

deNovo



It's not you, it's the
world



A quick note from your presenter...

OUR PHILOSOPHY

*Refreshingly
Meaningful*

We work with you to help you build trust and communication with your residents and showcase what makes your community one-of-a-kind.

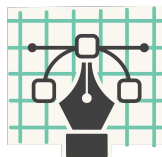


OUR CAPABILITIES

Services



STRATEGY



DESIGN



WEB



CONTENT



**DIGITAL
MARKETING**



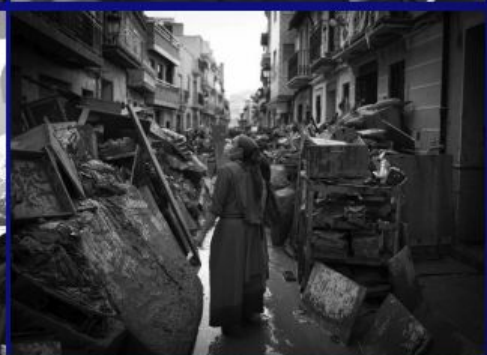
**VIDEO &
PHOTOGRAPHY**



And now back to your regularly
scheduled program...

2025 Edelman Trust Barometer

Trust and the Crisis of Grievance
U.S. Report



25 Years: World Events Put Trust Under Pressure

2003

Iraq Invasion

Trust in government declines in U.S.



2016

Populism Powers Brexit

Trust inequality grows, trust in media declines



2022

Invasion of Ukraine

Geopolitical conflicts spark brand boycotts



1999

Battle of Seattle

WTO protests inspire first Edelman Trust Barometer; NGOs found to be most trusted institution

2008

Financial Crisis

Trust in banks crashes

2020

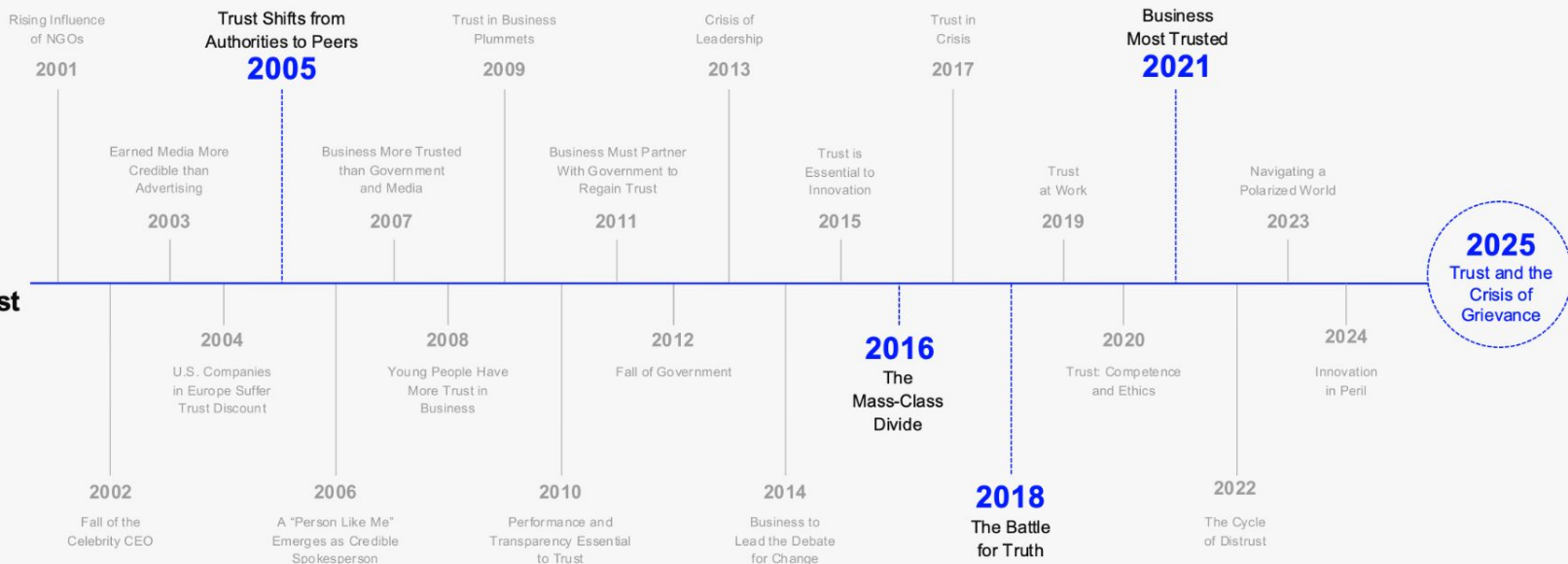
COVID-19 Pandemic

Business tied, then surpassed NGOs as most trusted institution



A Generation of Institutional Failures Erupts Into Grievance

25 Years of Trust





A QUICK EXPERIMENT: WHAT DO YOU SEE





SAME PHOTO: DIFFERENT PERSPECTIVE





Today is not about politics

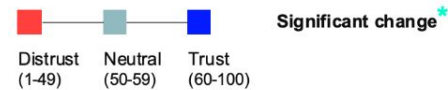
- (But it's hard to avoid)
- This topic might make some feel defensive
- Focus on learning and taking away insights, and understanding/empathy



Trust Index 2024 to 2025: Elections Fail to Improve Trust

Trust Index

(average percent trust in business, government, media, NGOs)



☒ Countries with national elections or changes in government leadership in the past year^

☒ Only 2 of these 13 countries see a significant trust change from 2024 to 2025
*Argentina +9**
*S. Africa +4**

2025 Edelman Trust Barometer. The Trust Index is the average percent trust in business, government, media, and NGOs. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 28-mkt avg. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level. ^For more information about countries, dates, and events included, please see the Technical Appendix.

2024 General population

56	Global 28
79	China
75	India
74	UAE
73	Indonesia
72	Saudi Arabia
70	Thailand
68	Malaysia
66	Singapore
64	Kenya
61	Nigeria
59	Mexico
56	Netherlands
53	Brazil
53	Canada
51	Australia
50	Italy
49	S. Africa
49	Sweden
47	Colombia
47	France
47	Ireland
46	Spain
46	U.S.
45	Germany
43	S. Korea
39	Argentina
39	Japan
39	UK

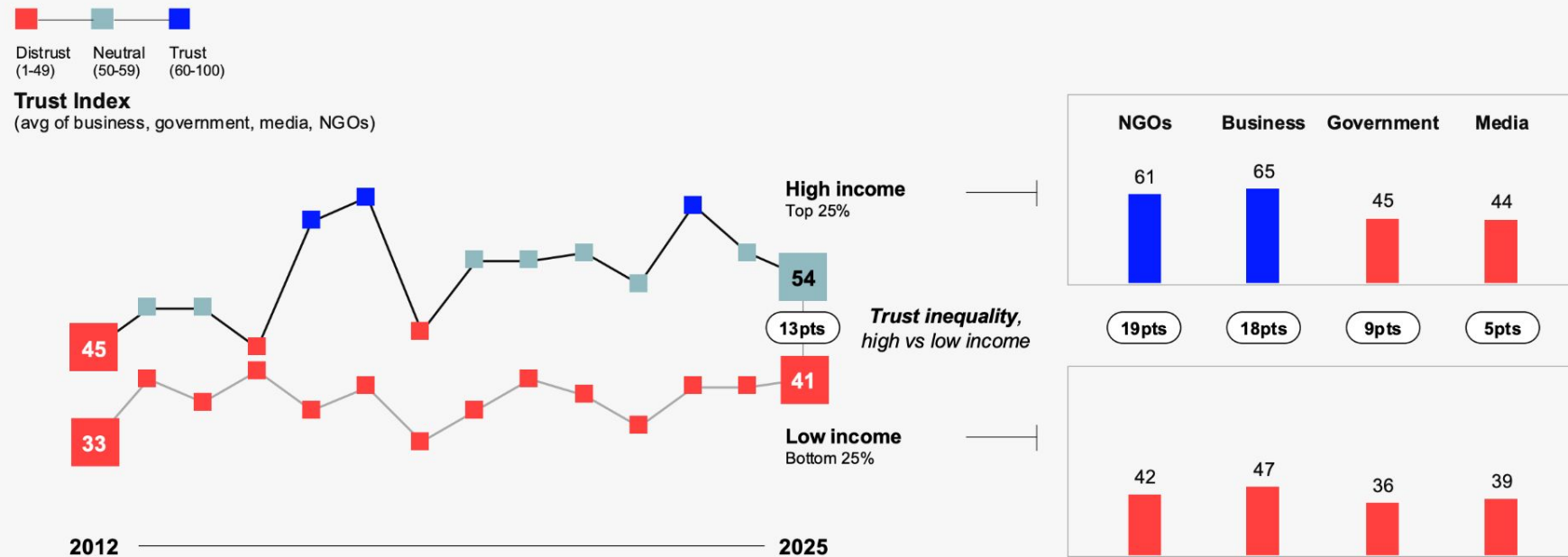
2025 General population

56	Global 28
77	China
☒ 76	Indonesia
☒ 75	India
72	UAE
71	Saudi Arabia
66	Malaysia
☒ 66	Thailand
65	Nigeria
65	Singapore
63	Kenya
☒ 57	Mexico
☒ 57	Netherlands
☒ 53	S. Africa
52	Canada
51	Brazil
50	Italy
50	Sweden
49	Australia
49	Colombia
☒ 48	Argentina
☒ 48	France
48	Ireland
☒ 47	U.S.
44	Spain
☒ 43	UK
☒ 41	Germany
☒ 41	S. Korea
☒ 37	Japan



Low Income Mired in Distrust

Percent trust, in the U.S.



2025 Edelman Trust Barometer. The Trust Index is the average percent trust in business, government, media, and NGOs. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9point scale; top 4 box, trust. General population, U.S., by income. Income quartiles were determined separately for each country based on the distribution of household incomes among respondents from that country.

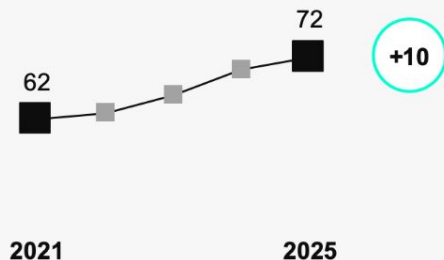


Fear That Leaders Lie to Us at All-Time High

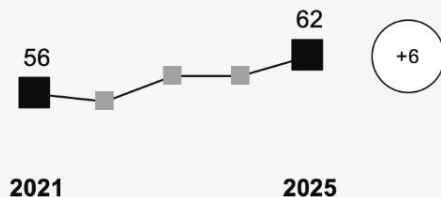
Percent who worry, in the U.S.

—○— Change, 2021 to 2025 Significant change

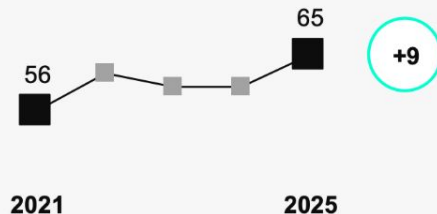
Government leaders



Business leaders



Journalists and reporters



***purposely* mislead people**
by saying things they know are false or gross exaggerations





A Crisis of Grievance

6 in 10 Hold Grievances Against Business, Government, and the Rich

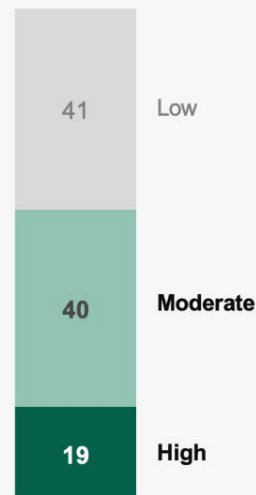
Percent who hold a low, moderate, or high sense of grievance, in the U.S.

I hold a sense of grievance because:

- *Business and government serve select few*
- *Business and government actions hurt me*
- *The system favors the rich*
- *The rich are getting richer*

My sense of grievance
is moderate or higher

59%



Our Future in Peril: We Lack Optimism For The Next Generation

Percent who say

And this was BEFORE
AI hit the mainstream

GLOBAL 28

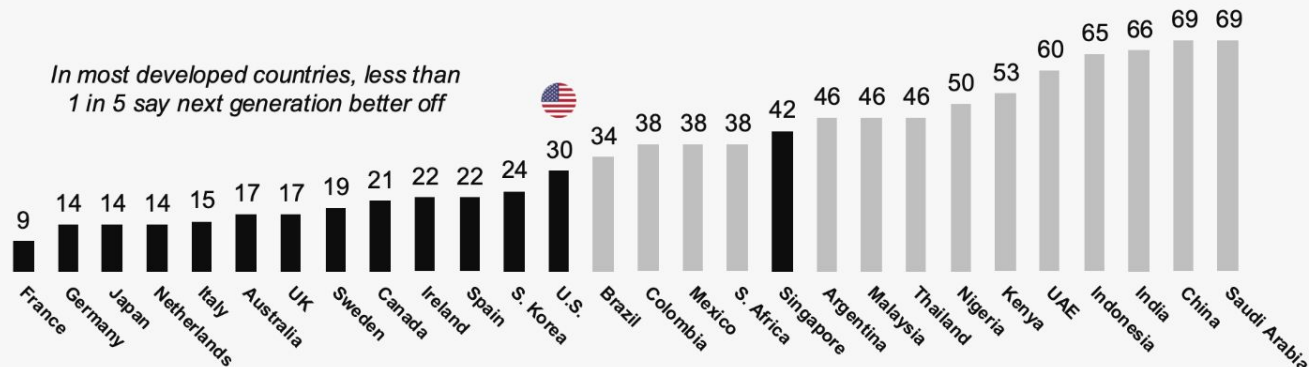
■ Developed countries

Compared to today,
the **next generation will be better off**

ONLY

36%

*In most developed countries, less than
1 in 5 say next generation better off*



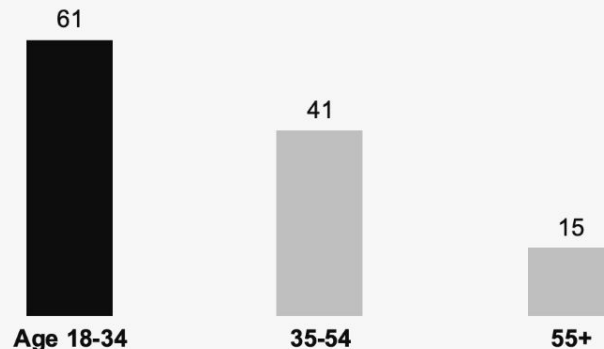
6 in 10 U.S. Young Adults See Hostile Activism as a Viable Means to Drive Change

Percent who say, in the U.S.

I approve of hostile activism
to drive change:

- *Attack people online (27%)*
- *Intentionally spread disinformation (25%)*
- *Threaten or commit violence (20%)*
- *Damage public or private property (23%)*

37%
(net)

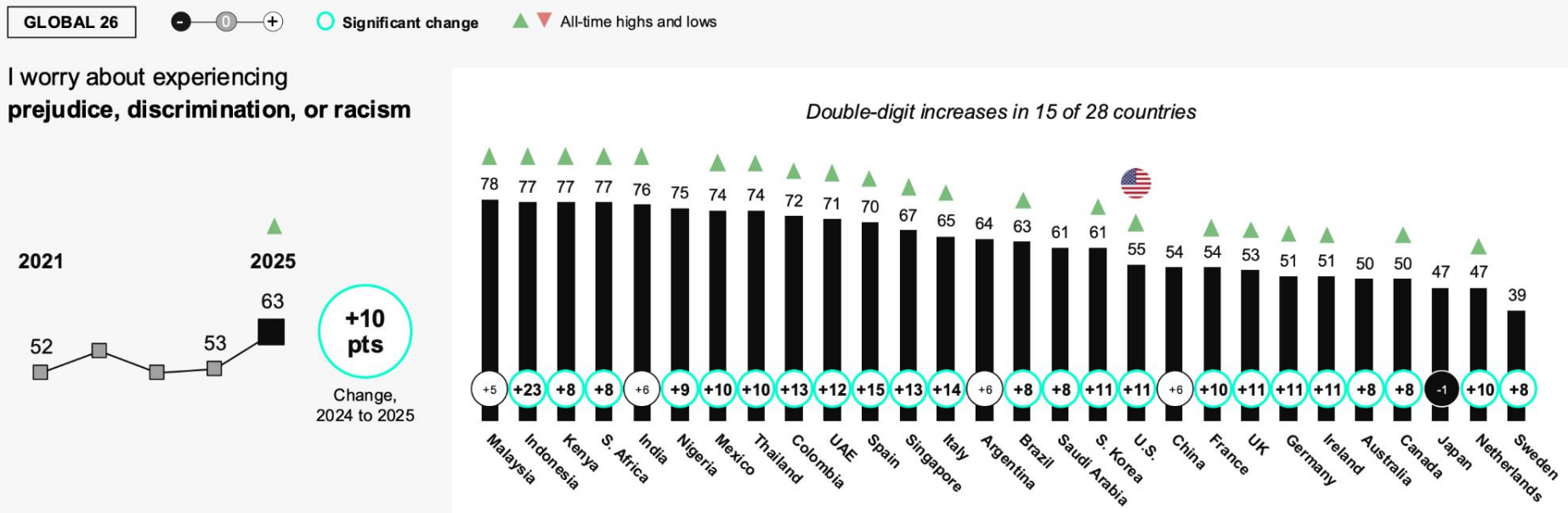


2025 Edelman Trust Barometer. CNG_MECH. Which actions would you approve of as ways to bring about societal changes you felt would give you and your family a better future? For each of the potential ways to bring about change listed below, pick the statement which best describes how you would feel if someone did this. 4-point scale, codes 3-4, approve. Question asked of half the sample. General population, U.S., and by age. The "Hostile Activism" data is a net percentage of attributes 7-10, meaning the percentage of respondents who approved of one or more of the four items shown.



Fear of Being Discriminated Against Surges to All-Time High

Percent who say



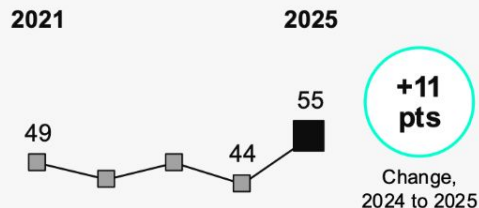
2025 Edelman Trust Barometer. POP_EMO. Some people say they worry about many things while others say they have few concerns. We are interested in what you worry about. Specifically, how much do you worry about each of the following? 9-point scale; top 4 box, worry. Attribute asked of half the sample. General population, 26-mkt avg. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level. The all-time highs and lows analysis comprised countries with at least five waves of data collection, therefore Nigeria and Sweden were not included.

Fear of Being Discriminated Against Spikes Across Demographics

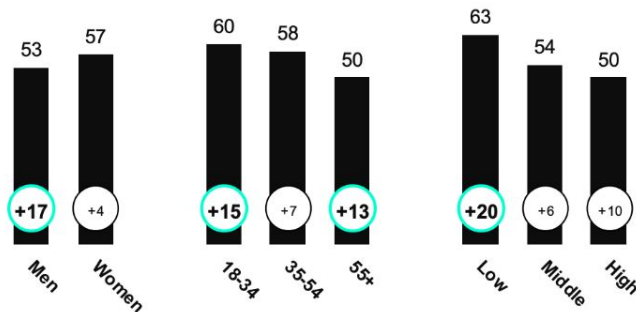
Percent who say, in the U.S.

● 0 ● + Significant change

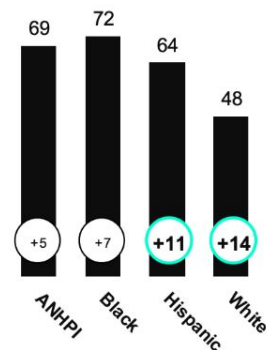
I worry about experiencing
prejudice, discrimination, or racism



Gender | Age | Income



Race and Ethnicity

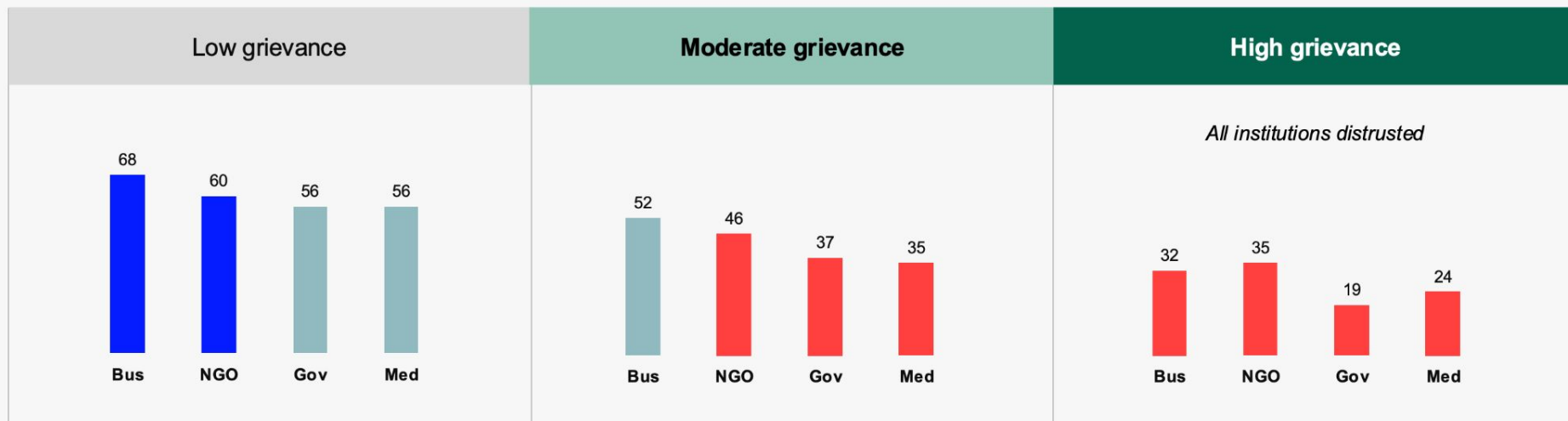


2025 Edelman Trust Barometer. POP_EMO. Some people say they worry about many things while others say they have few concerns. We are interested in what you worry about. Specifically, how much do you worry about each of the following? 9-point scale; top 4 box, worry. Attribute asked of half the sample. General population, U.S., and by gender, age, income and Non-Hispanic White, Black, Hispanic, and ANHPI communities. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



Grievance Imposes a Trust Penalty

Percent trust, by sense of grievance, in the U.S.



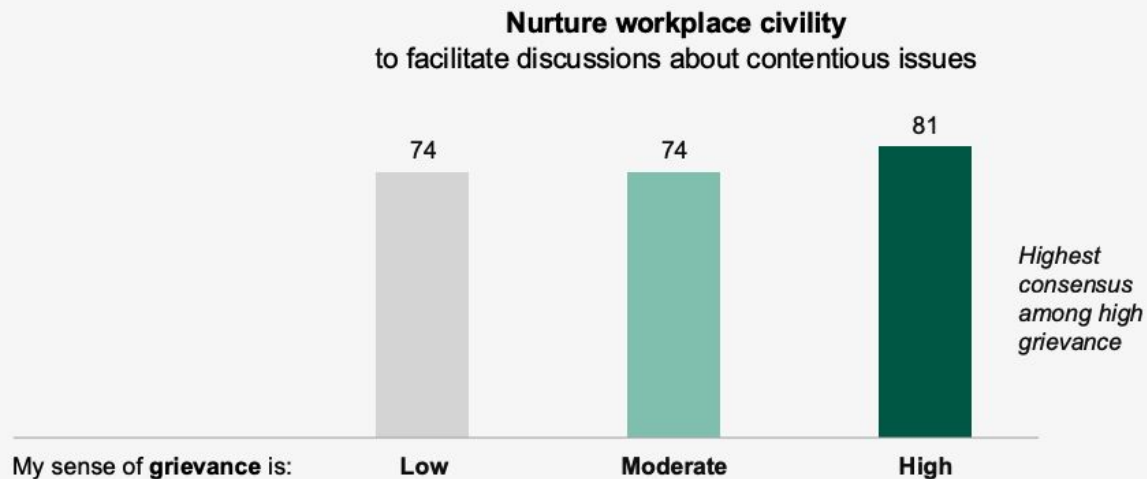
2025 Edelman Trust Barometer. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right, 9-point scale; top 4 box, trust. General population, U.S., by Sense of Grievance scale. For a full explanation of how the Sense of Grievance scale was developed, please see the Technical Appendix. "Bus" represents Business, "Gov" represents Government, "NGO" represents NGOs, and "Med" represents Media.



Employers: Keep Grievances From Undermining Collaboration at Work

Percent who say, by sense of grievance, in the U.S.

To ensure a better future,
business is obligated to...



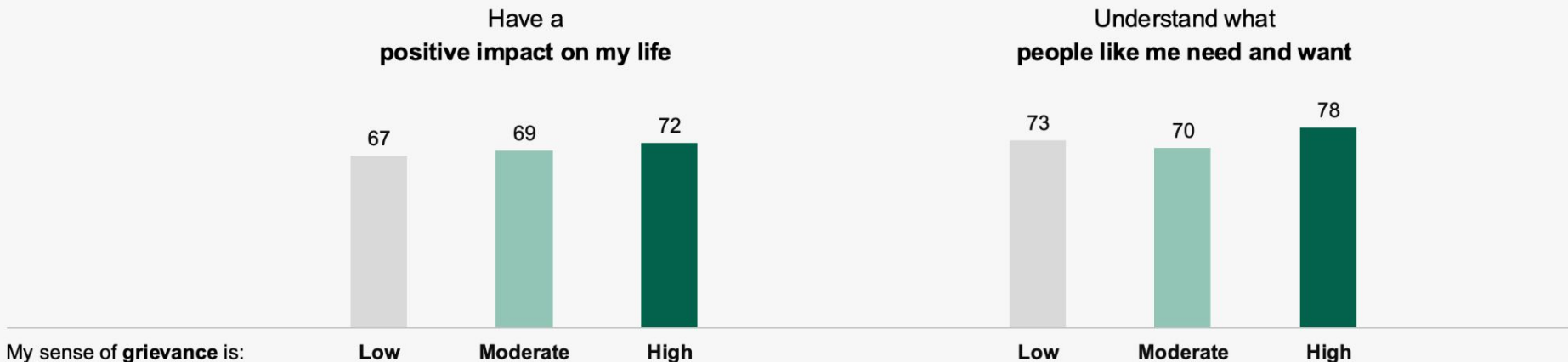


All Institutions
Must Work To
Rebuild Trust

Government: Deliver Results That Benefit Me

Percent who say, by sense of grievance, in the U.S.

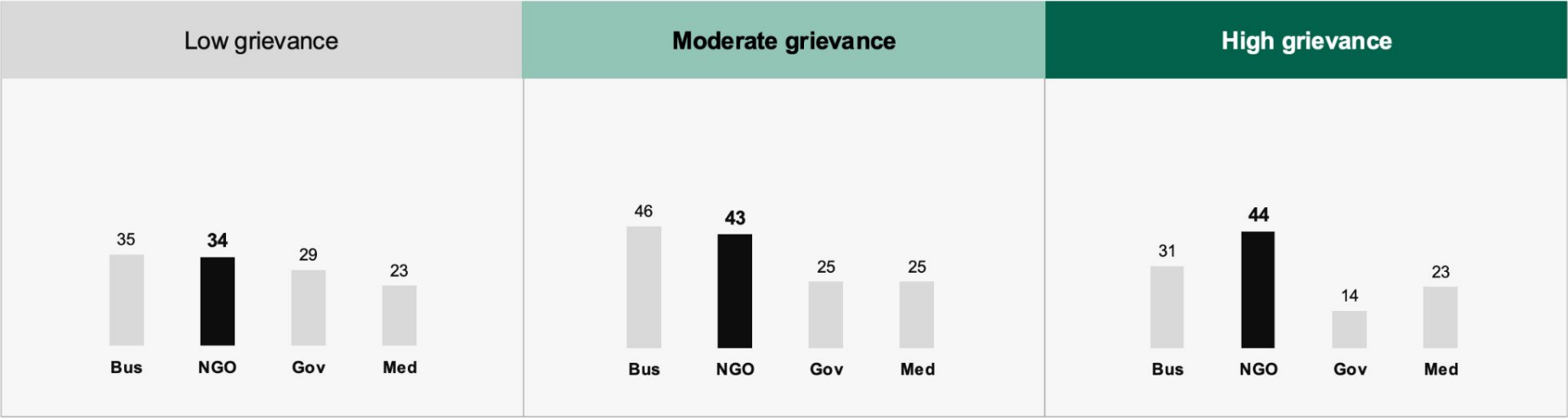
Government leaders earn legitimate authority when they...



NGOs: Fight Divisiveness and Repair the Social Fabric

Percent who say, by sense of grievance, in the U.S.

This institution is a **unifying force that brings people together**:



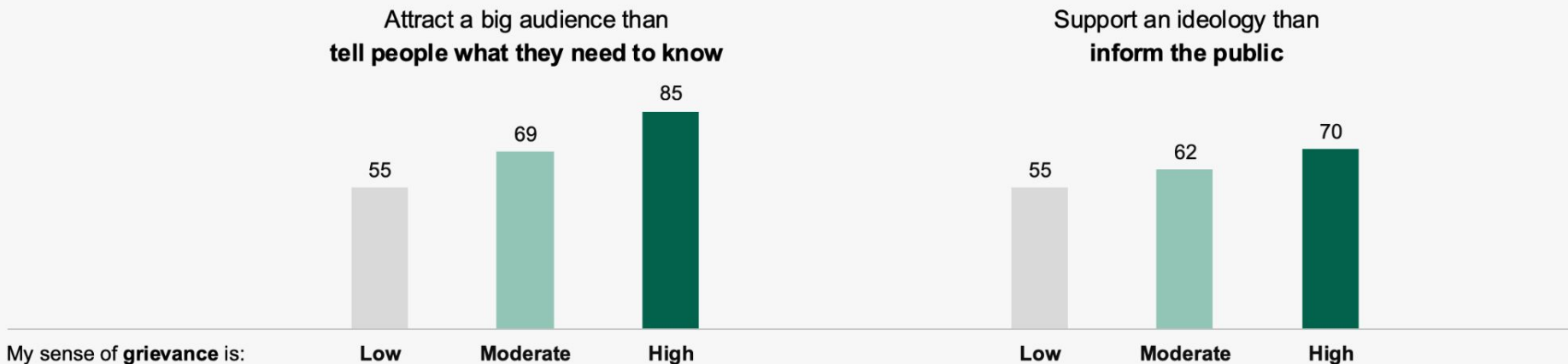
 2025 Edelman Trust Barometer. [INS]_PER_DIM. In thinking about why you do or do not trust [INSTITUTION], please specify where you think they fall on the scale between the two opposing descriptions. 11-point scale; top 5 box, positive. Media and NGOs were only asked of half the sample. General population, U.S., by Sense of Grievance scale. For full details regarding how this data was calculated and plotted, please see the Technical Appendix. "Bus" represents Business, "Gov" represents Government, "NGO" represents NGOs, and "Med" represents Media.



Media: Put the Facts First

Percent who agree, by sense of grievance, in the U.S.

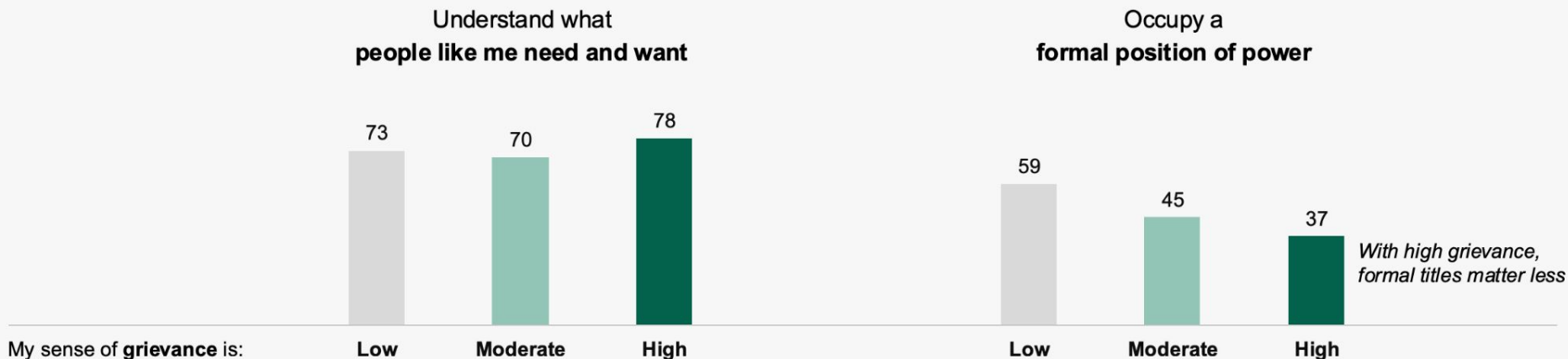
News organizations would rather...



Influence is Earned Through Compassion, Not Power

Percent who say, by sense of grievance, in the U.S.

You will earn legitimate influence with me if you...



2025 Edelman Trust Barometer. LEG_INF. There are many people who share information, recommendations, and their opinions in an attempt to influence the views and behavior of people like you or people in positions of power and authority. Some of these people you might consider to be legitimate sources of influence and expertise, while others you might not. How important is each of the following in making you see someone as a legitimate influence or expert, such that you willingly give them influence on your life decisions and you would be comfortable with them influencing the views and behaviors of people in positions of power and authority? 9-point scale; top 4 box, important. Question asked of half the sample. General population, U.S., by Sense of Grievance scale. For a full explanation of how the Sense of Grievance scale was developed, please see the Technical Appendix.

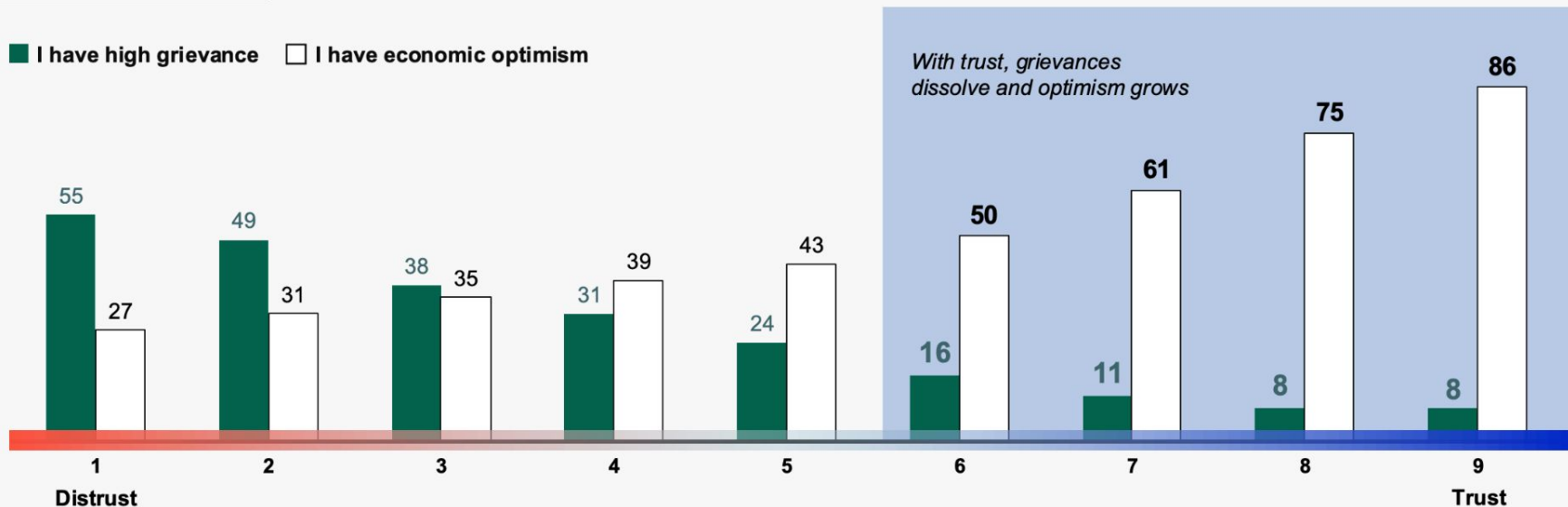


When Trust Increases, Economic Optimism Overpowers Grievance

Among those with different levels of trust,
percent with a high sense of grievance and percent with personal economic optimism

GLOBAL 26 excl. China, Thailand

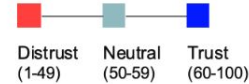
■ I have high grievance □ I have economic optimism



Trust Inequality: Low Income Far Less Trusting Than High Income

Trust Index

(average percent trust in business, government, media, NGOs)



Double-digit trust inequality in 22 countries,
one fewer than 2024

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2025 High income (top 25%)

62	Global 28
86	Indonesia
84	Saudi Arabia
83	China
80	India
80	UAE
79	Thailand
73	Singapore
71	Malaysia
69	Nigeria
68	Kenya
65	Mexico
64	Netherlands
59	Brazil
59	S. Africa
57	France
56	Ireland
55	Canada
55	Italy
54	Sweden
54	U.S. 
53	Australia
52	Colombia
50	Argentina
50	Spain
49	S. Korea
48	UK
47	Germany
43	Japan

2025 Low income (bottom 25%)

50	Global 28
73	China
69	Indonesia
65	India
63	Saudi Arabia
60	Malaysia
60	Nigeria
60	UAE
59	Kenya
57	Singapore
55	Thailand
50	Netherlands
49	Canada
49	S. Africa
47	Mexico
44	Australia
44	Colombia
44	Sweden
43	Brazil
43	France
43	Ireland
43	Italy
42	Argentina
41	U.S. 
39	Spain
37	Germany
37	UK
35	S. Korea
30	Japan

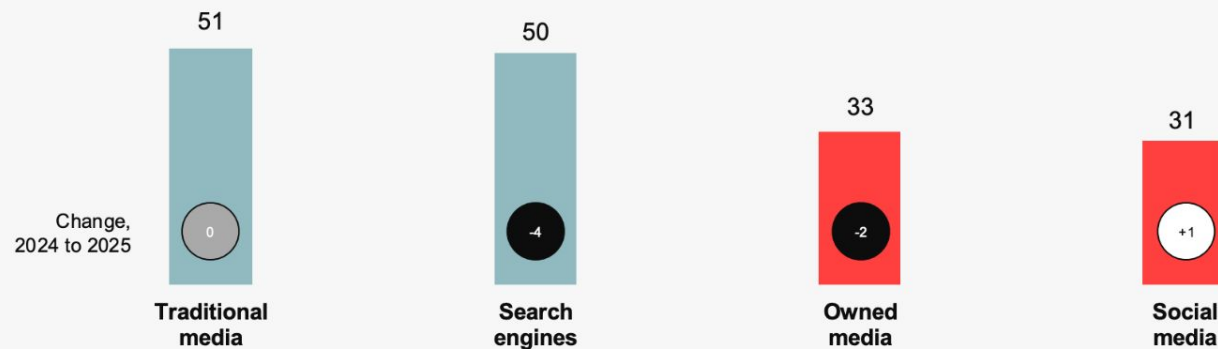
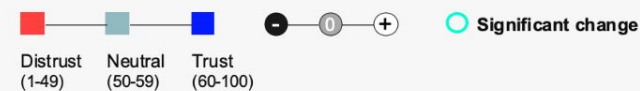
Greatest income-based trust inequality in:

Thailand	24pts
Saudi Arabia	21pts
UAE	20pts
Mexico	18pts
Indonesia	17pts



In the U.S., No News Sources Trusted

Percent trust in each media source for general news and information, in the U.S.



Putting together a plan



Working to establish trust

- **Develop/publish your vision plan**
- **Transparency Centers**
 - ◆ Starts with an accessible and easy to use website
 - ◆ Public meetings/recordings
 - ◆ Easy to find and understand (summarized) budgets and financial documents
 - ◆ Consider a “ticketing system”
 - Shows progress and status
 - ◆ Dashboards (water quality, road repairs, capital improvement plans status)



REQUEST FOR ACTION FORM

[Home](#) » [Services](#) » [Forms & Permits](#) » [Request for Action Form](#)

Please fill out the Request for Action form for any action needed by City employees such as tree trimming or other City-related business.

If you prefer, you can manually print and fill out the form.

[Download Form](#) 

First name*

Last name*

Email*

Street address*

City*

Phone number*

Request for Action Subject*

Request for Action Category Dropdown*

Please provide a brief description of the complaint or occurrence*

File upload

If you have a photo or document that helps to describe the event or occurrence please upload it here.

No file chosen

[Submit](#)





SO... WHAT DO YOU DO NEXT?

Working to establish trust

→ Create a sense of dialogue

- ◆ Easy way for residents to be heard
- ◆ Direct communications, 1:1 when possible
- ◆ Survey to understand baseline trust
 - Share results
 - Share changes as a result





SO... WHAT DO YOU DO NEXT?

Working to establish trust

→ Direct, informal and straightforward talk

- ◆ Low-production value, social media style videos at a high frequency
 - Never scripted
- ◆ Podcasting
- ◆ Commit to quick responses
- ◆ Work to understand their needs and where you can impact them





One last thing....

Get help when you need it

→ Take advantage of our Critical Response Retainer

- ◆ 4 hours/month of communications consulting for \$700/month (discounted from our Crisis PR rate)
- ◆ We'll let you roll over time from month to month, in a one year period
- ◆ Having us on contract means help when you need it, and already approved as a vendor
- ◆ Help with:
 - Critical and timely media responses
 - Important news releases & communications
 - Proactive strategy around upcoming issues - internal & external
 - Therapy 😊





PHONE A FRIEND - WE CAN HELP

Reach out to de Novo:

jen@thinkdenovo.com

319-573-2632

Thinkdenovo.com

Get this deck:



The logo for deNovo, featuring the word "deNovo" in a red, stylized, cursive font with a white outline, set against a white, torn-edge paper background.

deNovo

—
Thank You!

THINKDENOVO.COM

