



CITY OF NOVI, MICHIGAN 2008

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



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

C O N T E N T S

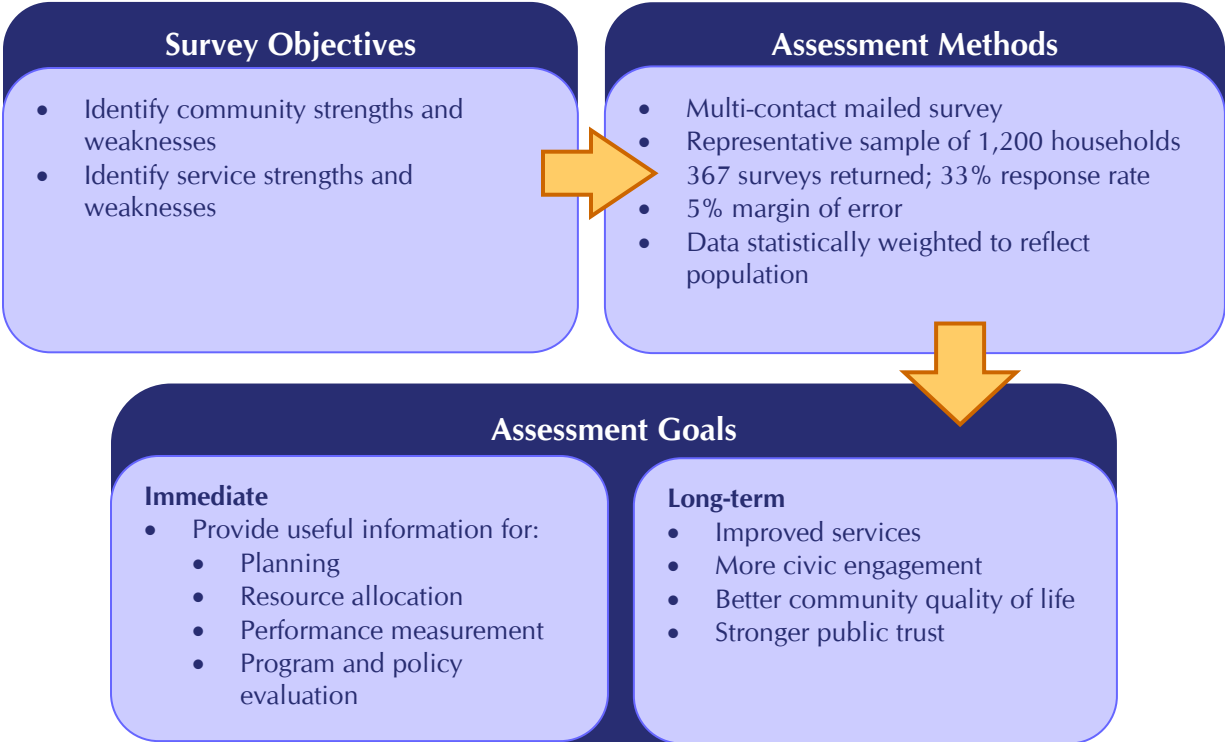
- Survey Background..... 1
 - About The National Citizen Survey™ 1
 - Understanding the Results 3
- Executive Summary 5
- Community Ratings 7
 - Overall Community Quality 7
 - Community Design 10
 - Transportation 10
 - Housing 14
 - Land Use and Zoning 16
 - Economic Sustainability..... 19
 - Public Safety 22
 - Environmental Sustainability..... 26
 - Recreation and Wellness 29
 - Parks and Recreation 29
 - Culture, Arts and Education 31
 - Health and Wellness 33
 - Community Inclusiveness..... 34
 - Civic Engagement..... 36
 - Civic Activity..... 36
 - Information and Awareness 40
 - Social Engagement 41
 - Public Trust..... 43
 - City of Novi Employees 46
- From Data to Action 48
 - Resident Priorities 48
 - City of Novi Action Chart..... 49
 - Using Your Action Chart™ 51
- Policy Questions 52
- Appendix A: Complete Survey Frequencies 53
 - Frequencies Excluding “Don’t Know” Responses 53
 - Frequencies Including “Don’t Know” Responses..... 64
- Appendix B: Survey Methodology 79
- Appendix C: Survey Materials..... 87

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 367 completed surveys were obtained, providing an overall response rate of 33%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for the City of Novi was developed in close cooperation with local jurisdiction staff. Novi staff selected items from a menu of questions about services and community problems and provided the appropriate letterhead and signatures for mailings. City of Novi staff also augmented The National Citizen Survey™ basic service through a variety of options including list add-on options a custom set of benchmark comparisons, crosstabulation of results and several policy questions.

UNDERSTANDING THE RESULTS

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

Margin of Error

It is customary to describe the precision of estimates made from surveys by a "level of confidence" and accompanying "confidence interval" (or margin of error). A traditional confidence level, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the estimates made from the survey results. The confidence interval for the City of Novi survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (367 completed surveys). A 95% confidence interval indicates that for every 100 random samples of this many residents, the population response to that question would be within the stated interval 95 times. For example, if 75% of residents rate a service as "excellent" or "good," then the 5% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 70% and 80%.

Comparing Survey Results

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

Interpreting Comparisons to Previous Years

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

Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The City of Novi chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (Populations 35,000 to 70,000). 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 Novi Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons were available, the City of Novi results were noted as being “above” the benchmark, “below” the benchmark or “similar to” the benchmark. This evaluation of “above,” “below” or “similar to” comes from a statistical comparison of the City of Novi'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 Novi survey provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

Most residents experience a good quality of life in the City of Novi and believe the City is a good place to live. The overall quality of life in the City of Novi was rated as “excellent” or “good” by 92% of respondents. Almost all report they plan on staying in the City of Novi for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. The three characteristics receiving the most favorable ratings were shopping opportunities, cleanliness of Novi, and the overall image/reputation of Novi. The three characteristics receiving the least positive ratings were ease of bicycle travel in Novi, traffic flow on major streets, and the availability of paths and walking trails.

Ratings of community characteristics were compared to the benchmark database. Of the 29 characteristics for which comparisons were available, 21 were above the benchmark comparison, five were similar to the benchmark comparison and three were below.

Residents in the City of Novi were somewhat civically engaged. While only 25% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 89% had provided help to a friend or neighbor. Less than half had volunteered their time to some group or activity in the City of Novi, which was lower than the benchmark.

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

On average, residents gave favorable ratings to almost all local government services. City services rated were able to be compared to the benchmark database. Of the 32 services for which comparisons were available, 23 were above the benchmark comparison, eight were similar to the benchmark comparison and one was below.

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

- City parks
- Code enforcement
- Police services

Of these services, those deserving the most attention may be those that have experienced declining ratings over time: code enforcement. For City parks and police services, the City of Novi is above the benchmark and should continue to ensure high quality performance.

COMMUNITY RATINGS

OVERALL COMMUNITY QUALITY

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

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

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

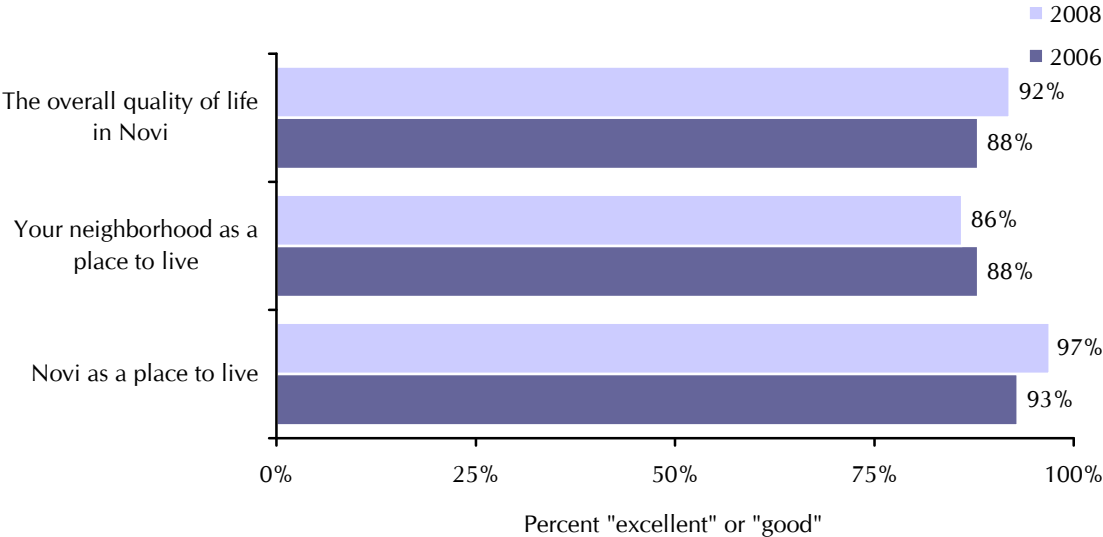
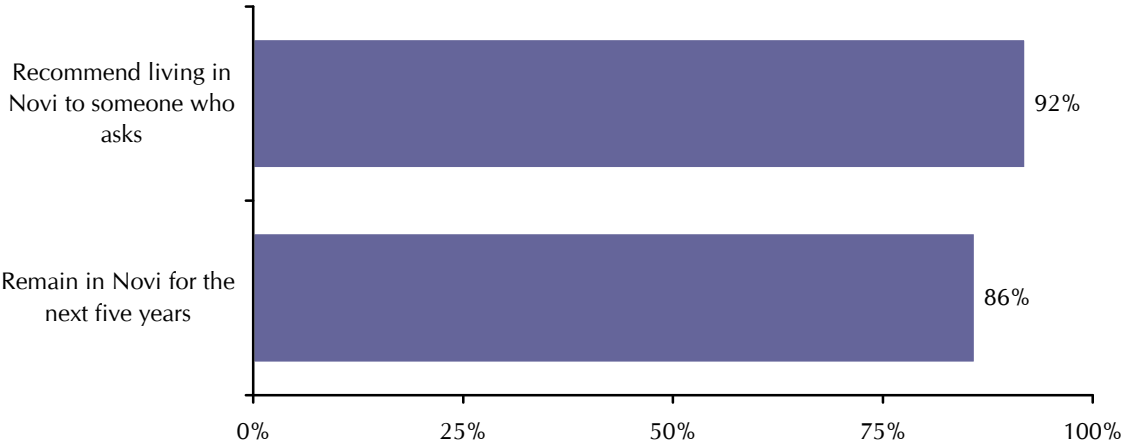


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY



Note: These questions were not asked in previous surveys.

Percent "somewhat" or "very" likely

FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Overall quality of life in Novi	Above	Above
Your neighborhood as place to live	Above	Above
Novi as a place to live	Above	Above
Remain in Novi for the next five years	Similar	Similar
Recommend living in Novi to someone who asks	Above	Above

Overall community quality was compared to survey data from previous years. Average ratings were computed for the previous years' data to make comparison easier. Trends from 2006 to 2008 were generally stable.

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.” Ease of car travel in Novi was given the most positive rating, followed by ease of walking.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

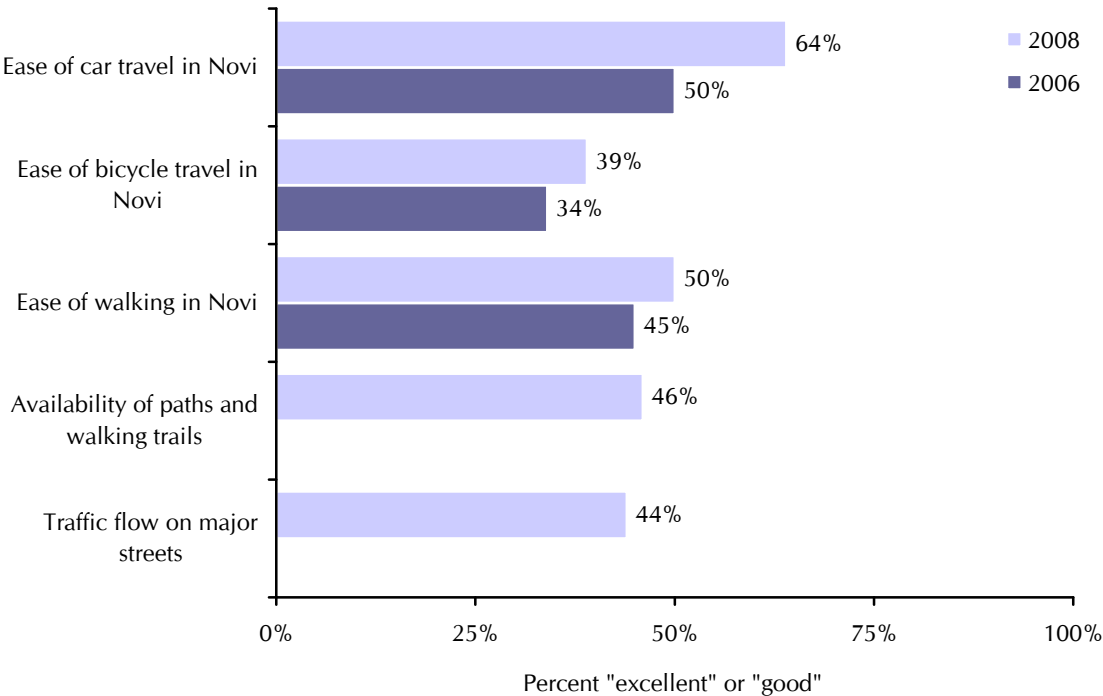


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Ease of car travel in Novi	Above	Above
Ease of walking in Novi	Below	Below
Ease of bicycle travel in Novi	Below	Below
Availability of paths and walking trails	Below	Below
Traffic flow on major streets	Similar	Above

Seven transportation services were rated in Novi. As compared to most communities across America, ratings tended to be somewhat favorable. Three were above the benchmarks and four were was similar to the benchmark. Most ratings were similar compared to 2006.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

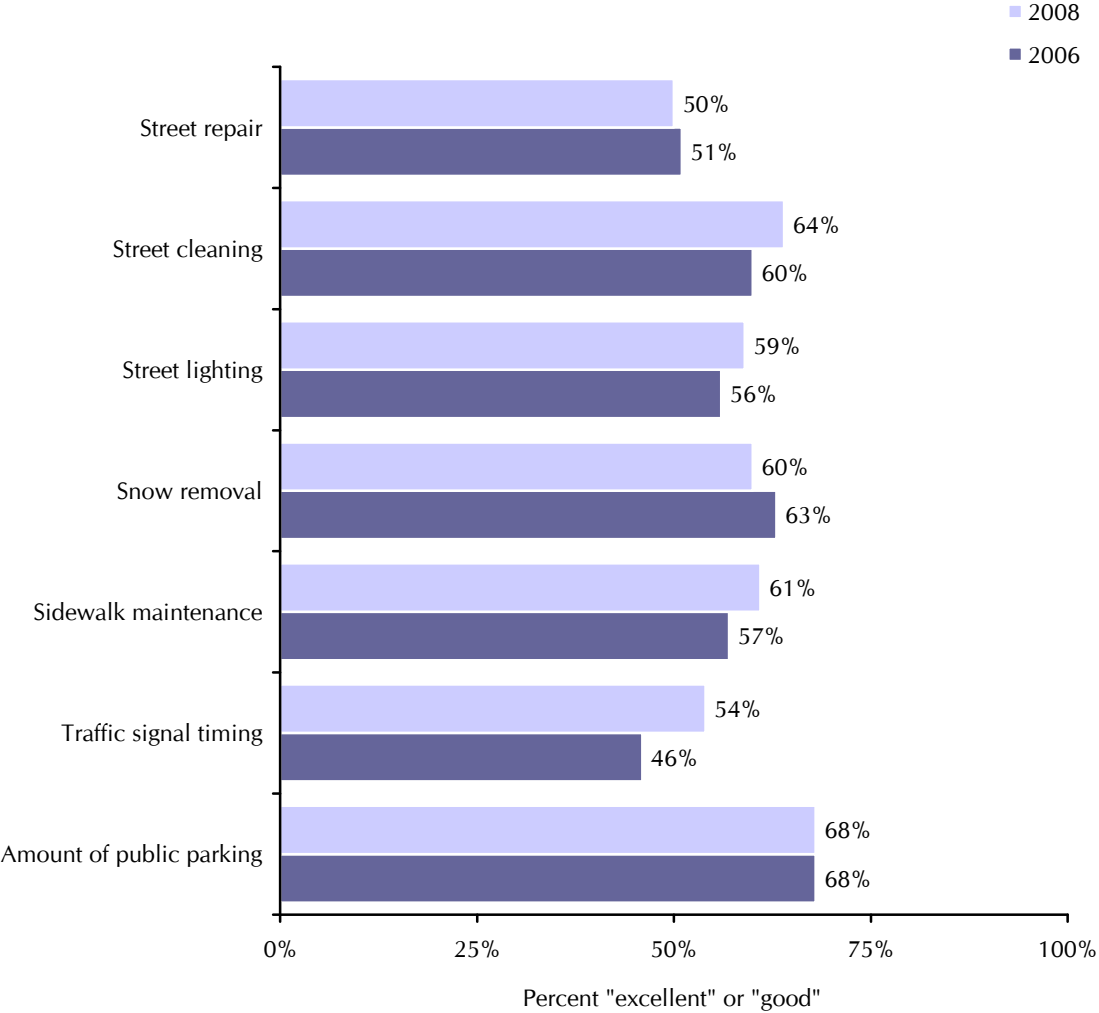


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Street repair /maintenance	Similar	Similar
Street cleaning	Similar	Similar
Street lighting	Similar	Similar
Snow removal	Similar	Similar
Sidewalk maintenance	Above	Above
Light timing	Above	Above
Amount of public parking	Above	Above

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. Only 1% of work commute trips were made by transit, bicycle or by foot.

FIGURE 10: FREQUENCY OF BUS USE IN LAST 12 MONTHS

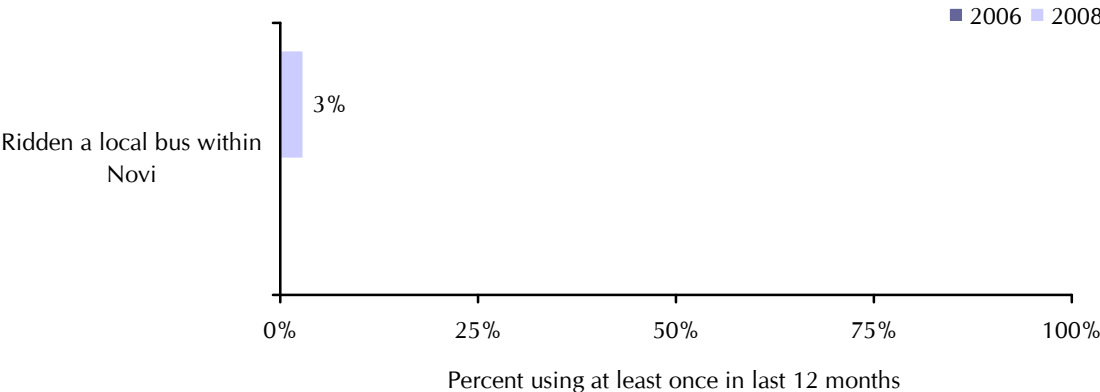
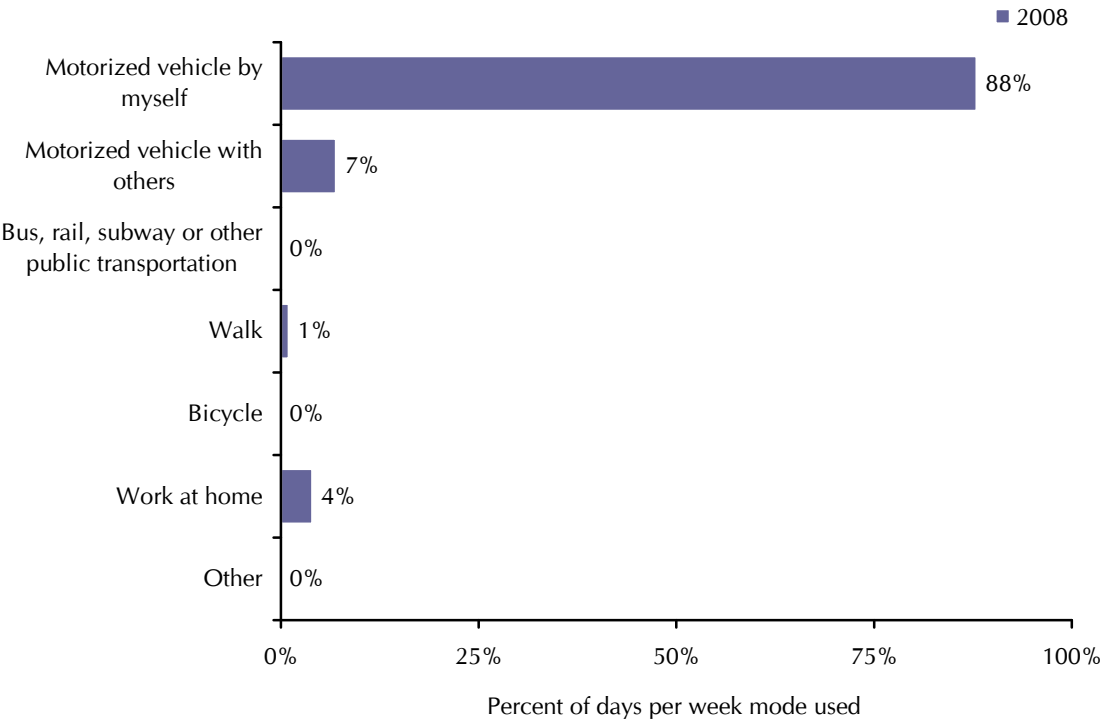


FIGURE 11: FREQUENCY OF BUS USE BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Ridden a local bus within Novi	Below	Below

FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE



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

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 heavily to a homogeneous palette, 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 who can sustain in a community with mostly high cost housing 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 Novi 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 57% of respondents, while the variety of housing options was rated as “excellent” or “good” by 83% of respondents. The rating of perceived affordable housing availability was better for the City of Novi than the ratings, on average, in comparison jurisdictions, and the rating for availability of affordable quality housing had improved over time.

FIGURE 13: RATINGS OF HOUSING IN COMMUNITY BY YEAR

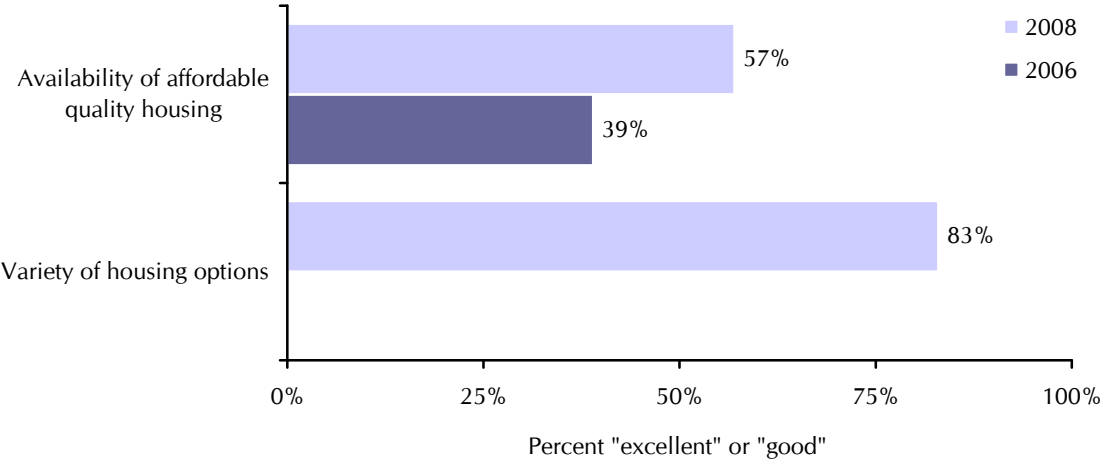


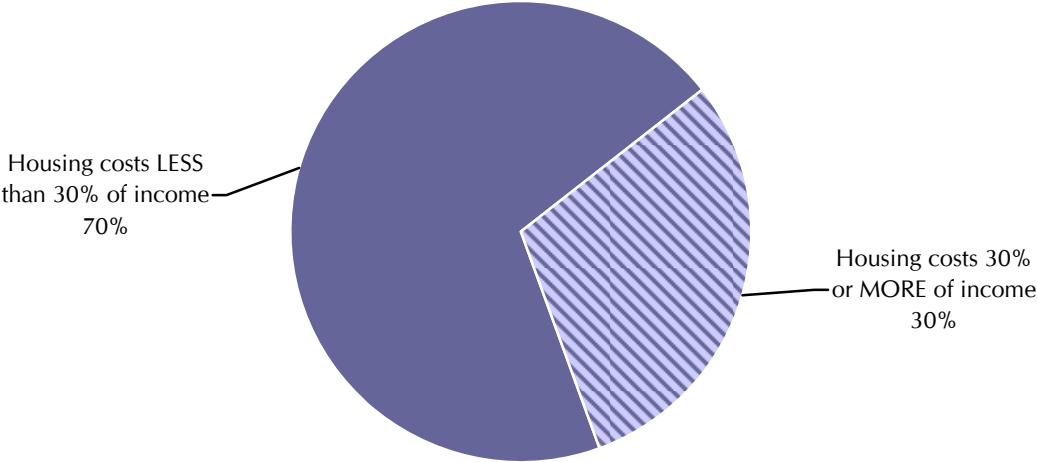
FIGURE 14: HOUSING CHARACTERISTICS BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Availability of affordable quality housing	Above	Above
Variety of housing options	Above	Above

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

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

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



Note: This question was not asked in previous surveys.

FIGURE 16: HOUSING COSTS BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Experiencing housing costs stress (housing costs 30% or more of income)	Below	Below

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 Novi 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 Novi was rated as “excellent” or “good” by 78%. The overall appearance of Novi was rated as “excellent” or “good” by 86% of respondents and was higher than the benchmarks. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Novi, 63% thought they were at least a “minor” problem. The services of land use, planning and zoning and code enforcement (weeds, abandoned buildings, etc) were rated above the benchmark. Ratings showed a varied pattern when compared to past years.

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

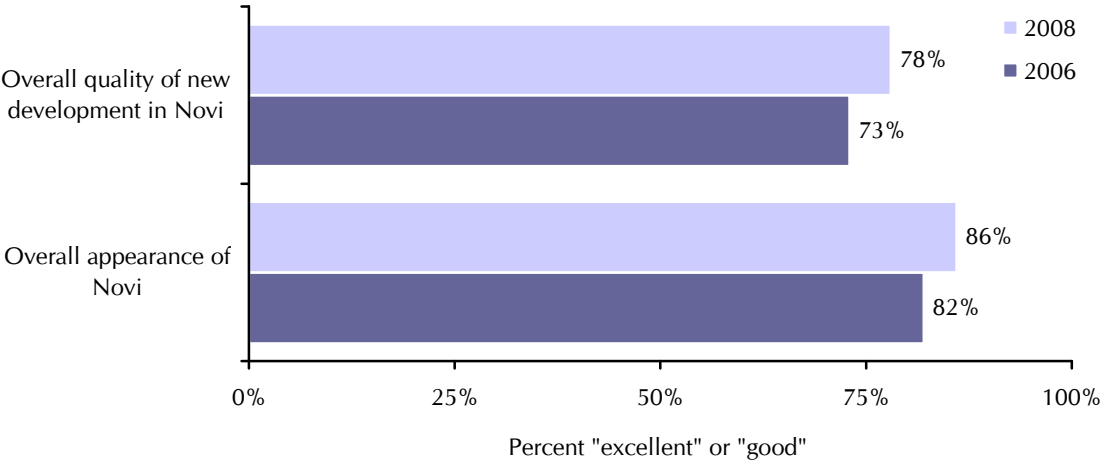


FIGURE 18: BUILT ENVIRONMENT BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Quality of new development in city	Above	Above
Overall appearance of Novi	Above	Above

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

FIGURE 19: RATINGS OF POPULATION GROWTH BY YEAR

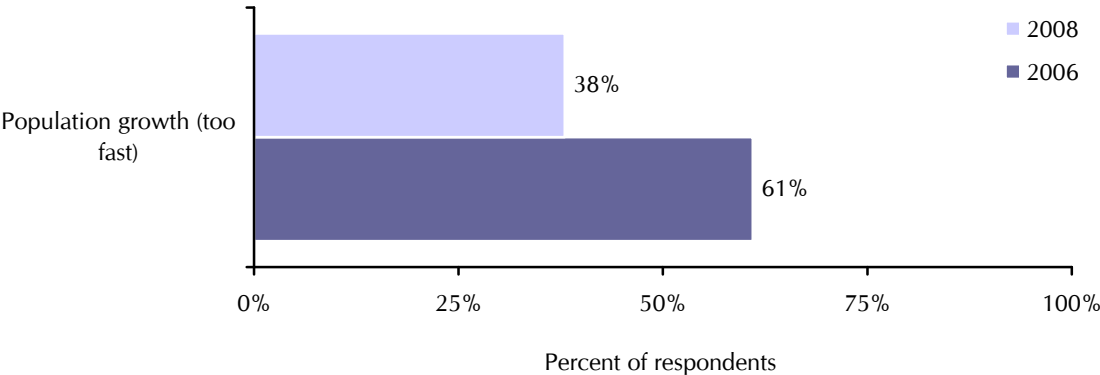


FIGURE 20: POPULATION GROWTH BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Population growth seen as too fast	Below	Below

FIGURE 21: RATINGS OF NUISANCE PROBLEMS BY YEAR

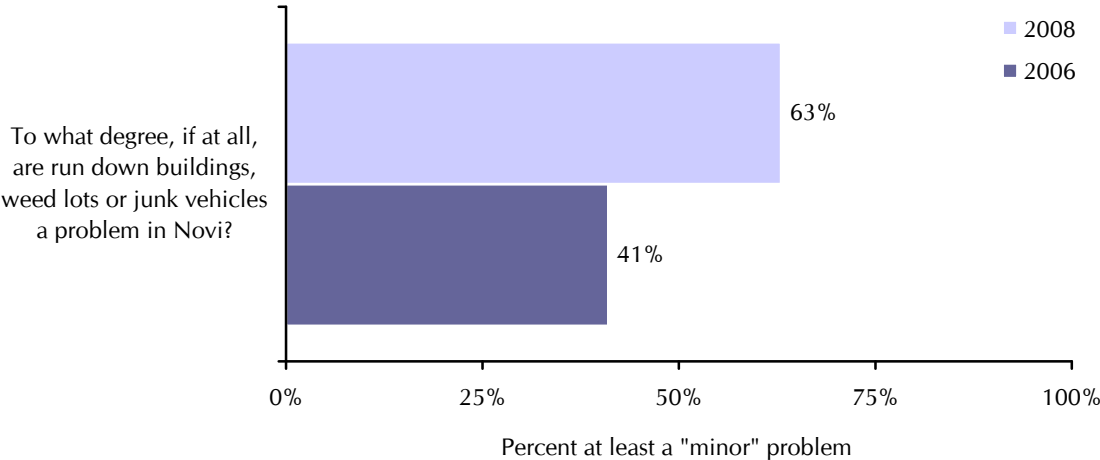


FIGURE 22: NUISANCE PROBLEMS BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Run down buildings, weed lots and junk vehicles are a "major" problem	Below	Below

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

FIGURE 23: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

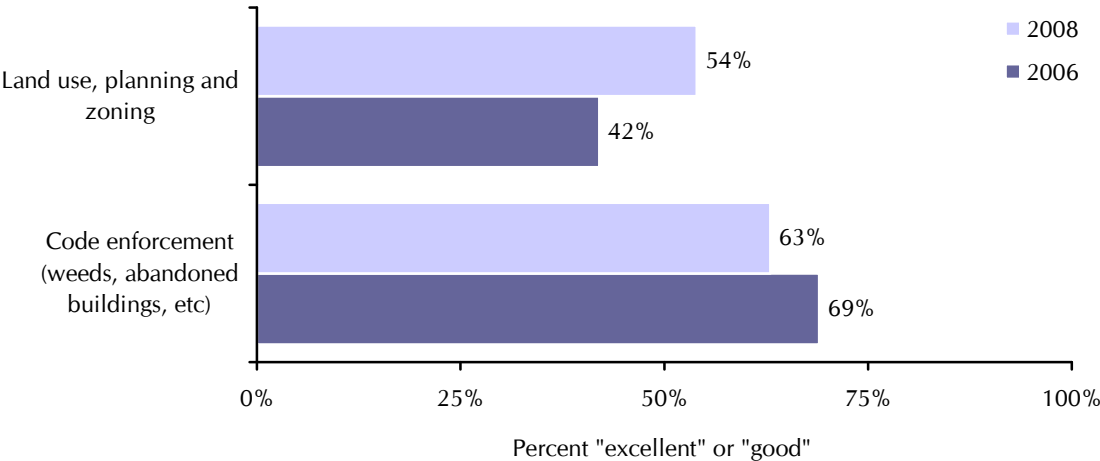


FIGURE 24: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Land use, planning and zoning	Above	Above
Code enforcement (weeds, abandoned buildings, etc)	Above	Above

ECONOMIC SUSTAINABILITY

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

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

FIGURE 25: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

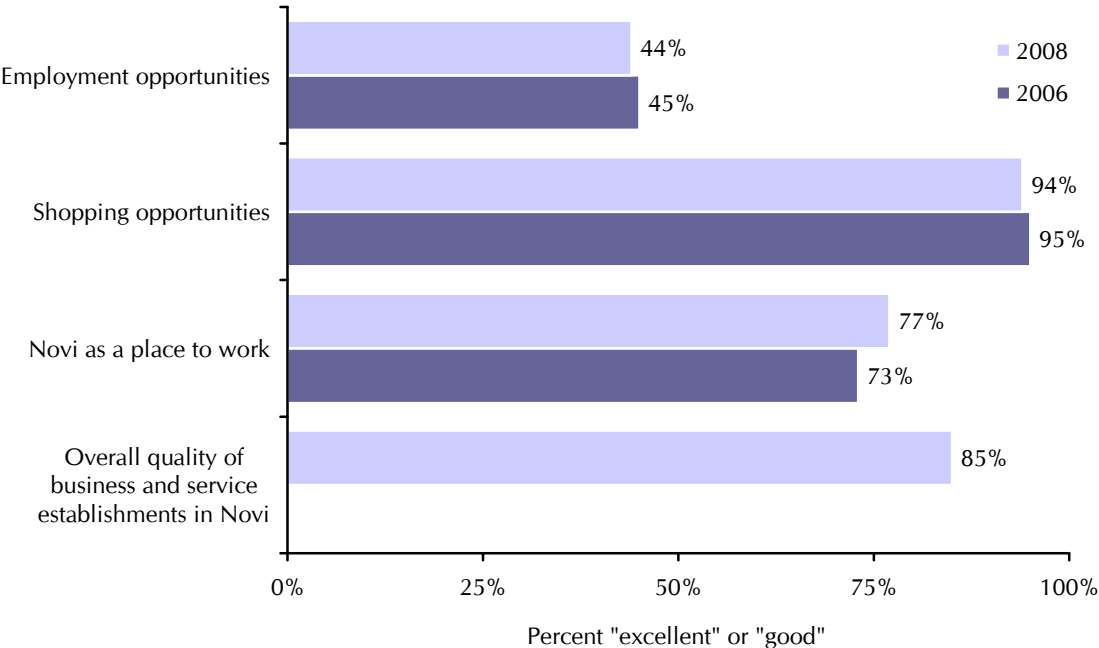


FIGURE 26: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Employment opportunities	Above	Above
Shopping opportunities	Above	Above
Place to work	Above	Above
Overall quality of business and service establishments in Novi	Above	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 Novi, 76% responded that it was “too slow,” while 11% reported retail growth as “too slow.” Fewer residents in Novi compared to other jurisdictions believed that retail growth was too slow and more residents believed that job growth was too slow.

FIGURE 27: RATINGS OF RETAIL AND JOB GROWTH BY YEAR

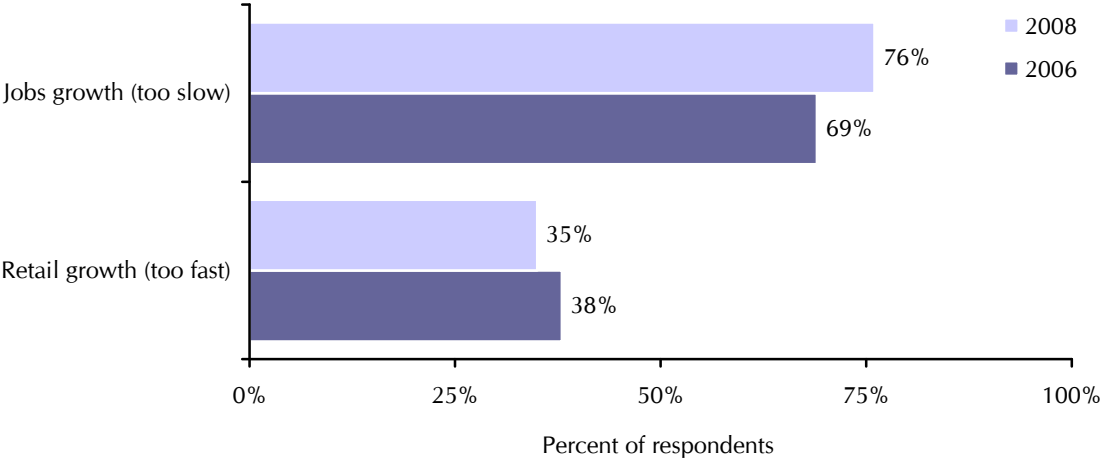


FIGURE 28: RETAIL AND JOB GROWTH BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Retail growth seen as too slow	Below	Below
Jobs growth seen as too slow	Above	Above

FIGURE 29: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

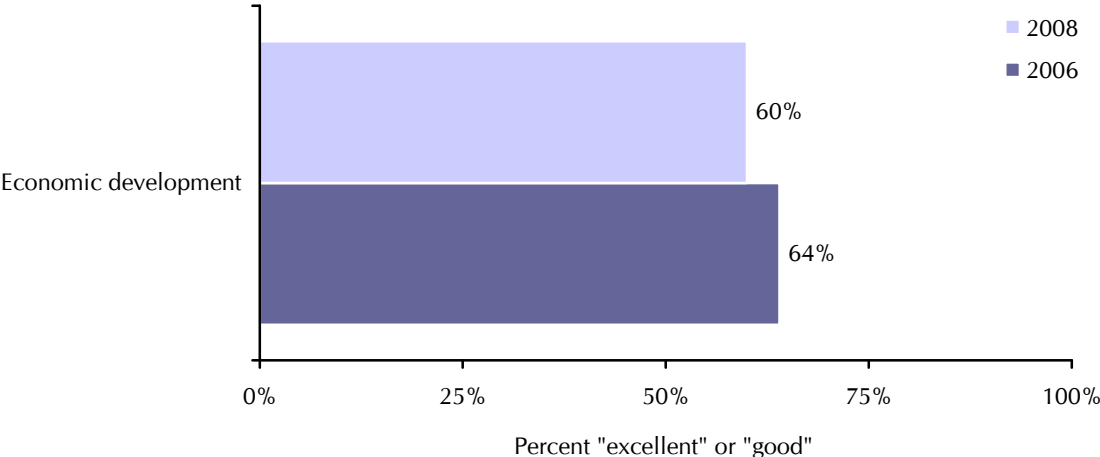


FIGURE 30: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Economic development	Above	Above

Residents were asked to reflect on their economic prospects in the near term. Twelve percent of the City of Novi residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family. The percent of residents with an optimistic outlook on their household income was less than comparison jurisdictions.

FIGURE 31: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR

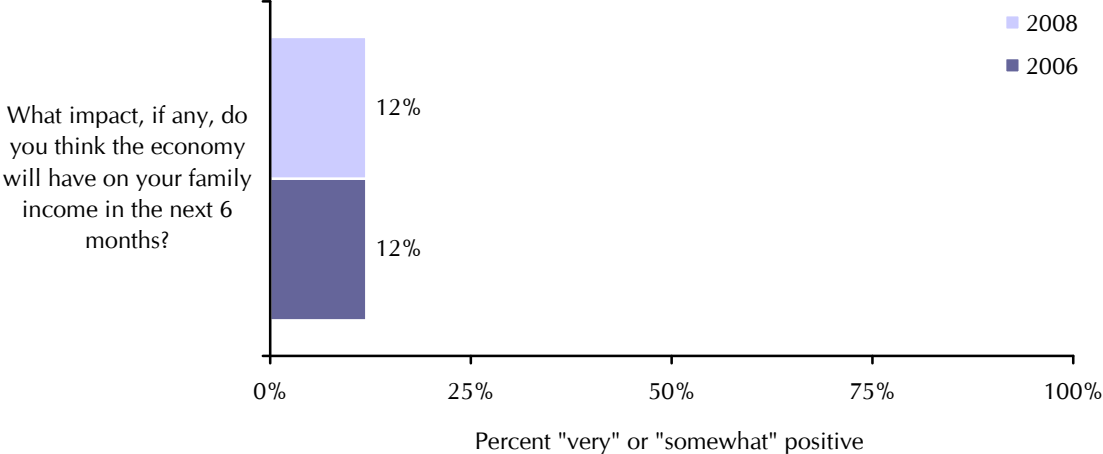


FIGURE 32: PERSONAL ECONOMIC FUTURE BENCHMARKS

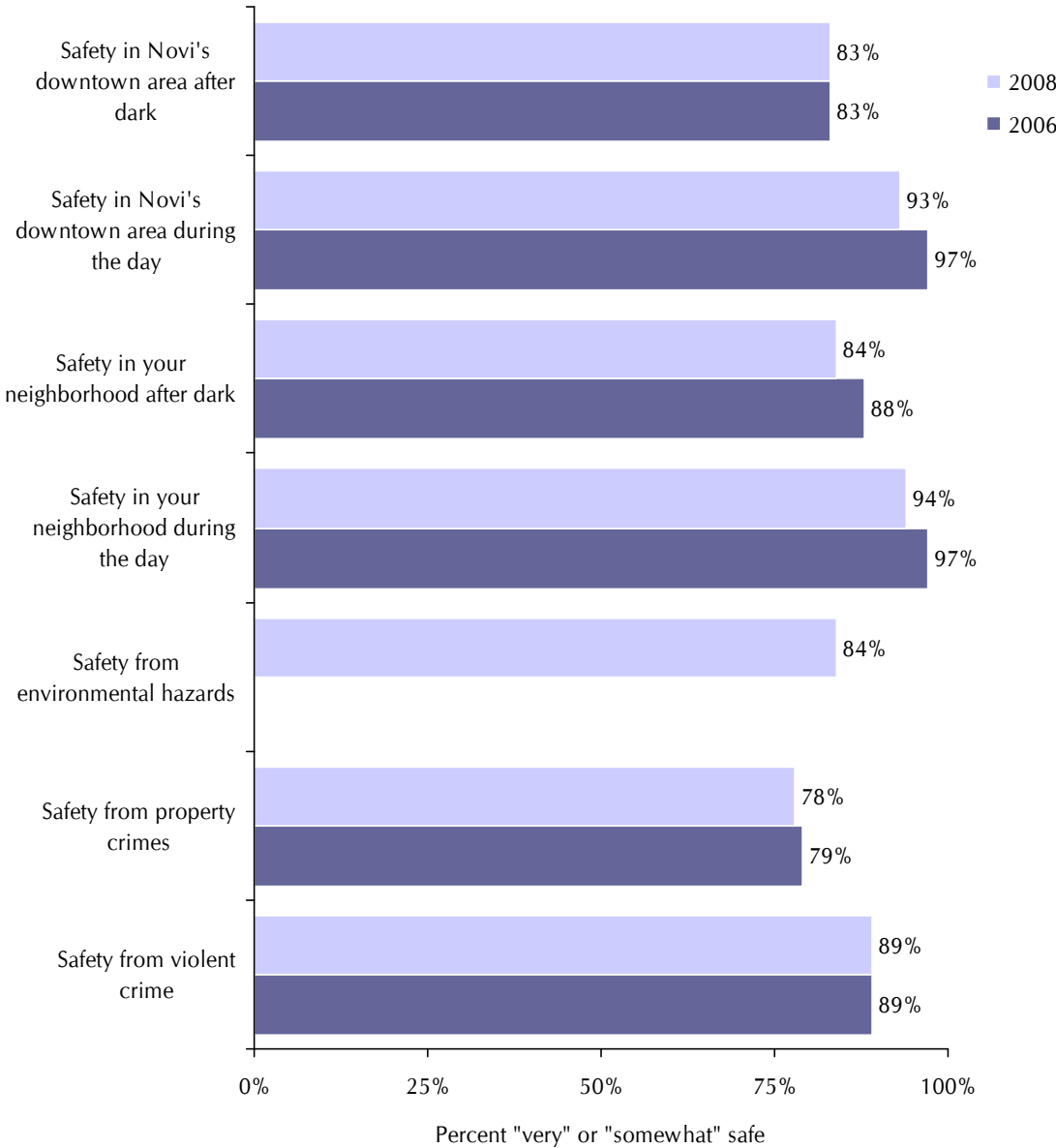
	National comparison	Populations 35,000 to 70,000 comparison
Positive impact of economy on household income	Below	Below

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. Most gave positive ratings of safety in the City Novi. About 89% percent of those completing the questionnaire said they felt "very" or "somewhat" safe from violent crimes and 84% felt "very" or "somewhat" safe from environmental hazards. Daytime sense of safety was better than nighttime safety.

FIGURE 33: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR



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

FIGURE 34: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Safety in your neighborhood during the day	Above	Above
Safety in your neighborhood after dark	Above	Above
Safety in Novi's downtown area during the day	Above	Above
Safety in Novi's downtown area after dark	Above	Above
Safety from violent crime (e.g., rape, assault, robbery)	Above	Above
Safety from property crimes (e.g., burglary, theft)	Above	Above
Toxic waste or other environmental hazard(s)	Above	Above

As assessed by the survey, 10% 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, 87% had reported it to police. Compared to other jurisdictions fewer Novi residents had been victims of crime in the 12 months preceding the survey and more Novi residents had reported their most recent crime victimization to the police.

FIGURE 35: CRIME VICTIMIZATION AND REPORTING BY YEAR

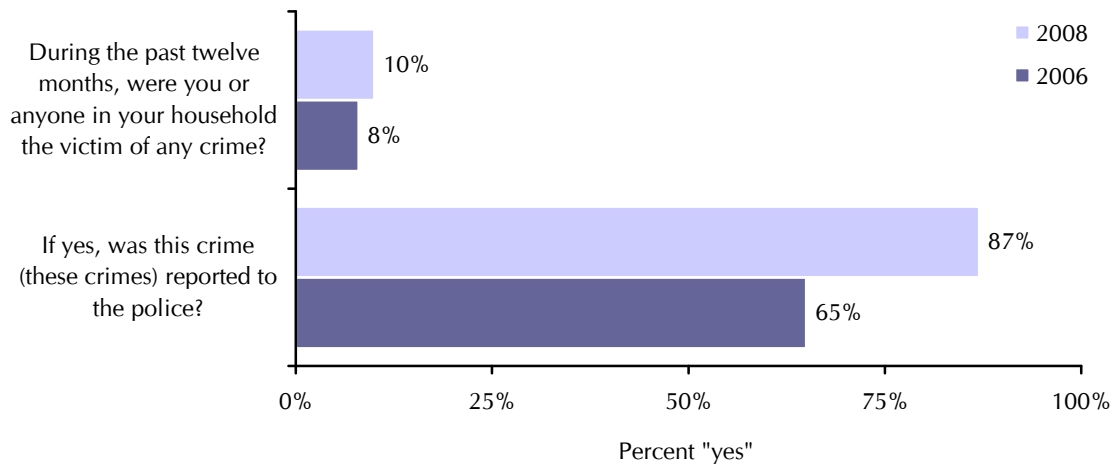
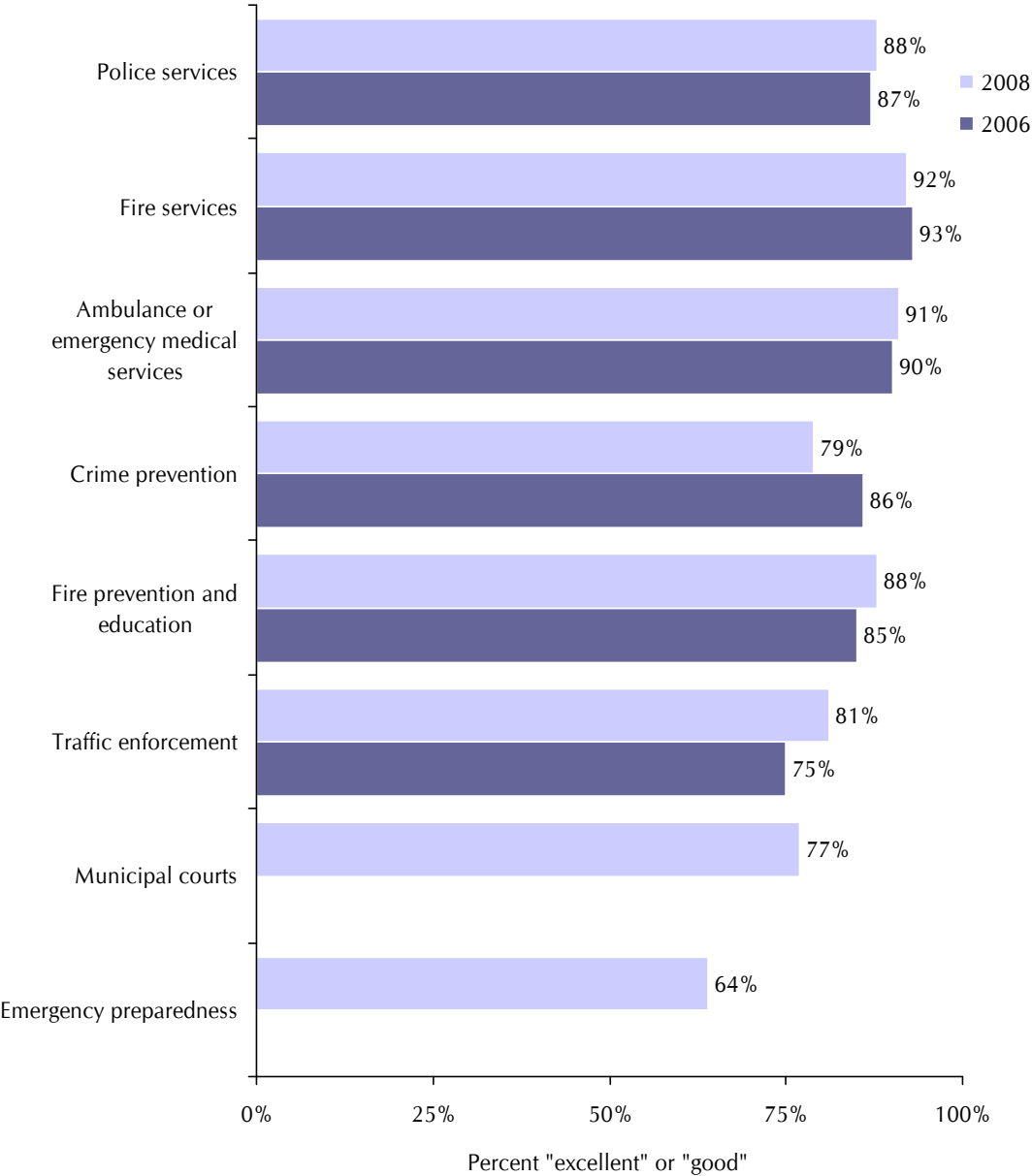


FIGURE 36: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Victim of crime	Below	Below
Reported crimes	Above	Above

Residents rated eight City public safety services; of these, seven were rated above both the national and custom benchmark comparisons. Emergency preparedness rated similar to the national comparison and above the custom benchmark. Fire service and ambulance or emergency medical services received the highest ratings, while municipal courts and emergency preparedness received the lowest ratings. Most were rated similar compared to previous years.

FIGURE 37: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR



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

FIGURE 38: PUBLIC SAFETY SERVICES BENCHMARKS

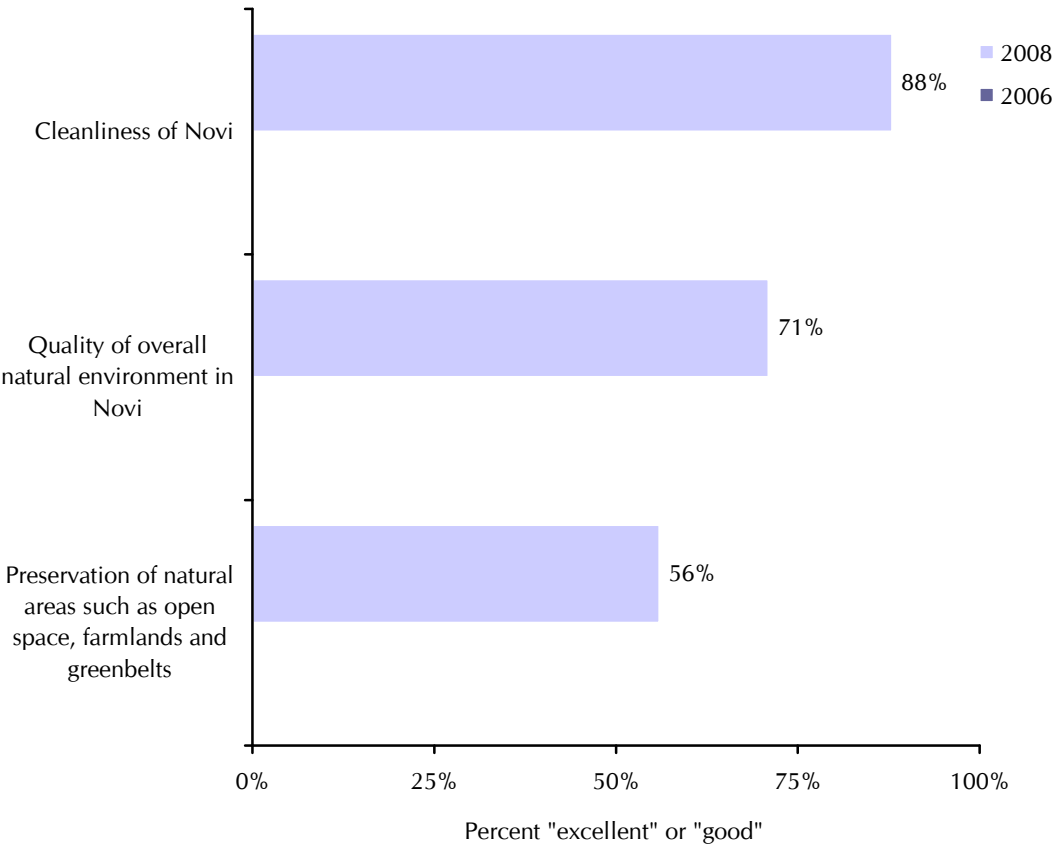
	National comparison	Populations 35,000 to 70,000 comparison
Police services	Above	Above
Fire services	Above	Above
EMS/ambulance	Above	Above
Crime prevention	Above	Above
Fire prevention and education	Above	Above
Traffic enforcement	Above	Above
Courts	Above	Above
Emergency preparedness	Similar	Above

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 Novi 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 71% of survey respondents. Cleanliness of Novi received the highest rating, and it was above the benchmark.

FIGURE 39: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT BY YEAR



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

FIGURE 40: COMMUNITY ENVIRONMENT BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Cleanliness of Novi	Above	Above
Quality of overall natural environment in Novi	Similar	Above
Preservation of natural areas such as open space, farmlands and greenbelts	Similar	Above

Resident recycling was about the same as recycling reported in comparison communities.

FIGURE 41: FREQUENCY OF RECYCLING IN LAST 12 MONTHS

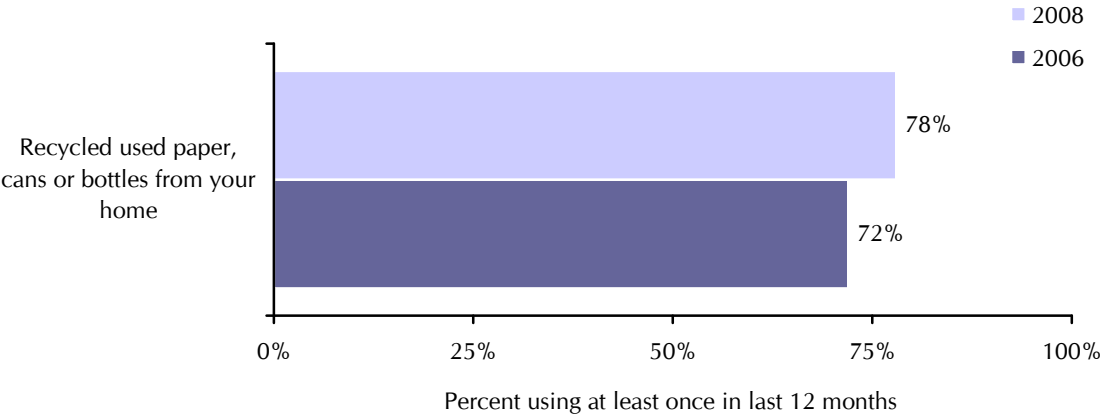


FIGURE 42: FREQUENCY OF RECYCLING BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Recycled used paper, cans or bottles from your home	Similar	Similar

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

FIGURE 43: RATINGS OF UTILITY SERVICES BY YEAR

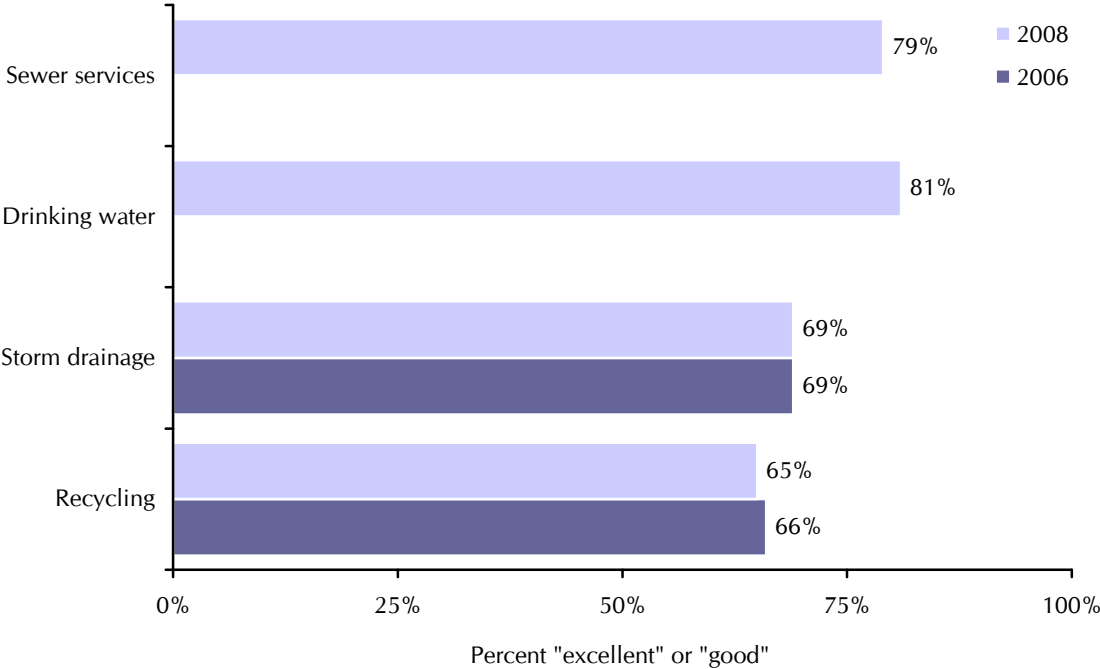


FIGURE 44: UTILITY SERVICES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Sewer services	Above	Above
Drinking water	Above	Above
Storm drainage	Above	Above
Recycling	Below	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 Novi were rated somewhat positively as were services related to parks and recreation. Recreational opportunities and three recreation services were rated higher than the national benchmark. City parks and recreation programs or classes were rated similar to the custom benchmark. Parks and recreation ratings have stayed constant over time.

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

FIGURE 45: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

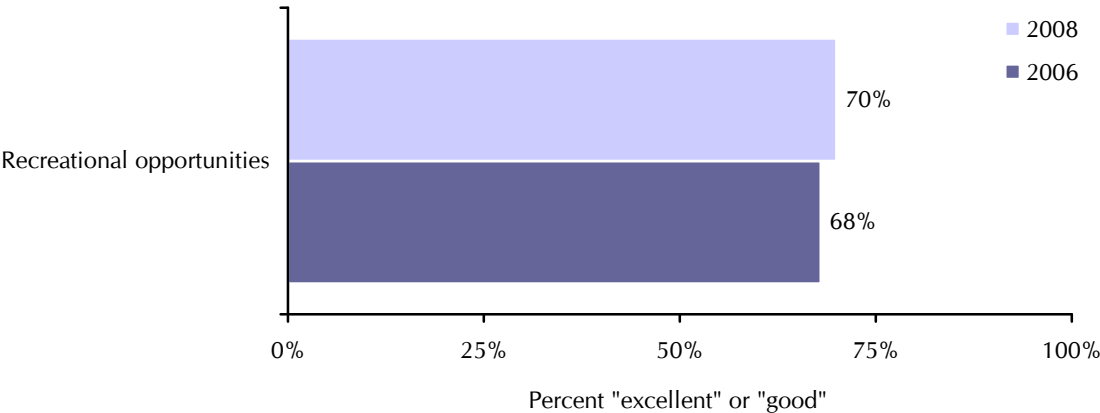


FIGURE 46: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Recreation opportunities	Above	Above

FIGURE 47: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

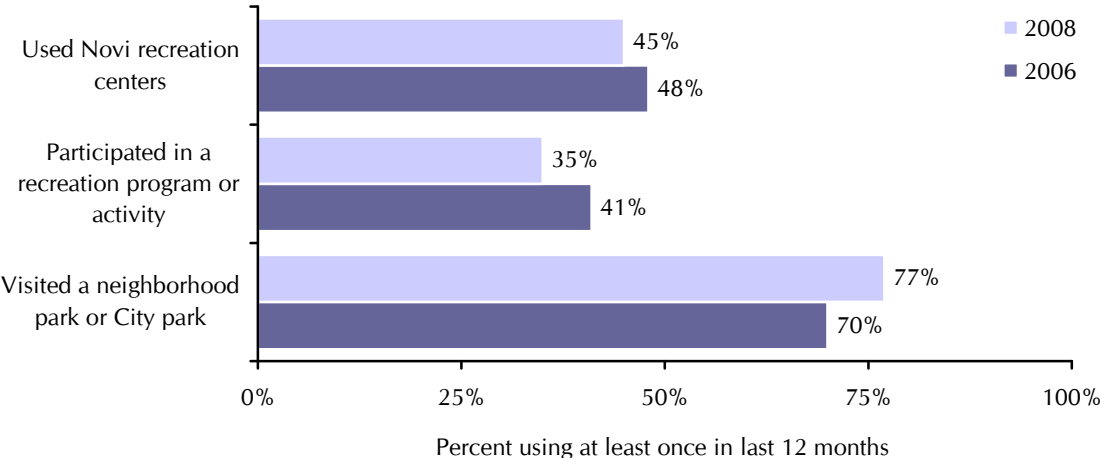


FIGURE 48: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Used Novi recreation centers	Below	Below
Participated in a recreation program or activity	Below	Below
Visited a neighborhood park or City park	Below	Below

FIGURE 49: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

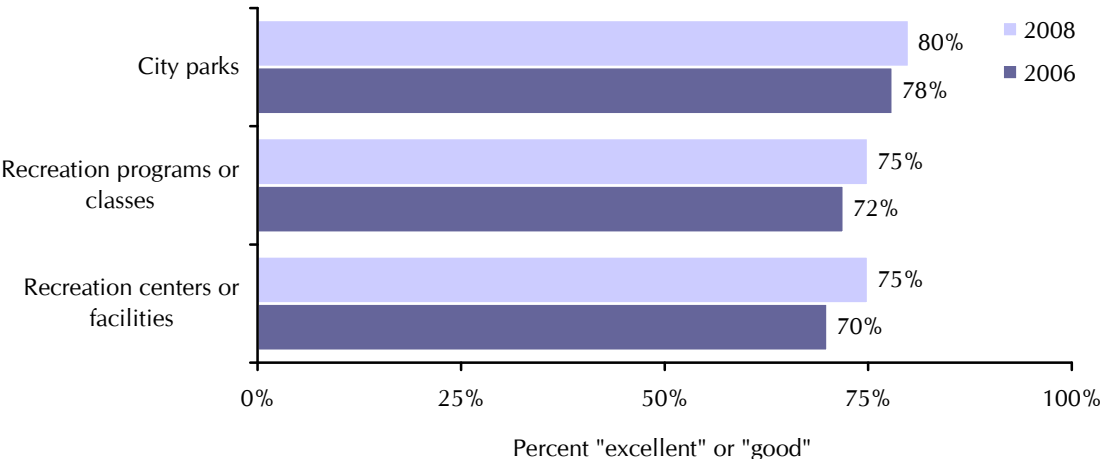


FIGURE 50: PARKS AND RECREATION SERVICES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
City parks	Above	Similar
Recreation programs or classes	Above	Similar
Recreation centers or facilities	Above	Above

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

Culture, Arts and Education

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

Opportunities to attend cultural activities was rated as “excellent” or “good” by 55% of respondents. Educational opportunities were rated as “excellent” or “good” by 79% of respondents. Compared to the benchmark data, educational opportunities were above the average of comparison jurisdictions, while cultural activity opportunities were rated similar to the benchmark comparisons.

About 71% of Novi residents used a City library at least once in the twelve months preceding the survey. This participation rate for library use was similar to comparison jurisdictions.

FIGURE 51: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

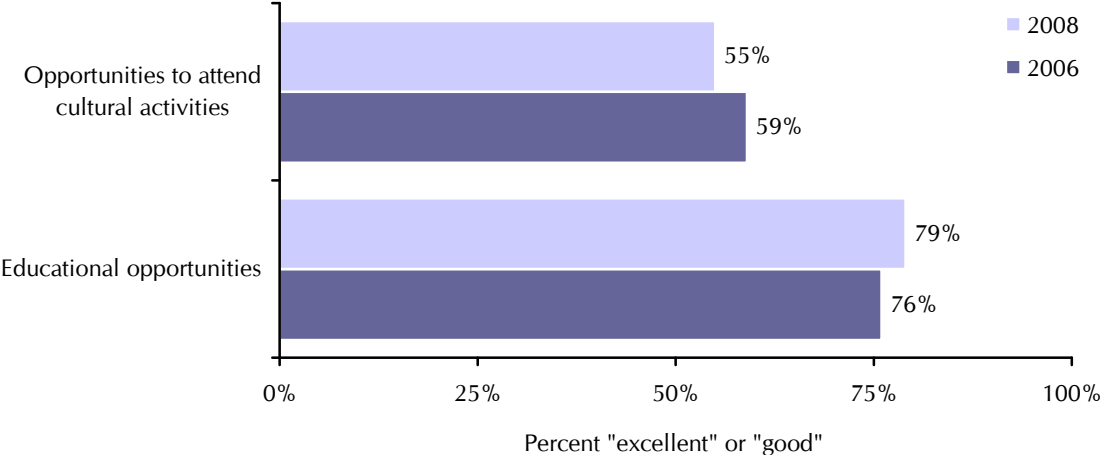


FIGURE 52: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Opportunities to attend cultural activities	Similar	Similar
Educational opportunities	Above	Above

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

FIGURE 53: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

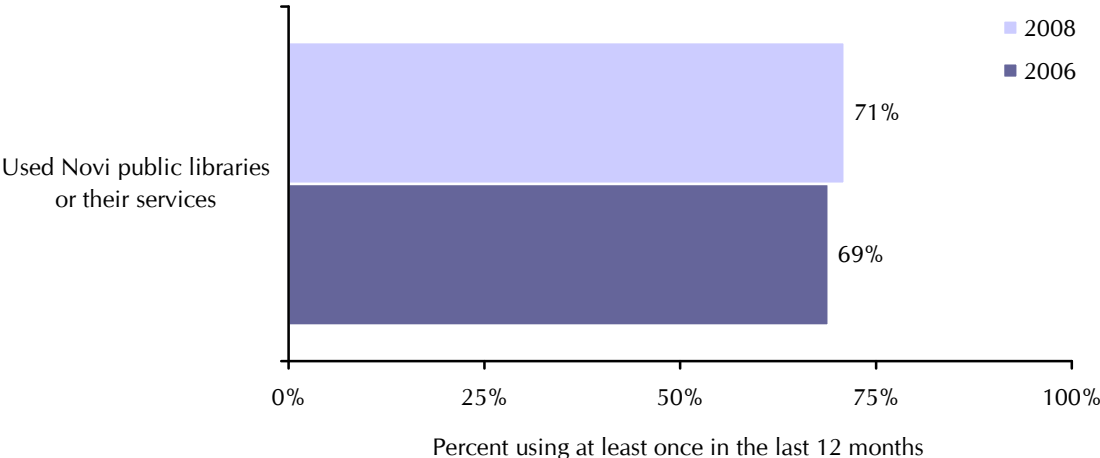


FIGURE 54: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Used Novi public libraries or their services	Similar	Similar

FIGURE 55: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES BY YEAR

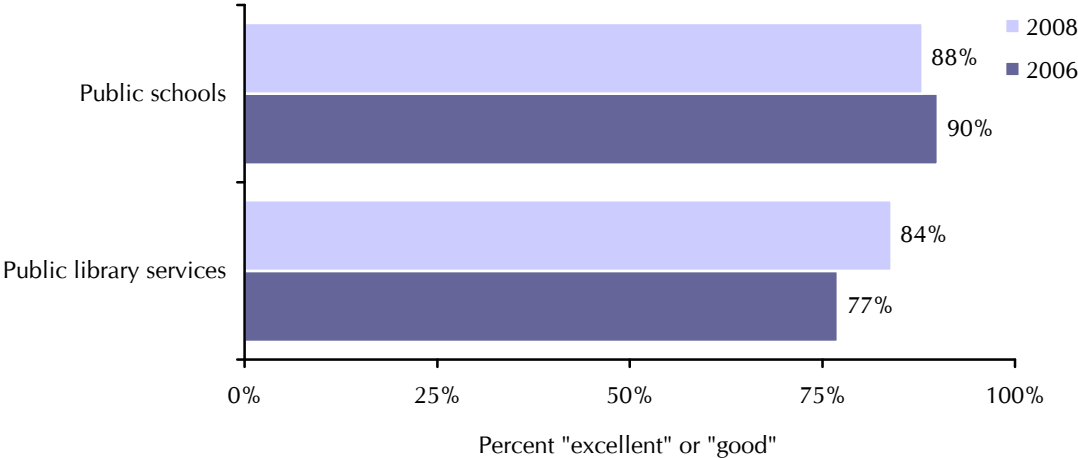


FIGURE 56: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Public schools	Above	Above
Public library services	Similar	Similar

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

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 Novi 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 rated most positively for the City of Novi, while the availability for availability of affordable quality health care rated less favorably by residents.

Among Novi residents, 71% rated affordable quality health care as “excellent” or “good.” Those ratings were above the ratings of comparison communities.

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

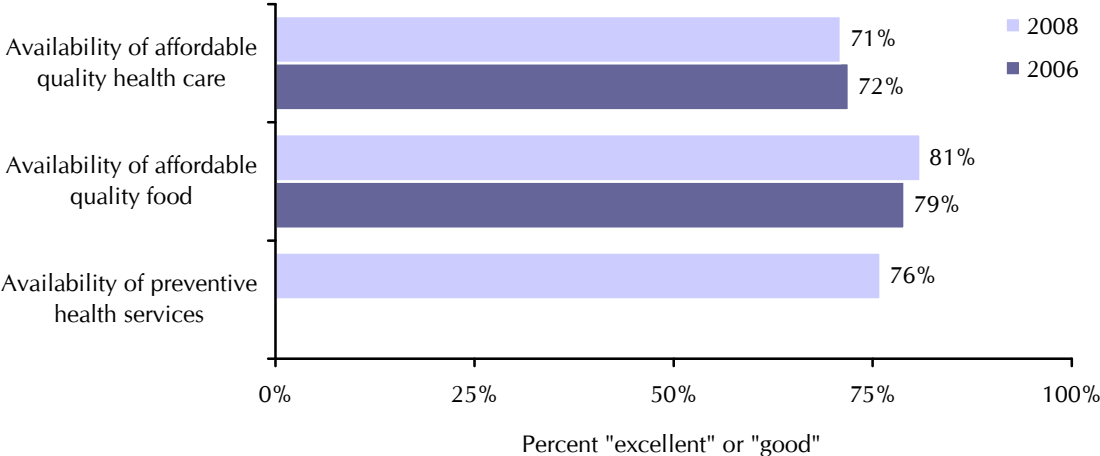


FIGURE 58: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Availability of affordable quality health care	Above	Above
Availability of affordable quality food	Above	Above
Availability of preventive health services	Above	Not available

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

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 Novi 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 Novi as an “excellent” or “good” place to raise kids and a moderate percentage rated it as an excellent or good place to retire. Most residents felt that the local sense of community was “excellent” or “good.” Most survey respondents also felt the City of Novi was open and accepting towards people of diverse backgrounds. Availability of affordable quality child care was rated the lowest by residents but was higher than the benchmarks.

FIGURE 59: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

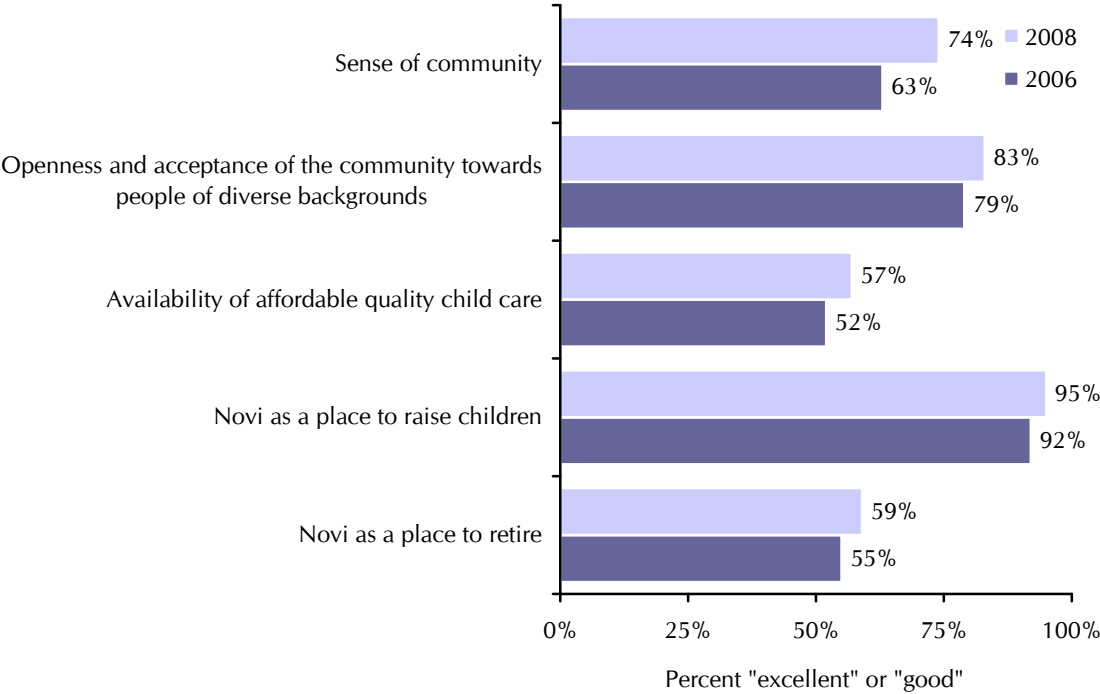


FIGURE 60: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Sense of community	Above	Above
Openness and acceptance of the community toward people of diverse backgrounds	Above	Above
Availability of affordable quality child care	Above	Above
Novi as a place to raise kids	Above	Above
Novi as a place to retire	Similar	Similar

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 83 to 52 percent with ratings of “excellent” or “good.” These services were rated above the national and custom benchmarks.

FIGURE 61: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

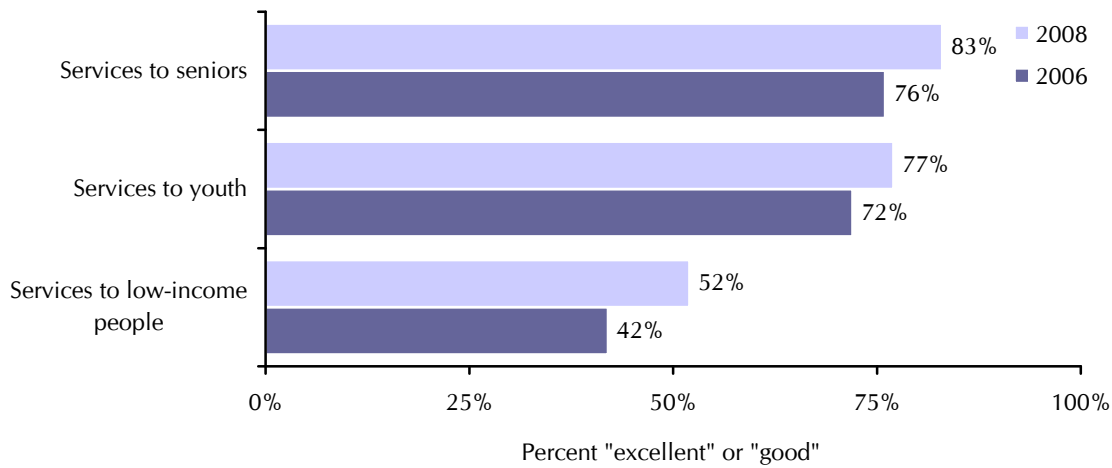


FIGURE 62: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Services to seniors	Above	Above
Services to youth	Above	Above
Services to low income residents	Above	Above

CIVIC ENGAGEMENT

Government leaders, elected or hired, cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Staff and elected officials 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 Novi. Survey participants rated the volunteer opportunities in the City of Novi somewhat favorably. Opportunities to attend or participate in community matters were rated similarly.

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

FIGURE 63: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

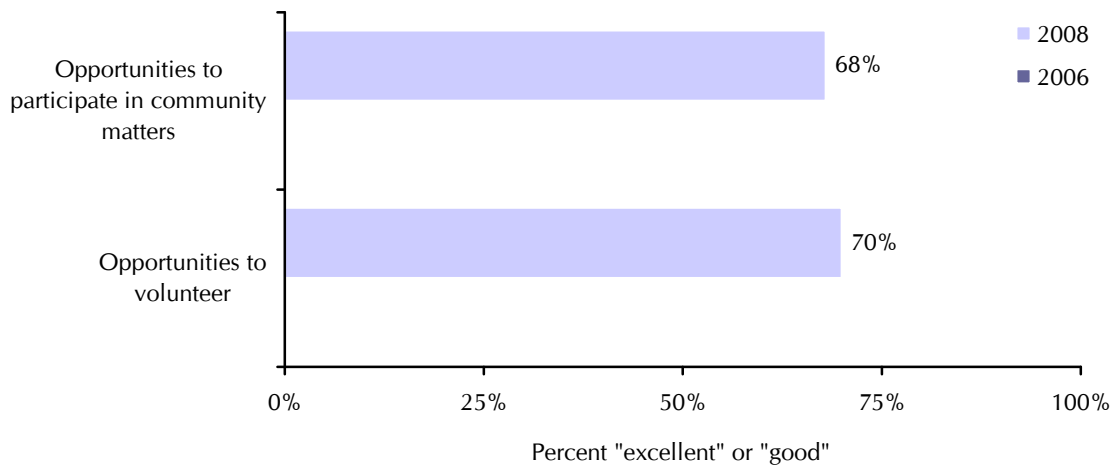


FIGURE 64: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Opportunities to participate in community matters	Above	Above
Opportunities to volunteer	Similar	Similar

Most of the participants in this survey had not attended a public meeting, volunteered time to a group or participated in a club in the 12 months prior to the survey, but the vast majority had helped a friend. The participation rates of these civic behaviors were compared to the rates in other jurisdictions. Attended a meeting of local elected officials or other local public meeting showed similar rates of involvement. Watched a meeting of local elected officials or other local public meeting on cable television, volunteered your time to some group or activity in Novi and provided help to a friend or neighbor showed lower rates of community engagement.

FIGURE 65: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

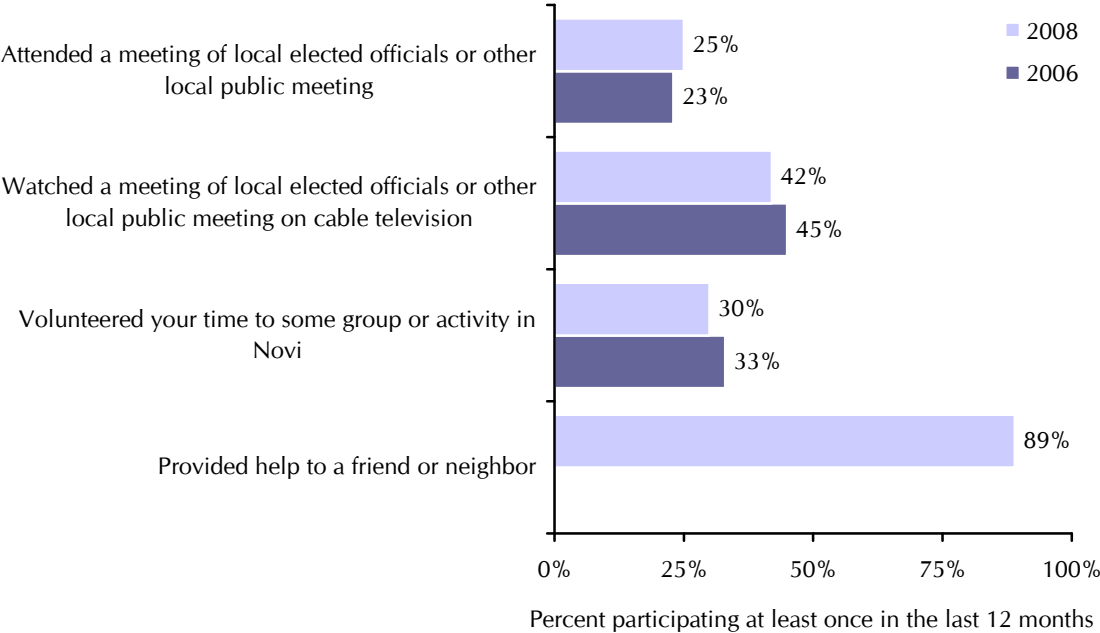


FIGURE 66: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Attended a meeting of local elected officials or other local public meeting	Similar	Similar
Watched a meeting of local elected officials or other local public meeting on cable television	Below	Below
Volunteered your time to some group or activity in Novi	Below	Below
Provided help to a friend or neighbor	Below	Below

City of Novi residents showed the largest amount of civic engagement in the area of electoral participation. Eighty-nine percent reported they were registered to vote and 90% indicated they had voted in the last general election. This rate of self-reported voting was higher than comparison communities.

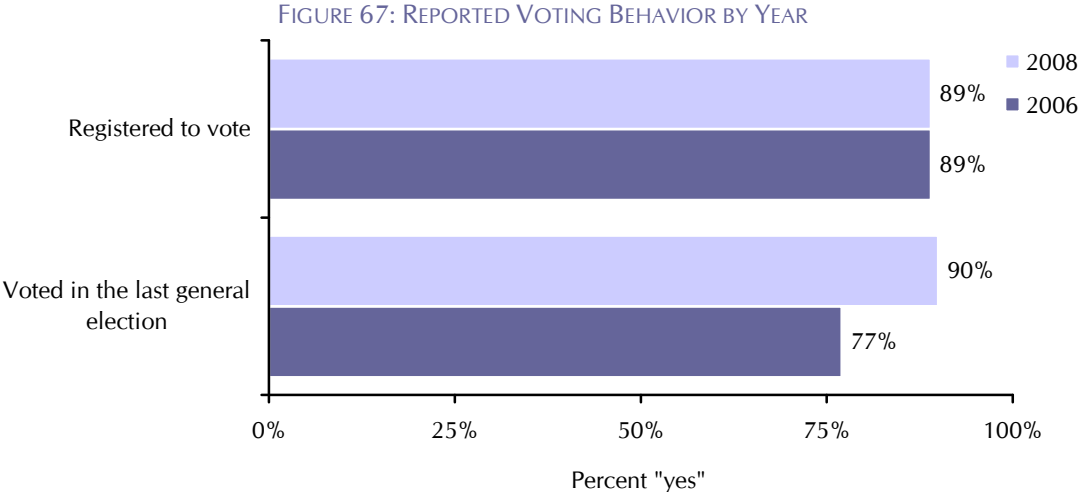


FIGURE 68: VOTING BEHAVIOR BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Registered to vote	Similar	Similar
Voted in last general election	Above	Above

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 Novi Web site in the previous 12 months, 62% reported they had done so at least once. Public information services were rated favorably compared to benchmark data.

FIGURE 69: USE OF INFORMATION SOURCES BY YEAR

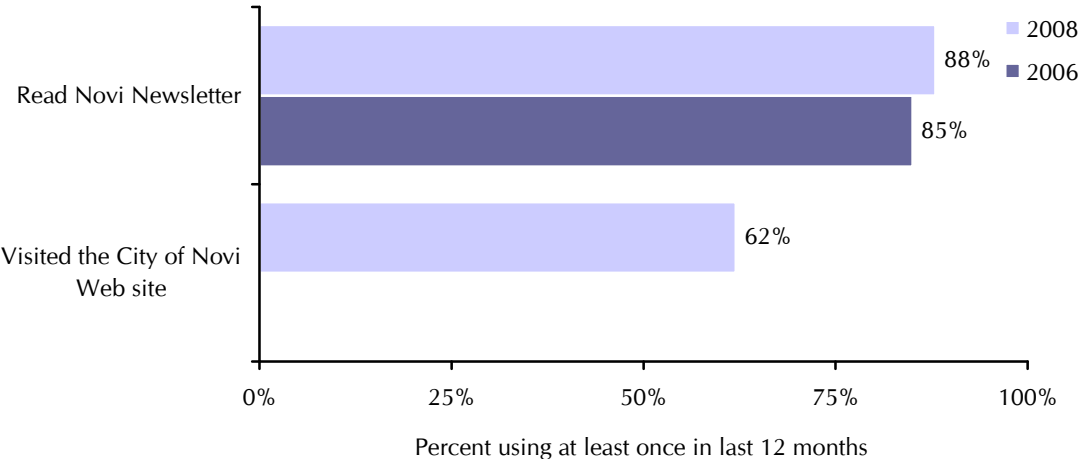


FIGURE 70: USE OF INFORMATION SOURCES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Read Novi Newsletter	Above	Above
Visited the City of Novi Web site	Similar	Similar

FIGURE 71: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR

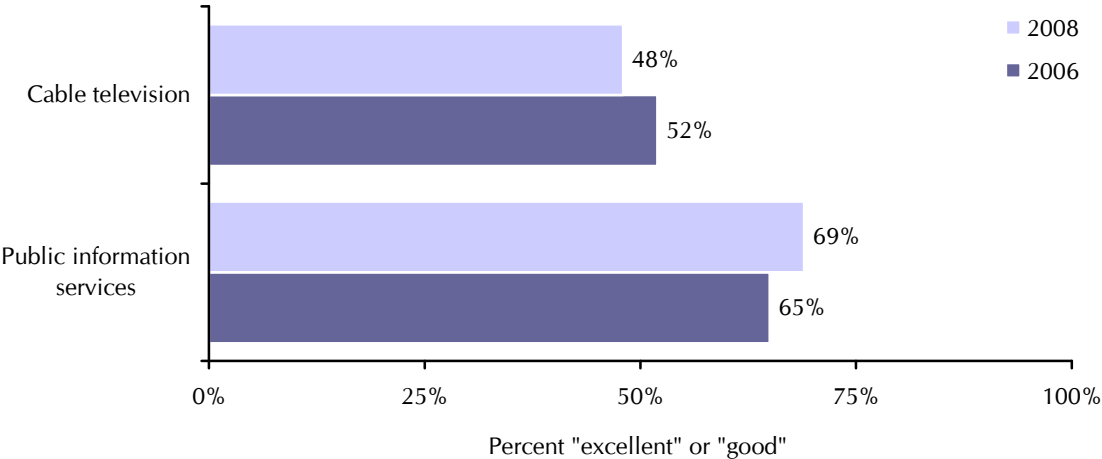


FIGURE 72: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Cable television	Similar	Similar
Public information services	Above	Above

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

Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 60% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.”

FIGURE 73: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES

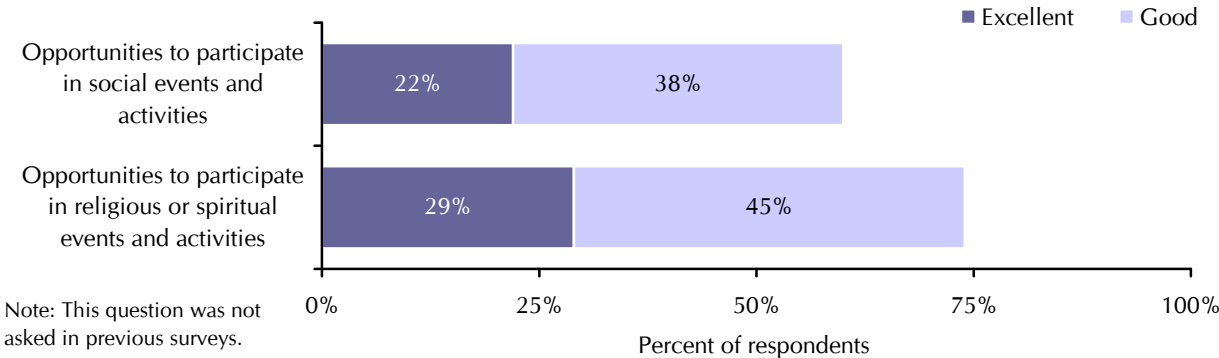
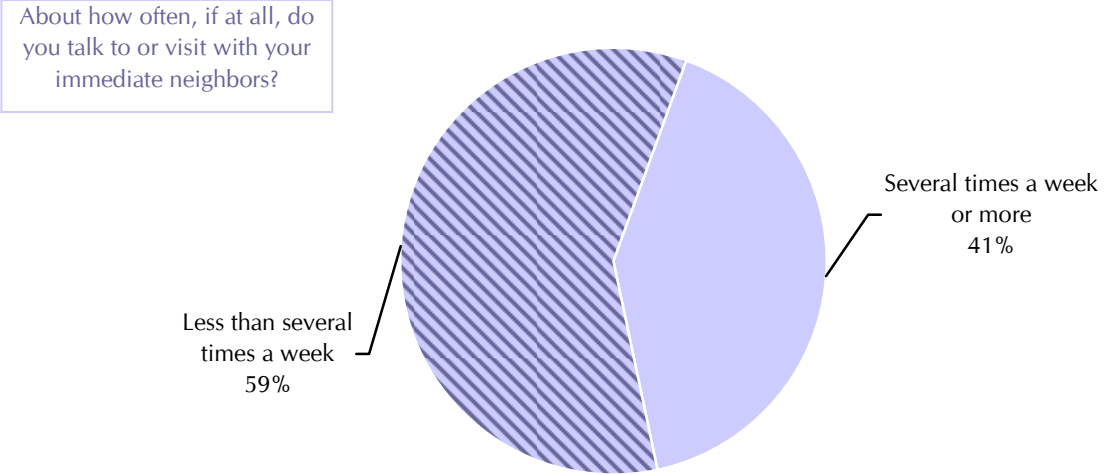


FIGURE 74: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Opportunities to participate in social events and activities	Above	Similar
Opportunities to participate in religious or spiritual events	Similar	Similar

Residents in Novi reported a fair amount of neighborliness. More than 41% indicated talking or visiting with their neighbors several times a week or more frequently. This amount of contact with neighbors was less than the amount of contact reported in other communities.

FIGURE 75: CONTACT WITH IMMEDIATE NEIGHBORS



Note: This question was not asked in previous surveys.

FIGURE 76: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

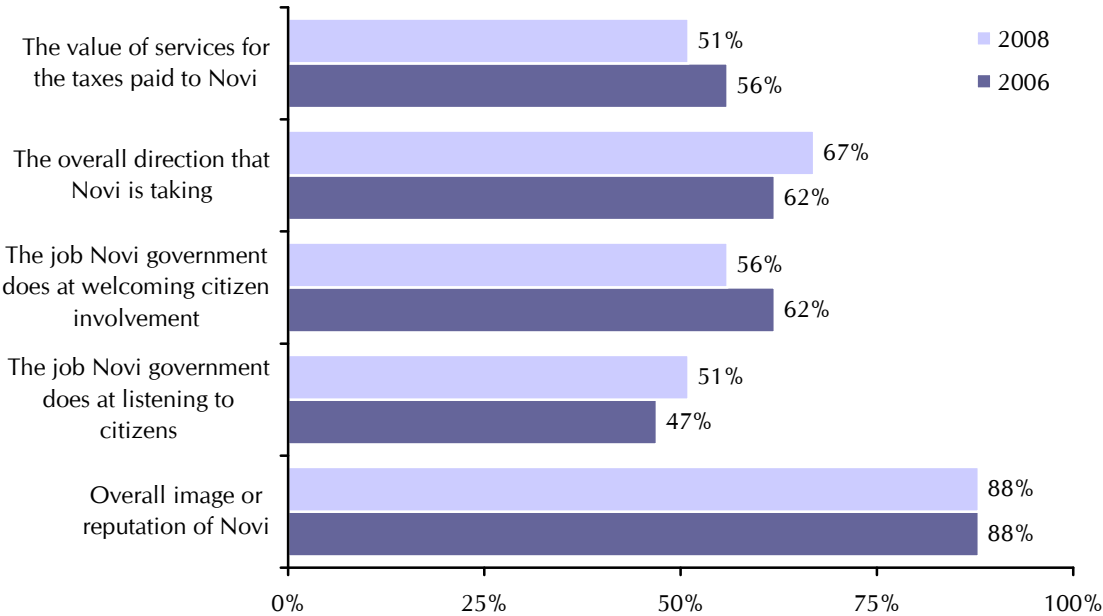
	National comparison	Populations 35,000 to 70,000 comparison
Has contact with neighbors at least once per month	Below	Below

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

About half of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City of Novi does at listening to citizens, 51% rated it as "excellent" or "good." Of these five ratings, two were above the benchmarks, one was similar to the benchmarks and one was below the benchmarks. Job Novi government does at listening to citizens was rated similar to the nation and above the custom benchmark.

FIGURE 77: PUBLIC TRUST RATINGS BY YEAR



Note: In previous years, these questions were asked on an "agree/disagree" scale.

Percent "excellent" or "good"

FIGURE 78: PUBLIC TRUST BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Value of services for the taxes paid to Novi	Below	Below
The overall direction that Novi is taking	Above	Above
Job Novi government does at welcoming citizen involvement	Similar	Similar
Job Novi government does at listening to citizens	Similar	Above
Overall image or reputation of Novi	Above	Above

On average, residents of the City of Novi gave the highest evaluations to their own local government and the lowest average rating to state government. The overall quality of services delivered by the City of Novi was rated as “excellent” or “good” by 80% of survey participants. The City of Novi’s rating was above the benchmarks when compared to other communities in the nation and jurisdictions with populations 35,000 to 70,000. Ratings of overall City services have remained stable over the last two years.

FIGURE 79: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

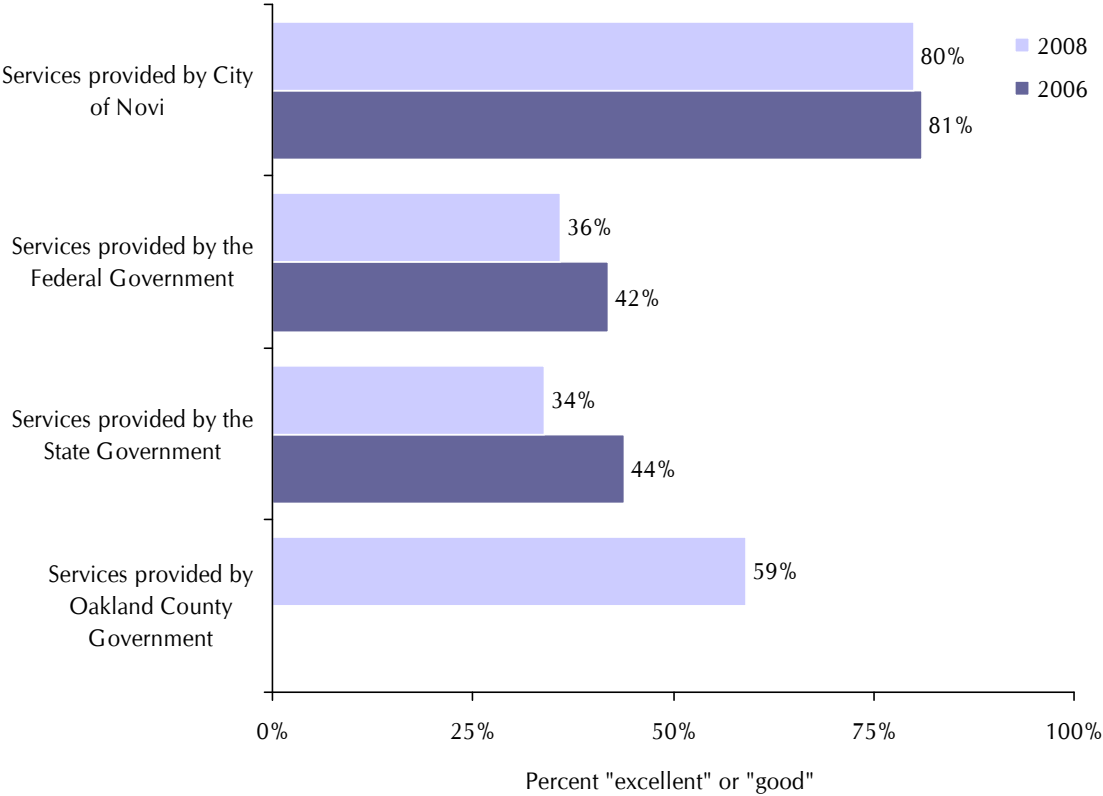


FIGURE 80: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Services provided by the City of Novi	Above	Above
Services provided by the Federal Government	Similar	Similar
Services provided by the State Government	Below	Below
Oakland County government general	Above	Above

City of Novi Employees

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

Those completing the survey were asked if they had been in contact with a City employee either in-person or over the phone in the last 12 months; the 52% who reported that they had been in contact (a percent that is lower than the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 84% of respondents rated their overall impression as "excellent" or "good." Employees ratings were higher than the benchmarks and were similar than past survey years.

FIGURE 81: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

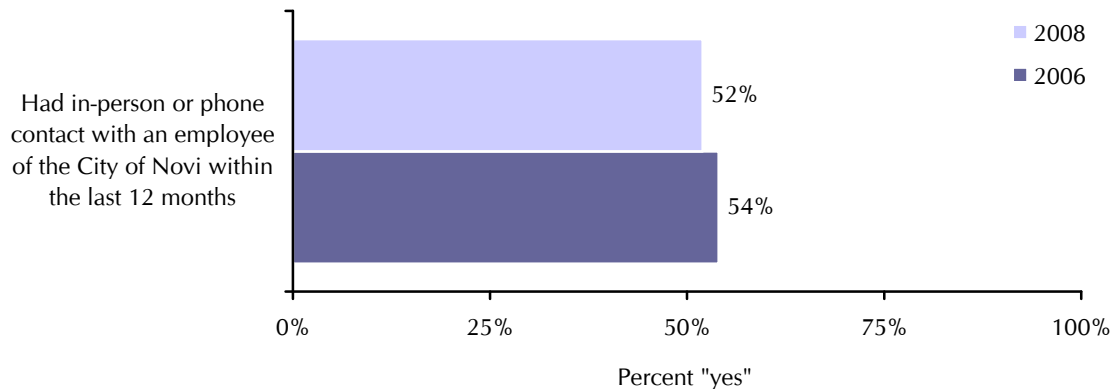


FIGURE 82: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
Had contact with city employee(s) in last 12 months	Below	Below

FIGURE 83: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR

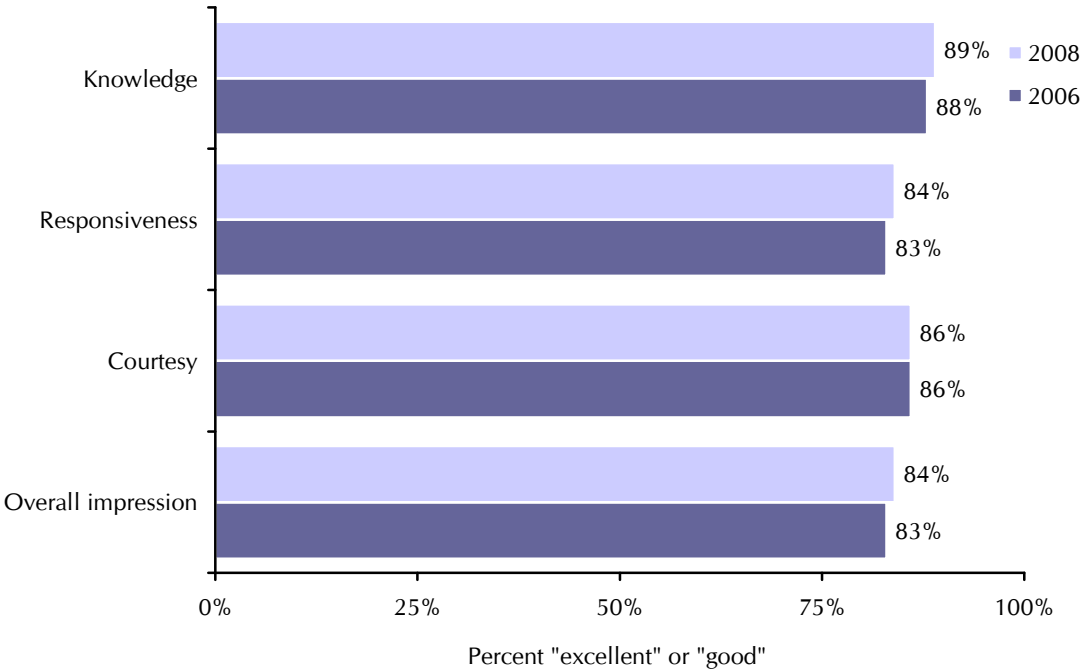


FIGURE 84: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	National comparison	Populations 35,000 to 70,000 comparison
City employee knowledge	Above	Above
City employee responsiveness	Above	Above
City employee courteousness	Above	Above
Overall impression	Above	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. The key drivers that are identified from that analysis do not come from asking customers to self-report which service or product characteristic most influenced their decision to buy or return, but rather from statistical analyses of the predictors of their behavior. When customers are asked to name the most important characteristics of a good or service, responses often are expected or misleading – just as they can be in the context of a citizen survey. For example, air travelers often claim that safety is the primary consideration in their choice of an airline, yet key driver analysis reveals that frequent flier perks or in-flight entertainment predicts their buying decisions.

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

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

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

- City parks
- Code enforcement
- Police services

CITY OF NOVI ACTION CHART

The 2008 City of Novi Action Chart™ on the following page combines three dimensions of performance:

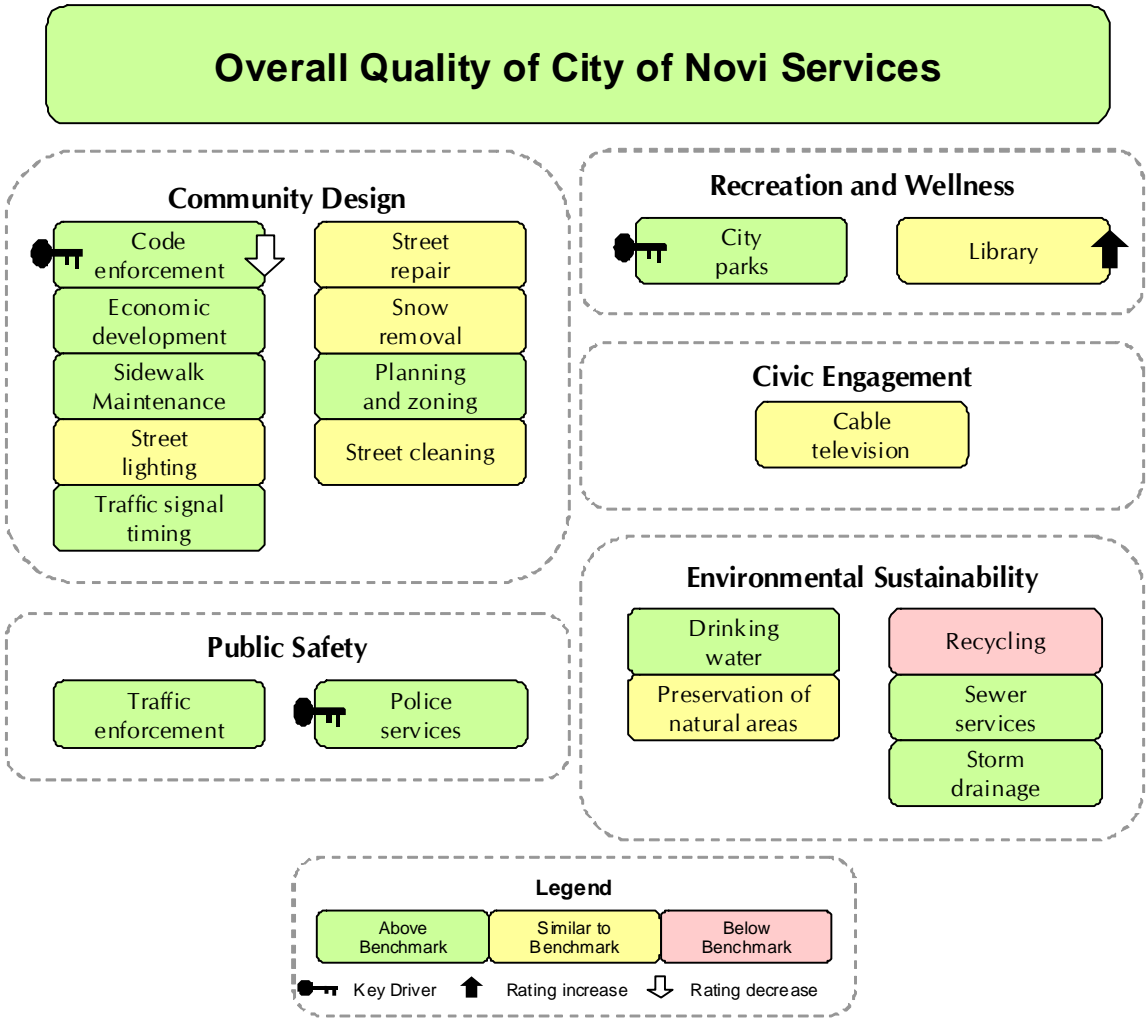
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. A black key icon next to a service box indicates that service is key (either core or key driver)
- Trendline icons (up and down arrows), indicating whether the current ratings are higher or lower than the previous survey.

Nineteen services were included in the KDA for the City of Novi. Of these, eleven were above the benchmark, one was below the benchmark and seven were similar to the benchmark. Ratings for public library services were trending up and code enforcement was trending down, while the other services remained similar to the previous survey. The three key drivers are shown.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are trending down or that are not at least similar to the benchmark. In the case of Novi, no key drivers were below the benchmark, however Novi may wish to seek improvements to code enforcement as this service was trending lower in the current survey. 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 85: CITY OF NOVI ACTION CHART™



Using Your Action Chart™

The key drivers derived for the City of Novi 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 Novi, NRC lists the key drivers derived from tens of thousands of resident responses from across the county. This national list is updated periodically so that you can compare your key drivers to the key drivers from the entire NRC data set. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services. In the following table, we have listed your key drivers, core services and the national key drivers and we have indicated, with shaded rows, the City of Novi key drivers that overlap core services or the nationally derived keys.

FIGURE 86: KEY DRIVERS COMPARED

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

POLICY QUESTIONS

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

Policy Question 1					
The City of Novi is interested in what priorities you think are important for your municipal government. Please rate how important you think each of the following priorities should be to the City of Novi over the next five years:	Essential	Very important	Somewhat important	Not at all important	Total
Promote and maintain an attractive community	42%	42%	16%	0%	100%
Make annual investments in municipal infrastructure (i.e. roads, water and sewer)	37%	48%	13%	2%	100%
Make annual investments in facilities and equipment for police and fire	33%	39%	22%	7%	100%
Preserve natural areas (including open spaces, wetlands and woodlands)	31%	34%	31%	4%	100%
Adjust new and existing services to address Novi’s changing demographics	22%	33%	36%	10%	100%
Work cooperatively with neighboring communities, school districts and other public entities	17%	37%	42%	5%	100%
Promote services and programs for seniors	18%	32%	41%	9%	100%
Make annual investments in parks and recreation/cultural facilities	15%	34%	43%	8%	100%
Expand and enhance recreational and cultural programs	14%	24%	49%	13%	100%

Policy Question 2						
Please rate the following statements by circling the number that most clearly represents your opinion:	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	Total
I would recommend Novi to friends as a place to live	49%	36%	9%	4%	1%	100%
I can envision living in Novi five years from now	48%	33%	8%	4%	7%	100%
If I were looking to purchase/rent a new home I would look exclusively in Novi	16%	32%	26%	13%	13%	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 Novi:	Excellent	Good	Fair	Poor	Total
Novi as a place to live	47%	49%	3%	0%	100%
Your neighborhood as a place to live	42%	44%	13%	1%	100%
Novi as a place to raise children	51%	44%	5%	0%	100%
Novi as a place to work	30%	48%	17%	5%	100%
Novi as a place to retire	19%	40%	31%	10%	100%
The overall quality of life in Novi	38%	54%	8%	0%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Novi as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	19%	56%	21%	5%	100%
Openness and acceptance of the community towards people of diverse backgrounds	33%	49%	16%	2%	100%
Overall appearance of Novi	32%	53%	13%	2%	100%
Cleanliness of Novi	40%	48%	11%	1%	100%
Overall quality of new development in Novi	29%	49%	18%	4%	100%
Variety of housing options	25%	58%	13%	4%	100%
Overall quality of business and service establishments in Novi	34%	51%	14%	1%	100%
Shopping opportunities	64%	31%	5%	1%	100%
Opportunities to attend cultural activities	15%	39%	39%	6%	100%
Recreational opportunities	20%	51%	27%	2%	100%
Employment opportunities	12%	33%	42%	14%	100%
Educational opportunities	31%	47%	19%	2%	100%
Opportunities to participate in social events and activities	22%	38%	36%	4%	100%
Opportunities to participate in religious or spiritual events and activities	29%	45%	24%	2%	100%
Opportunities to volunteer	30%	40%	27%	3%	100%
Opportunities to participate in community matters	27%	41%	26%	6%	100%
Ease of car travel in Novi	23%	41%	27%	9%	100%
Ease of bicycle travel in Novi	14%	25%	34%	26%	100%
Ease of walking in Novi	17%	33%	27%	23%	100%
Availability of paths and walking trails	15%	31%	28%	25%	100%
Traffic flow on major streets	8%	36%	41%	15%	100%
Amount of public parking	18%	50%	25%	7%	100%
Availability of affordable quality housing	11%	45%	30%	13%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Novi as a whole:	Excellent	Good	Fair	Poor	Total
Availability of affordable quality child care	17%	40%	26%	17%	100%
Availability of affordable quality health care	27%	44%	21%	8%	100%
Availability of affordable quality food	35%	45%	16%	3%	100%
Availability of preventive health services	30%	46%	21%	4%	100%
Quality of overall natural environment in Novi	23%	48%	26%	3%	100%
Overall image or reputation of Novi	36%	52%	12%	1%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Novi over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	0%	4%	58%	29%	9%	100%
Retail growth (stores, restaurants, etc.)	1%	10%	53%	23%	12%	100%
Jobs growth	23%	53%	24%	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 Novi?	Percent of respondents
Not a problem	37%
Minor problem	48%
Moderate problem	11%
Major problem	3%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Novi:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	55%	34%	8%	3%	0%	100%
Property crimes (e.g., burglary, theft)	29%	49%	10%	8%	4%	100%
Environmental hazards, including toxic waste	51%	32%	13%	3%	0%	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	74%	20%	4%	2%	0%	100%
In your neighborhood after dark	43%	41%	8%	7%	2%	100%
In Novi's downtown area during the day	74%	19%	7%	0%	0%	100%
In Novi's downtown area after dark	39%	44%	13%	4%	0%	100%

Question 7: Crime Victim	
During the past twelve months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	90%
Yes	10%
Total	100%

Question 8: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	13%
Yes	87%
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 Novi?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Novi public libraries or their services	29%	19%	26%	15%	12%	100%
Used Novi recreation centers	55%	21%	15%	4%	5%	100%
Participated in a recreation program or activity	65%	16%	10%	4%	5%	100%
Visited a neighborhood park or City park	23%	29%	33%	9%	7%	100%
Ridden a local bus within Novi	97%	1%	1%	0%	2%	100%
Attended a meeting of local elected officials or other local public meeting	75%	20%	4%	0%	1%	100%
Watched a meeting of local elected officials or other local public meeting on cable television	58%	23%	16%	2%	1%	100%
Read Novi Newsletter	12%	30%	43%	9%	5%	100%
Visited the City of Novi Web site (at www.cityofnovi.org)	38%	29%	26%	4%	4%	100%
Recycled used paper, cans or bottles from your home	22%	8%	14%	8%	46%	100%
Volunteered your time to some group or activity in Novi	70%	16%	8%	2%	4%	100%
Provided help to a friend or neighbor	11%	21%	51%	10%	7%	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	17%
Several times a week	24%
Several times a month	26%
Once a month	10%
Several times a year	10%
Once a year or less	6%
Never	7%
Total	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Novi:	Excellent	Good	Fair	Poor	Total
Police services	49%	39%	10%	2%	100%
Fire services	52%	39%	7%	1%	100%
Ambulance or emergency medical services	55%	36%	7%	2%	100%
Crime prevention	34%	45%	16%	5%	100%
Fire prevention and education	41%	47%	12%	1%	100%
Municipal courts	33%	44%	17%	6%	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Novi:	Excellent	Good	Fair	Poor	Total
Traffic enforcement	28%	53%	13%	6%	100%
Street repair	12%	38%	29%	21%	100%
Street cleaning	15%	49%	27%	9%	100%
Street lighting	14%	45%	28%	13%	100%
Snow removal	15%	45%	29%	11%	100%
Sidewalk maintenance	16%	44%	27%	12%	100%
Traffic signal timing	10%	44%	32%	14%	100%
Recycling	24%	41%	22%	13%	100%
Storm drainage	19%	50%	25%	6%	100%
Drinking water	28%	53%	14%	5%	100%
Sewer services	21%	58%	18%	3%	100%
City parks	29%	51%	18%	2%	100%
Recreation programs or classes	25%	51%	19%	6%	100%
Recreation centers or facilities	21%	54%	20%	5%	100%
Land use, planning and zoning	11%	44%	29%	17%	100%
Code enforcement (weeds, abandoned buildings, etc)	15%	48%	27%	10%	100%
Economic development	17%	44%	31%	8%	100%
Services to seniors	34%	48%	14%	3%	100%
Services to youth	27%	51%	18%	4%	100%
Services to low-income people	19%	33%	24%	25%	100%
Public library services	37%	47%	12%	4%	100%
Public information services	24%	45%	26%	5%	100%
Public schools	49%	39%	11%	1%	100%
Cable television	14%	35%	33%	18%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	20%	44%	26%	10%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	18%	39%	28%	16%	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 Novi	25%	55%	17%	3%	100%
The Federal Government	5%	31%	45%	18%	100%
The State Government	4%	30%	44%	21%	100%
Oakland County Government	8%	51%	36%	5%	100%

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

Question 14: City Employees					
What was your impression of the employee(s) of the City of Novi in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	43%	46%	8%	3%	100%
Responsiveness	46%	39%	9%	7%	100%
Courtesy	51%	35%	9%	6%	100%
Overall impression	44%	41%	9%	7%	100%

Question 15: Government Performance					
Please rate the following categories of Novi government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Novi	9%	42%	34%	15%	100%
The overall direction that Novi is taking	15%	53%	24%	8%	100%
The job Novi government does at welcoming citizen involvement	16%	41%	32%	11%	100%
The job Novi government does at listening to citizens	14%	38%	36%	13%	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 Novi to someone who asks	59%	33%	4%	4%	100%
Remain in Novi for the next five years	54%	31%	5%	9%	100%

Question 17: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	2%
Somewhat positive	7%
Neutral	28%
Somewhat negative	42%
Very negative	21%
Total	100%

Question 18a: Policy Question 1					
The City of Novi is interested in what priorities you think are important for your municipal government. Please rate how important you think each of the following priorities should be to the City of Novi over the next five years:	Essential	Very important	Somewhat important	Not at all important	Total
Make annual investments in facilities and equipment for police and fire	33%	39%	22%	7%	100%
Make annual investments in municipal infrastructure (i.e. roads, water and sewer)	37%	48%	13%	2%	100%
Make annual investments in parks and recreation/cultural facilities	15%	34%	43%	8%	100%
Work cooperatively with neighboring communities, school districts and other public entities	17%	37%	42%	5%	100%
Preserve natural areas (including open spaces, wetlands and woodlands)	31%	34%	31%	4%	100%
Adjust new and existing services to address Novi's changing demographics	22%	33%	36%	10%	100%
Promote services and programs for seniors	18%	32%	41%	9%	100%
Expand and enhance recreational and cultural programs	14%	24%	49%	13%	100%
Promote and maintain an attractive community	42%	42%	16%	0%	100%

Question 18b: Policy Question 2						
Please rate the following statements by circling the number that most clearly represents your opinion:	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	Total
I can envision living in Novi five years from now	48%	33%	8%	4%	7%	100%
If I were looking to purchase/rent a new home I would look exclusively in Novi	16%	32%	26%	13%	13%	100%
I would recommend Novi to friends as a place to live	49%	36%	9%	4%	1%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	21%
Yes, full-time	74%
Yes, part-time	5%
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	88%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	7%
Bus, rail, subway or other public transportation	0%
Walk	1%
Bicycle	0%
Work at home	4%
Other	0%

Question D3: Length of Residency	
How many years have you lived in Novi?	Percent of respondents
Less than 2 years	25%
2 to 5 years	26%
6 to 10 years	19%
11 to 20 years	19%
More than 20 years	11%
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	51%
House attached to one or more houses (e.g., a duplex or townhome)	5%
Building with two or more apartments or condominiums	42%
Mobile home	1%
Other	1%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house, apartment or mobile home...	Percent of respondents
Rented for cash or occupied without cash payment	33%
Owned by you or someone in this house with a mortgage or free and clear	67%
Total	100%

Question D6: Monthly Housing Cost	
About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents
Less than \$300 per month	1%
\$300 to \$599 per month	7%
\$600 to \$999 per month	29%
\$1,000 to \$1,499 per month	18%
\$1,500 to \$2,499 per month	28%
\$2,500 or more per month	17%
Total	100%

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

Question D8: Presence of Older Adults in Household	
Are you or any other members of your household aged 65 or older?	Percent of respondents
No	85%
Yes	15%
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	7%
\$25,000 to \$49,999	17%
\$50,000 to \$99,999	36%
\$100,000 to \$149,000	24%
\$150,000 or more	16%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	96%
Yes, I consider myself to be Spanish, Hispanic or Latino	4%
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	0%
Asian, Asian Indian or Pacific Islander	15%
Black or African American	3%
White	82%
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	6%
25 to 34 years	23%
35 to 44 years	21%
45 to 54 years	29%
55 to 64 years	9%
65 to 74 years	5%
75 years or older	8%
Total	100%

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

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	10%
Yes	82%
Ineligible to vote	8%
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	9%
Yes	82%
Ineligible to vote	9%
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 Novi:	Excellent		Good		Fair		Poor		Don't know		Total	
Novi as a place to live	47%	168	49%	175	3%	11	0%	1	1%	4	100%	359
Your neighborhood as a place to live	41%	148	44%	158	13%	46	1%	5	0%	1	100%	358
Novi as a place to raise children	43%	155	37%	133	4%	15	0%	1	15%	52	100%	356
Novi as a place to work	19%	66	30%	106	11%	38	3%	12	37%	133	100%	355
Novi as a place to retire	13%	47	28%	99	22%	77	7%	24	30%	107	100%	354
The overall quality of life in Novi	37%	134	54%	193	8%	27	0%	1	1%	3	100%	358

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Novi as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Sense of community	18%	63	52%	186	20%	70	4%	15	7%	24	100%
Openness and acceptance of the community towards people of diverse backgrounds	30%	107	44%	158	14%	50	2%	6	11%	39	100%	359
Overall appearance of Novi	32%	115	53%	190	13%	45	2%	6	1%	2	100%	360
Cleanliness of Novi	40%	144	47%	171	11%	41	1%	2	1%	4	100%	362
Overall quality of new development in Novi	26%	95	44%	160	17%	60	3%	12	10%	34	100%	361
Variety of housing options	24%	85	54%	194	12%	45	4%	13	6%	23	100%	360
Overall quality of business and service establishments in Novi	33%	119	49%	177	14%	50	1%	4	3%	10	100%	359
Shopping opportunities	63%	227	31%	110	5%	18	1%	2	1%	3	100%	360
Opportunities to attend cultural activities	12%	45	32%	114	31%	113	5%	17	20%	72	100%	361
Recreational opportunities	18%	65	46%	166	25%	89	2%	8	9%	34	100%	362
Employment opportunities	7%	25	20%	72	26%	92	9%	30	38%	137	100%	357
Educational opportunities	25%	91	39%	138	16%	55	2%	7	18%	66	100%	357
Opportunities to participate in social events and activities	18%	64	30%	109	28%	102	3%	11	20%	72	100%	359
Opportunities to participate in religious or spiritual events and activities	21%	75	33%	118	17%	62	2%	6	28%	100	100%	361
Opportunities to volunteer	19%	69	26%	94	18%	64	2%	7	35%	124	100%	358
Opportunities to participate in community matters	20%	69	30%	106	19%	67	5%	16	26%	91	100%	349
Ease of car travel in Novi	23%	82	40%	146	26%	96	9%	31	2%	7	100%	362
Ease of bicycle travel in Novi	10%	36	19%	67	25%	91	19%	70	27%	97	100%	360
Ease of walking in Novi	15%	55	30%	108	25%	88	20%	73	10%	36	100%	360
Availability of paths and walking trails	13%	46	27%	96	25%	87	22%	76	13%	46	100%	351
Traffic flow on major streets	8%	28	35%	128	40%	145	15%	55	1%	4	100%	360
Amount of public parking	17%	61	47%	167	23%	83	6%	22	7%	23	100%	356
Availability of affordable quality housing	10%	36	40%	143	27%	96	11%	40	12%	42	100%	357
Availability of affordable quality child care	6%	21	14%	51	9%	33	6%	22	65%	230	100%	357
Availability of affordable quality health care	19%	67	31%	111	15%	53	5%	19	29%	104	100%	354

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Novi as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Availability of affordable quality food	34%	124	45%	160	16%	56	3%	12	2%	7	100%
Availability of preventive health services	20%	73	31%	112	14%	50	3%	9	32%	113	100%	357
Quality of overall natural environment in Novi	22%	81	47%	167	25%	89	3%	11	3%	11	100%	359
Overall image or reputation of Novi	35%	127	51%	184	12%	42	1%	2	2%	6	100%	361

Question 3: Growth														
Please rate the speed of growth in the following categories in Novi over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
	Population growth	0%	1	3%	11	43%	154	21%	76	7%	25	25%	90	100%
Retail growth (stores, restaurants, etc.)	1%	3	9%	32	46%	163	19%	69	11%	37	14%	51	100%	355
Jobs growth	11%	39	25%	90	11%	41	0%	1	0%	0	52%	184	100%	355

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Novi?	Percent of respondents	Count
Not a problem	33%	116
Minor problem	43%	152
Moderate problem	10%	36
Major problem	3%	11
Don't know	11%	38
Total	100%	352

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Novi:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	Violent crime (e.g., rape, assault, robbery)	54%	194	34%	121	8%	30	3%	9	0%	0	1%	5	100%
Property crimes (e.g., burglary, theft)	29%	103	48%	172	10%	37	8%	27	4%	13	2%	6	100%	359
Environmental hazards, including toxic waste	46%	163	29%	102	12%	41	2%	9	0%	2	11%	39	100%	355

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	74%	266	20%	72	4%	13	2%	7	0%	2	0%	0	100%
In your neighborhood after dark	43%	154	41%	146	8%	27	7%	24	2%	6	1%	2	100%	358
In Novi's downtown area during the day	68%	246	18%	64	6%	23	0%	0	0%	0	7%	27	100%	359
In Novi's downtown area after dark	35%	124	40%	141	11%	40	4%	13	0%	0	11%	39	100%	358

Question 7: Crime Victim		
During the past twelve months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	87%	310
Yes	10%	36
Don't know	3%	10
Total	100%	356

Question 8: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	12%	5
Yes	77%	30
Don't know	12%	5
Total	100%	39

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 Novi?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
	Used Novi public libraries or their services	29%	102	19%	67	26%	94	15%	53	12%	41	100%
Used Novi recreation centers	55%	196	21%	74	15%	52	4%	14	5%	18	100%	355
Participated in a recreation program or activity	65%	232	16%	58	10%	36	4%	13	5%	18	100%	357
Visited a neighborhood park or City park	23%	81	29%	103	33%	117	9%	31	7%	23	100%	355
Ridden a local bus within Novi	97%	344	1%	4	1%	2	0%	0	2%	5	100%	356
Attended a meeting of local elected officials or other local public meeting	75%	267	20%	72	4%	15	0%	2	1%	3	100%	358
Watched a meeting of local elected officials or other local public meeting on cable television	58%	205	23%	80	16%	58	2%	7	1%	4	100%	354
Read Novi Newsletter	12%	44	30%	108	43%	153	9%	31	5%	18	100%	354
Visited the City of Novi Web site (at www.cityofnovi.org)	38%	134	29%	103	26%	91	4%	14	4%	13	100%	355
Recycled used paper, cans or bottles from your home	22%	79	8%	29	14%	50	8%	30	46%	163	100%	352
Volunteered your time to some group or activity in Novi	70%	247	16%	58	8%	29	2%	8	4%	12	100%	354
Provided help to a friend or neighbor	11%	39	21%	73	51%	179	10%	37	7%	25	100%	353

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	17%	61
Several times a week	24%	87
Several times a month	26%	95
Once a month	10%	35
Several times a year	10%	34
Once a year or less	6%	20
Never	7%	27
Total	100%	359

Question 11: Service Quality												
Please rate the quality of each of the following services in Novi:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	41%	145	32%	114	9%	31	2%	5	16%	56	100%	352
Fire services	34%	121	26%	91	5%	17	1%	2	34%	120	100%	351
Ambulance or emergency medical services	31%	109	21%	72	4%	13	1%	5	43%	150	100%	350
Crime prevention	24%	84	31%	110	11%	40	3%	12	30%	104	100%	350
Fire prevention and education	22%	78	26%	91	6%	22	0%	1	45%	158	100%	350
Municipal courts	13%	47	18%	62	7%	23	2%	9	60%	209	100%	350
Traffic enforcement	23%	81	43%	150	10%	36	5%	18	18%	62	100%	346
Street repair	11%	40	36%	127	28%	97	20%	69	5%	17	100%	349
Street cleaning	14%	49	46%	160	25%	88	9%	30	6%	21	100%	348
Street lighting	13%	45	43%	152	27%	96	12%	44	4%	14	100%	351
Snow removal	14%	49	42%	147	28%	97	10%	36	7%	23	100%	351
Sidewalk maintenance	14%	48	37%	131	23%	79	10%	37	16%	56	100%	351
Traffic signal timing	10%	34	42%	146	31%	107	13%	46	4%	14	100%	346
Recycling	18%	64	32%	113	17%	60	10%	35	23%	80	100%	351
Storm drainage	15%	51	41%	139	20%	69	5%	17	19%	64	100%	341

Question 11: Service Quality												
Please rate the quality of each of the following services in Novi:	Excellent		Good		Fair		Poor		Don't know		Total	
	Drinking water	25%	89	48%	170	13%	45	5%	16	9%	31	100%
Sewer services	18%	61	47%	165	15%	51	2%	7	18%	63	100%	348
City parks	24%	85	42%	148	15%	52	2%	5	17%	60	100%	350
Recreation programs or classes	14%	50	29%	103	11%	38	4%	13	42%	146	100%	349
Recreation centers or facilities	13%	44	33%	113	12%	41	3%	10	40%	138	100%	346
Land use, planning and zoning	7%	26	31%	108	21%	72	12%	42	29%	99	100%	346
Code enforcement (weeds, abandoned buildings, etc)	11%	40	37%	127	20%	71	8%	26	24%	84	100%	348
Economic development	13%	45	34%	118	24%	85	6%	22	23%	79	100%	349
Services to seniors	15%	53	21%	75	6%	22	1%	5	56%	197	100%	351
Services to youth	13%	45	25%	86	9%	31	2%	7	52%	180	100%	350
Services to low-income people	4%	15	8%	26	6%	19	6%	20	77%	263	100%	344
Public library services	30%	105	38%	133	10%	35	3%	12	19%	66	100%	349
Public information services	17%	58	31%	107	18%	62	3%	11	31%	107	100%	345
Public schools	32%	111	25%	87	7%	25	1%	3	35%	123	100%	349
Cable television	11%	37	26%	92	25%	88	14%	49	24%	84	100%	349
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	10%	35	21%	74	13%	44	5%	17	51%	177	100%	347
Preservation of natural areas such as open space, farmlands and greenbelts	14%	48	31%	106	23%	77	12%	43	20%	68	100%	341

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 Novi	24%	83	51%	181	16%	55	3%	10	7%	24	100%
The Federal Government	4%	15	26%	91	38%	132	15%	54	17%	59	100%	351
The State Government	3%	12	26%	90	38%	132	18%	63	16%	55	100%	351
Oakland County Government	6%	23	39%	137	27%	96	4%	15	23%	81	100%	351

Question 13: Contact with City Employees		
Have you had any in-person or phone contact with an employee of the City of Novi within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	48%	164
Yes	52%	177
Total	100%	341

Question 14: City Employees												
What was your impression of the employee(s) of the City of Novi in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
Knowledge	41%	83	43%	88	8%	16	2%	5	5%	10	100%	202
Responsiveness	43%	88	37%	75	8%	17	7%	13	5%	10	100%	202
Courtesy	48%	96	33%	67	8%	16	5%	11	5%	11	100%	201
Overall impression	42%	84	39%	78	9%	17	6%	13	5%	10	100%	202

Question 15: Government Performance												
Please rate the following categories of Novi government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
The value of services for the taxes paid to Novi	8%	28	36%	126	29%	103	13%	45	15%	53	100%	355
The overall direction that Novi is taking	13%	45	46%	162	21%	75	7%	25	13%	46	100%	354
The job Novi government does at welcoming citizen involvement	10%	35	26%	91	21%	72	7%	25	36%	127	100%	350
The job Novi government does at listening to citizens	8%	28	22%	77	21%	72	7%	26	42%	147	100%	350

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 Novi to someone who asks	58%	210	33%	119	4%	14	4%	13	2%	7	100%	363
Remain in Novi for the next five years	50%	182	29%	104	5%	18	8%	31	7%	27	100%	361

Question 17: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	2%	9
Somewhat positive	7%	24
Neutral	28%	100
Somewhat negative	42%	150
Very negative	21%	75
Total	100%	358

Question 18a: Policy Question 1												
The City of Novi is interested in what priorities you think are important for your municipal government. Please rate how important you think each of the following priorities should be to the City of Novi over the next five years:	Essential		Very important		Somewhat important		Not at all important		Don't know		Total	
	Make annual investments in facilities and equipment for police and fire	32%	114	37%	133	21%	74	6%	23	4%	14	100%
Make annual investments in municipal infrastructure (i.e. roads, water and sewer)	36%	129	47%	168	13%	47	2%	8	2%	7	100%	359
Make annual investments in parks and recreation/cultural facilities	15%	52	33%	119	42%	149	7%	26	3%	11	100%	358
Work cooperatively with neighboring communities, school districts and other public entities	16%	57	35%	125	40%	143	4%	16	5%	17	100%	359
Preserve natural areas (including open spaces, wetlands and woodlands)	30%	109	33%	117	30%	106	4%	15	3%	11	100%	357
Adjust new and existing services to address Novi's changing demographics	20%	72	30%	108	33%	119	9%	32	7%	25	100%	356
Promote services and programs for seniors	16%	57	29%	105	37%	133	8%	29	9%	33	100%	357
Expand and enhance recreational and cultural programs	13%	47	22%	80	46%	165	13%	45	6%	21	100%	358
Promote and maintain an attractive community	41%	148	41%	147	16%	57	0%	1	2%	7	100%	360

Question 18b: Policy Question 2														
Please rate the following statements by circling the number that most clearly represents your opinion:	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Don't know		Total	
	I can envision living in Novi five years from now	45%	163	31%	112	7%	26	4%	14	6%	23	6%	22	100%
If I were looking to purchase/rent a new home I would look exclusively in Novi	15%	55	30%	106	24%	86	13%	45	12%	43	6%	20	100%	355
I would recommend Novi to friends as a place to live	48%	174	36%	130	9%	33	4%	14	1%	5	1%	4	100%	360

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	21%	74
Yes, full-time	74%	263
Yes, part-time	5%	19
Total	100%	356

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	88%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	7%
Bus, rail, subway or other public transportation	0%
Walk	1%
Bicycle	0%
Work at home	4%
Other	0%

Question D3: Length of Residency		
How many years have you lived in Novi?	Percent of respondents	Count
Less than 2 years	25%	91
2 to 5 years	26%	92
6 to 10 years	19%	68
11 to 20 years	19%	69
More than 20 years	11%	40
Total	100%	360

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	51%	182
House attached to one or more houses (e.g., a duplex or townhome)	5%	19
Building with two or more apartments or condominiums	42%	149
Mobile home	1%	4
Other	1%	5
Total	100%	358

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	33%	114
Owned by you or someone in this house with a mortgage or free and clear	67%	234
Total	100%	349

Question D6: Monthly Housing Cost		
About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents	Count
Less than \$300 per month	1%	4
\$300 to \$599 per month	7%	24
\$600 to \$999 per month	29%	99
\$1,000 to \$1,499 per month	18%	63
\$1,500 to \$2,499 per month	28%	99
\$2,500 or more per month	17%	58
Total	100%	347

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	63%	227
Yes	37%	131
Total	100%	359

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	85%	304
Yes	15%	55
Total	100%	359

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	7%	24
\$25,000 to \$49,999	17%	55
\$50,000 to \$99,999	36%	115
\$100,000 to \$149,000	24%	78
\$150,000 or more	16%	51
Total	100%	324

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	96%	344
Yes, I consider myself to be Spanish, Hispanic or Latino	4%	14
Total	100%	358

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	0%	0
Asian, Asian Indian or Pacific Islander	15%	52
Black or African American	3%	12
White	82%	291
Other	2%	7
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	6%	22
25 to 34 years	23%	82
35 to 44 years	21%	74
45 to 54 years	29%	103
55 to 64 years	9%	34
65 to 74 years	5%	17
75 years or older	8%	28
Total	100%	359

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	53%	188
Male	47%	169
Total	100%	356

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	10%	37
Yes	81%	295
Ineligible to vote	8%	29
Don't know	0%	2
Total	100%	362

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	9%	31
Yes	81%	292
Ineligible to vote	9%	34
Don't know	1%	5
Total	100%	361

APPENDIX B: SURVEY METHODOLOGY

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

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

SURVEY VALIDITY

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

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

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

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

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

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

Research on the correlation of resident opinion about service quality and “objective” ratings of service quality tend to be ambiguous, some showing stronger relationships than others. NRC’s own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be “objectively” worse than the highest rated fire services (expenditures per capita, response time, “professional” status of firefighters, breadth of services and training provided). Whether some research confirms or disconfirms that 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 Novi 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 Novi 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 Novi 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 Novi 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 Novi. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

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

SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning November 3, 2008. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the mayor and city manager inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following five weeks.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

Seventy-five surveys mailed were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 1,125 households receiving the survey mailings, 367 completed the survey, providing a response rate of 33%. In general, response rates obtained on local government resident surveys range from 25% to 40%.

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

In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders that may affect sample findings. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

SURVEY PROCESSING (DATA ENTRY)

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

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

SURVEY DATA WEIGHTING

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

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

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

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

A special software program using mathematical algorithms is used to calculate the appropriate weights. A limitation of data weighting is that only 2-3 demographic variables can be adjusted in a single study. Several different weighting “schemes” are tested to ensure the best fit for the data.

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

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

Novi Citizen Survey Weighting Table			
Characteristic	Population Norm1	Unweighted Data	Weighted Data
Housing			
Rent home	29%	21%	33%
Own home	71%	79%	67%
Detached unit	51%	64%	52%
Attached unit	49%	36%	48%
Race and Ethnicity			
Not Hispanic	98%	98%	96%
Hispanic	2%	2%	4%
White	87%	87%	80%
Non-white	13%	13%	20%
Sex and Age			
Female	52%	53%	53%
Male	48%	47%	47%
18-34 years of age	30%	10%	29%
35-54 years of age	49%	46%	49%
55+ years of age	21%	44%	22%
Females 18-34	15%	6%	15%
Females 35-54	25%	24%	25%
Females 55+	12%	23%	13%
Males 18-34	15%	4%	14%
Males 35-54	24%	21%	24%
Males 55+	9%	22%	9%

1 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 conducted by NRC with those that others have conducted. The integration methods have been thoroughly described not only in the Citizen Surveys book, but

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

The Role of Comparisons

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

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

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

Comparison of Novi to the Benchmark Database

The City of Novi chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (populations 35,000 to 70,000). 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 Novi Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

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

APPENDIX C: SURVEY MATERIALS

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

Dear City of Novi Resident,

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



David B. Landry
Mayor



Clay J. Pearson
City Manager

Dear City of Novi Resident,

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



David B. Landry
Mayor



Clay J. Pearson
City Manager

Dear City of Novi Resident,

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



David B. Landry
Mayor



Clay J. Pearson
City Manager

Dear City of Novi Resident,

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



David B. Landry
Mayor



Clay J. Pearson
City Manager



City of Novi
45175 W. Ten Mile
Novi, MI 48375

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



City of Novi
45175 W. Ten Mile
Novi, MI 48375

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



City of Novi
45175 W. Ten Mile
Novi, MI 48375

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



City of Novi
45175 W. Ten Mile
Novi, MI 48375

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



November 2008

CITY COUNCIL

Mayor
David B. Landry

Mayor Pro Tem
Kim Capello

Bob Gatt

Terry K. Margolis

Andrew Mutch

Kathy Crawford

Dave Staudt

City Manager
Clay J. Pearson

City Clerk
Maryanne Cornelius

Dear Novi Resident:

The City of Novi wants to know what you think about our community and municipal government. You have been randomly selected to participate in Novi's 2008 Citizen Survey.

Please take a few minutes to fill out the enclosed Citizen Survey. 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 Novi 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 248-735-8625.

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

Sincerely,

David B. Landry
Mayor

Clay J. Pearson
City Manager

City of Novi
45175 W. Ten Mile Road
Novi, Michigan 48375
248.347.0460
248.347.0577 fax

cityofnovi.org



CITY COUNCIL

Mayor
David B. Landry

Mayor Pro Tem
Kim Capello

Bob Gatt

Terry K. Margolis

Andrew Mutch

Kathy Crawford

Dave Staudt

City Manager
Clay J. Pearson

City Clerk
Maryanne Cornelius

November 2008

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

Please take a few minutes to fill out the enclosed Citizen Survey. Your answers will help Novi City Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

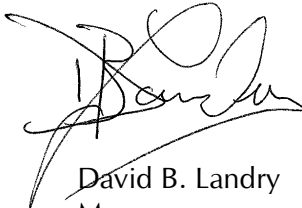
To get a representative sample of Novi residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.

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 248-735-8625.

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

Sincerely,



David B. Landry
Mayor



Clay J. Pearson
City Manager

City of Novi
45175 W. Ten Mile Road
Novi, Michigan 48375
248.347.0460
248.347.0577 fax

cityofnovi.org

The City of Novi 2008 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 Novi:

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

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

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

- 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 Novi:

	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 Novi's downtown area during the day	1	2	3	4	5	6
In Novi'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 Novi?

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Novi public libraries or their services.....	1	2	3	4	5
Used Novi recreation centers	1	2	3	4	5
Participated in a recreation program or activity	1	2	3	4	5
Visited a neighborhood park or city park	1	2	3	4	5
Ridden a local bus within Novi	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting	1	2	3	4	5
Watched a meeting of local elected officials or other local public meeting on cable television	1	2	3	4	5
Read Novi Newsletter	1	2	3	4	5
Visited the City of Novi Web site (at www.cityofnovi.org)	1	2	3	4	5
Recycled used paper, cans or bottles from your home.....	1	2	3	4	5
Volunteered your time to some group or activity in Novi	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5

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

- Just about every day
 Several times a week
 Several times a month
 Once a month
 Several times a year
 Once a year or less
 Never

The City of Novi 2008 Citizen Survey

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

	<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
Recycling.....	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
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
Economic development	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 Novi	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5
Oakland County Government.....	1	2	3	4	5

13. Have you had any in-person or phone contact with an employee of the City of Novi 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 Novi 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 Novi 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 Novi	1	2	3	4	5
The overall direction that Novi is taking.....	1	2	3	4	5
The job Novi government does at welcoming citizen involvement	1	2	3	4	5
The job Novi government does at listening to citizens	1	2	3	4	5

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

	<i>Very likely</i>	<i>Somewhat likely</i>	<i>Somewhat unlikely</i>	<i>Very unlikely</i>	<i>Don't know</i>
Recommend living in Novi to someone who asks.....	1	2	3	4	5
Remain in Novi 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. The City of Novi is interested in knowing what priorities you think are important for your municipal government. Please rate how important you think each of the following priorities should be to the City of Novi over the next five years:**

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat Important</i>	<i>Not at all important</i>	<i>Don't know</i>
Make annual investments in facilities and equipment for police and fire	1	2	3	4	5
Make annual investments in municipal infrastructure (i.e. roads, water and sewer).....	1	2	3	4	5
Make annual investments in parks and recreation/cultural facilities ...	1	2	3	4	5
Work cooperatively with neighboring communities, school districts and other public entities.....	1	2	3	4	5
Preserve natural areas (including open spaces, wetlands and woodlands)	1	2	3	4	5
Adjust new and existing services to address Novi's changing demographics	1	2	3	4	5
Promote services and programs for seniors	1	2	3	4	5
Expand and enhance recreational and cultural programs	1	2	3	4	5
Promote and maintain an attractive community.....	1	2	3	4	5

- b. Please rate the following statements by circling the number that most clearly represents your opinion:**

	<i>Strongly agree</i>	<i>Somewhat agree</i>	<i>Neither agree nor disagree</i>	<i>Somewhat disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
I can envision living in Novi five years from now	1	2	3	4	5	6
If I were looking to purchase/rent a new home I would look exclusively in Novi.....	1	2	3	4	5	6
I would recommend Novi to friends as a place to live.....	1	2	3	4	5	6

The City of Novi 2008 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 Novi?

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

D4. Which best describes the building you live in?

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

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

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

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

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

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

- No Yes

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

- No Yes

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

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

Please respond to both question D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

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

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

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

D12. In which category is your age?

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

D13. What is your sex?

- Female
- Male

D14. Are you registered to vote in your jurisdiction?

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

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

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

Thank you for completing this survey. Please return the completed survey in the postage paid envelope to:
National Research Center, Inc., 3005 30th St., Boulder, CO 80301



City of Novi
45175 W. Ten Mile
Novi, MI 48375

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

