

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **March 26, 2013**

AGENDA ITEM NO.: 2

CONSENT: REGULAR: **X**

WORK SESSION:

CLOSED SESSION:

(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: ALLOCATION OF FISCAL YEAR (FY 2014) COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) AND HOME PROGRAM FUNDS

RECOMMENDATION: Allocate Program Year 2013, Fiscal Year (FY) 2014 Community Development Block Grant (CDBG) and HOME Program funds to eligible program activities. The FY 2014 allocation is \$672,915.89 in Community Development Block Grant (CDBG) and \$277,823 in HOME Program funds.

SUMMARY: The U.S. Department of Housing and Urban Development (HUD) funds the CDBG and HOME Programs. City staff has received from HUD preliminary indications that due to sequestration the FY 2014 formula program funding for the CDBG and HOME programs will be lower than FY 2013. Therefore, in anticipation of HUD's reductions in funding for the CDBG and HOME Programs, the estimated entitlement amount for FY 2014 has been reduced by 5% from the prior year entitlement amount.

CDBG AVAILABLE FUNDING/SOURCE	FY 2013 FUNDS AVAILABLE	FY 2014 ESTIMATED FUNDS AVAILABLE	INCREASE/ DECREASE	% CHANGE
HUD Allocation	\$ 639,243.00	\$ 607,280.00	\$ (31,963.00)	(0.05)
Reprogrammed Funds	385,462.81	63,605.89	(321,856.92)	(0.83)
Program Income	2,030.00	2,030.00	-	-
Total CDBG Funding Available	\$ 1,026,735.81	\$ 672,915.89	\$ (353,819.92)	(0.34)

HOME AVAILABLE FUNDING/SOURCE	FY 2013 FUNDS AVAILABLE	FY 2014 ESTIMATED FUNDS	INCREASE/ DECREASE	% CHANGE
HUD Allocation	\$ 283,839.00	\$ 269,647.00	\$ (14,192.00)	(0.05)
Reprogrammed Funds	46,160.60	8,176.00	(37,984.60)	(0.82)
Program Income	-	0	-	-
Total HOME Funding Available	\$ 329,999.60	\$ 277,823.00	\$ (52,176.60)	(0.16)

The Community Development Advisory Committee (CDAC) met on February 19 and reviewed the applications submitted for the CDBG and HOME Programs. Attached are the recommendations of the CDAC.

At the public hearing conducted on March 12 representatives from four (4) agencies spoke to Council regarding their applications and the benefits that the people they serve receive because of the CDBG and HOME funds. The majority of these representatives asked Council to support the recommendations of the CDAC. There was one member of the public who spoke addressing the need for the CDBG funds to be allocated to service agencies and nonprofits.

Ms. Shanda Rowe, Chairman of the Lynchburg Redevelopment and Housing Authority (LRHA) Board of Commissioners, spoke regarding the reduction in the recommendation of funding for the Spot Blight Abatement and Rental Rehabilitation Programs, and Administration and Technical Services costs. Ms. Rowe provided members of City Council background information regarding the Spot Blight Program which included history and accomplishments. She stated that the recommendation of \$105,767.89 would not be sufficient funding to operate the Spot Blight Program. She stated that if City Council did not allocate the amount of funds requested for the Spot Blight Abatement Program and Administration and Technical Services that LRHA would be unable to continue the operation of the Spot Blight Abatement Program and would return the operation of this Program back to the City.

The final City Council allocations will be incorporated into the Program Year 2013 (FY 2014) Annual Action Plan for submittal to HUD.

PRIOR ACTION(S): Community Development Advisory Committee Meeting – February 19, 2013
City Council Public Hearing – March 12, 2013

FISCAL IMPACT: FY 2014 reduction in CDBG and HOME funding based on estimated entitlement award from HUD.

CONTACT(S): Bonnie Svrcek, Deputy City Manager, 455-3987
Melva Walker, Grants Manager, 455-3916

ATTACHMENT(S): Resolution
CDAC Meeting Notes – February 19, 2013 – Attachment A
CDAC Funding Recommendations Worksheet – Attachment B
Summary of CDBG and HOME Applications – Attachment C
CDBG and HOME Reprogrammable Funds – Attachment D
CDBG and HOME Unexpended Balances – Attachment E

REVIEWED BY: lkp

RESOLUTION

BE IT RESOLVED that the Community Development Block Grant (CDBG) and HOME Program FY 2014 funding allocations are hereby approved for incorporation into the FY 2014 Operating Budget and Annual Action Plan.

Adopted:

Certified: _____

049K

ATTACHMENT A

Community Development Advisory Committee (CDAC) Meeting February 19, 2013 City Hall, Second Floor Training Room

Meeting Notes*

(*MEETING NOTES HAVE BEEN REVIEWED INDIVIDUALLY BY CDAC MEMBERS; WILL NOT HAVE FORMAL APPROVAL UNTIL THEIR NEXT MEETING DATE SCHEDULED FOR FEBRUARY 2014.)

Members and persons in attendance included:

CDAC Members Present: Council Member Jeff Helgeson, Chair; Council Member Dr. Ceasor T. Johnson, Vice Chair; Mr. Michael Bedsworth (Daniel's Hill representative); Ms. Valerie Duncan (College Hill representative); Ms. Vicky Paige (At-Large Member); and Mr. Jeffery Schneider (Diamond Hill representative)

CDAC Member Absent: Ms. Marry Culpepper (Tinbridge Hill representative)

City Staff: Bonnie Svrcek (Deputy City Manager); Melva Walker (Grants Manager); Rhonda Allbeck (Assistant Director of Financial Services); Toni Butler (Grants Accountant); Tom Martin (City Planner); Kevin Henry (Planner); Kent White (Director of Community Development); Starlette Early (Community Development Program Coordinator)

Guests: Debra Guyot, Lynchburg Redevelopment and Housing Authority (LRHA); Barbara Murrell, Greater Lynchburg Habitat for Humanity (GLHFH); Denise Crews, Lynchburg Community Action Group (Lyn-CAG); Donna Vincent (GLHFH); Dr. James Mundy, (Lyn-CAG); Cindy Sommers, Lynchburg Neighborhood Development Foundation (LNDF); Laura Dupuy, (LNDF)

The Committee Chair, Council Member Jeff Helgeson, called the meeting to order at 11:01 a.m., noting a quorum was present. He advised the Committee members that Ms. Mary Culpepper was unable to attend the meeting. Ms. Vicky Paige arrived later in the meeting, but prior to the Committee's discussion on recommendations for the projects.

Council Member Helgeson invited Melva Walker, Grants Manager, to introduce the new CDAC representative and City staff members. Ms. Walker welcomed the newest member of CDAC, Ms. Valerie Duncan, representing the College Hill neighborhood. She then

introduced new City of Lynchburg staff members Starlette Early (Community Development Program Coordinator) and Toni Butler (Grants Accountant).

Council Member Helgeson noted that copies of the minutes for the February 21, 2012 meeting had previously been provided to CDAC members and called for comments, corrections, or approval. A motion was made by Mr. Bedsworth, and seconded by Mr. Schneider, to approve the minutes as submitted. A vote was called, and the minutes were unanimously approved.

Council Member Helgeson reviewed the process for making recommendations with the Committee and reminded CDAC members that funding requests outweigh the amount of funds available. Council Member Helgeson yielded the floor to Ms. Walker to provide a more detailed overview and current status of the CDBG and HOME Program.

Ms. Walker shared highlights of the U. S. Department of Housing and Urban Development (HUD) Program Year 2011 Consolidated Annual Performance Report (CAPER) via slide presentation. She summarized accomplishments in the following areas:

- Housing Ownership, Rehabilitation and Rental Housing
- Support of Neighborhoods
- Economic Development Efforts
- Public Service Providers for At-Risk Youth, Adults and Families
- Residential Rental Property Inspections Program and Property Maintenance Inspections
- Demolition and Code Enforcement
- Spot Blight Acquisitions and Rental Rehabilitation Grants

Ms. Walker noted the full narrative is posted on the Grants Administration page of the City's website at www.lynchburgva.gov/grants. She also noted the CAPER was submitted to HUD in October and, after staff made minor edits requested by HUD, the report was accepted.

Ms. Walker discussed the Citizen Participation Plan for CDBG and HOME Program and, in particular, the role of CDAC in this process:

- Review CDBG and HOME Program applications received by staff;
- Make recommendations to City Council; and
- City Council conducts public hearings (notices are published for the public meetings), reviews CDAC recommendations and gives final approval for project funding.

Ms. Walker summarized City Council's continued direction for the 2013-2014 application funding requests:

- Bluffwalk – must be funded in order to make payments against loan;
- Maximize use of CDBG funds for Capital Improvement Projects;
- Cooperation with the Lynchburg Redevelopment & Housing Authority (LRHA) regarding spot blight, rental rehabilitation and other housing related projects; and

- Focus resources on targeted neighborhood(s) through partnerships with City departments and/or LRHA.

Ms. Walker provided an overview of the 2013-2014 Annual Action Plan Goals. She noted these goals were previously approved at a public hearing by City Council on January 8 and remained unchanged from the prior year.

Ms. Walker directed attention to the CDBG and HOME Allocations Worksheet, (Ms. Allbeck and Ms. Butler were showing “real-time” changes to the worksheet on overhead screen during CDAC’s discussion), making special note of the following details:

- The LNDF Development project is not a Community Housing Development Organization (CHDO) project; this will be a single-family development project. There is only one CHDO request for funding and that request is from Lyn-CAG.
- City staff reduced the estimated CDBG and HOME entitlement amounts for FY 2014 by 5% to reflect an anticipated funding decrease from HUD. The estimate is not final at this point. She noted the overall CDBG estimated Entitlement amount is \$672,915 with breakdown as follows: Program Year 2013 estimated Entitlement is \$607,280, reprogrammed funds category is \$63,605 and estimated program income is \$2,030. The HOME Program estimated Entitlement amount is \$277,823 with breakdown as follows: Program Year 2013 estimated Entitlement is \$269,647 and reprogrammed funds is \$8,176.
- Set expenditures in the worksheet include: Bluffwalk: \$284,048; CDBG Program Administration: \$88,100; and HOME Program Administration: \$22,000.
- HUD requirements stipulate a minimum of 15% of entitlement amount must be allocated for a CHDO project. The minimum amount for a CHDO project is \$40,447.05.

Council Member Helgeson asked that a placeholder amount of \$40,447.05 be put in the Lyn-CAG CHDO project, since that was the minimum amount to satisfy the percentage requirement. He then suggested the Committee focus first on all the HOME allocations since those appeared to be less complicated. He asked Ms. Walker to further elaborate on the HOME Program for CDAC members, and she gave a synopsis of the Program’s goals, noting all projects requested were eligible for funding.

Council Member Helgeson asked for suggestions from the Committee for a place to start the discussion and asked for a proposed allocation amount. He indicated there was \$277,823 total available for HOME projects. Mr. Bedsworth offered to begin with a proposal to allocate the full funding request of \$60,000 for GLHFH.

Council Member Johnson asked Ms. Walker to provide a short overview of the allocation procedure process for new CDAC member, Ms. Duncan. Ms. Walker explained the process that Committee members were now discussing and deliberating the projects and

making recommendations for funding within available resources. Council Member Johnson further explained that all Committee members should feel free to ask questions and express their opinions throughout the process.

Council Member Johnson proposed \$75,000 for Lyn-CAG Substantial Rehabilitation and \$30,000 for each LNDF project. Mr. Schneider suggested an allocation amount for the LNDF projects on a percentage basis related to the requested funding amounts, rather than an equal amount of funding. He proposed a \$35,000 allocation to LNDF Homeownership and a \$45,000 allocation for LNDF Development.

Seeking advice on the allocation distribution, Chairman Helgeson invited a representative from LNDF to educate the Committee on their two projects submitted for funding requests. Laura Dupuy and Cindy Sommers came forward and provided CDAC with an overview:

- LNDF Homeownership Fund supports the buyer by reducing the financing costs for their mortgage. Assistance is approximately \$10,000 per closing; so with the proposed \$35,000 allocation they could assist 3.5 buyers. Ms. Dupuy noted that LNDF also has other funding sources that can be combined with the HOME Program funds to assist the buyers.
- LNDF Development helps with costs of building a home. Assistance is approximately \$35,000 per home; therefore the proposed \$45,000 funding could support assistance for almost 1.5 homes.

Mr. Schneider asked whether LNDF would prefer a different division of the \$80,000 allocation to better serve their program needs. Ms. Dupuy favored an allocation of \$30,000 for LNDF Homeownership and \$50,000 for LNDF Development. This funding allocation was updated on the worksheet.

Council Member Johnson asked for a representative from GLHFH to come forward and provide additional details on their funding request. Donna Vincent and Barbara Murrell indicated the \$60,000 would provide down-payment assistance for 4 homeowners to get in homes. They further elaborated on giving back HOME funds last year for other requests due to their building schedule during the fiscal year.

Council Member Helgeson indicated he appreciated their gesture to allow other agencies to use the funds in a timelier manner, supported their current request, and proposed the Committee make a firm commitment to provide \$60,000 funding for GLHFH.

CDAC members discussed adding the final balance (\$375.95) of program funds to the Lyn-CAG Homebuyer CHDO project. With all HOME resources allocated, a motion was made by Mr. Bedsworth to accept the allocations proposed for 2013 HOME funding as shown on the worksheet. The motion was seconded by Mr. Schneider, and approved unanimously by the entire Committee.

Referring next to the CDBG side of the worksheet, Council Member Helgeson explained this Program was a more difficult task with more requests and less funding to go around. He also advised CDAC that City Council had already reprogrammed \$100,000 funding to 5th Street CDC Phase III. Council Member Johnson indicated that Council's funding should not affect the funding allocations made by this Committee.

CDAC asked for clarification on the division of LRHA categories of requests. Ms. Walker explained the LRHA Administration & Delivery Costs were the costs of having a staff person to do the project and other directly related administrative costs of delivering the project. If CDAC elected to fund the LRHA Rental Rehabilitation or Spot Blight Abatement programs, they needed to allocate sufficient funding in the Administration & Delivery Costs line item to support the cost of delivering those programs. Debra Guyot (LRHA) clarified the request in the Administration & Delivery Cost category provided funding for delivery of both LRHA programs.

Council Member Johnson re-visited the issue of City Council's role in redirecting funding for the 5th Street Project. Ms. Svrcek and Ms. Walker provided historical context for the City's request to combine \$145,000 in available funding previously designated for a low-interest rehabilitation loan for the property at 302 Cabell Street and demolition of properties acquired by LRHA and \$100,000 reprogrammed funding from Phase II of the 5th Street project. Ms. Walker further explained how the City must meet timeliness and spend-down guidelines imposed by HUD and it was our goal to watch those parameters closely to avoid returning grant awards back to HUD. Ms. Svrcek added the City's request for funding under the CDBG grant served to reduce the amount of funds that would need to be allocated within the City's General Fund Budget.

Council Member Johnson asked Tom Martin to provide a status report for the 5th Street Project and how these funds would be used to meet the necessary expenditures for Phase III. Mr. Martin indicated Phase II of the project had an expected completion date of June 2013, and the City would move on to Phase III in Fall 2013. He explained engineering estimated cost of Phase III at \$950,000 without any contingency, and the City was seeking \$250,000 funding from the CDBG program and \$750,000 in City Capital Improvements Program (CIP) budget. Mr. Martin specified the more expensive cost for Phase III was due to water resources. Additional discussion about Phase III funding concluded with members of CDAC agreeing to an initial funding amount of \$150,000.

Council Member Helgeson asked Debra Guyot, Executive Director of Lynchburg Redevelopment and Housing Authority (LRHA) to come forward to discuss the details of their program and related funding request. Ms. Guyot provided an overview:

- LRHA Rental Rehabilitation Program– focuses on rehabilitation of rental units to benefit low-income tenants. They provide a 50% matching grant to help landlords make needed repairs to their property and the program emphasizes accessibility for low-income tenants.

- Spot Blight Abatement Program – LRHA works with the City to identify housing units not meeting City codes and posing a threat to public safety. Their goal is to have the homeowner repair their property to bring it into compliance with Building Code regulations. If not, LRHA purchases the property and markets it for sale. Ms. Guyot explained this program affects more than just the identified property. It sometimes creates a “ripple” effect and causes other nearby homeowners to make repairs to their properties.

Mr. Bedsworth asked Ms. Guyot to clarify whether the 50 percent match was a loan or grant. Ms. Guyot confirmed it was a grant. Mr. Bedsworth said it was his opinion the LRHA Rental Rehabilitation was not a good stewardship of CDBG program money. He felt the owner of the property should be held accountable to make the necessary repairs to their own property. He figured, based on their delivery request amount, for every \$3 funding provided to the owner, it cost \$2 to run the program. He strongly felt it was not a good use of program money and proposed a \$0 amount for those programs. Mr. Bedsworth concluded he felt the program encouraged landlords to allow their property to “run down” and get free money to fix it up. Council Member Helgeson agreed the program funding would directly benefit the landlord.

Council Member Johnson directed attention to the Tinbridge Hill Neighborhood project, requesting an overview of the request by City staff. Kent White came forward and provided a historical synopsis of the project, now in its third year. The philosophy is to create a public/private partnership within the neighborhood, providing infrastructure and updating/development support to make the neighborhood more self-sustainable. Due to staffing changes, the Tinbridge project has not moved forward as quickly as expected. The funding request of \$143,500 allows for three home rehabilitations at \$45,000 per home and \$8,500 for an easement for a trail access within the neighborhood.

Ms. Paige questioned the effects to the project if it was not funded. Mr. White suggested the project is more about creating a sustainable neighborhood model by forming long-term public/private partnerships. It is the hope that homeowners in the neighborhood will work together to form partnerships with area building partners such as Lyn-CAG to assist with their development goals. If funding is not allocated for the project, they will do fewer housing rehabilitations in the neighborhood.

Council Member Helgeson recapped CDAC’s recommendation to provide funding for Tinbridge Hill for past two years and it was now going into its third year. He suggested the project may not be a sustainable model if the City has to continue funding it. Ms. Walker clarified the project still had \$75,000 in funds allocated to Lyn-CAG for housing rehabilitations. Lyn-CAG plans to expend these funds prior to May 1st. Ms. Svrcek reminded the Committee it was due to transition in staffing that the City had not completed the plan for that neighborhood during the original timeframe. The plan requires completion before the anticipated outcomes can be realized.

Council Member Johnson proposed funding of \$45,000 for the Tinbridge Hill Neighborhood project. He believed this funding demonstrated the City was still “in

touch” with their planned project and this recommendation would provide resources for one housing rehabilitation.

Council Member Helgeson initiated additional discussion regarding the LRHA requests. He recommended funding the Spot Blight Abatement program only and requested Ms. Guyot suggest an amount needed to cover the delivery costs for this program only. Without specific figures available, Ms. Guyot estimated \$85,000 for the cost of staffing, legal and associated administrative costs. Discussion also focused on reasons for the \$125,000 funding requested from last year that was returned back to the CDBG coffers. Ms. Guyot explained they have to set aside the funds to purchase these blight properties, but do not use the money to purchase if they are successful in getting the homeowner to repair their property as necessary.

Ms. Paige asked for historical context regarding funding allocated to the Bluffwalk program. Ms. Svrcek indicated the City entered into a legal agreement with the developer and was obligated to reserve this amount in the CDBG funding each year.

Ms. Paige indicated she was a strong supporter of the LRHA Rental Rehabilitation Program and had experienced first-hand the benefits it provides to the tenant. Mr. Schneider indicated he too had supported funding for the Program last year. However, based on the amount of funding he calculated still available to them from the current year, he thought they had enough money to get through the current year and the next cycle. He supported returning the funding for LRHA Rehabilitation back to \$0 and giving the available funding back to Spot Blight. Ms. Duncan offered she had no opinion on this particular project given her recent appointment to CDAC.

Council Member Helgeson indicated they needed a breakdown from LRHA to administer/deliver only the Spot Blight Program. Council Member Johnson suggested reallocating all the LRHA Administration & Delivery Costs back to the LRHA Spot Blight Abatement category and let City Council figure out how to distribute. Ms. Svrcek suggested LRHA staff should come back with a proposal to City staff of how to breakdown funding. CDAC members agreed with this suggestion and allocated all remaining CDBG funds (\$105,767.89) to LRHA Spot Blight Abatement project.

Ms. Svrcek asked CDAC for clarification on whether their \$45,000 allocation to Tinbridge Hill included \$8,500 for the trail easements, with remainder to housing rehabilitation. Ms. Crews was asked if Lyn-CAG could work with that amount to cover rehabilitation of one house and she agreed. The Committee indicated the \$8,500 could be used to complete the trail easements.

After a review of the worksheet, a motion was made by Mr. Bedsworth, seconded by Ms. Duncan, to accept the funding allocations as shown for CDBG funds. CDAC unanimously approved, and Council Member Helgeson indicated their work was completed.

Ms. Svrcek asked whether the Committee might offer any guidance if the final entitlement amounts from HUD were different from the estimated 5 percent reduction. Mr. Schneider suggested all “hard-wired” allocations needed to stay the same, but allow reductions as a percentage across the board. Council Member Helgeson asked the members if they wanted a “trigger” percentage (i.e. > 20%) in order to have CDAC reconvene to possibly adjust their recommendations. Consensus was to keep the allocations as currently approved, but make appropriate percentage adjustments across the board.

Council Member Helgeson asked for other items of discussion.

Ms. Walker advised the Committee of the timeline for the 2014 Fiscal Year Annual Action Plan:

- City Council Public Hearing (CDAC Recommendations) - March 12, 2013 @7:30 p.m.
- City Council Allocation – Work Session – March 26, 2013
- Draft Annual Action Plan – Public Review – April 13, 2013
- City Council Public Hearing (Annual Action Plan) – May 14, 2013 @ 7:30 p.m.
- Annual Action Plan Submittal to HUD – May 15, 2013

With no further business to discuss, Council Member Helgeson adjourned the CDAC meeting at 12:23 p.m.

ATTACHMENT B									
CDBG and HOME Allocations Worksheet 2013-2014									
	Total CDBG Available		\$ 672,915.89			CHDO Requirement		\$ 40,447.05	
CDBG					HOME				
					Amount Available				
					\$ 277,823.00	Prior Year		CDAC	City Council
	Prior Year		CDAC	City Council		12/13	Amount	Amount	Amount
	12/13	Amount	Amount	Amount	NAME	Award	Requested	Awarded	Awarded
NAME	Award	Requested	Awarded	Awarded					
Bluffwalk Section 108	\$ 290,084.00	\$ 284,048.00	\$ 284,048.00		City Administration*	\$ -	\$ 22,000.00	\$ 22,000.00	\$ -
City Administration*	25,000.00	88,100.00	88,100.00		Rush Homes (CHDO)	175,000.00	0.00	0.00	
Analysis of Impediments to Fair Housing	30,000.00	0.00	0.00		Habitat for Humanity	0.00	60,000.00	60,000.00	
5th Street CDC Phase III - City	115,830.81	250,000.00	150,000.00		LNDF Homeownership Fund	14,999.60	50,000.00	30,000.00	
Tinbridge Hill Neighborhood	125,000.00	143,500.00	45,000.00		Housing 2000 Dev/LNDF	65,000.00	0.00	0.00	
Riverside Park Improvements	125,000.00	0.00	0.00		Lyn-CAG Substantial Rehab	75,000.00	75,000.00	75,000.00	
Demo of Substandard Structures - City	12,000.00	0.00	0.00		Lyn-CAG Homebuyer (CHDO)	0.00	50,000.00	40,823.00	
LRHA Admin & Delivery Costs ***	148,821.00	135,277.00	0.00		LNDF Single Family Dev.	0.00	70,000.00	50,000.00	
LRHA Rental Rehabilitation	30,000.00	30,000.00	0.00						
LRHA Spot Blight Abatement ***	125,000.00	125,000.00	105,767.89						
Total CDBG	\$ 1,026,735.81	\$ 1,055,925.00	\$ 672,915.89	\$ -	Total HOME	\$ 329,999.60	\$ 327,000.00	\$ 277,823.00	\$ -
Remaining Amount to Award			\$ -	\$ 672,915.89	Remaining Amount to Award			\$ -	\$ 277,823.00
						FY 2013	FY 2014	Difference	%
					CDBG				
*Due to reduced HUD allocations and the availability of prior year Administration allocations for CDBG and HOME, the City was able to reduce the amount of the CDBG administration request and eliminate the HOME administration request. However for FY 2014 the administration amounts requested will return to normal levels as the balances from prior years will have been expended.					Entitlement**	639,243.00	607,280.00	(31,963.00)	(0.05)
					Reprogrammed Funds	385,462.81	63,605.89	(321,856.92)	(0.83)
					Program Income	2,030.00	2,030.00	0.00	0.00
					TOTAL	1,026,735.81	672,915.89	(353,819.92)	(0.34)
**In anticipation of HUD reductions to CDBG and HOME entitlements, the estimated entitlement amount for FY 2014 has been reduced by 5% from the prior year entitlement amount.					Administration CAP	127,848.60	121,456.00	(6,392.60)	(0.05)
					Public Service CAP	101,100.25	91,092.00	(10,008.25)	(0.10)
					HOME				
					Entitlement**	283,839.00	269,647.00	(14,192.00)	(0.05)
***LRHA will submit to the City a breakdown of Admin/Delivery and Spot Blight Abatement costs.					Reprogrammed Funds	46,160.60	8,176.00	(37,984.60)	(0.82)
					Program Income	0.00	0.00	0.00	
					TOTAL	329,999.60	277,823.00	(52,176.60)	(0.16)
					Administration CAP	28,383.90	26,964.70	(1,419.20)	(0.05)
					CHDO Required	42,575.85	40,447.05	(2,128.80)	(0.05)

Summary of Community Development Block Grant (CDBG) and HOME Program Funding Requests FY 2014

Following is a brief summary of each of the applications received for consideration of CDBG and HOME Program funding. Entire applications are available and can be reviewed in the Grants Administration Office.

Community Development Block Grant Applicants

Bluffwalk

FY 2013 Award	FY 2014 Request	CDAC Recommendation
\$290,084	\$284,048	\$284,048

Funding is reserved to make principal and interest payments on this property in the event the owner cannot make the payment. This is in compliance with a commitment approved by City Council on January 29, 2002.

City Administration

FY 2013 Award	FY 2014 Request	CDAC Recommendation
\$25,000*	\$88,100	\$88,100

Funding is requested to fully fund the personnel, operating, and training costs associated with managing the CDBG Program.

*Due to reduced HUD allocations and the availability of prior year Administration allocations for CDBG and HOME, the City was able to reduce the amount of the CDBG administration request and eliminate the HOME administration request in FY 2013. However, for FY 2014 the administration amount requested has returned to the normal level as the balances from prior years will have been expended or reduced to a minimal amount.

Fifth Street Community Development Corporation (CDC)

FY 2013 Award	FY 2014 Request	CDAC Recommendation
\$115,831	\$250,000	\$150,000

Funding is requested for \$250,000 for continued improvements as outlined in the Fifth Street Master Plan for neighborhood stabilization. The funding would be leveraged with City Capital funding for Phase III, which would install streetscape improvements from Jackson Street to Taylor Street. The work would progress in conjunction with planned water/sewer line upgrades.

The Fifth Street Master Plan was adopted by City Council on May 23, 2006. The Plan establishes the Vision for a rehabilitated and revitalized corridor that serves the needs of the surrounding neighborhoods. The 2010 Census indicates that 77% of the residents in the immediate study area are African American and indicated that 49% of the individuals have an annual income below \$15,000. The City has committed CDBG, and Capital funds to improve the streetscape over three phases. Phase I was completed in September 2009 and included

the construction of water and sewer lines in addition to a modern urban roundabout and complimentary streetscape between Jackson & Harrison Streets. Phase II is currently under construction and will contain the same underground utility upgrades and streetscape improvements as Phase I. Phase II extends from Harrison Street to Main Street. Phase III would extend streetscape improvements south between Jackson and Taylor Streets and finish streetscape improvements as recommended in the Master Plan.

The Fifth Street Corridor is seeing considerable private development interest as a result of the streetscape improvements. The Red Shoe Dance Academy located at 409 Fifth Street opened in the renovated Moser Furniture Building in 2012. The former Fisher Auto Parts Buildings located at 400-408 Fifth Street and the former Coiner Auto Parts Building at 500 Fifth Street are currently under renovation; 702 – 708 Fifth Street are also under renovation; the Lynchburg Housing and Redevelopment Authority is working with private entities to develop 701 – 709 Fifth Street; and Word Works Literacy Centre located at 801 Fifth Street opened in late 2012.

Tinbridge Hill Neighborhood Council

FY 2013 Award	FY 2014 Request	CDAC Recommendation
\$125,000	\$143,500	\$45,000

Funding is requested for Lynchburg Community Action Group (Lyn-CAG) to continue to provide substantial housing rehabilitation in Tinbridge Hill. The housing stock in Tinbridge Hill is dated and upgrades to improve energy efficiency are necessary for the long term viability of the neighborhood and for funds to be used by the Department of Parks and Recreation to secure access easements for a future trail connection.

The Tinbridge Hill Neighborhood Council (THNC), in partnership with the City of Lynchburg, and supported by the Friends of Tinbridge Hill (FTH), propose continued funding for a long-term, targeted investment of CDBG funds into Tinbridge Hill to assist its residents and community stakeholders in accomplishing their goals and develop a model for a sustainable neighborhood. This proposal has two purposes: The first is to continue the development of a Sustainable Neighborhood Strategy, using Tinbridge Hill as a model, incorporating elements of Lynchburg's Sustainable City Initiative that can be applied to other Lynchburg neighborhoods. The elements of the Sustainable City Initiative include Arts and Culture, Citizen Engagement and Social Capital, Economic Development, Infrastructure, Healthy and Active Living, Land Use, Lifelong Learning, Natural and Environmental Resources, Neighborhoods, Safe Community and Transportation. The second is to request funding for the City partnership with the Tinbridge Hill Neighborhood Council for the third year of this multi-year project. This project is an interactive process that engages residents, partners and various stakeholders in defining the components to promote the sustainability of this neighborhood.

This proposal builds on the 1996 Tinbridge Hill Plan, a neighborhood satisfaction survey conducted by Randolph College students in 2011 of Tinbridge Hill residents and input received from recent neighborhood engagement meetings. The projects identified in this proposal for year three of this program complement the ongoing neighborhood planning element with a focus on housing rehabilitation and acquisition of access easements for a trail connection. In addition to these activities, neighborhood participation and building capacity in the neighborhood continue to be part of the process.

Lynchburg Redevelopment and Housing Authority (LRHA) – Administration & Delivery Costs

FY 2013 Award	FY 2014 Request	CDAC Recommendation
\$148,821	\$135,277	\$0**

Funding is requested for the payment of the pro-rata share of salaries, benefits, travel and operating costs attributable to employees' duties associated with the CDBG program as outlined in the Authority's annual administrative budget.

Funding is also requested for direct service costs associated with:

- identifying and monitoring spot blight properties and coordinating rehabilitation activities with owners;
- acquiring real property and coordinating work with appraisers and legal counsel under contract to LRHA; and
- the disposition of properties previously acquired with CDBG funds.

**Deb Guyot, Executive Director for LRHA will present the recommendation of CDAC to the LRHA Board of Directors and subsequently submit to City staff a detailed budget for Administration/Delivery Costs and the Spot Blight Abatement Program within the recommended amount.

Lynchburg Redevelopment and Housing Authority (LRHA) – Spot Blight Abatement

FY 2013 Award	FY 2014 Request	CDAC Recommendation
\$125,000	\$125,000	\$105,767.89**

Funding is requested to address seven (7) vacant, deteriorated properties within the City through the Spot Blight Program.

LRHA began addressing individual blighted property in February 1999 through its Spot Blight Abatement Program. Section 36-19.5 of the Code of Virginia provides a mechanism for the local housing authority and local governing body to work collaboratively to identify single family and multi-family residential structures that are deteriorated and that exert a detrimental influence on surrounding properties. Further, the statute provides a process for the acquisition, stabilization, disposition and demolition of the property. The Spot Blight Abatement Program provides our city with another avenue to address and assist with the enforcement of its housing codes.

**Deb Guyot, Executive Director for LRHA will present the recommendation of CDAC to the LRHA Board of Directors and subsequently submit to City staff a detailed budget for Administration/Delivery Costs and the Spot Blight Abatement Program within the recommended amount.

Lynchburg Redevelopment and Housing Authority (LRHA) – Rental Rehabilitation Program

FY 2013 Award	FY 2014 Request	CDAC Recommendation
\$30,000	\$30,000	\$0

Funding is requested to provide at least six (6) Rental Rehabilitation grants at \$5,000 per rental housing unit.

The Lynchburg Redevelopment and Housing Authority proposes to continue its Rental Rehabilitation Grant Program that issues grants to owners of rental properties that are located within the City's Rental Inspection Area. This area includes Census Tracts 4, 5, 6, 7, 11, 12 and 13. The property must have property maintenance code violations cited by the City or have Housing Quality Standards deficiencies. The Grant will also be available to owners who are providing energy upgrades or accessibility improvements which benefit tenants. Special consideration will be given to proposals for accessibility improvements, such as installation of ramps, grab bars, widening of doorways, retrofitting showers, kitchen accessibility, and similar improvements. The Grant is a fifty percent matching Grant with a maximum per unit of \$5,000. This program allows owners to provide improved living conditions, including accessibility features, and lower energy costs for tenants. Additionally, it results in the elimination of blighted properties; creating improved living standards for the entire neighborhood.

HOME Program Applicants**City Administration**

FY 2013 Award	FY 2014 Request	CDAC Recommendation
\$0*	\$22,000	\$22,000

Funding is requested to fully fund the personnel, operating and training costs associated with managing the HOME program.

* Due to reduced HUD allocations and the availability of prior year Administration allocations for CDBG and HOME, the City was able to reduce the amount of the CDBG administration request and eliminate the HOME administration request in FY 2013. However, for FY 2014 the administration amount requested has returned to the normal level as the balances from prior years will have been expended or reduced to a minimal amount.

Greater Lynchburg Habitat for Humanity (GLHFH) – Homeownership Program

FY 2013 Award	FY 2014 Request	CDAC Recommendation
\$0	\$60,000	\$60,000

Funding is requested to provide closing costs assistance that is required for mortgage closings for low-to-moderate income persons.

Greater Lynchburg Habitat for Humanity (GLHFH) develops homeownership opportunities for low-income families that would not qualify or be able to afford homeownership through conventional bank mortgages. GLHFH builds good quality, moderately appointed homes and sells them to qualified applicants. The target population for the program is families whose income falls in the range of 30% to 80% of HUD's median family income, adjusted for size of family. To qualify, families must demonstrate need (residing in poor, unsafe, unhealthy, and/or unaffordable housing); they must have the ability to pay a no-interest mortgage (must have a steady income and low debt to income ratio); and must be willing to partner with GLHFH (provide sweat equity, participate in training, and prepare for the responsibilities of homeownership).

GLHFH solicits funding, materials, and volunteer labor from the community and is thereby allowing the organization the ability to maintain low construction costs. GLHFH is therefore able to sell the home to the qualified family at cost and to offer a no-interest mortgage loan. Families have to provide 300 hours of labor, referred to as "sweat equity," to the project. The mortgagees must attend GLHFH's course designed to prepare them for homeownership. The series of classes provide education about financial literacy, budgeting, home maintenance, taxes and insurance, predatory lending, and loss mitigation options.

At mortgage closing, the family is required to pay a processing fee of \$400.00 which is applied to the attorney's fee and recording costs. GLHFH will use HOME funds to pay for advance escrow required (taxes and insurance) and for down payment assistance which will reduce the principal balance so that the family can afford the monthly mortgage payments. GLHFH defines "payment affordability" as not more than 30% of monthly income.

Lynchburg Neighborhood Development Foundation (LNDF) – Homeownership Fund

FY 2013 Award	FY 2014 Request	CDAC Recommendation
\$14,999.60	\$50,000	\$30,000

Funding is requested to provide affordable mortgage financing assistance for five (5) low-to-moderate income persons and ultimately homeownership for these persons.

Lynchburg Homeownership Fund is a combination of programs administered by LNDF that seek to create and support homeownership. This philosophy has been an essential part of LNDF's mission and incorporates blended multi-layered financing from City and State sources along with private mortgages from conventional lenders and buyer's cash investment. This application seeks to continue to blend City HOME funds in the mortgages offered to low- and moderate-income borrowers.

LNDF's affordable mortgages consist of a 30-year, fixed rate first mortgage at below-market interest rates and additional subordinate mortgages at low rates or forgiven over time. These mechanisms help with making the mortgage affordable, but most often additional soft loans are needed as well. As the economy has driven conventional mortgage rates down, VHDA, our primary source of first mortgage loans, is rethinking its program in order to let the private sector handle the originating loan.

LNDF has brought more \$16 million into the region for this purpose, creating more than 250 new homeowners in the City and throughout the planning district, as well as assisting several hundred others achieve their housing goals through other means.

Lynchburg Community Action Group (Lyn-CAG) – Homeowner Substantial Rehabilitation

FY 2013 Award	FY 2014 Request	CDAC Recommendation
\$75,000	\$75,000	\$75,000

Funding is requested for the rehabilitation of four (4) low-to-moderate income homeowners who will be served with substantial rehabilitation funds from the HOME Program funds and the State Department of Housing and Community Development (DHCD).

The Homeowner Substantial Rehabilitation Program provides substantial rehabilitation for eligible low-to-moderate income owned properties. The Program is designed to remove health and safety hazards and code violations from the homes of low-income homeowners who live in the City of Lynchburg and meet HUD income guidelines for HOME programs. Typical requests for services include electrical, plumbing, structural and roof repair/replacement. All local contractors who provide the services are licensed and insured. Building materials are purchased from local businesses.

Lynchburg Community Action Group (Lyn-CAG – CHDO) – First-time Homebuyers Program

FY 2013 Award	FY 2014 Request	CDAC Recommendation
\$0	\$50,000	\$40,823

Funding is requested for labor/material and developer's fee to assist with the acquisition and rehabilitation of one housing structure for a low-to-moderate income family.

The Home/Community Housing Development Organization (CHDO) First Time Homebuyers Program provides for acquisition of vacant properties for rehabilitation or new construction to eligible first time homebuyers. Proceeds from the sale of properties are reinvested in housing program services that benefit eligible low-to-moderate income persons. This program provides a level of subsidy to keep the property affordable for low-to-moderate income families.

Lynchburg Neighborhood Development Foundation (LNDF) – Single Family Development

FY 2013 Award	FY 2014 Request	CDAC Recommendation
\$0	\$70,000	\$50,000

Funding is requested to provide assistance for the development of two (2) housing structures for low-to-moderate income families.

This program is a continuation of the years of single-family development undertaken by LNDF. With this request, LNDF proposes to develop two (2) houses for resale to HOME-eligible borrowers in the City. Since quality housing may cost more to develop than the neighborhood market can support in light of economic factors, subsidies are needed to defray costs and make financing accessible for low- and moderate-income borrowers. Financing for these newly developed homes will continue to be packaged by LNDF and made available through its affordable mortgage programs.

CDBG

updated January 31, 2013

Prior Year Appropriations and Returned Funds available to Reprogram:

Returned Funds from LRHA related to Daniel's Hill	600.00
Returned Funds from LRHA related to 921 Taylor Street	21.00
Returned Funds from LRHA related to Daniel's Hill	1,100.00
Returned Funds from LRHA related to Spotlight Abatement/Acq	995.00
Program Income true up from FY12	8,739.89
Program Income true up from FY11 (Weed)	150.00
Hunton Randolph	25,000.00
Bluffwalk	<u>27,000.00</u>
Total	<u>63,605.89</u>

HOME

updated January 31, 2013

Prior Year Appropriations available to Reprogram:

Program Administration 2010-2011	<u>8,176.00</u>
Total	<u>8,176.00</u>

CDBG Unexpended Balances

updated March 13, 2013

Program Description	2009 - 2010	2010 - 2011	2011 - 2012	2012-2013	Total
City Program Administration	-		16,581.19	24,191.87	40,773.06
Fifth St - Phase II	-		7,748.00	152,728.67	160,476.67
Rebuilding Together	-	38,922.67			38,922.67
Hunton-Randolph	25,000.00				25,000.00
Housing Improvement - Lyn-Cag	-	10,744.29			10,744.29
Tinbridge Hill -Rebuilding Together Rehab	-		20,000.00	15,000.00	35,000.00
Tinbridge Hill -Admin	-		9,396.32	25,000.00	34,396.32
Tinbridge Hill - Blackwater Creek	-		8,500.00		8,500.00
Tinbridge Hill - Neighborhood cleanup			3,000.00		3,000.00
Tinbridge Hill - Rehab Lyn-Cag			8,590.95	75,000.00	83,590.95
Tinbridge Hill - Job Training				10,000.00	10,000.00
Bluffwalk				27,000.00	27,000.00
Analysis of Impediments to Fair Housing				30,000.00	30,000.00
Demolition of Substandard Structures				12,000.00	12,000.00
LRHA Spot Blight	-		94,064.66	125,000.00	219,064.66
LRHA Spot Blight Loan Program	-	-			-
LRHA Delivery Costs - Property Disposition	-			6,592.14	6,592.14
LRHA Delivery Costs - Acquisition	-			43,669.85	43,669.85
LRHA Delivery - Rehab	-			23,894.47	23,894.47
LRHA Property Maintenance	-	5,011.91			5,011.91
Subtotal LRHA Spot Blight Program					298,233.03
LRHA Rental Rehab	20,329.28			30,000.00	50,329.28
LRHA Minor Property Repairs	-	5,000.00			5,000.00
LRHA Property Demolition	-	20,000.00			20,000.00
LRHA Delivery Costs - Administration	-			19,409.96	19,409.96

Program Description	2009 - 2010	2010 - 2011	2011 - 2012	2012-2013	Total
Total LRHA					392,972.27
Riverside Park Improvements	-			125,000.00	125,000.00
Fifth St Phase III	-			5,830.81	5,830.81
Fifth St Phase III 702 5th St	-			5,000.00	5,000.00
Fifth St Phase III 708 5th St	-			5,000.00	5,000.00
Total Unexpended CDBG Funds					1,053,207.04

The items highlighted in yellow will be reprogrammed in the FY 2013-2014 Allocations.

HOME Fund Unexpended Balances

updated March 13, 2013

Program Description	2009 - 2010	2010 - 2011	2011 - 2012	2012-2013	Total
City Program Administration	3,896.01	16,353.00	28,731.00	-	48,980.01
Habitat	-		50,000.00	-	50,000.00
Rush Homes CHDO	-	-	-	175,000.00	175,000.00
LNDF - Homeownership	-	-	32,056.58	15,423.60	47,480.18
LNDF - Neighborhood Stabilization	10,020.58	-	-	-	10,020.58
LNDF - Housing 2000	-	-	-	65,000.00	65,000.00
Total LNDF					122,500.76
Lyn-CAG CHDO	-	58,460.00	75,000.00	-	133,460.00
Lyn-CAG Substantial Rehab		89,956.88	93,226.00	75,000.00	258,182.88
Total Lyn-CAG					391,642.88
Total HOME Unexpended Funds					788,123.65

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **March 26, 2013**

AGENDA ITEM NO.: 3

CONSENT:

REGULAR:

WORK SESSION: **X**

CLOSED SESSION:

(Confidential)

ACTION:

INFORMATION: **X**

ITEM TITLE: **Presentation on the Results of the Citizen Survey**

RECOMMENDATION: No action required.

SUMMARY: In 2004, 2006, and 2008, the City conducted citizen surveys using the National Citizen Survey instrument administered by the National Research Center, Inc. (NRC). The purpose of conducting the surveys was to obtain statistically valid data concerning resident satisfaction with community amenities and the services provided by local government. On October 19, 2012, during its Strategic Planning Work Session, City Council made the decision to conduct another survey. NRC was contracted to administer the survey instrument.

The NRC is a leading research and evaluation firm focusing on the information requirements of the public sector, including non-profit agencies, health care providers, foundations and local governments. The Center's National Citizens Survey is endorsed by the International City/County Management Association (ICMA).

In early January 2013, the survey was mailed to 1200 residents (300 per ward). According to the NRC, the typical response rate for this type of survey is 25% - 40%. The City's response rate was 34%.

Ms. Damema Mann, a representative from the NRC, will make a presentation to Council concerning the results of the 2013 Citizen Survey.

PRIOR ACTION(S): 2004 Citizens Survey
2006 Citizens Survey
2008 Citizens Survey

FISCAL IMPACT: None

CONTACT(S): JoAnn Martin, Communications and Marketing, 455-3801

ATTACHMENT(S): 2013 Survey Results

REVIEWED BY: lkp

050K



CITY OF LYNCHBURG, VA 2013



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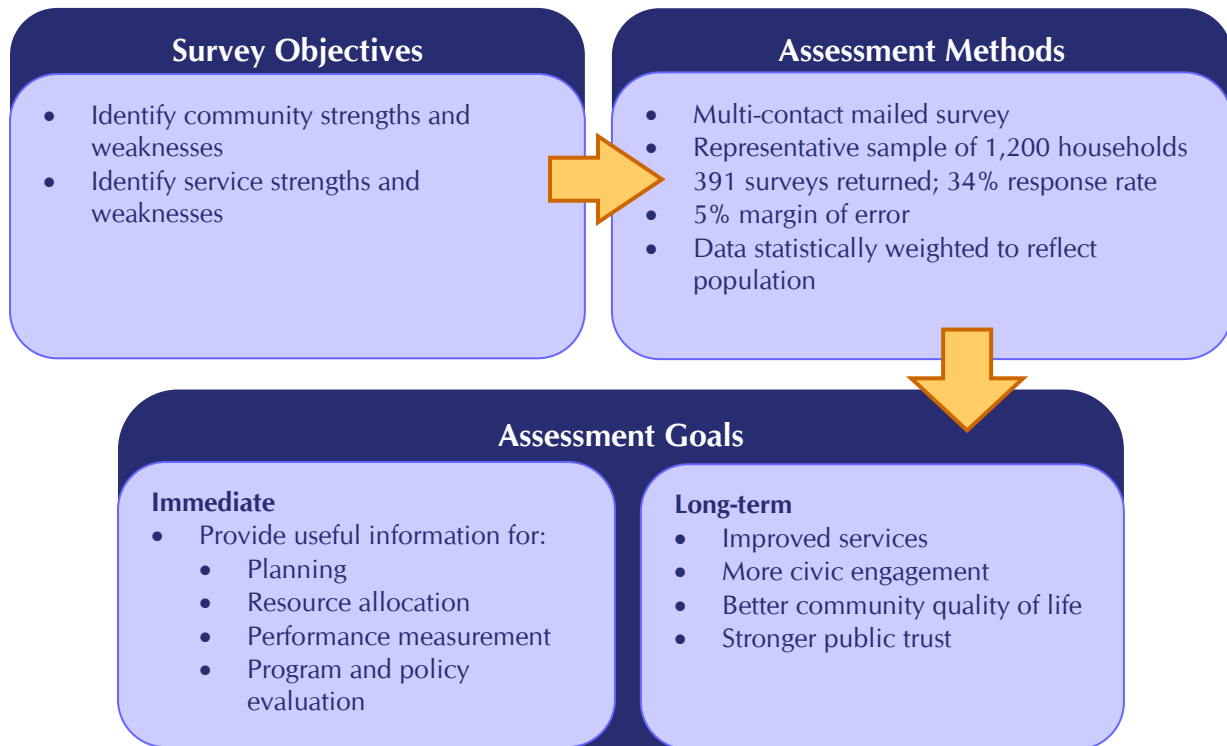
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SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

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

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS



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

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 391 completed surveys were obtained, providing an overall response rate of 34%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

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

UNDERSTANDING THE RESULTS

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

Margin of Error

The margin of error around results for the City of Lynchburg Survey (391 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 Lynchburg, but from City of Lynchburg 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 Lynchburg chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (jurisdictions in the Southern region with populations from 50,000 to 100,000). A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Lynchburg 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 Lynchburg 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 Lynchburg's rating to the benchmark.

“Don’t Know” Responses and Rounding

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

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

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

EXECUTIVE SUMMARY

This report of the City of Lynchburg 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 Lynchburg and believed the City was a good place to live. The overall quality of life in the City of Lynchburg was rated as “excellent” or “good” by 75% of respondents. A majority reported they plan on staying in the City of Lynchburg for the next five years.

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

Ratings of community characteristics were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, three were above the national benchmark comparison, 13 were similar to the national benchmark comparison and 15 were below.

Residents in the City of Lynchburg were very civically engaged. While 26% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 95% had provided help to a friend or neighbor. A majority had volunteered their time to some group or activity in the City of Lynchburg, which was much higher than the benchmark.

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

City services rated were able to be compared to the benchmark database. Of the 38 services for which comparisons were available, none were above the benchmark comparison, 14 were similar to the benchmark comparison and 24 were below.

A Key Driver Analysis was conducted for the City of Lynchburg which examined the relationships between ratings of each service and ratings of the City of Lynchburg'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 Lynchburg 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:

- Ambulance or emergency medical services
- Garbage collection
- Preservation of natural areas
- Public library services
- Public schools

Of these services, those deserving the most attention may be those that were below the benchmark comparisons: ambulance or emergency medical services, public library services and public schools.

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

A majority of the City of Lynchburg's residents gave favorable ratings to their neighborhoods and the community as a place to live. Further, most reported they would recommend the community to others and plan to stay for the next five years. Ratings were stable over time.

FIGURE 3: RATINGS OF OVERALL QUALITY OF LIFE BY YEAR

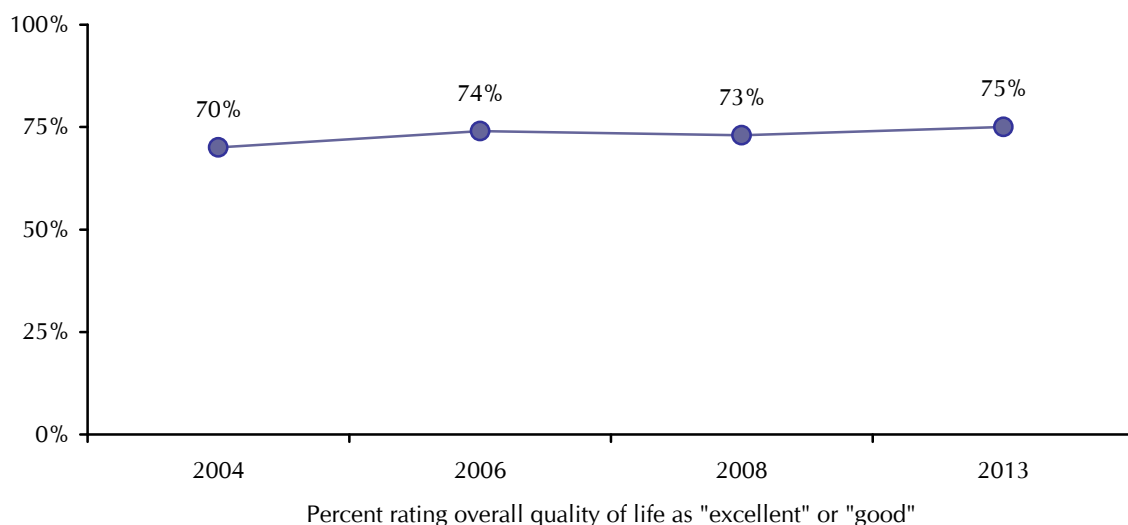


FIGURE 4: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

	2013	2008	2006	2004
The overall quality of life in Lynchburg	75%	73%	74%	70%
Your neighborhood as a place to live	79%	74%	76%	73%
Lynchburg as a place to live	79%	79%	76%	78%
Percent "excellent" or "good"				

FIGURE 5: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY BY YEAR

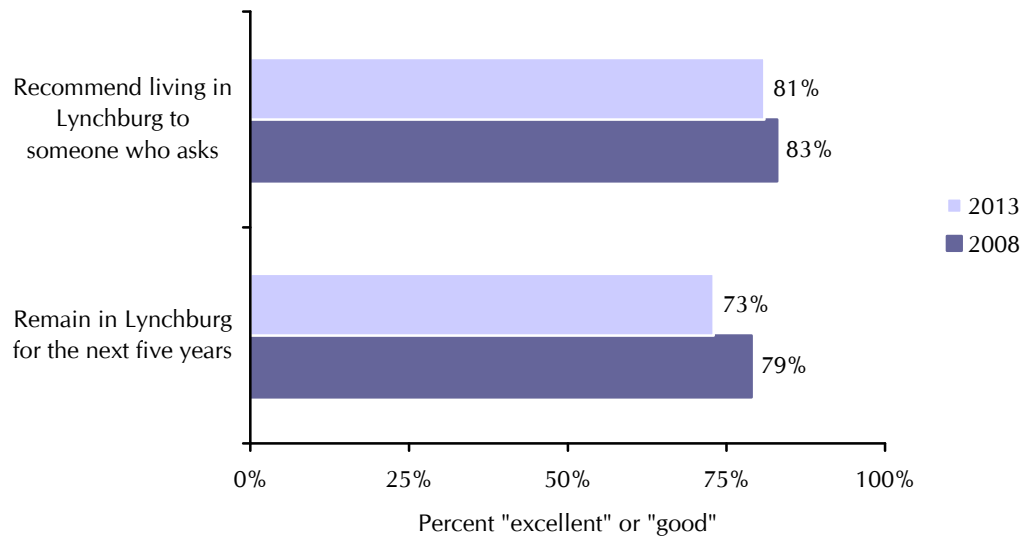


FIGURE 6: OVERALL COMMUNITY QUALITY BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Overall quality of life in Lynchburg	Below	Below
Your neighborhood as place to live	Below	Similar
Lynchburg as a place to live	Much below	Below
Recommend living in Lynchburg to someone who asks	Much below	Below
Remain in Lynchburg for the next five years	Much below	Below

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.” The availability of paths and walking trails was given the most positive rating, followed by ease of car travel in Lynchburg. These ratings tended to be similar to years past, although the rating for ease of bus travel in Lynchburg decreased from 2008 to 2013.

FIGURE 7: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

	2013	2008	2006	2004
Ease of car travel in Lynchburg	59%	57%	57%	60%
Ease of bus travel in Lynchburg	38%	46%	43%	46%
Ease of bicycle travel in Lynchburg	36%	30%	35%	NA
Ease of walking in Lynchburg	50%	51%	49%	NA
Availability of paths and walking trails	67%	60%	NA	NA
Traffic flow on major streets	36%	41%	NA	NA
Percent "excellent" or "good"				

FIGURE 8: COMMUNITY TRANSPORTATION BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Ease of car travel in Lynchburg	Similar	Similar
Ease of bus travel in Lynchburg	Similar	Similar
Ease of bicycle travel in Lynchburg	Much below	Much below
Ease of walking in Lynchburg	Much below	Similar
Availability of paths and walking trails	Above	Much above
Traffic flow on major streets	Much below	Below

Eight transportation services were rated in Lynchburg. The ratings for street repair declined over time, while the other service ratings remained stable.

FIGURE 9: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

	2013	2008	2006	2004
Street repair	28%	39%	42%	35%
Street cleaning	44%	45%	47%	NA
Street lighting	52%	56%	57%	51%
Snow removal	56%	58%	57%	52%
Sidewalk maintenance	47%	43%	49%	44%
Traffic signal timing	50%	50%	49%	NA
Bus or transit services	56%	60%	60%	49%
Amount of public parking	31%	32%	42%	33%
Percent "excellent" or "good"				

FIGURE 10: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Street repair	Much below	Much below
Street cleaning	Much below	Much below
Street lighting	Below	Below
Snow removal	Below	Below
Sidewalk maintenance	Below	Similar
Traffic signal timing	Similar	Similar
Bus or transit services	Similar	Similar
Amount of public parking	Much below	Much below

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

FIGURE 11: FREQUENCY OF BUS USE IN LAST 12 MONTHS BY YEAR

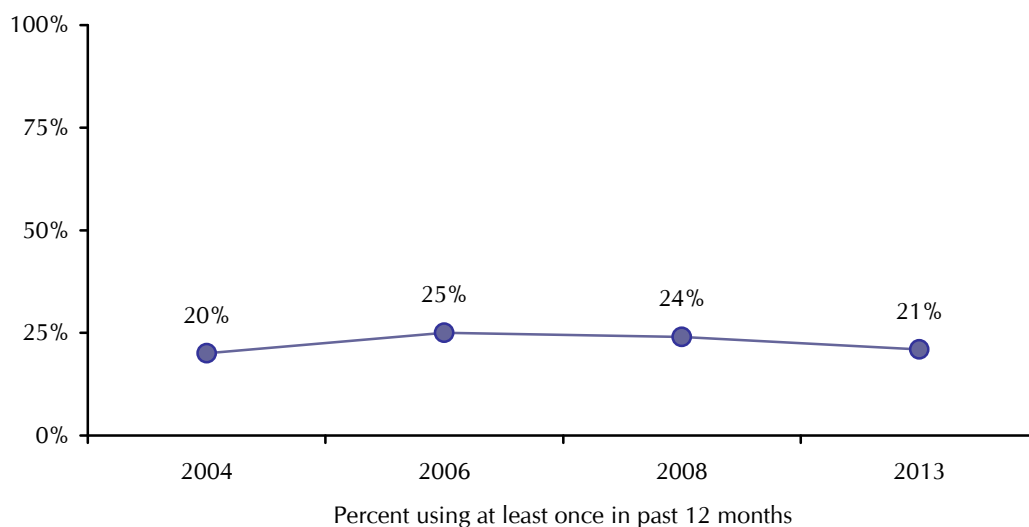


FIGURE 12: FREQUENCY OF BUS USE BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Ridden a local bus within Lynchburg	Similar	Similar

FIGURE 13: MODE OF TRAVEL USED FOR WORK COMMUTE BY YEAR

	2013	2008	2006	2004
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	82%	82%	NA	NA
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	10%	10%	NA	NA
Bus, rail, subway or other public transportation	0%	1%	NA	NA
Walk	2%	3%	NA	NA
Bicycle	1%	1%	NA	NA
Work at home	4%	3%	NA	NA
Other	0%	0%	NA	NA

FIGURE 14: DRIVE ALONE BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Average percent of work commute trips made by driving alone	Much more	Much more

Housing

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

The survey of the City of Lynchburg 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 44% of respondents, while the variety of housing options was rated as “excellent” or “good” by 60% of respondents. The rating of perceived affordable housing availability was better in the City of Lynchburg than the ratings, on average, in comparison jurisdictions of similar size in the Southern region.

FIGURE 15: RATINGS OF HOUSING IN COMMUNITY BY YEAR

	2013	2008	2006	2004
Availability of affordable quality housing	44%	47%	54%	49%
Variety of housing options	60%	61%	NA	NA
Percent "excellent" or "good"				

FIGURE 16: HOUSING CHARACTERISTICS BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Availability of affordable quality housing	Similar	Above
Variety of housing options	Similar	Above

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

FIGURE 17: PROPORTION OF RESPONDENTS EXPERIENCING HOUSING COST STRESS BY YEAR

	2013	2008	2006	2004
Housing costs 30% or more of income	30%	NA	NA	NA
Percent of respondents				

FIGURE 18: HOUSING COSTS BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Experiencing housing costs stress (housing costs 30% or MORE of income)	Less	Much less

Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community's overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of the City of Lynchburg 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 Lynchburg was rated as "excellent" by 6% of respondents and as "good" by an additional 54%. The overall appearance of Lynchburg was rated as "excellent" or "good" by 58% of respondents and was lower than the benchmarks. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Lynchburg, 13% thought they were a "major" problem. The service of land use, planning and zoning was rated similar to the benchmarks, the services of code enforcement and animal control were rated below the benchmarks. Ratings for land use, planning and zoning and code enforcement improved from 2008 to 2013.

FIGURE 19: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

	2013	2008	2006	2004
Overall quality of new development in Lynchburg	61%	54%	59%	NA
Overall appearance of Lynchburg	58%	61%	65%	60%
Percent "excellent" or "good"				

FIGURE 20: BUILT ENVIRONMENT BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Quality of new development in Lynchburg	Similar	Below
Overall appearance of Lynchburg	Below	Much below

FIGURE 21: RATINGS OF POPULATION GROWTH BY YEAR

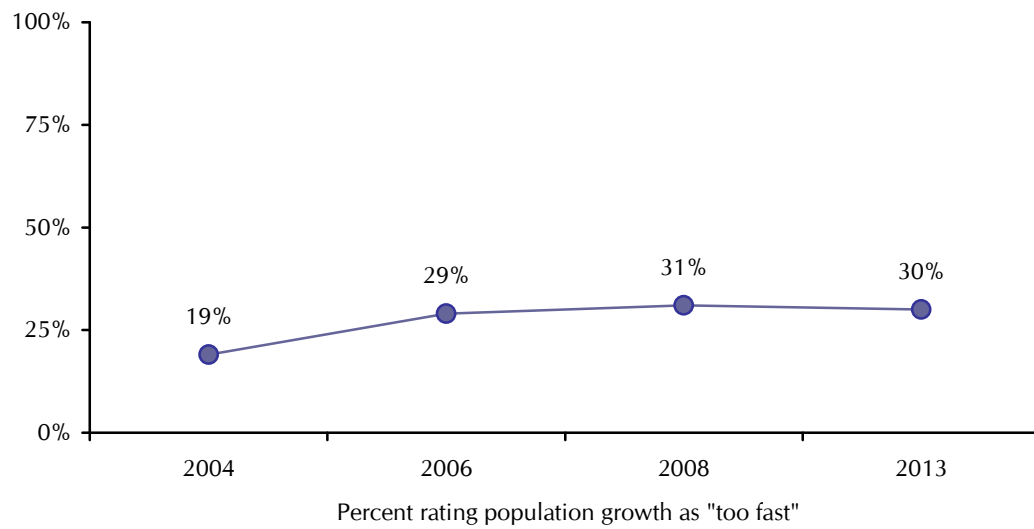


FIGURE 22: POPULATION GROWTH BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Population growth seen as too fast	Much less	Much less

FIGURE 23: RATINGS OF NUISANCE PROBLEMS BY YEAR

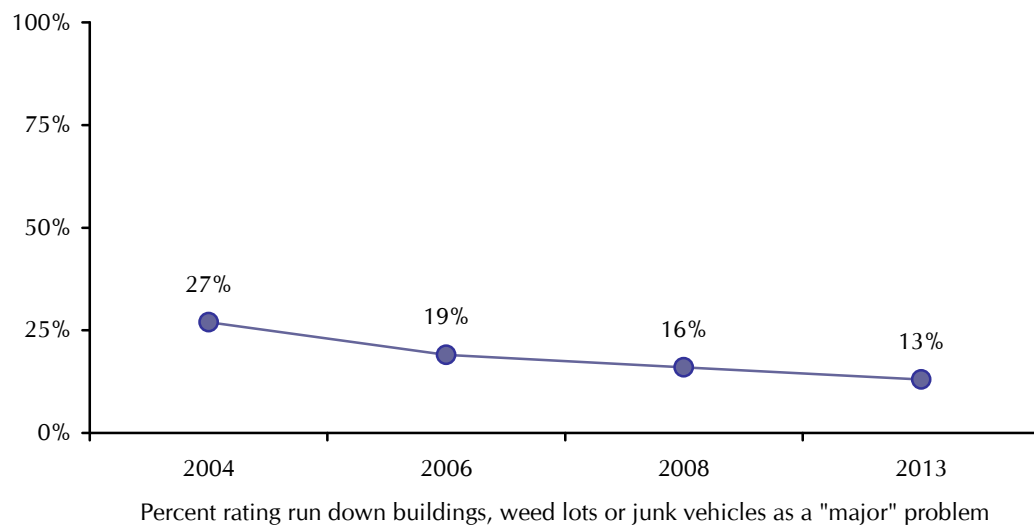


FIGURE 24: NUISANCE PROBLEMS BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Run down buildings, weed lots and junk vehicles seen as a "major" problem	Similar	Similar

FIGURE 25: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

	2013	2008	2006	2004
Land use, planning and zoning	41%	33%	31%	31%
Code enforcement (weeds, abandoned buildings, etc.)	37%	27%	29%	27%
Animal control	56%	54%	53%	52%
Percent "excellent" or "good"				

FIGURE 26: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Land use, planning and zoning	Similar	Similar
Code enforcement (weeds, abandoned buildings, etc.)	Below	Below
Animal control	Below	Below

ECONOMIC SUSTAINABILITY

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

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were the overall quality of business and service establishments and Lynchburg as a place to work. Receiving the lowest rating was employment opportunities. Ratings for shopping opportunities decreased from 2008 to 2013.

FIGURE 27: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

	2013	2008	2006	2004
Employment opportunities	31%	36%	28%	19%
Shopping opportunities	44%	58%	56%	46%
Lynchburg as a place to work	54%	52%	50%	NA
Overall quality of business and service establishments in Lynchburg	62%	67%	NA	NA
Percent "excellent" or "good"				

FIGURE 28: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Employment opportunities	Similar	Similar
Shopping opportunities	Much below	Much below
Lynchburg as a place to work	Below	Similar
Overall quality of business and service establishments in Lynchburg	Below	Below

Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from “much too slow” to “much too fast.” When asked about the rate of jobs growth in Lynchburg, 76% responded that it was “too slow,” while 36% reported retail growth as “too slow.” About the same number of residents in Lynchburg compared to other jurisdictions believed that jobs growth was too slow.

FIGURE 29: RATINGS OF RETAIL AND JOBS GROWTH BY YEAR

	2013	2008	2006	2004
Retail growth seen as too slow	36%	22%	16%	22%
Jobs growth seen as too slow	76%	74%	72%	84%
Percent of respondents				

FIGURE 30: RETAIL AND JOB GROWTH BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Retail growth seen as too slow	Similar	Much more
Jobs growth seen as too slow	Similar	Similar

FIGURE 31: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

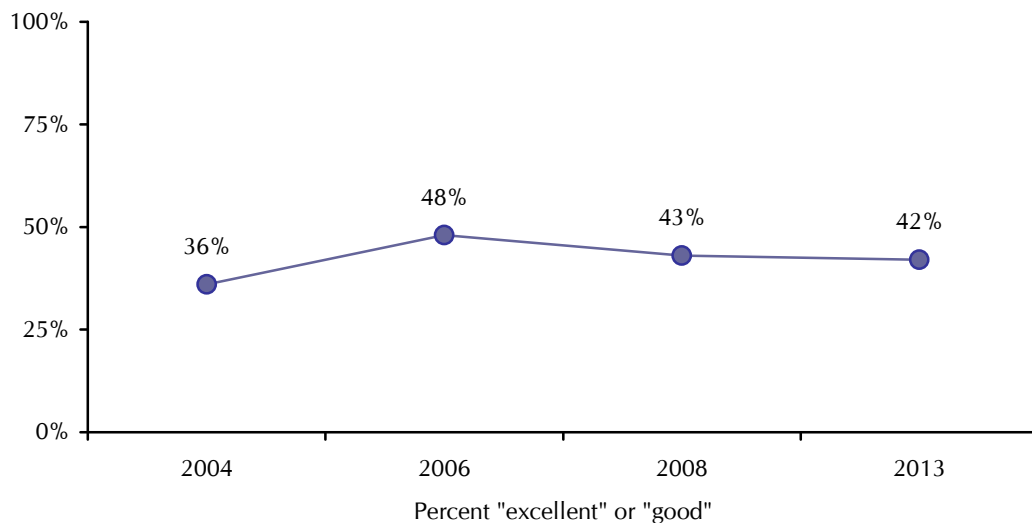


FIGURE 32: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Economic development	Similar	Similar

Residents were asked to reflect on their economic prospects in the near term. Seventeen percent of the City of Lynchburg 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 similar to national comparison jurisdictions and less than in Southern jurisdictions of similar population size.

FIGURE 33: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR

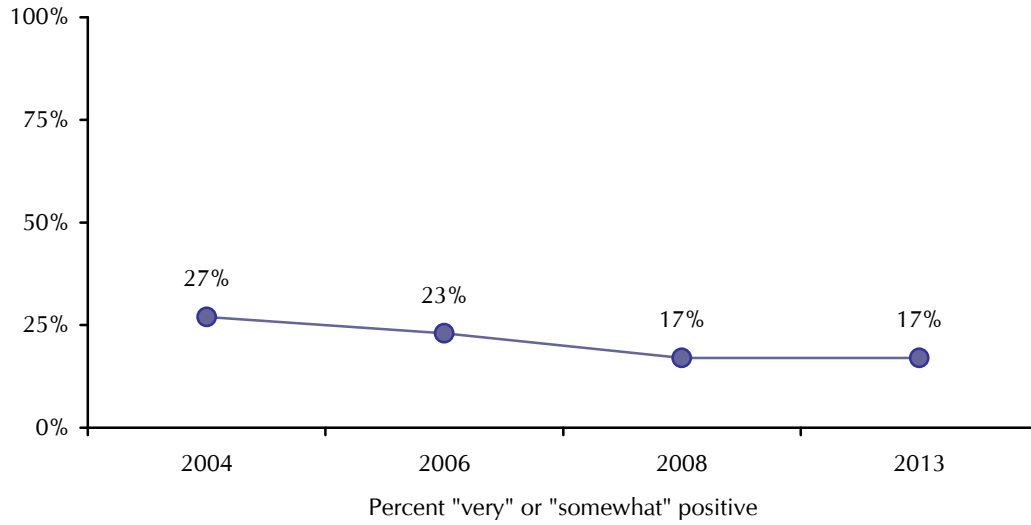


FIGURE 34: PERSONAL ECONOMIC FUTURE BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Positive impact of economy on household income	Similar	Below

PUBLIC SAFETY

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

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Most gave positive ratings of safety in the City of Lynchburg. About 67% of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 75% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown. Feelings of safety downtown after dark increased from 2008 to 2013.

FIGURE 35: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR

	2013	2008	2006	2004
Safety in your neighborhood during the day	92%	93%	91%	94%
Safety in your neighborhood after dark	79%	73%	78%	76%
Safety in Lynchburg's downtown area during the day	77%	74%	79%	77%
Safety in Lynchburg's downtown area after dark	36%	28%	29%	28%
Safety from violent crime (e.g., rape, assault, robbery)	67%	63%	59%	61%
Safety from property crimes (e.g, burglary, theft)	56%	54%	53%	56%
Safety from environmental hazards	75%	70%	NA	NA
Percent "very" or "somewhat" safe				

FIGURE 36: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
In your neighborhood during the day	Similar	Much above
In your neighborhood after dark	Similar	Much above
In Lynchburg's downtown area during the day	Much below	Much below
In Lynchburg's downtown area after dark	Much below	Much below
Violent crime (e.g., rape, assault, robbery)	Below	Similar
Property crimes (e.g., burglary, theft)	Below	Similar
Environmental hazards, including toxic waste	Similar	Similar

As assessed by the survey, 11% 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, 78% had reported it to police. Compared to other jurisdictions in the Southern region, a similar number of Lynchburg residents had been victims of crime in the 12 months preceding the survey and less Lynchburg residents had reported their most recent crime victimization to the police.

FIGURE 37: CRIME VICTIMIZATION AND REPORTING BY YEAR

	2013	2008	2006	2004
During the past 12 months, were you or anyone in your household the victim of any crime?	11%	10%	12%	13%
If yes, was this crime (these crimes) reported to the police?	78%	73%	67%	72%
Percent "yes"				

FIGURE 38: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Victim of crime	Similar	Similar
Reported crimes	Similar	Much less

Residents rated eight City public safety services. Fire services and ambulance or emergency medical services received the highest ratings, while emergency preparedness and traffic enforcement received the lowest ratings. The ratings for crime prevention increased from 2008 to 2013, while the ratings for ambulance or emergency medical services declined.

FIGURE 39: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR

	2013	2008	2006	2004
Police services	77%	75%	75%	73%
Fire services	89%	91%	93%	92%
Ambulance or emergency medical services	81%	89%	84%	89%
Crime prevention	61%	53%	60%	NA
Fire prevention and education	67%	80%	73%	NA
Municipal courts	62%	69%	68%	NA
Traffic enforcement	59%	58%	64%	60%
Emergency preparedness (services that prepare the community for natural disasters or other emergency services)	48%	55%	NA	NA
Percent "excellent" or "good"				

FIGURE 40: PUBLIC SAFETY SERVICES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Police services	Similar	Similar
Fire services	Similar	Similar
Ambulance or emergency medical services	Below	Below
Crime prevention	Below	Similar
Fire prevention and education	Below	Similar
Traffic enforcement	Below	Below
Courts	Similar	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Much below	Much below

FIGURE 41: CONTACT WITH POLICE DEPARTMENT

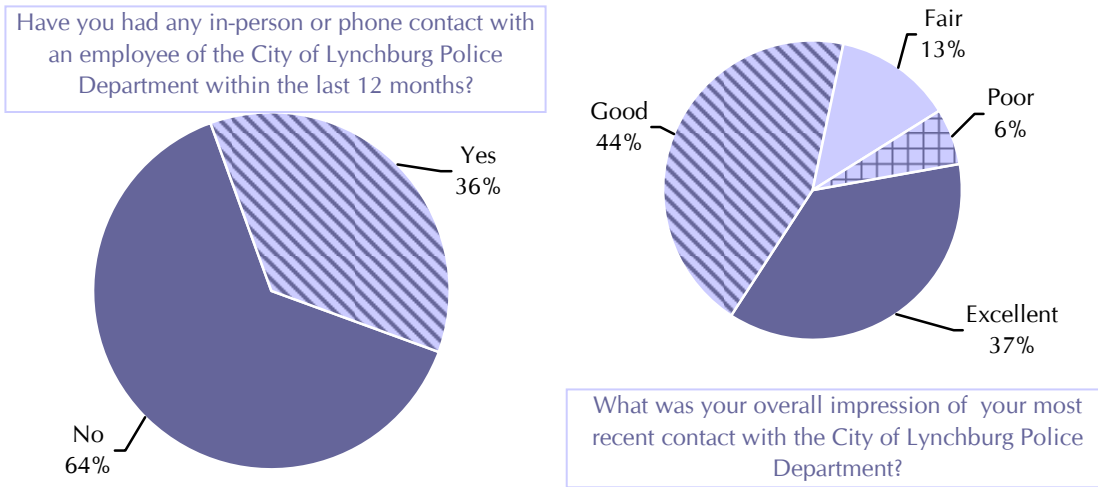


FIGURE 42: CONTACT WITH FIRE DEPARTMENT

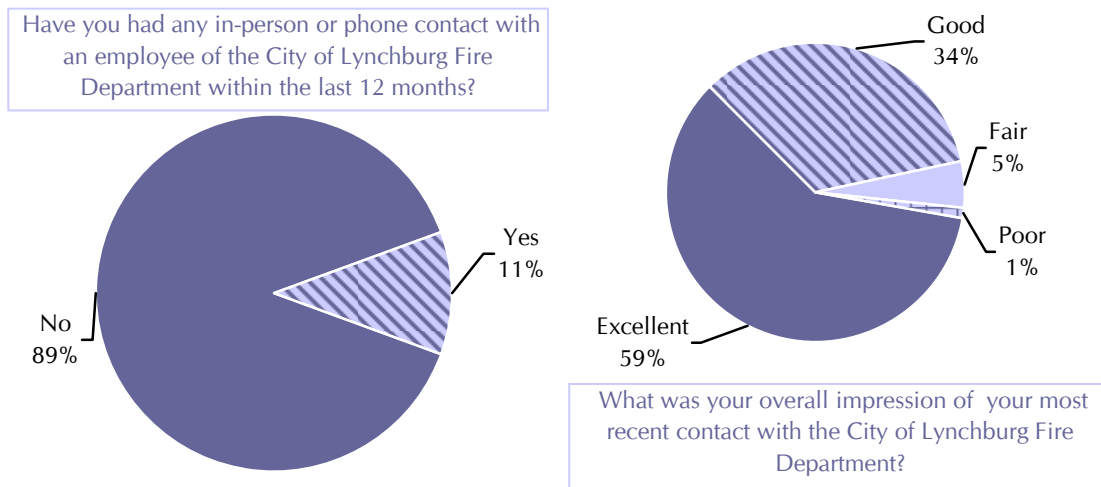


FIGURE 43: CONTACT WITH POLICE AND FIRE DEPARTMENTS BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Had contact with the City of Lynchburg Police Department	Similar	More
Overall impression of most recent contact with the City of Lynchburg Police Department	Above	Above
Had contact with the City of Lynchburg Fire Department	Less	Less
Overall impression of most recent contact with the City of Lynchburg Fire Department	Similar	Similar

ENVIRONMENTAL SUSTAINABILITY

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

Residents of the City of Lynchburg 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 72% of survey respondents. Air quality received the highest rating, and it was similar to the benchmarks. Ratings for the preservation of natural areas improved from 2008 to 2013.

FIGURE 44: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT BY YEAR

	2013	2008	2006	2004
Cleanliness of Lynchburg	63%	57%	NA	NA
Quality of overall natural environment in Lynchburg	72%	72%	NA	NA
Preservation of natural areas such as open space, farmlands and greenbelts	54%	45%	NA	NA
Air quality	74%	71%	73%	NA
Percent "excellent" or "good"				

FIGURE 45: COMMUNITY ENVIRONMENT BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Cleanliness of Lynchburg	Much below	Below
Quality of overall natural environment in Lynchburg	Similar	Similar
Preservation of natural areas such as open space, farmlands and greenbelts	Similar	Similar
Air quality	Similar	Similar

Resident recycling was less than recycling reported in comparison communities.

FIGURE 46: FREQUENCY OF RECYCLING IN LAST 12 MONTHS BY YEAR

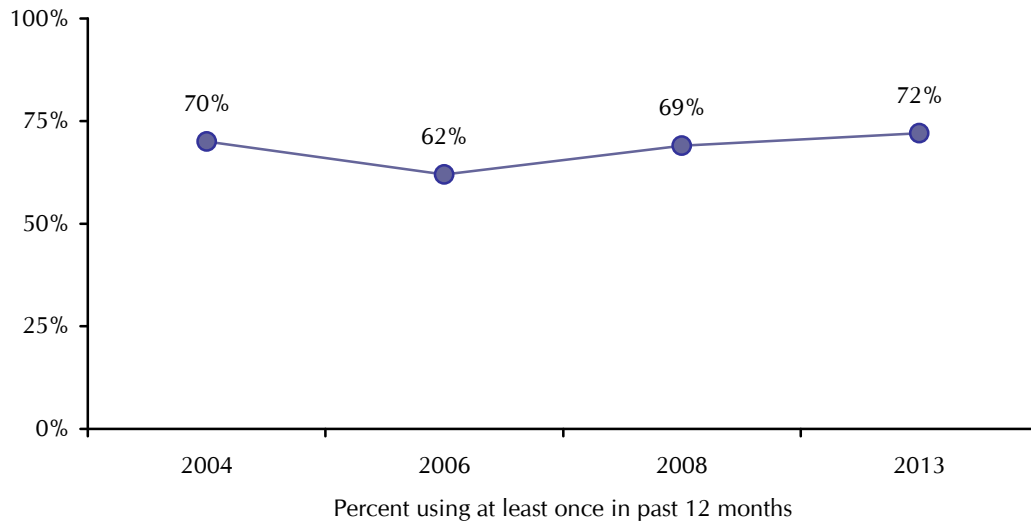


FIGURE 47: FREQUENCY OF RECYCLING BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Recycled used paper, cans or bottles from your home	Much less	Much less

Of the seven utility services rated by those completing the questionnaire, one was higher than the custom benchmark comparison, four were similar and two were below the benchmark comparison. These service ratings trends were stable compared to the 2008 survey results.

FIGURE 48: RATINGS OF UTILITY SERVICES BY YEAR

	2013	2008	2006	2004
Power (electric and/or gas) utility	58%	NA	NA	NA
Sewer services	67%	65%	63%	64%
Drinking water	60%	60%	58%	61%
Storm drainage	66%	62%	60%	NA
Yard waste pick-up	64%	62%	60%	63%
Recycling	55%	54%	59%	59%
Garbage collection	80%	75%	77%	77%
Percent "excellent" or "good"				

FIGURE 49: UTILITY SERVICES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Power (electric and/or gas) utility	Much below	Much below
Sewer services	Below	Similar
Drinking water	Below	Similar
Storm drainage	Similar	Above
Yard waste pick-up	Below	Similar
Recycling	Much below	Much below
Garbage collection	Similar	Similar

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 Lynchburg were rated somewhat positively as were services related to parks and recreation. Ratings for City parks and recreation programs or classes improved over time.

Resident use of Lynchburg parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used Lynchburg recreation centers was about the same as the percent of users in comparison jurisdictions. The percent of residents that reported visiting a City or neighborhood park increased from 2008 to 2013.

FIGURE 50: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

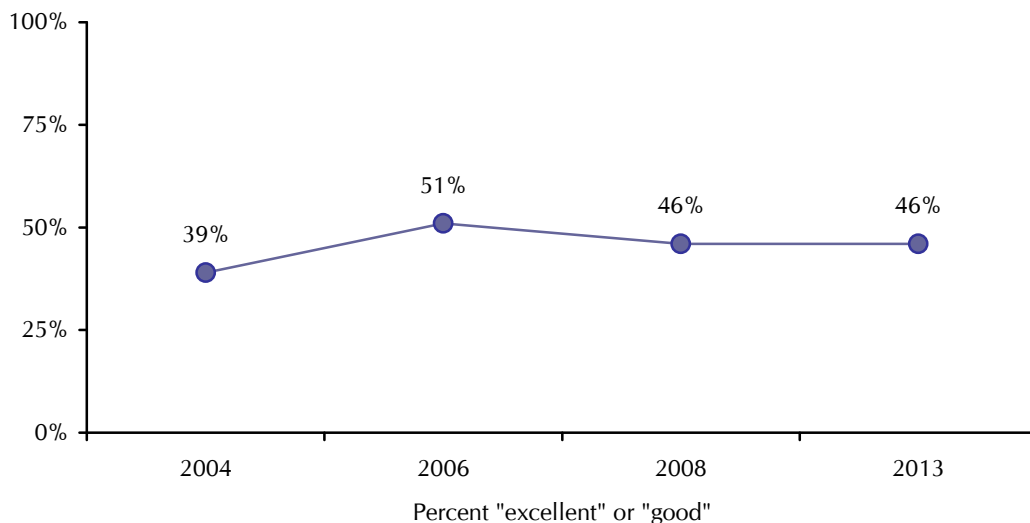


FIGURE 51: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Recreation opportunities	Much below	Much below

FIGURE 52: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

	2013	2008	2006	2004
Used Lynchburg recreation centers	56%	50%	47%	47%
Participated in a recreation program or activity	45%	43%	45%	42%
Visited a neighborhood park or City park	86%	79%	83%	82%
Percent using at least once in last 12 months				

FIGURE 53: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Used Lynchburg recreation centers	Similar	Similar
Participated in a recreation program or activity	Similar	Similar
Visited a neighborhood park or City park	Similar	More

FIGURE 54: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

	2013	2008	2006	2004
City parks	76%	68%	67%	NA
Recreation programs or classes	69%	60%	62%	NA
Recreation centers or facilities	56%	55%	58%	47%
Percent "excellent" or "good"				

FIGURE 55: PARKS AND RECREATION SERVICES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
City parks	Below	Similar
Recreation programs or classes	Below	Similar
Recreation centers or facilities	Much below	Much below

Culture, Arts and Education

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

Opportunities to attend cultural activities were rated as “excellent” or “good” by 37% of respondents. Educational opportunities were rated as “excellent” or “good” by 70% of respondents. Compared to the benchmark data, educational opportunities were above the average of national comparison jurisdictions, while cultural activity opportunities were rated much below the benchmark comparisons.

About 62% of Lynchburg residents used a City library at least once in the 12 months preceding the survey. This participation rate for library use was much less than in comparison jurisdictions, and had decreased over time.

FIGURE 56: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

	2013	2008	2006	2004
Opportunities to attend cultural activities	37%	40%	43%	46%
Educational opportunities	70%	77%	72%	NA
Percent "excellent" or "good"				

FIGURE 57: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Opportunities to attend cultural activities	Much below	Much below
Educational opportunities	Above	Similar

FIGURE 58: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

	2013	2008	2006	2004
Used Lynchburg public libraries or their services	62%	70%	72%	71%
Participated in religious or spiritual activities in Lynchburg	72%	76%	NA	NA
Percent using at least once in last 12 months				

FIGURE 59: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Used Lynchburg public libraries or their services	Much less	Much less
Participated in religious or spiritual activities in Lynchburg	Much more	Much more

FIGURE 60: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES BY YEAR

	2013	2008	2006	2004
Public schools	61%	68%	65%	60%
Public library services	76%	82%	74%	82%
Percent "excellent" or "good"				

FIGURE 61: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Public schools	Below	Similar
Public library services	Much below	Below

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 Lynchburg 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 Lynchburg, while the availability of affordable quality health care was rated less favorably by residents. The availability of preventive health services improved over time.

Among Lynchburg residents, 55% rated affordable quality health care as "excellent" or "good." Those ratings were similar to the ratings of comparison communities.

FIGURE 62: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BY YEAR

	2013	2008	2006	2004
Availability of affordable quality health care	55%	51%	55%	NA
Availability of affordable quality food	62%	61%	NA	NA
Availability of preventive health services	59%	50%	NA	NA
Percent "excellent" or "good"				

FIGURE 63: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Availability of affordable quality health care	Similar	Similar
Availability of affordable quality food	Similar	Similar
Availability of preventive health services	Similar	Below

FIGURE 64: RATINGS OF HEALTH AND WELLNESS SERVICES BY YEAR

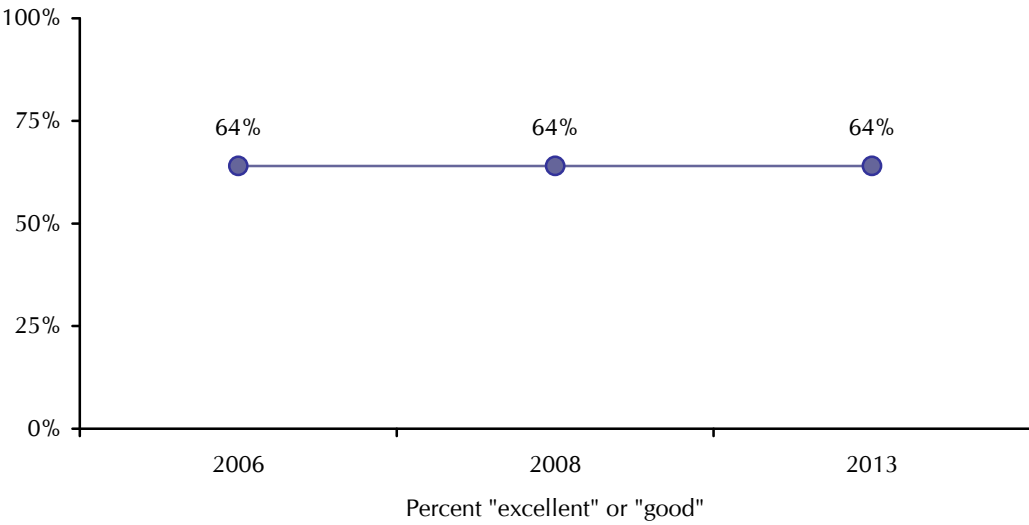


FIGURE 65: HEALTH AND WELLNESS SERVICES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern 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 Lynchburg 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 Lynchburg as an “excellent” or “good” place to raise kids and a majority rated it as an excellent or good place to retire. Most residents felt that the local sense of community was “excellent” or “good.” Fewer survey respondents felt the City of Lynchburg was open and accepting towards people of diverse backgrounds. The availability of affordable quality child care was rated the lowest by residents and was similar to the benchmarks. The rating for Lynchburg as a place to retire decreased from 2008 to 2013 while other ratings remained stable over time.

FIGURE 66: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

	2013	2008	2006	2004
Sense of community	57%	55%	52%	56%
Openness and acceptance of the community toward people of diverse backgrounds	46%	46%	39%	45%
Availability of affordable quality child care	45%	42%	47%	41%
Lynchburg as a place to raise children	81%	79%	75%	75%
Lynchburg as a place to retire	67%	75%	64%	69%
Percent "excellent" or "good"				

FIGURE 67: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Sense of community	Below	Below
Openness and acceptance of the community toward people of diverse backgrounds	Much below	Much below
Availability of affordable quality child care	Similar	Similar
Lynchburg as a place to raise kids	Similar	Similar
Lynchburg as a place to retire	Similar	Below

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 45% to 66% with ratings of “excellent” or “good.” All were rated similarly when compared to jurisdictions in the Southern region with populations from 50,000 to 100,000.

FIGURE 68: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

	2013	2008	2006	2004
Services to seniors	66%	55%	56%	45%
Services to youth	51%	44%	41%	39%
Services to low-income people	45%	41%	47%	39%
Percent "excellent" or "good"				

FIGURE 69: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Services to seniors	Similar	Similar
Services to youth	Below	Similar
Services to low income people	Similar	Similar

CIVIC ENGAGEMENT

Community leaders cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Elected officials and staff require the assistance of local residents whether that assistance comes in tacit approval or eager help; and commonality of purpose among the electorate facilitates policies and programs that appeal to most and causes discord among few. Furthermore, when neighbors help neighbors, the cost to the community to provide services to residents in need declines. When residents are civically engaged, they have taken the opportunity to participate in making the community more livable for all. The extent to which local government provides opportunities to become informed and engaged and the extent to which residents take those opportunities is an indicator of the connection between government and populace. By understanding your residents' level of connection to, knowledge of and participation in local government, the City can find better opportunities to communicate and educate citizens about its mission, services, accomplishments and plans. This survey information is essential for public communication and for helping local government staff to conceive strategies for reaching reluctant voters whose confidence in government may need boosting prior to important referenda.

Civic Activity

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

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

FIGURE 70: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

	2013	2008	2006	2004
Opportunities to volunteer	77%	79%	NA	NA
Opportunities to participate in community matters	56%	62%	NA	NA
Percent "excellent" or "good"				

FIGURE 71: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Opportunities to participate in community matters	Below	Below
Opportunities to volunteer	Similar	Similar

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

FIGURE 72: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR¹

	2013	2008	2006	2004
Attended a meeting of local elected officials or other local public meeting	26%	27%	28%	29%
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	48%	52%	60%	64%
Volunteered your time to some group or activity in Lynchburg	56%	56%	NA	53%
Participated in a club or civic group in Lynchburg	36%	38%	NA	NA
Provided help to a friend or neighbor	95%	93%	NA	NA
Percent participating at least once in the last 12 months				

FIGURE 73: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Attended a meeting of local elected officials or other local public meeting	Similar	Similar
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 Lynchburg	Much more	Much more
Participated in a club or civic group in Lynchburg	Much more	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 Lynchburg residents showed the largest amount of civic engagement in the area of electoral participation. Eighty-nine percent reported they were registered to vote and 83% indicated they had voted in the last general election. This rate of self-reported voting was higher than that of comparison communities.

FIGURE 74: REPORTED VOTING BEHAVIOR BY YEAR²

	2013	2008	2006	2004
Registered to vote	89%	83%	81%	84%
Voted in the last general election	83%	66%	66%	64%
Percent "yes"				

FIGURE 75: VOTING BEHAVIOR BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Registered to vote	Similar	Similar
Voted in last general election	More	More

² 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.

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 Lynchburg Web site in the previous 12 months, 68% reported they had done so at least once. Public information services were rated similarly compared to benchmark data. More residents reported visiting the City Web site in 2013 than in previous survey years.

FIGURE 76: USE OF INFORMATION SOURCES BY YEAR

	2013	2008	2006	2004
Read City Source Newsletter	39%	41%	40%	65%
Visited the City of Lynchburg Web site (at www.lynchburgva.gov)	68%	55%	41%	NA
Percent using at least once in last 12 months				

FIGURE 77: USE OF INFORMATION SOURCES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Read Lynchburg Newsletter	Much less	Much less
Visited the City of Lynchburg Web site	Much more	Much more

FIGURE 78: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR

	2013	2008	2006	2004
Cable television	39%	46%	37%	25%
Public information services	66%	71%	64%	61%
Percent "excellent" or "good"				

FIGURE 79: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Cable television	Much below	Much below
Public information services	Similar	Similar

Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 49% of respondents, while 84% rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.”

FIGURE 80: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES BY YEAR

	2013	2008	2006	2004
Opportunities to participate in social events and activities	49%	57%	NA	NA
Opportunities to participate in religious or spiritual events and activities	84%	81%	NA	NA
Percent "excellent" or "good"				

FIGURE 81: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Opportunities to participate in social events and activities	Much below	Much below
Opportunities to participate in religious or spiritual events and activities	Above	Above

Residents in Lynchburg reported a fair amount of neighborliness. Close to half indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was less than the amount of contact reported in other communities.

FIGURE 82: CONTACT WITH IMMEDIATE NEIGHBORS BY YEAR

	2013	2008	2006	2004
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)?	46%	54%	NA	NA
Percent "at least several times per week"				

FIGURE 83: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Has contact with neighbors at least several times per week	Less	Less

PUBLIC TRUST

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

About 41% of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City of Lynchburg does at welcoming citizen involvement, 49% rated it as "excellent" or "good." Of these four ratings two were similar to the benchmarks and two were below the benchmarks.

FIGURE 84: PUBLIC TRUST RATINGS BY YEAR

	2013	2008	2006	2004
The value of services for the taxes paid to Lynchburg*	41%	46%	46%	51%
The overall direction that Lynchburg is taking*	49%	50%	55%	53%
The job Lynchburg government does at welcoming citizen involvement*	49%	45%	50%	56%
Overall image or reputation of Lynchburg	62%	64%	65%	NA
Percent "excellent" or "good"				

* For jurisdictions that have conducted The NCS prior to 2008, the 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 85: PUBLIC TRUST BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Value of services for the taxes paid to Lynchburg	Much below	Much below
The overall direction that Lynchburg is taking	Similar	Similar
Job Lynchburg government does at welcoming citizen involvement	Similar	Similar
Overall image or reputation of Lynchburg	Below	Much below

On average, residents of the City of Lynchburg gave the highest evaluations to their own local government and the lowest average rating to the Federal Government. The overall quality of services delivered by the City of Lynchburg was rated as “excellent” or “good” by 70% of survey participants. The City of Lynchburg’s rating was similar to the benchmarks. Ratings of overall City services increased over time.

FIGURE 86: RATING OVERALL QUALITY OF SERVICES PROVIDED BY THE CITY OF LYNCHBURG BY YEAR

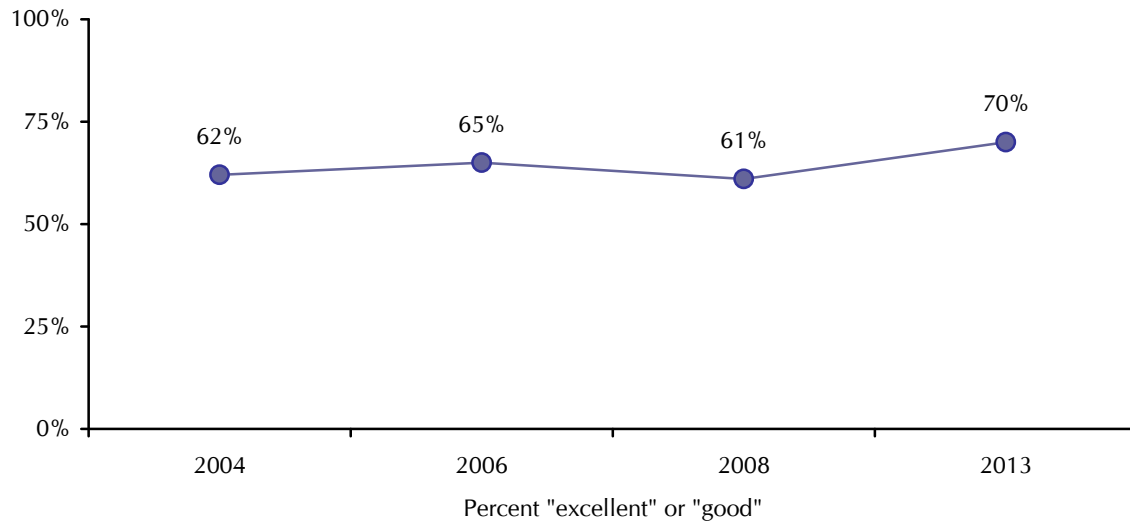


FIGURE 87: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

	2013	2008	2006	2004
Services provided by City of Lynchburg	70%	61%	65%	62%
Services provided by the Federal Government	38%	40%	47%	52%
Services provided by the State Government	46%	46%	52%	50%
Percent "excellent" or "good"				

FIGURE 88: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Services provided by the City of Lynchburg	Similar	Similar
Services provided by the Federal Government	Below	Below
Services provided by the State Government	Similar	Similar

City of Lynchburg Employees

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

Those completing the survey were asked if they had been in contact with a City employee either in-person, over the phone or via email in the last 12 months; the 49% who reported that they had been in contact (a percent that is similar to the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 82% of respondents rated their overall impression as "excellent" or "good." Overall ratings of employees were higher than the benchmarks and were generally stable over time.

FIGURE 89: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

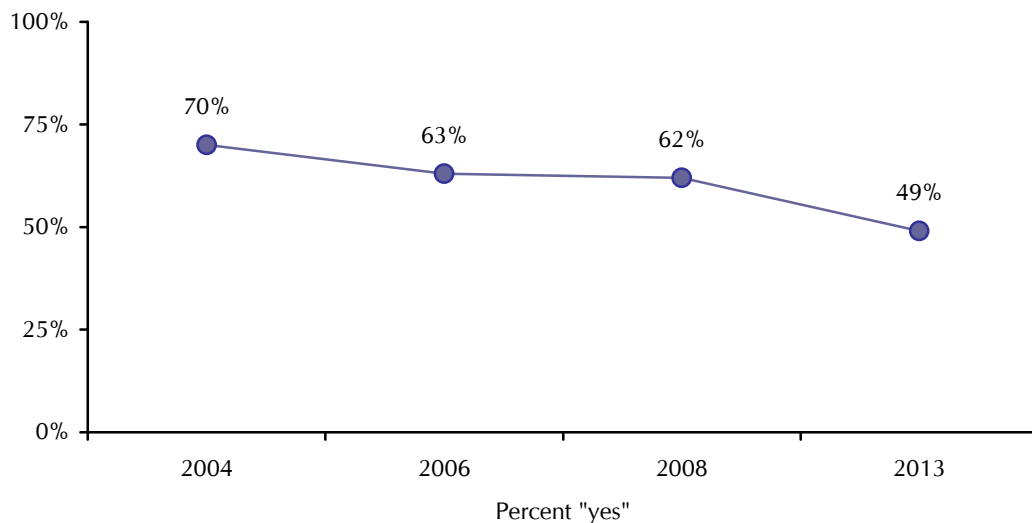


FIGURE 90: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Had contact with City employee(s) in last 12 months	Similar	Similar

FIGURE 91: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR

	2013	2008	2006	2004
Knowledge	85%	81%	81%	79%
Responsiveness	79%	76%	74%	74%
Courtesy	84%	77%	76%	79%
Overall impression	82%	76%	74%	76%
Percent "excellent" or "good"				

FIGURE 92: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	National comparison	Populations 50,000 to 100,000 in the Southern region comparison
Knowledge	Above	Similar
Responsiveness	Similar	Similar
Courteousness	Above	Above
Overall impression	Above	Above

FROM DATA TO ACTION

RESIDENT PRIORITIES

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

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

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

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

- Ambulance or emergency medical services
- Garbage collection
- Preservation of natural areas
- Public library services
- Public schools

CITY OF LYNCHBURG ACTION CHART™

The 2013 City of Lynchburg Action Chart™ on the following page combines three dimensions of performance:

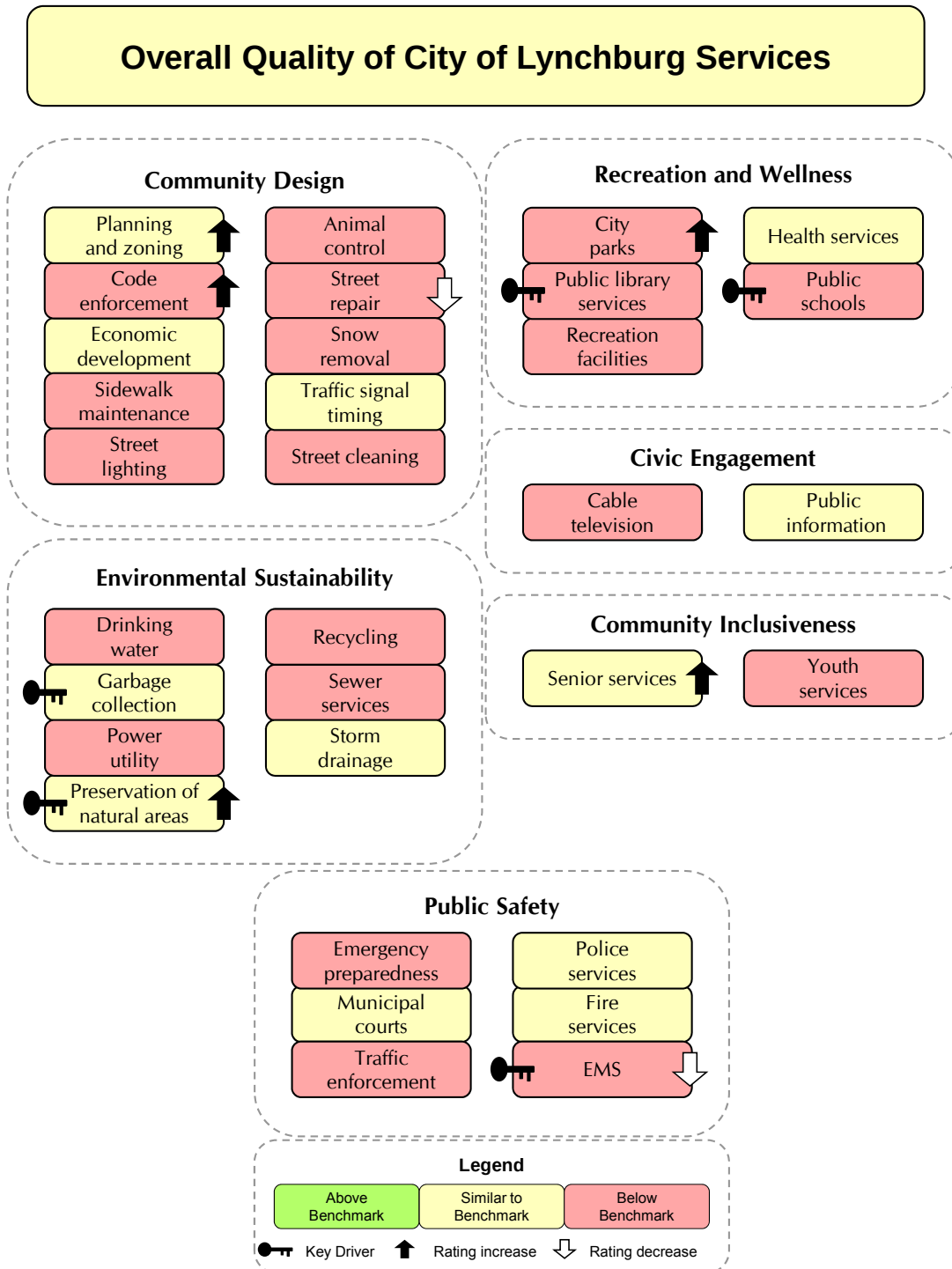
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. 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-two services were included in the KDA for the City of Lynchburg. Of these, none were above the benchmark, 20 were below the benchmark and 12 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 trending down or that are not at least similar to the benchmark. In Lynchburg, ambulance or emergency medical services was below the benchmark and trending down, public schools and public library services were also below the benchmark. More detail about interpreting results can be found in the next section.

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

FIGURE 93: CITY OF LYNCHBURG ACTION CHART™



USING YOUR ACTION CHART™

The key drivers derived for the City of Lynchburg 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 Lynchburg, 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 Lynchburg, 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 Lynchburg 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 Lynchburg 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 94: KEY DRIVERS COMPARED

Service	City of Lynchburg 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			
• Garbage collection	✓		✓
◦ Recycling			
◦ Storm drainage			✓
◦ Drinking water			✓
◦ Sewer services			✓
◦ City parks			
◦ Recreation centers or facilities			
Land use planning and zoning		✓	
Code enforcement			✓
◦ Animal control			
Economic development		✓	
Health services			✓
◦ Services to seniors			
◦ Services to low income residents			
Public library	✓		
Public information services		✓	
• Public schools	✓	✓	
◦ Cable television			
◦ Emergency preparedness			
Preservation of natural areas	✓		

• Key driver overlaps with national and or core services

◦ Service may be targeted for reductions it is not a key driver or core service

CUSTOM QUESTIONS

Don't know responses have been removed from these questions, when applicable.

Custom Question 1					
In order to cover the increasing costs of maintaining existing services and the shortage of revenue to provide these services, the City could increase local taxes and/or fees or make cuts to services and programs. Please indicate to what extent you support or oppose each of the following:	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
Property tax increase	6%	18%	30%	46%	100%
Car tax increase	3%	18%	26%	54%	100%
Meals tax increase	8%	24%	26%	42%	100%
Increase user fees (e.g., trash collection fees, permits/licenses, recreation classes, etc.)	7%	27%	29%	37%	100%

Custom Question 2					
If the City's choice was to increase revenues to avoid cutting services, please indicate to what extent you would support or oppose the following:	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
Increase local taxes to maintain current services (e.g. property or meals taxes)	10%	27%	27%	36%	100%
Increase fess to maintain services	8%	43%	30%	20%	100%
Make cuts to services	12%	24%	37%	27%	100%

Custom Question 3	
In the coming months, the City will have to make a decision regarding a new Heritage High School. To what extent would you support or oppose increasing local taxes for a new Heritage High School?	Percent of respondents
Strongly support	12%
Somewhat support	29%
Somewhat oppose	23%
Strongly oppose	36%
Total	100%

APPENDIX A: COMPLETE SURVEY FREQUENCIES

FREQUENCIES EXCLUDING "DON'T KNOW" RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Lynchburg:	Excellent	Good	Fair	Poor	Total
Lynchburg as a place to live	20%	59%	20%	1%	100%
Your neighborhood as a place to live	26%	53%	17%	5%	100%
Lynchburg as a place to raise children	27%	54%	18%	1%	100%
Lynchburg as a place to work	13%	41%	31%	15%	100%
Lynchburg as a place to retire	17%	49%	22%	11%	100%
The overall quality of life in Lynchburg	14%	60%	24%	1%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Lynchburg as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	8%	49%	35%	8%	100%
Openness and acceptance of the community toward people of diverse backgrounds	8%	38%	42%	12%	100%
Overall appearance of Lynchburg	11%	48%	38%	4%	100%
Cleanliness of Lynchburg	8%	54%	35%	3%	100%
Overall quality of new development in Lynchburg	6%	54%	30%	9%	100%
Variety of housing options	11%	50%	34%	5%	100%
Overall quality of business and service establishments in Lynchburg	6%	56%	31%	8%	100%
Shopping opportunities	6%	38%	37%	19%	100%
Opportunities to attend cultural activities	6%	31%	42%	21%	100%
Recreational opportunities	8%	38%	38%	16%	100%
Employment opportunities	4%	27%	46%	22%	100%
Educational opportunities	16%	54%	26%	4%	100%
Opportunities to participate in social events and activities	5%	43%	43%	8%	100%
Opportunities to participate in religious or spiritual events and activities	34%	50%	14%	2%	100%
Opportunities to volunteer	19%	58%	23%	1%	100%
Opportunities to participate in community matters	10%	46%	37%	6%	100%
Ease of car travel in Lynchburg	13%	46%	29%	12%	100%
Ease of bus travel in Lynchburg	6%	32%	49%	13%	100%
Ease of bicycle travel in Lynchburg	3%	33%	32%	33%	100%
Ease of walking in Lynchburg	9%	41%	30%	20%	100%
Availability of paths and walking trails	19%	49%	24%	9%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Lynchburg as a whole:	Excellent	Good	Fair	Poor	Total
Traffic flow on major streets	4%	32%	40%	24%	100%
Amount of public parking	2%	29%	42%	27%	100%
Availability of affordable quality housing	7%	37%	42%	14%	100%
Availability of affordable quality child care	4%	41%	43%	12%	100%
Availability of affordable quality health care	9%	46%	29%	16%	100%
Availability of affordable quality food	12%	50%	32%	6%	100%
Availability of preventive health services	8%	51%	31%	10%	100%
Air quality	16%	58%	24%	2%	100%
Quality of overall natural environment in Lynchburg	18%	54%	26%	2%	100%
Overall image or reputation of Lynchburg	11%	50%	32%	6%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Lynchburg over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	1%	12%	57%	24%	6%	100%
Retail growth (stores, restaurants, etc.)	10%	27%	49%	11%	4%	100%
Jobs growth	24%	52%	23%	1%	0%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Lynchburg?	Percent of respondents
Not a problem	8%
Minor problem	37%
Moderate problem	42%
Major problem	13%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Lynchburg:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	19%	48%	19%	11%	2%	100%
Property crimes (e.g., burglary, theft)	8%	48%	19%	19%	6%	100%
Environmental hazards, including toxic waste	31%	45%	18%	6%	1%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	66%	27%	4%	3%	1%	100%
In your neighborhood after dark	39%	40%	9%	7%	5%	100%
In Lynchburg's downtown area during the day	37%	40%	13%	9%	2%	100%
In Lynchburg's downtown area after dark	6%	30%	16%	28%	19%	100%

Question 7: Contact with Police Department			
Have you had any in-person or phone contact with an employee of the City of Lynchburg Police Department within the last 12 months?	No	Yes	Total
Have you had any in-person or phone contact with an employee of the City of Lynchburg Police Department within the last 12 months?	64%	36%	100%

Question 8: Ratings of Contact with Police Department					
What was your overall impression of your most recent contact with the City of Lynchburg Police Department?	Excellent	Good	Fair	Poor	Total
What was your overall impression of your most recent contact with the City of Lynchburg Police Department?	37%	44%	13%	6%	100%

Question 9: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	89%
Yes	11%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	22%
Yes	78%
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 Lynchburg?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Lynchburg public libraries or their services	38%	23%	23%	7%	8%	100%
Used Lynchburg recreation centers	44%	27%	19%	6%	4%	100%
Participated in a recreation program or activity	55%	24%	15%	4%	2%	100%
Visited a neighborhood park or City park	14%	23%	36%	16%	10%	100%
Ridden a local bus within Lynchburg	79%	10%	6%	2%	3%	100%
Attended a meeting of local elected officials or other local public meeting	74%	20%	6%	0%	0%	100%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	52%	28%	16%	4%	1%	100%
Read City Source Newsletter	61%	26%	10%	1%	1%	100%
Visited the City of Lynchburg Web site (at www.lynchburgva.gov)	32%	26%	29%	8%	4%	100%
Recycled used paper, cans or bottles from your home	28%	15%	16%	16%	25%	100%
Volunteered your time to some group or activity in Lynchburg	44%	23%	20%	5%	9%	100%
Participated in religious or spiritual activities in Lynchburg	28%	16%	13%	8%	35%	100%
Participated in a club or civic group in Lynchburg	64%	18%	8%	5%	6%	100%
Provided help to a friend or neighbor	5%	20%	42%	15%	17%	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	19%
Several times a week	28%
Several times a month	24%
Less than several times a month	30%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Lynchburg:	Excellent	Good	Fair	Poor	Total
Police services	27%	50%	18%	4%	100%
Fire services	38%	51%	10%	0%	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Lynchburg:	Excellent	Good	Fair	Poor	Total
Ambulance or emergency medical services	37%	44%	16%	2%	100%
Crime prevention	12%	48%	34%	6%	100%
Fire prevention and education	21%	46%	30%	3%	100%
Municipal courts	14%	48%	31%	7%	100%
Traffic enforcement	11%	49%	29%	12%	100%
Street repair	4%	24%	36%	36%	100%
Street cleaning	6%	38%	41%	15%	100%
Street lighting	7%	45%	36%	12%	100%
Snow removal	9%	46%	34%	11%	100%
Sidewalk maintenance	7%	40%	42%	11%	100%
Traffic signal timing	7%	43%	30%	20%	100%
Bus or transit services	8%	48%	36%	7%	100%
Garbage collection	31%	49%	17%	3%	100%
Recycling	16%	39%	29%	16%	100%
Yard waste pick-up	21%	44%	31%	5%	100%
Storm drainage	10%	56%	27%	7%	100%
Drinking water	18%	42%	30%	10%	100%
Sewer services	14%	53%	29%	4%	100%
Power (electric and/or gas) utility	15%	42%	33%	9%	100%
City parks	23%	53%	22%	2%	100%
Recreation programs or classes	14%	55%	29%	2%	100%
Recreation centers or facilities	12%	45%	37%	7%	100%
Land use, planning and zoning	6%	35%	46%	13%	100%
Code enforcement (weeds, abandoned buildings, etc.)	7%	30%	39%	23%	100%
Animal control	7%	49%	35%	9%	100%
Economic development	6%	36%	44%	14%	100%
Health services	17%	47%	32%	4%	100%
Services to seniors	12%	54%	28%	6%	100%
Services to youth	10%	41%	38%	10%	100%
Services to low-income people	12%	33%	36%	19%	100%
Public library services	22%	55%	21%	3%	100%
Public information services	11%	56%	30%	4%	100%
Public schools	14%	47%	32%	7%	100%
Cable television	8%	32%	34%	26%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	13%	35%	32%	20%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	10%	43%	38%	9%	100%

Question 14: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City of Lynchburg	10%	60%	27%	2%	100%
The Federal Government	6%	32%	34%	28%	100%
The State Government	5%	40%	41%	13%	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 Lynchburg to someone who asks	33%	48%	13%	6%	100%
Remain in Lynchburg for the next five years	50%	23%	15%	12%	100%

Question 16: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	4%
Somewhat positive	11%
Neutral	45%
Somewhat negative	30%
Very negative	10%
Total	100%

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

Question 18: Ratings of Contact with Fire Department					
What was your overall impression of your most recent contact with the City of Lynchburg Fire Department?	Excellent	Good	Fair	Poor	Total
What was your overall impression of your most recent contact with the City of Lynchburg Fire Department?	59%	34%	5%	1%	100%

Question 19: Contact with City Employees	
Have you had any in-person, phone or email with an employee of the City of Lynchburg within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	51%
Yes	49%
Total	100%

Question 20: City Employees					
What was your impression of the employee(s) of the City of Lynchburg in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	39%	46%	12%	3%	100%
Responsiveness	36%	43%	10%	11%	100%
Courtesy	48%	36%	8%	8%	100%
Overall impression	41%	41%	11%	7%	100%

Question 21: Government Performance					
Please rate the following categories of Lynchburg government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Lynchburg	8%	33%	40%	19%	100%
The overall direction that Lynchburg is taking	7%	42%	42%	9%	100%
The job Lynchburg government does at welcoming citizen involvement	6%	44%	33%	17%	100%

Question 22a: Custom Question 1					
In order to cover the increasing costs of maintaining existing services and the shortage of revenue to provide these services, the City could increase local taxes and/or fees or make cuts to services and programs. Please indicate to what extent you support or oppose each of the following:	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
Property tax increase	6%	18%	30%	46%	100%
Car tax increase	3%	18%	26%	54%	100%
Meals tax increase	8%	24%	26%	42%	100%
Increase user fees (e.g., trash collection fees, permits/licenses, recreation classes, etc.)	7%	27%	29%	37%	100%

Question 22b: Custom Question 2					
If the City's choice was to increase revenues to avoid cutting services, please indicate to what extent you would support or oppose the following:	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
Increase local taxes to maintain current services (e.g. property or meals taxes)	10%	27%	27%	36%	100%
Increase fess to maintain services	8%	43%	30%	20%	100%
Make cuts to services	12%	24%	37%	27%	100%

Question 22c: Custom Question 3	
In the coming months, the City will have to make a decision regarding a new Heritage High School. To what extent would you support or oppose increasing local taxes for a new Heritage High School?	Percent of respondents
Strongly support	12%
Somewhat support	29%
Somewhat oppose	23%
Strongly oppose	36%
Total	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	33%
Yes, full-time	55%
Yes, part-time	12%
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	82%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	10%
Bus, rail, subway or other public transportation	0%
Walk	2%
Bicycle	1%
Work at home	4%
Other	0%

Question D3: Length of Residency	
How many years have you lived in Lynchburg?	Percent of respondents
Less than 2 years	8%
2 to 5 years	16%
6 to 10 years	16%
11 to 20 years	14%
More than 20 years	45%
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	64%
House attached to one or more houses (e.g., a duplex or townhome)	11%
Building with two or more apartments or condominiums	23%
Mobile home	0%
Other	2%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house, apartment or mobile home...	Percent of respondents
Rented for cash or occupied without cash payment	46%
Owned by you or someone in this house with a mortgage or free and clear	54%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents
Less than \$300 per month	9%
\$300 to \$599 per month	22%
\$600 to \$999 per month	45%
\$1,000 to \$1,499 per month	13%
\$1,500 to \$2,499 per month	9%
\$2,500 or more per month	2%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	67%
Yes	33%
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	76%
Yes	24%
Total	100%

Question D9: Household Income	
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents
Less than \$24,999	29%
\$25,000 to \$49,999	28%
\$50,000 to \$99,999	29%
\$100,000 to \$149,999	10%
\$150,000 or more	5%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	98%
Yes, I consider myself to be Spanish, Hispanic or Latino	2%
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	3%
Asian, Asian Indian or Pacific Islander	2%
Black or African American	22%
White	72%
Other	6%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	7%
25 to 34 years	33%
35 to 44 years	12%
45 to 54 years	16%
55 to 64 years	11%
65 to 74 years	12%
75 years or older	9%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	56%
Male	44%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	11%
Yes	84%
Ineligible to vote	6%
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	16%
Yes	77%
Ineligible to vote	7%
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	57%
Yes	43%
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	26%
Land line	50%
Both	23%
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 Lynchburg:	Excellent		Good		Fair		Poor		Don't know		Total	
Lynchburg as a place to live	20%	77	59%	222	20%	76	1%	5	0%	0	100%	380
Your neighborhood as a place to live	26%	97	53%	199	17%	63	5%	18	0%	1	100%	377
Lynchburg as a place to raise children	25%	96	51%	192	17%	65	1%	5	5%	20	100%	377
Lynchburg as a place to work	12%	46	40%	151	30%	112	15%	55	3%	13	100%	377
Lynchburg as a place to retire	16%	60	45%	168	20%	76	10%	37	9%	36	100%	377
The overall quality of life in Lynchburg	14%	54	60%	227	24%	91	1%	5	0%	1	100%	378

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Lynchburg as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Sense of community	8%	29	48%	178	34%	126	8%	28	2%	8	100%	369
Openness and acceptance of the community toward people of diverse backgrounds	8%	29	36%	137	41%	154	11%	43	4%	15	100%	377
Overall appearance of Lynchburg	11%	40	47%	179	38%	142	4%	14	0%	2	100%	376
Cleanliness of Lynchburg	8%	31	54%	204	35%	131	3%	10	0%	1	100%	376
Overall quality of new development in Lynchburg	6%	22	50%	188	28%	104	9%	33	7%	27	100%	374
Variety of housing options	10%	39	47%	177	33%	123	5%	19	5%	19	100%	377
Overall quality of business and service establishments in Lynchburg	6%	21	55%	207	30%	113	8%	29	1%	5	100%	375
Shopping opportunities	6%	21	38%	143	37%	139	19%	73	1%	3	100%	378
Opportunities to attend cultural activities	6%	21	30%	112	41%	153	20%	75	4%	17	100%	378
Recreational opportunities	8%	28	37%	138	37%	139	16%	59	3%	10	100%	374
Employment opportunities	4%	15	25%	95	44%	165	21%	79	5%	20	100%	375

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Lynchburg as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Educational opportunities	15%	58	52%	196	25%	93	4%	14	3%	13	100%	374
Opportunities to participate in social events and activities	5%	19	41%	155	41%	153	8%	30	5%	20	100%	376
Opportunities to participate in religious or spiritual events and activities	32%	121	48%	180	14%	52	2%	6	5%	17	100%	376
Opportunities to volunteer	18%	66	54%	202	21%	79	1%	3	6%	22	100%	372
Opportunities to participate in community matters	9%	34	42%	156	34%	126	6%	22	9%	35	100%	372
Ease of car travel in Lynchburg	13%	49	44%	166	28%	105	12%	44	3%	10	100%	374
Ease of bus travel in Lynchburg	4%	15	20%	75	30%	114	8%	29	38%	141	100%	374
Ease of bicycle travel in Lynchburg	2%	7	25%	91	24%	88	25%	91	25%	94	100%	372
Ease of walking in Lynchburg	8%	30	39%	144	29%	107	19%	70	6%	22	100%	374
Availability of paths and walking trails	17%	65	46%	172	22%	84	8%	31	6%	22	100%	375
Traffic flow on major streets	4%	14	32%	119	39%	148	24%	90	1%	5	100%	376
Amount of public parking	2%	9	28%	103	40%	151	26%	97	4%	15	100%	376
Availability of affordable quality housing	6%	22	33%	124	38%	141	13%	47	11%	40	100%	374
Availability of affordable quality child care	2%	8	23%	87	24%	91	7%	26	43%	162	100%	374
Availability of affordable quality health care	9%	32	42%	156	27%	101	14%	54	8%	31	100%	374
Availability of affordable quality food	11%	42	49%	183	31%	116	6%	23	3%	10	100%	374
Availability of preventive health services	7%	26	46%	173	28%	103	9%	35	10%	37	100%	374
Air quality	15%	57	57%	213	23%	86	2%	9	2%	8	100%	373
Quality of overall natural environment in Lynchburg	17%	64	52%	197	26%	96	2%	6	4%	14	100%	376
Overall image or reputation of Lynchburg	11%	42	49%	186	32%	119	6%	23	2%	8	100%	378

Question 3: Growth													
Please rate the speed of growth in the following categories in Lynchburg over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total
Population growth	1%	2	10%	36	45%	170	19%	71	4%	17	22%	81	100% 378
Retail growth (stores, restaurants, etc.)	9%	33	24%	91	44%	166	10%	37	4%	13	10%	36	100% 377
Jobs growth	21%	78	44%	167	19%	73	1%	3	0%	1	14%	54	100% 376

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Lynchburg?	Percent of respondents	Count
Not a problem	7%	27
Minor problem	34%	126
Moderate problem	39%	143
Major problem	12%	45
Don't know	8%	29
Total	100%	370

Question 5: Community Safety													
Please rate how safe or unsafe you feel from the following in Lynchburg:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total
Violent crime (e.g., rape, assault, robbery)	19%	69	48%	178	19%	69	11%	42	2%	9	2%	6	100% 373
Property crimes (e.g., burglary, theft)	8%	29	47%	174	18%	69	19%	70	5%	20	3%	11	100% 373
Environmental hazards, including toxic waste	28%	104	41%	152	16%	60	5%	19	1%	4	9%	35	100% 374

Question 6: Personal Safety													
Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total
In your neighborhood during the day	65%	245	26%	99	4%	13	3%	11	1%	4	1%	2	100% 375
In your neighborhood after dark	38%	144	40%	150	9%	33	7%	28	5%	18	1%	2	100% 376
In Lynchburg's downtown area during the day	35%	133	38%	143	12%	46	8%	31	2%	8	4%	16	100% 376
In Lynchburg's downtown area after dark	6%	21	28%	103	15%	57	26%	98	18%	67	7%	27	100% 372

Question 7: Contact with Police Department								
Have you had any in-person or phone contact with an employee of the City of Lynchburg Police Department within the last 12 months?	No		Yes		Don't know		Total	
Have you had any in-person or phone contact with an employee of the City of Lynchburg Police Department within the last 12 months?	64%	232	36%	133	0%	0	100%	366

Question 8: Ratings of Contact with Police Department													
What was your overall impression of your most recent contact with the City of Lynchburg Police Department?	Excellent		Good		Fair		Poor		Don't know		Total		
What was your overall impression of your most recent contact with the City of Lynchburg Police Department?	37%	49	44%	58	13%	17	6%	8	0%	0	100%	132	

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	87%	321
Yes	11%	39
Don't know	2%	7
Total	100%	367

Question 10: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	22%	9
Yes	78%	31
Don't know	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 Lynchburg?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
Used Lynchburg public libraries or their services	38%	143	23%	86	23%	86	7%	28	8%	30	100%	373
Used Lynchburg recreation centers	44%	163	27%	100	19%	72	6%	23	4%	16	100%	374
Participated in a recreation program or activity	55%	203	24%	91	15%	55	4%	14	2%	8	100%	371
Visited a neighborhood park or City park	14%	53	23%	84	36%	135	16%	61	10%	38	100%	371
Ridden a local bus within Lynchburg	79%	291	10%	38	6%	21	2%	8	3%	10	100%	367
Attended a meeting of local elected officials or other local public meeting	74%	278	20%	73	6%	21	0%	1	0%	1	100%	374
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	52%	193	28%	105	16%	58	4%	14	1%	2	100%	371
Read City Source Newsletter	61%	221	26%	93	10%	38	1%	4	1%	5	100%	361
Visited the City of Lynchburg Web site (at www.lynchburgva.gov)	32%	118	26%	97	29%	108	8%	31	4%	16	100%	369
Recycled used paper, cans or bottles from your home	28%	102	15%	56	16%	58	16%	57	25%	90	100%	362
Volunteered your time to some group or activity in Lynchburg	44%	161	23%	84	20%	72	5%	19	9%	32	100%	367
Participated in religious or spiritual activities in Lynchburg	28%	104	16%	58	13%	49	8%	31	35%	128	100%	369
Participated in a club or civic group in Lynchburg	64%	236	18%	65	8%	30	5%	17	6%	23	100%	371
Provided help to a friend or neighbor	5%	20	20%	75	42%	159	15%	56	17%	65	100%	375

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	19%	69
Several times a week	28%	102
Several times a month	24%	88
Less than several times a month	30%	111
Total	100%	370

Question 13: Service Quality												
Please rate the quality of each of the following services in Lynchburg:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	25%	91	45%	167	17%	62	4%	14	9%	34	100%	369
Fire services	30%	110	40%	148	8%	30	0%	1	22%	81	100%	369
Ambulance or emergency medical services	29%	107	34%	125	13%	47	2%	6	23%	83	100%	368
Crime prevention	10%	37	39%	144	27%	101	5%	17	19%	70	100%	369
Fire prevention and education	15%	54	32%	116	20%	75	2%	8	32%	116	100%	368
Municipal courts	9%	33	32%	116	20%	73	5%	17	35%	127	100%	366
Traffic enforcement	9%	35	43%	159	25%	93	11%	39	11%	42	100%	368
Street repair	4%	14	23%	85	34%	125	34%	127	5%	20	100%	370
Street cleaning	6%	20	36%	132	39%	144	14%	52	6%	21	100%	369
Street lighting	7%	26	45%	165	35%	130	12%	43	1%	5	100%	368
Snow removal	8%	31	42%	157	31%	114	10%	36	9%	32	100%	370
Sidewalk maintenance	6%	22	36%	133	37%	137	10%	37	11%	40	100%	369
Traffic signal timing	7%	26	43%	155	30%	108	19%	70	2%	6	100%	365
Bus or transit services	4%	14	23%	85	17%	64	4%	13	52%	194	100%	370
Garbage collection	29%	105	45%	165	15%	57	3%	10	9%	32	100%	369
Recycling	13%	50	32%	119	24%	88	13%	48	17%	63	100%	368

Question 13: Service Quality												
Please rate the quality of each of the following services in Lynchburg:	Excellent		Good		Fair		Poor		Don't know		Total	
Yard waste pick-up	17%	63	37%	134	26%	95	4%	14	17%	62	100%	368
Storm drainage	8%	30	46%	169	22%	81	5%	20	18%	67	100%	368
Drinking water	18%	65	41%	150	29%	109	10%	38	2%	9	100%	370
Sewer services	12%	45	45%	164	24%	90	4%	13	15%	56	100%	367
Power (electric and/or gas) utility	15%	55	41%	152	32%	118	9%	33	2%	9	100%	368
City parks	21%	77	48%	177	20%	73	1%	5	10%	35	100%	368
Recreation programs or classes	9%	31	33%	120	17%	63	1%	5	40%	147	100%	367
Recreation centers or facilities	7%	27	28%	103	23%	84	4%	16	37%	134	100%	364
Land use, planning and zoning	4%	16	24%	87	31%	116	9%	33	32%	117	100%	368
Code enforcement (weeds, abandoned buildings, etc.)	5%	19	22%	79	28%	105	17%	61	28%	103	100%	368
Animal control	6%	21	39%	143	28%	102	8%	28	19%	68	100%	361
Economic development	5%	19	28%	104	34%	127	11%	41	21%	78	100%	369
Health services	15%	56	42%	154	29%	105	4%	14	11%	39	100%	367
Services to seniors	8%	29	33%	123	17%	64	4%	13	38%	139	100%	368
Services to youth	6%	23	26%	97	24%	90	7%	24	36%	134	100%	368
Services to low-income people	7%	25	20%	72	22%	79	12%	42	40%	145	100%	363
Public library services	17%	63	44%	161	16%	60	2%	9	20%	75	100%	368
Public information services	8%	30	43%	157	23%	86	3%	10	23%	86	100%	369
Public schools	11%	41	37%	136	25%	93	5%	19	21%	78	100%	366
Cable television	6%	23	26%	97	28%	104	22%	81	17%	62	100%	367
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	10%	36	27%	101	25%	93	16%	57	22%	81	100%	367
Preservation of natural areas such as open space, farmlands and greenbelts	8%	29	33%	121	29%	105	7%	24	24%	88	100%	367

Question 14: Government Services Overall												
Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
The City of Lynchburg	10%	36	57%	212	26%	96	2%	9	5%	20	100%	372
The Federal Government	5%	19	29%	107	30%	112	25%	93	11%	40	100%	371
The State Government	5%	17	36%	134	37%	137	12%	44	11%	40	100%	371

Question 15: Recommendation and Longevity												
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
Recommend living in Lynchburg to someone who asks	32%	118	48%	176	13%	47	6%	22	2%	7	100%	370
Remain in Lynchburg for the next five years	49%	180	22%	82	14%	53	12%	44	3%	12	100%	371

Question 16: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	4%	15
Somewhat positive	11%	41
Neutral	45%	166
Somewhat negative	30%	111
Very negative	10%	38
Total	100%	371

Question 17: Contact with Fire Department									
Have you had any in-person or phone contact with an employee of the City of Lynchburg Fire Department within the last 12 months?	No		Yes		Don't know		Total		
Have you had any in-person or phone contact with an employee of the City of Lynchburg Fire Department within the last 12 months?	89%	329	11%	40	0%	2	100%	370	

Question 18: Ratings of Contact with Fire Department											
What was your overall impression of your most recent contact with the City of Lynchburg Fire Department?	Excellent		Good		Fair		Poor		Don't know		Total
What was your overall impression of your most recent contact with the City of Lynchburg Fire Department?	58%	23	34%	14	5%	2	1%	1	2%	1	100% 40

Question 19: Contact with City Employees		
Have you had any in-person, phone or email with an employee of the City of Lynchburg within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	51%	187
Yes	49%	182
Total	100%	368

Question 20: City Employees											
What was your impression of the employee(s) of the City of Lynchburg in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total
Knowledge	38%	69	44%	80	12%	22	3%	5	4%	6	100% 182
Responsiveness	36%	65	42%	77	10%	19	11%	20	1%	2	100% 182
Courtesy	48%	88	36%	65	8%	15	8%	14	0%	0	100% 182
Overall impression	41%	74	41%	74	11%	19	7%	14	0%	1	100% 182

Question 21: Government Performance												
Please rate the following categories of Lynchburg government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
The value of services for the taxes paid to Lynchburg	7%	26	30%	112	36%	138	17%	64	10%	37	100%	377
The overall direction that Lynchburg is taking	6%	24	38%	141	38%	141	9%	32	10%	37	100%	375
The job Lynchburg government does at welcoming citizen involvement	5%	17	34%	130	26%	99	14%	51	21%	79	100%	376

Question 22a: Custom Question 1											
In order to cover the increasing costs of maintaining existing services and the shortage of revenue to provide these services, the City could increase local taxes and/or fees or make cuts to services and programs. Please indicate to what extent you support or oppose each of the following:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total		
Property tax increase	6%	22	18%	67	30%	112	46%	172	100%	373	
Car tax increase	3%	11	18%	65	26%	96	54%	199	100%	371	
Meals tax increase	8%	29	24%	91	26%	96	42%	156	100%	372	
Increase user fees (e.g., trash collection fees, permits/licenses, recreation classes, etc.)	7%	26	27%	101	29%	107	37%	137	100%	371	

Question 22b: Custom Question 2											
If the City's choice was to increase revenues to avoid cutting services, please indicate to what extent you would support or oppose the following:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total		
Increase local taxes to maintain current services (e.g. property or meals taxes)	10%	36	27%	101	27%	99	36%	132	100%	367	
Increase fess to maintain services	8%	28	43%	154	30%	109	20%	71	100%	362	
Make cuts to services	12%	43	24%	89	37%	134	27%	99	100%	365	

Question 22c: Custom Question 3		
In the coming months, the City will have to make a decision regarding a new Heritage High School. To what extent would you support or oppose increasing local taxes for a new Heritage High School?	Percent of respondents	Count
Strongly support	10%	38
Somewhat support	25%	91
Somewhat oppose	20%	73
Strongly oppose	31%	113
Don't know	15%	54
Total	100%	369

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	33%	123
Yes, full-time	55%	205
Yes, part-time	12%	44
Total	100%	372

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	82%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	10%
Bus, rail, subway or other public transportation	0%
Walk	2%
Bicycle	1%
Work at home	4%
Other	0%

Question D3: Length of Residency		
How many years have you lived in Lynchburg?	Percent of respondents	Count
Less than 2 years	8%	31
2 to 5 years	16%	62
6 to 10 years	16%	61
11 to 20 years	14%	52
More than 20 years	45%	169
Total	100%	376

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	64%	240
House attached to one or more houses (e.g., a duplex or townhome)	11%	42
Building with two or more apartments or condominiums	23%	85
Mobile home	0%	0
Other	2%	8
Total	100%	375

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	46%	165
Owned by you or someone in this house with a mortgage or free and clear	54%	197
Total	100%	362

Question D6: Monthly Housing Cost		
About how much is the monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents	Count
Less than \$300 per month	9%	34
\$300 to \$599 per month	22%	78
\$600 to \$999 per month	45%	163
\$1,000 to \$1,499 per month	13%	46
\$1,500 to \$2,499 per month	9%	32
\$2,500 or more per month	2%	7
Total	100%	360

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	67%	246
Yes	33%	123
Total	100%	369

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	76%	281
Yes	24%	91
Total	100%	372

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	29%	102
\$25,000 to \$49,999	28%	100
\$50,000 to \$99,999	29%	102
\$100,000 to \$149,999	10%	35
\$150,000 or more	5%	16
Total	100%	355

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	98%	360
Yes, I consider myself to be Spanish, Hispanic or Latino	2%	6
Total	100%	366

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	3%	12
Asian, Asian Indian or Pacific Islander	2%	8
Black or African American	22%	80
White	72%	264
Other	6%	22
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%	25
25 to 34 years	33%	122
35 to 44 years	12%	43
45 to 54 years	16%	57
55 to 64 years	11%	42
65 to 74 years	12%	45
75 years or older	9%	35
Total	100%	369

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	56%	203
Male	44%	163
Total	100%	366

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	10%	38
Yes	82%	304
Ineligible to vote	6%	21
Don't know	2%	7
Total	100%	371

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	16%	59
Yes	77%	285
Ineligible to vote	7%	26
Don't know	0%	0
Total	100%	370

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	10%	37
Yes	90%	332
Total	100%	369

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	57%	212
Yes	43%	160
Total	100%	372

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	26%	33
Land line	50%	64
Both	23%	30
Total	100%	127

APPENDIX B: SURVEY METHODOLOGY

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

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

SURVEY VALIDITY

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

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

- Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent. A higher response rate lessens the worry that those who did not respond are different than those who did respond.
- Selecting households at random within the jurisdiction to receive the survey. A random selection ensures that the households selected to receive the survey are similar to the entire population. A non-random sample may only include households from one geographic area, or from households of only one type.
- Over-sampling multi-family housing units to improve response from hard-to-reach, lower income, or younger apartment dwellers.
- Selecting the respondent within the household using an unbiased sampling procedure; in this case, the "birthday method." The cover letter included an instruction requesting that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.
- Contacting potential respondents three times to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Soliciting response on jurisdiction letterhead signed by the highest ranking elected official or staff member, thus appealing to the recipients' sense of civic responsibility.
- Providing a self-addressed, postage-paid return envelope.
- Offering the survey in Spanish when appropriate and requested by City officials.
- Using the most recent available information about the characteristics of jurisdiction residents to weight the data to reflect the demographics of the population.

The answer to the second question about how closely the perspectives recorded on the survey reflect what residents really believe or do is more complex. Resident responses to surveys are influenced by a variety of factors. For questions about service quality, residents' expectations for

service quality play a role as well as the “objective” quality of the service provided, the way the resident perceives the entire community (that is, the context in which the service is provided), the scale on which the resident is asked to record his or her opinion and, of course, the opinion, itself, that a resident holds about the service. Similarly a resident’s report of certain behaviors is colored by what he or she believes is the socially desirable response (e.g., reporting tolerant behaviors toward “oppressed groups,” likelihood of voting a tax increase for services to poor people, use of alternative modes of travel to work besides the single occupancy vehicle), his or her memory of the actual behavior (if it is not a question speculating about future actions, like a vote), his or her confidence that he or she can be honest without suffering any negative consequences (thus the need for anonymity) as well as the actual behavior itself.

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

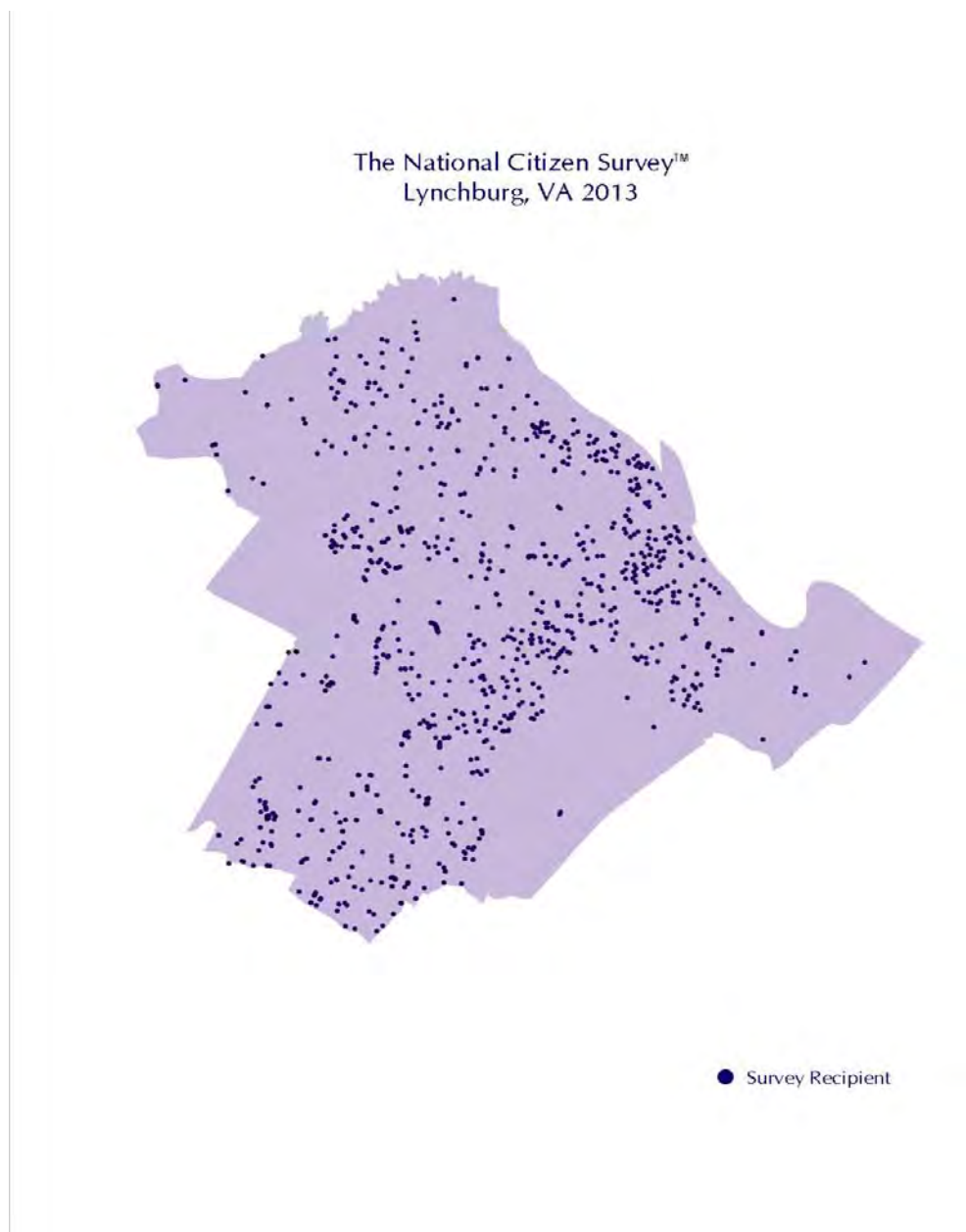
Research on the correlation of resident opinion about service quality and “objective” ratings of service quality tend to be ambiguous, some showing stronger relationships than others. NRC’s own research has demonstrated that residents who report the lowest ratings of street repair live in communities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

SURVEY SAMPLING

“Sampling” refers to the method by which survey recipients were chosen. All households within the City of Lynchburg were eligible to participate in the survey; 1,200 were selected to receive the survey. These 1,200 households were randomly selected from a comprehensive list of all housing units within the City of Lynchburg boundaries. The basis of the list of all housing units was a United States Postal Service listing of housing units within zip codes. Since some of the zip codes that serve the City of Lynchburg households may also serve addresses that lie outside of the jurisdiction, the exact geographic location of each housing unit was compared to jurisdiction boundaries, using the most current municipal boundary file (updated on a quarterly basis), and addresses located outside of the City of Lynchburg boundaries were removed from consideration.

To choose the 1,200 survey recipients, a systematic sampling method was applied to the list of households known to be within the City of Lynchburg. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

FIGURE 95: LOCATION OF SURVEY RECIPIENTS

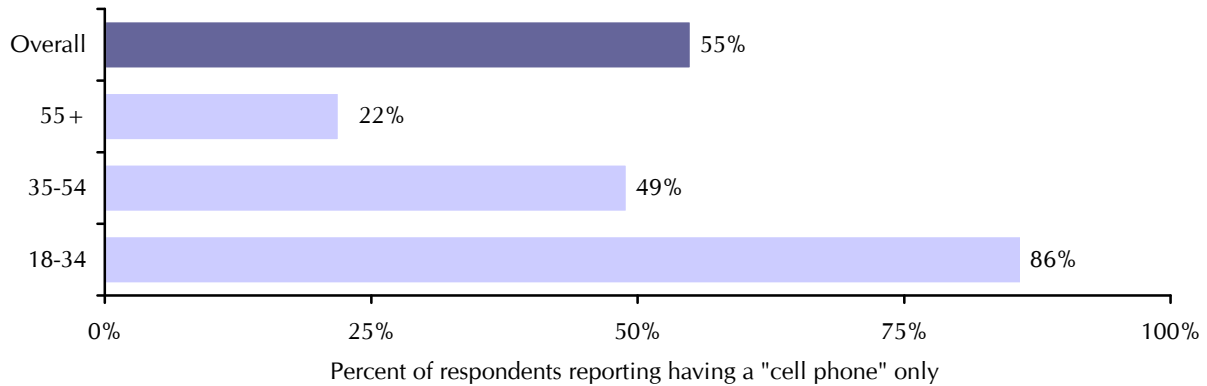


An individual within each household was selected using the birthday method. The birthday method selects a person within the household by asking the “person whose birthday has most recently passed” to complete the questionnaire. The underlying assumption in this method is that day of

birth has no relationship to the way people respond to surveys. This instruction was contained in the cover letter accompanying the questionnaire.

In response to the growing number of the cell-phone population (so-called “cord cutters”), which includes a large proportion of young adults, questions about cell phones and land lines are included on The NCS™ questionnaire. As of the middle of 2010 (the most recent estimates available as of the end of 2010), 26.6% of U.S. households had a cell phone but no landline.³ Among younger adults (age 18-34), 53.7% of households were “cell-only.” Based on survey results, Lynchburg has a “cord cutter” population greater than the nationwide 2010 estimates.

FIGURE 96: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN LYNCHBURG



SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning December 28, 2012. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the Mayor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following six weeks.

Survey recipients had the opportunity to complete the survey online if they preferred. Of the 391 completed surveys, 14 were completed online.

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 Lynchburg survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (391 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

³ <http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201012.pdf>

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

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

SURVEY PROCESSING (DATA ENTRY)

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

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

SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2010 Census estimates and other population norms for adults in the City of Lynchburg. 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 gender 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. Data weighting can adjust up to 5 demographic variables. Several different weighting “schemes” may be tested to ensure the best fit for the data.

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

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

Lynchburg, VA Citizen Survey Weighting Table			
Characteristic	Population Norm ⁴	Unweighted Data	Weighted Data
Housing			
Rent home	47%	36%	46%
Own home	53%	64%	54%
Detached unit	65%	60%	64%
Attached unit	35%	40%	36%
Race and Ethnicity			
White	68%	74%	69%
Not white	32%	26%	31%
Not Hispanic	97%	99%	98%
Hispanic	3%	1%	2%
White alone, not Hispanic	67%	73%	69%
Hispanic and/or other race	33%	27%	31%
Sex and Age			
Female	54%	58%	56%
Male	46%	42%	44%
18-34 years of age	44%	16%	40%
35-54 years of age	26%	27%	27%
55+ years of age	30%	56%	33%
Females 18-34	23%	11%	22%
Females 35-54	14%	17%	14%
Females 55+	17%	30%	20%
Males 18-34	21%	5%	18%
Males 35-54	13%	10%	13%
Males 55+	12%	26%	13%

⁴ Source 2010 Census and 2005-2009 American Community Survey

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 Lynchburg to the Benchmark Database

The City of Lynchburg chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (jurisdictions in the Southern region with populations from 50,000 to 100,000). A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Lynchburg 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 Lynchburg 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 Lynchburg's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.

APPENDIX C: SURVEY MATERIALS

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

Dear Lynchburg Resident,

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

Sincerely,



Michael Gillette
Mayor

Dear Lynchburg Resident,

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

Sincerely,



Michael Gillette
Mayor

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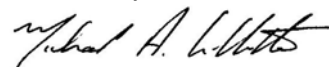


Michael Gillette
Mayor

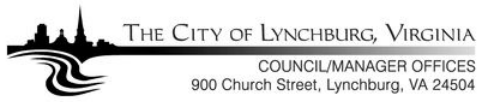
Dear Lynchburg Resident,

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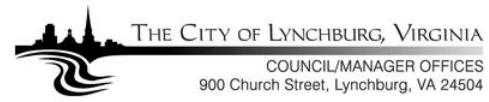
Sincerely,



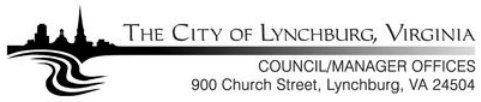
Michael Gillette
Mayor



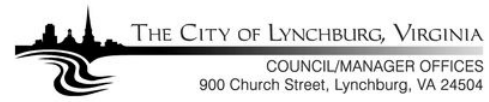
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OFFICE OF THE MAYOR

January 2013

Dear City of Lynchburg Resident:

The City of Lynchburg wants to know what you think about our community and municipal government. You have been randomly selected to participate in Lynchburg's 2013 Citizen Survey.

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

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

Please have the appropriate member of the household spend a few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

You may complete the survey online if you would prefer, at:
www.n-r-c.com/survey/lynchburgva.htm

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call 434-856-2489.

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

Sincerely,

Michael Gillette
Mayor



OFFICE OF THE MAYOR

January 2013

Dear City of Lynchburg Resident:

About one week ago, you should have received a copy of the enclosed survey. **If you completed it and sent it back, we thank you for your time and ask you to recycle this survey. Please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The City of Lynchburg wants to know what you think about our community and municipal government. You have been randomly selected to participate in the City of Lynchburg's Citizen Survey.

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

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

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

Sincerely,

Michael Gillette
Mayor

The City of Lynchburg 2013 Citizen Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please select the response (by circling the number or checking the box) that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

1. Please rate each of the following aspects of quality of life in Lynchburg:

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

2. Please rate each of the following characteristics as they relate to Lynchburg as a whole:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Sense of community.....	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds.....	1	2	3	4	5
Overall appearance of Lynchburg	1	2	3	4	5
Cleanliness of Lynchburg.....	1	2	3	4	5
Overall quality of new development in Lynchburg.....	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Overall quality of business and service establishments in Lynchburg	1	2	3	4	5
Shopping opportunities.....	1	2	3	4	5
Opportunities to attend cultural activities.....	1	2	3	4	5
Recreational opportunities	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Educational opportunities	1	2	3	4	5
Opportunities to participate in social events and activities	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities	1	2	3	4	5
Opportunities to volunteer.....	1	2	3	4	5
Opportunities to participate in community matters.....	1	2	3	4	5
Ease of car travel in Lynchburg.....	1	2	3	4	5
Ease of bus travel in Lynchburg.....	1	2	3	4	5
Ease of bicycle travel in Lynchburg	1	2	3	4	5
Ease of walking in Lynchburg.....	1	2	3	4	5
Availability of paths and walking trails	1	2	3	4	5
Traffic flow on major streets.....	1	2	3	4	5
Amount of public parking	1	2	3	4	5
Availability of affordable quality housing.....	1	2	3	4	5
Availability of affordable quality child care	1	2	3	4	5
Availability of affordable quality health care	1	2	3	4	5
Availability of affordable quality food	1	2	3	4	5
Availability of preventive health services	1	2	3	4	5
Air quality.....	1	2	3	4	5
Quality of overall natural environment in Lynchburg	1	2	3	4	5
Overall image or reputation of Lynchburg.....	1	2	3	4	5

3. Please rate the speed of growth in the following categories in Lynchburg over the past 2 years:

	<i>Much too slow</i>	<i>Somewhat too slow</i>	<i>Right amount</i>	<i>Somewhat too fast</i>	<i>Much too fast</i>	<i>Don't know</i>
Population growth	1	2	3	4	5	6
Retail growth (stores, restaurants, etc.).....	1	2	3	4	5	6
Jobs growth.....	1	2	3	4	5	6

4. To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Lynchburg?
- ☐ Not a problem ☐ Minor problem ☐ Moderate problem ☐ Major problem ☐ Don't know

5. Please rate how safe or unsafe you feel from the following in Lynchburg:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
Violent crime (e.g., rape, assault, robbery)	1	2	3	4	5	6
Property crimes (e.g., burglary, theft).....	1	2	3	4	5	6
Environmental hazards, including toxic waste.....	1	2	3	4	5	6

6. Please rate how safe or unsafe you feel:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
In your neighborhood during the day.....	1	2	3	4	5	6
In your neighborhood after dark.....	1	2	3	4	5	6
In Lynchburg's downtown area during the day.....	1	2	3	4	5	6
In Lynchburg's downtown area after dark.....	1	2	3	4	5	6

7. Have you had any in-person or phone contact with an employee of the City of Lynchburg Police Department within the last 12 months?

☐ No → Go to Question 9 ☐ Yes → Go to Question 8 ☐ Don't know → Go to Question 9

8. What was your overall impression of your most recent contact with the City of Lynchburg Police Department?

☐ Excellent ☐ Good ☐ Fair ☐ Poor ☐ Don't know

9. During the past 12 months, were you or anyone in your household the victim of any crime?

☐ No → Go to Question 11 ☐ Yes → Go to Question 10 ☐ Don't know → Go to Question 11

10. If yes, was this crime (these crimes) reported to the police?

☐ No ☐ Yes ☐ Don't know

11. In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Lynchburg?

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

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

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

The City of Lynchburg 2013 Citizen Survey

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

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Police services	1	2	3	4	5
Fire services	1	2	3	4	5
Ambulance or emergency medical services.....	1	2	3	4	5
Crime prevention	1	2	3	4	5
Fire prevention and education	1	2	3	4	5
Municipal courts	1	2	3	4	5
Traffic enforcement	1	2	3	4	5
Street repair	1	2	3	4	5
Street cleaning	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Snow removal.....	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing	1	2	3	4	5
Bus or transit services.....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Yard waste pick-up	1	2	3	4	5
Storm drainage.....	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services	1	2	3	4	5
Power (electric and/or gas) utility	1	2	3	4	5
City parks.....	1	2	3	4	5
Recreation programs or classes	1	2	3	4	5
Recreation centers or facilities.....	1	2	3	4	5
Land use, planning and zoning	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	5
Animal control.....	1	2	3	4	5
Economic development	1	2	3	4	5
Health services	1	2	3	4	5
Services to seniors.....	1	2	3	4	5
Services to youth.....	1	2	3	4	5
Services to low-income people	1	2	3	4	5
Public library services	1	2	3	4	5
Public information services	1	2	3	4	5
Public schools.....	1	2	3	4	5
Cable television	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts	1	2	3	4	5

14. Overall, how would you rate the quality of the services provided by each of the following?

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The City of Lynchburg.....	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5

15. Please indicate how likely or unlikely you are to do each of the following:

	<i>Very likely</i>	<i>Somewhat likely</i>	<i>Somewhat unlikely</i>	<i>Very unlikely</i>	<i>Don't know</i>
Recommend living in Lynchburg to someone who asks	1	2	3	4	5
Remain in Lynchburg for the next five years.....	1	2	3	4	5

16. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:

- ☐ Very positive
 ☐ Somewhat positive
 ☐ Neutral
 ☐ Somewhat negative
 ☐ Very negative

17. Have you had any in-person or phone contact with an employee of the City of Lynchburg Fire Department within the last 12 months?

- ☐ No → Go to Question 19 ☐ Yes → Go to Question 18 ☐ Don't know → Go to Question 19

18. What was your overall impression of your most recent contact with the City of Lynchburg Fire Department?

- ☐ Excellent ☐ Good ☐ Fair ☐ Poor ☐ Don't know

19. Have you had any in-person, phone or email contact with an employee of the City of Lynchburg within the last 12 months (including police, receptionists, planners or any others)?

- ☐ No → Go to Question 21 ☐ Yes → Go to Question 20

20. What was your impression of the employee(s) of the City of Lynchburg in your most recent contact? (Rate each characteristic below.)

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Knowledge.....	1	2	3	4	5
Responsiveness.....	1	2	3	4	5
Courtesy.....	1	2	3	4	5
Overall impression.....	1	2	3	4	5

21. Please rate the following categories of Lynchburg government performance:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The value of services for the taxes paid to Lynchburg.....	1	2	3	4	5
The overall direction that Lynchburg is taking.....	1	2	3	4	5
The job Lynchburg government does at welcoming citizen involvement.....	1	2	3	4	5

22. Please check the response that comes closest to your opinion for each of the following questions:

- a. In order to cover the increasing costs of maintaining existing services and the shortage of revenue to provide these services, the City could increase local taxes and/or fees or make cuts to services and programs. Please indicate to what extent you support or oppose each of the following:

	<i>Strongly support</i>	<i>Somewhat support</i>	<i>Somewhat oppose</i>	<i>Strongly oppose</i>
Property tax increase.....	1	2	3	4
Car tax increase.....	1	2	3	4
Meals tax increase.....	1	2	3	4
Increase user fees (e.g., trash collection fees, permits/licenses, recreation classes, etc.).....	1	2	3	4

- b. If the City's choice was to increase revenues to avoid cutting services, please indicate to what extent you would support or oppose the following:

	<i>Strongly support</i>	<i>Somewhat support</i>	<i>Somewhat oppose</i>	<i>Strongly oppose</i>
Increase local taxes to maintain services (e.g. property or meals taxes).....	1	2	3	4
Increase fees to maintain services.....	1	2	3	4
Make cuts to services.....	1	2	3	4

- c. In the coming months, the City will have to make a decision regarding a new Heritage High School. To what extent would you support or oppose increasing local taxes for a new Heritage High School?

- ☐ Strongly support ☐ Somewhat support ☐ Somewhat oppose ☐ Strongly oppose ☐ Don't know

- d. If you could change one single thing about the City of Lynchburg, what would it be?

The City of Lynchburg 2013 Citizen Survey

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

D1. Are you currently employed for pay?

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

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

Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself days

Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults days

Bus, rail, subway or other public transportation days

Walk days

Bicycle days

Work at home days

Other days

D3. How many years have you lived in Lynchburg?

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

D4. Which best describes the building you live in?

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

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

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

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

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

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

- ☐ No
- ☐ Yes

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

- ☐ No
- ☐ Yes

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

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

Please respond to both questions D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

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

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

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

D12. In which category is your age?

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

D13. What is your sex?

- ☐ Female
- ☐ Male

D14. Are you registered to vote in your jurisdiction?

- ☐ No
- ☐ Yes
- ☐ Ineligible to vote
- ☐ Don't know

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

- ☐ No
- ☐ Yes
- ☐ Ineligible to vote
- ☐ Don't know

D16. Do you have a cell phone?

- ☐ No
- ☐ Yes

D17. Do you have a land line at home?

- ☐ No
- ☐ Yes

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

- ☐ Cell
- ☐ Land line
- ☐ Both

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



THE CITY OF LYNCHBURG, VIRGINIA

COUNCIL/MANAGER OFFICES
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CITY OF LYNCHBURG, VA 2013

Report of Open-ended Question



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777 North Capitol Street NE, Suite 500
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Other	11
Don't know/Nothing	13

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 survey and its administration are standardized to assure high quality survey methods and comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community.

The National Citizen Survey™ customized for this jurisdiction was developed in close cooperation with local jurisdiction staff. The City of Lynchburg staff selected items from a menu of questions about services and community problems; they defined the jurisdiction boundaries NRC used for sampling; and they provided the appropriate letterhead and signatures for mailings. City of Lynchburg staff also determined local interest in a variety of add-on options to The National Citizen Survey™ Basic Service.

UNDERSTANDING THE RESULTS

ABOUT CLOSED-ENDED AND OPEN-ENDED QUESTIONS

Questions can either be asked in a closed-ended or open-ended manner. A closed-ended question is one where a set of response options is listed on the survey. Those taking the survey respond to each option listed. Open-ended questions have no answer choices from which respondents select their response. Instead, respondents must “create” their own answers and state them in their own words. The verbatim responses are categorized by topic area using codes. An “other” category is used for responses falling outside the coded categories. In general, a code is assigned when at least 5-10% of responses will fit the code.

Advantages of an open-ended question include:

- Responses are not prompted, allowing respondents to provide answers that are not anticipated or well known.
- This type of question tends to capture response options that come to mind most quickly.
- The final result can be richer, since verbatim responses are included in an appendix, giving you and others a chance to “hear” the voice of respondents in their own words.
- There is a smaller risk of missing important dimensions.

VERBATIMS

Respondents were asked to record their opinions about priority changes in Lynchburg in the following question:

- If you could change one single thing about the City of Lynchburg, what would it be?

The verbatim responses were categorized by topic area and those topics are reported in the following table with the percent of responses given in each category. Those verbatim responses are grouped by the first topic listed in each comment whenever a respondent mentioned more than a single topic.

Results from the open-ended question are best understood by reviewing the table of frequencies that summarize responses as well as the actual verbatim responses themselves.

Question #22d: If you could change one single thing about the City of Lynchburg, what would it be?	
	Percent of Respondents
Transportation and parking	22%
Taxes, spending and governance	20%
Development and jobs	14%
University relations	10%
Recreation, parks and community activities	9%
Revitalization and code enforcement	6%
Other	18%
Don't know/Nothing	3%
Total	100%

VERBATIM RESPONSES TO OPEN-ENDED QUESTIONS

The following pages contain the respondents' verbatim responses as written on the survey and have not been edited for spelling or grammar. Responses have been organized by coded topic areas.

IF YOU COULD CHANGE ONE SINGLE THING ABOUT THE CITY OF LYNCHBURG, WHAT WOULD IT BE?

Transportation and parking

- Construction on Rivermont Rd! I've lived off Rivermont for 2yrs, and there has been some road project the whole time!
- Road construction makes traffic terrible at times. Roughness of road on Rivermont in construction area is terrible.
- Lower permit parking fees for residential parking > increase was ridiculous!!
- Endless street & road construction / deconstruction lasting years. Stop taking or new road projects as the "midtown connector", while 5 or 6 other streets and border all torn up, crusting major masses and inability to us major streets necessary to getting downtown, to church to shopping, as anywhere you need to go, with inconvenient unsafe "detours". "Construction workers" standing around in dumps doing nothing as many torn up street projects, as not coming to work for days on end.
- Use smaller buses more often. Increase bus services to every half hour and stop using a central bus transfer location and create an express loop bus route. You can telephone me at [REDACTED] Lynchburg VA 24503
- Improve public transport.
- Better service & maintenance of roads. Construction on Rivermont going into downtown is taking entirely too long & they are doing a horrible job at patching up (repaving) the road. The construction seems very unorganized & poorly planned.
- Finish road work projects before starting new ones. Rivermont, 5th Street, Jefferson, and nearby areas a mess.
- Continue to improve transportation, including downtown ingress / egress & like / walking ways.
- Keep streets & roads clean of trash
- Do away with bus summer
- Lynchburg lacks consistency. It's important that all exit ramps have an accelerated lane onto the expressway/ highway.
- Make parking easier.
- Road repairs badly neglected.
- Quicker snow removal on side streets
- We live on Greenview or our house is right at corner Hermitage Dr where two lanes become one. We have had cars in our yard many times. The city put 7 reflector posts along the road, we have had lot of cars lose their right hand car mirrors. They have ran over the signs the city has replaced some. The signs where the cars hit the signs are no longer there so at least we don't pick up glass any more. Cars do not drive over to the left hand lane at split and blow their horns at people that do. When we are out coming from Louisville Rd cars are going so fast behind us we have to stop in middle of road to get into our driveway the cars blow at us. This is a nightmare. Unless had to go on more blow to a 4 lane Greenview Dr our neighborhood was good but with what we live with it is not. I have called the city engineers about this road. I believe the city needs to improve it.

- Traffic congestion, (speed limit on bypass to fast) expressways not 65 mph
- To decrease the traffic on Wards Ferry and Wards Road
- Wards Road
- The design of the streets, not enough entry/exit ramps. Traffic flow in most areas are flawed and poorly planned
- Major help to wards road traffic a terrible problem & some trash street needs widening so many businesses may not be possible?
- Fix traffic congestion on Timberlake, Wards Road, and Leesville Road.
- More sidewalk please
- Road work to be completed in a timely manner
- Build more bicycle/walking paths along the streets so that you could actually walk or ride your bike to the grocery store or a wherever you are going now, the city is really "unfriendly" to anyone not traveling in a car. This would probably be an investment that the private side (companies) could cosponsor.
- Improve more direct routes with the bus service and not to transfer to get there retire bus driver
- Cleaning sidewalks in residential areas require leaf clean up and not blocking walks with leaves. Trash & junk to be picked up.
- Better planning on street projects.
- I would change if to have more sidewalks & lighting
- That light coming out of Wards road Walmart was longer than just 35 cars coming out
- Acceleration lanes on the expressway! The few we have, most people don't know how to use them. It's much easier to merge with traffic when you're going close to the same speed than it is from a dead stop or yield.
- Pave main street, particularly the block of the city market
- A better exit from the parking lot where Kohls is located.
- Improve on down town night lighting & security.
- Put buses back to running on Sunday
- Fix the streets more better
- Woods road need three lanes. Fifth Street has been torn up to long. Muffler on my car was knocked off while driving up Fifth Street.
- The parking situation.
- Fix the streets once correctly!! Stop redoing them causing traffic problems traveling around the city.
- Accelerate the completion of 5th Street, Rivermont and Boonsboro roads projects!!
- The city drive
- Working and missing up the roads for long periods of time holding up traffic and they start something and never have the money to finish.
- Speed limits in residential areas and posted signs. Some streets are not wide enough for two way traffic with parked cars on both sides. May be some of the speeding concerns could be allocated if these streets were changed to one way streets.
- Get construction on Rivermont Ave. completed
- No parking meters downtown
- I would put a speed bump on Euclid to stop the speeder.
- Better timing for traffic lights.
- The ways the roads are designed all of a sudden right turn lanes show up on example Wards Rd Walmart: when entering at signal right lane must stop, next lane over continues. Accident waiting to happen. Same thing on Semins Rd. by Kohls, etc.
- Parking
- Speed up the time of street lights changing.

- Make the road better and revitalize downtown areas.
- Improve traffic flow on Wards Road and South Bound Rt 29 beyond airport.
- More parking
- Too many roads closed at the same time. Bottle-necks!
- Enforce law related to driving (1) signaling at turns (2) Texting while driving (3) use of headlights when it is dark, and when using wipers. Tickets! tickets!! tickets!!! This is your revenue.
- More lanes on Lakeside drive, Old Forest Rd.
- The roads lights. They are horrible the lights are not timed well at all, Danville, VA is much better about timing the lights better.
- Change interchanges around Liberty University & Thomas Road Baptist Church to make traffic flow better.
- No parking meters/pay to park facilities
- Traffic on Wards Rd, & Timberlake Rd, is too heavy.
- Bike lanes on main roads like old forest road, link road, Boonsboro road, etc.
- Make traffic patterns logical!
- Better regulation of traffic lights to avoid waste of gas & time
- Improve and make bill paying area in city hall quicker finish 5th Street !!!
- Change parking policies for downtown residents! 2hr. Parking signs were placed after I moved in (7th street bridge). Would you like to have to move your car every 2 hrs when you are home? More police prescence downtown.
- Interstate accessibility & air services
- Fixing roads (example Rivermont Avenue toward downtown)
- The construction on streets are terrible, it would be to finish are job before tearing up and starting a new job.
- More sidewalks/cross walks/pedestrian accessability.
- Less Construction going on at the same time. Pool resources to get one project done faster and then start another one.
- More frequent bus service. I hate that the bus comes only once an hour.
- more disciplined zoning to avoid traffic issues like Wards Rd

Taxes, spending and governance

- All of the projects & road work is allowed to take too long. They tear up a section pave it and go back and tear up everything again. Expensive re-work the inefficient - and very inconvenient for both citizens and businesses. Rivermont Ave & 5th Street Hollius Mill road & Bedford Avenue have been a mess for years now. Make contractors finish one place before they mess up another.
- I would like to change the perception that the 24503 zip code is treated differently than other areas of the city.
- I would have the city stop spending money to revitalize the down town area in an effort to attract shoppers, etc. There won't be a good return for the money spent, in my opinion. For example, I believe the 5th Street round about was a useless waste of money; the light worked just as well for less. Lynchburg is spreading out, and leaving the downtown area, and there's nothing that will change that.
- Stop wasting tax dollars downtown.
- #19 - I also had a negative experience with city alert board member. Not willing to listen. Hold people accountable & responsible

- It seems to me that the City of Lynchburg is responsive to the needs of its citizen; however, I feel that the state of Virginia is not taking adequate responsibility in helping with education and roads/transportation. The state is passing too much financial responsibility to the cities/local govt.
- Reduce food and restaurant tax, 5.5% and 10.5% is excessive!
- Get city government working for the tax paying citizens of the city instead of playing politics
- Get ready of these extra taxes such as car tax after buying a car and then tax again. Why if you a senior citizen and in need would social services disregard them give to all these young people whom take their stamps for children and sale them or abuse them when a senior in case of emergency cannot get any. Yes I AM ANGRY.
- Cut property increase.
- Eliminate the storm water or "Rain water" runoff fee (tax). The rain water from the roof of the house and from the driveway runs into the ground. The water runoff does not enter the city's sewer or storm drains.
- 1) Real Estate & PP taxes should be more in line with surrounding counties 2) Give all Sr. citizens a tax (without income restrictions) 3) When dispensing services and development planning, Treat all citizens early regardless of area they live in.
- Cut programs that are more costly than beneficial. Decrease meal tax.
- Lower property taxes, too high for this cities
- Stop using money unnecessary projects (e.g. Traffic circles, Woods Rd bridge)
- Lower taxes on houses/homeowners
- Fiscally responsible i.e stay out of downtown revitalization owners responsibility
- 1. Not to have one single religion denomination influence the development of the city. 2. Become more liberal minded rather than conservative-minded politically. 3. Diversity of shopping districts increase that is attractive to trend setting youth & middle agers.
- Decrease real estate taxes
- Have city council quit wasting money on things like the traffic circle on 5th Street & all the so called improvement in this area.
- Do no cut services or raise revenue thru the senior centers.
- Spending of money within the city; ex. Instead of spending money on highways; roads; schools. I would put more money toward the debt or problems elsewhere (instead of paying so much in property taxes; what that money is spent on; put money that the city get toward whatever (taxes money) is paying for.
- Property tax of a purchased vehicle every year!
- The one thing i would change would be to eliminate the property tax on vehicles.
- Taxes too high already don't need them any higher
- The city's tendency to use out of town/state firms for architectural engineering services and questions in surveys such as "c" directly above and 22a need is specific question to general. Target tax for targeted need then end tax.
- City employee occupying the top three management echelons should be required to be city residents.
- People who have or share liberal moral and political views are a very small percentage. The City of Lynchburg, as a culture, is much too conservative. We need to encourage more diverse, alternative ways of thinking and living. Issues such as marriage, sexual orientation, family, ethnic and religious background ought to discussed with an open mind.
- Food tax
- Use more common sense in some of projects purposed get feedback before going forward just because "engineer" says something is plausible doesn't mean it is always sensible ie Del Ray area speed bumps would have done job w/ no maintenance and more pra

- For the officials in the city government to learn how to balance the city budget and live within these means just like the common people have to do. Then, the officials wouldn't be taking the City of Lynchburg residents at every turn. Good administrators doesn't keep their hands out begging for more money!
- Property owners (us renters) should not carry the primary responsibility of stabilizing the budget. Increase & should be tied to usage & permits that will be shared by users.
- Not have so many streets tax up at the same time!
- Stop fixing of downtime and spending money there, no one goes there speed that many on a new heritage.
- Too much religious involvement from TRBC! Not everyone here is a crazy bible thumper! Also, why do we have roundabouts that are pointless and a twenty thousand dollar a year fountain we don't need or want but still haven't finished the renovation of 5th Street or the intersection by the train station or Candler's Mtn road? Ridiculous
- Lower the taxes
- Lower the property tax
- Takes so long to get done eg vote on Heritage High, so much money spent on consultants then never go with what they say eg parking deck downtown.
- People that have no sidewalks or curbs shouldn't have the same real estate tax rate as people that do.
- The ancient laws still on the books
- The tax exempt status for churches that have more than 1 acre of land/property.
- I'm on a fixed income, if I have any more increased tax raises on anything, I will not be able to afford it. Please try and see that neighborhoods are kept cleaner and drug free corners.
- Eliminate wasteful money on food stamps, free dental + hospital, etc to unneeded people and stop giving for services to people who refuse to work. Restrict dispensing money and services to dead beats and people not deserving of any help every month. Some unemployed live better than our employed citizens.
- Taxes
- City employees stop abusing the power they have only because they work for the government. All city employees have abuse of authority towards it's citizens.
- Wasted spending like a circle in the middle of Fifth St that does nothing or a pipe shooting out a stream of water and I would fix the roads, and get the lights so they change when you come up to them instead of staying red too long
- Look at pay & benefits of each employee, there has been no increase in income in this household in five years, and the cost of our benefits have gone up or benefits decreased. There was a drain put at the end of our street yet it catches no water. It was put 30ft from where the water puddles in the street. Wasted more!
- (1) Less entitlement programs. (2) Work at least 20 hrs/wk even if volunteer for adults <65 on not severely disabled, those who really can but don't.
- Property taxes. It's not fair that you are taxed over and over again on a product that you already paid taxes on in the first place.
- Eliminate tax on my car get your road money and whatever area the way other states do it, I shouldn't have to pay taxes on a car I already paid an assinine amount of taxes on when I bought it.
- Reduce the size of government (state and fed) services. Reduce payments (compensation) to state workers. Stop the cost of living adjusted retirement. Benefits to city and state workers. Very unfair to tax payers. Stop spending & lower taxes
- Stop spending money!!
- That residents don't have to pay personal property taxes for things that they owned.

- Give true picture about Lynchburg. Do not lie. Before building new schools, be sure your teachers and staff have a new knowledge.
- Quit paying for hotel downtown when owner got almost a million dollar up front!! Same on the city.

Development and jobs

- Use building that are empty instead of building new buildings
- Better shopping @ the mall! More things for teens to do at night
- Job market Too much emphasis on the wrong side of town
- Job growth
- More jobs
- Provide more shopping / dining, most people travel to Roanoke or Charlottesville to enjoy shopping/dining. If there were more opportunities here, more citizens would spend money here in Lynchburg.
- That the city would somehow come to a solution to better Lynchburg jobs.
- Rapid and increasing development and commerce in south part of city (Wards Road)
- Add a Chili's restaurant & a Rita's Italian Ice
- Stop the city from growing
- Better shopping. People leave to go to Roanoke or Richmond to shop. Why not get better shopping so people will come here instead? It would create new jobs and boost our economy.
- Put more jobs into place!
- No convention center, we need one! Lack of cultural events, no plays, Broadway lack of fine dining!
- Less retail development in the traffic bottleneck areas (Wards Rd/Chandlers Mtn Rd, Timberlake Rd., Rt 221/Lakeside)
- Increase the variety and quality of shopping
- Better shopping; area is pathetic & getting worse every month.
- Larger employment opportunities. Spend tax dollars more wisely.
- Provide better job opportunity and wages for higher educated applicants. Why is this an out of state questionnaire agency? Aren't there any in state ones that could have been utilized?
- We need a Trader Joe's.
- More job opportunities
- Business development need new/increased industry to create job growth
- Stop putting low income families in one area, stop letting LU buy up Lynchburg (ie, name Lynchburg Liberty city)
- Stop allowing so much quick building & homes when there are so many empty & for sale.
- Job growth, bus service
- More jobs
- Job growth
- Cut back on opening restaurants and building apartment complexes.
- Availability of well-paying jobs (i.e. I can live off a full-time salary even modestly)
- More nightlife and small businesses or retail shops in areas other than Wards Road.
- More employment opportunities with better pay
- Need more local bars!! Continue to clean up downtown
- Job growth/more social services to the poor.
- Better planning and faster completion of city construction projects, especially in the downtown area.

- Get rid of unneeded government officials within the city government. Get jobs back in Lynchburg.

University relations

- Diminish the influence of Liberty Univ.
- Move Liberty University
- Wish Liberty University were not here.
- Not have Liberty University
- The presence of Liberty University, whose activities dominate the newspaper and color the impressions of non Lynchburgers, often in a negative way. The traffic and all the chain stores and chain restaurants Liberty Univ, has attracted have done nothing for the quality of Lynchburg life.
- Reduce the hold Liberty University has over the direction of the city. Liberty calls way too many shots in this town. The fence in 29 is a joke and a total waste of money (as is the fence on the Rivermont Bridge, too, but that has nothing to do w/LU) LU says "jump" & Lynchburg says "how high?"
- Stop Jerry Farewell from telling the city what to do.
- Restrict the ways that Liberty is getting such a stronghold on this city.
- The city of Lynchburg should not take orders from LU you should have the final say on what bussiness can and cant came to our town!
- LU mountain
- LU Is a good college and has helped in the growth of Lynchburg, but Lynchburg has to remember LU does not own Lynchburg
- More Liberty U somewhere else
- Stop letting Liberty University buy everything in Lynchburg
- Stop catering to religious interests and start acknowledging actual citizenry.
- Remove the huge LU on side of Candler's Mtn.
- To be more accepting and welcoming to people with diverse culture and religious backgrounds in order to negate the influence of Liberty University that does not demonstrate that attitude.
- Beautification - when some streets are in poor condition & schools don't have enough money, using brick for a street or sidewalk seems ludicrous (one example) be practical
- Stop meeting the demands of Liberty University and restrict its land grabbing tactics most recently the Sears building. The overall impression is that it is more powerful than city government and controls city council.
- Reduce the city's deference to Liberty U. + Jerry Falwell
- Liberty taking over the city.
- Sense of community between Lynchburg & Liberty University. Activities (Engaging & Relevant) for teenagers (Diverse)
- How much Liberty University is taking over.
- The Liberty Univ/Thomas Road B.C. Conglomerate that owns [REDACTED] everything & gives this town a bad reputation of bigotry & hatred. They have destroyed a beautiful mountain, they have totally overdeveloped our land. Their students / staff /parishioners are rude, filled w/hate, and feel entitled to anything they want, because, again, they own [REDACTED] everything.

Recreation, parks and community activities

- When using city parks & recreation areas have a better feeling of security.
- More activities/programs for our youth places where talent shows can be held to show off the talent here in Lynchburg.

- Offer things to do around the city other than movies or clubs, more user friendly events.
- More activities for young adults. And the police treat everyone like a criminal (they should stop!)
- The City of Lynchburg would have a civic center so residents would not have to travel to Roanoke, Salem or Richmond.
- To make available a civic center to be used for entertainment, etc. Lynchburg needs a place where we can bring people into our city that will spend monies while they are here like hotels, meal buying, gas as they travel monies spent to enter events and all else that we do when we are in other cities for entertainment. We need to not be so heavenly minded to be no earthy good
- Better entertainment for black people, look in the newspaper all stories about white people. I could go on & on. Look at the The News & Advance
- Cultural diversity programs/activities
- Make it safer for walking / bikes.
- More activities for adults
- More parks! More support for individual choice as to what one puts in front yard to allow freedom of expression.
- More cultural activities added
- Get on T.V. and let people know, some things for older people can do.
- An increase in services to older individuals who cannot afford same.
- More social public activities
- More activities for the youth provide assistant for people who work but are having difficulty.
- Planning committee why? Because we don't have enough for the youth to do, not enough good malls or store, were people would have jobs.
- More facilities play grounds for children
- Public indoor recreation facilities
- More things for senior citizens to do.
- Water recreation
- More & better bike paths!
- Lynchburg needs to leverage its outdoor/natural qualities. The Blackwater Creek system and various parks are a tremendous asset. Lynchburg needs to comprehensively build sidewalks, bike lanes, etc. so that Lynchburg becomes a healthier and more pedestrian/biking friendly community.

Revitalization and code enforcement

- More healthy food options. Cleaner neighborhoods. Get more business downtown (maintain abandoned buildings). Expand Rt. 29 or increase traffic flow.
- The city has allowed builders to continue building town homes/apartments all looking alike which many guests coming to town are commenting. Why can't designers look for something different like what other major cities do.
- Instead of new building for commercial to have companies look at buying old buildings & revitalize
- Historic preservation should be a higher priority (it is the draw of this city) : downtown policy more business friendly
- I live near a public nuisance. (Rockwell Rd). Yard is being used as a dump. Businesses are bring all kinds of waste to this home owner's yard and dropping off trash, etc. All kinds of animals (rat's, snakes, ground hogs are living in this mess and I can't sell my home. The city needs to

patrol neighborhoods or at least monitor neighborhoods before increasing taxes!!! Fine public nuisance

- Impose a heavy fine, say \$500.00, for littering. Post signage stating a minimum of \$500.00 fine for littering! Enforce a law for litter bugs!
- Turn all abandon buildings into either affordable housing, creational centers, for youth, or get rid of them. Possible turn the abandon buildings into shelters or rehab centers.
- Make use of vacant buildings, shopping centers, etc.
- Clean up trash away roads / sidewalks people throw too much trash out of their car.
- Make downtown Lynchburg a more safer and satisfying area to go to and even live.
- Continue to change & improve down town area.
- A strong need to enforce littering!
- Local college students would have to vote in junk home areas not in my city!
- Put more effort into economic development (jobs) and less money into beautification of a naturally beautiful city. (stop planting trees along major streets only to cast them down after a few years
- The whole out dated look downtown
- Neighborhoods would be nicer. They are very run down and "ghetto." Not kid friendly or safe enough, & no one maintains our neighborhood upkeep. Disgusting!!
- Make downtown riverfront more accessable to visitor and give more support to downtown businesses more support.
- Improve/clean-up/restore Rivermont Ave district (Bedford Ave to DT) and surrounding side-streets/areas

Other

- Current impact of history of slavery
- Public school system!!! Especially E.C. Glass. Reputation has gone downhill!!
- Target gang activity downtown
- More airline service
- Too conservative
- Recycle pick up from home.
- Affordable safe quality housing
- Introducing morality back into the public school system by integrating things like prayer, teaching from the bible & the ten commandments. Understanding that the separation of church and state was purposed to protect religious freedom from the role of the state not the other way around.
- More programs for girls, not sewing, cooking, home ec. things like sports, fixing cars, things that girls should know as well as boys
- A safer place to live
- Provide more assistance to the elderly.
- Better housing for the low income family and more jobs.
- Discrimination at race & reverse discrimination make Lynchburg one of the most Racially charged cities I have lived in.
- Hold all citizens accountable to paying their garbage collection fees
- More assistance for the homeless true assistance not a hand out but a hand up.
- College students being allowed housing in neighborhoods mostly inhabited by senior families
- It back to local schools. Children seem to learn best from a computer start with school in 4 or 5 room houses with computer learning at their our rates. Almost like home schooling.
- Traffic violation fees to be reduced.

- More support for environmentally sound practices - curbside recycling or better maintenance of current recycling facilities; incentives for bike or foot travel or carpooling/use of public transport /incentives for use of reusable shopping bags.
- Poverty, and housing for all who need it!
- Friendliness welcoming for diverse populations
- Its welfare state.
- Additional airlines and/or connecting flights to airport other than Charlotte, e.g., Dulles or Atlanta.
- Where I live. Neighborhood; location
- Have more programs to help sr citizens eg like in getting, food stamps energy help, I have tried 3 times applying for energy help I have never got help I am turned down, I don't feel like trying no more for I know the answer.
- To provide equality to private a better working status schooling for all (affordable)
- To make the school system better for the students as well as for the teachers.
- More security in and around the city schools.
- Grassroots support to help eliminate trash
- Finish sewer upgrade repair Dunbar Middle School
- Cost of living reduction. Compared to other areas of the country groceries, cable, housing is expensive
- Students be more responsible of cleaning & taking care of bldgs that are provided for them. Many bldg, schools built early 1900s are still standing. Quality of work was much better then & children were responsible of care of schools for their free education, teachers were given authority to covert children.
- Use existing abandoned building instead clearing & making new ones: example, reclaim Gardand Rhodes & Jones Library.
- Every thing
- The schools I've experienced quite a few schools across the country and have seen the bar lowered every year since I have been back (5years.) I have children 'stuck in the middle'; not being challenged or held to a higher standard. They have learned to 'cruise' through school. The emphasis to bring the bottom up has left the middle dangling. Our money should be going to hiring better teachers! New computer every year obviously doesn't work!
- More progressive environmental initiatives (recycling pickup)
- Increase higher income population
- The police needs to not have so much authority and African Americans are not all a threat.
- Cost of housing it's too high for rental property
- Fire the inspectors who passed the Heritage High School build & fine them for total amount
- Do something about the trash bags have a bill come once a month like the water bill it shouldn't be that much.
- Centra Health we need competition for medical service not a monopoly
- The cable company
- More support for city teachers and/or schools
- Welcoming a new resident from another state! It took 3yrs for me to feel and find the services I needed. To private community!
- 1\$9,000 and under is support of the town what are own services?
- Better living for seniors
- The fountain
- Mental health services.
- Equality in services and support for the education provided at Heritage High School

- My children attend E. C. Glass while I would rather not increase taxes, I certainly do not want more students at Glass. I would change more money/support of education. I would put bike lanes all over city.
- Invite in more high-speed internet providers (cable, DSL, or other) to compete with Comcast or force Comcast to provide a better internet service value (lower prices and/or higher speeds) to Lynchburg customers as a condition of keeping their monopoly. This will mitigate/eliminate one of the barriers for some high-tech firms that would otherwise consider establishing themselves here.

Don't know/Nothing

- Thank god for the city mayor
- Nothing
- Nothing
- I'm happy here.
- Don't know
- Nothing really like city
- I am satisfied with the city at present I don't have facts to make intelligent decision.
- Just can't think of a thing right now.
- Don't know
- I like it the way it is.
- I don't know
- Don't know
- Can't make up my mind.



CITY OF LYNCHBURG, VA 2013

Report of Demographic Subgroup Comparisons



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SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA).

The survey and its administration are standardized to assure high quality survey methods and comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community.

The National Citizen Survey™ customized for this jurisdiction was developed in close cooperation with local jurisdiction staff. The City of Lynchburg staff selected items from a menu of questions about services and community problems; they defined the jurisdiction boundaries NRC used for sampling; and they provided the appropriate letterhead and signatures for mailings. City of Lynchburg staff also determined local interest in a variety of add-on options to The National Citizen Survey™ Basic Service.

One of the add-on options that Lynchburg chose was to have crosstabulations of evaluative questions 1-22 by demographic questions D6 (rent or own home), D9 (annual household income), D11 (race of respondent), and D12 (age of respondent).

UNDERSTANDING THE RESULTS

“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.

UNDERSTANDING THE TABLES

In this report, comparisons between demographic subgroups are shown. For most of the questions, we have shown only one number for each question. We have summarized responses to show only the proportion of respondents giving a certain answer; for example, the percent of respondents who rated the quality of life as “excellent” or “good”, or the percent of respondents who felt the rate of growth was “about right.”

ANOVA and chi-square tests of significance were applied to these comparisons of survey questions by demographic subgroups. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between subgroups are due to chance; or in other words, a greater than 95% probability that the differences observed are “real.” Where differences were statistically significant, they are marked in grey.

COMPARISONS

Cells shaded grey indicate statistically significant differences between subgroups.

Question 1: Quality of Life (Percent "excellent" or "good")														
Please rate each of the following aspects of quality of life in Lynchburg:	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Lynchburg as a place to live	72%	85%	79%	74%	75%	86%	80%	81%	73%	79%	71%	81%	87%	79%
Your neighborhood as a place to live	75%	81%	78%	73%	77%	83%	78%	77%	80%	78%	84%	71%	77%	78%
Lynchburg as a place to raise children	77%	83%	80%	85%	78%	82%	82%	80%	83%	81%	76%	83%	86%	81%
Lynchburg as a place to work	47%	61%	54%	30%	63%	68%	56%	59%	45%	54%	49%	52%	65%	55%
Lynchburg as a place to retire	53%	77%	66%	64%	68%	70%	68%	65%	69%	66%	53%	73%	78%	67%
The overall quality of life in Lynchburg	68%	81%	75%	69%	70%	85%	76%	78%	69%	75%	72%	73%	82%	75%

Question 2: Community Characteristics (Percent "excellent" or "good")														
Please rate each of the following characteristics as they relate to Lynchburg as a whole:	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Sense of community	55%	58%	56%	63%	57%	55%	58%	56%	59%	57%	50%	56%	69%	58%
Openness and acceptance of the community toward people of diverse backgrounds	51%	41%	45%	57%	50%	37%	46%	46%	45%	46%	39%	48%	53%	46%
Overall appearance of Lynchburg	58%	58%	58%	54%	67%	57%	59%	54%	67%	58%	55%	56%	65%	58%
Cleanliness of Lynchburg	62%	63%	63%	63%	61%	65%	63%	58%	73%	63%	59%	62%	67%	63%
Overall quality of new development in Lynchburg	66%	56%	60%	63%	58%	60%	60%	58%	66%	60%	65%	51%	63%	60%
Variety of housing options	51%	69%	61%	49%	70%	65%	62%	62%	57%	61%	53%	67%	66%	61%
Overall quality of business and service establishments in Lynchburg	61%	61%	61%	59%	64%	63%	62%	63%	58%	61%	59%	61%	66%	62%
Shopping opportunities	55%	32%	43%	55%	47%	33%	43%	41%	46%	43%	29%	53%	51%	43%
Opportunities to attend cultural activities	32%	38%	36%	30%	50%	32%	37%	42%	24%	36%	20%	37%	58%	37%

Question 2: Community Characteristics (Percent "excellent" or "good")														
Please rate each of the following characteristics as they relate to Lynchburg as a whole:	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Recreational opportunities	36%	51%	44%	30%	56%	48%	46%	53%	27%	45%	33%	48%	59%	46%
Employment opportunities	29%	35%	32%	24%	34%	37%	32%	34%	26%	32%	26%	35%	36%	32%
Educational opportunities	69%	71%	70%	66%	83%	68%	72%	74%	63%	71%	62%	68%	83%	71%
Opportunities to participate in social events and activities	41%	54%	48%	35%	59%	51%	49%	53%	40%	49%	36%	50%	64%	49%
Opportunities to participate in religious or spiritual events and activities	77%	89%	84%	71%	87%	90%	84%	91%	70%	84%	79%	86%	88%	84%
Opportunities to volunteer	72%	81%	77%	68%	83%	80%	77%	82%	64%	77%	72%	77%	82%	76%
Opportunities to participate in community matters	52%	60%	57%	46%	66%	58%	57%	57%	56%	56%	51%	58%	62%	57%
Ease of car travel in Lynchburg	58%	61%	59%	58%	55%	62%	59%	58%	61%	59%	60%	53%	65%	59%
Ease of bus travel in Lynchburg	38%	41%	39%	34%	46%	42%	40%	41%	35%	39%	31%	37%	47%	39%
Ease of bicycle travel in Lynchburg	45%	28%	35%	46%	39%	27%	37%	30%	47%	35%	24%	45%	42%	36%
Ease of walking in Lynchburg	53%	47%	50%	58%	56%	44%	51%	48%	55%	50%	45%	49%	58%	50%

Question 2: Community Characteristics (Percent "excellent" or "good")														
Please rate each of the following characteristics as they relate to Lynchburg as a whole:	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Availability of paths and walking trails	65%	69%	67%	54%	73%	71%	67%	69%	62%	67%	66%	68%	68%	67%
Traffic flow on major streets	33%	39%	36%	34%	40%	36%	37%	35%	39%	36%	28%	35%	50%	37%
Amount of public parking	33%	30%	32%	20%	34%	37%	31%	31%	31%	31%	36%	32%	25%	31%
Availability of affordable quality housing	40%	46%	44%	36%	37%	55%	45%	52%	26%	44%	45%	45%	43%	44%
Availability of affordable quality child care	37%	48%	43%	38%	46%	46%	43%	48%	37%	44%	38%	44%	53%	45%
Availability of affordable quality health care	43%	63%	55%	44%	62%	58%	55%	59%	47%	56%	51%	49%	66%	56%
Availability of affordable quality food	61%	62%	62%	62%	67%	59%	62%	65%	53%	62%	60%	57%	67%	62%
Availability of preventive health services	55%	62%	59%	55%	62%	63%	60%	62%	51%	59%	63%	49%	62%	59%
Air quality	71%	77%	74%	64%	66%	86%	74%	80%	61%	74%	79%	66%	75%	74%
Quality of overall natural environment in Lynchburg	69%	74%	72%	65%	78%	73%	72%	77%	59%	72%	74%	68%	73%	72%
Overall image or reputation of Lynchburg	62%	61%	62%	52%	70%	65%	63%	63%	58%	61%	59%	57%	70%	62%

Question 3: Growth (Percent of respondents)														
Please rate the speed of growth in the following categories in Lynchburg over the past 2 years:	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Population growth too fast	29%	31%	30%	28%	26%	30%	28%	31%	25%	29%	34%	31%	22%	29%
Retail growth too slow	35%	39%	37%	43%	30%	39%	37%	36%	39%	37%	40%	33%	36%	37%
Job growth too slow	77%	75%	76%	85%	71%	76%	77%	74%	80%	76%	73%	78%	81%	77%

Question 4: Code Enforcement (Percent a "major" problem)														
	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Run down buildings, weed lots or junk vehicle a major problem in Lynchburg	17%	10%	13%	21%	11%	10%	13%	13%	14%	14%	11%	17%	13%	13%

Question 5: Community Safety (Percent "very" or "somewhat" safe)														
Please rate how safe or unsafe you feel from the following in Lynchburg:	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Violent crime (e.g., rape, assault, robbery)	61%	73%	68%	53%	69%	79%	69%	67%	68%	67%	67%	69%	67%	67%
Property crimes (e.g., burglary, theft)	54%	58%	56%	45%	63%	63%	58%	57%	55%	56%	55%	52%	62%	57%
Environmental hazards, including toxic waste	73%	78%	76%	70%	76%	79%	76%	76%	75%	76%	77%	75%	76%	76%

Question 6: Personal Safety (Percent "very" or "somewhat" safe)														
Please rate how safe or unsafe you feel:	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
In your neighborhood during the day	92%	92%	92%	90%	93%	94%	93%	91%	96%	92%	95%	90%	91%	92%
In your neighborhood after dark	79%	78%	79%	74%	82%	80%	79%	76%	86%	79%	81%	80%	76%	79%
In Lynchburg's downtown area during the day	77%	77%	77%	76%	78%	79%	78%	74%	83%	76%	78%	77%	75%	77%
In Lynchburg's downtown area after dark	41%	32%	36%	38%	34%	36%	36%	29%	51%	36%	33%	39%	38%	36%

Question 7: Contact with Police Department (Percent "yes")														
	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Have you had any in-person or phone contact with an employee of the City of Lynchburg Police Department within the last 12 months?	39%	36%	37%	38%	31%	40%	37%	37%	36%	37%	46%	43%	20%	37%

Question 8: Ratings of Contact with Police Department (Percent "excellent" or "good")														
	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
What was your overall impression of your most recent contact with the City of Lynchburg Police Department?	87%	75%	81%	73%	90%	86%	83%	84%	73%	81%	85%	73%	85%	81%

Questions 9 and 10: Crime Victimization and Reporting (Percent "yes")														
	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
During the past 12 months, were you or anyone in your household the victim of any crime?	10%	11%	11%	16%	6%	9%	10%	11%	10%	11%	11%	16%	7%	11%
If yes, was this crime (these crimes) reported to the police?	88%	67%	76%	83%	91%	87%	86%	74%	83%	77%	60%	91%	81%	77%

Question 11: Resident Behaviors (Percent at least once in past 12 months)														
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Lynchburg?	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Used Lynchburg public libraries or their services	59%	65%	62%	68%	61%	56%	61%	54%	77%	61%	55%	63%	67%	61%
Used Lynchburg recreation centers	65%	50%	57%	65%	58%	47%	55%	47%	75%	56%	63%	57%	46%	56%
Participated in a recreation program or activity	45%	47%	46%	48%	47%	42%	45%	42%	52%	45%	48%	48%	41%	46%
Visited a neighborhood park or City park	87%	86%	87%	80%	87%	89%	86%	84%	90%	86%	96%	86%	73%	86%
Ridden a local bus within Lynchburg	31%	12%	21%	45%	19%	6%	21%	11%	42%	21%	14%	27%	25%	21%
Attended a meeting of local elected officials or other local public meeting	19%	32%	26%	26%	20%	28%	25%	24%	30%	26%	18%	32%	30%	26%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	41%	55%	48%	53%	43%	49%	49%	43%	61%	48%	36%	46%	65%	48%
Read City Source Newsletter	38%	40%	39%	42%	46%	33%	39%	34%	50%	39%	26%	45%	52%	39%

Question 11: Resident Behaviors (Percent at least once in past 12 months)														
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Lynchburg?	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Visited the City of Lynchburg Web site (at www.lynchburgva.gov)	66%	73%	70%	52%	68%	80%	69%	72%	61%	68%	82%	76%	44%	68%
Recycled used paper, cans or bottles from your home	69%	75%	72%	64%	76%	75%	72%	75%	68%	73%	64%	75%	81%	72%
Volunteered your time to some group or activity in Lynchburg	54%	61%	58%	52%	58%	58%	56%	54%	62%	56%	60%	52%	54%	56%
Participated in religious or spiritual activities in Lynchburg	68%	77%	73%	71%	78%	70%	72%	71%	73%	72%	64%	76%	77%	71%
Participated in a club or civic group in Lynchburg	28%	44%	37%	37%	33%	35%	35%	34%	40%	36%	28%	38%	44%	36%
Provided help to a friend or neighbor	93%	97%	95%	95%	94%	95%	95%	94%	96%	95%	94%	96%	95%	95%

Question 12: Neighborliness (Percent at least several times a week)														
	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Visit with neighbors at least several times a week	43%	48%	46%	54%	46%	40%	46%	46%	49%	47%	40%	46%	55%	47%

Question 13: Service Quality (Percent "excellent" or "good")														
Please rate the quality of each of the following services in Lynchburg:	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Police services	74%	80%	77%	75%	73%	84%	78%	83%	63%	77%	70%	76%	87%	77%
Fire services	82%	95%	89%	82%	90%	94%	89%	92%	84%	89%	83%	87%	97%	89%
Ambulance or emergency medical services	73%	88%	81%	77%	87%	85%	83%	85%	76%	82%	70%	82%	94%	82%
Crime prevention	55%	64%	60%	54%	67%	61%	60%	63%	55%	61%	57%	55%	71%	61%
Fire prevention and education	64%	69%	67%	68%	70%	65%	68%	66%	69%	67%	56%	67%	79%	67%
Municipal courts	58%	66%	62%	59%	67%	63%	63%	62%	62%	62%	53%	59%	75%	62%
Traffic enforcement	59%	59%	59%	60%	63%	58%	60%	59%	61%	59%	53%	56%	70%	59%
Street repair	26%	28%	27%	22%	33%	29%	28%	31%	22%	28%	31%	23%	30%	28%
Street cleaning	44%	44%	44%	42%	42%	49%	45%	47%	39%	44%	42%	46%	46%	44%
Street lighting	46%	59%	53%	45%	51%	62%	54%	57%	43%	53%	47%	54%	60%	53%
Snow removal	52%	58%	56%	55%	64%	56%	58%	61%	47%	56%	52%	55%	63%	57%
Sidewalk maintenance	52%	42%	47%	47%	55%	45%	48%	49%	42%	47%	47%	45%	48%	47%

Question 13: Service Quality (Percent "excellent" or "good")														
Please rate the quality of each of the following services in Lynchburg:	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Traffic signal timing	46%	53%	50%	43%	64%	49%	51%	52%	45%	50%	49%	49%	54%	51%
Bus or transit services	55%	58%	56%	52%	68%	59%	58%	62%	51%	58%	73%	49%	50%	58%
Garbage collection	73%	85%	80%	77%	81%	85%	82%	85%	70%	81%	72%	85%	87%	81%
Recycling	59%	52%	55%	59%	77%	42%	56%	54%	58%	55%	41%	58%	71%	56%
Yard waste pick-up	67%	62%	64%	66%	65%	66%	66%	66%	63%	65%	56%	67%	72%	65%
Storm drainage	65%	67%	66%	62%	67%	69%	66%	72%	54%	66%	69%	61%	70%	67%
Drinking water	47%	69%	59%	50%	62%	65%	60%	64%	50%	60%	54%	55%	71%	60%
Sewer services	58%	73%	66%	60%	70%	70%	67%	73%	54%	67%	62%	68%	72%	67%
Power (electric and/or gas) utility	47%	66%	58%	56%	69%	54%	59%	63%	46%	58%	46%	54%	76%	58%
City parks	73%	81%	77%	66%	84%	83%	78%	79%	72%	77%	74%	77%	79%	76%
Recreation programs or classes	67%	70%	69%	57%	80%	71%	69%	72%	64%	69%	68%	66%	72%	69%
Recreation centers or facilities	62%	52%	57%	50%	73%	52%	58%	59%	51%	56%	53%	52%	65%	56%
Land use, planning and zoning	49%	35%	41%	37%	56%	35%	41%	39%	44%	41%	39%	39%	43%	41%
Code enforcement (weeds, abandoned buildings, etc.)	39%	34%	36%	28%	50%	38%	38%	36%	39%	37%	39%	37%	36%	37%
Animal control	54%	57%	56%	52%	62%	56%	56%	59%	47%	56%	59%	53%	56%	56%
Economic development	41%	43%	42%	33%	56%	39%	42%	45%	38%	42%	40%	36%	52%	42%
Health services	54%	71%	64%	51%	73%	66%	63%	69%	52%	63%	57%	56%	77%	63%

Question 13: Service Quality (Percent "excellent" or "good")														
Please rate the quality of each of the following services in Lynchburg:	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Services to seniors	63%	68%	66%	58%	77%	65%	66%	70%	58%	66%	69%	62%	67%	66%
Services to youth	58%	44%	51%	48%	49%	58%	52%	56%	43%	51%	56%	45%	52%	51%
Services to low-income people	37%	48%	43%	33%	53%	54%	45%	56%	27%	45%	37%	46%	51%	45%
Public library services	79%	75%	77%	78%	83%	76%	78%	78%	74%	77%	75%	73%	82%	77%
Public information services	70%	64%	66%	69%	77%	61%	68%	65%	68%	66%	63%	62%	74%	67%
Public schools	58%	63%	61%	62%	65%	57%	61%	60%	63%	61%	45%	64%	76%	61%
Cable television	31%	45%	39%	36%	39%	40%	39%	46%	27%	40%	40%	31%	46%	40%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	54%	42%	47%	54%	58%	41%	49%	47%	52%	49%	44%	51%	55%	49%
Preservation of natural areas such as open space, farmlands and greenbelts	58%	50%	53%	49%	67%	51%	54%	53%	53%	53%	54%	57%	52%	54%

Question 14: Government Services Overall (Percent "excellent" or "good")														
Overall, how would you rate the quality of the services provided by each of the following?	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
The City of Lynchburg	65%	74%	70%	66%	78%	71%	71%	70%	70%	70%	69%	59%	81%	70%
The Federal Government	36%	39%	37%	46%	40%	33%	39%	34%	47%	38%	34%	32%	50%	38%
The State Government	41%	49%	45%	50%	51%	42%	47%	44%	49%	45%	41%	45%	53%	46%

Question 15: Recommendation and Longevity (Percent "somewhat" or "very" likely)														
Please indicate how likely or unlikely you are to do each of the following:	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Recommend living in Lynchburg to someone who asks	80%	83%	81%	76%	82%	86%	82%	79%	86%	81%	78%	80%	87%	81%
Remain in Lynchburg for the next five years	62%	81%	72%	65%	72%	78%	73%	74%	71%	73%	58%	75%	92%	73%

Question 16: Impact of the Economy (Percent "somewhat" or "very" positive)														
	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
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:	15%	15%	15%	14%	15%	17%	16%	13%	21%	16%	10%	21%	18%	16%

Question 17: Contact with Fire Department (Percent "yes")														
	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Have you had any in-person or phone contact with an employee of the City of Lynchburg Fire Department within the last 12 months?	11%	9%	10%	13%	11%	9%	11%	11%	10%	11%	7%	11%	17%	11%

Question 18: Ratings of Contact with Fire Department (Percent "excellent" or "good")														
	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
What was your overall impression of your most recent contact with the City of Lynchburg Fire Department?	93%	92%	93%	78%	100%	100%	93%	95%	90%	93%	85%	100%	94%	93%

Question 19: Contact with City Employees (Percent "yes")														
	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Have you had any in-person, phone or email with an employee of the City of Lynchburg within the last 12 months (including police, receptionists, planners or any others)?	41%	58%	50%	35%	50%	59%	50%	54%	40%	50%	52%	53%	44%	50%

Question 20: City Employees (Percent "excellent" or "good")														
What was your impression of the employee(s) of the City of Lynchburg in your most recent contact?	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Knowledge	84%	85%	85%	76%	92%	88%	87%	83%	91%	85%	84%	81%	91%	85%
Responsiveness	79%	78%	78%	69%	83%	82%	80%	78%	78%	78%	80%	77%	80%	79%
Courtesy	87%	82%	84%	82%	87%	87%	86%	83%	88%	84%	86%	80%	88%	85%
Overall impression	79%	82%	81%	72%	89%	84%	83%	81%	84%	81%	81%	79%	87%	82%

Question 21: Government Performance (Percent "excellent" or "good")														
Please rate the following categories of Lynchburg government performance:	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
The value of services for the taxes paid to Lynchburg	38%	40%	39%	40%	37%	44%	41%	39%	43%	40%	32%	38%	54%	41%
The overall direction that Lynchburg is taking	50%	45%	48%	48%	51%	49%	49%	49%	45%	48%	47%	44%	56%	49%
The job Lynchburg government does at welcoming citizen involvement	44%	51%	48%	37%	58%	54%	50%	51%	45%	49%	49%	43%	58%	50%

Question 22a: Custom Question 1 (Percent "somewhat" or "strongly" support)														
In order to cover the increasing costs of maintaining existing services and the shortage of revenue to provide these services, the City could increase local taxes and/or fees or make cuts to services and programs. Please indicate to what extent you support or oppose each of the following:	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Property tax increase	23%	24%	24%	22%	17%	31%	24%	24%	23%	24%	17%	22%	33%	24%
Car tax increase	15%	25%	20%	17%	13%	28%	21%	21%	18%	20%	16%	15%	31%	20%
Meals tax increase	28%	35%	32%	31%	34%	32%	32%	31%	35%	32%	27%	37%	35%	32%
Increase user fees (e.g., trash collection fees, permits/licenses, recreation classes, etc.)	23%	45%	35%	23%	34%	41%	34%	37%	28%	34%	26%	41%	38%	34%

Question 22b: Custom Question 2 (Percent "somewhat" or "strongly" support)														
If the City's choice was to increase revenues to avoid cutting services, please indicate to what extent you would support or oppose the following:	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
Increase local taxes to maintain current services (e.g. property or meals taxes)	35%	39%	37%	41%	28%	40%	37%	34%	44%	37%	23%	45%	49%	37%
Increase fees to maintain services	47%	53%	50%	49%	48%	51%	50%	49%	51%	50%	43%	58%	54%	50%
Make cuts to services	35%	36%	36%	27%	38%	40%	36%	43%	21%	36%	38%	33%	34%	35%

Question 22c: Custom Question 3 (Percent "somewhat" or "strongly" support)														
	Rent or own			Annual household income				Race			Age			
	Rent	Own	Overall	Less than \$24,999	\$25,000 to \$49,999	\$50,000 or more	Overall	White	Not white	Overall	18-34	35-54	55 +	Overall
In the coming months, the City will have to make a decision regarding a new Heritage High School. To what extent would you support or oppose increasing local taxes for a new Heritage High School?	40%	41%	40%	49%	28%	45%	41%	38%	46%	41%	28%	48%	51%	41%



CITY OF LYNCHBURG, VA 2013

Report of Geographic Subgroup Comparisons



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SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA).

The survey and its administration are standardized to assure high quality survey methods and comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community.

The National Citizen Survey™ customized for this jurisdiction was developed in close cooperation with local jurisdiction staff. The City of Lynchburg staff selected items from a menu of questions about services and community problems; they defined the jurisdiction boundaries NRC used for sampling; and they provided the appropriate letterhead and signatures for mailings. City of Lynchburg staff also determined local interest in a variety of add-on options to The National Citizen Survey™ Basic Service.

UNDERSTANDING THE RESULTS

“DON’T KNOW” RESPONSES

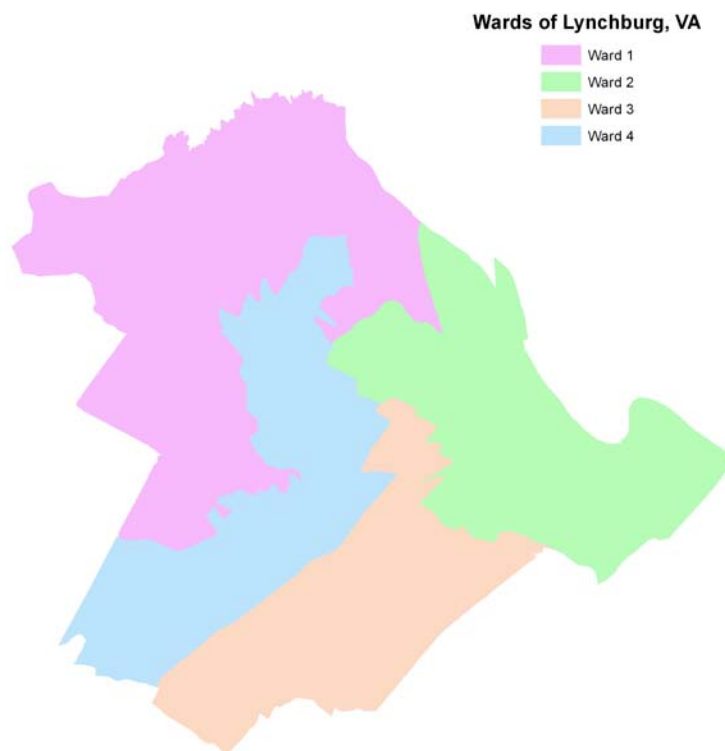
On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the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

UNDERSTANDING THE TABLES

In this report, comparisons between geographic subgroups are shown. For most of the questions, we have shown only one number for each question. We have summarized responses to show only the proportion of respondents giving a certain answer; for example, the percent of respondents who rated the quality of life as “excellent” or “good”, or the percent of respondents who felt the rate of growth was “about right.”

ANOVA and chi-square tests of significance were applied to these comparisons of survey questions by geographic subgroups. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between subgroups are due to chance; or in other words, a greater than 95% probability that the differences observed are “real.” Where differences were statistically significant, they are marked in grey.

The 95 percent confidence level for this survey is generally no greater than plus or minus five percentage points around any given percent reported for the entire sample (391 completed surveys). For each Ward (1, 2, 3 or 4), the margin of error rises to approximately + or - 11% since sample sizes were approximately 114 for Ward 1, 78 for Ward 2, 95 for Ward 3, and 105 for Ward 4.



COMPARISONS

Cells shaded grey indicate statistically significant differences between subgroups.

Question 1: Quality of Life (Percent "excellent" or "good")					
Please rate each of the following aspects of quality of life in Lynchburg:	Ward				
	1	2	3	4	Overall
Lynchburg as a place to live	83%	74%	74%	82%	79%
Your neighborhood as a place to live	87%	70%	78%	77%	79%
Lynchburg as a place to raise children	80%	76%	82%	84%	81%
Lynchburg as a place to work	58%	47%	52%	58%	54%
Lynchburg as a place to retire	67%	69%	63%	68%	67%
The overall quality of life in Lynchburg	83%	68%	69%	77%	75%

Question 2: Community Characteristics (Percent "excellent" or "good")					
Please rate each of the following characteristics as they relate to Lynchburg as a whole:	Ward				
	1	2	3	4	Overall
Sense of community	70%	55%	43%	61%	57%
Openness and acceptance of the community toward people of diverse backgrounds	46%	39%	55%	41%	46%
Overall appearance of Lynchburg	61%	60%	55%	57%	58%
Cleanliness of Lynchburg	61%	61%	62%	65%	63%
Overall quality of new development in Lynchburg	55%	68%	64%	58%	61%
Variety of housing options	64%	59%	64%	54%	60%
Overall quality of business and service establishments in Lynchburg	65%	61%	69%	51%	62%
Shopping opportunities	39%	39%	52%	43%	44%
Opportunities to attend cultural activities	38%	30%	36%	41%	37%
Recreational opportunities	49%	39%	43%	51%	46%
Employment opportunities	40%	28%	27%	28%	31%

Question 2: Community Characteristics (Percent "excellent" or "good")					
Please rate each of the following characteristics as they relate to Lynchburg as a whole:	Ward				
	1	2	3	4	Overall
Educational opportunities	72%	59%	71%	77%	70%
Opportunities to participate in social events and activities	58%	42%	46%	48%	49%
Opportunities to participate in religious or spiritual events and activities	82%	70%	87%	94%	84%
Opportunities to volunteer	81%	70%	75%	80%	77%
Opportunities to participate in community matters	66%	52%	49%	57%	56%
Ease of car travel in Lynchburg	66%	63%	55%	53%	59%
Ease of bus travel in Lynchburg	37%	30%	48%	37%	38%
Ease of bicycle travel in Lynchburg	43%	41%	30%	28%	36%
Ease of walking in Lynchburg	67%	55%	38%	37%	50%
Availability of paths and walking trails	77%	61%	66%	62%	67%
Traffic flow on major streets	43%	38%	35%	28%	36%
Amount of public parking	40%	26%	30%	26%	31%
Availability of affordable quality housing	58%	36%	37%	43%	44%
Availability of affordable quality child care	46%	38%	48%	48%	45%
Availability of affordable quality health care	65%	49%	53%	52%	55%
Availability of affordable quality food	58%	61%	62%	67%	62%
Availability of preventive health services	69%	55%	52%	59%	59%
Air quality	84%	56%	71%	80%	74%
Quality of overall natural environment in Lynchburg	85%	55%	69%	74%	72%
Overall image or reputation of Lynchburg	63%	56%	61%	65%	62%

Question 3: Growth (Percent of respondents)					
Please rate the speed of growth in the following categories in Lynchburg over the past 2 years:	Ward				
	1	2	3	4	Overall
Population growth too fast	15%	19%	43%	37%	30%
Retail growth too slow	44%	34%	33%	34%	36%
Job growth too slow	72%	87%	72%	77%	76%

Question 4: Code Enforcement (Percent a "major" problem)					
	Ward				
	1	2	3	4	Overall
Run down buildings, weed lots or junk vehicle a major problem in Lynchburg	15%	17%	8%	15%	13%

Question 5: Community Safety (Percent "very" or "somewhat" safe)					
Please rate how safe or unsafe you feel from the following in Lynchburg:	Ward				
	1	2	3	4	Overall
Violent crime (e.g., rape, assault, robbery)	73%	64%	61%	70%	67%
Property crimes (e.g., burglary, theft)	66%	56%	48%	55%	56%
Environmental hazards, including toxic waste	77%	74%	74%	77%	75%

Question 6: Personal Safety (Percent "very" or "somewhat" safe)					
Please rate how safe or unsafe you feel:	Ward				
	1	2	3	4	Overall
In your neighborhood during the day	96%	88%	93%	91%	92%
In your neighborhood after dark	92%	60%	81%	77%	79%
In Lynchburg's downtown area during the day	76%	88%	69%	76%	77%
In Lynchburg's downtown area after dark	33%	46%	35%	32%	36%

Question 7: Contact with Police Department (Percent "yes")					
	Ward				
	1	2	3	4	Overall
Have you had any in-person or phone contact with an employee of the City of Lynchburg Police Department within the last 12 months?	29%	40%	35%	43%	36%

Question 8: Ratings of Contact with Police Department (Percent "excellent" or "good")					
	Ward				
	1	2	3	4	Overall
What was your overall impression of your most recent contact with the City of Lynchburg Police Department?	90%	83%	72%	81%	81%

Questions 9 and 10: Crime Victimization and Reporting (Percent "yes")					
	Ward				
	1	2	3	4	Overall
During the past 12 months, were you or anyone in your household the victim of any crime?	2%	14%	13%	16%	11%
If yes, was this crime (these crimes) reported to the police?	50%	74%	58%	100%	78%

Question 11: Resident Behaviors (Percent at least once in past 12 months)					
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Lynchburg?	Ward				
	1	2	3	4	Overall
Used Lynchburg public libraries or their services	63%	75%	55%	57%	62%
Used Lynchburg recreation centers	51%	74%	57%	48%	56%
Participated in a recreation program or activity	47%	61%	49%	27%	45%
Visited a neighborhood park or City park	87%	91%	83%	83%	86%
Ridden a local bus within Lynchburg	13%	30%	25%	18%	21%
Attended a meeting of local elected officials or other local public meeting	19%	42%	26%	20%	26%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	46%	67%	37%	46%	48%
Read City Source Newsletter	23%	51%	40%	45%	39%
Visited the City of Lynchburg Web site (at www.lynchburgva.gov)	71%	66%	66%	69%	68%
Recycled used paper, cans or bottles from your home	76%	75%	66%	71%	72%

Question 11: Resident Behaviors (Percent at least once in past 12 months)					
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Lynchburg?	Ward				
	1	2	3	4	Overall
Volunteered your time to some group or activity in Lynchburg	58%	70%	50%	50%	56%
Participated in religious or spiritual activities in Lynchburg	63%	82%	76%	69%	72%
Participated in a club or civic group in Lynchburg	36%	54%	37%	22%	36%
Provided help to a friend or neighbor	97%	96%	94%	91%	95%

Question 12: Neighborliness (Percent at least several times a week)					
	Ward				
	1	2	3	4	Overall
Visit with neighbors at least several times a week	44%	56%	49%	38%	46%

Question 13: Service Quality (Percent "excellent" or "good")					
Please rate the quality of each of the following services in Lynchburg:	Ward				
	1	2	3	4	Overall
Police services	88%	66%	77%	75%	77%
Fire services	93%	84%	92%	88%	89%
Ambulance or emergency medical services	92%	75%	84%	75%	81%
Crime prevention	74%	47%	62%	58%	61%
Fire prevention and education	77%	67%	67%	59%	67%
Municipal courts	69%	63%	63%	53%	62%
Traffic enforcement	68%	51%	60%	56%	59%
Street repair	32%	19%	23%	37%	28%
Street cleaning	51%	23%	39%	57%	44%
Street lighting	65%	43%	47%	53%	52%

Question 13: Service Quality (Percent "excellent" or "good")					
Please rate the quality of each of the following services in Lynchburg:	Ward				
	1	2	3	4	Overall
Snow removal	75%	39%	53%	53%	56%
Sidewalk maintenance	58%	38%	47%	44%	47%
Traffic signal timing	62%	49%	49%	41%	50%
Bus or transit services	69%	42%	59%	55%	56%
Garbage collection	83%	63%	84%	88%	80%
Recycling	71%	50%	47%	53%	55%
Yard waste pick-up	68%	58%	67%	63%	64%
Storm drainage	87%	50%	62%	64%	66%
Drinking water	72%	45%	61%	57%	60%
Sewer services	79%	41%	66%	76%	67%
Power (electric and/or gas) utility	67%	55%	56%	52%	58%
City parks	87%	71%	71%	76%	76%
Recreation programs or classes	80%	57%	70%	66%	69%
Recreation centers or facilities	76%	43%	54%	52%	56%
Land use, planning and zoning	58%	31%	39%	32%	41%
Code enforcement (weeds, abandoned buildings, etc.)	56%	27%	38%	26%	37%
Animal control	78%	30%	59%	52%	56%
Economic development	59%	37%	45%	29%	42%
Health services	77%	54%	61%	60%	64%
Services to seniors	77%	46%	77%	61%	66%
Services to youth	73%	27%	49%	54%	51%
Services to low-income people	62%	20%	53%	49%	45%
Public library services	78%	70%	78%	79%	76%
Public information services	70%	61%	63%	71%	66%
Public schools	72%	41%	63%	67%	61%
Cable television	42%	32%	52%	29%	39%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	63%	41%	50%	36%	48%

Question 13: Service Quality (Percent "excellent" or "good")					
Please rate the quality of each of the following services in Lynchburg:	Ward				
	1	2	3	4	Overall
Preservation of natural areas such as open space, farmlands and greenbelts	72%	50%	42%	47%	54%

Question 14: Government Services Overall (Percent "excellent" or "good")					
Overall, how would you rate the quality of the services provided by each of the following?	Ward				
	1	2	3	4	Overall
The City of Lynchburg	74%	69%	68%	71%	70%
The Federal Government	36%	34%	42%	39%	38%
The State Government	55%	41%	46%	39%	46%

Question 15: Recommendation and Longevity (Percent "somewhat" or "very" likely)					
Please indicate how likely or unlikely you are to do each of the following:	Ward				
	1	2	3	4	Overall
Recommend living in Lynchburg to someone who asks	84%	83%	76%	82%	81%
Remain in Lynchburg for the next five years	70%	72%	72%	77%	73%

Question 16: Impact of the Economy (Percent "somewhat" or "very" positive)					
	Ward				
	1	2	3	4	Overall
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:	13%	11%	18%	19%	16%

Question 17: Contact with Fire Department (Percent "yes")					
	Ward				
	1	2	3	4	Overall
Have you had any in-person or phone contact with an employee of the City of Lynchburg Fire Department within the last 12 months?	13%	13%	6%	12%	11%

Question 18: Ratings of Contact with Fire Department (Percent "excellent" or "good")					
	Ward				
	1	2	3	4	Overall
What was your overall impression of your most recent contact with the City of Lynchburg Fire Department?	100%	87%	100%	87%	93%

Question 19: Contact with City Employees (Percent "yes")					
	Ward				
	1	2	3	4	Overall
Have you had any in-person, phone or email with an employee of the City of Lynchburg within the last 12 months (including police, receptionists, planners or any others)?	35%	61%	50%	55%	49%

Question 20: City Employees (Percent "excellent" or "good")					
What was your impression of the employee(s) of the City of Lynchburg in your most recent contact?	Ward				
	1	2	3	4	Overall
Knowledge	87%	91%	72%	91%	85%
Responsiveness	81%	86%	71%	78%	79%
Courtesy	91%	91%	71%	87%	84%
Overall impression	86%	91%	68%	85%	82%

Question 21: Government Performance (Percent "excellent" or "good")					
Please rate the following categories of Lynchburg government performance:	Ward				
	1	2	3	4	Overall
The value of services for the taxes paid to Lynchburg	44%	29%	38%	48%	41%
The overall direction that Lynchburg is taking	54%	46%	46%	48%	49%
The job Lynchburg government does at welcoming citizen involvement	50%	47%	40%	61%	49%

Question 22a: Custom Question 1 (Percent "somewhat" or "strongly" support)					
In order to cover the increasing costs of maintaining existing services and the shortage of revenue to provide these services, the City could increase local taxes and/or fees or make cuts to services and programs. Please indicate to what extent you support or oppose each of the following:	Ward				
	1	2	3	4	Overall
Property tax increase	30%	22%	21%	21%	24%
Car tax increase	27%	20%	12%	23%	20%
Meals tax increase	35%	35%	27%	32%	32%
Increase user fees (e.g., trash collection fees, permits/licenses, recreation classes, etc.)	34%	28%	36%	38%	34%

Question 22b: Custom Question 2 (Percent "somewhat" or "strongly" support)					
If the City's choice was to increase revenues to avoid cutting services, please indicate to what extent you would support or oppose the following:	Ward				
	1	2	3	4	Overall
Increase local taxes to maintain current services (e.g. property or meals taxes)	40%	39%	32%	38%	37%
Increase fess to maintain services	56%	46%	54%	44%	50%
Make cuts to services	42%	30%	41%	31%	36%

Question 22c: Custom Question 3 (Percent "somewhat" or "strongly" support)					
	Ward				
	1	2	3	4	Overall
In the coming months, the City will have to make a decision regarding a new Heritage High School. To what extent would you support or oppose increasing local taxes for a new Heritage High School?	34%	34%	44%	51%	41%



CITY OF LYNCHBURG, VA 2013

Benchmark Report



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UNDERSTANDING THE BENCHMARK COMPARISONS

COMPARISON DATA

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

The City of Lynchburg chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (jurisdictions in the Southern region with populations from 50,000 to 100,000). A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Lynchburg Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

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

Jurisdiction Characteristic	Percent of Jurisdictions
Region	
West Coast ¹	17%
West ²	20%
North Central West ³	11%
North Central East ⁴	13%
South Central ⁵	7%
South ⁶	26%
Northeast West ⁷	2%
Northeast East ⁸	4%
Population	
Less than 40,000	46%
40,000 to 74,999	19%
75,000 to 149,000	17%
150,000 or more	18%

¹ Alaska, Washington, Oregon, California, Hawaii

² Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico

³ North Dakota, South Dakota, Nebraska, Kansas, Iowa, Missouri, Minnesota

⁴ Illinois, Indiana, Ohio, Michigan, Wisconsin

⁵ Oklahoma, Texas, Louisiana, Arkansas

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

⁷ New York, Pennsylvania, New Jersey

⁸ Connecticut, Rhode Island, Massachusetts, New Hampshire, Vermont, Maine

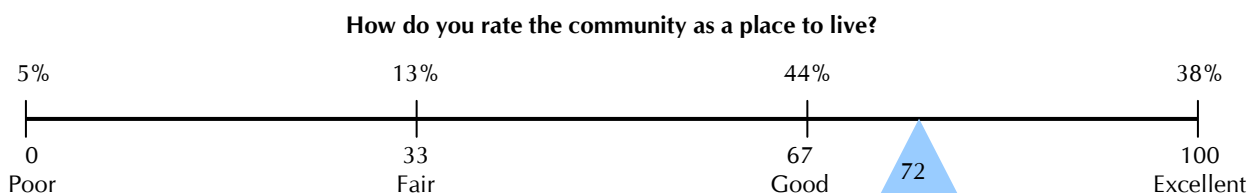
PUTTING EVALUATIONS ONTO THE 100-POINT SCALE

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

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

Example of Converting Responses to the 100-point Scale

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



INTERPRETING THE RESULTS

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

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

This report contains benchmarks at the national level, as well as for jurisdictions in the Southern region with populations from 50,000 to 100,000.

NATIONAL BENCHMARK COMPARISONS

Overall Community Quality Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Overall quality of life in Lynchburg	63	298	424	Below
Your neighborhood as place to live	67	186	286	Below
Lynchburg as a place to live	66	257	349	Much below
Recommend living in Lynchburg to someone who asks	69	158	219	Much below
Remain in Lynchburg for the next five years	70	185	218	Much below

Community Transportation Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Ease of car travel in Lynchburg	53	157	278	Similar
Ease of bus travel in Lynchburg	44	110	205	Similar
Ease of bicycle travel in Lynchburg	35	242	277	Much below
Ease of walking in Lynchburg	46	219	272	Much below
Availability of paths and walking trails	59	94	219	Above
Traffic flow on major streets	39	207	273	Much below

Frequency of Bus Use Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Ridden a local bus within Lynchburg	21	84	180	Similar

Drive Alone Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Average percent of work commute trips made by driving alone	82	40	205	Much more

Transportation and Parking Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Street repair	32	351	406	Much below
Street cleaning	45	239	276	Much below
Street lighting	49	225	302	Below
Snow removal	51	179	272	Below
Sidewalk maintenance	47	175	268	Below
Traffic signal timing	46	139	232	Similar
Bus or transit services	52	108	207	Similar
Amount of public parking	36	198	218	Much below

Housing Characteristics Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Availability of affordable quality housing	45	130	289	Similar
Variety of housing options	55	94	211	Similar

Housing Costs Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	30	136	208	Less

Built Environment Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Quality of new development in Lynchburg	52	159	265	Similar
Overall appearance of Lynchburg	55	221	324	Below

Population Growth Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Population growth seen as too fast	30	167	239	Much less

Nuisance Problems Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	13	84	237	Similar

Planning and Community Code Enforcement Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Land use, planning and zoning	45	148	281	Similar
Code enforcement (weeds, abandoned buildings, etc.)	40	236	336	Below
Animal control	51	210	300	Below

Economic Sustainability and Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Employment opportunities	38	142	288	Similar
Shopping opportunities	43	209	274	Much below
Lynchburg as a place to work	50	202	315	Below
Overall quality of business and service establishments in Lynchburg	53	141	209	Below

Economic Development Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Economic development	45	145	268	Similar

Job and Retail Growth Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Retail growth seen as too slow	36	119	239	Similar
Jobs growth seen as too slow	76	137	241	Similar

Personal Economic Future Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Positive impact of economy on household income	15	161	233	Similar

Community and Personal Public Safety Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
In your neighborhood during the day	88	177	321	Similar
In your neighborhood after dark	75	148	310	Similar
In Lynchburg's downtown area during the day	75	230	273	Much below
In Lynchburg's downtown area after dark	44	240	278	Much below
Violent crime (e.g., rape, assault, robbery)	67	191	276	Below
Property crimes (e.g., burglary, theft)	58	179	277	Below
Environmental hazards, including toxic waste	75	129	211	Similar

Crime Victimization and Reporting Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Victim of crime	11	136	248	Similar
Reported crimes	78	149	245	Similar

Public Safety Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Police services	67	214	395	Similar
Fire services	76	210	322	Similar
Ambulance or emergency medical services	72	217	304	Below
Crime prevention	56	204	324	Below
Fire prevention and education	62	200	268	Below
Traffic enforcement	53	257	343	Below
Courts	56	100	189	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	47	195	231	Much below

Contact with Police and Fire Departments Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Had contact with the City of Lynchburg Police Department	36	60	117	Similar
Overall impression of most recent contact with the City of Lynchburg Police Department	71	42	121	Above
Had contact with the City of Lynchburg Fire Department	11	72	89	Less
Overall impression of most recent contact with the City of Lynchburg Fire Department	84	49	91	Similar

Community Environment Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Cleanliness of Lynchburg	56	150	221	Much below
Quality of overall natural environment in Lynchburg	63	111	220	Similar
Preservation of natural areas such as open space, farmlands and greenbelts	52	127	218	Similar
Air quality	62	108	227	Similar

Frequency of Recycling Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Recycled used paper, cans or bottles from your home	72	183	232	Much less

Utility Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Power (electric and/or gas) utility	55	112	115	Much below
Sewer services	59	218	288	Below
Drinking water	56	205	297	Below
Storm drainage	57	161	340	Similar
Yard waste pick-up	60	169	241	Below
Recycling	52	284	321	Much below
Garbage collection	70	211	328	Similar

Community Recreational Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Recreation opportunities	46	241	284	Much below

Participation in Parks and Recreation Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Used Lynchburg recreation centers	56	104	202	Similar
Participated in a recreation program or activity	45	132	233	Similar
Visited a neighborhood park or City park	86	134	242	Similar

Parks and Recreation Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
City parks	66	204	296	Below
Recreation programs or classes	60	193	308	Below
Recreation centers or facilities	54	208	262	Much below

Cultural and Educational Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Opportunities to attend cultural activities	41	243	288	Much below
Educational opportunities	61	93	253	Above

Participation in Cultural and Educational Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Used Lynchburg public libraries or their services	62	184	211	Much less
Participated in religious or spiritual activities in Lynchburg	72	6	151	Much more

Cultural and Educational Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Public schools	56	143	230	Below
Public library services	65	256	314	Much below

Community Health and Wellness Access and Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Availability of affordable quality health care	50	110	232	Similar
Availability of affordable quality food	56	110	183	Similar
Availability of preventive health services	52	95	163	Similar

Health and Wellness Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Health services	59	80	178	Similar

Community Quality and Inclusiveness Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Sense of community	53	205	291	Below
Openness and acceptance of the community toward people of diverse backgrounds	47	215	262	Much below
Availability of affordable quality child care	46	104	233	Similar
Lynchburg as a place to raise kids	69	188	350	Similar
Lynchburg as a place to retire	58	194	333	Similar

Services Provided for Population Subgroups Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Services to seniors	58	159	284	Similar
Services to youth	50	158	266	Below
Services to low income people	46	123	238	Similar

Civic Engagement Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Opportunities to participate in community matters	53	139	210	Below
Opportunities to volunteer	65	103	211	Similar

Participation in Civic Engagement Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	26	106	242	Similar
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	48	42	195	Much more
Volunteered your time to some group or activity in Lynchburg	56	41	239	Much more
Participated in a club or civic group in Lynchburg	36	53	178	Much more
Provided help to a friend or neighbor	95	78	177	Similar

Voter Behavior Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Registered to vote	84	130	243	Similar
Voted in last general election	77	88	243	More

Use of Information Sources Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Read Lynchburg Newsletter	39	167	172	Much less
Visited the City of Lynchburg Web site	68	55	207	Much more

Local Government Media Services and Information Dissemination Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Cable television	40	164	173	Much below
Public information services	58	150	262	Similar

Social Engagement Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Opportunities to participate in social events and activities	49	159	201	Much below
Opportunities to participate in religious or spiritual events and activities	72	34	163	Above

Contact with Immediate Neighbors Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Has contact with neighbors at least several times per week	46	128	198	Less

Public Trust Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Value of services for the taxes paid to Lynchburg	43	300	378	Much below
The overall direction that Lynchburg is taking	49	192	312	Similar
Job Lynchburg government does at welcoming citizen involvement	46	174	304	Similar
Overall image or reputation of Lynchburg	56	207	309	Below

Services Provided by Local, State and Federal Governments Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Services provided by the City of Lynchburg	59	237	395	Similar
Services provided by the Federal Government	39	192	244	Below
Services provided by the State Government	46	86	245	Similar

Contact with City Employees Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Had contact with City employee(s) in last 12 months	49	158	278	Similar

Perceptions of City Employees (Among Those Who Had Contact) Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Knowledge	74	111	313	Above
Responsiveness	68	164	311	Similar
Courteousness	75	91	259	Above
Overall impression	72	111	354	Above

JURISDICTIONS INCLUDED IN NATIONAL BENCHMARK COMPARISONS

Valdez, AK	3,976	Laguna Beach, CA	22,723
Auburn, AL	53,380	Laguna Hills, CA	30,344
Dothan, AL	65,496	Livermore, CA	80,968
Gulf Shores, AL	9,741	Lodi, CA	62,134
Tuskegee, AL	9,865	Long Beach, CA	462,257
Vestavia Hills, AL	34,033	Marin County, CA	252,409
Fayetteville, AR	73,580	Menlo Park, CA	32,026
Fort Smith, AR	86,209	Mission Viejo, CA	93,305
Little Rock, AR	193,524	Newport Beach, CA	85,186
Casa Grande, AZ	48,571	Palm Springs, CA	44,552
Chandler, AZ	236,123	Palo Alto, CA	64,403
Cococino County, AZ	134,421	Pasadena, CA	137,122
Dewey-Humboldt, AZ	3,894	Richmond, CA	103,701
Flagstaff, AZ	65,870	San Carlos, CA	28,406
Florence, AZ	25,536	San Diego, CA	1,307,402
Fountain Hills, AZ	22,489	San Francisco, CA	805,235
Gilbert, AZ	208,453	San Jose, CA	945,942
Goodyear, AZ	65,275	San Luis Obispo County, CA	269,637
Green Valley, AZ	21,391	San Mateo, CA	97,207
Kingman, AZ	28,068	San Rafael, CA	57,713
Marana, AZ	34,961	Santa Clarita, CA	176,320
Maricopa, AZ	43,482	Santa Monica, CA	89,736
Maricopa County, AZ	3,817,117	Seaside, CA	33,025
Mesa, AZ	439,041	South Lake Tahoe, CA	21,403
Nogales, AZ	20,837	Stockton, CA	291,707
Peoria, AZ	154,065	Sunnyvale, CA	140,081
Phoenix, AZ	1,445,632	Temecula, CA	100,097
Pinal County, AZ	375,770	Thousand Oaks, CA	126,683
Prescott Valley, AZ	38,822	Visalia, CA	124,442
Queen Creek, AZ	26,361	Walnut Creek, CA	64,173
Scottsdale, AZ	217,385	Adams County, CO	441,603
Sedona, AZ	10,031	Arapahoe County, CO	572,003
Surprise, AZ	117,517	Archuleta County, CO	12,084
Tempe, AZ	161,719	Arvada, CO	106,433
Yuma, AZ	93,064	Aspen, CO	6,658
Yuma County, AZ	195,751	Aurora, CO	325,078
Apple Valley, CA	69,135	Boulder, CO	97,385
Benicia, CA	26,997	Boulder County, CO	294,567
Brea, CA	39,282	Broomfield, CO	55,889
Brisbane, CA	4,282	Castle Rock, CO	48,231
Burlingame, CA	28,806	Centennial, CO	100,377
Citrus Heights, CA	83,301	Clear Creek County, CO	9,088
Concord, CA	122,067	Colorado Springs, CO	416,427
Coronado, CA	18,912	Commerce City, CO	45,913
Cupertino, CA	58,302	Craig, CO	9,464
Davis, CA	65,622	Crested Butte, CO	1,487
Dublin, CA	46,036	Denver, CO	600,158
El Cerrito, CA	23,549	Douglas County, CO	285,465
Elk Grove, CA	153,015	Eagle County, CO	52,197
Fremont, CA	214,089	Edgewater, CO	5,170
Galt, CA	23,647	El Paso County, CO	622,263

Englewood, CO.....	30,255	Delray Beach, FL.....	60,522
Estes Park, CO.....	5,858	Destin, FL.....	12,305
Fort Collins, CO.....	143,986	Escambia County, FL.....	297,619
Frisco, CO.....	2,683	Gainesville, FL.....	124,354
Fruita, CO.....	12,646	Hillsborough County, FL.....	1,229,226
Georgetown, CO.....	1,034	Jupiter, FL.....	55,156
Gilpin County, CO.....	5,441	Lee County, FL.....	618,754
Golden, CO.....	18,867	Martin County, FL.....	146,318
Grand County, CO.....	14,843	Miami Beach, FL.....	87,779
Greeley, CO.....	92,889	North Palm Beach, FL.....	12,015
Gunnison County, CO.....	15,324	Oakland Park, FL.....	41,363
Highlands Ranch, CO.....	96,713	Ocala, FL.....	56,315
Hudson, CO.....	2,356	Oviedo, FL.....	33,342
Jackson County, CO.....	1,394	Palm Bay, FL.....	103,190
Jefferson County, CO.....	534,543	Palm Beach County, FL.....	1,320,134
Lafayette, CO.....	24,453	Palm Coast, FL.....	75,180
Lakewood, CO.....	142,980	Panama City, FL.....	36,484
Larimer County, CO.....	299,630	Pasco County, FL.....	464,697
Littleton, CO.....	41,737	Pinellas County, FL.....	916,542
Lone Tree, CO.....	10,218	Port Orange, FL.....	56,048
Longmont, CO.....	86,270	Port St. Lucie, FL.....	164,603
Louisville, CO.....	18,376	Sanford, FL.....	53,570
Loveland, CO.....	66,859	Sarasota, FL.....	51,917
Mesa County, CO.....	146,723	St. Cloud, FL.....	35,183
Montrose, CO.....	19,132	Titusville, FL.....	43,761
Northglenn, CO.....	35,789	Winter Garden, FL.....	34,568
Park County, CO.....	16,206	Albany, GA.....	77,434
Parker, CO.....	45,297	Alpharetta, GA.....	57,551
Pitkin County, CO.....	17,148	Cartersville, GA.....	19,731
Pueblo, CO.....	106,595	Conyers, GA.....	15,195
Rifle, CO.....	9,172	Decatur, GA.....	19,335
Salida, CO.....	5,236	McDonough, GA.....	22,084
Summit County, CO.....	27,994	Peachtree City, GA.....	34,364
Teller County, CO.....	23,350	Roswell, GA.....	88,346
Thornton, CO.....	118,772	Sandy Springs, GA.....	93,853
Vail, CO.....	5,305	Savannah, GA.....	136,286
Westminster, CO.....	106,114	Smyrna, GA.....	51,271
Wheat Ridge, CO.....	30,166	Snellville, GA.....	18,242
Windsor, CO.....	18,644	Valdosta, GA.....	54,518
Coventry, CT.....	2,990	Honolulu, HI.....	953,207
Hartford, CT.....	124,775	Altoona, IA.....	14,541
Dover, DE.....	36,047	Ames, IA.....	58,965
Milford, DE.....	9,559	Ankeny, IA.....	45,582
Rehoboth Beach, DE.....	1,327	Bettendorf, IA.....	33,217
Brevard County, FL.....	543,376	Cedar Falls, IA.....	39,260
Cape Coral, FL.....	154,305	Cedar Rapids, IA.....	126,326
Charlotte County, FL.....	159,978	Clive, IA.....	15,447
Clearwater, FL.....	107,685	Des Moines, IA.....	203,433
Collier County, FL.....	321,520	Dubuque, IA.....	57,637
Cooper City, FL.....	28,547	Indianola, IA.....	14,782
Dade City, FL.....	6,437	Muscataine, IA.....	22,886
Dania Beach, FL.....	30,183	Urbandale, IA.....	39,463
Daytona Beach, FL.....	61,005	West Des Moines, IA.....	56,609

Boise, ID	205,671	Burlington, MA	24,498
Hailey, ID	7,960	Cambridge, MA.....	105,162
Jerome, ID.....	10,890	Needham, MA	28,886
Meridian, ID.....	75,092	Annapolis, MD.....	38,394
Moscow, ID	23,800	Baltimore, MD	620,961
Pocatello, ID	54,255	Baltimore County, MD	805,029
Post Falls, ID	27,574	Dorchester County, MD	32,618
Twin Falls, ID.....	44,125	Gaithersburg, MD	59,933
Batavia, IL	26,045	La Plata, MD	8,753
Bloomington, IL.....	76,610	Montgomery County, MD	971,777
Centralia, IL.....	13,032	Prince George's County, MD	863,420
Collinsville, IL	25,579	Rockville, MD.....	61,209
Crystal Lake, IL.....	40,743	Takoma Park, MD	16,715
DeKalb, IL	43,862	Freeport, ME	1,485
Elmhurst, IL	44,121	Lewiston, ME	36,592
Evanston, IL.....	74,486	Saco, ME.....	18,482
Freeport, IL.....	25,638	Scarborough, ME.....	4,403
Highland Park, IL.....	29,763	South Portland, ME	25,002
Lincolnwood, IL	12,590	Ann Arbor, MI.....	113,934
Lyons, IL.....	10,729	Battle Creek, MI	52,347
Naperville, IL	141,853	Bloomfield Hills, MI.....	3,869
Normal, IL	52,497	Escanaba, MI.....	12,616
Oak Park, IL	51,878	Farmington Hills, MI	79,740
O'Fallon, IL	28,281	Flushing, MI	8,389
Orland Park, IL.....	56,767	Gladstone, MI	4,973
Palatine, IL	68,557	Howell, MI	9,489
Park Ridge, IL	37,480	Hudsonville, MI	7,116
Peoria County, IL.....	186,494	Jackson County, MI	160,248
Riverside, IL	8,875	Kalamazoo, MI.....	74,262
Sherman, IL	4,148	Kalamazoo County, MI	250,331
Shorewood, IL.....	15,615	Midland, MI	41,863
Skokie, IL	64,784	Novi, MI	55,224
Sugar Grove, IL	8,997	Otsego County, MI.....	24,164
Wilmington, IL	5,724	Petoskey, MI	5,670
Brownsburg, IN.....	21,285	Port Huron, MI.....	30,184
Fishers, IN	76,794	Rochester, MI.....	12,711
Munster, IN	23,603	South Haven, MI	4,403
Noblesville, IN.....	51,969	Albert Lea, MN	18,016
Abilene, KS	6,844	Beltrami County, MN.....	44,442
Arkansas City, KS.....	12,415	Blaine, MN	57,186
Fairway, KS	3,882	Bloomington, MN	82,893
Garden City, KS.....	26,658	Carver County, MN.....	91,042
Gardner, KS.....	19,123	Chanhassen, MN.....	22,952
Johnson County, KS.....	544,179	Coon Rapids, MN	61,476
Lawrence, KS.....	87,643	Dakota County, MN.....	398,552
Mission, KS	9,323	Duluth, MN	86,265
Olathe, KS.....	125,872	East Grand Forks, MN	8,601
Roeland Park, KS.....	6,731	Edina, MN.....	47,941
Wichita, KS	382,368	Elk River, MN	22,974
Bowling Green, KY.....	58,067	Fridley, MN	27,208
New Orleans, LA.....	343,829	Hutchinson, MN	14,178
Andover, MA.....	8,762	Inver Grove Heights, MN.....	33,880
Barnstable, MA.....	45,193	Mankato, MN.....	39,309

Maple Grove, MN	61,567	Summit, NJ	21,457
Mayer, MN.....	1,749	Albuquerque, NM.....	545,852
Minneapolis, MN	382,578	Farmington, NM.....	45,877
Olmsted County, MN	144,248	Los Alamos County, NM	17,950
Savage, MN.....	26,911	Rio Rancho, NM	87,521
Scott County, MN.....	129,928	San Juan County, NM.....	130,044
Shorewood, MN.....	7,307	Carson City, NV	55,274
St. Louis County, MN	200,226	Henderson, NV	257,729
Washington County, MN.....	238,136	North Las Vegas, NV	216,961
Woodbury, MN.....	61,961	Reno, NV	225,221
Blue Springs, MO	52,575	Sparks, NV	90,264
Branson, MO.....	10,520	Washoe County, NV	421,407
Cape Girardeau, MO.....	37,941	Geneva, NY	13,261
Clay County, MO	221,939	New York City, NY	8,175,133
Clayton, MO	15,939	Ogdensburg, NY	11,128
Columbia, MO	108,500	Blue Ash, OH	12,114
Ellisville, MO	9,133	Delaware, OH	34,753
Harrisonville, MO	10,019	Dublin, OH	41,751
Jefferson City, MO	43,079	Hamilton, OH.....	62,477
Lee's Summit, MO.....	91,364	Hudson, OH	22,262
Maryland Heights, MO.....	27,472	Kettering, OH	56,163
Platte City, MO	4,691	Orange Village, OH.....	3,323
Raymore, MO	19,206	Piqua, OH.....	20,522
Richmond Heights, MO	8,603	Springboro, OH	17,409
Riverside, MO	2,937	Sylvania Township, OH	18,965
Rolla, MO	19,559	Upper Arlington, OH	33,771
Wentzville, MO	29,070	West Carrollton, OH	12,692
Billings, MT.....	104,170	Westerville, OH	36,120
Bozeman, MT.....	37,280	Broken Arrow, OK	98,850
Missoula, MT	66,788	Edmond, OK	81,405
Asheville, NC.....	83,393	Norman, OK	110,925
Cabarrus County, NC	178,011	Oklahoma City, OK	579,999
Cary, NC	135,234	Stillwater, OK.....	45,688
Charlotte, NC.....	731,424	Tulsa, OK.....	391,906
Davidson, NC	10,944	Albany, OR.....	50,158
Durham, NC	228,330	Ashland, OR	20,078
High Point, NC.....	104,371	Bend, OR.....	76,639
Hillsborough, NC	6,087	Corvallis, OR	54,462
Huntersville, NC	46,773	Forest Grove, OR	21,083
Indian Trail, NC.....	33,518	Hermiston, OR.....	16,745
Mecklenburg County, NC.....	919,628	Jackson County, OR	203,206
Mooresville, NC	32,711	Keizer, OR	36,478
Stallings, NC	13,831	Lake Oswego, OR	36,619
Wake Forest, NC.....	30,117	Lane County, OR	351,715
Wilmington, NC.....	106,476	McMinnville, OR	32,187
Winston-Salem, NC.....	229,617	Medford, OR.....	74,907
Wahpeton, ND.....	7,766	Portland, OR.....	583,776
Grand Island, NE.....	48,520	Springfield, OR	59,403
La Vista, NE.....	15,758	Tualatin, OR	26,054
Lincoln, NE	258,379	Umatilla, OR.....	6,906
Papillion, NE	18,894	Wilsonville, OR	19,509
Dover, NH	29,987	Chambersburg, PA	20,268
Lebanon, NH	13,151	Cumberland County, PA	235,406

Kennett Square, PA.....	6,072	Salt Lake City, UT	186,440
Kutztown Borough, PA.....	5,012	Sandy, UT	87,461
Radnor Township, PA.....	30,878	Saratoga Springs, UT	17,781
State College, PA.....	42,034	Springville, UT	29,466
West Chester, PA.....	18,461	Washington City, UT.....	18,761
East Providence, RI.....	47,037	Albemarle County, VA	98,970
Newport, RI.....	24,672	Arlington County, VA.....	207,627
Greer, SC	25,515	Ashland, VA.....	7,225
Rock Hill, SC.....	66,154	Botetourt County, VA.....	33,148
Rapid City, SD.....	67,956	Chesapeake, VA.....	222,209
Sioux Falls, SD	153,888	Chesterfield County, VA.....	316,236
Cookeville, TN	30,435	Fredericksburg, VA.....	24,286
Germantown, TN	38,844	Hampton, VA.....	137,436
Johnson City, TN	63,152	Hanover County, VA.....	99,863
Morristown, TN.....	29,137	Herndon, VA	23,292
Nashville, TN	601,222	James City County, VA.....	67,009
White House, TN	10,255	Lexington, VA	7,042
Arlington, TX.....	365,438	Montgomery County, VA	94,392
Austin, TX	790,390	Newport News, VA.....	180,719
Benbrook, TX	21,234	Norfolk, VA	242,803
Bryan, TX	76,201	Purcellville, VA	7,727
Burleson, TX.....	36,690	Radford, VA	16,408
College Station, TX.....	93,857	Roanoke, VA.....	97,032
Colleyville, TX.....	22,807	Spotsylvania County, VA.....	122,397
Corpus Christi, TX	305,215	Virginia Beach, VA.....	437,994
Dallas, TX.....	1,197,816	Williamsburg, VA.....	14,068
Denton, TX.....	113,383	York County, VA.....	65,464
Duncanville, TX	38,524	Montpelier, VT.....	7,855
El Paso, TX	649,121	Airway Heights, WA	6,114
Flower Mound, TX	64,669	Auburn, WA	70,180
Fort Worth, TX	741,206	Bellevue, WA.....	122,363
Georgetown, TX	47,400	Clark County, WA.....	425,363
Houston, TX	2,099,451	Edmonds, WA.....	39,709
Hurst, TX.....	37,337	Federal Way, WA.....	89,306
Hutto, TX	14,698	Gig Harbor, WA.....	7,126
La Porte, TX.....	33,800	Hoquiam, WA.....	8,726
League City, TX	83,560	Kirkland, WA	48,787
McAllen, TX	129,877	Lynnwood, WA.....	35,836
McKinney, TX	131,117	Maple Valley, WA.....	22,684
New Braunfels, TX	57,740	Mountlake Terrace, WA	19,909
Plano, TX	259,841	Pasco, WA	59,781
Round Rock, TX	99,887	Redmond, WA	54,144
Rowlett, TX	56,199	Renton, WA	90,927
San Marcos, TX	44,894	Sammamish, WA	45,780
Southlake, TX.....	26,575	SeaTac, WA	26,909
Temple, TX.....	66,102	Shoreline, WA	53,007
The Woodlands, TX.....	93,847	Snoqualmie, WA.....	10,670
Tomball, TX	10,753	Spokane Valley, WA	89,755
Watauga, TX.....	23,497	Tacoma, WA.....	198,397
Westlake, TX.....	992	Vancouver, WA	161,791
Park City, UT.....	7,558	West Richland, WA.....	11,811
Provo, UT.....	112,488	Woodland, WA.....	5,509
Riverdale, UT	8,426	Yakima, WA.....	91,067

Chippewa Falls, WI13,661
 Columbus, WI4,991
 De Pere, WI23,800
 Eau Claire, WI65,883
 Madison, WI233,209
 Merrill, WI9,661
 Oshkosh, WI66,083

Racine, WI78,860
 Wauwatosa, WI46,396
 Wind Point, WI1,723
 Casper, WY55,316
 Cheyenne, WY59,466
 Gillette, WY29,087

JURISDICTIONS IN THE SOUTHERN REGION WITH POPULATIONS FROM 50,000 TO 100,000 BENCHMARK COMPARISONS

Overall Community Quality Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Overall quality of life in Lynchburg	63	20	25	Below
Your neighborhood as place to live	67	14	20	Similar
Lynchburg as a place to live	66	20	24	Below
Recommend living in Lynchburg to someone who asks	69	14	17	Below
Remain in Lynchburg for the next five years	70	14	17	Below

Community Transportation Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Ease of car travel in Lynchburg	53	14	22	Similar
Ease of bus travel in Lynchburg	44	6	15	Similar
Ease of bicycle travel in Lynchburg	35	19	22	Much below
Ease of walking in Lynchburg	46	13	22	Similar
Availability of paths and walking trails	59	3	15	Much above
Traffic flow on major streets	39	14	20	Below

Frequency of Bus Use Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Ridden a local bus within Lynchburg	21	7	13	Similar

Drive Alone Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Average percent of work commute trips made by driving alone	82	3	17	Much more

Transportation and Parking Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Street repair	32	21	22	Much below
Street cleaning	45	15	18	Much below

Transportation and Parking Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Street lighting	49	16	20	Below
Snow removal	51	8	9	Below
Sidewalk maintenance	47	12	19	Similar
Traffic signal timing	46	5	14	Similar
Bus or transit services	52	6	15	Similar
Amount of public parking	36	15	17	Much below

Housing Characteristics Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Availability of affordable quality housing	45	10	20	Above
Variety of housing options	55	9	16	Above

Housing Costs Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	30	14	17	Much less

Built Environment Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Quality of new development in Lynchburg	52	15	21	Below
Overall appearance of Lynchburg	55	19	22	Much below

Population Growth Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Population growth seen as too fast	30	16	18	Much less

Nuisance Problems Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	13	6	19	Similar

Planning and Community Code Enforcement Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Land use, planning and zoning	45	8	19	Similar
Code enforcement (weeds, abandoned buildings, etc.)	40	18	25	Below
Animal control	51	13	17	Below

Economic Sustainability and Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Employment opportunities	38	12	18	Similar
Shopping opportunities	43	18	19	Much below
Lynchburg as a place to work	50	16	23	Similar
Overall quality of business and service establishments in Lynchburg	53	11	15	Below

Economic Development Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Economic development	45	11	19	Similar

Job and Retail Growth Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Retail growth seen as too slow	36	4	18	Much more
Jobs growth seen as too slow	76	12	18	Similar

Personal Economic Future Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Positive impact of economy on household income	15	12	17	Below

Community and Personal Public Safety Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
In your neighborhood during the day	88	8	24	Much above
In your neighborhood after dark	75	8	25	Much above
In Lynchburg's downtown area during the day	75	16	20	Much below
In Lynchburg's downtown area after dark	44	18	21	Much below

Community and Personal Public Safety Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Violent crime (e.g., rape, assault, robbery)	67	12	19	Similar
Property crimes (e.g., burglary, theft)	58	12	19	Similar
Environmental hazards, including toxic waste	75	11	17	Similar

Crime Victimization and Reporting Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Victim of crime	11	10	17	Similar
Reported crimes	78	13	17	Much less

Public Safety Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Police services	67	12	25	Similar
Fire services	76	16	20	Similar
Ambulance or emergency medical services	72	14	19	Below
Crime prevention	56	16	22	Similar
Fire prevention and education	62	13	17	Similar
Traffic enforcement	53	17	22	Below
Courts	56	8	10	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	47	15	18	Much below

Contact with Police and Fire Departments Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Had contact with the City of Lynchburg Police Department	36	2	10	More
Overall impression of most recent contact with the City of Lynchburg Police Department	71	4	10	Above
Had contact with the City of Lynchburg Fire Department	11	6	8	Less
Overall impression of most recent contact with the City of Lynchburg Fire Department	84	5	8	Similar

Community Environment Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Cleanliness of Lynchburg	56	9	14	Below
Quality of overall natural environment in Lynchburg	63	9	17	Similar
Preservation of natural areas such as open space, farmlands and greenbelts	52	8	13	Similar
Air quality	62	7	16	Similar

Frequency of Recycling Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Recycled used paper, cans or bottles from your home	72	12	16	Much less

Utility Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Power (electric and/or gas) utility	55	8	9	Much below
Sewer services	59	13	19	Similar
Drinking water	56	15	21	Similar
Storm drainage	57	7	25	Above
Yard waste pick-up	60	14	22	Similar
Recycling	52	22	24	Much below
Garbage collection	70	12	24	Similar

Community Recreational Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Recreation opportunities	46	18	20	Much below

Participation in Parks and Recreation Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Used Lynchburg recreation centers	56	7	17	Similar
Participated in a recreation program or activity	45	9	18	Similar
Visited a neighborhood park or City park	86	4	18	More

Parks and Recreation Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
City parks	66	13	19	Similar
Recreation programs or classes	60	15	22	Similar
Recreation centers or facilities	54	19	22	Much below

Cultural and Educational Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Opportunities to attend cultural activities	41	22	23	Much below
Educational opportunities	61	11	19	Similar

Participation in Cultural and Educational Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Used Lynchburg public libraries or their services	62	12	14	Much less
Participated in religious or spiritual activities in Lynchburg	72	1	8	Much more

Cultural and Educational Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Public schools	56	9	16	Similar
Public library services	65	15	18	Below

Community Health and Wellness Access and Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Availability of affordable quality health care	50	7	13	Similar
Availability of affordable quality food	56	9	14	Similar
Availability of preventive health services	52	8	12	Below

Health and Wellness Services Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Health services	59	5	11	Similar

Community Quality and Inclusiveness Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Sense of community	53	16	20	Below
Openness and acceptance of the community toward people of diverse backgrounds	47	16	20	Much below
Availability of affordable quality child care	46	5	14	Similar
Lynchburg as a place to raise kids	69	11	24	Similar
Lynchburg as a place to retire	58	14	22	Below

Services Provided for Population Subgroups Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Services to seniors	58	10	19	Similar
Services to youth	50	12	20	Similar
Services to low income people	46	8	16	Similar

Civic Engagement Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Opportunities to participate in community matters	53	15	18	Below
Opportunities to volunteer	65	11	16	Similar

Participation in Civic Engagement Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	26	8	17	Similar
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	48	3	13	Much more
Volunteered your time to some group or activity in Lynchburg	56	2	16	Much more
Participated in a club or civic group in Lynchburg	36	5	12	More
Provided help to a friend or neighbor	95	5	9	Similar

Voter Behavior Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Registered to vote	84	8	18	Similar
Voted in last general election	77	8	18	More

Use of Information Sources Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Read Lynchburg Newsletter	39	11	12	Much less
Visited the City of Lynchburg Web site	68	2	16	Much more

Local Government Media Services and Information Dissemination Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Cable television	40	9	10	Much below
Public information services	58	14	20	Similar

Social Engagement Opportunities Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Opportunities to participate in social events and activities	49	12	14	Much below
Opportunities to participate in religious or spiritual events and activities	72	1	12	Above

Contact with Immediate Neighbors Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Has contact with neighbors at least several times per week	46	13	15	Less

Public Trust Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Value of services for the taxes paid to Lynchburg	43	22	26	Much below
The overall direction that Lynchburg is taking	49	12	20	Similar
Job Lynchburg government does at welcoming citizen involvement	46	15	22	Similar
Overall image or reputation of Lynchburg	56	19	22	Much below

Services Provided by Local, State and Federal Governments Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Services provided by the City of Lynchburg	59	18	25	Similar
Services provided by the Federal Government	39	16	18	Below
Services provided by the State Government	46	10	18	Similar

Contact with City Employees Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Had contact with City employee(s) in last 12 months	49	9	20	Similar

Perceptions of City Employees (Among Those Who Had Contact) Benchmarks				
	Lynchburg average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Knowledge	74	8	23	Similar
Responsiveness	68	15	23	Similar
Courteousness	75	7	22	Above
Overall impression	72	7	25	Above

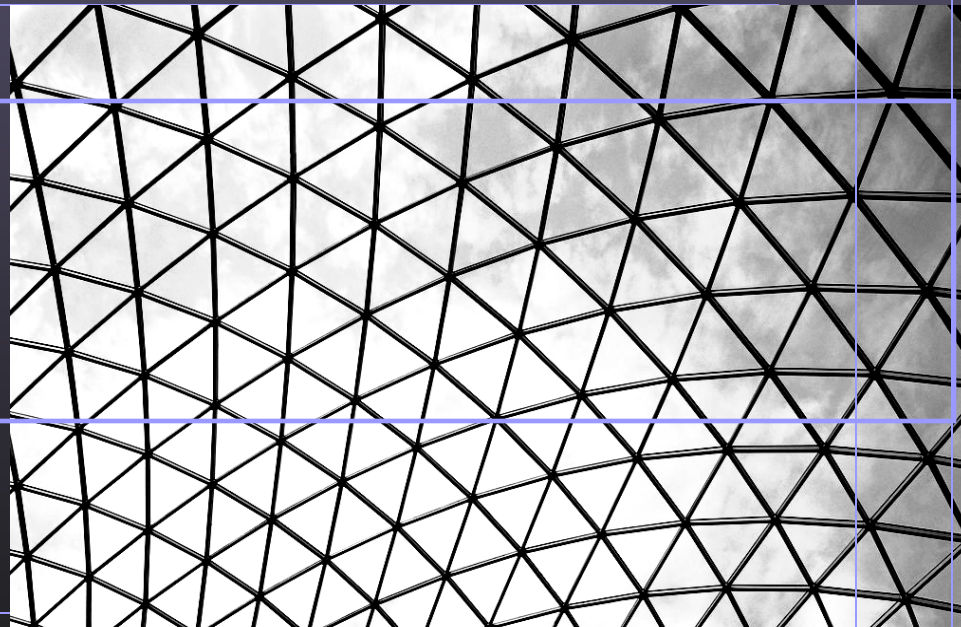
JURISDICTIONS INCLUDED IN JURISDICTIONS IN THE SOUTHERN REGION WITH POPULATIONS FROM 50,000 TO 100,000 BENCHMARK COMPARISONS

Auburn, AL.....	53,380	Smyrna, GA	51,271
Dothan, AL.....	65,496	Valdosta, GA.....	54,518
Daytona Beach, FL	61,005	Bowling Green, KY	58,067
Delray Beach, FL.....	60,522	Gaithersburg, MD	59,933
Jupiter, FL.....	55,156	Rockville, MD.....	61,209
Miami Beach, FL	87,779	Asheville, NC.....	83,393
Ocala, FL.....	56,315	Rock Hill, SC	66,154
Palm Coast, FL.....	75,180	Johnson City, TN.....	63,152
Port Orange, FL	56,048	Albemarle County, VA	98,970
Sanford, FL	53,570	Hanover County, VA.....	99,863
Sarasota, FL	51,917	James City County, VA.....	67,009
Albany, GA	77,434	Montgomery County, VA	94,392
Alpharetta, GA	57,551	Roanoke, VA.....	97,032
Roswell, GA	88,346	York County, VA.....	65,464
Sandy Springs, GA.....	93,853		



Lynchburg, VA

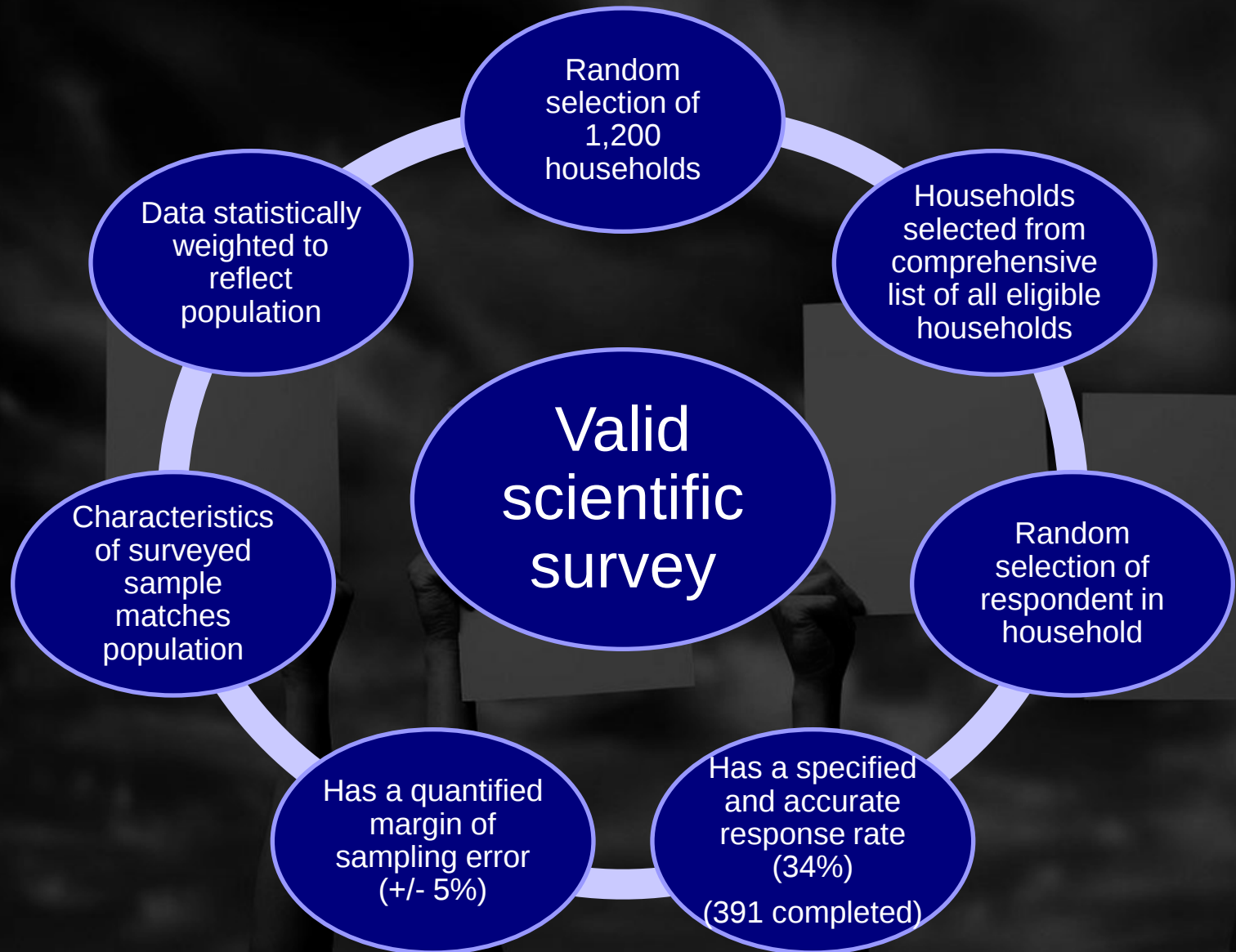
**Summary of
Findings
March 26, 2013**



The National Citizen Survey™ (The NCS)



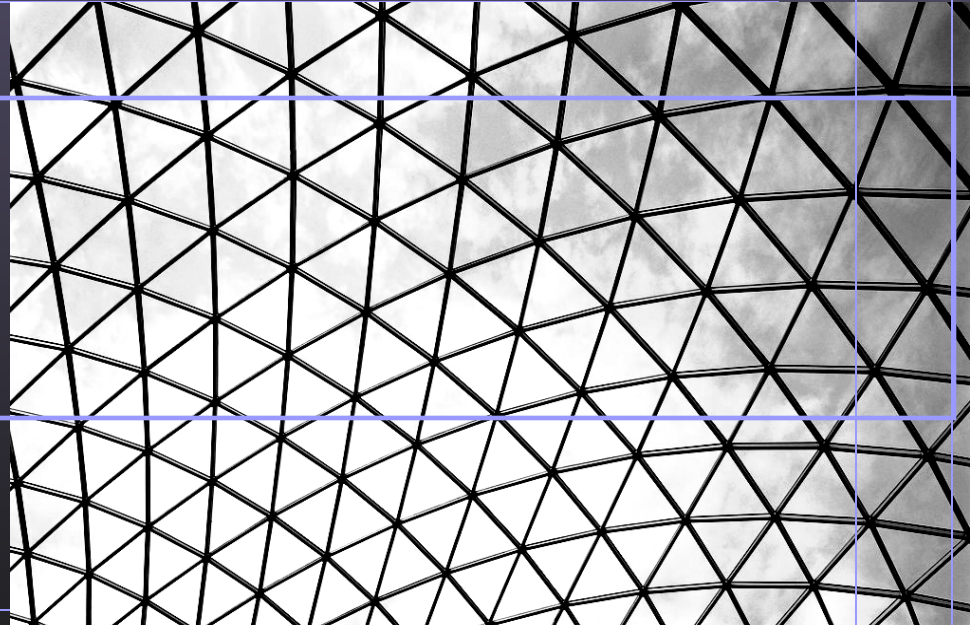
Scientific Survey Administration





The National Citizen Survey™

Community Ratings



Overall Quality of Community

Lynchburg as a place to live

79%

Neighborhood as a place to live

79%

Overall quality of life in Lynchburg

75%

**Stable
over time**

Percent "excellent" or "good"

**Likely to recommend living in
Lynchburg to someone
who asks**

**Stable over
time**

81%

**Likely to remain in Lynchburg
for the next five years**

**Stable over
time**

73%



Transportation

**Availability of paths
and walking trails**

67%

**Stable over
time**

Ease of car travel

59%

**Stable over
time**

Ease of walking

50%

**Stable over
time**

Ease of bus travel

38%

**Decreased
over time**

**Traffic flow
on major streets**

36%

**Stable over
time**

Ease of bicycle travel

36%

**Stable over
time**

Percent "excellent" or "good"

Transportation Services

Bus or transit services

56%

Snow removal

56%

Street lighting

52%

Traffic signal timing

50%

Sidewalk maintenance

47%

Street cleaning

44%

Amount of public parking

31%

**Stable over
time**

Street repair

28%

Decreased

Percent "excellent" or "good"

Land Use, Planning and Zoning

Quality of new development

61%

Overall appearance of Lynchburg

58%

Land use, planning and zoning

41%

Code enforcement

37%

**Stable over
time**

**Increased
over time**

Percent "excellent" or "good"

Economic Sustainability

Overall quality of business and service establishments

62%

Lynchburg as a place to work

54%

Shopping opportunities

44%

Employment opportunities

31%

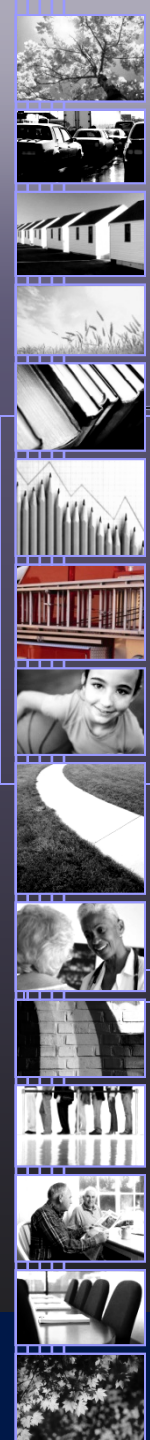
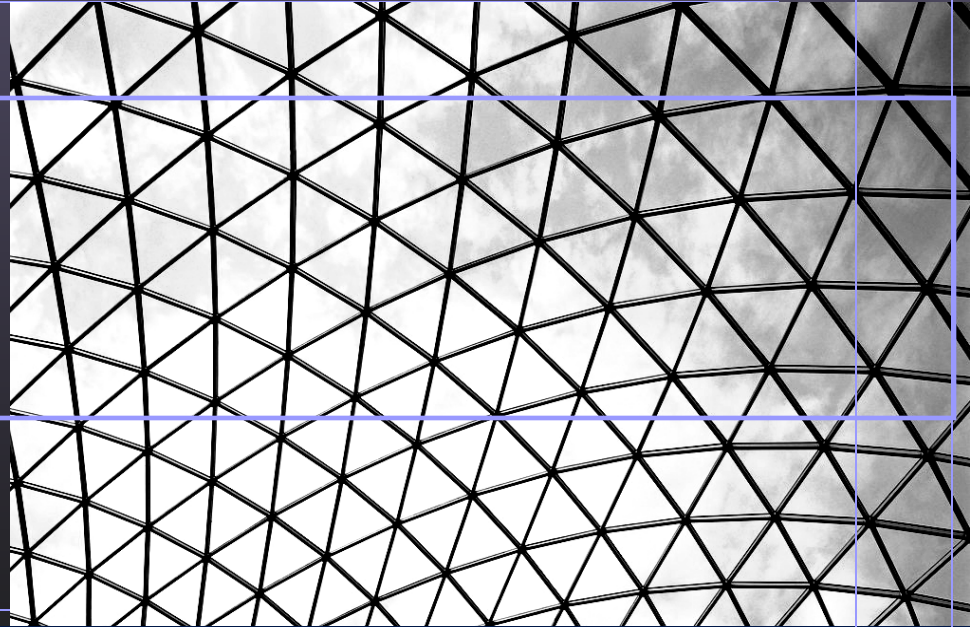
**Stable
over time**

Percent "excellent" or "good"

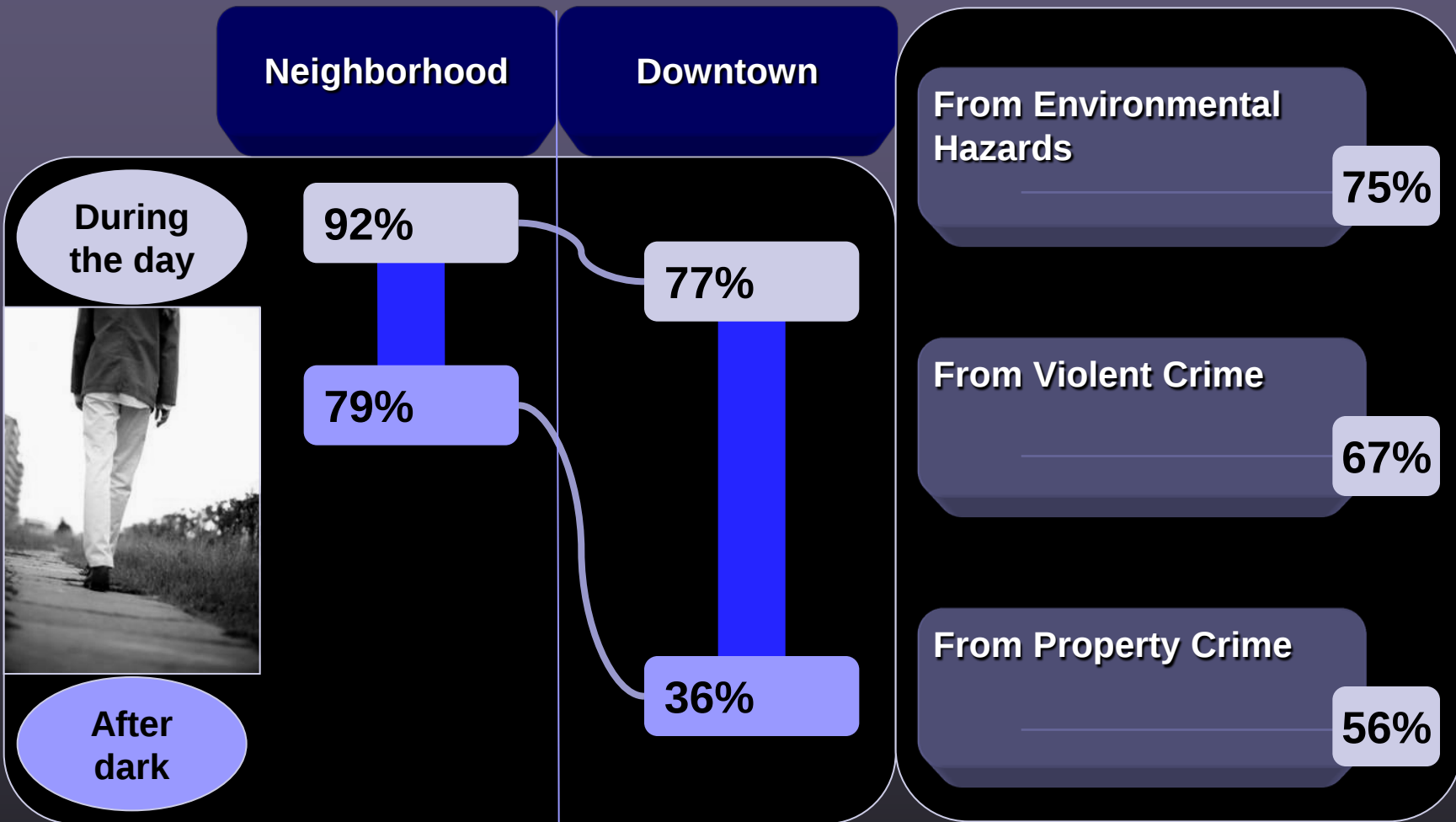


The National Citizen Survey™

Public Safety



Public Safety



Felt "very" or "somewhat" safe

Safety Services

Fire services

89%

Ambulance/EMS

81%

Police services

77%

Fire prevention and education

67%

Municipal courts

62%

Crime prevention

61%

Traffic enforcement

59%

Emergency preparedness

48%

Stable over
time

Percent "excellent" or "good"

Environmental Sustainability

Air quality

74%

**Stable over
time**

Quality of overall natural environment

72%

**Stable over
time**

Cleanliness of Lynchburg

63%

**Stable over
time**

**Preservation of natural areas such as
open space, farmlands and greenbelts**

54%

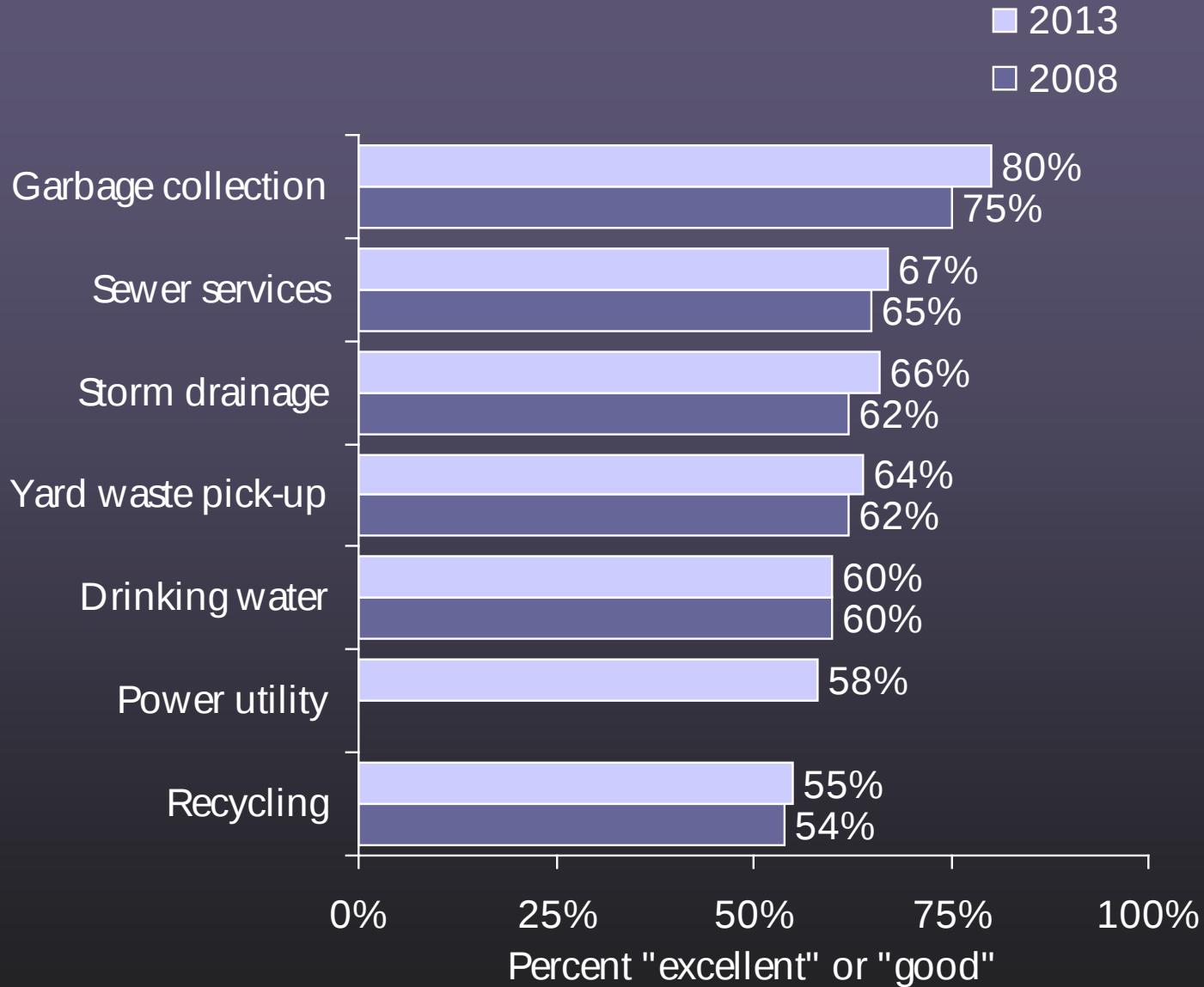
**Increased
over time**

72%

**Recycled used paper, cans or bottles from
home at least once in the prior 12 months**

Percent "excellent" or "good"

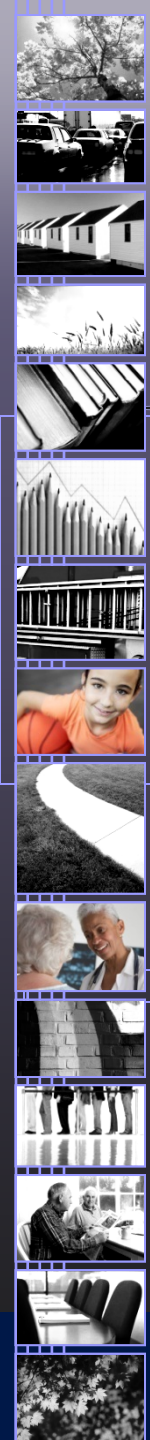
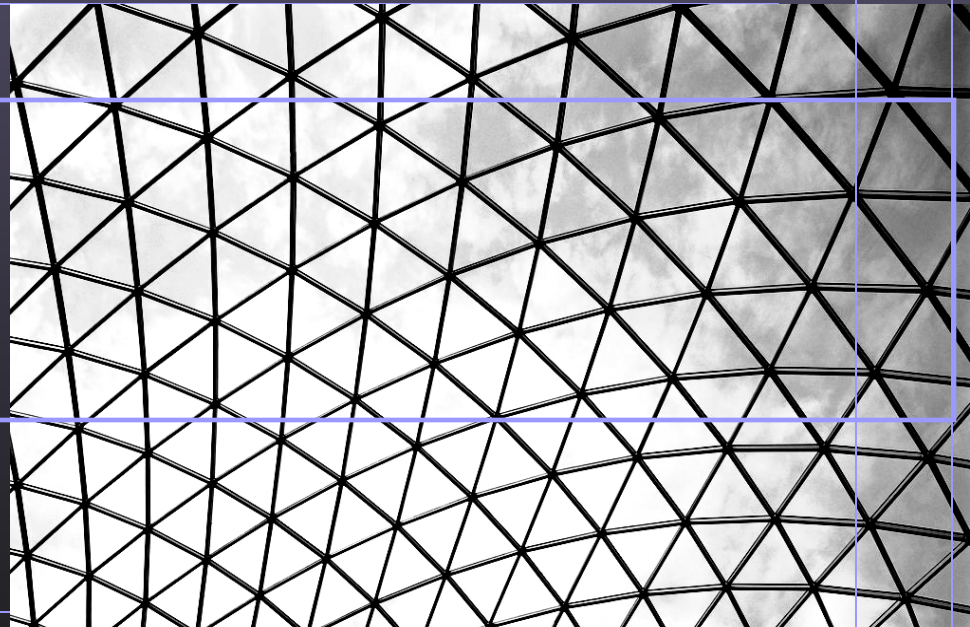
Utilities





The National Citizen Survey™

Recreation and Wellness



Parks and Recreation

City parks

76%

Recreation programs or classes

69%

Recreation centers or facilities

56%

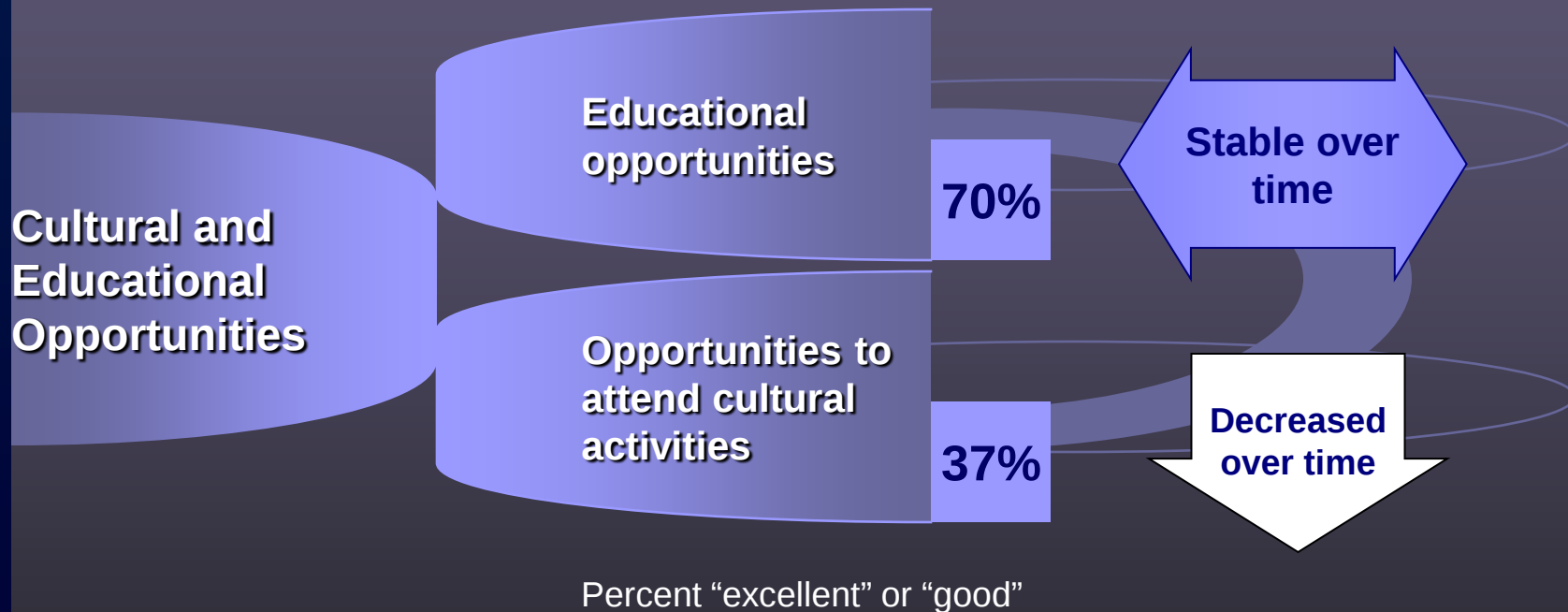
Increased
over time

46%
Recreation
opportunities

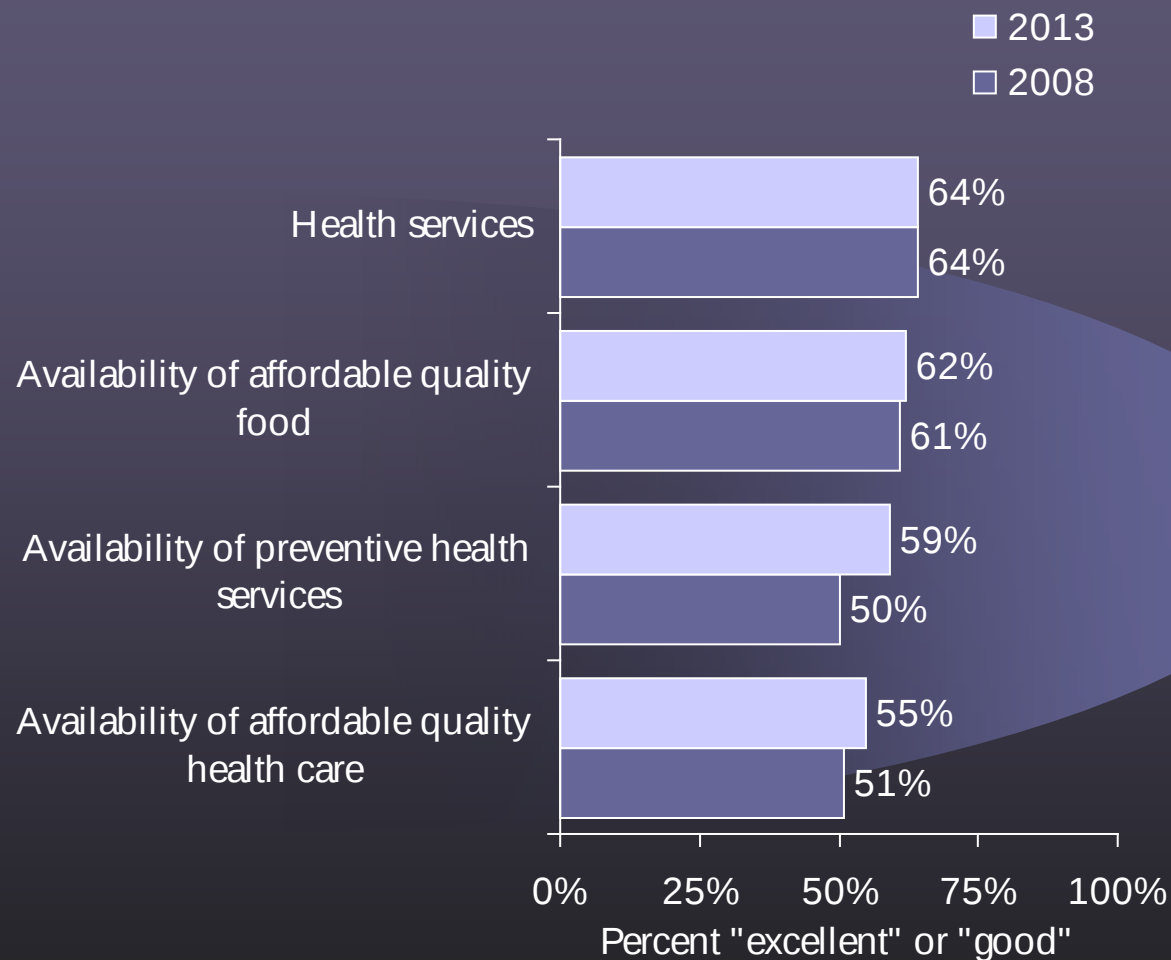
Stable over
time

Percent "excellent" or "good"

Culture, Arts and Education



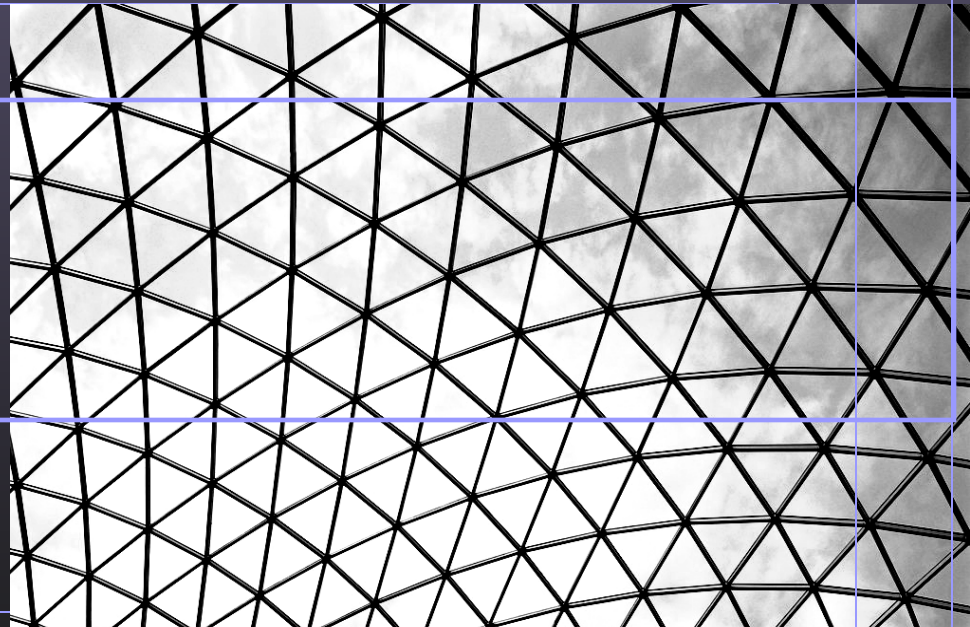
Health and Wellness



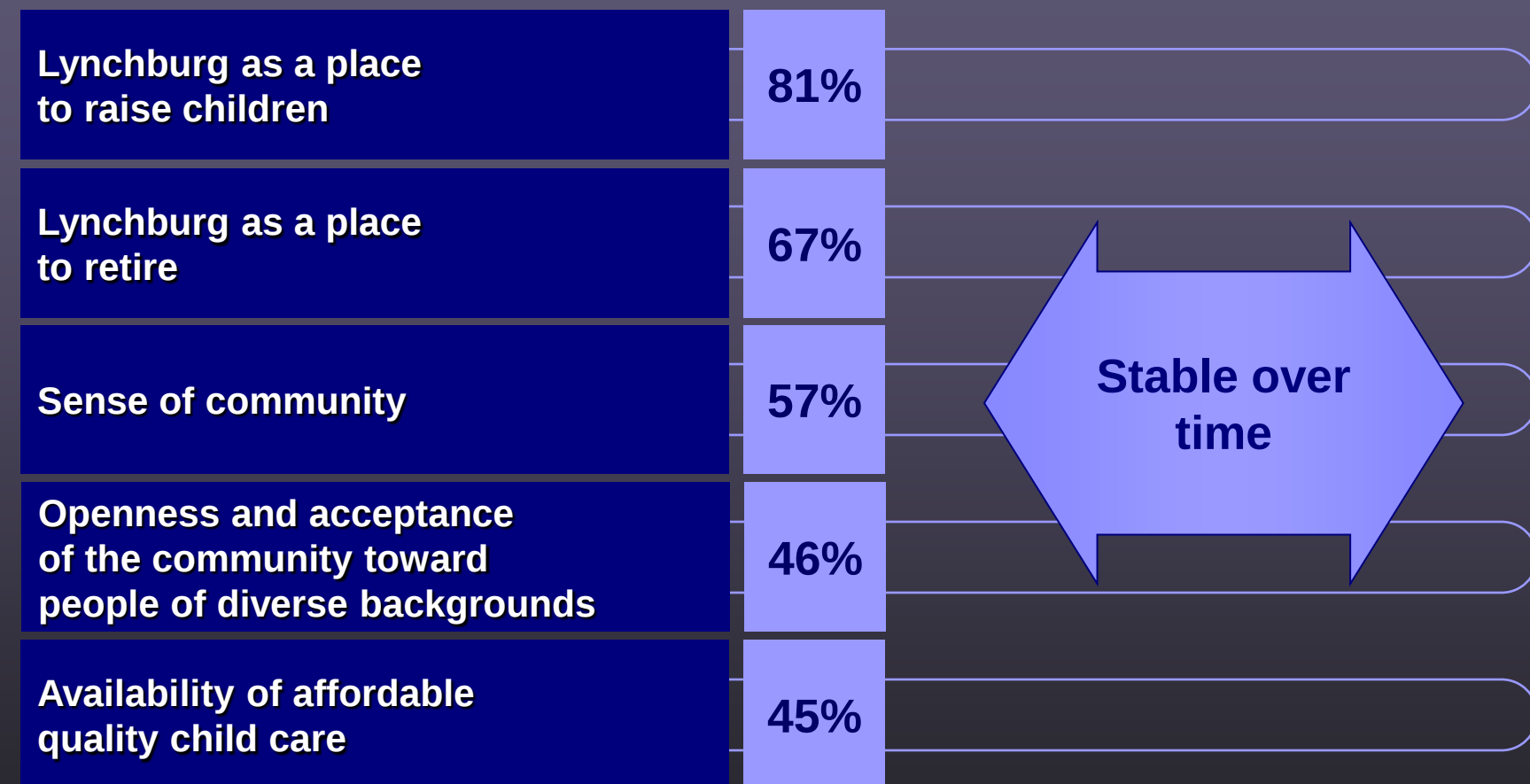


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Community and Civic Engagement

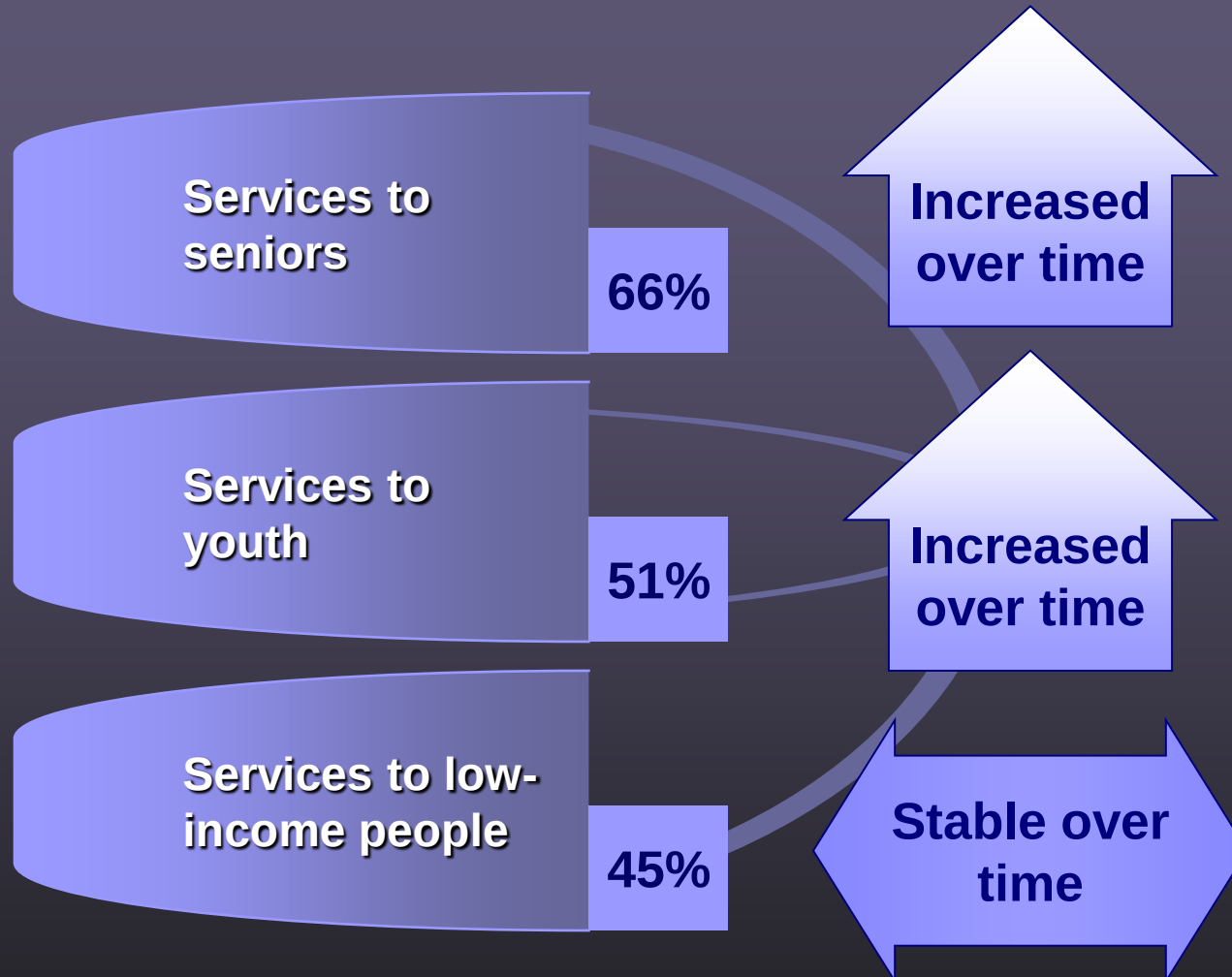


Community Inclusiveness



Percent "excellent" or "good"

Services to Population Subgroups



Percent "excellent" or "good"

Civic Activity

77%

Opportunities to volunteer

Stable over
time

56%

Opportunities to participate in
community matters

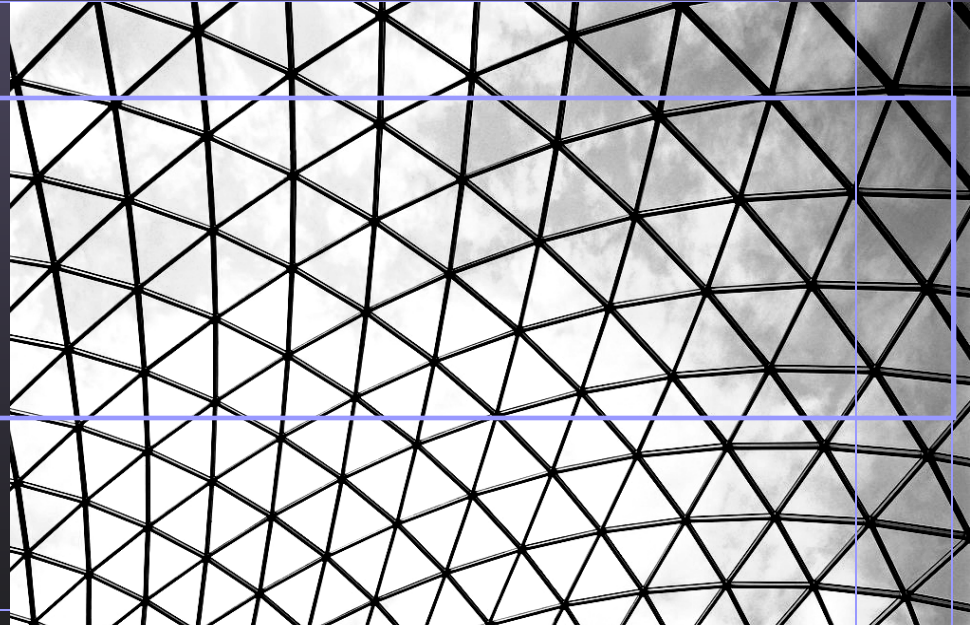
Stable over
time

Percent “excellent” or “good”



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City of Lynchburg Government



Public Trust

Overall quality of services provided by the City of Lynchburg

70%

Increased over time

Overall image or reputation of Lynchburg

62%

Stable over time

The overall direction that Lynchburg is taking

49%

Stable over time

Job Lynchburg government does at welcoming citizen involvement

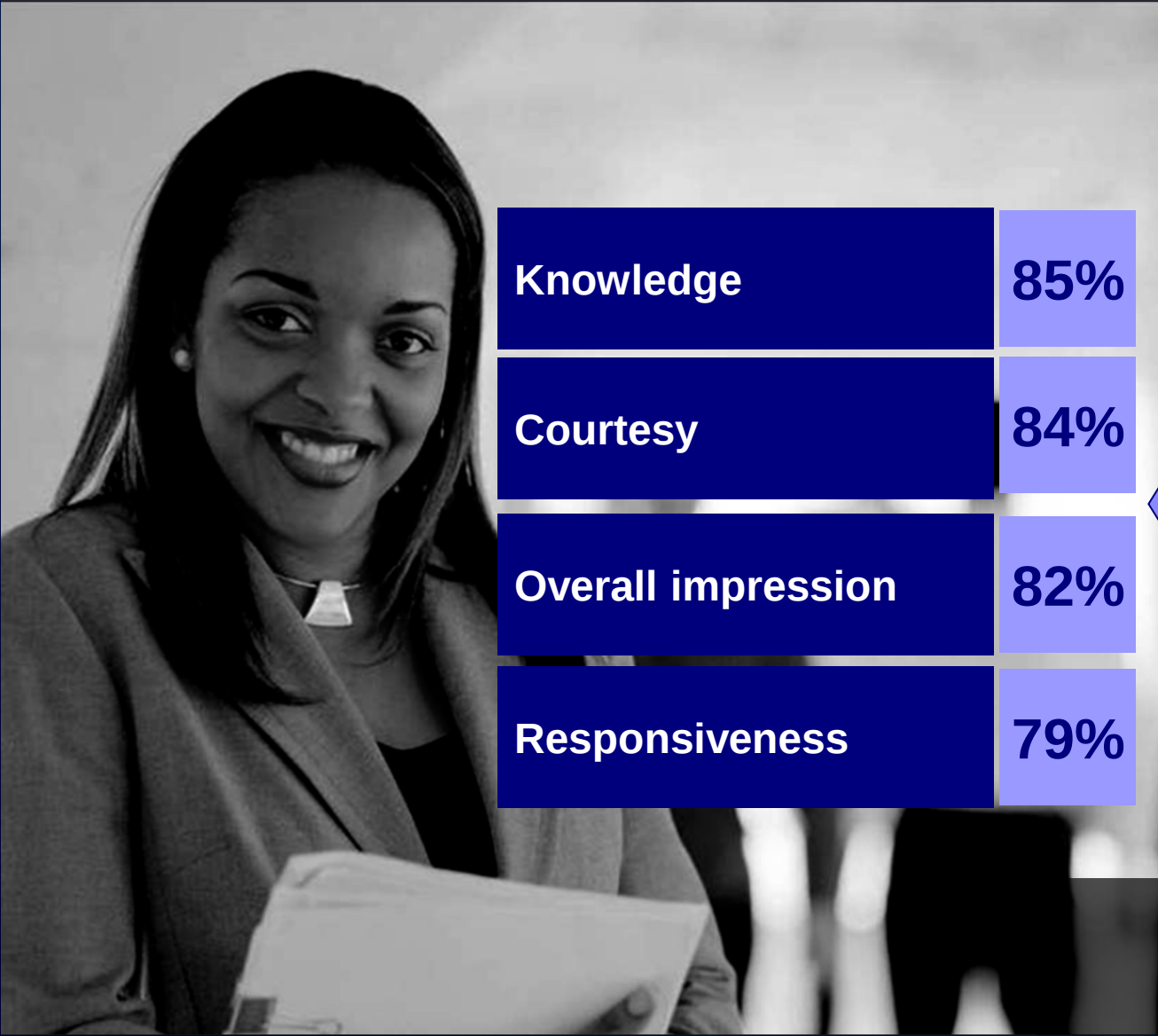
49%

Value of services for the taxes paid to Lynchburg

41%

Percent "excellent" or "good"

City of Lynchburg Employees



Knowledge	85%
Courtesy	84%
Overall impression	82%
Responsiveness	79%

Knowledge

85%

Courtesy

84%

Overall impression

82%

Responsiveness

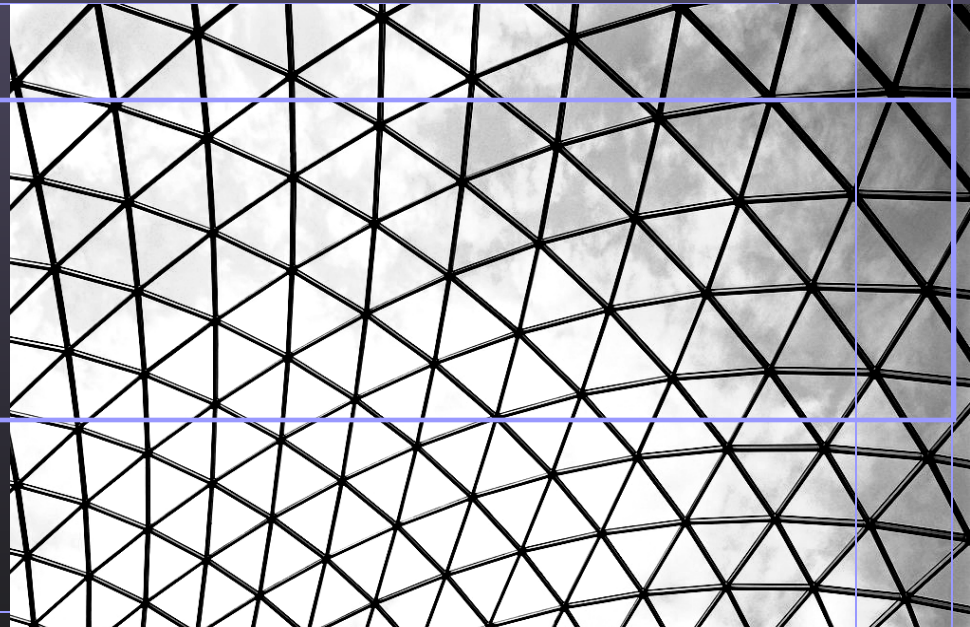
79%

Stable over
time



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From Data to Action

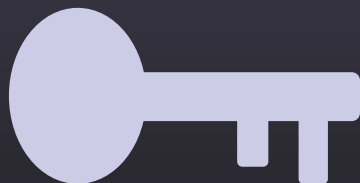


Resident priorities



Trendline data

“Key Drivers”



Key Driver Analysis (KDA)

- Cornerstone of customer satisfaction research in the private sector
- Tells what service evaluations best predict how well you do overall
- Focuses managers and staff on activities that could “get the most bang for the buck”

Overall Quality of City of Lynchburg Services

Community Design

Planning and zoning	Animal control
Code enforcement	Street repair
Economic development	Snow removal
Sidewalk maintenance	Traffic signal timing
Street lighting	Street cleaning

Recreation and Wellness

City parks	Health services
Public library services	Public schools
Recreation facilities	

Civic Engagement

Cable television	Public information
------------------	--------------------

Environmental Sustainability

Drinking water	Recycling
Garbage collection	Sewer services
Power utility	Storm drainage
Preservation of natural areas	

Community Inclusiveness

Senior services	Youth services
-----------------	----------------

Public Safety

Emergency preparedness	Police services
Municipal courts	Fire services
Traffic enforcement	EMS

Legend

Ratings Increased

Ratings Stable

Ratings Decreased

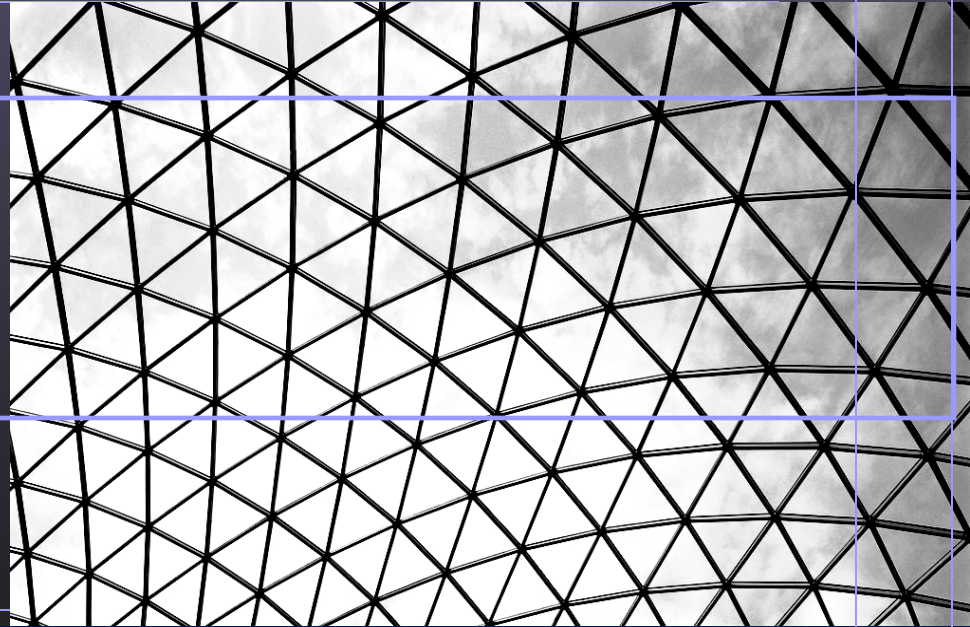


Key Driver



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Custom Questions



Custom Question 1

In In order to cover the increasing costs of maintaining existing services and the shortage of revenue to provide these services, the City could increase local taxes and/or fees or make cuts to services and programs. Please indicate to what extent you support or oppose each of the following:	Percent “strongly support” or “somewhat support”
Increase user fees (e.g., trash collection fees, permits/licenses, recreation classes, etc.)	34%
Meals tax increase	32%
Property tax increase	24%
Car tax increase	21%

Custom Question 2

In If the City's choice was to increase revenues to avoid cutting services, please indicate to what extent you would support or oppose the following:

Percent "strongly support" or "somewhat support"

Increase fees to maintain services

51%

Increase local taxes to maintain current services (e.g. property or meals taxes)

37%

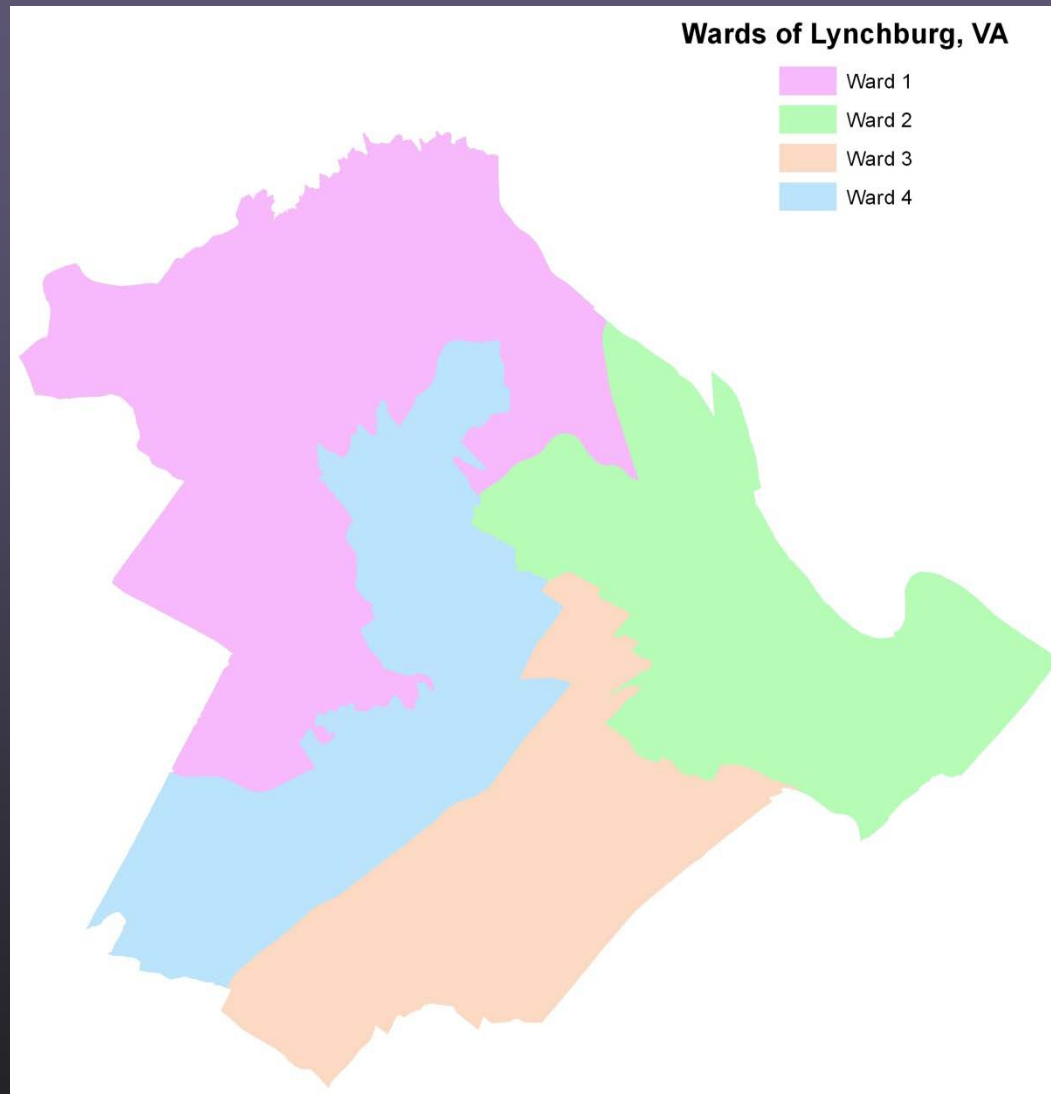
Make cuts to services

36%

Custom Question 3

In the coming months, the City will have to make a decision regarding a new Heritage High School. To what extent would you support or oppose increasing local taxes for a new Heritage High School?	Percent “strongly support” or “somewhat support”
Strongly oppose	36%
Somewhat support	29%
Somewhat oppose	23%
Strongly support	12%
Total	100%

Geographic Subgroup Comparisons



Demographic Subgroup Comparisons

Crosstabulations of evaluative questions 1-22
by demographic questions

- D6 (rent or own home)
- D9 (annual household income)
- D11 (race of respondent)
- D12 (age of respondent).

Conclusions

Highlights

Lynchburg as a
place to live

City parks and
recreation

Fire and EMS
services

Opportunities

Transit services

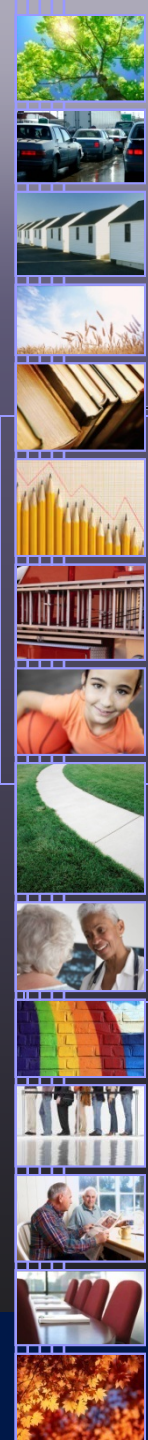
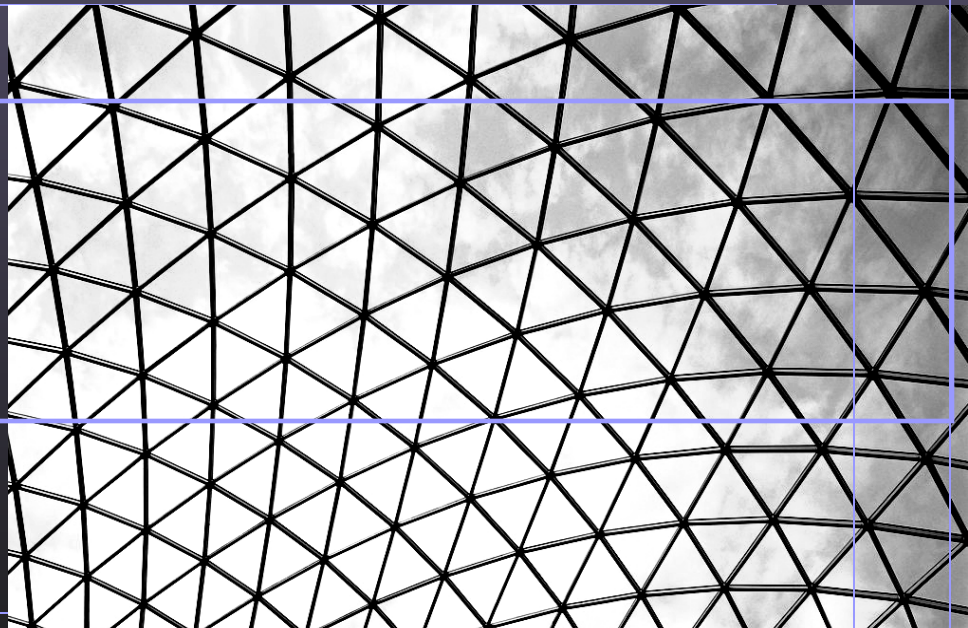
Street repair

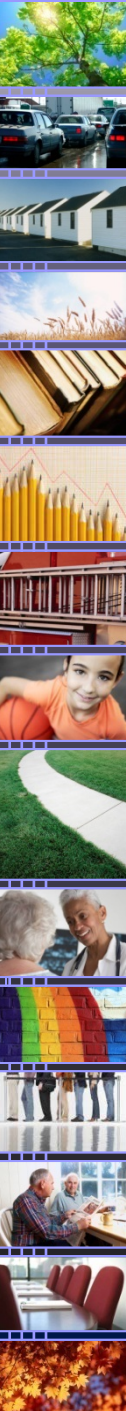
Employment
opportunities



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Questions?





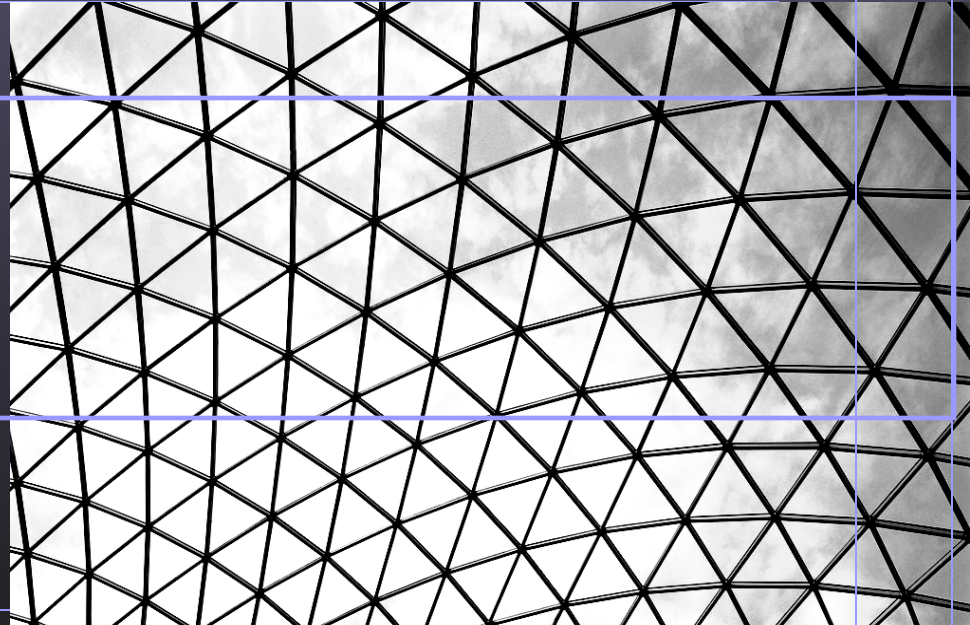
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Thank you!

National Research
Center, Inc.

303-444-7863

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// A regular meeting of the Council of the City of Lynchburg was held on the 26th day of February, 2013, at 4:00 P.M. in the Council Chamber, City Hall, Michael Gillette, President, presiding. The following

Members were present:

Present: Cary, Foster, Helgeson, Johnson, Nelson, Gillette

6

Absent: Perrow

1

// Mayor Gillette announced that Council Member Perrow gave advanced notice that he would be late for the Council meeting.

// Council Member Perrow arrived at 4:03 P.M.

// Director of Communications and Marketing JoAnn Martin gave a demonstration of the newly redesigned City website. Ms. Martin explained that the last update was 2004. Ms. Martin stated that the new website would be more citizen friendly and the most visited site is the jobs page. Ms. Martin advised that the new site would be available for the Public on March 11, 2013. Ms. Martin thanked everyone involved in the new website design including Blair Marketing, Geographic Information Systems (GIS), Lynchburg TV 15 (LTV), Information Technology, and all pagemasters.

// Airport Manager Mark Courtney provided an Air Services update which included the results of the October 2012 passenger survey. Mr. Courtney gave thoughts about the potential impact of the US Airways/American Airlines merger on commercial air services at Lynchburg Regional Airport.

// Water Resources Director Tim Mitchell presented an overview of the FY 2014 Rate Study and Annual Report which includes information on the following:

- Water, Sewer, and Stormwater Fund operational expenses, revenues, and capital improvements
- Technology utilization for efficient operation of the water and sewer system
- Declining consumption discussion and recommendations
- Rate analysis and recommendations
- Rate comparisons
- Awards
- Water, Sewer, and Stormwater Projections
- Statistical data

Mr. Mitchell stated that the utility rate strategy developed for this year continues with the guiding principles of:

- Minimize the impact of rate adjustments on residential and other small customers
- Ensure necessary funding is provided for increases in operating and debt service costs
- Ensure compliance with the Special Order for Combined Sewer Overflow (CSO)
- Ensure compliance with adopted Fund Balance and Debt Management Financial Policies
- Provide an equitable distribution of costs based on actual services provided

Mr. Mitchell proposed increasing the monthly service charge by \$2.00 per month per equivalent meter size. This charge has not been increased in at least 20 years. Increasing the fixed charge instead of the volumetric charge helps to stabilize revenues and better recover the fixed costs, such as debt service, associated with operating the water and sewer system. Mr. Mitchell stated this will result in an increase of

2.25% to 3.35% to typical water and sewer bills. The actual percent increase will vary depending upon actual consumption. Mr. Mitchell went on to say other proposed increases include a 5% increase in industrial surcharges and septic hauler charges and a 10% increase in water and sewer connection fees to more closely cover the cost of providing those services. It was consensus of Council to proceed with a public hearing regarding the rate recommendation contained within the Department of Water Resources FY 2014 Rate Study and Annual Report.

// Water Resources Director Tim Mitchell provided an overview of the Bedford County Public Service Authority plan to provide the Forest service area with water from Smith Mountain Lake, potential impact to the Water Fund and water rates for Lynchburg customers and alternative contract methodology. Mr. Mitchell explained the objectives:

- Keep Bedford as a long term customer
- Bedford currently uses 1.5 MGD (average), 13% of total water use
- Water sales to Bedford equal \$1.6 million per year, almost 20% of rate base water revenue
- Very little can be done to mitigate the revenue loss if Bedford decides to go their own way.

Mr. Mitchell provided information on Bedford's plan to supply Forest and back-up supply to the Town of Bedford by 2016. Mr. Mitchell explained the issues with the current contract which will expire in 2022 and that there is no commitment by Bedford to remain a long term customer. Mr. Mitchell further stated that Amherst and Campbell County may also want a comparable lease. It was the consensus of Council that the Department of Water Resources move forward with further discussion with Bedford and keep Council updated.

// During roll call Vice Mayor Johnson mentioned that Council Member Joan Foster will be the guest speaker for the Epsilon Kappa Zeta Chapter of Zeta Phi Beta Sorority, Inc., at the Health Awareness Banquet which will be held on March 2, 2013.

// Kent White, Director of Community Development, and Marjette Upshur, Director of Economic Development, conducted a tour with Council of the renovated space on the second floor of City Hall. The tour included an overview of the new "one stop" reception and intake area in the Community Development department and the relocation of the Office of Economic Development. Mr. White stated how these changes are expected to reduce costs, improve efficiency and enhance customer service. The costs for renovation will be recovered in less than three years because of reduced operating costs and improved efficiency.

// City Council recessed the meeting at 6:20 p.m.

// City Council reconvened the meeting at 7:30 p.m.

The following Members were present:

Present: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette

7

Absent:

0

Council Member Cary gave the Invocation, followed by the Pledge of Allegiance.

// Copies of the minutes from the February 12, 2013 meeting, having been previously furnished Council, reading was dispensed with, and on motion of Council Member Foster, seconded by Vice Mayor Johnson, Council by the following recorded vote approved the minutes as presented:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

// In the matter of Courts – General, Resolution #R-12-015 amending the FY 2013 City/Federal/State Aid Fund and appropriating \$5,631, fully reimbursable, to preserve three Marriage Register books with records dated 1853 to 1909 at the Lynchburg Circuit Court Clerk's Office, laid over from the February 12, 2013 meeting, was again presented and read, and on motion of Council Member Foster, seconded by Vice Mayor Johnson, Council by the following recorded vote adopted the Resolution:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

// In the matter of Fire – General, Resolution #R-12-016 amending the FY 2013 City/Federal/State Aid Fund budget and appropriating \$161,406, fully reimbursable, for Staffing for Adequate Fire and Emergency Response (SAFER) grant to hire nine (9) full-time firefighters for the Fire Department, laid over from the February 12, 2013 meeting, was again presented and read, and on motion of Council Member Foster, seconded by Vice Mayor Johnson, Council by the following recorded vote adopted the Resolution:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

// In the matter of Community Development – General, Resolution #R-12-021 for the sale of approximately four hundred twelve thousandths (0.412) of an acre located at 2400 Lakeside Drive to allow for retail development, laid over from the February 12, 2013 meeting, was again presented and read, and on motion of Council Member Foster, seconded by Vice Mayor Johnson, Council by the following recorded vote adopted the Resolution:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

// In the matter of Registrar, Resolution #R-12-023 amending the FY 2013 City/Federal/State Aid budget and appropriating \$24,327, with resources of \$7,600 from the State Board of Election and \$16,727 from the General Fund Reserve for Contingencies to replace 53 electronic pollbook laptop computers and carrying cases, laid over from the February 12, 2013 meeting, was again presented and read, and on motion of Council Member Foster, seconded by Vice Mayor Johnson, Council by the following recorded vote adopted the Resolution:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

// In the matter of Schools – General, Resolution #R-12-024 amending the FY 2013 General Fund Budget and appropriating \$993,862 with the following Committed Fund Balance Reserves hereby authorized: \$300,000 for school health insurance; \$372,862 for school textbooks and \$321,000 for Special Education

Disproportional reserve, laid over from the February 12, 2013 meeting, was again presented and read, and on motion of Council Member Foster, seconded by Vice Mayor Johnson, Council by the following recorded vote adopted the Resolution:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

// In the matter of City Code/Registrar, a public hearing was held regarding City Council Report #13 regarding amending the City Code relating to the designation of a new polling place in the First Precinct of the City's Fourth Voting Ward. Mr. John Falcone, Electoral Board Member, gave a summary of the request. There was no one else present who wished to speak to this item, and the public hearing was closed. On motion of Council Member Perrow, seconded by Vice Mayor Johnson, followed by discussion, Council by the following recorded vote adopted Resolution #R-13-027, as presented, to amend the City Code relating to the designation of a new polling place in the First Precinct of the City's Fourth Voting Ward:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

// In the matter of Public Works – General, City Council Report #14 was considered. Mayor Gillette deferred to Council Member Perrow, Physical Development Committee Chair (PDC) and Council Member Nelson, Finance Committee Chair (FC), both stating that the item came before their Committees which recommended approval. This motion does not require a second, and Council by the following recorded vote introduced and laid over to a later meeting for final action Resolution #R-13-028, as presented, amending the FY 2013 City Capital Project Fund budget and appropriating \$1,212,137 with resources from the sale of property at 3901 Old Forest Road to make improvements to transportation infrastructure for two projects – Whitehall Road/Lakeside Drive Traffic Improvement (\$500,000) and Greenview Drive Phase II Improvements (\$712,137):

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

// In the matter of Finance – General, City Council Report #15 was considered. Donna Witt, Director of Financial Services, gave a summary of the request, noting several revisions in the City's Financial Management Policy. The noted changes on pages 2 and 5 under Committed Fund Balance and Process clarify that the City's Budget is adopted by Resolution instead of Ordinance. The other change is on page 4 (Tax-Supported Debt #6) which states: The 10-Year Principal Payout Ratio shall not be less than 60% at the end of each adopted five-year Capital Improvement Program for Tax-Supported General Obligation Indebtedness.

During Council discussion there was some concern with the change on page 4. Council Member Helgeson stated he would not support the change on page 4, item #6, but would support the word change on pages 2 and 5 from "Ordinance" to "Resolution". Mayor Gillette referred to Council Member Nelson, Chair of the Finance Committee (FC). He stated that this item came before the FC regarding the "payout ratio" on page 4 which was discussed, the FC recommended approval. This motion does not require a second.

Council Member Helgeson made a substitute motion, seconded by Council Member Perrow, to support the wording changes in the City's Financial Management Policy as presented except for the item on page 4. Several Council Members were in opposition of separating the item, since the recommendation came from the FC to approve this item as presented. Council by the following recorded vote adopted Resolution #R-13-029, as presented, regarding the City's Financial Management Policies with Amendments:

Ayes: Cary, Foster, Helgeson, Nelson, Perrow, 5

Noes: Johnson, Gillette 2

Mayor Gillette called for a motion for the item on page 4. Council Member Helgeson stated he would not support the change on page 4. He advised that the financial policies are put in as a safeguard and that we should stay as cautious as possible. On motion of Council Member Nelson, seconded by Council Member Foster, Council by the following recorded vote adopted Resolution #R-13-030, as presented, regarding the City's Financial Management Policies with Amendments on page 4, which states the 10-Year Principal Payout Ratio shall not be less than 60% at the end of each adopted five-year Capital Improvement Program for Tax-Supported General Obligation Indebtedness:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 5

Noes: Helgeson, Perrow 2

// In the matter of Public Works – General, a City Council Report not included on the agenda regarding the repairs to the Holiday Inn Parking Deck was submitted. Mayor Gillette asked that this item be added to the agenda due to the fact that the item was presented at the Finance Committee, and bids from the contractor are good for 60 days. Council Member Helgeson was opposed to adding this item to the agenda to allow more time to digest the financial information. On motion of Council Member Cary, seconded by Council Member Foster, followed by discussion, Council by the following recorded vote agreed to add this item to the agenda:

Ayes: Cary, Foster, Johnson, Nelson, Perrow, Gillette 6

Noes: Helgeson 1

Council Member Nelson, Finance Committee Chair (FC), stated that this item came before FC which recommended approval. This motion does not require a second. Council by the following recorded vote introduced and laid over to a later meeting for final action Resolution #R-13-031, as presented, amending the FY 2013 City Capital Projects budget and appropriating \$182,250 with resources from the General Fund Reserve for Contingencies to fund repairs to the Holiday Inn Parking Deck with anticipation of reimbursement from the at-fault party's insurance company:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

// On motion of Council Member Cary, seconded by Council Member Foster, Council by the following recorded vote elected to hold a closed meeting for consultation with legal counsel and briefings by staff members regarding a specific legal matter requiring the provision of legal advice, specifically, the legal

February 26, 2013

279

issues involved in the creation of a public-private partnership under the Virginia Public-Private Transportation Act, pursuant to Section 2.2-3711(A.)(7) of the Code of Virginia, 1950, as amended:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette

7

Noes:

0

// The meeting was re-opened to the public.

// Vice Mayor Johnson made the following motion:

WHEREAS, the Council of the City of Lynchburg has convened a closed meeting on this date, pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, Section 2.2-3712 of the Code of Virginia requires a certification by City Council that such closed meeting was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED that the Council of the City of Lynchburg certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed or considered by Council.

The Motion was seconded by Council Member Nelson, and Council by the following recorded vote adopted the motion:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette

7

Noes:

0

// The meeting was adjourned at 9:17 P.M.

Clerk of Council

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **March 26, 2013**

AGENDA ITEM NO.: **6**

CONSENT:

REGULAR:

WORK SESSION:

CLOSED SESSION:

(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: **Virginia Commission for the Arts FY 2013 Local Government Challenge Grant**

RECOMMENDATION: Adopt a resolution to amend the FY 2013 City/Federal/State Aid Fund budget and appropriate \$5,000 with resources from the Virginia Commission for the Arts FY 2013 Local Government Challenge Grant to provide funding for exhibitions, demonstrations, concerts, amenities and like activities as specified in the Arts & Cultural District ordinance.

SUMMARY: The Virginia Commission for the Arts awards grant funding through the Local Government Challenge Grant program to independent town, city, and county governments for arts activities in the locality.

Grant funds will be used to supplement the \$30,000 adopted by Council to fund Lynchburg Arts Project Grants, a competitive mini-grant program administered by the Office of Economic Development that is open to individuals, arts organizations, community groups, and arts-related businesses. Recipients of these grants are chosen on a first-come first-served basis; selected by a committee comprised of City staff, local artists, and members of arts organizations; and will be based on the merits of their project per the program guidelines.

This is the second time the City has received a Local Government Challenge Grant, funding was awarded in FY 2012 as well.

The \$30,000 of local match is available in the City/Federal/State Aid Fund.

PRIOR ACTION(S):

Finance Committee February 26, 2013

FISCAL IMPACT:

None, the required local match is available in the FY 2013 City/Federal/State Aid Fund budget.

CONTACT(S):

Marjette Upshur, Director of Economic Development, 455-4492

Brian Gleason, Economic Development Coordinator, 455-4493

ATTACHMENT(S):

Resolution

REVIEWED BY: lkp

RESOLUTION:

BE IT RESOLVED That the FY 2013 City/Federal/State Aid Fund budget is amended and \$5,000 is appropriated with resources from the Virginia Commission for the Arts FY 2013 Local Government Challenge Grant to provide funding for exhibitions, demonstrations, concerts, amenities and like activities as specified in the Arts & Cultural District ordinance.

Introduced:

Adopted:

Certified:

Clerk of Council

047K

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **March 26, 2013**

AGENDA ITEM NO.: **7**

CONSENT: **X**

REGULAR:

WORK SESSION:

CLOSED SESSION:

(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: Virginia Office of Emergency Medical Services – Rescue Squad Assistance Fund Grant to purchase a replacement Quick Response Vehicle for use by the Fire Department field EMS Supervisors

RECOMMENDATION: Adopt a resolution to amend the FY 2013 City/Federal/State Aid Fund budget and appropriate \$36,000 with resources from the Rescue Squad Assistance Fund (RSAF) grant to purchase one replacement Quick Response Vehicle (2013 Chevrolet Tahoe 4WD) for the Fire Department.

SUMMARY: The Virginia Office of Emergency Medical Services (EMS) periodically awards grant funding to assist career and volunteer EMS agencies in obtaining/maintaining emergency vehicles and equipment; providing EMS management, leadership, and advanced life support training; and achieving other goals that support the enhancement of citizen and community EMS services.

The Fire Department submitted a Rescue Squad Assistance Fund grant request for \$55,303 to purchase one replacement Quick Response Vehicle for use by the field EMS Supervisors. The three EMS Supervisors (one assigned per shift) respond throughout the City to assist EMS providers with high acuity patients. The EMS Supervisor is responsible for the delivery of certain advanced paramedic procedures such as drug assisted intubation, intravenous nitroglycerin, excited delirium patient care, and induced hypothermia. The current vehicle has ongoing mechanical problems; it is anticipated that additional work on the transmission will be required. The transfer case and rear end have been refurbished.

The Fire Department applied under a hardship provision and was approved for funding to receive eighty percent (80%) of the project cost, but the RSAF grant funding is limited to \$36,000. Therefore, the amount above the limit (\$19,303) becomes the local match and is available in the City/Federal/State Aid Fund budget for Fire Programs. These funds were appropriated during the budget process and do not require additional action.

PRIOR ACTION(S):

Finance Committee, October 23, 2012

Finance Committee, February 26, 2013

FISCAL IMPACT: None, the required local match of \$19,303 is available in the City/Federal/State Aid Fund budget for Fire Programs.

CONTACT(S): Fire Chief Steven B. Ferguson, 455-6340; Acting EMS Battalion Chief Heather Childress, 455-6360; Ellen Davidson-Martin, Fire Administrative Manager, 455-6368

ATTACHMENT(S): Resolution

REVIEWED BY: lkp

RESOLUTION:

BE IT RESOLVED That the FY 2013 City/Federal/State Aid Fund budget is amended and \$36,000 is appropriated with resources from the Virginia Office of Emergency Medical Services – Rescue Squad Assistance Fund (RSAF) grant to purchase one replacement Quick Response Vehicle (2013 Chevrolet Tahoe 4WD) for the Fire Department.

Introduced:

Adopted:

Certified:

Clerk of Council

046K

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **March 26, 2013**

AGENDA ITEM NO.: 8

CONSENT: REGULAR: **X**

WORK SESSION:

CLOSED SESSION:

(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: **Water and Sewer Rates**

RECOMMENDATION: Pending comments at the public hearing, approve the adoption of the attached ordinance enacting changes in the City Code related to water and sewer rates effective July 1, 2013.

SUMMARY: During the February 26, 2013 Work Session, the Department of Water Resources' staff presented the FY 2014 Rate Study and Annual Report to City Council. Staff's recommendations and justifications for increases in the fixed "monthly service charge", industrial surcharges, septic hauler charges, and water and sewer connection fees were included in that presentation. The following guiding principles and goals were adhered to in the development of the recommended rates and fees:

- Equitable sharing of water and sewer costs based on actual services provided.
- Ensure rates promote sustainable water and sewer operations and infrastructure.
- Minimize future rate spikes.
- Meet the financial obligations related to the CSO Consent Order.
- Meet Council's financial policies.

Primarily as a result of declining consumption, staff recommends increasing the fixed monthly charge by adding \$2.00 per equivalent meter size to the existing \$3.69 monthly account charge as shown in *Attachment 2 – Table 2 – Monthly Service Charge Revisions* in order to cover a greater portion of the fixed expenses with a fixed charge.

Other fees that are recommended to increase include: a 5% increase in the BOD charge from \$21.33 to \$22.40 per 100 lbs.; a 5% increase in the TSS charge from \$24.12 to \$25.33; a 5% increase in the septic hauler charges from \$195.14 to \$204.90, and a 10% increase in all the water and sewer connection fees. A complete schedule of existing and proposed rates can be found in *Attachment 2 – Table 1 – Rate Increases*.

PRIOR ACTION(S): February 26, 2013 City Council Work Session, FY 2014 Rate Study and Annual Report presentation by Department of Water Resources staff.

FISCAL IMPACT: Water Fund revenue increase of approximately \$250,000 annually. Sewer Fund revenue increase of approximately \$500,000 annually.

CONTACT(S):

Tim Mitchell, Director of Water Resources, 455-4252

Greg Poff, Assistant Director of Water Resources, 455-4249

ATTACHMENT(S):

ATTACHMENT 1 – Water and Sewer Code Amendments

ATTACHMENT 2 – Schedule of Water and Sewer Rates

REVIEWED BY: lkp

AN ORDINANCE TO AMEND AND REENACT SECTIONS 34-4, 34-12.1, 39-27 and 39-54.1 OF THE CODE OF THE CITY OF LYNCHBURG, 1981, AS AMENDED, THE AMENDED SECTIONS RELATING TO WATER AND SEWER RATES.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF LYNCHBURG:

1. That Sections 34-4, 34-12.1, 39-27 and 39-54.1 of the Code of the City of Lynchburg, 1981, are hereby amended and reenacted as follows:

Sec. 34-4. General terms, conditions, and provisions applicable to sewer mains extended or installed with city approval.

(a) Title to any sewer main extensions or service connections within the public right-of-way or requested easements shall vest in the city upon the completion of construction regardless of method of financing.

(b) Where public sewer systems are already installed, replacement or enlargement of the sewer pipes, when deemed necessary by the city, shall be made at the sole cost and expense of the city.

(c) Whenever any person owning property along the line of any sewer main in the city which has been extended, installed or purchased by the city in the preservation of the health and general welfare of the public, or by petition, but without the participation of him or a previous owner of this property, shall desire the sewer service from said main to his premises, he shall be required to do the following:

(1) Fulfill the criteria as outlined under subsection (g) hereof, involving sewer main connections;

(2) Make an additional payment of an availability charge, the purpose of which is to defray in part the cost of providing outfall lines, pumping stations and waste treatment facilities. The availability charges are as follows:

a. Single-family residence:

(i) Where fifty (50) to fifty-nine (59) per cent of the potential customers of the project as determined by the city engineer sign petitions requesting such project, the charge shall be nineteen hundred and fifty dollars (\$1,950.00) per connection, for each such petitioner.

(ii) Where sixty (60) to sixty-nine (69) per cent of said customers sign such petitions, the charge shall be eighteen hundred fifty dollars (\$1,850.00) per connection, for each such petitioner.

(iii) Where seventy (70) to seventy-nine (79) per cent of said customers sign such petitions, the charge shall be seventeen hundred fifty dollars (\$1,750.00) per connection, for each such petitioner.

(iv) Where eighty (80) to eighty-nine (89) per cent of said customers sign such petitions, the charge shall be sixteen hundred and seventy-five dollars (\$1,675.00) per connection, for each such petitioner.

(v) Where ninety (90) to ninety-four (94) per cent of said customers sign such petitions, the charge shall be fifteen hundred and fifty dollars (\$1,550.00) per connection, for each such petitioner.

(vi) Where ninety-five (95) to one hundred (100) per cent of said customers sign such petitions, the charge shall be fourteen hundred and fifty dollars (\$1,450.00) per connection, for each such petitioner.

b. Multifamily structures and mobile home parks where a single connection is made:

(i) For the first five (5) units, nine hundred and eighty dollars (\$980.00) each.

(ii) For the second five (5) units, seven hundred and thirty dollars (\$730.00) each.

(iii) For all additional units, four hundred and ninety dollars (\$490.00) each.

Separate individual connections to each unit of a multifamily structure or mobile home park will require the same availability charge for each unit as a single-family residential unit. Separate connections serving more than one unit will require the availability charge as specified above in Section 34-4(c)(2)b.

c. Commercial service: Up to two thousand (2,000) square feet of floor space, or if a maximum four (4) inch diameter building sewer is used, the charge shall be nineteen hundred and fifty dollars (\$1,950.00). If a connection sewer in excess of four (4) inches in diameter is required, the following charges shall apply:

Availability Charge:	Floor Space
\$1,950.00	0 to 2,000 square feet
\$2,440.00	2,001 to 10,000 square feet
\$3,640.00	10,001 to 20,000 square feet
\$6,110.00	20,001 to 35,000 square feet
\$9,650.00	35,001 to 99,999 square feet
As determined by city council	100,000 square feet or greater

All availability charges for institutional service shall be as determined by city council on a case-by-case basis.

d. Just prior to the conclusion of each fiscal year, the city manager or his designee shall review all availability charges and connection fees, and recommend to council appropriate charges.

e. All extension agreements and service requests not included in original petitions shall be subject to the maximum prevailing availability charges and connection fees which are

in effect at the time such agreement or request is approved by council, irrespective of the number of original petitioners.

(d) Whenever any property abutting a street is without a city sewer main, the owner desiring city sewer service shall be required to sign a petition for extension of sewer mains.

(1) Single-family and multifamily structures and mobile home parks: Upon receipt of said petition signed by at least fifty (50) per cent of the owners representing properties to be served by the sewer main extension, the city shall prepare an estimate for the installation of a sewer main.

Such estimate shall be prepared on the basis that the location, character and size of the extension, and the plans and specifications for the extension, and the materials used in the installation, replacement, maintenance and repair of the extension shall be as specified by the city.

(2) Commercial service: Where the council has determined the petitioned project to be economically feasible to the city, the availability charges set forth in Section 34-4(c)(2)c. shall be applicable.

Where the council has determined that the petitioned project is not economically feasible to the city, the cost of the project will be apportioned by council between the city and the benefitted property owners. The entire non-city portion shall be apportioned by council between the petitioning property owners as their availability charge. Any nonsigning property owner later petitioning for service shall pay the same proportioned share for each connection as the original signers.

(e) The owner or occupant of a single-family dwelling or a two-family dwelling that did not have access to city sewer lines prior to the extension of the line, may make arrangements to pay the availability charges in paragraph (c)(2)(a) and the connection charges in paragraph (g) of this section in installments. The city's billings and collections division may enter into a water and sewer service availability fee installment agreement with the owner or occupant of a single-family dwelling or a two-family dwelling under the following conditions:

(1) Only an owner or occupant that actually connects their dwelling to the city's sewer system is eligible to enter into a water and sewer service availability fee installment agreement.

(2) The availability and connection charges and interest must be paid in full within one year.

(3) Interest at the rate of five (5) percent per annum or the interest rate the city was charged for its most recent bond issue, whichever rate of interest is higher, will be charged on the unpaid balance of the availability and connection charges.

(4) Payments will be made on such dates and in such amounts as the billings and collections division, in its discretion, determines are appropriate.

(5) The unpaid balance of the availability and connection charges may be paid in full at any time without any prepayment penalty.

(6) The water and sewer service availability fee installment agreement cannot be assigned or assumed without the prior written consent of the billings and collections division.

(7) If the owners or occupants fail to make payments in accordance with the water and sewer service availability fee installment agreement, the city may discontinue water service to the property until all arrears for availability and connection fee installment payments due the city are paid in full.

(8) As provided in section 15.2-104 of the Code of Virginia, or any succeeding section, the city will place a lien against the property that is served by the sewer line to secure the payment of the unpaid availability and connection charges.

The installment plan offered by this paragraph is for the benefit of the owners or occupants of single-family dwellings and two-family dwellings and is not available to developers or builders of residential subdivisions, apartments, boarding houses, lodging houses, rooming houses or other multi-family dwellings or to commercial and institutional facilities, or similar housing units.

(f) Sewer main extensions involving industrial development, residential subdivision development of three (3) or more dwelling units per lot, and/or any other planned unit or special development are excepted from this section.

(g) In addition to the previous applicable requirements, whenever any person owning property along the line of any sewer main in the city shall desire sewer service into his premises, he shall execute an agreement known as an "Application for Sewer." In addition thereto, the licensed plumber employed by him shall make written application therefor to the city on forms prescribed for that purpose.

Unless the building sewer, or connection, has been previously installed, the plumber or building contractor shall clearly indicate at the premises by a stake or otherwise the exact location of the building sewer. An applicant for any new connection must make an estimate of the size building sewer needed for all lines greater than four (4) inches in diameter for the particular building in order that the proper size building sewer may be installed to satisfy the demand. Upon approval of the application, payment of certain fixed sewer connection fees must be made as follows:

(1) Four (4) inch diameter house building sewer—~~\$1,100.00~~ one thousand two hundred and ten dollars (\$1,210.00).

(2) Larger than four (4) inch diameter building sewer -cost plus 15%; minimum charge—~~\$1,200.00~~ one thousand three hundred and twenty dollars (\$1,320.00).

Provided, that when any property owner grants to the city free of cost the right to construct and maintain a sewer across said property owner's property, that property owner shall be granted a credit of one hundred dollars (\$100.00) to be applied against the appropriate connection charge for one (1) connection.

The city will then install a building sewer leading from the main in the street to the property line, or install a sewer saddle. This requirement also applies to houses formerly occupied by one (1) family, but which are converted into two (2) or more apartments, with a separate sewer connection for each apartment unit. When these requirements are complied with, the city will thereupon issue a permit for the plumber named in the application to make connection with the city's sewer. All such connections and all plumbing work shall conform in all respects to the provisions of the plumbing code of the city.

(h) Residential subdivisions of no more than two (2) dwelling units per lot. For all subdivisions located within the city containing no more than two (2) dwelling units per lot, in addition to the construction of the system within the boundaries of the subdivision by the subdivider pursuant to Section 24.1-31(a) of the city's subdivision ordinance, there shall be paid by the property owner to the city at the time of connection to the system a connection fee (without an easement credit) as required by subsection (g) for each connection, and an availability charge, the purpose of which is to defray in part the cost of providing extension lines, pumping stations and waste treatment facilities, the sum of four hundred dollars (\$400.00) per lot; provided, however, that if in any subdivision development any lot is served by a connection directly to lines installed by the city, the availability charges as listed in Section 34-4(c)(2)a, will be paid by the property owner, except, however, that where he or a previous owner of this property participated in the cost of such lines, no availability charge shall be payable.

(i) The owner or occupant of a single-family dwelling or a two-family dwelling that did not have access to city sewer lines at the time it was constructed, may make arrangements to pay the availability charges in paragraph (c)(2)(a) and the connection charges in paragraph (g) of this section in installments. The city's billings and collections division may enter into a water and sewer service availability fee installment agreement with the owner or occupant of a single-family dwelling or a two-family dwelling under the following conditions:

(1) Only an owner or occupant that actually connects their dwelling to the city's sewer system is eligible to enter into a water and sewer service availability fee installment agreement.

(2) The availability and connection charges and interest must be paid in full within one year.

(3) Interest at the rate of five (5) percent per annum or the interest rate the city was charged for its most recent bond issue, whichever rate of interest is higher, will be charged on the unpaid balance of the availability and connection charges.

(4) Payments will be made on such dates and in such amounts as the billings and collections division, in its discretion, determines are appropriate.

(5) The unpaid balance of the availability and connection charges may be paid in full at any time without any prepayment penalty.

(6) The water and sewer service availability fee installment agreement cannot be assigned or assumed without the prior written consent of the billings and collections division.

(7) If the owners or occupants fail to make payments in accordance with the water and sewer service availability fee installment agreement, the city may discontinue water service to the property until all arrears for availability and connection fee installment payments due the city are paid in full.

(8) As provided in Section 15.2-104 of the Code of Virginia, or any succeeding section, the city will place a lien against the property that is served by the sewer line to secure the payment of the unpaid availability and connection charges.

The installment plan offered by this paragraph is for the benefit of the owners or occupants of single-family dwellings and two-family dwellings and is not available to developers or builders of residential subdivisions, apartments, boarding houses, lodging houses, rooming houses or other multi-family dwellings or to commercial and institutional facilities, or similar types of housing units.

Sec. 34-12.1. Schedule of sewer rates.

(a) The monthly sewer rates for all consumers within the city shall be five dollars and sixty-five cents \$5.65 per h.c.f. of water used provided, however, that the rate of any party discharging industrial waste or processed water into the city system pursuant to an individual contract shall be as provided in such contract.

(b) The monthly sewer rate for customer accounts deemed "sewer only" (customers within the city without a water service connection) shall be ~~\$43.24~~ forty four dollars and fifty-eight cents \$44.58. This rate is derived as follows: (monthly volume charge of \$5.65 per h.c.f. x 7 h.c.f. + ~~account~~ a monthly service charge of five dollars and three cents \$5.03).

(c) In addition to the sewer rates provided in this section, a high strength waste surcharge is established for all customers with discharges in excess of twenty-five thousand (25,000) gallons per day and having biological oxygen demand and/or suspended solids concentrations in excess of normal wastewater.

The surcharge shall be as follows:

(1) For BOD concentrations in excess of three hundred (300) milligrams per liter (MG/l), ~~twenty-one dollars and thirty-three cents (\$21.33)~~ twenty two dollars and forty cents (\$22.40) per one hundred (100) pounds.

(2) For suspended solids concentrations in excess of four hundred (400) milligrams per liter (MG/l), ~~twenty-four dollars and twelve cents (\$24.12)~~ twenty five dollars and thirty-three cents (\$25.33) per one hundred (100) pounds.

(3) Truck hauled wastes disposal charges for residential and restaurant wastes as defined in Section 34-13 will be assessed at the following rates: ~~one hundred ninety-five dollars and fourteen cents (\$195.14)~~ two hundred four dollars and ninety cents

~~(\$204.90)~~ up to a limit of two thousand five hundred (2,500) gallons of capacity and ~~thirty-three dollars and eight cents (\$33.08)~~ thirty four dollars and seventy-four cents (\$34.74) for each five hundred (500) gallons of capacity over two thousand five hundred (2,500) gallons. Truck hauled wastes for special contract holders shall be charged in accordance to the terms of the contracting agreement.

(d) Annually, the director of financial services shall compute the average of each residential customer's level of monthly water consumption in hundred cubic feet (h.c.f.) for the most recent period beginning with the first billing in November and ending with the second billing in April. By multiplying this monthly average by 1.25, a seasonal consumption limit for sewer billing shall be derived for each residential account. This limit will apply during the period for the first billing in May through the second billing in October. This adjustment shall apply only to residential bills and shall not apply to any customers using water for the purpose of manufacturing or for commercial or multifamily dwellings.

Sec. 39-27. General terms, conditions and provisions applicable to water mains extended or installed with city approval.

(a) Title to any water main extensions or service connections within the public right-of-way or requested easements shall vest in the city upon the completion of construction regardless of method of financing.

(b) Where public water systems are already installed, replacement or enlargement of the water pipes, when deemed necessary by the city, shall be made at the sole cost and expense of the city.

(c) Whenever any person owning property along the line of any water main in the city which has been extended, installed or purchased by the city in the preservation of the health and general welfare of the public, or by petition, but without the participation of him or a previous owner of this property, shall desire the water service from said main to his premises, he shall be required to do the following:

(1) Fulfill the criteria as outlined under subsection (g) hereof, involving water main connections

(2) Make an additional payment of an availability charge, the purpose of which is to defray in part the cost of providing transmission mains, booster pumping and distribution storage facilities. The availability charges are as follows:

a. Single-family residence:

1. Where fifty (50) to fifty-nine (59) per cent of the potential customers of the project as determined by the city engineer sign petitions requesting such project, the charge shall be one thousand two hundred twenty dollars (\$1,220.00) per connection, for each such petitioner.

2. Where sixty (60) to sixty-nine (69) per cent of said customers sign such petitions, the charge shall be one thousand one hundred sixty dollars (\$1,160.00) per connection, for each such petitioner.

3. Where seventy (70) to seventy-nine (79) per cent of said customers sign such petitions, the charge shall be one thousand one hundred dollars (\$1,100.00) per connection, for each such petitioner.

4. Where eighty (80) to eighty-nine (89) per cent of said customers sign such petitions, the charge shall be one thousand forty dollars (\$1,040.00) per connection, for each such petitioner.

5. Where ninety (90) to ninety-four (94) per cent of said customers sign such petitions, the charge shall be nine hundred eighty dollars (\$980.00) per connection, for each such petitioner.

6. Where ninety-five (95) to one hundred (100) per cent of said customers sign such petitions, the charge shall be nine hundred twenty dollars (\$920.00) per connection, for each such petitioner.

b. Multifamily structures and mobile home parks where a master meter is used:

1. For the first five (5) units, six hundred ten dollars (\$610.00) each.

2. For the second five (5) units, four hundred sixty dollars (\$460.00) each.

3. For all additional units, three hundred ten dollars (\$310.00) each.

4. Separate individual connections to each unit of a multifamily structure or mobile home park will require the same availability charge for each unit as a single-family residential unit. Separate connections serving more than one (1) unit will require the availability charge as specified above in Section 39-27(c)(2)b.

c. Commercial service: Up to two thousand (2,000) square feet of floor space or if a meter one (1) inch in diameter or smaller is used, the charge shall be one thousand two hundred twenty dollars (\$1,220.00). If a meter in excess of one (1) inch in diameter is required, the following charges shall apply:

Availability charge	Floor space
\$1,220.00	0 to 2,000 square feet
\$1,530.00	2,001 to 10,000 square feet
\$2,290.00	10,001 to 20,000 square feet
\$3,820.00	20,001 to 35,000 square feet
\$6,110.00	35,001 to 99,999 square feet
As determined by city council	100,000 square feet or greater

All availability charges for institutional service shall be as determined by city council on a case-by-case basis.

d. Just prior to the conclusion of each fiscal year, the city manager or his designee shall review all availability charges and connection fees, and recommend to council appropriate changes.

e. All extension agreements and service requests not included in original petitions shall be subject to the maximum prevailing availability charges and connection fees which are in effect at the time such agreement or request is approved by council, irrespective of the number of original petitioners.

(d) Whenever any property abutting a street is without a city water main, the owner desiring city water service shall be required to sign a petition for extension of water mains.

(1) Single-family and multifamily structures and mobile home parks:

a. Upon receipt of said petition signed by at least fifty (50) per cent of the owners representing properties to be served by the water main extension, the city shall prepare an estimate for the installation of a water main.

b. Such estimate shall be prepared on the basis that the location, character and size of the extension and the plans and specifications for the extension and the materials used in the installation, replacement, maintenance and repair of the extension shall be as specified by the city.

(2) Commercial service:

a. Where the council has determined the petitioned project to be economically feasible to the city, the availability charges set forth in Section 39-27(c)(2)c. shall be applicable.

b. Where the council has determined that the petitioned project is not economically feasible to the city the cost of the project will be apportioned by council between the city and the benefitted property owners. The entire noncity portion shall be apportioned by council between the petitioning property owners as their availability charges. Any nonsigning property owner later petitioning for service shall pay the same proportioned share for each connection as the original signers.

(e) The owner or occupant of a single-family dwelling or a two-family dwelling that did not have access to city sewer lines at the time it was constructed, may make arrangements to pay the availability charges in paragraph (c)(2)(a) and the connection charges in paragraph (g) of this section in installments. The city's billings and collections division may enter into a water and sewer service availability fee installment agreement with the owner or occupant of a single-family dwelling or a two-family dwelling under the following conditions:

(1) Only an owner or occupant that actually connects their dwelling to the city's sewer system is eligible to enter into a water and sewer service availability fee installment agreement.

(2) The availability and connection charges and interest must be paid in full within one year.

(3) Interest at the rate of five (5) percent per annum or the interest rate the city was charged for its most recent bond issue, whichever rate of interest is higher, will be charged on the unpaid balance of the availability and connection charges.

(4) Payments will be made on such dates and in such amounts as the billings and collections division, in its discretion, determines are appropriate.

(5) The unpaid balance of the availability and connection charges may be paid in full at any time without any prepayment penalty.

(6) The water and sewer service availability fee installment agreement cannot be assigned or assumed without the prior written consent of the billings and collections division.

(7) If the owners or occupants fail to make payments in accordance with the water and sewer service availability fee installment agreement, the city may discontinue water service to the property until all arrears for availability and connection fee installment payments due the city are paid in full.

(8) As provided in Section 15.2-104 of the Code of Virginia, or any succeeding section, the city will place a lien against the property that is served by the sewer line to secure the payment of the unpaid availability and connection charges.

The installment plan offered by this paragraph is for the benefit of the owners or occupants of single-family dwellings and two-family dwellings and is not available to developers or builders of residential subdivisions, apartments, boarding houses, lodging houses, rooming houses or other multi-family dwellings or to commercial and institutional facilities.

(f) Water main extensions involving industrial development, residential subdivision development of three (3) or more dwelling units per lot, and/or any other planned unit or special development are excepted from this section.

(g) In addition to the previous applicable requirements, whenever any person owning property along the line of any water main in the city shall desire water service into his premises, he shall execute an agreement known as an "application for water." In addition thereto, the licensed plumber employed by him shall make written application therefor to the city on forms prescribed for that purpose.

Unless the service pipe and meter box have been previously installed, the plumber or building contractor shall clearly indicate at the premises by a stake or otherwise the exact location of the proposed meter and service. An applicant for any new service must make an estimate of the size connection needed for all meters greater than five-eighths (5/8ths) inch with a three-fourths (3/4ths) inch service for the particular building in order that the proper size service pipe and meter may be installed to satisfy the demand. Upon approval of the application and payment of certain fixed water connection fees must be made as follows:

(1) 3/4-inch service—5/8-inch meter ~~\$950.00~~ \$1,045.00

(2) 1-inch service—5/8-inch meter ~~\$1,000.00~~ \$1,100.00

(3) 1-inch service—1-inch meter ~~\$1,150.00~~ \$1,265.00

(4) Larger than 1-inch service and 1-inch meter - Cost plus 15 %; minimum charge of ~~\$1,150.00~~ \$1,265.00;

The city will then install a service pipe leading from the main in the street to the water meter box near the property line and/or install the meter. This requirement also applies to houses formerly occupied by one (1) family, but which are converted into two (2) or more apartments, with a separate water service and meter for each apartment unit. When these requirements are complied with, the city will thereupon issue a permit for the plumber named in the application to make connection with the meter box. All such connections and all plumbing work incident to the introduction of water into the premises shall conform in all respects to the provisions of the plumbing code of the city.

(h) Residential subdivisions of no more than two (2) dwelling units per lot: For all subdivisions located within the city containing no more than two (2) dwelling units per lot, in addition to the construction of the system within the boundaries of the subdivision by the subdivider pursuant to Section 24.1-31(a) of the city's subdivision ordinance, there shall be paid by the property owner to the city at the time of connection to the system a connection fee (without an easement credit) as required by subsection (g) for each connection, and an availability charge, the purpose of which is to defray in part the cost of providing transmission mains, booster pumping and distribution facilities, the sum of three hundred dollars (\$300.00) per lot; provided, however, that if in any subdivision development any lot is served by a connection directly to lines installed by the city, the availability charges as listed in Section 39-27(c)(2)a. will be paid by the property owner except, however, that where he or a previous owner of this property participated in the cost of such line, no availability charge shall be payable.

(i) Residential subdivisions of no more than one (1) dwelling unit per lot: Notwithstanding the conditions of Section 39-27(g) and 24-31(a) city council may, upon request and after having obtained appropriate commitments for development of streets, recreational facilities, and other issues related to providing for affordable housing in the city, enter into a special agreement with subdivision developers, whereas the city would reimburse the developer for 100% of the cost of installing waterlines within the subdivision boundaries provided that: the agreement provides for guarantees from the developer that 80% of the projected revenue from the annual water rates paid by customers connected to the installed waterline within the subdivision boundaries in the first ten years will pay the total cost of the reimbursed amount, within the following ten years. Guarantees may be in the form of liens placed on lots within the subdivision; cash payments; bonds; or other forms of securities satisfactory to the city attorney. Such guarantees shall remain in effect until the full amount of the security is paid. The director of utilities shall review such records relating to the agreement to assure that the projected revenue from the development will recover the cost of the waterline reimbursement over a period of twenty years. The developer shall be responsible for providing all information necessary to assure compliance with the terms of the agreement. The city shall render a bill to the developer after the first 10 years that the agreement is in force for the difference of the amount of projected revenue from the customers connected to the waterlines at that time and the total amount of the

reimbursement for the cost for the installation of the waterlines. If any covenants of the agreement are not satisfied, the city shall render a bill immediately relating to the remaining wateline costs.

(j) The owner or occupant of a single-family dwelling or a two-family dwelling that did not have access to city water lines at the time it was constructed, may make arrangements to pay the availability charges in paragraph (c)(2)(a) and the connection charges in paragraph (g) of this section in installments. The city's billings and collections division may enter into a water and sewer service availability fee installment agreement with the owner or occupant of a single-family dwelling or a two-family dwelling under the following conditions:

(1) Only an owner or occupant that actually connects their dwelling to the city's water system is eligible to enter into a water and sewer service availability fee installment agreement.

(2) The availability and connection charges and interest must be paid in full within one year.

(3) Interest at the rate of 5 percent per annum or the interest rate the city was charged for its most recent bond issue, whichever rate of interest is higher, will be charged on the unpaid balance of the availability and connection charges.

(4) Payments will be made on such dates and in such amounts as the billings and collections division, in its discretion, determines are appropriate.

(5) The unpaid balance of the availability and connection charges may be paid in full at any time without any prepayment penalty.

(6) The water and sewer service availability fee installment agreement cannot be assigned or assumed without the prior written consent of the billings and collections division.

(7) If the owners or occupants failed to make payments in accordance with the water and sewer service availability fee installment agreement the city may discontinue water service to the property until all arrears for availability and connection fee installment payments due the city are paid in full.

(8) As provided in Section 15.2-104 of the Code of Virginia, or any succeeding section, the city will place a lien against the property that is served by the water line to secure the payment of the unpaid availability and connection charges.

The installment plan offered by this paragraph is for the benefit of the owners or occupant of single-family dwellings and two-family dwellings and is not available to developers or builders of residential subdivisions, apartments, boarding houses, lodging houses, rooming houses or other multi-family dwellings, or to commercial and institutional facilities.

Sec. 39-54.1. Schedule of water rates.

The monthly water rates for all consumers within the city shall be two dollars and thirty-eight cents (\$2.38) per h.c.f. of water used.

There shall be, in addition to any other charge, a monthly ~~account (meter)~~ service charge of three dollars and sixty nine cents (\$3.69) plus two dollars (\$2.00) per equivalent meter factor per meter for a total monthly service charge as shown in the following table.

Meter Size	Monthly Account Charge	Meter Factor	Fee per Equivalent Meter Factor	Fee per Meter	Total Monthly Service Charge
5/8"	\$3.69	1.0	\$2.00	\$2.00	\$5.69
3/4"	\$3.69	1.5	\$2.00	\$3.00	\$6.69
1"	\$3.69	2.5	\$2.00	\$5.00	\$8.69
1-1/2"	\$3.69	5.0	\$2.00	\$10.00	\$13.69
2"	\$3.69	8.0	\$2.00	\$16.00	\$19.69
3"	\$3.69	15.0	\$2.00	\$30.00	\$33.69
4"	\$3.69	30.0	\$2.00	\$60.00	\$63.69
6"	\$3.69	60.0	\$2.00	\$120.00	\$123.69
8"	\$3.69	90.0	\$2.00	\$180.00	\$183.69
10"	\$3.69	150.0	\$2.00	\$300.00	\$303.69

2. That this ordinance shall become effective July 1, 2013.

Adopted:

Certified:

Clerk of Council

048K