



*2011 City of Tamarac
DirectionFinder® Survey*

Final Report

Submitted to

The City of Tamarac, FL



725 W. Frontier Circle

Olathe, KS 66061

(913) 829- 1215

September 2011

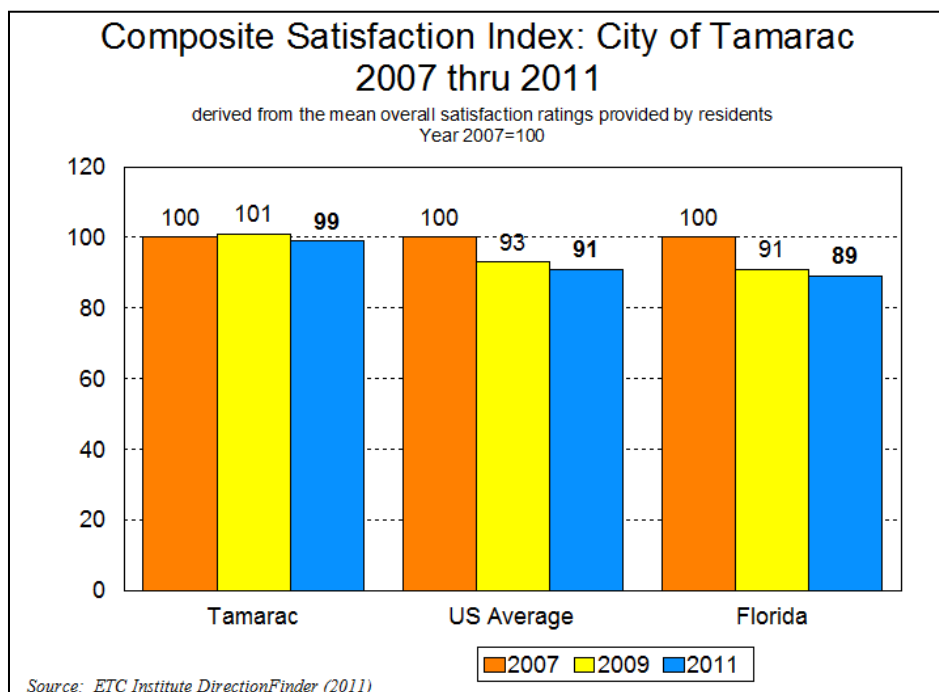
This report contains:

- an executive summary of the methodology for administering the survey and major findings
- charts showing the overall results of the survey
- benchmarking data that show how the results for Tamarac compare to other communities
- GIS maps that show the results of selected questions on the survey
- importance-satisfaction analysis that can help the City set priorities for improvement
- tables that show the results for all questions on the survey
- a copy of the survey instrument

Trends

Composite Customer Satisfaction Index. To objectively assess the change in overall satisfaction with City services from 2007 to 2011, ETC Institute developed a Composite Customer Satisfaction Index for the City. The Composite Customer Satisfaction Index is derived from the mean rating given for all major categories of city services that have been assessed on the survey since 2007. The index is calculated by dividing the mean rating for the current year by the mean rating for the base-year (year 2007) and then multiplying the result by 100. The chart to the right shows how the Composite Customer Satisfaction Index for the City of Tamarac, the State of Florida, and the United States has changed since 2007.

As the chart to the right shows, the Composite Satisfaction Index for the U.S. is nine points lower in 2011 than it was in 2007; the state of Florida is eleven points lower in 2011 than it was in 2007. Although the national and state averages have dropped significantly, the Composite Satisfaction Index for the City of Tamarac has stayed relatively the same. City leaders in Tamarac are to be commended for maintaining stability in overall satisfaction ratings during a period of time when most communities in Florida and across the United States have experienced significant decreases in satisfaction.



Significant Increases and Decreases Since 2009. The most significant increases among ALL items that were assessed on the survey from 2009 to 2011 are listed below:

- City's efforts to involve the Community (+20%)
- Feeling of safety in commercial/retail areas of the City (+6%)
- Feeling of safety in City parks (+4%)
- Adequacy of the City street lighting (+4%)
- Fees charged for recreation programs (+4%)
- Tamarac transit bus system (+4%)

The most significant decreases among ALL items that were assessed on the survey from 2009 to 2011 are listed below:

- Overall image of the City (-9%)
- Overall quality of public education in Tamarac (-8%)
- Overall appearance of the City (-7%)
- Overall feeling of safety in the City (-6%)
- Overall quality of life in the City (-6%)

How Tamarac Compares to Other Communities

Overall Satisfaction with City Services in Tamarac is Significantly Higher Than Other Cities. The City of Tamarac is setting the standard with regard to the overall quality of City services. Seventy-eight percent (78%) of the residents surveyed in the City of Tamarac were satisfied (ratings of 4 or 5 on a 5 point scale) with the overall quality of services provided by the City compared to a national average of 56% and a Florida average of 60%. The major categories of City services that residents were most satisfied with (ratings of 4 or 5 on a 5-point scale) were: the quality of fire services (88%), the quality of emergency medical services (88%), the quality of water and sewer utilities (79%), and the quality of police services (77%).

The City of Tamarac is Setting the Standard for Communication. The City of Tamarac scored above the national average in satisfaction ratings (ratings of 4 or 5 on a 5 point scale) in all of the communication services assessed on the survey. The City also set a new high in satisfaction ratings for the City's efforts to involve the community. The communication services that scored significantly above the U.S. and Florida averages in satisfaction (ratings of 4 or 5 on a 5 point scale) were: the overall effectiveness of City communication with the public (70% Tamarac versus 44% U.S. versus 53% Florida), the City's efforts to involve the community (63% Tamarac versus 41% U.S. versus 39% Florida), City efforts to keep residents informed (69% Tamarac versus 48% U.S. versus 48% Florida), and the availability of information about City programs and services (70% Tamarac versus 52% U.S. versus 55% Florida).

Residents in Tamarac are Significantly More Satisfied with Customer Service. Seventy percent (70%) of the residents surveyed were satisfied (ratings of 4 or 5 on a 5 point scale) with the quality of customer service from City employees compared to a national average of just 55% and a Florida average of 62%.

Major Findings

- **Services that residents thought should receive the most increase in emphasis over the next two years.** The major city services that residents thought should be emphasized most over the next two years were: (1) police services, (2) management of traffic flow in the City, and (3) the appearance of canals.
- **Public Safety Services.** The public safety services that residents were most satisfied with (ratings of 4 or 5 on a 5-point scale) included: how quickly fire-rescue personnel responds to medical emergencies (86%), how quickly fire-rescue personnel responds to fire emergencies (86%), and how quickly police respond to emergencies (74%). Residents were least satisfied with the visibility of police in retail areas (49%). From 2009 to 2011, there were no **significant increases** in satisfaction in any of the public safety services rated, but there were **significant decreases** in the enforcement of local traffic laws (-5%), how quickly police responded to emergencies (-4%), and how quickly fire-rescue personnel respond to medical emergencies (-4%). The public safety services that residents thought were most important to emphasize over the next two years were: (1) the visibility of police in neighborhoods and (2) the City's overall efforts to prevent crime.
- **Maintenance Services.** The areas of maintenance that residents were most satisfied with (ratings of 4 or 5 on a 5-point scale) included: the maintenance of City buildings (85%), the overall cleanliness of City streets and public areas (79%), and the maintenance of traffic signals and street signs (77%). Residents were least satisfied with the availability of sidewalks in their neighborhood (57%). From 2009 to 2011, there was a **significant increase** in the adequacy of City street lighting (+4%). There were **significant decreases** in satisfaction with the landscaping of medians on neighborhood streets (-5%), landscaping of medians on major City streets (-4%), and the maintenance of major City streets (-4%). The areas of maintenance that residents thought were most important to emphasize over the next two years were: (1) the availability of sidewalks in your neighborhood, (2) the maintenance of major City streets, and (3) the adequacy of City street lighting.
- **Parks, Recreation, and Social Services.** The areas of parks and recreation that residents were most satisfied with (ratings of 4 or 5 on a 5-point scale) included: the appearance of City parks (80%) and special events (75%). Residents were least satisfied with the Tamarac transit bus system (49%), the City's Social Services Referral Program (50%), and the availability of walking and biking trails (52%). Despite being rated lowest, there was a **significant increase** in satisfaction for the City's transit bus system (+4%). There was also a significant increase in satisfaction for the fees charged for recreation programs (+4%).

There were **significant decreases** in satisfaction for the recreation programs offered at the Community Center (-5%) and the City's youth athletic program (-4%). The areas of parks and recreation that residents thought were most important to emphasize over the next two years were: (1) the availability of walking and biking trails, (2) the Tamarac transit bus system, and (3) the variety of amenities offered in City parks.

- **Utility Services.** Residents were generally satisfied with the City's utility services. The items with the highest levels of satisfaction (ratings of 4 or 5 on a 5-point scale) were: residential trash collection services (85%) and curbside recycling (81%). There were no significant changes in satisfaction for any of the utility services rated from 2009 to 2011.
- **City Communications.** The city communication services that residents were most satisfied (ratings of 4 or 5 on a 5-point scale) with were: the quality of the City newsletter, *Tam-A-Gram* (82%) and the availability of information about City programs and services (70%). From 2009 to 2011, there was a **significant increase** in satisfaction for the City's efforts to involve the Community (+20%). Despite being rated the highest item in this category, there was a **significant decrease** in satisfaction for the City's newsletter, the *Tam-A-Gram* (-4%).
- **Customer Service.** When asked how satisfied residents were with the customer service provided by various City departments, the departments that residents were most satisfied with (ratings of 4 or 5 on a 5-point scale) were: the Fire Department (87%), Parks and Recreation (81%), and the City Clerk (80%). Residents were least satisfied with Human Resources (26%).
- **Other: Media Coverage.** More than half (53%) of residents did not feel media coverage of local government has affected their perception of the City during the past year; 23% felt it impacted their perception negatively, 17% felt it impacted their perception positively, and 7% did not know.

Conclusions and Recommendations for Action

The City of Tamarac rated very well compared to other communities in ETC Institute's national DirectionFinder® database. In fact, satisfaction with the overall quality of City services in Tamarac rated 18% above the Florida average and 21% above the national average.

Although the City's ratings are currently high, ETC Institute developed the following recommendations to help the City sustain or increase overall satisfaction with City services in the future.

- **Sustain or Increase the Level of Investment in Police Services.** Among the 14 major categories of City services that were assessed on the survey, residents selected police services as the most important category to emphasize over the next two years. Since overall satisfaction with police services decreased by 3% from 2009 to 2011 and satisfaction with specific police services declined in 4 of the 5 areas that were rated, it will be especially important for the City to emphasize police services over the next two years to ensure satisfaction levels do not continue to decline. The results of the survey showed that residents think crime prevention and the visibility of police are the most

important attributes of public safety, which is the reason the City should raise awareness of its City's efforts in these areas.

- **Enhance the Overall Appearance of the City.** Among the 14 major categories of City services that were rated, residents selected the **appearance of canals** as the third most important service to emphasize over the next two years, the **appearance of City streets, medians and buildings** as the fourth most important, and **code enforcement** as the fifth most important. Given the high priority that residents place on services that influence the overall appearance of the City, the City should continue to invest in initiatives that will enhance the City's appearance.

- **Be Responsive to the Changing Demographic Profile of the City.** In 2005, just 9% of the respondents to the survey indicated that Spanish was the primary language spoken in their home. In 2011, 20% of the respondents to the survey indicated that Spanish was the primary language spoken in their home. The percentage of respondents to the survey who identified themselves as Hispanic has increased from 17% in 2005 to 33% in 2011. The percentage of survey respondents who identified themselves as White has decreased from 77% in 2005 to 63% in 2011, and the percentage of respondents who were age 65 or older had decreased from 46% in 2005 to 29% in 2011. The dramatic shift in the demographic composition of the City is likely to cause changes in the expectations that residents have for City services, which will place new demands on the City's ability to provide high quality customer service. For this reason, all City departments should actively seek input from these emerging populations and modify the delivery of services as needed to be responsive to their needs.

- **Other Opportunities for Improvement.** In addition to the recommendations listed above, two other City services were identified as Very High or High priorities on the survey based on the importance-satisfaction analysis that is provided in Section 4. These services were:
 - the availability of sidewalks in neighborhoods
 - the availability of walking and biking trails.

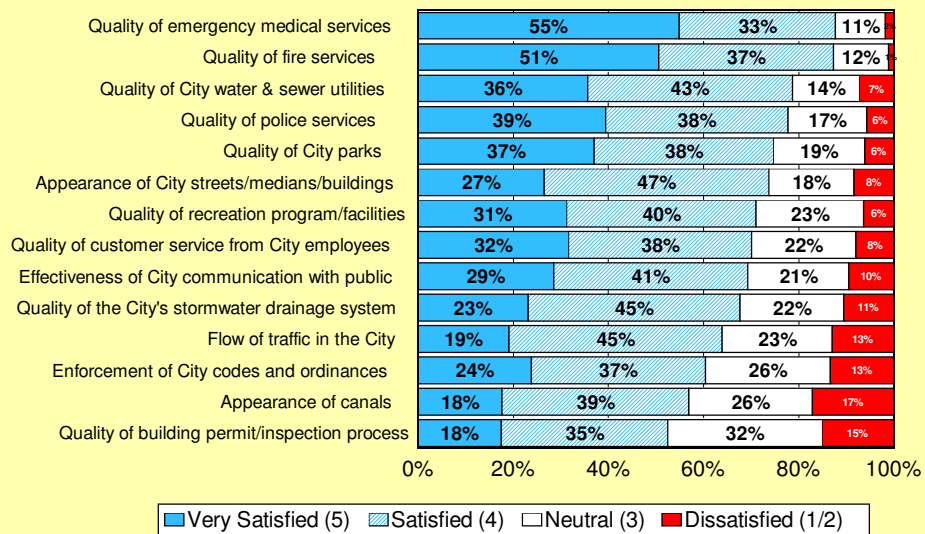
Given the relatively high levels of importance that residents place on these services and the comparatively low levels of satisfaction for each service, the City of Tamarac should consider increasing the level of investment in both areas over the next two years.

Section 1:
Charts and Graphs

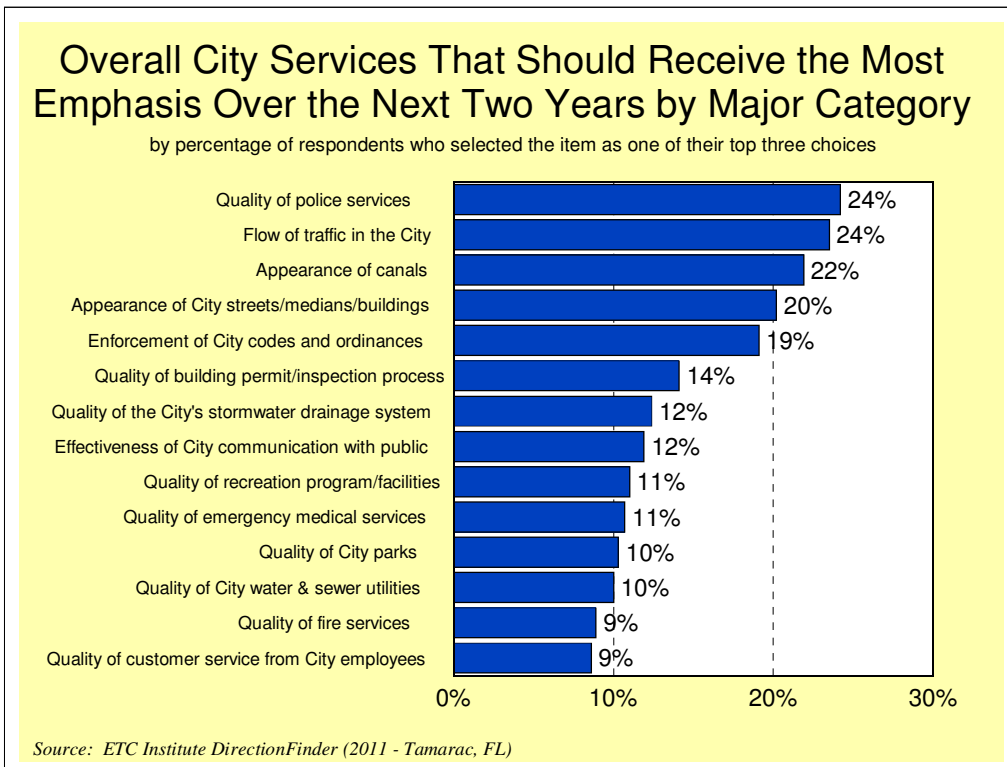
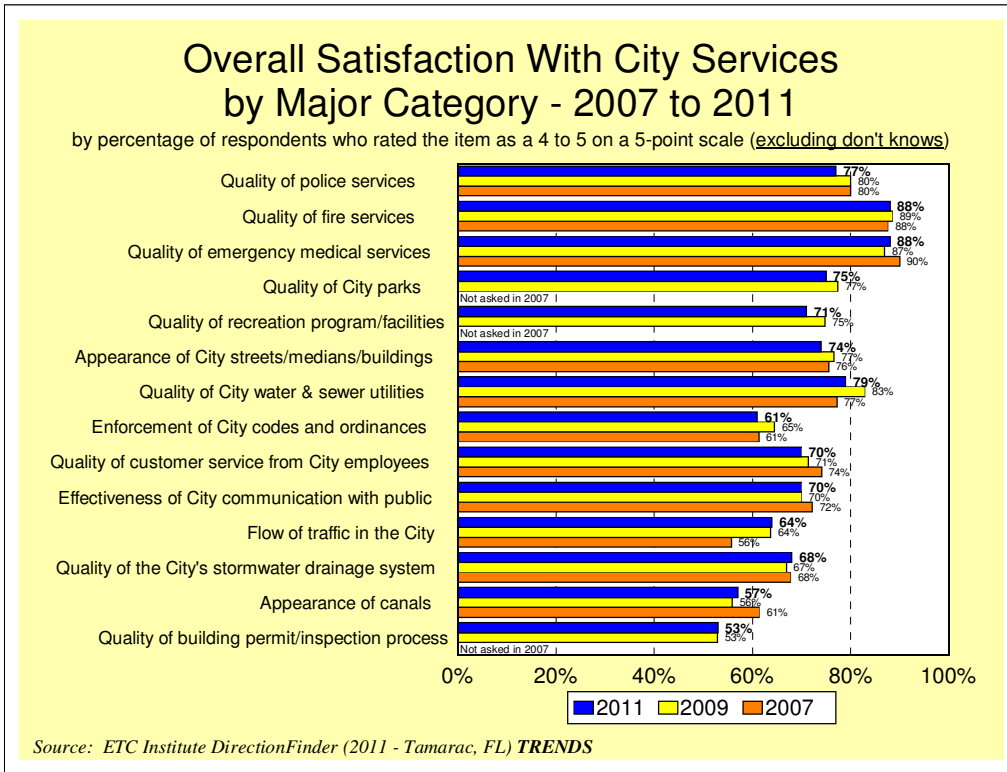
Resident Survey Results

Overall Satisfaction With City Services by Major Category

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)

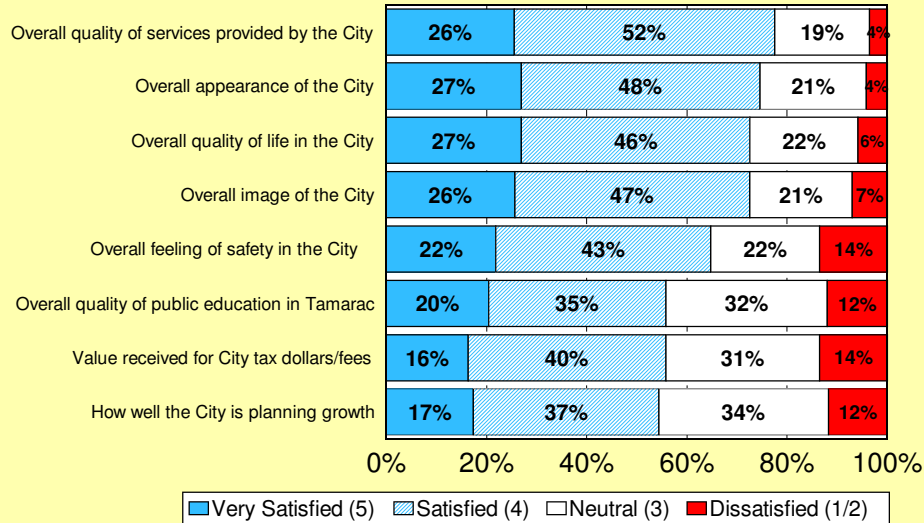


Source: ETC Institute DirectionFinder (2011 - Tamarac, FL)



Satisfaction With Items That Influence the Perception Residents Have of the City

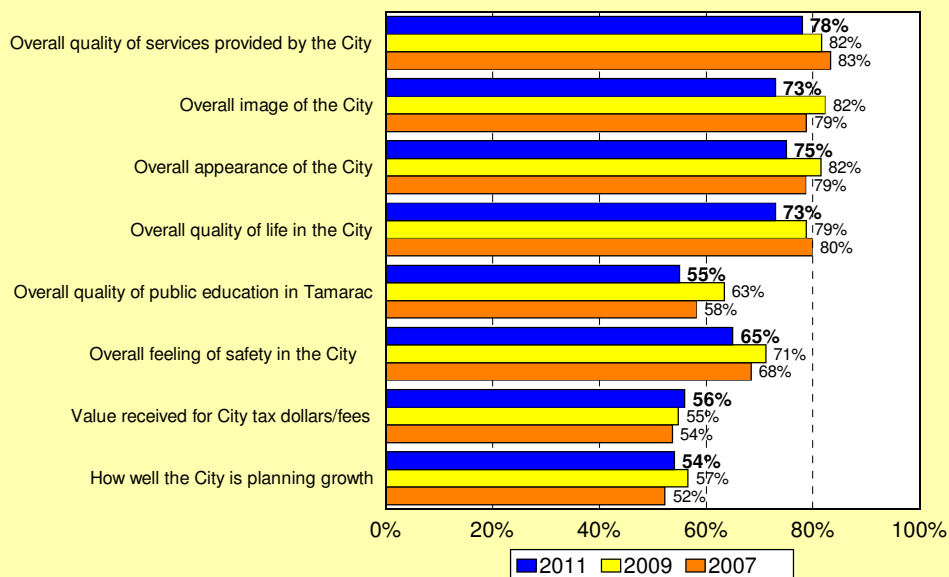
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



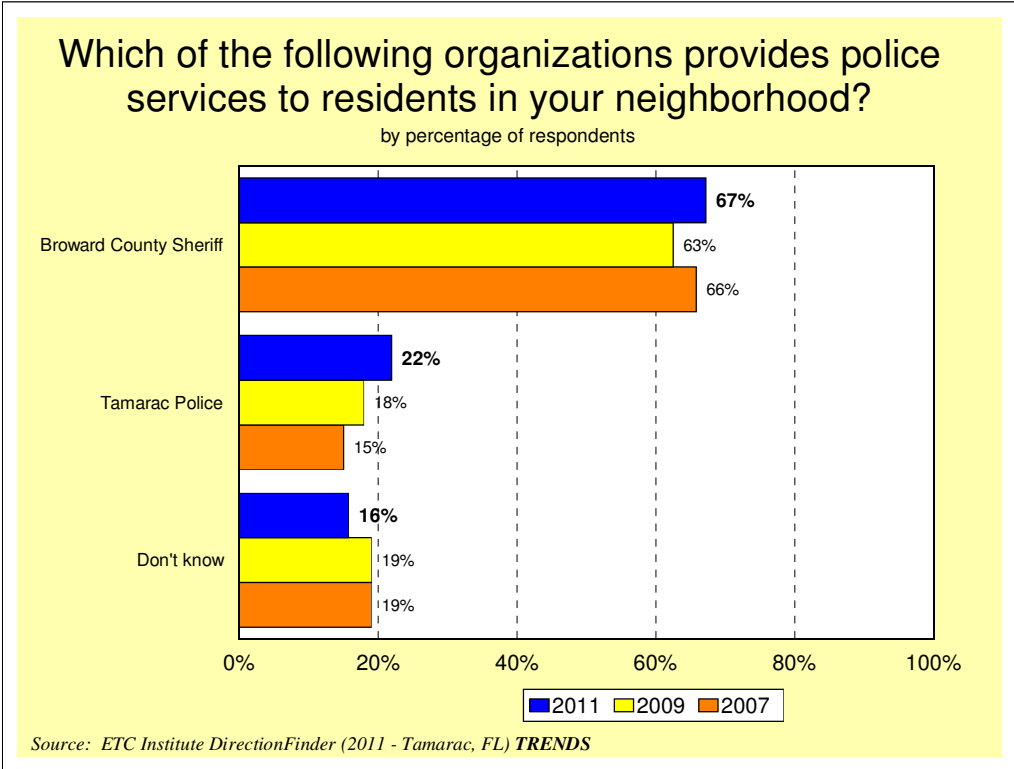
Source: ETC Institute DirectionFinder (2011 - Tamarac, FL)

Satisfaction With Items That Influence the Perception Residents Have of the City - 2007 to 2011

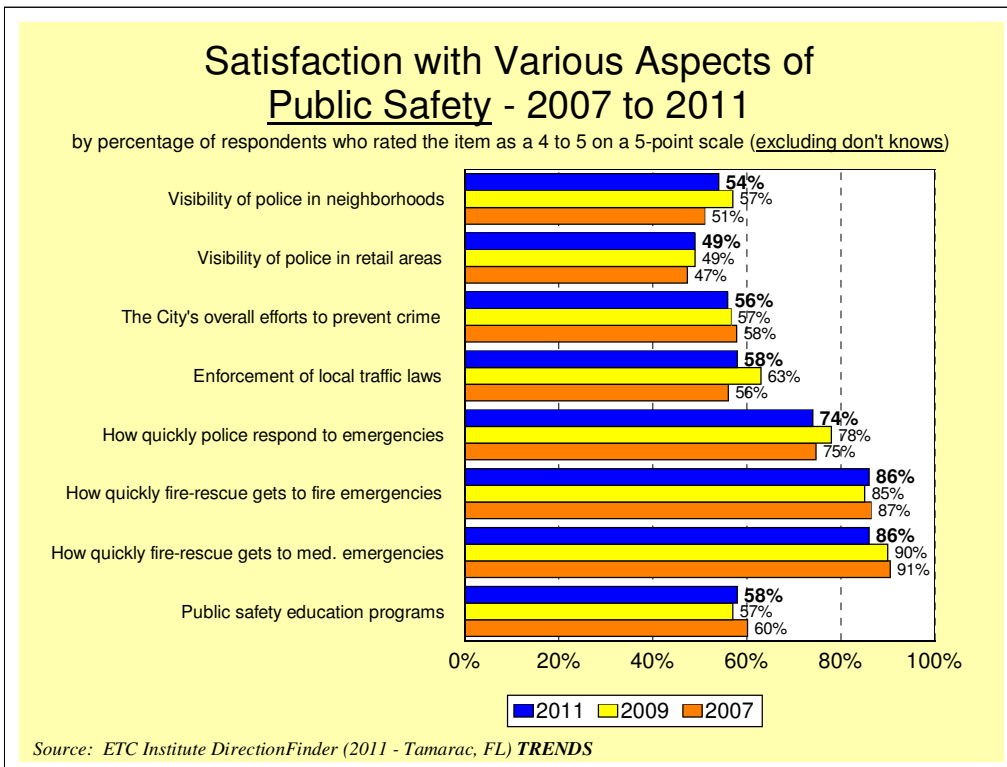
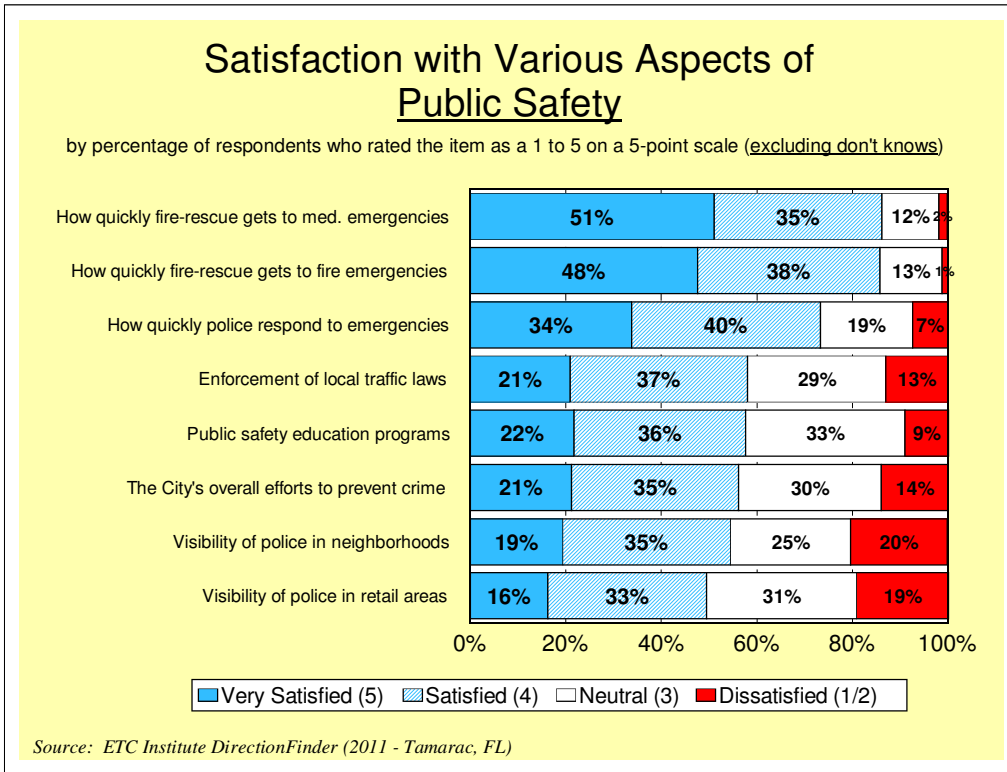
by percentage of respondents who rated the item as a 4 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (2011 - Tamarac, FL) TRENDS

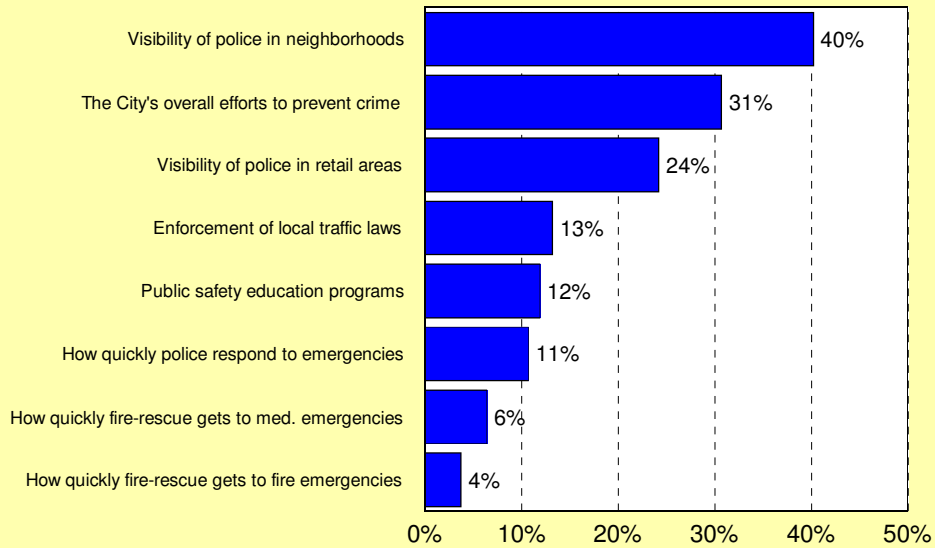


Public Safety



Public Safety Services That Should Receive the Most Emphasis Over the Next Two Years

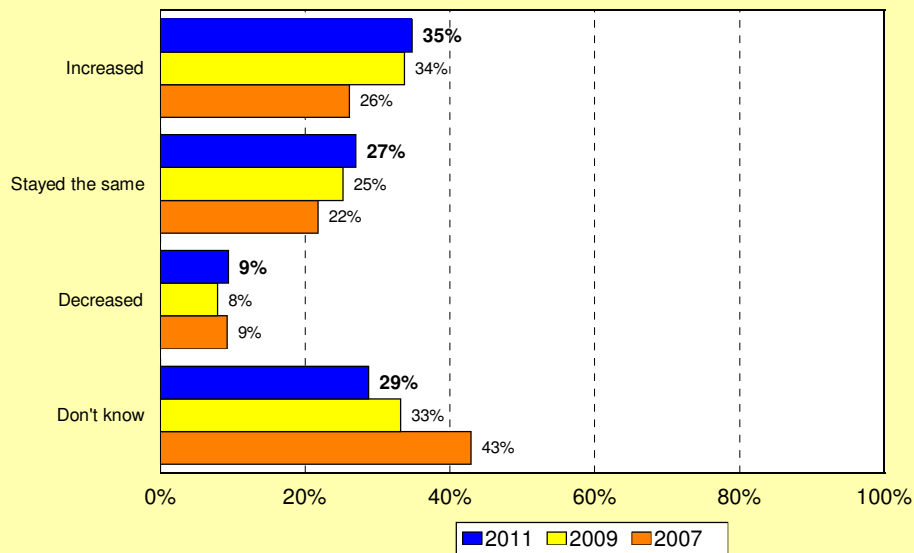
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute DirectionFinder (2011 - Tamarac, FL)

During the past two years, how do you think the crime rate in Tamarac has changed?

by percentage of respondents

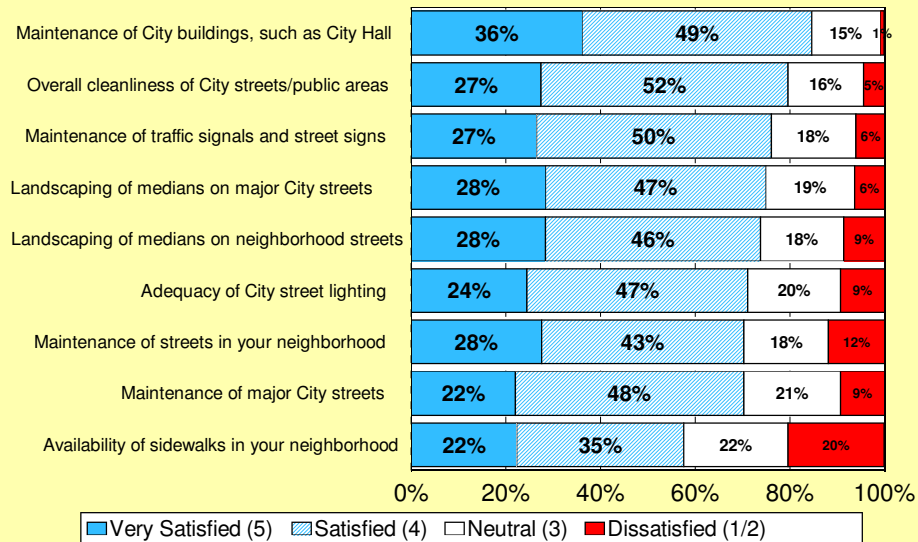


Source: ETC Institute DirectionFinder (2011 - Tamarac, FL) TRENDS

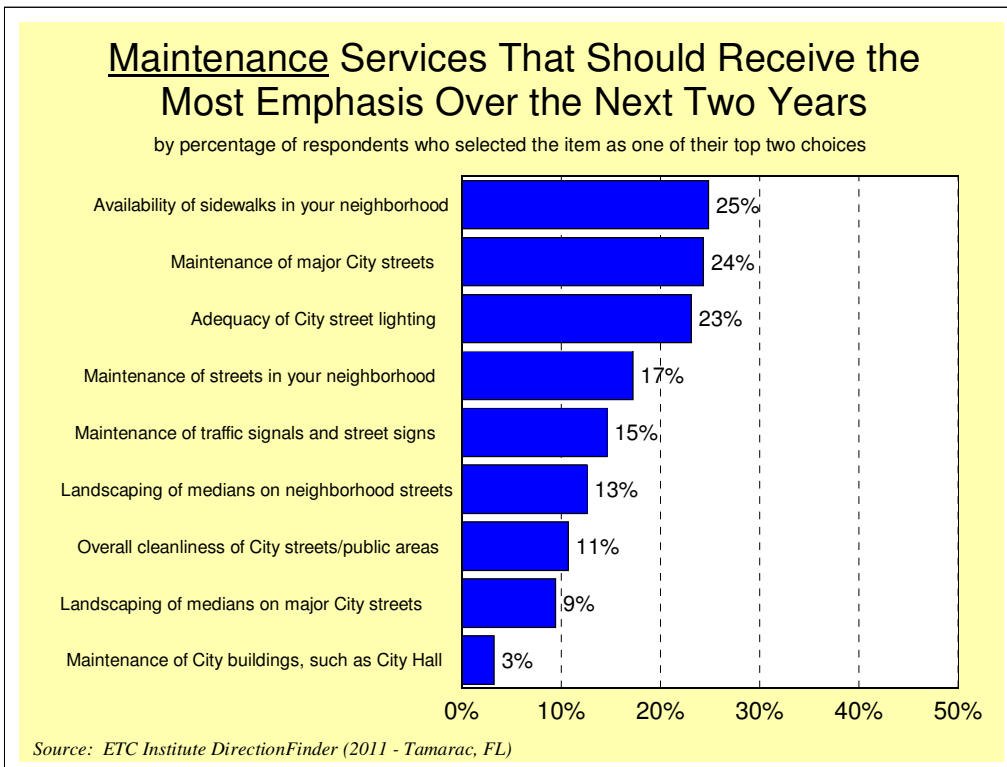
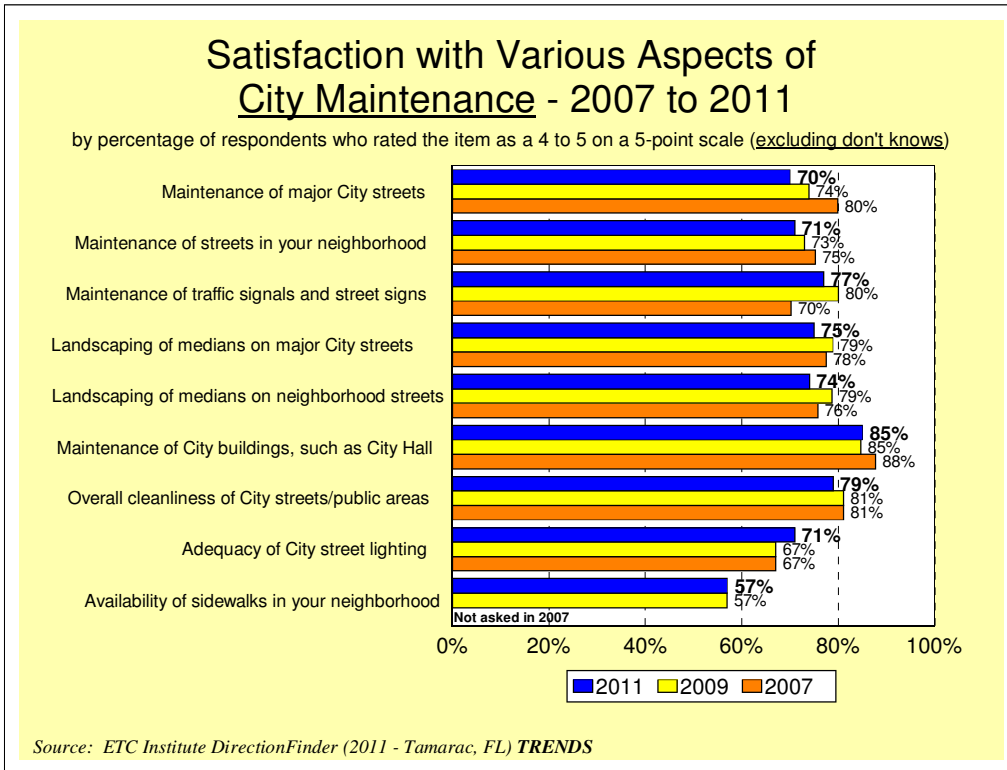
City Maintenance

Satisfaction with Various Aspects of City Maintenance

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



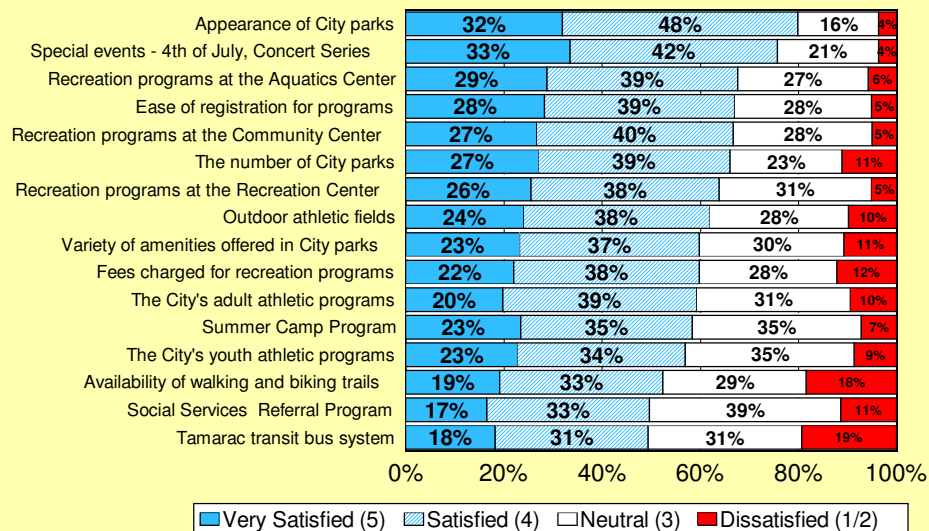
Source: ETC Institute DirectionFinder (2011 - Tamarac, FL)



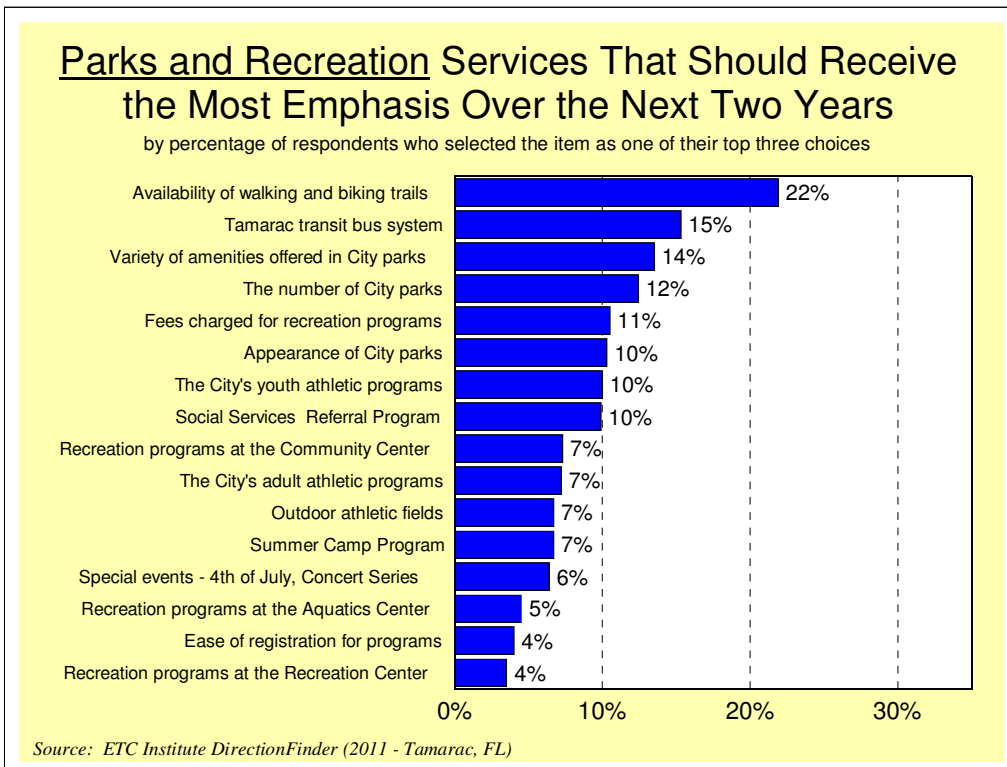
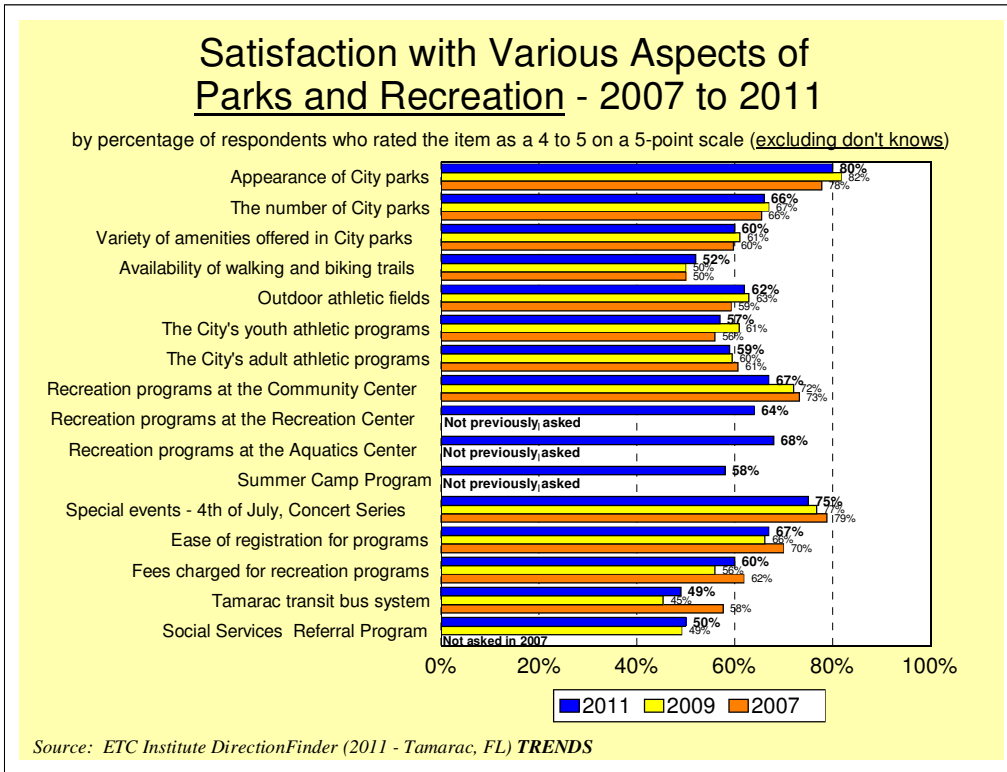
Parks and Recreation

Satisfaction with Various Aspects of Parks and Recreation

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



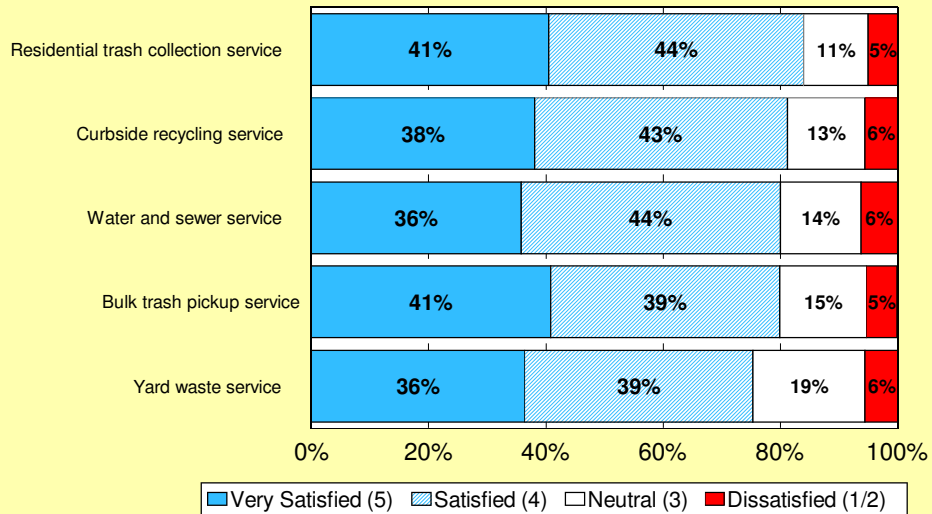
Source: ETC Institute DirectionFinder (2011 - Tamarac, FL)



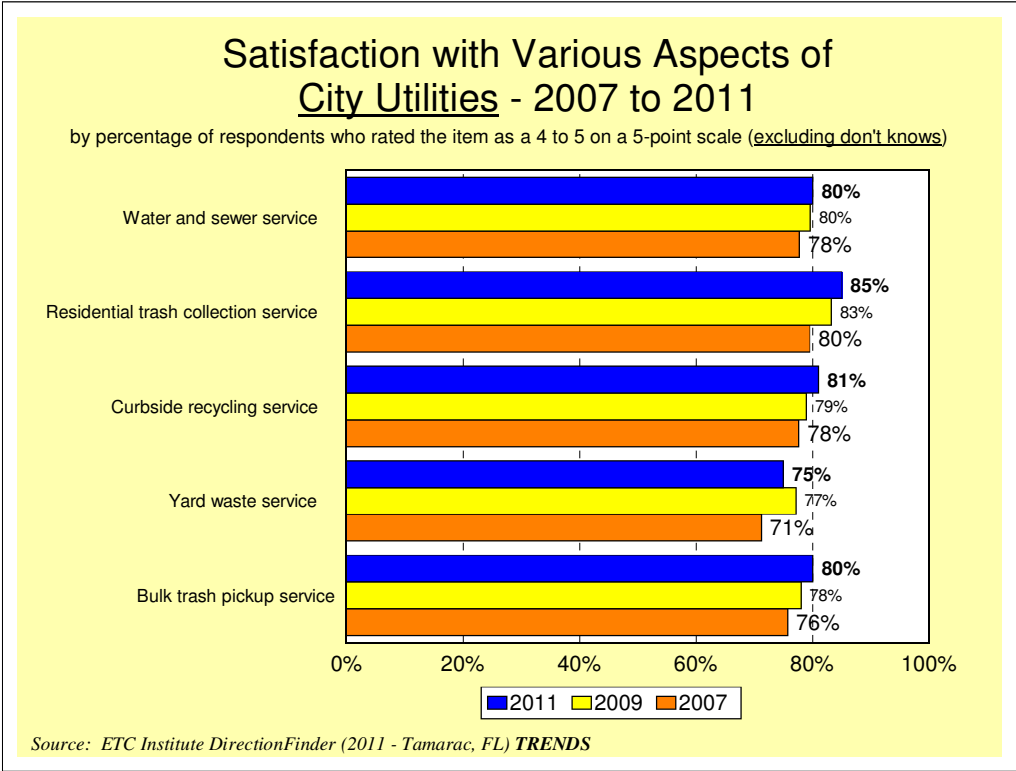
Utilities

Satisfaction with Various Aspects of City Utilities

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



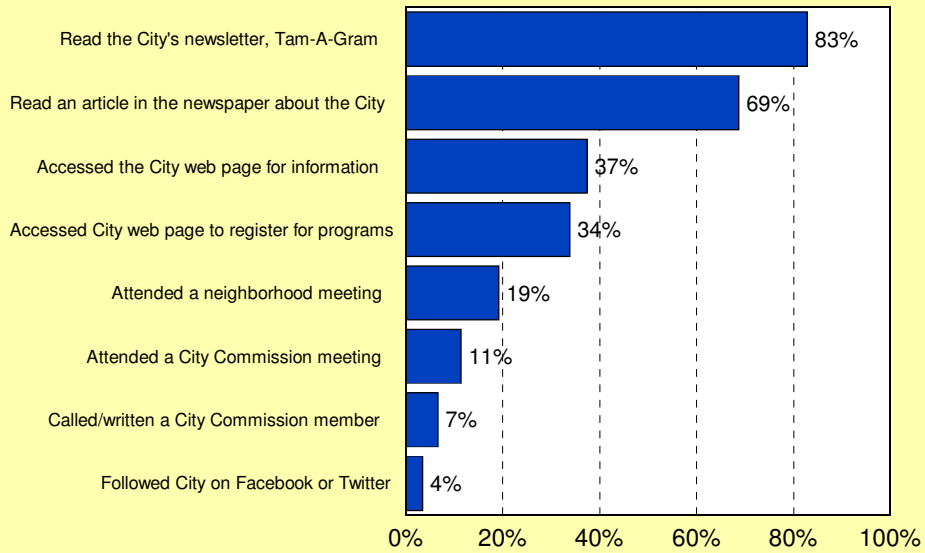
Source: ETC Institute DirectionFinder (2011 - Tamarac, FL)



City Communications

Percentage of Residents Who Have Done Various Activities During the Past Year

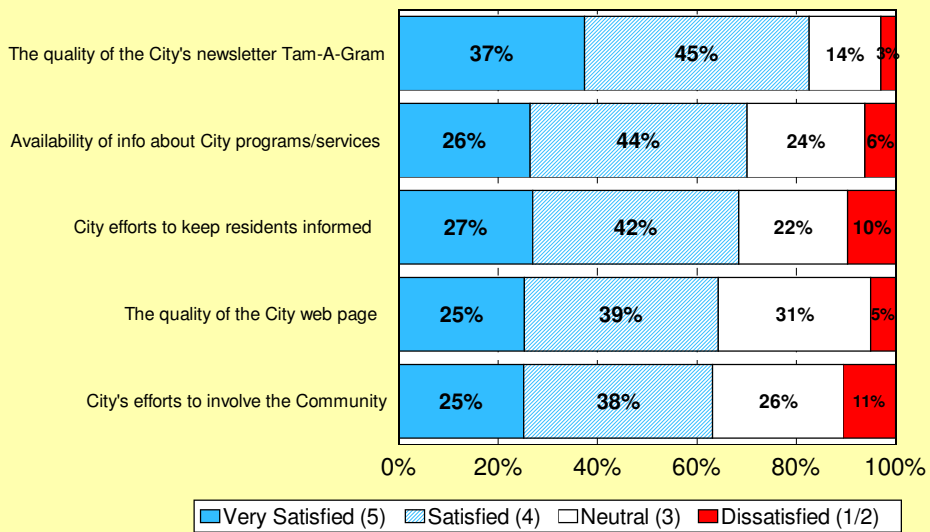
by percentage of all respondents (multiple choices could be made)



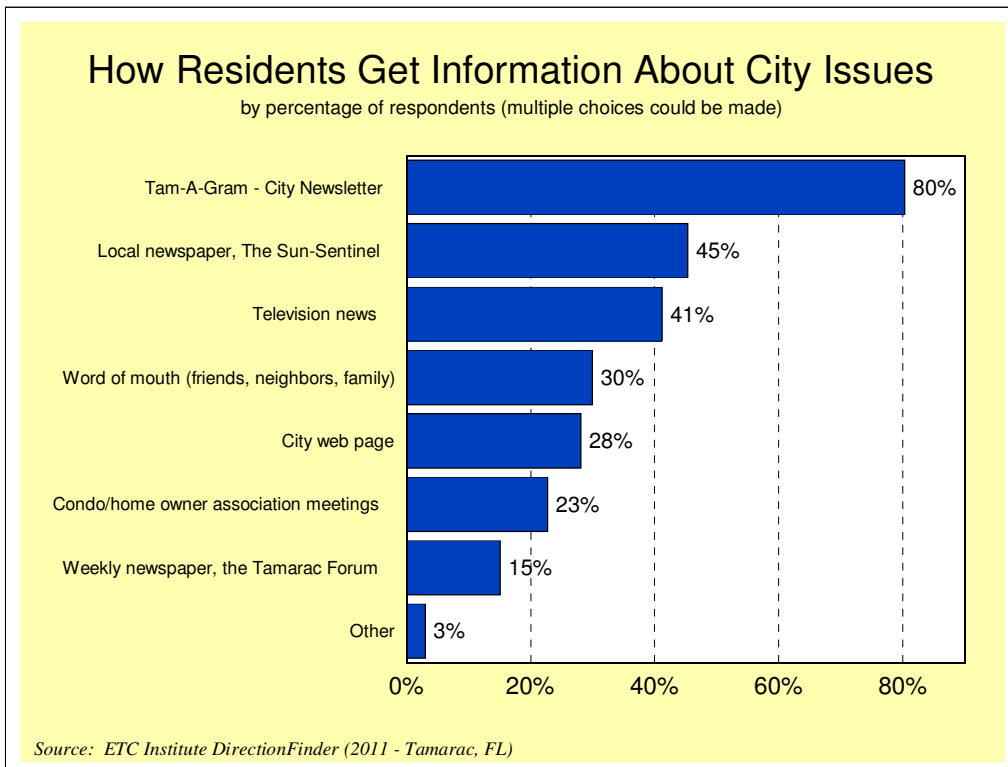
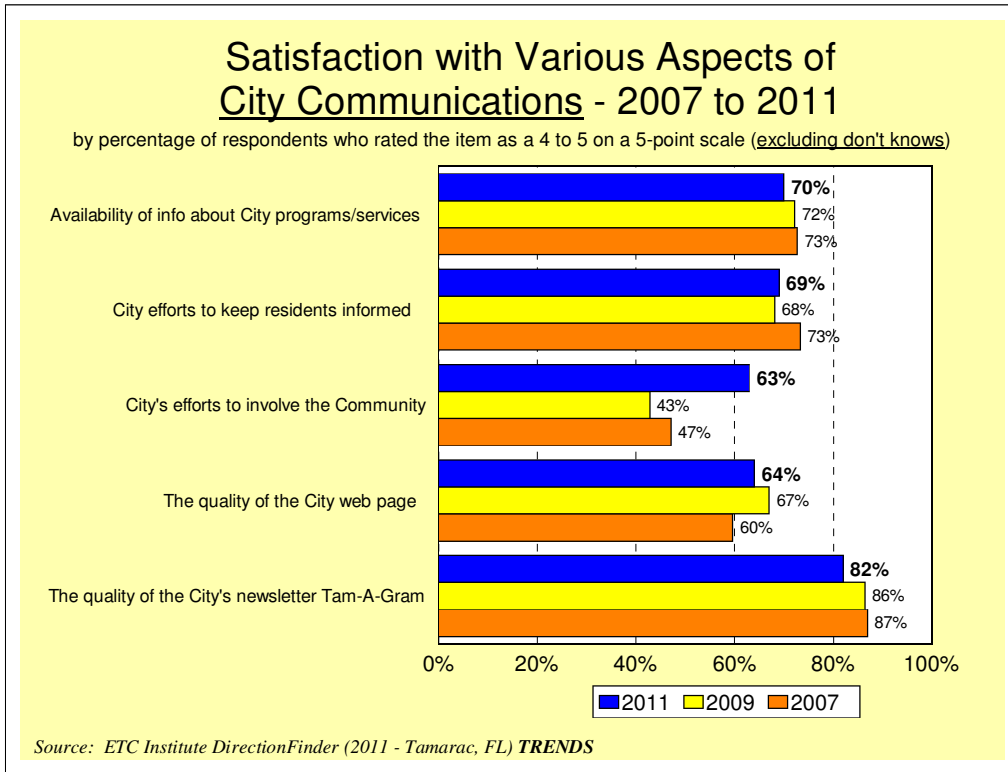
Source: ETC Institute DirectionFinder (2011 - Tamarac, FL)

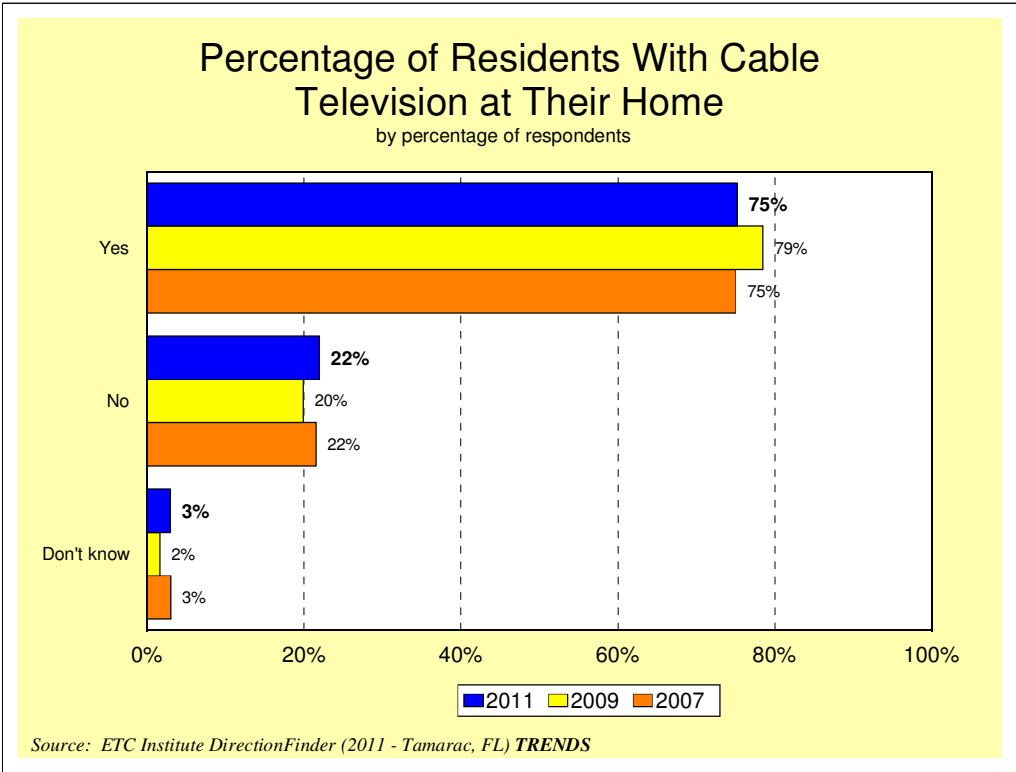
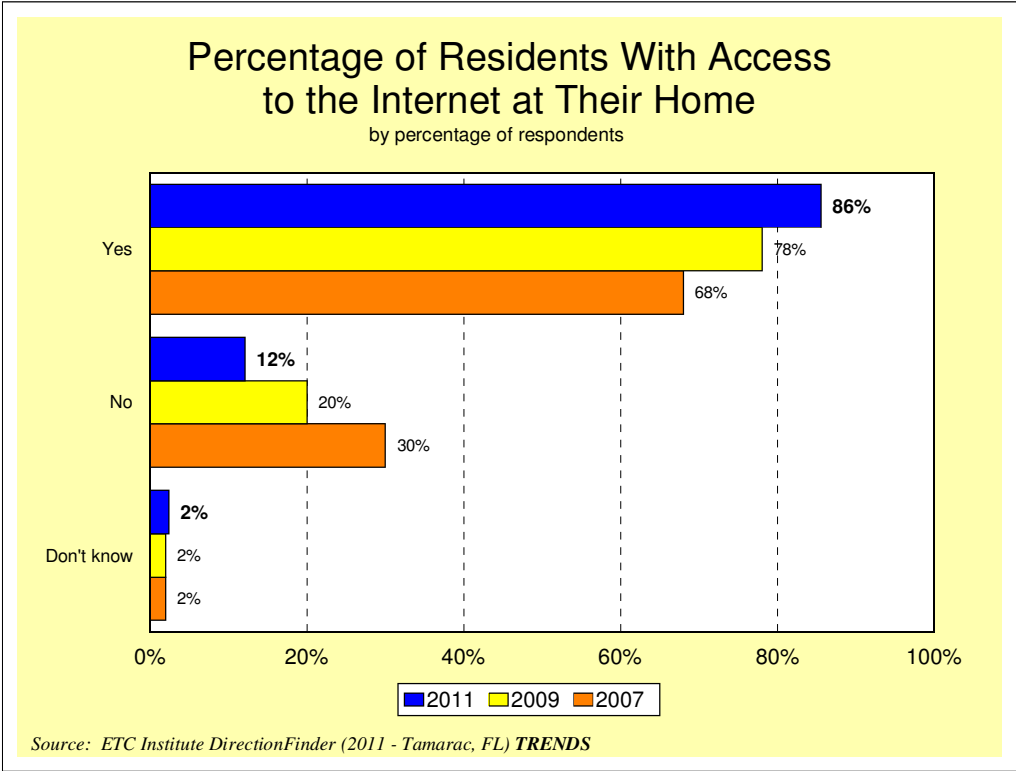
Satisfaction with Various Aspects of City Communications

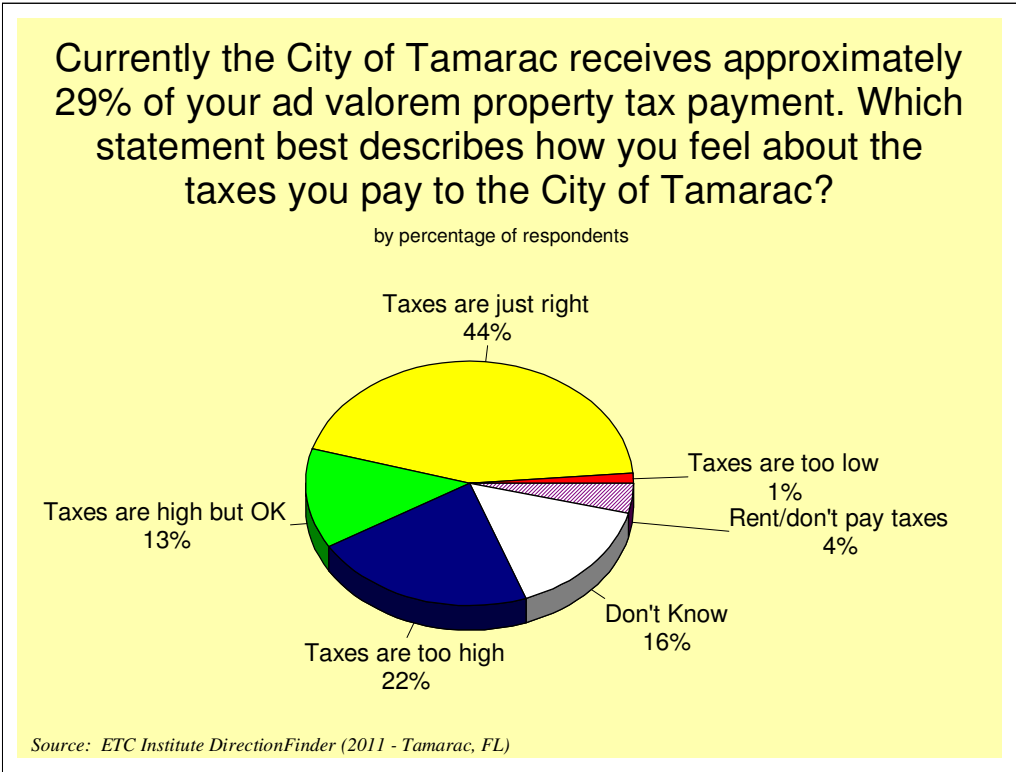
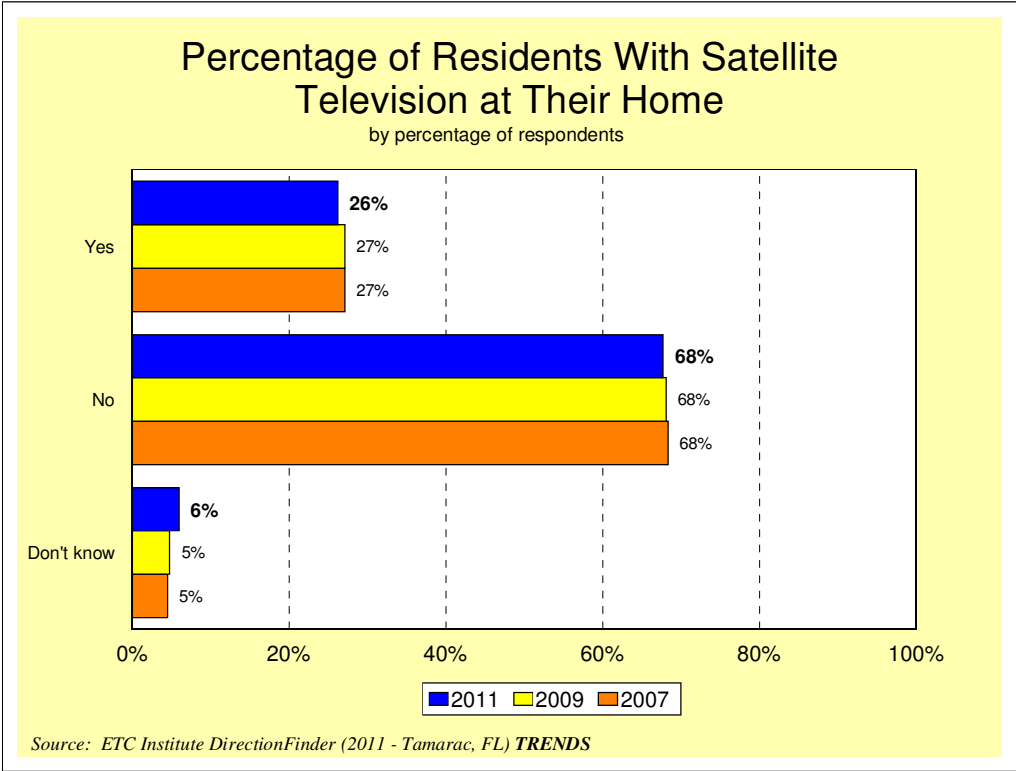
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)

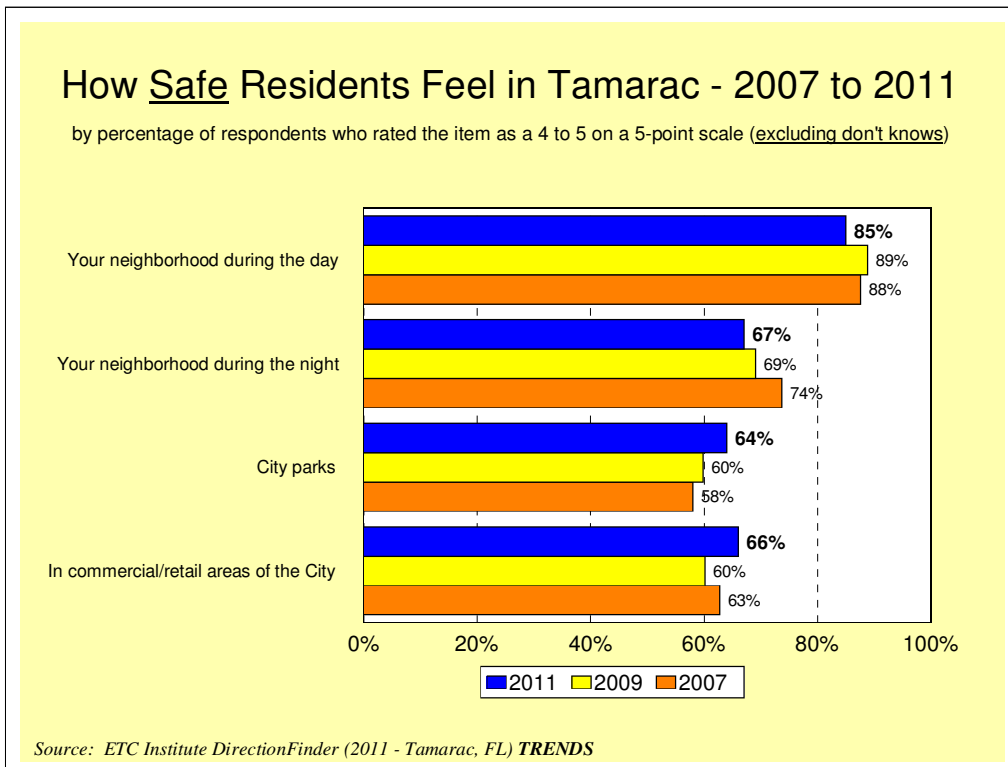
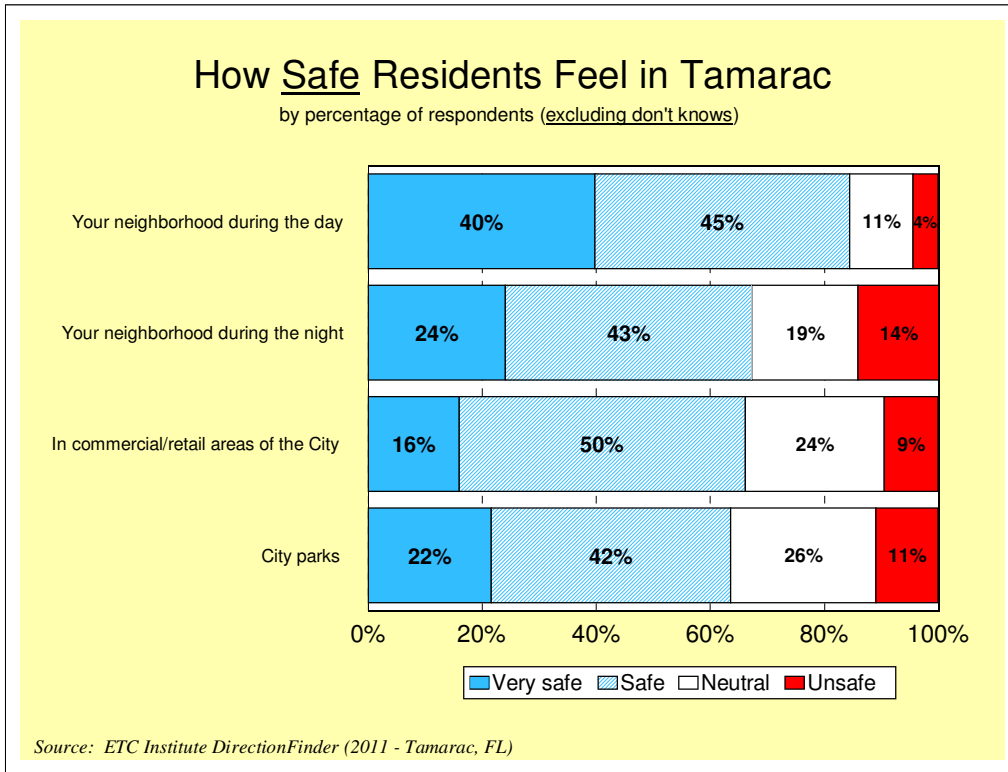


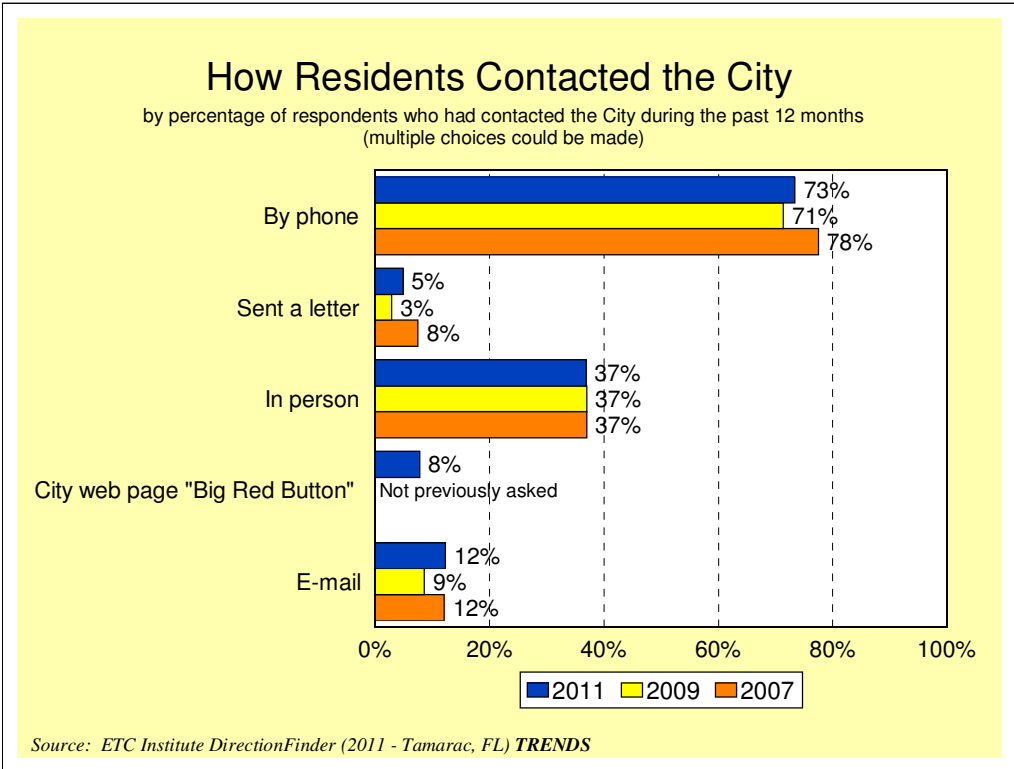
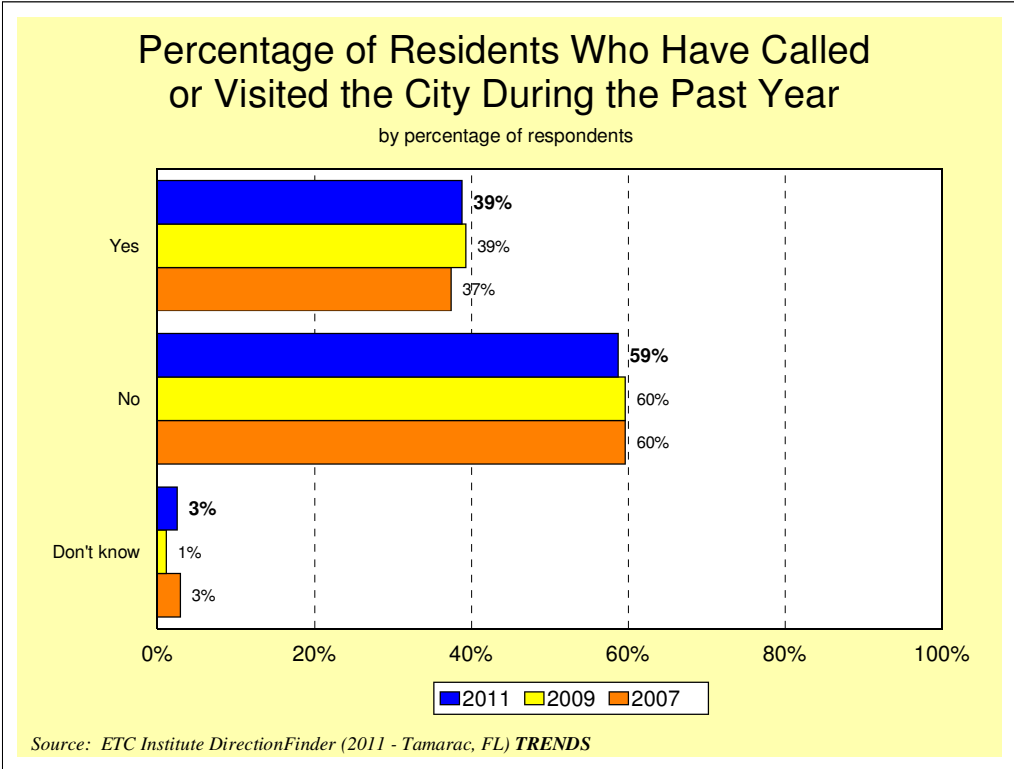
Source: ETC Institute DirectionFinder (2011 - Tamarac, FL)





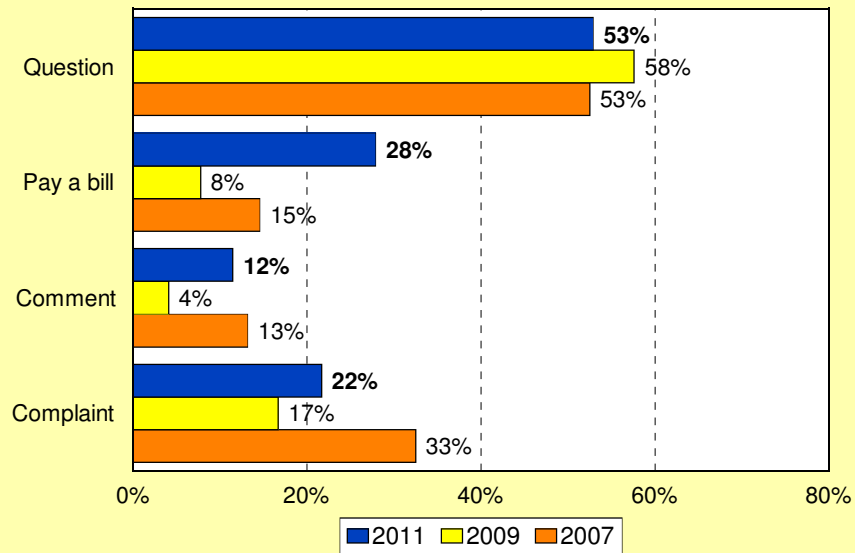






What was the nature of your contact(s) with the City?

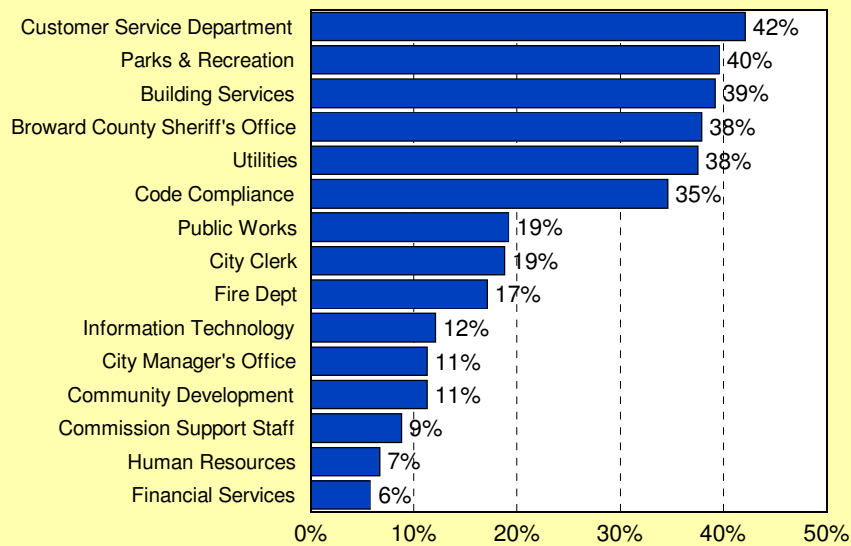
by percentage of respondents who had contacted the City during the past 12 months



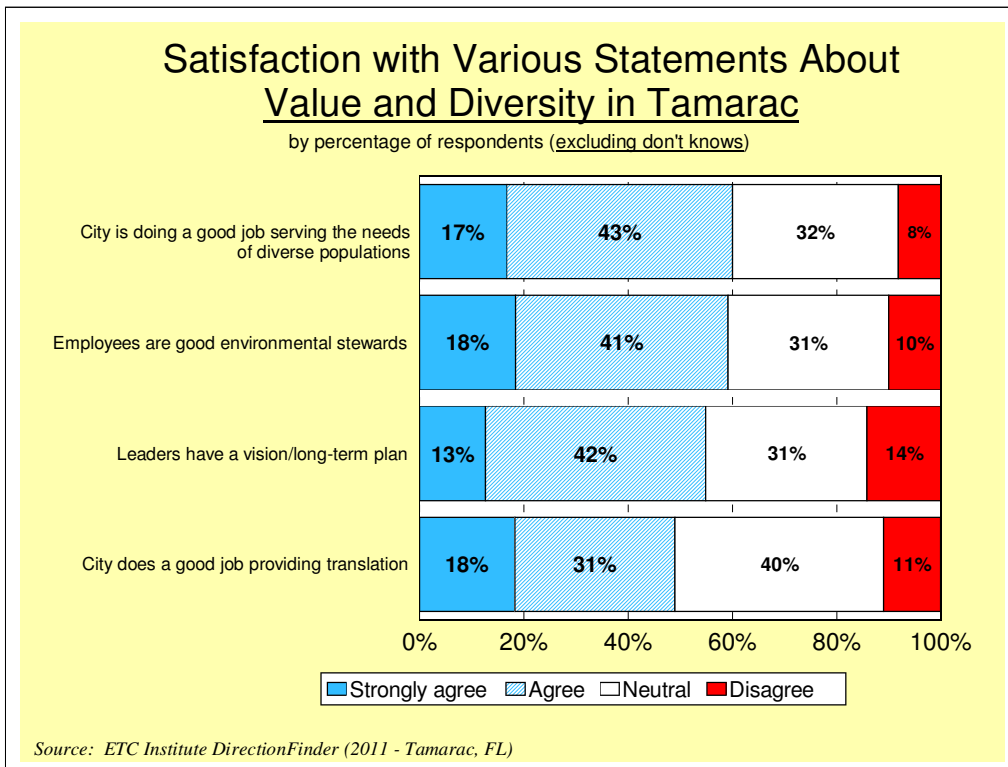
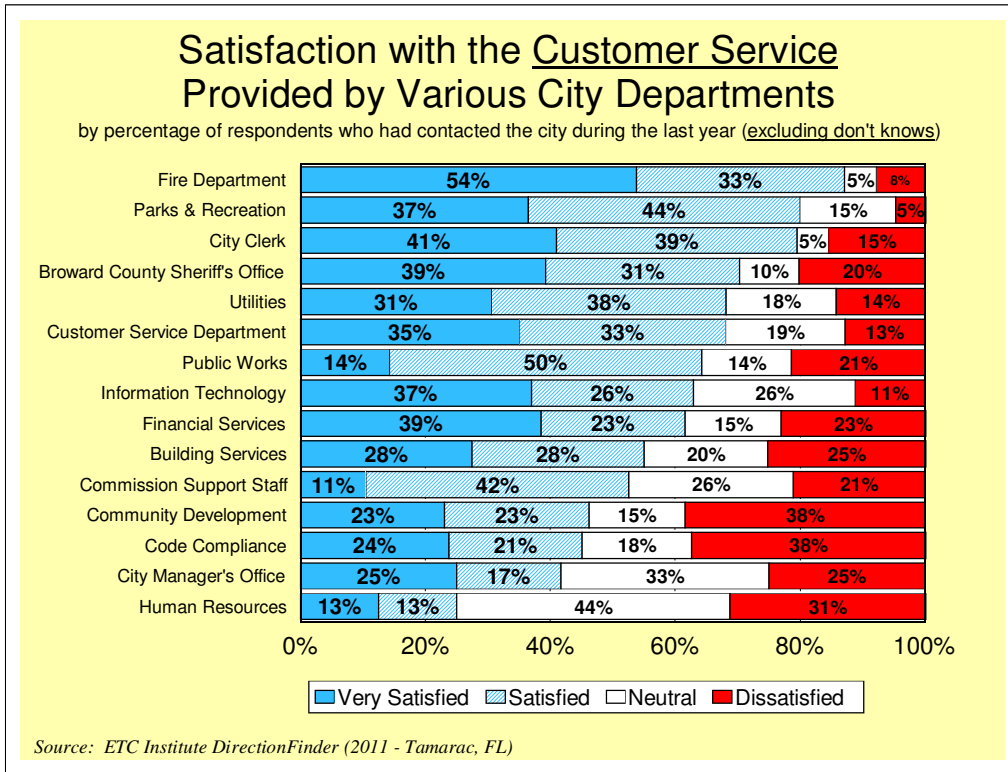
Source: ETC Institute DirectionFinder (2011 - Tamarac, FL) TRENDS

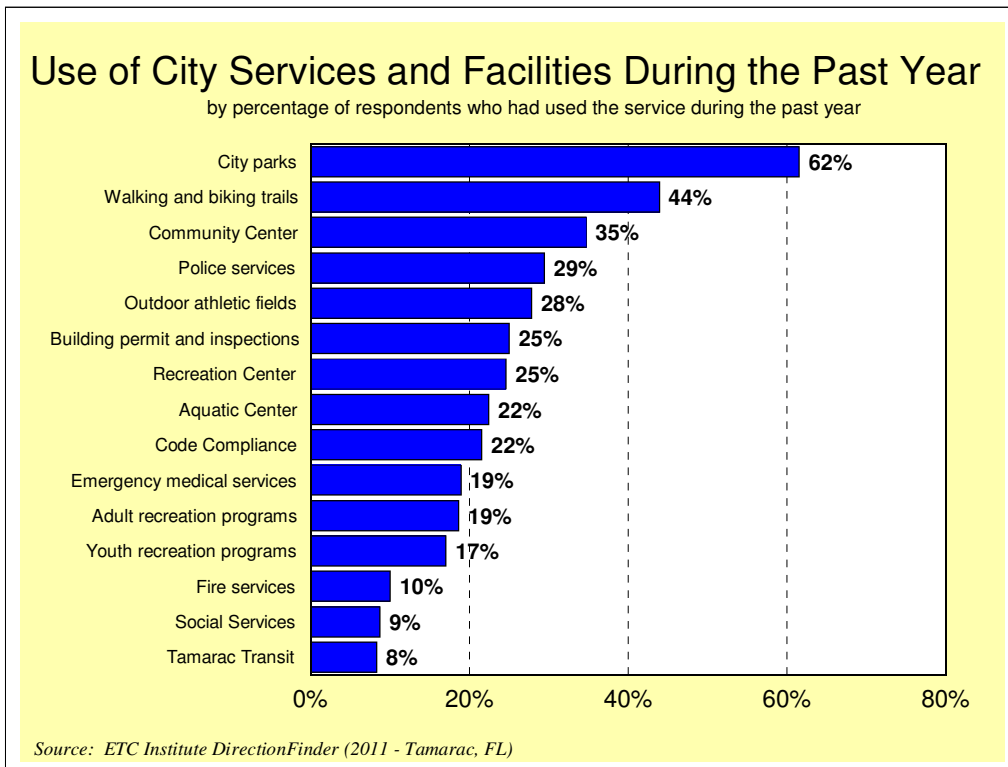
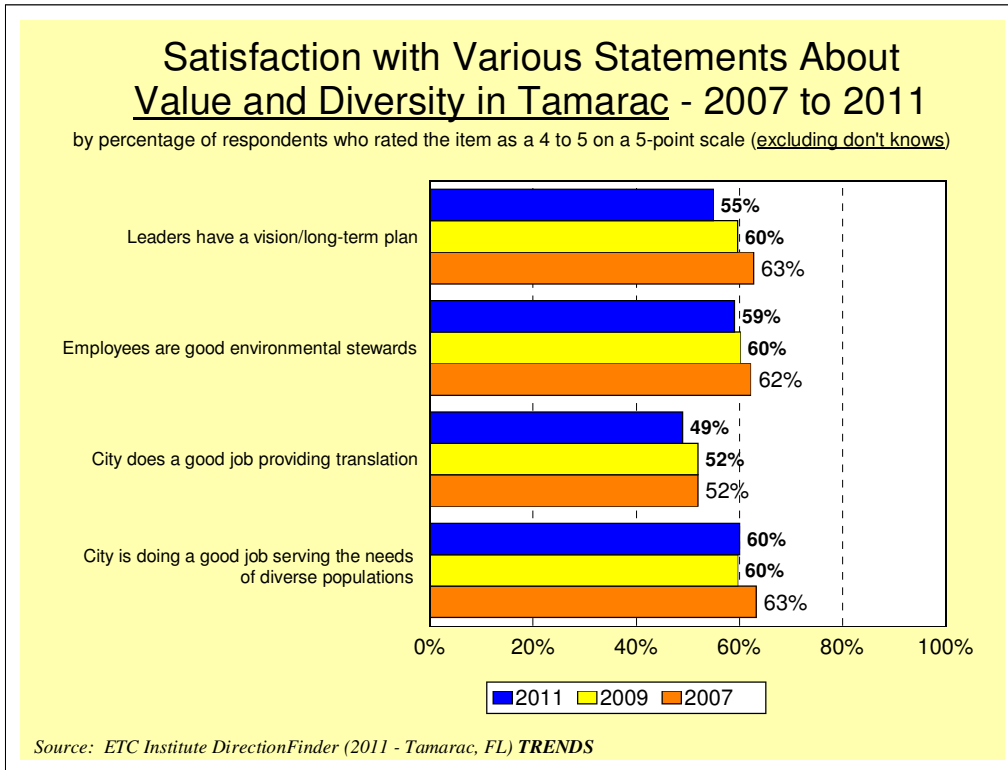
Which City department or service area did you contact most recently?

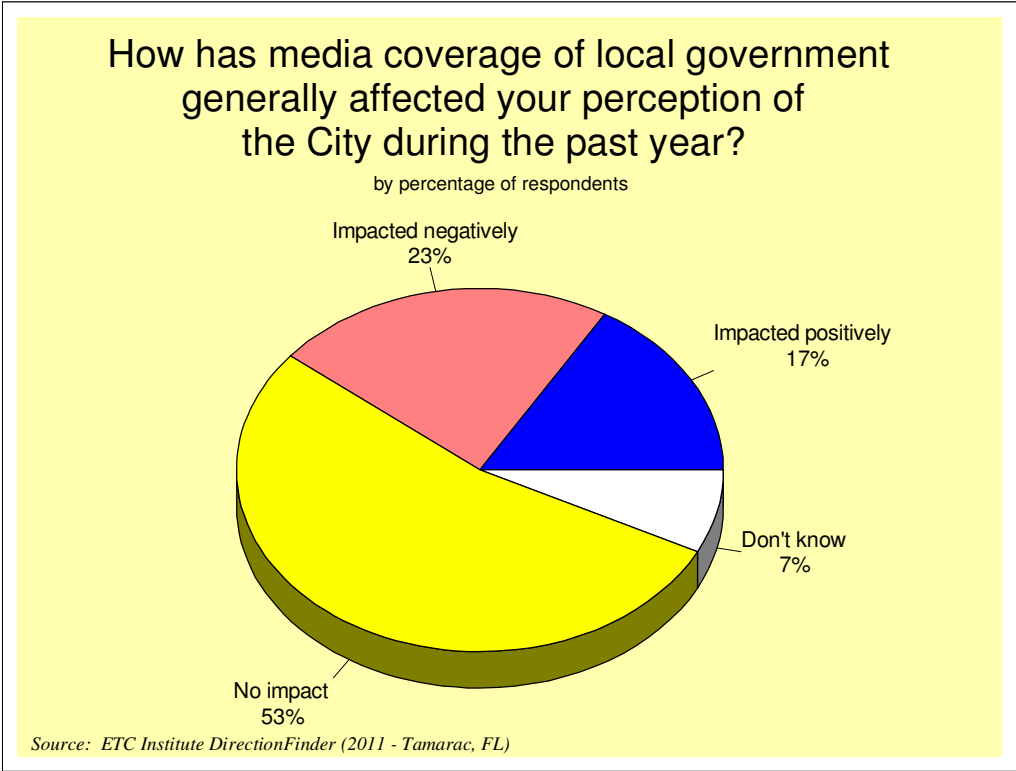
by percentage of respondents who had contacted the City during the past 12 months



Source: ETC Institute DirectionFinder (2011 - Tamarac, FL)

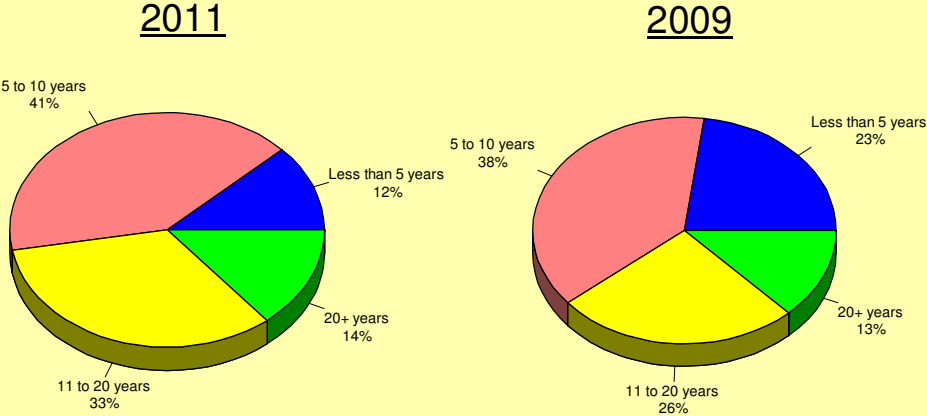






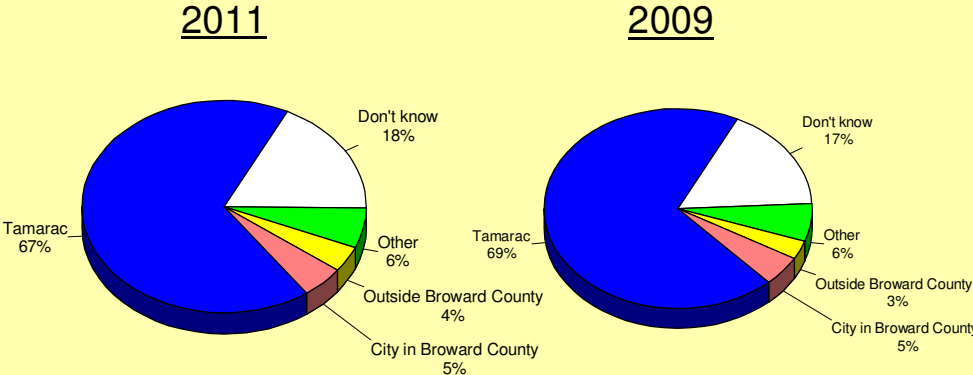
Demographics

Demographics: Number of Years Lived in Tamarac
by percentage of respondents



Source: ETC Institute DirectionFinder (2011 - Tamarac, FL) TRENDS

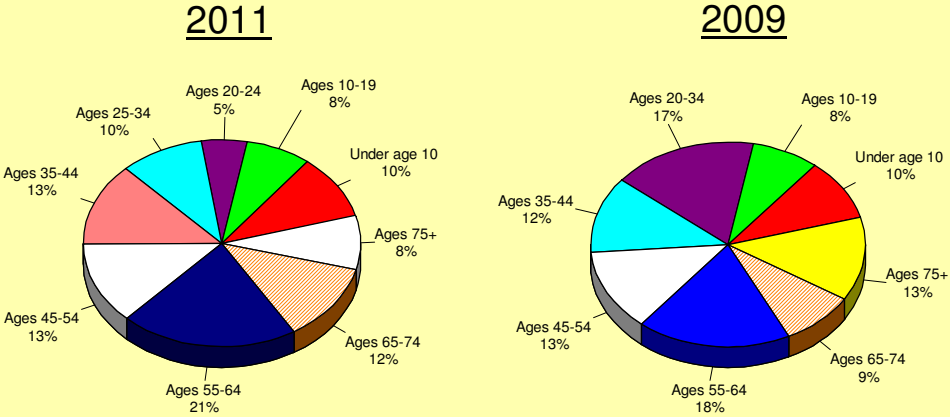
Demographics: Where Residents Plan to Be Living in Five Years
by percentage of respondents



Source: ETC Institute DirectionFinder (2011 - Tamarac, FL) TRENDS

Demographics: Ages of Household Occupants

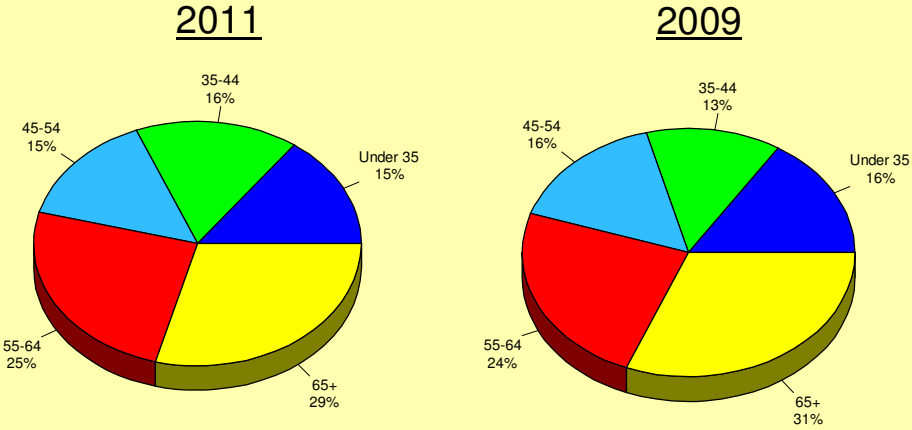
by percentage of all persons in households surveyed



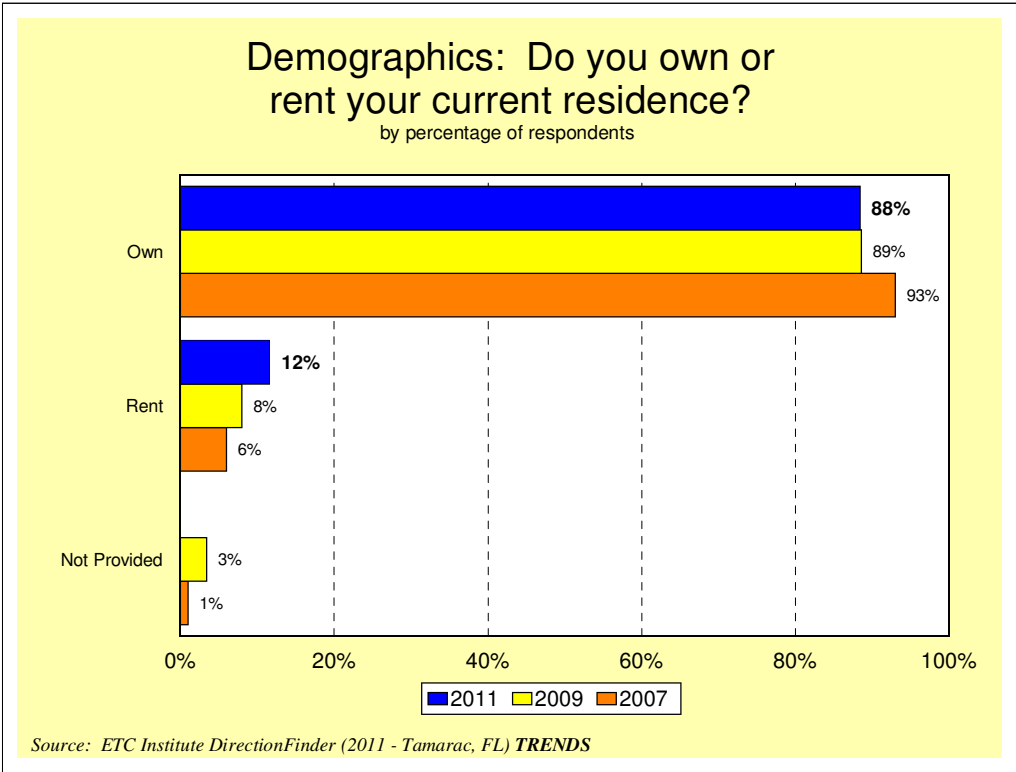
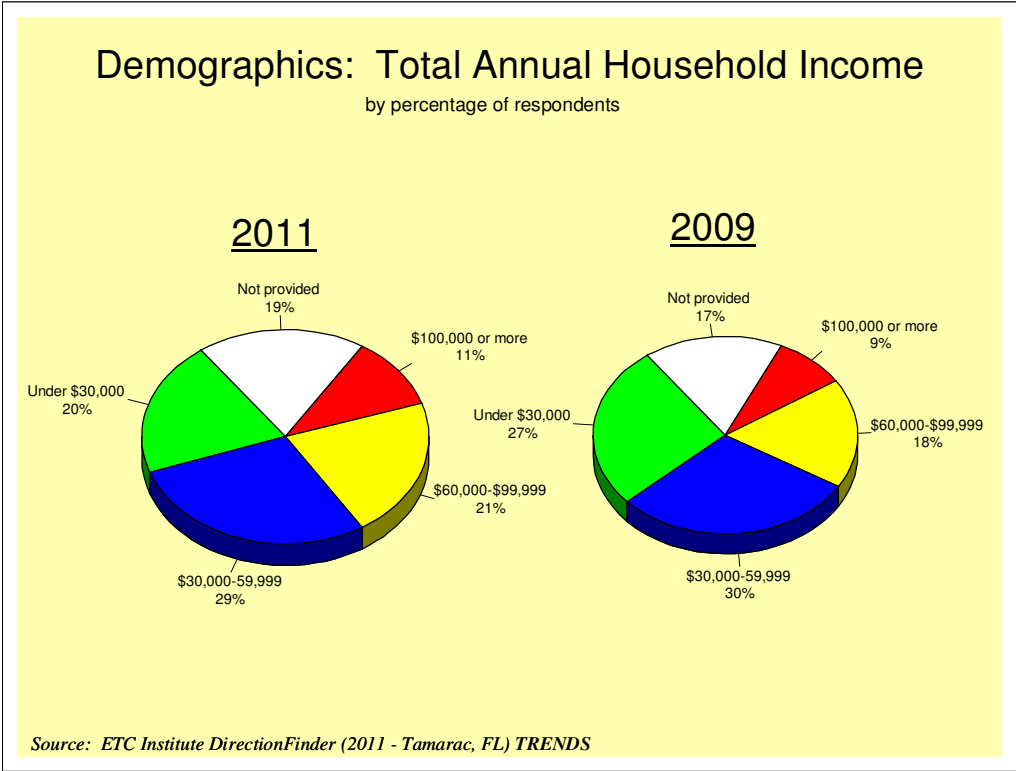
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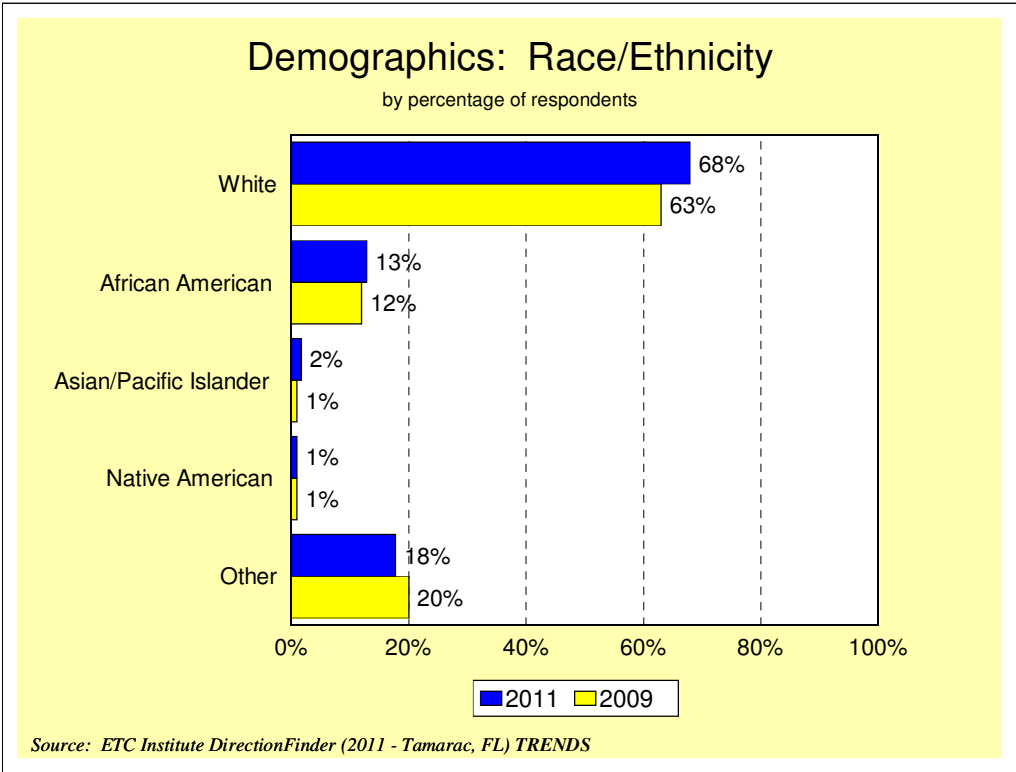
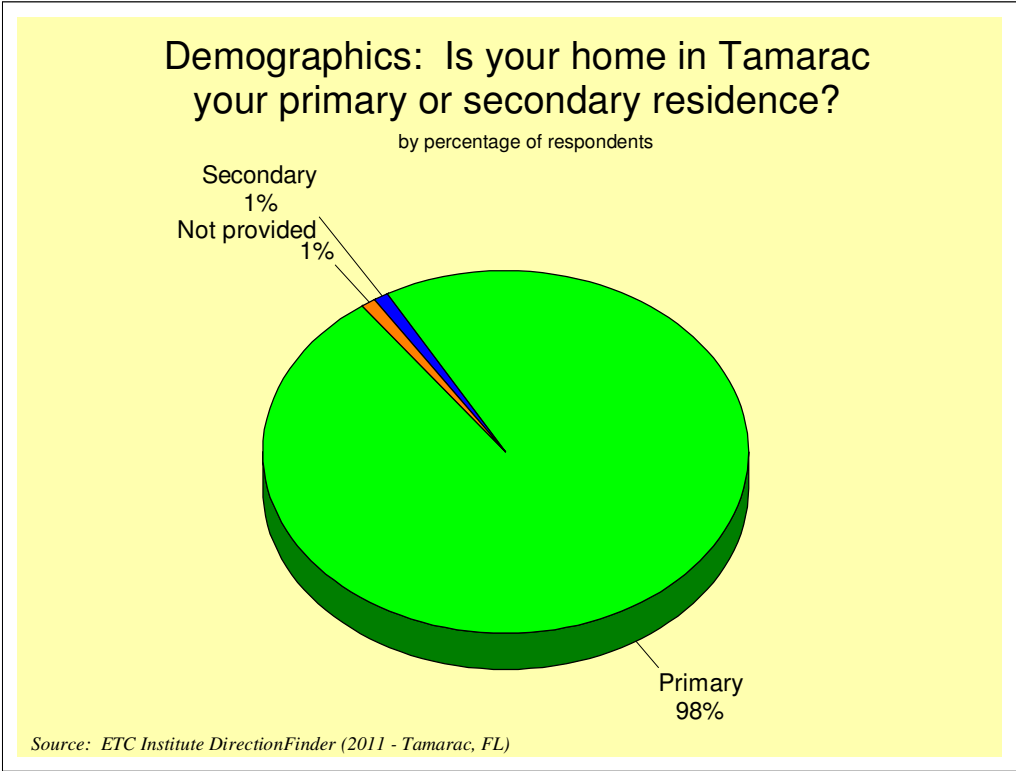
Demographics: Age of Respondents

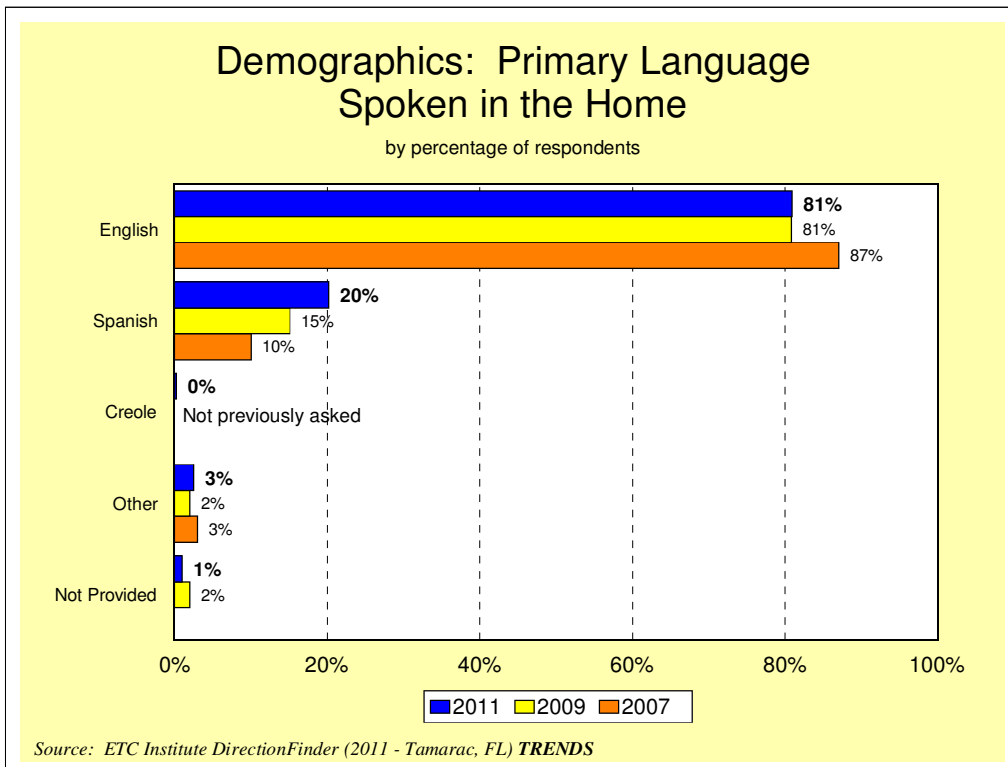
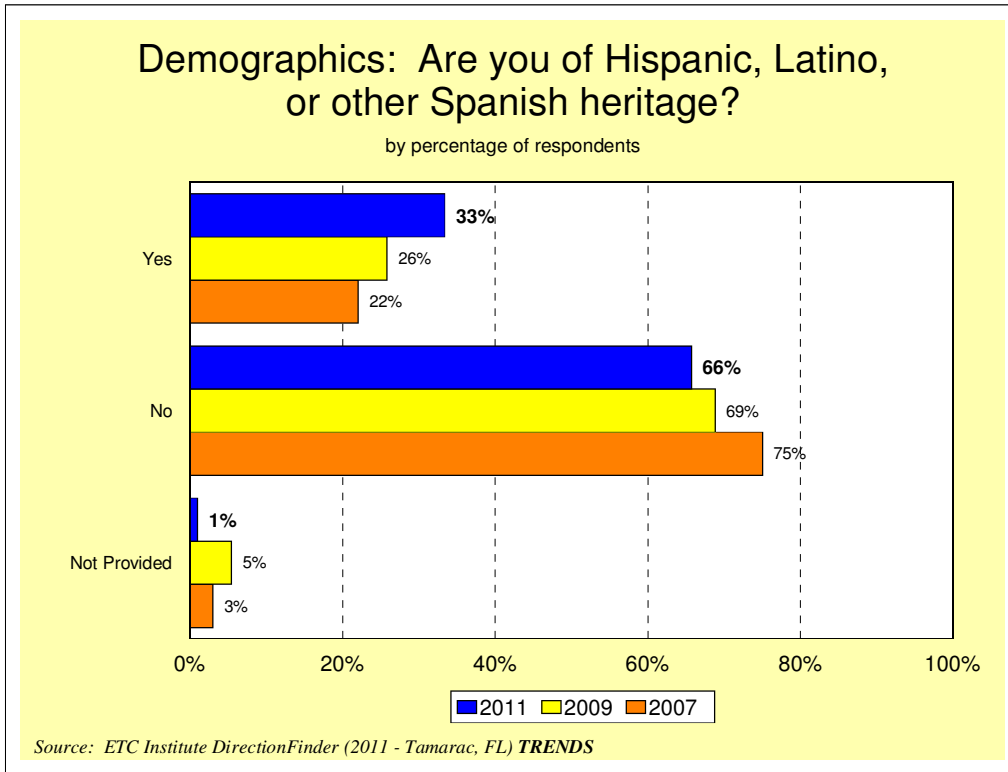
by percentage of respondents

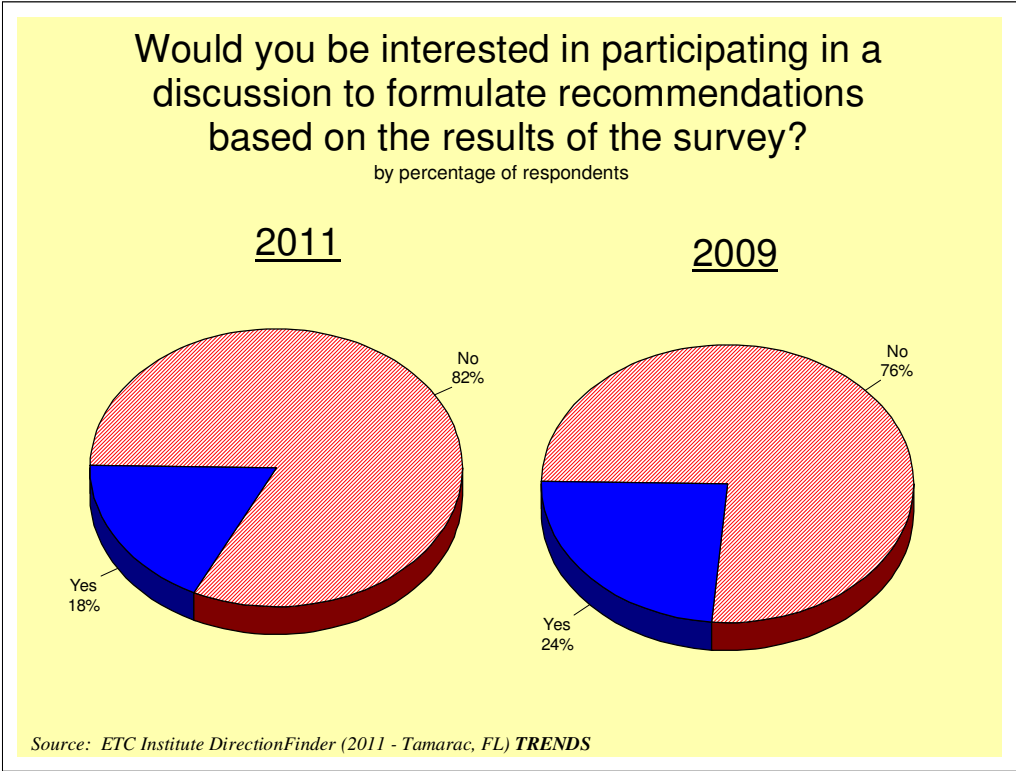


Source: ETC Institute DirectionFinder (2011 - Tamarac, FL) TRENDS









Section 2:
Benchmarking Data



DirectionFinder® Survey Year 2011 Benchmarking Summary Report

Overview

ETC Institute's *DirectionFinder* program was originally developed in 1999 to help community leaders across the United States use statistically valid community survey data as a tool for making better decisions. Since November 1999, the survey has been administered in more than 210 cities and counties in 43 states. Most participating communities conduct the survey on an annual or biennial basis.

This report contains benchmarking data from two sources: (1) a national survey that was administered by ETC Institute during February and March of 2010 to a random sample of 4,377 residents in the continental United States, (2) a regional survey administered to a random sample of 442 Florida residents during February and March 2010 and (3) survey results from 35 medium sized cities (population of 20,000 to 199,999) where the *DirectionFinder*® survey was administered between August 2009 and July 2011. The national survey results were used as the basis for the mean performance ratings that are shown in this report. The results from individual cities were used as the basis for developing the range of performance that is shown in this report for specific types of services.

The 35 cities included in the performance ranges that are shown in this report are listed below:

- Arlington, Virginia
- Auburn, Alabama
- Ballwin, Missouri
- Blue Springs, Missouri
- Bridgeport, Connecticut
- Burbank, California
- Casper, Wyoming
- Columbia, Missouri
- Coral Springs, Florida
- East Providence, Rhode Island
- Greenville, South Carolina
- Independence, Missouri
- Kansas City, Kansas
- Key Biscayne, Florida
- Lauderdale Lakes, Florida
- Lawrence, Kansas
- Lee's Summit, Missouri
- Lenexa, Kansas
- Manhattan, Kansas
- Naperville, Illinois
- Olathe, Kansas
- Overland Park, Kansas
- Panama City, Florida
- Peoria, Arizona
- Prairie Village, Kansas
- Palm Desert, California
- Provo, Utah
- San Bernardino, California
- Shoreline, Washington
- Sioux Falls, South Dakota
- St. Cloud, Florida
- Tamarac, Florida
- Westland, Michigan
- West Des Moines, Iowa
- Yuma, Arizona

Interpreting the Charts

The charts on the following pages provide comparisons for several items that were rated on the survey. The horizontal bars show the range of satisfaction among residents in the communities that have participated in the DirectionFinder® Survey during the past two years. The lowest and highest satisfaction ratings are listed to the left and right of each bar. The actual ratings for Tamarac are listed to the far right of the charts.

The yellow dot on each bar shows how the results for Tamarac compare to the national average, which is shown as a vertical dash in the middle of each horizontal bar. If the yellow dot is located to the right of the vertical dash, the City of Tamarac rated above the national average. If the yellow dot is located to the left of the vertical dash, the City of Tamarac rated below the national average.

National Benchmarks

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the City of Tamarac, Florida is not authorized without written consent from ETC Institute.

Overall Satisfaction with Various Attributes *Tamarac vs. the U.S and Florida Avg.*

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)

