



CITY OF NOVATO, CA 2013



2955 Valmont Road, Suite 300
Boulder, CO 80301
www.n-r-c.com • 303-444-7863



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

C O N T E N T S

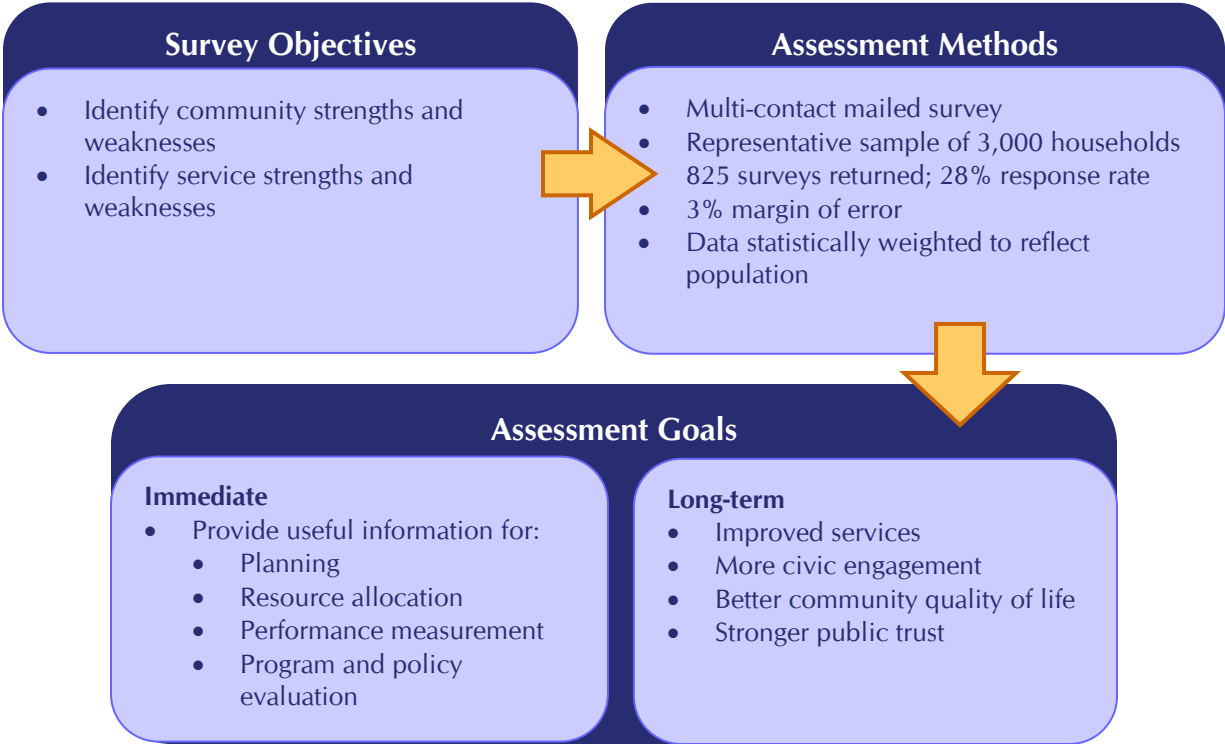
- Survey Background..... 1
 - About The National Citizen Survey™ 1
 - Understanding the Results..... 3
- Executive Summary 5
- Community Ratings 7
 - Overall Community Quality..... 7
 - Community Design 9
 - Transportation 9
 - Housing 13
 - Land Use and Zoning..... 15
 - Economic Sustainability 18
 - Public Safety 22
 - Environmental Sustainability 26
 - Recreation and Wellness..... 28
 - Parks and Recreation..... 28
 - Culture, Arts and Education..... 30
 - Health and Wellness 32
 - Community Inclusiveness 33
 - Civic Engagement 35
 - Civic Activity..... 35
 - Information and Awareness..... 38
 - Social Engagement 39
 - Public Trust..... 41
 - City of Novato Employees..... 43
- From Data to Action 45
 - Resident Priorities 45
 - City of Novato Action Chart™ 46
 - Using Your Action Chart™ 48
- Custom Questions 50
- Appendix A: Complete Survey Frequencies..... 52
 - Frequencies Excluding “Don’t Know” Responses..... 52
 - Frequencies Including “Don’t Know” Responses..... 64
- Appendix B: Survey Methodology..... 81
- Appendix C: Survey Materials..... 90

SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

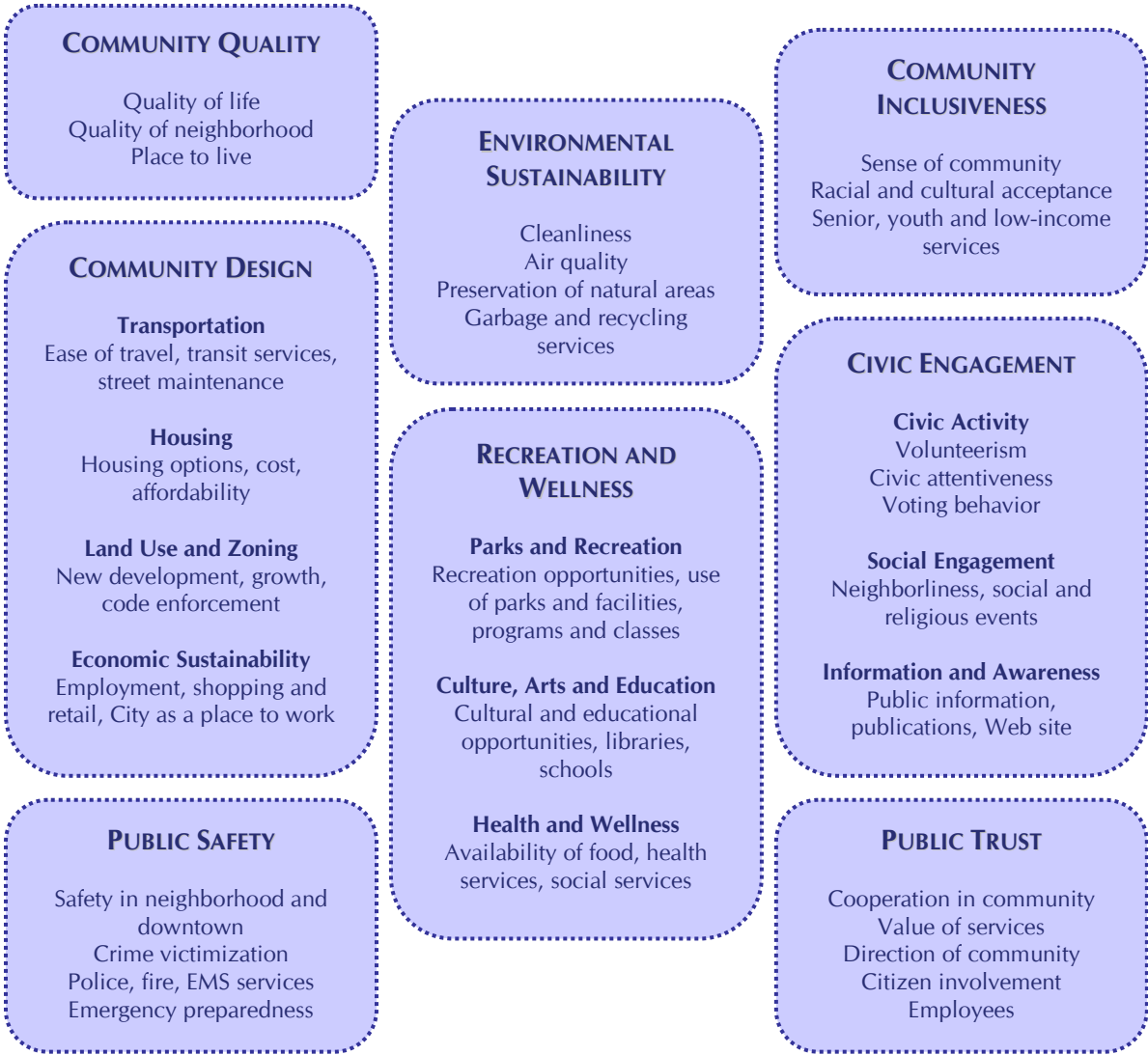
The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement and policy making.

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS



The NCS focuses on a series of community characteristics and local government services, as well as issues of public trust. Resident behaviors related to civic engagement in the community also were measured in the survey.

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 825 completed surveys were obtained, providing an overall response rate of 28%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

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

UNDERSTANDING THE RESULTS

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

Margin of Error

The margin of error around results for the City of Novato Survey (825 completed surveys) is plus or minus three percentage points. This is a measure of the precision of your results; a larger number of completed surveys gives a smaller (more precise) margin of error, while a smaller number of surveys yields a larger margin of error. With your margin of error, you may conclude that when 60% of survey respondents report that a particular service is "excellent" or "good," somewhere between 57-63% of all residents are likely to feel that way.

Comparing Survey Results

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

Benchmark Comparisons

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

The City of Novato chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (California cities with population 32,000 to 65,000). 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 Novato survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the City of Novato results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City of Novato'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 Novato survey provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

Most residents experienced a good quality of life in the City of Novato and believed the City was a good place to live. The overall quality of life in the City of Novato was rated as “excellent” or “good” by 87% of respondents. Almost all reported they plan on staying in the City of Novato 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 quality of overall natural environment in Novato, ease of car travel and ease of walking in Novato. The three characteristics receiving the least positive ratings were availability of affordable quality housing, opportunities to attend cultural activities and employment opportunities.

Ratings of community characteristics were compared to the national benchmark database. Of the 28 characteristics for which comparisons were available, eight were above the national benchmark comparison, nine were similar to the national benchmark comparison and 11 were below.

Residents in the City of Novato were somewhat civically engaged. While only 26% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 94% had provided help to a friend or neighbor. Less than half had volunteered their time to some group or activity in the City of Novato, which was lower than the national benchmark.

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

On average, residents gave generally favorable ratings to many local government services. City services rated were able to be compared to the national benchmark database. Of the 28 services for which comparisons were available, nine were above the national benchmark comparison, 13 were similar to the national benchmark comparison and six were below.

Respondents were asked to rate how frequently they participated in various activities in Novato. The most popular activities included providing help to a friend or neighbor and visiting a neighborhood or City park; while the least popular activities were attending a meeting of local elected officials and riding a local bus. Generally, participation rates in the various activities in the community were similar to other communities across the nation.

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

- Economic development
- Fire services
- Police services
- Preservation of natural areas
- Public schools

Of these services, those deserving the most attention may be those that were below or similar to the national benchmark comparisons: economic development, fire services, police services and public schools. For preservation of natural areas, the City of Novato was above the benchmark and should continue to ensure high quality performance.

COMMUNITY RATINGS

OVERALL COMMUNITY QUALITY

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

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

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY

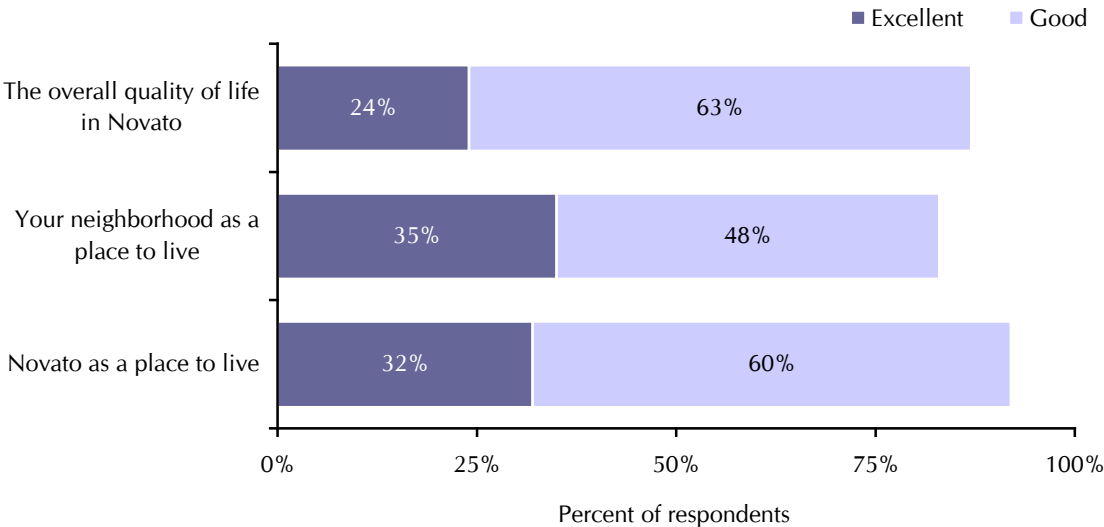
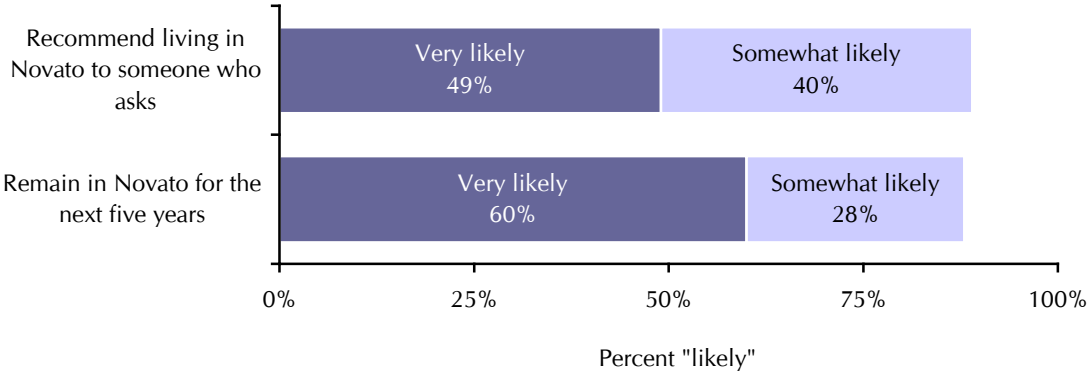


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY



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

FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Overall quality of life in Novato	Similar	Much below
Your neighborhood as place to live	Similar	Below
Novato as a place to live	Similar	Below
Recommend living in Novato to someone who asks	Above	Similar
Remain in Novato for the next five years	Above	Similar

COMMUNITY DESIGN

Transportation

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

Residents responding to the survey were given a list of six aspects of mobility to rate on a scale of “excellent,” “good,” “fair” and “poor.” Ease of car travel was given the most positive rating, followed by ease of walking.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY

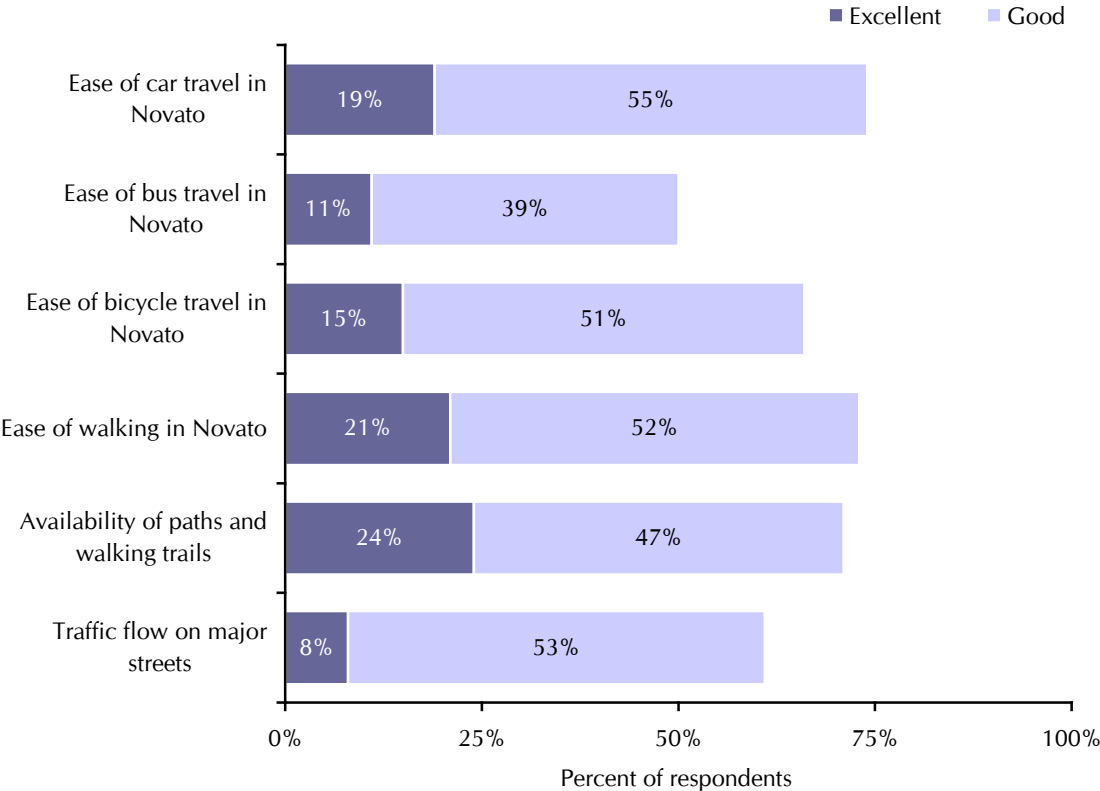


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Ease of car travel in Novato	Much above	Much above
Ease of bus travel in Novato	Similar	Similar
Ease of bicycle travel in Novato	Much above	Much below
Ease of walking in Novato	Much above	Much below
Availability of paths and walking trails	Much above	Similar
Traffic flow on major streets	Much above	Much above

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

Seven transportation services were rated in Novato. As compared to most communities across America, ratings tended to be a mix of positive and negative. Ratings of traffic signal timing were higher than in comparison jurisdictions, while the amount of public parking was similar to comparison jurisdictions and sidewalk maintenance was much below.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES

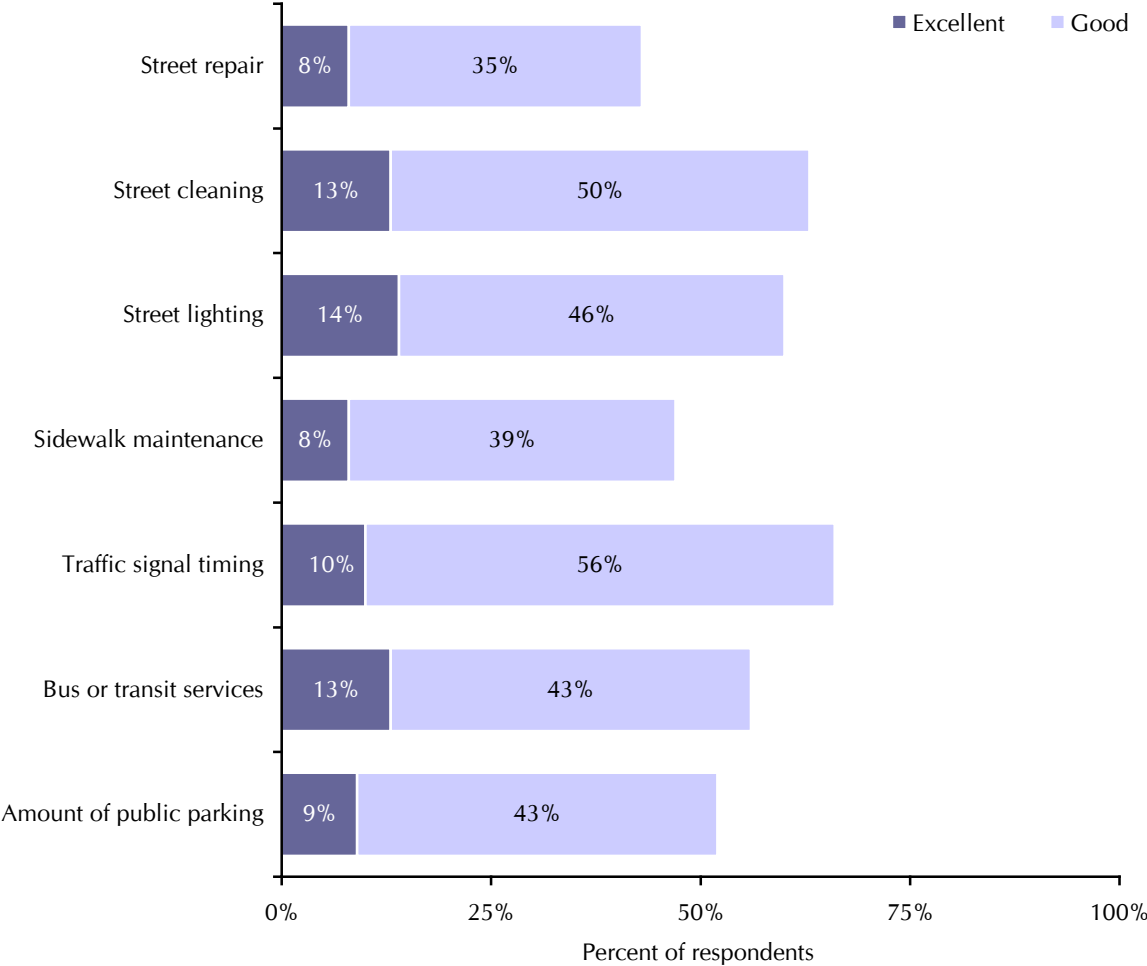


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Street repair	Below	Similar
Street cleaning	Similar	Much below
Street lighting	Similar	Similar
Sidewalk maintenance	Much below	Much below
Traffic signal timing	Much above	Much above
Bus or transit services	Similar	Below
Amount of public parking	Similar	Similar

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

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 4% of work commute trips were made by transit, 1% by bicycle and 1% by foot. About 13% of survey participants reported working from home.

FIGURE 10: FREQUENCY OF BUS USE IN LAST 12 MONTHS

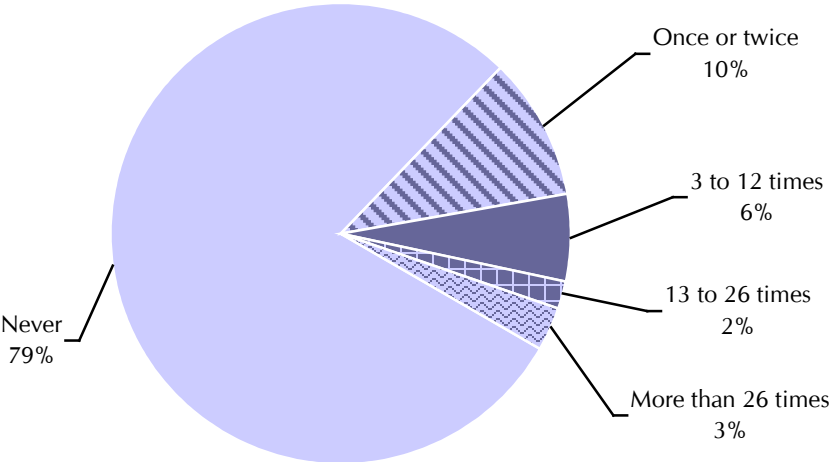


FIGURE 11: FREQUENCY OF BUS USE BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Ridden a local bus within Novato	Less	Much less

FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE

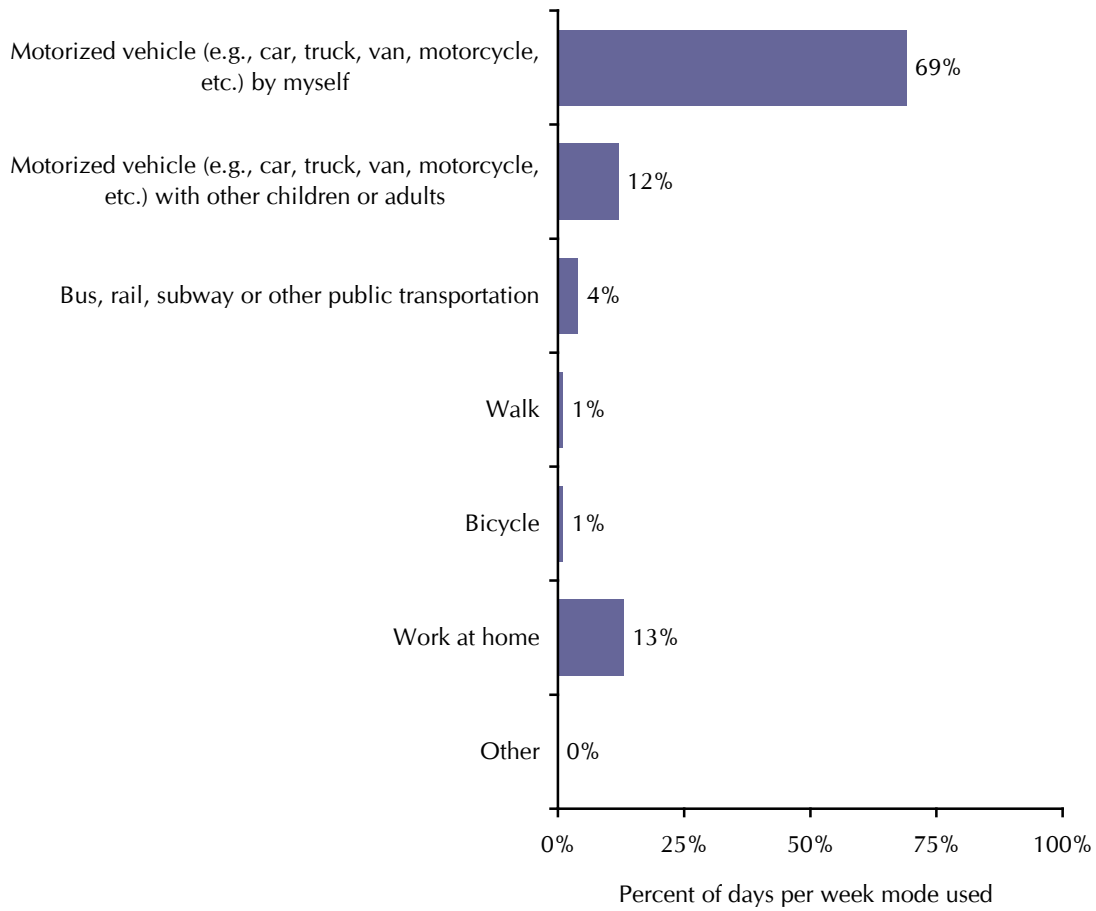


FIGURE 13: DRIVE ALONE BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Average percent of work commute trips made by driving alone	Much less	Much more

Housing

Housing variety and affordability are not luxuries for any community. When there are too few options for housing style and affordability, the characteristics of a community tilt toward a single group, often of well-off residents. While this may seem attractive to a community, the absence of affordable townhomes, condominiums, mobile homes, single family detached homes and apartments means that in addition to losing the vibrancy of diverse thoughts and lifestyles, the community loses the service workers that sustain all communities – police officers, school teachers, house painters and electricians. These workers must live elsewhere and commute in at great personal cost and to the detriment of traffic flow and air quality. Furthermore lower income residents pay so much of their income to rent or mortgage that little remains to bolster their own quality of life or local business.

The survey of the City of Novato 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 42% of respondents, while the variety of housing options was rated as “excellent” or “good” by 59% of respondents. The rating of perceived affordable housing availability was similar in the City of Novato than the ratings, on average, in nationwide jurisdictions and much above those in similar sized cities in the state.

FIGURE 14: RATINGS OF HOUSING IN COMMUNITY

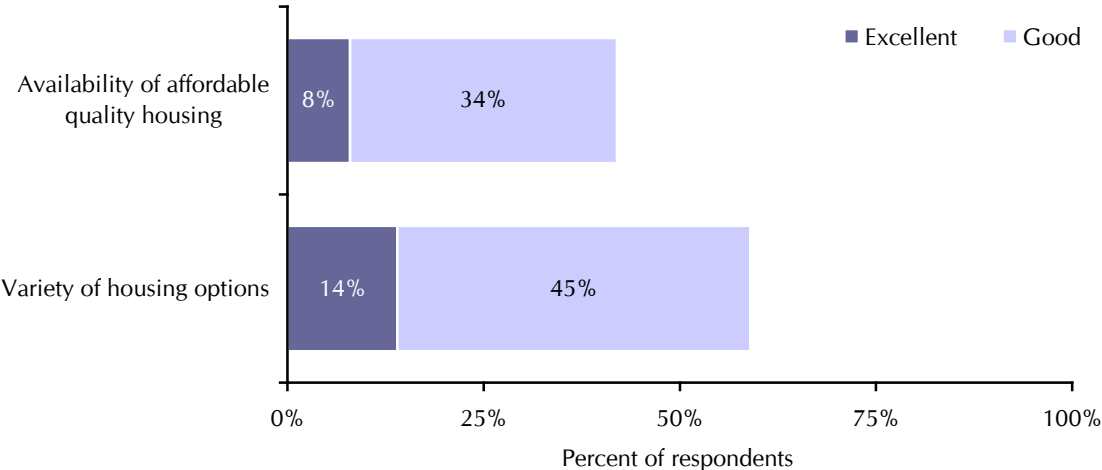


FIGURE 15: HOUSING CHARACTERISTICS BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Availability of affordable quality housing	Similar	Much above
Variety of housing options	Similar	Much above

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

FIGURE 16: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE"

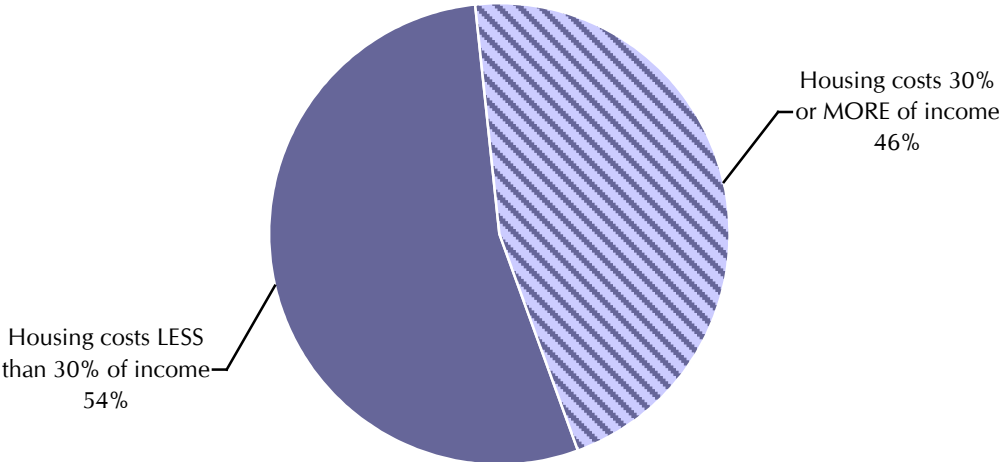


FIGURE 17: HOUSING COSTS BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Experiencing housing costs stress (housing costs 30% or MORE of income)	Much more	Much more

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 Novato 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 appearance of Novato was rated as “excellent” or “good” by 69% of respondents and was lower than the benchmarks. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Novato, 9% thought they were a “major” problem and this was much less than similar sized cities in California as well as less than nationwide jurisdictions. The service of animal control was rated above the national benchmark while the services of land use, planning and zoning and code enforcement were rated below the national benchmark.

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

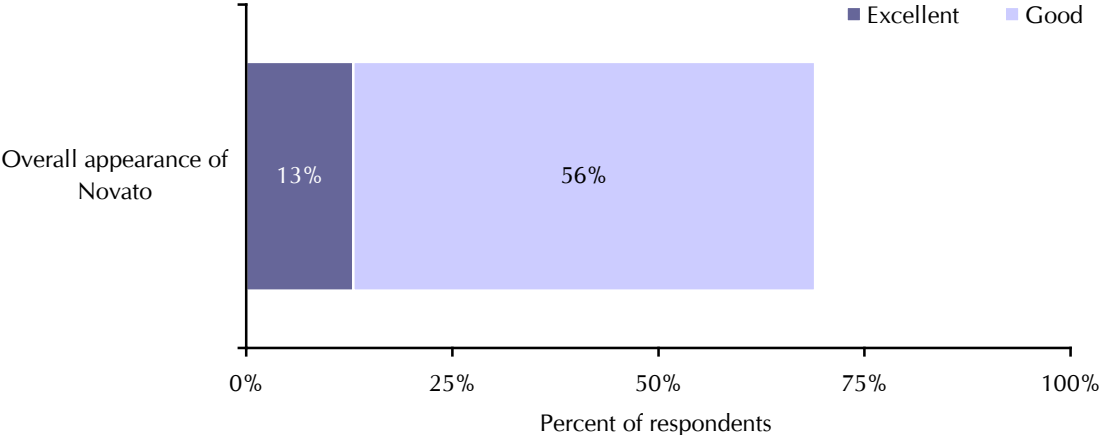


FIGURE 19: BUILT ENVIRONMENT BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Overall appearance of Novato	Below	Much below

FIGURE 20: RATINGS OF POPULATION GROWTH

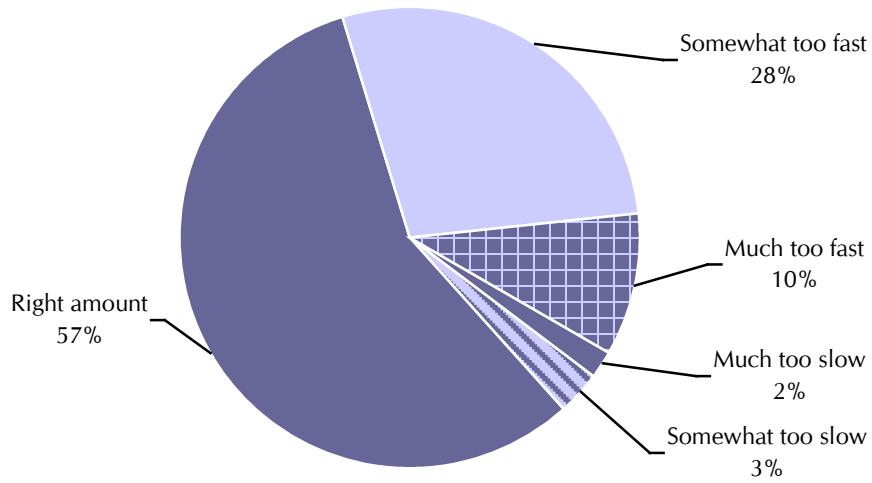


FIGURE 21: POPULATION GROWTH BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Population growth seen as too fast	Similar	Similar

FIGURE 22: RATINGS OF NUISANCE PROBLEMS

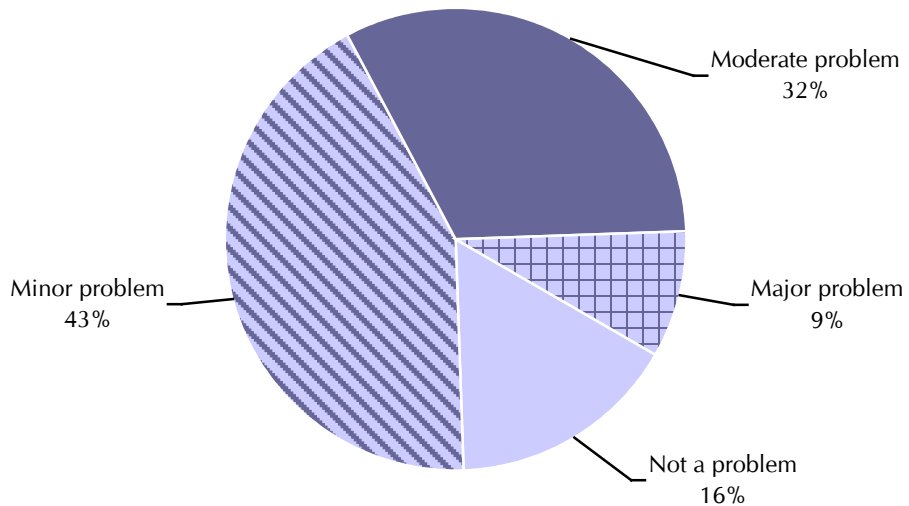


FIGURE 23: NUISANCE PROBLEMS BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Run down buildings, weed lots and junk vehicles seen as a "major" problem	Similar	Less

FIGURE 24: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES

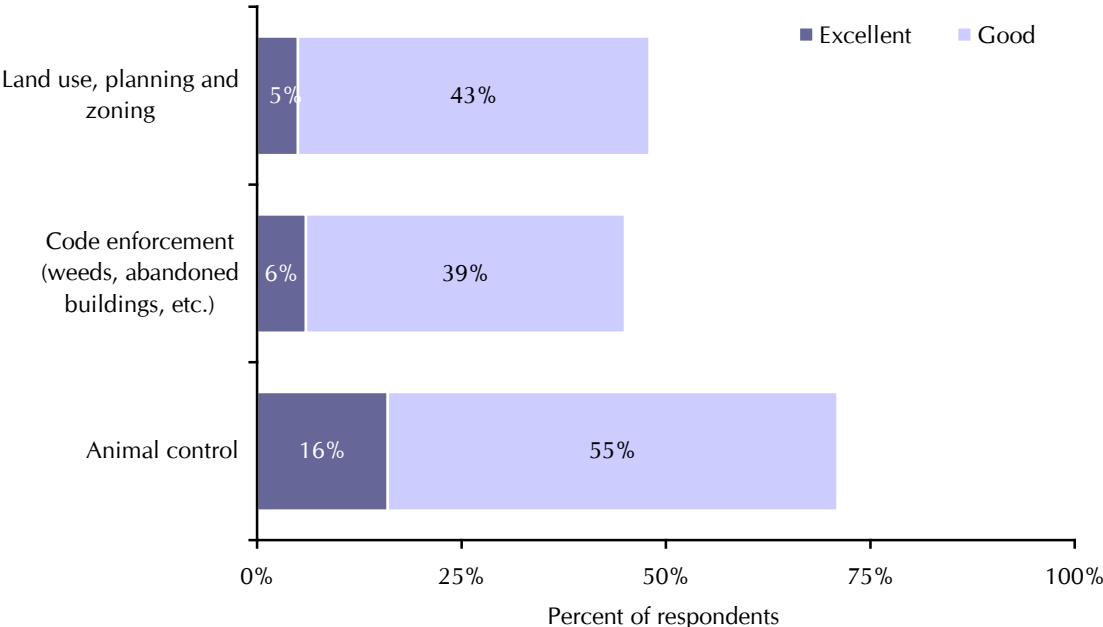


FIGURE 25: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Land use, planning and zoning	Below	Similar
Code enforcement (weeds, abandoned buildings, etc.)	Much below	Much below
Animal control	Much above	Similar

ECONOMIC SUSTAINABILITY

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

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

FIGURE 26: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES

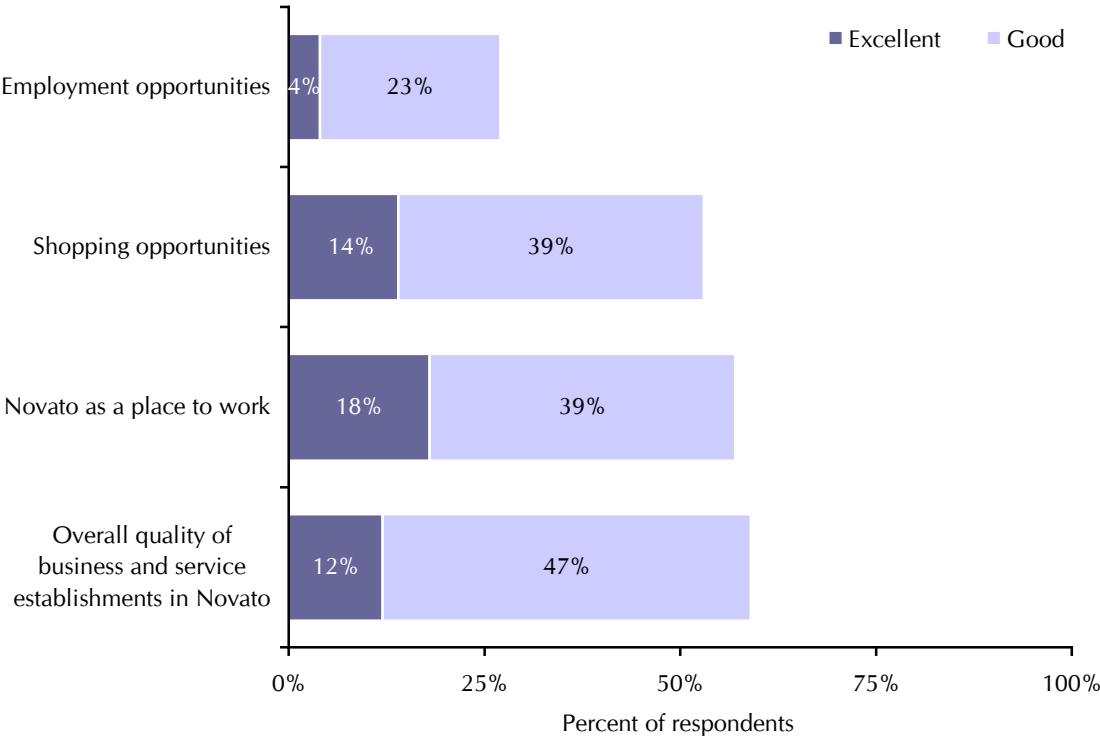


FIGURE 27: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Employment opportunities	Below	Much below
Shopping opportunities	Similar	Below
Novato as a place to work	Similar	Much below
Overall quality of business and service establishments in Novato	Below	Below

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

Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from “much too slow” to “much too fast.” When asked about the rate of jobs growth in Novato, 75% responded that it was “too slow,” while 39% reported retail growth as “too slow.” About the same number of residents in Novato compared to nationwide jurisdictions believed that retail growth was too slow and fewer residents believed that jobs growth was too slow.

FIGURE 28: RATINGS OF RETAIL AND JOBS GROWTH

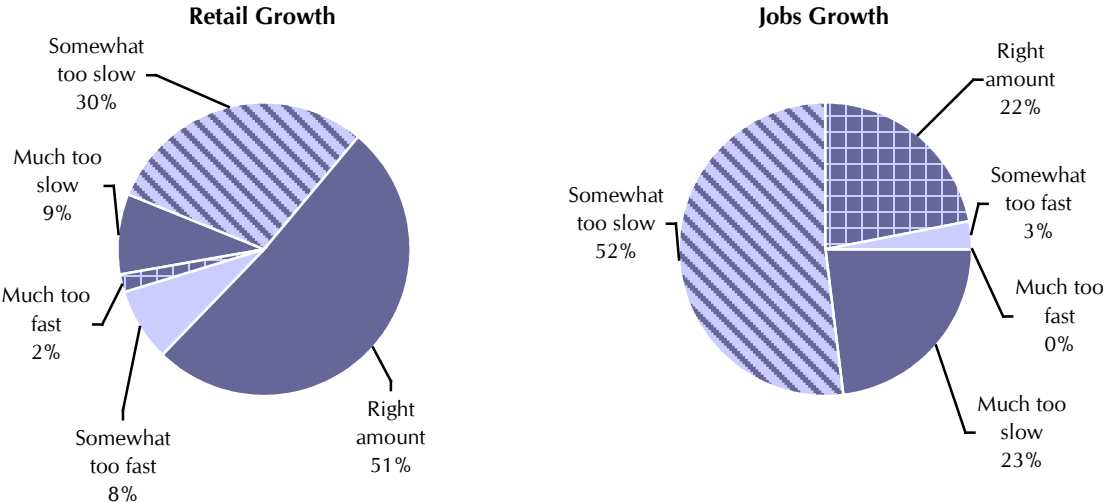


FIGURE 29: RETAIL AND JOBS GROWTH BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Retail growth seen as too slow	Similar	Less
Jobs growth seen as too slow	Less	Much more

FIGURE 30: RATINGS OF ECONOMIC DEVELOPMENT SERVICES

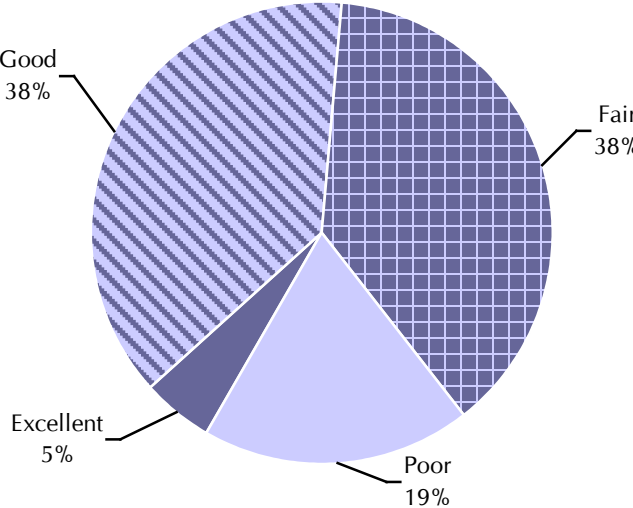


FIGURE 31: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Economic development	Below	Much below

Residents were asked to reflect on their economic prospects in the near term. Thirty-two percent of the City of Novato residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family, while 21% felt that the economic future would be “somewhat” or “very” negative. The percent of residents with an optimistic outlook on their household income was much greater than comparison jurisdictions.

FIGURE 32: RATINGS OF PERSONAL ECONOMIC FUTURE

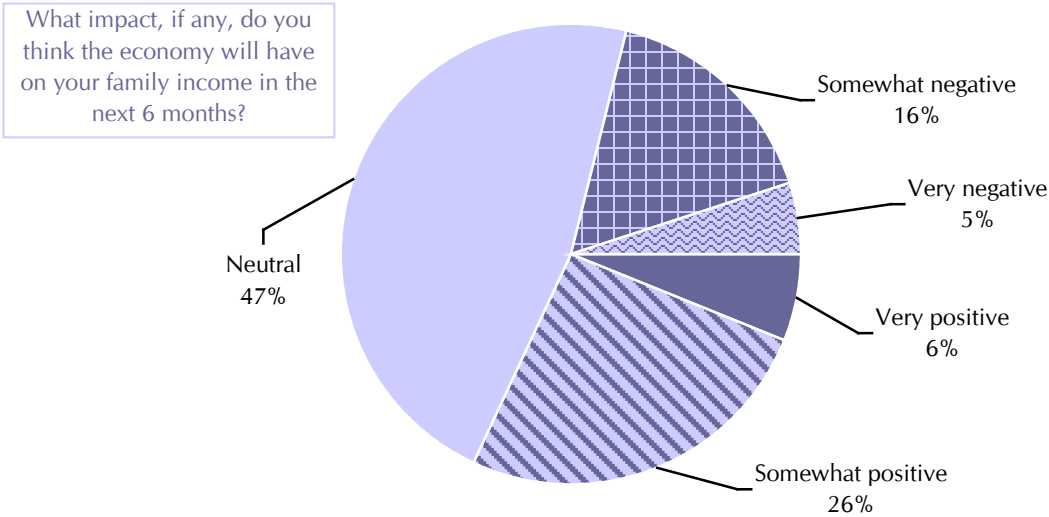


FIGURE 33: PERSONAL ECONOMIC FUTURE BENCHMARKS

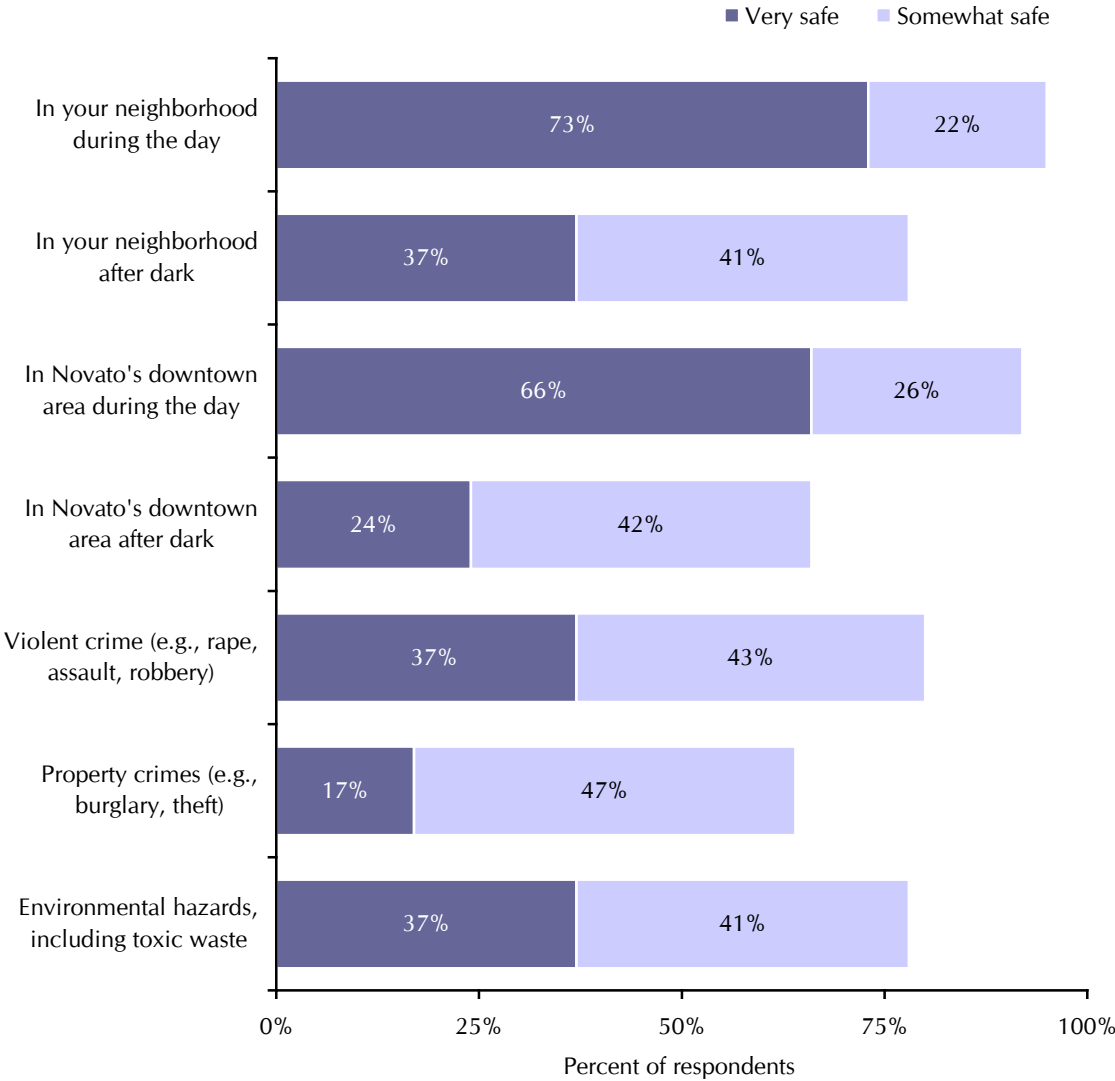
	National comparison	California Cities with Populations 32,000 to 65,000
Positive impact of economy on household income	Much above	Much above

PUBLIC SAFETY

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

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Most gave positive ratings of safety in the City of Novato. About 80% of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 78% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown.

FIGURE 34: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY



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

FIGURE 35: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
In your neighborhood during the day	Above	Similar
In your neighborhood after dark	Similar	Similar
In Novato's downtown area during the day	Much above	Similar
In Novato's downtown area after dark	Above	Similar
Violent crime (e.g., rape, assault, robbery)	Above	Above
Property crimes (e.g., burglary, theft)	Similar	Above
Environmental hazards, including toxic waste	Similar	Similar

As assessed by the survey, 15% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 79% had reported it to police. Compared to other jurisdictions nationally and of similar sizes in California, more Novato residents had been victims of crime in the 12 months preceding the survey and about the same percent of Novato residents had reported their most recent crime victimization to the police.

FIGURE 36: CRIME VICTIMIZATION AND REPORTING

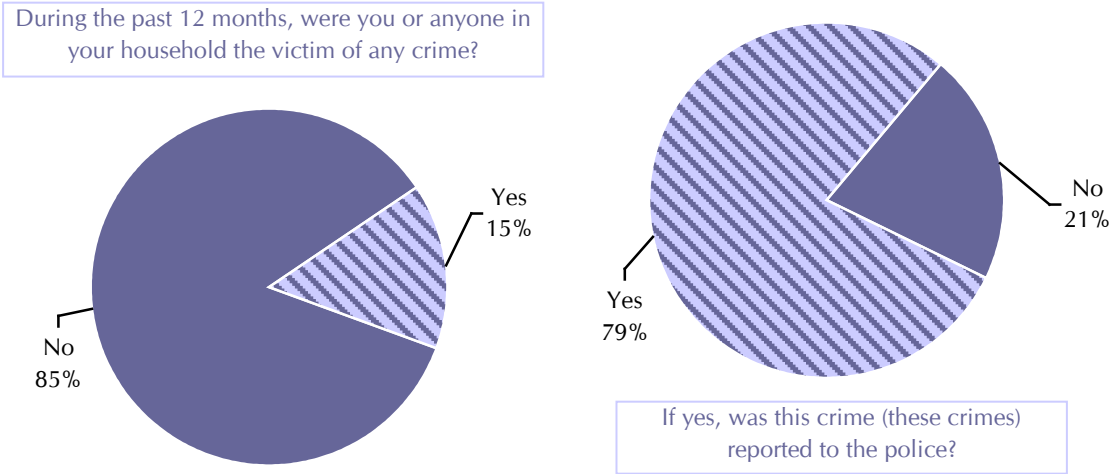


FIGURE 37: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Victim of crime	More	More
Reported crimes	Similar	Similar

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

FIGURE 38: RATINGS OF PUBLIC SAFETY SERVICES

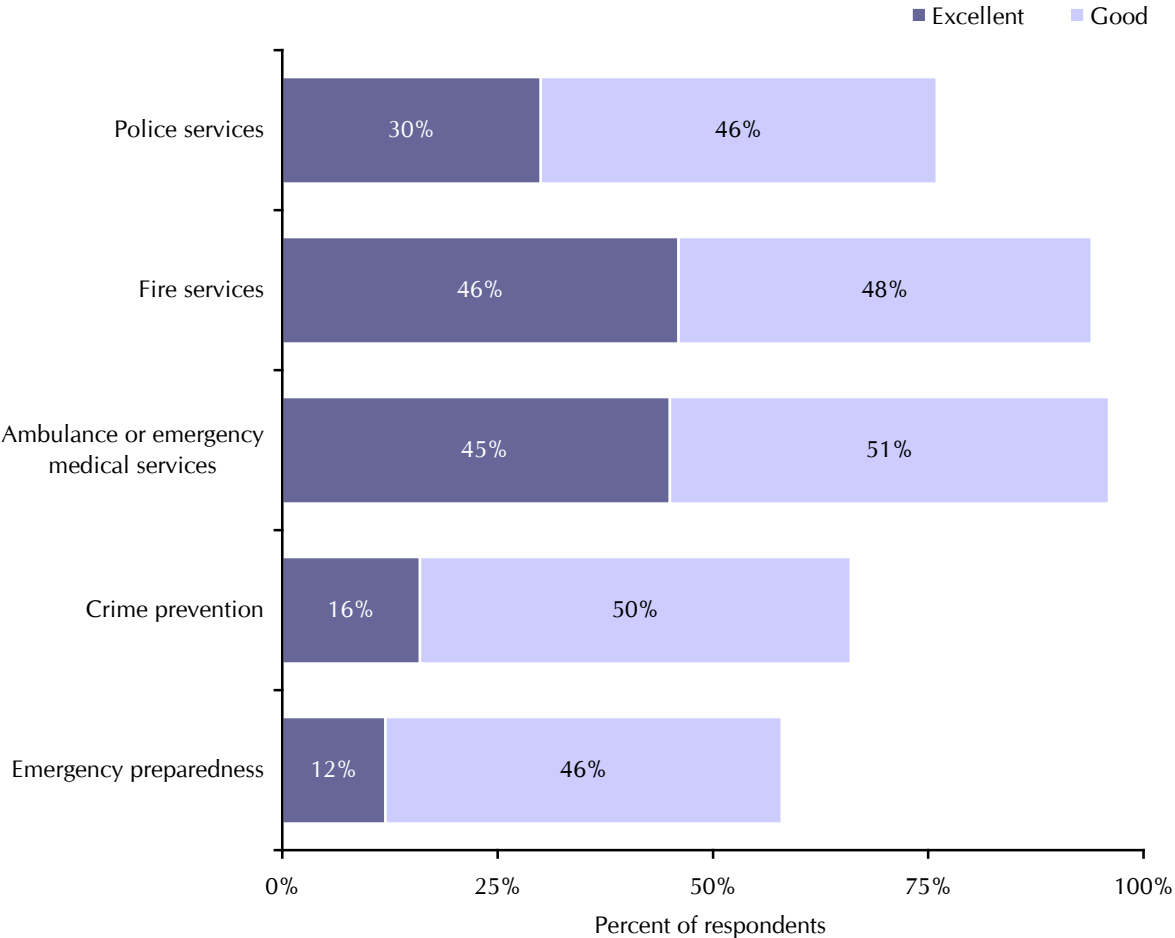


FIGURE 39: PUBLIC SAFETY SERVICES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Police services	Similar	Below
Fire services	Similar	Similar
Ambulance or emergency medical services	Above	Similar
Crime prevention	Similar	Below
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Below	Similar

FIGURE 40: CONTACT WITH POLICE DEPARTMENT

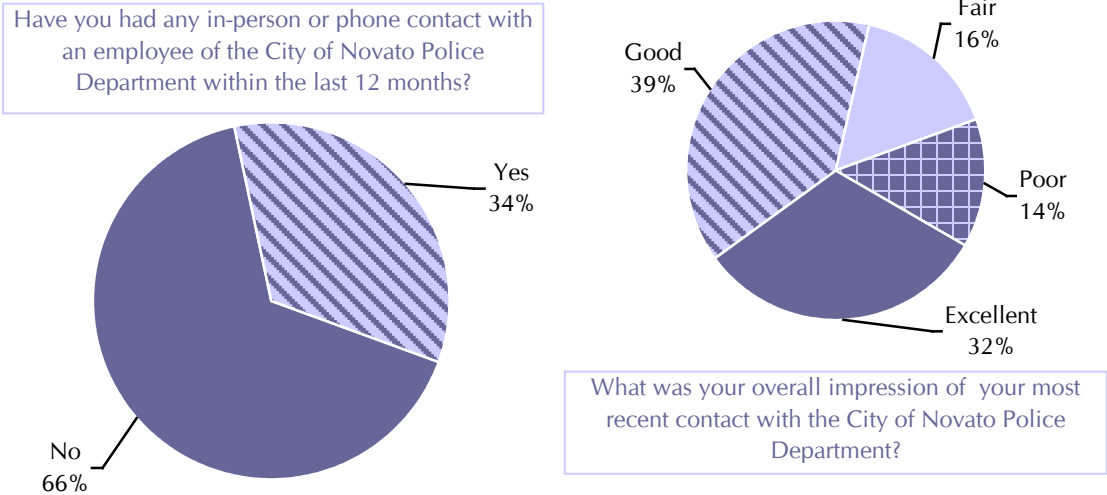


FIGURE 41: CONTACT WITH POLICE AND FIRE DEPARTMENTS BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Had contact with the City of Novato Police Department	Less	Less
Overall impression of most recent contact with the City of Novato Police Department	Much below	Much below

ENVIRONMENTAL SUSTAINABILITY

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

Residents of the City of Novato 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 84% of survey respondents. The overall quality of the natural environment and preservation of natural areas received the highest ratings, and were much above the benchmarks.

FIGURE 42: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT

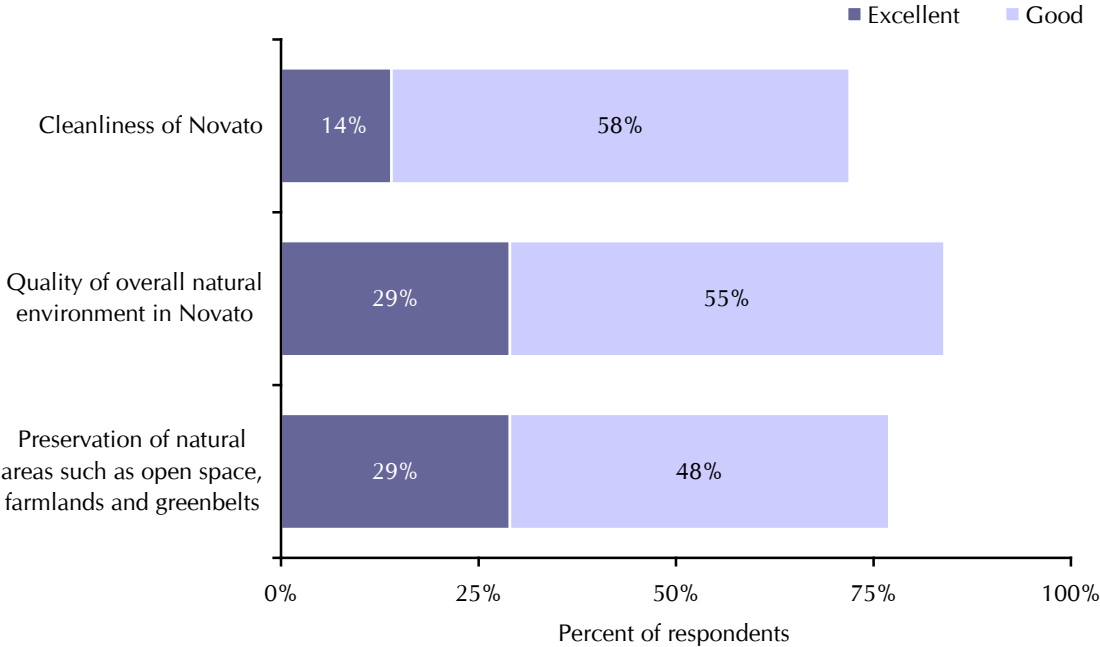


FIGURE 43: COMMUNITY ENVIRONMENT BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Cleanliness of Novato	Similar	Much below
Quality of overall natural environment in Novato	Much above	Much above
Preservation of natural areas such as open space, farmlands and greenbelts	Much above	Much above

Of the four utility services rated by those completing the questionnaire, two were higher than the national benchmark comparison and two were similar.

FIGURE 44: RATINGS OF UTILITY SERVICES

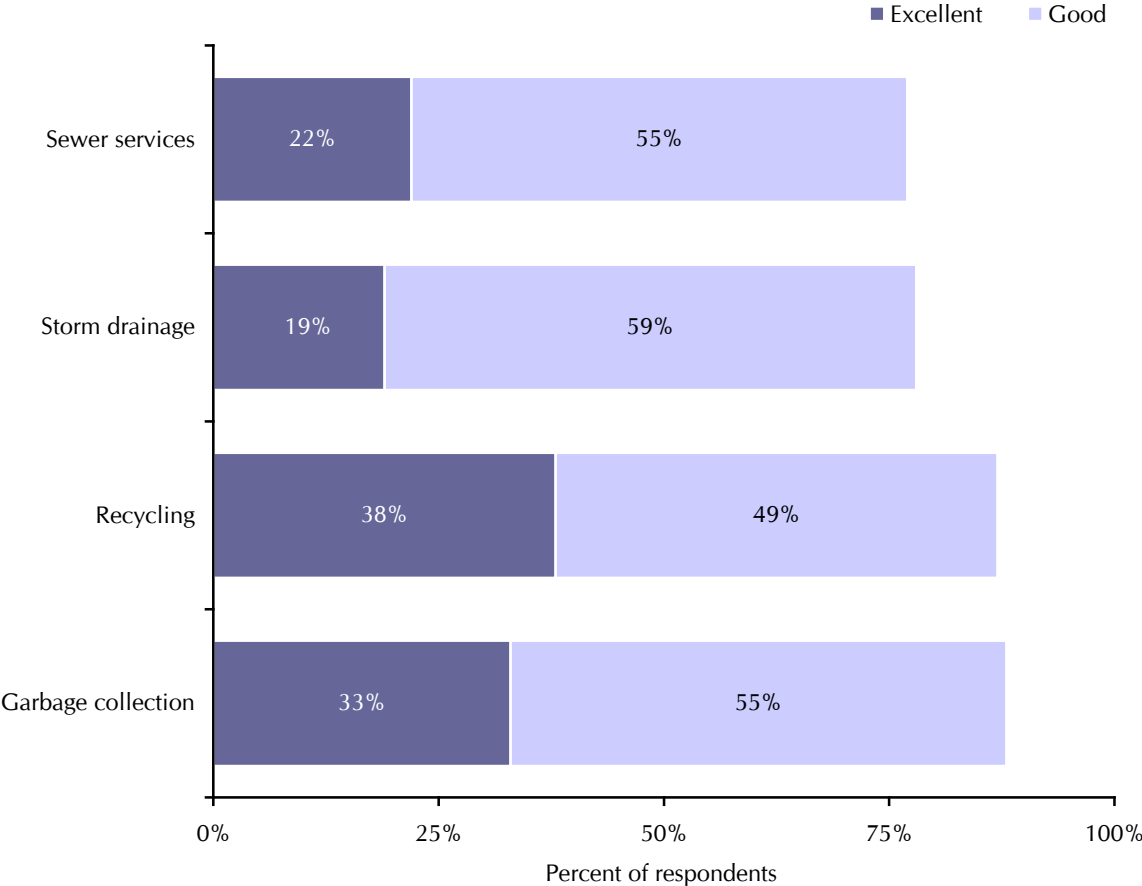


FIGURE 45: UTILITY SERVICES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Sewer services	Similar	Similar
Storm drainage	Much above	Much above
Recycling	Much above	Similar
Garbage collection	Similar	Similar

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.

About half of residents rated recreation opportunities in the City of Novato as “excellent” or “good.” City parks, recreation centers and recreation programs were all rated similar to the national benchmark. City parks received the highest rating among parks and recreation services.

Resident use of Novato parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used Novato recreation centers was much smaller than the percent of users in comparison jurisdictions. Visitation of City parks in Novato was less than in comparison jurisdictions in the state and about the same as use nationally.

FIGURE 46: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES

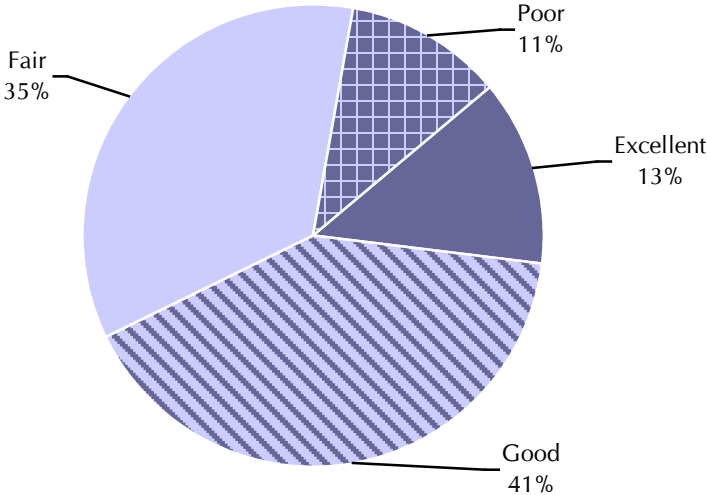


FIGURE 47: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Recreation opportunities	Much below	Much below

FIGURE 48: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES

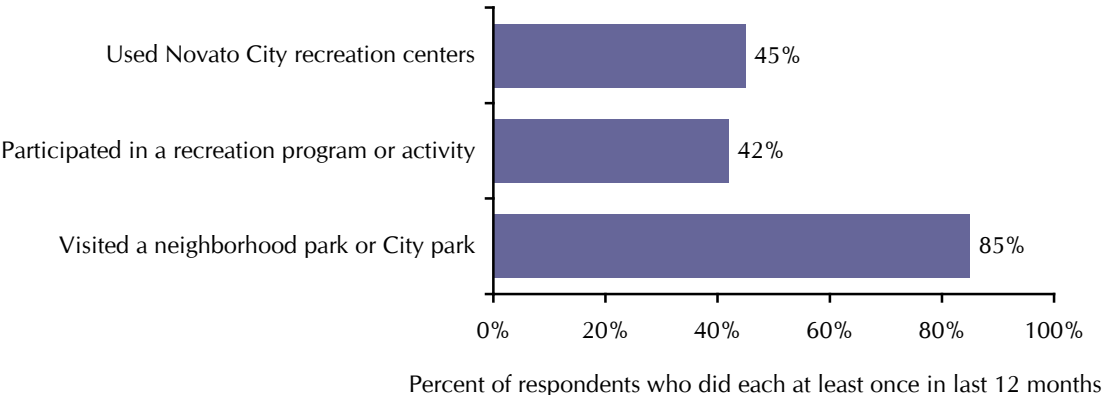


FIGURE 49: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Used Novato recreation centers	Much less	Much less
Participated in a recreation program or activity	Much less	Similar
Visited a neighborhood park or City park	Similar	Less

FIGURE 50: RATINGS OF PARKS AND RECREATION SERVICES

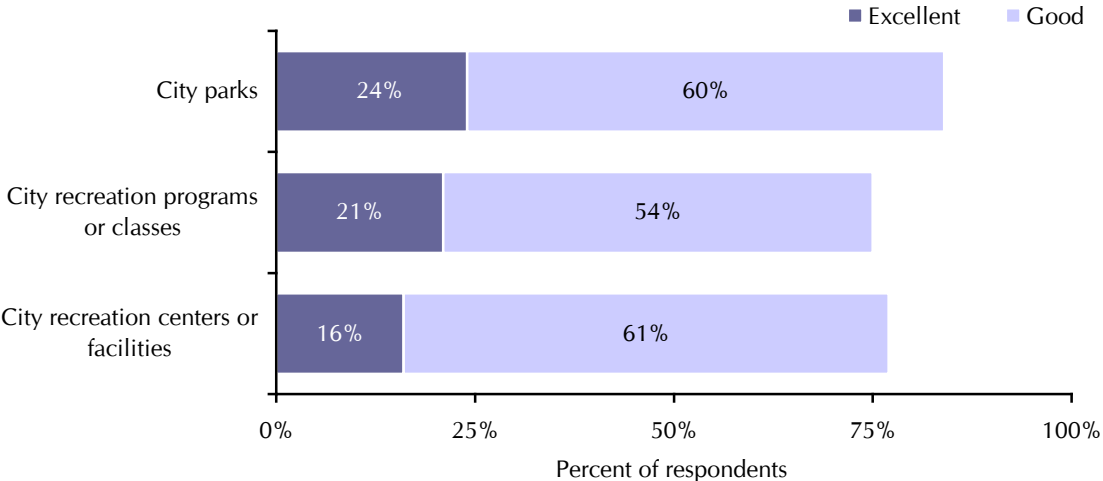


FIGURE 51: PARKS AND RECREATION SERVICES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
City parks	Similar	Below
Recreation programs or classes	Similar	Similar
Recreation centers or facilities	Similar	Below

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 individuals who simply go to the office and return home, a community that pays attention only to the life sustaining basics becomes insular, dreary and uninspiring. In the case of communities without thriving culture, arts and education opportunities, the magnet that attracts those who might consider relocating there is vastly weakened. Cultural, artistic, social and educational services elevate the opportunities for personal growth among residents. In the survey, residents were asked about the quality of opportunities to participate in cultural and educational activities.

Opportunities to attend cultural activities were rated as “excellent” or “good” by 35% of respondents. Educational opportunities were rated as “excellent” or “good” by 52% of respondents. Compared to the benchmark data, educational opportunities were much below the average of comparison jurisdictions, as were cultural activity opportunities.

About 69% of Novato residents used a City library at least once in the 12 months preceding the survey. This participation rate for library use was similar to comparison jurisdictions.

FIGURE 52: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES

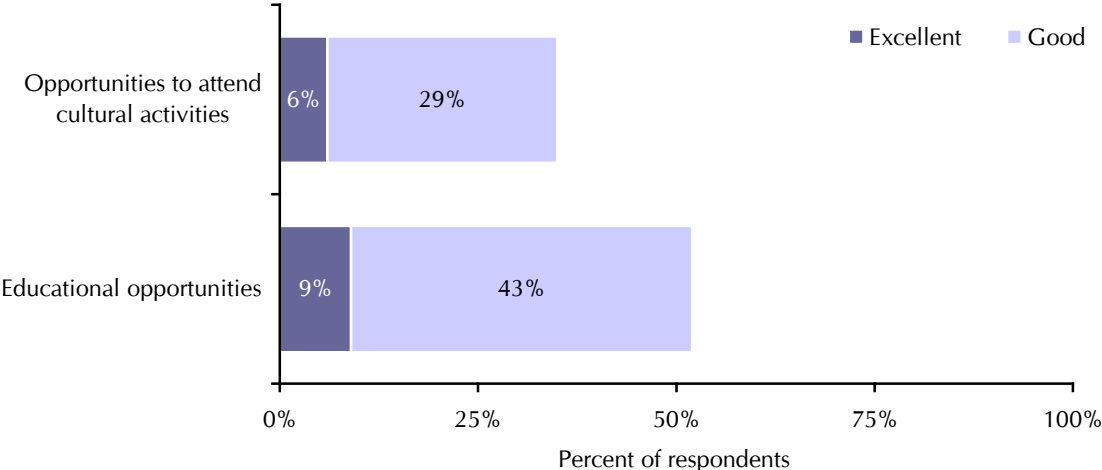


FIGURE 53: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Opportunities to attend cultural activities	Much below	Much below
Educational opportunities	Much below	Much below

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

FIGURE 54: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES

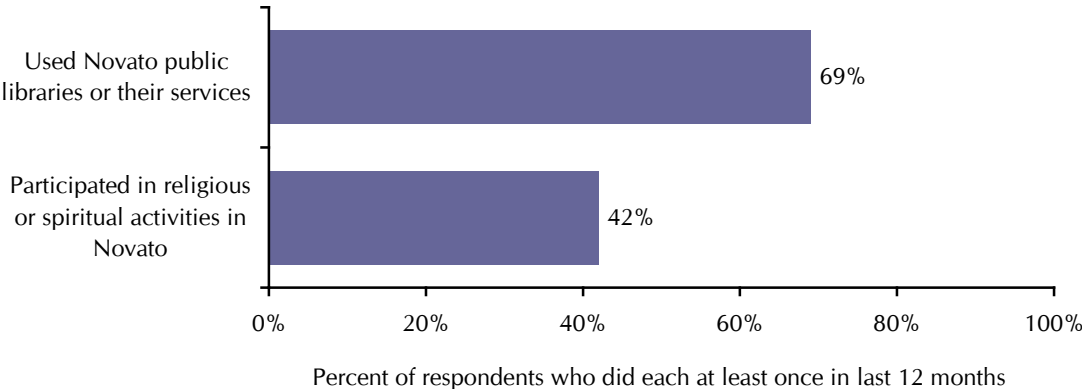


FIGURE 55: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Used Novato public libraries or their services	Similar	Similar
Participated in religious or spiritual activities in Novato	Much less	More

FIGURE 56: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES

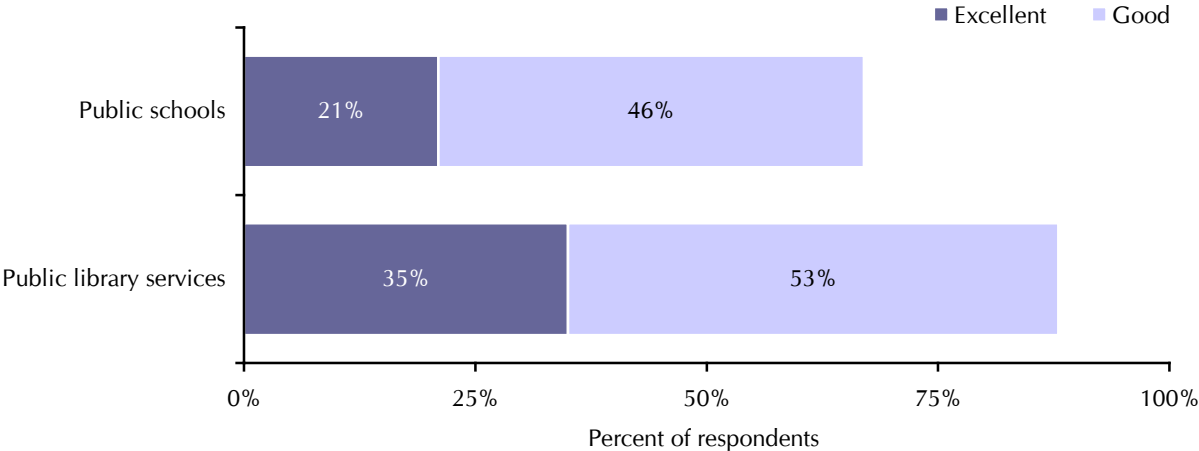


FIGURE 57: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Public schools	Similar	Similar
Public library services	Above	Similar

Health and Wellness

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

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

Among Novato residents, 12% rated affordable quality health care as “excellent” while 48% rated it as “good.” Those ratings were above the ratings of comparison jurisdictions.

FIGURE 58: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES

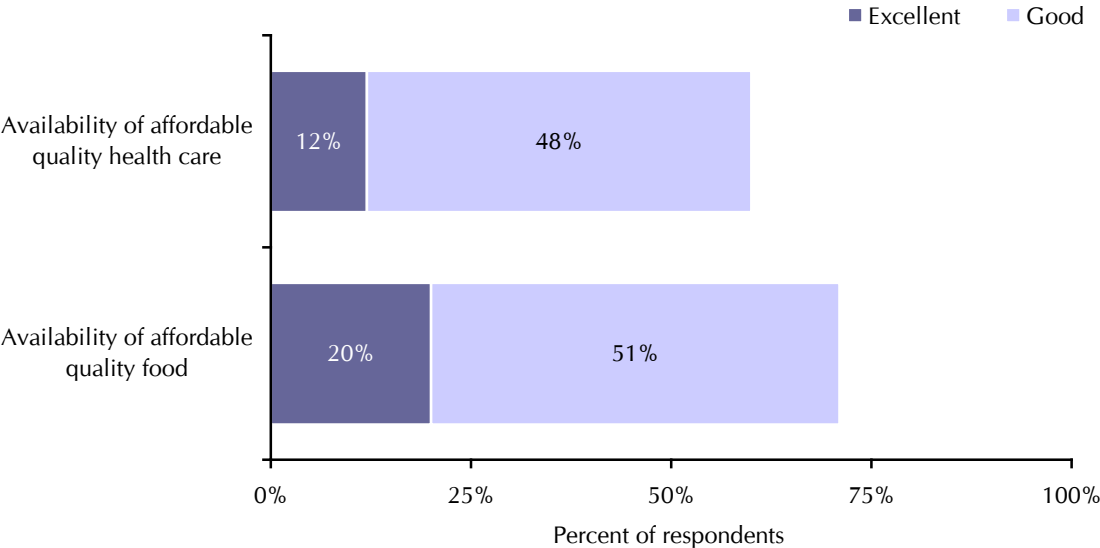


FIGURE 59: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Availability of affordable quality health care	Above	Above
Availability of affordable quality food	Above	Similar

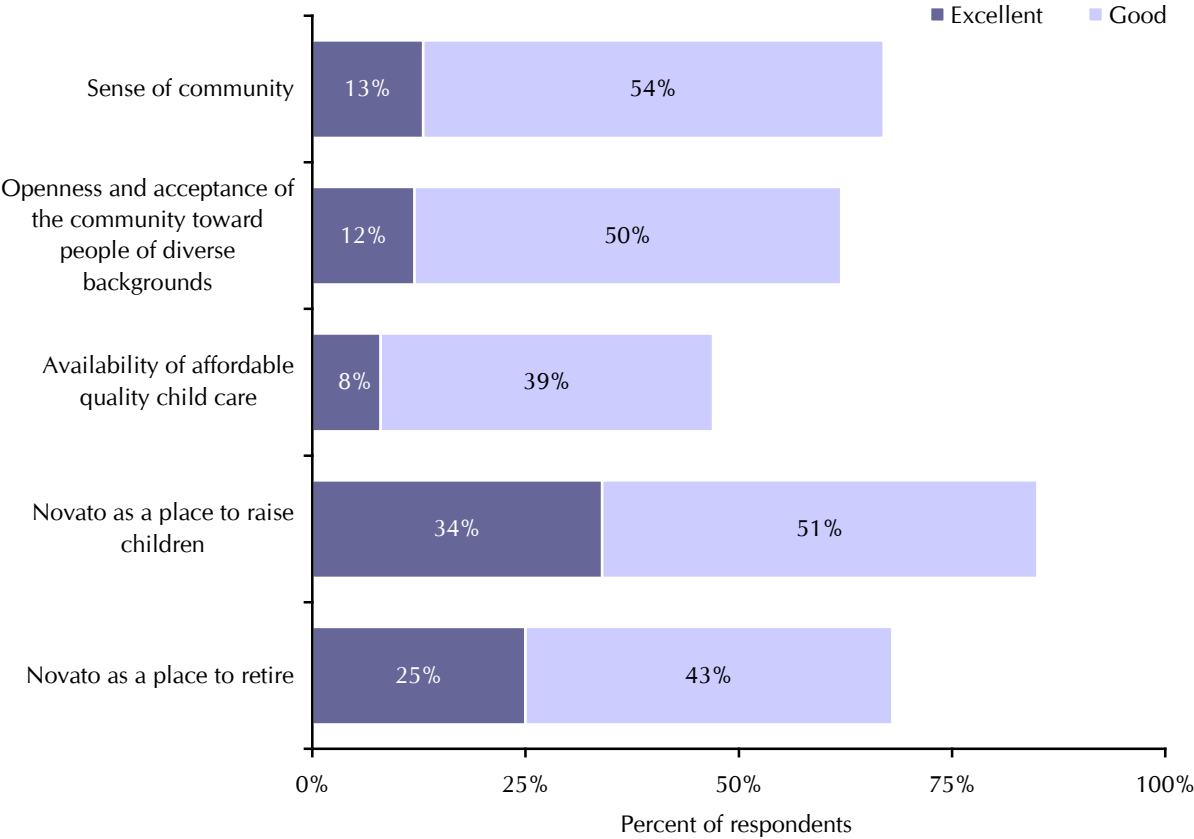
The National Citizen Survey™ by National Research Center, Inc.

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

FIGURE 60: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS



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

FIGURE 61: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Sense of community	Similar	Similar
Openness and acceptance of the community toward people of diverse backgrounds	Similar	Much below
Availability of affordable quality child care	Similar	Much above
Novato as a place to raise kids	Above	Above
Novato as a place to retire	Similar	Much below

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 61% to 71% with ratings of “excellent” or “good.” Services to low income people were much above comparison jurisdictions.

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

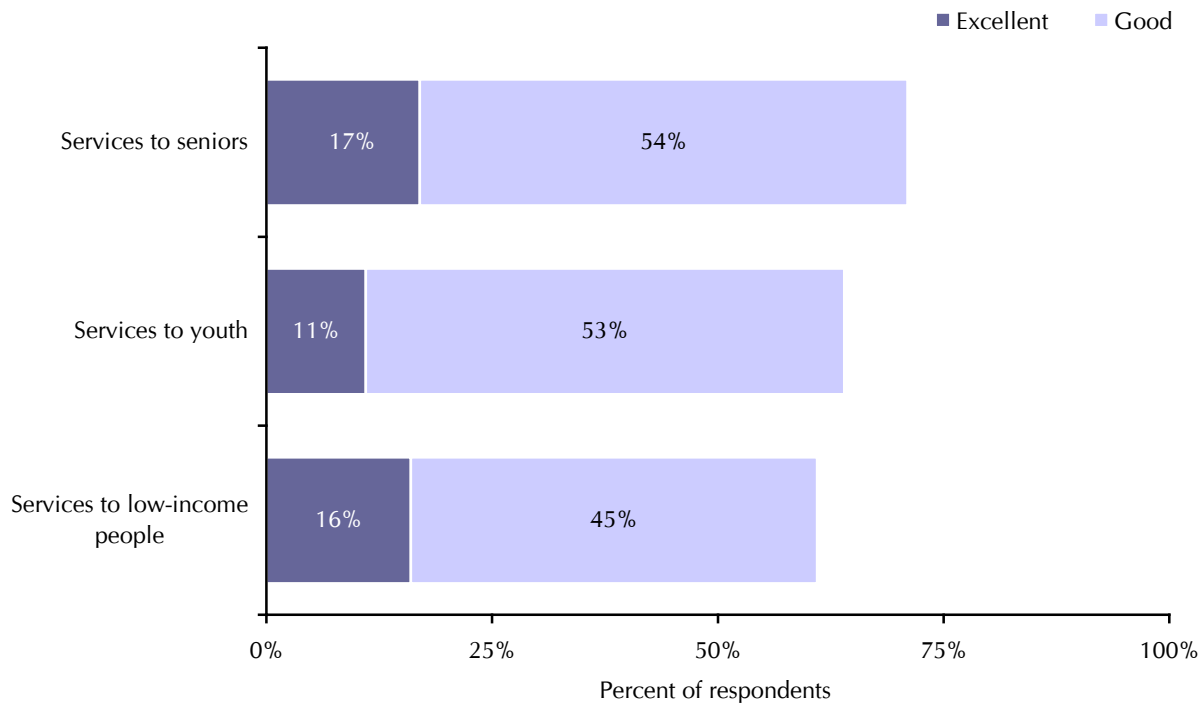


FIGURE 63: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Services to seniors	Above	Below
Services to youth	Similar	Below
Services to low income people	Much above	Much above

CIVIC ENGAGEMENT

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

Civic Activity

Respondents were asked about the perceived community volunteering opportunities and their participation as citizens of the City of Novato. Survey participants rated the volunteer opportunities in the City of Novato somewhat favorably. Opportunities to attend or participate in community matters were rated similarly. Ratings of civic engagement opportunities were below the national benchmarks where these questions were asked.

FIGURE 64: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES

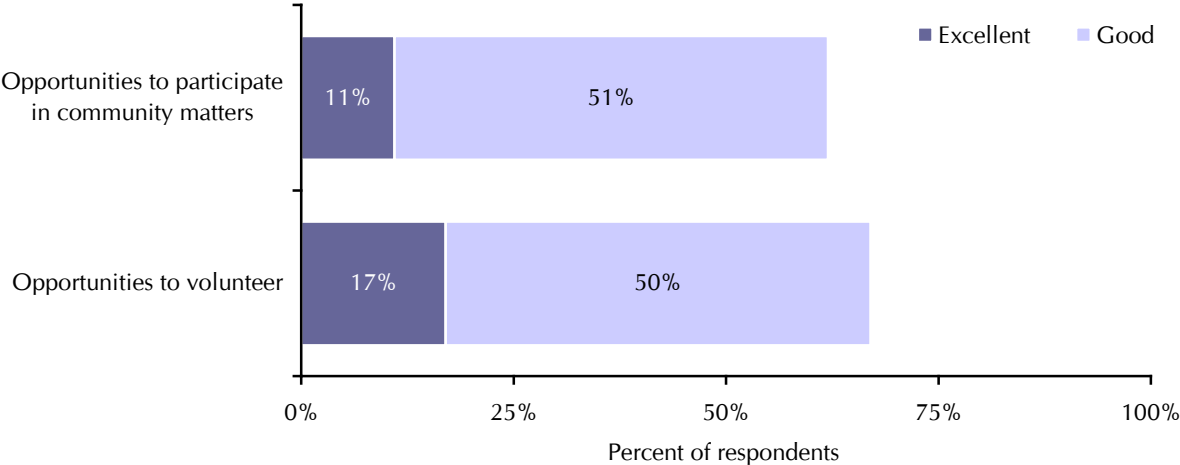


FIGURE 65: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Opportunities to participate in community matters	Below	Similar
Opportunities to volunteer	Much below	Below

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. Most civic engagement opportunities showed similar rates of involvement compared to the nation except ratings for volunteering time to a group or activity which showed lower rates of community engagement.

FIGURE 66: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES

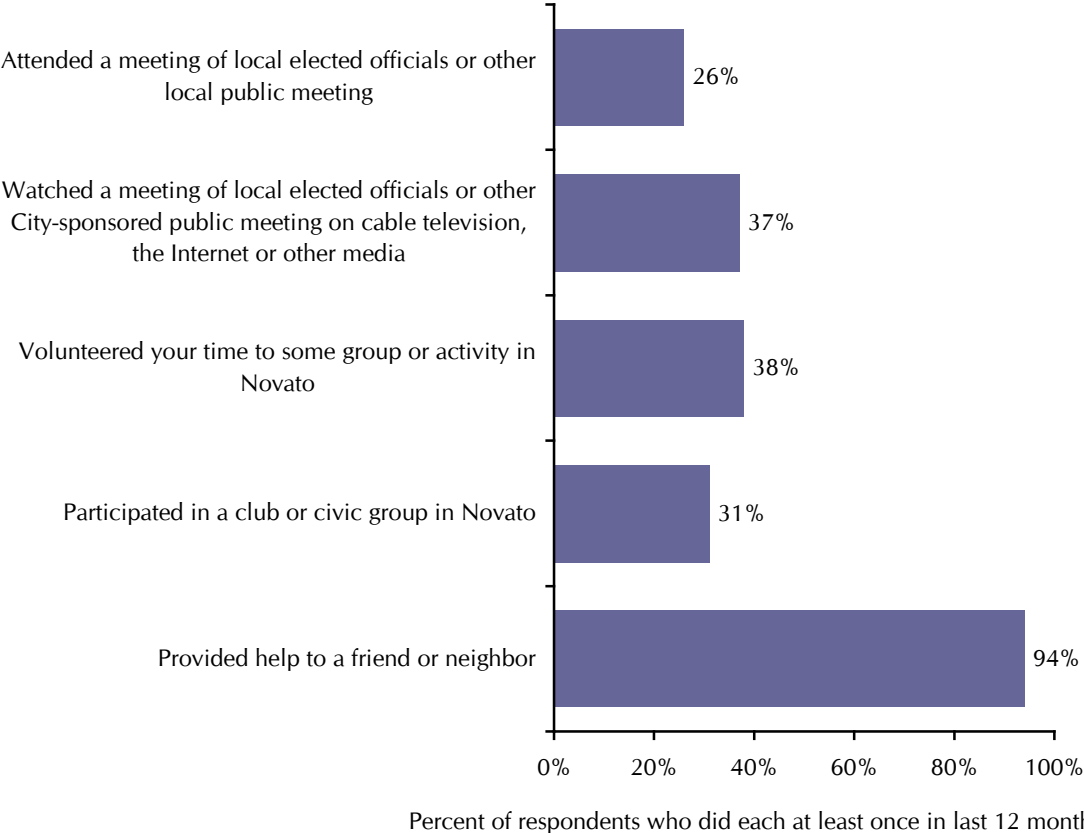


FIGURE 67: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Attended a meeting of local elected officials or other local public meeting	Similar	Similar
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	Similar	More
Volunteered your time to some group or activity in Novato	Much less	Less
Participated in a club or civic group in Novato	Similar	Similar
Provided help to a friend or neighbor	Similar	Similar

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

City of Novato residents showed the largest amount of civic engagement in the area of electoral participation. Eighty-five percent reported they were registered to vote and 84% indicated they had voted in the last general election. This rate of self-reported voting was much higher than comparison communities.

FIGURE 68: REPORTED VOTING BEHAVIOR

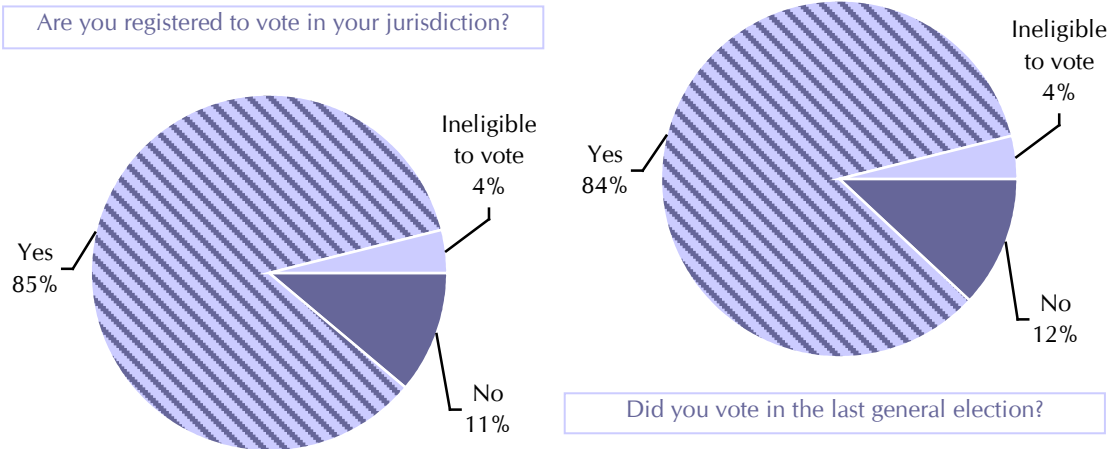


FIGURE 69: VOTING BEHAVIOR BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Registered to vote	Similar	Much more
Voted in last general election	Much more	Much more

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 Novato Web site in the previous 12 months, 56% reported they had done so at least once.

FIGURE 70: USE OF INFORMATION SOURCES

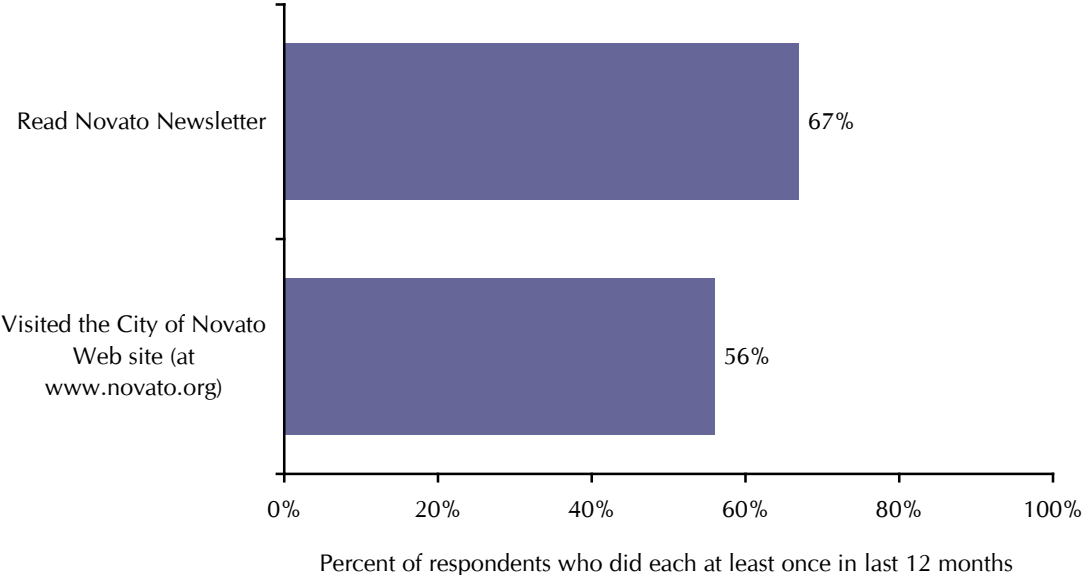


FIGURE 71: USE OF INFORMATION SOURCES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Read Novato Newsletter	Much less	Much more
Visited the City of Novato Web site	Much less	Less

Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 49% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.”

FIGURE 72: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES

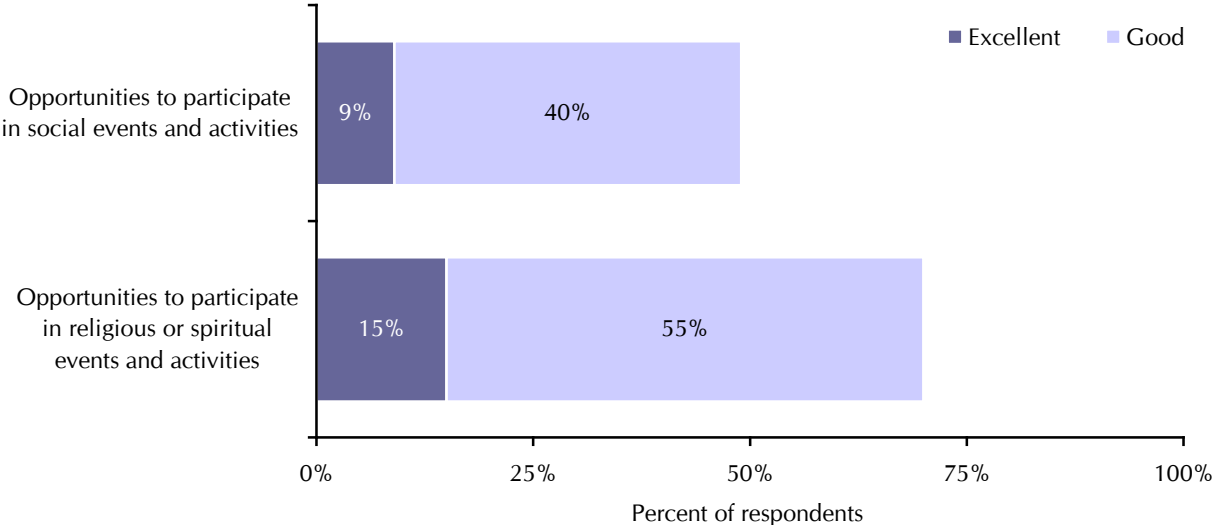


FIGURE 73: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Opportunities to participate in social events and activities	Much below	Much below
Opportunities to participate in religious or spiritual events and activities	Much below	Not available

Residents in Novato reported a strong amount of neighborliness. More than 53% indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was more than the amount of contact reported in other communities.

FIGURE 74: CONTACT WITH IMMEDIATE NEIGHBORS

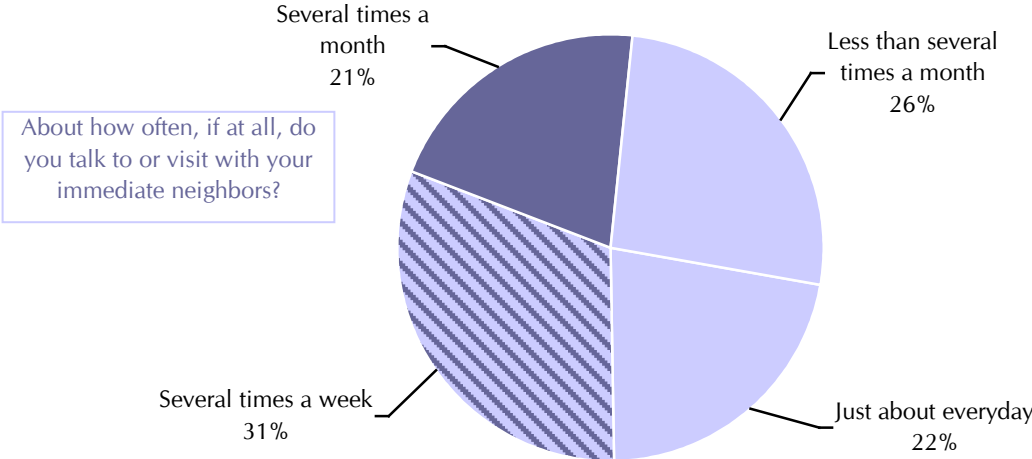


FIGURE 75: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

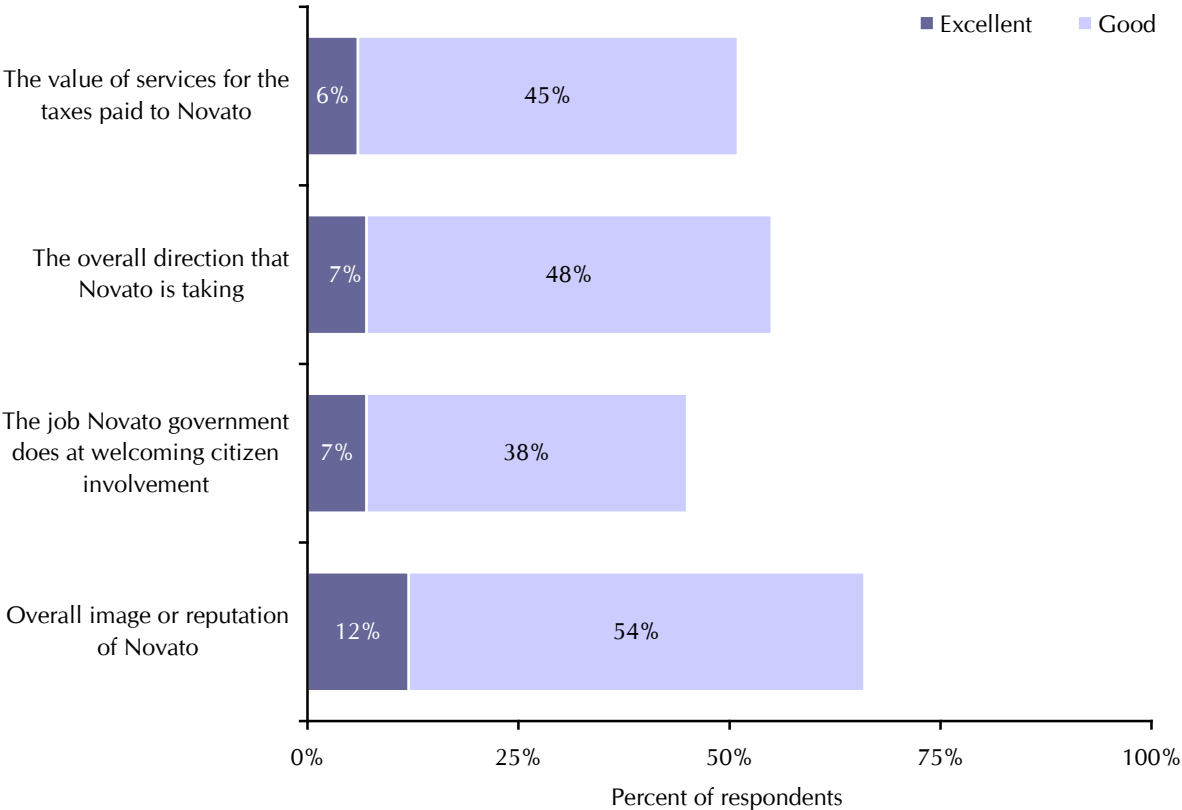
	National comparison	California Cities with Populations 32,000 to 65,000
Has contact with neighbors at least several times per week	Much more	More

PUBLIC TRUST

When local government leaders are trusted, an environment of cooperation is more likely to surround all decisions they make. Cooperation leads to easier communication between leaders and residents and increases the likelihood that high value policies and programs will be implemented to improve the quality of life of the entire community. Trust can be measured in residents' opinions about the overall direction the City of Novato 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 Novato 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 Novato may be colored by their dislike of what all levels of government provide.

A majority of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City of Novato does at welcoming citizen involvement, 45% rated it as "excellent" or "good." All four ratings were below the benchmarks, except for the overall direction that Novato is taking, which was similar to like-sized California cities.

FIGURE 76: PUBLIC TRUST RATINGS



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

FIGURE 77: PUBLIC TRUST BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Value of services for the taxes paid to Novato	Below	Much below
The overall direction that Novato is taking	Below	Similar
Job Novato government does at welcoming citizen involvement	Much below	Much below
Overall image or reputation of Novato	Much below	Much below

On average, residents of the City of Novato gave the highest evaluations to their own local government and the lowest average rating to the State Government. The overall quality of services delivered by the City of Novato was rated as “excellent” or “good” by 70% of survey participants. The City of Novato’s rating was below the benchmarks.

FIGURE 78: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS

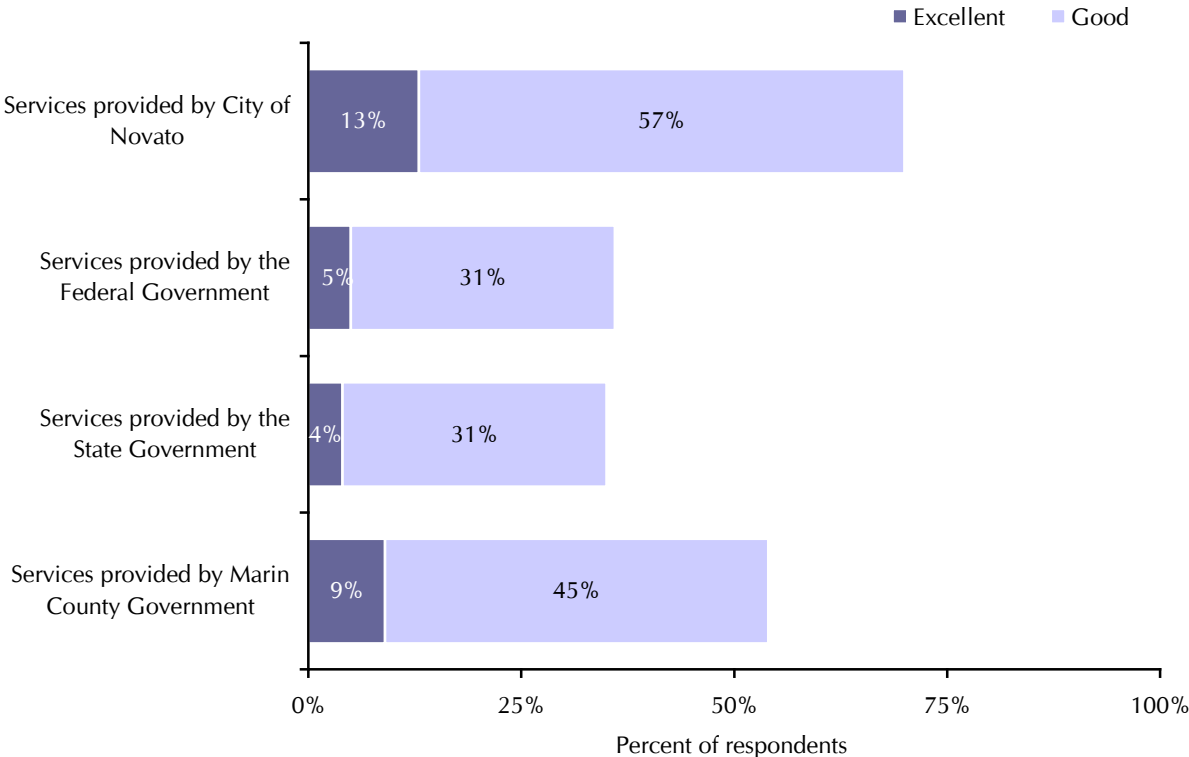


FIGURE 79: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Services provided by the City of Novato	Below	Much below
Services provided by the Federal Government	Similar	Below
Services provided by the State Government	Below	Similar
Services provided by Marin County Government	Similar	Above

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

City of Novato Employees

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

Those completing the survey were asked if they had been in contact with a City employee either in-person, over the phone or via email in the last 12 months; the 38% who reported that they had been in contact (a percent that is lower than the benchmark comparisons) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 74% of respondents rated their overall impression as "excellent" or "good."

FIGURE 80: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS

Have you had any in-person, phone or email contact with an employee of Novato within the last 12 months?

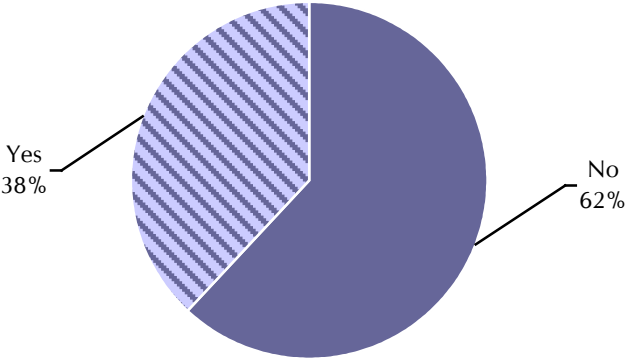


FIGURE 81: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Had contact with City employee(s) in last 12 months	Much less	Much less

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

FIGURE 82: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT)

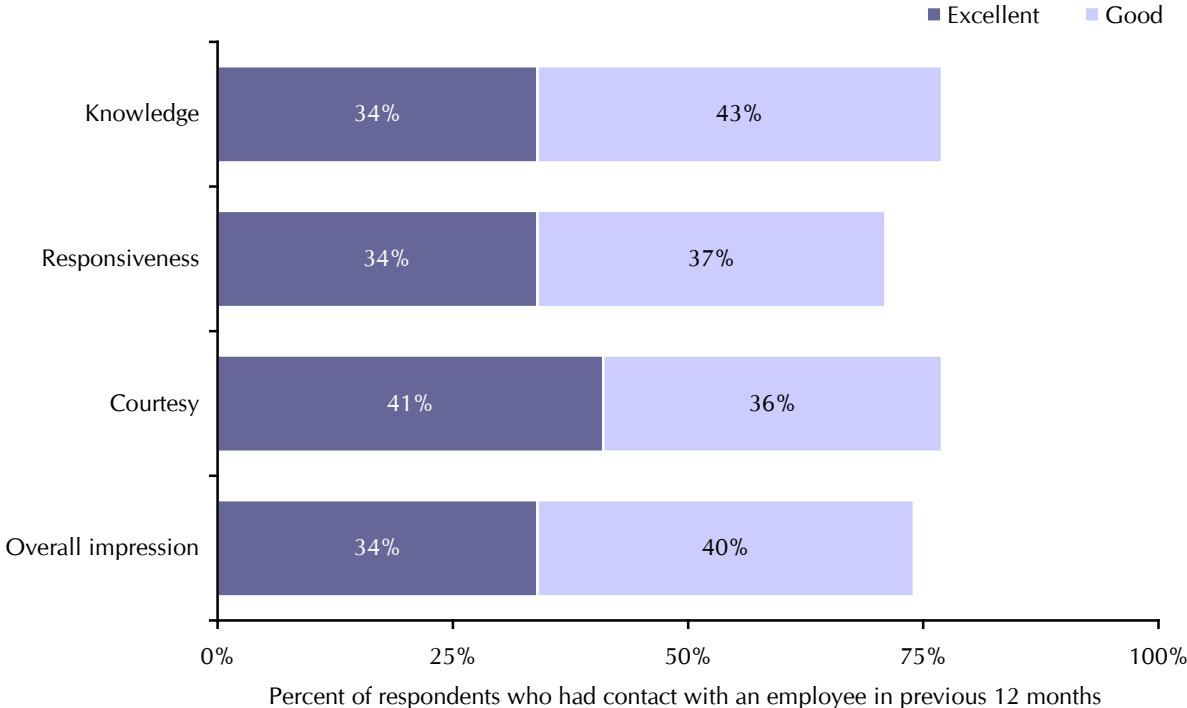


FIGURE 83: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	National comparison	California Cities with Populations 32,000 to 65,000
Knowledge	Below	Much below
Responsiveness	Much below	Much below
Courteousness	Below	Much below
Overall impression	Below	Much below

FROM DATA TO ACTION

RESIDENT PRIORITIES

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

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

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

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

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

- Economic development
- Fire services
- Police services
- Preservation of natural areas
- Public schools

CITY OF NOVATO ACTION CHART™

The 2013 City of Novato Action Chart™ on the following page combines two dimensions of performance:

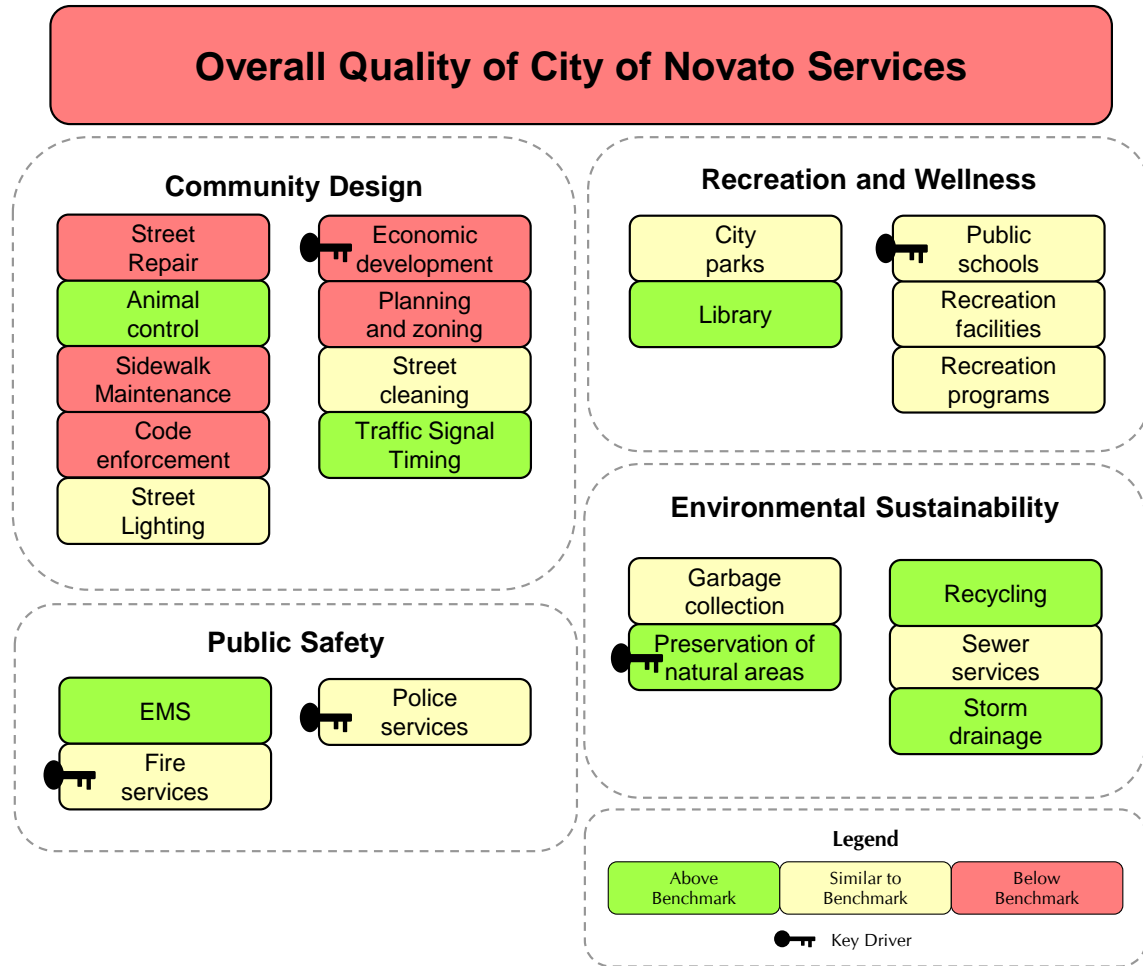
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services.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

Twenty-two services were included in the KDA for the City of Novato. Of these, seven were above the national benchmark, five were below the national benchmark and 10 were similar to the national benchmark.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are not at least similar to the benchmark. In Novato, economic development was below the benchmark and fire services, police services, and public schools were similar to the benchmark. More detail about interpreting results can be found in the next section.

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

FIGURE 84: CITY OF NOVATO ACTION CHART



Using Your Action Chart™

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

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

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

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

FIGURE 85: KEY DRIVERS COMPARED

Service	City of Novato Key Driver	National Key Driver	Core Service
• Police services	✓	✓	✓
• Fire services	✓		✓
Ambulance and emergency medical services			✓
Street repair			✓
◦ Street cleaning			
◦ Street lighting			
◦ Sidewalk maintenance			
◦ Traffic signal timing			
Garbage collection			✓
◦ Recycling			
Storm drainage			✓
Sewer services			✓
◦ City parks			
◦ Recreation programs or classes			
◦ Recreation centers or facilities			
Land use planning and zoning		✓	
Code enforcement			✓
◦ Animal control			
• Economic development	✓	✓	
◦ Public library			
• Public schools	✓	✓	
Preservation of natural areas	✓		

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

CUSTOM QUESTIONS

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

Custom Question 1						
Please indicate what level of priority, if any at all, the City should give for the following services:	Very high priority	High priority	Intermediate priority	Low priority	Not a priority	Total
Programs for youth and teens	29%	45%	20%	4%	2%	100%
Maintaining park and recreation facilities	25%	45%	24%	5%	1%	100%
Maintaining streets and bike paths	26%	43%	24%	5%	1%	100%
Senior programs	18%	44%	29%	6%	3%	100%
Programs for at-risk and low income youth	24%	36%	27%	8%	5%	100%
Park maintenance	17%	40%	34%	6%	3%	100%
Renewable, alternative energy and other sustainability efforts	24%	29%	24%	14%	8%	100%
Special events, like summer concert series, to build community vibrancy	18%	31%	35%	12%	5%	100%
Investment in new park and recreation facilities	13%	26%	35%	18%	8%	100%
Island and median maintenance	10%	27%	42%	16%	5%	100%
Renovate downtown Community House (currently closed community center)	11%	23%	32%	23%	11%	100%
Investment in new playfields and all-weather turfs	12%	22%	32%	24%	10%	100%
Reaching out to Latino community	11%	20%	29%	20%	20%	100%

Custom Question 2						
For each of the following services, would you increase, keep the same, or reduce the service levels provided?	Increase significantly	Increase somewhat	Remain the same	Reduce somewhat	Reduce significantly	Total
Recreation programs for youth	17%	43%	38%	2%	1%	100%
Maintenance of City streets	17%	41%	40%	1%	0%	100%
Police street patrol	16%	35%	44%	4%	2%	100%
Emergency preparedness/disaster recovery	12%	37%	47%	3%	1%	100%
Programs and activities for seniors	11%	35%	49%	3%	1%	100%
Maintenance of City public recreation facilities	7%	38%	53%	1%	1%	100%
Maintenance of City parks	6%	36%	57%	1%	1%	100%
Maintenance of islands and medians	7%	26%	61%	4%	1%	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 Novato:	Excellent	Good	Fair	Poor	Total
Novato as a place to live	32%	60%	7%	2%	100%
Your neighborhood as a place to live	35%	48%	14%	3%	100%
Novato as a place to raise children	34%	51%	11%	3%	100%
Novato as a place to work	18%	39%	32%	12%	100%
Novato as a place to retire	25%	43%	22%	10%	100%
The overall quality of life in Novato	24%	63%	12%	1%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Novato as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	13%	54%	26%	8%	100%
Openness and acceptance of the community toward people of diverse backgrounds	12%	50%	30%	8%	100%
Overall appearance of Novato	13%	56%	26%	4%	100%
Cleanliness of Novato	14%	58%	24%	3%	100%
Variety of housing options	14%	45%	32%	9%	100%
Overall quality of business and service establishments in Novato	12%	47%	32%	9%	100%
Shopping opportunities	14%	39%	34%	13%	100%
Opportunities to attend cultural activities	6%	29%	41%	24%	100%
Recreational opportunities	13%	41%	35%	11%	100%
Employment opportunities	4%	23%	47%	26%	100%
Educational opportunities	9%	43%	38%	10%	100%
Opportunities to participate in social events and activities	9%	40%	41%	9%	100%
Opportunities to participate in religious or spiritual events and activities	15%	55%	25%	5%	100%
Opportunities to volunteer	17%	50%	30%	3%	100%
Opportunities to participate in community matters	11%	51%	29%	9%	100%
Ease of car travel in Novato	19%	55%	21%	6%	100%
Ease of bus travel in Novato	11%	39%	27%	23%	100%
Ease of bicycle travel in Novato	15%	51%	27%	7%	100%
Ease of walking in Novato	21%	52%	21%	5%	100%
Availability of paths and walking trails	24%	47%	24%	5%	100%
Traffic flow on major streets	8%	53%	34%	6%	100%
Amount of public parking	9%	43%	33%	15%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Novato as a whole:	Excellent	Good	Fair	Poor	Total
Availability of affordable quality housing	8%	34%	39%	19%	100%
Availability of affordable quality child care	8%	39%	39%	13%	100%
Availability of affordable quality health care	12%	48%	30%	10%	100%
Availability of affordable quality food	20%	51%	23%	7%	100%
Quality of overall natural environment in Novato	29%	55%	16%	1%	100%
Overall image or reputation of Novato	12%	54%	27%	7%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Novato over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	2%	3%	57%	28%	10%	100%
Retail growth (stores, restaurants, etc.)	9%	30%	51%	8%	2%	100%
Jobs growth	23%	52%	22%	3%	0%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Novato?	Percent of respondents
Not a problem	16%
Minor problem	43%
Moderate problem	32%
Major problem	9%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Novato:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	37%	43%	9%	9%	1%	100%
Property crimes (e.g., burglary, theft)	17%	47%	15%	17%	4%	100%
Environmental hazards, including toxic waste	37%	41%	14%	7%	1%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	73%	22%	3%	1%	0%	100%
In your neighborhood after dark	37%	41%	9%	11%	2%	100%
In Novato's downtown area during the day	66%	26%	6%	2%	0%	100%
In Novato's downtown area after dark	24%	42%	15%	15%	3%	100%

Question 7: Contact with Police Department			
Have you had any in-person or phone contact with an employee of the City of Novato Police Department within the last 12 months?	No	Yes	Total
Have you had any in-person or phone contact with an employee of the City of Novato Police Department within the last 12 months?	66%	34%	100%

Question 8: Ratings of Contact with Police Department					
What was your overall impression of your most recent contact with the City of Novato Police Department?	Excellent	Good	Fair	Poor	Total
What was your overall impression of your most recent contact with the City of Novato Police Department?	32%	39%	16%	14%	100%

Question 9: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	85%
Yes	15%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	21%
Yes	79%
Total	100%

Question 11: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Novato?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Novato public libraries or their services	31%	20%	24%	14%	12%	100%
Used Novato City recreation centers	55%	19%	14%	5%	6%	100%
Participated in a recreation program or activity	58%	20%	10%	5%	7%	100%
Visited a neighborhood park or City park	15%	24%	30%	17%	14%	100%
Ridden a local bus within Novato	79%	10%	6%	2%	3%	100%
Attended a meeting of local elected officials or other local public meeting	74%	19%	6%	1%	1%	100%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	63%	23%	11%	2%	1%	100%
Read Novato Newsletter	33%	26%	30%	8%	4%	100%
Visited the City of Novato Web site (at www.novato.org)	44%	31%	19%	4%	2%	100%
Volunteered your time to some group or activity in Novato	62%	15%	10%	5%	7%	100%
Participated in religious or spiritual activities in Novato	58%	15%	10%	4%	13%	100%
Participated in a club or civic group in Novato	69%	15%	7%	4%	5%	100%
Provided help to a friend or neighbor	6%	23%	42%	14%	15%	100%

Question 12: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	22%
Several times a week	31%
Several times a month	21%
Less than several times a month	26%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Novato:	Excellent	Good	Fair	Poor	Total
Police services	30%	46%	18%	6%	100%
Fire services	46%	48%	5%	1%	100%
Ambulance or emergency medical services	45%	51%	3%	1%	100%
Crime prevention	16%	50%	26%	7%	100%
Street repair	8%	35%	37%	19%	100%
Street cleaning	13%	50%	29%	9%	100%
Street lighting	14%	46%	30%	11%	100%
Sidewalk maintenance	8%	39%	33%	19%	100%
Traffic signal timing	10%	56%	26%	8%	100%
Bus or transit services	13%	43%	27%	16%	100%
Garbage collection	33%	55%	11%	2%	100%
Recycling	38%	49%	11%	2%	100%
Storm drainage	19%	59%	18%	4%	100%
Sewer services	22%	55%	20%	2%	100%
City parks	24%	60%	15%	1%	100%
City recreation programs or classes	21%	54%	22%	3%	100%
City recreation centers or facilities	16%	61%	20%	3%	100%
Land use, planning and zoning	5%	43%	31%	21%	100%
Code enforcement (weeds, abandoned buildings, etc.)	6%	39%	34%	21%	100%
Animal control	16%	55%	24%	5%	100%
Economic development	5%	38%	38%	19%	100%
Services to seniors	17%	54%	24%	4%	100%
Services to youth	11%	53%	27%	9%	100%
Services to low-income people	16%	45%	25%	14%	100%
Public library services	35%	53%	11%	1%	100%
Public schools	21%	46%	26%	7%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	12%	46%	34%	8%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	29%	48%	19%	5%	100%
Senior transportation services	17%	48%	27%	9%	100%

Question 14: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City of Novato	13%	57%	25%	6%	100%
The Federal Government	5%	31%	43%	21%	100%
The State Government	4%	31%	45%	20%	100%
Marin County Government	9%	45%	37%	9%	100%

Question 15: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Novato to someone who asks	49%	40%	7%	3%	100%
Remain in Novato for the next five years	60%	28%	5%	7%	100%

Question 16: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	6%
Somewhat positive	26%
Neutral	47%
Somewhat negative	16%
Very negative	5%
Total	100%

Question 17: Contact with City Employees	
Have you had any in-person, phone or email with an employee of the City of Novato within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	62%
Yes	38%
Total	100%

Question 18: City Employees					
What was your impression of the employee(s) of the City of Novato in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	34%	43%	14%	8%	100%
Responsiveness	34%	37%	16%	12%	100%
Courtesy	41%	36%	15%	8%	100%
Overall impression	34%	40%	17%	9%	100%

Question 19: Government Performance					
Please rate the following categories of Novato government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Novato	6%	45%	37%	13%	100%
The overall direction that Novato is taking	7%	48%	30%	15%	100%
The job Novato government does at welcoming citizen involvement	7%	38%	35%	20%	100%

Question 20: Custom Question 1						
Please indicate what level of priority, if any at all, the City should give for the following services:	Very high priority	High priority	Intermediate priority	Low priority	Not a priority	Total
Renewable, alternative energy and other sustainability efforts	24%	29%	24%	14%	8%	100%
Programs for youth and teens	29%	45%	20%	4%	2%	100%
Maintaining park and recreation facilities	25%	45%	24%	5%	1%	100%
Senior programs	18%	44%	29%	6%	3%	100%
Investment in new park and recreation facilities	13%	26%	35%	18%	8%	100%
Investment in new playfields and all-weather turfs	12%	22%	32%	24%	10%	100%
Park maintenance	17%	40%	34%	6%	3%	100%
Island and median maintenance	10%	27%	42%	16%	5%	100%
Renovate downtown Community House (currently closed community center)	11%	23%	32%	23%	11%	100%
Programs for at-risk and low income youth	24%	36%	27%	8%	5%	100%
Special events, like summer concert series, to build community vibrancy	18%	31%	35%	12%	5%	100%
Reaching out to Latino community	11%	20%	29%	20%	20%	100%
Maintaining streets and bike paths	26%	43%	24%	5%	1%	100%

Question 21: Custom Question 2						
For each of the following services, would you increase, keep the same, or reduce the service levels provided?	Increase significantly	Increase somewhat	Remain the same	Reduce somewhat	Reduce significantly	Total
Maintenance of City parks	6%	36%	57%	1%	1%	100%
Maintenance of City public recreation facilities	7%	38%	53%	1%	1%	100%
Maintenance of islands and medians	7%	26%	61%	4%	1%	100%
Maintenance of City streets	17%	41%	40%	1%	0%	100%
Police street patrol	16%	35%	44%	4%	2%	100%
Emergency preparedness/disaster recovery	12%	37%	47%	3%	1%	100%
Recreation programs for youth	17%	43%	38%	2%	1%	100%
Programs and activities for seniors	11%	35%	49%	3%	1%	100%

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

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	69%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	12%
Bus, rail, subway or other public transportation	4%
Walk	1%
Bicycle	1%
Work at home	13%
Other	0%

Question D3: Length of Residency	
How many years have you lived in Novato?	Percent of respondents
Less than 2 years	11%
2 to 5 years	14%
6 to 10 years	15%
11 to 20 years	20%
More than 20 years	39%
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	61%
House attached to one or more houses (e.g., a duplex or townhome)	9%
Building with two or more apartments or condominiums	28%
Mobile home	2%
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	32%
Owned by you or someone in this house with a mortgage or free and clear	68%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents
Less than \$300 per month	3%
\$300 to \$599 per month	6%
\$600 to \$999 per month	10%
\$1,000 to \$1,499 per month	20%
\$1,500 to \$2,499 per month	31%
\$2,500 or more per month	31%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	70%
Yes	30%
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	68%
Yes	32%
Total	100%

Question D9: Household Income	
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents
Less than \$24,999	10%
\$25,000 to \$49,999	18%
\$50,000 to \$99,999	31%
\$100,000 to \$149,999	18%
\$150,000 to \$299,999	19%
\$300,000 or more	4%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	87%
Yes, I consider myself to be Spanish, Hispanic or Latino	13%
Total	100%

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	2%
Asian, Asian Indian or Pacific Islander	11%
Black or African American	2%
White	80%
Other	10%
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	1%
25 to 34 years	20%
35 to 44 years	12%
45 to 54 years	26%
55 to 64 years	16%
65 to 74 years	14%
75 years or older	11%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	54%
Male	46%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	11%
Yes	85%
Ineligible to vote	4%
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	12%
Yes	84%
Ineligible to vote	4%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	6%
Yes	94%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	26%
Yes	74%
Total	100%

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	30%
Land line	50%
Both	19%
Total	100%

FREQUENCIES INCLUDING “DON’T KNOW” RESPONSES

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

Question 1: Quality of Life												
Please rate each of the following aspects of quality of life in Novato:	Excellent		Good		Fair		Poor		Don't know		Total	
	Novato as a place to live	32%	258	59%	477	7%	53	1%	12	0%	2	100%
Your neighborhood as a place to live	35%	283	48%	383	14%	112	3%	21	0%	1	100%	801
Novato as a place to raise children	30%	237	45%	354	10%	80	3%	23	12%	97	100%	790
Novato as a place to work	12%	99	27%	215	22%	175	8%	64	30%	238	100%	791
Novato as a place to retire	20%	161	34%	274	18%	139	8%	63	20%	158	100%	796
The overall quality of life in Novato	23%	188	63%	503	12%	95	1%	12	0%	2	100%	799

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Novato as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Sense of community	12%	96	51%	403	25%	192	7%	57	5%	36	100%	784
Openness and acceptance of the community toward people of diverse backgrounds	11%	85	45%	357	27%	216	8%	61	9%	74	100%	793
Overall appearance of Novato	13%	106	56%	448	26%	211	4%	35	0%	2	100%	802
Cleanliness of Novato	14%	113	58%	464	24%	193	3%	27	0%	3	100%	799
Variety of housing options	13%	105	42%	337	30%	240	9%	69	6%	45	100%	796
Overall quality of business and service establishments in Novato	12%	93	47%	374	32%	252	9%	70	1%	10	100%	799
Shopping opportunities	14%	108	39%	309	34%	274	13%	105	0%	2	100%	798
Opportunities to attend cultural activities	6%	44	25%	204	36%	286	21%	166	13%	100	100%	801
Recreational opportunities	12%	97	38%	299	32%	257	10%	82	8%	60	100%	794
Employment opportunities	3%	21	16%	127	33%	262	18%	143	30%	239	100%	792
Educational opportunities	7%	57	37%	289	32%	254	8%	64	15%	119	100%	784
Opportunities to participate in social events and activities	8%	64	35%	273	36%	282	8%	64	14%	109	100%	792
Opportunities to participate in religious or spiritual events and activities	11%	87	40%	313	18%	145	3%	26	28%	220	100%	791
Opportunities to volunteer	13%	100	38%	303	23%	179	3%	21	24%	188	100%	791
Opportunities to participate in community matters	9%	71	41%	324	23%	185	7%	57	19%	152	100%	789
Ease of car travel in Novato	19%	147	54%	430	20%	161	6%	44	2%	12	100%	794
Ease of bus travel in Novato	7%	53	24%	192	17%	133	14%	113	38%	302	100%	793
Ease of bicycle travel in Novato	12%	94	40%	311	22%	168	5%	41	21%	165	100%	780
Ease of walking in Novato	21%	164	51%	402	21%	166	5%	42	2%	19	100%	793
Availability of paths and walking trails	23%	180	45%	354	23%	182	5%	37	5%	39	100%	793
Traffic flow on major streets	8%	62	52%	418	33%	267	6%	47	1%	6	100%	800
Amount of public parking	9%	73	42%	332	32%	253	14%	115	3%	25	100%	799
Availability of affordable quality housing	6%	51	27%	214	31%	247	16%	123	20%	156	100%	791
Availability of affordable quality child care	4%	31	19%	146	19%	148	6%	51	52%	407	100%	783

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Novato as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Availability of affordable quality health care	9%	74	37%	294	23%	186	8%	65	22%	177	100%
Availability of affordable quality food	19%	154	50%	396	22%	176	7%	52	2%	17	100%	796
Quality of overall natural environment in Novato	29%	231	54%	433	15%	123	1%	7	1%	10	100%	804
Overall image or reputation of Novato	12%	94	53%	422	26%	212	7%	55	2%	17	100%	800

Question 3: Growth														
Please rate the speed of growth in the following categories in Novato 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	2%	13	2%	16	43%	342	21%	167	7%	58	25%	200	100%
Retail growth (stores, restaurants, etc.)	9%	69	28%	219	47%	370	7%	58	2%	14	8%	64	100%	795
Jobs growth	13%	102	29%	229	12%	95	2%	14	0%	1	44%	351	100%	791

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Novato?	Percent of respondents	Count
Not a problem	15%	118
Minor problem	40%	312
Moderate problem	30%	237
Major problem	9%	67
Don't know	6%	44
Total	100%	777

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Novato:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	Violent crime (e.g., rape, assault, robbery)	37%	290	42%	335	9%	71	9%	73	1%	8	2%	15	100%
Property crimes (e.g., burglary, theft)	16%	130	46%	366	15%	120	16%	129	4%	35	1%	11	100%	791
Environmental hazards, including toxic waste	33%	260	36%	287	13%	101	6%	51	1%	7	10%	82	100%	788

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	73%	583	22%	174	3%	24	1%	10	0%	3	0%	0	100%
In your neighborhood after dark	37%	292	41%	326	9%	71	11%	84	2%	17	0%	2	100%	793
In Novato's downtown area during the day	65%	512	25%	201	6%	46	2%	18	0%	1	2%	13	100%	791
In Novato's downtown area after dark	22%	177	39%	305	14%	108	14%	109	3%	25	8%	64	100%	789

Question 7: Contact with Police Department															
Have you had any in-person or phone contact with an employee of the City of Novato Police Department within the last 12 months?								No		Yes		Don't know		Total	
Have you had any in-person or phone contact with an employee of the City of Novato Police Department within the last 12 months?								66%	522	34%	268	0%	4	100%	793

Question 8: Ratings of Contact with Police Department												
What was your overall impression of your most recent contact with the City of Novato Police Department?	Excellent		Good		Fair		Poor		Don't know		Total	
	What was your overall impression of your most recent contact with the City of Novato Police Department?	32%	84	39%	102	16%	41	14%	36	0%	1	100%

Question 9: Crime Victim		
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	84%	670
Yes	15%	119
Don't know	1%	5
Total	100%	794

Question 10: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	20%	24
Yes	78%	92
Don't know	1%	1
Total	100%	117

Question 11: Resident Behaviors												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Novato?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
	Used Novato public libraries or their services	31%	245	20%	159	24%	190	14%	113	12%	92	100%
Used Novato City recreation centers	55%	437	19%	153	14%	112	5%	40	6%	51	100%	792
Participated in a recreation program or activity	58%	459	20%	155	10%	76	5%	43	7%	56	100%	789
Visited a neighborhood park or City park	15%	118	24%	190	30%	236	17%	129	14%	109	100%	783
Ridden a local bus within Novato	79%	622	10%	81	6%	43	2%	16	3%	27	100%	789
Attended a meeting of local elected officials or other local public meeting	74%	581	19%	148	6%	45	1%	11	1%	4	100%	790
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	63%	498	23%	179	11%	87	2%	19	1%	8	100%	791
Read Novato Newsletter	33%	259	26%	202	30%	234	8%	59	4%	31	100%	784
Visited the City of Novato Web site (at www.novato.org)	44%	343	31%	245	19%	146	4%	31	2%	15	100%	780
Volunteered your time to some group or activity in Novato	62%	492	15%	122	10%	82	5%	39	7%	55	100%	792
Participated in religious or spiritual activities in Novato	58%	458	15%	115	10%	83	4%	32	13%	104	100%	792
Participated in a club or civic group in Novato	69%	545	15%	114	7%	56	4%	35	5%	36	100%	786
Provided help to a friend or neighbor	6%	48	23%	183	42%	335	14%	110	15%	115	100%	791

Question 12: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	22%	175
Several times a week	31%	251
Several times a month	21%	169
Less than several times a month	26%	204
Total	100%	798

Question 13: Service Quality												
Please rate the quality of each of the following services in Novato:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Police services	27%	210	40%	320	15%	122	5%	43	12%	97	100%	792
Fire services	37%	291	38%	299	4%	31	1%	6	21%	166	100%	794
Ambulance or emergency medical services	29%	232	33%	263	2%	18	0%	3	35%	273	100%	790
Crime prevention	12%	90	36%	280	19%	146	5%	42	29%	225	100%	783
Street repair	8%	61	33%	261	35%	276	18%	144	6%	49	100%	791
Street cleaning	12%	95	47%	372	27%	213	9%	67	5%	37	100%	785
Street lighting	13%	105	45%	351	29%	230	11%	84	2%	16	100%	786
Sidewalk maintenance	8%	64	37%	297	31%	248	18%	145	5%	39	100%	792
Traffic signal timing	9%	74	54%	426	26%	201	8%	59	3%	27	100%	788
Bus or transit services	7%	53	22%	173	14%	108	8%	66	49%	381	100%	780
Garbage collection	32%	250	53%	423	10%	82	2%	13	3%	26	100%	794
Recycling	36%	285	47%	369	10%	82	2%	17	4%	32	100%	785
Storm drainage	17%	136	52%	410	16%	126	3%	26	11%	90	100%	788
Sewer services	18%	145	46%	361	17%	133	2%	12	18%	138	100%	789
City parks	22%	177	55%	432	13%	106	1%	8	9%	69	100%	792
City recreation programs or classes	13%	105	34%	268	14%	110	2%	13	37%	292	100%	789
City recreation centers or facilities	10%	79	38%	302	13%	102	2%	16	37%	290	100%	789
Land use, planning and zoning	3%	27	29%	227	21%	164	14%	110	33%	256	100%	784
Code enforcement (weeds, abandoned buildings, etc.)	4%	32	27%	213	24%	187	15%	115	30%	235	100%	781
Animal control	12%	92	40%	312	17%	133	3%	27	28%	217	100%	781
Economic development	3%	27	28%	215	28%	215	13%	104	28%	219	100%	780
Services to seniors	9%	73	29%	230	13%	104	2%	19	46%	357	100%	782
Services to youth	7%	51	31%	245	16%	123	5%	39	41%	318	100%	777
Services to low-income people	8%	63	23%	175	12%	97	7%	56	50%	385	100%	776
Public library services	29%	227	44%	343	9%	68	1%	7	18%	143	100%	787
Public schools	16%	123	34%	266	19%	152	5%	38	26%	201	100%	780

Question 13: Service Quality												
Please rate the quality of each of the following services in Novato:	Excellent		Good		Fair		Poor		Don't know		Total	
	Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	7%	52	26%	199	19%	147	5%	36	44%	343	100%
Preservation of natural areas such as open space, farmlands and greenbelts	24%	189	40%	315	16%	125	4%	31	15%	119	100%	779
Senior transportation services	7%	51	19%	145	10%	81	3%	26	61%	472	100%	776

Question 14: Government Services Overall												
Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
	The City of Novato	12%	93	51%	404	22%	176	5%	40	10%	75	100%
The Federal Government	4%	33	25%	196	34%	268	16%	129	21%	162	100%	788
The State Government	3%	27	25%	195	37%	287	16%	128	19%	149	100%	785
Marin County Government	7%	58	37%	291	30%	239	8%	60	18%	138	100%	785

Question 15: Recommendation and Longevity												
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
	Recommend living in Novato to someone who asks	49%	388	39%	311	7%	59	3%	27	1%	9	100%
Remain in Novato for the next five years	57%	457	27%	212	5%	40	7%	57	4%	29	100%	795

Question 16: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	6%	49
Somewhat positive	26%	203
Neutral	47%	378
Somewhat negative	16%	129
Very negative	5%	37
Total	100%	797

Question 17: Contact with City Employees		
Have you had any in-person, phone or email with an employee of the City of Novato within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	62%	490
Yes	38%	304
Total	100%	794

Question 18: City Employees												
What was your impression of the employee(s) of the City of Novato in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
	Knowledge	34%	100	43%	127	14%	42	8%	25	1%	4	100%
Responsiveness	34%	101	37%	110	16%	49	12%	37	0%	0	100%	297
Courtesy	41%	121	36%	107	15%	44	8%	24	0%	0	100%	297
Overall impression	34%	100	40%	119	17%	50	9%	28	0%	0	100%	298

Question 19: Government Performance												
Please rate the following categories of Novato government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Novato	5%	36	36%	291	30%	239	11%	85	19%	150	100%
The overall direction that Novato is taking	6%	47	41%	331	26%	208	13%	103	14%	109	100%	798
The job Novato government does at welcoming citizen involvement	5%	38	26%	205	24%	189	13%	107	32%	257	100%	797

Question 20: Custom Question 1														
Please indicate what level of priority, if any at all, the City should give for the following services:	Very high priority		High priority		Intermediate priority		Low priority		Not a priority		Don't know		Total	
	Renewable, alternative energy and other sustainability efforts	23%	181	28%	217	23%	183	13%	104	8%	63	5%	40	100%
Programs for youth and teens	26%	211	42%	333	19%	148	3%	26	2%	15	8%	65	100%	796
Maintaining park and recreation facilities	25%	196	44%	350	23%	183	4%	35	1%	11	2%	19	100%	795
Senior programs	17%	133	40%	320	26%	210	5%	43	3%	21	9%	72	100%	800
Investment in new park and recreation facilities	13%	101	25%	196	34%	267	18%	139	7%	57	4%	35	100%	795
Investment in new playfields and all-weather turfs	12%	93	20%	162	31%	243	22%	176	10%	76	6%	44	100%	794
Park maintenance	17%	135	39%	312	33%	261	6%	45	2%	19	3%	21	100%	793
Island and median maintenance	9%	73	26%	204	40%	318	15%	118	4%	35	5%	41	100%	789
Renovate downtown Community House (currently closed community center)	10%	81	20%	162	29%	231	20%	161	10%	77	10%	81	100%	793
Programs for at-risk and low income youth	22%	175	33%	261	25%	197	7%	58	5%	37	7%	59	100%	786
Special events, like summer concert series, to build community vibrancy	17%	133	29%	229	33%	260	11%	88	5%	40	5%	38	100%	789
Reaching out to Latino community	10%	76	18%	141	26%	206	18%	140	18%	143	11%	85	100%	791
Maintaining streets and bike paths	26%	206	42%	337	24%	187	5%	41	1%	12	2%	14	100%	796

Question 21: Custom Question 2														
For each of the following services, would you increase, keep the same, or reduce the service levels provided?	Increase significantly		Increase somewhat		Remain the same		Reduce somewhat		Reduce significantly		Don't know		Total	
	Maintenance of City parks	6%	44	34%	270	54%	431	1%	5	1%	6	5%	39	100%
Maintenance of City public recreation facilities	7%	52	34%	264	47%	371	1%	9	1%	6	11%	84	100%	786
Maintenance of islands and medians	7%	55	25%	195	57%	454	4%	33	1%	10	6%	44	100%	791
Maintenance of City streets	17%	132	40%	317	39%	305	1%	11	0%	0	3%	23	100%	788
Police street patrol	15%	121	33%	265	42%	334	4%	29	2%	15	4%	32	100%	795
Emergency preparedness/disaster recovery	11%	85	33%	259	42%	329	3%	21	1%	7	12%	93	100%	794
Recreation programs for youth	15%	116	38%	301	33%	262	2%	14	0%	4	12%	97	100%	795
Programs and activities for seniors	9%	73	29%	226	39%	311	2%	19	1%	9	19%	153	100%	792

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	32%	251
Yes, full-time	54%	427
Yes, part-time	14%	112
Total	100%	791

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	69%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	12%
Bus, rail, subway or other public transportation	4%
Walk	1%
Bicycle	1%
Work at home	13%
Other	0%

Question D3: Length of Residency		
How many years have you lived in Novato?	Percent of respondents	Count
Less than 2 years	11%	90
2 to 5 years	14%	115
6 to 10 years	15%	123
11 to 20 years	20%	162
More than 20 years	39%	310
Total	100%	801

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	61%	485
House attached to one or more houses (e.g., a duplex or townhome)	9%	74
Building with two or more apartments or condominiums	28%	221
Mobile home	2%	14
Other	1%	7
Total	100%	801

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	32%	251
Owned by you or someone in this house with a mortgage or free and clear	68%	523
Total	100%	774

Question D6: Monthly Housing Cost		
About how much is the monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents	Count
Less than \$300 per month	3%	21
\$300 to \$599 per month	6%	48
\$600 to \$999 per month	10%	75
\$1,000 to \$1,499 per month	20%	152
\$1,500 to \$2,499 per month	31%	245
\$2,500 or more per month	31%	239
Total	100%	780

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	70%	561
Yes	30%	239
Total	100%	800

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	68%	548
Yes	32%	255
Total	100%	803

Question D9: Household Income		
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents	Count
Less than \$24,999	10%	75
\$25,000 to \$49,999	18%	136
\$50,000 to \$99,999	31%	233
\$100,000 to \$149,999	18%	137
\$150,000 to \$299,999	19%	143
\$300,000 or more	4%	29
Total	100%	753

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	87%	687
Yes, I consider myself to be Spanish, Hispanic or Latino	13%	106
Total	100%	793

Question D11: Race		
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents	Count
American Indian or Alaskan Native	2%	17
Asian, Asian Indian or Pacific Islander	11%	87
Black or African American	2%	16
White	80%	630
Other	10%	82
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	1%	10
25 to 34 years	20%	158
35 to 44 years	12%	96
45 to 54 years	26%	204
55 to 64 years	16%	127
65 to 74 years	14%	114
75 years or older	11%	86
Total	100%	795

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	54%	428
Male	46%	365
Total	100%	793

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	11%	86
Yes	83%	663
Ineligible to vote	4%	29
Don't know	3%	22
Total	100%	799

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	12%	98
Yes	84%	667
Ineligible to vote	4%	30
Don't know	0%	4
Total	100%	798

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	6%	49
Yes	94%	753
Total	100%	803

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	26%	208
Yes	74%	594
Total	100%	802

Question D18: Primary Phone		
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents	Count
Cell	30%	167
Land line	50%	279
Both	19%	107
Total	100%	553

APPENDIX B: SURVEY METHODOLOGY

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

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

SURVEY VALIDITY

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

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

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

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

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

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

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

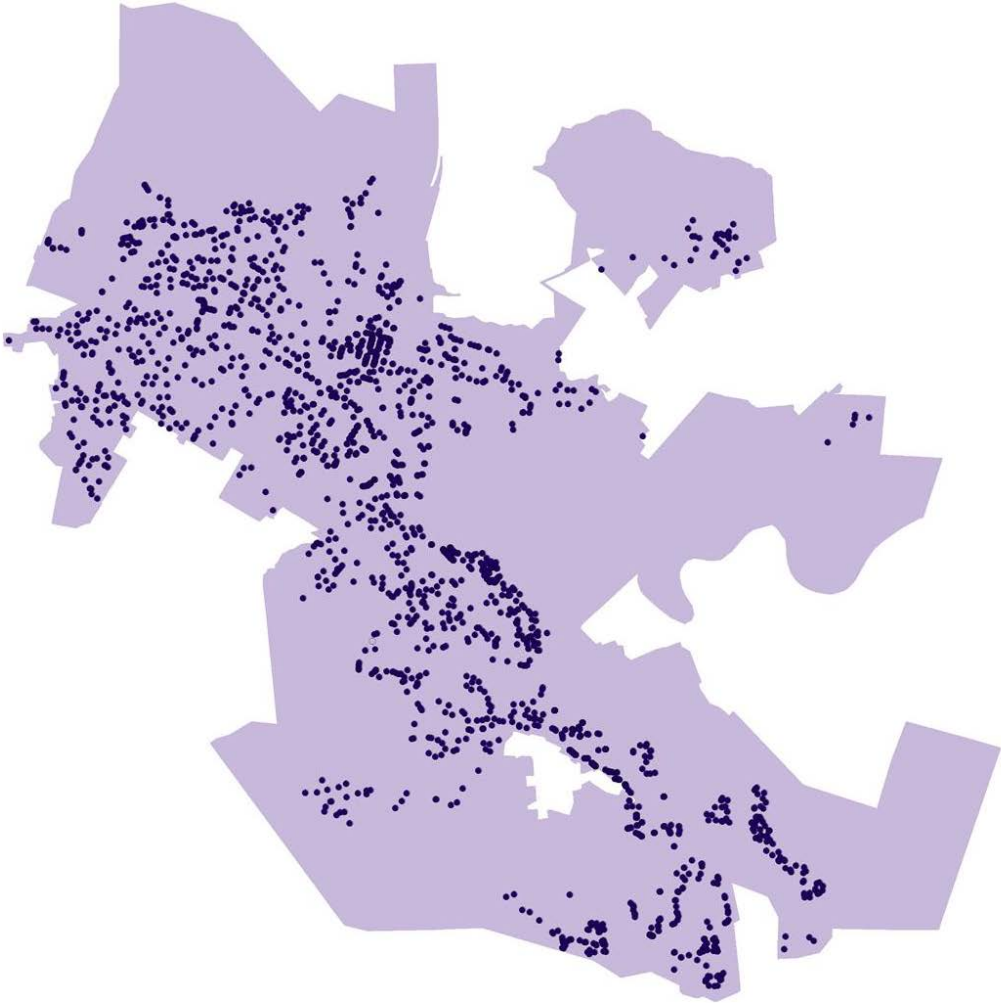
SURVEY SAMPLING

“Sampling” refers to the method by which survey recipients were chosen. All households within the City of Novato were eligible to participate in the survey; 3,000 were selected to receive the survey. These 3,000 households were randomly selected from a comprehensive list of all housing units within the City of Novato 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 Novato 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 Novato boundaries were removed from consideration.

To choose the 3,000 survey recipients, a systematic sampling method was applied to the list of households known to be within the City of Novato. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

FIGURE 86: LOCATION OF SURVEY RECIPIENTS

The National Citizen Survey™
Novato, CA 2013



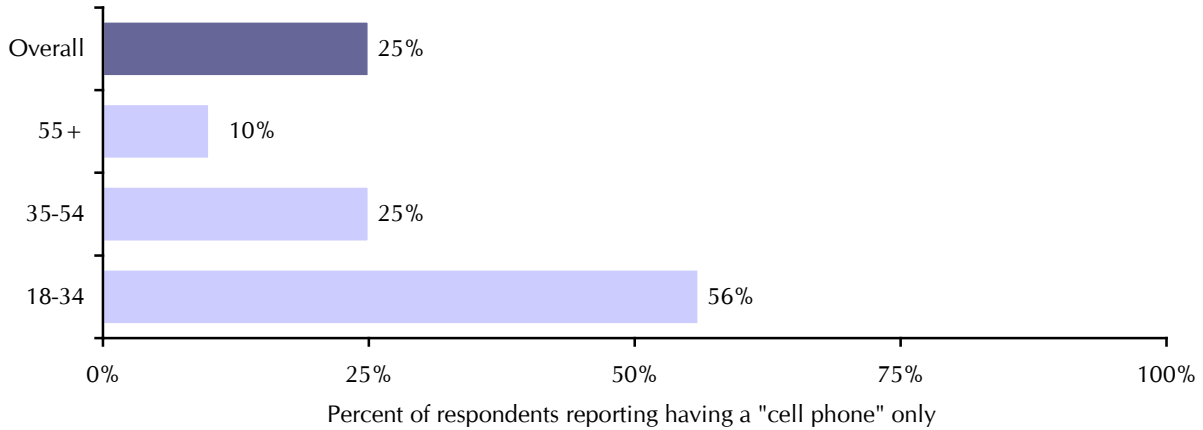
● Survey Recipient

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.

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

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

FIGURE 87: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN NOVATO



SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning February 2013. The first mailing was a prenotification postcard in English and Spanish announcing the upcoming survey. The next mailing contained a letter from the City Manager inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. In each letter, Spanish speaking residents were encouraged to contact the City for a Spanish language survey. Each letter also contained a link to the Web survey. A final postcard was sent as a reminder to residents to complete the survey and it also contained Web links to the survey. Surveys were collected over the course of eight weeks.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The confidence interval for the City of Novato survey is no greater than plus or minus three percentage points around any given percent reported for the entire sample (825 completed surveys).

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

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

“excellent” or “good,” then the 4% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 71% and 79%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

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

SURVEY PROCESSING (DATA ENTRY)

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

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

SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2010 Census estimates and other population norms for adults in the City of Novato. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were housing tenure, housing unit type, race and ethnicity and sex and age. This decision was based on:

- The disparity between the survey respondent characteristics and the population norms for these variables
- The saliency of these variables in detecting differences of opinion among subgroups
- The importance to the community of correct ethnic representation

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

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

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

The results of the weighting scheme are presented in the table below.

Novato, CA 2013 Citizen Survey Weighting Table			
Characteristic	Population Norm ¹	Unweighted Data	Weighted Data
Housing			
Rent home	33%	28%	32%
Own home	67%	72%	68%
Detached unit	63%	57%	62%
Attached unit	37%	43%	38%
Race and Ethnicity			
White	78%	83%	76%
Not white	22%	17%	24%
Not Hispanic	82%	92%	87%
Hispanic	18%	8%	13%
White alone, not Hispanic	70%	79%	71%
Hispanic and/or other race	30%	21%	29%
Sex and Age			
Female	53%	62%	54%
Male	47%	38%	46%
18-34 years of age	22%	8%	21%
35-54 years of age	39%	32%	38%
55+ years of age	39%	60%	41%
Females 18-34	11%	5%	11%
Females 35-54	20%	20%	20%
Females 55+	22%	37%	23%
Males 18-34	11%	3%	11%
Males 35-54	18%	12%	18%
Males 55+	17%	23%	18%

¹ Source: 2010 Census/2005-2009 ACS

SURVEY DATA ANALYSIS AND REPORTING

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

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

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

“Don’t Know” Responses

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

Benchmark Comparisons

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

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

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

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

The Role of Comparisons

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

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

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

Comparison of Novato to the Benchmark Database

The City of Novato chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (California Cities with population 32,000 to 65,000). 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 Novato Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

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

APPENDIX C: SURVEY MATERIALS

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

Dear City of Novato
Resident,

Your household has been randomly selected to participate in a citizen survey about the City of Novato. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Please be assured that your answers will be kept anonymous. Thank you in advance for helping us with this important project!

Estimado residente de la
ciudad de Novato,

Su hogar ha sido seleccionado para participar en una encuesta anónima de ciudadanos sobre la Ciudad de Novato. Usted recibirá por correo una copia de la encuesta la próxima semana con instrucciones para completar y devolver la encuesta. ¡Gracias de antemano por su ayuda con este proyecto importante!



Michael Frank
City Manager/Gerente de la Ciudad
City of Novato

Dear City of Novato
Resident,

Your household has been randomly selected to participate in a citizen survey about the City of Novato. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Please be assured that your answers will be kept anonymous. Thank you in advance for helping us with this important project!

Estimado residente de la
ciudad de Novato,

Su hogar ha sido seleccionado para participar en una encuesta anónima de ciudadanos sobre la Ciudad de Novato. Usted recibirá por correo una copia de la encuesta la próxima semana con instrucciones para completar y devolver la encuesta. ¡Gracias de antemano por su ayuda con este proyecto importante!



Michael Frank
City Manager/Gerente de la Ciudad
City of Novato

Dear City of Novato
Resident,

Your household has been randomly selected to participate in a citizen survey about the City of Novato. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Please be assured that your answers will be kept anonymous. Thank you in advance for helping us with this important project!

Estimado residente de la
ciudad de Novato,

Su hogar ha sido seleccionado para participar en una encuesta anónima de ciudadanos sobre la Ciudad de Novato. Usted recibirá por correo una copia de la encuesta la próxima semana con instrucciones para completar y devolver la encuesta. ¡Gracias de antemano por su ayuda con este proyecto importante!



Michael Frank
City Manager/Gerente de la Ciudad
City of Novato

Dear City of Novato
Resident,

Your household has been randomly selected to participate in a citizen survey about the City of Novato. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Please be assured that your answers will be kept anonymous. Thank you in advance for helping us with this important project!

Estimado residente de la
ciudad de Novato,

Su hogar ha sido seleccionado para participar en una encuesta anónima de ciudadanos sobre la Ciudad de Novato. Usted recibirá por correo una copia de la encuesta la próxima semana con instrucciones para completar y devolver la encuesta. ¡Gracias de antemano por su ayuda con este proyecto importante!



Michael Frank
City Manager/Gerente de la Ciudad
City of Novato



THE CITY OF
NOVATO
CALIFORNIA

75 Rowland Way #200
Novato, CA 94945-3232

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



THE CITY OF
NOVATO
CALIFORNIA

75 Rowland Way #200
Novato, CA 94945-3232

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



THE CITY OF
NOVATO
CALIFORNIA

75 Rowland Way #200
Novato, CA 94945-3232

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



THE CITY OF
NOVATO
CALIFORNIA

75 Rowland Way #200
Novato, CA 94945-3232

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



THE CITY OF
NOVATO
CALIFORNIA

75 Rowland Way, #200
Novato, CA 94945-3232
415/899-8900
FAX 415/899-8213
www.novato.org

Mayor

Pat Eklund
Mayor Pro Tem
Eric Lucan
Councilmembers
Denise Athas
Madeline Kellner
Jeanne MacLeamy

City Manager

Michael S. Frank

March 2013

Dear City of Novato Resident:

The City of Novato wants to know what you think about our community and City government. You have been randomly selected to participate in Novato's 2013 Citizen Survey.

A través de este documento, la Ciudad le da a usted una oportunidad importante para decirnos lo que piensa de los servicios que le proporcionamos y su opinión de la calidad de vida aquí en Novato. Se seleccionó su hogar al azar para participar en esta encuesta. Si usted no puede completar la encuesta incluida en inglés, por favor llámenos al número 415-899-8908 para pedir una copia de la encuesta en español. Todas sus respuestas se mantendrán completamente anónimas. ¡Realmente deseamos sus opiniones! Favor de devolver la encuesta en el sobre pre-pagado adjunto. Muchas gracias.

Please take a few minutes to fill out the enclosed Citizen Survey. Your answers will help the Novato 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 Novato 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 the few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

You may complete the survey online if you would prefer, at:
<http://www.n-r-c.com/survey/novato2013survey.htm>

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 415-493-4710.

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

Sincerely,

Michael Frank
City Manager



THE CITY OF
NOVATO
CALIFORNIA

75 Rowland Way, #200
Novato, CA 94945-3232
415/899-8900
FAX 415/899-8213
www.novato.org

Mayor
Pat Eklund
Mayor Pro Tem
Eric Lucan
Councilmembers
Denise Athas
Madeline Kellner
Jeanne MacLeamy

City Manager
Michael S. Frank

March 2013

Dear City of Novato 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 recycle 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 Novato wants to know what you think about our community and municipal government. You have been randomly selected to participate in the City of Novato's 2013 Citizen Survey.

A través de este documento, la Ciudad le da a usted una oportunidad importante para decirnos lo que piensa de los servicios que le proporcionamos y su opinión de la calidad de vida aquí en Novato. Se seleccionó su hogar al azar para participar en esta encuesta. Si usted no puede completar la encuesta incluida en inglés, por favor llámenos al número 415-899-8908 para pedir una copia de la encuesta en español. Todas sus respuestas se mantendrán completamente anónimas. ¡Realmente deseamos sus opiniones! Favor de devolver la encuesta en el sobre pre-pagado adjunto. Muchas gracias.

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 Novato 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 the few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

You may complete the survey online if you would prefer, at:
<http://www.n-r-c.com/survey/novato2013survey.htm>

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 415-493-4710.

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

Sincerely,

Michael Frank
City Manager

The City of Novato 2013 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 Novato:

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

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

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

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

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

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

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

- Excellent Good Fair Poor Don't know

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

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

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

- No Yes Don't know

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

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Novato public libraries or their services	1	2	3	4	5
Used Novato City 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 Novato	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting	1	2	3	4	5
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	1	2	3	4	5
Read Novato Newsletter	1	2	3	4	5
Visited the City of Novato Web site (at www.novato.org).....	1	2	3	4	5
Volunteered your time to some group or activity in Novato	1	2	3	4	5
Participated in religious or spiritual activities in Novato	1	2	3	4	5
Participated in a club or civic group in Novato	1	2	3	4	5
Provided help to a friend or neighbor.....	1	2	3	4	5

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

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

The City of Novato 2013 Citizen Survey

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

	<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
Street repair	1	2	3	4	5
Street cleaning	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing	1	2	3	4	5
Bus or transit services.....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Storm drainage.....	1	2	3	4	5
Sewer services	1	2	3	4	5
City parks.....	1	2	3	4	5
City recreation programs or classes	1	2	3	4	5
City recreation centers or facilities	1	2	3	4	5
Land use, planning and zoning	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	5
Animal control.....	1	2	3	4	5
Economic development	1	2	3	4	5
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 schools.....	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
Senior transportation services.....	1	2	3	4	5

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

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

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

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

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

- Very positive
 Somewhat positive
 Neutral
 Somewhat negative
 Very negative

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

No → Go to Question 19 Yes → Go to Question 18

18. What was your impression of the employee(s) of the City of Novato 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

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

20. Please indicate what level of priority, if any at all, the City should give for the following services:

	<i>Very high priority</i>	<i>High priority</i>	<i>Intermediate priority</i>	<i>Low priority</i>	<i>Not a priority</i>	<i>Don't know</i>
Renewable, alternative energy and other sustainability efforts.....	1	2	3	4	5	6
Programs for youth and teens.....	1	2	3	4	5	6
Maintaining park and recreation facilities.....	1	2	3	4	5	6
Senior programs.....	1	2	3	4	5	6
Investment in new park and recreation facilities.....	1	2	3	4	5	6
Investment in new playfields and all-weather turfs.....	1	2	3	4	5	6
Park maintenance.....	1	2	3	4	5	6
Island and median maintenance.....	1	2	3	4	5	6
Renovate downtown Community House (currently closed community center).....	1	2	3	4	5	6
Programs for at-risk and low income youth.....	1	2	3	4	5	6
Special events, like summer concert series, to build community vibrancy.....	1	2	3	4	5	6
Reaching out to Latino community.....	1	2	3	4	5	6
Maintaining streets and bike paths.....	1	2	3	4	5	6

21. For each of the following services, would you increase, keep the same, or reduce the service levels provided?

	<i>Increase significantly</i>	<i>Increase somewhat</i>	<i>Remain the same</i>	<i>Reduce somewhat</i>	<i>Reduce significantly</i>	<i>Don't know</i>
Maintenance of City parks.....	1	2	3	4	5	6
Maintenance of City public recreation facilities.....	1	2	3	4	5	6
Maintenance of islands and medians.....	1	2	3	4	5	6
Maintenance of City streets.....	1	2	3	4	5	6
Police street patrol.....	1	2	3	4	5	6
Emergency preparedness/disaster recovery.....	1	2	3	4	5	6
Recreation programs for youth.....	1	2	3	4	5	6
Programs and activities for seniors.....	1	2	3	4	5	6

22. Please indicate the top three City services Novato should improve, restore or add in the next five years:

1. _____
2. _____
3. _____

The City of Novato 2013 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 Novato?

- 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 to \$299,999
- \$300,000 or more

Please respond to both questions D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

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

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

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

D12. In which category is your age?

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

D13. What is your sex?

- Female Male

D14. Are you registered to vote in your jurisdiction?

- No Ineligible to vote
- Yes Don't know

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

- No Ineligible to vote
- Yes Don't know

D16. Do you have a cell phone?

- No Yes

D17. Do you have a land line at home?

- No Yes

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

- Cell Land line Both

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



THE CITY OF
NOVATO
CALIFORNIA

75 Rowland Way, #200
Novato, CA 94945-3232
415/899-8900
FAX 415/899-8213
www.novato.org

Mayor
Pat Eklund
Mayor Pro Tem
Eric Lucan
Councilmembers
Denise Athas
Madeline Kellner
Jeanne MacLeamy

City Manager
Michael S. Frank

Marzo 2013

Estimado Residente de Ciudad de Novato:

La Ciudad de Novato quiere saber qué piensa usted sobre nuestra comunidad y nuestro gobierno municipal. Usted ha sido seleccionado al azar para participar en la Encuesta de Ciudadanos de Novato del 2013.

Por favor tome unos minutos para llenar la Encuesta de Ciudadanos incluida. Sus observaciones le ayudarán a la Ciudad a establecer puntos de referencia para el seguimiento de la calidad de servicios proporcionados a los residentes. Sus respuestas le ayudarán al Concejo de la Ciudad a tomar decisiones que afectan nuestra comunidad. Creemos que usted encontrará las preguntas interesantes y nosotros definitivamente encontraremos sus respuestas útiles. ¡Por favor participe!

Para obtener una muestra representativa de los residentes de Novato, el adulto (cualquiera de 18 años o más) en su hogar que haya celebrado su cumpleaños más recientemente debe completar esta encuesta. El año de nacimiento del adulto no importa.

Por favor haga que el miembro apropiado del hogar tome unos minutos para contestar todas las preguntas y devolver la encuesta en el sobre pre-pagado adjunto. **Sus respuestas permanecerán completamente anónimas.**

Usted puede completar la encuesta en nuestro sitio en red, si usted prefiere, en:
<http://www.n-r-c.com/survey/ciudadnovato2013.htm>

Su participación en esta encuesta es muy importante – especialmente porque su hogar es uno de solamente un número pequeño de hogares que se están encuestando. Si tiene alguna pregunta sobre la Encuesta de Ciudadanos por favor llame al 415-899-8908.

Por favor ayúdenos a moldear el futuro de Novato. Gracias por su tiempo y participación.

Atentamente,

Michael Frank
Gerente de la Ciudad

Encuesta Ciudadana del 2013 de la Ciudad de Novato

Por favor complete este cuestionario si usted es el adulto (18 años o más) de su casa que más recientemente haya celebrado su cumpleaños. El año de nacimiento del adulto no importa. Por favor encierre en un círculo la respuesta que mejor represente su opinión en cada pregunta. Sus respuestas son anónimas y solo serán reportadas en forma general.

1. Por favor clasifique cada uno de los siguientes aspectos de la calidad de vida en Novato:

	<i>Excelente</i>	<i>Bueno</i>	<i>Pasable</i>	<i>Bajo</i>	<i>No sé</i>
Novato como lugar en donde vivir.....	1	2	3	4	5
Su vecindario como lugar en donde vivir.....	1	2	3	4	5
Novato como lugar para criar niños.....	1	2	3	4	5
Novato como lugar para trabajar.....	1	2	3	4	5
Novato como lugar para jubilarse/retirarse.....	1	2	3	4	5
La calidad general de vida en Novato.....	1	2	3	4	5

2. Por favor evalúe la forma en que cada una de las siguientes características se relaciona en general con la Ciudad de Novato:

	<i>Excelente</i>	<i>Bueno</i>	<i>Pasable</i>	<i>Bajo</i>	<i>No sé</i>
Sentido de cooperación comunitaria.....	1	2	3	4	5
Aceptación de la comunidad a gente de diferentes antecedentes.....	1	2	3	4	5
Aspecto general de la Ciudad de Novato.....	1	2	3	4	5
Limpieza de Novato.....	1	2	3	4	5
Variedad de opciones de vivienda.....	1	2	3	4	5
Calidad general de empresas y establecimientos de servicio en Novato.....	1	2	3	4	5
Suficientes lugares de compra.....	1	2	3	4	5
Oportunidades para asistir a actividades culturales.....	1	2	3	4	5
Oportunidades de recreación.....	1	2	3	4	5
Oportunidades para empleo.....	1	2	3	4	5
Oportunidades educativas.....	1	2	3	4	5
Oportunidades para participar en eventos y actividades sociales.....	1	2	3	4	5
Oportunidades para participar en eventos y actividades religiosos o espirituales.....	1	2	3	4	5
Oportunidades para ser voluntario.....	1	2	3	4	5
Oportunidades para participar en asuntos de comunidad.....	1	2	3	4	5
Facilidad para andar en carro.....	1	2	3	4	5
Facilidad para andar en autobús.....	1	2	3	4	5
Facilidad para andar en bicicleta.....	1	2	3	4	5
Facilidad para caminar.....	1	2	3	4	5
Disponibilidad de caminos y senderos para caminar.....	1	2	3	4	5
Flujo de tráfico sobre las calles principales.....	1	2	3	4	5
Disponibilidad de Estacionamiento Público.....	1	2	3	4	5
Disponibilidad de viviendas a precios accesibles.....	1	2	3	4	5
Guarderías infantiles a precios accesibles.....	1	2	3	4	5
Asistencia médica a precios accesibles.....	1	2	3	4	5
Acceso a comida de buena calidad a un costo razonable.....	1	2	3	4	5
Calidad del ambiente natural general en Novato.....	1	2	3	4	5
Imagen/reputación general de Novato.....	1	2	3	4	5

3. Por favor evalúe la rapidez de crecimiento durante los últimos 2 años en las siguientes categorías:

	<i>Demasiado lento</i>	<i>Un poco lento</i>	<i>Cantidad apropiada</i>	<i>Un poco rápido</i>	<i>Muy rápido</i>	<i>No sé</i>
Crecimiento de la población.....	1	2	3	4	5	6
Crecimiento del comercio (tiendas, restaurantes, etc.).....	1	2	3	4	5	6
Aumento de oportunidad de empleo.....	1	2	3	4	5	6

4. ¿Hasta qué grado son problema los edificios en ruinas, lotes de hierba mala o vehículos chatarra en Novato?

- No son problema
 Problema menor
 Problema moderado
 Problema mayor
 No sé

5. Por favor clasifique qué tan seguro o inseguro se siente usted de lo siguiente en Novato:

	Muy seguro	Más o menos seguro	Ni seguro ni inseguro	Más o menos inseguro	Muy inseguro	No sé
Crimen violento (Ej. violación, ataque, robo)	1	2	3	4	5	6
Crímenes de propiedad (Ej. robo, asalto)	1	2	3	4	5	6
Peligros ambientales, incluyendo desecho tóxico.....	1	2	3	4	5	6

6. Por favor clasifique qué tan seguro o inseguro se siente usted:

	Muy seguro	Más o menos seguro	Ni seguro ni inseguro	Más o menos inseguro	Muy inseguro	No sé
En su vecindario durante el día	1	2	3	4	5	6
En su vecindario durante la noche	1	2	3	4	5	6
En el centro de la Ciudad durante el día.....	1	2	3	4	5	6
En el centro de la Ciudad durante la noche.....	1	2	3	4	5	6

7. ¿Ha tenido algún contacto en persona o por teléfono con un empleado del Departamento de Policía de Novato dentro de los últimos 12 meses?

- No → Vaya a la Pregunta 9
 Sí → Vaya a la Pregunta 8
 No sé → Vaya a la Pregunta 9

8. ¿Cuál fue la impresión general de su contacto más reciente con el Ciudad del Departamento de Policía Novato?

- Excelente
 Buena
 Regular
 Deficiente
 No sé

9. Durante los últimos 12 meses, ¿usted o alguno de los miembros de su familia fue víctima de algún crimen?

- No → Vaya a la pregunta 11
 Sí → Vaya a la pregunta 10
 No sé → Vaya a la pregunta 11

10. ¿Si usted marcó sí, denunció esos crímenes a la policía?

- No
 Sí
 No sé

11. Durante los últimos 12 meses, ¿cuántas veces (usted o algún miembro de su familia) participó en las siguientes actividades en la Ciudad de Novato?

	Nunca	1 ó 2 veces	3 a 12 veces	13 a 26 veces	Más de 26 veces
Utilizó las bibliotecas públicas de Novato y sus servicios	1	2	3	4	5
Utilizó Ciudad los centros de recreación de Novato	1	2	3	4	5
Participó en programas o actividades recreativas.....	1	2	3	4	5
Visitó un parque del vecindario o de la Ciudad.....	1	2	3	4	5
Utilizó un autobús local dentro de la Ciudad	1	2	3	4	5
Asistió a una reunión u otra reunión pública.....	1	2	3	4	5
Miró una reunión de oficiales locales electos u otra reunión pública patrocinada por la Ciudad en televisión por cable, la Internet u otros medio.....	1	2	3	4	5
Leyó el boletín de la Ciudad	1	2	3	4	5
Visitó la Ciudad del sitio en red Novato (en www.novato.org)	1	2	3	4	5
Trabajó de voluntario en algún grupo o actividad	1	2	3	4	5
Participó en actividades religiosas o espirituales en Novato	1	2	3	4	5
Participó en un club o grupo cívico en Novato	1	2	3	4	5
Proporcionó ayuda a un amigo o vecino.....	1	2	3	4	5

12. ¿Como qué tan a menudo, si lo hace, habla o tiene visita con sus vecinos inmediatos (gente que vive en los 10 o 20 hogares más cercanos a usted)?

- Casi todos los días
 Varias veces por semana
 Varias veces al mes
 Menos de varias veces al mes

Encuesta Ciudadana del 2013 de la Ciudad de Novato

13. Por favor clasifique la calidad de cada uno de los siguientes servicios en Novato:

	<i>Excelente</i>	<i>Bueno</i>	<i>Pasable</i>	<i>Bajo</i>	<i>No sé</i>
Servicios de la Policía	1	2	3	4	5
Servicios de Bomberos.....	1	2	3	4	5
Servicios de Ambulancia / Médicos de Emergencia.....	1	2	3	4	5
Prevención de Crímenes	1	2	3	4	5
Reparación de Calles	1	2	3	4	5
Limpieza de Calles.....	1	2	3	4	5
Iluminación de Calles	1	2	3	4	5
Mantenimiento de Aceras / Veredas.....	1	2	3	4	5
Regulación de Semáforos / Señales de Tránsito	1	2	3	4	5
Servicios de Autobús / Transporte	1	2	3	4	5
Recolección de Basura.....	1	2	3	4	5
Reciclaje.....	1	2	3	4	5
Drenajes	1	2	3	4	5
Servicios de Cañería	1	2	3	4	5
Parques de Ciudad.....	1	2	3	4	5
Clases o Programas Recreativos	1	2	3	4	5
Centros de Recreación	1	2	3	4	5
Uso, Planificación y Zonificación de Terreno.....	1	2	3	4	5
Imposición de las Ordenanzas (mala hierba, maleza, edificios abandonados, etc.).....	1	2	3	4	5
Control de Animales	1	2	3	4	5
Desarrollo Económico	1	2	3	4	5
Servicios para Personas Mayores (de la tercera edad, Ciudadanos de oro, "seniors")	1	2	3	4	5
Servicios para la juventud	1	2	3	4	5
Servicios para Personas de Bajos Recursos	1	2	3	4	5
Servicios de Bibliotecas Públicas.....	1	2	3	4	5
Escuelas Públicas	1	2	3	4	5
Preparación de emergencia (servicios que preparan a la comunidad para desastres u otras situaciones de emergencia).	1	2	3	4	5
Preservación de áreas naturales tales como espacio abierto, tierra de cultivo y áreas verdes.....	1	2	3	4	5
Personas Mayores transporte.....	1	2	3	4	5

14. En general, ¿cómo evalúa usted los servicios por...

	<i>Excelente</i>	<i>Bueno</i>	<i>Pasable</i>	<i>Bajo</i>	<i>No sé</i>
La Ciudad de Novato	1	2	3	4	5
El Gobierno Federal	1	2	3	4	5
El Gobierno Estatal.....	1	2	3	4	5
Gobierno del Condado de Marin	1	2	3	4	5

15. Por favor indique qué tan probable o improbable es usted para hacer cada uno de los siguientes:

	<i>Muy probable</i>	<i>Algo probable</i>	<i>Algo improbable</i>	<i>Muy improbable</i>	<i>No sé</i>
Recomendarle vivir en Novato a alguien que pregunta	1	2	3	4	5
Permanecer en Novato para los próximos cinco años	1	2	3	4	5

16. ¿Qué impacto, si existe, piensa usted que la economía tendrá en los ingresos de su familia en los próximos 6 meses? Usted piensa que el impacto será:

- Muy positivo
 Más o menos positivo
 Neutral
 Más o menos negativo
 Muy negativo

17. ¿Ha tenido contacto personal, teléfono o por correo electrónico con algún empleado de la Ciudad de Novato durante los últimos 12 meses (incluyendo policías, recepcionistas, planificadores u otros)?

- No → Vaya a la pregunta 19
 Sí → Vaya a la pregunta 18

18. ¿Cuál fue su impresión de los empleados de la Ciudad de Novato en su más reciente contacto? (Evalúe cada característica abajo.)

	Excelente	Bueno	Pasable	Bajo	No sé
Conocimiento	1	2	3	4	5
Simpatía.....	1	2	3	4	5
Cortesía	1	2	3	4	5
Impresión General	1	2	3	4	5

19. Por favor clasifique las siguientes categorías del desempeño gubernamental en Novato:

	Excelente	Bueno	Pasable	Bajo	No sé
El valor de servicios para los impuestos pagados a Novato.....	1	2	3	4	5
La dirección general que está tomando Novato.....	1	2	3	4	5
La labor del gobierno de Novato para incluir la participación ciudadana	1	2	3	4	5

20. Por favor indique qué nivel de prioridad, si hay alguna, debería darle la Ciudad a los siguientes servicios:

	Prioridad muy alta	Prioridad alta	Prioridad intermedia	Prioridad baja	No es prioridad	No sé
Energía removable, alternativa y otros esfuerzos de sostenibilidad.....	1	2	3	4	5	6
Programas para jóvenes y adolescentes.....	1	2	3	4	5	6
Mantener parques y propiedades de recreación	1	2	3	4	5	6
Programas para adultos de la tercera edad	1	2	3	4	5	6
Inversión en nuevos(as) parques y propiedades de recreación.....	1	2	3	4	5	6
Inversión en nuevos campos de juego y céspedes para todos los elementos del clima	1	2	3	4	5	6
Mantenimiento de parques	1	2	3	4	5	6
Mantenimiento de isletas y medianas en las calles.....	1	2	3	4	5	6
Renovar el Hogar de la Comunidad del centro (actualmente el centro comunitario está cerrado)	1	2	3	4	5	6
Programas para jóvenes en riesgo y de bajos ingresos....	1	2	3	4	5	6
Eventos especiales, tales como series de concierto, para construir vitalidad comunitaria.....	1	2	3	4	5	6
Extenderse a la Comunidad Latina	1	2	3	4	5	6
Mantener las calles y los caminos para bicicleta.....	1	2	3	4	5	6

21. Para cada uno de los siguientes servicios, ¿aumentaría, mantendría igual, o reduciría usted los niveles de servicio proporcionados?

	Aumentaría significativamente	Aumentaría en algo	Mantendría igual	Reduciría en algo	Reduciría significativamente	No sé
Mantenimiento de parques de la Ciudad.....	1	2	3	4	5	6
Mantenimiento de propiedades públicas de recreación de la Ciudad	1	2	3	4	5	6
Mantenimiento isletas y medianas en las calles.....	1	2	3	4	5	6
Mantenimiento de calles de la Ciudad	1	2	3	4	5	6
Vigilancia de calles por la policía.....	1	2	3	4	5	6
Preparación para emergencia/recuperación por desastres	1	2	3	4	5	6
Programas de recreación para jóvenes	1	2	3	4	5	6
Programas y actividades para adultos de la tercera edad.....	1	2	3	4	5	6

22. Por favor indique los tres servicios principales de la Ciudad que Novato debería mejorar, restaurar o agregar en los próximos cinco años:

1. _____
2. _____
3. _____

Encuesta Ciudadana del 2013 de la Ciudad de Novato

Nuestras últimas preguntas son acerca de usted y su hogar. De nuevo, todas las respuestas son anónimas y serán reportadas en forma general.

D1. ¿Actualmente está empleado con sueldo?

- No → Vaya a la Pregunta D3
- Sí, tiempo completo → Vaya a la Pregunta D2
- Sí, medio tiempo → Vaya a la Pregunta D2

D2. Durante una semana típica, ¿cuántos días hace un recorrido hasta el trabajo (para la mayor distancia que recorre) de cada manera en la lista de abajo? (Ponga el número total de días, usando números enteros.)

- Vehículo motorizado (Ej. carro, camión, motocicleta, etc...) solo días
- Vehículo motorizado (Ej. carro, camión, motocicleta, etc...) con otros niños o adultos días
- Autobús, vía férrea, metro u otro transporte público días
- Caminar días
- Bicicleta días
- Trabajar en el hogar días
- Otro días

D3. ¿Cuántos años tiene usted viviendo en Novato?

- Menos de 2 años
- 2-5 años
- 6-10 años
- 11-20 años
- Más de 20 años

D4. ¿Cuál describe mejor el edificio en el que vive?

- Casa de una sola familia separada de cualquier otra casa
- Casa adjunta a una o más casas (p.ej., un dúplex o townhome)
- Edificio con dos o más apartamentos o condominios
- Hogar móvil
- Otro

D5. ¿Es esta casa, apartamento o casa rodante / trailer es...

- Alquilada o la ocupa sin pago?
- Propia, o alguno de su familia la paga con hipoteca o ya está pagado?

D6. ¿Como cuánto es su costo mensual de vivienda para el lugar donde vive? (incluyendo renta, pago de hipoteca, impuesto de propiedad, seguro de propiedad y cuotas de asociación de propietarios (HOA))?

- Menos de \$300 por mes
- \$300 a \$599 por mes
- \$600 a \$999 por mes
- \$1,000 a \$1,499 por mes
- \$1,500 a \$2,499 por mes
- \$2,500 o más por mes

D7. ¿Algún niño de 17 años o menos vive en su hogar?

- No
- Sí

D8. ¿Tiene usted o cualquiera de los miembros de su familia 65 años o más?

- No
- Sí

D9. ¿Cuánto cree usted que será el ingreso de su familia antes de impuestos para el año actual? (Por favor incluya en su ingreso total todo ingreso de todas las personas de su casa.)

- Menos de \$24,999
- \$25,000 a \$49,999
- \$50,000 a \$99,999
- \$100,000 a \$149,999
- \$150,000 a \$299,999
- \$300,000 o más

Por favor responda a ambas preguntas D10 y D11:

D10. ¿Es usted Español, Hispano o Latino?

- No, no soy Español, Hispano o Latino
- Sí, me considero Español, Hispano o Latino

D11. ¿Cuál es su raza? (Marque uno o más grupos que indiquen lo que usted se considera.)

- Indio Americano o nativo de Alaska
- Asiático o de las Islas del Pacífico
- Negro, Afro-americano
- Blanco / Caucásico
- Otro

D12. ¿En que categoría está su edad?

- 18-24 años
- 25-34 años
- 35-44 años
- 45-54 años
- 55-64 años
- 65-74 años
- 75 años o más

D13. ¿Cuál es su sexo?

- Femenino
- Masculino

D14. ¿Está registrado para votar en su jurisdicción?

- No
- Sí
- No tengo derecho a votar
- No sé

D15. Muchas personas no tienen tiempo para votar en las elecciones. ¿Recuerda usted haber votado en la última elección general?

- No
- Sí
- No tengo derecho a votar
- No sé

D16. ¿Usted tiene un teléfono celular?

- No
- Sí

D17. ¿Usted tiene una línea de tierra (conexión a la pared) en el hogar?

- No
- Sí

D18. Si usted tiene tanto un teléfono celular como una línea de tierra, ¿a cuál considera como su número primordial de teléfono?

- Celular
- Línea de tierra
- Ambos

Gracias por completar esta encuesta. Por favor regrese la encuesta en el sobre prepagado a:
National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502



THE CITY OF
NOVATO
CALIFORNIA

75 Rowland Way #200
Novato, CA 94945-3232

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


Dear Novato Resident,

Just a reminder – if you have not yet completed Novato's 2013 Community Survey, please do so. Your participation in this survey is very important – your answers will help the Novato City Council make decisions that affect your community.

If you have already returned the questionnaire, you do not need to do anything. If you still have NOT returned the questionnaire, please take a few moments to find the survey, answer the questions, and mail it as soon as possible using the enclosed postage-paid envelope. If you have misplaced the survey please call 415-493-4710 to request another copy.

You may complete the survey online as well, at: <http://www.n-r-c.com/survey/novato2013survey.htm>

Thank you very much!


Michael Frank
City Manager/Gerente de la Ciudad
City of Novato

Estimado residente de la Ciudad de Novato,

Solamente un recordatorio – si usted aún no ha completado la Encuesta Ciudadana del 2013 de la Ciudad de Novato, por favor hágalo. Su participación en esta encuesta es muy importante – sus respuestas le ayudarán al Consejo Municipal de Novato para tomar decisiones que afectan nuestra comunidad.

Si usted ya devolvió el cuestionario, no necesita hacer cosa alguna. Si aún NO ha devuelto el cuestionario, por favor tome unos momentos para encontrar la encuesta, responder las preguntas, y enviarlo por correo lo antes posible utilizando el sobre de franqueo pagado incluido. Si ha traspapelado la encuesta por favor llame al 415-493-4710 para solicitar otra copia.

Usted puede completar la encuesta en nuestro sitio en red:
<http://www.n-r-c.com/survey/ciudadnovato2013.htm>

¡Muchas gracias!


Dear Novato Resident,

Just a reminder – if you have not yet completed Novato's 2013 Community Survey, please do so. Your participation in this survey is very important – your answers will help the Novato City Council make decisions that affect your community.

If you have already returned the questionnaire, you do not need to do anything. If you still have NOT returned the questionnaire, please take a few moments to find the survey, answer the questions, and mail it as soon as possible using the enclosed postage-paid envelope. If you have misplaced the survey please call 415-493-4710 to request another copy.

You may complete the survey online as well, at: <http://www.n-r-c.com/survey/novato2013survey.htm>

Thank you very much!


Michael Frank
City Manager/Gerente de la Ciudad
City of Novato

Estimado residente de la Ciudad de Novato,

Solamente un recordatorio – si usted aún no ha completado la Encuesta Ciudadana del 2013 de la Ciudad de Novato, por favor hágalo. Su participación en esta encuesta es muy importante – sus respuestas le ayudarán al Consejo Municipal de Novato para tomar decisiones que afectan nuestra comunidad.

Si usted ya devolvió el cuestionario, no necesita hacer cosa alguna. Si aún NO ha devuelto el cuestionario, por favor tome unos momentos para encontrar la encuesta, responder las preguntas, y enviarlo por correo lo antes posible utilizando el sobre de franqueo pagado incluido. Si ha traspapelado la encuesta por favor llame al 415-493-4710 para solicitar otra copia.

Usted puede completar la encuesta en nuestro sitio en red:
<http://www.n-r-c.com/survey/ciudadnovato2013.htm>

¡Muchas gracias!


Dear Novato Resident,

Just a reminder – if you have not yet completed Novato's 2013 Community Survey, please do so. Your participation in this survey is very important – your answers will help the Novato City Council make decisions that affect your community.

If you have already returned the questionnaire, you do not need to do anything. If you still have NOT returned the questionnaire, please take a few moments to find the survey, answer the questions, and mail it as soon as possible using the enclosed postage-paid envelope. If you have misplaced the survey please call 415-493-4710 to request another copy.

You may complete the survey online as well, at: <http://www.n-r-c.com/survey/novato2013survey.htm>

Thank you very much!


Michael Frank
City Manager/Gerente de la Ciudad
City of Novato

Estimado residente de la Ciudad de Novato,

Solamente un recordatorio – si usted aún no ha completado la Encuesta Ciudadana del 2013 de la Ciudad de Novato, por favor hágalo. Su participación en esta encuesta es muy importante – sus respuestas le ayudarán al Consejo Municipal de Novato para tomar decisiones que afectan nuestra comunidad.

Si usted ya devolvió el cuestionario, no necesita hacer cosa alguna. Si aún NO ha devuelto el cuestionario, por favor tome unos momentos para encontrar la encuesta, responder las preguntas, y enviarlo por correo lo antes posible utilizando el sobre de franqueo pagado incluido. Si ha traspapelado la encuesta por favor llame al 415-493-4710 para solicitar otra copia.

Usted puede completar la encuesta en nuestro sitio en red:
<http://www.n-r-c.com/survey/ciudadnovato2013.htm>

¡Muchas gracias!


Dear Novato Resident,

Just a reminder – if you have not yet completed Novato's 2013 Community Survey, please do so. Your participation in this survey is very important – your answers will help the Novato City Council make decisions that affect your community.

If you have already returned the questionnaire, you do not need to do anything. If you still have NOT returned the questionnaire, please take a few moments to find the survey, answer the questions, and mail it as soon as possible using the enclosed postage-paid envelope. If you have misplaced the survey please call 415-493-4710 to request another copy.

You may complete the survey online as well, at: <http://www.n-r-c.com/survey/novato2013survey.htm>

Thank you very much!


Michael Frank
City Manager/Gerente de la Ciudad
City of Novato

Estimado residente de la Ciudad de Novato,

Solamente un recordatorio – si usted aún no ha completado la Encuesta Ciudadana del 2013 de la Ciudad de Novato, por favor hágalo. Su participación en esta encuesta es muy importante – sus respuestas le ayudarán al Consejo Municipal de Novato para tomar decisiones que afectan nuestra comunidad.

Si usted ya devolvió el cuestionario, no necesita hacer cosa alguna. Si aún NO ha devuelto el cuestionario, por favor tome unos momentos para encontrar la encuesta, responder las preguntas, y enviarlo por correo lo antes posible utilizando el sobre de franqueo pagado incluido. Si ha traspapelado la encuesta por favor llame al 415-493-4710 para solicitar otra copia.

Usted puede completar la encuesta en nuestro sitio en red:
<http://www.n-r-c.com/survey/ciudadnovato2013.htm>

¡Muchas gracias!



THE CITY OF
NOVATO
CALIFORNIA

75 Rowland Way #200
Novato, CA 94945-3232

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



THE CITY OF
NOVATO
CALIFORNIA

75 Rowland Way #200
Novato, CA 94945-3232

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



THE CITY OF
NOVATO
CALIFORNIA

75 Rowland Way #200
Novato, CA 94945-3232

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



THE CITY OF
NOVATO
CALIFORNIA

75 Rowland Way #200
Novato, CA 94945-3232

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