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# Soul of the Community — Grand Forks

July 2008

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# Methodology

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- Random-Digit-Dial (RDD) sample of households in Knight Foundation communities
- U.S. Census geography – Core-Based-Statistical Areas (area geographies appear in the Appendix)
  - Grand Forks, ND-MN Metropolitan Statistical Area
- 15-minute telephone interview with randomly identified adults 18 and older
- Interviewing dates: February 1 through April 27, 2008
- About 400 interviews were completed in Grand Forks
- Data were weighted in each community to reflect U.S. adult population by age, gender, race, and ethnicity. Communities were put into their correct proportion based on total adult population.
- Due to variances in the question scales, most data were rescaled to a 3-point scale for comparability (low, medium, high). A description of the specific items and the rescaled values can be found in the Appendix.

# Why Community Citizen Engagement?

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Engaged citizens within a community are inspired by the community around them. Connected citizens are engaged citizens in many aspects of community life. As a result, the community is a better place to live, which helps to grow and sustain citizen positivity and engagement to the community. There is a reciprocal relationship where they put energy into the community and the community gives back the energy.

Communities with higher levels of community citizen engagement have stronger desired outcomes such as higher GDP growth and population growth.

There are specific factors that drive community citizen engagement that can be acted upon by community and business leaders to improve the engagement of the community.

# Knight Foundation Communities

- Aberdeen, SD
- Akron, OH
- Biloxi, MS
- Boulder, CO
- Bradenton, FL
- Charlotte, NC
- Columbia, SC
- Columbus, GA
- Detroit, MI
- Duluth, MN
- Fort Wayne, IN
- Gary, IN
- Grand Forks, ND
- Lexington, KY
- Long Beach, CA
- Macon, GA
- Miami, FL\*
- Milledgeville, GA
- Myrtle Beach, SC
- Palm Beach, FL
- Philadelphia, PA\*
- San Jose, CA\*
- St. Paul, MN
- State College, PA
- Tallahassee, FL
- Wichita, KS

\* Oversampled communities

# Knight Community Comparison Groups

- 5 comparison groups were created among the 26 Knight Foundation communities based on their urbanicity (as defined by the U.S. Census) and relative adult population size.
- Goal of creating groups is for comparisons of cities *within* groups (rather than across group comparisons).

1	<b>Very Large Population- Very High Urban</b>	<b>Detroit, MI; Philadelphia, PA; Miami, FL</b>
2	<b>Large Population-Very High Urban</b>	<b>St. Paul, MN; San Jose, CA; Palm Beach, FL; Charlotte, NC</b>
3	<b>Medium Population- Very High Urban</b>	<b>Bradenton, FL; Akron, OH; Gary, IN; Long Beach, CA; Boulder, CO</b>
4	<b>Medium Population- High Urban</b>	<b>Columbia, SC; Wichita, KS; Lexington, KY; Tallahassee, FL; Columbus, GA</b>
5	<b>Medium/Low Population- Medium/Low Urban</b>	<b>Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD</b>

# Key Terms

**Community Citizen Engagement (CCE)** – an individual’s psychological connection with the community. It goes beyond just their satisfaction with the community and extends to the passion and pride they take in living there. Community Citizen Engagement (CCE) is comprised of two constructs: Attitudinal Loyalty to the community and their Passion for it.

**Attitudinal Loyalty** – the overall contentment of citizens with their community, their outlook for community’s future, and likelihood to recommend the community to others.

**Passion** – the pride and enthusiasm citizens have toward their community, and their place in it.

**Domains** – constructs or aspects of the community that drive overall CCE and can be impacted through local-level initiatives. There are 4 main domains and 7 sub-domains.

## Main Domains

**Community Offerings** – the structural, physical, and social offerings a community presents.

**Social Capital** – the people-connections citizens have to each other.

**Openness** – how welcoming the community is to different types of people.

**Involvement** – what residents give to the community in terms of civic involvement.

## Sub-Domains of Community Offerings

**Basic Services** – infrastructure supports such as highways, housing, and healthcare.

**Economy** – local economic and employment conditions.

**Safety** – local area crime and safety conditions.

**Leadership** – the leadership and alignment of views of elected officials with citizens.

**Education** – quality of K-12 and colleges/universities in the community.

**Aesthetics** – physical beauty and availability of parks and green spaces for residents.

**Social Offerings** – entertainment infrastructure for people to meet each other, and citizen caring.

# Community Citizen Engagement

*Community Citizen Engagement is an individual's psychological connection with the community. It goes beyond just their satisfaction with the community and extends to the passion and pride they take in living there.*

**CCE = Loyalty + Passion**



*Community Citizen Engagement (CCE) is comprised of two constructs: Attitudinal Loyalty to the community and their Passion for it. Each has equal weight in overall Engagement. The CCE metric is a mean score ranging from 1.00 to 5.00.*

# Attitudinal Loyalty



*Attitudinal Loyalty measures the overall contentment of citizens with their community, their outlook for the community's future, and likelihood to recommend the community to others.*

# Passion

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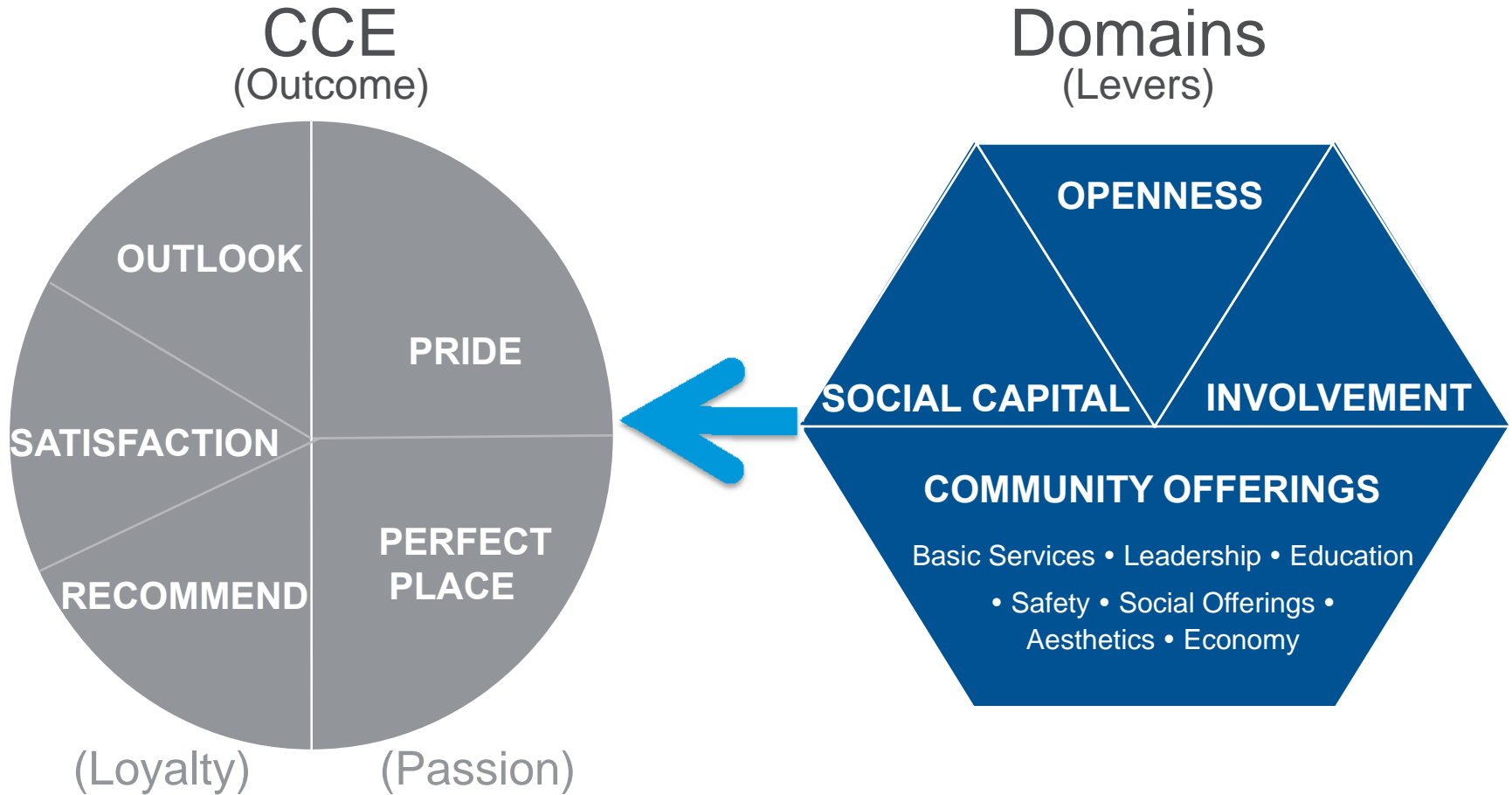
*Passion describes the pride and enthusiasm citizens have toward their community, and their place in it.*

# Community Domains



*Gallup identified four key domains and 7 sub-domains related to community engagement. These domains identify aspects of the community that drive engagement and can be impacted through local-level initiatives by community leaders and businesses. The base is Community Offerings — the basic factors without which citizens cannot thrive. Social Capital measures the people-connections citizens have to each other. Openness measures how welcoming the community is to different types of people. Involvement measures what the residents give to the community in terms of civic involvement.*

# Community Engagement Model

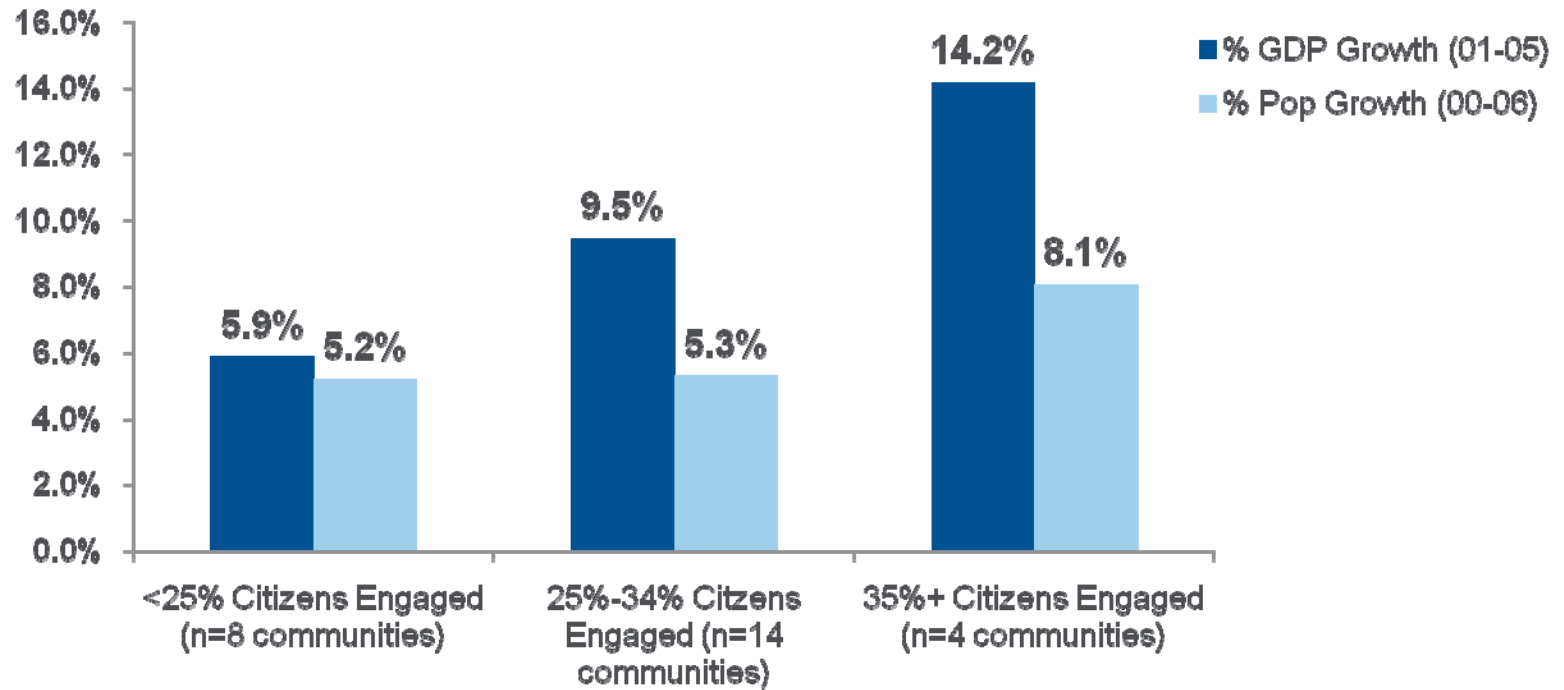


*The goal is increased Community Citizen Engagement. The domains are the levers to move to improve CCE. Drive down from higher-level constructs to specific aspects.*

# Engagement Matters to Knight Communities

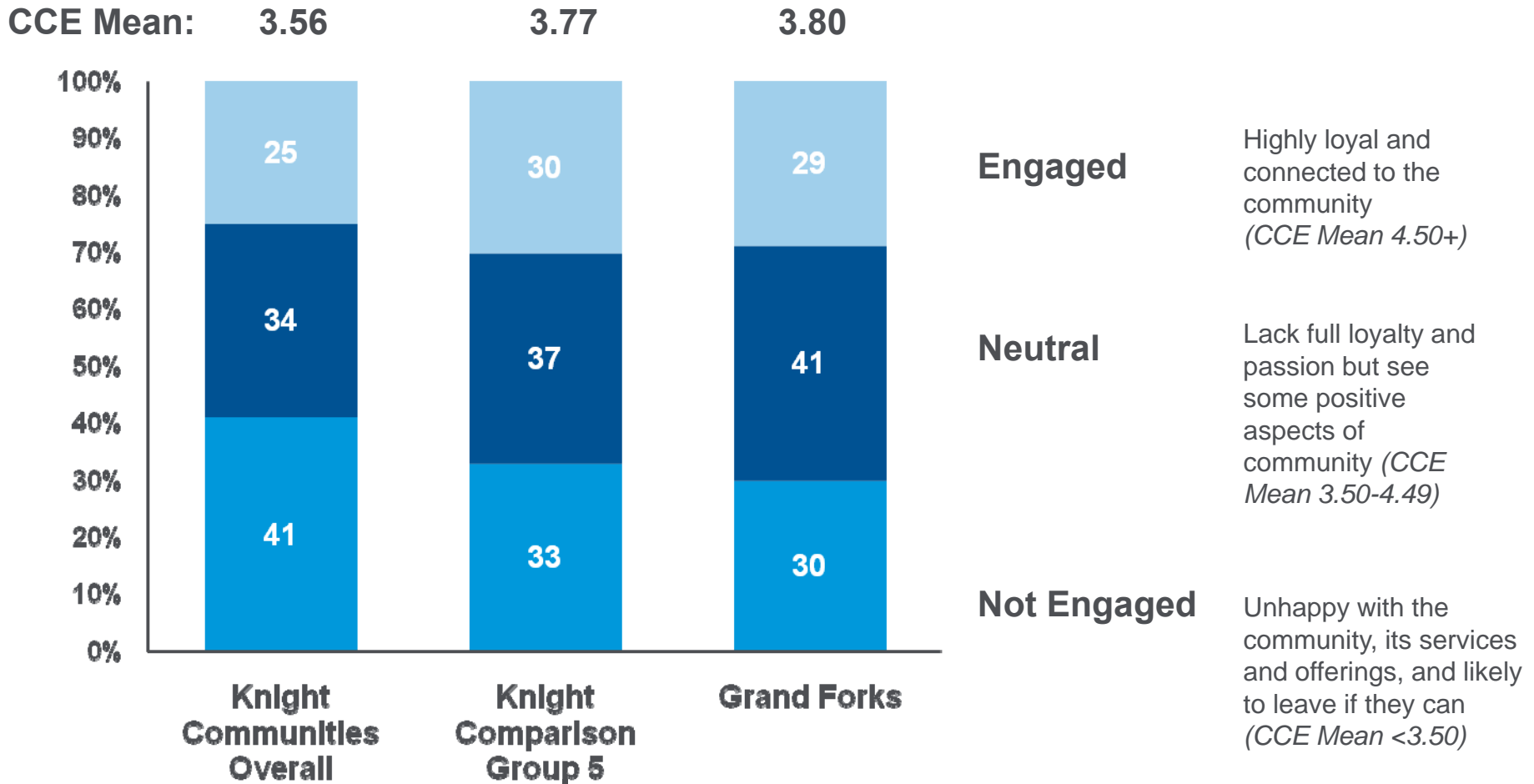
## GDP % Change and Adult Population % Growth by Proportion of Citizens Within the Community Engaged

*CCE Engaged Correlation to GDP Group = .337;  
Correlation to Population Group = .111*



# Community Citizen Engagement Groups

# Grand Forks



Differences greater than 5% between community and comparison group are statistically meaningful

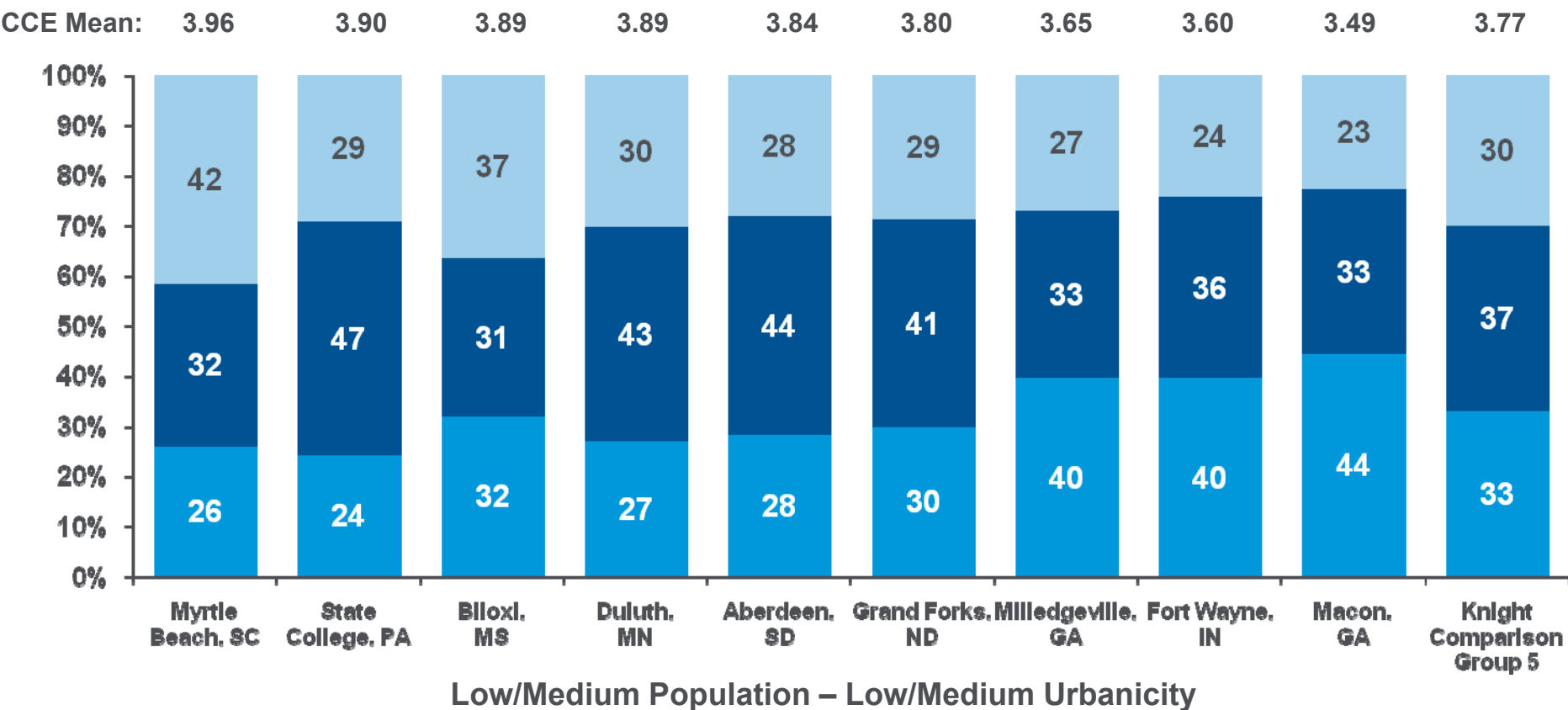
Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

# Community Citizen Engagement Within Comparison Communities

*Grand Forks*

Large range in CCE within Knight Groups

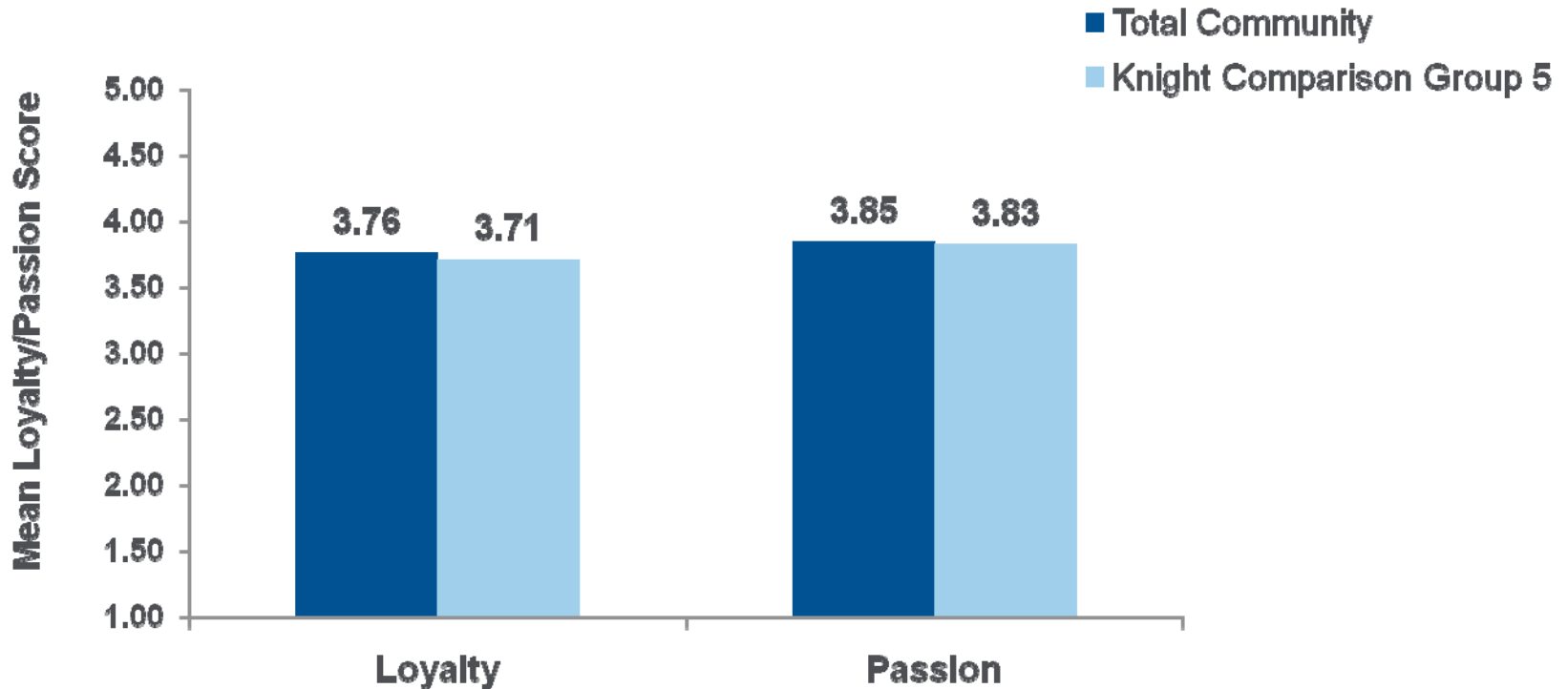
■ Not Engaged ■ Neutral ■ Engaged



Differences greater than 7% or .13 mean between communities are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

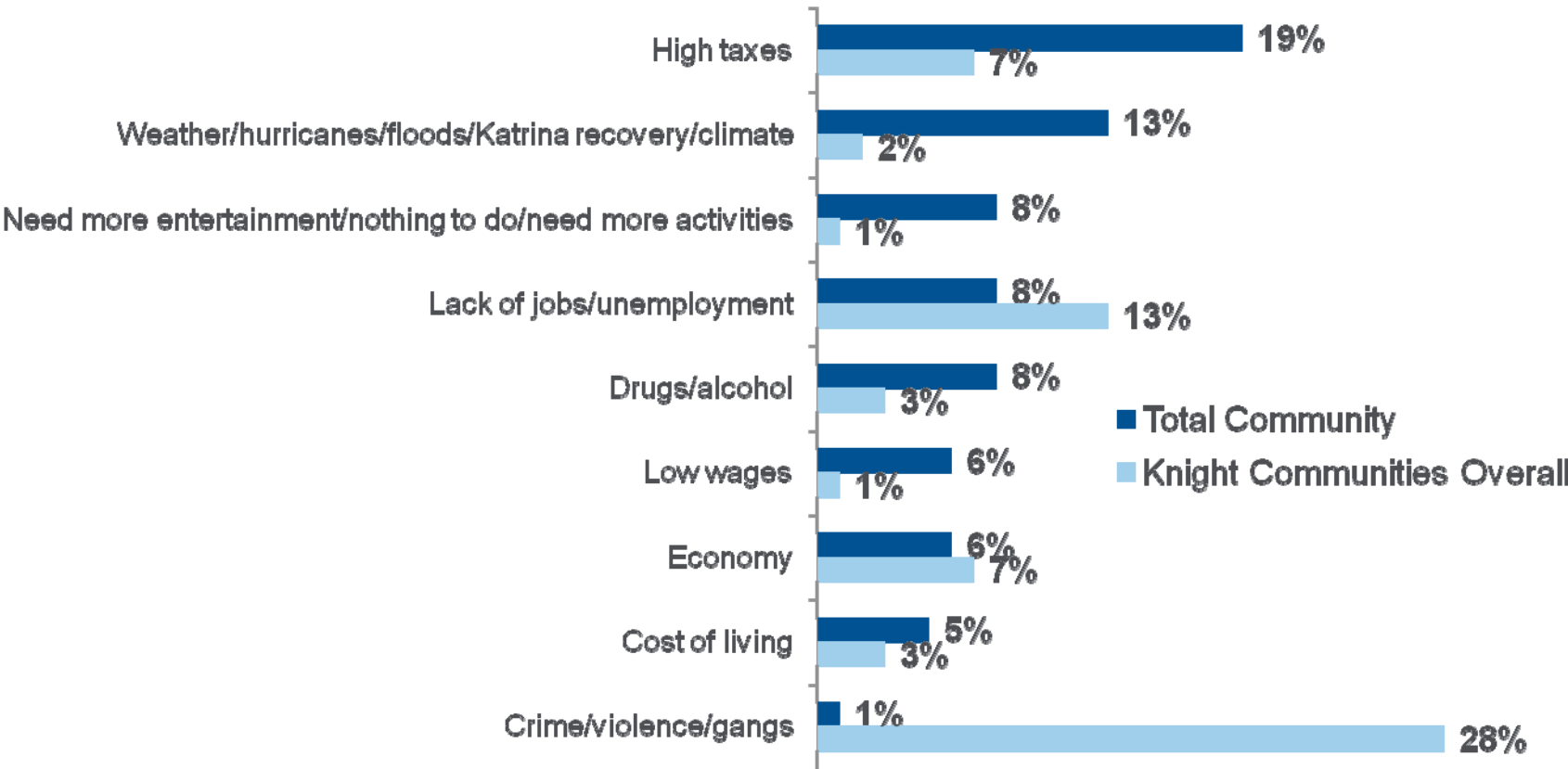
*Loyalty and Passion Define CCE*



Differences greater than .16 between community and comparison group are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

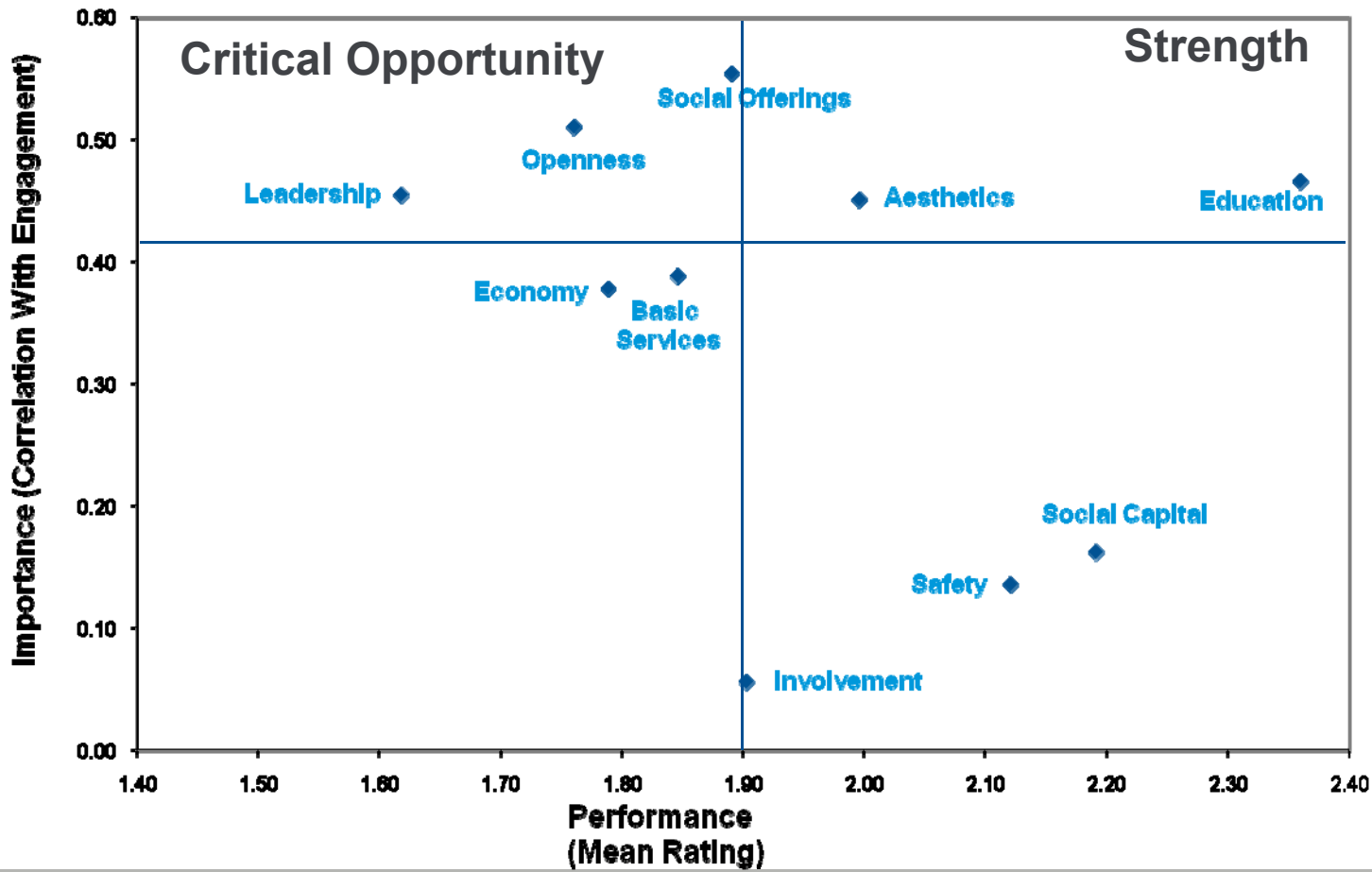
## Citizen Perception of Most Important Problem Facing Community Today – Three Responses Allowed



NOTE: Only most frequently mentioned categories shown. May total to more than 100% due to multiple responses.

# Strengths-Weaknesses Opportunity Map *Grand Forks*

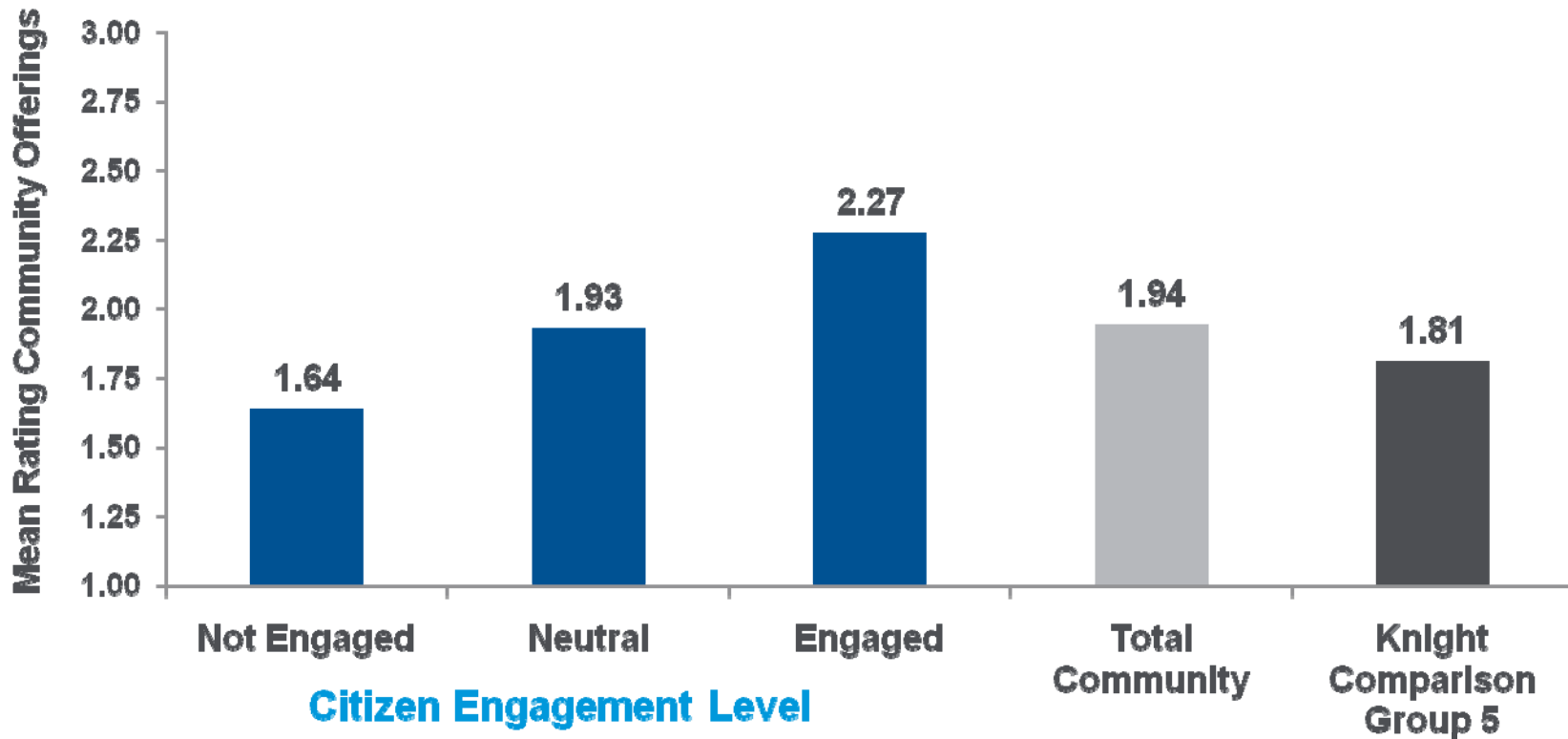
*Improving perceptions of community leadership, social offerings, and openness to others will have the greatest impact on driving citizen engagement.*



**Correlation:** the association or relationship between variables. A positive **correlation** means that as one increases, the other increases as well. A 1.0 indicates a **perfect** correlation

- Community Offerings
  - Basic Services
  - Leadership
  - Safety
  - Aesthetics
  - Economy
  - Education
  - Social Offerings
- Involvement
- Openness
- Social Capital

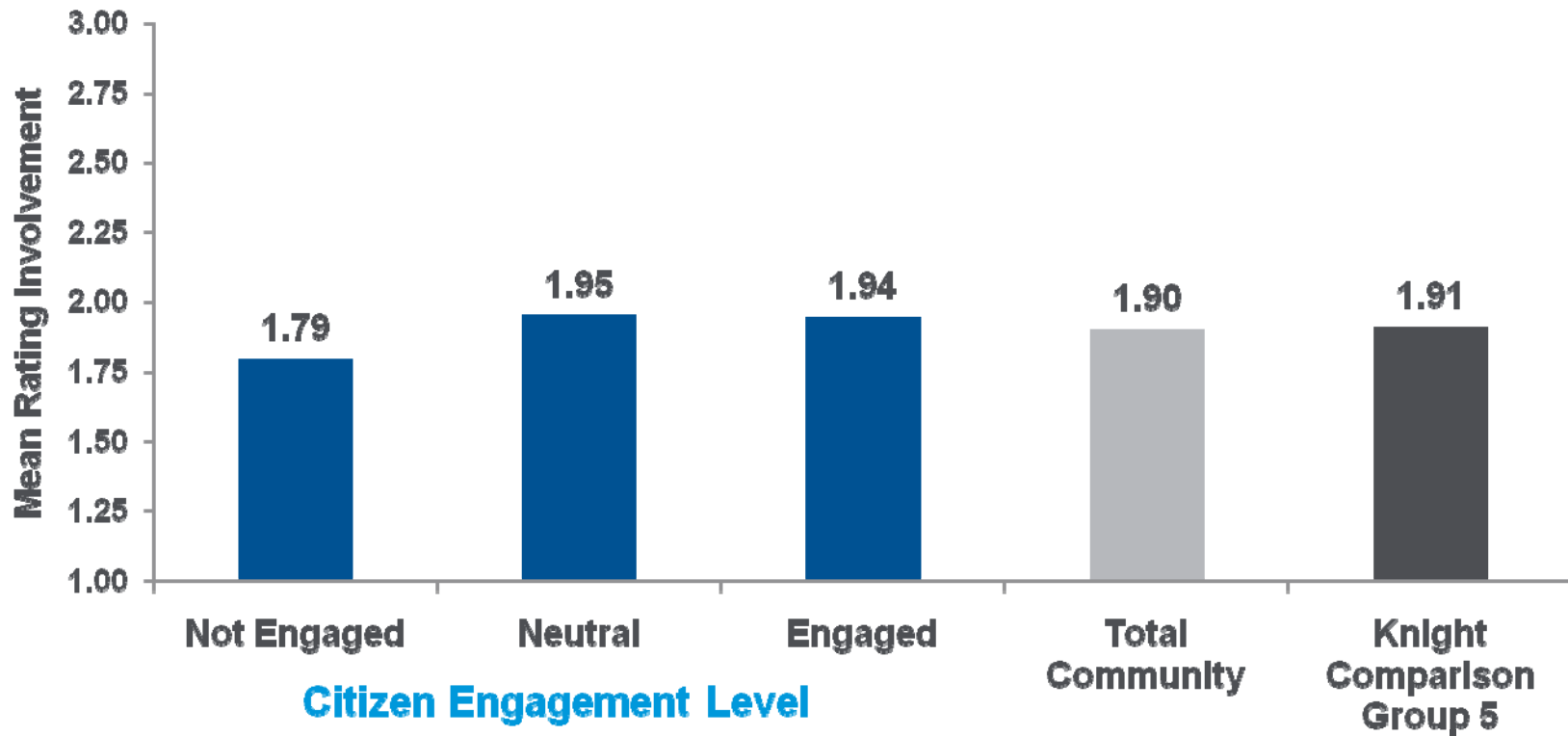
*The structural, physical, and social offerings a community presents — without basic services, citizens can't thrive*



Differences greater than .13 between community and comparison group are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

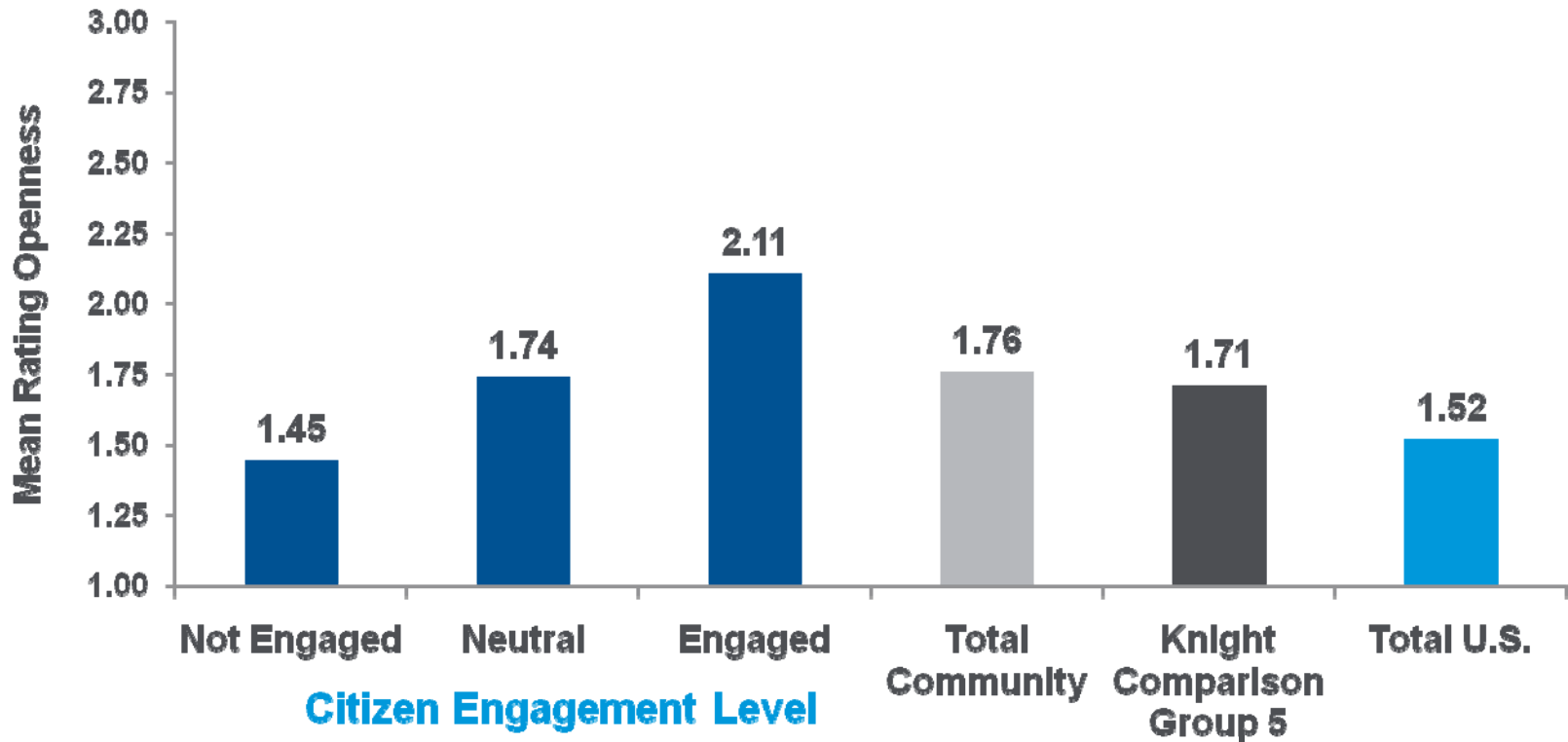
*What residents give to the community in terms of civic involvement*



Differences greater than .13 between community and comparison group are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

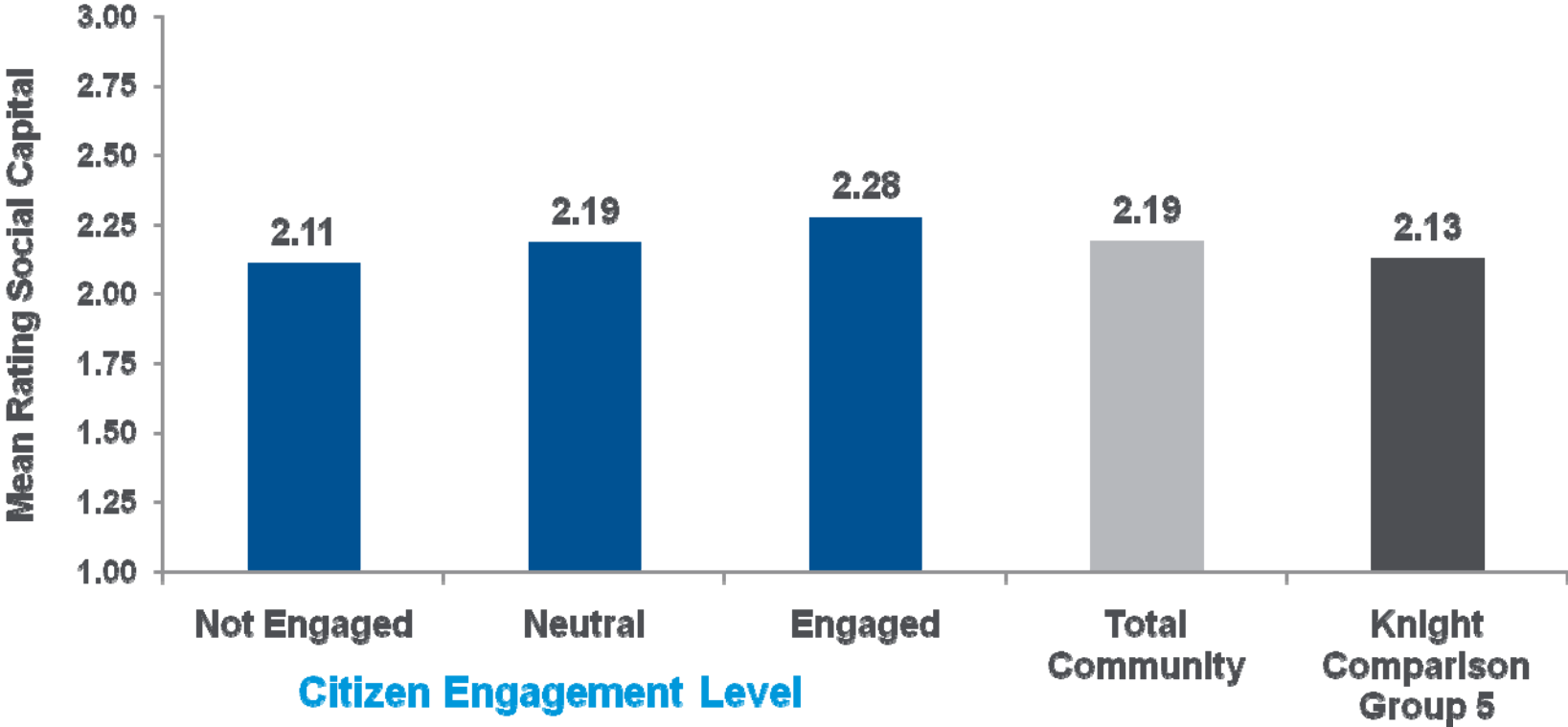
## How welcoming the community is to different types of people



Differences greater than .13 between community and comparison group are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

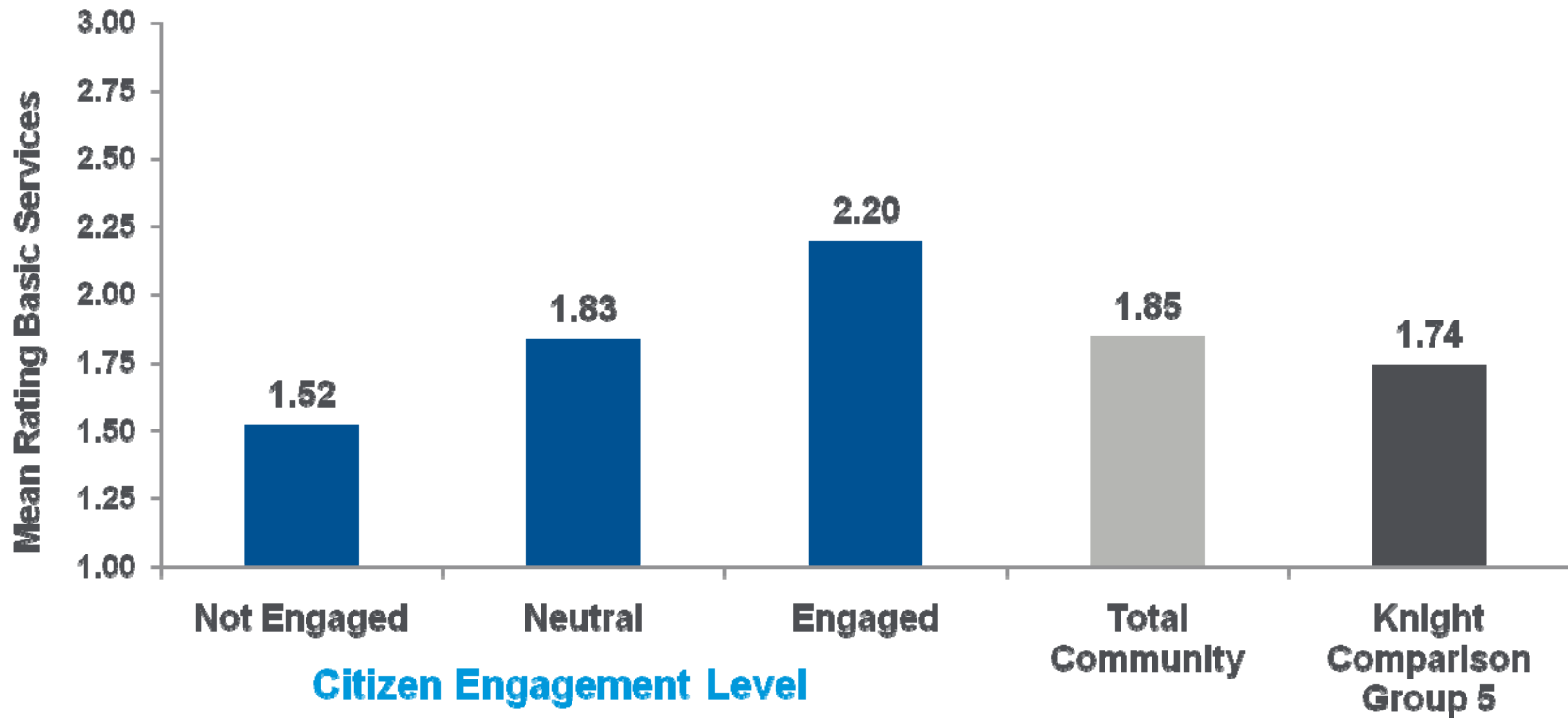
*The people-connections citizens have to each other*



Differences greater than .13 between community and comparison group are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

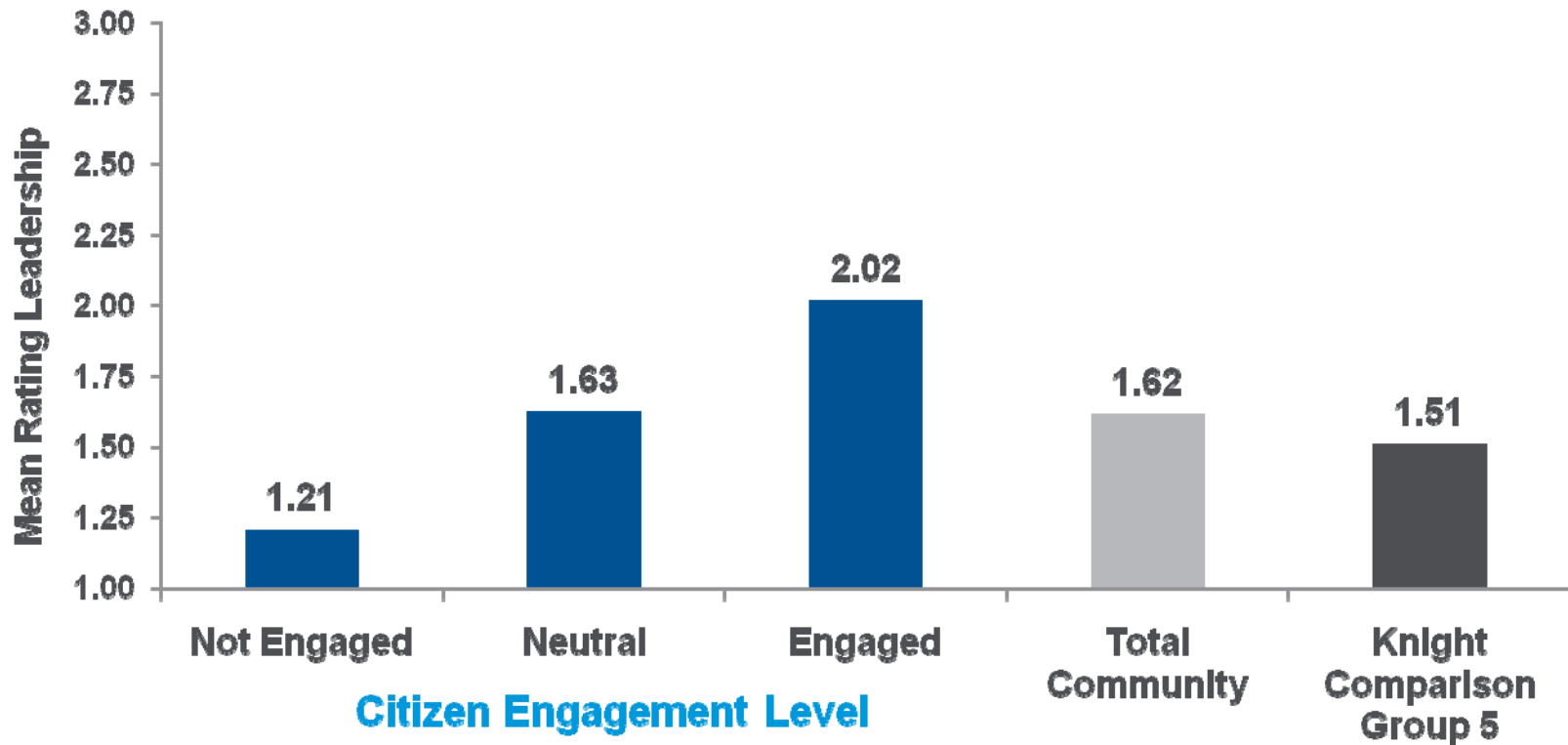
*Infrastructure supports such as highways, housing, and healthcare*



Differences greater than .13 between community and comparison group are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

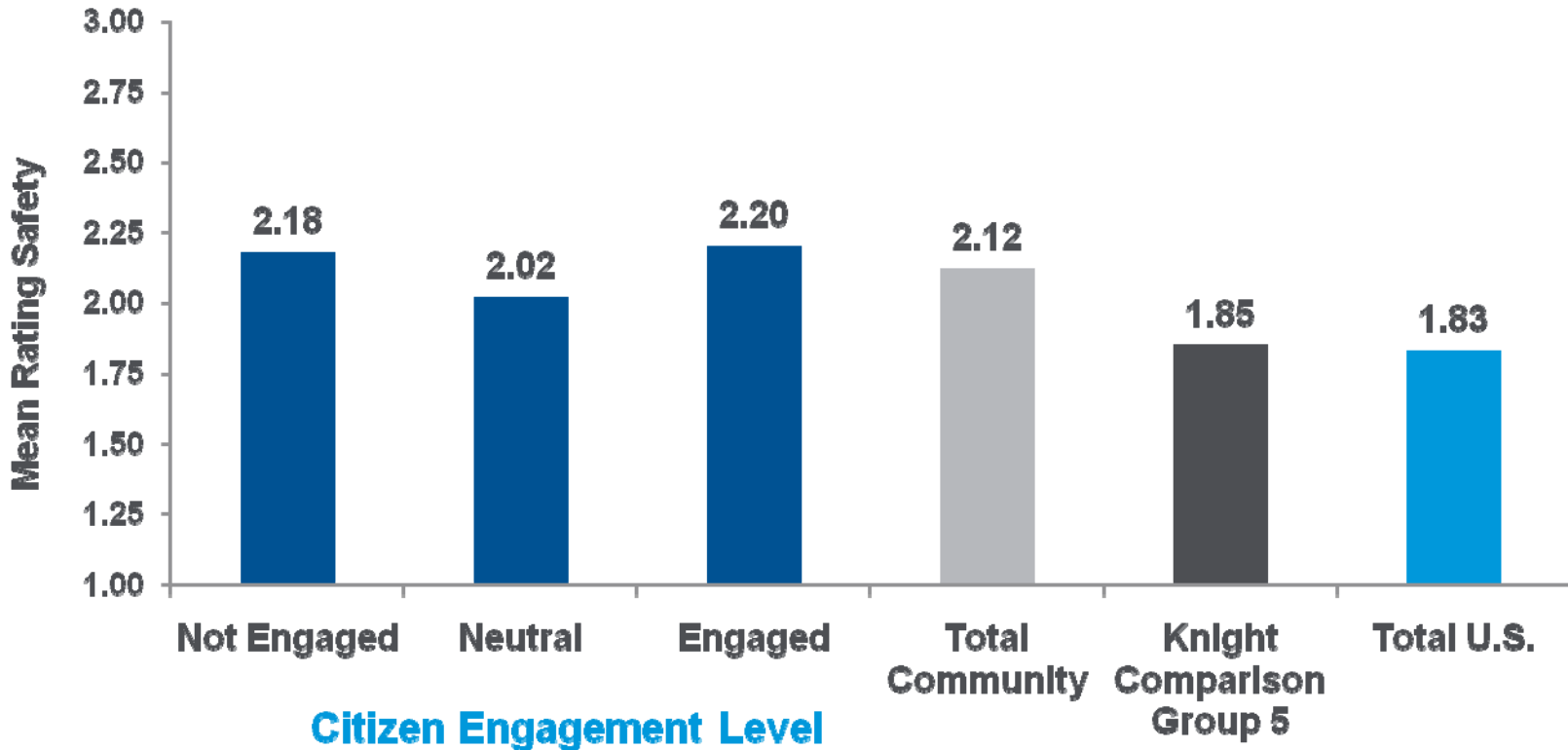
## The leadership and alignment of views of elected officials with citizens



Differences greater than .13 between community and comparison group are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

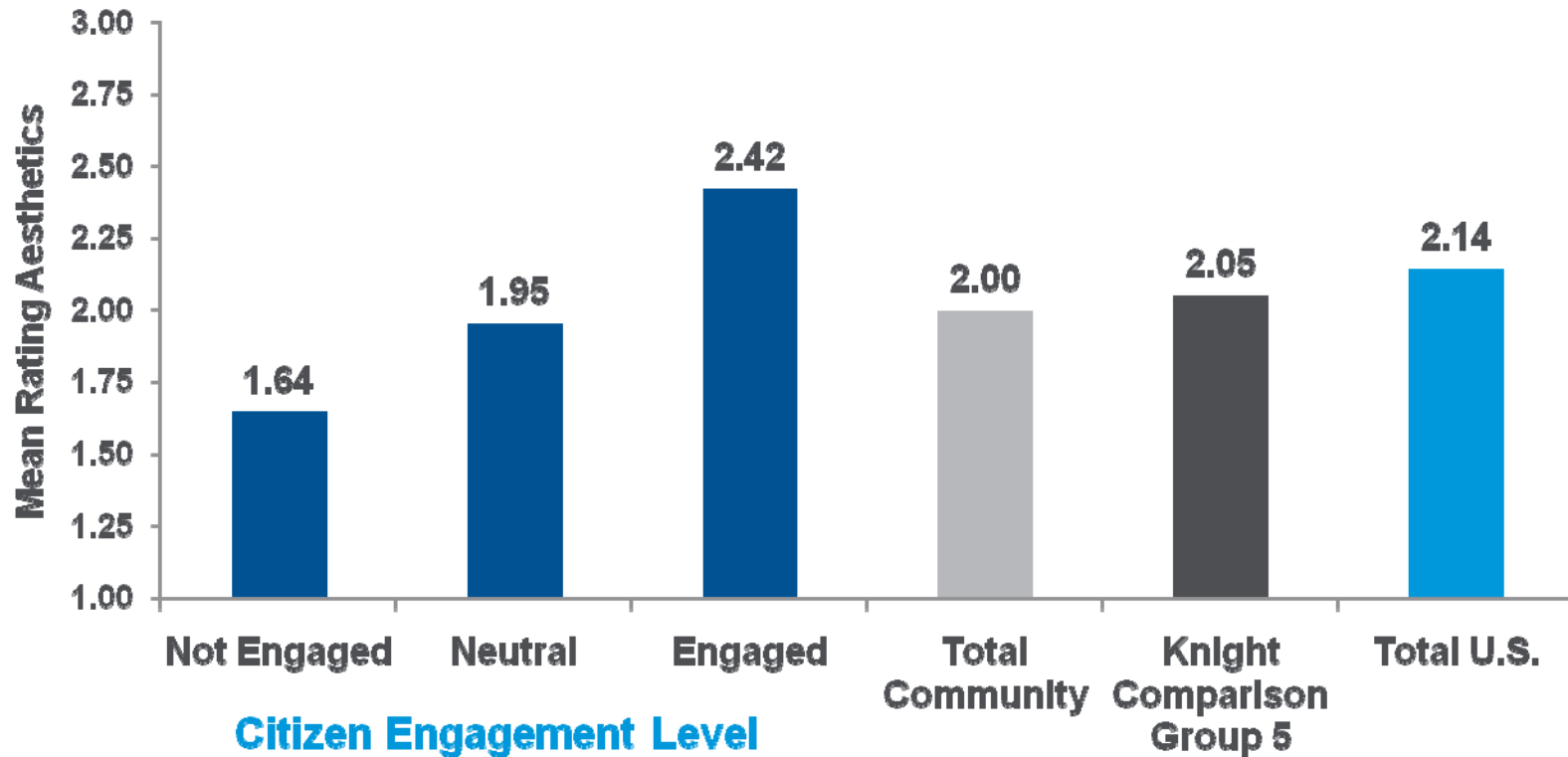
## The local area crime and safety conditions



Differences greater than .13 between community and comparison group are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

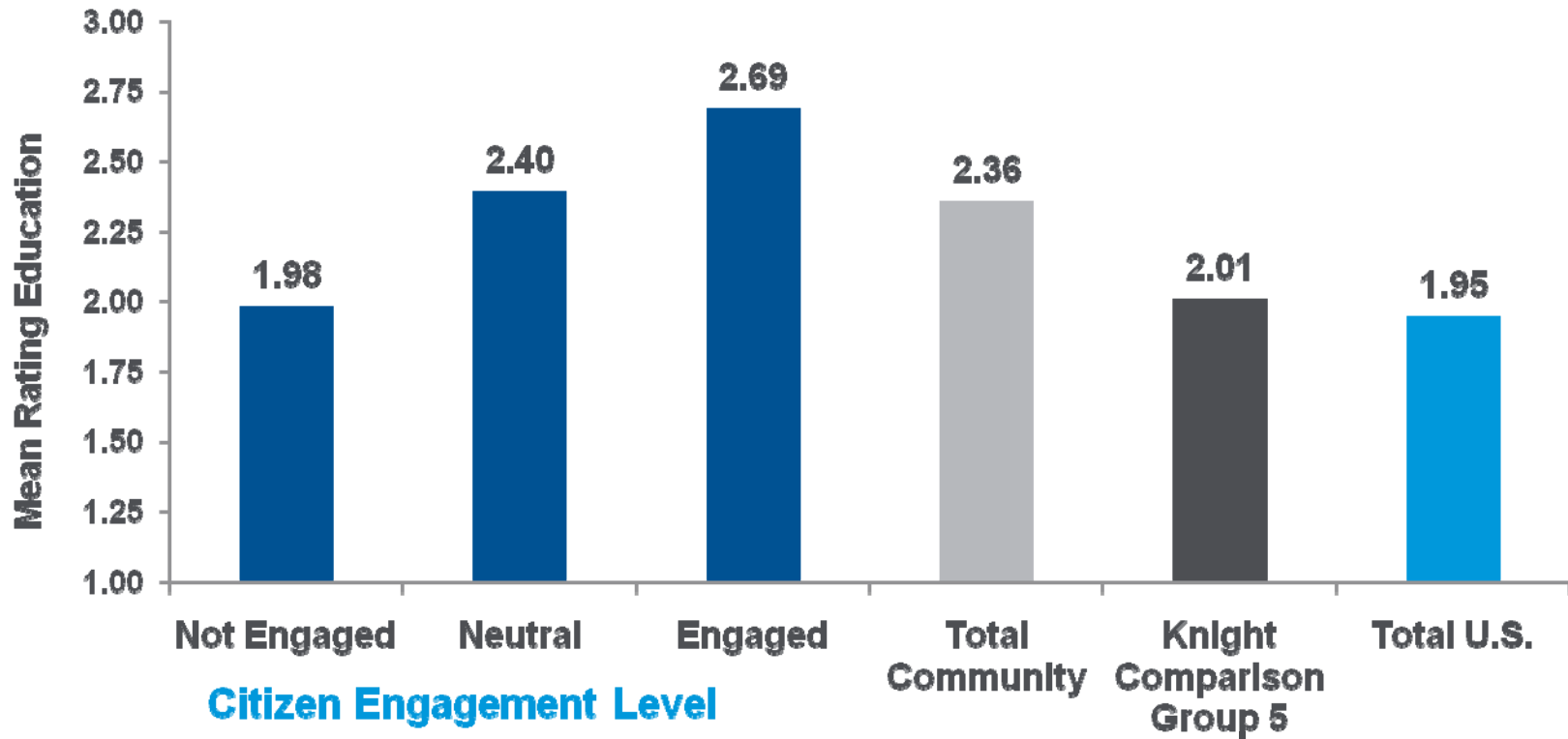
## The physical beauty and availability of parks and green spaces for residents



Differences greater than .13 between community and comparison group are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

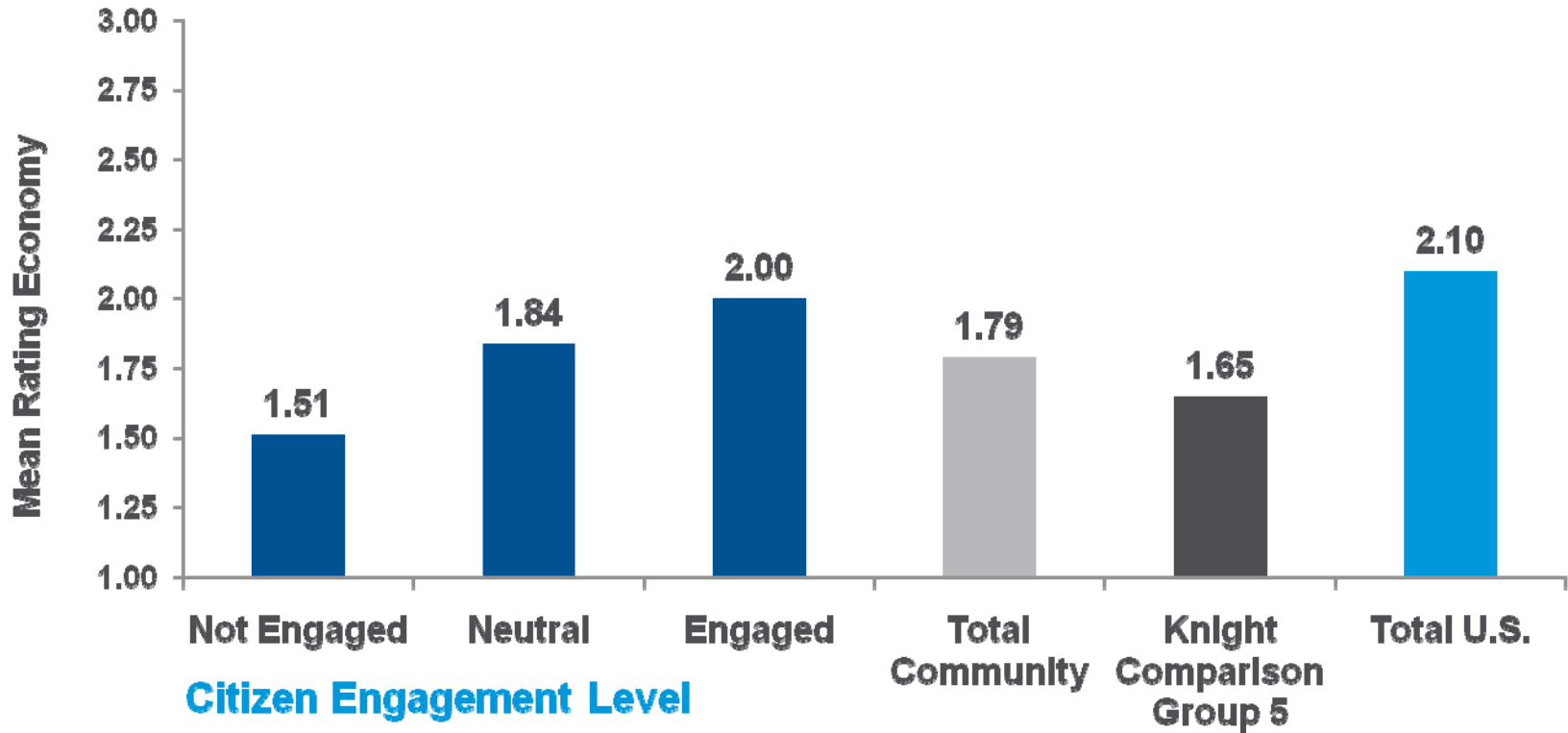
## The quality of K-12 and colleges/universities in the community



Differences greater than .13 between community and comparison group are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

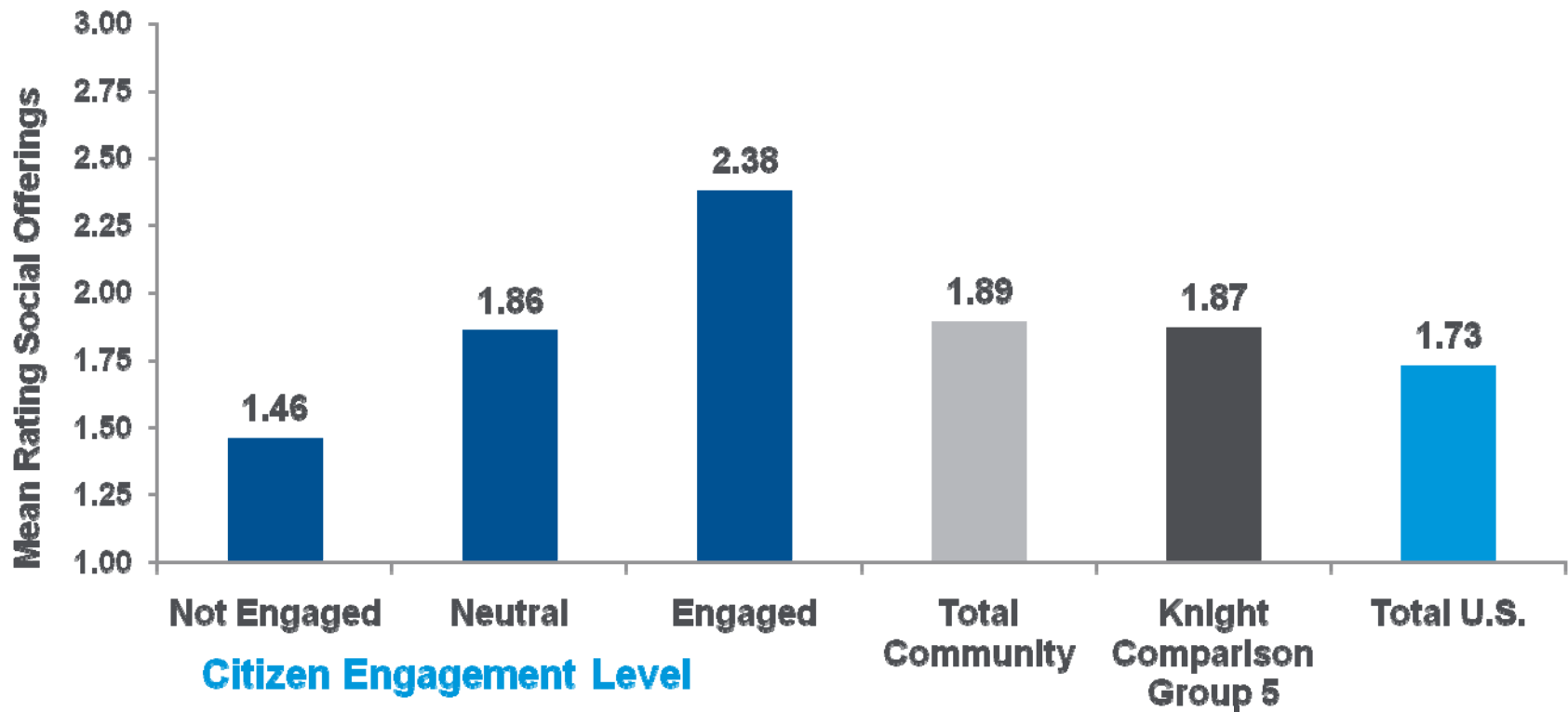
## The local economic and employment conditions



Differences greater than .13 between community and comparison group are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

*The entertainment infrastructure for people to meet each other, and citizen caring*



Differences greater than .13 between community and comparison group are statistically meaningful

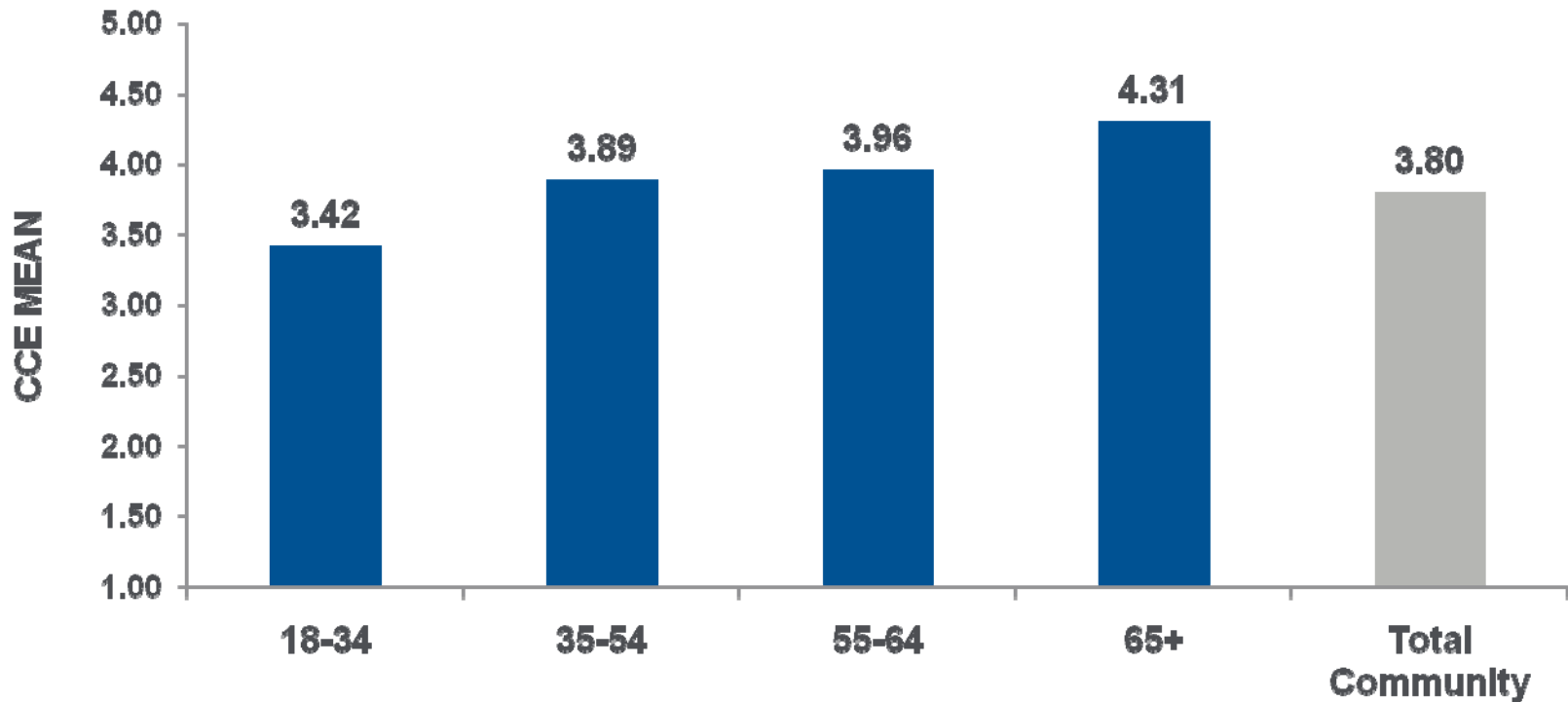
Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

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# Grand Forks Community Citizen Engagement by Demographic Groups

- Citizens Most Likely to Be Engaged
  - 65 years of age or older
  - High school or less
  - Widows
  - Long-term residents (20+ years in community)
  - Retired and part-time employed residents
  - Home owners
- Citizens Least Likely to Be Engaged
  - 18 to 34-year-olds
  - Never-married residents
  - Newer area residents (less than 6 years)
  - Renters
  - Non-employed (includes students and homemakers)

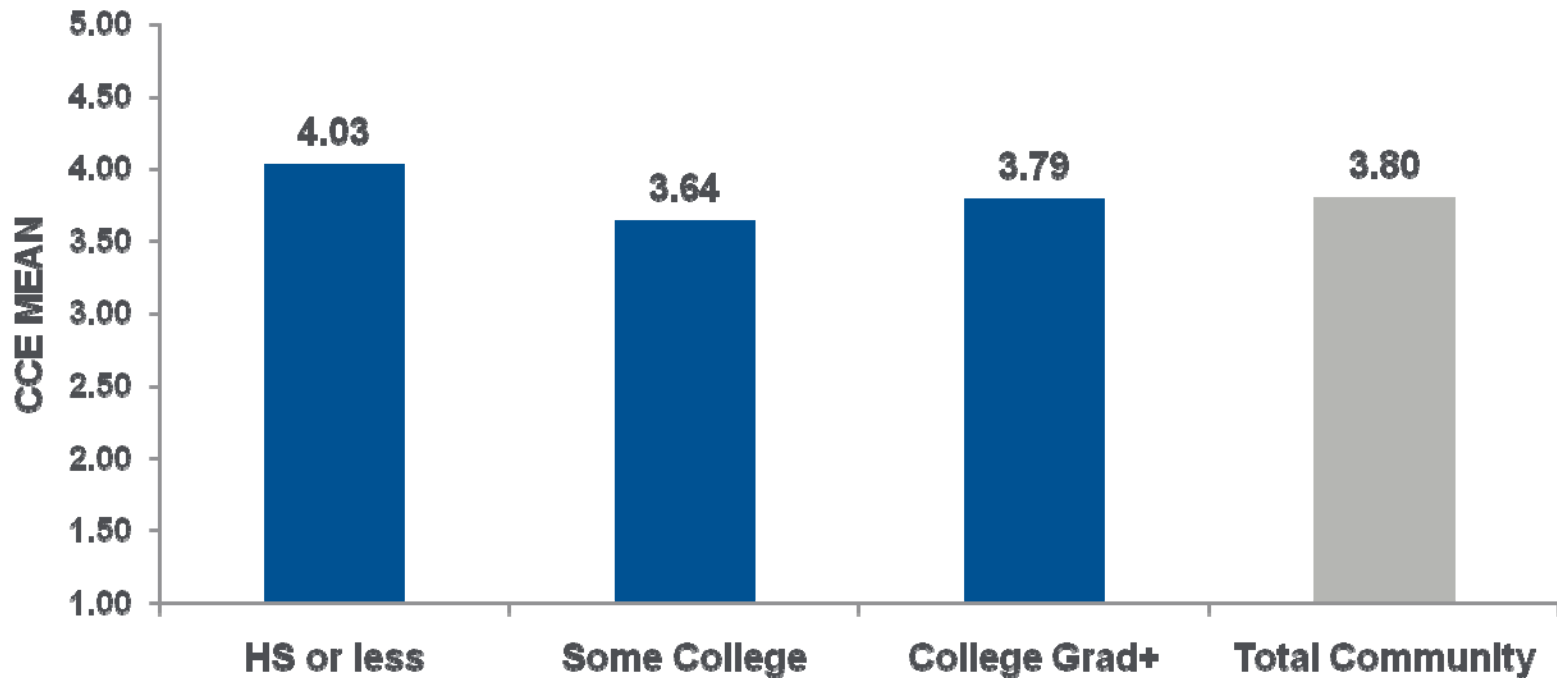
*Community engagement increase with resident age*



Differences greater than .35 between age groups are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

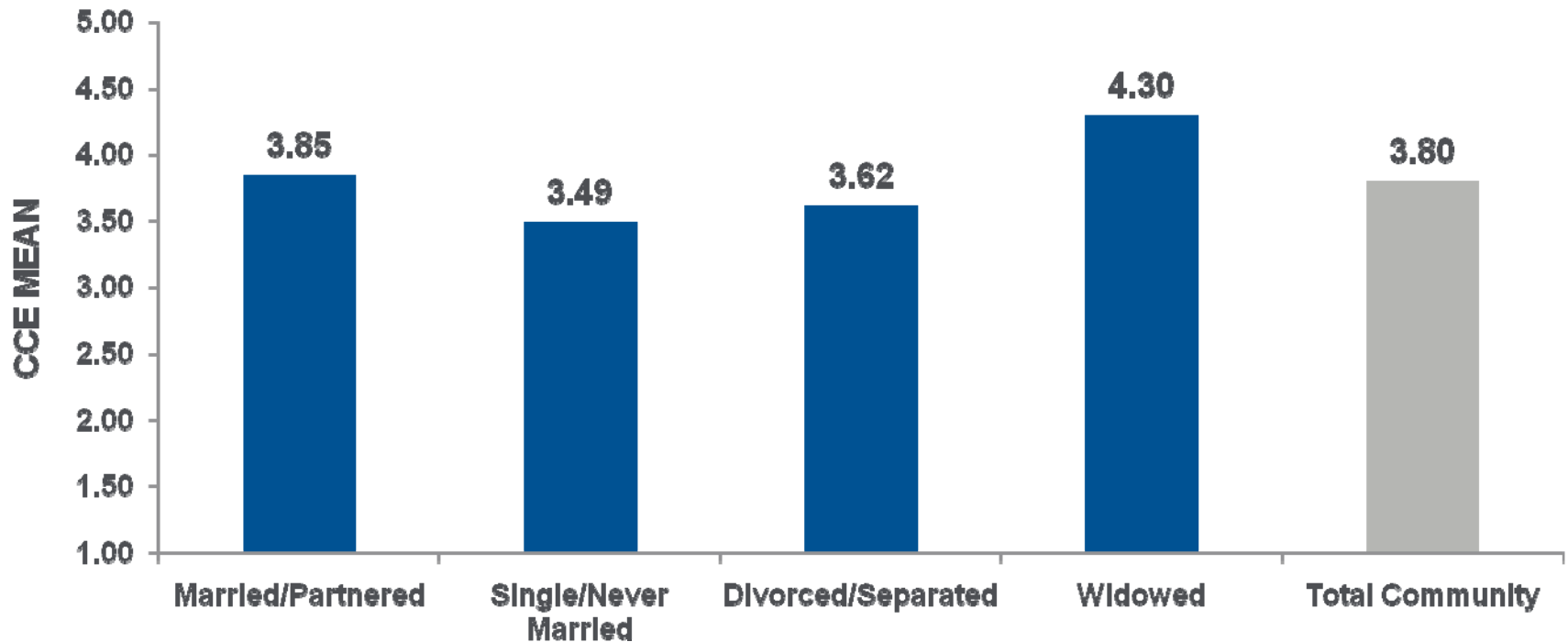
*Residents with high school or lower educational attainment are generally most engaged in the community*



Differences greater than .25 between educational groups are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

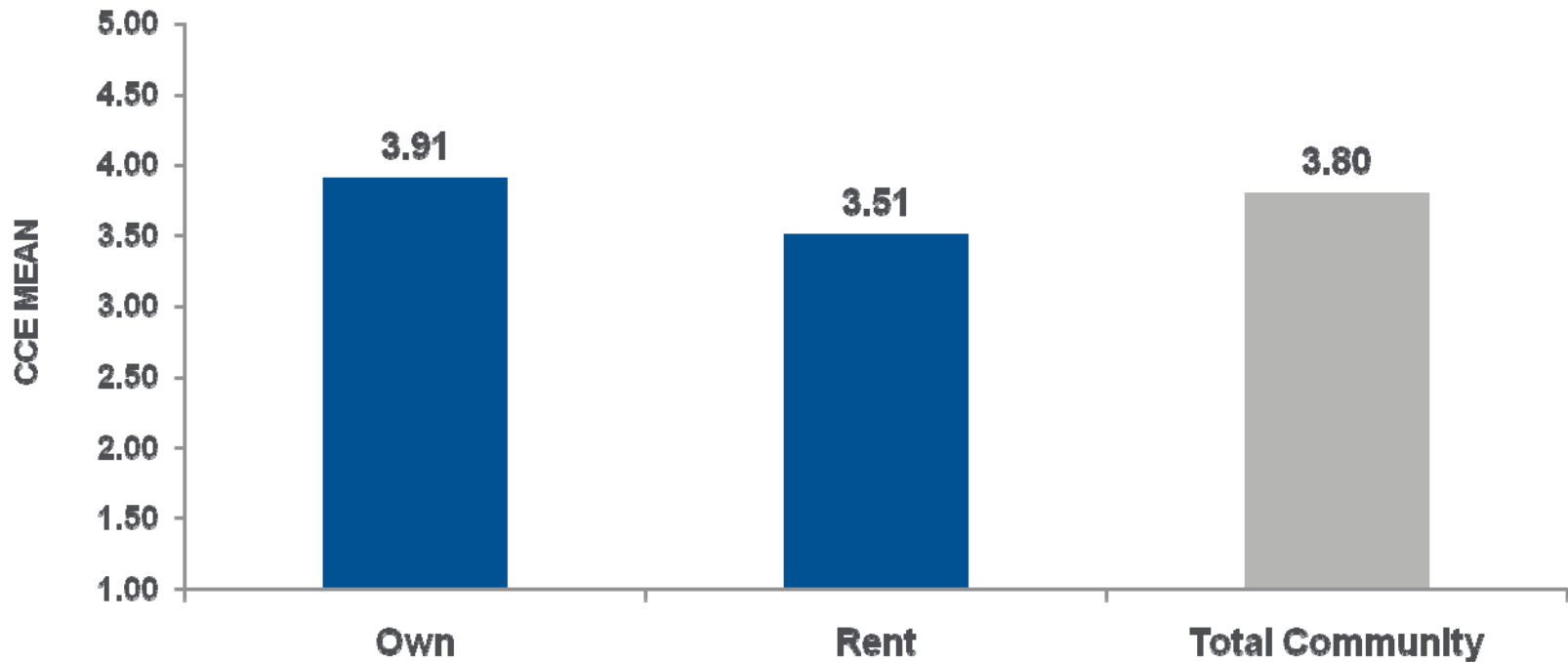
*Single residents are generally less engaged in the community*



Differences greater than .35 between marital status groups are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

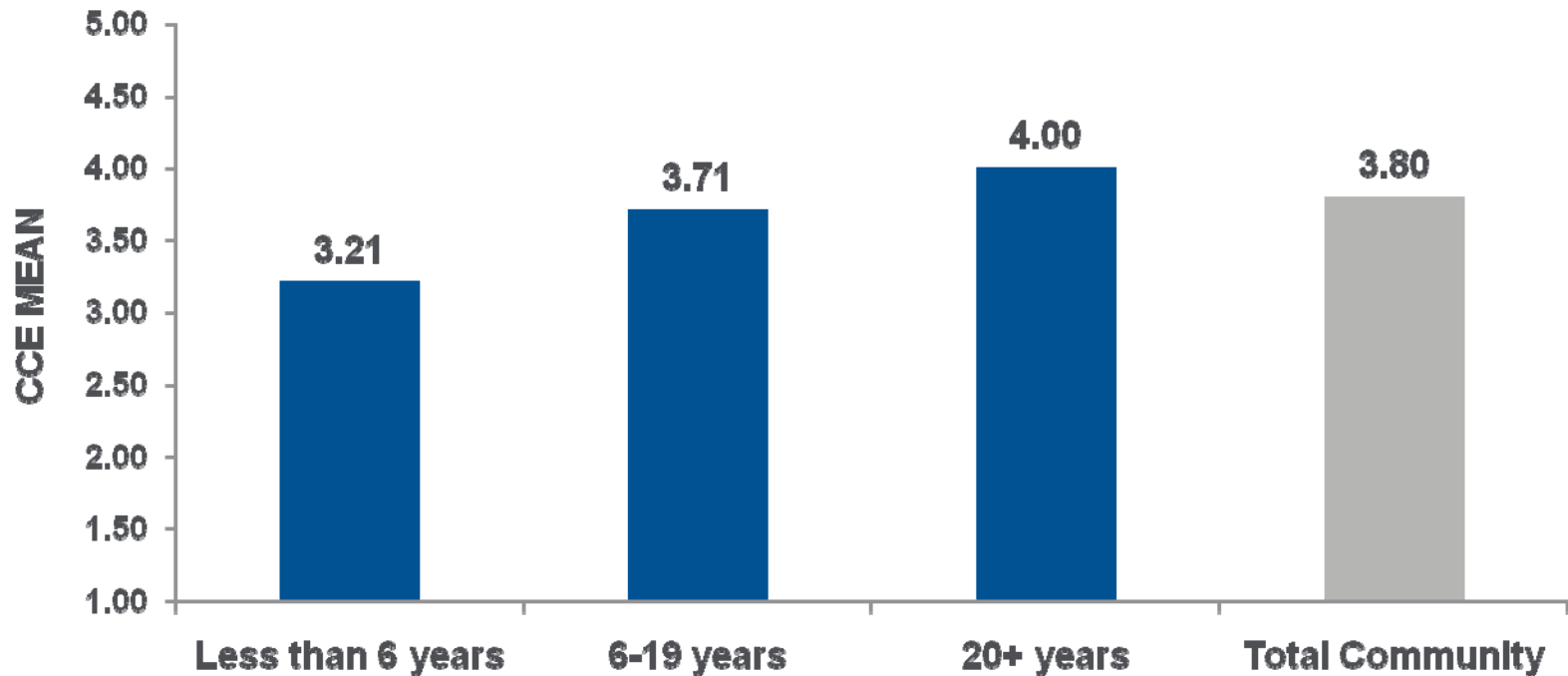
*Homeowners are more engaged than renters*



Differences greater than .25 between homeowners and renters are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

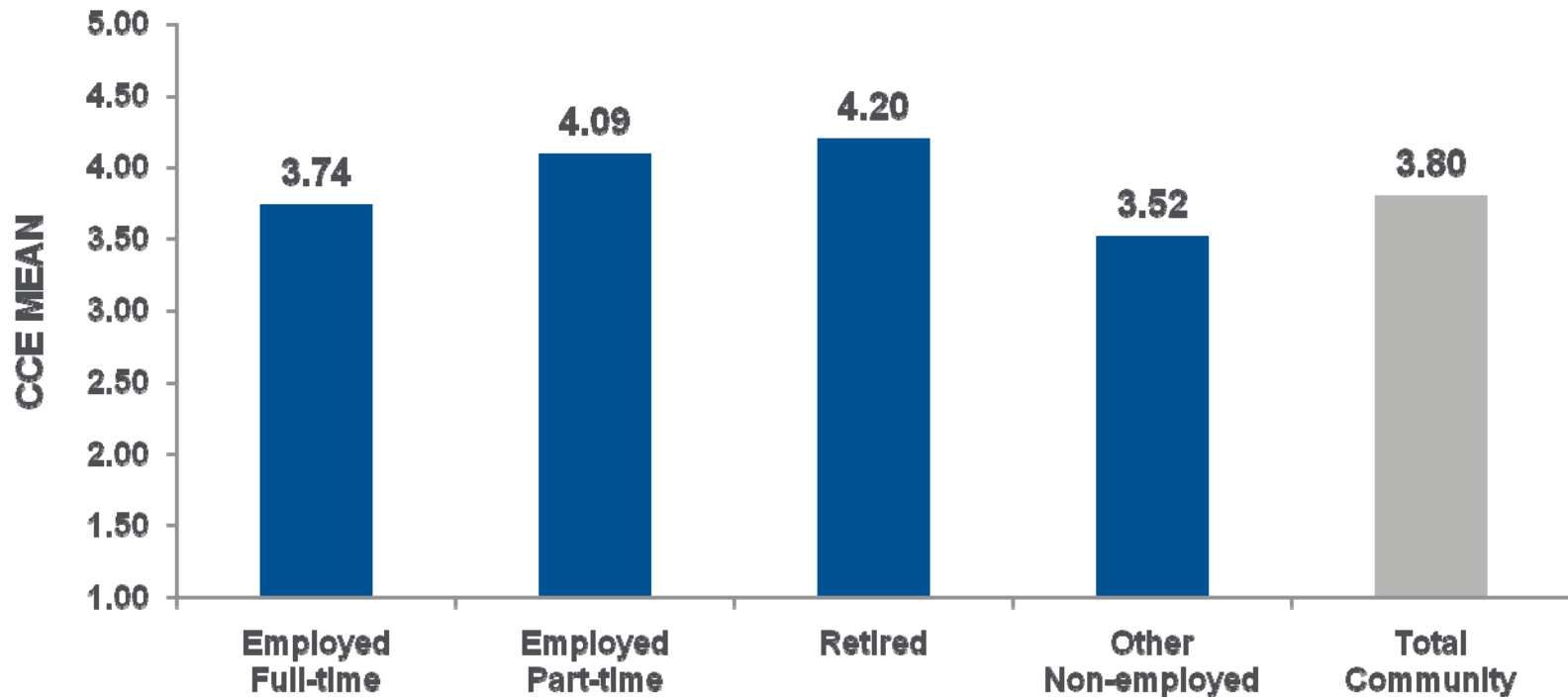
*Community engagement increases with tenure*



Differences greater than .30 between length of residence groups are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

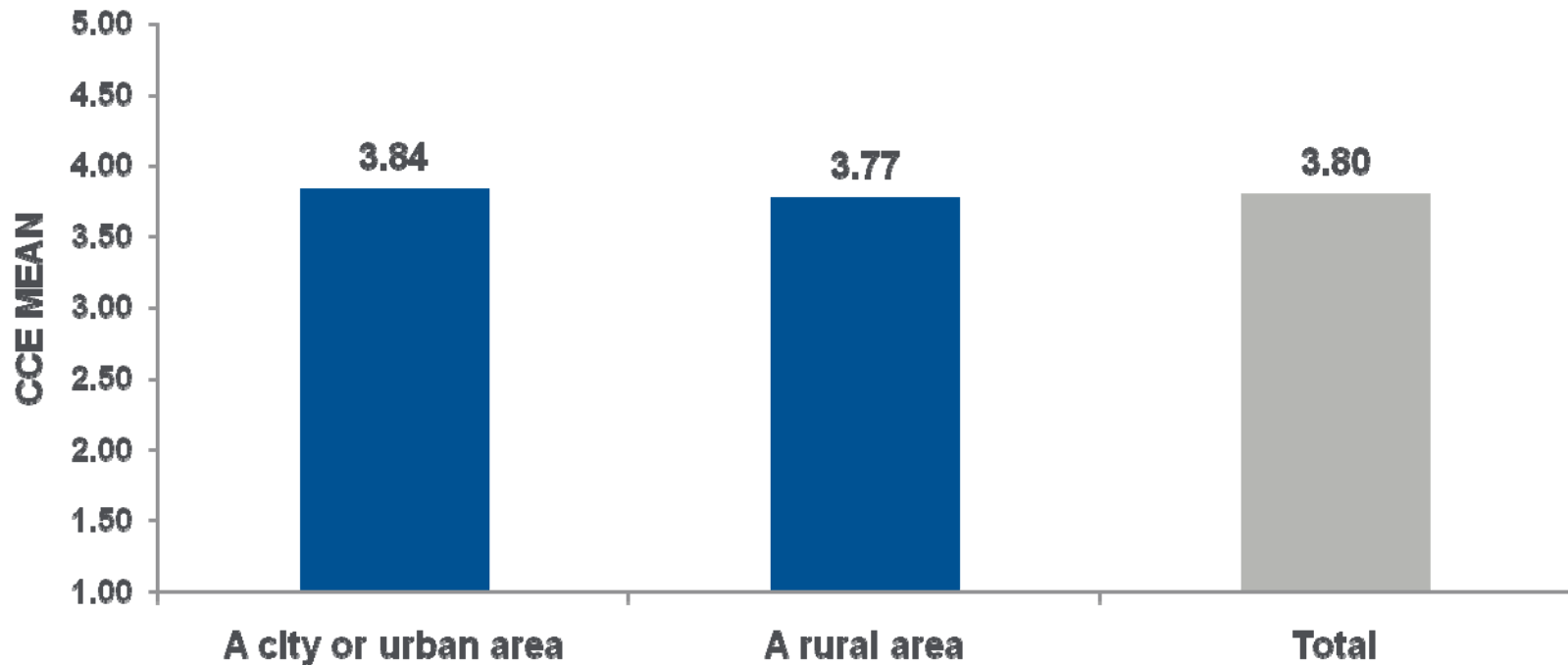
*Retired and part-time employed residents are generally most engaged in the community*



Differences greater than .30 between employment groups are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

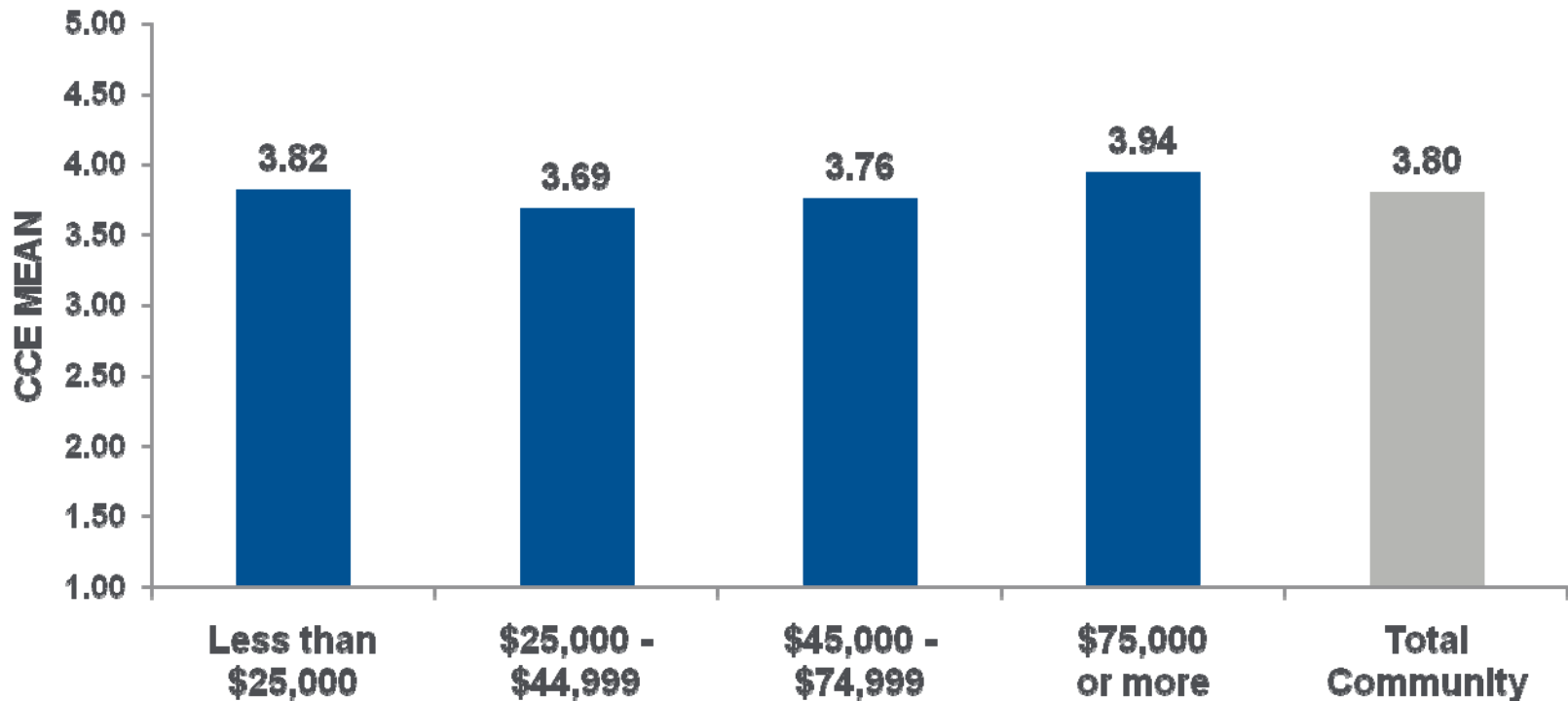
*Little difference in community engagement by type of area within the community*



Differences greater than .25 between area types groups are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

*Higher-income residents are generally more engaged in the community*



Differences greater than .30 between income groups are statistically meaningful

Knight Comparison Group 5: Fort Wayne, IN; Duluth, MN; Macon, GA; Biloxi, MS; Grand Forks, ND; Myrtle Beach, SC; State College, PA; Milledgeville, GA; Aberdeen, SD

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# Appendix

# Questions/Reporting Scales

Construct	Q number	Question wording	Original Scale	Low	Medium	High
COMMUNITY LOYALTY	Q1	Overall Satisfaction with Community	5-point satisfaction	1-3	4	5
	Q2	Likely to recommend community to others	5-point likelihood	1-3	4	5
	Q6a	Outlook for community 5 years from now	3-point better/same/worse			
PASSION	Q3-b	Perfect community for me	5-point agreement	1-3	4	5
	Q3-a	Proud to live in community	5-point agreement	1-3	4	5

# Questions/Reporting Scales-Continued

Construct	Q number	Question wording	Original Scale	Low	Medium	High
COMMUNITY OFFERINGS						
Basic Services	Q7-c	Highways and freeway system	5-point very good to very bad	1-3	4	5
	Q7-K	Availability of quality healthcare	5-point very good to very bad	1-3	4	5
	Q7-D	Affordable housing	5-point very good to very bad	1-3	4	5
Leadership	Q15a-B	Leaders share my views	5-point agreement	1-3	4	5
	Q7-L	Leadership of elected officials	5-point very good to very bad	1-3	4	5
Education	Q7-F	Quality of public schools (K-12)	5-point very good to very bad	1-3	4	5
	Q7-G	Quality of colleges and universities	5-point very good to very bad	1-3	4	5
Safety	Q19	Low crime	5-point high to low	1-3	4	5
	Q18	Safe to walk within 1 mile of home	5-point completely safe to not at all safe	1-3	4	5
Aesthetics	Q7-A	Parks, playgrounds, and trails	5-point very good to very bad	1-3	4	5
	Q7-B	Physical beauty of the place	5-point very good to very bad	1-3	4	5
Economy	Q9	Economic conditions	5-point very good to very bad	1-3	4	5
	Q10	Economy getting better	3-point better/same/worse	worse	same	better
	Q7-E	Availability of job opportunities	5-point very good to very bad	1-3	4	5
	Q14	Company hiring momentum	3-point hiring/no change/letting go	worse	same	better
	Q15a-B	Job provides income needed	5-point agreement	1-3	4	5
	Q1a-A	A good time to find a job	5-point agreement	1-3	4	5
Social Offerings	Q7-H	Vibrant nightlife	5-point very good to very bad	1-3	4	5
	Q7-I	Good place to meet people	5-point very good to very bad	1-3	4	5
	Q7-M	Others care about each other	5-point very good to very bad	1-3	4	5

# Questions/Reporting Scales-Continued

Construct	Q number	Question wording	Original Scale	Low	Medium	High
<b>COMMUNITY INVOLVEMENT</b>						
	Q22-A	Volunteer	2-point yes/no	no		yes
	Q22-B	Voted in local election	2-point yes/no	no		yes
	Q22-C	Attend local community meetings	2-point yes/no	no		yes
	Q22-D	Work with residents to make change	2-point yes/no	no		yes
<b>OPENNESS</b>						
	Q8-C	Good place for older people	5-point very good to very bad	1-3	4	5
	Q8-D	Good place for racial and ethnic minorities	5-point very good to very bad	1-3	4	5
	Q8-E	Good place for families w/kids	5-point very good to very bad	1-3	4	5
	Q8-A	Good place for gays/lesbians	5-point very good to very bad	1-3	4	5
	Q8-B	Good place for talented college graduates	5-point very good to very bad	1-3	4	5
<b>SOCIAL CAPITAL</b>						
	Q23	Belong to formal/informal groups/clubs	8-point 0 to 7+ groups	0	1-2	3+
	Q26	Spend time with neighbors	7-point never to about every day	Once year or less		Several times wk/daily
	Q24	Close friends in the community	6-point none to all	1-2	3-5	6+
	Q25	Family in area	6-point none to all	1-2	3-5	6+

# Community Definitions

Community	State	Gallup recommended survey geography: CBSA (MSA/μSA)/CBSA division
Long Beach	CA	<b>Los Angeles-Long Beach-Glendale, CA Metropolitan Division</b> Los Angeles County, CA [further target Long Beach using ZIP code]
San Jose	CA	<b>San Jose-Sunnyvale-Santa Clara, CA Metropolitan Statistical Area</b> San Benito County, CA; Santa Clara County, CA
Boulder	CO	<b>Boulder, CO Metropolitan Statistical Area</b> Boulder County, CO
Bradenton	FL	<b>Sarasota-Bradenton-Venice, FL Metropolitan Statistical Area</b> Manatee County, FL; Sarasota County, FL
Miami	FL	<b>Miami-Miami Beach-Kendall, FL Metropolitan Division</b> Miami-Dade County, FL
Palm Beach	FL	<b>West Palm Beach-Boca Raton-Boynton Beach, FL Metropolitan Division</b> Palm Beach County, FL
Tallahassee	FL	<b>Tallahassee, FL Metropolitan Statistical Area</b> Gadsden County, FL; Jefferson County, FL; Leon County, FL; Wakulla County, FL
Columbus	GA- AL	<b>Columbus, GA-AL Metropolitan Statistical Area</b> Russell County, AL; Chattahoochee County, GA; Harris County, GA; Marion County, GA; Muscogee County, GA
Macon	GA	<b>Macon, GA Metropolitan Statistical Area</b> Bibb County, GA; Crawford County, GA; Jones County, GA; Monroe County, GA; Twiggs County, GA
Milledgeville	GA	<b>Milledgeville, GA Micropolitan Statistical Area</b> Baldwin County, GA; Hancock County, GA
Fort Wayne	IN	<b>Fort Wayne, IN Metropolitan Statistical Area</b> Allen County, IN; Wells County, IN; Whitley County, IN

# Community Definitions (continued)

Community	State	Gallup recommended survey geography: CBSA (MSA/μSA)/CBSA division
Gary	IN	<b>Gary, IN Metropolitan Division</b> Jasper County, IN; Lake County, IN; Newton County, IN; Porter County, IN
Wichita	KS	<b>Wichita, KS Metropolitan Statistical Area</b> Butler County, KS; Harvey County, KS; Sedgwick County, KS; Sumner County, KS
Lexington	KY	<b>Lexington-Fayette, KY Metropolitan Statistical Area</b> Bourbon County, KY; Clark County, KY; Fayette County, KY; Jessamine County, KY; Scott County, KY; Woodford County, KY
Detroit	MI	<b>Detroit-Warren-Livonia, MI Metropolitan Statistical Area</b> Lapeer County, MI; Livingston County, MI; Macomb County, MI; Oakland County, MI; St. Clair County, MI; Wayne County, MI
Duluth	MN	<b>Duluth, MN-WI Metropolitan Statistical Area</b> Carlton County, MN; St. Louis County, MN; Douglas County, WI
St. Paul	MN	<b>Minneapolis-St. Paul, MN-WI Metropolitan Statistical Area</b> Anoka County, MN; Carver County, MN; Chisago County, MN; Dakota County, MN; Hennepin County, MN; Isanti County, MN; Ramsey County, MN; Scott County, MN; Sherburne County, MN; Washington County, MN; Wright County, MN; Pierce County, WI; St. Croix County, WI
Biloxi	MS	<b>Gulfport-Biloxi, MS Metropolitan Statistical Area</b> Hancock County, MS; Harrison County, MS; Stone County, MS
Charlotte	NC	<b>Charlotte-Gastonia-Concord, NC-SC Metropolitan Statistical Area</b> Anson County, NC; Cabarrus County, NC; Gaston County, NC; Mecklenburg County, NC; Union County, NC; York County, SC
Grand Forks	ND	<b>Grand Forks, ND-MN Metropolitan Statistical Area</b> Polk County, MN; Grand Forks County, ND

# Community Definitions (continued)

Community	State	Gallup recommended survey geography: CBSA (MSA/μSA)/CBSA division
Akron	OH	<b>Akron, OH Metropolitan Statistical Area</b> Portage County, OH; Summit County, OH
Philadelphia	PA	<b>Philadelphia, PA Metropolitan Division</b> Bucks County, PA; Chester County, PA; Delaware County, PA; Montgomery County, PA; Philadelphia County, PA
State College	PA	<b>State College, PA Metropolitan Statistical Area</b> Centre County, PA
Columbia	SC	<b>Columbia, SC Metropolitan Statistical Area</b> Calhoun County, SC; Fairfield County, SC; Kershaw County, SC; Lexington County, SC; Richland County, SC; Saluda County, SC
Myrtle Beach	SC	<b>Myrtle Beach-Conway-North Myrtle Beach, SC Metropolitan Statistical Area</b> Horry County, SC
Aberdeen	SD	<b>Aberdeen, SD Micropolitan Statistical Area</b> Brown County, SD; Edmunds County, SD

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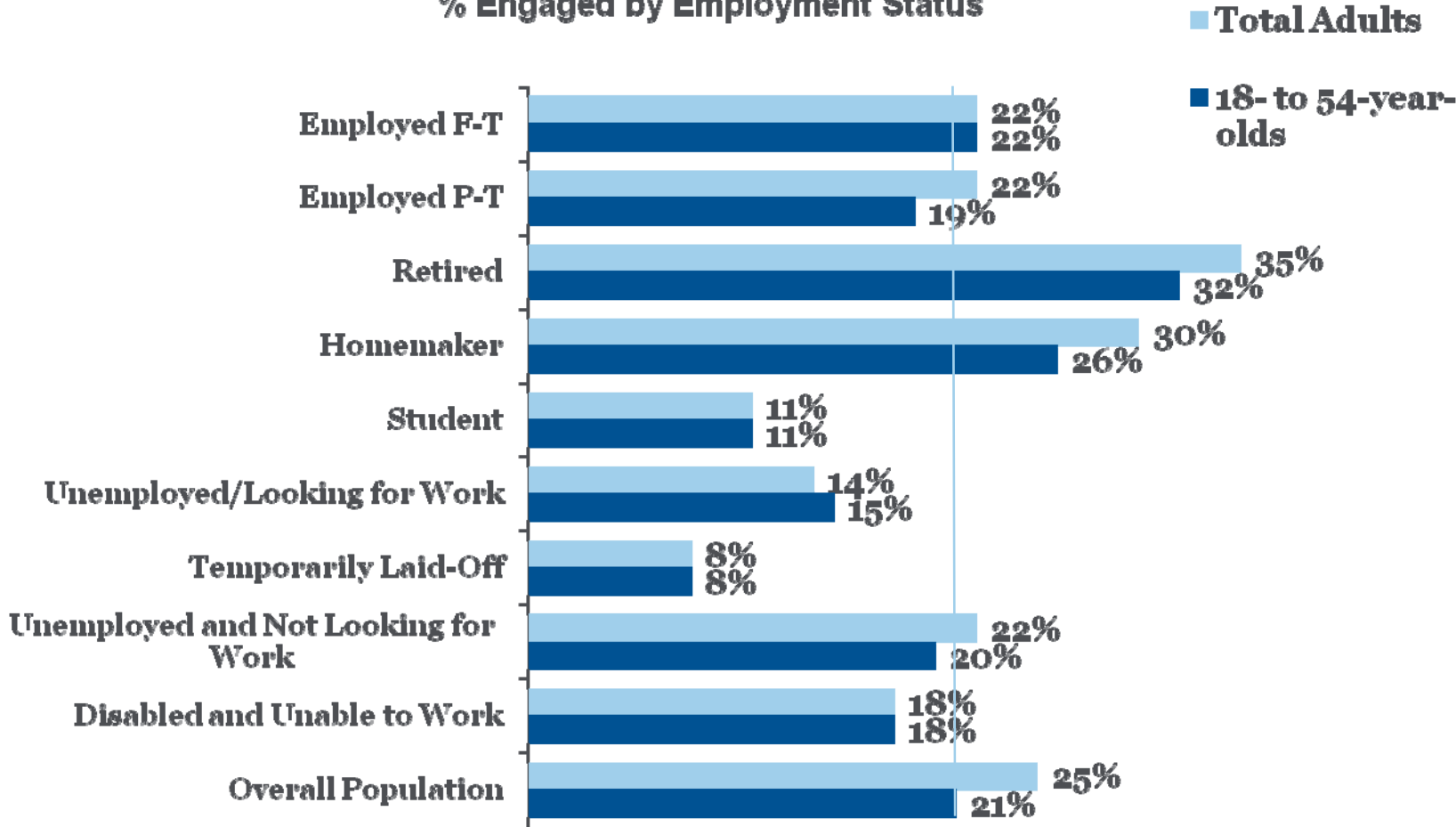
**Q: So What Can Community Leaders Do to Drive Community Citizen Engagement?**

**A: Focus on Key Sub-Groups**

- Several Examples of Sub-Groups Where Actions Could be Focused**

# Next to Laid-Off Residents, Students Are Least Engaged

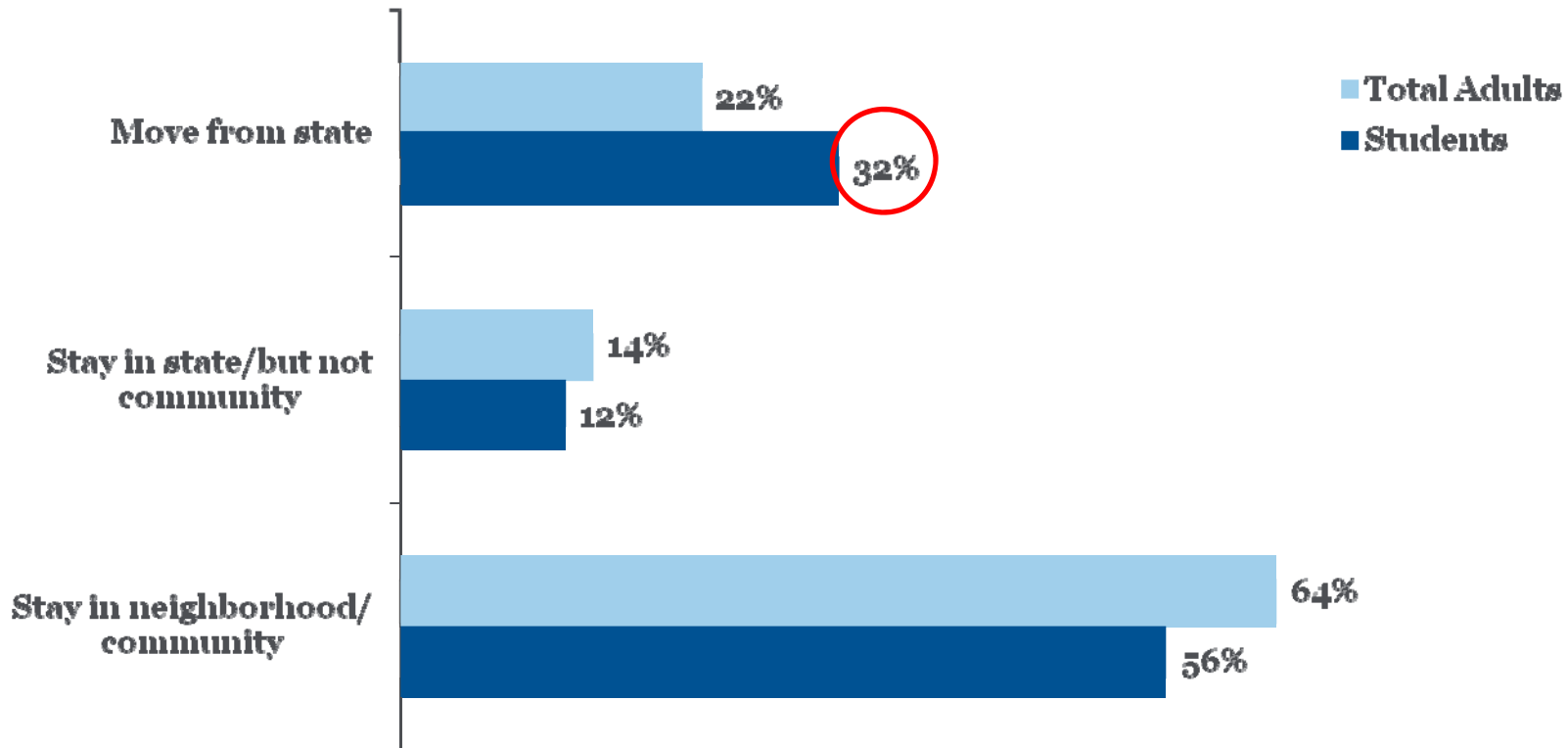
% Engaged by Employment Status



# While Educational Opportunities May Draw Students, Communities Need to Focus on Keeping Them

*Good schools is a relative strength for most communities, but once they partake of the educational opportunities, many students plan to leave the state.*

## If Had Choice of Where to Live, Would ...

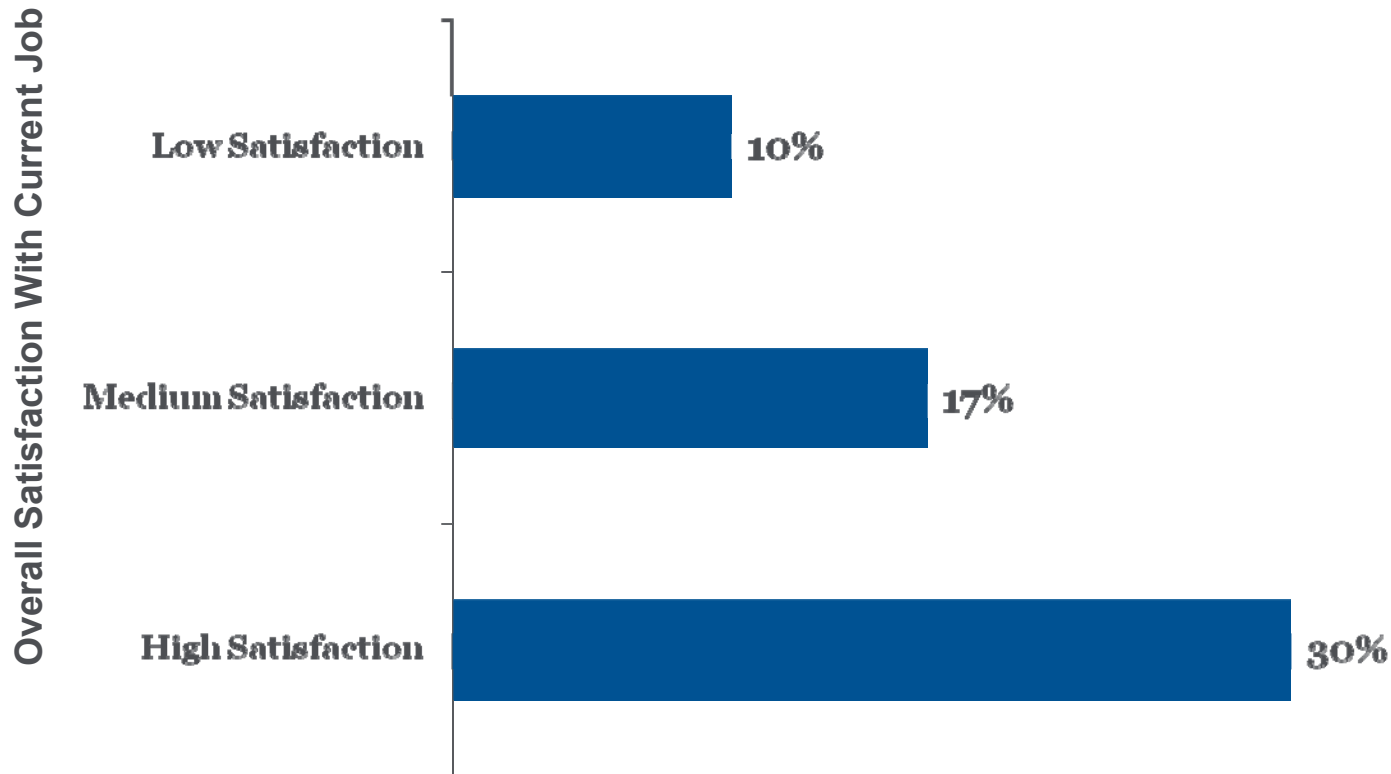


Connect students with businesses while in school through internships, community ties, problem solving, etc.

# High Job Satisfaction Plays Role in Community Engagement

*The more satisfied employed adults are with their current company, the more likely they are to be engaged in their community.*

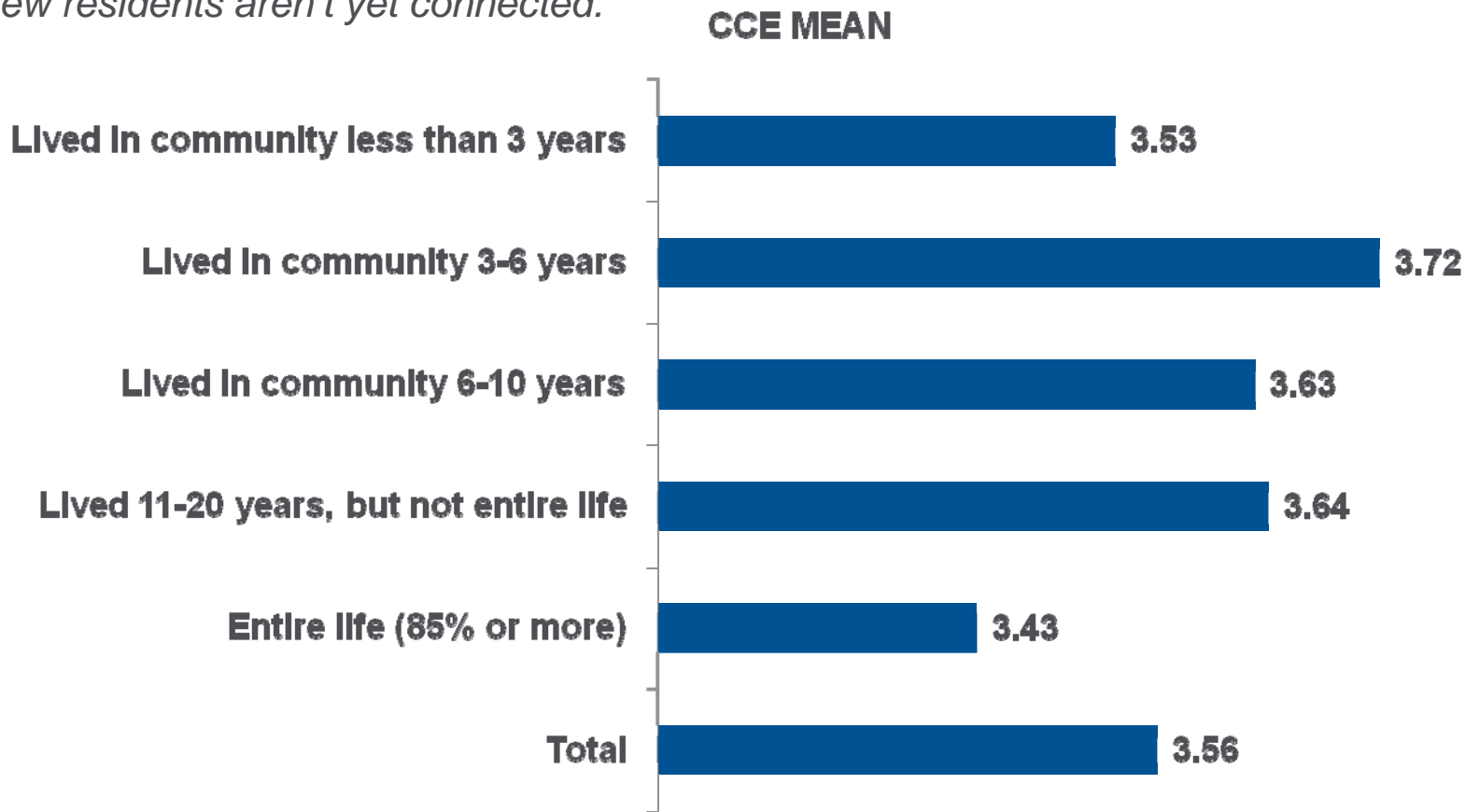
**% Engaged by Job Satisfaction (18- to 54-year-olds)**



Work with businesses to learn how to better engage employees, e.g., host seminar on engaging employees, job swapping by local business, etc.

# Communities Have Opportunity to Engage Newer Citizens

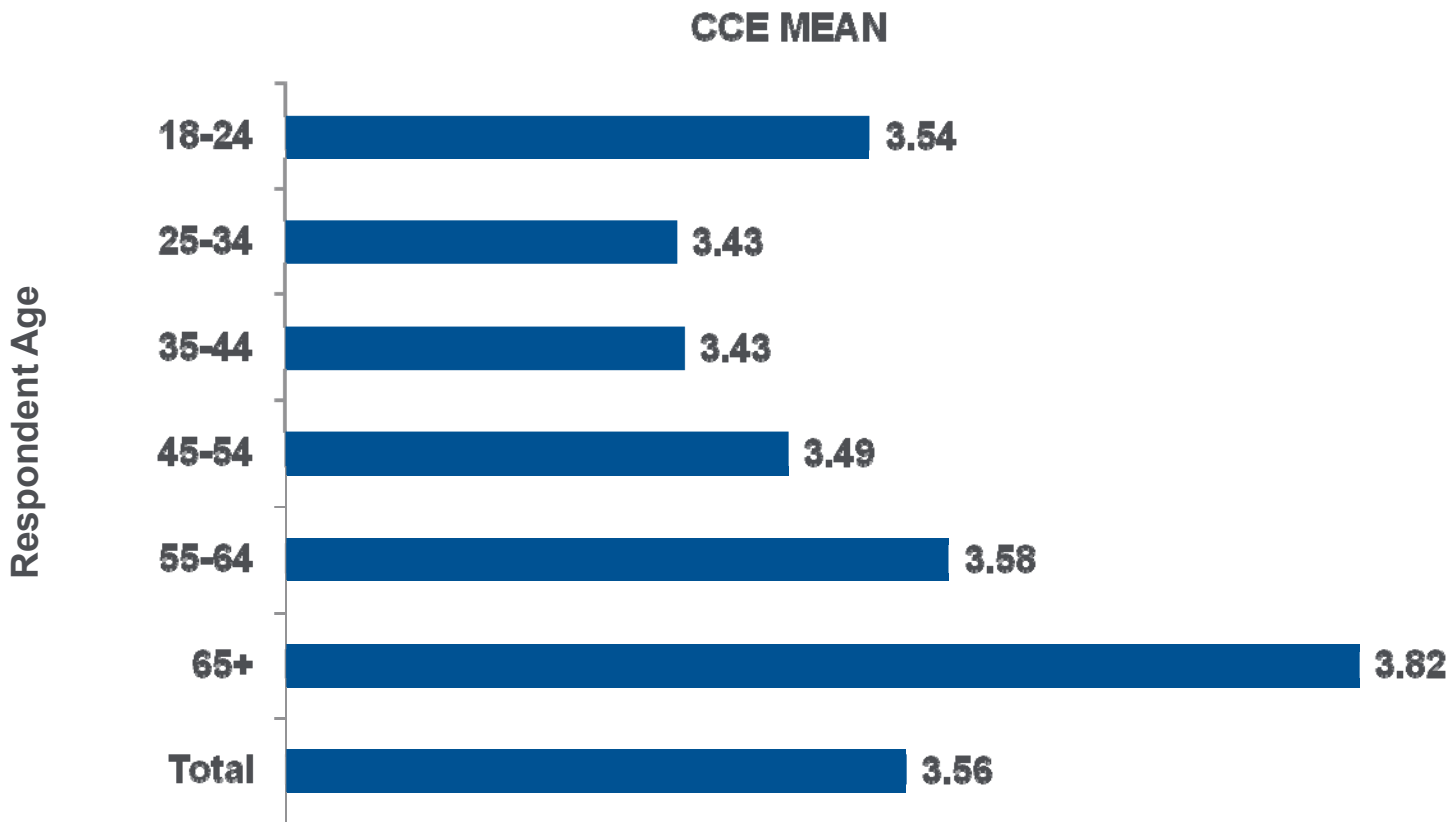
*Life-long residents are significantly less engaged than shorter-term residents, particularly in the largest urban communities — they may feel they didn't have outside opportunities. But new residents aren't yet connected.*



Engage residents when first move to the area. Leaders contact new residents with personal invite to get involved.

# Early- to Mid-Career Age Citizens Are Least Engaged in Their Communities

*While college-age adults are reasonably engaged, those in the prime of their working years — those with the most options for jobs — are generally disengaged in their communities.*



Find opportunities to connect early- to mid-career hires into community through events, sponsorships, and volunteering.