



CITY OF DULUTH, MN 2010



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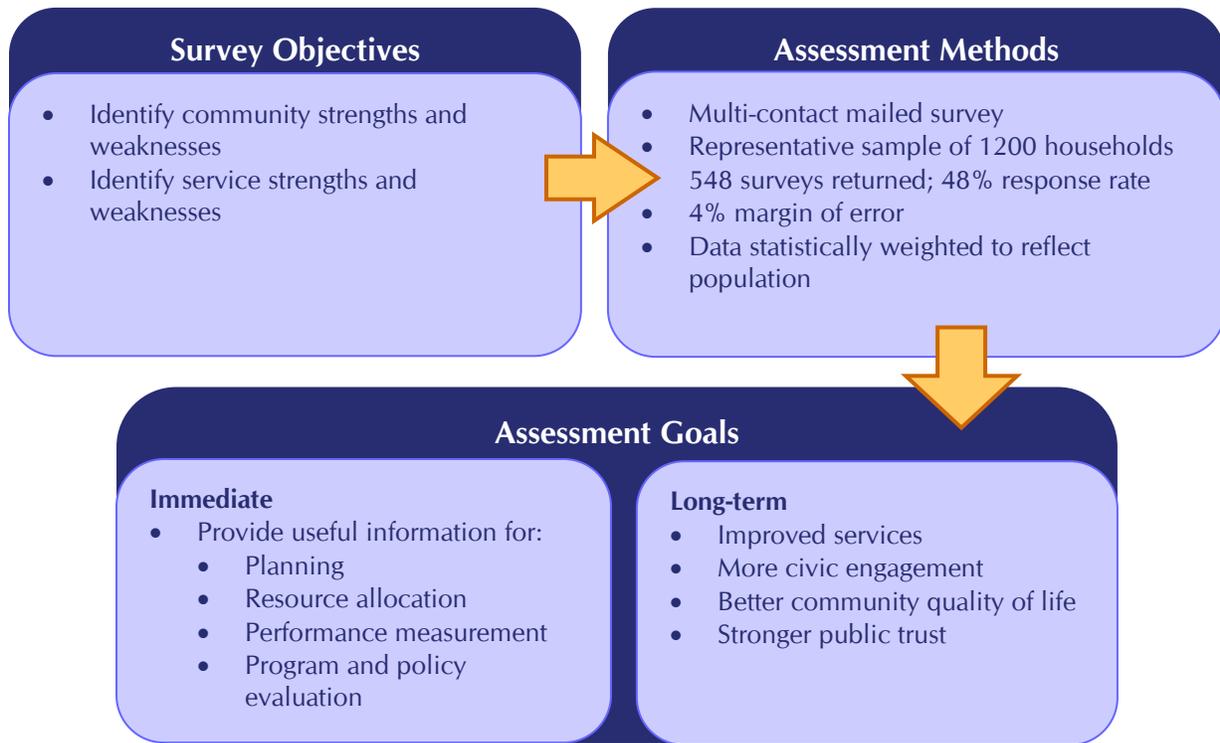
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SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

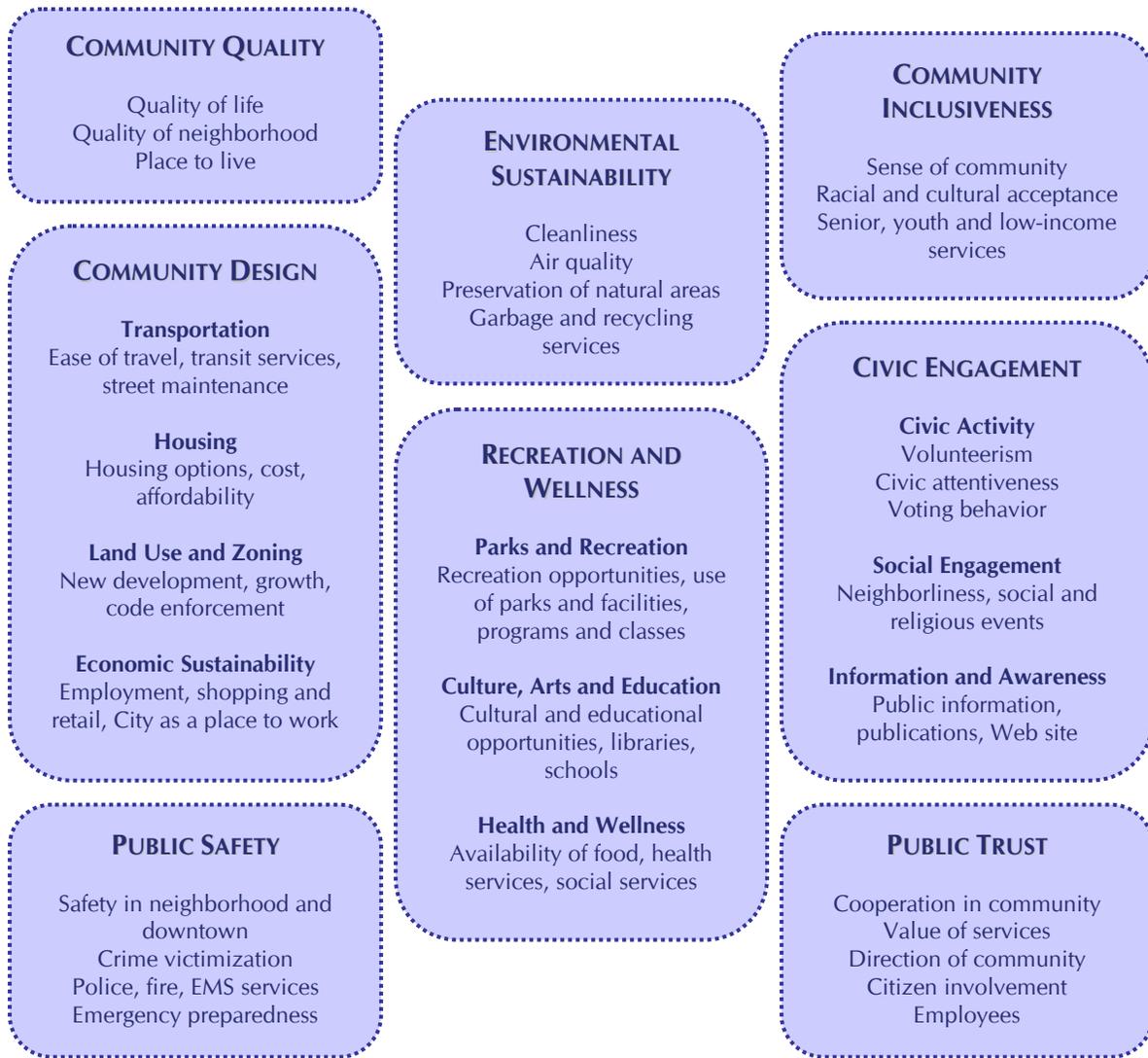
The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided 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 548 completed surveys were obtained, providing an overall response rate of 46%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for the City of Duluth was developed in close cooperation with local jurisdiction staff. Duluth staff selected items from a menu of questions about services and community problems and provided the appropriate letterhead and signatures for mailings. City of Duluth staff also augmented The National Citizen Survey™ basic service through a variety of options including crosstabulation of results 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 Duluth survey is no greater than plus or minus four percentage points around any given percent reported for the entire sample (548 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%.

Interpreting Comparisons to Previous Years

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

"Don't Know" Responses and Rounding

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

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

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

EXECUTIVE SUMMARY

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

Most residents experience a good quality of life in the City of Duluth and believe the City is a good place to live. The overall quality of life in the City of Duluth was rated as “excellent” or “good” by 72% of respondents. Almost all report they plan on staying in the City of Duluth for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. Among the characteristics receiving the most favorable ratings were the quality of the overall natural environment and opportunities to volunteer. Among the characteristics receiving the least positive ratings were employment opportunities and the amount of public parking.

Residents in the City of Duluth were very civically engaged. While 32% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, a majority reported watching one on TV. A majority had volunteered their time to some group or activity in the City of Duluth.

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

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

- Police services
- Snow removal
- Land use, planning, and zoning

COMMUNITY RATINGS

OVERALL COMMUNITY QUALITY

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

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

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

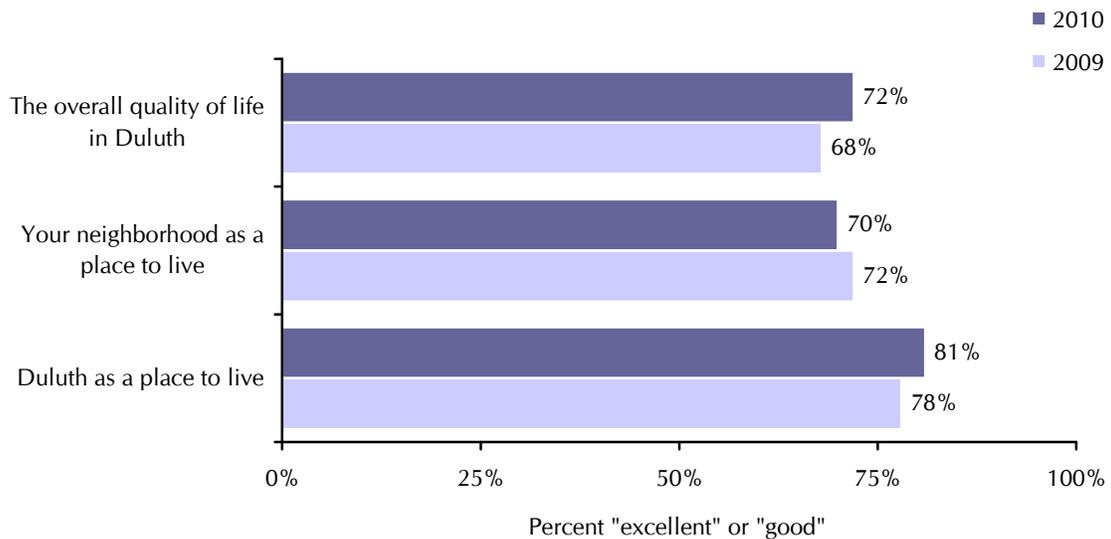
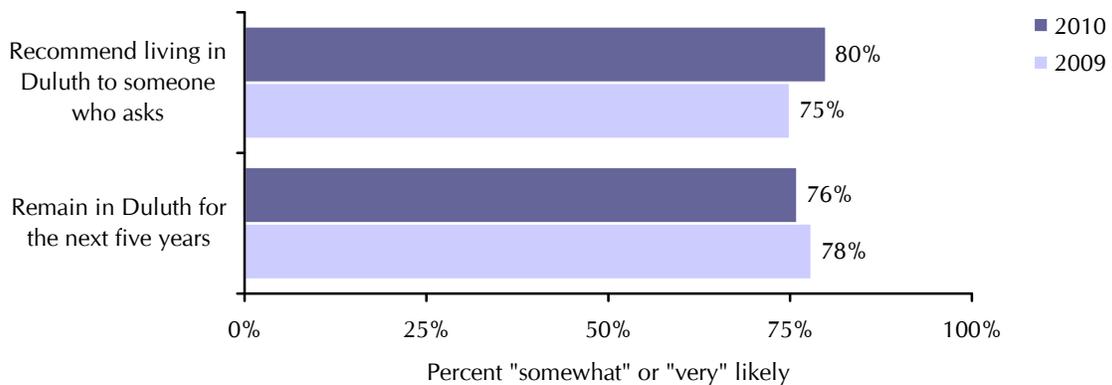


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY BY YEAR



COMMUNITY DESIGN

Transportation

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

Residents responding to the survey were given a list of six aspects of mobility to rate on a scale of "excellent," "good," "fair" and "poor." Availability of walking paths and trails was given the most positive rating, followed by ease of walking in Duluth.

FIGURE 5: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

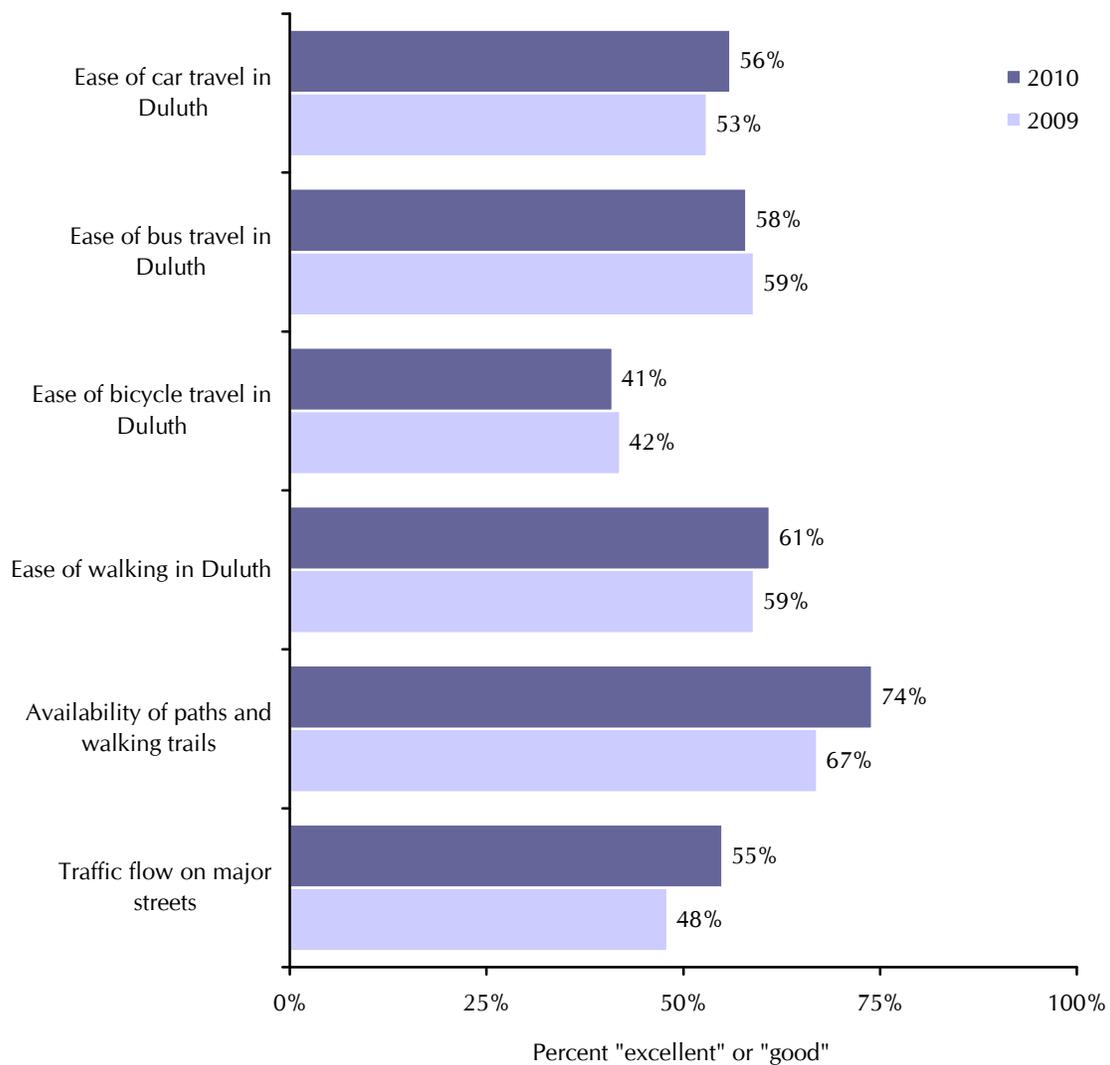
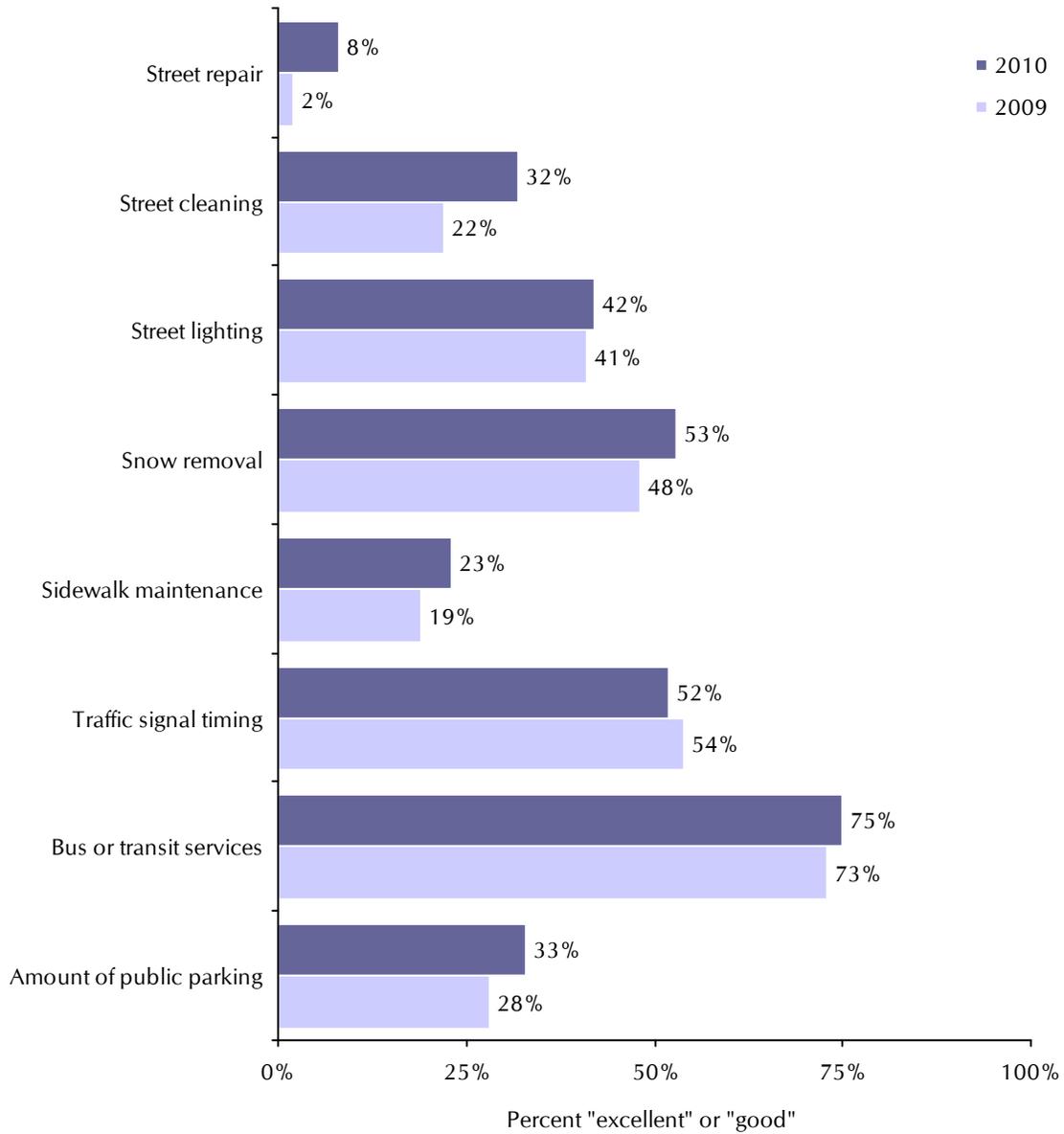


FIGURE 6: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR



By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 4% of work commute trips were made by transit, 2% by bicycle and 5% by foot.

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

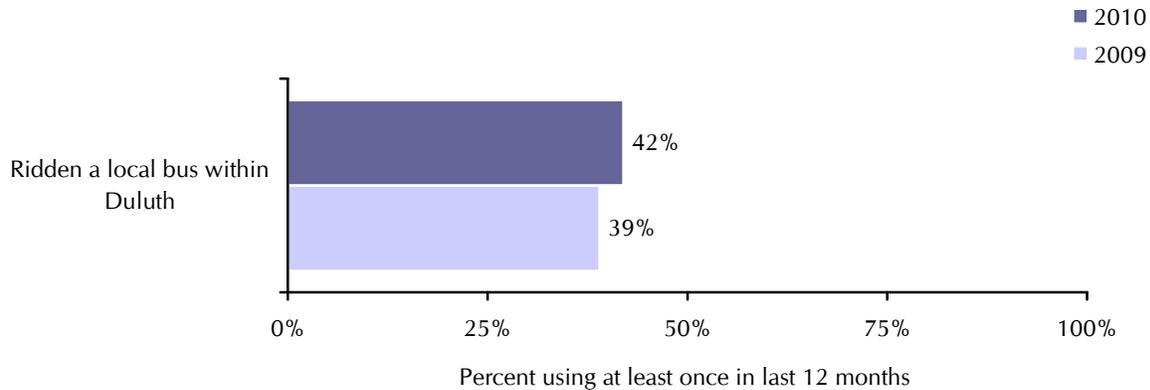
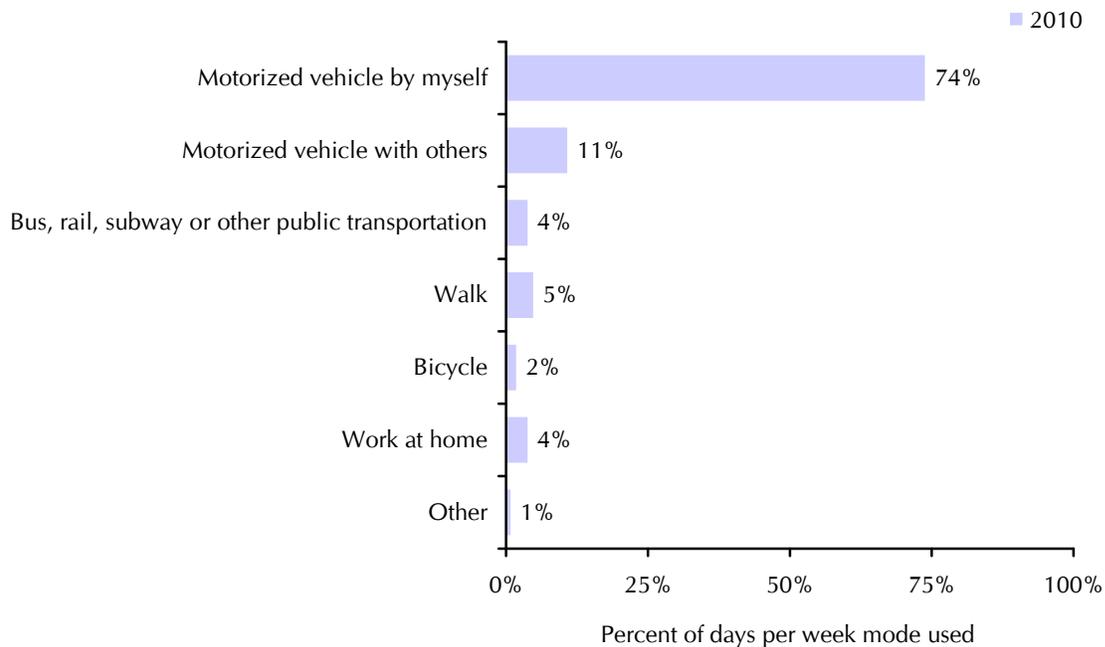


FIGURE 8: MODE OF TRAVEL USED FOR WORK COMMUTE

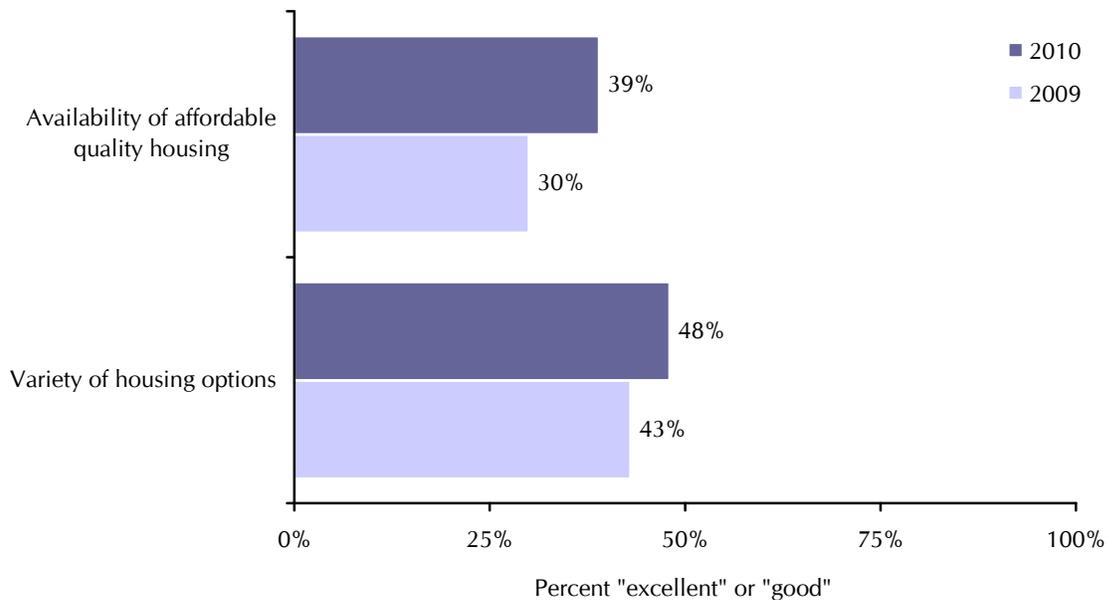


Housing

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.

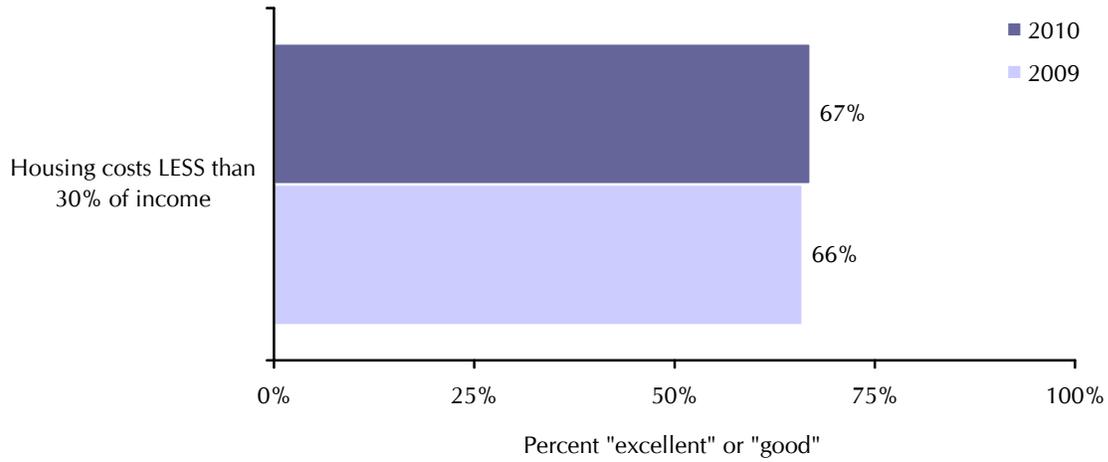
The survey of the City of Duluth residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as “excellent” or “good” by 39% of respondents, while the variety of housing options was rated as “excellent” or “good” by 48% of respondents. The rating of perceived affordable housing availability improved from 2009 to 2010.

FIGURE 9: RATINGS OF HOUSING IN COMMUNITY BY YEAR



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

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



Land Use and Zoning

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

The overall quality of new development in the City of Duluth was rated as "excellent" or "good" by 39% of respondents. The overall appearance of Duluth was rated as "excellent" or "good" by 55% of respondents. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Duluth, 24% thought they were a "major" or "moderate" problem.

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

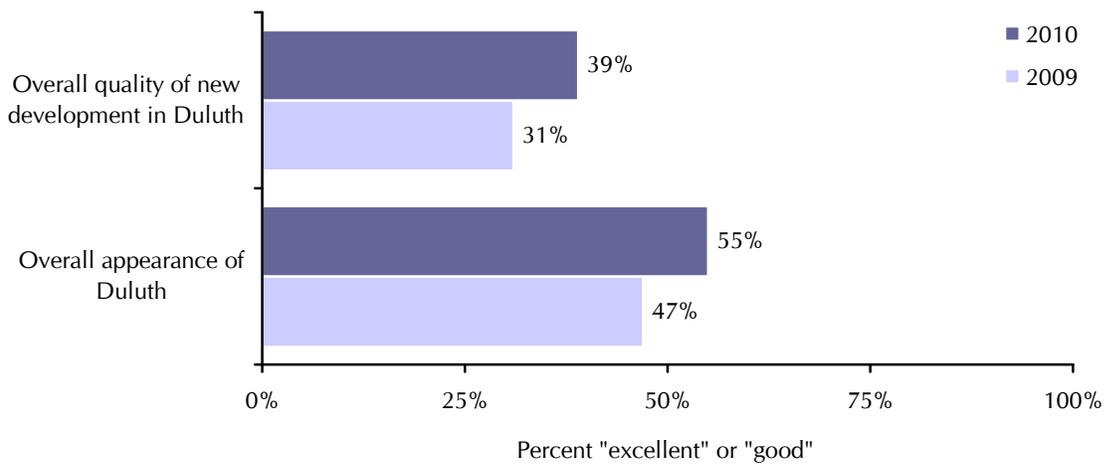


FIGURE 12: RATINGS OF POPULATION GROWTH BY YEAR

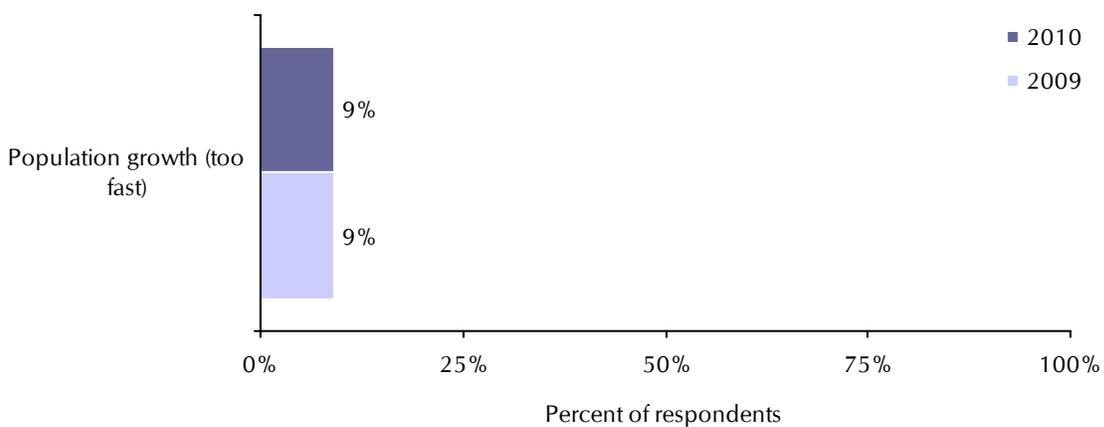


FIGURE 13: RATINGS OF NUISANCE PROBLEMS BY YEAR

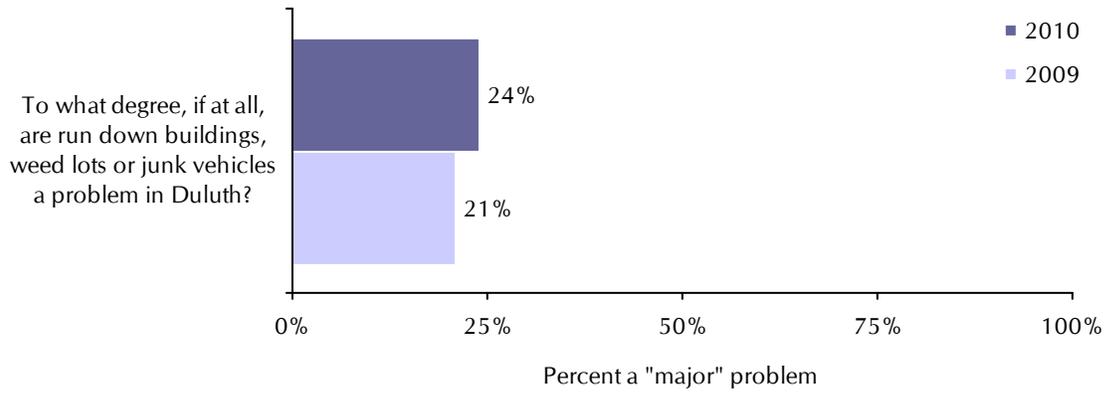
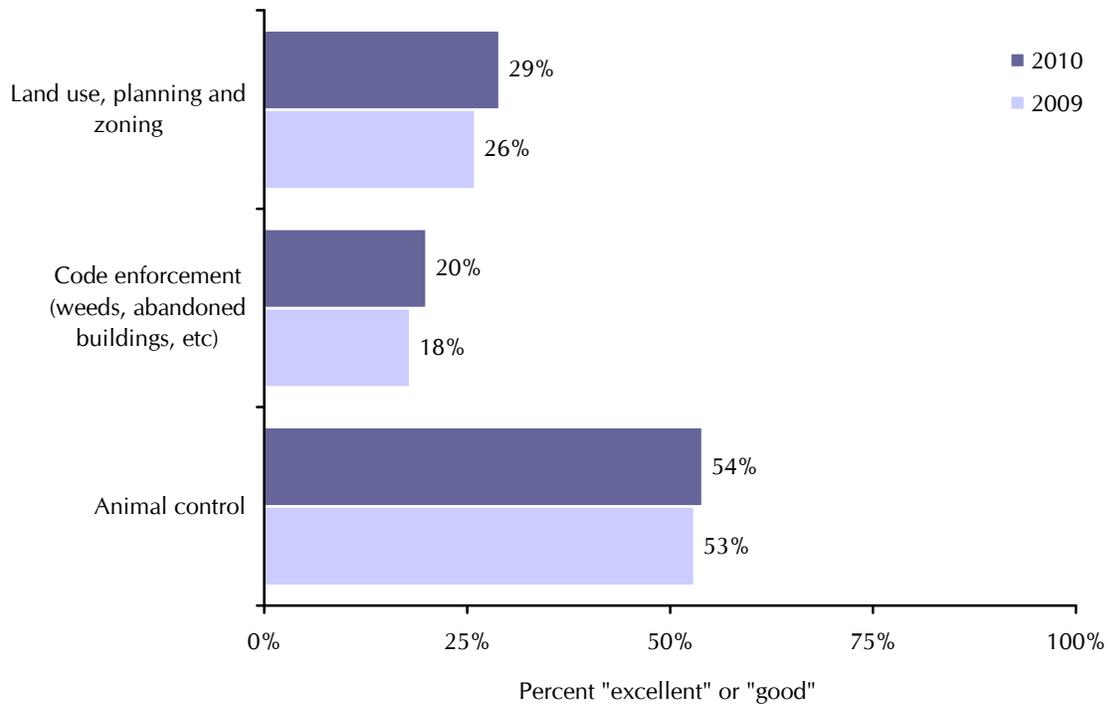


FIGURE 14: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

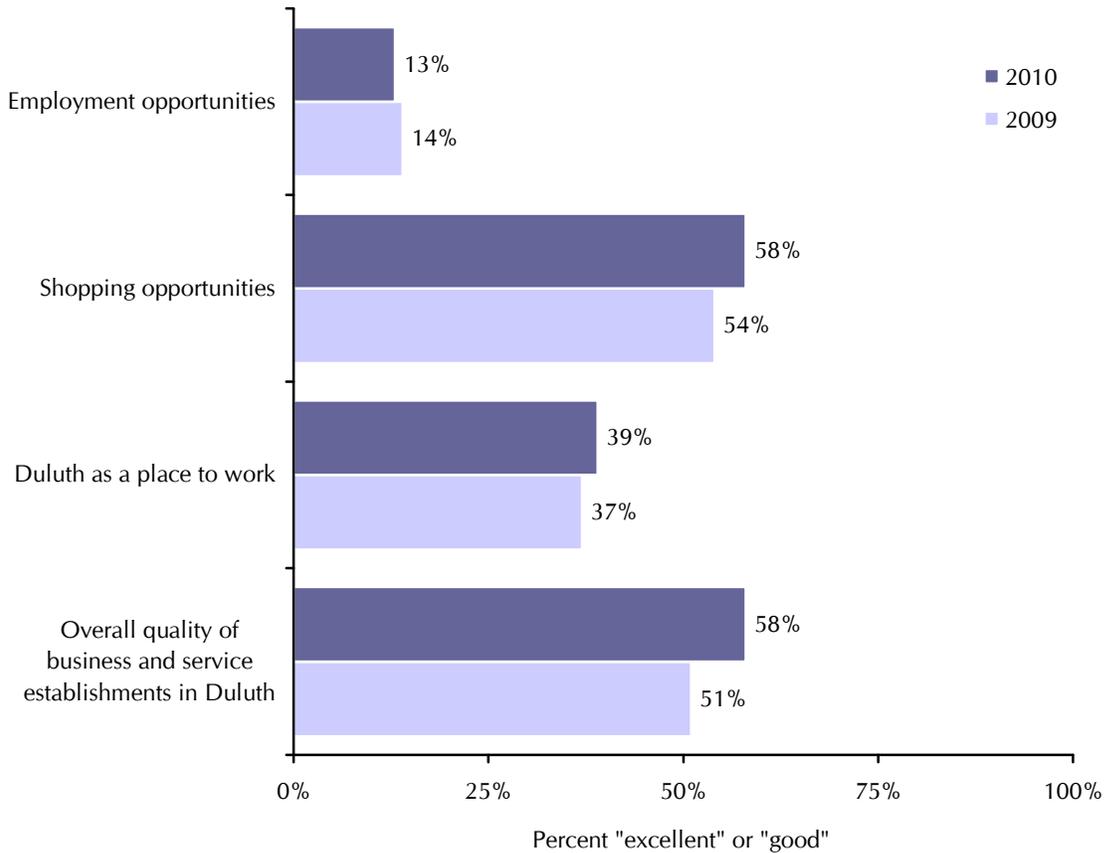


ECONOMIC SUSTAINABILITY

The 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 shopping opportunities and the overall quality of business and service establishments in Duluth. Receiving the lowest rating was employment opportunities.

FIGURE 15: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR



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 Duluth, 96% responded that it was “too slow,” while 42% reported retail growth as “too slow.”

FIGURE 16: RATINGS OF RETAIL AND JOB GROWTH BY YEAR

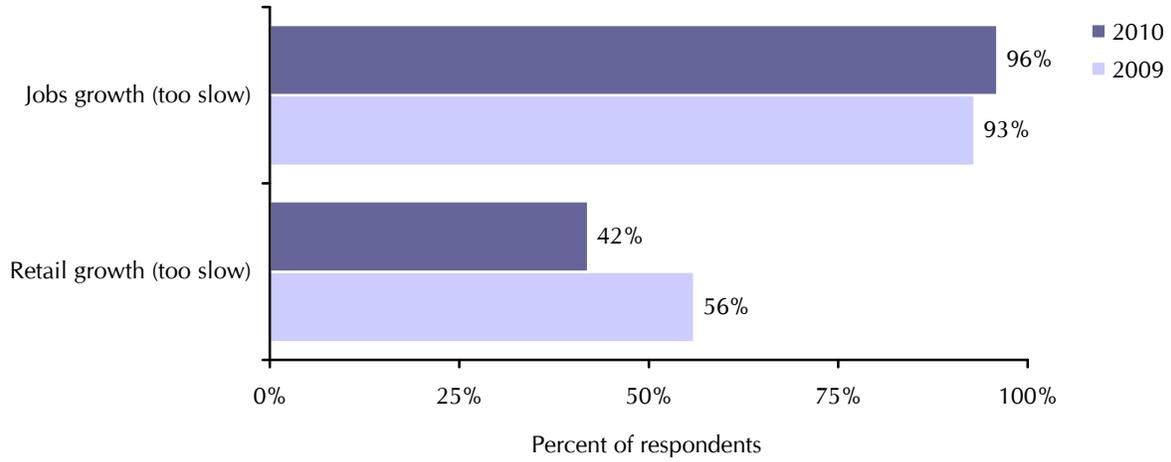
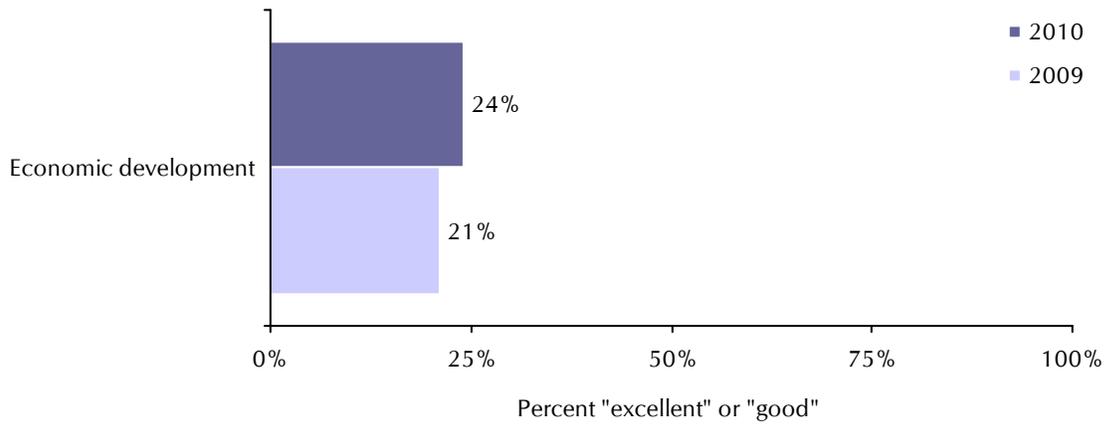
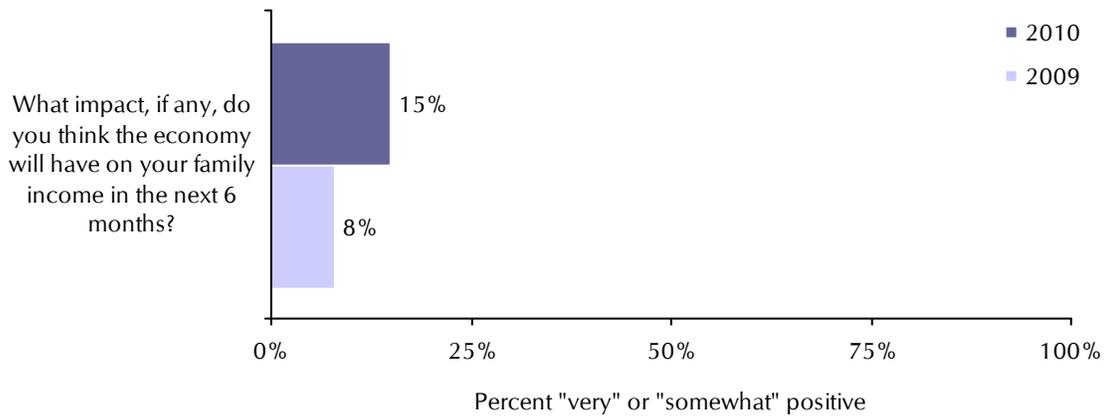


FIGURE 17: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR



Residents were asked to reflect on their economic prospects in the near term. Fifteen percent of the City of Duluth residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family. The percent of residents with an optimistic outlook on their household income was higher when compared to the previous survey.

FIGURE 18: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR

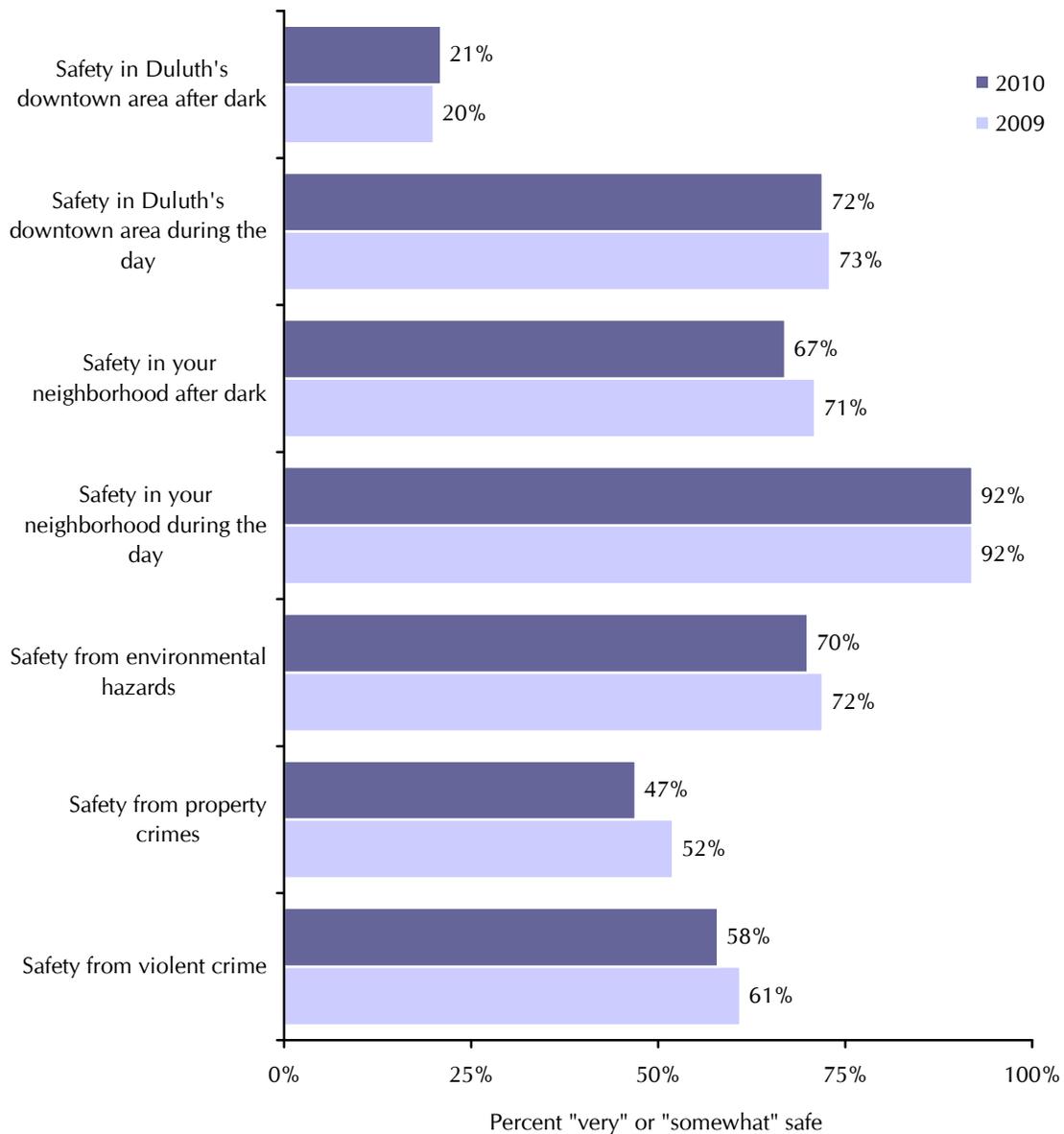


PUBLIC SAFETY

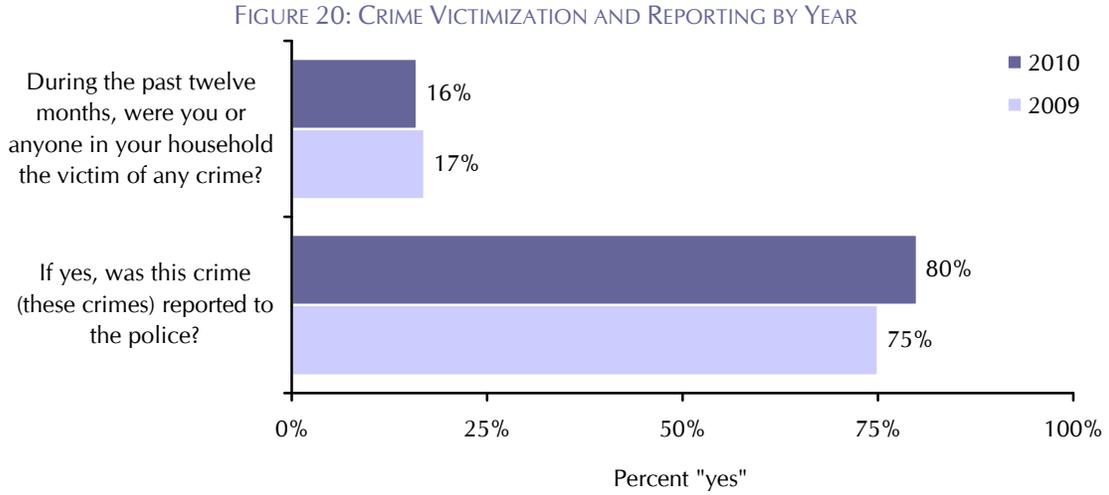
Safety from violent or property crimes creates the cornerstone of an attractive community. No one wants to live in fear of crime, fire or natural hazards, and communities in which residents feel protected or unthreatened are communities that are more likely to show growth in population, commerce and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

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Many gave positive ratings of safety in the City Duluth. About 58% percent of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 70% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown.

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

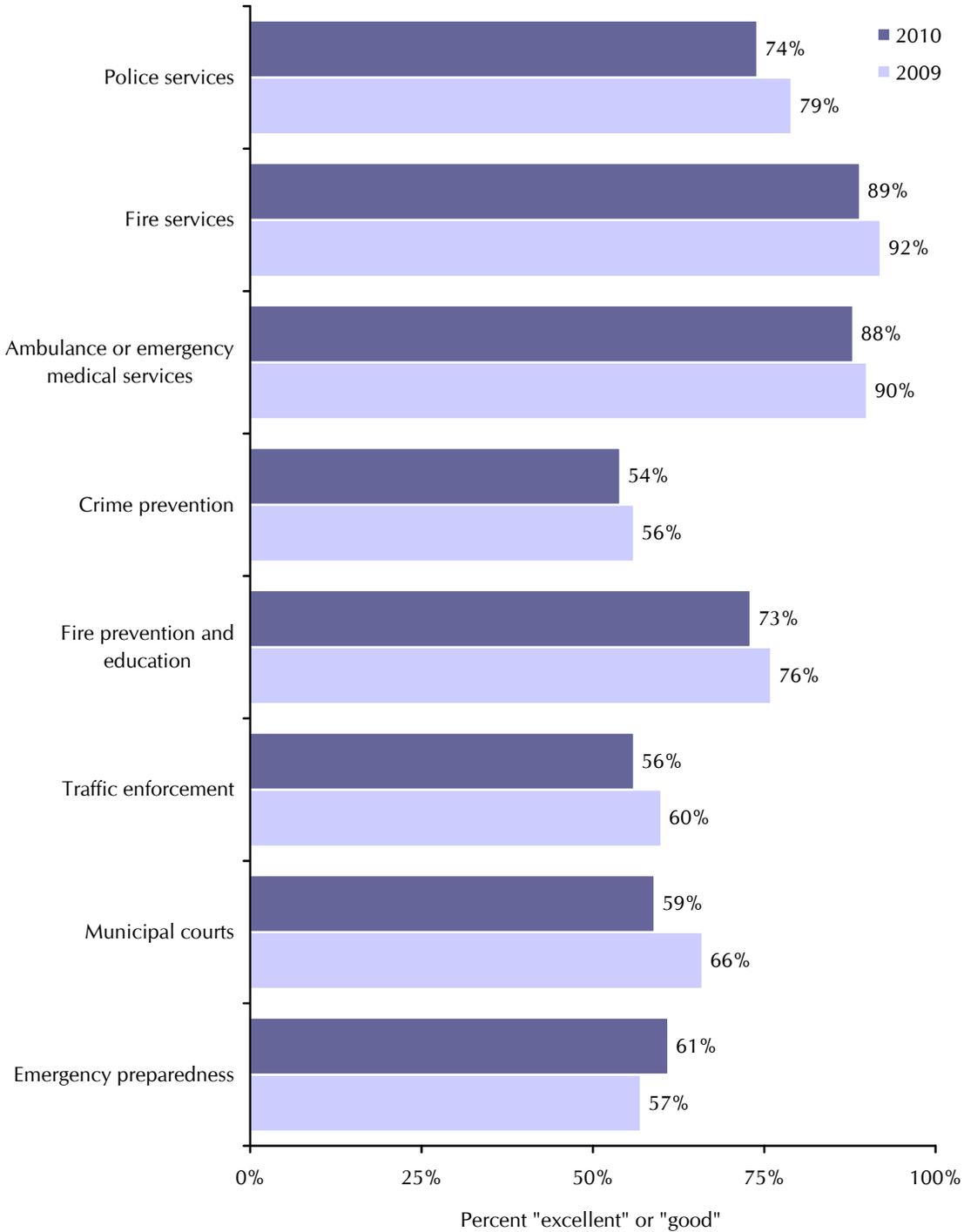


As assessed by the survey, 16% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 80% had reported it to police.



Residents rated eight City public safety services. Fire services and ambulance or emergency medical services received the highest ratings, while traffic enforcement and crime prevention received the lowest ratings.

FIGURE 21: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR



ENVIRONMENTAL SUSTAINABILITY

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

Residents of the City of Duluth were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as “excellent” or “good” by 82% of survey respondents. The rating for the Cleanliness of Duluth improved from 2009 to 2010.

FIGURE 22: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT BY YEAR

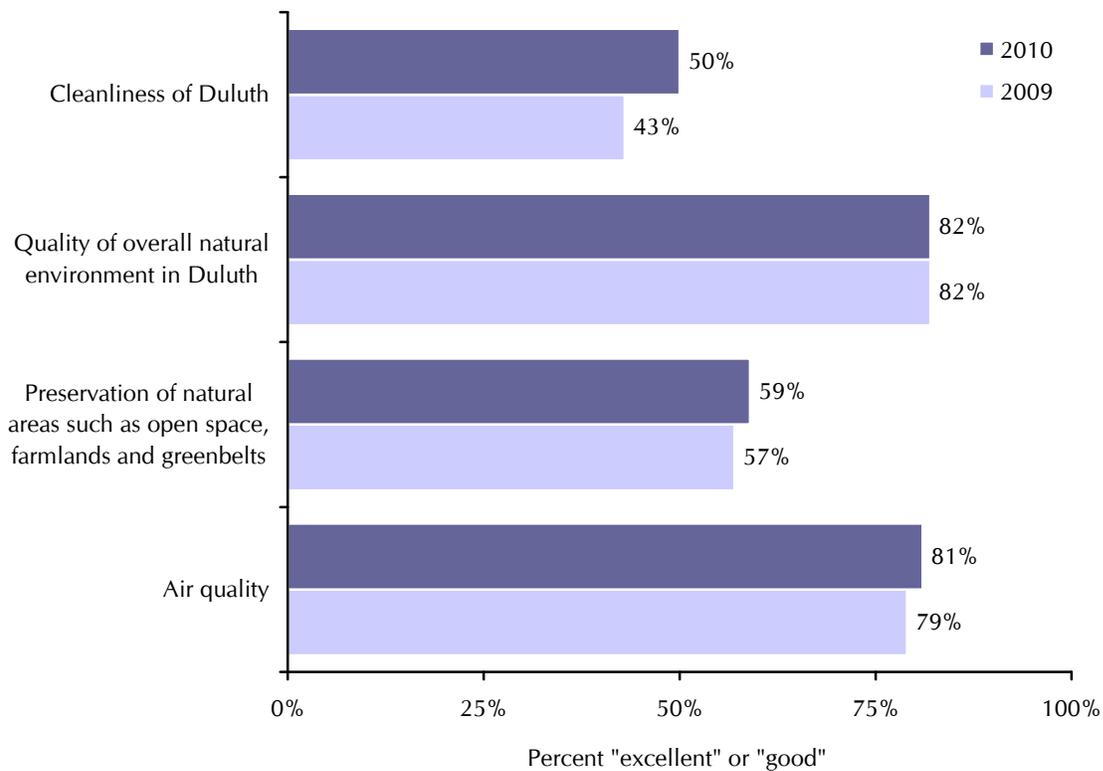
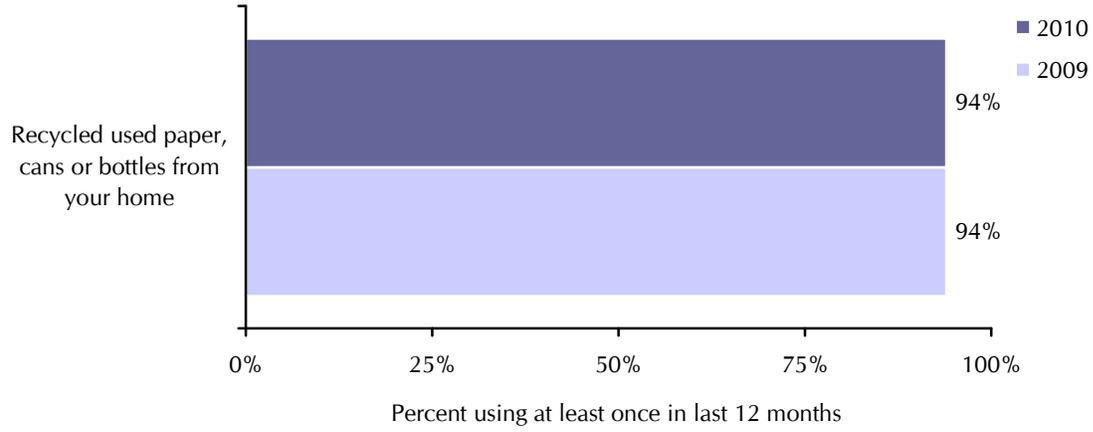
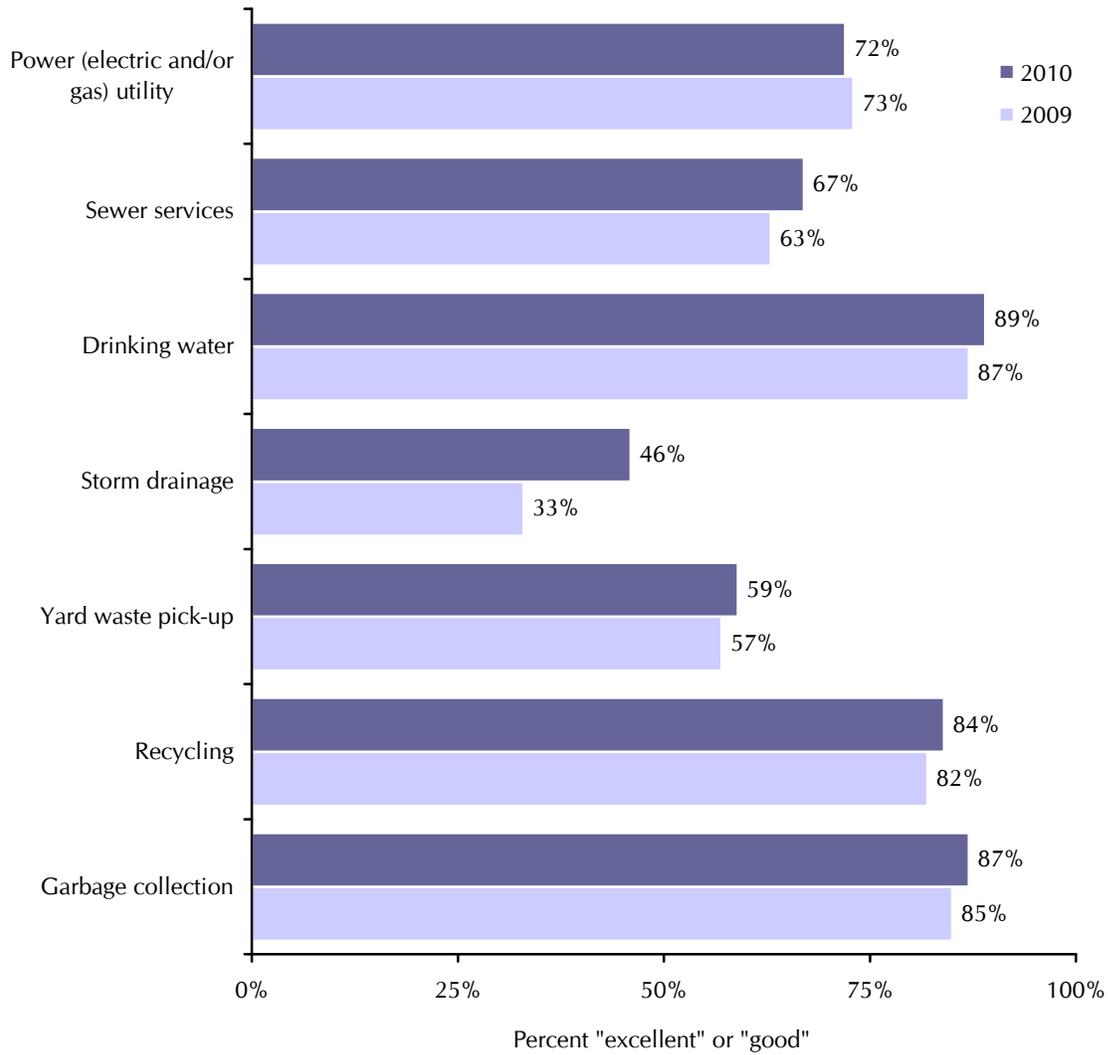


FIGURE 23: FREQUENCY OF RECYCLING IN LAST 12 MONTHS BY YEAR



The rating for storm drainage improved from 2009 to 2010.

FIGURE 24: RATINGS OF UTILITY SERVICES BY YEAR



RECREATION AND WELLNESS

Parks and Recreation

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

Recreation opportunities in the City of Duluth were rated positively. Parks and recreation ratings have stayed constant or increased over time.

Resident use of Duluth parks and recreation facilities tells its own story about the attractiveness and accessibility of those services.

FIGURE 25: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

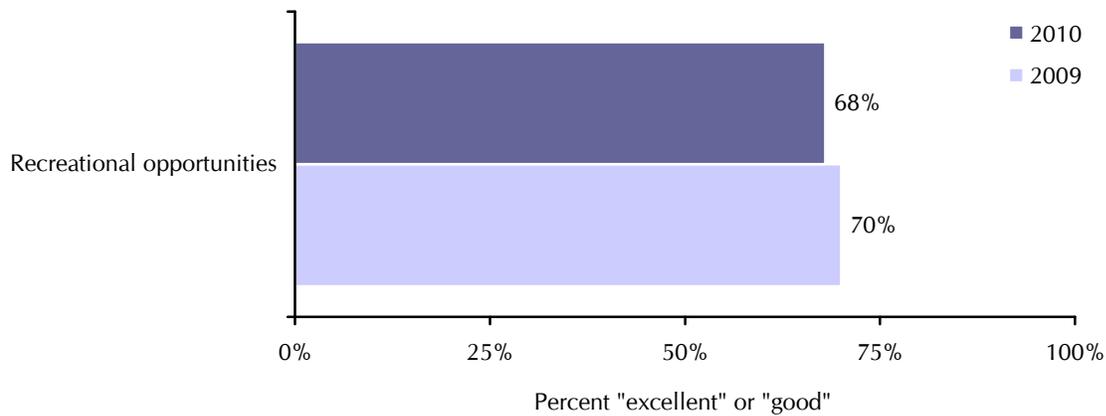


FIGURE 26: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

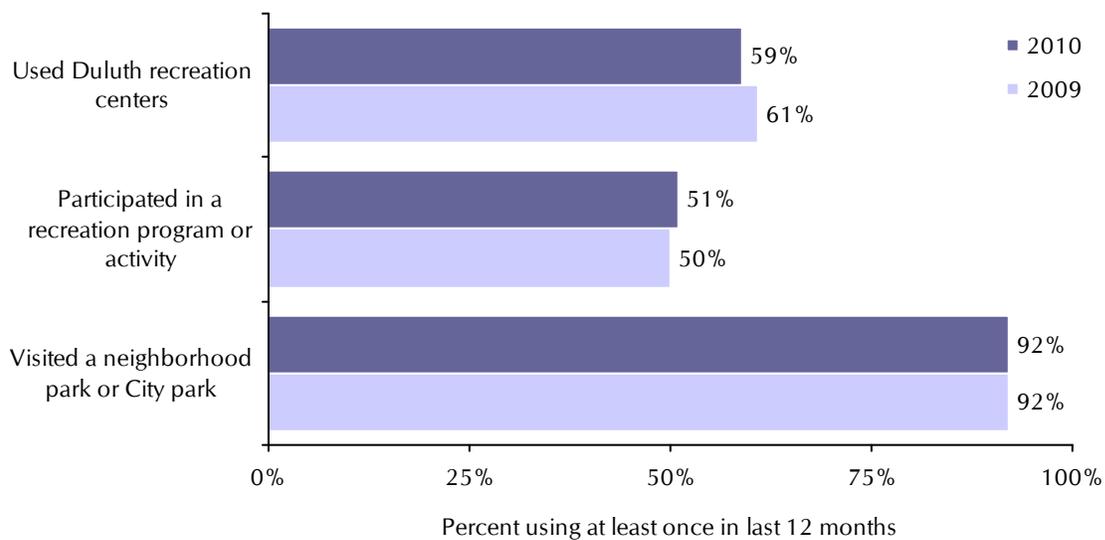
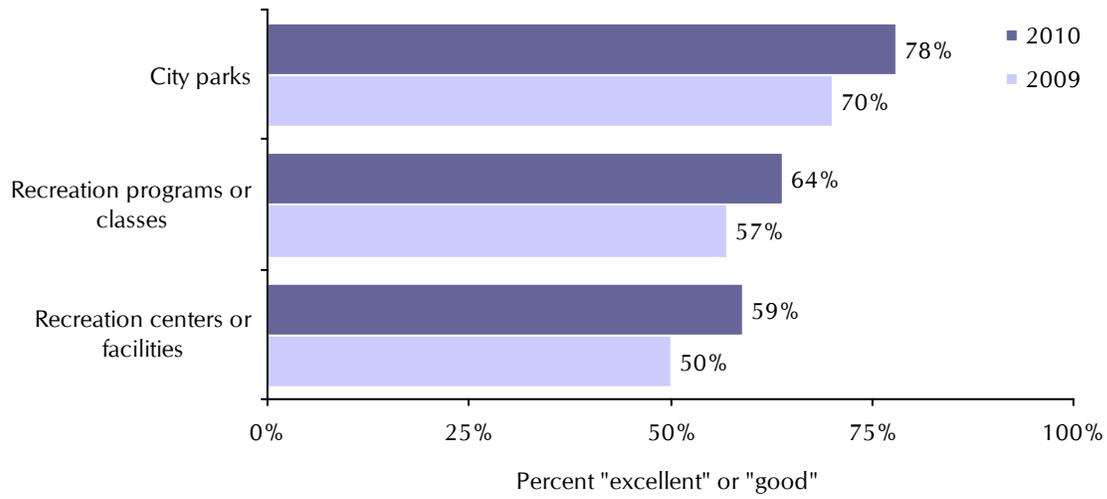


FIGURE 27: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR



Culture, Arts and Education

A full service community does not address only the life and safety of its residents. Like 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.

Educational opportunities were rated as “excellent” or “good” by 74% of respondents.

About 70% of Duluth residents used a City library at least once in the 12 months preceding the survey.

FIGURE 28: RATINGS OF EDUCATIONAL OPPORTUNITIES BY YEAR

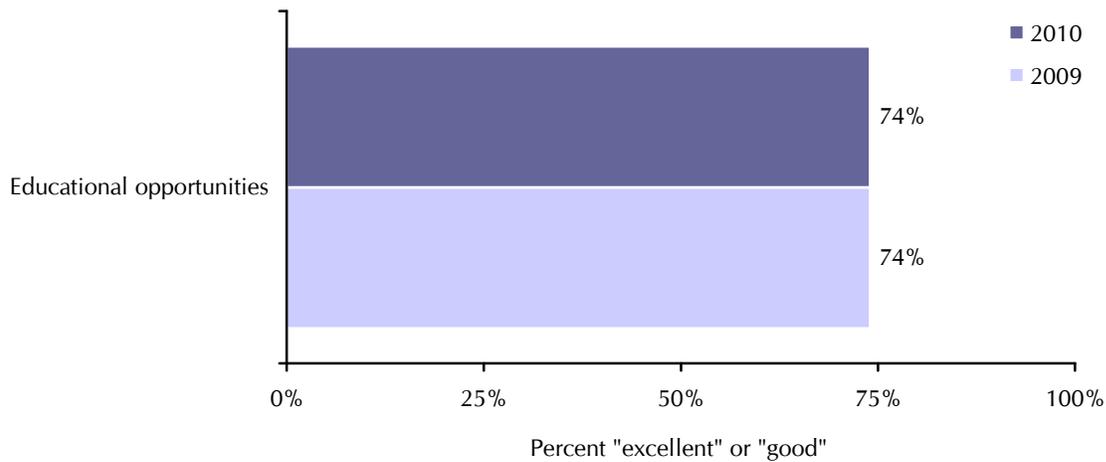


FIGURE 29: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

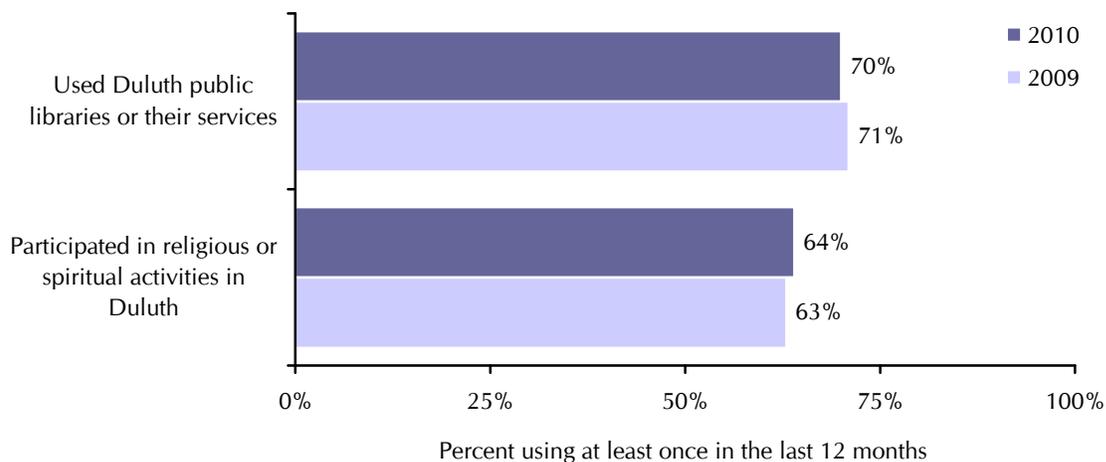
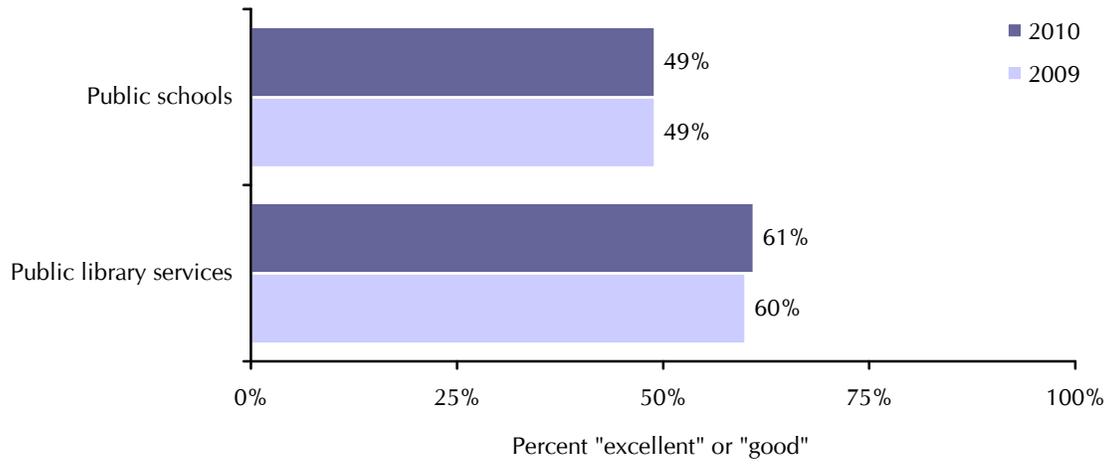


FIGURE 30: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES BY YEAR



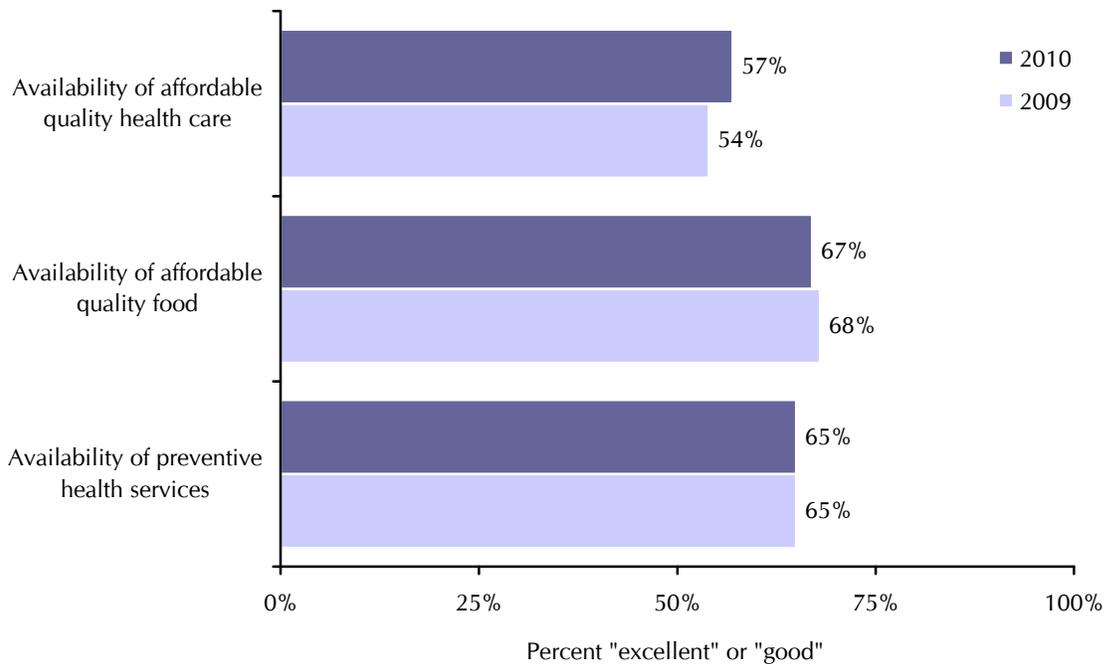
Health and Wellness

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

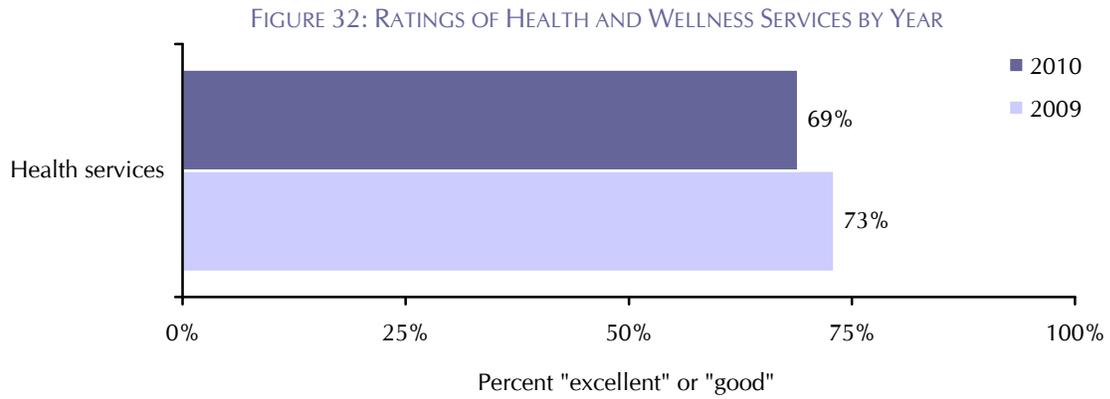
Residents of the City of Duluth were asked to rate the community’s health services as well as the availability of health care, high quality affordable food and preventive health care services. The availability of affordable quality food and preventive health services were rated most positively for the City of Duluth, while the availability for affordable quality health care was rated less favorably by residents.

Among Duluth residents, 57% rated affordable quality health care as “excellent” or “good.”

FIGURE 31: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BY YEAR



Health services offered in the City of Duluth were rated "excellent" or "good" by 69% of respondents.

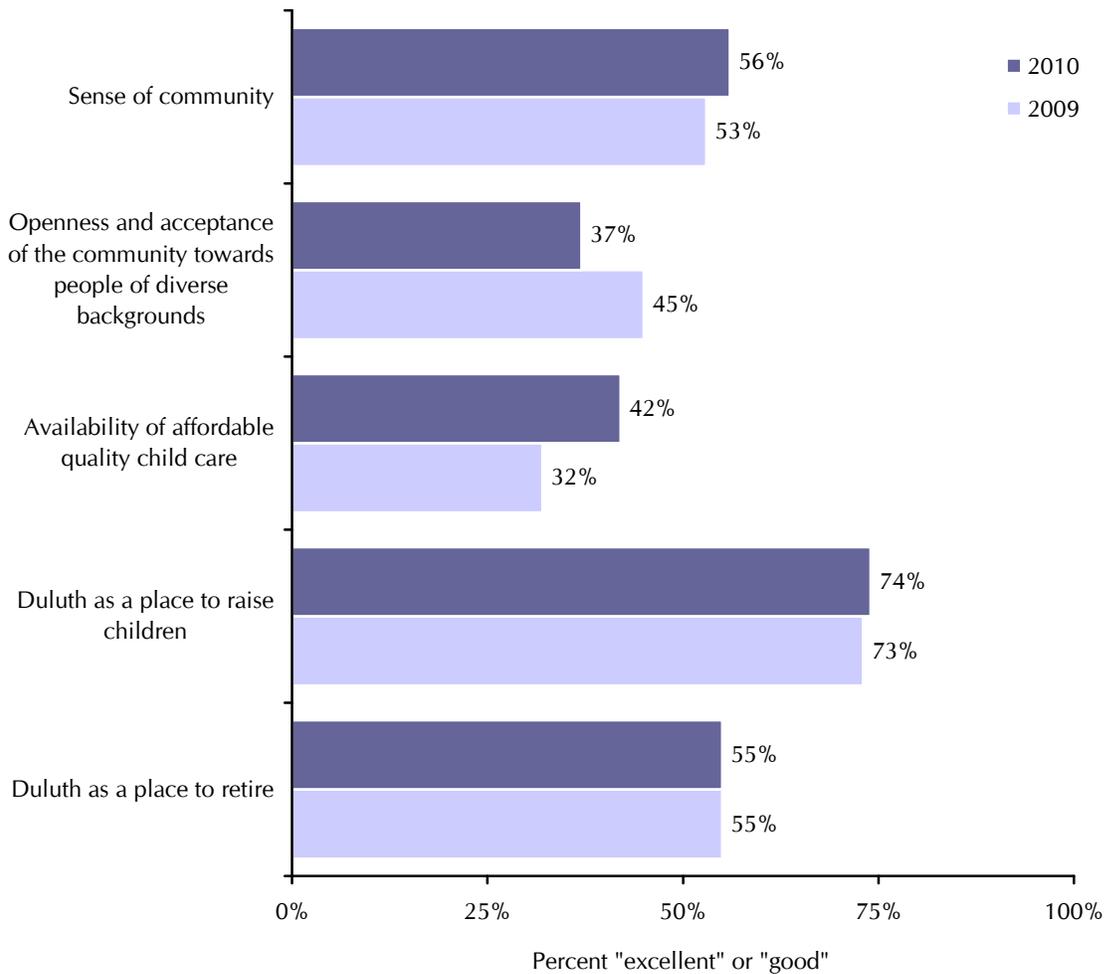


COMMUNITY INCLUSIVENESS

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

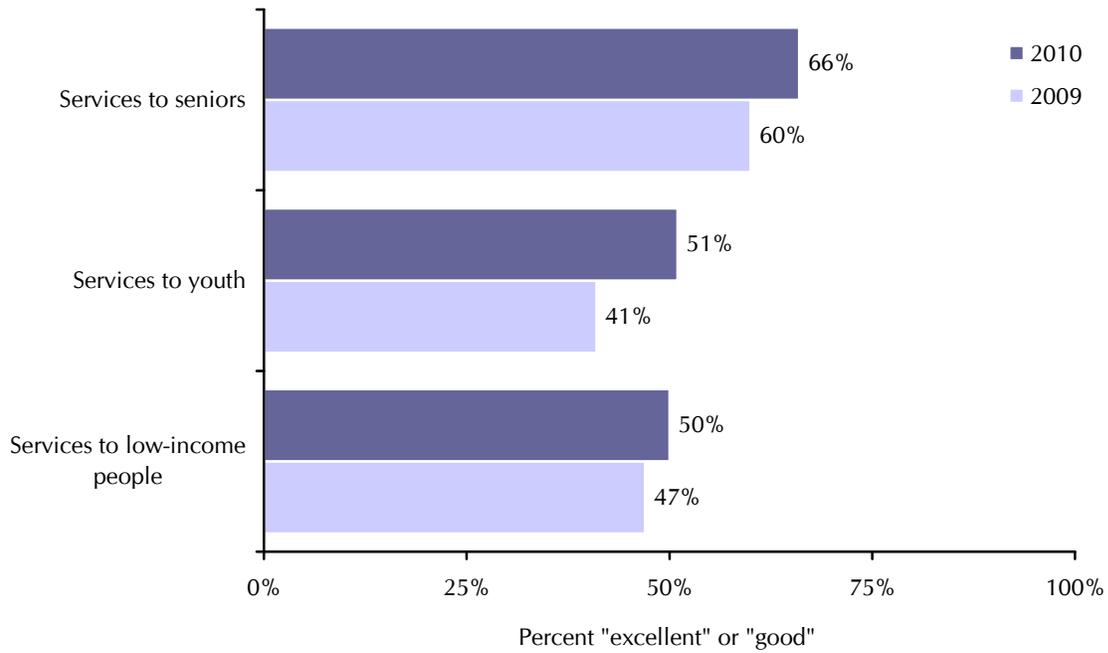
A high percentage of residents rated the City of Duluth as an “excellent” or “good” place to raise kids and a majority rated it as an “excellent” or “good” place to retire. Most residents felt that the local sense of community was “excellent” or “good.” Openness and acceptance of the community toward people of diverse backgrounds was rated the lowest by residents. The rating for the availability of affordable quality child care improved from 2009 to 2010.

FIGURE 33: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR



Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 50% to 66% with ratings of “excellent” or “good.”

FIGURE 34: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR



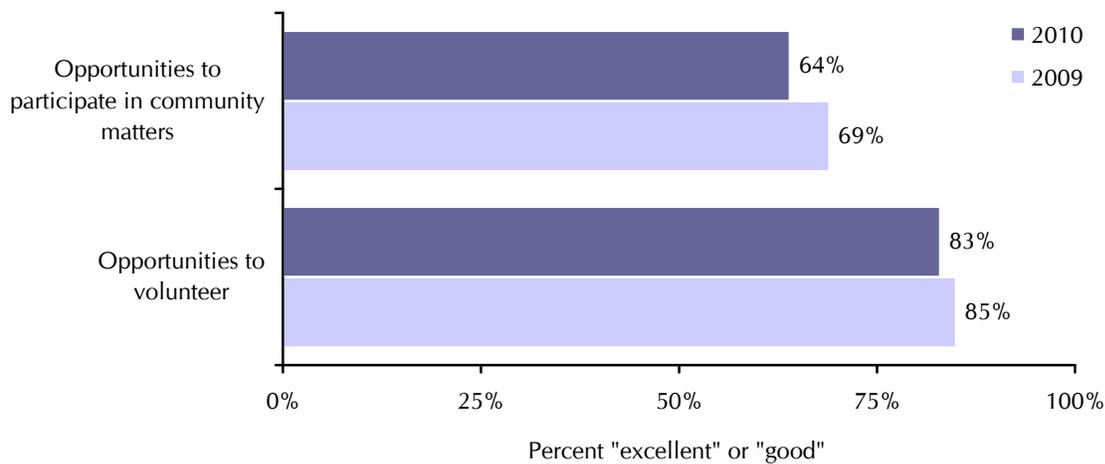
CIVIC ENGAGEMENT

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

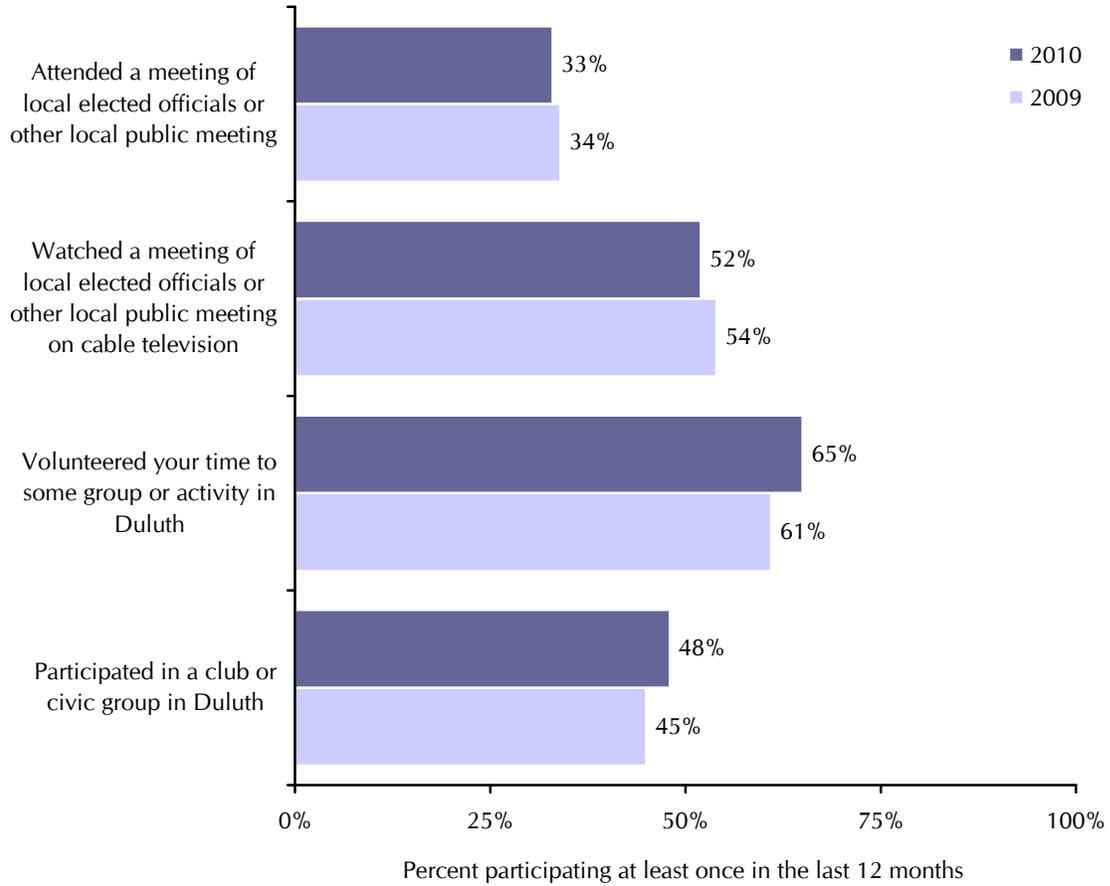
Respondents were asked about the perceived community volunteering opportunities and their participation as citizens of the City of Duluth. Survey participants rated the volunteer opportunities in the City of Duluth favorably. Opportunities to attend or participate in community matters were rated less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

FIGURE 35: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

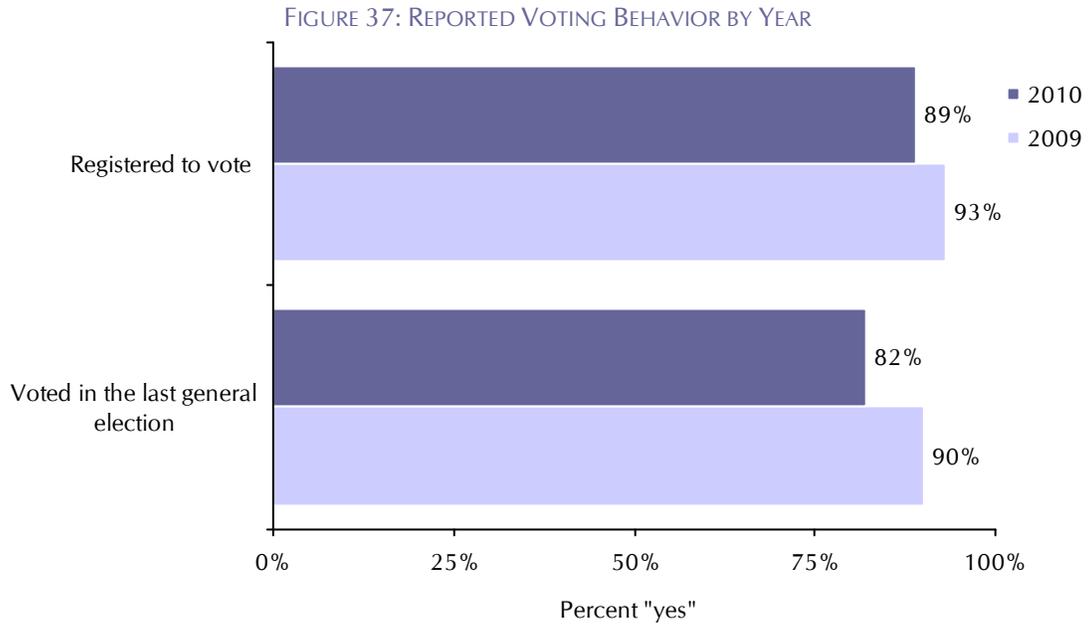


Most of the participants in this survey had not attended a public meeting in the 12 months prior to the survey.

FIGURE 36: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR



City of Duluth residents showed the largest amount of civic engagement in the area of electoral participation. Eighty-nine reported they were registered to vote and 82% indicated they had voted in the last general election.



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

Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the City of Duluth Web site in the previous 12 months, about half reported they had done so at least once.

FIGURE 38: USE OF INFORMATION SOURCES BY YEAR

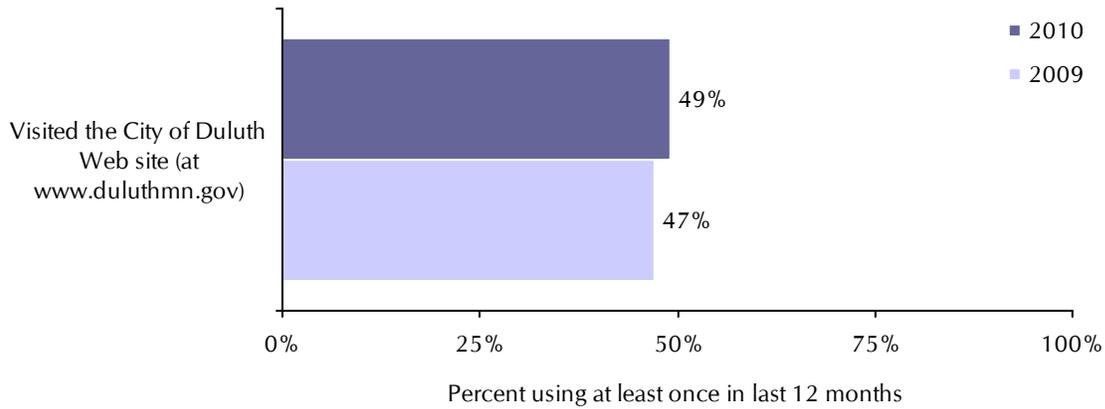
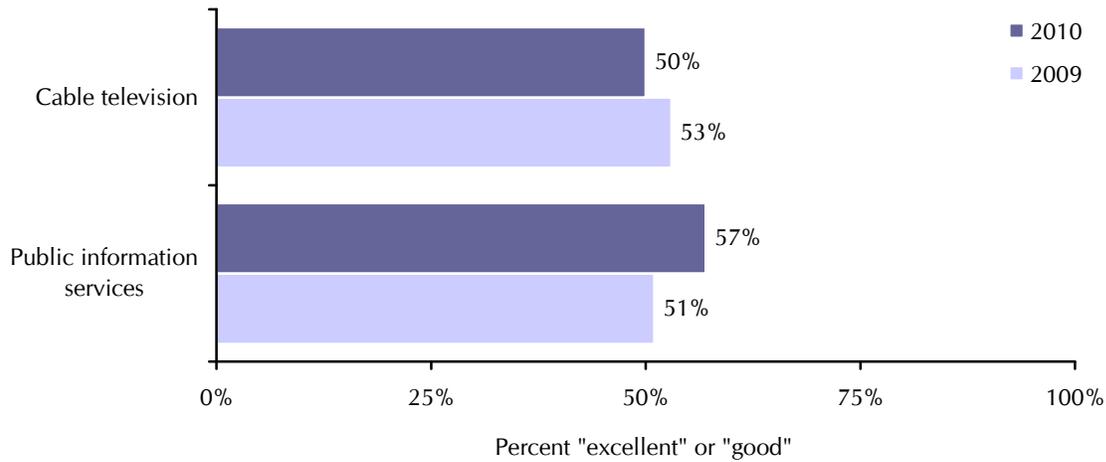


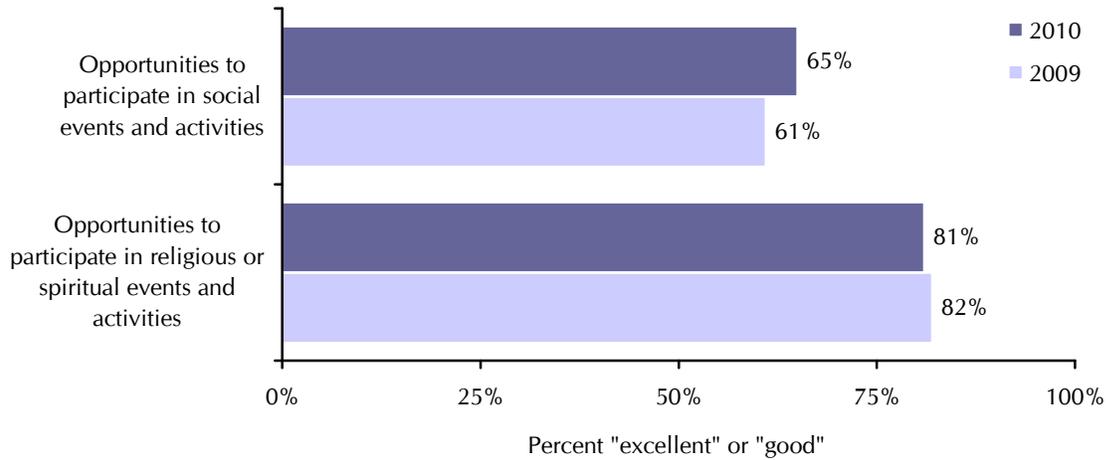
FIGURE 39: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR



Social Engagement

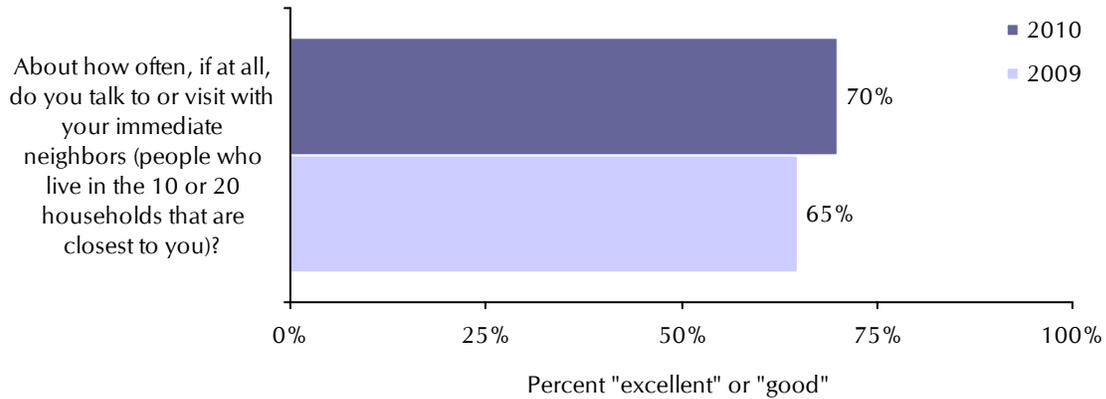
Opportunities to participate in social events and activities were rated as “excellent” or “good” by 65% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.”

FIGURE 40: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES BY YEAR



Residents in Duluth reported a fair amount of neighborliness. More than 70% indicated talking or visiting with their neighbors once a month or more frequently.

FIGURE 41: CONTACT WITH IMMEDIATE NEIGHBORS BY YEAR

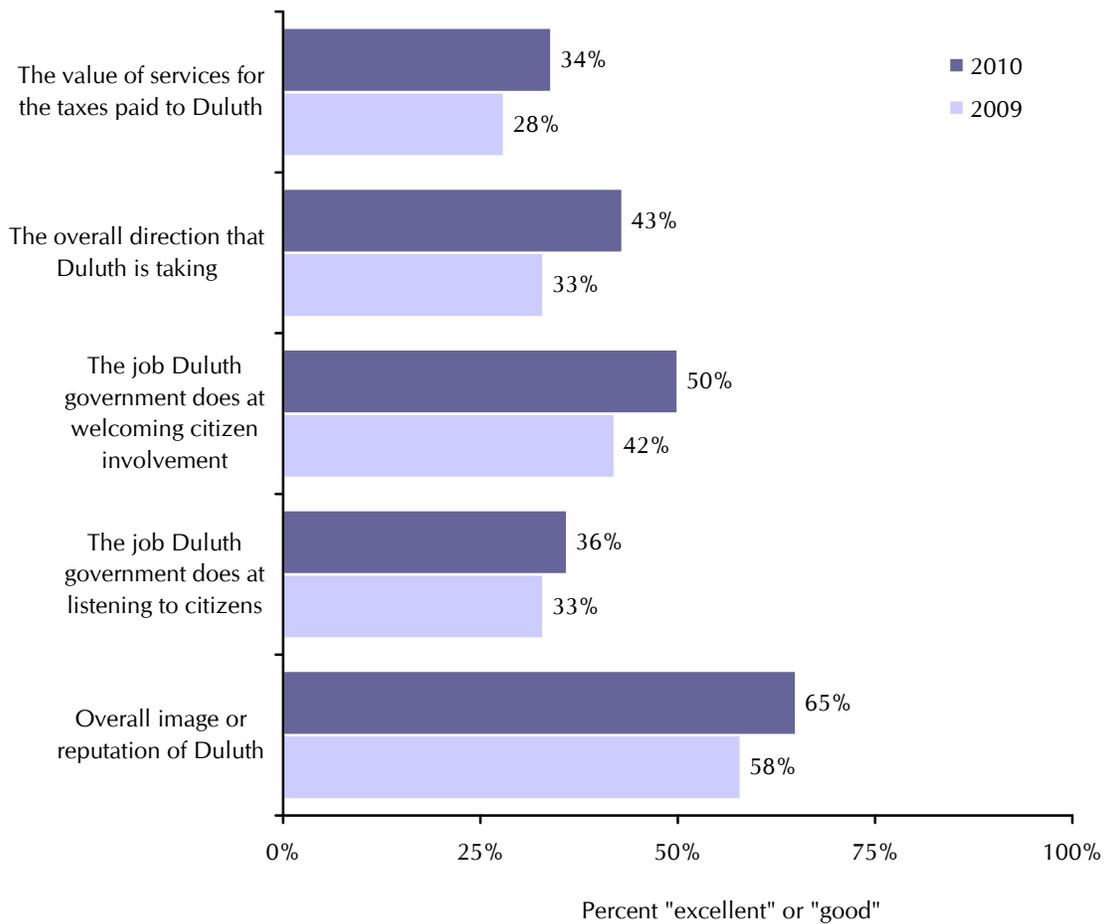


PUBLIC TRUST

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

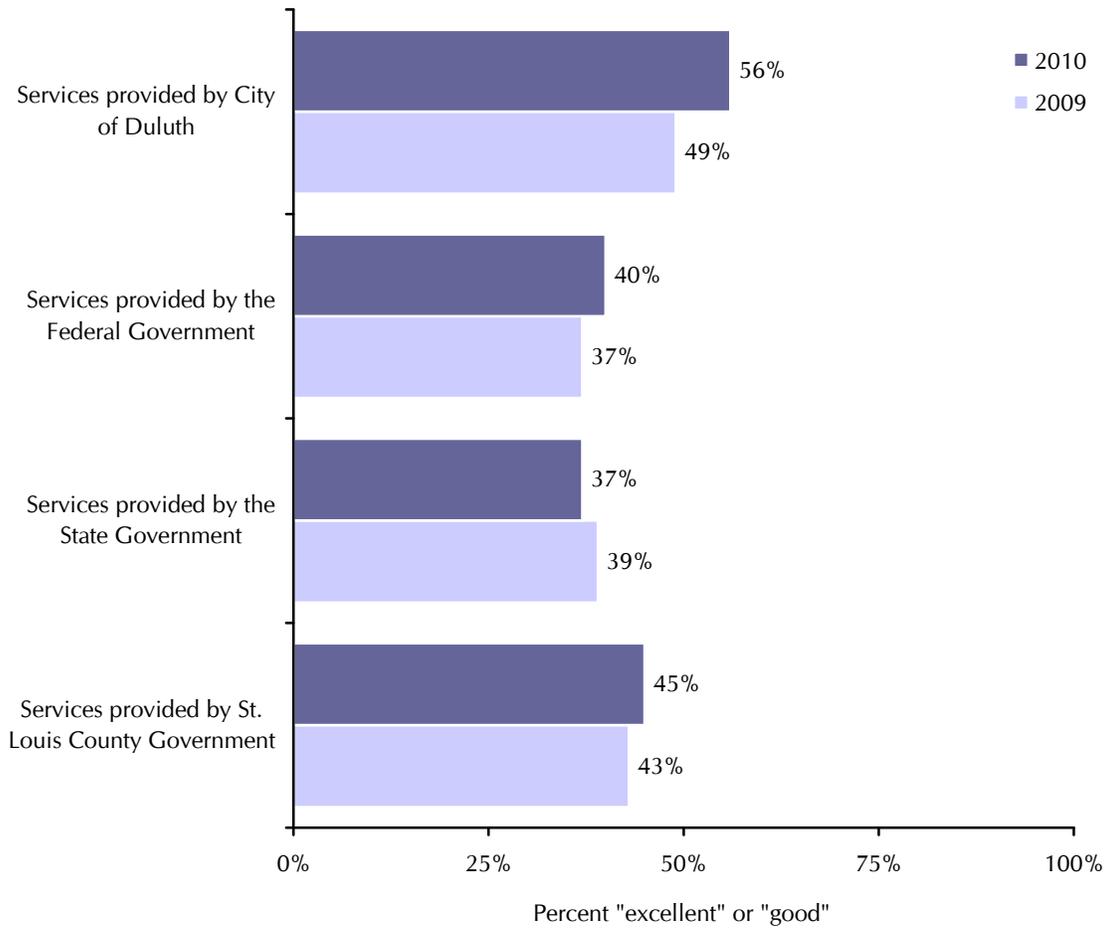
About one-third of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City of Duluth does at listening to citizens, 36% rated it as "excellent" or "good."

FIGURE 42: PUBLIC TRUST RATINGS BY YEAR



On average, residents of the City of Duluth gave the highest evaluations to their own local government and the lowest average rating to state government. The overall quality of services delivered by the City of Duluth was rated as “excellent” or “good” by 56% of survey participants. Ratings of overall City services have increased over the last year.

FIGURE 43: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR



City of Duluth Employees

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

Those completing the survey were asked if they had been in contact with a City employee either in-person or over the phone in the last 12 months; the 52% who reported that they had been in contact were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated favorably; 64% of respondents rated their overall impression as "excellent" or "good."

FIGURE 44: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

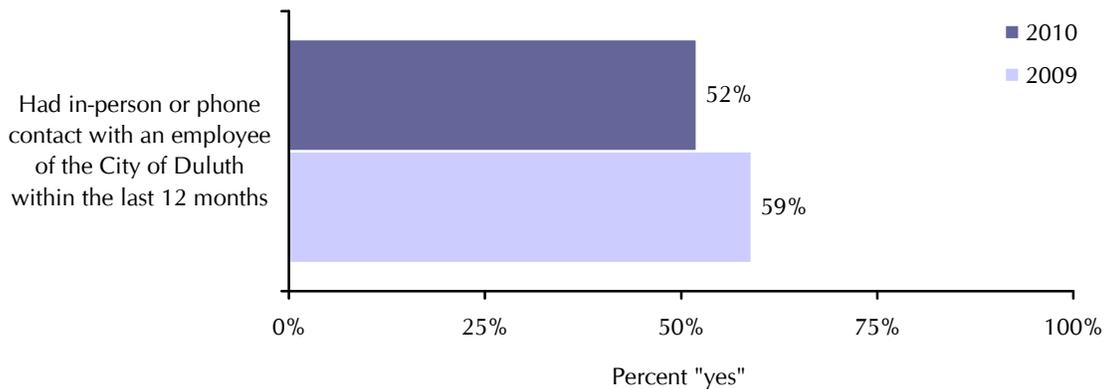
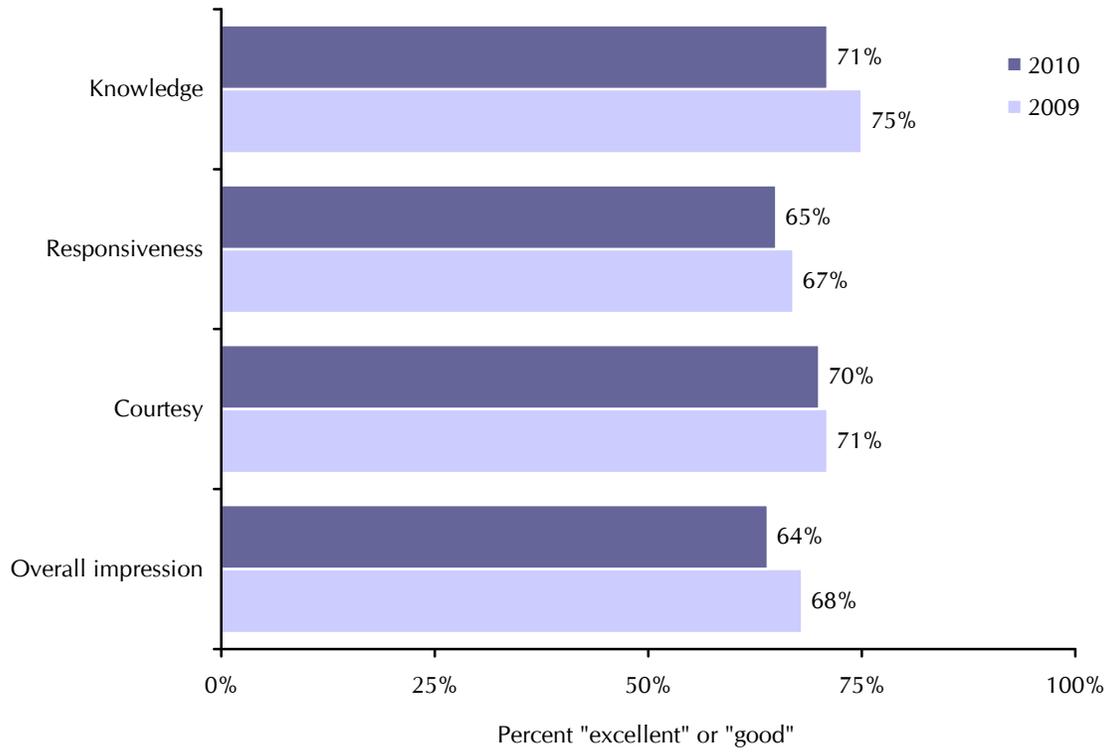


FIGURE 45: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR



POLICY QUESTIONS

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

Policy Question 1	
Successful public bodies are effective at communicating with residents about operations. What is your assessment of the level of communication from the City of Duluth?	Percent of respondents
The City should improve and increase its communications on both operations and the community.	49%
The communication from the City is adequate - no additional effort is required.	20%
The City should improve and increase its communication regarding city operations.	20%
The City should improve and increase its communication regarding promotions of the community.	11%
Total	100%

Policy Question 2	
How satisfied or dissatisfied are you with the Mayor's overall job performance?	Percent of respondents
Very satisfied	32%
Somewhat satisfied	49%
Somewhat dissatisfied	13%
Very dissatisfied	6%
Total	100%

Policy Question 3	
How satisfied or dissatisfied are you with the City Council's overall job performance?	Percent of respondents
Very satisfied	6%
Somewhat satisfied	52%
Somewhat dissatisfied	29%
Very dissatisfied	13%
Total	100%

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 Duluth by examining the relationships between ratings of each service and ratings of the City of Duluth's overall services. Those key driver services that correlated most highly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Duluth can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality.

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

- Police services
- Snow removal
- Land use, planning and zoning

CITY OF DULUTH ACTION CHART

The 2010 City of Duluth Action Chart™ on the following page combines two dimensions of performance:

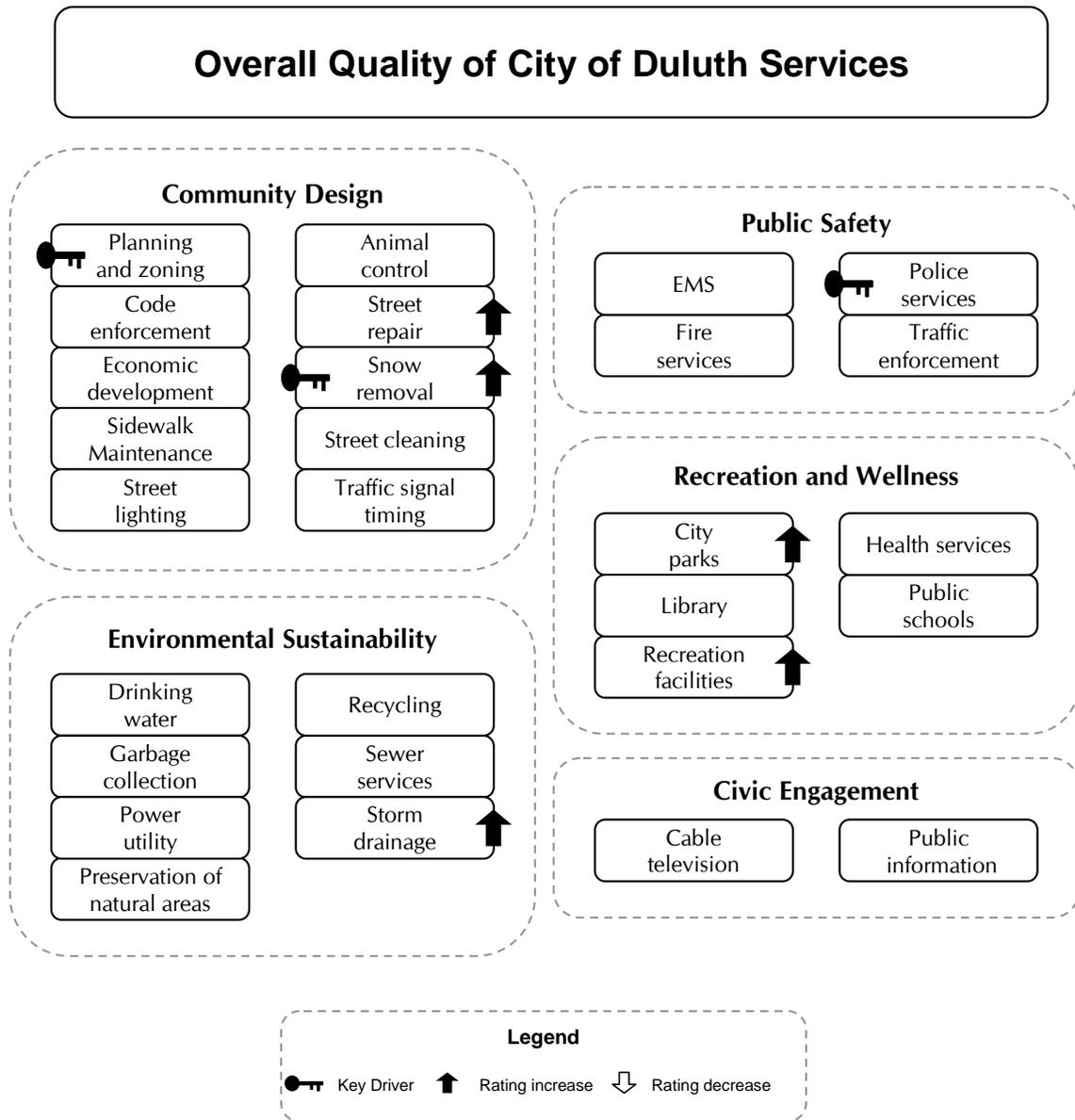
- Identification of key services. A black key icon (🔑) next to a service box indicates that service is key (either core or key driver)
- Trendline icons (up and down arrows), indicating whether the current ratings are higher or lower than the previous survey.

Twenty-eight services were included in the KDA for the City of Duluth. Ratings for five services were trending up while 23 remained similar to the previous survey. A key icon (🔑) indicates the three 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 trending down. In Duluth, none of the key drivers were trending down, and snow removal was trending up. 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 46: CITY OF DULUTH ACTION CHART™



Using Your Action Chart™

The key drivers derived for the City of Duluth provide a list of those services that are uniquely related to overall service quality. Those key drivers are marked with the symbol of a key in the action chart. Because key driver results are based on a relatively small number of responses, the relationships or correlations that define the key drivers are subject to more variability than is seen when key drivers are derived from a large national dataset of resident responses. To benefit the City of Duluth, NRC lists the key drivers derived from tens of thousands of resident responses from across the country. This national list is updated periodically so that you can compare your key drivers to the key drivers from the entire NRC 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 table on the following page, we have listed your key drivers, core services and the national key drivers and we have indicated, with shaded rows, the City of Duluth key drivers that overlap core services or the nationally derived keys.

FIGURE 47: KEY DRIVERS COMPARED

Service	City of Duluth Key Drivers	National Key Drivers	Core Services
Animal control			
Code enforcement			✓
Economic development		✓	
Land use planning and zoning	✓	✓	
Light timing			
Sidewalk maintenance			
Snow removal	✓		
Street cleaning			
Street lighting			
Street repair			✓
Drinking water			✓
Garbage collection			✓
Power utility			
Preservation of natural areas			
Recycling			
Sewer			✓
Storm drainage			✓
EMS			✓
Fire			✓
Police services	✓	✓	✓
Traffic enforcement			
City parks			
Health services			
Public library			
Public schools		✓	
Recreation centers or facilities			
Cable television			
Public information services		✓	

APPENDIX A: COMPLETE SURVEY FREQUENCIES

FREQUENCIES EXCLUDING “DON’T KNOW” RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Duluth:	Excellent	Good	Fair	Poor	Total
Duluth as a place to live	29%	52%	16%	2%	100%
Your neighborhood as a place to live	25%	45%	22%	7%	100%
Duluth as a place to raise children	24%	50%	21%	5%	100%
Duluth as a place to work	10%	30%	36%	25%	100%
Duluth as a place to retire	16%	38%	30%	15%	100%
The overall quality of life in Duluth	18%	54%	24%	4%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Duluth as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	8%	48%	36%	8%	100%
Openness and acceptance of the community towards people of diverse backgrounds	6%	31%	48%	14%	100%
Overall appearance of Duluth	7%	48%	35%	10%	100%
Cleanliness of Duluth	5%	45%	38%	12%	100%
Overall quality of new development in Duluth	5%	35%	37%	24%	100%
Variety of housing options	10%	38%	35%	17%	100%
Overall quality of business and service establishments in Duluth	8%	49%	37%	5%	100%
Shopping opportunities	12%	46%	32%	10%	100%
Recreational opportunities	32%	36%	25%	7%	100%
Employment opportunities	2%	11%	38%	48%	100%
Educational opportunities	28%	46%	22%	4%	100%
Opportunities to participate in social events and activities	13%	52%	31%	4%	100%
Opportunities to participate in religious or spiritual events and activities	26%	55%	18%	1%	100%
Opportunities to volunteer	30%	53%	16%	1%	100%
Opportunities to participate in community matters	13%	51%	32%	4%	100%
Ease of car travel in Duluth	11%	45%	28%	16%	100%
Ease of bus travel in Duluth	13%	44%	32%	10%	100%
Ease of bicycle travel in Duluth	8%	33%	34%	25%	100%
Ease of walking in Duluth	15%	46%	30%	10%	100%
Availability of paths and walking trails	26%	48%	20%	5%	100%
Traffic flow on major streets	6%	49%	36%	9%	100%
Amount of public parking	3%	30%	39%	27%	100%
Availability of affordable quality housing	4%	35%	41%	20%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Duluth as a whole:	Excellent	Good	Fair	Poor	Total
Availability of affordable quality child care	8%	35%	42%	16%	100%
Availability of affordable quality health care	15%	42%	26%	17%	100%
Availability of affordable quality food	17%	50%	28%	5%	100%
Availability of preventive health services	17%	48%	28%	7%	100%
Air quality	29%	52%	17%	2%	100%
Quality of overall natural environment in Duluth	34%	48%	16%	2%	100%
Overall image or reputation of Duluth	14%	50%	30%	5%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Duluth over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	19%	40%	31%	5%	4%	100%
Retail growth (stores, restaurants, etc.)	10%	32%	47%	9%	2%	100%
Jobs growth	52%	45%	3%	0%	0%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Duluth?	Percent of respondents
Not a problem	3%
Minor problem	32%
Moderate problem	41%
Major problem	24%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Duluth:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	18%	40%	19%	19%	4%	100%
Property crimes (e.g., burglary, theft)	9%	38%	20%	25%	8%	100%
Environmental hazards, including toxic waste	31%	39%	19%	9%	1%	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	69%	24%	3%	4%	1%	100%
In your neighborhood after dark	30%	38%	11%	14%	8%	100%
In Duluth's downtown area during the day	30%	42%	15%	10%	2%	100%
In Duluth's downtown area after dark	3%	18%	15%	43%	21%	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	84%
Yes	16%
Total	100%

Question 8: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	20%
Yes	80%
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 Duluth?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Duluth public libraries or their services	30%	26%	26%	11%	7%	100%
Used Duluth recreation centers	41%	23%	24%	6%	5%	100%
Participated in a recreation program or activity	49%	27%	15%	5%	4%	100%
Visited a neighborhood park or City park	8%	17%	33%	22%	20%	100%
Ridden a local bus within Duluth	58%	15%	9%	5%	14%	100%
Attended a meeting of local elected officials or other local public meeting	67%	22%	9%	2%	1%	100%
Watched a meeting of local elected officials or other local public meeting on cable television	48%	28%	19%	4%	1%	100%
Visited the City of Duluth Web site (at www.duluthmn.gov)	51%	24%	19%	5%	2%	100%
Recycled used paper, cans or bottles from your home	6%	4%	6%	7%	78%	100%
Volunteered your time to some group or activity in Duluth	35%	25%	18%	8%	15%	100%
Participated in religious or spiritual activities in Duluth	36%	16%	17%	9%	23%	100%
Participated in a club or civic group in Duluth	52%	19%	12%	6%	11%	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	19%
Several times a week	22%
Several times a month	29%
Once a month	10%
Several times a year	10%
Once a year or less	5%
Never	6%
Total	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Duluth:	Excellent	Good	Fair	Poor	Total
Police services	23%	51%	17%	9%	100%
Fire services	38%	51%	10%	1%	100%
Ambulance or emergency medical services	35%	54%	10%	2%	100%
Crime prevention	10%	44%	36%	10%	100%
Fire prevention and education	20%	54%	23%	3%	100%
Municipal courts	12%	48%	35%	6%	100%
Traffic enforcement	10%	46%	32%	11%	100%
Street repair	1%	8%	24%	68%	100%
Street cleaning	4%	28%	44%	24%	100%
Street lighting	4%	38%	40%	17%	100%
Snow removal	12%	42%	31%	15%	100%
Sidewalk maintenance	4%	20%	36%	41%	100%
Traffic signal timing	7%	44%	33%	15%	100%
Bus or transit services	23%	52%	21%	4%	100%
Garbage collection	36%	51%	11%	2%	100%
Recycling	41%	43%	13%	3%	100%
Yard waste pick-up	20%	39%	27%	14%	100%
Storm drainage	9%	38%	38%	16%	100%
Drinking water	58%	31%	9%	2%	100%
Sewer services	15%	52%	27%	6%	100%
Power (electric and/or gas) utility	23%	48%	24%	5%	100%
City parks	28%	51%	17%	5%	100%
Recreation programs or classes	13%	50%	29%	8%	100%
Recreation centers or facilities	10%	49%	31%	10%	100%
Land use, planning and zoning	3%	26%	45%	26%	100%
Code enforcement (weeds, abandoned buildings, etc)	2%	18%	40%	40%	100%
Animal control	8%	46%	34%	12%	100%
Economic development	2%	22%	41%	36%	100%
Health services	21%	48%	24%	7%	100%
Services to seniors	21%	45%	27%	6%	100%
Services to youth	11%	40%	36%	13%	100%
Services to low-income people	11%	38%	33%	17%	100%
Public library services	15%	46%	29%	10%	100%
Public information services	9%	48%	37%	6%	100%
Public schools	10%	40%	36%	15%	100%
Cable television	10%	40%	31%	19%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	13%	48%	31%	9%	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Duluth:	Excellent	Good	Fair	Poor	Total
Preservation of natural areas such as open space, farmlands and greenbelts	12%	47%	30%	10%	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 Duluth	6%	50%	35%	9%	100%
The Federal Government	4%	37%	44%	16%	100%
The State Government	3%	34%	47%	16%	100%
St. Louis County Government	5%	40%	44%	11%	100%

Question 13: Contact with City Employees	
Have you had any in-person or phone contact with an employee of the City of Duluth within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	48%
Yes	52%
Total	100%

Question 14: City Employees					
What was your impression of the employee(s) of the City of Duluth in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	22%	50%	16%	12%	100%
Responsiveness	26%	38%	17%	18%	100%
Courtesy	27%	42%	16%	15%	100%
Overall impression	21%	43%	19%	17%	100%

Question 15: Government Performance					
Please rate the following categories of Duluth government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Duluth	3%	31%	43%	23%	100%
The overall direction that Duluth is taking	3%	40%	37%	20%	100%
The job Duluth government does at welcoming citizen involvement	6%	43%	37%	13%	100%
The job Duluth government does at listening to citizens	5%	32%	37%	27%	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 Duluth to someone who asks	38%	43%	12%	7%	100%
Remain in Duluth for the next five years	54%	21%	10%	14%	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	2%
Somewhat positive	11%
Neutral	49%
Somewhat negative	27%
Very negative	10%
Total	100%

Question 18a: Policy Question 1	
Successful public bodies are effective at communicating with residents about operations. What is your assessment of the level of communication from the City of Duluth?	Percent of respondents
The communication from the City is adequate - no additional effort is required.	20%
The City should improve and increase its communication regarding city operations.	20%
The City should improve and increase its communication regarding promotions of the community.	11%
The City should improve and increase its communications on both operations and the community.	49%
Total	100%

Question 18b: Policy Question 2	
How satisfied or dissatisfied are you with the Mayor's overall job performance?	Percent of respondents
Very satisfied	32%
Somewhat satisfied	49%
Somewhat dissatisfied	13%
Very dissatisfied	6%
Total	100%

Question 18c: Policy Question 3	
How satisfied or dissatisfied are you with the City Council's overall job performance?	Percent of respondents
Very satisfied	6%
Somewhat satisfied	52%
Somewhat dissatisfied	29%
Very dissatisfied	13%
Total	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	28%
Yes, full-time	51%
Yes, part-time	21%
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	73%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	12%
Bus, rail, subway or other public transportation	3%
Walk	5%
Bicycle	2%
Work at home	4%
Other	1%

Question D3: Length of Residency	
How many years have you lived in Duluth?	Percent of respondents
Less than 2 years	8%
2 to 5 years	15%
6 to 10 years	12%
11 to 20 years	11%
More than 20 years	54%
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	62%
House attached to one or more houses (e.g., a duplex or townhome)	7%
Building with two or more apartments or condominiums	28%
Mobile home	2%
Other	2%
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	38%
Owned by you or someone in this house with a mortgage or free and clear	62%
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	10%
\$300 to \$599 per month	21%
\$600 to \$999 per month	35%
\$1,000 to \$1,499 per month	22%
\$1,500 to \$2,499 per month	9%
\$2,500 or more per month	2%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	72%
Yes	28%
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	81%
Yes	19%
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	29%
\$25,000 to \$49,999	27%
\$50,000 to \$99,999	32%
\$100,000 to \$149,000	7%
\$150,000 or more	5%
Total	100%

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

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	2%
Asian, Asian Indian or Pacific Islander	3%
Black or African American	1%
White	93%
Other	1%
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	16%
25 to 34 years	25%
35 to 44 years	11%
45 to 54 years	17%
55 to 64 years	14%
65 to 74 years	8%
75 years or older	9%
Total	100%

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

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	11%
Yes	89%
Ineligible to vote	0%
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	81%
Ineligible to vote	1%
Total	100%

FREQUENCIES INCLUDING “DON’T KNOW” RESPONSES

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

Question 1: Quality of Life												
Please rate each of the following aspects of quality of life in Duluth:	Excellent		Good		Fair		Poor		Don't know		Total	
	Duluth as a place to live	29%	160	52%	282	16%	90	2%	13	0%	1	100%
Your neighborhood as a place to live	25%	137	45%	240	22%	121	7%	40	0%	0	100%	538
Duluth as a place to raise children	23%	121	46%	247	19%	102	5%	26	8%	41	100%	538
Duluth as a place to work	9%	50	29%	155	35%	186	24%	131	3%	17	100%	539
Duluth as a place to retire	14%	78	34%	181	27%	143	13%	72	12%	65	100%	539
The overall quality of life in Duluth	18%	98	54%	291	23%	127	4%	21	1%	3	100%	541

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Duluth as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Sense of community	8%	43	48%	255	35%	188	8%	42	2%	8	100%
Openness and acceptance of the community towards people of diverse backgrounds	6%	31	30%	164	47%	252	14%	74	3%	16	100%	537
Overall appearance of Duluth	7%	35	48%	255	35%	186	10%	52	0%	2	100%	531
Cleanliness of Duluth	5%	25	45%	242	38%	205	12%	63	0%	1	100%	536
Overall quality of new development in Duluth	4%	23	33%	176	35%	188	23%	120	5%	25	100%	533
Variety of housing options	9%	49	37%	195	34%	180	16%	88	4%	22	100%	533
Overall quality of business and service establishments in Duluth	8%	43	49%	259	37%	195	5%	26	2%	9	100%	533
Shopping opportunities	12%	62	46%	246	32%	171	10%	53	1%	3	100%	535
Recreational opportunities	32%	170	35%	189	24%	129	7%	37	2%	11	100%	536
Employment opportunities	2%	12	11%	56	37%	199	47%	249	3%	17	100%	533
Educational opportunities	28%	147	45%	239	21%	114	4%	23	2%	9	100%	532
Opportunities to participate in social events and activities	13%	67	49%	264	29%	156	4%	21	5%	26	100%	535

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Duluth as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Opportunities to participate in religious or spiritual events and activities	22%	119	47%	256	16%	85	1%	6	14%	74	100%
Opportunities to volunteer	28%	149	50%	267	15%	83	1%	4	6%	31	100%	534
Opportunities to participate in community matters	12%	62	47%	251	29%	156	4%	22	8%	44	100%	534
Ease of car travel in Duluth	11%	58	45%	240	27%	146	16%	85	1%	8	100%	537
Ease of bus travel in Duluth	10%	55	34%	181	24%	130	8%	41	24%	128	100%	536
Ease of bicycle travel in Duluth	6%	32	27%	141	28%	146	20%	105	20%	103	100%	528
Ease of walking in Duluth	14%	77	46%	243	29%	156	10%	52	1%	5	100%	533
Availability of paths and walking trails	25%	135	46%	249	19%	105	5%	28	4%	21	100%	537
Traffic flow on major streets	6%	31	49%	260	35%	190	9%	48	1%	6	100%	535
Amount of public parking	3%	16	29%	156	38%	204	27%	142	3%	17	100%	534
Availability of affordable quality housing	4%	19	32%	169	37%	195	18%	97	10%	55	100%	535
Availability of affordable quality child care	4%	21	18%	95	22%	117	8%	43	48%	254	100%	529
Availability of affordable quality health care	13%	72	37%	198	23%	125	15%	79	12%	62	100%	536
Availability of affordable quality food	16%	88	50%	266	28%	147	5%	26	2%	8	100%	535
Availability of preventive health services	14%	77	41%	220	24%	127	6%	32	15%	79	100%	536
Air quality	29%	153	51%	275	16%	87	2%	12	2%	10	100%	537
Quality of overall natural environment in Duluth	33%	179	48%	258	16%	88	2%	9	1%	8	100%	541
Overall image or reputation of Duluth	14%	76	50%	266	30%	158	5%	27	1%	6	100%	533

Question 3: Growth														
Please rate the speed of growth in the following categories in Duluth over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
	Population growth	15%	80	32%	173	25%	134	4%	23	3%	17	20%	110	100%
Retail growth (stores, restaurants, etc.)	9%	50	29%	155	43%	231	9%	46	1%	8	8%	45	100%	536
Jobs growth	45%	243	39%	209	3%	15	0%	2	0%	1	12%	67	100%	536

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Duluth?	Percent of respondents	Count
Not a problem	3%	15
Minor problem	31%	166
Moderate problem	39%	211
Major problem	23%	123
Don't know	4%	21
Total	100%	536

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Duluth:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	Violent crime (e.g., rape, assault, robbery)	17%	94	40%	214	18%	99	19%	102	4%	20	2%	8	100%
Property crimes (e.g., burglary, theft)	9%	48	37%	199	20%	105	25%	134	8%	42	2%	9	100%	537
Environmental hazards, including toxic waste	29%	155	36%	196	18%	96	9%	47	1%	5	7%	38	100%	538

Question 6: Personal Safety														
Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	In your neighborhood during the day	68%	367	24%	126	3%	18	4%	20	1%	3	1%	3	100%
In your neighborhood after dark	29%	156	37%	200	11%	59	14%	75	7%	40	1%	7	100%	535
In Duluth's downtown area during the day	29%	156	41%	222	15%	80	10%	53	2%	12	2%	11	100%	534
In Duluth's downtown area after dark	3%	17	17%	92	15%	79	42%	223	20%	108	2%	12	100%	532

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	83%	440
Yes	16%	84
Don't know	1%	5
Total	100%	529

Question 8: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	19%	16
Yes	79%	66
Don't know	2%	2
Total	100%	84

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 Duluth?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
	Used Duluth public libraries or their services	30%	161	26%	141	26%	140	11%	58	7%	37	100%
Used Duluth recreation centers	41%	216	23%	124	24%	129	6%	33	5%	28	100%	530
Participated in a recreation program or activity	49%	260	27%	142	15%	79	5%	25	4%	21	100%	527
Visited a neighborhood park or City park	8%	41	17%	91	33%	177	22%	115	20%	105	100%	529
Ridden a local bus within Duluth	58%	305	15%	79	9%	48	5%	24	14%	71	100%	528
Attended a meeting of local elected officials or other local public meeting	67%	357	22%	116	9%	48	2%	8	1%	3	100%	532
Watched a meeting of local elected officials or other local public meeting on cable television	48%	253	28%	148	19%	102	4%	21	1%	8	100%	532
Visited the City of Duluth Web site (at www.duluthmn.gov)	51%	267	24%	129	19%	99	5%	24	2%	10	100%	529
Recycled used paper, cans or bottles from your home	6%	30	4%	21	6%	31	7%	35	78%	416	100%	533
Volunteered your time to some group or activity in Duluth	35%	180	25%	128	18%	92	8%	44	15%	76	100%	521
Participated in religious or spiritual activities in Duluth	36%	189	16%	83	17%	89	9%	47	23%	124	100%	532
Participated in a club or civic group in Duluth	52%	278	19%	103	12%	63	6%	32	11%	58	100%	535

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	19%	102
Several times a week	22%	114
Several times a month	29%	154
Once a month	10%	52
Several times a year	10%	51
Once a year or less	5%	25
Never	6%	31
Total	100%	530

Question 11: Service Quality												
Please rate the quality of each of the following services in Duluth:	Excellent		Good		Fair		Poor		Don't know		Total	
	Police services	21%	113	47%	247	16%	84	8%	43	8%	41	100%
Fire services	32%	168	42%	223	8%	43	1%	4	18%	94	100%	532
Ambulance or emergency medical services	27%	144	42%	224	7%	40	2%	9	22%	115	100%	531
Crime prevention	8%	43	38%	201	31%	163	9%	45	14%	73	100%	526
Fire prevention and education	14%	73	38%	201	16%	86	2%	13	29%	155	100%	528
Municipal courts	7%	36	29%	149	21%	108	4%	19	40%	208	100%	519
Traffic enforcement	9%	48	41%	215	29%	152	10%	54	10%	54	100%	522
Street repair	1%	4	7%	39	23%	123	67%	354	1%	8	100%	527
Street cleaning	4%	23	27%	145	43%	229	24%	126	1%	5	100%	528
Street lighting	4%	24	38%	200	40%	213	17%	90	0%	2	100%	529
Snow removal	12%	61	41%	219	31%	163	15%	80	1%	5	100%	528
Sidewalk maintenance	3%	18	18%	98	34%	178	38%	203	6%	33	100%	529
Traffic signal timing	7%	37	42%	224	32%	169	14%	76	4%	23	100%	530
Bus or transit services	16%	82	35%	185	14%	76	3%	15	32%	165	100%	524
Garbage collection	35%	183	48%	255	10%	54	2%	12	4%	21	100%	526

Question 11: Service Quality												
Please rate the quality of each of the following services in Duluth:	Excellent		Good		Fair		Poor		Don't know		Total	
	Recycling	39%	207	41%	219	12%	65	3%	16	4%	21	100%
Yard waste pick-up	13%	69	26%	135	18%	93	9%	49	34%	175	100%	521
Storm drainage	7%	39	32%	165	32%	166	13%	68	16%	84	100%	522
Drinking water	57%	298	31%	162	9%	47	2%	10	2%	10	100%	526
Sewer services	14%	71	46%	240	24%	124	5%	27	12%	63	100%	524
Power (electric and/or gas) utility	23%	120	47%	247	23%	120	5%	24	3%	17	100%	528
City parks	26%	138	48%	253	16%	86	4%	23	5%	28	100%	528
Recreation programs or classes	9%	46	33%	173	19%	99	5%	26	35%	184	100%	528
Recreation centers or facilities	7%	39	35%	184	22%	116	7%	37	29%	150	100%	525
Land use, planning and zoning	3%	13	19%	99	33%	175	19%	99	27%	140	100%	527
Code enforcement (weeds, abandoned buildings, etc)	2%	9	14%	74	32%	166	32%	166	20%	107	100%	523
Animal control	6%	33	36%	191	27%	143	10%	51	20%	106	100%	524
Economic development	2%	9	19%	97	35%	182	31%	161	13%	68	100%	517
Health services	19%	102	43%	226	22%	115	6%	31	10%	52	100%	525
Services to seniors	13%	67	26%	139	16%	84	4%	20	41%	217	100%	527
Services to youth	7%	39	27%	142	24%	127	9%	46	32%	168	100%	521
Services to low-income people	8%	41	27%	141	23%	122	12%	62	31%	161	100%	526
Public library services	13%	66	39%	204	25%	130	9%	46	15%	78	100%	523
Public information services	7%	35	36%	187	28%	145	4%	24	25%	132	100%	524
Public schools	8%	42	32%	170	29%	153	12%	64	18%	97	100%	526
Cable television	8%	42	32%	164	24%	126	15%	76	21%	108	100%	516
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	9%	48	33%	172	21%	110	6%	31	30%	158	100%	519
Preservation of natural areas such as open space, farmlands and greenbelts	10%	49	37%	192	24%	124	8%	42	21%	107	100%	515

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 Duluth	6%	32	47%	249	33%	177	8%	44	5%	29	100%
The Federal Government	3%	18	32%	171	38%	204	14%	75	12%	63	100%	532
The State Government	2%	13	31%	163	42%	223	14%	74	11%	58	100%	532
St. Louis County Government	4%	23	34%	180	38%	202	10%	51	14%	76	100%	533

Question 13: Contact with City Employees		
Have you had any in-person or phone contact with an employee of the City of Duluth within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	48%	256
Yes	52%	282
Total	100%	538

Question 14: City Employees												
What was your impression of the employee(s) of the City of Duluth in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
	Knowledge	21%	58	48%	133	16%	44	12%	33	3%	7	100%
Responsiveness	26%	72	38%	105	17%	47	18%	50	1%	1	100%	275
Courtesy	27%	75	42%	117	16%	44	15%	40	0%	0	100%	276
Overall impression	21%	59	43%	118	19%	54	17%	46	0%	0	100%	277

Question 15: Government Performance												
Please rate the following categories of Duluth government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Duluth	3%	16	28%	146	38%	203	21%	109	10%	55	100%
The overall direction that Duluth is taking	3%	17	37%	195	35%	184	18%	96	8%	40	100%	532
The job Duluth government does at welcoming citizen involvement	5%	29	36%	190	31%	164	11%	58	18%	94	100%	535
The job Duluth government does at listening to citizens	4%	21	27%	144	32%	169	23%	123	14%	76	100%	534

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 Duluth to someone who asks	37%	198	41%	223	12%	64	7%	39	3%	15	100%
Remain in Duluth for the next five years	52%	277	20%	109	10%	53	13%	71	5%	25	100%	536

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	2%	10
Somewhat positive	11%	62
Neutral	49%	268
Somewhat negative	27%	148
Very negative	10%	53
Total	100%	542

Question 18a: Policy Question 1		
Successful public bodies are effective at communicating with residents about operations. What is your assessment of the level of communication from the City of Duluth?	Percent of respondents	Count
The communication from the City is adequate - no additional effort is required.	16%	83
The City should improve and increase its communication regarding city operations.	16%	81
The City should improve and increase its communication regarding promotions of the community.	9%	45
The City should improve and increase its communications on both operations and the community.	39%	205
Don't know	21%	111
Total	100%	525

Question 18b: Policy Question 2		
How satisfied or dissatisfied are you with the Mayor's overall job performance?	Percent of respondents	Count
Very satisfied	32%	171
Somewhat satisfied	49%	261
Somewhat dissatisfied	13%	67
Very dissatisfied	6%	33
Total	100%	531

Question 18c: Policy Question 3		
How satisfied or dissatisfied are you with the City Council's overall job performance?	Percent of respondents	Count
Very satisfied	6%	33
Somewhat satisfied	52%	275
Somewhat dissatisfied	29%	154
Very dissatisfied	13%	70
Total	100%	531

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	28%	150
Yes, full-time	51%	274
Yes, part-time	21%	114
Total	100%	538

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	73%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	12%
Bus, rail, subway or other public transportation	3%
Walk	5%
Bicycle	2%
Work at home	4%
Other	1%

Question D3: Length of Residency		
How many years have you lived in Duluth?	Percent of respondents	Count
Less than 2 years	8%	41
2 to 5 years	15%	83
6 to 10 years	12%	64
11 to 20 years	11%	61
More than 20 years	54%	289
Total	100%	538

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	62%	331
House attached to one or more houses (e.g., a duplex or townhome)	7%	37
Building with two or more apartments or condominiums	28%	151
Mobile home	2%	9
Other	2%	9
Total	100%	537

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	38%	202
Owned by you or someone in this house with a mortgage or free and clear	62%	327
Total	100%	529

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	10%	54
\$300 to \$599 per month	21%	110
\$600 to \$999 per month	35%	181
\$1,000 to \$1,499 per month	22%	118
\$1,500 to \$2,499 per month	9%	48
\$2,500 or more per month	2%	12
Total	100%	523

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	72%	389
Yes	28%	148
Total	100%	537

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	81%	435
Yes	19%	104
Total	100%	539

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	29%	151
\$25,000 to \$49,999	27%	139
\$50,000 to \$99,999	32%	165
\$100,000 to \$149,000	7%	34
\$150,000 or more	5%	26
Total	100%	515

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	99%	530
Yes, I consider myself to be Spanish, Hispanic or Latino	1%	3
Total	100%	533

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%	12
Asian, Asian Indian or Pacific Islander	3%	19
Black or African American	1%	6
White	93%	502
Other	1%	8
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	16%	86
25 to 34 years	25%	133
35 to 44 years	11%	62
45 to 54 years	17%	92
55 to 64 years	14%	77
65 to 74 years	8%	42
75 years or older	9%	46
Total	100%	537

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	53%	284
Male	47%	252
Total	100%	536

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	11%	57
Yes	86%	460
Ineligible to vote	0%	0
Don't know	4%	19
Total	100%	536

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%	92
Yes	80%	426
Ineligible to vote	1%	5
Don't know	2%	10
Total	100%	533

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

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

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 March 26, 2010. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the mayor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following five weeks.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

Of the 1,200 surveys mailed, 65 were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 1,135 households receiving the survey mailings, 548 completed the survey, providing a response rate of 48%. In general, response rates obtained on local government resident surveys range from 25% 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 four percentage points in either direction from what would have been obtained had responses been collected from all City of Duluth 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 2006-2008 American Community Survey Census estimates for adults in the City of Duluth. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

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

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

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

A special software program using mathematical algorithms is used to calculate the appropriate weights. 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.

Duluth Citizen Survey Weighting Table			
Characteristic	Population Norm ¹	Unweighted Data	Weighted Data
Housing			
Rent home	38%	40%	38%
Own home	62%	60%	62%
Detached unit	67%	59%	63%
Attached unit	33%	41%	37%
Race and Ethnicity			
White alone, not Hispanic	93%	92%	91%
Hispanic and/or other race	7%	8%	9%
Sex and Age			
Female	52%	54%	53%
Male	48%	46%	47%
18-34 years of age	41%	19%	41%
35-54 years of age	30%	29%	29%
55+ years of age	30%	51%	31%
Females 18-34	20%	10%	20%
Females 35-54	15%	16%	15%
Females 55+	17%	27%	18%
Males 18-34	21%	9%	21%
Males 35-54	14%	13%	14%
Males 55+	12%	24%	12%

¹ Source: 2006-2008 ACS

SURVEY DATA ANALYSIS AND REPORTING

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

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

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

“Don’t Know” Responses

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

APPENDIX C: SURVEY MATERIALS

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

Dear Duluth Resident,

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

Sincerely,

A handwritten signature in black ink, appearing to read "Don Ness". The signature is fluid and cursive, with a large initial "D" and "N".

Don Ness
Mayor

Dear Duluth Resident,

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

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Don Ness
Mayor



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

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City of Duluth
Don Ness, Mayor

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

An Equal Opportunity Employer

March 2010

Dear Duluth Resident:

The City of Duluth wants to know what you think about our community and municipal government. You have been randomly selected to participate in Duluth's 2010 Citizen Survey.

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

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

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

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

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

Sincerely,

Don Ness
Mayor



City of Duluth
Don Ness, Mayor

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

An Equal Opportunity Employer

April 2010

Dear Duluth Resident:

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

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

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

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

Sincerely,

Don Ness
Mayor

The City of Duluth 2010 Citizen Survey

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

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

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

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

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

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

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

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

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

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

6. Please rate how safe or unsafe you feel:

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

7. 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 Duluth?

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

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 Duluth 2010 Citizen Survey

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

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

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 Duluth	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5
St. Louis County Government	1	2	3	4	5

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

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

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

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

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

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The value of services for the taxes paid to Duluth.....	1	2	3	4	5
The overall direction that Duluth is taking.....	1	2	3	4	5
The job Duluth government does at welcoming citizen involvement.....	1	2	3	4	5
The job Duluth 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 Duluth to someone who asks.....	1	2	3	4	5
Remain in Duluth 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. Successful public bodies are effective at communicating with residents about operations. What is your assessment of the level of communication from the City of Duluth? (Please select only one response).

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

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

- Very satisfied
 Somewhat satisfied
 Somewhat dissatisfied
 Very dissatisfied

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

- Very satisfied
 Somewhat satisfied
 Somewhat dissatisfied
 Very dissatisfied

The City of Duluth 2010 Citizen Survey

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

D1. Are you currently employed for pay?

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

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

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

D3. How many years have you lived in Duluth?

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

D4. Which best describes the building you live in?

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

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

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

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

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

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

- No Yes

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

- No Yes

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

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

Please respond to both 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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