



**CITY OF ELK GROVE, CA
2009**



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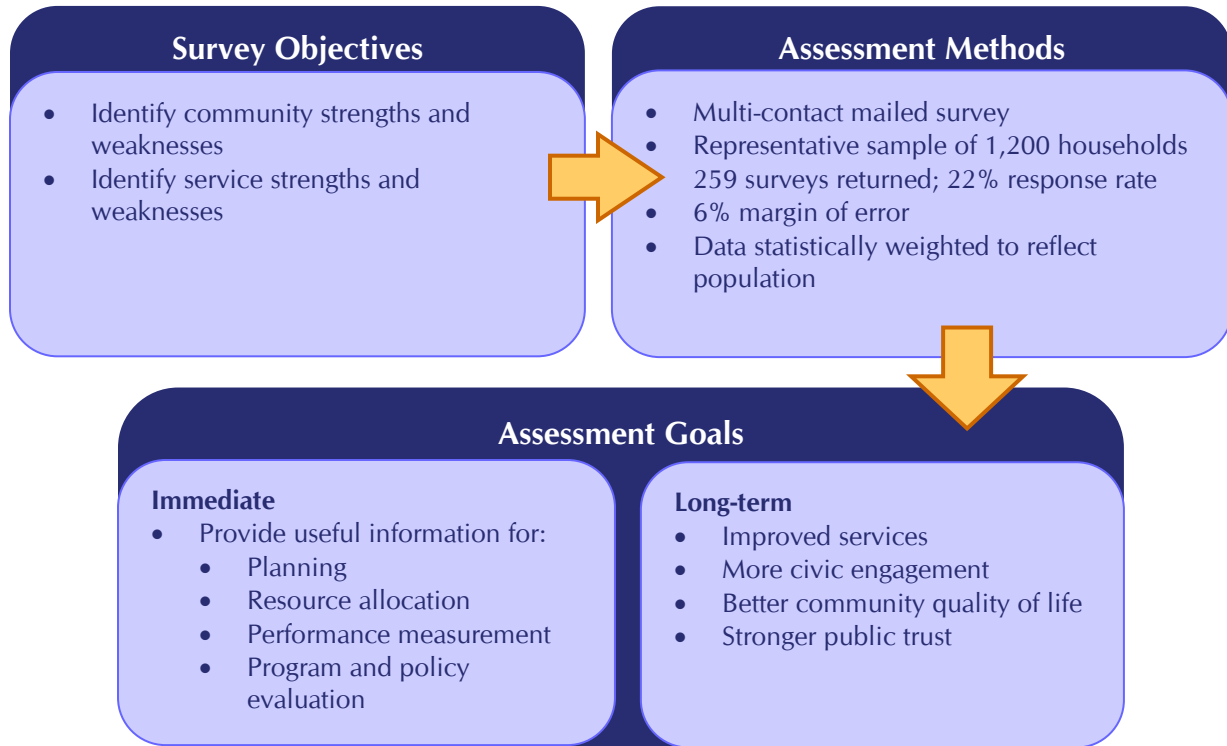
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SURVEY BACKGROUND

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 259 completed surveys were obtained, providing an overall response rate of 22%. Typically, response rates obtained on citizen surveys range from 20% to 40%.

The National Citizen Survey™ customized for the City of Elk Grove was developed in close cooperation with local jurisdiction staff. Elk Grove staff selected items from a menu of questions about services and community problems and provided the appropriate letterhead and signatures for mailings. City of Elk Grove staff also augmented The National Citizen Survey™ basic service through a variety of options including crosstabulation of results, an open-ended question and several policy questions.

UNDERSTANDING THE RESULTS

As shown in Figure 2, this report is based around respondents' reports about eight larger categories: community quality, community design, public safety, environmental sustainability, recreation and wellness, community inclusiveness, civic engagement and public trust. Each 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

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 confidence level, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the estimates made from the survey results. The confidence interval for the City of Elk Grove survey is no greater than plus or minus six percentage points around any given percent reported for the entire sample (259 completed surveys). A 95% confidence interval indicates that for every 100 random samples of this many residents, the population response to that question would be within the stated interval 95 times. For example, if 75% of residents rate a service as "excellent" or "good," then the 5% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 70% and 80%.

Comparing Survey Results

Certain kinds of services tend to be thought better of by residents in many communities across the country. For example, public safety services tend to be received better than transportation services by residents of most American communities. Where possible, the better comparison is not from one service to another in the City of Elk Grove, but from City of Elk Grove services to services like them provided by other jurisdictions.

Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The City of Elk Grove chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Elk Grove Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons were available, the City of Elk Grove results were noted as being "above" the benchmark, "below" the benchmark or "similar to" the benchmark. This evaluation of "above," "below" or "similar to" comes from a statistical comparison of the City of Elk Grove's rating to the benchmark.

"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 Elk Grove 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 experience a good quality of life in the City of Elk Grove and believe the City is a good place to live. The overall quality of life in the City of Elk Grove was rated as “excellent” or “good” by 74% of respondents. A majority report they plan on staying in the City of Elk Grove for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. The characteristics receiving the most favorable ratings were the overall appearance of Elk Grove and the cleanliness of Elk Grove. The characteristic receiving the least positive rating was employment opportunities.

Ratings of community characteristics were compared to the benchmark database. Of the 30 characteristics for which comparisons were available, four were above the benchmark comparison, 14 were similar to the benchmark comparison and 12 were below.

Residents in the City of Elk Grove were somewhat civically engaged. While only 22% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 94% had provided help to a friend or neighbor. Less than half had volunteered their time to some group or activity in the City of Elk Grove, which was lower than the benchmark.

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

On average, residents gave favorable ratings to many local government services. City services rated were able to be compared to the benchmark database. Of the 36 services for which comparisons were available, 13 were above the benchmark comparison, 17 were similar to the benchmark comparison and six were below.

A Key Driver Analysis was conducted for the City of Elk Grove which examined the relationships between ratings of each service and ratings of the City of Elk Grove'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 Elk Grove 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
- Land use, planning, and zoning
- Code enforcement
- Sidewalk maintenance
- City parks

Of these services, those deserving the most attention may be those that were below or similar to the benchmark comparisons: police services, land use, planning, and zoning, and code enforcement. For sidewalk maintenance and city parks services, the City of Elk Grove is above the benchmark and should continue to ensure high quality performance.

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 Elk Grove – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents’ commitment to the City of Elk Grove. Residents were asked whether they planned to move soon or if they would recommend the City of Elk Grove to others. Intentions to stay and willingness to make recommendations provide evidence that the City of Elk Grove offers services and amenities that work.

Most of the City of Elk Grove’s residents gave favorable ratings to their neighborhoods and the community as a place to live. Further, a majority reported they would recommend the community to others and plan to stay for the next five years.

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY

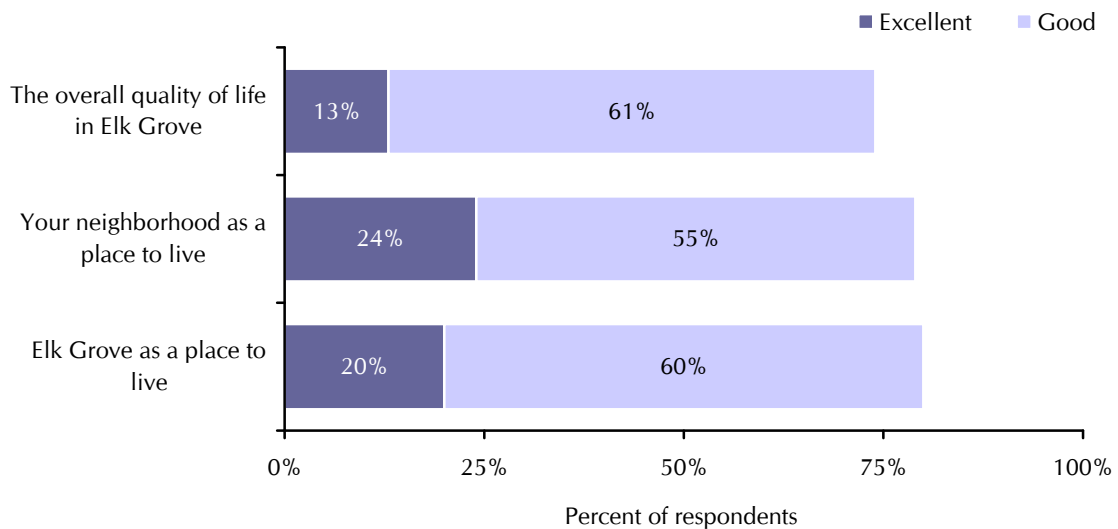


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY

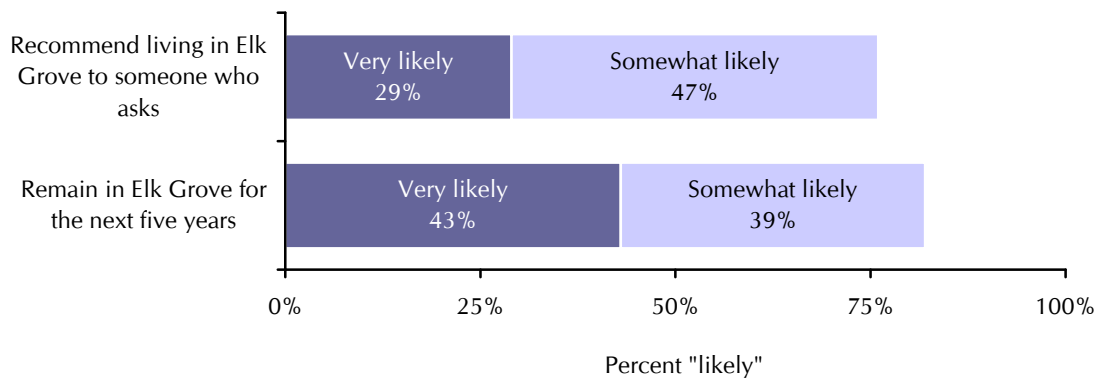


FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	Comparison to benchmark
Overall quality of life in Elk Grove	Below
Your neighborhood as place to live	Similar
Elk Grove as a place to live	Below
Remain in Elk Grove for the next five years	Similar
Recommend living in Elk Grove to someone who asks	Below

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.” Ease of bicycle travel in Elk Grove was given the most positive rating, followed by availability of paths and walking trails.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY

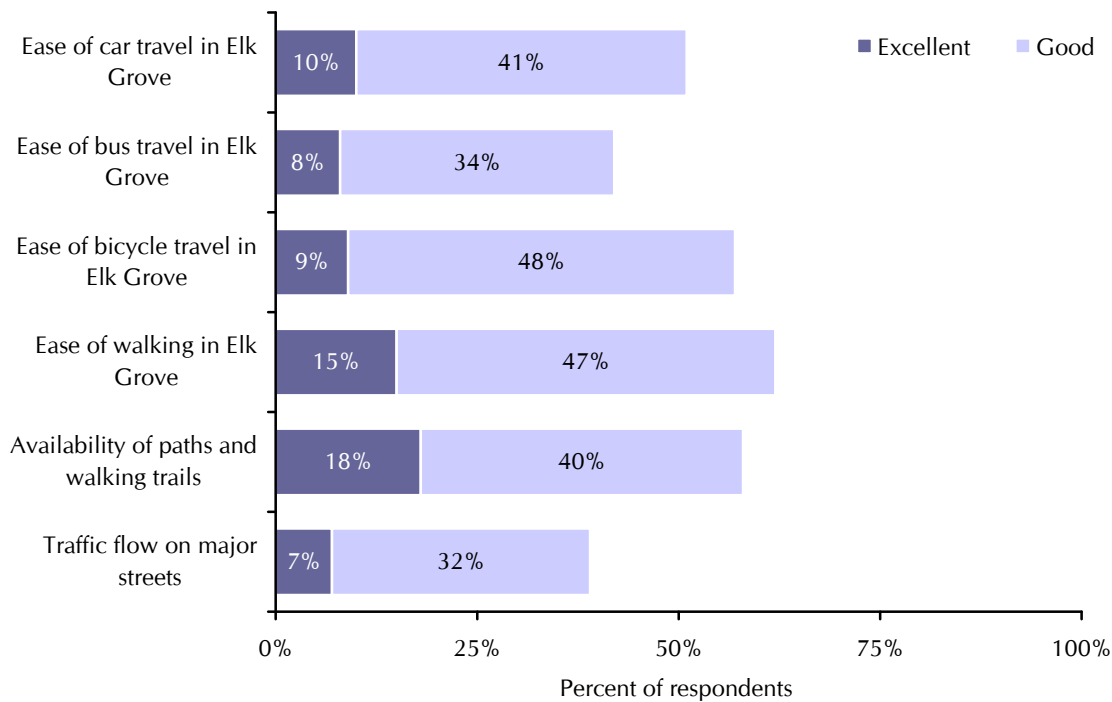


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	Comparison to benchmark
Ease of bus travel in Elk Grove	Similar
Ease of car travel in Elk Grove	Below
Ease of walking in Elk Grove	Similar
Ease of bicycle travel in Elk Grove	Similar
Availability of paths and walking trails	Similar
Traffic flow on major streets	Similar

Six transportation services were rated in Elk Grove. As compared to most communities across America, ratings tended to be somewhat favorable. Three were above the benchmark, and three were similar to the benchmark.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES

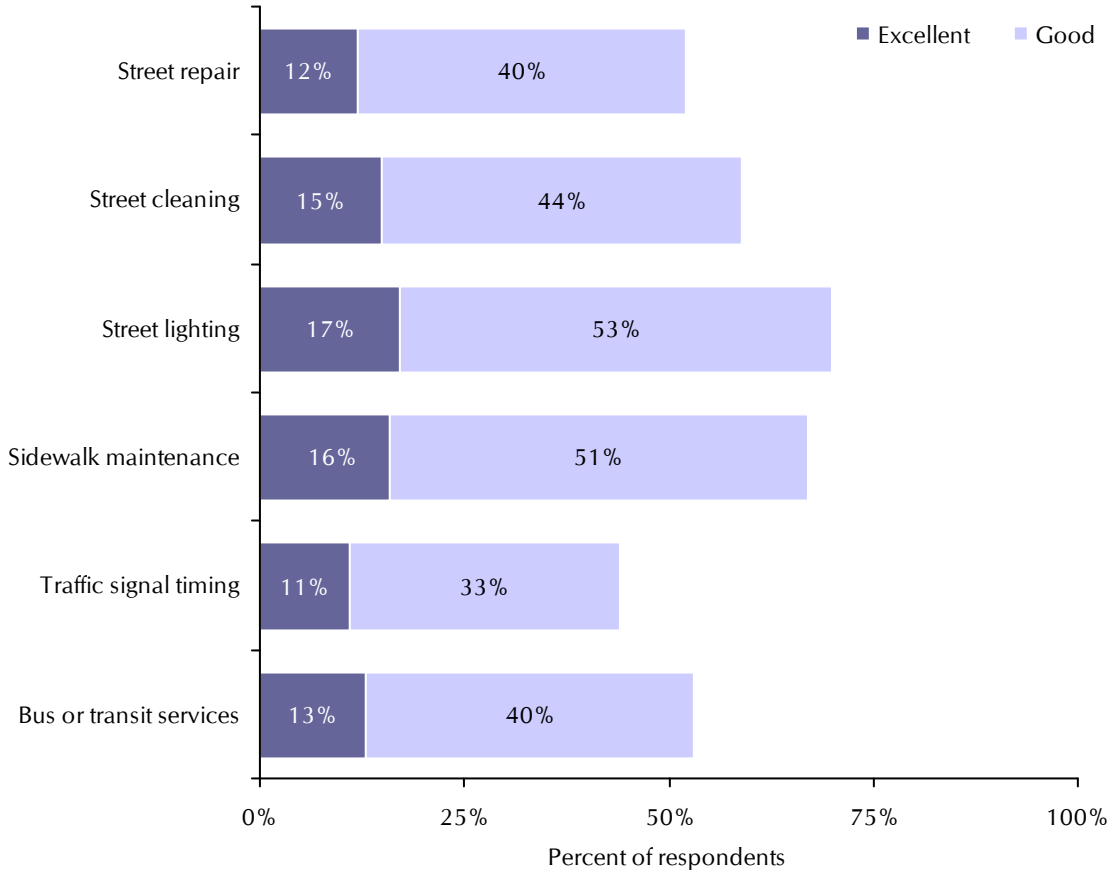


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	Comparison to benchmark
Street repair /maintenance	Above
Street cleaning	Similar
Street lighting	Above
Sidewalk maintenance	Above
Light timing	Similar
Bus or transit services	Similar

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, 4% of work commute trips were made by transit, 2% by bicycle and 1% by foot.

FIGURE 10: FREQUENCY OF BUS USE IN LAST 12 MONTHS

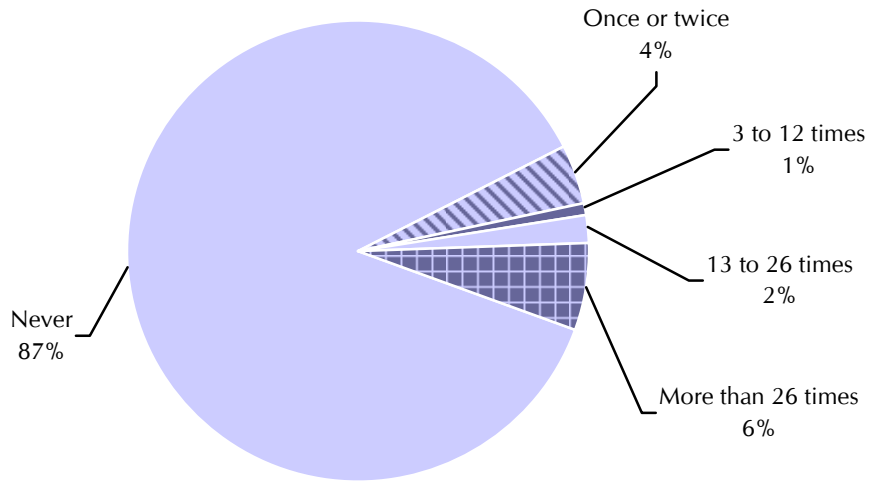
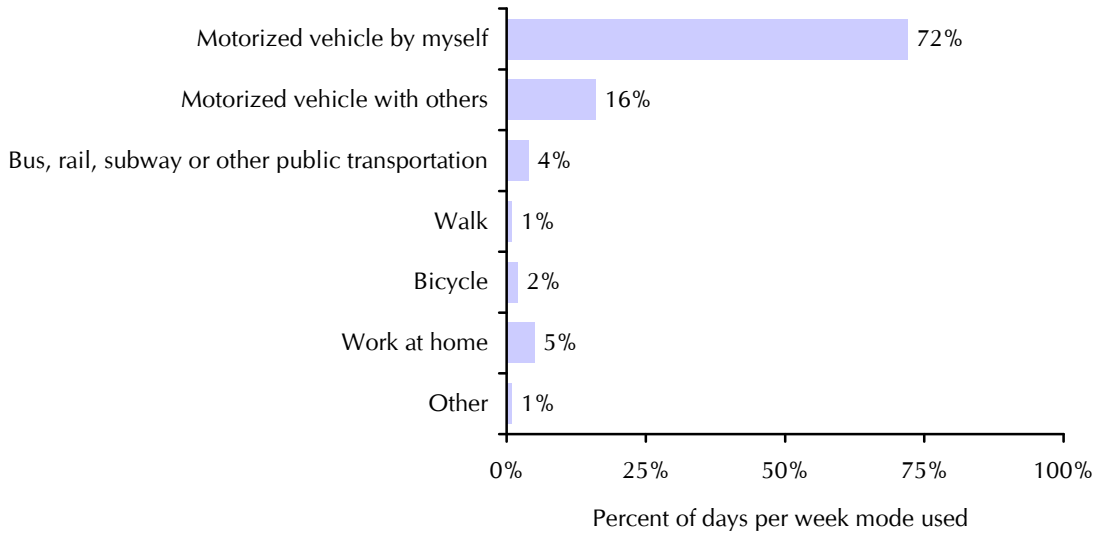


FIGURE 11: FREQUENCY OF BUS USE BENCHMARKS

Comparison to benchmark	
Ridden a local bus within Elk Grove	Less

FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE



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 Elk Grove 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 50% of respondents, while the variety of housing options was rated as “excellent” or “good” by 62% of respondents. The rating of perceived affordable housing availability was better in the City of Elk Grove than the ratings, on average, in comparison jurisdictions.

FIGURE 13: RATINGS OF HOUSING IN COMMUNITY

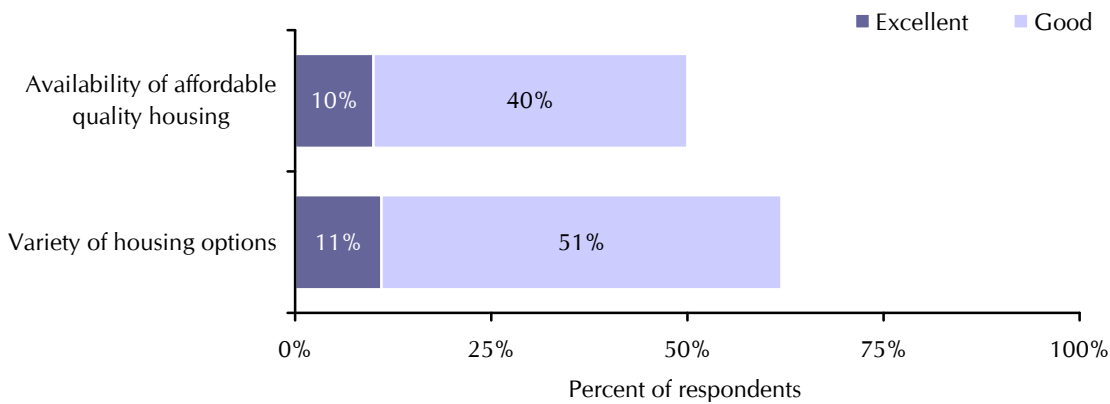


FIGURE 14: HOUSING CHARACTERISTICS BENCHMARKS

	Comparison to benchmark
Availability of affordable quality housing	Above
Variety of housing options	Above

To augment the perceptions of affordable housing in Elk Grove, 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 Elk Grove experiencing housing cost stress. About 48% of survey participants were found to pay housing costs of more than 30% of their monthly household income.

FIGURE 15: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE"

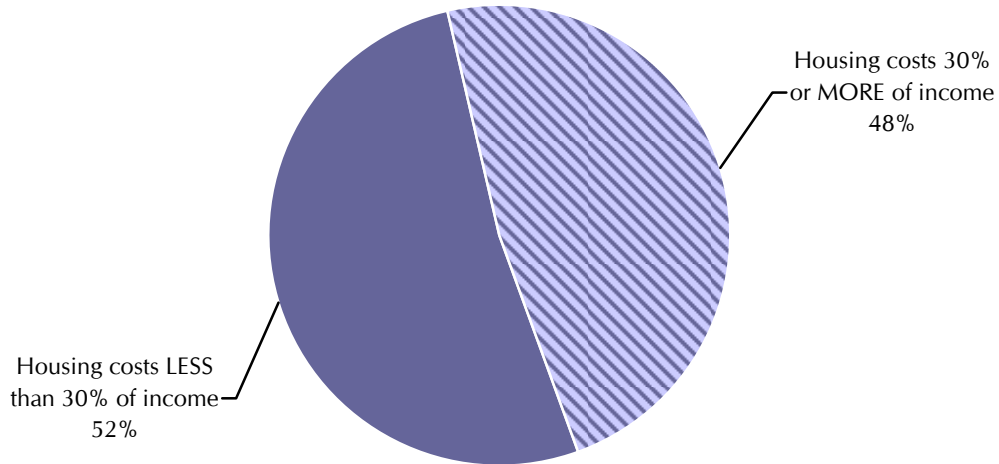


FIGURE 16: HOUSING COSTS BENCHMARKS

	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or more of income)	More

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 Elk Grove 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 Elk Grove was rated as “excellent” by 11% of respondents and as “good” by an additional 42%. The overall appearance of Elk Grove was rated as “excellent” or “good” by 77% of respondents and was higher than the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Elk Grove, 35% thought they were a “major” or “moderate” problem. The services of land use, planning and zoning, code enforcement and animal control were similar to the benchmark.

FIGURE 17: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT"

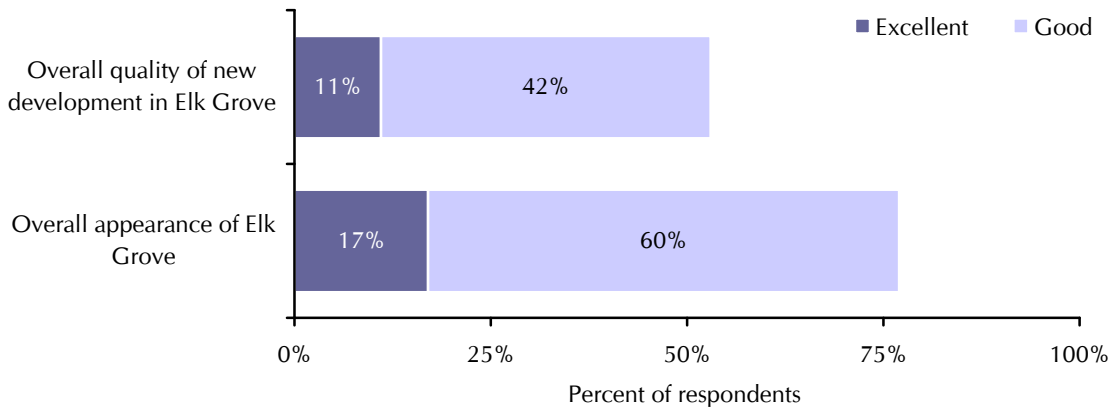


FIGURE 18: BUILT ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Quality of new development in city	Similar
Overall appearance of Elk Grove	Above

FIGURE 19: RATINGS OF POPULATION GROWTH

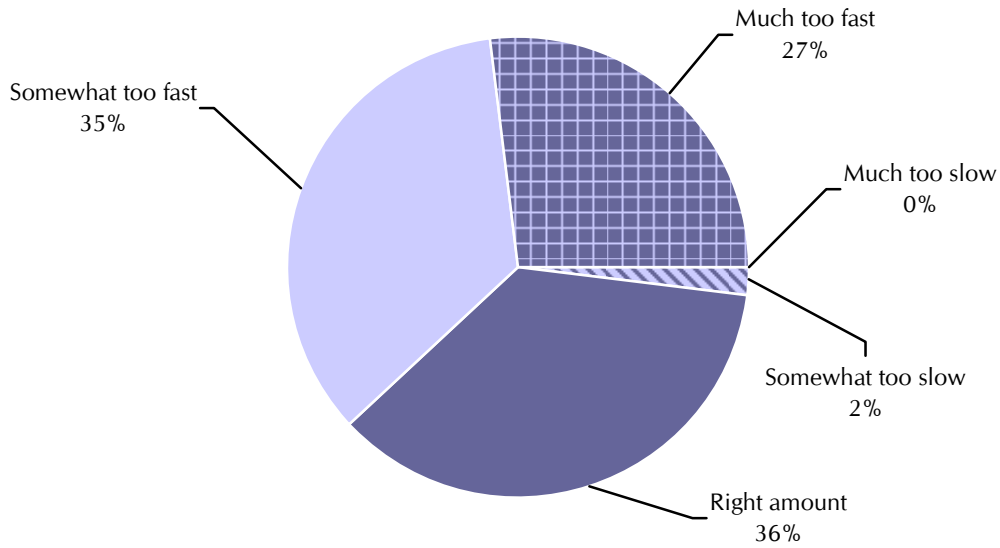


FIGURE 20: POPULATION GROWTH BENCHMARKS

Comparison to benchmark	
Population growth seen as too fast	More

FIGURE 21: RATINGS OF NUISANCE PROBLEMS

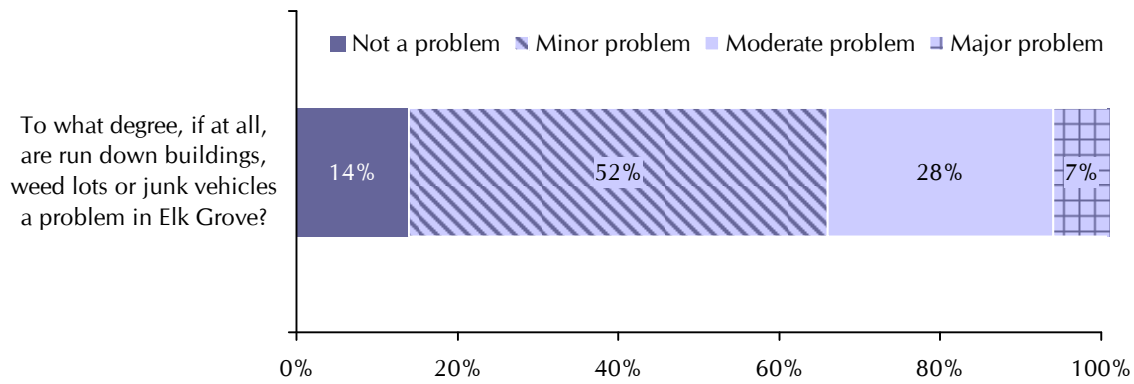


FIGURE 22: NUISANCE PROBLEMS BENCHMARKS

Comparison to benchmark	
Run down buildings, weed lots and junk vehicles are a "major" problem	Less

FIGURE 23: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES

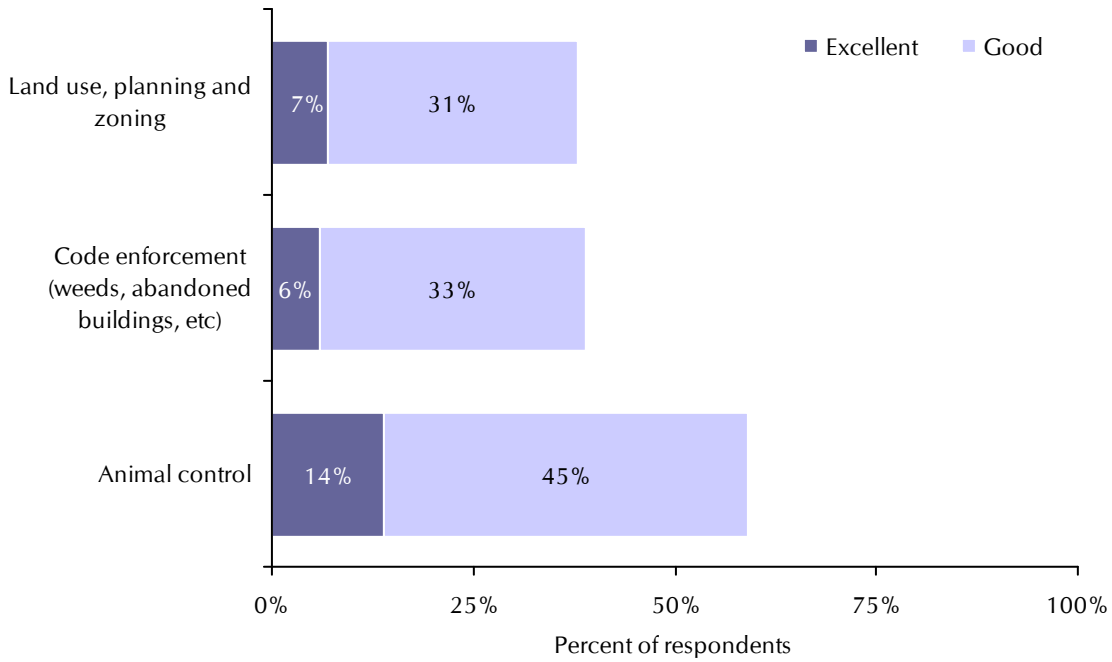


FIGURE 24: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

Planning and Community Code Enforcement Services Benchmarks	
	Comparison to benchmark
Land use, planning and zoning	Similar
Code enforcement (weeds, abandoned buildings, etc)	Similar
Animal control	Similar

ECONOMIC SUSTAINABILITY

The health of the economy may color how residents perceive their environment and all the services that local government delivers. In particular, a strong or weak local economy will shape what residents think about job and shopping opportunities. Just as residents have an idea about the speed of local population growth, they have a sense of how fast job and shopping opportunities are growing.

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were overall quality of business and service establishments in Elk Grove and Elk Grove as a place to work. Receiving the lowest rating was employment opportunities.

FIGURE 25: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES

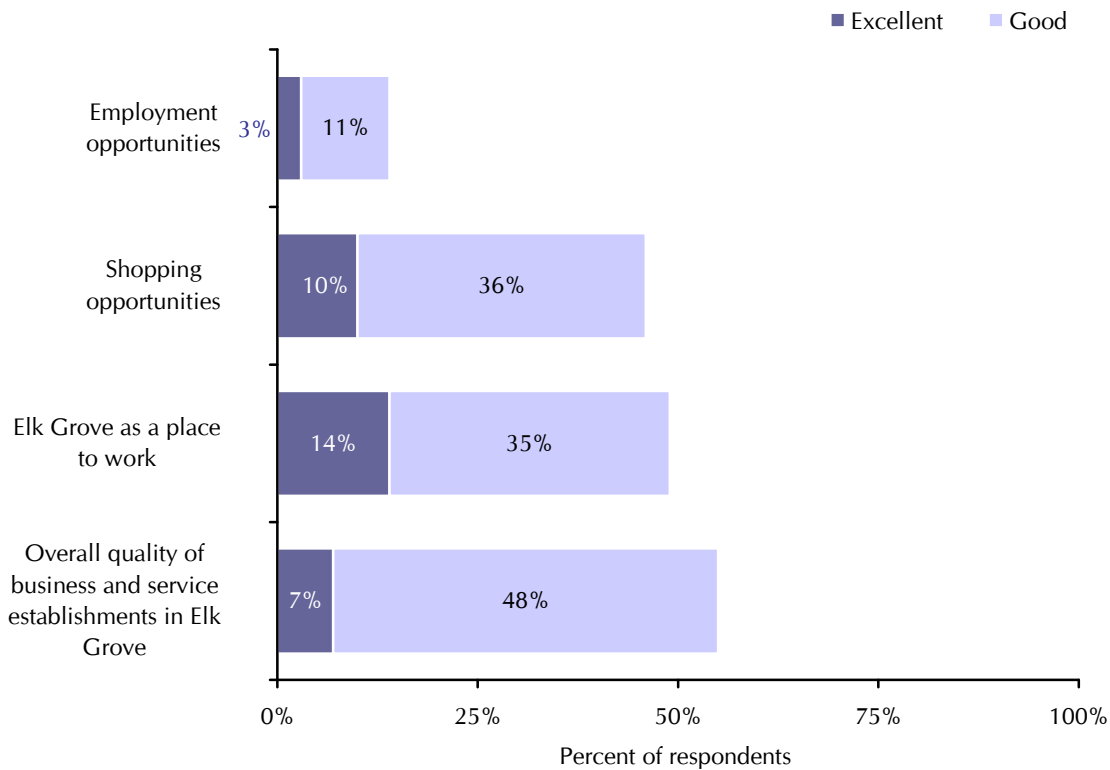


FIGURE 26: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Employment opportunities	Below
Shopping opportunities	Similar
Place to work	Below
Overall quality of business and service establishments in Elk Grove	Similar

Residents were asked to evaluate the speed of jobs growth and retail growth on scale from “much too slow” to “much too fast.” When asked about the rate of job growth in Elk Grove, 81% responded that it was “too slow,” while 38% reported retail growth as “too slow.” About the same number of residents in Elk Grove compared to other jurisdictions believed that retail growth was too slow and more residents believed that job growth was too slow.

FIGURE 27: RATINGS OF RETAIL AND JOB GROWTH

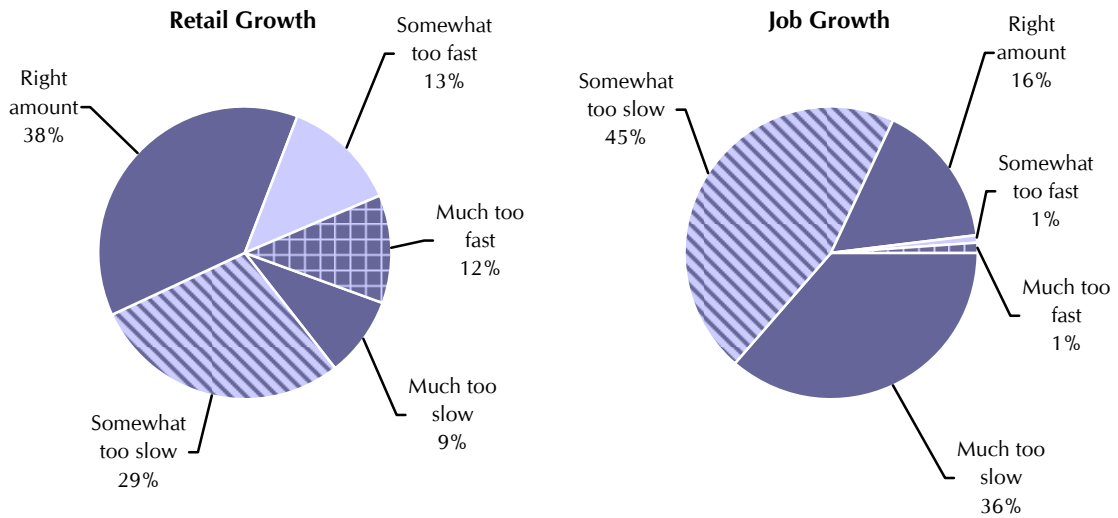


FIGURE 28: RETAIL AND JOB GROWTH BENCHMARKS

	Comparison to benchmark
Retail growth seen as too slow	Similar
Jobs growth seen as too slow	More

FIGURE 29: RATINGS OF ECONOMIC DEVELOPMENT SERVICES

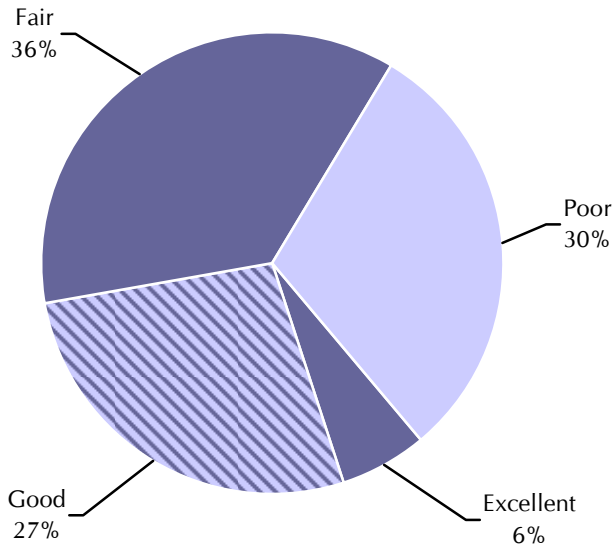


FIGURE 30: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

Comparison to benchmark	
Economic development	Below

Residents were asked to reflect on their economic prospects in the near term. Fourteen percent of the City of Elk Grove residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family, while 55% felt that the economic future would be “somewhat” or “very” negative. The percent of residents with an optimistic outlook on their household income was the same as comparison jurisdictions.

FIGURE 31: RATINGS OF PERSONAL ECONOMIC FUTURE

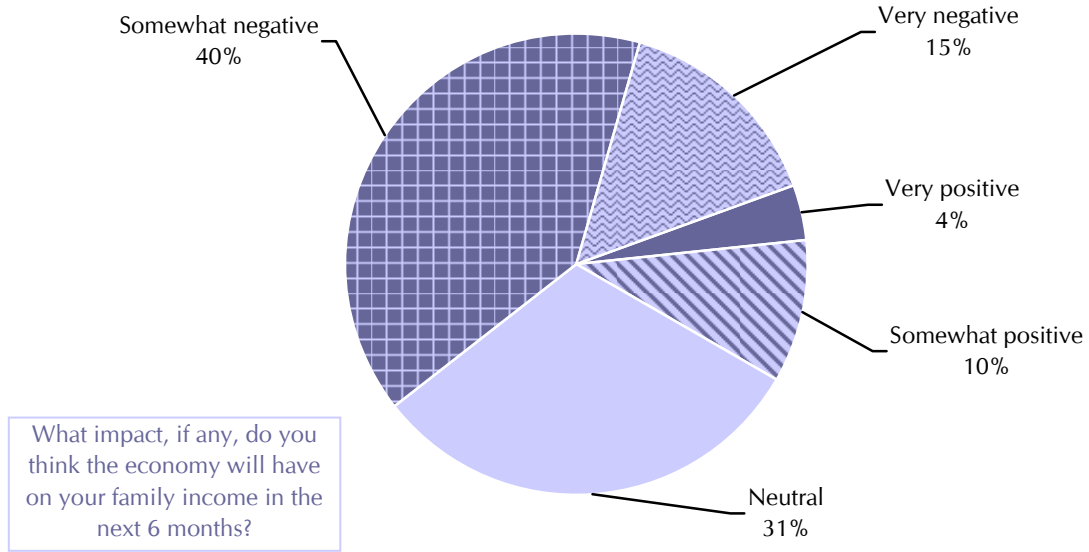


FIGURE 32: PERSONAL ECONOMIC FUTURE BENCHMARKS

	Comparison to benchmark
Positive impact of economy on household income	Similar

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. Some gave positive ratings of safety in the City Elk Grove. About 62% percent of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 73% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than in commercial areas after dark.

FIGURE 33: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY

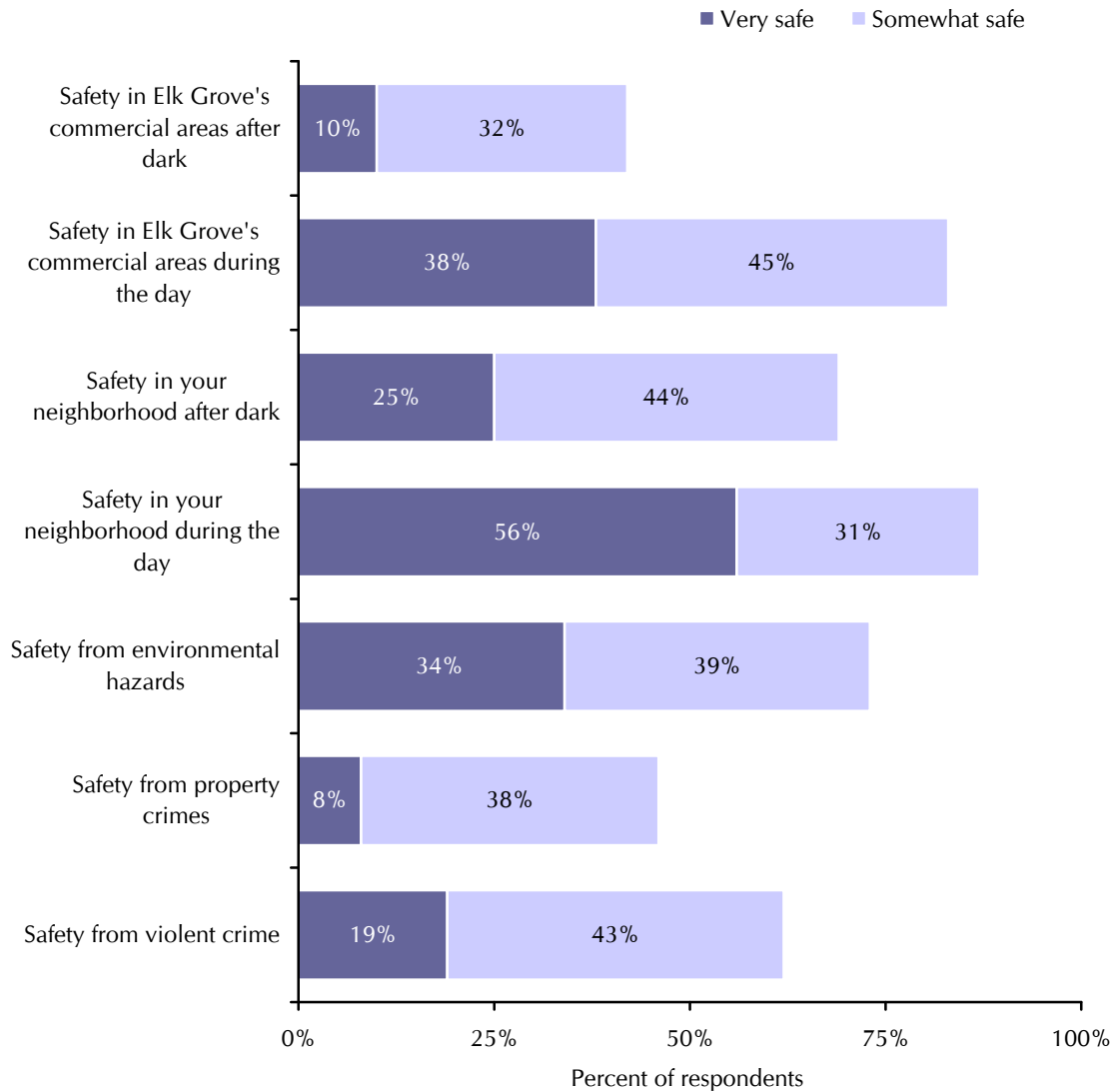


FIGURE 34: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	Comparison to benchmark
Safety in your neighborhood during the day	Similar
Safety in your neighborhood after dark	Similar
Safety in Elk Grove's commercial areas during the day	Below
Safety in Elk Grove's commercial areas after dark	Below
Safety from violent crime (e.g., rape, assault, robbery)	Below
Safety from property crimes (e.g., burglary, theft)	Below
Toxic waste or other environmental hazard(s)	Similar

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, 74% had reported it to police. Compared to other jurisdictions more Elk Grove residents had been victims of crime in the 12 months preceding the survey and about the same percent of Elk Grove residents had reported their most recent crime victimization to the police.

FIGURE 35: CRIME VICTIMIZATION AND REPORTING

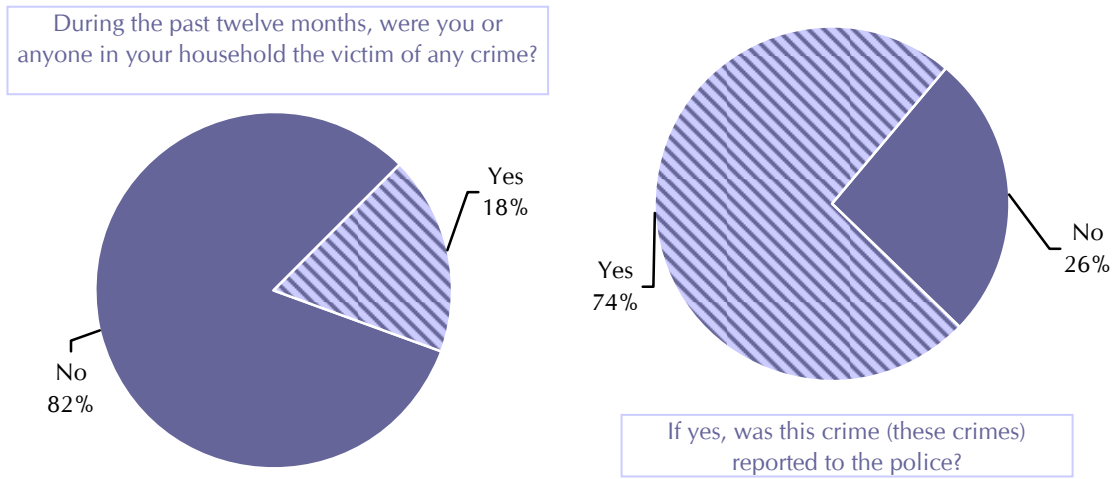


FIGURE 36: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	Comparison to benchmark
Victim of crime	More
Reported crimes	Similar

Residents rated seven City public safety services; of these, five were rated similar to the benchmark comparison and two were rated below the benchmark comparison. Fire services and ambulance or emergency medical services received the highest ratings, while crime prevention and emergency preparedness received the lowest ratings.

FIGURE 37: RATINGS OF PUBLIC SAFETY SERVICES

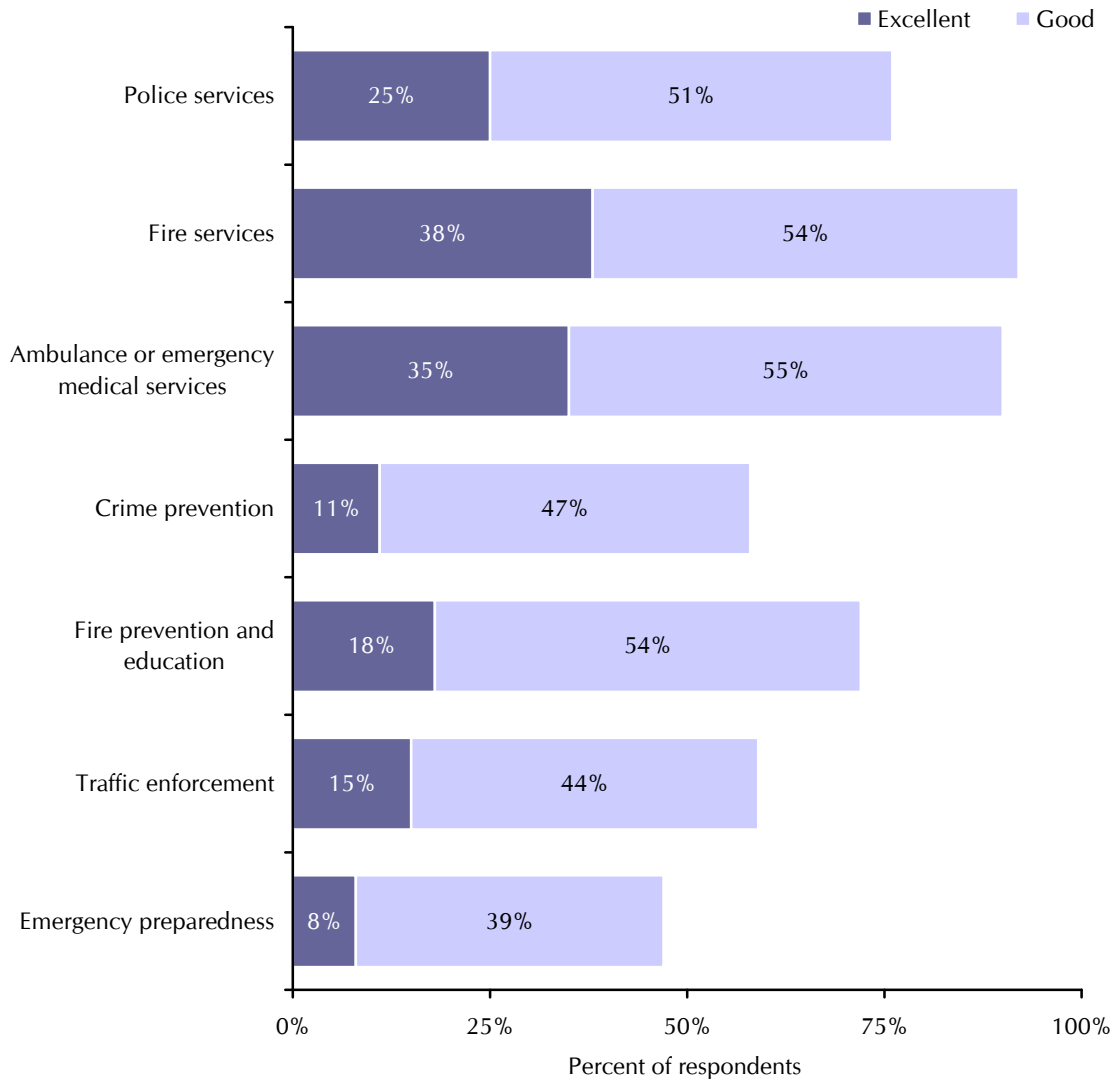


FIGURE 38: PUBLIC SAFETY SERVICES BENCHMARKS

	Comparison to benchmark
Police services	Similar
Fire services	Similar
EMS/ambulance	Similar
Crime prevention	Below
Fire prevention and education	Similar
Traffic enforcement	Similar
Emergency preparedness	Below

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 Elk Grove 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 60% of survey respondents. Cleanliness of Elk Grove received the highest rating, and it was similar to the benchmark.

FIGURE 39: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT

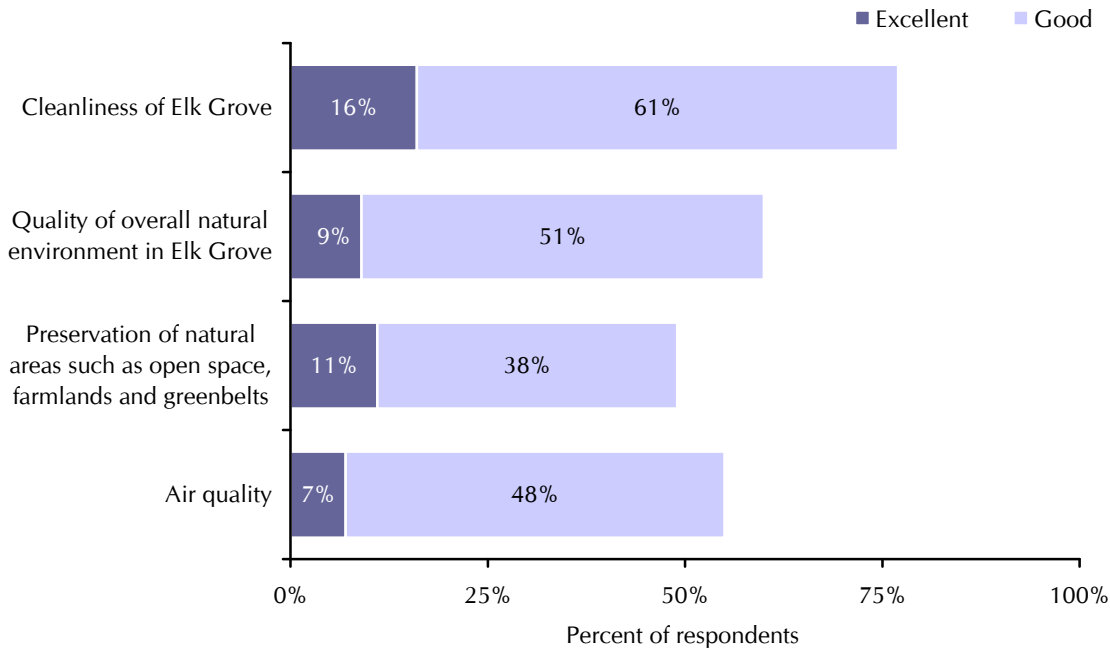


FIGURE 40: COMMUNITY ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Cleanliness of Elk Grove	Similar
Quality of overall natural environment in Elk Grove	Below
Preservation of natural areas such as open space, farmlands and greenbelts	Below
Air quality	Below

Resident recycling was greater than recycling reported in comparison communities.

FIGURE 41: FREQUENCY OF RECYCLING IN LAST 12 MONTHS

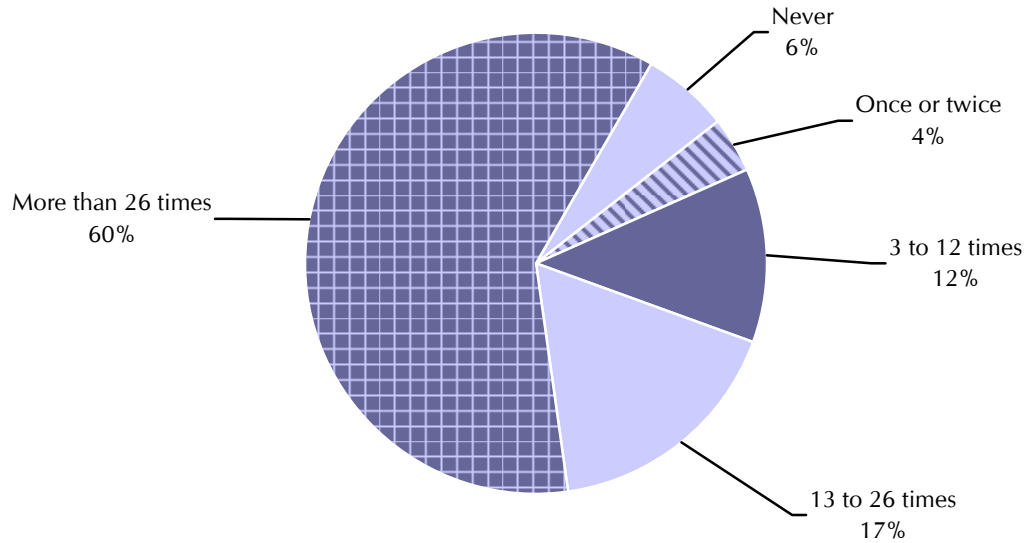


FIGURE 42: FREQUENCY OF RECYCLING BENCHMARKS

	Comparison to benchmark
Recycled used paper, cans or bottles from your home	More

Of the seven utility services rated by those completing the questionnaire, four were higher than the benchmark comparison, two were similar and one was below the benchmark comparison.

FIGURE 43: RATINGS OF UTILITY SERVICES

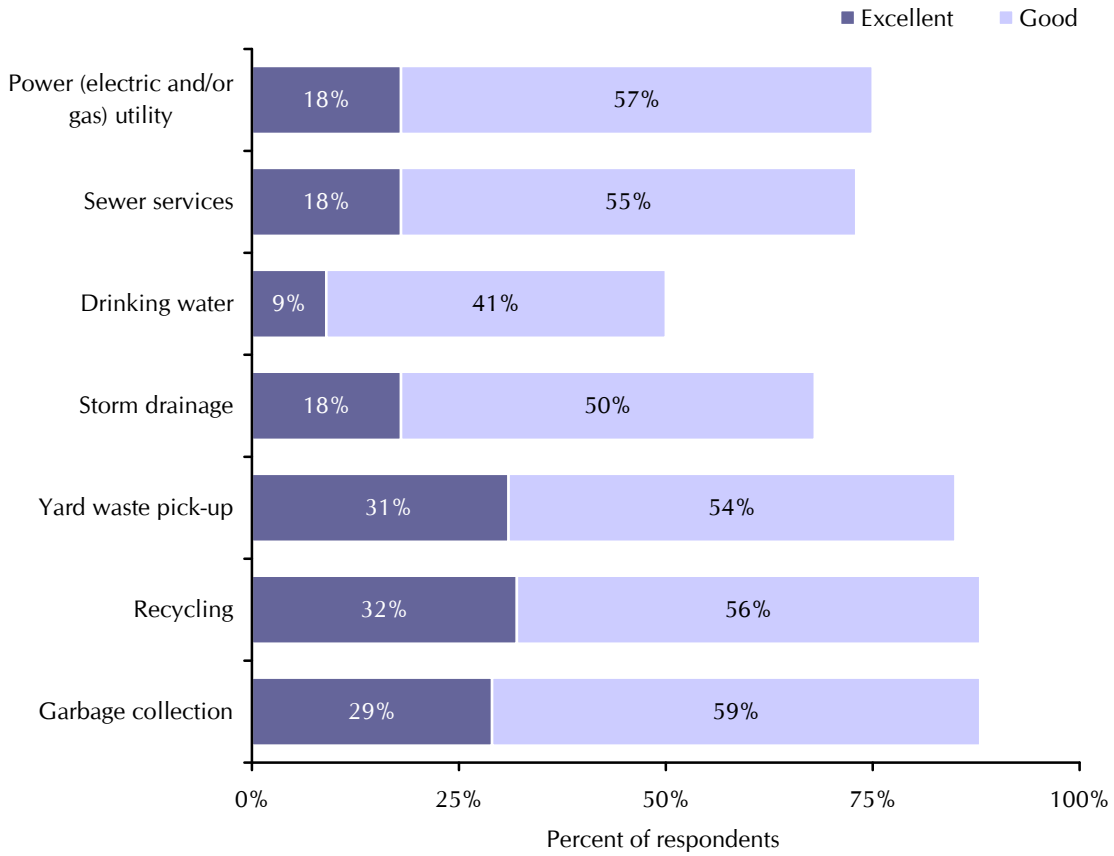


FIGURE 44: UTILITY SERVICES BENCHMARKS

	Comparison to benchmark
Power (electric and/or gas) utility	Similar
Sewer services	Similar
Drinking water	Below
Storm drainage	Above
Yard waste pick-up	Above
Recycling	Above
Garbage collection	Above

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 Elk Grove were rated moderately. Services related to parks and recreation were rated positively. City parks, recreation programs or classes and recreation centers or facilities were rated higher than the benchmark.

Resident use of Elk Grove parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used Elk Grove recreation centers was about the same as the percent of users in comparison jurisdictions. Similarly, recreation program use in Elk Grove was about the same as use in comparison jurisdictions.

FIGURE 45: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES

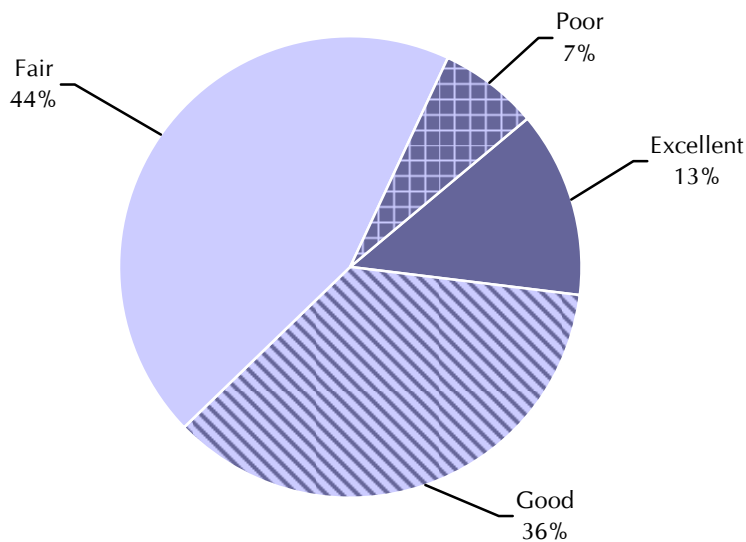


FIGURE 46: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

Comparison to benchmark	
Recreation opportunities	Below

FIGURE 47: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES

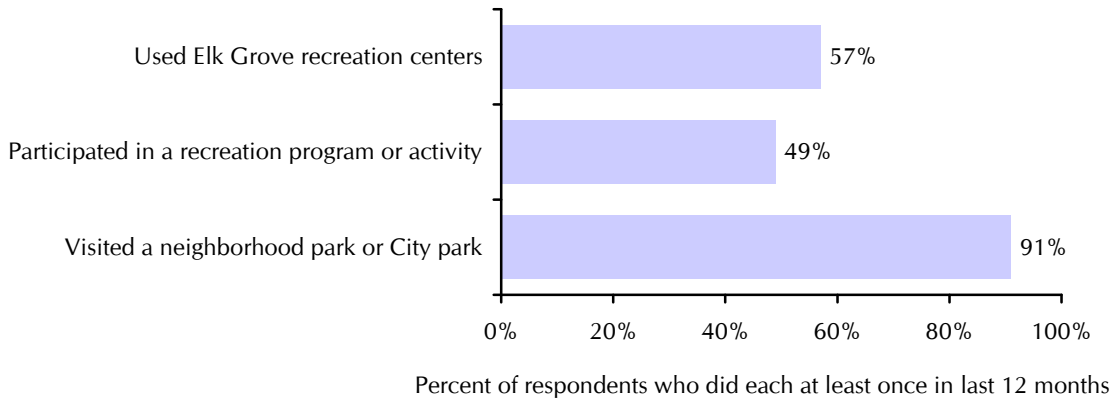


FIGURE 48: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Elk Grove recreation centers	Similar
Participated in a recreation program or activity	Similar
Visited a neighborhood park or City park	More

FIGURE 49: RATINGS OF PARKS AND RECREATION SERVICES

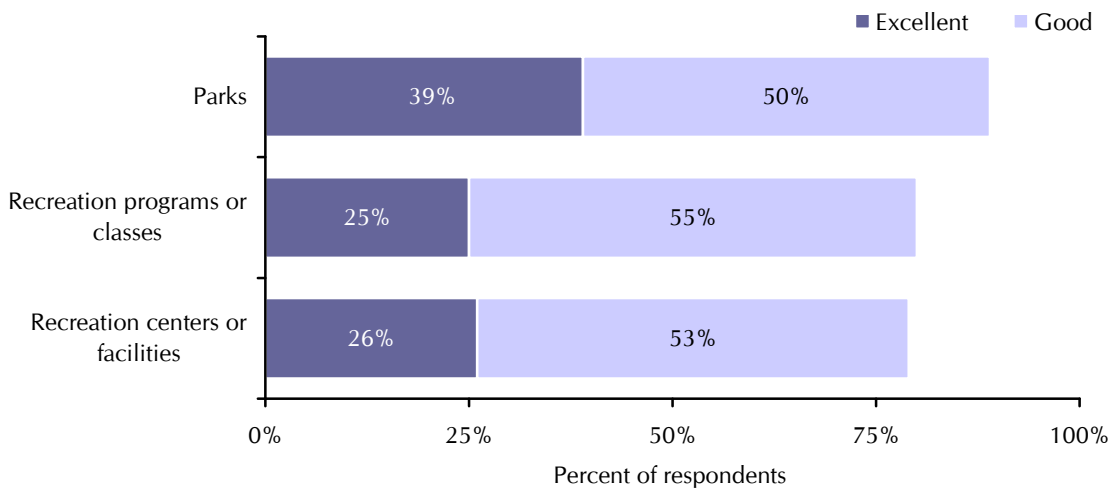


FIGURE 50: PARKS AND RECREATION SERVICES BENCHMARKS

	Comparison to benchmark
City parks	Above
Recreation programs or classes	Above
Recreation centers or facilities	Above

Culture, Arts and Education

A full service community does not address only the life and safety of its residents. Like an individual who simply goes to the office and returns home, a community that pays attention only to the life sustaining basics becomes insular, dreary and uninspiring to business and individuals. 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 were rated as “excellent” or “good” by 38% of respondents. Educational opportunities were rated as “excellent” or “good” by 51% of respondents. Compared to the benchmark data, educational opportunities were below the average of comparison jurisdictions, as was cultural activity opportunities.

About 63% of Elk Grove residents used a City library at least once in the twelve months preceding the survey. This participation rate for library use was below comparison jurisdictions.

FIGURE 51: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES

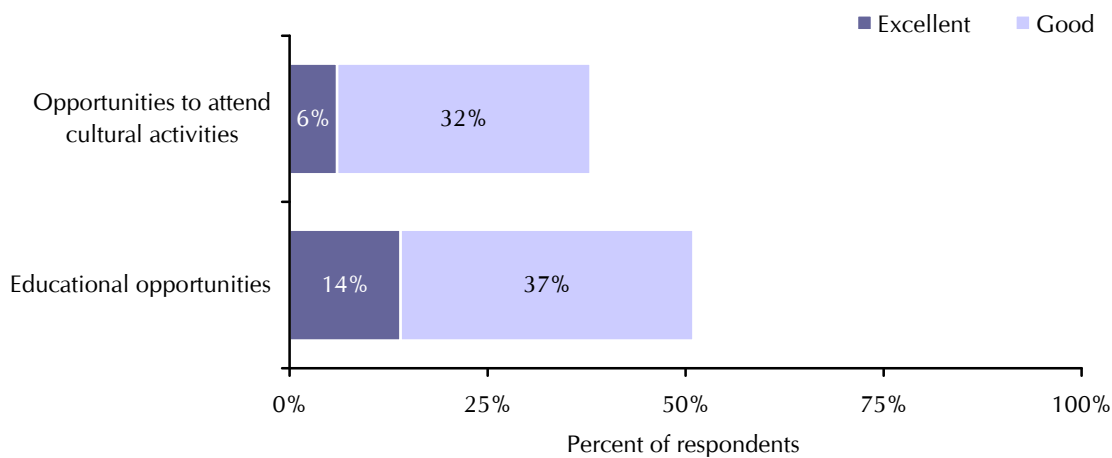


FIGURE 52: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to attend cultural activities	Below
Educational opportunities	Below

FIGURE 53: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES

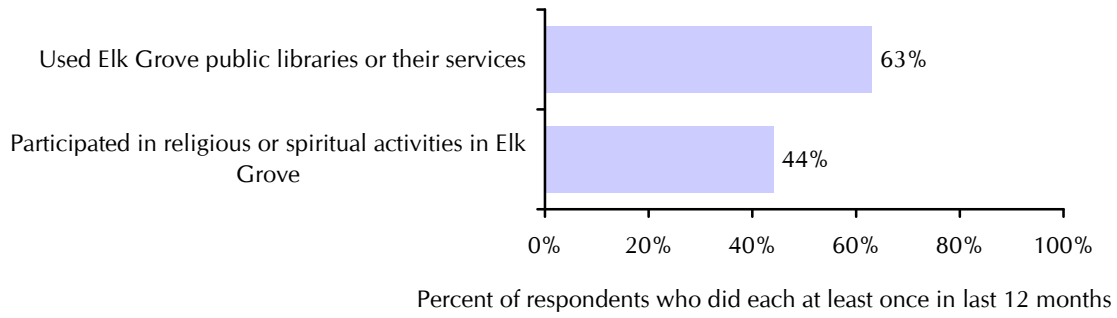


FIGURE 54: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Elk Grove public libraries or their services	Less
Participated in religious or spiritual activities in Elk Grove	Less

FIGURE 55: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES

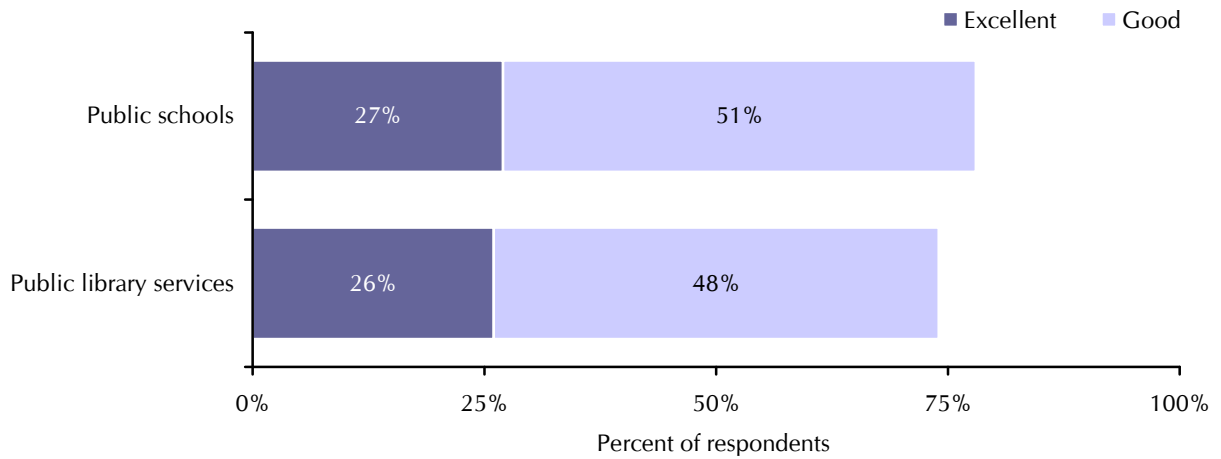


FIGURE 56: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public schools	Above
Public library services	Below

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 Elk Grove 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 affordable quality food was rated most positively for the City of Elk Grove, while the availability for affordable quality health care and preventative health services were rated less favorably by residents.

Among Elk Grove residents, 10% rated affordable quality health care as “excellent” while 43% rated it as “good.” Those ratings were similar to the ratings of comparison communities.

FIGURE 57: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES

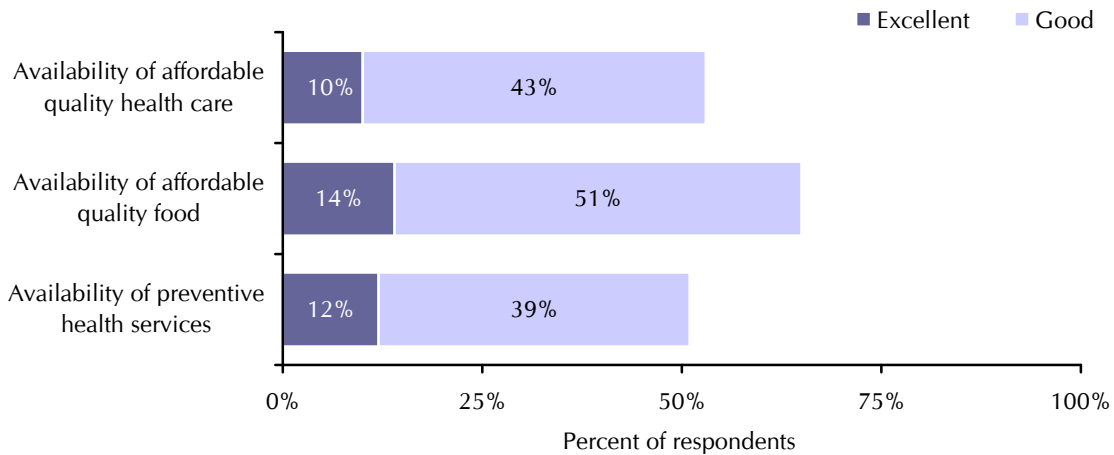


FIGURE 58: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Availability of affordable quality health care	Similar
Availability of affordable quality food	Similar
Availability of preventive health services	Similar

Health services offered in the City of Elk Grove were rated “excellent” or “good” by 62% and were similar to the benchmark.

FIGURE 59: RATINGS OF HEALTH AND WELLNESS SERVICES

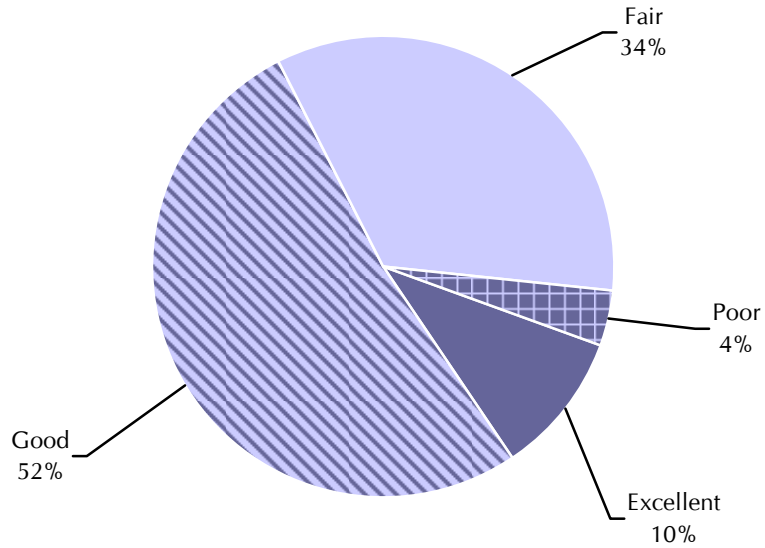


FIGURE 60: HEALTH AND WELLNESS SERVICES BENCHMARKS

Comparison to benchmark	
Health services	Similar

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 Elk Grove 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.

About three quarters of residents rated the City of Elk Grove as an “excellent” or “good” place to raise kids and about half rated it as an excellent or good place to retire. A majority of residents felt that the local sense of community was “excellent” or “good.” Even more survey respondents felt the City of Elk Grove was open and accepting towards people of diverse backgrounds. Availability of affordable quality child care was rated the lowest by residents but was similar to the benchmark.

FIGURE 61: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS

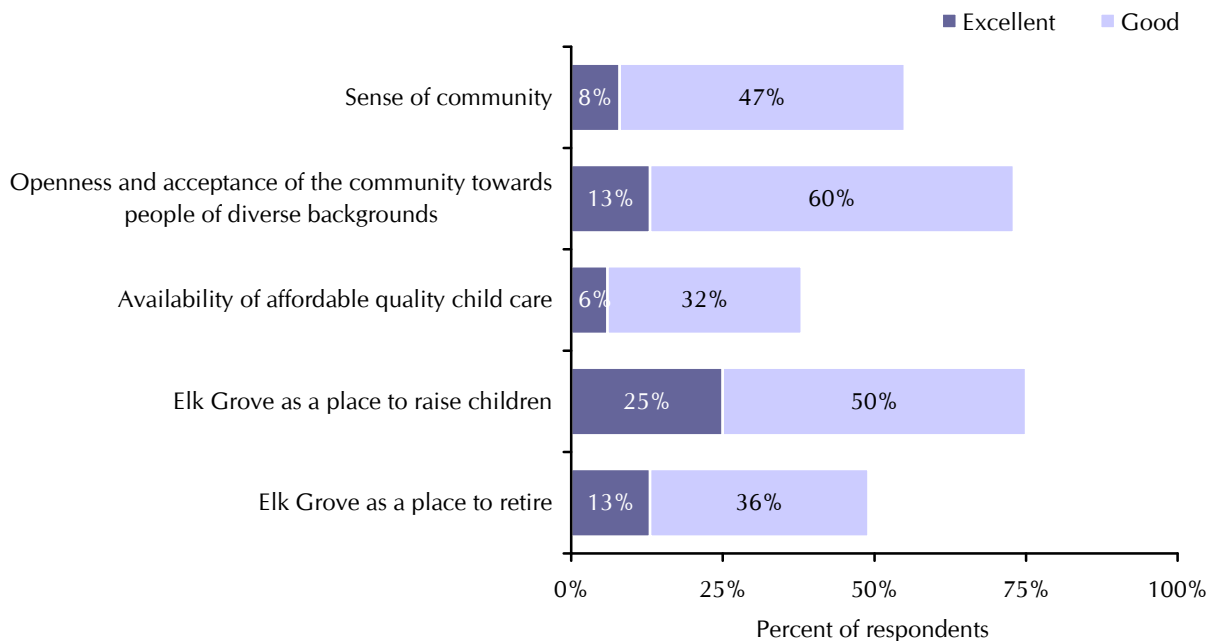


FIGURE 62: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	Comparison to benchmark
Sense of community	Similar
Openness and acceptance of the community toward people of diverse backgrounds	Above
Availability of affordable quality child care	Similar
Elk Grove as a place to raise kids	Similar
Elk Grove as a place to retire	Below

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 53% to 68% with ratings of “excellent” or “good.” Services to low-income people were above the benchmark while services to seniors and youth were similar to the benchmark.

FIGURE 63: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS

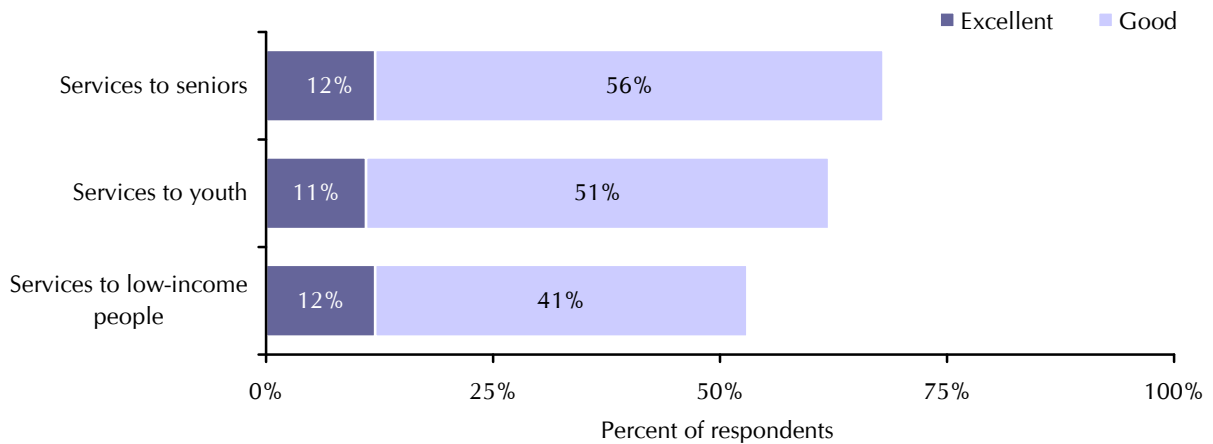


FIGURE 64: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	Comparison to benchmark
Services to seniors	Similar
Services to youth	Similar
Services to low income residents	Above

CIVIC ENGAGEMENT

Government leaders, elected or hired, 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 Elk Grove. Ratings of civic engagement opportunities were below ratings from comparison jurisdictions where these questions were asked.

FIGURE 65: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES

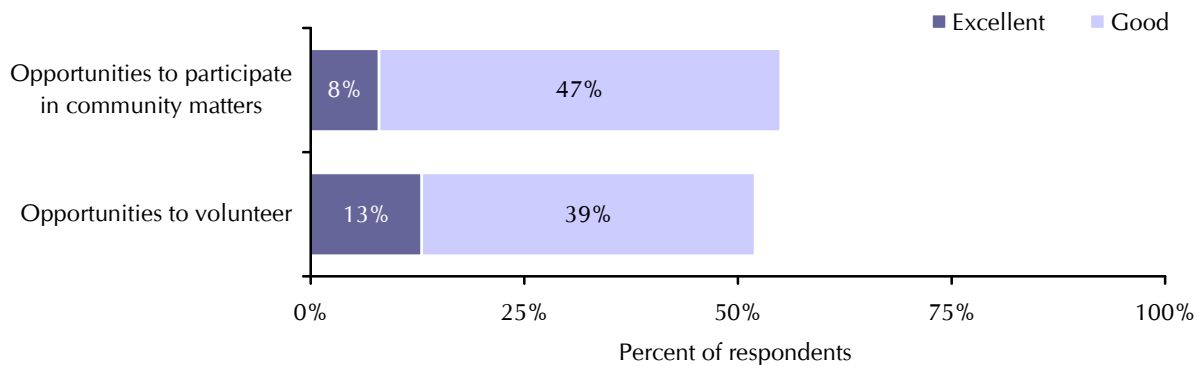
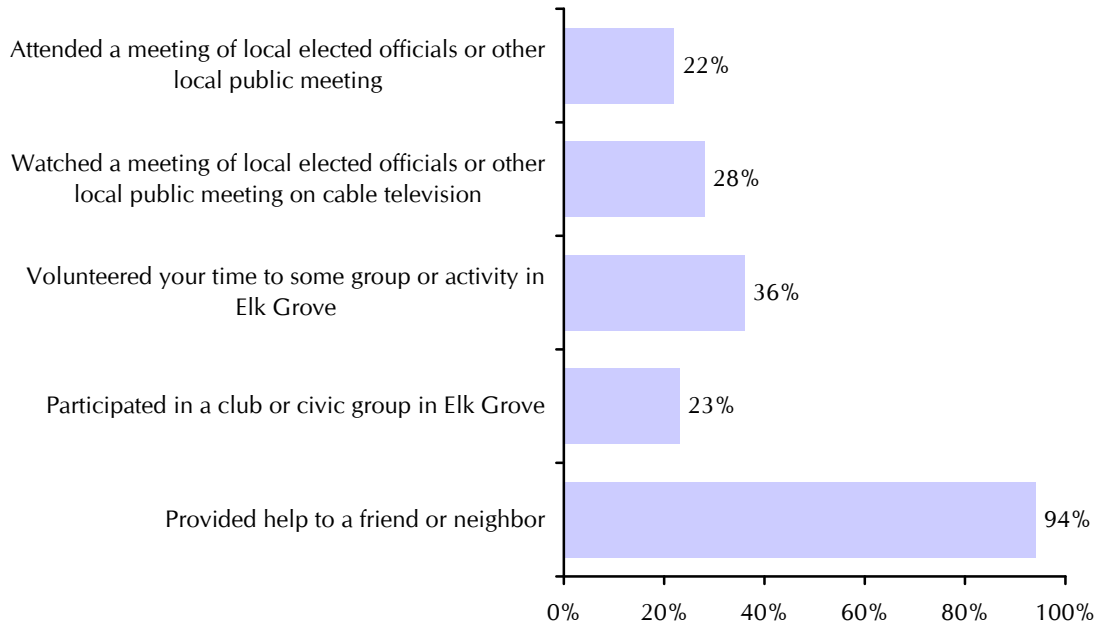


FIGURE 66: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in community matters	Below
Opportunities to volunteer	Below

Most of the participants in this survey had not attended a public meeting, volunteered time to a group or participated in a club in the 12 months prior to the survey, but the vast majority had helped a friend. The participation rates of these civic behaviors were compared to the rates in other jurisdictions. Those who had provided help to a friend or neighbor showed similar rates of involvement; while the other four ratings of community engagement were lower than comparison communities.

FIGURE 67: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES



Percent of respondents who did each at least once in last 12 months

FIGURE 68: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	Less
Watched a meeting of local elected officials or other local public meeting on cable television	Less
Volunteered your time to some group or activity in Elk Grove	Less
Participated in a club or civic group in Elk Grove	Less
Provided help to a friend or neighbor	Similar

City of Elk Grove residents showed the largest amount of civic engagement in the area of electoral participation. Eighty-two percent reported they were registered to vote and 80% indicated they had voted in the last general election. This rate of self-reported voting was higher than that of comparison communities.

FIGURE 69: REPORTED VOTING BEHAVIOR

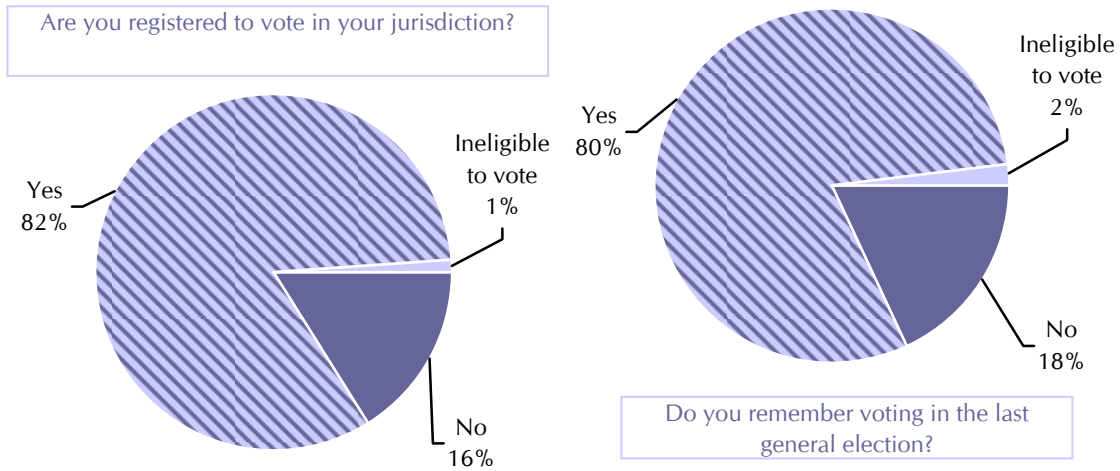


FIGURE 70: VOTING BEHAVIOR BENCHMARKS

	Comparison to benchmark
Registered to vote	Similar
Voted in last general election	More

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 Elk Grove Web site in the previous 12 months, 63% reported they had done so at least once. Public information services were rated similarly compared to benchmark data.

FIGURE 71: USE OF INFORMATION SOURCES

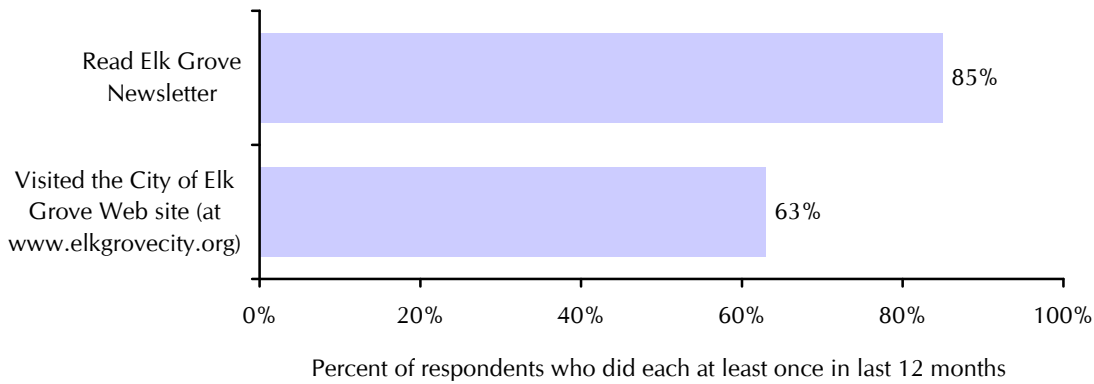


FIGURE 72: USE OF INFORMATION SOURCES BENCHMARKS

	Comparison to benchmark
Read Elk Grove Newsletter	More
Visited the City of Elk Grove Web site	More

FIGURE 73: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION

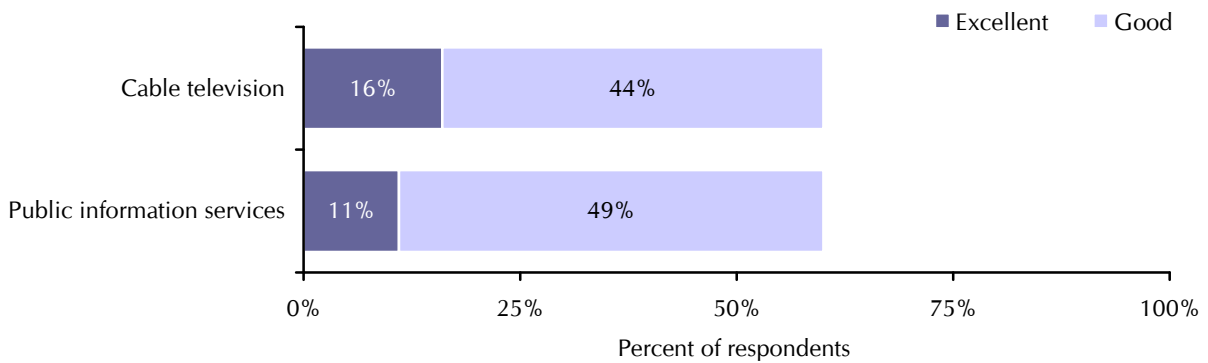


FIGURE 74: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	Comparison to benchmark
Cable television	Above
Public information services	Similar

Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 49% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.”

FIGURE 75: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES

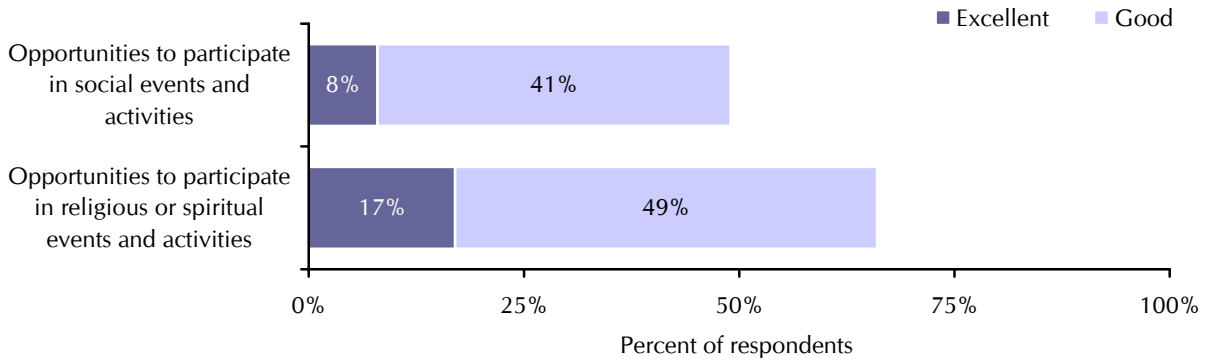


FIGURE 76: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in social events and activities	Below
Opportunities to participate in religious or spiritual events	Below

Residents in Elk Grove reported a fair amount of neighborliness. More than 73% indicated talking or visiting with their neighbors once a month or more frequently. This amount of contact with neighbors was about the same as the amount of contact reported in other communities.

FIGURE 77: CONTACT WITH IMMEDIATE NEIGHBORS

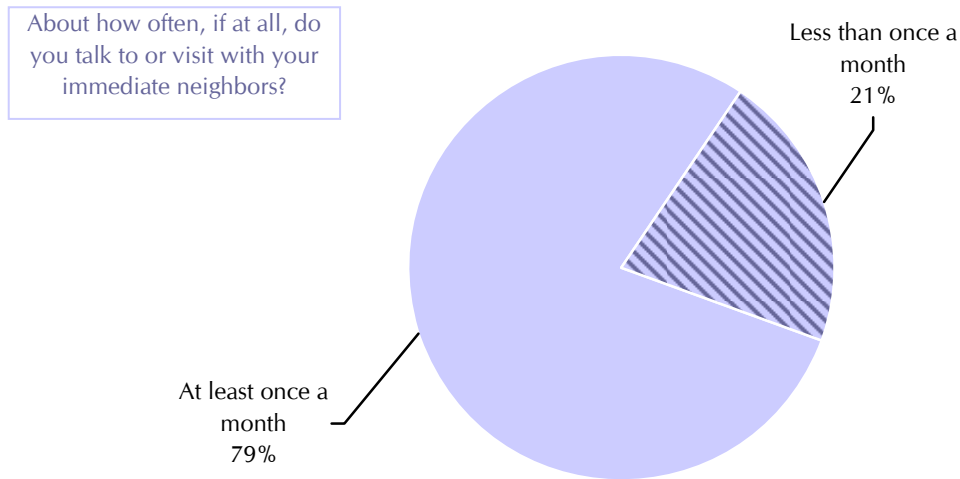


FIGURE 78: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	Comparison to benchmark
Has contact with neighbors at least once per month	Similar

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 Elk Grove 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 Elk Grove 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 Elk Grove may be colored by their dislike of what all levels of government provide.

About four in ten respondents felt that the value of services for taxes paid was “excellent” or “good.” When asked to rate the job the City of Elk Grove does at listening to citizens, 32% rated it as “excellent” or “good.” Of these five ratings, all were below the benchmark.

FIGURE 79: PUBLIC TRUST RATINGS

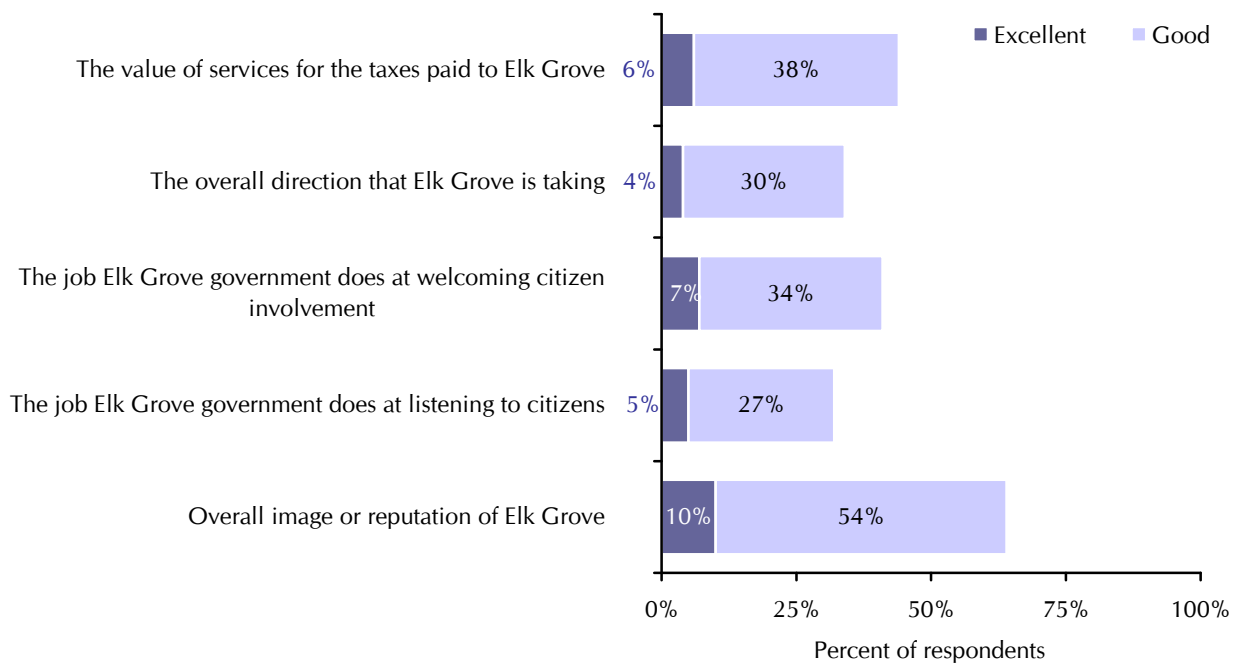


FIGURE 80: PUBLIC TRUST BENCHMARKS

	Comparison to benchmark
Value of services for the taxes paid to Elk Grove	Below
The overall direction that Elk Grove is taking	Below
Job Elk Grove government does at welcoming citizen involvement	Below
Job Elk Grove government does at listening to citizens	Below
Overall image or reputation of Elk Grove	Below

On average, residents of the City of Elk Grove gave the highest evaluations to their own local government and the lowest average rating to state government. The overall quality of services delivered by the City of Elk Grove was rated as “excellent” or “good” by 66% of survey participants. The City of Elk Grove’s rating was similar to the benchmark when compared to other communities.

FIGURE 81: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS

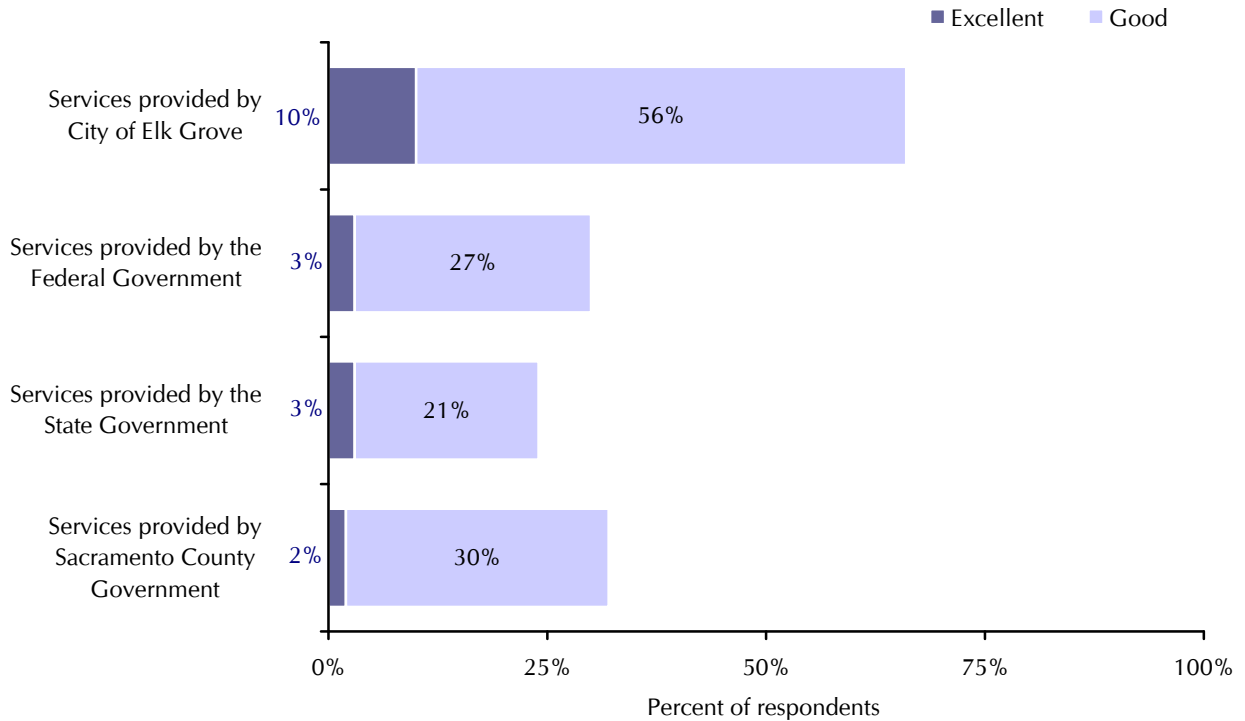


FIGURE 82: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	Comparison to benchmark
Services provided by the City of Elk Grove	Similar
Services provided by the Federal Government	Below
Services provided by the State Government	Below
Services provided by Sacramento County Government	Below

City of Elk Grove Employees

The employees of the City of Elk Grove who interact with the public create the first impression that most residents have of the City of Elk Grove. 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 Elk Grove. 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 Elk Grove staff.

Those completing the survey were asked if they had been in contact with a City employee either in-person or over the phone in the last 12 months; the 37% who reported that they had been in contact (a percent that is lower than the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated somewhat favorably; 66% of respondents rated their overall impression as "excellent" or "good."

FIGURE 83: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS

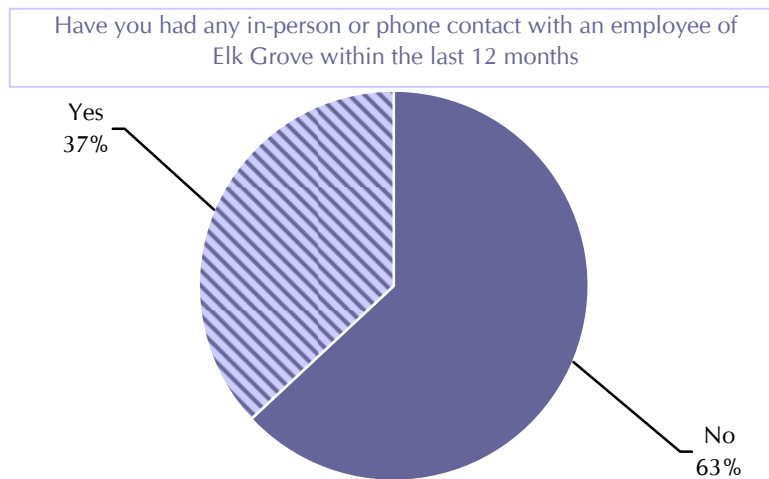


FIGURE 84: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	Comparison to benchmark
Had contact with city employee(s) in last 12 months	Less

FIGURE 85: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT)

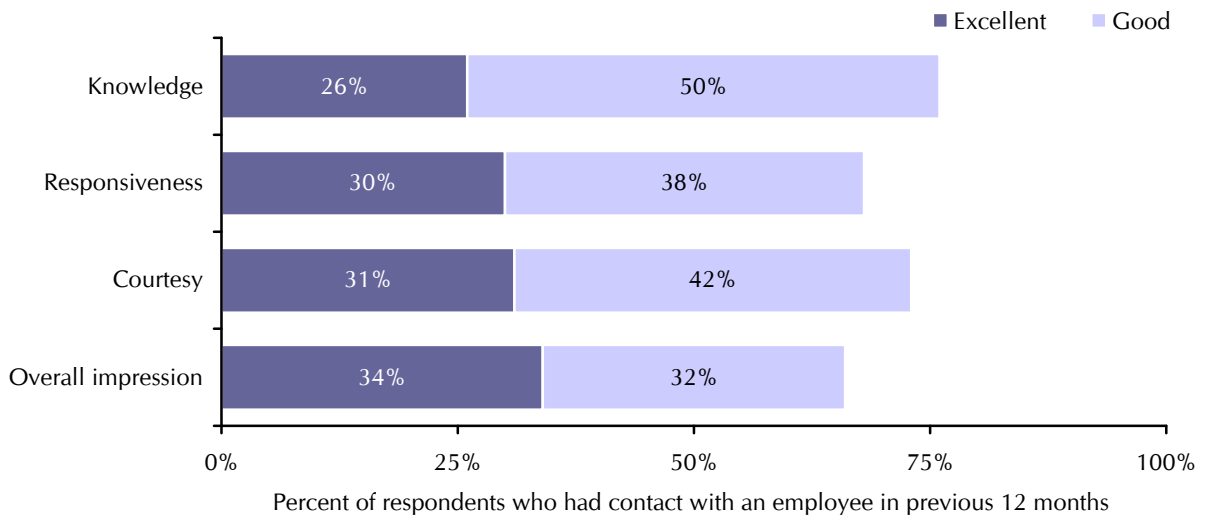


FIGURE 86: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	Comparison to benchmark
City employee knowledge	Similar
City employee responsiveness	Below
City employee courteousness	Below
Overall impression	Similar

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. 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 Key Driver Analysis, 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 Key Driver Analysis (KDA) was conducted for the City of Elk Grove by examining the relationships between ratings of each service and ratings of the City of Elk Grove'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 Elk Grove can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality.

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

- Police services
- Land use, planning and zoning,
- Code enforcement
- Sidewalk maintenance
- City parks

CITY OF ELK GROVE ACTION CHART™

The 2009 City of Elk Grove Action Chart™ on the following page combines two dimensions of performance:

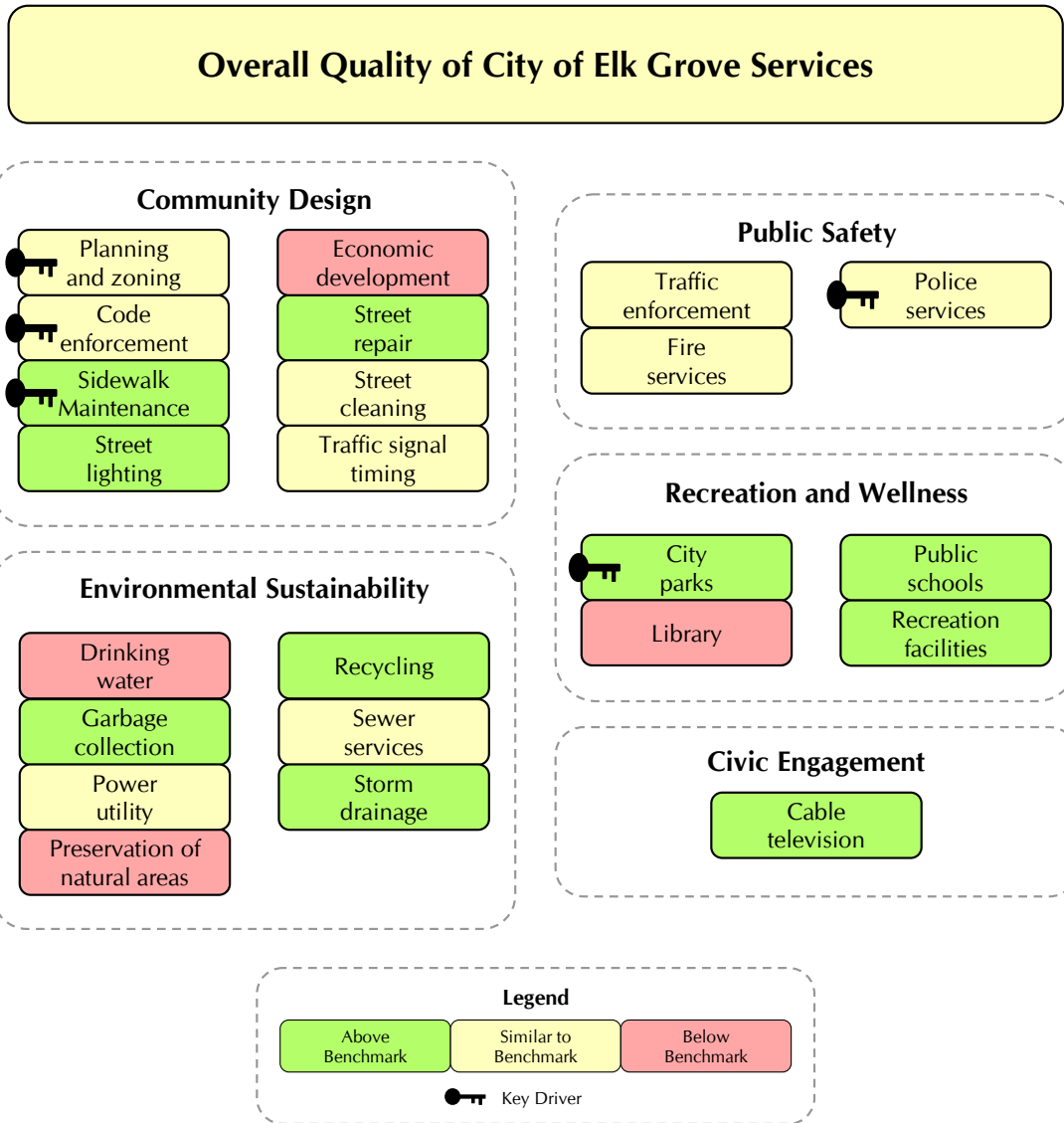
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. A black key icon (🔑) next to a service box indicates that service is key (either core or key driver)

Twenty three services were included in the KDA for the City of Elk Grove. Of these, ten were above the benchmark, four were below the benchmark and nine were similar to the benchmark. A key icon (🔑) indicates the five key drivers.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are not at least similar to the benchmark. In the case of Elk Grove, no key drivers were below the benchmark. Therefore, Elk Grove may wish to seek improvements to police services, land use, planning and zoning, and code enforcement, as these key drivers received ratings similar to other benchmark jurisdictions. More detail about interpreting results can be found in the next section.

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 87: CITY OF ELK GROVE ACTION CHART



Using Your Action Chart™

The key drivers derived for the City of Elk Grove 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 Elk Grove, 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 data set. 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. In the following table, we have listed your key drivers, core services and the national key drivers and we have indicated, with shaded rows, the City of Elk Grove key drivers that overlap core services or the nationally derived keys.

FIGURE 88: KEY DRIVERS COMPARED

Service	City of Elk Grove Key Drivers	National Key Drivers	Core Services
City parks	✓		
Code enforcement	✓		✓
Economic development		✓	
EMS			✓
Fire			✓
Garbage collection			✓
Land use planning and zoning	✓	✓	
Police services	✓	✓	✓
Public information services		✓	
Public schools		✓	
Sidewalk maintenance	✓		
Sewer			✓
Storm drainage			✓
Street repair			✓
Water			✓

POLICY QUESTIONS

“Don’t know” responses have been removed from the following questions, when applicable.

Policy Question 1	
Which, if any, of the following local media sources do you use to stay informed? (Please check all that apply.)	Percent of respondents
Local news KCRA, Channel 3	67%
Sacramento Bee	59%
FM radio stations	54%
Local news KXTV, Channel 10	47%
Other news Web sites	45%
Local news KTXL Fox 40, Channel 40	42%
Local news KOVR TV, Channel 13	41%
Elk Grove Citizen	40%
AM radio stations	30%
Local news KMAX TV, Channel 31	17%
Local news KUVS TV Univision, Channel 19	2%
Local news KCSO TV Telemundo, Channel 33	0%
Other source	11%
None at all	1%
Total may exceed 100% as respondents could select more than one option	

Policy Question 2	
Which, if any, of the following sources do you use to stay informed on City of Elk Grove issues? (Please check all that apply.)	Percent of respondents
City of Elk Grove newsletter	50%
Elk Grove Citizen	44%
Neighbors/word of mouth	40%
Sacramento Bee, Elk Grove online section	39%
Elk Grove Online	19%
City of Elk Grove Web site	17%
None at all	11%
City of Elk Grove Council meetings or other public meetings	8%
City of Elk Grove press releases	5%
Elk Grove news blogs	3%
City of Elk Grove email alerts	0%
City of Elk Grove text messages	0%
Total may exceed 100% as respondents could select more than one option	

Policy Question 3	
What is your primary source for information during a local emergency? (Please select only one.)	Percent of respondents
Local TV stations	74%
Local radio stations	9%
Telephone	5%
News Web sites	5%
Neighbors/word of mouth	4%
Email	1%
City or Elk Grove Police Department Web sites	1%
Newspapers	1%
Other sources	1%
Total	100%

Policy Question 4	
How would you like to receive the City of Elk Grove newsletter? (Please select only one.)	Percent of respondents
As stand-alone, printed mailing piece	38%
As an email (in HTML)	25%
As an insert in the Elk Grove Citizen	13%
I don't know/no opinion	12%
I'd rather not receive it	7%
As a downloadable file available on the City Web site	6%
Total	100%

Policy Question 5	
How many times per year, if at all, would you like to receive the City of Elk Grove newsletter?	Percent of respondents
Monthly (12 times per year)	50%
Bimonthly (current frequency) (6 times per year)	27%
Quarterly (4 times per year)	16%
Annually (1 time per year)	5%
Semiannually (2 times per year)	2%
Total	100%

**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 Elk Grove:	Excellent	Good	Fair	Poor	Total
Elk Grove as a place to live	20%	60%	19%	1%	100%
Your neighborhood as a place to live	24%	55%	20%	1%	100%
Elk Grove as a place to raise children	25%	50%	23%	3%	100%
Elk Grove as a place to work	14%	35%	30%	22%	100%
Elk Grove as a place to retire	13%	36%	27%	25%	100%
The overall quality of life in Elk Grove	13%	61%	25%	1%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Elk Grove as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	8%	47%	39%	6%	100%
Openness and acceptance of the community towards people of diverse backgrounds	13%	60%	20%	7%	100%
Overall appearance of Elk Grove	17%	60%	20%	3%	100%
Cleanliness of Elk Grove	16%	61%	20%	3%	100%
Overall quality of new development in Elk Grove	11%	42%	34%	14%	100%
Variety of housing options	11%	51%	32%	7%	100%
Overall quality of business and service establishments in Elk Grove	7%	48%	36%	9%	100%
Shopping opportunities	10%	36%	33%	20%	100%
Opportunities to attend cultural activities	6%	32%	43%	20%	100%
Recreational opportunities	13%	36%	44%	7%	100%
Employment opportunities	3%	11%	44%	42%	100%
Educational opportunities	14%	37%	40%	9%	100%
Opportunities to participate in social events and activities	8%	41%	44%	7%	100%
Opportunities to participate in religious or spiritual events and activities	17%	49%	32%	2%	100%
Opportunities to volunteer	13%	39%	42%	7%	100%
Opportunities to participate in community matters	8%	47%	40%	6%	100%
Ease of car travel in Elk Grove	10%	41%	32%	17%	100%
Ease of bus travel in Elk Grove	8%	34%	34%	24%	100%
Ease of bicycle travel in Elk Grove	9%	48%	28%	15%	100%
Ease of walking in Elk Grove	15%	47%	31%	8%	100%
Availability of paths and walking trails	18%	40%	30%	11%	100%
Traffic flow on major streets	7%	32%	39%	21%	100%
Availability of affordable quality housing	10%	40%	43%	8%	100%
Availability of affordable quality child care	6%	32%	42%	20%	100%
Availability of affordable quality health care	10%	43%	31%	16%	100%
Availability of affordable quality food	14%	51%	30%	5%	100%
Availability of preventive health services	12%	39%	42%	7%	100%
Air quality	7%	48%	38%	8%	100%
Quality of overall natural environment in Elk Grove	9%	51%	36%	5%	100%
Overall image or reputation of Elk Grove	10%	54%	24%	11%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Elk Grove over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	0%	2%	36%	35%	27%	100%
Retail growth (stores, restaurants, etc.)	9%	29%	38%	13%	12%	100%
Jobs growth	36%	45%	16%	1%	1%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Elk Grove?	Percent of respondents
Not a problem	14%
Minor problem	52%
Moderate problem	28%
Major problem	7%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Elk Grove:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	19%	43%	17%	18%	3%	100%
Property crimes (e.g., burglary, theft)	8%	38%	19%	27%	9%	100%
Environmental hazards, including toxic waste	34%	39%	19%	5%	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	56%	31%	6%	5%	1%	100%
In your neighborhood after dark	25%	44%	12%	16%	3%	100%
In Elk Grove's commercial areas during the day	38%	45%	9%	5%	2%	100%
In Elk Grove's commercial areas after dark	10%	32%	25%	26%	6%	100%

Question 7: Crime Victim	
During the past twelve months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	82%
Yes	18%
Total	100%

Question 8: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	26%
Yes	74%
Total	100%

Question 9: 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 Elk Grove?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Elk Grove public libraries or their services	37%	30%	24%	5%	4%	100%
Used Elk Grove recreation centers	43%	22%	20%	10%	5%	100%
Participated in a recreation program or activity	51%	22%	17%	5%	4%	100%
Visited a neighborhood park or City park	9%	19%	30%	17%	24%	100%
Ridden a local bus within Elk Grove	87%	4%	1%	2%	6%	100%
Attended a meeting of local elected officials or other local public meeting	78%	16%	6%	0%	0%	100%
Watched a meeting of local elected officials or other local public meeting on cable television	72%	18%	9%	1%	0%	100%
Read Elk Grove Newsletter	15%	23%	45%	8%	9%	100%
Visited the City of Elk Grove Web site (at www.elkgrovecity.org)	37%	32%	23%	5%	3%	100%
Recycled used paper, cans or bottles from your home	6%	4%	12%	17%	60%	100%
Volunteered your time to some group or activity in Elk Grove	64%	11%	11%	4%	9%	100%
Participated in religious or spiritual activities in Elk Grove	56%	9%	11%	4%	20%	100%
Participated in a club or civic group in Elk Grove	77%	8%	4%	5%	6%	100%
Provided help to a friend or neighbor	6%	18%	50%	14%	13%	100%

Question 10: 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	15%
Several times a week	32%
Several times a month	22%
Once a month	10%
Several times a year	10%
Once a year or less	8%
Never	3%
Total	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Elk Grove:	Excellent	Good	Fair	Poor	Total
Police services	25%	51%	19%	5%	100%
Fire services	38%	54%	8%	0%	100%
Ambulance or emergency medical services	35%	55%	10%	0%	100%
Crime prevention	11%	47%	28%	14%	100%
Fire prevention and education	18%	54%	25%	3%	100%
Traffic enforcement	15%	44%	32%	9%	100%
Street repair	12%	40%	33%	14%	100%
Street cleaning	15%	44%	31%	10%	100%
Street lighting	17%	53%	24%	6%	100%
Sidewalk maintenance	16%	51%	25%	8%	100%
Traffic signal timing	11%	33%	43%	14%	100%
Bus or transit services	13%	40%	30%	17%	100%
Garbage collection	29%	59%	11%	1%	100%
Recycling	32%	56%	12%	0%	100%
Yard waste pick-up	31%	54%	14%	2%	100%
Storm drainage	18%	50%	27%	5%	100%
Drinking water	9%	41%	36%	15%	100%
Sewer services	18%	55%	27%	1%	100%
Power (electric and/or gas) utility	18%	57%	23%	1%	100%
Parks	39%	50%	10%	1%	100%
Recreation programs or classes	25%	55%	19%	0%	100%
Recreation centers or facilities	26%	53%	20%	0%	100%
Land use, planning and zoning	7%	31%	38%	24%	100%
Code enforcement (weeds, abandoned buildings, etc)	6%	33%	41%	20%	100%
Animal control	14%	45%	34%	8%	100%
Economic development	6%	27%	36%	30%	100%
Health services	10%	52%	34%	4%	100%
Services to seniors	12%	56%	25%	8%	100%
Services to youth	11%	51%	30%	9%	100%
Services to low-income people	12%	41%	38%	10%	100%
Public library services	26%	48%	20%	6%	100%
Public information services	11%	49%	32%	8%	100%
Public schools	27%	51%	17%	5%	100%
Cable television	16%	44%	29%	11%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	8%	39%	39%	14%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	11%	38%	30%	21%	100%

Question 12: 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 Elk Grove	10%	56%	27%	6%	100%
The Federal Government	3%	27%	48%	22%	100%
The State Government	3%	21%	45%	31%	100%
Sacramento County Government	2%	30%	50%	19%	100%

Question 13: Contact with City Employees	
Have you had any in-person or phone contact with an employee of the City of Elk Grove within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	63%
Yes	37%
Total	100%

Question 14: City Employees					
What was your impression of the employee(s) of the City of Elk Grove in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	26%	50%	16%	8%	100%
Responsiveness	30%	38%	18%	13%	100%
Courtesy	31%	42%	16%	11%	100%
Overall impression	34%	32%	22%	12%	100%

Question 15: Government Performance					
Please rate the following categories of Elk Grove government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Elk Grove	6%	38%	38%	17%	100%
The overall direction that Elk Grove is taking	4%	30%	42%	24%	100%
The job Elk Grove government does at welcoming citizen involvement	7%	34%	38%	20%	100%
The job Elk Grove government does at listening to citizens	5%	27%	36%	32%	100%

Question 16: 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 Elk Grove to someone who asks	29%	47%	14%	10%	100%
Remain in Elk Grove for the next five years	43%	39%	10%	8%	100%

Question 17: 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	4%
Somewhat positive	10%
Neutral	31%
Somewhat negative	40%
Very negative	15%
Total	100%

Question 18a: Policy Question 1	
Which, if any, of the following local media sources do you use to stay informed? (Please check all that apply.)	Percent of respondents
Sacramento Bee	59%
FM radio stations	54%
AM radio stations	30%
Other news Web sites	45%
Other source	11%
None at all	1%
Elk Grove Citizen	40%
Local news KCRA, Channel 3	67%
Local news KXTV, Channel 10	47%
Local news KOVR TV, Channel 13	41%
Local news KTXL Fox 40, Channel 40	42%
Local news KMAX TV, Channel 31	17%
Local news KUVS TV Univision, Channel 19	2%
Local news KCSO TV Telemundo, Channel 33	0%
Total may exceed 100% as respondents could select more than one option	

Question 18b: Policy Question 2	
Which, if any, of the following sources do you use to stay informed on City of Elk Grove issues? (Please check all that apply.)	Percent of respondents
Sacramento Bee, Elk Grove online section	39%
City of Elk Grove Council meetings or other public meetings	8%
Neighbors/word of mouth	40%
None at all	11%
City of Elk Grove newsletter	50%
Elk Grove Citizen	44%
Elk Grove Online	19%
Elk Grove news blogs	3%
City of Elk Grove Web site	17%
City of Elk Grove press releases	5%
City of Elk Grove text messages	0%
City of Elk Grove email alerts	0%
Total may exceed 100% as respondents could select more than one option	

Question 18c: Policy Question 3	
What is your primary source for information during a local emergency? (Please select only one.)	Percent of respondents
Local TV stations	74%
Local radio stations	9%
Telephone	5%
Email	1%
News Web sites	5%
City or Elk Grove Police Department Web sites	1%
Newspapers	1%
Neighbors/word of mouth	4%
Other sources	1%
Total	100%

Question 18d: Policy Question 4	
How would you like to receive the City of Elk Grove newsletter? (Please select only one.)	Percent of respondents
As stand-alone, printed mailing piece	38%
As an email (in HTML)	25%
As an insert in the Elk Grove Citizen	13%
As a downloadable file available on the City Web site	6%
I don't know/no opinion	12%
I'd rather not receive it	7%
Total	100%

Question 18e: Policy Question 5	
How many times per year, if at all, would you like to receive the City of Elk Grove newsletter?	Percent of respondents
Monthly (12 times per year)	50%
Bimonthly (current frequency) (6 times per year)	27%
Quarterly (4 times per year)	16%
Semiannually (2 times per year)	2%
Annually (1 time per year)	5%
Total	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	22%
Yes, full-time	71%
Yes, part-time	7%
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	72%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	16%
Bus, rail, subway or other public transportation	4%
Walk	1%
Bicycle	2%
Work at home	5%
Other	1%

Question D3: Length of Residency	
How many years have you lived in Elk Grove?	Percent of respondents
Less than 2 years	18%
2 to 5 years	29%
6 to 10 years	23%
11 to 20 years	15%
More than 20 years	15%
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	84%
House attached to one or more houses (e.g., a duplex or townhome)	4%
Building with two or more apartments or condominiums	11%
Mobile home	0%
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	18%
Owned by you or someone in this house with a mortgage or free and clear	82%
Total	100%

Question D6: Monthly Housing Cost	
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)?	Percent of respondents
Less than \$300 per month	2%
\$300 to \$599 per month	2%
\$600 to \$999 per month	9%
\$1,000 to \$1,499 per month	21%
\$1,500 to \$2,499 per month	40%
\$2,500 or more per month	26%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	47%
Yes	53%
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	5%
\$25,000 to \$49,999	22%
\$50,000 to \$99,999	32%
\$100,000 to \$149,000	26%
\$150,000 or more	15%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	86%
Yes, I consider myself to be Spanish, Hispanic or Latino	14%
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	2%
Asian, Asian Indian or Pacific Islander	21%
Black or African American	9%
White	65%
Other	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
18 to 24 years	3%
25 to 34 years	28%
35 to 44 years	26%
45 to 54 years	22%
55 to 64 years	11%
65 to 74 years	6%
75 years or older	3%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	52%
Male	48%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	16%
Yes	82%
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	18%
Yes	80%
Ineligible to vote	2%
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 Elk Grove:	Excellent		Good		Fair		Poor		Don't know		Total	
	Elk Grove as a place to live	20%	50	60%	154	19%	49	1%	3	0%	0	100%
Your neighborhood as a place to live	24%	63	55%	141	20%	50	1%	3	0%	0	100%	257
Elk Grove as a place to raise children	24%	61	48%	122	22%	57	2%	6	4%	9	100%	255
Elk Grove as a place to work	11%	27	27%	68	23%	58	17%	42	22%	56	100%	251
Elk Grove as a place to retire	11%	27	29%	75	22%	56	20%	51	18%	47	100%	256
The overall quality of life in Elk Grove	13%	32	61%	156	25%	65	1%	4	0%	0	100%	256

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Elk Grove as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Sense of community	8%	21	46%	116	39%	98	6%	14	2%	4	100%
Openness and acceptance of the community towards people of diverse backgrounds	12%	32	57%	145	19%	47	7%	17	5%	13	100%	254
Overall appearance of Elk Grove	17%	44	60%	154	20%	50	3%	7	0%	0	100%	255
Cleanliness of Elk Grove	16%	40	61%	157	20%	51	3%	7	0%	0	100%	255
Overall quality of new development in Elk Grove	10%	26	39%	98	31%	79	13%	32	6%	15	100%	250
Variety of housing options	11%	27	48%	122	30%	76	6%	16	6%	14	100%	255
Overall quality of business and service establishments in Elk Grove	7%	18	48%	121	36%	91	9%	23	1%	1	100%	255
Shopping opportunities	10%	26	36%	91	32%	82	20%	51	1%	3	100%	253
Opportunities to attend cultural activities	5%	12	28%	70	36%	92	17%	43	14%	36	100%	254
Recreational opportunities	13%	32	35%	88	42%	105	7%	17	5%	12	100%	254
Employment opportunities	2%	6	8%	21	34%	86	33%	82	23%	58	100%	253
Educational opportunities	12%	30	32%	81	35%	89	8%	21	12%	30	100%	250

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Elk Grove as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Opportunities to participate in social events and activities	7%	18	37%	93	39%	99	6%	16	11%	28	100%
Opportunities to participate in religious or spiritual events and activities	13%	34	39%	100	25%	64	2%	5	20%	52	100%	253
Opportunities to volunteer	9%	24	29%	73	31%	78	5%	13	26%	65	100%	252
Opportunities to participate in community matters	6%	16	39%	98	33%	82	5%	11	18%	45	100%	252
Ease of car travel in Elk Grove	10%	26	40%	102	31%	79	16%	41	2%	4	100%	252
Ease of bus travel in Elk Grove	5%	11	19%	48	19%	47	13%	34	45%	114	100%	255
Ease of bicycle travel in Elk Grove	7%	17	37%	93	22%	55	11%	29	23%	57	100%	251
Ease of walking in Elk Grove	14%	35	44%	111	29%	73	8%	19	6%	14	100%	251
Availability of paths and walking trails	17%	44	38%	97	29%	73	10%	26	6%	15	100%	255
Traffic flow on major streets	7%	18	32%	81	39%	99	21%	54	1%	2	100%	254
Availability of affordable quality housing	9%	22	35%	89	38%	96	7%	18	11%	28	100%	253
Availability of affordable quality child care	3%	7	15%	36	19%	47	9%	22	55%	136	100%	249
Availability of affordable quality health care	8%	20	36%	90	26%	65	13%	32	18%	45	100%	252
Availability of affordable quality food	14%	36	50%	128	30%	76	5%	13	1%	3	100%	255
Availability of preventive health services	9%	22	30%	74	32%	79	5%	13	25%	61	100%	249
Air quality	6%	16	45%	116	37%	94	7%	19	4%	11	100%	256
Quality of overall natural environment in Elk Grove	8%	21	50%	127	35%	89	5%	12	2%	4	100%	254
Overall image or reputation of Elk Grove	10%	26	54%	138	24%	63	11%	29	0%	0	100%	256

Question 3: Growth														
Please rate the speed of growth in the following categories in Elk Grove 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	0%	0	2%	4	34%	84	33%	82	25%	63	7%	18	100%
Retail growth (stores, restaurants, etc.)	8%	21	27%	68	35%	88	12%	31	11%	27	6%	16	100%	251
Jobs growth	27%	67	33%	83	12%	30	1%	2	1%	3	27%	68	100%	253

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Elk Grove?	Percent of respondents	Count
Not a problem	13%	33
Minor problem	49%	125
Moderate problem	27%	68
Major problem	6%	16
Don't know	5%	12
Total	100%	255

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Elk Grove:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	Violent crime (e.g., rape, assault, robbery)	19%	48	43%	109	17%	44	17%	45	3%	8	1%	2	100%
Property crimes (e.g., burglary, theft)	8%	20	37%	95	19%	48	26%	67	9%	22	1%	3	100%	256
Environmental hazards, including toxic waste	31%	80	36%	92	18%	45	5%	13	2%	5	8%	22	100%	256

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	56%	146	31%	81	6%	17	5%	13	1%	2	0%	0	100%
In your neighborhood after dark	25%	64	44%	115	12%	30	16%	41	3%	9	0%	0	100%	259
In Elk Grove's commercial areas during the day	38%	99	45%	116	9%	24	5%	13	2%	5	1%	2	100%	259
In Elk Grove's commercial areas after dark	10%	26	32%	82	25%	64	26%	66	6%	15	2%	6	100%	259

Question 7: Crime Victim		
During the past twelve months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	81%	207
Yes	18%	45
Don't know	1%	3
Total	100%	256

Question 8: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	24%	12
Yes	71%	35
Don't know	5%	2
Total	100%	50

Question 9: 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 Elk Grove?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
	Used Elk Grove public libraries or their services	37%	94	30%	75	24%	61	5%	13	4%	11	100%
Used Elk Grove recreation centers	43%	110	22%	55	20%	51	10%	25	5%	14	100%	254
Participated in a recreation program or activity	51%	129	22%	56	17%	42	5%	13	4%	11	100%	251
Visited a neighborhood park or City park	9%	24	19%	49	30%	78	17%	44	24%	62	100%	256
Ridden a local bus within Elk Grove	87%	217	4%	11	1%	3	2%	4	6%	15	100%	251
Attended a meeting of local elected officials or other local public meeting	78%	198	16%	41	6%	15	0%	0	0%	0	100%	254
Watched a meeting of local elected officials or other local public meeting on cable television	72%	181	18%	45	9%	22	1%	3	0%	0	100%	250
Read Elk Grove Newsletter	15%	38	23%	59	45%	113	8%	19	9%	22	100%	251
Visited the City of Elk Grove Web site (at www.elkgrovecity.org)	37%	94	32%	80	23%	57	5%	13	3%	8	100%	253
Recycled used paper, cans or bottles from your home	6%	16	4%	11	12%	31	17%	42	60%	152	100%	252
Volunteered your time to some group or activity in Elk Grove	64%	162	11%	29	11%	28	4%	11	9%	24	100%	254
Participated in religious or spiritual activities in Elk Grove	56%	141	9%	24	11%	28	4%	11	20%	50	100%	254
Participated in a club or civic group in Elk Grove	77%	195	8%	21	4%	11	5%	13	6%	14	100%	254
Provided help to a friend or neighbor	6%	14	18%	45	50%	128	14%	35	13%	34	100%	256

Question 10: 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	15%	39
Several times a week	32%	84
Several times a month	22%	57
Once a month	10%	25
Several times a year	10%	26
Once a year or less	8%	20
Never	3%	8
Total	100%	259

Question 11: Service Quality												
Please rate the quality of each of the following services in Elk Grove:	Excellent		Good		Fair		Poor		Don't know		Total	
	Police services	22%	55	44%	109	16%	41	4%	10	15%	37	100%
Fire services	27%	68	39%	98	6%	14	0%	0	29%	74	100%	255
Ambulance or emergency medical services	22%	55	35%	89	6%	16	0%	0	36%	91	100%	252
Crime prevention	8%	21	36%	90	21%	54	10%	26	24%	62	100%	252
Fire prevention and education	11%	27	32%	81	15%	38	2%	4	41%	102	100%	252
Traffic enforcement	13%	33	38%	96	28%	71	8%	21	13%	32	100%	253
Street repair	12%	30	38%	97	31%	79	13%	34	6%	15	100%	254
Street cleaning	14%	35	41%	104	28%	72	9%	24	7%	18	100%	253
Street lighting	17%	44	52%	132	23%	59	6%	15	2%	4	100%	254
Sidewalk maintenance	15%	37	48%	121	24%	60	8%	20	5%	12	100%	250
Traffic signal timing	10%	26	32%	81	42%	106	14%	35	1%	3	100%	252
Bus or transit services	6%	14	17%	42	13%	31	7%	18	57%	139	100%	244
Garbage collection	29%	73	58%	147	10%	26	1%	2	2%	5	100%	252
Recycling	31%	78	54%	137	11%	29	0%	0	3%	8	100%	252
Yard waste pick-up	29%	72	50%	126	13%	32	2%	5	7%	18	100%	253

Question 11: Service Quality												
Please rate the quality of each of the following services in Elk Grove:	Excellent		Good		Fair		Poor		Don't know		Total	
	Storm drainage	16%	39	44%	111	23%	59	5%	12	12%	31	100%
Drinking water	8%	21	37%	95	33%	83	14%	34	8%	21	100%	253
Sewer services	15%	38	46%	117	23%	57	1%	2	15%	38	100%	253
Power (electric and/or gas) utility	17%	44	55%	139	22%	56	1%	4	4%	10	100%	252
Parks	38%	95	49%	123	9%	24	1%	2	3%	7	100%	252
Recreation programs or classes	17%	42	37%	92	13%	32	0%	0	33%	83	100%	249
Land use, planning and zoning	5%	14	23%	58	29%	72	18%	45	25%	62	100%	250
Code enforcement (weeds, abandoned buildings, etc)	5%	12	26%	64	32%	79	16%	39	22%	55	100%	250
Animal control	9%	22	29%	73	22%	55	5%	13	35%	89	100%	252
Economic development	5%	12	20%	51	27%	68	23%	57	25%	64	100%	252
Health services	7%	18	36%	89	23%	58	3%	7	31%	76	100%	249
Services to seniors	5%	12	22%	57	10%	25	3%	8	60%	152	100%	254
Services to youth	7%	18	32%	80	19%	47	5%	14	37%	93	100%	252
Services to low-income people	5%	12	16%	40	15%	37	4%	10	60%	151	100%	250
Public library services	20%	50	36%	91	15%	38	5%	12	25%	62	100%	252
Public information services	7%	18	33%	82	22%	54	5%	13	33%	84	100%	252
Public schools	20%	52	39%	100	13%	33	4%	9	23%	59	100%	253
Cable television	13%	33	36%	92	24%	61	9%	24	17%	44	100%	254
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	4%	11	19%	49	19%	49	7%	17	50%	127	100%	253
Preservation of natural areas such as open space, farmlands and greenbelts	9%	23	31%	77	24%	60	17%	42	20%	50	100%	252

Question 12: 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 Elk Grove	9%	24	51%	129	25%	64	6%	15	9%	22	100%
The Federal Government	3%	7	23%	57	41%	103	18%	47	16%	40	100%	253
The State Government	2%	6	19%	47	40%	101	27%	69	12%	31	100%	253
Sacramento County Government	2%	4	25%	63	42%	105	16%	39	16%	41	100%	253

Question 13: Contact with City Employees		
Have you had any in-person or phone contact with an employee of the City of Elk Grove within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	63%	156
Yes	37%	90
Total	100%	246

Question 14: City Employees												
What was your impression of the employee(s) of the City of Elk Grove in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
	Knowledge	24%	26	47%	51	15%	16	7%	8	7%	7	100%
Responsiveness	28%	30	35%	38	17%	18	12%	13	8%	8	100%	108
Courtesy	29%	31	39%	42	15%	16	10%	11	7%	8	100%	108
Overall impression	32%	35	30%	33	20%	22	12%	13	6%	7	100%	109

Question 15: Government Performance												
Please rate the following categories of Elk Grove government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Elk Grove	5%	14	33%	84	33%	84	15%	38	14%	36	100%
The overall direction that Elk Grove is taking	4%	10	27%	70	37%	95	21%	55	11%	28	100%	257
The job Elk Grove government does at welcoming citizen involvement	5%	13	24%	61	27%	68	14%	36	30%	75	100%	253
The job Elk Grove government does at listening to citizens	4%	9	18%	46	24%	60	22%	55	33%	84	100%	254

Question 16: 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 Elk Grove to someone who asks	29%	74	47%	118	14%	36	9%	24	1%	2	100%
Remain in Elk Grove for the next five years	42%	108	38%	97	9%	24	8%	20	3%	7	100%	256

Question 17: 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	4%	11
Somewhat positive	10%	25
Neutral	31%	77
Somewhat negative	40%	101
Very negative	15%	38
Total	100%	253

Question 18a: Policy Question 1		
Which, if any, of the following local media sources do you use to stay informed? (Please check all that apply.)	Percent of respondents	Count
Sacramento Bee	59%	154
FM radio stations	54%	141
AM radio stations	30%	78
Other news Web sites	45%	117
Other source	11%	28
None at all	1%	2
Elk Grove Citizen	40%	103
Local news KCRA, Channel 3	67%	172
Local news KXTV, Channel 10	47%	123
Local news KOVR TV, Channel 13	41%	107
Local news KTXL Fox 40, Channel 40	42%	108
Local news KMAX TV, Channel 31	17%	44
Local news KUVS TV Univision, Channel 19	2%	5
Local news KCSO TV Telemundo, Channel 33	0%	1
Total may exceed 100% as respondents could select more than one option		

Question 18b: Policy Question 2		
Which, if any, of the following sources do you use to stay informed on City of Elk Grove issues? (Please check all that apply.)	Percent of respondents	Count
Sacramento Bee, Elk Grove online section	39%	102
City of Elk Grove Council meetings or other public meetings	8%	21
Neighbors/word of mouth	40%	103
None at all	11%	27
City of Elk Grove newsletter	50%	128
Elk Grove Citizen	44%	113
Elk Grove Online	19%	50
Elk Grove news blogs	3%	8
City of Elk Grove Web site	17%	44
City of Elk Grove press releases	5%	13
City of Elk Grove text messages	0%	0
City of Elk Grove email alerts	0%	1
Total may exceed 100% as respondents could select more than one option		

Question 18c: Policy Question 3		
What is your primary source for information during a local emergency? (Please select only one.)	Percent of respondents	Count
Local TV stations	74%	133
Local radio stations	9%	16
Telephone	5%	10
Email	1%	1
News Web sites	5%	8
City or Elk Grove Police Department Web sites	1%	1
Newspapers	1%	3
Neighbors/word of mouth	4%	7
Other sources	1%	1
Total	100%	181

Question 18d: Policy Question 4		
How would you like to receive the City of Elk Grove newsletter? (Please select only one.)	Percent of respondents	Count
As stand-alone, printed mailing piece	38%	95
As an email (in HTML)	25%	64
As an insert in the Elk Grove Citizen	13%	33
As a downloadable file available on the City Web site	6%	14
I don't know/no opinion	12%	29
I'd rather not receive it	7%	18
Total	100%	253

Question 18e: Policy Question 5		
How many times per year, if at all, would you like to receive the City of Elk Grove newsletter?	Percent of respondents	Count
Monthly (12 times per year)	50%	123
Bimonthly (current frequency) (6 times per year)	27%	67
Quarterly (4 times per year)	16%	38
Semiannually (2 times per year)	2%	4
Annually (1 time per year)	5%	11
Total	100%	243

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	22%	55
Yes, full-time	71%	179
Yes, part-time	7%	18
Total	100%	252

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	72%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	16%
Bus, rail, subway or other public transportation	4%
Walk	1%
Bicycle	2%
Work at home	5%
Other	1%

Question D3: Length of Residency		
How many years have you lived in Elk Grove?	Percent of respondents	Count
Less than 2 years	18%	46
2 to 5 years	29%	75
6 to 10 years	23%	60
11 to 20 years	15%	38
More than 20 years	15%	39
Total	100%	257

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	84%	217
House attached to one or more houses (e.g., a duplex or townhome)	4%	10
Building with two or more apartments or condominiums	11%	28
Mobile home	0%	1
Other	1%	1
Total	100%	257

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	18%	44
Owned by you or someone in this house with a mortgage or free and clear	82%	207
Total	100%	251

Question D6: Monthly Housing Cost		
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)?	Percent of respondents	Count
Less than \$300 per month	2%	5
\$300 to \$599 per month	2%	6
\$600 to \$999 per month	9%	23
\$1,000 to \$1,499 per month	21%	51
\$1,500 to \$2,499 per month	40%	98
\$2,500 or more per month	26%	64
Total	100%	245

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	47%	120
Yes	53%	135
Total	100%	255

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%	203
Yes	20%	51
Total	100%	254

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	5%	13
\$25,000 to \$49,999	22%	52
\$50,000 to \$99,999	32%	77
\$100,000 to \$149,000	26%	62
\$150,000 or more	15%	37
Total	100%	241

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	86%	214
Yes, I consider myself to be Spanish, Hispanic or Latino	14%	34
Total	100%	249

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	2%	6
Asian, Asian Indian or Pacific Islander	21%	51
Black or African American	9%	22
White	65%	162
Other	9%	23
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	3%	6
25 to 34 years	28%	72
35 to 44 years	26%	67
45 to 54 years	22%	56
55 to 64 years	11%	28
65 to 74 years	6%	15
75 years or older	3%	9
Total	100%	252

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	52%	132
Male	48%	120
Total	100%	252

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	16%	40
Yes	81%	203
Ineligible to vote	1%	4
Don't know	2%	5
Total	100%	252

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	17%	44
Yes	79%	198
Ineligible to vote	2%	6
Don't know	2%	4
Total	100%	252

APPENDIX B: SURVEY METHODOLOGY

The National Citizen Survey™ 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 National Citizen Survey™ 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 National Citizen Survey™ is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The National Citizen Survey™ 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 Elk Grove 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 Elk Grove 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 Elk Grove 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 Elk Grove 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 Elk Grove. 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.

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.

SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning August 31, 2009. 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 seven weeks.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

Of the 1,200 surveys mailed, 45 were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 1,155 households receiving the survey mailings, 259 completed the survey, providing a response rate of 22%. In general, response rates obtained on local government resident surveys range from 20% to 40%.

In theory, in 95 cases out of 100, the results based on the number of responses obtained will differ by no more than six percentage points in either direction from what would have been obtained had responses been collected from all City of Elk Grove adults. This difference from the presumed population finding is referred to as the sampling error (or the “margin of error” or 95% confidence interval”). For subgroups of responses, the margin of sampling error is larger. In addition to sampling error, the practical difficulties of conducting any survey of the public may introduce other sources of error. For example, the failure of some of the selected adults to participate in the sample or the difficulty of including all sectors of the population, such as residents of some institutions or group residences, may lead to somewhat different results.

In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders that may affect sample findings. 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.

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 2000 Census estimates for adults in the City of Elk Grove. 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 and gender 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 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. A limitation of data weighting is that only 2-3 demographic variables can be adjusted in a single study. Several different weighting “schemes” are 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.

Elk Grove Citizen Survey Weighting Table			
Characteristic	Population Norm ¹	Unweighted Data	Weighted Data
Housing			
Rent home	18%	12%	18%
Own home	82%	88%	82%
Detached unit	91%	88%	85%
Attached unit	9%	12%	15%
Race and Ethnicity			
White alone, not Hispanic	57%	59%	54%
Hispanic and/or other race	43%	41%	46%
Sex and Age			
Female	52%	57%	52%
Male	48%	43%	48%
18-34 years of age	32%	15%	31%
35-54 years of age	48%	43%	48%
55+ years of age	20%	42%	21%
Females 18-34	17%	10%	17%
Females 35-54	25%	25%	25%
Females 55+	11%	22%	11%
Males 18-34	15%	5%	15%
Males 35-54	23%	17%	23%
Males 55+	9%	21%	9%

¹ 2000 Census

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.

Benchmark Comparisons

NRC has been leading the strategic use of surveys for local governments since 1991, when the principals of the company wrote the first edition of what became the classic text on citizen surveying. In *Citizen Surveys: how to do them, how to use them, what they mean*, published by ICMA, not only were the principles for quality survey methods articulated, but both the idea of benchmark data for citizen opinion and the method for gathering benchmark data were pioneered. The argument for benchmarks was called “In Search of Standards.” “What has been missing from a local government’s analysis of its survey results is the context that school administrators can supply when they tell parents how an 80 percent score on the social studies test compares to test results from other school systems...”

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services. Conducted with typically no fewer than 400 residents in each jurisdiction, opinions are intended to represent over 30 million Americans. NRC has innovated a method for quantitatively integrating the results of surveys that conducted by NRC with those that others have conducted. The integration methods have been thoroughly described not only in the Citizen Surveys book, but also in *Public Administration Review, Journal of Policy Analysis and Management*. Scholars who specialize in the analysis of citizen surveys regularly have relied on this work (e.g., Kelly, J. &

Swindell, D. (2002). Service quality variation across urban space: First steps towards a model of citizen satisfaction. *Journal of Urban Affairs*, 24, 271-288.; Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York City, *Public Administration Review*, 64, 331- 341). The method described in those publications is refined regularly and statistically tested on a growing number of citizen surveys in NRC's proprietary databases. NRC's work on calculating national benchmarks for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.

The Role of Comparisons

Benchmark comparisons are used for performance measurement. Jurisdictions use the comparative information to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions, to measure local government performance. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. When surveys of service satisfaction turn up "good" citizen evaluations, jurisdictions need to know how others rate their services to understand if "good" is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. More important and harder questions need to be asked; for example, how do residents' ratings of fire service compare to opinions about fire service in other communities?

A police department that provides the fastest and most efficient service—one that closes most of its cases, solves most of its crimes and keeps the crime rate low—still has a problem to fix if the residents in the community it intends to protect believe services are not very good compared to ratings given by residents to their own objectively "worse" departments. The benchmark data can help that police department – or any department – to understand how well citizens think it is doing. Without the comparative data, it would be like bowling in a tournament without knowing what the other teams are scoring. NRC recommends that citizen opinion be used in conjunction with other sources of data about budget, personnel and politics to help managers know how to respond to comparative results.

Jurisdictions in the benchmark database are distributed geographically across the country and range from small to large in population size. Most commonly, comparisons are made to the entire database. Comparisons may also be made to subsets of jurisdictions (for example, within a given region or population category). Despite the differences in jurisdiction characteristics, all are in the business of providing local government services to residents. Though individual jurisdiction circumstances, resources and practices vary, the objective in every community is to provide services that are so timely, tailored and effective that residents conclude the services are of the highest quality. High ratings in any jurisdiction, like SAT scores in any teen household, bring pride and a sense of accomplishment.

Comparison of Elk Grove to the Benchmark Database

The City of Elk Grove chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Elk Grove Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most

questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons are available, Elk Grove results are noted as being “above” the benchmark, “below” the benchmark or “similar to” the benchmark. This evaluation of “above,” “below” or “similar to” comes from a statistical comparison of Elk Grove's rating to the benchmark (the rating from all the comparison jurisdictions where a similar question was asked).

APPENDIX C: SURVEY MATERIALS

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

Dear Elk Grove Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City of Elk Grove. 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,

A handwritten signature in black ink, appearing to read 'Patrick Hume', with a long horizontal flourish extending to the right.

Patrick Hume
Mayor

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Patrick Hume
Mayor



CITY OF
ELK GROVE

PROUD HERITAGE. BRIGHT FUTURE.

8401 Laguna Palms Way
Elk Grove, California 95758

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US Postage
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Permit NO. 94

Phone: 916.683.7111
Fax: 916.691.3168

Web: www.elkgrovecity.org

8401 Laguna Palms Way
Elk Grove, California 95758



August 2009

Dear Elk Grove Resident:

The City of Elk Grove wants to know what you think about our community and municipal government. You have been randomly selected to participate in Elk Grove's 2009 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 Elk Grove 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 (916) 478-2201.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Patrick Hume", with a long horizontal flourish extending to the right.

Patrick Hume
Mayor

Phone: 916.683.7111
Fax: 916.691.3168

Web: www.elkgrovecity.org

8401 Laguna Palms Way
Elk Grove, California 95758



September 2009

Dear City of Elk Grove 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 Elk Grove wants to know what you think about our community and municipal government. You have been randomly selected to participate in the City of Elk Grove'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!

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Patrick Hume
Mayor

The City of Elk Grove 2009 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 Elk Grove:

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

2. Please rate each of the following characteristics as they relate to Elk Grove 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 Elk Grove.....	1	2	3	4	5
Cleanliness of Elk Grove.....	1	2	3	4	5
Overall quality of new development in Elk Grove.....	1	2	3	4	5
Variety of housing options.....	1	2	3	4	5
Overall quality of business and service establishments in Elk Grove.....	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 Elk Grove.....	1	2	3	4	5
Ease of bus travel in Elk Grove.....	1	2	3	4	5
Ease of bicycle travel in Elk Grove.....	1	2	3	4	5
Ease of walking in Elk Grove.....	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
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 preventative health services.....	1	2	3	4	5
Air quality.....	1	2	3	4	5
Quality of overall natural environment in Elk Grove.....	1	2	3	4	5
Overall image or reputation of Elk Grove.....	1	2	3	4	5

3. Please rate the speed of growth in the following categories in Elk Grove 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 Elk Grove?
 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 Elk Grove:

	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 Elk Grove's commercial areas during the day.....	1	2	3	4	5	6
In Elk Grove's commercial areas after dark.....	1	2	3	4	5	6

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

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

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

- No Yes Don't know

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

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Elk Grove public libraries or their services	1	2	3	4	5
Used Elk Grove 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 Elk Grove	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 local public meeting on cable television	1	2	3	4	5
Read Elk Grove Newsletter	1	2	3	4	5
Visited the City of Elk Grove Web site (at www.elkgrovecity.org)	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 Elk Grove	1	2	3	4	5
Participated in religious or spiritual activities in Elk Grove	1	2	3	4	5
Participated in a club or civic group in Elk Grove	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5

10. 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
 Once a month
 Several times a year
 Once a year or less
 Never

The City of Elk Grove 2009 Citizen Survey

11. Please rate the quality of each of the following services in Elk Grove:

	<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
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
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
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

12. 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 Elk Grove.....	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5
Sacramento County Government	1	2	3	4	5

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

- No → Go to Question 15
 Yes → Go to Question 14

14. What was your impression of the employee(s) of the City of Elk Grove 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

15. Please rate the following categories of Elk Grove 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 Elk Grove.....	1	2	3	4	5
The overall direction that Elk Grove is taking.....	1	2	3	4	5
The job Elk Grove government does at welcoming citizen involvement...	1	2	3	4	5
The job Elk Grove government does at listening to citizens.....	1	2	3	4	5

16. 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 Elk Grove to someone who asks	1	2	3	4	5
Remain in Elk Grove for the next five years.....	1	2	3	4	5

17. 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

18. Please check the response that comes closest to your opinion for each of the following questions:
a. Which, if any, of the following local media sources do you use to stay informed? (Please check all that apply.)

- | | | |
|--|---|--|
| <input type="radio"/> Sacramento Bee | <input type="radio"/> Local news KMAX TV, Channel 31 | <input type="radio"/> FM radio stations |
| <input type="radio"/> Elk Grove Citizen | <input type="radio"/> Local news, KUVS TV Univision, Channel 19 | <input type="radio"/> AM radio stations |
| <input type="radio"/> Local news KCRA, Channel 3 | <input type="radio"/> Local news, KCSO TV Telemundo, Channel 33 | <input type="radio"/> Other news Web sites |
| <input type="radio"/> Local news KXTV, Channel 10 | | <input type="radio"/> Other source |
| <input type="radio"/> Local news KOVR TV, Channel 13 | | <input type="radio"/> None at all |
| <input type="radio"/> Local news KTXL Fox 40, Channel 40 | | |

b. Which, if any, of the following sources do you use to stay informed on City of Elk Grove issues? (Please check all that apply.)

- | | |
|--|---|
| <input type="radio"/> Sacramento Bee, Elk Grove online section | <input type="radio"/> City of Elk Grove press releases |
| <input type="radio"/> City of Elk Grove newsletter | <input type="radio"/> City of Elk Grove text messages |
| <input type="radio"/> Elk Grove Citizen | <input type="radio"/> City of Elk Grove email alerts |
| <input type="radio"/> Elk Grove Online | <input type="radio"/> City of Elk Grove Council meetings or other public meetings |
| <input type="radio"/> Elk Grove news blogs | <input type="radio"/> Neighbors/word of mouth |
| <input type="radio"/> City of Elk Grove Web site | <input type="radio"/> None at all |

c. What is your primary source for information during a local emergency? (Please select only one.)

- | | | |
|--|---|---|
| <input type="radio"/> Local TV stations | <input type="radio"/> News Web sites | <input type="radio"/> Neighbors/word of mouth |
| <input type="radio"/> Local radio stations | <input type="radio"/> City or Elk Grove Police Department Web sites | <input type="radio"/> Other source |
| <input type="radio"/> Telephone | | |
| <input type="radio"/> Email | <input type="radio"/> Newspapers | |

d. How would you like to receive the City of Elk Grove newsletter? (Please select only one.)

- | | |
|---|---|
| <input type="radio"/> As stand-alone, printed mailing piece | <input type="radio"/> As a downloadable file available on the City Web site |
| <input type="radio"/> As an email (in HTML) | <input type="radio"/> I don't know/no opinion |
| <input type="radio"/> As an insert in the Elk Grove Citizen | <input type="radio"/> I'd rather not receive it |

e. How many times per year, if at all, would you like to receive the City of Elk Grove newsletter? (Please select only one.)

- | | |
|--|---|
| <input type="radio"/> Monthly (12 times per year) | <input type="radio"/> Semiannually (2 times per year) |
| <input type="radio"/> Bimonthly (current frequency) (6 times per year) | <input type="radio"/> Annually (1 time per year) |
| <input type="radio"/> Quarterly (4 times per year) | |

f. What three services does Elk Grove do the best at providing?

1. _____
2. _____
3. _____

The City of Elk Grove 2009 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 Elk Grove?

- 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 question 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
- Yes
- Ineligible to vote
- Don't know

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

- No
- Yes
- Ineligible to vote
- Don't know

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



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