



CITY OF NOVI, MI 2010

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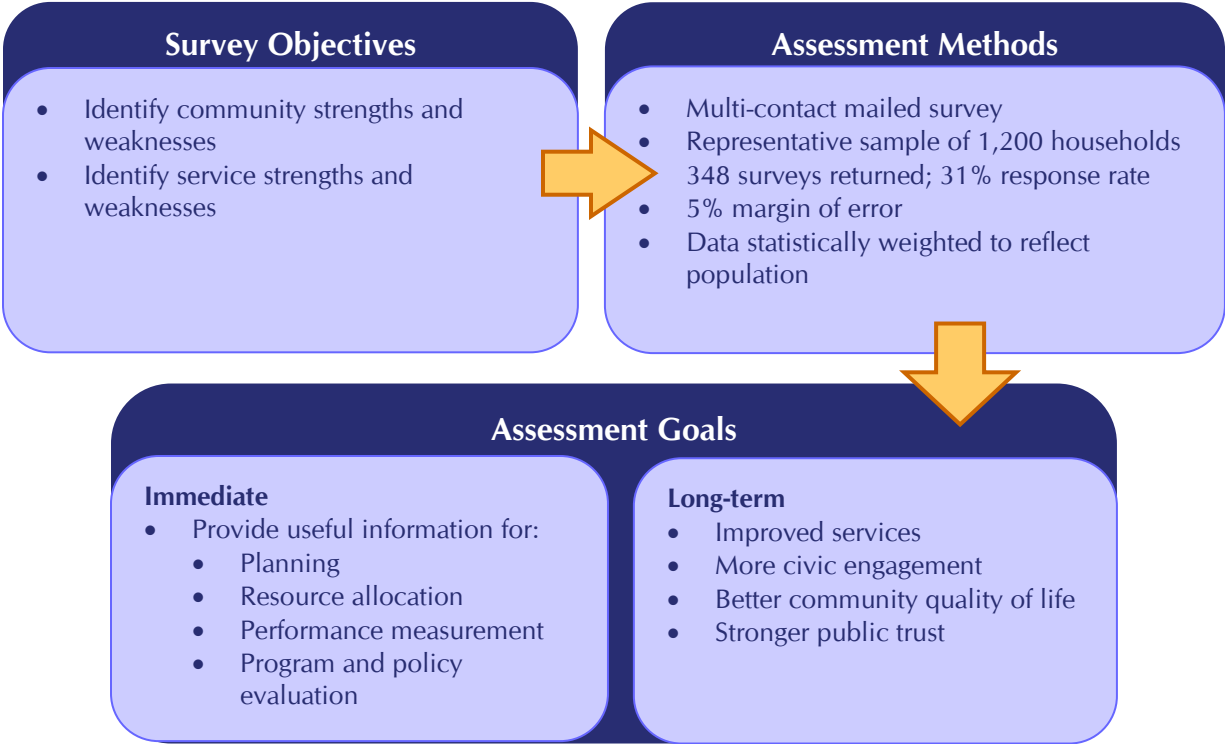
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SURVEY BACKGROUND

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.

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 348 completed surveys were obtained, providing an overall response rate of 31%. Typically, response rates obtained on citizen surveys range from 25% to 40%.**

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

UNDERSTANDING THE RESULTS

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

Margin of Error

The margin of error around results for the City of Novi Survey (348 completed surveys) is plus or minus five percentage points. This is a measure of the precision of your results; a larger number of completed surveys gives a smaller (more precise) margin of error, while a smaller number of surveys yields a larger margin of error. With your margin of error, you may conclude that when 60% of survey respondents report that a particular service is "excellent" or "good," somewhere between 55-65% of all residents are likely to feel that way.

Comparing Survey Results

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

Interpreting Comparisons to Previous Years

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

Benchmark Comparisons

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

The City of Novi chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Novi survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

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

“Don’t Know” Responses and Rounding

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

For some questions, respondents were permitted to select more than one answer. When the total exceeds 100% in a table for a multiple response question, it is because some respondents did select more than one response. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of percentages being rounded to the nearest whole number.

For more information on understanding The NCS report, please see Appendix B: Survey Methodology.

EXECUTIVE SUMMARY

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

Most residents experienced a good quality of life in the City of Novi and believed the City was a good place to live. The overall quality of life in the City of Novi was rated as “excellent” or “good” by 93% of respondents. A majority reported they plan on staying in the City of Novi for the next five years.

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

Ratings of community characteristics were compared to the benchmark database. Of the 29 characteristics for which comparisons were available, 25 were above the national benchmark comparison, four were similar to the national benchmark comparison and none were below.

Residents in the City of Novi were minimally civically engaged. While only 21% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 86% had provided help to a friend or neighbor. About one quarter had volunteered their time to some group or activity in the City of Novi, which was much lower than the benchmark.

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

On average, residents gave favorable ratings to a majority of local government services. City services rated were able to be compared to the benchmark database. Of the 31 services for which comparisons were available, 22 were above the benchmark comparison, eight were similar to the benchmark comparison and one was below.

Many of the City of Novi’s ratings had improved over time. Ratings related to transportation in the community improved; ease of car travel, ease of walking and ease of bicycle travel in Novi all had increased. The availability of affordable quality housing and of affordable quality health care improved over time. Additionally, public library services, storm drainage, public information services and opportunities to participate in social events and activities all demonstrated significant increases over time. Notably, the rating for personal economic future increased in 2010.

A Key Driver Analysis was conducted for the City of Novi which examined the relationships between ratings of each service and ratings of the City of Novi's services overall. Those key driver services that correlated most strongly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Novi can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Services found to be influential in ratings of overall service quality from the Key Driver Analysis were:

- Police services
- Traffic enforcement
- Street cleaning
- Public library services

For police services, traffic enforcement, street cleaning and public library services, the City of Novi was above the benchmark and should continue to ensure high quality performance.

COMMUNITY RATINGS

OVERALL COMMUNITY QUALITY

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

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

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

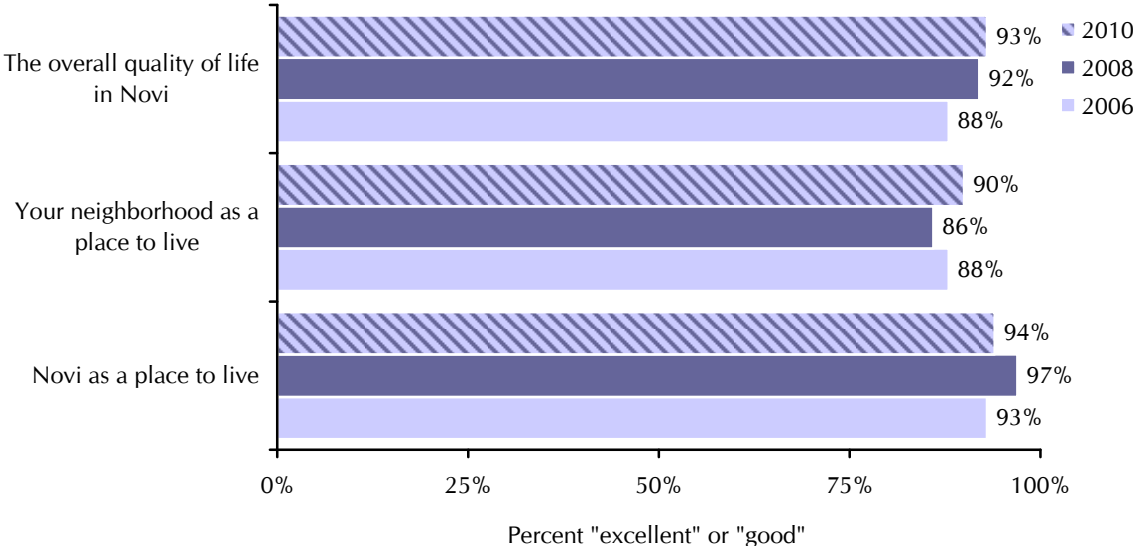
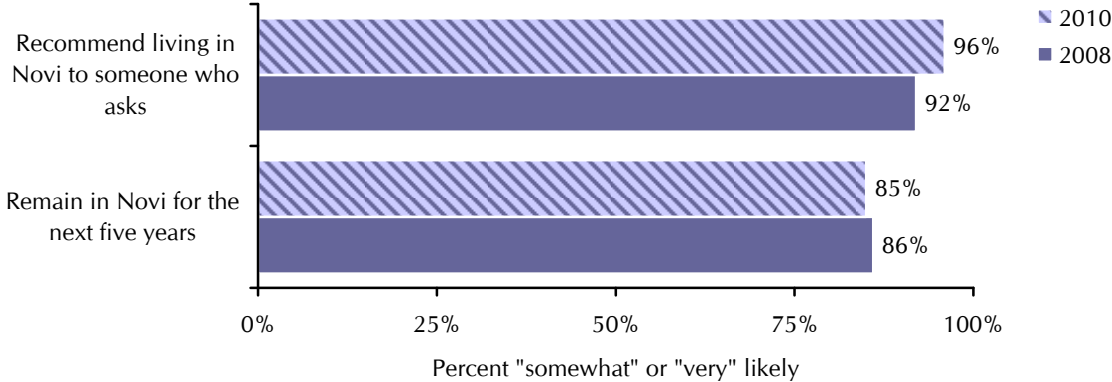


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY BY YEAR



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

FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

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

COMMUNITY DESIGN

Transportation

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

Residents responding to the survey were given a list of five aspects of mobility to rate on a scale of “excellent,” “good,” “fair” and “poor.” Ease of car travel was given the most positive rating, followed by ease of walking in Novi. The ratings for ease of car travel, ease of bicycle travel, ease of walking and the availability of paths and walking trails had improved over time.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

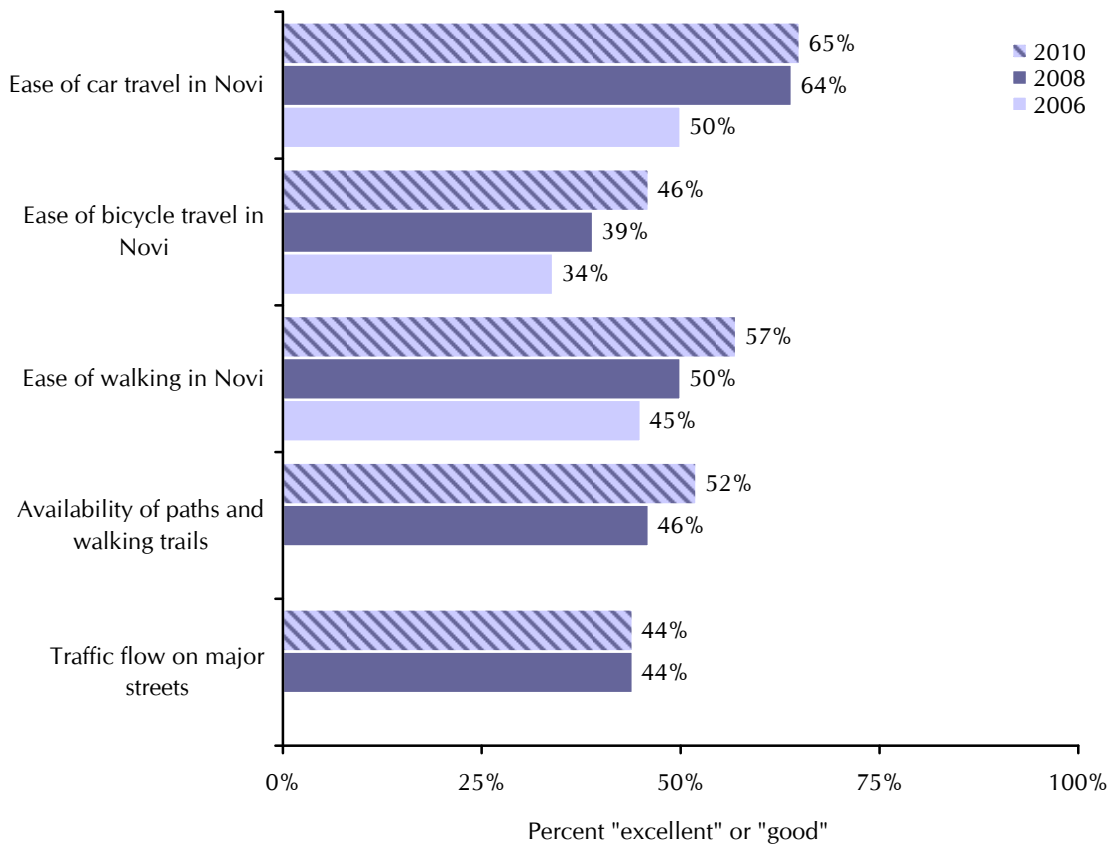


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	Comparison to benchmark
Ease of car travel in Novi	Above
Ease of bicycle travel in Novi	Similar
Ease of walking in Novi	Similar
Availability of paths and walking trails	Similar
Traffic flow on major streets	Similar

Eight transportation services were rated in Novi. As compared to most communities across America, ratings tended to be a mix of positive and negative. Three were above the benchmark, one was much below the benchmark and four were similar to the benchmark. The rating for street cleaning had increased over time.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

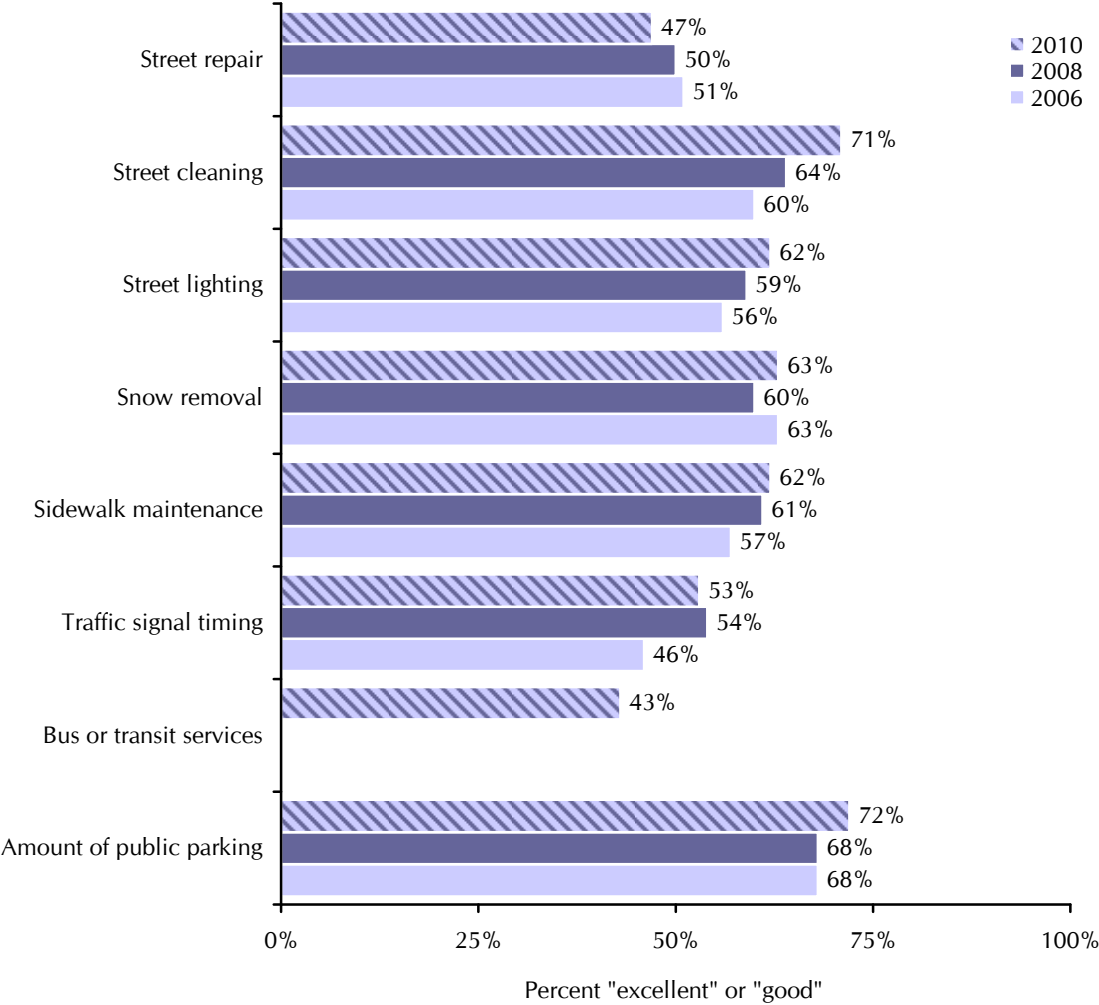


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

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

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

FIGURE 10: MODE OF TRAVEL USED FOR WORK COMMUTE BY YEAR

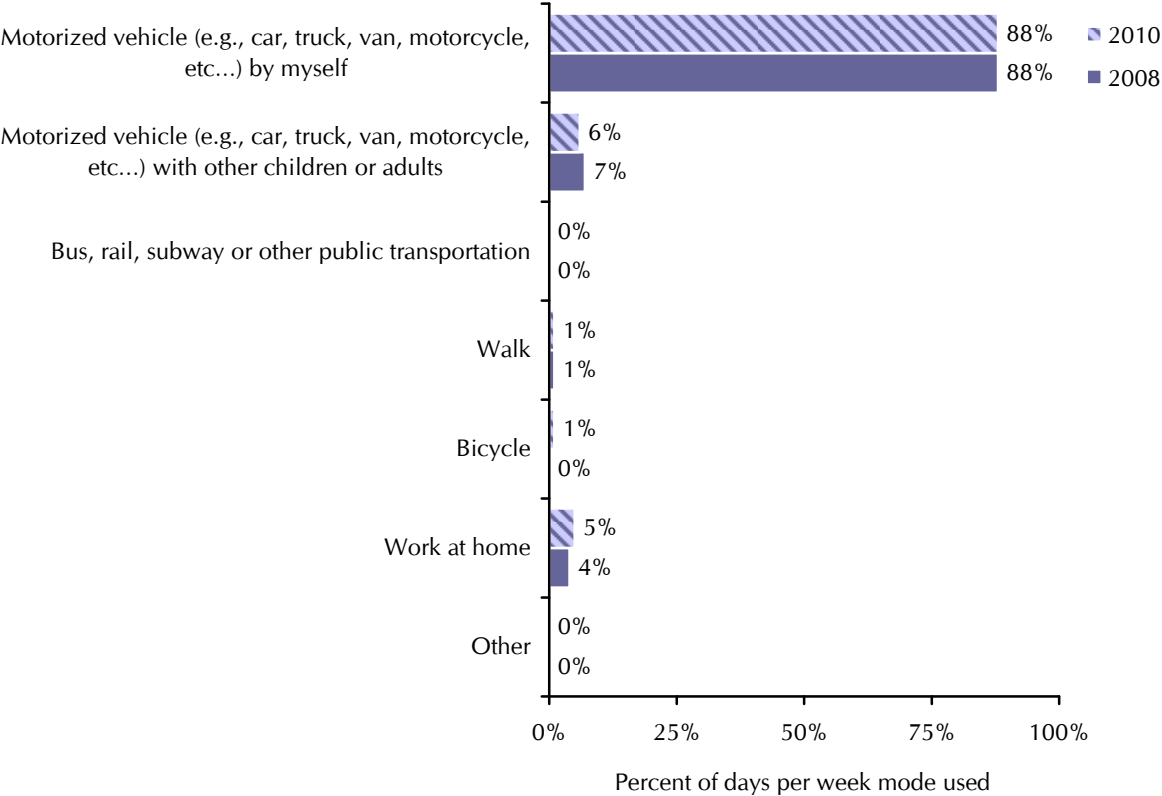


FIGURE 11: DRIVE ALONE BENCHMARKS

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

Housing

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

The survey of the City of Novi residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as “excellent” or “good” by 69% of respondents, while the variety of housing options was rated as “excellent” or “good” by 75% of respondents. The rating of perceived affordable housing availability was much better in the City of Novi than the ratings, on average, in comparison jurisdictions. The rating for the availability of affordable quality housing had improved over time.

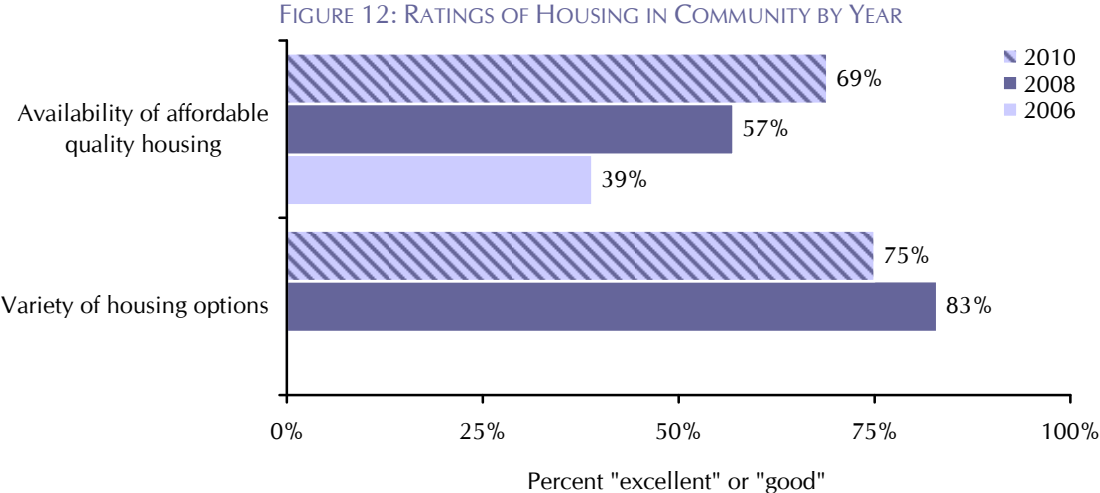


FIGURE 13: HOUSING CHARACTERISTICS BENCHMARKS

	Comparison to benchmark
Availability of affordable quality housing	Much above
Variety of housing options	Much above

To augment the perceptions of affordable housing in Novi, the cost of housing as reported in the survey was compared to residents' reported monthly income to create a rough estimate of the proportion of residents of the City of Novi experiencing housing cost stress. About one quarter 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" BY YEAR

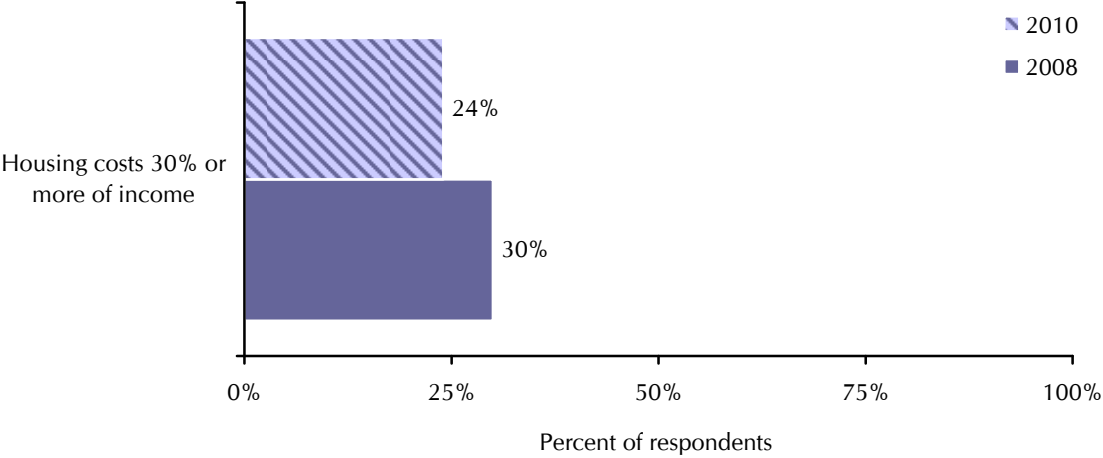


FIGURE 15: HOUSING COSTS BENCHMARKS

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

Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community’s overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of the City of Novi and the speed of population growth. Problems with the appearance of property were rated, and the quality of land use planning, zoning and code enforcement services were evaluated.

The overall quality of new development in the City of Novi was rated as “excellent” or “good” by 78% of respondents. The overall appearance of Novi was rated as “excellent” or “good” by 89% of respondents and was much above the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Novi, 2% thought they were a “major” problem. The services of land use, planning and zoning and code enforcement were rated above the benchmark. Ratings showed a varied pattern when compared to past years.

FIGURE 16: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

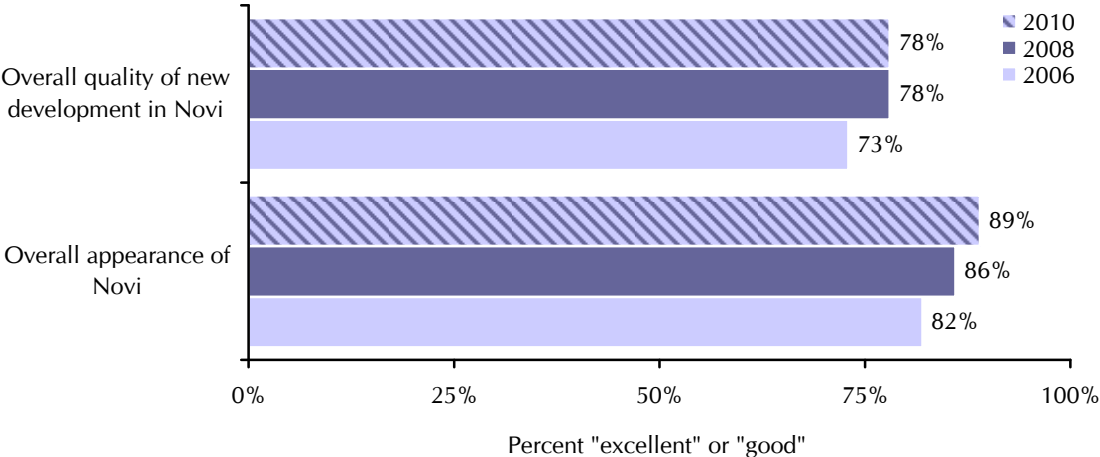


FIGURE 17: BUILT ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Quality of new development in Novi	Much above
Overall appearance of Novi	Much above

FIGURE 18: RATINGS OF POPULATION GROWTH BY YEAR

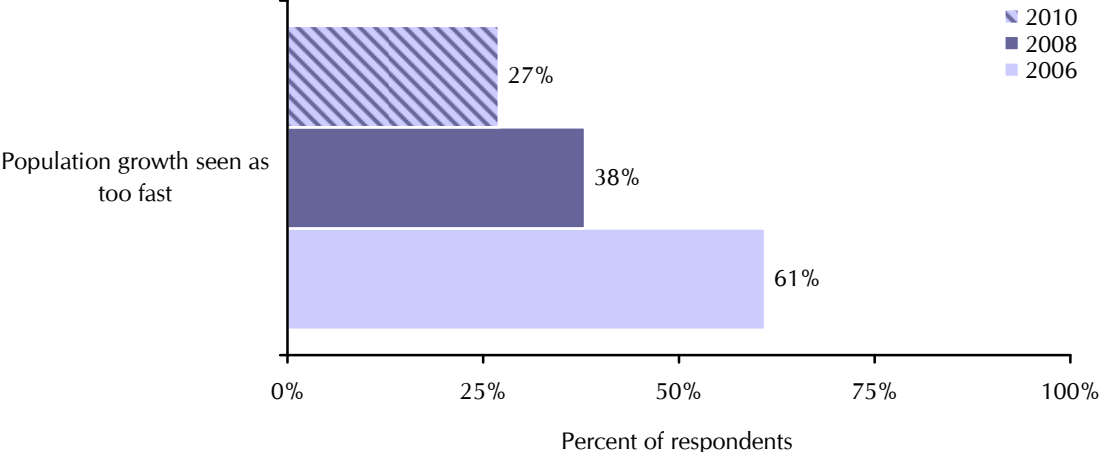


FIGURE 19: POPULATION GROWTH BENCHMARKS

Comparison to benchmark	
Population growth seen as too fast	Much less

FIGURE 20: RATINGS OF NUISANCE PROBLEMS BY YEAR

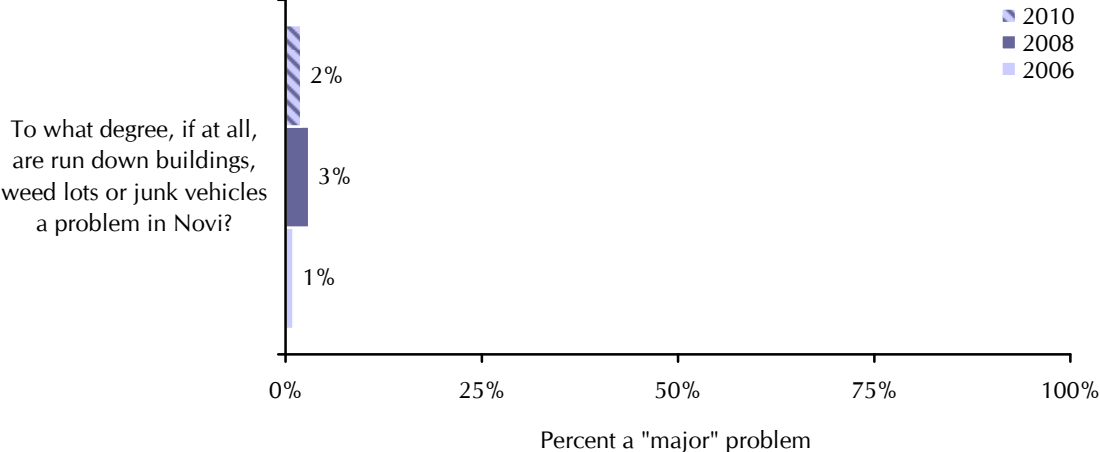


FIGURE 21: NUISANCE PROBLEMS BENCHMARKS

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

FIGURE 22: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

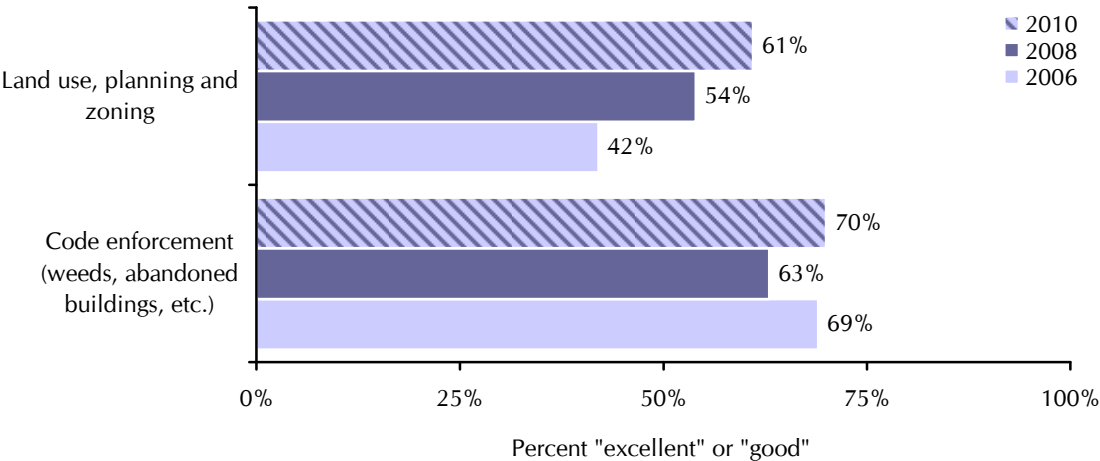


FIGURE 23: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	Comparison to benchmark
Land use, planning and zoning	Much above
Code enforcement (weeds, abandoned buildings, etc.)	Much above

ECONOMIC SUSTAINABILITY

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

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

FIGURE 24: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

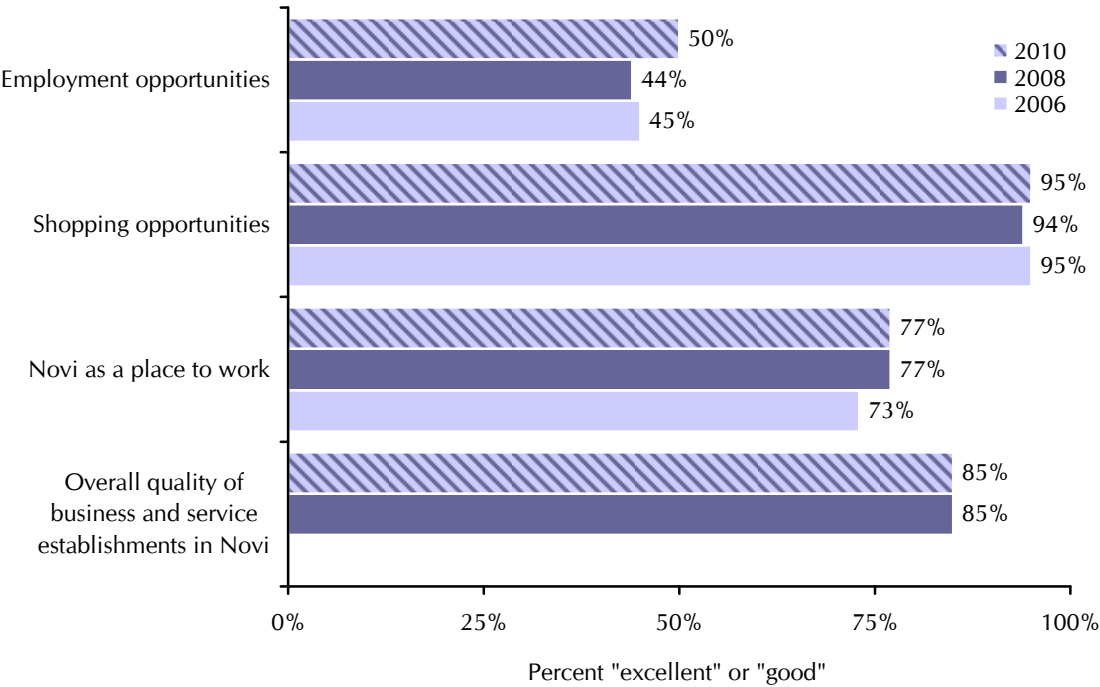


FIGURE 25: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Employment opportunities	Much above
Shopping opportunities	Much above
Novi as a place to work	Much above
Overall quality of business and service establishments in Novi	Much above

Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from “much too slow” to “much too fast.” When asked about the rate of job growth in Novi, 80% responded that it was “too slow,” while 22% reported retail growth as “too slow.” Many fewer residents in Novi compared to other jurisdictions believed that retail growth was too slow and many more residents believed that job growth was too slow.

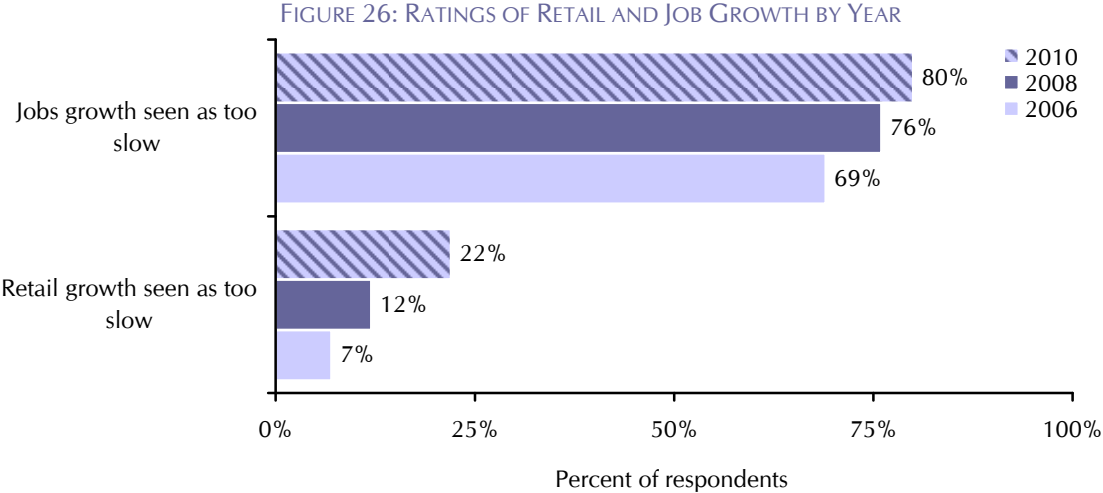


FIGURE 27: RETAIL AND JOB GROWTH BENCHMARKS

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

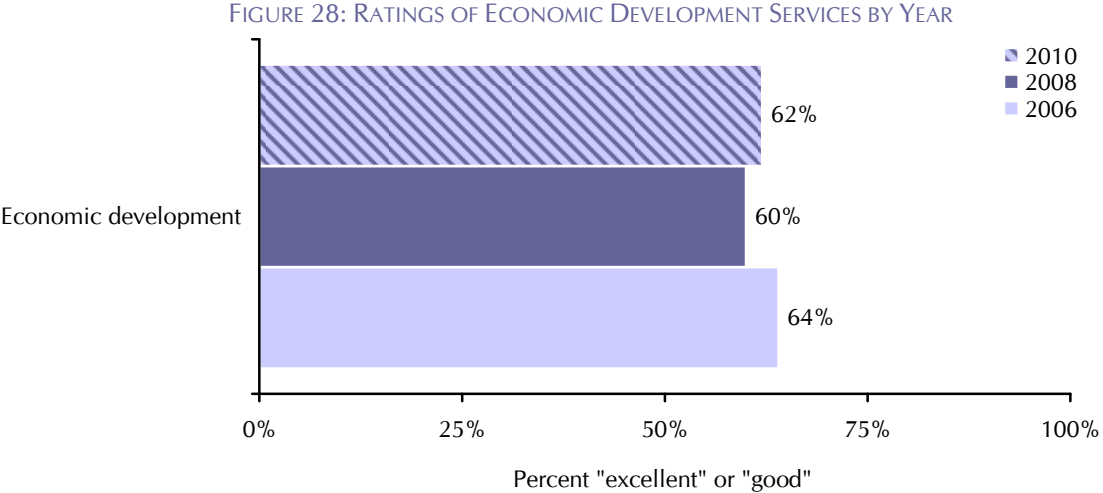


FIGURE 29: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	Comparison to benchmark
Economic development	Much above

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

FIGURE 30: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR

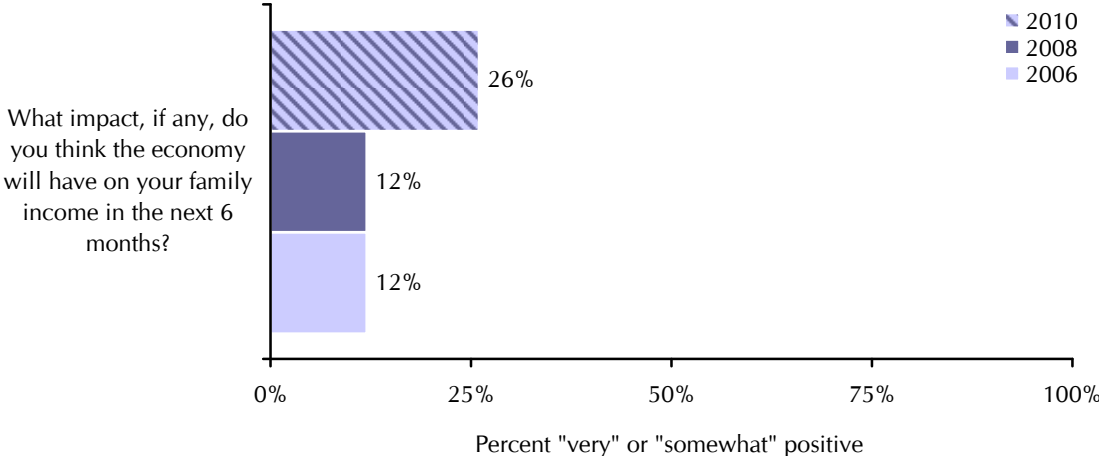


FIGURE 31: PERSONAL ECONOMIC FUTURE BENCHMARKS

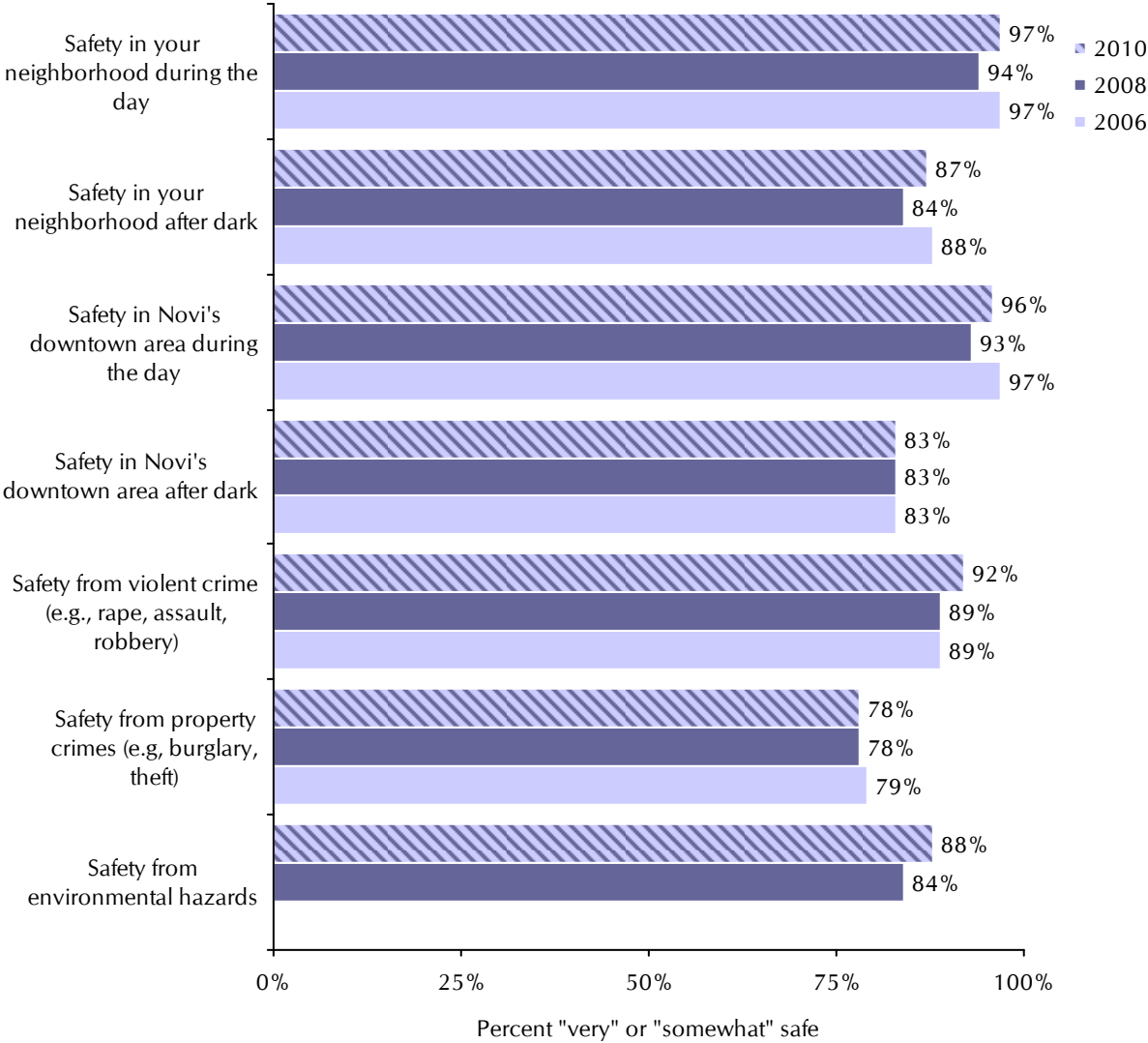
Comparison to benchmark	
Positive impact of economy on household income	Much above

PUBLIC SAFETY

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

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Almost all gave positive ratings of safety in the City Novi. About 92% percent of those completing the questionnaire said they felt "very" or "somewhat" safe from violent crimes and 88% felt "very" or "somewhat" safe from environmental hazards. Daytime sense of safety was better than nighttime safety. Ratings of personal public safety had remained stable since 2006.

FIGURE 32: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR



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

FIGURE 33: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

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

As assessed by the survey, 8% 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, 80% had reported it to police. Compared to other jurisdictions fewer Novi residents had been victims of crime in the 12 months preceding the survey and more Novi residents had reported their most recent crime victimization to the police.

FIGURE 34: CRIME VICTIMIZATION AND REPORTING BY YEAR

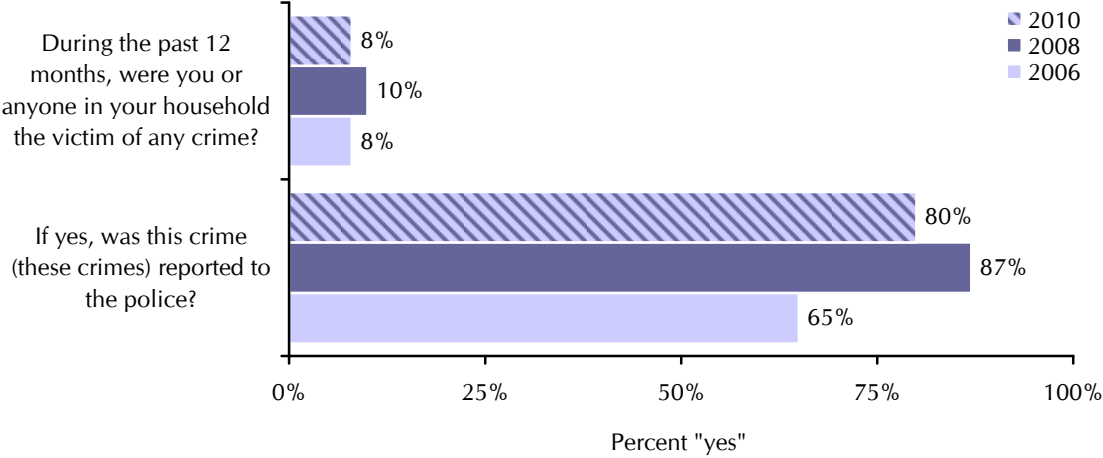
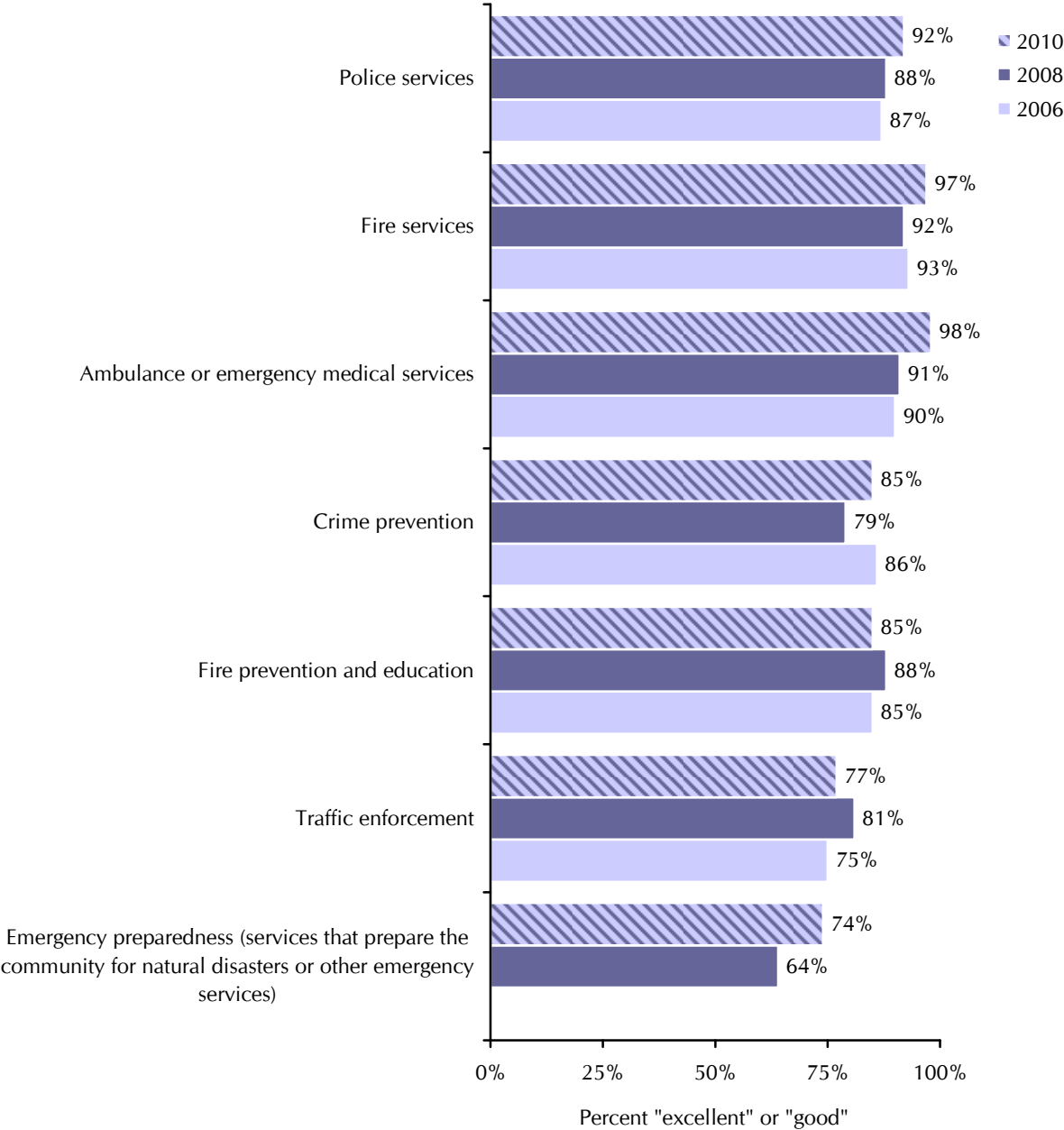


FIGURE 35: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	Comparison to benchmark
Victim of crime	Less
Reported crimes	More

Residents rated seven City public safety services; of these, all were rated above the benchmark comparison. Ambulance or emergency medical services and fire services received the highest ratings, while traffic enforcement and emergency preparedness received the lowest ratings. Most ratings were similar to previous survey years, though the rating for emergency preparedness had improved since the last survey.

FIGURE 36: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR



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

FIGURE 37: PUBLIC SAFETY SERVICES BENCHMARKS

	Comparison to benchmark
Police services	Much above
Fire services	Above
Ambulance or emergency medical services	Much above
Crime prevention	Much above
Fire prevention and education	Above
Traffic enforcement	Much above
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Above

FIGURE 38: CONTACT WITH POLICE DEPARTMENT

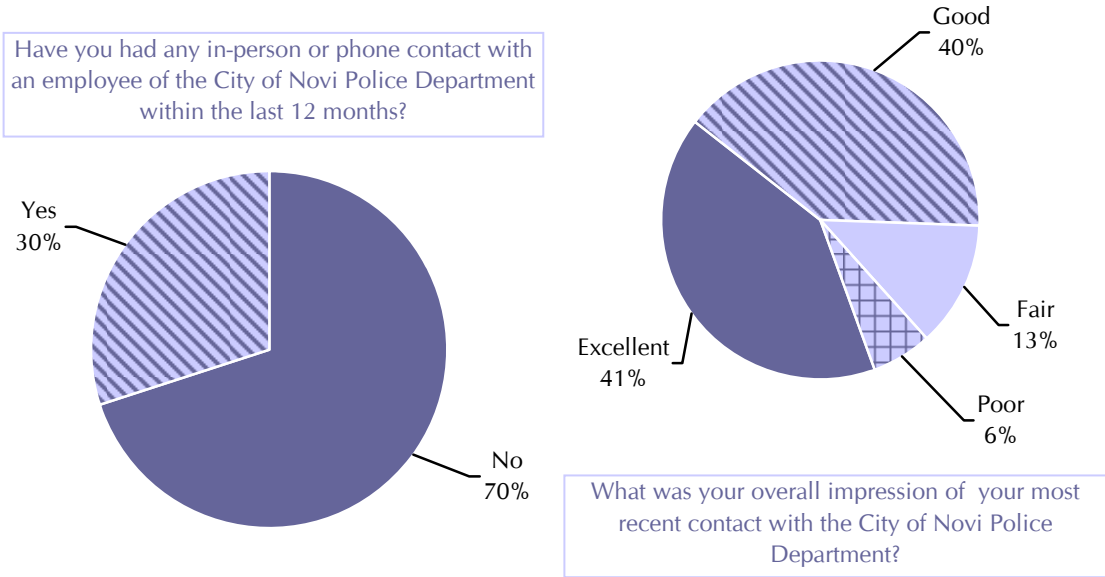


FIGURE 39: CONTACT WITH FIRE DEPARTMENT

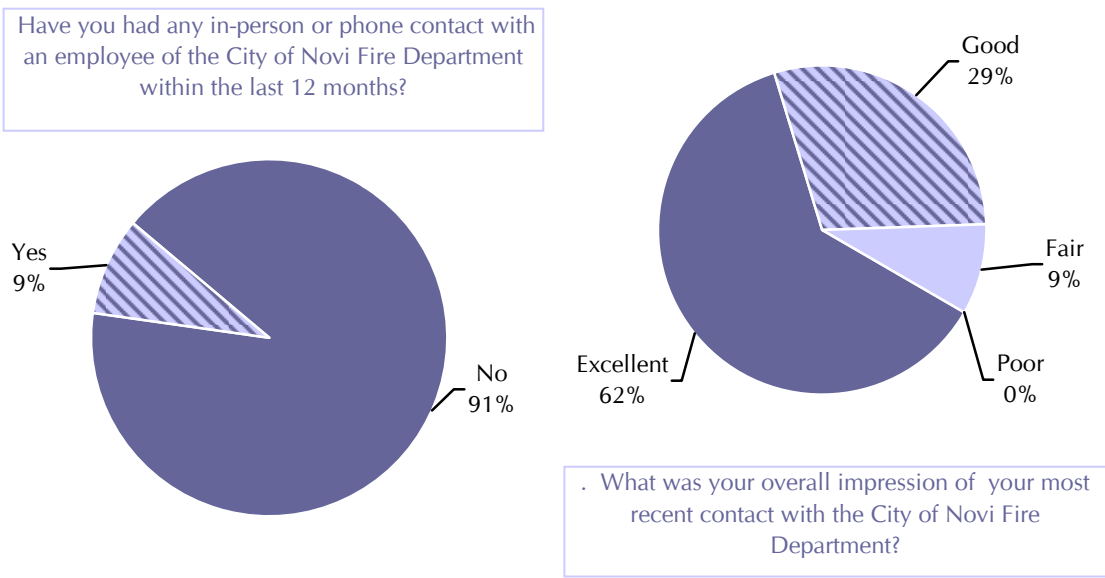


FIGURE 40: CONTACT WITH POLICE AND FIRE DEPARTMENTS BENCHMARKS

	Comparison to benchmark
Had contact with the City of Novi Police Department	Similar
Overall impression of most recent contact with the City of Novi Police Department	Above
Had contact with the City of Novi Fire Department	Less
Overall impression of most recent contact with the City of Novi Fire Department	Much above

ENVIRONMENTAL SUSTAINABILITY

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

Residents of the City of Novi were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as “excellent” or “good” by 81% of survey respondents. The cleanliness of Novi received the highest rating, and it was much above the benchmark. The ratings for quality of the overall natural environment in Novi and preservation of natural areas had increase since 2008.

FIGURE 41: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT BY YEAR

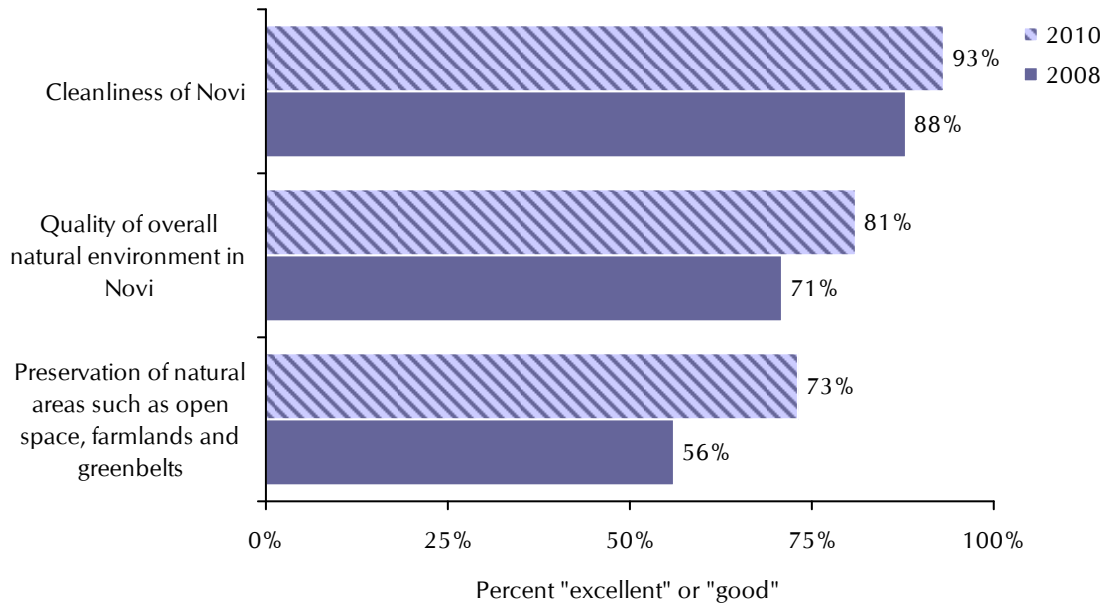


FIGURE 42: COMMUNITY ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Cleanliness of Novi	Much above
Quality of overall natural environment in Novi	Above
Preservation of natural areas such as open space, farmlands and greenbelts	Much above

Resident recycling was much less than recycling reported in comparison communities and had decreased since 2008.

FIGURE 43: FREQUENCY OF RECYCLING IN LAST 12 MONTHS BY YEAR

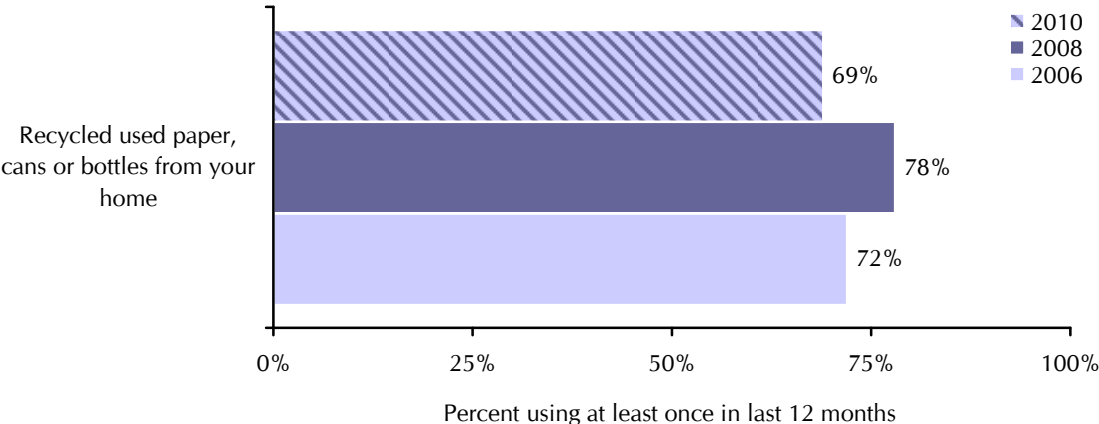


FIGURE 44: FREQUENCY OF RECYCLING BENCHMARKS

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

Of the two utility services rated by those completing the questionnaire, one was much higher than the benchmark comparison and one was similar to the benchmark comparison. The rating for storm drainage improved in 2010.

FIGURE 45: RATINGS OF UTILITY SERVICES BY YEAR

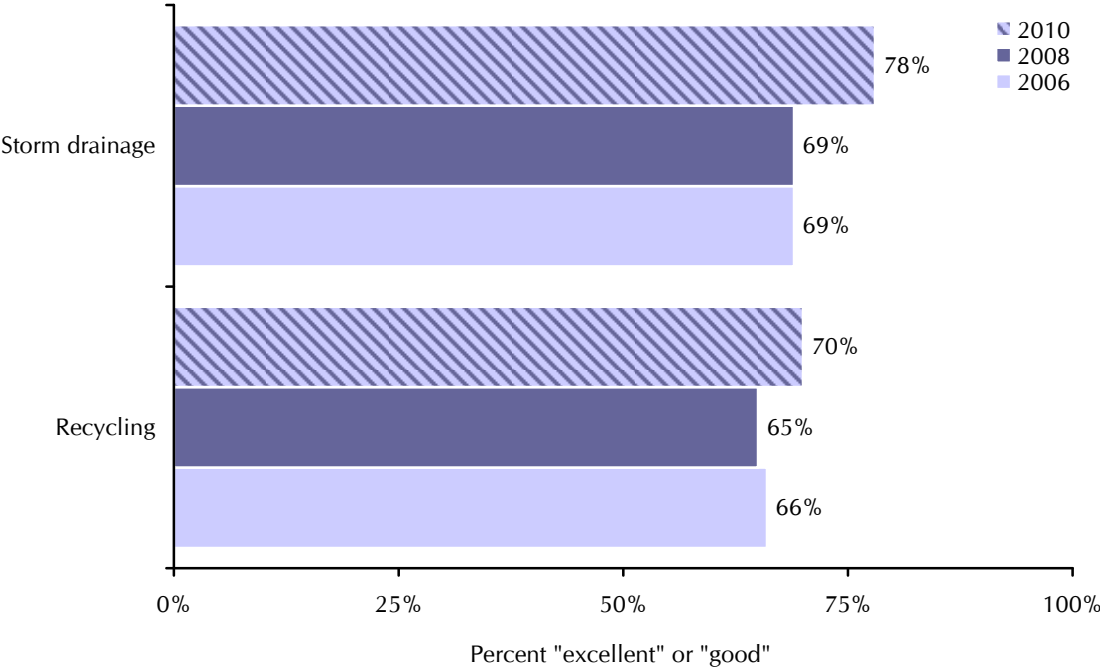


FIGURE 46: UTILITY SERVICES BENCHMARKS

	Comparison to benchmark
Storm drainage	Much above
Recycling	Similar

RECREATION AND WELLNESS

Parks and Recreation

Quality parks and recreation opportunities help to define a community as more than the grind of its business, traffic and hard work. Leisure activities vastly can improve the quality of life of residents, serving both to entertain and mobilize good health. The survey contained questions seeking residents' perspectives about opportunities and services related to the community's parks and recreation services.

Recreation opportunities in the City of Novi were rated positively as were services related to parks and recreation. Recreation programs or classes and recreation centers or facilities were rated above the benchmark while city parks were similar to the benchmark. Recreation opportunities were higher than the national benchmark. Parks and recreation ratings have stayed constant over time.

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

FIGURE 47: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

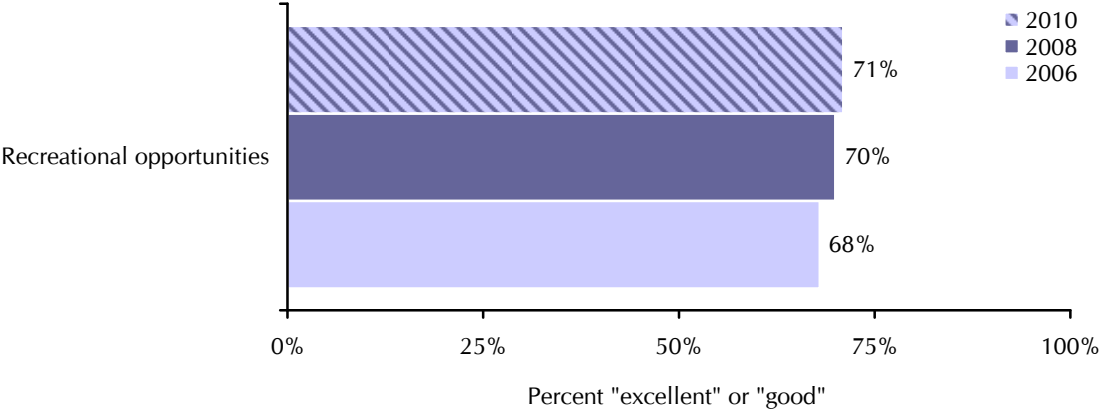


FIGURE 48: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Recreation opportunities	Above

FIGURE 49: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

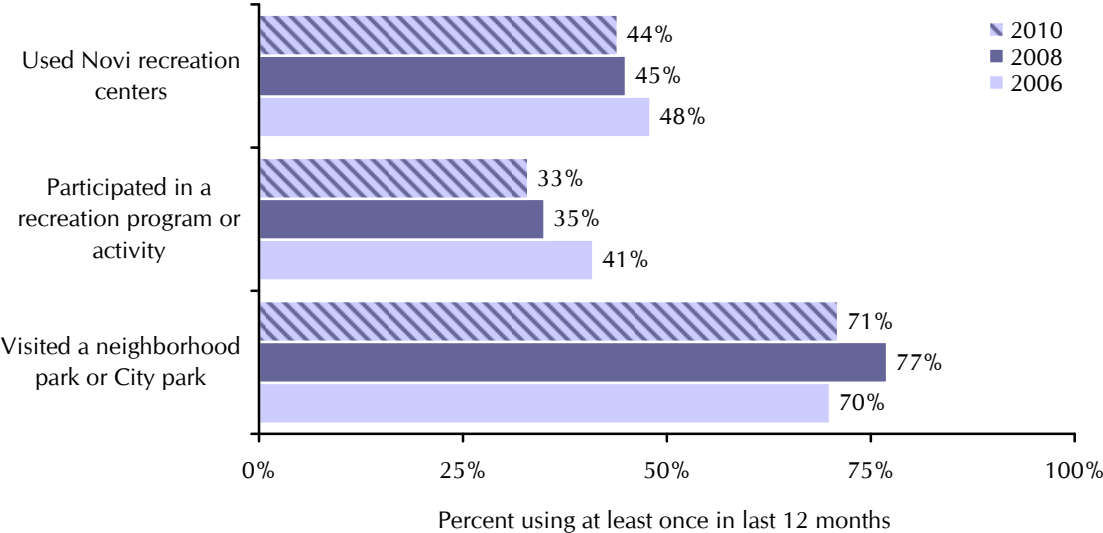


FIGURE 50: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

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

FIGURE 51: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

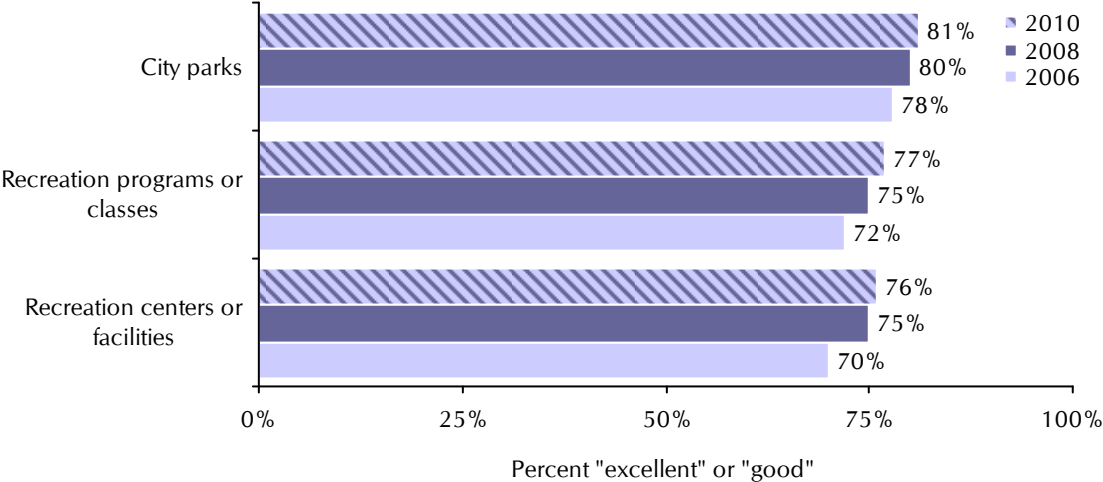


FIGURE 52: PARKS AND RECREATION SERVICES BENCHMARKS

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

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

Culture, Arts and Education

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

Opportunities to attend cultural activities were rated as “excellent” or “good” by 60% of respondents. Educational opportunities were rated as “excellent” or “good” by 76% of respondents. Compared to the benchmark data, educational opportunities and cultural activity opportunities were rated above the benchmark comparison.

About 71% of Novi residents used a City library at least once in the 12 months preceding the survey. This participation rate for library use was similar to comparison jurisdictions, and was similar to past years.

FIGURE 53: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

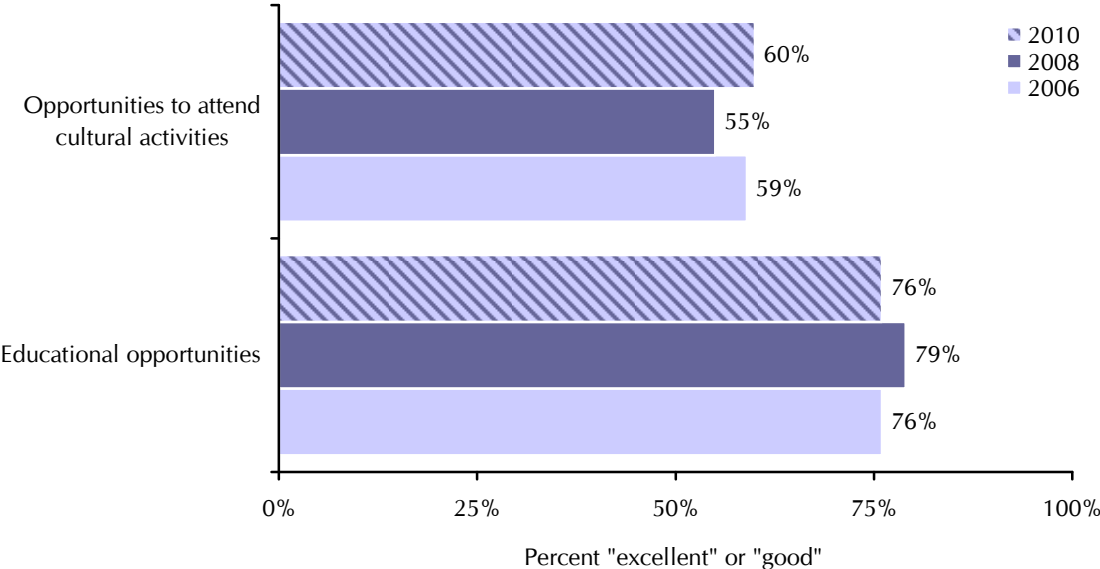


FIGURE 54: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to attend cultural activities	Above
Educational opportunities	Much above

FIGURE 55: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

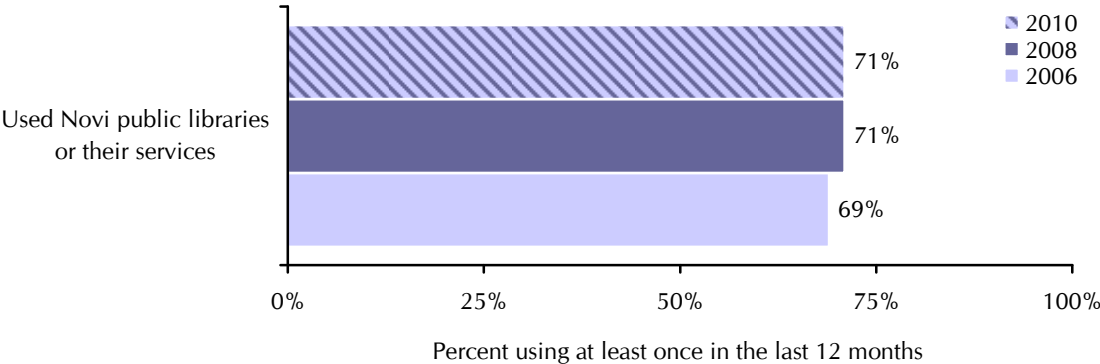


FIGURE 56: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Novi public libraries or their services	Similar

FIGURE 57: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES BY YEAR

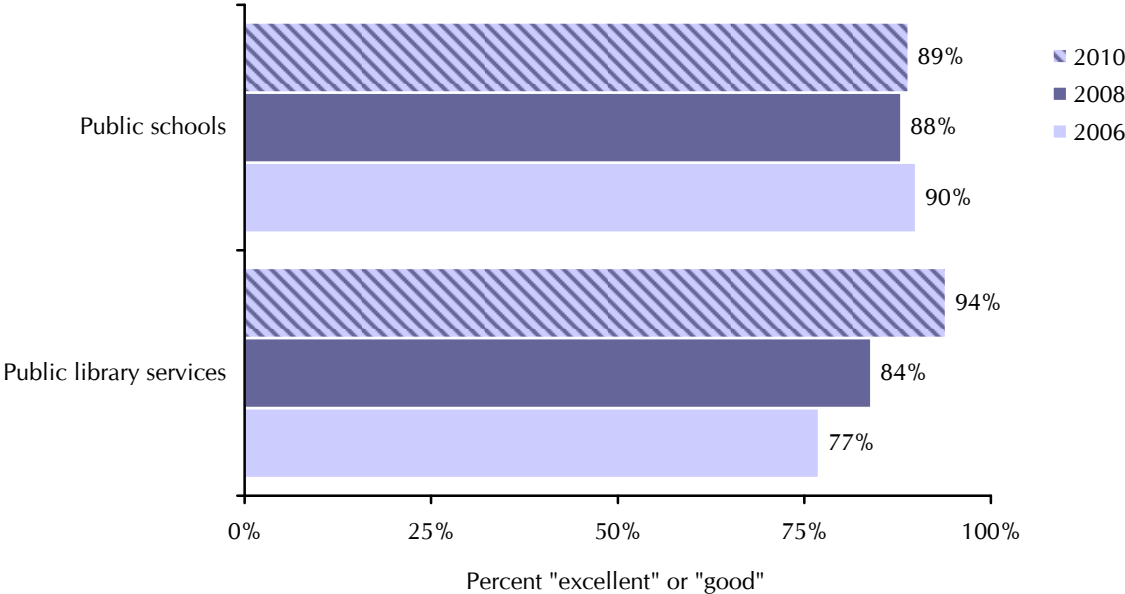


FIGURE 58: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public schools	Much above
Public library services	Much above

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

Health and Wellness

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

Residents of the City of Novi were asked to rate the community’s health services as well as the availability of health care, high quality affordable food and preventive health care services. The Availability of affordable quality health care, affordable quality food and preventive health services were rated positively for the City of Novi. Ratings for affordable quality health care and preventive services had improved over time.

Among Novi residents, 83% rated affordable quality health care as “excellent” or “good.” Those ratings were much above the ratings of comparison communities.

FIGURE 59: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BY YEAR

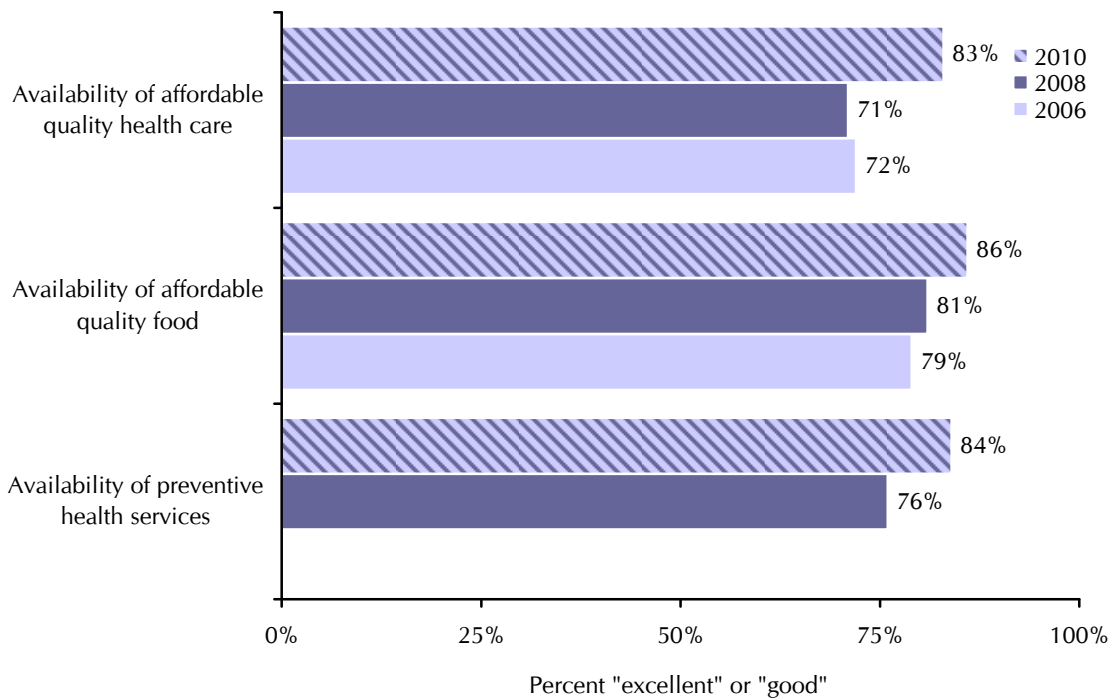


FIGURE 60: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

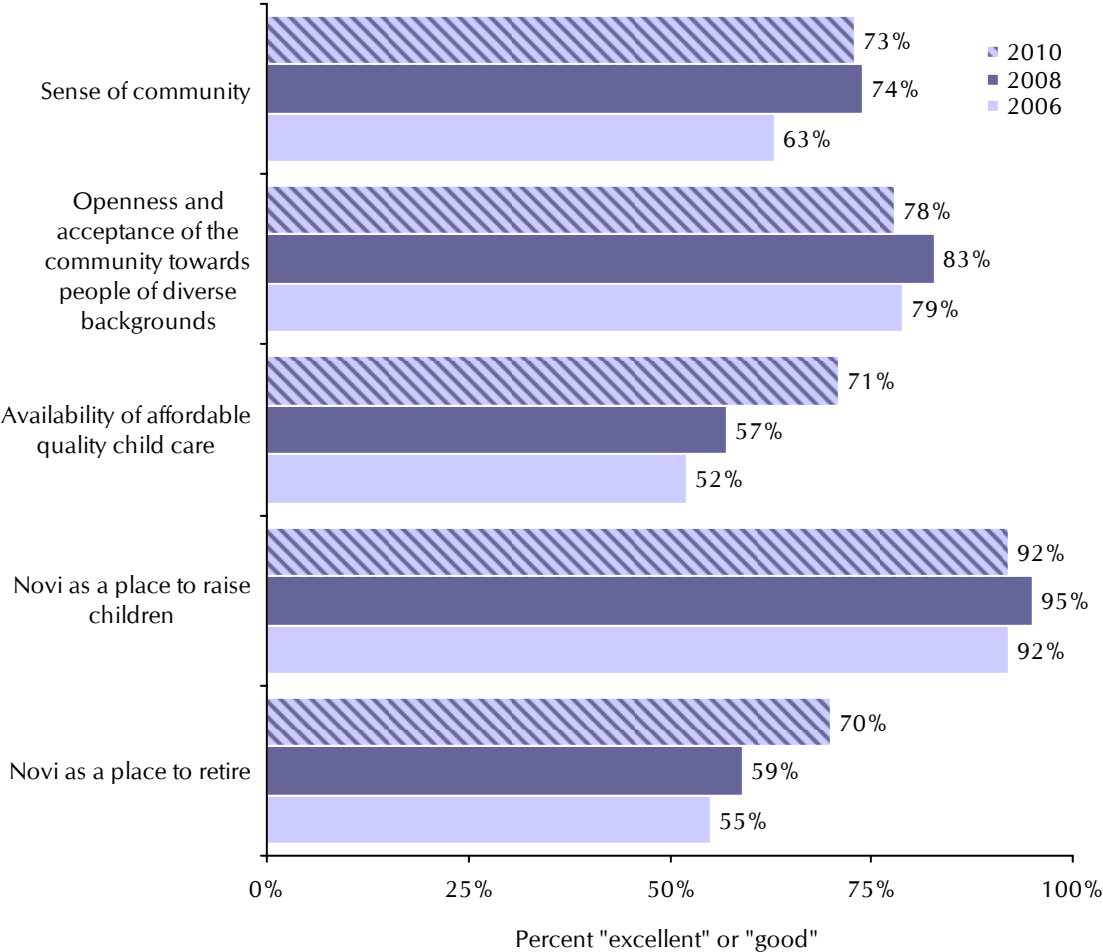
	Comparison to benchmark
Availability of affordable quality health care	Much above
Availability of affordable quality food	Much above
Availability of preventive health services	Much above

COMMUNITY INCLUSIVENESS

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of the City of Novi as a place to raise children or to retire. They were also questioned about the quality of services delivered to various population subgroups, including older adults, youth and residents with few resources. A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many.

About nine in ten residents rated the City of Novi as an “excellent” or “good” place to raise kids. Most residents felt that the local sense of community was “excellent” or “good.” Further, most survey respondents felt the City of Novi was open and accepting towards people of diverse backgrounds. Novi as a place to retire and the availability of affordable quality child care were rated the lowest by residents but were much higher than the benchmarks and had increased over time.

FIGURE 61: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR



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

FIGURE 62: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	Comparison to benchmark
Sense of community	Above
Openness and acceptance of the community toward people of diverse backgrounds	Much above
Availability of affordable quality child care	Much above
Novi as a place to raise kids	Much above
Novi as a place to retire	Much above

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 62% to 84% with ratings of “excellent” or “good.” Services to seniors, youth, and low-income people were much above the benchmark and the rating for services to low-income people continued to increase over time.

FIGURE 63: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

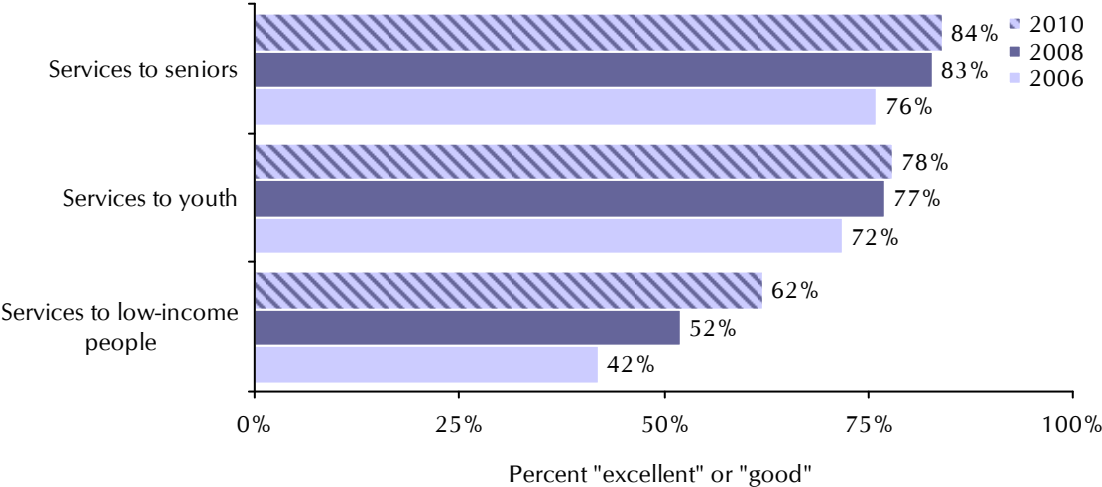


FIGURE 64: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	Comparison to benchmark
Services to seniors	Much above
Services to youth	Much above
Services to low income people	Much above

CIVIC ENGAGEMENT

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

Civic Activity

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

Ratings of civic engagement opportunities were above ratings from comparison jurisdictions where these questions were asked.

FIGURE 65: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

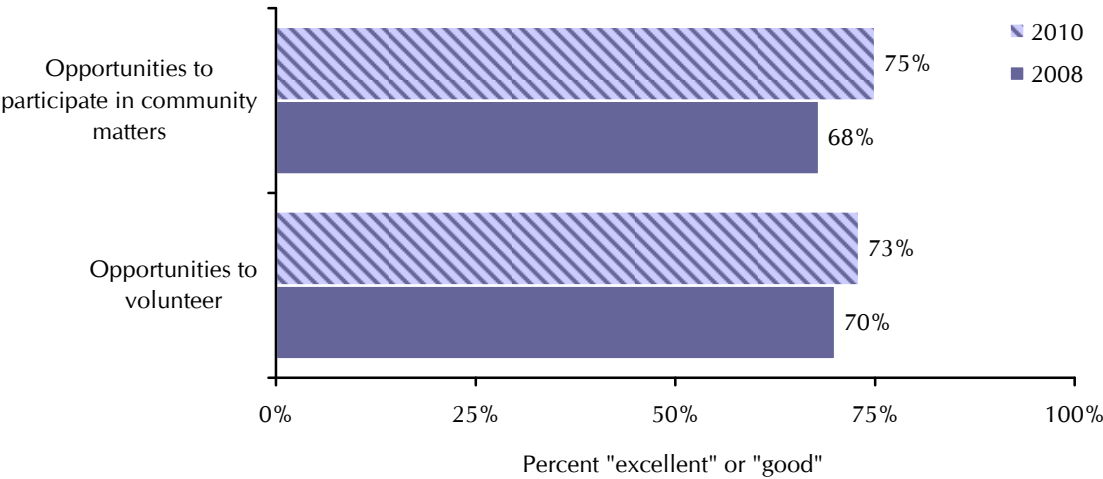


FIGURE 66: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in community matters	Much above
Opportunities to volunteer	Above

Most of the participants in this survey had not attended a public meeting, volunteered time to a group or participated in a club in the 12 months prior to the survey, but the vast majority had helped a friend. The participation rates of these civic behaviors were compared to the rates in other jurisdictions and all showed much lower rates of involvement.

FIGURE 67: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR¹

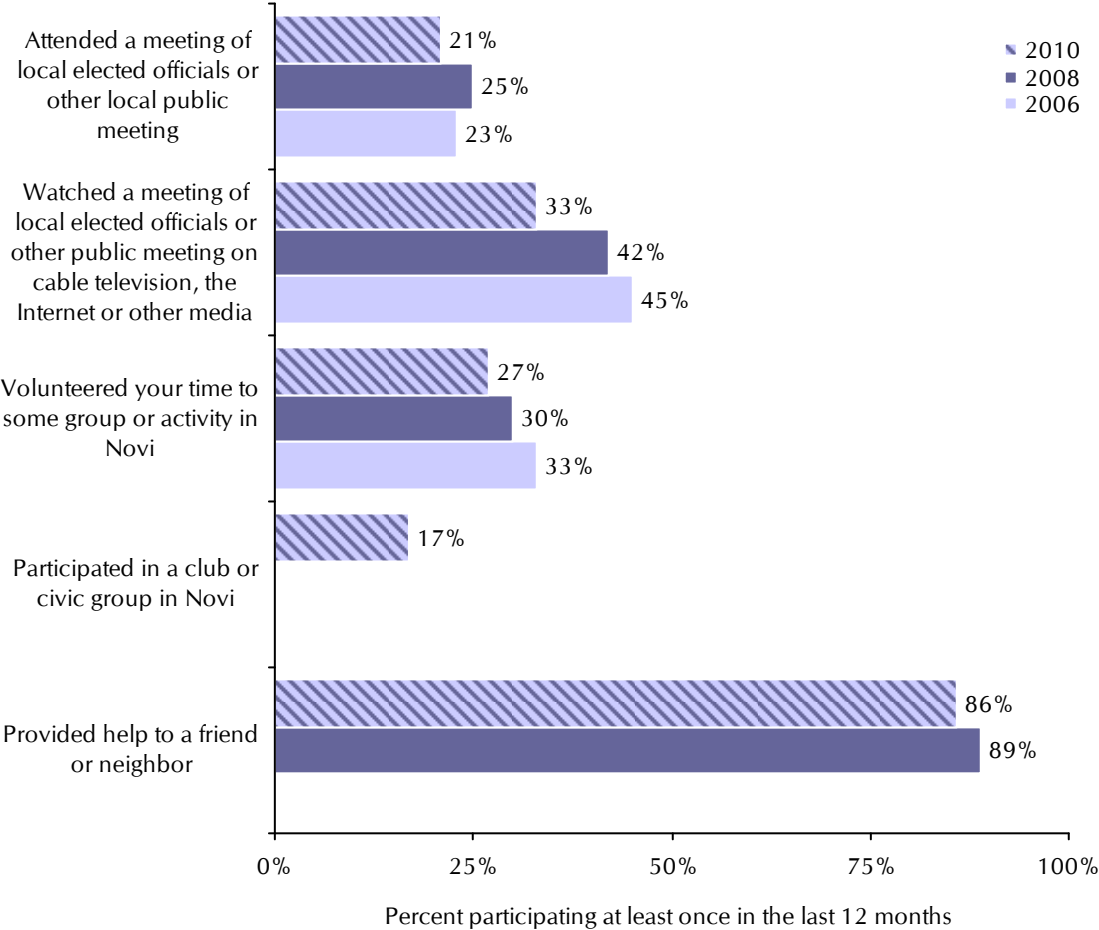
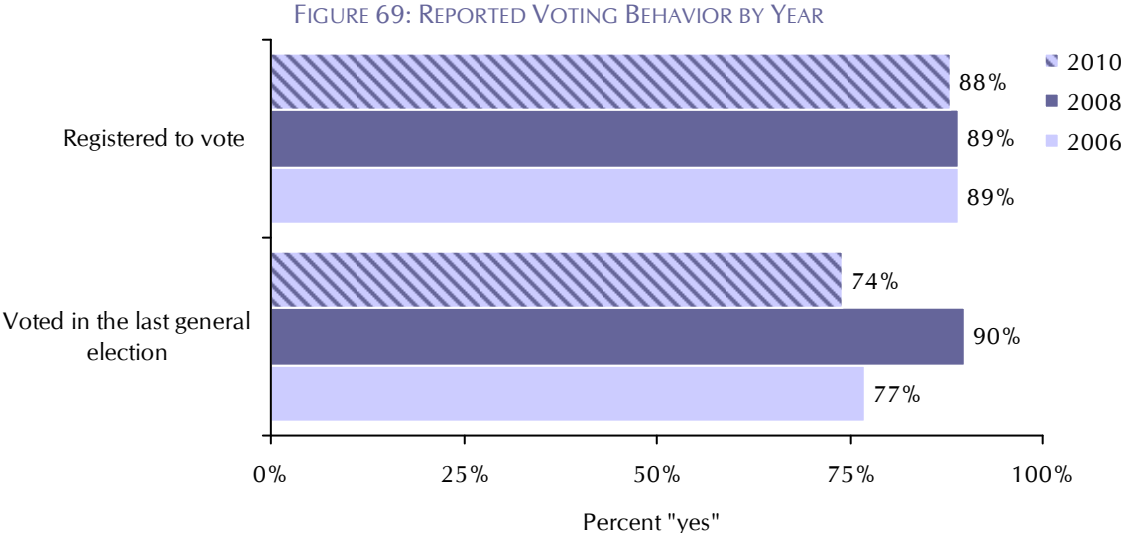


FIGURE 68: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

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

¹ Over the past few years, local governments have adopted communication strategies that embrace the Internet and new media. In 2010, the question, “Watched a meeting of local elected officials or other local public meeting on cable television” was revised to include “the Internet or other media” to better reflect this trend.

City of Novi residents showed the largest amount of civic engagement in the area of electoral participation. Eighty-eight percent reported they were registered to vote and 74% indicated they had voted in the last general election. This rate of self-reported voting was lower than that of comparison communities.



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

FIGURE 70: VOTING BEHAVIOR BENCHMARKS

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

Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the City of Novi Web site in the previous 12 months, 56% reported they had done so at least once. Public information services were rated favorably compared to benchmark data and improved over time.

FIGURE 71: USE OF INFORMATION SOURCES BY YEAR

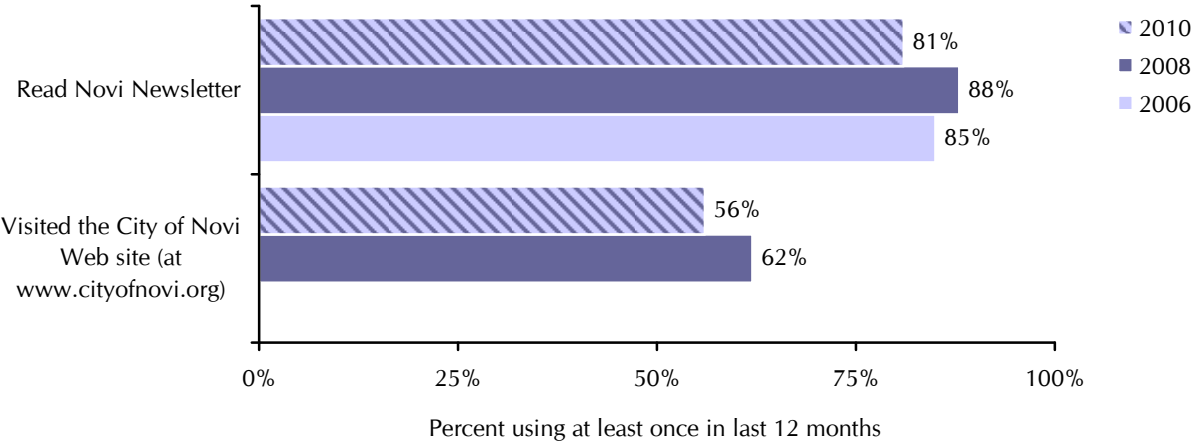


FIGURE 72: USE OF INFORMATION SOURCES BENCHMARKS

	Comparison to benchmark
Read Novi Newsletter	Similar
Visited the City of Novi Web site	Less

FIGURE 73: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR

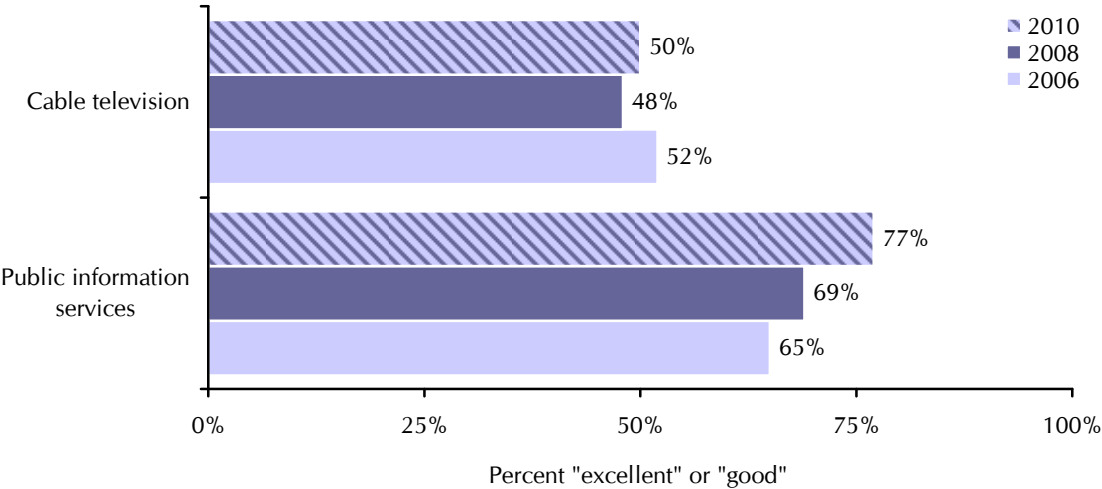


FIGURE 74: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	Comparison to benchmark
Cable television	Similar
Public information services	Much above

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

Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 71% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.” Ratings for opportunities to participate in social events and activities were higher compared to the previous survey year.

FIGURE 75: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES BY YEAR

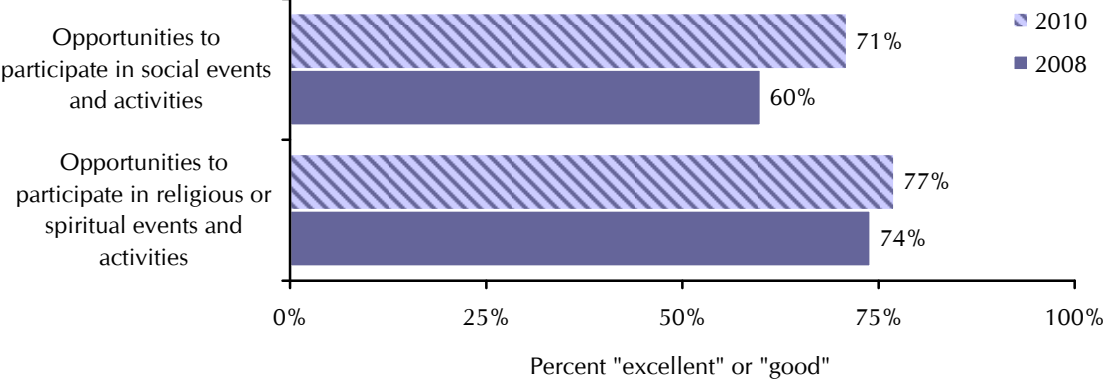


FIGURE 76: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

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

Residents in Novi reported a fair amount of neighborliness. More than 44% indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was less than the amount of contact reported in other communities.

FIGURE 77: CONTACT WITH IMMEDIATE NEIGHBORS BY YEAR

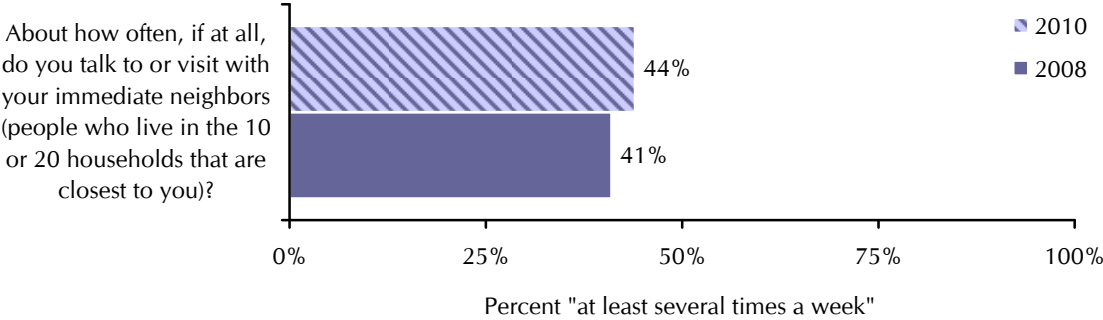


FIGURE 78: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	Comparison to benchmark
Has contact with neighbors at least several times per week	Less

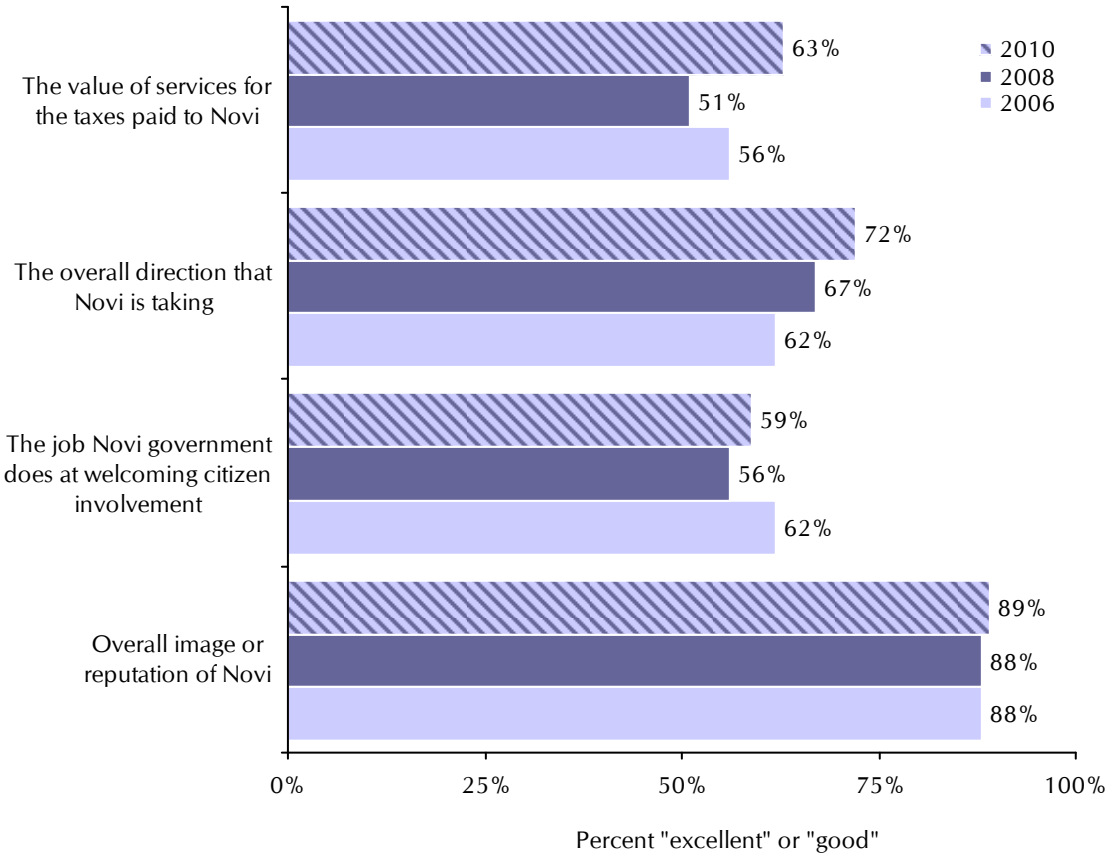
The National Citizen Survey™ by National Research Center, Inc.

PUBLIC TRUST

When local government leaders are trusted, an environment of cooperation is more likely to surround all decisions they make. Cooperation leads to easier communication between leaders and residents and increases the likelihood that high value policies and programs will be implemented to improve the quality of life of the entire community. Trust can be measured in residents' opinions about the overall direction the City of Novi is taking, their perspectives about the service value their taxes purchase and the openness of government to citizen participation. In addition, resident opinion about services provided by the City of Novi could be compared to their opinion about services provided by the state and federal governments. If residents find nothing to admire in the services delivered by any level of government, their opinions about the City of Novi may be colored by their dislike of what all levels of government provide.

A majority of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City of Novi does at welcoming citizen involvement, 59% rated it as "excellent" or "good". Of these four ratings, all were above the benchmark. The ratings for the overall direction that Novi is taking and the value of services for taxes paid had increased over time.

FIGURE 79: PUBLIC TRUST RATINGS BY YEAR²



² For jurisdictions that have conducted The NCS prior to 2008, this change in the wording of response options may cause a decline in the percent of residents who offer a positive perspective on public trust. It is well to factor in the possible change due to question wording this way: if you show an increase, you may have found even more improvement with the same question wording; if you show no change, you may have shown a slight increase with the same question wording; if you show a decrease, community sentiment is probably about stable.

FIGURE 80: PUBLIC TRUST BENCHMARKS

	Comparison to benchmark
Value of services for the taxes paid to Novi	Above
The overall direction that Novi is taking	Much above
Job Novi government does at welcoming citizen involvement	Above
Overall image or reputation of Novi	Much above

On average, residents of the City of Novi gave the highest evaluations to their own local government and the lowest average rating to the state government. The overall quality of services delivered by the City of Novi was rated as “excellent” or “good” by 88% of survey participants. The City of Novi’s rating was much above the benchmark when compared to other communities. Ratings of overall City services increased over time.

FIGURE 81: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

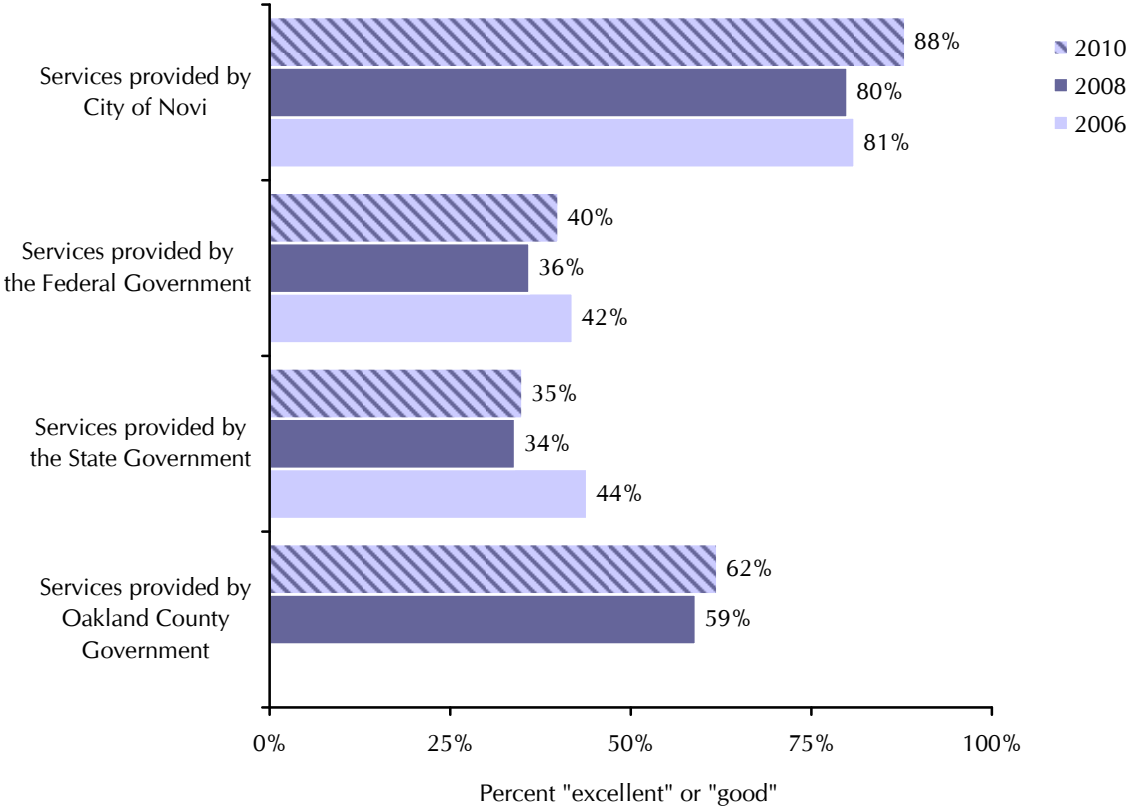


FIGURE 82: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	Comparison to benchmark
Services provided by the City of Novi	Much above
Services provided by the Federal Government	Similar
Services provided by the State Government	Below
Services provided by Oakland County Government	Above

City of Novi Employees

The employees of the City of Novi who interact with the public create the first impression that most residents have of the City of Novi. Front line staff who provide information, assist with bill paying, create service schedules, fight fires and crime and even give traffic tickets are the collective face of the City of Novi. As such, it is important to know about residents' experience talking with that "face." When employees appear to be knowledgeable, responsive and courteous, residents are more likely to feel that any needs or problems may be solved through positive and productive interactions with the City of Novi staff.

Those completing the survey were asked if they had been in contact with a City employee either in-person or over the phone in the last 12 months; the 40% who reported that they had been in contact (a percent that is much lower than the benchmark comparison and previous years) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 87% of respondents rated their overall impression as "excellent" or "good." Employee ratings were much higher than the benchmark and were similar to past survey years.

FIGURE 83: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

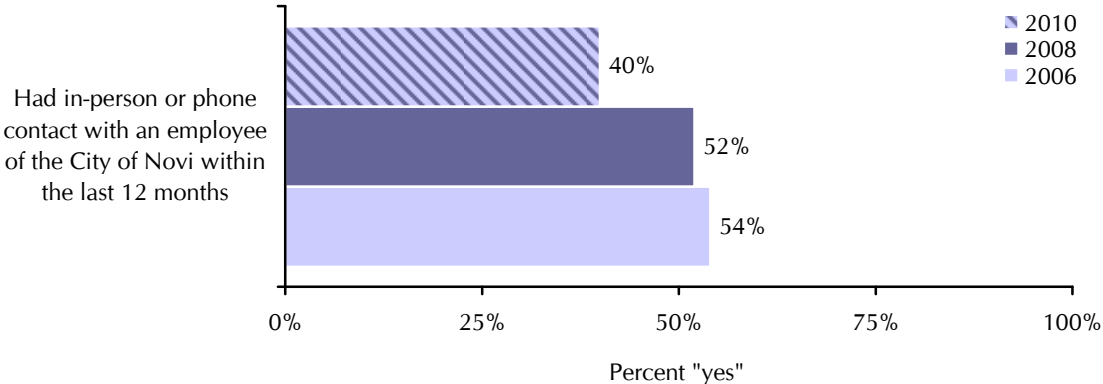


FIGURE 84: CONTACT WITH CITY EMPLOYEES BENCHMARKS

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

FIGURE 85: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR

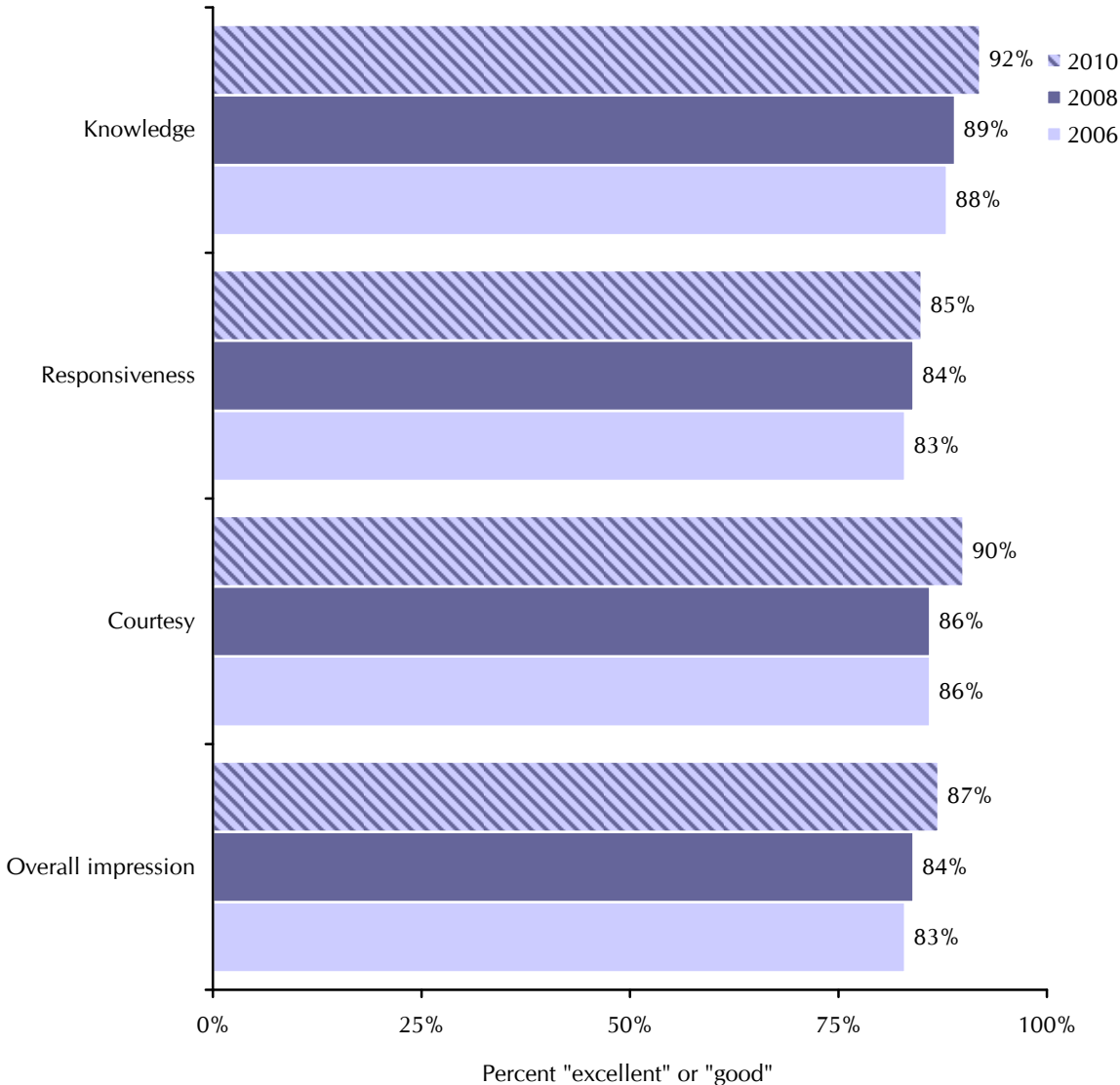


FIGURE 86: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	Comparison to benchmark
Knowledge	Much above
Responsiveness	Much above
Courteousness	Much above
Overall impression	Much above

FROM DATA TO ACTION

RESIDENT PRIORITIES

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

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

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

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

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

- Police services
- Traffic enforcement
- Street cleaning
- Public library services

CITY OF NOVI ACTION CHART

The 2010 City of Novi Action Chart™ on the following page combines three dimensions of performance:

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

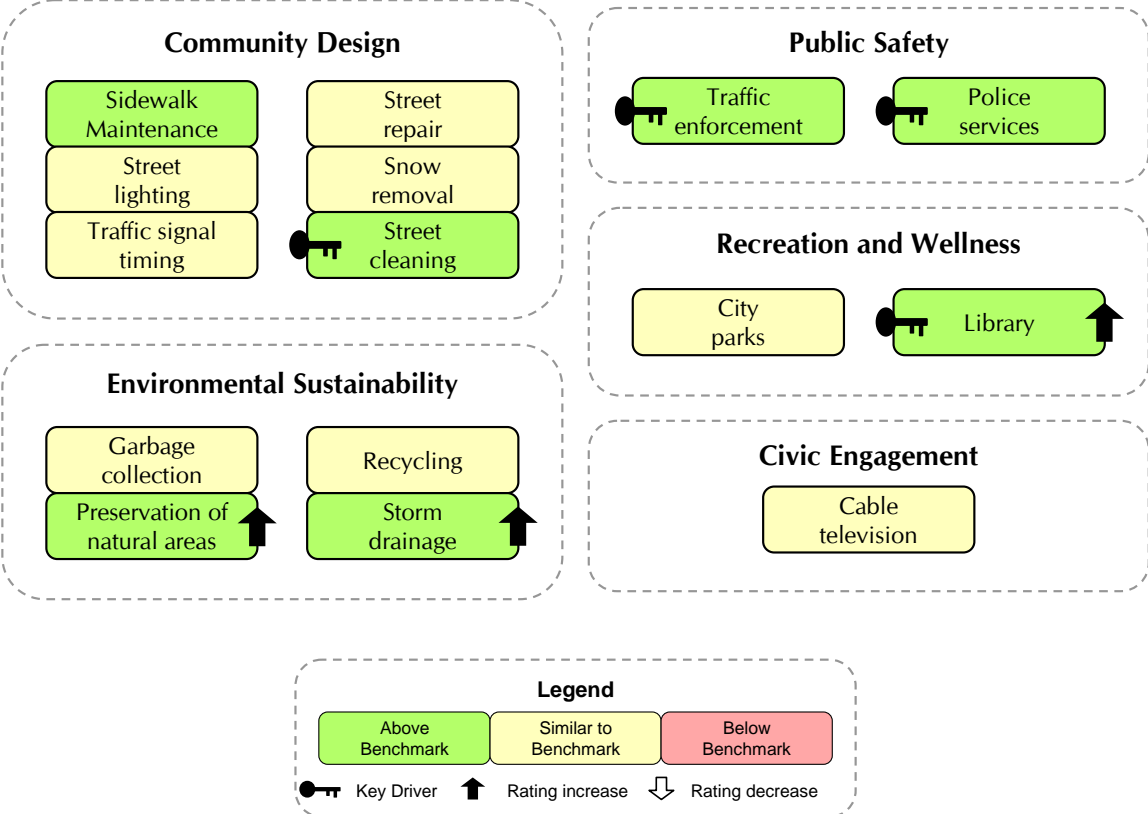
Fifteen services were included in the KDA for the City of Novi. Of these, seven were above the benchmark and eight were similar to the benchmark.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are not at least similar to the benchmark. In the case of Novi, no key drivers were below the benchmark. More detail about interpreting results can be found in the next section.

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

FIGURE 87: CITY OF NOVI ACTION CHART™

Overall Quality of City of Novi Services



Using Your Action Chart™

The key drivers derived for the City of Novi provide a list of those services that are uniquely related to overall service quality. Those key drivers are marked with the symbol of a key in the action chart. Because key driver results are based on a relatively small number of responses, the relationships or correlations that define the key drivers are subject to more variability than is seen when key drivers are derived from a large national dataset of resident responses. To benefit the City of Novi, NRC lists the key drivers derived from tens of thousands of resident responses from across the country. This national list is updated periodically so that you can compare your key drivers to the key drivers from the entire NRC dataset. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services.

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

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

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

FIGURE 88: KEY DRIVERS COMPARED

Service	City of Novi Key Drivers	National Key Drivers	Core Services
• Police services	✓	✓	✓
Fire services			✓
Ambulance and emergency medical services			✓
Traffic enforcement	✓		
Street repair			✓
Street cleaning	✓		
◦ Street lighting			
◦ Snow removal			
◦ Sidewalk maintenance			
◦ Traffic signal timing			
◦ Recycling			
Storm drainage			✓
Drinking water			✓
Sewer services			✓
◦ City parks			
Land use planning and zoning		✓	
Code enforcement			✓
Economic development		✓	
Public library	✓		
Public information services		✓	
Public schools		✓	
◦ Cable television			
◦ Preservation of natural areas			

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

POLICY QUESTIONS

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

Policy Question 1					
The City of Novi is interested in knowing what priorities you think are important for your municipal government. Please rate how important you think each of the following priorities should be to the City of Novi over the next five years:	Essential	Very important	Somewhat important	Not at all important	Total
Make annual investments in municipal infrastructure (i.e. roads, water and sewer)	35%	52%	13%	0%	100%
Promote and maintain an attractive community	39%	40%	19%	2%	100%
Make annual investments in facilities and equipment for police and fire	30%	45%	22%	4%	100%
Work cooperatively with neighboring communities, school districts and other public entities	24%	39%	31%	6%	100%
Preserve natural areas (including open spaces, wetlands and woodlands)	26%	37%	31%	6%	100%
Make annual investments in parks and recreation/cultural facilities	13%	40%	40%	7%	100%
Adjust new and existing services to address Novi's changing demographics	14%	35%	40%	10%	100%
Promote services and programs for seniors	16%	32%	45%	7%	100%
Expand and enhance recreational and cultural programs	14%	32%	39%	14%	100%

Policy Question 2						
Please rate the following statements by circling the number that most clearly represents your opinion:	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	Total
I would recommend Novi to friends as a place to live	53%	34%	8%	3%	1%	100%
I can envision living in Novi five years from now	48%	31%	9%	8%	4%	100%
If I were looking to purchase/rent a new home I would look exclusively in Novi	21%	27%	22%	15%	15%	100%

Policy Question 3	
Have you or anyone in your household been trained in CPR (Cardiopulmonary Resuscitation)?	Percent of respondents
Yes, in the last five years	39%
Yes, more than five years ago	36%
Never	25%
Total	100%

APPENDIX A: COMPLETE SURVEY FREQUENCIES

FREQUENCIES EXCLUDING "DON'T KNOW" RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Novi:	Excellent	Good	Fair	Poor	Total
Novi as a place to live	46%	48%	5%	0%	100%
Your neighborhood as a place to live	39%	51%	9%	2%	100%
Novi as a place to raise children	48%	44%	7%	1%	100%
Novi as a place to work	34%	43%	19%	4%	100%
Novi as a place to retire	32%	38%	23%	8%	100%
The overall quality of life in Novi	39%	54%	7%	1%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Novi as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	19%	54%	22%	5%	100%
Openness and acceptance of the community towards people of diverse backgrounds	28%	50%	18%	4%	100%
Overall appearance of Novi	33%	57%	10%	0%	100%
Cleanliness of Novi	38%	54%	7%	1%	100%
Overall quality of new development in Novi	30%	48%	17%	5%	100%
Variety of housing options	23%	52%	20%	5%	100%
Overall quality of business and service establishments in Novi	33%	52%	14%	1%	100%
Shopping opportunities	61%	34%	4%	1%	100%
Opportunities to attend cultural activities	15%	44%	29%	11%	100%
Recreational opportunities	23%	48%	23%	5%	100%
Employment opportunities	16%	34%	35%	15%	100%
Educational opportunities	27%	49%	21%	4%	100%
Opportunities to participate in social events and activities	18%	52%	25%	4%	100%
Opportunities to participate in religious or spiritual events and activities	27%	50%	18%	5%	100%
Opportunities to volunteer	30%	43%	25%	1%	100%
Opportunities to participate in community matters	22%	53%	20%	5%	100%
Ease of car travel in Novi	19%	46%	27%	8%	100%
Ease of bicycle travel in Novi	13%	33%	34%	20%	100%
Ease of walking in Novi	17%	40%	28%	15%	100%
Availability of paths and walking trails	17%	35%	31%	16%	100%
Traffic flow on major streets	7%	37%	41%	15%	100%
Amount of public parking	15%	57%	24%	4%	100%
Availability of affordable quality housing	12%	57%	25%	7%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Novi as a whole:	Excellent	Good	Fair	Poor	Total
Availability of affordable quality child care	25%	47%	20%	9%	100%
Availability of affordable quality health care	29%	54%	13%	3%	100%
Availability of affordable quality food	33%	53%	10%	4%	100%
Availability of preventive health services	27%	57%	14%	2%	100%
Quality of overall natural environment in Novi	25%	56%	17%	2%	100%
Overall image or reputation of Novi	36%	53%	10%	1%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Novi over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	1%	9%	63%	19%	9%	100%
Retail growth (stores, restaurants, etc.)	6%	16%	56%	15%	6%	100%
Jobs growth	21%	59%	18%	1%	1%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Novi?	Percent of respondents
Not a problem	35%
Minor problem	49%
Moderate problem	14%
Major problem	2%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Novi:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	57%	35%	5%	3%	0%	100%
Property crimes (e.g., burglary, theft)	32%	47%	10%	10%	2%	100%
Environmental hazards, including toxic waste	55%	33%	11%	1%	1%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	76%	21%	1%	2%	0%	100%
In your neighborhood after dark	39%	47%	7%	6%	1%	100%
In Novi's downtown area during the day	70%	26%	3%	0%	0%	100%
In Novi's downtown area after dark	35%	48%	12%	4%	1%	100%

Question 7: Contact with Police Department		
Have you had any in-person or phone contact with an employee of the City of Novi Police Department within the last 12 months?	No	Yes
Have you had any in-person or phone contact with an employee of the City of Novi Police Department within the last 12 months?	70%	30%

Question 8: Ratings of Contact with Police Department				
What was your overall impression of your most recent contact with the City of Novi Police Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the City of Novi Police Department?	41%	40%	13%	6%

Question 9: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	92%
Yes	8%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	20%
Yes	80%
Total	100%

Question 11: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Novi?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Novi public libraries or their services	29%	20%	27%	11%	13%	100%
Used Novi recreation centers	56%	18%	17%	3%	5%	100%
Participated in a recreation program or activity	67%	14%	14%	3%	2%	100%
Visited a neighborhood park or City park	29%	28%	30%	7%	6%	100%
Attended a meeting of local elected officials or other local public meeting	79%	17%	3%	0%	0%	100%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	67%	20%	10%	2%	1%	100%
Read Novi Newsletter	19%	32%	41%	5%	3%	100%
Visited the City of Novi Web site (at www.cityofnovi.org)	44%	25%	20%	6%	5%	100%
Recycled used paper, cans or bottles from your home	31%	9%	11%	9%	40%	100%
Volunteered your time to some group or activity in Novi	73%	11%	7%	4%	6%	100%
Participated in a club or civic group in Novi	83%	7%	5%	2%	3%	100%
Provided help to a friend or neighbor	14%	25%	39%	10%	12%	100%

Question 12: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	15%
Several times a week	29%
Several times a month	20%
Less than several times a month	36%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Novi:	Excellent	Good	Fair	Poor	Total
Police services	39%	53%	7%	1%	100%
Fire services	50%	47%	3%	1%	100%
Ambulance or emergency medical services	47%	51%	2%	0%	100%
Crime prevention	32%	53%	11%	4%	100%
Fire prevention and education	30%	56%	12%	3%	100%
Traffic enforcement	32%	46%	18%	5%	100%
Street repair	11%	35%	36%	17%	100%
Street cleaning	18%	53%	22%	7%	100%
Street lighting	19%	43%	26%	11%	100%
Snow removal	18%	45%	29%	8%	100%
Sidewalk maintenance	19%	43%	30%	8%	100%
Traffic signal timing	11%	42%	31%	16%	100%
Bus or transit services	14%	30%	20%	36%	100%
Recycling	29%	41%	12%	18%	100%
Storm drainage	20%	58%	20%	2%	100%
City parks	28%	53%	17%	1%	100%
Recreation programs or classes	26%	51%	21%	3%	100%
Recreation centers or facilities	25%	52%	19%	5%	100%
Land use, planning and zoning	13%	48%	31%	8%	100%
Code enforcement (weeds, abandoned buildings, etc)	18%	52%	25%	5%	100%
Economic development	11%	52%	32%	6%	100%
Services to seniors	25%	59%	14%	3%	100%
Services to youth	17%	61%	20%	2%	100%
Services to low-income people	17%	45%	20%	18%	100%
Public library services	60%	34%	6%	0%	100%
Public information services	29%	48%	20%	4%	100%
Public schools	48%	41%	10%	1%	100%
Cable television	15%	34%	29%	21%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	16%	58%	21%	5%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	18%	55%	20%	7%	100%

Question 14: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City of Novi	23%	65%	10%	2%	100%
The Federal Government	8%	32%	41%	19%	100%
The State Government	6%	29%	42%	23%	100%
Oakland County Government	9%	53%	33%	5%	100%

Question 15: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Novi to someone who asks	64%	33%	2%	1%	100%
Remain in Novi for the next five years	56%	30%	9%	6%	100%

Question 16: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	6%
Somewhat positive	18%
Neutral	43%
Somewhat negative	26%
Very negative	7%
Total	100%

Question 17: Contact with Fire Department		
Have you had any in-person or phone contact with an employee of the City of Novi Fire Department within the last 12 months?	No	Yes
Have you had any in-person or phone contact with an employee of the City of Novi Fire Department within the last 12 months?	91%	9%

Question 18: Ratings of Contact with Fire Department				
What was your overall impression of your most recent contact with the City of Novi Fire Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the City of Novi Fire Department?	62%	29%	9%	0%

Question 19: Contact with City Employees	
Have you had any in-person or phone contact with an employee of the City of Novi within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	60%
Yes	40%
Total	100%

Question 20: City Employees					
What was your impression of the employee(s) of the City of Novi in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	44%	48%	5%	3%	100%
Responsiveness	44%	41%	9%	6%	100%
Courtesy	51%	39%	7%	3%	100%
Overall impression	42%	45%	11%	2%	100%

Question 21: Government Performance					
Please rate the following categories of Novi government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Novi	12%	51%	26%	12%	100%
The overall direction that Novi is taking	12%	59%	22%	6%	100%
The job Novi government does at welcoming citizen involvement	13%	45%	29%	13%	100%

Question 22a: Policy Question 1					
The City of Novi is interested in knowing what priorities you think are important for your municipal government. Please rate how important you think each of the following priorities should be to the City of Novi over the next five years:	Essential	Very important	Somewhat important	Not at all important	Total
Make annual investments in facilities and equipment for police and fire	30%	45%	22%	4%	100%
Make annual investments in municipal infrastructure (i.e. roads, water and sewer)	35%	52%	13%	0%	100%
Make annual investments in parks and recreation/cultural facilities	13%	40%	40%	7%	100%
Work cooperatively with neighboring communities, school districts and other public entities	24%	39%	31%	6%	100%
Preserve natural areas (including open spaces, wetlands and woodlands)	26%	37%	31%	6%	100%
Adjust new and existing services to address Novi's changing demographics	14%	35%	40%	10%	100%
Promote services and programs for seniors	16%	32%	45%	7%	100%
Expand and enhance recreational and cultural programs	14%	32%	39%	14%	100%
Promote and maintain an attractive community	39%	40%	19%	2%	100%

Question 22b: Policy Question 2						
Please rate the following statements by circling the number that most clearly represents your opinion	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	Total
I can envision living in Novi five years from now	48%	31%	9%	8%	4%	100%
If I were looking to purchase/rent a new home I would look exclusively in Novi	21%	27%	22%	15%	15%	100%
I would recommend Novi to friends as a place to live	53%	34%	8%	3%	1%	100%

Question 22c: Policy Question 3	
Have you or anyone in your household been trained in CPR (Cardiopulmonary Resuscitation)?	Percent of respondents
Yes, in the last five years	39%
Yes, more than five years ago	36%
Never	25%
Total	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	24%
Yes, full-time	68%
Yes, part-time	8%
Total	100%

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself	88%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	6%
Bus, rail, subway or other public transportation	0%
Walk	1%
Bicycle	1%
Work at home	5%
Other	0%

Question D3: Length of Residency	
How many years have you lived in Novi?	Percent of respondents
Less than 2 years	20%
2 to 5 years	21%
6 to 10 years	17%
11 to 20 years	27%
More than 20 years	15%
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	54%
House attached to one or more houses (e.g., a duplex or townhome)	3%
Building with two or more apartments or condominiums	39%
Mobile home	3%
Other	2%
Total	100%

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

Question D6: Monthly Housing Cost	
About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents
Less than \$300 per month	1%
\$300 to \$599 per month	9%
\$600 to \$999 per month	32%
\$1,000 to \$1,499 per month	17%
\$1,500 to \$2,499 per month	28%
\$2,500 or more per month	13%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	64%
Yes	36%
Total	100%

Question D8: Presence of Older Adults in Household	
Are you or any other members of your household aged 65 or older?	Percent of respondents
No	81%
Yes	19%
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	6%
\$25,000 to \$49,999	24%
\$50,000 to \$99,999	29%
\$100,000 to \$149,000	20%
\$150,000 or more	21%
Total	100%

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

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	1%
Asian, Asian Indian or Pacific Islander	17%
Black or African American	6%
White	75%
Other	3%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	3%
25 to 34 years	20%
35 to 44 years	19%
45 to 54 years	29%
55 to 64 years	15%
65 to 74 years	6%
75 years or older	8%
Total	100%

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

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	12%
Yes	86%
Ineligible to vote	3%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	25%
Yes	71%
Ineligible to vote	3%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	5%
Yes	95%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	35%
Yes	65%
Total	100%

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	26%
Land line	58%
Both	15%
Total	100%

FREQUENCIES INCLUDING “DON’T KNOW” RESPONSES

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

Question 1: Quality of Life												
Please rate each of the following aspects of quality of life in Novi:	Excellent		Good		Fair		Poor		Don't know		Total	
Novi as a place to live	45%	153	48%	161	5%	18	0%	1	2%	5	100%	338
Your neighborhood as a place to live	38%	127	50%	165	9%	29	2%	5	2%	6	100%	332
Novi as a place to raise children	41%	136	38%	124	6%	19	1%	2	15%	49	100%	330
Novi as a place to work	22%	74	28%	92	12%	41	3%	9	35%	115	100%	331
Novi as a place to retire	24%	78	28%	93	17%	56	6%	19	26%	85	100%	331
The overall quality of life in Novi	38%	125	53%	176	7%	22	1%	2	2%	7	100%	332

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Novi as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Sense of community	18%	59	52%	167	22%	70	4%	14	4%	14	100%	324
Openness and acceptance of the community towards people of diverse backgrounds	24%	82	44%	148	16%	53	4%	12	12%	40	100%	335
Overall appearance of Novi	32%	107	55%	186	10%	34	0%	2	2%	8	100%	337
Cleanliness of Novi	37%	126	53%	180	7%	22	1%	3	2%	7	100%	338
Overall quality of new development in Novi	27%	89	43%	144	15%	51	5%	15	10%	35	100%	334
Variety of housing options	22%	72	48%	160	19%	63	4%	14	7%	23	100%	332
Overall quality of business and service establishments in Novi	31%	103	49%	163	13%	44	1%	4	6%	19	100%	333
Shopping opportunities	60%	199	34%	112	4%	15	1%	3	2%	6	100%	335
Opportunities to attend cultural activities	13%	44	38%	126	25%	83	9%	31	15%	49	100%	332
Recreational opportunities	21%	72	44%	148	21%	72	5%	17	8%	28	100%	336
Employment opportunities	10%	33	22%	72	22%	73	10%	32	37%	123	100%	334
Educational opportunities	22%	73	40%	135	17%	56	3%	10	18%	60	100%	334
Opportunities to participate in social events and activities	16%	54	46%	153	22%	72	4%	13	12%	40	100%	332
Opportunities to participate in religious or spiritual events and	21%	70	39%	130	14%	47	4%	12	23%	76	100%	335

Question 2: Community Characteristics

Please rate each of the following characteristics as they relate to Novi as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
activities												
Opportunities to volunteer	21%	72	31%	103	18%	61	1%	3	29%	96	100%	335
Opportunities to participate in community matters	17%	56	41%	136	16%	52	4%	12	23%	75	100%	331
Ease of car travel in Novi	19%	62	45%	151	27%	89	8%	26	2%	7	100%	334
Ease of bicycle travel in Novi	10%	33	24%	79	25%	82	15%	50	26%	86	100%	330
Ease of walking in Novi	15%	49	36%	120	25%	82	14%	46	10%	35	100%	332
Availability of paths and walking trails	15%	50	30%	100	27%	90	14%	46	14%	45	100%	331
Traffic flow on major streets	7%	23	36%	118	40%	132	15%	50	3%	8	100%	331
Amount of public parking	13%	43	52%	171	22%	72	4%	13	10%	31	100%	330
Availability of affordable quality housing	10%	34	49%	162	21%	71	6%	19	14%	47	100%	332
Availability of affordable quality child care	10%	33	19%	61	8%	26	3%	11	59%	194	100%	325
Availability of affordable quality health care	22%	73	40%	134	10%	33	2%	8	25%	83	100%	332
Availability of affordable quality food	31%	102	50%	166	10%	32	4%	12	6%	19	100%	331
Availability of preventive health services	20%	67	43%	143	11%	35	2%	6	24%	80	100%	330
Quality of overall natural environment in Novi	24%	79	54%	179	16%	53	2%	6	5%	16	100%	333
Overall image or reputation of Novi	35%	117	51%	172	9%	31	1%	4	3%	10	100%	334

Question 3: Growth

Please rate the speed of growth in the following categories in Novi over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Population growth	1%	2	6%	19	42%	140	13%	42	6%	19	34%	113	100%	336
Retail growth (stores, restaurants, etc.)	5%	16	14%	46	47%	158	13%	43	5%	18	16%	53	100%	334
Jobs growth	12%	39	33%	111	10%	35	1%	2	0%	1	44%	145	100%	334

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Novi?	Percent of respondents	Count
Not a problem	32%	108
Minor problem	45%	150
Moderate problem	13%	42
Major problem	2%	6
Don't know	9%	31
Total	100%	338

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Novi:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	Violent crime (e.g., rape, assault, robbery)	55%	184	34%	114	5%	16	3%	9	0%	0	4%	13	100%
Property crimes (e.g., burglary, theft)	30%	102	45%	149	10%	33	9%	31	2%	5	4%	15	100%	334
Environmental hazards, including toxic waste	46%	154	28%	93	9%	31	1%	2	0%	2	16%	54	100%	335

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	75%	256	21%	70	1%	4	2%	7	0%	0	1%	2	100%
In your neighborhood after dark	39%	132	47%	159	7%	22	6%	20	1%	3	1%	2	100%	338
In Novi's downtown area during the day	65%	220	24%	81	3%	10	0%	1	0%	0	8%	26	100%	339
In Novi's downtown area after dark	31%	105	41%	141	10%	35	4%	12	1%	3	13%	44	100%	339

Question 7: Contact with Police Department								
Have you had any in-person or phone contact with an employee of the City of Novi Police Department within the last 12 months?	No		Yes		Don't know		Total	
Have you had any in-person or phone contact with an employee of the City of Novi Police Department within the last 12 months?	69%	232	29%	98	1%	5	100%	334

Question 8: Ratings of Contact with Police Department												
What was your overall impression of your most recent contact with the City of Novi Police Department?	Excellent		Good		Fair		Poor		Don't know		Total	
What was your overall impression of your most recent contact with the City of Novi Police Department?	41%	40	40%	39	13%	13	6%	6	0%	0	100%	98

Question 9: Crime Victim		
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	92%	309
Yes	8%	27
Don't know	0%	1
Total	100%	337

Question 10: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	20%	6
Yes	80%	22
Don't know	0%	0
Total	100%	27

Question 11: Resident Behaviors												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Novi?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
	Used Novi public libraries or their services	29%	98	20%	67	27%	91	11%	37	13%	45	100%
Used Novi recreation centers	56%	189	18%	60	17%	58	3%	11	5%	17	100%	335
Participated in a recreation program or activity	67%	220	14%	45	14%	46	3%	9	2%	7	100%	326
Visited a neighborhood park or City park	29%	97	28%	93	30%	99	7%	24	6%	20	100%	333
Attended a meeting of local elected officials or other local public meeting	79%	265	17%	56	3%	11	0%	1	0%	1	100%	334
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	67%	226	20%	66	10%	34	2%	6	1%	3	100%	334
Read Novi Newsletter	19%	62	32%	105	41%	134	5%	17	3%	10	100%	329
Visited the City of Novi Web site (at www.cityofnovi.org)	44%	145	25%	83	20%	66	6%	18	5%	16	100%	329
Recycled used paper, cans or bottles from your home	31%	104	9%	29	11%	37	9%	28	40%	133	100%	331
Volunteered your time to some group or activity in Novi	73%	243	11%	36	7%	22	4%	14	6%	20	100%	335
Participated in a club or civic group in Novi	83%	278	7%	24	5%	15	2%	7	3%	10	100%	334
Provided help to a friend or neighbor	14%	49	25%	84	39%	131	10%	34	12%	39	100%	337

Question 12: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	15%	49
Several times a week	29%	97
Several times a month	20%	66
Less than several times a month	36%	122
Total	100%	334

Question 13: Service Quality												
Please rate the quality of each of the following services in Novi:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	33%	110	44%	148	6%	19	0%	2	17%	56	100%	335
Fire services	33%	111	31%	106	2%	6	0%	2	33%	112	100%	336
Ambulance or emergency medical services	28%	94	30%	101	1%	4	0%	0	41%	135	100%	333
Crime prevention	23%	76	38%	127	8%	26	3%	9	29%	97	100%	334
Fire prevention and education	17%	57	32%	106	7%	22	2%	6	42%	140	100%	331
Traffic enforcement	26%	87	38%	126	15%	51	4%	13	16%	54	100%	331
Street repair	11%	36	33%	112	34%	114	16%	54	6%	20	100%	335
Street cleaning	15%	50	43%	146	18%	61	6%	20	18%	59	100%	336
Street lighting	17%	57	40%	133	24%	81	10%	35	9%	29	100%	335
Snow removal	16%	54	41%	136	26%	87	7%	23	10%	35	100%	335
Sidewalk maintenance	15%	51	34%	115	24%	81	6%	21	21%	70	100%	338
Traffic signal timing	10%	34	39%	132	29%	96	15%	49	7%	23	100%	335
Bus or transit services	5%	18	12%	39	8%	27	14%	47	60%	200	100%	330
Recycling	22%	74	33%	108	9%	31	14%	46	22%	71	100%	331
Storm drainage	15%	49	42%	141	14%	48	1%	4	27%	90	100%	333
City parks	24%	79	44%	146	14%	48	1%	3	17%	57	100%	334
Recreation programs or classes	15%	50	29%	98	12%	40	2%	6	42%	140	100%	334
Recreation centers or facilities	15%	50	31%	104	11%	38	3%	10	39%	129	100%	330
Land use, planning and zoning	8%	26	29%	96	18%	61	5%	15	40%	132	100%	329
Code enforcement (weeds, abandoned buildings, etc)	12%	41	35%	117	17%	55	3%	11	32%	108	100%	333
Economic development	7%	23	34%	112	21%	70	4%	12	34%	110	100%	328
Services to seniors	11%	35	25%	84	6%	20	1%	4	57%	190	100%	333
Services to youth	9%	29	30%	100	10%	33	1%	3	51%	170	100%	334
Services to low-income people	5%	16	13%	44	6%	19	5%	18	71%	233	100%	330
Public library services	49%	163	28%	93	5%	16	0%	1	18%	60	100%	333
Public information services	20%	66	33%	110	13%	45	3%	9	31%	103	100%	332

Question 13: Service Quality												
Please rate the quality of each of the following services in Novi:	Excellent		Good		Fair		Poor		Don't know		Total	
	Public schools	33%	109	28%	93	6%	21	1%	3	32%	106	100%
Cable television	12%	41	28%	91	23%	77	17%	55	20%	66	100%	330
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	9%	30	33%	107	12%	38	3%	10	43%	143	100%	329
Preservation of natural areas such as open space, farmlands and greenbelts	13%	42	40%	131	15%	48	5%	16	27%	90	100%	328

Question 14: Government Services Overall												
Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
	The City of Novi	21%	70	59%	199	10%	32	2%	5	9%	30	100%
The Federal Government	6%	21	27%	89	35%	115	16%	52	17%	56	100%	334
The State Government	5%	17	24%	81	36%	120	20%	66	15%	50	100%	334
Oakland County Government	7%	24	43%	144	27%	90	4%	15	18%	62	100%	334

Question 15: Recommendation and Longevity												
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
	Recommend living in Novi to someone who asks	63%	213	32%	109	2%	7	1%	5	2%	6	100%
Remain in Novi for the next five years	53%	180	28%	96	8%	28	6%	20	5%	16	100%	339

Question 16: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	6%	20
Somewhat positive	18%	60
Neutral	43%	144
Somewhat negative	26%	88
Very negative	7%	22
Total	100%	333

Question 17: Contact with Fire Department									
Have you had any in-person or phone contact with an employee of the City of Novi Fire Department within the last 12 months?	No		Yes		Don't know		Total		
Have you had any in-person or phone contact with an employee of the City of Novi Fire Department within the last 12 months?	90%	302	9%	31	1%	3	100%	337	

Question 18: Ratings of Contact with Fire Department												
What was your overall impression of your most recent contact with the City of Novi Fire Department?	Excellent		Good		Fair		Poor		Don't know		Total	
What was your overall impression of your most recent contact with the City of Novi Fire Department?	62%	18	29%	8	9%	3	0%	0	0%	0	100%	29

Question 19: Contact with City Employees		
Have you had any in-person or phone contact with an employee of the City of Novi within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	60%	203
Yes	40%	134
Total	100%	337

Question 20: City Employees												
What was your impression of the employee(s) of the City of Novi in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
	Knowledge	43%	58	48%	64	5%	7	3%	4	1%	2	100%
Responsiveness	43%	58	40%	54	9%	12	6%	7	1%	2	100%	134
Courtesy	51%	69	39%	53	7%	9	3%	4	0%	0	100%	134
Overall impression	42%	56	45%	61	11%	14	2%	3	0%	0	100%	134

Question 21: Government Performance												
Please rate the following categories of Novi government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Novi	10%	32	42%	139	21%	71	10%	32	18%	62	100%
The overall direction that Novi is taking	11%	35	51%	172	19%	64	5%	18	13%	45	100%	334
The job Novi government does at welcoming citizen involvement	9%	31	32%	107	20%	67	9%	30	29%	98	100%	333

Question 22a: Policy Question 1

The City of Novi is interested in knowing what priorities you think are important for your municipal government. Please rate how important you think each of the following priorities should be for the City of Novi over the next five years:	Essential		Very important		Somewhat important		Not at all important		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Make annual investments in facilities and equipment for police and fire	28%	93	42%	140	20%	68	3%	11	6%	21	100%	334
Make annual investments in municipal infrastructure (i.e. roads, water and sewer)	34%	113	50%	166	12%	42	0%	1	4%	13	100%	334
Make annual investments in parks and recreation/cultural facilities	13%	41	38%	124	38%	124	7%	22	5%	15	100%	327
Work cooperatively with neighboring communities, school districts and other public entities	22%	75	37%	122	29%	98	5%	18	6%	20	100%	332
Preserve natural areas (including open spaces, wetlands and woodlands)	25%	82	35%	116	30%	98	5%	18	5%	18	100%	332
Adjust new and existing services to address Novi's changing demographics	13%	43	33%	108	38%	124	9%	31	7%	22	100%	328
Promote services and programs for seniors	14%	46	28%	93	39%	130	6%	21	12%	40	100%	330
Expand and enhance recreational and cultural programs	13%	44	30%	99	36%	121	13%	43	7%	24	100%	331
Promote and maintain an attractive community	38%	126	39%	129	18%	60	2%	5	4%	14	100%	334

Question 22b: Policy Question 2

Please rate the following statements by circling the number that most clearly represents your opinion:	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
I can envision living in Novi five years from now	46%	156	30%	100	9%	31	7%	25	3%	12	4%	13	100%	337
If I were looking to purchase/rent a new home I would look exclusively in Novi	20%	66	25%	84	21%	69	14%	48	14%	47	6%	21	100%	336
I would recommend Novi to friends as a place to live	53%	175	34%	114	8%	28	3%	10	1%	3	1%	4	100%	334

Question 22c: Policy Question 3		
Have you or anyone in your household been trained in CPR (Cardiopulmonary Resuscitation)?	Percent of respondents	Count
Yes, in the last five years	38%	127
Yes, more than five years ago	35%	117
Never	24%	81
Don't know	4%	13
Total	100%	337

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	24%	79
Yes, full-time	68%	227
Yes, part-time	8%	27
Total	100%	333

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself	88%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	6%
Bus, rail, subway or other public transportation	0%
Walk	1%
Bicycle	1%
Work at home	5%
Other	0%

Question D3: Length of Residency		
How many years have you lived in Novi?	Percent of respondents	Count
Less than 2 years	20%	68
2 to 5 years	21%	72
6 to 10 years	17%	56
11 to 20 years	27%	92
More than 20 years	15%	51
Total	100%	339

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	54%	182
House attached to one or more houses (e.g., a duplex or townhome)	3%	9
Building with two or more apartments or condominiums	39%	131
Mobile home	3%	10
Other	2%	7
Total	100%	339

Question D5: Housing Tenure (Rent/Own)		
Is this house, apartment or mobile home...	Percent of respondents	Count
Rented for cash or occupied without cash payment	33%	108
Owned by you or someone in this house with a mortgage or free and clear	67%	221
Total	100%	329

Question D6: Monthly Housing Cost		
About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents	Count
Less than \$300 per month	1%	3
\$300 to \$599 per month	9%	28
\$600 to \$999 per month	32%	104
\$1,000 to \$1,499 per month	17%	57
\$1,500 to \$2,499 per month	28%	91
\$2,500 or more per month	13%	43
Total	100%	326

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	64%	215
Yes	36%	123
Total	100%	338

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	81%	275
Yes	19%	66
Total	100%	341

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	6%	20
\$25,000 to \$49,999	24%	76
\$50,000 to \$99,999	29%	93
\$100,000 to \$149,000	20%	63
\$150,000 or more	21%	65
Total	100%	316

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	97%	328
Yes, I consider myself to be Spanish, Hispanic or Latino	3%	9
Total	100%	337

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%	3
Asian, Asian Indian or Pacific Islander	17%	58
Black or African American	6%	21
White	75%	253
Other	3%	11
Total may exceed 100% as respondents could select more than one option		

Question D12: Age		
In which category is your age?	Percent of respondents	Count
18 to 24 years	3%	9
25 to 34 years	20%	69
35 to 44 years	19%	66
45 to 54 years	29%	97
55 to 64 years	15%	51
65 to 74 years	6%	20
75 years or older	8%	27
Total	100%	338

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	53%	179
Male	47%	156
Total	100%	334

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	11%	38
Yes	83%	282
Ineligible to vote	3%	9
Don't know	3%	10
Total	100%	339

Question D15: Voted in Last General Election		
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents	Count
No	25%	84
Yes	70%	238
Ineligible to vote	3%	11
Don't know	1%	5
Total	100%	338

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	5%	16
Yes	95%	323
Total	100%	339

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	35%	119
Yes	65%	220
Total	100%	339

Question D18: Primary Phone		
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents	Count
Cell	26%	54
Land line	58%	119
Both	15%	32
Total	100%	204

APPENDIX B: SURVEY METHODOLOGY

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

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

SURVEY VALIDITY

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

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

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

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

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

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

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

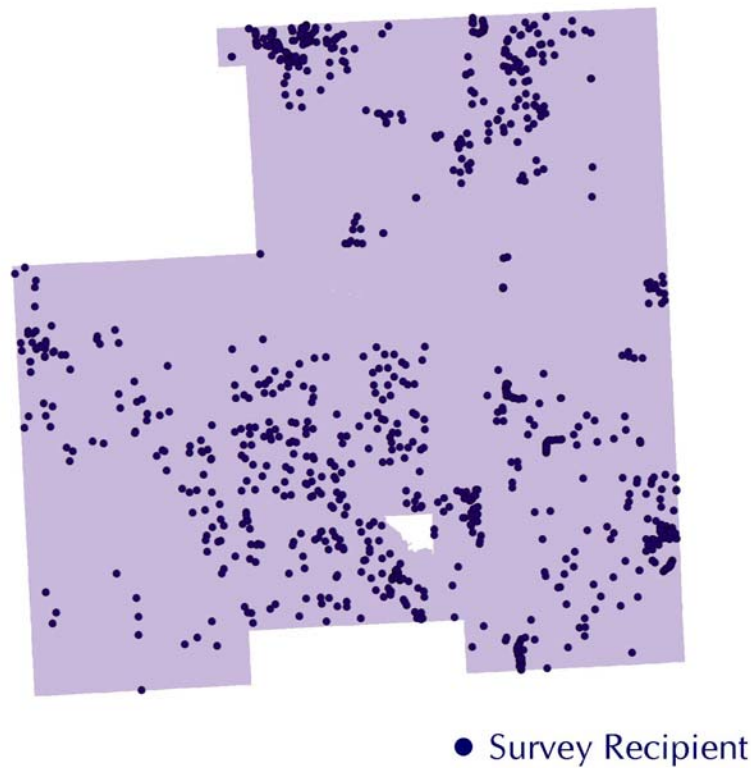
SURVEY SAMPLING

“Sampling” refers to the method by which survey recipients were chosen. All households within the City of Novi were eligible to participate in the survey; 1,200 were selected to receive the survey. These 1,200 households were randomly selected from a comprehensive list of all housing units within the City of Novi boundaries. The basis of the list of all housing units was a United States Postal Service listing of housing units within zip codes. Since some of the zip codes that serve the City of Novi households may also serve addresses that lie outside of the jurisdiction, the exact geographic location of each housing unit was compared to jurisdiction boundaries, using the most current municipal boundary file (updated on a quarterly basis), and addresses located outside of the City of Novi boundaries were removed from consideration.

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

FIGURE 89: LOCATION OF SURVEY RECIPIENTS

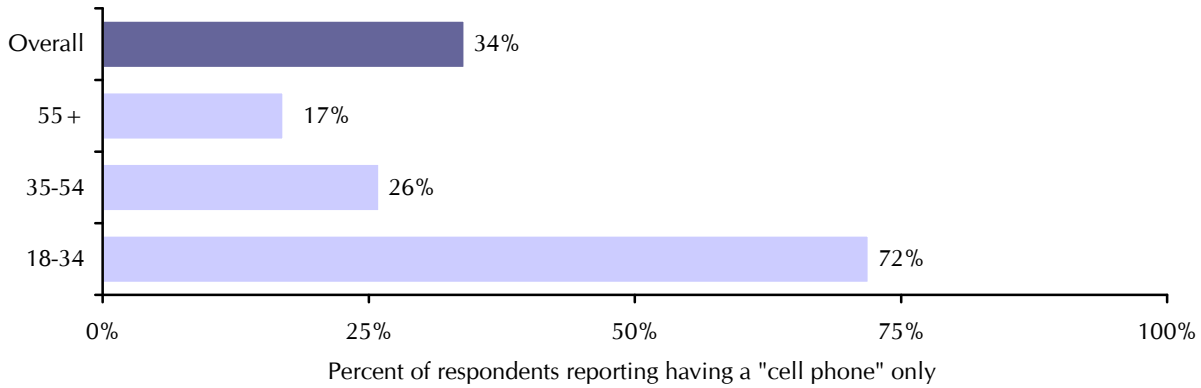
The National Citizen Survey™ City of Novi, MI 2010



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

In response to the growing number of the cell-phone population (so-called “cord cutters”), which includes a large proportion of young adults, questions about cell phones and land lines were added to The NCS™ questionnaire. According to recent estimates, about 12 percent of all U.S. households have a cell phone but no landline. By 2010, researchers predict that 40 percent of Americans 18 to 30 years old will have only a cell phone and no landline.³

FIGURE 90: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN NOVI



SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning September 24, 2010. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the mayor and city manager inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following five weeks.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The confidence interval for the City of Novi survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (348 completed surveys).

A 95% confidence interval indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the “true” population response. This theory is applied in practice to mean that the “true” perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as “excellent” or “good,” then the 4% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 71% and 79%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders.

³ . Paul J. Lavrakas, Charles D. Shuttles, Charlotte Steeh, and Howard Fienberg, “The State of Surveying Cell Phone Numbers in the United States: 2007 and Beyond,” *Public Opinion Quarterly* 71, no. 5 (2007), 840-854.

Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

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

SURVEY PROCESSING (DATA ENTRY)

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

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

SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2006-2008 American Community Survey Census estimates for adults in the City of Novi. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

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

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

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

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

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

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

City of Novi, MI Citizen Survey Weighting Table			
Characteristic	Population Norm ⁴	Unweighted Data	Weighted Data
Housing			
Rent home	32%	29%	33%
Own home	68%	71%	67%
Detached unit	56%	65%	57%
Attached unit	44%	35%	43%
Race and Ethnicity			
White alone, not Hispanic	77%	73%	71%
Hispanic and/or other race	23%	27%	29%
Sex and Age			
Female	52%	56%	54%
Male	48%	44%	46%
18-34 years of age	25%	9%	23%
35-54 years of age	48%	47%	48%
55+ years of age	27%	44%	29%
Females 18-34	13%	7%	13%
Females 35-54	25%	25%	25%
Females 55+	15%	25%	16%
Males 18-34	12%	3%	11%
Males 35-54	23%	22%	23%
Males 55+	12%	19%	12%

⁴ Source: 2006-2008 ACS

SURVEY DATA ANALYSIS AND REPORTING

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

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

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

“Don’t Know” Responses

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

Benchmark Comparisons

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

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

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

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

The Role of Comparisons

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

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

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

Comparison of Novi to the Benchmark Database

The City of Novi chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Novi Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

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

APPENDIX C: SURVEY MATERIALS

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

Dear City of Novi Resident,

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

Sincerely,



David B. Landry
Mayor



Clay J. Pearson
City Manager

Dear City of Novi Resident,

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

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David B. Landry
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Clay J. Pearson
City Manager

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Sincerely,



David B. Landry
Mayor



Clay J. Pearson
City Manager



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

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



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

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



City of Novi
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Novi, MI 48375

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Boulder, CO
Permit NO. 94



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

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



October 2010

Dear Novi Resident:

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

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

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

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

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call 248-735-8625.

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

Sincerely,

David B. Landry
Mayor

Clay J. Pearson
City Manager

CITY COUNCIL

Mayor
David B. Landry

Mayor Pro Tem
Bob Gatt

Terry K. Margolis

Andrew Mutch

Kathy Crawford

Dave Staudt

Justin Fischer

City Manager
Clay J. Pearson

City Clerk
Maryanne Cornelius



October 2010

Dear Novi Resident:

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

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

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

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CITY COUNCIL

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Kathy Crawford

Dave Staudt

Justin Fischer

City Manager
Clay J. Pearson

City Clerk
Maryanne Cornelius

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

cityofnovi.org

The City of Novi 2010 Citizen Survey

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

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

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

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

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

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

	<i>Much too slow</i>	<i>Somewhat too slow</i>	<i>Right amount</i>	<i>Somewhat too fast</i>	<i>Much too fast</i>	<i>Don't know</i>
Population growth	1	2	3	4	5	6
Retail growth (stores, restaurants, etc.).....	1	2	3	4	5	6
Jobs growth.....	1	2	3	4	5	6

4. To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Novi?
 Not a problem Minor problem Moderate problem Major problem Don't know

5. Please rate how safe or unsafe you feel from the following in Novi:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
Violent crime (e.g., rape, assault, robbery)	1	2	3	4	5	6
Property crimes (e.g., burglary, theft).....	1	2	3	4	5	6
Environmental hazards, including toxic waste.....	1	2	3	4	5	6

6. Please rate how safe or unsafe you feel:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
In your neighborhood during the day.....	1	2	3	4	5	6
In your neighborhood after dark.....	1	2	3	4	5	6
In Novi's downtown area during the day	1	2	3	4	5	6
In Novi's downtown area after dark	1	2	3	4	5	6

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

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

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

- Excellent Good Fair Poor Don't know

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

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

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

- No Yes Don't know

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

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

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

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

The City of Novi 2010 Citizen Survey

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

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

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

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

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

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

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

- Very positive
 Somewhat positive
 Neutral
 Somewhat negative
 Very negative

17. Have you had any in-person or phone contact with an employee of the City of Novi Fire Department within the last 12 months?

- No → Go to Question 19 Yes → Go to Question 18 Don't know → Go to Question 19

18. What was your overall impression of your most recent contact with the City of Novi Fire Department?

- Excellent Good Fair Poor Don't know

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

- No → Go to Question 21 Yes → Go to Question 20

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

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

21. Please rate the following categories of Novi government performance:

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

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

- a. The City of Novi is interested in knowing what priorities you think are important for your municipal government. Please rate how important you think each of the following priorities should be to the City of Novi over the next five years:

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

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

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

- c. Have you or anyone in your household been trained in CPR (Cardiopulmonary Resuscitation)?

- Yes, in the last five years
 Yes, more than five years ago
 Never
 Don't know

The City of Novi 2010 Citizen Survey

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

D1. Are you currently employed for pay?

- No → Go to Question D3
- Yes, full time → Go to Question D2
- Yes, part time → Go to Question D2

D2. During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below? (Enter the total number of days, using whole numbers.)

- Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself days
- Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults days
- Bus, Rail, Subway or other public transportation days
- Walk days
- Bicycle days
- Work at home days
- Other days

D3. How many years have you lived in Novi?

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

D4. Which best describes the building you live in?

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

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

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

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

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

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

- No Yes

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

- No Yes

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

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

Please respond to both questions D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

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

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

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

D12. In which category is your age?

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

D13. What is your sex?

- Female Male

D14. Are you registered to vote in your jurisdiction?

- No Ineligible to vote
- Yes Don't know

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

- No Ineligible to vote
- Yes Don't know

D16. Do you have a cell phone?

- No Yes

D17. Do you have a land line at home?

- No Yes

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

- Cell Land line Both

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



City of Novi
45175 W. Ten Mile
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