

FINANCE COMMITTEE

12-0362R

RESOLUTION ADOPTING MODEL PERFORMANCE MEASURES FOR CITY PARTICIPATION IN THE STATE OF MINNESOTA PERFORMANCE MEASUREMENTS PROGRAM.

CITY PROPOSAL:

RESOLVED, that the city council has adopted and implemented the Model Performance Measures for Cities as developed by the Council on Local Results and Innovation pursuant to Laws of Minnesota 2010, Chapter 389, Article 2, Sections 1 and 2, for city participation in the state of Minnesota Performance Measurement Program.

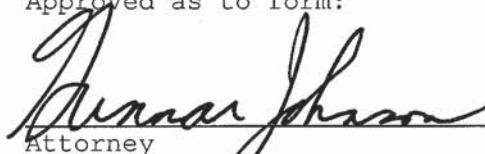
Approved:


Department Director

Approved for presentation to council:


Chief Administrative Officer

Approved as to form:


Attorney

Approved:


Auditor

STATEMENT OF PURPOSE: In 2010, the Minnesota legislature created the Council on Local Results and Innovation to develop standardized government performance measures. In February 2011, the Council released a standard set of ten performance measures for cities to aid residents, taxpayers and state and local elected officials in determining the efficacy of cities in providing services, and to measure resident's opinions of those services. Participation by a city is voluntary.

The City of Duluth through Council Resolution 11-0334 adopted the minimum 10 performance measures developed by the Council on Local Results and Innovation and implemented a local performance measurement system. Results of the adopted measures for 2011 are currently posted on the City's website as the "National Citizens Survey Results." The City will survey our residents again this year on the services included as performance measures.

Cities that participate in the program may be eligible for reimbursement of \$0.14 per capita in local government aid (LGA), not to exceed \$25,000 and is also exempt from levy limits under section 275.70 and 275.74 for taxes payable in 2013, if levy limits are in effect for a reimbursement in LGA, and exemption from levy limits. To be eligible for per capita reimbursement in 2012, and levy limit exemption in 2013, the city must adopt and implement the model performance measures in 2012 and file a report with the office of the state auditor.

This resolution adopts the Model performance Measures for city participation in the program.

Model Performance Measures for Cities

The following are the recommended model measures of performance outcomes for cities, with alternatives provided in some cases. Key output measures are also suggested for consideration by local city officials.

General:

1. Rating of the overall quality of services provided by your city (*Citizen Survey: excellent, good, fair, poor*)
2. Percent change in the taxable property market value
3. Citizens' rating of the overall appearance of the city (*Citizen Survey: excellent, good, fair, poor*)

Police Services:

4. Part I and II crime rates (*Submit data as reported by the Minnesota Bureau of Criminal Apprehension. Part I crimes include murder, rape, aggravated assault, burglary, larceny, motor vehicle theft, and arson. Part II crimes include other assaults, forgery/counterfeiting, embezzlement, stolen property, vandalism, weapons, prostitution, other sex offenses, narcotics, gambling, family/children crime, D.U.I., liquor laws, disorderly conduct, and other offenses.*)

OR

Citizens' rating of safety in their community (*Citizen Survey: very safe, somewhat safe, neither safe nor unsafe, somewhat unsafe, very unsafe*)

Output Measure:

Police response time (*Time it takes on top priority calls from dispatch to the first officer on scene.*)

Fire Services:

5. Insurance industry rating of fire services (*The Insurance Service Office (ISO) issues ratings to Fire Departments throughout the country for the effectiveness of their fire protection services and equipment to protect their community. The ISO rating is a numerical grading system and is one of the primary elements used by the insurance industry to develop premium rates for residential and commercial businesses. ISO analyzes data using a Fire Suppression Rating Schedule (FSRS) and then assigns a Public Protection Classification from 1 to 10. Class 1 generally represents superior property fire protection and Class 10 indicates that the area's fire suppression program does not meet ISO's minimum criteria.*)

OR

Citizens' rating of the quality of fire protection services (*Citizen Survey: excellent, good, fair, poor*)

Output Measure:

Fire response time (*Time it takes from dispatch to apparatus on scene for calls that are dispatched as a possible fire*).

Emergency Medical Services (EMS) response time (if applicable) (*Time it takes from dispatch to arrival of EMS*)

Streets:

6. Average city street pavement condition rating (*Provide average rating and the rating system program/type. Example: 70 rating on the Pavement Condition Index (PCI)*)

OR

Citizens' rating of the road condition in their city (*Citizen Survey: good condition, mostly good condition, many bad spots*)

7. Citizens' rating the quality of snowplowing on city streets (*Citizen Survey: excellent, good, fair, poor*)

Water:

8. Citizens' rating of the dependability and quality of city water supply (centrally-provided system) (*Citizen Survey: excellent, good, fair, poor*)

Output Measure:

Operating cost per 1,000,000 gallons of water pumped/produced (centrally-provided system) (*Actual operating expense for water utility / (total gallons pumped/1,000,000)*)

Sanitary Sewer:

9. Citizens' rating of the dependability and quality of city sanitary sewer service (centrally provided system) (*Citizen Survey: excellent, good, fair, poor*)

Output Measure:

Number of sewer blockages on city system per 100 connections (centrally provided system) (*Number of sewer blockages on city system reported by sewer utility / (population/100)*)

Parks and Recreation:

10. Citizens' rating of the quality of city recreational programs and facilities (parks, trails, park buildings) (*Citizen Survey: excellent, good, fair, poor*)



CITY OF DULUTH, MN 2011



3005 30th Street
Boulder, CO 80301
www.n-r-c.com • 303-444-7863



777 North Capitol Street NE, Suite 500
Washington, DC 20002
www.icma.org • 202-289-ICMA

C O N T E N T S

Survey Background..... 1
 About The National Citizen Survey™ 1
 Understanding the Results 3

Executive Summary 4

Community Ratings 5
 Overall Community Quality 5
 Community Design 7
 Transportation 7
 Housing 10
 Land Use and Zoning 12
 Economic Sustainability..... 14
 Public Safety 17
 Environmental Sustainability..... 21
 Recreation and Wellness 24
 Parks and Recreation 24
 Culture, Arts and Education 26
 Health and Wellness 28
 Community Inclusiveness..... 29
 Civic Engagement..... 31
 Civic Activity..... 31
 Information and Awareness 34
 Social Engagement 35
 Public Trust..... 36
 City of Duluth Employees 38

From Data to Action 40
 Resident Priorities 40
 City of Duluth Action Chart..... 41
 Using Your Action Chart™ 43

Custom Questions 45

Appendix A: Complete Survey Frequencies 46
 Frequencies Excluding “Don’t Know” Responses 46
 Frequencies Including “Don’t Know” Responses..... 57

Appendix B: Survey Methodology 73

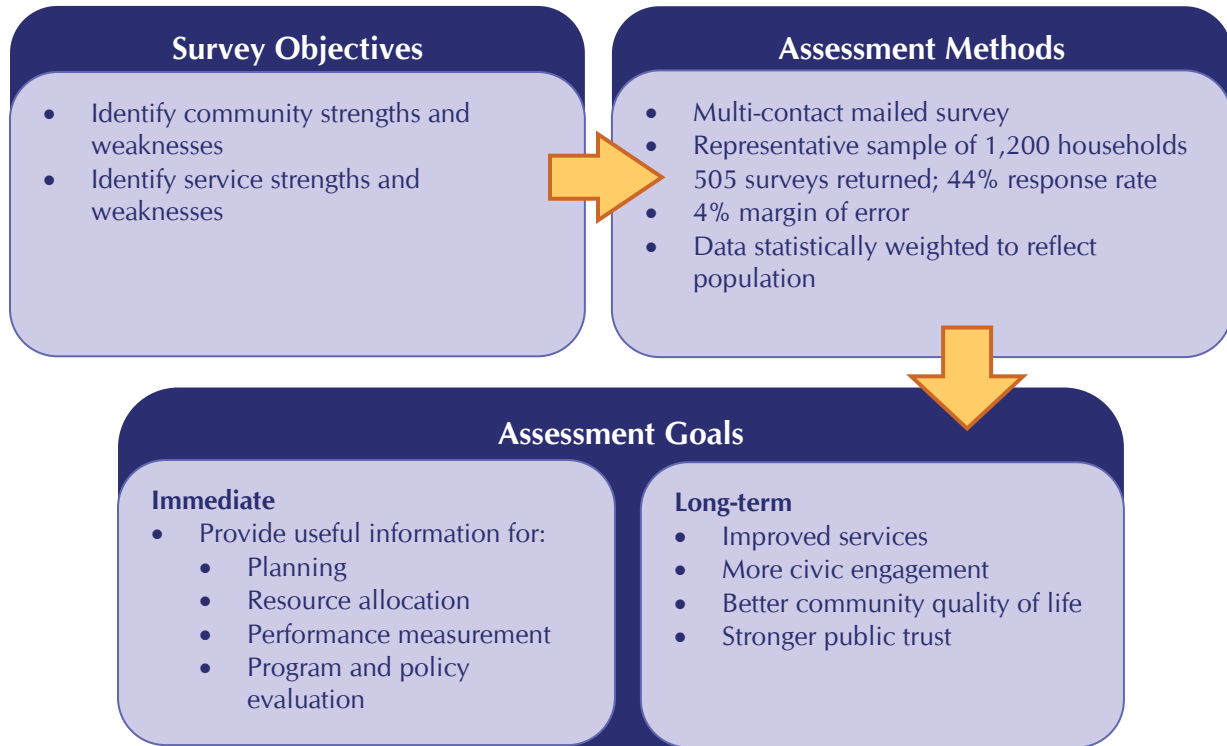
Appendix C: Survey Materials..... 81

SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement and policy making.

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS



The NCS focuses on a series of community characteristics and local government services, as well as issues of public trust. Resident behaviors related to civic engagement in the community also were measured in the survey.

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 505 completed surveys were obtained, providing an overall response rate of 44%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for the City of Duluth was developed in close cooperation with local jurisdiction staff. Duluth staff selected items from a menu of questions about services and community problems and provided the appropriate letterhead and signatures for mailings. City of Duluth staff also augmented The National Citizen Survey™ basic service through a variety of options including crosstabulations of results and several custom questions.

UNDERSTANDING THE RESULTS

As shown in Figure 2, this report is based around respondents' opinions about eight larger categories: community quality, community design, public safety, environmental sustainability, recreation and wellness, community inclusiveness, civic engagement and public trust. Each report section begins with residents' ratings of community characteristics and is followed by residents' ratings of service quality. For all evaluative questions, the percent of residents rating the service or community feature as "excellent" or "good" is presented. To see the full set of responses for each question on the survey, please see Appendix A: Complete Survey Frequencies.

Margin of Error

The margin of error around results for the City of Duluth Survey (505 completed surveys) is plus or minus four percentage points. This is a measure of the precision of your results; a larger number of completed surveys gives a smaller (more precise) margin of error, while a smaller number of surveys yields a larger margin of error. With your margin of error, you may conclude that when 60% of survey respondents report that a particular service is "excellent" or "good," somewhere between 56-64% of all residents are likely to feel that way.

Interpreting Comparisons to Previous Years

This report contains comparisons with prior years' results. In this report, we are comparing this year's data with existing data in the graphs. Differences between years can be considered "statistically significant" if they are greater than six percentage points. Trend data for your jurisdiction represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time, especially represent opportunities for understanding how local policies, programs or public information may have affected residents' opinions.

"Don't Know" Responses and Rounding

On many of the questions in the survey respondents may answer "don't know." The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select more than one answer. When the total exceeds 100% in a table for a multiple response question, it is because some respondents did select more than one response. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of percentages being rounded to the nearest whole number.

For more information on understanding The NCS report, please see Appendix B: Survey Methodology.

EXECUTIVE SUMMARY

This report of the City of Duluth survey provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

Most residents experienced a good quality of life in the City of Duluth and believed the City was a good place to live. The overall quality of life in the City of Duluth was rated as “excellent” or “good” by 73% of respondents. About three quarters of respondents said they plan on staying in the City of Duluth for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. Among the characteristics receiving the most favorable ratings were: opportunities to volunteer, the quality of the overall natural environment, air quality, and opportunities to participate in religious or spiritual events or activities in Duluth. Among characteristics receiving the least positive ratings were employment opportunities, the availability of affordable quality housing, the amount of public parking, and the availability of affordable quality child care in Duluth.

Residents in the City of Duluth were civically engaged. While only 30% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 98% had provided help to a friend or neighbor. A majority had volunteered their time to some group or activity in the City of Duluth.

In general, survey respondents demonstrated trust in local government. About half rated the overall direction being taken by the City of Duluth as “good” or “excellent.” Those residents who had interacted with an employee of the City of Duluth in the previous 12 months gave high marks to those employees. Most rated their overall impression of employees as “excellent” or “good.”

A Key Driver Analysis was conducted for the City of Duluth which examined the relationships between ratings of each service and ratings of the City of Duluth’s services overall. Those key driver services that correlated most strongly with residents’ perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Duluth can focus on the services that have the greatest likelihood of influencing residents’ opinions about overall service quality. Services found to be influential in ratings of overall service quality from the Key Driver Analysis were:

- Police services
- Economic development
- Emergency preparedness
- Snow removal
- Storm drainage

COMMUNITY RATINGS

OVERALL COMMUNITY QUALITY

Overall quality of community life may be the single best indicator of success in providing the natural ambience, services and amenities that make for an attractive community. The National Citizen Survey™ contained many questions related to quality of community life in the City of Duluth – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents’ commitment to the City of Duluth. Residents were asked whether they planned to move soon or if they would recommend the City of Duluth to others. Intentions to stay and willingness to make recommendations provide evidence that the City of Duluth offers services and amenities that work.

Most of the City of Duluth’s residents gave favorable ratings to their neighborhoods and the community as a place to live. Further, most reported they would recommend the community to others and plan to stay for the next five years. These ratings were similar to previous survey years.

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

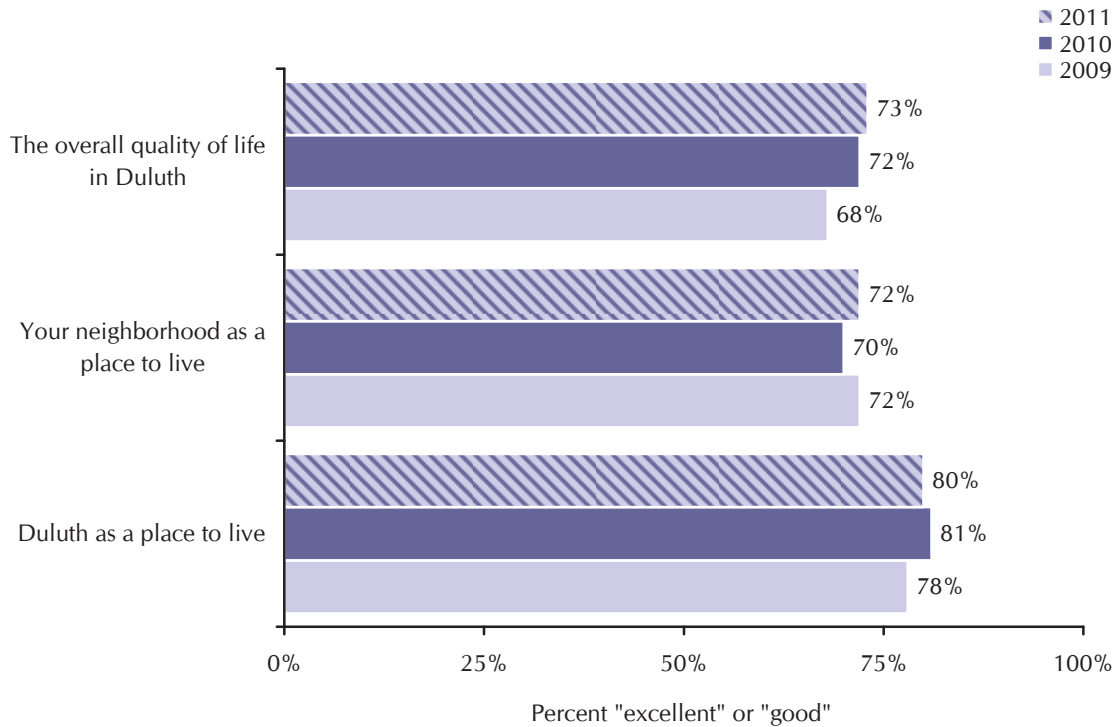
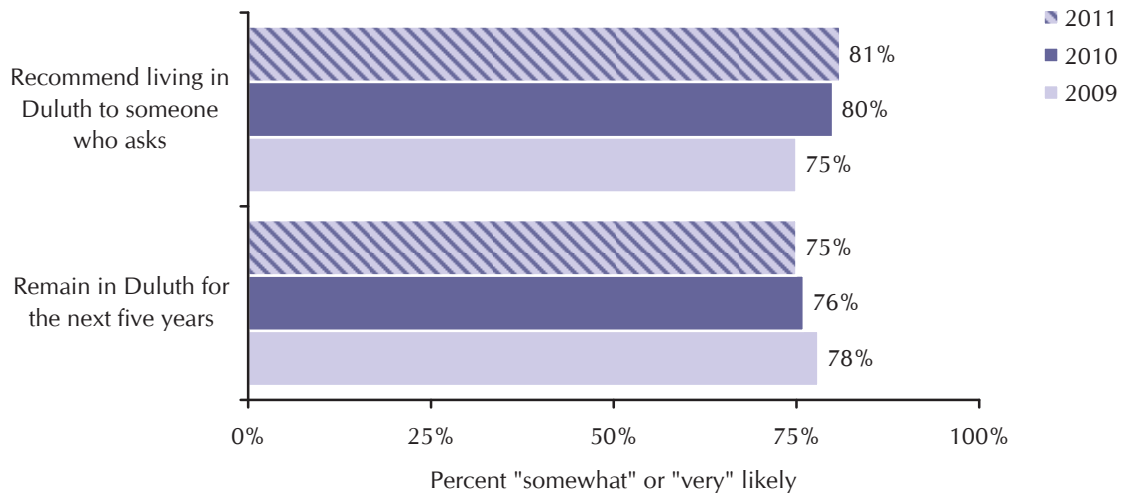


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY BY YEAR



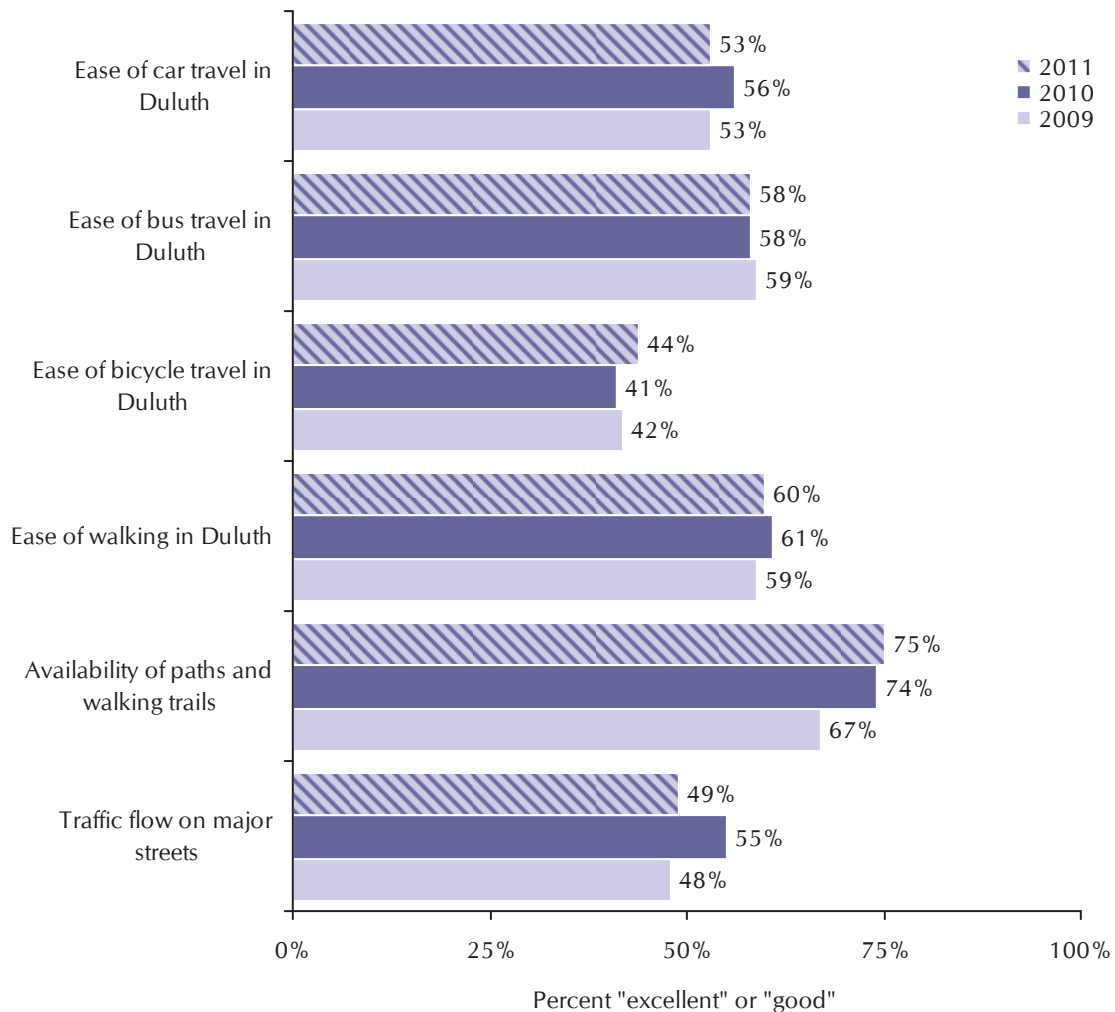
COMMUNITY DESIGN

Transportation

The ability to move easily throughout a community can greatly affect the quality of life of residents by diminishing time wasted in traffic congestion and by providing opportunities to travel quickly and safely by modes other than the automobile. High quality options for resident mobility not only require local government to remove barriers to flow but they require government programs and policies that create quality opportunities for all modes of travel.

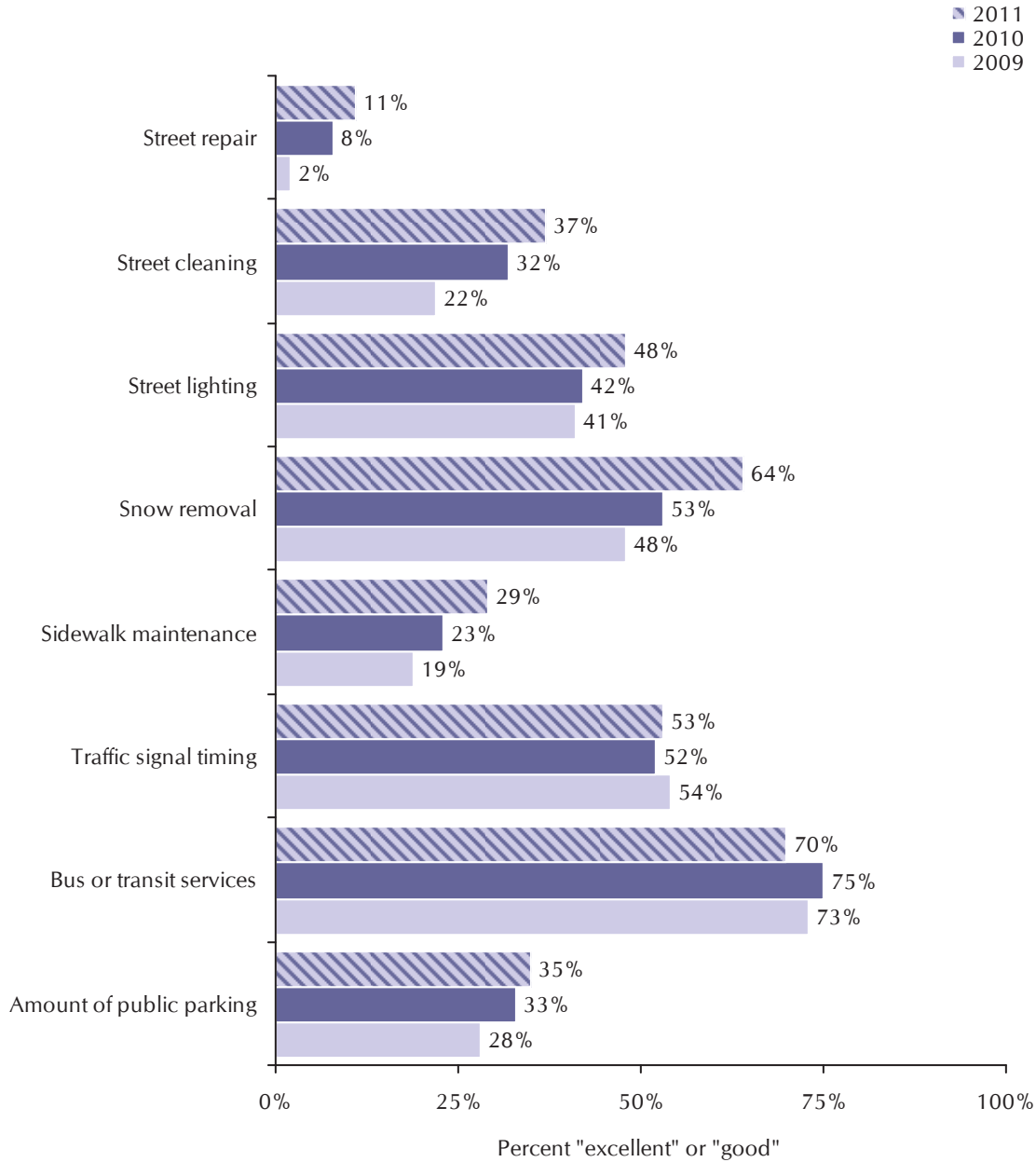
Residents responding to the survey were given a list of six aspects of mobility to rate on a scale of "excellent," "good," "fair" and "poor." The availability of paths and walking trails was given the most positive rating, followed by ease of walking in Duluth. These ratings tended to be similar to years past.

FIGURE 5: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR



Eight transportation services were rated in Duluth. Many ratings had improved over time including the ratings for street cleaning, street lighting, snow removal and sidewalk maintenance.

FIGURE 6: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR



By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 5% of work commute trips were made by transit, 2% by bicycle and 6% by foot.

FIGURE 7: FREQUENCY OF BUS USE IN LAST 12 MONTHS BY YEAR

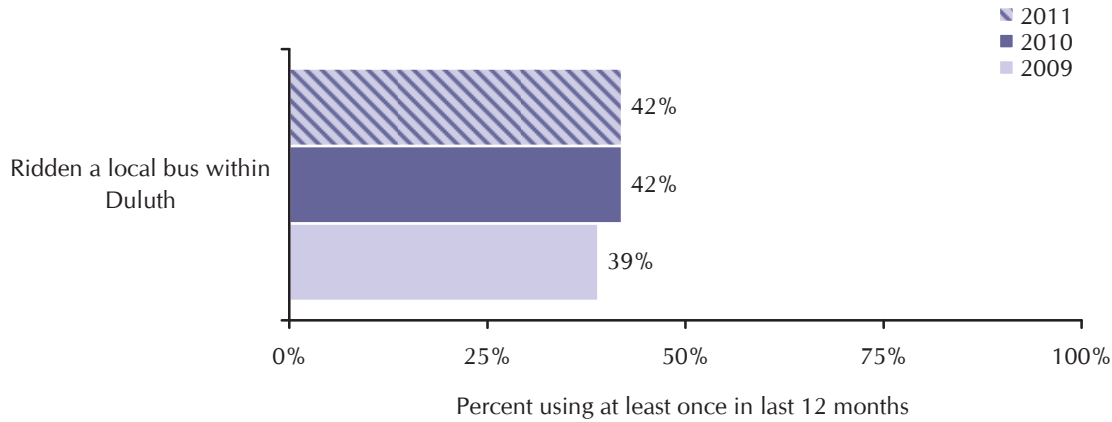
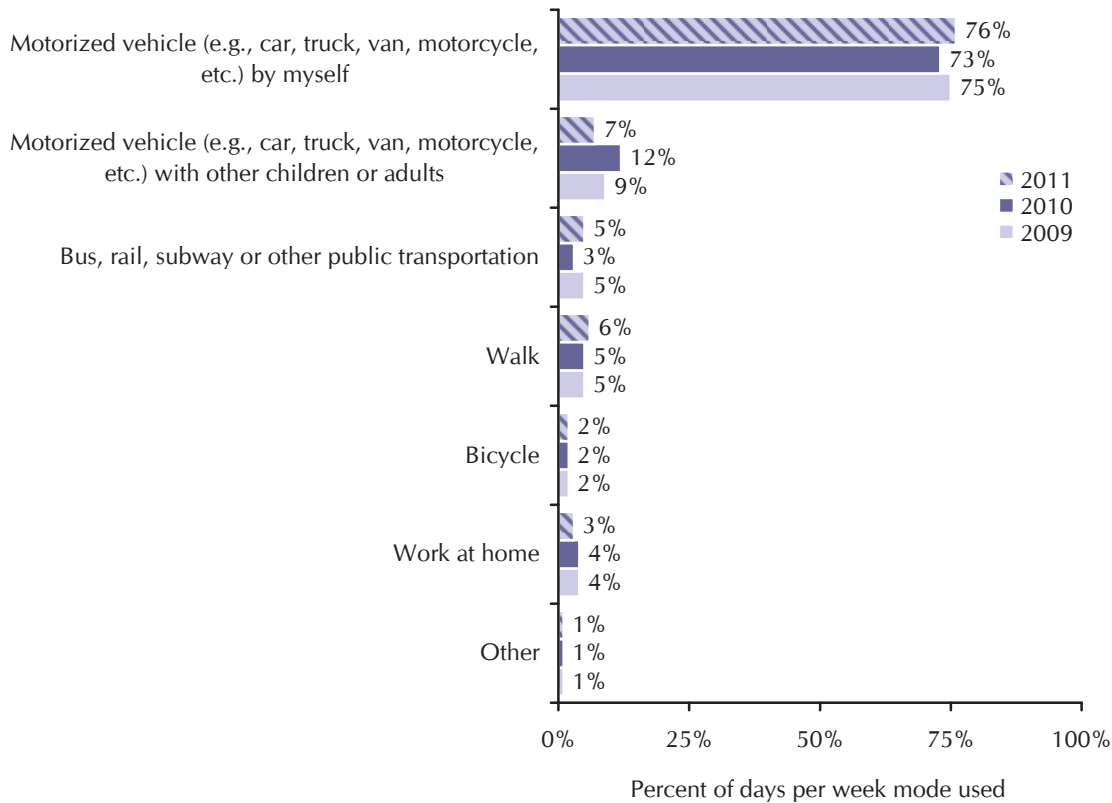


FIGURE 8: MODE OF TRAVEL USED FOR WORK COMMUTE BY YEAR

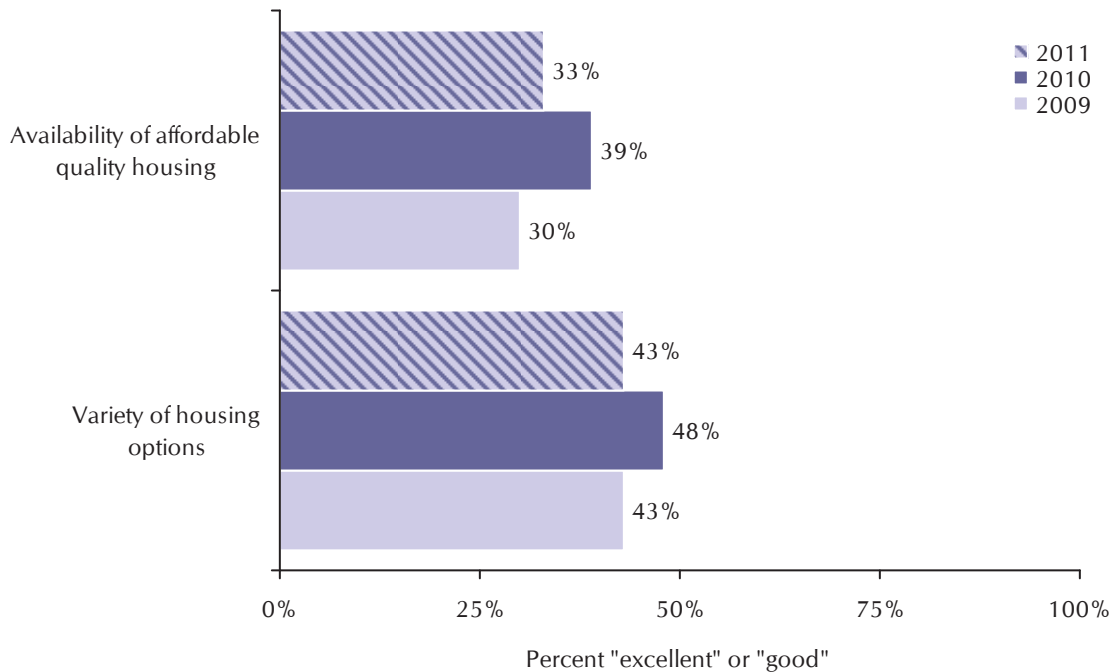


Housing

Housing variety and affordability are not luxuries for any community. When there are too few options for housing style and affordability, the characteristics of a community tilt toward a single group, often of well-off residents. While this may seem attractive to a community, the absence of affordable townhomes, condominiums, mobile homes, single family detached homes and apartments means that in addition to losing the vibrancy of diverse thoughts and lifestyles, the community loses the service workers that sustain all communities – police officers, school teachers, house painters and electricians. These workers must live elsewhere and commute in at great personal cost and to the detriment of traffic flow and air quality. Furthermore lower income residents pay so much of their income to rent or mortgage that little remains to bolster their own quality of life or local business.

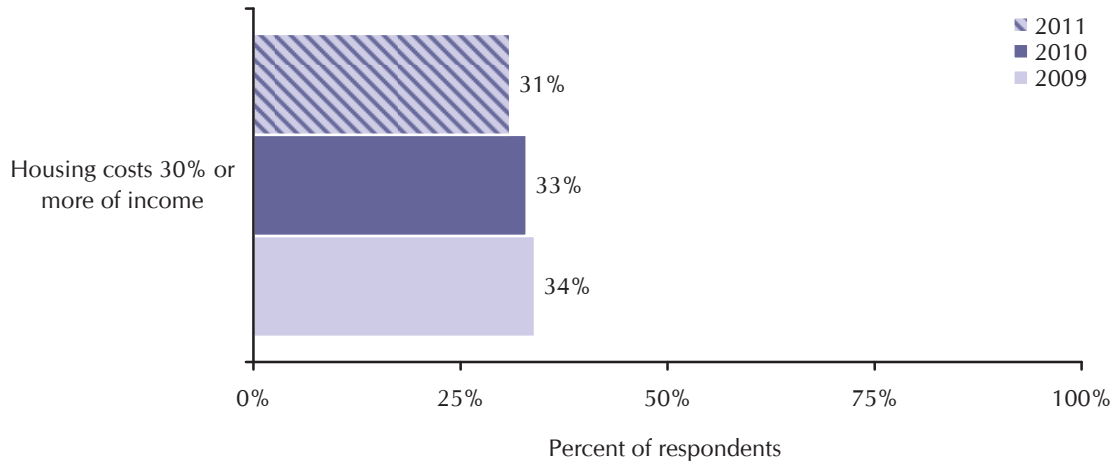
The survey of the City of Duluth residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as “excellent” or “good” by 33% of respondents, while the variety of housing options was rated as “excellent” or “good” by 43% of respondents. These ratings were similar to previous survey years.

FIGURE 9: RATINGS OF HOUSING IN COMMUNITY BY YEAR



To augment the perceptions of affordable housing in Duluth, the cost of housing as reported in the survey was compared to residents' reported monthly income to create a rough estimate of the proportion of residents of the City of Duluth experiencing housing cost stress. About 31% of survey participants were found to pay housing costs of more than 30% of their monthly household income. This proportion had remained stable over time.

FIGURE 10: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE" BY YEAR



Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community's overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of the City of Duluth and the speed of population growth. Problems with the appearance of property were rated, and the quality of land use planning, zoning and code enforcement services were evaluated.

The overall quality of new development in the City of Duluth was rated as "excellent" or "good" by 44% of respondents. The overall appearance of Duluth was rated as "excellent" or "good" by 58% of respondents. These ratings, along with the ratings for land use, planning and zoning had improved over time.

FIGURE 11: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

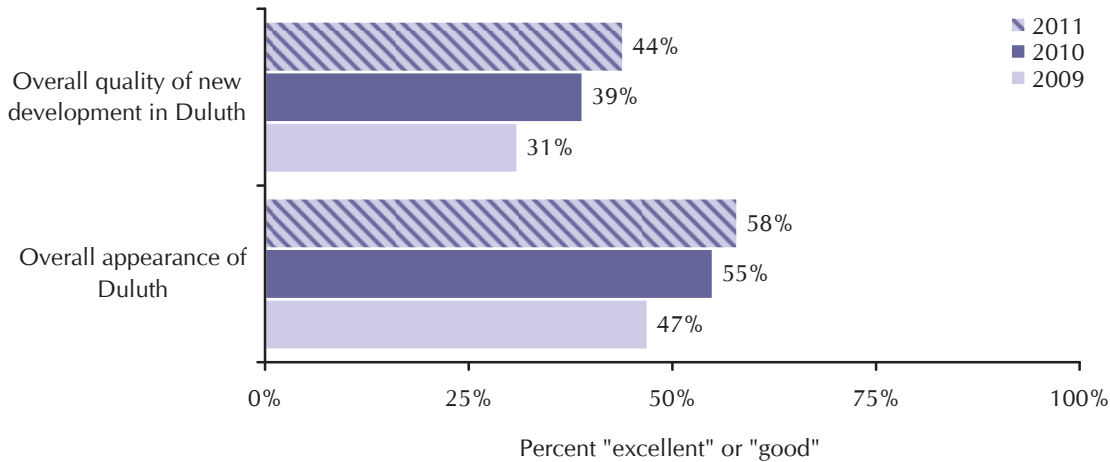


FIGURE 12: RATINGS OF POPULATION GROWTH BY YEAR

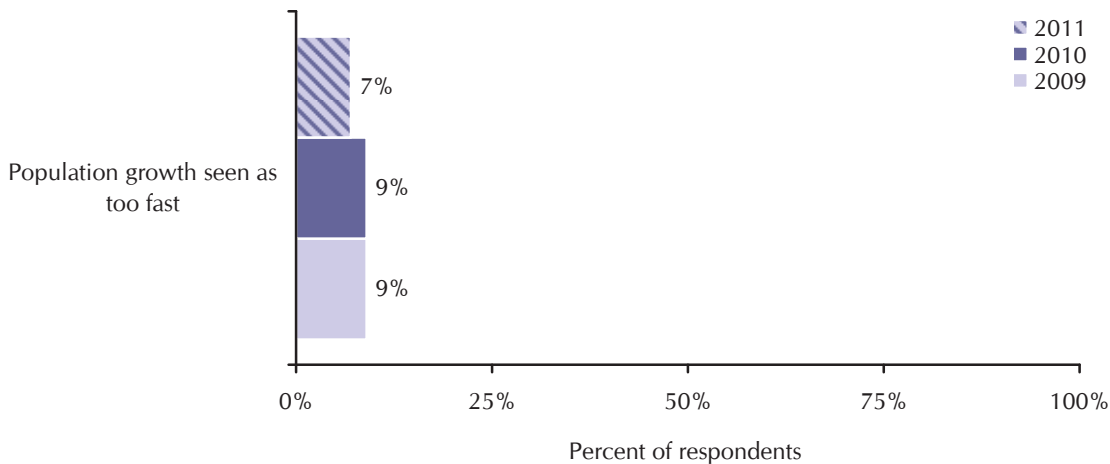


FIGURE 13: RATINGS OF NUISANCE PROBLEMS BY YEAR

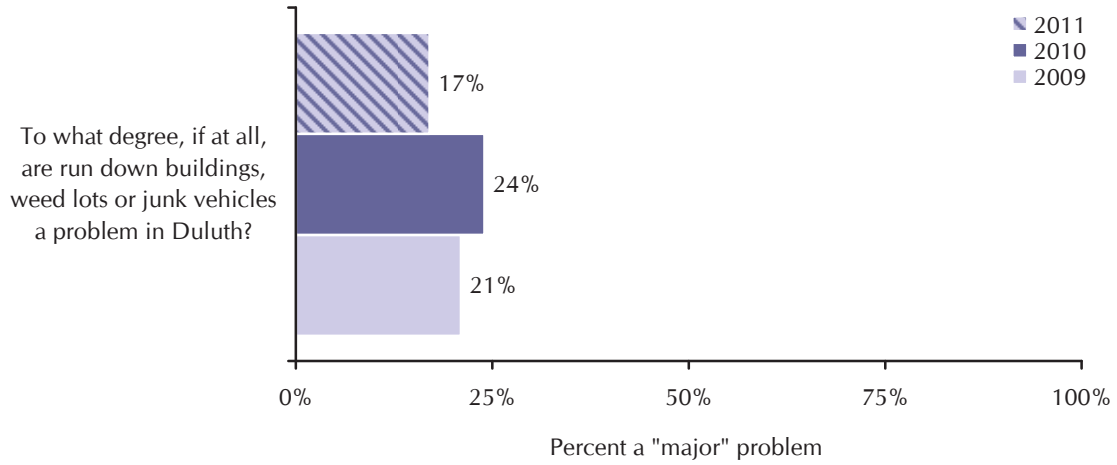
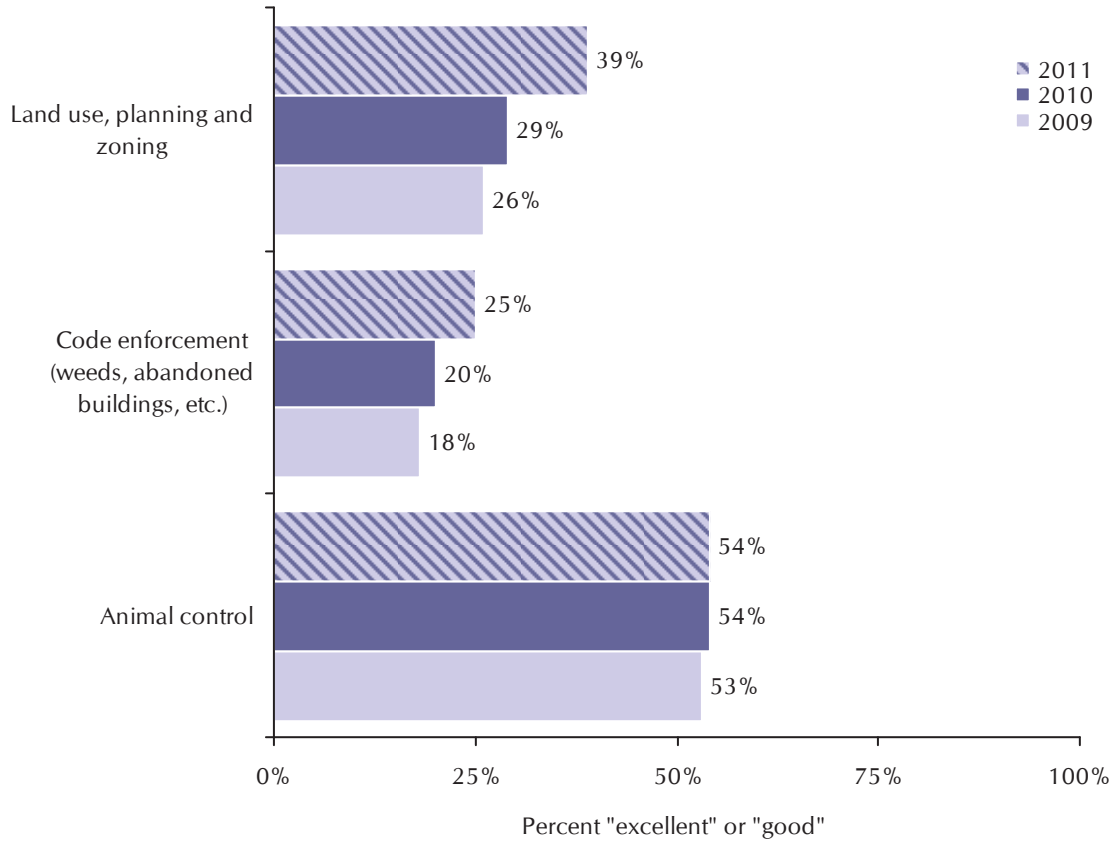


FIGURE 14: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

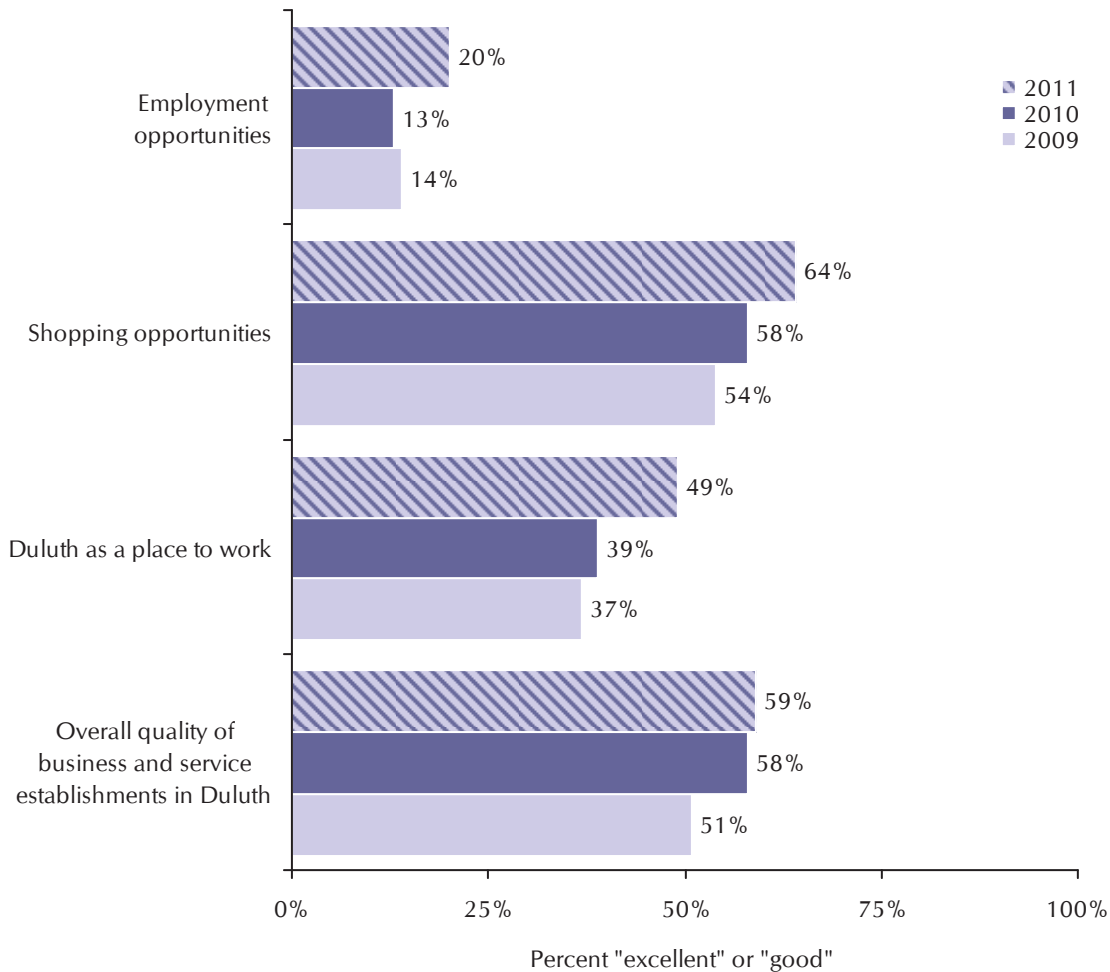


ECONOMIC SUSTAINABILITY

The United States has been in recession since late 2007 with an accelerated downturn occurring in the fourth quarter of 2008. Officially we emerged from recession in the third quarter of 2009, but high unemployment lingers, keeping a lid on a strong recovery. Many readers worry that the ill health of the economy will color how residents perceive their environment and the services that local government delivers. NRC researchers have found that the economic downturn has chastened Americans' view of their own economic futures but has not colored their perspectives about community services or quality of life.

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were shopping opportunities and overall quality of business and service establishments. Receiving the lowest rating was employment opportunities, though it had increased since 2010. The rating for Duluth as a place to work had also increased compared to previous survey years.

FIGURE 15: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR



Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from “much too slow” to “much too fast.” When asked about the rate of jobs growth in Duluth, 91% responded that it was “too slow,” while 38% reported retail growth as “too slow”. The rating for economic development had increased compared to previous survey years.

FIGURE 16: RATINGS OF RETAIL AND JOB GROWTH BY YEAR

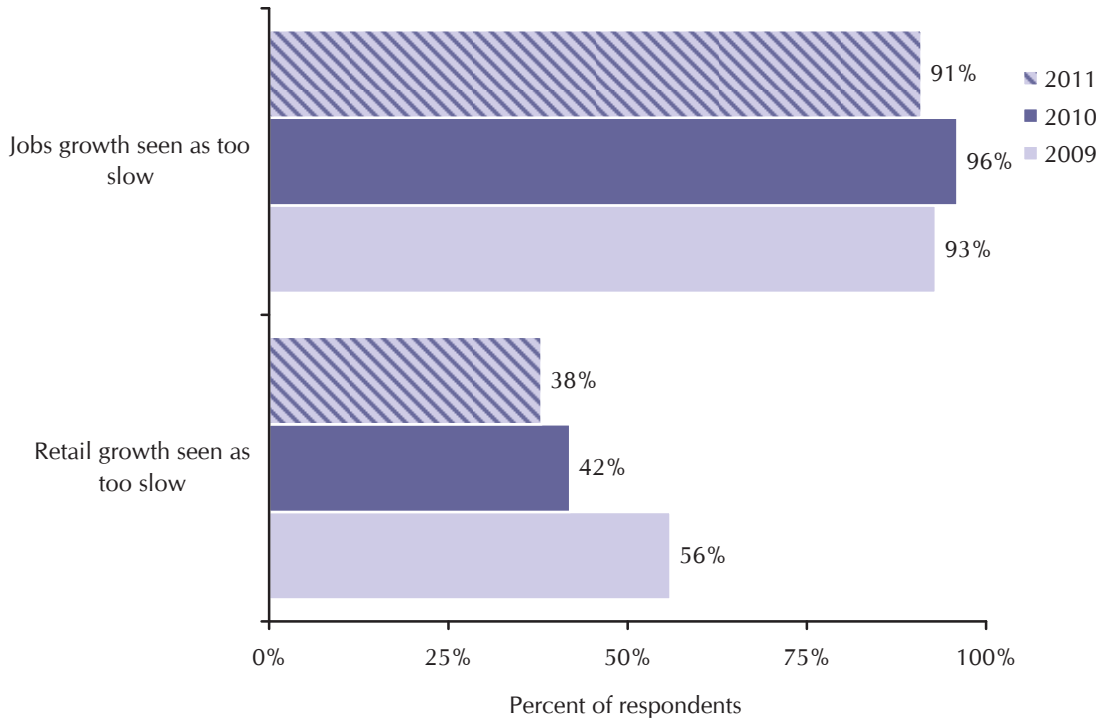
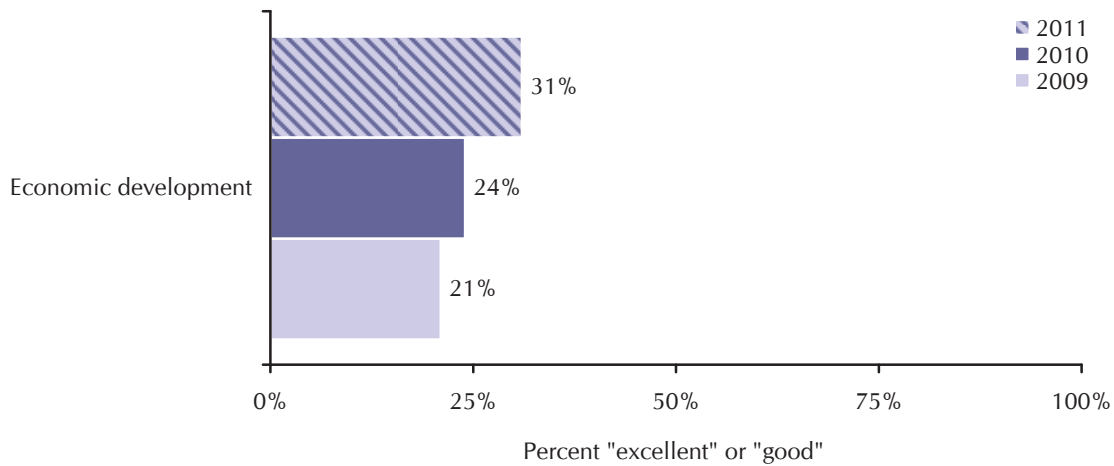
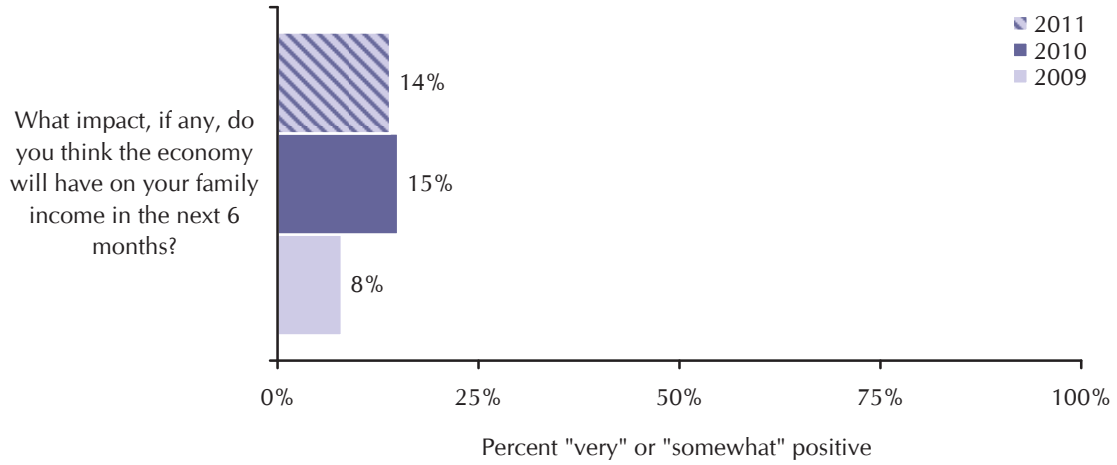


FIGURE 17: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR



Residents were asked to reflect on their economic prospects in the near term. Fourteen percent of the City of Duluth residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family.

FIGURE 18: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR

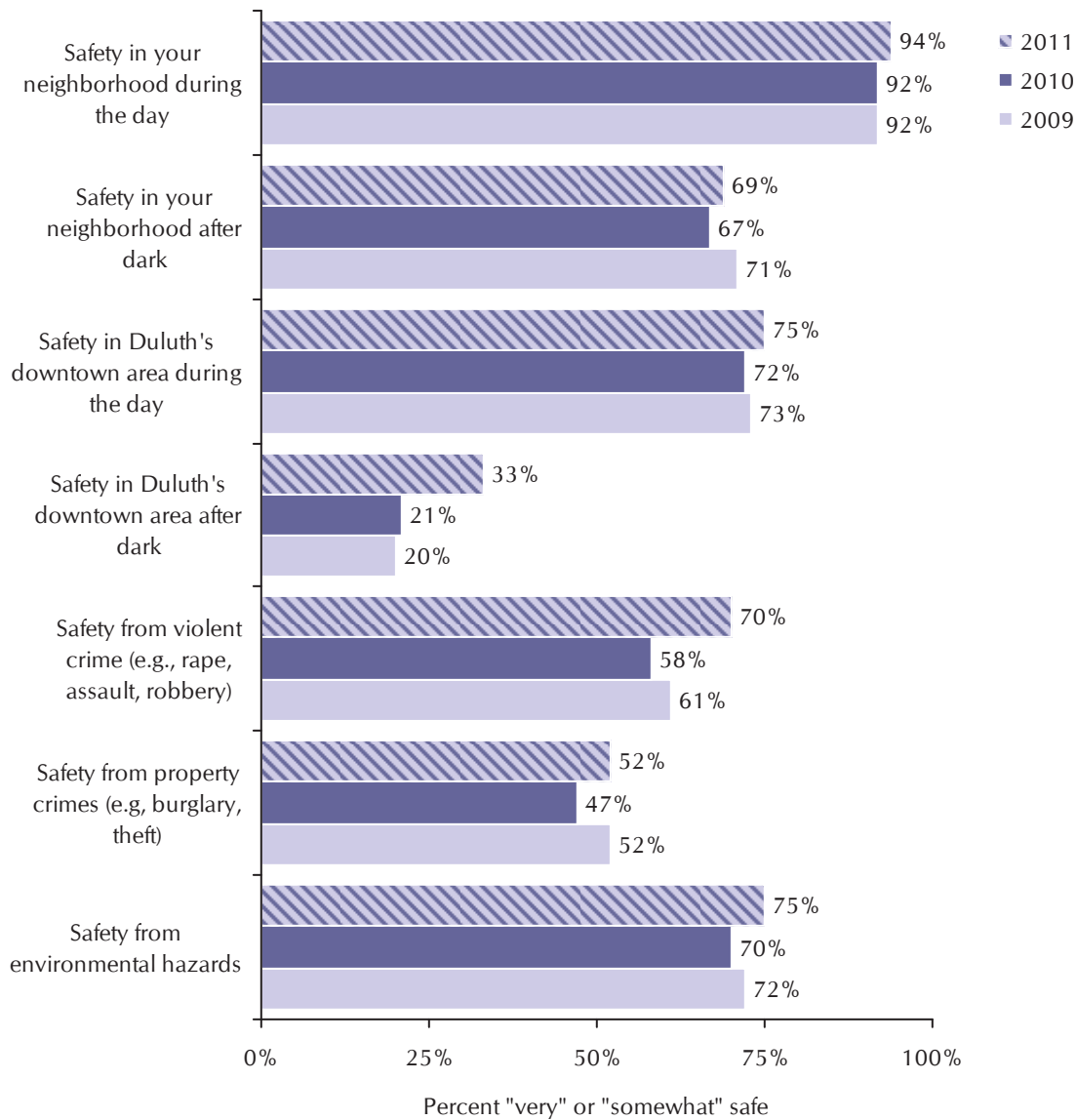


PUBLIC SAFETY

Safety from violent or property crimes creates the cornerstone of an attractive community. No one wants to live in fear of crime, fire or natural hazards, and communities in which residents feel protected or unthreatened are communities that are more likely to show growth in population, commerce and property value.

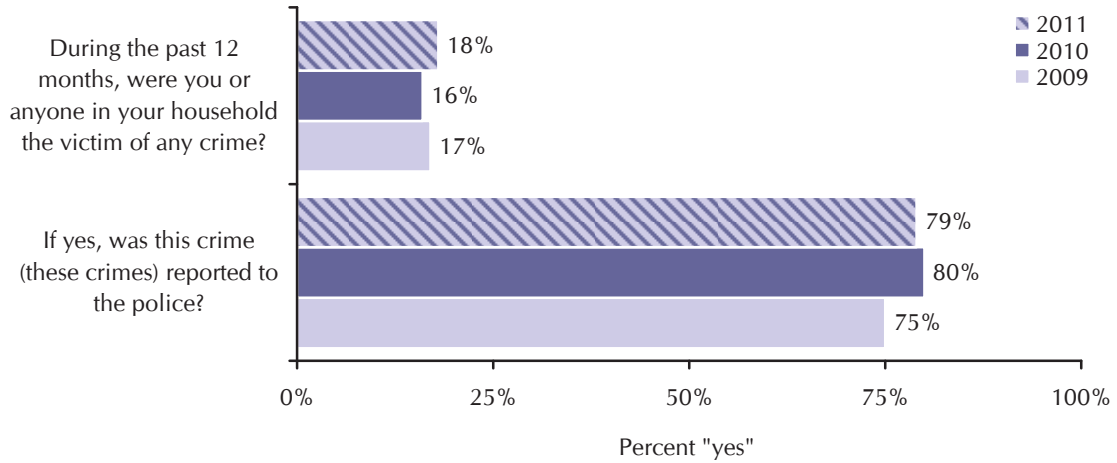
Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Many gave positive ratings of safety in the City Duluth. About 70% of those completing the questionnaire said they felt "very" or "somewhat" safe from violent crimes and 75% felt "very" or "somewhat" safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown. The ratings for safety in Duluth's downtown after dark and for safety from violent crime had improved over time.

FIGURE 19: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR



As assessed by the survey, 18% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 79% had reported it to police. Rates of crime victimization were similar to previous survey years, as were rates of crime reporting.

FIGURE 20: CRIME VICTIMIZATION AND REPORTING BY YEAR



Residents rated eight City public safety services and the ratings for these services had remained stable over time.

FIGURE 21: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR

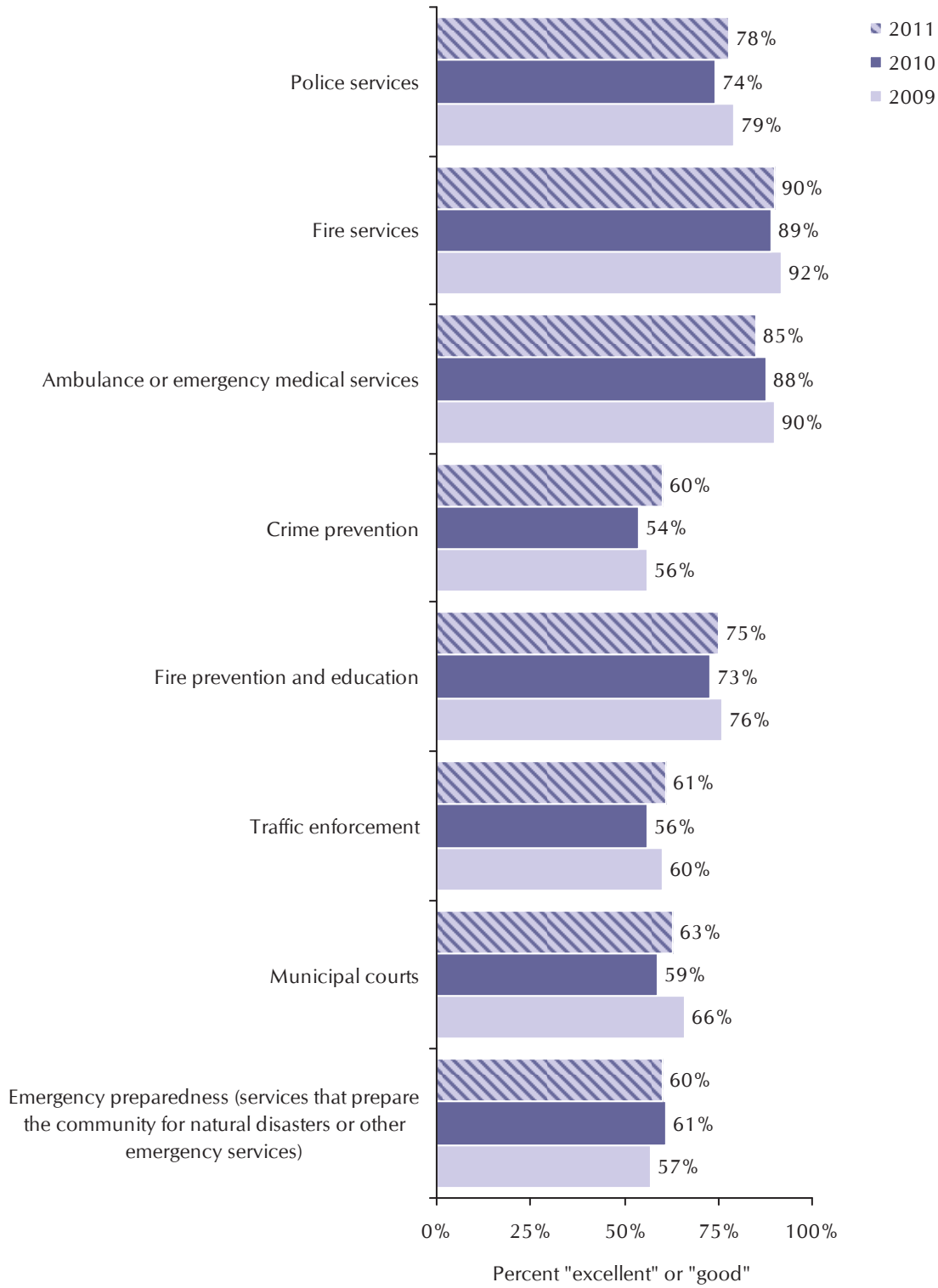


FIGURE 22: CONTACT WITH POLICE DEPARTMENT

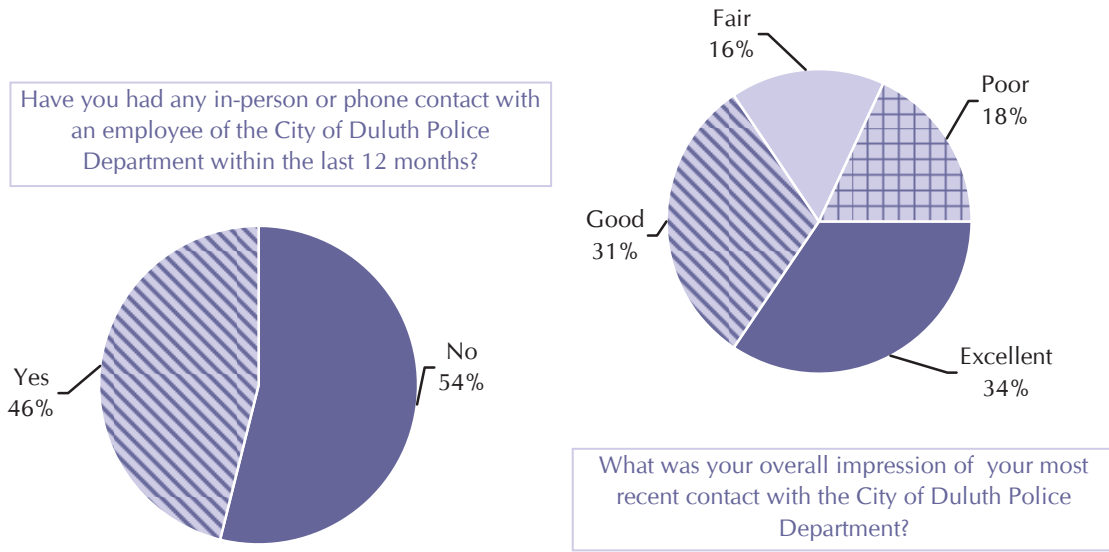
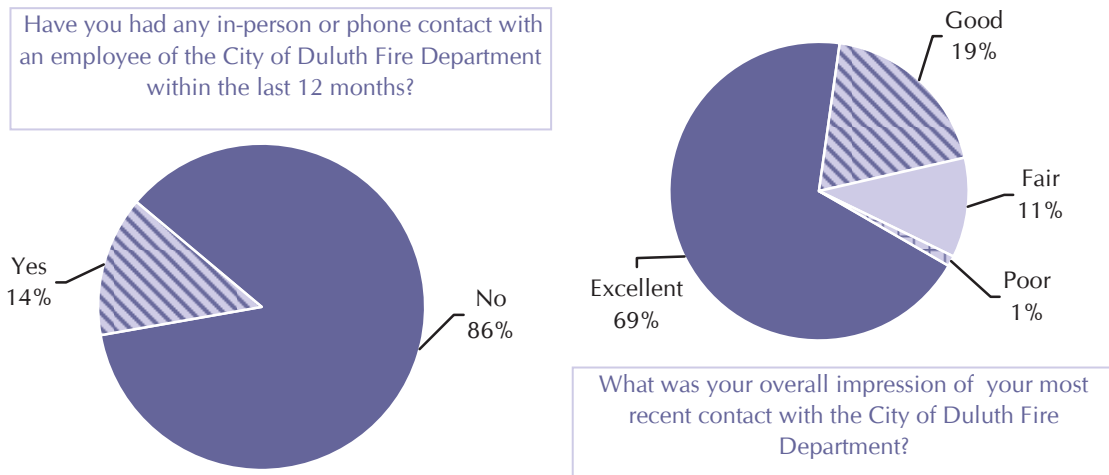


FIGURE 23: CONTACT WITH FIRE DEPARTMENT

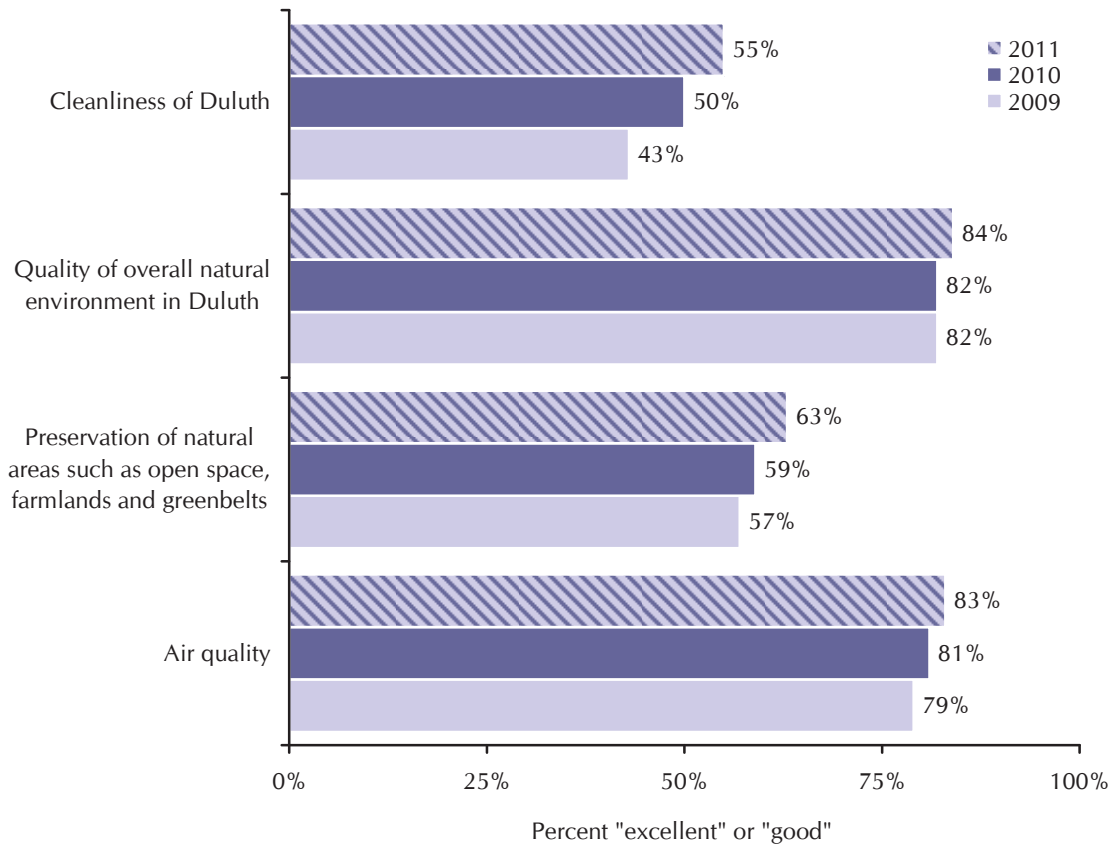


ENVIRONMENTAL SUSTAINABILITY

Residents value the aesthetic qualities of their hometowns and appreciate features such as overall cleanliness and landscaping. In addition, the appearance and smell or taste of the air and water do not go unnoticed. These days, increasing attention is paid to proper treatment of the environment. At the same time that they are attending to community appearance and cleanliness, cities, counties, states and the nation are going “Green”. These strengthening environmental concerns extend to trash haul, recycling, sewer services, the delivery of power and water and preservation of open spaces. Treatment of the environment affects air and water quality and, generally, how habitable and inviting a place appears.

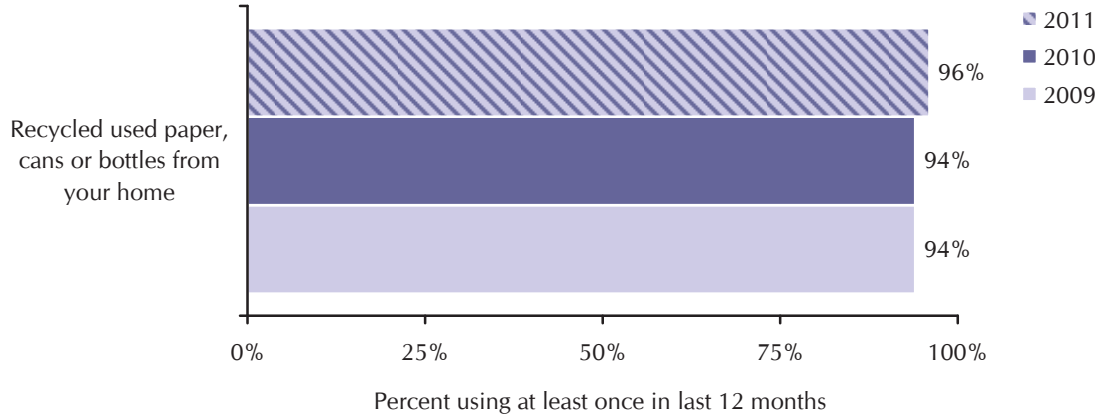
Residents of the City of Duluth were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as “excellent” or “good” by 84% of survey respondents. The quality of the overall natural environment received the highest rating. The cleanliness of Duluth was rated lowest but had improved over time.

FIGURE 24: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT BY YEAR



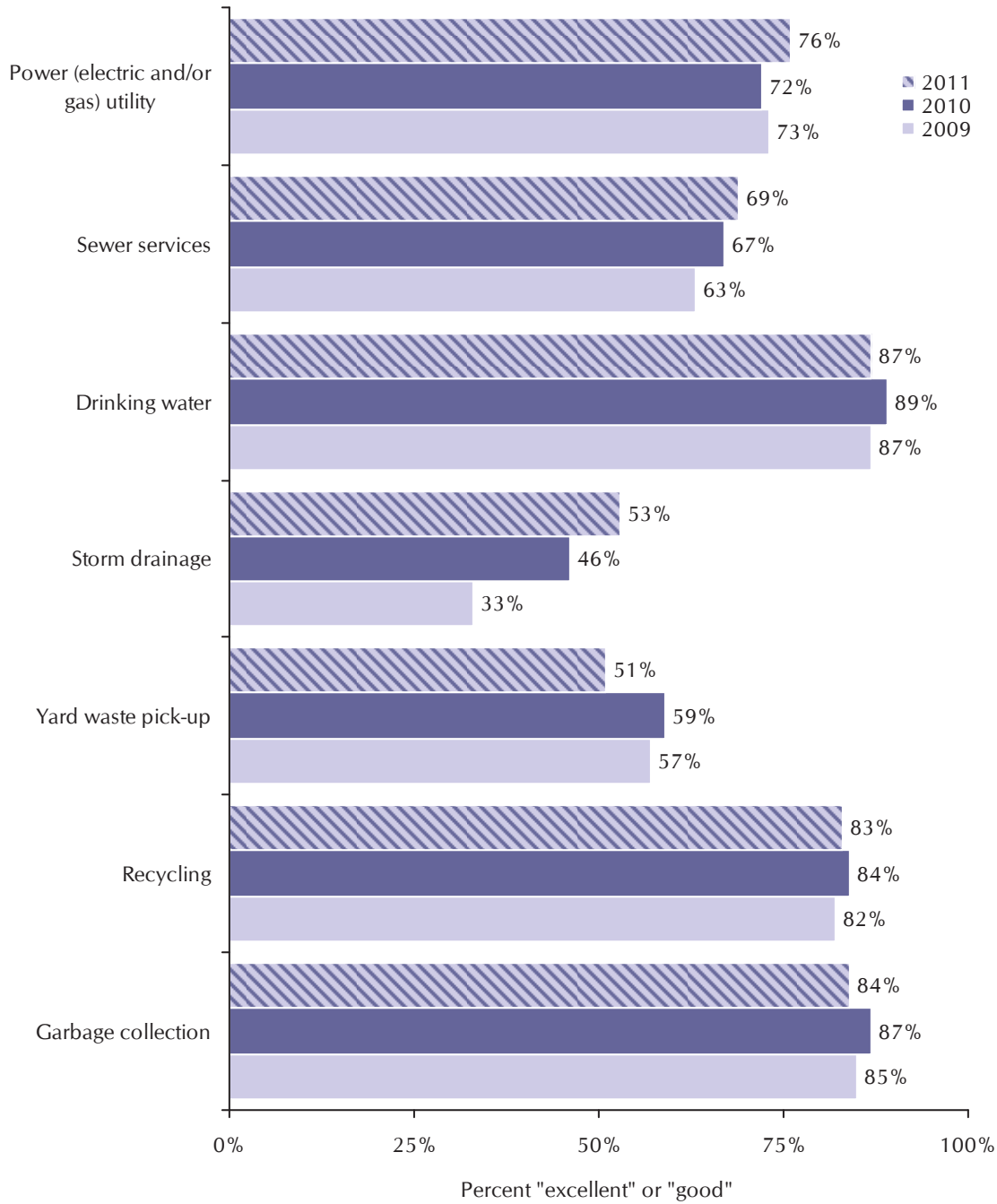
Ninety-six percent of respondents reported recycling in the past 12 months. The amount of recycling had remained steady over time.

FIGURE 25: FREQUENCY OF RECYCLING IN LAST 12 MONTHS BY YEAR



Seven utility services were rated by those completing the questionnaire. The ratings for storm drainage had improved over time.

FIGURE 26: RATINGS OF UTILITY SERVICES BY YEAR



RECREATION AND WELLNESS

Parks and Recreation

Quality parks and recreation opportunities help to define a community as more than the grind of its business, traffic and hard work. Leisure activities vastly can improve the quality of life of residents, serving both to entertain and mobilize good health. The survey contained questions seeking residents' perspectives about opportunities and services related to the community's parks and recreation services.

Recreation opportunities in the City of Duluth were rated somewhat positively as were services related to parks and recreation. Parks and recreation ratings have shown an upward trend since 2009.

Resident use of Duluth parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. Sixty-one percent of residents had used Duluth recreation centers and 50% of respondents had participated in a recreation program or class. These rates of use had remained stable over time.

FIGURE 27: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

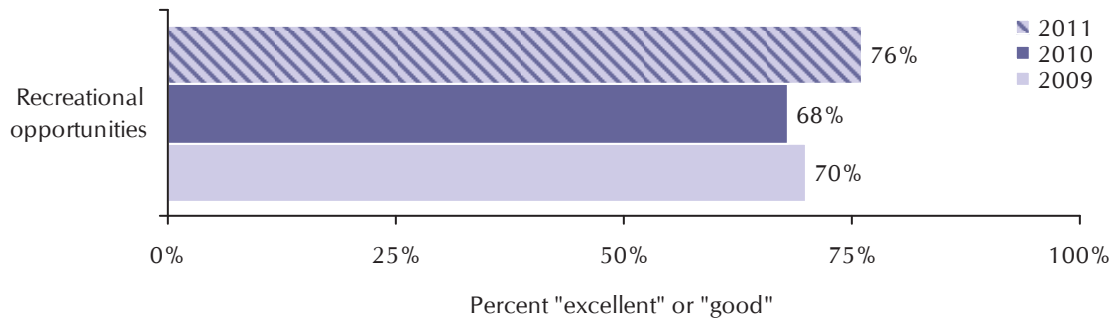


FIGURE 28: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

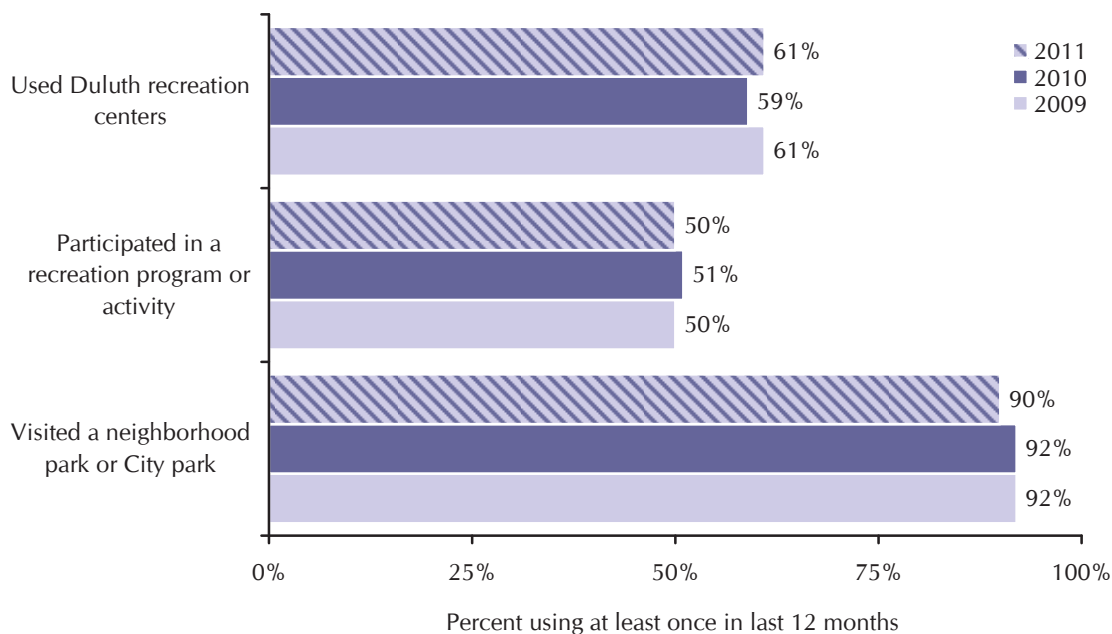
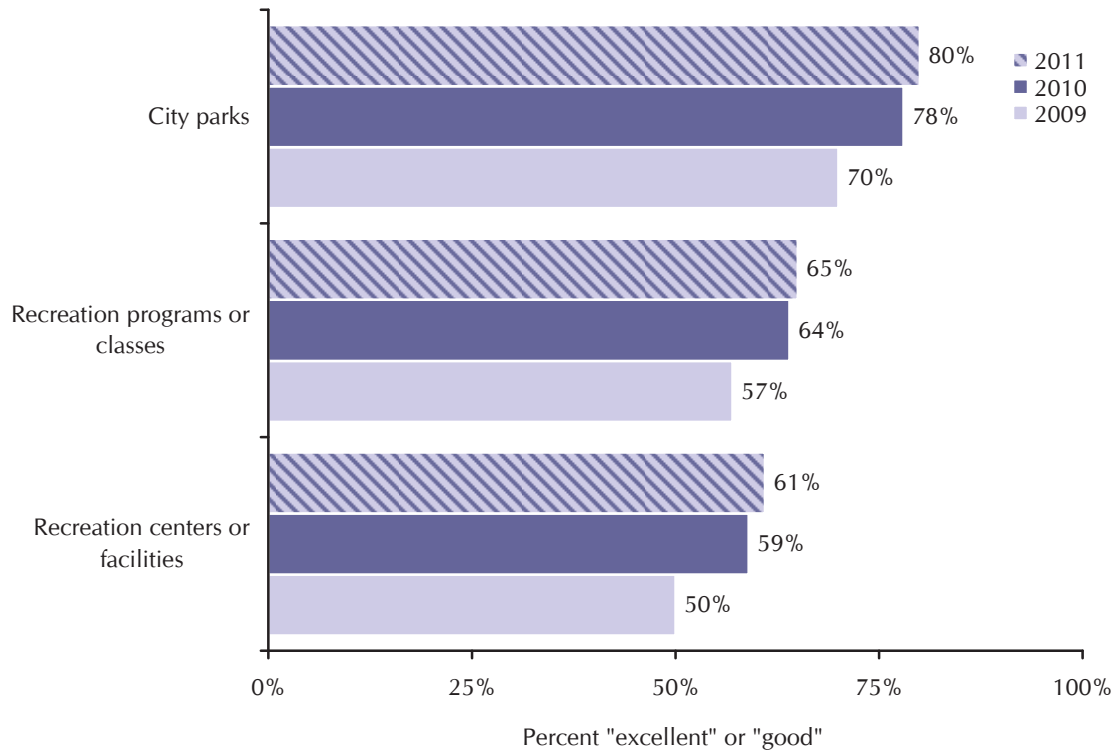


FIGURE 29: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR



Culture, Arts and Education

A full service community does not address only the life and safety of its residents. Like individuals who simply go to the office and return home, a community that pays attention only to the life sustaining basics becomes insular, dreary and uninspiring. In the case of communities without thriving culture, arts and education opportunities, the magnet that attracts those who might consider relocating there is vastly weakened. Cultural, artistic, social and educational services elevate the opportunities for personal growth among residents. In the survey, residents were asked about the quality of opportunities to participate in cultural and educational activities.

Opportunities to attend cultural activities was rated as “excellent” or “good” by 64% of respondents. Educational opportunities were rated as “excellent” or “good” by 75% of respondents.

About 69% of Duluth residents used a City library at least once in the 12 months preceding the survey. Library use was similar to past survey years.

FIGURE 30: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

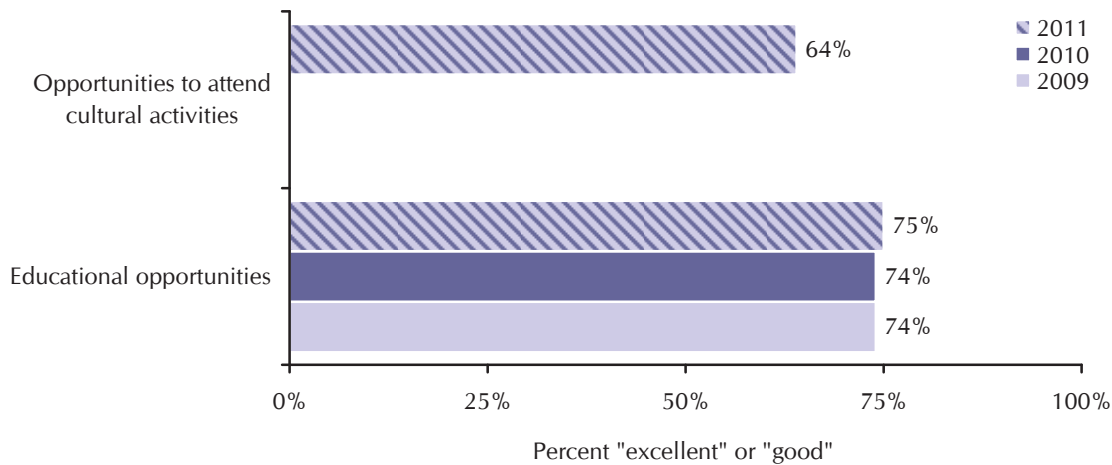


FIGURE 31: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

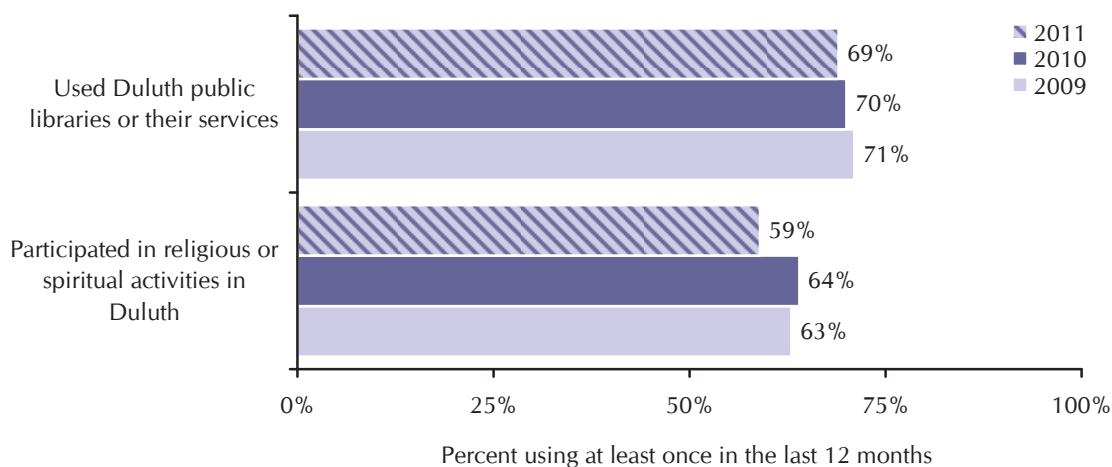
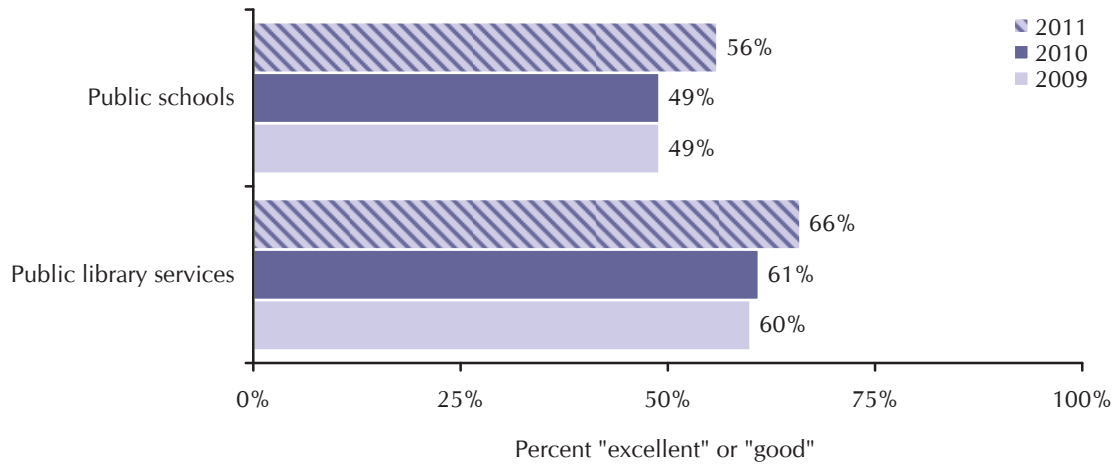


FIGURE 32: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES BY YEAR



Health and Wellness

Healthy residents have the wherewithal to contribute to the economy as volunteers or employees and they do not present a burden in cost and time to others. Although residents bear the primary responsibility for their good health, local government provides services that can foster that well being and that provide care when residents are ill.

Residents of the City of Duluth were asked to rate the community's health services as well as the availability of health care, high quality affordable food and preventive health care services. The availability of Availability of preventive health services was rated most positively for the City of Duluth.

Among Duluth residents, 59% rated affordable quality health care as "excellent" or "good." These ratings had remained stable over time.

FIGURE 33: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BY YEAR

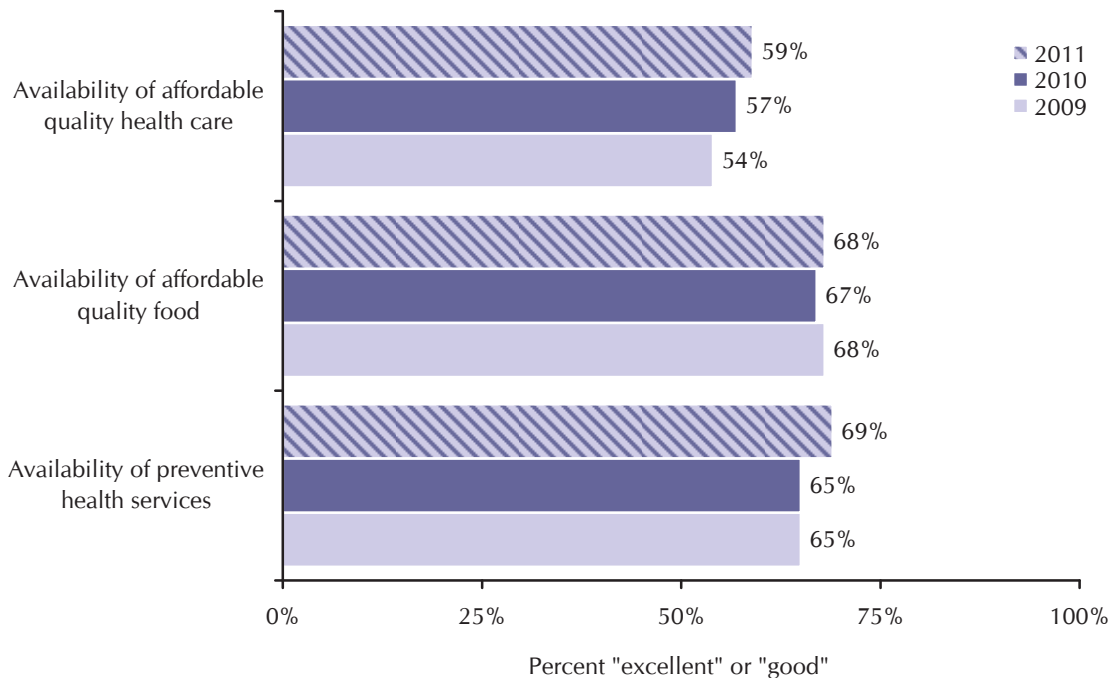
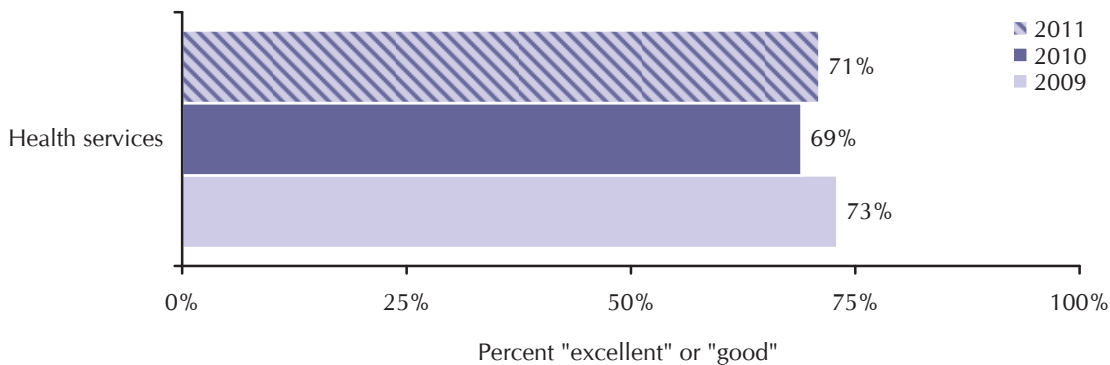


FIGURE 34: RATINGS OF HEALTH AND WELLNESS SERVICES BY YEAR

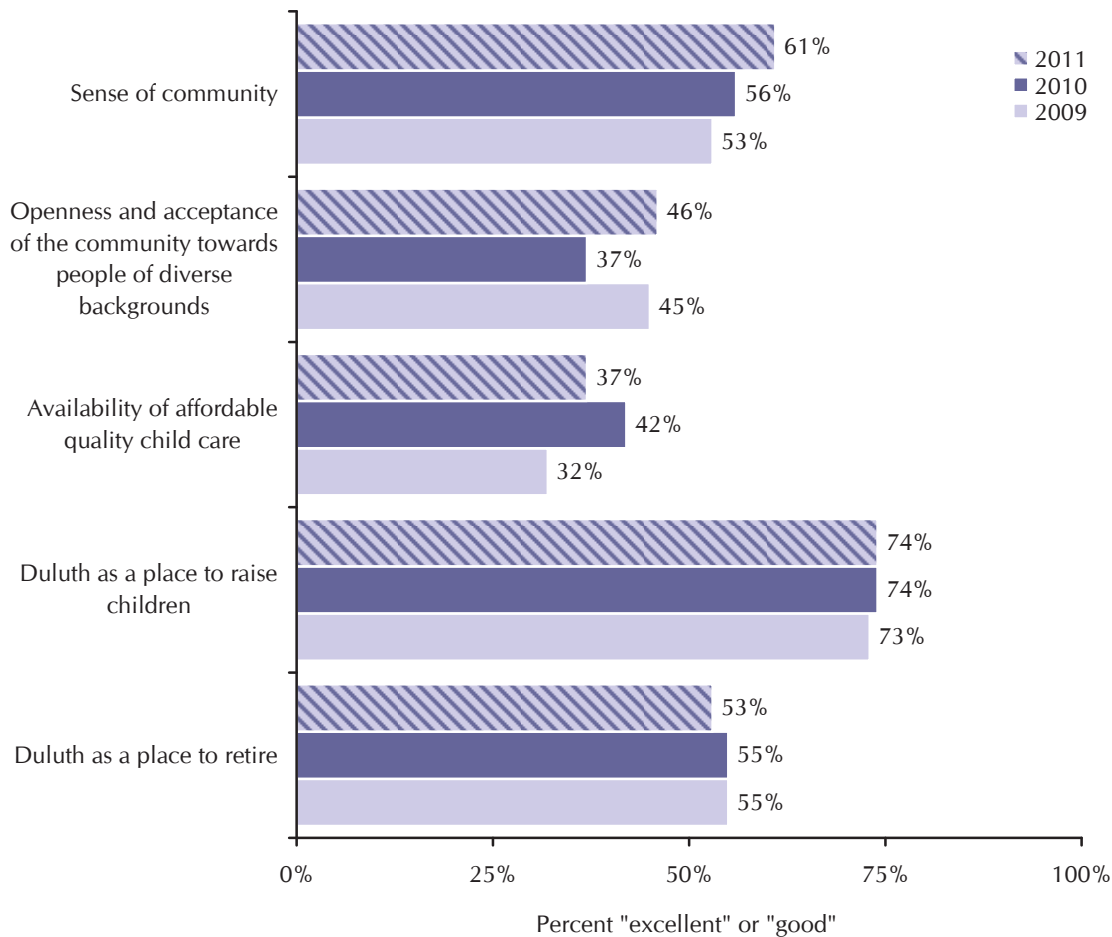


COMMUNITY INCLUSIVENESS

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of the City of Duluth as a place to raise children or to retire. They were also questioned about the quality of services delivered to various population subgroups, including older adults, youth and residents with few resources. A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many.

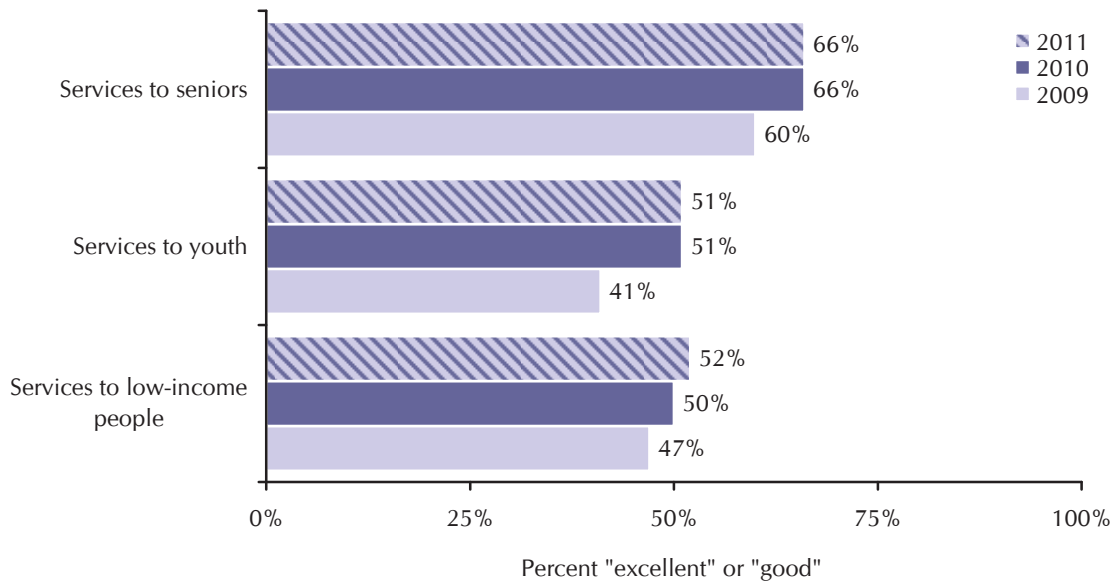
A high percentage of residents rated the City of Duluth as an “excellent” or “good” place to raise kids and about half rated it as an excellent or good place to retire. Most residents felt that the local sense of community was “excellent” or “good.” Fewer survey respondents felt the City of Duluth was open and accepting towards people of diverse backgrounds, though this rating had increased since the previous survey year. The ratings for sense of community had improved over time.

FIGURE 35: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR



Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 52% to 66% with ratings of “excellent” or “good.” Services to youth had improved since 2009.

FIGURE 36: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR



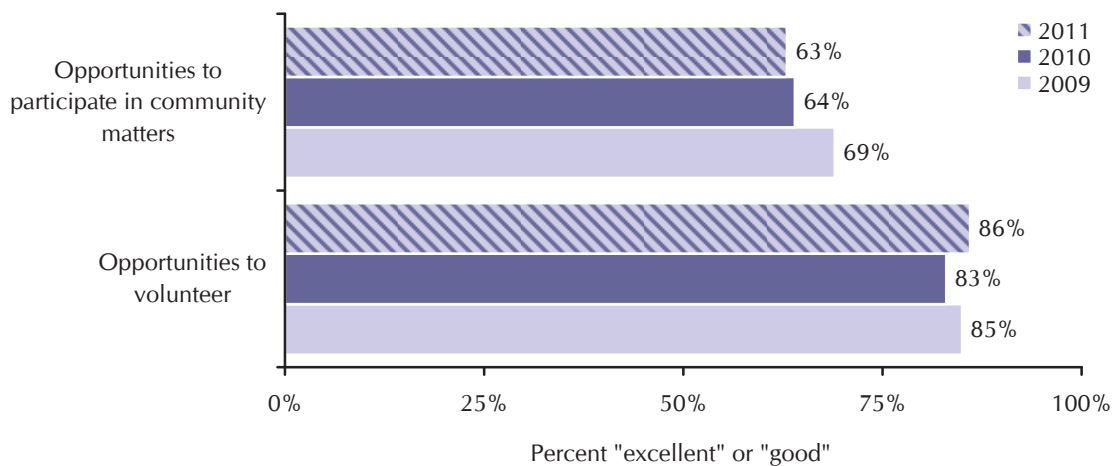
CIVIC ENGAGEMENT

Community leaders cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Elected officials and staff require the assistance of local residents whether that assistance comes in tacit approval or eager help; and commonality of purpose among the electorate facilitates policies and programs that appeal to most and causes discord among few. Furthermore, when neighbors help neighbors, the cost to the community to provide services to residents in need declines. When residents are civically engaged, they have taken the opportunity to participate in making the community more livable for all. The extent to which local government provides opportunities to become informed and engaged and the extent to which residents take those opportunities is an indicator of the connection between government and populace. By understanding your residents' level of connection to, knowledge of and participation in local government, the City can find better opportunities to communicate and educate citizens about its mission, services, accomplishments and plans. Communities with strong civic engagement may be more likely to see the benefits of programs intended to improve the quality of life of all residents and therefore would be more likely to support those new policies or programs.

Civic Activity

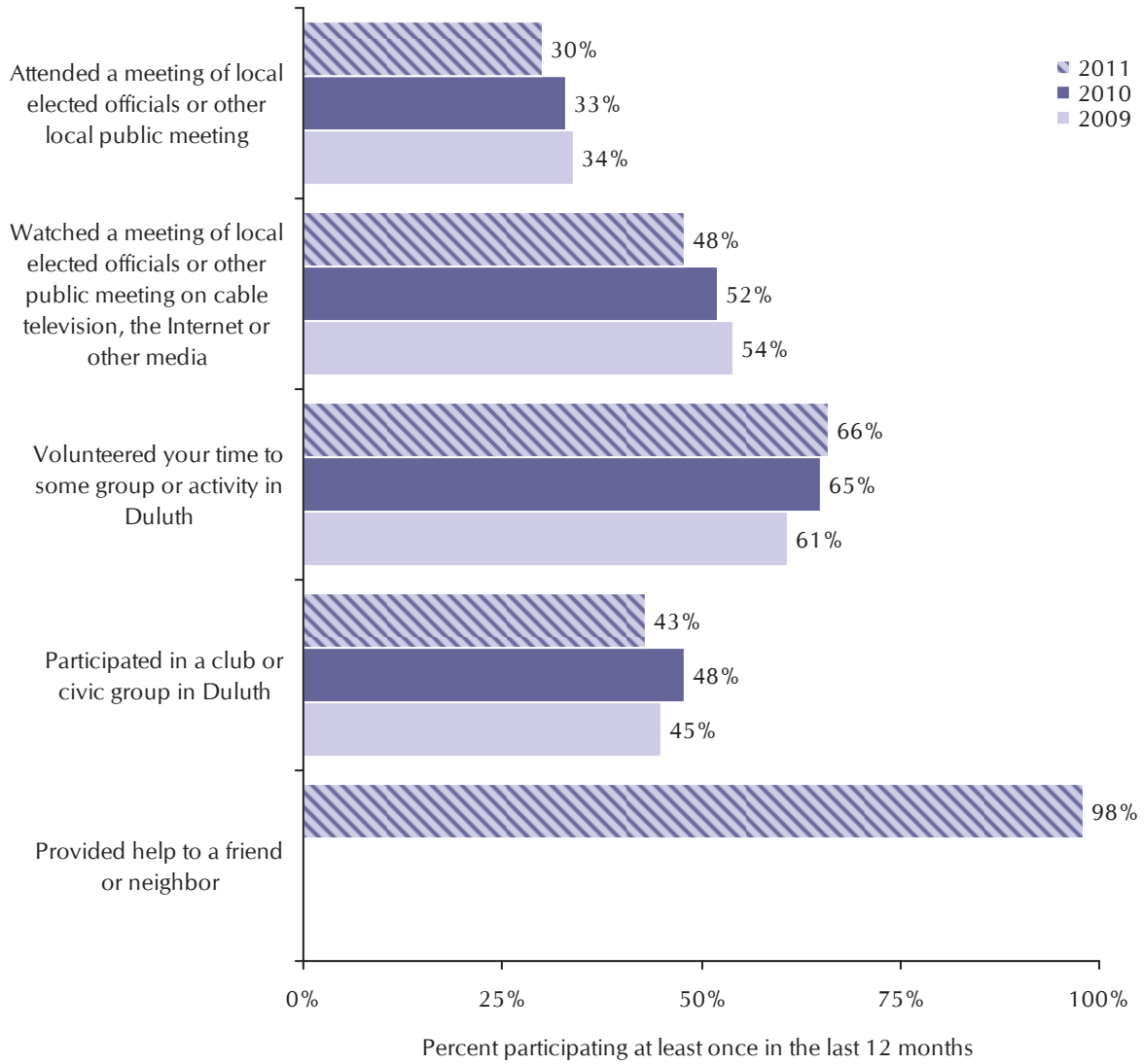
Respondents were asked about the perceived community volunteering opportunities and their participation as citizens of the City of Duluth. Survey participants rated the volunteer opportunities in the City of Duluth favorably. Opportunities to attend or participate in community matters were rated less favorably. Ratings were similar to past survey years.

FIGURE 37: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR



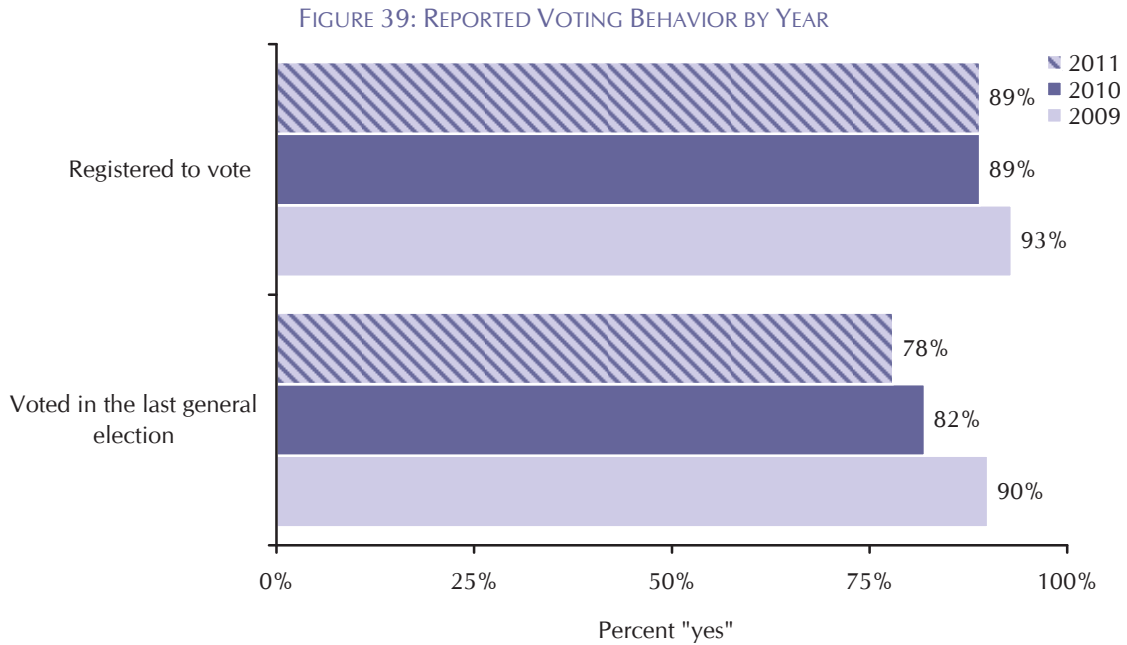
Most of the participants in this survey had not attended a public meeting or participated in a club in the 12 months prior to the survey, but the vast majority had helped a friend.

FIGURE 38: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR¹



¹ Over the past few years, local governments have adopted communication strategies that embrace the Internet and new media. In 2010, the question, “Watched a meeting of local elected officials or other local public meeting on cable television” was revised to include “the Internet or other media” to better reflect this trend.

City of Duluth residents showed the largest amount of civic engagement in the area of electoral participation. Eighty-nine percent reported they were registered to vote and 78% indicated they had voted in the last general election.



Note: In addition to the removal of "don't know" responses, those who said "ineligible to vote" also have been omitted from this calculation. The full frequencies appear in Appendix A.

Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the City of Duluth Web site in the previous 12 months, 50% reported they had done so at least once. The ratings for public information services and cable television had improved over time.

FIGURE 40: USE OF INFORMATION SOURCES BY YEAR

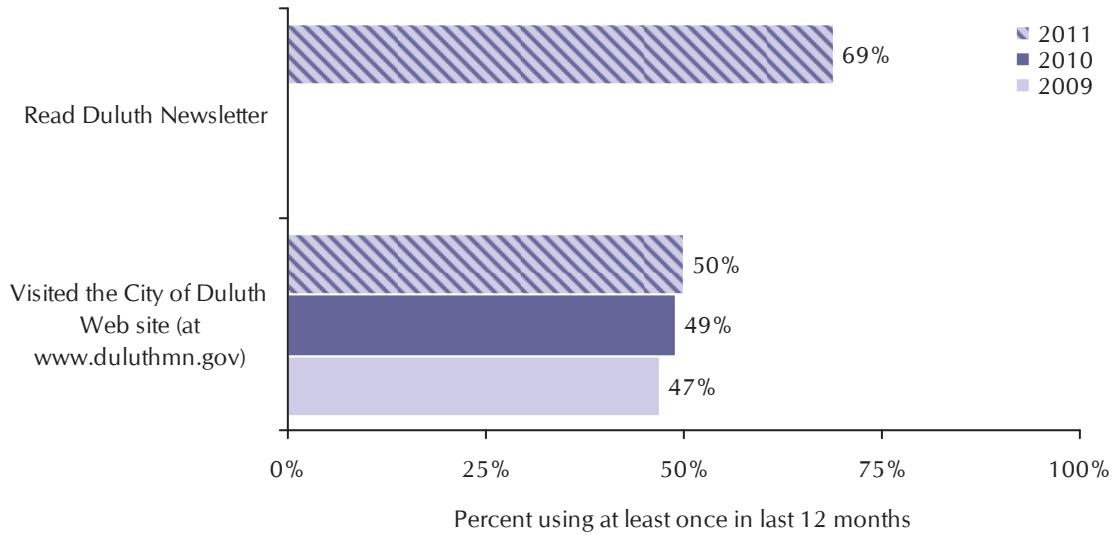
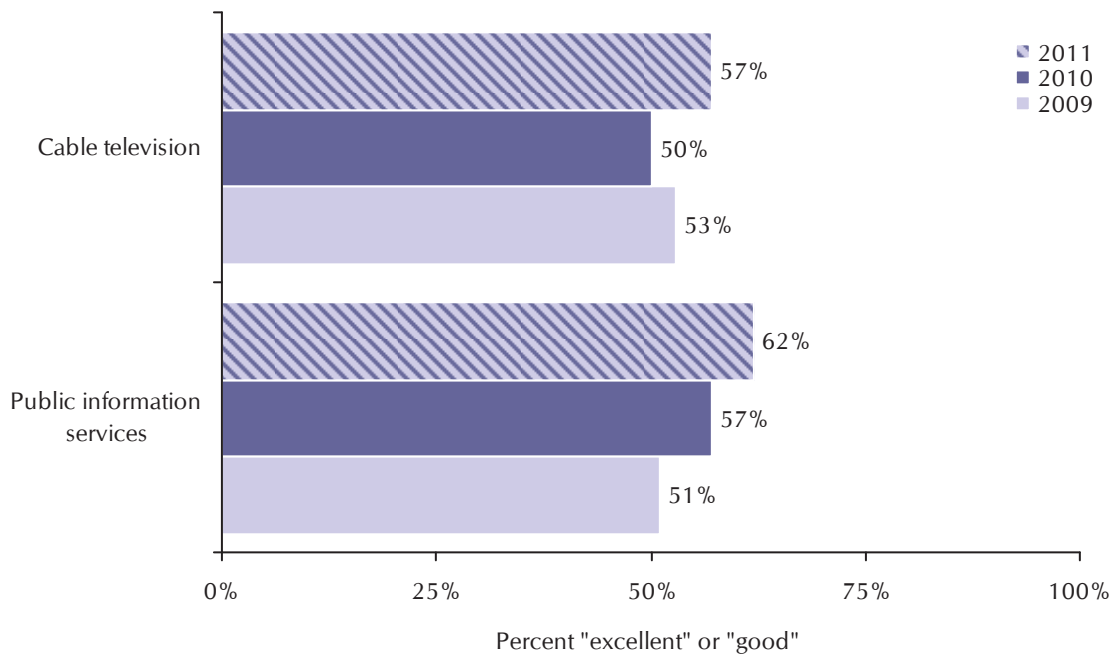


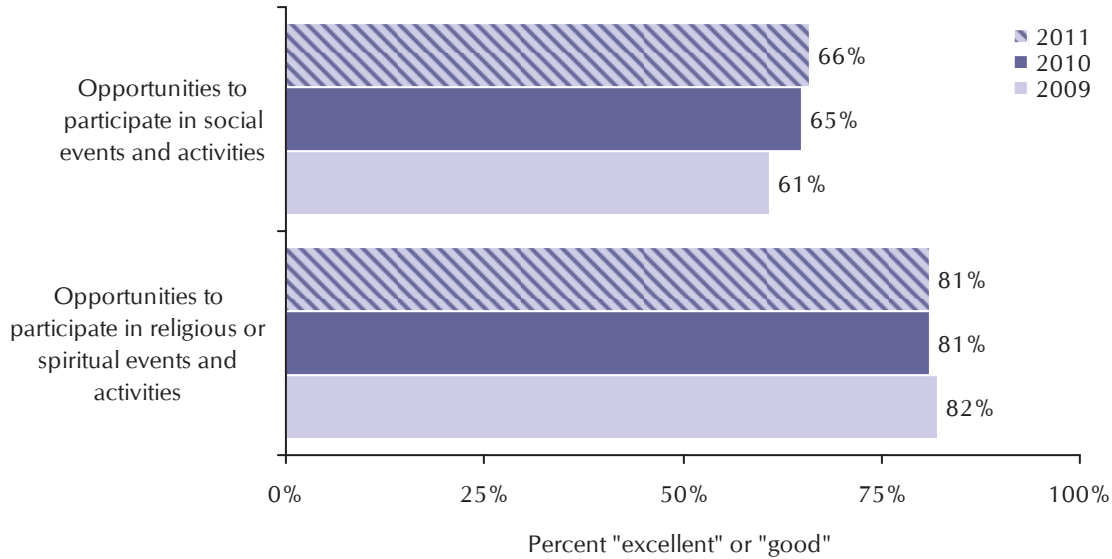
FIGURE 41: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR



Social Engagement

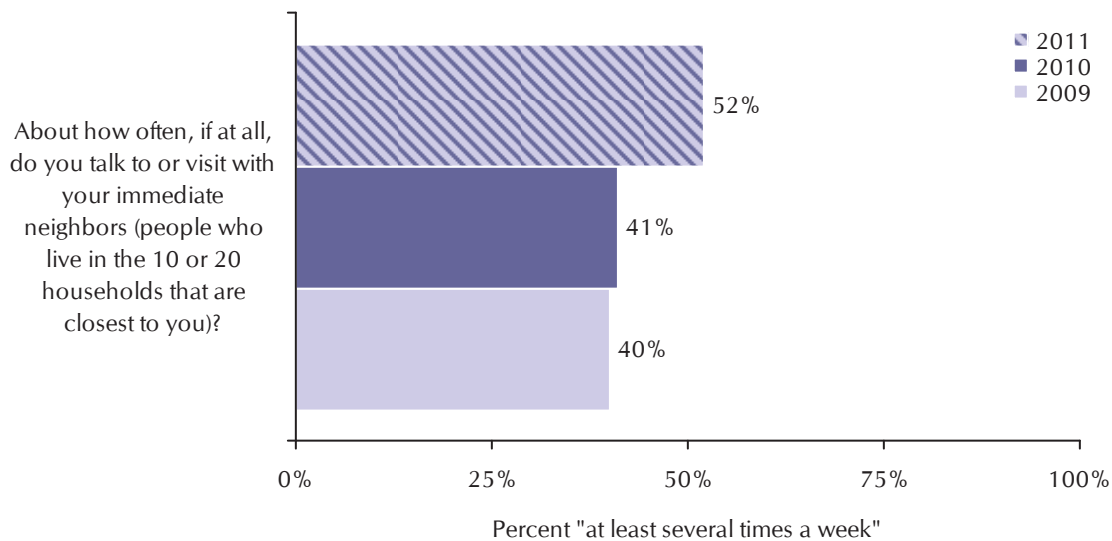
Opportunities to participate in social events and activities were rated as “excellent” or “good” by 66% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.” These ratings were similar to previous survey years.

FIGURE 42: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES BY YEAR



Residents in Duluth reported a fair amount of neighborliness. More than half indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was higher when compared to past survey years.

FIGURE 43: CONTACT WITH IMMEDIATE NEIGHBORS BY YEAR

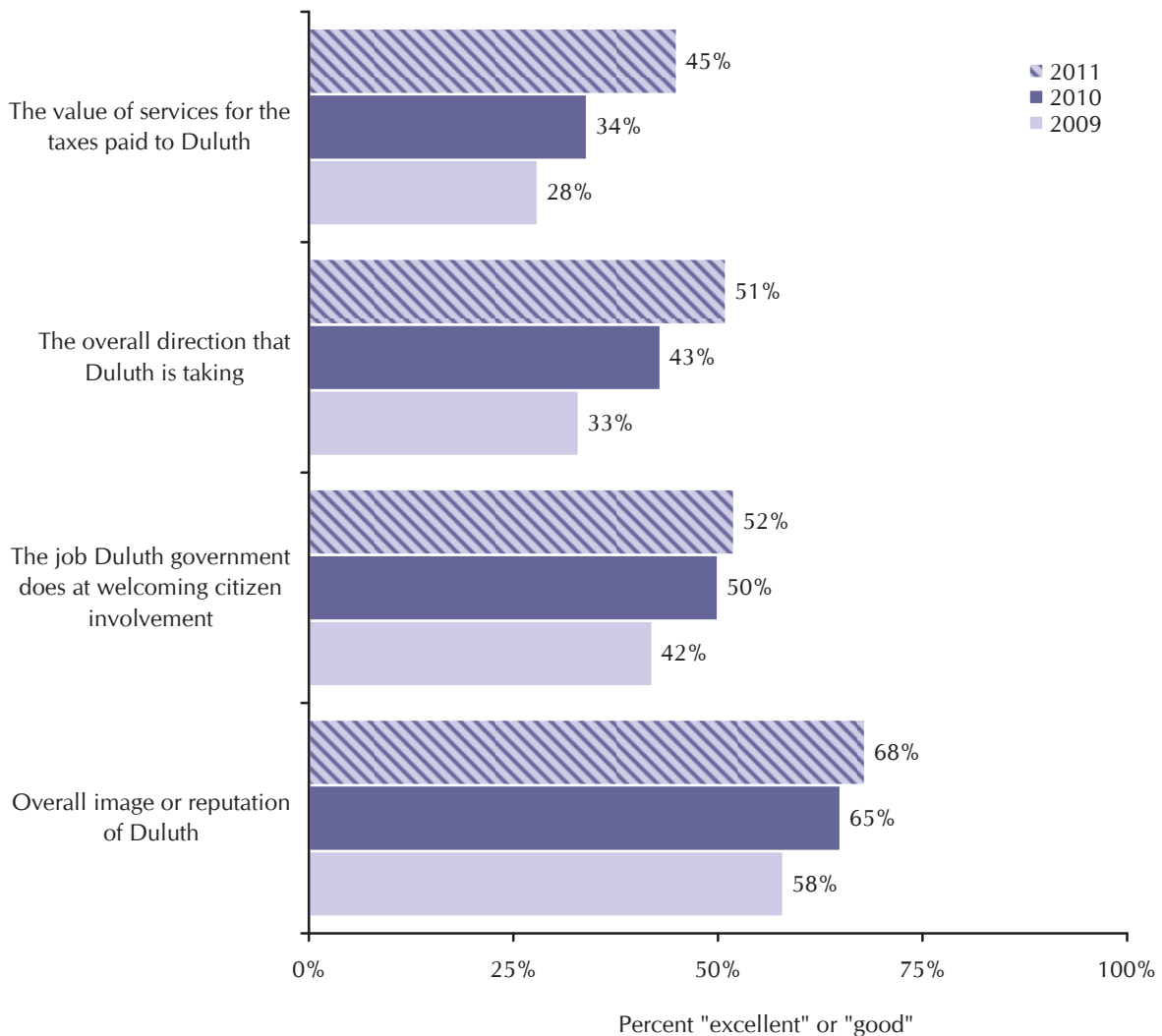


PUBLIC TRUST

When local government leaders are trusted, an environment of cooperation is more likely to surround all decisions they make. Cooperation leads to easier communication between leaders and residents and increases the likelihood that high value policies and programs will be implemented to improve the quality of life of the entire community. Trust can be measured in residents' opinions about the overall direction the City of Duluth is taking, their perspectives about the service value their taxes purchase and the openness of government to citizen participation. In addition, resident opinion about services provided by the City of Duluth could be compared to their opinion about services provided by the state and federal governments. If residents find nothing to admire in the services delivered by any level of government, their opinions about the City of Duluth may be colored by their dislike of what all levels of government provide.

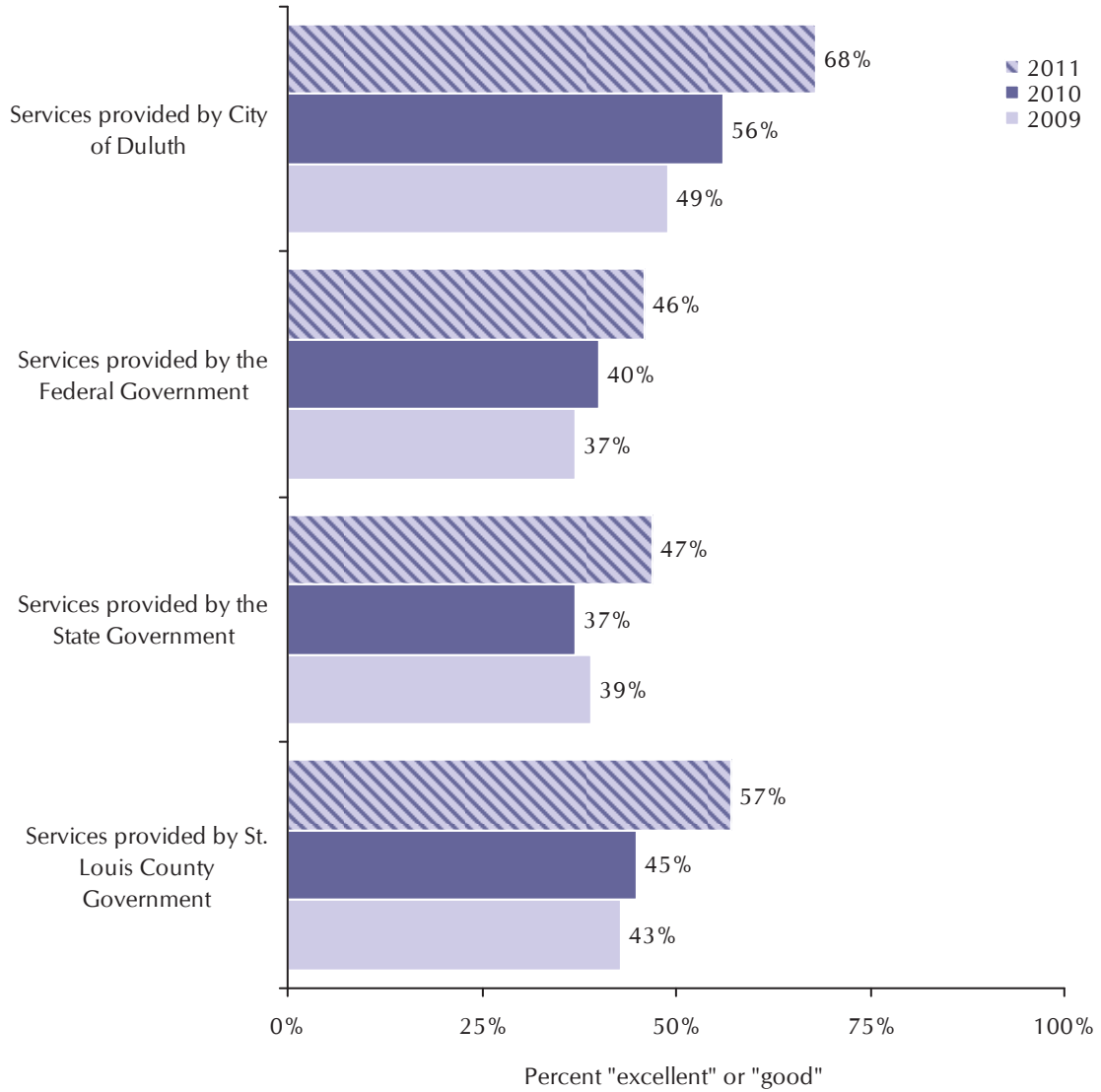
Close to half of the respondents felt the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City of Duluth does at welcoming citizen involvement, 52% rated it as "excellent" or "good." Ratings of public trust had increased over time.

FIGURE 44: PUBLIC TRUST RATINGS BY YEAR



On average, residents of the City of Duluth gave the highest evaluations to their own local government and the lowest average ratings to the Federal and State Governments. The overall quality of services delivered by the City of Duluth was rated as “excellent” or “good” by 68% of survey participants. The City of Duluth’s rating was higher when compared to past survey years.

FIGURE 45: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR



City of Duluth Employees

The employees of the City of Duluth who interact with the public create the first impression that most residents have of the City of Duluth. Front line staff who provide information, assist with bill paying, collect trash, create service schedules, fight fires and crime and even give traffic tickets are the collective face of the City of Duluth. As such, it is important to know about residents' experience talking with that "face." When employees appear to be knowledgeable, responsive and courteous, residents are more likely to feel that any needs or problems may be solved through positive and productive interactions with the City of Duluth staff.

Those completing the survey were asked if they had been in contact with a City employee either in-person, over the phone or via email in the last 12 months; the 51% who reported that they had been in contact were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 67% of respondents rated their overall impression as "excellent" or "good." Employees' ratings were similar to previous survey years.

FIGURE 46: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

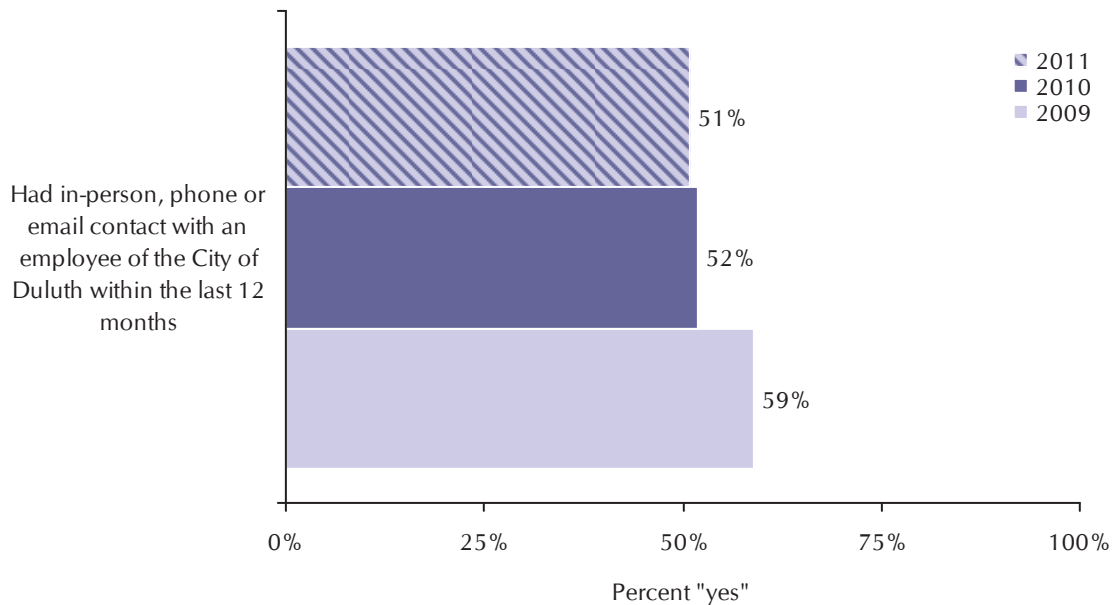
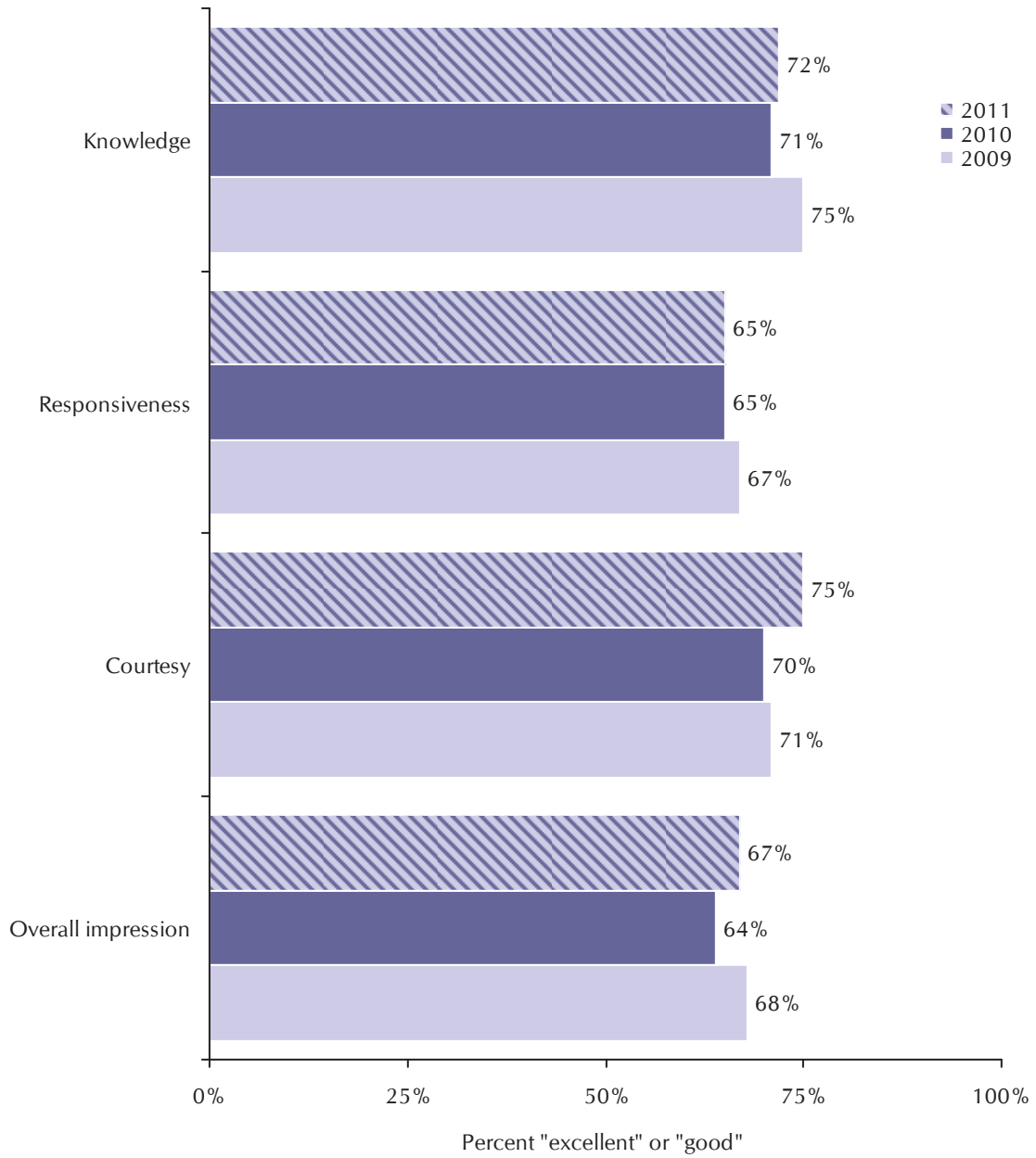


FIGURE 47: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR



The National Citizen Survey™ by National Research Center, Inc.

FROM DATA TO ACTION

RESIDENT PRIORITIES

Knowing where to focus limited resources to improve residents' opinions of local government requires information that targets the services that are most important to residents. However, when residents are asked what services are most important, they rarely stray beyond core services – those directed to save lives and improve safety.

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis (KDA). The key drivers that are identified from that analysis do not come from asking customers to self-report which service or product characteristic most influenced their decision to buy or return, but rather from statistical analyses of the predictors of their behavior. When customers are asked to name the most important characteristics of a good or service, responses often are expected or misleading – just as they can be in the context of a citizen survey. For example, air travelers often claim that safety is the primary consideration in their choice of an airline, yet key driver analysis reveals that frequent flier perks or in-flight entertainment predicts their buying decisions.

In local government core services – like fire protection – invariably land at the top of the list created when residents are asked about the most important local government services. And core services are important. But by using KDA, our approach digs deeper to identify the less obvious, but more influential services that are most related to residents' ratings of overall quality of local government services. Because services focused directly on life and safety remain essential to quality government, it is suggested that core services should remain the focus of continuous monitoring and improvement where necessary – but monitoring core services or asking residents to identify important services is not enough.

A KDA was conducted for the City of Duluth by examining the relationships between ratings of each service and ratings of the City of Duluth's overall services. Those Key Driver services that correlated most highly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Duluth can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Because a strong correlation is not the same as a cause, there is no guarantee that improving ratings on key drivers necessarily will improve ratings. What is certain from these analyses is that key drivers are good predictors of overall resident opinion and that the key drivers presented may be useful focus areas to consider for enhancement of overall service ratings.

Services found to be most strongly correlated with ratings of overall service quality from the Duluth Key Driver Analysis were:

- Police services
- Economic development
- Emergency preparedness
- Snow removal
- Storm drainage

CITY OF DULUTH ACTION CHART

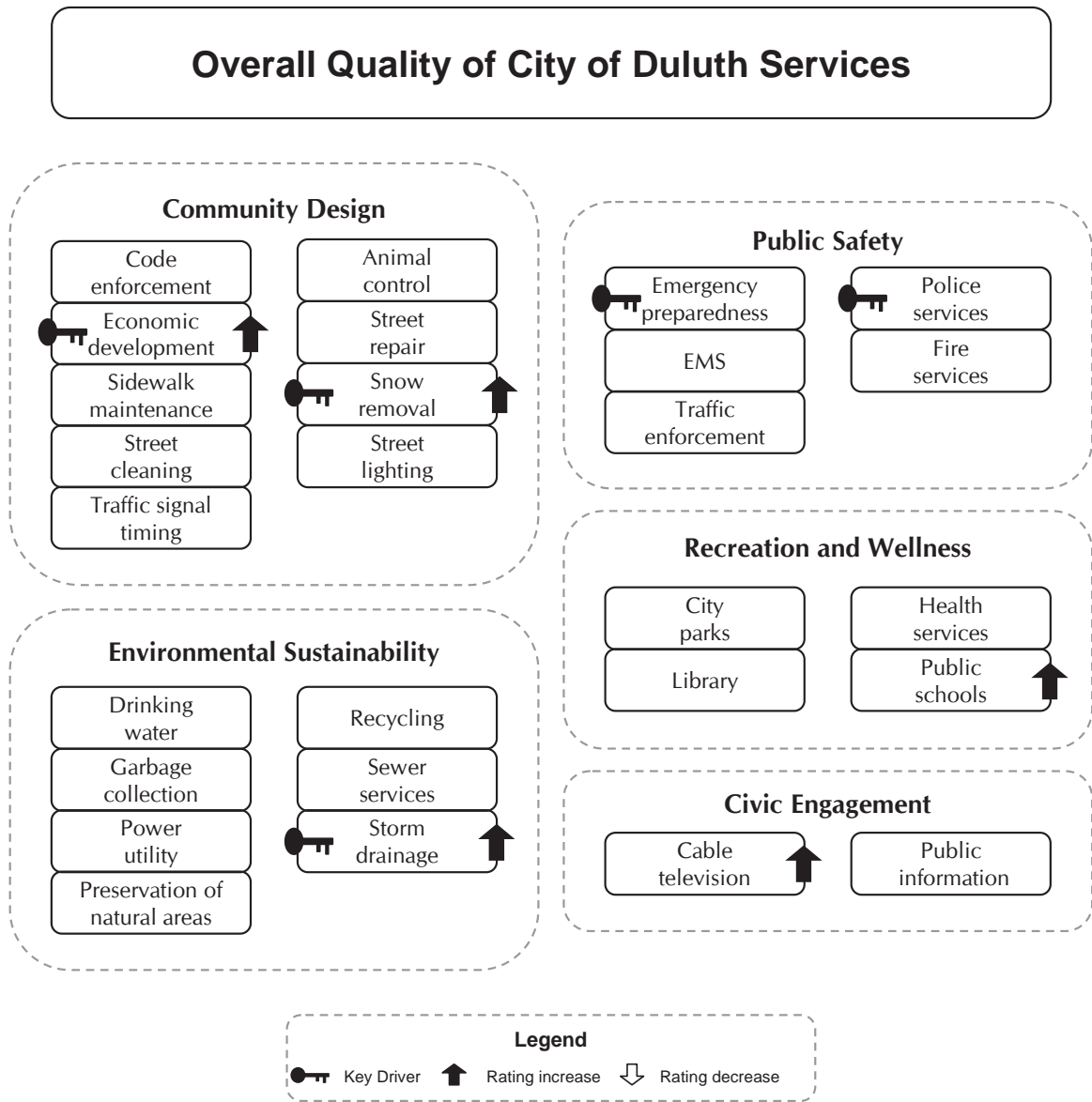
The 2011 City of Duluth Action Chart™ on the following page combines two dimensions of performance:

- Identification of key services. A black key icon (🔑) next to a service box indicates it as a key driver for the City.
- Trendline icons (up and down arrows), indicating whether the current ratings are higher or lower than the previous survey.

Twenty-seven services were included in the KDA for the City of Duluth.

Services with a high percent of respondents answering “don’t know” were excluded from the analysis and were considered services that would be less influential. See Appendix A: Complete Survey Frequencies, Frequencies Including “Don’t Know” Responses for the percent “don’t know” for each service.

FIGURE 48: CITY OF DULUTH ACTION CHART™



Using Your Action Chart™

The key drivers derived for the City of Duluth provide a list of those services that are uniquely related to overall service quality. Those key drivers are marked with the symbol of a key in the action chart. Because key driver results are based on a relatively small number of responses, the relationships or correlations that define the key drivers are subject to more variability than is seen when key drivers are derived from a large national dataset of resident responses. To benefit the City of Duluth, NRC lists the key drivers derived from tens of thousands of resident responses from across the country. This national list is updated periodically so that you can compare your key drivers to the key drivers from the entire NRC dataset. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services.

As staff review key drivers, not all drivers may resonate as likely links to residents' perspectives about overall service quality. For example, in Duluth, planning and zoning and police services may be obvious links to overall service delivery (and each is a key driver from our national database), since it could be easy for staff to see how residents' view of overall service delivery could be colored by how well they perceive police and land use planning to be delivered. But animal control could be a surprise. Before rejecting a key driver that does not pass the first test of conventional wisdom, consider whether residents' opinions about overall service quality could reasonably be influenced by this unexpected driver. For example, in the case of animal control, was there a visible case of violation prior to the survey data collection? Do Duluth residents have different expectations for animal control than what current policy provides? Are the rare instances of violation serious enough to cause a word of mouth campaign about service delivery?

If, after deeper review, the "suspect" driver still does not square with your understanding of the services that could influence residents' perspectives about overall service quality (and if that driver is not a core service or a key driver from NRC's national research), put action in that area on hold and wait to see if it appears as a key driver the next time the survey is conducted.

In the following table, we have listed your key drivers, core services and the national key drivers and we have indicated (in **bold** typeface and with the symbol "•"), the City of Duluth key drivers that overlap core services or the nationally derived keys. We have indicated (with the symbol "○") those services that neither are local nor national key drivers nor are they core services. It is these services that could be considered first for resource reductions.

FIGURE 49: KEY DRIVERS COMPARED

Service	City of Duluth Key Drivers	National Key Drivers	Core Services
• Police services	✓	✓	✓
Fire services			✓
Ambulance and emergency medical services			✓
◦ Traffic enforcement			
Street repair			✓
◦ Street cleaning			
◦ Street lighting			
Snow removal	✓		
◦ Sidewalk maintenance			
◦ Traffic signal timing			
Garbage collection			✓
◦ Recycling			
• Storm drainage	✓		✓
Drinking water			✓
Sewer services			✓
Power (electric and/or gas) utility			✓
◦ City parks			
Code enforcement			✓
◦ Animal control			
• Economic development	✓	✓	
Health services			✓
◦ Public library			
Public information services		✓	
Public schools		✓	
◦ Cable television			
Emergency preparedness	✓		
◦ Preservation of natural areas			

- Key driver overlaps with national and or core services
- Service may be targeted for reductions it is not a key driver or core service

CUSTOM QUESTIONS

FIGURE 50: ASSESSMENT OF THE LEVEL OF COMMUNICATION FROM THE CITY OF DULUTH

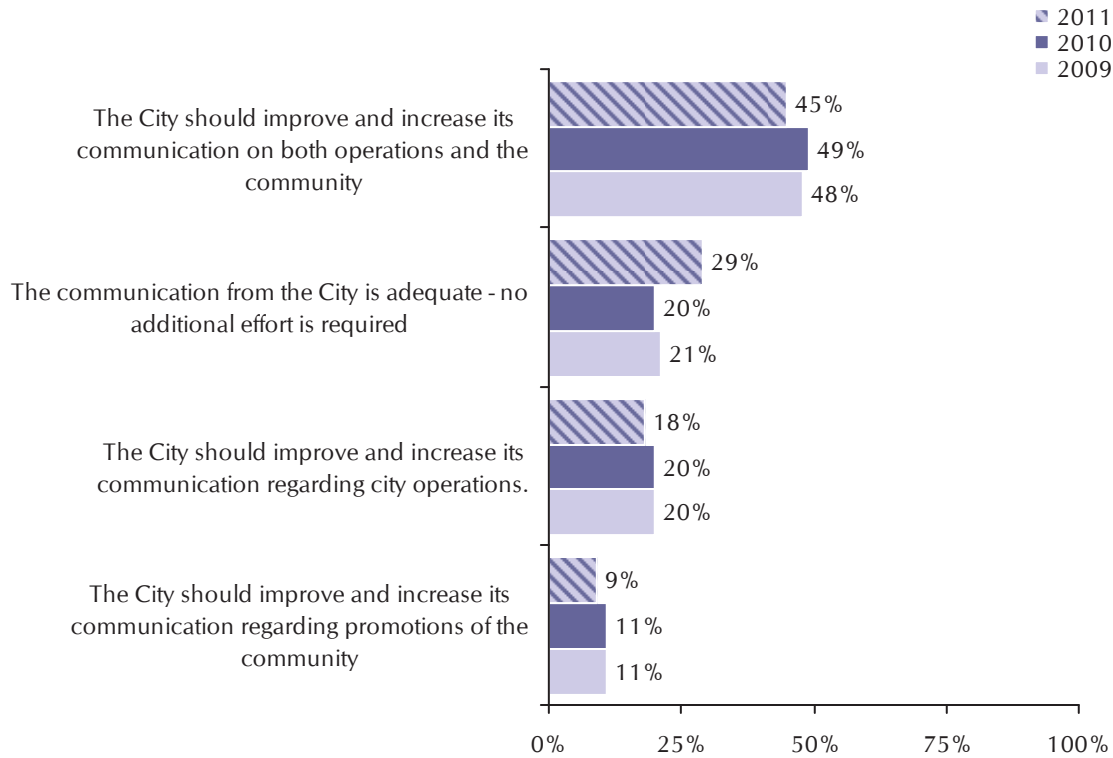
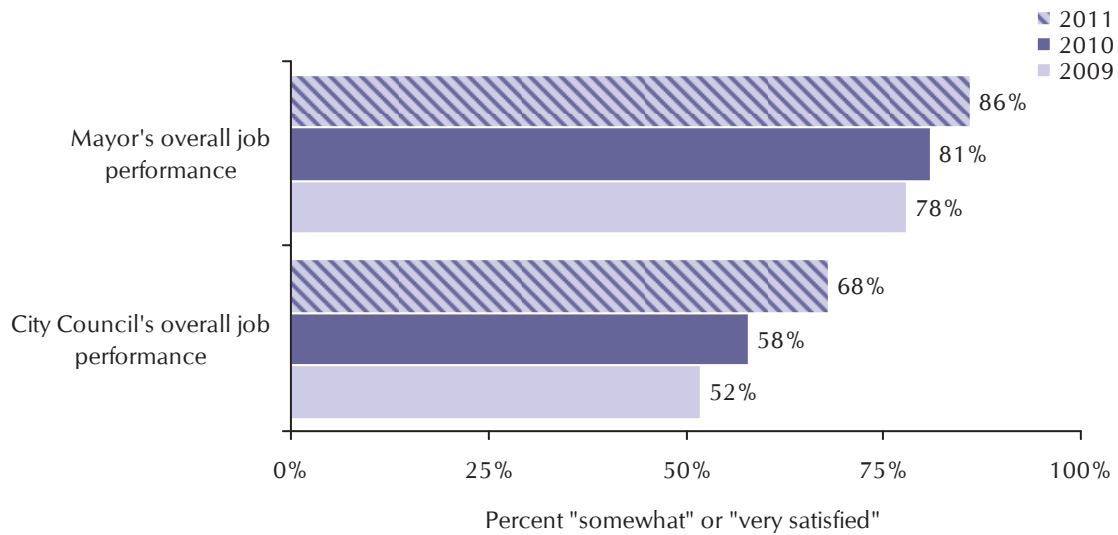


FIGURE 51: SATISFACTION WITH JOB PERFORMANCE OF THE MAYOR AND CITY COUNCIL



The National Citizen Survey™ by National Research Center, Inc.

APPENDIX A: COMPLETE SURVEY FREQUENCIES

FREQUENCIES EXCLUDING “DON’T KNOW” RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Duluth:	Excellent	Good	Fair	Poor	Total
Duluth as a place to live	25%	55%	17%	3%	100%
Your neighborhood as a place to live	26%	45%	22%	6%	100%
Duluth as a place to raise children	22%	51%	19%	8%	100%
Duluth as a place to work	12%	37%	32%	19%	100%
Duluth as a place to retire	18%	35%	30%	17%	100%
The overall quality of life in Duluth	16%	57%	23%	3%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Duluth as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	15%	46%	31%	8%	100%
Openness and acceptance of the community towards people of diverse backgrounds	7%	40%	40%	14%	100%
Overall appearance of Duluth	11%	47%	33%	9%	100%
Cleanliness of Duluth	10%	45%	33%	12%	100%
Overall quality of new development in Duluth	7%	37%	40%	16%	100%
Variety of housing options	6%	36%	39%	19%	100%
Overall quality of business and service establishments in Duluth	8%	52%	34%	7%	100%
Shopping opportunities	12%	51%	28%	8%	100%
Opportunities to attend cultural activities	22%	42%	27%	9%	100%
Recreational opportunities	34%	41%	18%	6%	100%
Employment opportunities	2%	18%	45%	35%	100%
Educational opportunities	28%	47%	20%	5%	100%
Opportunities to participate in social events and activities	20%	46%	30%	5%	100%
Opportunities to participate in religious or spiritual events and activities	26%	55%	18%	1%	100%
Opportunities to volunteer	31%	55%	12%	2%	100%
Opportunities to participate in community matters	20%	43%	32%	6%	100%
Ease of car travel in Duluth	10%	42%	28%	19%	100%
Ease of bus travel in Duluth	12%	45%	30%	12%	100%
Ease of bicycle travel in Duluth	10%	34%	41%	15%	100%
Ease of walking in Duluth	15%	44%	28%	12%	100%
Availability of paths and walking trails	28%	47%	19%	6%	100%
Traffic flow on major streets	8%	41%	38%	13%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Duluth as a whole:	Excellent	Good	Fair	Poor	Total
Amount of public parking	6%	30%	38%	27%	100%
Availability of affordable quality housing	5%	29%	42%	25%	100%
Availability of affordable quality child care	7%	29%	45%	18%	100%
Availability of affordable quality health care	18%	41%	28%	13%	100%
Availability of affordable quality food	15%	53%	24%	8%	100%
Availability of preventive health services	16%	53%	24%	7%	100%
Air quality	33%	50%	14%	3%	100%
Quality of overall natural environment in Duluth	35%	48%	14%	3%	100%
Overall image or reputation of Duluth	12%	55%	25%	7%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Duluth over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	19%	39%	35%	4%	3%	100%
Retail growth (stores, restaurants, etc.)	12%	26%	53%	7%	2%	100%
Jobs growth	45%	46%	9%	0%	0%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Duluth?	Percent of respondents
Not a problem	4%
Minor problem	32%
Moderate problem	47%
Major problem	17%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Duluth:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	24%	46%	13%	12%	5%	100%
Property crimes (e.g., burglary, theft)	10%	42%	18%	22%	8%	100%
Environmental hazards, including toxic waste	36%	38%	15%	8%	2%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	68%	26%	4%	2%	1%	100%
In your neighborhood after dark	31%	38%	11%	13%	7%	100%
In Duluth's downtown area during the day	40%	35%	13%	9%	3%	100%
In Duluth's downtown area after dark	4%	29%	15%	30%	22%	100%

Question 7: Contact with Police Department		
Have you had any in-person or phone contact with an employee of the City of Duluth Police Department within the last 12 months?	No	Yes
Have you had any in-person or phone contact with an employee of the City of Duluth Police Department within the last 12 months?	54%	46%

Question 8: Ratings of Contact with Police Department				
What was your overall impression of your most recent contact with the City of Duluth Police Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the City of Duluth Police Department?	34%	31%	16%	18%

Question 9: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	82%
Yes	18%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	21%
Yes	79%
Total	100%

Question 11: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Duluth?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Duluth public libraries or their services	31%	28%	22%	13%	5%	100%
Used Duluth recreation centers	39%	25%	21%	8%	6%	100%
Participated in a recreation program or activity	50%	25%	15%	7%	3%	100%
Visited a neighborhood park or City park	10%	17%	32%	17%	24%	100%
Ridden a local bus within Duluth	58%	14%	9%	8%	12%	100%
Attended a meeting of local elected officials or other local public meeting	70%	22%	7%	1%	1%	100%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	52%	28%	15%	2%	3%	100%
Read Duluth Newsletter	31%	28%	18%	7%	16%	100%
Visited the City of Duluth Web site (at www.duluthmn.gov)	50%	23%	19%	6%	2%	100%
Recycled used paper, cans or bottles from your home	4%	3%	4%	11%	77%	100%
Volunteered your time to some group or activity in Duluth	34%	25%	19%	10%	12%	100%
Participated in religious or spiritual activities in Duluth	41%	15%	13%	8%	23%	100%
Participated in a club or civic group in Duluth	57%	19%	13%	6%	5%	100%
Provided help to a friend or neighbor	2%	16%	42%	20%	20%	100%

Question 12: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	21%
Several times a week	31%
Several times a month	23%
Less than several times a month	25%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Duluth:	Excellent	Good	Fair	Poor	Total
Police services	25%	53%	16%	5%	100%
Fire services	39%	52%	9%	0%	100%
Ambulance or emergency medical services	32%	53%	13%	1%	100%
Crime prevention	11%	49%	31%	9%	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Duluth:	Excellent	Good	Fair	Poor	Total
Fire prevention and education	20%	56%	21%	3%	100%
Municipal courts	10%	52%	30%	7%	100%
Traffic enforcement	9%	52%	28%	12%	100%
Street repair	1%	10%	24%	65%	100%
Street cleaning	6%	32%	43%	19%	100%
Street lighting	9%	40%	35%	16%	100%
Snow removal	18%	46%	24%	13%	100%
Sidewalk maintenance	4%	25%	43%	29%	100%
Traffic signal timing	9%	45%	33%	14%	100%
Bus or transit services	17%	53%	22%	8%	100%
Garbage collection	35%	49%	14%	3%	100%
Recycling	36%	47%	14%	4%	100%
Yard waste pick-up	15%	36%	31%	18%	100%
Storm drainage	9%	45%	35%	12%	100%
Drinking water	49%	38%	11%	2%	100%
Sewer services	17%	53%	25%	5%	100%
Power (electric and/or gas) utility	25%	51%	17%	7%	100%
City parks	28%	52%	17%	3%	100%
Recreation programs or classes	14%	52%	28%	7%	100%
Recreation centers or facilities	14%	47%	29%	10%	100%
Land use, planning and zoning	7%	32%	38%	23%	100%
Code enforcement (weeds, abandoned buildings, etc.)	2%	22%	41%	34%	100%
Animal control	7%	47%	33%	13%	100%
Economic development	4%	26%	42%	27%	100%
Health services	23%	47%	26%	4%	100%
Services to seniors	17%	49%	29%	5%	100%
Services to youth	9%	42%	36%	13%	100%
Services to low-income people	14%	37%	33%	15%	100%
Public library services	17%	49%	26%	8%	100%
Public information services	11%	51%	29%	9%	100%
Public schools	12%	44%	29%	15%	100%
Cable television	13%	44%	26%	17%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	13%	47%	33%	6%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	17%	46%	26%	11%	100%

Question 14: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City of Duluth	9%	58%	26%	6%	100%
The Federal Government	5%	41%	41%	14%	100%
The State Government	5%	42%	41%	12%	100%
St. Louis County Government	7%	50%	34%	10%	100%

Question 15: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Duluth to someone who asks	36%	45%	11%	8%	100%
Remain in Duluth for the next five years	47%	28%	11%	14%	100%

Question 16: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	1%
Somewhat positive	12%
Neutral	49%
Somewhat negative	28%
Very negative	10%
Total	100%

Question 17: Contact with Fire Department		
Have you had any in-person or phone contact with an employee of the City of Duluth Fire Department within the last 12 months?	No	Yes
Have you had any in-person or phone contact with an employee of the City of Duluth Fire Department within the last 12 months?	86%	14%

Question 18: Ratings of Contact with Fire Department				
What was your overall impression of your most recent contact with the City of Duluth Fire Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the City of Duluth Fire Department?	69%	19%	11%	1%

Question 19: Contact with City Employees	
Have you had any in-person, phone or email with an employee of the City of Duluth within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	49%
Yes	51%
Total	100%

Question 20: City Employees					
What was your impression of the employee(s) of the City of Duluth in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	34%	39%	20%	8%	100%
Responsiveness	32%	33%	21%	14%	100%
Courtesy	39%	36%	14%	11%	100%
Overall impression	32%	35%	21%	12%	100%

Question 21: Government Performance					
Please rate the following categories of Duluth government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Duluth	8%	37%	35%	20%	100%
The overall direction that Duluth is taking	9%	41%	33%	16%	100%
The job Duluth government does at welcoming citizen involvement	11%	42%	35%	13%	100%

Question 22a: Custom Question 1	
Successful public bodies are effective at communicating with residents about operations. What is your assessment of the level of communication from the City of Duluth?	Percent of respondents
The communication from the City is adequate - no additional effort is required.	29%
The City should improve and increase its communication regarding city operations.	18%
The City should improve and increase its communication regarding promotions of the community.	9%
The City should improve and increase its communications on both operations and the community.	45%
Total	100%

Question 22b: Custom Question 2	
How satisfied or dissatisfied are you with the Mayor's overall job performance?	Percent of respondents
Very satisfied	39%
Somewhat satisfied	47%
Somewhat dissatisfied	9%
Very dissatisfied	4%
Total	100%

Question 22c: Custom Question 3	
How satisfied or dissatisfied are you with the City Council's overall job performance?	Percent of respondents
Very satisfied	7%
Somewhat satisfied	61%
Somewhat dissatisfied	24%
Very dissatisfied	9%
Total	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	29%
Yes, full-time	48%
Yes, part-time	23%
Total	100%

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	76%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	7%
Bus, rail, subway or other public transportation	5%
Walk	6%
Bicycle	2%
Work at home	3%
Other	1%

Question D3: Length of Residency	
How many years have you lived in Duluth?	Percent of respondents
Less than 2 years	8%
2 to 5 years	15%
6 to 10 years	11%
11 to 20 years	13%
More than 20 years	52%
Total	100%

Question D4: Housing Unit Type	
Which best describes the building you live in?	Percent of respondents
One family house detached from any other houses	65%
House attached to one or more houses (e.g., a duplex or townhome)	9%
Building with two or more apartments or condominiums	25%
Mobile home	1%
Other	1%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house, apartment or mobile home...	Percent of respondents
Rented for cash or occupied without cash payment	40%
Owned by you or someone in this house with a mortgage or free and clear	60%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents
Less than \$300 per month	9%
\$300 to \$599 per month	23%
\$600 to \$999 per month	39%
\$1,000 to \$1,499 per month	19%
\$1,500 to \$2,499 per month	7%
\$2,500 or more per month	4%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	74%
Yes	26%
Total	100%

Question D8: Presence of Older Adults in Household	
Are you or any other members of your household aged 65 or older?	Percent of respondents
No	80%
Yes	20%
Total	100%

Question D9: Household Income	
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents
Less than \$24,999	28%
\$25,000 to \$49,999	29%
\$50,000 to \$99,999	28%
\$100,000 to \$149,000	10%
\$150,000 or more	5%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	99%
Yes, I consider myself to be Spanish, Hispanic or Latino	1%
Total	100%

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	1%
Asian, Asian Indian or Pacific Islander	2%
Black or African American	1%
White	96%
Other	2%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	12%
25 to 34 years	28%
35 to 44 years	13%
45 to 54 years	17%
55 to 64 years	12%
65 to 74 years	7%
75 years or older	10%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	53%
Male	47%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	11%
Yes	88%
Ineligible to vote	1%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	22%
Yes	77%
Ineligible to vote	2%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	11%
Yes	89%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	46%
Yes	54%
Total	100%

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	21%
Land line	63%
Both	16%
Total	100%

FREQUENCIES INCLUDING “DON’T KNOW” RESPONSES

These tables contain the percentage of respondents for each response category as well as the “n” or total number of respondents for each category, next to the percentage.

Question 1: Quality of Life												
Please rate each of the following aspects of quality of life in Duluth:	Excellent		Good		Fair		Poor		Don't know		Total	
Duluth as a place to live	25%	124	55%	277	17%	84	3%	15	0%	0	100%	499
Your neighborhood as a place to live	26%	132	45%	228	22%	110	6%	31	0%	0	100%	501
Duluth as a place to raise children	20%	101	46%	230	17%	84	7%	34	9%	47	100%	496
Duluth as a place to work	12%	58	37%	184	32%	159	19%	93	1%	3	100%	497
Duluth as a place to retire	15%	75	30%	150	26%	127	15%	74	14%	71	100%	497
The overall quality of life in Duluth	16%	80	57%	283	23%	115	3%	17	1%	3	100%	497

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Duluth as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Sense of community	14%	72	45%	227	31%	153	7%	37	3%	13	100%	502
Openness and acceptance of the community towards people of diverse backgrounds	7%	33	38%	190	38%	190	13%	67	3%	16	100%	496
Overall appearance of Duluth	11%	55	47%	235	33%	164	9%	44	0%	1	100%	501
Cleanliness of Duluth	10%	47	45%	224	33%	166	12%	59	0%	0	100%	496
Overall quality of new development in Duluth	6%	32	34%	168	36%	181	15%	75	9%	43	100%	500
Variety of housing options	6%	30	35%	172	37%	183	18%	89	5%	23	100%	498
Overall quality of business and service establishments in Duluth	8%	38	50%	249	33%	164	6%	32	3%	15	100%	499
Shopping opportunities	12%	62	51%	256	28%	138	8%	41	0%	2	100%	499
Opportunities to attend cultural activities	21%	103	39%	196	26%	127	8%	42	6%	30	100%	498
Recreational opportunities	34%	170	41%	206	18%	89	6%	32	1%	5	100%	502
Employment opportunities	2%	10	17%	86	43%	213	34%	168	4%	18	100%	496
Educational opportunities	28%	138	47%	234	20%	99	5%	26	1%	3	100%	499

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Duluth as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Opportunities to participate in social events and activities	19%	94	44%	218	28%	142	4%	22	4%	22	100%	498
Opportunities to participate in religious or spiritual events and activities	23%	113	48%	240	16%	80	1%	4	12%	62	100%	499
Opportunities to volunteer	28%	138	50%	250	11%	54	2%	10	10%	48	100%	500
Opportunities to participate in community matters	18%	89	38%	190	28%	140	5%	26	10%	51	100%	496
Ease of car travel in Duluth	10%	51	42%	208	28%	139	19%	93	1%	5	100%	496
Ease of bus travel in Duluth	9%	47	35%	173	23%	116	9%	46	23%	114	100%	495
Ease of bicycle travel in Duluth	8%	39	28%	137	34%	165	13%	62	18%	90	100%	493
Ease of walking in Duluth	15%	73	43%	212	27%	136	12%	57	3%	16	100%	494
Availability of paths and walking trails	27%	132	44%	221	18%	91	5%	26	5%	26	100%	497
Traffic flow on major streets	7%	37	41%	203	38%	190	13%	63	1%	4	100%	497
Amount of public parking	5%	27	29%	143	37%	182	26%	131	2%	12	100%	494
Availability of affordable quality housing	4%	21	26%	128	37%	187	22%	110	11%	53	100%	498
Availability of affordable quality child care	4%	18	15%	75	23%	115	9%	46	48%	239	100%	494
Availability of affordable quality health care	17%	84	38%	187	26%	127	12%	59	8%	39	100%	496
Availability of affordable quality food	15%	72	53%	262	24%	120	8%	38	1%	5	100%	497
Availability of preventive health services	15%	73	47%	234	21%	106	6%	29	12%	59	100%	501
Air quality	33%	163	49%	244	14%	70	3%	13	2%	11	100%	500
Quality of overall natural environment in Duluth	35%	175	48%	239	14%	68	3%	13	1%	4	100%	499
Overall image or reputation of Duluth	12%	62	55%	274	25%	124	7%	36	1%	4	100%	501

Question 3: Growth														
Please rate the speed of growth in the following categories in Duluth over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
Population growth	15%	73	30%	151	28%	138	3%	17	2%	11	22%	107	100%	497
Retail growth (stores, restaurants, etc.)	11%	56	23%	116	48%	238	6%	31	2%	10	10%	48	100%	498
Jobs growth	40%	197	40%	200	8%	40	0%	0	0%	1	12%	61	100%	498

The National Citizen Survey™

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Duluth?	Percent of respondents	Count
Not a problem	4%	19
Minor problem	31%	155
Moderate problem	46%	229
Major problem	17%	83
Don't know	3%	13
Total	100%	499

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Duluth:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	Violent crime (e.g., rape, assault, robbery)	24%	118	46%	230	13%	64	12%	60	5%	24	1%	4	100%
Property crimes (e.g., burglary, theft)	10%	52	42%	209	18%	88	22%	109	8%	42	0%	1	100%	500
Environmental hazards, including toxic waste	35%	175	37%	185	15%	72	8%	39	2%	9	4%	20	100%	500

Question 6: Personal Safety														
Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	In your neighborhood during the day	68%	339	26%	129	4%	18	2%	8	1%	5	0%	0	100%
In your neighborhood after dark	31%	155	38%	188	11%	53	13%	63	7%	37	0%	2	100%	498
In Duluth's downtown area during the day	39%	196	34%	169	13%	65	9%	44	3%	13	2%	11	100%	498
In Duluth's downtown area after dark	4%	20	28%	138	14%	71	28%	140	20%	102	6%	28	100%	499

Question 7: Contact with Police Department								
Have you had any in-person or phone contact with an employee of the City of Duluth Police Department within the last 12 months?	No		Yes		Don't know		Total	
Have you had any in-person or phone contact with an employee of the City of Duluth Police Department within the last 12 months?	54%	265	46%	227	0%	0	100%	492

Question 8: Ratings of Contact with Police Department												
What was your overall impression of your most recent contact with the City of Duluth Police Department?	Excellent		Good		Fair		Poor		Don't know		Total	
What was your overall impression of your most recent contact with the City of Duluth Police Department?	34%	76	31%	69	16%	36	18%	40	0%	1	100%	222

Question 9: Crime Victim		
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	82%	408
Yes	17%	87
Don't know	1%	3
Total	100%	497

Question 10: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	21%	18
Yes	78%	65
Don't know	1%	1
Total	100%	83

Question 11: Resident Behaviors												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Duluth?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
	Used Duluth public libraries or their services	31%	157	28%	141	22%	111	13%	67	5%	24	100%
Used Duluth recreation centers	39%	196	25%	127	21%	106	8%	41	6%	31	100%	500
Participated in a recreation program or activity	50%	246	25%	122	15%	76	7%	33	3%	15	100%	490
Visited a neighborhood park or City park	10%	49	17%	82	32%	159	17%	82	24%	120	100%	493
Ridden a local bus within Duluth	58%	282	14%	67	9%	46	8%	37	12%	56	100%	488
Attended a meeting of local elected officials or other local public meeting	70%	347	22%	109	7%	33	1%	4	1%	4	100%	497
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	52%	257	28%	140	15%	75	2%	12	3%	14	100%	499
Read Duluth Newsletter	31%	153	28%	138	18%	88	7%	33	16%	80	100%	493
Visited the City of Duluth Web site (at www.duluthmn.gov)	50%	250	23%	112	19%	96	6%	28	2%	11	100%	498
Recycled used paper, cans or bottles from your home	4%	21	3%	17	4%	21	11%	54	77%	384	100%	497
Volunteered your time to some group or activity in Duluth	34%	170	25%	121	19%	94	10%	49	12%	59	100%	494
Participated in religious or spiritual activities in Duluth	41%	202	15%	75	13%	63	8%	38	23%	115	100%	493
Participated in a club or civic group in Duluth	57%	285	19%	97	13%	63	6%	30	5%	25	100%	499
Provided help to a friend or neighbor	2%	10	16%	79	42%	210	20%	101	20%	99	100%	499

Question 12: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	21%	105
Several times a week	31%	153
Several times a month	23%	114
Less than several times a month	25%	122
Total	100%	494

Question 13: Service Quality												
Please rate the quality of each of the following services in Duluth:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	23%	117	50%	252	15%	76	5%	25	6%	30	100%	500
Fire services	31%	156	42%	209	8%	38	0%	1	20%	98	100%	503
Ambulance or emergency medical services	25%	127	43%	214	11%	53	1%	6	20%	101	100%	501
Crime prevention	10%	49	42%	211	27%	136	7%	37	13%	67	100%	500
Fire prevention and education	14%	73	41%	206	16%	79	2%	12	26%	132	100%	502
Municipal courts	6%	30	31%	155	18%	90	4%	20	41%	203	100%	498
Traffic enforcement	8%	41	46%	231	25%	123	10%	52	10%	52	100%	499
Street repair	1%	7	10%	48	24%	118	64%	320	1%	6	100%	499
Street cleaning	6%	29	31%	156	43%	215	19%	95	1%	3	100%	499
Street lighting	9%	43	39%	195	35%	173	16%	81	1%	5	100%	496
Snow removal	18%	89	46%	230	23%	117	12%	63	0%	2	100%	501
Sidewalk maintenance	4%	20	23%	114	40%	199	27%	134	7%	34	100%	501
Traffic signal timing	9%	42	44%	215	32%	157	14%	67	2%	12	100%	494
Bus or transit services	11%	57	36%	180	15%	74	6%	28	32%	161	100%	500
Garbage collection	34%	171	48%	241	14%	68	3%	13	2%	9	100%	502
Recycling	35%	174	45%	227	13%	66	4%	18	3%	17	100%	502
Yard waste pick-up	9%	45	22%	110	19%	94	11%	54	39%	196	100%	500
Storm drainage	7%	37	38%	188	29%	147	10%	49	16%	79	100%	501
Drinking water	49%	243	37%	186	11%	54	2%	9	1%	7	100%	499
Sewer services	15%	73	46%	230	22%	111	5%	23	12%	62	100%	499
Power (electric and/or gas) utility	24%	123	49%	248	17%	84	6%	32	3%	15	100%	501
City parks	27%	136	49%	248	16%	79	3%	14	5%	25	100%	503
Recreation programs or classes	9%	43	32%	161	17%	86	4%	21	37%	187	100%	499
Recreation centers or facilities	9%	46	32%	156	19%	95	7%	33	33%	162	100%	492
Land use, planning and zoning	5%	23	22%	108	26%	127	15%	76	33%	162	100%	497
Code enforcement (weeds, abandoned buildings, etc.)	2%	8	17%	83	31%	153	25%	125	26%	131	100%	501

Question 13: Service Quality												
Please rate the quality of each of the following services in Duluth:	Excellent		Good		Fair		Poor		Don't know		Total	
	Animal control	5%	27	36%	178	25%	124	10%	50	24%	119	100%
Economic development	4%	19	22%	111	36%	178	23%	114	15%	77	100%	498
Health services	21%	106	43%	215	23%	117	3%	17	9%	43	100%	498
Services to seniors	10%	49	28%	140	17%	83	3%	14	43%	214	100%	501
Services to youth	6%	29	28%	142	24%	120	9%	43	33%	168	100%	502
Services to low-income people	10%	48	26%	128	23%	114	10%	52	32%	159	100%	500
Public library services	14%	70	41%	205	22%	108	6%	31	17%	85	100%	500
Public information services	8%	41	39%	194	22%	111	7%	32	23%	116	100%	495
Public schools	9%	45	33%	166	22%	108	11%	57	25%	125	100%	501
Cable television	10%	49	32%	161	19%	95	13%	64	26%	128	100%	496
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	9%	47	33%	168	24%	119	5%	23	29%	145	100%	502
Preservation of natural areas such as open space, farmlands and greenbelts	13%	67	36%	182	20%	101	9%	45	21%	106	100%	501

Question 14: Government Services Overall												
Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
	The City of Duluth	9%	46	56%	283	25%	126	6%	31	3%	15	100%
The Federal Government	4%	21	37%	185	37%	183	12%	61	10%	50	100%	500
The State Government	5%	24	38%	192	37%	188	11%	54	8%	42	100%	501
St. Louis County Government	6%	30	44%	221	30%	149	9%	43	12%	58	100%	502

Question 15: Recommendation and Longevity												
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
	Recommend living in Duluth to someone who asks	36%	179	44%	224	11%	53	8%	40	2%	8	100%
Remain in Duluth for the next five years	46%	231	28%	141	10%	52	14%	70	1%	6	100%	501

Question 16: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	1%	7
Somewhat positive	12%	57
Neutral	49%	241
Somewhat negative	28%	139
Very negative	10%	48
Total	100%	492

Question 17: Contact with Fire Department									
Have you had any in-person or phone contact with an employee of the City of Duluth Fire Department within the last 12 months?	No		Yes		Don't know		Total		
	Have you had any in-person or phone contact with an employee of the City of Duluth Fire Department within the last 12 months?	85%	423	14%	71	1%	3	100%	496

Question 18: Ratings of Contact with Fire Department												
What was your overall impression of your most recent contact with the City of Duluth Fire Department?	Excellent		Good		Fair		Poor		Don't know		Total	
	What was your overall impression of your most recent contact with the City of Duluth Fire Department?	69%	48	19%	14	11%	7	1%	1	0%	0	100%

Question 19: Contact with City Employees		
Have you had any in-person, phone or email with an employee of the City of Duluth within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	49%	239
Yes	51%	253
Total	100%	492

Question 20: City Employees												
What was your impression of the employee(s) of the City of Duluth in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
	Knowledge	33%	83	38%	95	20%	49	8%	19	1%	4	100%
Responsiveness	31%	79	32%	80	20%	50	14%	34	3%	7	100%	250
Courtesy	39%	97	36%	90	14%	35	11%	28	0%	1	100%	251
Overall impression	32%	80	35%	88	21%	52	12%	29	0%	0	100%	250

Question 21: Government Performance												
Please rate the following categories of Duluth government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Duluth	8%	38	34%	168	32%	160	18%	89	9%	44	100%
The overall direction that Duluth is taking	9%	45	39%	196	31%	155	15%	77	5%	25	100%	498
The job Duluth government does at welcoming citizen involvement	9%	45	35%	175	29%	146	11%	54	15%	77	100%	497

Question 22a: Custom Question 1		
Successful public bodies are effective at communicating with residents about operations. What is your assessment of the level of communication from the City of Duluth?	Percent of respondents	Count
The communication from the City is adequate - no additional effort is required.	24%	117
The City should improve and increase its communication regarding city operations.	15%	71
The City should improve and increase its communication regarding promotions of the community.	7%	35
The City should improve and increase its communications on both operations and the community.	36%	179
Don't know	18%	89
Total	100%	491

Question 22b: Custom Question 2		
How satisfied or dissatisfied are you with the Mayor's overall job performance?	Percent of respondents	Count
Very satisfied	39%	194
Somewhat satisfied	47%	235
Somewhat dissatisfied	9%	47
Very dissatisfied	4%	19
Total	100%	494

Question 22c: Custom Question 3		
How satisfied or dissatisfied are you with the City Council's overall job performance?	Percent of respondents	Count
Very satisfied	7%	34
Somewhat satisfied	61%	299
Somewhat dissatisfied	24%	117
Very dissatisfied	9%	43
Total	100%	493

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	29%	141
Yes, full-time	48%	232
Yes, part-time	23%	112
Total	100%	485

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	76%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	7%
Bus, rail, subway or other public transportation	5%
Walk	6%
Bicycle	2%
Work at home	3%
Other	1%

Question D3: Length of Residency		
How many years have you lived in Duluth?	Percent of respondents	Count
Less than 2 years	8%	41
2 to 5 years	15%	77
6 to 10 years	11%	56
11 to 20 years	13%	63
More than 20 years	52%	260
Total	100%	498

Question D4: Housing Unit Type		
Which best describes the building you live in?	Percent of respondents	Count
One family house detached from any other houses	65%	325
House attached to one or more houses (e.g., a duplex or townhome)	9%	43
Building with two or more apartments or condominiums	25%	122
Mobile home	1%	4
Other	1%	4
Total	100%	498

Question D5: Housing Tenure (Rent/Own)		
Is this house, apartment or mobile home...	Percent of respondents	Count
Rented for cash or occupied without cash payment	40%	194
Owned by you or someone in this house with a mortgage or free and clear	60%	296
Total	100%	490

Question D6: Monthly Housing Cost		
About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents	Count
Less than \$300 per month	9%	44
\$300 to \$599 per month	23%	111
\$600 to \$999 per month	39%	188
\$1,000 to \$1,499 per month	19%	90
\$1,500 to \$2,499 per month	7%	33
\$2,500 or more per month	4%	18
Total	100%	485

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	74%	363
Yes	26%	130
Total	100%	493

Question D8: Presence of Older Adults in Household		
Are you or any other members of your household aged 65 or older?	Percent of respondents	Count
No	80%	399
Yes	20%	102
Total	100%	501

Question D9: Household Income		
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents	Count
Less than \$24,999	28%	134
\$25,000 to \$49,999	29%	142
\$50,000 to \$99,999	28%	135
\$100,000 to \$149,000	10%	48
\$150,000 or more	5%	27
Total	100%	485

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	99%	484
Yes, I consider myself to be Spanish, Hispanic or Latino	1%	7
Total	100%	491

Question D11: Race		
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents	Count
American Indian or Alaskan Native	1%	6
Asian, Asian Indian or Pacific Islander	2%	8
Black or African American	1%	5
White	96%	473
Other	2%	9
Total may exceed 100% as respondents could select more than one option		

Question D12: Age		
In which category is your age?	Percent of respondents	Count
18 to 24 years	12%	61
25 to 34 years	28%	140
35 to 44 years	13%	66
45 to 54 years	17%	83
55 to 64 years	12%	61
65 to 74 years	7%	36
75 years or older	10%	51
Total	100%	498

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	53%	261
Male	47%	234
Total	100%	495

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	11%	54
Yes	86%	429
Ineligible to vote	1%	5
Don't know	2%	12
Total	100%	501

Question D15: Voted in Last General Election		
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents	Count
No	21%	107
Yes	76%	379
Ineligible to vote	2%	9
Don't know	1%	5
Total	100%	500

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	11%	53
Yes	89%	445
Total	100%	498

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	46%	230
Yes	54%	270
Total	100%	500

Question D18: Primary Phone		
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents	Count
Cell	21%	46
Land line	63%	142
Both	16%	35
Total	100%	223

APPENDIX B: SURVEY METHODOLOGY

The National Citizen Survey™ (The NCS) was developed to provide local jurisdictions an accurate, affordable and easy way to assess and interpret resident opinion about important community issues. While standardization of question wording and survey methods provide the rigor to assure valid results, each jurisdiction has enough flexibility to construct a customized version of The NCS that asks residents about key local services and important local issues.

Results offer insight into residents' perspectives about local government performance and as such provide important benchmarks for jurisdictions working on performance measurement. The NCS is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The NCS permits questions to test support for local policies and answers to its questions also speak to community trust and involvement in community-building activities as well as to resident demographic characteristics.

SURVEY VALIDITY

The question of survey validity has two parts: 1) how can a jurisdiction be confident that the results from those who completed the questionnaire are representative of the results that would have been obtained had the survey been administered to the entire population? and 2) how closely do the perspectives recorded on the survey reflect what residents really believe or do?

To answer the first question, the best survey research practices were used for the resources spent to ensure that the results from the survey respondents reflect the opinions of residents in the entire jurisdiction. These practices include:

- Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent. A higher response rate lessens the worry that those who did not respond are different than those who did respond.
- Selecting households at random within the jurisdiction to receive the survey. A random selection ensures that the households selected to receive the survey are similar to the entire population. A non-random sample may only include households from one geographic area, or from households of only one type.
- Over-sampling multi-family housing units to improve response from hard-to-reach, lower income, or younger apartment dwellers.
- Selecting the respondent within the household using an unbiased sampling procedure; in this case, the "birthday method." The cover letter included an instruction requesting that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.
- Contacting potential respondents three times to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Soliciting response on jurisdiction letterhead signed by the highest ranking elected official or staff member, thus appealing to the recipients' sense of civic responsibility.
- Providing a self-addressed, postage-paid return envelope.
- Offering the survey in Spanish when appropriate and requested by City officials.
- Using the most recent available information about the characteristics of jurisdiction residents to weight the data to reflect the demographics of the population.

The answer to the second question about how closely the perspectives recorded on the survey reflect what residents really believe or do is more complex. Resident responses to surveys are influenced by a variety of factors. For questions about service quality, residents' expectations for

service quality play a role as well as the “objective” quality of the service provided, the way the resident perceives the entire community (that is, the context in which the service is provided), the scale on which the resident is asked to record his or her opinion and, of course, the opinion, itself, that a resident holds about the service. Similarly a resident’s report of certain behaviors is colored by what he or she believes is the socially desirable response (e.g., reporting tolerant behaviors toward “oppressed groups,” likelihood of voting a tax increase for services to poor people, use of alternative modes of travel to work besides the single occupancy vehicle), his or her memory of the actual behavior (if it is not a question speculating about future actions, like a vote), his or her confidence that he or she can be honest without suffering any negative consequences (thus the need for anonymity) as well as the actual behavior itself.

How closely survey results come to recording the way a person really feels or behaves often is measured by the coincidence of reported behavior with observed current behavior (e.g., driving habits), reported intentions to behave with observed future behavior (e.g., voting choices) or reported opinions about current community quality with objective characteristics of the community (e.g., feelings of safety correlated with rates of crime). There is a body of scientific literature that has investigated the relationship between reported behaviors and actual behaviors. Well-conducted surveys, by and large, do capture true respondent behaviors or intentions to act with great accuracy. Predictions of voting outcomes tend to be quite accurate using survey research, as do reported behaviors that are not about highly sensitive issues (e.g., family abuse or other illegal or morally sanctioned activities). For self-reports about highly sensitive issues, statistical adjustments can be made to correct for the respondents’ tendency to report what they think the “correct” response should be.

Research on the correlation of resident opinion about service quality and “objective” ratings of service quality tend to be ambiguous, some showing stronger relationships than others. NRC’s own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be “objectively” worse than the highest rated fire services (expenditures per capita, response time, “professional” status of firefighters, breadth of services and training provided). Whether or not some research confirms the relationship between what residents think about a community and what can be seen “objectively” in a community, NRC has argued that resident opinion is a perspective that cannot be ignored by government administrators. NRC principals have written, “If you collect trash three times a day but residents think that your trash haul is lousy, you still have a problem.”

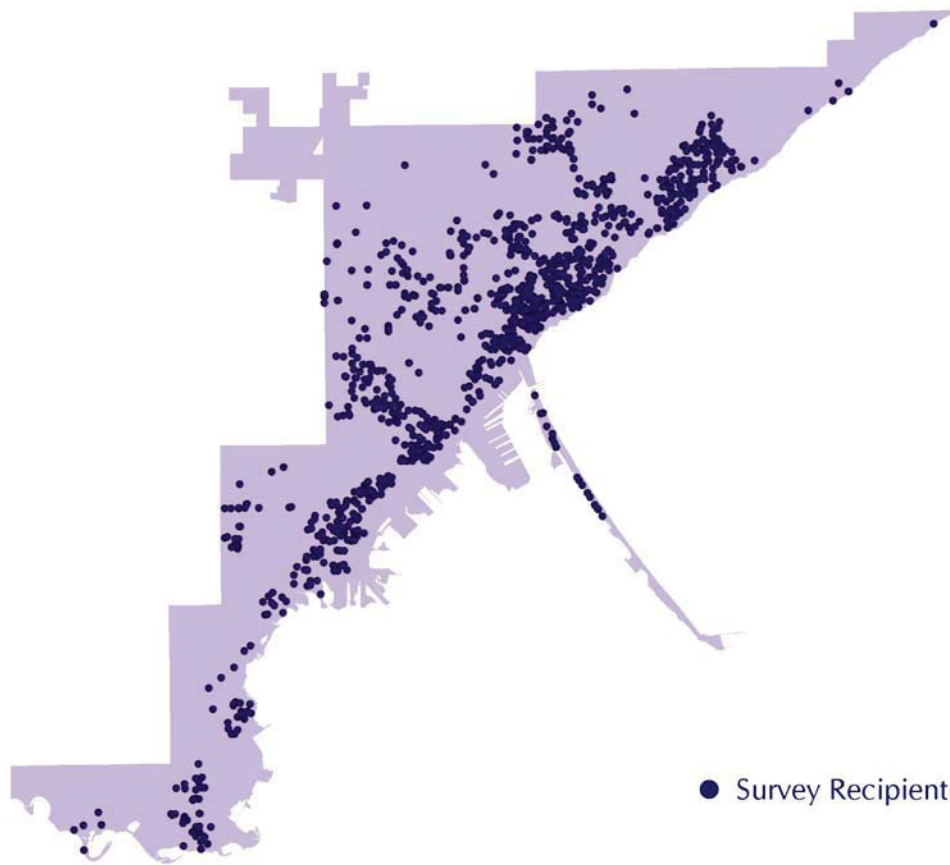
SURVEY SAMPLING

“Sampling” refers to the method by which survey recipients were chosen. All households within the City of Duluth were eligible to participate in the survey; 1,200 were selected to receive the survey. These 1,200 households were randomly selected from a comprehensive list of all housing units within the City of Duluth boundaries. The basis of the list of all housing units was a United States Postal Service listing of housing units within zip codes. Since some of the zip codes that serve the City of Duluth households may also serve addresses that lie outside of the jurisdiction, the exact geographic location of each housing unit was compared to jurisdiction boundaries, using the most current municipal boundary file (updated on a quarterly basis), and addresses located outside of the City of Duluth boundaries were removed from consideration.

To choose the 1,200 survey recipients, a systematic sampling method was applied to the list of households known to be within the City of Duluth. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

FIGURE 52: LOCATION OF SURVEY RECIPIENTS

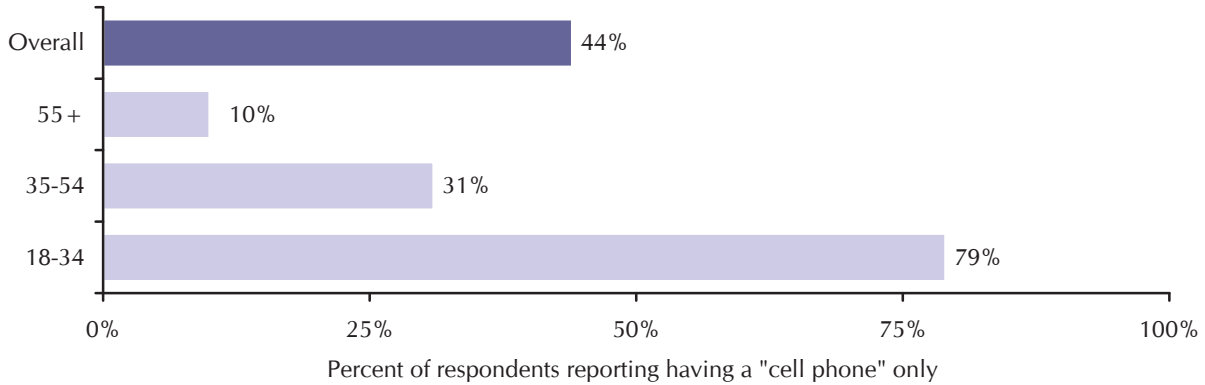
The National Citizen Survey™
Duluth, MN 2011



An individual within each household was selected using the birthday method. The birthday method selects a person within the household by asking the “person whose birthday has most recently passed” to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys. This instruction was contained in the cover letter accompanying the questionnaire.

In response to the growing number of the cell-phone population (so-called “cord cutters”), which includes a large proportion of young adults, questions about cell phones and land lines are included on The NCS™ questionnaire. As of the middle of 2010 (the most recent estimates available as of the end of 2010), 26.6% of U.S. households had a cell phone but no landline.² Among younger adults (age 18-34), 53.7% of households were “cell-only.” Based on survey results, Duluth has a “cord cutter” population greater than the nationwide 2010 estimates.

FIGURE 53: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN DULUTH



SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning May 20, 2011. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the mayor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following five weeks.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The confidence interval for the City of Duluth survey is no greater than plus or minus four percentage points around any given percent reported for the entire sample (505 completed surveys).

A 95% confidence interval indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the “true” population response. This theory is applied in practice to mean that the “true” perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as “excellent” or “good,” then the 4% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 71% and 79%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any

² <http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201012.pdf>

survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

For subgroups of responses, the margin of error increases because the sample size for the subgroup is smaller. For subgroups of approximately 100 respondents, the margin of error is plus or minus 10 percentage points

SURVEY PROCESSING (DATA ENTRY)

Completed surveys received by NRC were assigned a unique identification number. Additionally, each survey was reviewed and “cleaned” as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; NRC staff would choose randomly two of the three selected items to be coded in the dataset.

Once all surveys were assigned a unique identification number, they were entered into an electronic dataset. This dataset was subject to a data entry protocol of “key and verify,” in which survey data were entered twice into an electronic dataset and then compared. Discrepancies were evaluated against the original survey form and corrected. Range checks as well as other forms of quality control were also performed.

SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2005-2009 American Community Survey Census estimates for adults in the City of Duluth. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were housing tenure, housing unit type and sex and age. This decision was based on:

- The disparity between the survey respondent characteristics and the population norms for these variables
- The saliency of these variables in detecting differences of opinion among subgroups
- The historical use of the variables and the desirability of consistently representing different groups over the years

The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. This is done by: 1) reviewing the sample demographics and comparing them to the population norms from the most recent Census or other sources and 2) comparing the responses to different questions for demographic subgroups. The demographic characteristics that are least similar to the Census and yield the most different results are the best candidates for data weighting. A third criterion sometimes used is the importance that the community places on a specific variable. For example, if a jurisdiction feels that accurate race representation is key to staff and public acceptance of the study results, additional consideration will be given in the weighting process to adjusting the race variable.

A special software program using mathematical algorithms is used to calculate the appropriate weights. Data weighting can adjust up to 5 demographic variables. Several different weighting “schemes” may be tested to ensure the best fit for the data.

The process actually begins at the point of sampling. Knowing that residents in single family dwellings are more likely to respond to a mail survey, NRC oversamples residents of multi-family dwellings to ensure their proper representation in the sample data. Rather than giving all residents an equal chance of receiving the survey, this is systematic, stratified sampling, which gives each resident of the jurisdiction a known chance of receiving the survey (and apartment dwellers, for example, a greater chance than single family home dwellers). As a consequence, results must be weighted to recapture the proper representation of apartment dwellers.

The results of the weighting scheme are presented in the table on the following page.

Duluth, MN 2011 Citizen Survey Weighting Table			
Characteristic	Population Norm ³	Unweighted Data	Weighted Data
Housing			
Rent home	40%	21%	40%
Own home	60%	79%	60%
Detached unit	66%	77%	66%
Attached unit	34%	23%	34%
Race and Ethnicity			
White	93%	96%	94%
Not white	7%	4%	6%
Not Hispanic	99%	99%	99%
Hispanic	1%	1%	1%
White alone, not Hispanic	93%	95%	93%
Hispanic and/or other race	7%	5%	7%
Sex and Age			
Female	52%	56%	53%
Male	48%	44%	47%
18-34 years of age	41%	17%	40%
35-54 years of age	30%	32%	30%
55+ years of age	29%	51%	30%
Females 18-34	20%	10%	20%
Females 35-54	15%	16%	15%
Females 55+	17%	30%	18%
Males 18-34	21%	8%	21%
Males 35-54	14%	16%	15%
Males 55+	12%	21%	12%

³ Source: 2005-2009 ACS

SURVEY DATA ANALYSIS AND REPORTING

The survey dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency distributions were presented in the body of the report.

Use of the “Excellent, Good, Fair, Poor” Response Scale

The scale on which respondents are asked to record their opinions about service and community quality is “excellent,” “good,” “fair” or “poor” (EGFP). This scale has important advantages over other scale possibilities (very good to very bad; very satisfied to very dissatisfied; strongly agree to strongly disagree, as examples). EGFP is used by the plurality of jurisdictions conducting citizen surveys across the U.S. The advantage of familiarity was one that NRC did not want to dismiss when crafting The National Citizen Survey™ questionnaire, because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, NRC has found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents’ perceptions of quality in favor of their report on the acceptability of the level of service offered).

“Don’t Know” Responses

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

APPENDIX C: SURVEY MATERIALS

The following pages contain copies of the survey materials sent to randomly selected households within the City of Duluth.

Dear Duluth Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City of Duluth. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,



Don Ness
Mayor

Dear Duluth Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City of Duluth. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,



Don Ness
Mayor

Dear Duluth Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City of Duluth. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,



Don Ness
Mayor

Dear Duluth Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City of Duluth. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,



Don Ness
Mayor



CITY OF DULUTH
OFFICE OF THE MAYOR
Room 403
411 West First Street
Duluth, Minnesota 55802

Presorted
First Class Mail
US Postage
PAID
Boulder, CO
Permit NO. 94



CITY OF DULUTH
OFFICE OF THE MAYOR
Room 403
411 West First Street
Duluth, Minnesota 55802

Presorted
First Class Mail
US Postage
PAID
Boulder, CO
Permit NO. 94



CITY OF DULUTH
OFFICE OF THE MAYOR
Room 403
411 West First Street
Duluth, Minnesota 55802

Presorted
First Class Mail
US Postage
PAID
Boulder, CO
Permit NO. 94



CITY OF DULUTH
OFFICE OF THE MAYOR
Room 403
411 West First Street
Duluth, Minnesota 55802

Presorted
First Class Mail
US Postage
PAID
Boulder, CO
Permit NO. 94



City of Duluth
Don Ness, Mayor

411 West First Street • Room 403 • Duluth, Minnesota • 55802-1199
218-730-5230 • Fax: 218-730-5904 • Email: dness@duluthmn.gov • www.duluthmn.gov

An Equal Opportunity Employer

May 2011

Dear Duluth Resident:

The City of Duluth wants to know what you think about our community and municipal government. You have been randomly selected to participate in Duluth's 2011 Citizen Survey.

Please take a few minutes to fill out the enclosed Citizen Survey. Your feedback will help the City set benchmarks for tracking the quality of services provided to residents. Your answers will help the City Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

To get a representative sample of Duluth residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.

Please have the appropriate member of the household spend a few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call 218-730-5319.

Please help us shape the future of Duluth. Thank you for your time and participation.

Sincerely,

Don Ness
Mayor



City of Duluth
Don Ness, Mayor

411 West First Street • Room 403 • Duluth, Minnesota • 55802-1199
218-730-5230 • Fax: 218-730-5904 • Email: dness@duluthmn.gov • www.duluthmn.gov

An Equal Opportunity Employer

June 2011

Dear Duluth Resident:

About one week ago, you should have received a copy of the enclosed survey. **If you completed it and sent it back, we thank you for your time and ask you to discard this survey. Please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The City of Duluth wants to know what you think about our community and municipal government. You have been randomly selected to participate in the City of Duluth's Citizen Survey.

Please take a few minutes to fill out the enclosed Citizen Survey. Your feedback will help the City set benchmarks for tracking the quality of services provided to residents. Your answers will help the City Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

To get a representative sample of Duluth residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.

Please have the appropriate member of the household spend a few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call 218-730-5319.

Please help us shape the future of Duluth. Thank you for your time and participation.

Sincerely,

Don Ness
Mayor

The City of Duluth 2011 Citizen Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please select the response (by circling the number or checking the box) that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

1. Please rate each of the following aspects of quality of life in Duluth:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Duluth as a place to live	1	2	3	4	5
Your neighborhood as a place to live	1	2	3	4	5
Duluth as a place to raise children	1	2	3	4	5
Duluth as a place to work	1	2	3	4	5
Duluth as a place to retire	1	2	3	4	5
The overall quality of life in Duluth	1	2	3	4	5

2. Please rate each of the following characteristics as they relate to Duluth as a whole:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Sense of community.....	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds	1	2	3	4	5
Overall appearance of Duluth.....	1	2	3	4	5
Cleanliness of Duluth.....	1	2	3	4	5
Overall quality of new development in Duluth	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Overall quality of business and service establishments in Duluth	1	2	3	4	5
Shopping opportunities	1	2	3	4	5
Opportunities to attend cultural activities.....	1	2	3	4	5
Recreational opportunities	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Educational opportunities	1	2	3	4	5
Opportunities to participate in social events and activities	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities	1	2	3	4	5
Opportunities to volunteer.....	1	2	3	4	5
Opportunities to participate in community matters.....	1	2	3	4	5
Ease of car travel in Duluth	1	2	3	4	5
Ease of bus travel in Duluth	1	2	3	4	5
Ease of bicycle travel in Duluth.....	1	2	3	4	5
Ease of walking in Duluth	1	2	3	4	5
Availability of paths and walking trails	1	2	3	4	5
Traffic flow on major streets.....	1	2	3	4	5
Amount of public parking	1	2	3	4	5
Availability of affordable quality housing	1	2	3	4	5
Availability of affordable quality child care	1	2	3	4	5
Availability of affordable quality health care	1	2	3	4	5
Availability of affordable quality food	1	2	3	4	5
Availability of preventive health services	1	2	3	4	5
Air quality.....	1	2	3	4	5
Quality of overall natural environment in Duluth.....	1	2	3	4	5
Overall image or reputation of Duluth	1	2	3	4	5

3. Please rate the speed of growth in the following categories in Duluth over the past 2 years:

	<i>Much too slow</i>	<i>Somewhat too slow</i>	<i>Right amount</i>	<i>Somewhat too fast</i>	<i>Much too fast</i>	<i>Don't know</i>
Population growth	1	2	3	4	5	6
Retail growth (stores, restaurants, etc.).....	1	2	3	4	5	6
Jobs growth.....	1	2	3	4	5	6

4. To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Duluth?
 Not a problem Minor problem Moderate problem Major problem Don't know

5. Please rate how safe or unsafe you feel from the following in Duluth:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
Violent crime (e.g., rape, assault, robbery)	1	2	3	4	5	6
Property crimes (e.g., burglary, theft).....	1	2	3	4	5	6
Environmental hazards, including toxic waste.....	1	2	3	4	5	6

6. Please rate how safe or unsafe you feel:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
In your neighborhood during the day.....	1	2	3	4	5	6
In your neighborhood after dark.....	1	2	3	4	5	6
In Duluth's downtown area during the day	1	2	3	4	5	6
In Duluth's downtown area after dark	1	2	3	4	5	6

7. Have you had any in-person or phone contact with an employee of the City of Duluth Police Department within the last 12 months?

- No → Go to Question 9 Yes → Go to Question 8 Don't know → Go to Question 9

8. What was your overall impression of your most recent contact with the City of Duluth Police Department?

- Excellent Good Fair Poor Don't know

9. During the past 12 months, were you or anyone in your household the victim of any crime?

- No → Go to Question 11 Yes → Go to Question 10 Don't know → Go to Question 11

10. If yes, was this crime (these crimes) reported to the police?

- No Yes Don't know

11. In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Duluth?

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Duluth public libraries or their services.....	1	2	3	4	5
Used Duluth recreation centers.....	1	2	3	4	5
Participated in a recreation program or activity	1	2	3	4	5
Visited a neighborhood park or City park.....	1	2	3	4	5
Ridden a local bus within Duluth.....	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting	1	2	3	4	5
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	1	2	3	4	5
Read Duluth Newsletter.....	1	2	3	4	5
Visited the City of Duluth Web site (at www.duluthmn.gov)	1	2	3	4	5
Recycled used paper, cans or bottles from your home.....	1	2	3	4	5
Volunteered your time to some group or activity in Duluth.....	1	2	3	4	5
Participated in religious or spiritual activities in Duluth.....	1	2	3	4	5
Participated in a club or civic group in Duluth.....	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5

12. About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?

- Just about every day
 Several times a week
 Several times a month
 Less than several times a month

The City of Duluth 2011 Citizen Survey

13. Please rate the quality of each of the following services in Duluth:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Police services	1	2	3	4	5
Fire services	1	2	3	4	5
Ambulance or emergency medical services.....	1	2	3	4	5
Crime prevention	1	2	3	4	5
Fire prevention and education	1	2	3	4	5
Municipal courts	1	2	3	4	5
Traffic enforcement.....	1	2	3	4	5
Street repair	1	2	3	4	5
Street cleaning	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Snow removal.....	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing	1	2	3	4	5
Bus or transit services.....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Yard waste pick-up	1	2	3	4	5
Storm drainage.....	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services	1	2	3	4	5
Power (electric and/or gas) utility	1	2	3	4	5
City parks.....	1	2	3	4	5
Recreation programs or classes	1	2	3	4	5
Recreation centers or facilities.....	1	2	3	4	5
Land use, planning and zoning	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	5
Animal control	1	2	3	4	5
Economic development	1	2	3	4	5
Health services	1	2	3	4	5
Services to seniors.....	1	2	3	4	5
Services to youth.....	1	2	3	4	5
Services to low-income people	1	2	3	4	5
Public library services	1	2	3	4	5
Public information services	1	2	3	4	5
Public schools.....	1	2	3	4	5
Cable television	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts.....	1	2	3	4	5

14. Overall, how would you rate the quality of the services provided by each of the following?

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The City of Duluth	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5
St. Louis County Government	1	2	3	4	5

15. Please indicate how likely or unlikely you are to do each of the following:

	<i>Very likely</i>	<i>Somewhat likely</i>	<i>Somewhat unlikely</i>	<i>Very unlikely</i>	<i>Don't know</i>
Recommend living in Duluth to someone who asks.....	1	2	3	4	5
Remain in Duluth for the next five years	1	2	3	4	5

16. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:

- Very positive
 Somewhat positive
 Neutral
 Somewhat negative
 Very negative

17. Have you had any in-person or phone contact with an employee of the City of Duluth Fire Department within the last 12 months?

- No → Go to Question 19
 Yes → Go to Question 18
 Don't know → Go to Question 19

18. What was your overall impression of your most recent contact with the City of Duluth Fire Department?

- Excellent
 Good
 Fair
 Poor
 Don't know

19. Have you had any in-person or phone contact with an employee of the City of Duluth within the last 12 months (including police, receptionists, planners or any others)?

- No → Go to Question 21
 Yes → Go to Question 20

20. What was your impression of the employee(s) of the City of Duluth in your most recent contact? (Rate each characteristic below.)

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Knowledge.....	1	2	3	4	5
Responsiveness.....	1	2	3	4	5
Courtesy	1	2	3	4	5
Overall impression.....	1	2	3	4	5

21. Please rate the following categories of Duluth government performance:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The value of services for the taxes paid to Duluth	1	2	3	4	5
The overall direction that Duluth is taking	1	2	3	4	5
The job Duluth government does at welcoming citizen involvement	1	2	3	4	5

22. Please check the response that comes closest to your opinion for each of the following questions:

a. **Successful public bodies are effective at communicating with residents about operations. What is your assessment of the level of communication from the City of Duluth? (Please select only one response).**

- The communication from the City is adequate - no additional effort is required.
 The City should improve and increase its communication regarding city operations.
 The City should improve and increase its communication regarding promotion of the community.
 The City should improve and increase its communication on both operations and the community.
 Don't know

b. **How satisfied or dissatisfied are you with the Mayor's overall job performance?**

- Very satisfied
 Somewhat satisfied
 Somewhat dissatisfied
 Very dissatisfied

c. **How satisfied or dissatisfied are you with the City Council's overall job performance?**

- Very satisfied
 Somewhat satisfied
 Somewhat dissatisfied
 Very dissatisfied

The City of Duluth 2011 Citizen Survey

Our last questions are about you and your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

D1. Are you currently employed for pay?

- No → Go to Question D3
- Yes, full time → Go to Question D2
- Yes, part time → Go to Question D2

D2. During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below? (Enter the total number of days, using whole numbers.)

- Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself days
- Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults days
- Bus, Rail, Subway or other public transportation days
- Walk days
- Bicycle days
- Work at home days
- Other days

D3. How many years have you lived in Duluth?

- Less than 2 years 11-20 years
- 2-5 years More than 20 years
- 6-10 years

D4. Which best describes the building you live in?

- One family house detached from any other houses
- House attached to one or more houses (e.g., a duplex or townhome)
- Building with two or more apartments or condominiums
- Mobile home
- Other

D5. Is this house, apartment or mobile home...

- Rented for cash or occupied without cash payment?
- Owned by you or someone in this house with a mortgage or free and clear?

D6. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?

- Less than \$300 per month
- \$300 to \$599 per month
- \$600 to \$999 per month
- \$1,000 to \$1,499 per month
- \$1,500 to \$2,499 per month
- \$2,500 or more per month

D7. Do any children 17 or under live in your household?

- No Yes

D8. Are you or any other members of your household aged 65 or older?

- No Yes

D9. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)

- Less than \$24,999
- \$25,000 to \$49,999
- \$50,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 or more

Please respond to both questions D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

- No, not Spanish, Hispanic or Latino
- Yes, I consider myself to be Spanish, Hispanic or Latino

D11. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)

- American Indian or Alaskan Native
- Asian, Asian Indian or Pacific Islander
- Black or African American
- White
- Other

D12. In which category is your age?

- 18-24 years 55-64 years
- 25-34 years 65-74 years
- 35-44 years 75 years or older
- 45-54 years

D13. What is your sex?

- Female Male

D14. Are you registered to vote in your jurisdiction?

- No Ineligible to vote
- Yes Don't know

D15. Many people don't have time to vote in elections. Did you vote in the last general election?

- No Ineligible to vote
- Yes Don't know

D16. Do you have a cell phone?

- No Yes

D17. Do you have a land line at home?

- No Yes

D18. If you have both a cell phone and a land line, which do you consider your primary telephone number?

- Cell Land line Both

Thank you for completing this survey. Please return the completed survey in the postage-paid envelope to: National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502



CITY OF DULUTH
OFFICE OF THE MAYOR
Room 403
411 West First Street
Duluth, Minnesota 55802

Presorted
First Class Mail
US Postage
PAID
Boulder, CO
Permit NO.94

