The National Citizen Survey™

CITY OF RAPID CITY, SD
2011

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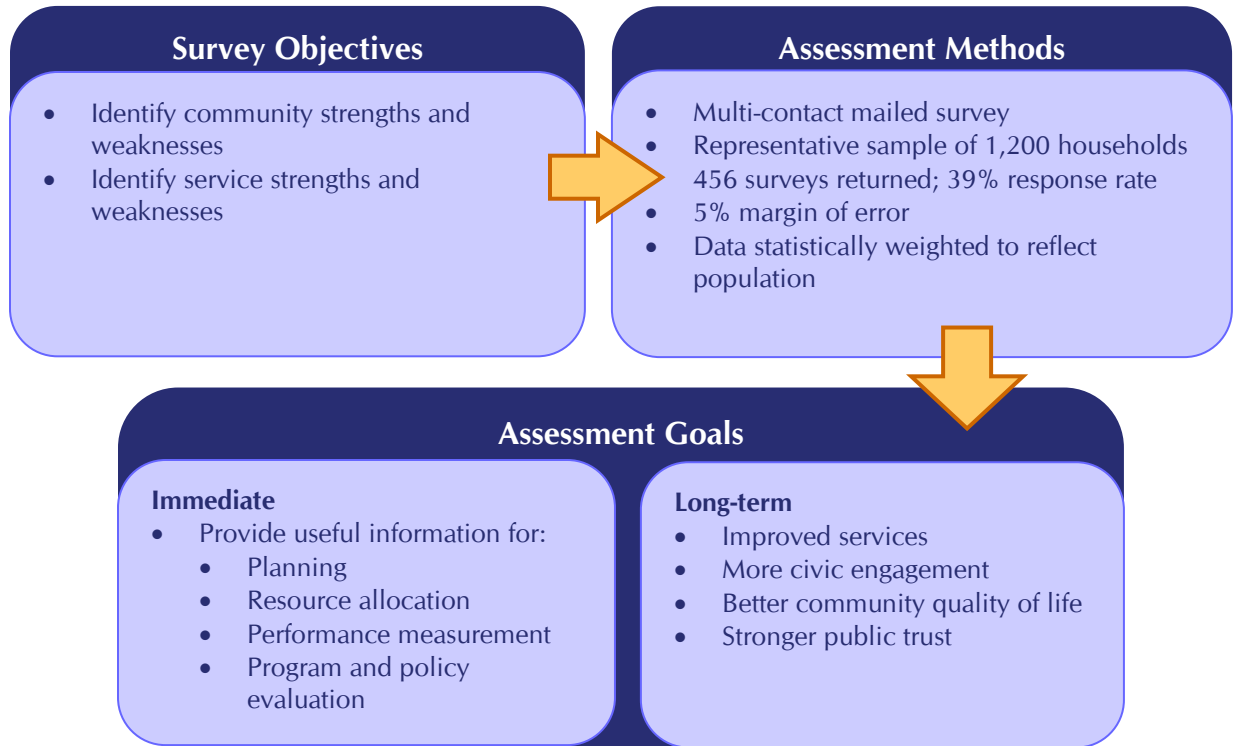
Survey Background

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

Survey Objectives
- Identify community strengths and weaknesses
- Identify service strengths and weaknesses

Assessment Methods
- Multi-contact mailed survey
- Representative sample of 1,200 households 456 surveys returned; 39% response rate
- 5% margin of error
- Data statistically weighted to reflect population

Assessment Goals

Immediate
- Provide useful information for:
  - Planning
  - Resource allocation
  - Performance measurement
  - Program and policy evaluation

Long-term
- Improved services
- More civic engagement
- Better community quality of life
- Stronger public trust

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.

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

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS

COMMUNITY QUALITY

Quality of life
Quality of neighborhood
Place to live

COMMUNITY INCLUSIVENESS

Sense of community
Racial and cultural acceptance
Senior, youth and low-income services

ENVIRONMENTAL SUSTAINABILITY

Cleanliness
Air quality
Preservation of natural areas
Garbage and recycling services

COMMUNITY DESIGN

Transportation
Ease of travel, transit services, street maintenance

Housing
Housing options, cost, affordability

Land Use and Zoning
New development, growth, code enforcement

Economic Sustainability
Employment, shopping and retail, City as a place to work

RECREATION AND WELLNESS

Parks and Recreation
Recreation opportunities, use of parks and facilities, programs and classes

Culture, Arts and Education
Cultural and educational opportunities, libraries, schools

Health and Wellness
Availability of food, health services, social services

CIVIC ENGAGEMENT

Civic Activity
Volunteerism
Civic attentiveness
Voting behavior

Social Engagement
Neighborliness, social and religious events

Information and Awareness
Public information, publications, Web site

PUBLIC SAFETY

Safety in neighborhood and downtown
Crime victimization
Police, fire, EMS services
Emergency preparedness

PUBLIC TRUST

Cooperation in community
Value of services
Direction of community
Citizen involvement
Employees

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 456 completed surveys were obtained, providing an overall response rate of 39%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for the City of Rapid City was developed in close cooperation with local jurisdiction staff. Rapid City staff selected items from a menu of questions about services and community issues and provided the appropriate letterhead and signatures for mailings.

UNDERSTANDING THE RESULTS

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

Margin of Error

The margin of error around results for the City of Rapid City Survey (456 completed surveys) is plus or minus five percentage points. This is a measure of the precision of your results; a larger number of completed surveys gives a smaller (more precise) margin of error, while a smaller number of surveys yields a larger margin of error. With your margin of error, you may conclude that when 60% of survey respondents report that a particular service is "excellent" or "good," somewhere between 55-65% of all residents are likely to feel that way.

Comparing Survey Results

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

Benchmark Comparisons

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

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

Most residents experienced a good quality of life in the City of Rapid City and believed the City was a good place to live. The overall quality of life in the City of Rapid City was rated as "excellent" or "good" by 71% of respondents. Almost all reported they plan on staying in the City of Rapid City for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. The two characteristics receiving the most favorable ratings were opportunities to participate in religious or spiritual events or activities and opportunities to volunteer. The two characteristics receiving the least positive ratings were employment opportunities and the amount of public parking.

Ratings of community characteristics were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, six were above the national benchmark comparison, 17 were similar to the national benchmark comparison and 8 were below.

Residents in the City of Rapid City were civically engaged. While only 28% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 96% had provided help to a friend or neighbor. A majority had volunteered their time to some group or activity in the City of Rapid City, which was much 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 Rapid City as "good" or "excellent." This was similar to the benchmark. Those residents who had interacted with an employee of the City of Rapid City in the previous 12 months gave high marks to those employees. Most rated their overall impression of employees as "excellent" or "good."

City services rated were able to be compared to the benchmark database. Of the 38 services for which comparisons were available, 11 were above the benchmark comparison, 19 were similar to the benchmark comparison and eight were below.

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

- Police services
- Preservation of natural areas
- Economic development

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

Community Ratings

Overall Community Quality

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

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

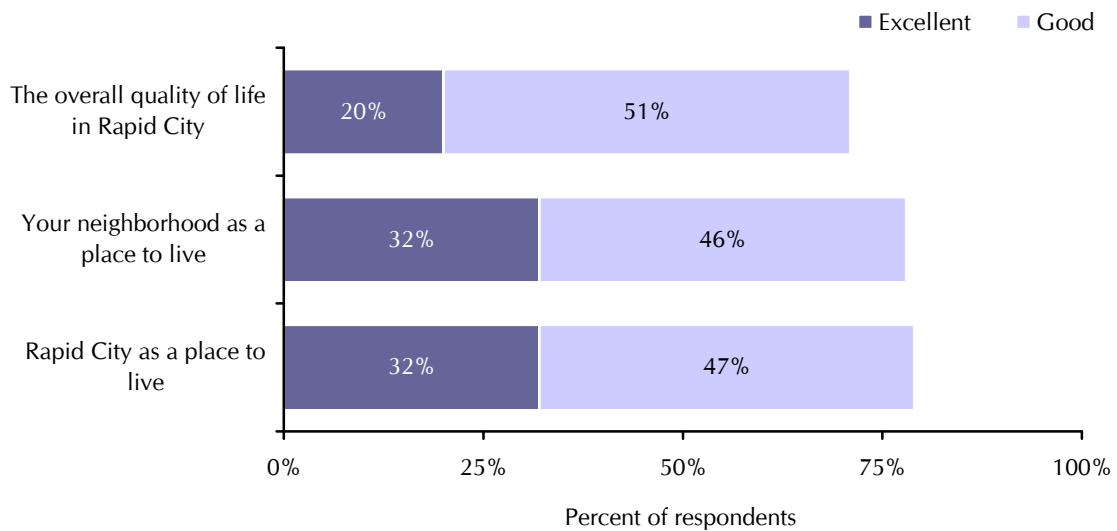FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY

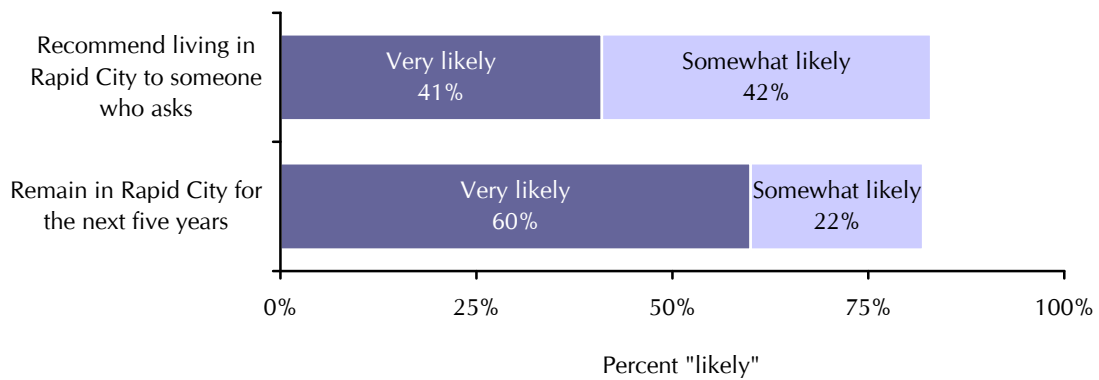FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY

FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	Comparison to benchmark
Overall quality of life in Rapid City	Below
Your neighborhood as place to live	Similar
Rapid City as a place to live	Similar
Recommend living in Rapid City to someone who asks	Below
Remain in Rapid City for the next five years	Similar

COMMUNITY DESIGN

Transportation

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

Residents responding to the survey were given a list of six aspects of mobility to rate on a scale of "excellent," "good," "fair" and "poor." The availability of paths and walking trails was given the most positive rating, followed by ease of car travel in Rapid City.

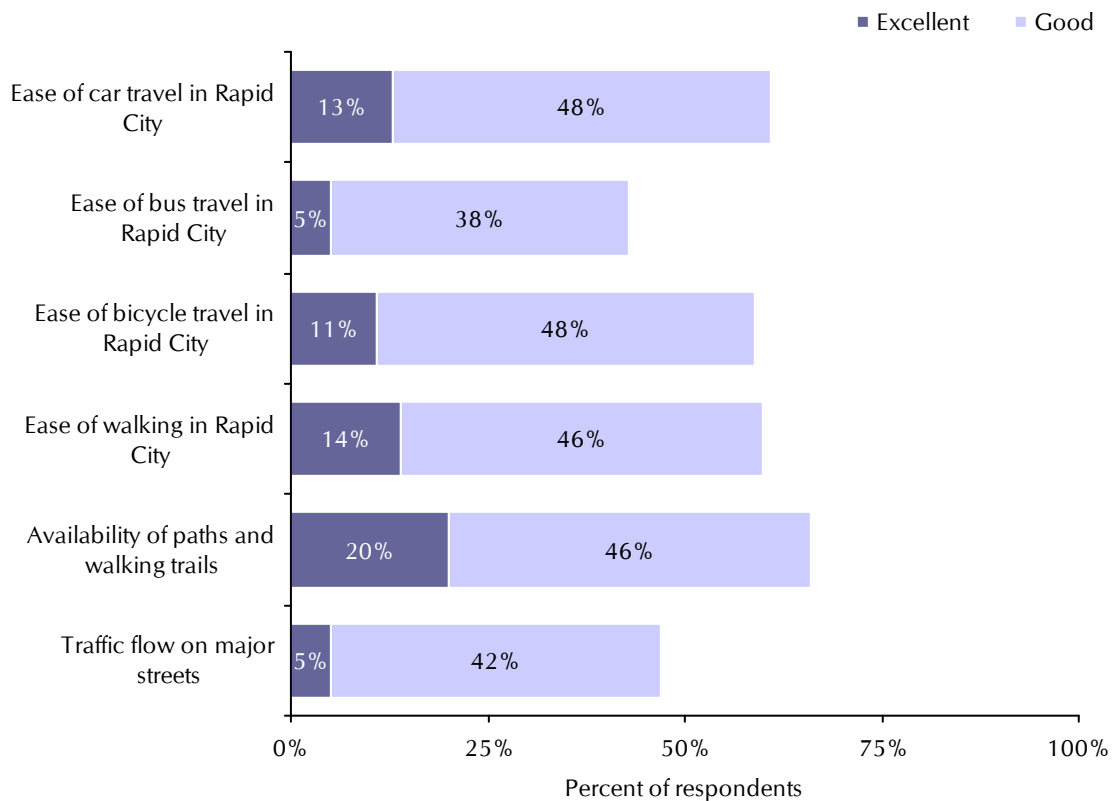FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY

FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	Comparison to benchmark
Ease of car travel in Rapid City	Similar
Ease of bus travel in Rapid City	Similar
Ease of bicycle travel in Rapid City	Above
Ease of walking in Rapid City	Similar
Availability of paths and walking trails	Much above
Traffic flow on major streets	Similar

Eight transportation services were rated in Rapid City. Five were below the benchmark and three were similar to the benchmark.

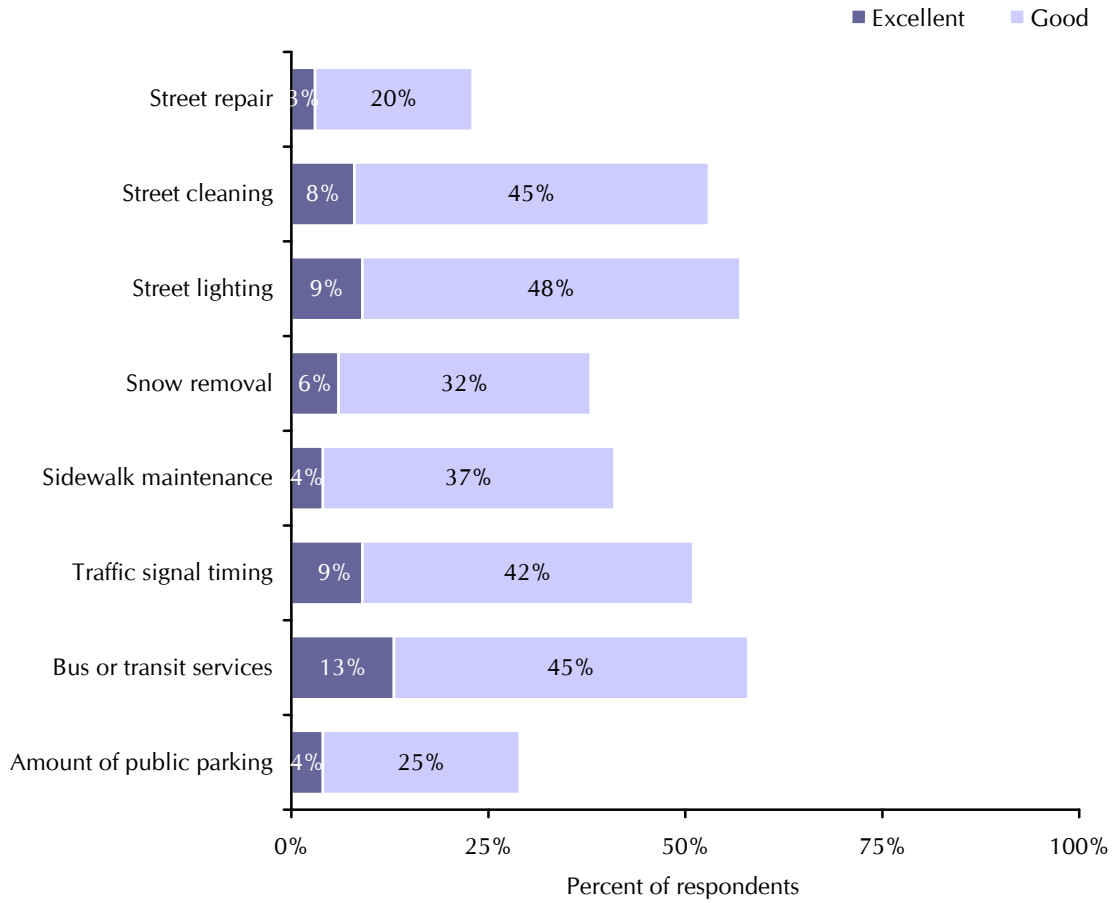FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES

FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

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

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use.

FIGURE 10: FREQUENCY OF BUS USE IN LAST 12 MONTHS

Once or twice
8%

3 to 12 times
2%

13 to 26 times
2%

More than 26 times
1%

Never
86%
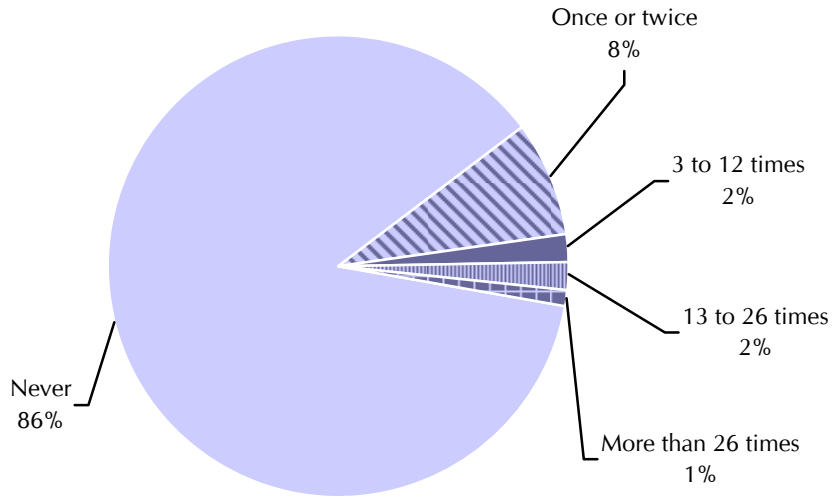
FIGURE 11: FREQUENCY OF BUS USE BENCHMARKS

	Comparison to benchmark
Ridden a local bus within Rapid City	Much less

FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE

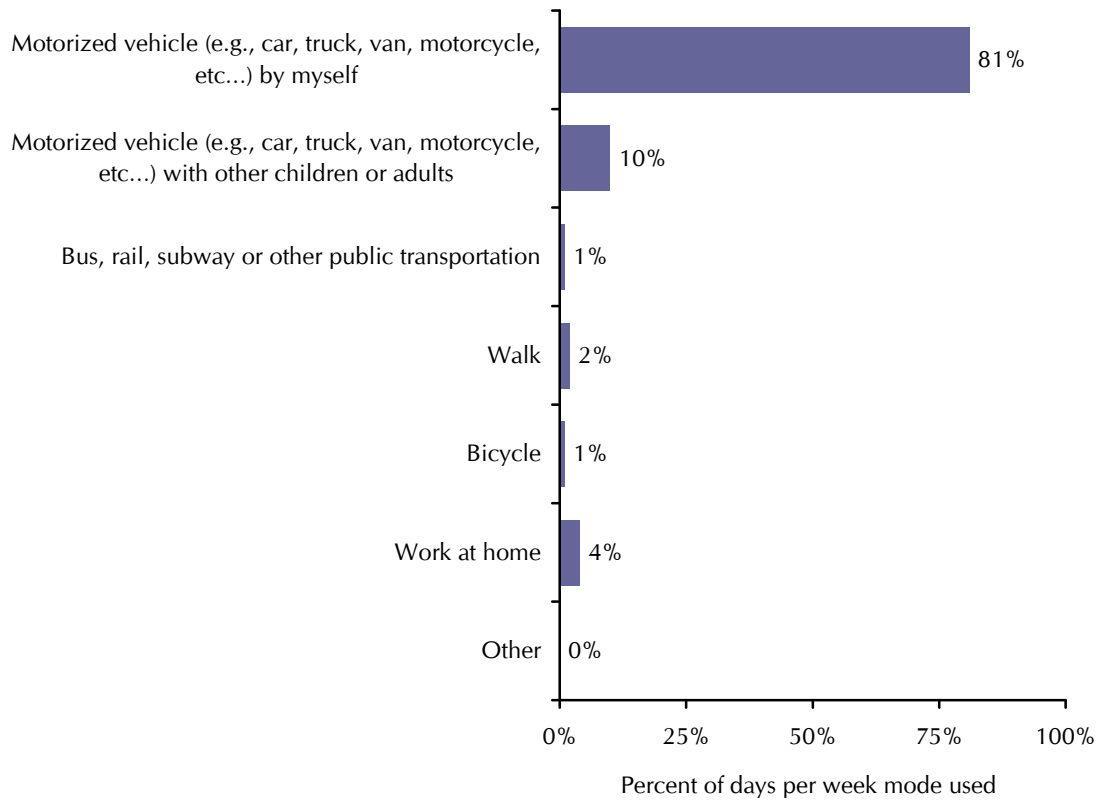Percent of days per week mode used

FIGURE 13: DRIVE ALONE BENCHMARKS

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

The National Citizen Survey™

Housing

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

The survey of Rapid City residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as "excellent" or "good" by 33% of respondents, while the variety of housing options was rated as "excellent" or "good" by 51% of respondents. The rating of perceived affordable housing availability was similar in Rapid City than the ratings, on average, in comparison jurisdictions.
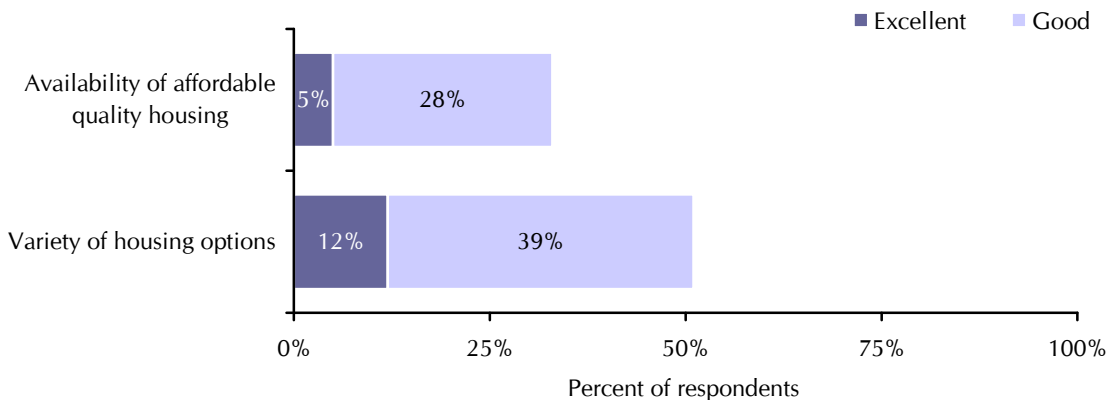
FIGURE 14: RATINGS OF HOUSING IN COMMUNITY

FIGURE 15: HOUSING CHARACTERISTICS BENCHMARKS

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

To augment the perceptions of affordable housing in Rapid City, the cost of housing as reported in the survey was compared to residents' reported monthly income to create a rough estimate of the proportion of residents of the City of Rapid City experiencing housing cost stress. About 30% of survey participants were found to pay housing costs of more than 30% of their monthly household income.

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

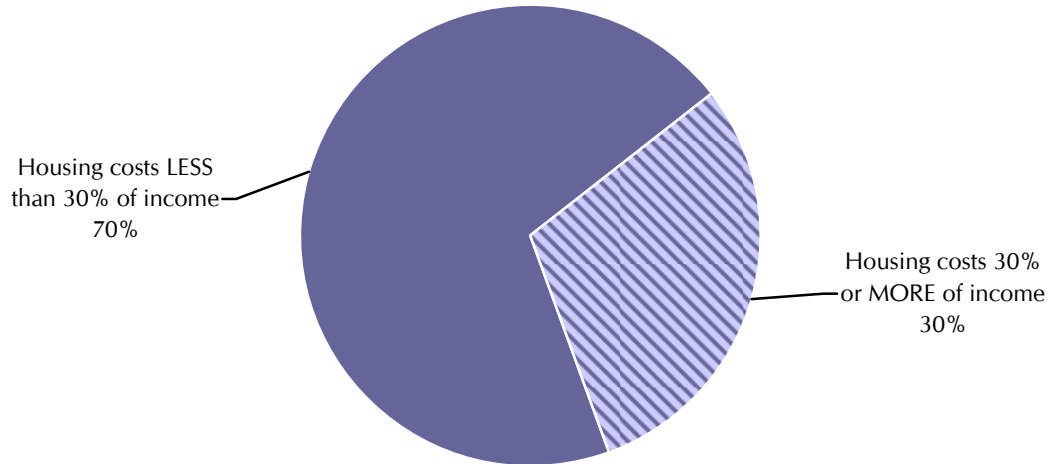Housing costs LESS than 30% of income 70%

Housing costs 30% or MORE of income 30%

FIGURE 17: HOUSING COSTS BENCHMARKS

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

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 Rapid City 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 Rapid City was rated as "excellent" by 13% of respondents and as "good" by an additional 45%. The overall appearance of Rapid City was rated as "excellent" or "good" by 57% of respondents and was much lower than the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in Rapid City, 12% thought they were a "major" problem.

FIGURE 18: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT"
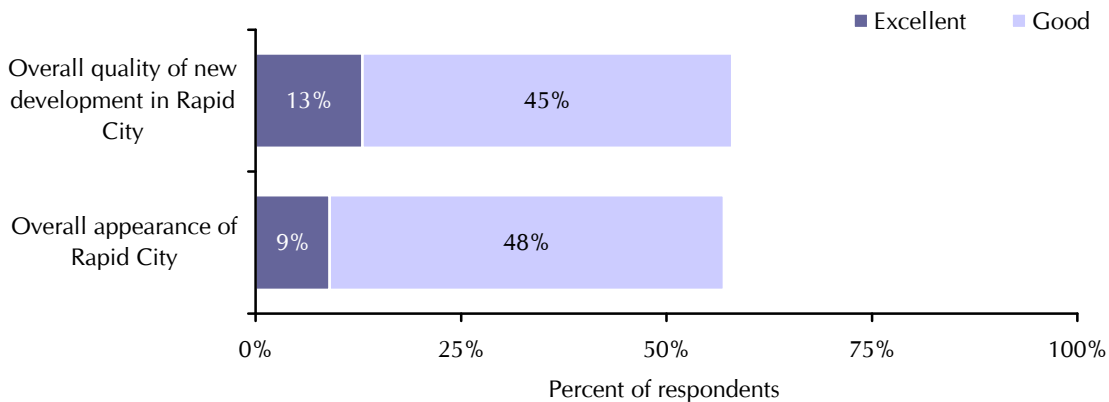
FIGURE 19: BUILT ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Quality of new development in Rapid City	Similar
Overall appearance of Rapid City	Much below

FIGURE 20: RATINGS OF POPULATION GROWTH

Somewhat too fast
15%

Much too fast
5%

Right amount
63%

Much too slow
1%

Somewhat too slow
16%
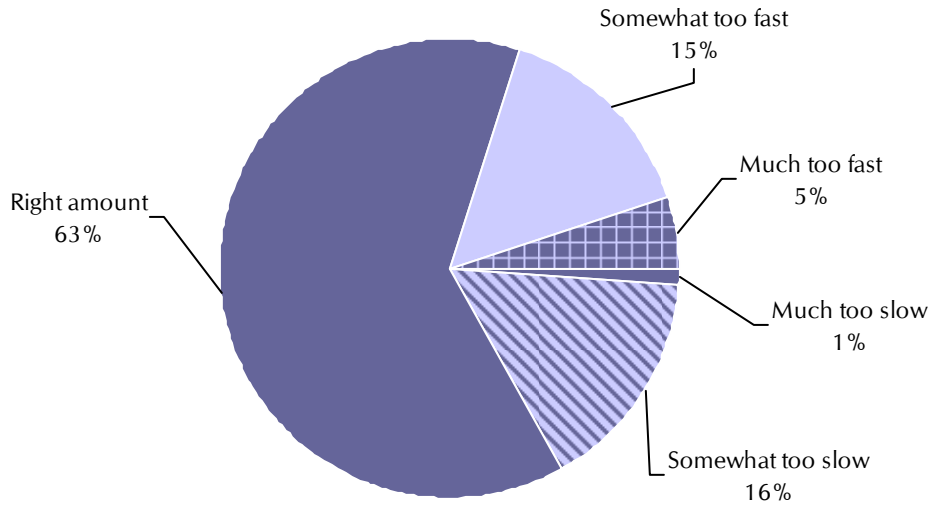
FIGURE 21: POPULATION GROWTH BENCHMARKS

	Comparison to benchmark
Population growth seen as too fast	Much less

FIGURE 22: RATINGS OF NUISANCE PROBLEMS

Major problem
12%

Moderate problem
41%

Not a problem
12%
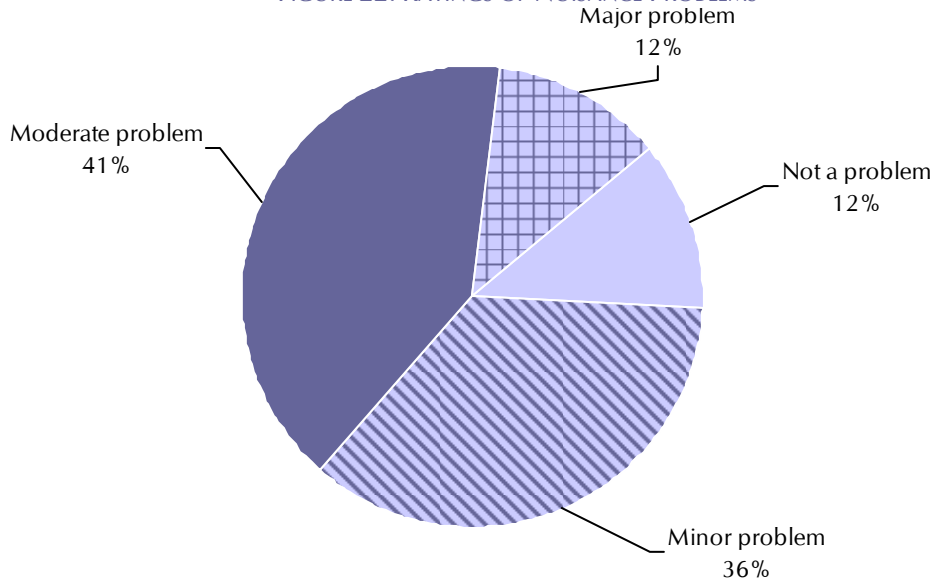
Minor problem
36%

FIGURE 23: NUISANCE PROBLEMS BENCHMARKS

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

FIGURE 24: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES

■ Excellent   ■ Good

Land use, planning and zoning: 7% | 33%

Code enforcement (weeds, abandoned buildings, etc): 5% | 33%

Animal control: 10% | 49%

Percent of respondents

FIGURE 25: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

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

ECONOMIC SUSTAINABILITY

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

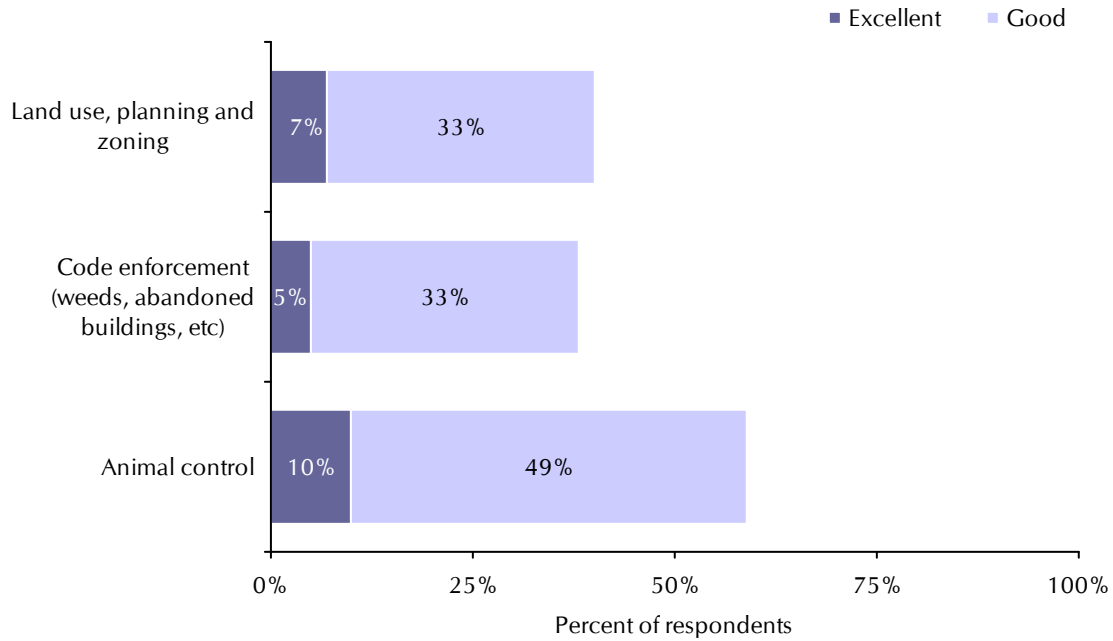Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were shopping opportunities and the overall quality of business and service establishments. Receiving the lowest rating was employment opportunities.

FIGURE 26: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES
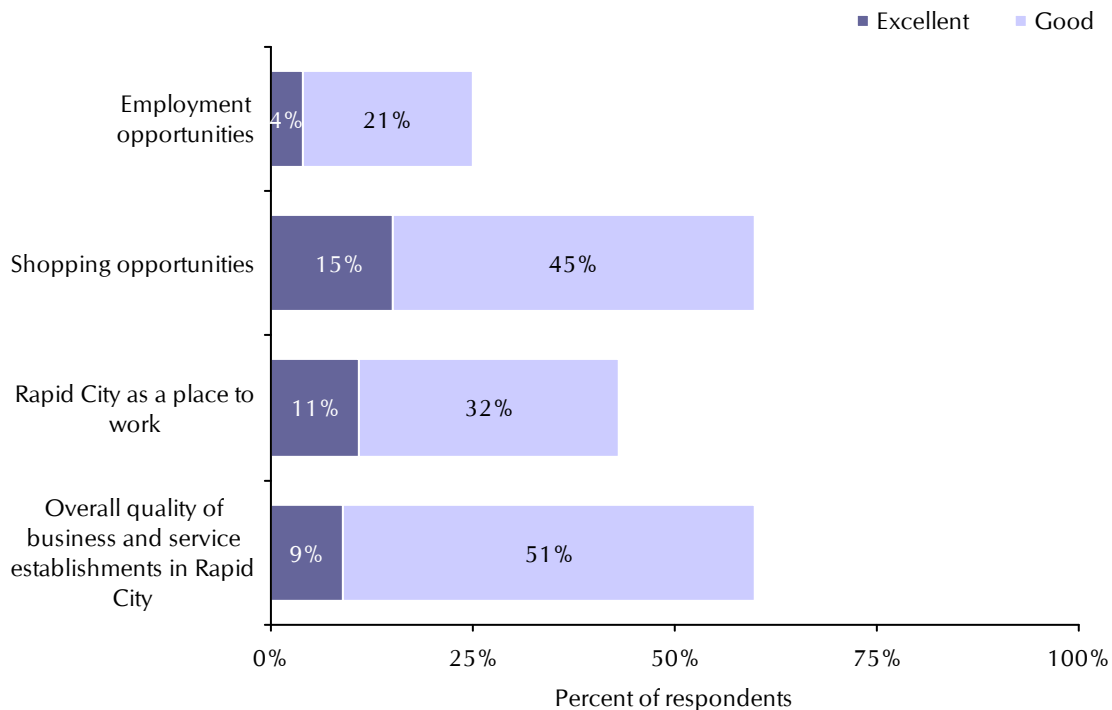
FIGURE 27: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

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

Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from "much too slow" to "much too fast." When asked about the rate of job growth in Rapid City, 90% responded that it was "too slow," while 35% reported retail growth as "too slow." About the same number of residents in Rapid City compared to other jurisdictions believed that retail growth was too slow and many more residents believed that job growth was too slow.

FIGURE 28: RATINGS OF RETAIL AND JOBS GROWTH

Retail Growth

Right amount 51%

Somewhat too fast 10%

Much too fast 3%

Much too slow 6%

Somewhat too slow 29%

Jobs Growth

Somewhat too slow 52%

Right amount 10%

Somewhat too fast 1%

Much too fast 0%

Much too slow 38%
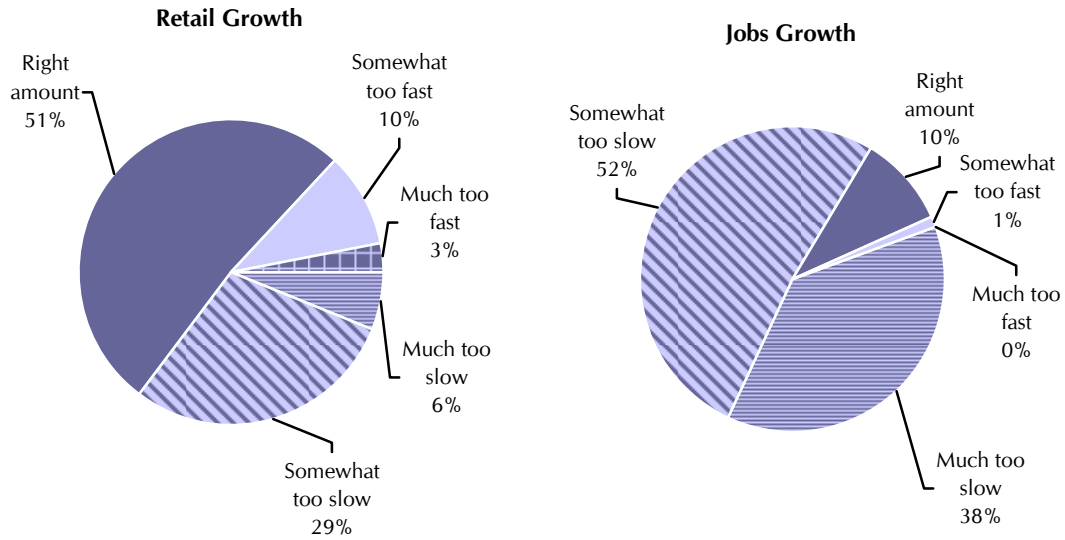
FIGURE 29: RETAIL AND JOBS GROWTH BENCHMARKS

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

FIGURE 30: RATINGS OF ECONOMIC DEVELOPMENT SERVICES
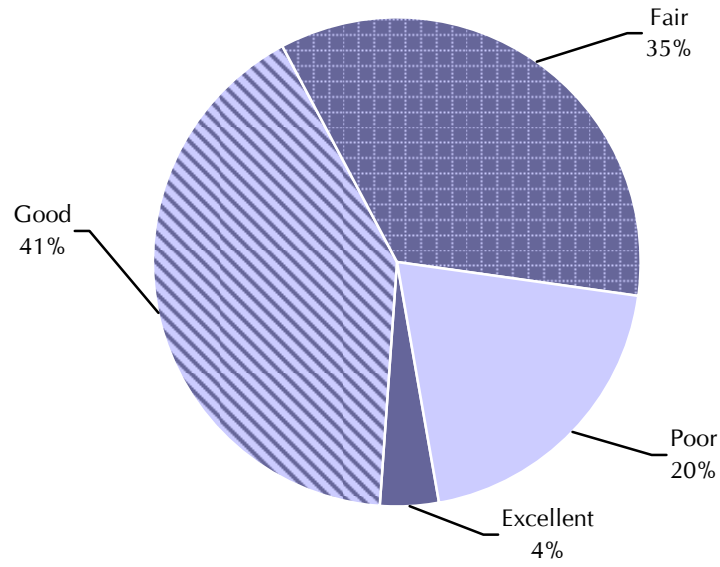
FIGURE 31: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	Comparison to benchmark
Economic development	Similar

Residents were asked to reflect on their economic prospects in the near term. Eighteen percent of the City of Rapid City residents expected that the coming six months would have a "somewhat" or "very" positive impact on their family, while 38% felt that the economic future would be "somewhat" or "very" negative. The percent of residents with an optimistic outlook on their household income was the same as in comparison jurisdictions.

FIGURE 32: RATINGS OF PERSONAL ECONOMIC FUTURE

29%

Neutral
43%

Very negative
9%

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

Very positive
3%

Somewhat positive
15%
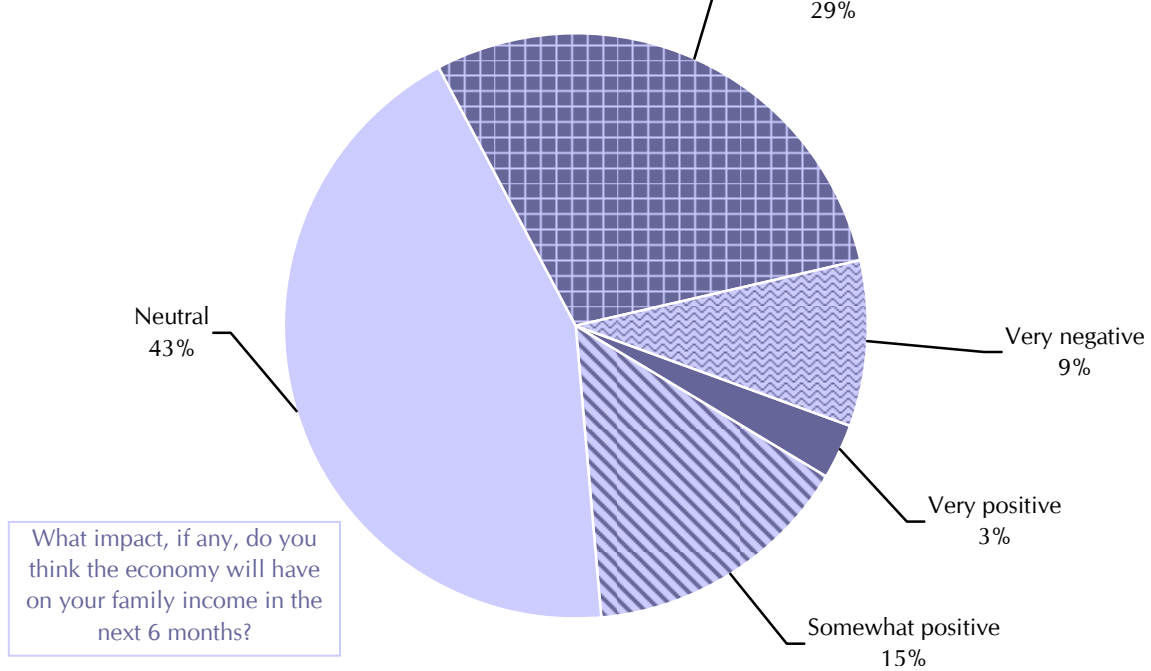
FIGURE 33: PERSONAL ECONOMIC FUTURE BENCHMARKS

	Comparison to benchmark
Positive impact of economy on household income	Similar

PUBLIC SAFETY

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

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. A majority gave positive ratings of safety in the City of Rapid City. About 68% of those completing the questionnaire said they felt "very" or "somewhat" safe from violent crimes and 79% felt "very" or "somewhat" safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown.

FIGURE 34: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY

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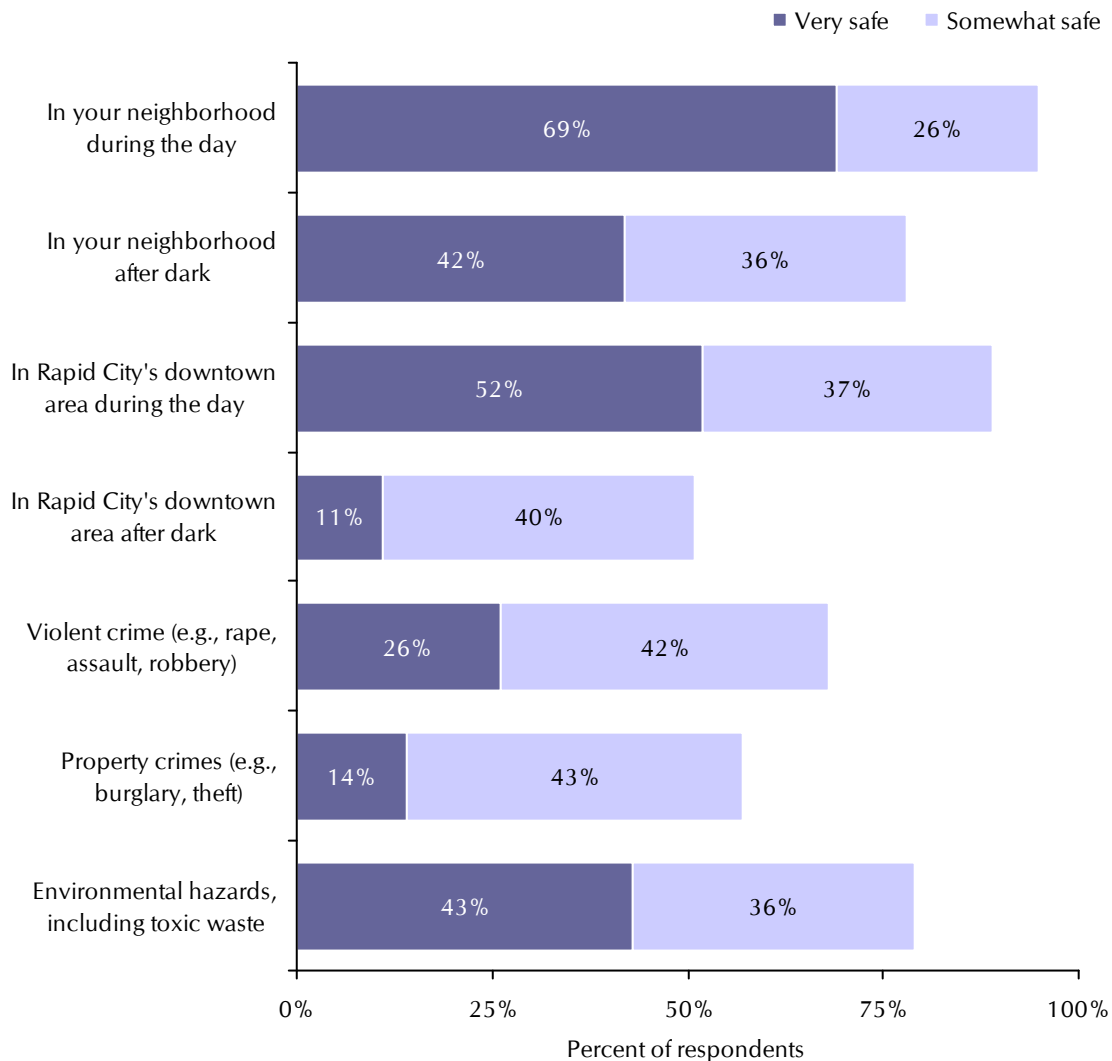
FIGURE 35: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

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

As assessed by the survey, 17% 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, 73% had reported it to police. Compared to other jurisdictions more Rapid City residents had been victims of crime in the 12 months preceding the survey and fewer Rapid City residents had reported their most recent crime victimization to the police.

FIGURE 36: CRIME VICTIMIZATION AND REPORTING

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

Yes 17%

No 83%

Yes 73%

No 27%

If yes, was this crime (these crimes) reported to the police?
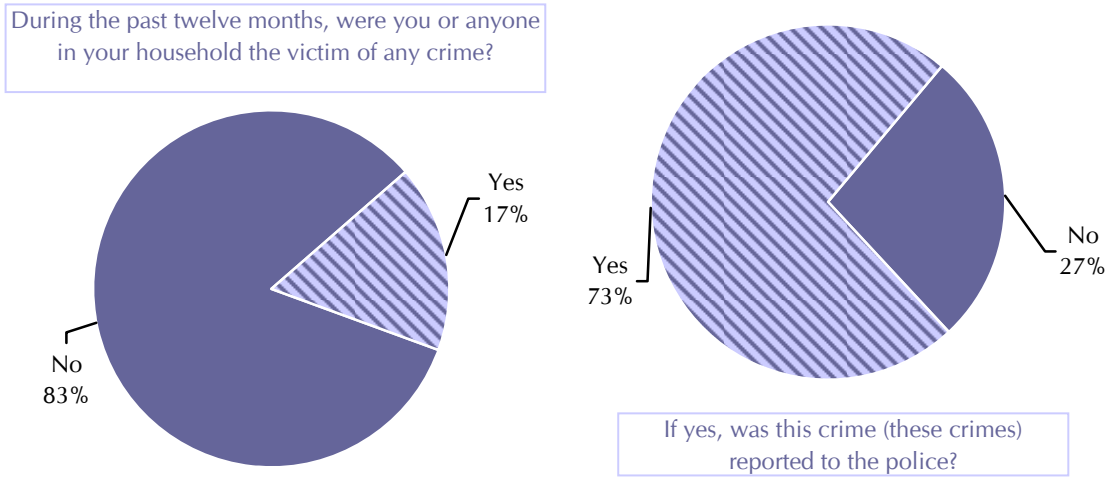
FIGURE 37: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	Comparison to benchmark
Victim of crime	More
Reported crimes	Less

Residents rated eight City public safety services; of these, one rated above the benchmark comparison, five were rated similar to the benchmark comparison and two were rated below the benchmark comparison. Fire services and ambulance or emergency medical services received the highest ratings, while traffic enforcement and crime prevention received the lowest ratings.

FIGURE 38: RATINGS OF PUBLIC SAFETY SERVICES
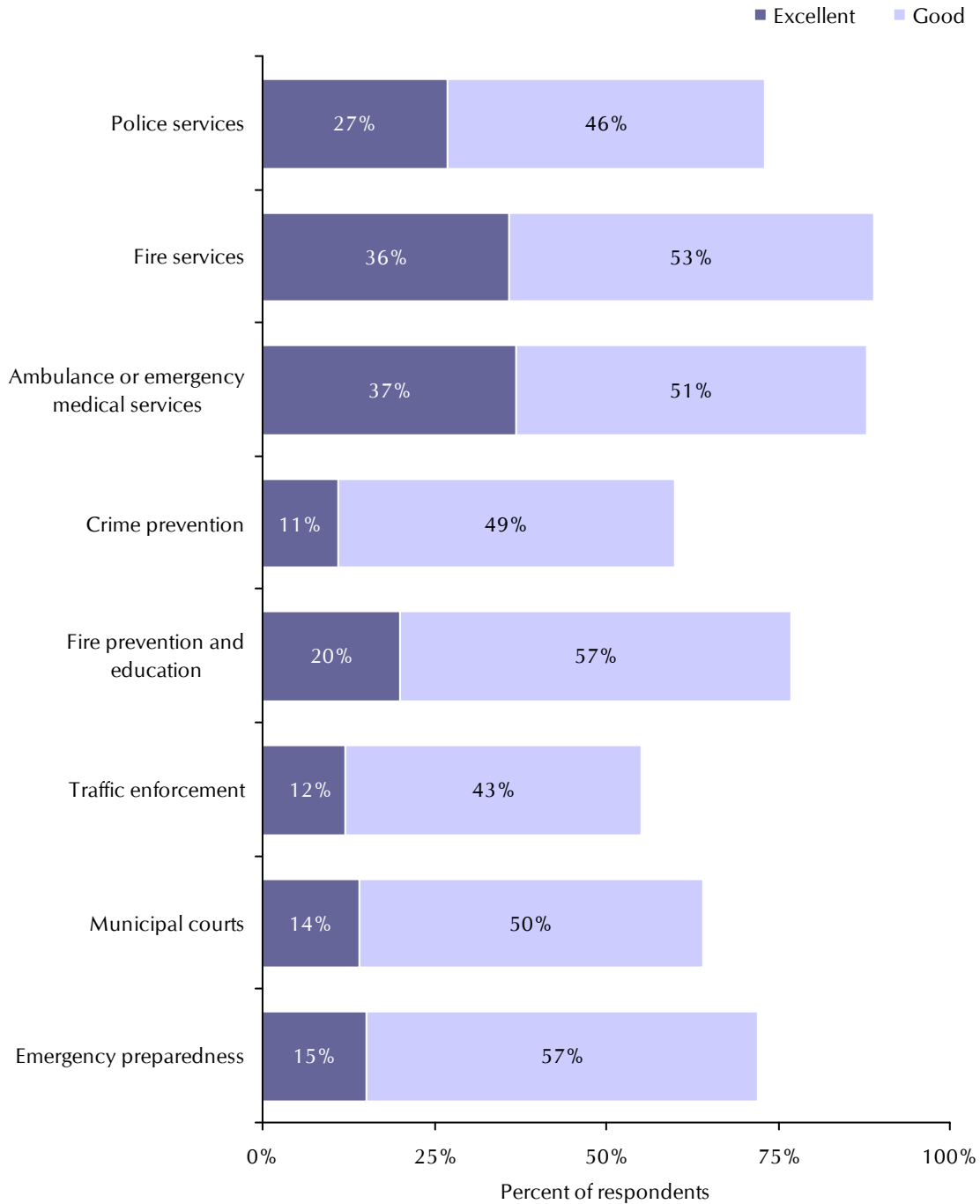
FIGURE 39: PUBLIC SAFETY SERVICES BENCHMARKS

	Comparison to benchmark
Police services	Similar
Fire services	Similar
Ambulance or emergency medical services	Similar
Crime prevention	Below
Fire prevention and education	Similar
Traffic enforcement	Much below
Courts	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	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 Rapid City 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 76% of survey respondents; it received the highest rating and was above the benchmark.

FIGURE 40: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT
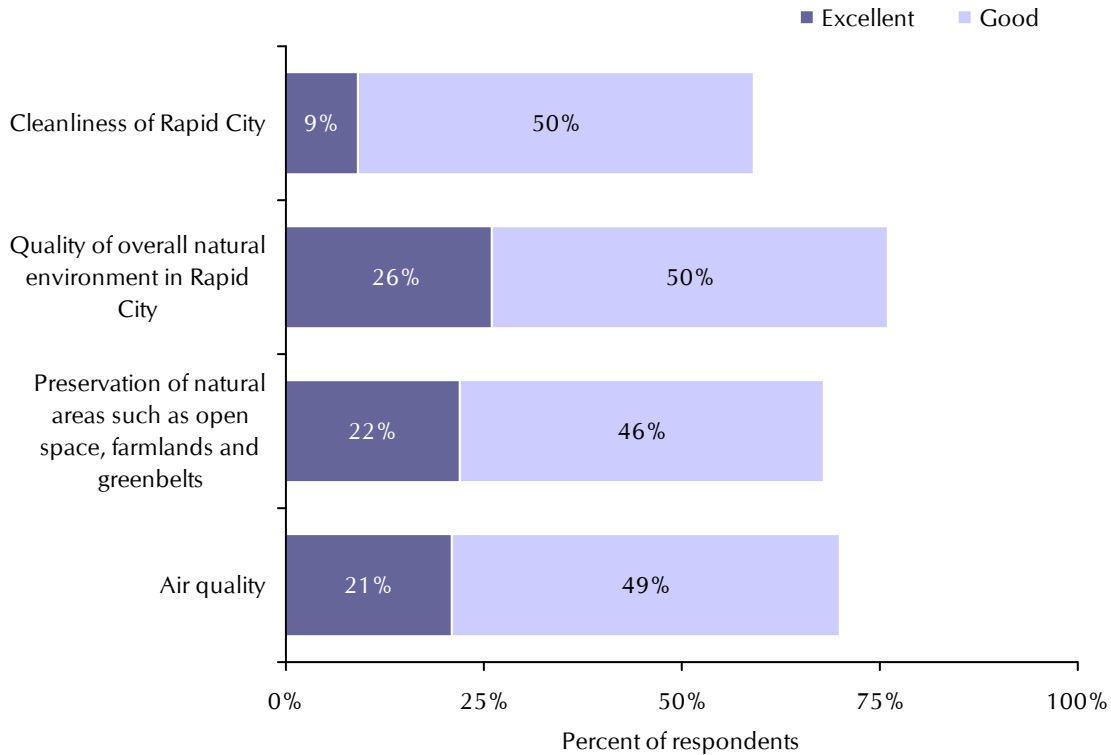
FIGURE 41: COMMUNITY ENVIRONMENT BENCHMARKS

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

Resident recycling was much greater than recycling reported in comparison communities.

FIGURE 42: FREQUENCY OF RECYCLING IN LAST 12 MONTHS

More than 26 times
51%

Never
13%

Once or twice
7%

3 to 12 times
15%

13 to 26 times
14%
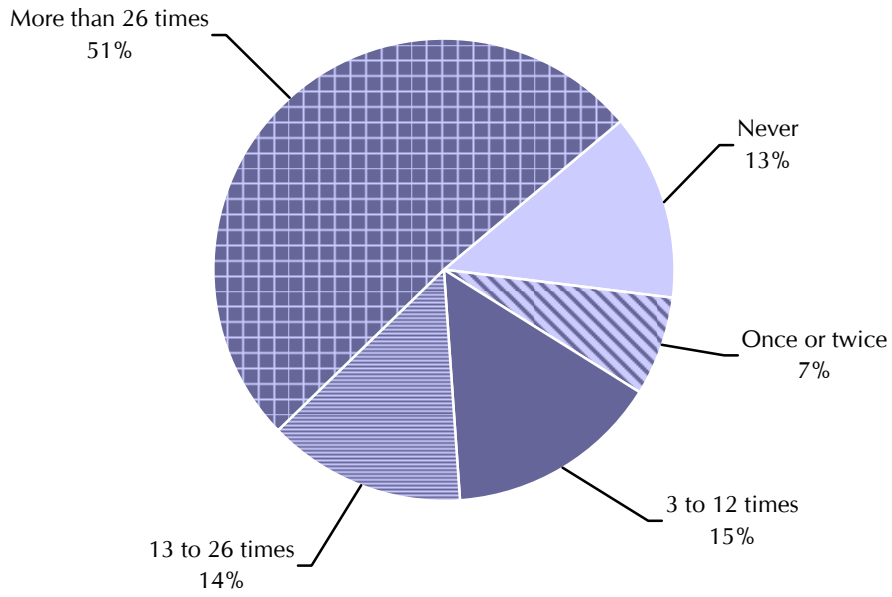
FIGURE 43: FREQUENCY OF RECYCLING BENCHMARKS

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

Of the seven utility services rated by those completing the questionnaire, three were higher than the benchmark comparison, four were similar and none were below the benchmark comparison.

FIGURE 44: RATINGS OF UTILITY SERVICES
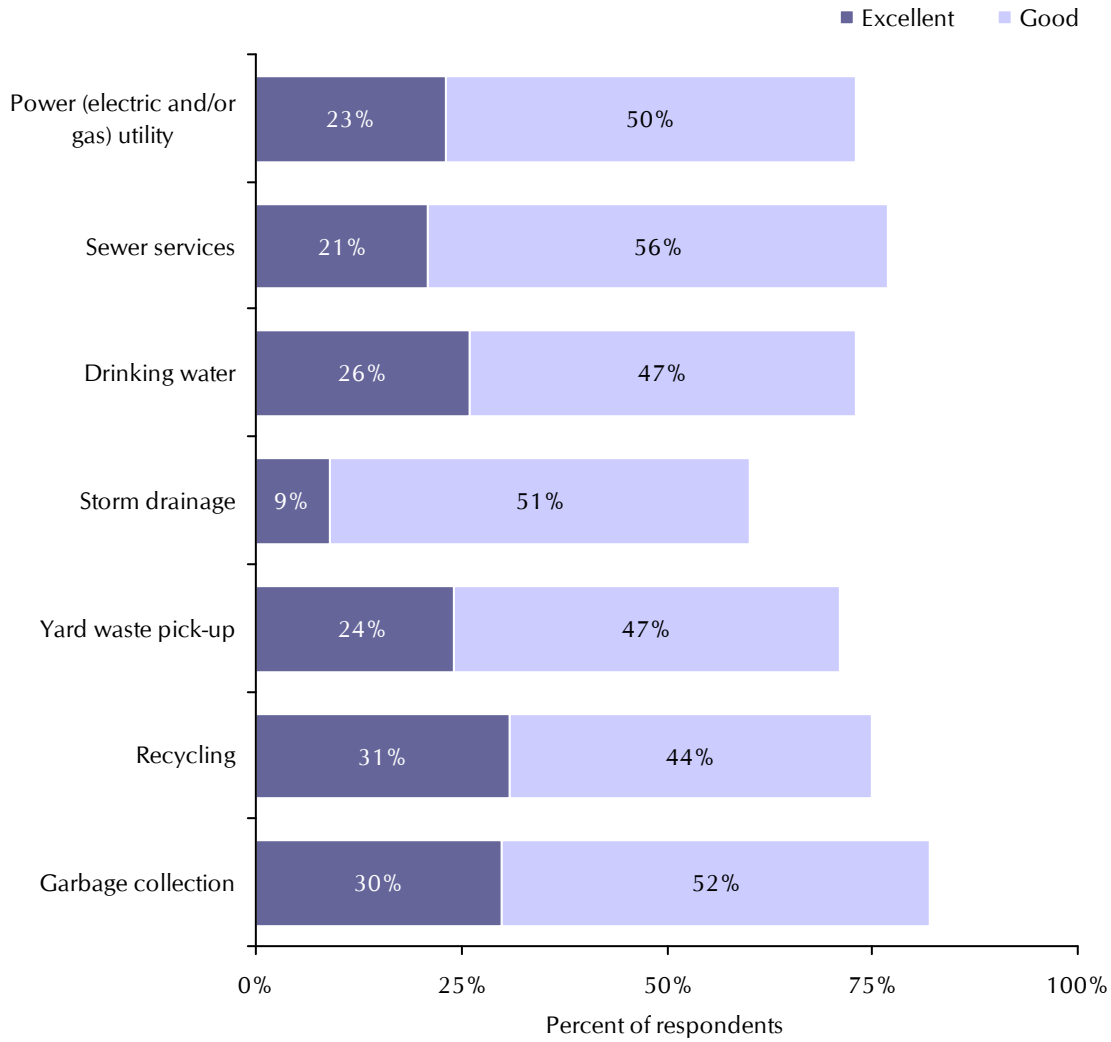
FIGURE 45: UTILITY SERVICES BENCHMARKS

	Comparison to benchmark
Power (electric and/or gas) utility	Similar
Sewer services	Above
Drinking water	Much above
Storm drainage	Similar
Yard waste pick-up	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 Rapid City were rated positively as were services related to parks and recreation.

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

FIGURE 46: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES
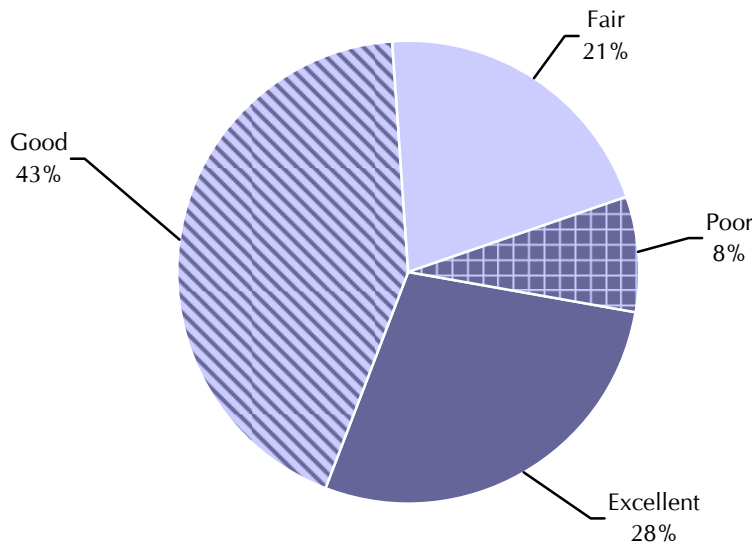
FIGURE 47: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Recreation opportunities	Much above

FIGURE 48: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES

Percent of respondents who did each at least once in last 12 months
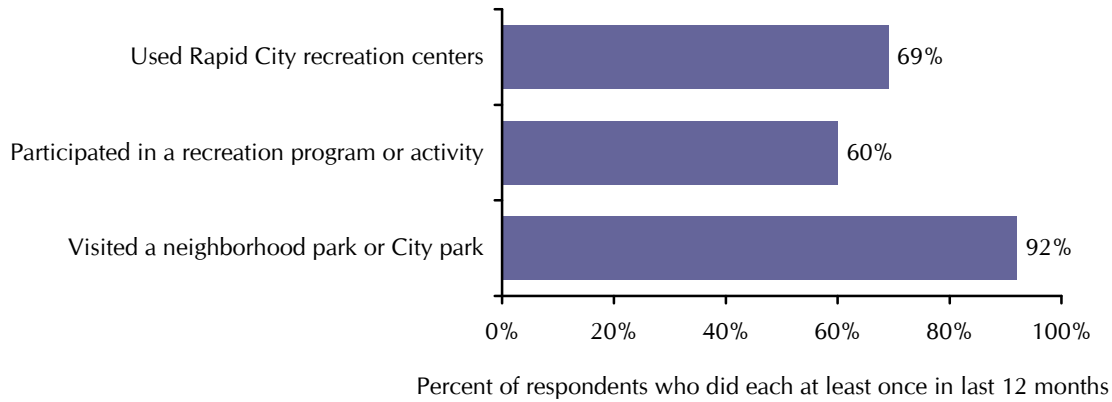
FIGURE 49: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

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

FIGURE 50: RATINGS OF PARKS AND RECREATION SERVICES
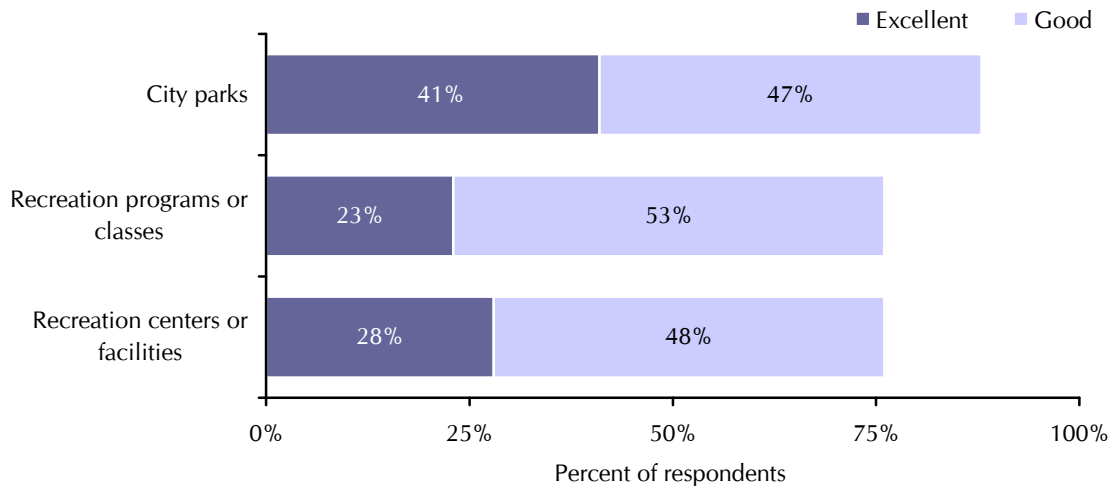
FIGURE 51: PARKS AND RECREATION SERVICES BENCHMARKS

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

Culture, Arts and Education

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

Opportunities to attend cultural activities were rated as "excellent" or "good" by 58% of respondents. Educational opportunities were rated as "excellent" or "good" by 62% of respondents. Compared to the benchmark data, educational opportunities and opportunities to attend cultural activities were similar to the average of comparison jurisdictions.

About 64% of Rapid City residents used a City library at least once in the 12 months preceding the survey. This participation rate for library use was less than comparison jurisdictions.

FIGURE 52: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES
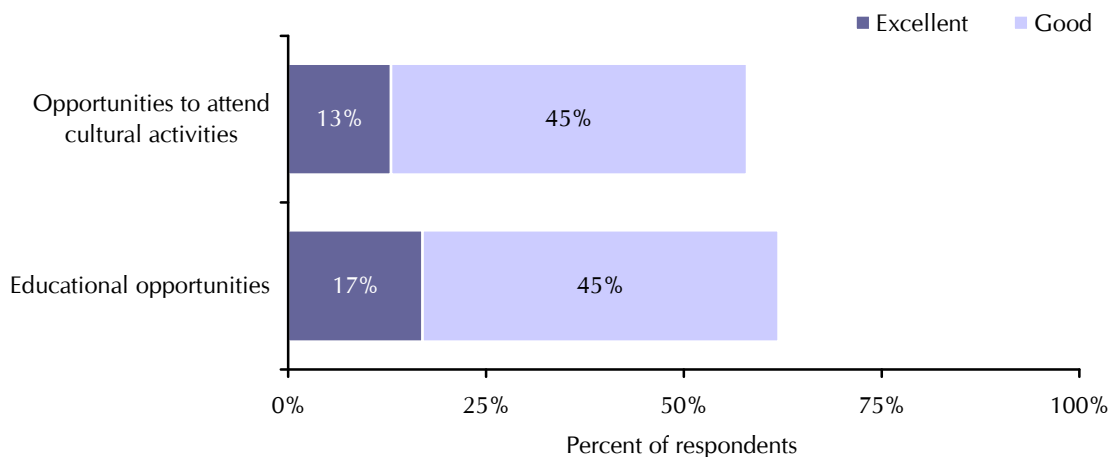
FIGURE 53: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

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

FIGURE 54: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES

Used Rapid City public libraries or their services — 64%

Participated in religious or spiritual activities in Rapid City — 66%

Percent of respondents who did each at least once in last 12 months
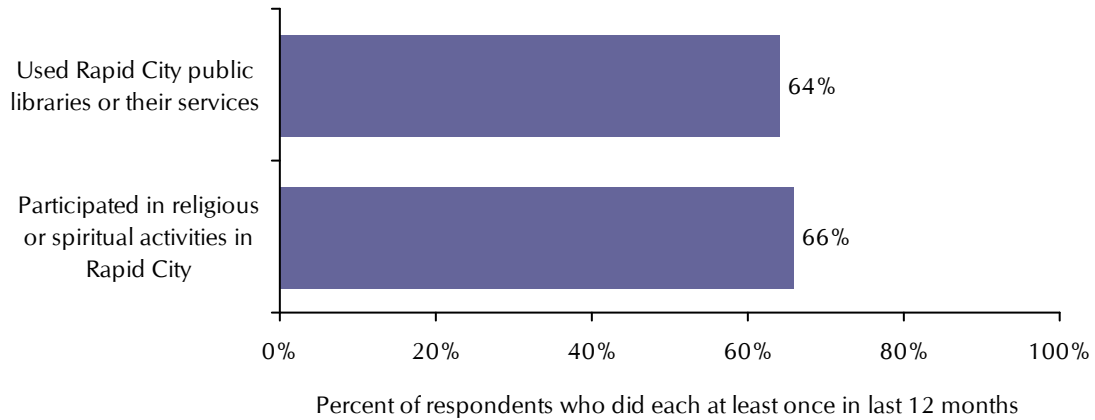
FIGURE 55: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Rapid City public libraries or their services	Much less
Participated in religious or spiritual activities in Rapid City	Much more

FIGURE 56: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES

■ Excellent   ■ Good

Public schools — 13% / 52%

Public library services — 30% / 53%

Percent of respondents
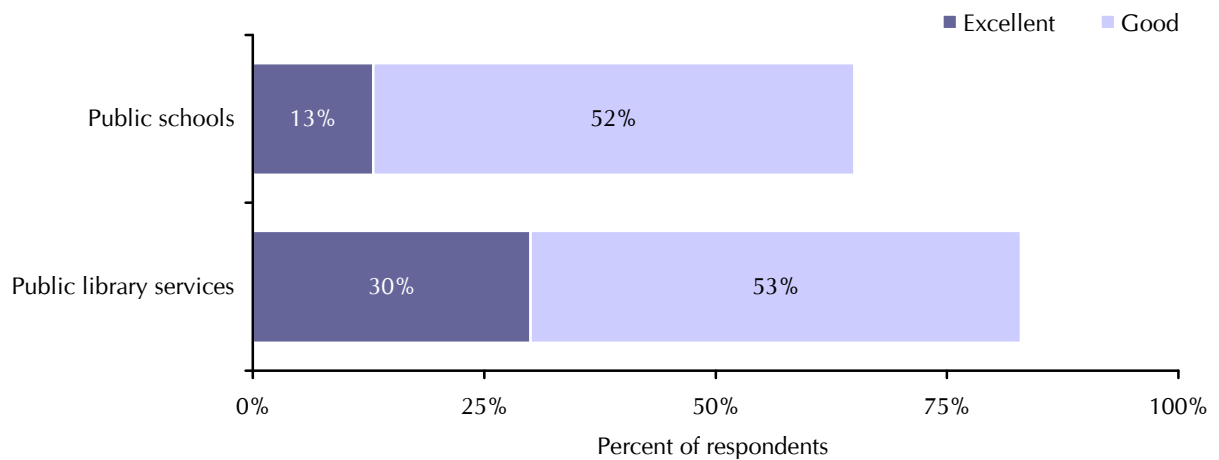
FIGURE 57: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public schools	Below
Public library services	Similar

Health and Wellness

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

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

FIGURE 58: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES
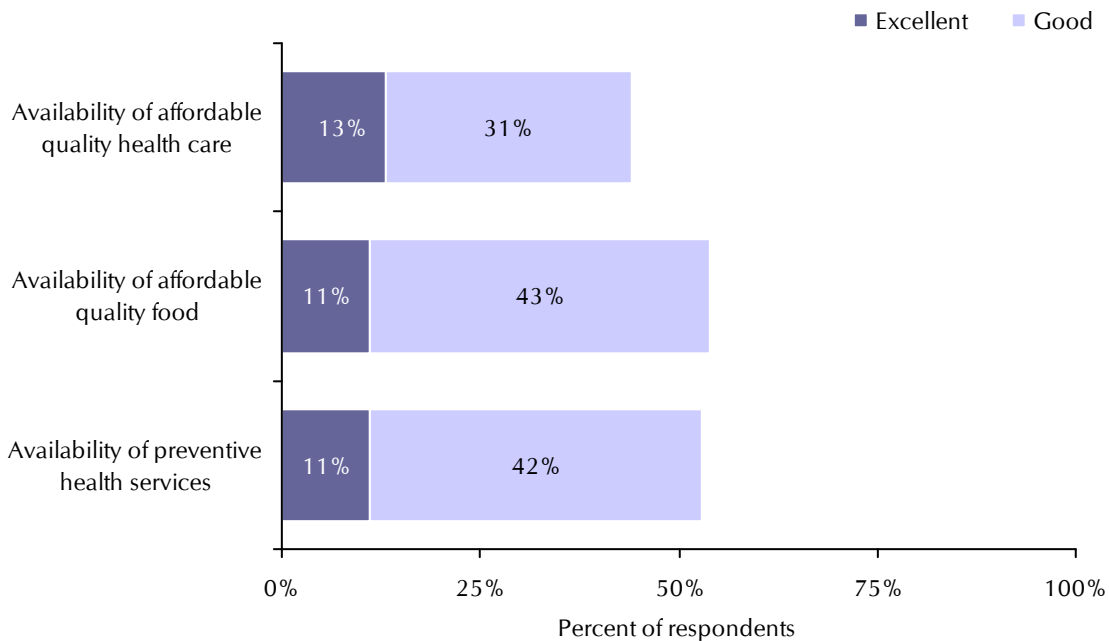
FIGURE 59: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Availability of affordable quality health care	Similar
Availability of affordable quality food	Below
Availability of preventive health services	Similar

FIGURE 60: RATINGS OF HEALTH AND WELLNESS SERVICES

Fair
28%

Poor
8%

Excellent
17%

Good
47%
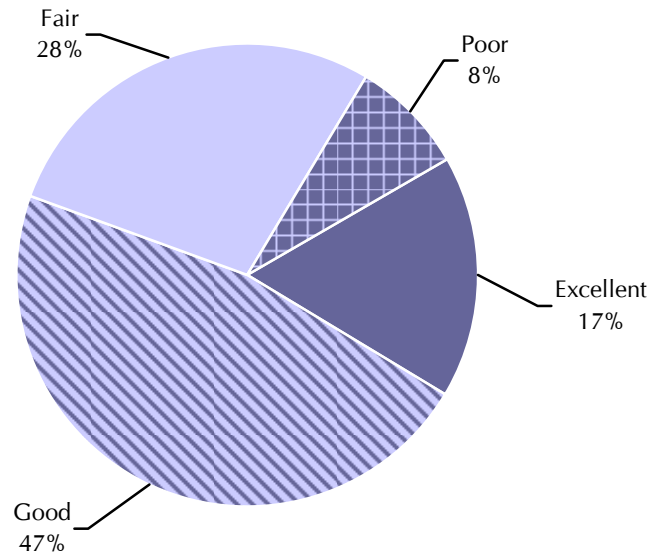
FIGURE 61: HEALTH AND WELLNESS SERVICES BENCHMARKS

	Comparison to benchmark
Health services	Similar

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 Rapid City as a place to raise children or to retire. They were also questioned about the quality of services delivered to various population subgroups, including older adults, youth and residents with few resources. A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many.

A high percentage of residents rated the City of Rapid City 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." Fewer survey respondents felt the City of Rapid City was open and accepting towards people of diverse backgrounds. The availability of affordable quality child care was rated the lowest by residents and was lower than the benchmark.

FIGURE 62: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS
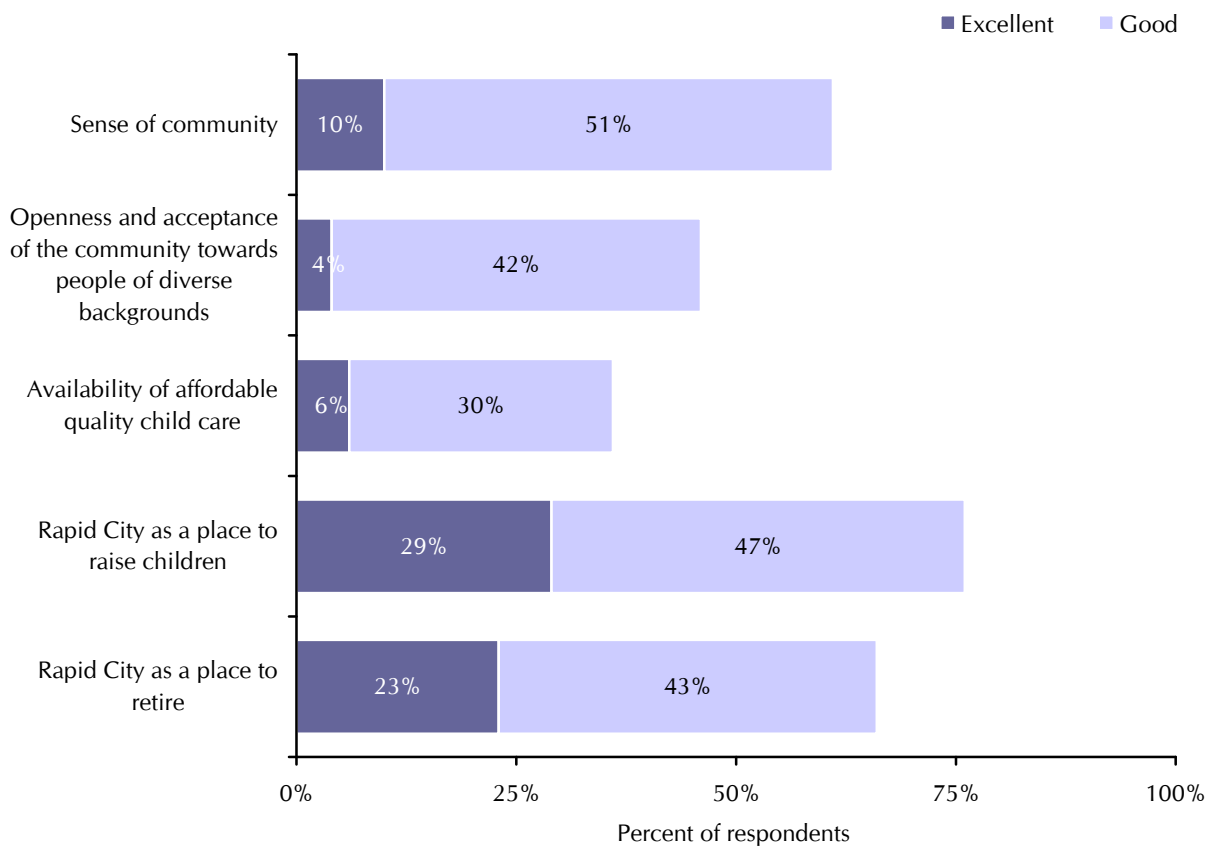
FIGURE 63: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

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

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 47% to 70% with ratings of "excellent" or "good." Services to seniors and services to low-income people were above the benchmark while services to youth were similar to the benchmark.

FIGURE 64: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS
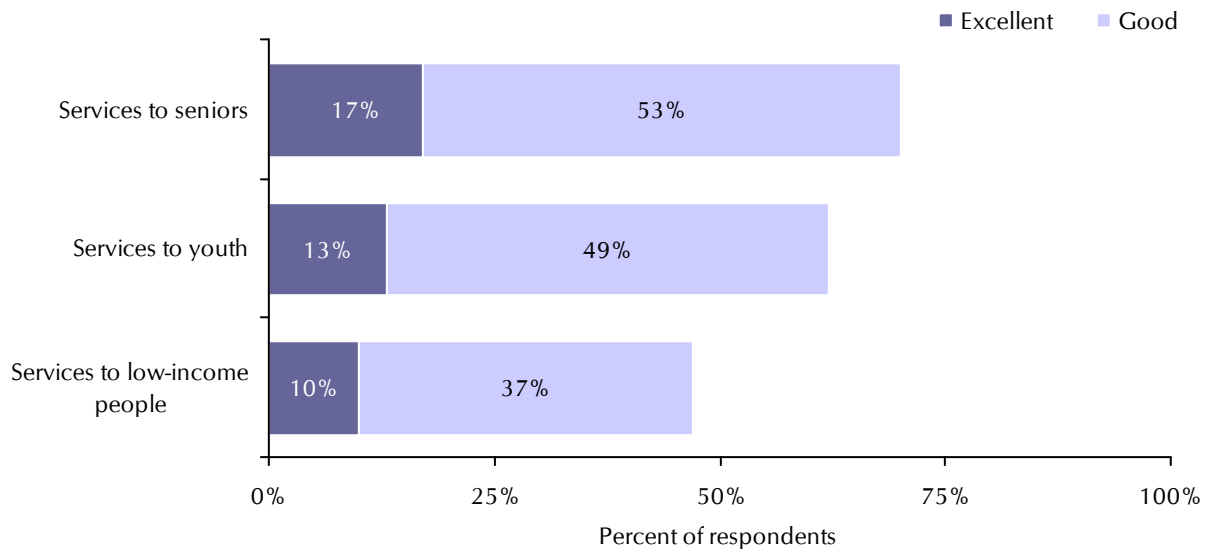
FIGURE 65: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

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

CIVIC ENGAGEMENT

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

Civic Activity

Respondents were asked about the perceived community volunteering opportunities and their participation as citizens of the City of Rapid City. Survey participants rated the volunteer opportunities in the City of Rapid City favorably. Opportunities to attend or participate in community matters were rated less favorably.

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

FIGURE 66: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES
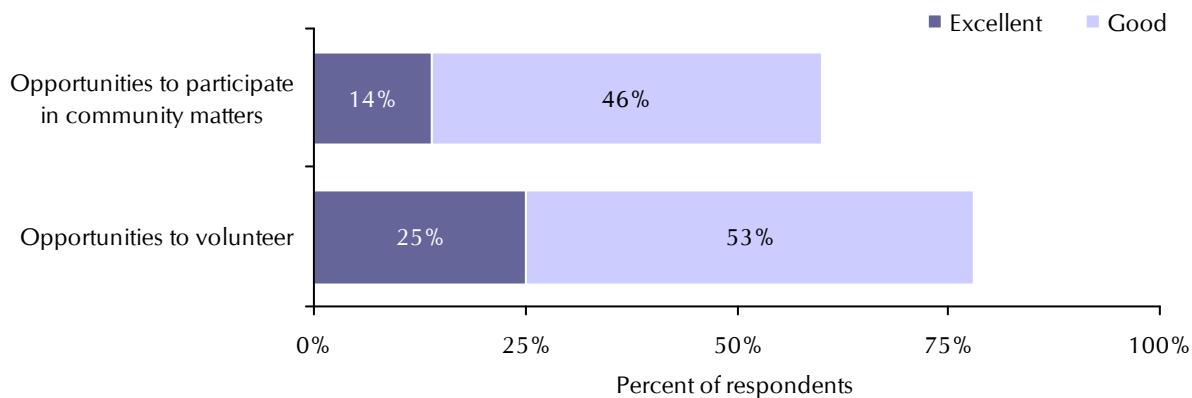
FIGURE 67: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

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

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

FIGURE 68: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES

Percent of respondents who did each at least once in last 12 months
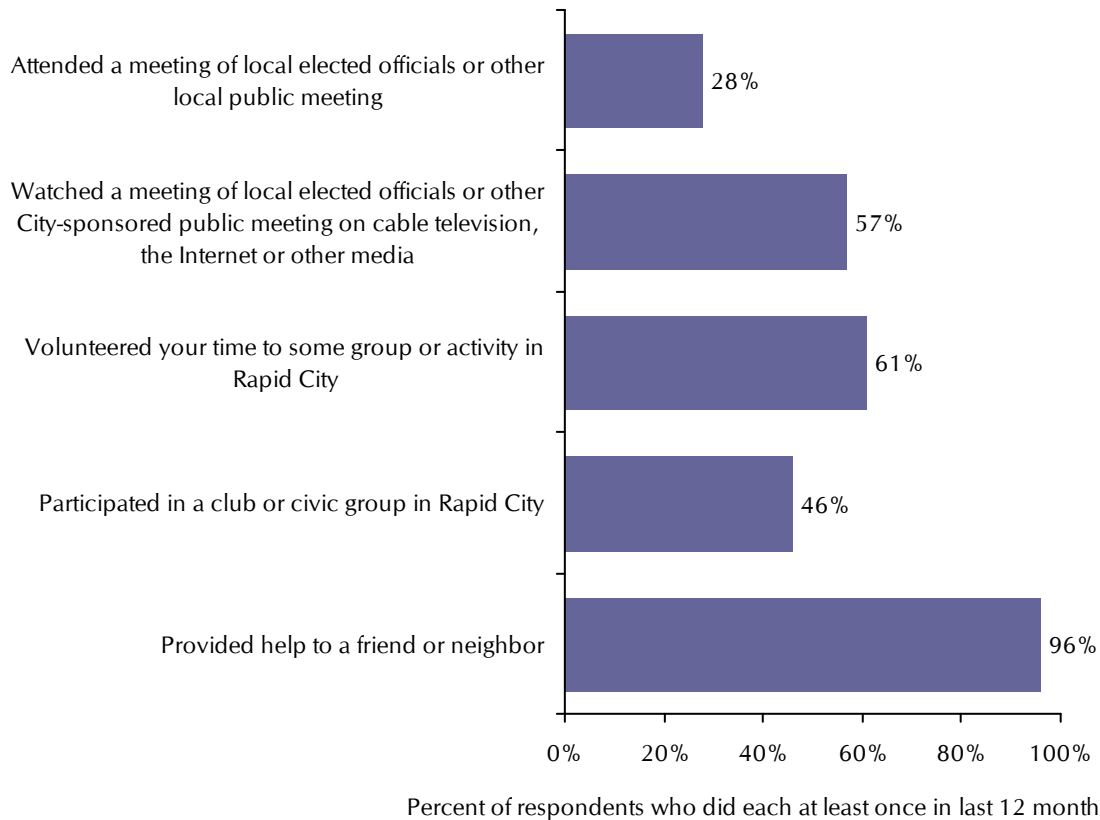
FIGURE 69: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

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

Eighty-six percent reported they were registered to vote and 71% indicated they had voted in the last general election.

FIGURE 70: REPORTED VOTING BEHAVIOR

Are you registered to vote in your jurisdiction?

Yes
86%

Ineligible to vote
1%

No
13%

Yes
71%

Ineligible to vote
2%

No
27%

Do you remember voting in the last general election?
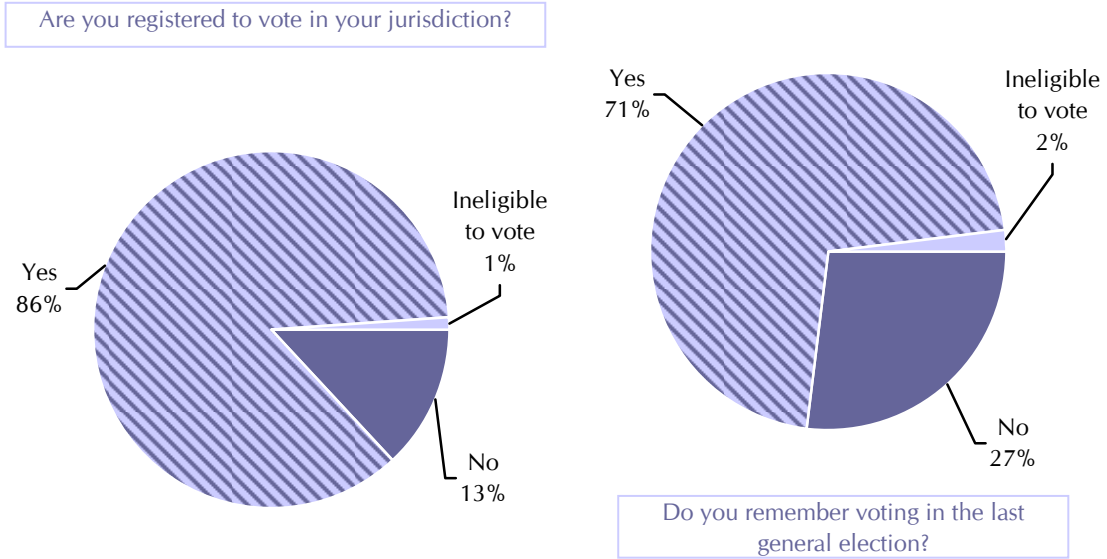
FIGURE 71: VOTING BEHAVIOR BENCHMARKS

	Comparison to benchmark
Registered to vote	Similar
Voted in last general election	Less

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 Rapid City Web site in the previous 12 months, 50% reported they had done so at least once. Public information services were rated similarly compared to benchmark data.

FIGURE 72: USE OF INFORMATION SOURCES

Percent of respondents who did each at least once in last 12 months
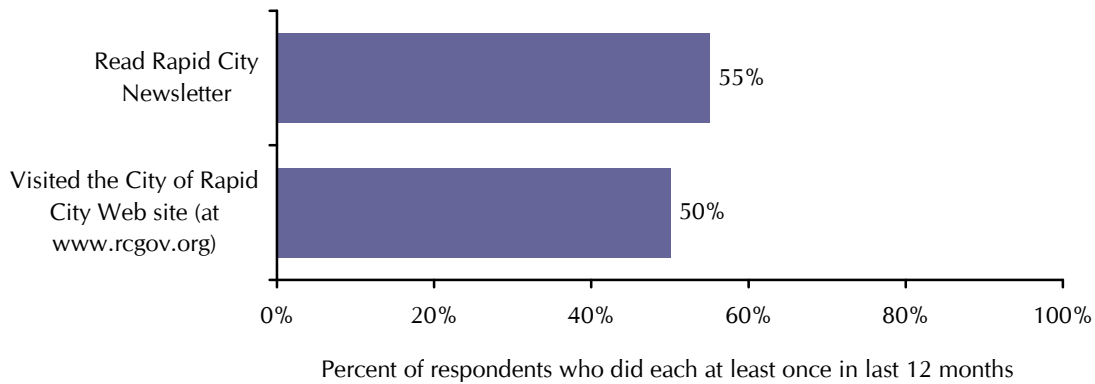
FIGURE 73: USE OF INFORMATION SOURCES BENCHMARKS

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

FIGURE 74: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION

Percent of respondents
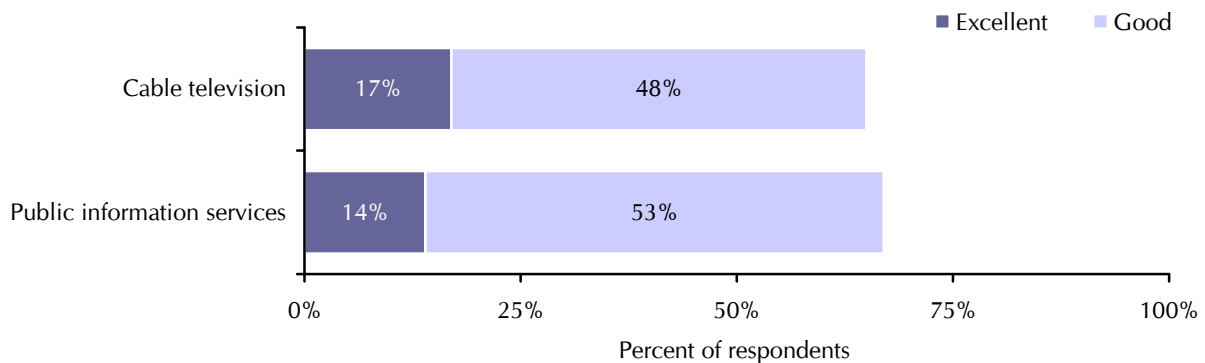
FIGURE 75: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	Comparison to benchmark
Cable television	Much above
Public information services	Similar

Social Engagement

Opportunities to participate in social events and activities were rated as "excellent" or "good" by 62% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as "excellent" or "good."

FIGURE 76: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES
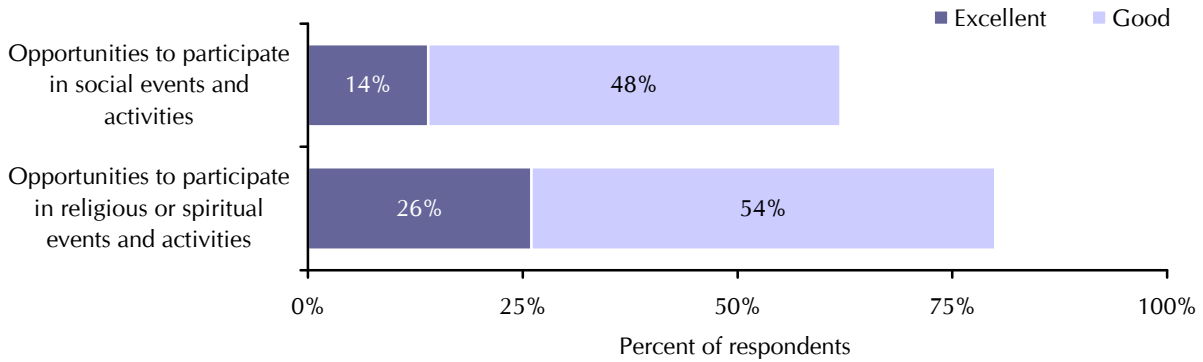
FIGURE 77: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

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

Residents in Rapid City reported a fair amount of neighborliness. More than 42% indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was less than the amount of contact reported in other communities.

FIGURE 78: CONTACT WITH IMMEDIATE NEIGHBORS

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

Less than several times a month 31%

Just about everyday 17%

Several times a week 25%

Several times a month 27%
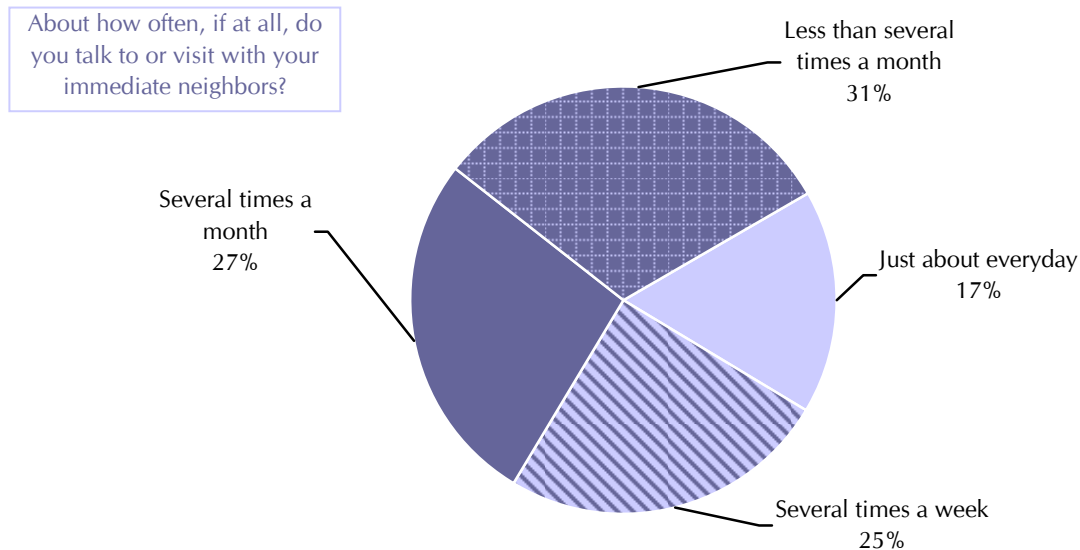
FIGURE 79: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	Comparison to benchmark
Has contact with neighbors at least several times per week	Much 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 Rapid City 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 Rapid City 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 Rapid City 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 Rapid City does at welcoming citizen involvement, 49% rated it as "excellent" or "good." Of these four ratings, all four were similar to the benchmark.

FIGURE 80: PUBLIC TRUST RATINGS
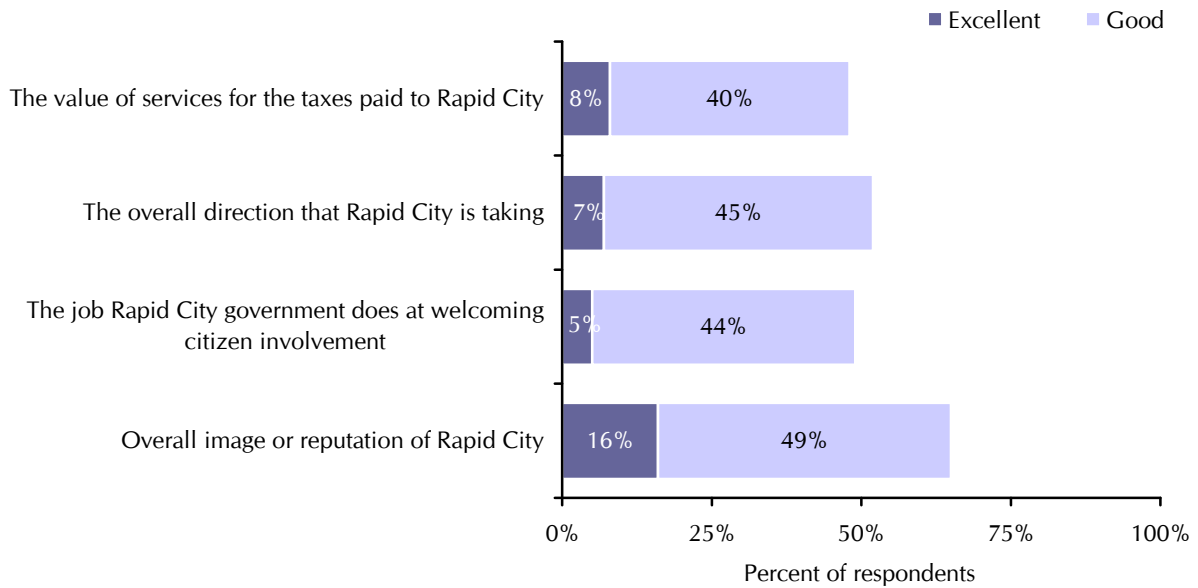
FIGURE 81: PUBLIC TRUST BENCHMARKS

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

On average, residents of the City of Rapid City gave the highest evaluations to their own local government and the lowest average rating to the Federal Government. The overall quality of services delivered by the City of Rapid City was rated as "excellent" or "good" by 65% of survey participants.

FIGURE 82: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS
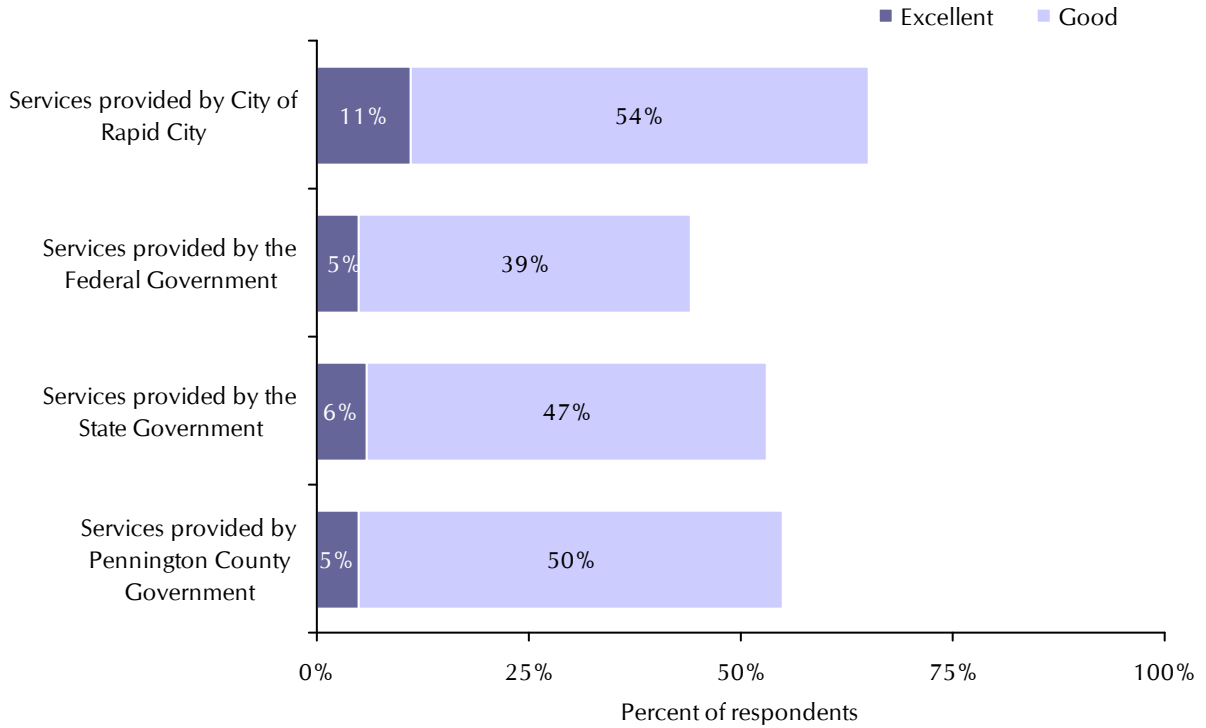
FIGURE 83: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	Comparison to benchmark
Services provided by the City of Rapid City	Below
Services provided by the Federal Government	Similar
Services provided by the State Government	Much above
Services provided by Pennington County Government	Similar

The National Citizen Survey™

City of Rapid City Employees

The employees of the City of Rapid City who interact with the public create the first impression that most residents have of the City of Rapid City. 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 Rapid City. 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 Rapid City 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 54% who reported that they had been in contact (a percent that is similar to the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 73% of respondents rated their overall impression as "excellent" or "good."

FIGURE 84: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS

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

Yes 54%

No 46%
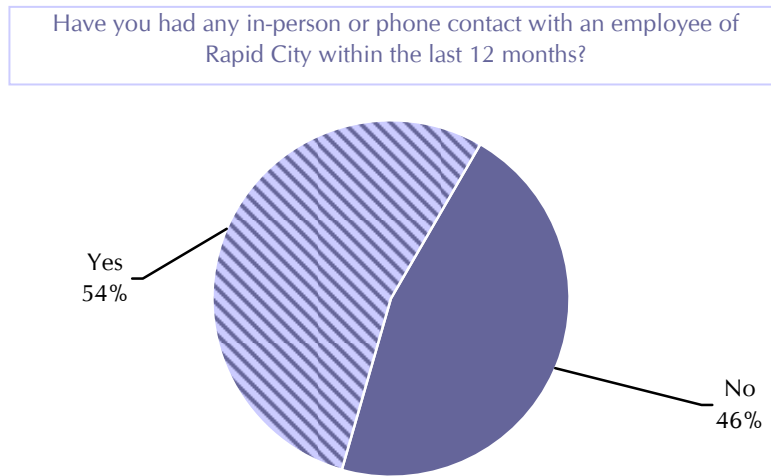
FIGURE 85: CONTACT WITH CITY EMPLOYEES BENCHMARKS

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

FIGURE 86: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT)

Percent of respondents who had contact with an employee in previous 12 months
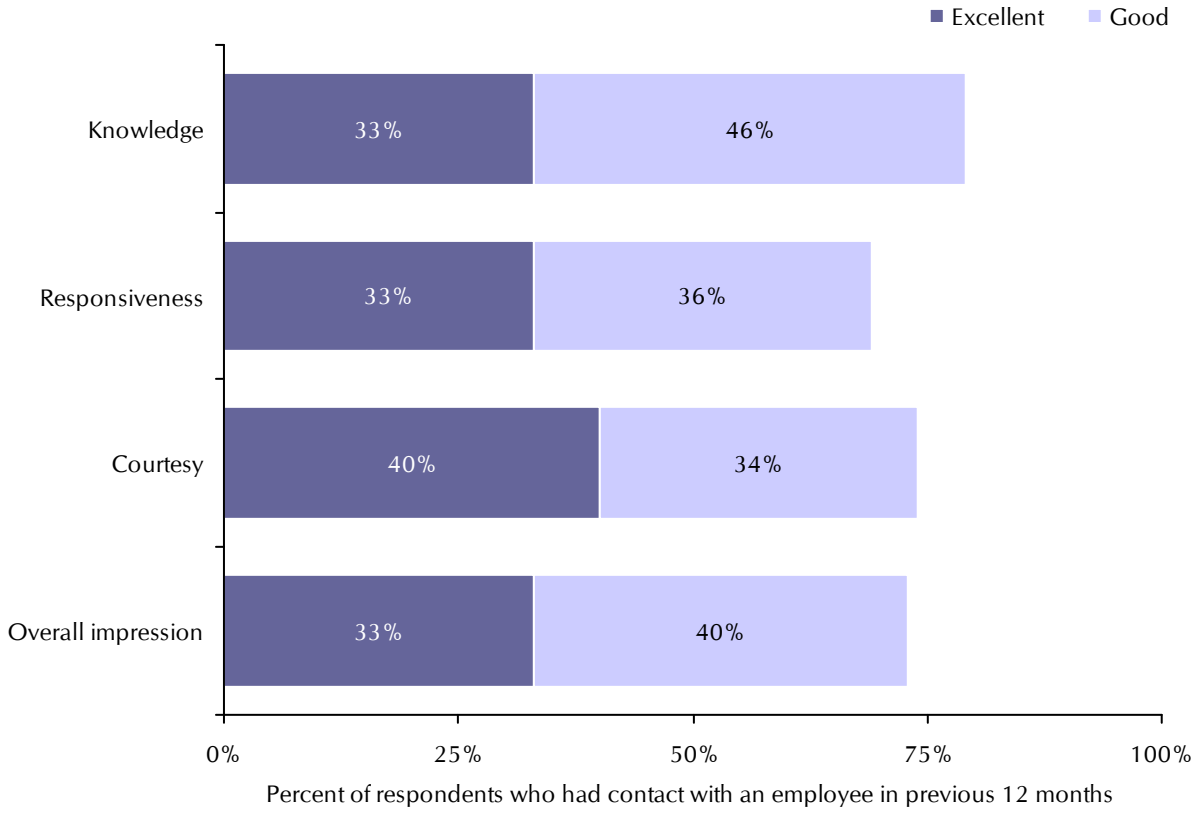
FIGURE 87: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

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

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

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

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

- Police services
- Preservation of natural areas
- Economic development

CITY OF RAPID CITY ACTION CHART™

The 2011 City of Rapid City Action Chart™ on the following page combines two dimensions of performance:

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

Thirty-two services were included in the KDA for the City of Rapid City. Of these, nine were above the benchmark, seven were below the benchmark and 16 were similar to the benchmark.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are not at least similar to the benchmark. In the case of Rapid City, no key drivers were below the benchmark. Therefore, Rapid City may wish to seek improvements to police services and economic development, 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 88: CITY OF RAPID CITY ACTION CHART

Overall Quality of City of Rapid City Services

Community Design

Planning and zoning	Animal control
Code enforcement	Street repair
Economic development	Snow removal
Sidewalk Maintenance	Street cleaning
Street lighting	Traffic signal timing

Environmental Sustainability

Drinking water	Recycling
Garbage collection	Sewer services
Power utility	Storm drainage
Preservation of natural areas	

Public Safety

Emergency preparedness	Police services
Municipal courts	Fire services
Traffic enforcement	EMS

Recreation and Wellness

City parks	Health services
Library	Public schools
Recreation programs	Recreation facilities

Civic Engagement

Cable television	Public information

Community Inclusiveness

Youth services

Legend

Above Benchmark	Similar to Benchmark	Below Benchmark

⚷ Key Driver

The National Citizen Survey™

Using Your Action Chart™

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

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

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

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

FIGURE 89: KEY DRIVERS COMPARED

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

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

POLICY QUESTIONS

"Don't know" responses have been removed from the following questions, when applicable.

Policy Question 1	
The City has recently increased its efforts to revitalize the downtown area for economic development and tourism. To what extent do you support or oppose these efforts?	Percent of respondents
Strongly support	39%
Somewhat support	38%
Somewhat oppose	14%
Strongly oppose	9%
Total	100%

Policy Question 2	
Please rate the job the City has done at controlling expenses during the current economic downturn.	Percent of respondents
Excellent	9%
Good	39%
Fair	34%
Poor	17%
Total	100%

Policy Question 3	
Rapid City's 2010 Program uses sales tax money to pay for various projects and improvements in Rapid City (including the civic center, airport improvements and the Dahl Fine Arts Center). Please rate the job the City had done using the 2010 Program funds.	Percent of respondents
Excellent	15%
Good	40%
Fair	31%
Poor	15%
Total	100%

APPENDIX A: COMPLETE SURVEY FREQUENCIES

FREQUENCIES EXCLUDING "DON'T KNOW" RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Rapid City:	Excellent	Good	Fair	Poor	Total
Rapid City as a place to live	32%	47%	20%	1%	100%
Your neighborhood as a place to live	32%	46%	18%	5%	100%
Rapid City as a place to raise children	29%	47%	20%	4%	100%
Rapid City as a place to work	11%	32%	38%	19%	100%
Rapid City as a place to retire	23%	43%	25%	9%	100%
The overall quality of life in Rapid City	20%	51%	24%	4%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Rapid City as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	10%	51%	31%	7%	100%
Openness and acceptance of the community towards people of diverse backgrounds	4%	42%	35%	19%	100%
Overall appearance of Rapid City	9%	48%	35%	8%	100%
Cleanliness of Rapid City	9%	50%	34%	8%	100%
Overall quality of new development in Rapid City	13%	45%	31%	11%	100%
Variety of housing options	12%	39%	36%	13%	100%
Overall quality of business and service establishments in Rapid City	9%	51%	33%	7%	100%
Shopping opportunities	15%	45%	31%	9%	100%
Opportunities to attend cultural activities	13%	45%	32%	10%	100%
Recreational opportunities	28%	43%	21%	8%	100%
Employment opportunities	4%	21%	43%	32%	100%
Educational opportunities	17%	45%	29%	9%	100%
Opportunities to participate in social events and activities	14%	48%	32%	6%	100%
Opportunities to participate in religious or spiritual events and activities	26%	54%	17%	3%	100%
Opportunities to volunteer	25%	53%	20%	3%	100%
Opportunities to participate in community matters	14%	46%	33%	7%	100%
Ease of car travel in Rapid City	13%	48%	26%	12%	100%
Ease of bus travel in Rapid City	5%	38%	35%	22%	100%
Ease of bicycle travel in Rapid City	11%	48%	28%	13%	100%
Ease of walking in Rapid City	14%	46%	29%	11%	100%
Availability of paths and walking trails	20%	46%	27%	7%	100%
Traffic flow on major streets	5%	42%	36%	16%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Rapid City as a whole:	Excellent	Good	Fair	Poor	Total
Amount of public parking	4%	25%	41%	30%	100%
Availability of affordable quality housing	5%	28%	44%	23%	100%
Availability of affordable quality child care	6%	30%	42%	22%	100%
Availability of affordable quality health care	13%	31%	34%	22%	100%
Availability of affordable quality food	11%	43%	34%	12%	100%
Availability of preventive health services	11%	42%	33%	13%	100%
Air quality	21%	49%	23%	7%	100%
Quality of overall natural environment in Rapid City	26%	50%	19%	5%	100%
Overall image or reputation of Rapid City	16%	49%	29%	7%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Rapid City over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	1%	16%	63%	15%	5%	100%
Retail growth (stores, restaurants, etc.)	6%	29%	51%	10%	3%	100%
Jobs growth	38%	52%	10%	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 Rapid City?	Percent of respondents
Not a problem	12%
Minor problem	36%
Moderate problem	41%
Major problem	12%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Rapid City:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	26%	42%	15%	15%	3%	100%
Property crimes (e.g., burglary, theft)	14%	43%	15%	22%	6%	100%
Environmental hazards, including toxic waste	43%	36%	14%	5%	1%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	69%	26%	3%	1%	0%	100%
In your neighborhood after dark	42%	36%	9%	11%	2%	100%
In Rapid City's downtown area during the day	52%	37%	6%	5%	1%	100%
In Rapid City's downtown area after dark	11%	40%	18%	24%	7%	100%

Question 7: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	83%
Yes	17%
Total	100%

Question 8: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	27%
Yes	73%
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 Rapid City?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Rapid City public libraries or their services	36%	25%	22%	11%	6%	100%
Used Rapid City recreation centers	31%	26%	27%	8%	7%	100%
Participated in a recreation program or activity	40%	26%	22%	8%	4%	100%
Visited a neighborhood park or City park	8%	19%	39%	20%	14%	100%
Ridden a local bus within Rapid City	86%	8%	2%	2%	1%	100%
Attended a meeting of local elected officials or other local public meeting	72%	19%	8%	1%	0%	100%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	43%	30%	20%	5%	2%	100%
Read Rapid City Newsletter	45%	23%	14%	6%	12%	100%
Visited the City of Rapid City Web site (at www.rcgov.org)	50%	22%	19%	6%	3%	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 Rapid City?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Recycled used paper, cans or bottles from your home	13%	7%	15%	14%	51%	100%
Volunteered your time to some group or activity in Rapid City	39%	23%	21%	8%	9%	100%
Participated in religious or spiritual activities in Rapid City	34%	16%	12%	11%	27%	100%
Participated in a club or civic group in Rapid City	54%	20%	12%	7%	7%	100%
Provided help to a friend or neighbor	4%	18%	38%	24%	16%	100%

Question 10: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	17%
Several times a week	25%
Several times a month	27%
Less than several times a month	31%
Total	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Rapid City:	Excellent	Good	Fair	Poor	Total
Police services	27%	46%	21%	6%	100%
Fire services	36%	53%	11%	0%	100%
Ambulance or emergency medical services	37%	51%	11%	0%	100%
Crime prevention	11%	49%	27%	13%	100%
Fire prevention and education	20%	57%	21%	2%	100%
Municipal courts	14%	50%	31%	5%	100%
Traffic enforcement	12%	43%	31%	15%	100%
Street repair	3%	20%	38%	39%	100%
Street cleaning	8%	45%	31%	15%	100%
Street lighting	9%	48%	31%	12%	100%
Snow removal	6%	32%	32%	30%	100%
Sidewalk maintenance	4%	37%	36%	22%	100%
Traffic signal timing	9%	42%	33%	15%	100%
Bus or transit services	13%	45%	26%	16%	100%
Garbage collection	30%	52%	16%	2%	100%
Recycling	31%	44%	18%	7%	100%
Yard waste pick-up	24%	47%	21%	8%	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Rapid City:	Excellent	Good	Fair	Poor	Total
Storm drainage	9%	51%	32%	8%	100%
Drinking water	26%	47%	22%	5%	100%
Sewer services	21%	56%	20%	3%	100%
Power (electric and/or gas) utility	23%	50%	21%	6%	100%
City parks	41%	47%	12%	0%	100%
Recreation programs or classes	23%	53%	20%	4%	100%
Recreation centers or facilities	28%	48%	21%	3%	100%
Land use, planning and zoning	7%	33%	43%	17%	100%
Code enforcement (weeds, abandoned buildings, etc)	5%	33%	35%	27%	100%
Animal control	10%	49%	30%	11%	100%
Economic development	4%	41%	35%	20%	100%
Health services	17%	47%	28%	8%	100%
Services to seniors	17%	53%	23%	7%	100%
Services to youth	13%	49%	25%	14%	100%
Services to low-income people	10%	37%	35%	17%	100%
Public library services	30%	53%	15%	2%	100%
Public information services	14%	53%	29%	4%	100%
Public schools	13%	52%	28%	8%	100%
Cable television	17%	48%	24%	10%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	15%	57%	23%	5%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	22%	46%	22%	11%	100%

Question 12: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City of Rapid City	11%	54%	27%	8%	100%
The Federal Government	5%	39%	35%	22%	100%
The State Government	6%	47%	36%	10%	100%
Pennington County Government	5%	50%	33%	12%	100%

Question 13: Contact with City Employees	
Have you had any in-person or phone contact with an employee of the City of Rapid City within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	46%
Yes	54%
Total	100%

Question 14: City Employees					
What was your impression of the employee(s) of the City of Rapid City in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	33%	46%	15%	6%	100%
Responsiveness	33%	36%	21%	10%	100%
Courtesy	40%	34%	14%	12%	100%
Overall impression	33%	40%	15%	12%	100%

Question 15: Government Performance					
Please rate the following categories of Rapid City government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Rapid City	8%	40%	37%	16%	100%
The overall direction that Rapid City is taking	7%	45%	34%	13%	100%
The job Rapid City government does at welcoming citizen involvement	5%	44%	35%	16%	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 Rapid City to someone who asks	41%	42%	6%	11%	100%
Remain in Rapid City for the next five years	60%	22%	8%	11%	100%

Question 17: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	3%
Somewhat positive	15%
Neutral	43%
Somewhat negative	29%
Very negative	9%
Total	100%

Question 18a: Policy Question 1	
The City has recently increased its efforts to revitalize the downtown area for economic development and tourism. To what extent do you support or oppose these efforts?	Percent of respondents
Strongly support	39%
Somewhat support	38%
Somewhat oppose	14%
Strongly oppose	9%
Total	100%

Question 18b: Policy Question 2	
Please rate the job the City has done at controlling expenses during the current economic downturn.	Percent of respondents
Excellent	9%
Good	39%
Fair	34%
Poor	17%
Total	100%

Question 18c: Policy Question 3	
Rapid City's 2010 Program uses sales tax money to pay for various projects and improvements in Rapid City (including the civic center, airport improvements and the Dahl Fine Arts Center). Please rate the job the City had done using the 2010 Program funds.	Percent of respondents
Excellent	15%
Good	40%
Fair	31%
Poor	15%
Total	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	27%
Yes, full-time	56%
Yes, part-time	17%
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	81%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	10%
Bus, rail, subway or other public transportation	1%
Walk	2%
Bicycle	1%
Work at home	4%
Other	0%

Question D3: Length of Residency	
How many years have you lived in Rapid City?	Percent of respondents
Less than 2 years	9%
2 to 5 years	16%
6 to 10 years	8%
11 to 20 years	20%
More than 20 years	46%
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	64%
House attached to one or more houses (e.g., a duplex or townhome)	5%
Building with two or more apartments or condominiums	29%
Mobile home	1%
Other	1%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house, apartment or mobile home...	Percent of respondents
Rented for cash or occupied without cash payment	42%
Owned by you or someone in this house with a mortgage or free and clear	58%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents
Less than $300 per month	8%
$300 to $599 per month	23%
$600 to $999 per month	36%
$1,000 to $1,499 per month	21%
$1,500 to $2,499 per month	9%
$2,500 or more per month	3%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	67%
Yes	33%
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	76%
Yes	24%
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	26%
$25,000 to $49,999	31%
$50,000 to $99,999	28%
$100,000 to $149,000	9%
$150,000 or more	6%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	97%
Yes, I consider myself to be Spanish, Hispanic or Latino	3%
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	6%
Asian, Asian Indian or Pacific Islander	2%
Black or African American	2%
White	90%
Other	3%
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	9%
25 to 34 years	24%
35 to 44 years	16%
45 to 54 years	18%
55 to 64 years	14%
65 to 74 years	10%
75 years or older	10%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	52%
Male	48%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	13%
Yes	86%
Ineligible to vote	1%
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	27%
Yes	71%
Ineligible to vote	2%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	13%
Yes	87%
Total	100%

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

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	26%
Land line	56%
Both	18%
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 Rapid City:	Excellent		Good		Fair		Poor		Don't know		Total	
Rapid City as a place to live	32%	142	47%	208	20%	90	1%	6	0%	1	100%	448
Your neighborhood as a place to live	32%	142	46%	205	18%	78	5%	20	0%	1	100%	447
Rapid City as a place to raise children	28%	123	45%	201	20%	87	4%	18	3%	15	100%	444
Rapid City as a place to work	11%	47	31%	139	37%	164	19%	84	3%	12	100%	446
Rapid City as a place to retire	21%	95	40%	178	23%	102	8%	36	8%	38	100%	448
The overall quality of life in Rapid City	20%	91	51%	229	24%	109	4%	18	0%	2	100%	449

Question 2: Community Characteristics											
Please rate each of the following characteristics as they relate to Rapid City as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Sense of community	10%	45	50%	220	31%	134	7%	32	1%	5	100%	437
Openness and acceptance of the community towards people of diverse backgrounds	4%	17	41%	183	34%	151	19%	83	2%	8	100%	442
Overall appearance of Rapid City	9%	41	48%	215	35%	155	8%	36	0%	1	100%	449
Cleanliness of Rapid City	9%	40	50%	222	33%	149	8%	33	0%	1	100%	446
Overall quality of new development in Rapid City	13%	58	43%	191	30%	134	10%	46	4%	17	100%	446
Variety of housing options	11%	50	38%	169	34%	152	13%	57	3%	15	100%	444
Overall quality of business and service establishments in Rapid City	9%	40	51%	227	33%	149	7%	29	1%	3	100%	448
Shopping opportunities	15%	68	44%	198	30%	136	9%	42	1%	4	100%	448
Opportunities to attend cultural activities	12%	55	43%	195	31%	138	10%	43	4%	18	100%	449
Recreational opportunities	28%	125	42%	189	21%	94	8%	34	1%	6	100%	447
Employment opportunities	4%	17	20%	92	41%	185	30%	135	5%	20	100%	449
Educational opportunities	17%	77	44%	198	28%	127	8%	38	2%	7	100%	447

Question 2: Community Characteristics											
Please rate each of the following characteristics as they relate to Rapid City as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Opportunities to participate in social events and activities	14%	61	47%	210	31%	138	6%	26	2%	9	100%	444
Opportunities to participate in religious or spiritual events and activities	25%	110	51%	227	16%	73	3%	12	6%	27	100%	449
Opportunities to volunteer	23%	104	50%	224	18%	82	2%	11	6%	27	100%	448
Opportunities to participate in community matters	13%	56	42%	189	30%	136	7%	29	8%	36	100%	446
Ease of car travel in Rapid City	13%	59	47%	210	26%	116	12%	53	2%	9	100%	447
Ease of bus travel in Rapid City	3%	13	24%	104	22%	97	14%	60	38%	167	100%	441
Ease of bicycle travel in Rapid City	9%	41	39%	174	23%	102	10%	47	19%	83	100%	446
Ease of walking in Rapid City	14%	61	43%	194	28%	123	10%	45	5%	24	100%	447
Availability of paths and walking trails	19%	84	43%	189	26%	113	7%	28	5%	21	100%	436
Traffic flow on major streets	5%	24	42%	187	36%	159	16%	72	1%	4	100%	446
Amount of public parking	4%	17	24%	108	40%	179	29%	129	2%	11	100%	443
Availability of affordable quality housing	4%	20	25%	113	40%	181	21%	95	8%	38	100%	448
Availability of affordable quality child care	4%	17	20%	87	28%	122	14%	64	35%	153	100%	443
Availability of affordable quality health care	12%	55	30%	134	32%	143	21%	94	5%	21	100%	447
Availability of affordable quality food	11%	51	43%	192	34%	153	12%	54	0%	1	100%	452
Availability of preventive health services	10%	46	38%	171	30%	134	12%	54	9%	42	100%	448
Air quality	21%	93	48%	217	23%	103	7%	30	1%	6	100%	449
Quality of overall natural environment in Rapid City	25%	114	49%	219	19%	84	5%	22	2%	7	100%	447
Overall image or reputation of Rapid City	15%	69	48%	216	28%	128	6%	29	2%	8	100%	449

Question 3: Growth												
Please rate the speed of growth in the following categories in Rapid City over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
Population growth	1%	5	14%	62	55%	246	13%	56	4%	19	14%	62	100%	450
Retail growth (stores, restaurants, etc.)	6%	26	27%	123	48%	215	10%	44	3%	14	7%	30	100%	451
Jobs growth	33%	151	46%	208	9%	39	1%	3	0%	2	11%	50	100%	451

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Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Rapid City?	Percent of respondents	Count
Not a problem	11%	49
Minor problem	34%	150
Moderate problem	39%	172
Major problem	11%	51
Don't know	5%	21
Total	100%	443

Question 5: Community Safety													
Please rate how safe or unsafe you feel from the following in Rapid City:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
Violent crime (e.g., rape, assault, robbery)	25%	112	41%	182	14%	65	15%	66	3%	12	2%	11	100%	447
Property crimes (e.g., burglary, theft)	14%	62	42%	187	15%	67	21%	94	6%	26	2%	10	100%	446
Environmental hazards, including toxic waste	40%	180	34%	150	13%	57	5%	22	1%	5	7%	32	100%	447

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	69%	307	26%	116	3%	15	1%	6	0%	2	0%	2	100%	447
In your neighborhood after dark	42%	186	36%	161	9%	39	11%	47	2%	11	1%	2	100%	447
In Rapid City's downtown area during the day	50%	225	36%	161	5%	24	5%	21	1%	4	3%	13	100%	448
In Rapid City's downtown area after dark	10%	46	37%	165	17%	74	22%	99	7%	30	7%	33	100%	447

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Question 7: Crime Victim		
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	82%	362
Yes	17%	74
Don't know	2%	7
Total	100%	443

Question 8: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	25%	19
Yes	69%	51
Don't know	5%	4
Total	100%	74

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 Rapid City?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
Used Rapid City public libraries or their services	36%	160	25%	111	22%	97	11%	51	6%	26	100%	446
Used Rapid City recreation centers	31%	138	26%	116	27%	120	8%	36	7%	31	100%	441
Participated in a recreation program or activity	40%	177	26%	115	22%	95	8%	35	4%	18	100%	440
Visited a neighborhood park or City park	8%	35	19%	83	39%	170	20%	88	14%	60	100%	437
Ridden a local bus within Rapid City	86%	380	8%	34	2%	9	2%	11	1%	7	100%	441
Attended a meeting of local elected officials or other local public meeting	72%	316	19%	86	8%	34	1%	5	0%	2	100%	442
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	43%	190	30%	135	20%	89	5%	24	2%	7	100%	444
Read Rapid City Newsletter	45%	195	23%	99	14%	63	6%	27	12%	54	100%	438
Visited the City of Rapid City Web site (at www.rcgov.org)	50%	220	22%	97	19%	83	6%	29	3%	12	100%	440

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 Rapid City?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total
Recycled used paper, cans or bottles from your home	13%	56	7%	31	15%	66	14%	63	51%	224	100%	440
Volunteered your time to some group or activity in Rapid City	39%	171	23%	101	21%	90	8%	36	9%	39	100%	436
Participated in religious or spiritual activities in Rapid City	34%	150	16%	70	12%	54	11%	47	27%	116	100%	437
Participated in a club or civic group in Rapid City	54%	240	20%	87	12%	55	7%	31	7%	31	100%	443
Provided help to a friend or neighbor	4%	19	18%	78	38%	172	24%	108	16%	70	100%	447

Question 10: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	17%	74
Several times a week	25%	111
Several times a month	27%	117
Less than several times a month	31%	137
Total	100%	440

Question 11: Service Quality											
Please rate the quality of each of the following services in Rapid City:	Excellent		Good		Fair		Poor		Don't know		Total
Police services	26%	113	45%	197	20%	87	6%	26	4%	18	100%	441
Fire services	32%	141	48%	210	10%	44	0%	1	10%	45	100%	441
Ambulance or emergency medical services	32%	143	44%	193	10%	44	0%	1	13%	59	100%	440
Crime prevention	10%	43	43%	189	24%	104	12%	51	12%	51	100%	438
Fire prevention and education	17%	73	47%	206	17%	74	2%	9	17%	75	100%	437
Municipal courts	10%	43	36%	156	22%	98	4%	16	28%	124	100%	437
Traffic enforcement	11%	47	40%	174	29%	127	14%	59	7%	30	100%	438
Street repair	3%	12	19%	85	38%	164	38%	166	2%	10	100%	437

Question 11: Service Quality											
Please rate the quality of each of the following services in Rapid City:	Excellent		Good		Fair		Poor		Don't know		Total	
Street cleaning	8%	35	44%	192	31%	133	15%	65	3%	12	100%	437
Street lighting	9%	40	47%	208	31%	135	11%	50	1%	5	100%	439
Snow removal	6%	27	31%	136	31%	137	30%	131	1%	4	100%	436
Sidewalk maintenance	4%	18	34%	148	33%	143	21%	89	8%	35	100%	433
Traffic signal timing	9%	40	41%	179	33%	141	15%	63	2%	9	100%	432
Bus or transit services	6%	28	22%	95	13%	55	8%	34	51%	223	100%	435
Garbage collection	28%	122	48%	209	14%	63	2%	10	7%	32	100%	436
Recycling	28%	121	40%	173	17%	73	6%	27	10%	44	100%	438
Yard waste pick-up	17%	75	34%	149	16%	68	6%	26	27%	118	100%	436
Storm drainage	8%	33	42%	184	27%	118	7%	29	17%	72	100%	437
Drinking water	25%	110	45%	197	21%	93	5%	22	4%	16	100%	438
Sewer services	18%	80	49%	213	18%	77	3%	12	13%	55	100%	436
Power (electric and/or gas) utility	23%	99	49%	213	20%	87	5%	24	3%	15	100%	438
City parks	39%	173	45%	197	12%	52	0%	1	4%	17	100%	439
Recreation programs or classes	17%	72	38%	165	15%	64	3%	11	28%	122	100%	433
Recreation centers or facilities	23%	99	39%	172	17%	75	2%	9	19%	81	100%	437
Land use, planning and zoning	5%	23	24%	105	32%	138	13%	55	26%	115	100%	435
Code enforcement (weeds, abandoned buildings, etc)	4%	17	27%	119	29%	125	23%	98	18%	77	100%	435
Animal control	8%	37	42%	182	26%	113	9%	40	15%	67	100%	439
Economic development	4%	16	35%	154	30%	130	18%	76	13%	58	100%	434
Health services	16%	69	44%	190	26%	114	7%	32	7%	30	100%	434
Services to seniors	11%	48	34%	148	15%	65	4%	18	36%	159	100%	439
Services to youth	9%	40	35%	154	18%	79	10%	44	28%	122	100%	438
Services to low-income people	7%	31	26%	111	24%	103	12%	51	32%	137	100%	433
Public library services	25%	108	44%	191	12%	54	2%	7	18%	78	100%	438
Public information services	11%	48	43%	185	24%	102	3%	12	20%	85	100%	432
Public schools	11%	49	44%	192	23%	103	6%	28	15%	68	100%	439

Question 11: Service Quality											
Please rate the quality of each of the following services in Rapid City:	Excellent		Good		Fair		Poor		Don't know		Total	
Cable television	15%	67	43%	188	22%	95	9%	40	11%	46	100%	437
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	11%	46	42%	181	17%	72	4%	17	27%	118	100%	433
Preservation of natural areas such as open space, farmlands and greenbelts	17%	76	36%	157	17%	75	8%	37	21%	89	100%	434

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 Rapid City	10%	46	52%	229	26%	115	7%	33	4%	19	100%	441
The Federal Government	5%	20	34%	151	31%	135	19%	84	11%	49	100%	439
The State Government	6%	25	42%	185	33%	144	9%	41	10%	46	100%	441
Pennington County Government	5%	22	45%	197	29%	129	10%	45	11%	47	100%	440

Question 13: Contact with City Employees		
Have you had any in-person or phone contact with an employee of the City of Rapid City within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	46%	204
Yes	54%	238
Total	100%	442

Question 14: City Employees											
What was your impression of the employee(s) of the City of Rapid City in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
Knowledge	33%	77	46%	108	15%	36	6%	14	0%	1	100%	236
Responsiveness	33%	78	36%	84	21%	49	10%	24	0%	1	100%	236
Courtesy	40%	94	34%	81	14%	32	12%	29	0%	0	100%	236
Overall impression	33%	78	40%	96	15%	35	12%	28	0%	0	100%	237

Question 15: Government Performance										
Please rate the following categories of Rapid City government performance:	Excellent		Good		Fair		Poor		Don't know		Total
The value of services for the taxes paid to Rapid City	7%	30	36%	158	33%	145	14%	63	11%	48	100%	444
The overall direction that Rapid City is taking	7%	29	42%	187	32%	141	13%	56	7%	32	100%	445
The job Rapid City government does at welcoming citizen involvement	4%	19	37%	164	29%	129	13%	57	16%	73	100%	441

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 Rapid City to someone who asks	41%	185	41%	187	6%	25	11%	49	1%	6	100%	451
Remain in Rapid City for the next five years	58%	261	21%	96	7%	33	11%	49	2%	11	100%	450

Question 17: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	3%	12
Somewhat positive	15%	69
Neutral	43%	194
Somewhat negative	29%	131
Very negative	9%	43
Total	100%	448

Question 18a: Policy Question 1		
The City has recently increased its efforts to revitalize the downtown area for economic development and tourism. To what extent do you support or oppose these efforts?	Percent of respondents	Count
Strongly support	36%	162
Somewhat support	36%	160
Somewhat oppose	13%	57
Strongly oppose	8%	38
Don't know	7%	32
Total	100%	450

Question 18b: Policy Question 2		
Please rate the job the City has done at controlling expenses during the current economic downturn.	Percent of respondents	Count
Excellent	8%	35
Good	32%	144
Fair	28%	125
Poor	14%	61
Don't know	19%	86
Total	100%	450

Question 18c: Policy Question 3		
Rapid City's 2010 Program uses sales tax money to pay for various projects and improvements in Rapid City (including the civic center, airport improvements and the Dahl Fine Arts Center). Please rate the job the City had done using the 2010 Program funds.	Percent of respondents	Count
Excellent	13%	57
Good	34%	153
Fair	27%	120
Poor	13%	57
Don't know	14%	62
Total	100%	449

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	27%	121
Yes, full-time	56%	249
Yes, part-time	17%	77
Total	100%	447

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	81%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	10%
Bus, rail, subway or other public transportation	1%
Walk	2%
Bicycle	1%
Work at home	4%
Other	0%

Question D3: Length of Residency		
How many years have you lived in Rapid City?	Percent of respondents	Count
Less than 2 years	9%	39
2 to 5 years	16%	72
6 to 10 years	8%	38
11 to 20 years	20%	92
More than 20 years	46%	207
Total	100%	448

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	64%	287
House attached to one or more houses (e.g., a duplex or townhome)	5%	24
Building with two or more apartments or condominiums	29%	128
Mobile home	1%	6
Other	1%	4
Total	100%	448

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	42%	185
Owned by you or someone in this house with a mortgage or free and clear	58%	253
Total	100%	438

Question D6: Monthly Housing Cost		
About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents	Count
Less than $300 per month	8%	33
$300 to $599 per month	23%	99
$600 to $999 per month	36%	159
$1,000 to $1,499 per month	21%	93
$1,500 to $2,499 per month	9%	38
$2,500 or more per month	3%	15
Total	100%	438

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	67%	299
Yes	33%	149
Total	100%	449

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	76%	343
Yes	24%	109
Total	100%	452

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	26%	109
$25,000 to $49,999	31%	132
$50,000 to $99,999	28%	120
$100,000 to $149,000	9%	38
$150,000 or more	6%	25
Total	100%	425

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	97%	431
Yes, I consider myself to be Spanish, Hispanic or Latino	3%	12
Total	100%	442

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	6%	27
Asian, Asian Indian or Pacific Islander	2%	9
Black or African American	2%	9
White	90%	405
Other	3%	13
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	9%	40
25 to 34 years	24%	107
35 to 44 years	16%	72
45 to 54 years	18%	79
55 to 64 years	14%	61
65 to 74 years	10%	47
75 years or older	10%	43
Total	100%	448

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	52%	231
Male	48%	213
Total	100%	444

The National Citizen Survey™

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	13%	57
Yes	83%	373
Ineligible to vote	1%	3
Don't know	4%	16
Total	100%	449

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	27%	120
Yes	70%	318
Ineligible to vote	2%	10
Don't know	1%	4
Total	100%	452

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	13%	58
Yes	87%	390
Total	100%	448

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	42%	187
Yes	58%	261
Total	100%	448

Question D18: Primary Phone		
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents	Count
Cell	26%	53
Land line	56%	117
Both	18%	38
Total	100%	209

Appendix B: Survey Methodology

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

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

Survey Validity

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

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

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

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

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

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

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

SURVEY SAMPLING

"Sampling" refers to the method by which survey recipients were chosen. All households within the City of Rapid City 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 Rapid City 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 Rapid City 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 Rapid City boundaries were removed from consideration.

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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 Rapid City. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

FIGURE 90: LOCATION OF SURVEY RECIPIENTS

The National Citizen Survey™
City of Rapid City, SD 2010

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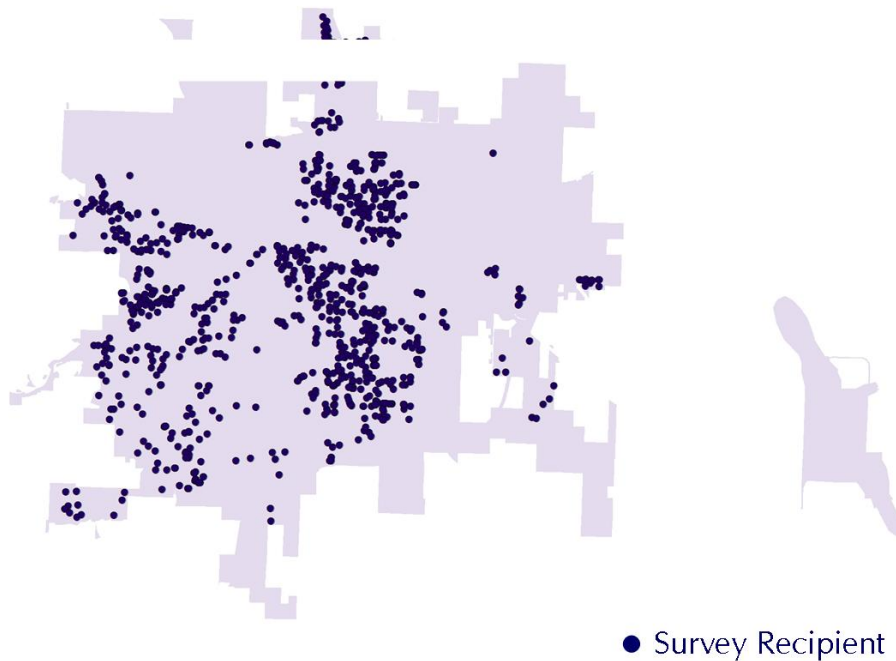
An individual within each household was selected using the birthday method. The birthday method selects a person within the household by asking the "person whose birthday has most recently passed" to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship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

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

FIGURE 91: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN RAPID CITY

Overall: 40%
55+: 14%
35-54: 31%
18-34: 72%

Percent of respondents reporting having a "cell phone" only
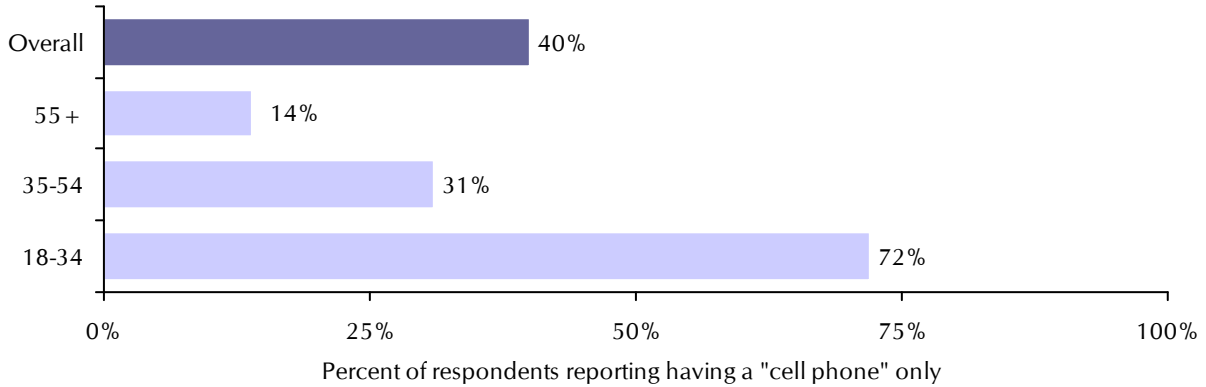
SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning November 12, 2010. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the Mayor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following six weeks.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a "level of confidence" and accompanying "confidence interval" (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The confidence interval for the City of Rapid City survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (456 completed surveys).

A 95% confidence interval indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the "true" population response. This theory is applied in practice to mean that the "true" perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as "excellent" or "good," then the 4% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 71% and 79%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

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

SURVEY PROCESSING (DATA ENTRY)

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

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

SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2006 American Community Survey Census estimates for adults in the City of Rapid City. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

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

- The disparity between the survey respondent characteristics and the population norms for these variables
- The saliency of these variables in detecting differences of opinion among subgroups

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

A special software program using mathematical algorithms is used to calculate the appropriate weights. Data weighting can adjust up to 5 demographic variables. Several different weighting "schemes" may be tested to ensure the best fit for the data.

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

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

Rapid City Citizen Survey Weighting Table			
Characteristic	Population Norm[2]	Unweighted Data	Weighted Data
Housing			
Rent home	42%	38%	42%
Own home	58%	62%	58%
Detached unit	66%	60%	65%
Attached unit	34%	40%	35%
Race and Ethnicity			
White alone, not Hispanic	85%	89%	87%
Hispanic and/or other race	15%	11%	13%
Sex and Age			
Female	51%	57%	52%
Male	49%	43%	48%
18-34 years of age	34%	19%	33%
35-54 years of age	34%	29%	34%
55+ years of age	32%	52%	33%
Females 18-34	16%	12%	16%
Females 35-54	17%	15%	17%
Females 55+	18%	29%	19%
Males 18-34	18%	7%	18%
Males 35-54	17%	14%	17%
Males 55+	14%	23%	14%

[2] Source: 2006-2008 ACS

Survey Data Analysis and Reporting

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

Use of the "Excellent, Good, Fair, Poor" Response Scale

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

"Don't Know" Responses

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

Benchmark Comparisons

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

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

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

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

The Role of Comparisons

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

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

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

Comparison of Rapid City to the Benchmark Database

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

APPENDIX C: SURVEY MATERIALS

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

Dear Rapid City Resident,

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

Alan Hanks
Mayor

City of Rapid City

Office of The Mayor

300 Sixth Street

Rapid City, South Dakota 57704

November 2010

Dear Rapid City Resident:

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

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

To get a representative sample of Rapid City 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 605-394-4110.

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

Sincerely,

Alan Hanks
Mayor

CITY OF RAPID CITY

RAPID CITY, SOUTH DAKOTA 57701-2724

Office of the Mayor
300 Sixth Street
605-394-4110
Fax: 605-394-6793
E-mail: mayor@rcgov.org

November 2010

Dear City of Rapid City 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 Rapid City wants to know what you think about our community and municipal government. You have been randomly selected to participate in the City of Rapid City'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 Rapid City 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 605-394-4110.

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

Sincerely,

Alan Hanks
Mayor

The City of Rapid City 2010 Citizen Survey

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

1. **Please rate each of the following aspects of quality of life in Rapid City:**

	Excellent	Good	Fair	Poor	Don't know
Rapid City as a place to live	1	2	3	4	5
Your neighborhood as a place to live	1	2	3	4	5
Rapid City as a place to raise children	1	2	3	4	5
Rapid City as a place to work	1	2	3	4	5
Rapid City as a place to retire	1	2	3	4	5
The overall quality of life in Rapid City	1	2	3	4	5

2. **Please rate each of the following characteristics as they relate to Rapid City as a whole:**

	Excellent	Good	Fair	Poor	Don't know
Sense of community	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds	1	2	3	4	5
Overall appearance of Rapid City	1	2	3	4	5
Cleanliness of Rapid City	1	2	3	4	5
Overall quality of new development in Rapid City	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Overall quality of business and service establishments in Rapid City	1	2	3	4	5
Shopping opportunities	1	2	3	4	5
Opportunities to attend cultural activities	1	2	3	4	5
Recreational opportunities	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Educational opportunities	1	2	3	4	5
Opportunities to participate in social events and activities	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities	1	2	3	4	5
Opportunities to volunteer	1	2	3	4	5
Opportunities to participate in community matters	1	2	3	4	5
Ease of car travel in Rapid City	1	2	3	4	5
Ease of bus travel in Rapid City	1	2	3	4	5
Ease of bicycle travel in Rapid City	1	2	3	4	5
Ease of walking in Rapid City	1	2	3	4	5
Availability of paths and walking trails	1	2	3	4	5
Traffic flow on major streets	1	2	3	4	5
Amount of public parking	1	2	3	4	5
Availability of affordable quality housing	1	2	3	4	5
Availability of affordable quality child care	1	2	3	4	5
Availability of affordable quality health care	1	2	3	4	5
Availability of affordable quality food	1	2	3	4	5
Availability of preventative health services	1	2	3	4	5
Air quality	1	2	3	4	5
Quality of overall natural environment in Rapid City	1	2	3	4	5
Overall image or reputation of Rapid City	1	2	3	4	5

3. **Please rate the speed of growth in the following categories in Rapid City over the past 2 years:**

	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Don't know
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 Rapid City?
○ 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 Rapid City:

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

7. During the past 12 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 Rapid City?

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

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

The City of Rapid City 2010 Citizen Survey

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

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

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

	Excellent	Good	Fair	Poor	Don't know
The City of Rapid City	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5
Pennington County Government	1	2	3	4	5

13. Have you had any in-person or phone contact with an employee of the City of Rapid City 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 Rapid City in your most recent contact? (Rate each characteristic below.)

	Excellent	Good	Fair	Poor	Don't know
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 Rapid City government performance:

	Excellent	Good	Fair	Poor	Don't know
The value of services for the taxes paid to Rapid City...............................	1	2	3	4	5
The overall direction that Rapid City is taking	1	2	3	4	5
The job Rapid City government does at welcoming citizen involvement..	1	2	3	4	5

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

	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Don't know
Recommend living in Rapid City to someone who asks	1	2	3	4	5
Remain in Rapid City 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 has recently increased its efforts to revitalize the downtown area for economic development and tourism. To what extent do you support or oppose these efforts?
    ❍ Strongly support
    ❍ Somewhat support
    ❍ Somewhat oppose
    ❍ Strongly oppose
    ❍ Don't know

    b. Please rate the job the City has done at controlling expenses during the current economic downturn.
    ❍ Excellent
    ❍ Good
    ❍ Fair
    ❍ Poor
    ❍ Don't know

    c. Rapid City's 2012 Program uses sales tax money to pay for various projects and improvements in Rapid City (including the civic center, airport improvements and the Dahl Fine Arts Center). Please rate the job the City has done using the 2012 Program funds.
    ❍ Excellent
    ❍ Good
    ❍ Fair
    ❍ Poor
    ❍ Don't know

The City of Rapid City 2010 Citizen Survey

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

D1. Are you currently employed for pay?
❍ No ➜ Go to Question D3
❍ Yes, full time ➜ Go to Question D2
❍ Yes, part time ➜ Go to Question D2

D2. During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below? (Enter the total number of days, using whole numbers.)
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself .... _____ days
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults .... _____ days
Bus, Rail, Subway or other public transportation .... _____ days
Walk .... _____ days
Bicycle .... _____ days
Work at home .... _____ days
Other .... _____ days

D3. How many years have you lived in Rapid City?
❍ Less than 2 years ❍ 11-20 years
❍ 2-5 years ❍ More than 20 years
❍ 6-10 years

D4. Which best describes the building you live in?
❍ One family house detached from any other houses
❍ House attached to one or more houses (e.g., a duplex or townhome)
❍ Building with two or more apartments or condominiums
❍ Mobile home
❍ Other

D5. Is this house, apartment or mobile home...
❍ Rented for cash or occupied without cash payment?
❍ Owned by you or someone in this house with a mortgage or free and clear?

D6. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?
❍ Less than $300 per month
❍ $300 to $599 per month
❍ $600 to $999 per month
❍ $1,000 to $1,499 per month
❍ $1,500 to $2,499 per month
❍ $2,500 or more per month

D7. Do any children 17 or under live in your household?
❍ No ❍ Yes

D8. Are you or any other members of your household aged 65 or older?
❍ No ❍ Yes

D9. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)
❍ Less than $24,999
❍ $25,000 to $49,999
❍ $50,000 to $99,999
❍ $100,000 to $149,999
❍ $150,000 or more

Please respond to both question D10 and D11:

D10. Are you Spanish, Hispanic or Latino?
❍ No, not Spanish, Hispanic or Latino
❍ Yes, I consider myself to be Spanish, Hispanic or Latino

D11. What is your race? (Mark one or more races to indicate what race you consider yourself to be)
❍ American Indian or Alaskan Native
❍ Asian, Asian Indian or Pacific Islander
❍ Black or African American
❍ White
❍ Other

D12. In which category is your age?
❍ 18-24 years ❍ 55-64 years
❍ 25-34 years ❍ 65-74 years
❍ 35-44 years ❍ 75 years or older
❍ 45-54 years

D13. What is your sex?
❍ Female ❍ Male

D14. Are you registered to vote in your jurisdiction?
❍ No ❍ Ineligible to vote
❍ Yes ❍ Don't know

D15. Many people don't have time to vote in elections. Did you vote in the last general election?
❍ No ❍ Ineligible to vote
❍ Yes ❍ Don't know

D16. Do you have a cell phone?
❍ No ❍ Yes

D17. Do you have a land line at home?
❍ No ❍ Yes

D18. If you have <u>both a cell phone and a land line</u>, which do you consider your primary telephone number?
❍ Cell ❍ Land line ❍ Both

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

City of Rapid City

Office of The Mayor

300 Sixth Street

Rapid City, South Dakota 57704