



CITY OF MUSCATINE, IA 2011



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



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

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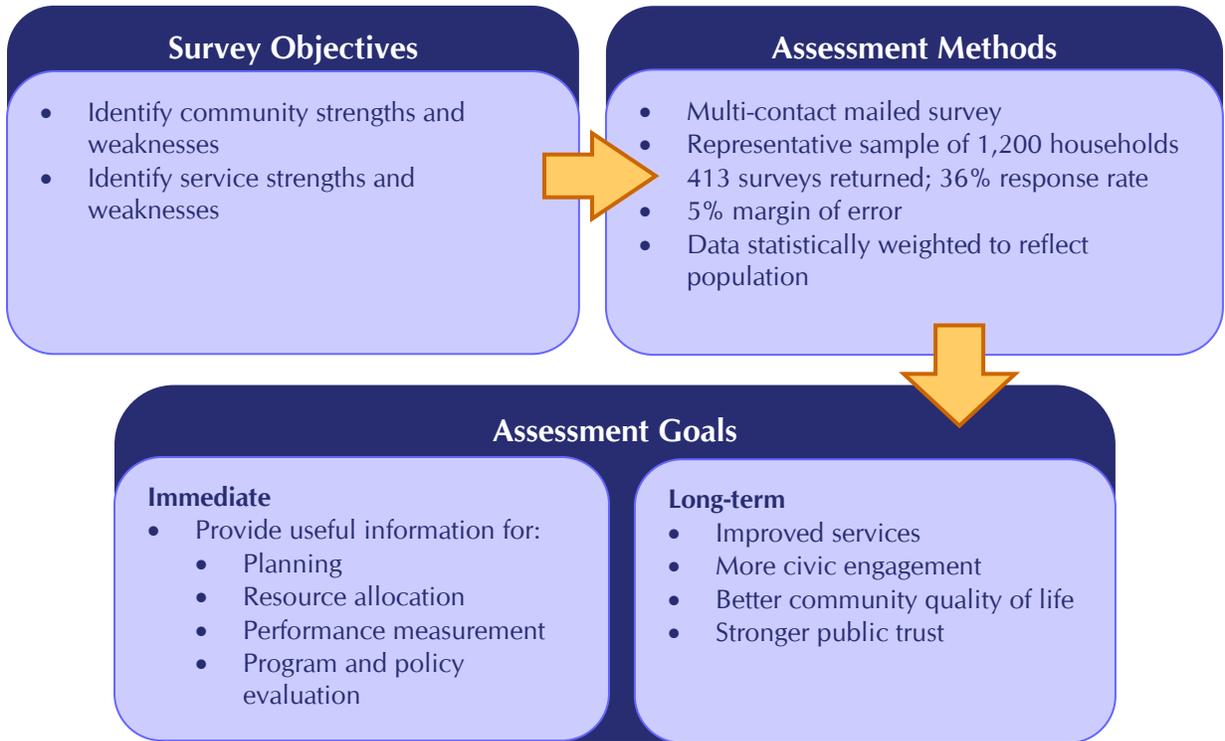
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SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

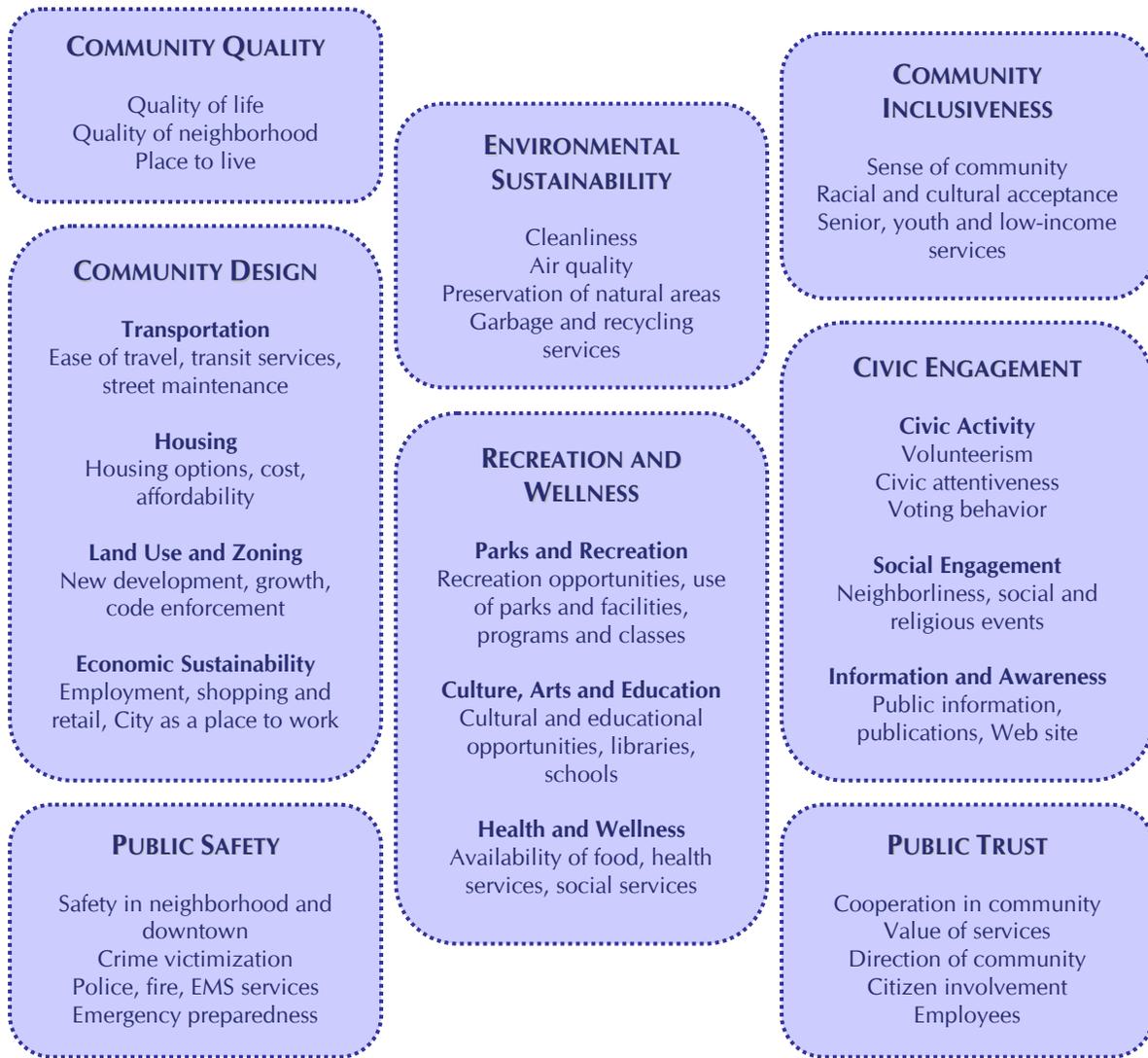
The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided 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 413 completed surveys were obtained, providing an overall response rate of 36%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

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

UNDERSTANDING THE RESULTS

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

Margin of Error

The margin of error around results for the City of Muscatine Survey (413 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 Muscatine, but from City of Muscatine 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 Muscatine chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Muscatine 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 Muscatine 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 Muscatine's rating to the benchmark.

“Don’t Know” Responses and Rounding

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

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

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

EXECUTIVE SUMMARY

This report of the City of Muscatine 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 Muscatine and believed the City was a good place to live. The overall quality of life in the City of Muscatine was rated as “excellent” or “good” by 57% of respondents. A majority reported they plan on staying in the City of Muscatine for the next five years.

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

Ratings of community characteristics were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, two were above the national benchmark comparison, eight were similar to the national benchmark comparison and 21 were below.

Residents in the City of Muscatine were civically engaged. While only 23% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 98% had provided help to a friend or neighbor. A majority had volunteered their time to some group or activity in the City of Muscatine, which was much higher than the benchmark.

In general, survey respondents demonstrated mild trust in local government. Less than half rated the overall direction being taken by the City of Muscatine as “good” or “excellent.” This was much below the benchmark. Those residents who had interacted with an employee of the City of Muscatine in the previous 12 months gave high marks to those employees. Most rated their overall impression of employees as “excellent” or “good.”

City services rated were able to be compared to the benchmark database. Of the 38 services for which comparisons were available, one was above the benchmark comparison, ten were similar to the benchmark comparison and 27 were below.

A Key Driver Analysis was conducted for the City of Muscatine which examined the relationships between ratings of each service and ratings of the City of Muscatine's services overall. Those key driver services that correlated most strongly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Muscatine 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:

- Recreation centers or facilities
- Police services
- Preservation of natural areas

Of these services, those deserving the most attention may be those that were below the benchmark comparisons: recreation centers or facilities and 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 Muscatine – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents’ commitment to the City of Muscatine. Residents were asked whether they planned to move soon or if they would recommend the City of Muscatine to others. Intentions to stay and willingness to make recommendations provide evidence that the City of Muscatine offers services and amenities that work.

Many of the City of Muscatine’s residents gave favorable ratings to their neighborhoods and the community as a place to live. 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

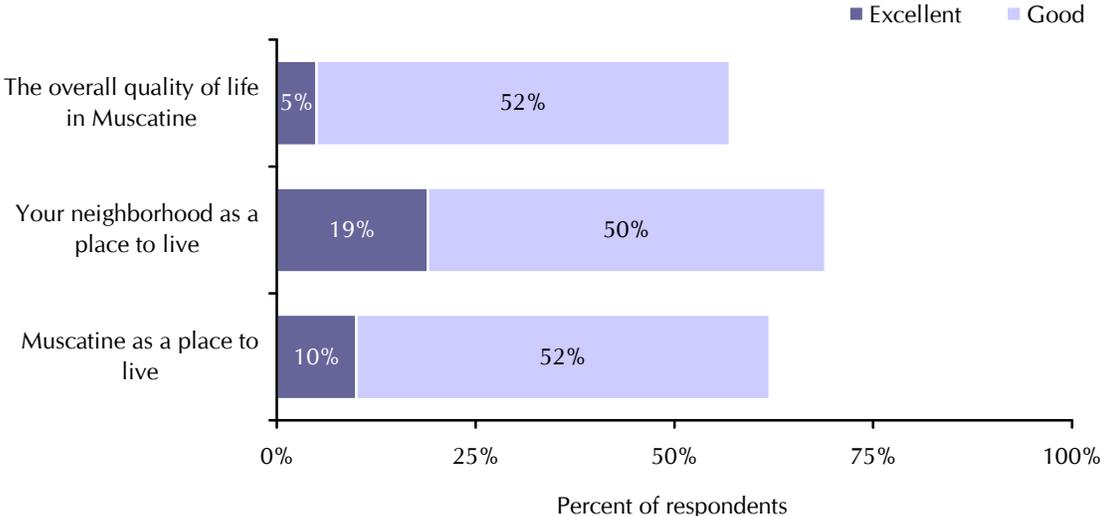
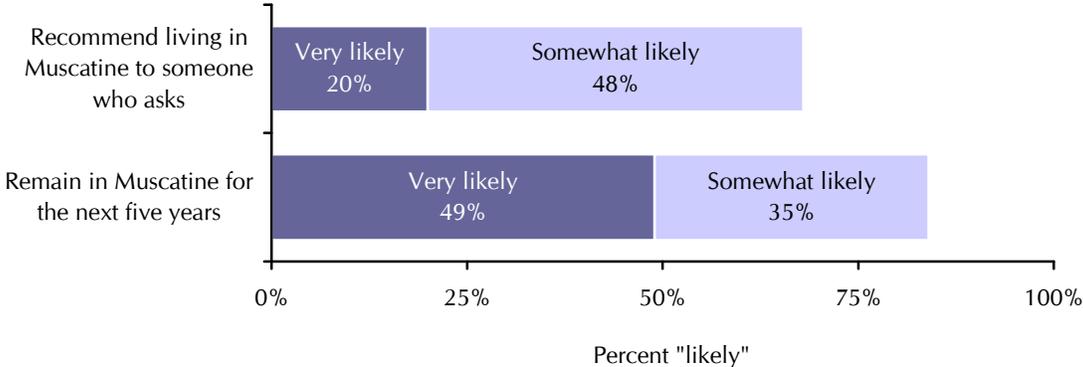


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY



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

FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

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

COMMUNITY DESIGN

Transportation

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

Residents responding to the survey were given a list of six aspects of mobility to rate on a scale of “excellent,” “good,” “fair” and “poor.” Ease of car travel in Muscatine and the availability of paths and walking trails were given the most positive ratings.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY

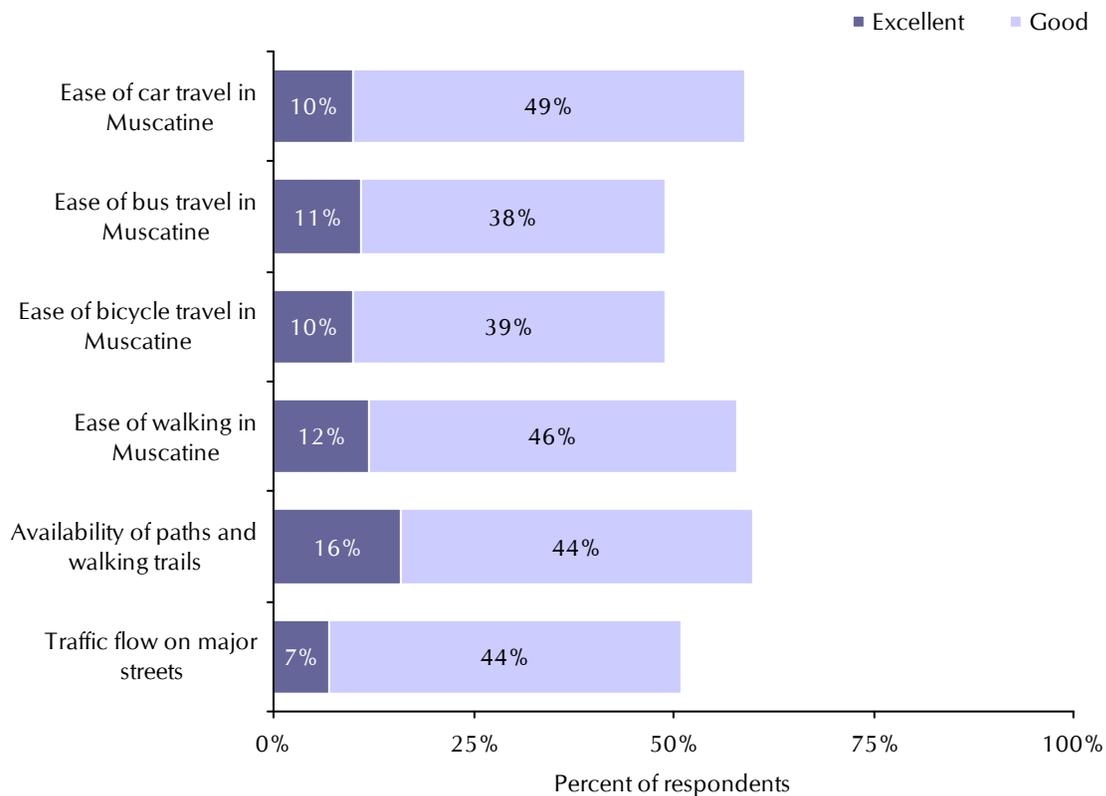


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

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

Eight transportation services were rated in Muscatine. One was above the benchmark, five were below the benchmark and two were similar to the benchmark.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES

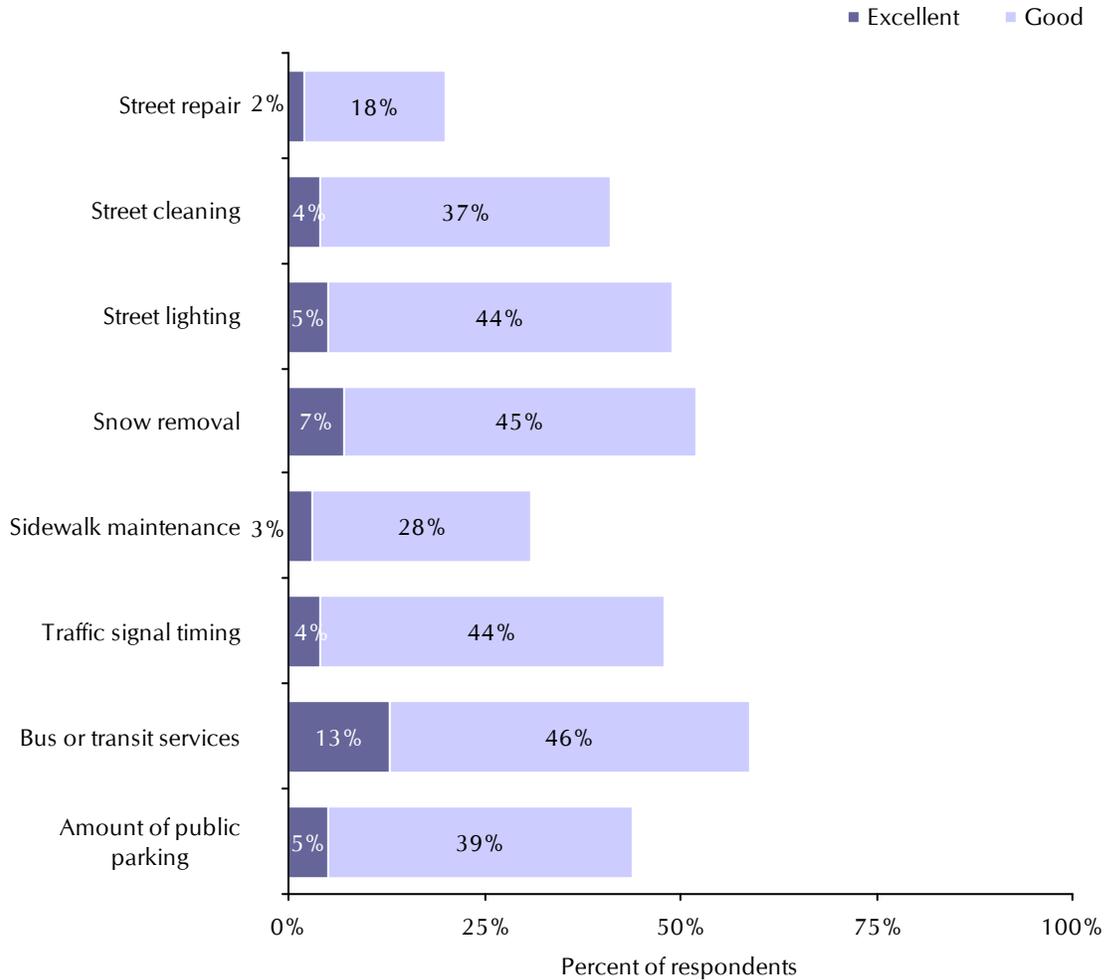


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

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

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

FIGURE 10: FREQUENCY OF BUS USE IN LAST 12 MONTHS

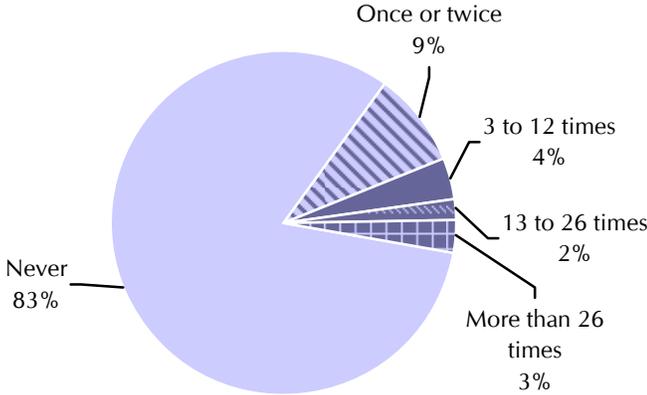


FIGURE 11: FREQUENCY OF BUS USE BENCHMARKS

Comparison to benchmark	
Ridden a local bus within Muscatine	Much less

FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE

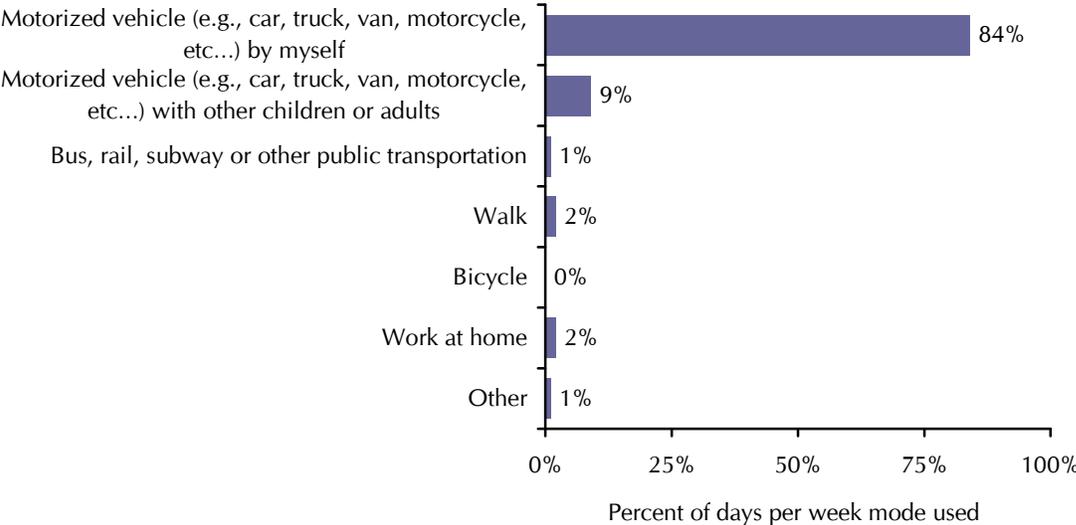


FIGURE 13: DRIVE ALONE BENCHMARKS

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

Housing

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

The survey of the City of Muscatine residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as “excellent” or “good” by 38% of respondents, while the variety of housing options was rated as “excellent” or “good” by 45% of respondents. The rating of perceived affordable housing availability was similar in the City of Muscatine than the ratings, on average, in comparison jurisdictions.

FIGURE 14: RATINGS OF HOUSING IN COMMUNITY

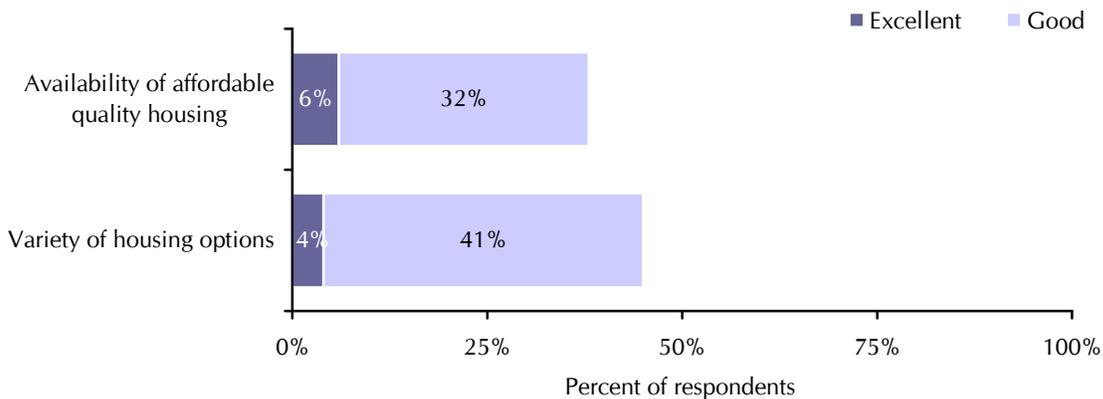


FIGURE 15: HOUSING CHARACTERISTICS BENCHMARKS

	Comparison to benchmark
Availability of affordable quality housing	Similar
Variety of housing options	Much below

To augment the perceptions of affordable housing in Muscatine, 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 Muscatine experiencing housing cost stress. About 27% of survey participants were found to pay housing costs of more than 30% of their monthly household income.

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

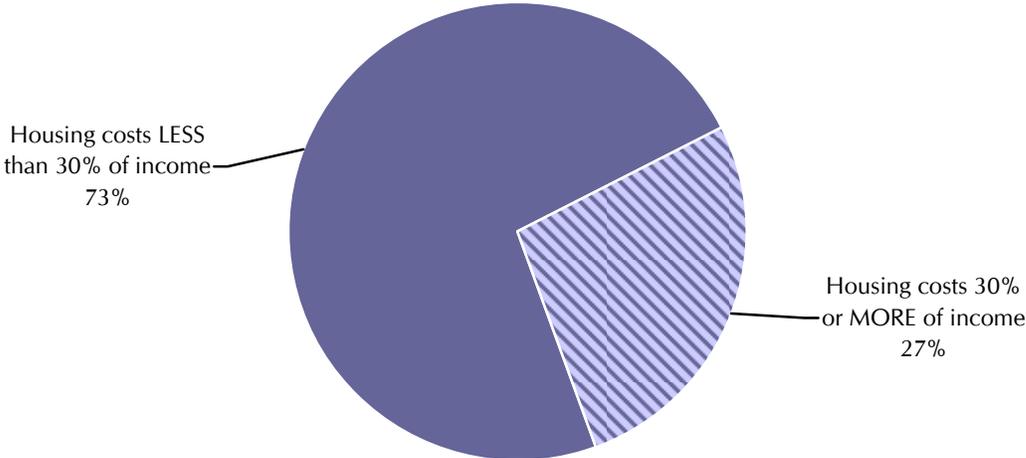


FIGURE 17: HOUSING COSTS BENCHMARKS

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

Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community’s overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of the City of Muscatine 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 Muscatine was rated as “excellent” by 4% of respondents and as “good” by an additional 33%. The overall appearance of Muscatine was rated as “excellent” or “good” by 40% of respondents and was much lower than the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Muscatine, 16% thought they were a “major” problem.

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

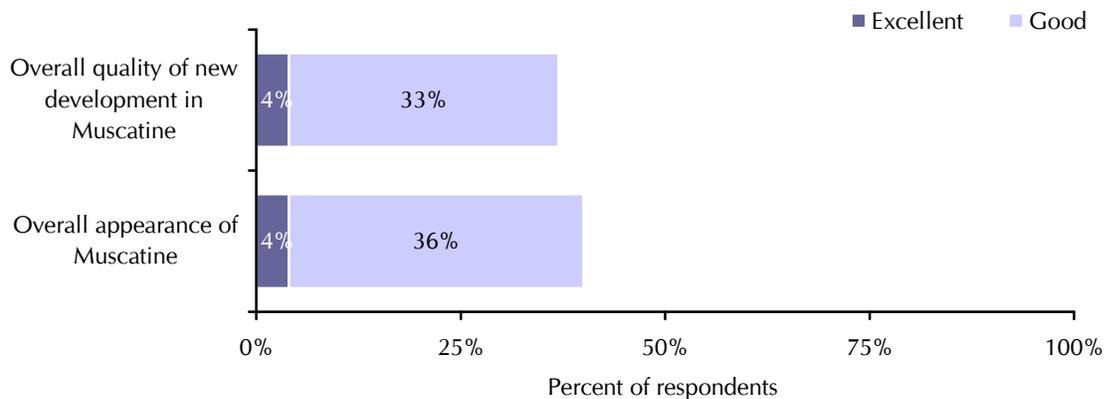


FIGURE 19: BUILT ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Quality of new development in Muscatine	Much below
Overall appearance of Muscatine	Much below

FIGURE 20: RATINGS OF POPULATION GROWTH

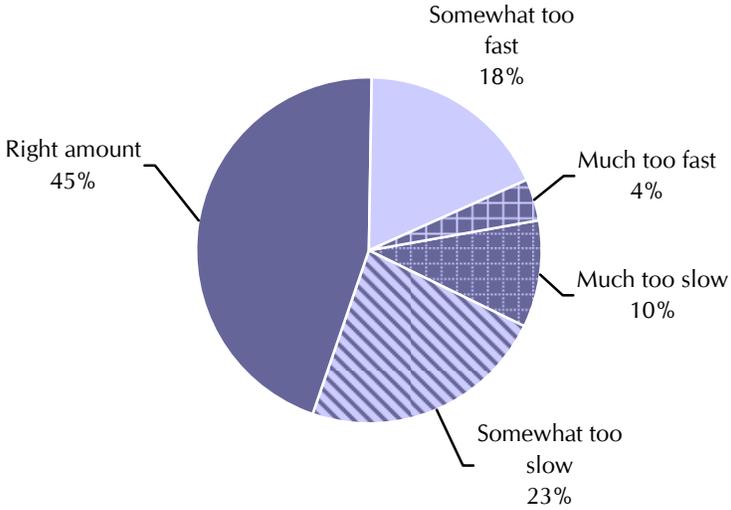


FIGURE 21: POPULATION GROWTH BENCHMARKS

Comparison to benchmark	
Population growth seen as too fast	Much less

FIGURE 22: RATINGS OF NUISANCE PROBLEMS

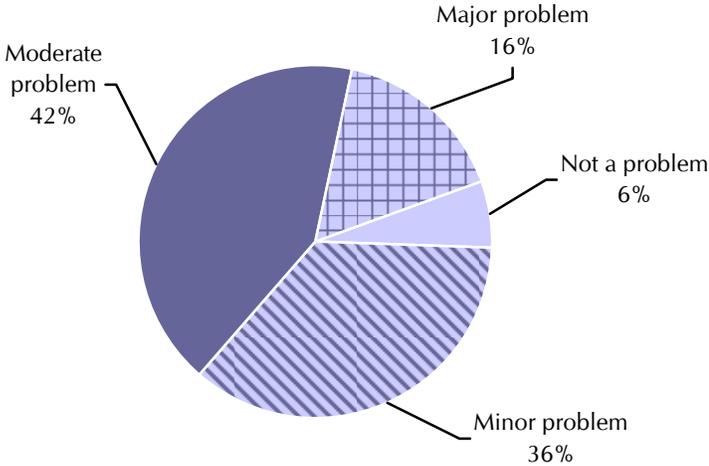


FIGURE 23: NUISANCE PROBLEMS BENCHMARKS

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

FIGURE 24: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES

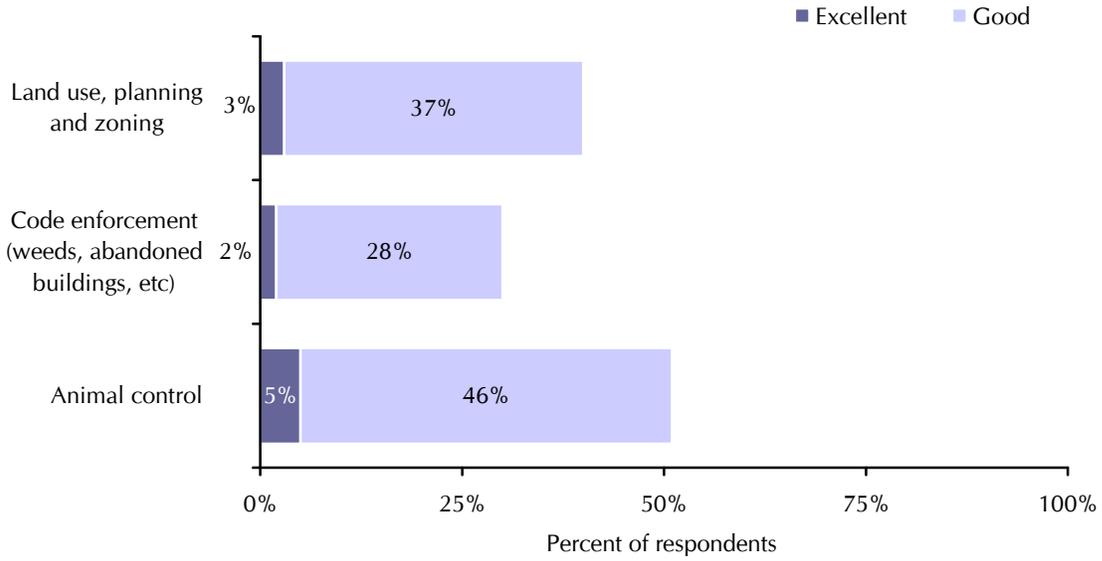


FIGURE 25: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

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

ECONOMIC SUSTAINABILITY

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

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

FIGURE 26: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES

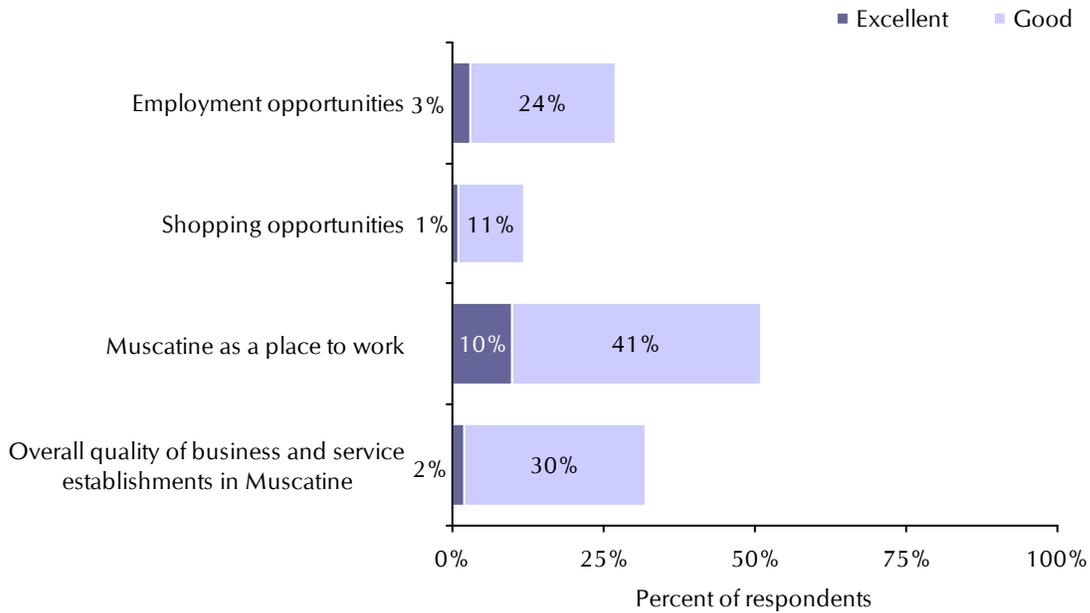


FIGURE 27: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

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

Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from “much too slow” to “much too fast.” When asked about the rate of job growth in Muscatine, 90% responded that it was “too slow,” while 81% reported retail growth as “too slow.” Many more residents in Muscatine compared to other jurisdictions believed that retail growth was too slow and many more residents believed that job growth was too slow.

FIGURE 28: RATINGS OF RETAIL AND JOBS GROWTH

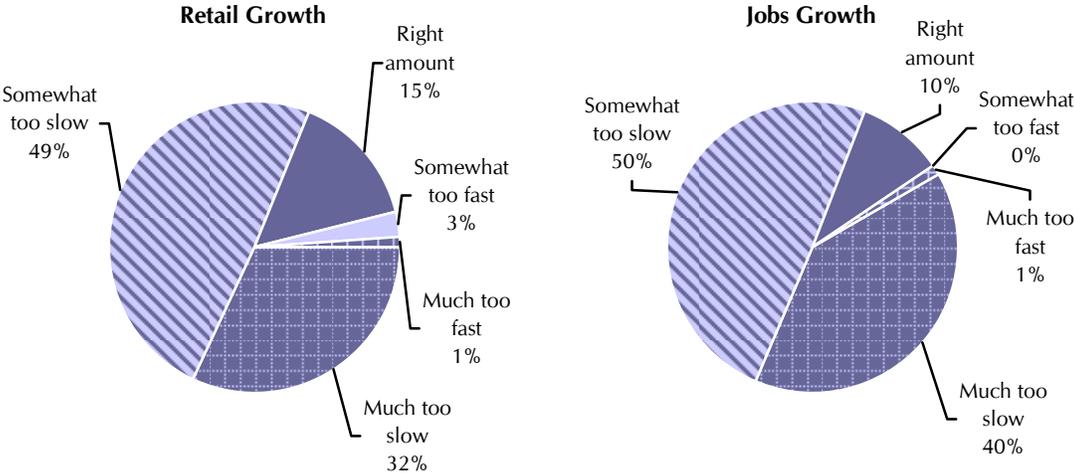


FIGURE 29: RETAIL AND JOBS GROWTH BENCHMARKS

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

FIGURE 30: RATINGS OF ECONOMIC DEVELOPMENT SERVICES

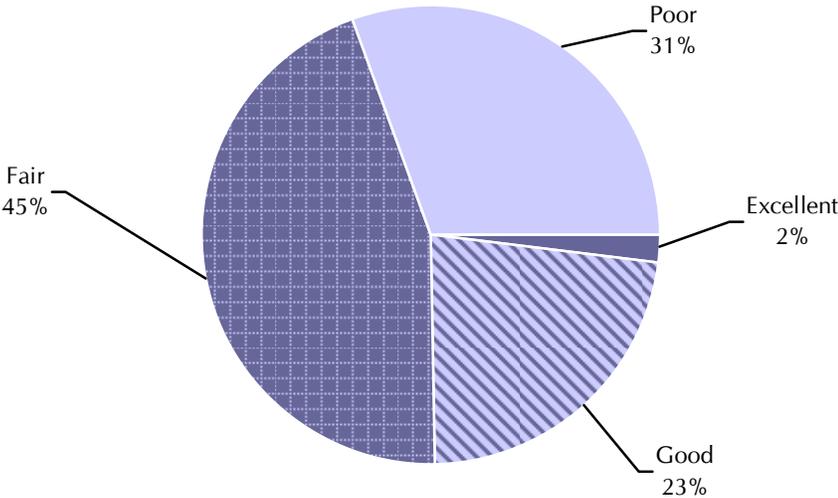


FIGURE 31: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

Comparison to benchmark	
Economic development	Much below

Residents were asked to reflect on their economic prospects in the near term. Seventeen percent of the City of Muscatine residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family, while 39% felt that the economic future would be “somewhat” or “very” negative. The percent of residents with an optimistic outlook on their household income was the same as in comparison jurisdictions.

FIGURE 32: RATINGS OF PERSONAL ECONOMIC FUTURE

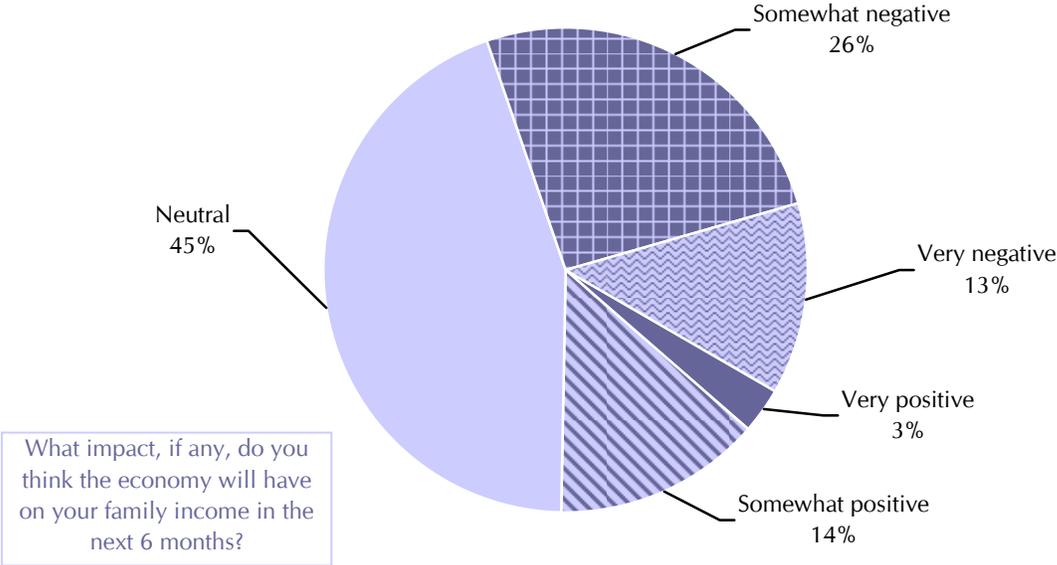


FIGURE 33: PERSONAL ECONOMIC FUTURE BENCHMARKS

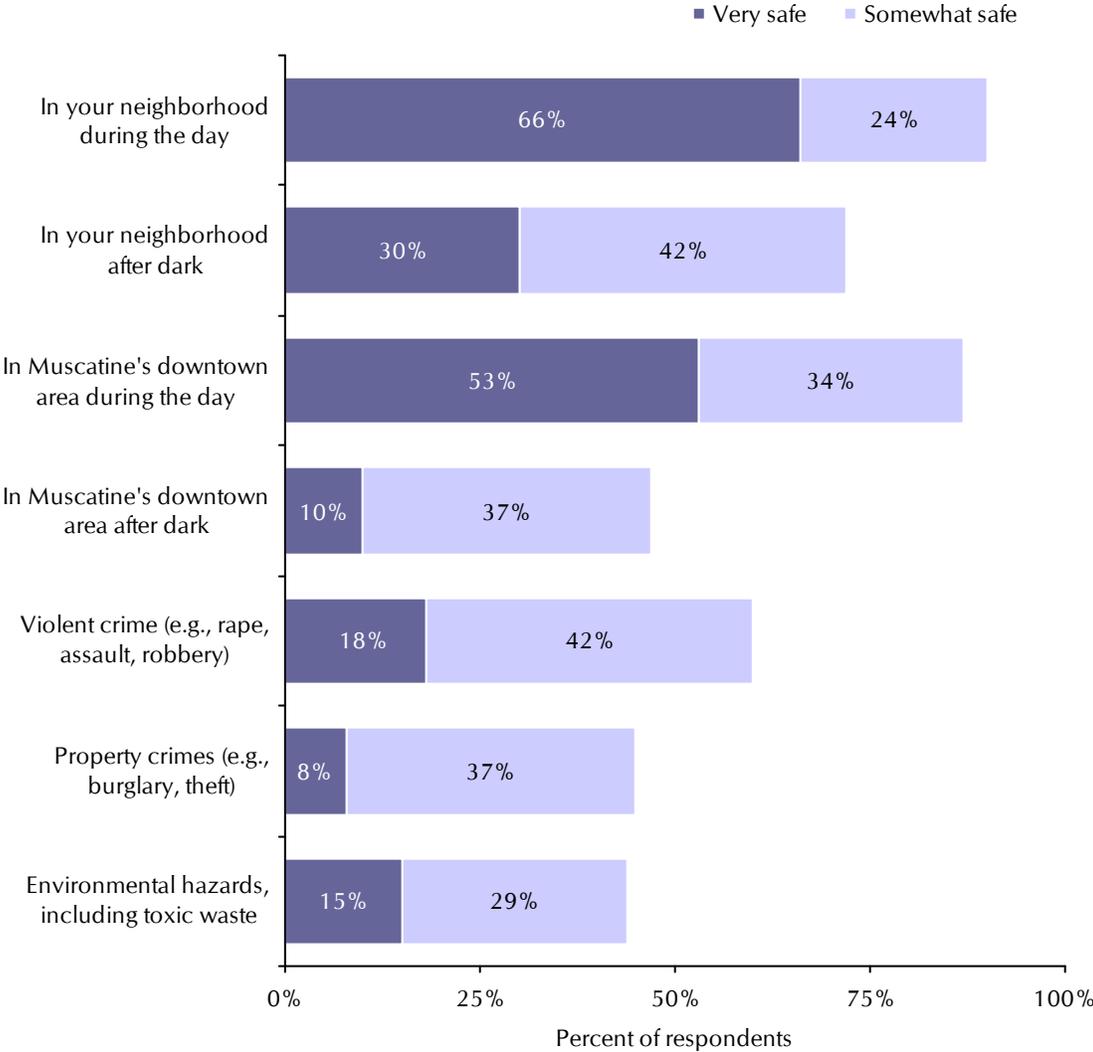
	Comparison to benchmark
Positive impact of economy on household income	Similar

PUBLIC SAFETY

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

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Many gave positive ratings of safety in the City of Muscatine. About 60% of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 44% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown.

FIGURE 34: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY



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

FIGURE 35: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

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

As assessed by the survey, 17% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 79% had reported it to police. Compared to other jurisdictions more Muscatine residents had been victims of crime in the 12 months preceding the survey and a similar number of Muscatine residents had reported their most recent crime victimization to the police.

FIGURE 36: CRIME VICTIMIZATION AND REPORTING

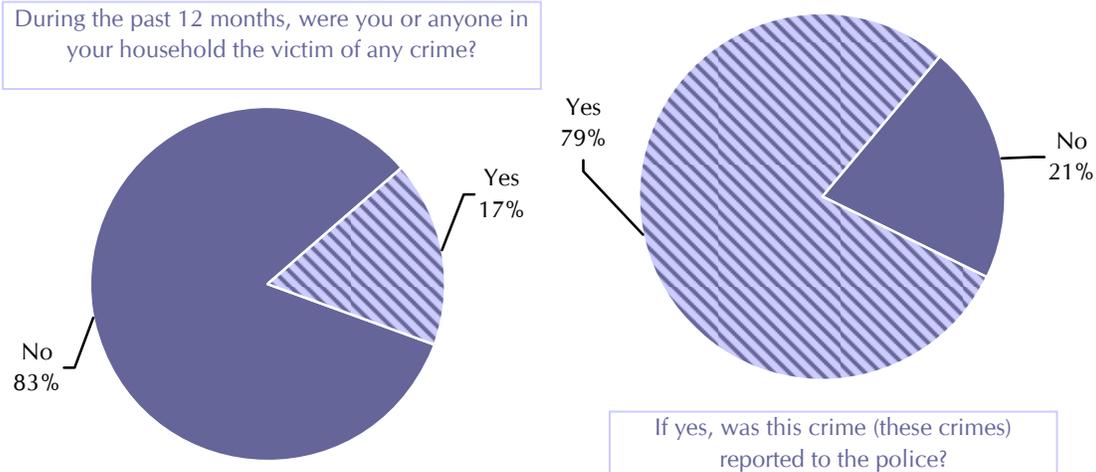
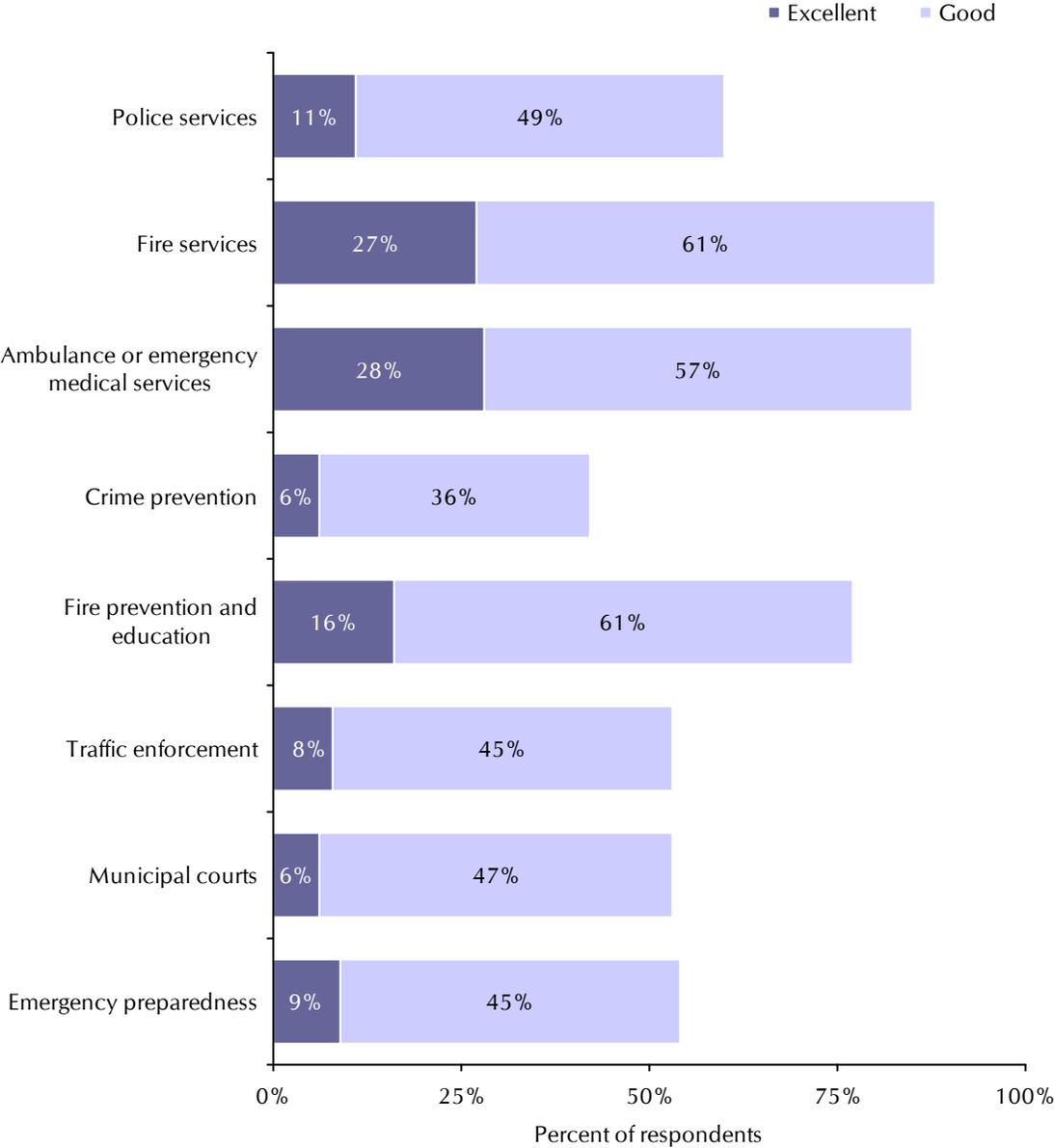


FIGURE 37: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	Comparison to benchmark
Victim of crime	More
Reported crimes	Similar

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

FIGURE 38: RATINGS OF PUBLIC SAFETY SERVICES



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

FIGURE 39: PUBLIC SAFETY SERVICES BENCHMARKS

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

FIGURE 40: CONTACT WITH POLICE DEPARTMENT

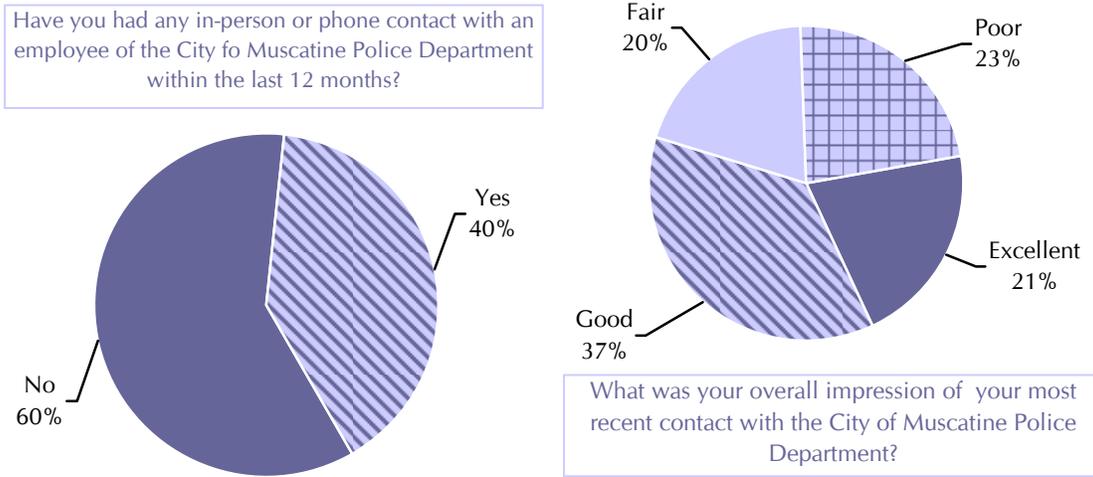


FIGURE 41: CONTACT WITH FIRE DEPARTMENT

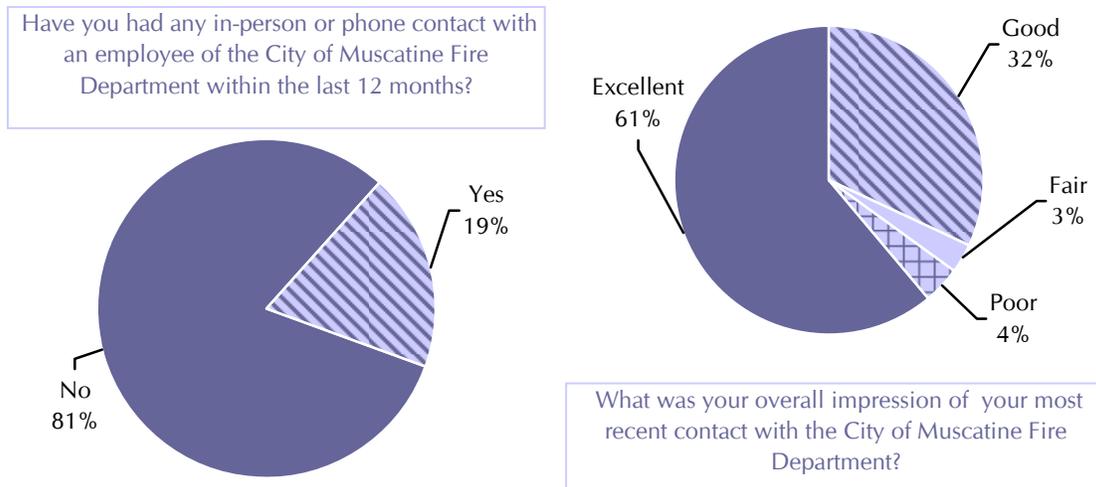


FIGURE 42: CONTACT WITH POLICE AND FIRE DEPARTMENTS BENCHMARKS

	Comparison to benchmark
Had contact with the City of Muscatine Police Department	More
Overall impression of most recent contact with the City of Muscatine Police Department	Much below
Had contact with the City of Muscatine Fire Department	More
Overall impression of most recent contact with the City of Muscatine Fire Department	Above

ENVIRONMENTAL SUSTAINABILITY

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

Residents of the City of Muscatine 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 40% of survey respondents. Preservation of natural areas received the highest rating, and it was similar to the benchmark.

FIGURE 43: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT

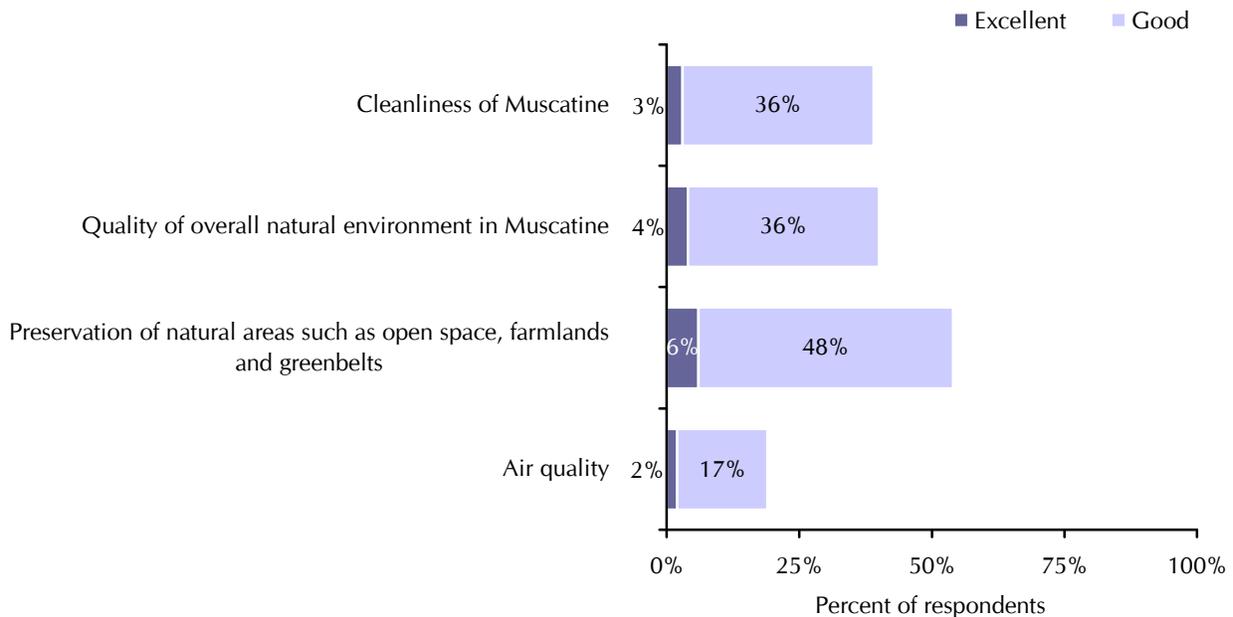


FIGURE 44: COMMUNITY ENVIRONMENT BENCHMARKS

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

Resident recycling was greater than recycling reported in comparison communities.

FIGURE 45: FREQUENCY OF RECYCLING IN LAST 12 MONTHS

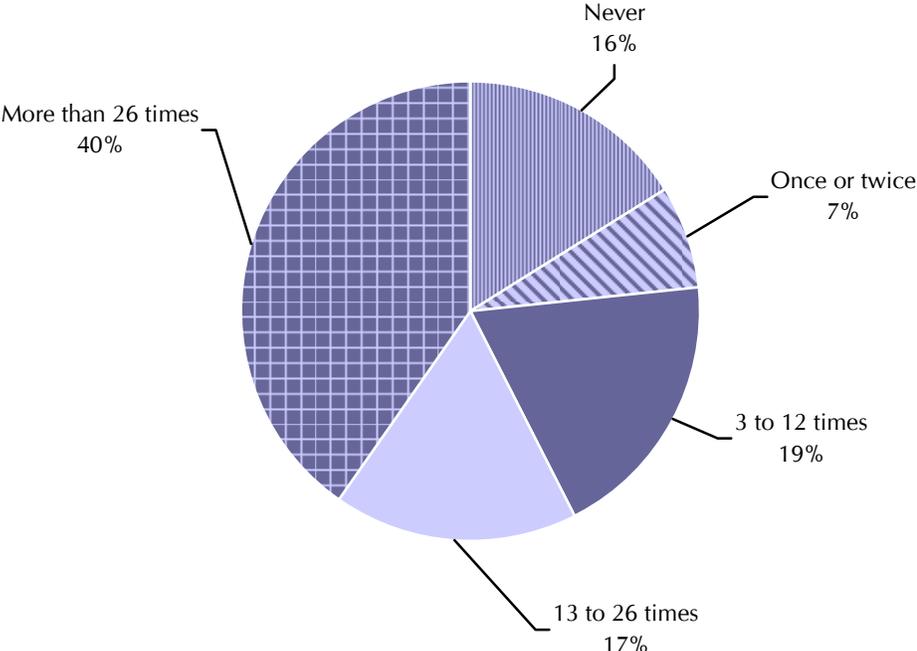


FIGURE 46: FREQUENCY OF RECYCLING BENCHMARKS

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

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

FIGURE 47: RATINGS OF UTILITY SERVICES

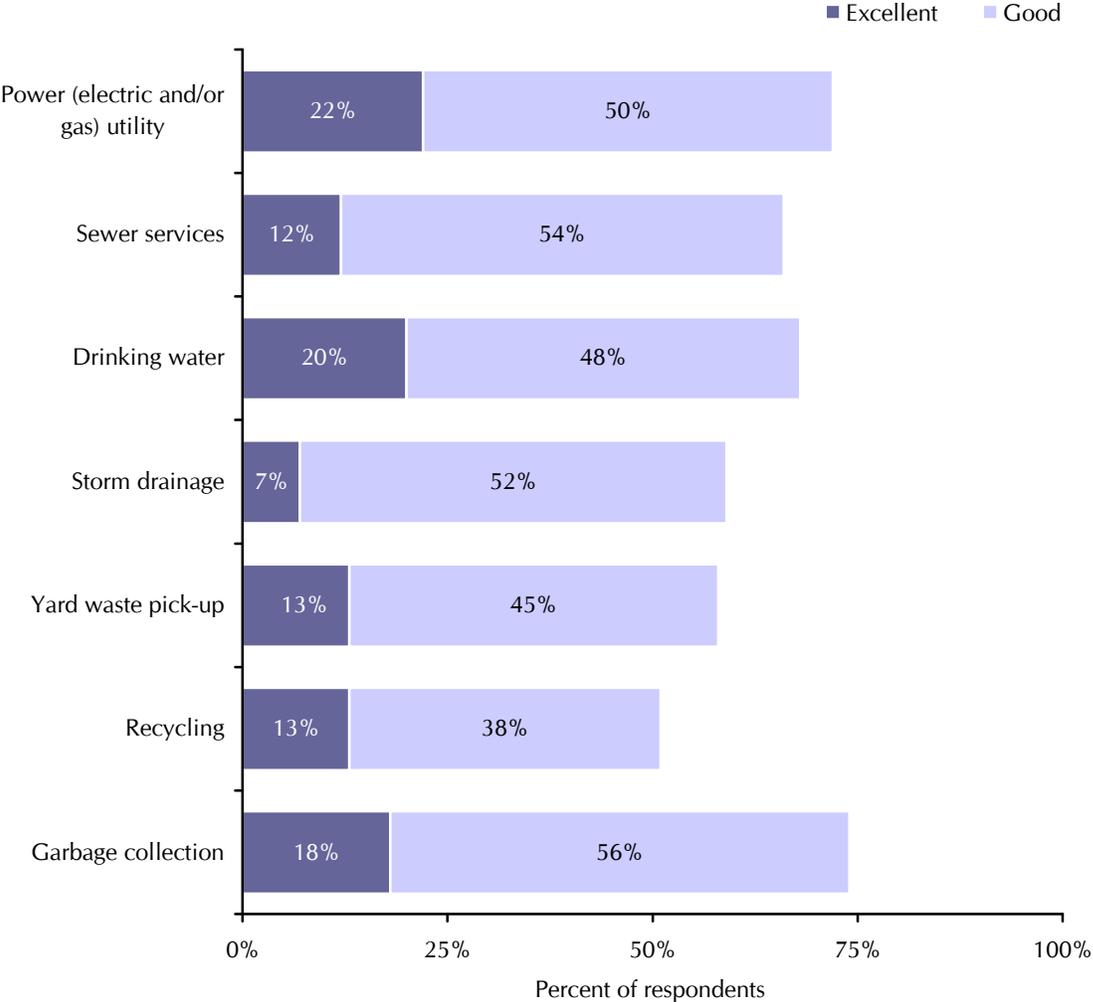


FIGURE 48: UTILITY SERVICES BENCHMARKS

	Comparison to benchmark
Power (electric and/or gas) utility	Similar
Sewer services	Below
Drinking water	Similar
Storm drainage	Similar
Yard waste pick-up	Much below
Recycling	Much below
Garbage collection	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.

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

FIGURE 49: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES

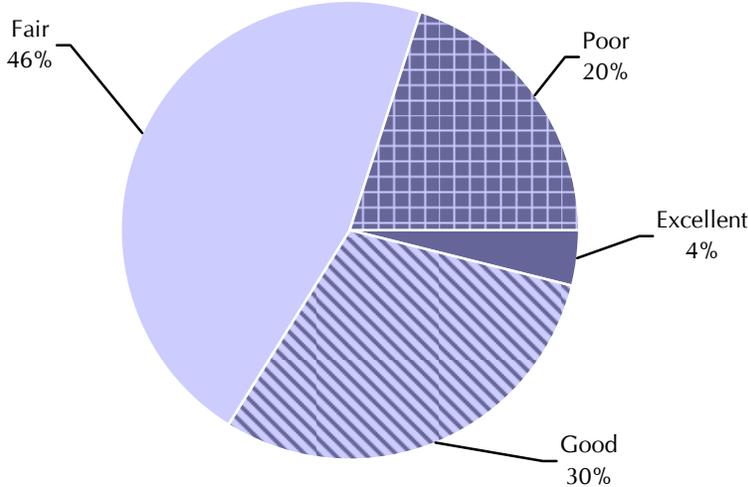


FIGURE 50: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

Comparison to benchmark	
Recreation opportunities	Much below

FIGURE 51: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES

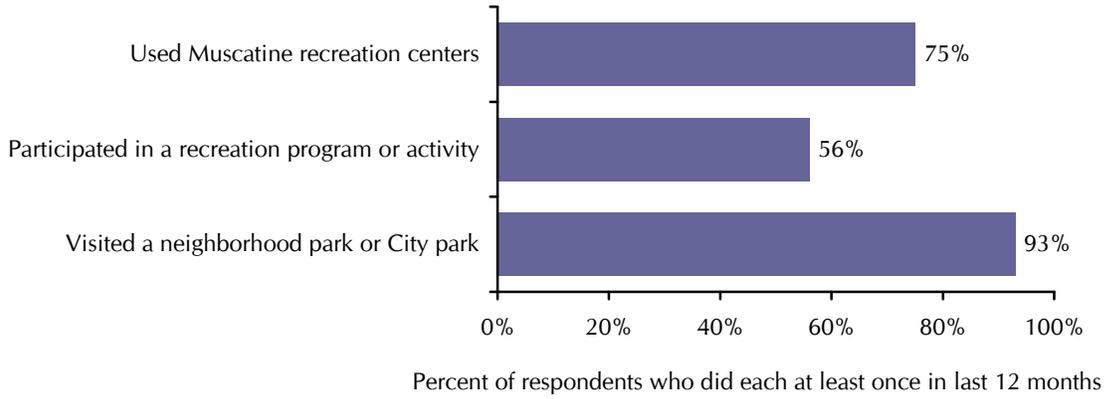


FIGURE 52: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

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

FIGURE 53: RATINGS OF PARKS AND RECREATION SERVICES

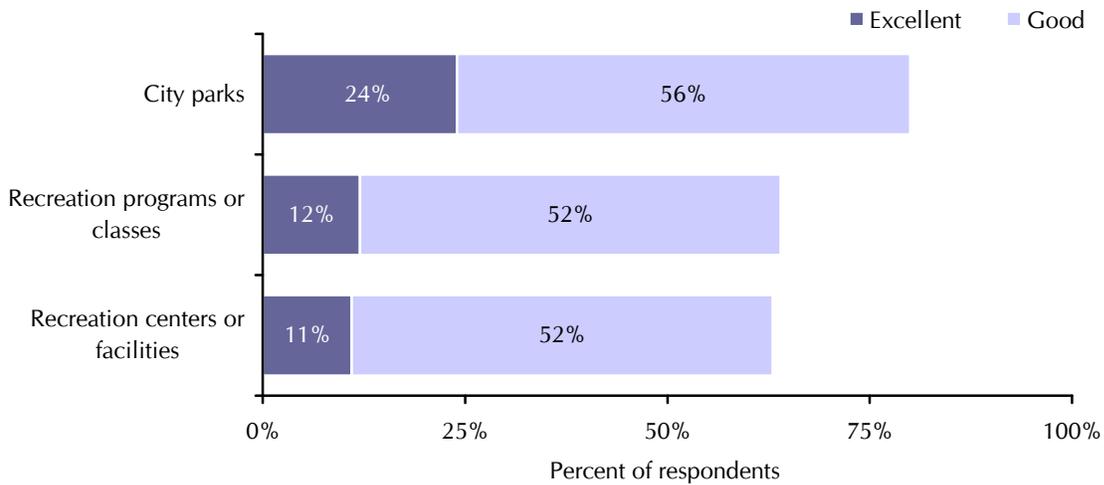


FIGURE 54: PARKS AND RECREATION SERVICES BENCHMARKS

	Comparison to benchmark
City parks	Similar
Recreation programs or classes	Below
Recreation centers or facilities	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 23% of respondents. Educational opportunities were rated as “excellent” or “good” by 51% of respondents. Compared to the benchmark data, educational opportunities were much below the average of comparison jurisdictions, as was cultural activity opportunities.

About 73% of Muscatine residents used a City library at least once in the 12 months preceding the survey. This participation rate for library use was similar to comparison jurisdictions.

FIGURE 55: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES

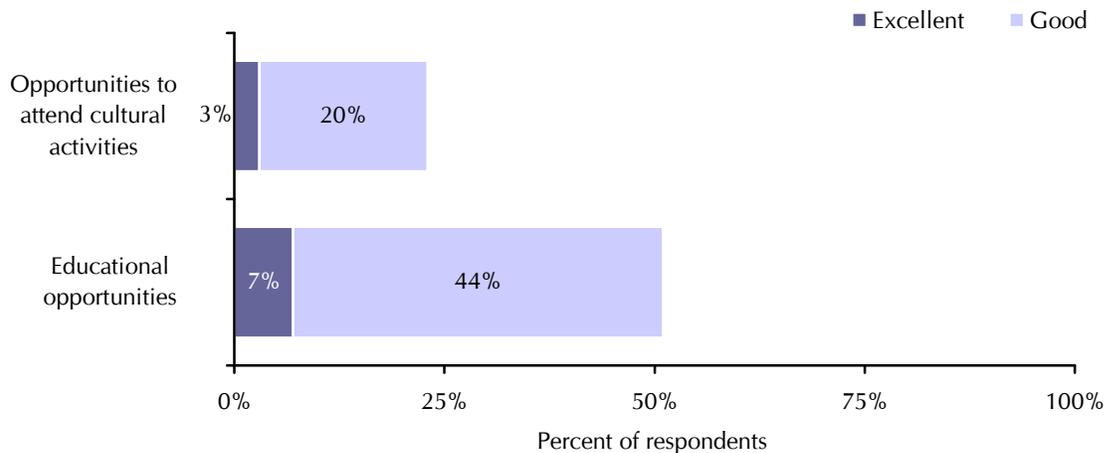


FIGURE 56: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to attend cultural activities	Much below
Educational opportunities	Much below

FIGURE 57: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES

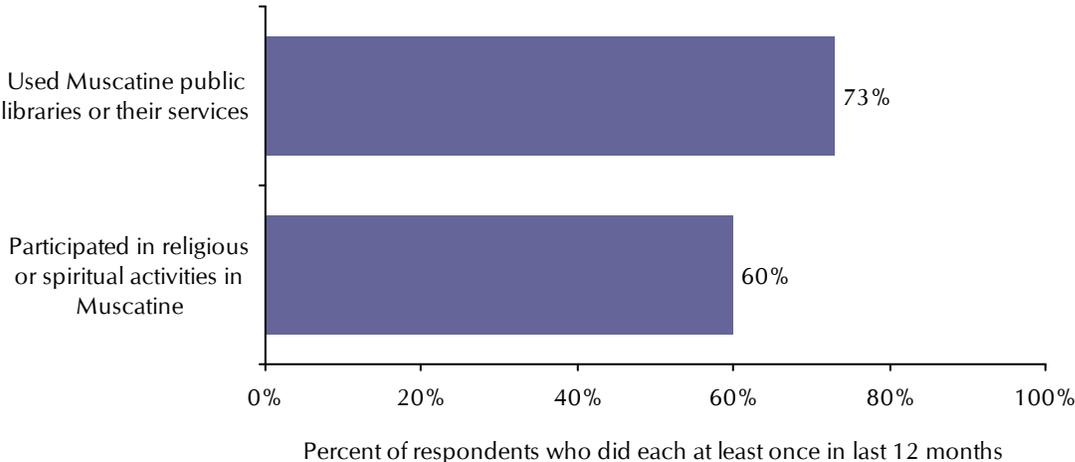


FIGURE 58: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Muscatine public libraries or their services	Similar
Participated in religious or spiritual activities in Muscatine	Much more

FIGURE 59: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES

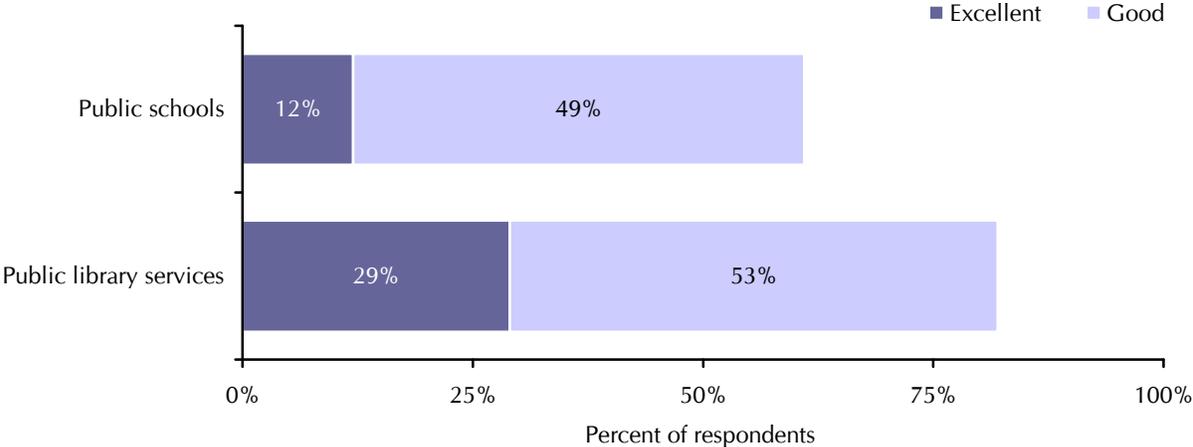


FIGURE 60: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public schools	Below
Public library services	Similar

Health and Wellness

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

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

Among Muscatine residents, 6% rated affordable quality health care as “excellent” while 36% rated it as “good.” Those ratings were below the ratings of comparison communities.

FIGURE 61: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES

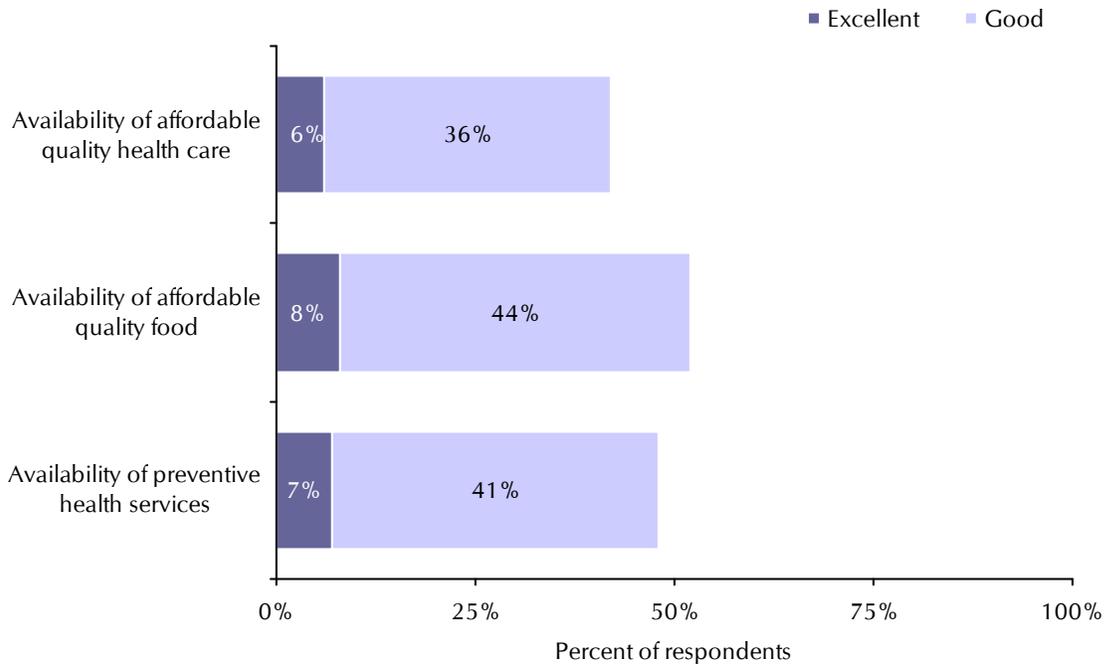


FIGURE 62: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

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

FIGURE 63: RATINGS OF HEALTH AND WELLNESS SERVICES

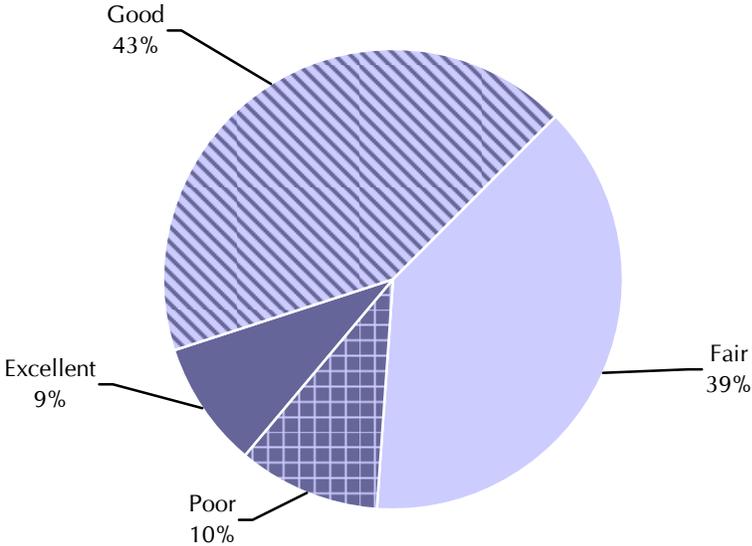


FIGURE 64: HEALTH AND WELLNESS SERVICES BENCHMARKS



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

A high percentage of residents rated the City of Muscatine as an “excellent” or “good” place to raise kids and about 37% rated it as an excellent or good place to retire. About half of residents felt that the local sense of community was “excellent” or “good.” Further, about half of survey respondents felt the City of Muscatine was open and accepting towards people of diverse backgrounds. The availability of affordable quality child care was rated the lowest by residents and was lower than the benchmark.

FIGURE 65: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS

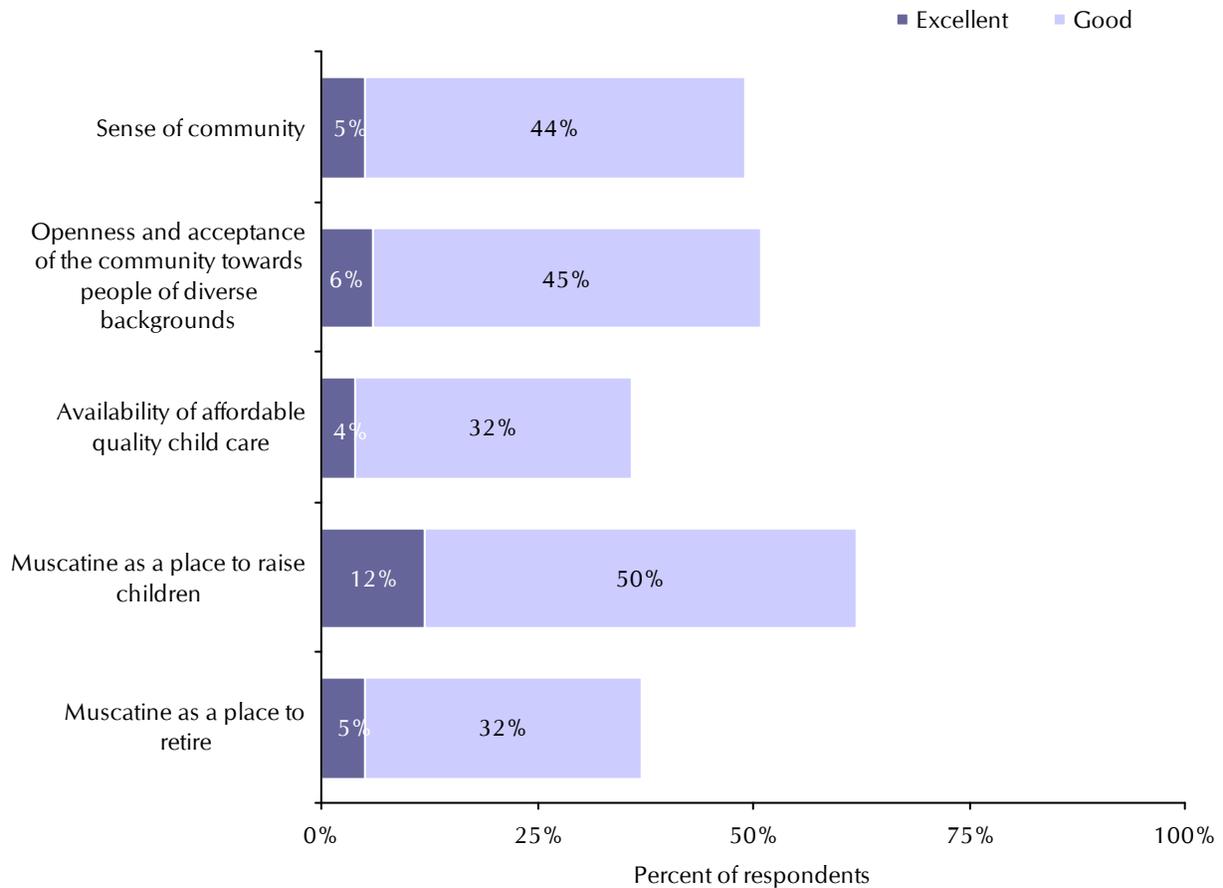


FIGURE 66: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

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

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 36% to 56% with ratings of “excellent” or “good.”

FIGURE 67: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS

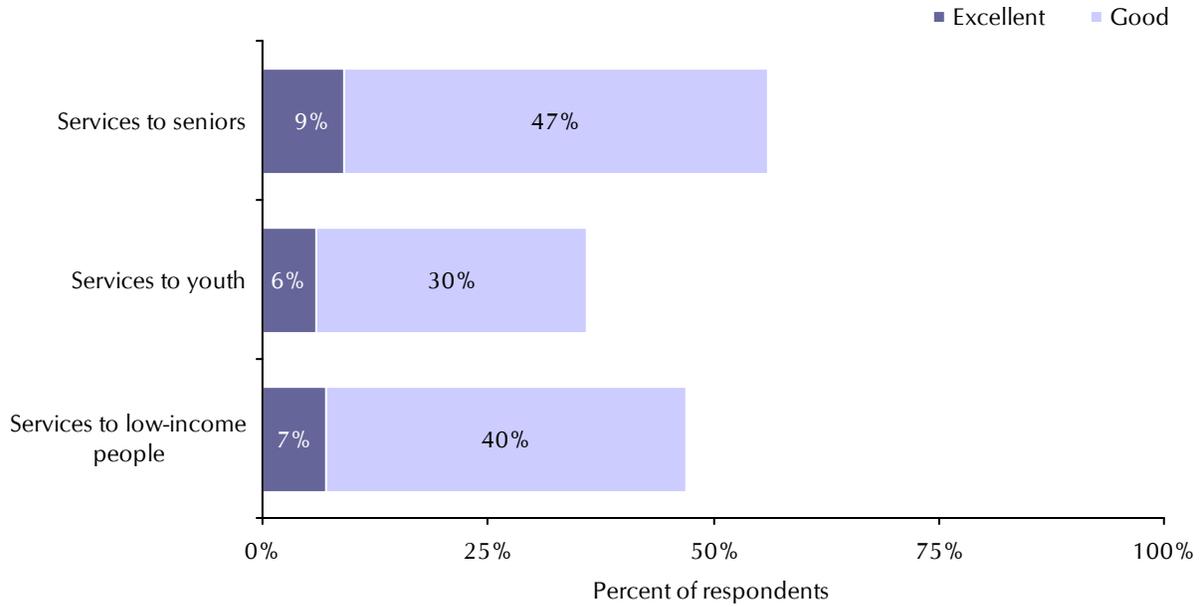


FIGURE 68: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	Comparison to benchmark
Services to seniors	Much below
Services to youth	Much below
Services to low income people	Similar

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 Muscatine. Survey participants rated the volunteer opportunities in the City of Muscatine somewhat favorably. Opportunities to attend or participate in community matters were rated less favorably.

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

FIGURE 69: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES

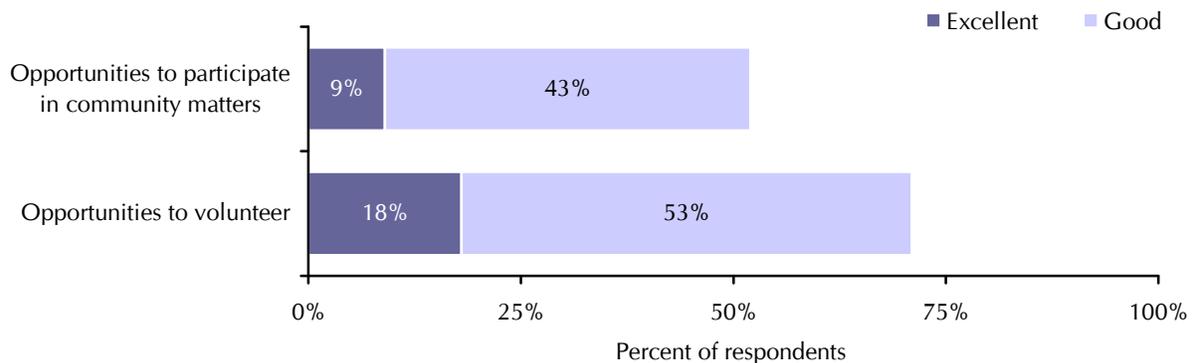


FIGURE 70: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in community matters	Much below
Opportunities to volunteer	Similar

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

FIGURE 71: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES

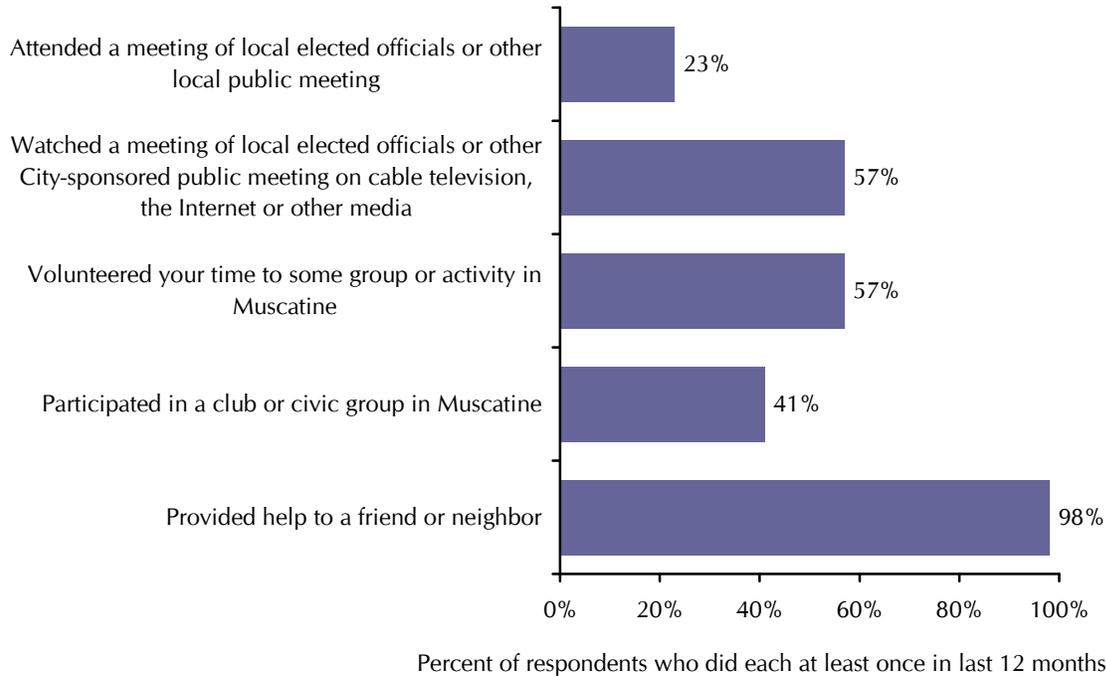


FIGURE 72: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

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

City of Muscatine residents showed the largest amount of civic engagement in the area of electoral participation. Eighty-nine percent reported they were registered to vote and 71% indicated they had voted in the last general election.

FIGURE 73: REPORTED VOTING BEHAVIOR

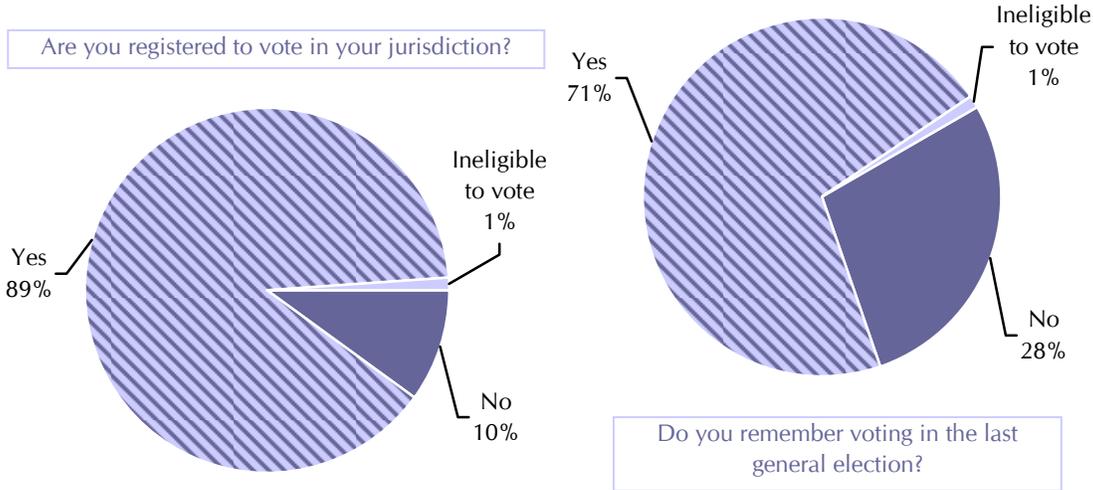


FIGURE 74: VOTING BEHAVIOR BENCHMARKS

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

Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the City of Muscatine Web site in the previous 12 months, 51% reported they had done so at least once. Public information services were rated unfavorably compared to benchmark data.

FIGURE 75: USE OF INFORMATION SOURCES

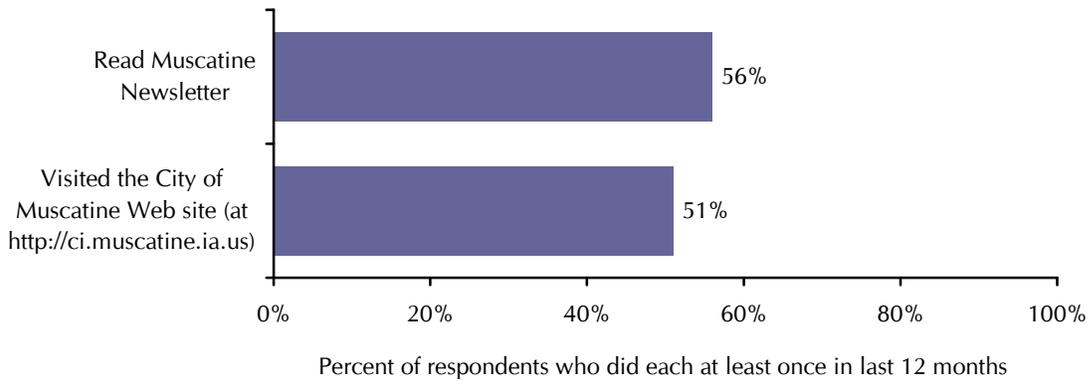


FIGURE 76: USE OF INFORMATION SOURCES BENCHMARKS

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

FIGURE 77: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION

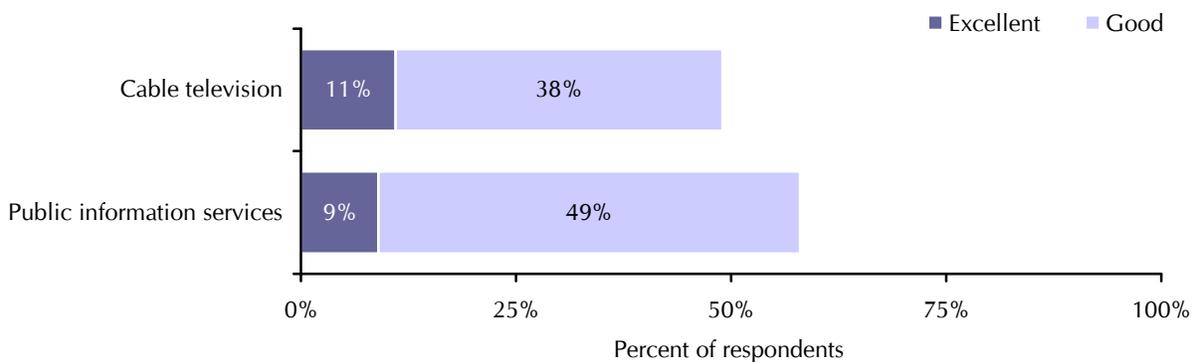


FIGURE 78: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	Comparison to benchmark
Cable television	Below
Public information services	Below

Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 39% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.”

FIGURE 79: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES

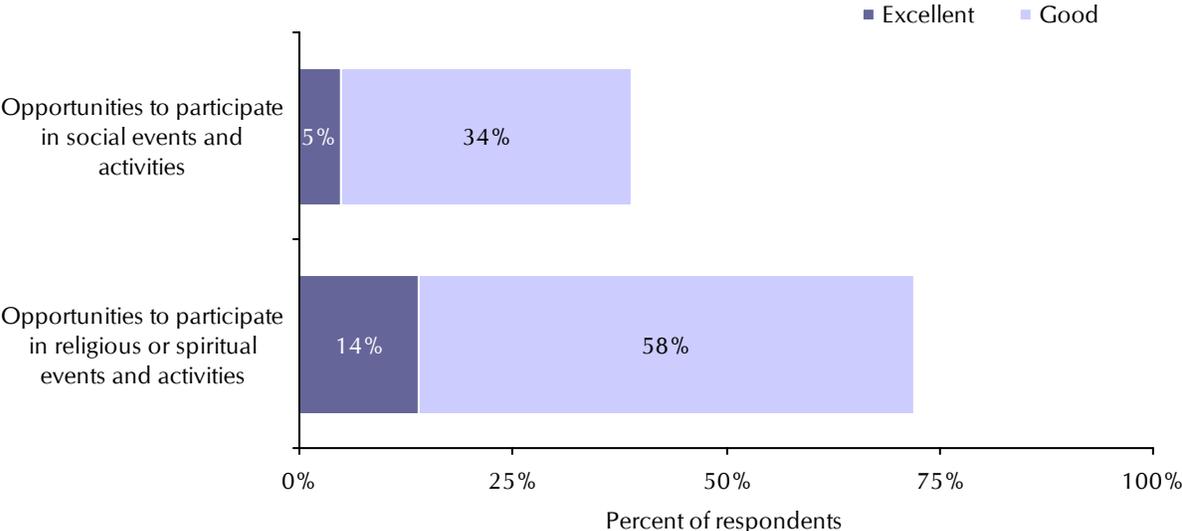


FIGURE 80: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in social events and activities	Much below
Opportunities to participate in religious or spiritual events and activities	Below

Residents in Muscatine 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 less than the amount of contact reported in other communities.

FIGURE 81: CONTACT WITH IMMEDIATE NEIGHBORS

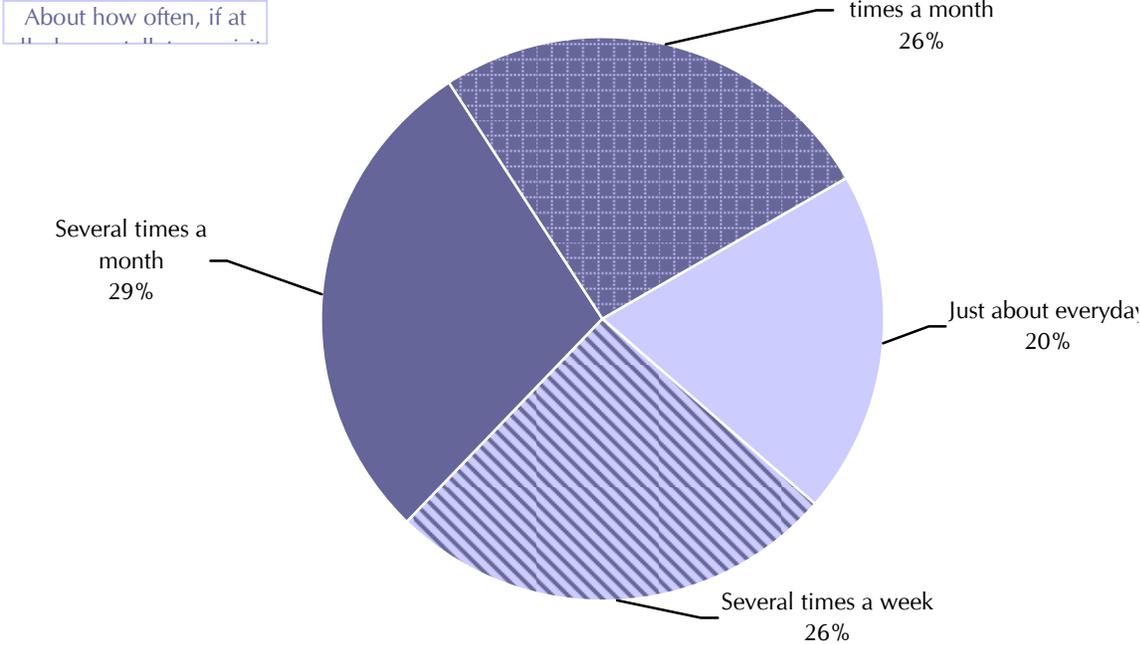


FIGURE 82: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

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

PUBLIC TRUST

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

About one-third of respondents felt that the value of services for taxes paid was “excellent” or “good.” When asked to rate the job the City of Muscatine does at welcoming citizen involvement, 31% rated it as “excellent” or “good.” Of these four ratings, all were much below the benchmark.

FIGURE 83: PUBLIC TRUST RATINGS

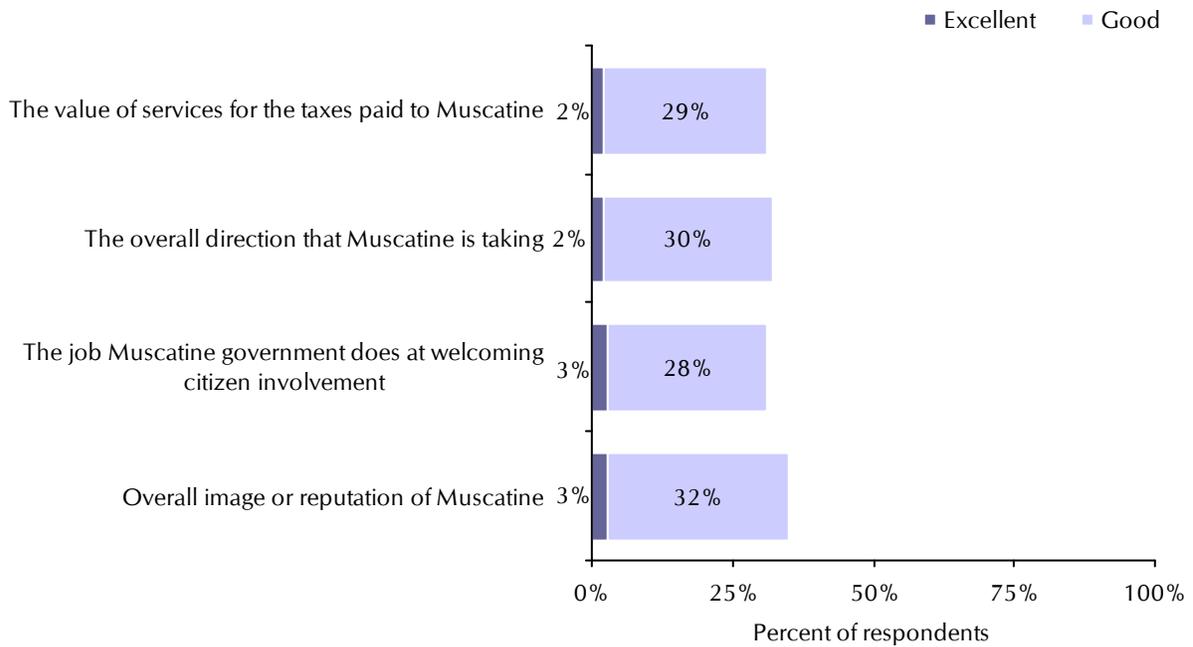


FIGURE 84: PUBLIC TRUST BENCHMARKS

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

On average, residents of the City of Muscatine gave the highest evaluations to their own local government and the lowest average rating to the Federal Government. The overall quality of services delivered by the City of Muscatine was rated as “excellent” or “good” by 54% of survey participants. The City of Muscatine’s rating was much below the benchmark when compared to other communities.

FIGURE 85: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS

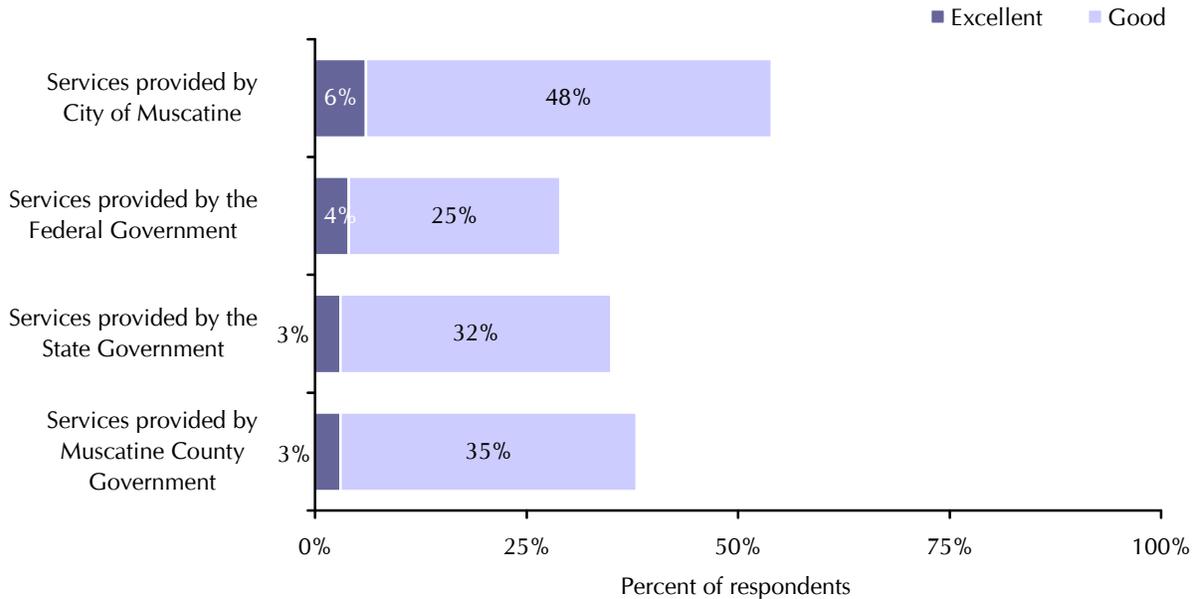


FIGURE 86: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	Comparison to benchmark
Services provided by the City of Muscatine	Much below
Services provided by the Federal Government	Below
Services provided by the State Government	Below
Services provided by Muscatine County Government	Much below

City of Muscatine Employees

The employees of the City of Muscatine who interact with the public create the first impression that most residents have of the City of Muscatine. 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 Muscatine. 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 Muscatine 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 55% who reported that they had been in contact (a percent that is similar to the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 65% of respondents rated their overall impression as "excellent" or "good."

FIGURE 87: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS

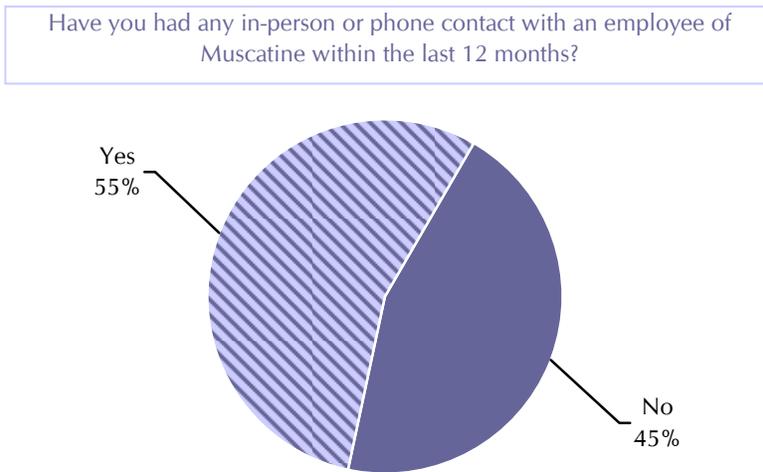


FIGURE 88: CONTACT WITH CITY EMPLOYEES BENCHMARKS

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

FIGURE 89: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT)

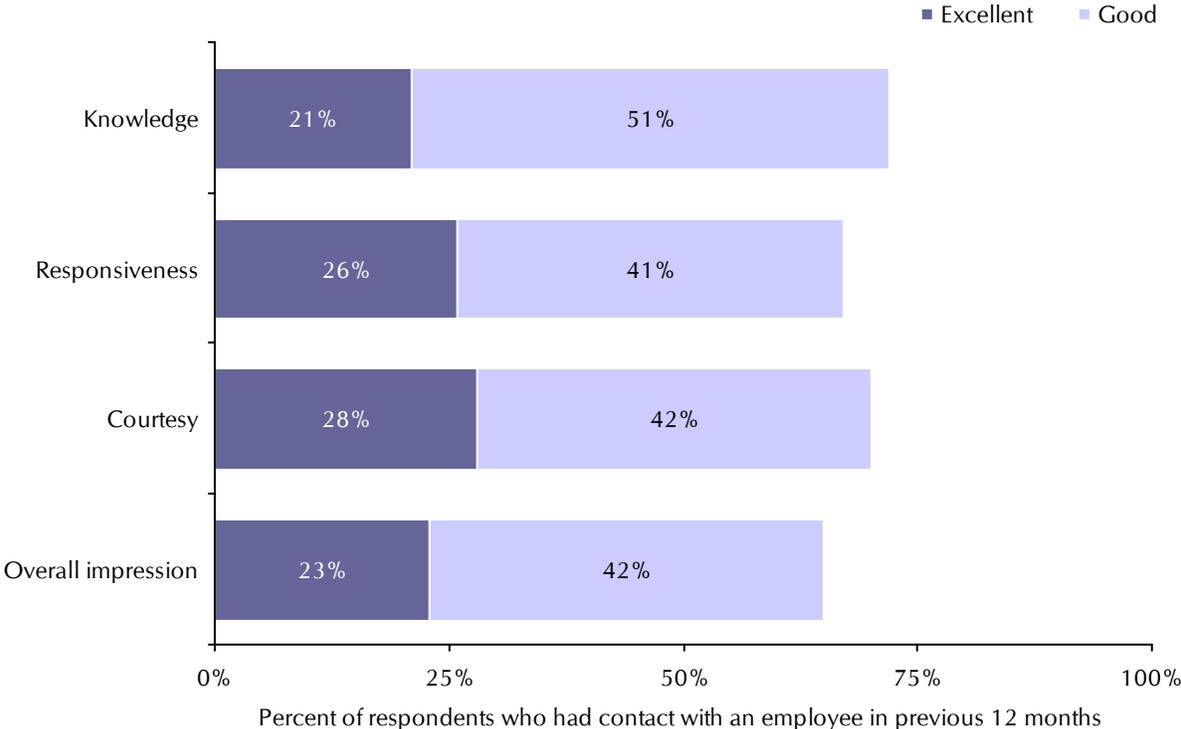


FIGURE 90: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

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

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 Muscatine by examining the relationships between ratings of each service and ratings of the City of Muscatine's overall services. Those Key Driver services that correlated most highly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Muscatine 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 Muscatine Key Driver Analysis were:

- Recreation center or facilities
- Police services
- Preservation of natural areas

CITY OF MUSCATINE ACTION CHART™

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

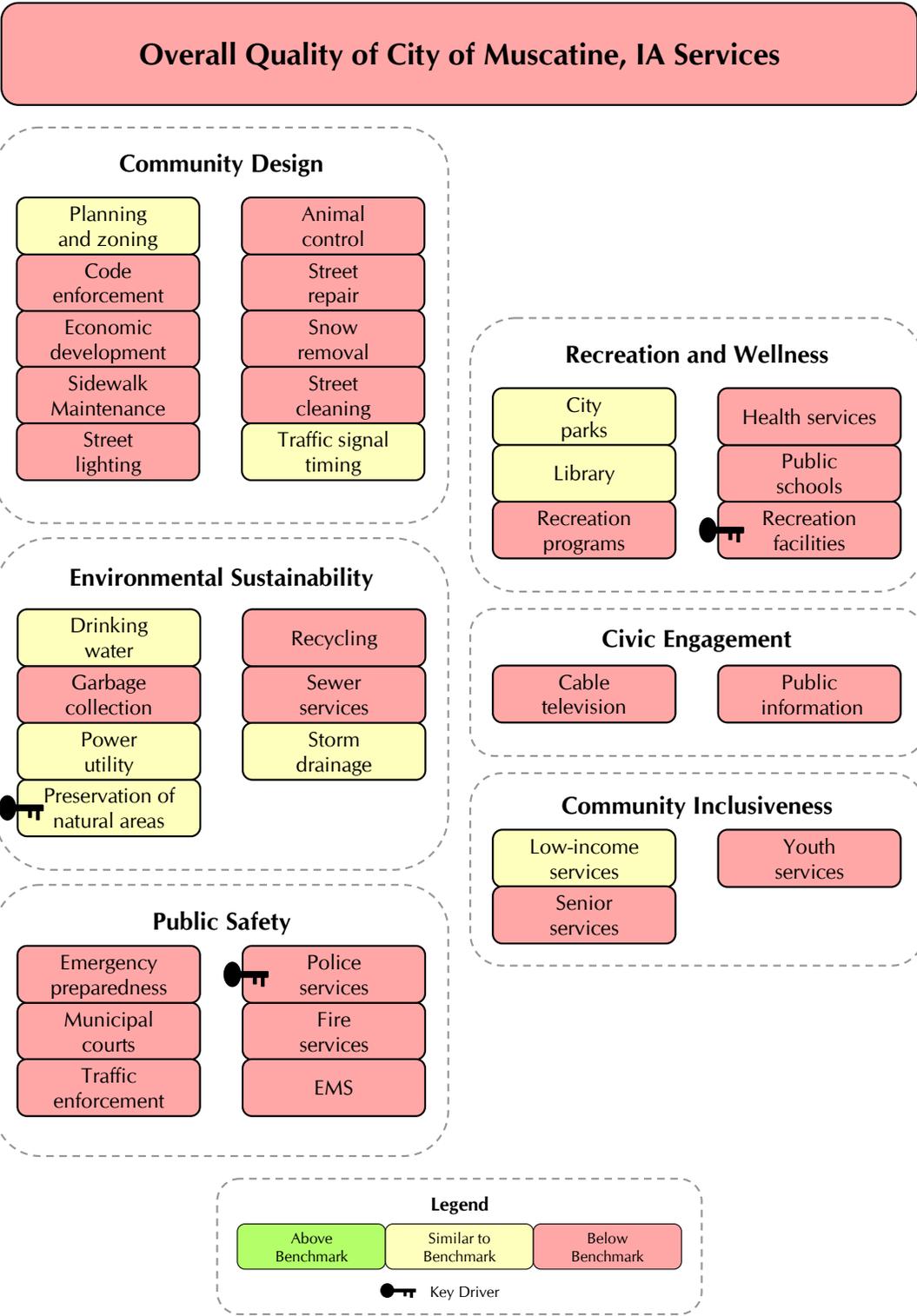
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services.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

Thirty-four services were included in the KDA for the City of Muscatine. Of these, 25 were below the benchmark and 9 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 Muscatine, recreation centers or facilities and police services were below the benchmark and preservation of natural areas was similar to 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 91: CITY OF MUSCATINE ACTION CHART



Using Your Action Chart™

The key drivers derived for the City of Muscatine 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 Muscatine, 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 Muscatine, 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 Muscatine 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 Muscatine 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 92: KEY DRIVERS COMPARED

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

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

POLICY QUESTIONS

Policy Question 1	
The City of Muscatine could consider annexing residential developments within two miles of city limits to support the city’s tax base. Please indicate the extent to which you would support or oppose this annexation.	Percent of respondents
Strongly support	25%
Somewhat support	49%
Somewhat oppose	14%
Strongly oppose	12%
Total	100%

Policy Question 2	
The City of Muscatine is considering implementing a policy to have non-residents pay a higher user fee than residents do to use City facilities (including soccer fields, city pool, city golf course, recreation programs, etc). Please indicate the extent to which you support or oppose increasing fees for non-residents.	Percent of respondents
Strongly support	23%
Somewhat support	42%
Somewhat oppose	19%
Strongly oppose	16%
Total	100%

Policy Question 3				
Please indicate how frequently, if at all, you or other household members visit downtown Muscatine for any reason (including work, shopping, conducting personal business or dining) during the following times:	Often	Occasionally	Never	Total
9am to 5pm on weekdays	25%	54%	20%	100%
After 5pm on weekdays	9%	51%	40%	100%
9am to 5pm on weekends	14%	55%	31%	100%
After 5pm on weekends	12%	44%	44%	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 Muscatine:	Excellent	Good	Fair	Poor	Total
Muscatine as a place to live	10%	52%	30%	8%	100%
Your neighborhood as a place to live	19%	50%	26%	6%	100%
Muscatine as a place to raise children	12%	50%	28%	10%	100%
Muscatine as a place to work	10%	41%	34%	15%	100%
Muscatine as a place to retire	5%	32%	38%	25%	100%
The overall quality of life in Muscatine	5%	52%	34%	9%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Muscatine as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	5%	44%	36%	15%	100%
Openness and acceptance of the community towards people of diverse backgrounds	6%	45%	35%	14%	100%
Overall appearance of Muscatine	4%	36%	50%	11%	100%
Cleanliness of Muscatine	3%	36%	50%	11%	100%
Overall quality of new development in Muscatine	4%	33%	43%	20%	100%
Variety of housing options	4%	41%	39%	15%	100%
Overall quality of business and service establishments in Muscatine	2%	30%	42%	26%	100%
Shopping opportunities	1%	11%	31%	57%	100%
Opportunities to attend cultural activities	3%	20%	50%	27%	100%
Recreational opportunities	4%	30%	46%	20%	100%
Employment opportunities	3%	24%	43%	30%	100%
Educational opportunities	7%	44%	40%	9%	100%
Opportunities to participate in social events and activities	5%	34%	45%	16%	100%
Opportunities to participate in religious or spiritual events and activities	14%	58%	26%	2%	100%
Opportunities to volunteer	18%	53%	25%	4%	100%
Opportunities to participate in community matters	9%	43%	35%	12%	100%
Ease of car travel in Muscatine	10%	49%	28%	13%	100%
Ease of bus travel in Muscatine	11%	38%	38%	13%	100%
Ease of bicycle travel in Muscatine	10%	39%	35%	15%	100%
Ease of walking in Muscatine	12%	46%	30%	12%	100%
Availability of paths and walking trails	16%	44%	31%	9%	100%
Traffic flow on major streets	7%	44%	39%	10%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Muscatine as a whole:	Excellent	Good	Fair	Poor	Total
Amount of public parking	5%	39%	38%	18%	100%
Availability of affordable quality housing	6%	32%	41%	21%	100%
Availability of affordable quality child care	4%	32%	43%	22%	100%
Availability of affordable quality health care	6%	36%	39%	19%	100%
Availability of affordable quality food	8%	44%	34%	14%	100%
Availability of preventive health services	7%	41%	38%	14%	100%
Air quality	2%	17%	25%	56%	100%
Quality of overall natural environment in Muscatine	4%	36%	45%	15%	100%
Overall image or reputation of Muscatine	3%	32%	40%	25%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Muscatine over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	10%	23%	45%	18%	4%	100%
Retail growth (stores, restaurants, etc.)	32%	49%	15%	3%	1%	100%
Jobs growth	40%	50%	10%	0%	1%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Muscatine?	Percent of respondents
Not a problem	6%
Minor problem	36%
Moderate problem	42%
Major problem	16%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Muscatine:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	18%	42%	19%	16%	5%	100%
Property crimes (e.g., burglary, theft)	8%	37%	20%	26%	9%	100%
Environmental hazards, including toxic waste	15%	29%	23%	19%	14%	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	66%	24%	5%	4%	1%	100%
In your neighborhood after dark	30%	42%	10%	14%	4%	100%
In Muscatine's downtown area during the day	53%	34%	7%	5%	1%	100%
In Muscatine's downtown area after dark	10%	37%	14%	25%	13%	100%

Question 7: Contact with Police Department		
Have you had any in-person or phone contact with an employee of the City of Muscatine 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 Muscatine Police Department within the last 12 months?	60%	40%

Question 8: Ratings of Contact with Police Department				
What was your overall impression of your most recent contact with the City of Muscatine Police Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the City of Muscatine Police Department?	21%	37%	20%	23%

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	83%
Yes	17%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	21%
Yes	79%
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 Muscatine?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Muscatine public libraries or their services	27%	25%	25%	13%	10%	100%
Used Muscatine recreation centers	25%	28%	24%	10%	14%	100%
Participated in a recreation program or activity	44%	24%	20%	5%	7%	100%
Visited a neighborhood park or City park	7%	22%	35%	19%	18%	100%
Ridden a local bus within Muscatine	83%	9%	4%	2%	3%	100%
Attended a meeting of local elected officials or other local public meeting	77%	14%	8%	1%	1%	100%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	43%	30%	21%	4%	2%	100%
Read Muscatine Newsletter	44%	23%	21%	4%	8%	100%
Visited the City of Muscatine Web site (at http://ci.muscatine.ia.us)	49%	23%	22%	5%	1%	100%
Recycled used paper, cans or bottles from your home	16%	7%	19%	17%	40%	100%
Volunteered your time to some group or activity in Muscatine	43%	21%	17%	7%	12%	100%
Participated in religious or spiritual activities in Muscatine	40%	17%	15%	5%	24%	100%
Participated in a club or civic group in Muscatine	59%	15%	11%	8%	7%	100%
Provided help to a friend or neighbor	2%	18%	41%	21%	18%	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	20%
Several times a week	26%
Several times a month	29%
Less than several times a month	26%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Muscatine:	Excellent	Good	Fair	Poor	Total
Police services	11%	49%	26%	13%	100%
Fire services	27%	61%	11%	1%	100%
Ambulance or emergency medical services	28%	57%	14%	1%	100%
Crime prevention	6%	36%	40%	18%	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Muscatine:	Excellent	Good	Fair	Poor	Total
Fire prevention and education	16%	61%	20%	4%	100%
Municipal courts	6%	47%	35%	13%	100%
Traffic enforcement	8%	45%	34%	13%	100%
Street repair	2%	18%	31%	49%	100%
Street cleaning	4%	37%	42%	16%	100%
Street lighting	5%	44%	35%	15%	100%
Snow removal	7%	45%	33%	15%	100%
Sidewalk maintenance	3%	28%	40%	28%	100%
Traffic signal timing	4%	44%	37%	15%	100%
Bus or transit services	13%	46%	32%	9%	100%
Garbage collection	18%	56%	21%	5%	100%
Recycling	13%	38%	33%	16%	100%
Yard waste pick-up	13%	45%	32%	10%	100%
Storm drainage	7%	52%	28%	12%	100%
Drinking water	20%	48%	23%	9%	100%
Sewer services	12%	54%	29%	4%	100%
Power (electric and/or gas) utility	22%	50%	21%	6%	100%
City parks	24%	56%	17%	2%	100%
Recreation programs or classes	12%	52%	30%	7%	100%
Recreation centers or facilities	11%	52%	30%	7%	100%
Land use, planning and zoning	3%	37%	39%	21%	100%
Code enforcement (weeds, abandoned buildings, etc)	2%	28%	39%	31%	100%
Animal control	5%	46%	34%	16%	100%
Economic development	2%	23%	45%	31%	100%
Health services	9%	43%	39%	10%	100%
Services to seniors	9%	47%	34%	11%	100%
Services to youth	6%	30%	40%	25%	100%
Services to low-income people	7%	40%	35%	19%	100%
Public library services	29%	53%	18%	1%	100%
Public information services	9%	49%	37%	6%	100%
Public schools	12%	49%	31%	8%	100%
Cable television	11%	38%	32%	19%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	9%	45%	34%	12%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	6%	48%	35%	10%	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 Muscatine	6%	48%	36%	10%	100%
The Federal Government	4%	25%	46%	25%	100%
The State Government	3%	32%	47%	18%	100%
Muscatine County Government	3%	35%	48%	14%	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 Muscatine to someone who asks	20%	48%	15%	17%	100%
Remain in Muscatine for the next five years	49%	35%	7%	9%	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	3%
Somewhat positive	14%
Neutral	45%
Somewhat negative	26%
Very negative	13%
Total	100%

Question 17: Contact with Fire Department		
Have you had any in-person or phone contact with an employee of the City of Muscatine 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 Muscatine Fire Department within the last 12 months?	81%	19%

Question 18: Ratings of Contact with Fire Department				
What was your overall impression of your most recent contact with the City of Muscatine Fire Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the City of Muscatine Fire Department?	61%	32%	3%	4%

Question 19: Contact with City Employees	
Have you had any in-person or phone contact with an employee of the City of Muscatine within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	45%
Yes	55%
Total	100%

Question 20: City Employees					
What was your impression of the employee(s) of the City of Muscatine in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	21%	51%	21%	8%	100%
Responsiveness	26%	41%	21%	13%	100%
Courtesy	28%	42%	21%	9%	100%
Overall impression	23%	42%	21%	14%	100%

Question 21: Government Performance					
Please rate the following categories of Muscatine government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Muscatine	2%	29%	45%	24%	100%
The overall direction that Muscatine is taking	2%	30%	45%	23%	100%
The job Muscatine government does at welcoming citizen involvement	3%	28%	45%	23%	100%

Question 22a: Policy Question 1	
The City of Muscatine could consider annexing residential developments within two miles of city limits to support the city's tax base. Please indicate the extent to which you would support or oppose this annexation.	Percent of respondents
Strongly support	25%
Somewhat support	49%
Somewhat oppose	14%
Strongly oppose	12%
Total	100%

Question 22b: Policy Question 2	
The City of Muscatine is considering implementing a policy to have non-residents pay a higher user fee than residents do to use City facilities (including soccer fields, city pool, city golf course, recreation programs, etc). Please indicate the extent to which you support or oppose increasing fees for non-residents.	Percent of respondents
Strongly support	23%
Somewhat support	42%
Somewhat oppose	19%
Strongly oppose	16%
Total	100%

Question 22c: Policy Question 3				
Please indicate how frequently, if at all, you or other household members visit downtown Muscatine for any reason (including work, shopping, conducting personal business or dining) during the following times:	Often	Occasionally	Never	Total
9am to 5pm on weekdays	25%	54%	20%	100%
After 5pm on weekdays	9%	51%	40%	100%
9am to 5pm on weekends	14%	55%	31%	100%
After 5pm on weekends	12%	44%	44%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	38%
Yes, full-time	54%
Yes, part-time	8%
Total	100%

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself	84%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	9%
Bus, rail, subway or other public transportation	1%
Walk	2%
Bicycle	0%
Work at home	2%
Other	1%

Question D3: Length of Residency	
How many years have you lived in Muscatine?	Percent of respondents
Less than 2 years	4%
2 to 5 years	11%
6 to 10 years	6%
11 to 20 years	15%
More than 20 years	64%
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	78%
House attached to one or more houses (e.g., a duplex or townhome)	2%
Building with two or more apartments or condominiums	16%
Mobile home	1%
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	26%
Owned by you or someone in this house with a mortgage or free and clear	74%
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	10%
\$300 to \$599 per month	30%
\$600 to \$999 per month	34%
\$1,000 to \$1,499 per month	18%
\$1,500 to \$2,499 per month	7%
\$2,500 or more per month	1%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	65%
Yes	35%
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	74%
Yes	26%
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	25%
\$25,000 to \$49,999	27%
\$50,000 to \$99,999	35%
\$100,000 to \$149,000	8%
\$150,000 or more	5%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	93%
Yes, I consider myself to be Spanish, Hispanic or Latino	7%
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	2%
Asian, Asian Indian or Pacific Islander	2%
Black or African American	2%
White	92%
Other	6%
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	5%
25 to 34 years	23%
35 to 44 years	16%
45 to 54 years	20%
55 to 64 years	14%
65 to 74 years	11%
75 years or older	11%
Total	100%

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

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	10%
Yes	89%
Ineligible to vote	1%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	28%
Yes	71%
Ineligible to vote	1%
Total	100%

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

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	51%
Yes	49%
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	16%
Land line	69%
Both	15%
Total	100%

FREQUENCIES INCLUDING “DON’T KNOW” RESPONSES

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

Question 1: Quality of Life												
Please rate each of the following aspects of quality of life in Muscatine:	Excellent		Good		Fair		Poor		Don't know		Total	
	Muscatine as a place to live	10%	42	51%	208	30%	120	8%	33	0%	1	100%
Your neighborhood as a place to live	19%	75	50%	201	26%	104	6%	24	0%	0	100%	405
Muscatine as a place to raise children	11%	46	49%	196	27%	110	10%	39	3%	13	100%	404
Muscatine as a place to work	9%	38	40%	161	33%	133	15%	61	2%	9	100%	403
Muscatine as a place to retire	4%	17	30%	119	36%	144	24%	95	7%	27	100%	402
The overall quality of life in Muscatine	5%	21	52%	209	34%	136	9%	34	0%	2	100%	403

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Muscatine as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Sense of community	5%	19	43%	170	36%	140	15%	58	2%	7	100%
Openness and acceptance of the community towards people of diverse backgrounds	6%	22	43%	175	34%	137	13%	54	4%	15	100%	403
Overall appearance of Muscatine	4%	15	36%	144	49%	199	11%	42	1%	3	100%	402
Cleanliness of Muscatine	3%	13	36%	144	50%	199	11%	45	0%	1	100%	401
Overall quality of new development in Muscatine	4%	15	32%	129	42%	169	19%	79	3%	14	100%	406
Variety of housing options	4%	15	40%	161	38%	153	15%	60	3%	13	100%	401
Overall quality of business and service establishments in Muscatine	2%	8	30%	119	42%	166	26%	102	1%	2	100%	397
Shopping opportunities	1%	2	11%	45	31%	125	56%	227	1%	4	100%	404
Opportunities to attend cultural activities	3%	13	18%	72	46%	184	25%	101	8%	33	100%	402
Recreational opportunities	4%	17	28%	115	44%	177	20%	79	4%	15	100%	403
Employment opportunities	3%	11	23%	94	42%	171	29%	117	3%	12	100%	405
Educational opportunities	7%	27	43%	172	38%	153	9%	35	4%	15	100%	403

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Muscatine as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Opportunities to participate in social events and activities	5%	19	32%	130	42%	170	15%	61	6%	24	100%
Opportunities to participate in religious or spiritual events and activities	13%	51	53%	218	24%	100	2%	8	8%	31	100%	407
Opportunities to volunteer	17%	67	49%	199	23%	94	3%	13	8%	32	100%	405
Opportunities to participate in community matters	8%	33	38%	151	32%	126	11%	44	10%	40	100%	394
Ease of car travel in Muscatine	10%	38	48%	190	28%	110	13%	51	2%	9	100%	399
Ease of bus travel in Muscatine	8%	33	27%	109	28%	110	10%	38	28%	110	100%	400
Ease of bicycle travel in Muscatine	9%	35	33%	132	30%	119	13%	52	15%	61	100%	399
Ease of walking in Muscatine	12%	48	44%	176	29%	115	12%	46	3%	13	100%	398
Availability of paths and walking trails	15%	60	42%	170	30%	119	9%	36	4%	17	100%	402
Traffic flow on major streets	7%	27	44%	177	39%	155	10%	42	0%	1	100%	402
Amount of public parking	5%	21	38%	152	37%	147	18%	70	2%	6	100%	397
Availability of affordable quality housing	5%	20	30%	119	37%	151	19%	78	9%	34	100%	402
Availability of affordable quality child care	3%	11	21%	83	28%	111	14%	57	35%	139	100%	401
Availability of affordable quality health care	6%	23	34%	137	37%	147	18%	73	5%	20	100%	399
Availability of affordable quality food	8%	34	44%	175	33%	134	14%	57	0%	1	100%	402
Availability of preventive health services	6%	26	37%	149	35%	140	13%	52	8%	32	100%	398
Air quality	2%	7	16%	65	24%	97	54%	219	4%	14	100%	402
Quality of overall natural environment in Muscatine	4%	17	35%	138	43%	171	15%	58	3%	12	100%	396
Overall image or reputation of Muscatine	3%	13	30%	122	39%	155	24%	96	4%	14	100%	400

Question 3: Growth														
Please rate the speed of growth in the following categories in Muscatine 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	8%	31	17%	69	34%	136	14%	54	3%	14	24%	95	100%
Retail growth (stores, restaurants, etc.)	31%	122	46%	185	15%	58	2%	10	1%	3	6%	22	100%	401
Jobs growth	35%	142	44%	179	9%	34	0%	1	1%	2	11%	45	100%	403

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Muscatine?	Percent of respondents	Count
Not a problem	6%	23
Minor problem	34%	136
Moderate problem	39%	156
Major problem	15%	60
Don't know	6%	25
Total	100%	401

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Muscatine:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
Violent crime (e.g., rape, assault, robbery)	17%	68	40%	161	18%	72	16%	63	5%	21	4%	14	100%	398
Property crimes (e.g., burglary, theft)	8%	32	36%	142	19%	76	25%	100	9%	35	4%	14	100%	398
Environmental hazards, including toxic waste	14%	54	27%	106	21%	83	17%	68	13%	51	9%	36	100%	397

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	66%	260	23%	93	5%	21	4%	14	1%	6	0%	1	100%	395
In your neighborhood after dark	30%	117	42%	165	10%	40	14%	55	4%	17	0%	1	100%	395
In Muscatine's downtown area during the day	51%	204	33%	132	7%	26	5%	21	1%	4	3%	11	100%	398
In Muscatine's downtown area after dark	10%	38	34%	137	13%	50	24%	94	12%	49	7%	29	100%	398

Question 7: Contact with Police Department								
Have you had any in-person or phone contact with an employee of the City of Muscatine 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 Muscatine Police Department within the last 12 months?	60%	240	39%	157	1%	5	100%	401

Question 8: Ratings of Contact with Police Department												
What was your overall impression of your most recent contact with the City of Muscatine Police Department?	Excellent		Good		Fair		Poor		Don't know		Total	
What was your overall impression of your most recent contact with the City of Muscatine Police Department?	20%	32	36%	56	19%	30	22%	35	2%	3	100%	157

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	82%	326
Yes	17%	68
Don't know	1%	3
Total	100%	397

Question 10: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	20%	13
Yes	71%	48
Don't know	9%	6
Total	100%	67

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 Muscatine?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
Used Muscatine public libraries or their services	27%	108	25%	102	25%	101	13%	52	10%	38	100%	401
Used Muscatine recreation centers	25%	97	28%	110	24%	93	10%	39	14%	55	100%	394
Participated in a recreation program or activity	44%	174	24%	96	20%	77	5%	19	7%	27	100%	393
Visited a neighborhood park or City park	7%	26	22%	85	35%	140	19%	73	18%	70	100%	394
Ridden a local bus within Muscatine	83%	321	9%	34	4%	16	2%	7	3%	11	100%	388
Attended a meeting of local elected officials or other local public meeting	77%	306	14%	55	8%	30	1%	3	1%	2	100%	397
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	43%	171	30%	119	21%	83	4%	15	2%	9	100%	397
Read Muscatine Newsletter	44%	169	23%	89	21%	81	4%	15	8%	30	100%	385
Visited the City of Muscatine Web site (at http://ci.muscatine.ia.us)	49%	193	23%	89	22%	84	5%	20	1%	4	100%	390
Recycled used paper, cans or bottles from your home	16%	64	7%	28	19%	73	17%	68	40%	157	100%	390
Volunteered your time to some group or activity in Muscatine	43%	167	21%	81	17%	67	7%	28	12%	46	100%	389
Participated in religious or spiritual activities in Muscatine	40%	158	17%	66	15%	58	5%	20	24%	96	100%	398
Participated in a club or civic group in Muscatine	59%	234	15%	60	11%	42	8%	30	7%	28	100%	395
Provided help to a friend or neighbor	2%	9	18%	70	41%	163	21%	85	18%	72	100%	399

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	20%	77
Several times a week	26%	101
Several times a month	29%	114
Less than several times a month	26%	101
Total	100%	393

Question 13: Service Quality												
Please rate the quality of each of the following services in Muscatine:	Excellent		Good		Fair		Poor		Don't know		Total	
	Police services	10%	41	46%	182	24%	96	12%	49	7%	28	100%
Fire services	24%	94	54%	212	10%	38	1%	4	11%	45	100%	393
Ambulance or emergency medical services	24%	97	49%	196	12%	48	1%	3	13%	53	100%	396
Crime prevention	5%	20	31%	122	34%	136	16%	63	14%	57	100%	397
Fire prevention and education	13%	50	48%	192	16%	63	3%	12	20%	81	100%	397
Municipal courts	4%	15	33%	127	24%	93	9%	34	31%	120	100%	390
Traffic enforcement	7%	27	40%	159	30%	118	12%	47	11%	45	100%	396
Street repair	2%	9	18%	69	31%	121	48%	189	1%	5	100%	393
Street cleaning	4%	16	35%	140	40%	160	16%	62	4%	18	100%	396
Street lighting	5%	21	44%	173	35%	137	15%	61	1%	5	100%	397
Snow removal	7%	29	43%	170	31%	124	15%	58	3%	14	100%	395
Sidewalk maintenance	3%	12	26%	103	37%	145	26%	103	7%	28	100%	391
Traffic signal timing	3%	13	42%	165	36%	140	14%	56	4%	18	100%	391
Bus or transit services	7%	29	26%	103	18%	71	5%	19	43%	168	100%	391
Garbage collection	18%	70	55%	217	21%	83	4%	18	2%	7	100%	395
Recycling	12%	47	35%	139	30%	120	14%	57	8%	32	100%	395
Yard waste pick-up	11%	44	39%	155	28%	111	9%	36	13%	50	100%	396
Storm drainage	6%	25	45%	177	24%	96	10%	41	14%	55	100%	395

Question 13: Service Quality												
Please rate the quality of each of the following services in Muscatine:	Excellent		Good		Fair		Poor		Don't know		Total	
	Drinking water	19%	76	46%	183	23%	90	9%	35	2%	10	100%
Sewer services	11%	43	48%	189	26%	102	4%	15	11%	43	100%	392
Power (electric and/or gas) utility	22%	85	50%	194	21%	83	6%	25	1%	3	100%	390
City parks	24%	94	55%	216	17%	67	2%	9	2%	9	100%	395
Recreation programs or classes	8%	33	37%	147	21%	84	5%	20	28%	110	100%	393
Recreation centers or facilities	9%	35	42%	164	24%	96	6%	22	19%	75	100%	393
Land use, planning and zoning	2%	9	27%	106	29%	113	15%	60	27%	105	100%	393
Code enforcement (weeds, abandoned buildings, etc)	2%	7	24%	93	33%	129	26%	102	16%	62	100%	393
Animal control	4%	15	39%	153	29%	112	14%	53	14%	55	100%	388
Economic development	1%	5	20%	78	38%	149	26%	103	14%	54	100%	389
Health services	8%	32	41%	160	37%	144	9%	36	4%	17	100%	389
Services to seniors	6%	25	33%	129	24%	93	8%	30	30%	117	100%	395
Services to youth	4%	17	22%	88	29%	116	18%	72	26%	102	100%	395
Services to low-income people	5%	19	29%	113	25%	98	14%	53	27%	106	100%	389
Public library services	26%	101	46%	182	16%	61	1%	2	12%	46	100%	392
Public information services	7%	28	39%	152	30%	115	5%	19	19%	74	100%	387
Public schools	10%	41	43%	169	27%	105	7%	27	13%	52	100%	394
Cable television	10%	39	35%	139	29%	114	18%	69	8%	31	100%	392
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	7%	28	36%	139	27%	105	9%	35	21%	83	100%	391
Preservation of natural areas such as open space, farmlands and greenbelts	5%	18	37%	144	27%	105	8%	31	24%	95	100%	393

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 Muscatine	5%	21	46%	181	34%	134	9%	37	6%	24	100%
The Federal Government	3%	13	22%	88	40%	159	22%	86	12%	48	100%	394
The State Government	2%	9	28%	112	41%	162	16%	64	12%	49	100%	395
Muscatine County Government	3%	10	31%	124	42%	166	12%	49	12%	45	100%	395

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 Muscatine to someone who asks	20%	78	47%	186	15%	60	16%	66	2%	7	100%
Remain in Muscatine for the next five years	47%	187	34%	135	6%	26	8%	32	4%	17	100%	397

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	3%	11
Somewhat positive	14%	55
Neutral	45%	177
Somewhat negative	26%	103
Very negative	13%	50
Total	100%	395

Question 17: Contact with Fire Department									
Have you had any in-person or phone contact with an employee of the City of Muscatine 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 Muscatine Fire Department within the last 12 months?	81%	325	19%	76	1%	3	100%	403

Question 18: Ratings of Contact with Fire Department												
What was your overall impression of your most recent contact with the City of Muscatine Fire Department?	Excellent		Good		Fair		Poor		Don't know		Total	
	What was your overall impression of your most recent contact with the City of Muscatine Fire Department?	60%	45	32%	24	3%	2	4%	3	1%	1	100%

Question 19: Contact with City Employees		
Have you had any in-person or phone contact with an employee of the City of Muscatine within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	45%	181
Yes	55%	223
Total	100%	404

Question 20: City Employees												
What was your impression of the employee(s) of the City of Muscatine in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
	Knowledge	20%	45	50%	110	20%	45	8%	18	2%	4	100%
Responsiveness	25%	56	40%	89	20%	45	13%	28	2%	4	100%	221
Courtesy	28%	61	42%	93	21%	46	9%	19	1%	3	100%	223
Overall impression	23%	50	42%	93	21%	47	13%	30	1%	3	100%	223

Question 21: Government Performance												
Please rate the following categories of Muscatine government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Muscatine	2%	8	25%	102	40%	161	21%	85	11%	45	100%
The overall direction that Muscatine is taking	2%	8	27%	107	40%	160	20%	81	12%	47	100%	403
The job Muscatine government does at welcoming citizen involvement	3%	11	23%	93	37%	147	19%	76	18%	72	100%	400

Question 22a: Policy Question 1		
The City of Muscatine could consider annexing residential developments within two miles of city limits to support the city's tax base. Please indicate the extent to which you would support or oppose this annexation.	Percent of respondents	Count
Strongly support	25%	96
Somewhat support	49%	186
Somewhat oppose	14%	55
Strongly oppose	12%	46
Total	100%	383

Question 22b: Policy Question 2		
The City of Muscatine is considering implementing a policy to have non-residents pay a higher user fee than residents do to use City facilities (including soccer fields, city pool, city golf course, recreation programs, etc). Please indicate the extent to which you support or oppose increasing fees for non-residents.	Percent of respondents	Count
Strongly support	23%	91
Somewhat support	42%	164
Somewhat oppose	19%	75
Strongly oppose	16%	65
Total	100%	396

Question 22c: Policy Question 3									
Please indicate how frequently, if at all, you or other household members visit downtown Muscatine for any reason (including work, shopping, conducting personal business or dining) during the following times:	Often		Occasionally		Never		Total		
	9am to 5pm on weekdays	25%	101	54%	217	20%	81	100%	399
After 5pm on weekdays	9%	35	51%	197	40%	154	100%	386	
9am to 5pm on weekends	14%	53	55%	213	31%	121	100%	387	
After 5pm on weekends	12%	47	44%	170	44%	169	100%	386	

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	38%	152
Yes, full-time	54%	217
Yes, part-time	8%	34
Total	100%	404

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	84%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	9%
Bus, rail, subway or other public transportation	1%
Walk	2%
Bicycle	0%
Work at home	2%
Other	1%

Question D3: Length of Residency		
How many years have you lived in Muscatine?	Percent of respondents	Count
Less than 2 years	4%	17
2 to 5 years	11%	45
6 to 10 years	6%	23
11 to 20 years	15%	60
More than 20 years	64%	260
Total	100%	405

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	78%	317
House attached to one or more houses (e.g., a duplex or townhome)	2%	9
Building with two or more apartments or condominiums	16%	67
Mobile home	1%	6
Other	2%	8
Total	100%	406

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	26%	104
Owned by you or someone in this house with a mortgage or free and clear	74%	292
Total	100%	396

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	10%	39
\$300 to \$599 per month	30%	117
\$600 to \$999 per month	34%	133
\$1,000 to \$1,499 per month	18%	68
\$1,500 to \$2,499 per month	7%	26
\$2,500 or more per month	1%	6
Total	100%	388

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	65%	261
Yes	35%	138
Total	100%	399

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	74%	303
Yes	26%	104
Total	100%	407

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	25%	95
\$25,000 to \$49,999	27%	103
\$50,000 to \$99,999	35%	130
\$100,000 to \$149,000	8%	32
\$150,000 or more	5%	18
Total	100%	378

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	93%	367
Yes, I consider myself to be Spanish, Hispanic or Latino	7%	29
Total	100%	396

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	2%	7
Asian, Asian Indian or Pacific Islander	2%	7
Black or African American	2%	7
White	92%	367
Other	6%	24
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	5%	21
25 to 34 years	23%	92
35 to 44 years	16%	66
45 to 54 years	20%	79
55 to 64 years	14%	56
65 to 74 years	11%	45
75 years or older	11%	42
Total	100%	401

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	50%	200
Male	50%	196
Total	100%	396

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	9%	38
Yes	85%	348
Ineligible to vote	1%	5
Don't know	4%	16
Total	100%	407

Question D15: Voted in Last General Election		
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents	Count
No	27%	110
Yes	70%	281
Ineligible to vote	1%	5
Don't know	2%	7
Total	100%	403

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	13%	52
Yes	87%	357
Total	100%	409

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	51%	207
Yes	49%	197
Total	100%	404

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	16%	24
Land line	69%	104
Both	15%	23
Total	100%	151

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.”

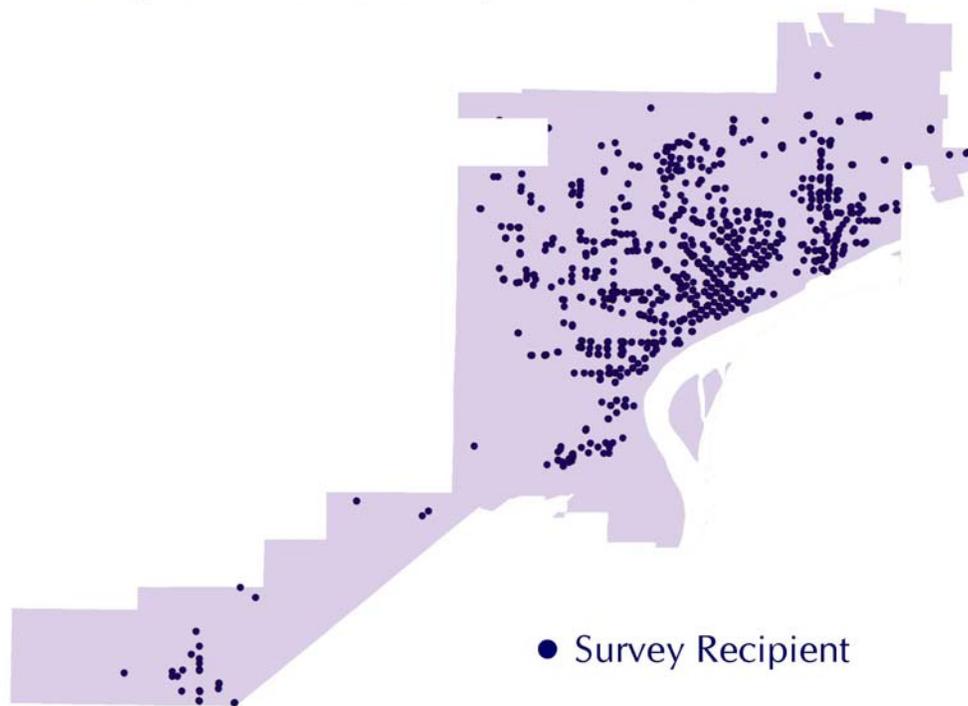
SURVEY SAMPLING

“Sampling” refers to the method by which survey recipients were chosen. All households within the City of Muscatine were eligible to participate in the survey; 1200 were selected to receive the survey. These 1,200 households were randomly selected from a comprehensive list of all housing units within the City of Muscatine 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 Muscatine 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 Muscatine boundaries were removed from consideration.

To choose the 1,200 survey recipients, a systematic sampling method was applied to the list of households known to be within the City of Muscatine. 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 93: LOCATION OF SURVEY RECIPIENTS

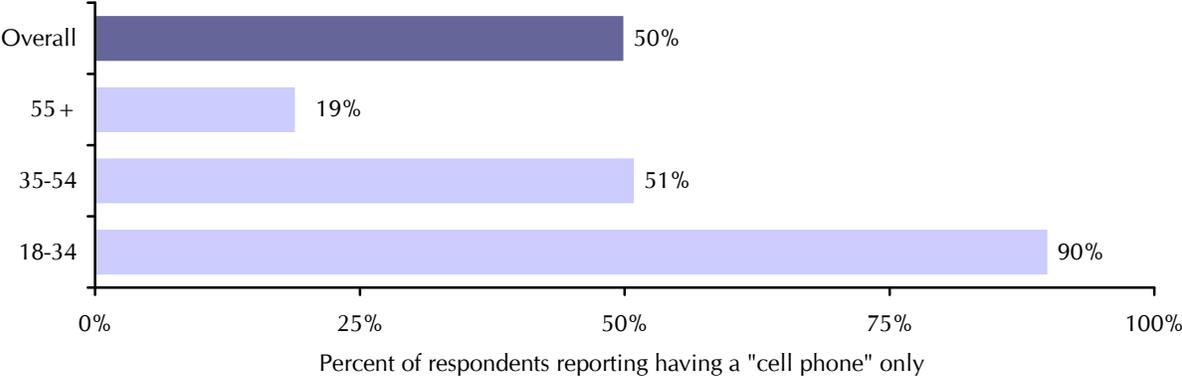
The National Citizen Survey™ City of Muscatine, IA 2010



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 are included on The NCS™ questionnaire. As of the middle of 2010 (the most recent estimates available as of the end of 2010), 26.6% of U.S. households had a cell phone but no landline.¹ Among younger adults (age 18-34), 53.7% of households were “cell-only.” Based on survey results, Muscatine has a “cord cutter” population greater than the nationwide 2010 estimates.

FIGURE 94: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN MUSCATINE



¹ <http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201012.pdf>

SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning November 15, 2010. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the City Administrator inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following five weeks.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The confidence interval for the City of Muscatine survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (413 completed surveys).

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

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

SURVEY PROCESSING (DATA ENTRY)

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

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

SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2006-2008 American Community Survey Census estimates for adults in the City of Muscatine. 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, 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.

Muscatine, IA Citizen Survey Weighting Table			
Characteristic	Population Norm ²	Unweighted Data	Weighted Data
Housing			
Rent home	26%	29%	26%
Own home	74%	71%	74%
Detached unit	81%	73%	80%
Attached unit	19%	27%	20%
Race and Ethnicity			
White	93%	93%	89%
Not white	7%	7%	11%
Not Hispanic	89%	95%	93%
Hispanic	11%	5%	7%
White alone, not Hispanic	85%	90%	85%
Hispanic and/or other race	15%	10%	15%
Sex and Age			
Female	51%	55%	51%
Male	49%	45%	49%
18-34 years of age	29%	14%	28%
35-54 years of age	37%	30%	36%
55+ years of age	34%	56%	36%
Females 18-34	14%	8%	14%
Females 35-54	18%	18%	18%
Females 55+	18%	29%	19%
Males 18-34	15%	6%	15%
Males 35-54	19%	13%	19%
Males 55+	15%	27%	16%

² Source: 2006-2008 ACS

SURVEY DATA ANALYSIS AND REPORTING

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

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

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

“Don’t Know” Responses

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

Benchmark Comparisons

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

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

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

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

The Role of Comparisons

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

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

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

Comparison of Muscatine to the Benchmark Database

The City of Muscatine chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was

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

APPENDIX C: SURVEY MATERIALS

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

Dear Muscatine Resident,

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



Gregg Mandsager
City Administrator

Dear Muscatine Resident,

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



Gregg Mandsager
City Administrator

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Sincerely,



Gregg Mandsager
City Administrator



**City
of Muscatine**

City Hall 215 Sycamore St.
Muscatine, IA 52761-3840

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



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City Hall, 215 Sycamore St.
Muscatine, IA 52761-3840
(563) 264-1550
Fax (563) 264-0750

CITY ADMINISTRATOR

November 2010

Dear Muscatine Resident:

The City of Muscatine wants to know what you think about our community and municipal government. You have been randomly selected to participate in Muscatine'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 Muscatine 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 563-264-1550.

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

Sincerely,

Gregg Mandsager
City Administrator



City Hall, 215 Sycamore St.
Muscatine, IA 52761-3840
(563) 264-1550
Fax (563) 264-0750

CITY ADMINISTRATOR

November 2010

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

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

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

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

Sincerely,

Gregg Mandsager
City Administrator

"I remember Muscatine for its sunsets. I have never seen any on either side of the ocean that equaled them" — Mark Twain

The City of Muscatine 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 Muscatine:

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

2. Please rate each of the following characteristics as they relate to Muscatine 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 Muscatine.....	1	2	3	4	5
Cleanliness of Muscatine	1	2	3	4	5
Overall quality of new development in Muscatine	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Overall quality of business and service establishments in Muscatine.....	1	2	3	4	5
Shopping opportunities.....	1	2	3	4	5
Opportunities to attend cultural activities.....	1	2	3	4	5
Recreational opportunities	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Educational opportunities	1	2	3	4	5
Opportunities to participate in social events and activities	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities.....	1	2	3	4	5
Opportunities to volunteer.....	1	2	3	4	5
Opportunities to participate in community matters.....	1	2	3	4	5
Ease of car travel in Muscatine	1	2	3	4	5
Ease of bus travel in Muscatine	1	2	3	4	5
Ease of bicycle travel in Muscatine.....	1	2	3	4	5
Ease of walking in Muscatine	1	2	3	4	5
Availability of paths and walking trails	1	2	3	4	5
Traffic flow on major streets.....	1	2	3	4	5
Amount of public parking	1	2	3	4	5
Availability of affordable quality housing.....	1	2	3	4	5
Availability of affordable quality child care	1	2	3	4	5
Availability of affordable quality health care	1	2	3	4	5
Availability of affordable quality food	1	2	3	4	5
Availability of preventative health services.....	1	2	3	4	5
Air quality.....	1	2	3	4	5
Quality of overall natural environment in Muscatine.....	1	2	3	4	5
Overall image or reputation of Muscatine	1	2	3	4	5

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

	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 Muscatine's downtown area during the day	1	2	3	4	5	6
In Muscatine'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 Muscatine 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 Muscatine 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 Muscatine?

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

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

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

The City of Muscatine 2010 Citizen Survey

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

	<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
Snow removal.....	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing	1	2	3	4	5
Bus or transit services.....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Yard waste pick-up	1	2	3	4	5
Storm drainage.....	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services	1	2	3	4	5
Power (electric and/or gas) utility	1	2	3	4	5
City parks.....	1	2	3	4	5
Recreation programs or classes	1	2	3	4	5
Recreation centers or facilities.....	1	2	3	4	5
Land use, planning and zoning	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	5
Animal control	1	2	3	4	5
Economic development	1	2	3	4	5
Health services	1	2	3	4	5
Services to seniors.....	1	2	3	4	5
Services to youth.....	1	2	3	4	5
Services to low-income people	1	2	3	4	5
Public library services	1	2	3	4	5
Public information services	1	2	3	4	5
Public schools.....	1	2	3	4	5
Cable television	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts.....	1	2	3	4	5

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 Muscatine	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5
Muscatine 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 Muscatine to someone who asks.....	1	2	3	4	5
Remain in Muscatine 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 Muscatine 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 Muscatine 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 Muscatine 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 Muscatine 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 Muscatine 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 Muscatine	1	2	3	4	5
The overall direction that Muscatine is taking	1	2	3	4	5
The job Muscatine 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 Muscatine could consider annexing residential developments within two miles of city limits to support the city's tax base. Please indicate the extent to which you would support or oppose this annexation.**
- Strongly support
 Somewhat support
 Somewhat oppose
 Strongly oppose
- b. **The City of Muscatine is considering implementing a policy to have non-residents pay a higher user fee than residents do to use City facilities (including soccer fields, city pool, city golf course, recreation programs, etc). Please indicate the extent to which you support or oppose increasing fees for non-residents.**
- Strongly support
 Somewhat support
 Somewhat oppose
 Strongly oppose
- c. **Please indicate how frequently, if at all, you or other household members visit downtown Muscatine for any reason (including work, shopping, conducting personal business or dining) during the following times:**

	<i>Often</i>	<i>Occasionally</i>	<i>Never</i>
9am to 5pm on weekdays	1	2	3
After 5pm on weekdays.....	1	2	3
9am to 5pm on weekends.....	1	2	3
After 5pm on weekends	1	2	3

The City of Muscatine 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 or other public transportation days
- Walk days
- Bicycle days
- Work at home days
- Other days

D3. How many years have you lived in Muscatine?

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

D4. Which best describes the building you live in?

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

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

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

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

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

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

- No Yes

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

- No Yes

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

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

Please respond to both questions D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

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

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

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

D12. In which category is your age?

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

D13. What is your sex?

- Female Male

D14. Are you registered to vote in your jurisdiction?

- No Ineligible to vote
- Yes Don't know

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

- No Ineligible to vote
- Yes Don't know

D16. Do you have a cell phone?

- No Yes

D17. Do you have a land line at home?

- No Yes

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

- Cell Land line Both

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



City
of Muscatine

City Hall 215 Sycamore St.
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