



**CITY OF DOVER, NH
2009**



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



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

C O N T E N T S

Survey Background..... 1
 About The National Citizen Survey™ 1
 Understanding the Results 3

Executive Summary 5

Community Ratings 7
 Overall Community Quality 7
 Community Design 9
 Transportation 9
 Land Use and Zoning 13
 Economic Sustainability..... 16
 Public Safety 19
 Environmental Sustainability..... 22
 Recreation and Wellness 25
 Parks and Recreation 25
 Culture, Arts and Education 27
 Health and Wellness 29
 Community Inclusiveness 30
 Civic Engagement..... 32
 Civic Activity..... 32
 Information and Awareness 35
 Social Engagement 36
 Public Trust..... 37
 City of Dover Employees 40

From Data to Action 42
 Resident Priorities 42
 City of Dover Action Chart 43
 Using Your Action Chart™ 45

Policy Questions 47

Appendix A: Complete Survey Frequencies 49
 Frequencies Excluding “Don’t Know” Responses 49
 Frequencies Including “Don’t Know” Responses..... 61

Appendix B: Survey Methodology 76

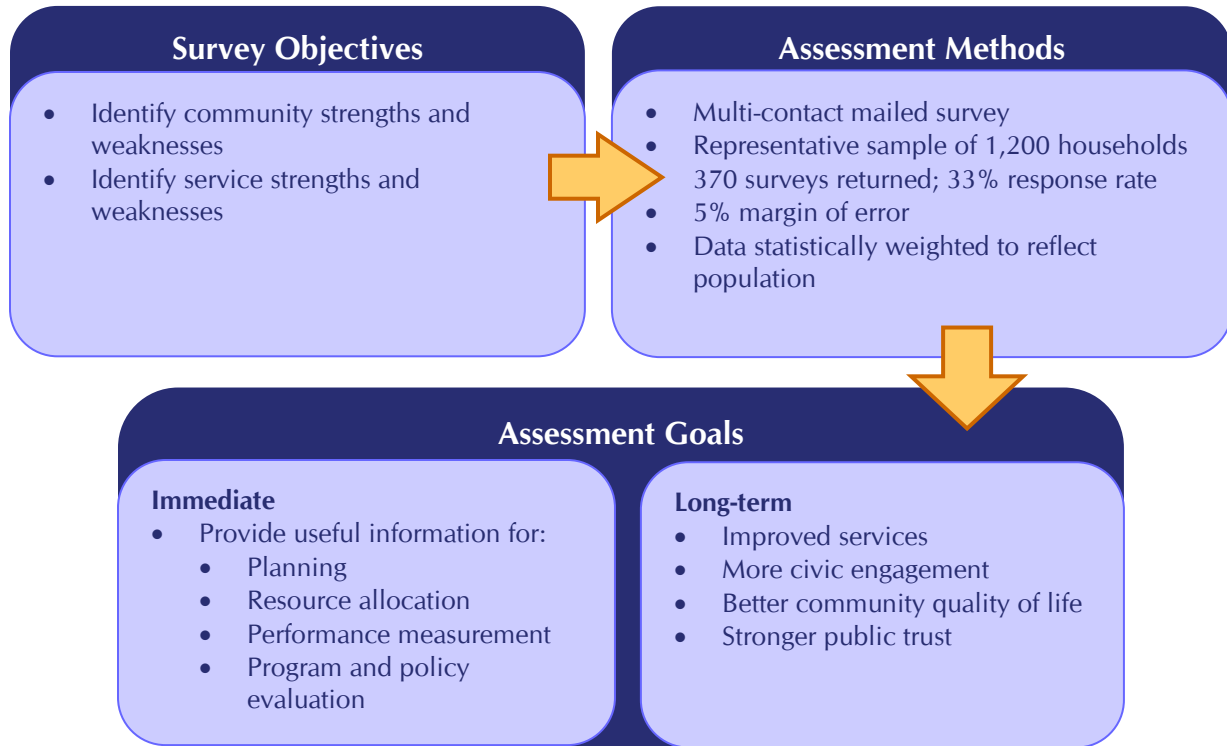
Appendix C: Survey Materials..... 84

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

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

UNDERSTANDING THE RESULTS

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

Margin of Error

It is customary to describe the precision of estimates made from surveys by a "level of confidence" and accompanying "confidence interval" (or margin of error). A traditional confidence level, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the estimates made from the survey results. The confidence interval for the City of Dover survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (370 completed surveys). A 95% confidence interval indicates that for every 100 random samples of this many residents, the population response to that question would be within the stated interval 95 times. For example, if 75% of residents rate a service as "excellent" or "good," then the 5% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 70% and 80%.

Comparing Survey Results

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

Interpreting Comparisons to Previous Years

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

Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The City of Dover chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Dover 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 Dover 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 both cases, these labels come from a statistical comparison of the City of Dover'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 Dover survey provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

Most residents experience a good quality of life in the City of Dover and believe the City is a good place to live. The overall quality of life in the City of Dover was rated as “excellent” or “good” by 83% of respondents. Almost all report they plan on staying in the City of Dover for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. Among the characteristics receiving the most favorable ratings were air quality, cleanliness of Dover, overall appearance of Dover and the overall image/reputation of Dover. The characteristics receiving the least positive ratings were employment opportunities, amount of public parking, and traffic flow on major streets.

Ratings of community characteristics were compared to the benchmark database. Of the 28 characteristics for which comparisons were available, six were above the benchmark comparison, 13 were similar to the benchmark comparison and nine were below.

Residents in the City of Dover were civically engaged. While 34% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 95% had provided help to a friend or neighbor. About half had volunteered their time to some group or activity in the City of Dover, which was higher than the benchmark.

In general, survey respondents demonstrated trust in local government. About half rated the overall direction being taken by the City of Dover as “good” or “excellent.” Those residents who had interacted with an employee of the City of Dover 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 somewhat favorable ratings to most local government services. City services rated were able to be compared to the benchmark database. Of the 29 services for which comparisons were available, 12 were above the benchmark comparison, 12 were similar to the benchmark comparison and five were below.

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

- Fire services
- Garbage collection
- Police services
- Preservation of natural areas

Of these services, those deserving the most attention may be those that have experienced declining ratings over time or those that were below or similar to the benchmark comparisons: garbage collection and preservation of natural areas. For fire services and police services, the City of Dover is above the benchmark and should continue to ensure high quality performance.

COMMUNITY RATINGS

OVERALL COMMUNITY QUALITY

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

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

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

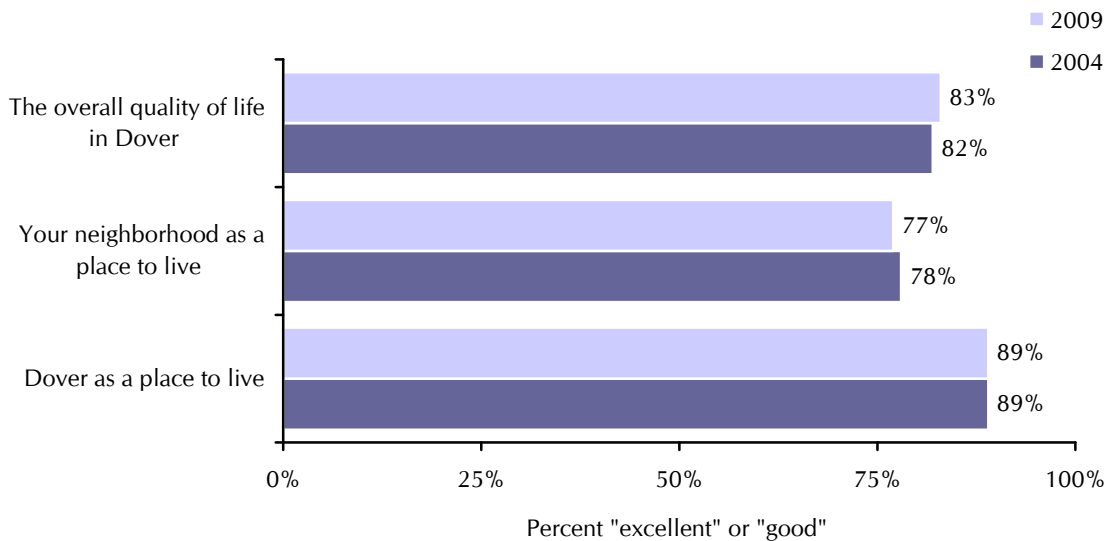
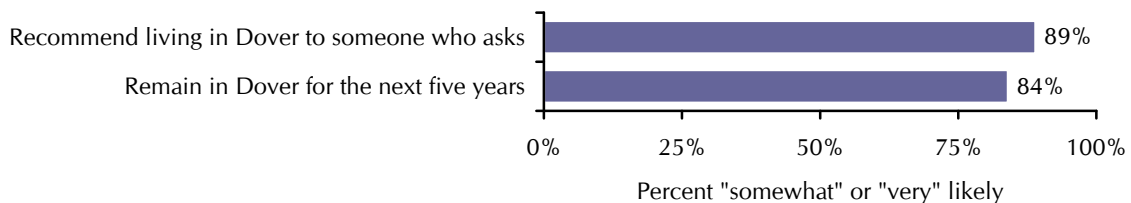


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY



Note: These questions were not asked in previous surveys.

FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	Comparison to benchmark
Overall quality of life in Dover	Similar
Your neighborhood as place to live	Similar
Dover as a place to live	Similar
Remain in Dover for the next five years	Similar
Recommend living in Dover to someone who asks	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 seven aspects of mobility to rate on a scale of “excellent,” “good,” “fair” and “poor.” Ease of rail or subway travel was given the most positive rating, followed by ease of bus travel. Ratings for ease of bicycle travel in Dover improved from 2004 to 2009.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

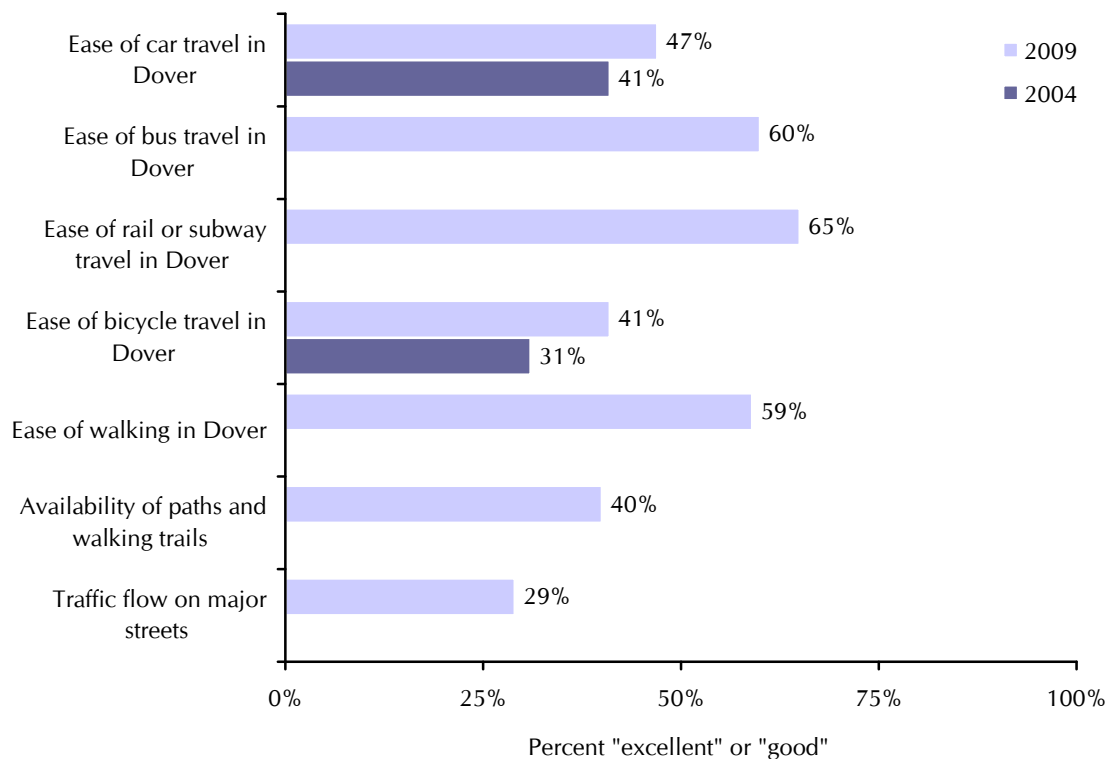


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

Community Transportation Benchmarks	
	Comparison to benchmark
Ease of car travel in Dover	Below
Ease of bus travel in Dover	Above
Ease of rail or subway travel by in Dover	Above
Ease of walking in Dover	Similar
Ease of bicycle travel in Dover	Below
Availability of paths and walking trails	Below
Traffic flow on major streets	Below

Eight transportation services were rated in Dover. As compared to most communities across America, ratings tended to be a mix of positive and negative. One was above the benchmark, four were below the benchmark and three were similar to the benchmark. Street repair showed significant improvement from 2004 to 2009. Ratings for street lighting declined from 2004 to 2009.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

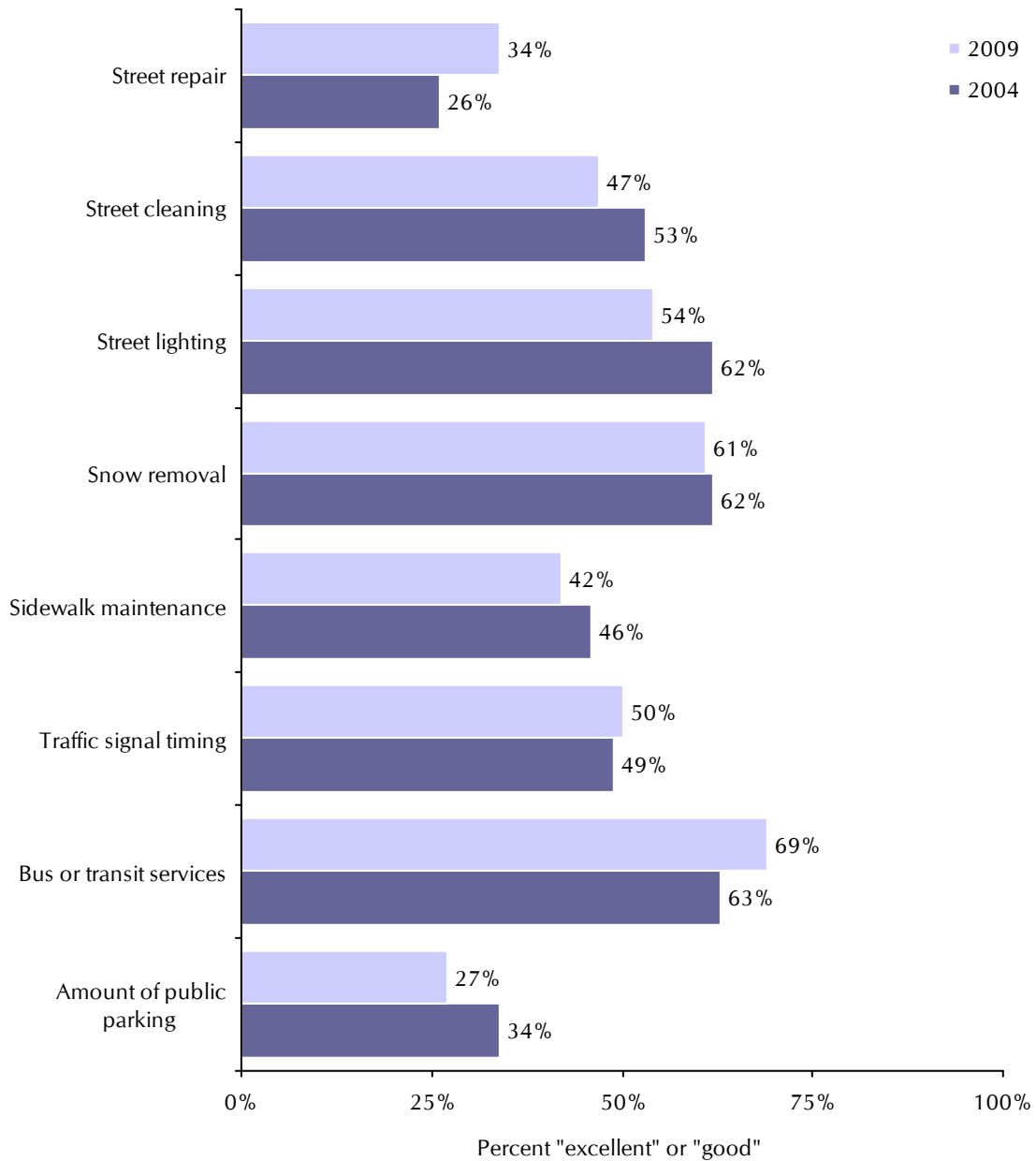


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

Transportation and Parking Services Benchmarks	
	Comparison to benchmark
Street repair /maintenance	Below
Street cleaning	Below
Street lighting	Similar
Snow removal	Similar
Sidewalk maintenance	Below
Traffic signal timing	Similar
Bus or transit services	Above
Amount of public parking	Below

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

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

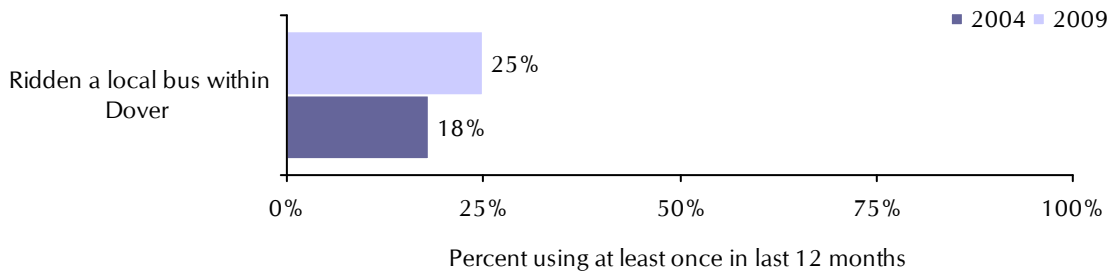
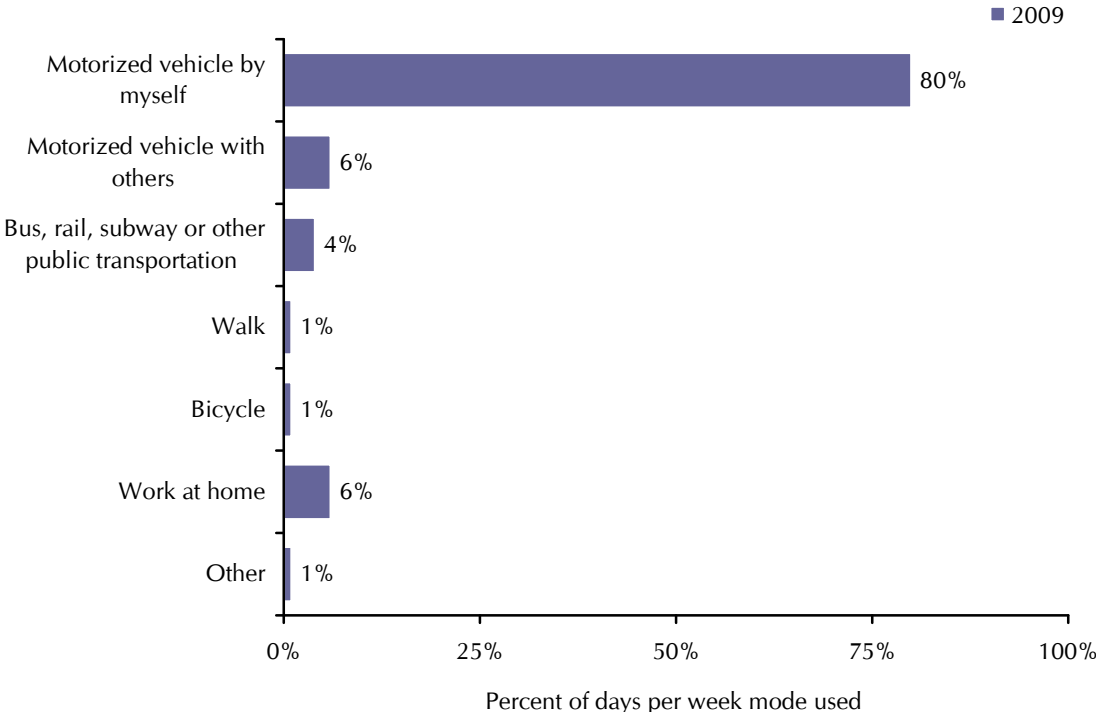


FIGURE 11: FREQUENCY OF BUS USE BENCHMARKS

	Comparison to benchmark
Ridden a local bus within Dover	Similar

FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE



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 Dover and the speed of population growth. Problems with the appearance of property were rated, and the quality of land use planning, zoning and code enforcement services were evaluated.

The overall quality of new development in the City of Dover was rated as “excellent” or “good” by 53% of respondents. The overall appearance of Dover was rated as “excellent” or “good” by 71% of respondents and was similar to the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Dover, 6% thought they were a “major” or “moderate” problem. The services of land use, planning and zoning and code enforcement were rated similar to the benchmark.

FIGURE 13: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

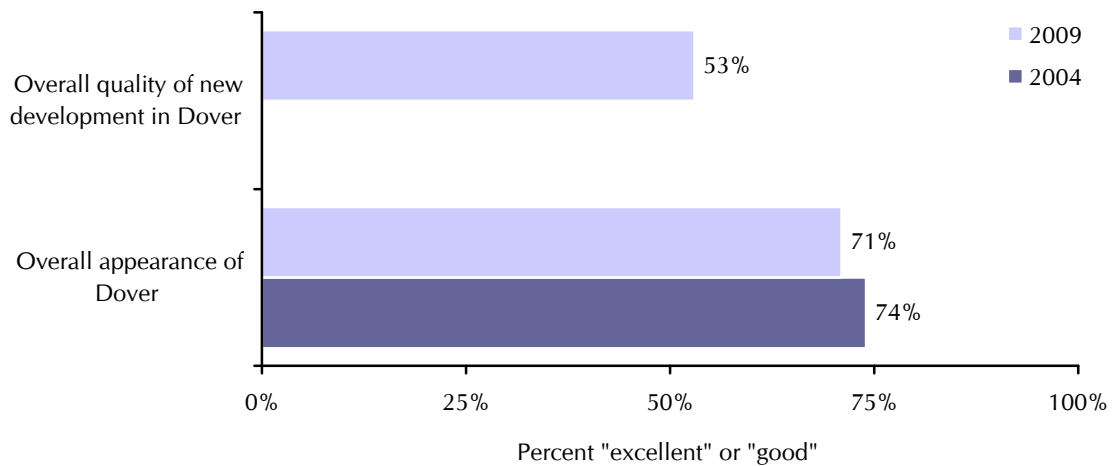


FIGURE 14: BUILT ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Quality of new development in city	Similar
Overall appearance of Dover	Similar

Less respondents felt that population growth was "too fast" in 2009 than in 2004.

FIGURE 15: RATINGS OF POPULATION GROWTH BY YEAR

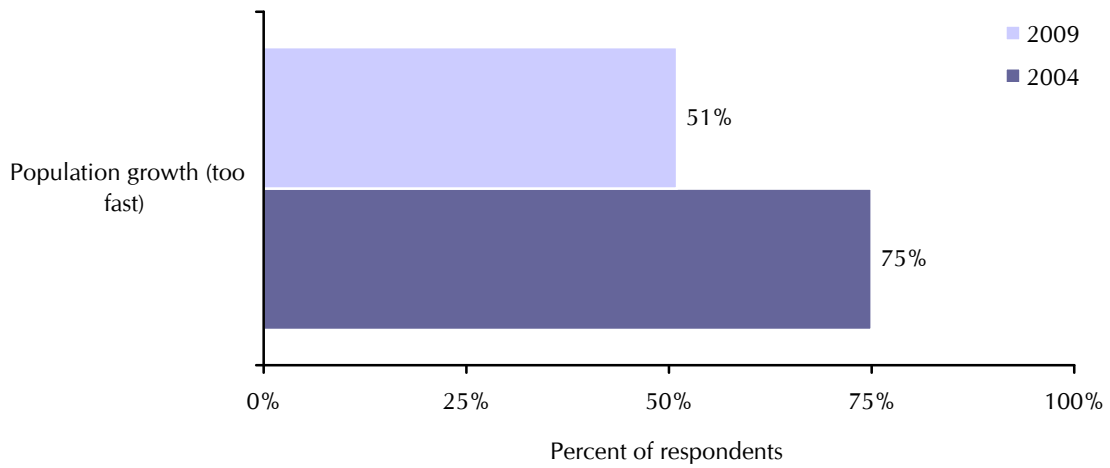


FIGURE 16: POPULATION GROWTH BENCHMARKS

Population growth seen as too fast	Comparison to benchmark
	More

FIGURE 17: RATINGS OF NUISANCE PROBLEMS BY YEAR

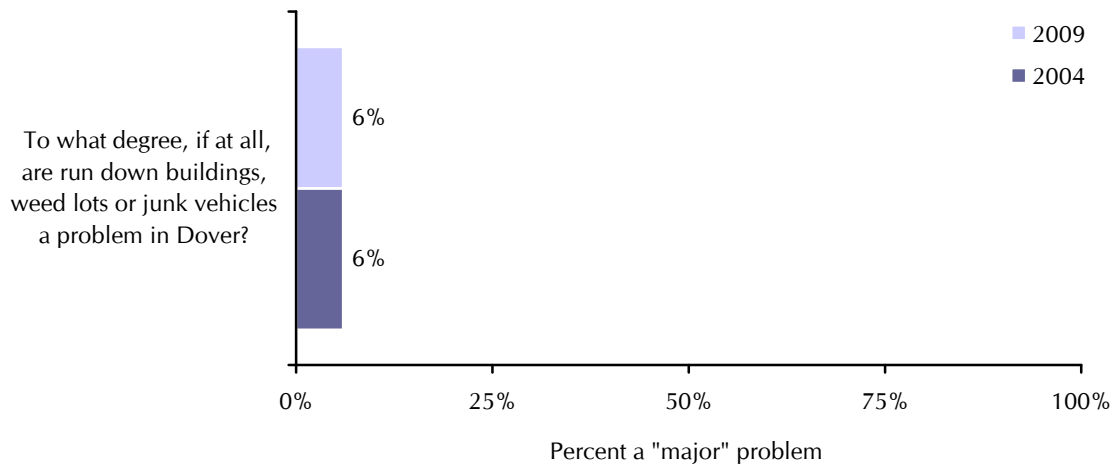


FIGURE 18: NUISANCE PROBLEMS BENCHMARKS

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

FIGURE 19: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

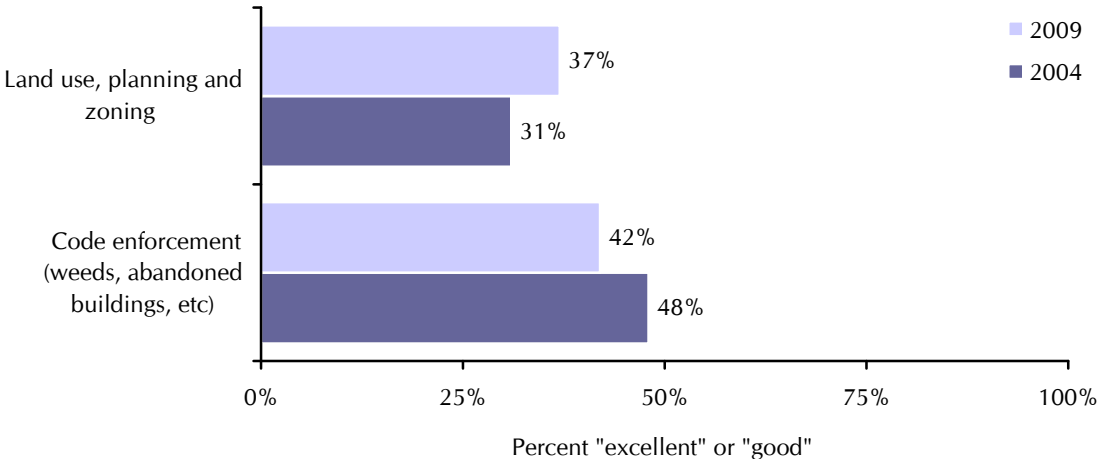


FIGURE 20: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	Comparison to benchmark
Land use, planning and zoning	Similar
Code enforcement (weeds, abandoned buildings, etc)	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 overall quality of business and service establishments and Dover as a place to work. Receiving the lowest rating was employment opportunities.

FIGURE 21: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

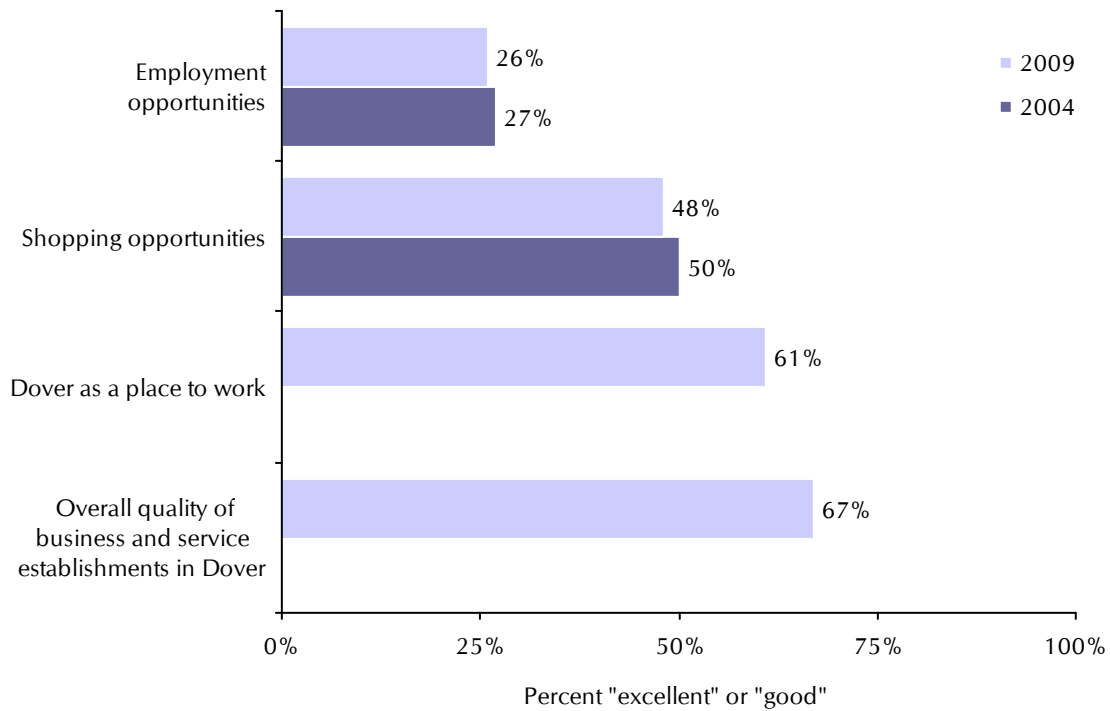


FIGURE 22: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Employment opportunities	Similar
Shopping opportunities	Similar
Place to work	Above
Overall quality of business and service establishments in Dover	Above

Residents were asked to evaluate the speed of jobs growth and retail growth on scale from “much too slow” to “much too fast.” When asked about the rate of job growth in Dover, 82% responded that it was “too slow,” while 44% reported retail growth as “too slow.” More residents in Dover compared to other jurisdictions believed that retail growth was too slow and more residents believed that job growth was too slow.

FIGURE 23: RATINGS OF RETAIL AND JOB GROWTH BY YEAR

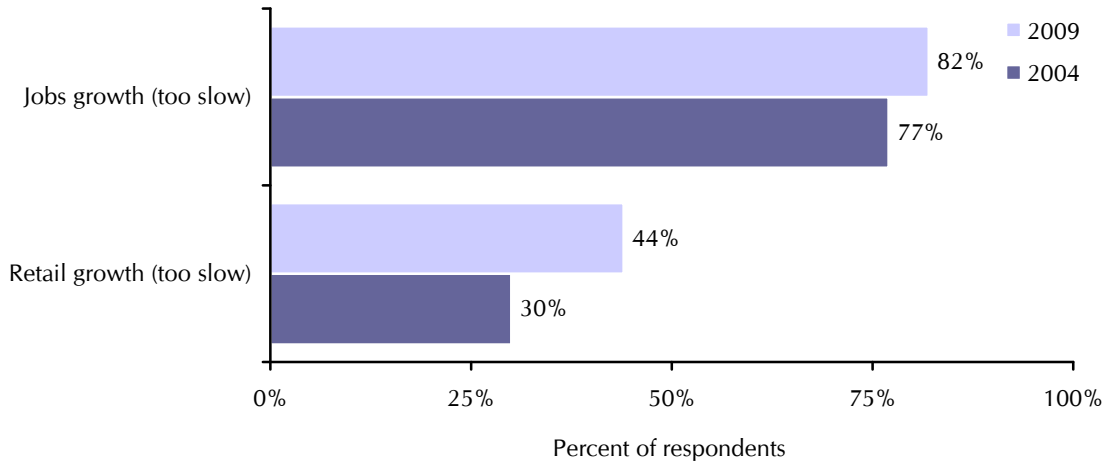


FIGURE 24: RETAIL AND JOB GROWTH BENCHMARKS

	Comparison to benchmark
Retail growth seen as too slow	More
Jobs growth seen as too slow	More

FIGURE 25: RATINGS OF ECONOMIC DEVELOPMENT SERVICES

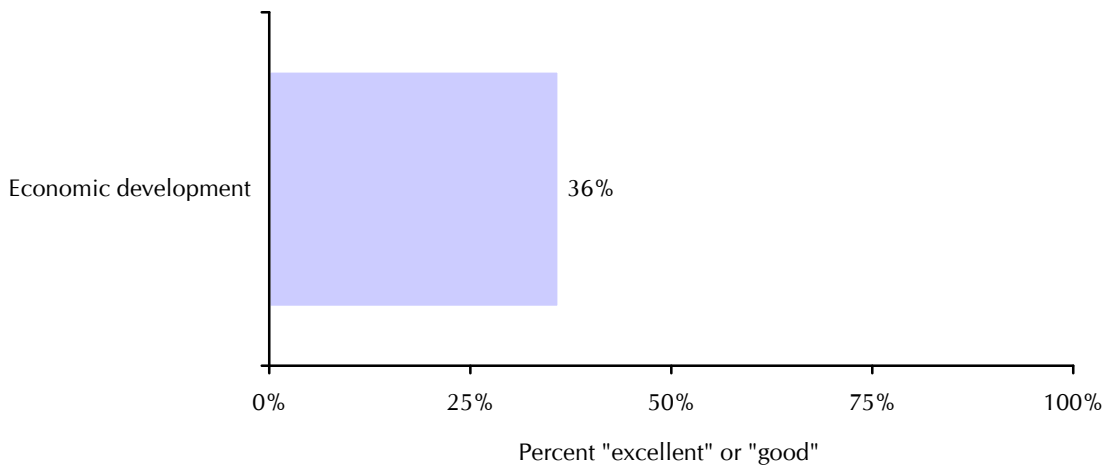


FIGURE 26: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	Comparison to benchmark
Economic development	Below

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

FIGURE 27: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR

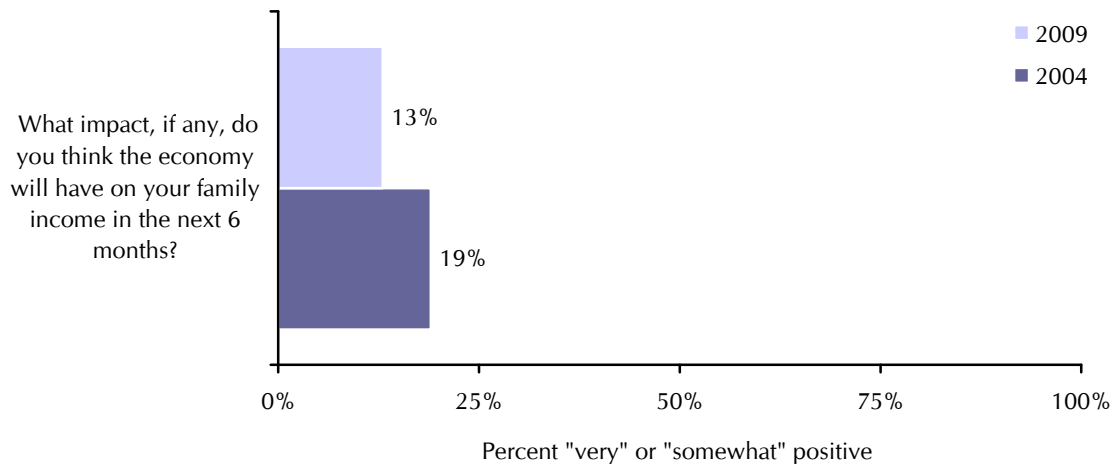


FIGURE 28: PERSONAL ECONOMIC FUTURE BENCHMARKS

Comparison to benchmark	
Positive impact of economy on household income	Below

PUBLIC SAFETY

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

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Many gave positive ratings of safety in the City Dover. About 82% percent of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 82% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown after dark.

FIGURE 29: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR

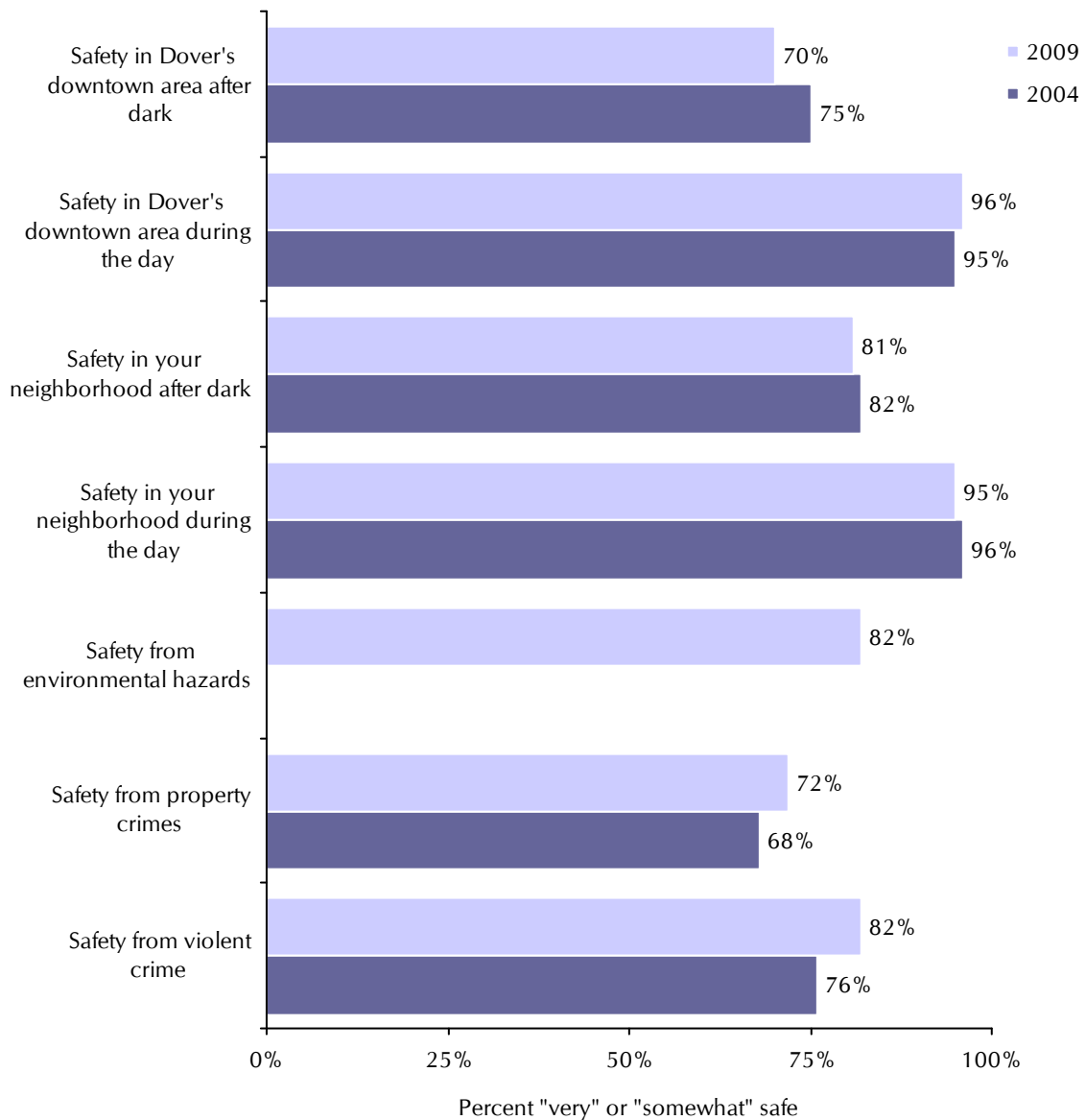


FIGURE 30: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	Comparison to benchmark
Safety in your neighborhood during the day	Above
Safety in your neighborhood after dark	Above
Safety in Dover's downtown area during the day	Above
Safety in Dover's downtown area after dark	Above
Safety from violent crime (e.g., rape, assault, robbery)	Above
Safety from property crimes (e.g., burglary, theft)	Above
Toxic waste or other environmental hazard(s)	Similar

As assessed by the survey, 11% 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, 52% had reported it to police. Compared to other jurisdictions fewer Dover residents had been victims of crime in the 12 months preceding the survey and fewer Dover residents had reported their most recent crime victimization to the police. The rate of crime reporting declined from 2004 to 2009.

FIGURE 31: CRIME VICTIMIZATION AND REPORTING BY YEAR

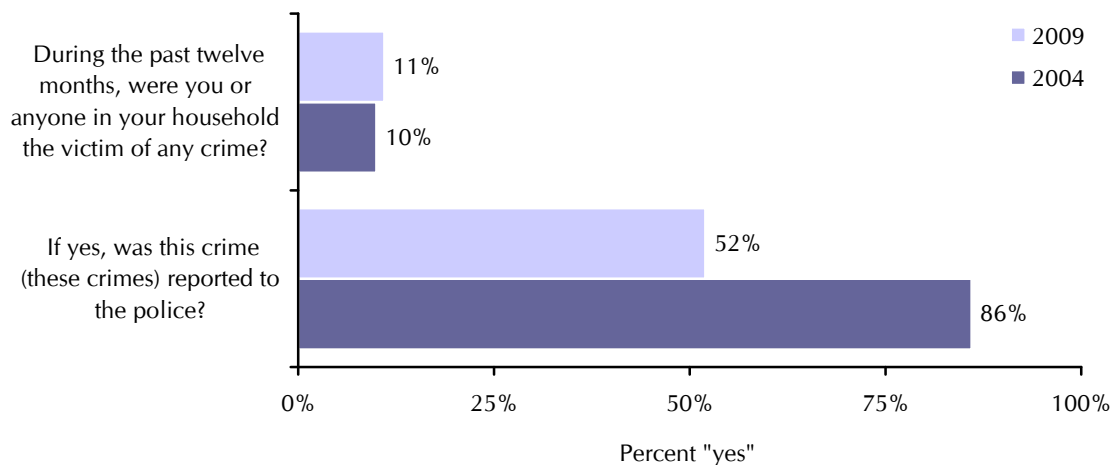


FIGURE 32: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	Comparison to benchmark
Victim of crime	Less
Reported crimes	Less

Residents rated four City public safety services; of these, all were rated above the benchmark comparison. Fire services and ambulance or emergency medical services received the highest ratings, while traffic enforcement received the lowest ratings.

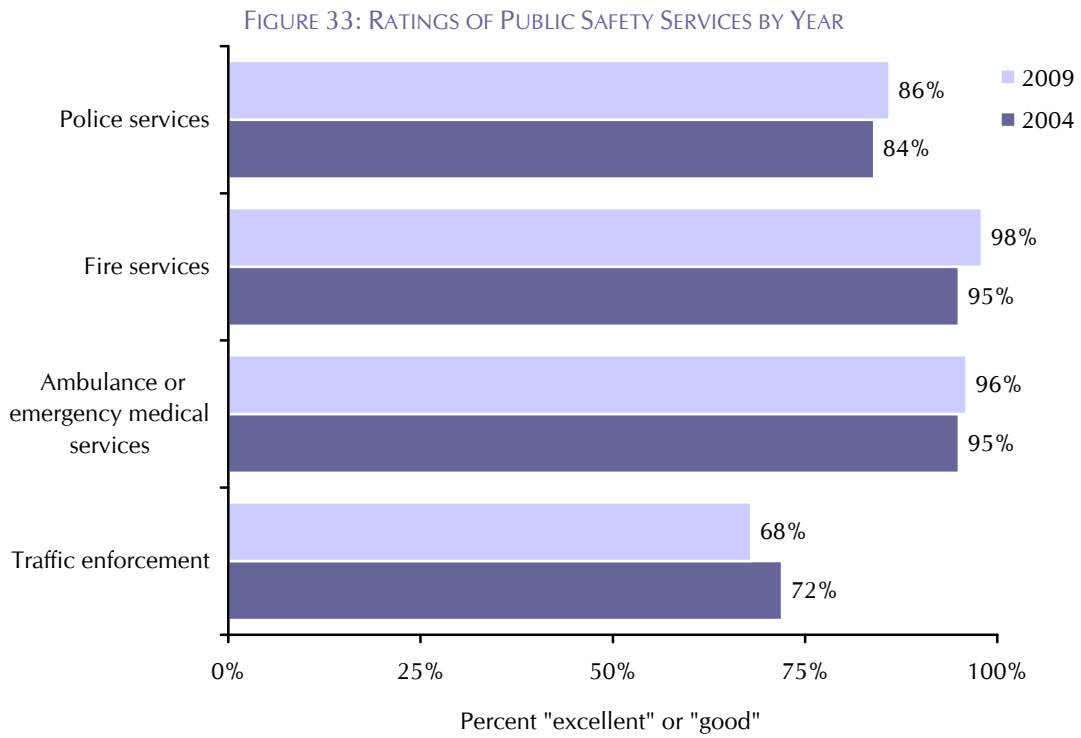


FIGURE 34: PUBLIC SAFETY SERVICES BENCHMARKS

	Comparison to benchmark
Police services	Above
Fire services	Above
EMS/ambulance	Above
Traffic enforcement	Above

ENVIRONMENTAL SUSTAINABILITY

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

Residents of the City of Dover 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 68% of survey respondents. Air quality received the highest rating, and it was above the benchmark.

FIGURE 35: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT

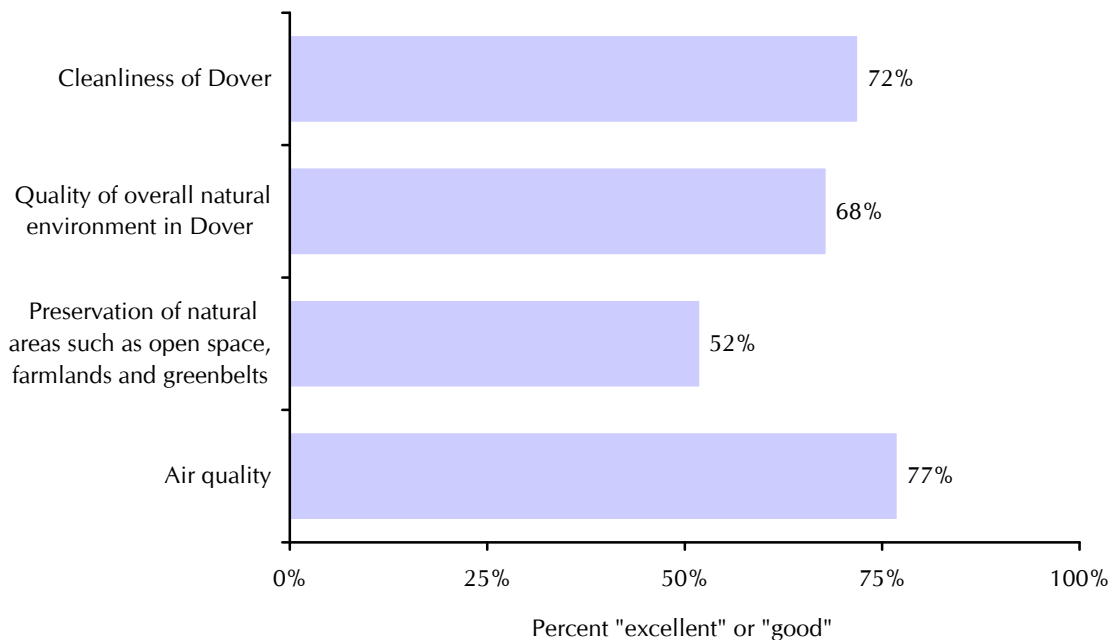


FIGURE 36: COMMUNITY ENVIRONMENT BENCHMARKS

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

Resident recycling was greater than recycling reported in comparison communities.

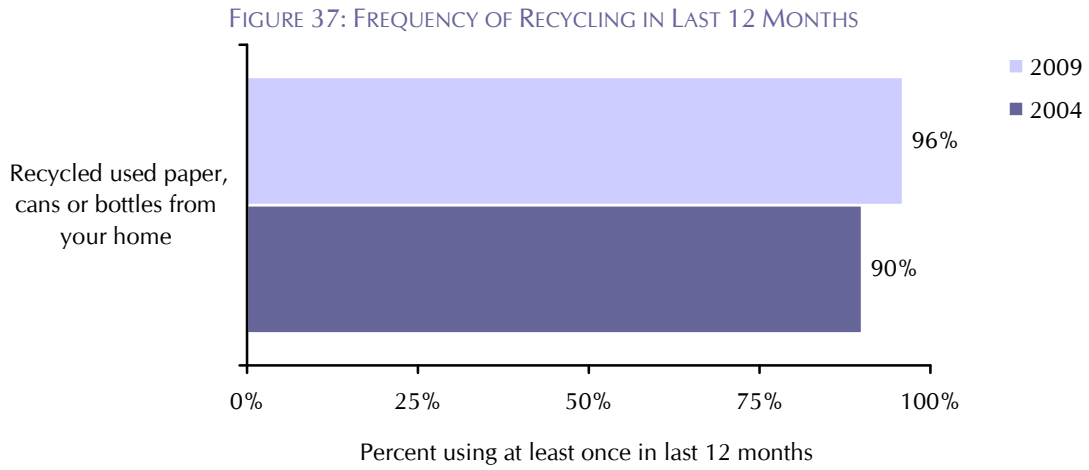


FIGURE 38: FREQUENCY OF RECYCLING BENCHMARKS

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

Of the five utility services rated by those completing the questionnaire, three were higher than the benchmark comparison and two were similar to the benchmark comparison. These service ratings trends were similar when compared to the past survey.

FIGURE 39: RATINGS OF UTILITY SERVICES BY YEAR

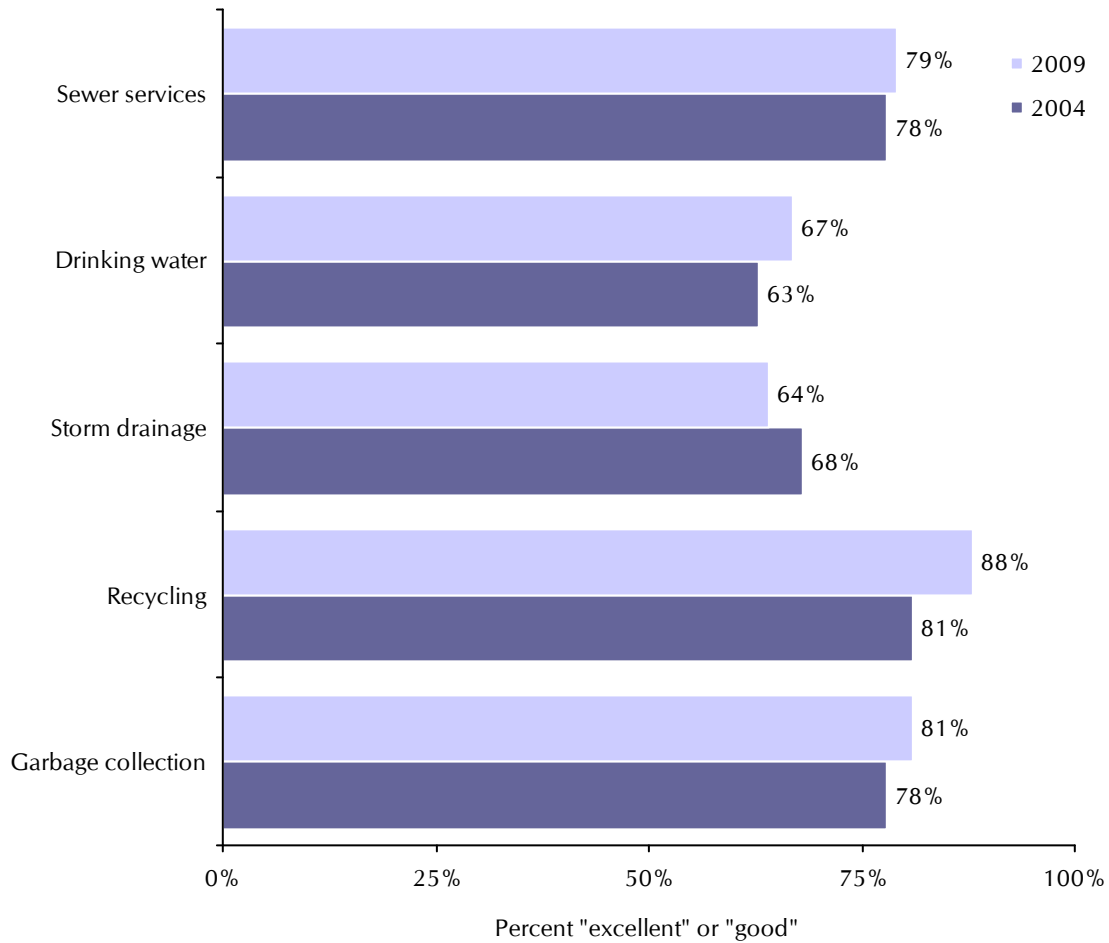


FIGURE 40: UTILITY SERVICES BENCHMARKS

	Comparison to benchmark
Sewer services	Above
Drinking water	Above
Storm drainage	Similar
Recycling	Above
Garbage collection	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.

Recreation opportunities in the City of Dover were rated moderately. Recreation programs or classes and recreation centers or facilities were rated similar to the benchmark while city parks were lower than the benchmark. Recreation opportunities received the lowest rating and were lower than the national benchmark. Parks and recreation ratings have varied over time.

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

FIGURE 41: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

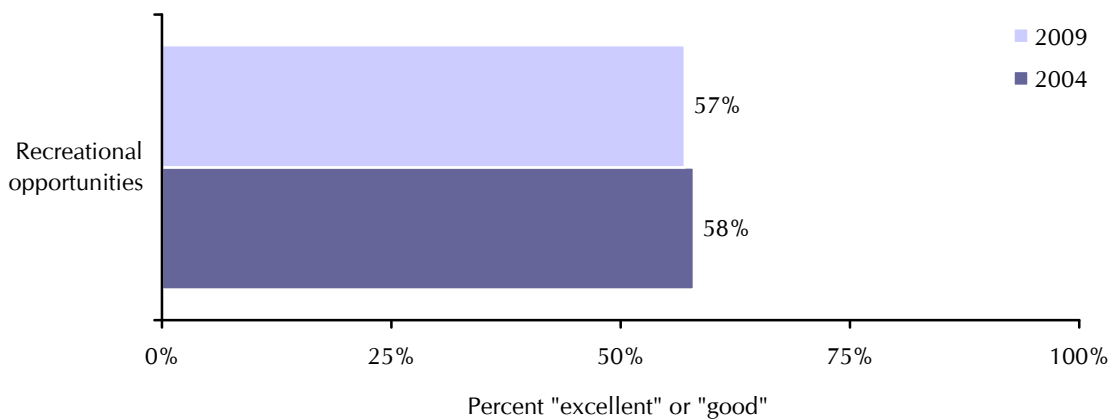


FIGURE 42: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

Comparison to benchmark	
Recreation opportunities	Below

FIGURE 43: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

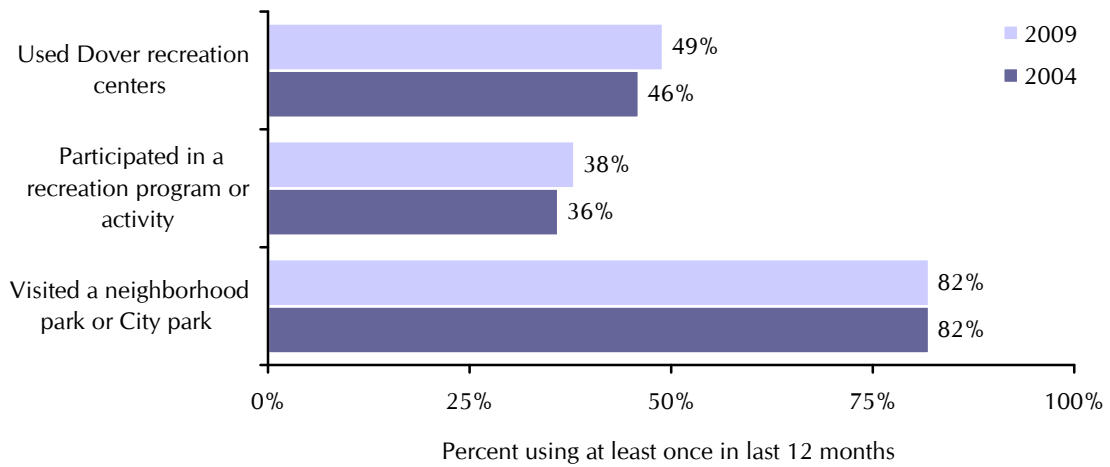


FIGURE 44: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

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

FIGURE 45: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

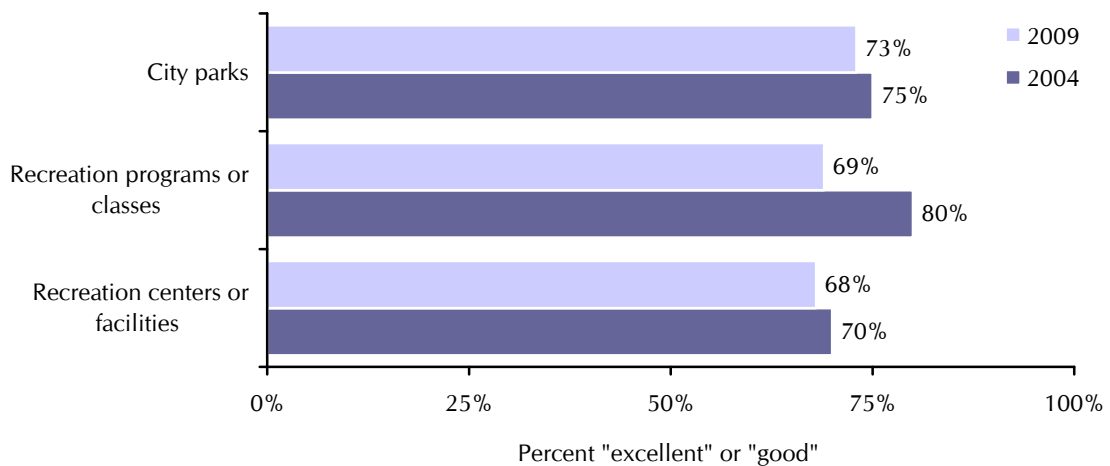


FIGURE 46: PARKS AND RECREATION SERVICES BENCHMARKS

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

Culture, Arts and Education

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

Opportunities to attend cultural activities were rated as “excellent” or “good” by 49% of respondents. Educational opportunities were rated as “excellent” or “good” by 52% of respondents. Compared to the benchmark data, educational opportunities were below the average of comparison jurisdictions, while cultural activity opportunities were rated similar to the benchmark comparison.

About 76% of Dover residents used a City library at least once in the twelve months preceding the survey. This participation rate for library use was above comparison jurisdictions.

FIGURE 47: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES

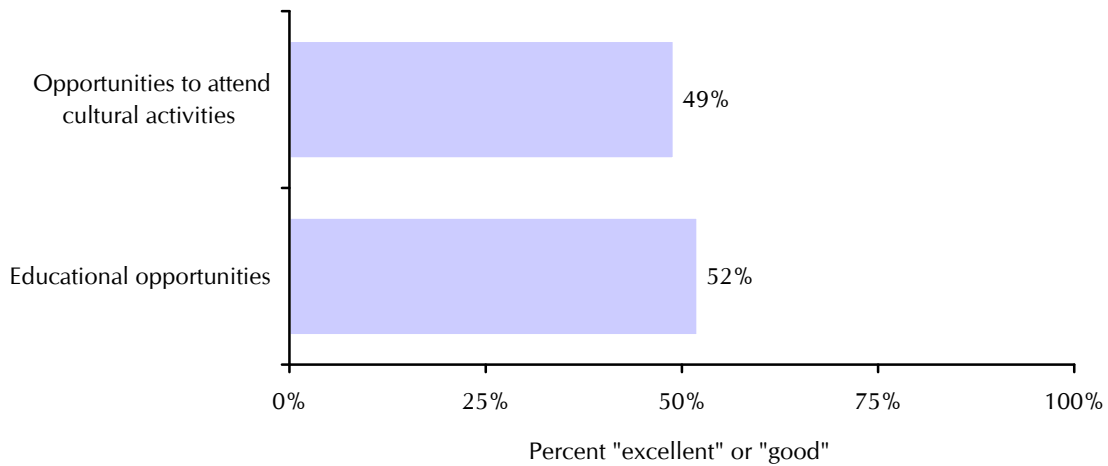


FIGURE 48: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to attend cultural activities	Similar
Educational opportunities	Below

FIGURE 49: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

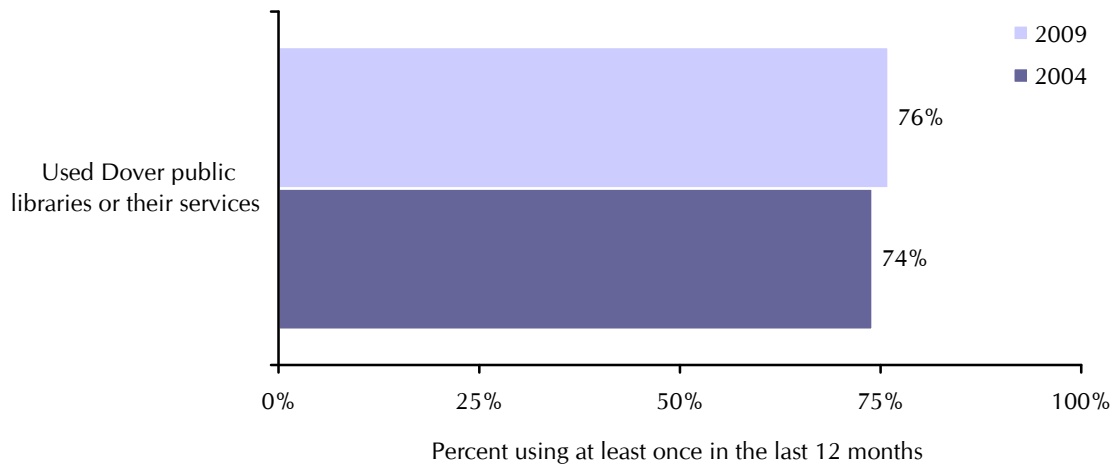


FIGURE 50: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Dover public libraries or their services	More

FIGURE 51: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES BY YEAR

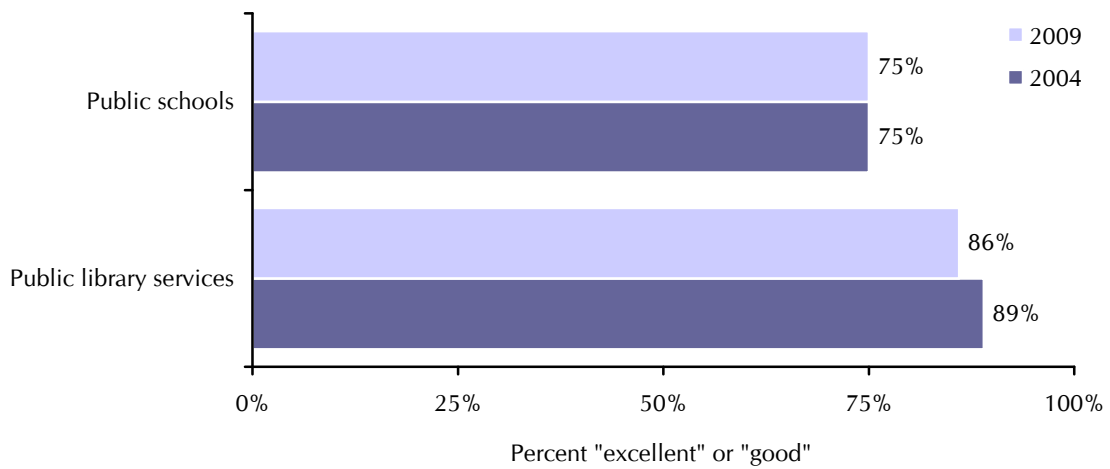


FIGURE 52: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public schools	Above
Public library services	Similar

Health and Wellness

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

Among Dover residents, 53% rated affordable quality health care as “excellent” or “good.” Those ratings were above the ratings of comparison communities.

FIGURE 53: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BY YEAR

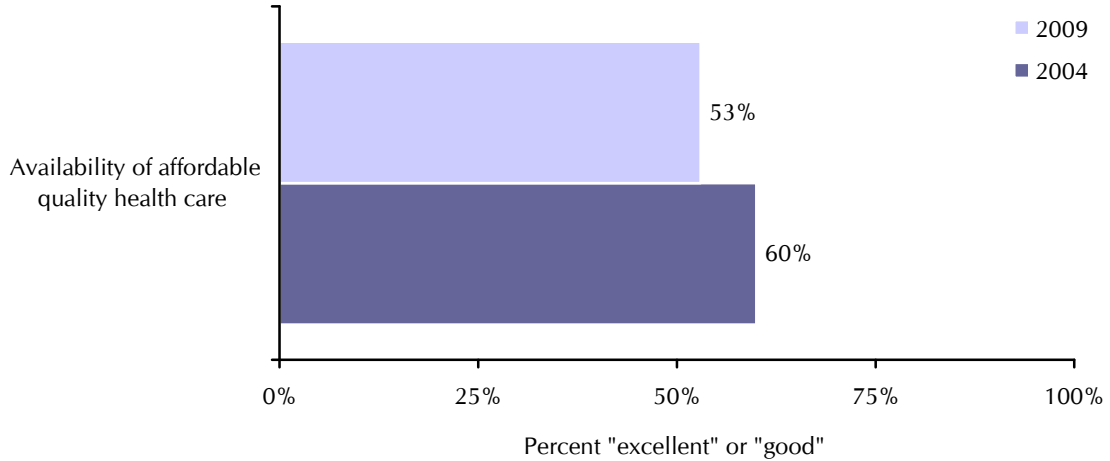


FIGURE 54: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

Comparison to benchmark	
Availability of affordable quality health care	Above

COMMUNITY INCLUSIVENESS

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of the City of Dover 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.

Almost all residents rated the City of Dover as an “excellent” or “good” place to raise kids and a majority rated it as an excellent or good place to retire. Most residents felt that the local sense of community was “excellent” or “good.” Availability of affordable quality child care was rated the lowest by residents but was higher than the benchmark.

FIGURE 55: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

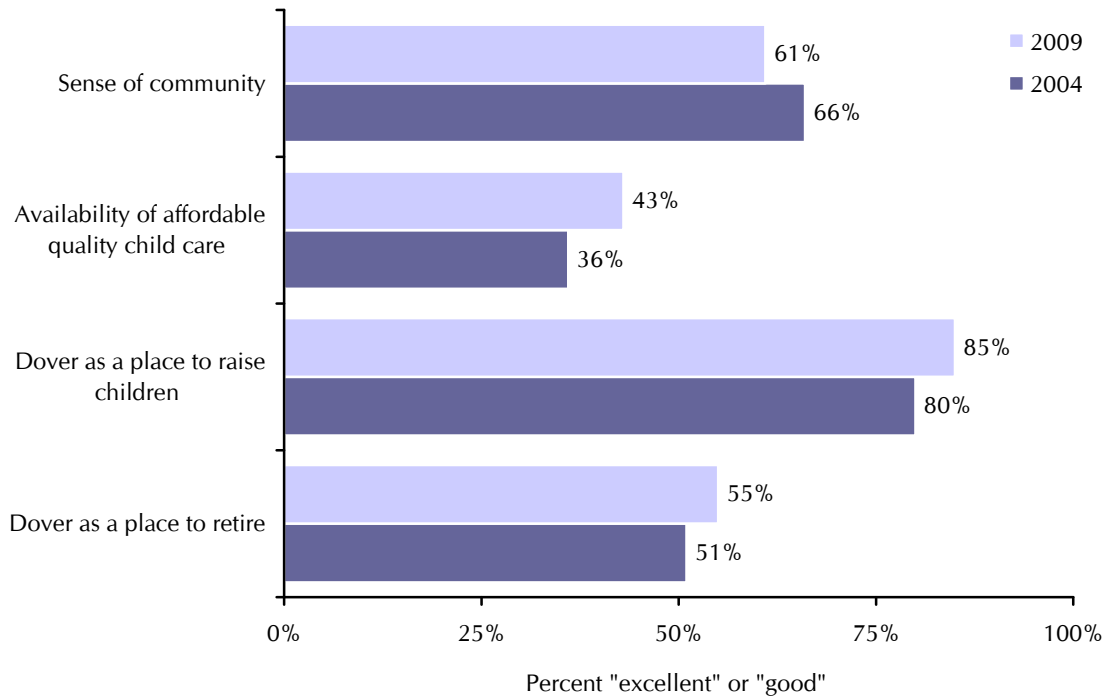


FIGURE 56: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	Comparison to benchmark
Sense of community	Similar
Availability of affordable quality child care	Above
Dover as a place to raise kids	Above
Dover as a place to retire	Below

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 51% to 64% with ratings of “excellent” or “good.” Services to youth and low-income people were above the benchmark while services to seniors were the similar to the benchmark.

FIGURE 57: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

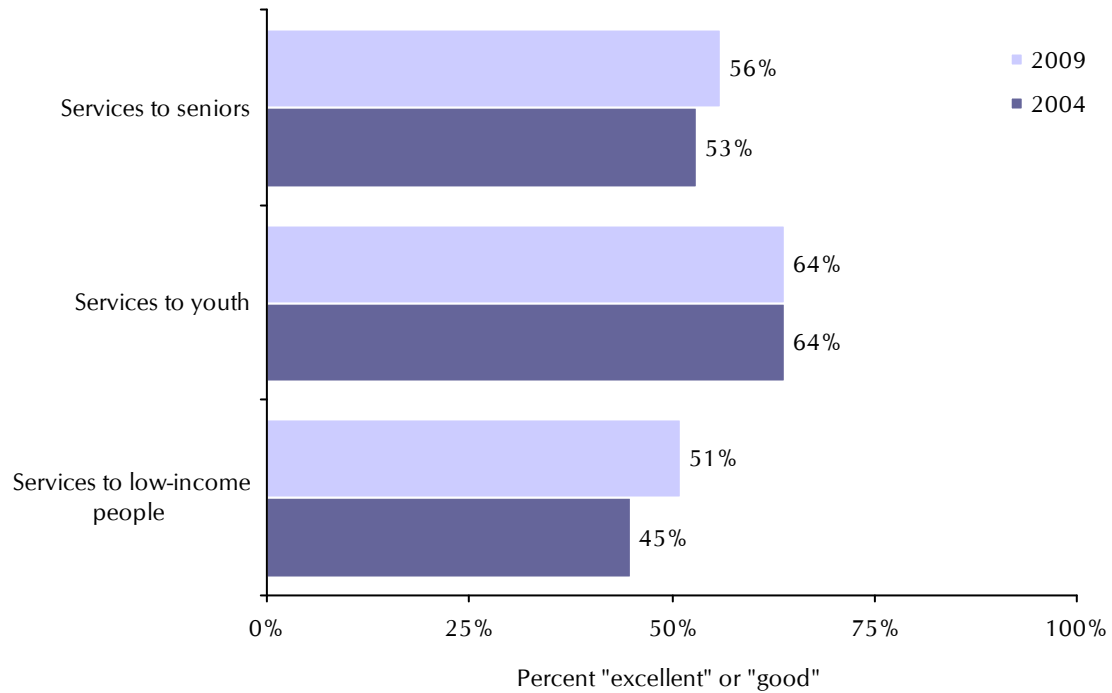


FIGURE 58: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	Comparison to benchmark
Services to seniors	Similar
Services to youth	Above
Services to low income residents	Above

CIVIC ENGAGEMENT

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

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

FIGURE 59: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES

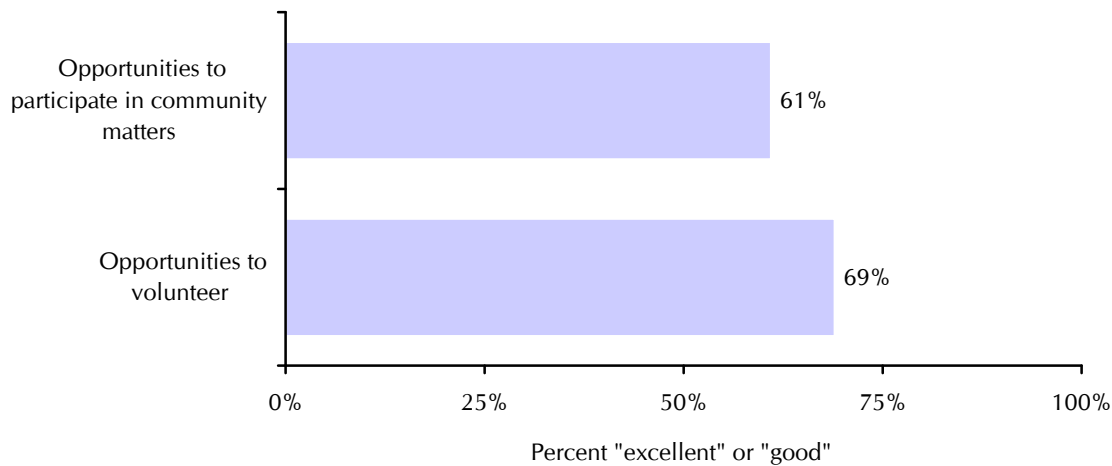


FIGURE 60: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in community matters	Similar
Opportunities to volunteer	Below

Most of the participants in this survey had not attended a public meeting or participated in a club in the 12 months prior to the survey, but the vast majority had helped a friend. The participation rates of these civic behaviors were compared to the rates in other jurisdictions. Those who had participated in a club or civic group in Dover and those who had provided help to a friend or neighbor showed similar rates of involvement; while attending a meeting of local elected officials or other local public meeting, watching a meeting of local elected officials or other local public meeting on cable television and volunteering in Dover showed higher rates.

FIGURE 61: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

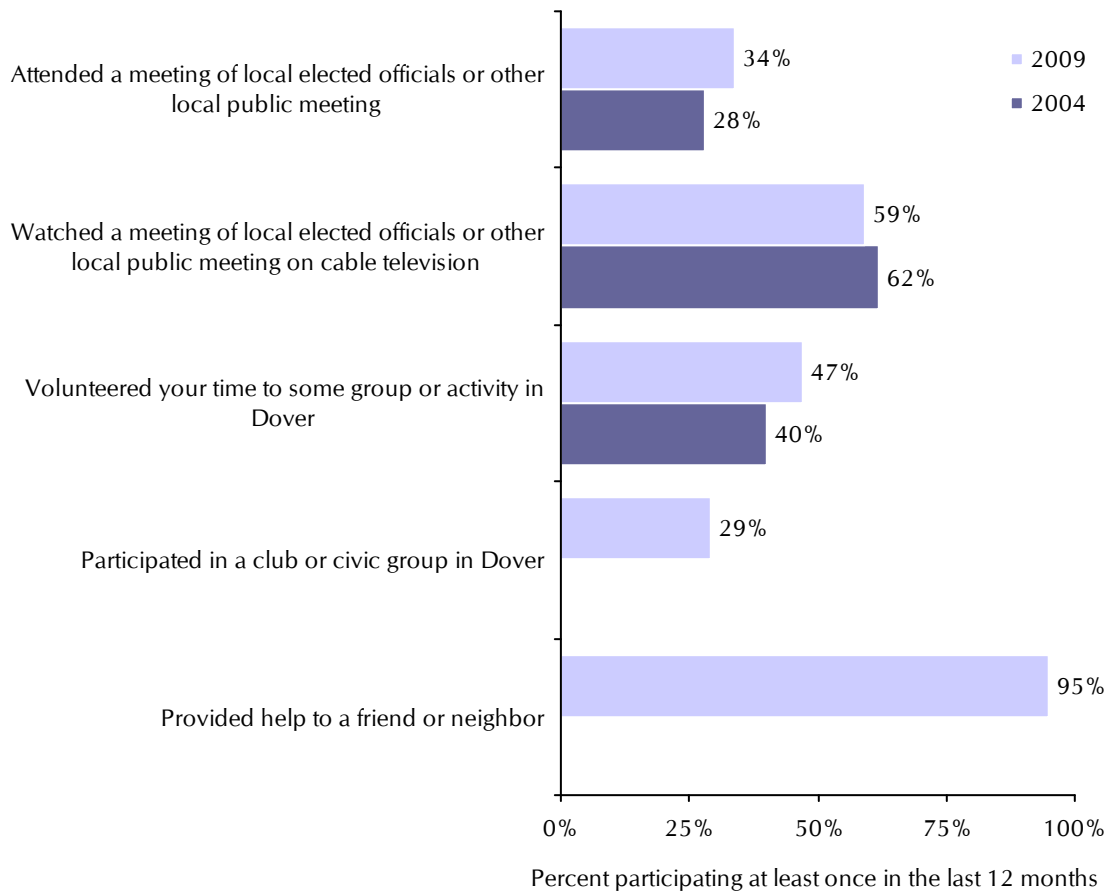
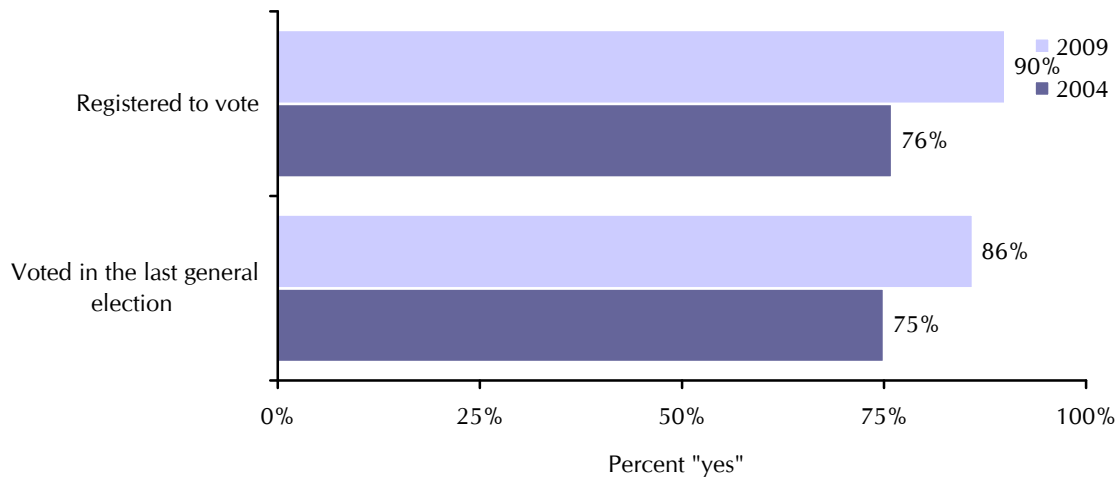


FIGURE 62: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	More
Watched a meeting of local elected officials or other local public meeting on cable television	More
Volunteered your time to some group or activity in Dover	More
Participated in a club or civic group in Dover	Similar
Provided help to a friend or neighbor	Similar

City of Dover residents showed the largest amount of civic engagement in the area of electoral participation. Ninety percent reported they were registered to vote and 86% indicated they had voted in the last general election. This rate of self-reported voting was higher than comparison communities and increased from 2004 to 2009.

FIGURE 63: REPORTED VOTING BEHAVIOR BY YEAR



Note: In addition to the removal of “don’t know” responses, those who said “ineligible to vote” also have been omitted from this calculation. The full frequencies appear in Appendix A.

FIGURE 64: VOTING BEHAVIOR BENCHMARKS

	Comparison to benchmark
Registered to vote	More
Voted in last general election	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 Dover Web site in the previous 12 months, 74% reported they had done so at least once.

FIGURE 65: USE OF INFORMATION SOURCES BY YEAR

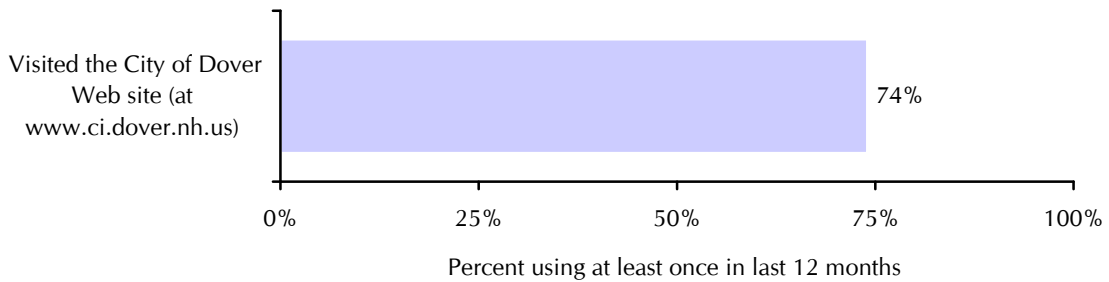


FIGURE 66: USE OF INFORMATION SOURCES BENCHMARKS



FIGURE 67: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR

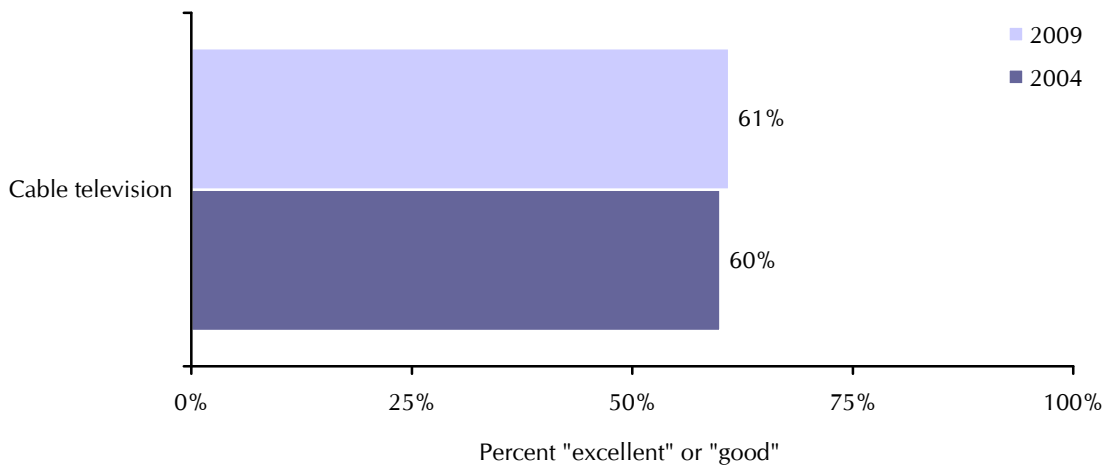


FIGURE 68: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS



Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 57% of respondents, and were similar to the comparison communities.

FIGURE 69: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES

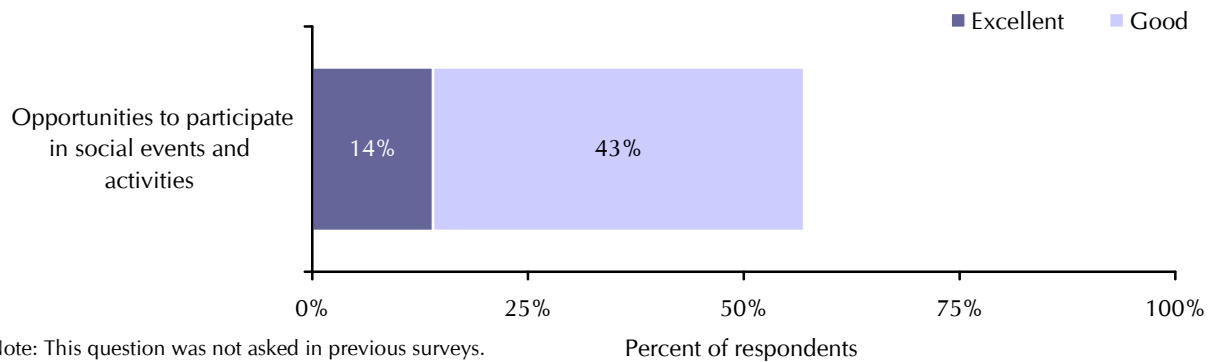
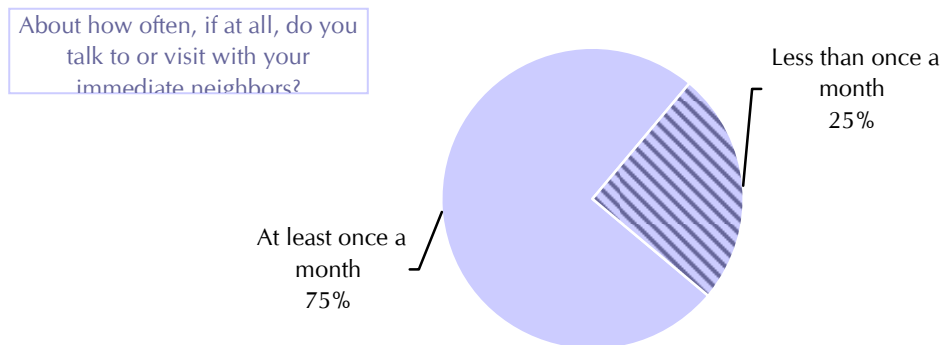


FIGURE 70: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in social events and activities	Similar

Residents in Dover reported a fair amount of neighborliness. More than 75% indicated talking or visiting with their neighbors once a month or more frequently. This amount of contact with neighbors was less than the amount of contact reported in other communities.

FIGURE 71: CONTACT WITH IMMEDIATE NEIGHBORS



Note: This question was not asked in previous surveys.

FIGURE 72: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

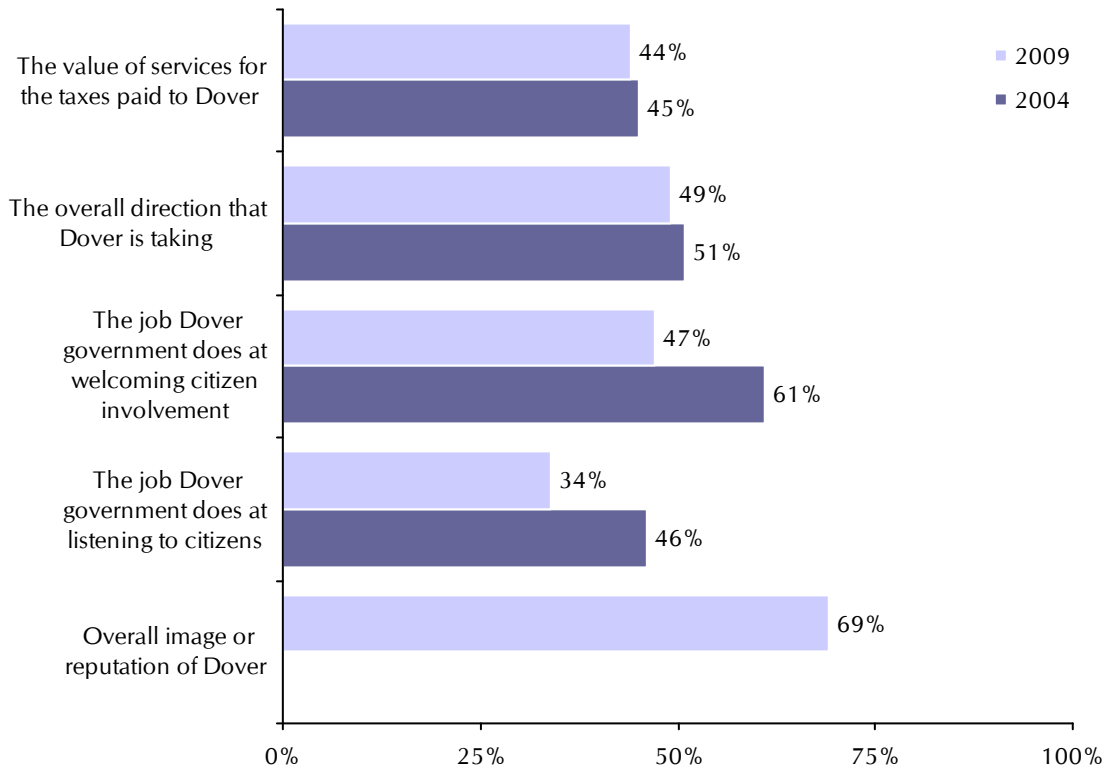
	Comparison to benchmark
Has contact with neighbors at least once per month	Less

PUBLIC TRUST

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

About half of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City of Dover does at listening to citizens, 34% rated it as "excellent" or "good."¹

FIGURE 73: PUBLIC TRUST RATINGS BY YEAR



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

Percent "excellent" or "good"

¹ In 2008, NRC converted the public trust questions from an agree-disagree scale to the excellent-poor scale to remove the positive bias that agreement wording injects into the question. We have made the following observation as a result of this modification: the ratings (% positive) decline some simply because the excellent, good, fair, poor scale garners fewer respondents reporting excellent or good than report strongly agree or agree on an agree-disagree scale. It is important not to make much of the small differences in the public trust question ratings shown for Dover from 2004 to 2009 but, instead, to consider the note about question wording change to be a signal that a perfect match in question wording is missing so changes should be viewed with caution.

FIGURE 74: PUBLIC TRUST BENCHMARKS

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

On average, residents of the City of Dover gave the highest evaluations to their own local government and the lowest average rating to federal government. The overall quality of services delivered by the City of Dover was rated as “excellent” or “good” by 72% of survey participants. This rating declined over time. The City of Dover’s rating was similar to the benchmark when compared to other communities.

FIGURE 75: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

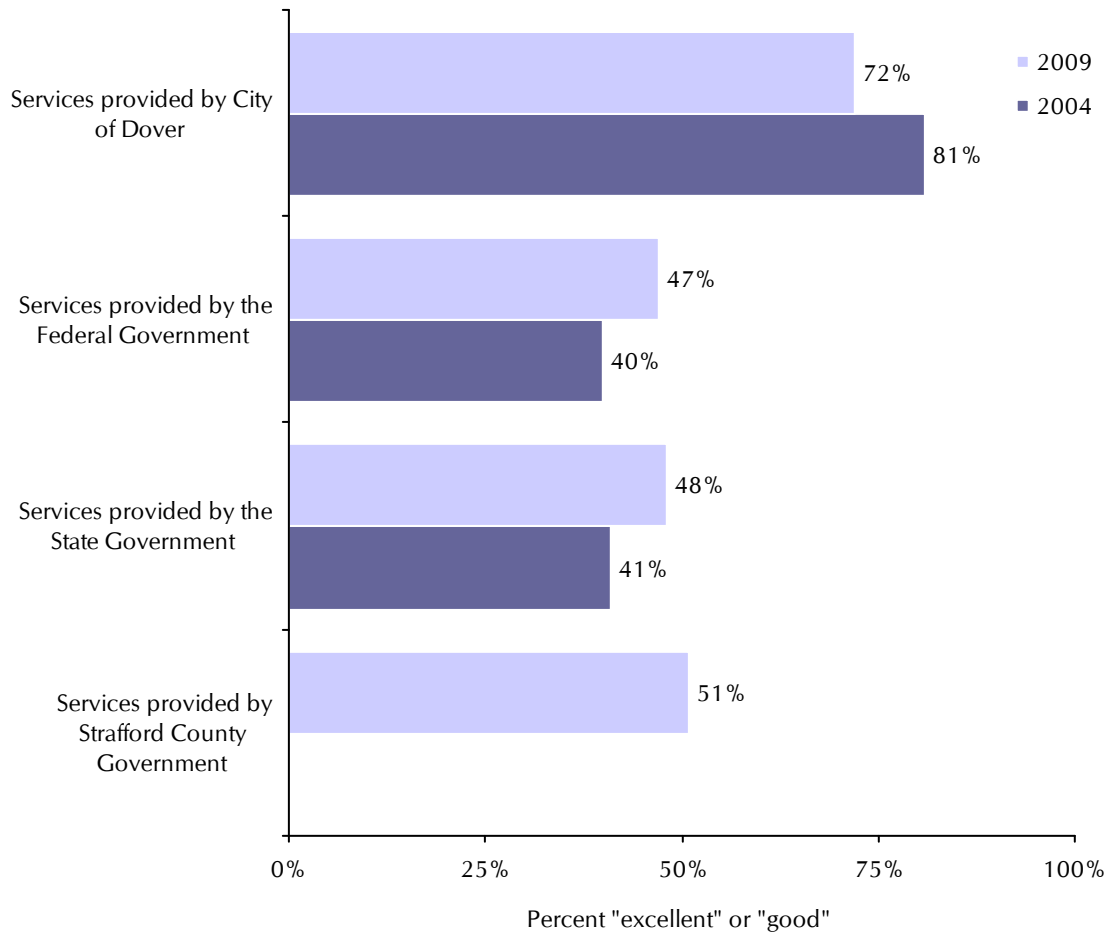


FIGURE 76: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	Comparison to benchmark
Services provided by the City of Dover	Similar
Services provided by the Federal Government	Above
Services provided by the State Government	Above
Services provided by Stafford County Government	Similar

City of Dover Employees

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

Those completing the survey were asked if they had been in contact with a City employee either in-person or over the phone in the last 12 months; the 69% who reported that they had been in contact (a percent that is above the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated favorably; 77% of respondents rated their overall impression as "excellent" or "good." Employee ratings were similar to the benchmark and were similar to past survey years.

FIGURE 77: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

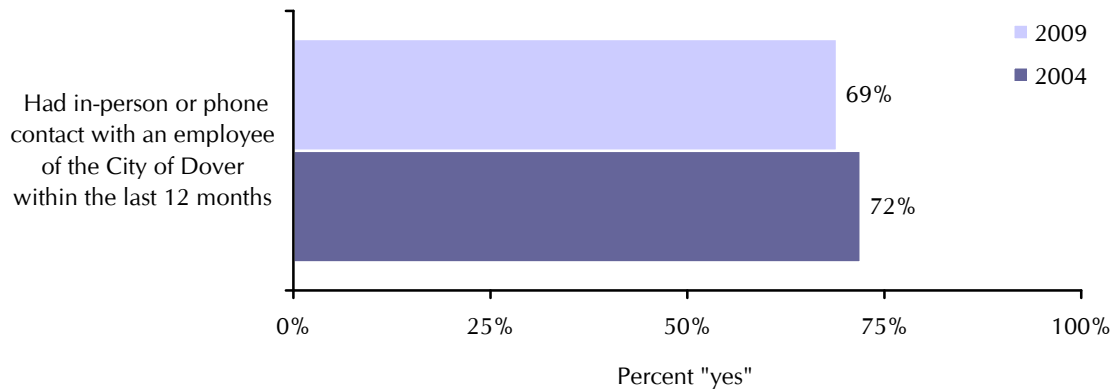


FIGURE 78: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	Comparison to benchmark
Had contact with city employee(s) in last 12 months	More

FIGURE 79: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR

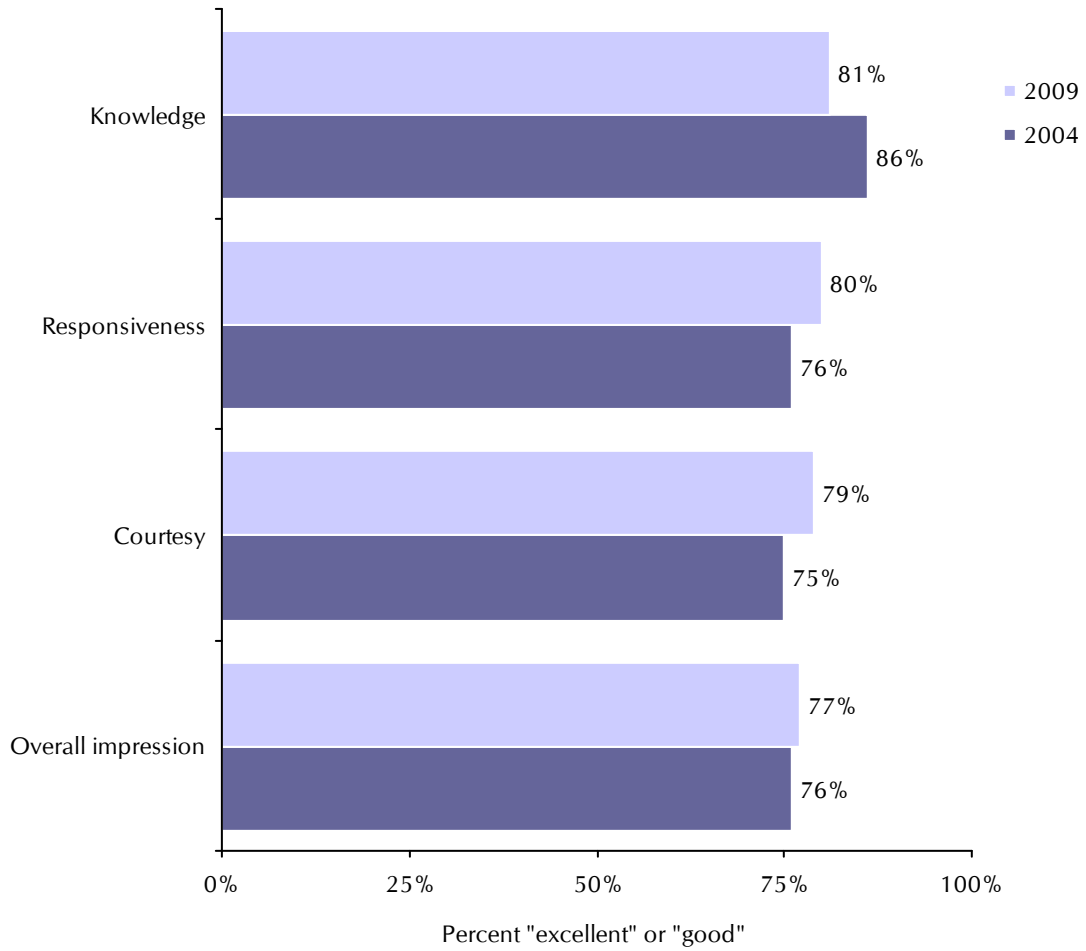


FIGURE 80: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	Comparison to benchmark
City employee knowledge	Similar
City employee responsiveness	Above
City employee courteousness	Similar
Overall impression	Similar

FROM DATA TO ACTION

RESIDENT PRIORITIES

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

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

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

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

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

- Fire services
- Garbage collection
- Police services
- Preservation of natural areas

CITY OF DOVER ACTION CHART

The 2009 City of Dover Action Chart™ on the following page combines three dimensions of performance:

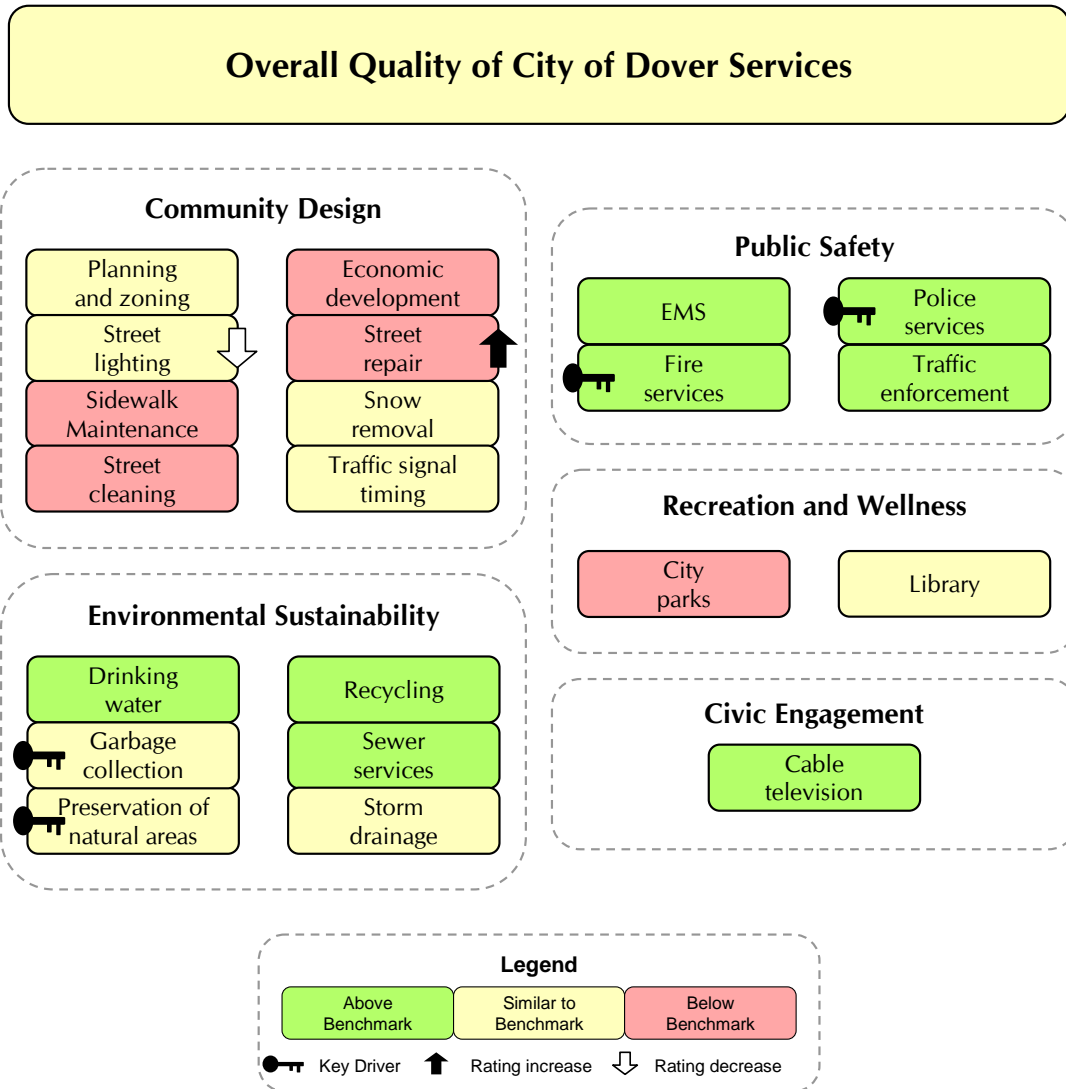
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. A black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

Twenty-one services were included in the KDA for the City of Dover. Of these, eight were above the benchmark, five were below the benchmark and eight were similar to the benchmark. Ratings for one service were trending up and one was trending down, while nineteen remained similar to the previous survey. A key icon (🔑) indicates the four key drivers.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are trending down or that are not at least similar to the benchmark. In the case of Dover, no key drivers were below the benchmark or trending lower in the current survey. Therefore, Dover may wish to seek improvements to garbage collection and preservation of natural areas, as these key drivers received ratings similar to other benchmark jurisdictions. More detail about interpreting results can be found in the next section.

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

FIGURE 81: CITY OF DOVER ACTION CHART™



Using Your Action Chart™

The key drivers derived for the City of Dover 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 Dover, 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 data set. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services. In the following table, we have listed your key drivers, core services and the national key drivers and we have indicated, with shaded rows, the City of Dover key drivers that overlap core services or the nationally derived keys.

FIGURE 82: KEY DRIVERS COMPARED

Service	City of Dover Key Drivers	National Key Drivers	Core Services
Bus or transit services			
Code enforcement			✓
Economic development		✓	
Land use planning and zoning		✓	
Light timing			
Sidewalk maintenance			
Snow removal			
Street cleaning			
Street lighting			
Street repair			✓
Drinking water			
Garbage collection	✓		✓
Preservation of natural areas			
Recycling	✓		
Sewer			✓
Storm drainage			✓
Water			✓
EMS			✓
Fire	✓		✓
Police services	✓	✓	✓
Traffic enforcement			
City parks			
Health services			
Public library			
Public schools		✓	
Recreation centers or facilities			

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

Service	City of Dover Key Drivers	National Key Drivers	Core Services
Recreation programs or classes			
Cable television			
Public information services		✓	
Services to low income residents			
Services to seniors			
Services to youth			

POLICY QUESTIONS

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

Policy Question				
The City of Dover, like many other communities, faces difficult choices in deciding how to allocate limited budget dollars. City Council wants your input in setting long-term budget priorities. Which of the services listed below would you give high priority for receiving budget dollars, and which of them would you give low priority?	Highest priority	Medium priority	Lowest priority	Total
Public transportation (COAST, FasTrans, Transportation center)	28%	54%	18%	100%
Communication with citizens (newsletter, program brochures, web site)	14%	58%	28%	100%
City Hall office hours (auto registration, vital records, tax assessing)	17%	62%	21%	100%
Business retention and economic development	52%	39%	9%	100%
Downtown public parking	32%	46%	22%	100%
Programs for low-income families (health services, housing, child care)	39%	43%	18%	100%
Youth drug/alcohol prevention efforts (Youth to Youth, DARE)	31%	48%	21%	100%
Community oriented policing (downtown/neighborhood patrols)	31%	51%	18%	100%
Middle/high school assigned police officer	25%	44%	31%	100%
Traffic related police patrols (stop sign, speed, crosswalk enforcement)	21%	48%	31%	100%
Victims of crime assistance (case consultation, legal system support)	34%	52%	13%	100%
Emergency police/fire response (crimes in progress, fire, rescue)	79%	20%	1%	100%
Emergency ambulance response (advanced life support)	82%	16%	2%	100%
Fire and life safety education efforts (home and business)	27%	53%	20%	100%
Animal control (investigate complaints, retrieve/shelter stray animals)	13%	52%	34%	100%
Building inspections (plumbing, electrical, safety codes)	24%	59%	17%	100%
Health inspections (restaurants, housing standards, disease control)	43%	52%	5%	100%
Municipal building maintenance (custodial/preventative maintenance)	18%	59%	22%	100%
Parks and playground maintenance (grounds, equipment, safety upgrades)	25%	57%	18%	100%
Youth playground and summer camp programs	21%	54%	25%	100%
Indoor pool and related year-round activities	19%	46%	35%	100%

Policy Question				
The City of Dover, like many other communities, faces difficult choices in deciding how to allocate limited budget dollars. City Council wants your input in setting long-term budget priorities. Which of the services listed below would you give high priority for receiving budget dollars, and which of them would you give low priority?	Highest priority	Medium priority	Lowest priority	Total
Outdoor pool and related summer only recreation activities	15%	50%	36%	100%
Community Fitness Center/Gymnasium and related recreation activities	16%	45%	39%	100%
Teen Center and related recreation activities	19%	58%	23%	100%
Senior Center and related recreation activities	16%	59%	25%	100%
Community events/programs (4th of July, Cochecho Arts, Holidays)	23%	48%	29%	100%
Availability of public meeting space for organizations and non-profit groups	11%	39%	49%	100%
Street, sidewalk and curb maintenance	43%	47%	10%	100%
Storm run-off drainage system maintenance	36%	53%	12%	100%
Roadside tree trimming and weed control	22%	52%	26%	100%
Recycling Center hours	17%	51%	32%	100%
Curbside solid waste and recycling pick up	32%	54%	15%	100%
Mosquito control	26%	44%	30%	100%
Streetscape maintenance (flowers, litter, decorative lights, street signage)	17%	52%	31%	100%
Street snow plowing	65%	32%	3%	100%
Sidewalk snow plowing	49%	44%	8%	100%
Library hours of operation	18%	48%	34%	100%
Library children's room and related programming	21%	49%	29%	100%
Library materials (literature, audio, historical documents, museum passes)	21%	52%	26%	100%
Library public computer availability	22%	44%	35%	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 Dover:	Excellent	Good	Fair	Poor	Total
Dover as a place to live	30%	59%	11%	0%	100%
Your neighborhood as a place to live	33%	44%	18%	5%	100%
Dover as a place to raise children	26%	59%	14%	1%	100%
Dover as a place to work	15%	46%	31%	8%	100%
Dover as a place to retire	18%	37%	29%	16%	100%
The overall quality of life in Dover	19%	64%	16%	1%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Dover as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	12%	49%	32%	6%	100%
Overall appearance of Dover	12%	59%	26%	3%	100%
Cleanliness of Dover	14%	58%	26%	2%	100%
Overall quality of new development in Dover	5%	47%	41%	6%	100%
Variety of housing options	10%	44%	34%	12%	100%
Overall quality of business and service establishments in Dover	12%	55%	29%	4%	100%
Shopping opportunities	7%	40%	37%	15%	100%
Opportunities to attend cultural activities	13%	36%	39%	13%	100%
Recreational opportunities	11%	46%	36%	7%	100%
Employment opportunities	2%	24%	48%	26%	100%
Educational opportunities	8%	44%	37%	10%	100%
Opportunities to participate in social events and activities	14%	43%	38%	6%	100%
Opportunities to volunteer	19%	51%	23%	7%	100%
Opportunities to participate in community matters	15%	46%	32%	7%	100%
Ease of car travel in Dover	10%	36%	33%	20%	100%
Ease of bus travel in Dover	16%	44%	28%	12%	100%
Ease of rail or subway travel in Dover	20%	44%	24%	11%	100%
Ease of bicycle travel in Dover	7%	33%	34%	26%	100%
Ease of walking in Dover	16%	44%	34%	7%	100%
Availability of paths and walking trails	8%	32%	41%	19%	100%
Traffic flow on major streets	4%	25%	42%	29%	100%
Amount of public parking	3%	24%	38%	35%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Dover as a whole:	Excellent	Good	Fair	Poor	Total
Availability of affordable quality housing	3%	26%	45%	26%	100%
Availability of affordable quality child care	5%	38%	45%	12%	100%
Availability of affordable quality health care	14%	40%	30%	17%	100%
Air quality	16%	61%	22%	1%	100%
Quality of overall natural environment in Dover	14%	55%	28%	4%	100%
Overall image or reputation of Dover	11%	57%	27%	4%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Dover over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	0%	2%	46%	35%	16%	100%
Retail growth (stores, restaurants, etc.)	8%	36%	44%	7%	5%	100%
Jobs growth	31%	51%	17%	1%	0%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Dover?	Percent of respondents
Not a problem	16%
Minor problem	53%
Moderate problem	25%
Major problem	6%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Dover:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	36%	45%	12%	5%	1%	100%
Property crimes (e.g., burglary, theft)	19%	53%	16%	10%	2%	100%
Environmental hazards, including toxic waste	34%	48%	11%	5%	2%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	77%	18%	4%	1%	1%	100%
In your neighborhood after dark	35%	46%	9%	8%	2%	100%
In Dover's downtown area during the day	79%	17%	4%	0%	0%	100%
In Dover's downtown area after dark	24%	46%	15%	13%	1%	100%

Question 7: Crime Victim	
During the past twelve months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	89%
Yes	11%
Total	100%

Question 8: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	48%
Yes	52%
Total	100%

Question 9: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Dover?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Dover public libraries or their services	24%	21%	30%	13%	11%	100%
Used Dover recreation centers	51%	23%	13%	5%	7%	100%
Participated in a recreation program or activity	62%	17%	11%	3%	7%	100%
Visited a neighborhood park or City park	18%	23%	34%	13%	11%	100%
Ridden a local bus within Dover	75%	10%	6%	2%	6%	100%
Attended a meeting of local elected officials or other local public meeting	66%	19%	12%	3%	1%	100%

Question 9: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Dover?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Watched a meeting of local elected officials or other local public meeting on cable television	41%	23%	25%	7%	4%	100%
Visited the City of Dover Web site (at www.ci.dover.nh.us)	26%	18%	33%	14%	9%	100%
Recycled used paper, cans or bottles from your home	4%	4%	6%	7%	79%	100%
Volunteered your time to some group or activity in Dover	53%	17%	16%	4%	10%	100%
Participated in a club or civic group in Dover	71%	11%	9%	2%	6%	100%
Provided help to a friend or neighbor	5%	23%	37%	16%	19%	100%

Question 10: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	19%
Several times a week	24%
Several times a month	22%
Once a month	10%
Several times a year	11%
Once a year or less	4%
Never	9%
Total	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Dover:	Excellent	Good	Fair	Poor	Total
Police services	41%	45%	12%	2%	100%
Fire services	61%	37%	2%	0%	100%
Ambulance or emergency medical services	59%	36%	4%	0%	100%
Traffic enforcement	19%	48%	24%	9%	100%
Street repair	7%	27%	39%	28%	100%
Street cleaning	7%	40%	41%	12%	100%
Street lighting	9%	46%	36%	10%	100%
Snow removal	14%	48%	29%	10%	100%
Sidewalk maintenance	9%	32%	39%	20%	100%
Traffic signal timing	5%	45%	34%	16%	100%
Bus or transit services	22%	47%	24%	7%	100%
Garbage collection	30%	51%	15%	4%	100%
Recycling	37%	51%	10%	3%	100%
Storm drainage	10%	54%	25%	11%	100%
Drinking water	23%	44%	26%	7%	100%
Sewer services	21%	57%	20%	1%	100%
City parks	18%	56%	22%	4%	100%
Recreation programs or classes	18%	50%	28%	4%	100%
Recreation centers or facilities	16%	52%	27%	5%	100%
Land use, planning and zoning	4%	33%	41%	22%	100%
Code enforcement (weeds, abandoned buildings, etc)	3%	39%	42%	17%	100%
Economic development	2%	33%	46%	18%	100%
Services to seniors	15%	41%	34%	10%	100%
Services to youth	15%	49%	28%	8%	100%
Services to low-income people	9%	42%	29%	20%	100%
Public library services	34%	52%	11%	3%	100%
Public schools	15%	60%	20%	5%	100%
Cable television	16%	45%	22%	18%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	11%	41%	35%	13%	100%

Question 12: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City of Dover	13%	59%	22%	6%	100%
The Federal Government	7%	41%	35%	18%	100%
The State Government	6%	43%	40%	12%	100%
Strafford County Government	5%	45%	36%	13%	100%

Question 13: Contact with City Employees	
Have you had any in-person or phone contact with an employee of the City of Dover within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	31%
Yes	69%
Total	100%

Question 14: City Employees					
What was your impression of the employee(s) of the City of Dover in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	37%	44%	13%	6%	100%
Responsiveness	35%	45%	15%	6%	100%
Courtesy	42%	37%	12%	9%	100%
Overall impression	34%	43%	15%	8%	100%

Question 15: Government Performance					
Please rate the following categories of Dover government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Dover	7%	37%	38%	18%	100%
The overall direction that Dover is taking	6%	43%	35%	16%	100%
The job Dover government does at welcoming citizen involvement	6%	41%	39%	15%	100%
The job Dover government does at listening to citizens	8%	27%	40%	26%	100%

Question 16: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Dover to someone who asks	45%	44%	8%	3%	100%
Remain in Dover for the next five years	53%	30%	8%	9%	100%

Question 17: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	2%
Somewhat positive	10%
Neutral	43%
Somewhat negative	34%
Very negative	11%
Total	100%

Question 18: Policy Question				
The City of Dover, like many other communities, faces difficult choices in deciding how to allocate limited budget dollars. City Council wants your input in setting long-term budget priorities. Which of the services listed below would you give high priority for receiving budget dollars, and which of them would you give low priority?	Highest priority	Medium priority	Lowest priority	Total
Public transportation (COAST, FasTrans, Transportation center)	28%	54%	18%	100%
Communication with citizens (newsletter, program brochures, web site)	14%	58%	28%	100%
City Hall office hours (auto registration, vital records, tax assessing)	17%	62%	21%	100%
Business retention and economic development	52%	39%	9%	100%
Downtown public parking	32%	46%	22%	100%
Programs for low-income families (health services, housing, child care)	39%	43%	18%	100%
Youth drug/alcohol prevention efforts (Youth to Youth, DARE)	31%	48%	21%	100%
Community oriented policing (downtown/neighborhood patrols)	31%	51%	18%	100%
Middle/high school assigned police officer	25%	44%	31%	100%
Traffic related police patrols (stop sign, speed, crosswalk enforcement)	21%	48%	31%	100%
Victims of crime assistance (case consultation, legal system support)	34%	52%	13%	100%
Emergency police/fire response (crimes in progress, fire, rescue)	79%	20%	1%	100%
Emergency ambulance response (advanced life support)	82%	16%	2%	100%
Fire and life safety education efforts (home and business)	27%	53%	20%	100%

Question 18: Policy Question				
The City of Dover, like many other communities, faces difficult choices in deciding how to allocate limited budget dollars. City Council wants your input in setting long-term budget priorities. Which of the services listed below would you give high priority for receiving budget dollars, and which of them would you give low priority?	Highest priority	Medium priority	Lowest priority	Total
Animal control (investigate complaints, retrieve/shelter stray animals)	13%	52%	34%	100%
Building inspections (plumbing, electrical, safety codes)	24%	59%	17%	100%
Health inspections (restaurants, housing standards, disease control)	43%	52%	5%	100%
Municipal building maintenance (custodial/preventative maintenance)	18%	59%	22%	100%
Parks and playground maintenance (grounds, equipment, safety upgrades)	25%	57%	18%	100%
Youth playground and summer camp programs	21%	54%	25%	100%
Indoor pool and related year-round activities	19%	46%	35%	100%
Outdoor pool and related summer only recreation activities	15%	50%	36%	100%
Community Fitness Center/Gymnasium and related recreation activities	16%	45%	39%	100%
Teen Center and related recreation activities	19%	58%	23%	100%
Senior Center and related recreation activities	16%	59%	25%	100%
Community events/programs (4th of July, Cochecho Arts, Holidays)	23%	48%	29%	100%
Availability of public meeting space for organizations and non-profit groups	11%	39%	49%	100%
Street, sidewalk and curb maintenance	43%	47%	10%	100%
Storm run-off drainage system maintenance	36%	53%	12%	100%
Roadside tree trimming and weed control	22%	52%	26%	100%
Recycling Center hours	17%	51%	32%	100%
Curbside solid waste and recycling pick up	32%	54%	15%	100%
Mosquito control	26%	44%	30%	100%
Streetscape maintenance (flowers, litter, decorative lights, street signage)	17%	52%	31%	100%
Street snow plowing	65%	32%	3%	100%
Sidewalk snow plowing	49%	44%	8%	100%
Library hours of operation	18%	48%	34%	100%
Library children's room and related programming	21%	49%	29%	100%
Library materials (literature, audio, historical documents, museum passes)	21%	52%	26%	100%
Library public computer availability	22%	44%	35%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	29%
Yes, full-time	56%
Yes, part-time	16%
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	80%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	6%
Bus, rail, subway or other public transportation	4%
Walk	1%
Bicycle	1%
Work at home	6%
Other	1%

Question D3: Length of Residency	
How many years have you lived in Dover?	Percent of respondents
Less than 2 years	12%
2 to 5 years	21%
6 to 10 years	15%
11 to 20 years	20%
More than 20 years	32%
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	46%
House attached to one or more houses (e.g., a duplex or townhome)	10%
Building with two or more apartments or condominiums	39%
Mobile home	3%
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	40%
Owned by you or someone in this house with a mortgage or free and clear	60%
Total	100%

Question D6: Monthly Housing Cost	
About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents
Less than \$300 per month	4%
\$300 to \$599 per month	10%
\$600 to \$999 per month	31%
\$1,000 to \$1,499 per month	25%
\$1,500 to \$2,499 per month	22%
\$2,500 or more per month	9%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	72%
Yes	28%
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	77%
Yes	23%
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	22%
\$25,000 to \$49,999	28%
\$50,000 to \$99,999	32%
\$100,000 to \$149,000	11%
\$150,000 or more	7%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	99%
Yes, I consider myself to be Spanish, Hispanic or Latino	1%
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	1%
Asian, Asian Indian or Pacific Islander	2%
Black or African American	1%
White	95%
Other	2%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	8%
25 to 34 years	24%
35 to 44 years	13%
45 to 54 years	23%
55 to 64 years	12%
65 to 74 years	9%
75 years or older	10%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	50%
Male	50%
Total	100%

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

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	14%
Yes	83%
Ineligible to vote	3%
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 Dover:	Excellent		Good		Fair		Poor		Don't know		Total	
	Dover as a place to live	30%	109	59%	217	11%	39	0%	1	0%	1	100%
Your neighborhood as a place to live	33%	122	44%	162	18%	67	5%	17	0%	1	100%	369
Dover as a place to raise children	21%	76	47%	170	11%	39	1%	4	21%	75	100%	365
Dover as a place to work	11%	40	33%	121	23%	83	6%	21	27%	97	100%	361
Dover as a place to retire	12%	45	26%	94	20%	73	11%	41	30%	110	100%	363
The overall quality of life in Dover	19%	69	63%	231	16%	60	1%	4	1%	2	100%	365

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Dover as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Sense of community	12%	43	47%	171	31%	114	6%	22	3%	12	100%
Overall appearance of Dover	12%	45	59%	216	26%	95	3%	10	1%	2	100%	369
Cleanliness of Dover	14%	53	57%	211	25%	93	2%	8	1%	2	100%	367
Overall quality of new development in Dover	5%	17	41%	150	36%	132	5%	19	13%	47	100%	365
Variety of housing options	9%	34	41%	150	32%	115	11%	39	7%	25	100%	363
Overall quality of business and service establishments in Dover	12%	44	54%	199	28%	105	4%	14	1%	5	100%	367
Shopping opportunities	7%	27	40%	143	37%	134	15%	54	1%	3	100%	361
Opportunities to attend cultural activities	12%	43	34%	122	36%	130	12%	42	7%	27	100%	363
Recreational opportunities	10%	35	41%	149	33%	118	6%	23	10%	36	100%	362
Employment opportunities	2%	6	18%	65	36%	131	20%	72	24%	89	100%	362
Educational opportunities	7%	24	36%	131	30%	110	8%	31	18%	67	100%	363
Opportunities to participate in social events and activities	12%	46	39%	143	35%	127	5%	19	9%	32	100%	367
Opportunities to volunteer	16%	58	44%	160	20%	73	6%	23	13%	48	100%	362
Opportunities to participate in community matters	14%	49	40%	146	28%	101	6%	22	12%	45	100%	362

Question 2: Community Characteristics

Please rate each of the following characteristics as they relate to Dover as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Ease of car travel in Dover	10%	36	36%	128	33%	117	20%	70	1%	5	100%	357
Ease of bus travel in Dover	10%	37	29%	104	19%	66	8%	27	34%	122	100%	356
Ease of rail or subway travel in Dover	14%	51	31%	110	17%	60	7%	26	30%	107	100%	354
Ease of bicycle travel in Dover	5%	18	24%	87	25%	88	19%	67	28%	99	100%	359
Ease of walking in Dover	16%	57	43%	156	33%	120	7%	25	2%	7	100%	365
Availability of paths and walking trails	7%	25	28%	100	36%	128	17%	60	13%	47	100%	360
Traffic flow on major streets	4%	15	25%	89	41%	149	29%	104	2%	6	100%	363
Amount of public parking	3%	10	24%	85	37%	135	34%	123	2%	7	100%	360
Availability of affordable quality housing	2%	8	22%	80	38%	138	22%	79	15%	55	100%	360
Availability of affordable quality child care	2%	8	16%	58	19%	69	5%	19	58%	209	100%	363
Availability of affordable quality health care	11%	39	31%	112	23%	85	13%	47	22%	81	100%	363
Air quality	16%	56	57%	207	21%	75	1%	4	5%	19	100%	360
Quality of overall natural environment in Dover	13%	49	54%	195	28%	100	4%	13	2%	7	100%	364
Overall image or reputation of Dover	11%	41	57%	206	27%	97	4%	15	1%	5	100%	363

Question 3: Growth

Please rate the speed of growth in the following categories in Dover over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Population growth	0%	1	2%	7	35%	127	26%	95	12%	45	25%	93	100%	367
Retail growth (stores, restaurants, etc.)	7%	27	32%	116	39%	144	6%	22	4%	16	11%	40	100%	366
Jobs growth	21%	78	36%	130	12%	43	1%	3	0%	1	30%	111	100%	366

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Dover?	Percent of respondents	Count
Not a problem	14%	52
Minor problem	50%	176
Moderate problem	23%	82
Major problem	6%	21
Don't know	7%	26
Total	100%	356

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Dover:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	Violent crime (e.g., rape, assault, robbery)	35%	128	44%	159	11%	41	5%	19	1%	5	3%	10	100%
Property crimes (e.g., burglary, theft)	18%	66	52%	188	16%	57	10%	35	2%	7	3%	10	100%	362
Environmental hazards, including toxic waste	31%	113	44%	159	10%	37	5%	18	2%	6	9%	31	100%	364

Question 6: Personal Safety														
Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	In your neighborhood during the day	77%	281	18%	64	4%	13	1%	2	1%	3	1%	3	100%
In your neighborhood after dark	34%	126	46%	168	9%	31	8%	31	2%	6	1%	4	100%	365
In Dover's downtown area during the day	78%	282	17%	61	4%	15	0%	1	0%	0	1%	5	100%	364
In Dover's downtown area after dark	23%	85	43%	158	14%	52	13%	47	1%	4	5%	18	100%	364

Question 7: Crime Victim		
During the past twelve months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	88%	315
Yes	10%	37
Don't know	2%	8
Total	100%	360

Question 8: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	48%	18
Yes	52%	19
Don't know	0%	0
Total	100%	37

Question 9: Resident Behaviors												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Dover?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
	Used Dover public libraries or their services	24%	88	21%	77	30%	110	13%	46	11%	40	100%
Used Dover recreation centers	51%	184	23%	83	13%	48	5%	17	7%	27	100%	359
Participated in a recreation program or activity	62%	217	17%	61	11%	39	3%	11	7%	24	100%	352
Visited a neighborhood park or City park	18%	64	23%	83	34%	122	13%	47	11%	39	100%	356
Ridden a local bus within Dover	75%	270	10%	37	6%	20	2%	8	6%	23	100%	358
Attended a meeting of local elected officials or other local public meeting	66%	236	19%	67	12%	41	3%	9	1%	3	100%	356
Watched a meeting of local elected officials or other local public meeting on cable television	41%	148	23%	84	25%	91	7%	24	4%	16	100%	362
Visited the City of Dover Web site (at www.ci.dover.nh.us)	26%	93	18%	65	33%	118	14%	50	9%	31	100%	358
Recycled used paper, cans or bottles from your home	4%	14	4%	13	6%	22	7%	26	79%	279	100%	354
Volunteered your time to some group or activity in Dover	53%	187	17%	60	16%	57	4%	15	10%	37	100%	356
Participated in a club or civic group in Dover	71%	255	11%	41	9%	34	2%	8	6%	22	100%	359
Provided help to a friend or neighbor	5%	19	23%	85	37%	134	16%	58	19%	67	100%	363

Question 10: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	19%	69
Several times a week	24%	86
Several times a month	22%	79
Once a month	10%	38
Several times a year	11%	40
Once a year or less	4%	16
Never	9%	33
Total	100%	361

Question 11: Service Quality												
Please rate the quality of each of the following services in Dover:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Police services	38%	135	42%	149	11%	40	2%	7	8%	27	100%	357
Fire services	51%	185	31%	111	2%	7	0%	0	17%	60	100%	364
Ambulance or emergency medical services	44%	158	27%	97	3%	11	0%	0	26%	94	100%	359
Traffic enforcement	18%	63	45%	159	22%	77	8%	29	8%	28	100%	357
Street repair	7%	24	26%	95	38%	138	27%	99	1%	4	100%	360
Street cleaning	7%	25	38%	136	39%	140	11%	41	5%	17	100%	359
Street lighting	9%	31	45%	161	35%	125	10%	36	1%	4	100%	357
Snow removal	13%	47	46%	164	27%	98	10%	35	4%	15	100%	359
Sidewalk maintenance	9%	31	31%	111	37%	133	19%	68	5%	18	100%	361
Traffic signal timing	5%	18	44%	158	33%	120	16%	56	2%	6	100%	358
Bus or transit services	13%	48	29%	103	14%	51	4%	16	39%	139	100%	357
Garbage collection	28%	101	48%	173	15%	52	3%	12	5%	18	100%	357
Recycling	34%	123	48%	170	9%	32	3%	9	7%	23	100%	358
Storm drainage	8%	30	47%	169	22%	79	10%	34	13%	46	100%	358
Drinking water	21%	76	40%	143	24%	84	6%	21	9%	34	100%	359
Sewer services	17%	60	45%	161	16%	56	1%	4	21%	75	100%	356
City parks	16%	56	50%	180	20%	71	4%	14	11%	38	100%	360
Recreation programs or classes	11%	41	32%	112	17%	61	2%	9	37%	133	100%	355
Recreation centers or facilities	11%	40	36%	129	18%	65	4%	13	31%	110	100%	357
Land use, planning and zoning	3%	10	24%	83	29%	102	15%	54	29%	103	100%	353
Code enforcement (weeds, abandoned buildings, etc)	2%	7	27%	94	28%	101	11%	40	32%	112	100%	355
Economic development	2%	7	25%	88	35%	123	14%	49	24%	84	100%	352
Services to seniors	7%	25	20%	71	16%	59	5%	17	53%	191	100%	363
Services to youth	9%	31	29%	105	16%	58	5%	17	41%	146	100%	358
Services to low-income people	4%	15	20%	72	14%	50	9%	34	52%	185	100%	356
Public library services	29%	104	44%	159	9%	34	2%	8	15%	54	100%	359

Question 11: Service Quality												
Please rate the quality of each of the following services in Dover:	Excellent		Good		Fair		Poor		Don't know		Total	
	Public schools	10%	37	40%	142	13%	46	3%	12	33%	119	100%
Cable television	14%	51	41%	144	20%	70	16%	56	10%	36	100%	356
Preservation of natural areas such as open space, farmlands and greenbelts	9%	29	32%	109	28%	94	11%	36	21%	72	100%	341

Question 12: Government Services Overall												
Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
	The City of Dover	12%	44	57%	207	21%	77	5%	20	4%	13	100%
The Federal Government	6%	21	35%	128	30%	110	16%	56	13%	48	100%	363
The State Government	5%	18	37%	135	35%	127	10%	38	12%	43	100%	361
Strafford County Government	4%	14	34%	122	26%	96	10%	36	26%	94	100%	362

Question 13: Contact with City Employees		
Have you had any in-person or phone contact with an employee of the City of Dover within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	31%	110
Yes	69%	240
Total	100%	350

Question 14: City Employees												
What was your impression of the employee(s) of the City of Dover in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
	Knowledge	36%	95	43%	114	13%	34	6%	16	3%	7	100%
Responsiveness	34%	90	44%	116	14%	38	6%	15	2%	5	100%	264
Courtesy	41%	108	36%	96	12%	32	9%	24	2%	5	100%	265
Overall impression	33%	87	42%	113	15%	40	8%	20	2%	5	100%	265

Question 15: Government Performance												
Please rate the following categories of Dover government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Dover	6%	21	32%	113	32%	114	15%	54	15%	52	100%
The overall direction that Dover is taking	5%	19	39%	139	31%	111	15%	52	10%	37	100%	357
The job Dover government does at welcoming citizen involvement	4%	16	32%	113	30%	107	11%	40	23%	81	100%	357
The job Dover government does at listening to citizens	6%	21	20%	73	30%	108	20%	71	24%	85	100%	357

Question 16: Recommendation and Longevity												
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
	Recommend living in Dover to someone who asks	44%	162	43%	160	8%	28	3%	11	2%	7	100%
Remain in Dover for the next five years	51%	187	29%	106	7%	27	8%	30	4%	13	100%	363

Question 17: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	2%	6
Somewhat positive	10%	37
Neutral	43%	158
Somewhat negative	34%	122
Very negative	11%	41
Total	100%	365

Question 18: Policy Question										
The City of Dover, like many other communities, faces difficult choices in deciding how to allocate limited budget dollars. City Council wants your input in setting long-term budget priorities. Which of the services listed below would you give high priority for receiving budget dollars, and which of them would you give low priority?	Highest priority		Medium priority		Lowest priority		Don't know		Total	
	Public transportation (COAST, FasTrans, Transportation center)	26%	94	50%	182	17%	61	7%	27	100%
Communication with citizens (newsletter, program brochures, web site)	14%	49	56%	199	27%	96	3%	12	100%	357
City Hall office hours (auto registration, vital records, tax assessing)	16%	60	60%	217	20%	74	3%	12	100%	363
Business retention and economic development	50%	177	37%	133	8%	29	5%	18	100%	357
Downtown public parking	31%	111	45%	160	22%	79	2%	9	100%	358
Programs for low-income families (health services, housing, child care)	36%	129	40%	146	17%	60	7%	25	100%	360
Youth drug/alcohol prevention efforts (Youth to Youth, DARE)	30%	108	46%	167	20%	73	4%	14	100%	362
Community oriented policing (downtown/neighborhood patrols)	30%	109	49%	178	18%	63	3%	10	100%	361
Middle/high school assigned police officer	23%	84	40%	144	28%	102	8%	30	100%	360
Traffic related police patrols (stop sign, speed, crosswalk enforcement)	20%	74	46%	169	30%	110	3%	12	100%	364
Victims of crime assistance (case consultation, legal system support)	32%	115	49%	176	13%	45	6%	23	100%	358
Emergency police/fire response (crimes in progress, fire, rescue)	78%	283	20%	72	1%	3	1%	5	100%	364
Emergency ambulance response (advanced life support)	81%	295	16%	59	2%	6	2%	6	100%	365
Fire and life safety education efforts (home and business)	27%	96	52%	185	19%	69	2%	8	100%	359
Animal control (investigate complaints, retrieve/shelter stray animals)	13%	47	51%	183	33%	119	3%	12	100%	362
Building inspections (plumbing, electrical, safety codes)	23%	84	56%	204	17%	60	4%	15	100%	363
Health inspections (restaurants, housing standards, disease control)	42%	153	51%	185	5%	20	2%	8	100%	365
Municipal building maintenance (custodial/preventative maintenance)	18%	63	57%	207	22%	78	3%	12	100%	361
Parks and playground maintenance (grounds, equipment, safety upgrades)	24%	89	56%	201	17%	63	3%	10	100%	363
Youth playground and summer camp programs	19%	70	50%	183	23%	84	8%	28	100%	365
Indoor pool and related year-round activities	18%	65	43%	159	33%	121	6%	21	100%	365
Outdoor pool and related summer only recreation activities	14%	50	47%	168	33%	120	6%	23	100%	361
Community Fitness Center/Gymnasium and related recreation activities	15%	55	43%	153	37%	134	5%	17	100%	359
Teen Center and related recreation activities	18%	65	54%	197	21%	76	7%	25	100%	363

Question 18: Policy Question										
The City of Dover, like many other communities, faces difficult choices in deciding how to allocate limited budget dollars. City Council wants your input in setting long-term budget priorities. Which of the services listed below would you give high priority for receiving budget dollars, and which of them would you give low priority?	Highest priority		Medium priority		Lowest priority		Don't know		Total	
	Senior Center and related recreation activities	15%	54	54%	195	23%	84	7%	26	100%
Community events/programs (4th of July, Cochecho Arts, Holidays)	22%	77	46%	165	28%	99	4%	14	100%	355
Availability of public meeting space for organizations and non-profit groups	10%	37	36%	129	45%	162	8%	29	100%	357
Street, sidewalk and curb maintenance	42%	153	46%	166	10%	35	2%	7	100%	361
Storm run-off drainage system maintenance	34%	124	51%	182	11%	40	4%	15	100%	361
Roadside tree trimming and weed control	22%	78	51%	183	25%	90	3%	9	100%	361
Recycling Center hours	16%	58	49%	180	31%	113	4%	13	100%	363
Curbside solid waste and recycling pick up	31%	112	53%	190	14%	51	2%	9	100%	363
Mosquito control	25%	89	42%	154	29%	104	4%	16	100%	363
Streetscape maintenance (flowers, litter, decorative lights, street signage)	17%	60	50%	180	30%	109	3%	12	100%	360
Street snow plowing	65%	232	31%	113	3%	10	1%	4	100%	359
Sidewalk snow plowing	48%	172	43%	155	7%	27	2%	7	100%	361
Library hours of operation	16%	60	45%	164	32%	117	6%	22	100%	364
Library children's room and related programming	19%	69	44%	160	26%	95	11%	39	100%	362
Library materials (literature, audio, historical documents, museum passes)	20%	72	48%	174	24%	88	7%	26	100%	360
Library public computer availability	20%	74	41%	147	32%	117	6%	23	100%	361

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	29%	105
Yes, full-time	56%	202
Yes, part-time	16%	56
Total	100%	363

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	80%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	6%
Bus, rail, subway or other public transportation	4%
Walk	1%
Bicycle	1%
Work at home	6%
Other	1%

Question D3: Length of Residency		
How many years have you lived in Dover?	Percent of respondents	Count
Less than 2 years	12%	45
2 to 5 years	21%	75
6 to 10 years	15%	56
11 to 20 years	20%	74
More than 20 years	32%	116
Total	100%	365

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	46%	170
House attached to one or more houses (e.g., a duplex or townhome)	10%	37
Building with two or more apartments or condominiums	39%	144
Mobile home	3%	12
Other	1%	5
Total	100%	368

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	40%	143
Owned by you or someone in this house with a mortgage or free and clear	60%	210
Total	100%	353

Question D6: Monthly Housing Cost		
About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents	Count
Less than \$300 per month	4%	13
\$300 to \$599 per month	10%	36
\$600 to \$999 per month	31%	110
\$1,000 to \$1,499 per month	25%	89
\$1,500 to \$2,499 per month	22%	81
\$2,500 or more per month	9%	32
Total	100%	360

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	72%	265
Yes	28%	102
Total	100%	366

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	77%	280
Yes	23%	85
Total	100%	365

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	22%	76
\$25,000 to \$49,999	28%	97
\$50,000 to \$99,999	32%	112
\$100,000 to \$149,000	11%	39
\$150,000 or more	7%	23
Total	100%	347

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	99%	357
Yes, I consider myself to be Spanish, Hispanic or Latino	1%	4
Total	100%	362

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	1%	2
Asian, Asian Indian or Pacific Islander	2%	8
Black or African American	1%	3
White	95%	349
Other	2%	8
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	8%	30
25 to 34 years	24%	86
35 to 44 years	13%	48
45 to 54 years	23%	85
55 to 64 years	12%	43
65 to 74 years	9%	34
75 years or older	10%	38
Total	100%	364

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	50%	179
Male	50%	180
Total	100%	359

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	10%	35
Yes	86%	314
Ineligible to vote	2%	8
Don't know	2%	8
Total	100%	366

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	14%	51
Yes	83%	304
Ineligible to vote	3%	10
Don't know	0%	1
Total	100%	366

APPENDIX B: SURVEY METHODOLOGY

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

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

SURVEY VALIDITY

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

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

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

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

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

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

Research on the correlation of resident opinion about service quality and “objective” ratings of service quality tend to be ambiguous, some showing stronger relationships than others. NRC’s own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be “objectively” worse than the highest rated fire services (expenditures per capita, response time, “professional” status of firefighters, breadth of services and training provided). Whether 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 Dover were eligible to participate in the survey; 1,200 were selected to receive the survey. These 1,200 households were randomly selected from a comprehensive list of all housing units within the City of Dover 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 Dover 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 Dover boundaries were removed from consideration.

To choose the 1,200 survey recipients, a systematic sampling method was applied to the list of households known to be within the City of Dover. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

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

SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning October 19, 2009. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the city manager inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following five weeks.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

Of the 1,200 surveys mailed, 92 were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 1,108 households receiving the survey mailings, 370 completed the survey, providing a response rate of 33%. In general, response rates obtained on local government resident surveys range from 25% to 40%.

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

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

SURVEY PROCESSING (DATA ENTRY)

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

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

SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2005-2007 American Community Survey Census estimates for adults in the City of Dover. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

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

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

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

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

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

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

Dover Citizen Survey Weighting Table			
Characteristic	Population Norm ²	Unweighted Data	Weighted Data
Housing			
Rent home	41%	32%	41%
Own home	59%	68%	59%
Detached unit	50%	57%	50%
Attached unit	50%	43%	50%
Race and Ethnicity			
White alone, not Hispanic	94%	94%	94%
Hispanic and/or other race	6%	6%	6%
Sex and Age			
Female	49%	55%	50%
Male	51%	45%	50%
18-34 years of age	33%	18%	32%
35-54 years of age	39%	33%	37%
55+ years of age	28%	49%	32%
Females 18-34	15%	11%	15%
Females 35-54	18%	17%	17%
Females 55+	15%	27%	18%
Males 18-34	18%	7%	18%
Males 35-54	20%	16%	20%
Males 55+	13%	22%	13%

² Source: 2005-2007 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 conducted by NRC with those that others have conducted. The integration methods have been thoroughly described not only in the Citizen Surveys book, but

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

The Role of Comparisons

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

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

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

Comparison of Dover to the Benchmark Database

The City of Dover chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Dover 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 Dover 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 both cases, these labels come from a statistical comparison of the City of Dover's rating to the benchmark (the rating from all the comparison jurisdictions where a similar question was asked).

APPENDIX C: SURVEY MATERIALS

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

Dear Dover Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City of Dover. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,



J. Michael Joyal, Jr
City Manager

Dear Dover Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City of Dover. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,



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City Manager

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City Manager

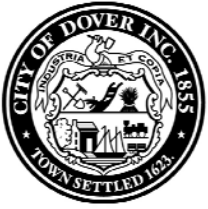
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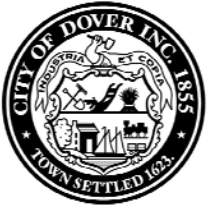
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Municipal Building
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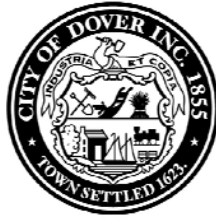
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Boulder, CO
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J. MICHAEL JOYAL, JR
City Manager
m.joyal@ci.dover.nh.us



288 Central Avenue
Dover, New Hampshire 03820-4169
(603) 516-6023
Fax: (603) 516-6049
www.ci.dover.nh.us

City of Dover, New Hampshire

OFFICE OF THE CITY MANAGER

October 2009

Dear Dover Resident:

The City of Dover wants to know what you think about our community and municipal government. You have been randomly selected to participate in Dover's 2009 Citizen Survey.

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

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

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

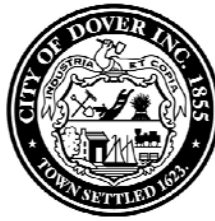
Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call (603) 516- 1641.

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

Sincerely,

J. Michael Joyal, Jr
City Manager

J. MICHAEL JOYAL, JR
City Manager
m.joyal@ci.dover.nh.us



288 Central Avenue
Dover, New Hampshire 03820-4169
(603) 516-6023
Fax: (603) 516-6049
www.ci.dover.nh.us

City of Dover, New Hampshire

OFFICE OF THE CITY MANAGER

November 2009

Dear Dover Resident:

About one week ago, you should have received a copy of the enclosed survey. **If you completed it and sent it back, we thank you for your time and ask you to discard this survey. Please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The City of Dover wants to know what you think about our community and municipal government. You have been randomly selected to participate in the City of Dover's Citizen Survey.

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

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

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

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call (603) 516-1641.

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

Sincerely,

A handwritten signature in black ink, appearing to be 'J. Michael Joyal, Jr.', written in a cursive style.

J. Michael Joyal, Jr
City Manager

The City of Dover 2009 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 Dover:

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

2. Please rate each of the following characteristics as they relate to Dover 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
Overall appearance of Dover	1	2	3	4	5
Cleanliness of Dover.....	1	2	3	4	5
Overall quality of new development in Dover	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Overall quality of business and service establishments in Dover	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 volunteer.....	1	2	3	4	5
Opportunities to participate in community matters.....	1	2	3	4	5
Ease of car travel in Dover	1	2	3	4	5
Ease of bus travel in Dover.....	1	2	3	4	5
Ease of rail or subway travel in Dover	1	2	3	4	5
Ease of bicycle travel in Dover.....	1	2	3	4	5
Ease of walking in Dover	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
Air quality.....	1	2	3	4	5
Quality of overall natural environment in Dover.....	1	2	3	4	5
Overall image or reputation of Dover	1	2	3	4	5

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

- 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 Dover:

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

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

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

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

- No
 Yes
 Don't know

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

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Dover public libraries or their services	1	2	3	4	5
Used Dover 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 Dover.....	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting	1	2	3	4	5
Watched a meeting of local elected officials or other local public meeting on cable television	1	2	3	4	5
Visited the City of Dover Web site (at www.ci.dover.nh.us)	1	2	3	4	5
Recycled used paper, cans or bottles from your home.....	1	2	3	4	5
Volunteered your time to some group or activity in Dover.....	1	2	3	4	5
Participated in a club or civic group in Dover	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5

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

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

The City of Dover 2009 Citizen Survey

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

	<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
Traffic enforcement.....	1	2	3	4	5
Street repair	1	2	3	4	5
Street cleaning.....	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Snow removal.....	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing	1	2	3	4	5
Bus or transit services.....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Storm drainage.....	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services	1	2	3	4	5
City parks.....	1	2	3	4	5
Recreation programs or classes	1	2	3	4	5
Recreation centers or facilities.....	1	2	3	4	5
Land use, planning and zoning	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc)	1	2	3	4	5
Economic development	1	2	3	4	5
Services to seniors.....	1	2	3	4	5
Services to youth.....	1	2	3	4	5
Services to low-income people	1	2	3	4	5
Public library services	1	2	3	4	5
Public schools.....	1	2	3	4	5
Cable television	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts.....	1	2	3	4	5

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

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

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

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

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

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

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

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

	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Don't know
Recommend living in Dover to someone who asks	1	2	3	4	5
Remain in Dover for the next five years	1	2	3	4	5

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

- Very positive
 Somewhat positive
 Neutral
 Somewhat negative
 Very negative

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

- a. The City of Dover, like many other communities, faces difficult choices in deciding how to allocate limited budget dollars. City Council wants your input in setting long-term budget priorities. Which of the services listed below would you give high priority for receiving budget dollars, and which of them would you give low priority?**

	Highest priority	Medium priority	Lowest priority	Don't know
Public transportation (COAST, FasTrans, Transportation center).....	1	2	3	4
Communication with citizens (newsletter, program brochures, web site)	1	2	3	4
City Hall office hours (auto registration, vital records, tax assessing).....	1	2	3	4
Business retention and economic development	1	2	3	4
Downtown public parking.....	1	2	3	4
Programs for low-income families (health services, housing, childcare)	1	2	3	4
Youth drug/alcohol prevention efforts (Youth to Youth, DARE).....	1	2	3	4
Community oriented policing (downtown/neighborhood patrols).....	1	2	3	4
Middle/high school assigned police officer	1	2	3	4
Traffic related police patrols (stop sign, speed, crosswalk enforcement)	1	2	3	4
Victims of crime assistance (case consultation, legal system support)	1	2	3	4
Emergency police/ fire response (crimes in progress, fire, rescue).....	1	2	3	4
Emergency ambulance response (advanced life support)	1	2	3	4
Fire and life safety public education efforts (home and business	1	2	3	4
Animal control (investigate complaints, retrieve/shelter stray animals)	1	2	3	4
Building inspections (plumbing, electrical, safety codes)	1	2	3	4
Health inspections (restaurants, housing standards, disease control)	1	2	3	4
Municipal building maintenance (custodial/preventative maintenance)	1	2	3	4
Parks and playground maintenance (grounds, equipment,safety upgrades)	1	2	3	4
Youth playground and summer camp programs.....	1	2	3	4
Indoor pool and related year-round recreation activities	1	2	3	4
Outdoor pool and related summer only recreation activities.....	1	2	3	4
Community Fitness Center/Gymnasium and related recreation activities	1	2	3	4
Teen Center and related recreation activities	1	2	3	4
Senior Center and related recreation activities	1	2	3	4
Community events/programs (4th of July, Cochecho Arts, Holidays)	1	2	3	4
Availability of public meeting space for organizations and non-profit groups.....	1	2	3	4
Street, sidewalk and curb maintenance.....	1	2	3	4
Storm run-off drainage system maintenance.....	1	2	3	4
Roadside tree trimming and weed control	1	2	3	4
Recycling Center hours	1	2	3	4
Curbside solid waste and recycling pick up.....	1	2	3	4
Mosquito control.....	1	2	3	4
Streetscape maintenance (flowers, litter, decorative lights, street signage)	1	2	3	4
Street snow plowing.....	1	2	3	4
Sidewalk snow plowing.....	1	2	3	4
Library hours of operation	1	2	3	4
Library children's room and related programming	1	2	3	4
Library materials (literature, audio, historical documents, museum passes)	1	2	3	4
Library public computer availability	1	2	3	4

The City of Dover 2009 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 Dover?

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

D4. Which best describes the building you live in?

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

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

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

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

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

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

- No Yes

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

- No Yes

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

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

Please respond to both question D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

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

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

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

D12. In which category is your age?

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

D13. What is your sex?

- Female
- Male

D14. Are you registered to vote in your jurisdiction?

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

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

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

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



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