



City of Flagstaff

Citizen Survey

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Executive Summary

Survey Background and Methods

The Flagstaff Citizen Survey serves as a consumer report card for the City of Flagstaff, providing residents the opportunity to rate their satisfaction with the quality of life in the city, the community's amenities and local government itself. The survey also permits residents to share their priorities for community planning and resource allocation. The baseline Flagstaff Citizen Survey was conducted in 2000. This was the ninth iteration of the survey.

The 2013 survey used stratified random sampling to select 375 households from each of four areas of the city to receive survey mailings. Of the 1,500 surveys mailed beginning in October 2013, about 59 were returned because they could not be delivered as addressed. Of the 1,441 households that received a survey, 437 completed the survey, providing a response rate of 30%. The margin of error is no greater than plus or minus five percentage points around any given percent based on community-wide estimates. Comparisons of the City of Flagstaff survey results are made to benchmark ratings from residents surveys conducted in peer communities across the nation¹.

Additionally, comparisons are made between the 2013 survey results and prior survey years, when available. Differences of eight percentage points or more between results from 2013 and 2009 can be considered meaningfully different. However, it is important to note that prior to the 2013, Flagstaff survey data were collected by telephone. Changes in the method of survey data collection (from interviewer-administered to self-administered (e.g., mail or Web) or vice versa) can impact survey ratings, so differences over time should be interpreted cautiously.

Key Findings

Flagstaff residents experienced a high quality of life.

- ◆ Flagstaff residents rated their overall quality of life highly; 75% said it was “excellent” or “good.” This evaluation was similar to ratings given in the peer communities’ benchmark comparison.
- ◆ At least 80% of respondents rated Flagstaff as a place to live, their neighborhood as a place to live, Flagstaff as a place to visit and as a place to raise children as “excellent” or “good;” ratings that generally were similar to the benchmark comparisons.
- ◆ When asked if the City as a place to live had changed in the time they had lived in Flagstaff, half of residents felt it had stayed the same (53%). At least twice as many respondents felt the City had become a better a place to live (33%) than felt it had become worse (14%) in the time they had lived there.
- ◆ When asked how likely they would be to remain in Flagstaff for the next five years, three-quarters said they were “very” or “somewhat” likely; a rating similar to the peer communities’ benchmark.

¹ In collaboration with National Research Center, Inc., the City of Flagstaff selected the following communities as a peer comparison: Billings, MT; Boise City, ID; Boulder, CO; Bowling Green, KY; Cedar Falls, IA; Duluth, MN; Eau Claire, WI; Edmond, OK; Greeley, CO; Iowa City, IA; Las Cruces, NM; Lawrence, KS; Livermore, CA; Lynnwood, WA; Mankato, MN; Missoula, MT; Monterey, CA; Moscow, ID; Norman, OK; Pocatello, ID; Reno, NV; San Marcos, TX; San Rafael, CA; Santa Monica, CA; South Lake Tahoe, CA; Twin Falls, ID; AND Yuma, AZ.

Opportunities to participate in events and activities in Flagstaff were rated positively by residents.

- ◆ At least 70% of respondents rated opportunities to attend cultural activities, opportunities for education and enrichment and opportunities to participate in social events and activities as “excellent” or “good.”
- ◆ Opportunities to attend cultural activities and to participate in social events and activities were rated higher than the benchmark comparisons and were among the top five rated community characteristics.

Affordability and availability of housing were seen as barriers to home ownership and remaining in the community.

- ◆ A third of survey participants (32%) reported that the main obstacle to home ownership was the availability of homes for sale in their price range, followed by a quarter of respondents (23%) who reported they lacked the down payment necessary to purchase their own home.
- ◆ About half of residents reported being “somewhat” or “very” likely to leave the community because housing costs too much.
- ◆ Respondents were asked to write in their own words what they believed was the one thing that the City could do to most improve their quality of life in Flagstaff; fourth on the list (9%) was increasing affordable housing. In a similar sentiment, respondents also wrote responses related to lowering the cost of living (4%).

Residents valued the natural environment in Flagstaff and showed strong support for actions to maintain a healthy forest and protect the city from wildfires.

- ◆ When evaluating characteristics of the community, the quality of the overall natural environment received the highest rating, which also was higher than ratings given in peer communities across the country.
- ◆ At least 70% of residents rated sustainability and environmental programs and parks as “excellent” or “good.” Evaluations of parks in Flagstaff were similar to those given in peer communities.
- ◆ Almost all respondents (92%) “strongly” or “somewhat” supported the City government using prescribed or controlled burns to maintain a healthy forest; this was similar to the 2009 rating.
- ◆ About 9 in 10 respondents “strongly” or “somewhat” supported the City requiring that property owners meet a minimum standard of removing excess vegetation around their property to help protect the City from wildfires. This was similar to what was reported in 2009.

Mobility and transportation options were a concern for some Flagstaff residents.

- ◆ The overall ease of getting around Flagstaff was among the lower rated characteristics of the community, with 62% rating it as “excellent” or “good.”
- ◆ When asked to write in their own words the one thing the City could do to improve their quality of life the most, one-quarter of residents mentioned better traffic flow, roads and mass transit.
- ◆ Street maintenance was the lowest rated City service (33% “excellent” or “good”), although it was rated similar to the peer communities benchmark.
- ◆ When asked to what extent they would support or oppose two different sales tax increases for street improvements in Flagstaff, a slight majority of respondents (61%)

supported a small sales tax increase for a longer period of time (20-25 years). About half as many (28%) supported a larger sales tax increase for a shorter period of time (3-5 years).

Evaluations of City services generally were favorable and fared well when compared to ratings given in peer communities.

- ◆ Twelve of the 19 City services listed on the survey received a rating of at least 70% “excellent” or “good” (e.g., fire department, libraries, parks, Mountain Line bus service, etc.). All but one (street maintenance) received an “excellent” or “good” rating from at least half of survey respondents.
- ◆ When compared to ratings given by residents in peer communities across the country, Flagstaff’s ratings were higher than the benchmark for the fire department, water services and Mountain Line. Nine of the remaining 16 services that could be compared were rated similar to the benchmark (e.g., garbage collection services, libraries and parks).
- ◆ Twelve of the 19 services listed on the 2013 survey could be compared to 2009; about half of the ratings remained stable and half decreased (sewer services, water services, recreation programs, etc.), with one increase for planning and building services ratings.
- ◆ Ratings of the overall quality of City services were positive, with 69% rating it as “excellent” or “good.” This rating was similar to the peer communities benchmark comparison but lower when compared to the 2009 rating.

Overall, residents’ assessments of the City of Flagstaff government performance were less positive than other survey items but were similar to those given in peer communities.

- ◆ Forty-six percent of respondents reported the overall direction the City was taking as “excellent” or “good,” which was similar to the benchmark.
- ◆ At least 4 in 10 respondents rated each of the other aspects of City government performance as “excellent” or “good.” These types of government performance items tend to get lower ratings than ratings for specific services. The two aspects of government job performance that could be compared to benchmarks (the value of services for the taxes paid to the City and the job the City government does at welcoming citizen involvement) were rated similar to the benchmark.

Survey Background

Survey Purpose

The Flagstaff Citizen Survey provides residents the opportunity to rate the quality of life in the city, as well as service delivery and their satisfaction with city government. Residents are also invited to share their priorities for community planning and resource allocation.

The focus on the quality of service delivery and the level of support for potential programs or initiatives lays the groundwork for tracking community opinions about the core responsibilities of Flagstaff City government, helping to assure maximum service quality over time.

This type of survey gets at the key services that local government provides to create a quality community. It is akin to private sector customer surveys that are used regularly by many corporations to monitor where there are weaknesses in product or service delivery before customers defect to competition or before other problems from dissatisfied customers arise.

National Research Center, Inc. (NRC) was selected in 2013 to administer Flagstaff's Citizen Survey. The 2013 survey is the ninth iteration, with the baseline study conducted in 2000.

Survey Methods

The Flagstaff Citizen Survey was administered by mail to 375 randomly selected households in each of four areas in Flagstaff (for a total of 1,500 households; see *Appendix F: Survey Methodology* for a map of the four areas). Each selected household received three mailings beginning in October 2013. Completed surveys were collected over the following six weeks. The first mailing was a prenotification postcard announcing the upcoming survey. The second and third mailings contained a letter from the Mayor inviting the household to participate in the 2013 Flagstaff Citizen Survey, a five-page questionnaire and postage-paid envelope. The cover letters contained a Web link where respondents could complete the survey online, if desired. The survey instrument appears in *Appendix G: Survey Materials*.

About 4% of the mailings were returned as undeliverable because they either had an invalid address or were received by vacant housing units. Of the 1,441 households that received the survey, 437 completed a survey, providing a response rate of 30%.

Survey results were weighted so that the gender, age, housing tenure (rent versus own) and the geographic location of respondents were represented in the proportions reflective of the entire city. (For more information see *Appendix F: Survey Methodology*.)

How the Results are Reported

For the most part, the “percent positive” is reported in the report body tables and charts. The percent positive is the combination of the top two most positive response options (e.g., “excellent” or “good” and “strongly support” or “somewhat support”).

On many of the survey questions, respondents could select “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in *Appendix B: Responses to Survey Questions* and is discussed in the body of this report if it is 20% or greater. However, these responses have been removed from the analyses presented in the body of the report, unless otherwise indicated. In other words, the majority of the tables and graphs in the body of the report display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select multiple responses. When the total exceeds 100% in a table for a multiple response question, it is because some respondents are counted in multiple categories. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the practice of rounding percentages to the nearest whole number.

Responses to any open-ended questions and “other” responses appear verbatim in *Appendix C: Verbatim Responses to Open-ended Survey Questions*.

Precision of Estimates

It is customary to describe the precision of estimates made from surveys by a “level of confidence” (or margin of error). The 95 percent confidence level for this survey is generally no greater than plus or minus five percentage points around any given percent reported for all respondents (437). For comparisons among smaller subgroups, the margin of error rises. For example, a subgroup with a 100 respondents would have a margin of error of plus or minus 10%.

Comparing Survey Results by Subgroups

Select survey results were compared by certain demographic characteristics of survey respondents and by the four areas in which respondents lived. Some comparisons are discussed throughout the body of the report and are presented in tabular form in *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics* (where differences between subgroups are statistically significant, the results in these tables are shaded grey).

Comparing Survey Results Over Time

Comparisons were made between the 2013 survey results and prior survey years, when a similar question was asked. Differences of eight percentage points or more between results from 2013 and 2009 can be considered meaningfully different.

However, it is important to note that prior to the 2013, Flagstaff survey data were collected by telephone. In 2013, the City switched data collection modes from telephone to mail. Research is clear that a change in the method of survey data collection, by itself, will result in a change in results if the shift is from telephone administration to self-administration (e.g., mail or Web) or vice versa. The change is attributed to the different environment that a survey respondent confronts when providing answers to a person on the telephone compared to offering private anonymous opinions via mail or Web. Questions by phone elicit more positive, optimistic and socially-desirable responses than do the same questions asked on a written self-administered questionnaire. The self-administered questionnaire brings out more candid responses. Important historical differences are noted in the appropriate tables and figures.

Comparing Survey Results to Other Communities

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.

Comparisons of Flagstaff’s results were made in this report to selected peer cities, handpicked by the City of Flagstaff in collaboration with NRC. Peer cities were selected based on comparable

population sizes (less than 70,000) and other college towns, as well as those included in the City's list of "peer communities." Benchmark comparisons have been provided when similar questions on the Flagstaff survey are included in NRC's database and there are at least five jurisdictions in which the question was asked. Additional information on NRC's benchmarking database, as well as a list of jurisdictions to which Flagstaff is compared, can be found in *Appendix D: Benchmark Comparisons*.

Where comparisons for quality ratings were available, the City of Flagstaff's results were noted as being "higher" than the benchmark, "lower" than the benchmark or "similar" to the benchmark. 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 lower" or "much higher"). These labels come from a statistical comparison of Flagstaff's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "higher" or "lower" if the difference between Flagstaff's rating and the benchmark is greater than but less than twice the margin of error; and "much higher" or "much lower" if the difference between Flagstaff's rating and the benchmark is more than twice the margin of error. Data for a number of items on the survey was not available in the benchmark database (e.g., some of the services or aspects of the community or quality of life). These items were excluded from the benchmark tables.

Survey Results

Quality of Life and Community

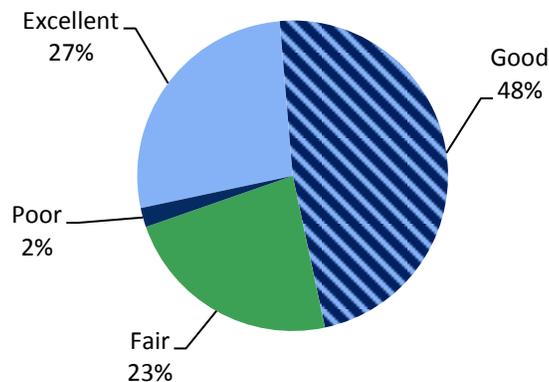
The 2013 Citizen survey assessed various aspects of quality of life and community in Flagstaff. Respondents were asked to indicate their likelihood of remaining in Flagstaff for the next five years followed by two questions that gauged perceptions about any changes in the city as a place to live and the quality of life in neighborhoods. Respondents also provided feedback about what they believed the City could do to most improve their quality of life.

Quality of Life

For the first time in 2013, Flagstaff residents were asked to rate the overall quality of life in the city. Generally, survey respondents gave favorable ratings to the overall quality of life in Flagstaff, with 27% saying it was “excellent” and 48% saying it was “good.” Twenty-three percent felt the overall quality of life in the city was “fair” and only 2% felt it was “poor.” Ratings of the overall quality of life in Flagstaff were compared to ratings given by residents in other peer communities (see *Appendix D: Benchmark Comparisons* for more detail on the benchmarks). Flagstaff received a rating similar to the benchmark comparison.

The 2013 survey results were compared by respondent demographic subgroups, as well as the area in which the respondent’s household was located (see *Appendix F: Survey Methodology* for more detail on the area boundaries). Residents living in area 4 tended to give higher evaluations of the overall quality of life in Flagstaff than did those living in other areas. Residents who owned their home tended to give higher ratings to the overall quality of life in Flagstaff than did those who rented their home (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*).

Figure 1: Overall Quality of Life in Flagstaff

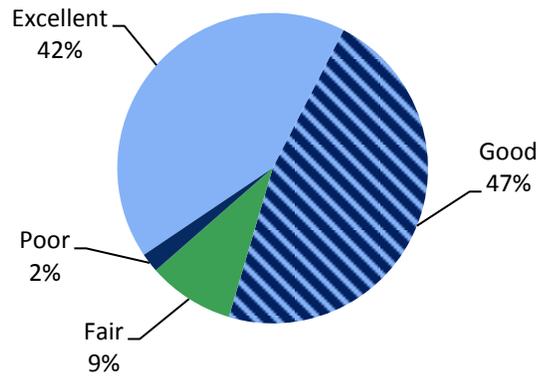


Quality of Community

Eighty-nine percent of residents reported that Flagstaff as a place to live was “excellent” or “good,” 9% reported it as “fair” and 2% reported “poor.” When compared to ratings given by residents in peer communities, Flagstaff’s rating was similar (see *Appendix D: Benchmark Comparisons*).

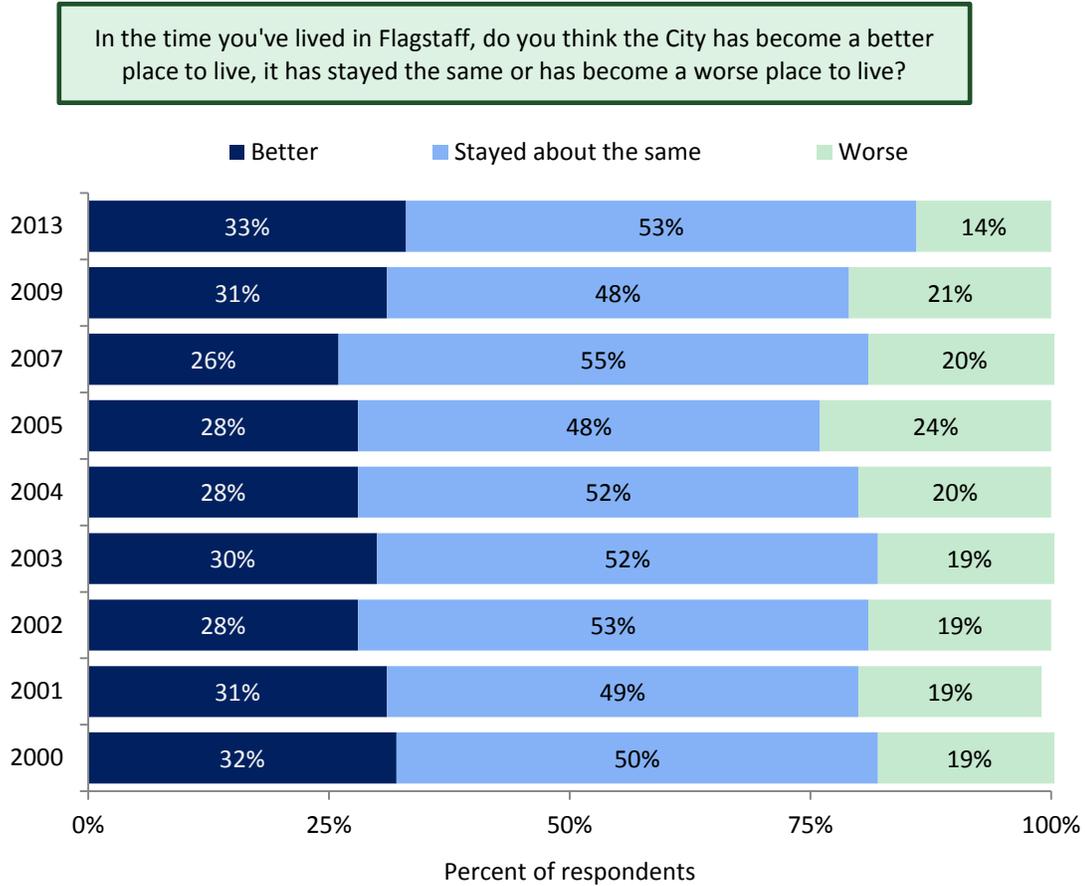
Residents ages 35 to 54 tended to give lower evaluations to Flagstaff as a place to live than did those ages 18 to 34 and 55 or older (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*). When looking at ratings by geographic area, residents gave similar responses.

Figure 2: Flagstaff as a Place to Live



In 2013, at least twice as many respondents felt the City had become a better place to live (33%) in the time they had lived there than felt it had become worse (14%). Half of residents believed that the City as a place to live had stayed about the same in the time that they had lived in Flagstaff. When looking at evaluations given in previous survey years, ratings remained stable.

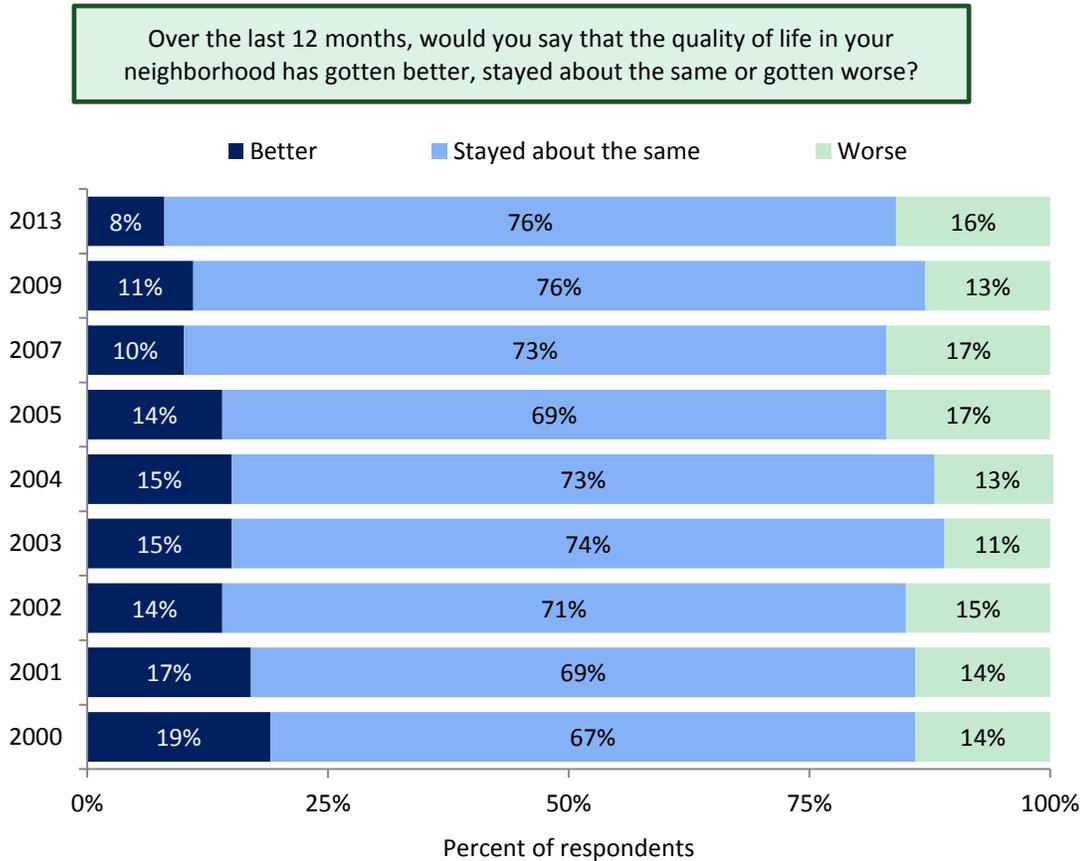
Figure 3: Flagstaff as a Place to Live Compared by Year



In 2009 and prior, response options included "both better and worse." For ease of comparisons, the percent who selected "both better and worse" were removed from the percentages in this figure.

Survey respondents also were asked to assess any change in the quality of life in their neighborhood over the last 12 months. Compared to the city as a place to live (Figure 3), respondents were less likely to feel the quality of life in their neighborhood had changed (Figure 4). Three-quarters of residents believed that the quality of life in their neighborhood had stayed about the same in the 12 months prior to the survey. Twice as many respondents felt the quality of life in their neighborhood had become worse (16%) in the last 12 months than felt it had become better (8%). This assessment of the change in the quality of neighborhoods was similar to 2009.

Figure 4: Quality of Life in Your Neighborhood Compared by Year



In 2009 and prior, response options included "both better and worse." For ease of comparisons, the percent who selected "both better and worse" were removed from the percentages in this figure.

Flagstaff residents gave mostly positive ratings to various aspects of quality of life in the community. At least 80% of residents said that Flagstaff was an “excellent” or “good” place to visit (92%) and place to raise children (80%) and their neighborhood was an “excellent” or “good” place to live (80%). Flagstaff as a place to retire and work received less favorable ratings, with 60% and 39% of respondents giving “excellent” or “good” ratings, respectively. One-quarter of respondents rated the city as a place to work as “poor” (for all response options, see *Appendix B: Responses to Survey Questions*).

Ratings of the quality of community in Flagstaff were compared to benchmark ratings given by residents in the peer communities’ benchmark (see *Appendix D: Benchmark Comparisons* for more detail on the benchmarks). Flagstaff as a place to raise children and as a place to retire was similar to the benchmark along with neighborhood as a place to live. Flagstaff as a place to work was lower than the benchmark comparison. (There was no comparison available for Flagstaff as a place to visit.)

The 2013 survey results were compared by respondent demographic subgroups, as well as the area in which the respondent’s household was located. Residents living in area 2 tended to give lower evaluations to their neighborhood as a place to live than those living in other areas of the city. Those living in areas 1 and 3 tended to give higher ratings to Flagstaff as a place to raise children than were those living in other areas. Residents who had lived in Flagstaff for five years or less tended to give higher ratings to Flagstaff as a place to visit and to retire than residents who had lived in Flagstaff for more than five years. Residents who were 18 to 34 years old tended to give higher ratings to Flagstaff as a place to retire than residents 34 years or older (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*).

Figure 5: Quality of Community

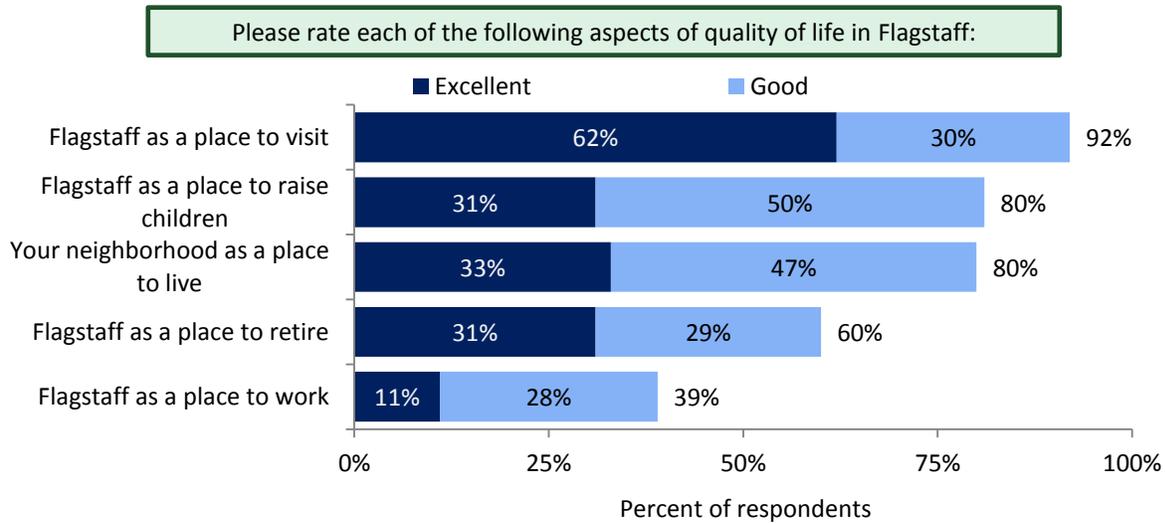
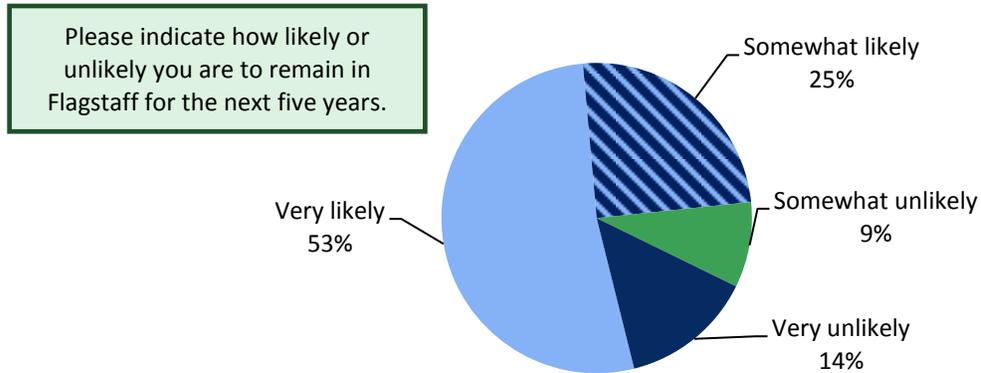


Figure 6: Quality of Community Benchmarks

	Comparison to peer communities benchmark
Flagstaff as a place to raise children	Similar
Your neighborhood as a place to live	Similar
Flagstaff as a place to retire	Similar
Flagstaff as a place to work	Lower

In the 2013 survey, respondents were asked for the first time how likely or unlikely they would be to remain in Flagstaff for the next five years. Three-quarters of respondents reported that they were “very” or “somewhat” likely to remain in Flagstaff for the next five years. Nine percent of respondents said they were “somewhat unlikely” to remain in Flagstaff for the next five years and 14% were “very unlikely.” Flagstaff residents reported a similar likelihood of remaining in their community for the next five years when compared to residents in the peer communities’ benchmark (see *Appendix D: Benchmark Comparisons*).

Figure 7: Likelihood of Remaining in Flagstaff

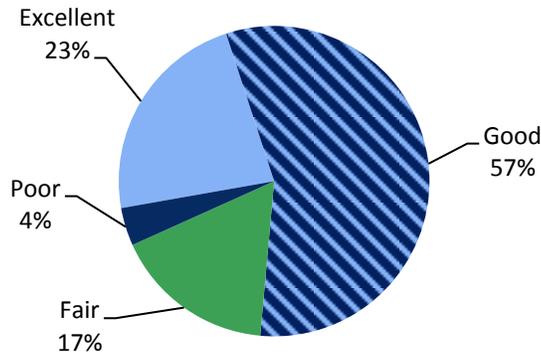


Community Characteristics

For the first time, in 2013, survey respondents were asked to rate a variety of community characteristics related to Flagstaff as a whole.

When asked to rate the overall image or reputation of Flagstaff, 80% reported it was “excellent” or “good.” Seventeen percent said “fair” and only 4% of respondents said “poor.” When compared to ratings given by residents in peer communities, Flagstaff’s rating was similar (see *Appendix D: Benchmark Comparisons*).

Figure 8: Overall Image or Reputation of Flagstaff



Flagstaff residents also gave favorable ratings to most of the other 10 characteristics of the community that were presented in the survey. At least 75% of residents said that the overall quality of the natural environment (91%), overall feeling of safety (81%), opportunities to attend cultural events (80%), opportunities for education and enrichment (78%) and opportunities to participate in social events and activities (77%) were “excellent” or “good.” Residents felt less positively about the overall economic health of the City, which also was reflected in ratings of the city as a place to work (see the section titled *Quality of Community*).

Ratings of six of the 11 community characteristics were compared to benchmark ratings given by residents in the peer communities (see *Appendix D: Benchmark Comparisons*). Ratings for the quality of the overall natural environment in Flagstaff, opportunities to attend cultural activities and opportunities to participate in social events and activities were higher than comparison communities. Ratings of the overall feeling of safety in Flagstaff and sense of community were similar. Benchmark comparisons were not available to the remaining characteristics.

When compared by geographic subareas, residents living in areas 3 and 4 tended to give higher evaluations to the overall built environment and overall ease of getting to the places they usually have to visit than did those living in other areas (see *Appendix F: Survey Methodology* for more detail on the area boundaries). Residents who were female, lived in Flagstaff for five years or less or were part-time residents tended to give higher ratings to the overall economic health of Flagstaff than did those who were male, lived in Flagstaff more than five years or were full-time residents. Residents who were 55 years or older generally gave higher ratings for the overall ease of getting to the places they usually have to visit than did residents 55 years or younger (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*).

Figure 9: Community Characteristics

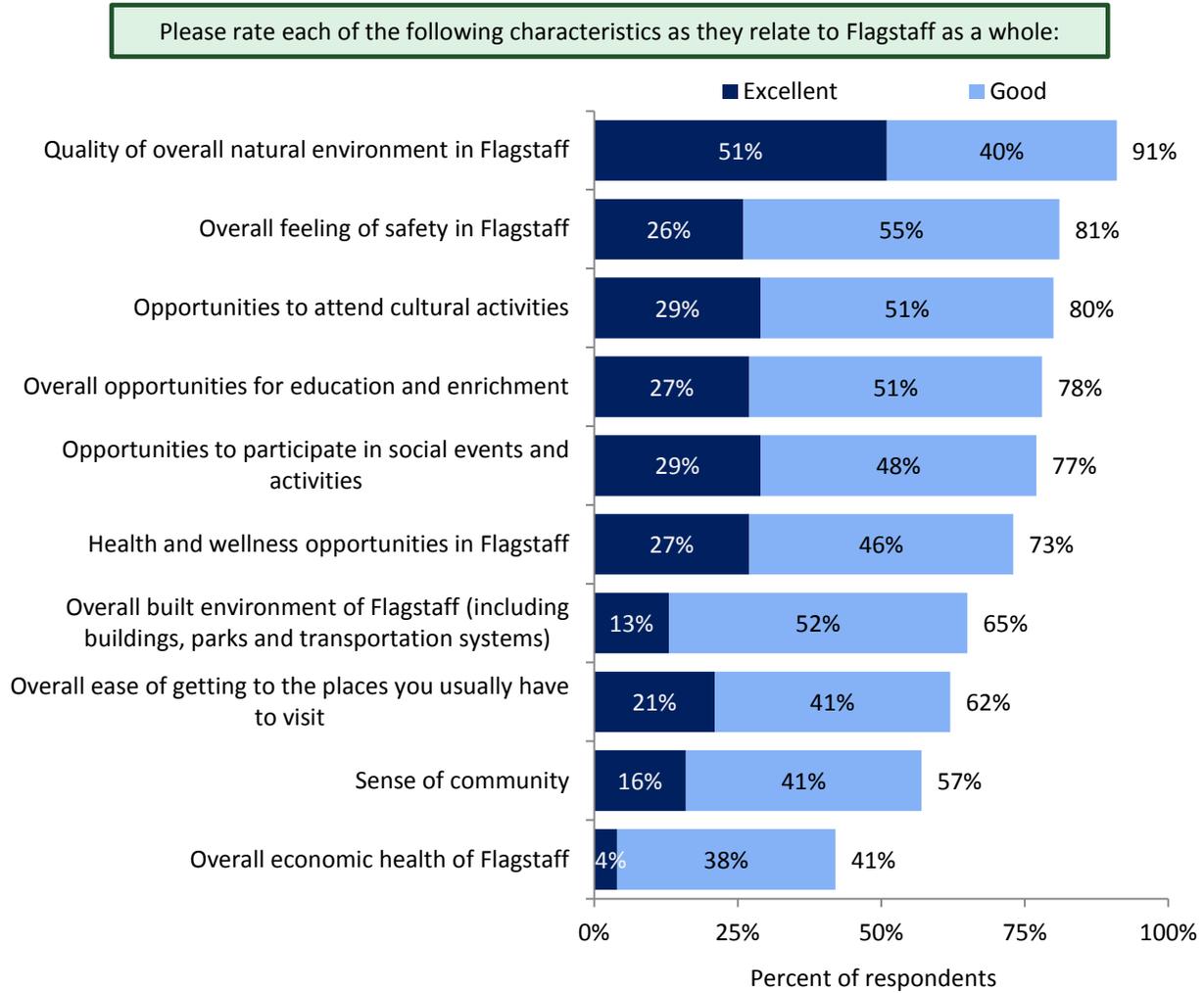


Figure 10: Community Characteristics Benchmarks

	Comparison to peer communities benchmark
Quality of overall natural environment in Flagstaff	Higher
Overall feeling of safety in Flagstaff	Similar
Opportunities to attend cultural activities	Higher
Opportunities to participate in social events and activities	Higher
Sense of community	Similar

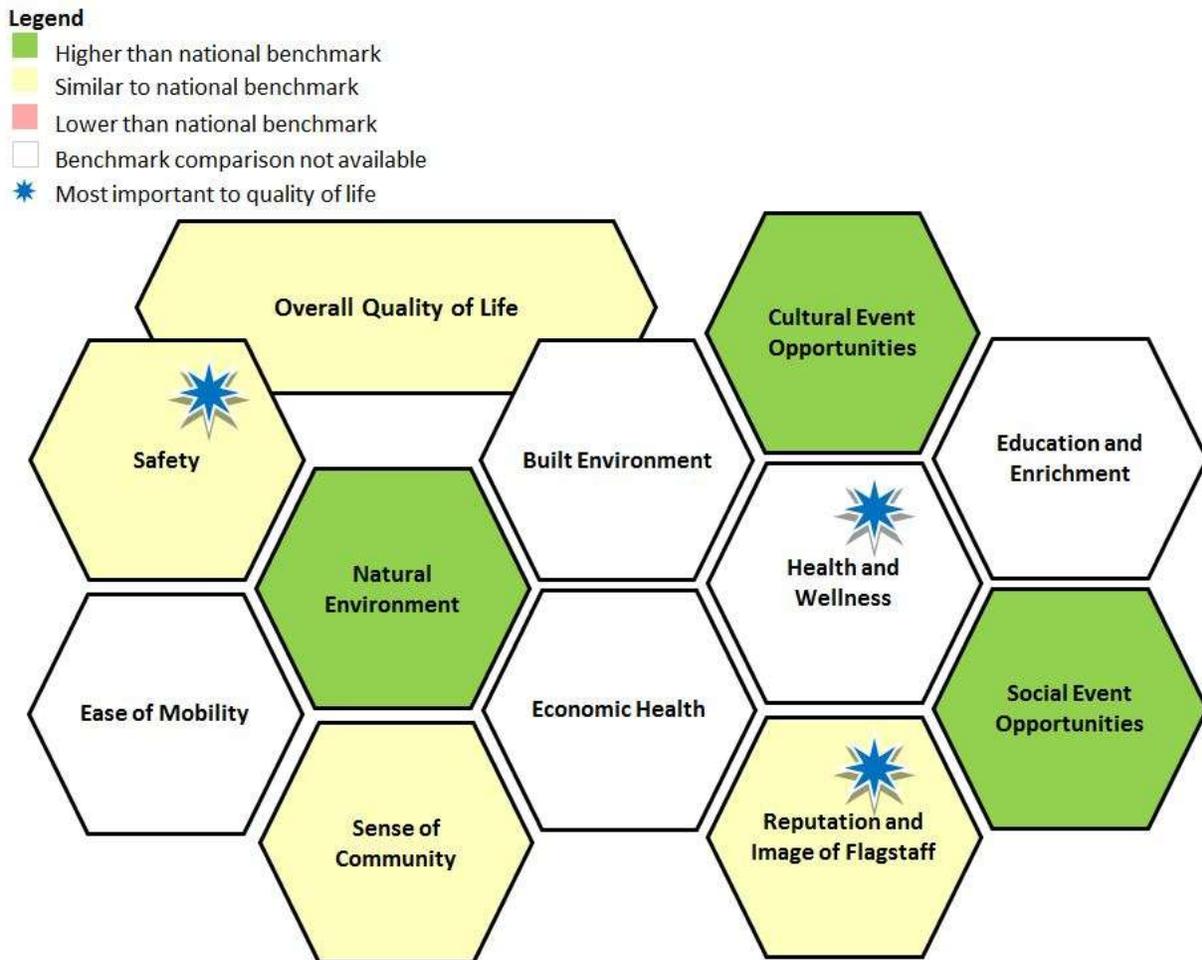
A Closer Look at Quality of Life in Flagstaff

By knowing what resonates most with residents as they rate their quality of life, Flagstaff stakeholders will have a window into the aspects that make their community livable, attractive, and a place where people want to be.

Respondents' ratings of the characteristics of Flagstaff were correlated with their ratings of the overall quality of life to reveal those aspects with the greatest likelihood of having influence over it. The 2013 City of Flagstaff Action Chart™ below combines two dimensions of performance: comparisons to the peer communities benchmark (indicated by the shading) and identification of the community characteristics most highly correlated with ratings of overall quality of life (indicated by a starburst icon).

This analysis revealed that overall feeling of safety, overall image or reputation of Flagstaff and health and wellness opportunities in Flagstaff play the biggest role in how residents assess their overall quality of life. Of these three aspects, overall feeling of safety and overall image or reputation of Flagstaff were rated similar to the benchmarks (a comparison was not available for health and wellness opportunities). Targeting potential changes or improvements in these three areas could help to elevate residents' opinions about their quality of life.

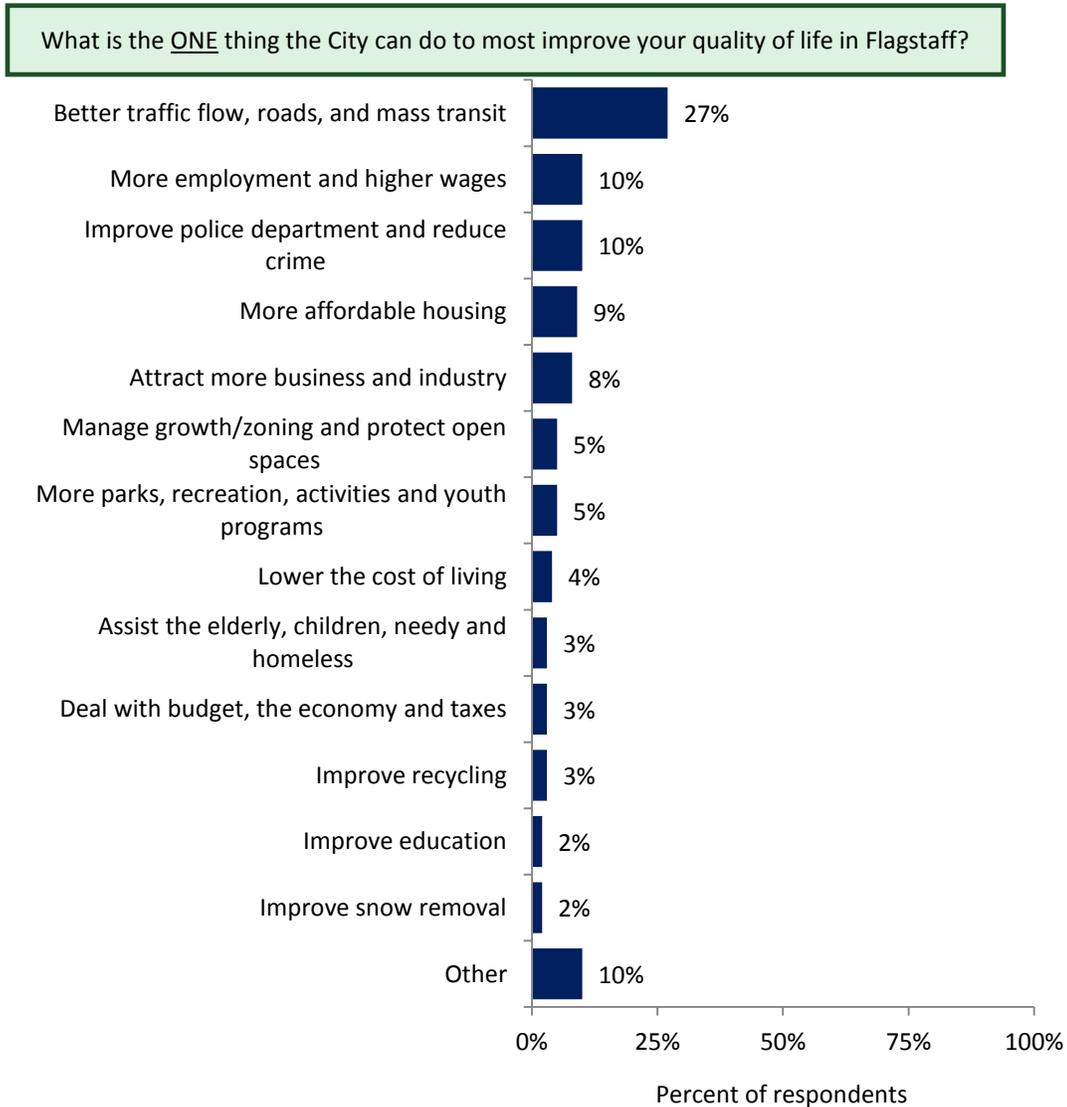
Figure 11: The City of Flagstaff Action Chart™ 2013



Quality of Life Improvements

Respondents were given the option to write in their own words what they believed was the one thing the City could do to most improve their quality of life in Flagstaff. At the top of the list, one-quarter of respondents identified items related to improving traffic flow, roads and mass transit. One in 10 or fewer identified the other items categorized in in the chart below including more employment and higher wages, improving the police department and reducing crime and offering more affordable housing. (These responses, including “other,” can be found verbatim in *Appendix C: Verbatim Responses to Open-ended Survey Questions.*)

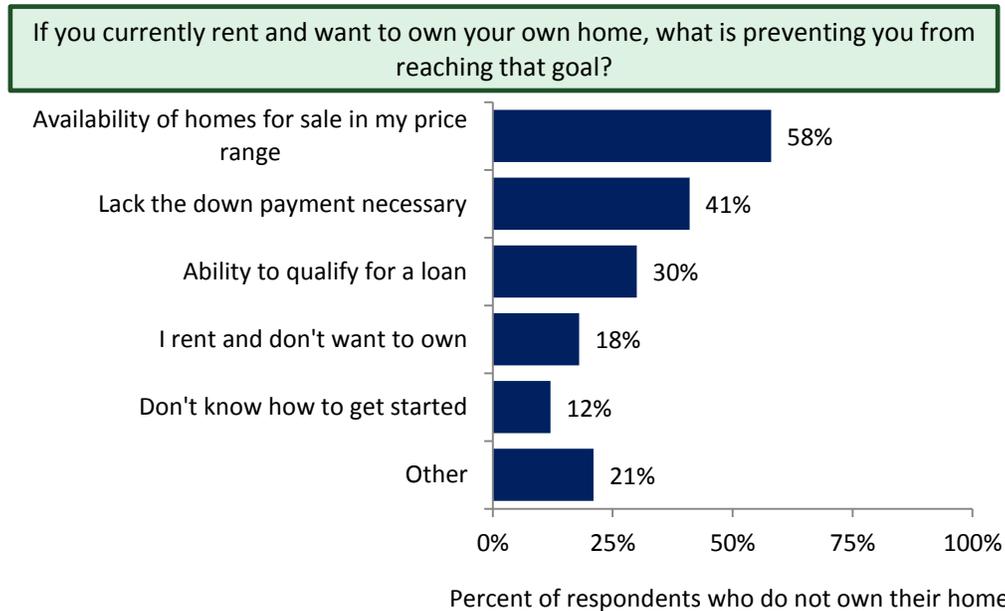
Figure 12: Suggested City Actions to Improve Quality of Life



Housing Concerns

Residents were asked to indicate what was preventing them from owning their own home if they currently rented and wanted to own their home. Nearly half of respondents (45%) reported already owning their own home (for all response options, see *Appendix B: Responses to Survey Questions*). Of those who reported not owning their home, 6 in 10 respondents reported that the main obstacle to ownership the availability of homes for sale in their price range. Forty-one percent reported lacking the down payment necessary to purchase a home. Forty-one percent reported lacking the down payment necessary to purchase a home.

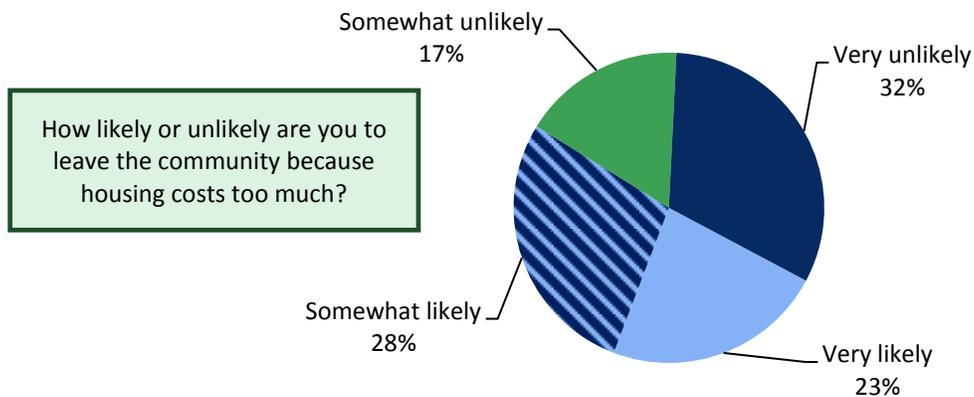
Figure 13: Barriers to Home Ownership for Renters



Total may exceed more than 100% as respondents could select more than one response.

When asked how likely or unlikely they would be to leave the community because housing costs too much, the responses were split down the middle; about half reported being “somewhat” or “very” likely (51%) and the other half reported being “somewhat” or “very” unlikely (49%). However, more residents said they were “very unlikely” than “very likely” to leave due to housing costs.

Figure 14: Likelihood of Leaving Community Due to Housing Costs



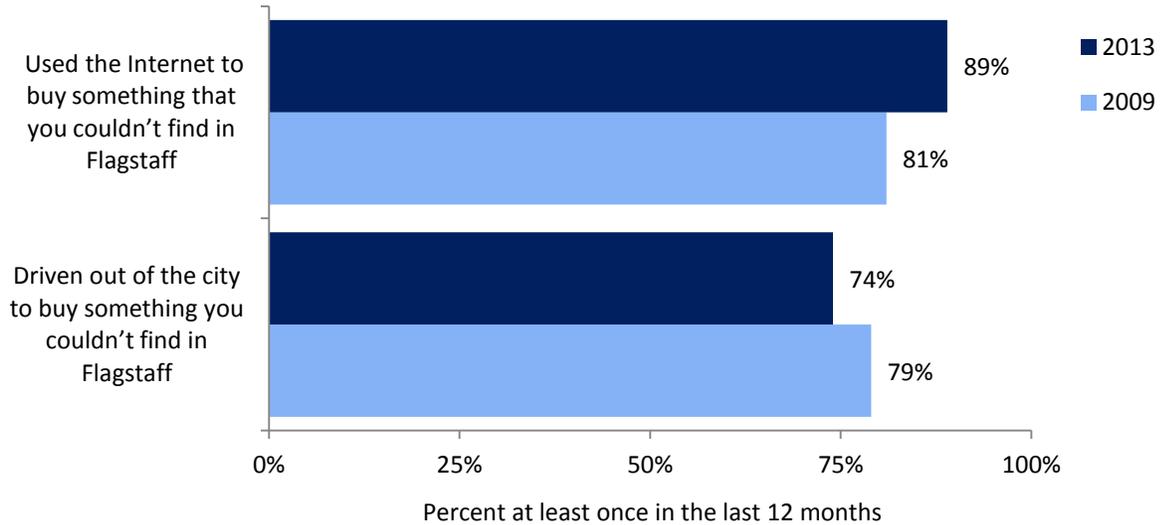
Shopping in Flagstaff

As in 2009, survey respondents were asked to indicate how often they had used the Internet or driven out of the city to buy something they could not find in Flagstaff. Almost 9 in 10 residents reported having used the Internet at least once in the last 12 months to buy something they were unable to find in Flagstaff. About one-third had used the Internet at least 13 times in the 12 months prior to the 2013 survey and another one-third had done so 3 to 12 times (see *Appendix B: Responses to Survey Questions* for full frequencies).

Fewer residents reported having driven out of the city compared to those that reported having used the Internet to buy something they could not find in Flagstaff; however, still three-quarters drove out of the city at least once in the last 12 months, similar to 2009. Only 9% of residents had driven out of the city 13 times or more in the last 12 months, while a third had done so 3 to 12 times (see *Appendix B: Responses to Survey Questions* for full frequencies).

Differences between the 2013 and 2009 survey results may be due to changes in the question wording and scale.

Figure 15: Frequency of Shopping Outside of Flagstaff Compared by Year

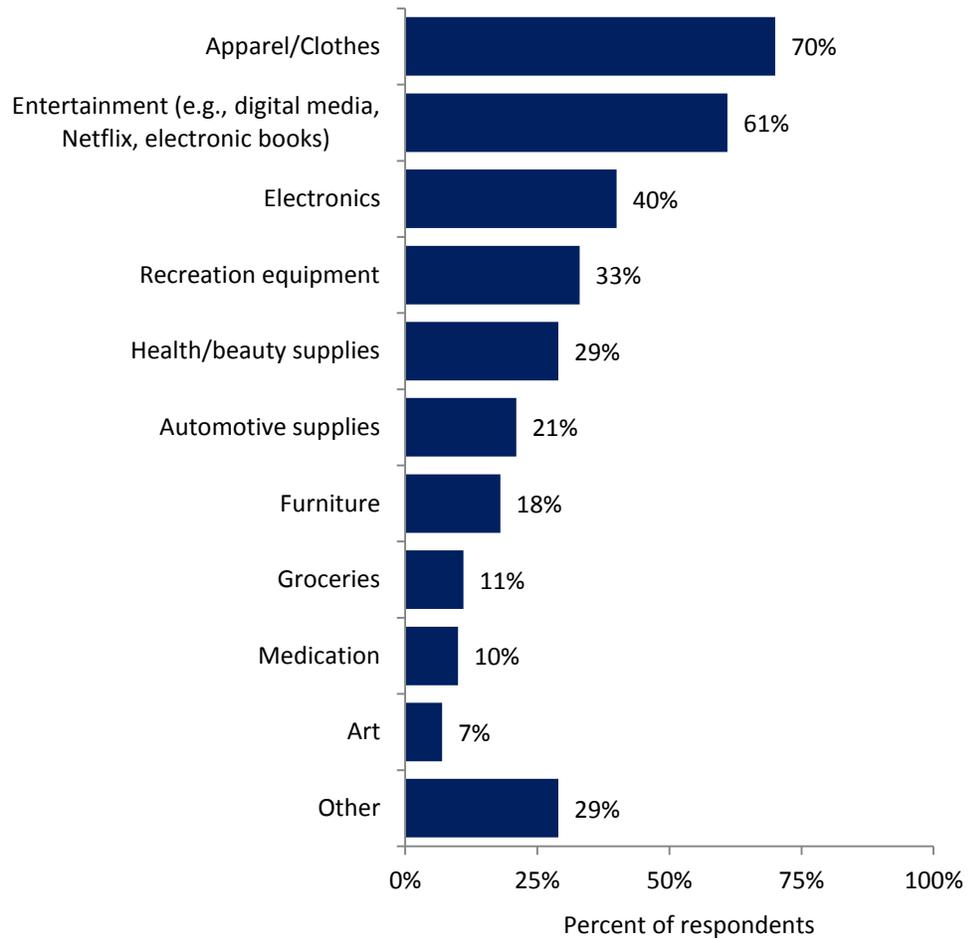


In 2009, the scale was very often, sometimes, not very often or never. In 2013, the scale was never, once or twice, 3-12 times, 13-26 times or more than 26 times.

Residents were then asked to indicate what they purchased if they had used the Internet to buy something they could not find in Flagstaff and could select more than one item. Apparel and clothes were at the top of the list (70% of respondents), followed by entertainment (61%) and electronics (40%). Fewer respondents indicated they purchased medication (10%) and art (7%). All other items were purchased on the Internet by 11% to 33% of respondents. One-third of residents indicated they made “other” purchases.

Figure 16: Internet Purchases

If you or another household member used the Internet at least once in the last 12 months to buy something online that you couldn't find in Flagstaff, what kinds of things were purchased?

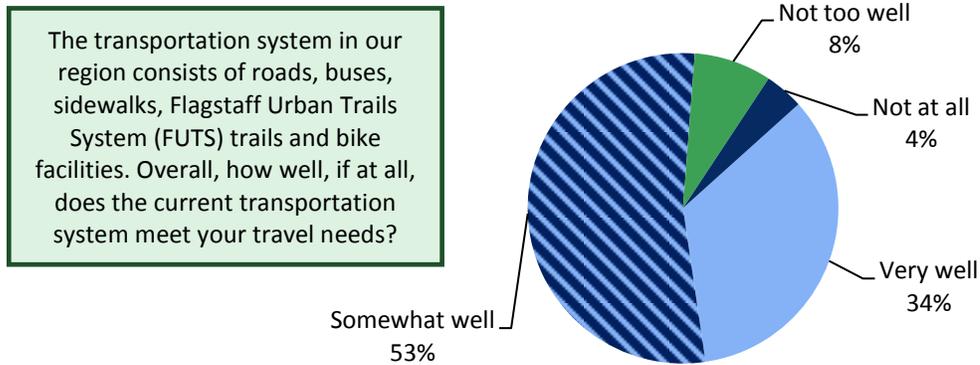


Total may exceed more than 100% as respondents could select more than one response.

Transportation Systems

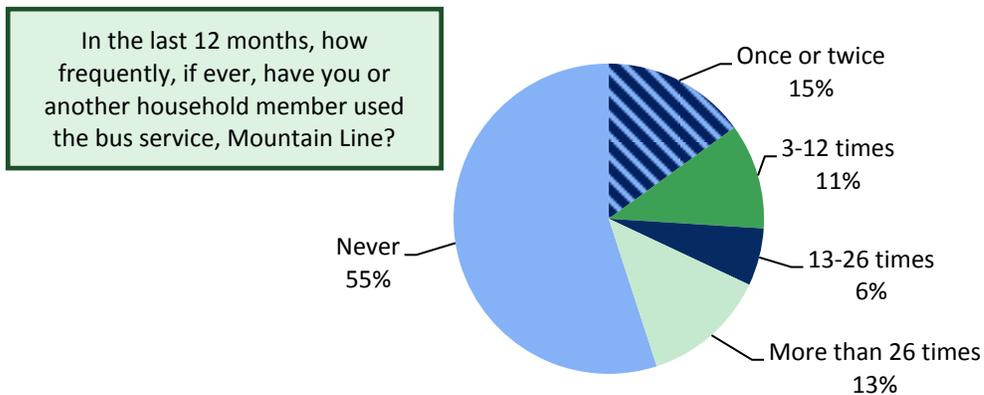
The ability to move easily throughout a community can greatly affect the quality of life of residents by diminishing time wasted in traffic congestion and by providing opportunities to travel quickly and safely by modes other than the automobile. When asked how well the current transportation system meets needs, Flagstaff residents gave a favorable rating. Eighty-seven percent of respondents said the transportation system meets their needs “very” or “somewhat” well, while 8% said “not too well” and only 4% said “not at all.”

Figure 17: How Well Transportation System Meets Needs



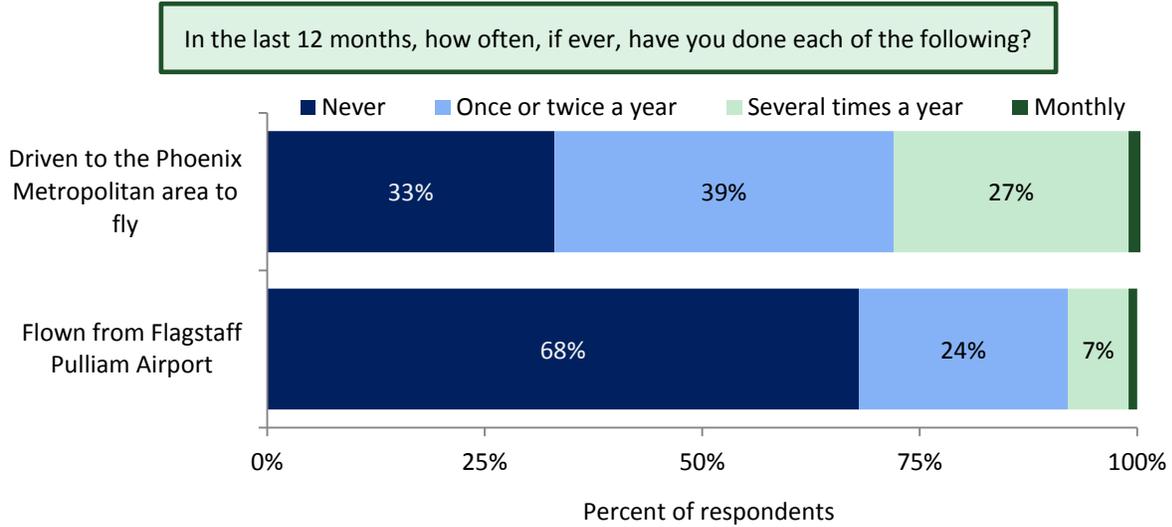
Residents also were asked a new question in 2013 about their frequency of using the bus service, Mountain Line. A majority of respondents (55%) indicated they had not used Mountain Line in the 12 months prior to the survey; however one in five had used it 13 times or more. The frequency of use of Mountain Line was higher when compared to the use of bus services in other peer communities (see *Appendix D: Benchmark Comparisons*).

Figure 18: Frequency of Mountain Line Use



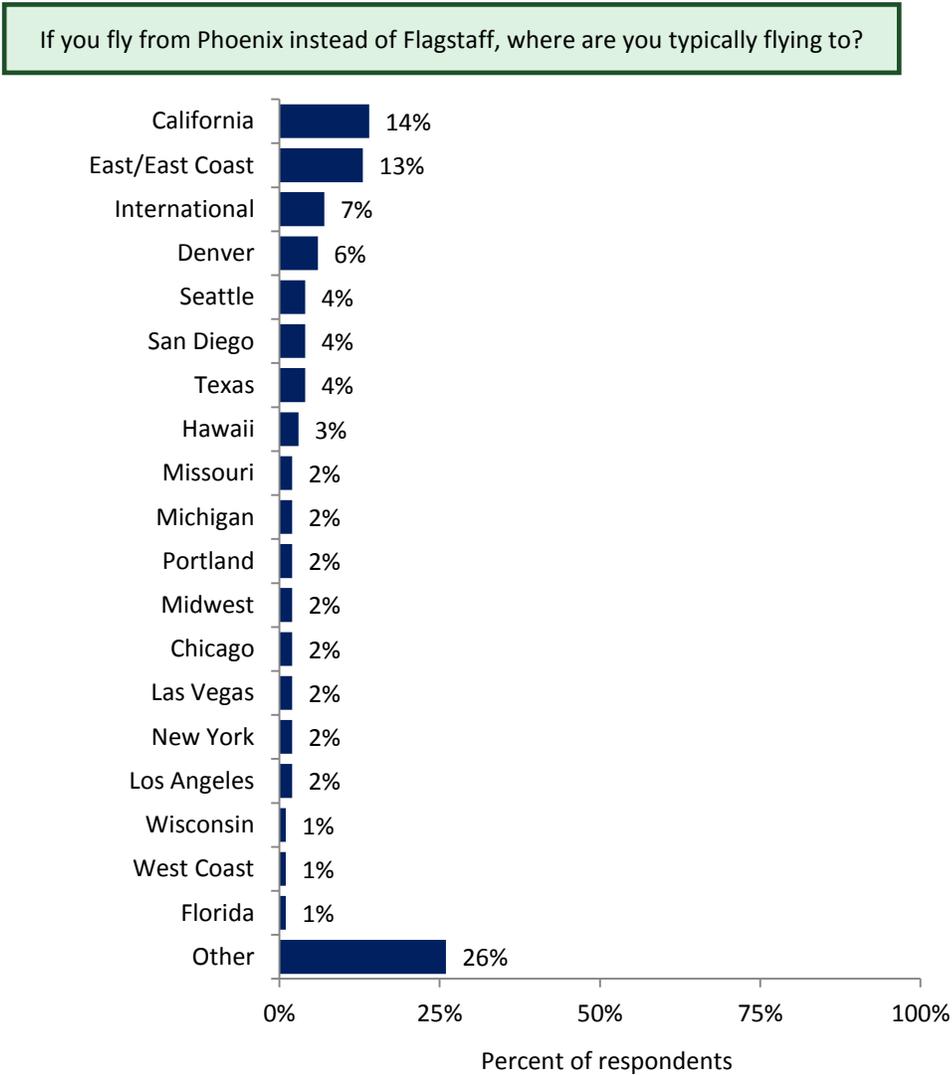
Survey respondents were asked to indicate how often in the 12 months prior to the survey they had driven to the Phoenix Metropolitan area to fly and how often they had flown from Flagstaff Pulliam Airport. About a third of respondents had never driven to the Phoenix Metropolitan area to fly and twice as many had never flown from Flagstaff Pulliam Airport. Of those who had driven to Phoenix to fly or had flown from Flagstaff, most had done so once to several times a year.

Figure 19: Frequency of Air Travel



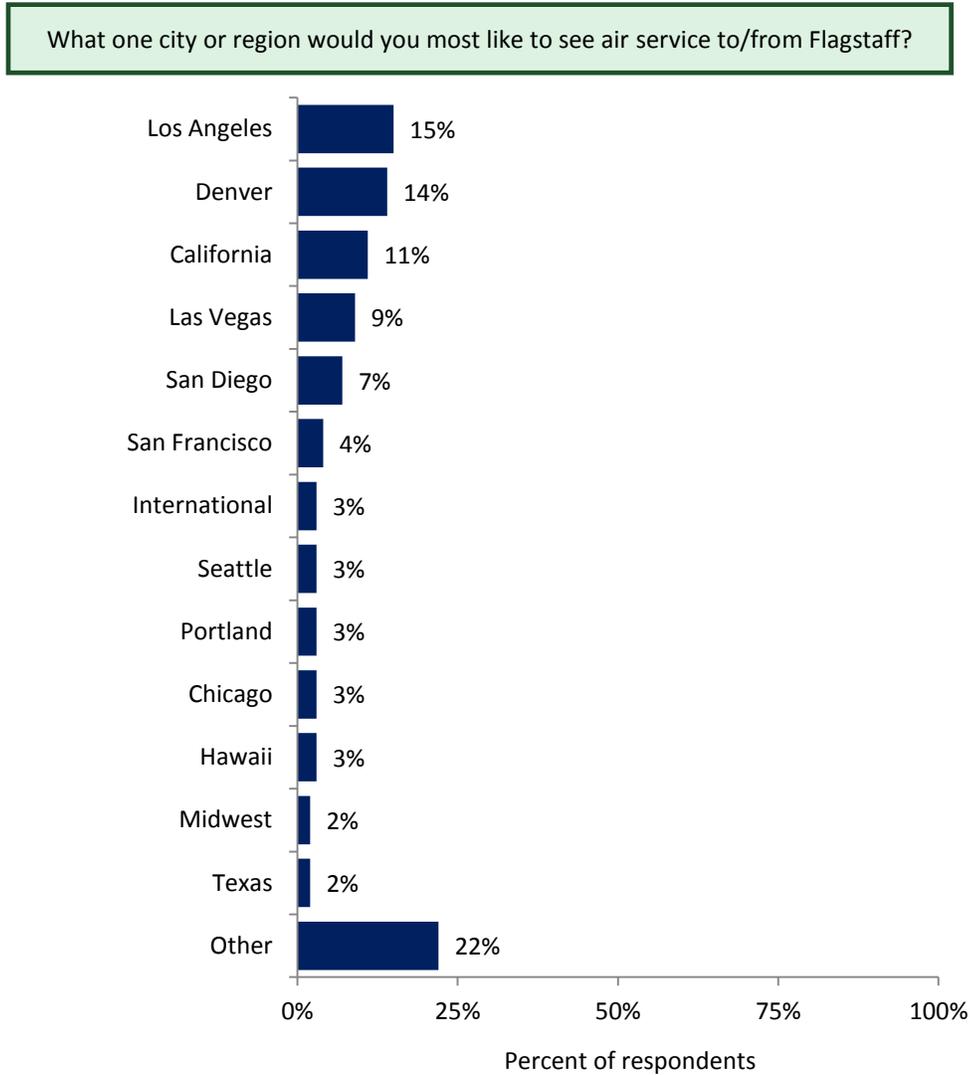
Survey respondents were then asked to indicate, in their own words, where they typically fly to if they fly from Phoenix instead of Flagstaff. The responses written-in by residents were reviewed and categorized into groups. California (14%) and the East/East Coast (13%) were the most frequent travel destinations when flying from Phoenix. All other destinations were mentioned by 7% or fewer respondents. A quarter of responses were categorized into “other” destinations due to the variation and infrequency among responses. These “other” responses can be found verbatim in *Appendix C: Verbatim Responses to Open-ended Survey Questions*.

Figure 20: Destinations When Flying From Phoenix



Survey respondents also were asked to indicate what one city or region they would most like to see air service to/from Flagstaff. The responses written-in by residents were reviewed and categorized into the groups displayed in the chart below. Flagstaff residents would most like to see air service between Flagstaff and Los Angeles (15%), followed by Denver (14%) and California (11%). All other destinations were mentioned by less than 1 in 10 respondents. One-quarter of responses were categorized as “other” destinations due to the variation and infrequency among responses. These “other” responses can be found verbatim in *Appendix C: Verbatim Responses to Open-ended Survey Questions*.

Figure 21: Preferred City or Region to Add as Air Service to/from Flagstaff



City Government

Overall Quality of City Services

Residents were given the opportunity to rate the quality of City services overall. Sixty-nine percent rated the overall quality of City services as “excellent” or “good” while 31% rated them as “fair” or “poor.” This rating was lower than what was reported in 2009 but similar to 2007. The difference in ratings could be at least partially attributable to the change in survey administration mode (from telephone to mail). When compared to ratings given by residents in peer communities, Flagstaff’s rating was similar (see *Appendix D: Benchmark Comparisons*).

Residents who owned their home or were 55 years or older tended to give higher evaluations to the overall quality of services than did those who rented their home or were under 55 years old (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*).

Figure 22: Overall Quality of Flagstaff City Services

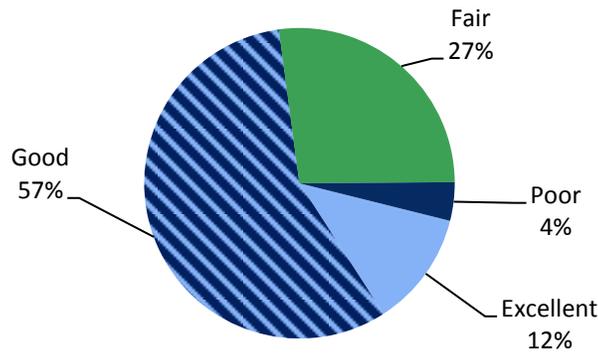
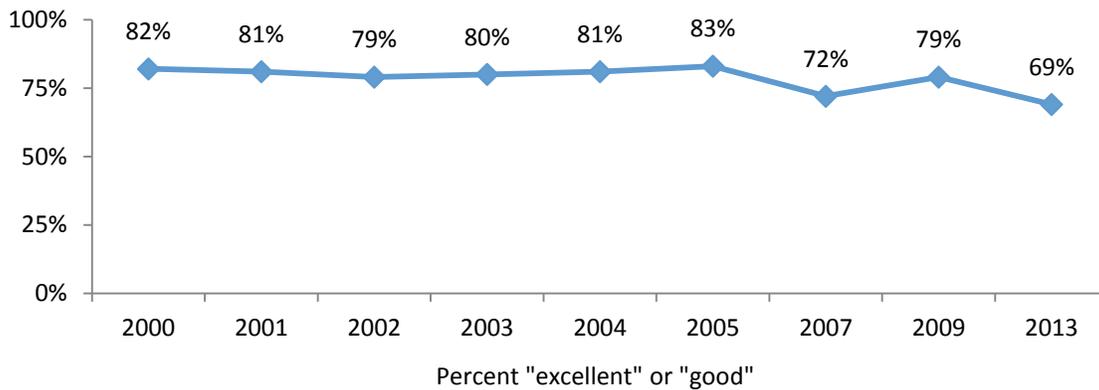


Figure 23: Overall Quality of Flagstaff City Services Compared by Year



Perceptions of City Services

Respondents were asked to rate the quality of 19 City services. At the top of the list (see Figure 24), with 96% rating it as “excellent” or “good,” was the fire department followed by garbage collection services (90%), libraries (89%), parks (84%) and sewer services (82%). Services receiving relatively lower evaluations included snow removal operations (52% “excellent” or “good”), planning and building services (51%) and street maintenance (33%).

Please note that a relatively large proportion of respondents said “don’t know” when asked to rate the following services: planning and building services (38% “don’t know”), Mountain Line (bus service throughout Flagstaff) (31%), sustainability and environmental programs (30%), heritage preservation (26%), fire department (25%) and recreation programs (21%). Percentages shown in the body of the report represent those who had an opinion (see *Appendix B: Responses to Survey Questions*).

Twelve services could be compared to ratings given by residents in the selected peer communities’ benchmark (see *Appendix D: Benchmark Comparisons*). Ratings for the fire department, water services and Mountain Line (bus service throughout Flagstaff) were higher than comparison communities. Ratings for garbage collection services, libraries, parks, the police department, recycling services, sewer services, snow removal operations, street maintenance and traffic signals were similar to the benchmark. No service ratings were lower than the peer communities’ benchmark. Benchmark comparisons were not available for the remaining seven services.

Twelve of the 19 services could be compared to 2009 survey results. Sewer services, water services, the police department and street maintenance received lower ratings in 2013 compared to 2009 ratings. Planning and building services received a higher rating in 2013 compared to 2009. Differences in ratings between 2013 and 2009 may be due in part to the changes in the survey administration modes (from phone in 2009 to mail and web in 2013, see *Appendix F: Survey Methodology*).

Residents living in areas 3 and 4 tended to give higher evaluations to planning and building services and Mountain Line than did those living in areas 1 and 2. In general, part-time residents, those who owned their home and those who were 55 years or older tended to give higher ratings to most City services than did full-time residents, those who rented and those who were under 55 years old (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*).

Figure 24: Quality of Flagstaff City Services Compared by Year

Please rate the quality of each of the following services provided in Flagstaff.	2013	2009	2007	2005	2004	2003	2002	2001	2000
Fire department	96%	97%	98%	98%	95%	98%	95%	96%	97%
Garbage collection services	90%	92%	87%	90%	90%	87%	86%	89%	88%
Libraries	89%	91%	91%	92%	90%	88%	91%	90%	88%
Parks	84%	85%	81%	82%	85%	81%	80%	83%	80%
Sewer services	82%	90%	88%	91%	87%	85%	83%	87%	86%
Water services	81%	89%	85%	88%	85%	79%	78%	81%	86%
Mountain Line (bus service throughout Flagstaff)	77%	NA							
Police department	74%	87%	79%	85%	79%	82%	83%	79%	82%
Utility billing services	73%	NA							
Recreation programs	70%	77%	66%	69%	72%	68%	60%	65%	61%
Sustainability and environmental programs	70%	NA							
Heritage preservation	70%	NA							
Recycling services	68%	NA	NA	76%	NA	NA	75%	78%	80%
Streetscapes (making street medians and sides of streets attractive)	63%	NA							
Public art	58%	NA							
Traffic signals	56%	61%	41%	40%	49%	42%	29%	32%	38%
Snow removal operations	52%	55%	57%	68%	64%	71%	67%	67%	60%
Planning and building services	51%	42%	38%	44%	38%	43%	38%	41%	NA
Street maintenance	33%	46%	41%	51%	56%	53%	45%	49%	53%

Percent "excellent" or "good."

In 2009 and prior, "Recycling services" and "Sustainability and environmental programs" was one item and was worded as "Recycling and Environmental Programs" so a comparison could not be made to the 2013 results. However, in 2005, 2002, 2001 and 2000, the survey asked specifically about "recycling programs" so comparisons have been made to the 2013 item "Recycling services."

Figure 25: City Services Benchmarks

	Comparison to peer communities benchmark
Fire department	Higher
Garbage collection services	Similar
Libraries	Similar
Parks	Similar
Sewer services	Similar
Water services	Higher
Mountain Line (bus service throughout Flagstaff)	Higher
Police department	Similar
Recycling services	Similar
Traffic signals	Similar
Snow removal operations	Similar
Street maintenance	Similar

Interactions with the City

Survey respondents were asked how often in the 12 months prior to the survey they used the City’s website, visited City Hall or called City Hall, and then were asked to rate the quality of customer service during their interactions. About 59% of respondents had at least “sometimes” used the City’s website or online services in the last 12 months, while 40% had visited City Hall and only 25% had called City Hall. At least a majority of respondents rated their interactions with each of these three City resources as “excellent” or “good,” with visiting City Hall receiving the highest quality rating (76% “excellent” or “good”).

Figure 26: Frequency of Using City Resources

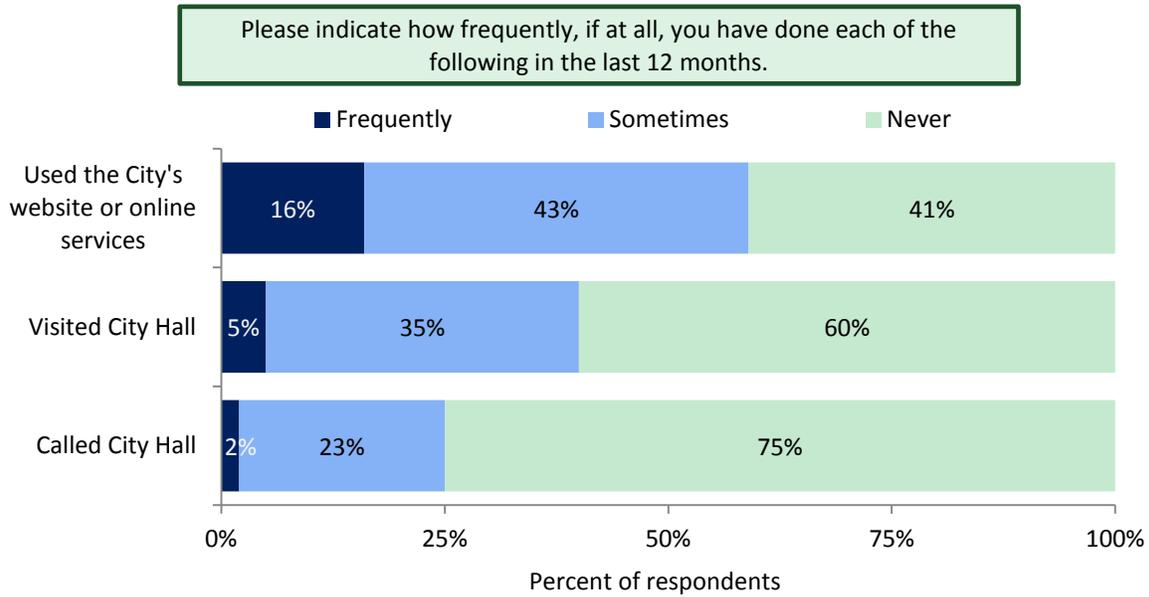
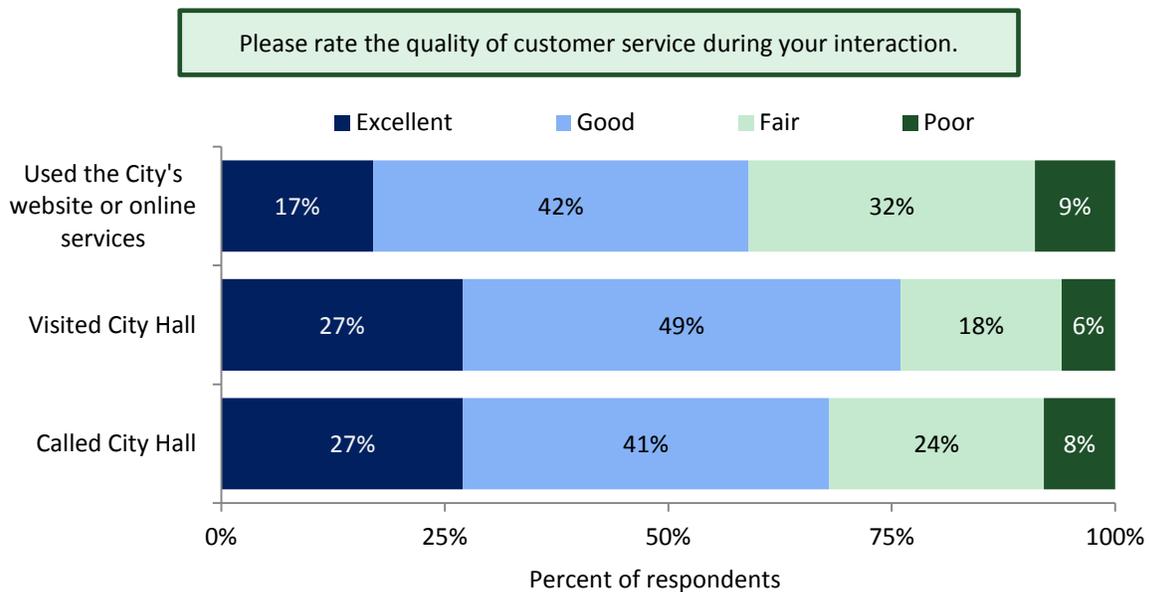


Figure 27: Quality of Customer Service Interaction



Government Performance

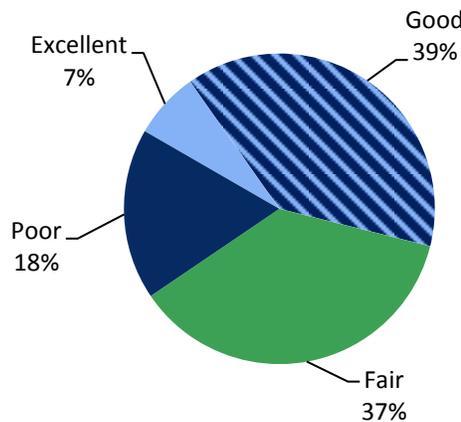
The 2013 Flagstaff survey included a new question regarding the quality of government performance within a number of categories ranging from overall confidence in the representation residents receive to the job Flagstaff government does at welcoming citizen involvement.

Overall Direction

Respondents were asked to rate the overall direction the City is taking. Forty-six percent reported this as “excellent” or “good,” while 37% reported this as “fair” and 18% reported “poor.” This rating was similar to the peer communities’ benchmark rating. It should be noted that 27% of respondents reported “don’t know” when answering this question. The full set of responses, including “don’t know,” can be found in *Appendix B: Responses to Survey Questions*.

Residents aged 18 to 34 tended to give higher ratings to the overall direction of the City government than did residents 35 and older (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*).

Figure 28: Overall Direction the City is Taking



Aspects of Government Performance

Survey respondents were asked to rate the quality of each of a number of aspects of the City government performance. At the top of the list (see Figure 29), with 49% of respondents reporting “excellent” or “good,” was the value of services for taxes paid to City of Flagstaff government, followed by being honest (48%). Residents felt somewhat less positively about the City government generally acting in the best interest of the community (41% “excellent” or “good”) and the overall confidence in City of Flagstaff government (43%).

Please note that more than 20% of respondents selected “don’t know” when asked to rate all of the categories of government performance. The full set of responses, including “don’t know,” can be found in *Appendix B: Responses to Survey Questions*.

Two of the six aspects of the City government performance could be compared to the custom set of benchmarks. The value of services for the taxes paid to City of Flagstaff government and the job City of Flagstaff government does at welcoming citizen involvement were both rated similar to ratings given in the peer communities’ benchmark (see *Appendix D: Benchmark Comparisons* for more information on the benchmark data).

Residents who lived in Flagstaff for less than five years tended to give higher ratings than did those who lived in Flagstaff for more than five years (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*).

Figure 29: Aspects of Government Performance

Please rate the following categories of City of Flagstaff government performance.

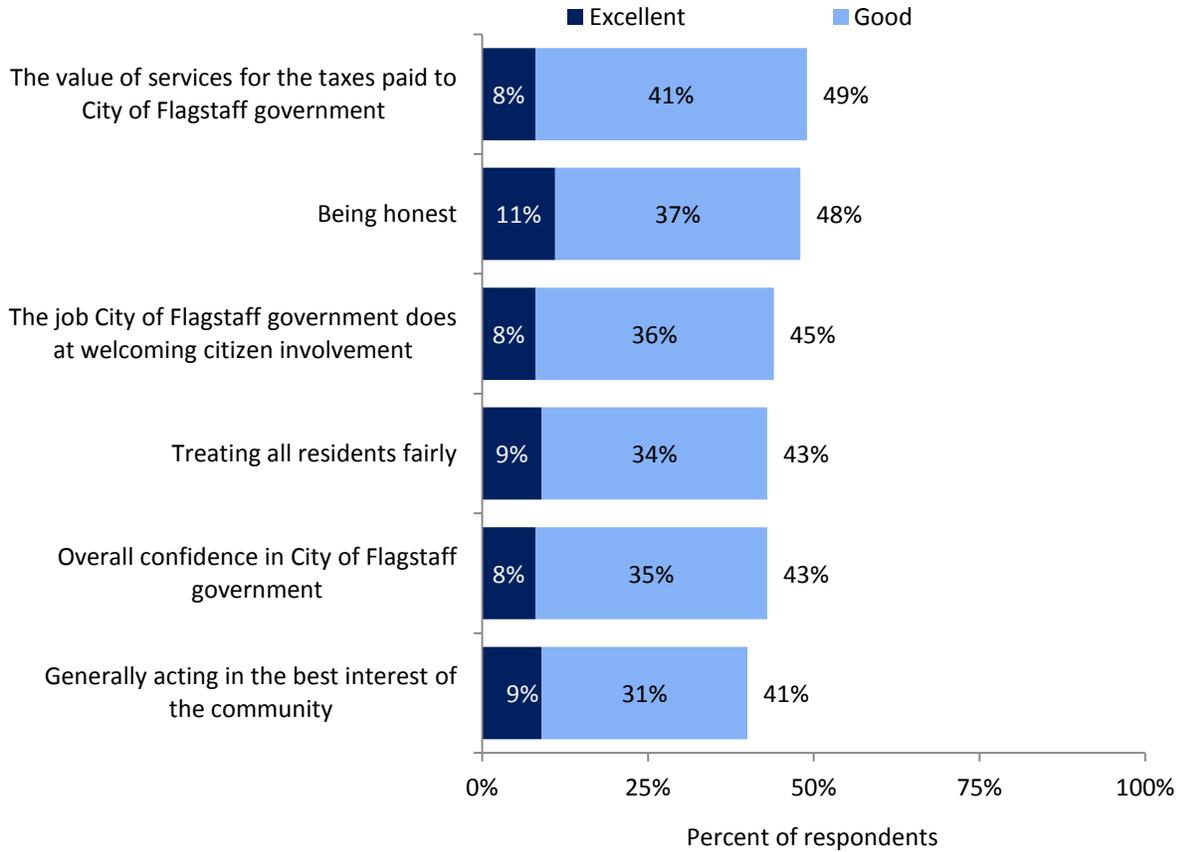


Figure 30: Government Performance Benchmarks

	Comparison to peer communities benchmark
The value of services for the taxes paid to City of Flagstaff government	Similar
The job City of Flagstaff government does at welcoming citizen involvement	Similar

Level of Support for City Actions

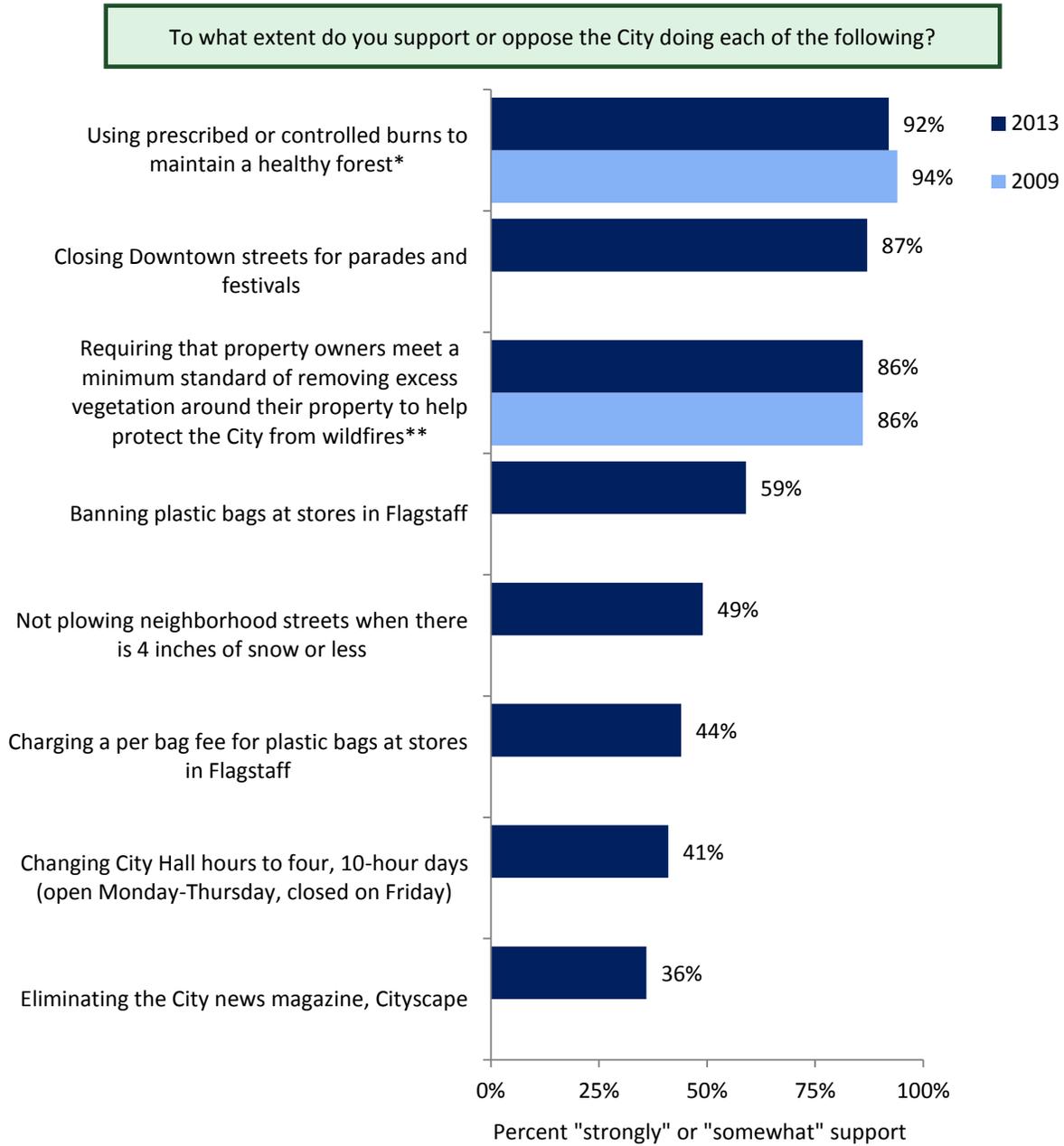
Respondents were asked to what extent they would support or oppose the City government taking a number of actions, from using prescribed or controlled burns to maintain a healthy forest to eliminating the City news magazine, Cityscape. Overwhelmingly, respondents were in favor of using prescribed or controlled burns to maintain a healthy forest; 92% “somewhat” or “strongly” supported it, with 61% voicing strong support (see *Appendix B: Responses to Survey Questions* for full frequencies). More than 8 in 10 residents supported closing downtown streets for parades and festivals (87% “somewhat” or “strongly” support) and requiring that property owners meet a minimum standard of removing excess vegetation around their property to help protect the City from wildfires (86%). The least supported initiatives included eliminating the City news magazine, Cityscape (36% “somewhat” or “strongly” support) and changing City Hall hours to four, 10-hour days each week (41%).

Two of the eight proposed actions could be compared to 2009 ratings. Using prescribed or controlled burns and requiring that property owners meet a minimum standard of removing excess vegetation around their property received similar ratings in 2013 and 2009.

Please note that more than 20% of respondents selected “don’t know” when rating their support for or opposition to changing City Hall hours to four, 10-hour days each week and eliminating the City news magazine, Cityscape. The full set of responses, including “don’t know,” can be found in *Appendix B: Responses to Survey Questions*.

Full-time residents tended to give higher ratings of support for closing downtown streets for parades and festivals than did part-time residents. Residents who lived in Flagstaff for less than five years tended to give lower ratings of support for not plowing neighborhood streets when there is four inches of snow or less than did those living in Flagstaff for more than five years (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*).

Figure 31: Support for City Actions Compared by Year



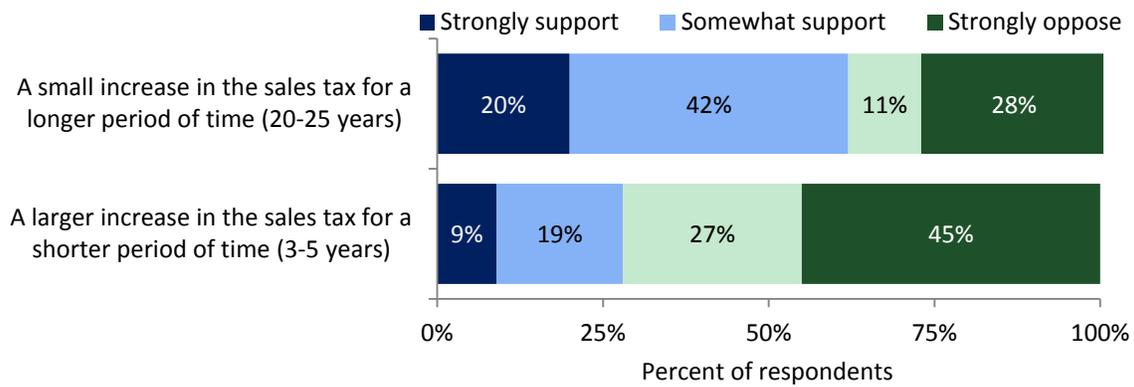
*In 2009, this item was asked on a scale of strongly agree, somewhat agree, somewhat disagree and strongly disagree. For comparison purposes, the percent "strongly" or "somewhat" agree is shown in the figure above.

**In 2009, this item was asked on a scale of yes or no. For comparison purposes, the percent "yes" is shown in the figure above.

Survey respondents were asked to what extent they would support or oppose two different sales tax increases for street improvements in Flagstaff. A small increase in the sales tax for a longer period of time (20-25 years) received more than twice as much support (61% “somewhat” or “strongly” support) than did a larger increase in the sales tax for a shorter period of time (3-5 years; 28% support). Residents were five times more likely to strongly oppose than strongly support a larger sales tax increase for a shorter period of time.

Figure 32: Level of Support for Sales Tax Increase for Street Improvements

The condition of City streets can be rated on a scale of 0 to 100, where at least 70 is an "acceptable" condition. Because of declining revenues, the City has not been able to devote the resources necessary to maintain all City streets at an acceptable condition. A majority of Flagstaff streets are in the range of 60 and below. In order to bring all streets up to an acceptable condition, more than \$50 million would be required. While the City Council has increased funding to address the condition of City streets, it is not enough to bring our roads to an acceptable condition. The current local sales tax rate is 1.72%. To what extent do you support or oppose each of the following sales tax increases, which would be dedicated to street improvements in Flagstaff?



Flagstaff Regional Plan

The survey included two questions gauging respondent’s familiarity with, and likelihood of, approving the Flagstaff Regional Plan. When asked how familiar they were with the plan, half (47%) were “not at all familiar.” One-third said they were “a little bit familiar (heard of it),” one in five were “somewhat” familiar and only 4% were “very” familiar.

Residents were given a brief synopsis of the plan and then asked how likely or unlikely they were to approve the plan in the upcoming May 2014 election. Sixty-seven percent reported that they were “somewhat” or “very” likely to approve the plan, while 33% were “somewhat” or “very” unlikely. Similar proportions of respondents reported being “very” likely (14%) and “very” unlikely (17%) to approve the Regional Plan.

Figure 33: Familiarity with Regional Plan

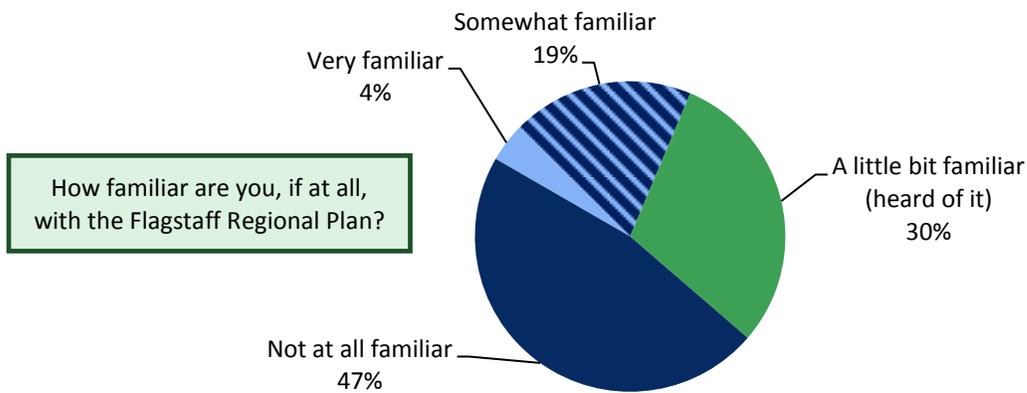
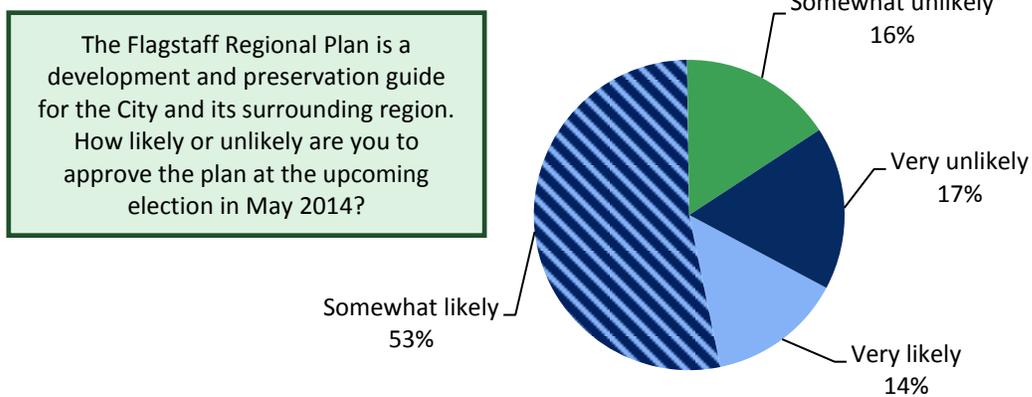


Figure 34: Likelihood of Regional Plan Approval

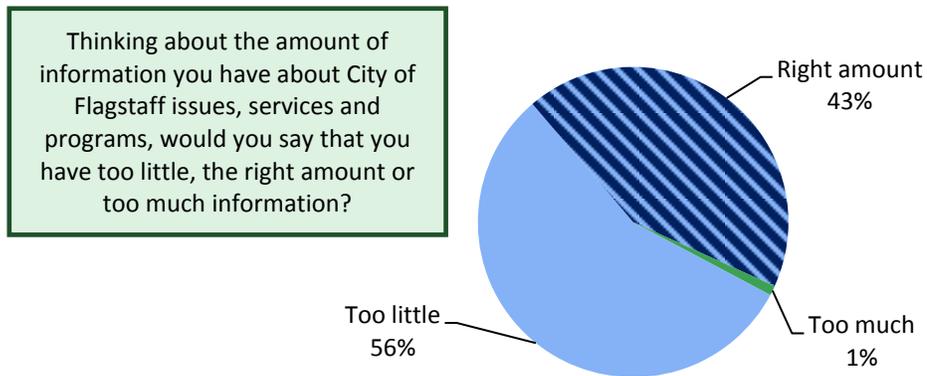


Information Sources

Two questions on the 2013 survey were aimed at understanding what sources residents utilize for getting information about the City and whether they receive the right amount of information.

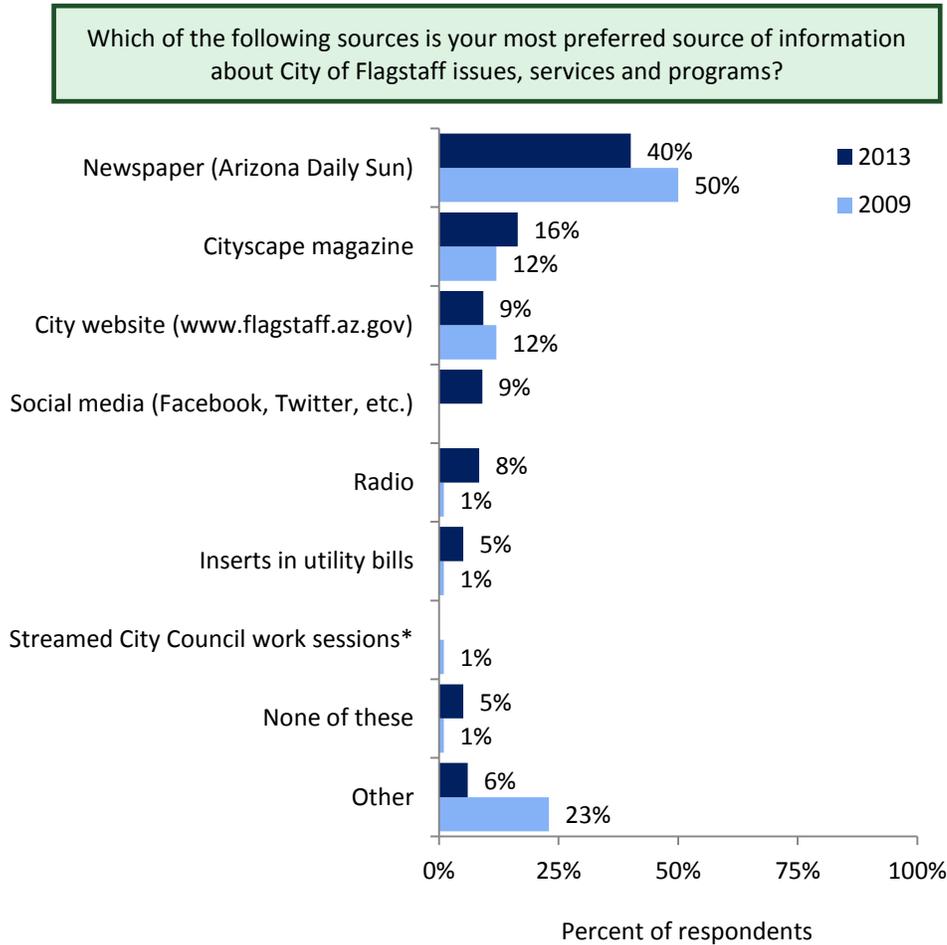
A majority of survey respondents reported that the amount of information they have about City issues, services and programs is too little (56%) and only 1% reported the amount being too much. Four in 10 residents felt they had the “right amount” of information about City issues, services and programs.

Figure 35: Amount of Information about City Issues, Services and Programs



The sources of information most preferred by residents to get information about Flagstaff were the Arizona Daily Sun newspaper (40%), the Cityscape magazine (16%), the City website (9%) and social media (9%). Fewer respondents reported the Arizona Daily Sun in 2013 compared to 2009 and fewer reported using an “other” source in 2013 compared to 2009.

Figure 36: Preferred Information Sources Compared by Year



The 2013 question included more response options and asked about residents "preferred" source instead of their most "valuable" (as in 2009); in 2009, this question was asked only of those who said they felt they had enough information available about the City.

**In 2009 this item was "Televised City Council work sessions."*

Appendix A: Respondent Characteristics

Characteristics of the survey respondents are displayed in the tables on the following pages of this appendix.

Table 1: Question D1

How many years have you lived in Flagstaff?	Percent	Number
Less than one year	8%	N=35
1-5 years	24%	N=106
6-10 years	16%	N=68
11-20 years	22%	N=95
More than 20 years	30%	N=132
Total	100%	N=436

Table 2: Question D2

Are you a full-time or part-time resident of Flagstaff?	Percent	Number
Full-time	92%	N=398
Part-time	8%	N=36
Total	100%	N=434

Table 3: Question D3

Do you own or rent your home?	Percent	Number
Own	47%	N=203
Rent	53%	N=228
Total	100%	N=431

Table 4: Question D4

About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent	Number
Less than \$300 per month	4%	N=19
\$300 to \$599 per month	10%	N=42
\$600 to \$999 per month	24%	N=104
\$1,000 to \$1,499 per month	39%	N=166
\$1,500 to \$2,499 per month	18%	N=76
\$2,500 or more per month	4%	N=18
Total	100%	N=426

Table 5: Question D5

Do any children 17 or under live in your household?	Percent	Number
Yes	33%	N=144
No	67%	N=288
Total	100%	N=432

Table 6: Question D6

In which category is your age?	Percent	Number
18-24 years	13%	N=59
25-34 years	30%	N=132
35-44 years	15%	N=64
45-54 years	17%	N=75
55-64 years	11%	N=50
65-74 years	8%	N=36
75 years or older	4%	N=19
Total	100%	N=435

Table 7: Question D7

What is the highest grade of school or year of college that you have completed?	Percent	Number
Grade school	1%	N=2
High school degree or GED	13%	N=56
Some college/ Associate's degree	27%	N=118
Bachelor's degree	37%	N=160
Post-bachelor degree/Graduate degree	22%	N=97
Total	100%	N=434

Table 8: Question D8

Are you of Hispanic, Latino, or Spanish origin?	Percent	Number
Yes	15%	N=63
No	85%	N=362
Total	100%	N=425

Table 9: Question D9

What is your race?	Percent	Number
American Indian or Alaska Native	5%	N=20
Asian, Asian Indian or Pacific Islander	4%	N=17
Black or African American	2%	N=8
White	85%	N=357
Other race	8%	N=36

Total may exceed 100% as respondents could select more than one answer.

Table 10: Question D10

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	Number
Up to \$9,999	9%	N=39
\$10,000 to \$24,999	14%	N=57
\$25,000 to \$49,999	23%	N=94
\$50,000 to \$74,999	23%	N=96
\$75,000 to \$99,999	15%	N=64
\$100,000 to \$149,999	9%	N=37
\$150,000 or more	7%	N=27
Total	100%	N=415

Table 11: Question D11

What is your gender?	Percent	Number
Female	50%	N=212
Male	50%	N=210
Total	100%	N=422

Appendix B: Responses to Survey Questions

Complete Set of Frequencies Excluding “Don’t Know”

The following pages contain a complete set of responses to each question on the 2013 survey, excluding the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents.

Table 12: Question 1

Please rate each of the following aspects of quality of life in Flagstaff.	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Flagstaff as a place to live	42%	N=180	47%	N=206	9%	N=40	2%	N=8	100%	N=434
Your neighborhood as a place to live	33%	N=143	47%	N=199	18%	N=76	2%	N=9	100%	N=427
Flagstaff as a place to raise children	31%	N=111	50%	N=179	13%	N=46	7%	N=24	100%	N=360
Flagstaff as a place to work	11%	N=42	28%	N=113	35%	N=139	27%	N=107	100%	N=402
Flagstaff as a place to visit	62%	N=258	30%	N=125	7%	N=29	1%	N=5	100%	N=417
Flagstaff as a place to retire	31%	N=108	29%	N=100	21%	N=74	18%	N=64	100%	N=345
The overall quality of life in Flagstaff	27%	N=118	48%	N=205	23%	N=100	2%	N=8	100%	N=430

Table 13: Question 2

Please rate each of the following characteristics as they relate to Flagstaff as a whole.	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Overall feeling of safety in Flagstaff	26%	N=111	55%	N=240	15%	N=67	4%	N=15	100%	N=433
Overall ease of getting to the places you usually have to visit	21%	N=89	41%	N=176	29%	N=123	10%	N=43	100%	N=431
Quality of overall natural environment in Flagstaff	51%	N=217	40%	N=170	8%	N=34	1%	N=6	100%	N=428
Overall built environment of Flagstaff (including buildings, parks and transportation systems)	13%	N=54	52%	N=224	27%	N=114	9%	N=38	100%	N=430
Health and wellness opportunities in Flagstaff	27%	N=113	46%	N=188	20%	N=83	7%	N=29	100%	N=412
Overall opportunities for education and enrichment	27%	N=114	51%	N=213	17%	N=71	5%	N=19	100%	N=417
Opportunities to attend cultural activities	29%	N=122	51%	N=215	16%	N=65	4%	N=17	100%	N=419
Opportunities to participate in social events and activities	29%	N=121	48%	N=200	20%	N=82	3%	N=14	100%	N=418
Overall economic health of Flagstaff	4%	N=14	38%	N=153	40%	N=160	19%	N=76	100%	N=404
Sense of community	16%	N=67	41%	N=171	35%	N=145	8%	N=33	100%	N=416
Overall image or reputation of Flagstaff	23%	N=95	57%	N=239	17%	N=72	4%	N=16	100%	N=422

Table 14: Question 3

Please indicate how likely or unlikely you are to remain in Flagstaff for the next five years.	Percent	Number
Very likely	53%	N=223
Somewhat likely	25%	N=105
Somewhat unlikely	9%	N=36
Very unlikely	14%	N=58
Total	100%	N=422

Table 15: Question 4

In the time you've lived in Flagstaff, do you think the City has become a better place to live, it has stayed about the same or has become a worse place to live?	Percent	Number
Better	33%	N=136
Stayed the same	53%	N=222
Worse	14%	N=59
Total	100%	N=417

Table 16: Question 5

Over the last 12 months, would you say that the quality of life in your neighborhood has gotten better, stayed about the same or gotten worse?	Percent	Number
Better	8%	N=33
Stayed the same	76%	N=316
Worse	16%	N=67
Total	100%	N=416

Table 17: Question 6

What is the ONE thing the City can do to most improve your quality of life in Flagstaff?	Percent	Number
Better traffic flow, roads, and mass transit	27%	90
More parks, recreation, activities and youth programs	5%	17
Manage growth/zoning and protect open spaces	5%	18
More affordable housing	9%	30
Attract more business and industry	8%	26
Improve snow removal	2%	6
Improve police department and reduce crime	10%	33
Lower the cost of living	4%	14
More employment and higher wages	10%	33
Improve recycling	3%	10
Deal with budget, the economy and taxes	3%	10
Assist the elderly, children, needy and homeless	3%	9
Improve education	2%	8
Other	10%	34
Total	100%	339

Table 18: Question 7

In the last 12 months, how many times, if ever, have you or another household member done each of the following?	Never		Once or twice		3-12 times		13-26 times		More than 26 times		Total	
Driven out of the city to buy something you couldn't find in Flagstaff	26%	N=110	33%	N=140	33%	N=142	7%	N=29	2%	N=8	100%	N=429
Used the Internet to buy something that you couldn't find in Flagstaff	11%	N=46	18%	N=78	34%	N=145	20%	N=87	17%	N=72	100%	N=428

Table 19: Question 8

If you or another household member used the Internet at least once in the last 12 months to buy something online that you couldn't find in Flagstaff, what kinds of things were purchased? (Please check all that apply.)	Percent	Number
I did not buy anything on the Internet	6%	N=24
Electronics	37%	N=154
Medication	10%	N=40
Apparel/Clothes	66%	N=276
Recreation equipment	31%	N=127
Groceries	11%	N=44
Automotive supplies	20%	N=81
Health/beauty supplies	28%	N=114
Art	6%	N=26
Furniture	17%	N=72
Entertainment (e.g., digital media, Netflix, electronic books)	57%	N=238
Other	27%	N=112

Total may exceed 100% as respondents could select more than one answer.

Table 20: Question 9

In the last 12 months, how often, if ever, have you done each of the following?	Never		Once or twice a year		Several times a year		Monthly		Weekly		Total	
Flown from Flagstaff Pulliam Airport	68%	N=286	24%	N=103	7%	N=31	1%	N=3	0%	N=1	100%	N=422
Driven to the Phoenix Metropolitan area to fly	33%	N=138	39%	N=162	27%	N=111	2%	N=6	0%	N=0	100%	N=417

Table 21: Question 10

If you fly from Phoenix instead of Flagstaff, where are you typically flying to?	Percent	Number
Los Angeles	2%	7
Texas	4%	11
Denver	6%	20
California	14%	43
San Diego	4%	12
East/East Coast	13%	40
Hawaii	3%	9
New York	2%	6
Las Vegas	2%	6
Chicago	2%	8
Midwest	2%	8
Portland	2%	7
Seattle	4%	13
International	7%	22
Florida	1%	3
Michigan	2%	5
Missouri	2%	6
West Coast	1%	4
Wisconsin	1%	3
Other	26%	80
Total	100%	311

Table 22: Question 11

What one city or region would you most like to see air service to/from Flagstaff?	Percent	Number
Los Angeles	15%	46
Texas	2%	5
Denver	14%	42
California	11%	34
San Diego	7%	21
Hawaii	3%	8
Las Vegas	9%	28
Chicago	3%	8
Midwest	2%	7
Portland	3%	9
Seattle	3%	10
International	3%	9
San Francisco	4%	11
Other	22%	65
Total	100%	302

Table 23: Question 12

In the last 12 months, how frequently, if ever, have you or another household member used the bus service, Mountain Line?	Percent	Number
Never	55%	N=235
Once or twice	15%	N=64
3-12 times	11%	N=46
13-26 times	6%	N=25
More than 26 times	13%	N=57
Total	100%	N=427

Table 24: Question 13

The transportation system in our region consists of roads, buses, sidewalks, Flagstaff Urban Trails System (FUTS) trails and bike facilities. Overall, how well, if at all, does the current transportation system meet your travel needs?	Percent	Number
Very well	34%	N=136
Somewhat well	53%	N=213
Not too well	8%	N=33
Not at all	4%	N=17
Total	100%	N=399

Table 25: Question 14

Please rate the quality of each of the following services provided in Flagstaff.	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Fire department	67%	N=217	29%	N=93	4%	N=12	0%	N=0	100%	N=323
Garbage collection services	50%	N=205	40%	N=164	8%	N=31	3%	N=11	100%	N=412
Libraries	47%	N=177	42%	N=160	10%	N=39	1%	N=3	100%	N=379
Parks	36%	N=151	48%	N=201	13%	N=56	3%	N=12	100%	N=420
Police department	35%	N=132	40%	N=152	16%	N=62	9%	N=36	100%	N=381
Planning and building services	16%	N=43	34%	N=91	30%	N=80	19%	N=51	100%	N=265
Recreation programs	20%	N=66	50%	N=167	26%	N=87	4%	N=13	100%	N=333
Recycling services	28%	N=110	40%	N=160	23%	N=91	9%	N=34	100%	N=395
Sustainability and environmental programs	24%	N=73	46%	N=137	23%	N=69	7%	N=21	100%	N=301
Sewer services	32%	N=117	49%	N=176	15%	N=53	4%	N=14	100%	N=359
Water services	33%	N=131	48%	N=190	15%	N=59	4%	N=15	100%	N=395
Utility billing services	26%	N=103	48%	N=191	19%	N=75	8%	N=32	100%	N=402
Snow removal operations	15%	N=61	36%	N=144	33%	N=129	16%	N=62	100%	N=397
Street maintenance	8%	N=35	25%	N=103	33%	N=136	34%	N=142	100%	N=417
Traffic signals	12%	N=50	44%	N=188	29%	N=123	15%	N=63	100%	N=423
Streetscapes (making street medians and sides of streets attractive)	17%	N=70	45%	N=187	26%	N=108	11%	N=46	100%	N=411
Public art	16%	N=59	42%	N=152	29%	N=107	13%	N=47	100%	N=366
Heritage preservation	20%	N=64	50%	N=157	22%	N=71	8%	N=24	100%	N=316
Mountain Line (bus service throughout Flagstaff)	36%	N=103	42%	N=122	19%	N=56	4%	N=10	100%	N=291
Overall quality of City services	12%	N=51	57%	N=241	27%	N=115	4%	N=16	100%	N=423

Table 26: Question 15a

Please indicate how frequently, if at all, you have done each of the following in the last 12 months. Then, please rate the quality of customer service during your interaction.	Frequently		Sometimes		Never		Total	
	%	N	%	N	%	N	%	N
Called City Hall	2%	N=10	23%	N=98	75%	N=320	100%	N=428
Visited City Hall	5%	N=20	35%	N=150	60%	N=256	100%	N=427
Used the City's website or online services	16%	N=68	43%	N=183	41%	N=173	100%	N=424

Table 27: Question 15b

Please indicate how frequently, if at all, you have done each of the following in the last 12 months. Then, please rate the quality of customer service during your interaction.	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Called City Hall	27%	N=27	41%	N=40	24%	N=24	8%	N=8	100%	N=98
Visited City Hall	27%	N=42	49%	N=75	18%	N=29	6%	N=9	100%	N=155
Used the City's website or online services	17%	N=38	42%	N=92	32%	N=70	9%	N=21	100%	N=222

Table 28: Question 16

Please rate the following categories of City of Flagstaff government performance.	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
The value of services for the taxes paid to City of Flagstaff government	8%	N=26	41%	N=139	38%	N=127	13%	N=45	100%	N=337
The overall direction that City of Flagstaff government is taking	7%	N=20	39%	N=123	37%	N=114	18%	N=55	100%	N=313
The job City of Flagstaff government does at welcoming citizen involvement	8%	N=25	36%	N=110	41%	N=124	14%	N=44	100%	N=303
Overall confidence in City of Flagstaff government	8%	N=28	35%	N=123	40%	N=139	17%	N=60	100%	N=350
Generally acting in the best interest of the community	9%	N=32	31%	N=111	39%	N=137	21%	N=73	100%	N=352
Being honest	11%	N=32	37%	N=105	37%	N=106	16%	N=45	100%	N=288
Treating all residents fairly	9%	N=27	34%	N=105	34%	N=105	23%	N=70	100%	N=307

Table 29: Question 17

To what extent do you support or oppose the City doing each of the following?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
	%	N	%	N	%	N	%	N	%	N
Not plowing neighborhood streets when there is 4 inches of snow or less	16%	N=65	33%	N=137	27%	N=110	24%	N=98	100%	N=410
Using prescribed or controlled burns to maintain a healthy forest	63%	N=264	29%	N=120	5%	N=22	3%	N=11	100%	N=419
Requiring that property owners meet a minimum standard of removing excess vegetation around their property to help protect the City from wildfires	51%	N=214	35%	N=145	11%	N=45	3%	N=15	100%	N=419
Banning plastic bags at stores in Flagstaff	34%	N=141	26%	N=107	18%	N=75	22%	N=93	100%	N=416
Charging a per bag fee for plastic bags at stores in Flagstaff	27%	N=117	17%	N=71	15%	N=64	41%	N=174	100%	N=426
Closing Downtown streets for parades and festivals	44%	N=177	43%	N=171	8%	N=32	5%	N=19	100%	N=399
Changing City Hall hours to four, 10-hour days (open Monday-Thursday, closed on Friday)	12%	N=37	29%	N=87	28%	N=84	31%	N=96	100%	N=304
Eliminating the City news magazine, Cityscape	14%	N=46	22%	N=70	38%	N=122	26%	N=82	100%	N=320

Table 30: Question 18

The condition of City streets can be rated on a scale of 0 to 100, where at least 70 is an "acceptable" condition. Because of declining revenues, the City has not been able to devote the resources necessary to maintain all City streets at an acceptable condition. A majority of Flagstaff streets are in the range of 60 and below. In order to bring all streets up to an acceptable condition, more than \$50 million would be required. While the City Council has increased funding to address the condition of City streets, it is not enough to bring our roads to an acceptable condition. The current local sales tax rate is 1.72%. To what extent do you support or oppose each of the following sales tax increases, which would be dedicated to street improvements in Flagstaff?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
	%	N	%	N	%	N	%	N	%	N
A small increase in the sales tax for a longer period of time (20-25 years)	20%	N=75	42%	N=158	11%	N=42	28%	N=105	100%	N=380
A larger increase in the sales tax for a shorter period of time (3-5 years)	9%	N=34	19%	N=71	27%	N=100	45%	N=167	100%	N=372

Table 31: Question 19

How familiar are you, if at all, with the Flagstaff Regional Plan?	Percent	Number
Very familiar	4%	N=17
Somewhat familiar	19%	N=84
A little bit familiar (heard of it)	30%	N=130
Not at all familiar	47%	N=204
Total	100%	N=435

Table 32: Question 20

The Flagstaff Regional Plan is a development and preservation guide for the City and its surrounding region. How likely or unlikely are you to approve the plan at the upcoming election in May 2014?	Percent	Number
Very likely	14%	N=27
Somewhat likely	53%	N=104
Somewhat unlikely	16%	N=32
Very unlikely	17%	N=34
Total	100%	N=197

Table 33: Question 21

If you currently rent and want to own your own home, what is preventing you from reaching that goal? (Please check all that apply.)	Percent	Number
I already own	45%	N=189
I rent and don't want to own	10%	N=43
Availability of homes for sale in my price range	32%	N=136
Ability to qualify for a loan	17%	N=71
Don't know how to get started	7%	N=29
Lack the down payment necessary	23%	N=96
Other	11%	N=49

Total may exceed 100% as respondents could select more than one answer.

Table 34: Question 22

How likely or unlikely are you to leave the community because housing costs too much?	Percent	Number
Very likely	23%	N=92
Somewhat likely	28%	N=112
Somewhat unlikely	17%	N=71
Very unlikely	32%	N=129
Total	100%	N=404

Table 35: Question 23

Thinking about the amount of information you have about City of Flagstaff issues, services and programs, would you say that you have too little, the right amount or too much information?	Percent	Number
Too little	56%	N=217
Right amount	43%	N=169
Too much	1%	N=5
Total	100%	N=391

Table 36: Question 24

Which of the following sources is your most preferred source of information about City of Flagstaff issues, services and programs? (Please select only ONE source.)	Percent	Number
Newspaper (Arizona Daily Sun)	40%	N=174
Cityscape magazine	16%	N=72
Social media (Facebook, Twitter, etc.)	9%	N=39
City website (www.flagstaff.az.gov)	9%	N=40
Flagstaff 365	0%	N=0
Radio	8%	N=37
Streamed City Council work sessions	0%	N=1
Inserts in utility bills	5%	N=22
Other	6%	N=27
None of these	5%	N=22
Total	100%	N=434

Complete Set of Frequencies Including “Don’t Know”

The following pages contain a complete set of responses to each question on the 2013 survey, including the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents.

Table 37: Question 1

Please rate each of the following aspects of quality of life in Flagstaff.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Flagstaff as a place to live	42%	N=180	47%	N=206	9%	N=40	2%	N=8	0%	N=0	100%	N=434
Your neighborhood as a place to live	33%	N=143	46%	N=199	18%	N=76	2%	N=9	1%	N=3	100%	N=430
Flagstaff as a place to raise children	26%	N=111	42%	N=179	11%	N=46	6%	N=24	16%	N=68	100%	N=428
Flagstaff as a place to work	10%	N=42	26%	N=113	33%	N=139	25%	N=107	6%	N=26	100%	N=428
Flagstaff as a place to visit	60%	N=258	29%	N=125	7%	N=29	1%	N=5	3%	N=11	100%	N=428
Flagstaff as a place to retire	25%	N=108	24%	N=100	17%	N=74	15%	N=64	19%	N=79	100%	N=424
The overall quality of life in Flagstaff	27%	N=118	48%	N=205	23%	N=100	2%	N=8	0%	N=0	100%	N=430

Table 38: Question 2

Please rate each of the following characteristics as they relate to Flagstaff as a whole.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Overall feeling of safety in Flagstaff	26%	N=111	55%	N=240	15%	N=67	4%	N=15	0%	N=0	100%	N=434
Overall ease of getting to the places you usually have to visit	21%	N=89	41%	N=176	29%	N=123	10%	N=43	0%	N=0	100%	N=432
Quality of overall natural environment in Flagstaff	50%	N=217	40%	N=170	8%	N=34	1%	N=6	0%	N=2	100%	N=430
Overall built environment of Flagstaff (including buildings, parks and transportation systems)	12%	N=54	52%	N=224	26%	N=114	9%	N=38	0%	N=2	100%	N=432
Health and wellness opportunities in Flagstaff	26%	N=113	43%	N=188	19%	N=83	7%	N=29	5%	N=20	100%	N=432
Overall opportunities for education and enrichment	27%	N=114	50%	N=213	17%	N=71	4%	N=19	2%	N=11	100%	N=428
Opportunities to attend cultural activities	28%	N=122	50%	N=215	15%	N=65	4%	N=17	3%	N=13	100%	N=432
Opportunities to participate in social events and activities	28%	N=121	46%	N=200	19%	N=82	3%	N=14	3%	N=14	100%	N=432
Overall economic health of Flagstaff	3%	N=14	36%	N=153	37%	N=160	18%	N=76	6%	N=27	100%	N=431
Sense of community	16%	N=67	40%	N=171	34%	N=145	8%	N=33	2%	N=10	100%	N=426
Overall image or reputation of Flagstaff	22%	N=95	56%	N=239	17%	N=72	4%	N=16	2%	N=9	100%	N=431

Table 39: Question 3

Please indicate how likely or unlikely you are to remain in Flagstaff for the next five years.	Percent	Number
Very likely	51%	N=223
Somewhat likely	24%	N=105
Somewhat unlikely	8%	N=36
Very unlikely	13%	N=58
Don't know	3%	N=14
Total	100%	N=436

Table 40: Question 4

In the time you've lived in Flagstaff, do you think the City has become a better place to live, it has stayed about the same or has become a worse place to live?	Percent	Number
Better	31%	N=136
Stayed the same	51%	N=222
Worse	14%	N=59
Don't know	4%	N=17
Total	100%	N=434

Table 41: Question 5

Over the last 12 months, would you say that the quality of life in your neighborhood has gotten better, stayed about the same or gotten worse?	Percent	Number
Better	8%	N=33
Stayed the same	72%	N=316
Worse	15%	N=67
Don't know	5%	N=20
Total	100%	N=436

Table 42: Question 6

What is the ONE thing the City can do to most improve your quality of life in Flagstaff?	Percent	Number
Better traffic flow, roads, and mass transit	26%	90
More parks, recreation, activities and youth programs	5%	17
Manage growth/zoning and protect open spaces	5%	18
More affordable housing	9%	30
Attract more business and industry	8%	26
Improve snow removal	2%	6
Improve police department and reduce crime	10%	33
Lower the cost of living	4%	14
More employment and higher wages	10%	33
Improve recycling	3%	10
Deal with budget, the economy and taxes	3%	10
Assist the elderly, children, needy and homeless	3%	9
Improve education	2%	8
Don't know	0%	0
Other	10%	34
Total	100%	339

Table 43: Question 7

In the last 12 months, how many times, if ever, have you or another household member done each of the following?	Never		Once or twice		3-12 times		13-26 times		More than 26 times		Don't know		Total	
	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N
Driven out of the city to buy something you couldn't find in Flagstaff	25%	N=110	33%	N=140	33%	N=142	7%	N=29	2%	N=8	0%	N=2	100%	N=431
Used the Internet to buy something that you couldn't find in Flagstaff	11%	N=46	18%	N=78	34%	N=145	20%	N=87	17%	N=72	1%	N=5	100%	N=433

Table 44: Question 8

If you or another household member used the Internet at least once in the last 12 months to buy something online that you couldn't find in Flagstaff, what kinds of things were purchased? (Please check all that apply.)	Percent	Number
I did not buy anything on the Internet	6%	N=24
Electronics	37%	N=154
Medication	10%	N=40
Apparel/Clothes	66%	N=276
Recreation equipment	31%	N=127
Groceries	11%	N=44
Automotive supplies	20%	N=81
Health/beauty supplies	28%	N=114
Art	6%	N=26
Furniture	17%	N=72
Entertainment (e.g., digital media, Netflix, electronic books)	57%	N=238
Other	27%	N=112

Total may exceed 100% as respondents could select more than one answer.

Table 45: Question 9

In the last 12 months, how often, if ever, have you done each of the following?	Never		Once or twice a year		Several times a year		Monthly		Weekly		Don't know		Total	
Flown from Flagstaff Pulliam Airport	68%	N=286	24%	N=103	7%	N=31	1%	N=3	0%	N=1	0%	N=0	100%	N=422
Driven to the Phoenix Metropolitan area to fly	33%	N=138	39%	N=162	27%	N=111	2%	N=6	0%	N=0	0%	N=0	100%	N=418

Table 46: Question 10

If you fly from Phoenix instead of Flagstaff, where are you typically flying to?	Percent	Number
Los Angeles	2%	7
Texas	4%	11
Denver	6%	20
California	14%	43
San Diego	4%	12
East/East Coast	13%	40
Hawaii	3%	9
New York	2%	6
Las Vegas	2%	6
Chicago	2%	8
Midwest	2%	8
Portland	2%	7
Seattle	4%	13
International	7%	22
Florida	1%	3
Michigan	2%	5
Missouri	2%	6
West Coast	1%	4
Wisconsin	1%	3
Other	26%	80
Total	100%	311

Table 47: Question 11

What one city or region would you most like to see air service to/from Flagstaff?	Percent	Number
Los Angeles	14%	46
Texas	2%	5
Denver	13%	42
California	10%	34
San Diego	6%	21
Hawaii	2%	8
Las Vegas	9%	28
Chicago	2%	8
Midwest	2%	7
Portland	3%	9
Seattle	3%	10
International	3%	9
San Francisco	4%	11
Don't know	6%	18
Other	20%	65
Total	100%	321

Table 48: Question 12

In the last 12 months, how frequently, if ever, have you or another household member used the bus service, Mountain Line?	Percent	Number
Never	55%	N=235
Once or twice	15%	N=64
3-12 times	11%	N=46
13-26 times	6%	N=25
More than 26 times	13%	N=57
Don't know	1%	N=3
Total	100%	N=430

Table 49: Question 13

The transportation system in our region consists of roads, buses, sidewalks, Flagstaff Urban Trails System (FUTS) trails and bike facilities. Overall, how well, if at all, does the current transportation system meet your travel needs?	Percent	Number
Very well	32%	N=136
Somewhat well	50%	N=213
Not too well	8%	N=33
Not at all	4%	N=17
Don't know	7%	N=30
Total	100%	N=429

Table 50: Question 14

Please rate the quality of each of the following services provided in Flagstaff.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Fire department	50%	N=217	22%	N=93	3%	N=12	0%	N=0	25%	N=109	100%	N=431
Garbage collection services	47%	N=205	38%	N=164	7%	N=31	3%	N=11	5%	N=22	100%	N=434
Libraries	41%	N=177	37%	N=160	9%	N=39	1%	N=3	13%	N=54	100%	N=433
Parks	35%	N=151	47%	N=201	13%	N=56	3%	N=12	2%	N=8	100%	N=428
Police department	31%	N=132	35%	N=152	14%	N=62	8%	N=36	12%	N=51	100%	N=433
Planning and building services	10%	N=43	21%	N=91	19%	N=80	12%	N=51	38%	N=161	100%	N=427
Recreation programs	16%	N=66	39%	N=167	21%	N=87	3%	N=13	21%	N=91	100%	N=424
Recycling services	26%	N=110	37%	N=160	21%	N=91	8%	N=34	8%	N=32	100%	N=427
Sustainability and environmental programs	17%	N=73	32%	N=137	16%	N=69	5%	N=21	30%	N=126	100%	N=427
Sewer services	27%	N=117	41%	N=176	12%	N=53	3%	N=14	17%	N=72	100%	N=431
Water services	30%	N=131	44%	N=190	14%	N=59	3%	N=15	9%	N=38	100%	N=433
Utility billing services	24%	N=103	45%	N=191	17%	N=75	8%	N=32	6%	N=27	100%	N=429
Snow removal operations	14%	N=61	33%	N=144	30%	N=129	14%	N=62	8%	N=36	100%	N=432
Street maintenance	8%	N=35	24%	N=103	31%	N=136	33%	N=142	4%	N=16	100%	N=433
Traffic signals	12%	N=50	43%	N=188	28%	N=123	15%	N=63	2%	N=9	100%	N=432
Streetscapes (making street medians and sides of streets attractive)	16%	N=70	44%	N=187	25%	N=108	11%	N=46	4%	N=18	100%	N=429
Public art	14%	N=59	36%	N=152	25%	N=107	11%	N=47	14%	N=62	100%	N=428
Heritage preservation	15%	N=64	37%	N=157	17%	N=71	6%	N=24	26%	N=111	100%	N=426

Please rate the quality of each of the following services provided in Flagstaff.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Mountain Line (bus service throughout Flagstaff)	24%	N=103	29%	N=122	13%	N=56	2%	N=10	31%	N=133	100%	N=424
Overall quality of City services	12%	N=51	57%	N=241	27%	N=115	4%	N=16	1%	N=3	100%	N=426

Table 51: Question 15a

Please indicate how frequently, if at all, you have done each of the following in the last 12 months. Then, please rate the quality of customer service during your interaction.	Frequently		Sometimes		Never		Total	
	%	N	%	N	%	N	%	N
Called City Hall	2%	N=10	23%	N=98	75%	N=320	100%	N=428
Visited City Hall	5%	N=20	35%	N=150	60%	N=256	100%	N=427
Used the City's website or online services	16%	N=68	43%	N=183	41%	N=173	100%	N=424

Table 52: Question 15b

Please indicate how frequently, if at all, you have done each of the following in the last 12 months. Then, please rate the quality of customer service during your interaction.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Called City Hall	27%	N=27	41%	N=40	24%	N=24	8%	N=8	0%	N=0	100%	N=99
Visited City Hall	27%	N=42	48%	N=75	18%	N=29	6%	N=9	1%	N=2	100%	N=157
Used the City's website or online services	17%	N=38	41%	N=92	31%	N=70	9%	N=21	2%	N=5	100%	N=227

Table 53: Question 16

Please rate the following categories of City of Flagstaff government performance.	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
The value of services for the taxes paid to City of Flagstaff government	6%	N=26	32%	N=139	30%	N=127	11%	N=45	21%	N=91	100%	N=428
The overall direction that City of Flagstaff government is taking	5%	N=20	29%	N=123	27%	N=114	13%	N=55	27%	N=114	100%	N=427
The job City of Flagstaff government does at welcoming citizen involvement	6%	N=25	26%	N=110	29%	N=124	10%	N=44	29%	N=123	100%	N=426
Overall confidence in City of Flagstaff government	7%	N=28	29%	N=123	33%	N=139	14%	N=60	18%	N=77	100%	N=427
Generally acting in the best interest of the community	7%	N=32	26%	N=111	32%	N=137	17%	N=73	18%	N=75	100%	N=427
Being honest	7%	N=32	25%	N=105	25%	N=106	11%	N=45	32%	N=138	100%	N=427
Treating all residents fairly	6%	N=27	25%	N=105	25%	N=105	16%	N=70	28%	N=119	100%	N=426

Table 54: Question 17

To what extent do you support or oppose the City doing each of the following?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Not plowing neighborhood streets when there is 4 inches of snow or less	15%	N=65	32%	N=137	26%	N=110	23%	N=98	4%	N=16	100%	N=426
Using prescribed or controlled burns to maintain a healthy forest	61%	N=264	28%	N=120	5%	N=22	3%	N=11	3%	N=13	100%	N=432
Requiring that property owners meet a minimum standard of removing excess vegetation around their property to help protect the City from wildfires	50%	N=214	34%	N=145	11%	N=45	3%	N=15	3%	N=12	100%	N=431
Banning plastic bags at stores in Flagstaff	33%	N=141	25%	N=107	17%	N=75	22%	N=93	4%	N=16	100%	N=431
Charging a per bag fee for plastic bags at stores in Flagstaff	27%	N=117	16%	N=71	15%	N=64	40%	N=174	1%	N=6	100%	N=431
Closing Downtown streets for parades and festivals	41%	N=177	40%	N=171	7%	N=32	4%	N=19	7%	N=30	100%	N=429
Changing City Hall hours to four, 10-hour days (open Monday-Thursday, closed on Friday)	9%	N=37	20%	N=87	20%	N=84	22%	N=96	29%	N=124	100%	N=428
Eliminating the City news magazine, Cityscape	11%	N=46	16%	N=70	28%	N=122	19%	N=82	25%	N=108	100%	N=429

Table 55: Question 18

The condition of City streets can be rated on a scale of 0 to 100, where at least 70 is an "acceptable" condition. Because of declining revenues, the City has not been able to devote the resources necessary to maintain all City streets at an acceptable condition. A majority of Flagstaff streets are in the range of 60 and below. In order to bring all streets up to an acceptable condition, more than \$50 million would be required. While the City Council has increased funding to address the condition of City streets, it is not enough to bring our roads to an acceptable condition. The current local sales tax rate is 1.72%. To what extent do you support or oppose each of the following sales tax increases, which would be dedicated to street improvements in Flagstaff?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
A small increase in the sales tax for a longer period of time (20-25 years)	18%	N=75	38%	N=158	10%	N=42	25%	N=105	9%	N=39	100%	N=419
A larger increase in the sales tax for a shorter period of time (3-5 years)	8%	N=34	17%	N=71	24%	N=100	41%	N=167	10%	N=39	100%	N=411

Table 56: Question 19

How familiar are you, if at all, with the Flagstaff Regional Plan?	Percent	Number
Very familiar	4%	N=17
Somewhat familiar	19%	N=84
A little bit familiar (heard of it)	30%	N=130
Not at all familiar	47%	N=204
Total	100%	N=435

Table 57: Question 20

The Flagstaff Regional Plan is a development and preservation guide for the City and its surrounding region. How likely or unlikely are you to approve the plan at the upcoming election in May 2014?	Percent	Number
Very likely	6%	N=27
Somewhat likely	24%	N=104
Somewhat unlikely	7%	N=32
Very unlikely	8%	N=34
Don't know	54%	N=235
Total	100%	N=432

Table 58: Question 21

If you currently rent and want to own your own home, what is preventing you from reaching that goal? (Please check all that apply.)	Percent	Number
I already own	45%	N=189
I rent and don't want to own	10%	N=43
Availability of homes for sale in my price range	32%	N=136
Ability to qualify for a loan	17%	N=71
Don't know how to get started	7%	N=29
Lack the down payment necessary	23%	N=96
Other	11%	N=49

Total may exceed 100% as respondents could select more than one answer.

Table 59: Question 22

How likely or unlikely are you to leave the community because housing costs too much?	Percent	Number
Very likely	21%	N=92
Somewhat likely	26%	N=112
Somewhat unlikely	16%	N=71
Very unlikely	30%	N=129
Don't know	7%	N=29
Total	100%	N=433

Table 60: Question 23

Thinking about the amount of information you have about City of Flagstaff issues, services and programs, would you say that you have too little, the right amount or too much information?	Percent	Number
Too little	50%	N=217
Right amount	39%	N=169
Too much	1%	N=5
Don't know	10%	N=44
Total	100%	N=435

Table 61: Question 24

Which of the following sources is your most preferred source of information about City of Flagstaff issues, services and programs? (Please select only ONE source.)	Percent	Number
Newspaper (Arizona Daily Sun)	40%	N=174
Cityscape magazine	16%	N=72
Social media (Facebook, Twitter, etc.)	9%	N=39
City website (www.flagstaff.az.gov)	9%	N=40
Flagstaff 365	0%	N=0
Radio	8%	N=37
Streamed City Council work sessions	0%	N=1
Inserts in utility bills	5%	N=22
Other	6%	N=27
None of these	5%	N=22
Total	100%	N=434

Appendix C: Verbatim Responses to Open-ended Survey Questions

Following are verbatim responses to the open-ended question on the 2013 survey. Because these responses were written by survey participants, they are presented here in verbatim form, including any typographical, grammar or other mistakes. Within each question the responses are in alphabetical order and where the responses were categorized they are presented by category.

Question 6: What is the ONE thing the City can do to most improve your quality of life in Flagstaff?

Better traffic flow, roads, and mass transit

- A new road besides Milton to get to places
- Add more street lights.
- Address traffic issues. Milton, hwy 180 (Winter)
- Alleviate traffic issues on Milton rd.
- Although I love living in a dark sky city, it is very difficult to walk at night as there are few street lights and the sidewalks are not in the best shape, making it very difficult to walk downtown and having to drive instead - which I do not like having to do.
- Better road maintenance
- Better street maintenance-too many potholes & cracks
- Better traffic control make people clean up their property
- Better transportation systems, bike lanes & paths, less cars, better traffic flow
- Bigger roads - better travel
- Build a bypass so traffic flows smoothly
- Build more sidewalks and enforce sidewalk snow removal
- Butler has had road work every year since I moved here. (10 years) City, county, state, cable, telephone need to work together.
- Construct alternate routes for traffic (more major arteries)
- Continue improving roads and sidewalks, also improve the common areas.
- Continue to improve public transportation
- Create separate lanes for bicycles.
- Decrease traffic congestion on Milton!
- Downtown traffic between over pass & elder.
- Expand bus routes and extend bus hours of operation (nights and weekends)
- Expand Milton to accommodate the growing traffic
- Expand. It is too congested now.
- Finish projects, ie-train horns, bottleneck roads, stop killing trees, plow snow
- Fix the (pothole) holes in the streets. Eliminate street gangs.
- Fix the potholes in roads & fix sidewalks (use a power chair & scooter)
- Fix the roads
- Fix the roads & traffic issues
- Fix the streets and roads.
- Fix the streets!
- Fix the traffic nightmare and crappy roads.
- Fix the traffic problem around Butler/Milton and 66 (near Barnes and Noble/Milton)

- Fix traffic-especially on Milton/r1.66 downtown
- Flagstaff used to be driven friendly, it is horrible to on the roads and traffic is always backed up. City streets never get fixed and bikes & traffic don't mix well.
- Funding of city bus system
- Get rid of the ridiculous street configuration downtown in east flag just make the streets in east flag the same width no indents!
- Handle traffic congestion
- Have bike lanes in all main streets.
- Hire a traffic department that isn't just intent on "Bleeping" over the community
- Host large concerts
- I'd like sidewalks in my neighborhood.
- Improve (reduce) traffic gridlock down Humphreys & Milton
- Improve and promote bike transportation by adding a bike lane to busy streets like beaver and south San Francisco Streets
- Improve city streets (paving) & add more bike & pedestrian infrastructure- make downtown less car accessible and more of a "walking" cityscape!
- Improve flow of traffic on Milton Corridor
- Improve the roads!!!
- Improve the traffic congestion on Milton at the butler intersection
- Improve the traffic in downtown & around Milton road./Route 66
- Improve traffic flow through town (Milton, downtown areas & 180 traffic in winter).
- Improve traffic flow. Horrible traffic on Milton.
- Improve traffic-use cops on Humphreys to direct traffic when the snow bowl is open!. Duh!
- Increase bicycle lanes. Example of oddity: riding NE on Beulah from Lake Mary - the bike lane abruptly ends at the light at the big 5 intersection when proceeding in front of Marriett / olive garden I must ride in the street. Very dangerous.
- Less traffic
- Lessen traffic congestion
- Long-range traffic issues
- Maintain roads water - I bike a lot but many roads are in poor condition
- Maintain street better
- Maintain the roads better, especially Ft. Valley road.
- Make sure every street has sidewalks
- Milton road traffic
- More improvement upper Green law lived on street for 40 years "never been repaved" no one will tell me why
- More light, streetlights for safety, & report gang violence through media outlets.
- More repaired sidewalks and city streets
- More roads or lanes. The traffic is brutal sometimes.
- More sidewalks
- More transportation opportunities (Flagstaff airport) more airlines
- On traffic signals, time them better eg-lone tree entrances to NAG (equally)
- Parking garage in downtown flagstaff
- Patching holes in streets-this could be due to our weather conditions its worse in winter
- Recently the main thorough fares!!!
- Reduce traffic congestion @ peak times
- Repair & improve the streets
- Repair/repave/widen city streets!

- Rig traffic lights to change in unison (esp. On Milton/downtown)
- Road work and construction to be faster & better quality
- Roads/traffic
- Roadways
- Speeding in flagstaff has reached epidemic proportions. The police do little to help this situation since they speed, fail to use directional signals, and constantly talk on cell 'phones.
- Street repair
- Streets
- Take care of the traffic on Milton (Santa Fe) and fort valley
- The city of flagstaff can keep taxes low and improve street maintenance
- The corridor from Cheshire to Milton - traffic situation is bad!
- Traffic
- Traffic control
- Traffic control!!!
- Traffic flow
- Traffic improvements
- Traffic situation
- Traffic Traffic Traffic
- Traffic!
- Upgrade the roads as well as the flow of traffic.
- Work on an alternative route the traffic on Milton too congested.
- Work on solutions regarding traffic congestion, e.g. Varied business start/end hours

More parks, recreation, activities and youth programs

- Activities for youth
- Continue adding interesting cultural events.
- Get to fixing bushmaster.
- Have more activities for younger children like ages 0-4
- Have more things for the kids to do, fun stuff
- Help establish more neighborhood parks & activities
- Invest/support common spaces such as parks, trails & city-wide events
- More social activity (mini, golf, go carts)
- More things for kids to do.
- More things/activities for kids especially in winter/indoors) & Trader Joes!
- Offer more kid programs in cold months.
- Open library on Sun, maintain McPherson Thorpe park tennis courts, clean "workout room" at Thorpe park, need a senior city center area in Aqua-plex
- Splash park

Manage growth/zoning and protect open spaces

- City council could listen to the will of the people before selling off parcels of land that are better used as open space, specifically the buffalo park annex (east of Elks Club).
- Enforcement of residential zoning code.
- Get rid of restrictive city polices such as some planning zoning rules
- Keep city owned land as open space-heritage land
- Keep corporate businesses out of flagstaff
- Keep open space!
- Limit growth

- Limit growth to existing water supply without resorting to "HEROIC" measures such as a) pumping, treating, & piping from red gap ranch; b) Drinking tertiary treated wastewater c) Requiring property owners to install large roof catchment tanks.
- Move ski & snow boarding out of downtown
- Move the airport out of town -- like to the Twin Arrows area (South of I-40) or...complete the A-1 Mtn By-Pass Rd to Hwy 180.
- Preserve existing open space that surrounds the city
- Preserve open space
- Preserve our national environment /minimal smart growth.
- Preserving protecting natural areas
- Protect open space
- Protect open space!
- Protect the open spaces!
- Stop allowing building of apartments in old established neighborhoods
- Stop building yet another strip mall (Solierre) or fast food restaurant (chick filet, Dunkin Donuts)
- Stop building!!
- Stop growth-oriented planning
- Stop student housing that are 5 stories.
- The population-traffic on Milton apartments to many

More affordable housing

- 1. Provide housing authority / prevent slum lords 2. employment w/ jobs provide a living wage
- Affordable living. More places to rent/buy.
- Affordable home ownership
- Affordable housing
- Affordable housing
- Affordable housing!!!
- Affordable housing & utilities
- Being able to purchase an affordable home (\$ 200k or less) living in a mobile home now.
- Cheaper rent or cheaper utility
- Consider implementing some measure for rent control.
- Develop affordable housing, build an arena
- Encourage dev. Of Affordable Housing
- For local to afford a home
- Implement some kind of rent control. I pay \$1000/month for a piece of crap 1 bedroom apartment. It's disgusting. Or a higher min wage.
- I-Work to insure more affordable homes I-A work for better "jet service" out of Flagstaff
- Lower housing costs/Up salary/Income
- Lower housing rents, increase wages
- Lower the prices of houses
- More affordable housing so I can stay
- More affordable housing, more airlines, department stores
- More affordable housing-rents are "too high"
- Pay more attraction to low income neighborhoods, i.e. mobile home parking around flagstaff, especially vulnerable due to weather (no pavement, etc.)
- Provide better housing options for mentally handicap and homeless

- Reduce the cost of housing & rent

Attract more business and industry

- Allow "big box" stores the size they need to provide all products instead of limited stock so i don't have to go out of town or online to buy!
- Allow big box businesses to more into flagstaff
- Allow more business development
- Allow more businesses to come here
- Allow more businesses to come in
- Attract & develop a growing economic base
- Attract more businesses!
- Attract, more businesses to flagstaff, this community is based only on NAG Gore Fed Gov. Jobs-no jobs for white collar folks
- Be more open to incoming businesses
- Become business friendly
- Become more proactive towards business & growth/ Pay less attention to F3 as they are not truly "friends"
- Bring in another hospital to FMC has to compete with someone and its employees aren't treated as disposable.
- Don't close the Hafking theatre
- Don't impose stringent restrictions on prospective businesses
- Drop the anti-business mentality and start seeking out real businesses that can come in and offer real economic growth & sustainability.
- Economic health of Flagstaff must be improved
- Engaging with synergy with small biz and larger employees in flagstaff, to promote commence and encourage good will between both parties
- Get a better mall. Hate having to go to phoenix for stuff
- Have local business's hire full time year round residents to fill employment opportunities (Not) College students who will only believe for a short time. Help locals who need The jobs. To sustain a good quality of life by giving them The jobs and not the students.
- Improve economic opportunities
- Make more stores and less houses
- More businesses, more jobs
- More restaurants east side
- New businesses
- Stop demanding building codes above and beyond the norm so rents for small businesses, especially light industrial, will be in line with the rates said change. It's not working.
- Support the city economic vitality division work!
- Use local business (instead of new jersey)
- Variety of stores and entertainment - 3 Health food stores but no Hastings doesn't make sense

Improve snow removal

- Clean more streets when can in winter.
- Don't plow us in during the winter!
- Improve snow removal.
- Plow better
- Plow in the winter

- Plow the streets-the minor ones!
- Remove snow from our street in the winter 12 to 24 inches of snow for 6 or more days is unacceptable
- Snow removal in neighborhoods so we can drive to work or pick up kids from school.
- Snow removal on streets & walkways
- Snowplow all residential streets
- Stop snow plows from blocking drive ways & mail boxes during snow removal.

Improve police department and reduce crime

- Better control of homeless & crime.
- Do something about public intoxication, traffic flow every where
- Do something about violence at Bushmasters park. It reflects on the neighborhood. Don't make NAG the main draw of town.
- Eliminate the gangs and drugs
- End gang violence
- Get drunks off the street stop panhandling
- Get rid of street drunks
- Hire transients so that they are not on streets & in parking lots
- I wish there was something we could do about the amount of drunks that hang out in the downtown neighborhoods. I get verbally harassed all the time.
- Increase police patrols
- Let us know who to call when neighbors get too loud, I live in apartment complex who says to call the cops but I think that's a little extreme.
- Marijuana de-criminalization
- More patrols of wheeler park
- More police presence
- Police officers need better quality of training.
- Police officers need some training in custody and domestic violence matters they are completely ignorant while reviewing these documents
- Post signs in neighborhoods people travel 40 miles per hour where there are children dogs, cats etc. in my street
- Program to eliminate feral cats
- Reduce crime and drug rate.
- Remove drunk bums
- Remove inept Flagstaff Police Dept. A Joke!
- Remove unauthorized campers
- Require downtown homes to maintain house/yard-no RV's on streets enforced!
- Stop the people who are attacking others.
- The pan handlers and street alcoholics can be hostile at times and discourage use of some trails and less populated areas

Lower the cost of living

- Affordability
- Improve cost of living
- Indirectly-cost of living
- It is very expensive to live here.
- Lower cost of living or higher paying jobs
- Lower cost of living/hirer wages

- Lower cost to live housing
- Lower the cost of living.
- Not be so expensive
- Prices of everything
- Reduce cost of living
- There is no one thing. This is an expensive & difficult place to live. Preference is given to students & tourists. Parking for employees of downtown businesses is awful, \$8/hr is not a living wage, people over 30 with experience are given far less consideration for jobs.
- Water rates are unfair to families

More employment and higher wages

- Advocate for better wages and jobs for the poor and displaced
- Better job opportunities
- better jobs, lower housing costs
- Better pay
- Better paying jobs
- Bring in better jobs
- Bring in more jobs, especially w/ professional level opportunities
- Bring more employers to the Flagstaff area
- Bring more jobs to the city so people can support themselves!!!
- Bring more jobs/industry. Be Accepting of industry & mining
- Competitive wages with similar size cities!
- Create jobs!
- Create more well-paying jobs
- Either Bring better paying employees and more career opportunities or lower the cost of living by increasing price competition flagstaff is too expensive! If I had not been hired by a local fire dept. (no ffd) we would have moved years ago
- Have higher paying wages!
- Higher paying jobs/lower housing costs.
- Improve wage levels
- Jobs
- Keep jobs available to all levels of education
- More clean industry for real jobs
- More industry jobs in flag pay low and standard of care and opportunity for growth very low
- More job opportunities
- More job opportunities
- More job opportunities
- More job opportunities
- More jobs
- More jobs
- More opportunities for employment
- Raise minimum wage

Improve recycling

- Better recycling services
- More & better recycling
- Provide free recycling

- Recycle glass for free
- Required recycling
- Respect the environment

Deal with budget, the economy and taxes

- Become debt-free. Dollar for dollar we will get more from our taxes if we aren't paying interest.
- Better managed taxes and cost of living for locals
- Don't misuse funds, you won't get more.
- Emphasize quality of life rather than greed sacrificing our youth for money. Zero tolerance isn't about living. Actions hypocritical.
- Get your priorities straight-we live in a police state that focus is on greed and sacrifices our youth. Zero tolerance impossible to live.
- Lower property taxes
- Lower tax rates
- Lower taxes
- Lower taxes! [sales, property, etc.]
- Reduce taxes!!
- Stop using tickets to pay city's revenue bills with false tickets & fines
- To have a major & city council who act in the interest of flag's quality of life vs. their own personal agendas & political ideology.

Assist the elderly, children, needy and homeless

- Fix homeless situation and get more stores
- Get rid of all of the homeless people.
- Get rid of pan handlers homeless drunks
- Homeless
- I have a heart disease; I have issue with the city pushing snow on my side walk.
- More behavioral health/drug addiction programs with good outreach.
- More funds devoted to the Montoya senior center.
- More help for us disabled
- Offer seniors on the east side of town, a senior center, and exercise programs (low fee)
- There are lots of homeless, drunk bums that hang around and I have to avoid certain areas (the fastest route home) due to these people. There has been an increase in garbage/trash in these areas as well; contributing to my ranting's above. - So minimizing both of these would help.

Improve education

- Bring back community schools program
- Education!
- Increase its commitment to k-12 education
- Provide tax refund vouchers for homeschooling families (registered with the superintendent).
- Stop allowing charter school to open
- Support NAU

Other

- 1) Communication of community events sooner 2) Better parking in downtown

- A central place for information on services available if you are unable to use a computer, disable or elderly or poor
- add air service to Denver
- Advertise bulk garbage days
- Airlines
- All is well!
- Allow fewer bars & close earlier, reduce taxes
- Allow snow bowl to continue
- Begin the cleaning of the air, a 1st step is to require street sweepers to use water @ all times not just when I go out to stare him down.
- Cheaper flights/transportation out of town.
- Clean up downtown area
- Control smell of Purina
- Council recognize local benefit / support
- Focus on providing basic city services (streets, trash, plowing, maintenance, traffic, parks, etc..) and limit (or stop) so much 'fluff': affordable housing, green programs, sustainability. We are spread so thin by providing all the 'nice to haves' that the basic services and value the city adds to the quality of life of the 'average' citizen is suffering.
- Get rid of city council & make at least 75% of people leave
- Get rid of the smell from Purina. It creates a bad dirty reputation for our town.
- Get rid of weeds in yards, easements, empty lots and other hidden places
- Have a news broadcast station
- Have better city laws on weed control, abandoned vehicles, etc.
- Have less government
- Have pollution control on vehicles
- Improve all categories in question 1 & 2
- Keep city spaces clean!
- Keep up the good work!
- Make & enforce regulation to control invasive needs on private & public property needs seriously return the quality of line in flagstaff Macmillan mess properties are unacceptable.
- Mantenimiento ala ciudad.
- More eBooks in library - especially non fiction
- More flight choices from Pullian & a Costco.
- Not possible (the winters are terrible)
- Open up opportunities @ airport more service more access
- Over the years I've noticed some people all treated different depending on what area they live in -this needs to change.
- Require landlords fix their properties in a timely manner.
- Responsible government- listen to the people
- Satisfied
- Stay out of my life
- Stop selling wastewater to schools & snow bowl - protect public health
- Support the arts
- There is nothing flagstaff can do about the weather!
- Utility infrastructure repair

Question 10: If you fly from Phoenix instead of Flagstaff, where are you typically flying to?

Other

- Alabama
- Alabama
- Alaska
- Alaska, Texas
- Albuquerque/Santa Fe
- Another state or country
- Any where; Florida ,Chicago, San Francisco, Calif.
- Anywhere, guaranteed to fly out of Phx but not Flg
- Atlanta
- Atlanta
- Atlanta, GA
- Big Sky Conference destinations
- Bind Oregon
- Cleveland, oh
- Coasts / New England LA, Seattle, Mavi
- Connecticut
- Cross country.
- Delaware, New York, LA, Colorado
- Depends on flight times/not destination
- Des Moines, Iowa
- Didn't fly
- Don't fly
- DTW, MSP, CLT, Washington DC
- Every where
- Every where
- Everywhere
- Far away (Seattle, east coast)
- Idaho, Montana
- Iowa, Florida
- It varies.
- Key west Oregon
- Large cities
- Lots of places
- Louisiana
- Maryland, Cali
- MKE/ORD
- MN too expensive to fly from flag
- MN, Europe
- MN, IA, Madagascar
- Montana
- Montana
- MT, MD, TX, MA
- Nationally
- Never
- No one place
- No typical destin.
- None of your biz
- North Carolina
- North west region/salt lake city
- Northwest (Portland, Seattle)
- Southwest (Florida)
- Not typical
- Nowhere
- Oklahoma; Europe
- Other state
- Other US major cities, generally Missoula MT.
- Out of state
- Out of state
- Out of state/country
- SC
- Salt lake city
- Sky Harbor airport
- South Carolina
- Tulsa ok
- Typically do not fly, it's too expensive
- U.S.A City
- Utah
- Vacation
- Vacation destination work
- Vacation Destinations
- Vacation in various locations
- Vacation spots
- Vacation-always different
- Varies
- Varies
- Varies
- Variety
- Various
- Various
- Various
- Wyoming & Montana & California

Question 11: What one city or region would you most like to see air service to/from Flagstaff?

Other

- ABQ
- Albuquerque/Santa Fe
- ATL (East coast)
- Bakersfield / Fresno
- Boise Idaho
- Boston NYC/Las Vegas
- Cheap flight
- Cheaper to & from Phoenix
- Cheaper to Phx
- Cheaper to Sky Harbor Phx.
- Colo
- Colo Springs or Loveland, CO
- Colorado
- Des Moines Iowa
- DFW
- East coast
- East Coast City NYC Boston
- Eastern US
- Farmington, nm-used to fly there from flag.
- Florida
- Florida & Vegas
- Ft. Collins, CO
- Grand Canyon
- Grand Canyon
- I am actually concerned about noise pollution more than the convenience of flying out of Flagstaff!
- International Clive port w/ connections
- John Wayne Airport, N.B
- KC, mo.
- Less expensive to already existing service area.
- Madison, WI
- Miami FL
- MN how likely is that?
- NC
- NC
- Nebraska
- Nebraska
- New Orleans
- New York
- none
- North east
- Northwest
- Not important! Don't waste city funds on this!
- NY-JFK Airport
- Orange city
- Orange county Cali or salt lake city
- Orange county.
- Other state
- Pacific northwest
- Phx
- Phoenix
- Phoenix at a lower rate
- Phx
- Phx
- Regional fares not as competitive as major metro
- Salmon, id.
- Salt lake
- Salt Lake City
- Show low, Arizona
- South Carolina (Columbia)
- Spokane
- Springfield, Missouri
- The south
- Utah
- Utah
- West
- West coast
- West coast
- Wrong person to ask 1. Cost 2. Will they really take off

Appendix D: Benchmark Comparisons

Understanding the Benchmark Comparisons

Communities use the comparative information provided by benchmarks to help interpret their own resident survey results, to create or revise community plans, to evaluate the success of policy or budget decisions and to measure local government or organizational 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” resident evaluations, it is necessary to know how others rate their services to understand if “good” is good enough or if most other communities are “excellent.” Furthermore, in the absence of national or peer community comparisons, a community is left with comparing its police protection rating to its street maintenance rating. That comparison is unfair as street maintenance always gets lower ratings than libraries. More illuminating is how residents’ ratings of police services compare to opinions about police services in other communities and to resident ratings over time.

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 city rate police services lower than ratings given by residents in other cities with objectively “worse” departments. Benchmark data can help that police department – or any City department – to understand how well citizens think it is doing.

While benchmarks help set the basis for evaluation, resident opinion should be used in conjunction with other sources of data about budget, population demographics, personnel and politics to help administrators know how to respond to comparative results.

Comparison Data

NRC has designed a method for quantitatively integrating the results of surveys that we have conducted with those that others have conducted. These integration methods have been described thoroughly in *Public Administration Review*, *Journal of Policy Analysis and Management*, and in NRC’s first book on conducting and using citizen surveys, *Citizen Surveys: how to do them, how to use them, what they mean*, published by the International City/County Management Association (ICMA). Scholars who specialize in the analysis of citizen surveys regularly have relied on NRC’s work^{2, 3}. The method described in those publications is refined regularly and statistically tested on a growing number of citizen surveys in NRC’s proprietary databases.

Communities in NRC’s benchmark database are distributed geographically across the country and range from small to large in population size. Comparisons may be made to all jurisdictions in the database or to subsets of jurisdictions (within a given region or population category or that meet select criteria outlined by the community). Comparisons of Flagstaff’s results were made in this report to selected peer communities, handpicked by the City of Flagstaff in collaboration with NRC. The method used when selecting peer cities to compare to Flagstaff was based on comparable

² 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.

³ 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.

population sizes (less than 70,000) and other college towns, as well as those included in the City’s list of “peer communities.”

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.

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 Flagstaff’s survey results were compared to the list of peer communities selected by the City.

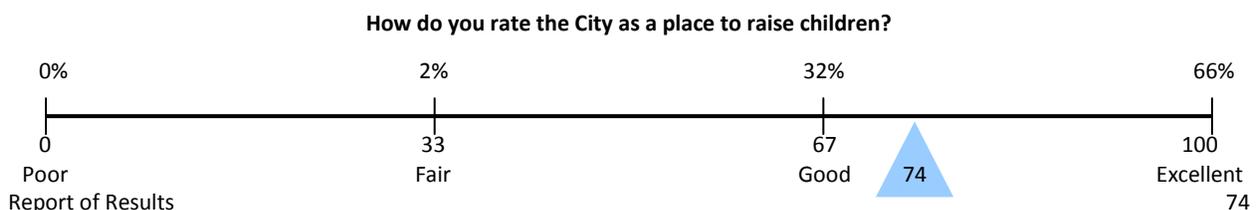
Putting Evaluations onto the 100-point Scale

Although responses to many of the evaluative questions in the survey were made on a four-point scale with 1 representing the best rating and 4 the worst, the benchmarks are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus 10 points based on all respondents.

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

Example of Converting Responses to the 100-point Scale

How do you rate the County as a place to raise children?						
Response option	Total with “don’t know”	Step1: Remove the percent of “don’t know” responses	Total without “don’t know”	Step 2: Assign scale values	Step 3: Multiply the percent by the scale value	Step 4: Sum to calculate the average rating
Excellent	32%	= $32 \div (100-11) =$	36%	100	= $36\% \times 100 =$	36
Good	46%	= $46 \div (100-11) =$	52%	67	= $52\% \times 67 =$	35
Fair	9%	= $9 \div (100-11) =$	10%	33	= $10\% \times 33 =$	3
Poor	2%	= $2 \div (100-11) =$	2%	0	= $2\% \times 0 =$	0
Don’t know	11%		--			
Total	100%		100%			74



Interpreting the Results

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

Where comparisons for quality ratings were available, the City of Flagstaff's results were noted as being "higher" than the benchmark, "lower" than the benchmark or "similar" to the benchmark. 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 lower" or "much higher"). These labels come from a statistical comparison of Flagstaff's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "higher" or "lower" if the difference between Flagstaff's rating and the benchmark is greater than margin of error but less than twice the margin of error; and "much higher" or "much lower" if the difference between Flagstaff's rating and the benchmark is more than twice the margin of error.

Comparisons for a number of items on the survey were not available in the benchmark database (e.g., some of the city services or aspects of government performance). These items are excluded from the benchmark tables.

Peer Communities Benchmarks

Table 62: Quality of Community Benchmarks

	Flagstaff average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Flagstaff as a place to live	76	5	20	Similar
Your neighborhood as a place to live	70	6	16	Similar
Flagstaff as a place to raise children	68	10	20	Similar
Flagstaff as a place to work	41	14	17	Lower
Flagstaff as a place to retire	58	12	18	Similar
The overall quality of life in Flagstaff	67	14	25	Similar

Table 63: Community Characteristics Benchmarks

	Flagstaff average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Overall feeling of safety in Flagstaff	68	5	5	Similar
Quality of overall natural environment in Flagstaff	80	2	15	Higher
Opportunities to attend cultural activities	69	5	20	Higher
Opportunities to participate in social events and activities	67	2	15	Higher
Sense of community	55	8	15	Similar
Overall image or reputation of Flagstaff	66	3	16	Similar

Table 64: Likelihood of Remaining in Flagstaff Benchmarks

	Flagstaff average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Please indicate how likely or unlikely you are to remain in Flagstaff for the next five years.	78	12	14	Similar

Table 65: Mountain Line Use Benchmarks

	Flagstaff average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
In the last 12 months, how frequently, if ever, have you or another household member used the bus service, Mountain Line	45	3	13	Higher

Table 66: Overall City Services Benchmark

	Flagstaff average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Overall quality of City services	59	13	23	Similar

Table 67: City Services Benchmarks

	Flagstaff average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Fire department	88	1	22	Higher
Garbage collection services	79	3	22	Similar
Libraries	78	2	20	Similar
Parks	72	8	19	Similar
Police department	67	9	23	Similar
Recycling services	63	17	21	Similar
Sewer services	70	4	19	Similar
Water services	70	4	21	Higher
Snow removal operations	51	9	17	Similar
Street maintenance	36	13	21	Similar
Traffic signals	51	2	17	Similar
Mountain Line (bus service throughout Flagstaff)	70	1	14	Higher

Table 68: Aspects of Government Performance Benchmarks

	Flagstaff average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
The value of services for the taxes paid to City of Flagstaff government	48	12	19	Similar
The overall direction that City of Flagstaff government is taking	45	14	18	Similar
The job City of Flagstaff government does at welcoming citizen involvement	46	11	18	Similar

Jurisdictions Included in Benchmark Comparisons

Listed below are the jurisdictions included in the peer communities benchmark comparisons provided for the City of Flagstaff followed by the 2010 population according to the U.S. Census. These communities were selected by City staff based on several criteria which included a population size under 70,000, whether the community contained a four-year accredited college or university and whether the community was considered to be a peer of the City of Flagstaff.

Billings city, MT	104,170
Boise City city, ID	205,671
Boulder city, CO	97,385
Bowling Green city, KY	58,067
Cedar Falls city, IA	39,260
Duluth city, MN	86,265
Eau Claire city, WI	65,883
Edmond city, OK	81,405
Greeley city, CO	92,889
Iowa City city, IA	67,862
Las Cruces city, NM	97,618
Lawrence city, KS	87,643
Livermore city, CA	80,968
Lynnwood city, WA	35,836
Mankato city, MN	39,309
Missoula city, MT	66,788
Monterey city, CA	27,810
Moscow city, ID	23,800
Norman city, OK	110,925
Pocatello city, ID	54,255
Reno city, NV	225,221
San Marcos city, TX	44,894
San Rafael city, CA	57,713
Santa Monica city, CA	89,736
South Lake Tahoe city, CA	21,403
Twin Falls city, ID	44,125
Yuma city, AZ	93,064

Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics

The following appendix compares several key survey responses by the geographic location of households (Area 1, 2, 3 or 4) as well as respondent demographic characteristics. ANOVA and chi-square tests of significance were applied to these comparisons of survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between subgroups are due to chance; or in other words, a greater than 95% probability that the differences observed are “real.” Cells shaded grey indicate statistically significant differences ($p \leq .05$) between at least two of the subgroups.

Geographic Crosstabulations

Table 69: Area of Respondent

	Percent of respondents	Count
1	25%	107
2	26%	115
3	25%	108
4	25%	107
Total	100%	437

Table 70: Question 1: Quality of Life Compared by Geographic Area

Please rate each of the following aspects of quality of life in Flagstaff. Percent rating as "excellent" or "good".	1	2	3	4	Overall
Flagstaff as a place to live	94%	85%	89%	89%	89%
Your neighborhood as a place to live	90%	62%	83%	86%	80%
Flagstaff as a place to raise children	89%	73%	86%	75%	80%
Flagstaff as a place to work	36%	35%	44%	40%	39%
Flagstaff as a place to visit	95%	90%	89%	93%	92%
Flagstaff as a place to retire	61%	55%	64%	61%	60%
The overall quality of life in Flagstaff	77%	67%	73%	83%	75%

Table 71: Question 2: Community Characteristics Compared by Geographic Area

Please rate each of the following characteristics as they relate to Flagstaff as a whole. Percent rating as "excellent" or "good".	1	2	3	4	Overall
Overall feeling of safety in Flagstaff	90%	73%	81%	81%	81%
Overall ease of getting to the places you usually have to visit	57%	52%	73%	63%	62%
Quality of overall natural environment in Flagstaff	88%	85%	92%	97%	91%
Overall built environment of Flagstaff (including buildings, parks and transportation systems)	57%	58%	71%	72%	65%
Health and wellness opportunities in Flagstaff	74%	68%	74%	76%	73%
Overall opportunities for education and enrichment	87%	70%	84%	73%	78%
Opportunities to attend cultural activities	85%	70%	82%	85%	80%
Opportunities to participate in social events and activities	79%	77%	79%	74%	77%
Overall economic health of Flagstaff	42%	32%	50%	42%	41%
Sense of community	61%	55%	56%	57%	57%
Overall image or reputation of Flagstaff	81%	78%	77%	81%	79%

Table 72: Question 14: Quality of City Services Compared by Geographic Area

Please rate the quality of each of the following services provided in Flagstaff. Percent rating as "excellent" or "good".	1	2	3	4	Overall
Fire department	92%	98%	99%	95%	96%
Garbage collection services	88%	87%	96%	89%	90%
Libraries	85%	90%	95%	86%	89%
Parks	83%	88%	86%	79%	84%
Police department	80%	70%	75%	74%	74%
Planning and building services	39%	42%	59%	63%	51%
Recreation programs	66%	65%	77%	73%	70%
Recycling services	67%	73%	74%	59%	68%
Sustainability and environmental programs	64%	69%	82%	65%	70%
Sewer services	83%	75%	88%	82%	82%
Water services	82%	82%	85%	77%	81%
Utility billing services	75%	68%	74%	77%	73%
Snow removal operations	52%	47%	60%	48%	52%
Street maintenance	36%	25%	35%	37%	33%
Traffic signals	54%	49%	59%	63%	56%
Streetscapes (making street medians and sides of streets attractive)	63%	53%	68%	67%	63%
Public art	54%	59%	55%	63%	58%
Heritage preservation	65%	74%	72%	68%	70%
Mountain Line (bus service throughout Flagstaff)	68%	72%	87%	85%	77%
Overall quality of City services	67%	69%	71%	68%	69%

Table 73: Question 16: Aspects of Government Performance Compared by Geographic Area

Please rate the following categories of City of Flagstaff government performance. Percent rating as "excellent" or "good".	1	2	3	4	Overall
The value of services for the taxes paid to City of Flagstaff government	47%	43%	60%	46%	49%
The overall direction that City of Flagstaff government is taking	44%	44%	54%	41%	46%
The job City of Flagstaff government does at welcoming citizen involvement	47%	35%	50%	48%	45%
Overall confidence in City of Flagstaff government	43%	41%	45%	43%	43%
Generally acting in the best interest of the community	38%	33%	48%	45%	41%
Being honest	48%	45%	55%	43%	48%
Treating all residents fairly	43%	42%	41%	47%	43%

Table 74: Question 17: Support for City Actions Compared by Geographic Area

To what extent do you support or oppose the City doing each of the following? Percent rating as "strongly" or "somewhat" support.	1	2	3	4	Overall
Not plowing neighborhood streets when there is 4 inches of snow or less	59%	43%	53%	42%	49%
Using prescribed or controlled burns to maintain a healthy forest	92%	87%	89%	100%	92%
Requiring that property owners meet a minimum standard of removing excess vegetation around their property to help protect the City from wildfires	80%	91%	83%	88%	86%
Banning plastic bags at stores in Flagstaff	63%	60%	54%	61%	59%
Charging a per bag fee for plastic bags at stores in Flagstaff	45%	41%	40%	51%	44%
Closing Downtown streets for parades and festivals	88%	89%	91%	81%	87%
Changing City Hall hours to four, 10-hour days (open Monday-Thursday, closed on Friday)	46%	38%	37%	43%	41%
Eliminating the City news magazine, Cityscape	39%	37%	32%	38%	36%

Demographic Crosstabulations

Table 75: Question 1: Quality of Life Compared by Demographic Characteristics

Please rate each of the following aspects of quality of life in Flagstaff. Percent rating as "excellent" or "good".	Race and ethnicity		Full-time or part-time		Rent or own		Gender		Age			Length of residency			Overall
	White, not Hispanic	Hispanic and/or other race	Full-time	Part-time	Own	Rent	Female	Male	18-34	35-54	55+	Less than 5 years	6 to 20 years	More than 20 years	
Flagstaff as a place to live	91%	85%	89%	84%	90%	88%	92%	87%	93%	83%	89%	88%	91%	87%	89%
Your neighborhood as a place to live	84%	74%	80%	81%	88%	72%	79%	82%	75%	84%	84%	79%	77%	85%	80%
Flagstaff as a place to raise children	85%	73%	82%	62%	86%	75%	82%	78%	79%	81%	83%	78%	81%	82%	80%
Flagstaff as a place to work	41%	37%	38%	39%	37%	40%	45%	33%	37%	41%	39%	38%	41%	36%	39%
Flagstaff as a place to visit	93%	91%	92%	92%	89%	94%	95%	89%	94%	90%	90%	99%	85%	91%	92%
Flagstaff as a place to retire	62%	54%	59%	74%	56%	65%	63%	59%	70%	46%	63%	76%	54%	53%	60%
The overall quality of life in Flagstaff	78%	70%	75%	77%	81%	70%	75%	75%	73%	75%	79%	76%	73%	77%	75%

Table 76: Question 2: Community Characteristics Compared by Demographic Characteristics

Please rate each of the following characteristics as they relate to Flagstaff as a whole. Percent rating as "excellent" or "good".	Race and ethnicity		Full-time or part-time		Rent or own		Gender		Age			Length of residency			Overall
	White, not Hispanic	Hispanic and/or other race	Full-time	Part-time	Own	Rent	Female	Male	18-34	35-54	55+	Less than 5 years	6 to 20 years	More than 20 years	
Overall feeling of safety in Flagstaff	85%	76%	80%	90%	89%	74%	78%	84%	76%	85%	85%	77%	79%	88%	81%
Overall ease of getting to the places you usually have to visit	67%	51%	62%	63%	64%	59%	62%	61%	61%	53%	74%	64%	62%	59%	62%
Quality of overall natural environment in Flagstaff	91%	88%	91%	91%	92%	89%	89%	93%	92%	89%	90%	93%	91%	88%	91%
Overall built environment of Flagstaff (including buildings, parks and transportation systems)	66%	61%	64%	68%	65%	63%	66%	63%	60%	63%	74%	70%	62%	62%	65%
Health and wellness opportunities in Flagstaff	76%	67%	73%	72%	80%	67%	72%	75%	64%	80%	81%	75%	71%	73%	73%
Overall opportunities for education and enrichment	82%	71%	79%	77%	81%	76%	79%	78%	76%	76%	86%	82%	78%	76%	78%
Opportunities to attend cultural activities	85%	70%	80%	81%	79%	81%	81%	80%	87%	72%	79%	91%	77%	74%	80%
Opportunities to participate in social events and activities	80%	67%	77%	72%	78%	75%	76%	77%	80%	73%	76%	85%	72%	75%	77%
Overall economic health of Flagstaff	45%	37%	39%	71%	39%	44%	48%	36%	45%	34%	46%	57%	36%	32%	41%
Sense of community	60%	48%	57%	56%	66%	49%	61%	53%	54%	59%	61%	56%	58%	58%	57%
Overall image or reputation of Flagstaff	82%	75%	78%	91%	79%	79%	81%	78%	83%	73%	79%	85%	77%	76%	79%

Table 77: Question 14: Quality of City Services Compared by Demographic Characteristics

Please rate the quality of each of the following services provided in Flagstaff. Percent rating as "excellent" or "good".	Race and ethnicity		Full-time or part-time		Rent or own		Gender		Age			Length of residency			Overall
	White, not Hispanic	Hispanic and/or other race	Full-time	Part-time	Own	Rent	Female	Male	18-34	35-54	55+	Less than 5 years	6 to 20 years	More than 20 years	
Fire department	97%	95%	97%	86%	97%	95%	98%	94%	96%	94%	99%	95%	98%	95%	96%
Garbage collection services	91%	89%	90%	92%	93%	86%	88%	91%	88%	90%	93%	85%	90%	94%	90%
Libraries	91%	84%	89%	93%	90%	88%	87%	91%	86%	88%	96%	85%	90%	92%	89%
Parks	87%	76%	85%	65%	84%	84%	86%	81%	84%	81%	87%	89%	82%	81%	84%
Police department	78%	69%	74%	75%	79%	70%	71%	76%	69%	71%	89%	79%	72%	74%	74%
Planning/building services	50%	55%	48%	78%	55%	47%	51%	49%	53%	40%	59%	70%	46%	41%	51%
Recreation programs	73%	63%	69%	89%	67%	73%	67%	74%	74%	63%	73%	87%	62%	66%	70%
Recycling services	70%	67%	68%	65%	72%	65%	68%	68%	62%	70%	76%	65%	67%	73%	68%
Sustainability and environmental programs	72%	69%	68%	96%	70%	71%	72%	67%	74%	64%	72%	78%	68%	64%	70%
Sewer services	85%	74%	80%	100%	85%	78%	80%	83%	87%	71%	86%	85%	79%	82%	82%
Water services	83%	77%	80%	96%	82%	81%	82%	82%	90%	67%	84%	86%	78%	81%	81%
Utility billing services	77%	69%	73%	82%	78%	69%	77%	70%	72%	67%	83%	75%	67%	79%	73%
Snow removal operations	52%	56%	50%	77%	46%	58%	50%	54%	59%	45%	49%	60%	53%	43%	52%
Street maintenance	35%	33%	31%	69%	28%	38%	38%	28%	41%	24%	32%	38%	30%	33%	33%
Traffic signals	57%	58%	54%	79%	55%	57%	63%	50%	59%	45%	66%	67%	52%	49%	56%
Streetscapes (making street medians and sides of streets attractive)	65%	60%	63%	63%	64%	62%	67%	59%	64%	59%	65%	63%	64%	60%	63%
Public art	57%	62%	58%	57%	52%	63%	58%	57%	62%	58%	50%	69%	53%	50%	58%
Heritage preservation	71%	67%	70%	75%	70%	70%	68%	71%	76%	65%	68%	79%	69%	63%	70%
Mountain Line (bus service throughout Flagstaff)	78%	79%	77%	82%	83%	72%	78%	76%	75%	79%	80%	83%	73%	76%	77%
Overall quality of City services	71%	65%	70%	57%	74%	64%	69%	68%	67%	63%	79%	70%	66%	71%	69%

Table 78: Question 16: Aspects of Government Performance Compared by Demographic Characteristics

Please rate the following categories of City of Flagstaff government performance. Percent rating as "excellent" or "good".	Race and ethnicity		Full-time or part-time		Rent or own		Gender		Age			Length of residency			Overall
	White, not Hispanic	Hispanic and/or other race	Full-time	Part-time	Own	Rent	Female	Male	18-34	35-54	55+	Less than 5 years	6 to 20 years	More than 20 years	
The value of services for the taxes paid to City of Flagstaff government	51%	50%	48%	71%	49%	50%	53%	46%	47%	43%	59%	56%	48%	45%	49%
The overall direction that City of Flagstaff government is taking	47%	44%	46%	51%	45%	48%	47%	45%	57%	36%	44%	57%	45%	39%	46%
The job City of Flagstaff government does at welcoming citizen involvement	45%	42%	43%	72%	46%	42%	47%	42%	48%	37%	49%	62%	37%	40%	45%
Overall confidence in City of Flagstaff government	45%	40%	43%	51%	43%	44%	44%	44%	48%	34%	49%	53%	40%	39%	43%
Generally acting in the best interest of the community	44%	33%	39%	59%	42%	38%	37%	43%	42%	34%	47%	54%	33%	38%	41%
Being honest	50%	43%	46%	72%	48%	46%	42%	54%	54%	39%	52%	60%	46%	41%	48%
Treating all residents fairly	48%	30%	42%	58%	48%	37%	38%	48%	46%	38%	47%	51%	42%	39%	43%

Table 79: Question 17: Support for City Actions Compared by Demographic Characteristics

To what extent do you support or oppose the City doing each of the following? Percent rating as "strongly" or "somewhat" support.	Race and ethnicity		Full-time or part-time		Rent or own		Gender		Age			Length of residency			Overall
	White, not Hispanic	Hispanic and/or other race	Full-time	Part-time	Own	Rent	Female	Male	18-34	35-54	55+	Less than 5 years	6 to 20 years	More than 20 years	
Not plowing neighborhood streets when there is 4 inches of snow or less	49%	49%	50%	46%	50%	49%	46%	51%	48%	50%	51%	40%	52%	56%	49%
Using prescribed or controlled burns to maintain a healthy forest	94%	91%	92%	92%	93%	91%	91%	93%	92%	95%	88%	93%	91%	91%	92%
Requiring that property owners meet a minimum standard of removing excess vegetation around their property to help protect the City from wildfires	86%	85%	85%	91%	86%	85%	85%	85%	82%	87%	89%	88%	81%	89%	86%
Banning plastic bags at stores in Flagstaff	62%	53%	58%	67%	55%	63%	61%	58%	61%	61%	54%	68%	54%	57%	59%
Charging a per bag fee for plastic bags at stores in Flagstaff	48%	36%	44%	47%	40%	48%	47%	41%	50%	39%	39%	52%	46%	34%	44%
Closing Downtown streets for parades and festivals	91%	78%	89%	65%	88%	86%	87%	88%	87%	90%	85%	87%	86%	88%	87%
Changing City Hall hours to four, 10-hour days (open Monday-Thursday, closed on Friday)	43%	38%	42%	19%	37%	44%	43%	38%	41%	43%	37%	48%	42%	33%	41%
Eliminating the City news magazine, Cityscape	39%	30%	37%	34%	42%	30%	30%	45%	39%	36%	33%	40%	30%	41%	36%

Appendix F: Survey Methodology

Survey Instrument Development

General citizen surveys, such as this one, ask residents their perspectives about the quality of life in the city, use of City amenities, opinions on policy issues facing the City and assessments of City service delivery. The Flagstaff Citizen Survey was administered by mail in 2013 for the first time (prior to 2013, the Flagstaff survey was administered by telephone). The 2013 citizen survey instrument for Flagstaff was developed by starting with the version from the previous implementation in 2009. A list of topics was generated for new questions; topics and questions were modified to find those that were the best fit for the 2013 questionnaire. In an iterative process between City staff and NRC staff, a final five-page questionnaire was created.

Selecting Survey Recipients

“Sampling” refers to the method by which survey recipients are chosen. The “sample” refers to all those who were given a chance to participate in the survey. All households located in the City of Flagstaff were eligible for the survey. Because local governments generally do not have inclusive lists of all the residences in the jurisdiction (tax assessor and utility billing databases often omit rental units), lists from the United States Postal Service (USPS), updated every three months, usually provide the best representation of all households in a specific geographic location. NRC used the USPS data to randomly select the households that could receive the survey.

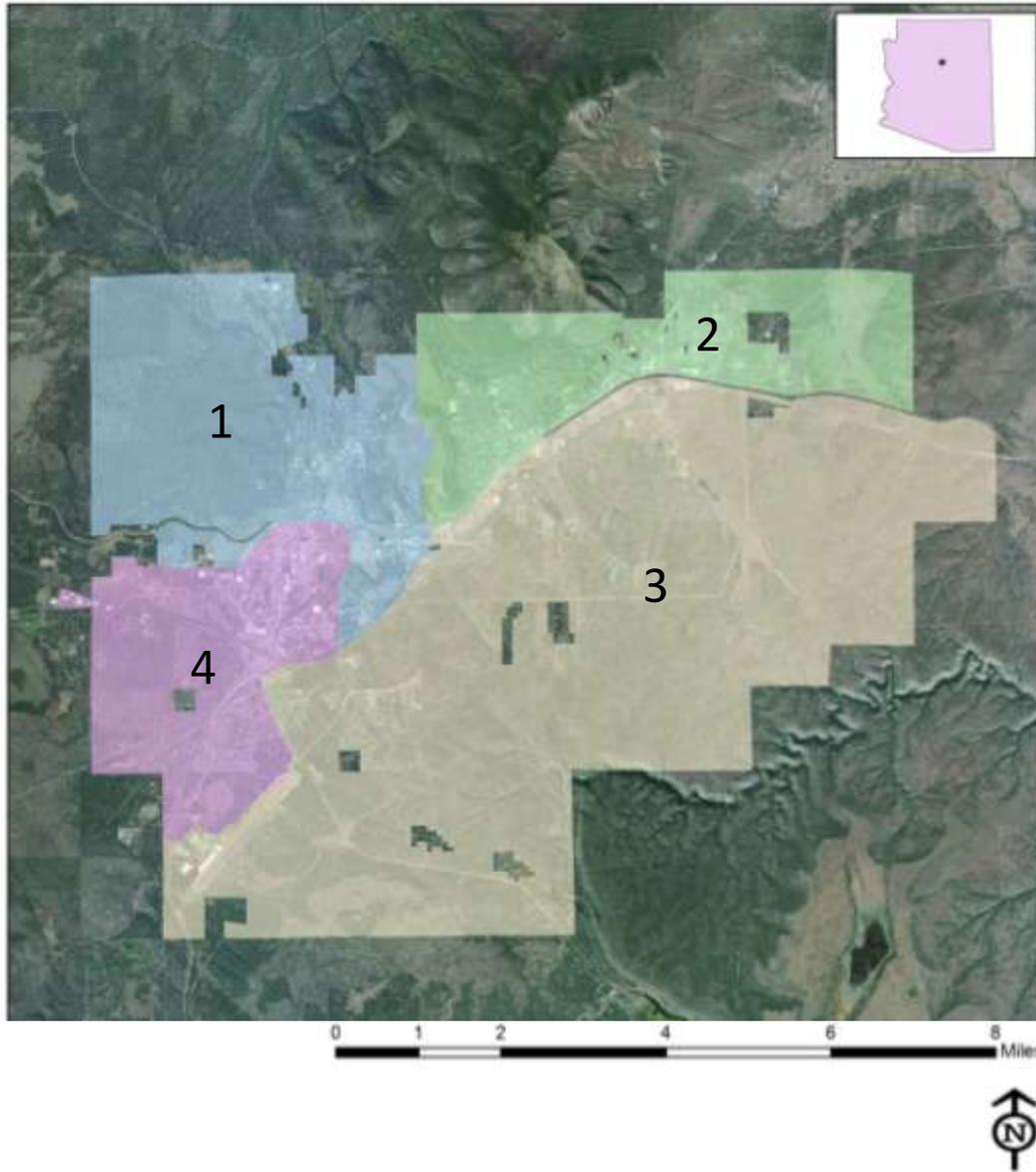
A larger list than needed was selected so that a process referred to as “geocoding” could be used to eliminate addresses from the list that were outside the study boundaries. Geocoding is a computerized process in which addresses are compared to electronically mapped boundaries and coded as inside or outside these boundaries. All addresses determined to be outside the city boundaries were eliminated from the list. From the remaining addresses determined to be inside the city boundaries, stratified systematic sampling was used to select 375 households in each of four areas to receive survey mailings⁴ (for a total of 1,500 households). The City was divided into four geographic areas based on the proportion of housing units in each area (using 2010 Census data) and the area in which each selected household was located was identified. (Please see the next page for a map of the mail sample areas.)

Attached units within the city were oversampled to compensate for detached unit residents’ tendency to return surveys at a higher rate. An individual within each household was selected using the birthday method⁵.

⁴ Systematic sampling is a method that closely approximates random sampling by selecting every Nth address until the desired number of households are chosen.

⁵ 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.

Table 80: Geographic Areas in Flagstaff Used for Comparison of Survey Results



Survey Administration and Response

Households received three mailings, one week apart beginning in October of 2013. Completed surveys were collected over the following six weeks. The first mailing was a prenotification postcard announcing the upcoming survey. The other two mailings contained a letter from the Mayor inviting the household to participate, a questionnaire and a postage-paid envelope. Respondents also were given the opportunity to complete the questionnaire online by following a web link provided in the letter. About 4% of the postcards were returned as undeliverable because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 1,441 households that received the survey, 437 respondents completed the survey, providing a response rate of 30%. The table on the following page shows the response rates by geographic area.

Table 81: Response Rate by Area

Area	Number Mailed	Number Undeliverable	Number Returned	Response Rate
1	375	15	107	30%
2	375	11	115	32%
3	375	24	108	31%
4	375	9	107	29%
Overall	1,500	59	437	30%

Confidence Interval and Margin of Error

The 95% confidence interval (or “margin of error”) quantifies the “sampling error” or precision of the estimates made from the survey results. A 95% confidence interval can be calculated for any sample size, and indicates that in 95 cases out of 100, the results based on the number of responses obtained will differ by no more than five percentage points (437 surveys) in either direction from what would have been obtained had responses been collected from all City of Flagstaff adults. The practical difficulties of conducting any resident survey may introduce other sources of error in addition to sampling error. Despite our best efforts to boost participation and ensure potential inclusion of all households, some selected households will decline participation in the survey (referred to as non-response error) and some eligible households may be unintentionally excluded from the listed sources for the sample (referred to as coverage error).

While the 95 percent confidence level for the survey is generally no greater than plus or minus five percentage points around any given percent reported for all respondents (437), results for subgroups will have wider confidence intervals. For comparisons among subgroups, the margin of error rises to approximately plus or minus 10% for sample sizes of 100 and to plus or minus 14% for sample sizes of 50.

Survey Processing (Data Entry)

Mailed surveys were submitted via postage-paid business reply envelopes. Once received, staff assigned a unique identification number to each questionnaire. 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; staff would choose randomly two of the three selected items to be coded in the dataset.

Once cleaned and numbered, all surveys 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.

Data from the Web surveys were automatically collected and stored while respondents answered the questions. The online survey data were downloaded, cleaned as necessary and appended to the mail survey data to create a final, complete dataset.

Survey Analysis

Weighting the Data

The demographic characteristics of the survey respondents were compared to those of the 2010 Census and the 2011 American Community Survey. The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. The demographic characteristics that are least similar to the Census and yield the most different results are the best candidates for data weighting. Several different weighting “schemes” are tested to ensure the best fit for the data. Survey results were weighted using the 2010 Census population norms to reflect the appropriate representation of resident characteristics in the city overall. The variables used for weighting were gender, age, housing tenure (rent versus own) and the geographic location of respondent households. The results of the weighting scheme are presented in the table below.

Table 82: Flagstaff 2013 Citizen Survey Weighting Table

Characteristic	Population Norm ⁶	Unweighted Data	Weighted Data
Housing			
Rent home	53%	35%	53%
Own home	47%	65%	47%
Race and Ethnicity			
White	77%	84%	81%
Not white	23%	16%	19%
Not Hispanic	84%	87%	85%
Hispanic	16%	13%	15%
White alone, not Hispanic	69%	77%	72%
Hispanic and/or other race	31%	23%	28%
Gender and Age			
Female	50%	55%	50%
Male	50%	45%	50%
18-34 years of age	46%	21%	44%
35-54 years of age	32%	29%	32%
55+ years of age	22%	50%	24%
Females 18-34	22%	12%	22%
Females 35-54	16%	18%	16%
Females 55+	12%	25%	12%
Males 18-34	23%	10%	23%
Males 35-54	16%	11%	16%
Males 55+	11%	24%	11%
Geographic Area⁷			
1	25%	29%	25%
2	25%	28%	26%
3	25%	23%	25%
4	25%	20%	25%

⁶ Source: 2010 Census/2011 ACS

⁷ Source: 2010 Census block level data (housing units)

Analyzing the Data

The electronic dataset was analyzed by NRC staff using the Statistical Package for the Social Sciences (SPSS). For the most part, when frequency distributions are presented in the report, the percent positive (i.e., “excellent” or “good,” “strongly support” or “somewhat support,” “very likely” or “somewhat likely”) is used. The complete set of frequencies for each survey question is included in *Appendix B: Responses to Survey Questions*.

Also included are results by the geographic area in which the respondents lived in and by the demographic characteristics of the respondents (*Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*). Chi-square or ANOVA tests of significance were applied to these breakdowns of selected survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between groups are due to chance; or in other words, a greater than 95% probability that the differences observed in the selected categories of our sample represent “real” differences among those populations. Where differences between subgroups are statistically significant, they are marked with grey shading in the appendix.

Appendix G: Survey Materials

The following pages contain the mailing materials and survey instrument for the 2013 Flagstaff Citizen Survey.