



CITY OF PETOSKEY, MI 2010



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



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

C O N T E N T S

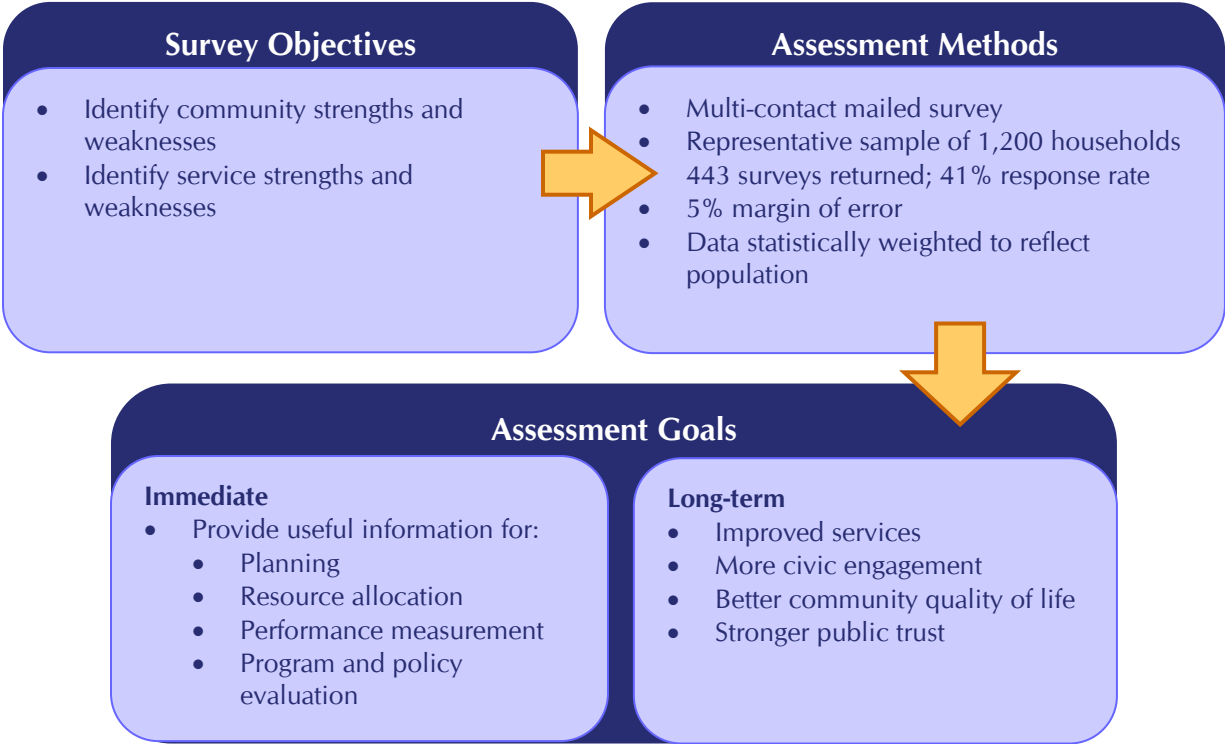
- Survey Background..... 1
 - About The National Citizen Survey™ 1
 - Understanding the Results 3
- Executive Summary 5
- Community Ratings 7
 - Overall Community Quality 7
 - Community Design 9
 - Transportation 9
 - Housing 12
 - Land Use and Zoning 14
 - Economic Sustainability..... 17
 - Public Safety 21
 - Environmental Sustainability..... 26
 - Recreation and Wellness 29
 - Parks and Recreation 29
 - Culture, Arts and Education 31
 - Health and Wellness 33
 - Community Inclusiveness..... 35
 - Civic Engagement..... 38
 - Civic Activity..... 38
 - Information and Awareness 41
 - Social Engagement 42
 - Public Trust..... 44
 - City of Petoskey Employees 46
- From Data to Action 48
 - Resident Priorities 48
 - City of Petoskey Action Chart™ 49
 - Using Your Action Chart™ 51
- Policy Questions 53
- Appendix A: Complete Survey Frequencies 54
 - Frequencies Excluding “Don’t Know” Responses 54
 - Frequencies Including “Don’t Know” Responses..... 65
- Appendix B: Survey Methodology 80
- Appendix C: Survey Materials..... 90

SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

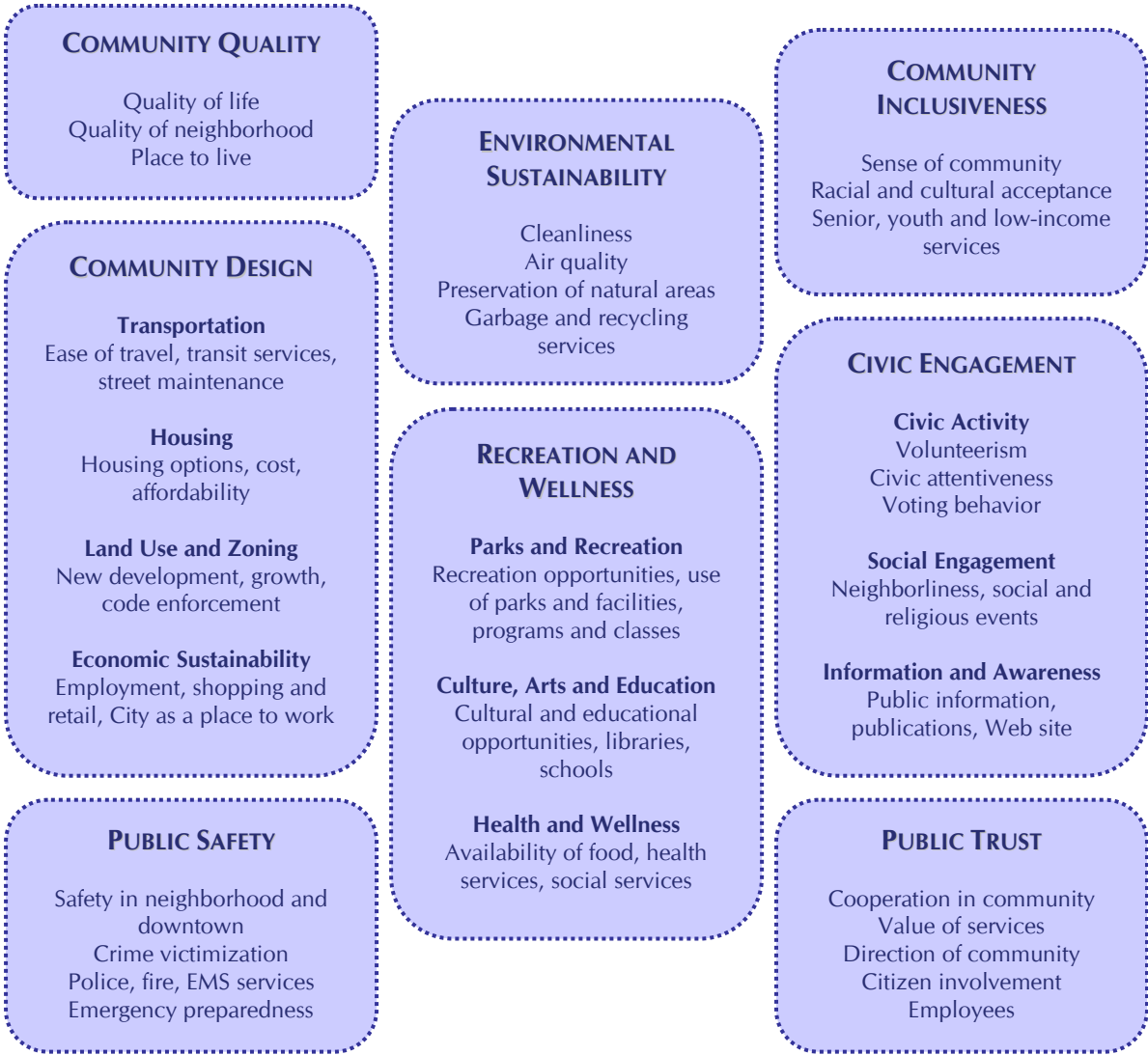
The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided 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 443 completed surveys were obtained, providing an overall response rate of 41%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

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

UNDERSTANDING THE RESULTS

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

Margin of Error

The margin of error around results for the City of Petoskey Survey (443 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 Petoskey, but from City of Petoskey services to services like them provided by other jurisdictions.

Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The 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 Petoskey 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 Petoskey 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 Petoskey 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 Petoskey'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 Petoskey 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 Petoskey and believed the City was a good place to live. The overall quality of life in the City of Petoskey was rated as “excellent” or “good” by 83% of respondents. Almost all reported they plan on staying in the City of Petoskey for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. Among the characteristics receiving the most favorable ratings were air quality, opportunities to volunteer and the cleanliness of Petoskey. The characteristic receiving the least positive ratings was employment opportunities.

Ratings of community characteristics were compared to the benchmark database. Of the 30 characteristics for which comparisons were available, 18 were above the national benchmark comparison, five were similar to the national benchmark comparison and seven were below.

Residents in the City of Petoskey were civically engaged. While only 31% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 96% had provided help to a friend or neighbor. A majority had volunteered their time to some group or activity in the City of Petoskey, which was much higher than the benchmark.

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

On average, residents gave favorable ratings to many local government services. City services rated were able to be compared to the benchmark database. Of the 38 services for which comparisons were available, 13 were above the benchmark comparison, 18 were similar to the benchmark comparison and seven were below.

A Key Driver Analysis was conducted for the City of Petoskey which examined the relationships between ratings of each service and ratings of the City of Petoskey'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 Petoskey can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Services found to be influential in ratings of overall service quality from the Key Driver Analysis were:

- Police services
- Sewer services
- Recycling
- Economic development

Of these services, deserving the most attention may be that which was below the benchmark comparisons: economic development. For recycling services, the City of Petoskey 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 Petoskey – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents’ commitment to the City of Petoskey. Residents were asked whether they planned to move soon or if they would recommend the City of Petoskey to others. Intentions to stay and willingness to make recommendations provide evidence that the City of Petoskey offers services and amenities that work.

Most of the City of Petoskey’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

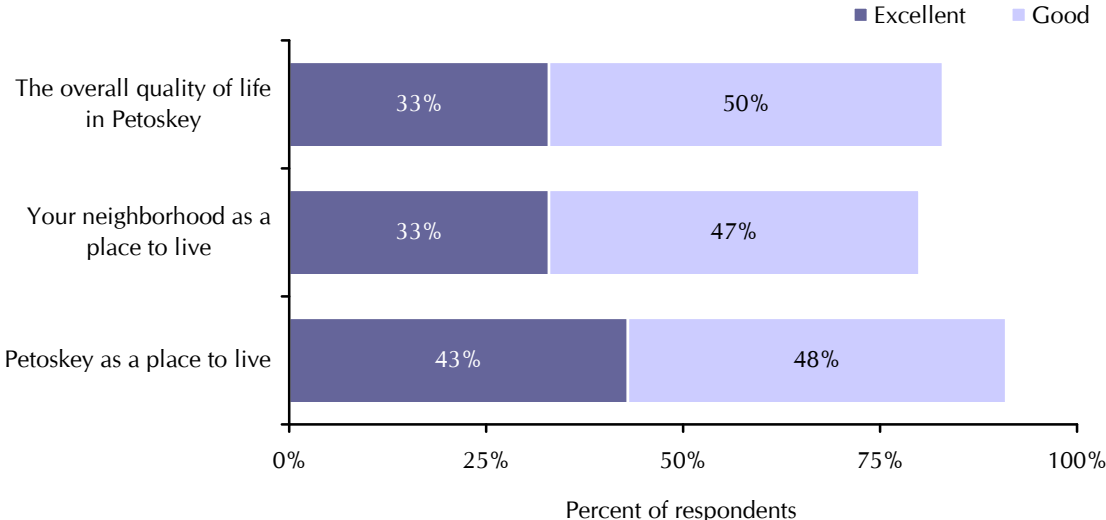
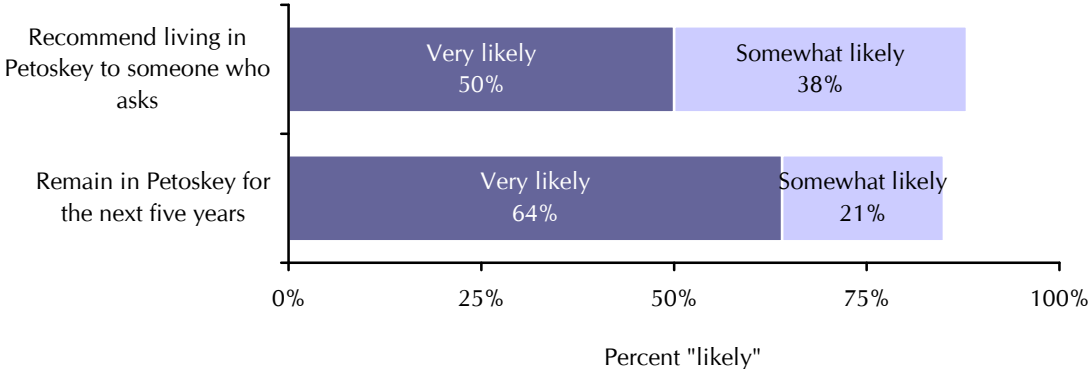


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY



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

FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	Comparison to benchmark
Overall quality of life in Petoskey	Above
Your neighborhood as place to live	Similar
Petoskey as a place to live	Much above
Recommend living in Petoskey to someone who asks	Above
Remain in Petoskey for the next five years	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 five aspects of mobility to rate on a scale of “excellent,” “good,” “fair” and “poor.” The availability of paths and walking trails was given the most positive rating, followed by ease of walking in Petoskey.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY

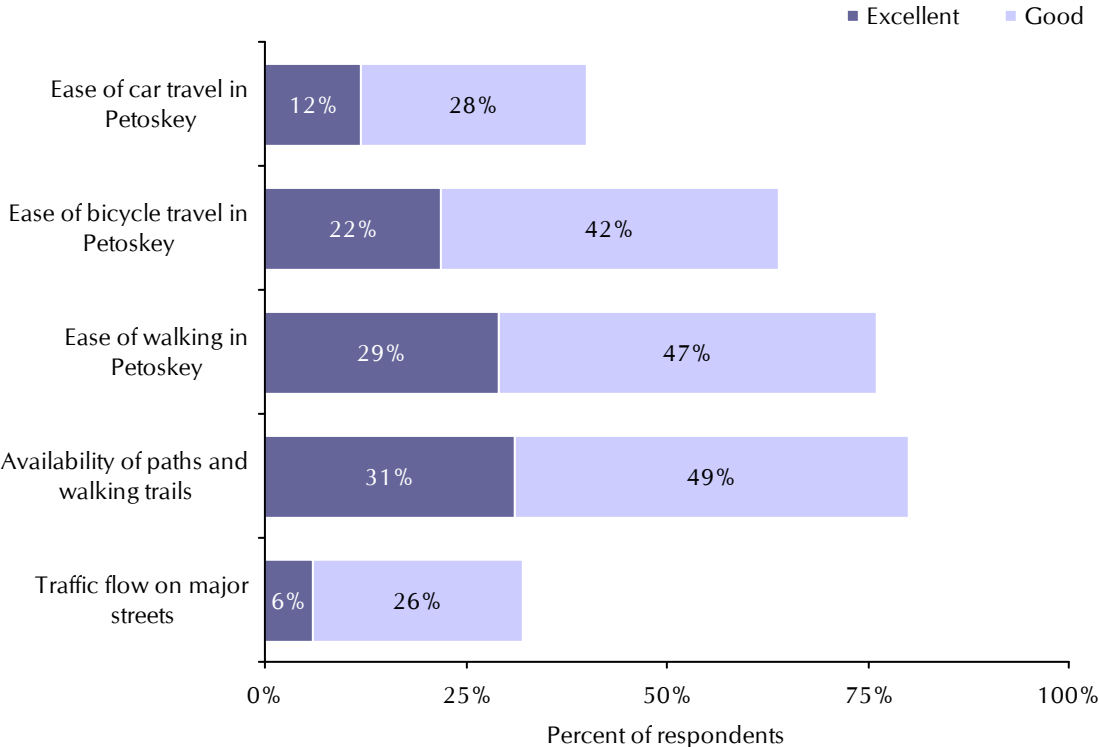


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	Comparison to benchmark
Ease of car travel in Petoskey	Much below
Ease of bicycle travel in Petoskey	Much above
Ease of walking in Petoskey	Much above
Availability of paths and walking trails	Much above
Traffic flow on major streets	Much below

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

Eight transportation services were rated in Petoskey. As compared to communities across America, ratings tended to be a mix of positive and negative. Five were above the benchmark, two were below the benchmark and one was similar to the benchmark.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES

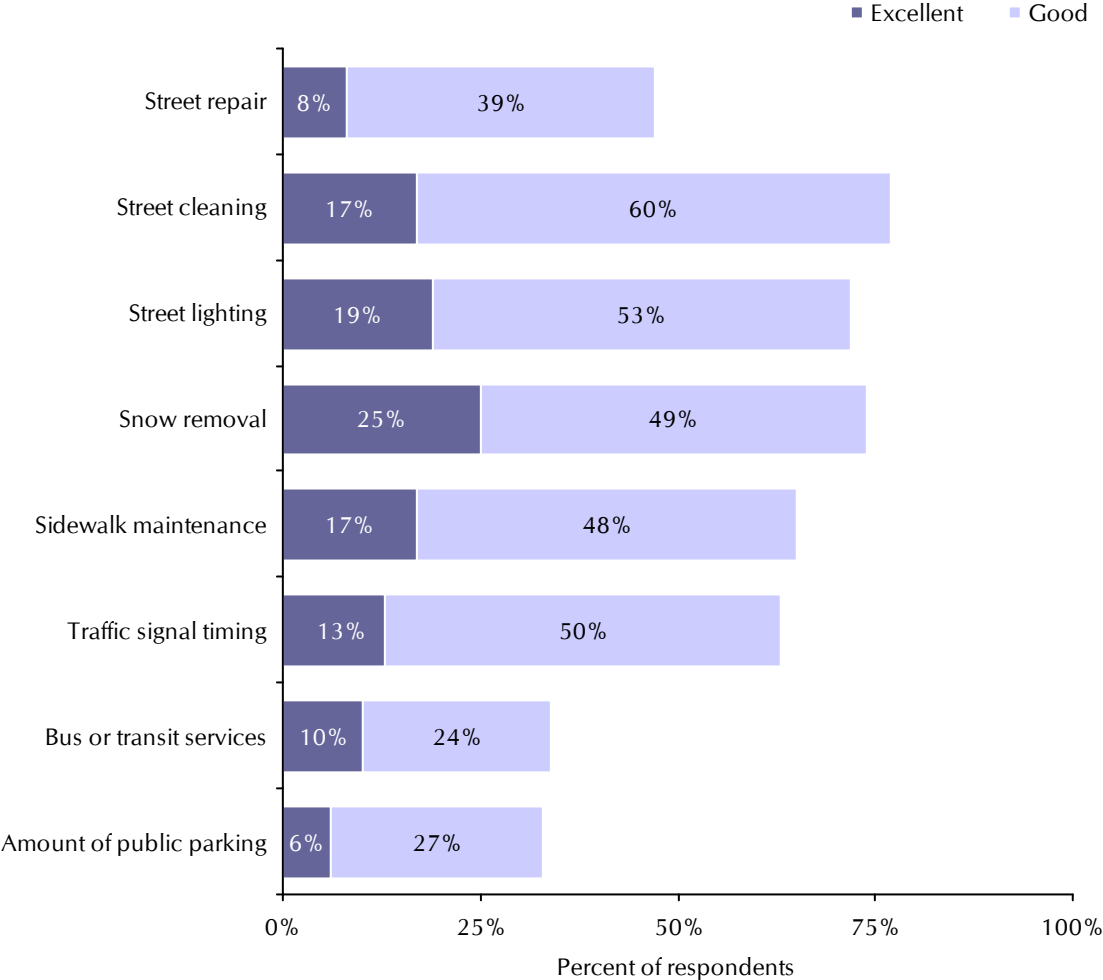


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

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

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, 2% by bicycle and 16% by foot.

FIGURE 10: MODE OF TRAVEL USED FOR WORK COMMUTE

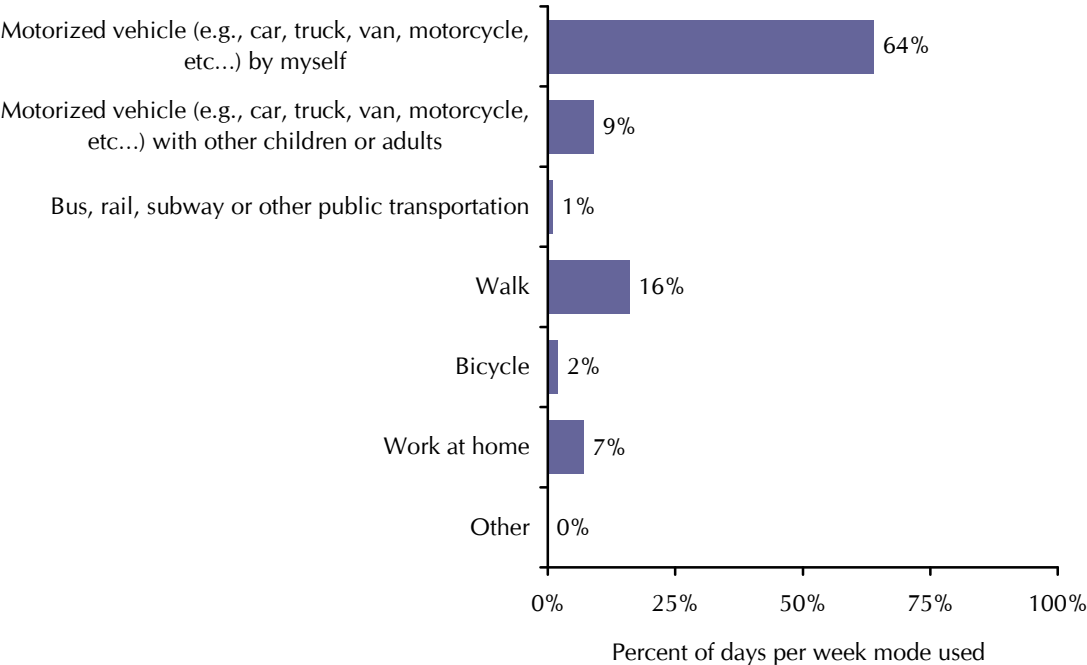


FIGURE 11: DRIVE ALONE BENCHMARKS

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

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 Petoskey 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 35% of respondents, while the variety of housing options was rated as “excellent” or “good” by 48% of respondents. The rating of perceived affordable housing availability was similar in the City of Petoskey than the ratings, on average, in comparison jurisdictions.

FIGURE 12: RATINGS OF HOUSING IN COMMUNITY

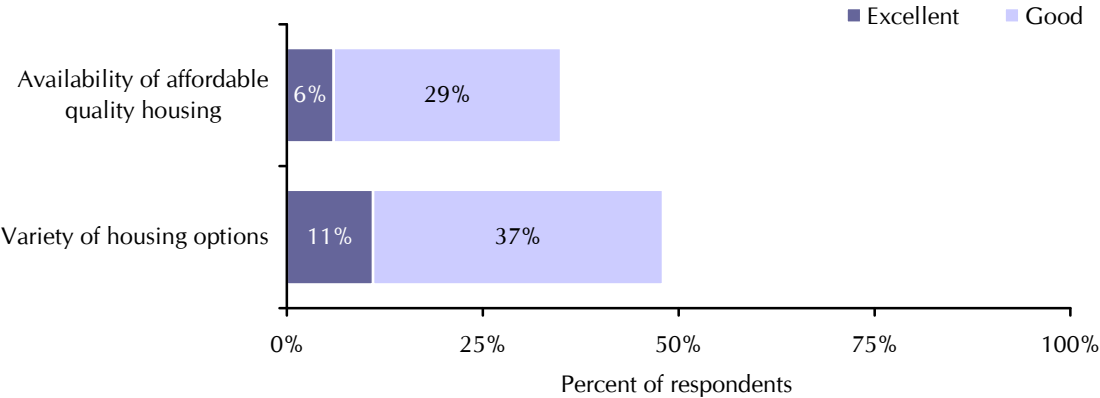


FIGURE 13: HOUSING CHARACTERISTICS BENCHMARKS

	Comparison to benchmark
Availability of affordable quality housing	Similar
Variety of housing options	Below

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

FIGURE 14: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE"

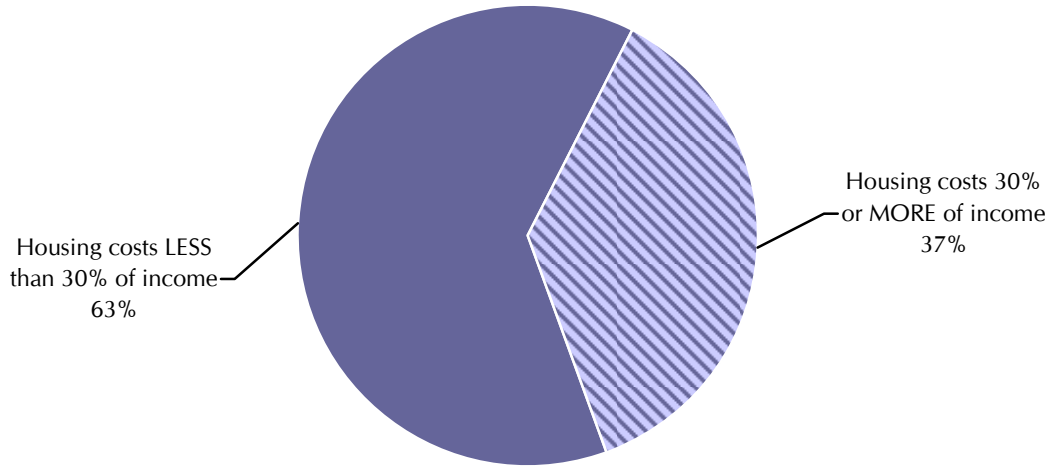


FIGURE 15: HOUSING COSTS BENCHMARKS

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

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 Petoskey 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 Petoskey was rated as “excellent” by 8% of respondents and as “good” by an additional 32%. The overall appearance of Petoskey was rated as “excellent” or “good” by 77% 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 Petoskey, 8% thought they were a “major” problem.

FIGURE 16: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT"

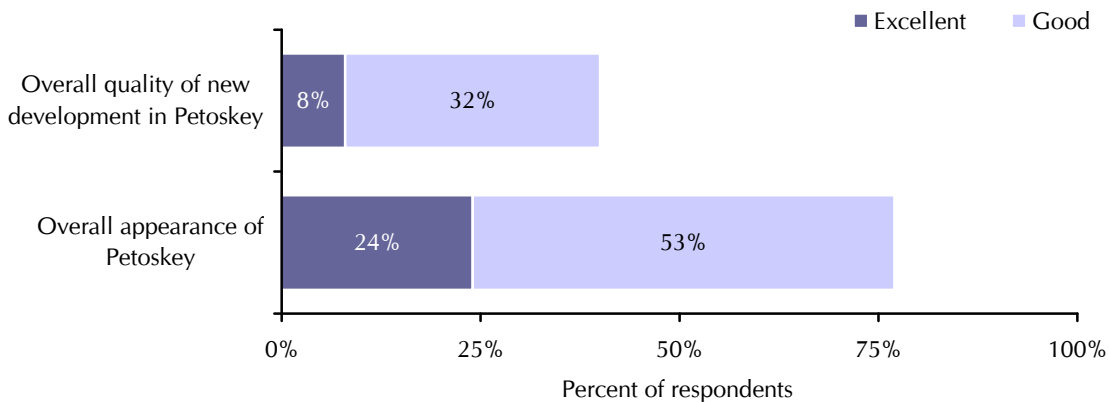


FIGURE 17: BUILT ENVIRONMENT BENCHMARKS

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

FIGURE 18: RATINGS OF POPULATION GROWTH

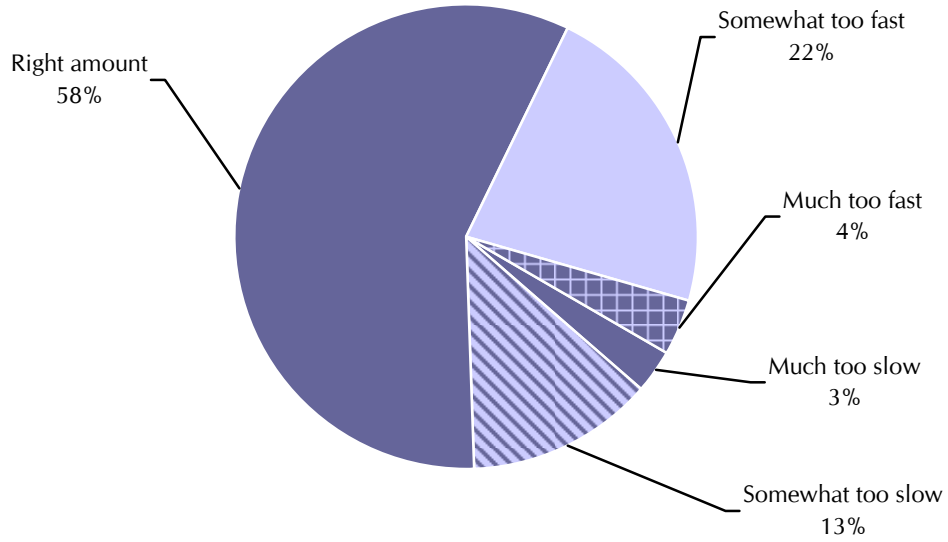


FIGURE 19: POPULATION GROWTH BENCHMARKS

Comparison to benchmark	
Population growth seen as too fast	Much less

FIGURE 20: RATINGS OF NUISANCE PROBLEMS

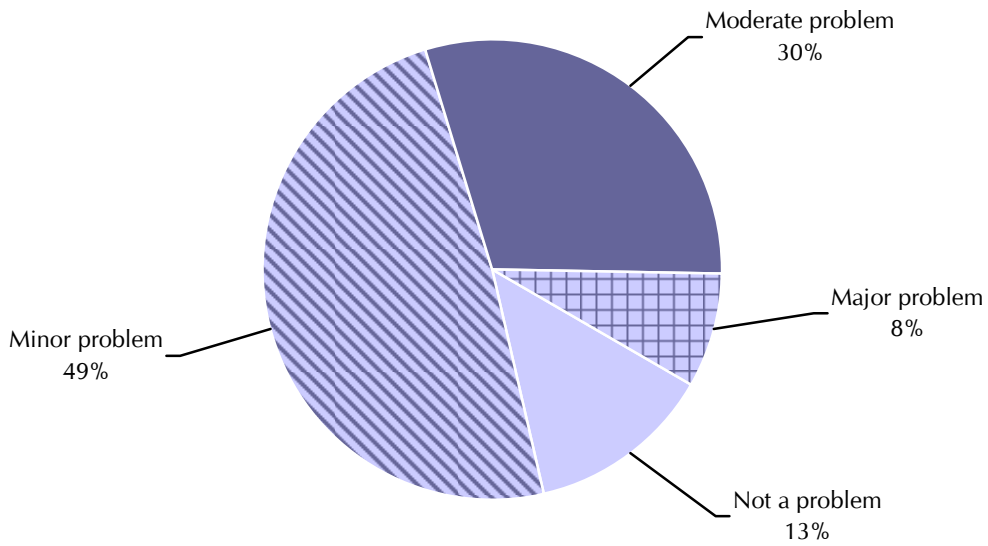


FIGURE 21: NUISANCE PROBLEMS BENCHMARKS

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

FIGURE 22: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES

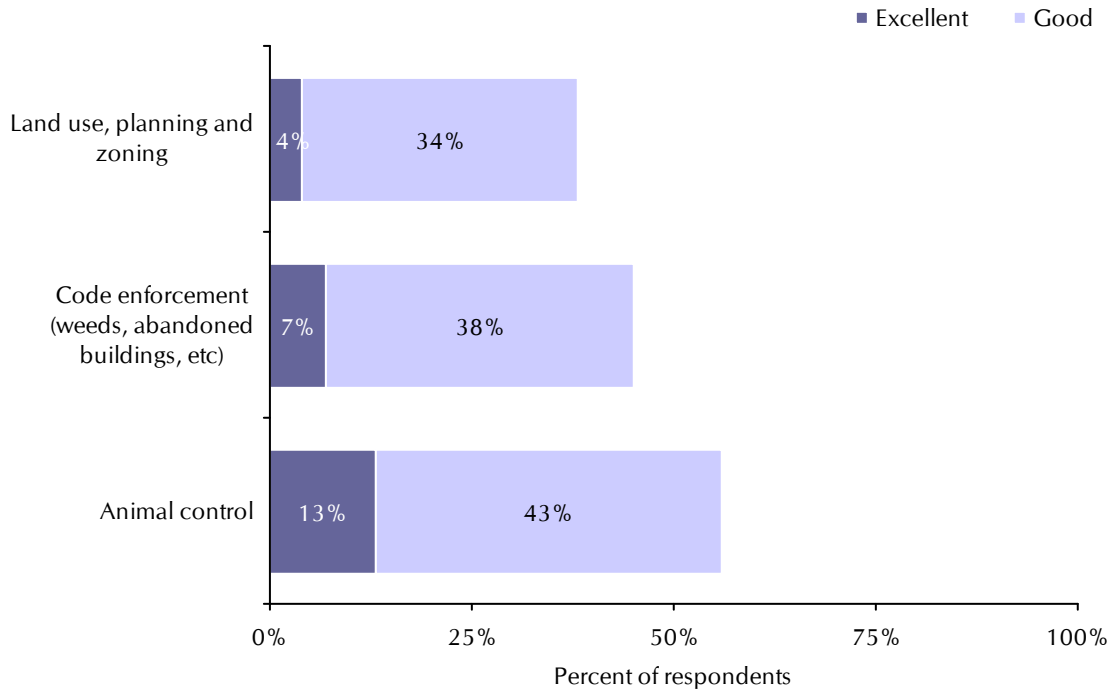


FIGURE 23: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

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

ECONOMIC SUSTAINABILITY

The 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 and shopping opportunities. Receiving the lowest rating was employment opportunities.

FIGURE 24: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES

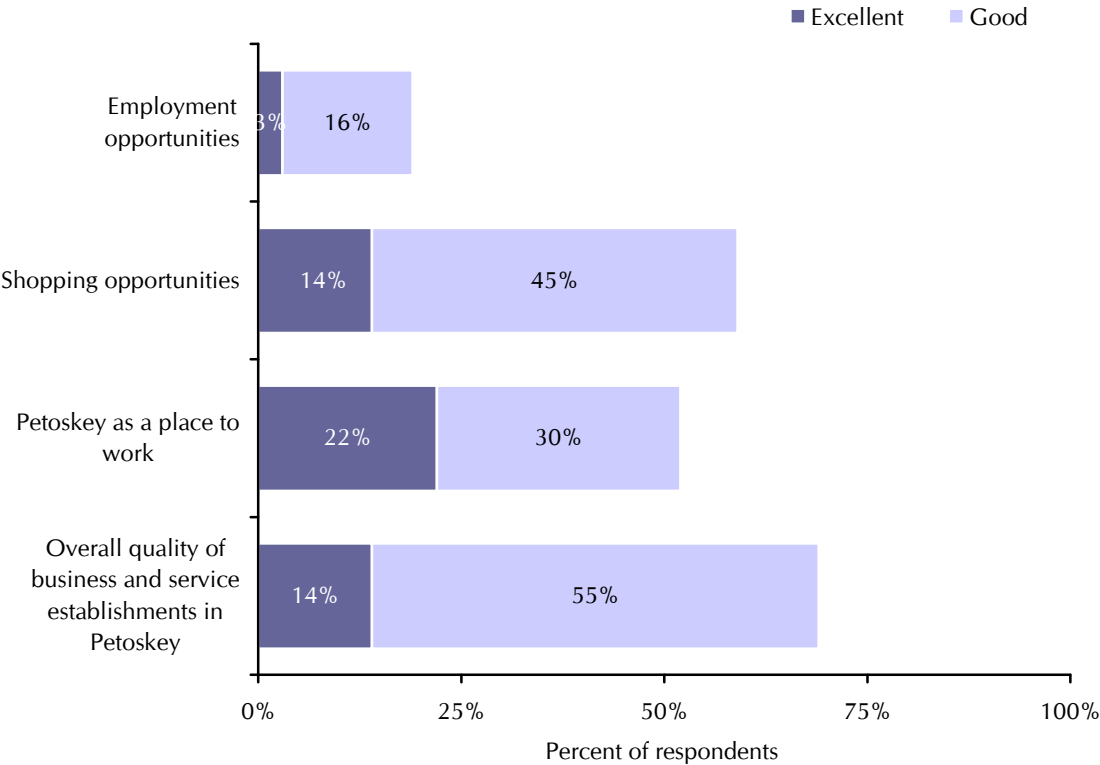


FIGURE 25: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Employment opportunities	Much below
Shopping opportunities	Much above
Petoskey as a place to work	Similar
Overall quality of business and service establishments in Petoskey	Above

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

Residents were asked to evaluate the speed of jobs growth and retail growth on scale from “much too slow” to “much too fast.” When asked about the rate of job growth in Petoskey, 93% responded that it was “too slow,” while 36% reported retail growth as “too slow.” About the same number of residents in Petoskey compared to other jurisdictions believed that retail growth was too slow and more residents believed that job growth was too slow.

FIGURE 26: RATINGS OF RETAIL AND JOBS GROWTH

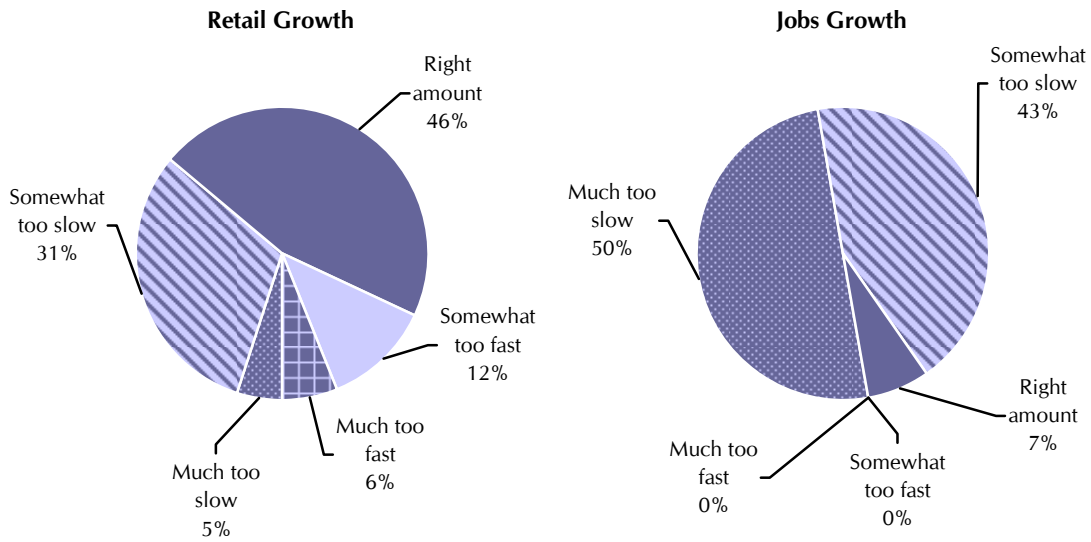


FIGURE 27: RETAIL AND JOBS GROWTH BENCHMARKS

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

FIGURE 28: RATINGS OF ECONOMIC DEVELOPMENT SERVICES

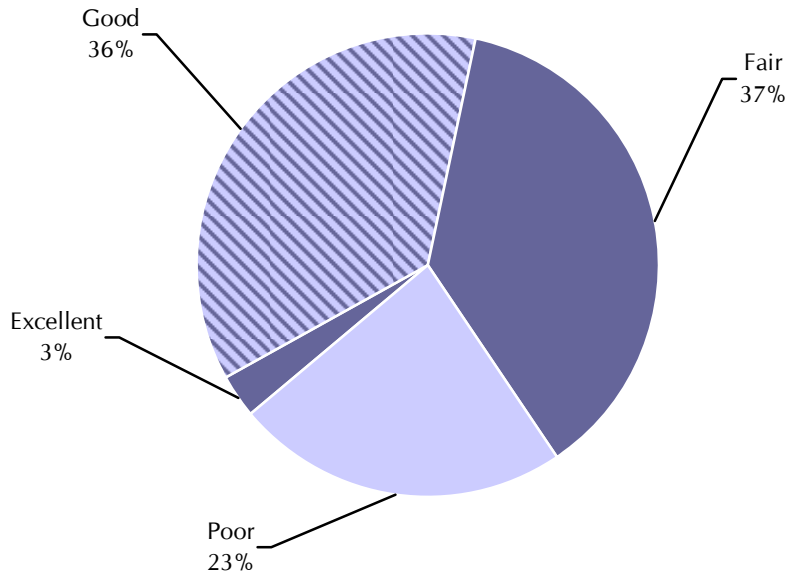


FIGURE 29: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

Comparison to benchmark	
Economic development	Below

Residents were asked to reflect on their economic prospects in the near term. Seventeen percent of the City of Petoskey residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family, while 44% felt that the economic future would be “somewhat” or “very” negative. The percent of residents with an optimistic outlook on their household income was similar to comparison jurisdictions.

FIGURE 30: RATINGS OF PERSONAL ECONOMIC FUTURE

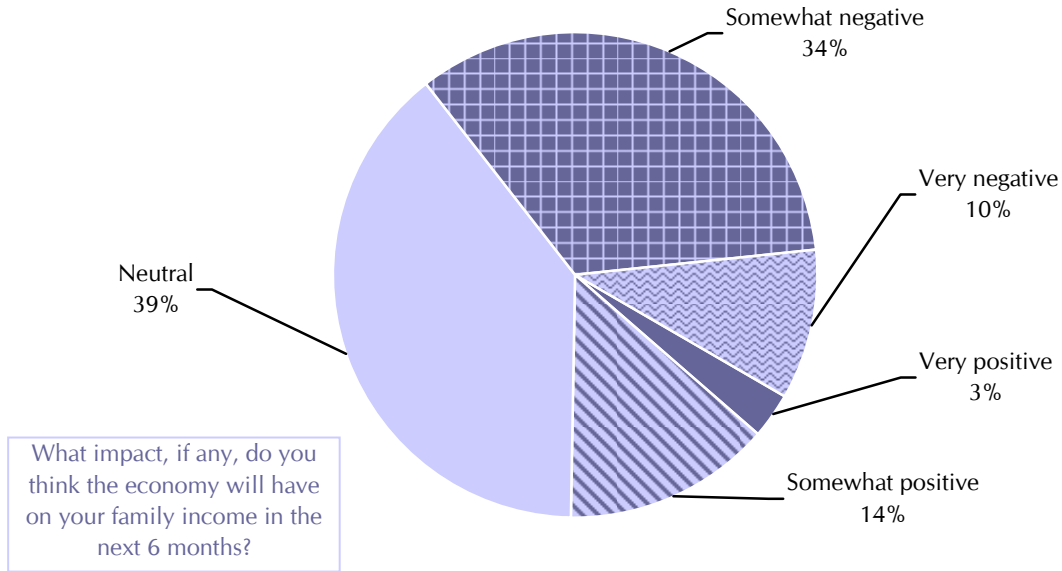


FIGURE 31: PERSONAL ECONOMIC FUTURE BENCHMARKS

	Comparison to benchmark
Positive impact of economy on household income	Similar

PUBLIC SAFETY

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

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Almost all gave positive ratings of safety in the City of Petoskey. About 85% percent of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 75% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety.

FIGURE 32: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY

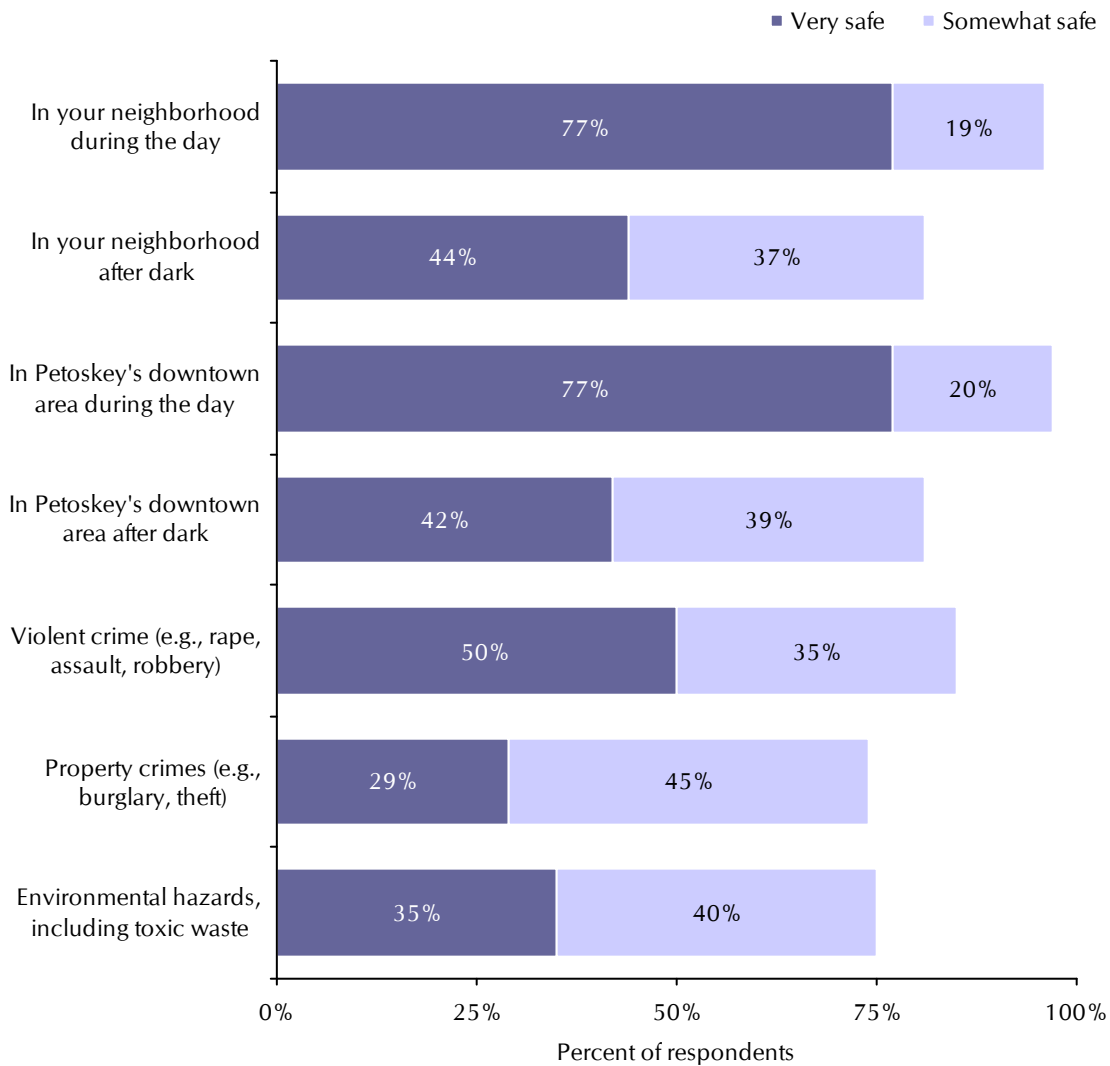


FIGURE 33: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

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

As assessed by the survey, 9% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 79% had reported it to police. Compared to other jurisdictions fewer Petoskey residents had been victims of crime in the 12 months preceding the survey and more Petoskey residents had reported their most recent crime victimization to the police.

FIGURE 34: CRIME VICTIMIZATION AND REPORTING

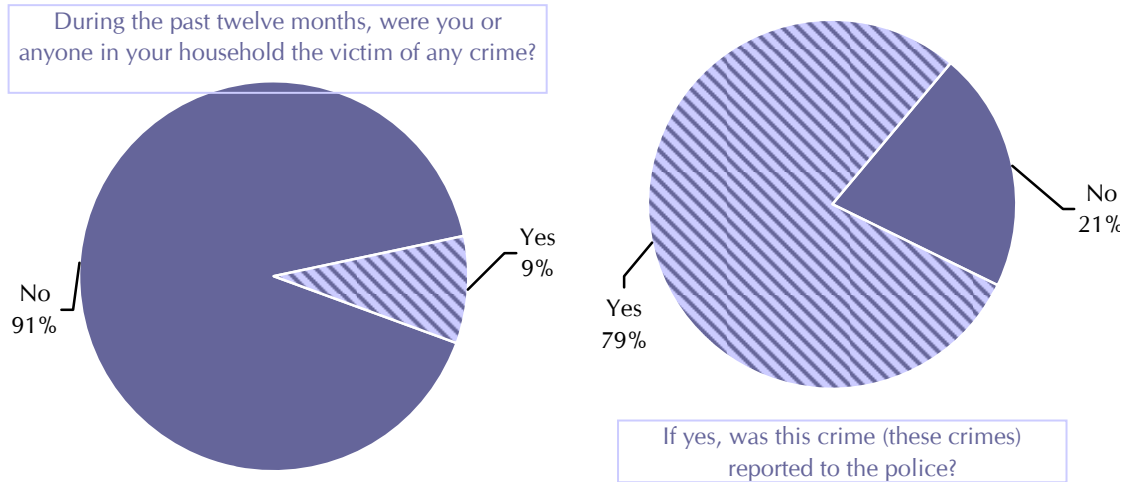


FIGURE 35: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	Comparison to benchmark
Victim of crime	Less
Reported crimes	More

Residents rated eight City public safety services; of these, one was rated much above the benchmark comparison, six were rated similar to the benchmark comparison and one was rated much below the benchmark comparison. Ambulance or emergency medical services and fire services received the highest ratings, while emergency preparedness received the lowest ratings.

FIGURE 36: RATINGS OF PUBLIC SAFETY SERVICES

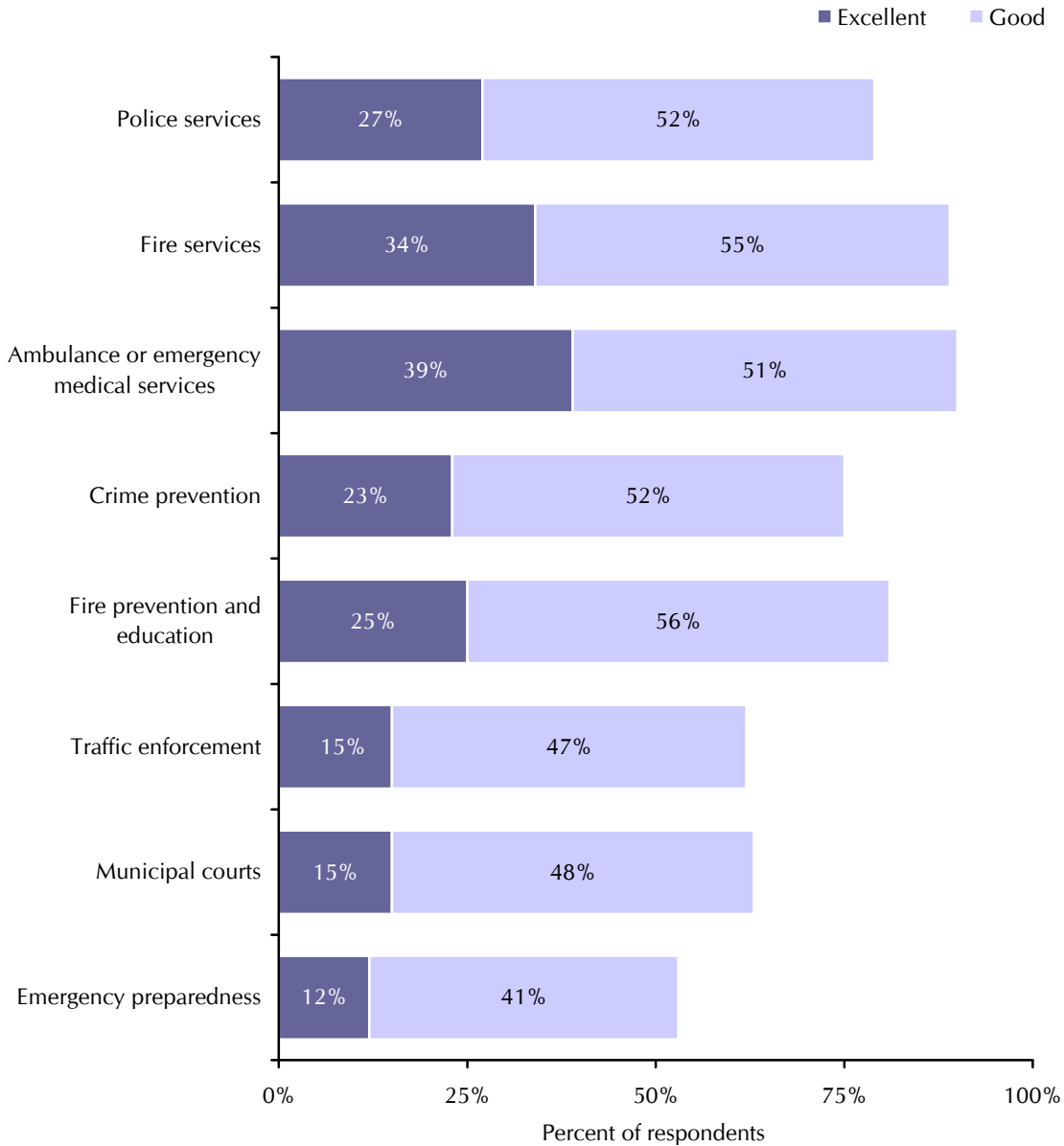


FIGURE 37: PUBLIC SAFETY SERVICES BENCHMARKS

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

ENVIRONMENTAL SUSTAINABILITY

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

Residents of the City of Petoskey were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as “excellent” or “good” by 82% of survey respondents. Air quality received the highest rating, and it was much above the benchmark.

FIGURE 38: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT

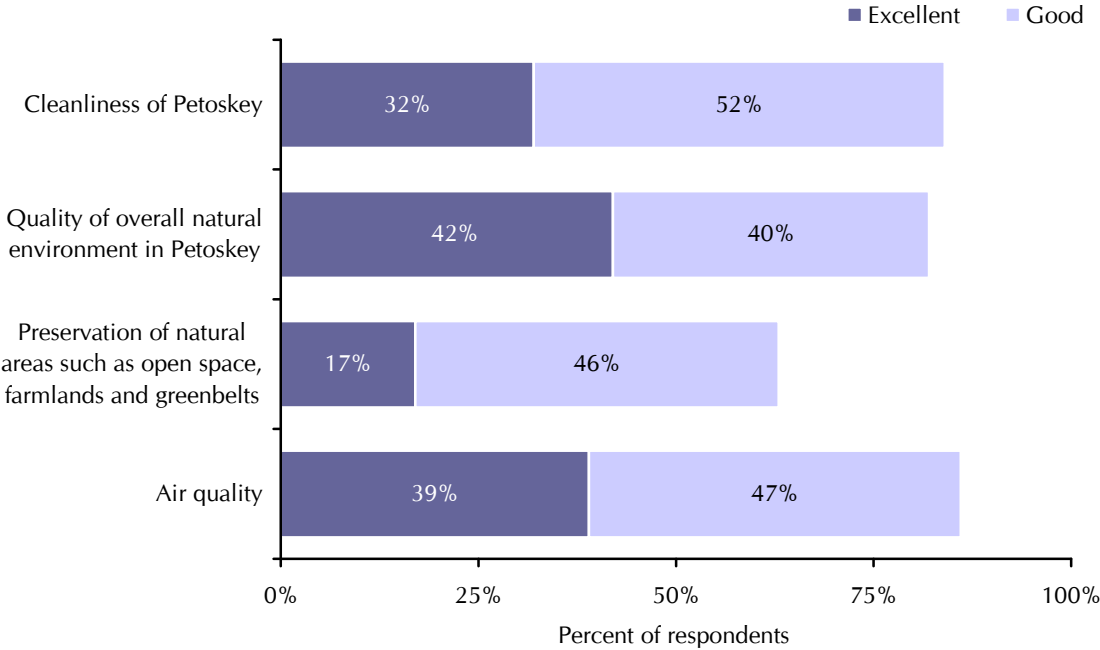


FIGURE 39: COMMUNITY ENVIRONMENT BENCHMARKS

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

Resident recycling was greater than recycling reported in comparison communities.

FIGURE 40: FREQUENCY OF RECYCLING IN LAST 12 MONTHS

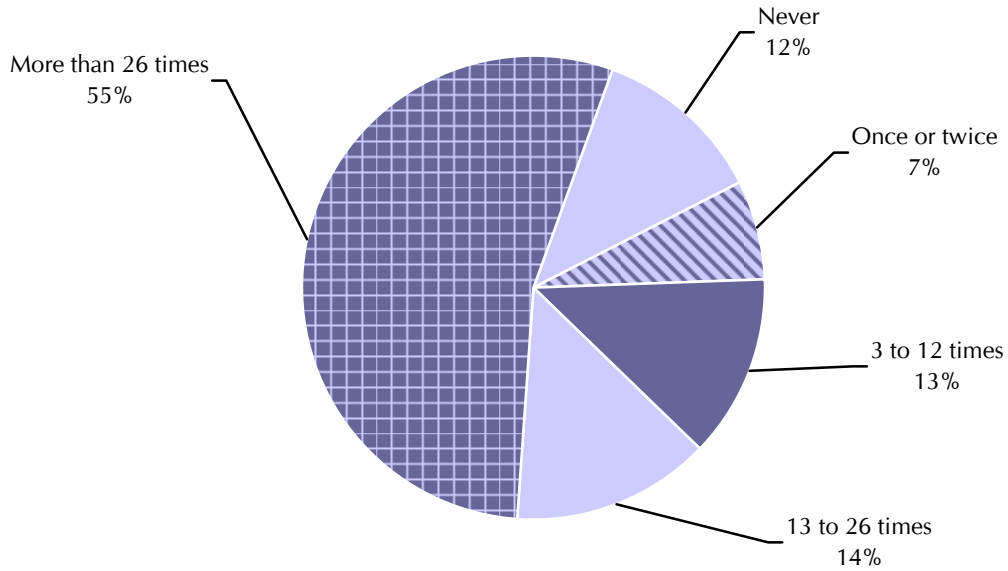


FIGURE 41: FREQUENCY OF RECYCLING BENCHMARKS

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

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

FIGURE 42: RATINGS OF UTILITY SERVICES

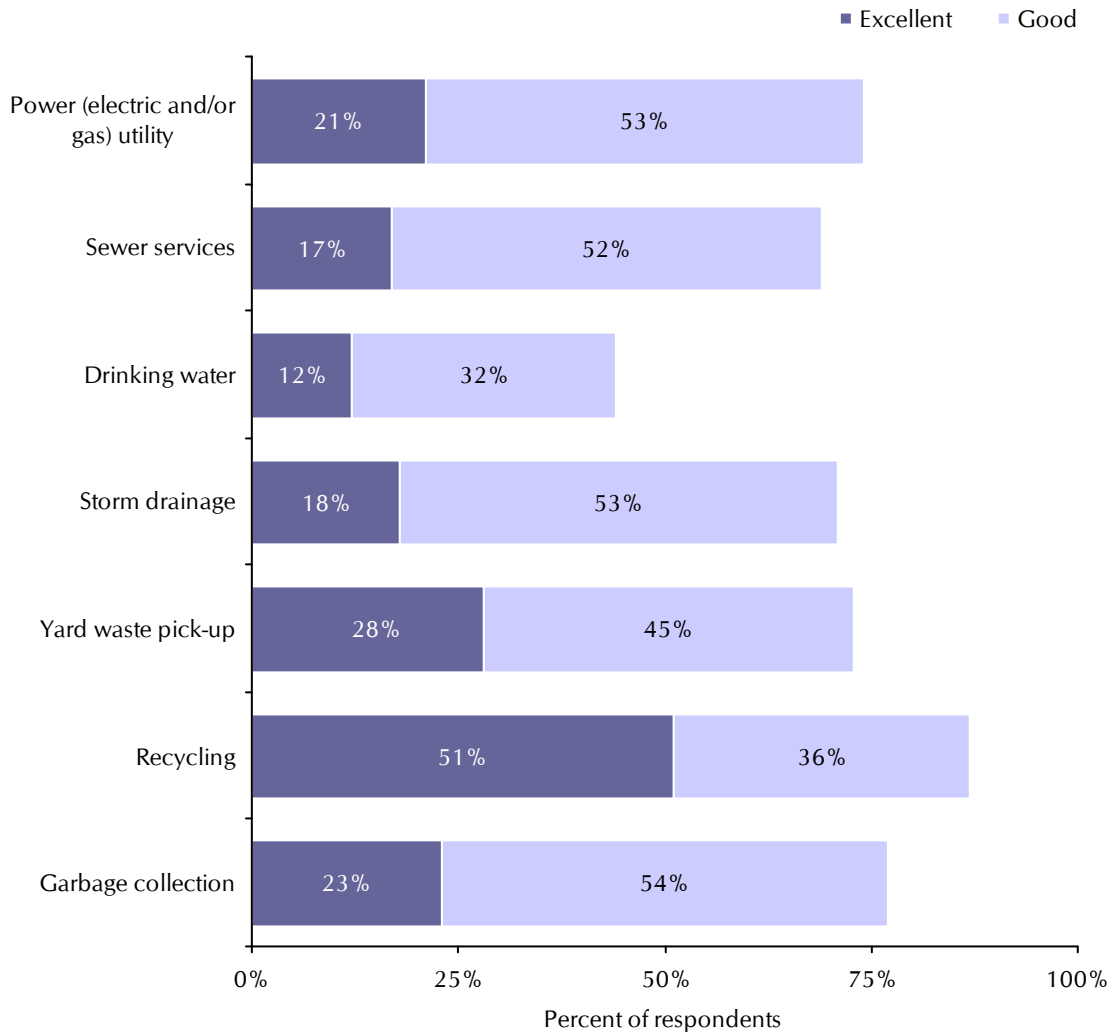


FIGURE 43: UTILITY SERVICES BENCHMARKS

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

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 Petoskey were rated positively as were services related to parks and recreation. City parks received the highest rating and were much above the national benchmark.

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

FIGURE 44: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES

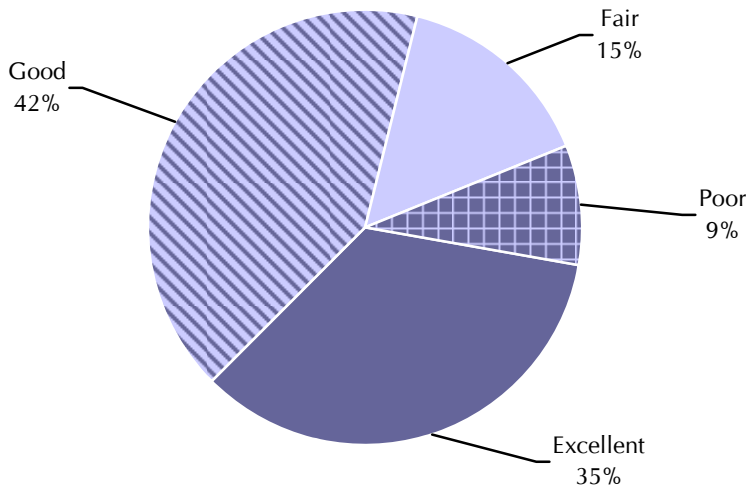


FIGURE 45: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

Comparison to benchmark	
Recreation opportunities	Much above

FIGURE 46: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES

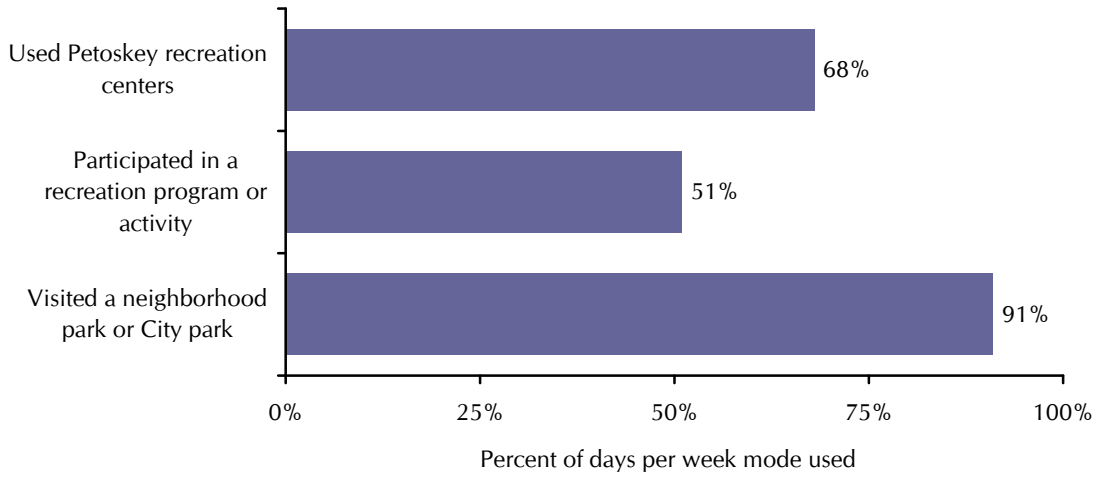


FIGURE 47: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Petoskey recreation centers	Much more
Participated in a recreation program or activity	More
Visited a neighborhood park or City park	More

FIGURE 48: RATINGS OF PARKS AND RECREATION SERVICES

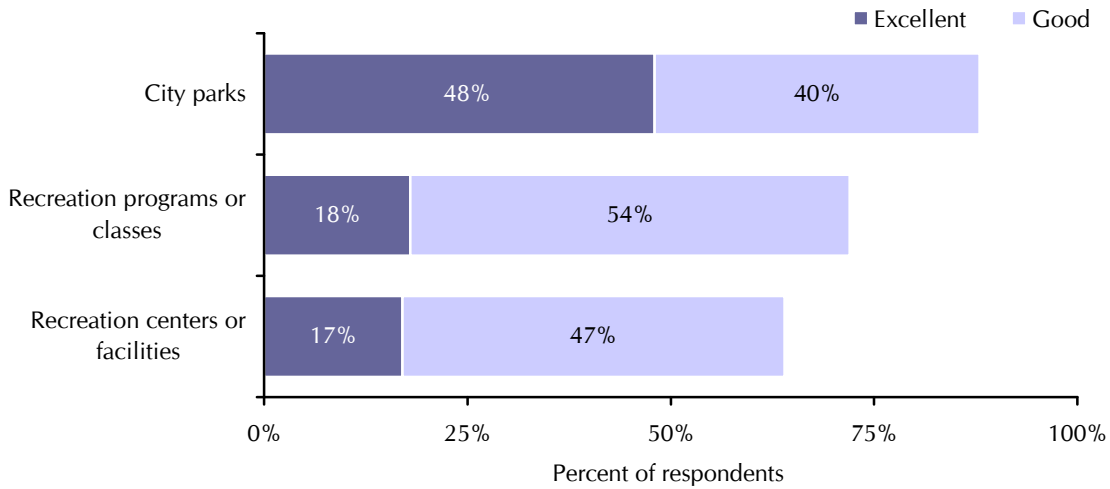


FIGURE 49: PARKS AND RECREATION SERVICES BENCHMARKS

	Comparison to benchmark
City parks	Much above
Recreation programs or classes	Similar
Recreation centers or facilities	Below

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 60% of respondents. Educational opportunities were rated as “excellent” or “good” by 68% of respondents. Compared to the benchmark data, educational opportunities were similar to the average of comparison jurisdictions, while cultural activity opportunities were rated much above the benchmark comparison.

About 74% of Petoskey 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 50: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES

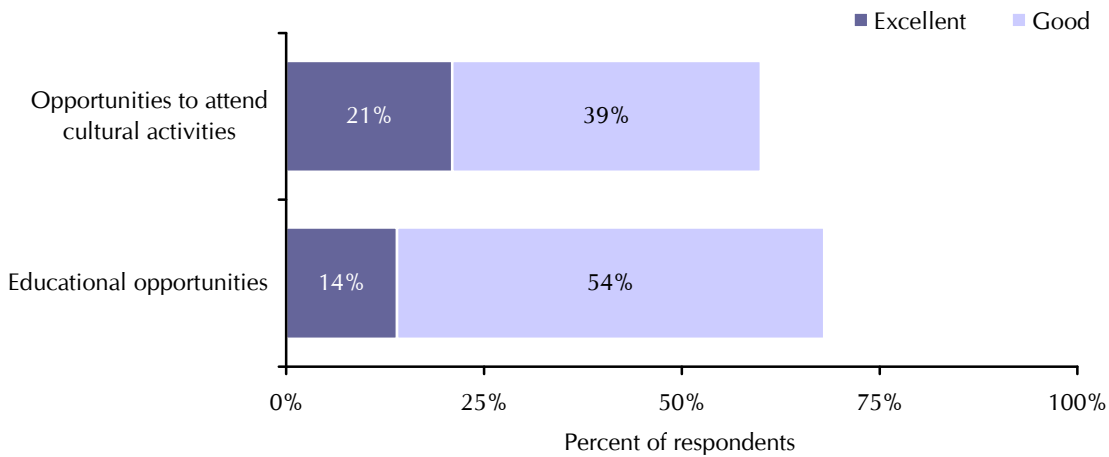


FIGURE 51: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to attend cultural activities	Much above
Educational opportunities	Similar

FIGURE 52: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES

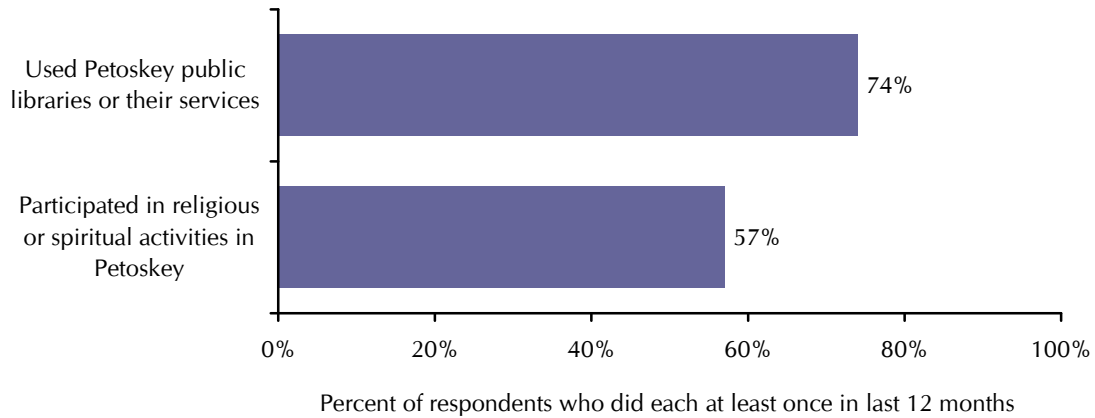


FIGURE 53: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

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

FIGURE 54: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES

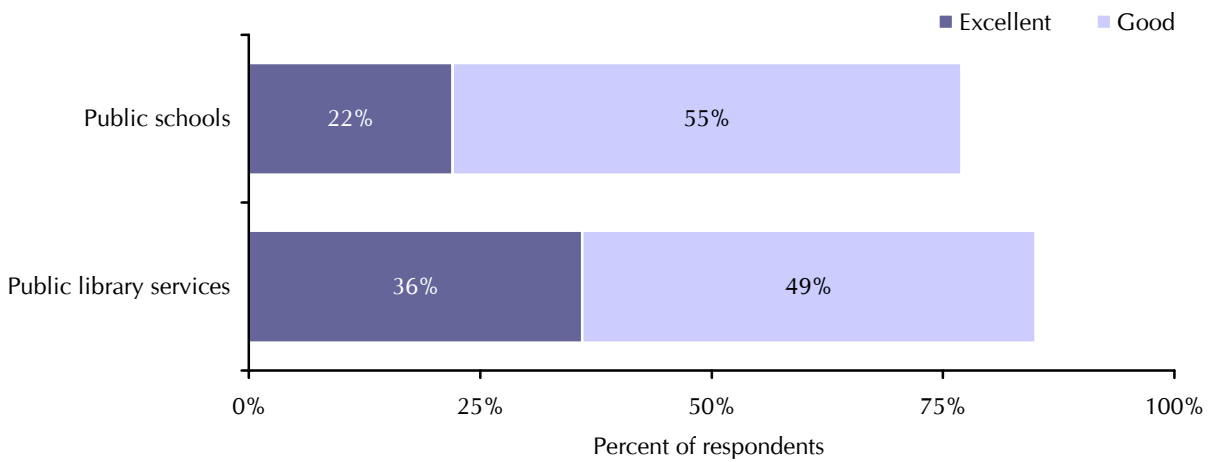


FIGURE 55: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public schools	Much above
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 Petoskey were asked to rate the community’s health services as well as the availability of health care, high quality affordable food and preventive health care services. The availability of affordable quality food was rated most positively for the City of Petoskey, while the availability for affordable quality health care was rated less favorably by residents.

Among Petoskey residents, 18% rated affordable quality health care as “excellent” while 40% rated it as “good.” Those ratings were above the ratings of comparison communities.

FIGURE 56: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES

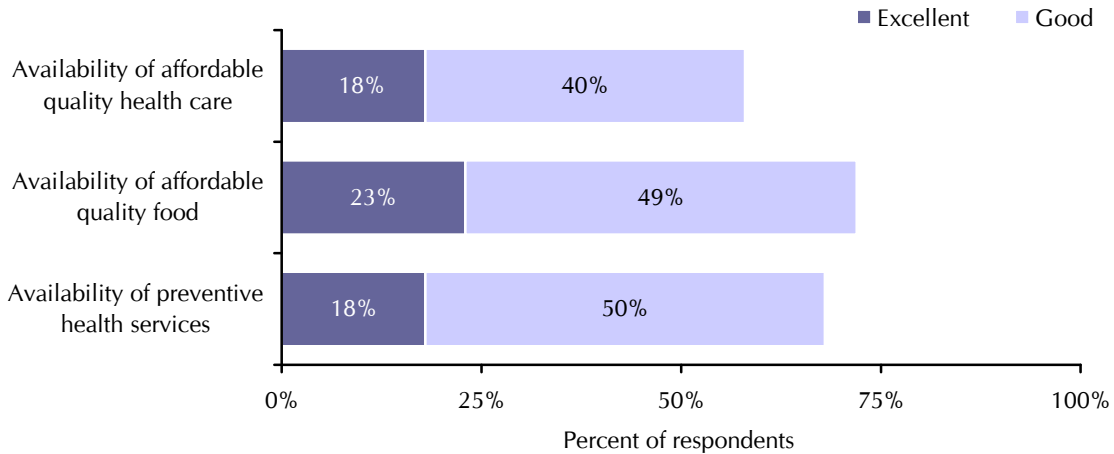


FIGURE 57: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

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

FIGURE 58: RATINGS OF HEALTH AND WELLNESS SERVICES

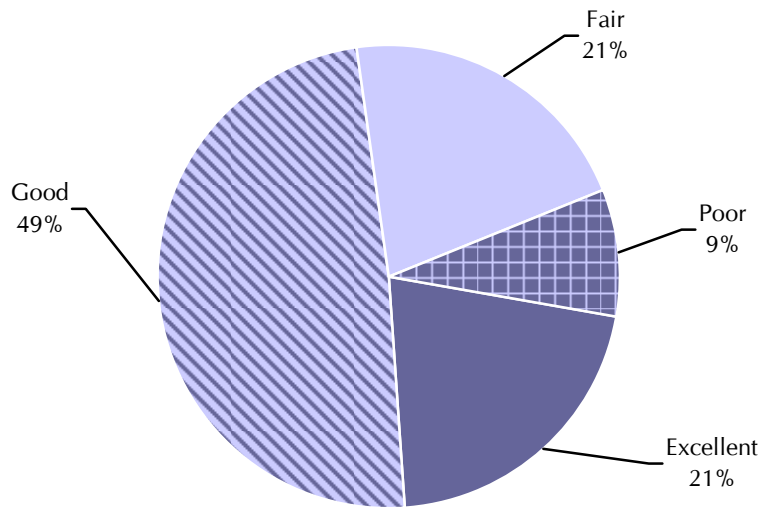


FIGURE 59: HEALTH AND WELLNESS SERVICES BENCHMARKS

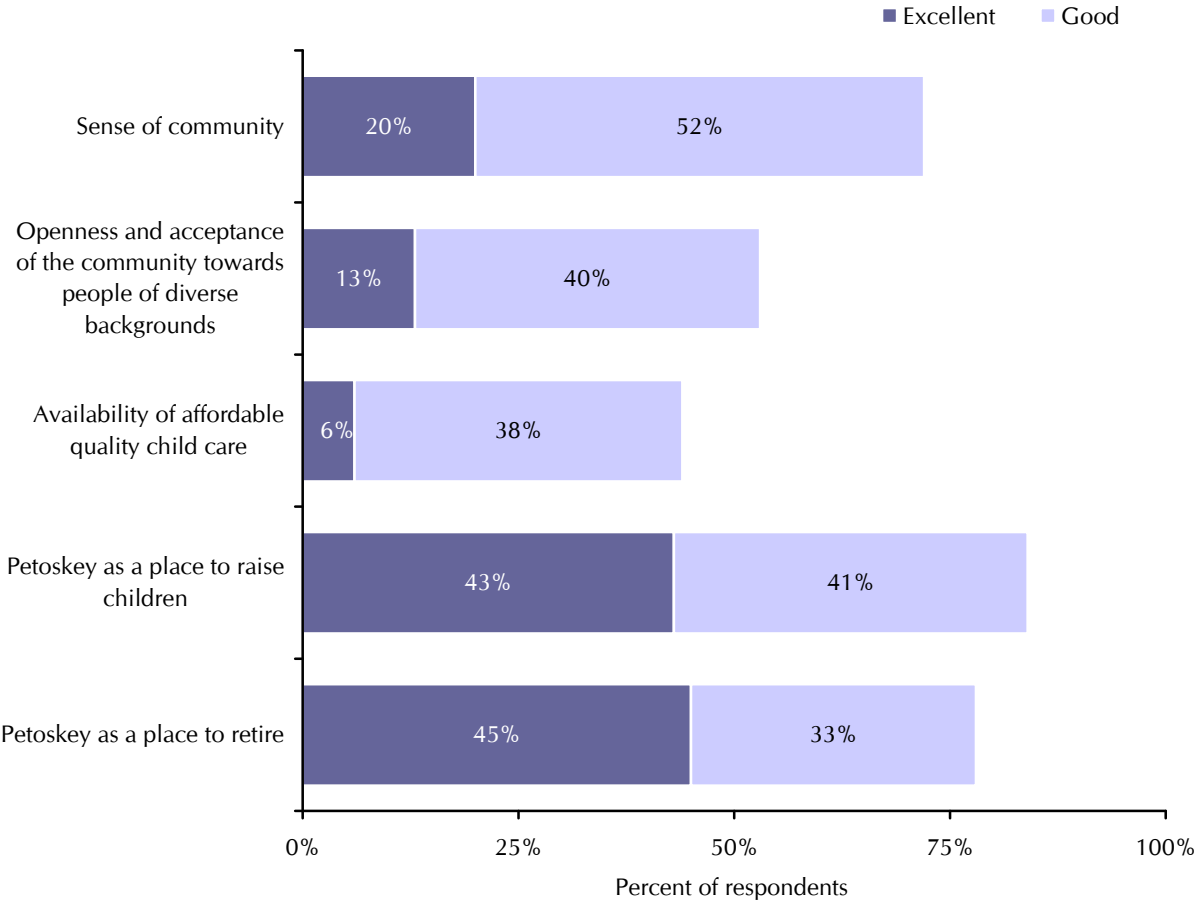


COMMUNITY INCLUSIVENESS

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 Petoskey 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 Petoskey 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.” A majority of survey respondents felt the City of Petoskey 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 60: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS



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

FIGURE 61: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

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

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 44% to 79% with ratings of “excellent” or “good.” Services to seniors and to youth were above the benchmark while services to low-income people were the same.

FIGURE 62: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS

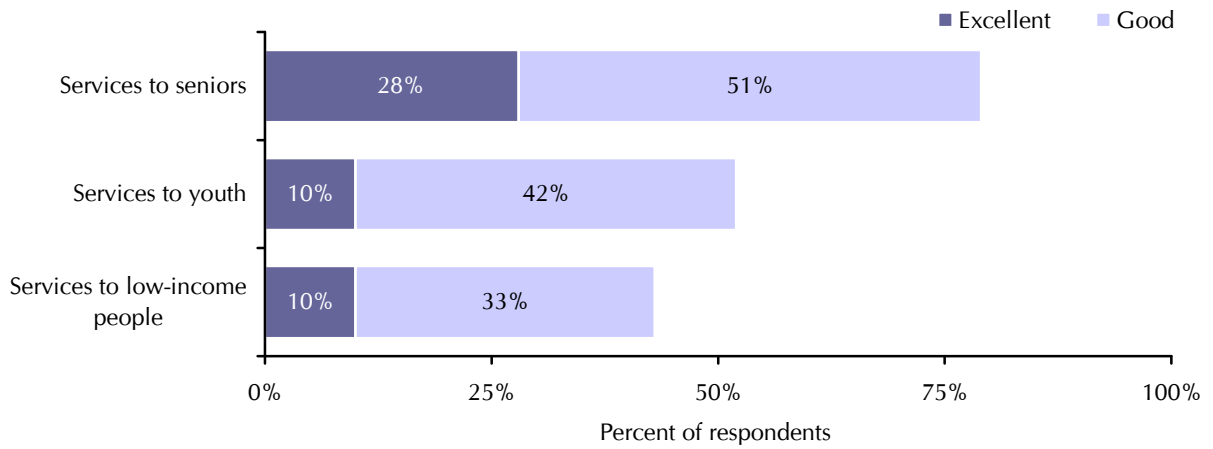


FIGURE 63: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

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

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 Petoskey. Survey participants rated the volunteer opportunities in the City of Petoskey favorably. Opportunities to attend or participate in community matters were rated less favorably.

The rating for opportunities to participate in community matters was similar to the benchmark while the rating for opportunities to volunteer was much above.

FIGURE 64: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES

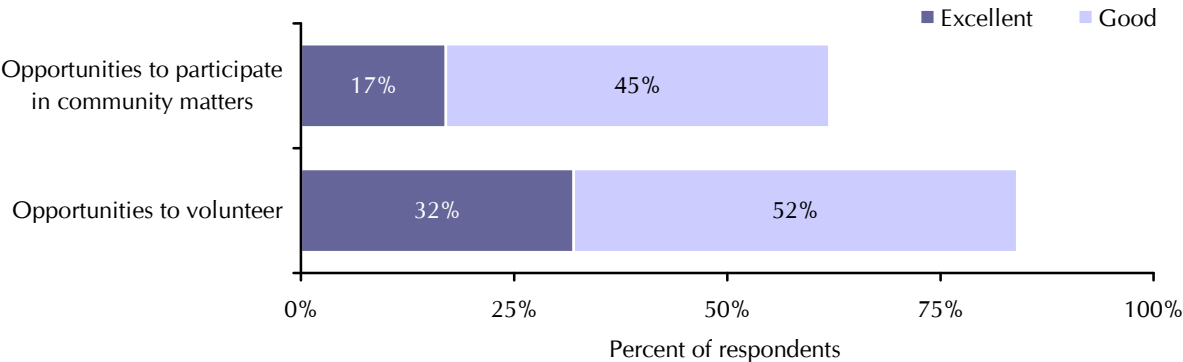


FIGURE 65: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

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

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

FIGURE 66: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES

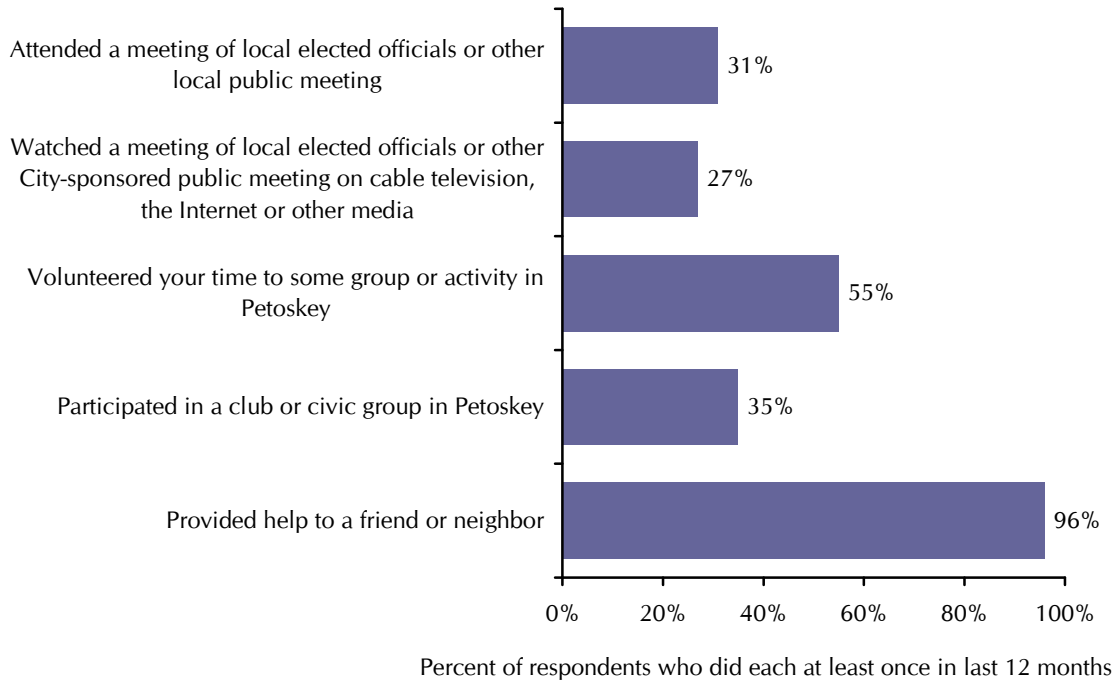


FIGURE 67: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

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

City of Petoskey residents showed the largest amount of civic engagement in the area of electoral participation. Eighty-eight percent reported they were registered to vote and 77% indicated they had voted in the last general election. This rate of self-reported voting was about the same as that of comparison communities.

FIGURE 68: REPORTED VOTING BEHAVIOR

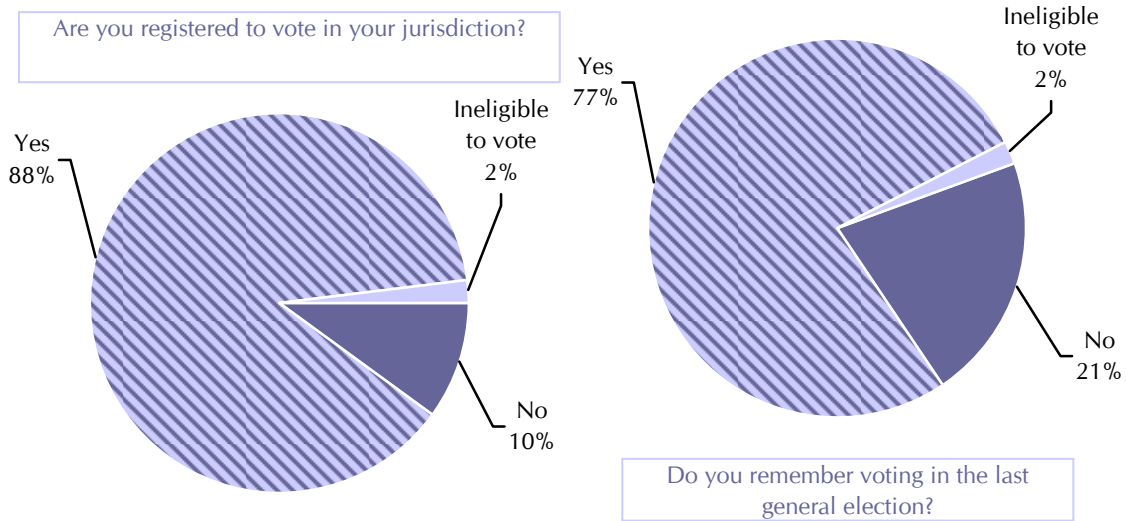


FIGURE 69: VOTING BEHAVIOR BENCHMARKS

	Comparison to benchmark
Registered to vote	More
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 Petoskey Web site in the previous 12 months, 47% reported they had done so at least once. Public information services were rated similarly compared to benchmark data.

FIGURE 70: USE OF INFORMATION SOURCES

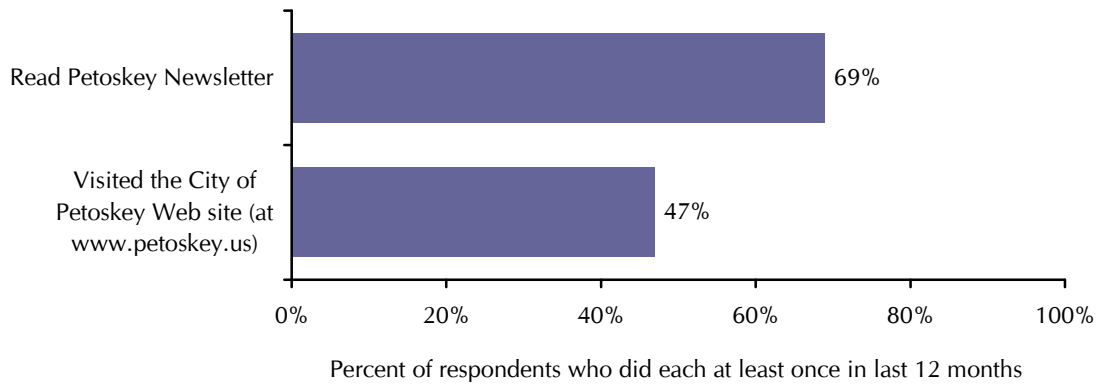


FIGURE 71: USE OF INFORMATION SOURCES BENCHMARKS

	Comparison to benchmark
Read Petoskey Newsletter	Much less
Visited the City of Petoskey Web site	Much less

FIGURE 72: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION

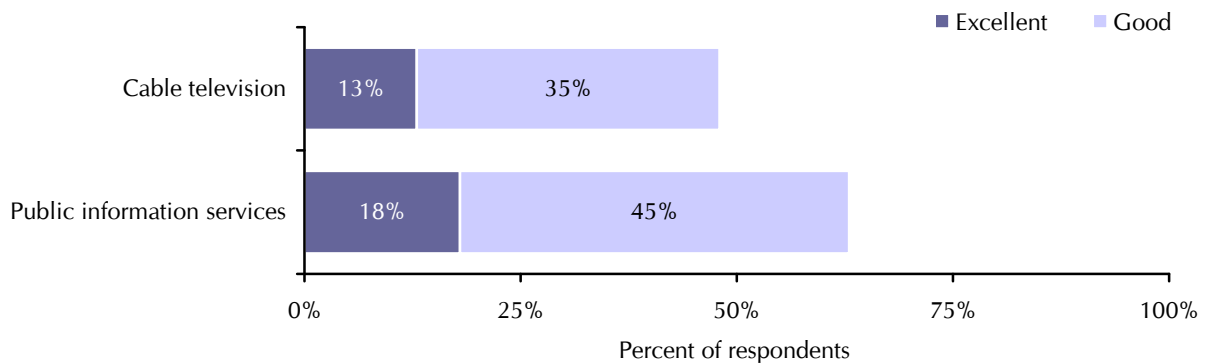


FIGURE 73: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	Comparison to benchmark
Cable television	Similar
Public information services	Similar

Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 71% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.”

FIGURE 74: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES

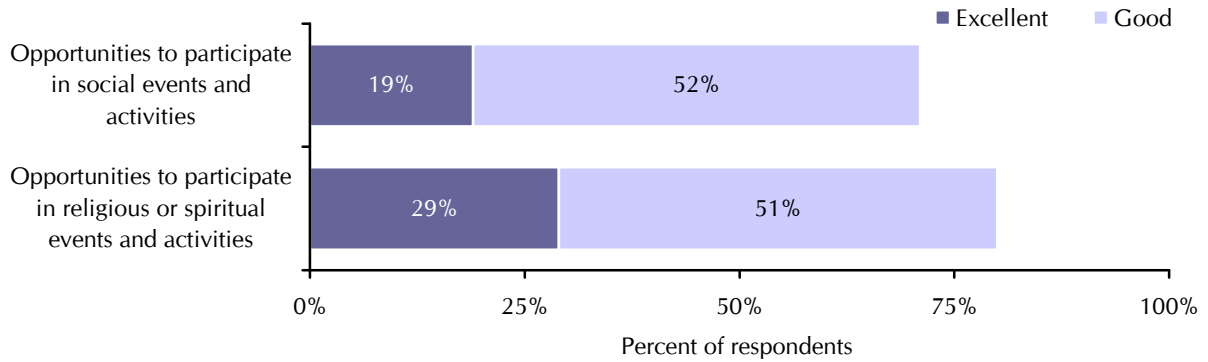


FIGURE 75: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

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

Residents in Petoskey reported a strong amount of neighborliness. More than 57% indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was much more than the amount of contact reported in other communities.

About how often, if at all, do you talk to or visit with your immediate neighbors?

FIGURE 76: CONTACT WITH IMMEDIATE NEIGHBORS

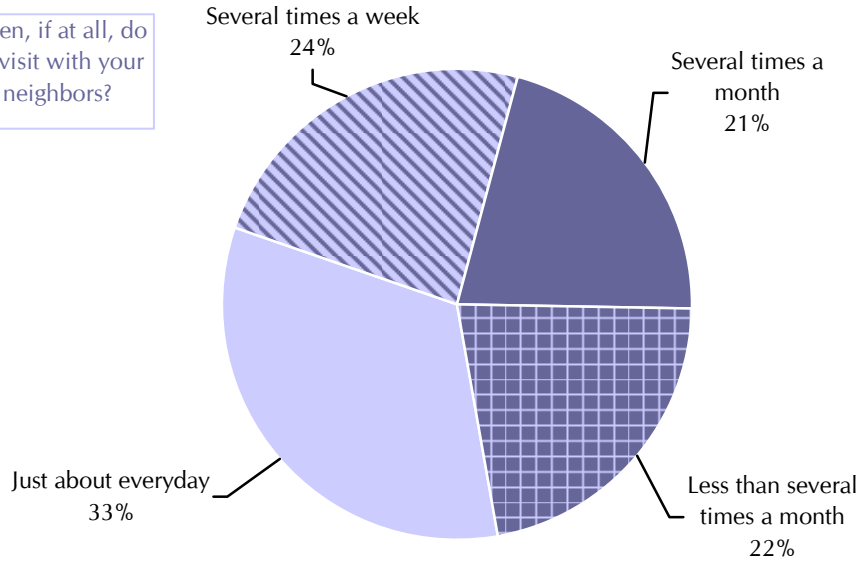


FIGURE 77: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

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

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 Petoskey 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 Petoskey 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 Petoskey 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 Petoskey does at welcoming citizen involvement, 52% rated it as "excellent" or "good." Of these four ratings, two were above the benchmark, two were similar to the benchmark and none were below the benchmark.

FIGURE 78: PUBLIC TRUST RATINGS

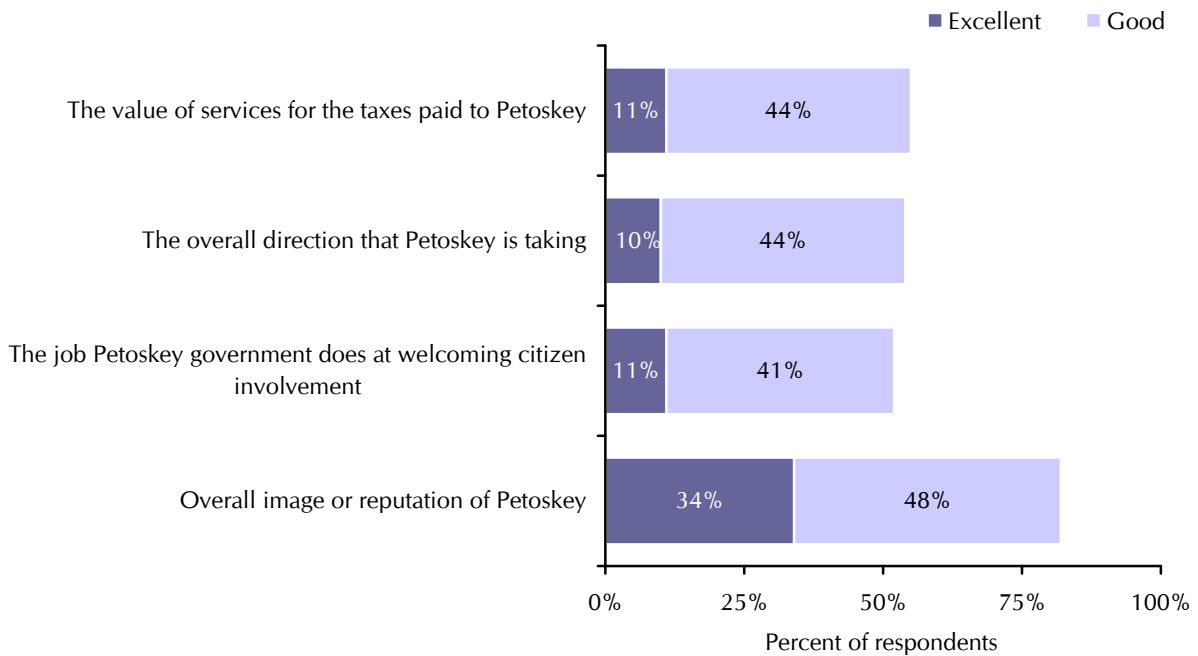


FIGURE 79: PUBLIC TRUST BENCHMARKS

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

On average, residents of the City of Petoskey gave the highest evaluations to their own local government and the lowest average rating to the state government. The overall quality of services delivered by the City of Petoskey was rated as “excellent” or “good” by 77% of survey participants. The City of Petoskey’s rating was above the benchmark when compared to other communities.

FIGURE 80: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS

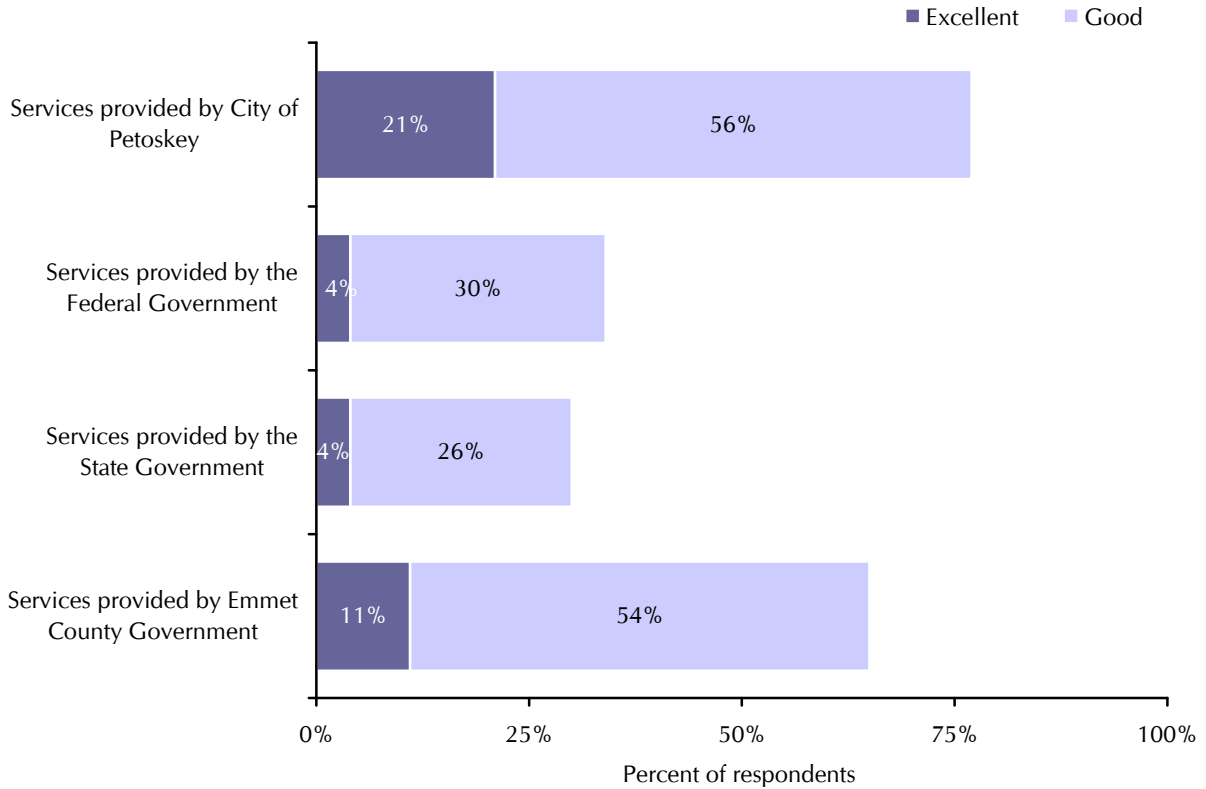


FIGURE 81: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	Comparison to benchmark
Services provided by the City of Petoskey	Above
Services provided by the Federal Government	Below
Services provided by the State Government	Much below
Services provided by Emmet County Government	Much above

City of Petoskey Employees

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

Those completing the survey were asked if they had been in contact with a City employee either in-person or over the phone in the last 12 months; the 70% who reported that they had been in contact (a percent that is above 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; 76% of respondents rated their overall impression as "excellent" or "good."

FIGURE 82: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS

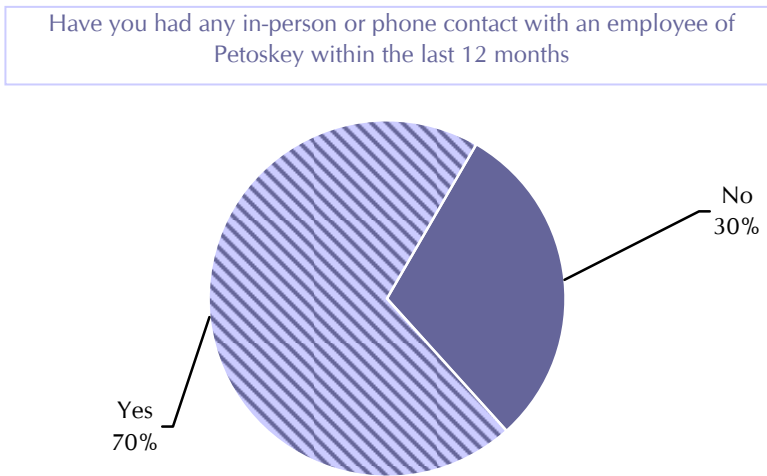


FIGURE 83: CONTACT WITH CITY EMPLOYEES BENCHMARKS

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

FIGURE 84: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT)

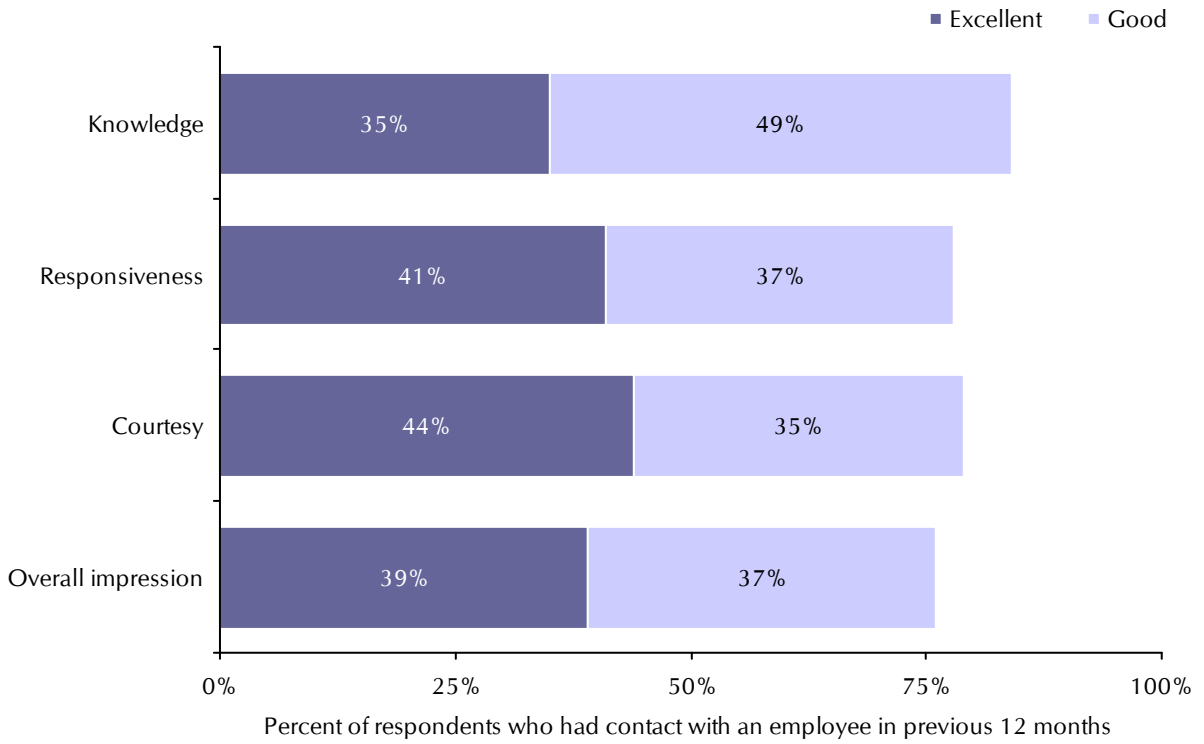


FIGURE 85: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	Comparison to benchmark
Knowledge	Above
Responsiveness	Above
Courteousness	Above
Overall impression	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 Petoskey by examining the relationships between ratings of each service and ratings of the City of Petoskey'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 Petoskey 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 Petoskey Key Driver Analysis were:

- Police services
- Sewer services
- Recycling
- Economic development

CITY OF PETOSKEY ACTION CHART™

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

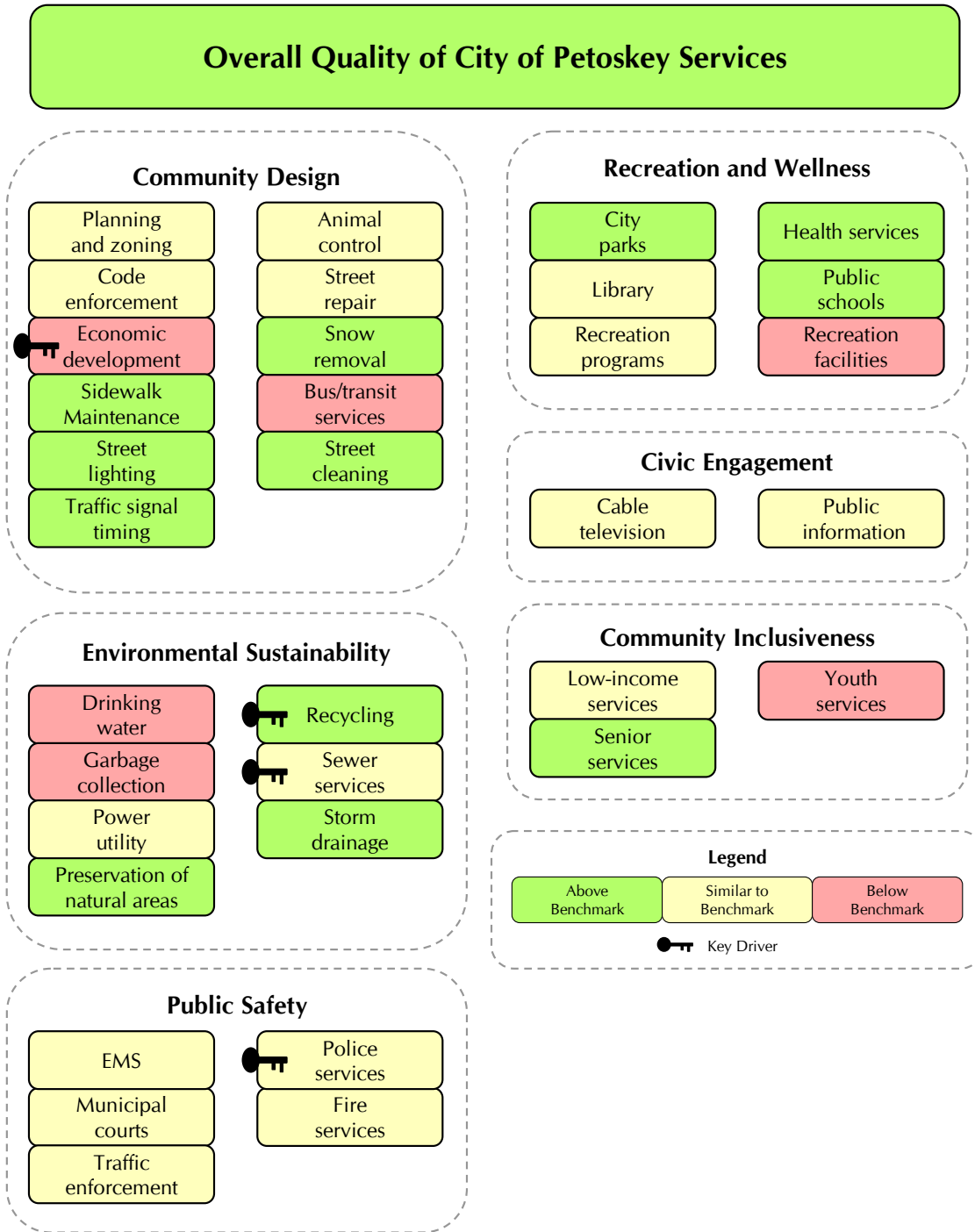
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services.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

Thirty-four services were included in the KDA for the City of Petoskey. Of these, 12 were above the benchmark, six were below the benchmark and 16 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 Petoskey, economic development was below the benchmark and police and sewer services were similar to the benchmark. More detail about interpreting results can be found in the next section.

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

FIGURE 86: CITY OF PETOSKEY ACTION CHART



Using Your Action Chart™

The key drivers derived for the City of Petoskey 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 Petoskey, 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 Petoskey, 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 Petoskey 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 Petoskey 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 87: KEY DRIVERS COMPARED

Service	City of Petoskey Key Driver	National Key Driver	Core Service
• Police services	✓	✓	✓
Fire services			✓
Ambulance and emergency medical services			✓
◦Municipal courts			
◦Traffic enforcement			
Street repair			✓
◦Street cleaning			
◦Street lighting			
◦Snow removal			
◦Sidewalk maintenance			
◦Traffic signal timing			
◦Bus or transit services			
Garbage collection			✓
Recycling	✓		
Storm drainage			✓
Drinking water			✓
• Sewer services	✓		✓
◦Power (electric and/or gas) utility			
◦City parks			
◦Recreation programs or classes			
Recreation centers or facilities			
Land use planning and zoning		✓	
Code enforcement			✓
◦Animal control			
• Economic development	✓	✓	
◦Health services			
◦Services to seniors			
◦Services to youth			
◦Services to low income residents			
◦Public library			
Public information services		✓	
Public schools		✓	
◦Cable television			
◦Preservation of natural areas			

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

POLICY QUESTIONS

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

Policy Question 1				
Please indicate the level of enforcement you would prefer the City to use for the following code enforcement violations:	More enforcement	Current level of enforcement	Less enforcement	Total
Property Maintenance (peeling paint, missing siding, broken windows, deteriorating porch, etc.)	39%	56%	5%	100%
Public Nuisances (abandoned cars, trash accumulation, tall grass/weeds, etc)	42%	56%	2%	100%
Residential Rental Properties	42%	53%	5%	100%
Building code (structural, electrical, plumbing)	28%	66%	6%	100%

Policy Question 2				
Please indicate what change, if any, you would prefer to see in the following City-provided services:	Increase level of service	Keep service at current level	Decrease level of service	Total
Spring curbside rubbish collection	30%	68%	2%	100%
Sidewalk snow removal	32%	67%	2%	100%
Leaf collection	24%	75%	1%	100%
Tree program (planting, trimming, removals)	24%	73%	2%	100%
Recreation program offerings	30%	69%	2%	100%
Downtown maintenance and event support	19%	76%	5%	100%

Policy Question 3	
Do you live in the City all year or are you a part-year resident of the City?	Percent of respondents
Full-time resident	94%
Partial-year resident	6%
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 Petoskey:	Excellent	Good	Fair	Poor	Total
Petoskey as a place to live	43%	48%	8%	1%	100%
Your neighborhood as a place to live	33%	47%	17%	2%	100%
Petoskey as a place to raise children	43%	41%	13%	3%	100%
Petoskey as a place to work	22%	30%	33%	15%	100%
Petoskey as a place to retire	45%	33%	18%	4%	100%
The overall quality of life in Petoskey	33%	50%	14%	3%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Petoskey as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	20%	52%	23%	6%	100%
Openness and acceptance of the community towards people of diverse backgrounds	13%	40%	36%	12%	100%
Overall appearance of Petoskey	24%	53%	19%	4%	100%
Cleanliness of Petoskey	32%	52%	15%	2%	100%
Overall quality of new development in Petoskey	8%	32%	40%	20%	100%
Variety of housing options	11%	37%	39%	13%	100%
Overall quality of business and service establishments in Petoskey	14%	55%	27%	5%	100%
Shopping opportunities	14%	45%	35%	6%	100%
Opportunities to attend cultural activities	21%	39%	31%	8%	100%
Recreational opportunities	35%	42%	15%	9%	100%
Employment opportunities	3%	16%	42%	39%	100%
Educational opportunities	14%	54%	27%	5%	100%
Opportunities to participate in social events and activities	19%	52%	24%	5%	100%
Opportunities to participate in religious or spiritual events and activities	29%	51%	17%	2%	100%
Opportunities to volunteer	32%	52%	15%	2%	100%
Opportunities to participate in community matters	17%	45%	28%	9%	100%
Ease of car travel in Petoskey	12%	28%	36%	24%	100%
Ease of bicycle travel in Petoskey	22%	42%	26%	10%	100%
Ease of walking in Petoskey	29%	47%	17%	7%	100%
Availability of paths and walking trails	31%	49%	14%	5%	100%
Traffic flow on major streets	6%	26%	36%	32%	100%
Amount of public parking	6%	27%	43%	24%	100%
Availability of affordable quality housing	6%	29%	39%	26%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Petoskey as a whole:	Excellent	Good	Fair	Poor	Total
Availability of affordable quality child care	6%	38%	41%	15%	100%
Availability of affordable quality health care	18%	40%	24%	18%	100%
Availability of affordable quality food	23%	49%	21%	7%	100%
Availability of preventive health services	18%	50%	25%	7%	100%
Air quality	39%	47%	13%	2%	100%
Quality of overall natural environment in Petoskey	42%	40%	16%	2%	100%
Overall image or reputation of Petoskey	34%	48%	15%	3%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Petoskey over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	3%	13%	58%	22%	4%	100%
Retail growth (stores, restaurants, etc.)	5%	31%	46%	12%	6%	100%
Jobs growth	50%	43%	7%	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 Petoskey?	Percent of respondents
Not a problem	13%
Minor problem	49%
Moderate problem	30%
Major problem	8%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Petoskey:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	50%	35%	10%	4%	1%	100%
Property crimes (e.g., burglary, theft)	29%	45%	13%	9%	3%	100%
Environmental hazards, including toxic waste	35%	40%	14%	7%	5%	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	77%	19%	1%	2%	1%	100%
In your neighborhood after dark	44%	37%	9%	9%	1%	100%
In Petoskey's downtown area during the day	77%	20%	1%	1%	1%	100%
In Petoskey's downtown area after dark	42%	39%	9%	8%	2%	100%

Question 7: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	91%
Yes	9%
Total	100%

Question 8: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	21%
Yes	79%
Total	100%

Question 9: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Petoskey?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Petoskey public libraries or their services	26%	28%	26%	10%	10%	100%
Used Petoskey recreation centers	32%	27%	23%	9%	10%	100%
Participated in a recreation program or activity	49%	25%	17%	5%	4%	100%
Visited a neighborhood park or City park	9%	19%	33%	17%	22%	100%
Attended a meeting of local elected officials or other local public meeting	69%	20%	10%	1%	1%	100%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	73%	20%	6%	1%	1%	100%
Read Petoskey Newsletter	31%	26%	28%	7%	9%	100%
Visited the City of Petoskey Web site (at www.petoskey.us)	53%	24%	18%	4%	2%	100%
Recycled used paper, cans or bottles from your home	12%	7%	13%	14%	55%	100%
Volunteered your time to some group or activity in Petoskey	45%	19%	16%	7%	13%	100%
Participated in religious or spiritual activities in Petoskey	43%	12%	14%	8%	23%	100%
Participated in a club or civic group in Petoskey	65%	15%	11%	3%	6%	100%
Provided help to a friend or neighbor	4%	15%	39%	19%	23%	100%

Question 10: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	33%
Several times a week	24%
Several times a month	21%
Less than several times a month	22%
Total	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Petoskey:	Excellent	Good	Fair	Poor	Total
Police services	27%	52%	16%	6%	100%
Fire services	34%	55%	9%	2%	100%
Ambulance or emergency medical services	39%	51%	8%	2%	100%
Crime prevention	23%	52%	21%	4%	100%
Fire prevention and education	25%	56%	16%	4%	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Petoskey:	Excellent	Good	Fair	Poor	Total
Municipal courts	15%	48%	24%	13%	100%
Traffic enforcement	15%	47%	25%	12%	100%
Street repair	8%	39%	36%	17%	100%
Street cleaning	17%	60%	19%	4%	100%
Street lighting	19%	53%	24%	3%	100%
Snow removal	25%	49%	21%	5%	100%
Sidewalk maintenance	17%	48%	27%	8%	100%
Traffic signal timing	13%	50%	27%	10%	100%
Bus or transit services	10%	24%	19%	48%	100%
Garbage collection	23%	54%	20%	3%	100%
Recycling	51%	36%	9%	3%	100%
Yard waste pick-up	28%	45%	19%	7%	100%
Storm drainage	18%	53%	24%	6%	100%
Drinking water	12%	32%	28%	28%	100%
Sewer services	17%	52%	23%	8%	100%
Power (electric and/or gas) utility	21%	53%	22%	3%	100%
City parks	48%	40%	11%	0%	100%
Recreation programs or classes	18%	54%	24%	4%	100%
Recreation centers or facilities	17%	47%	26%	10%	100%
Land use, planning and zoning	4%	34%	40%	21%	100%
Code enforcement (weeds, abandoned buildings, etc)	7%	38%	37%	18%	100%
Animal control	13%	43%	28%	16%	100%
Economic development	3%	36%	37%	23%	100%
Health services	21%	49%	21%	9%	100%
Services to seniors	28%	51%	17%	3%	100%
Services to youth	10%	42%	29%	19%	100%
Services to low-income people	10%	33%	33%	23%	100%
Public library services	36%	49%	13%	2%	100%
Public information services	18%	45%	31%	6%	100%
Public schools	22%	55%	18%	4%	100%
Cable television	13%	35%	34%	18%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	12%	41%	31%	16%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	17%	46%	26%	11%	100%

Question 12: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City of Petoskey	21%	56%	18%	5%	100%
The Federal Government	4%	30%	39%	27%	100%
The State Government	4%	26%	39%	31%	100%
Emmet County Government	11%	54%	24%	11%	100%

Question 13: Contact with City Employees	
Have you had any in-person or phone contact with an employee of the City of Petoskey within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	30%
Yes	70%
Total	100%

Question 14: City Employees					
What was your impression of the employee(s) of the City of Petoskey in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	35%	49%	13%	4%	100%
Responsiveness	41%	37%	16%	5%	100%
Courtesy	44%	35%	16%	5%	100%
Overall impression	39%	37%	16%	8%	100%

Question 15: Government Performance					
Please rate the following categories of Petoskey government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Petoskey	11%	44%	32%	13%	100%
The overall direction that Petoskey is taking	10%	44%	31%	15%	100%
The job Petoskey government does at welcoming citizen involvement	11%	41%	34%	14%	100%

Question 16: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Petoskey to someone who asks	50%	38%	7%	5%	100%
Remain in Petoskey for the next five years	64%	21%	8%	7%	100%

Question 17: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	3%
Somewhat positive	14%
Neutral	39%
Somewhat negative	34%
Very negative	10%
Total	100%

Question 18a: Policy Question 1				
Please indicate the level of enforcement you would prefer the City to use for the following code enforcement violations:	More enforcement	Current level of enforcement	Less enforcement	Total
Property Maintenance (peeling paint, missing siding, broken windows, deteriorating porch, etc.)	39%	56%	5%	100%
Public Nuisances (abandoned cars, trash accumulation, tall grass/weeds, etc)	42%	56%	2%	100%
Residential Rental Properties	42%	53%	5%	100%
Building code (structural, electrical, plumbing)	28%	66%	6%	100%

Question 18b: Policy Question 2				
Please indicate what change, if any, you would prefer to see in the following City-provided services:	Increase level of service	Keep service at current level	Decrease level of service	Total
Spring curbside rubbish collection	30%	68%	2%	100%
Sidewalk snow removal	32%	67%	2%	100%
Leaf collection	24%	75%	1%	100%
Tree program (planting, trimming, removals)	24%	73%	2%	100%
Recreation program offerings	30%	69%	2%	100%
Downtown maintenance and event support	19%	76%	5%	100%

Question 18c: Policy Question 3	
Do you live in the City all year or are you a part-year resident of the City?	Percent of respondents
Full-time resident	94%
Partial-year resident	6%
Total	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	32%
Yes, full-time	54%
Yes, part-time	14%
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	64%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	9%
Bus, rail, subway or other public transportation	1%
Walk	16%
Bicycle	2%
Work at home	7%
Other	0%

Question D3: Length of Residency	
How many years have you lived in Petoskey?	Percent of respondents
Less than 2 years	10%
2 to 5 years	15%
6 to 10 years	12%
11 to 20 years	23%
More than 20 years	41%
Total	100%

Question D4: Housing Unit Type	
Which best describes the building you live in?	Percent of respondents
One family house detached from any other houses	52%
House attached to one or more houses (e.g., a duplex or townhome)	4%
Building with two or more apartments or condominiums	42%
Mobile home	0%
Other	2%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house, apartment or mobile home...	Percent of respondents
Rented for cash or occupied without cash payment	48%
Owned by you or someone in this house with a mortgage or free and clear	52%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents
Less than \$300 per month	11%
\$300 to \$599 per month	29%
\$600 to \$999 per month	29%
\$1,000 to \$1,499 per month	17%
\$1,500 to \$2,499 per month	9%
\$2,500 or more per month	5%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	76%
Yes	24%
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	75%
Yes	25%
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	37%
\$25,000 to \$49,999	24%
\$50,000 to \$99,999	25%
\$100,000 to \$149,000	9%
\$150,000 or more	5%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	100%
Yes, I consider myself to be Spanish, Hispanic or Latino	0%
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	0%
Black or African American	0%
White	96%
Other	2%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	7%
25 to 34 years	19%
35 to 44 years	16%
45 to 54 years	21%
55 to 64 years	16%
65 to 74 years	10%
75 years or older	10%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	57%
Male	43%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	10%
Yes	88%
Ineligible to vote	2%
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	21%
Yes	77%
Ineligible to vote	2%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	20%
Yes	80%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	42%
Yes	58%
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	19%
Land line	62%
Both	19%
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 Petoskey:	Excellent		Good		Fair		Poor		Don't know		Total	
	Petoskey as a place to live	42%	181	48%	202	8%	36	1%	4	1%	2	100%
Your neighborhood as a place to live	33%	142	47%	200	17%	73	2%	10	0%	1	100%	425
Petoskey as a place to raise children	38%	164	37%	158	11%	48	3%	12	10%	44	100%	425
Petoskey as a place to work	21%	88	28%	120	31%	129	14%	59	6%	26	100%	422
Petoskey as a place to retire	38%	161	28%	118	15%	64	3%	14	16%	68	100%	423
The overall quality of life in Petoskey	33%	141	50%	212	14%	61	3%	11	0%	1	100%	427

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Petoskey as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Sense of community	19%	79	50%	209	23%	94	5%	22	3%	11	100%
Openness and acceptance of the community towards people of diverse backgrounds	12%	50	37%	156	34%	142	11%	47	5%	22	100%	417
Overall appearance of Petoskey	24%	104	53%	227	18%	79	4%	17	0%	1	100%	427
Cleanliness of Petoskey	32%	134	51%	218	15%	63	2%	8	0%	1	100%	424
Overall quality of new development in Petoskey	7%	31	30%	127	38%	159	19%	81	5%	22	100%	419
Variety of housing options	10%	43	36%	150	37%	156	13%	53	4%	19	100%	420
Overall quality of business and service establishments in Petoskey	14%	58	54%	230	27%	113	5%	20	1%	5	100%	426
Shopping opportunities	14%	60	45%	187	35%	148	6%	24	0%	1	100%	420
Opportunities to attend cultural activities	20%	84	38%	160	30%	128	8%	34	4%	18	100%	424
Recreational opportunities	34%	141	41%	171	15%	61	9%	36	2%	9	100%	419
Employment opportunities	2%	11	15%	65	39%	167	37%	156	6%	26	100%	425
Educational opportunities	13%	55	53%	219	26%	110	5%	19	3%	12	100%	415
Opportunities to participate in social events and activities	18%	78	50%	211	23%	96	5%	19	5%	20	100%	425

Question 2: Community Characteristics

Please rate each of the following characteristics as they relate to Petoskey as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Opportunities to participate in religious or spiritual events and activities	25%	105	43%	184	15%	62	2%	8	15%	64	100%	424
Opportunities to volunteer	29%	123	48%	203	14%	57	2%	7	8%	32	100%	422
Opportunities to participate in community matters	15%	64	42%	174	26%	108	9%	36	8%	35	100%	418
Ease of car travel in Petoskey	12%	51	27%	114	35%	147	24%	99	2%	8	100%	419
Ease of bicycle travel in Petoskey	20%	84	38%	157	23%	97	9%	39	10%	41	100%	418
Ease of walking in Petoskey	29%	121	47%	195	17%	69	7%	28	0%	1	100%	415
Availability of paths and walking trails	30%	127	48%	201	14%	58	5%	20	3%	12	100%	418
Traffic flow on major streets	6%	26	26%	110	36%	150	32%	135	0%	2	100%	423
Amount of public parking	6%	26	27%	112	42%	176	24%	100	2%	7	100%	420
Availability of affordable quality housing	6%	25	27%	113	36%	151	24%	102	7%	31	100%	421
Availability of affordable quality child care	3%	14	21%	87	23%	94	8%	34	45%	187	100%	415
Availability of affordable quality health care	16%	69	36%	151	22%	93	17%	69	9%	36	100%	417
Availability of affordable quality food	22%	93	49%	204	21%	87	7%	27	1%	4	100%	416
Availability of preventive health services	16%	68	45%	188	22%	93	6%	25	11%	47	100%	422
Air quality	38%	161	46%	194	12%	53	2%	7	2%	8	100%	423
Quality of overall natural environment in Petoskey	41%	173	40%	168	15%	65	2%	10	1%	6	100%	423
Overall image or reputation of Petoskey	34%	145	47%	201	15%	65	3%	11	1%	4	100%	425

Question 3: Growth

Please rate the speed of growth in the following categories in Petoskey over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Population growth	2%	10	9%	40	44%	185	17%	70	3%	14	25%	104	100%	422
Retail growth (stores, restaurants, etc.)	5%	21	28%	120	42%	178	11%	46	5%	23	9%	37	100%	425
Jobs growth	43%	181	37%	156	6%	26	0%	1	0%	0	14%	61	100%	426

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Petoskey?	Percent of respondents	Count
Not a problem	12%	49
Minor problem	45%	186
Moderate problem	27%	113
Major problem	7%	31
Don't know	8%	32
Total	100%	411

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Petoskey:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	Violent crime (e.g., rape, assault, robbery)	49%	210	34%	146	9%	40	4%	17	1%	6	1%	6	100%
Property crimes (e.g., burglary, theft)	29%	122	45%	189	13%	55	9%	39	3%	14	1%	5	100%	424
Environmental hazards, including toxic waste	32%	135	37%	154	13%	54	6%	27	5%	19	7%	31	100%	421

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	77%	325	19%	81	1%	4	2%	8	1%	6	0%	1	100%
In your neighborhood after dark	43%	185	37%	157	9%	38	9%	38	1%	4	1%	4	100%	426
In Petoskey's downtown area during the day	76%	324	19%	83	1%	5	1%	5	1%	5	1%	2	100%	425
In Petoskey's downtown area after dark	40%	170	37%	158	8%	36	8%	34	2%	7	5%	21	100%	425

Question 7: Crime Victim		
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	90%	376
Yes	9%	38
Don't know	1%	6
Total	100%	420

Question 8: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	21%	8
Yes	79%	30
Don't know	0%	0
Total	100%	38

Question 9: Resident Behaviors												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Petoskey?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
	Used Petoskey public libraries or their services	26%	109	28%	118	26%	109	10%	44	10%	43	100%
Used Petoskey recreation centers	32%	132	27%	111	23%	97	9%	36	10%	40	100%	415
Participated in a recreation program or activity	49%	201	25%	106	17%	71	5%	20	4%	16	100%	415
Visited a neighborhood park or City park	9%	38	19%	78	33%	138	17%	69	22%	90	100%	413
Attended a meeting of local elected officials or other local public meeting	69%	289	20%	85	10%	41	1%	4	1%	3	100%	422
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	73%	304	20%	83	6%	25	1%	3	1%	4	100%	418
Read Petoskey Newsletter	31%	126	26%	105	28%	112	7%	27	9%	36	100%	406
Visited the City of Petoskey Web site (at www.petoskey.us)	53%	218	24%	97	18%	72	4%	17	2%	7	100%	412
Recycled used paper, cans or bottles from your home	12%	51	7%	28	13%	52	14%	58	55%	227	100%	416
Volunteered your time to some group or activity in Petoskey	45%	187	19%	79	16%	64	7%	29	13%	54	100%	413
Participated in religious or spiritual activities in Petoskey	43%	179	12%	48	14%	58	8%	31	23%	96	100%	414
Participated in a club or civic group in Petoskey	65%	267	15%	62	11%	47	3%	14	6%	24	100%	413
Provided help to a friend or neighbor	4%	17	15%	61	39%	164	19%	81	23%	95	100%	417

Question 10: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	33%	139
Several times a week	24%	101
Several times a month	21%	89
Less than several times a month	22%	92
Total	100%	421

Question 11: Service Quality												
Please rate the quality of each of the following services in Petoskey:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Police services	25%	104	48%	202	15%	61	6%	23	7%	29	100%	420
Fire services	30%	126	48%	203	8%	33	1%	6	13%	53	100%	422
Ambulance or emergency medical services	34%	143	44%	183	7%	28	2%	8	14%	58	100%	420
Crime prevention	18%	77	43%	180	17%	73	3%	12	18%	77	100%	420
Fire prevention and education	19%	79	42%	176	12%	49	3%	13	24%	101	100%	419
Municipal courts	10%	40	33%	134	16%	67	9%	35	33%	136	100%	413
Traffic enforcement	14%	56	41%	172	23%	93	11%	45	11%	47	100%	413
Street repair	8%	32	37%	157	35%	148	17%	70	3%	13	100%	419
Street cleaning	17%	70	58%	241	19%	78	4%	16	3%	13	100%	417
Street lighting	19%	80	52%	219	24%	101	3%	13	2%	8	100%	421
Snow removal	24%	102	47%	196	20%	83	5%	21	3%	14	100%	416
Sidewalk maintenance	17%	69	47%	194	26%	110	8%	32	3%	13	100%	418
Traffic signal timing	13%	52	49%	203	26%	108	10%	40	3%	13	100%	417
Bus or transit services	6%	26	15%	61	12%	48	30%	123	37%	150	100%	408
Garbage collection	21%	86	49%	204	18%	75	3%	12	9%	37	100%	413
Recycling	48%	200	34%	143	9%	37	3%	12	7%	28	100%	420
Yard waste pick-up	24%	101	39%	163	17%	69	6%	26	14%	59	100%	417
Storm drainage	15%	60	43%	179	19%	79	5%	19	18%	75	100%	412
Drinking water	12%	49	31%	127	27%	113	27%	113	3%	12	100%	414
Sewer services	15%	62	45%	186	20%	83	7%	27	13%	51	100%	410
Power (electric and/or gas) utility	20%	85	50%	209	21%	89	3%	14	4%	18	100%	414
City parks	47%	194	39%	163	11%	46	0%	2	3%	12	100%	417
Recreation programs or classes	13%	55	40%	166	17%	73	3%	13	27%	112	100%	418
Recreation centers or facilities	13%	54	36%	151	20%	83	8%	33	23%	94	100%	415
Land use, planning and zoning	3%	14	27%	111	32%	131	16%	67	21%	88	100%	411
Code enforcement (weeds, abandoned buildings, etc)	5%	22	30%	123	29%	122	14%	58	21%	88	100%	414
Animal control	11%	43	34%	140	22%	93	12%	51	21%	87	100%	413

Question 11: Service Quality												
Please rate the quality of each of the following services in Petoskey:	Excellent		Good		Fair		Poor		Don't know		Total	
	Economic development	3%	11	30%	124	31%	127	19%	79	18%	73	100%
Health services	19%	78	43%	180	19%	77	8%	32	11%	47	100%	415
Services to seniors	21%	86	37%	155	13%	52	2%	9	27%	113	100%	415
Services to youth	7%	30	30%	123	21%	85	14%	56	29%	118	100%	412
Services to low-income people	7%	28	23%	94	22%	92	16%	66	32%	134	100%	413
Public library services	32%	130	43%	175	11%	47	2%	8	12%	50	100%	410
Public information services	15%	61	36%	150	25%	102	5%	20	20%	82	100%	414
Public schools	19%	78	47%	192	15%	62	3%	14	15%	63	100%	409
Cable television	11%	47	31%	128	29%	122	16%	65	13%	54	100%	415
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	7%	28	24%	97	18%	74	9%	38	42%	175	100%	412
Preservation of natural areas such as open space, farmlands and greenbelts	14%	58	39%	161	22%	92	9%	38	15%	62	100%	410

Question 12: Government Services Overall												
Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
	The City of Petoskey	20%	86	55%	229	18%	75	5%	21	2%	9	100%
The Federal Government	4%	15	26%	109	33%	140	23%	98	14%	57	100%	418
The State Government	3%	14	23%	95	35%	146	28%	117	11%	46	100%	417
Emmet County Government	10%	42	47%	197	21%	90	9%	40	12%	51	100%	419

Question 13: Contact with City Employees		
Have you had any in-person or phone contact with an employee of the City of Petoskey within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	30%	126
Yes	70%	295
Total	100%	422

Question 14: City Employees												
What was your impression of the employee(s) of the City of Petoskey in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
	Knowledge	34%	102	48%	142	13%	37	4%	11	1%	4	100%
Responsiveness	41%	120	37%	110	16%	47	5%	16	0%	0	100%	293
Courtesy	44%	128	35%	102	16%	47	5%	16	0%	0	100%	293
Overall impression	39%	115	37%	110	16%	46	8%	22	0%	0	100%	293

Question 15: Government Performance												
Please rate the following categories of Petoskey government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Petoskey	9%	37	36%	150	27%	110	10%	43	18%	74	100%
The overall direction that Petoskey is taking	9%	36	39%	160	28%	114	13%	53	12%	50	100%	412
The job Petoskey government does at welcoming citizen involvement	8%	34	32%	132	27%	111	11%	46	22%	94	100%	417

Question 16: Recommendation and Longevity												
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
	Recommend living in Petoskey to someone who asks	49%	208	37%	158	6%	27	5%	21	3%	12	100%
Remain in Petoskey for the next five years	63%	266	21%	89	8%	33	7%	28	2%	9	100%	424

Question 17: Impact of the Economy

What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	3%	11
Somewhat positive	14%	61
Neutral	39%	166
Somewhat negative	34%	143
Very negative	10%	42
Total	100%	423

Question 18a: Policy Question 1

Please indicate the level of enforcement you would prefer the City to use for the following code enforcement violations:	More enforcement		Current level of enforcement		Less enforcement		Don't know		Total	
Property Maintenance (peeling paint, missing siding, broken windows, deteriorating porch, etc.)	35%	149	51%	217	4%	18	9%	39	100%	424
Public Nuisances (abandoned cars, trash accumulation, tall grass/weeds, etc)	39%	165	52%	220	2%	10	7%	32	100%	427
Residential Rental Properties	37%	154	47%	197	4%	19	12%	51	100%	421
Building code (structural, electrical, plumbing)	24%	100	56%	238	5%	23	15%	62	100%	423

Question 18b: Policy Question 2

Please indicate what change, if any, you would prefer to see in the following City-provided services:	Increase level of service		Keep service at current level		Decrease level of service		Total	
Spring curbside rubbish collection	30%	127	68%	285	2%	7	100%	419
Sidewalk snow removal	32%	134	67%	283	2%	7	100%	424
Leaf collection	24%	99	75%	316	1%	6	100%	421
Tree program (planting, trimming, removals)	24%	101	73%	308	2%	10	100%	420
Recreation program offerings	30%	125	69%	288	2%	6	100%	420
Downtown maintenance and event support	19%	82	76%	320	5%	20	100%	422

Question 18c: Policy Question 3		
Do you live in the City all year or are you a part-year resident of the City?	Percent of respondents	Count
Full-time resident	94%	397
Partial-year resident	6%	24
Total	100%	421

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	32%	131
Yes, full-time	54%	224
Yes, part-time	14%	59
Total	100%	415

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	64%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	9%
Bus, rail, subway or other public transportation	1%
Walk	16%
Bicycle	2%
Work at home	7%
Other	0%

Question D3: Length of Residency		
How many years have you lived in Petoskey?	Percent of respondents	Count
Less than 2 years	10%	41
2 to 5 years	15%	66
6 to 10 years	12%	50
11 to 20 years	23%	97
More than 20 years	41%	174
Total	100%	428

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	52%	222
House attached to one or more houses (e.g., a duplex or townhome)	4%	17
Building with two or more apartments or condominiums	42%	179
Mobile home	0%	0
Other	2%	7
Total	100%	426

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	48%	196
Owned by you or someone in this house with a mortgage or free and clear	52%	208
Total	100%	405

Question D6: Monthly Housing Cost		
About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents	Count
Less than \$300 per month	11%	44
\$300 to \$599 per month	29%	121
\$600 to \$999 per month	29%	121
\$1,000 to \$1,499 per month	17%	68
\$1,500 to \$2,499 per month	9%	37
\$2,500 or more per month	5%	21
Total	100%	413

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	76%	322
Yes	24%	101
Total	100%	423

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	75%	320
Yes	25%	108
Total	100%	429

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	37%	149
\$25,000 to \$49,999	24%	98
\$50,000 to \$99,999	25%	103
\$100,000 to \$149,000	9%	36
\$150,000 or more	5%	22
Total	100%	407

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	100%	416
Yes, I consider myself to be Spanish, Hispanic or Latino	0%	2
Total	100%	417

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%	17
Asian, Asian Indian or Pacific Islander	0%	0
Black or African American	0%	0
White	96%	406
Other	2%	9
Total may exceed 100% as respondents could select more than one option		

Question D12: Age		
In which category is your age?	Percent of respondents	Count
18 to 24 years	7%	31
25 to 34 years	19%	80
35 to 44 years	16%	68
45 to 54 years	21%	90
55 to 64 years	16%	68
65 to 74 years	10%	44
75 years or older	10%	43
Total	100%	426

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	57%	235
Male	43%	179
Total	100%	414

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	10%	42
Yes	85%	360
Ineligible to vote	2%	7
Don't know	3%	13
Total	100%	422

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	20%	87
Yes	75%	320
Ineligible to vote	2%	9
Don't know	2%	9
Total	100%	425

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	20%	87
Yes	80%	340
Total	100%	427

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	42%	178
Yes	58%	248
Total	100%	426

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	19%	33
Land line	62%	111
Both	19%	34
Total	100%	178

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 Petoskey 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 Petoskey 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 Petoskey 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 Petoskey 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 Petoskey. 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.

The following map of selected households shows the geographic location of all 1,200 housing units invited to participate in the survey. The general pattern of the map shows non-biased selection across all populated areas. Sections with the highest sampling density typically have more multi-family units.

FIGURE 88: LOCATION OF SURVEY RECIPIENTS

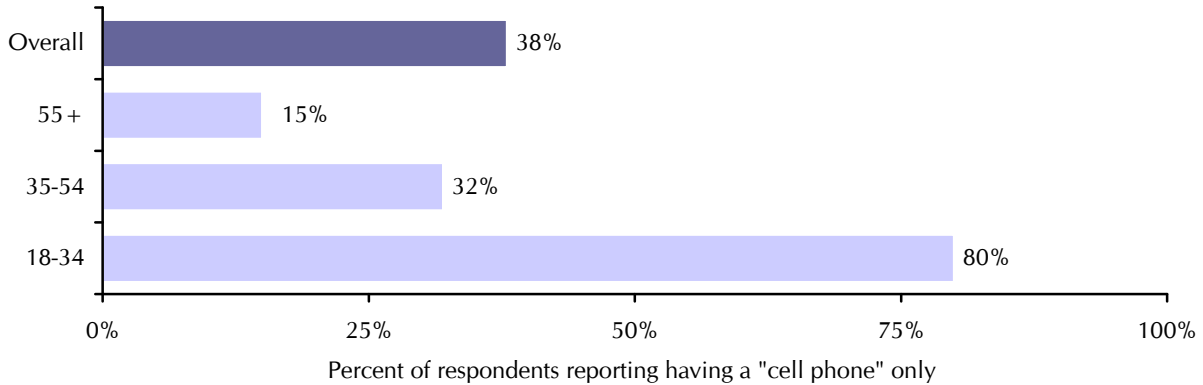
The National Citizen Survey™ City of Petoskey, MI 2010



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 were added to The NCS™ questionnaire. According to recent estimates, about 12 percent of all U.S. households have a cell phone but no landline. By 2010, researchers predict that 40 percent of Americans 18 to 30 years old will have only a cell phone and no landline.¹ Based on the survey results, Petoskey has a “cord cutter” population similar to researchers’ predictions.

FIGURE 89: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN PETOSKEY



SURVEY ADMINISTRATION

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

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

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 Petoskey survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (443 completed surveys).

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

¹ . Paul J. Lavrakas, Charles D. Shuttles, Charlotte Steeh, and Howard Fienberg, “The State of Surveying Cell Phone Numbers in the United States: 2007 and Beyond,” *Public Opinion Quarterly* 71, no. 5 (2007), 840-854.

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 2000 Census estimates for adults in the City of Petoskey. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were housing tenure, housing unit type, race and ethnicity and gender 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.

Petoskey Citizen Survey Weighting Table			
Characteristic	Population Norm ²	Unweighted Data	Weighted Data
Housing			
Rent home	49%	46%	49%
Own home	51%	54%	51%
Detached unit	57%	40%	52%
Attached unit	43%	60%	48%
Race and Ethnicity			
White alone, not Hispanic	94%	90%	94%
Hispanic and/or other race	6%	10%	6%
Sex and Age			
Female	55%	61%	57%
Male	45%	39%	43%
18-34 years of age	29%	14%	26%
35-54 years of age	39%	28%	37%
55+ years of age	32%	59%	36%
Females 18-34	14%	8%	14%
Females 35-54	21%	16%	20%
Females 55+	20%	37%	22%
Males 18-34	15%	5%	12%
Males 35-54	18%	12%	18%
Males 55+	12%	22%	13%

² Source: 2000 Census

SURVEY DATA ANALYSIS AND REPORTING

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

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

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

“Don’t Know” Responses

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

Benchmark Comparisons

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

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services. Conducted with typically no fewer than 400 residents in each jurisdiction, opinions are intended to represent over 30 million Americans. NRC has innovated a method for quantitatively integrating the results of surveys that 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 Petoskey to the Benchmark Database

The City of Petoskey 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 Petoskey 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 Petoskey'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 Petoskey'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 Petoskey.

Dear Petoskey Resident,

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



H. Ted Pall, Jr., M.D.
Mayor

Dear Petoskey Resident,

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



H. Ted Pall, Jr., M.D.
Mayor

Dear Petoskey Resident,

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



H. Ted Pall, Jr., M.D.
Mayor

Dear Petoskey Resident,

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



H. Ted Pall, Jr., M.D.
Mayor



City of Petoskey
101 East Lake Street
Petoskey, Michigan 49770

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



City of Petoskey
101 East Lake Street
Petoskey, Michigan 49770

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



City of Petoskey
101 East Lake Street
Petoskey, Michigan 49770

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



City of Petoskey
101 East Lake Street
Petoskey, Michigan 49770

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



City of Petoskey

101 East Lake Street, Petoskey, Michigan 49770 • 231 347-2500 • Fax 231 348-0350

July 2010

Dear Petoskey Resident:

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

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

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

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

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call (231) 347-2500 ext. 118.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Ted Pall". The signature is written in a cursive, slightly slanted style.

H. Ted Pall, Jr., M.D.
Mayor



City of Petoskey

101 East Lake Street, Petoskey, Michigan 49770 • 231 347-2500 • Fax 231 348-0350

July 2010

Dear Petoskey 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 Petoskey wants to know what you think about our community and municipal government. You have been randomly selected to participate in the City of Petoskey'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 Petoskey residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.

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

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call (231) 347-2500 ext. 118.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Ted Pall". The signature is written in a cursive, flowing style.

H. Ted Pall, Jr., M.D.
Mayor

The City of Petoskey 2010 Citizen Survey

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

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

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

2. Please rate each of the following characteristics as they relate to Petoskey 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 Petoskey	1	2	3	4	5
Cleanliness of Petoskey.....	1	2	3	4	5
Overall quality of new development in Petoskey	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Overall quality of business and service establishments in Petoskey.....	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 Petoskey	1	2	3	4	5
Ease of bicycle travel in Petoskey.....	1	2	3	4	5
Ease of walking in Petoskey	1	2	3	4	5
Availability of paths and walking trails	1	2	3	4	5
Traffic flow on major streets.....	1	2	3	4	5
Amount of public parking	1	2	3	4	5
Availability of affordable quality housing.....	1	2	3	4	5
Availability of affordable quality child care	1	2	3	4	5
Availability of affordable quality health care	1	2	3	4	5
Availability of affordable quality food	1	2	3	4	5
Availability of preventative health services.....	1	2	3	4	5
Air quality.....	1	2	3	4	5
Quality of overall natural environment in Petoskey.....	1	2	3	4	5
Overall image or reputation of Petoskey	1	2	3	4	5

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

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

7. **During the past twelve months, were you or anyone in your household the victim of any crime?**
 No → Go to Question 9 Yes → Go to Question 8 Don't know → Go to Question 9

8. **If yes, was this crime (these crimes) reported to the police?**
 No Yes Don't know

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

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Petoskey public libraries or their services.....	1	2	3	4	5
Used Petoskey 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
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 Petoskey Newsletter.....	1	2	3	4	5
Visited the City of Petoskey Web site (at www.petoskey.us)	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 Petoskey	1	2	3	4	5
Participated in religious or spiritual activities in Petoskey.....	1	2	3	4	5
Participated in a club or civic group in Petoskey	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5

10. **About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?**
 Just about every day
 Several times a week
 Several times a month
 Less than several times a month

The City of Petoskey 2010 Citizen Survey

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

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

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

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

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

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

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

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

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

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

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

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

- Very positive Somewhat positive Neutral Somewhat negative Very negative

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

a. Please indicate the level of enforcement you would prefer the City to use for the following code enforcement violations:

	<i>More enforcement</i>	<i>Current level of enforcement</i>	<i>Less enforcement</i>	<i>Don't know</i>
Property Maintenance (peeling paint, missing siding, broken windows, deteriorating porch, etc.)	1	2	3	4
Public Nuisances (abandoned cars, trash accumulation, tall grass/weeds, etc.).....	1	2	3	4
Residential Rental Properties	1	2	3	4
Building code (structural, electrical, plumbing).....	1	2	3	4

b. Please indicate what change, if any, you would prefer to see in the following City–provided services:

	<i>Increase level of service</i>	<i>Keep service at current level</i>	<i>Decrease level of service</i>
Spring curbside rubbish collection.....	1	2	3
Sidewalk snow removal.....	1	2	3
Leaf collection.....	1	2	3
Tree program (planting, trimming, removals)	1	2	3
Recreation program offerings.....	1	2	3
Downtown maintenance and event support	1	2	3

c. Do you live in the City all year or are you a part-year resident of the City?

- Full-time resident
 Partial-year resident

The City of Petoskey 2010 Citizen Survey

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

D1. Are you currently employed for pay?

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

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

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

D3. How many years have you lived in Petoskey?

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

D4. Which best describes the building you live in?

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

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

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

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

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

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

- No Yes

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

- No Yes

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

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

Please respond to both question D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

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

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

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

D12. In which category is your age?

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

D13. What is your sex?

- Female Male

D14. Are you registered to vote in your jurisdiction?

- No Ineligible to vote
- Yes Don't know

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

- No Ineligible to vote
- Yes Don't know

D16. Do you have a cell phone?

- No Yes

D17. Do you have a land line at home?

- No Yes

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

- Cell Land line Both

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



City of Petoskey

101 East Lake Street, Petoskey, Michigan 49770 • 231 347-2500 • Fax 231 348-0350

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

