





TO: John McDonough, City Manager

FROM: Noah Reiter, Assistant City Manager

DATE: February 9, 2011, for Submission onto the Agenda of the February 15, 2011 City Council Meeting

ITEM: National Citizen Survey™ Results

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***Background:***

In May of 2010, the City of Sandy Springs engaged the National Research Center (NRC) to conduct the National Citizen Survey™ (NCS) in our City. After a several month period of time during which City staff worked with the National Research Center staff to tailor the standard survey instrument to meet the City's needs, the NRC prepared and mailed surveys to a statistically-valid and random sample of Sandy Springs residents.

The attached documents and summary presentation represent the results of the City's first-ever, citywide, and statistically valid survey of the services provided to its residents and businesses.

***Attachments:***

- I. Results of the 2010 National Citizen Survey™ Presentation
- II. The City of Sandy Springs-Report of Results FINAL-2010
- III. Benchmark Report Sandy Springs FINAL 2010



# Results of the 2010 National Citizen Survey™

February 15, 2011

# The National Citizen Survey™ (NCS) Background

- NCS is a collaboration between the National Research Center, Inc. and the International City/County Management Association (ICMA)
- The NCS is a statistically valid survey of resident opinions regarding the provision of government services
- The NCS has been administered in nearly 500 jurisdictions across the United States
- Sandy Springs contracted with the National Research Center to design, administer, collect responses, and tabulate results from the NCS for its jurisdiction



# NCS Goals

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- **To receive citizen feedback on a standard set of questions to measure citizen satisfaction with the services Sandy Springs provides**
- **To compare Sandy Springs' residents' levels of satisfaction with all of the jurisdictions that have participated in the NCS, as well as over 100 peer cities of population between 70,000 and 150,000**
- **To utilize survey results for furthering the quality of City services provided**
- **National Center for Civic Innovation Government Trailblazer grant to improve City's performance measurement program**



# NCS Timeline for Sandy Springs

- **May – June 28, 2010: Reviewed NCS template; customization of optional questions**
- **July – August: NCS customized, proofs delivered and approved by staff**
- **August 16 – 30: 1<sup>st</sup> round of 1,200 surveys mailed**
- **October 4 – 18: 2<sup>nd</sup> round of 600 surveys mailed (in order to achieve sufficient responses for 5% margin of error)**
- **October 12 – November 15: Data collection period**
- **December 6: Draft results delivered to City**
- **December – January: City reviews results**
- **February 15, 2011: Presentation of final results**





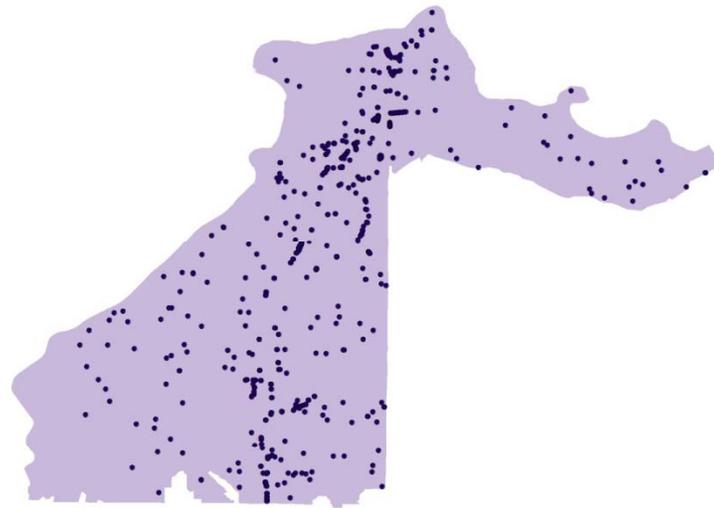
# NCS Results

INCORPORATED 2005

# NCS Results Overview

- 1,800 surveys mailed to a random, geographically-distributed sample of Sandy Springs residents

The National Citizen Survey™  
City of Sandy Springs, GA 2010

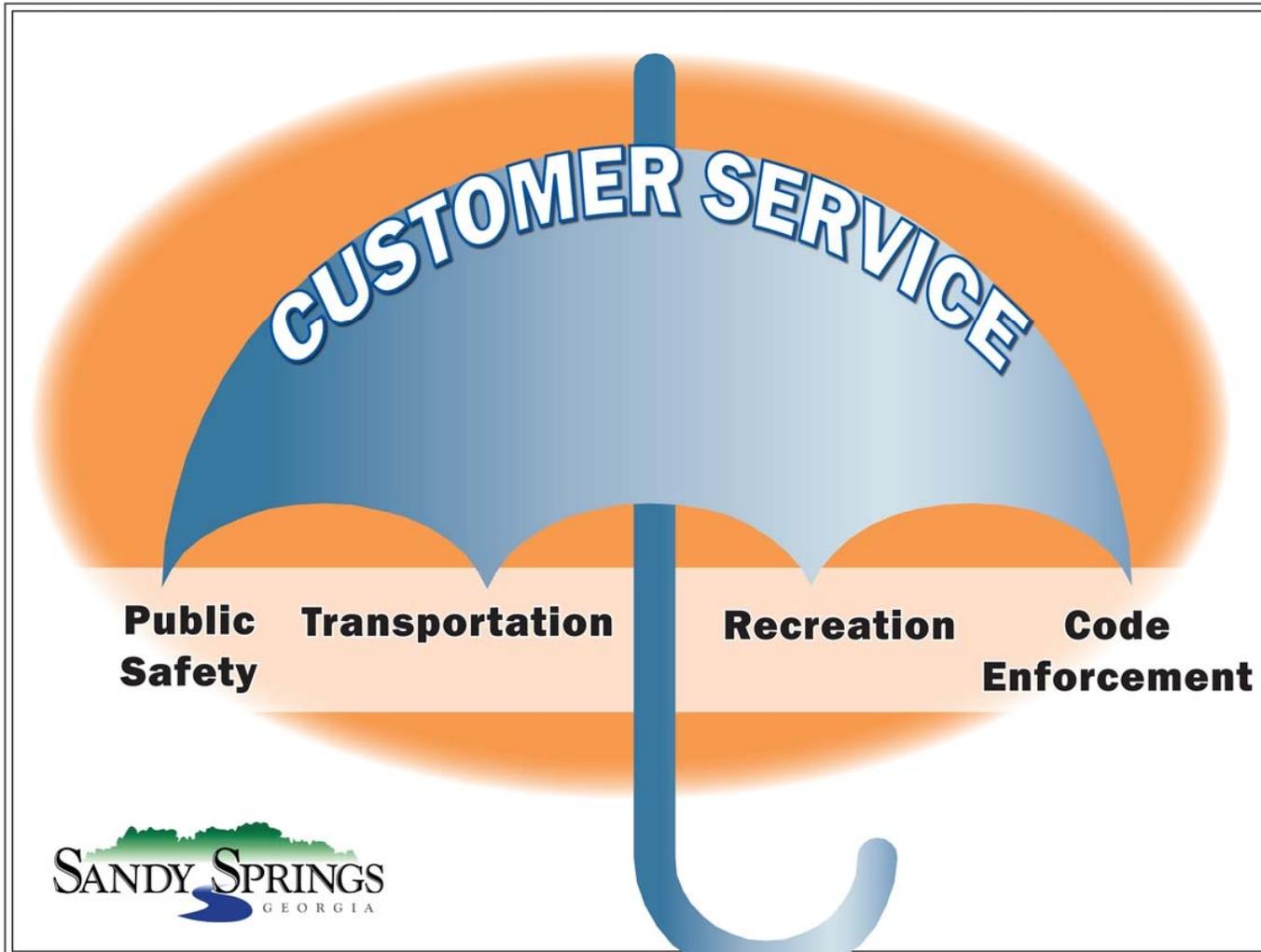


● Survey Recipient

- 313 surveys returned (19% response rate)
- 5% margin of error

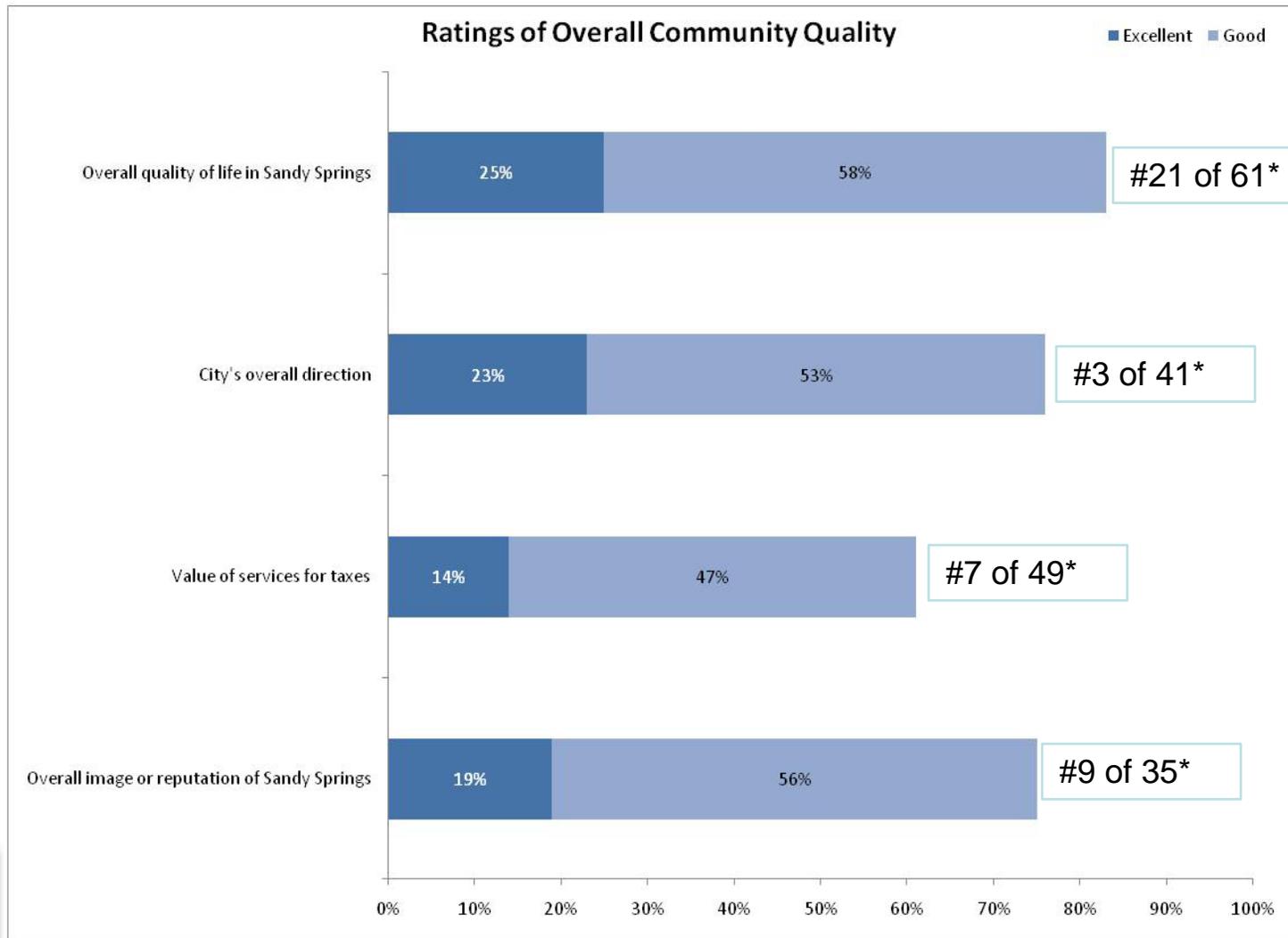


# Council's Adopted Priorities



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# General Results

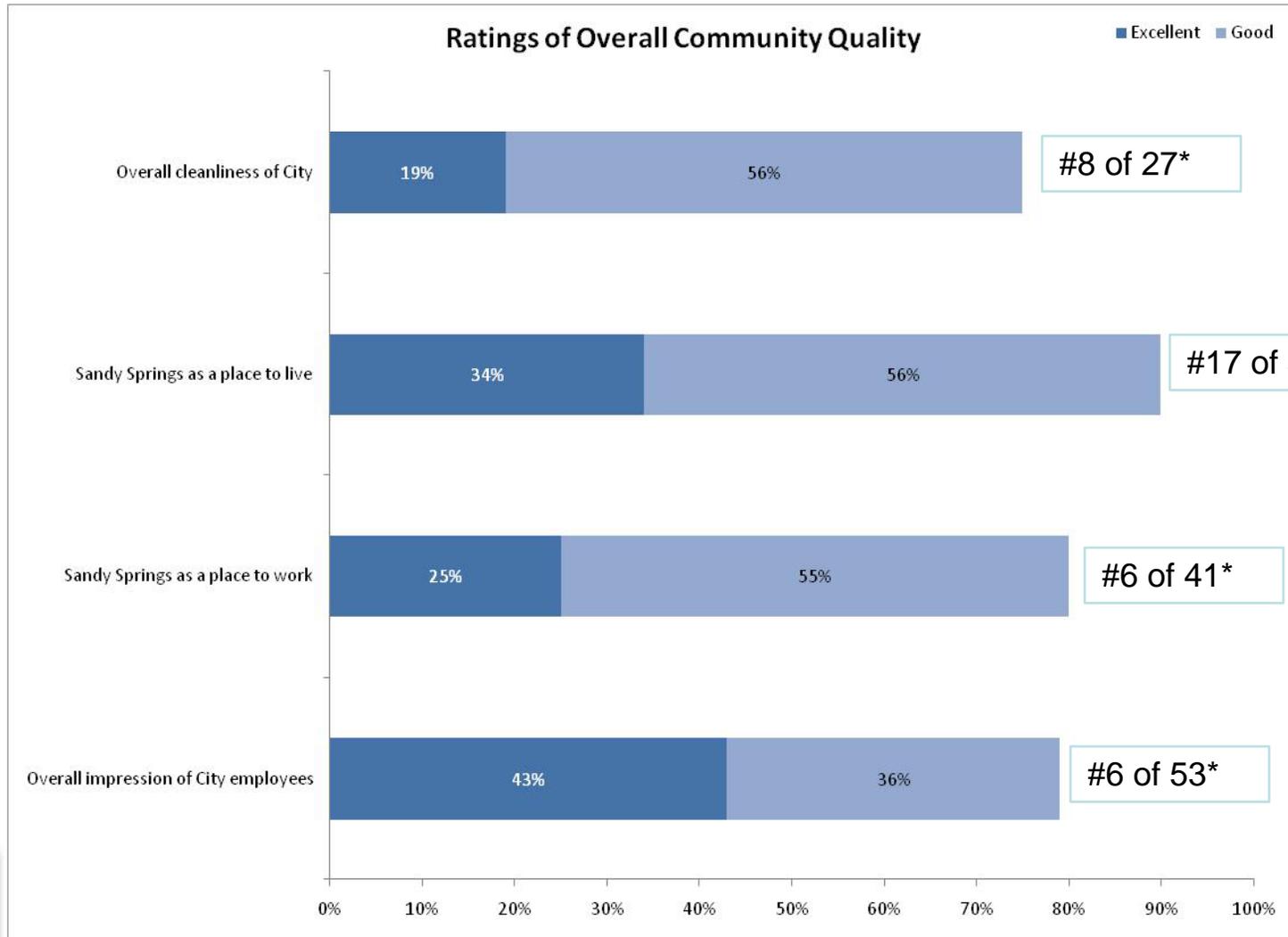


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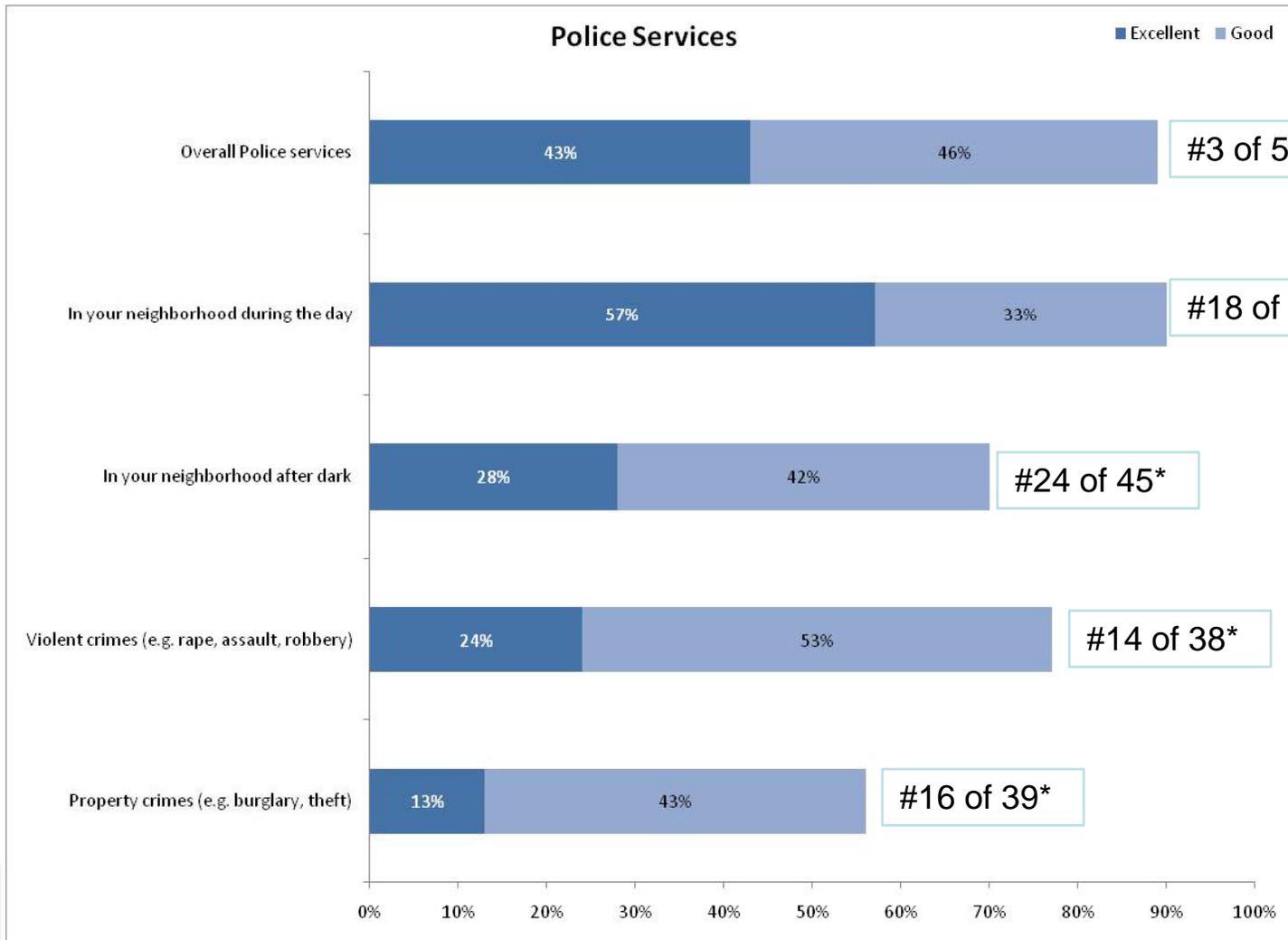


\* as compared to cities with populations of 70,000 – 150,000 that have participated in the NCS

# General Results *(continued)*

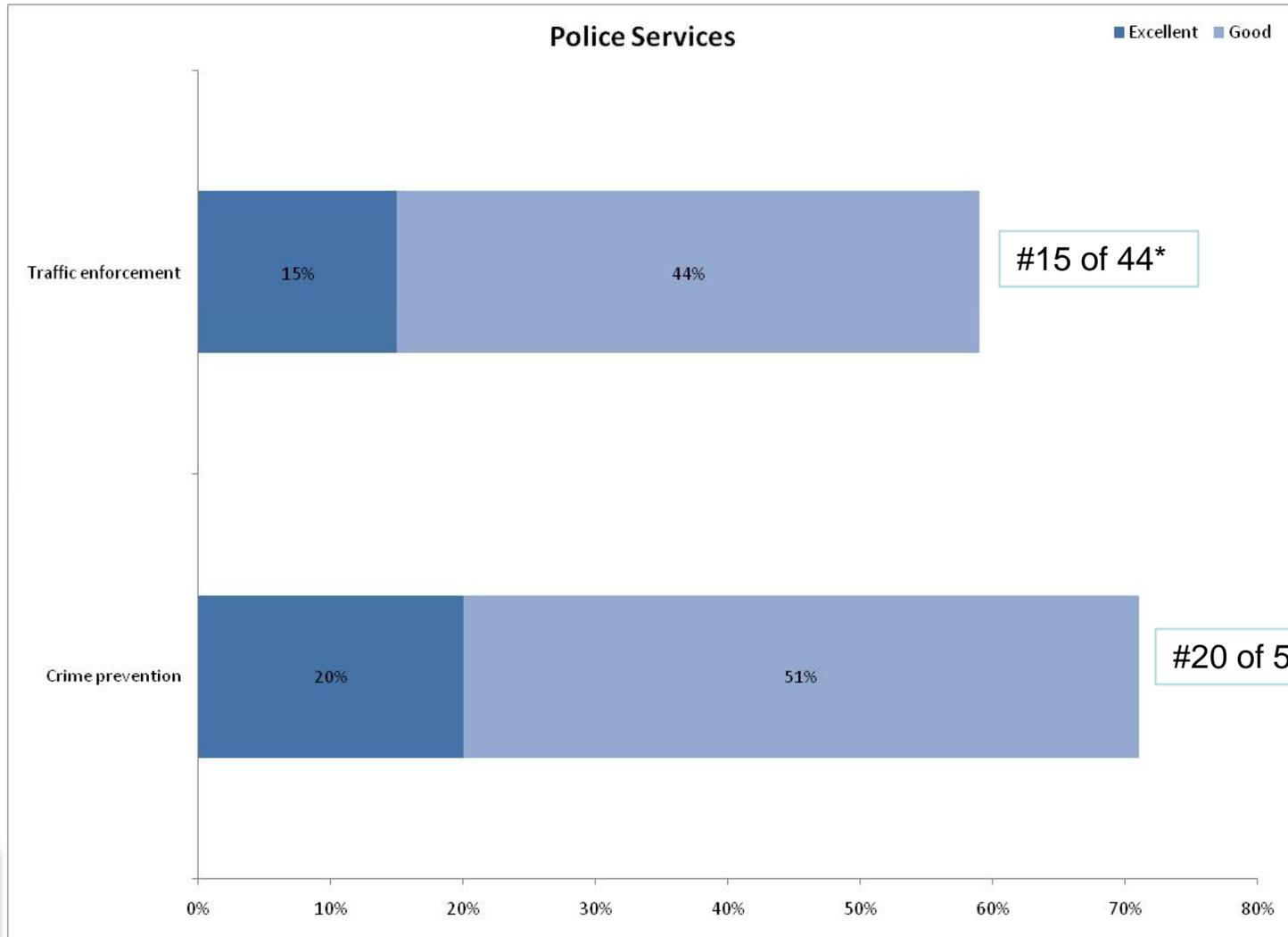


# Public Safety: Police Highlights



# Public Safety: Police Highlights

*(continued)*



# Public Safety: Police Highlights

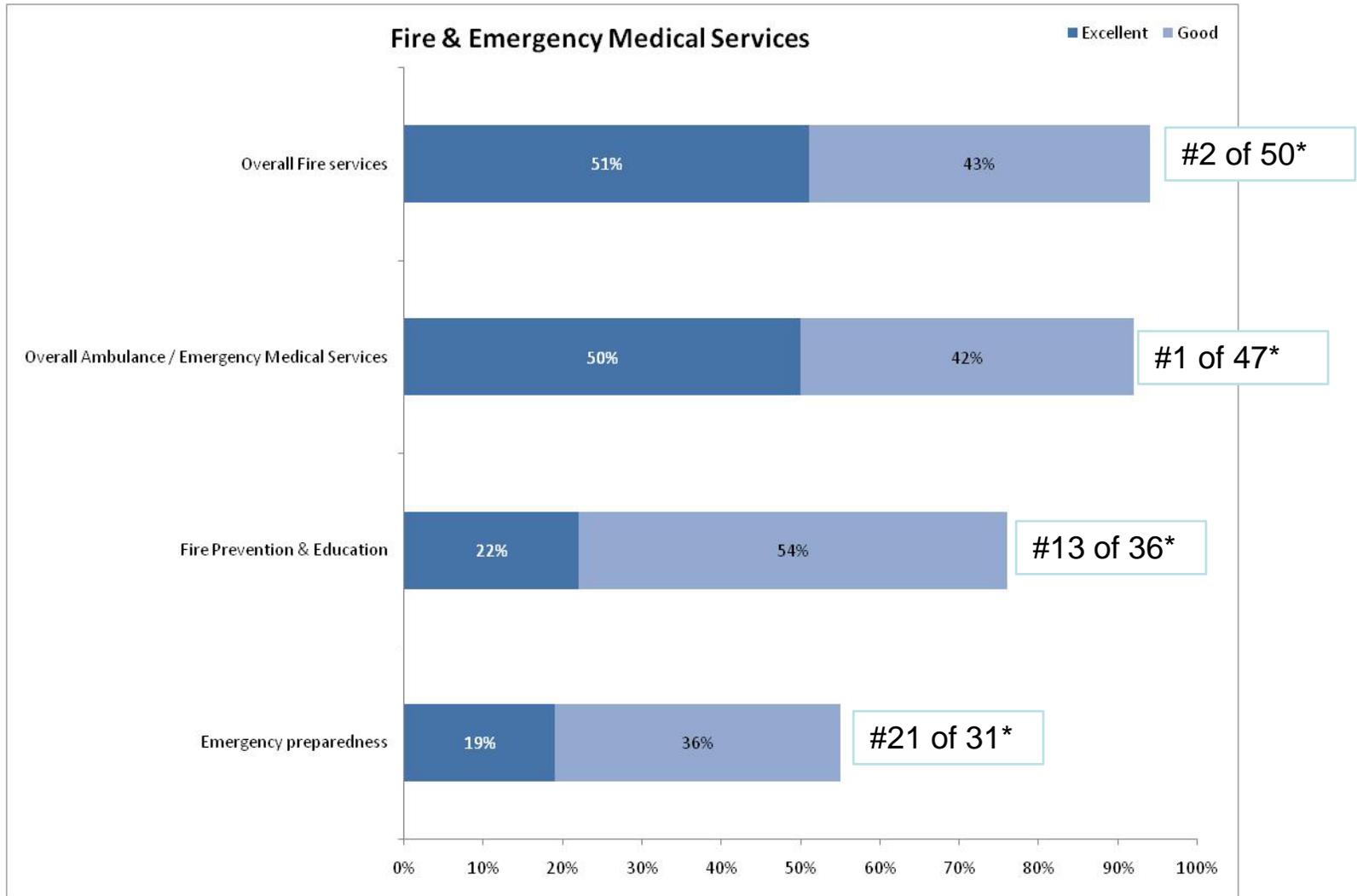
*(continued)*



- ➔ **9% report having been victim of a crime in past 12 months (3<sup>rd</sup> lowest of comparable cities)**
- ➔ **90% of those who reported having been victim of a crime reported it to police (highest of comparable cities)**
- ➔ **Of 37% who had contact with Police Department in past year, 88% gave a positive overall impression of the encounter**



# Public Safety: Fire & EMS Highlights



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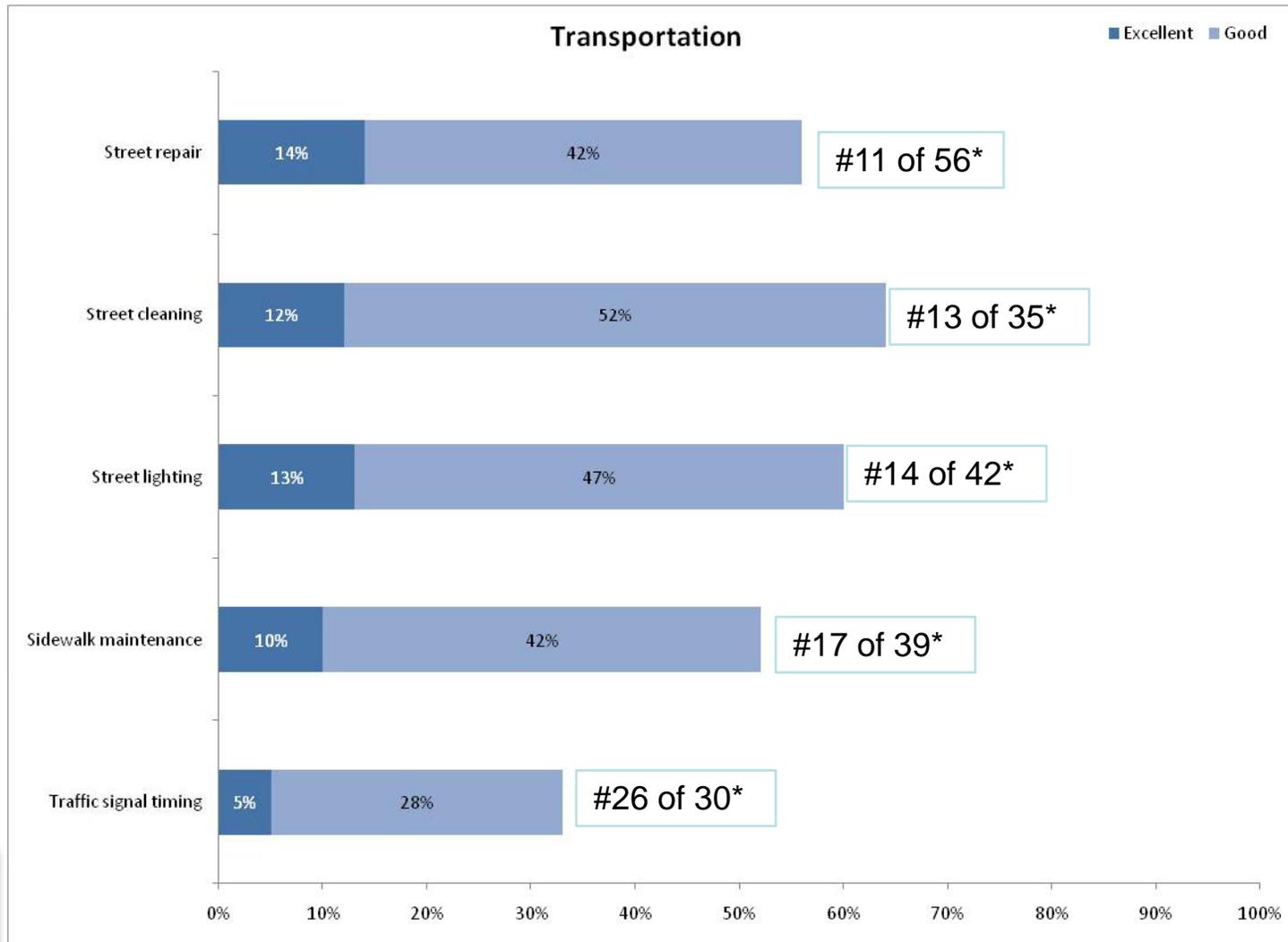
# Public Safety: Fire & EMS Highlights



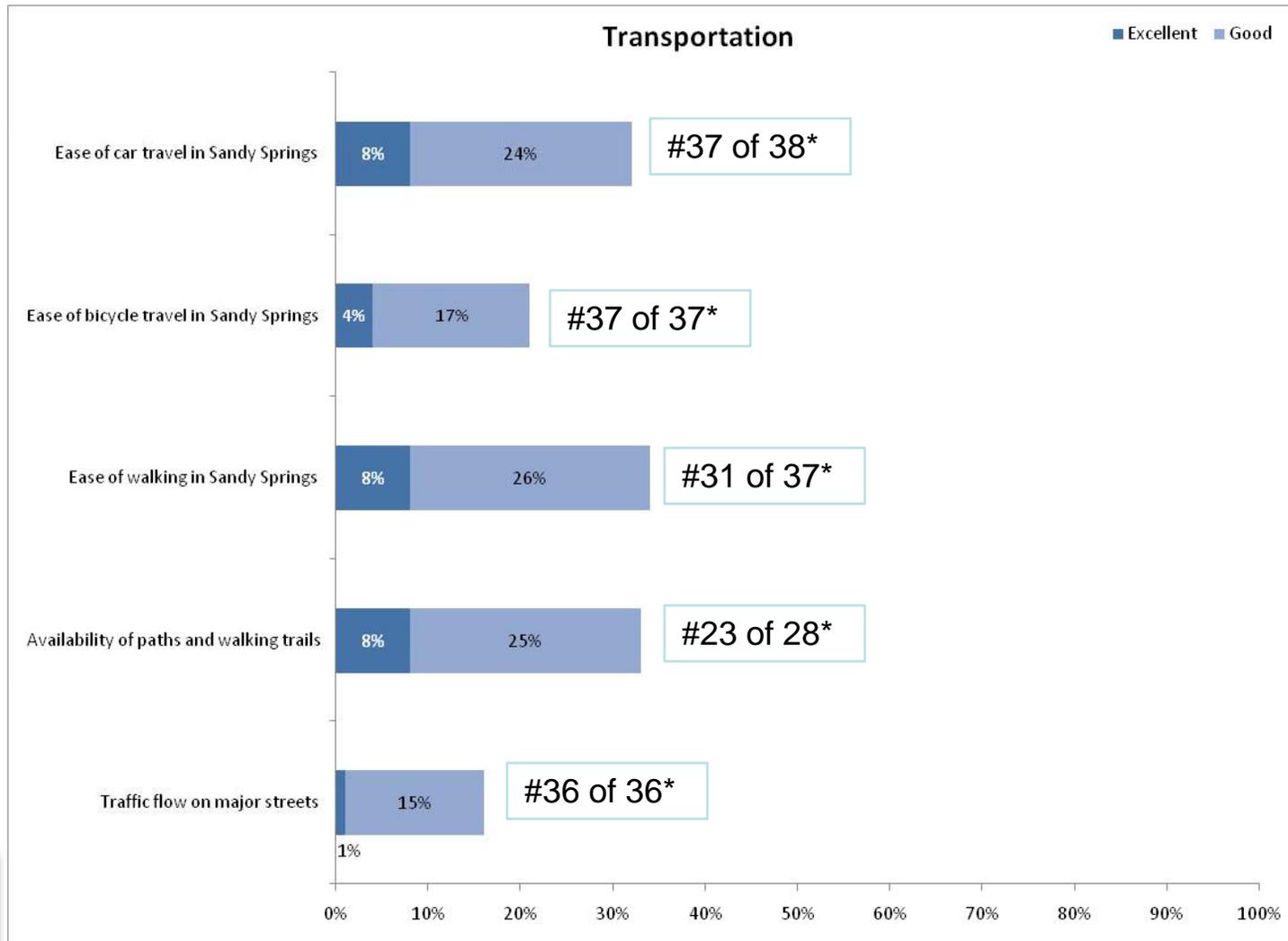
- ➔ Of 10% who had contact with Fire Department in past year, 86% gave a positive overall impression of the encounter



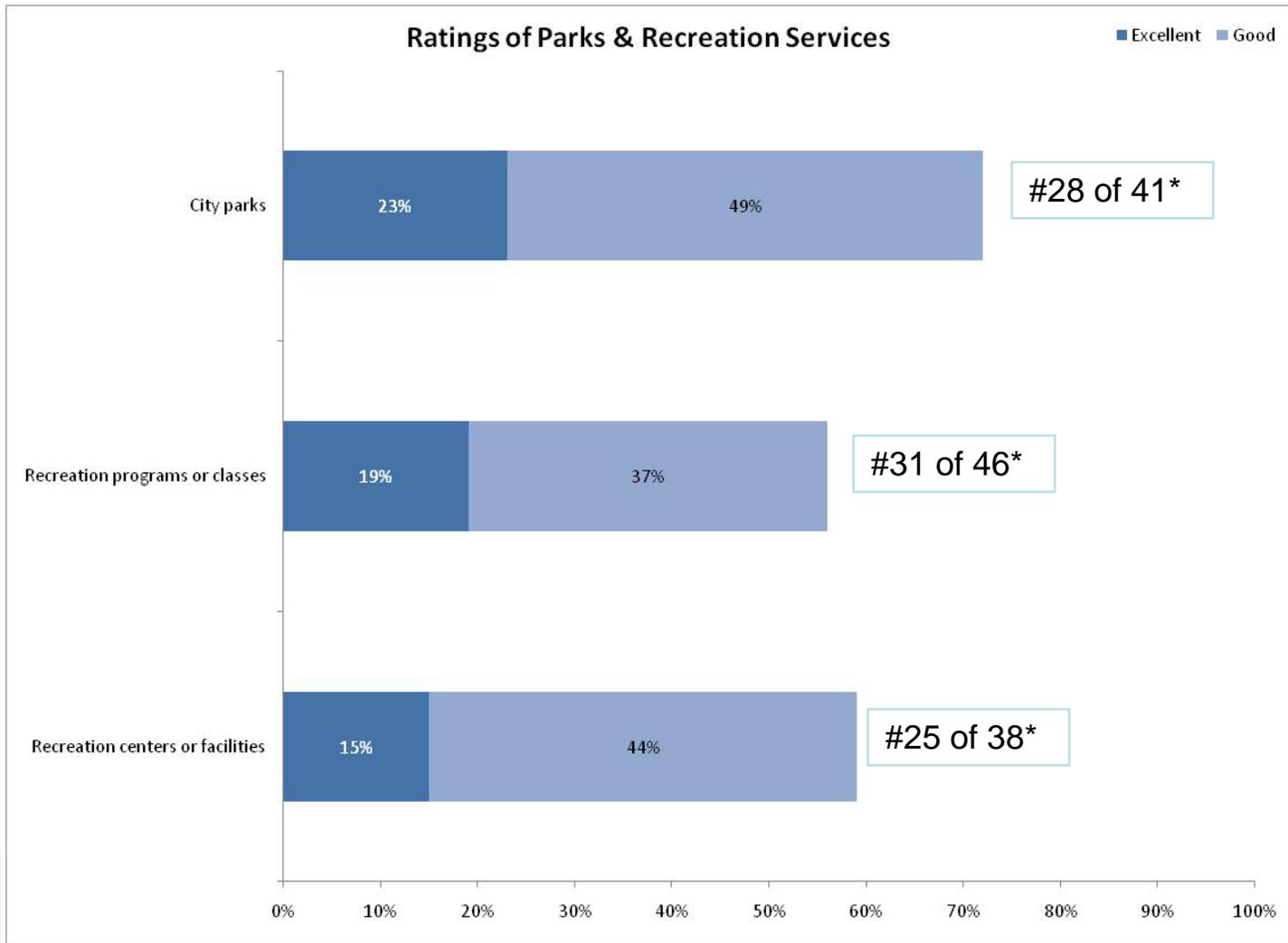
# Transportation



# Transportation (continued)



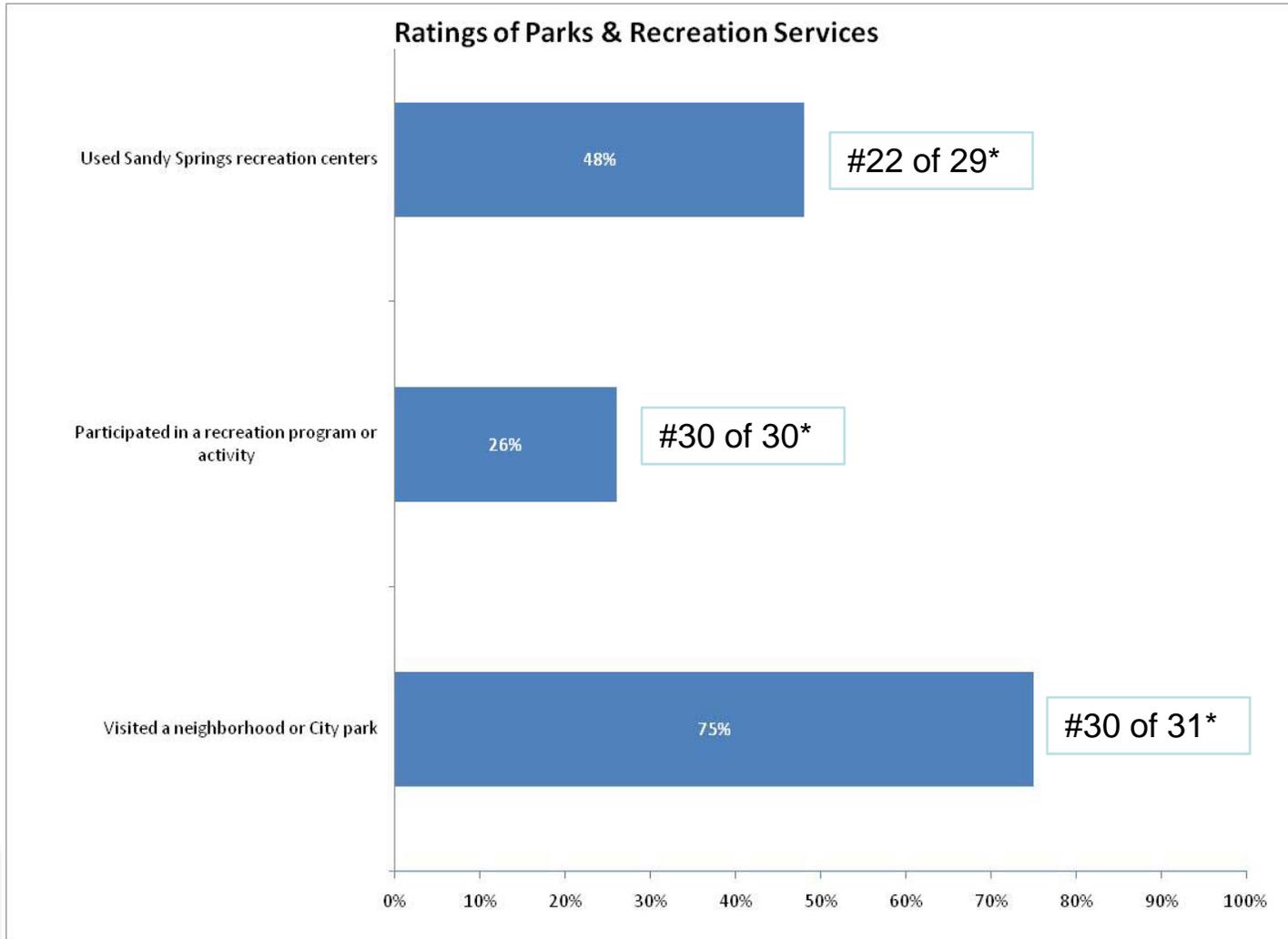
# Recreation



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\* as compared to cities with populations of 70,000 – 150,000 that have participated in the NCS

# Recreation (continued)

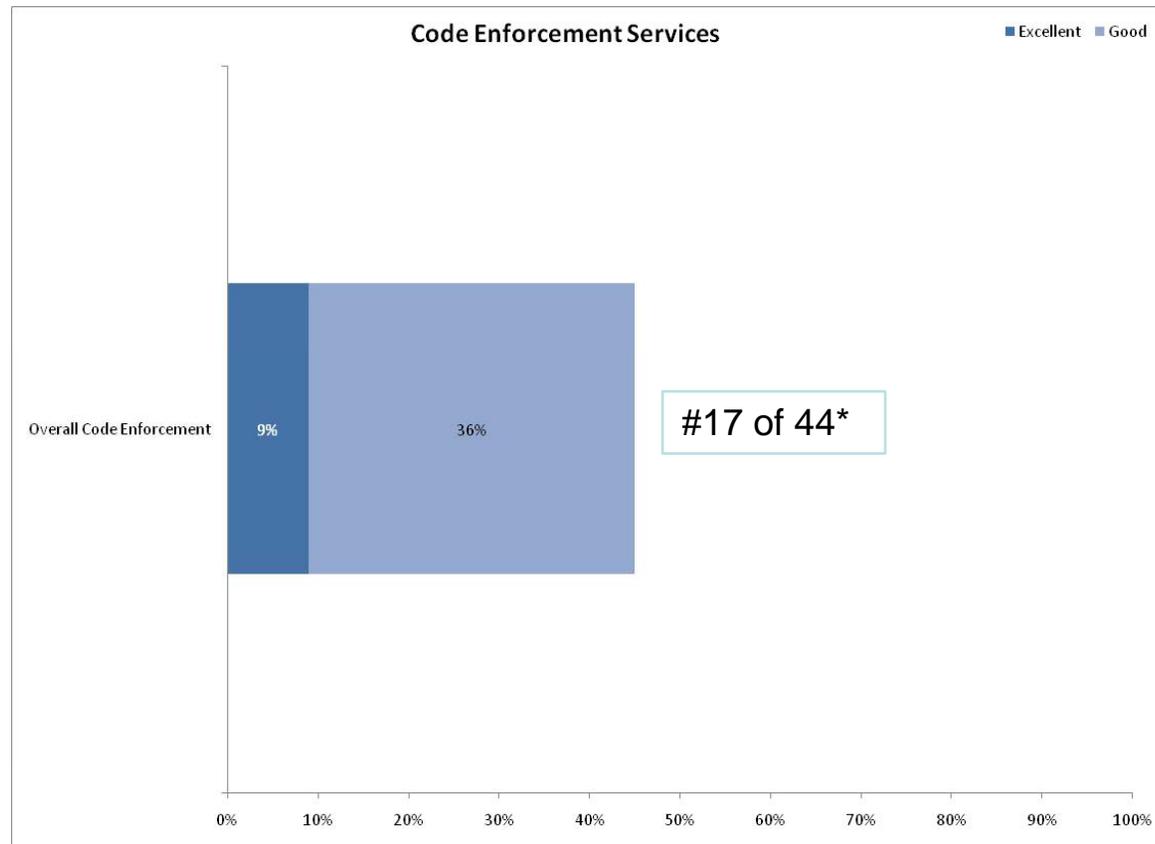


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\* as compared to cities with populations of 70,000 – 150,000 that have participated in the NCS

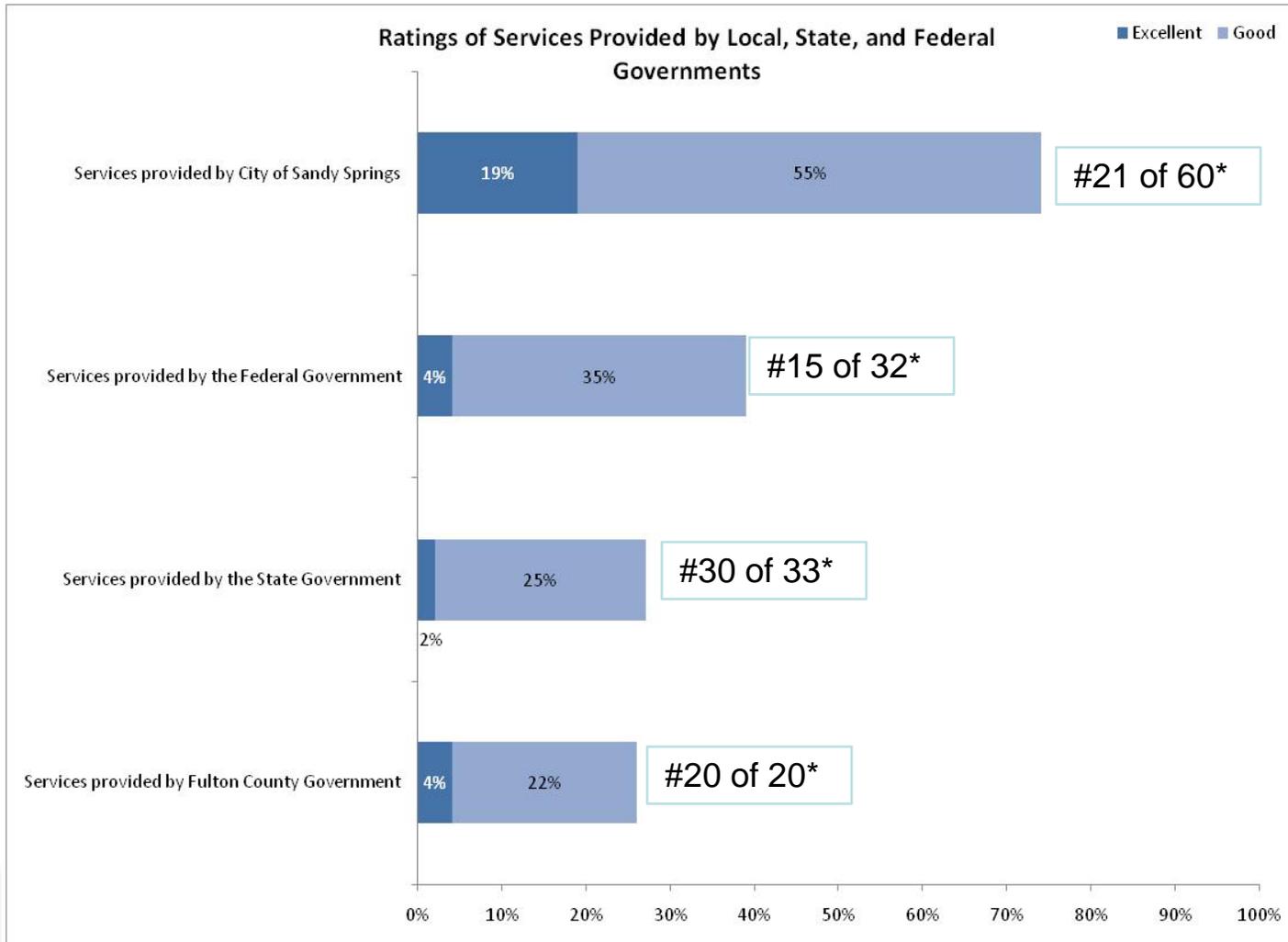
# Code Enforcement



- ➔ Only 5% of respondents see rundown buildings, weed lots and junk vehicles as a "major" problem (3<sup>rd</sup> lowest of comparable cities)



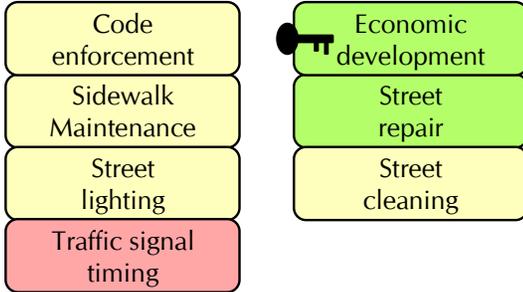
# Other Select Results



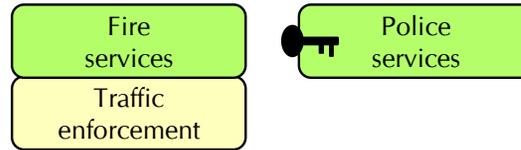
\* as compared to cities with populations of 70,000 – 150,000 that have participated in the NCS

# Overall Quality of City Sandy Springs Services

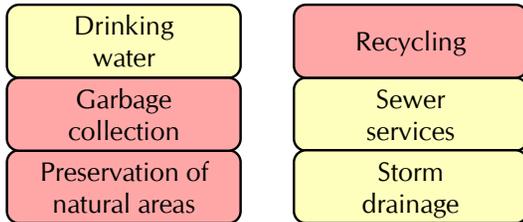
## Community Design



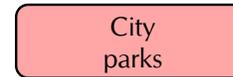
## Public Safety



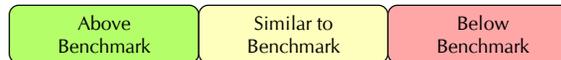
## Environmental Sustainability



## Recreation and Wellness



### Legend



 Key Driver



# Next Steps

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- ➔ **Further Review of Results**
  
- ➔ **Focus groups**
  - Performance Measurement Program
  - Recreation
  
- ➔ **Evaluation of Focus Group Feedback**
  
- ➔ **Recommended Improvements**





# CITY OF SANDY SPRINGS, GA 2010



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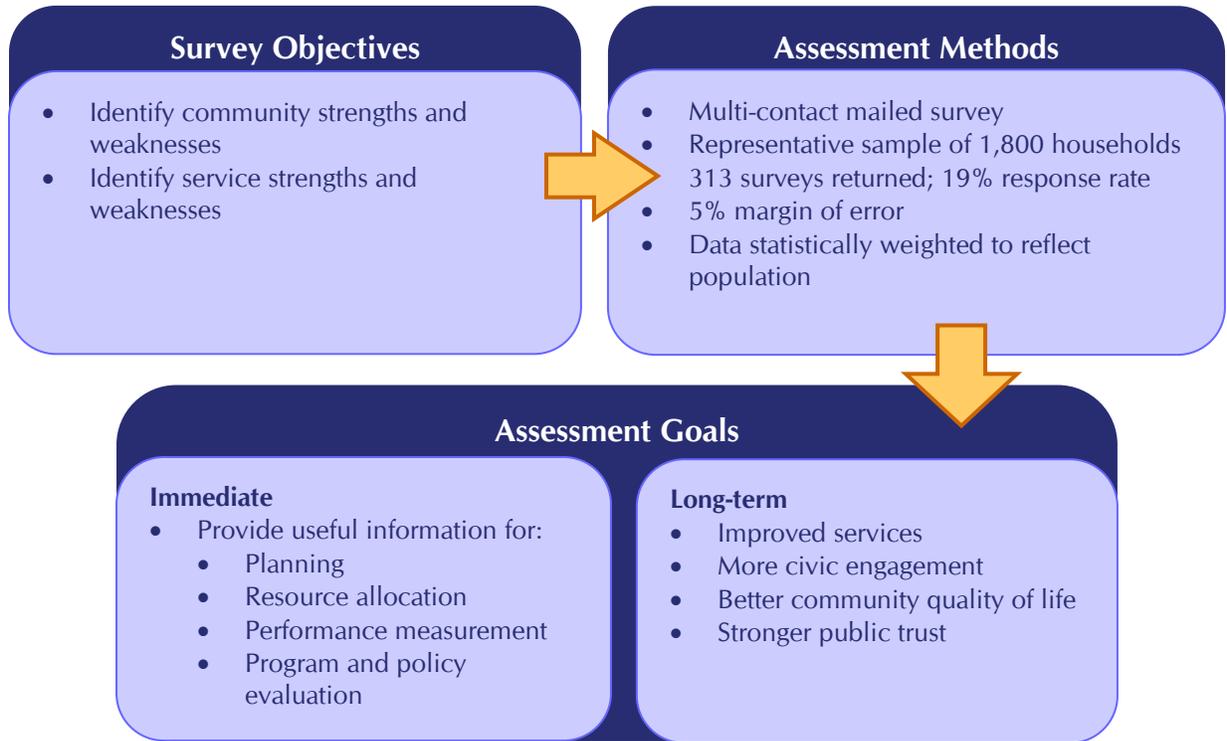
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# SURVEY BACKGROUND

## 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 313 completed surveys were obtained, providing an overall response rate of 19%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for the City of Sandy Springs was developed in close cooperation with local jurisdiction staff. Sandy Springs staff selected items from a menu of questions about services and community issues and provided the appropriate letterhead and signatures for mailings. City of Sandy Springs staff also augmented The National Citizen Survey™ basic service through a variety of options including a custom set of benchmark comparisons, open-ended questions, and extended mailing 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 Sandy Springs Survey (313 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 Sandy Springs, but from City of Sandy Springs services to services like them provided by other jurisdictions.

### Benchmark Comparisons

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

The City of Sandy Springs chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (populations 70,000 to 150,000). A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Sandy Springs 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 Sandy Springs 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 Sandy Springs' 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 Sandy Springs 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 Sandy Springs and believed the City was a good place to live. The overall quality of life in the City of Sandy Springs was rated as “excellent” or “good” by 83% of respondents. About eight in ten reported they plan on staying in the City of Sandy Springs for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. Among the characteristics receiving the most favorable ratings were the overall image or reputation of Sandy Springs, the overall appearance and the cleanliness of Sandy Springs. The two characteristics receiving the least positive ratings were traffic flow on major streets and ease of bicycle travel in Sandy Springs.

Ratings of community characteristics were compared to the benchmark database. Of the 18 characteristics for which comparisons were available, five were above the national benchmark comparison, two were similar to the national benchmark comparison and 11 were below.

Residents in the City of Sandy Springs were minimally civically engaged. About 20% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months. About three in ten had volunteered their time to some group or activity in the City of Sandy Springs, 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 Sandy Springs as “good” or “excellent.” This was much higher than the benchmark. Those residents who had interacted with an employee of the City of Sandy Springs in the previous 12 months gave high marks to those employees. Most rated their overall impression of employees as “excellent” or “good.”

On average, residents gave somewhat favorable ratings to some local government services. City services rated were able to be compared to the benchmark database. Of the 31 services for which comparisons were available, nine were above the benchmark comparison, 13 were similar to the benchmark comparison and nine were below.

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

- Economic development
- Police services

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

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

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY

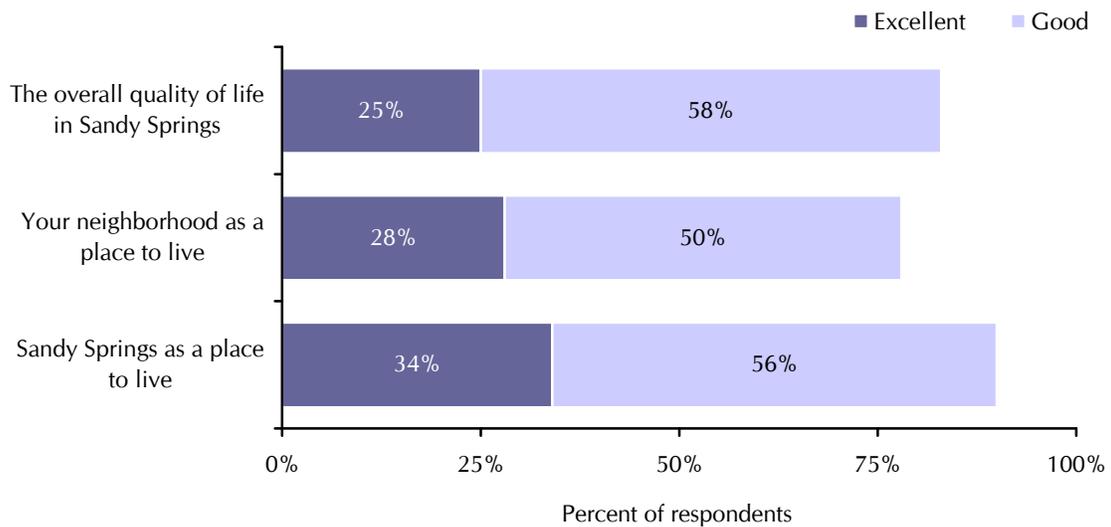


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY

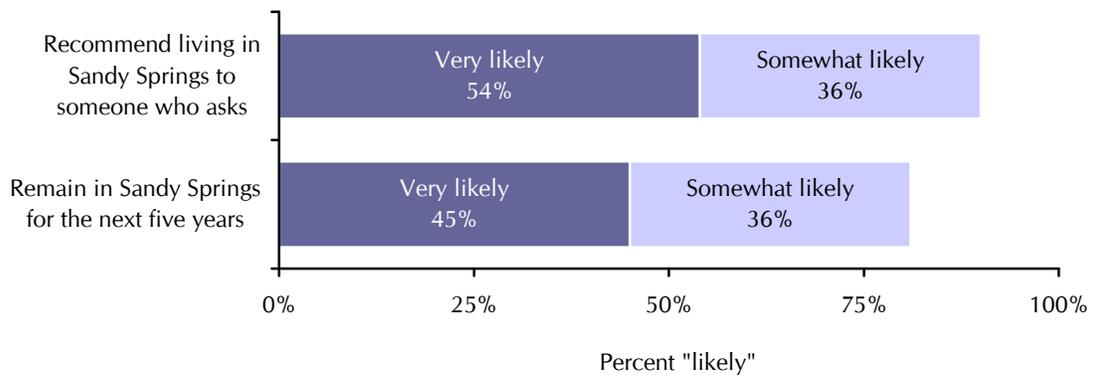


FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Overall quality of life in Sandy Springs	Similar	Above
Your neighborhood as place to live	Similar	Similar
Sandy Springs as a place to live	Above	Above
Recommend living in Sandy Springs to someone who asks	Above	Much above
Remain in Sandy Springs for the next five years	Below	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 walking in Sandy Springs was given the most positive rating, followed by the availability of paths and walking trails and ease of walking in Sandy Springs.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY

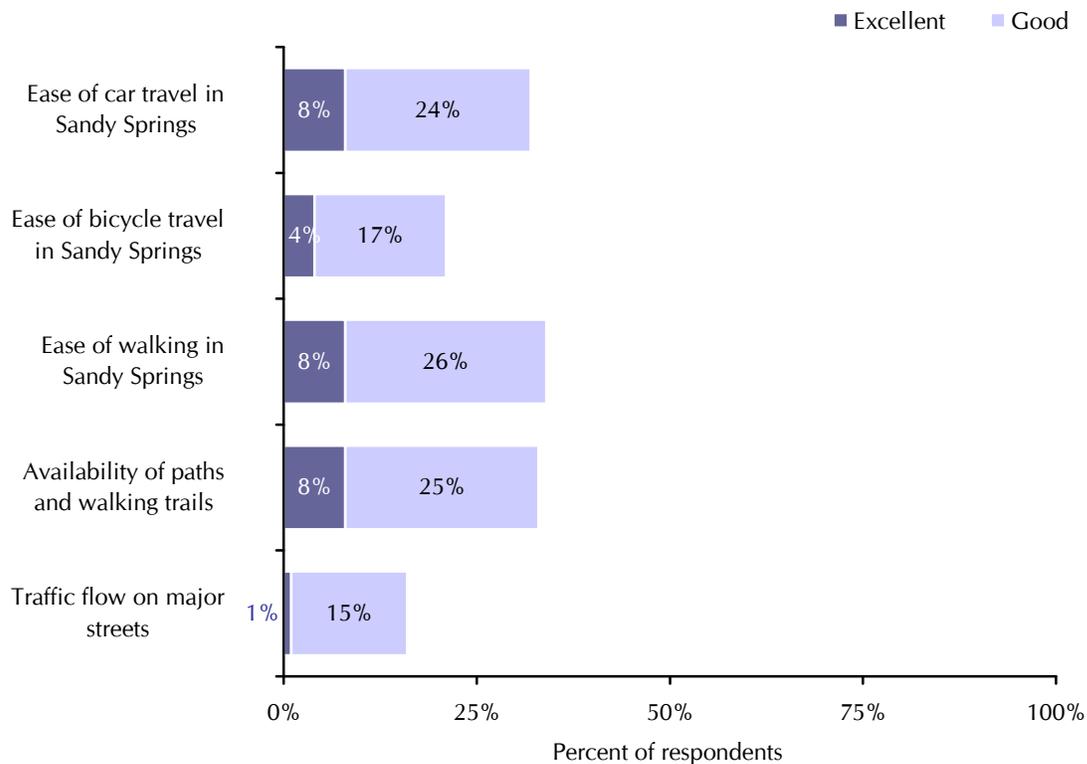


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Ease of car travel in Sandy Springs	Much below	Much below
Ease of bicycle travel in Sandy Springs	Much below	Much below
Ease of walking in Sandy Springs	Much below	Much below
Availability of paths and walking trails	Much below	Much below
Traffic flow on major streets	Much below	Much below

Five transportation services were rated in Sandy Springs. As compared to most communities across America and communities of similar population size , ratings tended to be a mix of positive and negative.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES

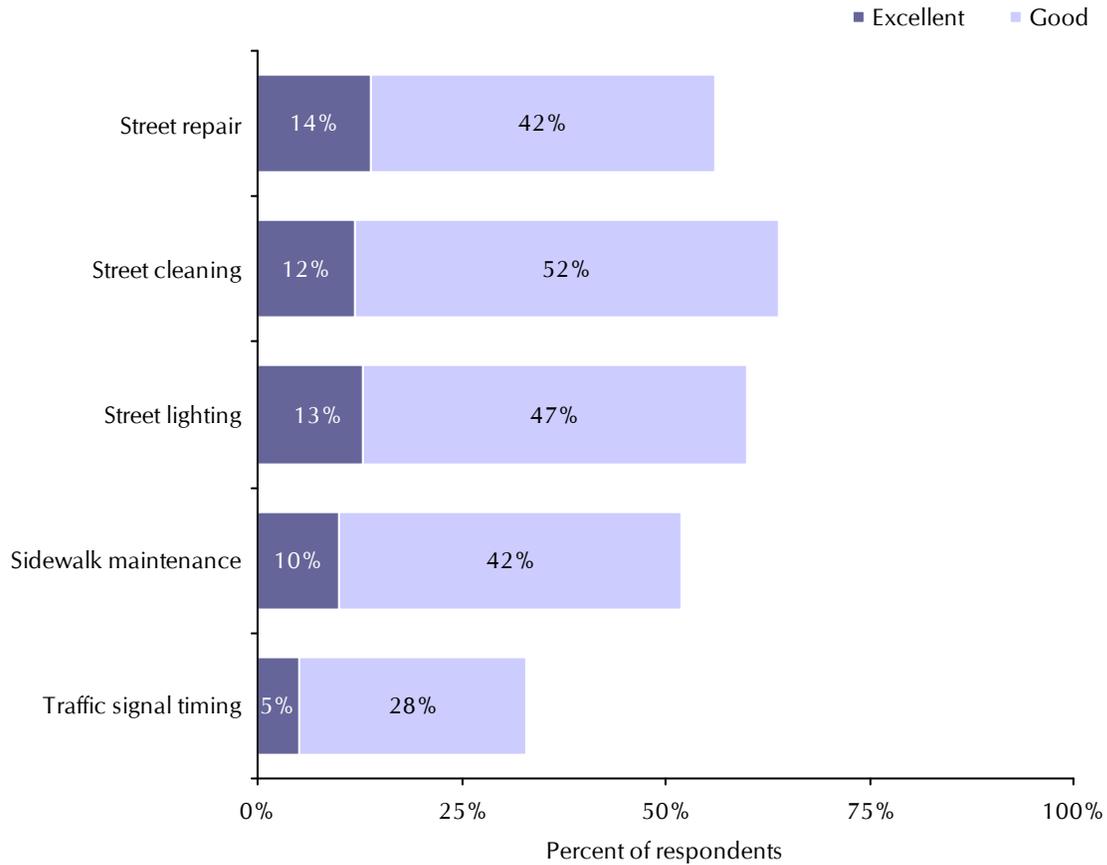


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Street repair	Much above	Much above
Street cleaning	Similar	Above
Street lighting	Similar	Above
Sidewalk maintenance	Similar	Similar
Traffic signal timing	Much below	Below

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 7% of work commute trips were made by transit and 3% by foot.

FIGURE 10: MODE OF TRAVEL USED FOR WORK COMMUTE

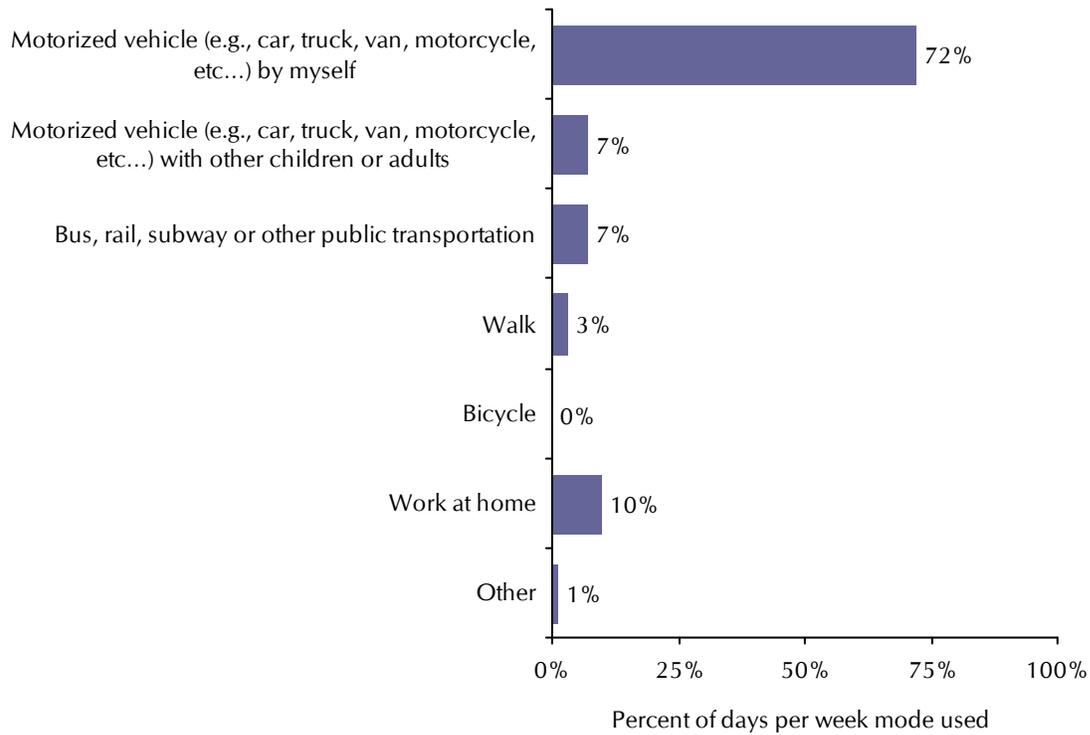


FIGURE 11: DRIVE ALONE BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Average percent of work commute trips made by driving alone	Similar	Similar

## 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.

To augment the perceptions of affordable housing in Sandy Springs, 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 Sandy Springs experiencing housing cost stress. About 30% of survey participants were found to pay housing costs of more than 30% of their monthly household income, a proportion much lower than the benchmark comparisons.

FIGURE 12: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE"

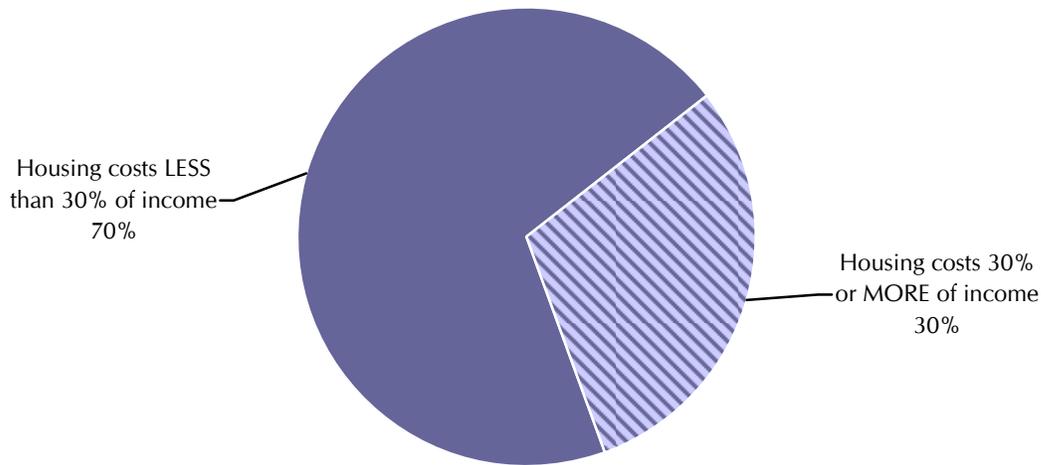


FIGURE 13: HOUSING COSTS BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Experiencing housing costs stress (housing costs 30% or MORE of income)	Much less	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 Sandy Springs 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 Sandy Springs was rated as “excellent” by 19% of respondents and as “good” by an additional 46%. The overall appearance of Sandy Springs was rated as “excellent” or “good” by 74% of respondents and was similar to the national benchmark and above the custom benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Sandy Springs, 5% thought they were a “major” problem. The services of animal control and land use, planning and zoning were rated above the benchmarks and code enforcement was rated similar to benchmarks.

FIGURE 14: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT"

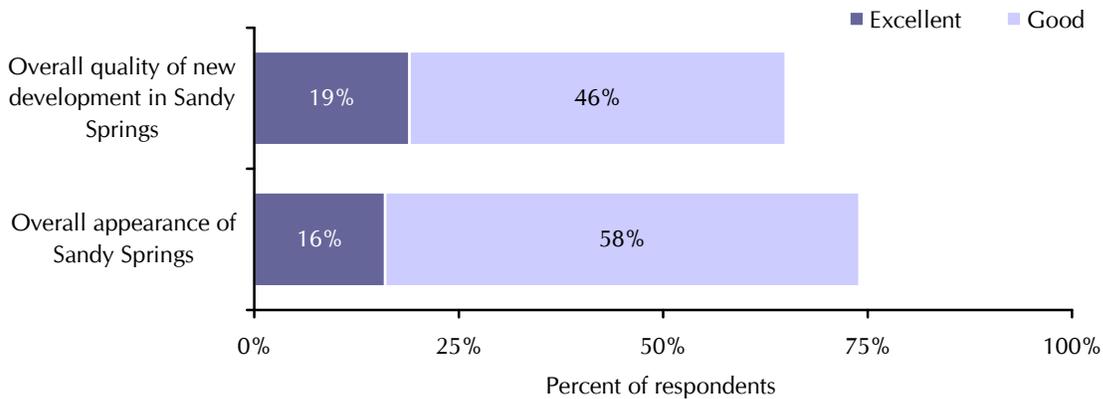


FIGURE 15: BUILT ENVIRONMENT BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Quality of new development in Sandy Springs	Above	Much above
Overall appearance of Sandy Springs	Similar	Above

FIGURE 16: RATINGS OF POPULATION GROWTH

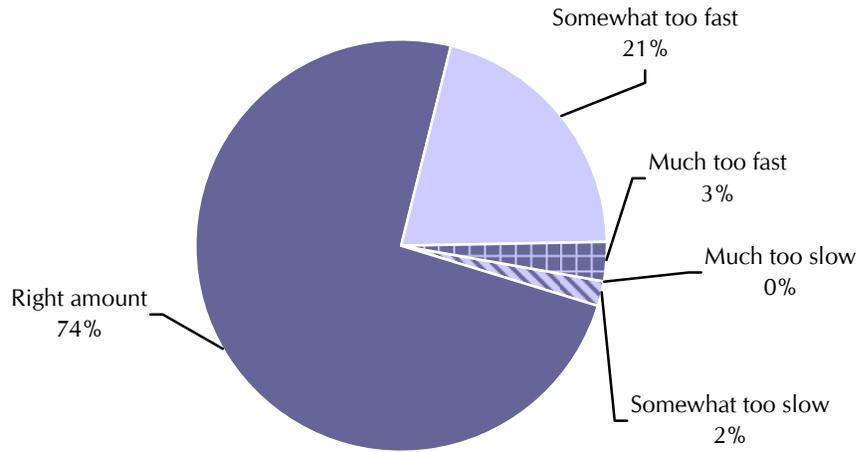


FIGURE 17: POPULATION GROWTH BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Population growth seen as too fast	Much less	Much less

FIGURE 18: RATINGS OF NUISANCE PROBLEMS

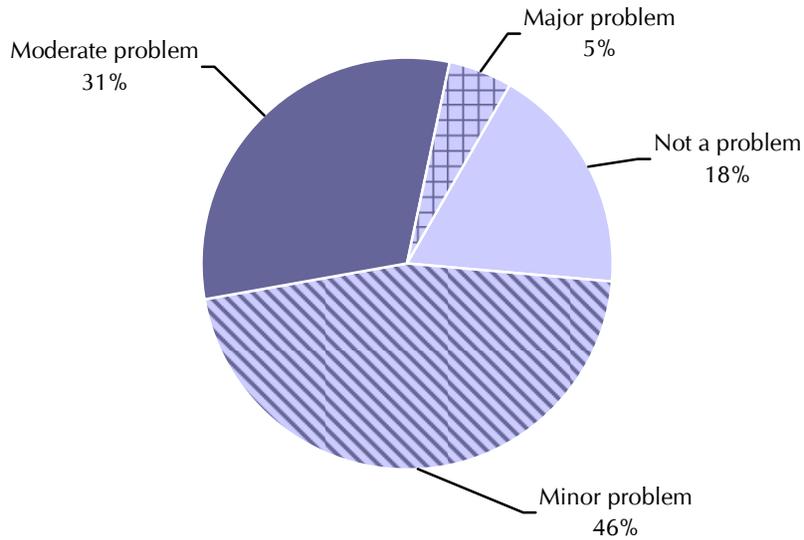


FIGURE 19: NUISANCE PROBLEMS BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Run down buildings, weed lots and junk vehicles seen as a "major" problem	Much less	Much less

FIGURE 20: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES

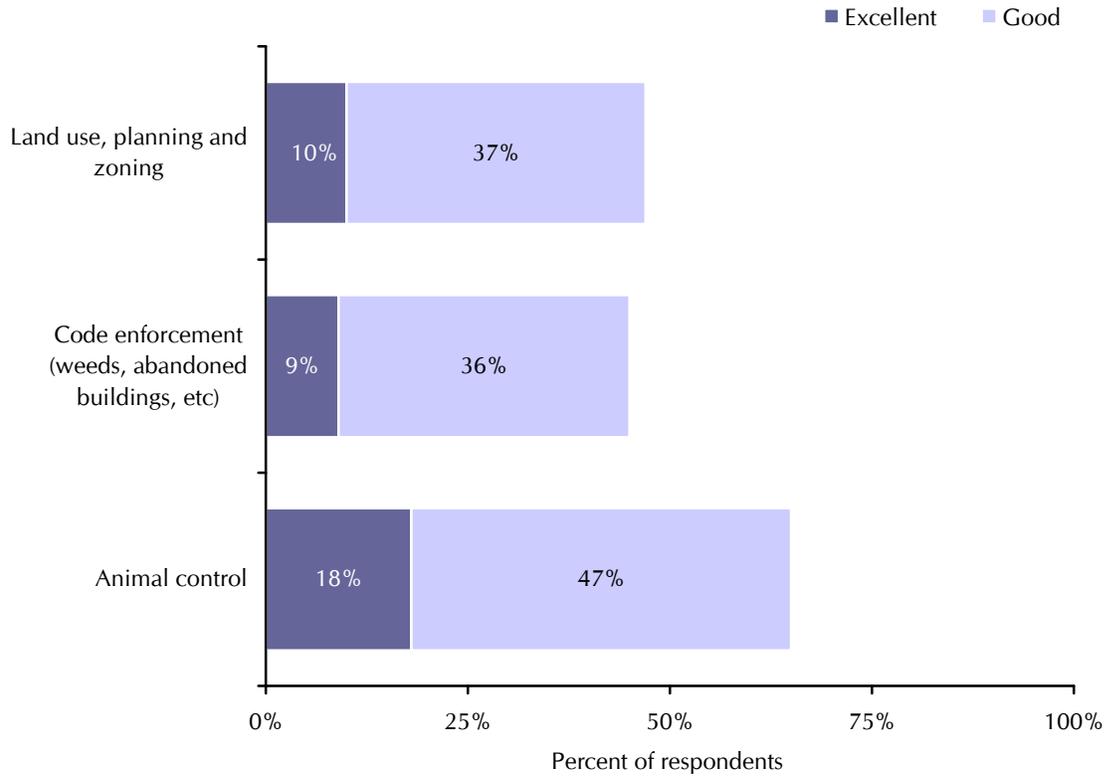


FIGURE 21: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Land use, planning and zoning	Above	Much above
Code enforcement (weeds, abandoned buildings, etc.)	Similar	Similar
Animal control	Above	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 feature was Sandy Springs as a place to work. The ratings of economic sustainability and opportunities were all much above both benchmarks.

FIGURE 22: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES

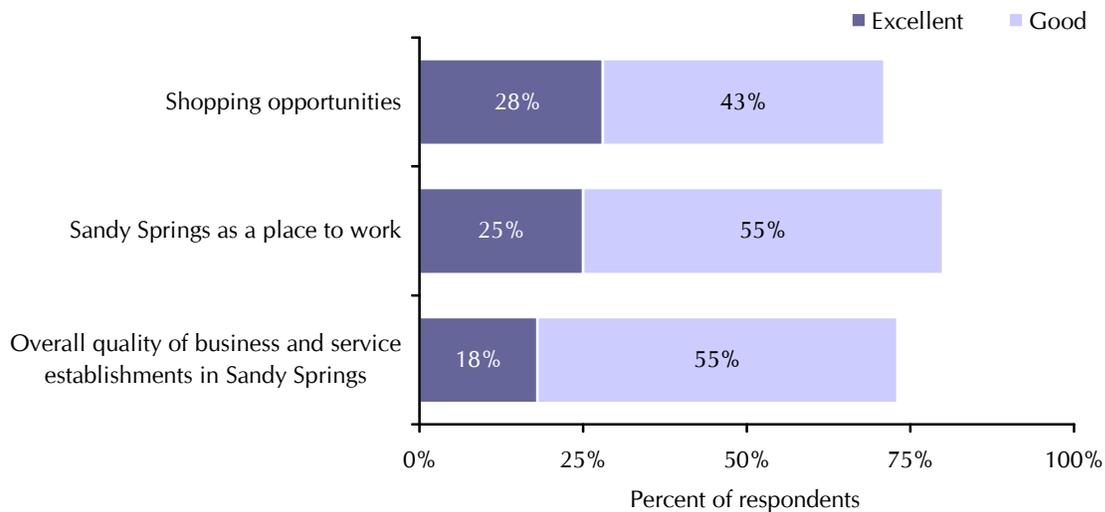


FIGURE 23: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Shopping opportunities	Much above	Much above
Sandy Springs as a place to work	Much above	Much above
Overall quality of business and service establishments in Sandy Springs	Much above	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 jobs growth in Sandy Springs, 80% responded that it was “too slow,” while 33% reported retail growth as “too slow.” About the same number of residents in Sandy Springs compared to other jurisdictions believed that retail growth was too slow and more residents believed that jobs growth was too slow.

FIGURE 24: RATINGS OF RETAIL AND JOBS GROWTH

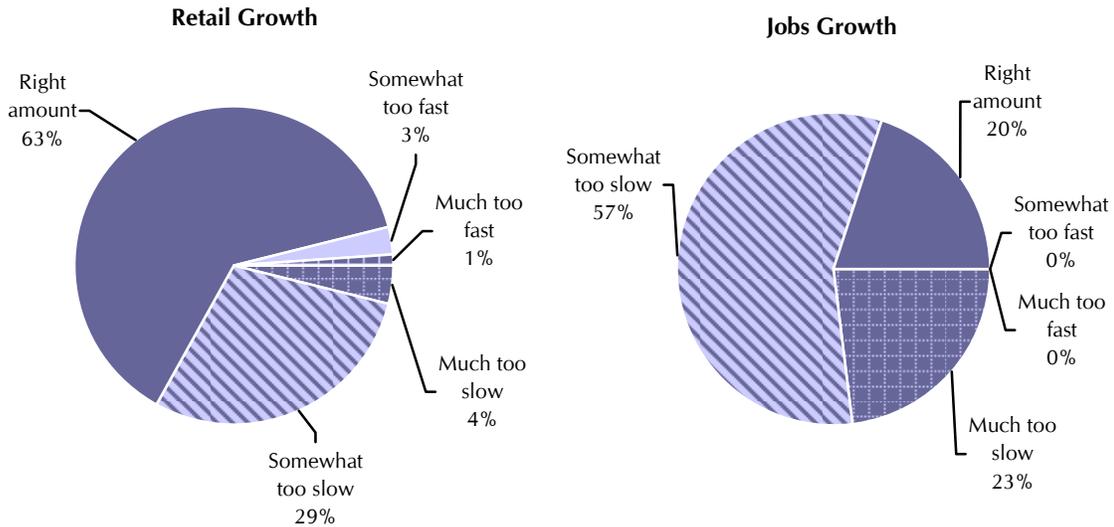


FIGURE 25: RETAIL AND JOBS GROWTH BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Retail growth seen as too slow	Similar	Similar
Jobs growth seen as too slow	More	Much more

FIGURE 26: RATINGS OF ECONOMIC DEVELOPMENT SERVICES

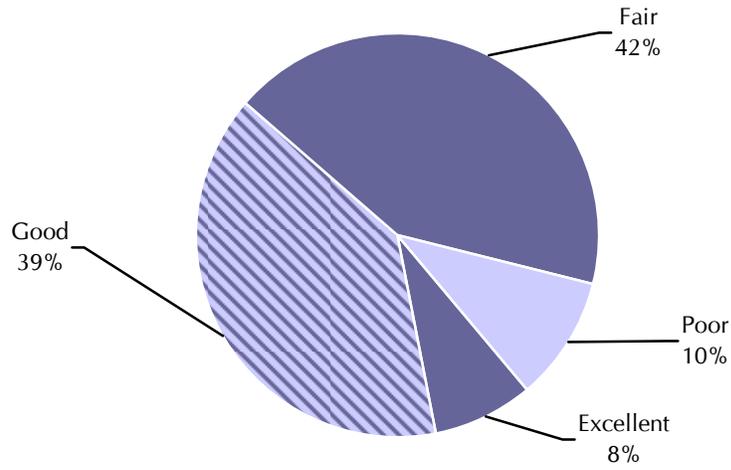


FIGURE 27: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Economic development	Above	Above

Residents were asked to reflect on their economic prospects in the near term. About twenty percent of the City of Sandy Springs residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family, while 36% felt that the economic future would be “somewhat” or “very” negative. The percent of residents with an optimistic outlook on their household income was the same as in comparison jurisdictions.

FIGURE 28: RATINGS OF PERSONAL ECONOMIC FUTURE

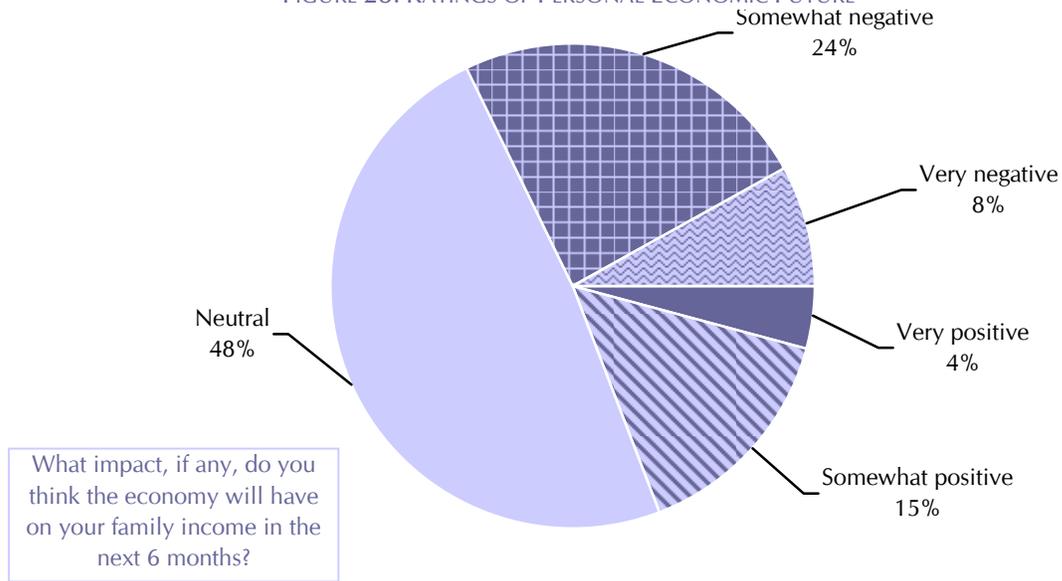


FIGURE 29: PERSONAL ECONOMIC FUTURE BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Positive impact of economy on household income	Similar	Similar

## PUBLIC SAFETY

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

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Most gave positive ratings of safety in the City of Sandy Springs. About 77% percent of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 80% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety.

FIGURE 30: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY

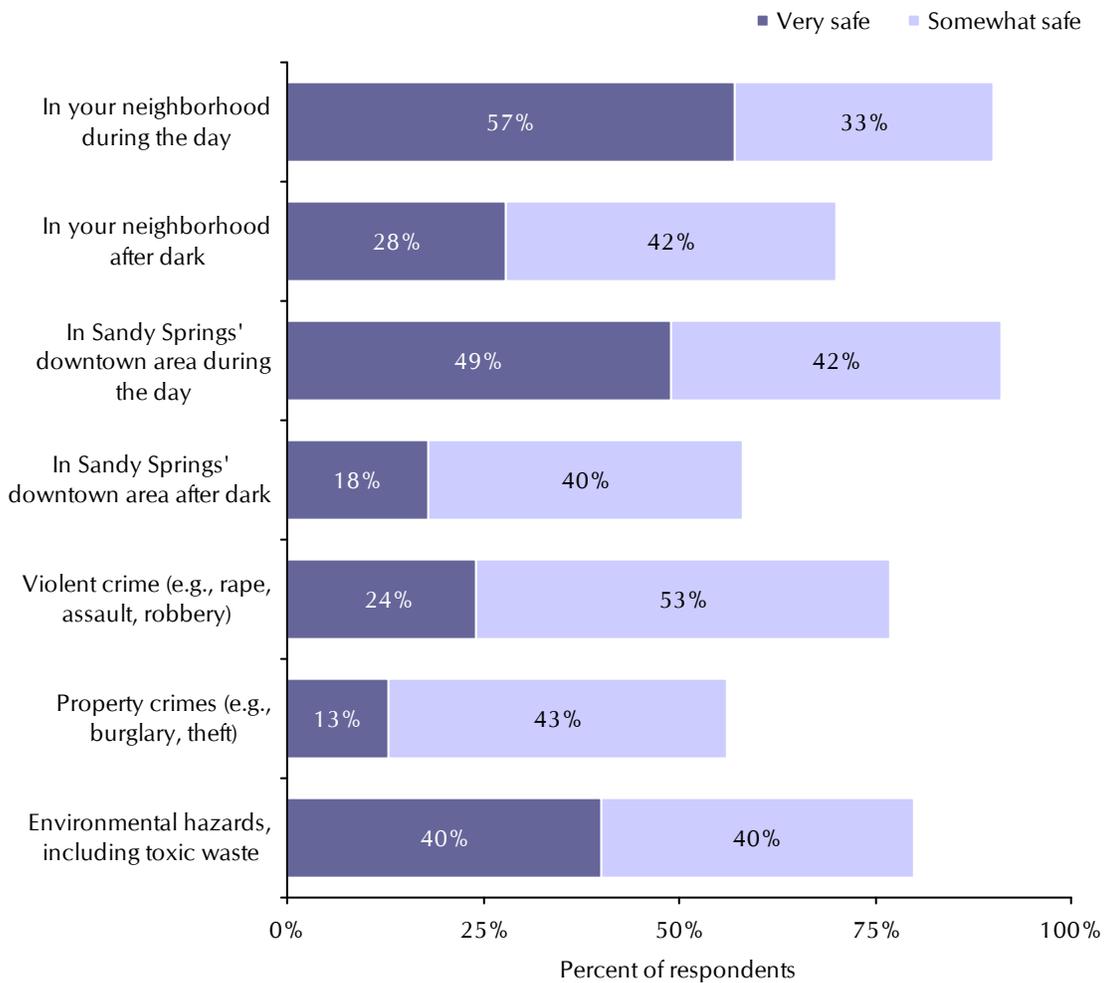


FIGURE 31: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
In your neighborhood during the day	Similar	Similar
In your neighborhood after dark	Similar	Similar
In Sandy Springs' downtown area during the day	Similar	Much above
In Sandy Springs' downtown area after dark	Similar	Much above
Violent crime (e.g., rape, assault, robbery)	Similar	Much above
Property crimes (e.g., burglary, theft)	Similar	Similar
Environmental hazards, including toxic waste	Similar	Much above

As assessed by the survey, 9% 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, 90% had reported it to police. Compared to other jurisdictions fewer Sandy Springs residents had been victims of crime in the 12 months preceding the survey and many more Sandy Springs residents had reported their most recent crime victimization to the police.

FIGURE 32: CRIME VICTIMIZATION AND REPORTING

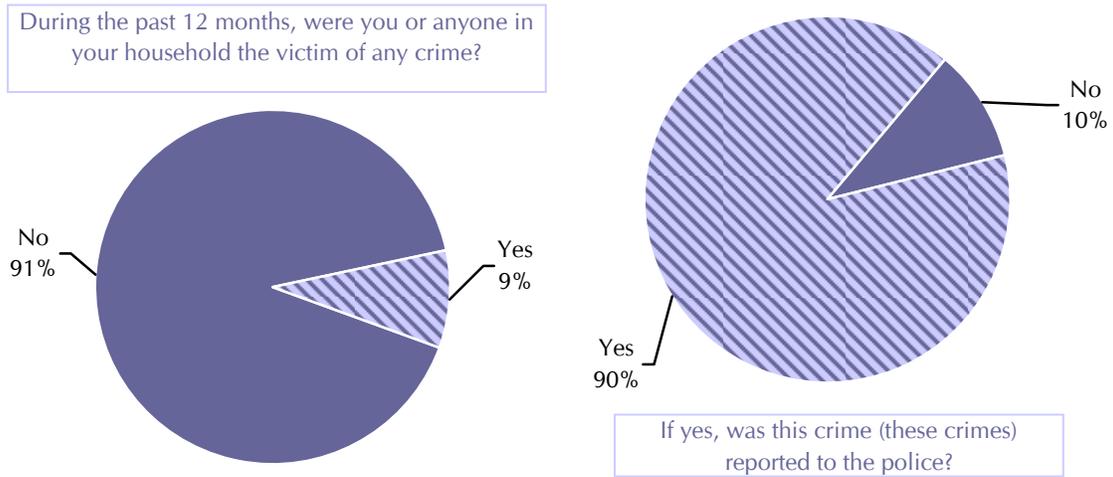


FIGURE 33: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Victim of crime	Less	Much less
Reported crimes	Much more	Much more

Residents rated eight City public safety services; of these, four were rated above the benchmark comparison and three were rated similar to the benchmark comparison. Emergency preparedness was rated below the national benchmark and was similar to the custom comparison. Fire services and ambulance or emergency medical services received the highest ratings, while municipal courts and emergency preparedness received the lowest ratings.

FIGURE 34: RATINGS OF PUBLIC SAFETY SERVICES

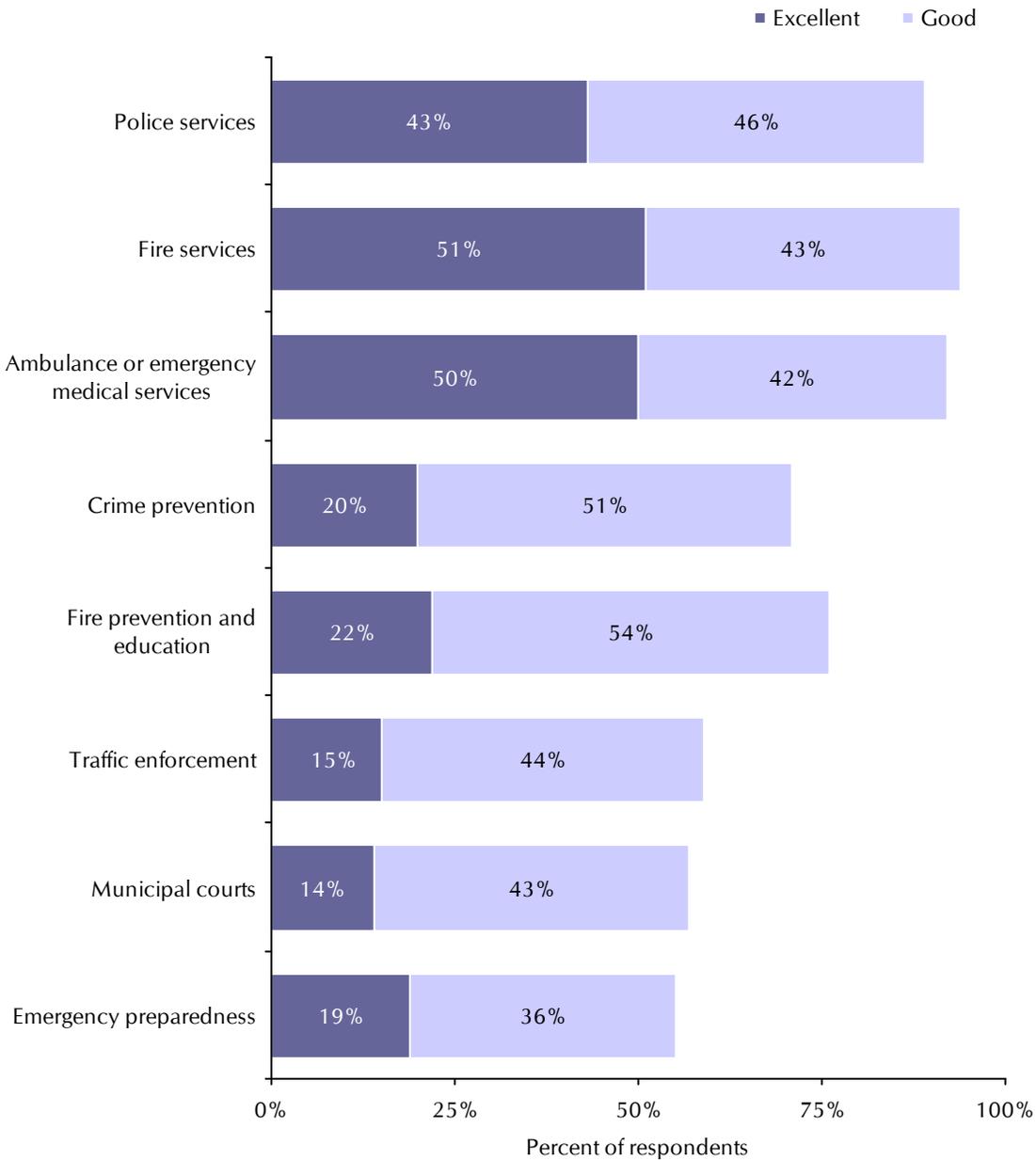


FIGURE 35: PUBLIC SAFETY SERVICES BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Police services	Much above	Much above
Fire services	Above	Much above
Ambulance or emergency medical services	Above	Much above
Crime prevention	Above	Much above
Fire prevention and education	Similar	Similar
Traffic enforcement	Similar	Similar
Courts	Similar	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Below	Similar

FIGURE 36: CONTACT WITH POLICE DEPARTMENT

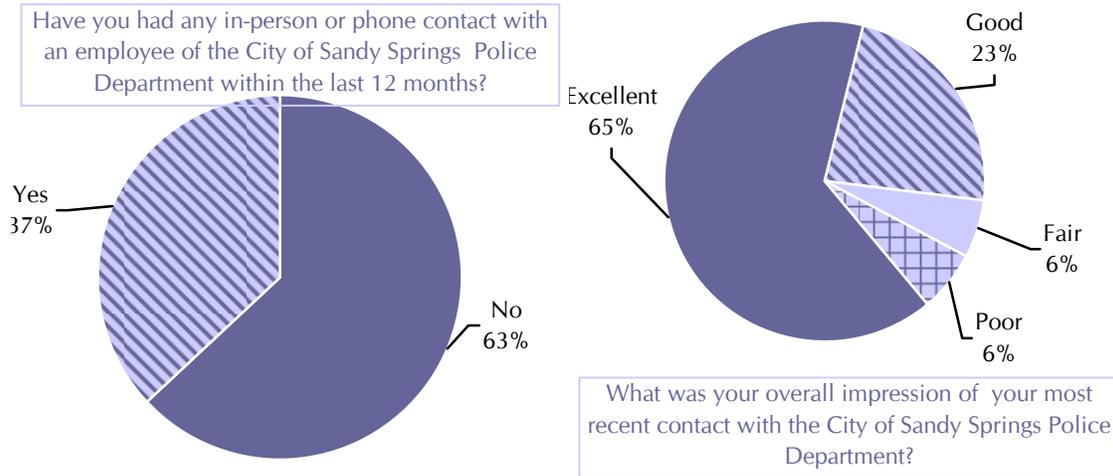


FIGURE 37: CONTACT WITH FIRE DEPARTMENT

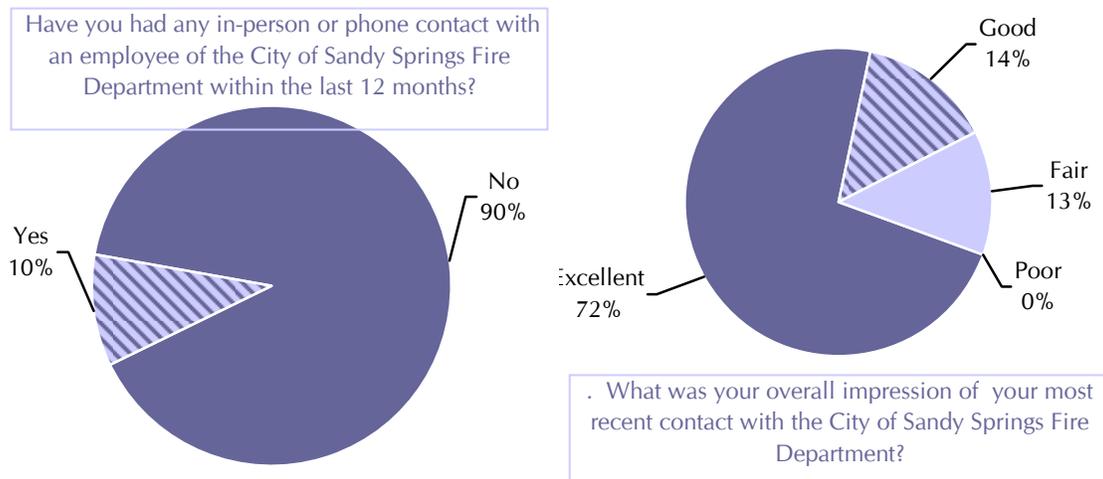


FIGURE 38: CONTACT WITH POLICE AND FIRE DEPARTMENTS BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Had contact with the City of Sandy Springs Police Department	More	Not available
Overall impression of most recent contact with the City of Sandy Springs Police Department	Much above	Not available
Had contact with the City of Sandy Springs Fire Department	Similar	Not available
Overall impression of most recent contact with the City of Sandy Springs Fire Department	Much above	Not available

## ENVIRONMENTAL SUSTAINABILITY

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

Residents of the City of Sandy Springs 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 58% of survey respondents. The cleanliness of Sandy Springs received the highest rating, and it was similar to the national benchmark and much above the custom comparison.

FIGURE 39: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT

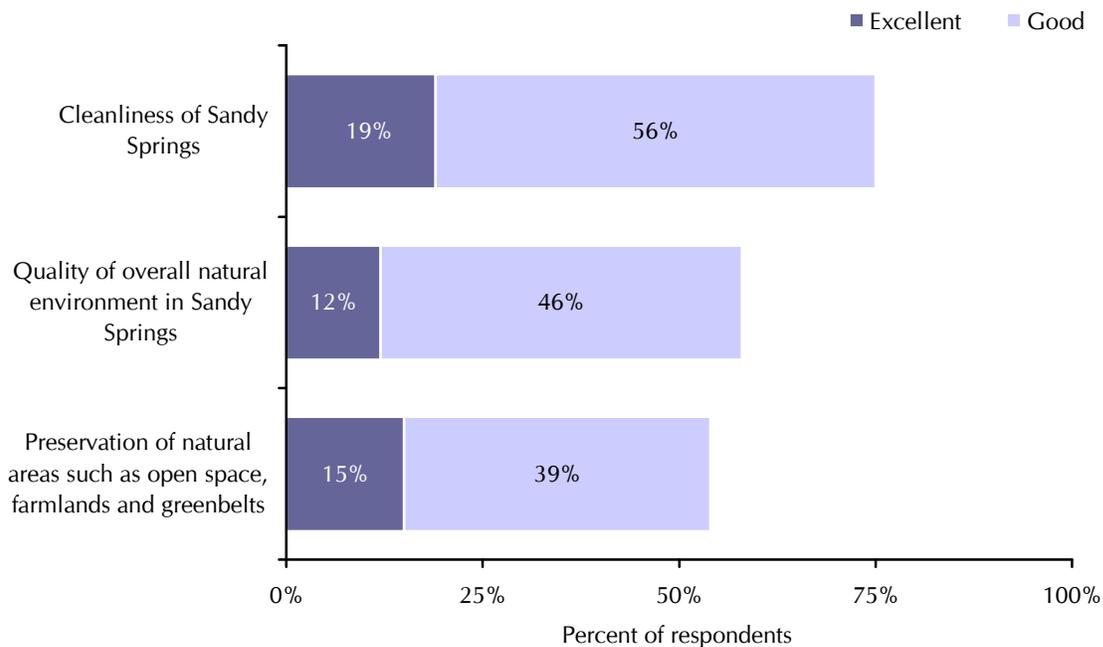


FIGURE 40: COMMUNITY ENVIRONMENT BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Cleanliness of Sandy Springs	Similar	Much above
Quality of overall natural environment in Sandy Springs	Much below	Similar
Preservation of natural areas such as open space, farmlands and greenbelts	Similar	Above

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

FIGURE 41: FREQUENCY OF RECYCLING IN LAST 12 MONTHS

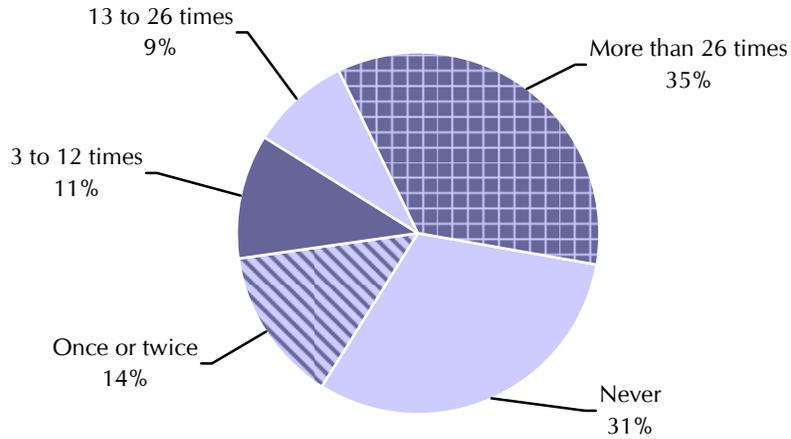


FIGURE 42: FREQUENCY OF RECYCLING BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Recycled used paper, cans or bottles from your home	Much less	Much less

Of the six utility services rated by those completing the questionnaire, three were similar to the benchmark comparison and three were below the benchmark comparison.

FIGURE 43: RATINGS OF UTILITY SERVICES

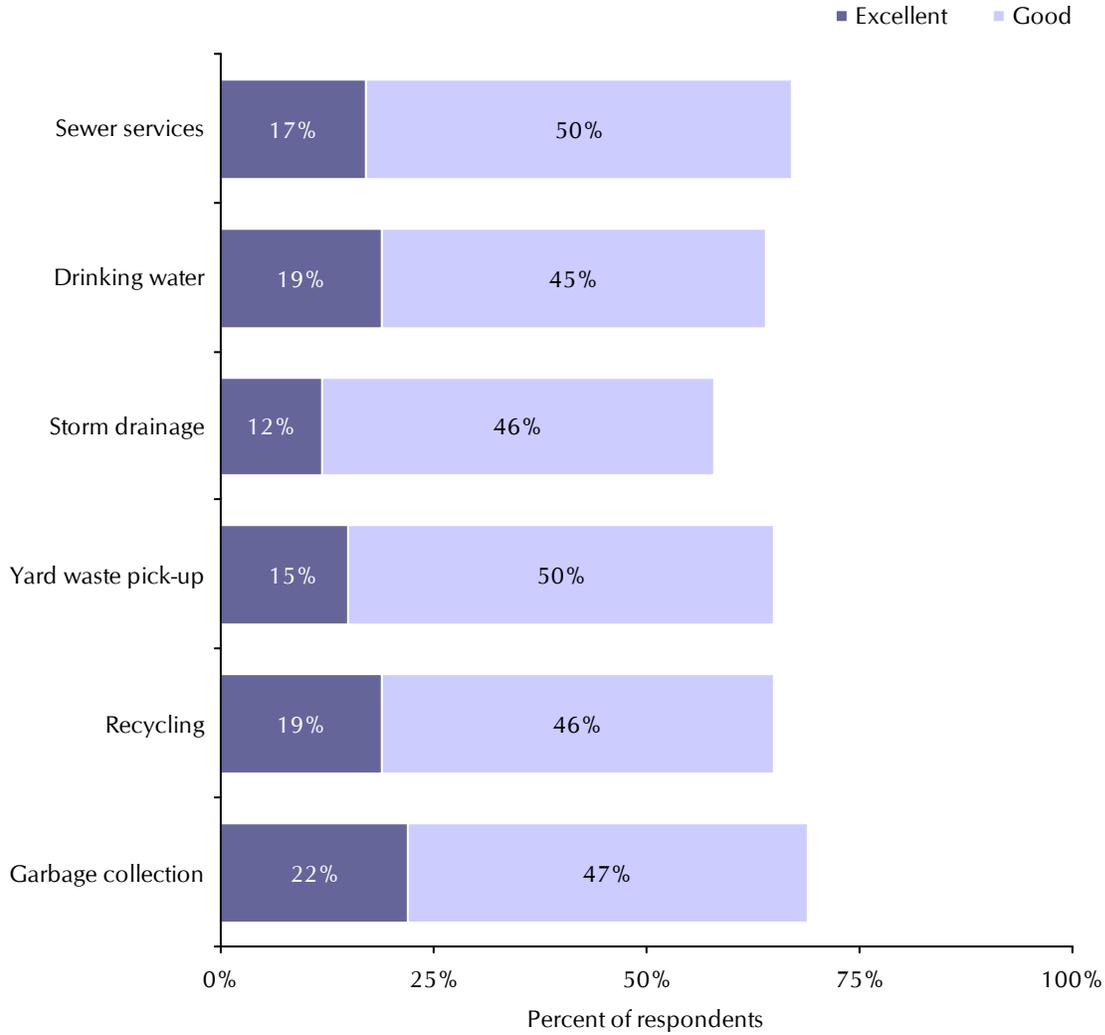


FIGURE 44: UTILITY SERVICES BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Sewer services	Similar	Similar
Drinking water	Similar	Similar
Storm drainage	Similar	Similar
Yard waste pick-up	Much below	Below
Recycling	Much below	Below
Garbage collection	Much below	Much below

## 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 Sandy Springs were rated somewhat unfavorably as were services related to parks and recreation. City parks, recreation programs or classes and recreation centers or facilities were mostly rated lower than comparison communities.

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

FIGURE 45: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES

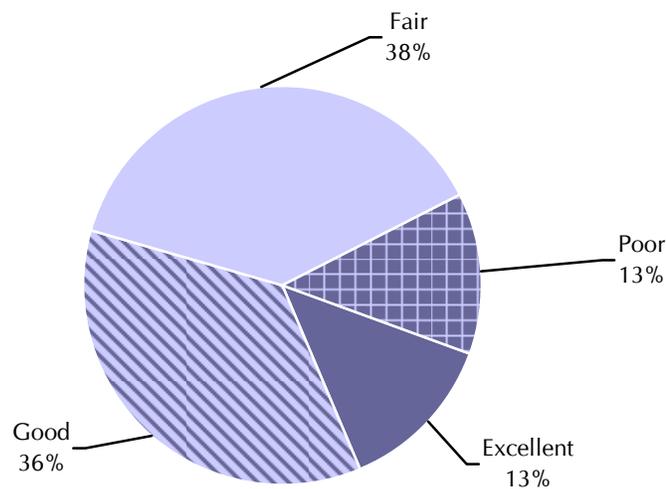


FIGURE 46: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Recreation opportunities	Much below	Below

FIGURE 47: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES

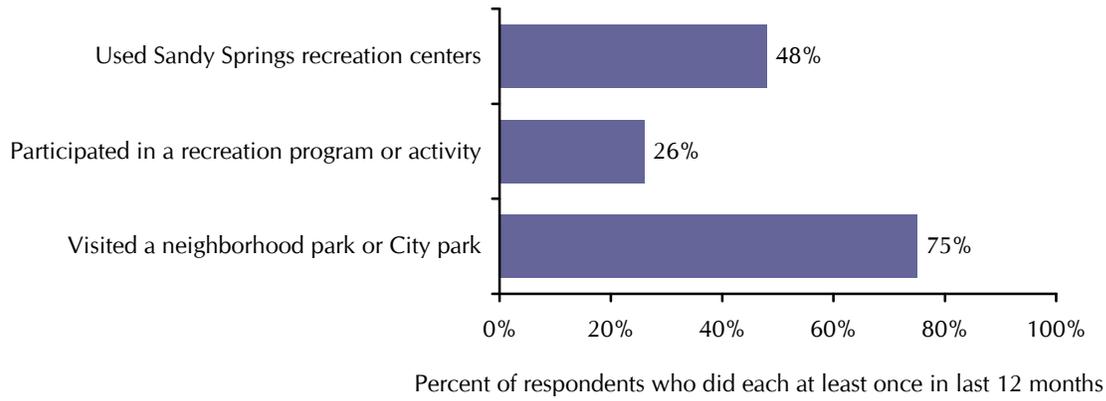


FIGURE 48: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Used Sandy Springs recreation centers	Much less	Less
Participated in a recreation program or activity	Much less	Much less
Visited a neighborhood park or City park	Much less	Much less

FIGURE 49: RATINGS OF PARKS AND RECREATION SERVICES

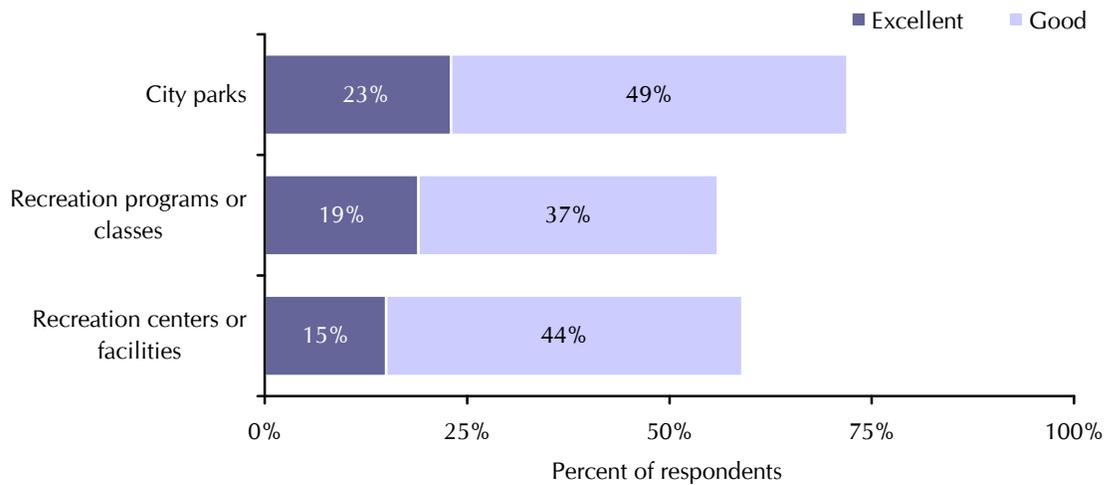


FIGURE 50: PARKS AND RECREATION SERVICES BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
City parks	Below	Similar
Recreation programs or classes	Below	Below
Recreation centers or facilities	Below	Below

## 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 44% of respondents. Cultural activity opportunities were rated below the benchmark comparisons.

FIGURE 51: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES

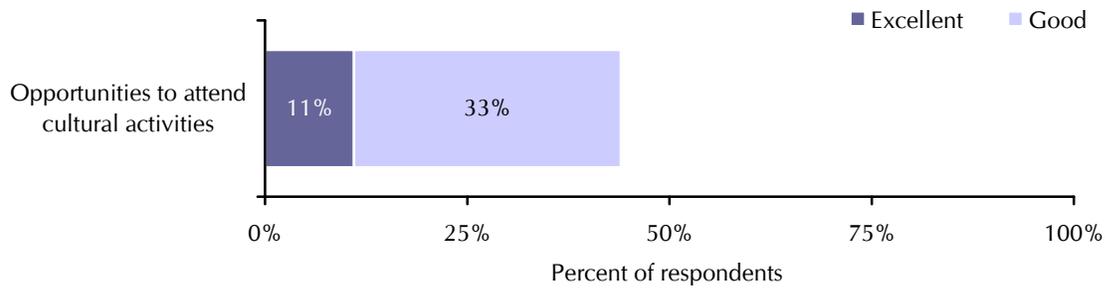


FIGURE 52: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Opportunities to attend cultural activities	Below	Below

FIGURE 53: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES

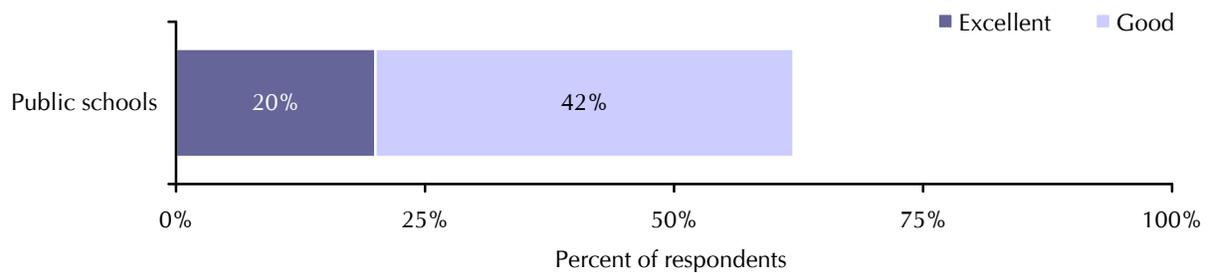


FIGURE 54: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Public schools	Below	Similar

## Community Inclusiveness

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of the City of Sandy Springs 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 and youth. A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many.

About three-quarters of residents rated the City of Sandy Springs as an “excellent” or “good” place to raise kids and a majority rated it as an “excellent” or “good” place to retire. Most residents felt that the local sense of community was “excellent” or “good.” Even more survey respondents felt the City of Sandy Springs was open and accepting towards people of diverse backgrounds. Comparisons of community quality and inclusiveness varied when compared to other communities.

FIGURE 55: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS

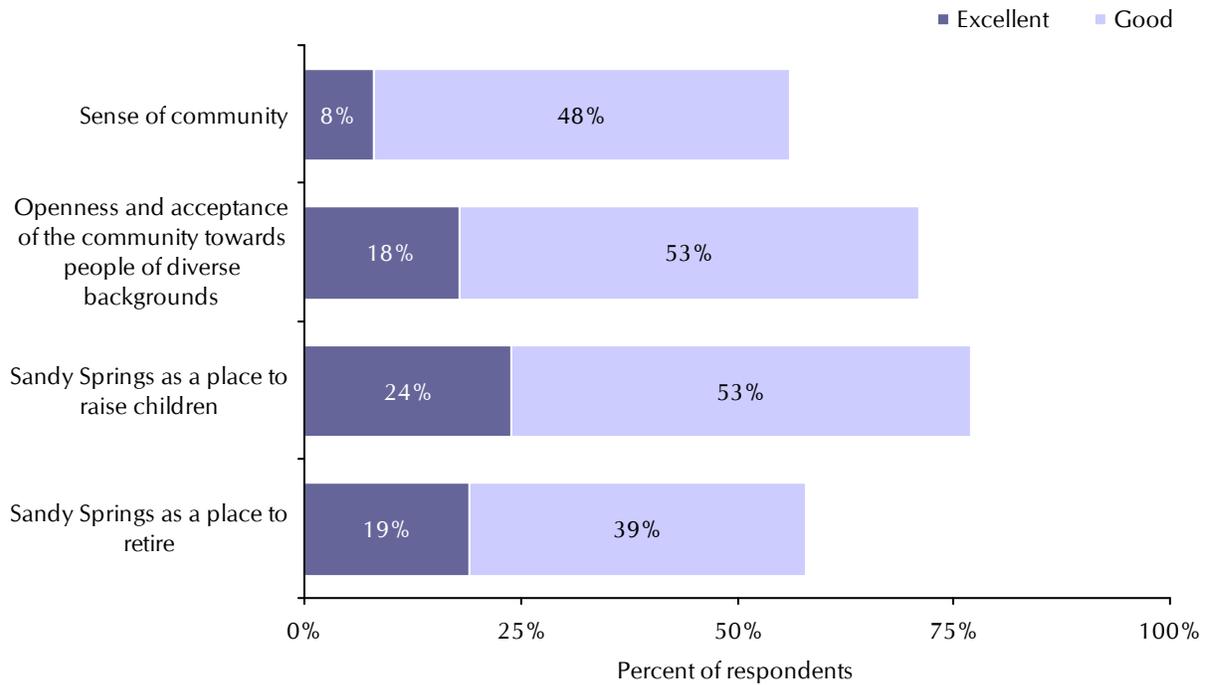


FIGURE 56: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Sense of community	Below	Similar
Openness and acceptance of the community toward people of diverse backgrounds	Above	Much above
Sandy Springs as a place to raise kids	Similar	Similar
Sandy Springs as a place to retire	Similar	Similar

Services to more vulnerable populations (e.g., seniors or youth) ranged from 56% to 64% with ratings of “excellent” or “good.” Services to seniors were much above the benchmarks while services to youth were similar to the national and above the custom benchmark.

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

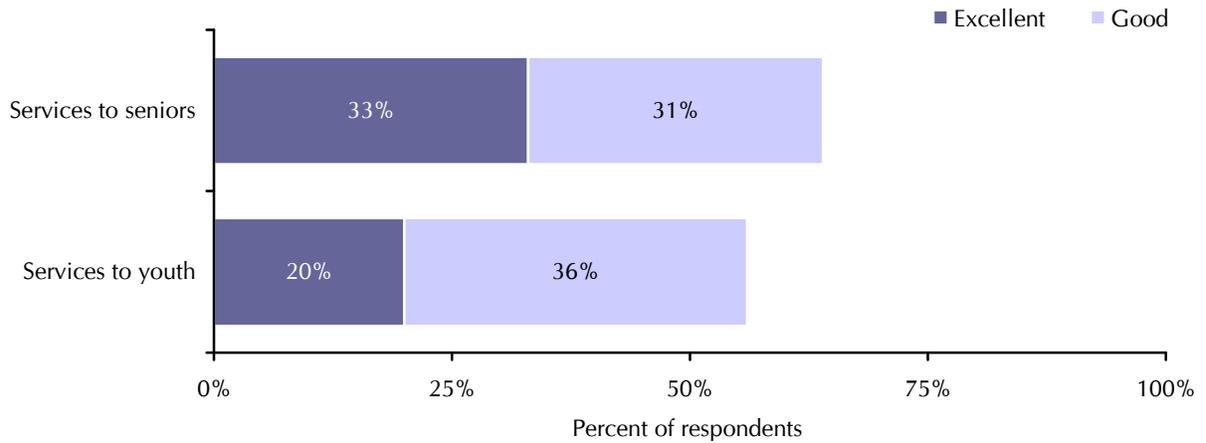


FIGURE 58: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Services to seniors	Much above	Much above
Services to youth	Similar	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 Sandy Springs. Survey participants rated the volunteer opportunities in the City of Sandy Springs moderately. Opportunities to attend or participate in community matters were rated less favorably.

FIGURE 59: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES

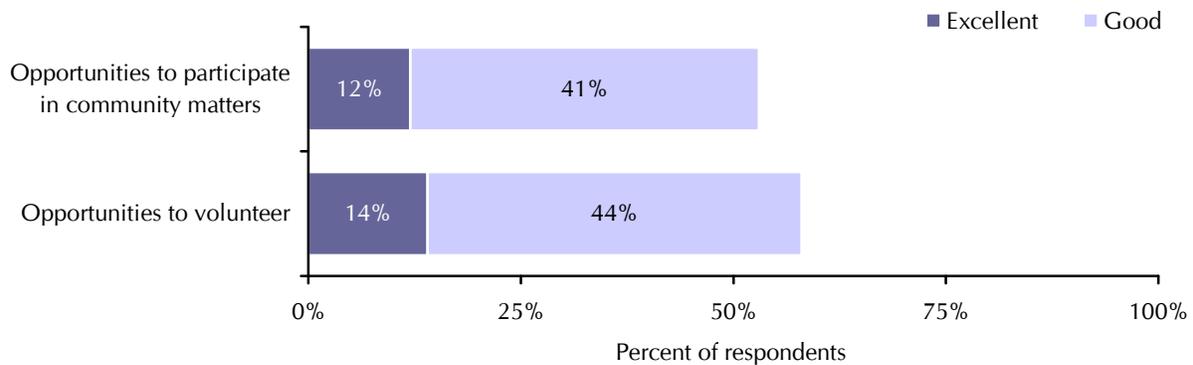


FIGURE 60: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Opportunities to participate in community matters	Below	Similar
Opportunities to volunteer	Much below	Much below

Most of the participants in this survey had not attended a public meeting or volunteered in the 12 months prior to the survey. This rate of participation was lower than the rates in other jurisdictions.

FIGURE 61: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES

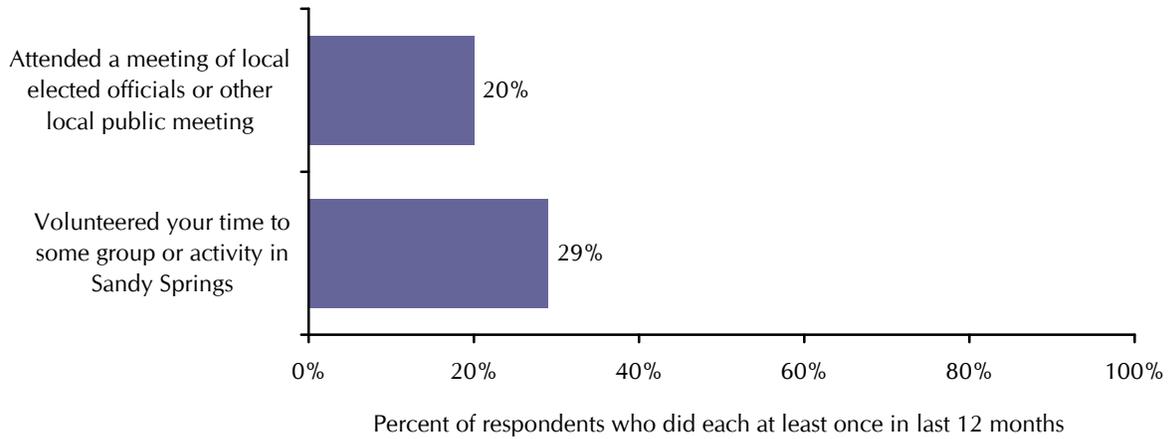


FIGURE 62: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Attended a meeting of local elected officials or other local public meeting	Much less	Less
Volunteered your time to some group or activity in Sandy Springs	Much less	Much less

City of Sandy Springs residents showed the largest amount of civic engagement in the area of electoral participation. Seventy percent reported they were registered to vote and 71% indicated they had voted in the last general election. This rate of self-reported voting was lower than comparison communities.

FIGURE 63: REPORTED VOTING BEHAVIOR

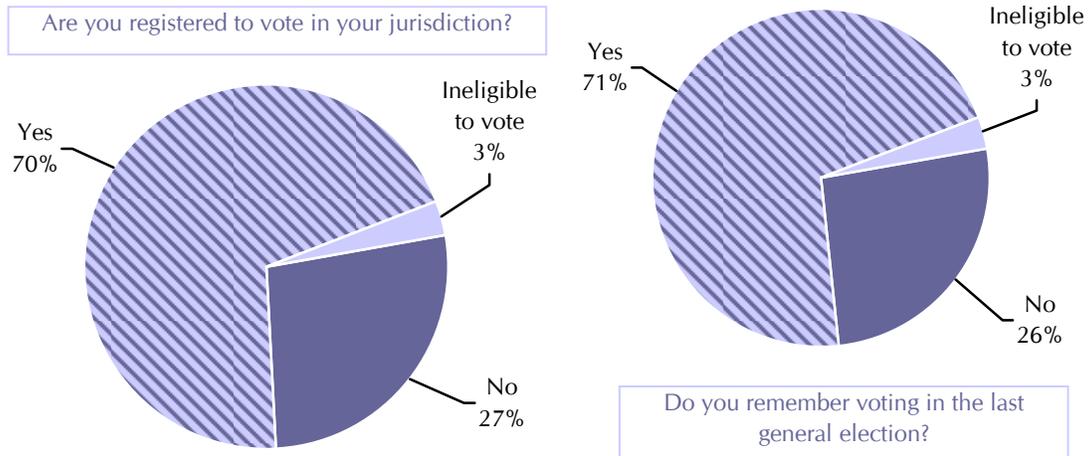


FIGURE 64: VOTING BEHAVIOR BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Registered to vote	Much less	Much less
Voted in last general election	Less	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 Sandy Springs Web site in the previous 12 months, 48% reported they had done so at least once. Public information services were rated similarly compared to benchmark data.

FIGURE 65: USE OF INFORMATION SOURCES

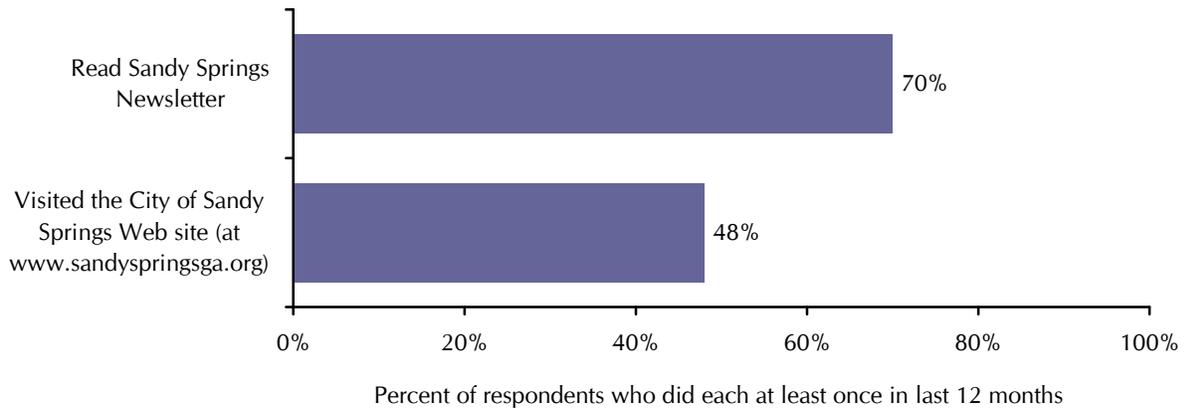


FIGURE 66: USE OF INFORMATION SOURCES BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Read Sandy Springs Newsletter	Much less	Less
Visited the City of Sandy Springs Web site	Much less	Much less

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

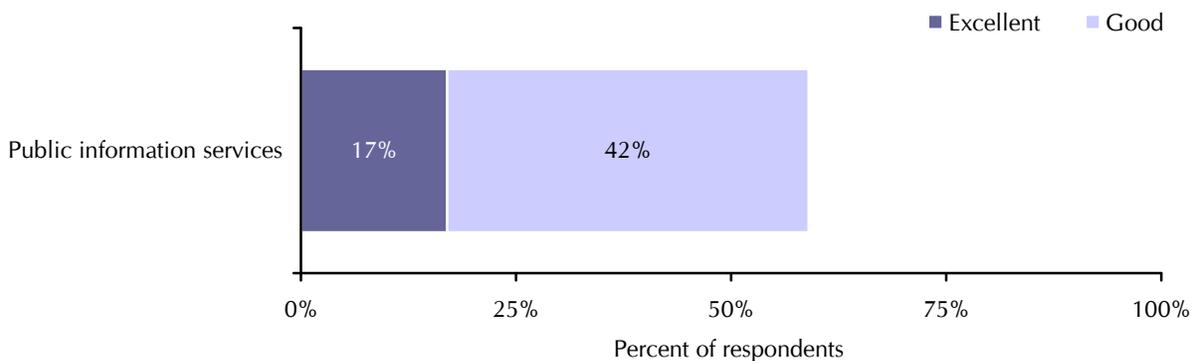


FIGURE 68: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Public information services	Similar	Similar

## Social Engagement

Residents in Sandy Springs reported a fair amount of neighborliness. About 46% indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was about the same as the amount of contact reported in other communities.

FIGURE 69: CONTACT WITH IMMEDIATE NEIGHBORS

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

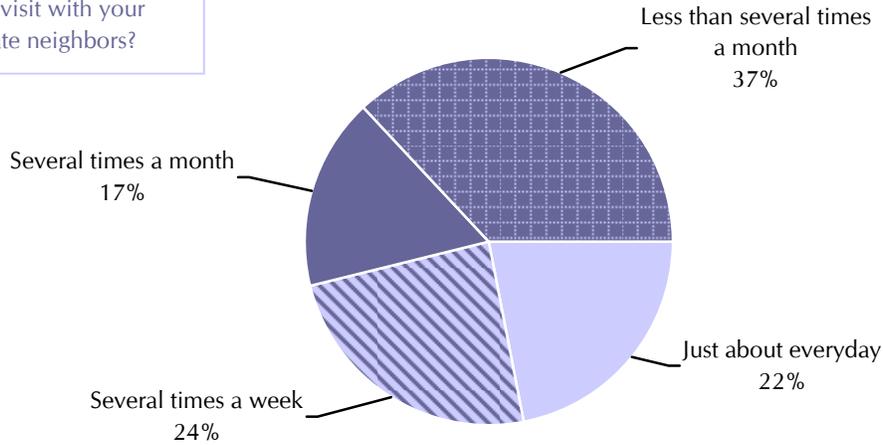


FIGURE 70: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Has contact with neighbors at least several times per week	Similar	Similar

## 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 Sandy Springs 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 Sandy Springs 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 Sandy Springs 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 Sandy Springs does at welcoming citizen involvement, 57% rated it as “excellent” or “good.” Of these four ratings, all were above the benchmarks.

FIGURE 71: PUBLIC TRUST RATINGS

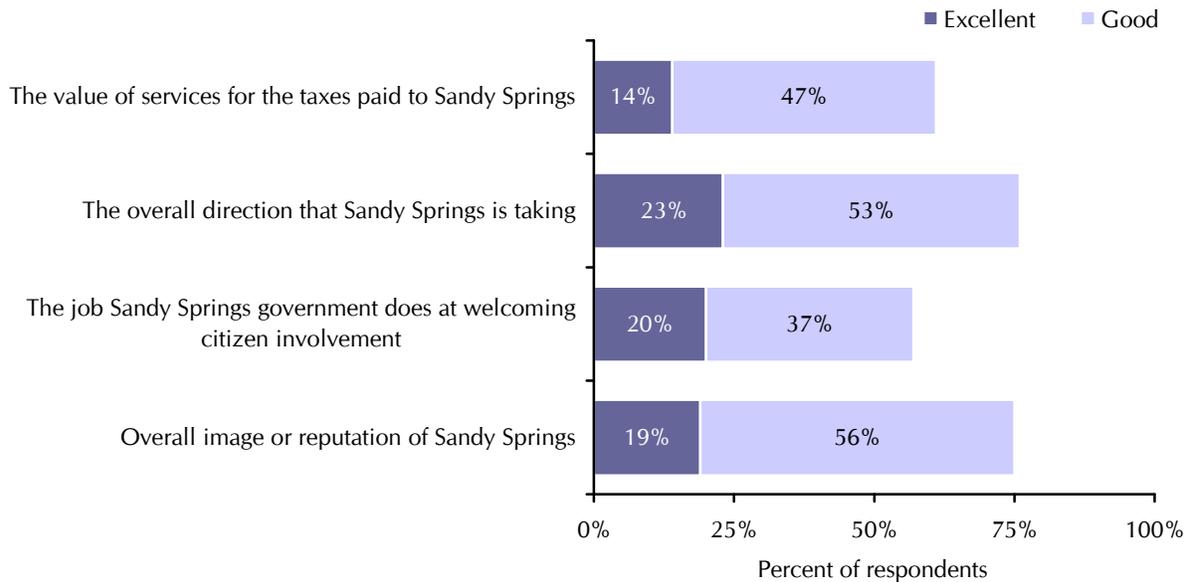


FIGURE 72: PUBLIC TRUST BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Value of services for the taxes paid to Sandy Springs	Much above	Much above
The overall direction that Sandy Springs is taking	Much above	Much above
Job Sandy Springs government does at welcoming citizen involvement	Much above	Much above
Overall image or reputation of Sandy Springs	Above	Much above

On average, residents of the City of Sandy Springs gave the highest evaluations to their own local government and the lowest average rating to the state and county governments. The overall quality of services delivered by the City of Sandy Springs was rated as “excellent” or “good” by 74% of survey participants. The City of Sandy Springs’ rating was similar to the nation and above the benchmark when compared to communities in the custom benchmark comparison.

FIGURE 73: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS

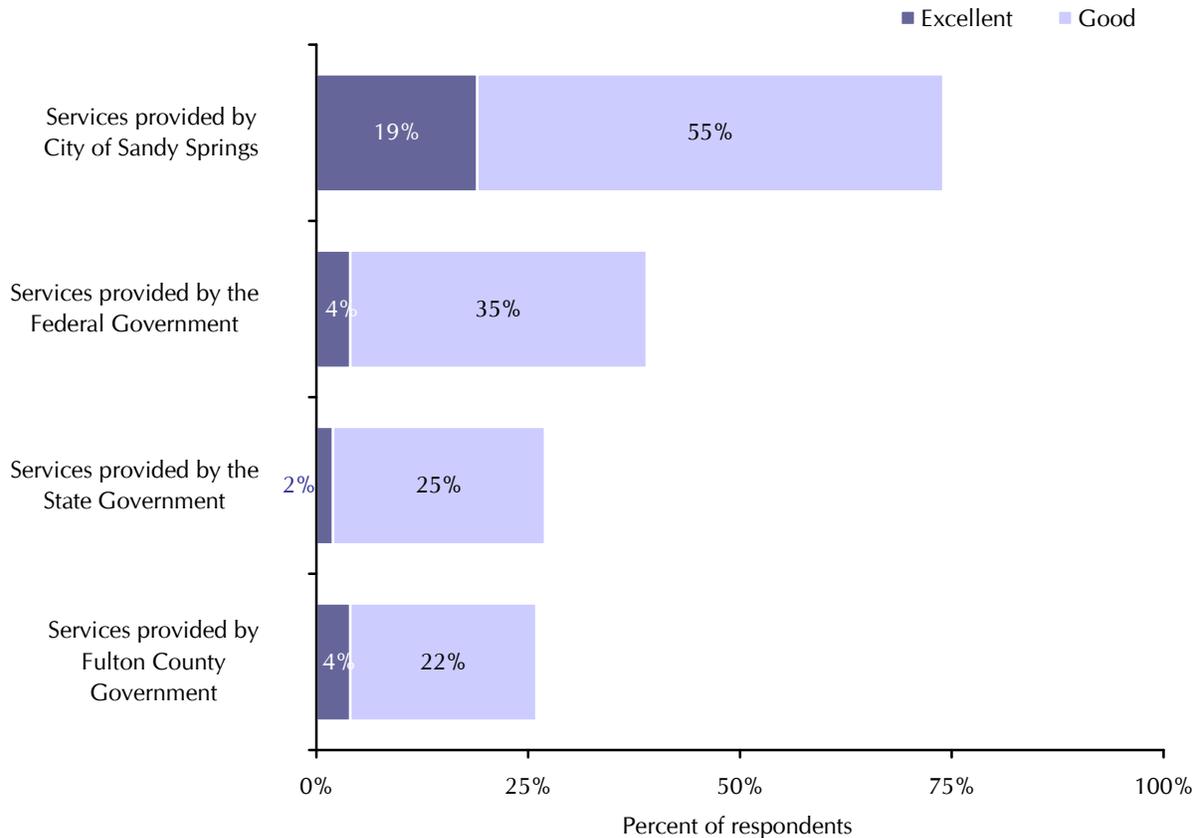


FIGURE 74: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Services provided by the City of Sandy Springs	Similar	Above
Services provided by the Federal Government	Similar	Similar
Services provided by the State Government	Much below	Much below
Services provided by Fulton County Government	Much below	Much below

## City of Sandy Springs Employees

The employees of the City of Sandy Springs who interact with the public create the first impression that most residents have of the City of Sandy Springs. Front line staff who provide information, assist with bill paying, collect trash, create service schedules, fight fires and crime and even give traffic tickets are the collective face of the City of Sandy Springs. 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 Sandy Springs 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 33% who reported that they had been in contact (a percent that is much lower than the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; about 80% of respondents rated their overall impression as "excellent" or "good."

FIGURE 75: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS

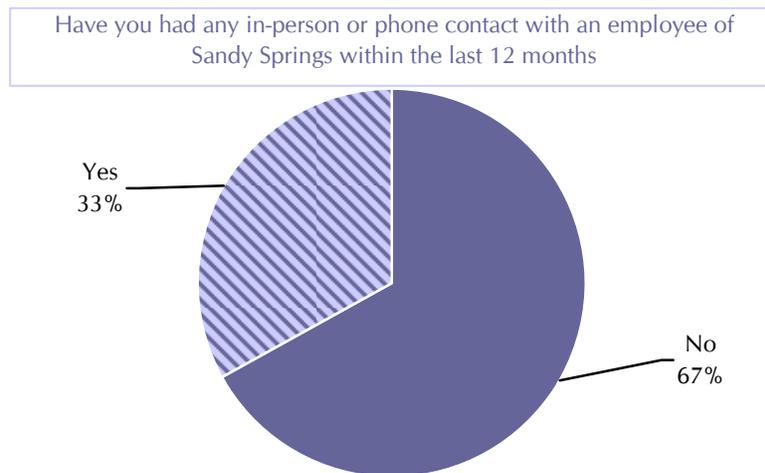


FIGURE 76: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Had contact with City employee(s) in last 12 months	Much less	Much less

FIGURE 77: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT)

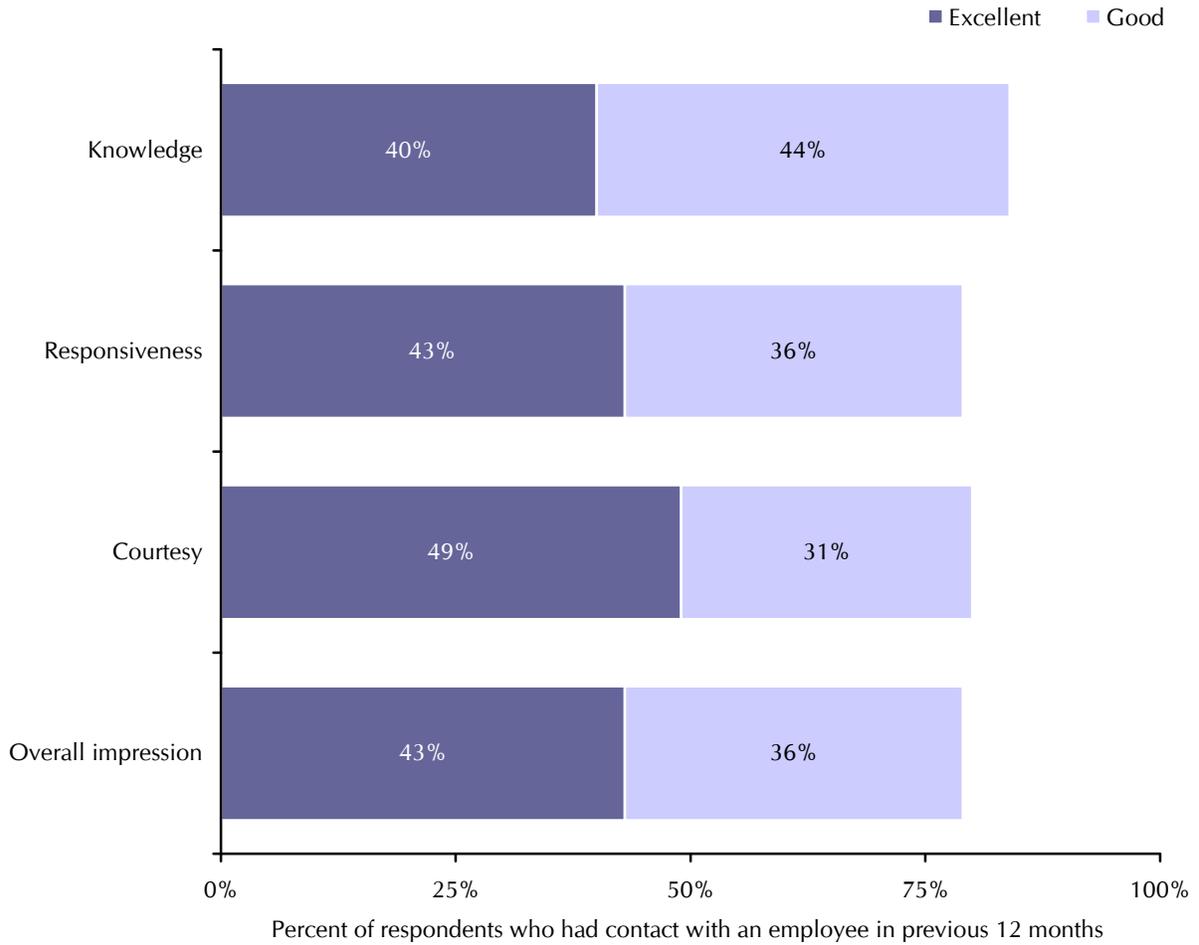


FIGURE 78: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	National comparison	Populations 70,000 to 150,000 comparison
Knowledge	Above	Above
Responsiveness	Above	Much above
Courteousness	Above	Much above
Overall impression	Above	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 Sandy Springs by examining the relationships between ratings of each service and ratings of the City of Sandy Springs' 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 Sandy Springs 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 Sandy Springs Key Driver Analysis were:

- Economic Development
- Police Services

## CITY OF SANDY SPRINGS ACTION CHART™

The 2010 City of Sandy Springs Action Chart™ on the following page combines two dimensions of performance:

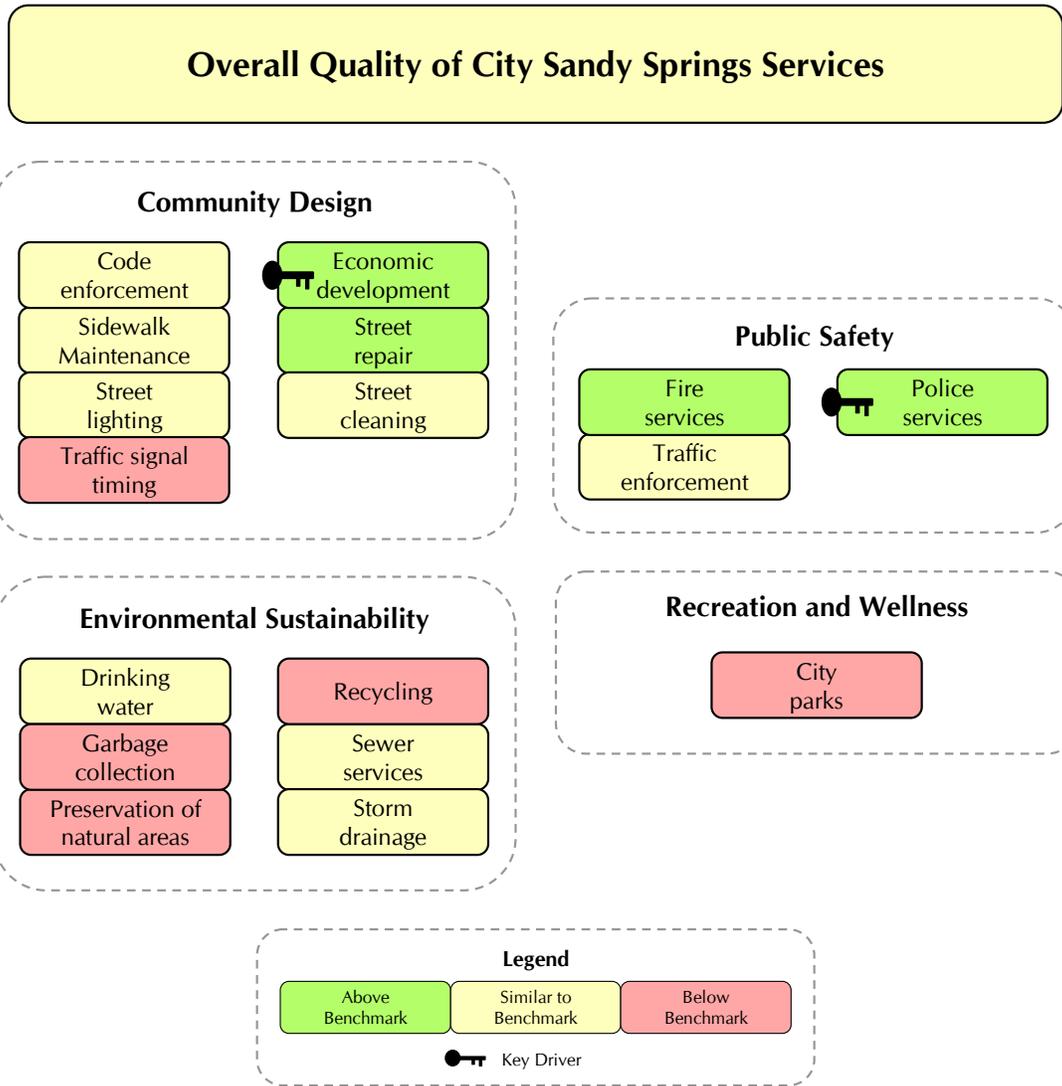
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services.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

Seventeen services were included in the KDA for the City of Sandy Springs. Of these, four were above the benchmark, five were below 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 Sandy Springs, 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 79: CITY OF SANDY SPRINGS ACTION CHART



## Using Your Action Chart™

The key drivers derived for the City of Sandy Springs 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 Sandy Springs, 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 Sandy Springs, 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 Sandy Springs 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 Sandy Springs 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 80: KEY DRIVERS COMPARED

Service	City of Sandy Springs Key Driver	National Key Driver	Core Service
• <b>Police services</b>	✓	✓	✓
Fire services			✓
Ambulance and emergency medical services			✓
◦ Traffic enforcement			
Street repair			✓
◦ Street cleaning			
◦ Street lighting			
◦ Sidewalk maintenance			
◦ Traffic signal timing			
Garbage collection			✓
◦ Recycling			
Storm drainage			✓
Drinking water			✓
Sewer services			✓
◦ City parks			
Land use planning and zoning		✓	
Code enforcement			✓
• <b>Economic development</b>	✓	✓	
Public information services		✓	
Public schools		✓	
◦ Preservation of natural areas			

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

**POLICY QUESTIONS**

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

Policy Question 1	
The City of Sandy Springs incorporated in December of 2005. Sandy Springs now provides all services to Sandy Springs residents (such as police, fire, street maintenance, code enforcement, etc). Prior to Sandy Springs' incorporation, these services were all provided by Fulton County. To what extent do you believe that the quality of service delivery has improved or worsened since Sandy Springs took over?	Percent of respondents
Much improved	53%
Somewhat improved	35%
Stayed the same	9%
Somewhat worse	2%
Much worse	1%
Total	100%

Policy Question 2	
How familiar, if at all, are you with the published City of Sandy Springs key performance indicator system (Asset Performance System)?	Percent of respondents
Very familiar	2%
Somewhat familiar	7%
Not at all familiar	91%
Total	100%

Policy Question 3					
Please rate how effective, if at all, each of the following methods of communication currently used by the City is at communicating information to residents?	Highly effective	Somewhat effective	Somewhat ineffective	Not at all effective	Total
The City Web site (www.sandyspringsga.org)	24%	64%	8%	4%	100%
Quarterly newsletter	23%	57%	13%	7%	100%
Monthly e-blast from the City	31%	40%	10%	19%	100%
City of Sandy Springs' Facebook page	20%	40%	19%	21%	100%
City's Twitter account	14%	41%	9%	36%	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 Sandy Springs:	Excellent	Good	Fair	Poor	Total
Sandy Springs as a place to live	34%	56%	10%	0%	100%
Your neighborhood as a place to live	28%	50%	18%	5%	100%
Sandy Springs as a place to raise children	24%	53%	19%	4%	100%
Sandy Springs as a place to work	25%	55%	16%	4%	100%
Sandy Springs as a place to retire	19%	39%	30%	12%	100%
The overall quality of life in Sandy Springs	25%	58%	15%	1%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Sandy Springs as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	8%	48%	39%	5%	100%
Openness and acceptance of the community towards people of diverse backgrounds	18%	53%	25%	4%	100%
Overall appearance of Sandy Springs	16%	58%	23%	4%	100%
Cleanliness of Sandy Springs	19%	56%	22%	3%	100%
Overall quality of new development in Sandy Springs	19%	46%	28%	7%	100%
Overall quality of business and service establishments in Sandy Springs	18%	55%	24%	2%	100%
Shopping opportunities	28%	43%	25%	4%	100%
Opportunities to attend cultural activities	11%	33%	41%	15%	100%
Recreational opportunities	13%	36%	38%	13%	100%
Opportunities to volunteer	14%	44%	35%	6%	100%
Opportunities to participate in community matters	12%	41%	35%	12%	100%
Ease of car travel in Sandy Springs	8%	24%	39%	29%	100%
Ease of bicycle travel in Sandy Springs	4%	17%	25%	54%	100%
Ease of walking in Sandy Springs	8%	26%	32%	35%	100%
Availability of paths and walking trails	8%	25%	29%	37%	100%
Traffic flow on major streets	1%	15%	38%	46%	100%
Quality of overall natural environment in Sandy Springs	12%	46%	38%	4%	100%
Overall image or reputation of Sandy Springs	19%	56%	22%	3%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Sandy Springs over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	0%	2%	74%	21%	3%	100%
Retail growth (stores, restaurants, etc.)	4%	29%	63%	3%	1%	100%
Jobs growth	23%	57%	20%	0%	0%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Sandy Springs?	Percent of respondents
Not a problem	18%
Minor problem	46%
Moderate problem	31%
Major problem	5%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Sandy Springs:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	24%	53%	13%	9%	1%	100%
Property crimes (e.g., burglary, theft)	13%	43%	17%	23%	4%	100%
Environmental hazards, including toxic waste	40%	40%	13%	6%	2%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	57%	33%	7%	2%	0%	100%
In your neighborhood after dark	28%	42%	13%	14%	3%	100%
In Sandy Springs' downtown area during the day	49%	42%	7%	3%	0%	100%
In Sandy Springs' downtown area after dark	18%	40%	24%	14%	3%	100%

Question 7: Contact with Police Department		
Have you had any in-person or phone contact with an employee of the City of Sandy Springs 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 Sandy Springs Police Department within the last 12 months?	63%	37%

Question 8: Ratings of Contact with Police Department				
What was your overall impression of your most recent contact with the City of Sandy Springs Police Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the City of Sandy Springs Police Department?	65%	23%	6%	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	91%
Yes	9%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	10%
Yes	90%
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 Sandy Springs?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
	Used Sandy Springs recreation centers	52%	23%	13%	5%	7%
Participated in a recreation program or activity	74%	14%	7%	1%	4%	100%
Visited a neighborhood park or City park	25%	33%	24%	10%	7%	100%
Attended a meeting of local elected officials or other local public meeting	80%	13%	6%	0%	1%	100%
Read Sandy Springs Newsletter	30%	30%	23%	11%	7%	100%
Visited the City of Sandy Springs Web site (at www.sandyspringsga.org)	52%	27%	17%	2%	2%	100%
Recycled used paper, cans or bottles from your home	31%	14%	11%	9%	35%	100%
Volunteered your time to some group or activity in Sandy Springs	71%	17%	6%	1%	4%	100%

Question 12: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	22%
Several times a week	24%
Several times a month	17%
Less than several times a month	37%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Sandy Springs:	Excellent	Good	Fair	Poor	Total
Police services	43%	46%	7%	4%	100%
Fire services	51%	43%	6%	0%	100%
Ambulance or emergency medical services	50%	42%	8%	1%	100%
Crime prevention	20%	51%	27%	2%	100%
Fire prevention and education	22%	54%	21%	2%	100%
Municipal courts	14%	43%	34%	8%	100%
Traffic enforcement	15%	44%	26%	15%	100%
Street repair	14%	42%	32%	11%	100%
Street cleaning	12%	52%	29%	8%	100%
Street lighting	13%	47%	33%	7%	100%
Sidewalk maintenance	10%	42%	34%	14%	100%
Traffic signal timing	5%	28%	45%	22%	100%
Garbage collection	22%	47%	22%	9%	100%
Recycling	19%	46%	18%	16%	100%
Yard waste pick-up	15%	50%	25%	10%	100%
Storm drainage	12%	46%	30%	12%	100%
Drinking water	19%	45%	31%	4%	100%
Sewer services	17%	50%	26%	8%	100%
City parks	23%	49%	24%	4%	100%
Recreation programs or classes	19%	37%	36%	9%	100%
Recreation centers or facilities	15%	44%	35%	7%	100%
Land use, planning and zoning	10%	37%	44%	9%	100%
Code enforcement (weeds, abandoned buildings, etc)	9%	36%	40%	15%	100%
Animal control	18%	47%	30%	5%	100%
Economic development	8%	39%	42%	10%	100%
Services to seniors	33%	31%	30%	6%	100%
Services to youth	20%	36%	31%	13%	100%
Public information services	17%	42%	35%	6%	100%
Public schools	20%	42%	26%	13%	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Sandy Springs:	Excellent	Good	Fair	Poor	Total
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	19%	36%	27%	18%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	15%	39%	35%	11%	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 Sandy Springs	19%	55%	20%	6%	100%
The Federal Government	4%	35%	44%	17%	100%
The State Government	2%	25%	50%	23%	100%
Fulton County Government	4%	22%	36%	37%	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 Sandy Springs to someone who asks	54%	36%	6%	3%	100%
Remain in Sandy Springs for the next five years	45%	36%	9%	11%	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	4%
Somewhat positive	15%
Neutral	48%
Somewhat negative	24%
Very negative	8%
Total	100%

Question 17: Contact with Fire Department		
Have you had any in-person or phone contact with an employee of the City of Sandy Springs 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 Sandy Springs Fire Department within the last 12 months?	90%	10%

Question 18: Ratings of Contact with Fire Department				
What was your overall impression of your most recent contact with the City of Sandy Springs Fire Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the City of Sandy Springs Fire Department?	72%	14%	13%	0%

Question 19: Contact with City Employees	
Have you had any in-person or phone contact with an employee of the City of Sandy Springs within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	67%
Yes	33%
Total	100%

Question 20: City Employees					
What was your impression of the employee(s) of the City of Sandy Springs in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	40%	44%	11%	5%	100%
Responsiveness	43%	36%	9%	12%	100%
Courtesy	49%	31%	12%	8%	100%
Overall impression	43%	36%	14%	8%	100%

Question 21: Government Performance					
Please rate the following categories of Sandy Springs government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Sandy Springs	14%	47%	29%	10%	100%
The overall direction that Sandy Springs is taking	23%	53%	19%	6%	100%
The job Sandy Springs government does at welcoming citizen involvement	20%	37%	27%	16%	100%

Question 22a: Policy Question 1	
The City of Sandy Springs incorporated in December of 2005. Sandy Springs now provides all services to Sandy Springs residents (such as police, fire, street maintenance, code enforcement, etc). Prior to Sandy Springs' incorporation, these services were all provided by Fulton County. To what extent do you believe that the quality of service delivery has improved or worsened since Sandy Springs took over?	Percent of respondents
Much improved	53%
Somewhat improved	35%
Stayed the same	9%
Somewhat worse	2%
Much worse	1%
Total	100%

Question 22b: Policy Question 2	
How familiar, if at all, are you with the published City of Sandy Springs key performance indicator system (Asset Performance System)?	Percent of respondents
Very familiar	2%
Somewhat familiar	7%
Not at all familiar	91%
Total	100%

Question 22c: Policy Question 3					
Please rate how effective, if at all, each of the following methods of communication currently used by the City is at communicating information to residents?	Highly effective	Somewhat effective	Somewhat ineffective	Not at all effective	Total
The City Web site (www.sandyspringsga.org)	24%	64%	8%	4%	100%
Monthly e-blast from the City	31%	40%	10%	19%	100%
City of Sandy Springs' Facebook page	20%	40%	19%	21%	100%
City's Twitter account	14%	41%	9%	36%	100%
Quarterly newsletter	23%	57%	13%	7%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	27%
Yes, full-time	63%
Yes, part-time	10%
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	72%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	7%
Bus, rail, subway or other public transportation	7%
Walk	3%
Bicycle	0%
Work at home	10%
Other	1%

Question D3: Length of Residency	
How many years have you lived in Sandy Springs?	Percent of respondents
Less than 2 years	30%
2 to 5 years	28%
6 to 10 years	15%
11 to 20 years	14%
More than 20 years	13%
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	33%
House attached to one or more houses (e.g., a duplex or townhome)	9%
Building with two or more apartments or condominiums	55%
Mobile home	0%
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	53%
Owned by you or someone in this house with a mortgage or free and clear	47%
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	3%
\$300 to \$599 per month	9%
\$600 to \$999 per month	36%
\$1,000 to \$1,499 per month	21%
\$1,500 to \$2,499 per month	12%
\$2,500 or more per month	19%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	77%
Yes	23%
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	17%
\$25,000 to \$49,999	25%
\$50,000 to \$99,999	33%
\$100,000 to \$149,000	9%
\$150,000 or more	17%
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	6%
Black or African American	13%
White	77%
Other	5%
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	10%
25 to 34 years	31%
35 to 44 years	15%
45 to 54 years	20%
55 to 64 years	8%
65 to 74 years	7%
75 years or older	10%
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	27%
Yes	70%
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	26%
Yes	71%
Ineligible to vote	3%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	3%
Yes	97%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	46%
Yes	54%
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	36%
Land line	47%
Both	18%
Total	100%

### FREQUENCIES INCLUDING “DON’T KNOW” RESPONSES

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

Question 1: Quality of Life												
Please rate each of the following aspects of quality of life in Sandy Springs:	Excellent		Good		Fair		Poor		Don't know		Total	
	Sandy Springs as a place to live	34%	103	55%	167	10%	30	0%	0	1%	4	100%
Your neighborhood as a place to live	28%	81	49%	145	18%	52	5%	14	1%	3	100%	295
Sandy Springs as a place to raise children	20%	58	44%	130	16%	47	3%	9	18%	53	100%	297
Sandy Springs as a place to work	20%	60	44%	132	13%	39	4%	11	19%	56	100%	297
Sandy Springs as a place to retire	14%	43	29%	87	23%	68	9%	27	25%	74	100%	299
The overall quality of life in Sandy Springs	25%	75	57%	172	15%	45	1%	4	1%	4	100%	300

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Sandy Springs as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Sense of community	8%	23	46%	133	37%	107	5%	14	5%	14	100%
Openness and acceptance of the community towards people of diverse backgrounds	17%	50	49%	145	23%	69	4%	11	7%	21	100%	297
Overall appearance of Sandy Springs	16%	47	57%	170	22%	67	4%	11	1%	3	100%	298
Cleanliness of Sandy Springs	19%	58	55%	167	22%	65	3%	10	1%	2	100%	302
Overall quality of new development in Sandy Springs	17%	51	41%	122	25%	73	6%	18	11%	32	100%	296
Overall quality of business and service establishments in Sandy Springs	18%	53	53%	158	24%	70	2%	6	3%	10	100%	297
Shopping opportunities	27%	82	42%	126	25%	75	4%	13	1%	4	100%	300
Opportunities to attend cultural activities	9%	27	28%	83	34%	103	13%	38	16%	47	100%	298
Recreational opportunities	12%	37	33%	99	35%	105	12%	36	8%	24	100%	301
Opportunities to volunteer	9%	28	28%	85	23%	68	4%	12	35%	106	100%	299
Opportunities to participate in community matters	8%	24	30%	87	25%	74	8%	24	28%	82	100%	291
Ease of car travel in Sandy Springs	7%	22	24%	71	39%	115	28%	84	1%	4	100%	297

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Sandy Springs as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Ease of bicycle travel in Sandy Springs	3%	8	12%	36	17%	52	37%	111	31%	93	100%
Ease of walking in Sandy Springs	6%	19	22%	66	27%	82	30%	89	14%	41	100%	298
Availability of paths and walking trails	7%	20	21%	62	25%	72	31%	90	17%	48	100%	292
Traffic flow on major streets	1%	4	15%	43	37%	108	45%	133	2%	5	100%	294
Quality of overall natural environment in Sandy Springs	12%	34	44%	131	37%	110	4%	12	3%	9	100%	297
Overall image or reputation of Sandy Springs	19%	57	56%	168	22%	66	3%	8	1%	3	100%	302

Question 3: Growth														
Please rate the speed of growth in the following categories in Sandy Springs over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
	Population growth	0%	0	1%	3	46%	141	13%	39	2%	6	38%	114	100%
Retail growth (stores, restaurants, etc.)	3%	10	23%	68	48%	144	2%	6	1%	2	24%	71	100%	301
Jobs growth	13%	39	32%	96	11%	33	0%	0	0%	0	45%	135	100%	303

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Sandy Springs?	Percent of respondents	Count
Not a problem	16%	46
Minor problem	41%	120
Moderate problem	28%	82
Major problem	4%	12
Don't know	11%	34
Total	100%	293

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Sandy Springs:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	Violent crime (e.g., rape, assault, robbery)	23%	70	51%	150	12%	37	8%	25	1%	3	4%	12	100%
Property crimes (e.g., burglary, theft)	12%	36	42%	123	17%	49	22%	66	4%	11	4%	11	100%	296
Environmental hazards, including toxic waste	34%	101	34%	100	11%	33	5%	15	1%	4	15%	43	100%	296

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	57%	172	33%	99	7%	20	2%	7	0%	1	0%	1	100%
In your neighborhood after dark	28%	83	42%	124	13%	39	14%	41	3%	7	1%	4	100%	297
In Sandy Springs' downtown area during the day	40%	121	35%	103	6%	18	2%	7	0%	0	17%	50	100%	298
In Sandy Springs' downtown area after dark	14%	41	30%	89	18%	55	11%	32	2%	7	25%	73	100%	297

Question 7: Contact with Police Department													
Have you had any in-person or phone contact with an employee of the City of Sandy Springs 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 Sandy Springs Police Department within the last 12 months?	62%	186	36%	108	2%	5	100%	299				

Question 8: Ratings of Contact with Police Department													
What was your overall impression of your most recent contact with the City of Sandy Springs Police Department?	Excellent		Good		Fair		Poor		Don't know		Total		
	What was your overall impression of your most recent contact with the City of Sandy Springs Police Department?	65%	71	23%	25	6%	6	6%	6	0%	0	100%	108

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	91%	267
Yes	9%	26
Don't know	0%	1
Total	100%	294

Question 10: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	10%	3
Yes	89%	23
Don't know	1%	0
Total	100%	26

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 Sandy Springs?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
	Used Sandy Springs recreation centers	52%	152	23%	68	13%	37	5%	15	7%	19	100%
Participated in a recreation program or activity	74%	216	14%	40	7%	20	1%	3	4%	13	100%	292
Visited a neighborhood park or City park	25%	73	33%	96	24%	70	10%	29	7%	21	100%	289
Attended a meeting of local elected officials or other local public meeting	80%	231	13%	38	6%	18	0%	1	1%	2	100%	289
Read Sandy Springs Newsletter	30%	86	30%	87	23%	67	11%	31	7%	19	100%	290
Visited the City of Sandy Springs Web site (at www.sandyspringsga.org)	52%	149	27%	76	17%	49	2%	6	2%	5	100%	285
Recycled used paper, cans or bottles from your home	31%	90	14%	40	11%	31	9%	26	35%	102	100%	289
Volunteered your time to some group or activity in Sandy Springs	71%	207	17%	49	6%	19	1%	3	4%	12	100%	290

Question 12: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	22%	66
Several times a week	24%	73
Several times a month	17%	49
Less than several times a month	37%	110
Total	100%	299

Question 13: Service Quality												
Please rate the quality of each of the following services in Sandy Springs:	Excellent		Good		Fair		Poor		Don't know		Total	
	Police services	35%	105	37%	111	6%	18	3%	9	18%	55	100%
Fire services	33%	97	28%	82	4%	11	0%	1	36%	105	100%	296
Ambulance or emergency medical services	25%	74	21%	61	4%	11	0%	1	51%	151	100%	297
Crime prevention	13%	39	34%	99	18%	53	1%	4	33%	98	100%	293
Fire prevention and education	10%	28	24%	69	9%	27	1%	3	57%	166	100%	293
Municipal courts	6%	16	17%	49	13%	39	3%	9	61%	178	100%	290
Traffic enforcement	12%	35	35%	101	20%	59	12%	34	22%	64	100%	291
Street repair	12%	37	39%	114	29%	87	10%	31	9%	27	100%	295
Street cleaning	10%	29	44%	130	24%	71	6%	19	16%	46	100%	296
Street lighting	12%	37	44%	130	31%	91	7%	21	6%	17	100%	296
Sidewalk maintenance	9%	27	37%	110	30%	90	13%	37	10%	31	100%	294
Traffic signal timing	5%	15	26%	75	42%	122	21%	61	6%	17	100%	291
Garbage collection	17%	50	37%	108	18%	51	7%	22	20%	59	100%	288
Recycling	14%	41	34%	101	13%	40	12%	35	26%	77	100%	295
Yard waste pick-up	8%	23	26%	77	13%	38	5%	16	47%	139	100%	293
Storm drainage	9%	26	33%	97	22%	63	9%	25	28%	81	100%	292
Drinking water	17%	49	40%	118	28%	81	4%	11	12%	36	100%	295
Sewer services	13%	36	37%	107	19%	56	6%	17	26%	75	100%	291

Question 13: Service Quality												
Please rate the quality of each of the following services in Sandy Springs:	Excellent		Good		Fair		Poor		Don't know		Total	
	City parks	19%	56	40%	118	20%	57	3%	9	18%	52	100%
Recreation programs or classes	9%	26	17%	49	16%	48	4%	11	55%	161	100%	295
Recreation centers or facilities	8%	23	23%	69	18%	54	4%	10	47%	137	100%	294
Land use, planning and zoning	5%	15	19%	55	23%	66	5%	13	48%	138	100%	287
Code enforcement (weeds, abandoned buildings, etc)	6%	18	23%	68	26%	76	9%	28	35%	104	100%	295
Animal control	10%	30	27%	78	17%	51	3%	8	43%	128	100%	294
Economic development	5%	15	24%	70	26%	76	6%	18	39%	114	100%	294
Services to seniors	12%	37	12%	35	11%	34	2%	6	62%	185	100%	296
Services to youth	7%	21	13%	38	11%	33	5%	14	64%	185	100%	290
Public information services	9%	27	23%	67	20%	57	3%	10	45%	130	100%	291
Public schools	10%	29	22%	62	13%	38	7%	19	48%	139	100%	288
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	7%	21	14%	42	11%	32	7%	21	61%	179	100%	294
Preservation of natural areas such as open space, farmlands and greenbelts	9%	27	24%	70	22%	63	7%	19	38%	111	100%	291

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 Sandy Springs	16%	49	48%	142	17%	51	6%	17	13%	40	100%
The Federal Government	3%	8	27%	80	35%	102	14%	40	22%	64	100%	294
The State Government	2%	5	20%	59	40%	118	18%	53	21%	62	100%	296
Fulton County Government	4%	11	19%	55	30%	90	31%	92	16%	48	100%	296

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 Sandy Springs to someone who asks	54%	158	36%	105	6%	19	3%	8	2%	5	100%
Remain in Sandy Springs for the next five years	42%	123	33%	99	8%	24	10%	30	6%	18	100%	295

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	4%	13
Somewhat positive	15%	45
Neutral	48%	142
Somewhat negative	24%	71
Very negative	8%	24
Total	100%	295

Question 17: Contact with Fire Department									
Have you had any in-person or phone contact with an employee of the City of Sandy Springs 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 Sandy Springs Fire Department within the last 12 months?	90%	270	10%	29	0%	0	100%	298	

Question 18: Ratings of Contact with Fire Department												
What was your overall impression of your most recent contact with the City of Sandy Springs Fire Department?	Excellent		Good		Fair		Poor		Don't know		Total	
	What was your overall impression of your most recent contact with the City of Sandy Springs Fire Department?	72%	21	14%	4	13%	4	0%	0	0%	0	100%

Question 19: Contact with City Employees		
Have you had any in-person or phone contact with an employee of the City of Sandy Springs within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	67%	200
Yes	33%	99
Total	100%	299

Question 20: City Employees												
What was your impression of the employee(s) of the City of Sandy Springs in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
	Knowledge	39%	39	44%	44	11%	11	5%	5	0%	0	100%
Responsiveness	43%	42	35%	35	9%	9	12%	12	1%	1	100%	99
Courtesy	49%	48	31%	30	12%	12	8%	8	0%	0	100%	99
Overall impression	43%	42	36%	35	14%	14	8%	8	0%	0	100%	99

Question 21: Government Performance												
Please rate the following categories of Sandy Springs government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Sandy Springs	10%	31	35%	106	21%	65	7%	22	26%	78	100%
The overall direction that Sandy Springs is taking	18%	55	43%	129	15%	45	5%	15	18%	55	100%	299
The job Sandy Springs government does at welcoming citizen involvement	12%	36	22%	65	16%	48	10%	29	40%	119	100%	297

Question 22a: Policy Question 1		
The City of Sandy Springs incorporated in December of 2005. Sandy Springs now provides all services to Sandy Springs residents (such as police, fire, street maintenance, code enforcement, etc). Prior to Sandy Springs' incorporation, these services were all provided by Fulton County. To what extent do you believe that the quality of service delivery has improved or worsened since Sandy Springs took over?	Percent of respondents	Count
Much improved	38%	114
Somewhat improved	25%	75
Stayed the same	6%	19
Somewhat worse	1%	4
Much worse	1%	2
Don't know	29%	87
<b>Total</b>	<b>100%</b>	<b>301</b>

Question 22b: Policy Question 2		
How familiar, if at all, are you with the published City of Sandy Springs key performance indicator system (Asset Performance System)?	Percent of respondents	Count
Very familiar	1%	4
Somewhat familiar	4%	12
Not at all familiar	58%	173
Don't know	37%	110
<b>Total</b>	<b>100%</b>	<b>300</b>

Question 22c: Policy Question 3												
Please rate how effective, if at all, each of the following methods of communication currently used by the City is at communicating information to residents:	Highly effective		Somewhat effective		Somewhat ineffective		Not at all effective		Don't know		Total	
	The City Web site (www.sandyspringsga.org)	12%	35	31%	91	4%	12	2%	5	51%	149	100%
Monthly e-blast from the City	8%	24	11%	32	3%	8	5%	15	72%	210	100%	290
City of Sandy Springs' Facebook page	4%	11	7%	22	4%	10	4%	11	81%	235	100%	289
City's Twitter account	2%	5	6%	16	1%	4	5%	14	86%	249	100%	289

Question 22c: Policy Question 3												
Please rate how effective, if at all, each of the following methods of communication currently used by the City is at communicating information to residents:	Highly effective		Somewhat effective		Somewhat ineffective		Not at all effective		Don't know		Total	
	Quarterly newsletter	11%	33	28%	80	7%	19	3%	10	51%	149	100%

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	27%	82
Yes, full-time	63%	187
Yes, part-time	10%	30
Total	100%	298

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	72%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	7%
Bus, rail, subway or other public transportation	7%
Walk	3%
Bicycle	0%
Work at home	10%
Other	1%

Question D3: Length of Residency		
How many years have you lived in Sandy Springs?	Percent of respondents	Count
Less than 2 years	30%	90
2 to 5 years	28%	84
6 to 10 years	15%	46
11 to 20 years	14%	43
More than 20 years	13%	40
Total	100%	303

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	33%	100
House attached to one or more houses (e.g., a duplex or townhome)	9%	29
Building with two or more apartments or condominiums	55%	167
Mobile home	0%	0
Other	2%	7
Total	100%	302

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	53%	157
Owned by you or someone in this house with a mortgage or free and clear	47%	139
Total	100%	296

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	3%	8
\$300 to \$599 per month	9%	28
\$600 to \$999 per month	36%	108
\$1,000 to \$1,499 per month	21%	64
\$1,500 to \$2,499 per month	12%	34
\$2,500 or more per month	19%	56
Total	100%	298

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	77%	232
Yes	23%	70
Total	100%	302

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%	241
Yes	19%	58
Total	100%	299

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	17%	48
\$25,000 to \$49,999	25%	70
\$50,000 to \$99,999	33%	93
\$100,000 to \$149,000	9%	26
\$150,000 or more	17%	47
Total	100%	284

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	97%	289
Yes, I consider myself to be Spanish, Hispanic or Latino	3%	9
Total	100%	298

Question D11: Race		
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents	Count
American Indian or Alaskan Native	1%	2
Asian, Asian Indian or Pacific Islander	6%	17
Black or African American	13%	39
White	77%	232
Other	5%	16
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	10%	29
25 to 34 years	31%	92
35 to 44 years	15%	44
45 to 54 years	20%	60
55 to 64 years	8%	25
65 to 74 years	7%	21
75 years or older	10%	29
Total	100%	301

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	53%	160
Male	47%	140
Total	100%	300

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	26%	76
Yes	67%	199
Ineligible to vote	3%	9
Don't know	5%	14
Total	100%	298

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%	77
Yes	70%	210
Ineligible to vote	3%	10
Don't know	1%	4
Total	100%	302

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	3%	9
Yes	97%	293
Total	100%	302

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	46%	140
Yes	54%	161
Total	100%	301

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	36%	53
Land line	47%	70
Both	18%	26
Total	100%	150

## 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.”

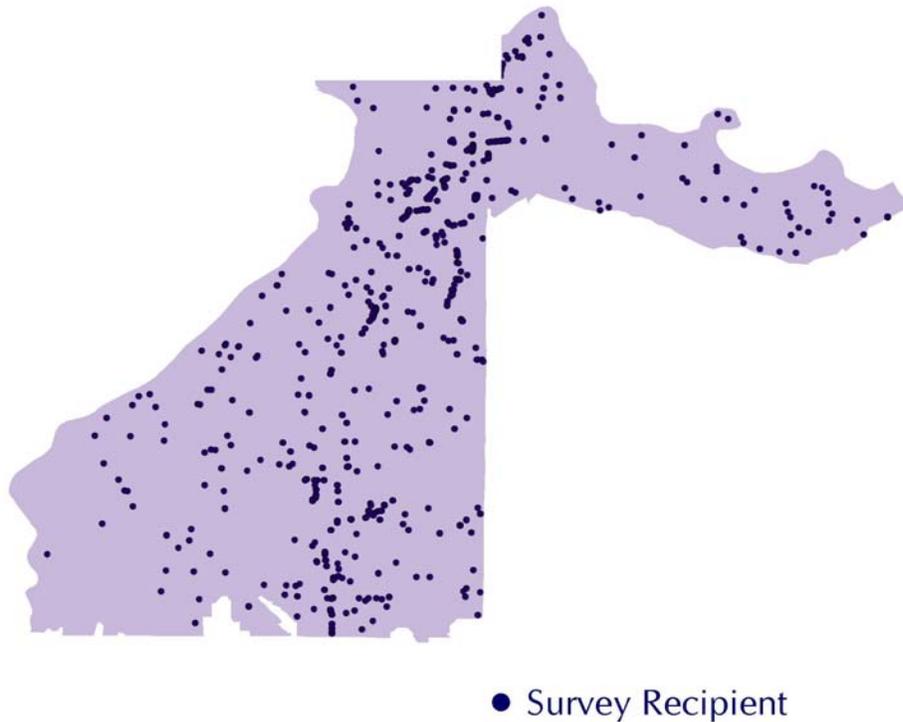
## SURVEY SAMPLING

“Sampling” refers to the method by which survey recipients were chosen. All households within the City of Sandy Springs were eligible to participate in the survey; 1,800 were selected to receive the survey. These 1,800 households were randomly selected from a comprehensive list of all housing units within the City of Sandy Springs 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 Sandy Springs 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 Sandy Springs boundaries were removed from consideration.

To choose the 1,800 survey recipients, a systematic sampling method was applied to the list of households known to be within the City of Sandy Springs. 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 81: LOCATION OF SURVEY RECIPIENTS

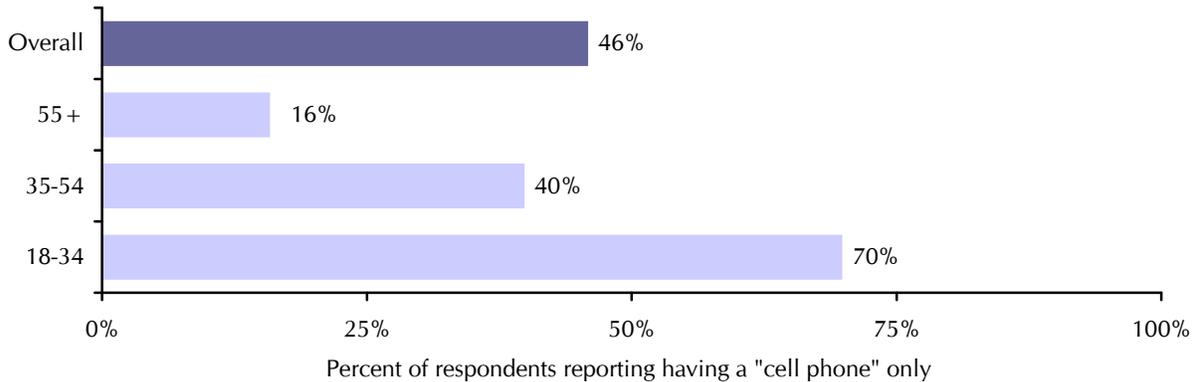
## The National Citizen Survey™ City of Sandy Springs, GA 2010



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% of all U.S. households have a cell phone but no landline. By 2010, researchers predict that 40% of Americans 18 to 30 years old will have only a cell phone and no landline.<sup>1</sup>

FIGURE 82: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN SANDY SPRINGS



## SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning August 16, 2010. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the mayor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following eight weeks.

## SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The confidence interval for the City of Sandy Springs survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (313 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

<sup>1</sup> . 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.

survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

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

### SURVEY PROCESSING (DATA ENTRY)

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

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

## SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2000 Census estimates for adults in the City of Sandy Springs. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

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

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

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

A special software program using mathematical algorithms is used to calculate the appropriate weights. Data weighting can adjust up to 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.

Sandy Springs Citizen Survey Weighting Table			
Characteristic	Population Norm <sup>2</sup>	Unweighted Data	Weighted Data
<b>Housing</b>			
Rent home	54%	41%	53%
Own home	46%	59%	47%
Detached unit	36%	27%	33%
Attached unit	64%	73%	67%
<b>Race and Ethnicity</b>			
White alone, not Hispanic	75%	75%	75%
Hispanic and/or other race	25%	25%	25%
<b>Sex and Age</b>			
Female	51%	62%	53%
Male	49%	38%	47%
18-34 years of age	43%	21%	40%
35-54 years of age	35%	30%	35%
55+ years of age	22%	49%	25%
Females 18-34	21%	13%	21%
Females 35-54	18%	19%	18%
Females 55+	12%	32%	15%
Males 18-34	22%	8%	20%
Males 35-54	17%	12%	17%
Males 55+	9%	17%	9%

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<sup>2</sup> Source: 2000 Census

## 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 Sandy Springs to the Benchmark Database

The City of Sandy Springs chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (populations 70,000 to 150,000). A benchmark comparison

(the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Sandy Springs 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 Sandy Springs' 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 Sandy Springs' 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 Sandy Springs.

Dear Sandy Springs Resident,

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



Eva Galambos  
Mayor

Dear Sandy Springs Resident,

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



Eva Galambos  
Mayor

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Eva Galambos  
Mayor



**7840 Roswell Road, Building 500  
Sandy Springs, Georgia 30350**

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



**7840 Roswell Road, Building 500  
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Presorted  
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**7840 Roswell Road, Building 500  
Sandy Springs, Georgia 30350**

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



August 2010

Dear Sandy Springs Resident:

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

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

**To get a representative sample of Sandy Springs 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 (770) 730-5600.

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

Sincerely,

A handwritten signature in black ink that reads "Eva Galambos".

Eva Galambos  
Mayor



August 2010

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

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

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

Sincerely,

A handwritten signature in black ink that reads "Eva Galambos".

Eva Galambos  
Mayor

# The City of Sandy Springs 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 Sandy Springs:**

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

**2. Please rate each of the following characteristics as they relate to Sandy Springs 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 Sandy Springs .....	1	2	3	4	5
Cleanliness of Sandy Springs.....	1	2	3	4	5
Overall quality of new development in Sandy Springs .....	1	2	3	4	5
Overall quality of business and service establishments in Sandy Springs ..	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
Opportunities to volunteer.....	1	2	3	4	5
Opportunities to participate in community matters.....	1	2	3	4	5
Ease of car travel in Sandy Springs .....	1	2	3	4	5
Ease of bicycle travel in Sandy Springs .....	1	2	3	4	5
Ease of walking in Sandy Springs .....	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
Quality of overall natural environment in Sandy Springs.....	1	2	3	4	5
Overall image or reputation of Sandy Springs .....	1	2	3	4	5

**3. Please rate the speed of growth in the following categories in Sandy Springs 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 Sandy Springs?  
 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 Sandy Springs:

	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 Sandy Springs's downtown area during the day .....	1	2	3	4	5	6
In Sandy Springs'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 Sandy Springs 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 Sandy Springs 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 Sandy Springs?

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Sandy Springs 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
Read Sandy Springs Newsletter .....	1	2	3	4	5
Visited the City of Sandy Springs Web site (at www.sandyspringsga.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 Sandy Springs.....	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 Sandy Springs 2010 Citizen Survey

## 13. Please rate the quality of each of the following services in Sandy Springs:

	<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
Municipal courts .....	1	2	3	4	5
Traffic enforcement.....	1	2	3	4	5
Street repair .....	1	2	3	4	5
Street cleaning .....	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Sidewalk maintenance .....	1	2	3	4	5
Traffic signal timing .....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Yard waste pick-up .....	1	2	3	4	5
Storm drainage.....	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services .....	1	2	3	4	5
City parks.....	1	2	3	4	5
Recreation programs or classes .....	1	2	3	4	5
Recreation centers or facilities.....	1	2	3	4	5
Land use, planning and zoning .....	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.) .....	1	2	3	4	5
Animal control .....	1	2	3	4	5
Economic development .....	1	2	3	4	5
Services to seniors.....	1	2	3	4	5
Services to youth.....	1	2	3	4	5
Public information services .....	1	2	3	4	5
Public schools.....	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) .....	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts.....	1	2	3	4	5

## 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 Sandy Springs .....	1	2	3	4	5
The Federal Government .....	1	2	3	4	5
The State Government .....	1	2	3	4	5
Fulton 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 Sandy Springs to someone who asks.....	1	2	3	4	5
Remain in Sandy Springs 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 Sandy Springs 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 Sandy Springs 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 Sandy Springs 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 Sandy Springs 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 Sandy Springs 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 Sandy Springs.....	1	2	3	4	5
The overall direction that Sandy Springs is taking.....	1	2	3	4	5
The job Sandy Springs 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 Sandy Springs incorporated in December of 2005. Sandy Springs now provides all services to Sandy Springs residents (such as police, fire, street maintenance, code enforcement, etc). Prior to Sandy Springs' incorporation, these services were all provided by Fulton County. To what extent do you believe that the quality of service delivery has improved or worsened since Sandy Springs took over?**

- Much improved                       Stayed the same                       Much worse  
 Somewhat improved                       Somewhat worse                       Don't know

**b. How familiar, if at all, are you with the published City of Sandy Springs key performance indicator system (Asset Performance System)?**

- Very familiar       Somewhat familiar       Not at all familiar       Don't know

**c. Please rate how effective, if at all, each of the following methods of communication currently used by the City is at communicating information to residents?**

	<i>Highly effective</i>	<i>Somewhat effective</i>	<i>Somewhat ineffective</i>	<i>Not at all effective</i>	<i>Don't know</i>
The City Web site (www.sandyspringsga.org).....	1	2	3	4	5
Monthly e-blasts from the City.....	1	2	3	4	5
City of Sandy Springs' Facebook page.....	1	2	3	4	5
City's Twitter account.....	1	2	3	4	5
Quarterly Newsletter.....	1	2	3	4	5

**d. Please list up to three priority improvements the City of Sandy Springs could make to enhance the services it provides to its citizens.**

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**e. The City of Sandy Springs strives to be transparent and accountable to the public. To that end, the City of Sandy Springs has established internal performance goals and posts monthly key performance indicator reports to its website (www.sandyspringsga.org/City-Government/Performance-Reports). The City of Sandy Springs is interested in feedback on this performance measurement program. What type of performance information would you like to have reported and in what format?**

**What else could be done to improve this program?**

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# The City of Sandy Springs 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 Sandy Springs?**

- 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



**7840 Roswell Road, Building 500  
Sandy Springs, Georgia 30350**

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# CITY OF SANDY SPRINGS, GA 2010

## Benchmark Report

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# UNDERSTANDING THE BENCHMARK COMPARISONS

## COMPARISON DATA

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 Sandy Springs chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (populations from 70,000 to 150,000). A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Sandy Springs 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.

The jurisdictions in the database represent a wide geographic and population range as shown in the table below.

Jurisdiction Characteristic	Percent of Jurisdictions
<b>Region</b>	
West Coast <sup>1</sup>	16%
West <sup>2</sup>	21%
North Central West <sup>3</sup>	10%
North Central East <sup>4</sup>	13%
South Central <sup>5</sup>	7%
South <sup>6</sup>	25%
Northeast West <sup>7</sup>	2%
Northeast East <sup>8</sup>	4%
<b>Population</b>	
Less than 40,000	45%
40,000 to 74,999	20%
75,000 to 149,000	17%
150,000 or more	19%

<sup>1</sup> Alaska, Washington, Oregon, California, Hawaii

<sup>2</sup> Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico

<sup>3</sup> North Dakota, South Dakota, Nebraska, Kansas, Iowa, Missouri, Minnesota

<sup>4</sup> Illinois, Indiana, Ohio, Michigan, Wisconsin

<sup>5</sup> Oklahoma, Texas, Louisiana, Arkansas

<sup>6</sup> West Virginia, Virginia, Kentucky, Tennessee, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, Maryland, Delaware, Washington DC

<sup>7</sup> New York, Pennsylvania, New Jersey

<sup>8</sup> Connecticut, Rhode Island, Massachusetts, New Hampshire, Vermont, Maine

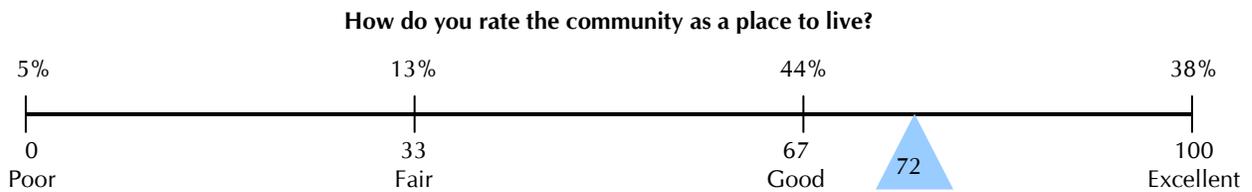
## PUTTING EVALUATIONS ONTO THE 100-POINT SCALE

Although responses to many of the evaluative questions were made on a four point scale with 1 representing the best rating and 4 the worst, the benchmarks are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus three points based on all respondents.

The 100-point scale is not a percent. It is a conversion of responses to an average rating. Each response option is assigned a value that is used in calculating the average score. For example, “excellent” = 100, “good” = 67, “fair” = 33 and “poor” = 0. If everyone reported “excellent,” then the average rating would be 100 on the 100-point scale. Likewise, if all respondents gave a “poor,” the result would be 0 on the 100-point scale. If half the respondents gave a score of “excellent” and half gave a score of “poor,” the average would be in the middle of the scale (like the center post of a teeter totter) between “fair” and “good.” An example of how to convert survey frequencies into an average rating appears below.

Example of Converting Responses to the 100-point Scale

How do you rate the community as a place to live?						
Response option	Total with “don’t know”	Step 1: Remove the percent of “don’t know” responses	Total without “don’t know”	Step 2: Assign scale values	Step 3: Multiply the percent by the scale value	Step 4: Sum to calculate the average rating
Excellent	36%	$= 36 \div (100-5) =$	38%	100	$= 38\% \times 100 =$	38
Good	42%	$= 42 \div (100-5) =$	44%	67	$= 44\% \times 67 =$	30
Fair	12%	$= 12 \div (100-5) =$	13%	33	$= 13\% \times 33 =$	4
Poor	5%	$= 5 \div (100-5) =$	5%	0	$= 5\% \times 0 =$	0
Don’t know	5%		–			
<b>Total</b>	<b>100%</b>		<b>100%</b>			<b>72</b>



## INTERPRETING THE RESULTS

Average ratings are compared when similar questions are included in NRC’s database, and there are at least five jurisdictions in which the question was asked. Where comparisons are available, three numbers are provided in the table. The first column is your jurisdiction’s rating on the 100-point scale. The second column is the rank assigned to your jurisdiction’s rating among jurisdictions where a similar question was asked. The third column is the number of jurisdictions that asked a similar question. The fourth column shows the comparison of your jurisdiction’s average rating (column one) to the benchmark.

Where comparisons for quality ratings were available, the City of Sandy Springs’ 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 Sandy Springs’ 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.

This report contains benchmarks at the national level, as well as for populations from 70,000 to 150,000.

## NATIONAL BENCHMARK COMPARISONS

Overall Community Quality Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Overall quality of life in Sandy Springs	69	150	361	Similar
Your neighborhood as place to live	67	152	244	Similar
Sandy Springs as a place to live	75	115	310	Above
Recommend living in Sandy Springs to someone who asks	81	47	138	Above
Remain in Sandy Springs for the next five years	71	109	137	Below

Community Transportation Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Ease of car travel in Sandy Springs	37	229	239	Much below
Ease of bicycle travel in Sandy Springs	24	232	235	Much below
Ease of walking in Sandy Springs	35	217	237	Much below
Availability of paths and walking trails	35	126	140	Much below
Traffic flow on major streets	24	189	195	Much below

Transportation and Parking Services Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Street repair	53	96	364	Much above
Street cleaning	56	124	252	Similar
Street lighting	55	118	271	Similar
Sidewalk maintenance	49	133	233	Similar
Traffic signal timing	39	168	187	Much below

Housing Costs Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	30	101	132	Much less

Built Environment Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Quality of new development in Sandy Springs	59	55	211	Above
Overall appearance of Sandy Springs	62	127	283	Similar

Population Growth Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Population growth seen as too fast	24	174	204	Much less

Nuisance Problems Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	5	152	201	Much less

Planning and Community Code Enforcement Services Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Land use, planning and zoning	50	63	247	Above
Code enforcement (weeds, abandoned buildings, etc.)	47	143	303	Similar
Animal control	59	73	274	Above

Economic Sustainability and Opportunities Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Shopping opportunities	64	44	247	Much above
Sandy Springs as a place to work	67	36	254	Much above
Overall quality of business and service establishments in Sandy Springs	63	28	124	Much above

Economic Development Services Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Economic development	49	87	240	Above

Job and Retail Growth Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Retail growth seen as too slow	34	109	203	Similar
Jobs growth seen as too slow	80	84	206	More

Personal Economic Future Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Positive impact of economy on household income	20	57	200	Similar

Community and Personal Public Safety Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
In your neighborhood during the day	86	156	268	Similar
In your neighborhood after dark	70	155	264	Similar
In Sandy Springs' downtown area during the day	84	127	230	Similar
In Sandy Springs' downtown area after dark	64	124	239	Similar
Violent crime (e.g., rape, assault, robbery)	73	124	235	Similar
Property crimes (e.g., burglary, theft)	59	141	235	Similar
Environmental hazards, including toxic waste	78	64	134	Similar

Crime Victimization and Reporting Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Victim of crime	9	166	206	Less
Reported crimes	90	15	204	Much more

Public Safety Services Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Police services	76	35	350	Much above
Fire services	81	58	289	Above
Ambulance or emergency medical services	81	55	284	Above
Crime prevention	63	88	274	Above
Fire prevention and education	66	109	219	Similar
Traffic enforcement	53	200	295	Similar
Courts	55	68	136	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	52	100	151	Below

Contact with Police and Fire Departments Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Had contact with the City of Sandy Springs Police Department	36	3	11	More
Overall impression of most recent contact with the City of Sandy Springs Police Department	83	2	23	Much above
Had contact with the City of Sandy Springs Fire Department	10	7	9	Similar
Overall impression of most recent contact with the City of Sandy Springs Fire Department	86	8	16	Much above

Community Environment Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Cleanliness of Sandy Springs	64	67	140	Similar
Quality of overall natural environment in Sandy Springs	55	107	136	Much below
Preservation of natural areas such as open space, farmlands and greenbelts	53	65	141	Similar

Frequency of Recycling Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Recycled used paper, cans or bottles from your home	69	151	191	Much less

Utility Services Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Sewer services	58	168	240	Similar
Drinking water	60	110	240	Similar
Storm drainage	53	150	289	Similar
Yard waste pick-up	57	150	194	Much below
Recycling	56	210	271	Much below
Garbage collection	60	274	296	Much below

Community Recreational Opportunities Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Recreation opportunities	50	179	251	Much below

Participation in Parks and Recreation Opportunities Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Used Sandy Springs recreation centers	48	137	166	Much less
Participated in a recreation program or activity	26	192	193	Much less
Visited a neighborhood park or City park	75	190	201	Much less

Parks and Recreation Services Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
City parks	64	182	265	Below
Recreation programs or classes	56	213	287	Below
Recreation centers or facilities	56	155	225	Below

Cultural and Educational Opportunities Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to attend cultural activities	46	162	255	Below

Cultural and Educational Services Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Public schools	56	123	212	Below

Community Quality and Inclusiveness Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Sense of community	53	167	255	Below
Openness and acceptance of the community toward people of diverse backgrounds	62	50	217	Above
Sandy Springs as a place to raise kids	66	170	302	Similar
Sandy Springs as a place to retire	55	175	283	Similar

Services Provided for Population Subgroups Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Services to seniors	64	58	252	Much above
Services to youth	54	97	226	Similar

Civic Engagement Opportunities Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to participate in community matters	51	99	128	Below
Opportunities to volunteer	56	111	132	Much below

Participation in Civic Engagement Opportunities Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	20	169	201	Much less
Volunteered your time to some group or activity in Sandy Springs	29	182	204	Much less

Voter Behavior Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Registered to vote	70	207	211	Much less
Voted in last general election	71	146	210	Less

Use of Information Sources Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Read Sandy Springs Newsletter	70	111	141	Much less
Visited the City of Sandy Springs Web site	48	112	125	Much less

Local Government Media Services and Information Dissemination Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Public information services	56	131	248	Similar

Contact with Immediate Neighbors Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Has contact with neighbors at least several times per week	47	66	120	Similar

Public Trust Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Value of services for the taxes paid to Sandy Springs	55	62	318	Much above
The overall direction that Sandy Springs is taking	64	16	262	Much above
Job Sandy Springs government does at welcoming citizen involvement	54	56	276	Much above
Overall image or reputation of Sandy Springs	64	100	241	Above

Services Provided by Local, State and Federal Governments Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Services provided by the City of Sandy Springs	62	147	346	Similar
Services provided by the Federal Government	41	109	214	Similar
Services provided by the State Government	35	195	217	Much below
Services provided by Fulton County Government	31	113	115	Much below

Contact with City Employees Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Had contact with City employee(s) in last 12 months	33	227	233	Much less

Perceptions of City Employees (Among Those Who Had Contact) Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Knowledge	73	79	273	Above
Responsiveness	70	91	270	Above
Courteousness	73	65	224	Above
Overall impression	71	79	311	Above

## JURISDICTIONS INCLUDED IN NATIONAL BENCHMARK COMPARISONS

Valdez, AK .....	4,036	Mission Viejo, CA .....	93,102
Auburn, AL.....	42,987	Morgan Hill, CA.....	33,556
Gulf Shores, AL .....	5,044	Mountain View, CA .....	70,708
Tuskegee, AL.....	11,846	Newport Beach, CA .....	70,032
Fayetteville, AR .....	58,047	Palm Springs, CA .....	42,807
Little Rock, AR .....	183,133	Palo Alto, CA .....	58,598
Avondale, AZ .....	35,883	Poway, CA .....	48,044
Casa Grande, AZ.....	25,224	Rancho Cordova, CA .....	55,060
Chandler, AZ.....	176,581	Redding, CA .....	80,865
Cococino County, AZ.....	116,320	Richmond, CA .....	99,216
Dewey-Humboldt, AZ.....	6,295	San Francisco, CA .....	776,733
Flagstaff, AZ .....	52,894	San Luis Obispo County, CA.....	247,900
Florence, AZ .....	17,054	San Rafael, CA .....	56,063
Gilbert, AZ .....	109,697	Santa Barbara County, CA.....	399,347
Green Valley, AZ .....	17,283	Santa Monica, CA .....	84,084
Kingman, AZ .....	20,069	South Lake Tahoe, CA.....	23,609
Marana, AZ .....	13,556	Stockton, CA.....	243,771
Mesa, AZ.....	396,375	Sunnyvale, CA .....	131,760
Peoria, AZ .....	108,364	Temecula, CA .....	57,716
Phoenix, AZ .....	1,321,045	Visalia, CA.....	91,565
Pinal County, AZ.....	179,727	Walnut Creek, CA.....	64,296
Prescott Valley, AZ.....	25,535	Calgary, Canada.....	878,866
Queen Creek, AZ .....	4,316	District of Saanich,Victoria, Canada .....	103,654
Scottsdale, AZ .....	202,705	Edmonton, Canada.....	666,104
Sedona, AZ .....	10,192	Guelph, Ontario, Canada.....	114,943
Surprise, AZ .....	30,848	Kamloops, Canada .....	77,281
Tempe, AZ .....	158,625	Kelowna, Canada .....	96,288
Yuma, AZ.....	77,515	Oakville, Canada .....	144,738
Yuma County, AZ.....	160,026	Thunder Bay, Canada.....	109,016
Agoura Hills, CA .....	20,537	Victoria, Canada .....	78,057
Bellflower, CA.....	72,878	Whitehorse, Canada.....	19,058
Benicia, CA .....	26,865	Winnipeg, Canada .....	619,544
Brea, CA.....	35,410	Yellowknife, Canada .....	16,541
Brisbane, CA .....	3,597	Arapahoe County, CO.....	487,967
Burlingame, CA.....	28,158	Archuleta County, CO.....	9,898
Carlsbad, CA .....	78,247	Arvada, CO.....	102,153
Chula Vista, CA.....	173,556	Aspen, CO .....	5,914
Concord, CA .....	121,780	Aurora, CO .....	276,393
Davis, CA.....	60,308	Boulder, CO .....	94,673
Del Mar, CA.....	4,389	Boulder County, CO .....	291,288
Dublin, CA.....	29,973	Breckenridge, CO .....	2,408
El Cerrito, CA .....	23,171	Broomfield, CO .....	38,272
Elk Grove, CA .....	59,984	Castle Rock, CO.....	20,224
Galt, CA .....	19,472	Centennial, CO .....	103,000
La Mesa, CA .....	54,749	Clear Creek County, CO .....	9,322
Laguna Beach, CA .....	23,727	Colorado Springs, CO .....	360,890
Livermore, CA .....	73,345	Craig, CO.....	9,189
Lodi, CA.....	56,999	Crested Butte, CO .....	1,529
Long Beach, CA.....	461,522	Denver, CO .....	554,636
Lynwood, CA .....	69,845	Douglas County, CO.....	175,766
Menlo Park, CA.....	30,785	Durango, CO .....	13,922

Eagle County, CO.....	41,659	Eustis, FL.....	15,106
Englewood, CO.....	31,727	Gainesville, FL.....	95,447
Fort Collins, CO.....	118,652	Hillsborough County, FL.....	998,948
Frisco, CO.....	2,443	Jupiter, FL.....	39,328
Fruita, CO.....	6,478	Kissimmee, FL.....	47,814
Georgetown, CO.....	1,088	Lee County, FL.....	454,918
Grand County, CO.....	12,442	Martin County, FL.....	126,731
Grand Junction, CO.....	41,986	Melbourne, FL.....	71,382
Greenwood Village, CO.....	11,035	Miami Beach, FL.....	87,933
Gunnison County, CO.....	13,956	North Palm Beach, FL.....	12,064
Highlands Ranch, CO.....	70,931	North Port, FL.....	22,797
Hot Sulphur Springs, CO.....	521	Oakland Park, FL.....	30,966
Jefferson County, CO.....	527,056	Ocala, FL.....	45,943
Lakewood, CO.....	144,126	Oldsmar, FL.....	11,910
Larimer County, CO.....	251,494	Oviedo, FL.....	26,316
Lone Tree, CO.....	4,873	Palm Bay, FL.....	79,413
Longmont, CO.....	71,093	Palm Beach, FL.....	10,468
Louisville, CO.....	18,937	Palm Beach County, FL.....	1,131,184
Loveland, CO.....	50,608	Palm Beach Gardens, FL.....	35,058
Mesa County, CO.....	116,255	Palm Coast, FL.....	32,732
Montrose, CO.....	12,344	Panama City, FL.....	36,417
Northglenn, CO.....	31,575	Pasco County, FL.....	344,765
Parker, CO.....	23,558	Pinellas County, FL.....	921,482
Pitkin County, CO.....	14,872	Pinellas Park, FL.....	45,658
Salida, CO.....	5,504	Port Orange, FL.....	45,823
Silverthorne, CO.....	3,196	Port St. Lucie, FL.....	88,769
Steamboat Springs, CO.....	9,815	Sanford, FL.....	38,291
Sterling, CO.....	11,360	Sarasota, FL.....	52,715
Summit County, CO.....	23,548	Seminole, FL.....	10,890
Thornton, CO.....	82,384	South Daytona, FL.....	13,177
Vail, CO.....	4,531	St. Cloud, FL.....	20,074
Westminster, CO.....	100,940	Tallahassee, FL.....	150,624
Wheat Ridge, CO.....	32,913	Titusville, FL.....	40,670
Coventry, CT.....	11,504	Volusia County, FL.....	443,343
Hartford, CT.....	121,578	Walton County, FL.....	40,601
Wethersfield, CT.....	26,271	Winter Garden, FL.....	14,351
Windsor, CT.....	28,237	Winter Park, FL.....	24,090
Dover, DE.....	32,135	Albany, GA.....	76,939
Belleair Beach, FL.....	1,751	Alpharetta, GA.....	34,854
Bonita Springs, FL.....	32,797	Cartersville, GA.....	15,925
Brevard County, FL.....	476,230	Conyers, GA.....	10,689
Cape Coral, FL.....	102,286	Decatur, GA.....	18,147
Charlotte County, FL.....	141,627	Milton, GA.....	30,180
Clearwater, FL.....	108,787	Roswell, GA.....	79,334
Collier County, FL.....	251,377	Savannah, GA.....	131,510
Cooper City, FL.....	27,939	Smyrna, GA.....	40,999
Coral Springs, FL.....	117,549	Snellville, GA.....	15,351
Dania Beach, FL.....	20,061	Suwanee, GA.....	8,725
Daytona Beach, FL.....	64,112	Valdosta, GA.....	43,724
Delray Beach, FL.....	60,020	Honolulu, HI.....	876,156
Destin, FL.....	11,119	Ames, IA.....	50,731
Duval County, FL.....	778,879	Ankeny, IA.....	27,117
Escambia County, FL.....	294,410	Bettendorf, IA.....	31,275

Davenport, IA.....	98,359	Daviess County, KY.....	91,545
Des Moines, IA.....	198,682	New Orleans, LA .....	484,674
Indianola, IA.....	12,998	Andover, MA .....	31,247
Marion, IA.....	7,144	Barnstable, MA .....	47,821
Urbandale, IA.....	29,072	Bedford, MA .....	12,595
Waukee, IA .....	5,126	Burlington, MA .....	22,876
Boise, ID .....	185,787	Cambridge, MA.....	101,355
Moscow, ID .....	21,291	Needham, MA .....	28,911
Post Falls, ID .....	17,247	Shrewsbury, MA .....	31,640
Twin Falls, ID.....	34,469	Worcester, MA.....	172,648
Batavia, IL .....	23,866	Baltimore County, MD .....	754,292
Centralia, IL.....	14,136	College Park, MD.....	24,657
Clarendon Hills, IL .....	7,610	Gaithersburg, MD .....	52,613
Collinsville, IL .....	24,707	La Plata, MD .....	6,551
Crystal Lake, IL.....	38,000	Montgomery County, MD .....	873,341
DeKalb, IL .....	39,018	Ocean City, MD.....	7,173
Downers Grove, IL .....	48,724	Rockville, MD.....	47,388
Elmhurst, IL .....	42,762	Takoma Park, MD .....	17,299
Evanston, IL .....	74,239	Saco, ME.....	16,822
Freeport, IL.....	26,443	Ann Arbor, MI.....	114,024
Gurnee, IL .....	28,834	Battle Creek, MI .....	53,364
Highland Park, IL.....	31,365	Delhi Township, MI .....	22,569
Lincolnwood, IL .....	12,359	Escanaba, MI.....	13,140
Naperville, IL .....	128,358	Flushing, MI.....	8,348
Normal, IL .....	45,386	Gladstone, MI .....	5,032
Oak Park, IL .....	39,803	Howell, MI .....	9,232
O'Fallon, IL .....	21,910	Jackson County, MI .....	158,422
Palatine, IL .....	65,479	Meridian Charter Township, MI .....	38,987
Park Ridge, IL.....	37,775	Novi, MI .....	47,386
Peoria County, IL.....	183,433	Oakland Township, MI .....	13,071
Riverside, IL .....	8,895	Ottawa County, MI .....	238,314
Sherman, IL .....	2,871	Petoskey, MI .....	6,080
Shorewood, IL.....	7,686	Rochester, MI.....	10,467
Skokie, IL .....	63,348	Sault Sainte Marie, MI .....	16,542
Sugar Grove, IL .....	3,909	South Haven, MI.....	5,021
Wilmington, IL .....	5,134	Troy, MI.....	80,959
Woodridge, IL .....	30,934	Village of Howard City, MI .....	1,585
Fishers, IN .....	37,835	Blue Earth, MN .....	3,621
Munster, IN .....	21,511	Carver County, MN.....	70,205
Arkansas City, KS.....	11,963	Chanhassen, MN.....	20,321
Chanute, KS .....	9,411	Dakota County, MN.....	355,904
Fairway, KS .....	3,952	Duluth, MN .....	86,918
Gardner, KS.....	9,396	Fridley, MN .....	27,449
Lawrence, KS.....	80,098	Hutchinson, MN .....	13,080
Lenexa, KS .....	40,238	Maple Grove, MN.....	50,365
Merriam, KS .....	11,008	Mayer, MN .....	554
Mission, KS .....	9,727	Medina, MN .....	4,005
Olathe, KS.....	92,962	Minneapolis, MN .....	382,618
Overland Park, KS .....	149,080	North Branch, MN .....	8,023
Roeland Park, KS.....	6,817	Olmsted County, MN.....	124,277
Salina, KS .....	45,679	Prior Lake, MN.....	15,917
Wichita, KS .....	344,284	Scott County, MN .....	89,498
Bowling Green, KY.....	49,296	St. Cloud, MN.....	59,107

St. Louis County, MN .....	200,528	New York City, NY .....	8,008,278
Washington County, MN.....	201,130	Blue Ash, OH .....	12,513
Woodbury, MN.....	46,463	Delaware, OH .....	25,243
Blue Springs, MO.....	48,080	Dublin, OH .....	31,392
Branson, MO.....	6,050	Hudson, OH .....	22,439
Clay County, MO .....	184,006	Kettering, OH .....	57,502
Creve Coeur, MO.....	16,500	Lebanon, OH.....	16,962
Ellisville, MO .....	9,104	Orange Village, OH.....	3,236
Grandview, MO.....	24,881	Sandusky, OH.....	27,844
Joplin, MO .....	45,504	Springboro, OH .....	12,380
Lee's Summit, MO.....	70,700	Upper Arlington, OH .....	33,686
Liberty, MO.....	26,232	Westerville, OH.....	35,318
Maryland Heights, MO.....	25,756	Broken Arrow, OK .....	74,839
Maryville, MO.....	10,581	Edmond, OK .....	68,315
O'Fallon, MO.....	46,169	Oklahoma City, OK .....	506,132
Platte City, MO .....	3,866	Stillwater, OK.....	39,065
Raymore, MO .....	11,146	Albany, OR.....	40,852
Richmond Heights, MO .....	9,602	Bend, OR.....	52,029
Starkville, MS .....	21,869	Corvallis, OR .....	49,322
Billings, MT.....	89,847	Eugene, OR.....	137,893
Bozeman, MT.....	27,509	Hermiston, OR.....	13,154
Missoula, MT .....	57,053	Jackson County, OR.....	181,269
Asheville, NC.....	68,889	Keizer, OR.....	32,203
Cary, NC .....	94,536	Lane County, OR .....	322,959
Charlotte, NC.....	540,828	Multnomah County, OR.....	660,486
Concord, NC.....	55,977	Portland, OR.....	529,121
Davidson, NC .....	7,139	Tualatin, OR .....	22,791
Durham, NC .....	187,038	Borough of Ebensburg, PA .....	3,091
High Point, NC.....	85,839	Cranberry Township, PA .....	23,625
Kannapolis, NC.....	36,910	Cumberland County, PA .....	213,674
Mecklenburg County, NC.....	695,454	Ephrata Borough, PA.....	13,213
Mooresville, NC.....	18,823	Kutztown Borough, PA.....	5,067
Winston-Salem, NC.....	185,776	Lower Providence Township, PA .....	22,390
Wahpeton, ND.....	8,586	Peters Township, PA .....	17,556
Cedar Creek, NE.....	396	Philadelphia, PA .....	1,517,550
La Vista, NE.....	11,699	State College, PA.....	38,420
Dover, NH .....	26,884	Upper Merion Township, PA .....	28,863
Lebanon, NH .....	12,568	East Providence, RI.....	48,688
Lyme, NH .....	1,679	Newport, RI .....	26,475
Alamogordo, NM .....	35,582	Greenville, SC.....	10,468
Albuquerque, NM .....	448,607	Mauldin, SC.....	15,224
Bloomfield, NM .....	6,417	Rock Hill, SC .....	49,765
Farmington, NM.....	37,844	Sioux Falls, SD.....	123,975
Rio Rancho, NM .....	51,765	Johnson City, TN.....	55,469
San Juan County, NM.....	113,801	Nashville, TN.....	545,524
Carson City, NV .....	52,457	Oak Ridge, TN .....	27,387
Henderson, NV .....	175,381	White House, TN.....	7,220
North Las Vegas, NV .....	115,488	Arlington, TX .....	332,969
Reno, NV .....	180,480	Austin, TX .....	656,562
Sparks, NV .....	66,346	Benbrook, TX.....	20,208
Washoe County, NV .....	339,486	Bryan, TX.....	34,733
Beekman, NY .....	11,452	Coppell, TX.....	39,958
Canandaigua, NY .....	11,264	Corpus Christi, TX.....	277,454

Dallas, TX.....	1,188,580	Prince William County, VA.....	280,813
Denton, TX.....	80,537	Radford, VA.....	15,859
Duncanville, TX.....	36,081	Roanoke, VA.....	94,911
El Paso, TX.....	563,662	Spotsylvania County, VA.....	90,395
Flower Mound, TX.....	50,702	Stafford County, VA.....	92,446
Fort Worth, TX.....	534,694	Staunton, VA.....	23,853
Georgetown, TX.....	28,339	Virginia Beach, VA.....	425,257
Grand Prairie, TX.....	127,427	Williamsburg, VA.....	11,998
Houston, TX.....	1,953,631	Chittenden County, VT.....	146,571
Hurst, TX.....	36,273	Montpelier, VT.....	8,035
Hutto, TX.....	1,250	Auburn, WA.....	40,314
Irving, TX.....	191,615	Bellevue, WA.....	109,569
McAllen, TX.....	106,414	Bellingham, WA.....	67,171
Pasadena, TX.....	141,674	Clark County, WA.....	345,238
Plano, TX.....	222,030	Federal Way, WA.....	83,259
Round Rock, TX.....	61,136	Gig Harbor, WA.....	6,465
Rowlett, TX.....	44,503	Hoquiam, WA.....	9,097
San Marcos, TX.....	34,733	Kirkland, WA.....	45,054
Shenandoah, TX.....	1,503	Kitsap County, WA.....	231,969
Southlake, TX.....	21,519	Lynnwood, WA.....	33,847
Sugar Land, TX.....	63,328	Mountlake Terrace, WA.....	20,362
Temple, TX.....	54,514	Ocean Shores, WA.....	3,836
The Colony, TX.....	26,531	Olympia, WA.....	42,514
Tomball, TX.....	9,089	Pasco, WA.....	32,066
Farmington, UT.....	12,081	Redmond, WA.....	45,256
Riverdale, UT.....	7,656	Renton, WA.....	50,052
Sandy City, UT.....	88,418	Snoqualmie, WA.....	1,631
Saratoga Springs, UT.....	1,003	Spokane Valley, WA.....	75,203
Springville, UT.....	20,424	Tacoma, WA.....	193,556
Washington City, UT.....	8,186	Vancouver, WA.....	143,560
Albemarle County, VA.....	79,236	Columbus, WI.....	4,479
Arlington County, VA.....	189,453	De Pere, WI.....	20,559
Blacksburg, VA.....	39,357	Eau Claire, WI.....	61,704
Botetourt County, VA.....	30,496	Merrill, WI.....	10,146
Chesapeake, VA.....	199,184	Ozaukee County, WI.....	82,317
Chesterfield County, VA.....	259,903	Racine, WI.....	81,855
Hampton, VA.....	146,437	Suamico, WI.....	8,686
Hanover County, VA.....	86,320	Wausau, WI.....	38,426
Hopewell, VA.....	22,354	Whitewater, WI.....	13,437
James City County, VA.....	48,102	Morgantown, WV.....	26,809
Lexington, VA.....	6,867	Cheyenne, WY.....	53,011
Lynchburg, VA.....	65,269	Gillette, WY.....	19,646
Newport News, VA.....	180,150	Laramie, WY.....	27,204
Northampton County, VA.....	13,093	Teton County, WY.....	18,251

## POPULATIONS 70,000 TO 150,000 BENCHMARK COMPARISONS

Overall Community Quality Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Overall quality of life in Sandy Springs	69	21	61	Above
Your neighborhood as place to live	67	19	35	Similar
Sandy Springs as a place to live	75	17	52	Above
Recommend living in Sandy Springs to someone who asks	81	7	25	Much above
Remain in Sandy Springs for the next five years	71	16	25	Similar

Community Transportation Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Ease of car travel in Sandy Springs	37	37	38	Much below
Ease of bicycle travel in Sandy Springs	24	37	37	Much below
Ease of walking in Sandy Springs	35	31	37	Much below
Availability of paths and walking trails	35	23	28	Much below
Traffic flow on major streets	24	36	36	Much below

Drive Alone Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Average percent of work commute trips made by driving alone	72	16	23	Similar

Transportation and Parking Services Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Street repair	53	11	56	Much above
Street cleaning	56	13	35	Above
Street lighting	55	14	42	Above
Sidewalk maintenance	49	17	39	Similar
Traffic signal timing	39	26	30	Below

Housing Costs Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	30	17	23	Much less

Built Environment Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Quality of new development in Sandy Springs	59	7	32	Much above
Overall appearance of Sandy Springs	62	13	41	Above

Population Growth Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Population growth seen as too fast	24	30	32	Much less

Nuisance Problems Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	5	28	30	Much less

Planning and Community Code Enforcement Services Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Land use, planning and zoning	50	9	39	Much above
Code enforcement (weeds, abandoned buildings, etc.)	47	17	44	Similar
Animal control	59	10	44	Above

Economic Sustainability and Opportunities Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Shopping opportunities	64	8	36	Much above
Sandy Springs as a place to work	67	6	41	Much above
Overall quality of business and service establishments in Sandy Springs	63	5	23	Much above

Economic Development Services Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Economic development	49	14	35	Above

Job and Retail Growth Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Retail growth seen as too slow	34	14	32	Similar
Jobs growth seen as too slow	80	14	33	Much more

Personal Economic Future Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Positive impact of economy on household income	20	8	32	Similar

Community and Personal Public Safety Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
In your neighborhood during the day	86	18	45	Similar
In your neighborhood after dark	70	24	45	Similar
In Sandy Springs' downtown area during the day	84	11	35	Much above
In Sandy Springs' downtown area after dark	64	11	38	Much above
Violent crime (e.g., rape, assault, robbery)	73	14	38	Much above
Property crimes (e.g., burglary, theft)	59	16	39	Similar
Environmental hazards, including toxic waste	78	5	24	Much above

Crime Victimization and Reporting Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Victim of crime	9	30	32	Much less
Reported crimes	90	1	32	Much more

Public Safety Services Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Police services	76	3	56	Much above
Fire services	81	2	50	Much above
Ambulance or emergency medical services	81	1	47	Much above
Crime prevention	63	7	43	Much above
Fire prevention and education	66	13	36	Similar
Traffic enforcement	53	25	42	Similar
Courts	55	10	27	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	52	21	31	Similar

Contact with Police and Fire Departments Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Had contact with the City of Sandy Springs Police Department	36	Not available	Not available	Not available
Overall impression of most recent contact with the City of Sandy Springs Police Department	83	Not available	Not available	Not available
Had contact with the City of Sandy Springs Fire Department	10	Not available	Not available	Not available
Overall impression of most recent contact with the City of Sandy Springs Fire Department	86	Not available	Not available	Not available

Community Environment Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Cleanliness of Sandy Springs	64	8	27	Much above
Quality of overall natural environment in Sandy Springs	55	18	26	Similar
Preservation of natural areas such as open space, farmlands and greenbelts	53	8	24	Above

Frequency of Recycling Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Recycled used paper, cans or bottles from your home	69	24	29	Much less

Utility Services Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Sewer services	58	26	39	Similar
Drinking water	60	19	40	Similar
Storm drainage	53	19	43	Similar
Yard waste pick-up	57	23	30	Below
Recycling	56	34	43	Below
Garbage collection	60	42	44	Much below

Community Recreational Opportunities Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Recreation opportunities	50	26	38	Below

Participation in Parks and Recreation Opportunities Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Used Sandy Springs recreation centers	48	22	29	Less
Participated in a recreation program or activity	26	30	30	Much less
Visited a neighborhood park or City park	75	30	31	Much less

Parks and Recreation Services Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
City parks	64	28	41	Similar
Recreation programs or classes	56	31	46	Below
Recreation centers or facilities	56	25	38	Below

Cultural and Educational Opportunities Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to attend cultural activities	46	24	37	Below

Cultural and Educational Services Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Public schools	56	22	44	Similar

Community Quality and Inclusiveness Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Sense of community	53	18	38	Similar
Openness and acceptance of the community toward people of diverse backgrounds	62	7	34	Much above
Sandy Springs as a place to raise kids	66	22	44	Similar
Sandy Springs as a place to retire	55	26	42	Similar

Services Provided for Population Subgroups Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Services to seniors	64	6	44	Much above
Services to youth	54	8	36	Above

Civic Engagement Opportunities Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to participate in community matters	51	15	23	Similar
Opportunities to volunteer	56	20	23	Much below

Participation in Civic Engagement Opportunities Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	20	23	31	Less
Volunteered your time to some group or activity in Sandy Springs	29	28	31	Much less

Voter Behavior Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Registered to vote	70	31	32	Much less
Voted in last general election	71	23	31	Less

Use of Information Sources Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Read Sandy Springs Newsletter	70	16	25	Less
Visited the City of Sandy Springs Web site	48	22	24	Much less

Local Government Media Services and Information Dissemination Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Public information services	56	19	38	Similar

Contact with Immediate Neighbors Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Has contact with neighbors at least several times per week	47	12	24	Similar

Public Trust Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Value of services for the taxes paid to Sandy Springs	55	7	49	Much above
The overall direction that Sandy Springs is taking	64	3	41	Much above
Job Sandy Springs government does at welcoming citizen involvement	54	8	44	Much above
Overall image or reputation of Sandy Springs	64	9	35	Much above

Services Provided by Local, State and Federal Governments Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Services provided by the City of Sandy Springs	62	21	60	Above
Services provided by the Federal Government	41	15	32	Similar
Services provided by the State Government	35	30	33	Much below
Services provided by Fulton County Government	31	20	20	Much below

Contact with City Employees Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Had contact with City employee(s) in last 12 months	33	40	42	Much less

Perceptions of City Employees (Among Those Who Had Contact) Benchmarks				
	Sandy Springs average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Knowledge	73	7	46	Above
Responsiveness	70	6	39	Much above
Courteousness	73	5	36	Much above
Overall impression	71	6	53	Much above

## JURISDICTIONS INCLUDED IN POPULATIONS 70,000 TO 150,000 BENCHMARK COMPARISONS

Cococino County, AZ.....	116,320	Naperville, IL.....	128,358
Gilbert, AZ.....	109,697	Lawrence, KS.....	80,098
Peoria, AZ.....	108,364	Olathe, KS.....	92,962
Yuma, AZ.....	77,515	Overland Park, KS.....	149,080
Carlsbad, CA.....	78,247	Daviess County, KY.....	91,545
Concord, CA.....	121,780	Cambridge, MA.....	101,355
Livermore, CA.....	73,345	Ann Arbor, MI.....	114,024
Mission Viejo, CA.....	93,102	Troy, MI.....	80,959
Mountain View, CA.....	70,708	Carver County, MN.....	70,205
Newport Beach, CA.....	70,032	Duluth, MN.....	86,918
Redding, CA.....	80,865	Olmsted County, MN.....	124,277
Richmond, CA.....	99,216	Scott County, MN.....	89,498
Santa Monica, CA.....	84,084	Lee's Summit, MO.....	70,700
Sunnyvale, CA.....	131,760	Billings, MT.....	89,847
Visalia, CA.....	91,565	Cary, NC.....	94,536
Arvada, CO.....	102,153	High Point, NC.....	85,839
Boulder, CO.....	94,673	San Juan County, NM.....	113,801
Centennial, CO.....	103,000	North Las Vegas, NV.....	115,488
Fort Collins, CO.....	118,652	Broken Arrow, OK.....	74,839
Highlands Ranch, CO.....	70,931	Eugene, OR.....	137,893
Lakewood, CO.....	144,126	Gresham, OR.....	90,205
Longmont, CO.....	71,093	Sioux Falls, SD.....	123,975
Mesa County, CO.....	116,255	Denton, TX.....	80,537
Thornton, CO.....	82,384	Grand Prairie, TX.....	127,427
Westminster, CO.....	100,940	McAllen, TX.....	106,414
Hartford, CT.....	121,578	Pasadena, TX.....	141,674
Cape Coral, FL.....	102,286	Sandy City, UT.....	88,418
Charlotte County, FL.....	141,627	Albemarle County, VA.....	79,236
Clearwater, FL.....	108,787	Hampton, VA.....	146,437
Coral Springs, FL.....	117,549	Hanover County, VA.....	86,320
Gainesville, FL.....	95,447	Roanoke, VA.....	94,911
Martin County, FL.....	126,731	Spotsylvania County, VA.....	90,395
Melbourne, FL.....	71,382	Stafford County, VA.....	92,446
Miami Beach, FL.....	87,933	Chittenden County, VT.....	146,571
Palm Bay, FL.....	79,413	Bellevue, WA.....	109,569
Port St. Lucie, FL.....	88,769	Federal Way, WA.....	83,259
Albany, GA.....	76,939	Spokane Valley, WA.....	75,203
Roswell, GA.....	79,334	Vancouver, WA.....	143,560
Savannah, GA.....	131,510	Ozaukee County, WI.....	82,317
Davenport, IA.....	98,359	Racine, WI.....	81,855
Evanston, IL.....	74,239		