



MADISON
CITY CHANNEL

**SURVEY OF
STAKEHOLDERS**

SUMMER, 2009

Introduction

In the summer of 2009, Madison City Channel conducted a strategic survey process intended to provide information regarding the importance of our services and the satisfaction of our customers with those services. The goal of this report—a summary of the information gleaned from the survey process—is to provide decision makers with objective data to assist them in their efforts towards shaping the Madison City Channel of the future. That final plan—including specific measurable goals, strategies, and objectives for the upcoming years—will reflect input provided by Madison City Channel viewers, stakeholders and internal staff.

Data was collected by conducting in-depth interviews with Madison City Channel stakeholders, and then conducting a brief follow-up survey of those same stakeholders.

" We need to find money for Madison City Channel because if it disappears it will be unbelievably detrimental to the community"

Stakeholders

A group of 26 stakeholders was surveyed in June of 2009. The term “stakeholders” was defined as people who have had direct connection with some aspect of Madison City Channel activities. The stakeholders, therefore, have experience upon which to draw in evaluating Madison City Channel’s past performance and identifying possible future directions. The group of people from which this sample was drawn included elected officials, City staff, Madison City Channel employees, selected members of private and public sector organizations, and viewers.

The following people were asked to participate in this two-part study:

ROGER ALLEN, Assistant City Attorney, City Attorney’s Office

CHRISTINE BEATTY, Director, Madison Senior Center

MICHAEL BRIDGEMAN, Past President, Capitol Neighborhoods, Inc.

KRISTEN CZUBKOWSKI, City Politics Reporter, The Capital Times

RITA DENEEN, Viewer

JOEL DESPAIN, Public Information Officer, Madison Police Department

MELISSA DONLIN, Production Assistant, Madison City Channel

NAN FEY, Chair, Madison Plan Commission

TOM HEIKKINEN, Manager, Madison Water Utility

CHRISTIE HILL, Department of Civil Rights

BOYCE JOHNSON, Producer/Director, Madison City Channel

KELLY KREIN, Viewer

CINDY LAI, Production Assistant, Madison City Channel

CHRIS LANG, Producer/Director, Madison City Channel

STUART LEVITAN, Host, “Access: City Hall”

PAM MCGRANAHAN, Prevention Coordinator, City/County Health Department

" Because of Madison City Channel, people are able to turn on their computers or their TV's, and stay informed while still living their lives"

ALLAN NAPLAN, General Director, Madison Opera

MARK POCAN, 78th District State Representative

SATYA RHODES-CONWAY, 12th District Alderperson

JIM RUHLY, Programming Director, Downtown Madison Rotary

MICK RUSCH, Marketing Director, Madison Metro

DR. THOMAS SCHLENKER, Director, City/County Community Health Department

MICHAEL SCHUMACHER, 18th District Alderperson

PAT SKALESKI, City Payroll

PAUL SKIDMORE, 9th District Alderperson

RACHEL STRAUCH-NELSON, Communications Director, Office of Mayor Dave Cieslewicz

"The level of expertise of the Madison City Channel staff is astounding"

Methodology

These stakeholders were interviewed by **Kelsey Schleif**, a graduate student from the University of Minnesota-Twin Cities Department of Social Welfare. The interview was developed by Kelsey, Madison City Channel Manager **Brad Clark**, and **Guion Vanrensselaer** of the City's Office of Organizational Development and Training. The interview was developed according to the "Voice of the Customer" format, a method which provides statistically significant information from a relatively small, representative of population samples.

These questions were designed to elicit interviewees' observations about both positive and negative experiences with Madison City Channel. The stakeholders were also asked to discuss what they felt the appropriate role of a government access channel should be, to describe in what ways Madison City Channel is or is not living up to that perceived role, and to identify possible directions or services Madison City Channel should consider for the future. Lastly, the stakeholders were asked to select two attributes (from a list of seven) they felt were most important when evaluating a service organization such as Madison City Channel. The interviews were recorded by Kelsey verbatim in face-to-face sessions that lasted about twenty minutes.

Once the interviews were completed, analysis revealed some eighteen common themes which were consistently mentioned by the stakeholders. These "domains" were the foundation for the second part of the study. In this part, the stakeholders rated on a 1 to 5 ("likert") scale the importance of and their satisfaction with Madison City Channel's performance in each of the eighteen domains. The survey ended with six questions about the future direction of Madison City Channel.

The domains and their respective "scores" are illustrated in Figure 1.

*" Madison City Channel is the instrument that
makes government become alive"*

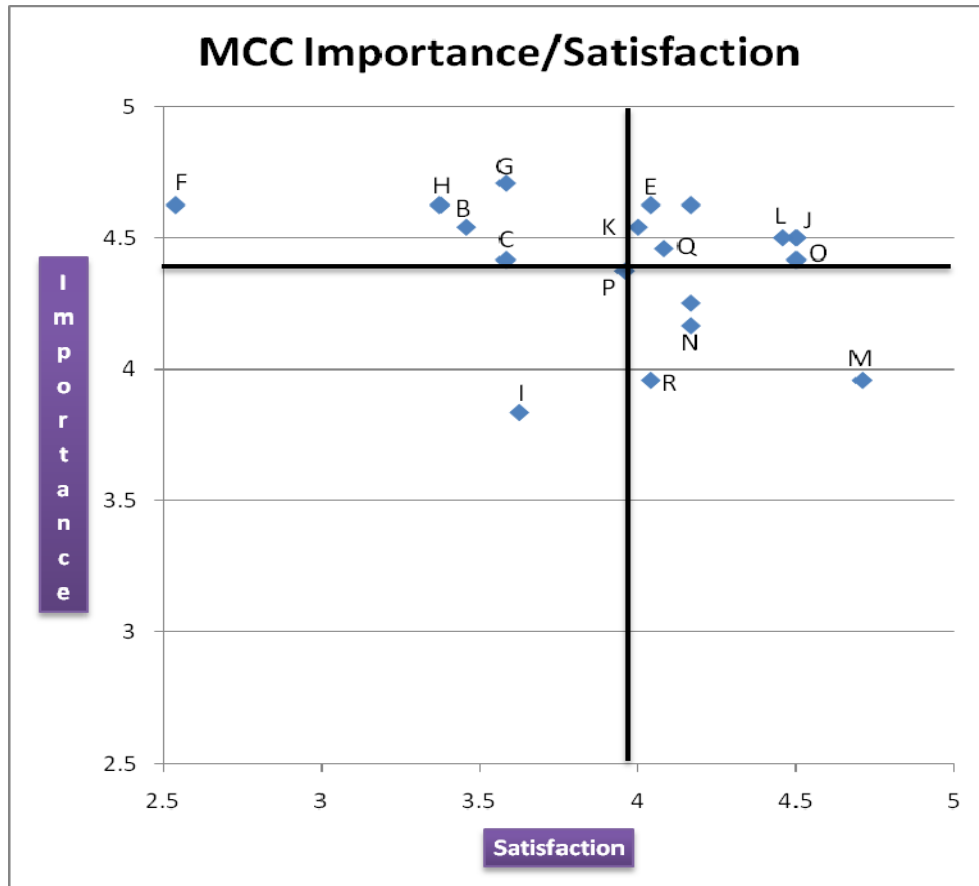
The four quadrants in Figure 1 can be identified like so:

1. Important needs not being satisfied
2. Important needs being satisfied
3. Unimportant needs being satisfied
4. Unimportant needs not being satisfied

This “scatter chart” was created by first averaging the responses to each question. These eighteen averages were then themselves averaged to determine the scale for the four quadrants in the chart. This method eliminates any bias in fixing the results by letting the data itself determine the positive/negative “dividing lines.” The importance data and the satisfaction data were then plotted on the “scatter chart.”

The “ideal” organization would of course have its characteristics grouped primarily in quadrants two or four—that is, this organization is spending its resources to satisfy important customer needs, and is not spending resources satisfying needs considered unimportant.

Opportunities for improvement in an organization may be suggested by rankings in quadrants one (important needs which are not being satisfied) and three (spending resources satisfying unimportant needs).



- A Providing public accessibility to local government
- B Adaptation to changing technology
- C Ability to provide information on the television and the internet
- D Ability to provide information not available elsewhere
- E Ability to provide information that is unbiased and unfiltered
- F Funding of Madison City Channel
- G Use of resources
- H Accessibility to Madison City Channel viewers
- I Ability to respond to issues such as the change in the Channel location
- J Accuracy of staff
- K Ability to provide transparency and accountability in government
- L Professionalism of staff
- M Easy to work with
- N Creativity and Expertise of staff
- O Hardworking staff
- P Consistency
- Q Timeliness
- R Cost

" Madison City Channel is one of the hardest working agencies in the city"

Results

92% of stakeholder respondents said they were either satisfied or very satisfied with Madison City Channel's performance in providing public accessibility to local government (attribute "A"). Similarly, 92% of respondents said they were either satisfied or very satisfied with the accuracy (attribute "J"), and professionalism (attribute "L") of Madison City Channel staff.

83% of respondents said they were either satisfied or very satisfied with the hardworking staff (attribute "O") of Madison City Channel. Other areas that received high satisfaction scores were Madison City Channel's ability to provide transparency and accountability in government (attribute "K") at 75% and Madison City Channel's ability to provide information not available elsewhere (attribute "D") at 71%. Lastly, 67% of stakeholder respondents were satisfied with Madison City Channel's ability to provide information that is unbiased and unfiltered (attribute "E"), along with the consistency (attribute "P"), and timeliness (attribute "Q") of the staff.

The above attributes also received the highest scores when stakeholders evaluated the importance of the various attributes. This seems to indicate that for the most part Madison City Channel is indeed putting the greatest emphasis in the areas that matter the most to these stakeholders.

While compiling the data, it was clear that there were a few attributes that scored high on satisfaction but low on importance. 92% of stakeholder respondents said they were either satisfied or very satisfied with how easy Madison City Channel staff is to work with (attribute "M"). However, only 70% of the stakeholder respondents felt that this particular attribute was important. This also was the case with the cost of Madison City Channels services (attribute "R") and the creativity and expertise (attribute "N") of Madison City Channel staff.

In looking at the areas that scored lower on the satisfaction scale, it is important to remember how the scale was determined. By using the averages of the scores in all the various areas as the basis for the scale, we compare the perception of Madison City Channel's performance in any one area

*" I am amazed at the number of people who
watch Madison City Channel"*

against its performance in all other areas. This scale is therefore relative, not absolute, and is in fact designed to force certain attributes forward as opportunities for improvement.

For example, 18% of stakeholders were either dissatisfied or very dissatisfied with Madison City Channel's use of resources (attribute "G"). This of course means that 82% of these respondents were very satisfied, satisfied, or neutral. Still, on this scale, given the fact that 96% of stakeholder respondents considered this attribute important or very important, the job Madison City Channel is doing in using its resources efficiently can be looked at as an opportunity for improvement. This was also the case for Madison City Channel's access to viewers (attribute "H") in which 79% of stakeholders were very satisfied, satisfied or neutral compared to an 88% rating of importance. Madison City Channel's ability to provide information on television and the internet (attribute "C") was given a 79% rating in satisfaction but an 83% rating in importance. Lastly, Madison City Channel's adaptation to new technology (attribute "B") was given a 79% rating in satisfaction and a 92% importance rating in importance. So it's clear that while the majority of stakeholders are satisfied with our performance in the above areas ("G," "H," "C," and "B"), the fact that these areas are also ranked so high in importance points to them as the areas with our greatest opportunities for improvement.

In Figure 1 it is clear that attribute "F" identifies a critical issue for Madison City Channel. While 96% of stakeholder respondents said that funding for Madison City Channel is important or very important, only 8% of respondents—less than ten percent—were satisfied with the funding of Madison City Channel. This most likely reflects stakeholders' awareness of the issues involving Madison City Channel's future funding in light of recent legislation passed by the State of Wisconsin.

There were also areas where respondents expressed indifference to Madison City Channel's performance. This is indicated by ranking an attribute as neither important nor unimportant or as a source of neither satisfaction nor dissatisfaction. This may indicate a lack of knowledge as to how an area pertains to Madison City Channel's overall operations; or, respondents may simply have had no opinion.

Stakeholder Feedback

The following is a sampling of comments made by various stakeholders during their interviews:

- ≈ “When you watch the ten o’clock news or read the newspaper you only get a snippet of the going ons in government. Madison City Channel allows you to see it all”
- ≈ “Having the live stream video on the internet makes information much more accessible to the public”
- ≈ “What is the station going to do when the money dries up?”
- ≈ “Madison City Channel allows our organization to reach out to the public in ways that we would not be able to do otherwise”
- ≈ “Madison City Channel staff is innovative and very good at ‘thinking on their feet’.”
- ≈ “Our organization has our own budgeting concerns; otherwise we would use Madison City Channel all the time”
- ≈ “Madison City Channel’s programming does a good job focusing on an array of topics and diverse populations of people”
- ≈ “I really trust the judgment of Madison City Channel staff”
- ≈ “I could not have created something of this caliber without Madison City Channel”
- ≈ “Madison City Channel gives ‘wall to wall’ coverage which allows viewers to make their own decision”
- ≈ “I have learned so much about government through my job at Madison City Channel”
- ≈ “Madison City Channel allows viewers to connect to the faces of their elected officials”
- ≈ “Our organization still uses videos created five years ago by Madison City Channel”
- ≈ “As a journalist, Madison City Channel’s online archives are essential for the work that I do”
- ≈ “Madison City Channel covers things that mainstream media do not”

- ≈ “People in Madison are well informed and want to know what is going on. Madison City Channel allows this to happen”
- ≈ “Older adults are more likely to not come downtown during the winter or at night so Madison City Channel provides a means for older adults to stay involved and informed”
- ≈ “Madison City Channel provides a glimpse of everything government is doing”
- ≈ “More people need to be aware of Madison City Channel”
- ≈ “Madison City Channel provides a tremendous historical record of government meetings that is highly undervalued”
- ≈ “When my constituents were having issues with the feed, Brad personally called them and worked them through the issue”
- ≈ “Madison City Channel will have to learn to work through new media. Adaptation to new technology is going to be vital”
- ≈ “Madison City Channel produces a pure form of media”
- ≈ “Through the internet access provided by Madison City Channel, I am able to pick and choose what I want to watch”
- ≈ “Madison City Channel needs to continue to broadcast the ‘hot topics’
- ≈ “Meeting coverage creates a well informed individual”
- ≈ “After being on Madison City Channel, people recognize me on the streets and thank me”
- ≈ “Madison City Channel helps the Madison community understand how government really works”

"Madison City Channel is the 'spot to check' for important city meetings"

Looking to the Future

While this study helped us form an accurate picture of what our customers think of our present services and performance, it was also important for our organization to gain some sense of expectations and directions for the future of Madison City Channel. After the first set of interviews, it was clear that our stakeholders had specific ideas about that future. We narrowed the common themes down to six (Figures 2-7):

- More live programming (rated very important or important by 58% of respondents)
- More creative programming (rated very important or important by 34% of respondents)
- More robust Internet access (rated very important or important by 79% of respondents)
- More ethnic programming (rated very important or important by 54% of respondents)
- More use of social networking tools (rated very important or important by 58% of respondents)
- More of what Madison City Channel is currently doing (rated very important or important by 88% of respondents)

"Madison City Channel staff is easy to work with, professional and responsible"

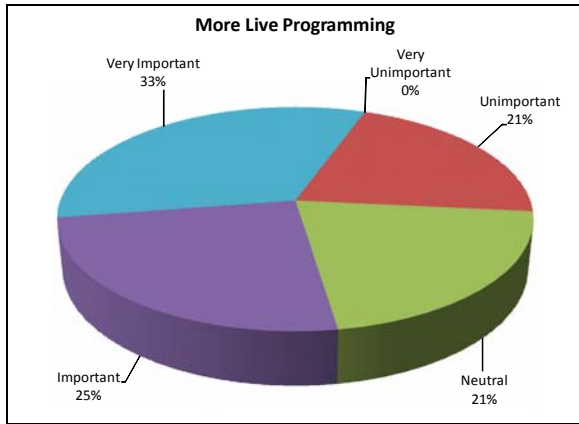


Figure 2

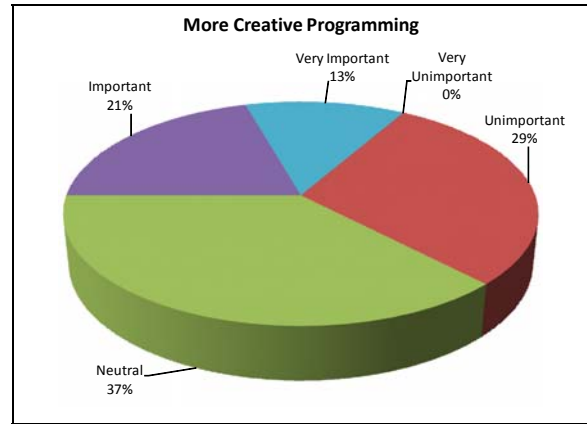


Figure 3

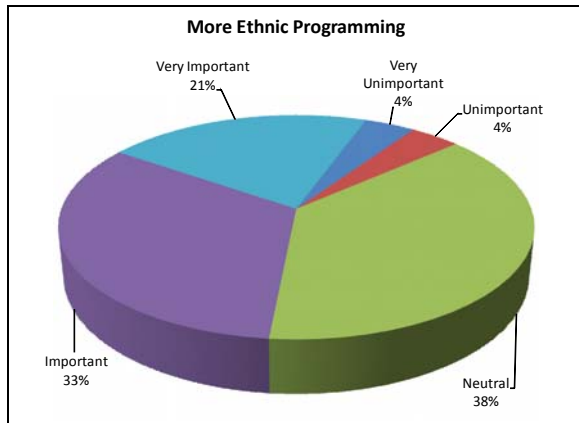


Figure 4

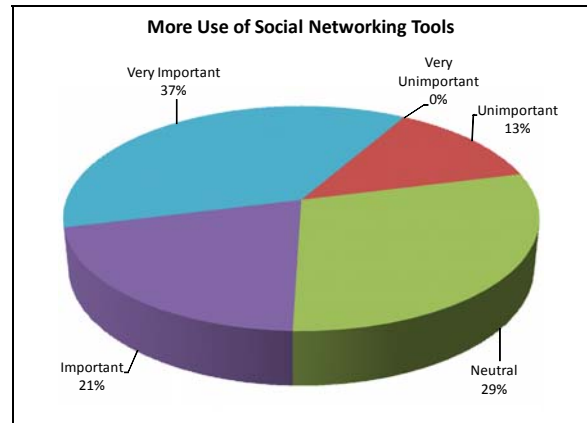


Figure 5

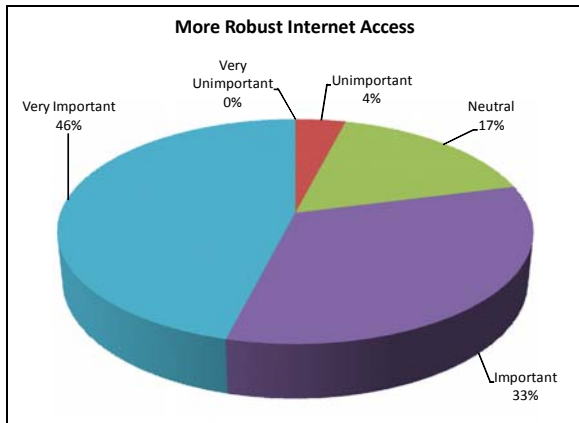


Figure 6

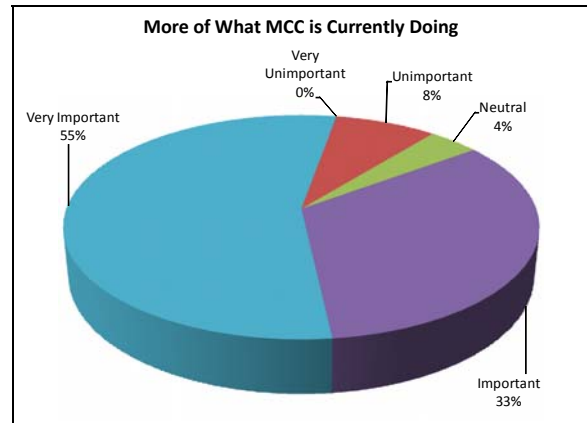


Figure 7

" With the decline in journalism, more people are looking for a video product. Madison City Channel can do this"

Conclusion

The strategic planning process which Madison City Channel undertook in the summer of 2009 has helped us understand the importance of our services and the satisfaction level of our customers with those services. This process has provided us with a solid understanding of what we are doing right, and allowed us to identify opportunities for future improvement. The feedback provided by our stakeholders seems to indicate that Madison City Channel is meeting our mission of making local government more accessible to the Madison community.

It is also clear from this data that the biggest area of concern for stakeholders is in Madison City Channel's level of funding.

Other areas that may need further examination relate to Madison City Channel's use of resources, adaptation to technology, and our accessibility to viewers, although it's again important to remember that stakeholders are generally satisfied with our performance in these areas. This process simply shines a light on opportunities for improvement that can "fine tune" our services and make them even more valuable.

As Madison City Channel management, the Madison public, City staff, and elected officials work through the steps needed to address both the short-term and long-term future of Madison City Channel, we're confident that the information garnered through this process will prove invaluable in setting priorities and making decisions regarding that future. Our stakeholders have made it clear: Madison City Channel is a vital element in Madison's ongoing civic conversation, and the services we provide are a basic expectation of Madison residents in the 21st Century. So the question to be answered becomes: What is the best way for Madison City Channel to move forward to address the challenges of the future? At Madison City Channel, we're eager to work with all parties concerned to answer this question and meet these challenges.

Acknowledgements

Madison City Channel wishes to acknowledge and thank the **26 stakeholders** who so generously gave their time, energy, and insight to our planning process. Their assistance made these first steps possible. We would also like to thank **Guion VanRenssaler** of the City of Madison's Office of Organizational Development and Training for his considerable expertise and guidance. We would like to acknowledge the City's Department of Civil Rights and its AASPIRE program, which made it possible for Madison City Channel to compensate an intern to oversee this process. Finally, Madison City Channel would like to thank **Kelsey Schleif**, a graduate student from the University of Minnesota-Twin Cities Department of Social Welfare, for her invaluable assistance in conducting these surveys and interpreting the results.