



# CITY OF BILLINGS, MT 2012



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**C O N T E N T S**

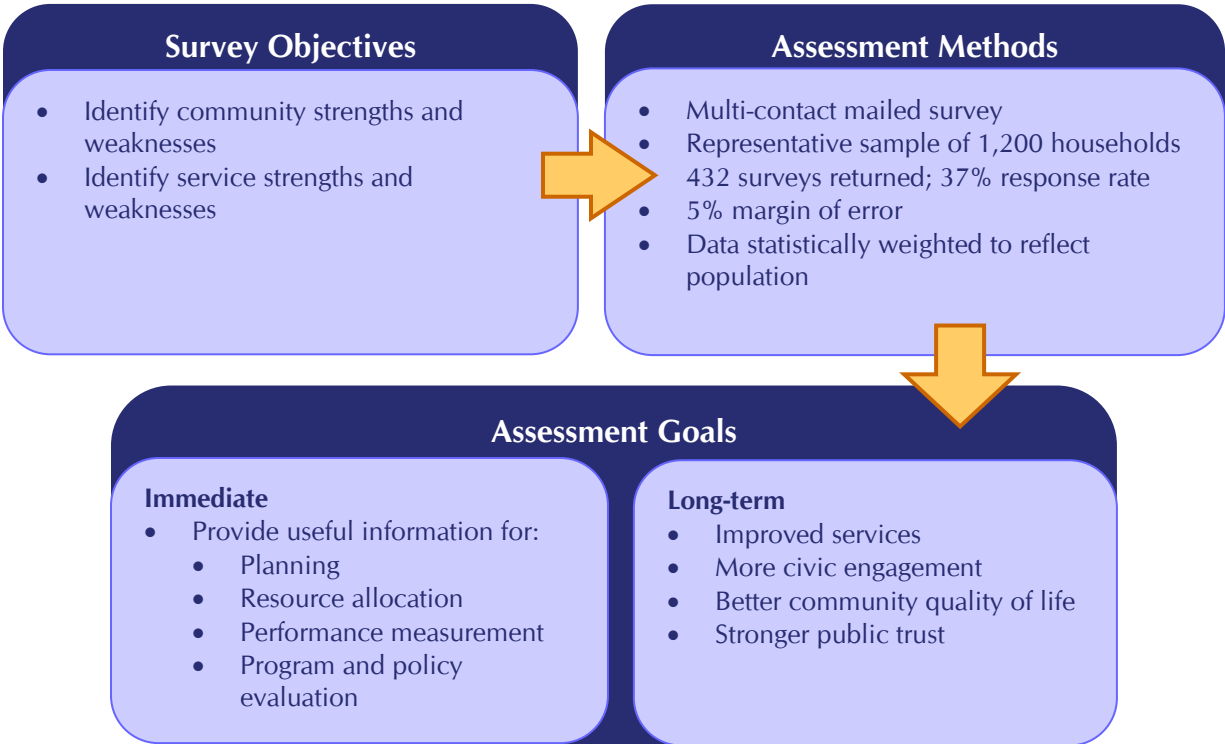
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# SURVEY BACKGROUND

## ABOUT THE NATIONAL CITIZEN SURVEY™

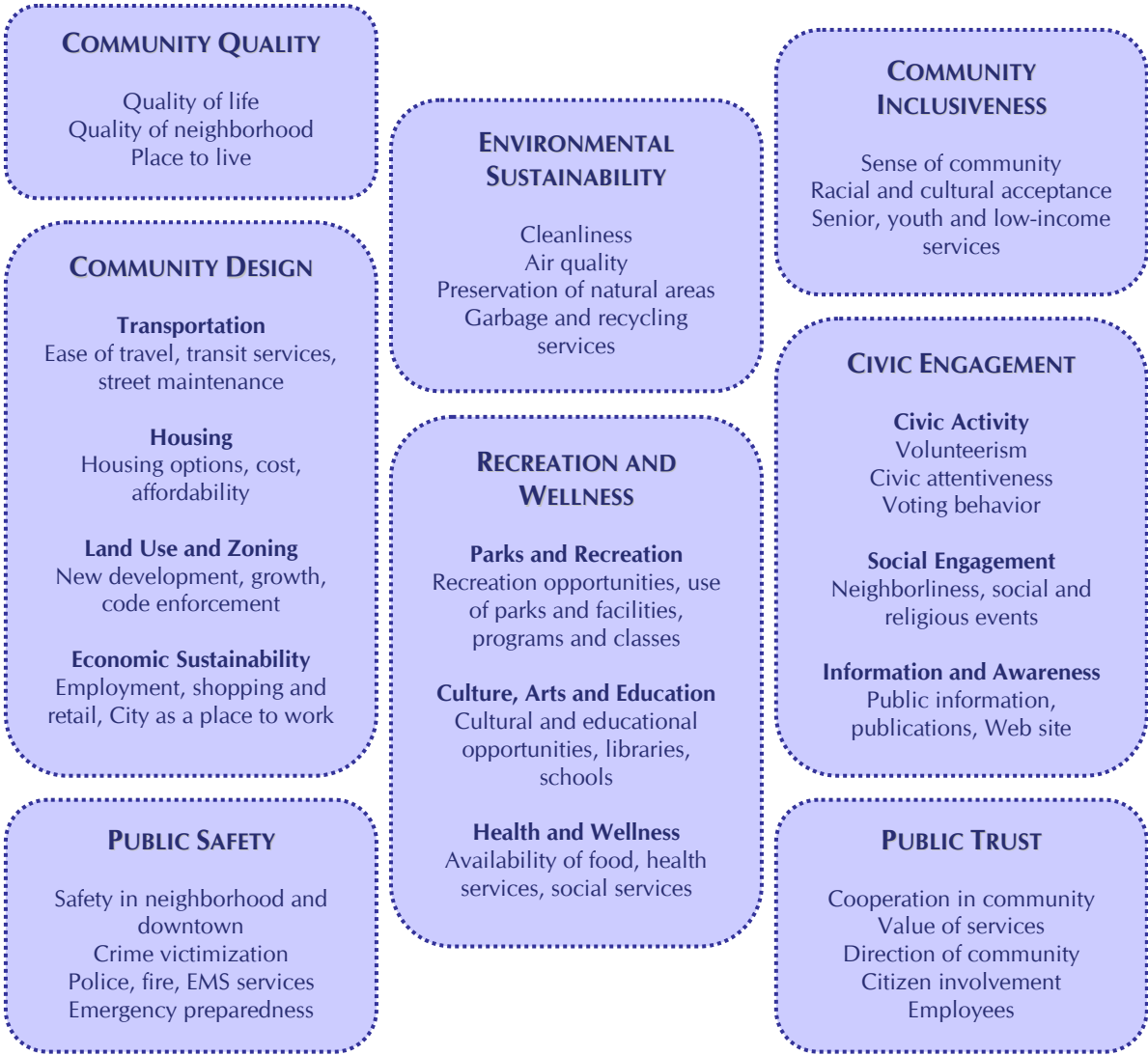
The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided 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 432 completed surveys were obtained, providing an overall response rate of 37%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

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

## UNDERSTANDING THE RESULTS

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

### Margin of Error

The margin of error around results for the City of Billings Survey (432 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 Billings, but from the City of Billings services to services like them provided by other jurisdictions.

### Interpreting Comparisons to Previous Years

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

### Benchmark Comparisons

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

The City of Billings chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (Western region). 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 Billings 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 Billings 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 Billings’ 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 Billings 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 Billings and believed the City was a good place to live. The overall quality of life in the City of Billings was rated as “excellent” or “good” by 73% of respondents. Almost all reported they plan on staying in the City of Billings 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 activities and opportunities to volunteer. The two characteristics receiving the least positive ratings were the availability of affordable quality child care and the amount of public parking.

Ratings of community characteristics were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, four were above the national benchmark comparison, 15 were similar to the national benchmark comparison and 12 were below.

Residents in the City of Billings were somewhat civically engaged. While only 20% 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 Billings, which was much higher than the benchmark.

In general, survey respondents demonstrated trust in local government. A majority rated the overall direction being taken by the City of Billings as “good” or “excellent.” This was similar to the benchmark. Those residents who had interacted with an employee of the City of Billings 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 37 services for which comparisons were available, three were above the benchmark comparison, 9 were similar to the benchmark comparison and 25 were below.

Respondents were asked to rate how frequently they participated in various activities in Billings. The most popular activities included providing help to a friend or neighbor and visiting a neighborhood park or City park; while the least popular activities were attending a meeting of local elected officials and riding a local bus within Billings. Generally, participation rates in the various activities in the community were lower than other communities.

Ratings increased for a large amount of City services and community features when compared to the 2009 survey results. Services such as street repair, street lighting, snow removal, bus or transit services, land use, planning and zoning, recycling, public library services, services to low-income people and public information services all increased in ratings. Community features that also had increased ratings were ease of bus travel, ease of bicycle travel, traffic flow on major streets, air quality, preservation of natural areas and the availability of affordable quality child care. Ratings did decrease for some community features such as safety downtown after dark, safety from violent crime, safety from property crime, and overall quality of life.

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

- Economic development
- Police services
- Preservation of natural areas
- Sidewalk maintenance

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



# COMMUNITY RATINGS

## OVERALL COMMUNITY QUALITY

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

Many of the City of Billings’ residents gave favorable ratings to their neighborhoods and the community as a place to live. Further, most reported they would recommend the community to others and plan to stay for the next five years. Compared to the previous survey iteration, most trends remained stable with the exception of the overall quality of life in Billings, which decreased.

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

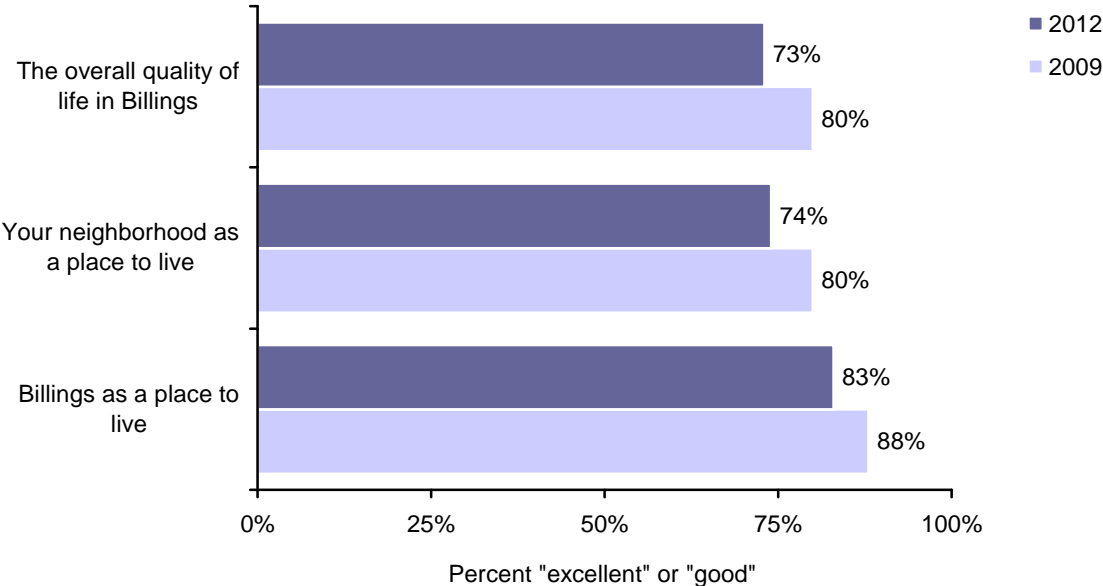
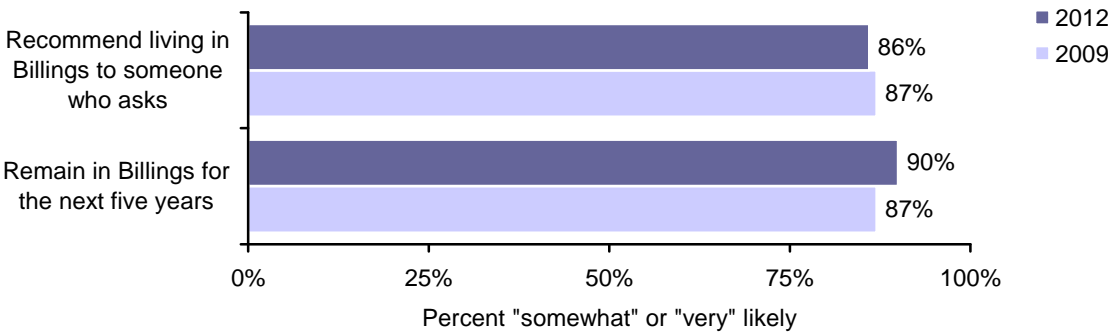


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY



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

FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	National comparison	Western region comparison
Overall quality of life in Billings	Below	Below
Your neighborhood as place to live	Below	Below
Billings as a place to live	Similar	Similar
Recommend living in Billings to someone who asks	Similar	Similar
Remain in Billings for the next five years	Much above	Much above

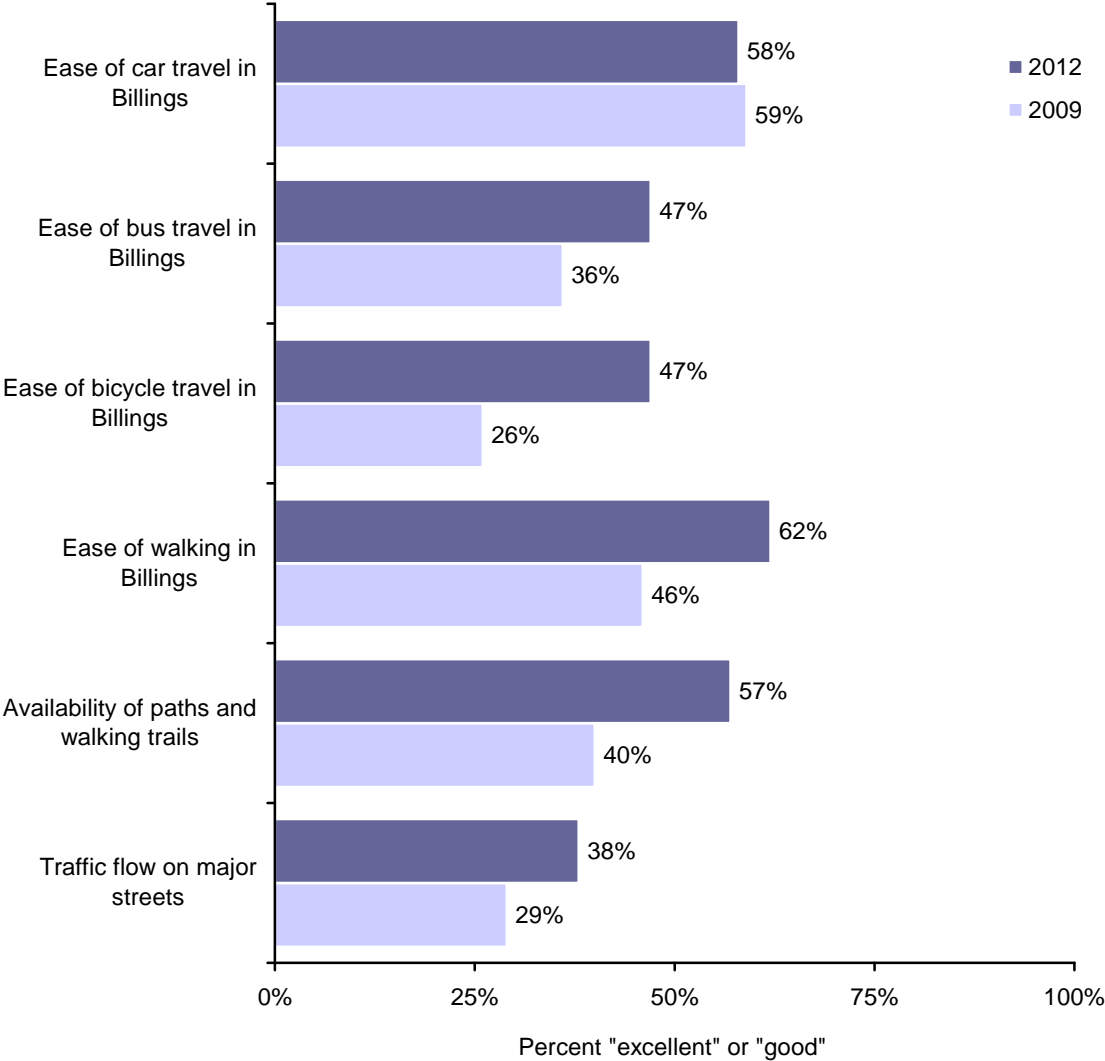
# COMMUNITY DESIGN

## 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 walking was given the most positive rating, followed by ease of car travel. Almost all of these ratings increase over time, including: ease of bus travel, ease of bicycle travel, ease of walking, the availability of paths and walking trails and traffic flow on major streets.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR



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

FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	National comparison	Western region comparison
Ease of car travel in Billings	Similar	Similar
Ease of bus travel in Billings	Similar	Similar
Ease of bicycle travel in Billings	Below	Below
Ease of walking in Billings	Similar	Similar
Availability of paths and walking trails	Similar	Similar
Traffic flow on major streets	Much below	Much below

Eight transportation services were rated in Billings. Seven transportation services were below the national benchmark and one was similar to the national benchmark. Ratings for street lighting, snow removal, sidewalk maintenance, bus or transit services and the amount of public parking increased from 2009 to 2012.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

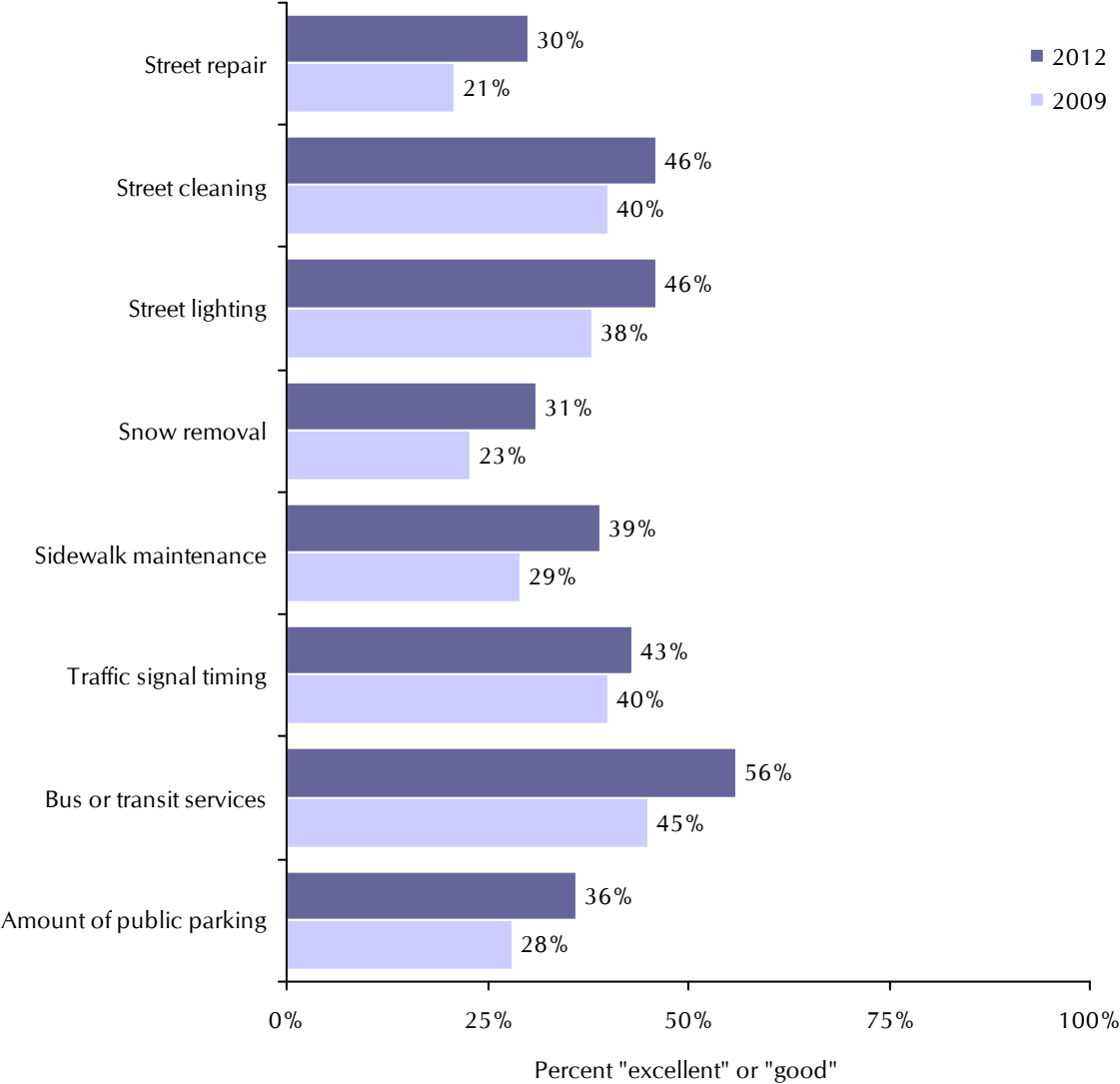


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	National comparison	Western region comparison
Street repair	Much below	Much below
Street cleaning	Much below	Much below
Street lighting	Much below	Much below
Snow removal	Much below	Much below
Sidewalk maintenance	Much below	Much below
Traffic signal timing	Below	Similar
Bus or transit services	Similar	Similar
Amount of public parking	Much below	Much below

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

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 1% of work commute trips were made by transit, 3% by bicycle and 3% by foot.

FIGURE 10: FREQUENCY OF BUS USE IN LAST 12 MONTHS BY YEAR

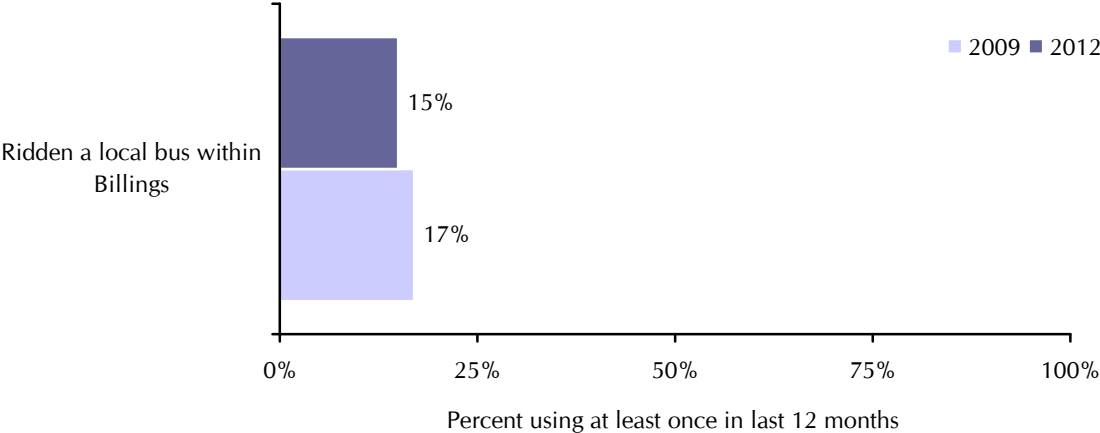


FIGURE 11: FREQUENCY OF BUS USE BENCHMARKS

	National comparison	Western region comparison
Ridden a local bus within Billings	Much less	Much less

FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE

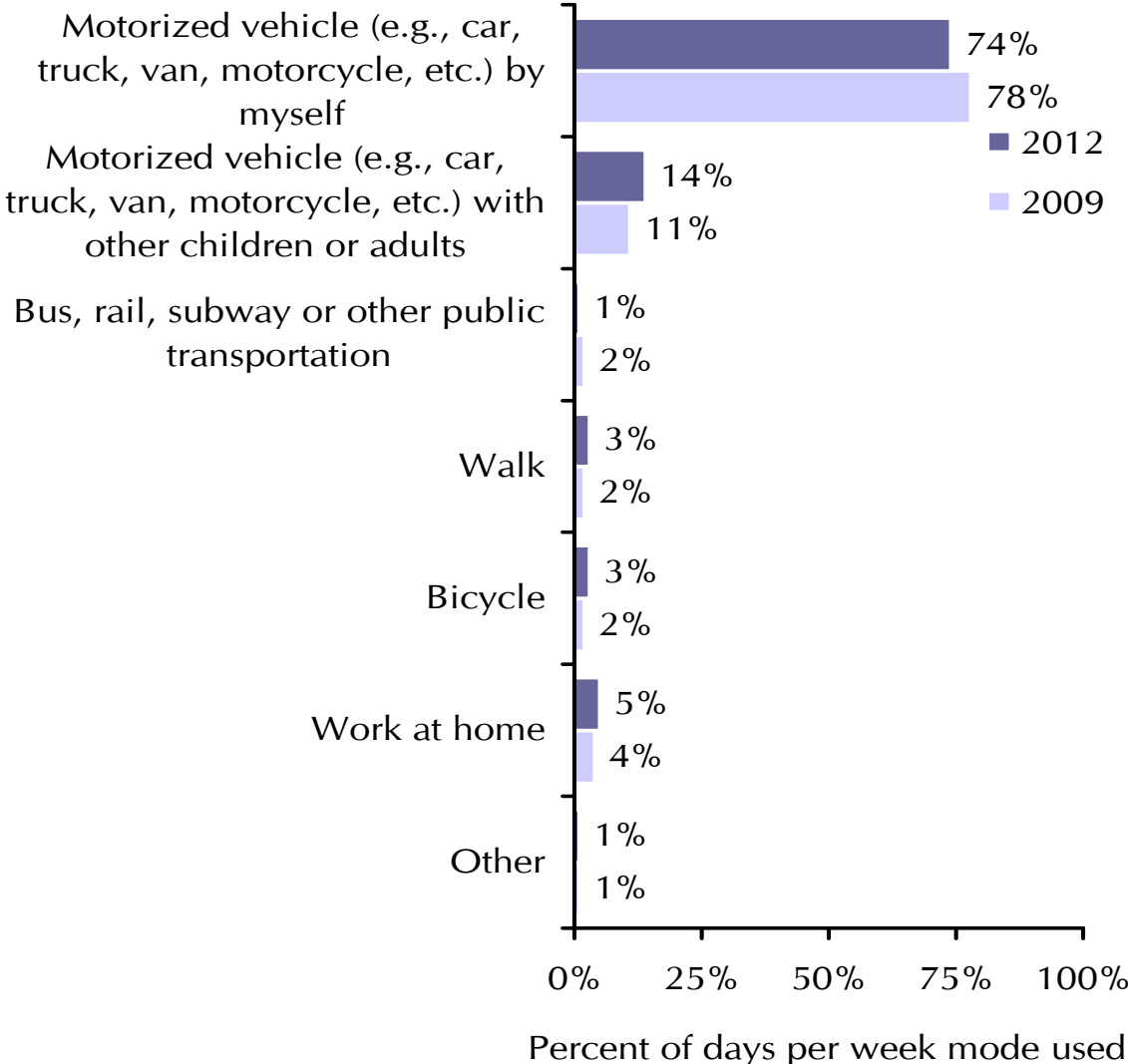


FIGURE 13: DRIVE ALONE BENCHMARKS

	National comparison	Western region comparison
Average percent of work commute trips made by driving alone	Similar	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 Billings 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 50% of respondents. The rating of perceived affordable housing availability was similar in the City of Billings than the ratings, on average, in national and Western region jurisdictions. Ratings for the availability of affordable quality housing increased when compared to 2009.

FIGURE 14: RATINGS OF HOUSING IN COMMUNITY BY YEAR

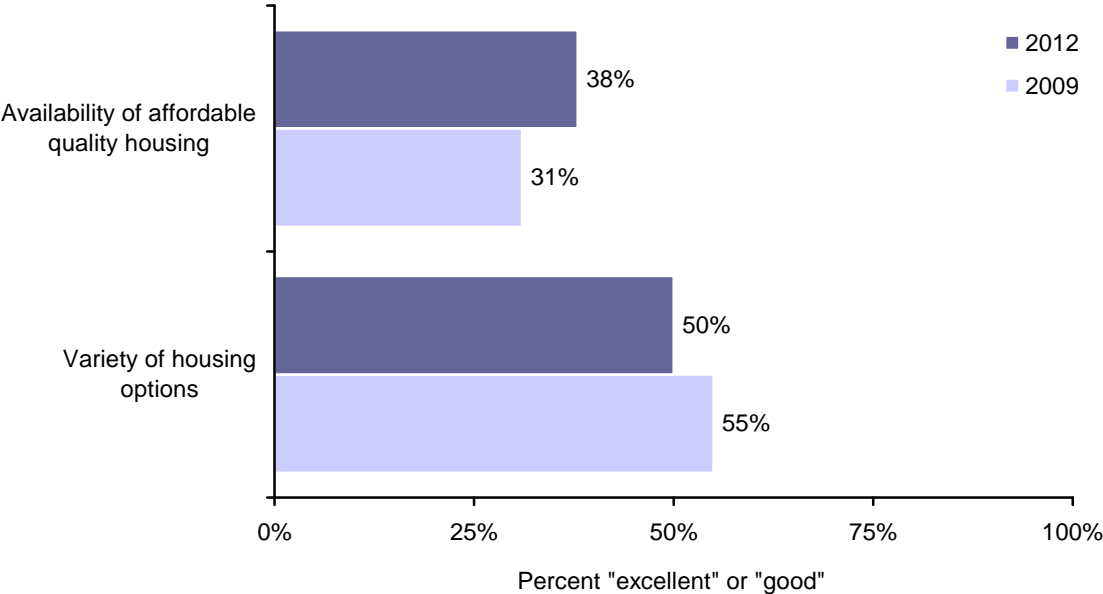


FIGURE 15: HOUSING CHARACTERISTICS BENCHMARKS

	National comparison	Western region comparison
Availability of affordable quality housing	Similar	Similar
Variety of housing options	Below	Similar



To augment the perceptions of affordable housing in Billings, 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 Billings 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 EXPERIENCING HOUSING COST STRESS BY YEAR

	2009	2012
Housing costs 30% or more of income	28%	27%

FIGURE 17: HOUSING COSTS BENCHMARKS

	National comparison	Western region comparison
Experiencing housing costs stress (housing costs 30% or MORE of income)	Much less	Much less

### Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community’s overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of the City of Billings 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 Billings was rated as “excellent” by 14% of respondents and as “good” by an additional 49%. The overall appearance of Billings was rated as “excellent” or “good” by 61% of respondents and was lower than the benchmarks. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Billings, 15% thought they were a “major” problem. The service of code enforcement was rated below the Western region benchmark and the services of land use, planning and zoning and animal control were similar to the benchmark. Ratings for land use, planning and zoning increased over time.

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

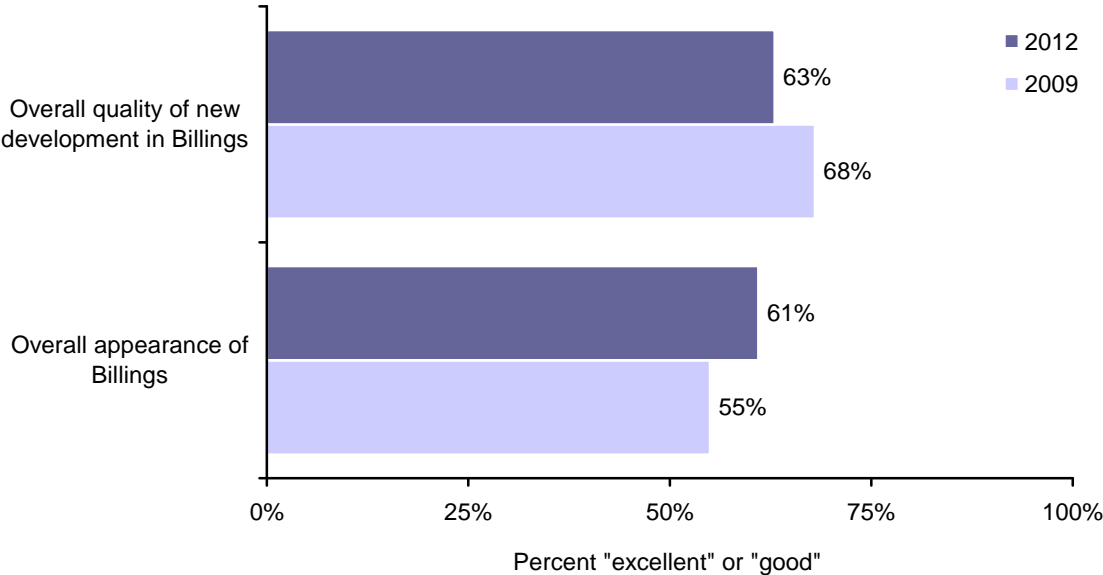


FIGURE 19: BUILT ENVIRONMENT BENCHMARKS

	National comparison	Western region comparison
Quality of new development in Billings	Similar	Above
Overall appearance of Billings	Much below	Below

FIGURE 20: RATINGS OF POPULATION GROWTH BY YEAR

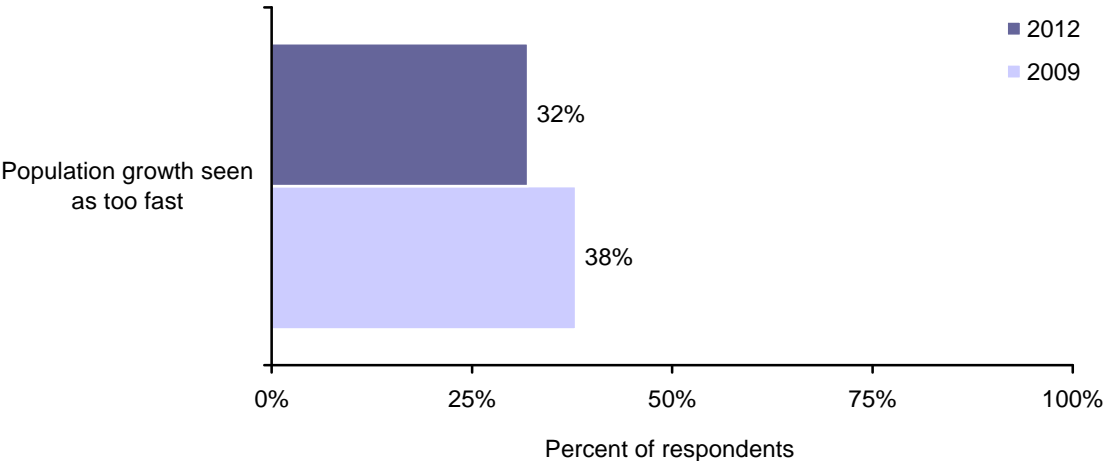


FIGURE 21: POPULATION GROWTH BENCHMARKS

	National comparison	Western region comparison
Population growth seen as too fast	Much less	Much less

FIGURE 22: RATINGS OF NUISANCE PROBLEMS BY YEAR

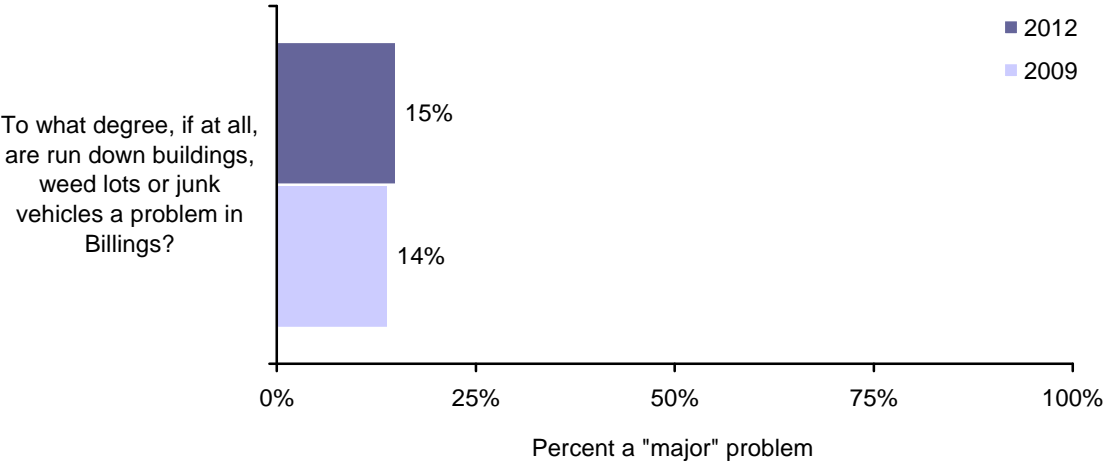


FIGURE 23: NUISANCE PROBLEMS BENCHMARKS

	National comparison	Western region comparison
Run down buildings, weed lots and junk vehicles seen as a "major" problem	More	Similar

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

FIGURE 24: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

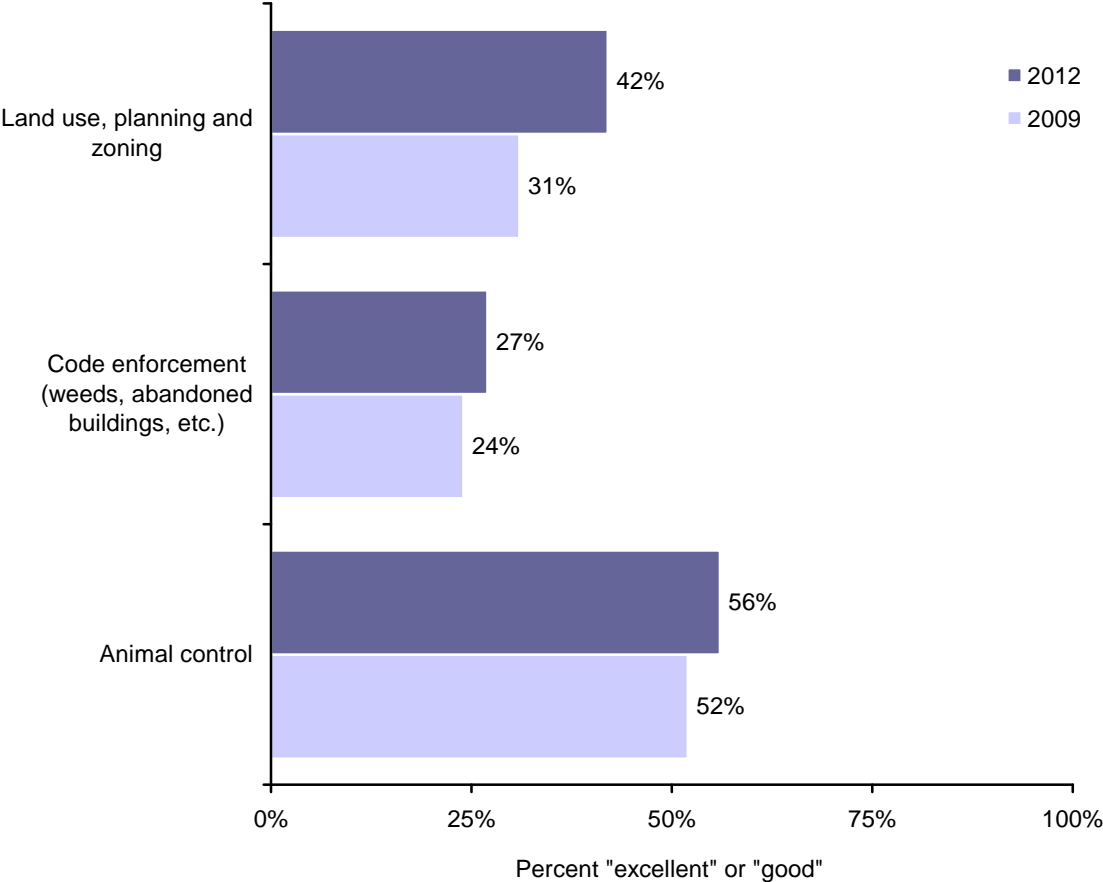


FIGURE 25: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	National comparison	Western region comparison
Land use, planning and zoning	Similar	Similar
Code enforcement (weeds, abandoned buildings, etc.)	Much below	Much below
Animal control	Below	Similar

### ECONOMIC SUSTAINABILITY

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

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were the overall quality of business and service establishments in Billings and shopping opportunities. Employment opportunities received the lowest ratings but was much above both benchmarks.

FIGURE 26: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

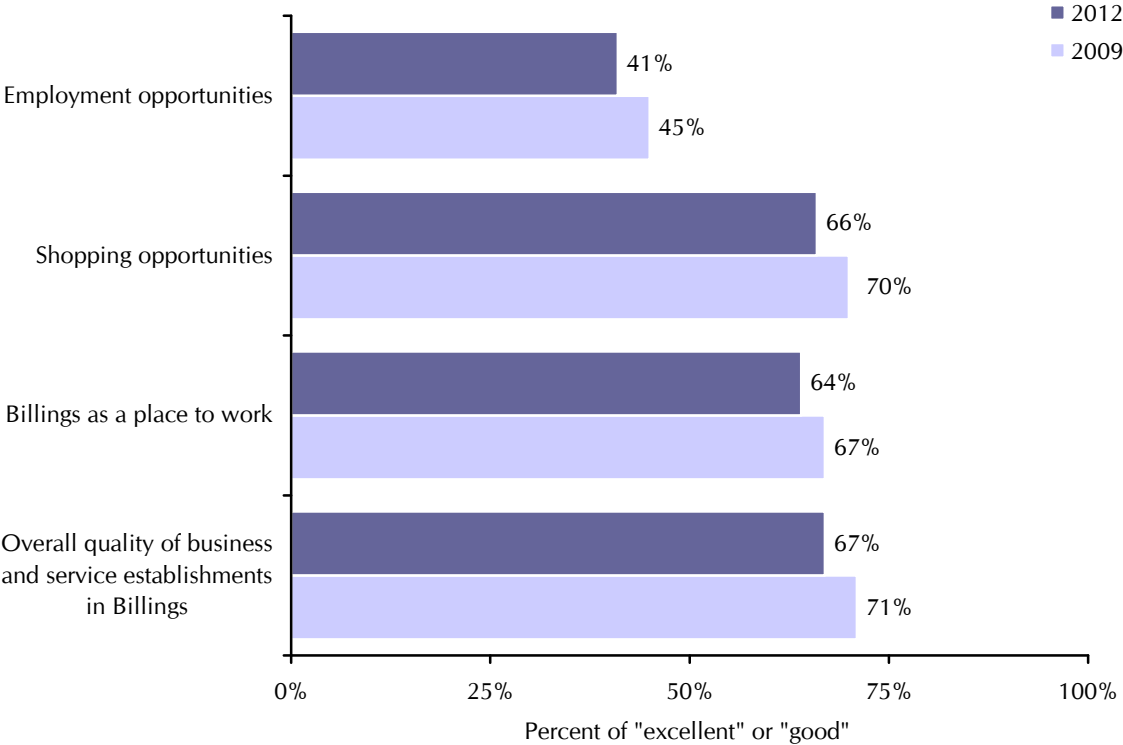


FIGURE 27: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	National comparison	Western region comparison
Employment opportunities	Much above	Much above
Shopping opportunities	Much above	Much above
Billings as a place to work	Above	Much above
Overall quality of business and service establishments in Billings	Similar	Above

Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from “much too slow” to “much too fast.” When asked about the rate of jobs growth in Billings, 66% responded that it was “too slow,” while 25% reported retail growth as “too slow.” Fewer residents in Billings compared to other jurisdictions believed that retail growth was too slow and fewer residents believed that jobs growth was too slow.

FIGURE 28: RATINGS OF RETAIL AND JOB GROWTH BY YEAR

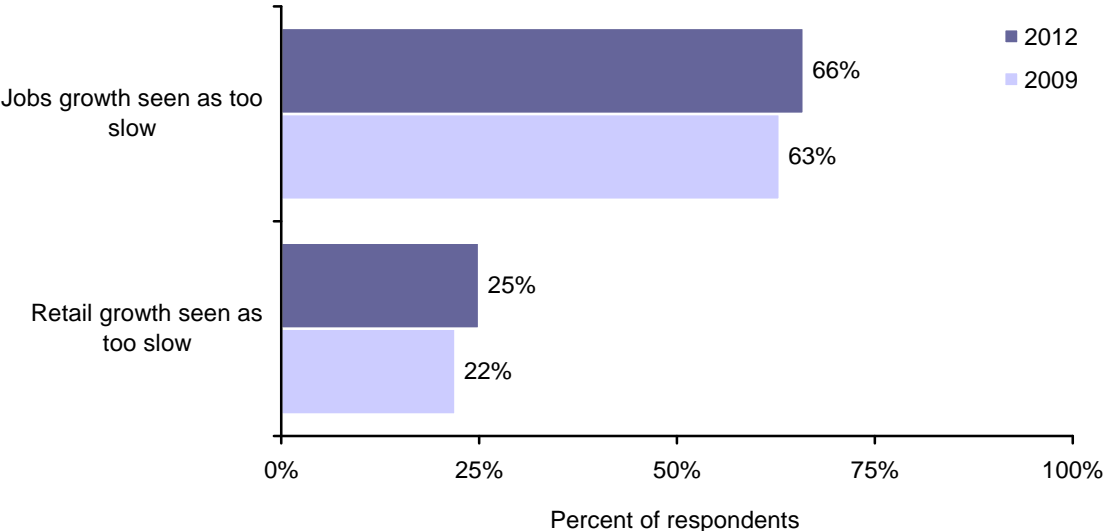


FIGURE 29: RETAIL AND JOB GROWTH BENCHMARKS

	National comparison	Western region comparison
Retail growth seen as too slow	Much less	Much less
Jobs growth seen as too slow	Much less	Much less

FIGURE 30: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

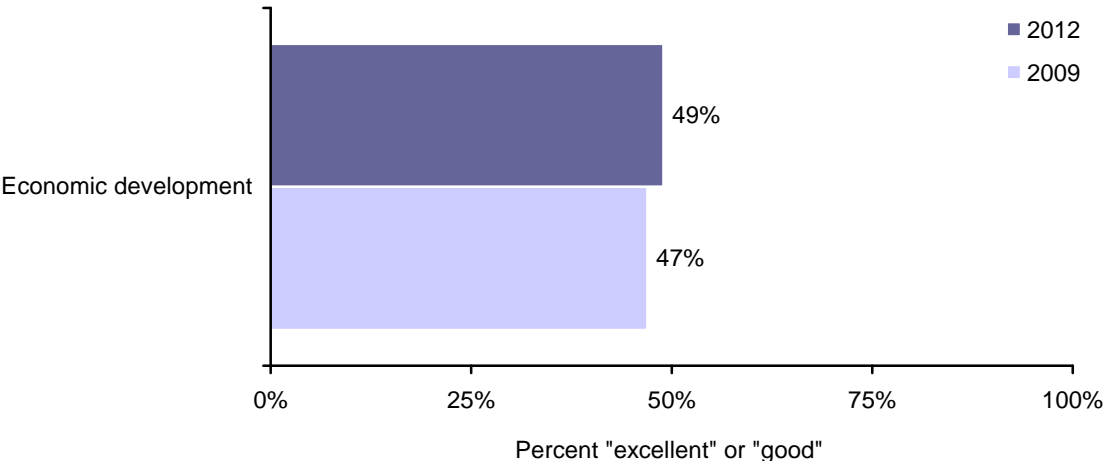


FIGURE 31: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	National comparison	Western region comparison
Economic development	Above	Much above

Residents were asked to reflect on their economic prospects in the near term. Twenty-six percent of the City of Billings residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family. The percent of residents with an optimistic outlook on their household income was much greater than comparison jurisdictions and had increased from 2009 to 2012.

FIGURE 32: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR

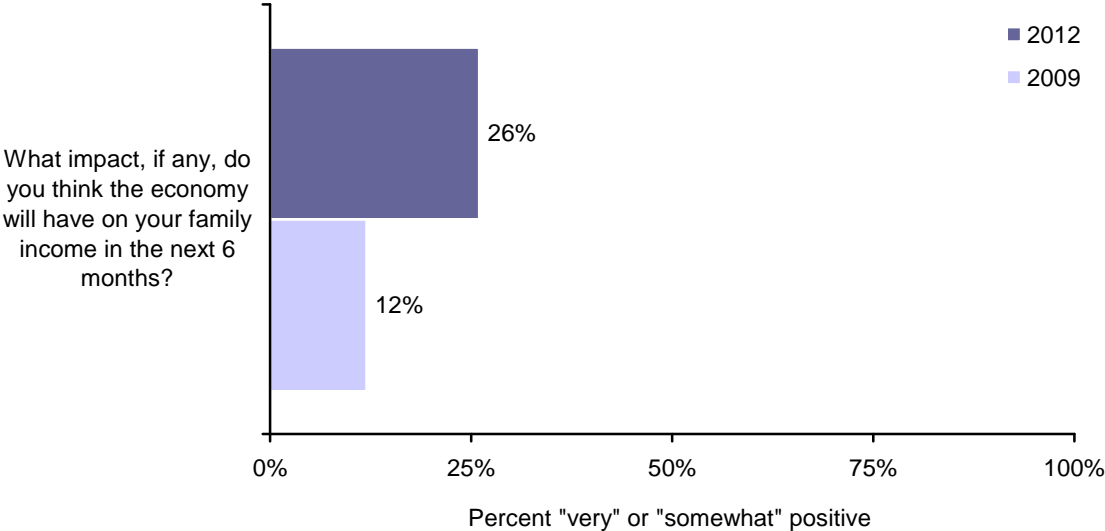


FIGURE 33: PERSONAL ECONOMIC FUTURE BENCHMARKS

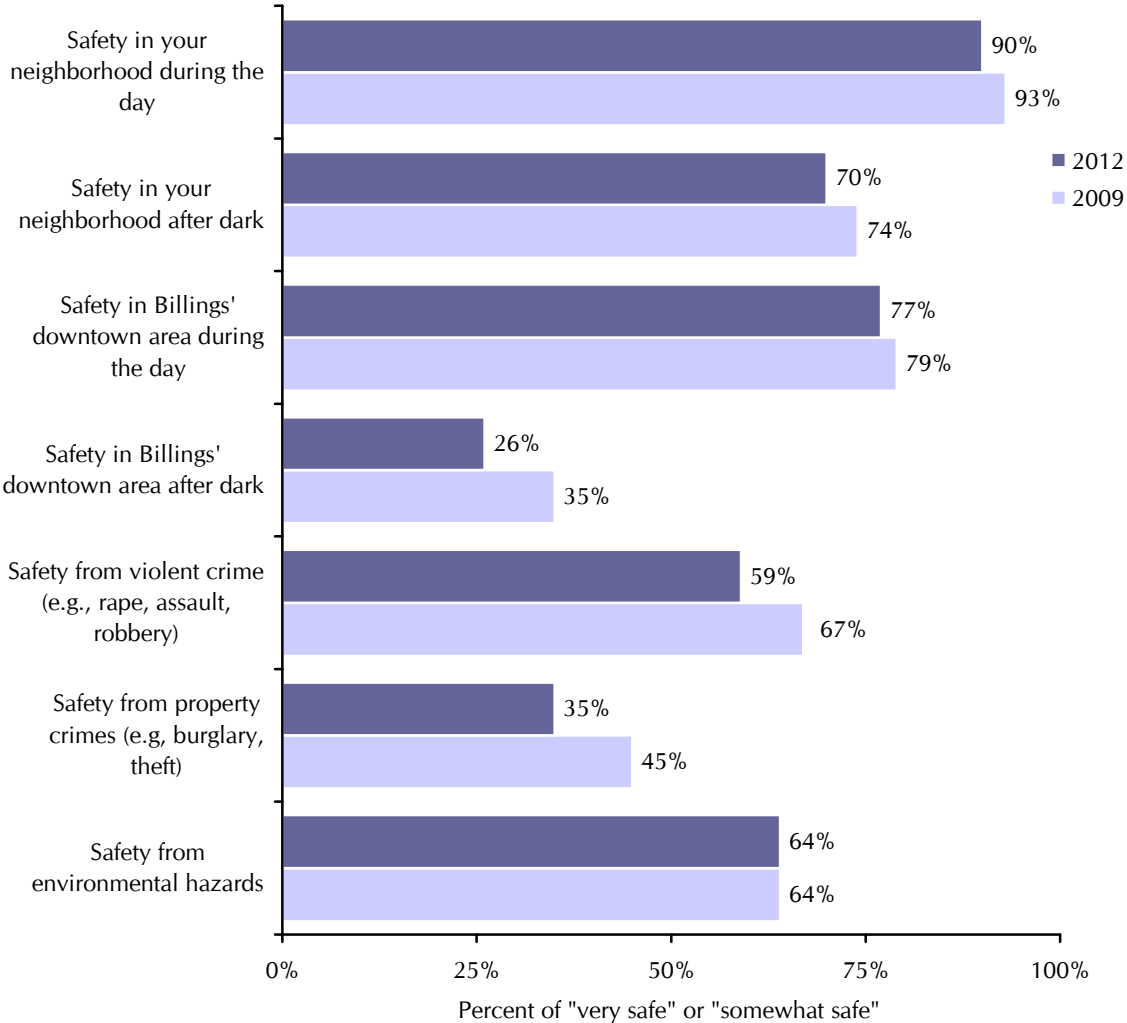
	National comparison	Western region comparison
Positive impact of economy on household income	Much above	Much above

### PUBLIC SAFETY

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

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Many gave positive ratings of safety in the City of Billings. About 60% of those completing the questionnaire said they felt "very" or "somewhat" safe from violent crimes and 64% felt "very" or "somewhat" safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown. Compared to 2009, ratings decreased for safety in Billings' downtown area after dark, from violent crime and from property crimes.

FIGURE 34: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR



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



FIGURE 35: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	National comparison	Western region comparison
In your neighborhood during the day	Similar	Similar
In your neighborhood after dark	Below	Below
In Billings' downtown area during the day	Much below	Much below
In Billings' downtown area after dark	Much below	Much below
Violent crime (e.g., rape, assault, robbery)	Much below	Much below
Property crimes (e.g., burglary, theft)	Much below	Much below
Environmental hazards, including toxic waste	Much below	Much below

As assessed by the survey, 20% 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, 91% had reported it to police. Compared to other jurisdictions more Billings residents had been victims of crime in the 12 months preceding the survey and many more Billings residents had reported their most recent crime victimization to the police.

FIGURE 36: CRIME VICTIMIZATION AND REPORTING BY YEAR

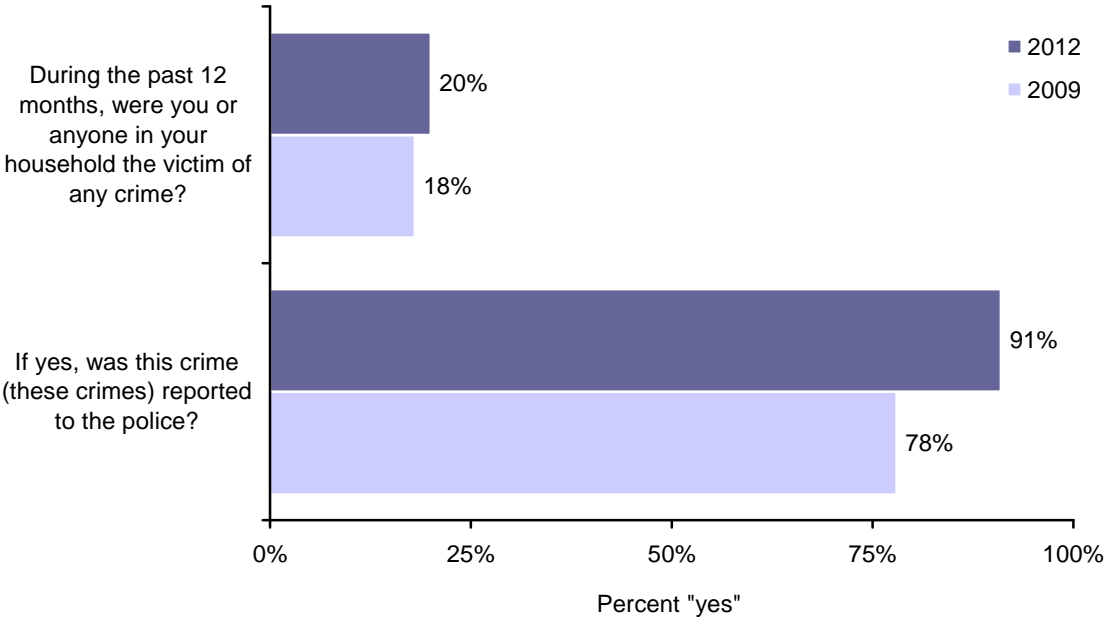


FIGURE 37: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	National comparison	Western region comparison
Victim of crime	Much more	More
Reported crimes	Much more	Much more

Residents rated eight City public safety services; of these, four were rated similar to the Western region benchmark comparison and four were rated below the Western region benchmark comparison. Fire services and ambulance or emergency medical services received the highest ratings, while crime prevention and traffic enforcement received the lowest ratings. All were rated similar compared to previous years.

FIGURE 38: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR

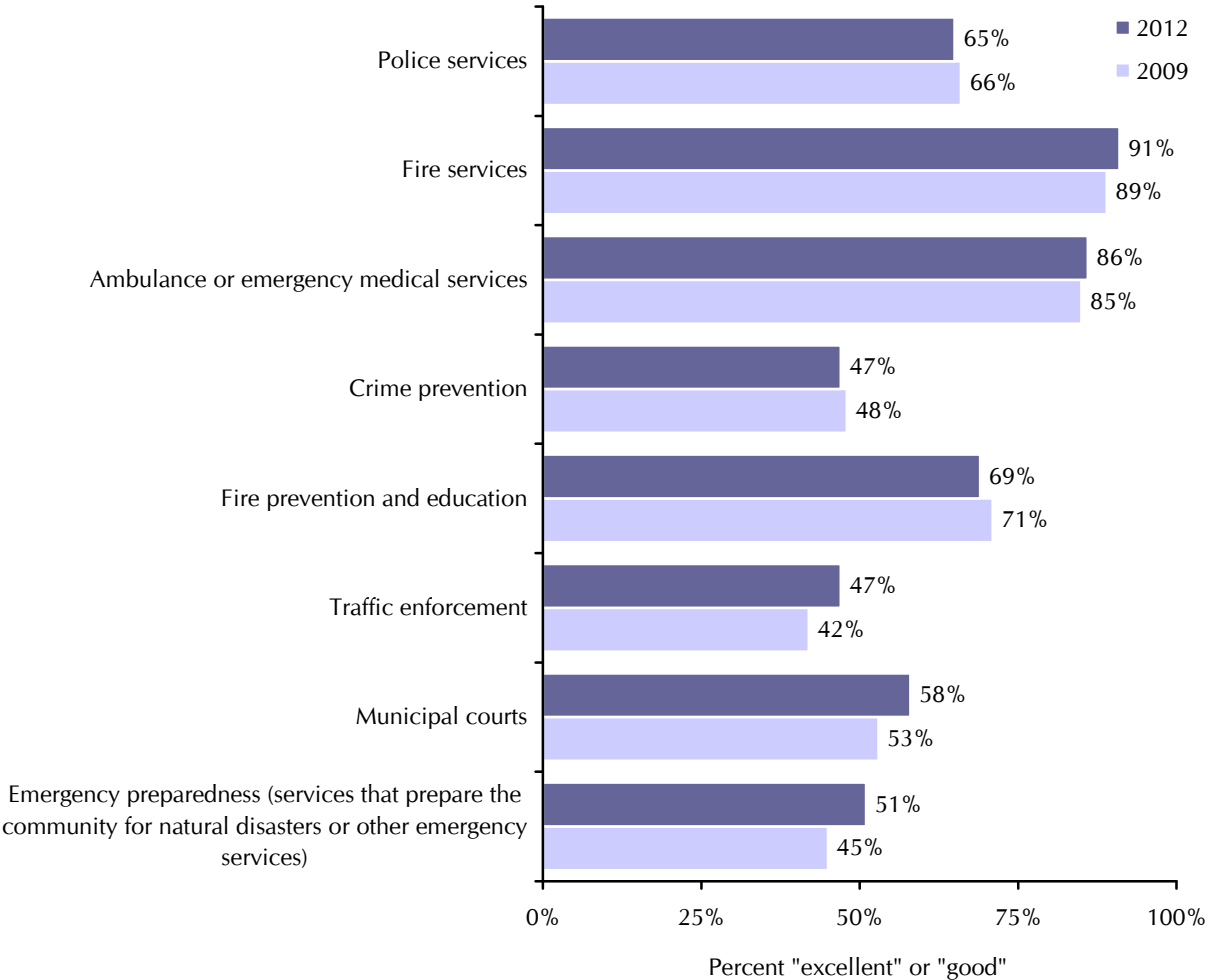


FIGURE 39: PUBLIC SAFETY SERVICES BENCHMARKS

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

FIGURE 40: CONTACT WITH POLICE DEPARTMENT

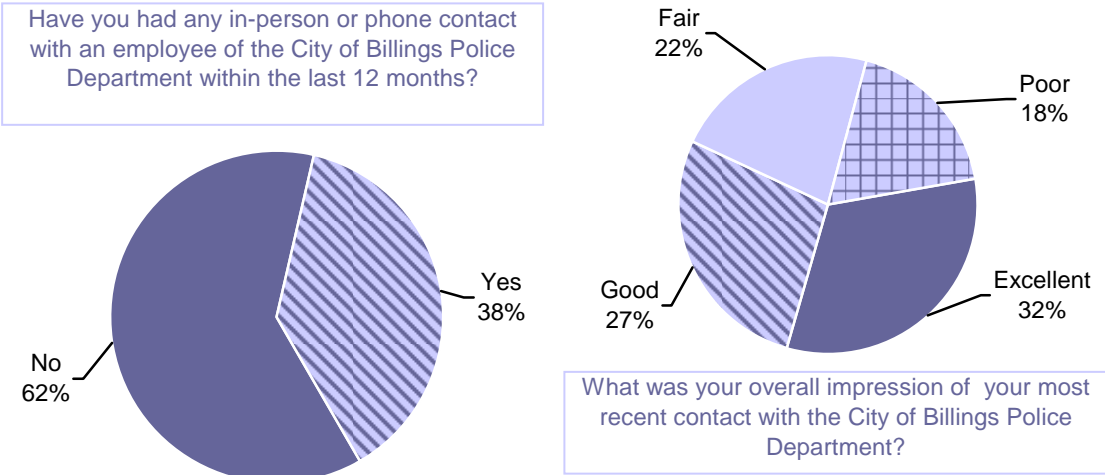


FIGURE 41: CONTACT WITH FIRE DEPARTMENT

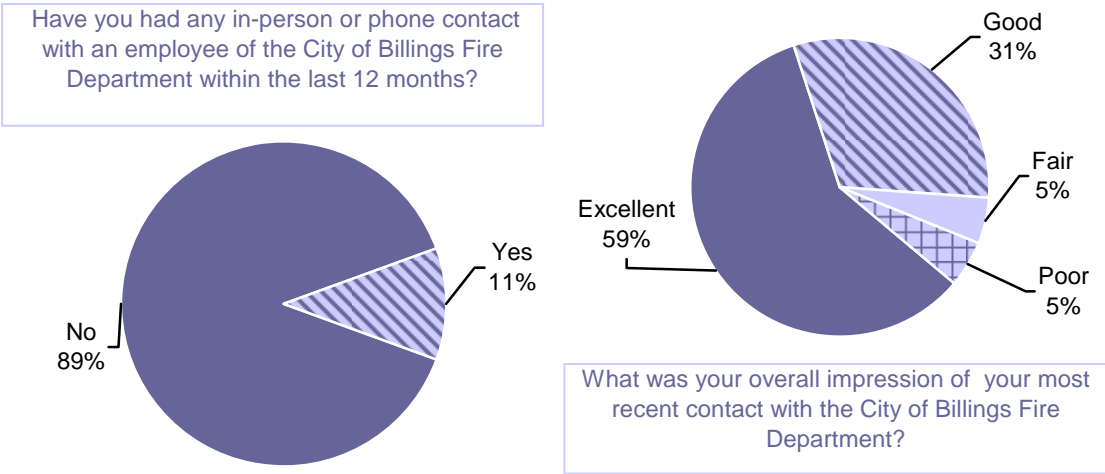


FIGURE 42: CONTACT WITH POLICE AND FIRE DEPARTMENTS BENCHMARKS

	National comparison	Western region comparison
Had contact with the City of Billings Police Department	Similar	Similar
Overall impression of most recent contact with the City of Billings Police Department	Much below	Much below
Had contact with the City of Billings Fire Department	Less	Less
Overall impression of most recent contact with the City of Billings Fire Department	Similar	Similar

### 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 Billings 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 65% of survey respondents. The overall quality of the natural environment received the highest rating, and it was below the benchmarks. Ratings increased for the preservation of natural areas and air quality when compared to the 2009 survey.

FIGURE 43: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT BY YEAR

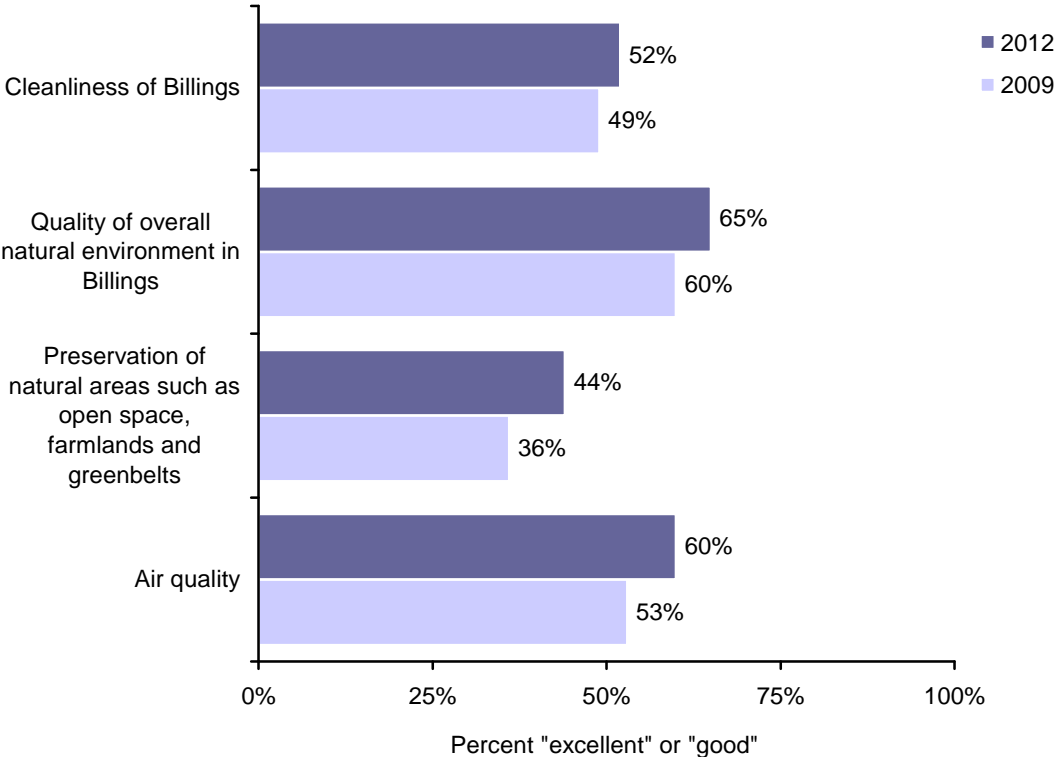


FIGURE 44: COMMUNITY ENVIRONMENT BENCHMARKS

	National comparison	Western region comparison
Cleanliness of Billings	Much below	Much below
Quality of overall natural environment in Billings	Below	Below
Preservation of natural areas such as open space, farmlands and greenbelts	Much below	Much below
Air quality	Much below	Below

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

Resident recycling was less than recycling reported in comparison communities.

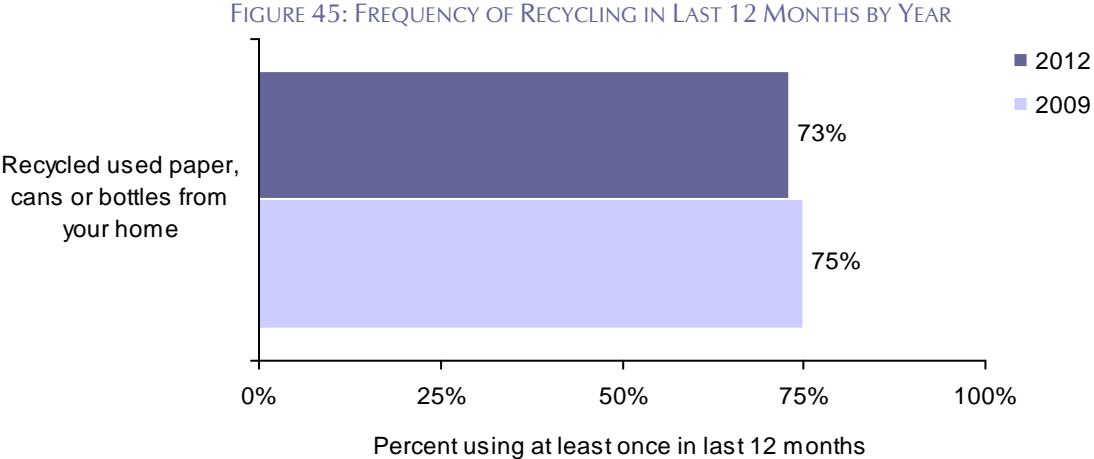


FIGURE 46: FREQUENCY OF RECYCLING BENCHMARKS

	National comparison	Western region comparison
Recycled used paper, cans or bottles from your home	Much less	Much less

Of the six utility services rated by those completing the questionnaire, three were similar and three were below the benchmark comparison. These service ratings trends were varied when compared to past surveys.

FIGURE 47: RATINGS OF UTILITY SERVICES BY YEAR

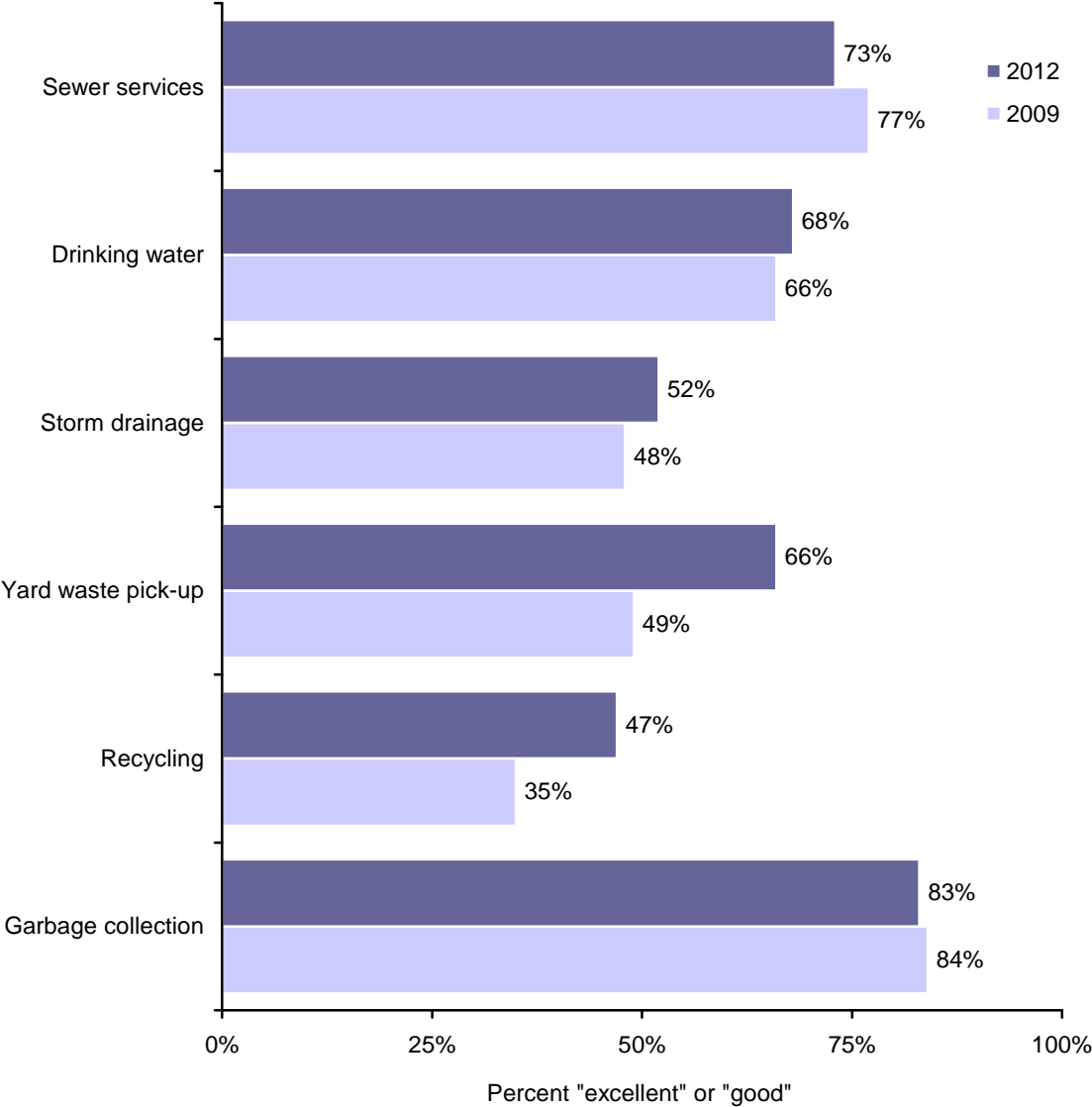


FIGURE 48: UTILITY SERVICES BENCHMARKS

	National comparison	Western region comparison
Sewer services	Similar	Similar
Drinking water	Similar	Similar
Storm drainage	Much below	Much below
Yard waste pick-up	Below	Below
Recycling	Much below	Much below
Garbage collection	Similar	Similar

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

## RECREATION AND WELLNESS

### Parks and Recreation

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

Recreation opportunities in the City of Billings were rated somewhat positively as were services related to parks and recreation. Recreation programs were rated similar to the benchmarks while City parks were lower than the benchmarks. Recreation centers received the lowest rating and were lower than the national benchmark. Parks and recreation ratings have varied over time.

Resident use of Billings' parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used Billings' recreation centers was about the same as the percent of users in comparison jurisdictions. However, recreation program use in Billings was lower than use in comparison jurisdictions.

FIGURE 49: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

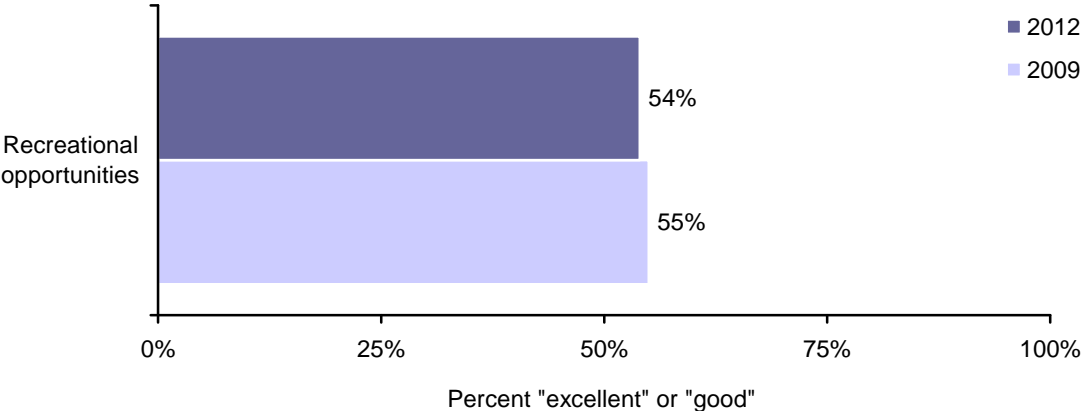


FIGURE 50: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Western region comparison
Recreation opportunities	Much below	Much below



FIGURE 51: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

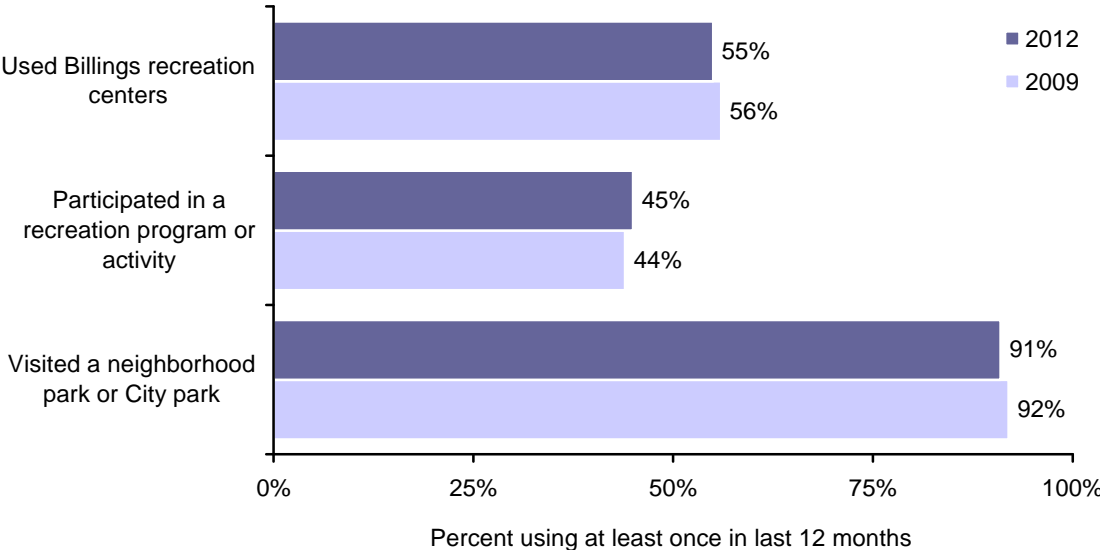


FIGURE 52: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	National comparison	Western region comparison
Used Billings recreation centers	Similar	Similar
Participated in a recreation program or activity	Less	Less
Visited a neighborhood park or City park	More	Similar

FIGURE 53: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

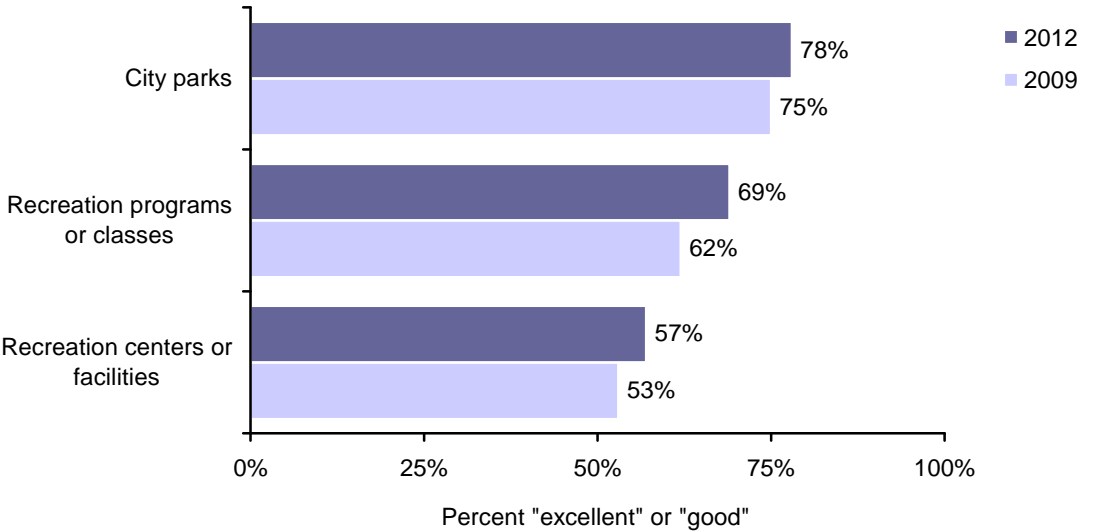


FIGURE 54: PARKS AND RECREATION SERVICES BENCHMARKS

	National comparison	Western region comparison
City parks	Below	Below
Recreation programs or classes	Similar	Similar
Recreation centers or facilities	Much below	Much below

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

### Culture, Arts and Education

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

Opportunities to attend cultural activities were rated as “excellent” or “good” by 53% of respondents. Educational opportunities were rated as “excellent” or “good” by 66% of respondents. Compared to the Western region benchmark data, educational opportunities were much above the average of comparison jurisdictions, while cultural activity opportunities were rated similar to the benchmark comparison.

About 56% of Billings residents used a City library at least once in the 12 months preceding the survey. This participation rate for library use was below comparison jurisdictions. Ratings for library use decreased compared to the 2009 survey iteration.

FIGURE 55: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

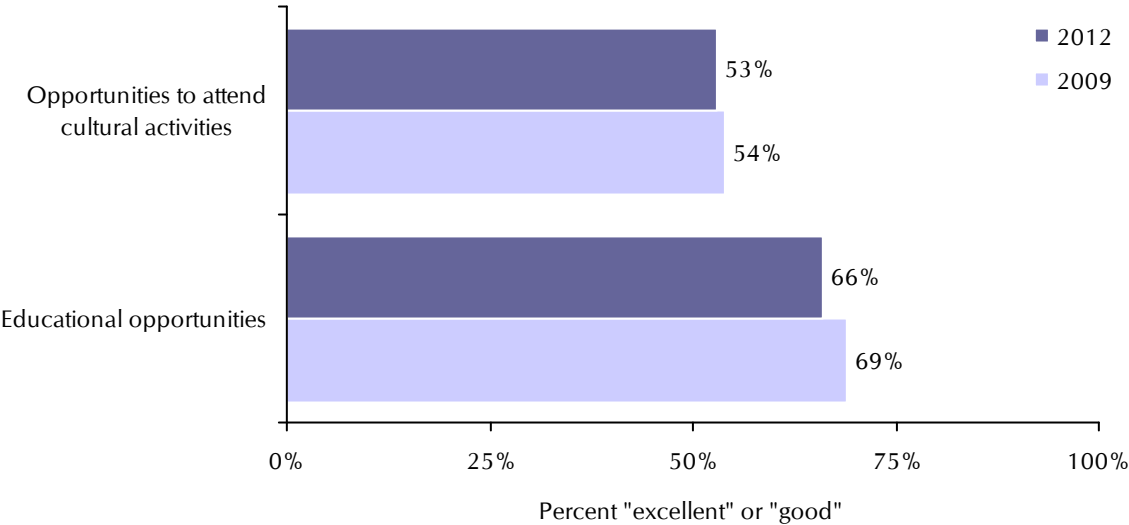


FIGURE 56: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Western region comparison
Opportunities to attend cultural activities	Similar	Similar
Educational opportunities	Similar	Much above

FIGURE 57: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

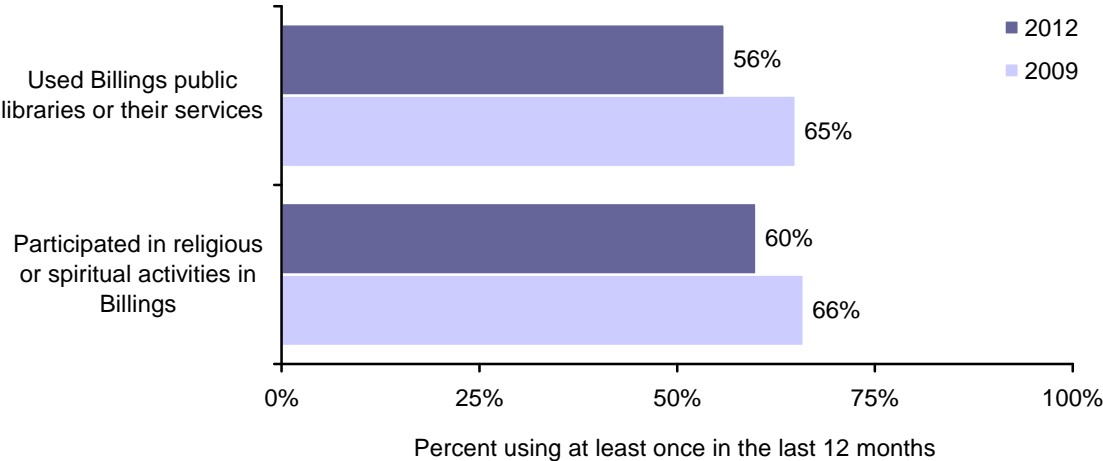


FIGURE 58: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Western region comparison
Used Billings public libraries or their services	Much less	Much less
Participated in religious or spiritual activities in Billings	Much more	Much more

FIGURE 59: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES BY YEAR

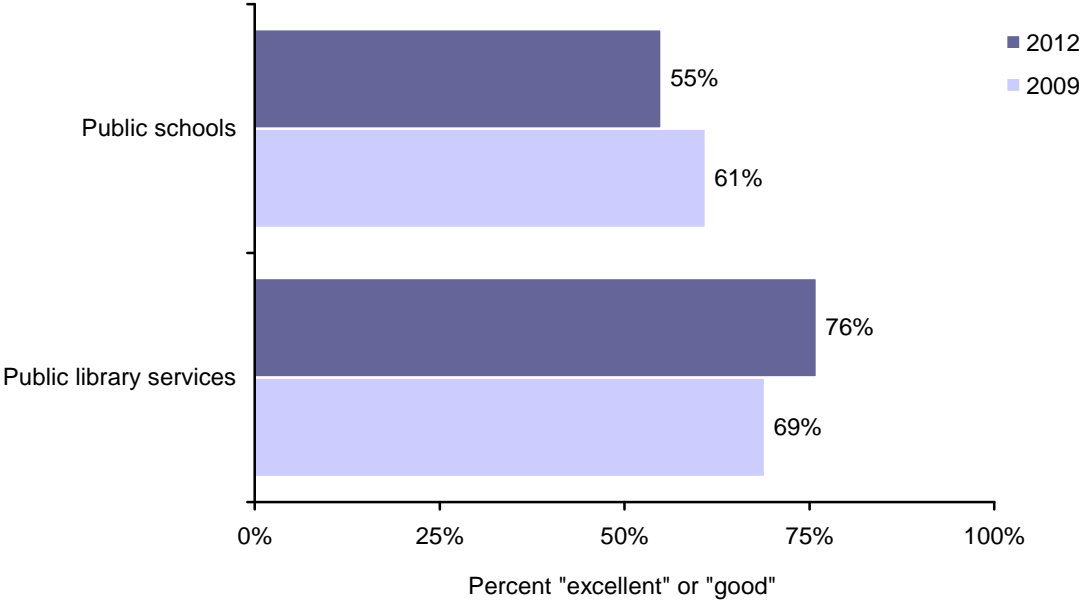


FIGURE 60: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	National comparison	Western region comparison
Public schools	Much below	Below
Public library services	Much below	Much below

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

### Health and Wellness

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

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

Among Billings residents, 57% rated affordable quality health care as “excellent” or “good.” Those ratings were much above the ratings of comparison communities.

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

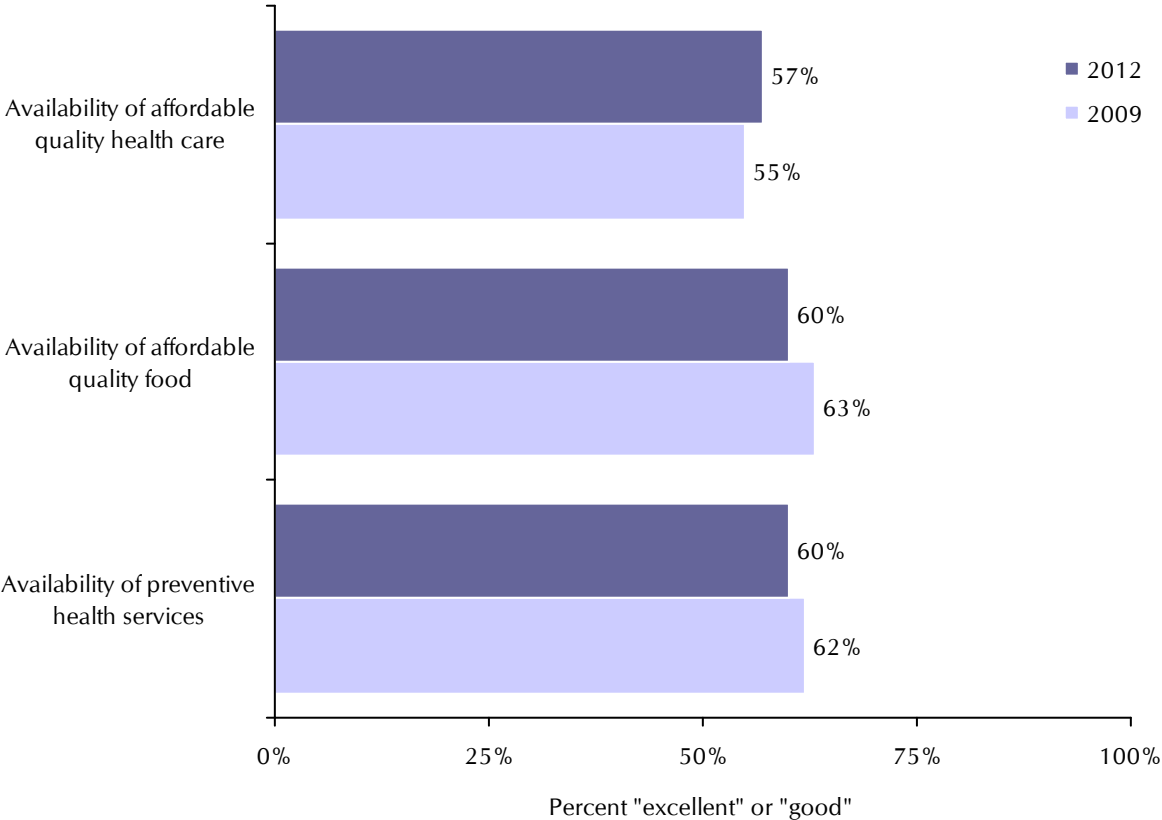


FIGURE 62: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	National comparison	Western region comparison
Availability of affordable quality health care	Much above	Much above
Availability of affordable quality food	Similar	Similar
Availability of preventive health services	Above	Much above

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

Health services was rated much above the national and western region benchmarks.

FIGURE 63: RATINGS OF HEALTH AND WELLNESS SERVICES BY YEAR

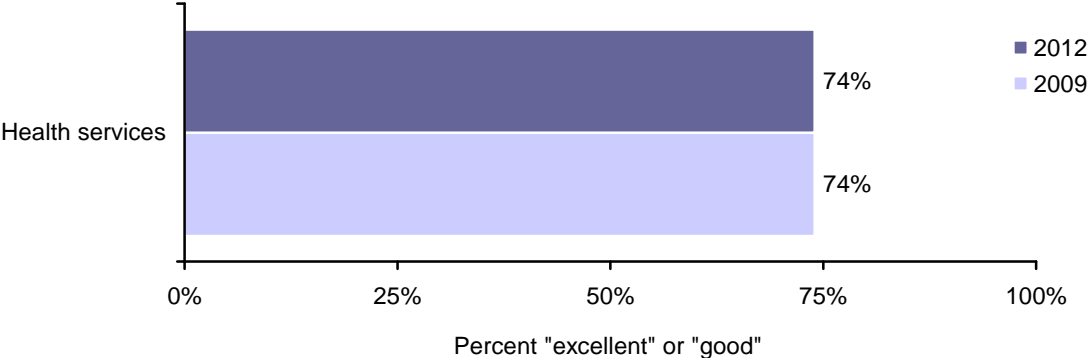


FIGURE 64: HEALTH AND WELLNESS SERVICES BENCHMARKS

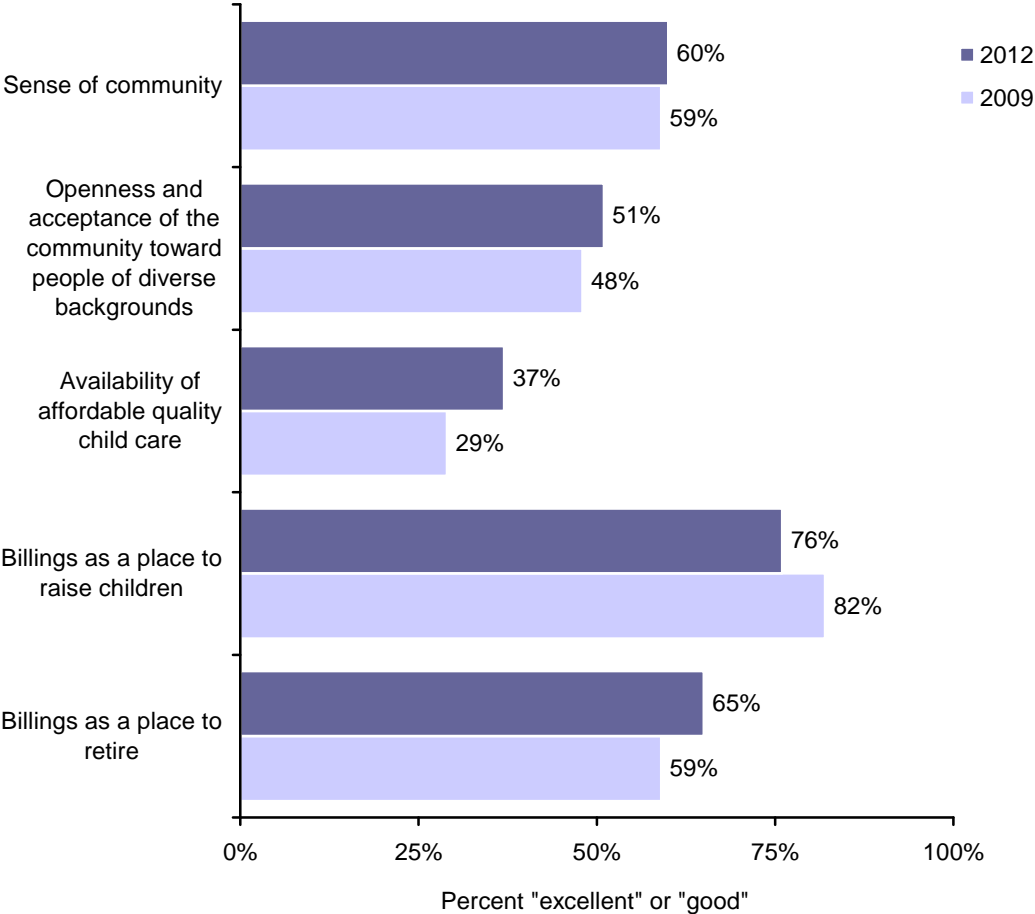
	National comparison	Western region comparison
Health services	Much above	Much above

### COMMUNITY INCLUSIVENESS

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

About three-quarters of residents rated the City of Billings as an “excellent” or “good” place to raise kids and a majority rated it as an excellent or good place to retire. Most residents felt that the local sense of community was “excellent” or “good.” About half of the respondents felt the City of Billings 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 national benchmark.

FIGURE 65: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR



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

FIGURE 66: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	National comparison	Western region comparison
Sense of community	Similar	Similar
Openness and acceptance of the community toward people of diverse backgrounds	Much below	Much below
Availability of affordable quality child care	Below	Similar
Billings as a place to raise kids	Similar	Similar
Billings as a place to retire	Similar	Similar

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

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

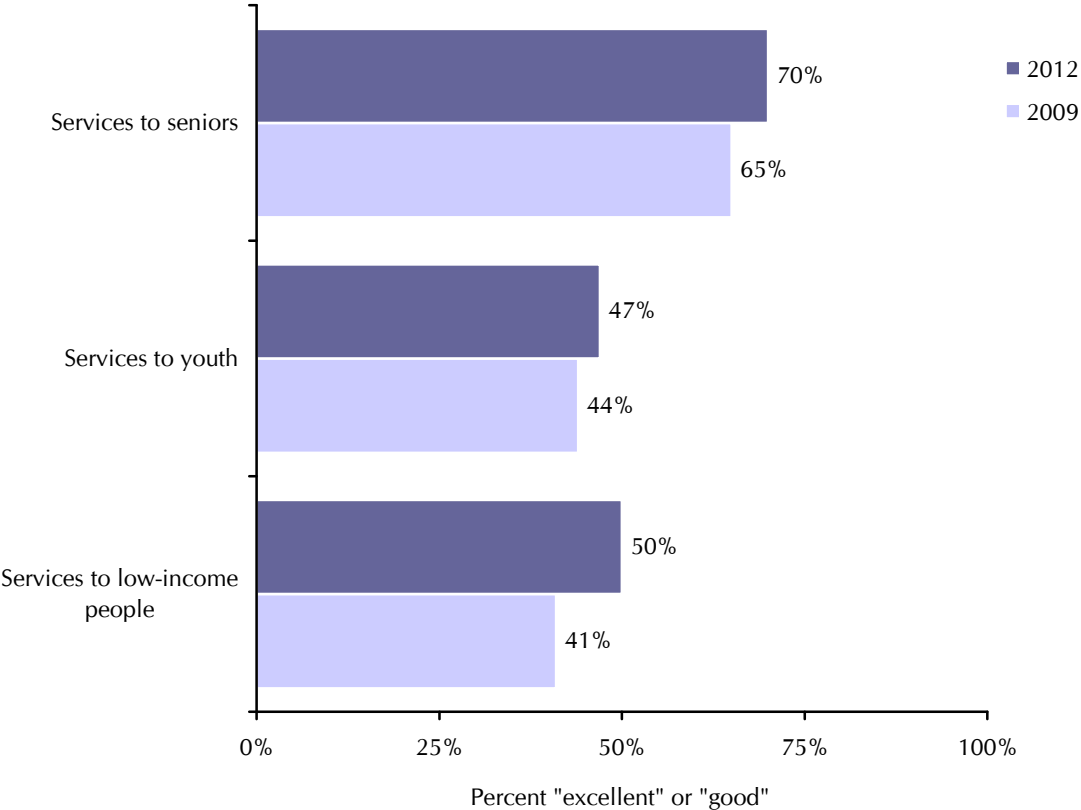


FIGURE 68: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	National comparison	Western region comparison
Services to seniors	Above	Above
Services to youth	Below	Similar
Services to low income people	Similar	Above



## CIVIC ENGAGEMENT

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

### Civic Activity

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

Ratings of civic engagement opportunities were similar to ratings from national jurisdictions where these questions were asked.

FIGURE 69: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES

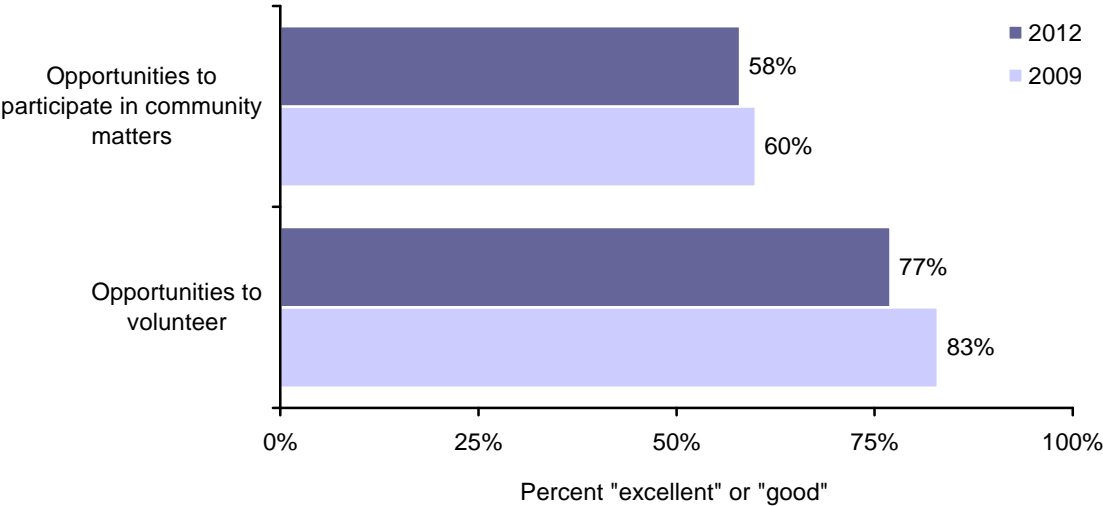


FIGURE 70: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Western region comparison
Opportunities to participate in community matters	Similar	Similar
Opportunities to volunteer	Similar	Above

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

FIGURE 71: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR<sup>1</sup>

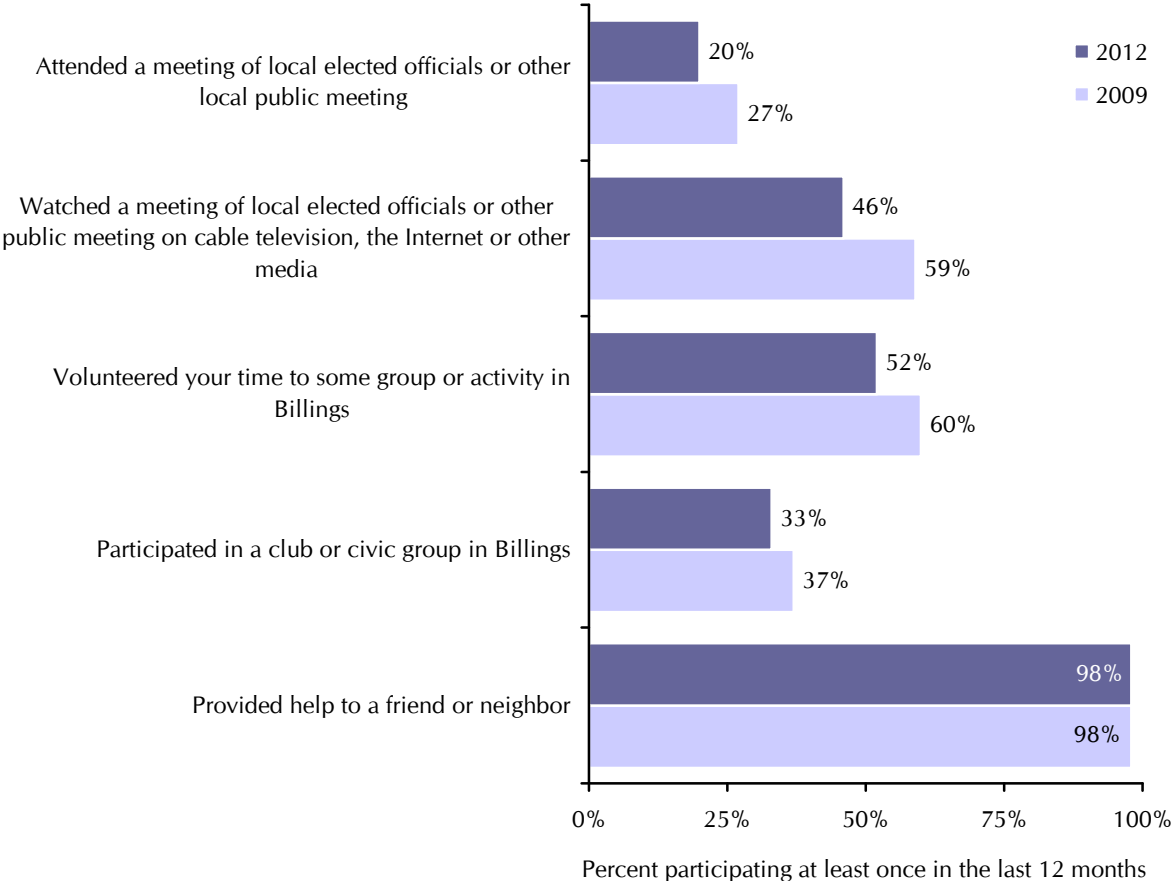


FIGURE 72: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Western region comparison
Attended a meeting of local elected officials or other local public meeting	Much less	Much less
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	Much more	Much more
Volunteered your time to some group or activity in Billings	Much more	Much more
Participated in a club or civic group in Billings	Similar	Similar
Provided help to a friend or neighbor	More	More

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

Eighty-five percent reported they were registered to vote and 70% indicated they had voted in the last general election. This rate of self-reported voting was lower than comparison communities.



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

FIGURE 74: VOTING BEHAVIOR BENCHMARKS

	National comparison	Western region comparison
Registered to vote	Similar	Similar
Voted in last general election	Less	Less

### Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the City of Billings Web site in the previous 12 months, 48% reported they had done so at least once. Public information services were rated unfavorably compared to benchmark data. Compared to the 2009 survey, the number of survey participants who reported reading the Billings CityLink Newsletter decreased. Ratings decreased for cable television; however, ratings increased for public information services.

FIGURE 75: USE OF INFORMATION SOURCES

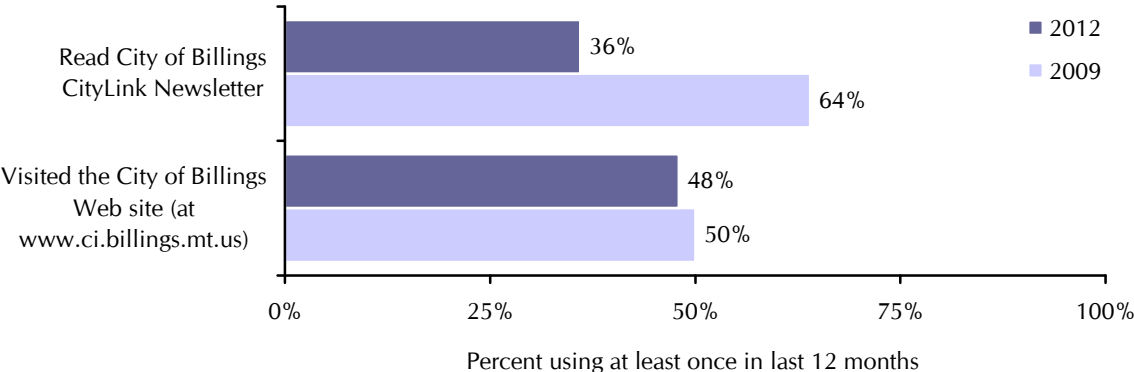


FIGURE 76: USE OF INFORMATION SOURCES BENCHMARKS

	National comparison	Western region comparison
Read Billings Newsletter	Much less	Much less
Visited the City of Billings Web site	Much less	Much less

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

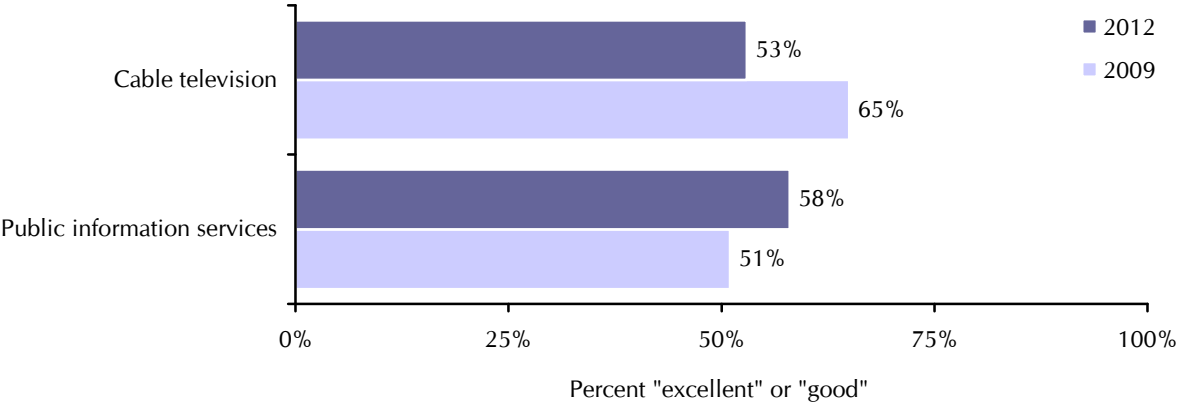


FIGURE 78: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	National comparison	Western region comparison
Cable television	Similar	Similar
Public information services	Below	Below

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

### Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 62% 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

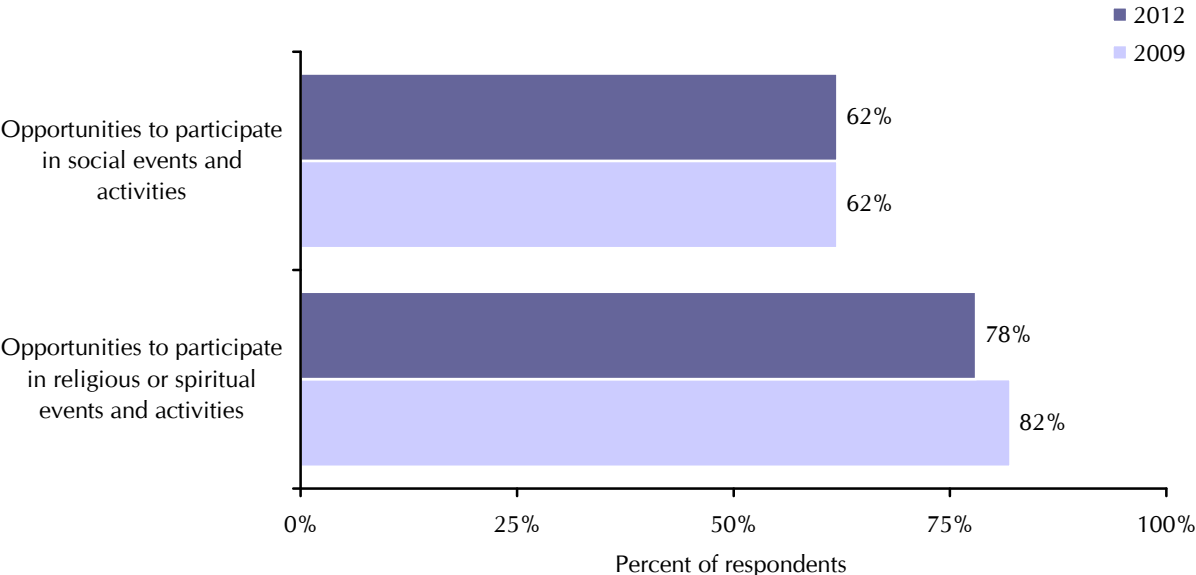


FIGURE 80: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Western region comparison
Opportunities to participate in social events and activities	Similar	Similar
Opportunities to participate in religious or spiritual events and activities	Similar	Above

Residents in Billings reported a strong amount of neighborliness. More than half indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was much more than the amount of contact reported in other communities and increased from 2009 to 2012.

FIGURE 81: CONTACT WITH IMMEDIATE NEIGHBORS

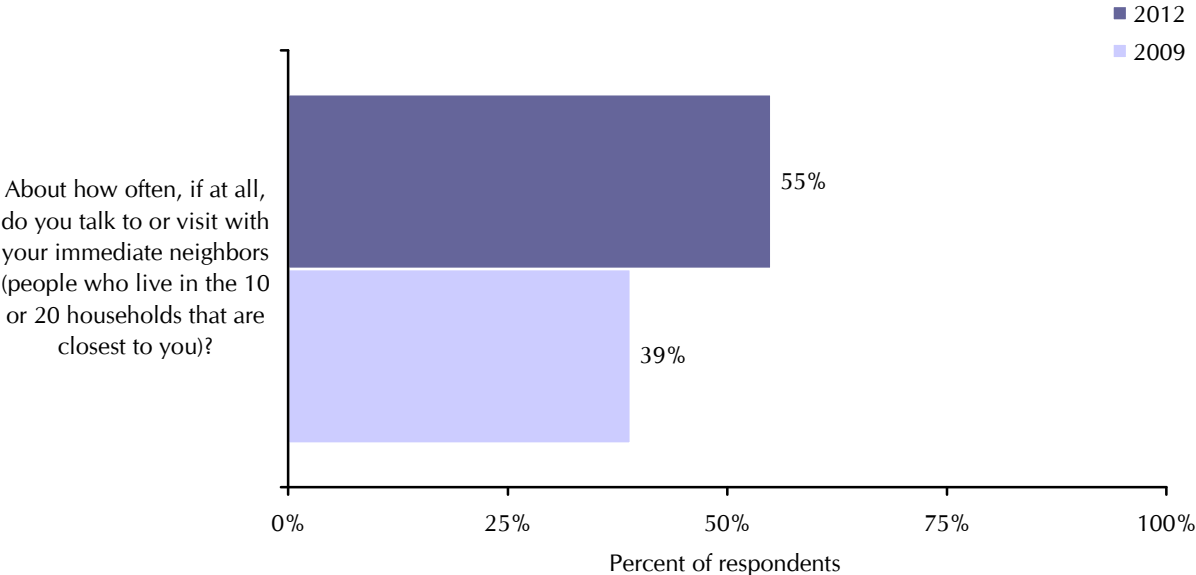


FIGURE 82: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	National comparison	Western region comparison
Has contact with neighbors at least several times per week	Much more	Much more

## 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 Billings 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 Billings 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 Billings may be colored by their dislike of what all levels of government provide.

Close to half of respondents felt that the value of services for taxes paid was “excellent” or “good.” When asked to rate the job the City of Billings does at welcoming citizen involvement, 42% rated it as “excellent” or “good.” Of these four ratings, one was similar to the national benchmark and three were below the national benchmark.

FIGURE 83: PUBLIC TRUST RATINGS BY YEAR

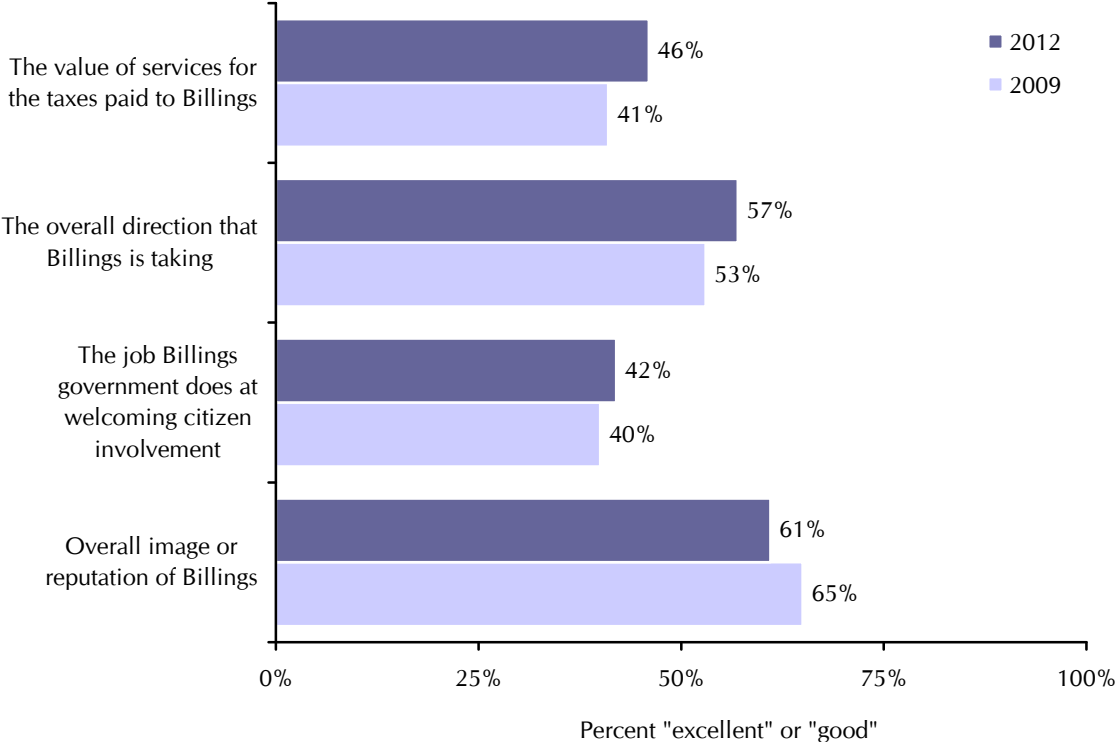


FIGURE 84: PUBLIC TRUST BENCHMARKS

	National comparison	Western region comparison
Value of services for the taxes paid to Billings	Below	Below
The overall direction that Billings is taking	Similar	Similar
Job Billings government does at welcoming citizen involvement	Below	Below
Overall image or reputation of Billings	Much below	Similar

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

On average, residents of the City of Billings 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 Billings was rated as “excellent” or “good” by 64% of survey participants. The City of Billings rating was below the benchmark when compared to other communities in the nation and Western regions. Ratings of overall City services remained stable over the last three years.

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

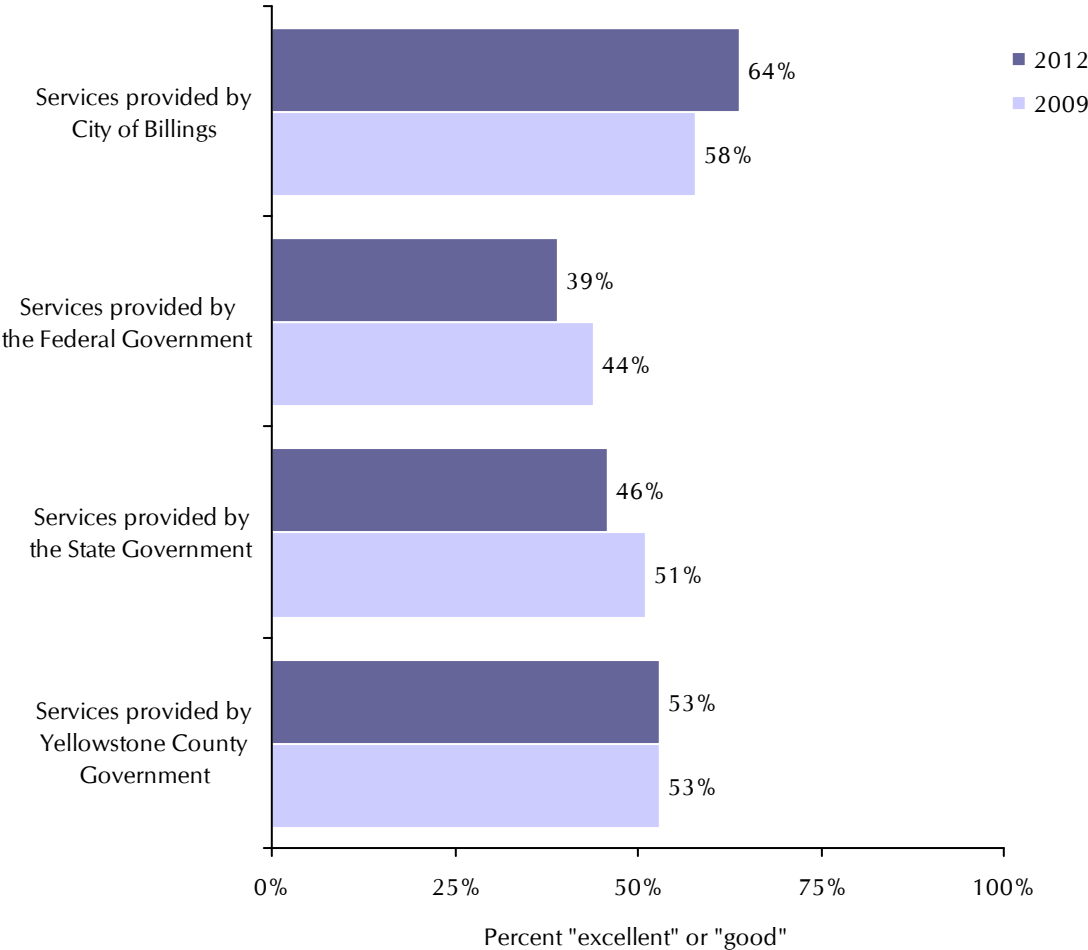


FIGURE 86: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	National comparison	Western region comparison
Services provided by the City of Billings	Below	Below
Services provided by the Federal Government	Similar	Similar
Services provided by the State Government	Above	Much above
Services provided by Yellowstone County Government	Similar	Similar



### City of Billings Employees

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

Those completing the survey were asked if they had been in contact with a City employee either in-person, over the phone or via email in the last 12 months; the 45% who reported that they had been in contact (a percent that is much lower than the benchmark comparisons) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 75% of respondents rated their overall impression as "excellent" or "good." Employees ratings were similar to past survey years.

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

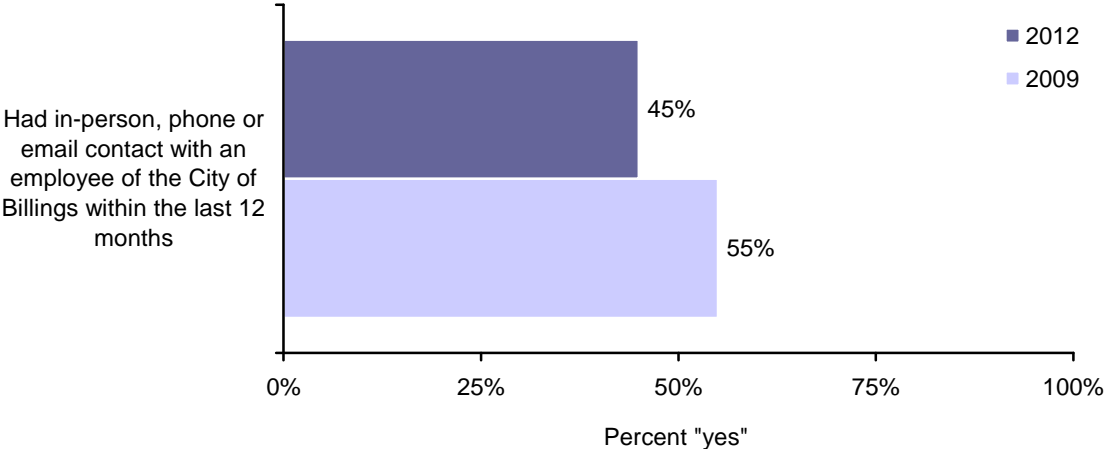


FIGURE 88: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	National comparison	Western region comparison
Had contact with City employee(s) in last 12 months	Much less	Much less

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

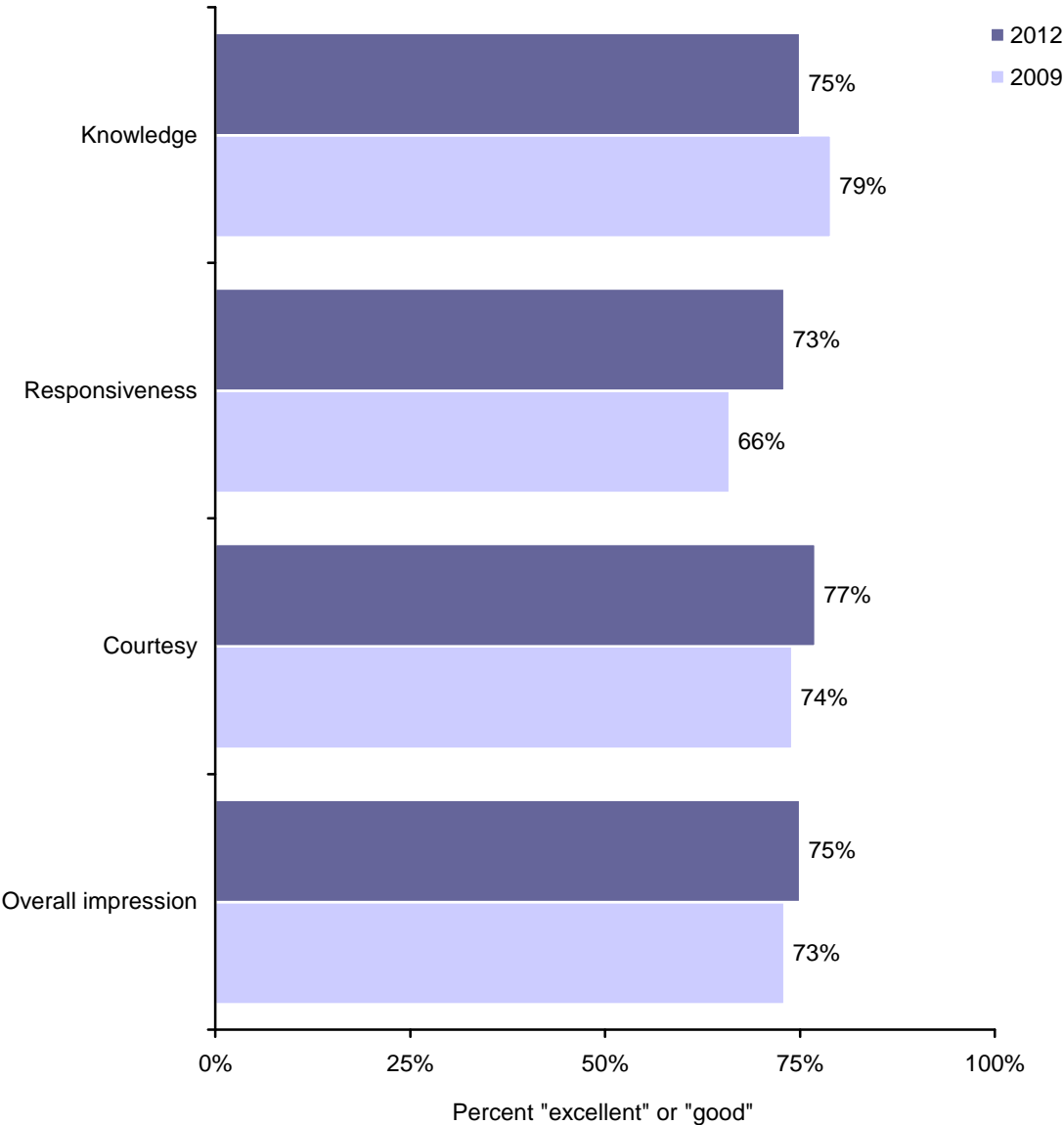


FIGURE 90: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	National comparison	Western region comparison
Knowledge	Below	Below
Responsiveness	Below	Similar
Courteousness	Similar	Similar
Overall impression	Similar	Similar

## FROM DATA TO ACTION

### RESIDENT PRIORITIES

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

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

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

A KDA was conducted for the City of Billings by examining the relationships between ratings of each service and ratings of the City of Billings' 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 Billings 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 Billings Key Driver Analysis were:

- Economic development
- Police services
- Preservation of natural areas
- Sidewalk maintenance

## CITY OF BILLINGS ACTION CHART

The 2012 City of Billings 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).

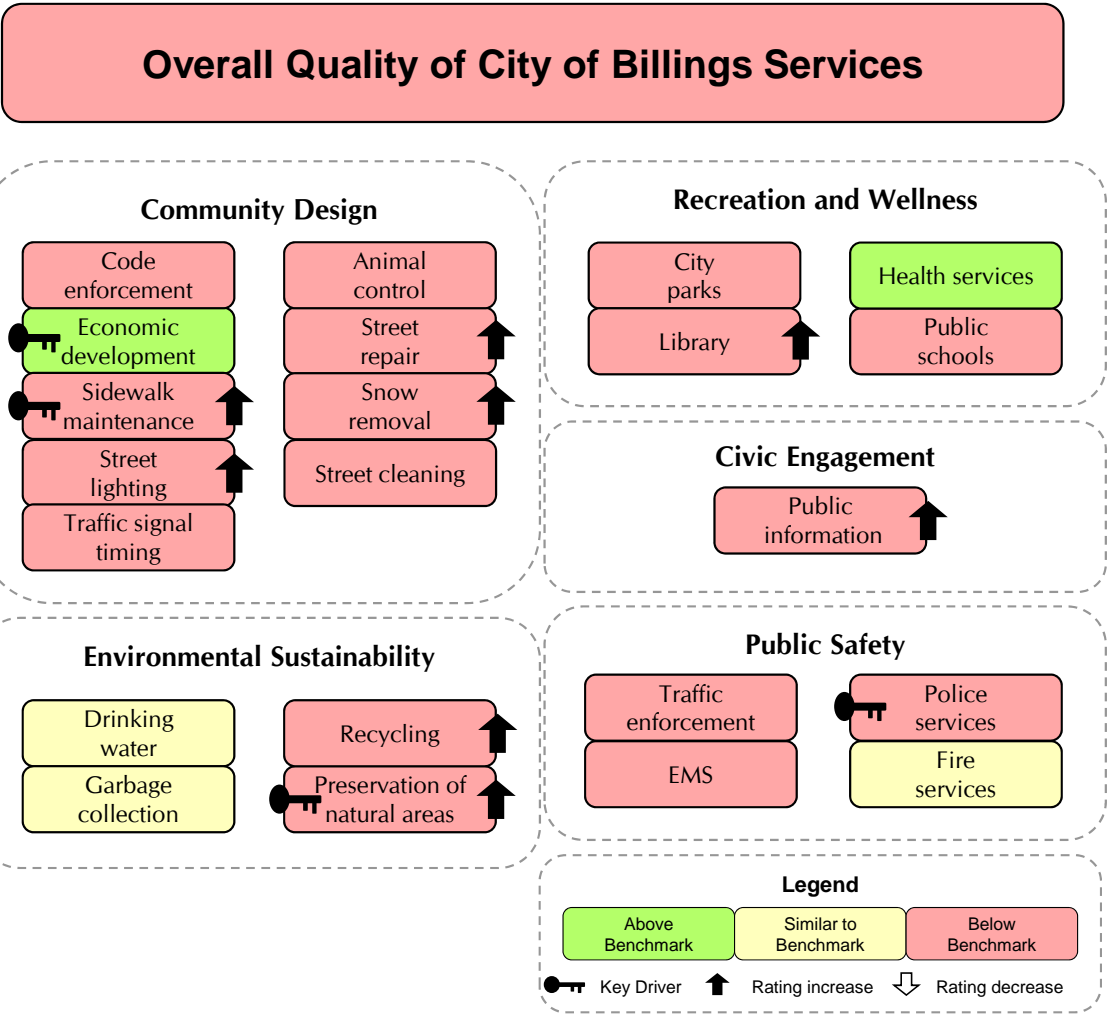
Identification of key services. A black key icon (🔑) next to a service box indicates it as a key driver for the City.

Twenty-two services were included in the KDA for the City of Billings. Of these, two were above the benchmark, 17 were below the benchmark and three 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 Billings, police services, preservation of natural areas and sidewalk maintenance were below the benchmark. More detail about interpreting results can be found in the next section.

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

FIGURE 91: CITY OF BILLINGS ACTION CHART™



## Using Your Action Chart™

The key drivers derived for the City of Billings 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 Billings, 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 Billings, 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 Billings 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 Billings 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 Billings Key Driver	National Key Driver	Core Service
<b>• Police services</b>	✓	✓	✓
Fire services			✓
Ambulance and emergency medical services			✓
◦ Traffic enforcement			
Street repair			✓
◦ Street cleaning			
◦ Street lighting			
◦ Snow removal			
Sidewalk maintenance	✓		
◦ Traffic signal timing			
Garbage collection			✓
◦ Recycling			
Drinking water			✓
◦ City parks			
Code enforcement			✓
◦ Animal control			
<b>• Economic development</b>	✓	✓	
Health services			✓
◦ Public library			
Public information services		✓	
Public schools		✓	
Preservation of natural areas	✓		

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

## CUSTOM QUESTIONS

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

Custom Question 1				
To what extent, if at all, should each of the following potential areas of emphasis be a priority for the Billings City Council?	High priority	Medium priority	Not a priority	Total
<b>Safe community</b> (crime prevention, emergency preparedness, reliable infrastructure, safe and accessible transportation for motorists, pedestrians and cyclists)	85%	15%	0%	100%
<b>Sustainable economic development</b> (attract and retain jobs, promote tourism, balanced development, quality housing choices, diversify City revenues and funding options)	70%	27%	3%	100%
<b>Honest Responsive Government</b> (Governance) (transparent government, responsive and courteous service to internal and external customers, attract and develop high-quality workforce)	61%	32%	7%	100%
<b>Effective and connected transportation systems</b> (maintain and repair transportation infrastructure, promote and provide safe public ground and air transportation options, improve traffic flow, enhance accessibility, for pedestrians and cyclists)	56%	39%	5%	100%
<b>Preservation of community resources</b> (promote energy efficiency, conservation and recycling, restoration and preservation of historic sites, protect public lands, open spaces, water sources, scenic vistas)	51%	40%	9%	100%
<b>Comprehensive, orderly growth and development</b> (develop long-range zoning and land use plans, develop and preserve safe, attractive and diverse residential neighborhoods, annexation)	47%	45%	8%	100%
<b>Leisure, cultural and learning opportunities</b> (partner with community to provide cultural opportunities and civic events, provide variety of recreation programs and activities for all ages, develop and enhance parks, trails and recreation facilities, protect natural and historic resources, promote access to quality education for all ages)	35%	53%	11%	100%
<b>Involved, engaged and united community</b> (emphasis on public outreach and education, community events, programs and facilities, transparency and responsiveness of City government)	33%	56%	12%	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 Billings:	Excellent	Good	Fair	Poor	Total
Billings as a place to live	27%	57%	15%	1%	100%
Your neighborhood as a place to live	27%	47%	21%	5%	100%
Billings as a place to raise children	24%	52%	21%	3%	100%
Billings as a place to work	17%	46%	28%	8%	100%
Billings as a place to retire	20%	45%	24%	11%	100%
The overall quality of life in Billings	18%	55%	25%	2%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Billings as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	13%	47%	32%	8%	100%
Openness and acceptance of the community toward people of diverse backgrounds	7%	43%	37%	13%	100%
Overall appearance of Billings	8%	54%	32%	7%	100%
Cleanliness of Billings	8%	44%	37%	11%	100%
Overall quality of new development in Billings	14%	49%	29%	8%	100%
Variety of housing options	9%	41%	38%	12%	100%
Overall quality of business and service establishments in Billings	12%	56%	28%	4%	100%
Shopping opportunities	20%	47%	27%	7%	100%
Opportunities to attend cultural activities	13%	40%	37%	10%	100%
Recreational opportunities	12%	42%	30%	16%	100%
Employment opportunities	5%	36%	43%	17%	100%
Educational opportunities	15%	51%	27%	6%	100%
Opportunities to participate in social events and activities	14%	48%	34%	4%	100%
Opportunities to participate in religious or spiritual events and activities	24%	54%	21%	1%	100%
Opportunities to volunteer	26%	52%	20%	3%	100%
Opportunities to participate in community matters	14%	44%	35%	7%	100%
Ease of car travel in Billings	10%	48%	32%	10%	100%
Ease of bus travel in Billings	7%	40%	32%	21%	100%
Ease of bicycle travel in Billings	9%	39%	33%	20%	100%
Ease of walking in Billings	14%	48%	29%	9%	100%
Availability of paths and walking trails	14%	43%	34%	9%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Billings as a whole:	Excellent	Good	Fair	Poor	Total
Traffic flow on major streets	4%	35%	39%	22%	100%
Amount of public parking	5%	31%	41%	23%	100%
Availability of affordable quality housing	6%	32%	41%	21%	100%
Availability of affordable quality child care	5%	32%	38%	24%	100%
Availability of affordable quality health care	23%	34%	29%	14%	100%
Availability of affordable quality food	18%	42%	32%	7%	100%
Availability of preventive health services	20%	41%	32%	8%	100%
Air quality	14%	45%	31%	10%	100%
Quality of overall natural environment in Billings	13%	52%	30%	5%	100%
Overall image or reputation of Billings	9%	52%	32%	7%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Billings over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	0%	7%	60%	28%	4%	100%
Retail growth (stores, restaurants, etc.)	3%	21%	56%	17%	2%	100%
Jobs growth	14%	51%	31%	2%	1%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Billings?	Percent of respondents
Not a problem	3%
Minor problem	36%
Moderate problem	47%
Major problem	15%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Billings:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	17%	43%	16%	22%	2%	100%
Property crimes (e.g., burglary, theft)	3%	32%	19%	36%	10%	100%
Environmental hazards, including toxic waste	26%	38%	21%	9%	6%	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	59%	31%	6%	4%	0%	100%
In your neighborhood after dark	30%	41%	10%	14%	5%	100%
In Billings' downtown area during the day	35%	42%	11%	11%	1%	100%
In Billings' downtown area after dark	4%	22%	18%	37%	19%	100%

Question 7: Contact with Police Department			
Have you had any in-person or phone contact with an employee of the City of Billings Police Department within the last 12 months?	No	Yes	Total
Have you had any in-person or phone contact with an employee of the City of Billings Police Department within the last 12 months?	62%	38%	100%

Question 8: Ratings of Contact with Police Department					
What was your overall impression of your most recent contact with the City of Billings Police Department?	Excellent	Good	Fair	Poor	Total
What was your overall impression of your most recent contact with the City of Billings Police Department?	32%	27%	22%	18%	100%

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	80%
Yes	20%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	9%
Yes	91%
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 Billings?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Billings public libraries or their services	44%	28%	17%	8%	4%	100%
Used Billings recreation centers	45%	31%	19%	3%	3%	100%
Participated in a recreation program or activity	55%	25%	15%	4%	1%	100%
Visited a neighborhood park or City park	9%	25%	35%	16%	15%	100%
Ridden a local bus within Billings	85%	6%	2%	1%	6%	100%
Attended a meeting of local elected officials or other local public meeting	80%	15%	4%	1%	0%	100%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	54%	27%	15%	2%	1%	100%
Read City of Billings CityLink Newsletter	64%	20%	11%	3%	2%	100%
Visited the City of Billings Web site (at www.ci.billings.mt.us)	52%	24%	17%	5%	3%	100%
Recycled used paper, cans or bottles from your home	27%	15%	25%	14%	18%	100%
Volunteered your time to some group or activity in Billings	48%	24%	14%	8%	6%	100%
Participated in religious or spiritual activities in Billings	40%	16%	14%	8%	23%	100%
Participated in a club or civic group in Billings	67%	14%	11%	3%	5%	100%
Provided help to a friend or neighbor	2%	15%	42%	23%	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	28%
Several times a week	27%
Several times a month	23%
Less than several times a month	21%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Billings:	Excellent	Good	Fair	Poor	Total
Police services	22%	44%	26%	9%	100%
Fire services	35%	56%	6%	3%	100%
Ambulance or emergency medical services	34%	52%	12%	3%	100%
Crime prevention	9%	38%	39%	15%	100%
Fire prevention and education	16%	52%	26%	5%	100%
Municipal courts	11%	47%	29%	13%	100%
Traffic enforcement	6%	40%	35%	18%	100%
Street repair	5%	25%	42%	29%	100%
Street cleaning	7%	38%	40%	14%	100%
Street lighting	9%	38%	36%	18%	100%
Snow removal	4%	27%	37%	32%	100%
Sidewalk maintenance	5%	34%	39%	22%	100%
Traffic signal timing	6%	37%	41%	16%	100%
Bus or transit services	13%	43%	31%	13%	100%
Garbage collection	27%	55%	15%	2%	100%
Recycling	10%	36%	29%	24%	100%
Yard waste pick-up	24%	42%	25%	9%	100%
Storm drainage	8%	44%	35%	14%	100%
Drinking water	21%	47%	27%	5%	100%
Sewer services	18%	55%	25%	2%	100%
City parks	24%	54%	19%	3%	100%
Recreation programs or classes	19%	50%	28%	4%	100%
Recreation centers or facilities	13%	45%	35%	8%	100%
Land use, planning and zoning	7%	35%	40%	18%	100%
Code enforcement (weeds, abandoned buildings, etc.)	2%	25%	42%	31%	100%
Animal control	7%	49%	34%	10%	100%
Economic development	8%	40%	42%	9%	100%
Health services	26%	48%	23%	3%	100%
Services to seniors	20%	50%	25%	5%	100%
Services to youth	10%	38%	40%	12%	100%
Services to low-income people	11%	39%	29%	21%	100%
Public library services	22%	54%	19%	6%	100%
Public information services	12%	46%	34%	9%	100%
Public schools	12%	43%	33%	12%	100%
Cable television	11%	42%	33%	15%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	10%	41%	33%	15%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	8%	36%	40%	16%	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 Billings	10%	54%	32%	5%	100%
The Federal Government	5%	34%	37%	24%	100%
The State Government	6%	39%	44%	11%	100%
Yellowstone County Government	6%	47%	37%	10%	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 Billings to someone who asks	38%	48%	9%	5%	100%
Remain in Billings for the next five years	66%	24%	6%	4%	100%

Question 16: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	4%
Somewhat positive	20%
Neutral	44%
Somewhat negative	25%
Very negative	7%
Total	100%

Question 17: Contact with Fire Department			
Have you had any in-person or phone contact with an employee of the City of Billings Fire Department within the last 12 months?	No	Yes	Total
Have you had any in-person or phone contact with an employee of the City of Billings Fire Department within the last 12 months?	89%	11%	100%

Question 18: Ratings of Contact with Fire Department					
What was your overall impression of your most recent contact with the City of Billings Fire Department?	Excellent	Good	Fair	Poor	Total
What was your overall impression of your most recent contact with the City of Billings Fire Department?	59%	31%	5%	5%	100%

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

Question 20: City Employees					
What was your impression of the employee(s) of the City of Billings in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	29%	46%	16%	9%	100%
Responsiveness	31%	42%	11%	15%	100%
Courtesy	39%	38%	13%	10%	100%
Overall impression	33%	43%	14%	11%	100%

Question 21: Government Performance					
Please rate the following categories of Billings government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Billings	6%	39%	36%	18%	100%
The overall direction that Billings is taking	8%	49%	33%	10%	100%
The job Billings government does at welcoming citizen involvement	6%	37%	43%	15%	100%

Question 22a: Custom Question 1				
To what extent, if at all, should each of the following potential areas of emphasis be a priority for the Billings City Council?	High priority	Medium priority	Not a priority	Total
<b>Safe community</b> (crime prevention, emergency preparedness, reliable infrastructure, safe and accessible transportation for motorists, pedestrians and cyclists)	85%	15%	0%	100%
<b>Sustainable economic development</b> (attract and retain jobs, promote tourism, balanced development, quality housing choices, diversify City revenues and funding options)	70%	27%	3%	100%
<b>Involved, engaged and united community</b> (emphasis on public outreach and education, community events, programs and facilities, transparency and responsiveness of City government)	33%	56%	12%	100%
<b>Leisure, cultural and learning opportunities</b> (partner with community to provide cultural opportunities and civic events, provide variety of recreation programs and activities for all ages, develop and enhance parks, trails and recreation facilities, protect natural and historic resources, promote access to quality education for all ages)	35%	53%	11%	100%
<b>Effective and connected transportation systems</b> (maintain and repair transportation infrastructure, promote and provide safe public ground and air transportation options, improve traffic flow, enhance accessibility for pedestrians and cyclists)	56%	39%	5%	100%
<b>Comprehensive, orderly growth and development</b> (develop long-range zoning and land use plans, develop and preserve safe, attractive and diverse residential neighborhoods, annexation)	47%	45%	8%	100%
<b>Preservation of community resources</b> (promote energy efficiency, conservation and recycling, restoration and preservation of historic sites, protect public lands, open spaces, water sources, scenic vistas)	51%	40%	9%	100%
<b>Honest Responsive Government</b> (Governance) (transparent government, responsive and courteous service to internal and external customers, attract and develop high-quality workforce)	61%	32%	7%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	32%
Yes, full-time	57%
Yes, part-time	11%
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	74%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	14%
Bus, rail, subway or other public transportation	1%
Walk	3%
Bicycle	3%
Work at home	5%
Other	1%

Question D3: Length of Residency	
How many years have you lived in Billings?	Percent of respondents
Less than 2 years	8%
2 to 5 years	14%
6 to 10 years	14%
11 to 20 years	13%
More than 20 years	52%
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	66%
House attached to one or more houses (e.g., a duplex or townhome)	6%
Building with two or more apartments or condominiums	24%
Mobile home	3%
Other	1%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house, apartment or mobile home...	Percent of respondents
Rented for cash or occupied without cash payment	36%
Owned by you or someone in this house with a mortgage or free and clear	64%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the 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	7%
\$300 to \$599 per month	20%
\$600 to \$999 per month	38%
\$1,000 to \$1,499 per month	22%
\$1,500 to \$2,499 per month	10%
\$2,500 or more per month	3%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	73%
Yes	27%
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	69%
Yes	31%
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	22%
\$25,000 to \$49,999	30%
\$50,000 to \$99,999	32%
\$100,000 to \$149,999	13%
\$150,000 or more	3%
Total	100%

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

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	4%
Asian, Asian Indian or Pacific Islander	1%
Black or African American	2%
White	93%
Other	2%

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	6%
25 to 34 years	25%
35 to 44 years	11%
45 to 54 years	21%
55 to 64 years	13%
65 to 74 years	13%
75 years or older	11%
Total	100%

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

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	15%
Yes	85%
Ineligible to vote	0%
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	30%
Yes	69%
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	45%
Yes	55%
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	38%
Land line	44%
Both	19%
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 Billings:	Excellent		Good		Fair		Poor		Don't know		Total	
	Billings as a place to live	27%	115	57%	245	15%	67	1%	5	0%	0	100%
Your neighborhood as a place to live	27%	115	47%	200	21%	90	5%	22	0%	1	100%	428
Billings as a place to raise children	21%	91	47%	201	19%	81	3%	11	10%	41	100%	425
Billings as a place to work	17%	71	45%	191	27%	116	8%	33	3%	14	100%	426
Billings as a place to retire	17%	74	40%	169	21%	88	10%	42	13%	53	100%	425
The overall quality of life in Billings	18%	77	55%	236	25%	109	2%	7	0%	0	100%	429

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Billings as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Sense of community	13%	53	46%	193	32%	134	8%	32	2%	10	100%
Openness and acceptance of the community toward people of diverse backgrounds	7%	30	41%	174	35%	149	12%	51	4%	18	100%	421
Overall appearance of Billings	8%	32	54%	228	32%	134	7%	29	0%	2	100%	425
Cleanliness of Billings	8%	33	44%	187	37%	158	11%	46	0%	0	100%	424
Overall quality of new development in Billings	13%	55	47%	198	27%	115	8%	32	4%	19	100%	419
Variety of housing options	9%	38	38%	163	36%	152	12%	50	6%	24	100%	426
Overall quality of business and service establishments in Billings	12%	50	55%	234	28%	118	4%	19	1%	4	100%	425
Shopping opportunities	20%	84	46%	197	26%	112	7%	30	0%	1	100%	424
Opportunities to attend cultural activities	12%	53	39%	165	36%	151	9%	40	4%	16	100%	426
Recreational opportunities	12%	51	41%	171	29%	122	16%	68	2%	8	100%	421
Employment opportunities	5%	20	33%	141	40%	168	15%	65	7%	29	100%	422
Educational opportunities	14%	59	49%	204	26%	109	6%	25	5%	21	100%	418

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Billings as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Opportunities to participate in social events and activities	14%	58	47%	195	34%	140	3%	14	2%	10	100%
Opportunities to participate in religious or spiritual events and activities	21%	90	47%	199	18%	78	1%	5	12%	52	100%	424
Opportunities to volunteer	24%	104	49%	207	19%	80	3%	11	6%	25	100%	426
Opportunities to participate in community matters	13%	53	41%	170	32%	135	6%	27	8%	32	100%	416
Ease of car travel in Billings	10%	42	46%	192	30%	127	10%	42	4%	15	100%	417
Ease of bus travel in Billings	4%	17	24%	102	19%	81	13%	54	39%	163	100%	417
Ease of bicycle travel in Billings	7%	28	30%	127	26%	108	16%	66	22%	92	100%	422
Ease of walking in Billings	13%	55	46%	193	28%	117	9%	37	5%	20	100%	423
Availability of paths and walking trails	13%	54	41%	171	32%	134	9%	36	6%	27	100%	423
Traffic flow on major streets	4%	15	34%	145	39%	165	22%	94	1%	5	100%	424
Amount of public parking	5%	20	30%	128	40%	169	22%	93	3%	14	100%	423
Availability of affordable quality housing	6%	24	28%	118	36%	155	18%	77	12%	52	100%	427
Availability of affordable quality child care	3%	13	18%	77	22%	91	14%	58	43%	180	100%	420
Availability of affordable quality health care	22%	92	32%	135	27%	114	13%	54	6%	24	100%	420
Availability of affordable quality food	18%	77	42%	179	32%	138	7%	31	0%	1	100%	426
Availability of preventive health services	18%	76	37%	159	29%	126	7%	30	9%	37	100%	427
Air quality	14%	60	45%	190	30%	128	9%	40	2%	8	100%	427
Quality of overall natural environment in Billings	13%	56	51%	216	30%	126	5%	20	1%	5	100%	424
Overall image or reputation of Billings	9%	39	51%	217	31%	133	7%	29	2%	8	100%	426

Question 3: Growth														
Please rate the speed of growth in the following categories in Billings over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
	Population growth	0%	2	6%	25	52%	225	24%	105	4%	16	13%	57	100%
Retail growth (stores, restaurants, etc.)	3%	14	20%	88	53%	230	16%	70	2%	8	5%	20	100%	430
Jobs growth	12%	51	44%	186	27%	113	2%	8	1%	3	15%	63	100%	425

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Billings?	Percent of respondents	Count
Not a problem	3%	12
Minor problem	34%	144
Moderate problem	45%	191
Major problem	14%	59
Don't know	5%	21
Total	100%	427

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Billings:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	Violent crime (e.g., rape, assault, robbery)	16%	70	42%	181	16%	68	22%	94	2%	9	2%	7	100%
Property crimes (e.g., burglary, theft)	3%	13	31%	134	18%	79	36%	153	10%	44	1%	5	100%	429
Environmental hazards, including toxic waste	25%	105	36%	152	20%	85	9%	38	5%	22	6%	24	100%	426

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	59%	251	31%	134	6%	25	4%	17	0%	0	0%	1	100%
In your neighborhood after dark	30%	127	41%	173	10%	42	14%	62	5%	22	0%	1	100%	427
In Billings' downtown area during the day	34%	146	41%	174	11%	46	11%	45	1%	2	3%	12	100%	426
In Billings' downtown area after dark	4%	16	21%	89	17%	71	35%	148	18%	77	6%	26	100%	427

Question 7: Contact with Police Department													
Have you had any in-person or phone contact with an employee of the City of Billings 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 Billings Police Department within the last 12 months?						62%	263	38%	160	1%	3	100%	427

Question 8: Ratings of Contact with Police Department												
What was your overall impression of your most recent contact with the City of Billings Police Department?	Excellent		Good		Fair		Poor		Don't know		Total	
	What was your overall impression of your most recent contact with the City of Billings Police Department?	32%	52	27%	44	22%	36	18%	29	0%	0	100%

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	80%	342
Yes	20%	83
Don't know	0%	2
Total	100%	427



Question 10: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	9%	7
Yes	91%	76
Don't know	0%	0
Total	100%	83

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 Billings?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
Used Billings public libraries or their services	44%	188	28%	118	17%	71	8%	33	4%	18	100%	427
Used Billings recreation centers	45%	189	31%	129	19%	78	3%	14	3%	11	100%	421
Participated in a recreation program or activity	55%	228	25%	101	15%	61	4%	17	1%	6	100%	413
Visited a neighborhood park or City park	9%	39	25%	104	35%	144	16%	67	15%	61	100%	415
Ridden a local bus within Billings	85%	356	6%	27	2%	8	1%	5	6%	25	100%	421
Attended a meeting of local elected officials or other local public meeting	80%	337	15%	63	4%	19	1%	4	0%	1	100%	424
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	54%	231	27%	115	15%	62	2%	11	1%	6	100%	424
Read City of Billings CityLink Newsletter	64%	271	20%	85	11%	47	3%	12	2%	7	100%	422
Visited the City of Billings Web site (at www.ci.billings.mt.us)	52%	217	24%	100	17%	71	5%	19	3%	13	100%	419
Recycled used paper, cans or bottles from your home	27%	115	15%	64	25%	106	14%	60	18%	74	100%	419
Volunteered your time to some group or activity in Billings	48%	201	24%	101	14%	58	8%	34	6%	25	100%	420
Participated in religious or spiritual activities in Billings	40%	169	16%	66	14%	58	8%	32	23%	97	100%	422
Participated in a club or civic group in Billings	67%	281	14%	57	11%	48	3%	13	5%	21	100%	420
Provided help to a friend or neighbor	2%	10	15%	65	42%	176	23%	97	18%	76	100%	424

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	28%	119
Several times a week	27%	116
Several times a month	23%	100
Less than several times a month	21%	91
Total	100%	427

Question 13: Service Quality												
Please rate the quality of each of the following services in Billings:	Excellent		Good		Fair		Poor		Don't know		Total	
	Police services	21%	85	42%	172	25%	103	8%	34	4%	18	100%
Fire services	30%	126	48%	200	5%	21	2%	9	14%	60	100%	415
Ambulance or emergency medical services	27%	114	42%	176	9%	39	2%	10	18%	76	100%	415
Crime prevention	8%	34	33%	138	34%	141	13%	53	11%	47	100%	413
Fire prevention and education	12%	51	39%	162	20%	82	4%	16	25%	103	100%	414
Municipal courts	7%	29	30%	124	18%	76	8%	33	37%	151	100%	412
Traffic enforcement	6%	23	36%	147	31%	128	16%	67	12%	48	100%	412
Street repair	5%	19	24%	100	41%	169	28%	115	3%	12	100%	416
Street cleaning	7%	29	38%	156	39%	163	14%	58	2%	9	100%	415
Street lighting	9%	35	37%	151	35%	143	18%	72	2%	10	100%	411
Snow removal	4%	18	26%	107	36%	147	31%	130	3%	14	100%	415
Sidewalk maintenance	5%	19	32%	131	37%	151	21%	85	6%	26	100%	412
Traffic signal timing	6%	25	36%	149	40%	166	16%	65	2%	9	100%	414
Bus or transit services	6%	26	22%	90	16%	65	7%	27	49%	197	100%	406
Garbage collection	27%	111	54%	223	15%	63	2%	8	1%	6	100%	411
Recycling	9%	36	31%	130	25%	105	21%	85	14%	57	100%	413

Question 13: Service Quality												
Please rate the quality of each of the following services in Billings:	Excellent		Good		Fair		Poor		Don't know		Total	
	Yard waste pick-up	19%	78	34%	139	20%	81	7%	30	21%	86	100%
Storm drainage	7%	29	38%	155	30%	123	12%	48	13%	55	100%	409
Drinking water	21%	86	46%	190	26%	108	5%	20	2%	7	100%	411
Sewer services	15%	63	48%	199	22%	90	2%	7	13%	53	100%	413
City parks	23%	96	53%	217	18%	75	3%	13	2%	9	100%	412
Recreation programs or classes	11%	46	30%	123	17%	69	2%	9	40%	163	100%	410
Recreation centers or facilities	8%	34	30%	121	23%	94	5%	22	34%	139	100%	410
Land use, planning and zoning	5%	19	24%	99	27%	113	12%	50	32%	131	100%	412
Code enforcement (weeds, abandoned buildings, etc.)	1%	6	20%	82	34%	138	24%	100	20%	84	100%	411
Animal control	6%	26	42%	175	30%	123	8%	35	13%	54	100%	413
Economic development	7%	27	32%	130	34%	137	7%	29	21%	85	100%	408
Health services	24%	97	43%	179	21%	87	3%	12	9%	37	100%	412
Services to seniors	14%	57	34%	138	17%	69	4%	15	32%	132	100%	411
Services to youth	7%	27	26%	105	28%	113	8%	35	32%	131	100%	410
Services to low-income people	7%	29	26%	107	19%	79	14%	57	33%	134	100%	406
Public library services	17%	71	42%	172	15%	60	4%	19	22%	92	100%	413
Public information services	9%	35	34%	140	25%	102	7%	27	25%	104	100%	408
Public schools	10%	40	34%	140	26%	108	9%	38	20%	82	100%	408
Cable television	9%	36	36%	144	28%	112	12%	50	16%	63	100%	406
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	9%	35	34%	138	27%	111	13%	52	18%	74	100%	410
Preservation of natural areas such as open space, farmlands and greenbelts	6%	25	29%	116	32%	128	13%	51	21%	86	100%	406

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 Billings	10%	39	51%	210	30%	124	4%	18	5%	21	100%	413
The Federal Government	5%	19	30%	122	32%	133	21%	85	13%	51	100%	412
The State Government	6%	24	35%	143	39%	159	10%	39	11%	45	100%	411
Yellowstone County Government	5%	22	42%	172	33%	136	9%	37	11%	46	100%	413

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 Billings to someone who asks	37%	157	48%	199	9%	37	5%	20	1%	6	100%	418
Remain in Billings for the next five years	64%	267	23%	97	6%	25	4%	15	3%	11	100%	415

Question 16: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	4%	16
Somewhat positive	20%	83
Neutral	44%	184
Somewhat negative	25%	104
Very negative	7%	29
Total	100%	416

Question 17: Contact with Fire Department									
Have you had any in-person or phone contact with an employee of the City of Billings 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 Billings Fire Department within the last 12 months?	89%	379	11%	49	0%	0	100%	427	

Question 18: Ratings of Contact with Fire Department												
What was your overall impression of your most recent contact with the City of Billings Fire Department?	Excellent		Good		Fair		Poor		Don't know		Total	
What was your overall impression of your most recent contact with the City of Billings Fire Department?	59%	29	31%	15	5%	2	5%	3	0%	0	100%	49

Question 19: Contact with City Employees		
Have you had any in-person, phone or email with an employee of the City of Billings within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	55%	236
Yes	45%	190
Total	100%	426

Question 20: City Employees												
What was your impression of the employee(s) of the City of Billings in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
Knowledge	29%	54	45%	85	16%	30	9%	16	1%	1	100%	187
Responsiveness	31%	60	42%	79	11%	22	15%	29	0%	0	100%	190
Courtesy	39%	73	38%	73	13%	25	10%	18	0%	0	100%	190
Overall impression	33%	62	43%	81	14%	27	11%	20	0%	0	100%	190

Question 21: Government Performance												
Please rate the following categories of Billings government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Billings	6%	24	35%	148	32%	136	16%	70	11%	46	100%
The overall direction that Billings is taking	7%	31	45%	192	30%	130	9%	38	8%	36	100%	427
The job Billings government does at welcoming citizen involvement	4%	19	28%	118	32%	138	11%	49	24%	102	100%	425

Question 22a: Custom Question 1								
To what extent, if at all, should each of the following potential areas of emphasis be a priority for the Billings City Council?	High priority		Medium priority		Not a priority		Total	
	<b>Safe community</b> (crime prevention, emergency preparedness, reliable infrastructure, safe and accessible transportation for motorists, pedestrians and cyclists)	85%	361	15%	64	0%	2	100%
<b>Sustainable economic development</b> (attract and retain jobs, promote tourism, balanced development, quality housing choices, diversify City revenues and funding options)	70%	297	27%	112	3%	14	100%	423
<b>Involved, engaged and united community</b> (emphasis on public outreach and education, community events, programs and facilities, transparency and responsiveness of City government)	33%	137	56%	234	12%	49	100%	420
<b>Leisure, cultural and learning opportunities</b> (partner with community to provide cultural opportunities and civic events, provide variety of recreation programs and activities for all ages, develop and enhance parks, trails and recreation facilities, protect natural and historic resources, promote access to quality education for all ages)	35%	147	53%	222	11%	47	100%	416
<b>Effective and connected transportation systems</b> (maintain and repair transportation infrastructure, promote and provide safe public ground and air transportation options, improve traffic flow, enhance accessibility for pedestrians and cyclists)	56%	232	39%	161	5%	20	100%	412
<b>Comprehensive, orderly growth and development</b> (develop long-range zoning and land use plans, develop and preserve safe, attractive and diverse residential neighborhoods, annexation)	47%	196	45%	186	8%	33	100%	415
<b>Preservation of community resources</b> (promote energy efficiency, conservation and recycling, restoration and preservation of historic sites, protect public lands, open spaces, water sources, scenic vistas)	51%	210	40%	168	9%	38	100%	416

Question 22a: Custom Question 1								
To what extent, if at all, should each of the following potential areas of emphasis be a priority for the Billings City Council?	High priority		Medium priority		Not a priority		Total	
	<b>Honest Responsive Government</b> (Governance) (transparent government, responsive and courteous service to internal and external customers, attract and develop high-quality workforce)	61%	253	32%	132	7%	27	100%

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	32%	137
Yes, full-time	57%	242
Yes, part-time	11%	45
Total	100%	425

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	74%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	14%
Bus, rail, subway or other public transportation	1%
Walk	3%
Bicycle	3%
Work at home	5%
Other	1%

Question D3: Length of Residency		
How many years have you lived in Billings?	Percent of respondents	Count
Less than 2 years	8%	33
2 to 5 years	14%	58
6 to 10 years	14%	61
11 to 20 years	13%	55
More than 20 years	52%	221
Total	100%	429

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	66%	284
House attached to one or more houses (e.g., a duplex or townhome)	6%	25
Building with two or more apartments or condominiums	24%	101
Mobile home	3%	12
Other	1%	5
Total	100%	428

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	36%	151
Owned by you or someone in this house with a mortgage or free and clear	64%	267
Total	100%	418



Question D6: Monthly Housing Cost		
About how much is the 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	7%	29
\$300 to \$599 per month	20%	82
\$600 to \$999 per month	38%	159
\$1,000 to \$1,499 per month	22%	92
\$1,500 to \$2,499 per month	10%	40
\$2,500 or more per month	3%	13
Total	100%	416

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	73%	309
Yes	27%	117
Total	100%	426

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	69%	299
Yes	31%	132
Total	100%	431

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	22%	88
\$25,000 to \$49,999	30%	124
\$50,000 to \$99,999	32%	130
\$100,000 to \$149,999	13%	53
\$150,000 or more	3%	13
Total	100%	408

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	99%	418
Yes, I consider myself to be Spanish, Hispanic or Latino	1%	5
Total	100%	423

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	4%	16
Asian, Asian Indian or Pacific Islander	1%	5
Black or African American	2%	8
White	93%	400
Other	2%	9

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	6%	25
25 to 34 years	25%	107
35 to 44 years	11%	49
45 to 54 years	21%	89
55 to 64 years	13%	55
65 to 74 years	13%	55
75 years or older	11%	47
Total	100%	427

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	53%	226
Male	47%	200
Total	100%	426

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	15%	62
Yes	81%	342
Ineligible to vote	0%	0
Don't know	4%	17
Total	100%	421

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	30%	129
Yes	68%	294
Ineligible to vote	1%	4
Don't know	1%	3
Total	100%	429

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	13%	55
Yes	87%	373
Total	100%	427

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	45%	193
Yes	55%	236
Total	100%	428

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	38%	69
Land line	44%	81
Both	19%	34
Total	100%	184

## 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.”

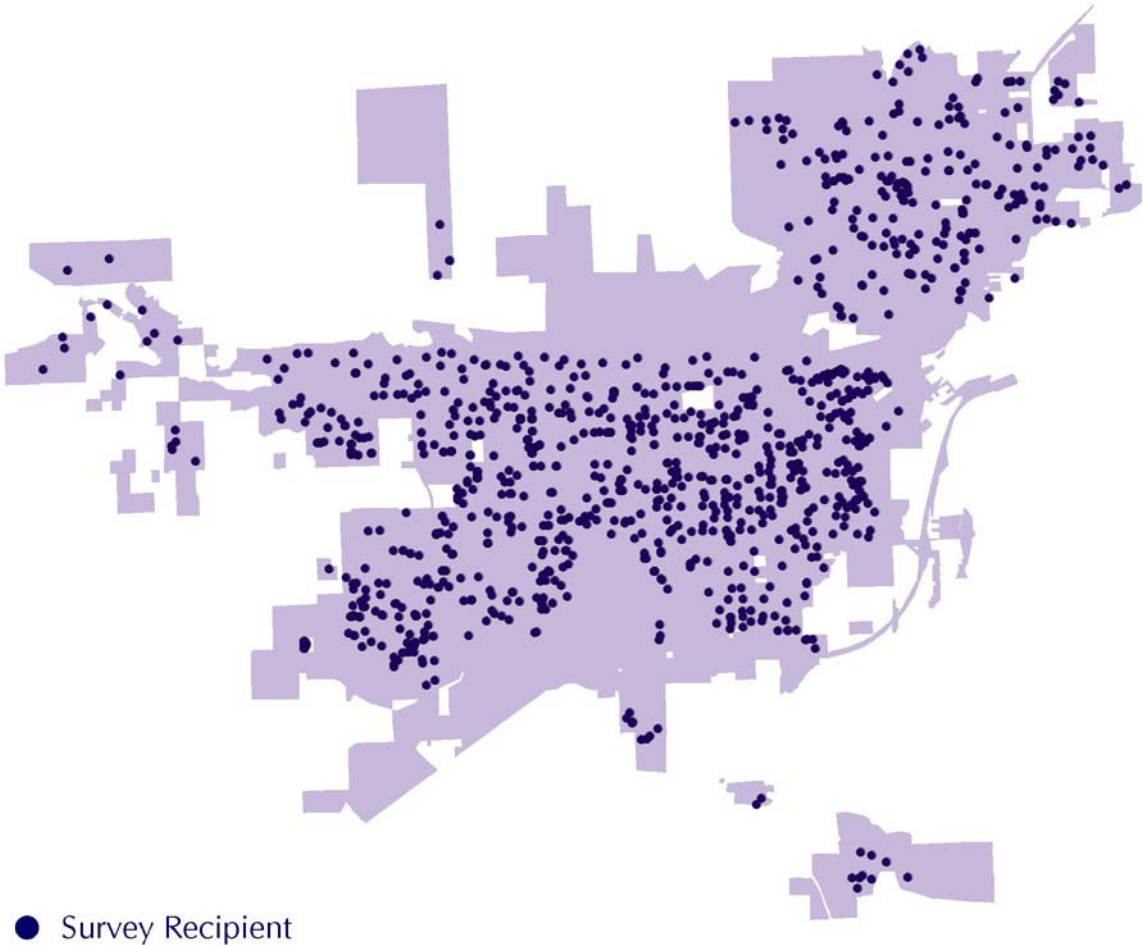
## SURVEY SAMPLING

“Sampling” refers to the method by which survey recipients were chosen. All households within the City of Billings were eligible to participate in the survey; 1,200 were selected to receive the survey. These 1,200 households were randomly selected from a comprehensive list of all housing units within the City of Billings 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 Billings 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 Billings 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 Billings. 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™ Billings, MT 2012

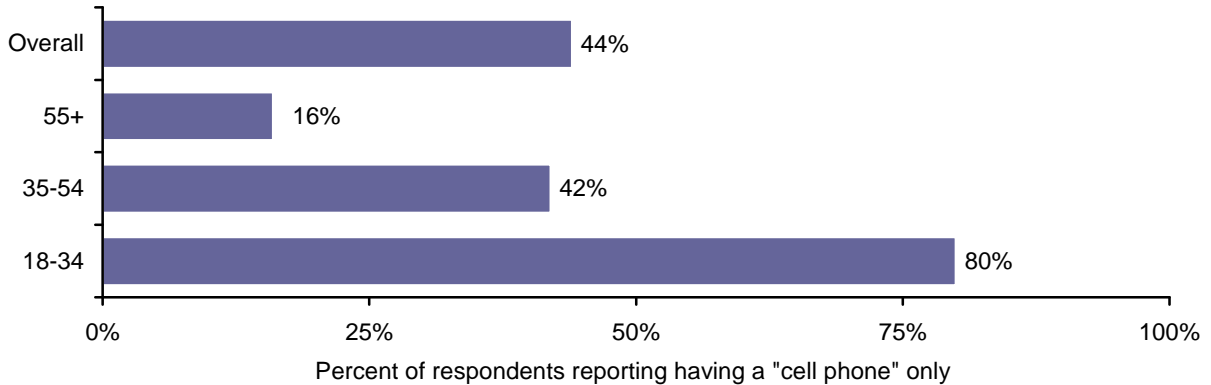


An individual within each household was selected using the birthday method. The birthday method selects a person within the household by asking the “person whose birthday has most recently passed” to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship 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.<sup>2</sup> Among younger adults (age 18-34), 53.7% of households were “cell-only.” Based on survey results, Billings has a “cord cutter” population greater than the nationwide 2010 estimates

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



## SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning June 12, 2012. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the Mayor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following six weeks.

## SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The confidence interval for the City of Billings survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (432 completed surveys).

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

<sup>2</sup> <http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201012.pdf>

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 2010 Census estimates and the 2005-2009 American Community Survey and other population norms for adults in the City of Billings. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

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

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

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

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

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

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

Billings, MT Citizen Survey Weighting Table			
Characteristic	Population Norm <sup>1</sup>	Unweighted Data	Weighted Data
<b>Housing</b>			
Rent home	36%	32%	36%
Own home	64%	68%	64%
Detached unit	70%	64%	69%
Attached unit	30%	36%	31%
<b>Race and Ethnicity</b>			
White	92%	96%	91%
Not white	8%	4%	9%
Not Hispanic	96%	99%	99%
Hispanic	4%	1%	1%
White alone, not Hispanic	90%	95%	90%
Hispanic and/or other race	10%	5%	10%
<b>Sex and Age</b>			
Female	52%	58%	53%
Male	48%	42%	47%
18-34 years of age	32%	14%	31%
35-54 years of age	33%	27%	32%
55+ years of age	35%	59%	37%
Females 18-34	16%	8%	15%
Females 35-54	17%	17%	17%
Females 55+	20%	33%	20%
Males 18-34	16%	6%	16%
Males 35-54	16%	10%	16%
Males 55+	15%	26%	16%

<sup>1</sup> Source: 2010 Census/2005-2009 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 Billings to the Benchmark Database

The City of Billings chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (Western region). 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 Billings 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 Billings' 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 Billings' 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 Billings.



Dear Billings Resident,

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



Thomas W. Hanel  
Mayor

Dear Billings Resident,

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

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Sincerely,



Thomas W. Hanel  
Mayor



**CITY OF BILLINGS**  
OFFICE OF THE MAYOR  
P.O. BOX 1178  
BILLINGS, MT 59103

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



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# CITY OF BILLINGS

THOMAS W. HANEL, MAYOR

P.O. BOX 1178  
BILLINGS, MONTANA 59103  
(406) 657-8296  
FAX (406) 657-8390

---

June 2012

Dear Billings Resident:

The City of Billings wants to know what you think about our community and municipal government. You have been randomly selected to participate in Billings' 2012 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 Billings 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 (406) 657-8222.

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

Sincerely,

Thomas W. Hanel  
Mayor

*Billings Pride:  
City-wide*



# CITY OF BILLINGS

THOMAS W. HANEL, MAYOR

P.O. BOX 1178  
BILLINGS, MONTANA 59103  
(406) 657-8296  
FAX (406) 657-8390

---

June 2012

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

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

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

Sincerely,

Thomas W. Hanel  
Mayor

# The City of Billings 2012 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 Billings:**

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

**2. Please rate each of the following characteristics as they relate to Billings 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 Billings .....	1	2	3	4	5
Cleanliness of Billings.....	1	2	3	4	5
Overall quality of new development in Billings.....	1	2	3	4	5
Variety of housing options .....	1	2	3	4	5
Overall quality of business and service establishments in Billings .....	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 Billings.....	1	2	3	4	5
Ease of bus travel in Billings.....	1	2	3	4	5
Ease of bicycle travel in Billings .....	1	2	3	4	5
Ease of walking in Billings.....	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 preventive health services .....	1	2	3	4	5
Air quality.....	1	2	3	4	5
Quality of overall natural environment in Billings.....	1	2	3	4	5
Overall image or reputation of Billings.....	1	2	3	4	5

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

	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 Billings' downtown area during the day .....	1	2	3	4	5	6
In Billings' 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 Billings 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 Billings 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 Billings?

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Billings public libraries or their services .....	1	2	3	4	5
Used Billings 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 Billings .....	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 City of Billings CityLink Newsletter .....	1	2	3	4	5
Visited the City of Billings Web site (at www.ci.billings.mt.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 Billings .....	1	2	3	4	5
Participated in religious or spiritual activities in Billings .....	1	2	3	4	5
Participated in a club or civic group in Billings .....	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 Billings 2012 Citizen Survey

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

	<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
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 Billings .....	1	2	3	4	5
The Federal Government .....	1	2	3	4	5
The State Government .....	1	2	3	4	5
Yellowstone 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 Billings to someone who asks .....	1	2	3	4	5
Remain in Billings 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 Billings 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 Billings Fire Department?

- Excellent       Good       Fair       Poor       Don't know

19. Have you had any in-person, phone or email contact with an employee of the City of Billings 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 Billings 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 Billings 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 Billings.....	1	2	3	4	5
The overall direction that Billings is taking.....	1	2	3	4	5
The job Billings government does at welcoming citizen involvement.....	1	2	3	4	5

22. a. To what extent, if at all, should each of the following potential areas of emphasis be a priority for the Billings City Council?

	<i>High priority</i>	<i>Medium priority</i>	<i>Not a priority</i>
<b>Safe community</b> (crime prevention, emergency preparedness, reliable infrastructure, safe and accessible transportation for motorists, pedestrians and cyclists).....	1	2	3
<b>Sustainable economic development</b> (attract and retain jobs, promote tourism, balanced development, quality housing choices, diversify City revenues and funding options).....	1	2	3
<b>Involved, engaged and united community</b> (emphasis on public outreach and education, community events, programs and facilities, transparency and responsiveness of City government).....	1	2	3
<b>Leisure, cultural and learning opportunities</b> (partner with community to provide cultural opportunities and civic events, provide variety of recreation programs and activities for all ages, develop and enhance parks, trails and recreation facilities, protect natural and historic resources, promote access to quality education for all ages).....	1	2	3
<b>Effective and connected transportation systems</b> (maintain and repair transportation infrastructure, promote and provide safe public ground and air transportation options, improve traffic flow, enhance accessibility for pedestrians and cyclists).....	1	2	3
<b>Comprehensive, orderly growth and development</b> (develop long-range zoning and land use plans, develop and preserve safe, attractive and diverse residential neighborhoods, annexation).....	1	2	3
<b>Preservation of community resources</b> (promote energy efficiency, conservation and recycling, restoration and preservation of historic sites, protect public lands, open spaces, water sources, scenic vistas).....	1	2	3
<b>Honest Responsive Government (Governance)</b> (transparent government, responsive and courteous service to internal and external customers, attract and develop high-quality workforce).....	1	2	3

b. What is the most pressing issue for our city government to address at this time?

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# The City of Billings 2012 Citizen Survey

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

**D1. Are you currently employed for pay?**

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

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

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

**D3. How many years have you lived in Billings?**

- 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 BILLINGS**  
**OFFICE OF THE MAYOR**  
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