



County of Hanover • 7516 County Complex Road • Hanover, VA 23069 • T: (804) 365-6005

# Hanover County, Virginia

---

## Report of Normative Comparisons 2005



# TABLE OF CONTENTS

---

Survey Background.....	1
About The National Citizen Survey™ .....	1
Understanding the Normative Comparisons .....	2
Comparison Data .....	2
Use of the “Excellent, Good, Fair, Poor” Response Scale .....	3
Putting Evaluations onto a 100-Point Scale .....	3
Interpreting the Results .....	4
Comparisons .....	5
Appendix A: List of Jurisdictions Included in Normative Comparisons (South Region) .....	26
Appendix B: List of Jurisdictions Included in Normative Comparisons (All Jurisdictions in the Database) .....	29
Appendix C: Frequently Asked Questions about the Citizen Survey Database .....	41

# 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 survey and its administration are standardized to assure high quality survey methods and 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 re-weighted to reflect the proper demographic composition of the entire community.

The National Citizen Survey™ customized for this jurisdiction was developed in close cooperation with local jurisdiction staff. Hanover County staff selected items from a menu of questions about services and community problems; they defined the jurisdiction boundaries NRC used for sampling; and they provided the appropriate letterhead and signatures for mailings. Hanover County staff also determined local interest in a variety of add-on options to The National Citizen Survey™ Basic Service.

# UNDERSTANDING THE NORMATIVE COMPARISONS

## Comparison Data

National Research Center, Inc. has collected citizen surveys conducted in about 400 jurisdictions in the United States. Responses to thousands of survey questions dealing with resident perceptions about the quality of community life and services provided by local government were recorded, analyzed and stored in an electronic database.

The jurisdictions in the database represent a wide geographic and population range as shown in the table below.

Jurisdiction Characteristic	Percent of Jurisdictions
<b>Region</b>	
West Coast <sup>1</sup>	19%
West <sup>2</sup>	21%
North Central West <sup>3</sup>	8%
North Central East <sup>4</sup>	13%
South Central <sup>5</sup>	10%
South <sup>6</sup>	22%
Northeast West <sup>7</sup>	4%
Northeast East <sup>8</sup>	3%
<b>Population</b>	
Less than 40,000	32%
40,000 to 74,999	21%
75,000 to 149,000	20%
150,000 or more	27%

<sup>1</sup> Alaska, Washington, Oregon, California, Hawaii

<sup>2</sup> Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico

<sup>3</sup> North Dakota, South Dakota, Nebraska, Kansas, Iowa, Missouri, Minnesota

<sup>4</sup> Illinois, Indiana, Ohio, Michigan, Wisconsin

<sup>5</sup> Oklahoma, Texas, Louisiana, Arkansas

<sup>6</sup> West Virginia, Virginia, Kentucky, Tennessee, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, Maryland, Delaware, Washington DC

<sup>7</sup> New York, Pennsylvania, New Jersey

<sup>8</sup> Connecticut, Rhode Island, Massachusetts, New Hampshire, Vermont, Maine

---

## 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 is one we did not want to dismiss 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, we have 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).

---

## Putting Evaluations onto a 100-Point Scale

---

Although responses to many of the evaluative questions were made on a 4 point scale with 4 representing the best rating and 1 the worst, many of the results in this summary are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. If everyone reported “excellent,” then the result would be 100 on the 100-point scale. Likewise, if all respondents gave a “poor” rating, the result would be 0 on the 100-point scale. If the average rating for quality of life was “good,” then the result would be 67 on a 100-point scale; “fair” would be 33 on the 100-point scale. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus 5 points based on all respondents.

## Interpreting the Results

Comparisons are provided when similar questions are included in our database, and there are at least five other jurisdictions in which the question was asked. Where comparisons are available, three numbers are provided in the table. The first is the rank assigned to your jurisdiction's rating among jurisdictions where a similar question was asked. The second is the number of jurisdictions that asked a similar question. Third, the rank is expressed as a percentile to indicate its distance from the top score. This rank (5th highest out of 25 jurisdictions' results, for example) translates to a percentile (the 80th percentile in this example). A percentile indicates the percent of jurisdictions with identical or lower ratings. Therefore, a rating at the 80th percentile would mean that your jurisdiction's rating is equal to or better than 80 percent of the ratings from other jurisdictions. Conversely, 20 percent of the jurisdictions where a similar question was asked had higher ratings.

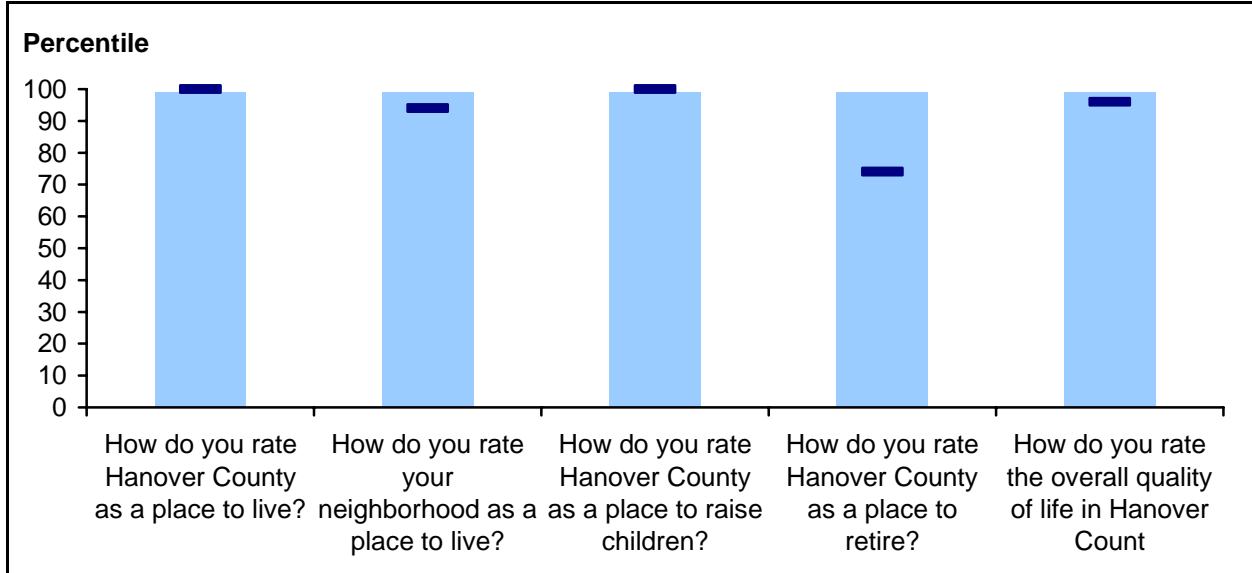
Alongside the rank and percentile appears a comparison: "above the norm," "below the norm" or "similar to the norm." This evaluation of "above," "below" or "similar to" comes from a statistical comparison of your jurisdiction's rating to the norm (the average rating from all the comparison jurisdictions where a similar question was asked). Differences of 5 or more points on the 100-point scale between your jurisdiction's ratings and the average based on the appropriate comparisons from the database are considered "statistically significant," and thus are marked as "above" or "below" the norm. When differences between your jurisdiction's ratings and the national norms are less than 5 points, they are marked as "similar to" the norm.

The data are represented visually in a chart that accompanies each table. Your jurisdiction's percentile for each compared item is marked with a black line on the chart.

\*\*Two tables have been produced for each set of questions. In the first, comparisons are made to jurisdictions in the database that are located in the South Region of the US as selected by Hanover County staff members (always labeled as a "South Region"). In the second, comparisons are made to all jurisdictions in the database (always labeled as "All Jurisdictions in the Database"). For each set of questions, a chart precedes the two tables. The chart's numbers reflect the tables labeled "South Region" and graphically represent the percentile of each item, compared to the customized set of jurisdictions in the database. This percentile is marked as a black line on the chart. The list of southern jurisdictions used for comparison is listed as Appendix A in the back of this report.

# COMPARISONS

Figure 1: Quality of Life Ratings



## Quality of Life Ratings (South Region)

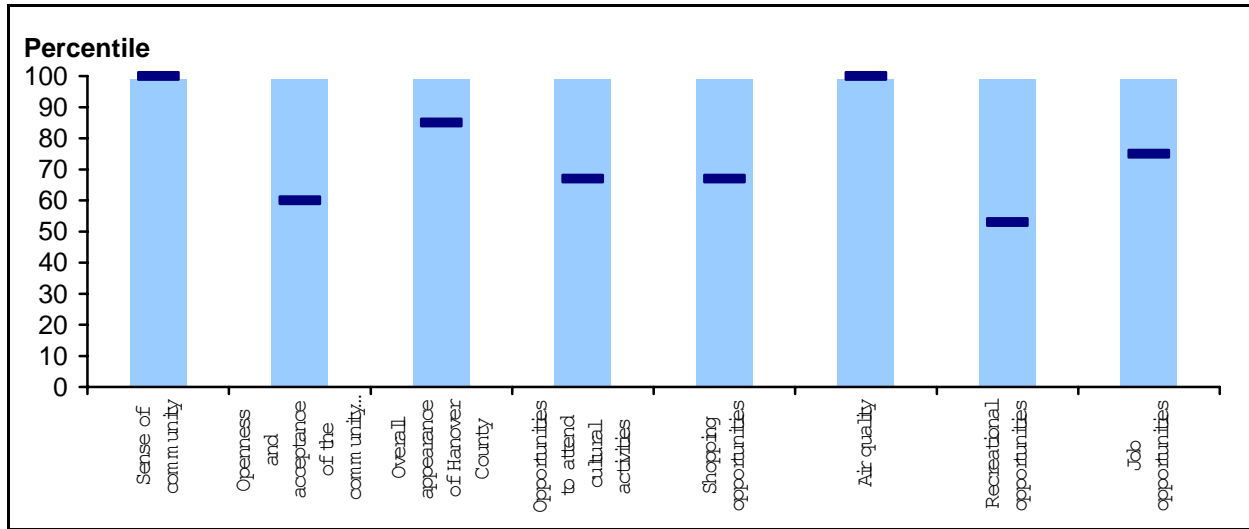
	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
How do you rate Hanover County as a place to live?	78	1	42	100%ile	Above the norm
How do you rate your neighborhood as a place to live?	76	2	17	94%ile	Above the norm
How do you rate Hanover County as a place to raise children?	78	1	22	100%ile	Above the norm
How do you rate Hanover County as a place to work?	62	NA	NA	NA	NA
How do you rate Hanover County as a place to retire?	66	6	19	74%ile	Above the norm
How do you rate the overall quality of life in Hanover Count	73	2	24	96%ile	Above the norm

## Hanover County Citizen Survey

### Comparisons

Quality of Life Ratings (All Jurisdictions in the Database)					
	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
How do you rate Hanover County as a place to live?	78	22	197	89%ile	Above the norm
How do you rate your neighborhood as a place to live?	76	16	107	86%ile	Above the norm
How do you rate Hanover County as a place to raise children?	78	13	132	91%ile	Above the norm
How do you rate Hanover County as a place to work?	62	2	17	94%ile	Above the norm
How do you rate Hanover County as a place to retire?	66	20	113	83%ile	Above the norm
How do you rate the overall quality of life in Hanover Count	73	28	176	85%ile	Above the norm

Figure 2: Characteristics of the Community: General and Opportunities



Characteristics of the Community: General and Opportunities (South Region)

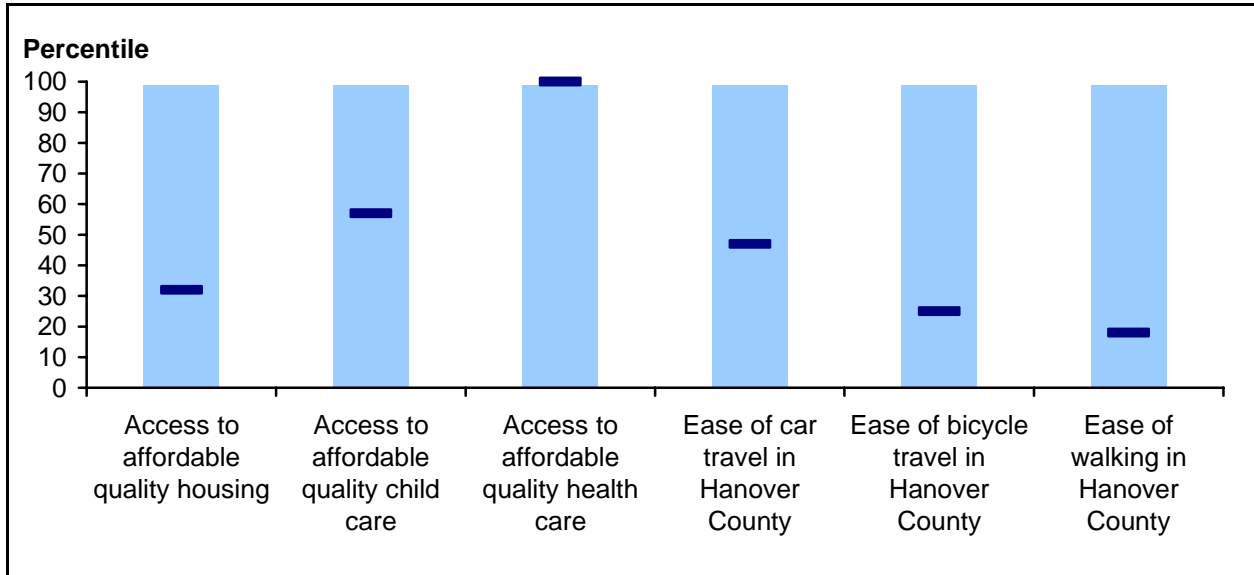
	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Sense of community	64	1	14	100%ile	Above the norm
Openness and acceptance of the community towards people of diverse backgrounds	50	7	15	60%ile	Similar to the norm
Overall appearance of Hanover County	62	4	20	85%ile	Above the norm
Opportunities to attend cultural activities	48	8	21	67%ile	Similar to the norm
Shopping opportunities	52	8	21	67%ile	Above the norm
Air quality	67	1	9	100%ile	Above the norm
Recreational opportunities	51	9	17	53%ile	Similar to the norm
Job opportunities	41	8	28	75%ile	Above the norm
Educational opportunities	64	NA	NA	NA	NA
Overall image/reputation of Hanover County	67	NA	NA	NA	NA
Overall quality of new development in Hanover County	54	NA	NA	NA	NA

## Hanover County Citizen Survey

### Comparisons

<b>Characteristics of the Community: General and Opportunities (All Jurisdictions in the Database)</b>					
	<b>Hanover County Rating</b>	<b>Rank</b>	<b>Number of Jurisdictions for Comparison</b>	<b>Hanover County Percentile</b>	<b>Comparison of Hanover County Rating to Norm</b>
Sense of community	64	7	94	94%ile	Above the norm
Openness and acceptance of the community towards people of d	50	46	74	39%ile	Similar to the norm
Overall appearance of Hanover County	62	42	115	64%ile	Similar to the norm
Opportunities to attend cultural activities	48	59	99	41%ile	Similar to the norm
Shopping opportunities	52	52	98	48%ile	Similar to the norm
Air quality	67	6	40	88%ile	Above the norm
Recreational opportunities	51	66	111	41%ile	Similar to the norm
Job opportunities	41	46	131	66%ile	Similar to the norm
Educational opportunities	64	4	15	80%ile	Above the norm
Overall image/reputation of Hanover County	67	4	10	70%ile	Above the norm
Overall quality of new development in Hanover County	54	4	8	63%ile	Similar to the norm

**Figure 3: Characteristics of the Community: Access and Mobility**



**Characteristics of the Community: Access and Mobility (South Region)**

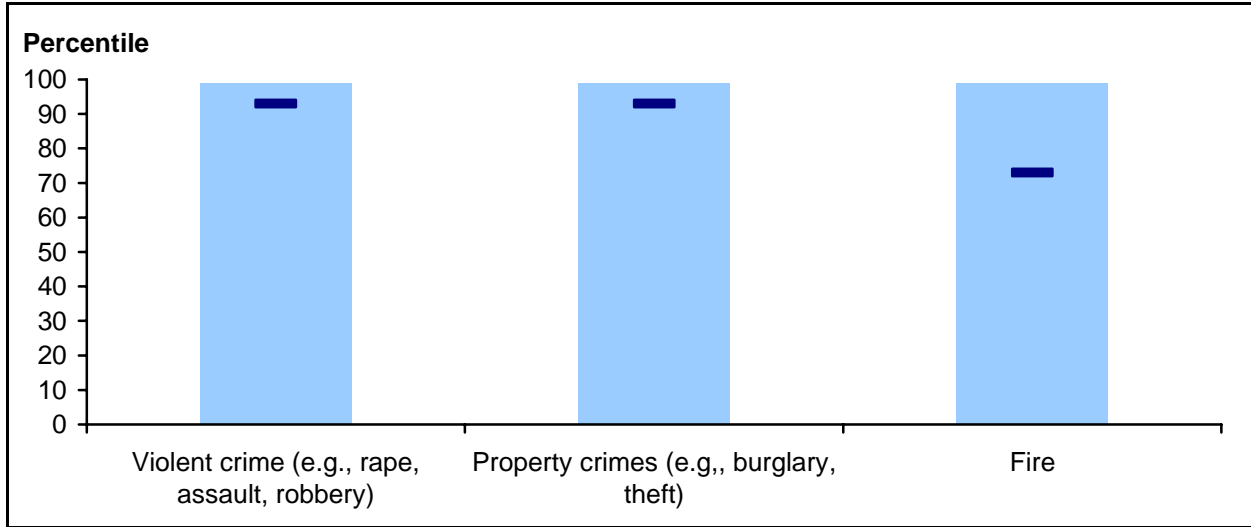
	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Access to affordable quality housing	43	24	34	32%ile	Below the norm
Access to affordable quality child care	48	7	14	57%ile	Similar to the norm
Access to affordable quality health care	56	1	11	100%ile	Above the norm
Ease of car travel in Hanover County	51	9	15	47%ile	Similar to the norm
Ease of bicycle travel in Hanover County	27	10	12	25%ile	Below the norm
Ease of walking in Hanover County	34	10	11	18%ile	Below the norm

## Hanover County Citizen Survey

### Comparisons

<b>Characteristics of the Community: Access and Mobility (All Jurisdictions in the Database)</b>					
	<b>Hanover County Rating</b>	<b>Rank</b>	<b>Number of Jurisdictions for Comparison</b>	<b>Hanover County Percentile</b>	<b>Comparison of Hanover County Rating to Norm</b>
Access to affordable quality housing	43	65	140	54%ile	Similar to the norm
Access to affordable quality child care	48	24	57	60%ile	Similar to the norm
Access to affordable quality health care	56	7	49	88%ile	Above the norm
Ease of car travel in Hanover County	51	46	96	53%ile	Similar to the norm
Ease of bicycle travel in Hanover County	27	78	82	6%ile	Below the norm
Ease of walking in Hanover County	34	70	73	5%ile	Below the norm

**Figure 4: Ratings of Safety from Various Problems**



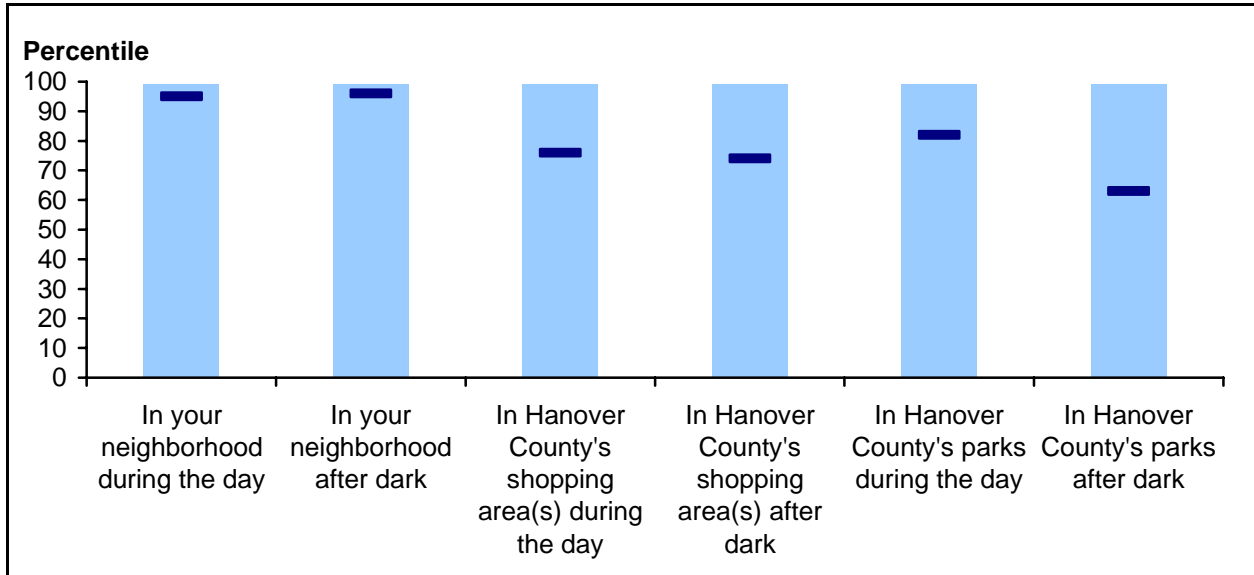
**Ratings of Safety From Various Problems (South Region)**

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Violent crime (e.g., rape, assault, robbery)	80	2	15	93%ile	Above the norm
Property crimes (e.g., burglary, theft)	70	2	15	93%ile	Above the norm
Fire	76	5	15	73%ile	Similar to the norm

**Ratings of Safety From Various Problems (All Jurisdictions in the Database)**

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Violent crime (e.g., rape, assault, robbery)	80	17	94	83%ile	Above the norm
Property crimes (e.g., burglary, theft)	70	14	95	86%ile	Above the norm
Fire	76	32	93	67%ile	Similar to the norm

Figure 5: Ratings of Safety in Various Areas



Ratings of Safety in Various Areas (South Region)

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
In your neighborhood during the day	92	2	19	95%ile	Above the norm
In your neighborhood after dark	84	2	26	96%ile	Above the norm
In Hanover County's shopping area(s) during the day	84	5	17	76%ile	Similar to the norm
In Hanover County's shopping area(s) after dark	65	7	23	74%ile	Above the norm
In Hanover County's parks during the day	83	4	17	82%ile	Above the norm
In Hanover County's parks after dark	55	7	16	63%ile	Above the norm

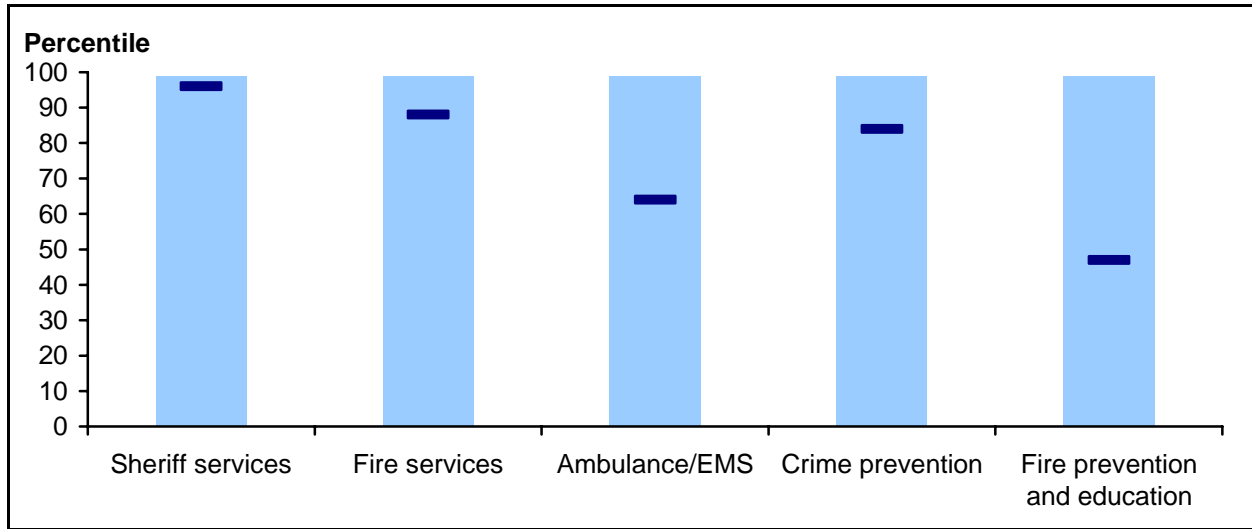
## Hanover County Citizen Survey

### Comparisons

#### Ratings of Safety in Various Areas (All Jurisdictions in the Database)

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
In your neighborhood during the day	92	20	104	82%ile	Above the norm
In your neighborhood after dark	84	9	140	94%ile	Above the norm
In Hanover County's shopping area(s) during the day	84	44	92	53%ile	Similar to the norm
In Hanover County's shopping area(s) after dark	65	47	112	59%ile	Above the norm
In Hanover County's parks during the day	83	42	95	57%ile	Similar to the norm
In Hanover County's parks after dark	55	37	90	60%ile	Above the norm

Figure 6: Quality of Public Safety Services



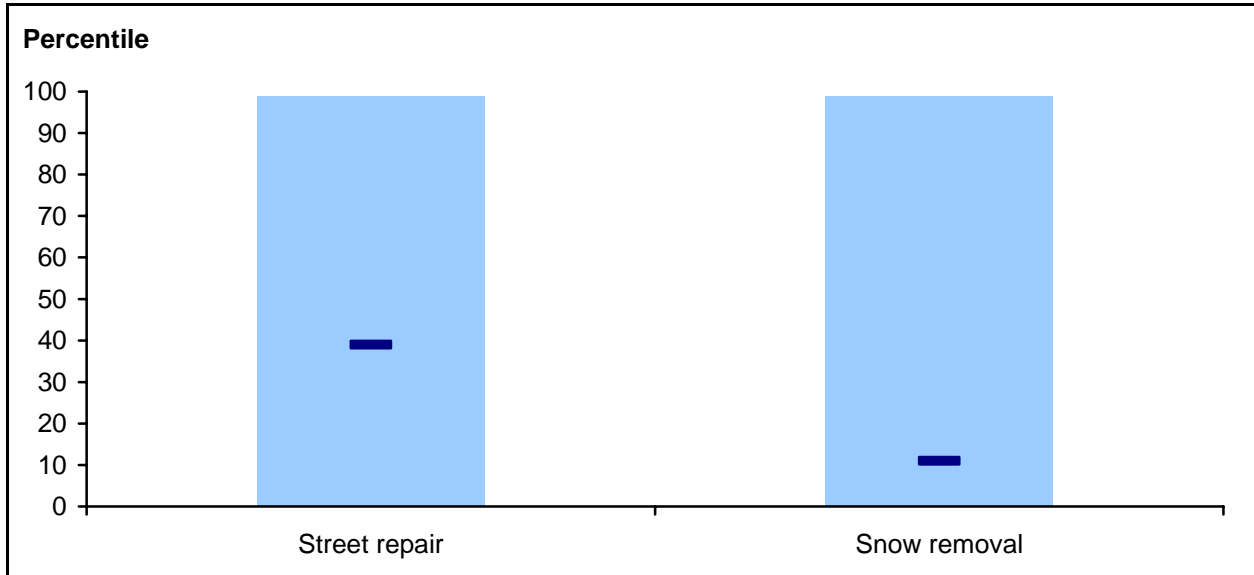
Quality of Public Safety Services (South Region)

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Sheriff services	74	3	54	96%ile	Above the norm
Fire services	77	6	43	88%ile	Above the norm
Ambulance/emergency medical services	74	10	25	64%ile	Similar to the norm
Crime prevention	65	4	19	84%ile	Above the norm
Fire prevention and education	64	9	15	47%ile	Similar to the norm

Quality of Public Safety Services (All Jurisdictions in the Database)

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Sheriff services	74	34	283	88%ile	Above the norm
Fire services	77	56	217	75%ile	Above the norm
Ambulance/emergency medical services	74	65	168	62%ile	Similar to the norm
Crime prevention	65	18	100	83%ile	Above the norm
Fire prevention and education	64	49	83	42%ile	Similar to the norm

Figure 7: Quality of Transportation Services



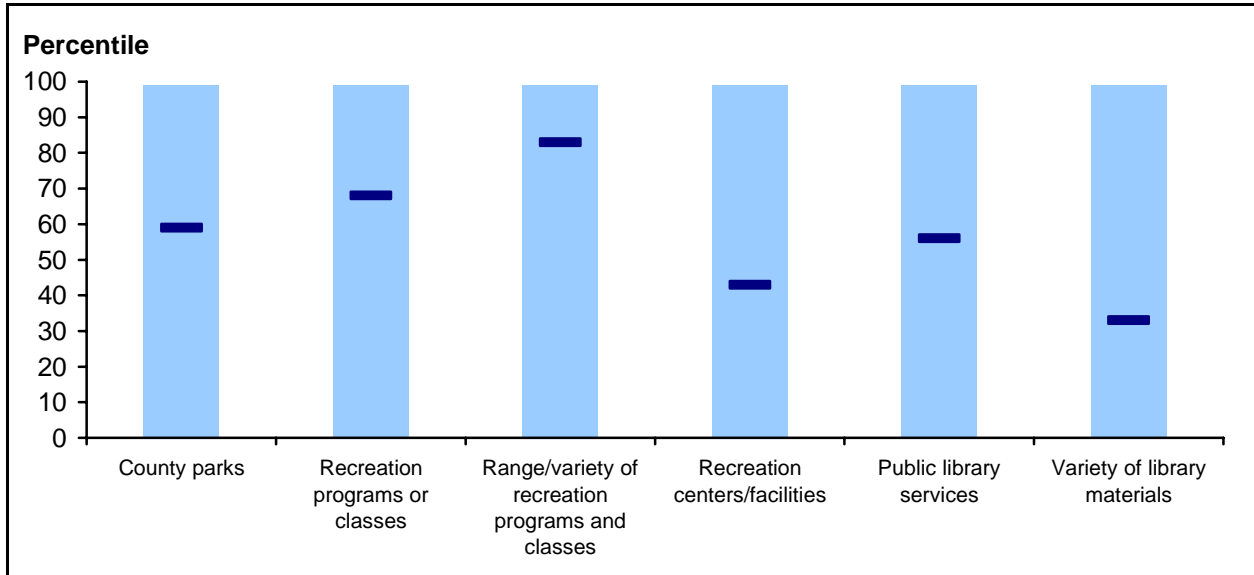
Quality of Transportation Services (South Region)

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Street repair	40	20	31	39%ile	Similar to the norm
Snow removal	44	9	9	11%ile	Below the norm

Quality of Transportation Services (All Jurisdictions in the Database)

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Street repair	40	140	219	37%ile	Similar to the norm
Snow removal	44	117	133	13%ile	Below the norm

Figure 8: Quality of Leisure Services



Quality of Leisure Services (South Region)

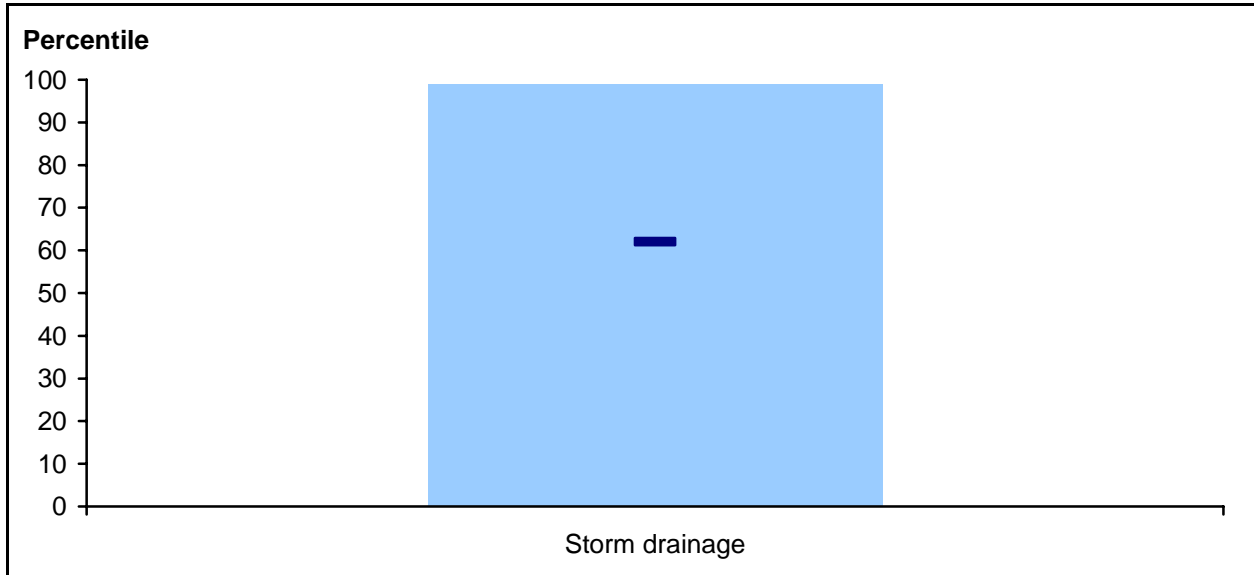
	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
County parks	63	12	27	59%ile	Similar to the norm
Recreation programs or classes	59	9	25	68%ile	Similar to the norm
Range/variety of recreation programs and classes	56	3	12	83%ile	Similar to the norm
Recreation centers/facilities	53	13	21	43%ile	Similar to the norm
Public library services	66	15	32	56%ile	Similar to the norm
Variety of library materials	58	5	6	33%ile	Similar to the norm
Accessibility of trails	51	NA	NA	NA	NA
Appearance/maintenance of Open Space	53	NA	NA	NA	NA

## Hanover County Citizen Survey

### Comparisons

<b>Quality of Leisure Services (All Jurisdictions in the Database)</b>					
	<b>Hanover County Rating</b>	<b>Rank</b>	<b>Number of Jurisdictions for Comparison</b>	<b>Hanover County Percentile</b>	<b>Comparison of Hanover County Rating to Norm</b>
County parks	63	86	156	46%ile	Similar to the norm
Recreation programs or classes	59	97	168	43%ile	Similar to the norm
Range/variety of recreation programs and classes	56	38	66	44%ile	Similar to the norm
Recreation centers/facilities	53	82	109	26%ile	Below the norm
Public library services	66	104	188	45%ile	Similar to the norm
Variety of library materials	58	42	51	20%ile	Below the norm
Accessibility of trails	51	3	5	60%ile	Similar to the norm
Appearance/maintenance of Open Space	53	4	5	40%ile	Similar to the norm

Figure 9: Quality of Utility Services



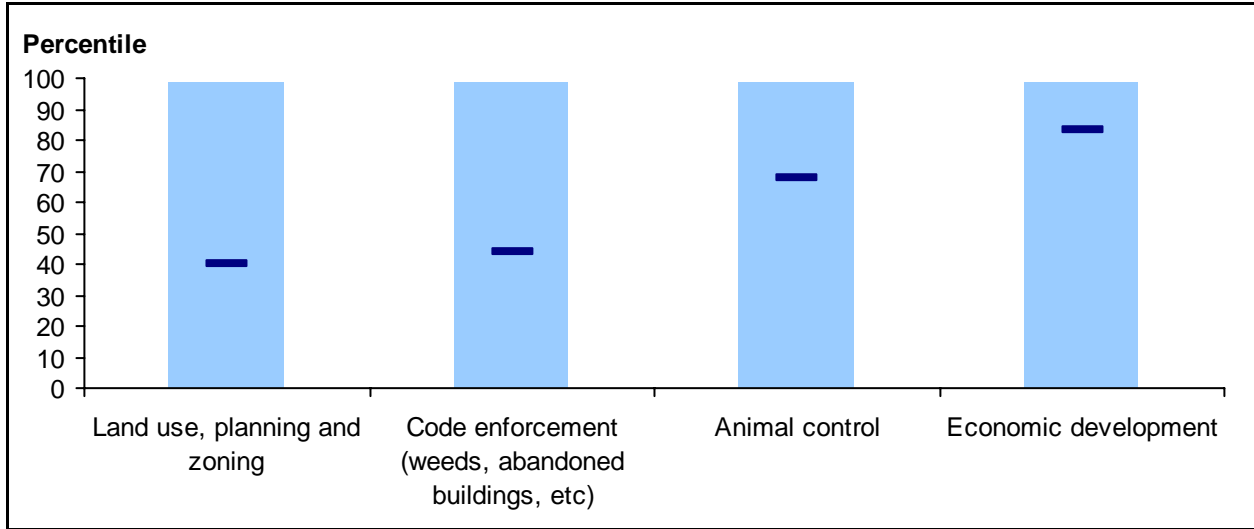
**Quality of Utility Services (South Region)**

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Storm drainage	44	11	26	62%ile	Similar to the norm

**Quality of Utility Services (All Jurisdictions in the Database)**

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Storm drainage	44	99	143	31%ile	Similar to the norm

**Figure 10: Quality of Planning and Code Enforcement Services**



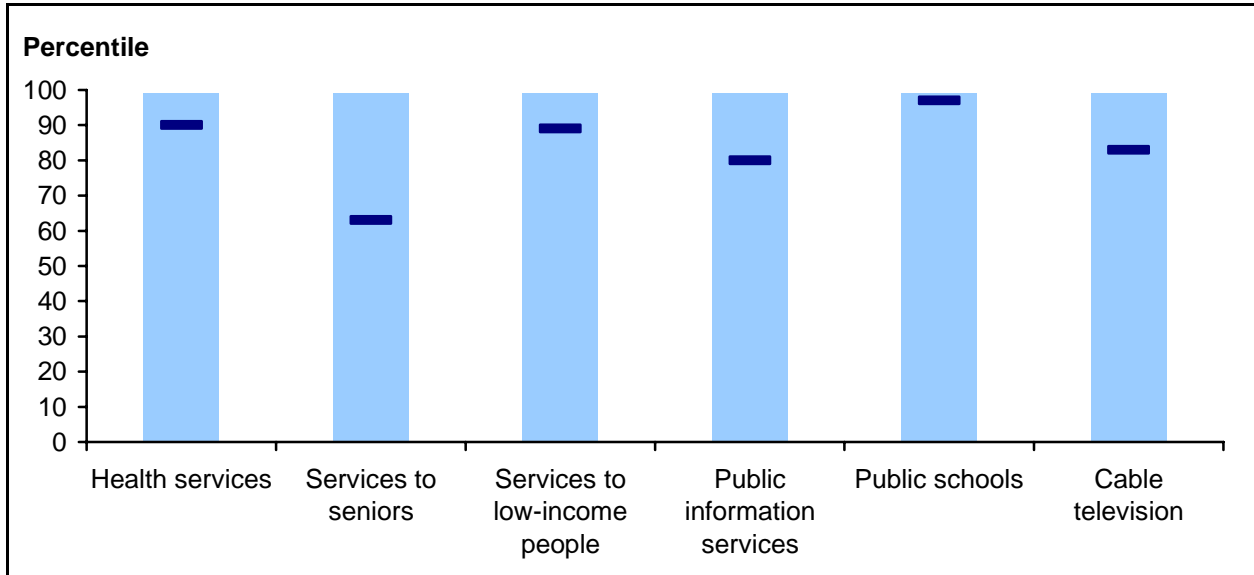
**Quality of Planning and Code Enforcement Services (South Region)**

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Land use, planning and zoning	35	13	20	40%ile	Similar to the norm
Code enforcement (weeds, abandoned buildings, etc)	39	16	27	44%ile	Similar to the norm
Animal control	52	8	22	68%ile	Similar to the norm
Economic development	50	4	18	83%ile	Above the norm

**Quality of Planning and Code Enforcement Services (All Jurisdictions in the Database)**

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Land use, planning and zoning	35	93	116	21%ile	Below the norm
Code enforcement (weeds, abandoned buildings, etc)	39	120	160	26%ile	Below the norm
Animal control	52	76	135	44%ile	Similar to the norm
Economic development	50	28	99	73%ile	Above the norm

**Figure 11: Quality of Services to Special Populations and Other Services**



**Quality of Services to Special Populations and Other Services (South Region)**

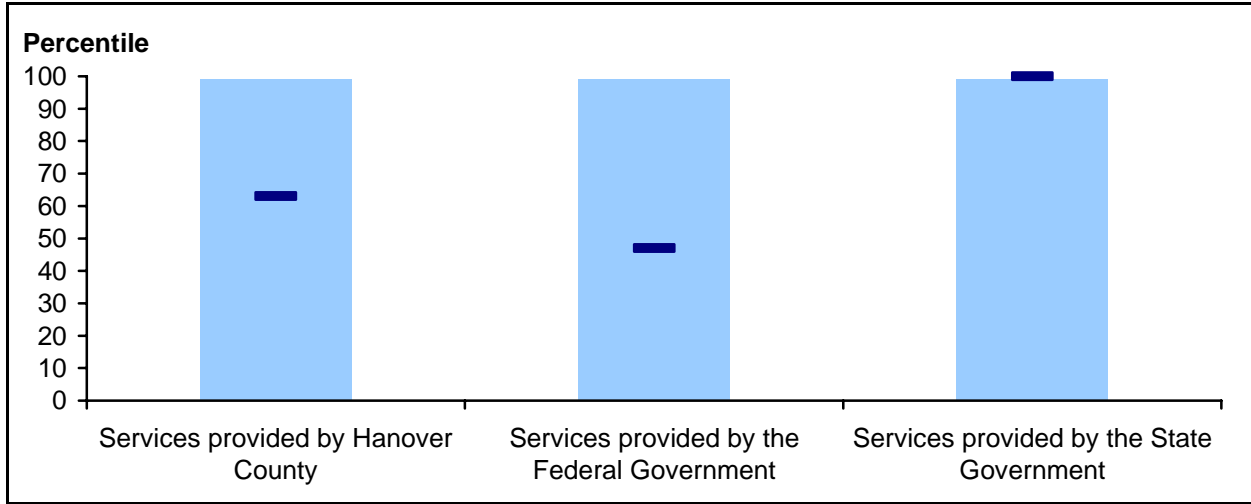
	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Health services	58	2	10	90%ile	Above the norm
Services to seniors	53	7	16	63%ile	Similar to the norm
Services to low-income people	43	2	9	89%ile	Above the norm
Public information services	56	6	25	80%ile	Similar to the norm
Public schools	74	2	34	97%ile	Above the norm
Cable television	49	3	12	83%ile	Above the norm

## Hanover County Citizen Survey

### Comparisons

<b>Quality of Services to Special Populations and Other Services (All Jurisdictions in the Database)</b>					
	<b>Hanover County Rating</b>	<b>Rank</b>	<b>Number of Jurisdictions for Comparison</b>	<b>Hanover County Percentile</b>	<b>Comparison of Hanover County Rating to Norm</b>
Health services	58	22	61	66%ile	Similar to the norm
Services to seniors	53	86	121	30%ile	Below the norm
Services to low-income people	43	23	64	66%ile	Similar to the norm
Public information services	56	50	111	56%ile	Similar to the norm
Public schools	74	6	117	96%ile	Above the norm
Cable television	49	32	61	49%ile	Similar to the norm

Figure 12: Overall Quality of Services



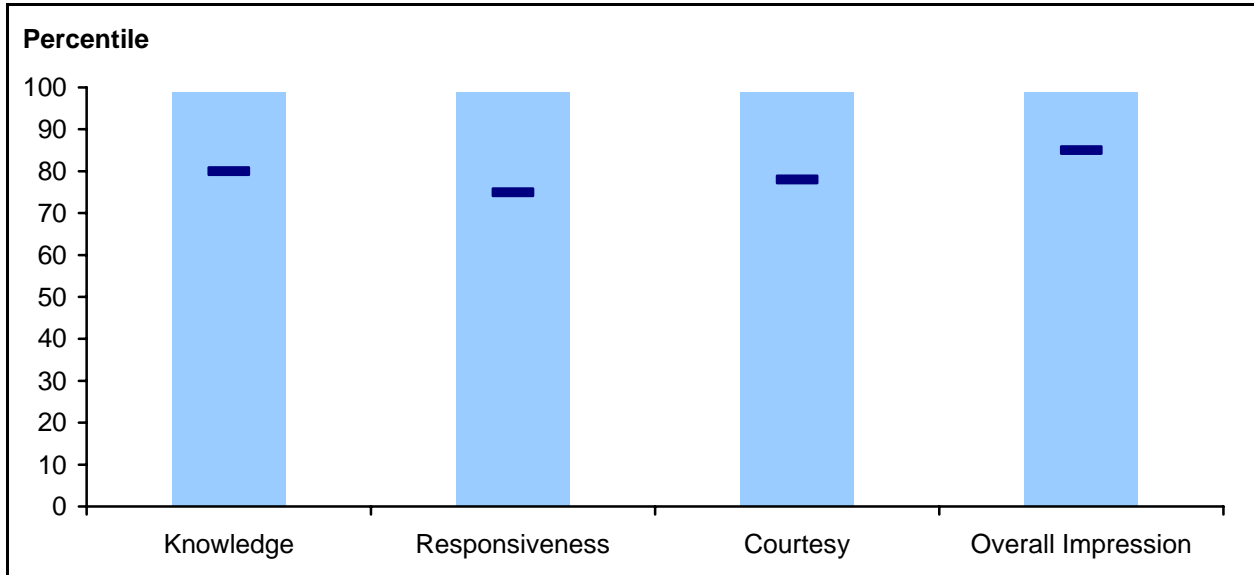
Overall Quality of Services (South Region)

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Services provided by Hanover County	62	13	32	63%ile	Similar to the norm
Services provided by the Federal Government	45	9	15	47%ile	Similar to the norm
Services provided by the State Government	52	1	15	100%ile	Above the norm

Overall Quality of Services (All Jurisdictions in the Database)

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Services provided by Hanover County	62	69	166	59%ile	Similar to the norm
Services provided by the Federal Government	45	37	83	57%ile	Similar to the norm
Services provided by the State Government	52	4	83	96%ile	Above the norm

Figure 13: Ratings of Contact with Hanover County Employees



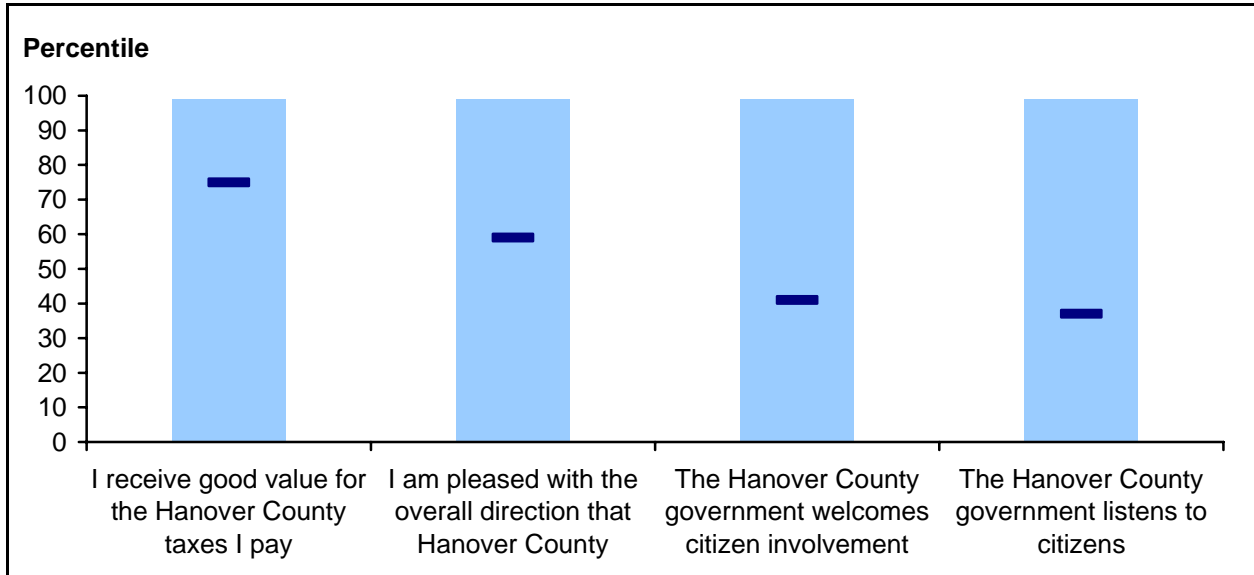
**Ratings of Contact with the City Employees (South Region)**

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Knowledge	70	5	20	80%ile	Similar to the norm
Responsiveness	68	7	24	75%ile	Similar to the norm
Courtesy	71	5	18	78%ile	Similar to the norm
Overall Impression	69	5	27	85%ile	Above the norm

**Ratings of Contact with the City Employees (All Jurisdictions in the Database)**

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
Knowledge	70	43	126	67%ile	Similar to the norm
Responsiveness	68	42	134	69%ile	Similar to the norm
Courtesy	71	35	99	66%ile	Similar to the norm
Overall Impression	69	39	150	75%ile	Above the norm

Figure 14: Ratings of Public Trust



Ratings of Public Trust (South Region)

	Hanover County Rating	Rank	Number of Jurisdictions for Comparison	Hanover County Percentile	Comparison of Hanover County Rating to Norm
I receive good value for the Hanover County taxes I pay	61	7	24	75%ile	Similar to the norm
I am pleased with the overall direction that Hanover County	58	8	17	59%ile	Similar to the norm
The Hanover County government welcomes citizen involvement	61	11	17	41%ile	Similar to the norm
The Hanover County government listens to citizens	50	13	19	37%ile	Similar to the norm

## Hanover County Citizen Survey

### Comparisons

<b>Ratings of Public Trust (All Jurisdictions in the Database)</b>					
	<b>Hanover County Rating</b>	<b>Rank</b>	<b>Number of Jurisdictions for Comparison</b>	<b>Hanover County Percentile</b>	<b>Comparison of Hanover County Rating to Norm</b>
I receive good value for the Hanover County taxes I pay	61	43	118	64%ile	Similar to the norm
I am pleased with the overall direction that Hanover County	58	67	115	43%ile	Similar to the norm
The Hanover County government welcomes citizen involvement	61	69	103	34%ile	Similar to the norm
The Hanover County government listens to citizens	50	70	95	27%ile	Similar to the norm

## APPENDIX A: LIST OF JURISDICTIONS INCLUDED IN NORMATIVE COMPARISONS (SOUTH REGION)

Jurisdiction Name	State
Auburn	AL
Phenix City	AL
Newark	DE
Altamonte Springs	FL
Boca Raton	FL
Bonita Springs	FL
Bradenton	FL
Broward County	FL
Collier County	FL
Cooper City	FL
Coral Springs	FL
Deerfield Beach	FL
Delray Beach	FL
Fort Lauderdale	FL
Jacksonville	FL
Kissimmee	FL
Miami	FL
Miami Beach	FL
Ocoee	FL
Orange County	FL
Orlando	FL
Palm Bay	FL
Palm Beach County	FL
Pinellas County	FL
Pinellas Park	FL
Port Orange	FL
Port St. Lucie	FL
St. Petersburg	FL
Tallahassee	FL

## Hanover County Citizen Survey

### Jurisdictions in Comparisons

<b>Jurisdiction Name</b>	<b>State</b>
Titusville	FL
Walton County	FL
Atlanta	GA
Cartersville	GA
Columbus	GA
Douglas County	GA
Macon	GA
Milledgeville	GA
Savannah	GA
Ashland	KY
Bowling Green	KY
Lexington	KY
Greenbelt	MD
Rockville	MD
Biloxi	MS
Pascagoula	MS
Cary	NC
Charlotte	NC
Durham	NC
Greensboro	NC
Hickory	NC
Hudson	NC
Rocky Mount	NC
Wilmington	NC
Wilson	NC
Columbia	SC
Mauldin	SC
Myrtle Beach	SC
Pickens County	SC
Rock Hill	SC
York County	SC
Cookville	TN
Franklin	TN
Knoxville	TN
Memphis	TN

## Hanover County Citizen Survey

### Jurisdictions in Comparisons

<b>Jurisdiction Name</b>	<b>State</b>
Oak Ridge	TN
Albemarle County	VA
Bedford County	VA
Blacksburg	VA
Botetourt County	VA
Chesapeake	VA
Chesterfield County	VA
Hampton	VA
Hopewell	VA
James City County	VA
Lynchburg	VA
Norfolk	VA
Northampton County	VA
Prince William County	VA
Richmond	VA
Roanoke County	VA
Stafford County	VA
Virginia Beach	VA
Williamsburg	VA

## APPENDIX B: LIST OF JURISDICTIONS INCLUDED IN NORMATIVE COMPARISONS (ALL JURISDICTIONS IN THE DATABASE)

Jurisdiction Name	State
Homer	AK
Auburn	AL
Phenix City	AL
Fayetteville	AR
Fort Smith	AR
Hot Springs	AR
Little Rock	AR
Siloam Springs	AR
Chandler	AZ
Gilbert	AZ
Mesa	AZ
Phoenix	AZ
Safford	AZ
Scottsdale	AZ
Sedona	AZ
Tempe	AZ
Tucson	AZ
Antioch	CA
Arcadia	CA
Bakersfield	CA
Berkeley	CA
Claremont	CA
Concord	CA
Coronado	CA
Cypress	CA
El Cerrito	CA
Encinitas	CA

## Hanover County Citizen Survey

### Jurisdictions in Comparisons

<b>Jurisdiction Name</b>	<b>State</b>
Fremont	CA
Garden Grove	CA
Gilroy	CA
Hercules	CA
Highland	CA
La Mesa	CA
Lakewood	CA
Livermore	CA
Lompoc	CA
Long Beach	CA
Los Alamitos	CA
Los Gatos	CA
Menlo Park	CA
Monterey	CA
Mountain View	CA
Novato	CA
Oceanside	CA
Oxnard	CA
Palm Springs	CA
Palo Alto	CA
Pasadena	CA
Pleasanton	CA
Pomona	CA
Poway	CA
Redding	CA
Ridgecrest	CA
Riverside	CA
Rosemead	CA
Sacramento County	CA
San Francisco	CA
San Jose	CA
San Luis Obispo County	CA
San Mateo	CA
San Rafael	CA
San Ramon	CA

## Hanover County Citizen Survey

### Jurisdictions in Comparisons

<b>Jurisdiction Name</b>	<b>State</b>
Santa Clara	CA
Santa Clarita	CA
Santa Monica	CA
Santa Rosa	CA
Simi Valley	CA
Solana Beach	CA
South Gate	CA
Sunnyvale	CA
Temecula	CA
Thousand Oaks	CA
Torrance	CA
Visalia	CA
Walnut Creek	CA
Yuba City	CA
Arvada	CO
Boulder	CO
Boulder County	CO
Broomfield	CO
Castle Rock	CO
Denver (City and County)	CO
Douglas County	CO
Englewood	CO
Fort Collins	CO
Golden	CO
Greeley	CO
Highlands Ranch	CO
Jefferson County	CO
Lafayette	CO
Lakewood	CO
Larimer County	CO
Littleton	CO
Longmont	CO
Louisville	CO
Loveland	CO
North Jeffco Park and Recreation District	CO

## Hanover County Citizen Survey

### Jurisdictions in Comparisons

<b>Jurisdiction Name</b>	<b>State</b>
Northglenn	CO
Parker	CO
Thornton	CO
Vail	CO
West Metro Fire Protection District	CO
Westminster	CO
Wheat Ridge	CO
Hartford	CT
Manchester	CT
New London	CT
Vernon	CT
West Hartford	CT
Wethersfield	CT
Dover	DE
Newark	DE
Altamonte Springs	FL
Boca Raton	FL
Bonita Springs	FL
Bradenton	FL
Brevard County	FL
Broward County	FL
Cape Coral	FL
Collier County	FL
Cooper City	FL
Coral Springs	FL
Coral Springs	FL
Deerfield Beach	FL
Delray Beach	FL
Fort Lauderdale	FL
Jacksonville	FL
Kissimmee	FL
Miami	FL
Miami Beach	FL
Ocoee	FL
Orange County	FL

## Hanover County Citizen Survey

### Jurisdictions in Comparisons

<b>Jurisdiction Name</b>	<b>State</b>
Orlando	FL
Palm Bay	FL
Palm Beach County	FL
Palm Coast	FL
Pinellas County	FL
Pinellas Park	FL
Port Orange	FL
Port St. Lucie	FL
Sarasota	FL
St. Petersburg	FL
Tallahassee	FL
Titusville	FL
Walton County	FL
Atlanta	GA
Cartersville	GA
Columbus	GA
Douglas County	GA
Macon	GA
Milledgeville	GA
Savannah	GA
Adams County	IA
Ames	IA
Ankeny	IA
Cedar Rapids	IA
Clarke County	IA
Des Moines County	IA
Fort Dodge	IA
Fort Madison	IA
Indianola	IA
Iowa County	IA
Louisa County	IA
Marion	IA
Newton	IA
Polk County	IA
Polk County	IA

## Hanover County Citizen Survey

### Jurisdictions in Comparisons

<b>Jurisdiction Name</b>	<b>State</b>
West Des Moines	IA
Lewiston	ID
Moscow	ID
Twin Falls	ID
Addison Village	IL
Decatur	IL
Downers Grove	IL
Elmhurst	IL
Evanston	IL
Highland Park	IL
Homewood	IL
O'Fallon	IL
Park Ridge	IL
Peoria	IL
Skokie	IL
St. Charles	IL
Streamwood	IL
Urbana	IL
Village of Oak Park	IL
Wilmette	IL
Fort Wayne	IN
Gary	IN
Marion County	IN
Lawrence	KS
Overland Park	KS
Shawnee	KS
Wichita	KS
Ashland	KY
Bowling Green	KY
Lexington	KY
Jefferson Parish	LA
Orleans Parish	LA
Andover	MA
Barnstable	MA
Boston	MA

## Hanover County Citizen Survey

### Jurisdictions in Comparisons

<b>Jurisdiction Name</b>	<b>State</b>
Brookline	MA
Worcester	MA
Greenbelt	MD
Rockville	MD
Ann Arbor	MI
Battle Creek	MI
Battle Creek	MI
Delhi Township	MI
Detroit	MI
East Lansing	MI
Grand Rapids	MI
Kentwood	MI
Meridian Charter Township	MI
Muskegon	MI
Novi	MI
Port Huron	MI
Rochester Hills	MI
Troy	MI
Blaine	MN
Burnsville	MN
Carver County	MN
Chanhassen	MN
Dakota County	MN
Duluth	MN
Eagan	MN
Golden Valley	MN
Grand Forks	MN
Mankato	MN
Maplewood	MN
Minneapolis	MN
Minnnetonka	MN
Plymouth	MN
Polk County	MN
Richfield	MN
Roseville	MN

## Hanover County Citizen Survey

### Jurisdictions in Comparisons

<b>Jurisdiction Name</b>	<b>State</b>
Scott County	MN
St. Clair Shores	MN
St. Paul	MN
Washington County	MN
Ballwin	MO
Columbia	MO
Ellisville	MO
Kansas City	MO
Kirkwood	MO
Platte City	MO
Platte County	MO
Saint Joseph	MO
Saint Peters	MO
Springfield	MO
Biloxi	MS
Pascagoula	MS
Bozeman	MT
Yellowstone County	MT
Cary	NC
Charlotte	NC
Charlotte	NC
Durham	NC
Greensboro	NC
Hickory	NC
Hudson	NC
Rocky Mount	NC
Wilmington	NC
Wilson	NC
Grand Forks	ND
Kearney	NE
Dover	NH
Merrimack	NH
Salem	NH
Hackensack	NJ
Medford	NJ

## Hanover County Citizen Survey

### Jurisdictions in Comparisons

Jurisdiction Name	State
Willingboro Township	NJ
Albuquerque	NM
Los Alamos County	NM
Rio Rancho	NM
Taos	NM
Henderson	NV
North Las Vegas	NV
Reno	NV
Sparks	NV
Genesee County	NY
New York City	NY
Ontario County	NY
Rochester	NY
Rye	NY
Watertown	NY
Akron	OH
Cincinnati	OH
Columbus	OH
Dayton	OH
Dublin	OH
Fairborn	OH
Huber Heights	OH
Hudson	OH
Kettering	OH
Sandusky	OH
Shaker Heights	OH
Springfield	OH
Westerville	OH
Oklahoma City	OK
Albany	OR
Ashland	OR
Corvallis	OR
Eugene	OR
Gresham	OR
Jackson County	OR

## Hanover County Citizen Survey

### Jurisdictions in Comparisons

<b>Jurisdiction Name</b>	<b>State</b>
Lake Oswego	OR
Multnomah County	OR
Portland	OR
Springfield	OR
Lower Merion Township	PA
Manheim	PA
Philadelphia	PA
State College	PA
Upper Merion Township	PA
Newport	RI
Columbia	SC
Mauldin	SC
Myrtle Beach	SC
Pickens County	SC
Rock Hill	SC
York County	SC
Aberdeen	SD
Cookville	TN
Franklin	TN
Knoxville	TN
Memphis	TN
Oak Ridge	TN
Arlington	TX
Austin	TX
Bedford	TX
Carrollton	TX
College Station	TX
Corpus Christi	TX
Dallas	TX
Denton	TX
DeSoto	TX
Fort Worth	TX
Garland	TX
Grand Prairie	TX
Lewisville	TX

## Hanover County Citizen Survey

### Jurisdictions in Comparisons

<b>Jurisdiction Name</b>	<b>State</b>
Lubbock	TX
Lufkin	TX
McAllen	TX
McKinney	TX
Missouri City	TX
Mount Pleasant	TX
Nacogdoches	TX
Pasadena	TX
Plano	TX
Round Rock	TX
Sugar Land	TX
Temple	TX
Victoria	TX
Bountiful	UT
Ogden	UT
West Valley City	UT
Albemarle County	VA
Bedford County	VA
Blacksburg	VA
Botetourt County	VA
Chesapeake	VA
Chesterfield County	VA
Hampton	VA
Hanover County	VA
Hopewell	VA
James City County	VA
Lynchburg	VA
Norfolk	VA
Northampton County	VA
Prince William County	VA
Richmond	VA
Roanoke County	VA
Stafford County	VA
Virginia Beach	VA
Williamsburg	VA

## Hanover County Citizen Survey

### Jurisdictions in Comparisons

<b>Jurisdiction Name</b>	<b>State</b>
Bellevue	WA
Bothell	WA
Kent	WA
Kitsap County	WA
Lynnwood	WA
Marysville	WA
Ocean Shores	WA
Olympia	WA
Redmond	WA
Renton	WA
Richland	WA
Seattle	WA
University Place	WA
Vancouver	WA
Walla Walla	WA
Appleton	WI
Eau Claire	WI
Janesville	WI
Kenosha	WI
Madison	WI
Marquette County	WI
Milton	WI
Superior	WI
Village of Brown Deer	WI
Wausau	WI
Whitewater	WI
Winnebago County	WI
Laramie	WY

# APPENDIX C: FREQUENTLY ASKED QUESTIONS ABOUT THE CITIZEN SURVEY DATABASE

---

## **What is in the citizen survey database?**

NRC's database includes the results from citizen surveys conducted in about 400 jurisdictions in the United States. These are public opinion polls answered by hundreds of thousands of residents around the country. We have recorded, analyzed and stored responses to thousands of survey questions dealing with resident perceptions about the quality of community life and public trust and residents' report of their use of public facilities. Respondents to these surveys are intended to represent over 50 million Americans.

## **What kinds of questions are included?**

Residents' ratings of the quality of virtually every kind of local government service are included – from police, fire and trash haul to animal control, planning and cemeteries. Many dimensions of quality of life are included such as feeling of safety and opportunities for dining, recreation and shopping as well as ratings of the overall quality of community life and community as a place to raise children and retire.

## **What is so unique about National Research Center's Citizen Survey database?**

It is the only database of its size that contains the people's perceptions about government service delivery and quality of life. For example, others use government statistics about crime to deduce the quality of police services or speed of pot hole repair to draw conclusions about the quality of street maintenance. Only National Research Center's database adds the opinion of service recipients themselves to the service quality equation. We believe that conclusions about service or community quality are made prematurely if opinions of the community's residents themselves are missing.

## **What is the database used for?**

**Benchmarking.** Our clients use the comparative information in the database to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions, to measure local government performance. We don't know what is small or tall without comparing. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. So many surveys of service satisfaction turn up at least "good" citizen evaluations that we 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. We need to

ask more important and harder questions. We need to know how our residents' ratings of fire service compare to opinions about fire service in other communities.

### **So what if we find that our public opinions are better or – for that matter – worse than opinions in other communities? What does it mean?**

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 its clients believe services are not very good compared to ratings received by objectively “worse” departments.

National Research Center's database can help that police department – or any city department – to understand how well citizens think it is doing. Without the comparative data from National Research Center's database, it would be like bowling in a tournament without knowing what the other teams are scoring. We recommend that citizen opinion be used in conjunction with other sources of data to help managers know how to respond to comparative results.

### **Aren't comparisons of questions from different surveys like comparing apples and oranges?**

It is true that you can't simply take a given result from one survey and compare it to the result from a different survey. National Research Center, Inc. principals have pioneered and reported their methods for converting all survey responses to the same scale. Because scales responses will differ among types of survey questions, National Research Center, Inc. statisticians have developed statistical algorithms, which adjust question results based on many characteristics of the question, its scale and the survey methods. All results are then converted to the PTM (percent to maximum) scale with a minimum score of 0 (equaling the lowest possible rating) to a maximum score of 100 (equaling the highest possible rating). We then can provide a norm that not only controls for question differences, but also controls for differences in types of survey methods. This way we put all questions on the same scale and a norm can be offered for communities of given sizes or in various regions.

### **How can managers trust the comparability of results?**

Principals of National Research Center, Inc. have submitted their work to peer reviewed scholarly journals where its publication fully describes the rigor of our methods and the quality of our findings. We have published articles in *Public Administration Review*, *Journal of Policy Analysis and Management* and *Governing*, and we wrote a book, *Citizen Surveys: How to do them, how to use them, what they mean*, that describes in detail how survey responses can be adjusted to provide fair comparisons for ratings among many jurisdictions. Our work on calculating national norms 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.