningful way of measuring citizens' satisfaction. Gaps provide the City with the citizens' true perception of the Level of Service achieved for each service factor. See chart.



The chart shows how data is calculated, as well as, the legend that benchmarks the Levels of Service. A Gap of \*1.0 = “Good Service” and is the target for organizations, since it indicates citizens are happy with their services. A Gap of 1.5 = “Citizens Would Like Improvement” and is the baseline for change. The greater the gap above 1.5, the greater the sense of urgency for improvement.

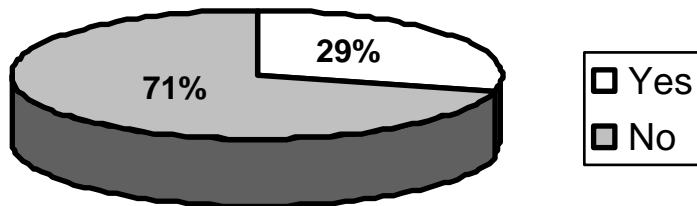
#### IV. RESULTS

The survey data was compiled & analyzed, and then pertinent graphs & charts were constructed.

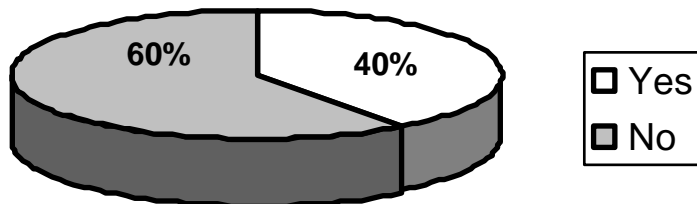
##### Percentage Data

The following pie charts represent the six Yes/No questions that were asked.

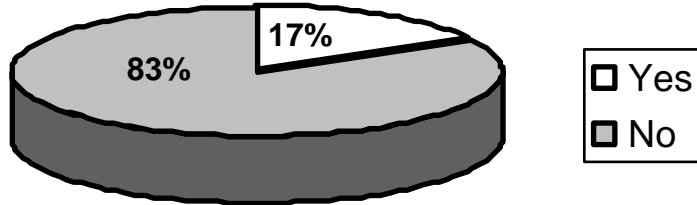
- Have you requested Fire and Emergency assistance in the last five years?  
29% -Yes, 71% - No



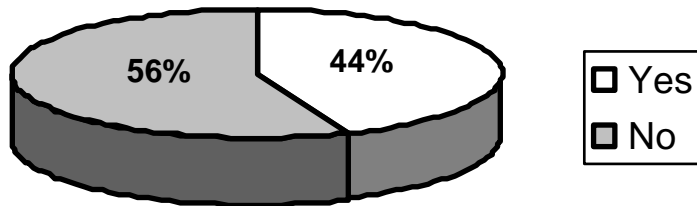
- Have you requested Police assistance in the past five years?  
40% -Yes, 60% - No



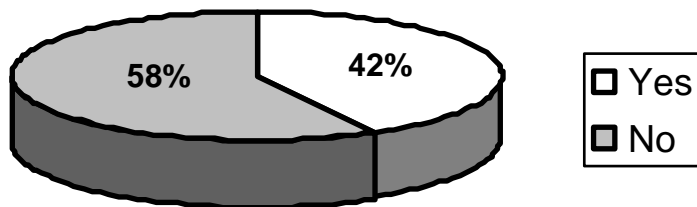
- Have you requested Community Development assistance the past five years?  
17% -Yes, 83% - No



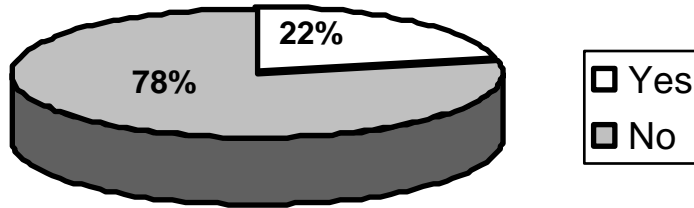
- Are you willing to pay more taxes to keep the scenic visibility of the Indian River?  
44% -Yes, 56% - No



- Would you support increasing taxes to sustain current services?  
42% -Yes, 58% - No

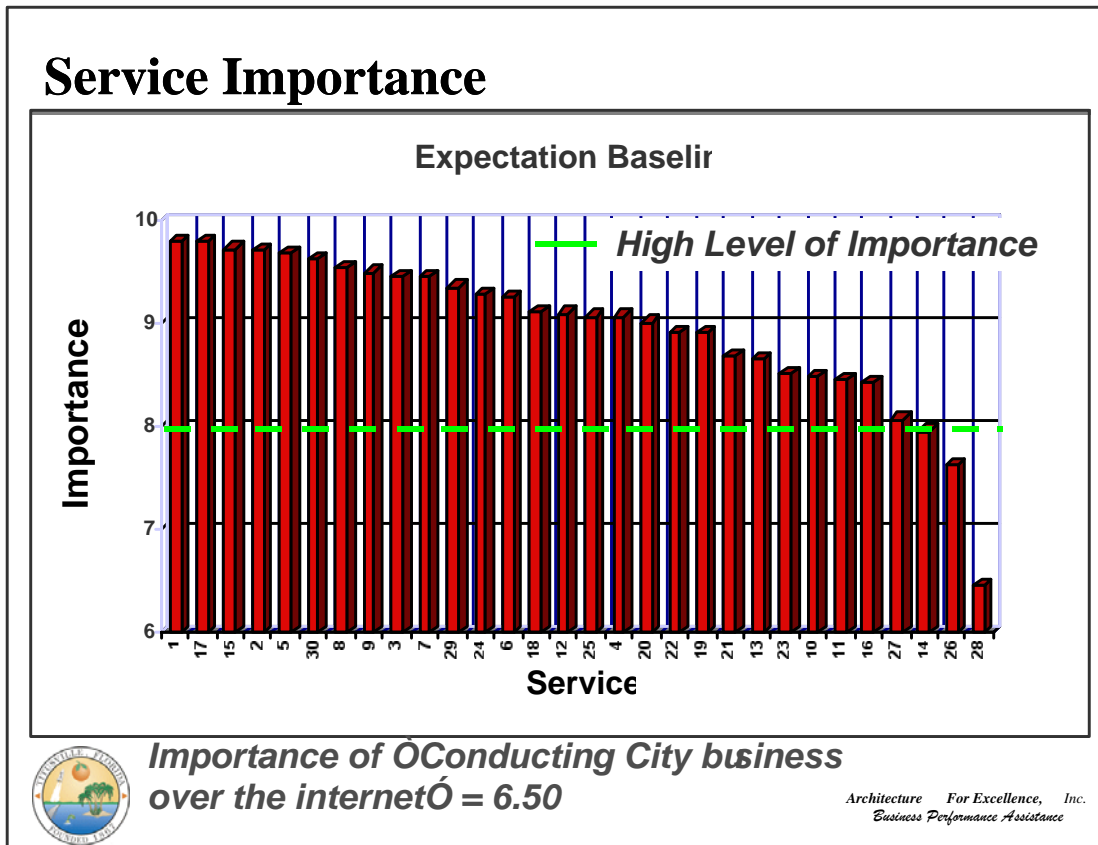


- Would you support a reduction in services to hold taxes at current levels?  
22% -Yes, 78% - No



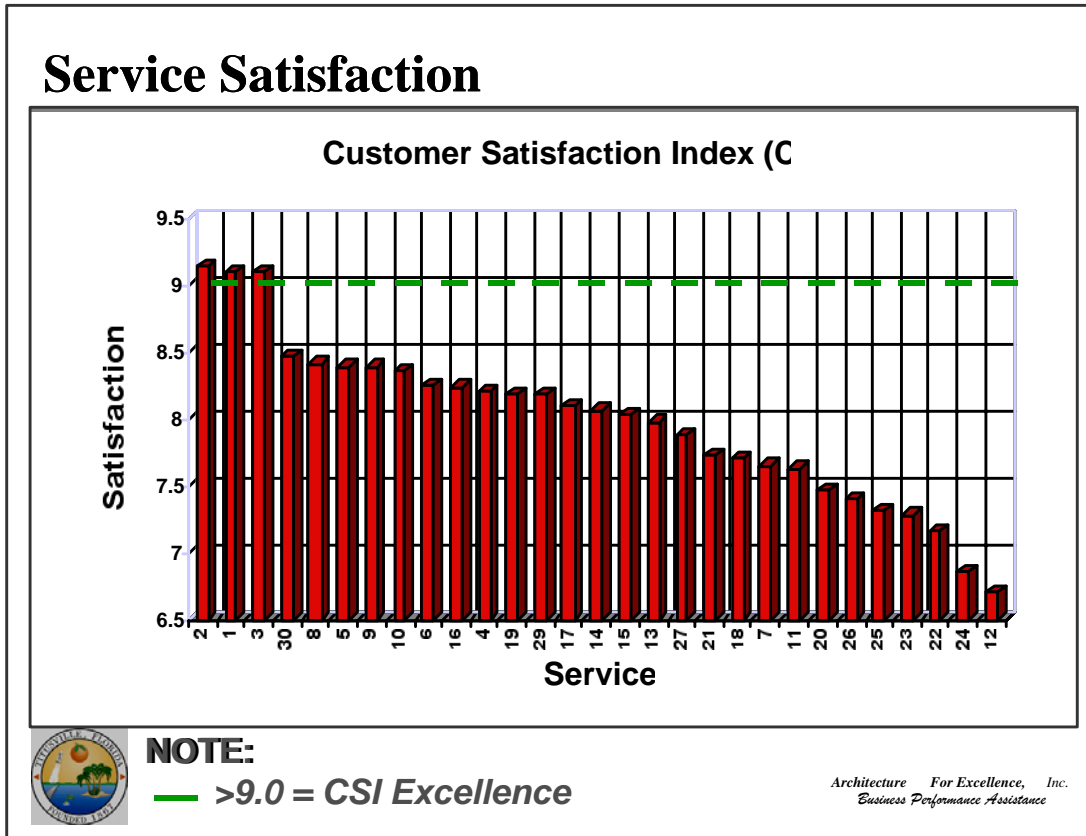
**Service Importance Chart (Expectation Baseline)**

The Service Importance Chart represents the level of Importance for each service factor and sets the citizens’ Expectation Baseline for that service. An Importance level of over 8.0 or 80% is considered a High Level of Importance. The one service factor that was measured for Importance only “Conducting City business over the internet” (service 28) received an Importance level of 6.50. See chart below.



## Service Satisfaction Chart (Customer Satisfaction Index)

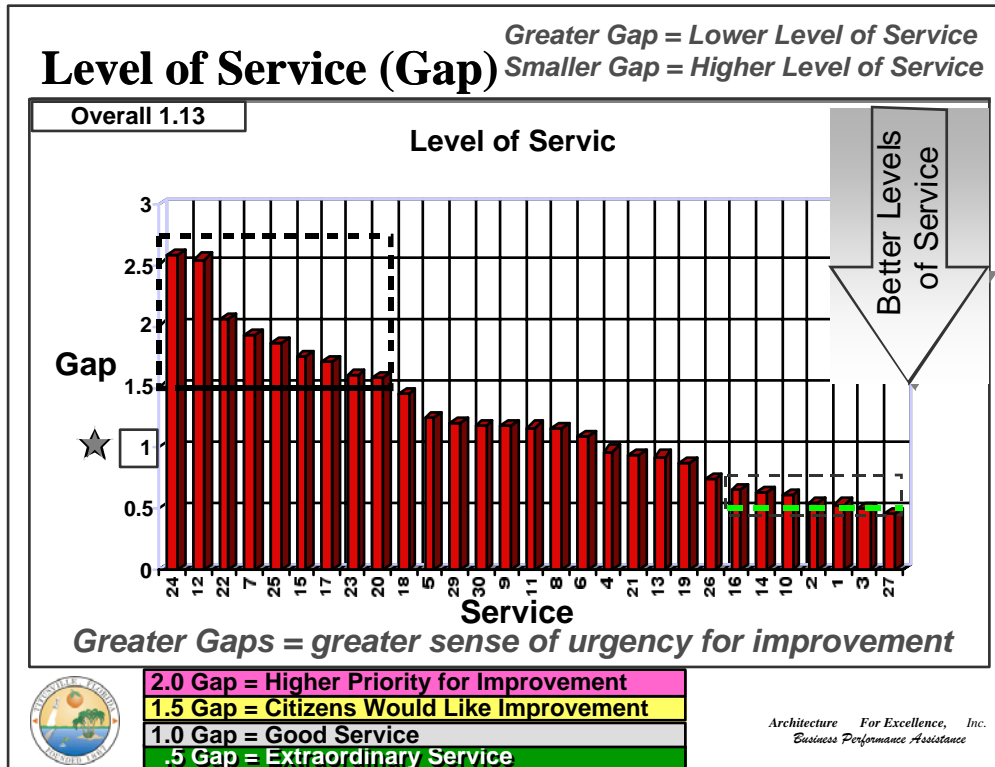
The Service Satisfaction Chart represents the level of Satisfaction for each service factor. It is commonly known as Customer Satisfaction Index (CSI). A Satisfaction level of 9.0 – 10.0 (90% - 100%) is considered excellent. See chart below.



### Level of Service Chart (Gap)

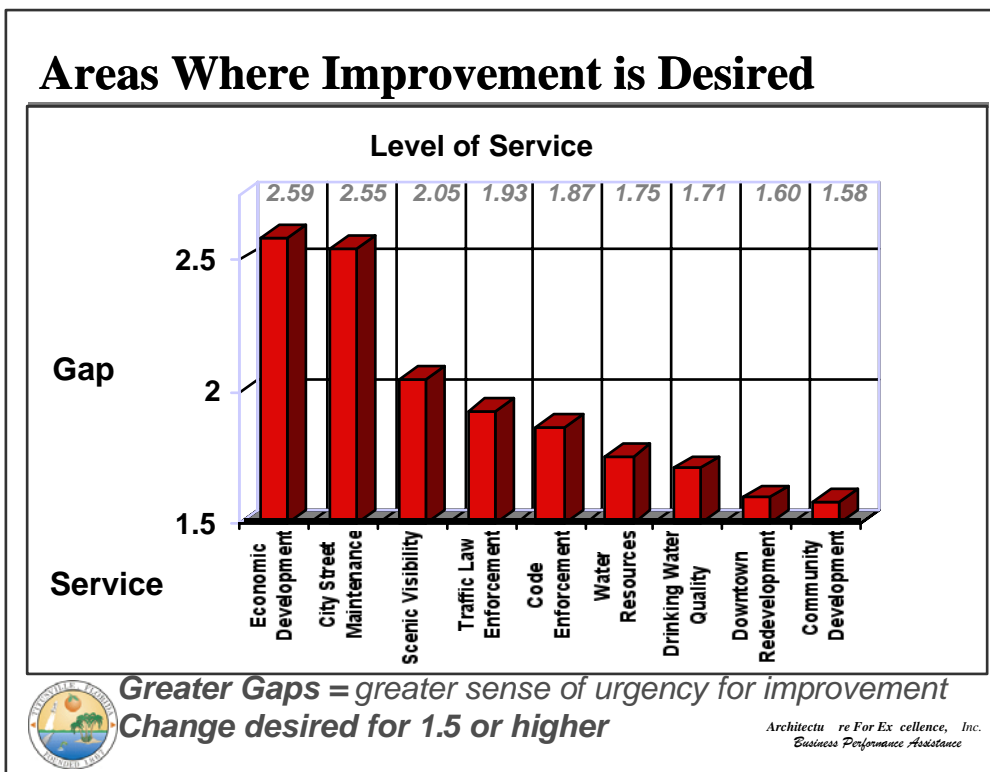
The survey data collected was subjected to an algorithm that calculates the Level of Service or Gap. Charts were developed to represent the citizens' perspectives of Level of Service for overall, as well as, for each of the five major business areas: Fire Response & Emergency Medical, Police, Public Works, Water Resources, and Community Development.

The Level of Service (Gap) Chart represents the Level of Service for each service factor. The baseline for change is at a gap of 1.5 and as the gap increases, so does the urgency for improvement. The level of service target is at a gap of 1.0 and as the gap closes, the better the service. Noteworthy is the City's overall Level of Service of 1.13. This number represents the results of all questions asked.



There are two groups worth noting. The first group has Levels of Service with Gaps above 1.5. These nine areas are where improvement is desired. These service factors offer the best opportunity to increase citizens' satisfaction.

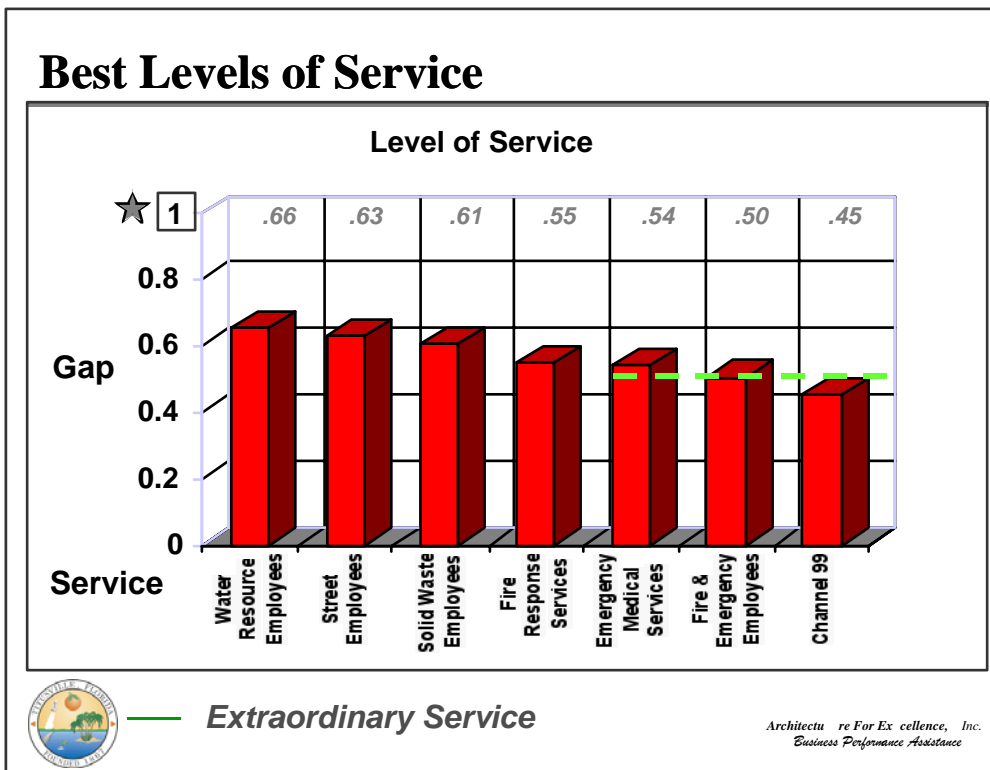
The **Areas Where Improvement is Desired Chart** sets the priority for focus on improving Levels of Service.



- Economic Development – 2.59
- City Street Repaving and Maintenance – 2.55
- Visibility of the Indian River – 2.05
- Enforcement of Traffic Laws – 1.93
- Code Enforcement – 1.87
- Overall Water Resources – 1.75
- Quality of Drinking Water – 1.71
- Downtown Redevelopment – 1.60
- Community Development – 1.58

The second group has Levels of Service with gaps below .70. These service factors offer the best level of service.

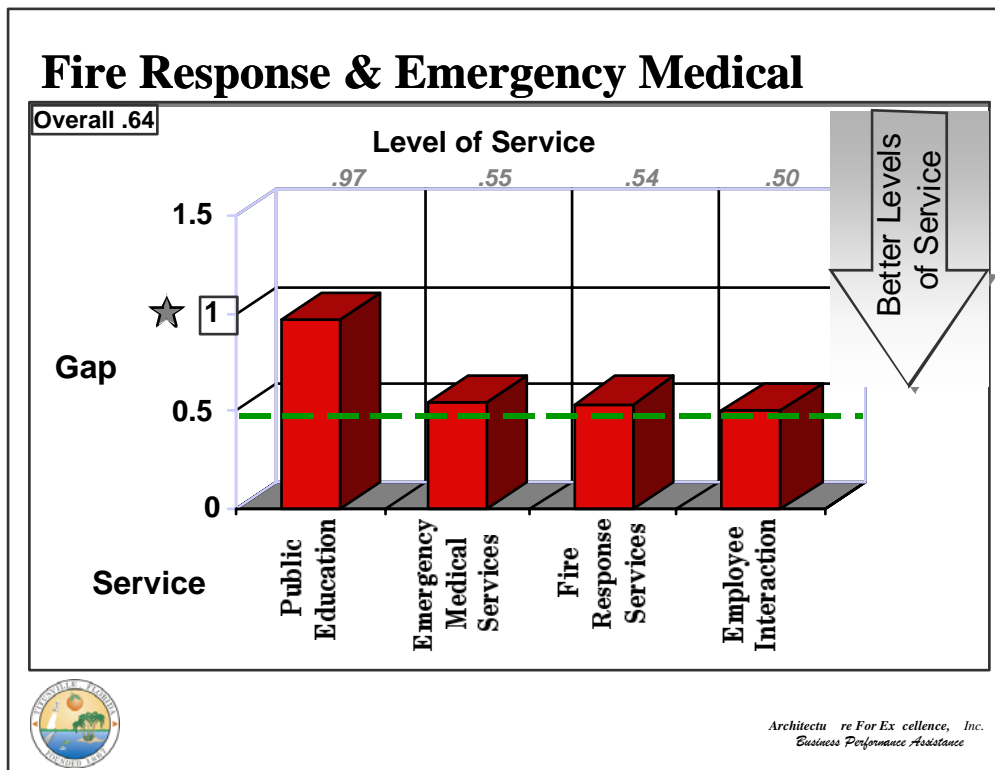
The **Best Levels of Service Chart** shows that employee interaction in the City of Titusville set high standards of service. Also, Fire Response & Emergency Medical services set high standards.



- Water Resource Employee Interaction - .66
- Street Employee Interaction - .63
- Solid Waste Employee Interaction - .61
- Emergency Medical Services – .55
- Fire Response Services – .54
- Fire & Emergency Employee Interaction - .50
- Channel 99 - .45

## Fire Response & Emergency Medical – Level of Service Chart

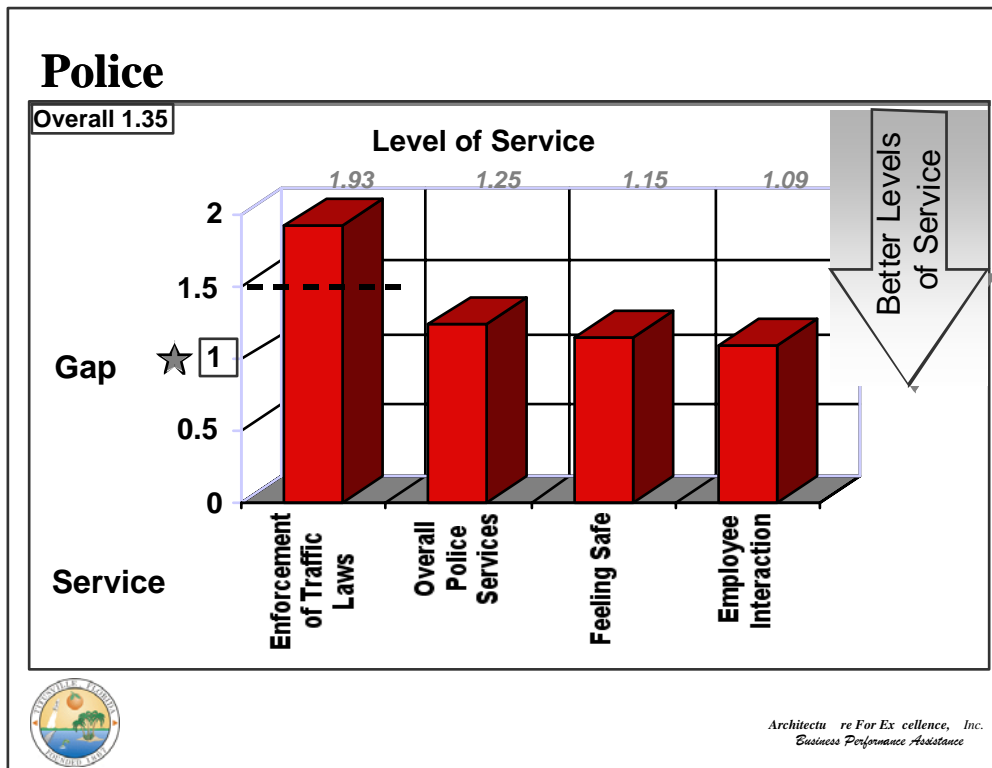
Overall Level of Service is a .64 gap which represents exceptional level of business area service. All service factors are below the 1.0 gap (the acceptable level of service target). Fine performance worth noting is extraordinary service of “Overall Emergency Medical Service” with a gap of .55, “Overall Fire Response Service” with a gap of .54, and “Employee Interaction” with a gap of .50. Also, “Public Education” achieved good service.



Public Education - .97  
Overall Emergency Medical Services - .55  
Overall Fire Response Services - .54  
Employee Interaction - .50

## Police – Level of Service Chart

Overall Level of Service is a 1.35 gap. One service factor is over the baseline for change, while the rest are good service. “Enforcement of Traffic Laws” is a 1.93 gap and is an opportunity to increase citizen satisfaction.



Enforcement of Traffic Laws – 1.93

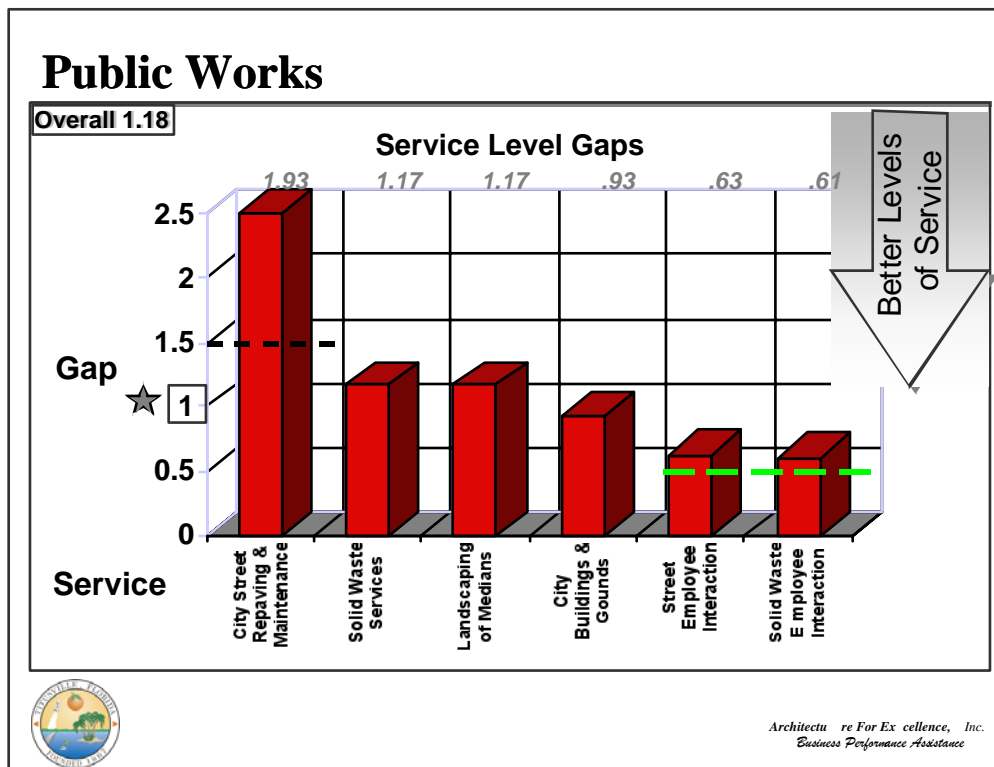
Overall Police Services – 1.25

A Feeling of Safety Provided by the Police Department – 1.15

Employee Interaction – 1.09

## Public Works – Level of Service Chart

Overall Level of Service is a 1.18 gap. One service factor is over the baseline for change. “City Street Repaving and Maintenance” is a 2.55 gap and is an opportunity to increase citizen satisfaction. Worth noting is extraordinary service of “Street Employee Interaction” with a gap of .63, and “Solid Waste Employee Interaction” with a gap of .61. Also, three service factors have displayed good service.



City Street Repaving and Maintenance – 1.93

Solid Waste Services – 1.17

Landscaping and Maintenance of City Road Medians – 1.17

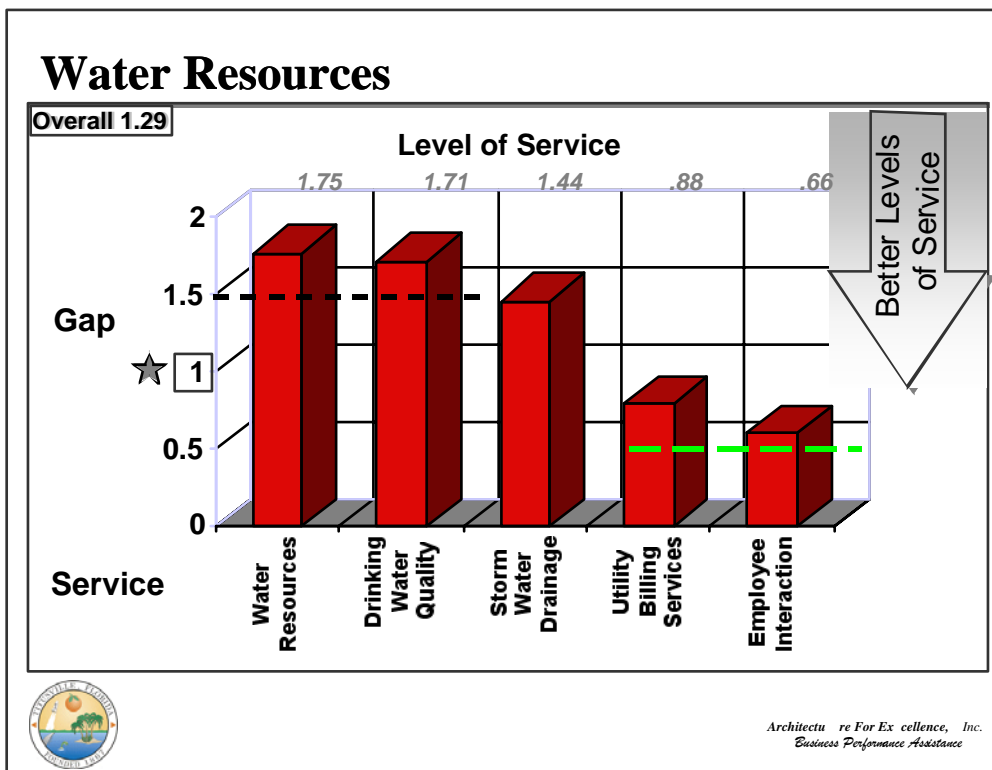
Appearance of City Buildings and Grounds - .93

Street Employees Interaction - .63

Solid Waste Employee Interaction - .61

## Water Resources – Level of Service Chart

Overall Level of Service is a 1.29 gap. Two service factors are over the baseline for change. “Overall Water Resource Services” is a 1.75 gap, and “Drinking Water Quality” is a 1.71 gap. Both are opportunities to increase citizen satisfaction. Since “Storm Water Drainage” is a gap of 1.44 care should be taken to make sure the gap doesn’t increase. Worth noting is extraordinary service of “Employee Interaction” with a gap of .66 and “Quality and Responsiveness of Utility Billing Services” with a gap of .88.

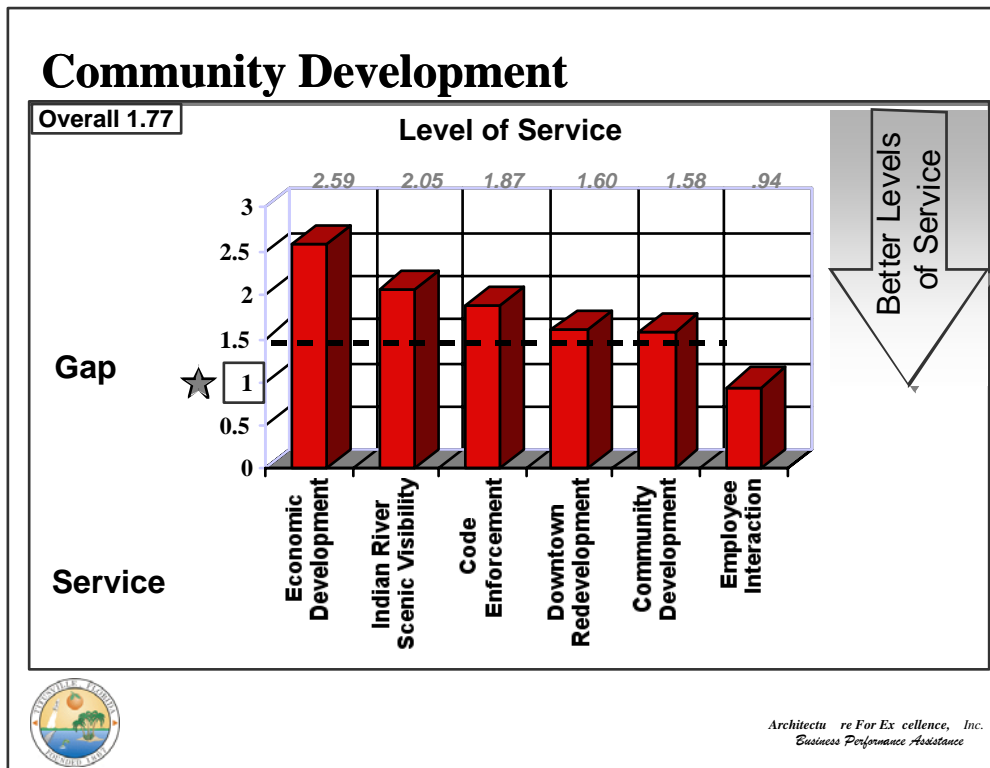


Overall Water Resource Services – 1.75  
Drinking Water Quality – 1.71  
Storm Water Drainage – 1.44  
Quality & Responsiveness of Utility Billing Services - .88  
Employee Interaction - .66

## Community Development – Level of Service Chart

(Planning, Building, Code Enforcement)

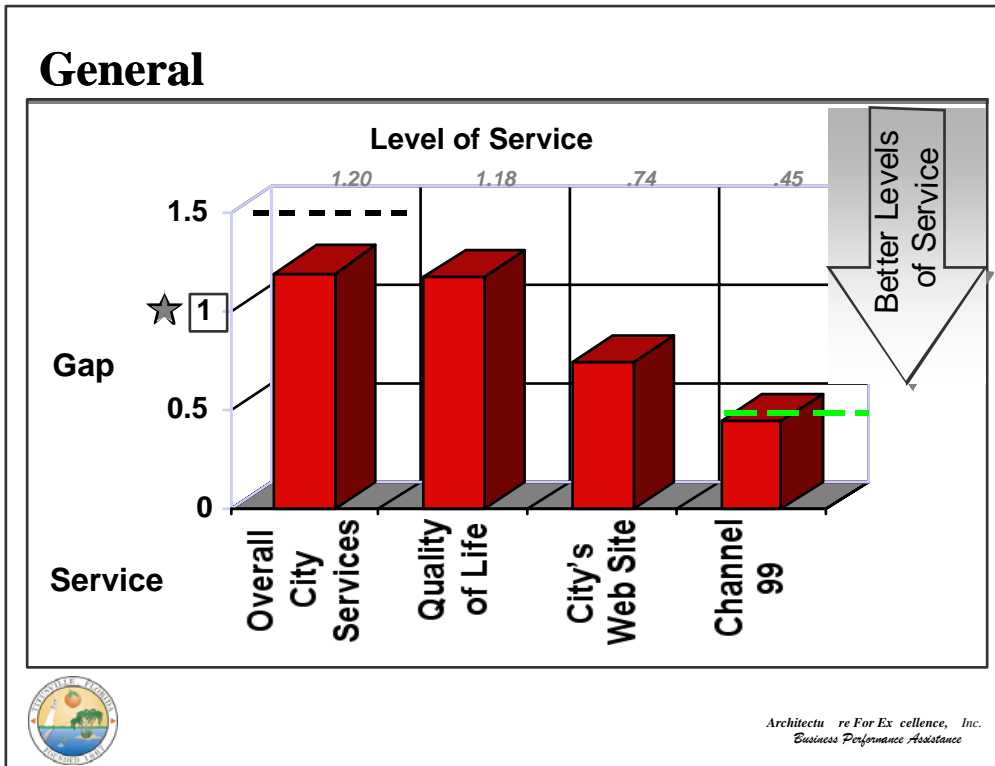
Overall Level of Service is a 1.77 gap. Five service factors are over the baseline for change. “Economic Development” is a 2.59 gap, “Scenic Visibility of the Indian River” is a 2.05 gap, “Code Enforcement” is a 1.87 gap, “Downtown Redevelopment” is a 1.60 gap, and “Overall Community Development Services” is a 1.59 gap. These are opportunities to increase citizen satisfaction, while “Employee Interaction” achieved good service.



Economic Development – 2.59  
Scenic Visibility of the Indian River – 2.05  
Code Enforcement – 1.87  
Downtown Redevelopment – 1.60  
Overall Community Development Services – 1.58  
Employee Interaction - .94

## General – Level of Service Chart

“Overall City Services” is a 1.20 gap and “Quality of Life” is a 1.18 gap. The “City’s Web Site” achieved exceptional service with a gap of .74, and “Channel 99” achieved the best Level of Service in the City with a gap of .45.



Overall City Services – 1.20  
Quality of Life – 1.18  
City’s Web Sites - .74  
Channel 99 - .45

## V. CONCLUSIONS

### **Opportunities to Improve Citizen Satisfaction with Level of Service**

The following service factors have gaps above 1.50, which indicate that citizens desire improvement. The service factors are listed in priority based on gap/urgency.

- 1 – Economic Development
- 2 – City Streets Repaving and Maintenance
- 3 – Scenic Visibility of the Indian River
- 4 – Enforcement of Traffic Laws
- 5 – Code Enforcement Services
- 6 – Overall Water Resource Services
- 7 – Drinking Water Quality
- 8 – Downtown Redevelopment
- 9 – Overall Community Development Services
- 10 – Storm Water Drainage – *note: Is below the benchmark for change, but is close enough to watch (1.44)*

### **Summary of Citizen Perception – Based on Citizen Comments**

- **Economic Development** - Need more business growth, shops, and restaurants.
- **City Street Paving & Maintenance** - Takes too long to pave / repave streets, don't know paving schedule, and repairs don't last.
- **Scenic Visibility of the Indian River** - Too many condos, needs to be cleaned up, and river smells.
- **Enforcement of Traffic Laws** - Too many speeders.
- **Code Enforcement** - Some areas could improve, and identified areas don't always get action.
- **Water Resources** - Water and Sewer bills too high and need consistent meter reading.
- **Drinking Water Quality** - Too much chlorine, color changes, and smells like sulfur at times.
- **Downtown Redevelopment** - Good effort, however, need more shops and parking.
- **Community Development** - Could improve planning and zoning.
- **Storm Water Drainage** - some flooding, river water could be cleaner, don't understand value or how the money is spent.

## **Celebrating Citizen Satisfaction with Level of Service**

The following service factors are below 1.0, and are perceived as well done to extraordinarily done (.50). The service factors are listed in descending order based on closing the gap between expectation and satisfaction.

### **Below 1.0**

- 12 - Public Education on Fire & Emergency
- 11 - Community Development Employee Interaction
- 10 - Appearance of City Buildings and Grounds
- 9 - Overall Utility Billing Services
- 8 - City's Web Site

### **Near .5**

- 7 - Water Resource Employee Interaction
- 6 - Street Employee Interaction
- 5 - Solid Waste Employee Interaction
- 4 - Fire & Emergency Employees Interaction
- 3 - Emergency Medical Services
- 2 - Fire Response Services
- 1 - Channel 99 (best level of service)

### **Next Steps - Value Added Services**

AFE, Inc. is available to provide focused management briefings with the City Manager and staff as well as each of the five major business areas: Fire Response & Emergency Medical, Police, Public Works, Water Resources, and Community Development. During these briefings, AFE, Inc. will provide survey approach, results, conclusions, tips and approaches aimed at improving Levels of Service. These briefings can become the foundation for understanding citizen perspectives of service levels as well as organizational improvement.

**VI. ATTACHMENT – Citizen Survey**

# City of Titusville Citizen Survey

SURVEY # \_\_\_\_\_

My name is \_\_\_\_\_ from Architecture for Excellence, Inc. I am calling on behalf of the City of Titusville. As part of the City's on-going commitment to be "A City Of Service", we're conducting a telephone survey about the city's services.

**Are you an adult resident of the City of Titusville?**

(if no, discontinue call: *Thank you for your time, however, being a resident is a requirement.*)

(if yes, continue)

**Is this a good time for you?**

(if yes, continue)

(If no, reschedule: *When would be a better time?*)

(If asked: *Our experience has shown that the interview averages about 15 minutes. Of course, the amount of time varies with each respondent.*)

**Most questions come in two parts.**

The 1<sup>st</sup> part deals with the importance you attach to various service factors.

The 2<sup>nd</sup> part is a rating of the degree of your satisfaction with that service factor.

Please use a rating scale of 1 to 10, 1 being the least & 10 being the most.

## **FIRE & EMERGENCY**

**D1 Have you requested Fire & Emergency assistance in the last 5 years?**

Yes - No

**1a On a scale of 1-10;**

**How important are the overall Fire Response services?**

I \_\_\_\_\_

**1b On a scale of 1-10;**

**How satisfied are you with the overall Fire Response services?**

S \_\_\_\_\_

**2a On a scale of 1-10;**

**How important are the overall Emergency Medical services?**

I \_\_\_\_\_

**2b On a scale of 1-10;**

**How satisfied are you with the overall Emergency Medical services?**

S \_\_\_\_\_

**3a On a scale of 1-10;**

**How important is your personal interaction with Fire & Emergency employees?**

I \_\_\_\_\_

**3b On a scale of 1-10;**

**How satisfied are you with your personal interaction with Fire & Emergency employees?**

S \_\_\_\_\_

**4a** On a scale of 1-10;  
How important is the City Public Education on Fire, Emergency & Injury Protection? I\_\_\_\_\_

**4b** On a scale of 1-10;  
How satisfied are you with the City Public Education on Fire, Emergency & Injury Protection? S\_\_\_\_\_

## **POLICE**

**D2** Have you requested police assistance in the last 5 years? **Yes – No**

**5a** On a scale of 1-10;  
How important are the overall Police services? I\_\_\_\_\_

**5b** On a scale of 1-10;  
How satisfied are you with the overall Police services? S\_\_\_\_\_

**6a** On a scale of 1-10;  
How important is your personal interaction with Police employees? I\_\_\_\_\_

**6b** On a scale of 1-10;  
How satisfied are you with your personal interaction with Police employees? S\_\_\_\_\_

**7a** On a scale of 1-10;  
How important to you is enforcement of traffic laws? I\_\_\_\_\_

**7b** On a scale of 1-10;  
How satisfied are you with the enforcement of traffic laws? S\_\_\_\_\_

**8a** On a scale of 1-10;  
How important is a feeling of safety provided by the police dept.?  
I\_\_\_\_\_

**8b** On a scale of 1-10;  
How satisfied are you with a feeling of safety provided by the police dept.?  
S\_\_\_\_\_

## **PUBLIC WORKS**

**9a** On a scale of 1-10;  
How important are Solid Waste services (household garbage, yard debris, recycling & bulky items)? I\_\_\_\_\_

**9b** On a scale of 1-10;  
How satisfied are you with the Solid Waste services? S\_\_\_\_\_

**10a** On a scale of 1-10;  
How important is your personal interaction with Solid Waste employees? I\_\_\_\_\_

**10b** On a scale of 1-10;  
How satisfied are you with your personal interaction with Solid Waste employees? S\_\_\_\_\_

**11a** On a scale of 1-10;  
How important is landscaping & maintenance of City road medians? I\_\_\_\_\_

**11b** On a scale of 1-10;

How satisfied are you with the landscaping & maintenance of City road medians? S\_\_\_\_\_

*12a* On a scale of 1-10;

How important is repaving & maintenance of City streets? I\_\_\_\_\_

*12b* On a scale of 1-10;

How satisfied are you with the repaving & maintenance of City streets? S\_\_\_\_\_

*13a* On a scale of 1-10;

How important is the appearance of City buildings & grounds? I\_\_\_\_\_

*13b* On a scale of 1-10;

How satisfied are you with the appearance of City buildings & grounds? S\_\_\_\_\_

*14a* On a scale of 1-10;

How important is your personal interaction with Street employees (Paving, Sidewalks & Medians)? I\_\_\_\_\_

*14b* On a scale of 1-10.

How satisfied are you with your personal interaction with Street employees? S\_\_\_\_\_

## **WATER RESOURCES**

*15a* On a scale of 1-10;

How important are Water Resource services (water & sewer)? I\_\_\_\_\_

*15b* On a scale of 1-10;

How satisfied are you with the Water Resource services? S\_\_\_\_\_

*16a* On a scale of 1-10;

How important is your personal interaction with Water Resource employees? I\_\_\_\_\_

*16b* On a scale of 1-10.

How satisfied are you with your personal interaction with Water Resource employees? S\_\_\_\_\_

*17a* On a scale of 1-10;

How important is the drinking water quality? I\_\_\_\_\_

*17b* On a scale of 1-10;

How satisfied are you with the drinking water quality? S\_\_\_\_\_

*18a* On a scale of 1-10;

How important is storm water drainage, including quality of local lake & river water? I\_\_\_\_\_

*18b* On a scale of 1-10;

How satisfied are you with the storm water drainage, including quality of local lake & river water? S\_\_\_\_\_

*19a* On a scale of 1-10;

How important is the overall quality & responsiveness of Utility Billing services? I\_\_\_\_\_

*19b* On a scale of 1-10;

How satisfied are you with the overall quality & responsiveness of Utility Billing services? S\_\_\_\_\_



**COMMUNITY DEVELOPMENT (Planning, Building, Code Enforcement)**

**D3 Have you requested Community Development assistance in the last 5 years?**

Yes-No

**20a On a scale of 1-10;**

**How important are the overall Community Development services (Planning, Building & Code Enforcement)?**

I\_\_\_\_\_

**20b On a scale of 1-10;**

**How satisfied are you with the overall Community Development services?**

S\_\_\_\_\_

**21a On a scale of 1-10;**

**How important is your personal interaction with Community Development employees?**

I\_\_\_\_\_

**21b On a scale of 1-10;**

**How satisfied are you with your personal interaction with Community Development employees?**

S\_\_\_\_\_

**22a On a scale of 1-10;**

**How important is the scenic visibility of the Indian River?**

I\_\_\_\_\_

**22b On a scale of 1-10;**

**How satisfied are you with the scenic visibility of the Indian River?**

S\_\_\_\_\_

**D4 Are you willing to pay more taxes to keep this visibility?**

Yes - No

**23a On a scale of 1-10;**

**How important is the City's Downtown redevelopment?**

I\_\_\_\_\_

**23b On a scale of 1-10;**

**How satisfied are you with the City's Downtown redevelopment?**

S\_\_\_\_\_

**24a On a scale of 1-10;**

**How important is Economic Development (attracting / retaining businesses) for the City of Titusville?**

I\_\_\_\_\_

**24b On a scale of 1-10;**

**How satisfied are you with the Economic Development for the City of Titusville?**

S\_\_\_\_\_

**25a On a scale of 1-10;**

**How important are Code Enforcement services (curb appeal)?**

I\_\_\_\_\_

**25b On a scale of 1-10;**

**How satisfied are you with the Code Enforcement services?**

S\_\_\_\_\_

**WEB / CHANNEL 99**

**26a** On a scale of 1-10;  
How important is the City’s web site as an information resource for City news, events, meetings, etc.? I\_\_\_\_\_

**26b** On a scale of 1-10;  
How satisfied are you with the City’s web site as an information resource for City news, events, meetings, etc.? S\_\_\_\_\_

**27a** On a scale of 1-10;  
How important is the government Channel 99 as an information resource for City news, events, meetings, etc.? I\_\_\_\_\_

**27b** On a scale of 1-10;  
How satisfied are you with the government Channel 99 as an information resource for City news, events, meetings, etc.? S\_\_\_\_\_

**28a** On a scale of 1-10;  
How important would it be to transact business with the City over the internet? I\_\_\_\_\_

**OVERALL**

**29a** On a scale of 1-10;  
How important are the overall services provided by the City of Titusville? I\_\_\_\_\_

**29b** On a scale of 1-10;  
How satisfied are you with the overall services provided by the City of Titusville? S\_\_\_\_\_

**30a** On a scale of 1-10;  
How important is Titusville’s quality of life – as a place to live, work & play? I\_\_\_\_\_

**30b** On a scale of 1-10;  
How satisfied are you with Titusville’s quality of life – as a place to live, work & play? S\_\_\_\_\_

**31** Would you support a reduction in services to hold taxes at current levels? **Yes - No**

**32** Would you support increasing taxes to sustain current services? **Yes - No**

*On behalf of the City Management of Titusville, we thank you for your patience in completing this citizen survey. Have a great day.*

*Any other comments?*

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