



CITY OF SURPRISE, AZ DRAFT 2012



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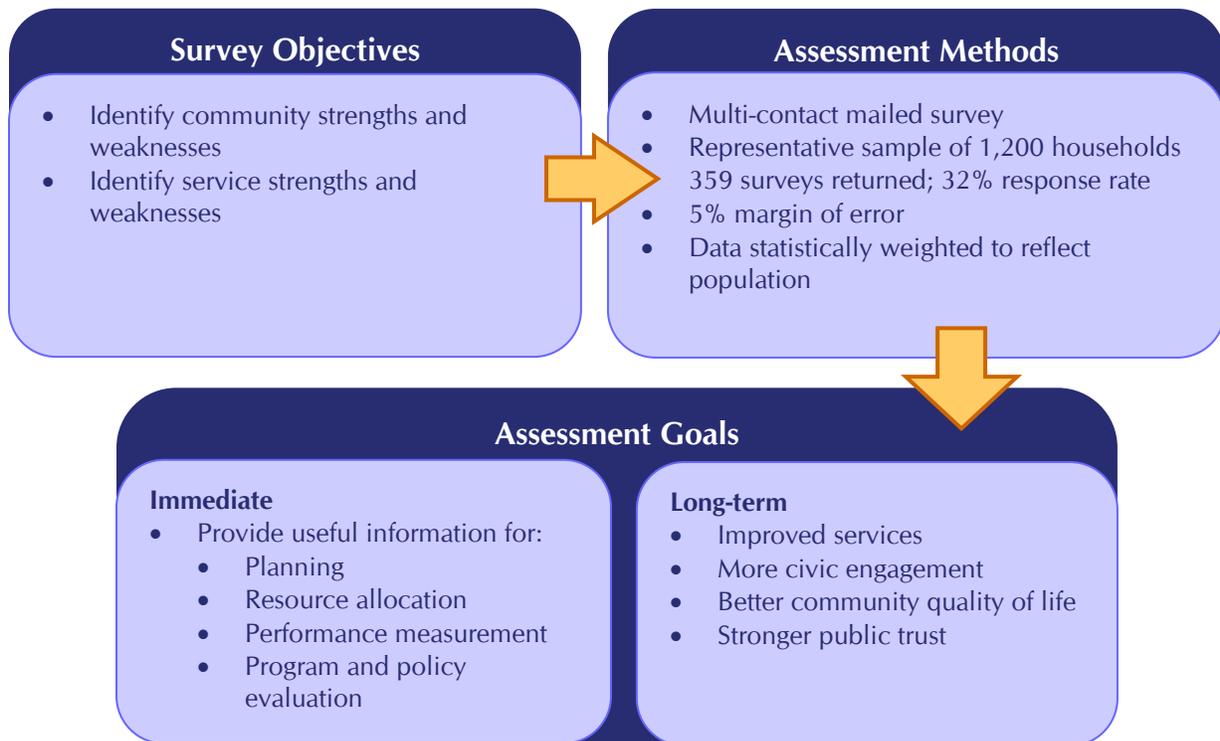
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SURVEY BACKGROUND

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 359 completed surveys were obtained, providing an overall response rate of 32%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for the City of Surprise was developed in close cooperation with local jurisdiction staff. Surprise staff selected items from a menu of questions about services and community issues and provided the appropriate letterhead and signatures for mailings. City of Surprise staff also augmented The National Citizen Survey™ basic service through a variety of options including the option to complete the survey online, demographic subgroup comparisons, geographic subgroup comparisons, and several custom questions.

UNDERSTANDING THE RESULTS

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

Margin of Error

The margin of error around results for the City of Surprise Survey (359 completed surveys) is plus or minus five percentage points. This is a measure of the precision of your results; a larger number of completed surveys gives a smaller (more precise) margin of error, while a smaller number of surveys yields a larger margin of error. With your margin of error, you may conclude that when 60% of survey respondents report that a particular service is "excellent" or "good," somewhere between 55-65% of all residents are likely to feel that way.

Comparing Survey Results

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

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 seven 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.

Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The City of Surprise chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Surprise survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the City of Surprise results were generally noted as being “above” the benchmark, “below” the benchmark or “similar” to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as “more,” “similar” or “less” (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of “much,” (for example, “much less” or “much above”). These labels come from a statistical comparison of the City of Surprise's rating to the benchmark.

“Don’t Know” Responses and Rounding

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

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

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

EXECUTIVE SUMMARY

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

Most residents experienced a good quality of life in the City of Surprise and believed the City was a good place to live. The overall quality of life in the City of Surprise was rated as “excellent” or “good” by 86% of respondents. Almost all reported they plan on staying in the City of Surprise for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. The three characteristics receiving the most favorable ratings were the overall appearance of Surprise, cleanliness of Surprise and opportunities to volunteer. The three characteristics receiving the least positive ratings were traffic flow on major streets, employment opportunities and ease of bus travel in Surprise.

Ratings of community characteristics were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, 13 were above the national benchmark comparison, 10 were similar to the national benchmark comparison and eight were below.

Residents in the City of Surprise were somewhat civically engaged. While only 20% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 93% had provided help to a friend or neighbor. Less than half had volunteered their time to some group or activity in the City of Surprise, which was lower than the benchmark.

In general, survey respondents demonstrated strong trust in local government. A majority rated the overall direction being taken by the City of Surprise as “good” or “excellent.” This was similar to the benchmark. Those residents who had interacted with an employee of the City of Surprise in the previous 12 months gave high marks to those employees. Nearly all rated their overall impression of employees as “excellent” or “good.”

On average, residents gave generally favorable ratings to most local government services. City services rated were able to be compared to the benchmark database. Of the 37 services for which comparisons were available, 20 were above the benchmark comparison, 12 were similar to the benchmark comparison and 5 were below.

Respondents were asked to rate how frequently they participated in various activities in Surprise. The most popular activities included recycling and providing help to a friend or neighbor; while the least popular activities were riding a local bus and attending a meeting of a local elected official. Generally, participation rates in the various activities in the community were similar to other communities.

Many services saw increases in ratings when compared to the previous survey. Some of the services whose ratings increased include street repair, sidewalk maintenance, sewer services, and storm drainage. Ratings also increased for community features such as the ease of car travel, ease of walking and the amount of public parking. Decreased ratings were found for land use, planning and zoning, fire prevention and education, municipal courts, emergency preparedness, drinking water, services to youth, and cable television.

A Key Driver Analysis was conducted for the City of Surprise which examined the relationships between ratings of each service and ratings of the City of Surprise'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 Surprise 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:

- Economic development
- Fire services
- Public information services

Of these services, those deserving the most attention may be that which was similar to the benchmark comparisons: fire services. For economic development and public information services, the City of Surprise was above the benchmark and should continue to ensure high quality performance.

COMMUNITY RATINGS

OVERALL COMMUNITY QUALITY

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

Many of the City of Surprise’s residents gave high 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

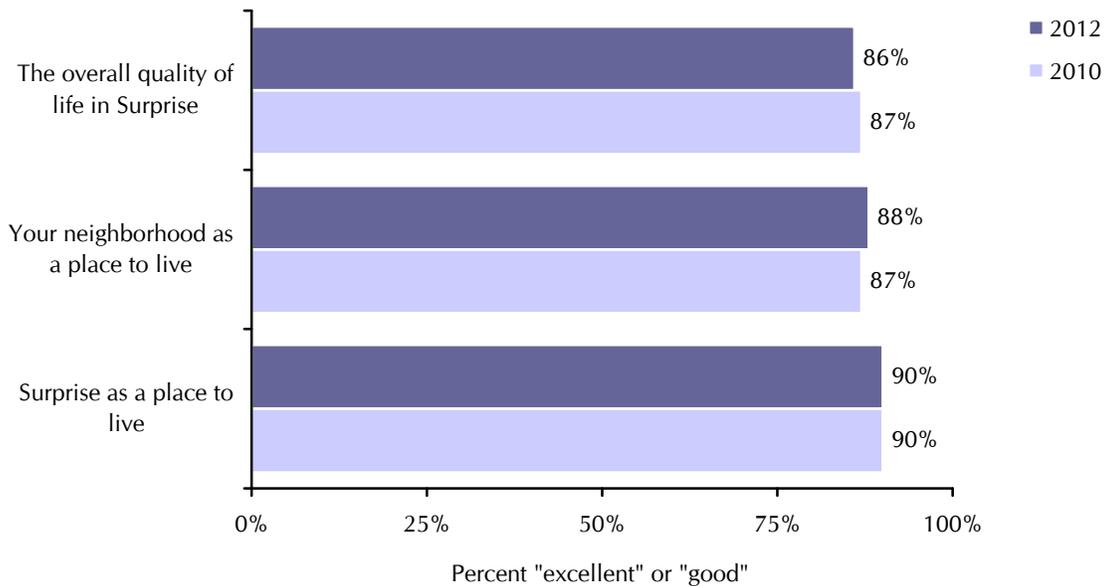


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY

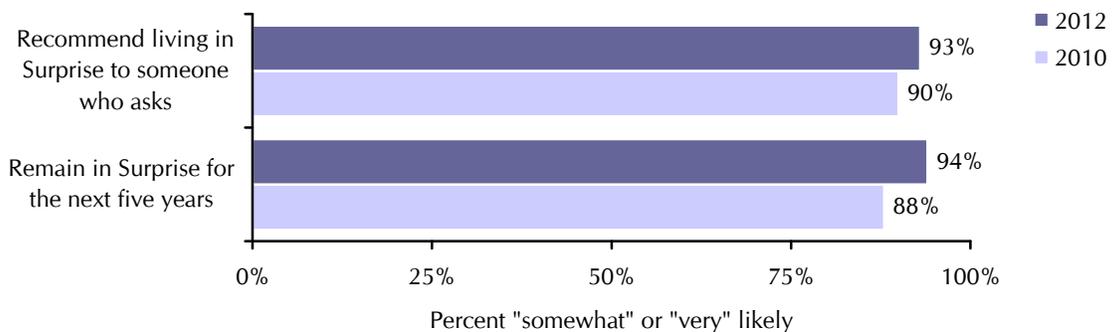


FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	Comparison to benchmark
Overall quality of life in Surprise	Above
Your neighborhood as place to live	Above
Surprise as a place to live	Above
Recommend living in Surprise to someone who asks	Much above
Remain in Surprise for the next five years	Much above

COMMUNITY DESIGN

Transportation

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

Residents responding to the survey were given a list of six aspects of mobility to rate on a scale of "excellent," "good," "fair" and "poor." Ease of walking in Surprise was given the most positive rating, followed by the availability of paths and walking trails. The ratings for ease of car travel and for ease of walking in Surprise had increased since 2010.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

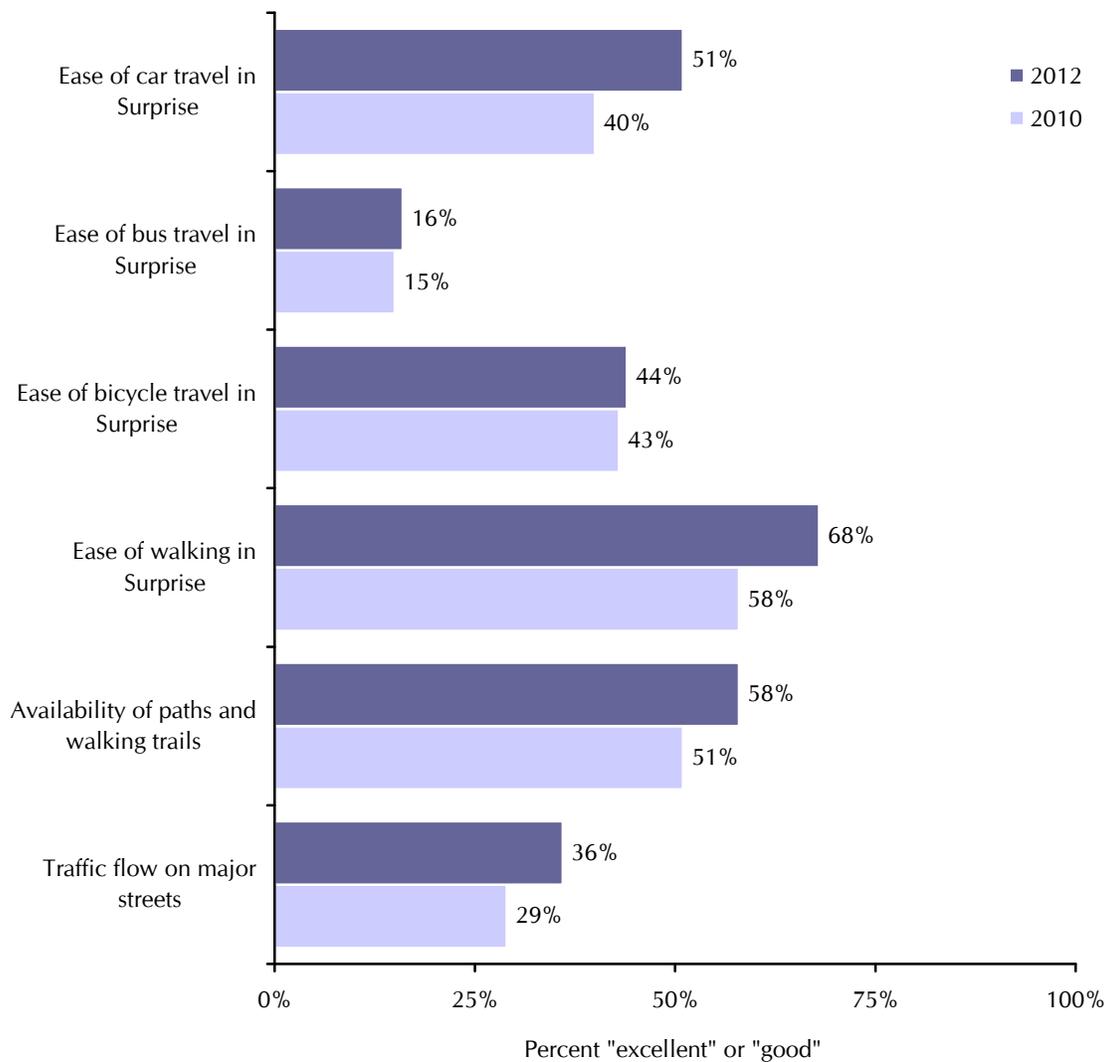


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	Comparison to benchmark
Ease of car travel in Surprise	Below
Ease of bus travel in Surprise	Much below
Ease of bicycle travel in Surprise	Similar
Ease of walking in Surprise	Above
Availability of paths and walking trails	Similar
Traffic flow on major streets	Below

Seven transportation services were rated in Surprise. As compared to most communities across America, ratings tended to be favorable. Five were above the benchmark, one was below the benchmark and one was similar to the benchmark. The ratings for street repair and the amount of public parking had improved over time.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

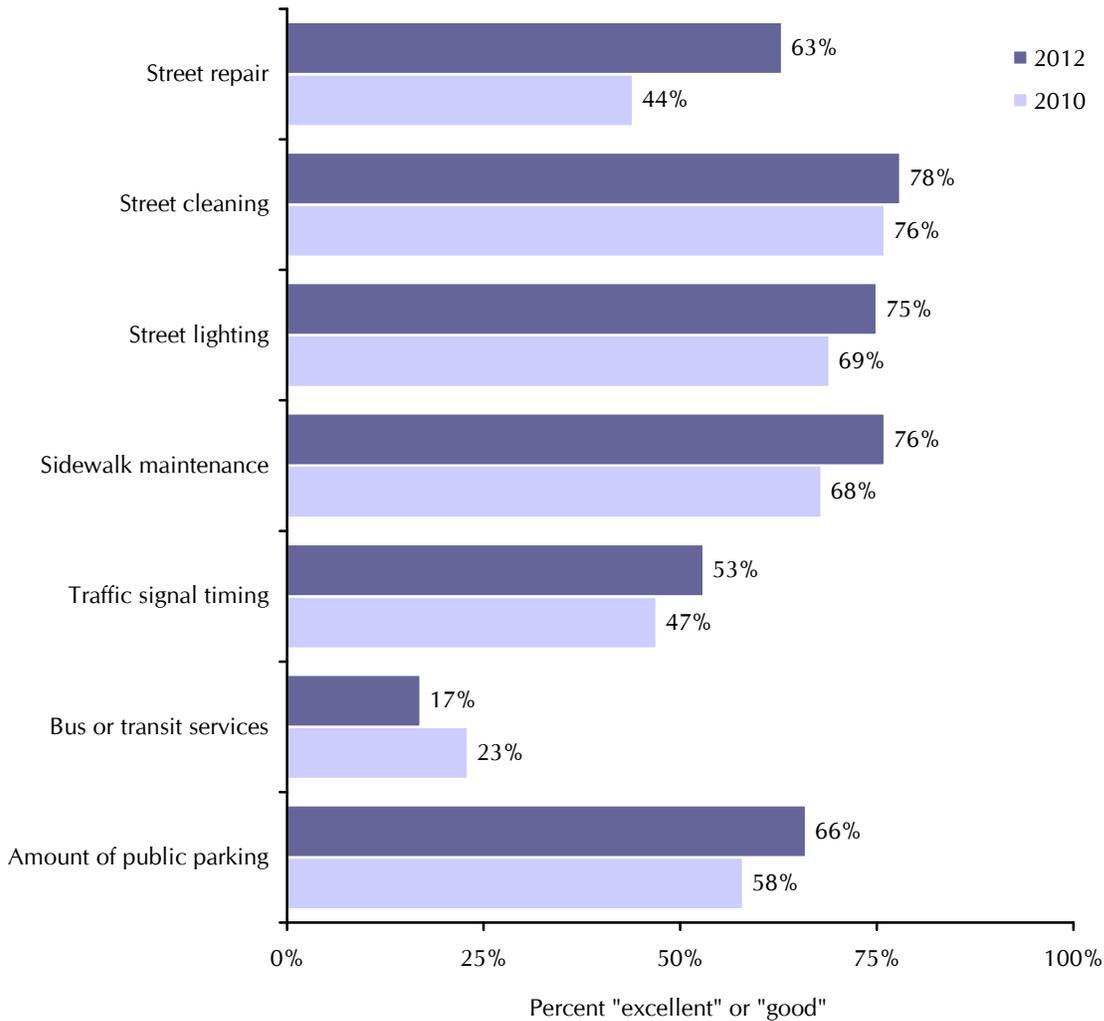


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	Comparison to benchmark
Street repair	Much above
Street cleaning	Much above
Street lighting	Much above
Sidewalk maintenance	Much above
Traffic signal timing	Similar
Bus or transit services	Much below
Amount of public parking	Much above

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, 1% of work commute trips were made by transit, 0% by bicycle and 1% by foot.

FIGURE 10: FREQUENCY OF BUS USE IN LAST 12 MONTHS BY YEAR

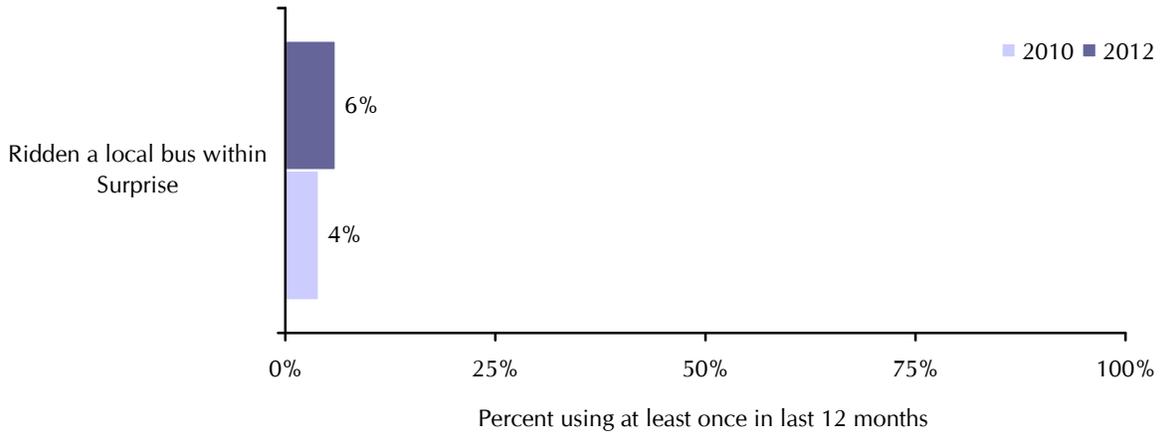


FIGURE 11: FREQUENCY OF BUS USE BENCHMARKS

Comparison to benchmark	
Ridden a local bus within Surprise	Much less

FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE BY YEAR

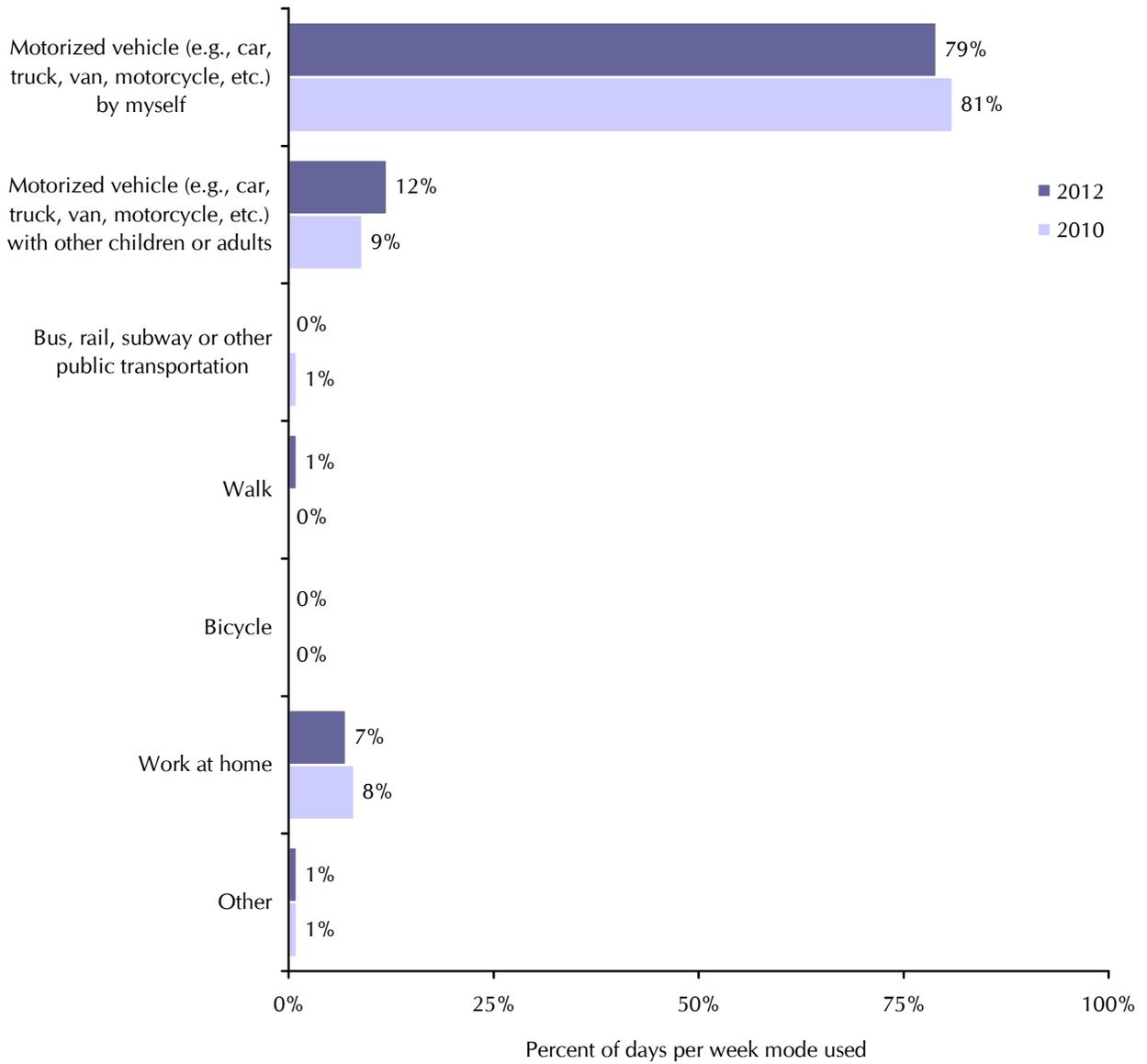


FIGURE 13: DRIVE ALONE BENCHMARKS

Comparison to benchmark	
Average percent of work commute trips made by driving alone	More

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 Surprise 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 69% of respondents, while the variety of housing options was rated as “excellent” or “good” by 77% of respondents. The rating of perceived affordable housing availability was better in the City of Surprise than the ratings, on average, in comparison jurisdictions.

FIGURE 14: RATINGS OF HOUSING IN COMMUNITY BY YEAR

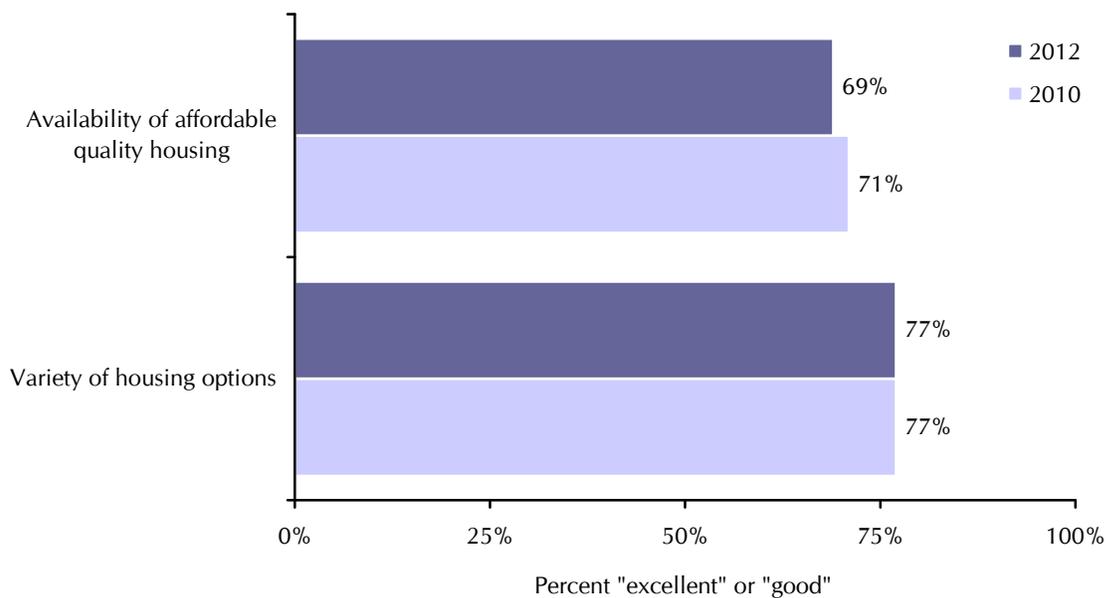


FIGURE 15: HOUSING CHARACTERISTICS BENCHMARKS

	Comparison to benchmark
Availability of affordable quality housing	Much above
Variety of housing options	Much above

To augment the perceptions of affordable housing in Surprise, 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 Surprise experiencing housing cost stress. More than 25% of survey participants were found to pay housing costs of more than 30% of their monthly household income.

FIGURE 16: PROPORTION OF RESPONDENTS EXPERIENCING HOUSING COST STRESS BY YEAR

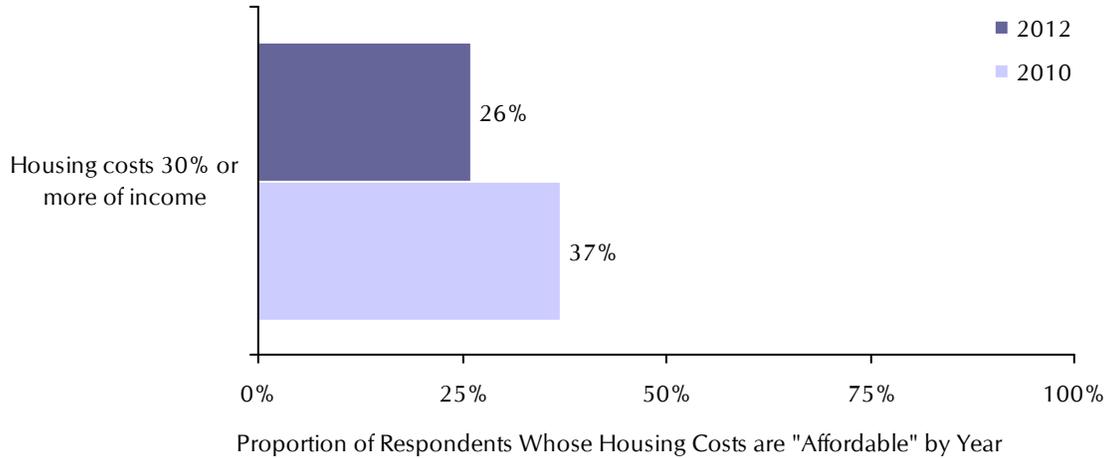


FIGURE 17: HOUSING COSTS BENCHMARKS

	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	Much less

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 Surprise 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 Surprise was rated as "excellent" by 23% of respondents and as "good" by an additional 44%. The overall appearance of Surprise was rated as "excellent" or "good" by 87% of respondents and was much higher than the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Surprise, 2% thought they were a "major" problem. The services of code enforcement and animal control were rated above the benchmark and the service of land use, planning and zoning was similar to the benchmark.

FIGURE 18: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

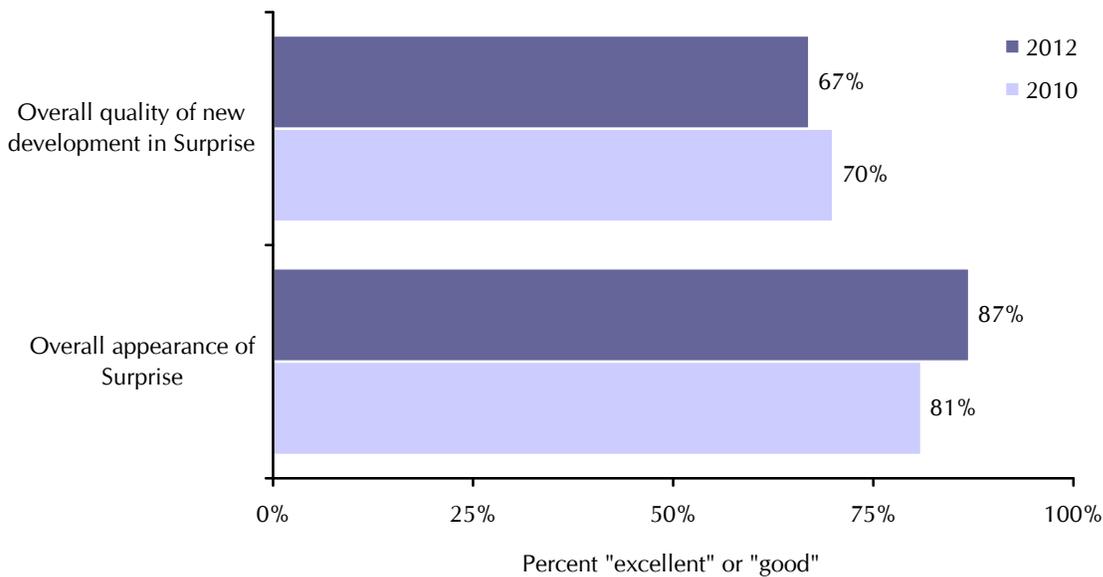


FIGURE 19: BUILT ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Quality of new development in Surprise	Much above
Overall appearance of Surprise	Much above

FIGURE 20: RATINGS OF POPULATION GROWTH BY YEAR

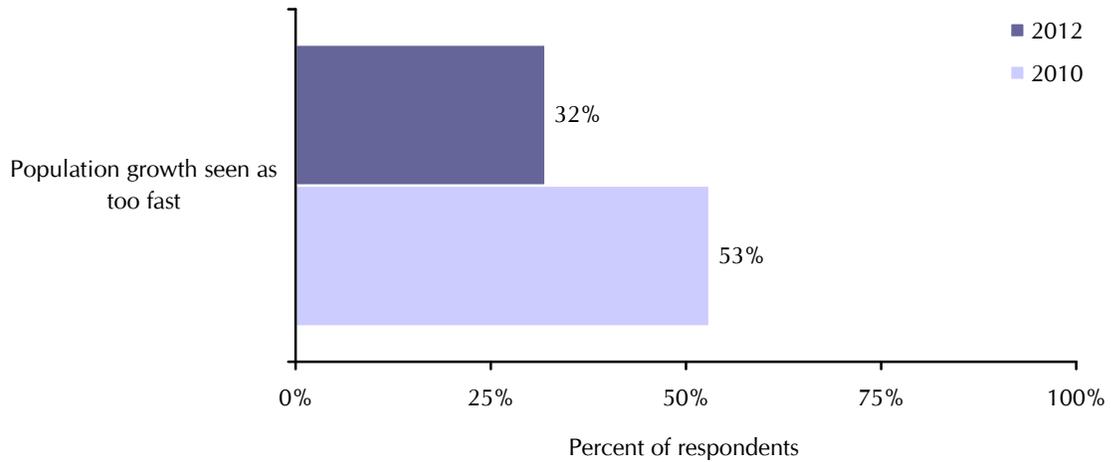


FIGURE 21: POPULATION GROWTH BENCHMARKS

Comparison to benchmark	
Population growth seen as too fast	Much less

FIGURE 22: RATINGS OF NUISANCE PROBLEMS BY YEAR

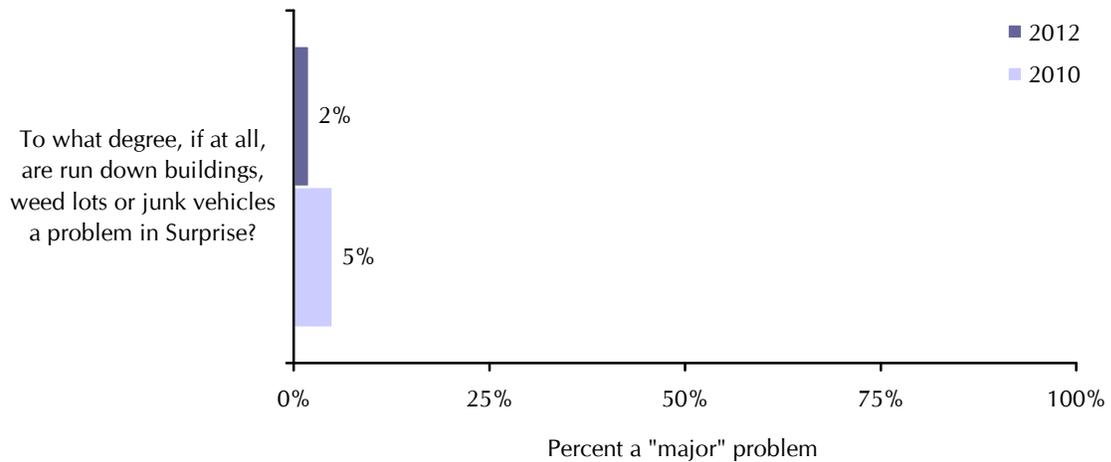


FIGURE 23: NUISANCE PROBLEMS BENCHMARKS

Comparison to benchmark	
Run down buildings, weed lots and junk vehicles seen as a "major" problem	Much less

FIGURE 24: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

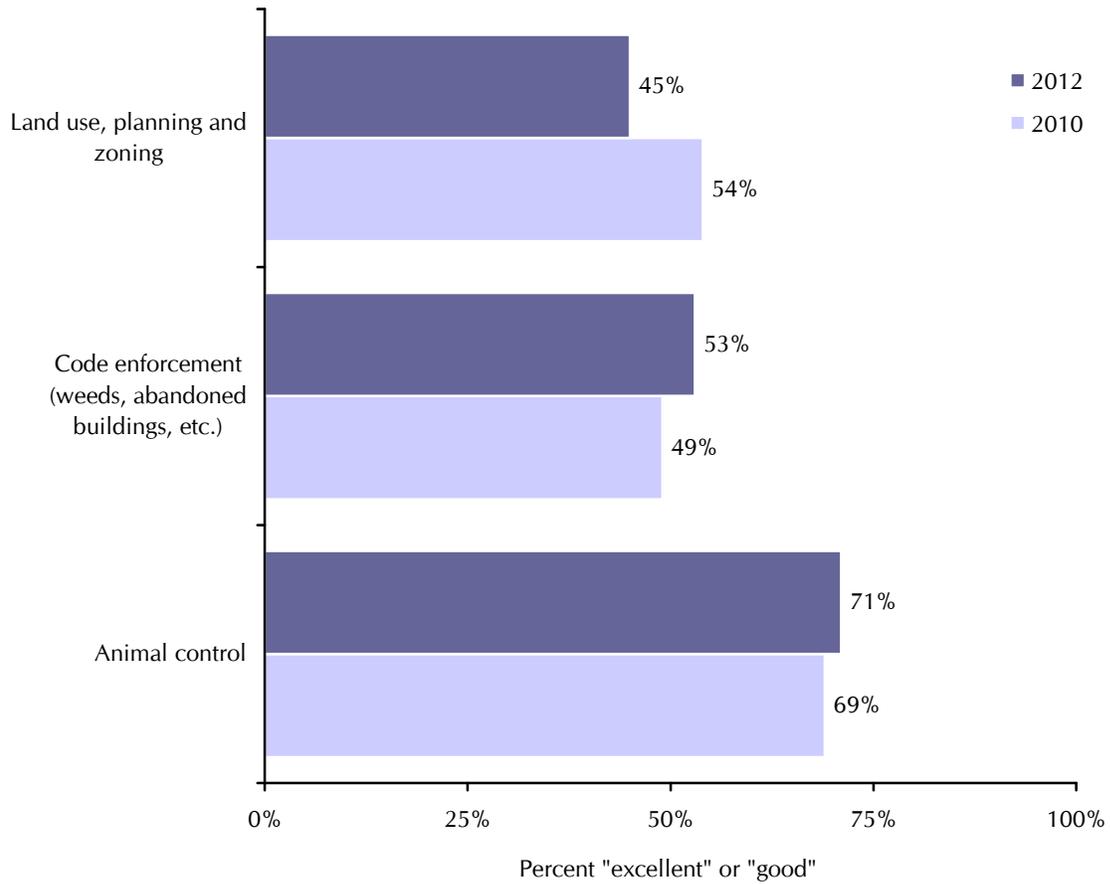


FIGURE 25: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	Comparison to benchmark
Land use, planning and zoning	Similar
Code enforcement (weeds, abandoned buildings, etc.)	Above
Animal control	Above

ECONOMIC SUSTAINABILITY

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

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

FIGURE 26: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

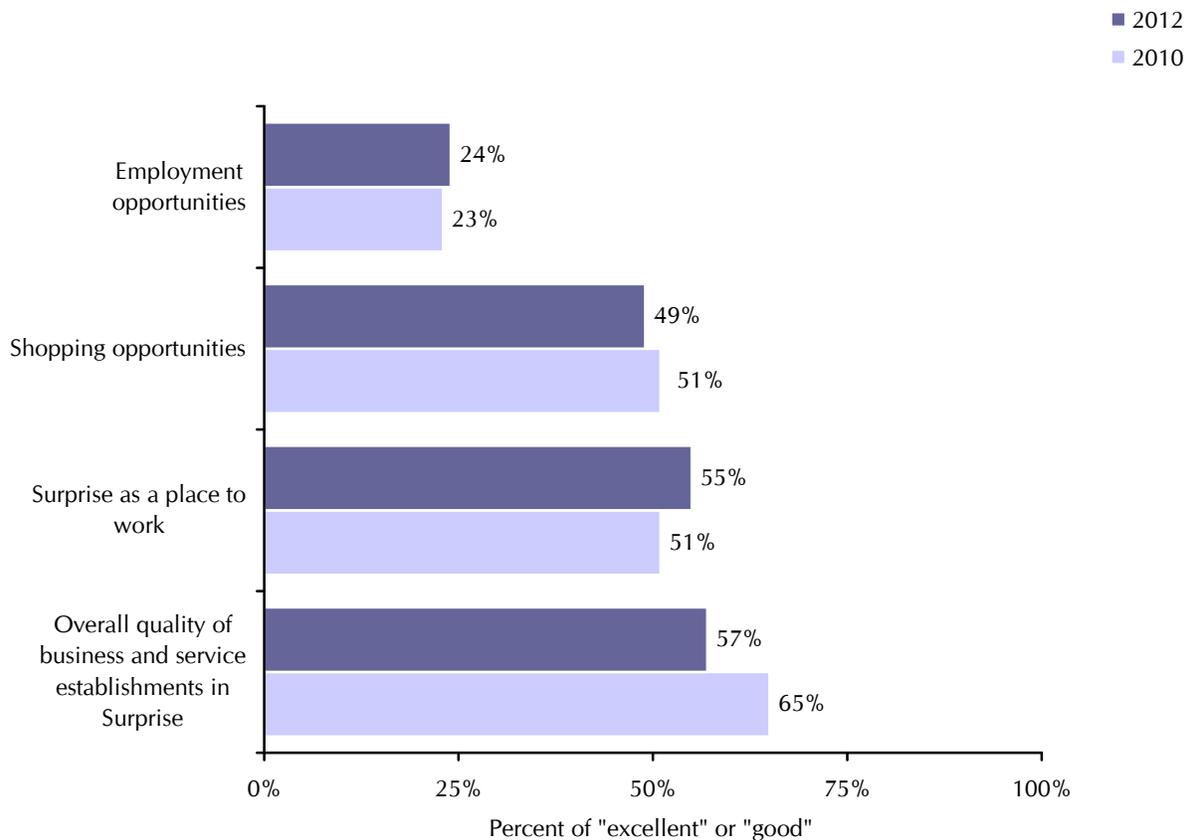


FIGURE 27: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Employment opportunities	Below
Shopping opportunities	Similar
Surprise as a place to work	Below
Overall quality of business and service establishments in Surprise	Similar

Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from “much too slow” to “much too fast.” When asked about the rate of jobs growth in Surprise, 94% responded that it was “too slow,” while 60% reported retail growth as “too slow.” Many more residents in Surprise compared to other jurisdictions believed that retail growth was too slow and that jobs growth was too slow.

FIGURE 28: RATINGS OF RETAIL AND JOB GROWTH BY YEAR

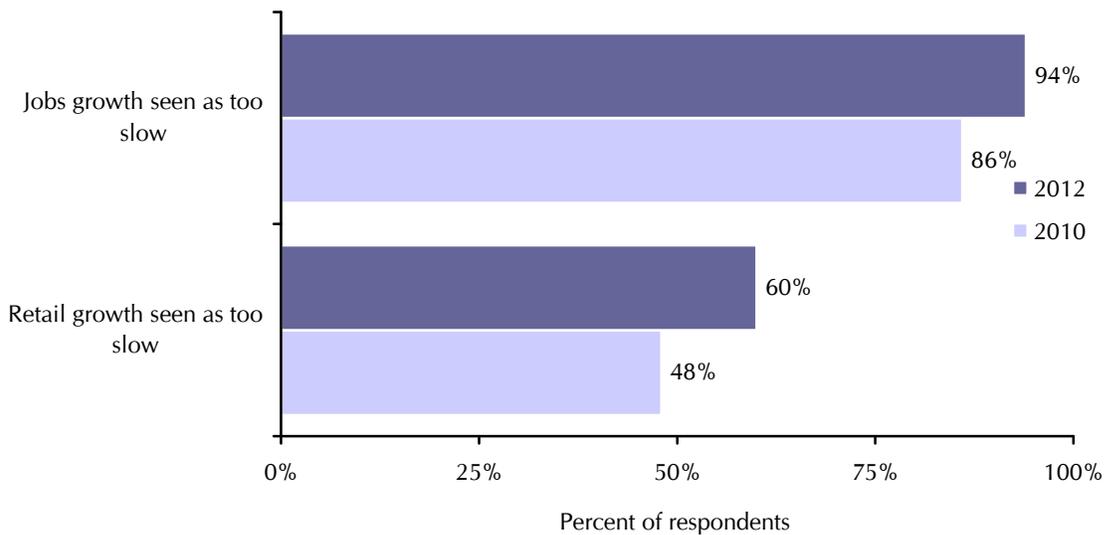


FIGURE 29: RETAIL AND JOB GROWTH BENCHMARKS

	Comparison to benchmark
Retail growth seen as too slow	Much more
Jobs growth seen as too slow	Much more

FIGURE 30: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

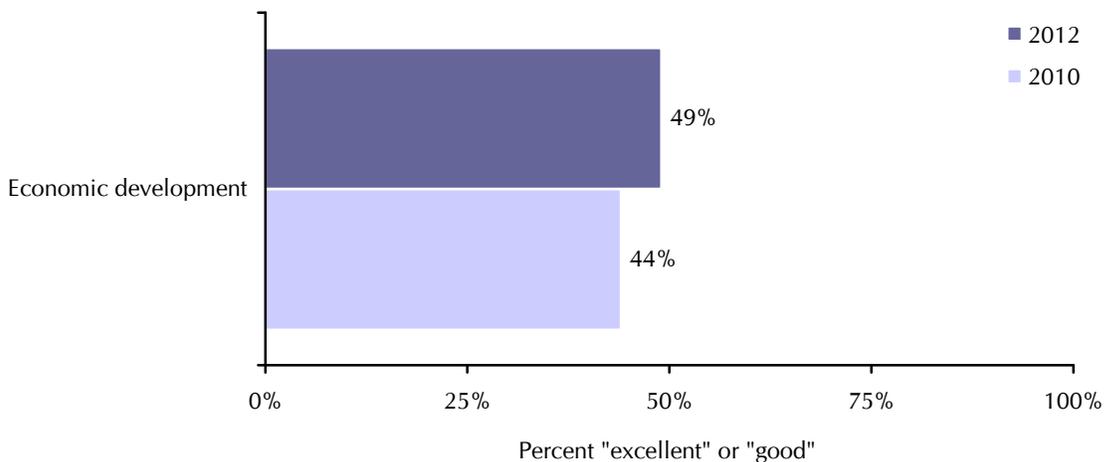


FIGURE 31: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	Comparison to benchmark
Economic development	Above

Residents were asked to reflect on their economic prospects in the near term. Twenty-eight percent of the City of Surprise 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 much more than comparison jurisdictions and had increased since 2010.

FIGURE 32: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR

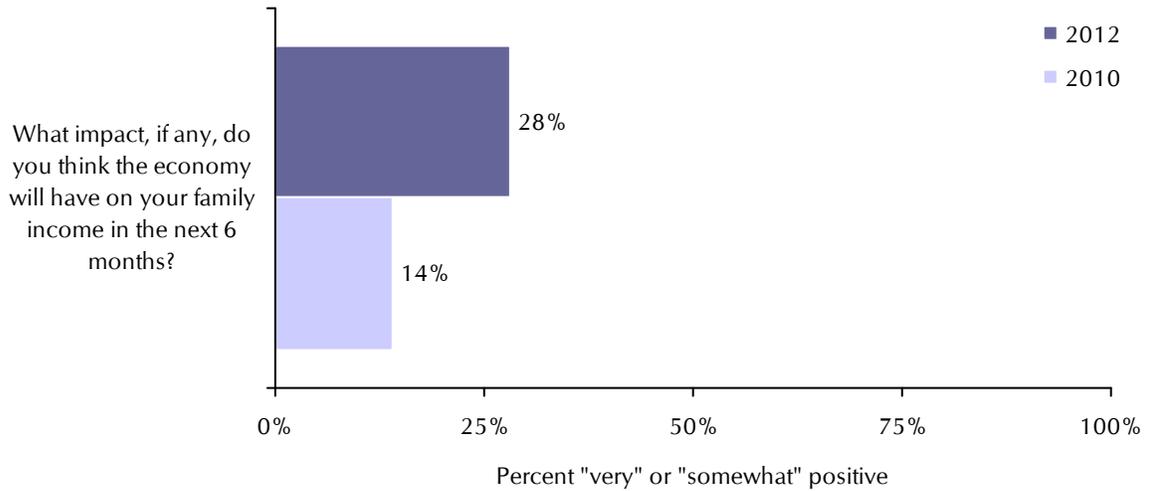


FIGURE 33: PERSONAL ECONOMIC FUTURE BENCHMARKS

	Comparison to benchmark
Positive impact of economy on household income	Much above

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. A majority gave positive ratings of safety in the City of Surprise. More than 80% of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 86% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown. Ratings for safety in Surprise’s downtown area after dark increased over time.

FIGURE 34: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR

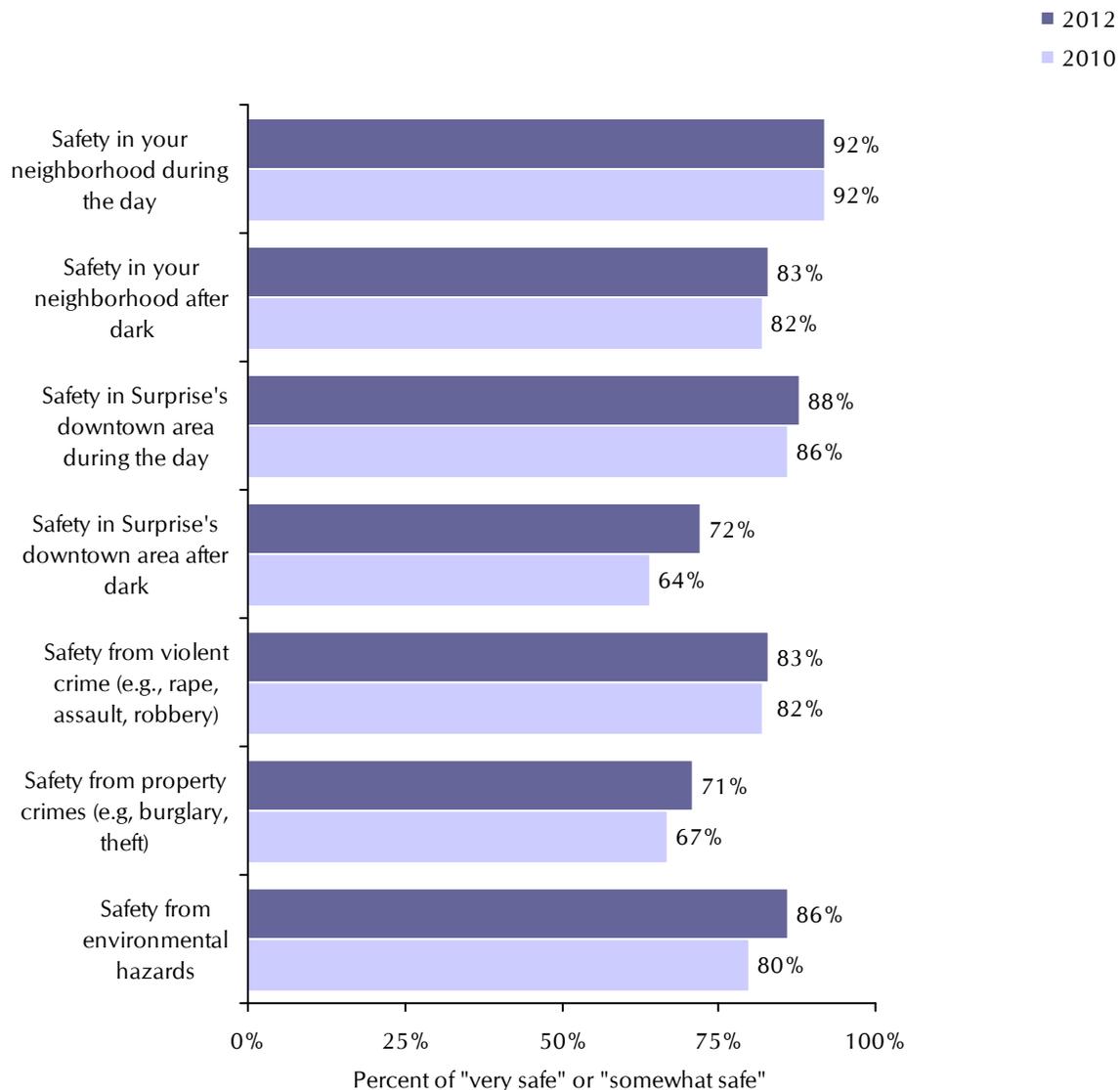


FIGURE 35: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	Comparison to benchmark
In your neighborhood during the day	Similar
In your neighborhood after dark	Much above
In Surprise's downtown area during the day	Similar
In Surprise's downtown area after dark	Much above
Violent crime (e.g., rape, assault, robbery)	Above
Property crimes (e.g., burglary, theft)	Above
Environmental hazards, including toxic waste	Above

As assessed by the survey, 7% 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, 98% had reported it to police. Compared to other jurisdictions far fewer Surprise residents had been victims of crime in the 12 months preceding the survey and many more Surprise residents had reported their most recent crime victimization to the police.

FIGURE 36: CRIME VICTIMIZATION AND REPORTING BY YEAR

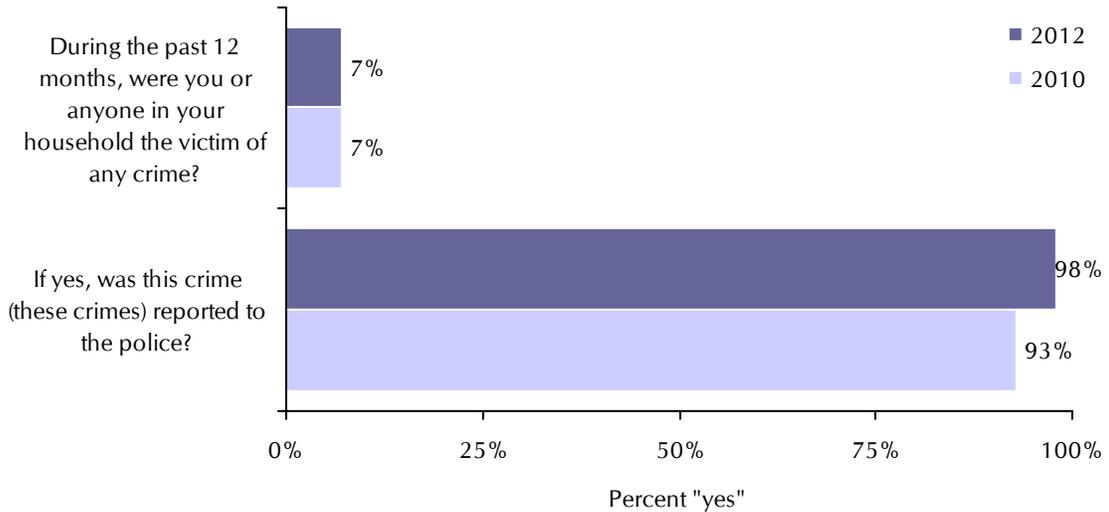


FIGURE 37: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	Comparison to benchmark
Victim of crime	Much less
Reported crimes	Much more

Residents rated eight City public safety services; of these, two were rated above the benchmark comparison, five were rated similar to the benchmark comparison and one was rated below the benchmark comparison. Fire services and ambulance or emergency medical services received the highest ratings, while emergency preparedness and crime prevention received the lowest ratings. Ratings for fire prevention and education, municipal courts, and emergency preparedness had declined over time.

FIGURE 38: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR

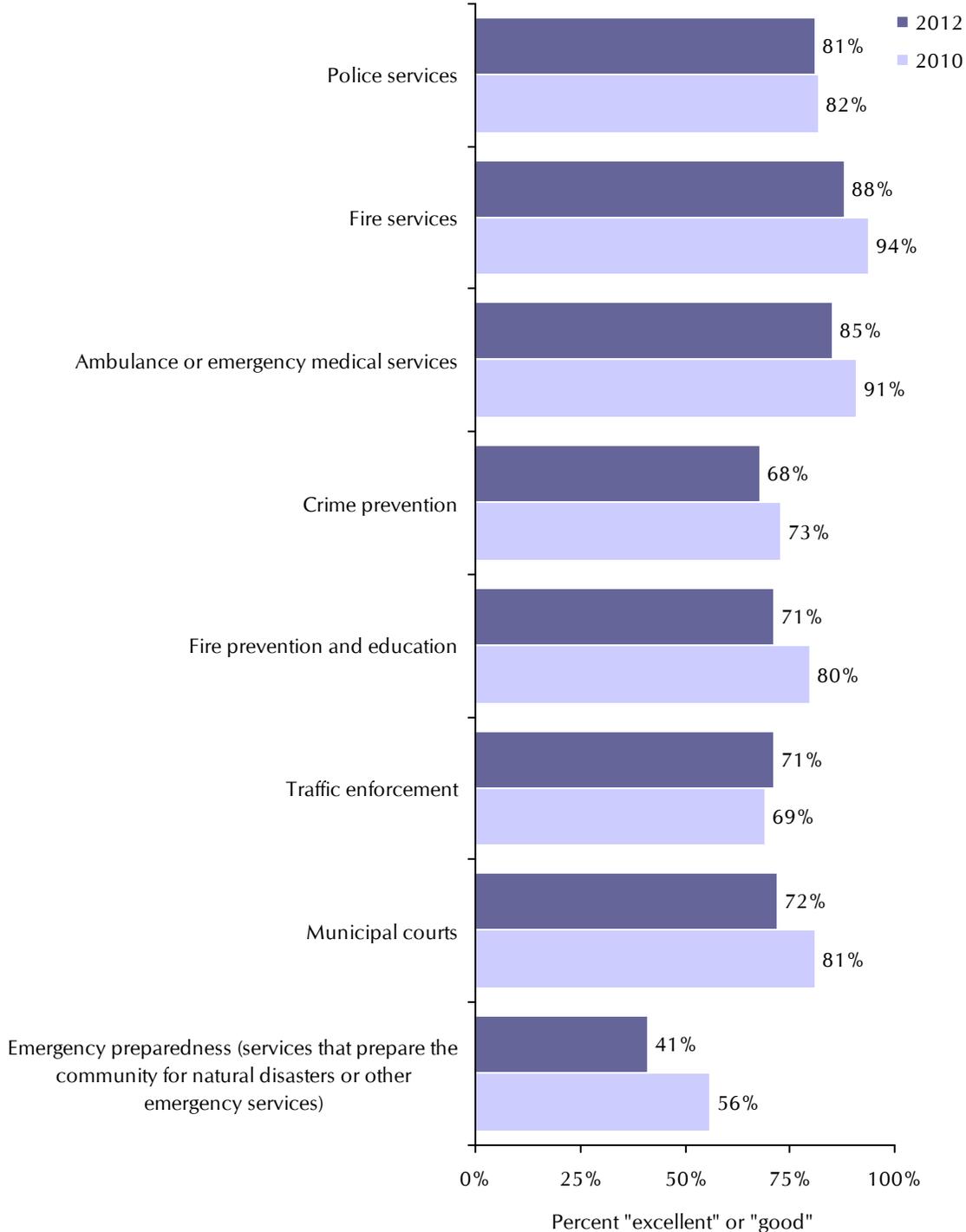


FIGURE 39: PUBLIC SAFETY SERVICES BENCHMARKS

	Comparison to benchmark
Police services	Above
Fire services	Similar
Ambulance or emergency medical services	Similar
Crime prevention	Similar
Fire prevention and education	Similar
Traffic enforcement	Similar
Courts	Above
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Much below

FIGURE 40: CONTACT WITH POLICE DEPARTMENT

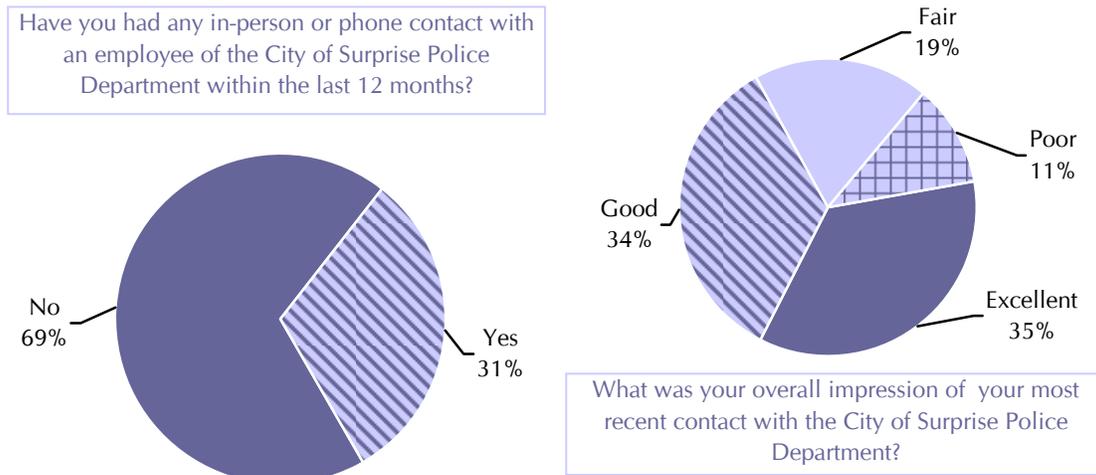


FIGURE 41: CONTACT WITH FIRE DEPARTMENT

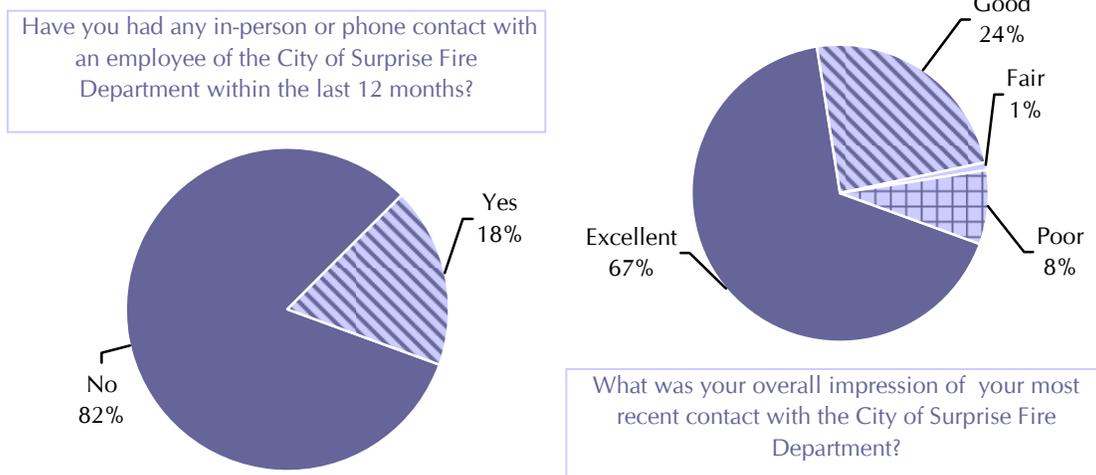


FIGURE 42: CONTACT WITH POLICE AND FIRE DEPARTMENTS BENCHMARKS

	Comparison to benchmark
Had contact with the City of Surprise Police Department	Much less
Overall impression of most recent contact with the City of Surprise Police Department	Similar
Had contact with the City of Surprise Fire Department	Similar
Overall impression of most recent contact with the City of Surprise Fire Department	Similar

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 Surprise 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 65% of survey respondents. The cleanliness of Surprise received the highest rating, and it was much above the benchmark.

FIGURE 43: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT BY YEAR

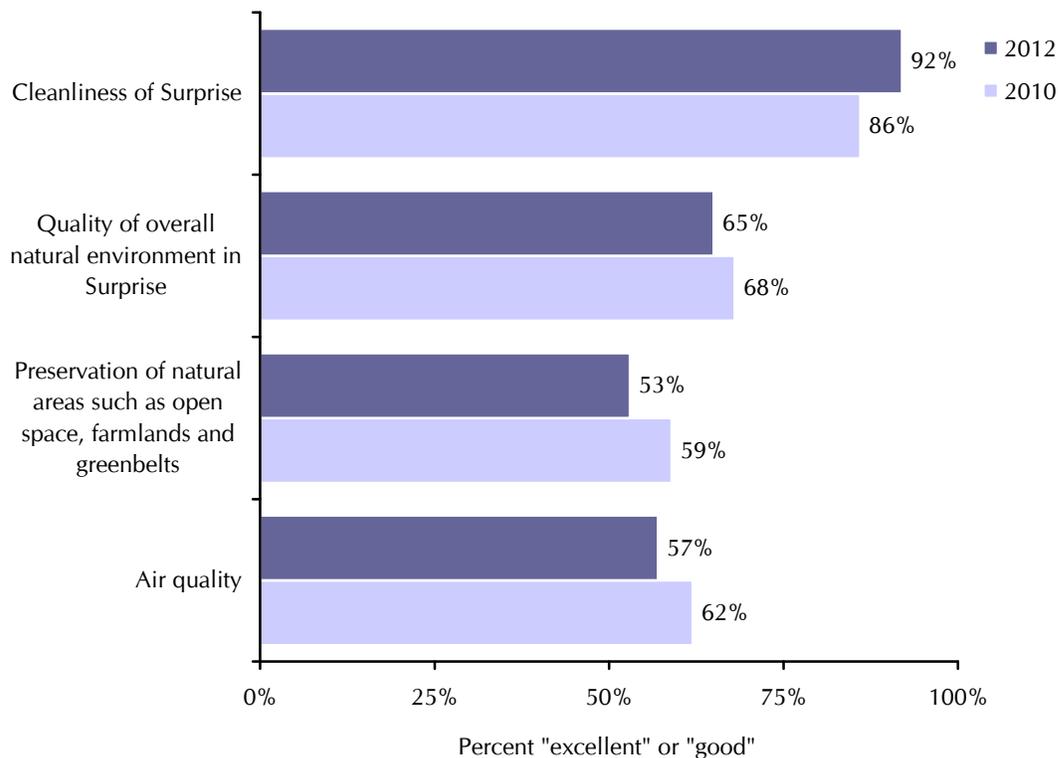


FIGURE 44: COMMUNITY ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Cleanliness of Surprise	Much above
Quality of overall natural environment in Surprise	Below
Preservation of natural areas such as open space, farmlands and greenbelts	Much below
Air quality	Much below

Resident recycling was much greater than recycling reported in comparison communities.

FIGURE 45: FREQUENCY OF RECYCLING IN LAST 12 MONTHS BY YEAR

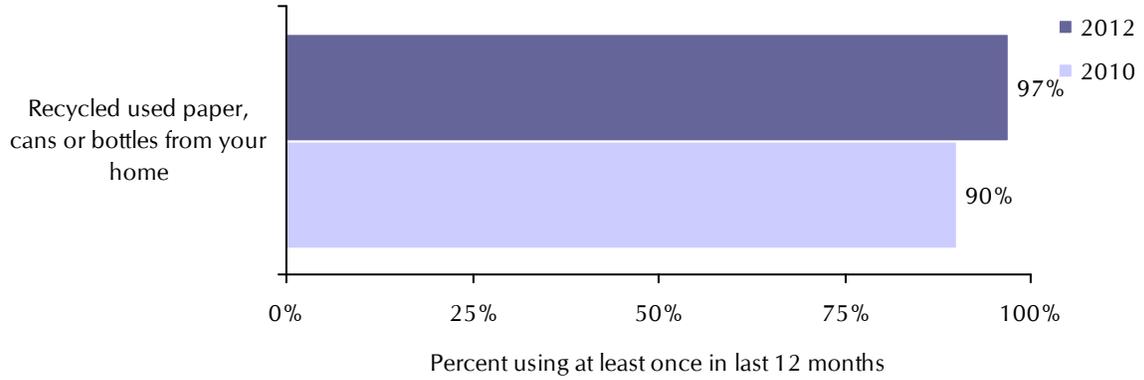


FIGURE 46: FREQUENCY OF RECYCLING BENCHMARKS

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

Of the six utility services rated by those completing the questionnaire, three were higher than the benchmark comparison, two were similar and one was below the benchmark comparison. The ratings for sewer services and storm drainage had increased over time.

FIGURE 47: RATINGS OF UTILITY SERVICES BY YEAR

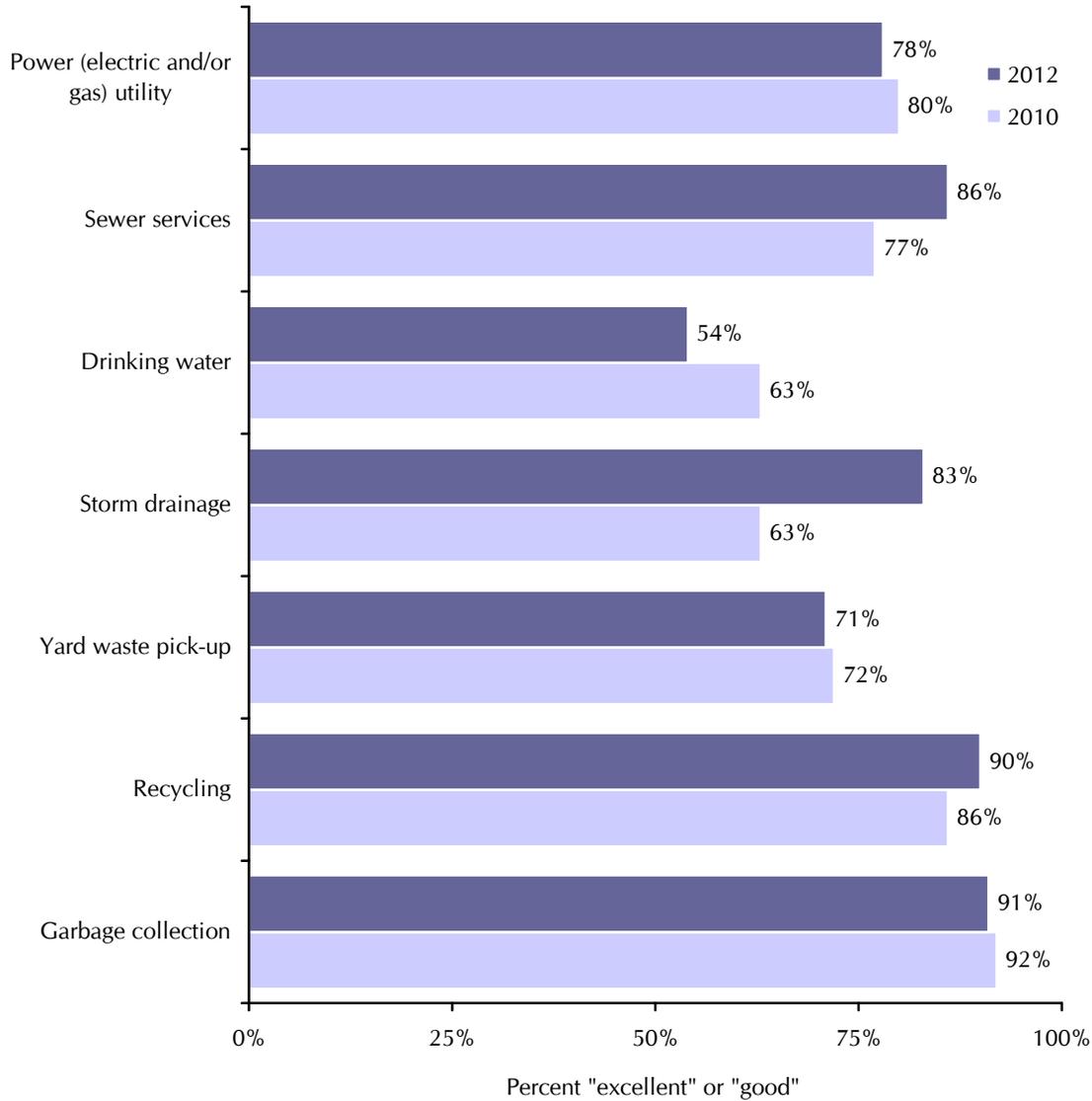


FIGURE 48: UTILITY SERVICES BENCHMARKS

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

RECREATION AND WELLNESS

Parks and Recreation

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

Recreation opportunities in the City of Surprise were rated somewhat positively as were services related to parks and recreation. Two were rated higher than the benchmark and one was similar to the benchmark. Recreation programs or classes received the lowest rating but was higher than the national benchmark. Parks and recreation ratings have stayed constant over time.

Resident use of Surprise parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used Surprise recreation centers was greater than the percent of users in comparison jurisdictions. However, recreation program use in Surprise was about the same as use in comparison jurisdictions. Participation in recreation programs or classes increased when compared to the previous survey iteration.

FIGURE 49: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

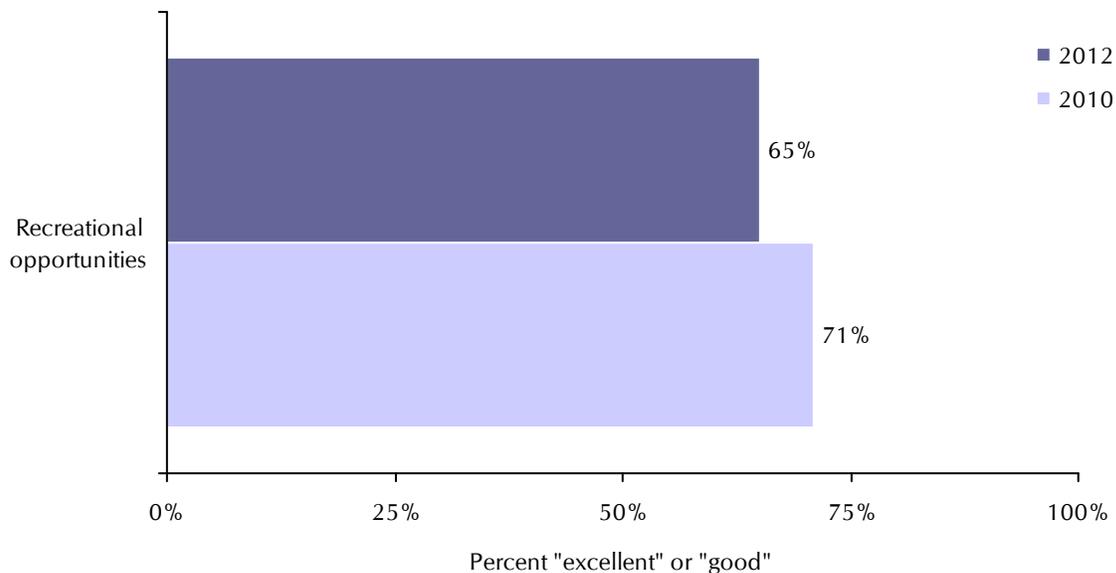


FIGURE 50: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Recreation opportunities	Similar

FIGURE 51: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

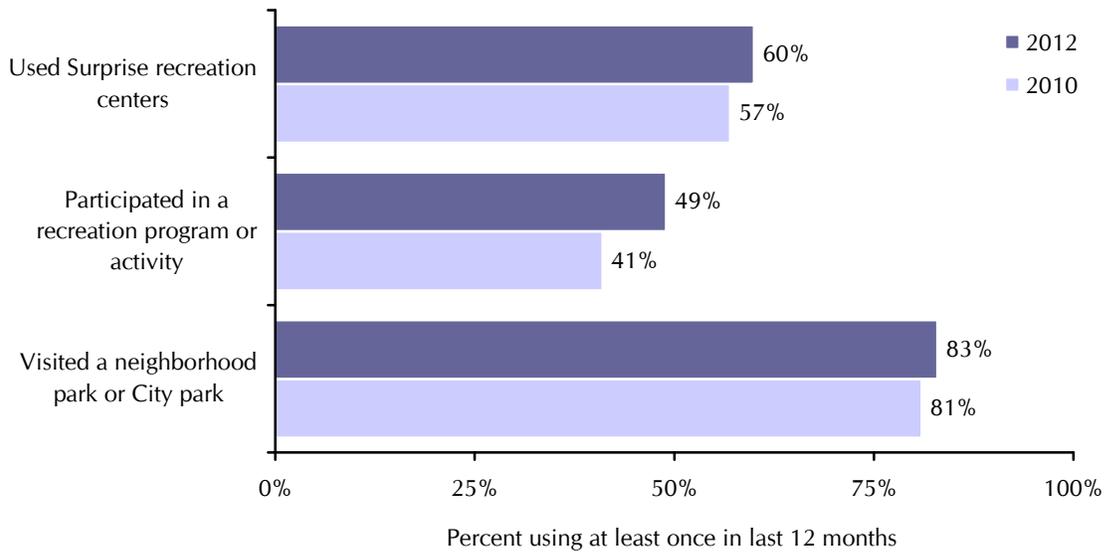


FIGURE 52: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

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

FIGURE 53: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

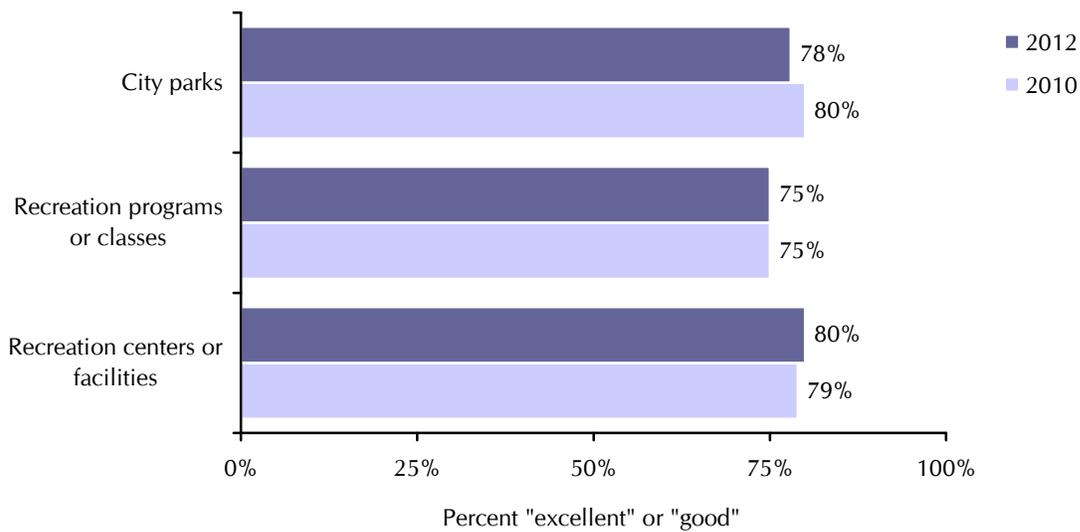


FIGURE 54: PARKS AND RECREATION SERVICES BENCHMARKS

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

Culture, Arts and Education

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

Opportunities to attend cultural activities were rated as “excellent” or “good” by 42% of respondents. Educational opportunities were rated as “excellent” or “good” by 47% of respondents. Compared to the benchmark data, educational opportunities were below the average of comparison jurisdictions as were cultural activity opportunities.

About 74% of Surprise residents used a City library at least once in the 12 months preceding the survey. This participation rate for library use was similar to comparison jurisdictions.

FIGURE 55: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

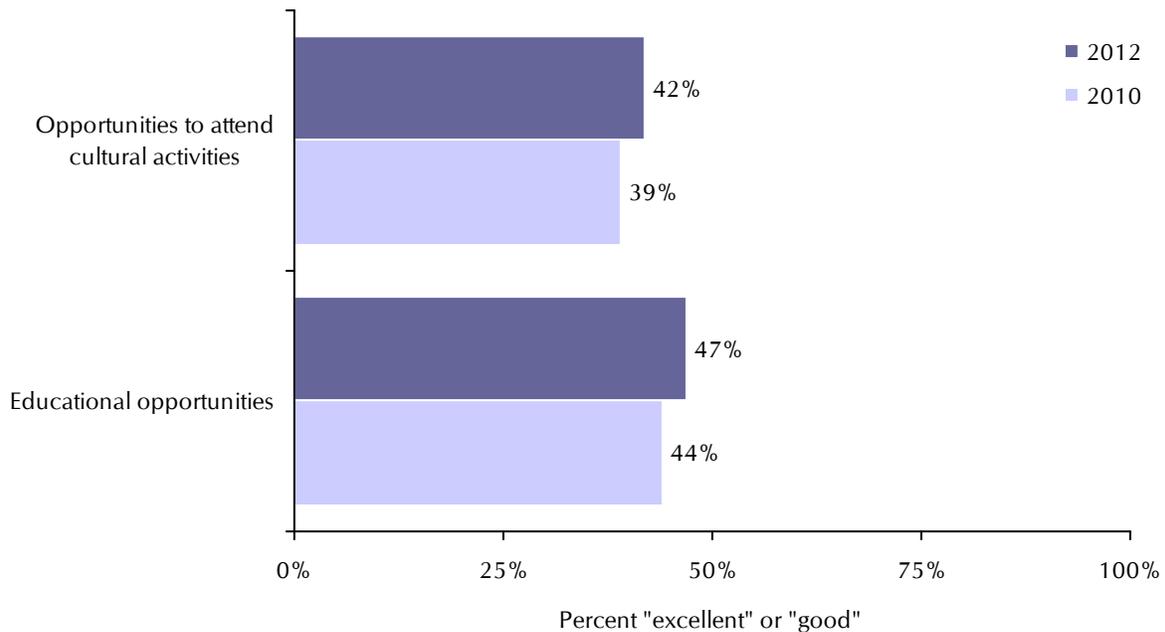


FIGURE 56: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to attend cultural activities	Much below
Educational opportunities	Much below

FIGURE 57: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

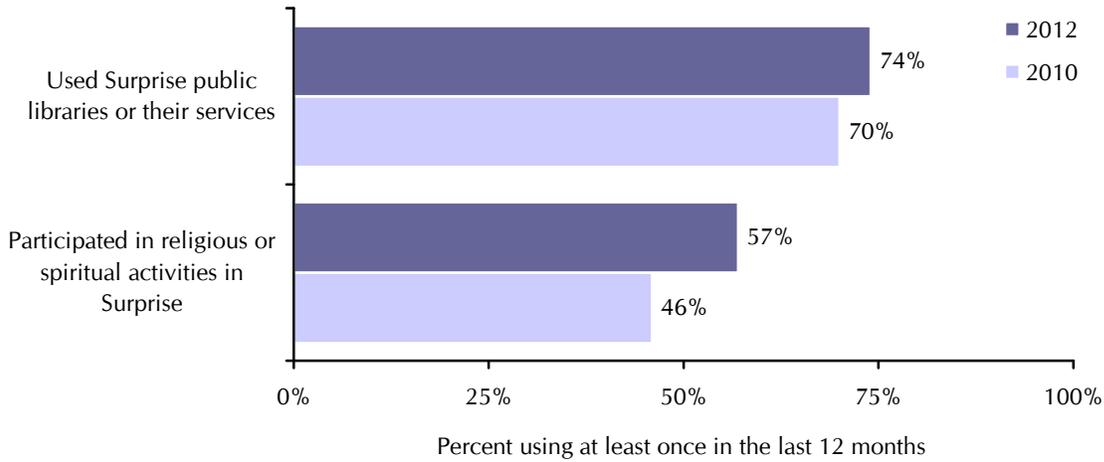


FIGURE 58: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Surprise public libraries or their services	Similar
Participated in religious or spiritual activities in Surprise	More

FIGURE 59: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES BY YEAR

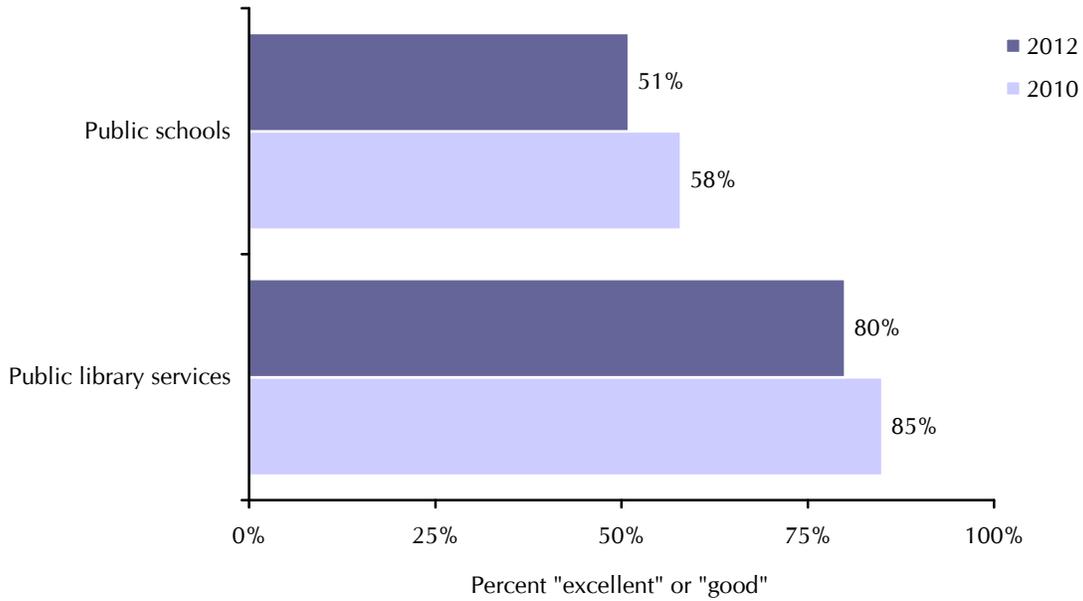


FIGURE 60: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public schools	Much below
Public library services	Similar

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 Surprise 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 the availability of preventative health services were rated positively for the City of Surprise, while the availability for affordable quality health care was rated less favorably by residents. Trends for these ratings have declined over time.

Among Surprise residents, 54% rated affordable quality health care as “excellent” or “good.” Those ratings were above the ratings of comparison communities.

FIGURE 61: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BY YEAR

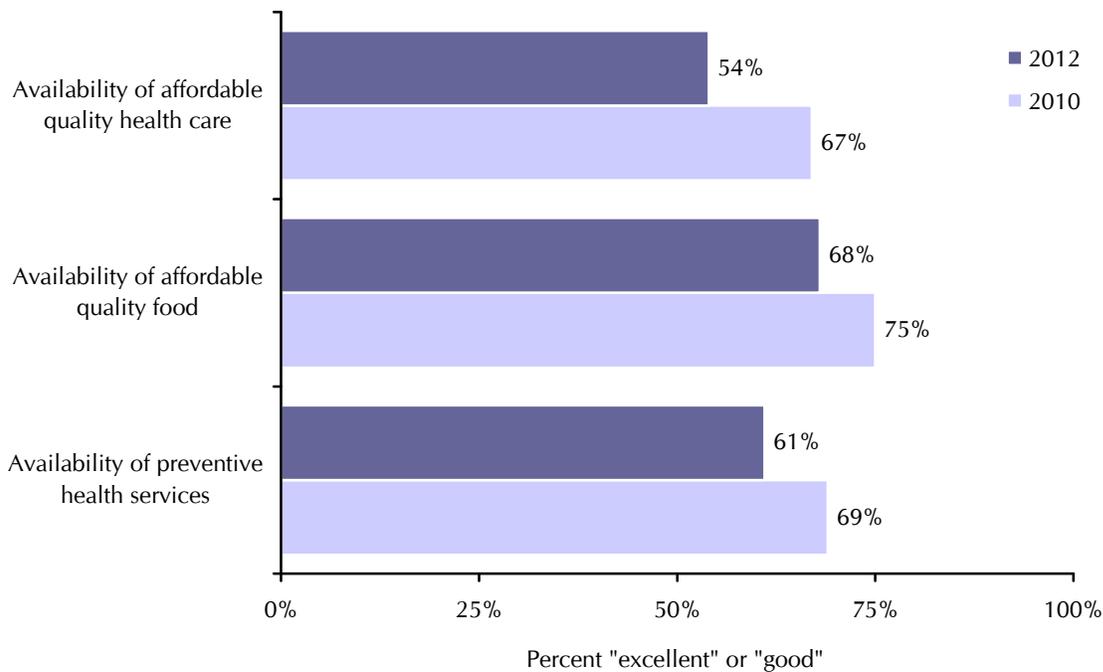


FIGURE 62: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

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

Health services in the City of Surprise was much above the benchmark.

FIGURE 63: RATINGS OF HEALTH AND WELLNESS SERVICES BY YEAR

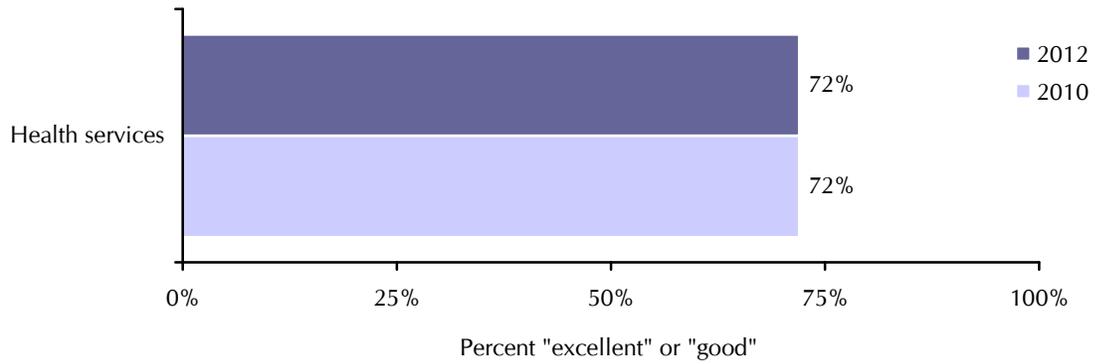


FIGURE 64: HEALTH AND WELLNESS SERVICES BENCHMARKS

	Comparison to benchmark
Health services	Much above

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 Surprise 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 Surprise as an “excellent” or “good” place to raise kids and a high percentage rated it as an excellent or good place to retire. Most residents felt that the local sense of community was “excellent” or “good.” Most survey respondents felt the City of Surprise was open and accepting towards people of diverse backgrounds. The availability of affordable quality child care was rated the lowest by residents and was similar to the benchmark.

FIGURE 65: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

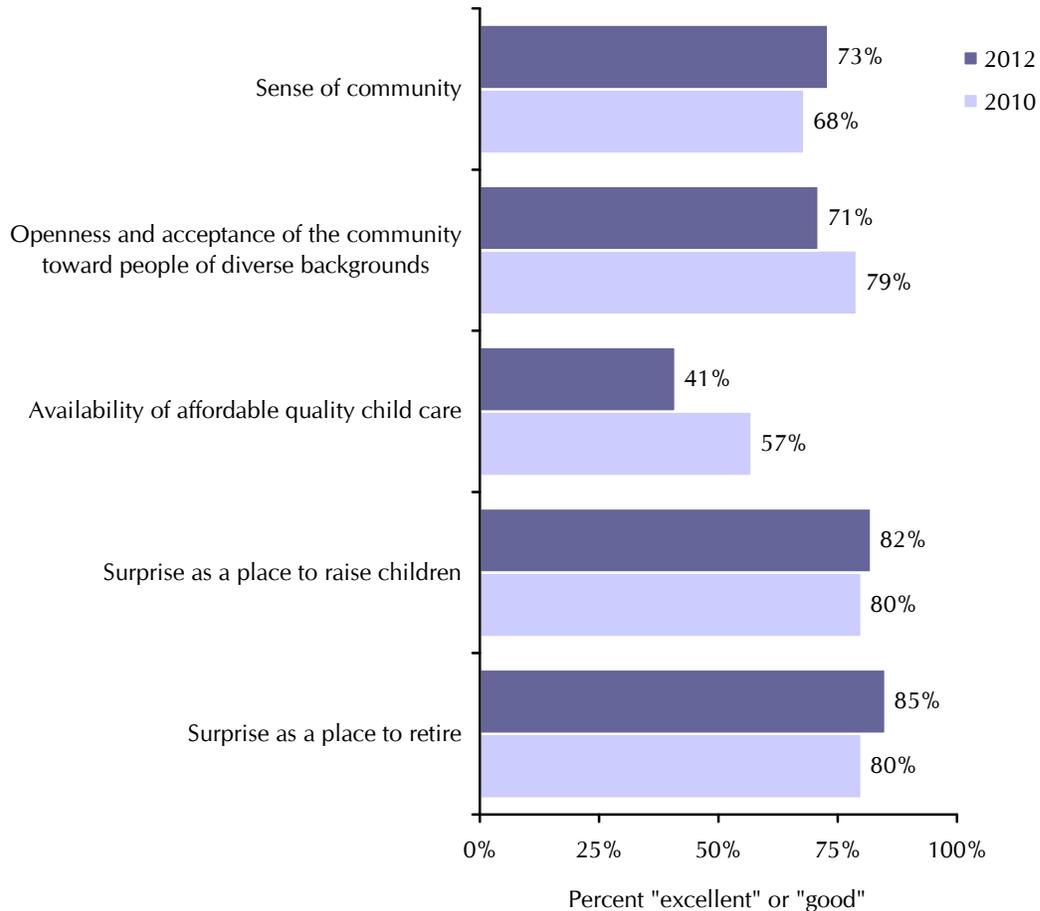


FIGURE 66: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

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

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 50% to 80% with ratings of “excellent” or “good.” Services to seniors and to low-income people were above the benchmark while services to youth was similar to the benchmark.

FIGURE 67: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

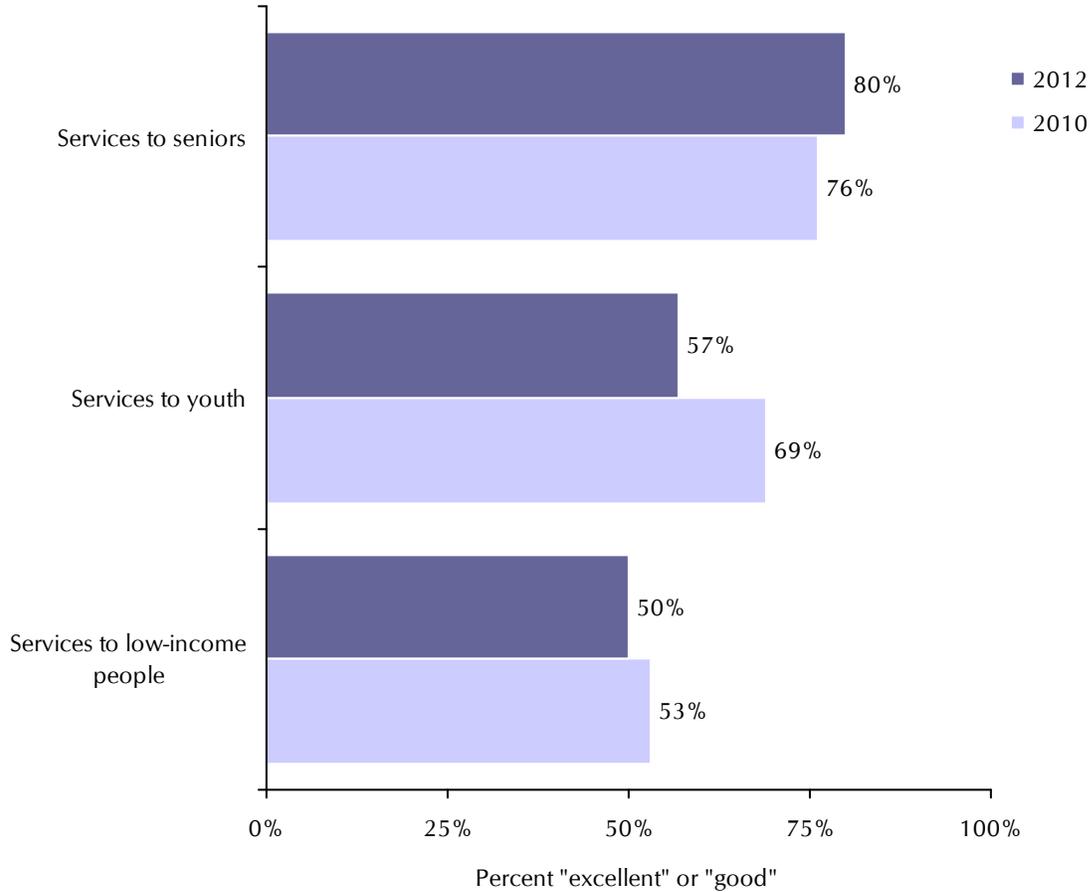


FIGURE 68: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	Comparison to benchmark
Services to seniors	Much above
Services to youth	Similar
Services to low income people	Above

CIVIC ENGAGEMENT

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

Civic Activity

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

Ratings of civic engagement opportunities were above ratings from comparison jurisdictions where these questions were asked. When compared to previous survey data, ratings for opportunities to participate in community matters had increased.

FIGURE 69: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES

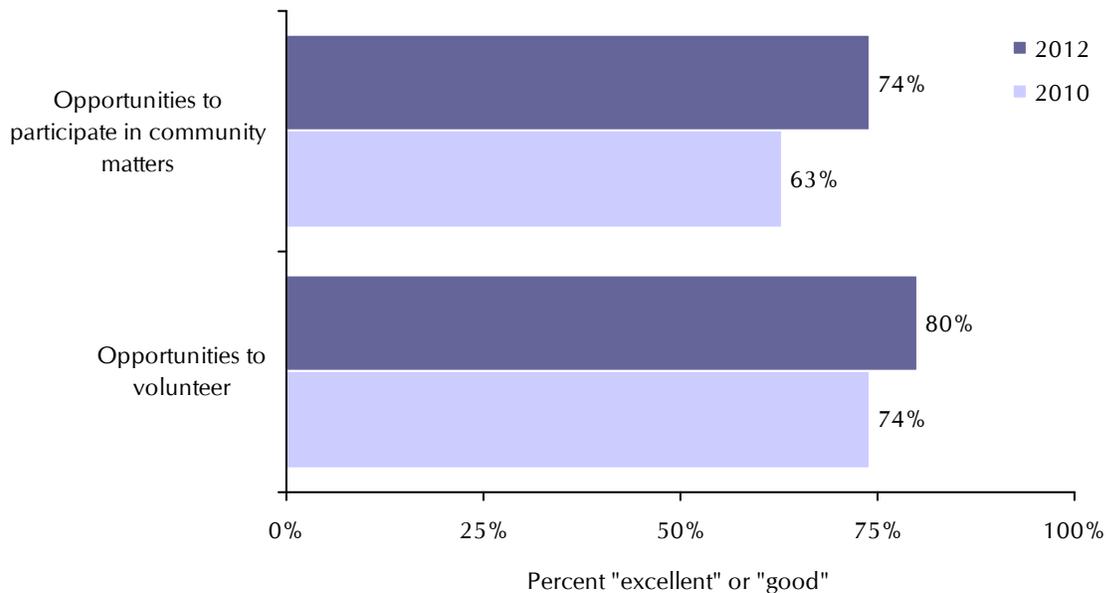


FIGURE 70: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in community matters	Much above
Opportunities to volunteer	Above

Most of the participants in this survey had not attended a public meeting, volunteered time to a group or participated in a club in the 12 months prior to the survey, but the vast majority had helped a friend. The participation rates of these civic behaviors were compared to the rates in other jurisdictions. Providing help to a friend or neighbor and watching a meeting of local elected officials showed similar rates of involvement; while attendance of a meeting of local elected officials, volunteering time to some group or activity and participating in a club or civic group showed lower rates of community engagement.

FIGURE 71: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

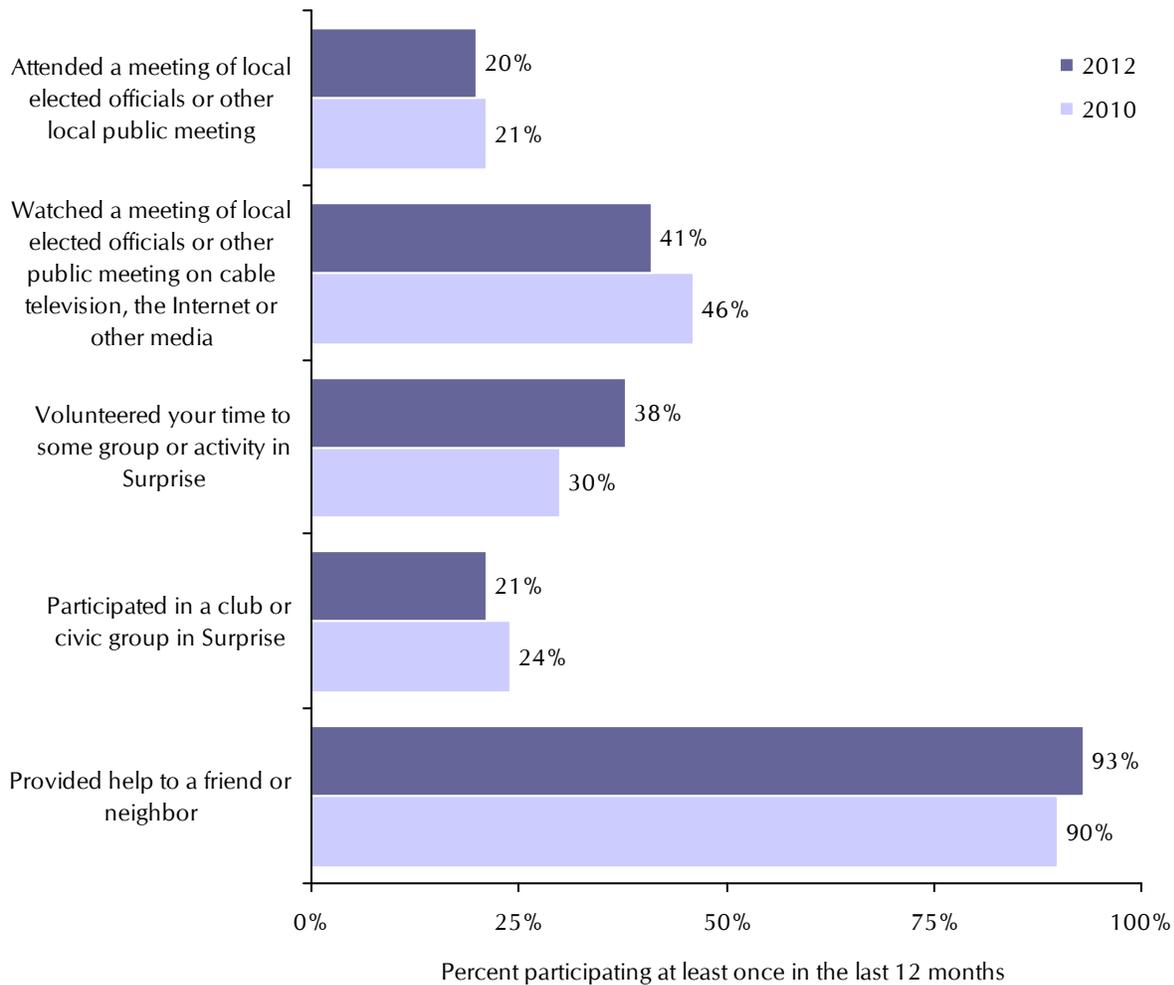
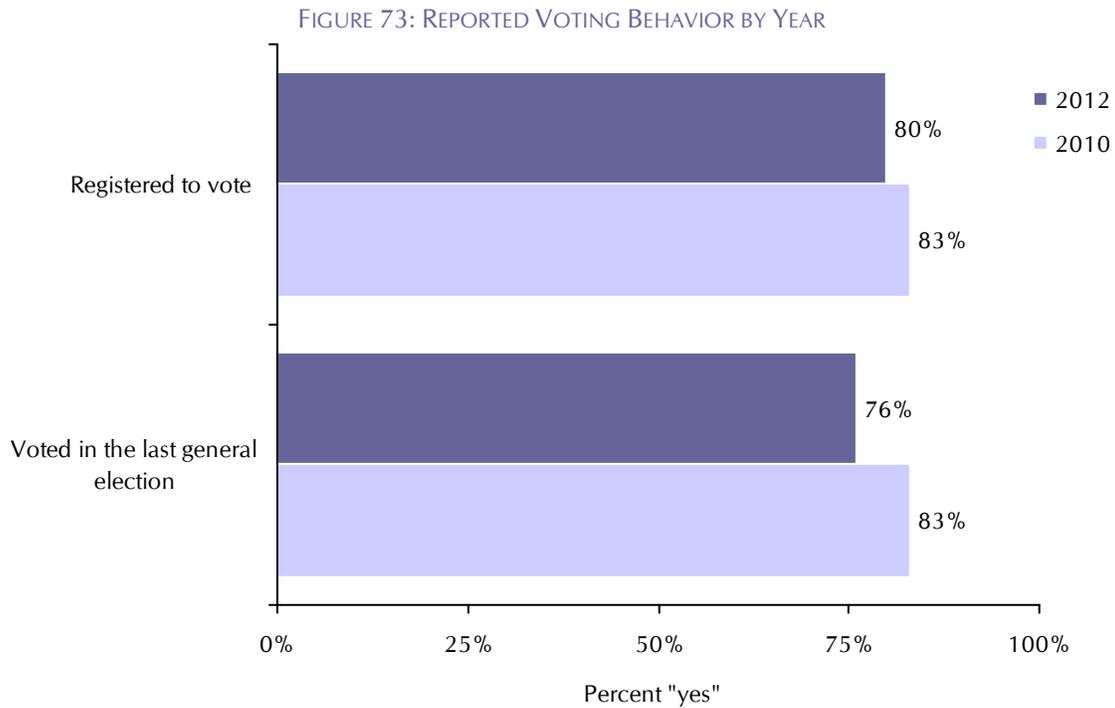


FIGURE 72: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	Much less
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	Similar
Volunteered your time to some group or activity in Surprise	Much less
Participated in a club or civic group in Surprise	Much less
Provided help to a friend or neighbor	Similar

City of Surprise residents showed the largest amount of civic engagement in the area of electoral participation. Eighty percent reported they were registered to vote and 76% indicated they had voted in the last general election. This rate of self-reported voting was about the same as that of comparison communities.



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.

FIGURE 74: VOTING BEHAVIOR BENCHMARKS

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

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 Surprise Web site in the previous 12 months, 70% reported they had done so at least once. Public information services were rated favorably compared to benchmark data. Ratings for cable television decreased compared to the previous survey year.

FIGURE 75: USE OF INFORMATION SOURCES

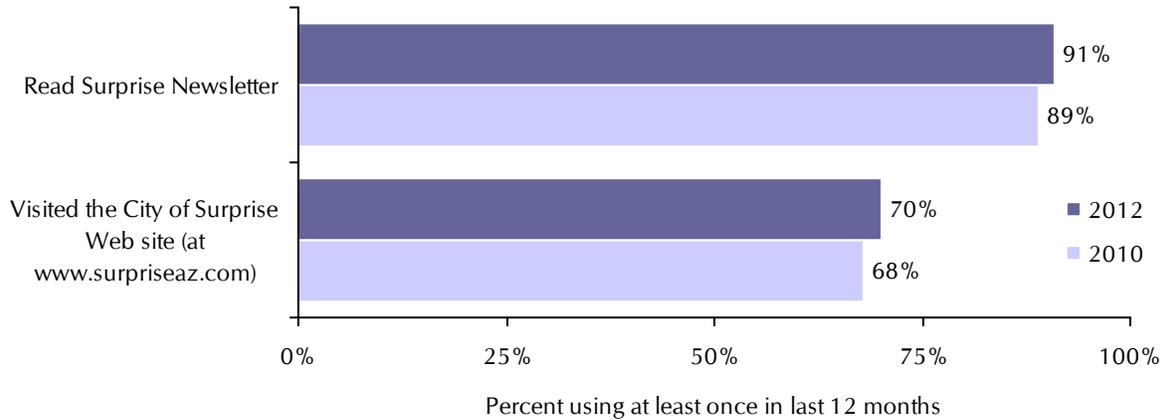


FIGURE 76: USE OF INFORMATION SOURCES BENCHMARKS

Information Source	Comparison to benchmark
Read Surprise Newsletter (Progress Magazine)	Much more
Visited the City of Surprise Web site (at www.surpriseaz.com)	Much more

FIGURE 77: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR

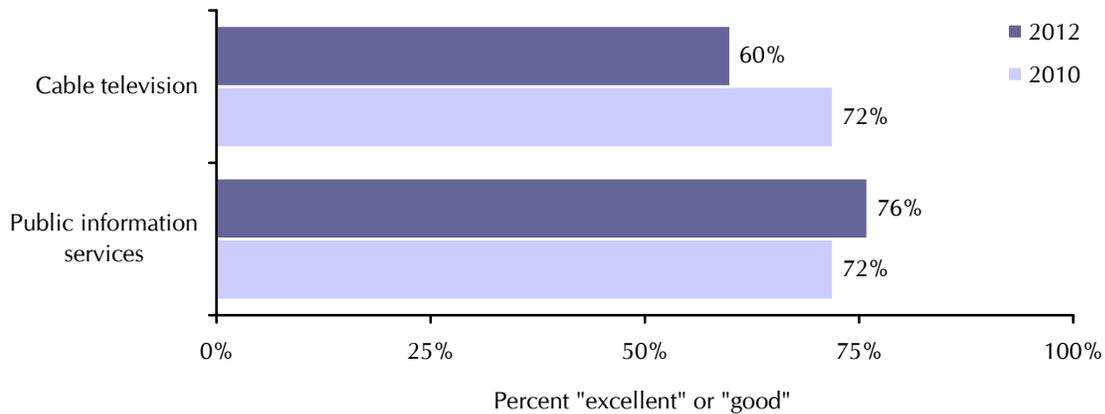


FIGURE 78: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

Service	Comparison to benchmark
Cable television	Much above
Public information services	Much above

Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 62% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.”

FIGURE 79: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES BY YEAR

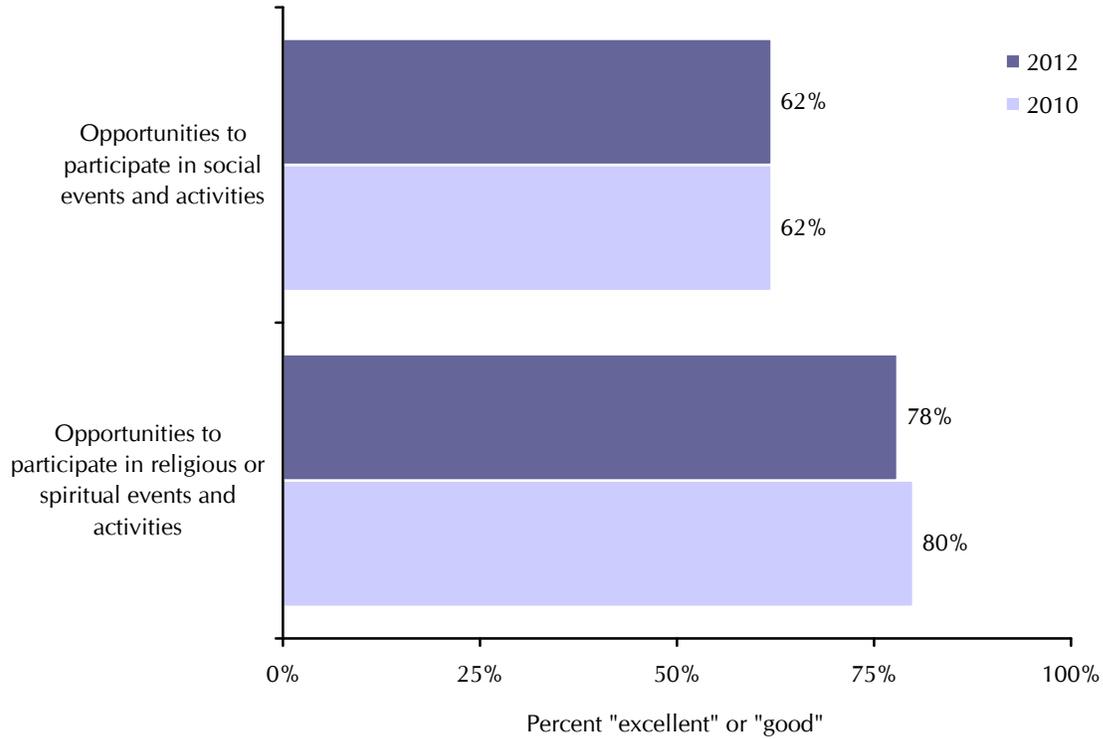


FIGURE 80: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

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

Residents in Surprise reported a fair amount of neighborliness. Close to half indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was less than the amount of contact reported in other communities.

FIGURE 81: CONTACT WITH IMMEDIATE NEIGHBORS BY YEAR

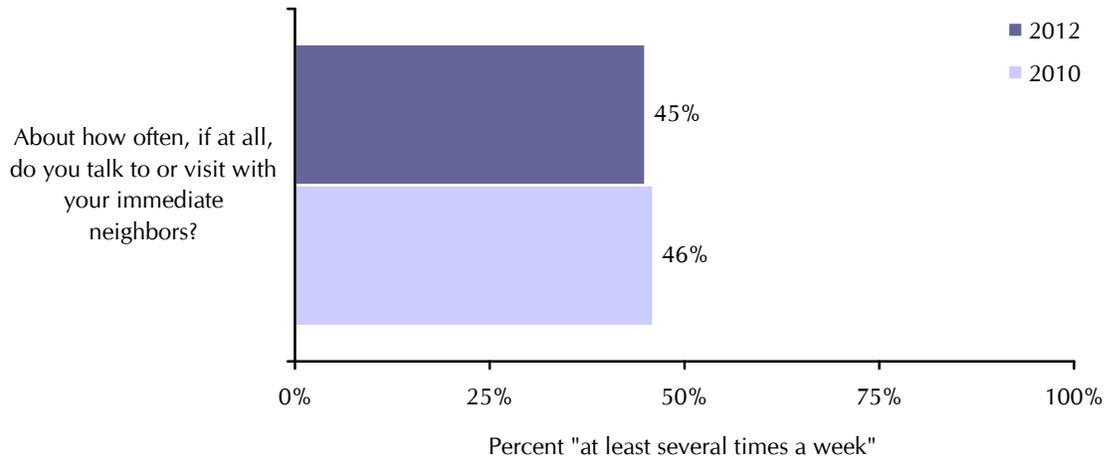


FIGURE 82: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	Comparison to benchmark
Has contact with neighbors at least several times per week	Less

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

A majority of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City of Surprise does at welcoming citizen involvement, 56% rated it as "excellent" or "good." Of these four ratings, one was above the benchmark and three were similar to the benchmark.

FIGURE 83: PUBLIC TRUST RATINGS BY YEAR

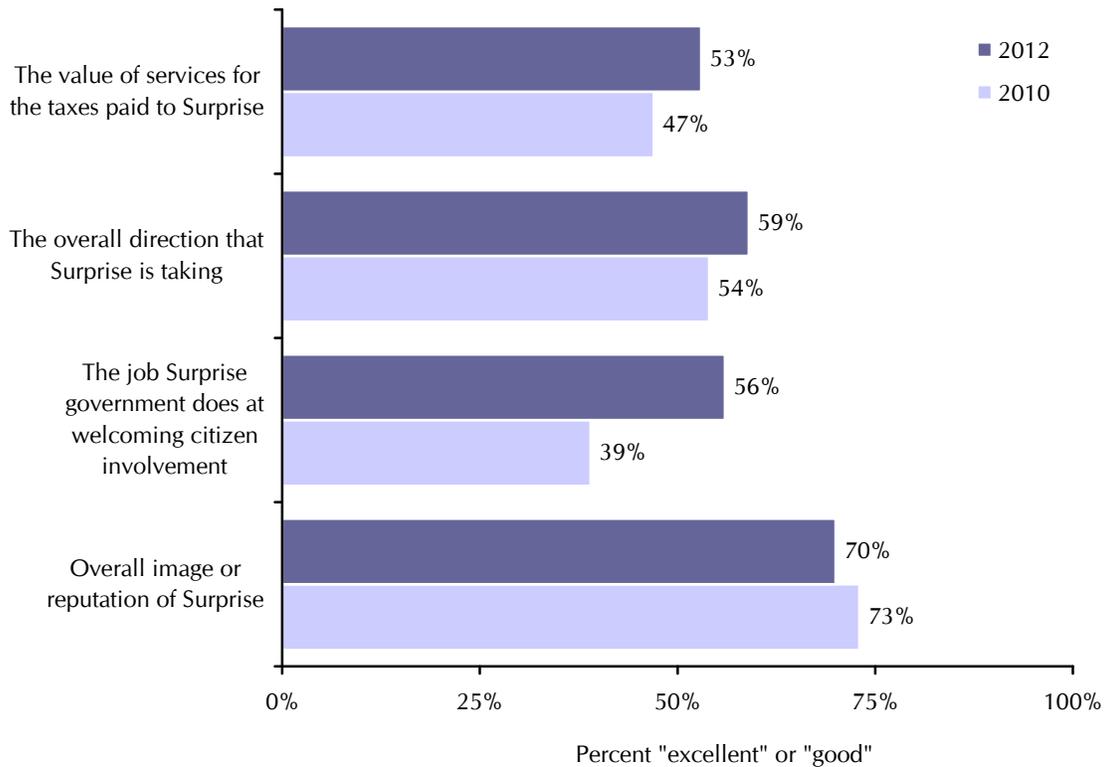


FIGURE 84: PUBLIC TRUST BENCHMARKS

	Comparison to benchmark
Value of services for the taxes paid to Surprise	Similar
The overall direction that Surprise is taking	Similar
Job Surprise government does at welcoming citizen involvement	Above
Overall image or reputation of Surprise	Similar

On average, residents of the City of Surprise gave the highest evaluations to their own local government and the lowest average rating to the Federal Government. The overall quality of services delivered by the City of Surprise was rated as “excellent” or “good” by 81% of survey participants. The City of Surprise’s rating was above the benchmark when compared to other communities. Ratings of overall City services have remained stable over the last two years.

FIGURE 85: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

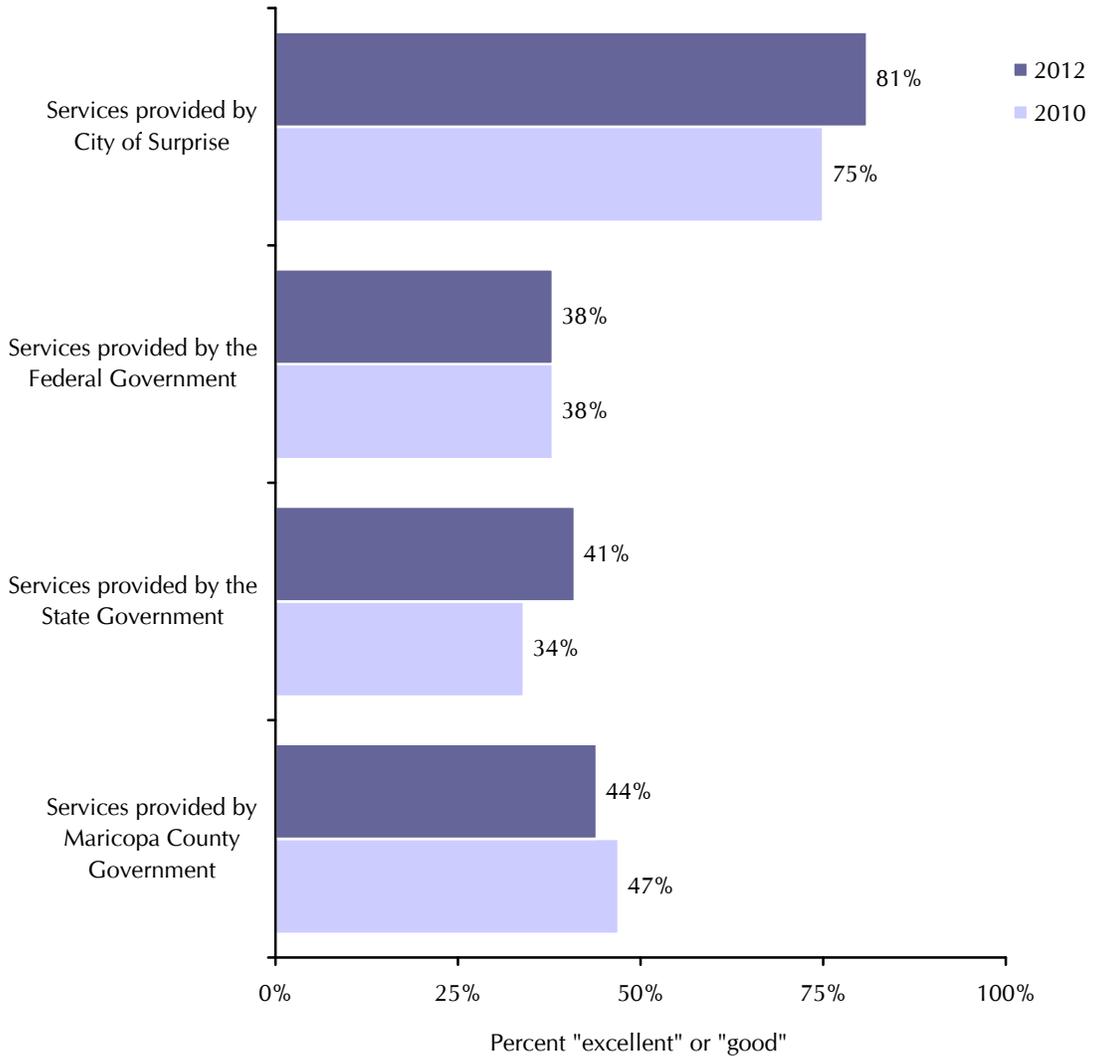


FIGURE 86: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	Comparison to benchmark
Services provided by the City of Surprise	Above
Services provided by the Federal Government	Similar
Services provided by the State Government	Similar
Services provided by Maricopa County Government	Similar

City of Surprise Employees

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

Those completing the survey were asked if they had been in contact with a City employee either in-person, over the phone or via email in the last 12 months; the 40% who reported that they had been in contact (a percent that is much lower than the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 88% of respondents rated their overall impression as "excellent" or "good." Employees ratings were higher than the benchmark and were similar to the past survey year.

FIGURE 87: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

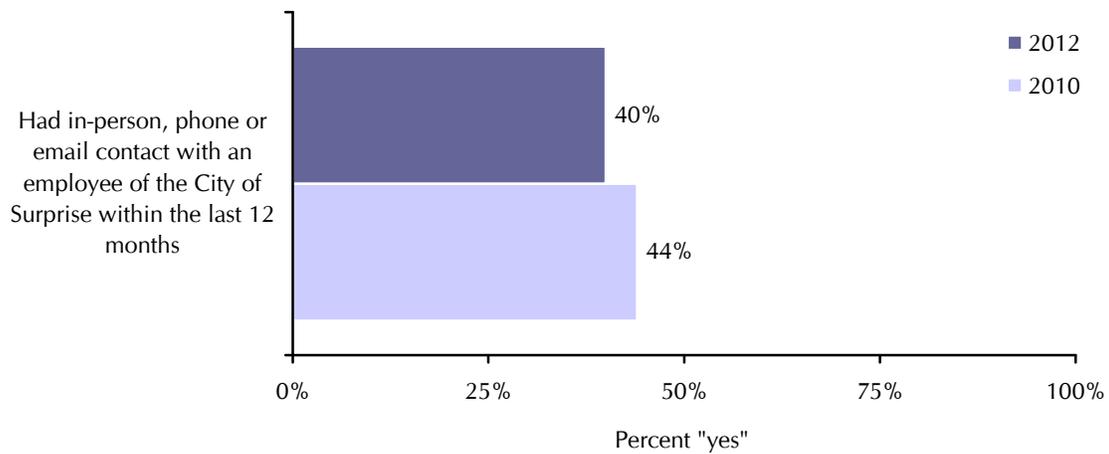


FIGURE 88: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	Comparison to benchmark
Had contact with City employee(s) in last 12 months	Much less

FIGURE 89: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR

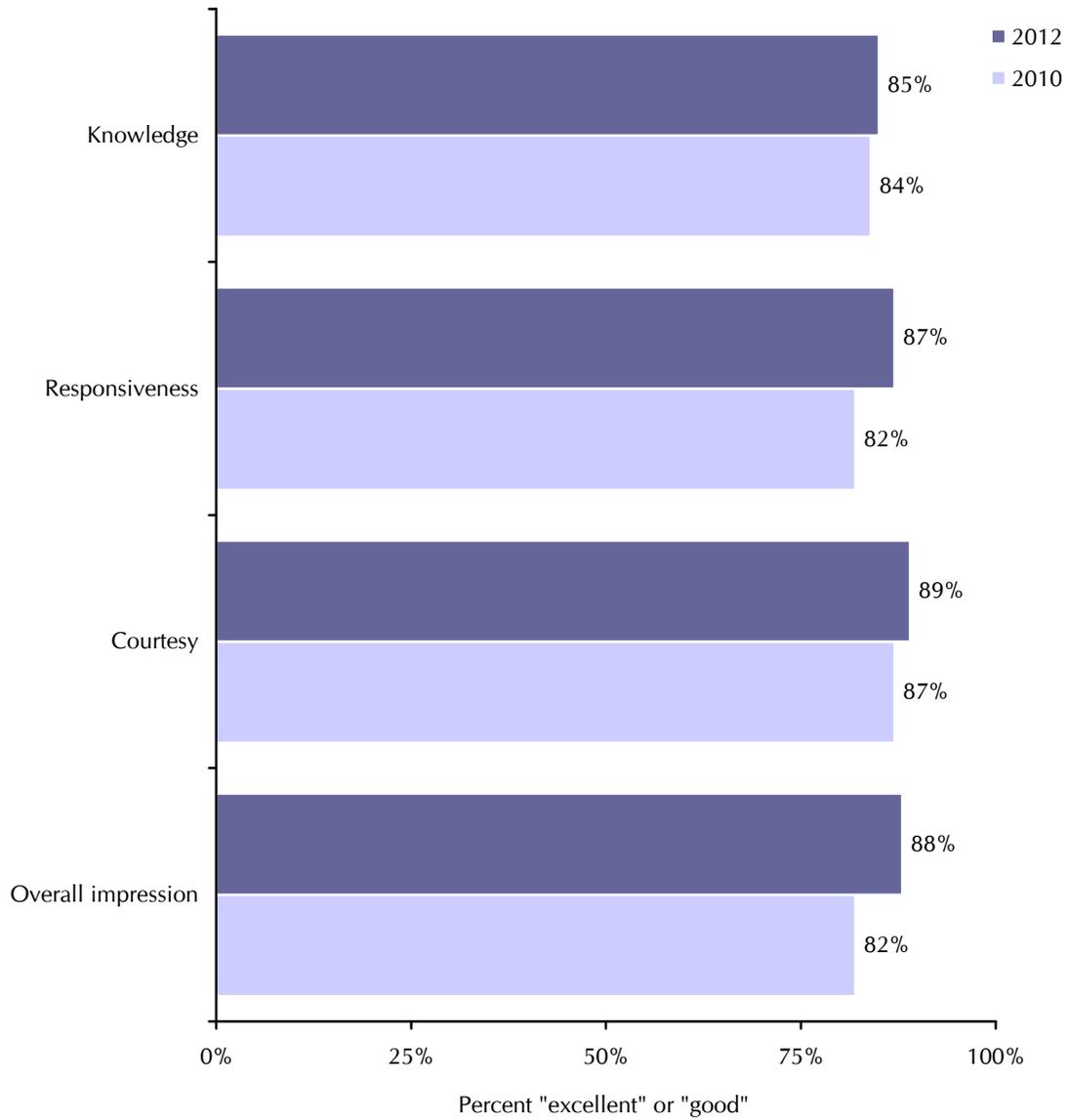


FIGURE 90: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	Comparison to benchmark
Knowledge	Above
Responsiveness	Much above
Courteousness	Above
Overall impression	Much above

FROM DATA TO ACTION

RESIDENT PRIORITIES

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

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

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

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

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

- Economic development
- Fire services
- Public information services

CITY OF SURPRISE ACTION CHART

The 2012 City of Surprise Action Chart™ on the following page combines two dimensions of performance:

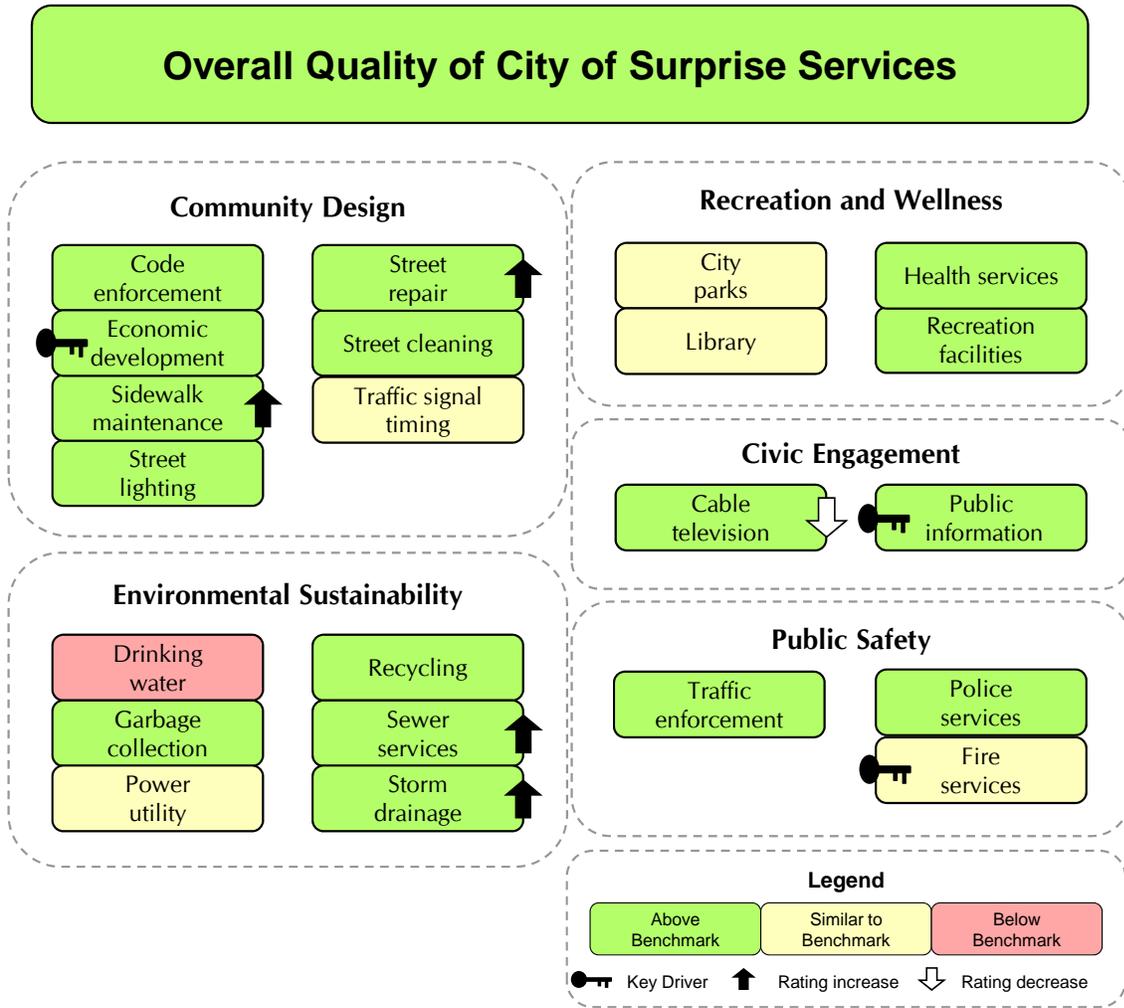
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services.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

Twenty-two services were included in the KDA for the City of Surprise. Of these, 16 were above the benchmark, one was below the benchmark and five were similar to the benchmark.

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

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

FIGURE 91: CITY OF SURPRISE ACTION CHART™



USING YOUR ACTION CHART™

The key drivers derived for the City of Surprise 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 Surprise, NRC lists the key drivers derived from tens of thousands of resident responses from across the country. This national list is updated periodically so that you can compare your key drivers to the key drivers from the entire NRC dataset. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services.

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

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

In the following table, we have listed your key drivers, core services and the national key drivers and we have indicated (in bold typeface and with the symbol "•"), the City of Surprise key drivers that overlap core services or the nationally derived keys. In general, key drivers below the benchmark may be targeted for improvement. Additionally, we have indicated (with the symbol "°") those services that neither are local nor national key drivers nor are they core services. It is these services that could be considered first for resource reductions.

FIGURE 92: KEY DRIVERS COMPARED

Service	City of Surprise Key Driver	National Key Driver	Core Service
Police services		✓	✓
• Fire services	✓		✓
◦ Traffic enforcement			
Street repair			✓
◦ Street cleaning			
◦ Street lighting			
◦ Sidewalk maintenance			
◦ Traffic signal timing			
Garbage collection			✓
◦ Recycling			
Storm drainage			✓
Drinking water			✓
Sewer services			✓
Power (electric and/or gas) utility			✓
◦ City parks			
Recreation centers or facilities			
Code enforcement			✓
• Economic development	✓	✓	
Health services			✓
◦ Public library			
• Public information services	✓	✓	
◦ Cable television			

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

CUSTOM QUESTIONS

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

Custom Question 1					
Please indicate how important, if at all, each of the following potential transportation improvements are to you:					Total
	Essential	Very important	Somewhat important	Not at all important	
Freeways between Surprise and the Valley	50%	35%	14%	1%	100%
East/West corridor travel within Surprise	45%	38%	14%	2%	100%
Road conditions within Surprise	42%	46%	12%	0%	100%
Commuter rail between Surprise and the Valley	29%	29%	26%	16%	100%
Regional bus service between Surprise and the Valley	20%	31%	30%	19%	100%
Bus service within Surprise	15%	23%	37%	24%	100%

Custom Question 2	
To what degree would you support or oppose the City recruiting a four-year college to locate in Surprise?	Percent of respondents
Strongly support	54%
Somewhat support	36%
Somewhat oppose	5%
Strongly oppose	5%
Total	100%

APPENDIX A: COMPLETE SURVEY FREQUENCIES

FREQUENCIES EXCLUDING "DON'T KNOW" RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Surprise:	Excellent	Good	Fair	Poor	Total
Surprise as a place to live	37%	53%	9%	1%	100%
Your neighborhood as a place to live	40%	48%	12%	1%	100%
Surprise as a place to raise children	27%	55%	13%	5%	100%
Surprise as a place to work	13%	42%	24%	21%	100%
Surprise as a place to retire	43%	42%	13%	2%	100%
The overall quality of life in Surprise	27%	60%	13%	1%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Surprise as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	19%	54%	21%	5%	100%
Openness and acceptance of the community toward people of diverse backgrounds	20%	51%	25%	3%	100%
Overall appearance of Surprise	32%	55%	12%	1%	100%
Cleanliness of Surprise	36%	56%	7%	1%	100%
Overall quality of new development in Surprise	23%	44%	26%	7%	100%
Variety of housing options	24%	52%	20%	3%	100%
Overall quality of business and service establishments in Surprise	16%	41%	38%	5%	100%
Shopping opportunities	14%	34%	34%	17%	100%
Opportunities to attend cultural activities	8%	34%	35%	23%	100%
Recreational opportunities	20%	45%	28%	8%	100%
Employment opportunities	3%	21%	44%	32%	100%
Educational opportunities	9%	38%	40%	14%	100%
Opportunities to participate in social events and activities	15%	47%	28%	10%	100%
Opportunities to participate in religious or spiritual events and activities	25%	53%	17%	5%	100%
Opportunities to volunteer	25%	56%	19%	1%	100%
Opportunities to participate in community matters	19%	55%	23%	3%	100%
Ease of car travel in Surprise	14%	37%	29%	20%	100%
Ease of bus travel in Surprise	1%	15%	23%	61%	100%
Ease of bicycle travel in Surprise	14%	30%	37%	19%	100%
Ease of walking in Surprise	20%	48%	24%	8%	100%
Availability of paths and walking trails	20%	38%	28%	14%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Surprise as a whole:	Excellent	Good	Fair	Poor	Total
Traffic flow on major streets	7%	29%	43%	22%	100%
Amount of public parking	20%	47%	26%	7%	100%
Availability of affordable quality housing	20%	49%	23%	7%	100%
Availability of affordable quality child care	15%	26%	40%	18%	100%
Availability of affordable quality health care	17%	37%	36%	10%	100%
Availability of affordable quality food	17%	51%	26%	7%	100%
Availability of preventive health services	19%	42%	31%	8%	100%
Air quality	12%	45%	35%	8%	100%
Quality of overall natural environment in Surprise	16%	49%	27%	7%	100%
Overall image or reputation of Surprise	21%	50%	26%	4%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Surprise over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	1%	17%	50%	23%	8%	100%
Retail growth (stores, restaurants, etc.)	15%	45%	33%	6%	0%	100%
Jobs growth	38%	56%	6%	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 Surprise?	Percent of respondents
Not a problem	31%
Minor problem	45%
Moderate problem	22%
Major problem	2%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Surprise:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	34%	49%	10%	6%	2%	100%
Property crimes (e.g., burglary, theft)	16%	54%	15%	11%	3%	100%
Environmental hazards, including toxic waste	44%	42%	11%	2%	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	70%	23%	4%	3%	0%	100%
In your neighborhood after dark	39%	44%	11%	4%	1%	100%
In Surprise's downtown area during the day	56%	32%	8%	3%	1%	100%
In Surprise's downtown area after dark	26%	46%	17%	9%	2%	100%

Question 7: Contact with Police Department			
Have you had any in-person or phone contact with an employee of the City of Surprise Police Department within the last 12 months?	No	Yes	Total
Have you had any in-person or phone contact with an employee of the City of Surprise Police Department within the last 12 months?	69%	31%	100%

Question 8: Ratings of Contact with Police Department					
What was your overall impression of your most recent contact with the City of Surprise Police Department?	Excellent	Good	Fair	Poor	Total
What was your overall impression of your most recent contact with the City of Surprise Police Department?	35%	34%	19%	11%	100%

Question 9: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	93%
Yes	7%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	2%
Yes	98%
Total	100%

Question 11: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Surprise?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Surprise public libraries or their services	26%	29%	25%	10%	11%	100%
Used Surprise recreation centers	40%	22%	25%	7%	6%	100%
Participated in a recreation program or activity	51%	25%	18%	3%	4%	100%
Visited a neighborhood park or City park	17%	23%	30%	13%	17%	100%
Ridden a local bus within Surprise	94%	3%	1%	0%	2%	100%
Attended a meeting of local elected officials or other local public meeting	80%	15%	3%	2%	0%	100%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	59%	24%	13%	1%	3%	100%
Read Surprise Newsletter (Progress Magazine)	9%	23%	45%	13%	9%	100%
Visited the City of Surprise Web site (at www.surpriseaz.com)	30%	26%	30%	7%	8%	100%
Recycled used paper, cans or bottles from your home	3%	4%	9%	13%	71%	100%
Volunteered your time to some group or activity in Surprise	62%	18%	9%	6%	5%	100%
Participated in religious or spiritual activities in Surprise	43%	18%	10%	12%	18%	100%
Participated in a club or civic group in Surprise	79%	8%	5%	5%	2%	100%
Provided help to a friend or neighbor	7%	27%	40%	14%	12%	100%

Question 12: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	13%
Several times a week	32%
Several times a month	29%
Less than several times a month	27%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Surprise:	Excellent	Good	Fair	Poor	Total
Police services	38%	44%	15%	3%	100%
Fire services	50%	37%	12%	1%	100%
Ambulance or emergency medical services	45%	40%	14%	1%	100%
Crime prevention	21%	47%	26%	6%	100%
Fire prevention and education	31%	40%	23%	6%	100%
Municipal courts	20%	52%	21%	7%	100%
Traffic enforcement	19%	52%	18%	10%	100%
Street repair	16%	47%	28%	9%	100%
Street cleaning	28%	49%	15%	7%	100%
Street lighting	20%	55%	17%	8%	100%
Sidewalk maintenance	24%	52%	18%	6%	100%
Traffic signal timing	15%	39%	31%	16%	100%
Bus or transit services	5%	12%	22%	61%	100%
Garbage collection	54%	37%	8%	2%	100%
Recycling	50%	40%	9%	2%	100%
Yard waste pick-up	34%	36%	19%	10%	100%
Storm drainage	29%	54%	13%	3%	100%
Drinking water	15%	39%	29%	17%	100%
Sewer services	29%	57%	13%	1%	100%
Power (electric and/or gas) utility	27%	51%	20%	2%	100%
City parks	28%	49%	18%	4%	100%
Recreation programs or classes	25%	50%	24%	1%	100%
Recreation centers or facilities	28%	52%	10%	10%	100%
Land use, planning and zoning	13%	33%	38%	17%	100%
Code enforcement (weeds, abandoned buildings, etc.)	14%	39%	33%	14%	100%
Animal control	19%	52%	17%	12%	100%
Economic development	11%	38%	37%	14%	100%
Health services	22%	50%	23%	5%	100%
Services to seniors	29%	51%	16%	5%	100%
Services to youth	18%	38%	26%	17%	100%
Services to low-income people	20%	31%	34%	16%	100%
Public library services	39%	40%	19%	2%	100%
Public information services	28%	48%	20%	4%	100%
Public schools	16%	35%	38%	11%	100%
Cable television	20%	40%	35%	6%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	13%	27%	29%	30%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	10%	43%	27%	20%	100%

Question 14: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City of Surprise	18%	63%	16%	3%	100%
The Federal Government	5%	33%	35%	27%	100%
The State Government	5%	36%	35%	24%	100%
Maricopa County Government	6%	38%	47%	9%	100%

Question 15: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Surprise to someone who asks	54%	39%	5%	2%	100%
Remain in Surprise for the next five years	61%	33%	4%	2%	100%

Question 16: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	7%
Somewhat positive	20%
Neutral	43%
Somewhat negative	25%
Very negative	5%
Total	100%

Question 17: Contact with Fire Department			
Have you had any in-person or phone contact with an employee of the City of Surprise Fire Department within the last 12 months?	No	Yes	Total
Have you had any in-person or phone contact with an employee of the City of Surprise Fire Department within the last 12 months?	82%	18%	100%

Question 18: Ratings of Contact with Fire Department					
What was your overall impression of your most recent contact with the City of Surprise Fire Department?	Excellent	Good	Fair	Poor	Total
What was your overall impression of your most recent contact with the City of Surprise Fire Department?	67%	24%	1%	8%	100%

Question 19: Contact with City Employees	
Have you had any in-person, phone or email with an employee of the City of Surprise within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	60%
Yes	40%
Total	100%

Question 20: City Employees					
What was your impression of the employee(s) of the City of Surprise in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	43%	43%	8%	6%	100%
Responsiveness	46%	41%	6%	7%	100%
Courtesy	41%	48%	4%	7%	100%
Overall impression	40%	48%	6%	7%	100%

Question 21: Government Performance					
Please rate the following categories of Surprise government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Surprise	11%	42%	37%	9%	100%
The overall direction that Surprise is taking	13%	47%	28%	13%	100%
The job Surprise government does at welcoming citizen involvement	12%	43%	32%	12%	100%

Question 22a: Custom Question 1					
Please indicate how important, if at all, each of the following potential transportation improvements are to you:					Total
	Essential	Very important	Somewhat important	Not at all important	
Road conditions within Surprise	42%	46%	12%	0%	100%
Bus service within Surprise	15%	23%	37%	24%	100%
East/West corridor travel within Surprise	45%	38%	14%	2%	100%
Commuter rail between Surprise and the Valley	29%	29%	26%	16%	100%
Freeways between Surprise and the Valley	50%	35%	14%	1%	100%
Regional bus service between Surprise and the Valley	20%	31%	30%	19%	100%

Question 22b: Custom Question 2	
To what degree would you support or oppose the City recruiting a four-year college to locate in Surprise?	Percent of respondents
Strongly support	54%
Somewhat support	36%
Somewhat oppose	5%
Strongly oppose	5%
Total	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	45%
Yes, full-time	46%
Yes, part-time	9%
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	79%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	12%
Bus, rail, subway or other public transportation	0%
Walk	1%
Bicycle	0%
Work at home	7%
Other	1%

Question D3: Length of Residency	
How many years have you lived in Surprise?	Percent of respondents
Less than 2 years	17%
2 to 5 years	24%
6 to 10 years	37%
11 to 20 years	20%
More than 20 years	2%
Total	100%

Question D3: Length of Residency	
How many years have you lived in Surprise?	Percent of respondents
Less than 2 years	17%
2 to 5 years	24%
6 to 10 years	37%
11 to 20 years	20%
More than 20 years	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	19%
Owned by you or someone in this house with a mortgage or free and clear	81%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the 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	4%
\$300 to \$599 per month	13%
\$600 to \$999 per month	31%
\$1,000 to \$1,499 per month	34%
\$1,500 to \$2,499 per month	16%
\$2,500 or more per month	3%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	63%
Yes	37%
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	64%
Yes	36%
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	10%
\$25,000 to \$49,999	31%
\$50,000 to \$99,999	40%
\$100,000 to \$149,000	16%
\$150,000 or more	4%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	88%
Yes, I consider myself to be Spanish, Hispanic or Latino	12%
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	4%
Asian, Asian Indian or Pacific Islander	4%
Black or African American	14%
White	71%
Other	11%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	3%
25 to 34 years	18%
35 to 44 years	20%
45 to 54 years	13%
55 to 64 years	16%
65 to 74 years	20%
75 years or older	10%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	60%
Male	40%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	20%
Yes	79%
Ineligible to vote	1%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	24%
Yes	74%
Ineligible to vote	2%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	7%
Yes	93%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	35%
Yes	65%
Total	100%

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	24%
Land line	55%
Both	21%
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 Surprise:	Excellent		Good		Fair		Poor		Don't know		Total	
	Surprise as a place to live	37%	125	53%	179	9%	29	1%	3	0%	0	100%
Your neighborhood as a place to live	40%	133	48%	162	12%	39	1%	2	0%	0	100%	335
Surprise as a place to raise children	20%	66	41%	134	9%	31	4%	13	26%	85	100%	329
Surprise as a place to work	8%	26	26%	86	15%	48	13%	43	38%	124	100%	327
Surprise as a place to retire	38%	126	37%	122	11%	37	2%	6	13%	44	100%	335
The overall quality of life in Surprise	27%	89	60%	200	13%	43	1%	2	0%	0	100%	335

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Surprise as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Sense of community	18%	58	51%	168	20%	65	5%	17	7%	21	100%
Openness and acceptance of the community toward people of diverse backgrounds	18%	60	46%	154	23%	76	3%	9	10%	34	100%	333
Overall appearance of Surprise	32%	107	55%	182	12%	41	1%	3	0%	0	100%	332
Cleanliness of Surprise	36%	122	56%	186	7%	25	1%	2	0%	0	100%	334
Overall quality of new development in Surprise	21%	69	41%	135	24%	80	6%	21	8%	26	100%	331
Variety of housing options	23%	75	49%	161	19%	63	3%	9	7%	22	100%	330
Overall quality of business and service establishments in Surprise	16%	52	40%	134	37%	122	5%	18	2%	6	100%	332
Shopping opportunities	14%	46	34%	113	34%	113	17%	56	0%	0	100%	329
Opportunities to attend cultural activities	7%	25	30%	101	31%	103	21%	69	10%	35	100%	333
Recreational opportunities	18%	61	41%	136	25%	84	7%	24	9%	29	100%	334
Employment opportunities	2%	7	14%	47	30%	99	22%	72	32%	103	100%	328
Educational opportunities	6%	21	27%	88	28%	92	10%	32	29%	93	100%	326

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Surprise as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Opportunities to participate in social events and activities	13%	45	42%	141	25%	84	9%	29	10%	35	100%
Opportunities to participate in religious or spiritual events and activities	21%	70	44%	146	14%	46	4%	13	17%	57	100%	332
Opportunities to volunteer	19%	62	43%	142	15%	48	1%	2	23%	75	100%	329
Opportunities to participate in community matters	16%	51	44%	145	19%	61	2%	7	19%	64	100%	328
Ease of car travel in Surprise	14%	47	36%	120	28%	94	19%	64	3%	9	100%	334
Ease of bus travel in Surprise	1%	2	8%	28	13%	42	34%	112	44%	144	100%	327
Ease of bicycle travel in Surprise	11%	35	22%	73	28%	91	14%	47	25%	82	100%	327
Ease of walking in Surprise	19%	64	45%	149	22%	74	8%	25	6%	19	100%	331
Availability of paths and walking trails	19%	62	35%	116	26%	85	13%	42	8%	27	100%	332
Traffic flow on major streets	7%	22	28%	95	42%	139	21%	71	2%	6	100%	332
Amount of public parking	18%	60	43%	141	25%	80	7%	22	7%	23	100%	326
Availability of affordable quality housing	18%	59	44%	144	21%	68	6%	21	12%	39	100%	330
Availability of affordable quality child care	6%	20	11%	36	17%	55	8%	25	58%	189	100%	324
Availability of affordable quality health care	14%	46	30%	101	29%	96	8%	27	18%	61	100%	331
Availability of affordable quality food	17%	55	51%	170	26%	85	6%	22	0%	1	100%	333
Availability of preventive health services	15%	49	33%	108	24%	79	6%	21	22%	72	100%	330
Air quality	11%	37	43%	142	34%	111	8%	25	4%	12	100%	328
Quality of overall natural environment in Surprise	16%	51	48%	157	27%	87	7%	24	2%	8	100%	326
Overall image or reputation of Surprise	20%	67	49%	161	25%	83	4%	14	2%	6	100%	330

Question 3: Growth														
Please rate the speed of growth in the following categories in Surprise 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	1%	2	14%	44	39%	128	18%	59	7%	22	22%	71	100%
Retail growth (stores, restaurants, etc.)	14%	46	41%	133	30%	99	6%	18	0%	1	9%	29	100%	325
Jobs growth	24%	78	36%	117	4%	12	0%	0	0%	0	36%	116	100%	323

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Surprise?	Percent of respondents	Count
Not a problem	28%	90
Minor problem	40%	132
Moderate problem	20%	65
Major problem	2%	6
Don't know	10%	34
Total	100%	327

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Surprise:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	Violent crime (e.g., rape, assault, robbery)	32%	107	46%	152	9%	30	5%	17	2%	5	6%	21	100%
Property crimes (e.g., burglary, theft)	16%	52	52%	172	14%	48	10%	34	3%	11	5%	16	100%	333
Environmental hazards, including toxic waste	37%	123	36%	119	9%	32	1%	4	1%	4	15%	51	100%	332

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	69%	231	23%	75	4%	15	3%	9	0%	1	1%	2	100%
In your neighborhood after dark	39%	130	44%	146	11%	38	4%	14	1%	3	1%	3	100%	334
In Surprise's downtown area during the day	44%	147	25%	83	7%	22	2%	7	1%	2	21%	71	100%	332
In Surprise's downtown area after dark	19%	62	34%	111	12%	41	7%	23	1%	5	27%	89	100%	331

Question 7: Contact with Police Department								
Have you had any in-person or phone contact with an employee of the City of Surprise Police Department within the last 12 months?	No		Yes		Don't know		Total	
Have you had any in-person or phone contact with an employee of the City of Surprise Police Department within the last 12 months?	69%	229	31%	103	0%	0	100%	332

Question 8: Ratings of Contact with Police Department												
What was your overall impression of your most recent contact with the City of Surprise Police Department?	Excellent		Good		Fair		Poor		Don't know		Total	
What was your overall impression of your most recent contact with the City of Surprise Police Department?	35%	36	34%	35	19%	20	11%	11	0%	0	100%	102

Question 9: Crime Victim		
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	93%	306
Yes	7%	21
Don't know	0%	1
Total	100%	329

Question 10: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	2%	1
Yes	98%	21
Don't know	0%	0
Total	100%	21

Question 11: Resident Behaviors												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Surprise?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
	Used Surprise public libraries or their services	26%	85	29%	97	25%	82	10%	32	11%	37	100%
Used Surprise recreation centers	40%	133	22%	71	25%	82	7%	22	6%	21	100%	329
Participated in a recreation program or activity	51%	166	25%	81	18%	60	3%	9	4%	11	100%	327
Visited a neighborhood park or City park	17%	55	23%	75	30%	95	13%	42	17%	54	100%	322
Ridden a local bus within Surprise	94%	311	3%	10	1%	4	0%	0	2%	6	100%	331
Attended a meeting of local elected officials or other local public meeting	80%	265	15%	50	3%	9	2%	6	0%	1	100%	331
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	59%	194	24%	78	13%	43	1%	4	3%	11	100%	330
Read Surprise Newsletter (Progress Magazine)	9%	31	23%	74	45%	149	13%	43	9%	31	100%	329
Visited the City of Surprise Web site (at www.surpriseaz.com)	30%	98	26%	84	30%	100	7%	23	8%	25	100%	330
Recycled used paper, cans or bottles from your home	3%	10	4%	14	9%	30	13%	42	71%	236	100%	333
Volunteered your time to some group or activity in Surprise	62%	204	18%	60	9%	30	6%	18	5%	18	100%	330
Participated in religious or spiritual activities in Surprise	43%	142	18%	59	10%	32	12%	39	18%	58	100%	330
Participated in a club or civic group in Surprise	79%	262	8%	28	5%	17	5%	17	2%	7	100%	331
Provided help to a friend or neighbor	7%	22	27%	91	40%	134	14%	45	12%	41	100%	333

Question 12: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	13%	42
Several times a week	32%	106
Several times a month	29%	96
Less than several times a month	27%	89
Total	100%	334

Question 13: Service Quality												
Please rate the quality of each of the following services in Surprise:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Police services	30%	100	35%	117	12%	41	3%	9	19%	63	100%	329
Fire services	37%	121	27%	90	9%	28	0%	1	27%	89	100%	330
Ambulance or emergency medical services	30%	98	27%	88	9%	30	1%	2	33%	108	100%	328
Crime prevention	15%	50	34%	110	19%	61	4%	14	28%	92	100%	326
Fire prevention and education	19%	62	25%	79	14%	47	3%	11	38%	124	100%	323
Municipal courts	9%	30	23%	76	9%	30	3%	10	55%	177	100%	323
Traffic enforcement	15%	48	39%	127	14%	45	8%	26	24%	77	100%	323
Street repair	15%	50	44%	142	26%	85	9%	29	7%	22	100%	327
Street cleaning	28%	91	48%	159	15%	48	7%	24	3%	9	100%	331
Street lighting	20%	65	53%	176	17%	55	8%	25	2%	8	100%	330
Sidewalk maintenance	22%	73	49%	161	17%	56	6%	20	6%	18	100%	329
Traffic signal timing	14%	46	38%	123	30%	97	16%	51	2%	5	100%	323
Bus or transit services	2%	6	5%	15	9%	28	24%	77	60%	194	100%	321
Garbage collection	52%	172	36%	118	8%	25	1%	5	3%	9	100%	330
Recycling	48%	157	39%	127	8%	28	2%	5	3%	10	100%	328
Yard waste pick-up	24%	79	26%	84	14%	45	7%	23	29%	95	100%	326
Storm drainage	23%	74	42%	136	10%	34	3%	9	23%	73	100%	326
Drinking water	14%	47	37%	121	27%	89	16%	52	6%	20	100%	329
Sewer services	25%	82	49%	163	11%	37	1%	3	13%	44	100%	329
Power (electric and/or gas) utility	26%	86	49%	162	19%	64	2%	5	3%	11	100%	327
City parks	25%	81	43%	141	16%	52	3%	11	12%	40	100%	325
Recreation programs or classes	17%	54	34%	110	17%	54	1%	2	32%	105	100%	325
Recreation centers or facilities	20%	64	37%	119	7%	24	7%	22	29%	96	100%	325
Land use, planning and zoning	8%	27	22%	70	25%	80	11%	36	34%	110	100%	323
Code enforcement (weeds, abandoned buildings, etc.)	11%	37	31%	101	26%	86	11%	37	20%	64	100%	325
Animal control	13%	43	36%	120	12%	39	9%	29	30%	99	100%	330

Question 13: Service Quality												
Please rate the quality of each of the following services in Surprise:	Excellent		Good		Fair		Poor		Don't know		Total	
	Economic development	8%	27	28%	91	28%	88	11%	34	25%	81	100%
Health services	17%	55	38%	124	18%	57	4%	12	24%	78	100%	326
Services to seniors	18%	58	31%	102	10%	32	3%	9	39%	127	100%	328
Services to youth	10%	33	21%	69	14%	46	10%	31	45%	146	100%	326
Services to low-income people	8%	26	13%	40	14%	44	7%	21	59%	190	100%	322
Public library services	33%	109	34%	112	16%	52	1%	4	16%	53	100%	329
Public information services	21%	67	35%	115	15%	48	3%	9	27%	86	100%	325
Public schools	11%	36	24%	79	26%	85	7%	24	31%	100	100%	324
Cable television	17%	54	33%	107	29%	94	5%	15	17%	55	100%	325
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	6%	18	12%	38	13%	41	13%	42	57%	184	100%	323
Preservation of natural areas such as open space, farmlands and greenbelts	7%	22	29%	92	18%	58	14%	44	32%	104	100%	321

Question 14: Government Services Overall												
Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
	The City of Surprise	17%	54	58%	188	14%	47	3%	10	8%	28	100%
The Federal Government	4%	13	26%	86	28%	92	22%	71	20%	64	100%	326
The State Government	4%	14	29%	95	28%	92	20%	65	19%	61	100%	327
Maricopa County Government	5%	15	30%	99	37%	122	7%	23	21%	67	100%	326

Question 15: Recommendation and Longevity												
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
	Recommend living in Surprise to someone who asks	53%	177	39%	129	5%	17	2%	7	1%	2	100%
Remain in Surprise for the next five years	58%	194	32%	106	4%	12	2%	8	4%	13	100%	333

Question 16: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	7%	22
Somewhat positive	20%	64
Neutral	43%	139
Somewhat negative	25%	83
Very negative	5%	17
Total	100%	325

Question 17: Contact with Fire Department								
Have you had any in-person or phone contact with an employee of the City of Surprise Fire Department within the last 12 months?	No		Yes		Don't know		Total	
Have you had any in-person or phone contact with an employee of the City of Surprise Fire Department within the last 12 months?	82%	274	18%	58	0%	0	100%	333

Question 18: Ratings of Contact with Fire Department											
What was your overall impression of your most recent contact with the City of Surprise Fire Department?	Excellent		Good		Fair		Poor		Don't know		Total
What was your overall impression of your most recent contact with the City of Surprise Fire Department?	66%	39	24%	14	1%	0	8%	4	2%	1	100% 58

Question 19: Contact with City Employees		
Have you had any in-person, phone or email with an employee of the City of Surprise within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	60%	197
Yes	40%	134
Total	100%	331

Question 20: City Employees												
What was your impression of the employee(s) of the City of Surprise in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
	Knowledge	42%	57	42%	57	8%	11	6%	8	1%	1	100%
Responsiveness	45%	60	41%	54	6%	8	7%	9	1%	2	100%	134
Courtesy	41%	55	48%	65	4%	5	7%	9	0%	0	100%	134
Overall impression	40%	53	48%	65	6%	7	7%	9	0%	0	100%	134

Question 21: Government Performance												
Please rate the following categories of Surprise government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Surprise	10%	32	36%	121	32%	107	8%	26	13%	44	100%
The overall direction that Surprise is taking	11%	38	42%	140	25%	84	11%	38	10%	33	100%	333
The job Surprise government does at welcoming citizen involvement	9%	29	30%	101	23%	76	8%	28	30%	98	100%	331

Question 22a: Custom Question 1												
Please indicate how important, if at all, each of the following potential transportation improvements are to you:	Essential		Very important		Somewhat important		Not at all important		Don't know		Total	
	Road conditions within Surprise	42%	137	46%	151	12%	41	0%	1	0%	0	100%
Bus service within Surprise	13%	43	20%	66	31%	104	20%	68	15%	51	100%	332
East/West corridor travel within Surprise	45%	147	38%	124	14%	46	2%	6	1%	4	100%	329
Commuter rail between Surprise and the Valley	26%	85	27%	88	23%	77	15%	48	10%	32	100%	330
Freeways between Surprise and the Valley	49%	161	34%	113	14%	46	1%	4	2%	7	100%	331
Regional bus service between Surprise and the Valley	17%	57	26%	87	25%	83	16%	53	16%	52	100%	331

Question 22b: Custom Question 2		
To what degree would you support or oppose the City recruiting a four-year college to locate in Surprise?	Percent of respondents	Count
Strongly support	54%	178
Somewhat support	36%	117
Somewhat oppose	5%	17
Strongly oppose	5%	18
Total	100%	330

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	45%	143
Yes, full-time	46%	148
Yes, part-time	9%	30
Total	100%	321

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	79%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	12%
Bus, rail, subway or other public transportation	0%
Walk	1%
Bicycle	0%
Work at home	7%
Other	1%

Question D3: Length of Residency		
How many years have you lived in Surprise?	Percent of respondents	Count
Less than 2 years	17%	56
2 to 5 years	24%	78
6 to 10 years	37%	124
11 to 20 years	20%	67
More than 20 years	2%	6
Total	100%	331

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	94%	313
House attached to one or more houses (e.g., a duplex or townhome)	0%	1
Building with two or more apartments or condominiums	5%	17
Mobile home	0%	0
Other	0%	0
Total	100%	332

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	19%	61
Owned by you or someone in this house with a mortgage or free and clear	81%	259
Total	100%	320

Question D6: Monthly Housing Cost		
About how much is the 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	4%	12
\$300 to \$599 per month	13%	39
\$600 to \$999 per month	31%	97
\$1,000 to \$1,499 per month	34%	107
\$1,500 to \$2,499 per month	16%	50
\$2,500 or more per month	3%	9
Total	100%	313

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	63%	206
Yes	37%	119
Total	100%	325

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	64%	210
Yes	36%	118
Total	100%	329

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	10%	30
\$25,000 to \$49,999	31%	95
\$50,000 to \$99,999	40%	122
\$100,000 to \$149,000	16%	49
\$150,000 or more	4%	12
Total	100%	308

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	88%	281
Yes, I consider myself to be Spanish, Hispanic or Latino	12%	39
Total	100%	320

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	4%	12
Asian, Asian Indian or Pacific Islander	4%	13
Black or African American	14%	45
White	71%	229
Other	11%	34
Total may exceed 100% as respondents could select more than one option		

Question D12: Age		
In which category is your age?	Percent of respondents	Count
18 to 24 years	3%	10
25 to 34 years	18%	59
35 to 44 years	20%	63
45 to 54 years	13%	43
55 to 64 years	16%	53
65 to 74 years	20%	64
75 years or older	10%	33
Total	100%	324

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	60%	191
Male	40%	128
Total	100%	319

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	19%	62
Yes	76%	247
Ineligible to vote	1%	5
Don't know	3%	10
Total	100%	324

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	24%	76
Yes	74%	239
Ineligible to vote	2%	6
Don't know	1%	3
Total	100%	324

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	7%	22
Yes	93%	306
Total	100%	328

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	35%	116
Yes	65%	212
Total	100%	328

Question D18: Primary Phone		
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents	Count
Cell	24%	45
Land line	55%	106
Both	21%	41
Total	100%	192

APPENDIX B: SURVEY METHODOLOGY

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

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

SURVEY VALIDITY

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

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

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

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

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

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

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

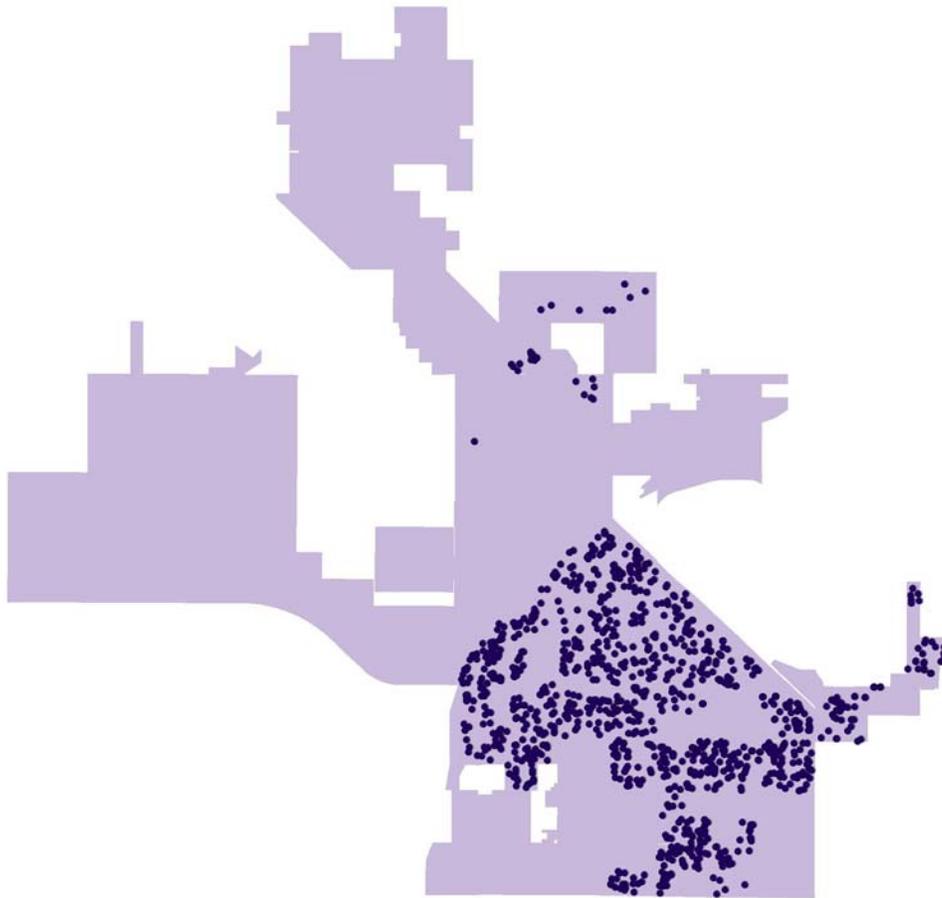
SURVEY SAMPLING

“Sampling” refers to the method by which survey recipients were chosen. All households within the City of Surprise 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 Surprise 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 Surprise 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 Surprise 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 Surprise. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

FIGURE 93: LOCATION OF SURVEY RECIPIENTS

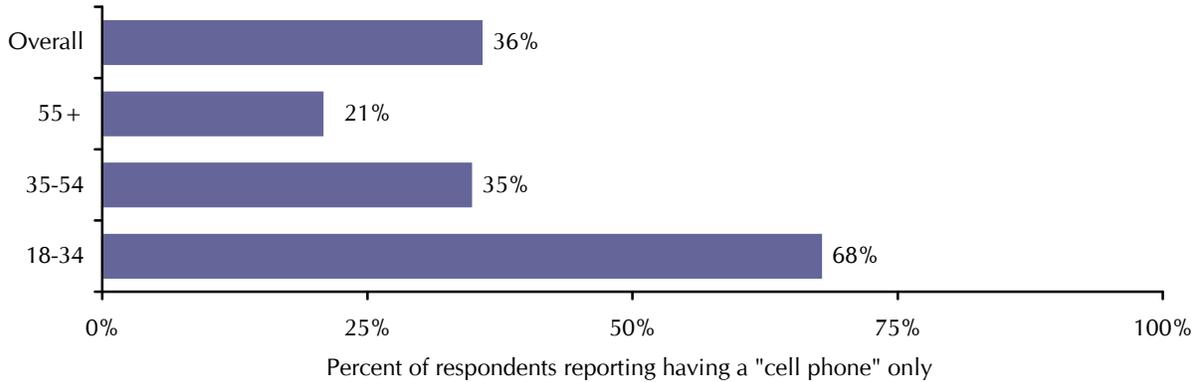
The National Citizen Survey™ Surprise, AZ 2012



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

In response to the growing number of the cell-phone population (so-called “cord cutters”), which includes a large proportion of young adults, questions about cell phones and land lines are included on The NCS™ questionnaire. As of the middle of 2010 (the most recent estimates available as of the end of 2010), 26.6% of U.S. households had a cell phone but no landline.¹ Among younger adults (age 18-34), 53.7% of households were “cell-only.” Based on survey results, Surprise has a “cord cutter” population greater than the nationwide 2010 estimates

FIGURE 94: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN SURPRISE



SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning March 22, 2012. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the city manager 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 six weeks.

The option to take the survey via the Web was also offered to participants.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The confidence interval for the City of Surprise survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (359 completed surveys).

A 95% confidence interval indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the “true” population response. This theory is applied in practice to mean that the “true” perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as “excellent” or “good,” then the 4% margin of error (for the 95% confidence interval) indicates that

¹ <http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201012.pdf>

the range of likely responses for the entire jurisdiction is between 71% and 79%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

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

SURVEY PROCESSING (DATA ENTRY)

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

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

SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2010 Census estimates and 2005-2009 American Community Survey other population norms for adults in the City of Surprise. 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, race 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 importance to the community of correct ethnic representation

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

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

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

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

Surprise, AZ Citizen Survey Weighting Table			
Characteristic	Population Norm ¹	Unweighted Data	Weighted Data
Housing			
Rent home	21%	10%	19%
Own home	79%	90%	81%
Detached unit	94%	95%	94%
Attached unit	6%	5%	6%
Race and Ethnicity			
White	64%	89%	69%
Not white	36%	11%	31%
Not Hispanic	82%	95%	88%
Hispanic	18%	5%	12%
Sex and Age			
Female	53%	56%	60%
Male	47%	44%	40%
18-34 years of age	27%	6%	21%
35-54 years of age	32%	21%	33%
55+ years of age	41%	73%	46%
Females 18-34	14%	5%	17%
Females 35-54	16%	13%	20%
Females 55+	22%	39%	23%
Males 18-34	13%	2%	5%
Males 35-54	16%	8%	12%
Males 55+	19%	34%	23%

¹ Source: 2010 Census/2005-2009 ACS

SURVEY DATA ANALYSIS AND REPORTING

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

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

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

“Don’t Know” Responses

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

Benchmark Comparisons

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

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

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

The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The Role of Comparisons

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

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

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

Comparison of Surprise to the Benchmark Database

The City of Surprise chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was

asked) has been provided when a similar question on the City of Surprise Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the City of Surprise's results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City of Surprise's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.

APPENDIX C: SURVEY MATERIALS

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

Dear Surprise Resident,

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



Chris Hillman
City Manager

Dear Surprise Resident,

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

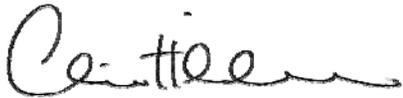


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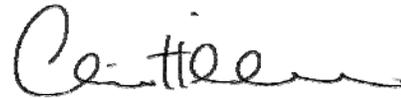


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Sincerely,



Chris Hillman
City Manager



16000 N. Civic Center Plaza
Surprise, AZ 85374

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



16000 N. Civic Center Plaza
Surprise, AZ 85374

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



16000 N. Civic Center Plaza
Surprise, AZ 85374
Ph 623-222-1000
Fax 623-222-1001
TTY: 623-222-1002

March 2012

Dear Surprise Resident:

The City of Surprise wants to know what you think about our community and municipal government. You have been randomly selected to participate in Surprise's 2012 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 Surprise 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.**

You may complete the survey online if you would prefer, at:
[xxWeb address]

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 (623) 222-1400.

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

Sincerely,

Chris Hillman
City Manager



16000 N. Civic Center Plaza
Surprise, AZ 85374
Ph 623-222-1000
Fax 623-222-1001
TTY: 623-222-1002

March 2012

Dear Surprise 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 Surprise wants to know what you think about our community and municipal government. You have been randomly selected to participate in the City of Surprise'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 Surprise 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 Surprise. Thank you for your time and participation.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Hillman", written over a white circular background.

Chris Hillman
City Manager

The City of Surprise 2012 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 Surprise:

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

2. Please rate each of the following characteristics as they relate to Surprise 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 Surprise	1	2	3	4	5
Cleanliness of Surprise.....	1	2	3	4	5
Overall quality of new development in Surprise.....	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Overall quality of business and service establishments in Surprise	1	2	3	4	5
Shopping opportunities.....	1	2	3	4	5
Opportunities to attend cultural activities.....	1	2	3	4	5
Recreational opportunities	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Educational opportunities	1	2	3	4	5
Opportunities to participate in social events and activities	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities	1	2	3	4	5
Opportunities to volunteer.....	1	2	3	4	5
Opportunities to participate in community matters.....	1	2	3	4	5
Ease of car travel in Surprise.....	1	2	3	4	5
Ease of bus travel in Surprise.....	1	2	3	4	5
Ease of bicycle travel in Surprise	1	2	3	4	5
Ease of walking in Surprise.....	1	2	3	4	5
Availability of paths and walking trails	1	2	3	4	5
Traffic flow on major streets.....	1	2	3	4	5
Amount of public parking	1	2	3	4	5
Availability of affordable quality housing.....	1	2	3	4	5
Availability of affordable quality child care	1	2	3	4	5
Availability of affordable quality health care	1	2	3	4	5
Availability of affordable quality food	1	2	3	4	5
Availability of preventive health services	1	2	3	4	5
Air quality.....	1	2	3	4	5
Quality of overall natural environment in Surprise.....	1	2	3	4	5
Overall image or reputation of Surprise.....	1	2	3	4	5

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

	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 Surprise's downtown area during the day.....	1	2	3	4	5	6
In Surprise's downtown area after dark	1	2	3	4	5	6

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

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

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

- Excellent Good Fair Poor Don't know

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

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

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

- No Yes Don't know

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

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Surprise public libraries or their services	1	2	3	4	5
Used Surprise 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 Surprise	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting	1	2	3	4	5
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	1	2	3	4	5
Read the Surprise Newsletter (<i>Progress Magazine</i>)	1	2	3	4	5
Visited the City of Surprise Web site (at www.surpriseaz.com).....	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 Surprise	1	2	3	4	5
Participated in religious or spiritual activities in Surprise	1	2	3	4	5
Participated in a club or civic group in Surprise	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5

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

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

The City of Surprise 2012 Citizen Survey

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

	<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
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing	1	2	3	4	5
Bus or transit services.....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Yard waste pick-up	1	2	3	4	5
Storm drainage.....	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services	1	2	3	4	5
Power (electric and/or gas) utility	1	2	3	4	5
City parks.....	1	2	3	4	5
Recreation programs or classes	1	2	3	4	5
Recreation centers or facilities.....	1	2	3	4	5
Land use, planning and zoning	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	5
Animal control.....	1	2	3	4	5
Economic development	1	2	3	4	5
Health services	1	2	3	4	5
Services to seniors.....	1	2	3	4	5
Services to youth.....	1	2	3	4	5
Services to low-income people	1	2	3	4	5
Public library services	1	2	3	4	5
Public information services	1	2	3	4	5
Public schools.....	1	2	3	4	5
Cable television	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts.....	1	2	3	4	5

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

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

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

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

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

- Very positive
 Somewhat positive
 Neutral
 Somewhat negative
 Very negative

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

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

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

- Excellent
 Good
 Fair
 Poor
 Don't know

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

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

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

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

21. Please rate the following categories of Surprise 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 Surprise.....	1	2	3	4	5
The overall direction that Surprise is taking.....	1	2	3	4	5
The job Surprise government does at welcoming citizen involvement.....	1	2	3	4	5

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

a. Please indicate how important, if at all, each of the following potential transportation improvements are to you:

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>	<i>Don't know</i>
Road conditions within Surprise.....	1	2	3	4	5
Bus service within Surprise.....	1	2	3	4	5
East/West corridor travel within Surprise.....	1	2	3	4	5
Commuter rail between Surprise and the Valley.....	1	2	3	4	5
Freeways between Surprise and the Valley.....	1	2	3	4	5
Regional bus service between Surprise and the Valley.....	1	2	3	4	5

b. To what degree would you support or oppose the City recruiting a four-year college to locate in Surprise?

- Strongly support
 Somewhat support
 Somewhat oppose
 Strongly oppose

c. What are the three biggest changes the City of Surprise could make that would encourage you to remain a resident of the city for the next five to ten years?

1. _____
2. _____
3. _____

The City of Surprise 2012 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 Surprise?

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

D4. Which best describes the building you live in?

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

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

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

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

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

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

- No Yes

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

- No Yes

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

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

Please respond to both questions D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

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

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

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

D12. In which category is your age?

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

D13. What is your sex?

- Female Male

D14. Are you registered to vote in your jurisdiction?

- No Ineligible to vote
- Yes Don't know

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

- No Ineligible to vote
- Yes Don't know

D16. Do you have a cell phone?

- No Yes

D17. Do you have a land line at home?

- No Yes

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

- Cell Land line Both

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



16000 N. Civic Center Plaza
Surprise, AZ 85374

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