

**BENICIA CITY COUNCIL
SPECIAL MEETING AGENDA**

**Dona Benicia Room
Library
150 East L Street
February 22, 2011
6:00 PM**

*Times set forth for the agenda items are estimates.
Items may be heard before or after the times designated.*

I. CALL TO ORDER (6:00 PM):

II. CONVENE OPEN SESSION:

A. ROLL CALL.

B. PLEDGE OF ALLEGIANCE.

C. REFERENCE TO THE FUNDAMENTAL RIGHTS OF THE PUBLIC:

A plaque stating the fundamental rights of each member of the public is posted at the entrance to this meeting room per section 4.04.030 of the City of Benicia's Open Government Ordinance.

III. OPPORTUNITY FOR PUBLIC COMMENT:

This portion of the meeting is reserved for persons wishing to address the Council on any matter not on the agenda that is within the subject matter jurisdiction of the City Council. State law prohibits the City Council from responding to or acting upon matters not listed on the agenda. Each speaker has a maximum of five minutes for public comment. If others have already expressed your position, you may simply indicate that you agree with a previous speaker. If appropriate, a spokesperson may present the views of your entire group. Speakers may not make personal attacks on council members, staff or members of the public, or make comments which are slanderous or which may invade an individual's personal privacy.

A. WRITTEN COMMENT.

B. PUBLIC COMMENT.

IV. CLOSED SESSION:

**A. CONFERENCE WITH LABOR NEGOTIATOR
(Government Code Section 54957.6 (a))**

Agency negotiators: City Manager, Administrative Services Director

Employee organizations: City Manager, City Attorney, Benicia Senior Management Group, Benicia Middle Management Group, Local 1, Benicia Public Service Employees' Association (BPSEA), Police Officers Association (BPOA), Benicia Firefighters Association (BFA), Benicia Dispatchers Association (BDA), Police Management, Unrepresented.

V. RECONVENE OPEN SESSION:

VI. STUDY SESSION (7:00 PM):

A. STEPS TO A SUSTAINABLE BUDGET – REVIEW OF 2011-13 BUDGET PROCESS AND UPDATE OF STRATEGIC PLAN. (City Manager)

On February 2, 2011, staff reviewed the proposed 2011-13 budget process, including an abbreviated update to the City's Strategic Plan. Given the need to react quickly to the current shortfall in this fiscal year, as well as the projected deficit for 2011-13, staff is proposing a streamlined process that achieves the goal of a balanced budget and provides adequate opportunity for community input. In addition to a short-term budget balancing process, staff recommended initiating a longer-term budget strategy that encompasses a broader goal of developing a structurally sustainable budget model for the future. The objectives of the February 22nd study session is to finalize the budget process strategies, obtain Council input regarding the update to the City's 2009-2011 Strategic Plan and provide the opportunity for public input on the proposed process and the Strategic Plan.

RECOMMENDATION: Review proposed updates to the City's Strategic Plan, as well as next steps in the 2011-13 budget process. Provide an opportunity for public input and Council direction.

VII. ADJOURNMENT (9:00 PM):

Public Participation

The Benicia City Council welcomes public participation.

Pursuant to the Brown Act, each public agency must provide the public with an opportunity to speak on any matter within the subject matter jurisdiction of the agency and which is not on the agency's agenda for that meeting. The City Council allows speakers to speak on non-agendized matters under public comment, and on agendized items at the time the agenda item is addressed at the meeting. Comments are limited to no more than five minutes per speaker. By law, no action may be taken on any item raised during the public comment period although informational answers to questions may be given and matters may be referred to staff for placement on a future agenda of the City Council.

Should you have material you wish to enter into the record, please submit it to the City Manager.

Disabled Access

In compliance with the Americans with Disabilities Act (ADA), if you need special assistance to participate in this meeting, please contact Anne Cardwell, the ADA Coordinator, at (707) 746-4211. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

Meeting Procedures

All items listed on this agenda are for Council discussion and/or action. In accordance with the Brown Act, each item is listed and includes, where appropriate, further description of the item and/or a recommended action. The posting of a recommended action does not limit, or necessarily indicate, what action may be taken by the City Council.

Pursuant to Government Code Section 65009, if you challenge a decision of the City Council in court, you may be limited to raising only those issues you or someone else raised at the public hearing described in this notice, or in written correspondence delivered to the City Council at, or prior to, the public hearing. You may also be limited by the ninety (90) day statute of limitations in which to challenge in court certain administrative decisions and orders (Code of Civil Procedure 1094.6) to file and serve a petition for administrative writ of mandate challenging any final City decisions regarding planning or zoning.

The decision of the City Council is final as of the date of its decision unless judicial review is initiated pursuant to California Code of Civil Procedures Section 1094.5. Any such petition for judicial review is subject to the provisions of California Code of Civil Procedure Section 1094.6.

Public Records

The agenda packet for this meeting is available at the City Manager's Office and the Benicia Public Library during regular working hours. To the extent feasible, the packet is also available on the City's web page at www.ci.benicia.ca.us under the heading "Agendas and Minutes." Public records related to an open session agenda item that are distributed after the agenda packet is prepared are available before the meeting at the City Manager's Office located at 250 East L Street, Benicia, or at the meeting held in the Council Chambers. If you wish to submit written information on an agenda item, please submit to the City Clerk as soon as possible so that it may be distributed to the City Council. A complete proceeding of each meeting is also recorded and available through the City Clerks Office.

AGENDA ITEM
SPECIAL CITY COUNCIL MEETING: FEBRUARY 22, 2011
BUDGET STUDY SESSION

DATE : February 15, 2011

TO : City Council

FROM : City Manager

SUBJECT : **STEPS TO A SUSTAINABLE BUDGET – REVIEW OF 2011-13 BUDGET PROCESS AND UPDATE OF STRATEGIC PLAN**

RECOMMENDATION:

Review proposed updates to the City's Strategic Plan, as well as next steps in the 2011-13 budget process. Provide an opportunity for public input and Council direction.

EXECUTIVE SUMMARY:

On February 2, 2011, staff reviewed the proposed 2011-13 budget process, including an abbreviated update to the City's Strategic Plan. Given the need to react quickly to the current shortfall in this fiscal year, as well as the projected deficit for 2011-13, staff is proposing a streamlined process that achieves the goal of a balanced budget and provides adequate opportunity for community input. In addition to a short-term budget balancing process, staff recommended initiating a longer-term budget strategy that encompasses a broader goal of developing a structurally sustainable budget model for the future. The objectives of the February 22nd study session are to finalize the budget process strategies, obtain Council input regarding the update to the City's 2009-2011 Strategic Plan and provide the opportunity for public input on the proposed process and the Strategic Plan.

STRATEGIC PLAN:

Relevant Strategic Plan Goals and Strategies:

- Strategic Issue 3: Strengthening Economic and Fiscal Conditions

BACKGROUND:

The City faces a substantial challenge as it begins the process for the 2011-13 Budget. The deficit for the 2011-12 fiscal year is estimated at about \$1,200,000 unless there is a dramatic turnaround in the economy or in property tax values. The City's long-range budget model forecasts a similar deficit for 2012-13 and beyond.

It should be emphasized that the projected \$1.2 million shortfall is an estimate at this point, as information relative to key revenues will not be available until late in the budget preparation process. Specifically, while information regarding the Valero UUT fixed payment should be available later this month, PG&E franchise fee will not be known until March, and 4th quarter sales taxes will not be available until April. Property tax estimates for 2011-12 will be available in June.

The timing of these various revenues makes it extremely challenging to accurately estimate the shortfall for 2011-12. Further, it is likely that a portion of the cost savings currently being identified for 2010-11 will be ongoing in nature, and will mitigate some of the projected shortfall for 2011-12. The 2010-11 proposed reductions will be presented to Council in March, and staff will continue to keep Council updated regarding revenue projections for 2011-12 via the fourth Tuesday budget study sessions.

Overview of 2011-13 Budget Process

Short-term Strategy

The proposed process, "Steps to a Sustainable Budget," was presented at the February 2nd Council meeting, and this process will continue on February 22nd with a review of staff's proposed modifications to the City's Strategic Plan, specifically focusing on a review and update of the Strategies and Strategic Actions in the Plan in light of the City's current fiscal challenges. This study session will be held in a more informal, less structured format in the Dona Benicia Room of the Library, to allow for more public input and interaction.

The public input portion of the strategic plan/budget process will continue in March, with a meeting with the Chairs and/or Vice Chairs of the various City boards and commissions to solicit input on updating the City's Strategic Plan, as well as on the City Budget. It is suggested that this be structured as an interactive workshop and coordinated with the involvement of the Finance Audit and Budget Committee. A key component of this meeting will be a review of the current financial challenges facing the City, as well as a primer in City budgets. While this meeting will be designed to encourage input from board and commission members, it will also be open to the community.

Later in March and/or early April, there will be two community workshops, which will be directly focused on gathering input from the community on balancing the budget. Council sessions devoted to review of the budget document will begin in late May and continue through June, as needed, with budget approval scheduled for late June. An updated timeline is attached.

Long-term Strategy

As indicated at the February 2nd meeting, the nature of the City's structural budget forecast requires meeting the challenge of the next fiscal year, but also initiating actions to achieve a sustainable future by transforming the way services are provided and financed. Given the longer lead-time required for many concepts and initiatives that would achieve these types of transformations, it is suggested that Council consider initiating a longer-term process focused on achieving a Structurally Sustainable Budget that would identify strategies that would go beyond the upcoming fiscal period.

An example of one issue that has been discussed as a significant, but very complex, component of achieving long-term fiscal sustainability is the level of employee compensation. Many cities are currently re-evaluating their salary schedules and benefit plans in light of the significant downturn in the economy and reduced revenues. However, the current employment agreements are the result of many years of negotiations between the City and the employee groups to achieve fair and equitable compensation plans that are consistent with the City Council's employee compensation policy (Resolution No. 05-43 – attached). This resolution sets forth the principle that employee compensation and conditions of employment must be sufficiently attractive to draw and retain qualified employees, yet also be fiscally prudent. Furthermore the quality of staffing directly relates to the quality of service provided to our citizens. Therefore, in order to comply with the Council's compensation philosophy, the City must carefully and thoroughly analyze the current employee agreements, desired service levels and long-term fiscal projections to achieve the most equitable balance for all involved. As noted on February 2nd, an important component of such an effort will be a comprehensive compensation study and staff is currently exploring options for gathering that data.

Ensuring community participation will be a key part of a successful sustainable budget process. One suggestion that the Council may wish to consider is utilizing representatives from the FAB Committee, along with representatives from Boards and Commissions and other local organizations to develop a Sustainable Budget Task Force. This task force could begin working on longer term strategies, which may not be realistic to implement for this coming budget year, but would be of value in pursuit of the larger goal of achieving a structurally sustainable budget. Once a list of such strategies is developed, the task force could present recommendations to Council for consideration for either mid-year budget adjustments or the following budget cycle.

Time for presentation of both the short-term and long-term fiscal strategies was somewhat limited at the February 2nd meeting, so staff would like to provide the public and Council an additional opportunity to review the recommendations for the process and provide feedback at the study session on the 22nd.

Strategic Plan Update

The Strategic Planning process is a proven and thoughtful method for determining how an organization's resources can be most wisely allocated. Strategic Planning requires research and analysis before making resource allocation decisions; strategic planning decisions are not randomly made.

In 2009, the City Council approved a comprehensive Strategic Plan document that identifies the Mission, Vision, Values and Guiding Principles of the City. It also presents a number of Strategic Issues, Strategies and Actions. This Plan was developed after a fairly intensive process of soliciting input from the City's boards and commissions, employees and the public.

The study session on the 22nd will be an opportunity to revisit this plan and review proposed modifications from staff. In order to provide some context for review of proposed updates to the Plan, attached is a summary of the results of various recent efforts to survey the community's view of City services. These resources include:

- ❑ Community Priorities Online Survey Results: June 2010
- ❑ Summary of feedback from the Build Your Own City and Community Conversation workshops from the summer of 2010
- ❑ 2010 National Citizen Survey – Executive Summary (the complete survey results available on the City's website at www.ci.benicia.ca.us or upon request from the City Manager's Office)

Below is an excerpt from the 2009-11 Strategic Plan that highlights key points to keep in mind when developing a Strategic Plan. While the current effort is not envisioned as development of a new plan, but rather an update to the already existing plan, the following points may be helpful to consider.

- ❑ Strategic Planning proceeds from the assumption that resources are limited so we must allocate them based on a review and identification of the highest priorities for the upcoming planning period (two-five years).
- ❑ Strategic Plan issues are the five +/- problems and opportunities that will arise in the planning period that will most impact achievement of the City's mission, vision and values.
- ❑ Strategic Plan strategies are the most promising approaches or general direction that will resolve the five Strategic Issues.

- Strategic Actions are the most effective projects, programs or activities that will execute or implement the strategies.
- Actions selected can be new, already planned, or on-going. The point is identifying and selecting actions that will best address the strategies and issues identified in the plan.
- The package of actions selected should not be comprised of only those that are easily achievable. Instead, they should be ambitious, while realistically achievable within resources that can be assembled within the planning period.
- Ultimately, resources required will be considered and evaluated in the budget process. The budget process is about allocating available resources to priorities established by the City Council.

At the study session on the 22nd, Council will be asked to consider the following Strategic Issues and Strategies from the 2009-11 Strategic Plan and confirm their relevance or modify as needed:

Strategic Issue #1: Protecting Community Health and Safety

- Provide modern and functional public safety facilities
- Maintain adequate staffing for public safety and a strong EMS program
- Provide a high state of preparedness for disasters/emergencies
- Promote community preservation and prevent nuisances through increased code enforcement, environmental strategies and community education
- Promote community and personal health

Strategic Issue #2: Protecting and Enhancing the Environment

- Reduce greenhouse gas emissions and energy consumption
- Implement new water conservation projects/programs
- Pursue and adopt sustainable practices
- Protect air quality

Strategic Issue #3: Strengthening Economic and Fiscal Conditions

- Implement tourism plan
- Strengthen Benicia Industrial Park competitiveness
- Retain and attract business
- Manage City finances prudently

- Increase economic viability of industrial park and other commercial areas, while preserving existing economic strengths and historic resources

Strategic Issue #4: Preserving and Enhancing Infrastructure

- Provide safe, functional and complete streets
- Increase use of mass transit
- Address technology needs
- Provide adequate funding for ongoing infrastructure needs

Strategic Issue #5: Maintain and Enhance a High Quality of Life

- Provide community activity centers
- Implement the Downtown Master Plan
- Promote arts and culture
- Preserve City-owned historic structures
- Provide support to disadvantaged segments of the community

Additionally, staff has provided some proposed revisions to the various Strategic Actions, which are attached in a strike-through version of the Strategic Plan.

Again, this study session is just the first step in a process that envisions utilizing both short-term solutions and long-term strategies to ultimately achieve a sustainable financial structure for the City. Updates to the Strategic Plan are intended to serve as a starting point and, as noted previously, there will be additional opportunities to solicit community input throughout the process.

Attachments:

- 2011-2013 Strategic Plan/Budget Timeline
- Resolution No. 05-43
- 2009-11 Strategic Plan
- 2009-11 Strategic Plan – strike-through version with proposed changes
- Strategic Actions Report – February 2011
- Summary of Input on Community Priorities – Summer 2010
- 2010 National Citizen Survey Executive Summary

2011 - 2013 Budget Timeline

	February	March	April	May	June
Kickoff meeting with Council to present Strategic Plan/Budget Process on 02/01/11					
Information to public on process via press/website - provide online method for input					
City employee input on Plan via departmental presentations/meetings and continue to receive input					
Initiate 4th Tuesday Budget Council Workshops (02/22/11) - Review Strategic Plan					
FAB meeting with Boards and Commissions/Public - Strategic Plan/ Budget - date TBD					
Interactive Public Workshops (2) - Budget Dates TBD					
4th Tuesday Budget Council Workshop (03/22/11) - Finalize Strategic Plan					
4th Tuesday Budget Council Workshop (04/26/11)					
4th Tuesday Budget Council Workshop (05/24/11)					
2011-13 Budget Workshops continue					
2011-13 Budget approval by Council					

RESOLUTION NO. 05-43

**A RESOLUTION OF THE COUNCIL OF THE CITY OF BENICIA APPROVING
EMPLOYEE COMPENSATION PHILOSOPHY**

WHEREAS, the City recognizes that it competes in a market place to obtain qualified personnel to perform and provide municipal services. It further recognizes that compensation and conditions of employment must be sufficiently attractive to draw and retain qualified employees, yet be fiscally prudent. Therefore, as part of the budgetary process, the City will consider the value of compensating its employees with wages and benefits competitive with the labor market and commensurate with the performance of each employee; and

NOW, THEREFORE, BE IT RESOLVED that the Council of the City of Benicia approves the Philosophy of Compensation:

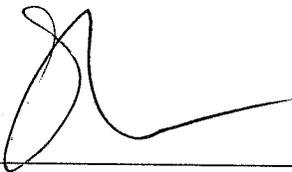
- the City's compensation policy will ensure that it will protect the financial condition of the City; and
- the City's compensation policy should maintain the city's ability to attract and retain the quality of people the City wishes to employ; and
- it is the City's objective to compensate employees at rates generally consistent with the middle of the labor market as measured by the norm of the survey agencies.

On motion of Vice Mayor **Patterson**, seconded by Council Member **Whitney**, the City of Benicia at a regular meeting of said Council held on the 5th day of April 2005, and adopted by the following vote:

Ayes: Council Members Campbell, Patterson, Whitney and Mayor Messina

Noes: Council Member Smith

Absent: None



Steve Messina, Mayor

ATTEST:



Lisa Wolfe, City Clerk



City of Benicia
Strategic Plan
FY 2009 – 2011

Strategic Planning

The Strategic Planning process is a proven and thoughtful method for determining how an organization's resources can be most wisely allocated. Strategic Planning requires research and analysis before making resource allocation decisions; strategic planning decisions are not randomly made. Strategic Planning requires research and analysis that is:

1. **COMPREHENSIVE:** all of the City's functions and responsibilities are reviewed prior to allocation decisions.
2. **LONG-TERM:** the City's long-term needs and opportunities are reviewed prior to making allocation decisions.
3. **INCLUSIVE:** all stakeholders are invited and encouraged to participate in needs and opportunities assessment prior to allocation decisions.

Strategic Plan Elements

1. **MISSION STATEMENT:** a statement of the City's ultimate purpose and the difference it wishes to make for the community.
2. **VISION STATEMENT:** the character-defining elements of the ideal organization.
3. **VALUES STATEMENT:** the guiding principles the organization believes are right and should guide conduct.
4. **STRATEGIC ISSUES:** the major needs and opportunities facing the organization over the next two to five years that most impact achievement of the Mission and Vision. Numerous, important issues face any organization. The identified Strategic Issues are those that are perceived to be most critical.
5. **STRATEGIES:** one or more approaches to take in order to address the Strategic Issues.
6. **STRATEGIC PLAN ACTION ITEMS:** the specific projects and programs that will be pursued by the organization in the budget period (two years) to implement the Strategies.

The Strategic Plan differs from the City's General Plan in that the General Plan reflects the City's long-range vision. The Strategic Plan is a plan for the next two-five years that will help the City accomplish the goals of the General Plan with shorter-term strategies and actions.

Key points to keep in mind when developing a Strategic Plan include:

- Strategic Planning proceeds from the assumption that resources are limited so we must allocate them based on a review and identification of the highest priorities for the upcoming planning period (two-five years).

- Strategic Plan issues are the five +/- problems and opportunities that will arise in the planning period that will most impact achievement of the City's mission, vision and values.
- Strategic Plan strategies are the most promising approaches or general direction that will resolve the five Strategic Issues.
- Strategic Actions are the most effective projects, programs or activities that will execute or implement the strategies.
- Actions selected can be new, already planned, or on-going. The point is identifying and selecting actions that will best address the strategies and issues identified in the plan.
- The package of actions selected should not be comprised of only those that are easily achievable. Instead, they should be ambitious, while realistically achievable within resources that can be assembled within the planning period.
- Ultimately, resources required will be considered and evaluated in the budget process. The budget process is about allocating available resources to priorities established by the City Council.
- The last major policy step in the Strategic Planning process is budget adoption.

Implementation Process

The City's Strategic Plan is achieved by pursuit of the following activities:

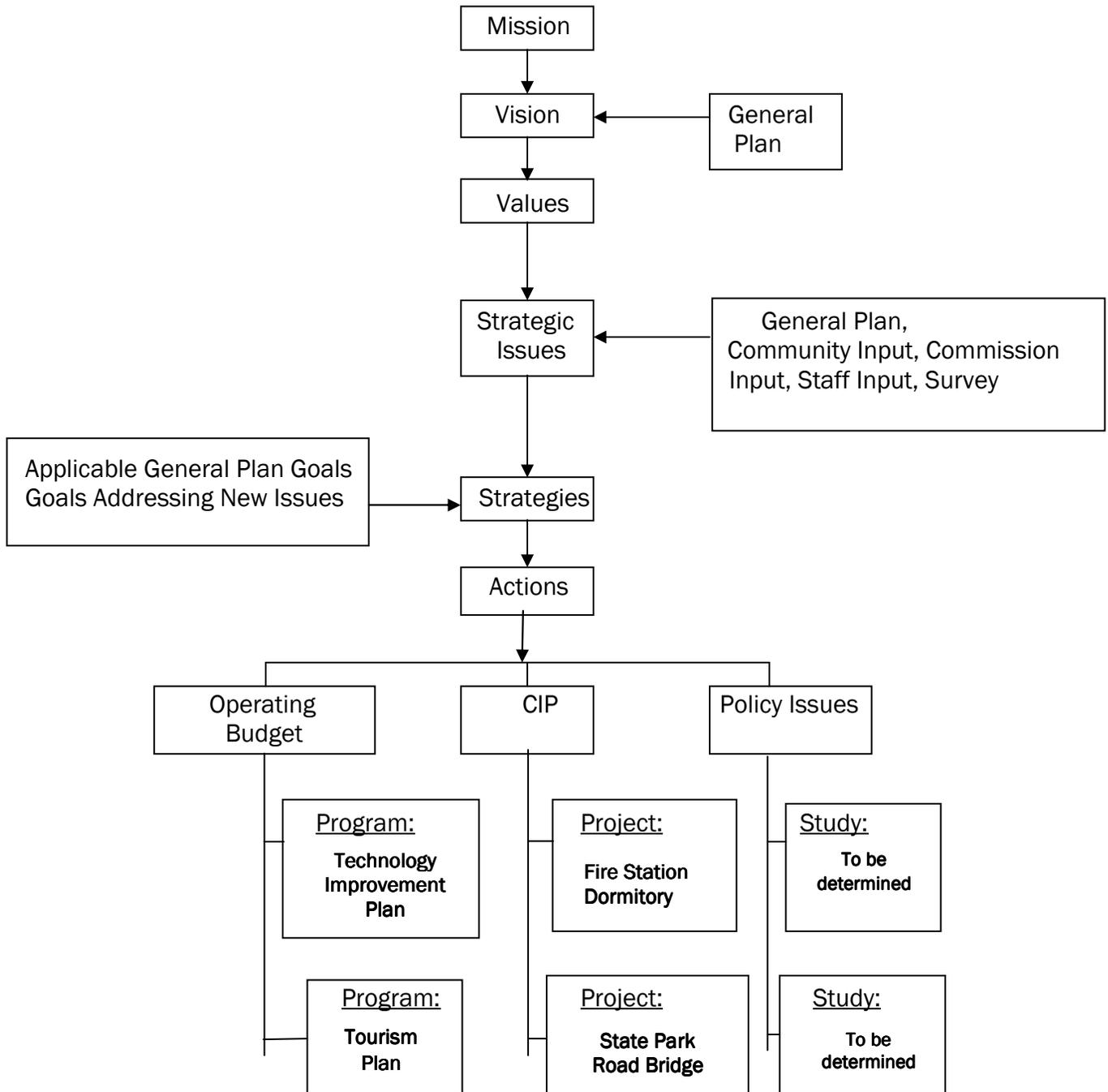
1. **BUDGET APPROPRIATION:** allocating our discretionary budget dollars to projects and programs that will address Strategic Plan Issues.
2. **DEPARTMENT STRATEGIC PLANS:** establishment of Strategic Plans by each department that include Actions that address Strategic Plan Issues.
3. **EMPLOYEE PERFORMANCE PLANS:** including objectives in the Performance Plan of every employee that addresses Strategic Plan Issues.

4. **MONITORING PLANS:**

- a. Employee Performance Plans: supervisors personally review and discuss the employee's performance plan on a quarterly basis.
- b. Strategic Action Plan: City Manager and Department Heads review progress once per month at staff meetings, and once per quarter at Council meetings.
- c. Performance Measures: The 2009-2011 Budget has performance measures identified in each of the department narratives. These measures will be useful for tracking progress on both the Citywide Strategic Plan Actions, as well as other departmental priorities.

The following pages illustrates the process, as well as each of the City's Strategic Plan elements and together comprise the City's Strategic Plan for 2009-2011.

Benicia Strategic Planning Process



City of Benicia

Mission, Vision and Values

City Mission:

- **Excellent Service**

City Vision:

- **To work together to build a sustainable community**

City Values or Guiding Principles:

- **Respect**
- **Responsiveness**
- **Integrity**
- **Inclusiveness & Collaboration**
- **Teamwork**

STRATEGIC ISSUE 1: Protecting Community Health and Safety

STRATEGIES

- 1) Provide modern and functional public safety facilities
- 2) Maintain adequate staffing for public safety and a strong EMS program
- 3) Provide a high state of preparedness for disasters/emergencies
- 4) Promote community preservation and prevent nuisances through increased code enforcement, environmental strategies and community education
- 5) Promote community and personal health

ACTIONS

- 1) (a) Investigate funding strategies for a functional police building and research updating existing plan to meet LEED certification
(b) Construct Fire Station 12 dormitory
- 2) (a) Apply for a police staffing economic stimulus grant for two FTE Officers and one FTE Police Service Technician/CSO
(b) Maintain current public safety staffing levels
- 3) (a) Educate our citizens on the Community Alert Notification System, and conduct EOC trainings
(b) Establish a community real-time air monitoring system to alert the City and affected community of significant air quality issues
- 4) Leverage code enforcement resources to resolve systemic quality of life issues
- 5) (a) Address issues in healthy kids survey to reduce alcohol experimentation, access and use by Benicia Youth

PRIMARY GENERAL PLAN GOALS

- ▶ GOAL 2.28: Improve and maintain public facilities and services.
- ▶ GOAL 4.22: Update and maintain the City's Emergency Response Plan.

STRATEGIC ISSUE 2: Protecting and Enhancing the Environment

STRATEGIES

- 1) Reduce greenhouse gas emissions and energy consumption
- 2) Implement new water conservation projects/programs
- 3) Pursue and adopt sustainable practices
- 4) Protect air quality

ACTIONS

- 1) (a) Approve Climate Action Plan, including renewable energy projects
(b) Establish 2009-2011 Climate Action Work Program, e.g., tree planting, watershed acquisition
(c) Establish financing mechanism per AB 811 for home and business solar, wind and/or energy conservation methods
(d) Facilitate private construction of at least one alternative energy project
(e) Implement approved, initial VIP Settlement-2008 Projects
(f) Prepare and adopt VIP Settlement-2008 Plan for 2010 and 2011
- 2) Prepare a list of VIP Settlement-2008 water conservation projects and programs for recommendations to the Sustainability Commission
- 3) (a) Pursue LEED certification for community center
(b) Negotiate sustainable solid waste agreement
- 4) Pursue multiple mass transit opportunities (See Issue #4, Strategy/Action #2)

PRIMARY GENERAL PLAN GOALS

- ▶ Overarching Goal of the General Plan: Sustainability
- ▶ GOAL 2.36: Ensure an adequate water supply for current and future residents and businesses.
- ▶ GOAL 3.27: Improve energy efficiency.

STRATEGIC ISSUE 3: Strengthening Economic and Fiscal Conditions

STRATEGIES

ACTIONS

- | | |
|--|--|
| <p>1) Implement tourism plan</p> | <p>1) (a) Implement/maintain tourism website
(b) Fund and prepare TBID proposal
(c) Replace Nationwide sign with tourism sign on I-680 freeway
(d) Tourism brand promotion and marketing</p> |
| <p>2) Strengthen Benicia Industrial Park competitiveness</p> | <p>2) (a) Perform Benicia Industrial Park Technology Needs Assessment
(b) Approve and implement a road resurfacing project (See Issue #4/ Action 1c)</p> |
| <p>3) Retain and attract business</p> | <p>3) Continue and expand business support tools and policies that balance sustainability with economic vitality</p> |
| <p>4) Manage City finances prudently</p> | <p>4) Prepare and maintain balanced budget with strong emergency reserve and capital replacement funding</p> |
| <p>5) Increase economic viability of industrial park and other commercial areas, while preserving existing economic strengths and historic resources</p> | <p>5) (a) Plan for sustainable Benicia Business Park including 1) obtaining PDA grant for transit oriented development area and 2) obtaining STA/MTC Intermodal Station planning grant
(b) Adopt an Arsenal Specific Plan and implement
(c) Update zoning code to encourage clean energy, high-tech R&D uses in industrial districts</p> |

PRIMARY GENERAL PLAN GOALS

- ▶ **GOAL 2.5:** Facilitate and encourage new uses and development which provide substantial and sustainable fiscal and economic benefits to the City and the community while maintaining health, safety, and quality of life.
- ▶ **GOAL 2.28:** Improve and maintain public facilities and services.
- ▶ **GOAL 2.7:** Attract and retain industrial facilities that provide fiscal and economic benefits to – and meet the present and future needs of – Benicia.

STRATEGIC ISSUE 4: Preserving and Enhancing Infrastructure

STRATEGIES

- 1) Provide safe, functional and complete streets
- 2) Increase use of mass transit
- 3) Address technology needs
- 4) Provide adequate funding for ongoing infrastructure needs

ACTIONS

- 1) (a) Complete State Park Road Bridge
(b) Complete BHS traffic signal project
(c) Fund street maintenance at a level that will maintain or raise pavement management index rating
(d) Obtain funding for and begin construction of Benicia Bridge /Arsenal Pedestrian Path Project
(e) Implement traffic calming work program
- 2) (a) Complete plans for and begin construction of park-and-ride facilities at City Park and W. Military at Southampton
(b) Pursue designation for a WETA-Ferry stop in downtown area
(c) Obtain funding for planning of an intermodal transportation station in vicinity of Benicia Industrial Park and proposed Benicia Business Park
(d) Evaluate feasibility of merging transit services with Vallejo and STA
- 3) (a) Prepare a City government technology improvement plan
(b) Acquire and implement: 1) Agenda management software, 2) streaming video, 3) upgraded public safety technology, and 4) enhanced GIS capabilities
- 4) (a) Improve funding of reserves for vehicle, equipment and facilities infrastructure
(b) Fund bridge maintenance program

STRATEGIC ISSUE 4: Preserving and Enhancing Infrastructure - Continued

PRIMARY GENERAL PLAN GOALS

- ▶ **GOAL 2.15:** Provide a comprehensive system of pedestrian and bicycle routes which link the various components of the community: employment centers, residential areas, commercial areas, schools, parks, and open space.
- ▶ **GOAL 2.17:** Provide an efficient, reliable, and convenient transit system.
- ▶ **GOAL 2.19:** Promote a regional (San Francisco, Oakland, Alameda) and local (Martinez, Port Costa, and Crockett) ferry service.
- ▶ **GOAL 2.20:** Provide a balanced street system to serve automobiles, pedestrians, bicycles, and transit, balancing vehicle-flow improvements with multi-modal considerations.
- ▶ **GOAL 2.28:** Improve and maintain public facilities and services.

STRATEGIC ISSUE 5: Maintain and Enhance a High Quality of Life

STRATEGIES

- 1) Provide community activity centers
- 2) Implement the Downtown Master Plan
- 3) Promote arts and culture
- 4) Preserve City-owned historic structures
- 5) Provide support to disadvantaged segments of the community
- 6) Enhance Benicia Public Library's capacity to meet expanding needs for information, communication and literacy

ACTIONS

- 1) (a) Complete design of Community Center
(b) Complete construction of Community Center
- 2) (a) Pursue outside funds for Downtown improvements (streetscape, parking and traffic calming enhancements)
(b) Prepare and approve a mixed-use project for the City's E Street lot
(c) Pursue planning grant for Downtown Waterfront Park
- 3) Establish arts & cultural commission
- 4) (a) Complete and begin occupancy of Commanding Officer's Quarters
(b) Improve and restore City-owned historic structures (e.g., Benicia Historical Museum, SP Depot, Clocktower)
- 5) (a) Obtain neighborhood stabilization and CDBG grants to provide a transitional shelter
(b) Facilitate construction of affordable housing per updated Housing Element
(c) Continue funding for Human Services grants
- 6) Obtain funding for Library basement

STRATEGIC ISSUE 5: Maintain and Enhance a High Quality of Life – Cont.

PRIMARY GENERAL PLAN GOALS

- ▶ GOAL 2.11: Encourage the retention and continued evolution of the lower Arsenal into a historical/cultural/commercial/industrial center of mutually compatible uses.
- ▶ GOAL 2.12: Strengthen the Downtown as the City's central commercial zone.
- ▶ GOAL 2.30: Maintain and improve existing parks and recreation programs.
- ▶ GOAL 3.1: Maintain and enhance Benicia's historic character.
- ▶ GOAL 3.3: Increase public awareness of cultural resources and activities.
- ▶ GOAL 3.4: Support the library and the services it provides the community.



City of Benicia

Strategic Plan

FY ~~2009~~ – ~~2011~~ 2011-2013

Strategic Planning

The Strategic Planning process is a proven and thoughtful method for determining how an organization's resources can be most wisely allocated. Strategic Planning requires research and analysis before making resource allocation decisions; strategic planning decisions are not randomly made. Strategic Planning requires research and analysis that is:

1. **COMPREHENSIVE:** all of the City's functions and responsibilities are reviewed prior to allocation decisions.
2. **LONG-TERM:** the City's long-term needs and opportunities are reviewed prior to making allocation decisions.
3. **INCLUSIVE:** all stakeholders are invited and encouraged to participate in needs and opportunities assessment prior to allocation decisions.

Strategic Plan Elements

1. **MISSION STATEMENT:** a statement of the City's ultimate purpose and the difference it wishes to make for the community.
2. **VISION STATEMENT:** the character-defining elements of the ideal organization.
3. **VALUES STATEMENT:** the guiding principles the organization believes are right and should guide conduct.
4. **STRATEGIC ISSUES:** the major needs and opportunities facing the organization over the next two to five years that most impact achievement of the Mission and Vision. Numerous, important issues face any organization. The identified Strategic Issues are those that are perceived to be most critical.
5. **STRATEGIES:** one or more approaches to take in order to address the Strategic Issues.
6. **STRATEGIC PLAN ACTION ITEMS:** the specific projects and programs that will be pursued by the organization in the budget period (two years) to implement the Strategies.

The Strategic Plan differs from the City's General Plan in that the General Plan reflects the City's long-range vision. The Strategic Plan is a plan for the next two-five years that will help the City accomplish the goals of the General Plan with shorter-term strategies and actions.

Key points to keep in mind when developing a Strategic Plan include:

- Strategic Planning proceeds from the assumption that resources are limited so we must allocate them based on a review and identification of the highest priorities for the upcoming planning period (two-five years).

- Strategic Plan issues are the five +/- problems and opportunities that will arise in the planning period that will most impact achievement of the City's mission, vision and values.
- Strategic Plan strategies are the most promising approaches or general direction that will resolve the five Strategic Issues.
- Strategic Actions are the most effective projects, programs or activities that will execute or implement the strategies.
- Actions selected can be new, already planned, or on-going. The point is identifying and selecting actions that will best address the strategies and issues identified in the plan.
- The package of actions selected should not be comprised of only those that are easily achievable. Instead, they should be ambitious, while realistically achievable within resources that can be assembled within the planning period.
- Ultimately, resources required will be considered and evaluated in the budget process. The budget process is about allocating available resources to priorities established by the City Council.
- The last major policy step in the Strategic Planning process is budget adoption.

Implementation Process

The City's Strategic Plan is achieved by pursuit of the following activities:

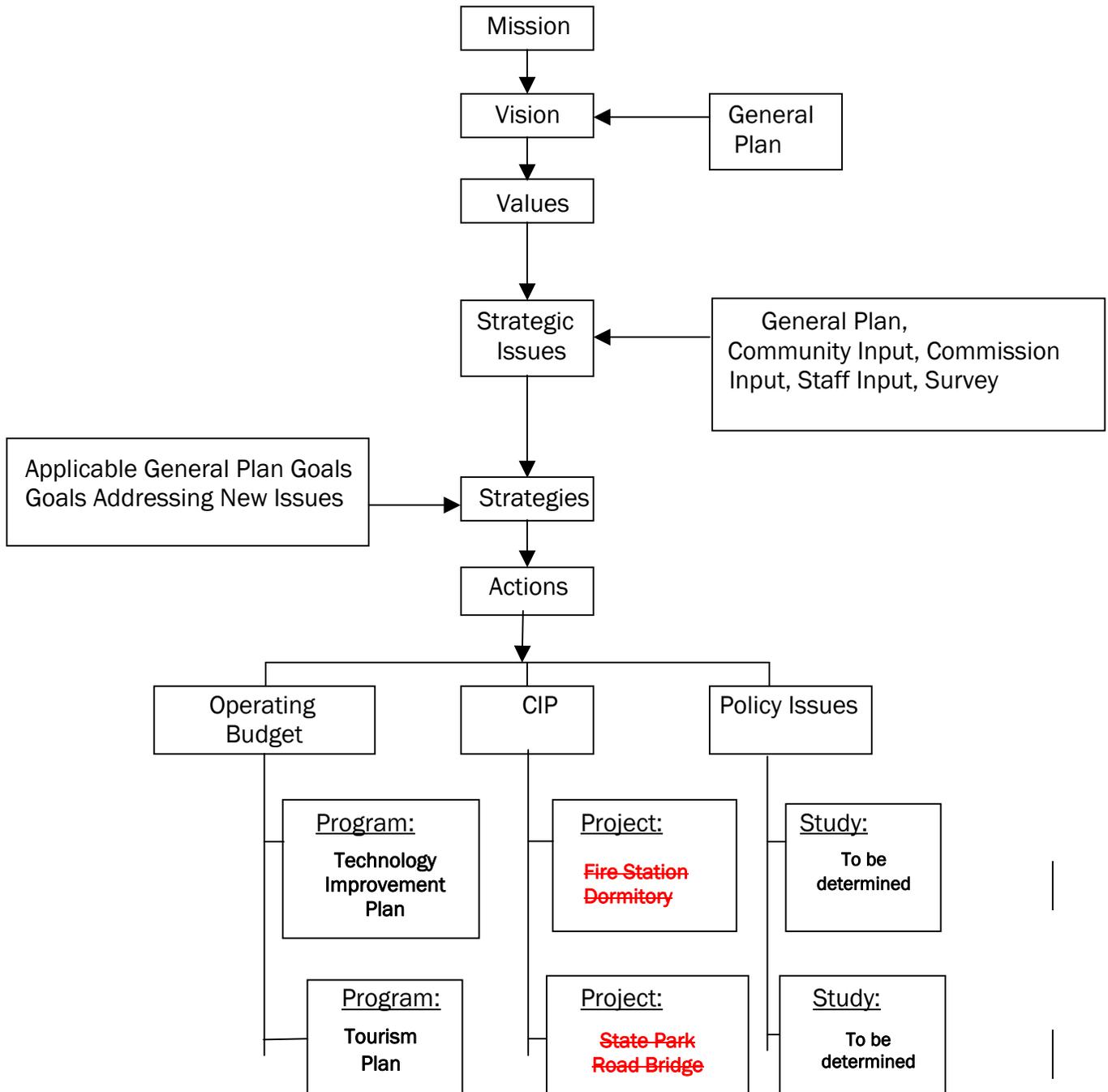
1. **BUDGET APPROPRIATION:** allocating our discretionary budget dollars to projects and programs that will address Strategic Plan Issues.
2. **DEPARTMENT STRATEGIC PLANS:** establishment of Strategic Plans by each department that include Actions that address Strategic Plan Issues.
3. **EMPLOYEE PERFORMANCE PLANS:** including objectives in the Performance Plan of every employee that addresses Strategic Plan Issues.

4. **MONITORING PLANS:**

- a. Employee Performance Plans: supervisors personally review and discuss the employee's performance plan on a quarterly basis.
- b. Strategic Action Plan: City Manager and Department Heads review progress once per month at staff meetings, and once per quarter at Council meetings.
- c. Performance Measures: The ~~2009-2011~~2011-2013 Budget has performance measures identified in each of the department narratives. These measures will be useful for tracking progress on both the Citywide Strategic Plan Actions, as well as other departmental priorities.

The following pages illustrates the process, as well as each of the City's Strategic Plan elements and together comprise the City's Strategic Plan for ~~2009-2011~~2011-2013.

Benicia Strategic Planning Process



City of Benicia

Mission, Vision and Values

City Mission:

- **Excellent Service**

City Vision:

- **To work together to build a sustainable community**

City Values or Guiding Principles:

- **Respect**
- **Responsiveness**
- **Integrity**
- **Inclusiveness & Collaboration**
- **Teamwork**

STRATEGIC ISSUE 1: Protecting Community Health and Safety

STRATEGIES

ACTIONS

- | | |
|---|--|
| <p>1) Provide modern and functional public safety facilities</p> | <p>1) (a) Investigate funding strategies for a functional police building and research updating existing plan to meet LEED certification
 (b) Construct Fire Station 12 dormitory (completed) (b) Evaluate need to replace emergency generators at Station 11 and City Hall</p> |
| <p>2) Maintain adequate staffing for public safety and a strong EMS program</p> | <p>2) (a) Apply for a police staffing economic stimulus grant for two FTE Officers and one FTE Police Service Technician/ GSO
 (ba) Maintain current public safety staffing service levels
 (c) Explore opportunities for resource sharing/collaboration with other fire service agencies.
 (d) Explore opportunities for consolidation of fire and emergency medical dispatch services with other agencies.</p> |
| <p>3) Provide a high state of preparedness for disasters/emergencies</p> | <p>3) (a) Educate our citizens on the Community Alert Notification System, and conduct EOC trainings
 (b) Establish a community real-time air monitoring system to alert the City and affected community of significant air quality issues
 (c) Conduct Emergency Operations Center Exercises, at least twice annually.
 (d) Ensure all city employees are trained at the proper levels to meet the National Incident Management System Standards.</p> |
| <p>4) Promote community preservation and prevent nuisances through increased code enforcement, environmental strategies and community education</p> | <p>4) (a) Leverage code enforcement resources to resolve systemic quality of life issues
 (b) Utilize technology to produce an effective and efficient use of resources</p> |
| <p>5) Promote community and personal health</p> | <p>5) (a) Address issues in healthy kids survey to reduce alcohol experimentation, access and use by Benicia Youth
 (b) Improve smoking ordinance</p> |

STRATEGIC ISSUE 1: Protecting Community Health and Safety - Continued

PRIMARY GENERAL PLAN GOALS

- ▶ GOAL 2.28: Improve and maintain public facilities and services.
- ▶ GOAL 4.22: Update and maintain the City's Emergency Response Plan.

STRATEGIC ISSUE 2: Protecting and Enhancing the Environment

STRATEGIES

1) Reduce greenhouse gas emissions and energy consumption

2) Implement new water conservation projects/programs

3) Pursue and adopt sustainable practices

4) Protect air quality

ACTIONS

1) ~~(a) Approve Climate Action Plan, including renewable energy projects (completed)~~
~~(b) Establish 2009-2011 Climate Action Work Program, e.g., tree planting, watershed acquisition (completed)~~
~~(ca) Establish Pursue financing mechanism per AB 811 for home and business solar, wind and/or energy conservation methods~~
~~(eb) Facilitate private construction of at least one alternative energy project~~
~~(e) Implement approved, initial VIP Settlement 2008 Projects (completed)~~
~~(f) Prepare and adopt VIP Settlement 2008 Plan for 2010 and 2011 (completed)~~

2) ~~Prepare a list of VIP Settlement 2008 water conservation projects and programs for recommendations to the Sustainability Commission (completed)~~
Pursue water conservation projects as opportunities arise

3) (a) Pursue LEED certification for community center
 (b) ~~Negotiate-Implement~~ sustainable solid waste agreement

4) Pursue multiple mass transit opportunities (See Issue #4, Strategy/Action #2)

PRIMARY GENERAL PLAN GOALS

- ▶ Overarching Goal of the General Plan: Sustainability
- ▶ GOAL 2.36: Ensure an adequate water supply for current and future residents and businesses.
- ▶ GOAL 3.27: Improve energy efficiency.

STRATEGIC ISSUE 3: Strengthening Economic and Fiscal Conditions

STRATEGIES

- 1) Implement ~~tourism plan~~ Economic Development Strategy
- 2) Strengthen Benicia Industrial Park competitiveness
- 3) Retain and attract business
- 4) Manage City finances prudently
- 5) Increase economic viability of industrial park and other commercial areas, while preserving existing economic strengths and historic resources

ACTIONS

- 1) ~~(a) Implement/maintain tourism website (completed)~~ Update ED Strategy
~~(b2)~~ Fund and prepare TBID proposal
~~(e3)~~ Replace Nationwide sign with tourism sign on I-680 freeway
~~(d4)~~ Tourism brand promotion and marketing
(5) Formulate BIP Marketing program
- 2) ~~(a) Perform Benicia Industrial Park Technology Needs Assessment~~
~~(ba)~~ Approve and implement a road resurfacing project (See Issue #4/ Action 1c)
- 3) (a) Prepare Business Development Action Plan
(b) Continue and expand business support tools and policies that balance sustainability with economic vitality
- 4) Prepare and maintain balanced budget with strong emergency reserve and capital replacement funding
- 5) (a) Plan for sustainable Benicia Business Park including ~~1) obtaining PDA pursuing grants~~ for transit oriented development area and Intermodal Station planning and ~~2) obtaining STA/MTC Intermodal Station planning grant~~
 (b) Adopt an Plan for investment in the Arsenal Specific Plan and implement including hazard remediation

PRIMARY GENERAL PLAN GOALS

- ▶ GOAL 2.5: Facilitate and encourage new uses and development which provide substantial and sustainable fiscal and economic benefits to the City and the community while maintaining health, safety, and quality of life.
- ▶ GOAL 2.28: Improve and maintain public facilities and services.
- ▶ GOAL 2.7: Attract and retain industrial facilities that provide fiscal and economic benefits to – and meet the present and future needs of – Benicia.

STRATEGIC ISSUE 4: Preserving and Enhancing Infrastructure

STRATEGIES

- 1) Provide safe, functional and complete streets
- 2) Increase use of mass transit
- 3) Address technology needs
- 4) Provide adequate funding for ongoing infrastructure needs

ACTIONS

- 1) ~~(a) Complete State Park Road Bridge (completed)~~
~~(b) Complete BHS traffic signal project (completed)~~
(~~ea~~) Fund street maintenance at a level that will maintain ~~or raise~~ pavement management index rating
(~~db~~) Obtain funding for and begin construction of Benicia Bridge /Arsenal Pedestrian Path Project
(~~ec~~) Implement traffic calming work program
- 2) (a) Complete plans for and begin construction of park-and-ride facilities at City Park and W. Military at Southampton
(b) Pursue designation for a WETA-Ferry stop in downtown area
(c) Obtain funding for planning of an intermodal transportation station in vicinity of Benicia Industrial Park and proposed Benicia Business Park
~~(d) Evaluate feasibility of merging transit services with Vallejo and STA (completed)~~
- 3) (a) Prepare a City government technology improvement plan
~~(b) Acquire and implement: 1) Agenda management software, 2) streaming video (completed),~~ 3) upgraded public safety technology, and 4) enhanced GIS capabilities
- 4) (a) ~~Improve~~ Implement a plan for funding of reserves for vehicle, equipment and facilities infrastructure
(b) Fund bridge maintenance program

STRATEGIC ISSUE 4: Preserving and Enhancing Infrastructure - Continued

PRIMARY GENERAL PLAN GOALS

- ▶ **GOAL 2.15:** Provide a comprehensive system of pedestrian and bicycle routes which link the various components of the community: employment centers, residential areas, commercial areas, schools, parks, and open space.
- ▶ **GOAL 2.17:** Provide an efficient, reliable, and convenient transit system.
- ▶ **GOAL 2.19:** Promote a regional (San Francisco, Oakland, Alameda) and local (Martinez, Port Costa, and Crockett) ferry service.
- ▶ **GOAL 2.20:** Provide a balanced street system to serve automobiles, pedestrians, bicycles, and transit, balancing vehicle-flow improvements with multi-modal considerations.
- ▶ **GOAL 2.28:** Improve and maintain public facilities and services.

STRATEGIC ISSUE 5: Maintain and Enhance a High Quality of Life

STRATEGIES

- 1) ~~Provide~~Operate community activity centers
- 2) Implement the Downtown Master Plan
- 3) Promote arts and culture
- 4) Preserve City-owned historic structures
- 5) Provide support to disadvantaged segments of the community
- 6) ~~Enhance~~Support Benicia Public Library's ~~capacity~~ability to meet the public's expanding needs for information, communication and literacy

ACTIONS

- 1) ~~(a) Complete design of Community Center (completed)~~
~~(b) Complete construction of Community Center (completed)~~
~~(a) Open community center?~~
- 2) (a) Pursue outside funds for Downtown improvements (streetscape, parking and traffic calming enhancements)
(b) Prepare and approve a mixed-use project for the City's E Street lot
(c) Pursue planning grant for Downtown Waterfront Park
- ~~3) Establish arts & cultural commission (completed)~~ 3) (a) Continue funding for non-profit arts and culture organization grants
(b) Pursue funding sources for arts and culture activities
- 4) (a) ~~Complete and b~~Begin occupancy of Commanding Officer's Quarters
(b) ~~Improve and restore City-owned historic structures (e.g., Benicia Historical Museum, SP Depot, Clocktower)~~
- 5) (a) Obtain neighborhood stabilization and CDBG grants to provide a transitional shelter
(b) Facilitate construction of affordable housing per updated Housing Element
(c) Continue funding for Human Services grants
- 6) ~~Obtain funding for Library basement~~
Provide ongoing support for library and literacy services

STRATEGIC ISSUE 5: Maintain and Enhance a High Quality of Life – Cont.

PRIMARY GENERAL PLAN GOALS

- ▶ GOAL 2.11: Encourage the retention and continued evolution of the lower Arsenal into a historical/cultural/commercial/industrial center of mutually compatible uses.
- ▶ GOAL 2.12: Strengthen the Downtown as the City's central commercial zone.
- ▶ GOAL 2.30: Maintain and improve existing parks and recreation programs.
- ▶ GOAL 3.1: Maintain and enhance Benicia's historic character.
- ▶ GOAL 3.3: Increase public awareness of cultural resources and activities.
- ▶ GOAL 3.4: Support the library and the services it provides the community.

Strategic Action Report
February 2011

Programs and Activities				
Strategic Issue	Action	Dept.	Time Frame	
			Start	End
Health & Safety	CAN System Public Education	Fire	5/1/2009	Ongoing
	Real-time Air Monitoring System	Fire	4/1/2007	Ongoing
	Emergency Communication Interoperability	Police	7/1/2009	Ongoing
Environment	Climate Action Plan Implementation	PW&CD	5/1/08	Ongoing
	New Solid-Waste-Franchise	CAO	04/01/09	02/28/12

**Strategic Action Report
February 2011**

Programs and Activities			
Strategic Issue	Action	Dept.	Time Frame
		Start	End
Economic & Financial	Tourism Program Development	ED	07/01/09 06/30/11
	BIP Technology Needs Assessment	ED	07/01/09 10/05/10
	E Street Lot Project	ED/PW & CD	09/01/08 06/30/11
	Lower Arsenal Specific Plan	PW&CD	Ongoing 09/30/10
Infrastructure	Traffic Calming Program	PW&CD	Ongoing Ongoing
	Transit Service: Consolidation of Transit Services with Vallejo	Finance	7/01/2009 6/30/2011
	Technology Improvement Project	Finance CMO	7/01/2009 Ongoing
Quality of Life	Industrial Park Multimodal Transit Project	PW&CD	06/03/09 11/30/11
	Arts & Culture Commission	Library	07/21/09 COMPLETED

Strategic Action Report
February 2011

Capital Projects						
Strategic Issue	Action	Dept.	Time Frame			Earliest Start Date for Constr.
			RFP/Design	Bid/Award	Constr.	
Health & Safety	PD-Building-Facility-Maintenance/Remodel-Basement-&Locker-Room	Police	Completed	N/A	8/09-11/09	8/15/09
	Fire Station 12 Renovation	Fire	3/10-5/10	5/10-8/10	8/10-1/11	1/1/11
Infrastructure	Rose Drive-Bike/Pedestrian-Overcrossing (State-Park-Road Bridge-Construction)	PW&CD	Completed	8/09-10/09	10/09-8/10	4/20/10
	BHS-Traffic-Signal-Construction	PW&CD	Completed	Completed	8/09-12/09	8/3/09
	Benicia Intermodal Facilities Project	PW&CD	5/09-12/10	1/11-2/11	3/11-10/11	3/7/11
	Street Resurfacing Project	PW&CD	Completed	8/10-9/10	9/10-10/10	10/11/2010
	East 2nd Street Overlay-Federal Stimulus Project	PW&CD	Completed	7/09-9/09	9/09-10/09	9/20/09
Industrial Way Drainage Project		PW&CD	8/09-1/11	2/11-3/11	TBD	TBD

Strategic Action Report
February 2011

Capital Projects						
Strategic Issue	Action	Dept.	Time Frame			Earliest Start Date for Constr.
			RFP/ Design	Bid/ Award	Constr.	
Quality of Life	Pool-Complex Roof Replacement	P&CS	10/1/09-10/20/09	11/09-01/10		11/2/09
	City Hall Energy Efficiency Project	P&CS		2/11-3/11	5/11-7/11	5/11/11
	Community Center Construction	P&CS		5/10-8/10	9/10-6/11	9/7/10
	COQ Occupancy Improve	P&CS			8/09-10/09	completed
	Library Basement Project	Library	7/09-9/09	TBD	TBD	TBD

**Strategic Action Report
February 2011**

	Status
	Next Step(s)
CAN System info now on City Website. CAN System info to be in October and November 2010 Water Bills. Valero funding CAN System mailer & magnet for distribution in early 2011.	
UV is Hound operational and collecting data as of the 1/1/2010. Marilyn Bardet & Don Cuffel developing website content for UV Hound Internet Site.	
Linking all dispatch centers ; MIP 5000 installed in dispatch center, not operating at this time - pending grant funding. Countywide intercom- The study has been finalized and presented to S.E.C.A., but implementation may be too costly at this time.	
Home energy audit and energy production & efficiency projects for City facilities underway.	
PROJECT COMPLETED - AGREEMENT APPROVED 2/1/12	

Strategic Action Report
February 2011

Status
Next Step(s)
Ad campaign underway; quarterly reports to Council ongoing. Contract award to TBID consultant to go before Council in late March.
Report accepted by Council 10/05/10; staff follow-up ongoing.
TBD; AGAB grant for public process not received.
Awaiting Council direction per DTSC process.
Working with West K neighborhood. Next location is Rose Dr. Corridor.
The JPA has been formed and the first meeting was conducted on December 15, 2010. The next meeting will be February 17, 2011. The Chair is Osby Davis and the Vice Chair is Elizabeth Patterson. The next major step will be to develop salary ranges and benefits for the prospective employees.
Video streaming of Council meetings began Sept. 2010. Agenda management software in place and operating Sept. 2010. Windows upgrade delayed pending analysis of the newest release of MS Office 10. Next steps include initiation of Technology Improvement Plan.
Working with STA to determine best use of \$1.25 million MTC allocation.
Commissioners appointed & meetings being held regularly.

**Strategic Action Report
February 2011**

Status and Next Step(s)
COMPLETED 06/2010
Plans and specifications are complete. HPRC reviewed and approved design on 1/27/11. Project will go out to bid Feb. 2011.
Exterior hardscape work is 95% complete. Interior work is 40% complete. Landscape design is complete and will begin installation in March 2011.
COMPLETED.
General fund allocation deferred until 2011-12. Project on hold until sufficient funding becomes available.

Summary of Results of Various Outreach Efforts on Community Priorities Summer 2010

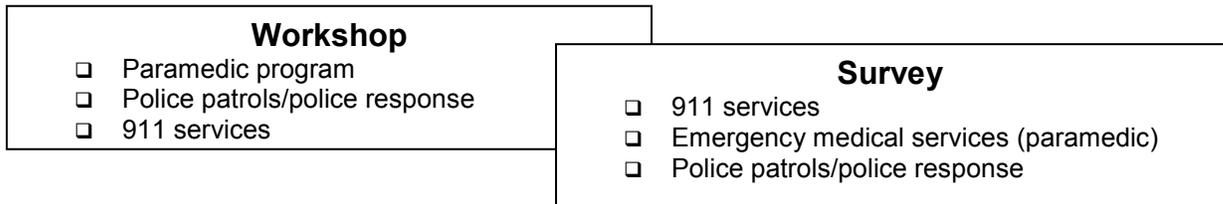
Community Priorities Online Survey Results: June 2010

Program - Highest Rated	Extremely Important %	Very Important %	Total %
911 Services	83.0%	12.7%	95.70%
Emergency medical services (Paramedic)	78.0%	17.3%	95.30%
Police patrols/police response	67.2%	25.6%	92.80%
Fire Suppression	70.0%	22.4%	92.40%
Criminal investigation services	50.7%	35.1%	85.80%
Maintenance of storm water facilities, including drains, creeks and channels to prevent flooding and minimize pollutants in the Bay	45.6%	37.3%	82.90%
Hazardous materials response	43.6%	35.4%	79.00%
City streets and roads and pothole repair	33.1%	44.9%	78.00%
Traffic signal maintenance and repair	31.0%	45.1%	76.10%
Disaster preparedness	34.5%	35.9%	70.40%
Program - Lower Rated	Extremely Important %	Very Important %	Total %
Programs that support tourism	13.4%	23.6%	37.00%
City communications, such as the city website and publications	8.1%	28.8%	36.90%
Public transit services (Benicia Breeze)	12.6%	24.2%	36.80%
Access to City Hall staff and services (business hours at City Hall)	5.9%	30.6%	36.50%
City grant funding to human services programs/projects	9.9%	26.2%	36.10%
Services for adults (answering questions, programs, concerts, events, readers' advisory, etc.)	12.1%	22.9%	35.00%
Open Lobby Hours	10.2%	22.3%	32.50%
Maintenance of landscaping in street medians	7.3%	23.5%	30.80%
Special Events (movies/concerts in the park, holiday activities, etc.)	7.9%	21.1%	29.00%
City grant funding to community art programs/projects	8.5%	18.4%	26.90%
Street sweeping services	6.2%	18.5%	24.70%
Adult Sports (softball, basketball, volleyball)	4.4%	11.6%	16.00%

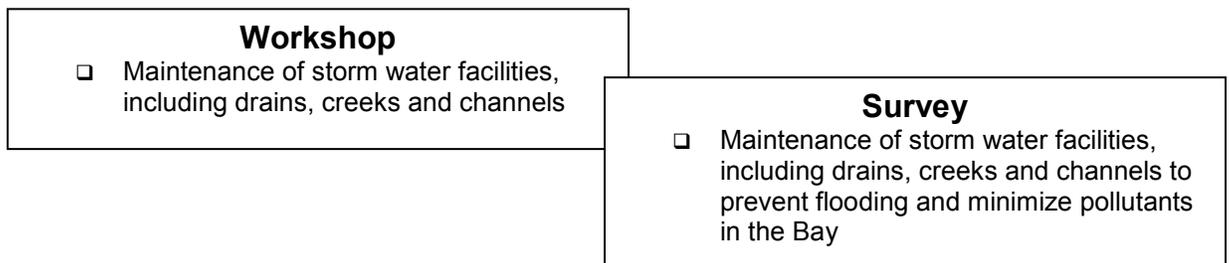
In general the results of the Build Your Own City workshop were fairly consistent with the online survey results, in that public safety services tended to be identified as higher priority, along with maintenance of storm water facilities, business attraction and retention, and maintenance of city streets and roads to name just a few. Areas that weren't ranked as highly at the workshop included graffiti removal and crossing guards at local schools. Additionally, many of the

top programs and services were very consistent with the City's priorities or strategic issues as identified in the City's Strategic Plan. Displayed below, by Strategic Issue, is an illustration of how the top priorities expressed in the workshop setting lined up with the those programs and services considered extremely or very important in the survey results.

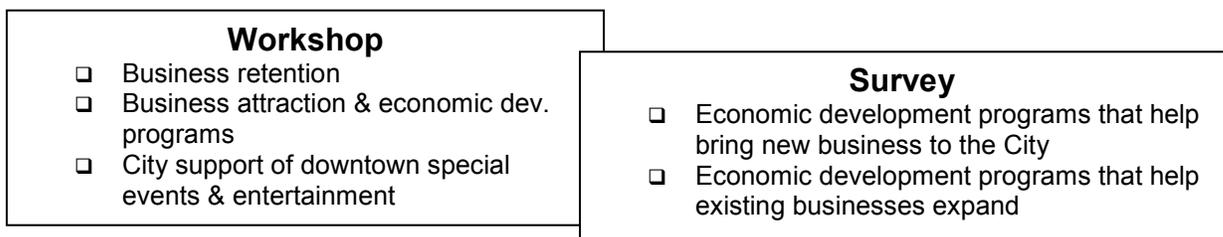
Strategic Issue #1 – Protecting Health and Safety



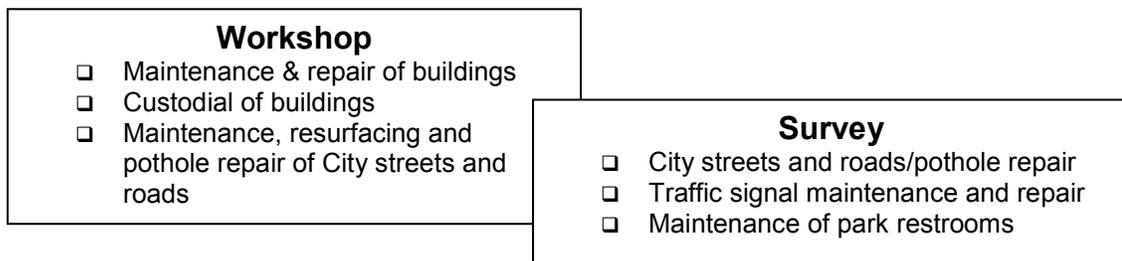
Strategic Issue #2 – Protecting and Enhancing the Environment



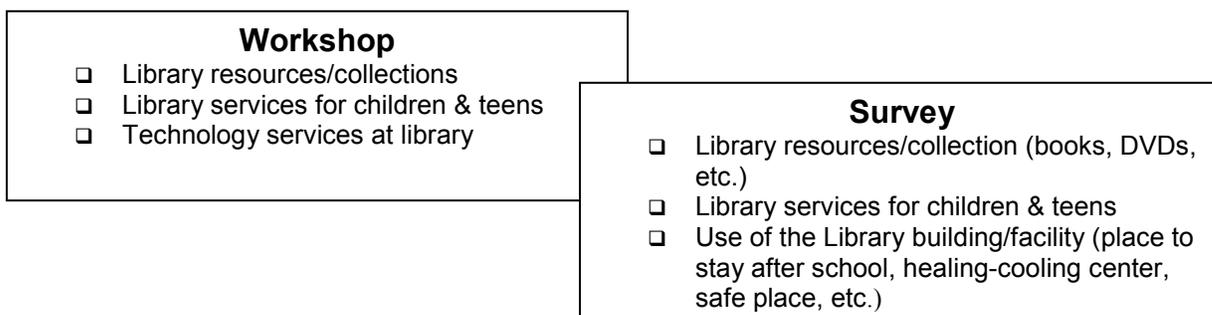
Strategic Issue #3 – Strengthening Economic and Fiscal Conditions



Strategic Issue #4 – Preserving and Enhancing Infrastructure



Strategic Issue #5 – Maintain and Enhance a High Quality of Life



The City also provided the community with an opportunity to make budget-balancing suggestions at the Community Conversation held on July 22nd at Matthew Turner Elementary School. At this workshop, the participants were briefed on the City's current fiscal condition, as well as the feedback received to date via the online survey and Build Your Own City workshop. Then the 35 or so participants broke into small groups to provide their top five suggestions to the City on ways to address the deficit. A summary of suggestions that came out of this workshop is displayed below.

(Repeat suggestions note the number of groups reporting that suggestion in parentheses.)

- Reduce employee compensation/costs of benefits (medical & retirement) (6)
- Invest more money and personnel in economic development (3)
- Increase use of citizen volunteers (2)
- Outsource some City functions (public safety, BUSD fields) (2)
- Return maintenance of BUSD fields to School District
- Attract new businesses
- Cut "social fluff" (Parades, special events)
- Evaluate City Commissions
- Create a solar farm
- Increase sales tax
- Increase fees & create new fees
- Across the board reductions in all departments
- Close City Hall 1 day a week
- Delay construction of Community Center until there are funds to operate it
- Furloughs
- Have parcel tax of \$100 per parcel
- Have subscription list for activity guide
- "Stretch-out" landscaping services

In addition to asking the community for suggestions, the City Manager also held two “brown bag” sessions with City employees and asked for their input on budget balancing solutions. Most frequently cited suggestions included:

Employee Suggestions
Benicia Community Center: Hold off, don't use General Fund dollars
Parks & Community Services efficiencies
Management staffing and compensation (excessive)
Reduce use of consultants
Early retirement incentives
End maintenance of BUSD fields, or charge
Establish furloughs, reduced work week, Christmas week
Redesign health & retirement benefits

EXECUTIVE SUMMARY

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

Most residents experienced a good quality of life in the City of Benicia and believed the City was a good place to live. The overall quality of life in the City of Benicia was rated as “excellent” or “good” by 96% of respondents. Almost all reported they plan on staying in the City of Benicia for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. Among the characteristics receiving the most favorable ratings were the cleanliness of Benicia, the overall appearance of Benicia, and the overall image or reputation of Benicia. Among the characteristics receiving the least positive ratings were employment opportunities, the availability of affordable quality health care and the availability of preventive health services.

Ratings of community characteristics were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, 25 were above the national benchmark comparison, three were similar to the national benchmark comparison and three were below.

Residents in the City of Benicia were civically engaged. While 39% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 93% had provided help to a friend or neighbor. More than half had volunteered their time to some group or activity in the City of Benicia, which was much higher than the benchmark.

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

On average, residents gave highly favorable ratings to almost all local government services. City services rated were able to be compared to the benchmark database. Of the 36 services for which comparisons were available, 30 were above the benchmark comparison, six were similar to the benchmark comparison and none were below.

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

- ※ Bus or transit services
- ※ Emergency preparedness
- ※ Sidewalk maintenance
- ※ Police services
- ※ Public schools

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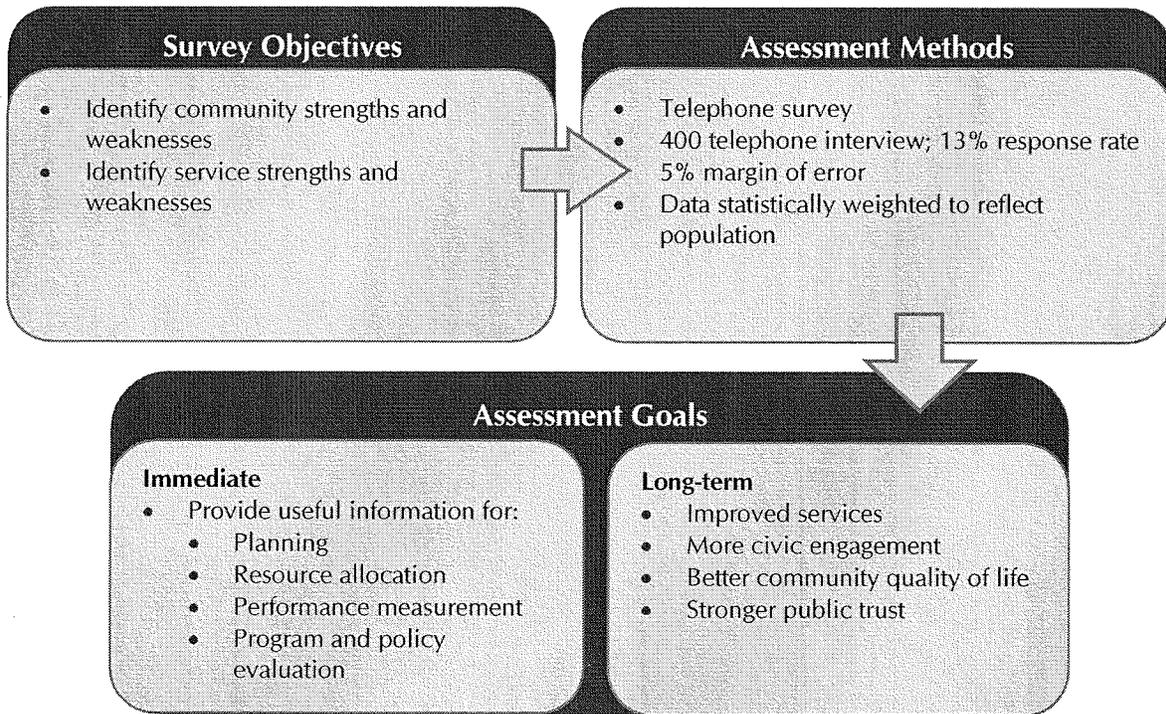
The National Citizen Survey™ by National Research Center, Inc.

SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement and policy making.

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS



The NCS focuses on a series of community characteristics and local government services, as well as issues of public trust. Resident behaviors related to civic engagement in the community also were measured in the survey.

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

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



Participating households are selected at random and the household member who responds is selected without bias. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 400 completed telephone surveys were obtained, providing an overall response rate of 13%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for the City of Benicia was developed in close cooperation with local jurisdiction staff. Benicia staff selected items from a menu of questions about services and community problems. City of Benicia staff also augmented The National Citizen Survey™ basic service through a variety of options including a custom set of benchmark comparisons, and several policy questions.

UNDERSTANDING THE RESULTS

As shown in Figure 2, this report is based around respondents' opinions about eight larger categories: community quality, community design, public safety, environmental sustainability,

recreation and wellness, community inclusiveness, civic engagement and public trust. Each report section begins with residents' ratings of community characteristics and is followed by residents' ratings of service quality. For all evaluative questions, the percent of residents rating the service or community feature as "excellent" or "good" is presented. To see the full set of responses for each question on the survey, please see Appendix A: Complete Survey Frequencies.

Margin of Error

The margin of error around results for the City of Benicia Survey (400 completed surveys) is plus or minus five percentage points. This is a measure of the precision of your results; a larger number of completed surveys gives a smaller (more precise) margin of error, while a smaller number of surveys yields a larger margin of error. With your margin of error, you may conclude that when 60% of survey respondents report that a particular service is "excellent" or "good," somewhere between 55-65% of all residents are likely to feel that way.

Comparing Survey Results

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

Interpreting Comparisons to Previous Years

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

Benchmark Comparisons

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

The City of Benicia chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (populations 15,000 to 40,000 in the Western region). A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Benicia survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the City of Benicia results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the

comparison to the benchmark is designated as “more,” “similar” or “less” (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of “much,” (for example, “much less” or “much above”). These labels come from a statistical comparison of the City of Benicia's rating to the benchmark.

“Don’t Know” Responses and Rounding

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

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

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

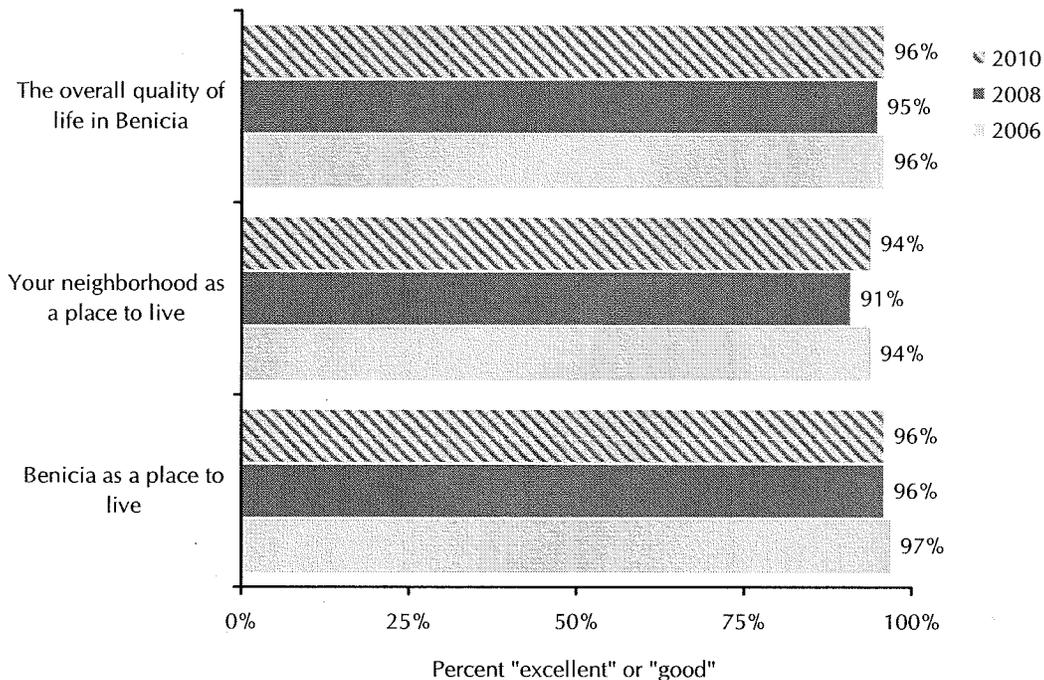
COMMUNITY RATINGS

OVERALL COMMUNITY QUALITY

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

Almost all of the City of Benicia’s residents gave high ratings to their neighborhoods and the community as a place to live. Further, most reported they would recommend the community to others and plan to stay for the next five years. These ratings were similar to previous survey years.

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR



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

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

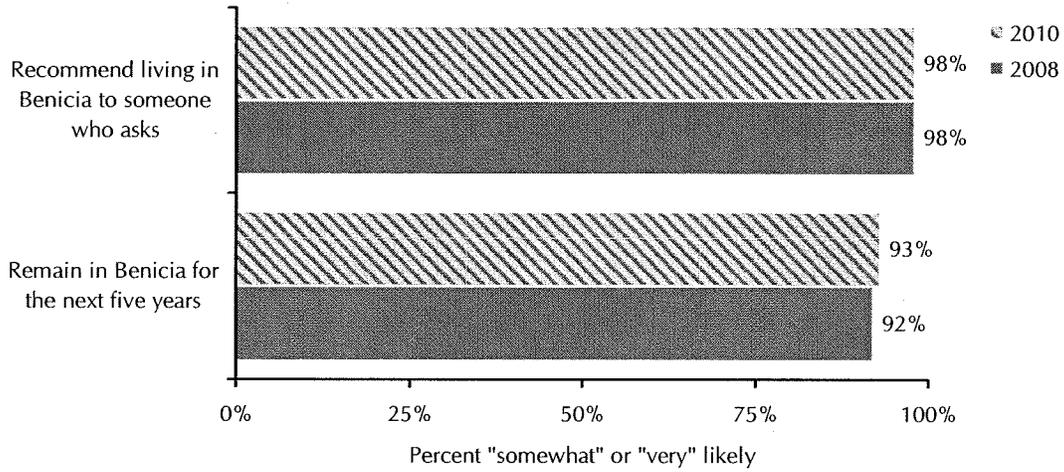


FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Overall quality of life in Benicia	Much above	Much above
Your neighborhood as place to live	Much above	Much above
Benicia as a place to live	Much above	Much above
Recommend living in Benicia to someone who asks	Much above	Much above
Remain in Benicia for the next five years	Much above	Much above

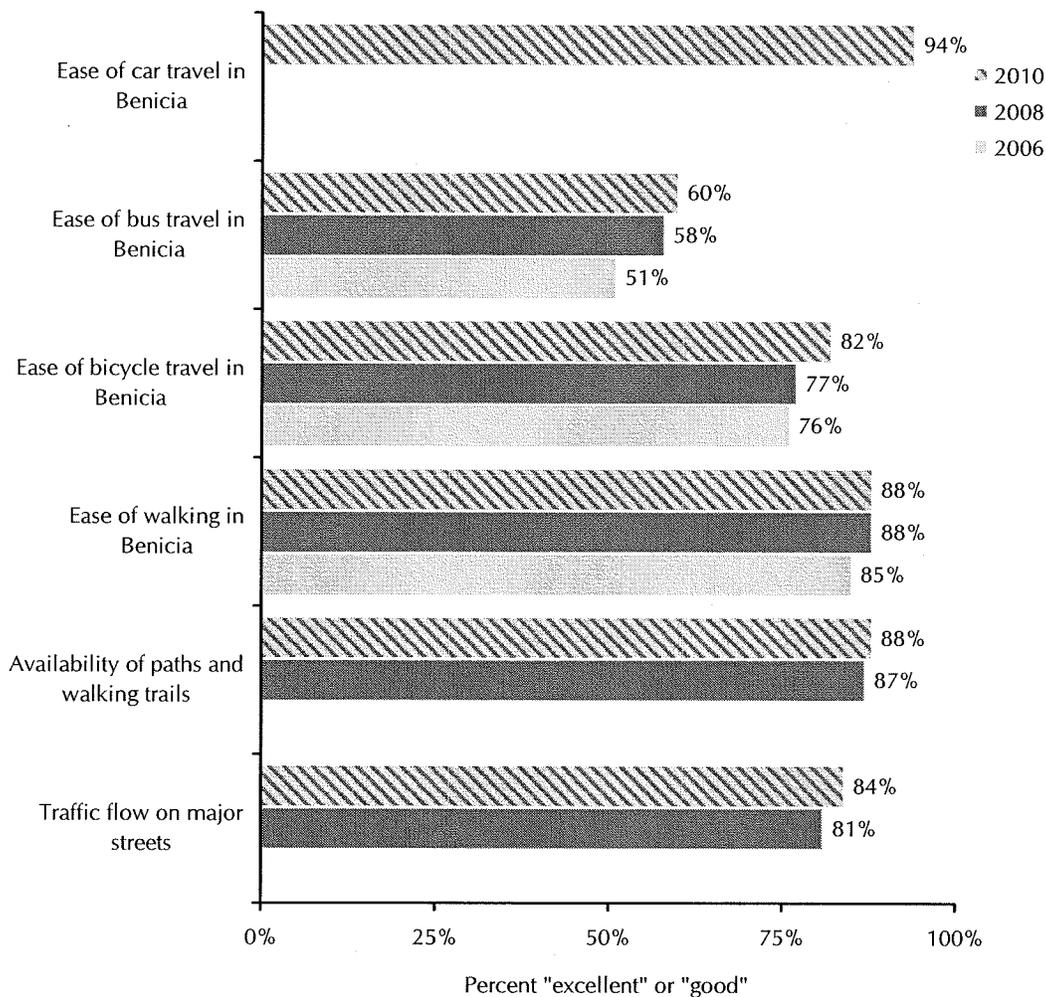
COMMUNITY DESIGN

Transportation

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

Residents responding to the survey were given a list of six aspects of mobility to rate on a scale of "excellent," "good," "fair" and "poor." Ease of car travel was given the most positive rating, followed by ease of walking in Benicia and the availability of paths and walking trails. These ratings tended to be higher than the benchmarks and similar when compared to years past. The rating for ease of bus travel had maintained an increase compared to the 2006 survey.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR



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

FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Ease of car travel in Benicia	Much above	Much above
Ease of bus travel in Benicia	Above	Similar
Ease of bicycle travel in Benicia	Much above	Much above
Ease of walking in Benicia	Much above	Much above
Availability of paths and walking trails	Much above	Much above
Traffic flow on major streets	Much above	Much above

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

Seven transportation services were rated in Benicia. As compared to most communities across America and of similar population size in the Western region, ratings tended to be favorable. When compared to past surveys, ratings were mostly similar to the 2008 survey. Street repair and the amount of public parking increased had increased since 2006.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

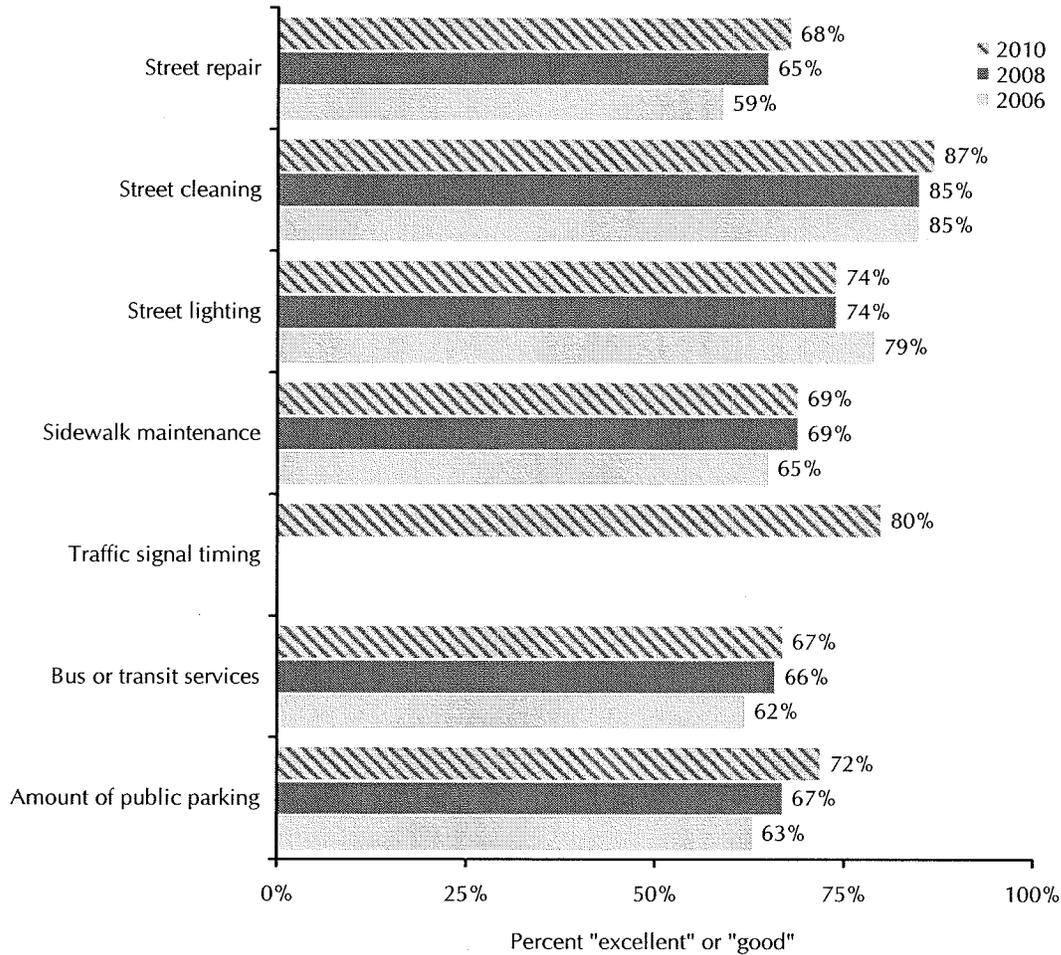


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Street repair	Much above	Much above
Street cleaning	Much above	Much above
Street lighting	Much above	Much above
Sidewalk maintenance	Much above	Much above
Traffic signal timing	Much above	Much above
Bus or transit services	Above	Similar
Amount of public parking	Much above	Much above

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

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 5% of work commute trips were made by transit, 2% by bicycle and 4% by foot.

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

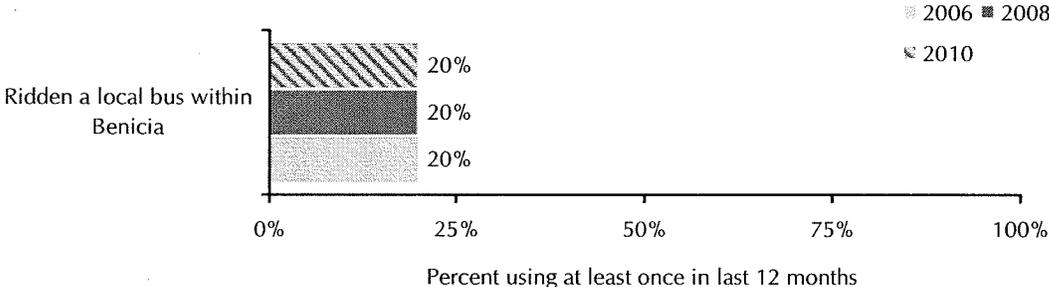


FIGURE 11: FREQUENCY OF BUS USE BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Ridden a local bus within Benicia	Less	Much less

FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE BY YEAR

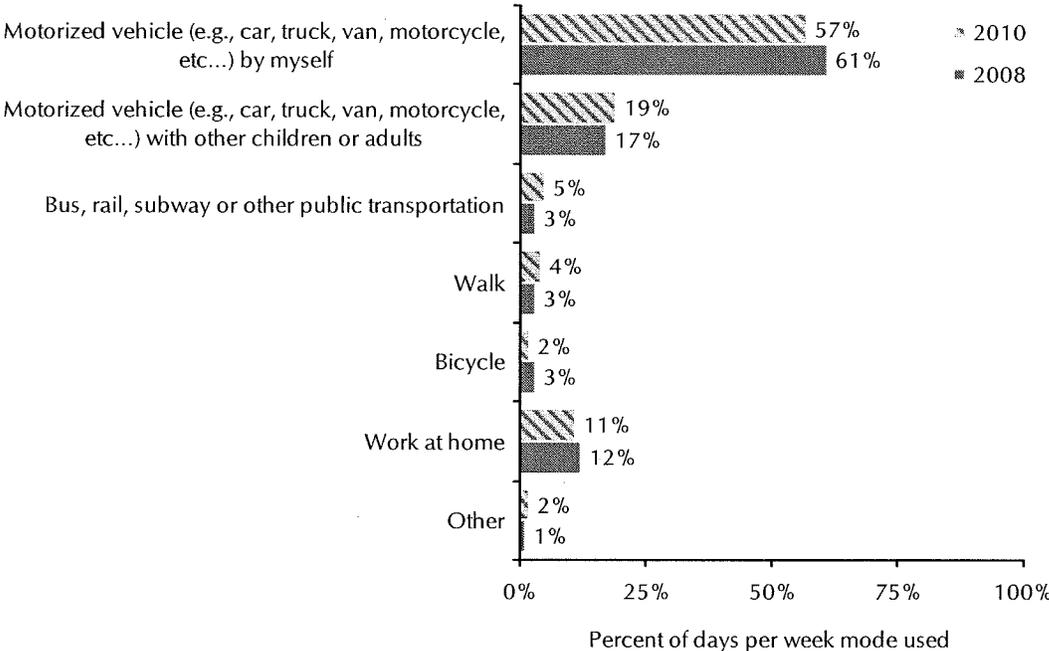


FIGURE 13: DRIVE ALONE BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Average percent of work commute trips made by driving alone	Much less	Much less

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

Housing

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

The survey of the City of Benicia residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as “excellent” or “good” by 61% of respondents, while the variety of housing options was rated as “excellent” or “good” by 74% of respondents. The rating of perceived affordable housing availability was better in the City of Benicia than the ratings, on average, in comparison jurisdictions and was higher than in years past.

FIGURE 14: RATINGS OF HOUSING IN COMMUNITY BY YEAR

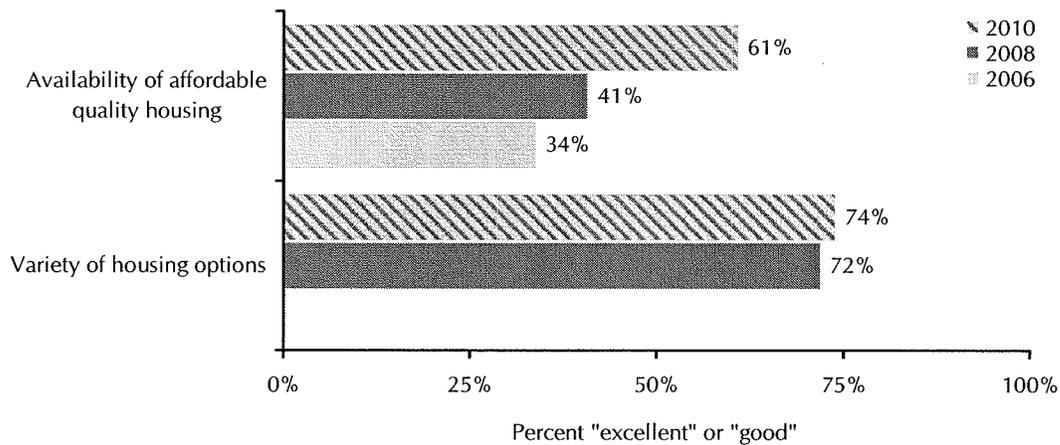


FIGURE 15: HOUSING CHARACTERISTICS BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Availability of affordable quality housing	Much above	Much above
Variety of housing options	Above	Much above

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

To augment the perceptions of affordable housing in Benicia, the cost of housing as reported in the survey was compared to residents' reported monthly income to create a rough estimate of the proportion of residents of the City of Benicia experiencing housing cost stress. About 48% of survey participants were found to pay housing costs of more than 30% of their monthly household income.

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

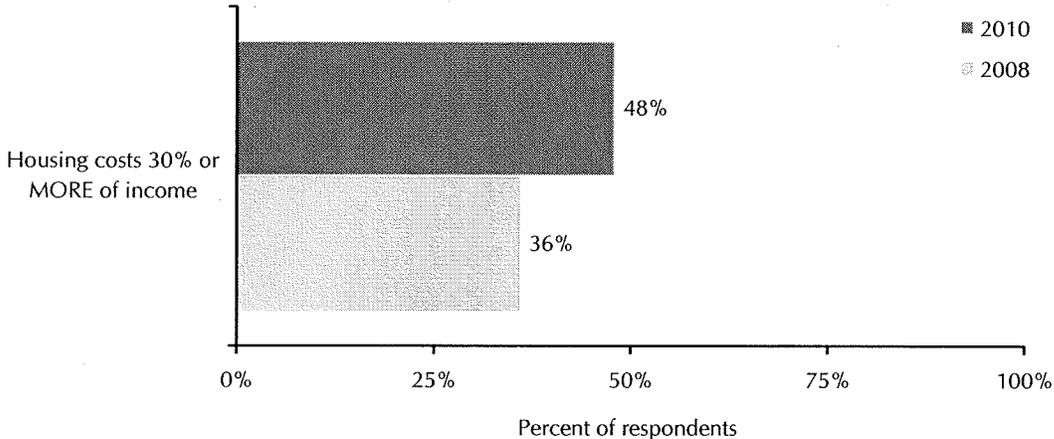


FIGURE 17: HOUSING COSTS BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Experiencing housing costs stress (housing costs 30% or MORE of income)	Much more	Much more

Land Use and Zoning

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

The overall quality of new development in the City of Benicia was rated as "excellent" or "good" by 64% of respondents. The overall appearance of Benicia was rated as "excellent" or "good" by 95% of respondents and was much higher than the benchmarks. The services of land use, planning and zoning, code enforcement, and animal control were rated much above the benchmarks. Ratings showed a varied pattern when compared to past years.

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

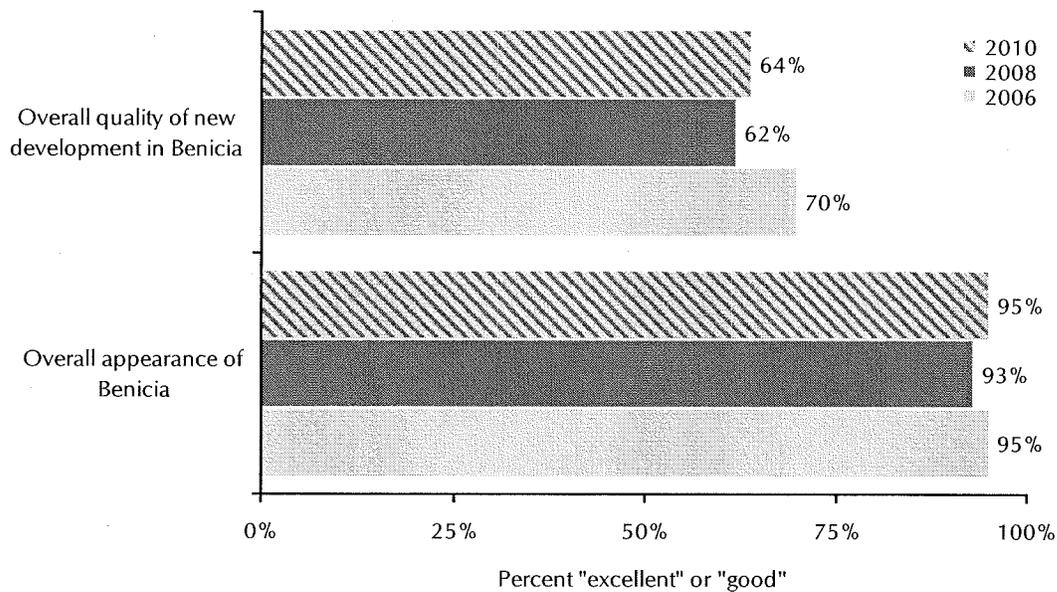


FIGURE 19: BUILT ENVIRONMENT BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Quality of new development in Benicia	Similar	Similar
Overall appearance of Benicia	Much above	Much above

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

FIGURE 20: RATINGS OF POPULATION GROWTH BY YEAR

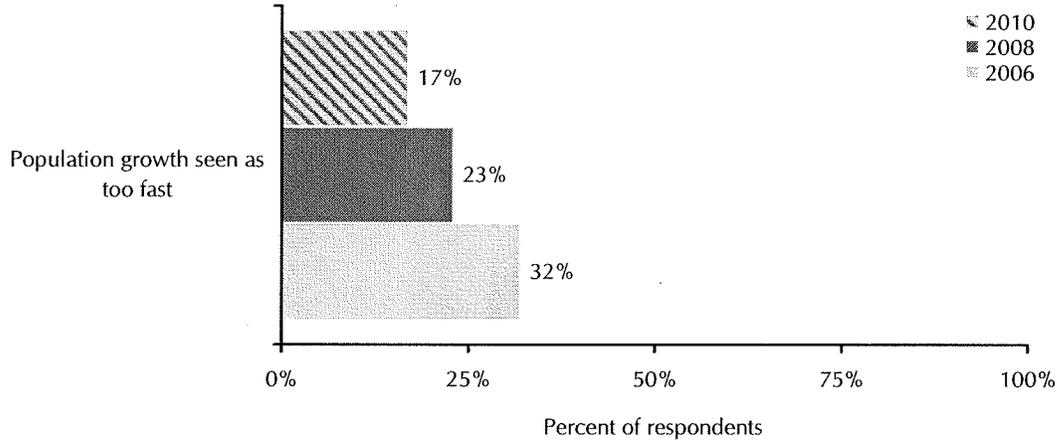


FIGURE 21: POPULATION GROWTH BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Population growth seen as too fast	Much less	Much less

FIGURE 22: RATINGS OF NUISANCE PROBLEMS BY YEAR

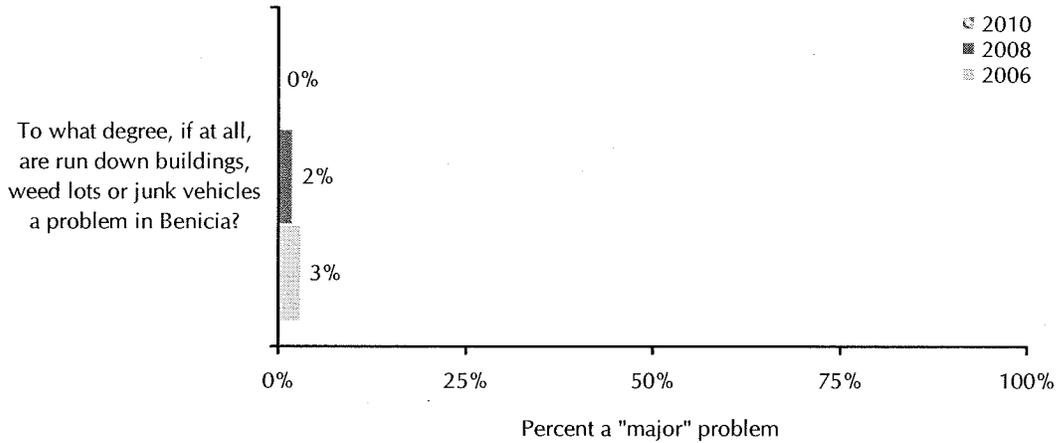


FIGURE 23: NUISANCE PROBLEMS BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Run down buildings, weed lots and junk vehicles seen as a "major" problem	Much less	Much less

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

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

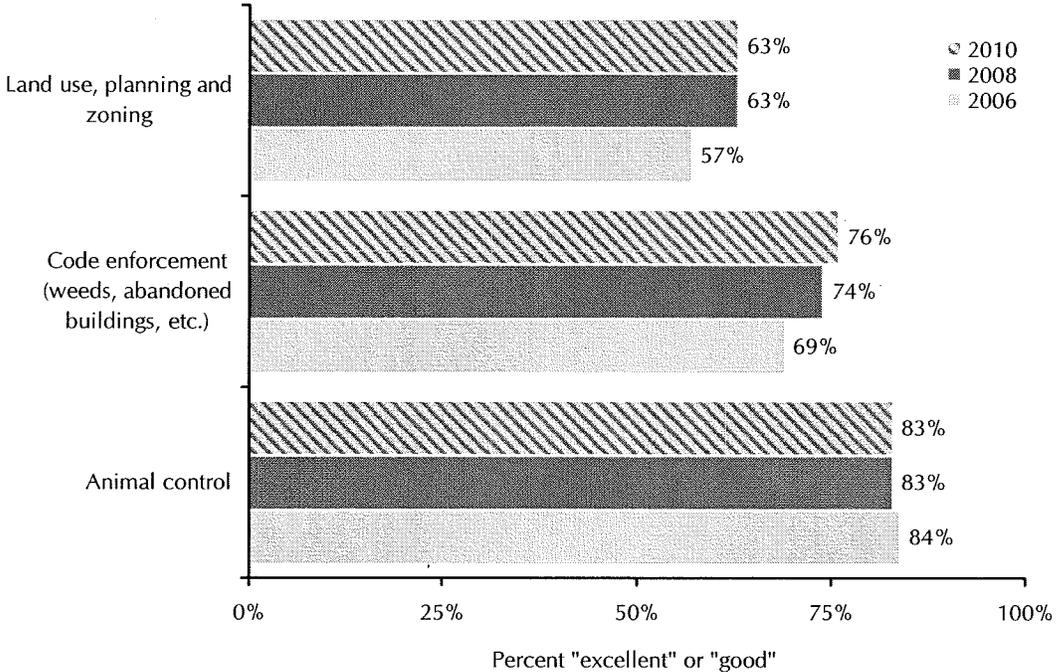


FIGURE 25: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Land use, planning and zoning	Much above	Much above
Code enforcement (weeds, abandoned buildings, etc.)	Much above	Much above
Animal control	Much above	Much above

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

ECONOMIC SUSTAINABILITY

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

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were the overall quality of business and service establishments in Benicia and Benicia as a place to work. Receiving the lowest rating was employment opportunities. The rating for shopping opportunities had increased compared to past years, while other ratings had remained stable over time.

FIGURE 26: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

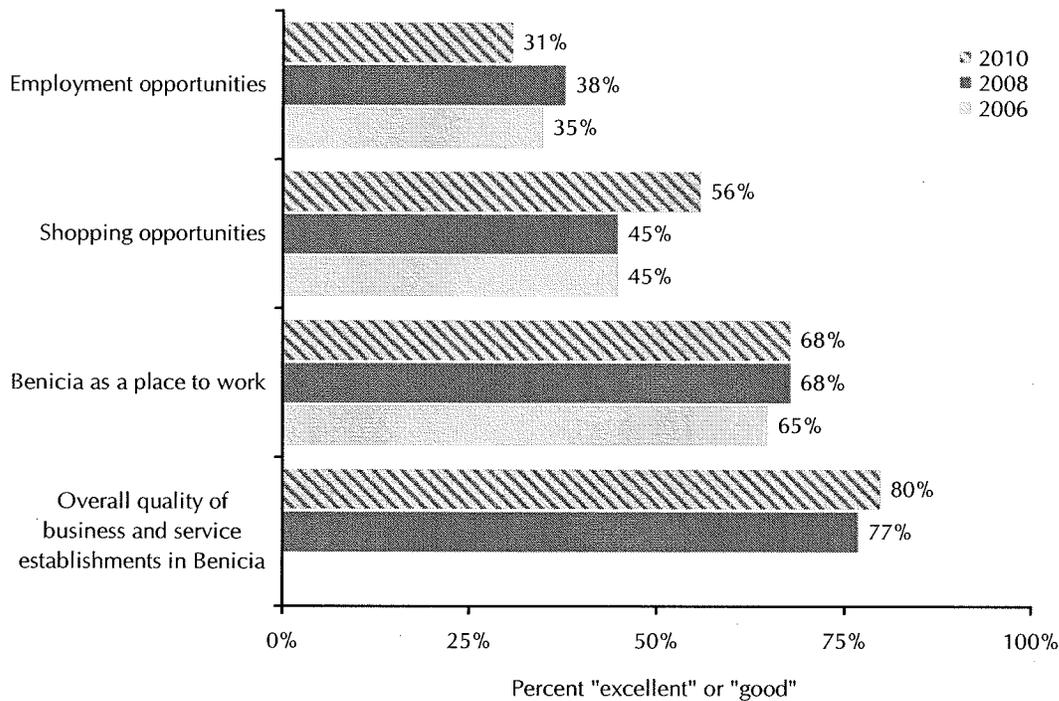


FIGURE 27: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Employment opportunities	Below	Similar
Shopping opportunities	Below	Similar
Benicia as a place to work	Above	Much above
Overall quality of business and service establishments in Benicia	Above	Much above

Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from “much too slow” to “much too fast.” When asked about the rate of job growth in Benicia, 66% responded that it was “too slow,” while 45% reported retail growth as “too slow.” More residents in Benicia compared to other jurisdictions believed that retail growth was too slow and fewer residents believed that job growth was too slow.

FIGURE 28: RATINGS OF RETAIL AND JOB GROWTH BY YEAR

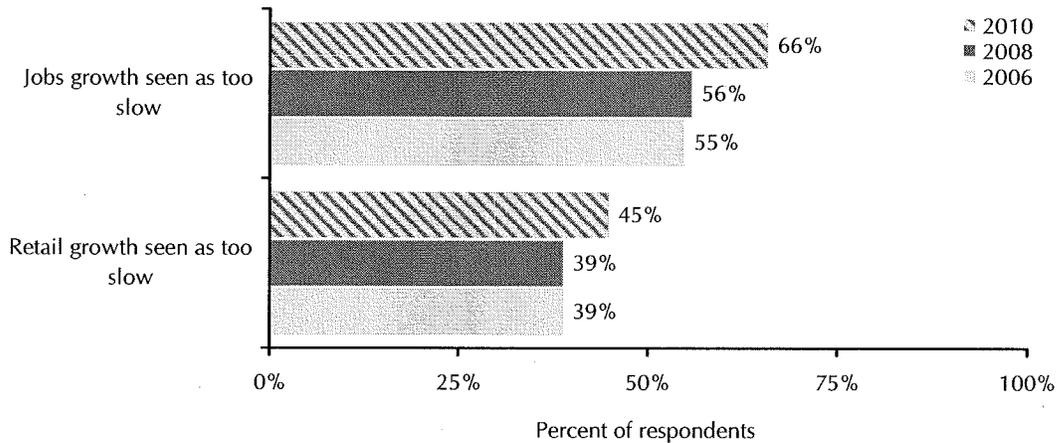


FIGURE 29: RETAIL AND JOB GROWTH BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Retail growth seen as too slow	Much more	More
Jobs growth seen as too slow	Much less	Much less

FIGURE 30: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

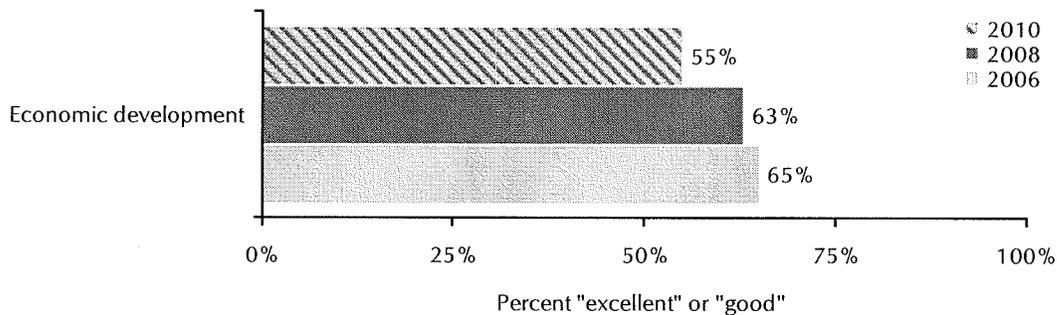


FIGURE 31: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Economic development	Similar	Similar

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

Residents were asked to reflect on their economic prospects in the near term. Twenty-two percent of the City of Benicia residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family. The percent of residents with an optimistic outlook on their household income was the same as comparison jurisdictions.

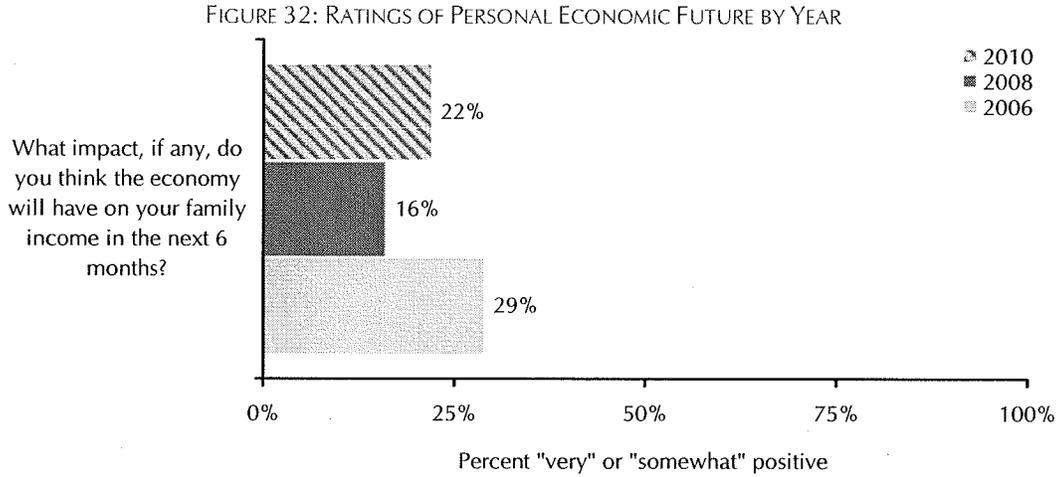


FIGURE 33: PERSONAL ECONOMIC FUTURE BENCHMARKS

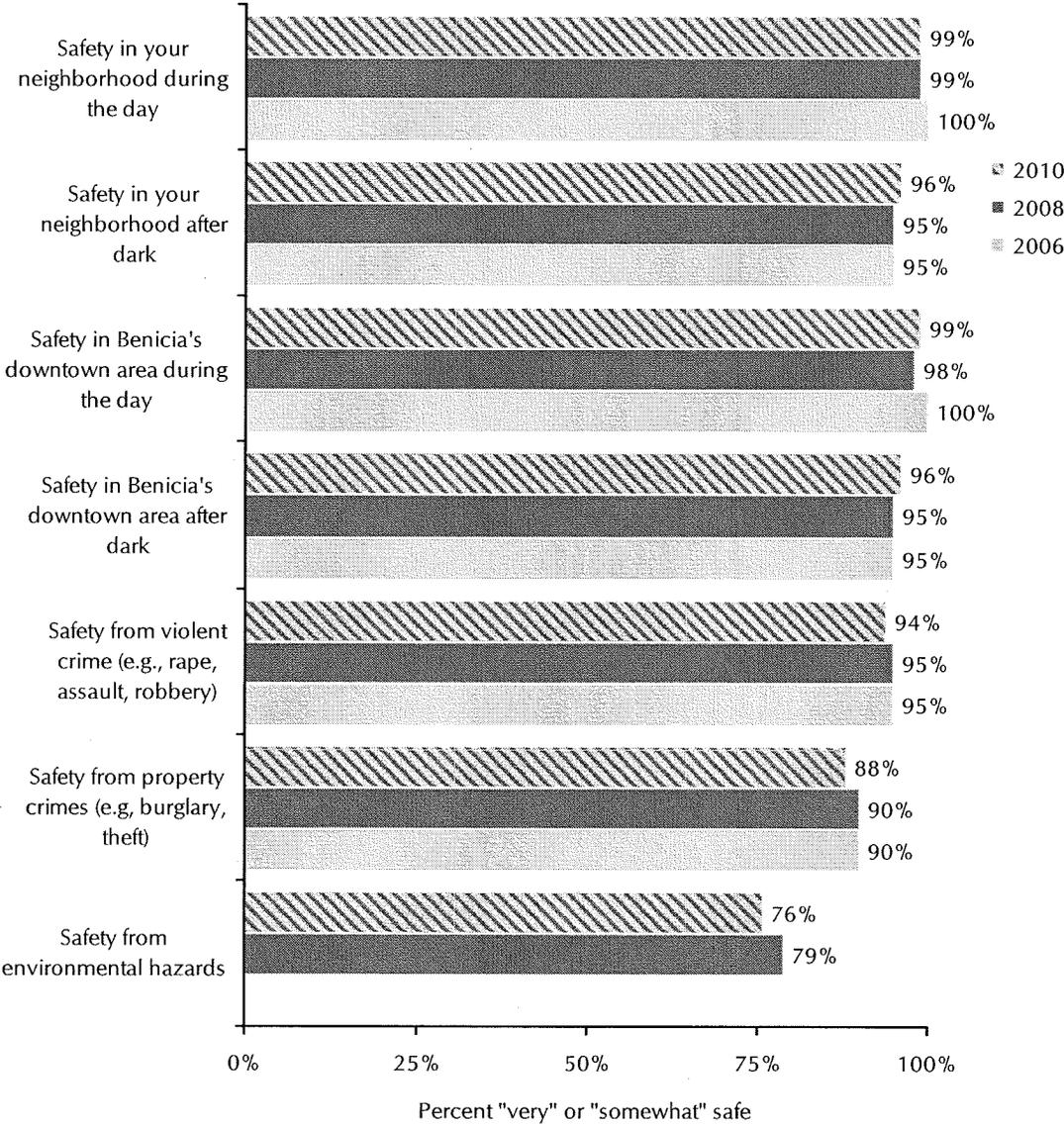
	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Positive impact of economy on household income	Similar	Similar

PUBLIC SAFETY

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

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Most gave positive ratings of safety in the City Benicia. About 94% percent of those completing the questionnaire said they felt "very" or "somewhat" safe from violent crimes and 76% felt "very" or "somewhat" safe from environmental hazards. These ratings were similar to past survey years.

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



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

FIGURE 35: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
In your neighborhood during the day	Much above	Above
In your neighborhood after dark	Much above	Much above
In Benicia's downtown area during the day	Much above	Much above
In Benicia's downtown area after dark	Much above	Much above
Violent crime (e.g., rape, assault, robbery)	Much above	Much above
Property crimes (e.g., burglary, theft)	Much above	Much above
Environmental hazards, including toxic waste	Much below	Much below

As assessed by the survey, 10% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 73% had reported it to police. Compared to other jurisdictions fewer Benicia residents had been victims of crime in the 12 months preceding the survey.

FIGURE 36: CRIME VICTIMIZATION AND REPORTING BY YEAR

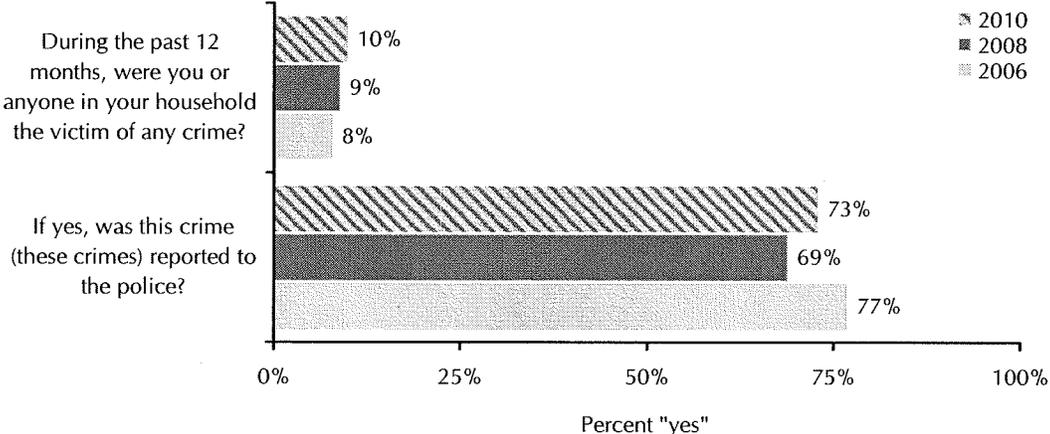


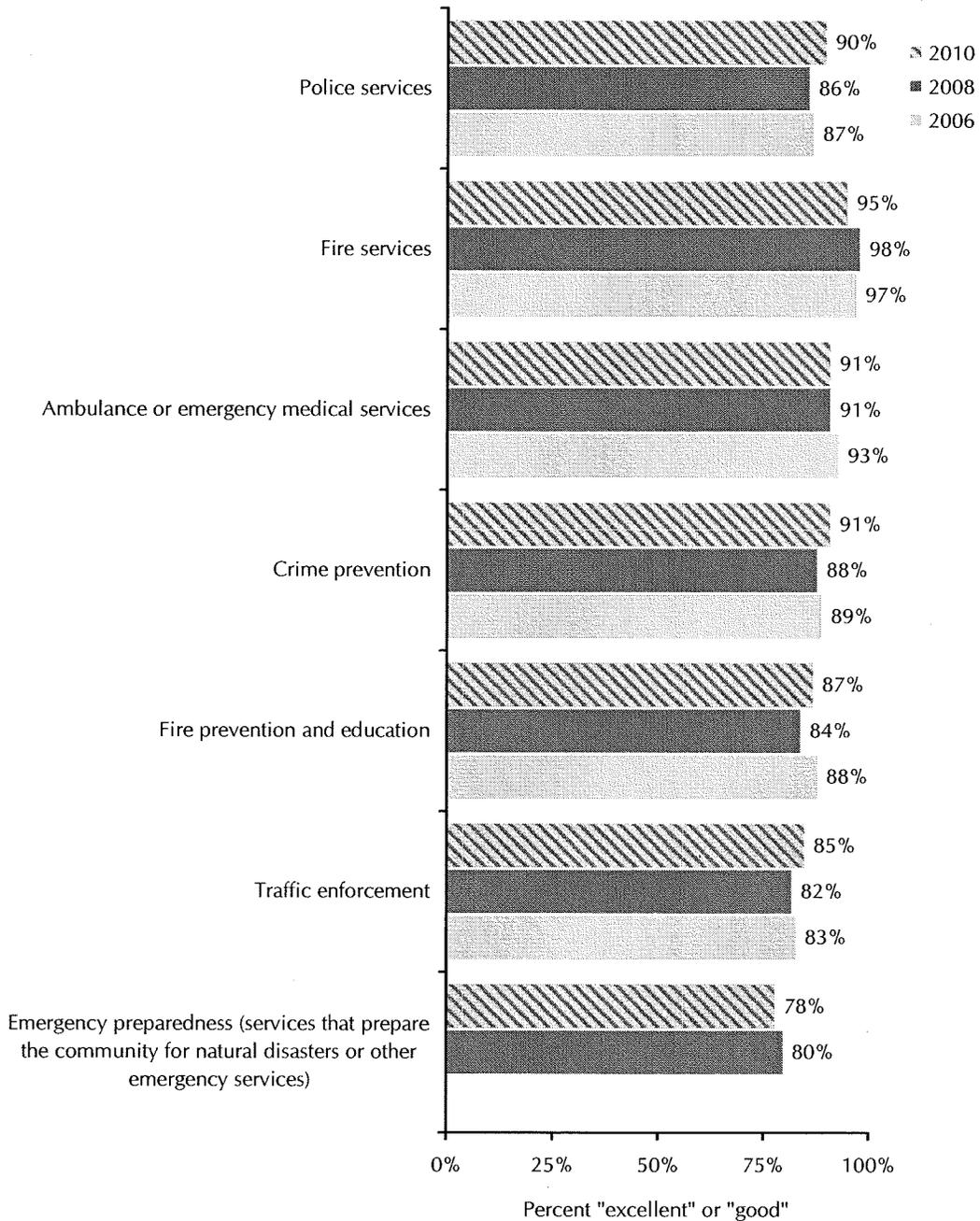
FIGURE 37: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Victim of crime	Less	Less
Reported crimes	Less	Similar

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Residents rated seven City public safety services; of these, five were rated above the benchmark comparisons and two were rated similar to the benchmark comparisons. Fire services received the highest ratings, while emergency preparedness received the lowest ratings. All were rated similarly to previous years.

FIGURE 38: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR



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

FIGURE 39: PUBLIC SAFETY SERVICES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Police services	Above	Much above
Fire services	Similar	Similar
Ambulance or emergency medical services	Similar	Similar
Crime prevention	Much above	Much above
Fire prevention and education	Above	Much above
Traffic enforcement	Much above	Much above
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Much above	Much above

FIGURE 40: CONTACT WITH POLICE DEPARTMENT

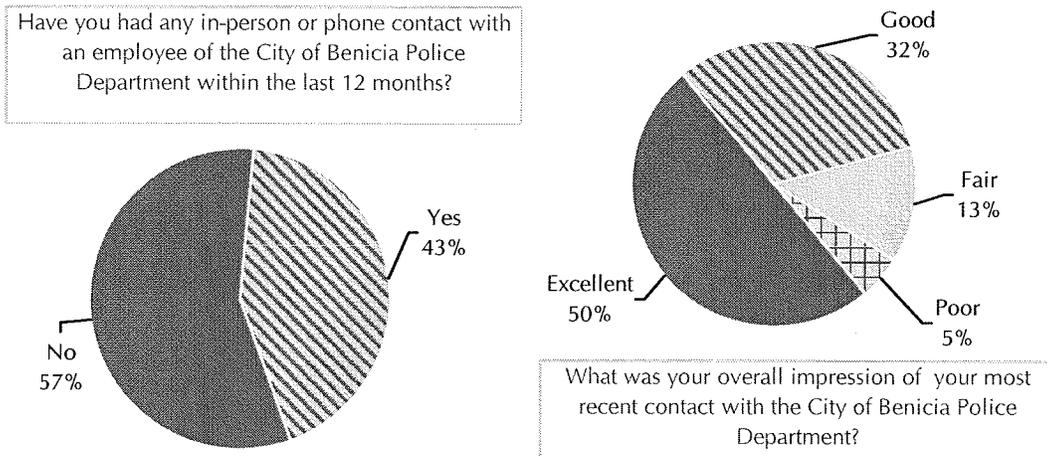


FIGURE 41: CONTACT WITH FIRE DEPARTMENT

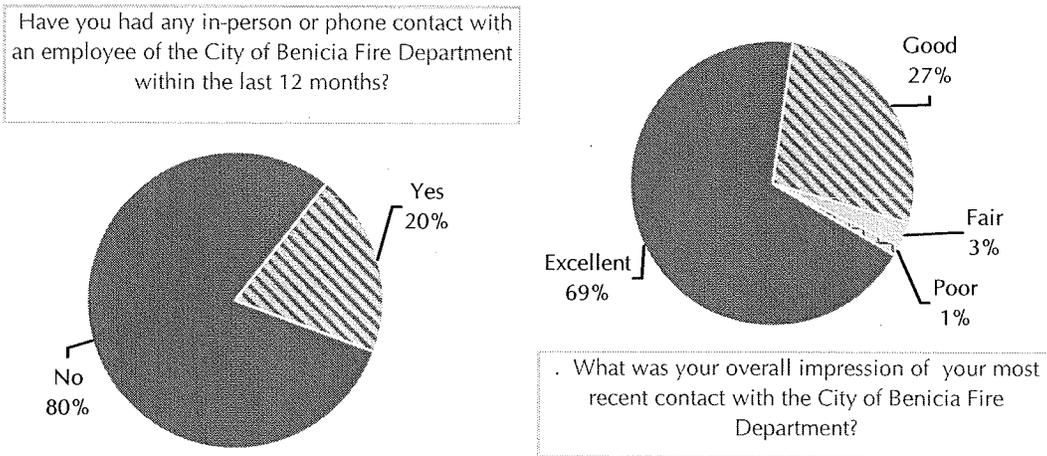


FIGURE 42: CONTACT WITH POLICE AND FIRE DEPARTMENTS BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Had contact with the City of Benicia Police Department	Much more	Not available
Overall impression of most recent contact with the City of Benicia Police Department	Similar	Not available
Had contact with the City of Benicia Fire Department	Much more	Not available
Overall impression of most recent contact with the City of Benicia Fire Department	Above	Not available

ENVIRONMENTAL SUSTAINABILITY

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

Residents of the City of Benicia were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as "excellent" or "good" by 89% of survey respondents. The cleanliness of Benicia received the highest rating, and it was much above the benchmarks. These ratings were similar when compared to past survey years.

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

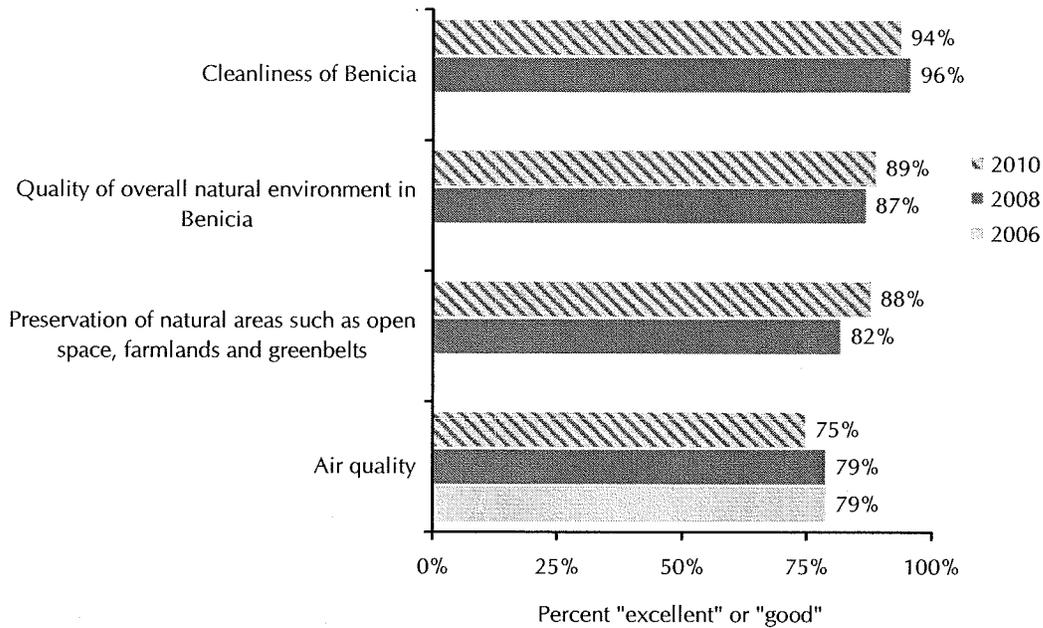


FIGURE 44: COMMUNITY ENVIRONMENT BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Cleanliness of Benicia	Much above	Much above
Quality of overall natural environment in Benicia	Much above	Much above
Preservation of natural areas such as open space, farmlands and greenbelts	Much above	Much above
Air quality	Similar	Below

Resident recycling was much greater than recycling reported in comparison communities and stable over time.

FIGURE 45: FREQUENCY OF RECYCLING IN LAST 12 MONTHS BY YEAR

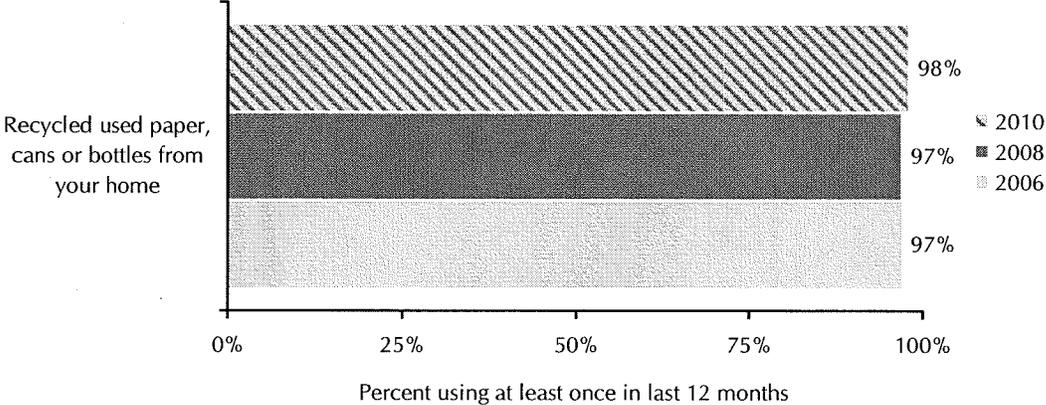


FIGURE 46: FREQUENCY OF RECYCLING BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Recycled used paper, cans or bottles from your home	Much more	Much more

Of the seven utility services rated by those completing the questionnaire, five were higher than the benchmark comparisons. The rating for power utility was higher than the nation and similar to the custom comparison. Drinking water was rated similar to the nation and was above the custom benchmark. These service ratings trends were stable when compared to past surveys.

FIGURE 47: RATINGS OF UTILITY SERVICES BY YEAR

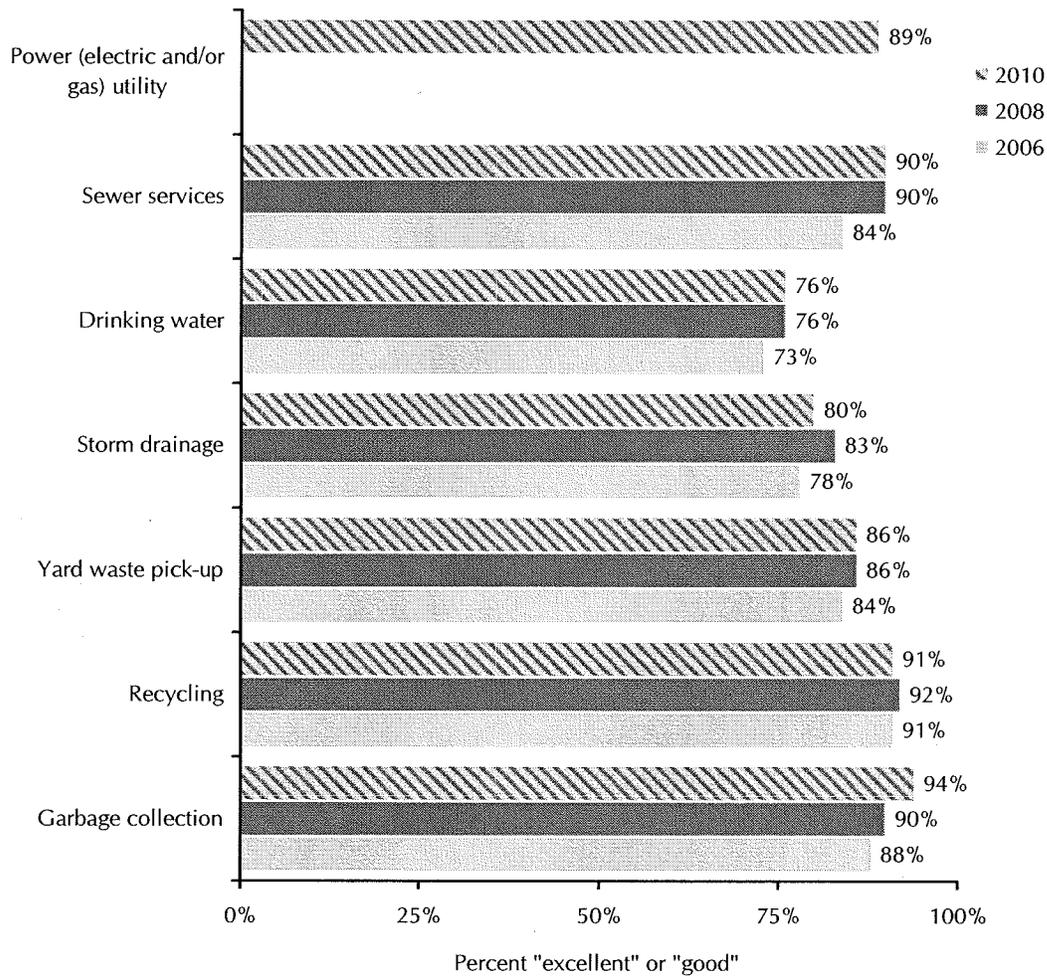


FIGURE 48: UTILITY SERVICES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Power (electric and/or gas) utility	Above	Similar
Sewer services	Above	Above
Drinking water	Similar	Above
Storm drainage	Much above	Much above
Yard waste pick-up	Above	Much above
Recycling	Much above	Much above
Garbage collection	Above	Above

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

RECREATION AND WELLNESS

Parks and Recreation

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

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

Resident use of Benicia parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used Benicia recreation centers was much smaller than the percent of users in comparison jurisdictions. However, recreation program use in Benicia was much higher than use in comparison jurisdictions. These rates of participation were stable in comparison to past survey years.

FIGURE 49: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

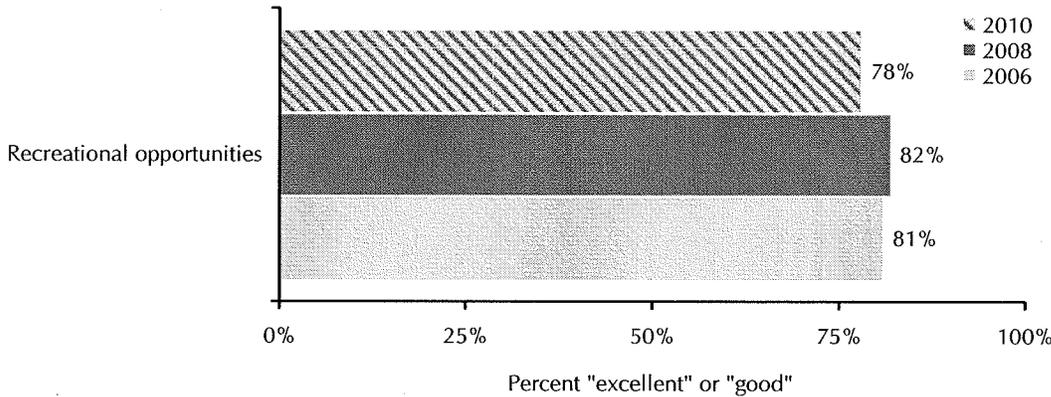


FIGURE 50: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Recreation opportunities	Much above	Above

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

FIGURE 51: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

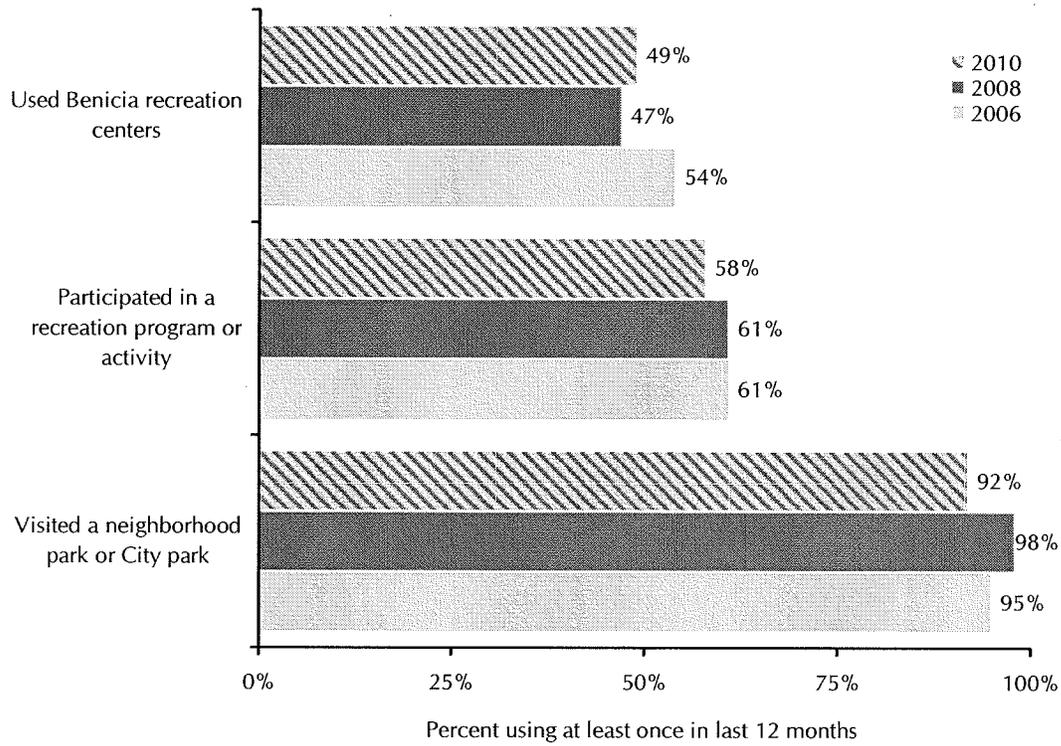


FIGURE 52: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Used Benicia recreation centers	Much less	Much less
Participated in a recreation program or activity	Much more	Much more
Visited a neighborhood park or City park	Much more	More

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

FIGURE 53: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

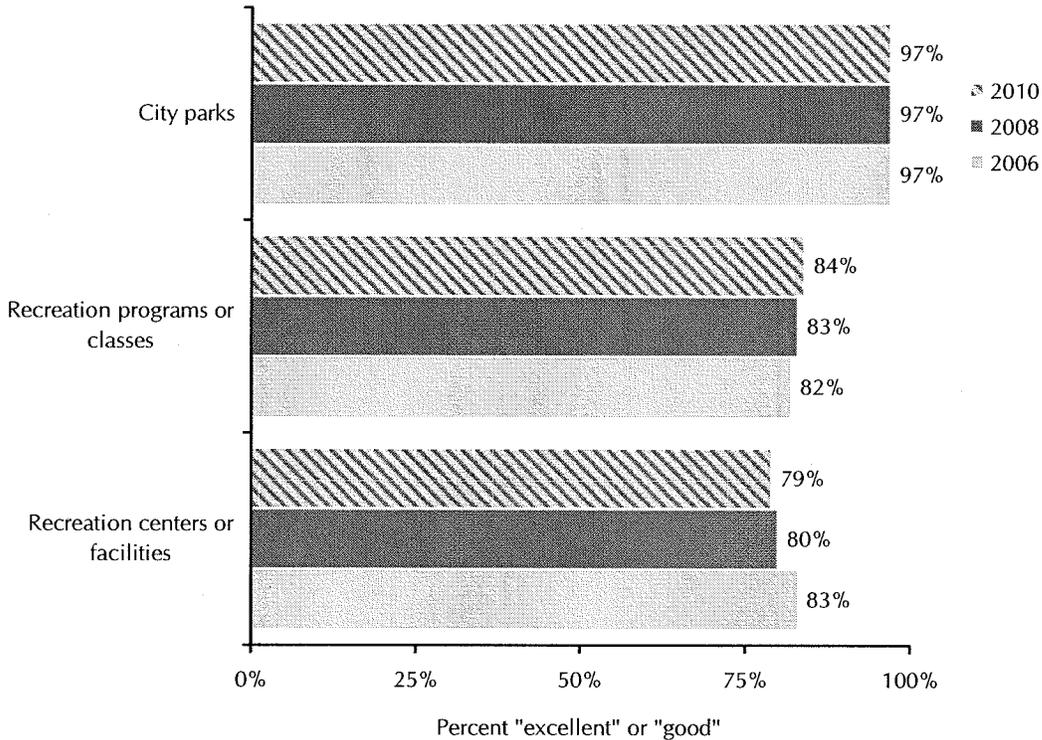


FIGURE 54: PARKS AND RECREATION SERVICES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
City parks	Much above	Much above
Recreation programs or classes	Much above	Above
Recreation centers or facilities	Similar	Similar

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

Culture, Arts and Education

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

Opportunities to attend cultural activities were rated as “excellent” or “good” by 72% of respondents. Educational opportunities were rated as “excellent” or “good” by 81% of respondents. Compared to the benchmark data, educational and cultural activity opportunities were much above the average of comparison jurisdictions. Both ratings were similar to past survey years.

About 85% of Benicia residents used a City library at least once in the 12 months preceding the survey. This participation rate for library use was much above that of comparison jurisdictions.

FIGURE 55: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

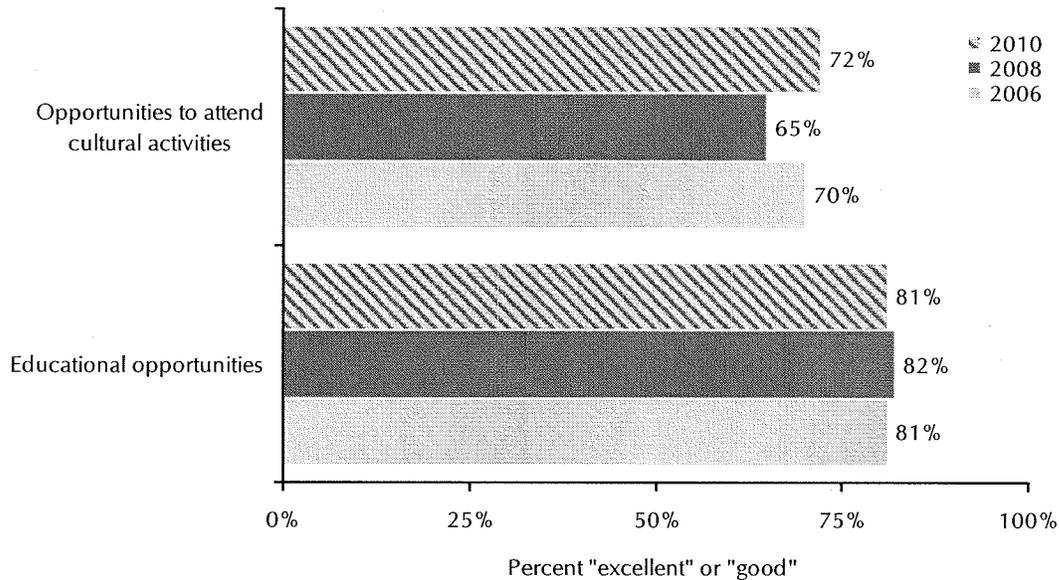


FIGURE 56: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Opportunities to attend cultural activities	Much above	Much above
Educational opportunities	Much above	Much above

FIGURE 57: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

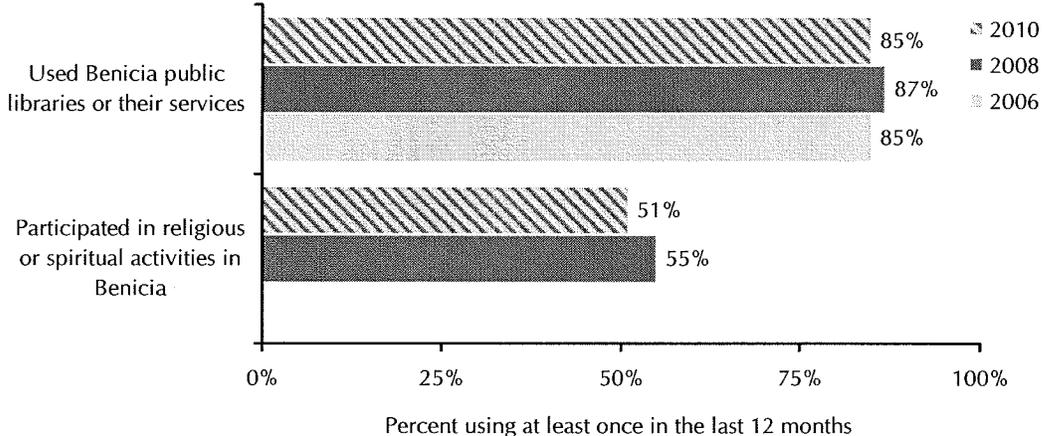


FIGURE 58: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Public schools	Much above	Much above
Public library services	Much above	Much above

FIGURE 59: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES BY YEAR

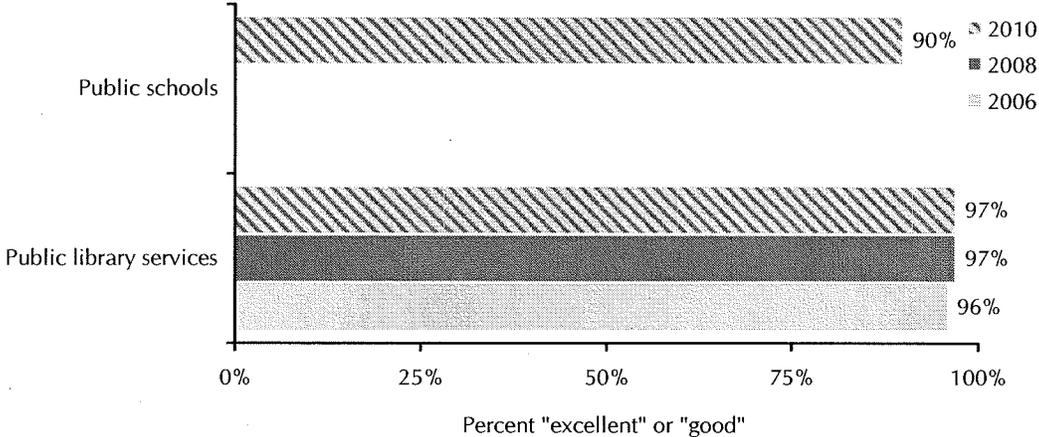


FIGURE 60: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Used Benicia public libraries or their services	Much more	Much more
Participated in religious or spiritual activities in Benicia	Similar	Much more

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

Health and Wellness

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

Residents of the City of Benicia were asked to rate the community’s health services as well as the availability of health care, high quality affordable food and preventive health care services. The availability of affordable quality food was rated most positively for the City of Benicia, while the availability for affordable quality health care and preventive health services were rated less favorably by residents. The rating for the availability of preventive health services has increased compared to 2008.

Among Benicia residents, 54% rated the availability of affordable quality health care as “excellent” or “good.” Those ratings were similar to the national comparison and above the ratings of comparison communities included in the custom benchmark. This rating had remained stable over time. The rating for the availability of preventive health services improved from 2008 to 2010.

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

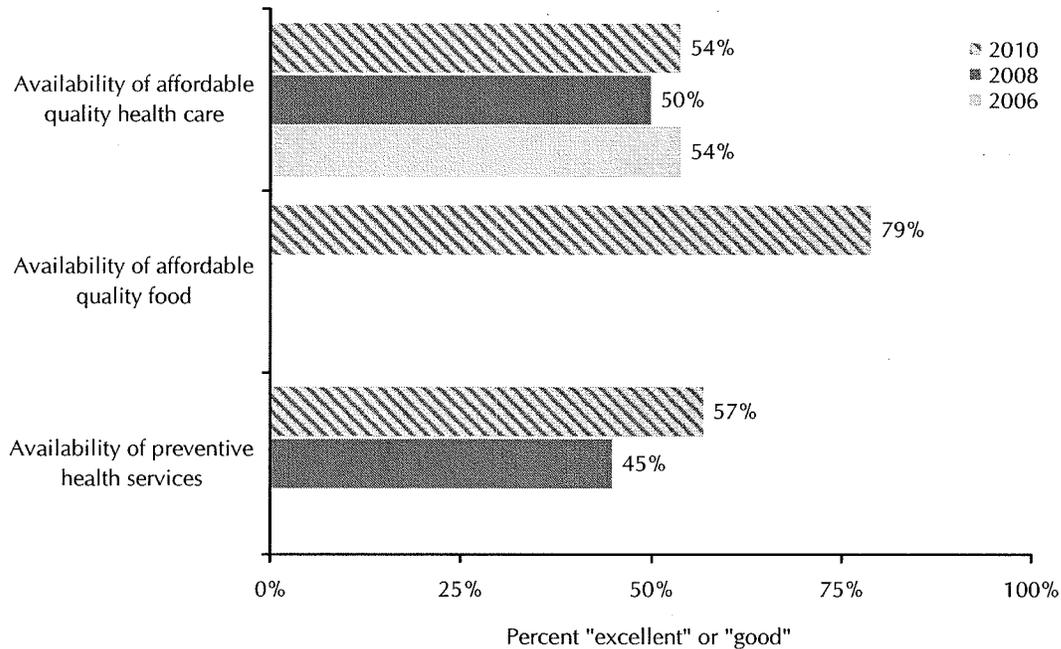


FIGURE 62: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Availability of affordable quality health care	Similar	Above
Availability of affordable quality food	Much above	Much above
Availability of preventive health services	Below	Below

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

Health services offered in the City of Benicia were rated “excellent” or “good” by 70% of respondents and were similar to the benchmarks. This rating had increased over the past four years.

FIGURE 63: RATINGS OF HEALTH AND WELLNESS SERVICES BY YEAR

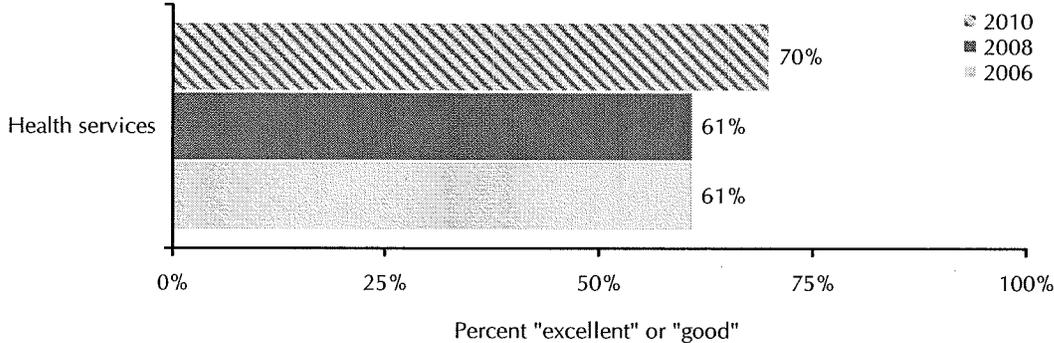


FIGURE 64: HEALTH AND WELLNESS SERVICES BENCHMARKS

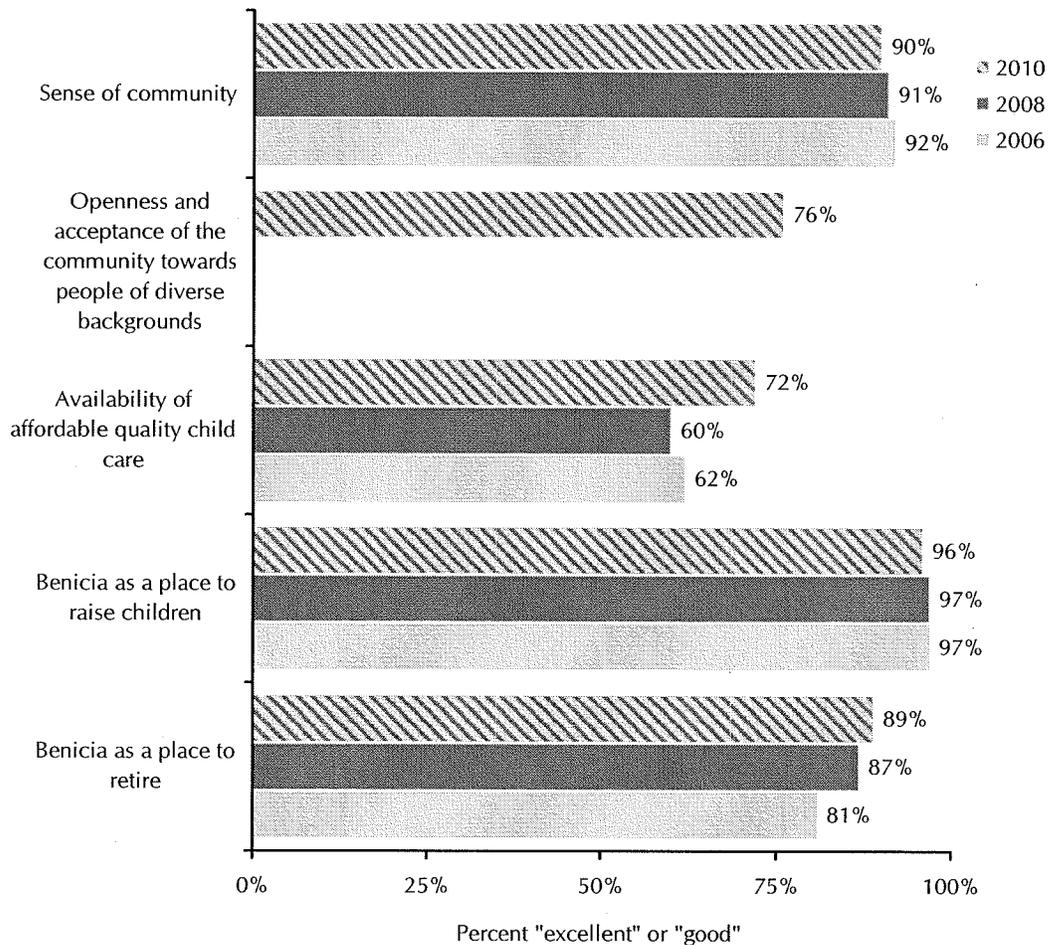
	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Health services	Similar	Similar

COMMUNITY INCLUSIVENESS

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

A high percentage of residents rated the City of Benicia as an “excellent” or “good” place to raise kids and a high percentage rated it as an excellent or good place to retire. About nine in ten residents felt that the local sense of community was “excellent” or “good.” Most survey respondents felt the City of Benicia was open and accepting towards people of diverse backgrounds. The availability of affordable quality child care was rated the lowest by residents but was much higher than the benchmarks and had increased compared to previous survey years.

FIGURE 65: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR



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

FIGURE 66: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Sense of community	Much above	Much above
Openness and acceptance of the community toward people of diverse backgrounds	Much above	Much above
Availability of affordable quality child care	Much above	Much above
Benicia as a place to raise kids	Much above	Much above
Benicia as a place to retire	Much above	Much above

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 64% to 89% with ratings of "excellent" or "good." All were much above the benchmarks. These ratings were similar to the 2008 survey, though the rating for services to seniors had increased over since 2006.

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

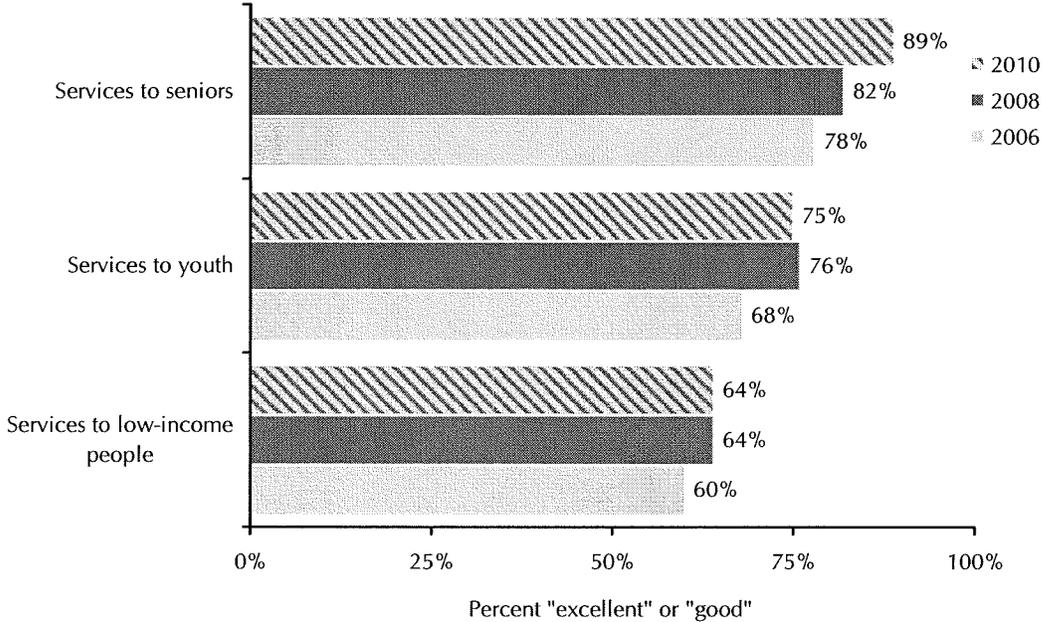


FIGURE 68: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Services to seniors	Much above	Much above
Services to youth	Much above	Much above
Services to low income people	Much above	Much above

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

CIVIC ENGAGEMENT

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

Civic Activity

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

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

FIGURE 69: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

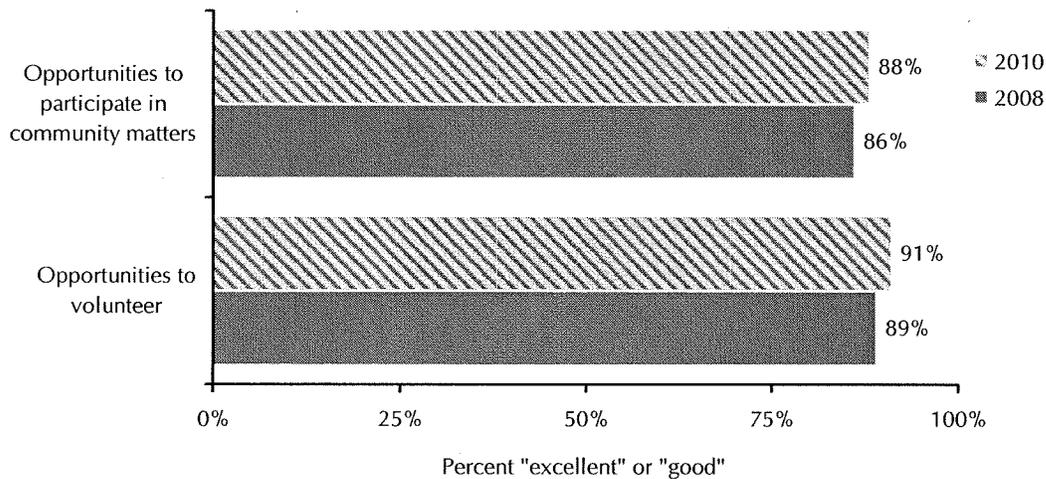


FIGURE 70: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Opportunities to participate in community matters	Much above	Much above
Opportunities to volunteer	Much above	Much above

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

Most of the participants in this survey had not attended a public meeting, but the vast majority had helped a friend. The participation rates of these civic behaviors were compared to the rates in other jurisdictions. Those who had provided help to a neighbor or friend showed similar rates of involvement; while the four other civic engagement opportunities showed much higher rates.

FIGURE 71: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR¹

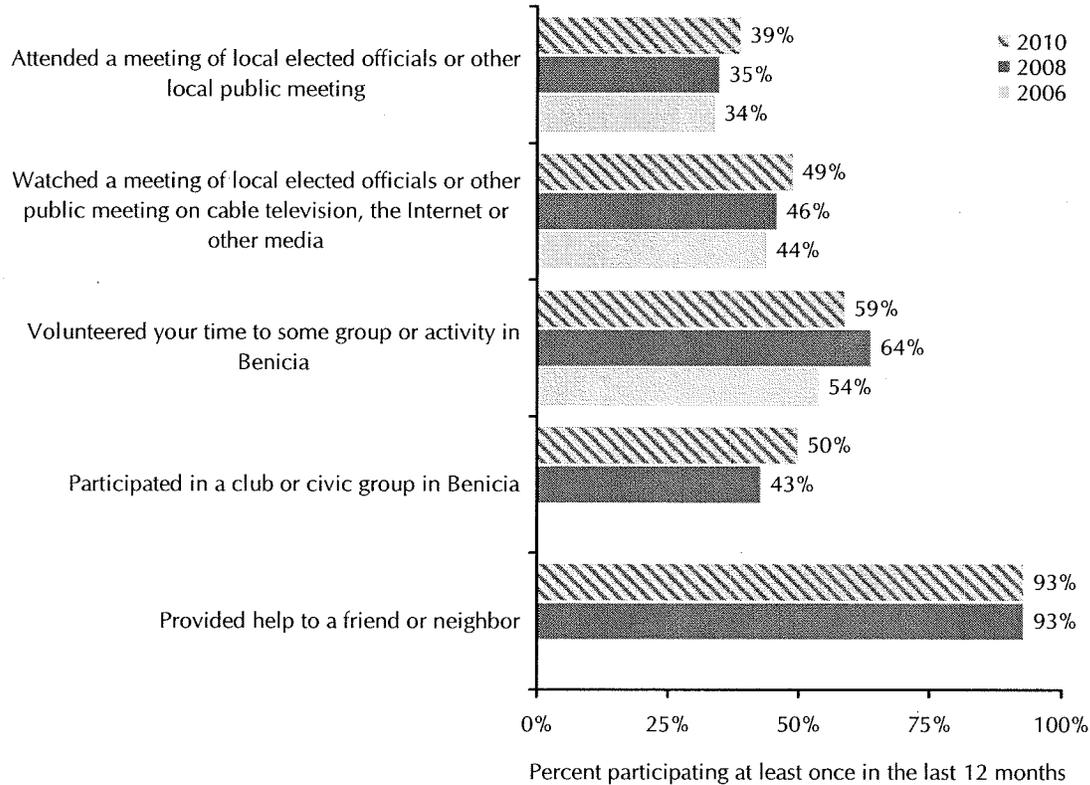
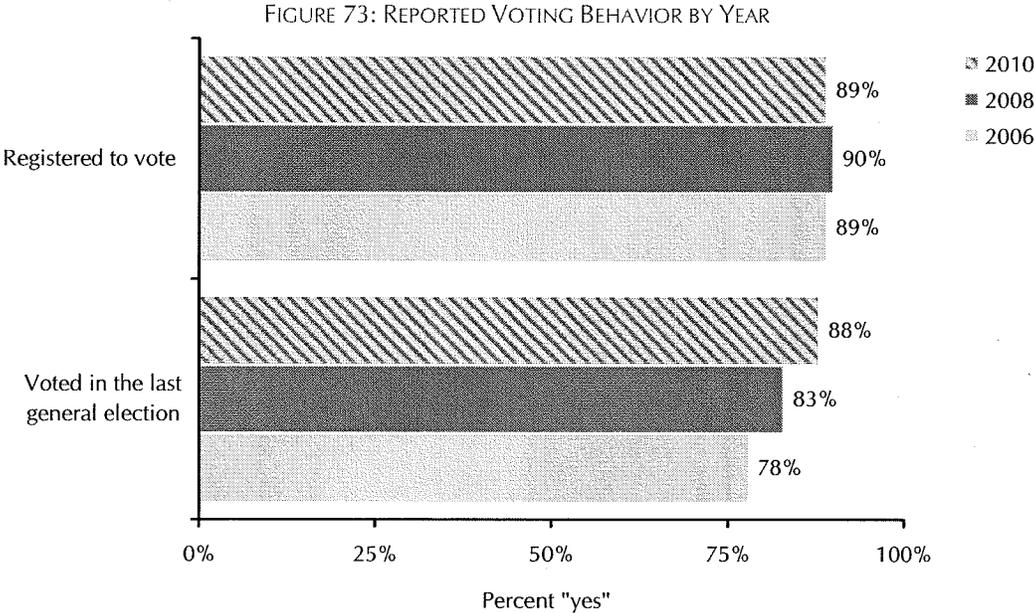


FIGURE 72: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Attended a meeting of local elected officials or other local public meeting	Much more	Much more
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	Much more	Much more
Volunteered your time to some group or activity in Benicia	Much more	Much more
Participated in a club or civic group in Benicia	Much more	Much more
Provided help to a friend or neighbor	Similar	Similar

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

City of Benicia residents showed the largest amount of civic engagement in the area of electoral participation. Eighty-nine percent reported they were registered to vote and 88% indicated they had voted in the last general election. This rate of self-reported voting was much higher than that of comparison communities.



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

FIGURE 74: VOTING BEHAVIOR BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Registered to vote	More	More
Voted in last general election	Much more	Much more

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

Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the City of Benicia Web site in the previous 12 months, 64% reported they had done so at least once. Public information services were rated favorably compared to benchmark data and had increased compared to the 2008 survey.

FIGURE 75: USE OF INFORMATION SOURCES BY YEAR

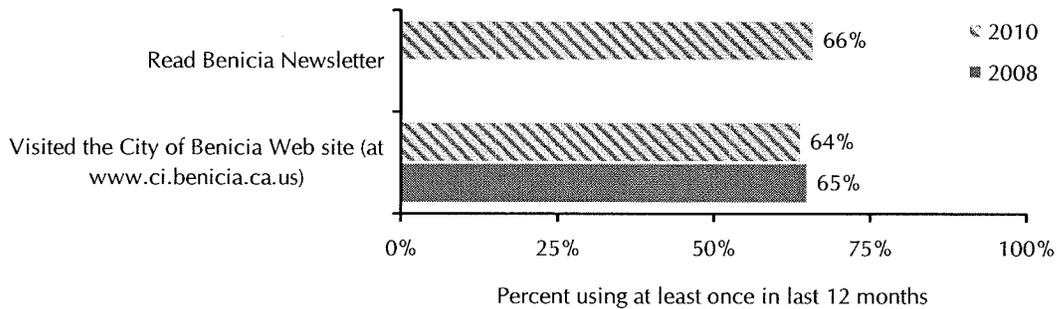


FIGURE 76: USE OF INFORMATION SOURCES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Read Benicia Newsletter	Much less	Much less
Visited the City of Benicia Web site	More	Much more

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

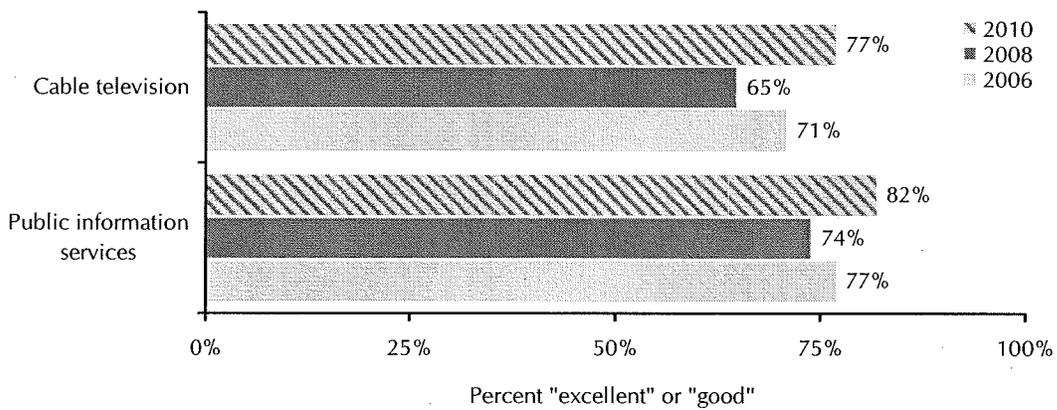


FIGURE 78: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Cable television	Much above	Much above
Public information services	Much above	Much above

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

Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 88% of respondents, while a similar proportion rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.” Ratings were similar to the previous survey.

FIGURE 79: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES BY YEAR

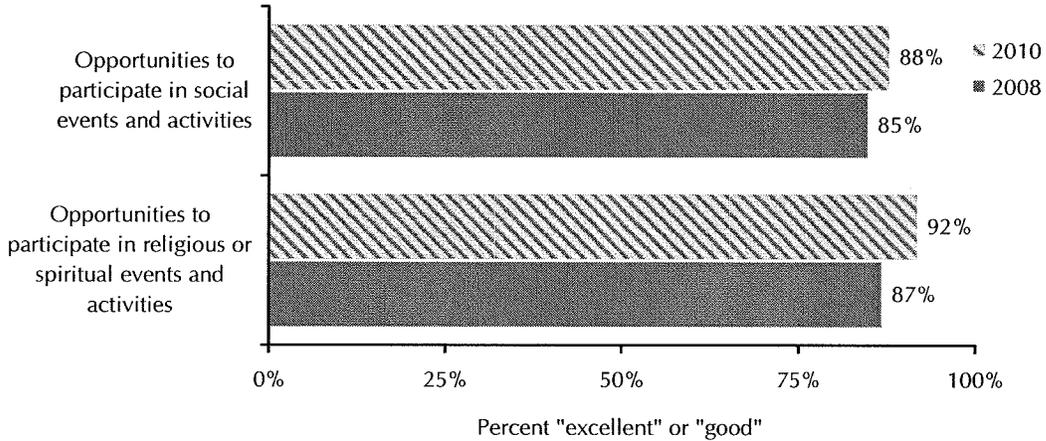


FIGURE 80: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Opportunities to participate in social events and activities	Much above	Much above
Opportunities to participate in religious or spiritual events and activities	Much above	Much above

Residents in Benicia reported a strong amount of neighborliness. More than 68% indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was much more than the amount of contact reported in other communities.

FIGURE 81: CONTACT WITH IMMEDIATE NEIGHBORS BY YEAR

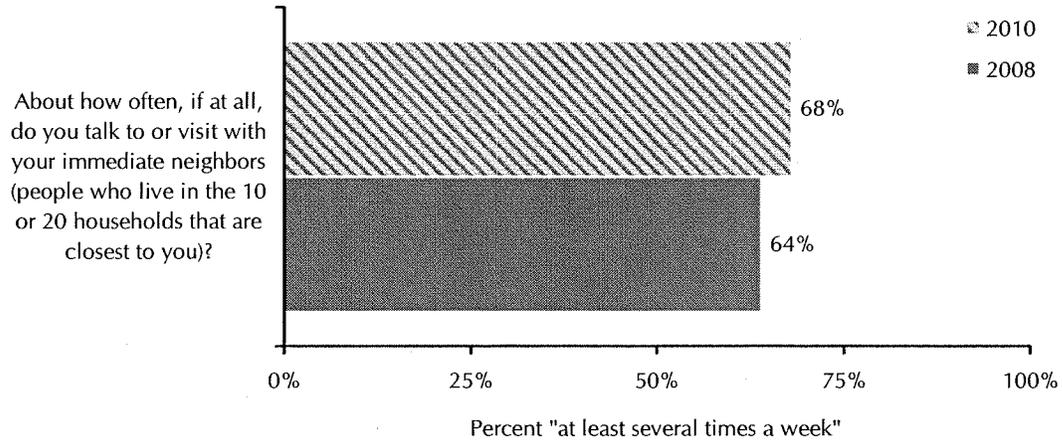


FIGURE 82: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

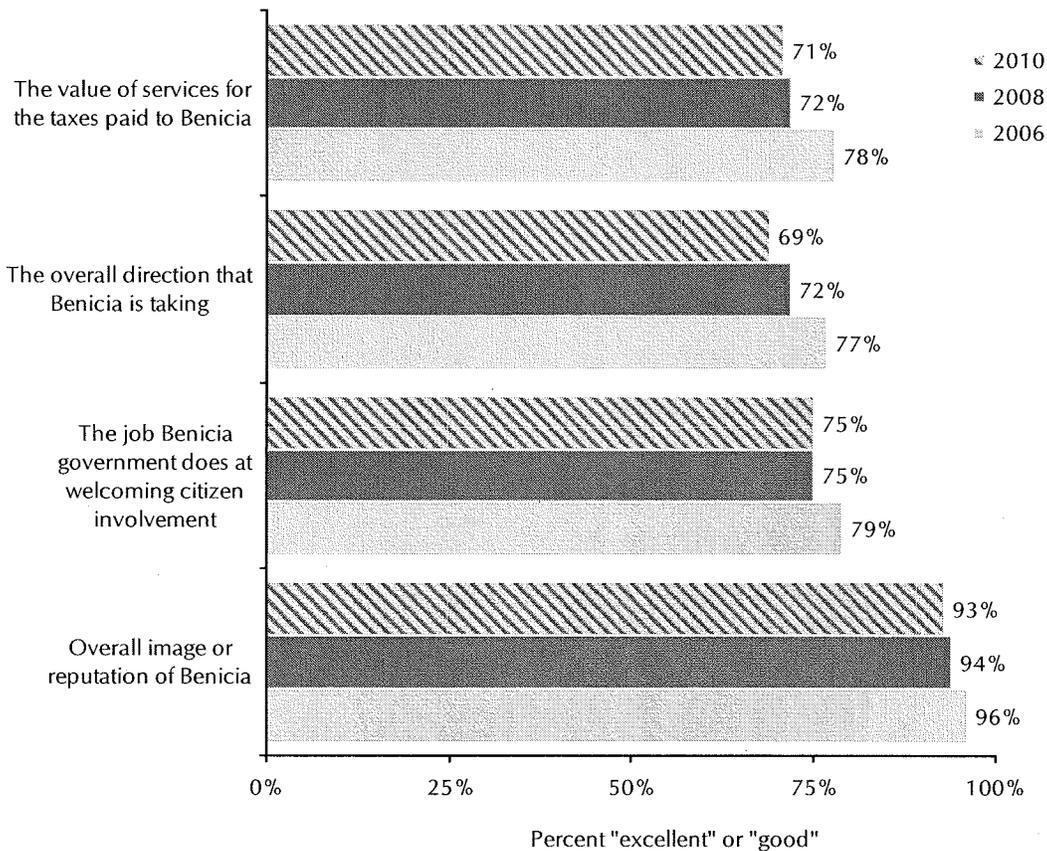
	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Has contact with neighbors at least several times per week	Much more	Much more

PUBLIC TRUST

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

A majority of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City of Benicia does at welcoming citizen involvement, 75% rated it as "excellent" or "good." Of these four ratings, all were above the benchmarks.

FIGURE 83: PUBLIC TRUST RATINGS BY YEAR²



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

FIGURE 84: PUBLIC TRUST BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Value of services for the taxes paid to Benicia	Much above	Much above
The overall direction that Benicia is taking	Above	Much above
Job Benicia government does at welcoming citizen involvement	Much above	Much above
Overall image or reputation of Benicia	Much above	Much above

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

On average, residents of the City of Benicia gave the highest evaluations to their own local government and the lowest average rating to state government. The overall quality of services delivered by the City of Benicia was rated as “excellent” or “good” by 89% of survey participants. The City of Benicia’s rating was much above the benchmark when compared to other communities. Ratings of overall City services have remained stable over the last four years.

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

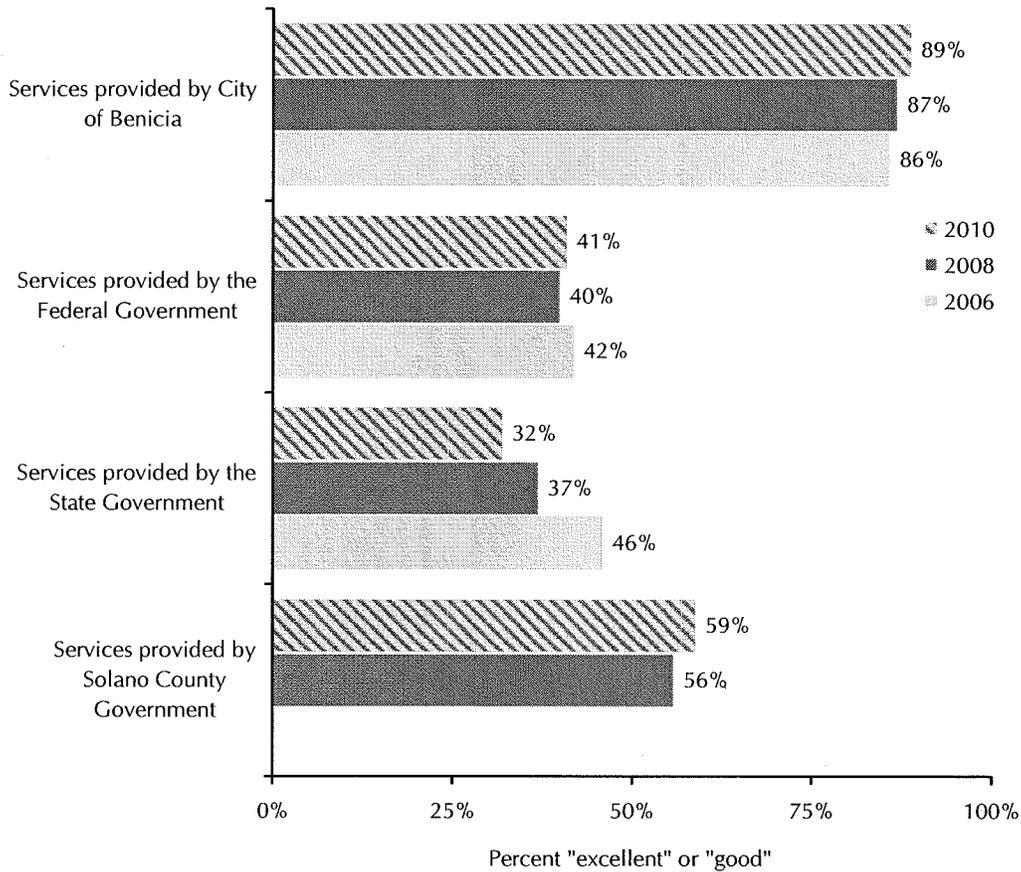


FIGURE 86: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Services provided by the City of Benicia	Much above	Much above
Services provided by the Federal Government	Below	Similar
Services provided by the State Government	Much below	Much below
Services provided by Solano County Government	Similar	Similar

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

City of Benicia Employees

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

Those completing the survey were asked if they had been in contact with a City employee either in-person or over the phone in the last 12 months; the 56% who reported that they had been in contact (a percent that is similar to the benchmark comparisons) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 86% of respondents rated their overall impression as "excellent" or "good." Employee ratings were mostly higher than the benchmarks. Ratings were similar to past survey years.

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

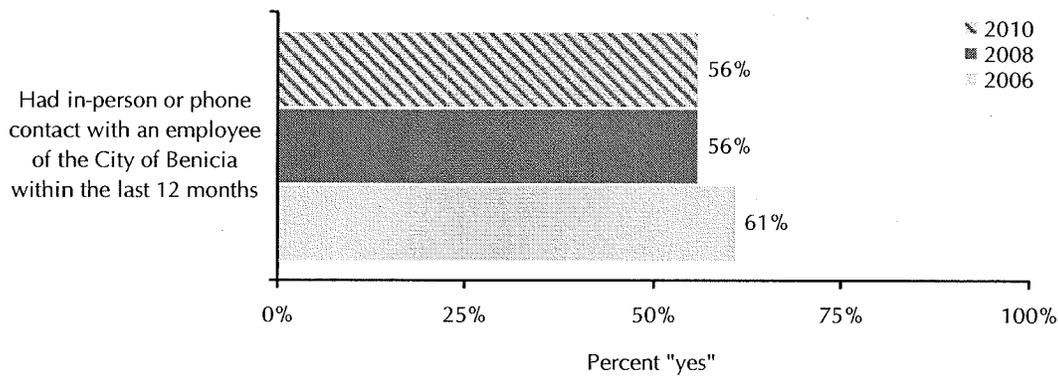


FIGURE 88: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Had contact with City employee(s) in last 12 months	Similar	Similar

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

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

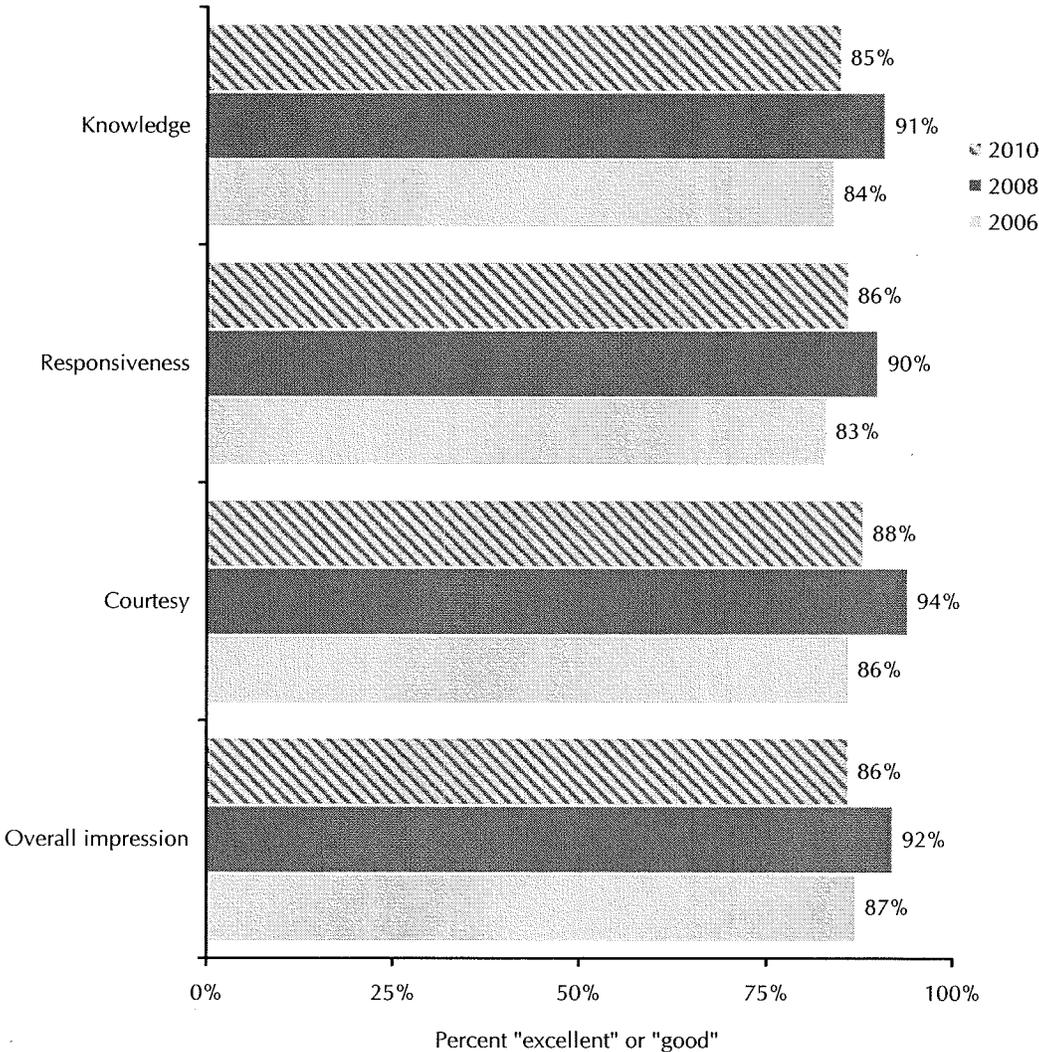


FIGURE 90: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	National comparison	Populations 15,000 to 40,000 in the Western region comparison
Knowledge	Similar	Similar
Responsiveness	Above	Above
Courteousness	Above	Much above
Overall impression	Above	Above

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

FROM DATA TO ACTION

RESIDENT PRIORITIES

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

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

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

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

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

- ☒ Bus or transit services
- ☒ Emergency preparedness
- ☒ Sidewalk maintenance
- ☒ Police services
- ☒ Public Schools

CITY OF BENICIA ACTION CHART

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

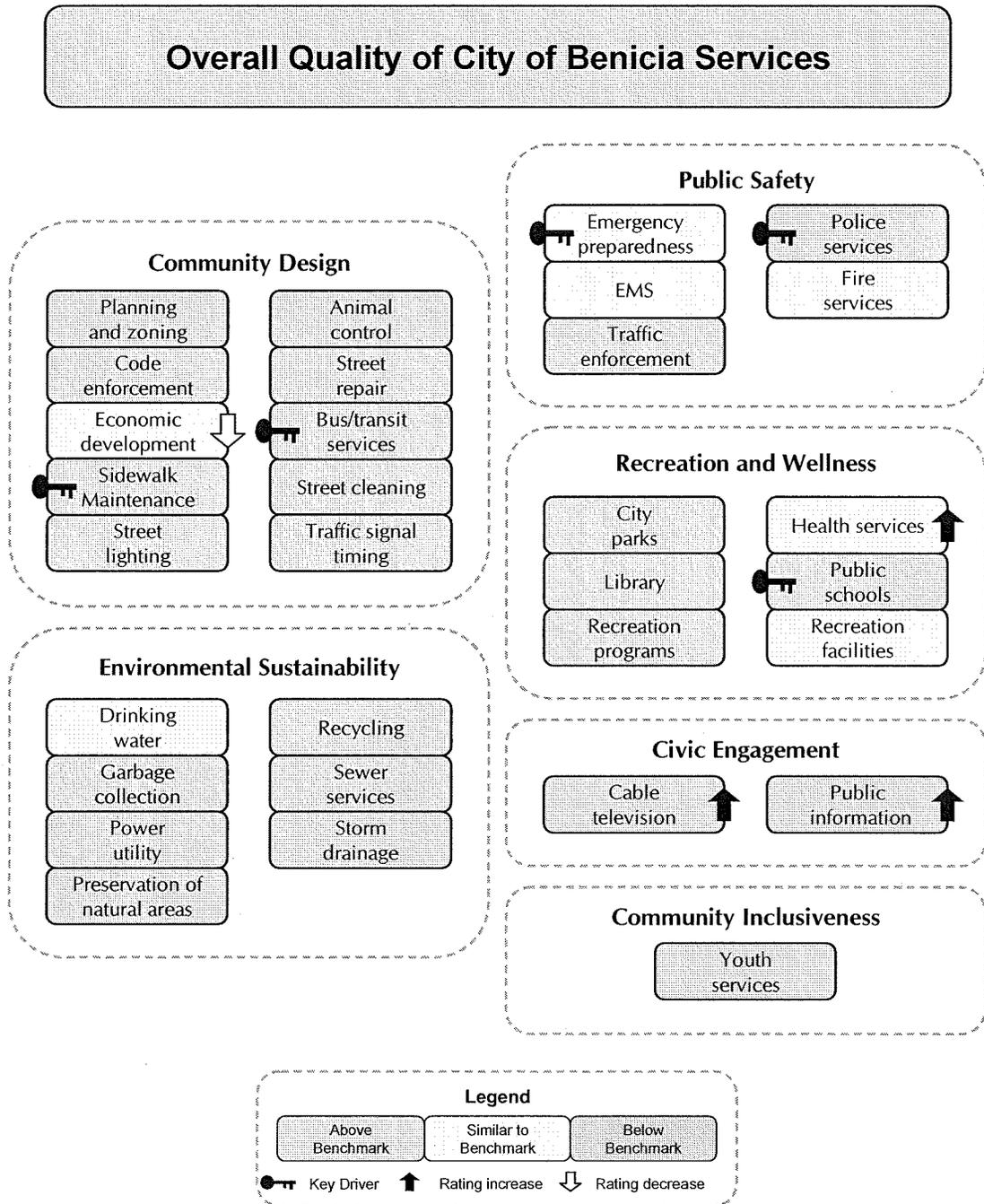
- ※ Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- ※ Identification of key services.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

Thirty-one services were included in the KDA for the City of Benicia. Of these, twenty-four were above the benchmark and seven were similar to the benchmark.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are not at least similar to the benchmark. In the case of Benicia, no key drivers were below the benchmark. Therefore, Benicia may wish to seek improvements to emergency preparedness, as this key driver received ratings similar to other benchmark jurisdictions. More detail about interpreting results can be found in the next section.

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

FIGURE 91: CITY OF BENICIA ACTION CHART™



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

Using Your Action Chart™

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

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

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

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

FIGURE 92: KEY DRIVERS COMPARED

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

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

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POLICY QUESTIONS

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

Policy Question 1					
For each of the following, I'd like you to tell me if it is essential, very important, somewhat important or not at all important for the City to direct additional resources to:	Essential	Very important	Somewhat important	Not at all important	Total
Adequate resources for public safety	23%	55%	18%	4%	100%
Protecting the environment such as air and water quality	25%	50%	19%	6%	100%
Street maintenance	14%	47%	33%	6%	100%
Recreation programs and services	15%	46%	31%	7%	100%
Downtown	15%	44%	33%	8%	100%
Open space	13%	43%	32%	11%	100%
Community appearance and beautification	13%	43%	35%	10%	100%
Local access to rail and/or BART service	17%	36%	27%	20%	100%
Affordable housing	14%	36%	33%	17%	100%
Preservation and restoration of public historical structures	13%	36%	41%	10%	100%
Local access to ferry service	12%	33%	33%	22%	100%
Resources and facilities for the arts	11%	29%	44%	16%	100%
Traffic reduction measures	5%	18%	39%	38%	100%

Policy Question 2					
Now I'm going to read three statements. Please indicate if you strongly agree, somewhat agree, somewhat disagree or strongly disagree with each of the following statements:	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total
I enjoy a variety of dining, shopping and entertainment options available in Benicia	35%	49%	10%	6%	100%
I regularly visit downtown Benicia for entertainment, dining out and/or shopping	45%	37%	13%	5%	100%
I spend most of my leisure time - including entertainment, dining out, shopping and recreation in Benicia.	28%	42%	21%	10%	100%

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APPENDIX A: COMPLETE SURVEY FREQUENCIES

FREQUENCIES EXCLUDING "DON'T KNOW" RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Benicia:	Excellent	Good	Fair	Poor	Total
Benicia as a place to live	69%	27%	4%	0%	100%
Your neighborhood as a place to live	60%	35%	5%	1%	100%
Benicia as a place to raise children	68%	28%	4%	0%	100%
Benicia as a place to work	28%	41%	20%	11%	100%
Benicia as a place to retire	54%	35%	9%	2%	100%
The overall quality of life in Benicia	53%	43%	4%	0%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Benicia as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	51%	39%	9%	1%	100%
Openness and acceptance of the community towards people of diverse backgrounds	28%	48%	19%	5%	100%
Overall appearance of Benicia	51%	44%	5%	1%	100%
Cleanliness of Benicia	51%	43%	6%	0%	100%
Overall quality of new development in Benicia	18%	46%	27%	9%	100%
Variety of housing options	22%	52%	22%	4%	100%
Overall quality of business and service establishments in Benicia	26%	54%	16%	4%	100%
Shopping opportunities	12%	43%	32%	12%	100%
Opportunities to attend cultural activities	28%	45%	21%	7%	100%
Recreational opportunities	36%	42%	19%	4%	100%
Employment opportunities	8%	23%	46%	23%	100%
Educational opportunities	42%	40%	16%	3%	100%
Opportunities to participate in social events and activities	46%	43%	10%	2%	100%
Opportunities to participate in religious or spiritual events and activities	45%	48%	7%	1%	100%
Opportunities to volunteer	49%	42%	8%	1%	100%
Opportunities to participate in community matters	44%	44%	10%	2%	100%
Ease of car travel in Benicia	44%	50%	5%	1%	100%
Ease of bus travel in Benicia	19%	41%	24%	16%	100%
Ease of bicycle travel in Benicia	35%	47%	15%	3%	100%
Ease of walking in Benicia	49%	39%	10%	2%	100%
Availability of paths and walking trails	44%	44%	10%	2%	100%
Traffic flow on major streets	28%	56%	14%	2%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Benicia as a whole:	Excellent	Good	Fair	Poor	Total
Amount of public parking	26%	46%	22%	7%	100%
Availability of affordable quality housing	15%	46%	30%	9%	100%
Availability of affordable quality child care	18%	55%	19%	9%	100%
Availability of affordable quality health care	15%	39%	30%	16%	100%
Availability of affordable quality food	29%	50%	17%	4%	100%
Availability of preventive health services	15%	42%	30%	12%	100%
Air quality	25%	50%	20%	5%	100%
Quality of overall natural environment in Benicia	42%	47%	9%	1%	100%
Overall image or reputation of Benicia	55%	38%	6%	1%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Benicia over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	3%	5%	74%	12%	5%	100%
Retail growth (stores, restaurants, etc.)	16%	30%	51%	4%	0%	100%
Jobs growth	25%	41%	29%	2%	3%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Benicia?	Percent of respondents
Not a problem	41%
Minor problem	46%
Moderate problem	12%
Major problem	0%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Benicia:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	68%	26%	3%	2%	0%	100%
Property crimes (e.g., burglary, theft)	44%	44%	4%	8%	1%	100%
Environmental hazards, including toxic waste	32%	44%	5%	16%	3%	100%

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Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	88%	11%	0%	0%	0%	100%
In your neighborhood after dark	63%	33%	1%	3%	0%	100%
In Benicia's downtown area during the day	90%	9%	0%	1%	0%	100%
In Benicia's downtown area after dark	61%	35%	2%	2%	0%	100%

Question 7: Contact with Police Department		
Have you had any in-person or phone contact with an employee of the City of Benicia Police Department within the last 12 months?	No	Yes
Have you had any in-person or phone contact with an employee of the City of Benicia Police Department within the last 12 months?	57%	43%

Question 8: Ratings of Contact with Police Department				
What was your overall impression of your most recent contact with the City of Benicia Police Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the City of Benicia Police Department?	50%	32%	13%	5%

Question 9: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	90%
Yes	10%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	27%
Yes	73%
Total	100%

Question 11: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Benicia?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Benicia public libraries or their services	15%	11%	23%	15%	35%	100%
Used Benicia recreation centers	51%	13%	14%	7%	15%	100%
Participated in a recreation program or activity	42%	13%	21%	5%	20%	100%
Visited a neighborhood park or City park	8%	6%	27%	16%	43%	100%
Ridden a local bus within Benicia	80%	8%	5%	2%	5%	100%
Attended a meeting of local elected officials or other local public meeting	61%	24%	10%	2%	2%	100%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	51%	21%	18%	3%	7%	100%
Read Benicia Newsletter	34%	6%	29%	10%	21%	100%
Visited the City of Benicia Web site (at www.ci.benicia.ca.us)	36%	21%	26%	9%	9%	100%
Recycled used paper, cans or bottles from your home	2%	2%	4%	9%	82%	100%
Volunteered your time to some group or activity in Benicia	41%	13%	17%	9%	19%	100%
Participated in religious or spiritual activities in Benicia	49%	10%	14%	6%	22%	100%
Participated in a club or civic group in Benicia	50%	13%	14%	6%	16%	100%
Provided help to a friend or neighbor	7%	12%	34%	16%	32%	100%

Question 12: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	32%
Several times a week	35%
Several times a month	23%
Less than several times a month	9%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Benicia:	Excellent	Good	Fair	Poor	Total
Police services	44%	46%	9%	1%	100%
Fire services	49%	46%	5%	0%	100%
Ambulance or emergency medical services	44%	47%	8%	1%	100%
Crime prevention	38%	53%	8%	1%	100%
Fire prevention and education	38%	50%	12%	1%	100%
Traffic enforcement	31%	55%	9%	5%	100%
Street repair	19%	50%	24%	7%	100%
Street cleaning	36%	51%	11%	2%	100%
Street lighting	26%	48%	21%	5%	100%
Sidewalk maintenance	28%	41%	22%	9%	100%
Traffic signal timing	22%	58%	18%	2%	100%
Bus or transit services	19%	48%	21%	12%	100%
Garbage collection	45%	49%	4%	2%	100%
Recycling	39%	53%	8%	1%	100%
Yard waste pick-up	38%	48%	13%	1%	100%
Storm drainage	26%	54%	18%	2%	100%
Drinking water	28%	48%	18%	6%	100%
Sewer services	29%	61%	9%	1%	100%
Power (electric and/or gas) utility	33%	56%	10%	1%	100%
City parks	57%	40%	3%	0%	100%
Recreation programs or classes	37%	47%	15%	1%	100%
Recreation centers or facilities	29%	50%	18%	4%	100%
Land use, planning and zoning	12%	50%	30%	7%	100%
Code enforcement (weeds, abandoned buildings, etc)	23%	53%	20%	4%	100%
Animal control	29%	54%	13%	4%	100%
Economic development	10%	45%	33%	13%	100%
Health services	19%	51%	22%	9%	100%
Services to seniors	30%	59%	9%	2%	100%
Services to youth	30%	45%	18%	7%	100%
Services to low-income people	23%	41%	28%	8%	100%
Public library services	60%	37%	3%	0%	100%
Public information services	29%	53%	14%	4%	100%
Public schools	51%	39%	9%	1%	100%
Cable television	28%	49%	17%	6%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	29%	49%	19%	3%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	42%	46%	10%	2%	100%

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Question 14: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City of Benicia	34%	55%	9%	2%	100%
The Federal Government	8%	33%	37%	21%	100%
The State Government	5%	27%	42%	26%	100%
Solano County Government	9%	50%	32%	9%	100%

Question 15: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Benicia to someone who asks	85%	12%	2%	0%	100%
Remain in Benicia for the next five years	84%	9%	3%	4%	100%

Question 16: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	5%
Somewhat positive	15%
Neutral	48%
Somewhat negative	23%
Very negative	9%
Total	100%

Question 17: Contact with Fire Department		
Have you had any in-person or phone contact with an employee of the City of Benicia Fire Department within the last 12 months?	No	Yes
Have you had any in-person or phone contact with an employee of the City of Benicia Fire Department within the last 12 months?	80%	20%

Question 18: Ratings of Contact with Fire Department				
What was your overall impression of your most recent contact with the City of Benicia Fire Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the City of Benicia Fire Department?	69%	27%	3%	1%

Question 19: Contact with City Employees	
Have you had any in-person or phone contact with an employee of the City of Benicia within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	44%
Yes	56%
Total	100%

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Question 20: City Employees					
What was your impression of the employee(s) of the City of Benicia in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	47%	38%	8%	7%	100%
Responsiveness	46%	40%	7%	7%	100%
Courtesy	57%	31%	9%	3%	100%
Overall impression	49%	37%	8%	7%	100%

Question 21: Government Performance					
Please rate the following categories of Benicia government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Benicia	20%	51%	24%	4%	100%
The overall direction that Benicia is taking	19%	50%	26%	5%	100%
The job Benicia government does at welcoming citizen involvement	24%	51%	18%	7%	100%

Question 22a: Policy Question 1					
For each of the following, I'd like you to tell me if it is essential, very important, somewhat important or not at all important for the City to direct additional resources to:	Essential	Very important	Somewhat important	Not at all important	Total
Open space	13%	43%	32%	11%	100%
Preservation and restoration of public historical structures	13%	36%	41%	10%	100%
Protecting the environment such as air and water quality	25%	50%	19%	6%	100%
Local access to ferry service	12%	33%	33%	22%	100%
Local access to rail and/or BART service	17%	36%	27%	20%	100%
Community appearance and beautification	13%	43%	35%	10%	100%
Resources and facilities for the arts	11%	29%	44%	16%	100%
Downtown	15%	44%	33%	8%	100%
Affordable housing	14%	36%	33%	17%	100%
Street maintenance	14%	47%	33%	6%	100%
Recreation programs and services	15%	46%	31%	7%	100%
Adequate resources for public safety	23%	55%	18%	4%	100%
Traffic reduction measures	5%	18%	39%	38%	100%

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Question 22b: Policy Question 2					
Now I'm going to read three statements. Please indicate if you strongly agree, somewhat agree, somewhat disagree or strongly disagree with each of the following statements:	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total
I spend most of my leisure time - including entertainment, dining out, shopping and recreation in Benicia.	28%	42%	21%	10%	100%
I enjoy a variety of dining, shopping and entertainment options available in Benicia	35%	49%	10%	6%	100%
I regularly visit downtown Benicia for entertainment, dining out and/or shopping	45%	37%	13%	5%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	43%
Yes, full-time	41%
Yes, part-time	16%
Total	100%

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself	57%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	19%
Bus, rail, subway or other public transportation	5%
Walk	4%
Bicycle	2%
Work at home	11%
Other	2%

Question D3: Length of Residency	
How many years have you lived in Benicia?	Percent of respondents
Less than 2 years	6%
2 to 5 years	19%
6 to 10 years	15%
11 to 20 years	23%
More than 20 years	37%
Total	100%

Question D4: Housing Unit Type	
Which best describes the building you live in?	Percent of respondents
One family house detached from any other houses	70%
House attached to one or more houses (e.g., a duplex or townhome)	10%
Building with two or more apartments or condominiums	17%
Mobile home	1%
Other	1%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house, apartment or mobile home...	Percent of respondents
Rented for cash or occupied without cash payment	25%
Owned by you or someone in this house with a mortgage or free and clear	75%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents
Less than \$300 per month	4%
\$300 to \$599 per month	5%
\$600 to \$999 per month	10%
\$1,000 to \$1,499 per month	19%
\$1,500 to \$2,499 per month	37%
\$2,500 or more per month	25%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	66%
Yes	34%
Total	100%

Question D8: Presence of Older Adults in Household	
Are you or any other members of your household aged 65 or older?	Percent of respondents
No	71%
Yes	29%
Total	100%

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Question D9: Household Income	
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents
Less than \$24,999	11%
\$25,000 to \$49,999	17%
\$50,000 to \$99,999	31%
\$100,000 to \$149,000	24%
\$150,000 or more	18%
Total	100%

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

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	4%
Asian, Asian Indian or Pacific Islander	4%
Black or African American	4%
White	79%
Other	8%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	8%
25 to 34 years	11%
35 to 44 years	14%
45 to 54 years	26%
55 to 64 years	19%
65 to 74 years	13%
75 years or older	10%
Total	100%

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

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	11%
Yes	88%
Ineligible to vote	1%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	12%
Yes	85%
Ineligible to vote	3%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	10%
Yes	90%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	3%
Yes	97%
Total	100%

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	30%
Land line	58%
Both	12%
Total	100%

FREQUENCIES INCLUDING "DON'T KNOW" RESPONSES

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

Question 1: Quality of Life											
Please rate each of the following aspects of quality of life in Benicia:	Excellent		Good		Fair	Poor	Don't know/Refused	Total			
	%	n	%	n	%	%	%	n			
Benicia as a place to live	69%	268	27%	103	4%	14	0%	2	1	100%	387
Your neighborhood as a place to live	60%	231	35%	134	5%	19	1%	2	0	100%	387
Benicia as a place to raise children	65%	251	27%	104	4%	14	0%	1	17	100%	387
Benicia as a place to work	20%	79	30%	114	15%	58	8%	31	27%	100%	387
Benicia as a place to retire	52%	199	34%	130	8%	33	2%	8	17	100%	387
The overall quality of life in Benicia	53%	206	43%	166	4%	14	0%	1	0	100%	387

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Benicia as a whole:	Excellent		Good		Fair	Poor	Don't know/Refused	Total				
	%	n	%	n	%	%	%	n				
Sense of community	50%	195	39%	151	8%	33	1%	4	1%	4	100%	387
Openness and acceptance of the community towards people of diverse backgrounds	27%	105	46%	178	18%	70	4%	17	4%	17	100%	387
Overall appearance of Benicia	51%	197	44%	170	5%	18	1%	3	0%	0	100%	387
Cleanliness of Benicia	51%	196	42%	164	6%	24	0%	1	1%	2	100%	387
Overall quality of new development in Benicia	15%	58	39%	151	23%	90	7%	29	15%	59	100%	387
Variety of housing options	21%	80	49%	189	20%	79	4%	14	7%	26	100%	387
Overall quality of business and service establishments in Benicia	26%	99	54%	208	15%	60	4%	16	1%	5	100%	387
Shopping opportunities	12%	47	43%	168	32%	125	12%	46	0%	1	100%	387
Opportunities to attend cultural activities	26%	99	41%	160	19%	75	6%	24	8%	30	100%	387
Recreational opportunities	35%	134	41%	158	18%	70	4%	14	3%	12	100%	387
Employment opportunities	6%	22	18%	68	35%	136	17%	67	24%	94	100%	387
Educational opportunities	38%	149	37%	143	15%	56	3%	10	8%	29	100%	387

Question 2: Community Characteristics						
Please rate each of the following characteristics as they relate to Benicia as a whole:	Please rate each of the following characteristics as they relate to Benicia as a whole:					
	Excellent	Good	Fair	Poor	Don't know/Refused	Total
Opportunities to participate in social events and activities	45%	42%	10%	2%	1%	387
Opportunities to participate in religious or spiritual events and activities	39%	42%	6%	1%	12%	387
Opportunities to volunteer	45%	38%	8%	1%	8%	387
Opportunities to participate in community matters	42%	42%	10%	2%	5%	387
Ease of car travel in Benicia	44%	49%	5%	1%	1%	387
Ease of bus travel in Benicia	14%	29%	17%	12%	28%	387
Ease of bicycle travel in Benicia	31%	42%	13%	2%	11%	387
Ease of walking in Benicia	49%	38%	10%	2%	2%	387
Availability of paths and walking trails	43%	43%	9%	2%	4%	387
Traffic flow on major streets	28%	56%	14%	2%	0%	387
Amount of public parking	26%	45%	21%	6%	2%	387
Availability of affordable quality housing	14%	42%	27%	9%	9%	387
Availability of affordable quality child care	9%	28%	10%	5%	49%	387
Availability of affordable quality health care	11%	29%	22%	11%	27%	387
Availability of affordable quality food	29%	50%	17%	4%	0%	387
Availability of preventive health services	11%	31%	23%	9%	26%	387
Air quality	25%	50%	19%	5%	1%	387
Quality of overall natural environment in Benicia	42%	47%	9%	1%	1%	387
Overall image or reputation of Benicia	55%	38%	6%	1%	0%	387

Question 3: Growth							
Please rate the speed of growth in the following categories in Benicia over the past 2 years:	Please rate the speed of growth in the following categories in Benicia over the past 2 years:						
	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Don't know/Refused	Total
Population growth	3%	5%	69%	11%	4%	7%	387
Retail growth (stores, restaurants, etc.)	15%	28%	49%	3%	0%	4%	387
Jobs growth	19%	33%	23%	1%	3%	21%	387

Question 4: Code Enforcement			
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Benicia?	Percent of respondents	Count	
Not a problem	41%	159	
Minor problem	45%	175	
Moderate problem	12%	47	
Major problem	0%	2	
Don't know/Refused	1%	4	
Total	100%	387	

Question 5: Community Safety												
Please rate how safe or unsafe you feel from the following in Benicia:	Very safe		Neither safe nor unsafe		Somewhat unsafe		Total					
	Count	Percent	Count	Percent	Count	Percent	Count	Percent				
Violent crime (e.g., rape, assault, robbery)	261	68%	99	3%	11	3%	9	2%	4	1%	387	100%
Property crimes (e.g., burglary, theft)	169	44%	168	4%	14	4%	30	8%	2	1%	387	100%
Environmental hazards, including toxic waste	122	31%	165	5%	20	5%	59	15%	11	3%	387	100%

Question 6: Personal Safety												
Please rate how safe or unsafe you feel:	Very safe		Neither safe nor unsafe		Somewhat unsafe		Total					
	Count	Percent	Count	Percent	Count	Percent	Count	Percent				
In your neighborhood during the day	340	88%	44	0%	2	0%	1	0%	0	0%	387	100%
In your neighborhood after dark	243	63%	129	1%	4	1%	10	3%	1	0%	387	100%
In Benicia's downtown area during the day	343	89%	36	0%	1	0%	3	1%	0	1%	387	100%
In Benicia's downtown area after dark	229	59%	133	2%	7	2%	6	1%	1	3%	387	100%

Question 7: Contact with Police Department						
Have you had any in-person or phone contact with an employee of the City of Benicia Police Department within the last 12 months?	No		Yes		Don't know/Refused	Total
	56%	218	43%	167	2	
Have you had any in-person or phone contact with an employee of the City of Benicia Police Department within the last 12 months?	56%	218	43%	167	0%	387

Question 8: Ratings of Contact with Police Department											
What was your overall impression of your most recent contact with the City of Benicia Police Department?	Excellent		Good		Fair		Poor		Don't know/Refused		Total
	50%	83	32%	54	13%	21	5%	9	0%	0	
What was your overall impression of your most recent contact with the City of Benicia Police Department?	50%	83	32%	54	13%	21	5%	9	0%	0	167

Question 9: Crime Victim			
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents		Count
	No	90%	
Yes	10%		39
Don't know/Refused	0%		1
Total	100%		387

Question 10: Crime Reporting			
If yes, was this crime (these crimes) reported to the police?	Percent of respondents		Count
	No	27%	
Yes	73%		29
Don't know/Refused	0%		0
Total	100%		39

Question 11: Resident Behaviors														
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Benicia?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Don't know/Refused		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count		
Used Benicia public libraries or their services	15%	58	11%	43	23%	89	15%	59	35%	137	0%	1	100%	387
Used Benicia recreation centers	51%	196	13%	52	14%	55	7%	26	15%	57	0%	1	100%	387
Participated in a recreation program or activity	41%	159	13%	50	20%	79	5%	20	20%	76	1%	5	100%	387
Visited a neighborhood park or City park	8%	31	6%	24	27%	106	16%	61	43%	165	0%	1	100%	387
Ridden a local bus within Benicia	79%	308	8%	30	5%	18	2%	9	5%	21	0%	2	100%	387
Attended a meeting of local elected officials or other local public meeting	61%	236	24%	94	10%	39	2%	9	2%	10	0%	0	100%	387
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	51%	198	21%	81	18%	68	3%	13	7%	26	0%	1	100%	387
Read Benicia Newsletter	32%	125	6%	22	27%	106	9%	35	20%	78	5%	20	100%	387
Visited the City of Benicia Web site (at www.ci.benicia.ca.us)	36%	138	21%	79	26%	100	8%	33	8%	33	1%	4	100%	387
Recycled used paper, cans or bottles from your home	2%	8	2%	8	4%	17	9%	35	82%	316	1%	2	100%	387
Volunteered your time to some group or activity in Benicia	41%	158	13%	51	17%	68	9%	36	19%	74	0%	1	100%	387
Participated in religious or spiritual activities in Benicia	48%	186	10%	40	14%	53	6%	21	21%	83	1%	5	100%	387
Participated in a club or civic group in Benicia	49%	191	13%	50	14%	55	6%	23	16%	62	2%	6	100%	387
Provided help to a friend or neighbor	7%	27	12%	45	34%	130	16%	62	32%	123	0%	0	100%	387

Question 12: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	32%	124
Several times a week	35%	135
Several times a month	23%	89
Less than several times a month	9%	35
Don't know/Refused	1%	5
Total	100%	387

Question 13: Service Quality												
Please rate the quality of each of the following services in Benicia:	Service Quality											
	Excellent	Good	Fair	Poor	Don't know/Refused	Total						
Police services	43%	166	45%	173	9%	35	1%	5	2%	8	100%	387
Fire services	45%	175	42%	163	5%	19	0%	0	8%	29	100%	387
Ambulance or emergency medical services	35%	134	37%	142	6%	24	1%	4	22%	84	100%	387
Crime prevention	36%	141	52%	201	8%	30	1%	4	3%	11	100%	387
Fire prevention and education	33%	129	44%	170	11%	41	1%	2	12%	45	100%	387
Traffic enforcement	29%	112	52%	203	9%	33	5%	20	5%	18	100%	387
Street repair	18%	71	49%	189	24%	93	7%	27	2%	7	100%	387
Street cleaning	35%	137	51%	197	11%	44	2%	7	1%	2	100%	387
Street lighting	26%	101	48%	186	21%	80	5%	19	0%	1	100%	387
Sidewalk maintenance	27%	104	40%	156	22%	84	9%	34	2%	9	100%	387
Traffic signal timing	22%	86	58%	223	17%	67	2%	8	1%	3	100%	387
Bus or transit services	14%	53	34%	132	15%	57	8%	32	29%	113	100%	387
Garbage collection	45%	174	49%	189	4%	17	2%	7	0%	1	100%	387
Recycling	38%	149	53%	204	7%	29	1%	4	1%	2	100%	387
Yard waste pick-up	36%	138	45%	175	12%	47	1%	4	6%	22	100%	387
Storm drainage	25%	96	50%	196	16%	63	2%	7	6%	25	100%	387
Drinking water	27%	106	47%	183	18%	68	6%	23	2%	7	100%	387

Question 13: Service Quality												
Please rate the quality of each of the following services in Benicia:	Excellent		Good		Fair		Poor		Don't know/Refused		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count		
Sewer services	27%	106	57%	219	8%	31	1%	4	7%	26	100%	387
Power (electric and/or gas) utility	32%	123	55%	212	9%	36	1%	5	3%	11	100%	387
City parks	56%	218	40%	155	3%	11	0%	0	1%	3	100%	387
Recreation programs or classes	31%	121	40%	156	13%	50	1%	3	15%	58	100%	387
Recreation centers or facilities	25%	98	44%	169	15%	60	3%	13	12%	48	100%	387
Land use, planning and zoning	10%	39	41%	160	25%	96	6%	23	18%	69	100%	387
Code enforcement (weeds, abandoned buildings, etc)	21%	81	48%	184	18%	69	4%	14	10%	39	100%	387
Animal control	26%	101	48%	186	11%	44	4%	15	11%	41	100%	387
Economic development	8%	33	37%	143	27%	105	10%	41	17%	66	100%	387
Health services	13%	51	36%	140	15%	60	6%	24	29%	112	100%	387
Services to seniors	21%	81	41%	161	6%	25	1%	4	30%	117	100%	387
Services to youth	25%	97	37%	144	15%	58	6%	24	17%	65	100%	387
Services to low-income people	15%	58	27%	105	18%	70	5%	21	34%	133	100%	387
Public library services	57%	223	35%	137	3%	11	0%	1	4%	15	100%	387
Public information services	26%	100	48%	186	13%	50	3%	13	10%	38	100%	387
Public schools	47%	181	36%	138	8%	32	0%	2	9%	34	100%	387
Cable television	25%	96	42%	163	15%	56	5%	21	13%	51	100%	387
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	25%	97	42%	163	16%	63	3%	11	14%	53	100%	387
Preservation of natural areas such as open space, farmlands and greenbelts	40%	156	44%	172	9%	36	2%	9	4%	15	100%	387

Question 14: Government Services Overall						
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Don't know/Refused	Total
The City of Benicia	33% 128	54% 209	9% 34	2% 9	2% 7	100% 387
The Federal Government	7% 26	27% 105	30% 117	17% 67	19% 72	100% 387
The State Government	5% 18	24% 93	37% 144	23% 90	11% 42	100% 387
Solano County Government	7% 28	41% 159	26% 102	7% 28	18% 70	100% 387

Question 15: Recommendation and Longevity						
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Don't know/Refused	Total
Recommend living in Benicia to someone who asks	85% 330	12% 47	2% 8	0% 2	0% 1	100% 387
Remain in Benicia for the next five years	83% 321	9% 36	3% 11	4% 17	1% 3	100% 387

Question 16: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	5%	19
Somewhat positive	14%	56
Neutral	48%	185
Somewhat negative	23%	89
Very negative	9%	34
Don't know/Refused	1%	4
Total	100%	387

Question 17: Contact with Fire Department				
Have you had any in-person or phone contact with an employee of the City of Benicia Fire Department within the last 12 months?	No	Yes	Don't know/Refused	Total
Have you had any in-person or phone contact with an employee of the City of Benicia Fire Department within the last 12 months?	80% 309	20% 78	0% 0	100% 387

Question 18: Ratings of Contact with Fire Department												
What was your overall impression of your most recent contact with the City of Benicia Fire Department?	Excellent		Good		Fair		Poor		Don't know/Refused		Total	
	68%	53	27%	21	3%	2	1%	1	2%	1		
What was your overall impression of your most recent contact with the City of Benicia Fire Department?	68%	53	27%	21	3%	2	1%	1	2%	1	100%	78

Question 19: Contact with City Employees		
Have you had any in-person or phone contact with an employee of the City of Benicia within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	43%	165
Yes	55%	214
Don't know/Refused	2%	8
Total	100%	387

Question 20: City Employees												
What was your impression of the employee(s) of the City of Benicia in your most recent contact?	Excellent		Good		Fair		Poor		Don't know/Refused		Total	
	46%	98	38%	81	8%	18	6%	14	2%	4		
Knowledge	46%	98	38%	81	8%	18	6%	14	2%	4	100%	214
Responsiveness	46%	98	39%	84	7%	14	7%	15	2%	3	100%	214
Courtesy	56%	121	30%	65	8%	18	3%	7	2%	4	100%	214
Overall impression	49%	104	37%	79	8%	16	7%	14	0%	0	100%	214

Question 21: Government Performance												
Please rate the following categories of Benicia government performance:	Excellent		Good		Fair		Poor		Don't know/Refused		Total	
	19%	73	47%	183	22%	87	4%	15	8%	30		
The value of services for the taxes paid to Benicia	19%	73	47%	183	22%	87	4%	15	8%	30	100%	387
The overall direction that Benicia is taking	18%	69	47%	184	24%	95	5%	20	5%	20	100%	387
The job Benicia government does at welcoming citizen involvement	21%	80	45%	173	16%	62	6%	23	13%	48	100%	387

Question 22a: Policy Question 1												
For each of the following, I'd like you to tell me if it is essential, very important, somewhat important or not at all important for the City to direct additional resources to:	Essential		Very important		Somewhat important		Not at all important		Don't know/Refused			
	%	Count	%	Count	%	Count	%	Count	%	Count		
Open space	13%	49	43%	166	32%	124	11%	44	1%	4	100%	387
Preservation and restoration of public historical structures	12%	48	36%	139	41%	158	10%	38	1%	3	100%	387
Protecting the environment such as air and water quality	25%	95	49%	192	19%	74	6%	25	0%	2	100%	387
Local access to ferry service	11%	44	32%	124	32%	122	21%	82	4%	15	100%	387
Local access to rail and/or BART service	17%	64	36%	137	26%	100	19%	75	2%	10	100%	387
Community appearance and beautification	13%	50	42%	162	34%	131	9%	36	2%	8	100%	387
Resources and facilities for the arts	11%	44	28%	110	43%	167	16%	61	2%	6	100%	387
Downtown	15%	60	44%	171	33%	127	8%	30	0%	1	100%	387
Affordable housing	14%	53	35%	134	32%	123	16%	61	4%	16	100%	387
Street maintenance	14%	55	47%	181	33%	129	6%	23	0%	0	100%	387
Recreation programs and services	15%	59	45%	174	31%	118	7%	28	2%	9	100%	387
Adequate resources for public safety	22%	86	54%	209	18%	69	4%	17	2%	6	100%	387
Traffic reduction measures	5%	20	18%	68	38%	148	37%	144	2%	8	100%	387

Question 22b: Policy Question 2						
Now I'm going to read three statements. Please indicate if you strongly agree, somewhat agree, somewhat disagree or strongly disagree with each of the following statements:	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know/Refused	Total
I spend most of my leisure time - including entertainment, dining out, shopping and recreation in Benicia.	107	160	79	38	5	387
I enjoy a variety of dining, shopping and entertainment options available in Benicia	135	189	37	23	3	387
I regularly visit downtown Benicia for entertainment, dining out and/or shopping	173	144	48	20	1	387

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	43%	164
Yes, full-time	41%	158
Yes, part-time	16%	63
Don't know/Refused	0%	0
Total	100%	385

Question D2: Mode of Transportation Used for Commute		
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used	Count
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself	57%	219
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	19%	73
Bus, rail, subway or other public transportation	5%	19
Walk	4%	15
Bicycle	2%	8
Work at home	11%	42
Other	2%	8

Question D3: Length of Residency		
How many years have you lived in Benicia?	Percent of respondents	Count
Less than 2 years	6%	23
2 to 5 years	19%	72
6 to 10 years	15%	58
11 to 20 years	23%	91
More than 20 years	37%	144
Don't know/Refused	0%	0
Total	100%	387

Question D4: Housing Unit Type		
Which best describes the building you live in?	Percent of respondents	Count
One family house detached from any other houses	70%	272
House attached to one or more houses (e.g., a duplex or townhome)	10%	40
Building with two or more apartments or condominiums	17%	66
Mobile home	1%	6
Other	1%	2
Don't know/Refused	0%	1
Total	100%	387

Question D5: Housing Tenure (Rent/Own)		
Is this house, apartment or mobile home...	Percent of respondents	Count
Rented for cash or occupied without cash payment	25%	97
Owned by you or someone in this house with a mortgage or free and clear	75%	290
Don't know/Refused	0%	0
Total	100%	386

Question D6: Monthly Housing Cost			
About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents	Count	
Less than \$300 per month	3%	11	
\$300 to \$599 per month	4%	17	
\$600 to \$999 per month	8%	33	
\$1,000 to \$1,499 per month	15%	59	
\$1,500 to \$2,499 per month	30%	118	
\$2,500 or more per month	21%	80	
Don't know/Refused	18%	68	
Total	100%	387	

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	65%	252
Yes	34%	131
Don't know/Refused	1%	4
Total	100%	387

Question D8: Presence of Older Adults in Household		
Are you or any other members of your household aged 65 or older?	Percent of respondents	Count
No	71%	273
Yes	29%	112
Don't know/Refused	1%	2
Total	100%	387

Question D9: Household Income		
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents	Count
Less than \$24,999	8%	33
\$25,000 to \$49,999	13%	52
\$50,000 to \$99,999	25%	97
\$100,000 to \$149,000	19%	75
\$150,000 or more	14%	56
Don't know/Refused	20%	76
Total	100%	387

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	91%	351
Yes, I consider myself to be Spanish, Hispanic or Latino	7%	28
Don't know/Refused	2%	8
Total	100%	387

Question D11: Race		
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents	Count
American Indian or Alaskan Native	4%	15
Asian, Asian Indian or Pacific Islander	4%	16
Black or African American	4%	15
White	79%	290
Other	8%	30
Total may exceed 100% as respondents could select more than one option		

Question D12: Age		
In which category is your age?	Percent of respondents	Count
18 to 24 years	7%	29
25 to 34 years	11%	42
35 to 44 years	13%	51
45 to 54 years	26%	99
55 to 64 years	18%	71
65 to 74 years	12%	48
75 years or older	10%	37
Don't know/Refused	3%	11
Total	100%	387

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	53%	205
Male	47%	182
Total	100%	387

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	11%	44
Yes	88%	340
Ineligible to vote	1%	3
Don't know/Refused	0%	0
Total	100%	387

Question D15: Voted in Last General Election			
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents	Count	
No	12%	47	
Yes	85%	330	
Ineligible to vote	3%	10	
Don't know/Refused	0%	0	
Total	100%	387	

Question D16: Has Cell Phone			
Do you have a cell phone?	Percent of respondents	Count	
No	10%	38	
Yes	90%	349	
Don't know/Refused	0%	0	
Total	100%	387	

Question D17: Has Land Line			
Do you have a land line at home?	Percent of respondents	Count	
No	3%	10	
Yes	97%	376	
Don't know/Refused	0%	1	
Total	100%	387	

Question D18: Primary Phone		
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents	Count
Cell	29%	100
Land line	58%	198
Both	12%	40
Don't know/Refused	1%	4
Total	100%	342

APPENDIX B: SURVEY METHODOLOGY

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

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

SURVEY VALIDITY

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

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

- ✱ Selecting households at random within the jurisdiction.
- ✱ Selecting the respondent within the household using an unbiased sampling procedure³.
- ✱ Calling all households at least three times, at different times of the day in order to get a response.
- ✱ Offering the survey in Spanish when appropriate and requested by City officials.
- ✱ Using the most recent available information about the characteristics of jurisdiction residents to weight the data to reflect the demographics of the population.

The answer to the second question about how closely the perspectives recorded on the survey reflect what residents really believe or do is more complex. Resident responses to surveys are influenced by a variety of factors. For questions about service quality, residents' expectations for service quality play a role as well as the "objective" quality of the service provided, the way the resident perceives the entire community (that is, the context in which the service is provided), the scale on which the resident is asked to record his or her opinion and, of course, the opinion, itself, that a resident holds about the service. Similarly a resident's report of certain behaviors is colored by what he or she believes is the socially desirable response (e.g., reporting tolerant behaviors toward "oppressed groups," likelihood of voting a tax increase for services to poor people, use of alternative modes of travel to work besides the single occupancy vehicle), his or her memory of the actual behavior (if it is not a question speculating about future actions, like a vote), his or her confidence that he or she can be honest without suffering any negative consequences (thus the need for anonymity) as well as the actual behavior itself.

³ The birthday method requests that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.

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

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

TELEPHONE SURVEY SAMPLING

A total of 13,457 phone numbers were dialed during the survey administration. Some of these numbers are considered ineligible for the survey. Disconnected, fax/data line, or business phone numbers were not included as eligible households. For 6,590 phone numbers where the eligibility status of the household was unknown, 23% were estimated to be eligible. This proportion was assumed to hold for those households not contacted, or where the household refused, and therefore prevented knowing the eligibility status, and only 23% of these numbers were included in the final response rate calculation. Of the approximately 3,118 households called, 400 completed interviews providing a response rate of 13%. Approximately 205 households refused the survey.

SURVEY ADMINISTRATION

Phone calls were made from November 3, to November 24, 2010 using a Computer-Assisted Telephone Interviewing system⁴. A sample identifying households with members aged 18 years or older was acquired. The survey was administered and the data were recorded electronically. A majority of the interviews were completed on week days, although calls were made on the weekend. All phone numbers were dialed at least three times before replacing with another number, with at least one of the attempts on either a weekend or weekday. The dispositions of the numbers dialed during the survey are listed in the table below.

⁴ CATI is a software program that automatically dials phone numbers, logs dispositions and records responses to completed interviews.

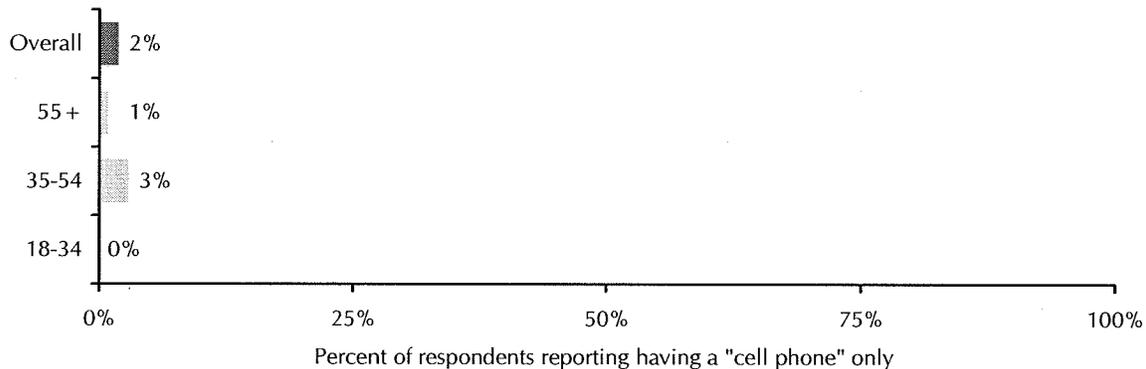
Disposition of All Numbers Called for the 2010 Benicia National Citizen Survey	
Complete	400
Refusal	158
Household level refusal	44
Respondent never available	844
Language problem	39
Always busy	1,189
No answer	5,390
Call blocking	11
Fax/data line	681
Disconnected number	4,392
Number changed	7
Cell phone	2
Business, government office, other organizations	183
Total phone numbers used	13,457
I = Complete Interviews	400
R = Refusal and break off	308
NC = Non Contact	844
O = Other	39
e ⁵	23%
UH = Unknown household	6,590
Response rate: $(I / ((I + P) + (R + NC + O) + e(UH + UO)))$	13%

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

⁵ Estimate of *e* is based on proportion of eligible households among all numbers for which a definitive determination of status was obtained (a very conservative estimate).

In response to the growing number of the cell-phone population (so-called “cord cutters”), which includes a large proportion of young adults, questions about cell phones and land lines were added to The NCS™ questionnaire. According to recent estimates, about 12 percent of all U.S. households have a cell phone but no landline. By 2010, researchers predict that 40 percent of Americans 18 to 30 years old will have only a cell phone and no landline.⁶

FIGURE 93: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN BENICIA



SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The confidence interval for the City of Benicia survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (400 completed surveys).

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

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

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

⁶ . Paul J. Lavrakas, Charles D. Shuttles, Charlotte Steeh, and Howard Fienberg, “The State of Surveying Cell Phone Numbers in the United States: 2007 and Beyond,” *Public Opinion Quarterly* 71, no. 5 (2007), 840-854.

SURVEY DATA WEIGHTING

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

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

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

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

A special software program using mathematical algorithms is used to calculate the appropriate weights. A limitation of data weighting is that only 2-3 demographic variables can be adjusted in a single study. Several different weighting "schemes" are tested to ensure the best fit for the data.

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

Benicia, CA Citizen Survey Weighting Table			
Characteristic	Population Norm ⁷	Unweighted Data	Weighted Data
Housing			
Rent home	29%	13%	25%
Own home	71%	87%	75%
Detached unit	70%	78%	72%
Attached unit	30%	22%	28%
Race and Ethnicity			
White	81%	82%	79%
Not white	19%	18%	21%
Not Hispanic	91%	94%	93%
Hispanic	9%	6%	7%
White alone, not Hispanic	76%	80%	77%
Hispanic and/or other race	24%	20%	23%
Sex and Age			
Female	52%	55%	53%
Male	48%	45%	47%
18-34 years of age	23%	6%	19%
35-54 years of age	38%	36%	40%
55+ years of age	39%	59%	41%
Females 18-34	11%	3%	10%
Females 35-54	20%	22%	21%
Females 55+	21%	30%	21%
Males 18-34	11%	2%	9%
Males 35-54	18%	14%	19%
Males 55+	18%	29%	20%

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

⁷ Source: 2006=2008 ACS

SURVEY DATA ANALYSIS AND REPORTING

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

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

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

“Don’t Know” Responses

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

Benchmark Comparisons

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

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

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

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

The Role of Comparisons

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

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

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

Comparison of Benicia to the Benchmark Database

The City of Benicia chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (populations from 15,000 to 40,000 in the Western region). A

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

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

APPENDIX C: SURVEY MATERIALS

The following pages contain the survey used to for the telephone interviews of selected households within the City of Benicia.

City of Benicia 2010 Citizen Survey

TEXT IN CAPS IS INTERVIEWER INSTRUCTIONS ONLY AND IS NOT TO BE READ ALOUD.

Hello, I'm calling on the behalf of the City of Benicia. Benicia wants to know what you think about your community and municipal government. We are not trying to sell you anything. Your responses are anonymous and will be reported in group form only. We need to complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Is that you? May I speak with that person?

[REPEAT FIRST PARAGRAPH WITH NEW PERSON.]

A. Do you live within the City limits of the City of Benicia?

- 1. YES
- 2. NO [THANK AND TERMINATE]
- 98. DON'T KNOW [THANK AND TERMINATE]
- 99. REFUSED [THANK AND TERMINATE]

1. First, I'm going to ask you some questions about the quality of life in Benicia. How do you rate...

[ROTATE A-E. ALWAYS ASK F LAST.] Would you say it is excellent, good, fair or poor?

- a. Benicia as a place to live
- b. Your neighborhood as a place to live
- c. Benicia as a place to raise children
- d. Benicia as a place to work
- e. Benicia as a place to retire
- f. The overall quality of life in Benicia

[READ SCALE AS NECESSARY]

- 1. Excellent
- 2. Good
- 3. Fair
- 4. Poor
- 5. DON'T KNOW/REFUSED [DO NOT READ]

The City of Benicia 2010 Citizen Survey

2. Please tell me if you think each of the following characteristics as it relates to Benicia as a whole is excellent, good, fair or poor. How about [ROTATE A-FF.]?
- a. Sense of community
 - b. Openness and acceptance of the community toward people of diverse backgrounds
 - c. Overall appearance of Benicia
 - d. Cleanliness of Benicia
 - e. Overall quality of new development in Benicia
 - f. Variety of housing options
 - g. Overall quality of business and service establishments in Benicia
 - h. Shopping opportunities
 - i. Opportunities to attend cultural activities
 - j. Recreational opportunities
 - k. Employment opportunities
 - l. Educational opportunities
 - m. Opportunities to participate in social events and activities
 - n. Opportunities to participate in religious or spiritual events and activities
 - o. Opportunities to volunteer
 - p. Opportunities to participate in community matters
 - q. Ease of car travel in Benicia
 - r. Ease of bus travel in Benicia
 - t. Ease of bicycle travel in Benicia
 - u. Ease of walking in Benicia
 - v. Availability of paths and walking trails
 - w. Traffic flow on major streets
 - x. Amount of public parking
 - y. Availability of affordable quality housing
 - z. Availability of affordable quality child care
 - aa. Availability of affordable quality health care
 - bb. Availability of affordable quality food
 - cc. Availability of preventive health services
 - dd. Air quality
 - ee. Quality of overall natural environment in Benicia
 - ff. Overall image or reputation of Benicia

[READ SCALE AS NECESSARY]

- 1. Excellent
- 2. Good
- 3. Fair
- 4. Poor
- 5. DON'T KNOW/REFUSED

[DO NOT READ]

The City of Benicia 2010 Citizen Survey

3. Please tell me if you think the speed of growth in the following categories in Benicia over the past 2 years is much too slow, somewhat too slow, the right amount, somewhat too fast or much too fast.

How about [ROTATE A-C]...

- a. Population growth
- b. Retail growth, including stores, restaurants, etc.
- c. Jobs growth

[READ SCALE AS NECESSARY]

1. Much too slow
2. Somewhat too slow
3. Right amount
4. Somewhat too fast
5. Much too fast
6. DON'T KNOW/REFUSED

[DO NOT READ]

4. To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Benicia? Would you say [READ SCALE]...

1. Not a problem
2. Minor problem
3. Moderate problem
4. Major problem
5. DON'T KNOW/REFUSED

[DO NOT READ]

5. Please rate how safe you feel from the following occurring to you in Benicia. Do you feel very safe, somewhat safe, neither safe nor unsafe, somewhat unsafe or very unsafe? How about [ROTATE A-C]...

- a. Violent crime, such as rape, assault or robbery
- b. Property crimes, such as burglary or theft
- c. Environmental hazards, including toxic waste

[READ SCALE AS NECESSARY]

1. Very safe
2. Somewhat safe
3. Neither safe nor unsafe
4. Somewhat unsafe
5. Very unsafe
6. DON'T KNOW/REFUSED

[DO NOT READ]

6. Please rate how safe you feel [ROTATE IN PAIRS – A + B, C + D]... Do you feel very safe, somewhat safe, neither safe nor unsafe, somewhat unsafe or very unsafe?

- a. In your neighborhood during the day
- b. In your neighborhood after dark
- c. In Benicia's downtown area during the day
- d. In Benicia's downtown area after dark

[READ SCALE AS NECESSARY]

1. Very safe
2. Somewhat safe
3. Neither safe nor unsafe
4. Somewhat unsafe
5. Very unsafe
6. DON'T KNOW/REFUSED

[DO NOT READ]

The City of Benicia 2010 Citizen Survey

7. **Have you had any in-person or phone contact with an employee of the City of Benicia Police Department within the last 12 months?**
1. No [SKIP TO Q9]
 2. Yes [ASK Q8]
 3. DON'T KNOW/REFUSED [DO NOT READ] [SKIP TO Q9]
8. **What was your overall impression of your most recent contact with the City of Benicia Police Department?**
1. Excellent
 2. Good
 3. Fair
 4. Poor
 5. DON'T KNOW/REFUSED [DO NOT READ]
9. **During the past 12 months, were you or anyone in your household the victim of any crime?**
1. No [SKIP TO Q11]
 2. Yes [ASK Q10]
 3. DON'T KNOW/REFUSED [DO NOT READ] [SKIP TO Q11]
10. **Was this crime or these crimes reported to the police?**
1. No
 2. Yes
 3. DON'T KNOW/REFUSED [DO NOT READ]
11. **In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Benicia? Was it never, once or twice, 3 to 12 times, 13 to 26 times or more than 26 times? How about [ROTATE A-N]...**
- a. Used Benicia public libraries or their services
 - b. Used Benicia recreation centers
 - c. Participated in a recreation program or activity
 - d. Visited a neighborhood park or City park
 - e. Ridden a local bus within Benicia
 - f. Attended a meeting of local elected officials or other local public meeting
 - g. Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media
 - h. Read Benicia Newsletter
 - i. Visited the City of Benicia Web site at www.ci.benicia.ca.us
 - j. Recycled used paper, cans or bottles from your home
 - k. Volunteered your time to some group or activity in Benicia
 - l. Participated in religious or spiritual activities in Benicia
 - m. Participated in a club or civic group in Benicia
 - n. Provided help to a friend or neighbor

[READ SCALE AS NECESSARY]

1. Never
2. Once or twice
3. 3 to 12 times
4. 13 to 26 times
5. More than 26 times
6. DON'T KNOW/REFUSED [DO NOT READ]

The City of Benicia 2010 Citizen Survey

12. About how often, if at all, do you talk to or visit with your immediate neighbors? These are the people who live in the 10 or 20 households that are closest to you. Would you say [READ SCALE]...

1. Just about everyday
2. Several times a week
3. Several times a month
5. DON'T KNOW/REFUSED

[DO NOT READ]

13. Now I'm going to ask you some questions about the quality of Benicia services. Tell me whether you think each service is excellent, good, fair or poor? How about [ROTATE A-LL]...

- a. Police services
- b. Fire services
- c. Ambulance or emergency medical services
- d. Crime prevention
- e. Fire prevention and education
- g. Traffic enforcement
- h. Street repair
- i. Street cleaning
- j. Street lighting
- l. Sidewalk maintenance
- m. Traffic signal timing
- n. Bus or transit services
- o. Garbage collection
- p. Recycling
- q. Yard waste pick-up
- r. Storm drainage
- s. Drinking water
- t. Sewer services
- u. Power utility, including electric and/or gas
- v. City parks
- w. Recreation programs or classes
- x. Recreation centers or facilities
- y. Land use, planning and zoning
- z. Code enforcement, including weeds, abandoned buildings, etc.
- aa. Animal control
- bb. Economic development
- cc. Health services
- dd. Services to seniors
- ee. Services to youth
- ff. Services to low-income people
- gg. Public library services
- hh. Public information services
- ii. Public schools
- jj. Cable television
- kk. Emergency preparedness – these are services that prepare the community for natural disasters or other emergency situations
- ll. Preservation of natural areas such as open space, farmlands and greenbelts

The City of Benicia 2010 Citizen Survey

[READ SCALE AS NECESSARY]

1. Excellent
2. Good
3. Fair
4. Poor
5. DON'T KNOW/REFUSED [DO NOT READ]

14. **Would you say that the overall quality of services provided by [RANDOMLY INSERT A, B, C or D] is excellent, good, fair or poor? How about the overall quality of services provided by [ROTATE REMAINING]...**

- a. The City of Benicia
- b. The Federal Government
- c. The State Government
- d. Solano County Government

[READ SCALE AS NECESSARY]

1. Excellent
2. Good
3. Fair
4. Poor
5. DON'T KNOW/REFUSED [DO NOT READ]

15. **How likely are you to [INSERT A OR B]? Would you say very likely, somewhat likely, somewhat unlikely or very unlikely? And how likely are you to [ASK REMAINING]?**

- a. Recommend living in Benicia to someone who asks
- b. Remain in Benicia for the next five years

[READ SCALE AS NECESSARY]

1. Very likely
2. Somewhat likely
3. Somewhat unlikely
4. Very unlikely
5. DON'T KNOW/REFUSED [DO NOT READ]

16. **Can you tell me now what impact, if any, you think the economy will have on your family income in the next 6 months? Do you think the impact will be very positive, somewhat positive, neutral, somewhat negative or very negative?**

1. Very positive
2. Somewhat positive
3. Neutral
4. Somewhat negative
5. Very negative
6. DON'T KNOW/REFUSED [DO NOT READ]

The City of Benicia 2010 Citizen Survey

17. **Have you had any in-person or phone contact with an employee of the City of Benicia Fire Department within the last 12 months?**
1. No [SKIP TO Q19]
 2. Yes [ASK Q18]
 3. DON'T KNOW/REFUSED [DO NOT READ] [SKIP TO Q19]
18. **What was your overall impression of your most recent contact with the City of Benicia Fire Department?**
1. Excellent
 2. Good
 3. Fair
 4. Poor
 5. DON'T KNOW/REFUSED [DO NOT READ]
19. **I'm going to ask you a couple of questions about City employees. Have you had any in-person or phone contact with an employee of the City of Benicia within the last 12 months? This includes police, receptionists, planners or any others.**
1. No [SKIP TO Q21]
 2. Yes [ASK Q20]
 3. DON'T KNOW/REFUSED [DO NOT READ][SKIP TO Q21]
20. **Can you tell me what your impression was of City employees in your most recent contact? Would you rate them as excellent, good, fair or poor in the following areas [ROTATE A-D]?**
- a. Knowledge
 - b. Responsiveness
 - c. Courtesy
 - d. Overall impression

[READ SCALE AS NECESSARY]

1. Excellent
2. Good
3. Fair
4. Poor
5. DON'T KNOW/REFUSED [DO NOT READ]

21. **Now I'm going to ask you some questions about your impression of the City government. Tell me whether you think each of the following is excellent, good, fair or poor. How about [ROTATE A-C]?**
- a. The value of services for the taxes paid to Benicia
 - b. The overall direction that Benicia is taking
 - c. The job Benicia government does at welcoming citizen involvement

[READ SCALE AS NECESSARY]

1. Excellent
2. Good
3. Fair
4. Poor
5. DON'T KNOW/REFUSED [DO NOT READ]

The City of Benicia 2010 Citizen Survey

Policy Questions

22. a. For each of the following, I'd like you to tell me if it is essential, very important, somewhat important or not at all important for the City to direct additional resources to: [ROTATE A-M]...
- a. Open space
 - b. Preservation and restoration of public historical structures
 - c. Protecting the environment such as air and water quality
 - d. Local access to ferry service
 - e. Local access to rail and/or BART service
 - f. Community appearance and beautification
 - g. Resources and facilities for the arts
 - h. Downtown
 - i. Affordable housing
 - j. Street maintenance
 - k. Recreation programs and services
 - l. Adequate resources for public safety
 - m. Traffic reduction measures

[READ SCALE AS NECESSARY]

- 1. Essential
- 2. Very important
- 3. Somewhat important
- 4. Not at all important
- 99. DON'T KNOW/REFUSED

b. Now I'm going to read three statements. Please indicate if you strongly agree, somewhat agree, somewhat disagree or strongly disagree with each of the following statements:

- a. I spend most of my leisure time – including entertainment, dining out, shopping and recreation in Benicia.
- b. I enjoy the variety of dining, shopping and entertainment options available in Benicia.
- c. I regularly visit downtown Benicia for entertainment, dining out and/or shopping.

[READ SCALE AS NECESSARY]

- 1. Strongly agree
- 2. Somewhat agree
- 3. Somewhat disagree
- 4. Strongly disagree
- 99. DON'T KNOW/REFUSED

The City of Benicia 2010 Citizen Survey

Demographics

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

D1. Are you currently employed for pay?

- 1. No [SKIP TO D3]
- 2. Yes, full time [ASK D2]
- 3. Yes, part time [ASK D2]
- 99. DON'T KNOW/REFUSED [DO NOT READ][SKIP TO D3]

D2. During a typical week, how many days do you commute to work by each of the following? [ROTATE A-F, G ALWAYS LAST]

- a. A motorized vehicle such as a car, truck, van or motorcycle by yourself
- b. A motorized vehicle such as a car, truck, van or motorcycle with other children or adults
- c. Bus, rail, subway or other public transportation
- d. Walking
- e. Bicycling
- f. Working from home
- g. Some other mode of transportation

_____ DAYS[ENTER WHOLE NUMBERS – VALUES 0-7 OR 99 FOR DK]
[ENTER "0" FOR "NONE/NO DAYS"]
99. DON'T KNOW/REFUSED [DO NOT READ]

D3. How many years have you lived in Benicia?

- 1. Less than 2 years
- 2. 2-5 years
- 3. 6-10 years
- 4. 11-20 years
- 5. More than 20 years
- 99. DON'T KNOW/REFUSED [DO NOT READ]

D4. Which best describes the building you live in?

- 1. One family house detached from any other houses
- 2. House attached to one or more houses, such as a duplex or townhome
- 3. Building with two or more apartments or condominiums
- 4. Mobile home
- 5. Other
- 99. DON'T KNOW/REFUSED [DO NOT READ]

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

- 1. Rented for cash or occupied without cash payment?
- 2. Owned by you or someone in this house with a mortgage or free and clear?
- 99. DON'T KNOW/REFUSED [DO NOT READ]

The City of Benicia 2010 Citizen Survey

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

1. Less than \$300 per month
2. \$300 to \$599 per month
3. \$600 to \$999 per month
4. \$1,000 to \$1,499 per month
5. \$1,500 to \$2,499 per month
6. \$2,500 or more per month
99. DON'T KNOW/REFUSED [DO NOT READ]

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

1. No
2. Yes
99. DON'T KNOW/REFUSED [DO NOT READ]

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

1. No
2. Yes
99. DON'T KNOW/REFUSED [DO NOT READ]

D9. Please stop me when I reach the category that includes your anticipated total household income before taxes for the current year:

1. Less than \$25,000
2. \$25,000 to less than \$50,000
3. \$50,000 to less than \$100,000
4. \$100,000 to less than \$150,000
5. \$150,000 or more
99. DON'T KNOW/REFUSED [DO NOT READ]

D10. Are you Spanish, Hispanic or Latino?

1. No
2. Yes
99. DON'T KNOW/REFUSED [DO NOT READ]

D11. What is your race? [MULTIPLE RESPONSE. PROBE]

1. American Indian or Alaskan Native
2. Asian, Asian Indian or Pacific Islander
3. Black or African American
4. White
5. Other
99. DON'T KNOW/REFUSED [DO NOT READ]

The City of Benicia 2010 Citizen Survey

D12. Please stop me when I read the correct age category. Are you...

1. 18-24 years
2. 25-34 years
3. 35-44 years
4. 45-54 years
5. 55-64 years
6. 65-74 years
7. 75 years or older
99. DON'T KNOW/REFUSED [DO NOT READ]

D14. Are you registered to vote in your jurisdiction? Please tell me if the answer is no or yes, or if you are ineligible to vote.

1. No
2. Yes
3. Ineligible to vote
99. DON'T KNOW/REFUSED [DO NOT READ]

D15. Many people don't have time to vote in elections. Do you remember voting in the last general election? Please tell me if the answer is no or yes, or if you are ineligible to vote.

1. No
2. Yes
3. Ineligible to vote
99. DON'T KNOW/REFUSED [DO NOT READ]

D16. Do you have a cell phone?

1. No
2. Yes
99. DON'T KNOW/REFUSED [DO NOT READ]

D17. Do you have a land line at home?

1. No
2. Yes
99. DON'T KNOW/REFUSED [DO NOT READ]

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

1. Cell
2. Land
3. Both
99. DON'T KNOW/REFUSED [DO NOT READ]

D13. RESPONDENT GENDER [DO NOT ASK]

1. FEMALE
2. MALE

Thank you very much for your time. Your answers will help the City of Benicia make decisions that affect your community.

[TERMINATE INTERVIEW]