The National Citizen Survey™

Town of Needham, MA
2008

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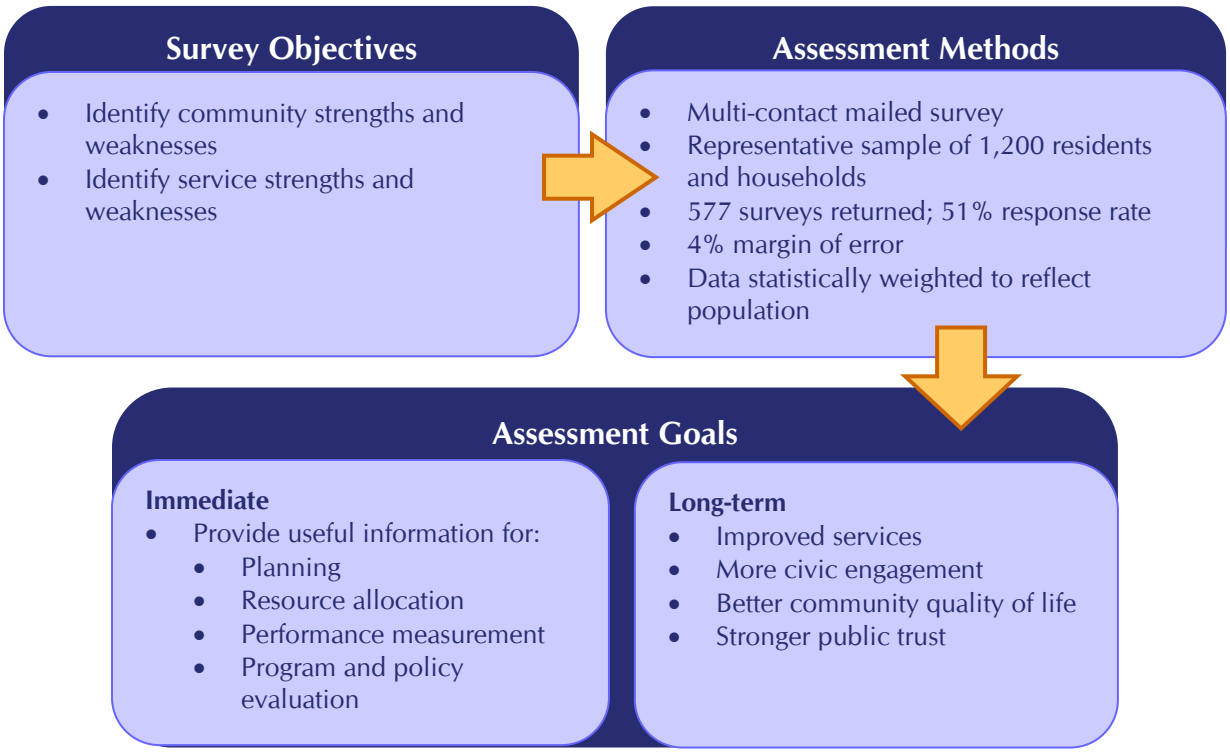
Survey Background

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



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.

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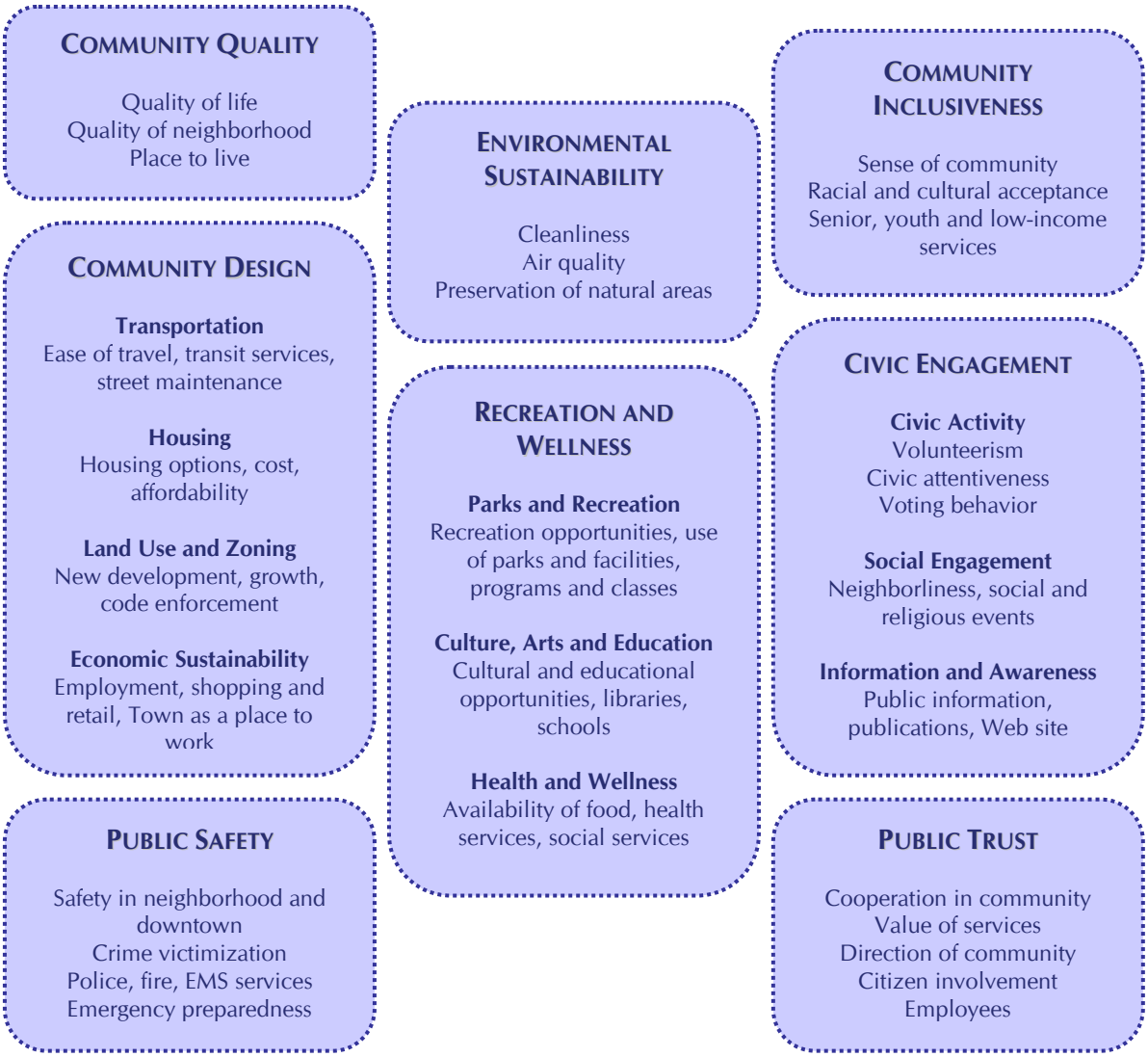
FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 577 completed surveys were obtained, providing an overall response rate of 51%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

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

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Understanding the Results

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

Margin of Error

It is customary to describe the precision of estimates made from surveys by a "level of confidence" (or margin of error). The 95% confidence interval quantifies the sampling error or precision of the estimates made from the survey results. A 95% confidence interval can be calculated for any question and indicates that for every100 random samples of this many residents, the population response to that question would be within the stated interval 95 times. The 95% confidence level for the Town of Needham survey is generally no greater than plus or minus 4 percentage points around any given percent reported for the entire sample (577 completed surveys).

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 Town of Needham, but from Town of Needham 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 Town of Needham 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 Town of Needham Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons were available, the Town of Needham results were noted as being "above" the benchmark, "below" the benchmark or "similar to" the benchmark. This evaluation of "above," "below" or "similar to" comes from a statistical comparison of the Town of Needham'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

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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.

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Executive Summary

This report of the Town of Needham survey provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

Most residents experience a good quality of life in the Town of Needham and believe the Town is a good place to live. The overall quality of life in the Town of Needham was rated as "excellent" or "good" by 91% of respondents. Almost all report they plan on staying in the Town of Needham for the next five years.

A variety of characteristics of the community were evaluated by those participating in the study. The three receiving the most favorable ratings were overall image or reputation, opportunities to participate in religious or spiritual events and activities and opportunities to volunteer. The three characteristics receiving the least positive ratings were availability of affordable quality housing, shopping opportunities and employment opportunities.

Many of the community characteristics rated were able to be compared to the benchmark database. Of the 24 characteristics for which comparisons were available, 14 were above the benchmark comparison, two were similar to the benchmark comparison and eight were below.

Residents in the Town of Needham were somewhat civically engaged. While only 35% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 95% had provided help to a friend or neighbor. About half had volunteered their time to some group or activity in the Town of Needham.

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

On average, residents gave favorable ratings to most local government services. Many of the Town services rated were able to be compared to the benchmark database. Of the 31 services for which comparisons were available, 25 were above the benchmark comparison, four were similar to the benchmark comparison and two were below.

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A Key Driver Analysis was conducted for the Town of Needham which examined the relationships between ratings of each service and ratings of the Town of Needham's services overall. Those key driver services that correlated most strongly with residents' perceptions about overall Town service quality have been identified. By targeting improvements in key services, the Town of Needham 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
- Public schools
- Town parks
- Snow removal
- Preservation of natural areas such as open space, farmlands and greenbelts

Of these services, those deserving the most attention may be those that were similar to the benchmark comparisons: town parks and snow removal. For police services, public schools and preservation of natural areas, the Town of Needham is above the benchmark and should continue to ensure high quality performance.

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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 Town of Needham – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents' commitment to the Town of Needham. Residents were asked whether they planned to move soon or if they would recommend the Town of Needham to others. Intentions to stay and willingness to make recommendations provide evidence that the Town of Needham offers services and amenities that work.

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

Figure 3: Ratings of Overall Community Quality

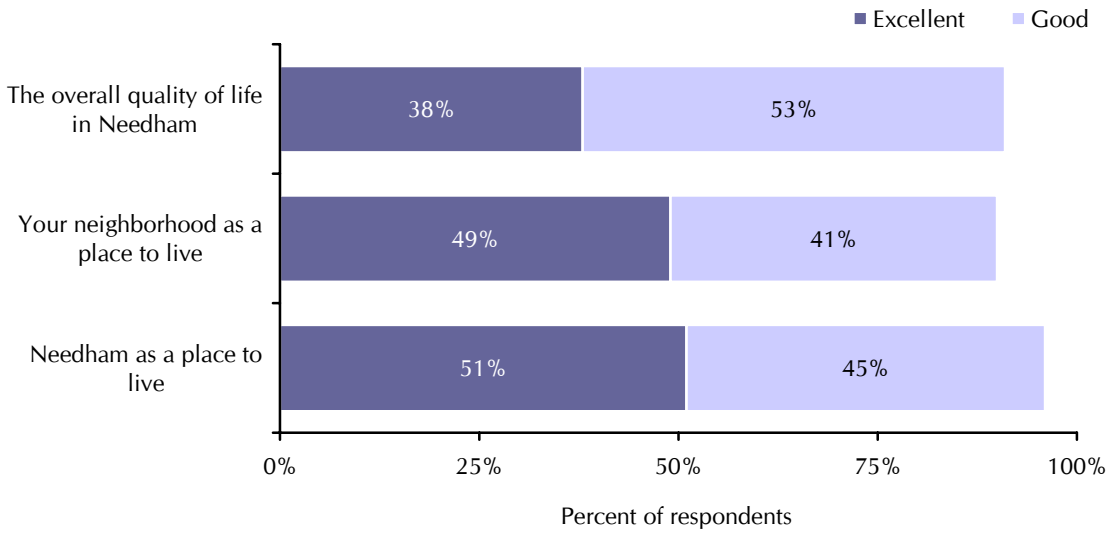

Figure 4: Likelihood of Remaining in Community and Recommending Community

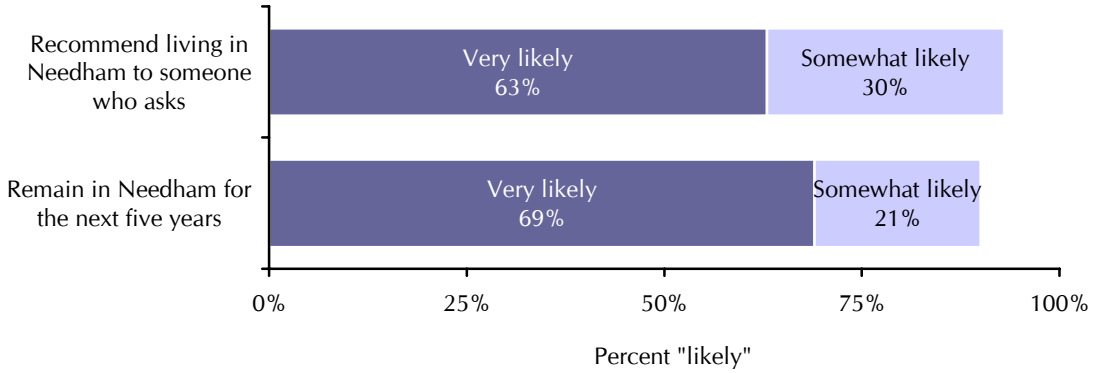

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FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

Overall Community Quality Benchmarks	
	Comparison to benchmark
Overall quality of life in Needham	Above
Your neighborhood as place to live	Above
Needham as a place to live	Above
Remain in Needham for the next five years	Above
Recommend living in Needham to someone who asks	Above

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Community Design

Transportation

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

Residents responding to the survey were given a list of seven aspects of mobility to rate on a scale of "excellent," "good," "fair" and "poor." Ease of rail or subway travel was given the most positive rating, followed by ease of walking. These ratings tended to be higher than the benchmark.

Figure 6: Ratings of Transportation in Community

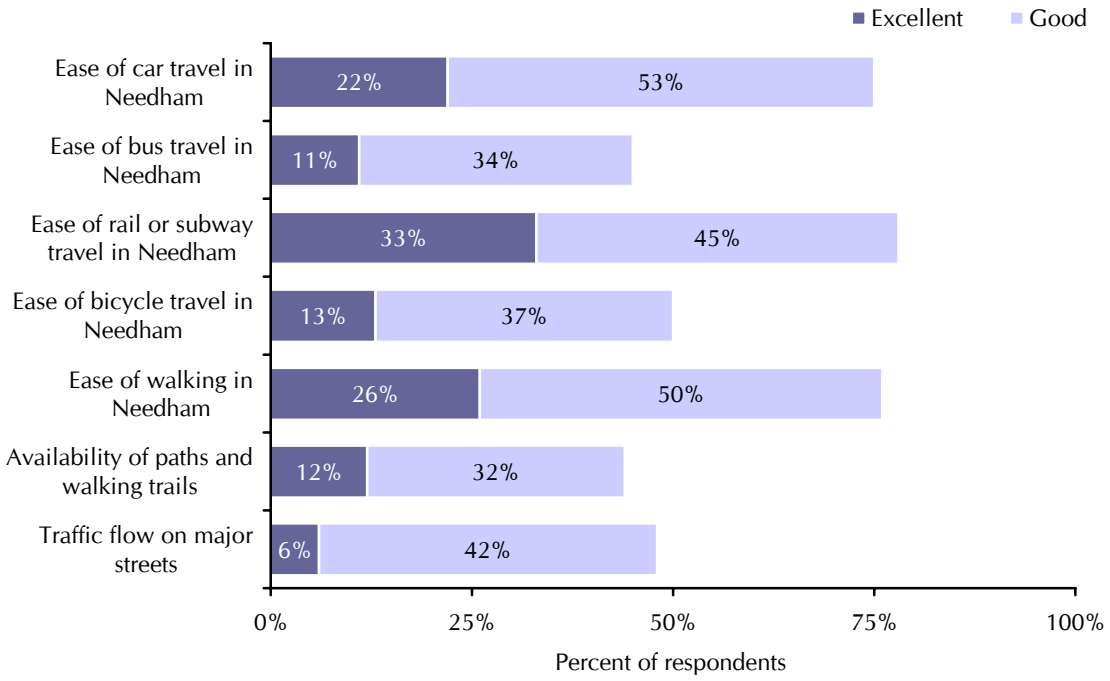

Figure 7: Community Transportation Benchmarks

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

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Seven transportation services were rated in Needham. As experienced in many communities across America, ratings tended to be a mix of positive and negative. One was above the benchmark, three below the benchmark and three were similar to the benchmark.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES

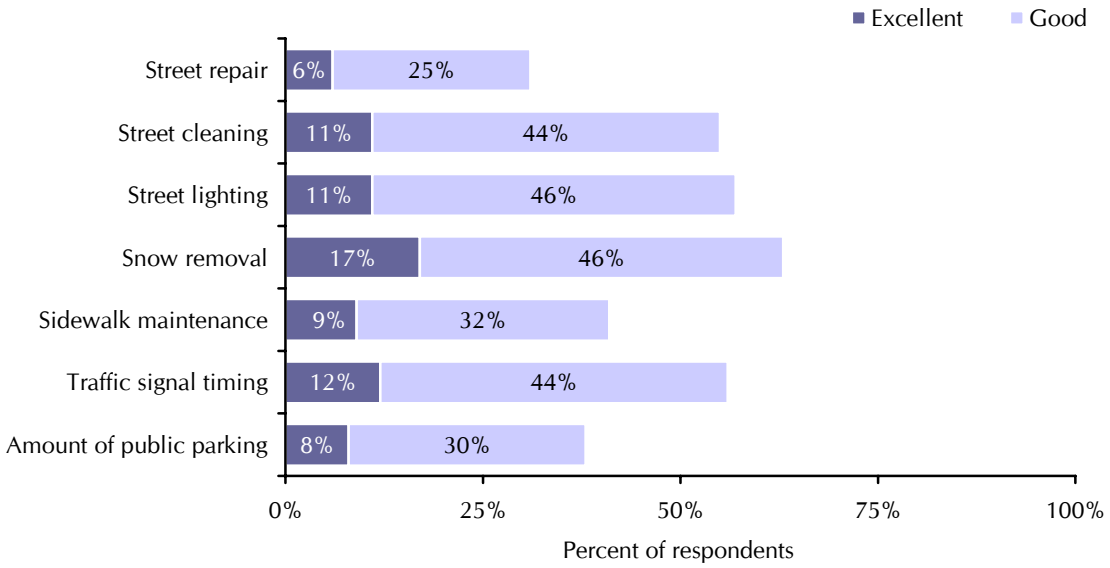

FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

Transportation and Parking Services Benchmarks	
	Comparison to benchmark
Street repair /maintenance	Below
Street cleaning	Similar
Street lighting	Similar
Snow removal	Similar
Sidewalk maintenance	Below
Light timing	Above
Amount of public parking	Below

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By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 14% of work commute trips were made by transit, 1% by bicycle and 2% by foot.

FIGURE 10: FREQUENCY OF BUS USE IN LAST 12 MONTHS

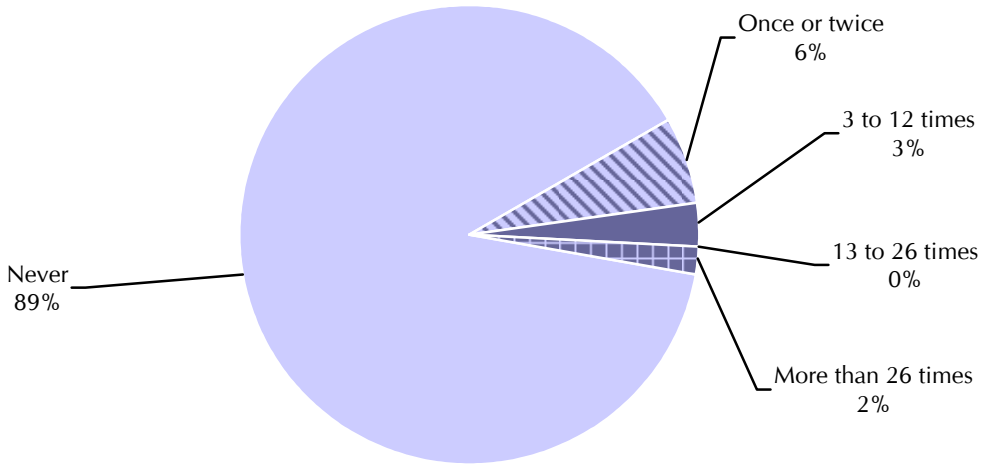
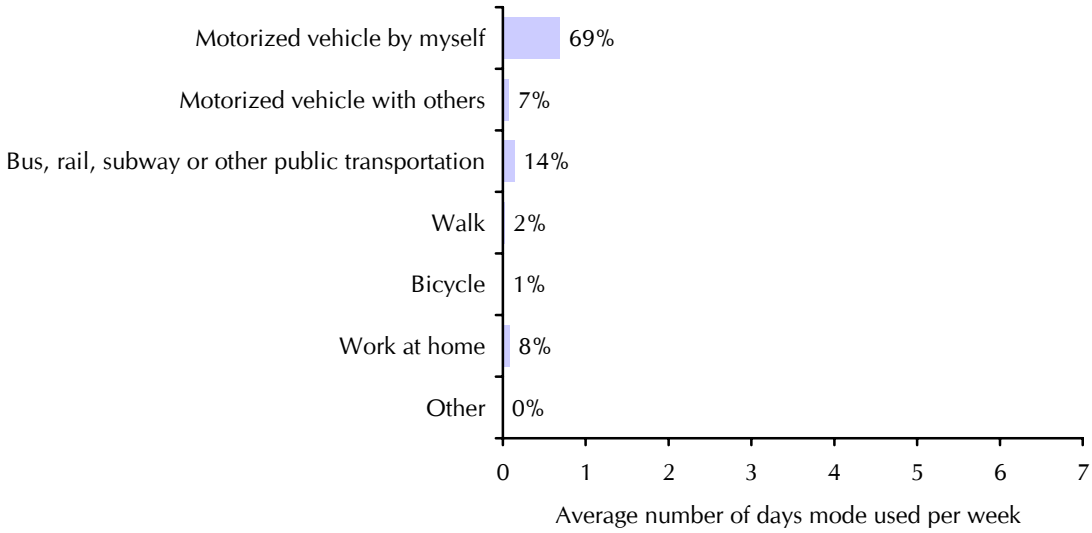


FIGURE 11: MODE OF TRAVEL USED FOR WORK COMMUTE



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Housing

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

The survey of the Town of Needham 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 22% of respondents, while the variety of housing options was rated as "excellent" or "good" by 40% of respondents. The rating of perceived affordable housing availability was worse in the Town of Needham than the ratings, on average, in comparison jurisdictions.

FIGURE 12: RATINGS OF HOUSING IN COMMUNITY

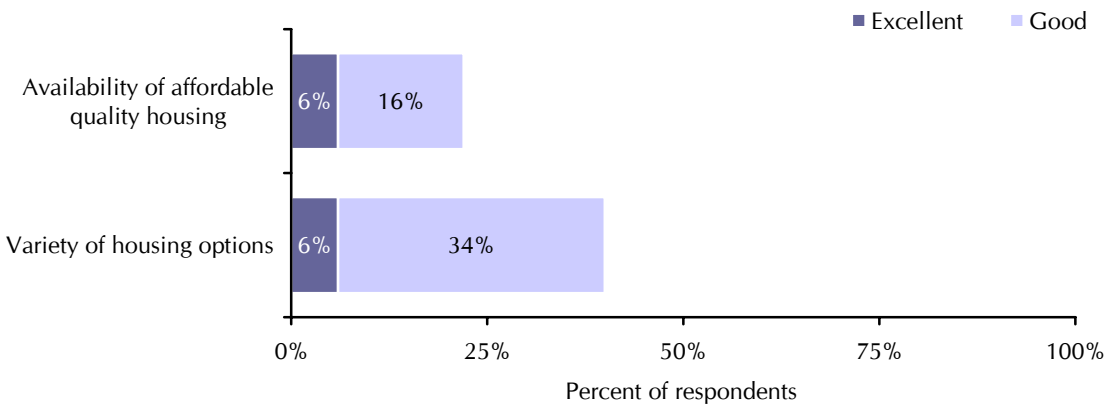

FIGURE 13: HOUSING CHARACTERISTICS BENCHMARKS

Housing Characteristics Benchmarks	
	Comparison to benchmark
Availability of affordable quality housing	Below
Variety of housing options	Below

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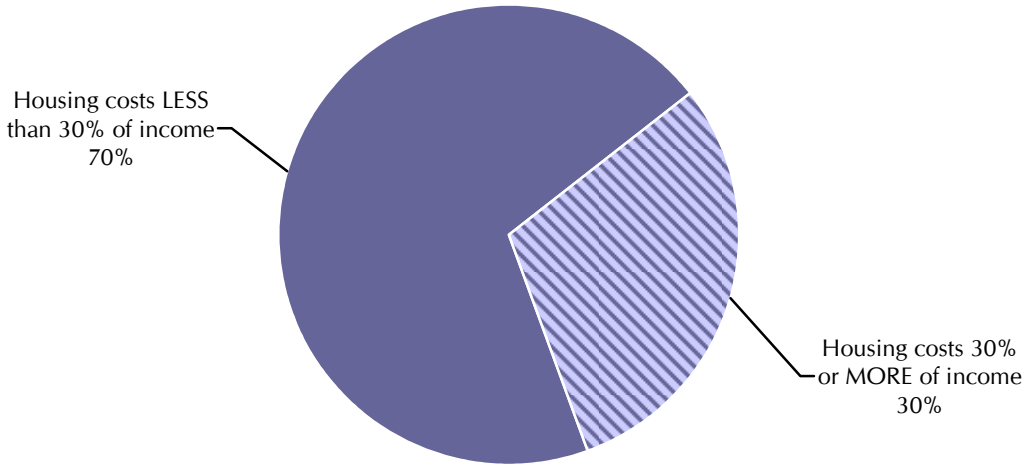
To augment the perceptions of affordable housing in Needham, the cost of housing as reported in the survey was compared to residents' reported monthly income to create a rough estimate of the proportion of residents of the Town of Needham experiencing housing cost stress. About 30% of survey participants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

FIGURE 14: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE"



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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 Town of Needham 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 Town of Needham was rated as "excellent" by 14% of respondents and as "good" by an additional 37%. The overall appearance of Needham was rated as "excellent" or "good" by 73% of respondents and was higher than the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the Town of Needham, 22% thought they were a "major" or "moderate" problem. Land use, planning and zoning and animal control services were rated above the benchmark.

FIGURE 15: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT"

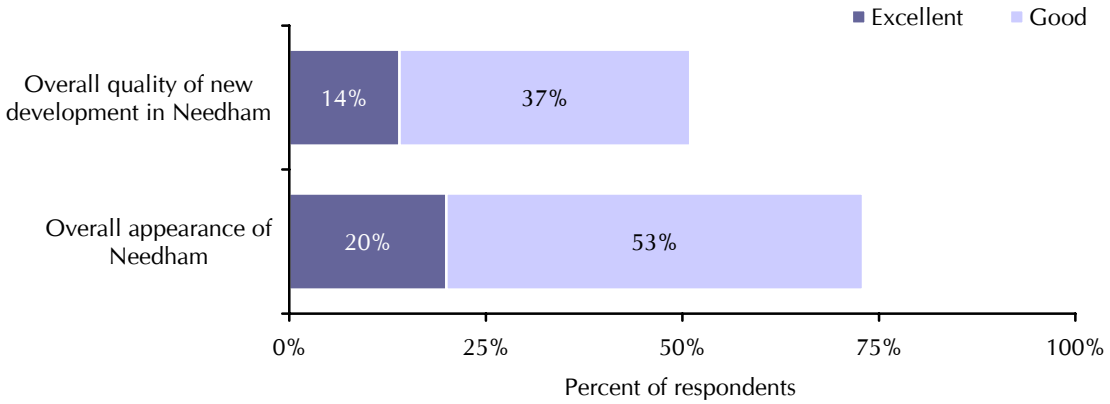

FIGURE 16: BUILT ENVIRONMENT BENCHMARKS

Built Environment Benchmarks	
	Comparison to benchmark
Quality of new development in town	Below
Overall appearance of Needham	Above

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FIGURE 17: RATINGS OF POPULATION GROWTH

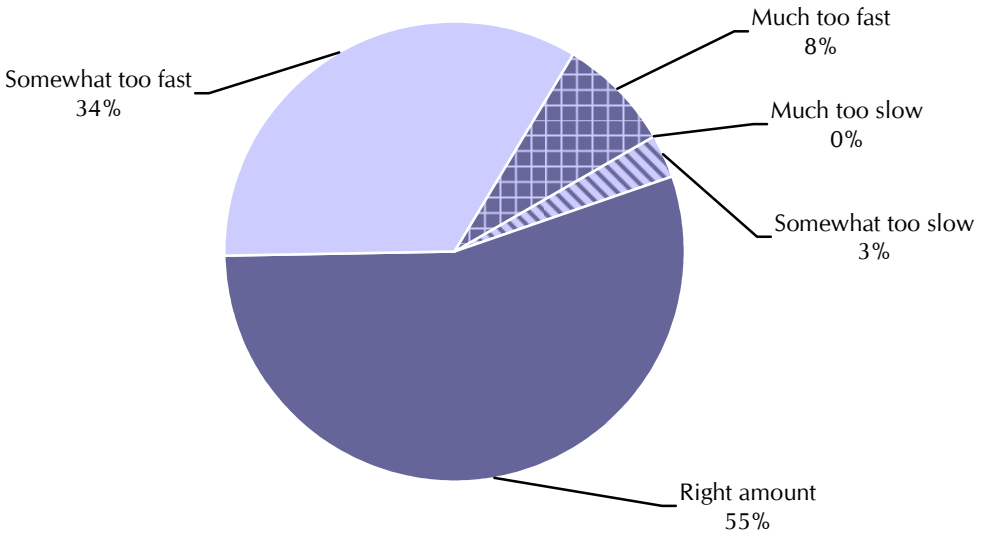

FIGURE 18: RATINGS OF NUISANCE PROBLEMS

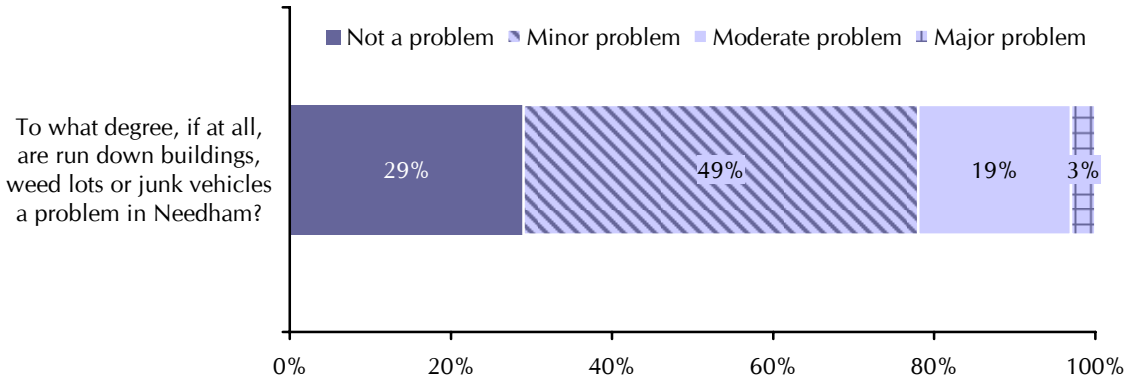

FIGURE 19: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES

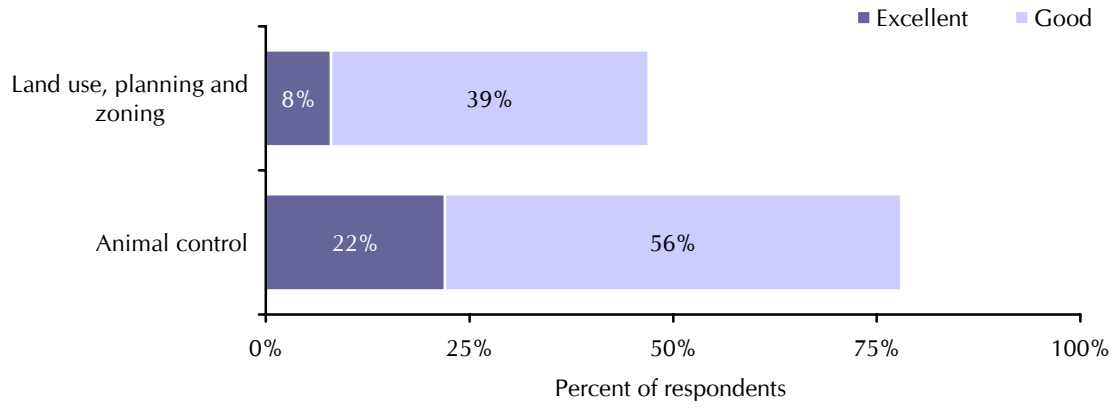

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FIGURE 20: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

Planning and Community Code Enforcement Services Benchmarks	
	Comparison to benchmark
Land use, planning and zoning	Above
Animal control	Above

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Economic Sustainability

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

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

Figure 21: Ratings of Economic Sustainability and Opportunities

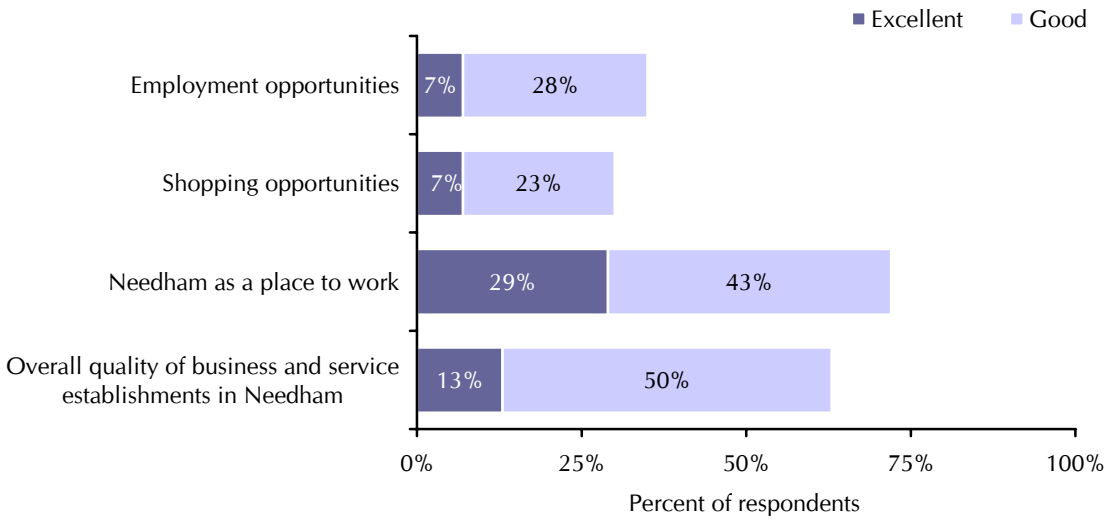

Figure 22: Economic Sustainability and Opportunities Benchmarks

Economic Sustainability and Opportunities Benchmarks	
	Comparison to benchmark
Employment opportunities	Above
Shopping opportunities	Below
Place to work	Above
Overall quality of business and service establishments in Needham	Not available

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When asked to evaluate the rate of job growth in Needham, 40% responded that it was the "right amount," while 51% reported the "right amount" of retail growth was occurring in Needham.

FIGURE 23: RATINGS OF RETAIL AND JOB GROWTH

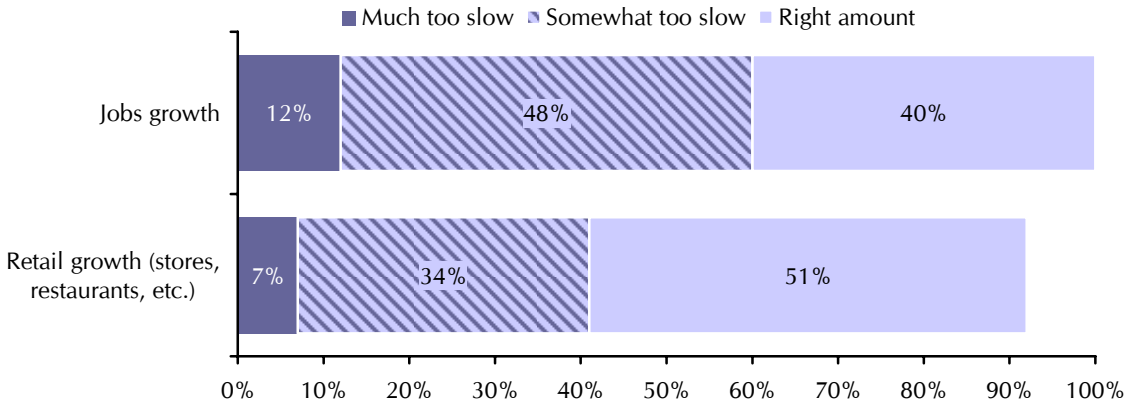

FIGURE 24: RATINGS OF ECONOMIC DEVELOPMENT SERVICES

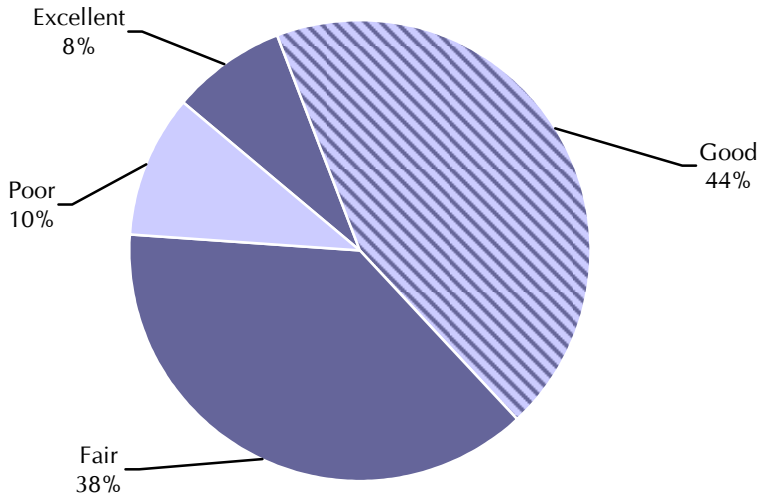

FIGURE 25: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

Economic Development Services Benchmarks	
	Comparison to benchmark
Economic development	Above

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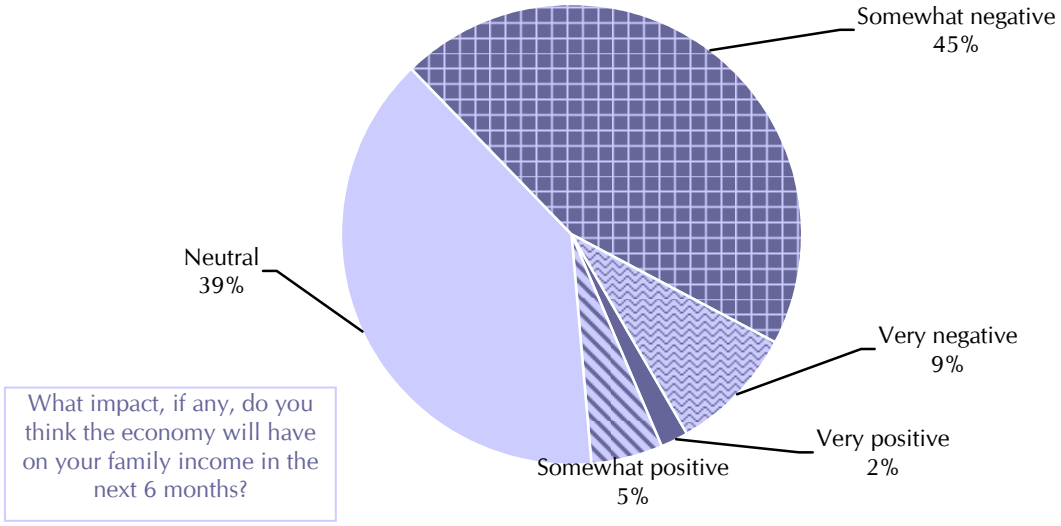
Residents were asked to reflect on their economic prospects in the near term. Six percent of the Town of Needham residents expected that the coming six months would have a "somewhat" or "very" positive impact on their family, while 54% felt that the economic future would be "somewhat" or "very" negative.

FIGURE 26: RATINGS OF PERSONAL ECONOMIC FUTURE



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PUBLIC SAFETY

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

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Most gave positive ratings of safety in the Town Needham. About 95% percent of those completing the questionnaire said they felt "very" or "somewhat" safe from violent crimes and 84% felt "very" or "somewhat" safe from environmental hazards. Daytime sense of safety was better than nighttime safety.

FIGURE 27: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY

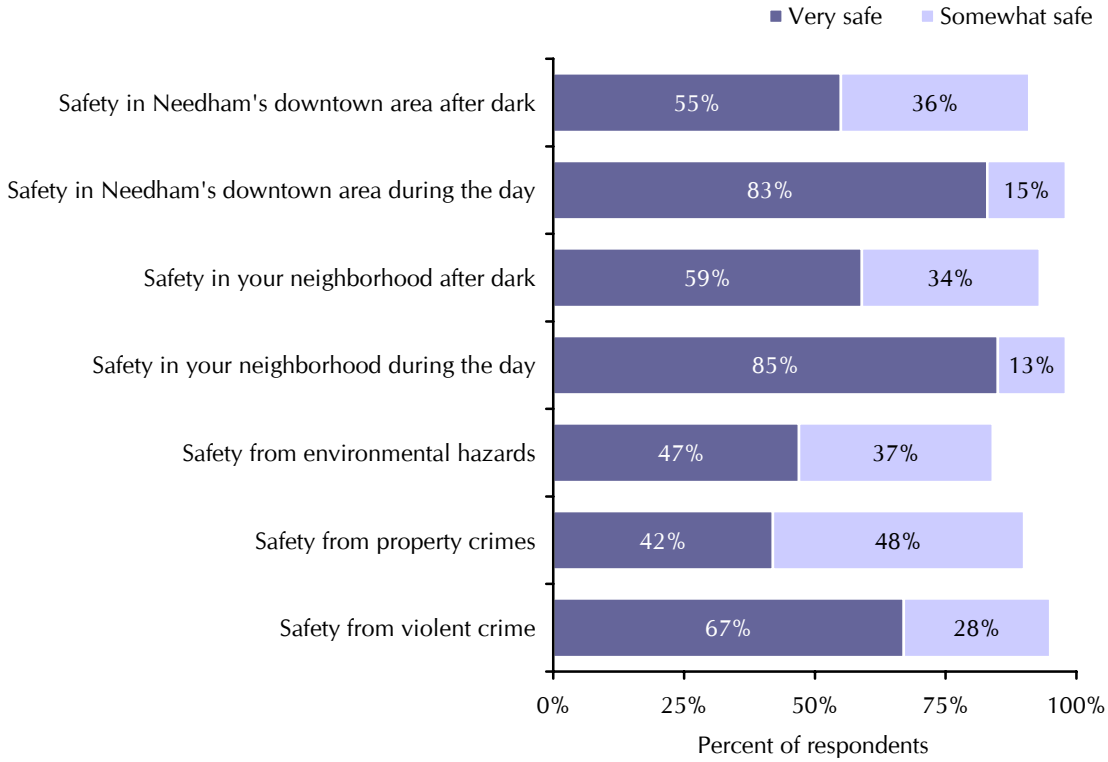

FIGURE 28: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

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

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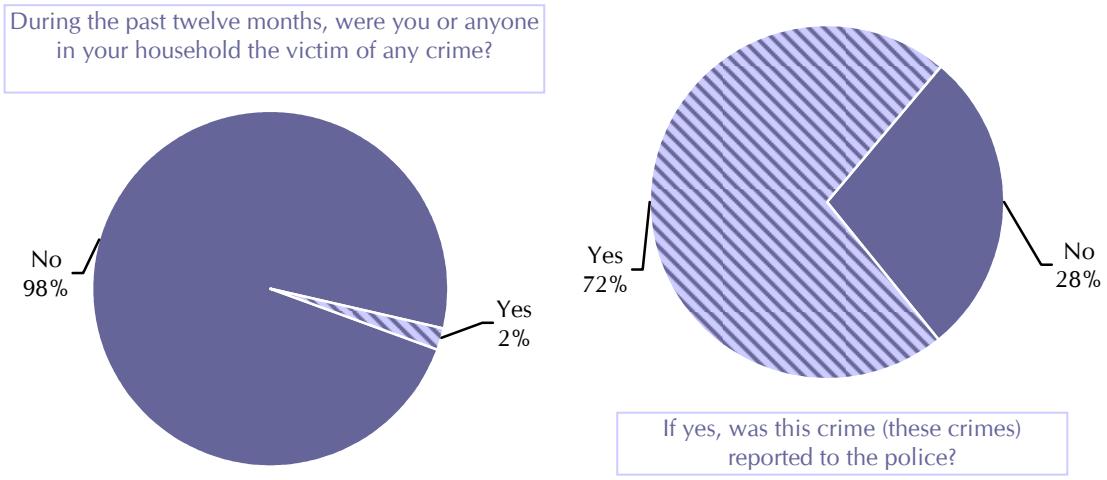
As assessed by the survey, 2% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 72% had reported it to police.

FIGURE 29: CRIME VICTIMIZATION AND REPORTING



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Residents rated seven Town public safety services; of these, all were rated above the benchmark. Fire and Ambulance or emergency medical services received the highest ratings, while traffic enforcement and emergency preparedness received the lowest ratings.

FIGURE 30: RATINGS OF PUBLIC SAFETY SERVICES

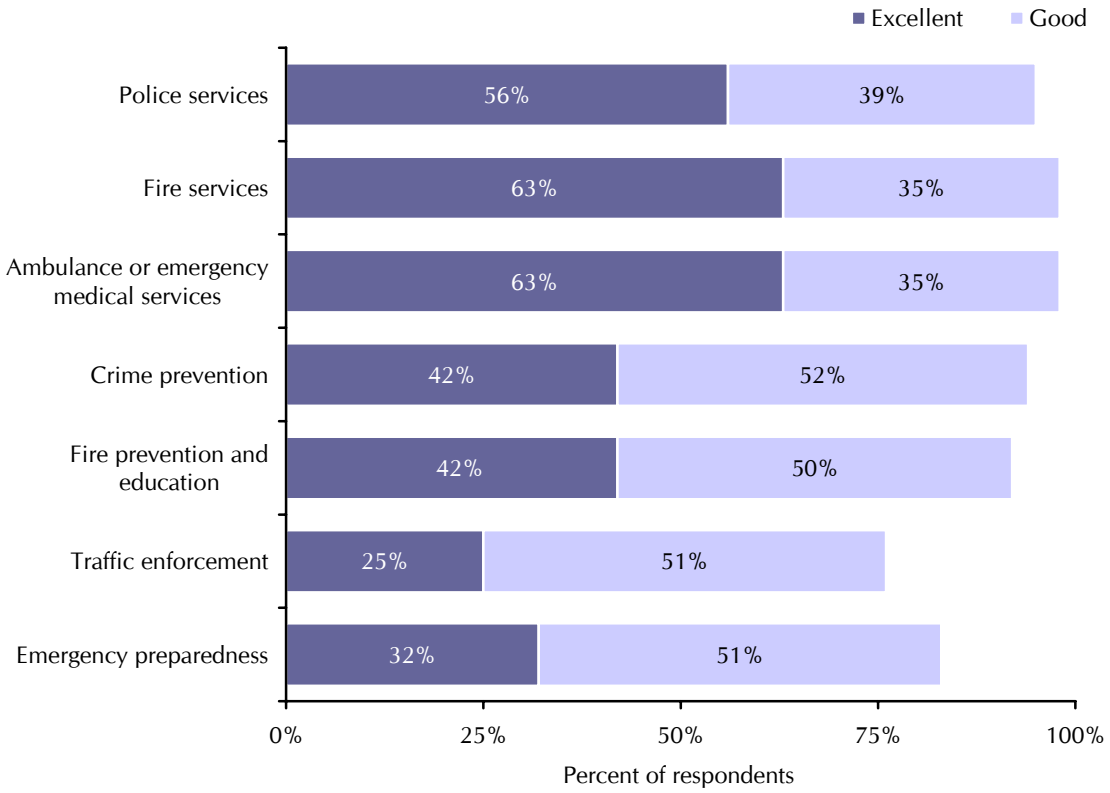

FIGURE 31: PUBLIC SAFETY SERVICES BENCHMARKS

Public Safety Services Benchmarks	
	Comparison to benchmark
Police services	Above
Fire services	Above
EMS/ambulance	Above
Crime prevention	Above
Fire prevention and education	Above
Traffic enforcement	Above
Emergency preparedness	Above

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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 Town of Needham 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 72% of survey respondents. Cleanliness of Needham received the highest rating, and it was above the benchmark.

Figure 32: Ratings of the Community's Natural Environment

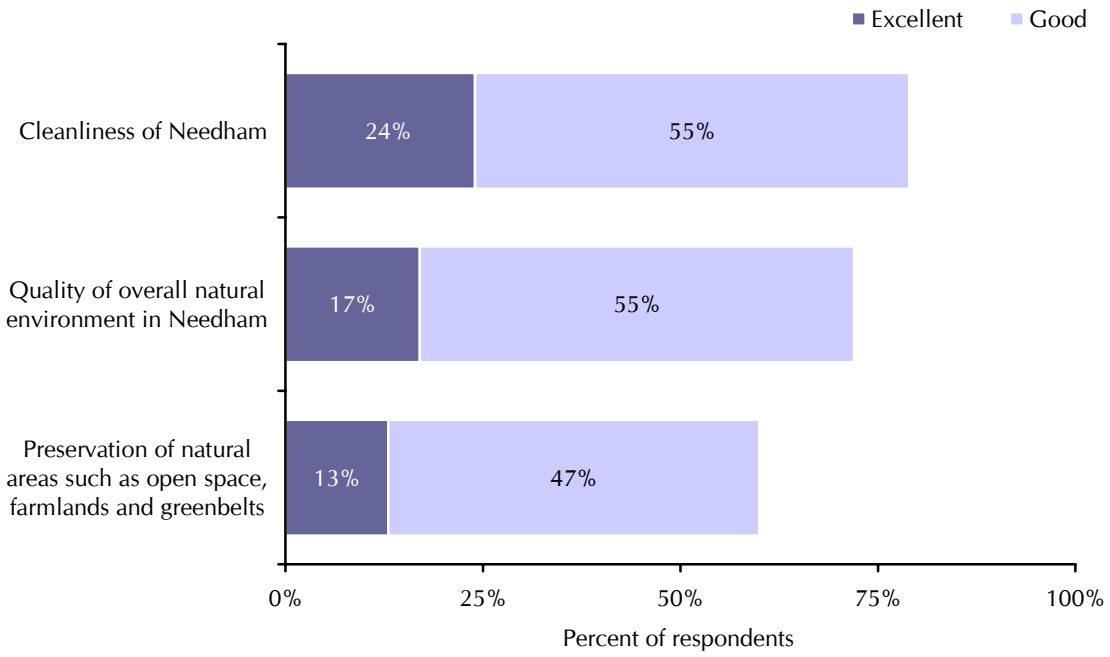

Figure 33: Community Environment Benchmarks

Community Environment Benchmarks	
	Comparison to benchmark
Cleanliness of Needham	Above
Quality of overall natural environment in Needham	Below
Preservation of natural areas such as open space, farmlands	Above

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

Of the five utility services rated by those completing the questionnaire, all were higher than the benchmark.

FIGURE 34: RATINGS OF UTILITY SERVICES

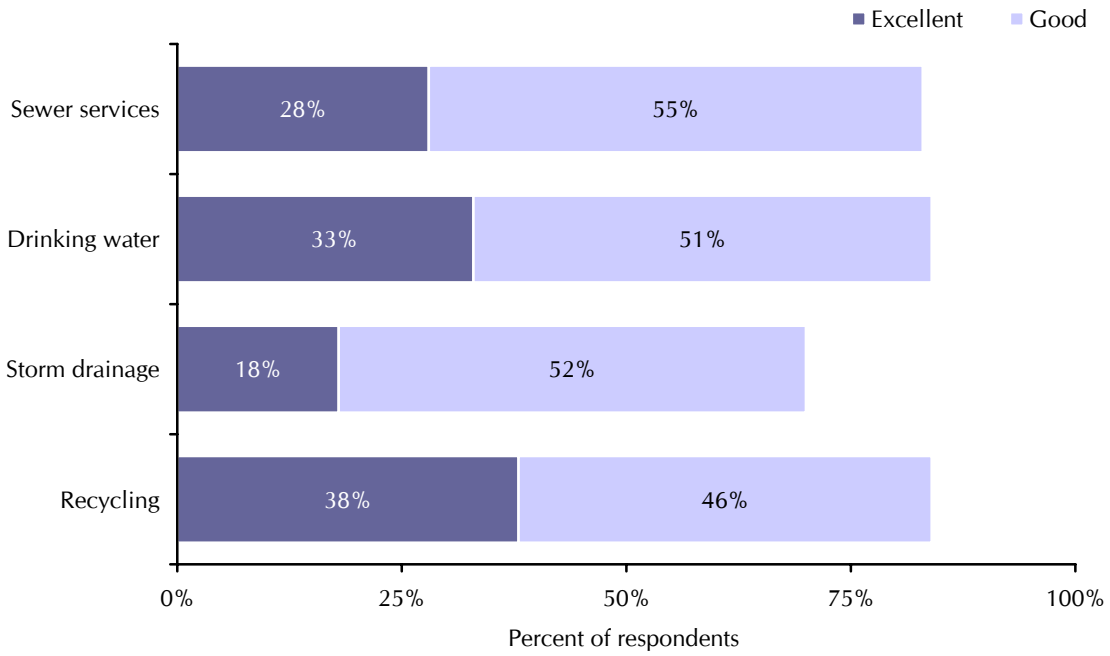

FIGURE 35: UTILITY SERVICES BENCHMARKS

Utility Services Benchmarks	
	Comparison to benchmark
Sewer services	Above
Drinking water	Above
Storm drainage	Above
Recycling	Above

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

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 the community's parks and recreation services.

Recreation opportunities in the Town of Needham were rated positively as were services related to parks and recreation. Two were rated higher than the benchmark and one was similar to the benchmark.

Figure 36: Ratings of Community Recreational Opportunities

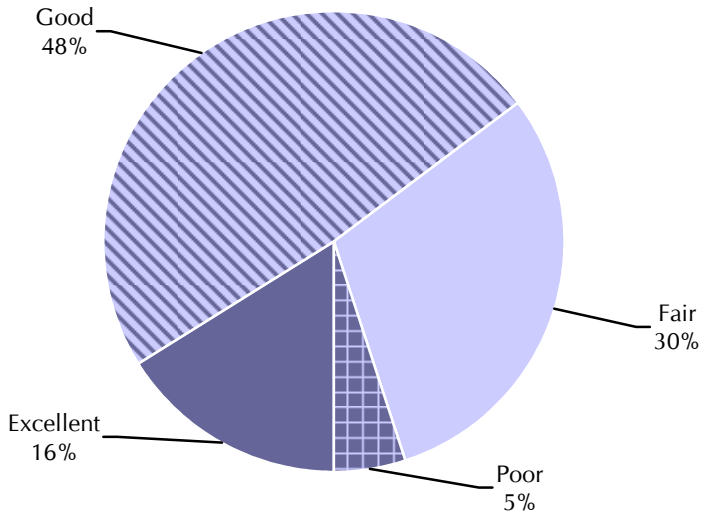

Figure 37: Community Recreational Opportunities Benchmarks

Community Recreational Opportunities Benchmarks	
	Comparison to benchmark
Recreation opportunities	Above

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

FIGURE 38: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES

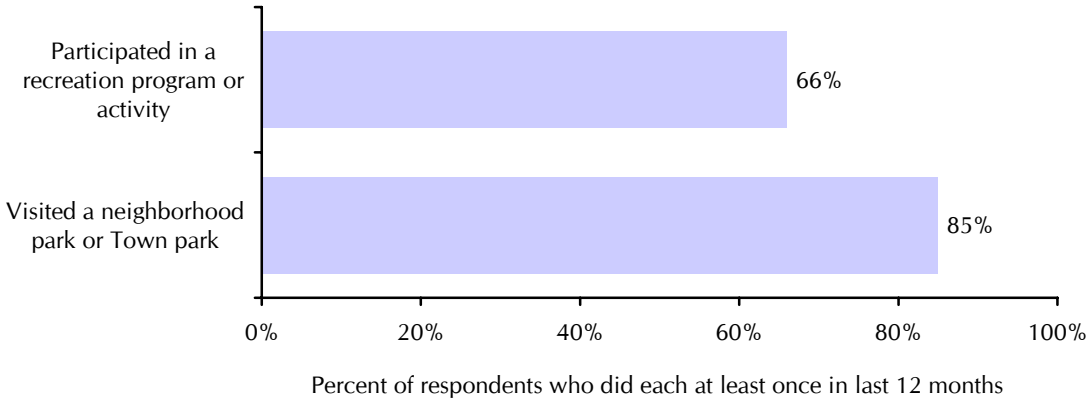

FIGURE 39: RATINGS OF PARKS AND RECREATION SERVICES

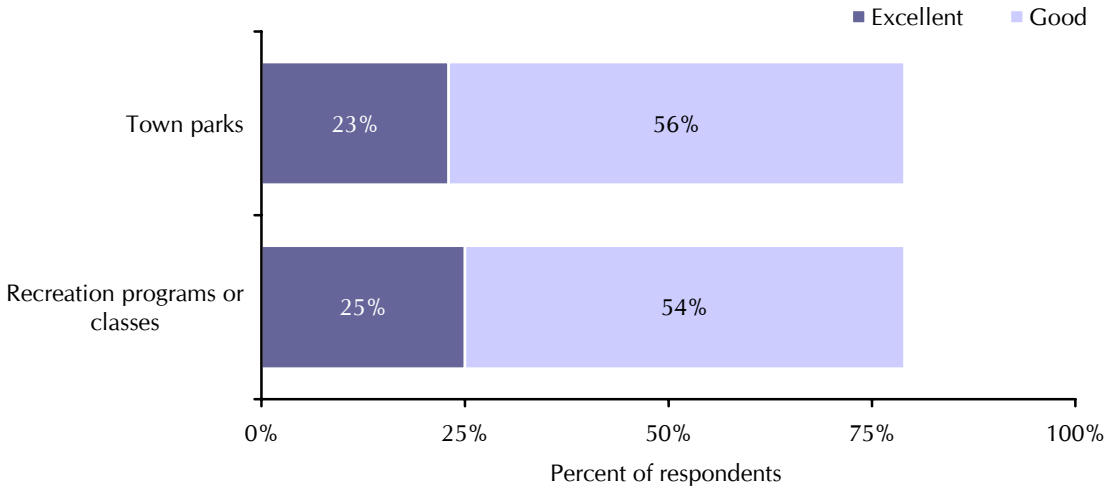

FIGURE 40: PARKS AND RECREATION SERVICES BENCHMARKS

Parks and Recreation Services Benchmarks	
	Comparison to benchmark
Town parks	Similar
Recreation programs or classes	Above

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Culture, Arts and Education

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

Opportunities to attend cultural activities were rated as "excellent" or "good" by 42% of respondents. Educational opportunities were rated as "excellent" or "good" by 80% of respondents. Compared to the benchmark data, educational opportunities were above the average of comparison jurisdictions, while cultural activity opportunities were rated below the benchmark comparison.

FIGURE 41: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES

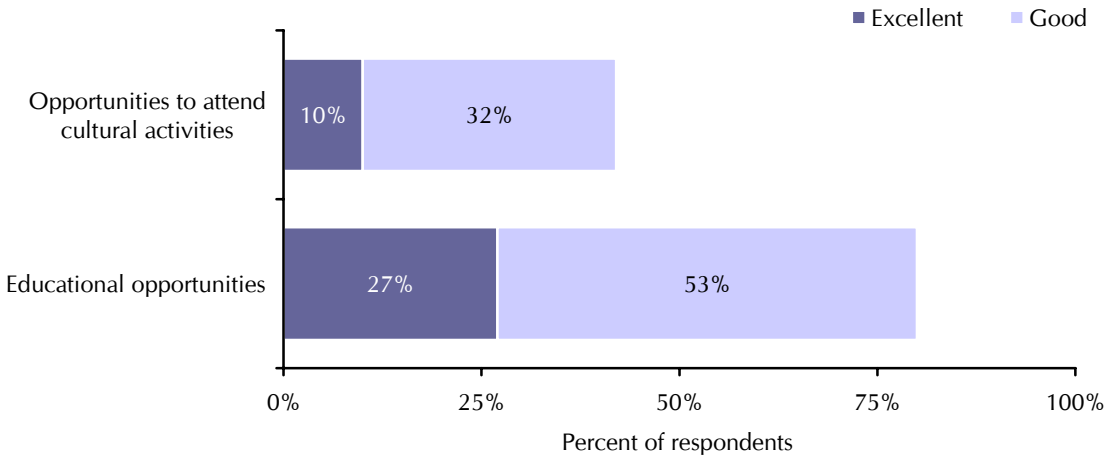

FIGURE 42: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

Cultural and Educational Opportunities Benchmarks	
	Comparison to benchmark
Opportunities to attend cultural activities	Below
Educational opportunities	Above

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

FIGURE 43: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES

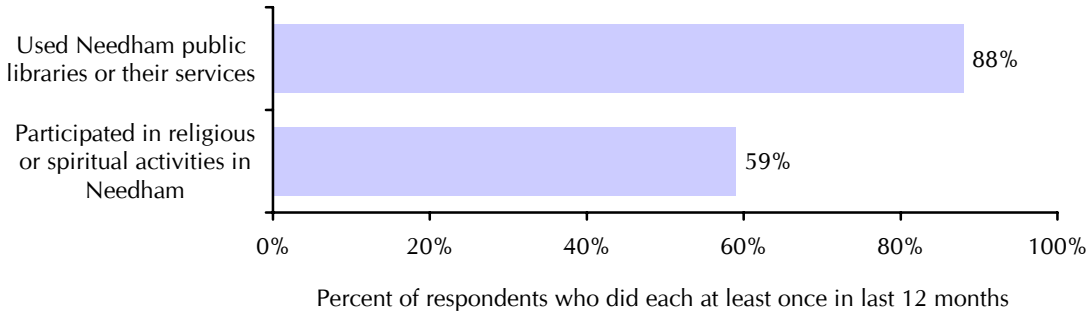

FIGURE 44: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES

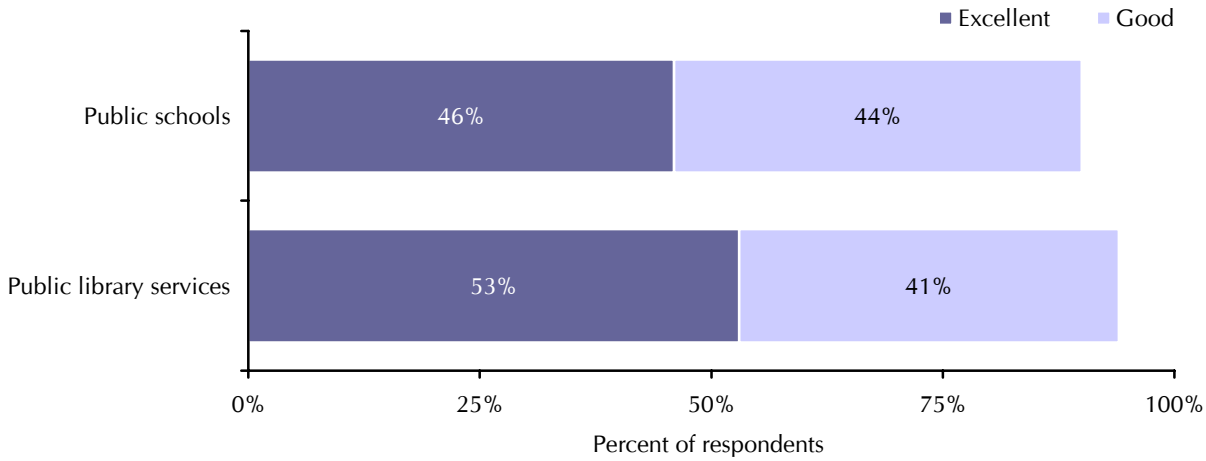

FIGURE 45: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

Cultural and Educational Services Benchmarks	
	Comparison to benchmark
Public schools	Above
Public library services	Above

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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.

FIGURE 46: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES

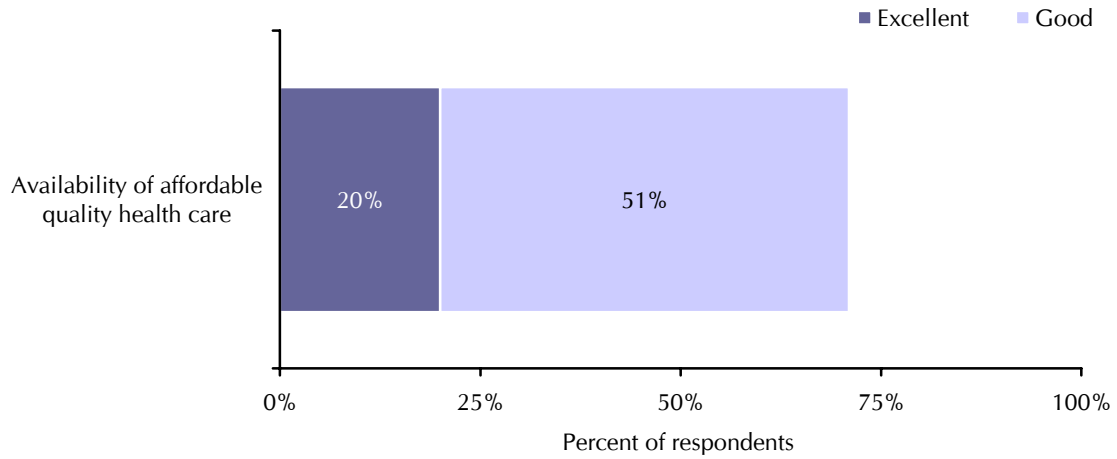
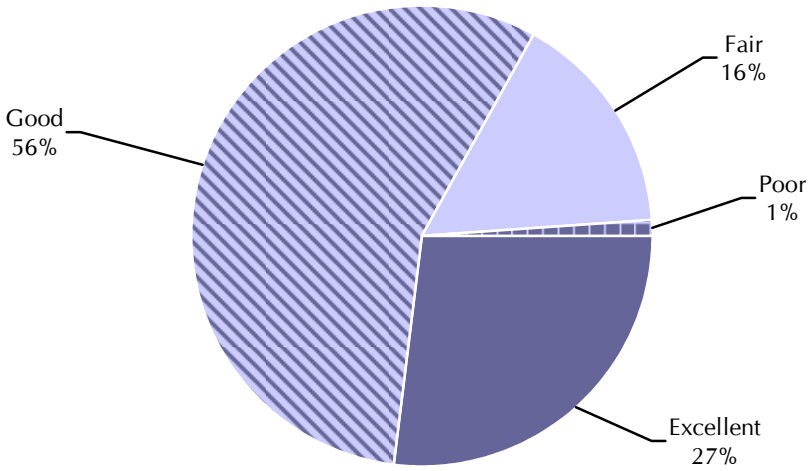


FIGURE 47: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

Community Health and Wellness Access and Opportunities Benchmarks	
	Comparison to benchmark
Availability of affordable quality health care	Above

FIGURE 48: RATINGS OF HEALTH AND WELLNESS SERVICES



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

FIGURE 49: HEALTH AND WELLNESS SERVICES BENCHMARKS

Health and Wellness Services Benchmarks	
	Comparison to benchmark
Health services	Above

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

Community Inclusiveness

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of the Town of Needham 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 Town of Needham as an "excellent" or "good" place to raise kids and a moderate percentage rated it as an excellent or good place to retire. Most residents felt the local sense of community was excellent or good. Most survey respondents felt the Town of Needham was open and accepting towards people of diverse backgrounds. Availability of affordable quality child care was rated the lowest by residents but was similar to the benchmark.

Figure 50: Ratings of Community Quality and Inclusiveness

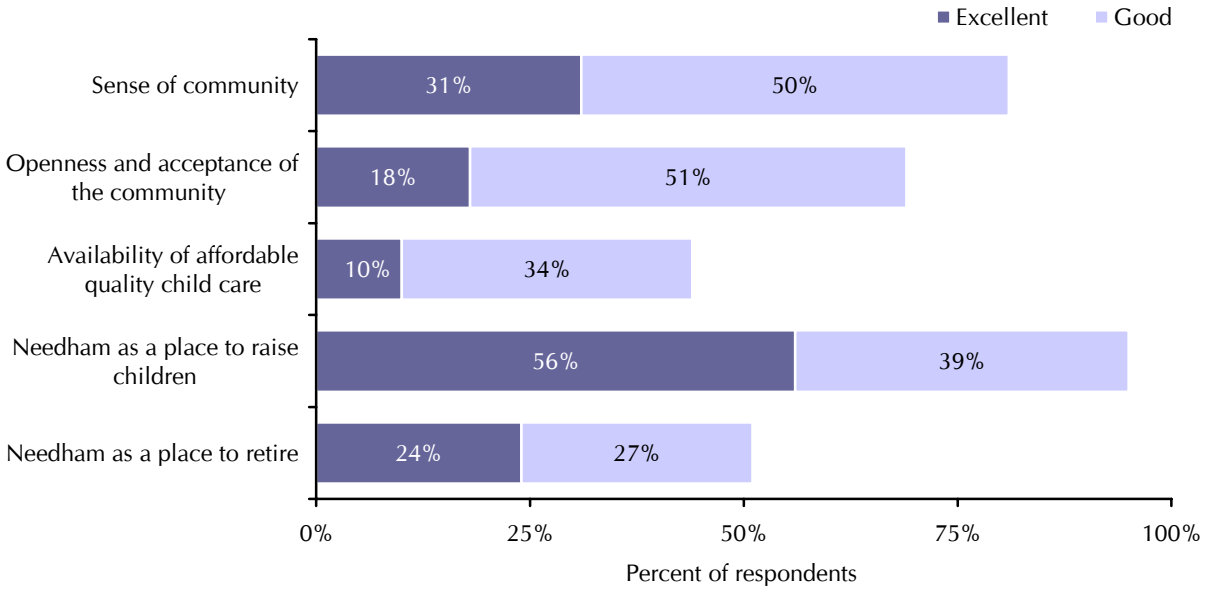


Figure 51: Community Quality and Inclusiveness Benchmarks

Community Quality and Inclusiveness Benchmarks	
	Comparison to benchmark
Sense of community	Above
Openness and acceptance of the community toward people of diverse backgrounds	Above
Availability of affordable quality child care	Similar
Needham as a place to raise kids	Above
Needham as a place to retire	Below

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Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 56% to 77% with ratings of "excellent" or "good." All ratings were above the benchmark.

FIGURE 52: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS

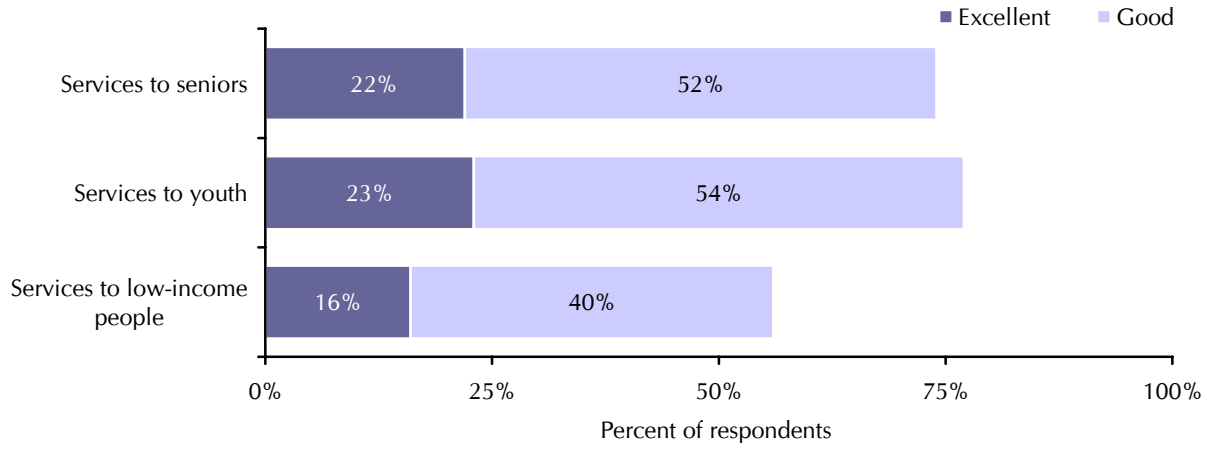


FIGURE 53: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

Services Provided for Population Subgroups Benchmarks	
	Comparison to benchmark
Services to seniors	Above
Services to youth	Above
Services to low income residents	Above

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

Civic Engagement

Government leaders, elected or hired, cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Staff and elected officials require the assistance of local residents whether that assistance comes in tacit approval or eager help; and commonality of purpose among the electorate facilitates policies and programs that appeal to most and causes discord among few. Furthermore, when neighbors help neighbors, the cost to the community to provide services to residents in need declines. When residents are civically engaged, they have taken the opportunity to participate in making the community more livable for all. The extent to which local government provides opportunities to become informed and engaged and the extent to which residents take those opportunities is an indicator of the connection between government and populace. By understanding your residents' level of connection to, knowledge of and participation in local government, the Town can find better opportunities to communicate and educate citizens about its mission, services, accomplishments and plans. This survey information is essential for public communication and for helping local government staff to conceive strategies for reaching reluctant voters whose confidence in government may need boosting prior to important referenda.

Civic Activity

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

Figure 54: Ratings of Civic Engagement Opportunities

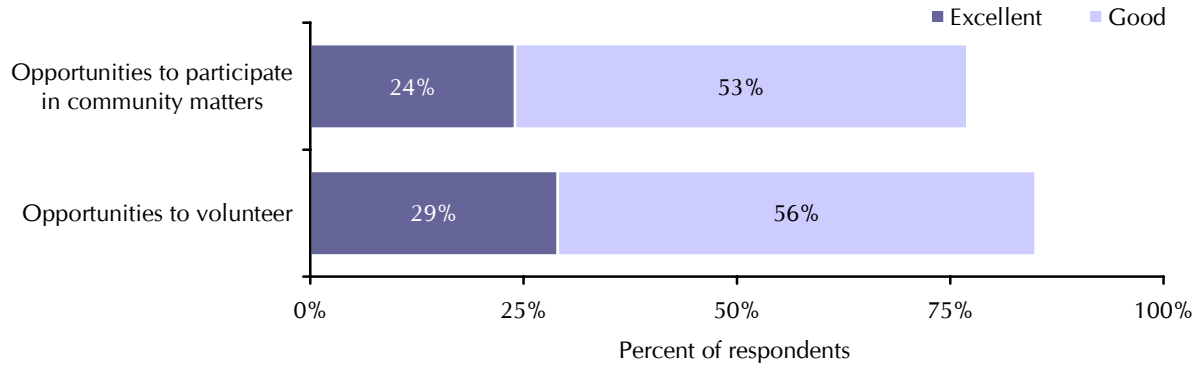


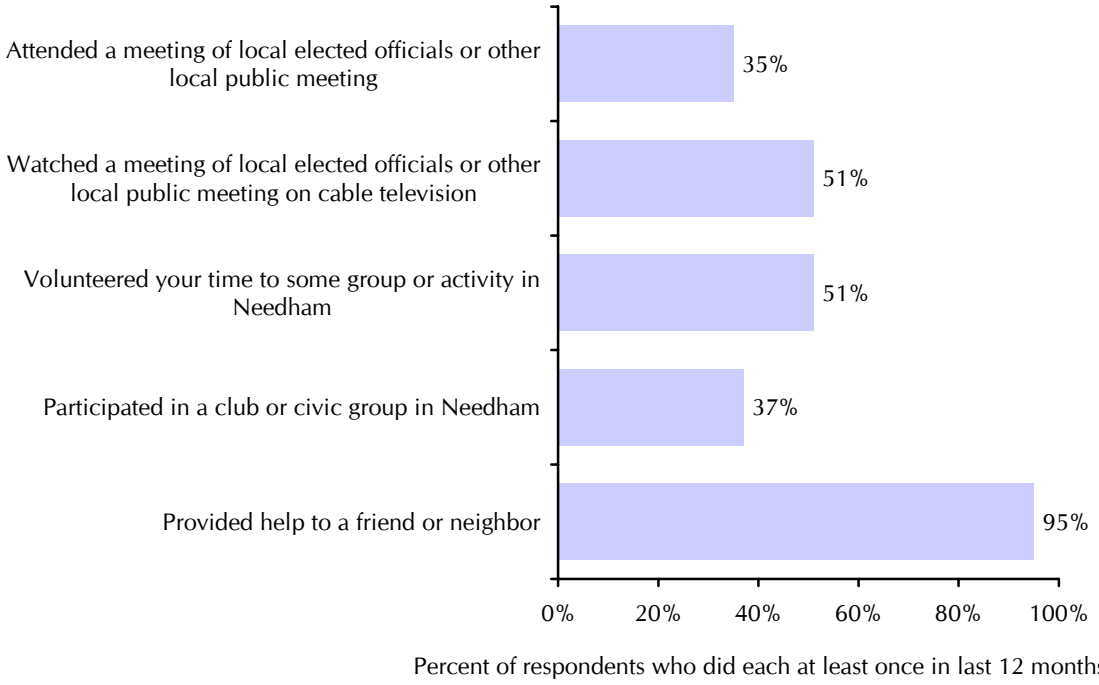
Figure 55: Civic Engagement Opportunities Benchmarks

Civic Engagement Opportunities Benchmarks	
	Comparison to benchmark
Opportunities to participate in community matters	Not available
Opportunities to volunteer	Not available

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

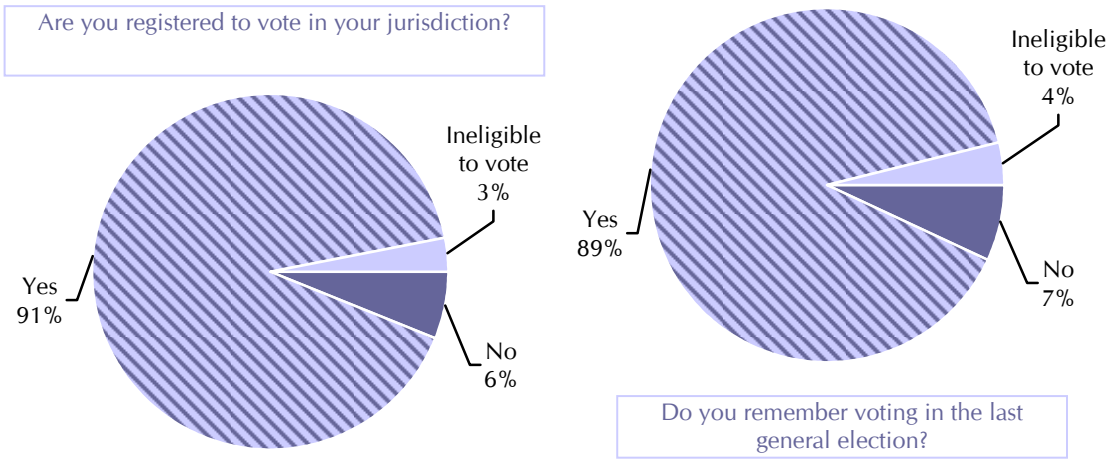
Most of the participants in this survey had not attended a public meeting in the 12 months prior, but the vast majority had helped a friend.

FIGURE 56: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES



Town of Needham residents showed the largest amount of civic engagement in the area of electoral participation. Ninety-one percent reported they were registered to vote; 89% indicated they had voted in the last general election.

FIGURE 57: REPORTED VOTING BEHAVIOR



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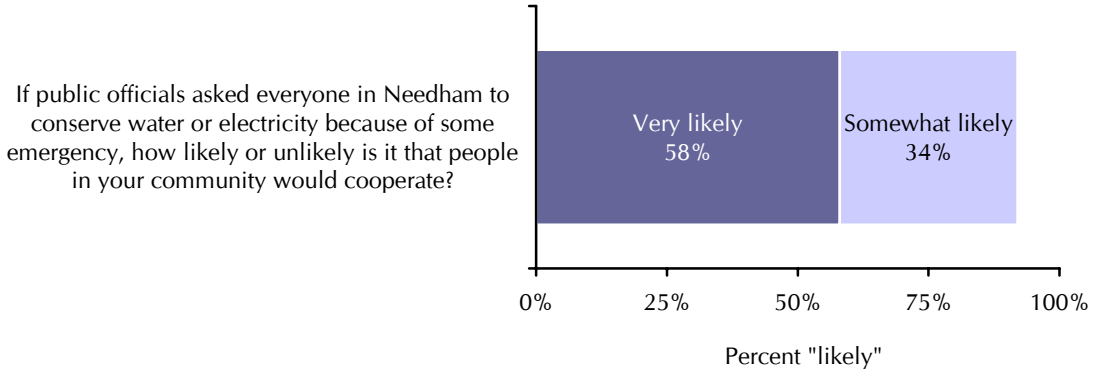
A proposed outcome of civically engaged communities is the willingness of residents to act or cooperate to promote community well being. In Needham, approximately 9 in 10 reported their community would be "very" likely to cooperate with public officials if asked to conserve water or electricity.

FIGURE 58: RATINGS OF COMMUNITY COOPERATIVENESS



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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 Town of Needham Web site in the previous 12 months, 69% reported they had done so at least once. Public information services were rated favorably compared to benchmark data.

FIGURE 59: USE OF INFORMATION SOURCES

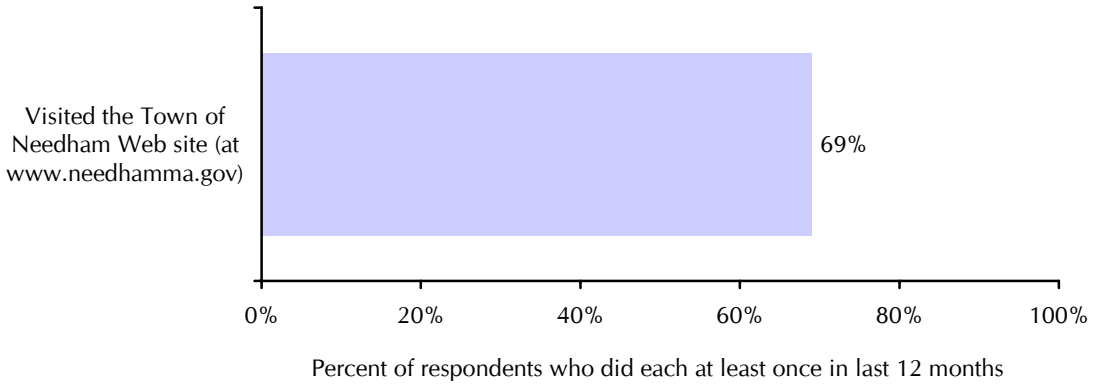

FIGURE 60: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION

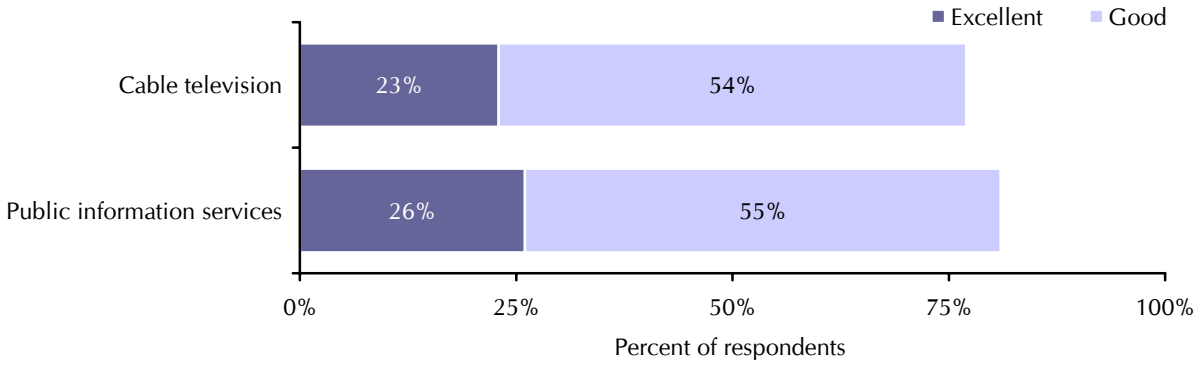

FIGURE 61: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

Local Government Media Services and Information Dissemination Benchmarks	
	Comparison to benchmark
Cable television	Above
Public information services	Above

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Social Engagement

Opportunities to participate in social events and activities were rated as "excellent" or "good" by 68% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as "excellent" or "good."

FIGURE 62: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES

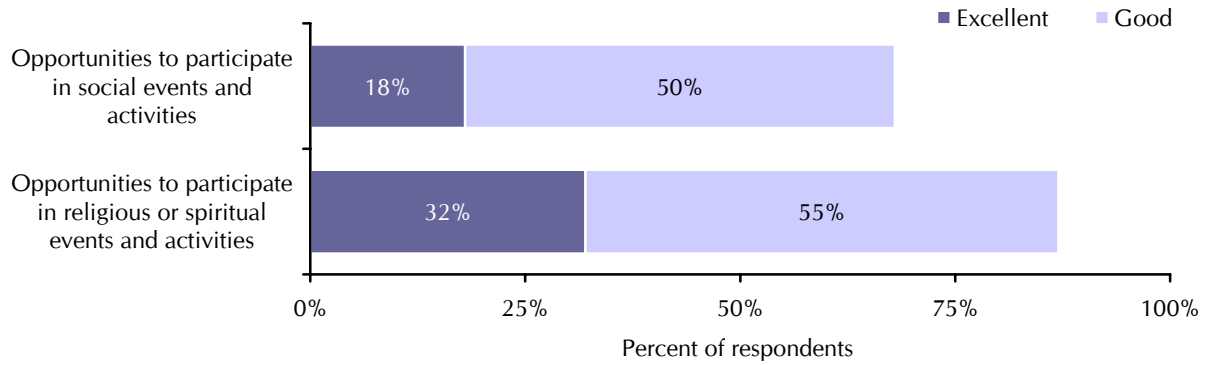
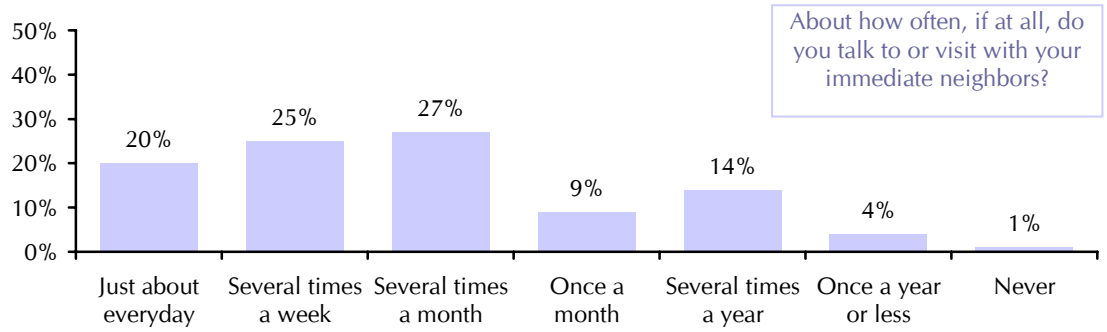


FIGURE 63: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

Social Engagement Opportunities Benchmarks	
	Comparison to benchmark
Opportunities to participate in social events and activities	Not available
Opportunities to participate in religious or spiritual events and activities	Not available

Residents in Needham reported a fair amount of neighborliness. More than 45% indicated talking or visiting with their neighbors several times a week or more frequently.

FIGURE 64: CONTACT WITH IMMEDIATE NEIGHBORS



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PUBLIC TRUST

Residents are more likely to cooperate with the proposals and policies advanced by their community leaders when trust in local government officials runs high. Trust can be measured in residents' opinions about the overall direction the Town of Needham 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 Town of Needham 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 Town of Needham may be colored by their dislike of what all levels of government provide.

A majority of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the Town of Needham does at listening to citizens, 51% rated it as "excellent" or "good."

FIGURE 65: PUBLIC TRUST RATINGS

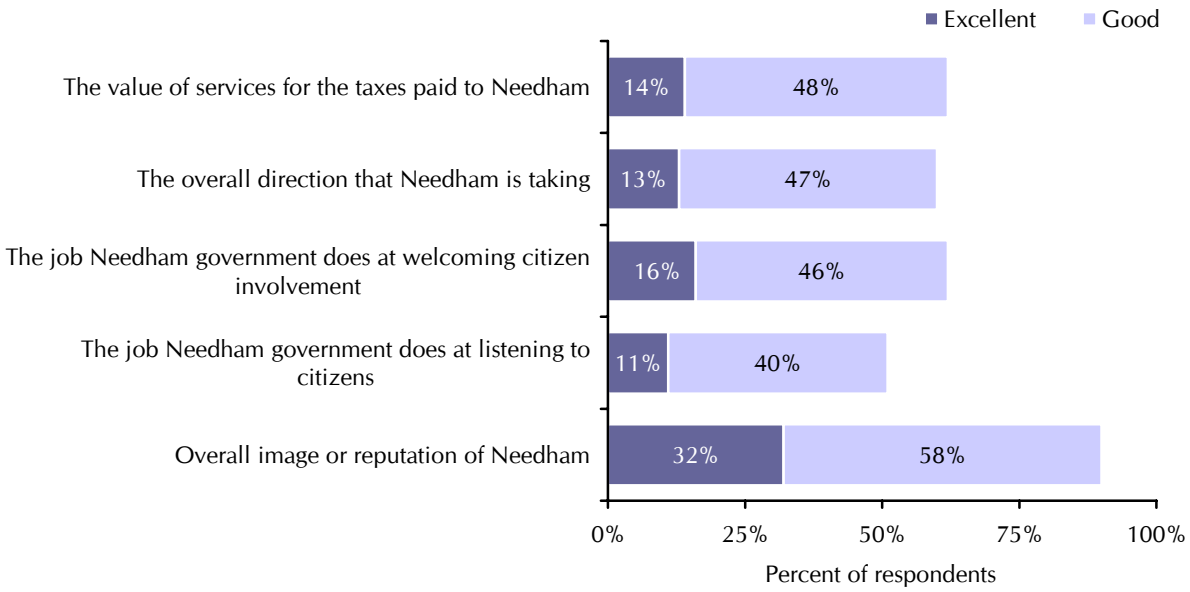

FIGURE 66: PUBLIC TRUST BENCHMARKS

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

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On average, residents of the Town of Needham 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 Town of Needham was rated as "excellent" or "good" by 84% of survey participants. The Town of Needham's rating was above the benchmark when compared to other communities.

FIGURE 67: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS

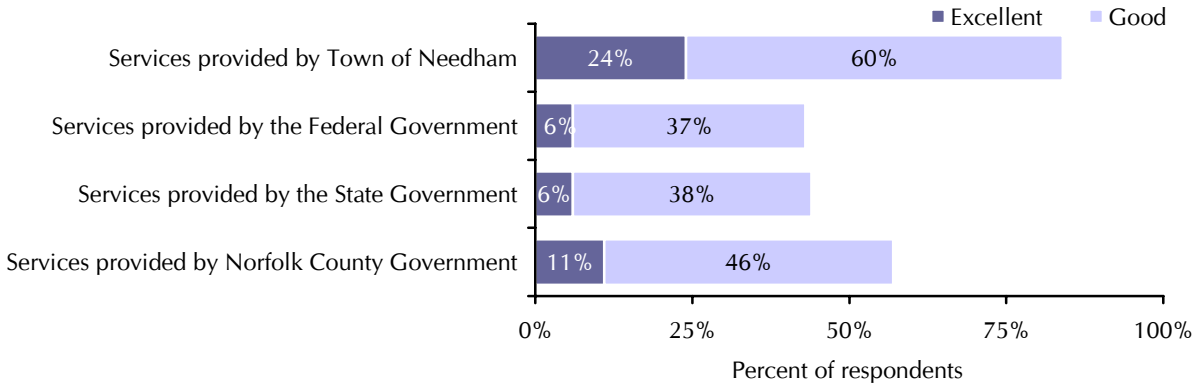

FIGURE 68: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

Services Provided by Local, State and Federal Governments Benchmarks	
	Comparison to benchmark
Services provided by the Town of Needham	Above
Services provided by the Federal Government	Above
Services provided by the State Government	Similar
Norfolk County government general	Not available

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Town of Needham Employees

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

Those completing the survey were asked if they had been in contact with a Town employee either in-person or over the phone in the last 12 months; the 74% who reported that they had been in contact were then asked to indicate overall how satisfied they were with the employee in their most recent contact. Town employees were rated highly; 86% of respondents rated their overall impression as "excellent" or "good."

FIGURE 69: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH TOWN EMPLOYEES IN PREVIOUS 12 MONTHS

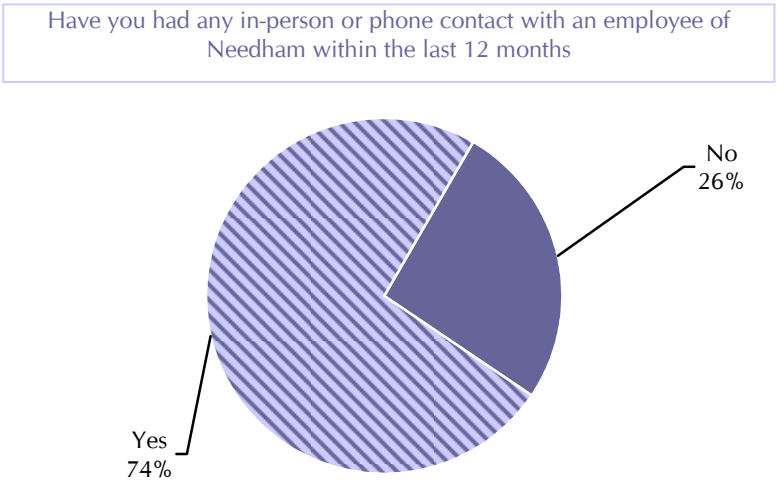
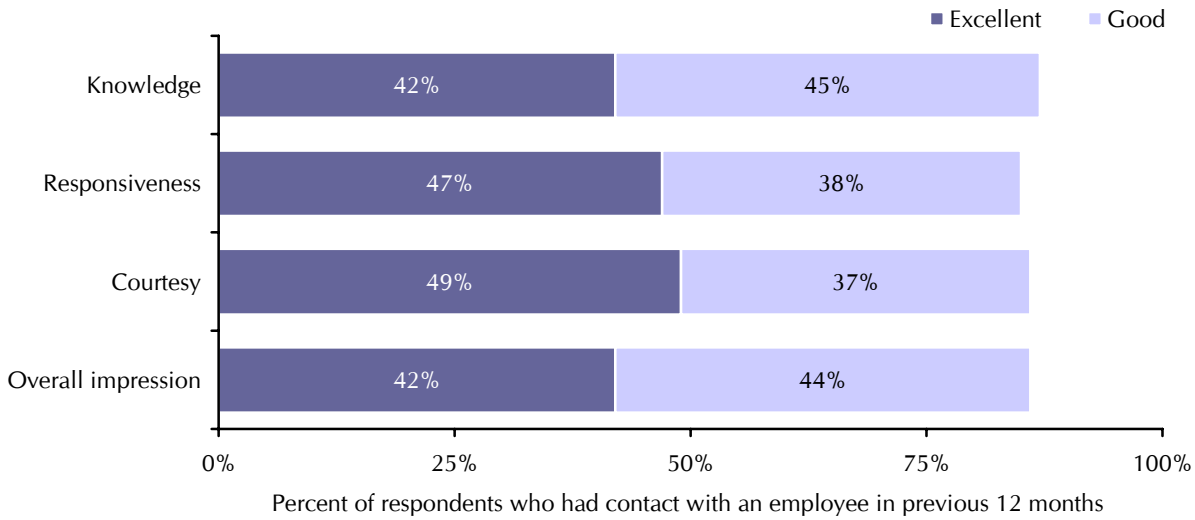


FIGURE 70: RATINGS OF TOWN EMPLOYEES (AMONG THOSE WHO HAD CONTACT)



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

FIGURE 71: RATINGS OF TOWN EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

Perceptions of City Employees (Among Those Who Had Contact) Benchmarks	
	Comparison to benchmark
Town employee knowledge	Above
Town employee responsiveness	Above
Town employee courteousness	Above
Town employee overall impression	Above

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

From Data to Action

Resident Priorities

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

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

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

A Key Driver Analysis (KDA) was conducted for the Town of Needham by examining the relationships between ratings of each service and ratings of the Town of Needham's overall services. Those key driver services that correlated most highly with residents' perceptions about overall Town service quality have been identified. By targeting improvements in key services, the Town of Needham can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality.

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

- Police services
- Public schools
- Town parks
- Snow removal
- Preservation of natural areas such as open space, farmlands and greenbelts

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

Town of Needham Action Chart™

The 2008 Town of Needham Action Chart™ on the following page combines three dimensions of performance:

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

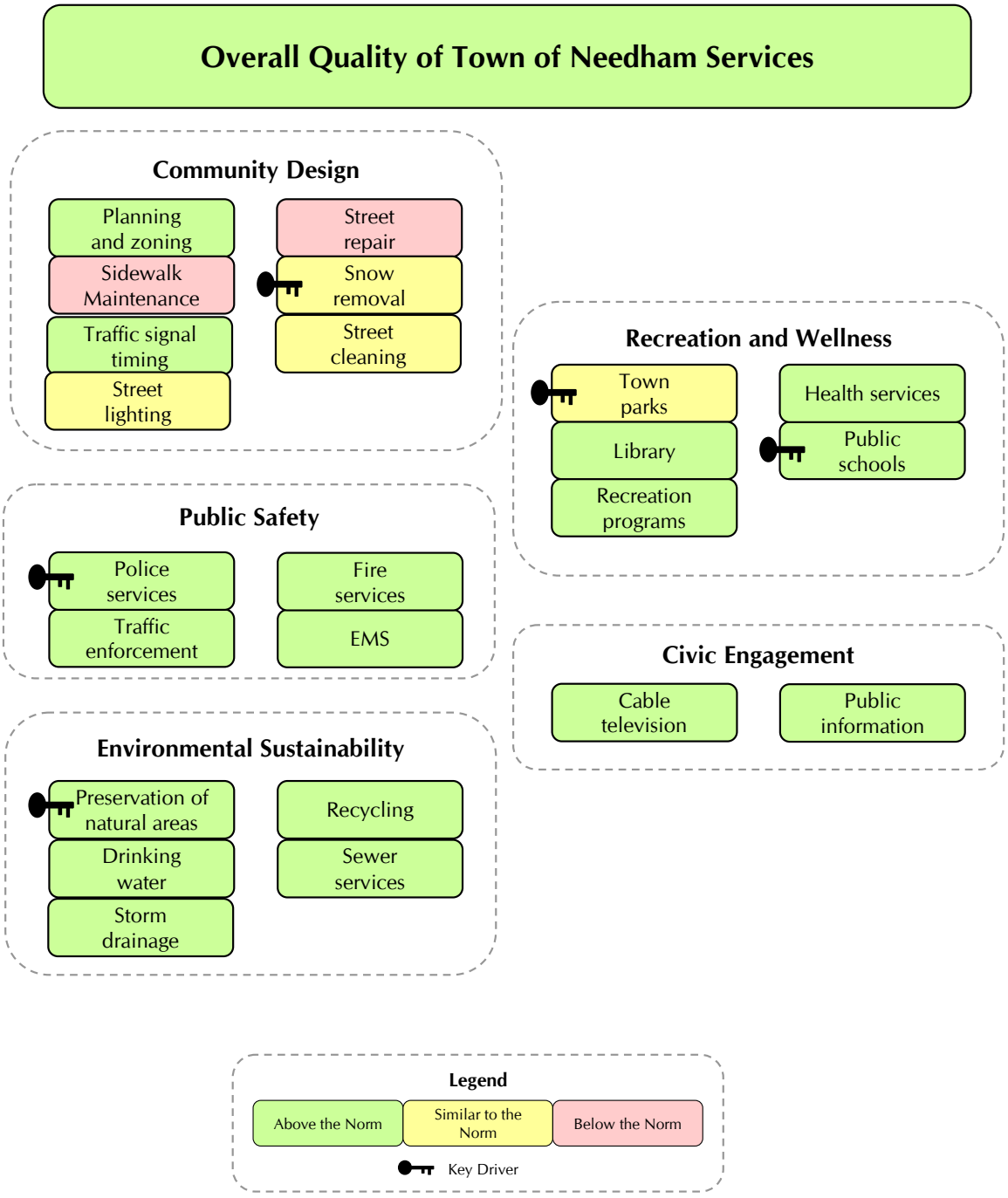
Twenty-three services were included in the KDA for the Town of Needham. Of these, 17 were above the benchmark, two were below the benchmark and four were similar to the benchmark.

In the case of Needham, no key drivers were below the benchmark. Therefore, Needham may wish to seek improvements to town parks and snow removal, as these key drivers received ratings similar to other benchmark jurisdictions.

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 (beginning on page 56) for the percent "don't know" for each service.

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

FIGURE 72: TOWN OF NEEDHAM ACTION CHART™



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Using Your Action Chart™

The key drivers derived for The Town of Needham provide a list of those services that are uniquely related to overall service quality here. Those key drivers are marked by key symbols 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 Town of Needham, NRC lists the key drivers derived from tens of thousands of resident responses from across the county. This list is updated every three years so that you can compare your key drivers to the key drivers from the entire NRC data set. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services. In the following table, we have listed your key drivers, core services and the national key drivers below and we have indicated the Town of Needham key drivers that overlap core services or the nationally derived keys.

FIGURE 73: KEY DRIVERS COMPARED

Service	Town of Needham Key Drivers	National Key Drivers	Core Services
Code enforcement			✓
Drinking water			✓
Economic development		✓	
EMS			✓
Fire			✓
Garbage collection			✓
Land use planning and zoning		✓	
Light timing			
Police services	✓	✓	✓
Preservation of natural areas	✓		
Public information services		✓	
Public schools	✓	✓	
Sewer			✓
Storm drainage			✓
Snow removal	✓		
Street repair			✓
Town parks	✓		

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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 Needham:	Excellent	Good	Fair	Poor	Total
Needham as a place to live	51%	45%	4%	0%	100%
Your neighborhood as a place to live	49%	41%	10%	1%	100%
Needham as a place to raise children	56%	39%	5%	1%	100%
Needham as a place to work	29%	43%	24%	4%	100%
Needham as a place to retire	24%	27%	30%	19%	100%
The overall quality of life in Needham	38%	53%	8%	1%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Needham as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	31%	50%	15%	4%	100%
Openness and acceptance of the community towards people of diverse backgrounds	18%	51%	26%	6%	100%
Overall appearance of Needham	20%	53%	24%	3%	100%
Cleanliness of Needham	24%	55%	21%	1%	100%
Overall quality of new development in Needham	14%	37%	36%	13%	100%
Variety of housing options	6%	34%	39%	22%	100%
Overall quality of business and service establishments in Needham	13%	50%	31%	7%	100%
Shopping opportunities	7%	23%	46%	24%	100%
Opportunities to attend cultural activities	10%	32%	45%	13%	100%
Recreational opportunities	16%	48%	30%	5%	100%
Employment opportunities	7%	28%	50%	15%	100%
Educational opportunities	27%	53%	18%	1%	100%
Opportunities to participate in social events and activities	18%	50%	30%	3%	100%
Opportunities to participate in religious or spiritual events and activities	32%	55%	12%	2%	100%
Opportunities to volunteer	29%	56%	14%	1%	100%
Opportunities to participate in community matters	24%	53%	20%	2%	100%
Ease of car travel in Needham	22%	53%	19%	6%	100%
Ease of bus travel in Needham	11%	34%	28%	28%	100%
Ease of rail or subway travel in Needham	33%	45%	16%	6%	100%
Ease of bicycle travel in Needham	13%	37%	36%	14%	100%
Ease of walking in Needham	26%	50%	18%	6%	100%
Availability of paths and walking trails	12%	32%	41%	14%	100%

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Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Needham as a whole:	Excellent	Good	Fair	Poor	Total
Traffic flow on major streets	6%	42%	37%	15%	100%
Amount of public parking	8%	30%	39%	22%	100%
Availability of affordable quality housing	6%	16%	36%	43%	100%
Availability of affordable quality child care	10%	34%	39%	17%	100%
Availability of affordable quality health care	20%	51%	23%	5%	100%
Quality of overall natural environment in Needham	17%	55%	25%	3%	100%
Overall image or reputation of Needham	32%	58%	10%	0%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Needham over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	0%	3%	55%	34%	8%	100%
Retail growth (stores, restaurants, etc.)	7%	34%	51%	7%	2%	100%
Jobs growth	12%	48%	40%	0%	0%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Needham?	Percent of respondents
Not a problem	29%
Minor problem	49%
Moderate problem	19%
Major problem	3%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Needham:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	67%	28%	5%	1%	0%	100%
Property crimes (e.g., burglary, theft)	42%	48%	8%	3%	0%	100%
Environmental hazards, including toxic waste	47%	37%	12%	4%	0%	100%

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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	85%	13%	1%	0%	0%	100%
In your neighborhood after dark	59%	34%	5%	2%	0%	100%
In Needham's downtown area during the day	83%	15%	2%	0%	0%	100%
In Needham's downtown area after dark	55%	36%	7%	2%	0%	100%

Question 7: Crime Victim	
During the past twelve months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	98%
Yes	2%
Total	100%

Question 8: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	28%
Yes	72%
Total	100%

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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 Needham?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Needham public libraries or their services	12%	15%	33%	20%	19%	100%
Participated in a recreation program or activity	34%	31%	22%	7%	7%	100%
Visited a neighborhood park or Town park	15%	23%	34%	13%	15%	100%
Ridden a local bus within Needham	89%	6%	3%	0%	2%	100%
Attended a meeting of local elected officials or other local public meeting	65%	24%	9%	2%	0%	100%
Watched a meeting of local elected officials or other local public meeting on cable television	49%	31%	17%	3%	1%	100%
Visited the Town of Needham Web site (at www.needhamma.gov)	31%	28%	30%	6%	5%	100%
Recycled used paper, cans or bottles from your home	6%	4%	6%	11%	72%	100%
Volunteered your time to some group or activity in Needham	49%	18%	14%	7%	11%	100%
Participated in religious or spiritual activities in Needham	41%	16%	13%	9%	22%	100%
Participated in a club or civic group in Needham	63%	17%	9%	5%	6%	100%
Provided help to a friend or neighbor	5%	19%	42%	18%	15%	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	20%
Several times a week	25%
Several times a month	27%
Once a month	9%
Several times a year	14%
Once a year or less	4%
Never	1%
Total	100%

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Question 11: Service Quality					
Please rate the quality of each of the following services in Needham:	Excellent	Good	Fair	Poor	Total
Police services	56%	39%	4%	1%	100%
Fire services	63%	35%	2%	0%	100%
Ambulance or emergency medical services	63%	35%	2%	0%	100%
Crime prevention	42%	52%	5%	1%	100%
Fire prevention and education	42%	50%	7%	1%	100%
Traffic enforcement	25%	51%	19%	4%	100%
Street repair	6%	25%	44%	24%	100%
Street cleaning	11%	44%	36%	10%	100%
Street lighting	11%	46%	33%	11%	100%
Snow removal	17%	46%	26%	11%	100%
Sidewalk maintenance	9%	32%	37%	22%	100%
Traffic signal timing	12%	44%	31%	13%	100%
Recycling	38%	46%	11%	5%	100%
Storm drainage	18%	52%	23%	7%	100%
Drinking water	33%	51%	13%	3%	100%
Sewer services	28%	55%	16%	1%	100%
Town parks	23%	56%	19%	3%	100%
Recreation programs or classes	25%	54%	19%	2%	100%
Land use, planning and zoning	8%	39%	37%	16%	100%
Animal control	22%	56%	18%	3%	100%
Economic development	8%	44%	38%	10%	100%
Health services	27%	56%	16%	1%	100%
Services to seniors	22%	52%	19%	7%	100%
Services to youth	23%	54%	18%	4%	100%
Services to low-income people	16%	40%	27%	18%	100%
Public library services	53%	41%	6%	1%	100%
Public information services	26%	55%	18%	1%	100%
Public schools	46%	44%	9%	1%	100%
Cable television	23%	54%	19%	4%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	32%	51%	13%	4%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	13%	47%	27%	13%	100%
Building Department Inspection	11%	38%	34%	17%	100%
Veterans services	22%	50%	17%	11%	100%

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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 Town of Needham	24%	60%	15%	1%	100%
The Federal Government	6%	37%	43%	14%	100%
The State Government	6%	38%	44%	12%	100%
Norfolk County Government	11%	46%	35%	9%	100%

Question 13: Contact with Town Employees	
Have you had any in-person or phone contact with an employee of the Town of Needham within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	26%
Yes	74%
Total	100%

Question 14: Town Employees					
What was your impression of the employee(s) of the Town of Needham in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	42%	45%	10%	2%	100%
Responsiveness	47%	38%	11%	4%	100%
Courtesy	49%	37%	10%	4%	100%
Overall impression	42%	44%	11%	3%	100%

Question 15: Government Performance					
Please rate the following categories of Needham government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Needham	14%	48%	31%	7%	100%
The overall direction that Needham is taking	13%	47%	32%	8%	100%
The job Needham government does at welcoming citizen involvement	16%	46%	30%	8%	100%
The job Needham government does at listening to citizens	11%	40%	35%	14%	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 Needham to someone who asks	63%	30%	5%	2%	100%
Remain in Needham for the next five years	69%	21%	5%	5%	100%

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Question 17: Community Cooperation	
If public officials asked everyone in Needham to conserve water or electricity because of some emergency, how likely or unlikely is it that people in your community would cooperate?	Percent of respondents
Very likely	58%
Somewhat likely	34%
Somewhat unlikely	6%
Very unlikely	2%
Total	100%

Question 18: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	2%
Somewhat positive	5%
Neutral	39%
Somewhat negative	45%
Very negative	9%
Total	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	33%
Yes, full-time	53%
Yes, part-time	14%
Total	100%

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself	69%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	7%
Bus, rail, subway or other public transportation	14%
Bicycle	1%
Bicycle	1%
Work at home	8%
Other	0%

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Question D3: Length of Residency	
How many years have you lived in Needham?	Percent of respondents
Less than 2 years	13%
2 to 5 years	15%
6 to 10 years	15%
11 to 20 years	22%
More than 20 years	35%
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	77%
House attached to one or more houses (e.g., a duplex or town	3%
Building with two or more apartments or condominiums	19%
Mobile home	0%
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	18%
Owned by you or someone in this house with a mortgage or free and clear	82%
Total	100%

Question D6: Monthly Housing Cost	
About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents
Less than $300 per month	1%
$300 to $599 per month	9%
$600 to $999 per month	11%
$1,000 to $1,499 per month	14%
$1,500 to $2,499 per month	23%
$2,500 or more per month	42%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	54%
Yes	46%
Total	100%

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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	71%
Yes	29%
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	5%
$25,000 to $49,999	13%
$50,000 to $99,999	20%
$100,000 to $149,000	20%
$150,000 or more	42%
Total	100%

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

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	1%
Asian, Asian Indian or Pacific Islander	6%
Black or African American	1%
White	91%
Other	2%
Total may exceed 100% as respondents could select more than one option	

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Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	0%
25 to 34 years	15%
35 to 44 years	21%
45 to 54 years	25%
55 to 64 years	14%
65 to 74 years	9%
75 years or older	15%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	56%
Male	44%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	6%
Yes	91%
Ineligible to vote	3%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Do you remember voting in the last general election?	Percent of respondents
No	7%
Yes	89%
Ineligible to vote	4%
Total	100%

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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 Needham:	Excellent		Good		Fair		Poor		Don't know		Total	
Needham as a place to live	51%	291	45%	256	4%	23	0%	2	0%	0	100%	573
Your neighborhood as a place to live	49%	278	41%	231	10%	55	1%	5	0%	0	100%	569
Needham as a place to raise children	52%	290	36%	202	5%	26	1%	4	7%	38	100%	559
Needham as a place to work	15%	80	21%	116	12%	66	2%	10	51%	278	100%	549
Needham as a place to retire	15%	85	17%	98	19%	107	12%	69	36%	203	100%	561
The overall quality of life in Needham	38%	215	53%	298	8%	48	1%	4	0%	1	100%	566

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Needham as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Sense of community	31%	170	49%	271	15%	81	3%	19	2%	13	100%	554
Openness and acceptance of the community towards people of diverse backgrounds	16%	90	45%	252	23%	128	5%	28	11%	62	100%	559
Overall appearance of Needham	20%	112	53%	302	24%	137	3%	18	0%	0	100%	568
Cleanliness of Needham	23%	132	54%	306	21%	116	1%	7	0%	2	100%	563
Overall quality of new development in Needham	12%	66	32%	177	31%	171	12%	64	14%	79	100%	557
Variety of housing options	5%	28	30%	170	35%	193	20%	109	10%	57	100%	557
Overall quality of business and service establishments in Needham	13%	73	49%	276	30%	172	7%	37	1%	7	100%	564
Shopping opportunities	7%	40	23%	130	45%	257	24%	137	1%	4	100%	568
Opportunities to attend cultural activities	9%	49	29%	164	40%	227	12%	67	10%	53	100%	561
Recreational opportunities	16%	88	46%	258	28%	161	5%	26	6%	32	100%	565
Employment opportunities	3%	18	13%	73	24%	133	7%	41	52%	293	100%	559
Educational opportunities	23%	129	45%	251	16%	87	1%	6	15%	81	100%	554

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Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Needham as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Opportunities to participate in social events and activities	16%	88	45%	250	27%	153	2%	14	9%	52	100%	556
Opportunities to participate in religious or spiritual events and activities	28%	156	47%	265	10%	56	1%	7	14%	80	100%	564
Opportunities to volunteer	23%	131	46%	255	11%	62	1%	5	19%	106	100%	560
Opportunities to participate in community matters	21%	117	46%	258	17%	97	2%	12	14%	77	100%	562
Ease of car travel in Needham	22%	123	53%	297	19%	104	6%	34	0%	3	100%	561
Ease of bus travel in Needham	6%	31	17%	97	15%	81	14%	80	48%	269	100%	559
Ease of rail or subway travel in Needham	29%	164	40%	223	14%	78	5%	29	11%	64	100%	558
Ease of bicycle travel in Needham	9%	51	27%	149	26%	142	11%	58	27%	151	100%	551
Ease of walking in Needham	25%	143	49%	278	18%	102	6%	34	1%	8	100%	564
Availability of paths and walking trails	11%	60	28%	156	36%	202	13%	70	12%	67	100%	555
Traffic flow on major streets	6%	35	42%	234	37%	210	14%	82	1%	4	100%	564
Amount of public parking	8%	45	30%	166	39%	216	22%	124	2%	8	100%	560
Availability of affordable quality housing	4%	24	12%	68	27%	150	33%	182	24%	135	100%	559
Availability of affordable quality child care	5%	26	16%	87	18%	101	8%	44	53%	293	100%	551
Availability of affordable quality health care	15%	85	40%	218	18%	98	4%	23	23%	126	100%	550
Quality of overall natural environment in Needham	16%	92	54%	303	25%	140	3%	14	2%	14	100%	563
Overall image or reputation of Needham	32%	180	57%	325	10%	57	0%	3	0%	2	100%	567

Question 3: Growth												
Please rate the speed of growth in the following categories in Needham over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
Population growth	0%	0	2%	12	38%	214	23%	130	5%	30	31%	176	100%	562
Retail growth (stores, restaurants, etc.)	7%	37	30%	168	45%	255	6%	33	1%	8	11%	61	100%	561
Jobs growth	3%	19	14%	76	11%	63	0%	1	0%	0	72%	400	100%	559

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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 Needham?	Percent of respondents	Count
Not a problem	28%	154
Minor problem	46%	257
Moderate problem	18%	100
Major problem	2%	13
Don't know	6%	35
Total	100%	559

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Needham:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
Violent crime (e.g., rape, assault, robbery)	66%	376	28%	158	5%	26	1%	3	0%	0	1%	3	100%	566
Property crimes (e.g., burglary, theft)	41%	233	48%	270	8%	43	3%	15	0%	0	1%	3	100%	563
Environmental hazards, including toxic waste	43%	243	34%	190	11%	60	3%	19	0%	3	8%	45	100%	560

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	85%	487	13%	75	1%	6	0%	1	0%	1	0%	0	100%	570
In your neighborhood after dark	59%	332	33%	190	5%	30	2%	12	0%	0	1%	4	100%	567
In Needham's downtown area during the day	83%	470	15%	84	2%	10	0%	0	0%	0	1%	4	100%	567
In Needham's downtown area after dark	52%	296	34%	194	7%	39	2%	10	0%	1	4%	25	100%	565

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Question 7: Crime Victim		
During the past twelve months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	97%	545
Yes	2%	12
Don't know	1%	7
Total	100%	564

Question 8: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	28%	4
Yes	72%	9
Don't know	0%	0
Total	100%	13

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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 Needham?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
Used Needham public libraries or their services	12%	70	15%	87	33%	189	20%	112	19%	107	100%	565
Participated in a recreation program or activity	34%	187	31%	171	22%	120	7%	39	7%	38	100%	555
Visited a neighborhood park or Town park	15%	83	23%	128	34%	190	13%	74	15%	84	100%	560
Ridden a local bus within Needham	89%	497	6%	32	3%	15	0%	2	2%	12	100%	557
Attended a meeting of local elected officials or other local public meeting	65%	364	24%	134	9%	51	2%	10	0%	2	100%	562
Watched a meeting of local elected officials or other local public meeting on cable television	49%	273	31%	177	17%	93	3%	15	1%	4	100%	562
Visited the Town of Needham Web site (at www.needhamma.gov)	31%	172	28%	157	30%	168	6%	34	5%	26	100%	557
Recycled used paper, cans or bottles from your home	6%	36	4%	23	6%	35	11%	62	72%	406	100%	563
Volunteered your time to some group or activity in Needham	49%	277	18%	102	14%	78	7%	39	11%	64	100%	560
Participated in religious or spiritual activities in Needham	41%	227	16%	89	13%	74	9%	49	22%	122	100%	560
Participated in a club or civic group in Needham	63%	353	17%	95	9%	52	5%	30	6%	33	100%	563
Provided help to a friend or neighbor	5%	31	19%	107	42%	236	18%	103	15%	87	100%	564

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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	20%	112
Several times a week	25%	141
Several times a month	27%	152
Once a month	9%	50
Several times a year	14%	82
Once a year or less	4%	22
Never	1%	8
Total	100%	567

Question 11: Service Quality												
Please rate the quality of each of the following services in Needham:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	52%	297	36%	205	3%	20	1%	5	7%	41	100%	568
Fire services	54%	309	30%	170	2%	9	0%	0	14%	79	100%	568
Ambulance or emergency medical services	46%	261	25%	143	1%	7	0%	0	27%	153	100%	565
Crime prevention	33%	184	41%	228	4%	23	1%	3	21%	119	100%	558
Fire prevention and education	29%	161	35%	191	5%	26	0%	3	31%	171	100%	552
Traffic enforcement	22%	125	46%	257	17%	96	4%	21	10%	57	100%	556
Street repair	6%	35	25%	140	43%	244	24%	134	2%	11	100%	563
Street cleaning	11%	60	42%	236	34%	192	9%	53	3%	17	100%	558
Street lighting	11%	58	45%	251	33%	181	11%	61	1%	3	100%	555
Snow removal	17%	96	46%	256	26%	146	11%	64	0%	0	100%	562
Sidewalk maintenance	9%	48	30%	170	35%	198	21%	120	4%	23	100%	558
Traffic signal timing	11%	64	42%	237	30%	165	13%	71	4%	20	100%	557
Recycling	35%	197	44%	242	11%	58	4%	25	6%	34	100%	556
Storm drainage	16%	87	44%	245	20%	109	6%	32	15%	84	100%	557
Drinking water	32%	177	49%	273	13%	71	3%	18	4%	22	100%	562

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Question 11: Service Quality												
Please rate the quality of each of the following services in Needham:	Excellent		Good		Fair		Poor		Don't know		Total	
Sewer services	22%	124	44%	244	12%	69	1%	5	20%	110	100%	553
Town parks	21%	118	52%	291	18%	101	3%	14	6%	34	100%	558
Recreation programs or classes	18%	102	41%	226	14%	79	2%	9	25%	137	100%	553
Land use, planning and zoning	5%	30	28%	155	26%	146	11%	64	29%	162	100%	556
Animal control	15%	86	38%	214	12%	69	2%	13	32%	177	100%	559
Economic development	5%	28	28%	153	24%	135	6%	34	36%	200	100%	551
Health services	21%	113	42%	234	13%	69	1%	4	24%	131	100%	551
Services to seniors	12%	68	28%	159	10%	58	4%	22	45%	255	100%	563
Services to youth	15%	83	34%	190	12%	65	3%	15	36%	202	100%	555
Services to low-income people	6%	31	14%	78	9%	52	7%	36	64%	354	100%	551
Public library services	50%	278	38%	213	5%	30	1%	3	6%	34	100%	559
Public information services	21%	115	44%	247	14%	78	1%	6	20%	112	100%	557
Public schools	38%	211	36%	203	7%	39	1%	4	18%	100	100%	557
Cable television	18%	99	41%	228	14%	80	3%	18	23%	130	100%	556
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	20%	114	32%	180	8%	45	3%	15	36%	200	100%	555
Preservation of natural areas such as open space, farmlands and greenbelts	10%	56	36%	198	21%	115	10%	56	23%	127	100%	552
Building Department Inspection	6%	32	19%	107	17%	94	9%	48	49%	271	100%	553
Veterans services	4%	23	9%	51	3%	17	2%	12	81%	447	100%	549

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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 Town of Needham	24%	134	59%	332	14%	80	1%	4	2%	14	100%	563
The Federal Government	5%	27	30%	167	35%	193	12%	65	19%	104	100%	557
The State Government	5%	25	31%	172	36%	200	9%	52	19%	105	100%	555
Norfolk County Government	5%	26	20%	113	15%	84	4%	21	56%	309	100%	553

Question 13: Contact with Town Employees		
Have you had any in-person or phone contact with an employee of the Town of Needham within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	26%	147
Yes	74%	410
Total	100%	557

Question 14: Town Employees												
What was your impression of the employee(s) of the Town of Needham in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
Knowledge	42%	174	45%	186	10%	40	2%	10	1%	5	100%	415
Responsiveness	47%	195	38%	157	10%	44	4%	18	0%	1	100%	416
Courtesy	49%	203	37%	155	10%	40	4%	17	0%	1	100%	416
Overall impression	42%	175	44%	182	11%	45	3%	13	0%	1	100%	416

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Question 15: Government Performance												
Please rate the following categories of Needham government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
The value of services for the taxes paid to Needham	13%	73	43%	242	28%	155	7%	37	9%	51	100%	558
The overall direction that Needham is taking	11%	64	41%	234	28%	160	7%	41	11%	65	100%	563
The job Needham government does at welcoming citizen involvement	12%	66	33%	188	22%	125	6%	32	27%	152	100%	563
The job Needham government does at listening to citizens	8%	43	29%	162	25%	139	10%	56	28%	159	100%	560

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 Needham to someone who asks	63%	357	30%	172	5%	27	2%	12	0%	2	100%	571
Remain in Needham for the next five years	67%	381	20%	116	5%	28	5%	29	3%	19	100%	573

Question 17: Community Cooperativeness		
If public officials asked everyone in Needham to conserve water or electricity because of some emergency, how likely or unlikely is it that people in your community would cooperate?	Percent of respondents	Count
Very likely	58%	330
Somewhat likely	34%	192
Somewhat unlikely	6%	34
Very unlikely	2%	13
Total	100%	569

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Question 18: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	2%	9
Somewhat positive	5%	30
Neutral	39%	224
Somewhat negative	45%	256
Very negative	9%	51
Total	100%	570

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	33%	184
Yes, full-time	53%	291
Yes, part-time	14%	74
Total	100%	549

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself	69%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	7%
Bus, rail, subway or other public transportation	14%
Bicycle	1%
Bicycle	1%
Work at home	8%
Other	0%

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Question D3: Length of Residency		
How many years have you lived in Needham?	Percent of respondents	Count
Less than 2 years	13%	74
2 to 5 years	15%	84
6 to 10 years	15%	86
11 to 20 years	22%	120
More than 20 years	35%	194
Total	100%	557

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	77%	429
House attached to one or more houses (e.g., a duplex or town	3%	18
Building with two or more apartments or condominiums	19%	106
Mobile home	0%	0
Other	1%	7
Total	100%	559

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	18%	99
Owned by you or someone in this house with a mortgage or free and clear	82%	441
Total	100%	540

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Question D6: Monthly Housing Cost		
About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents	Count
Less than $300 per month	1%	8
$300 to $599 per month	9%	48
$600 to $999 per month	11%	56
$1,000 to $1,499 per month	14%	76
$1,500 to $2,499 per month	23%	122
$2,500 or more per month	42%	220
Total	100%	528

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	54%	299
Yes	46%	258
Total	100%	557

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	71%	397
Yes	29%	159
Total	100%	556

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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	5%	27
$25,000 to $49,999	13%	66
$50,000 to $99,999	20%	104
$100,000 to $149,000	20%	104
$150,000 or more	42%	214
Total	100%	514

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	99%	536
Yes, I consider myself to be Spanish, Hispanic or Latino	1%	7
Total	100%	543

Question D11: Race		
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents	Count
American Indian or Alaskan Native	1%	7
Asian, Asian Indian or Pacific Islander	6%	33
Black or African American	1%	6
White	91%	500
Other	2%	13
Total may exceed 100% as respondents could select more than one option		

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Question D12: Age		
In which category is your age?	Percent of respondents	Count
18 to 24 years	0%	3
25 to 34 years	15%	84
35 to 44 years	21%	114
45 to 54 years	25%	139
55 to 64 years	14%	77
65 to 74 years	9%	52
75 years or older	15%	83
Total	100%	551

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	56%	308
Male	44%	241
Total	100%	549

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	6%	33
Yes	91%	505
Ineligible to vote	3%	15
Don't know	1%	5
Total	100%	557

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Question D15: Voted in Last General Election		
Many people don't have time to vote in elections. Do you remember voting in the last general election?	Percent of respondents	Count
No	7%	37
Yes	89%	493
Ineligible to vote	4%	21
Don't know	1%	4
Total	100%	555

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Appendix B: Survey Methodology

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

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

Survey Validity

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

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

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

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

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

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

Survey Sampling

"Sampling" refers to the method by which survey recipients were chosen. All households within the Town of Needham 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 Town of Needham 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 Town of Needham 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 Town of Needham 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 Town of Needham. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

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

Survey Administration

Selected households received three mailings, one week apart, beginning March 17, 2008. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the Town Manager inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following five weeks.

Survey Response Rate and Confidence Intervals

Seventy surveys mailed were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 1,130 households receiving the survey mailings, 577 completed the survey, providing a response rate of 51%. In general, response rates obtained on local government resident surveys range from 25% to 40%.

In theory, in 95 cases out of 100, the results based on the number of responses obtained will differ by no more than 4 percentage points in either direction from what would have been obtained had responses been collected from all Town of Needham adults. This difference from the presumed population finding is referred to as the sampling error (or the "margin of error" or 95% confidence interval"). For subgroups of responses, the margin of sampling error is larger. In addition to sampling error, the practical difficulties of conducting any survey of the public may introduce other sources of error. For example, the failure of some of the selected adults to participate in the sample or the difficulty of including all sectors of the population, such as residents of some institutions or group residences, may lead to somewhat different results.

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.

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Survey Data Weighting

The demographic characteristics of the survey sample were compared to those found in the 2000 Census estimate. 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 unit type, and gender/age. This decision was based on:

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

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

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

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

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

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Weighting Scheme for Needham, MA 2008 Citizen Survey			
Respondent Characteristics	Population Norm[1]	Unweighted Survey Data	Weighted Survey Data
Tenure			
Rent Home	19%	19%	18%
Own Home	81%	81%	82%
Type of Housing Unit			
Single-Family Detached	77%	73%	77%
Attached	23%	27%	23%
Ethnicity			
Non-Hispanic	99%	99%	99%
Hispanic	1%	1%	1%
Race			
White/Caucasian	95%	91%	89%
Non-White	5%	9%	11%
Gender			
Female	55%	57%	56%
Male	45%	43%	44%
Age			
18-34	19%	6%	19%
35-54	44%	40%	44%
55+	37%	55%	37%
Gender and Age			
Females 18-34	10%	4%	10%
Females 35-54	23%	22%	24%
Females 55+	22%	31%	22%
Males 18-34	9%	2%	6%
Males 35-54	21%	18%	22%
Males 55+	15%	23%	16%

** Source: 2000 Census*

[1] Source: 2000 Census

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Survey Data Analysis and Reporting

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

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

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

"Don't Know" Responses

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

Benchmark Comparisons

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

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services. Conducted with typically no fewer than 400 residents in each jurisdiction, opinions are intended to represent over 30 million Americans. NRC has innovated a method for quantitatively integrating the results of surveys that conducted by NRC with those that others have conducted. The integration methods have been thoroughly described not only in the Citizen Surveys book, but

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

The Role of Comparisons

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

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

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

Comparison of Needham to the Benchmark Database

The Town of Needham 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 Town of Needham Survey was included

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in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

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

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Appendix C: Survey Materials

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

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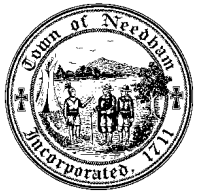

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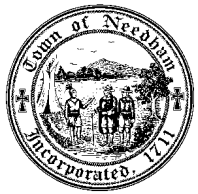

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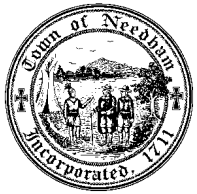

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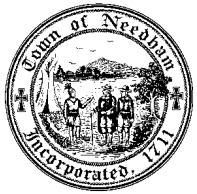

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Dear Needham Resident,

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

Kate Fitzpatrick
Town Manager

Dear Needham Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the Town of Needham. 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!

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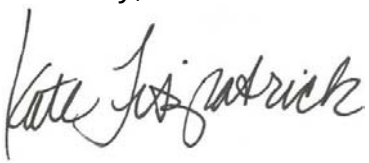

Kate Fitzpatrick
Town Manager

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Sincerely,

Kate Fitzpatrick
Town Manager

March 2008

Dear Needham Resident:

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

Please take a few minutes to fill out the enclosed Citizen Survey. Your feedback will help the Town set benchmarks for tracking the quality of services provided to residents. Your answers will help the Town 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 Needham 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 (781) 455-7512.

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

Sincerely,

Kate Fitzpatrick
Town Manager

March 2008

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

Please take a few minutes to fill out the enclosed Citizen Survey. Your feedback will help the Town set benchmarks for tracking the quality of services provided to residents. Your answers will help the Town 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 Needham 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.

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

Sincerely,

Kate Fitzpatrick

Kate Fitzpatrick
Town Manager

The Town of Needham 2008 Citizen Survey

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

1. Please rate each of the following aspects of quality of life in Needham:

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

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

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
Sense of community	1	2	3	4	5
Openness and acceptance of the community towards people of diverse backgrounds	1	2	3	4	5
Overall appearance of Needham	1	2	3	4	5
Cleanliness of Needham	1	2	3	4	5
Overall quality of new development in Needham	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Overall quality of business and service establishments in Needham	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 Needham	1	2	3	4	5
Ease of bus travel in Needham	1	2	3	4	5
Ease of rail or subway travel in Needham	1	2	3	4	5
Ease of bicycle travel in Needham	1	2	3	4	5
Ease of walking in Needham	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
Quality of overall natural environment in Needham	1	2	3	4	5
Overall image or reputation of Needham	1	2	3	4	5

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

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

7. During the past twelve months, were you or anyone in your household the victim of any crime?
❍ No ➔ Go to Question 9 ❍ Yes ➔ Go to Question 8 ❍ Don't know ➔ Go to Question 9

8. If yes, was this crime (these crimes) reported to the police?
❍ No ❍ Yes ❍ Don't know

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

	Never	*Once or twice*	*3 to 12 times*	*13 to 26 times*	*More than 26 times*
Used Needham public libraries or their services	1	2	3	4	5
Participated in a recreation program or activity	1	2	3	4	5
Visited a neighborhood park or Town park	1	2	3	4	5
Ridden a local bus within Needham	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting	1	2	3	4	5
Watched a meeting of local elected officials or other local public meeting on cable television	1	2	3	4	5
Visited the Town of Needham Web site (at www.needhamma.gov)	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 Needham	1	2	3	4	5
Participated in religious or spiritual activities in Needham	1	2	3	4	5
Participated in a club or civic group in Needham	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 everyday
❍ Several times a week
❍ Several times a month
❍ Once a month
❍ Several times a year
❍ Once a year or less
❍ Never

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The Town of Needham 2008 Citizen Survey

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

	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
Traffic enforcement	1	2	3	4	5
Street repair	1	2	3	4	5
Street cleaning	1	2	3	4	5
Street lighting	1	2	3	4	5
Snow removal	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing	1	2	3	4	5
Recycling	1	2	3	4	5
Storm drainage	1	2	3	4	5
Drinking water	1	2	3	4	5
Sewer services	1	2	3	4	5
Town parks	1	2	3	4	5
Recreation programs or classes	1	2	3	4	5
Land use, planning and zoning	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
Building Department Inspection services	1	2	3	4	5
Veterans services	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 Town of Needham	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5
Norfolk County Government	1	2	3	4	5

13. Have you had any in-person or phone contact with an employee of the Town of Needham 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 Town of Needham 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 Needham government performance:

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

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

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

17. If public officials asked everyone in Needham to conserve water or electricity because of some emergency, how likely or unlikely is it that people in your community would cooperate?

❍ Very likely ❍ Somewhat likely ❍ Somewhat unlikely ❍ Very unlikely

18. 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

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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 Needham?
- ❍ Less than 2 years
- ❍ 2-5 years
- ❍ 6-10 years
- ❍ 11-20 years
- ❍ More than 20 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
- ❍ 25-34 years
- ❍ 35-44 years
- ❍ 45-54 years
- ❍ 55-64 years
- ❍ 65-74 years
- ❍ 75 years or older

D13. What is your sex?
- ❍ Female
- ❍ Male

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

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

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

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