

AGENDA

WILSONVILLE CITY COUNCIL MEETING JANUARY 5, 2012 7 P.M.

CITY HALL
29799 SW TOWN CENTER LOOP
WILSONVILLE, OREGON

Mayor Tim Knapp

Council President Celia Núñez
Councilor Richard Goddard

Councilor Steve Hurst
Councilor Scott Starr

CITY COUNCIL MISSION STATEMENT

To protect and enhance Wilsonville's livability by providing quality service to ensure a safe, attractive, economically vital community while preserving our natural environment and heritage.

Executive Session is held in the Willamette River Room, City Hall, 2nd Floor

5:00 P.M. EXECUTIVE SESSION

- A. Pursuant to ORS 192.660(2)(i) Performance Evaluation of City Manager
- B. ORS 192.660(2)(d) Labor Negotiator Consultations
- C. ORS 192.660(e) Real Property Transactions
- D. ORS 192.660(2)(h) Litigation

5:35 P.M. COUNCILORS' CONCERNS

5:40 P.M. PRE-COUNCIL WORK SESSION

- A. Draft Community Survey (Cosgrove)
- B. Emergency Operations Plan (Kerber) *[on the enclosed CD]*
- C. Schedule Special Work Session for January 30th re: Storm Water Master Plan
- D. Review of Agenda

6:50 P.M. ADJOURN

CITY COUNCIL MEETING

The following is a summary of the legislative and other matters to come before the Wilsonville City Council a special session to be held Thursday, January 5, 2012 at City Hall. Legislative matters must have been filed in the office of the City Recorder by 10 a.m. on December 20, 2011. Remonstrances and other documents pertaining to any matters listed in said summary filed at or prior to the time of the meeting may be considered therewith except where a time limit for filing has been fixed.

7:00 P.M. CALL TO ORDER

- A. Roll Call
- B. Pledge of Allegiance
- C. Motion to approve the following order of the agenda and to remove items from the consent agenda.

7:05 P.M. MAYOR'S BUSINESS

- A. Councilor Liaison Appointments
- B. Upcoming Meetings

7:20 P.M. COMMUNICATIONS

7:25 P.M. CITIZEN INPUT & COMMUNITY ANNOUNCEMENTS

This is an opportunity for visitors to address the City Council on items *not* on the agenda. It is also the time to address items that are on the agenda but not scheduled for a public hearing. Staff and the City Council will make every effort to respond to questions raised during citizens input before tonight's meeting ends or as quickly as possible thereafter. Please limit your comments to three minutes.

7:30 P.M. COUNCILOR COMMENTS, LIAISON REPORTS & MEETING ANNOUNCEMENTS

- A. Council President Núñez – Chamber and Library Board liaison
- B. Councilor Hurst – Parks and Recreation Board and Library Board liaison
- C. Councilor Goddard – DRB and Clackamas County Business Alliance liaison
- D. Councilor Starr – Planning Commission and Wilsonville Community Seniors Inc. liaison

7:35 P.M. CONSENT AGENDA

- A. **Resolution No. 2341**
A Resolution Of The City Of Wilsonville Adopting The City Of Wilsonville Emergency Operations Plan. (staff – Kerber)
- B. Minutes of the December 5, 2011 Council Meeting (staff – Schur)

7:40 P.M. NEW BUSINESS

- A. **Resolution No. 2340**
A Resolution Of The City Council Of The City Of Wilsonville Acknowledging The Siting Of A Skate Park On Courtside Drive As Indicated On The Attached Map. (staff – Watters/Stevenson)

7:50 P.M. PUBLIC HEARING

A. Ordinance No. 701 – First reading

An Ordinance Repealing Wilsonville Code Chapter 5, Sections 5.530 To 5.550 And Chapter 6, Sections 6.100 To 6.175 And Adopting New Sections 6.100 To 6.175 Relating To The Use Of Public Lands, Parks And Facilities For Hosting Large Special Events And The Use Of Public Streets, Rights-Of-Way, Sidewalks And Bikeways For Hosting Special Events That Will Substantially Impede The Flow Of Vehicular, Pedestrian Or Bicycle Traffic; To Be Implemented With The Activity Reservation Season, Beginning February 2012 Special Events Procedures And Fees (staff – Kohlhoff/Watters)

8:20 P.M. CITY MANAGER'S BUSINESS

8:25 P.M. LEGAL BUSINESS

8:30 P.M. ADJOURN

Time frames for agenda items are not time certain (i.e. Agenda items may be considered earlier than indicated. The Mayor will call for a majority vote of the Council before allotting more time than indicated for an agenda item.) Assistive Listening Devices (ALD) are available for persons with impaired hearing and can be scheduled for this meeting if required at least 48 hours prior to the meeting. The city will also endeavor to provide the following services, without cost, if requested at least 48 hours prior to the meeting:-Qualified sign language interpreters for persons with speech or hearing impairments. Qualified bilingual interpreters. To obtain services, please contact the City Recorder, (503)570-1506 or king@ci.wilsonville.or.us

City of Wilsonville
Work Session and City Council Calendar

ITEMS ARE TENTATIVELY SCHEDULED AND MAY BE MOVED TO ANOTHER MEETING.

Meeting Date	Agenda Items
<p>JANUARY 5</p> <p>Note this is a Thursday</p> <p><i>Staff reports and Manager Reports due December 27</i></p>	<p>Executive Session – LGPI Bargaining Prep; City Manager Review</p> <p>Work Session</p> <ul style="list-style-type: none"> • Draft Community Survey (Cosgrove) • Emergency Operations Plan (Kerber) • Schedule Special Work Session for January 30th SWMP <p>Communications</p> <p>Consent Agenda</p> <ul style="list-style-type: none"> • Emergency Operations Plan (Kerber) <p>Public Hearing</p> <p>Continuing Business</p> <p>New Business</p> <ul style="list-style-type: none"> • Resolution siting Skate Park (Watters/Stevenson) • Special Events Resolution & Fee Schedule (Kohlhoff/Watters)

<p>January 19</p> <p>This is a Thursday</p> <p>Staff reports due January 10th</p> <p>Council President Núñez excused</p>	<p>Executive Session</p> <p>Work Session</p> <ul style="list-style-type: none"> • SMART Operations (Troha/Thompson) • Mayor’s Compensation Discussion • Transportation Funding Trends & Regional Authorization Agenda – Ottenad • <p>Communications</p> <p>Consent Agenda</p> <p>Public Hearing</p> <p>Continuing Business</p> <p>New Business</p> <ul style="list-style-type: none"> • Bid award for Fleet Building Project (Retherford) [<i>placeholder bids will be opened the 15th</i>] • Sherwood water agreement future extensions, Repayment of Segment 3A (Kohlhoff/Bowers) •
<p>January 30</p> <p>Work Session</p>	<p>Special Council Work Session 5 p.m.</p> <p>Storm Water Master Plan (Rappold)</p> <p>Storm Water Utility Fee and SDC (Rappold/Bowers)</p>
<p>February 2-5</p>	<p>Mayor and Councilor Starr to Smart Growth Conference in San Diego, CA</p>

<p>February 6</p> <p>Staff Reports due January 31st</p> <p>February 6, 2012 Library 30th Anniversary</p>	<p>Executive Session</p> <p>Work Session</p> <ul style="list-style-type: none"> • Brenchley Estates - February Work Session (is this ready for February?) • Communications Plan (Ottend/Knoll) • <p>Communications</p> <p>Consent Agenda</p> <p>Public Hearing</p> <p>Continuing Business</p> <p>New Business</p> <ul style="list-style-type: none"> • Street Sweeping Contract (Kerber)
<p>February 23</p> <p>This is a THURSDAY</p> <p>Staff reports due February 7th</p>	<p>Executive Session</p> <p>Work Session</p> <ul style="list-style-type: none"> • • <p>Communications</p> <p>Consent Agenda</p> <p>Public Hearing</p> <p>Continuing Business</p> <p>New Business</p>

UNSCHEDULED ITEMS

- Charbonneau Analysis
- OIT Update
- Sewer Rate Study
- Sign Code (Neamtzu)
- Concessions in Nut Shed
- Amend Res. Declaring an emergency succession statement
- Storm Water Utility Fee and SDC Adoption (Rappold)

CITY COUNCIL MEETING INFORMATION ITEM

Community Survey

Meeting Date: January 5, 2012
Report Date: December 23, 2011
Source of Item: Administration

Contact: Bryan Cosgrove
Contact Telephone Number: 503-570-1504
Contact E-Mail: Cosgrove@ci.wilsonville.or.us

BACKGROUND

The City Council desires to engage the community in an opinion survey on city services and to solicit community input on key policy issues. In 2001, The International City Manager's Association (ICMA) and the National Research Center (NRC) partnered to create the National Citizen Survey.

The National Citizen Survey (NCS) is a low-cost community survey service designed specifically for local governments. It is tested, flexible, affordable and efficient. The NCS will allow Wilsonville to survey citizen opinion for program planning, budgeting, Council goal setting and performance management. The results can be used to improve service delivery and help council set community priorities. In addition, the survey allows for open ended questions on subjects such as a proposed community center, economic development strategies, or other policy matters City Council may want feedback on.

The cost of the survey is between \$10,000-\$25,000, depending on the number of households surveyed and the number of custom/open-ended questions included in the survey.

POLICY ISSUES

Council should review the attached information and provide the City Manager direction on the following questions:

- The city can achieve a 95 percent confidence level with a sample size of 1,200 at a cost of \$9,900. However, as this is the first time Wilsonville has conducted a community survey, Council may desire to expand the survey size to 3,000 households. The increase in cost from 1,200 to 3,000 households is \$7,000.
- The basic survey allows for three custom questions. Council needs to provide direction on what additional questions to include in the survey. There has been discussion about polling the community on economic development and a new community center. Staff has included sample questions on economic development for Council review and discussion. Questions related to a new community center would need to include information on programming, the appetite for additional bonded debt broken down by overall costs and annual costs to a "typical homeowner".
- There is an additional cost of \$1,500 for allowing one open-ended question. This allows the community the opportunity to provide input on issues that are NOT included in the survey. It is

an important component of any survey and staff recommends including the open ended question to the survey. All comments are categorized and reported in a table under separate cover, accompanied by a complete list of verbatim comments.

ATTACHMENTS

- 1. Sample Citizen Survey**
- 2. Sample Economic Development Questions (City of Silverton 2010 Community Survey)**
- 3. City of Dover, DE, National Citizen Survey**

The XYZ of ABC 2012 Citizen Survey

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

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

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

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

	Excellent	Good	Fair	Poor	Don't know
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 ABC	1	2	3	4	5
Cleanliness of ABC	1	2	3	4	5
Overall quality of new development in ABC	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Overall quality of business and service establishments in ABC	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 ABC	1	2	3	4	5
Ease of bus travel in ABC	1	2	3	4	5
Ease of rail or subway travel in ABC	1	2	3	4	5
Ease of bicycle travel in ABC	1	2	3	4	5
Ease of walking in ABC	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 ABC	1	2	3	4	5
Overall image or reputation of ABC	1	2	3	4	5

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

	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Don't know
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 ABC?

- 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 ABC:

	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 ABC's downtown area during the day.....	1	2	3	4	5	6
In ABC's downtown area after dark.....	1	2	3	4	5	6

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

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

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

- No Yes Don't know

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

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used ABC public libraries or their services	1	2	3	4	5
Used ABC recreation centers	1	2	3	4	5
Participated in a recreation program or activity	1	2	3	4	5
Visited a neighborhood park or XYZ park	1	2	3	4	5
Ridden a local bus within ABC	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 XYZ-sponsored public meeting on cable television, the Internet or other media	1	2	3	4	5
Read ABC Newsletter.....	1	2	3	4	5
Visited the XYZ of ABC Web site (at www.com).....	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 ABC.....	1	2	3	4	5
Participated in religious or spiritual activities in ABC	1	2	3	4	5
Participated in a club or civic group in ABC.....	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5

10. 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 XYZ of ABC 2012 Citizen Survey

11. Please rate the quality of each of the following services in ABC:

	<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
XYZ 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

12. 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 XYZ of ABC	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5
CCC County Government	1	2	3	4	5

The XYZ of ABC 2012 Citizen Survey

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

D1. Are you currently employed for pay?

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

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

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

D3. How many years have you lived in ABC?

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

D4. Which best describes the building you live in?

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

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

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

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

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

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

- No Yes

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

- No Yes

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

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

Please respond to both question D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

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

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

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

D12. In which category is your age?

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

D13. What is your sex?

- Female Male

D14. Are you registered to vote in your jurisdiction?

- No Ineligible to vote
- Yes Don't know

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

- No Ineligible to vote
- Yes Don't know

D16. Do you have a cell phone?

- No Yes

D17. Do you have a land line at home?

- No Yes

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

- Cell Land line Both

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

Timeline for The National Citizen Survey™

Legend:

← Indicates when items from NRC are due to you → Indicates when items from you are due to NRC ⊙ Indicates information items

Item	Date
Preparing for the Survey	
⊙ The NCS survey process is initiated upon receipt of your enrollment form and first payment	week 1
← NRC emails you The NCS worksheets to customize The NCS	week 1
→ Due to NRC: Selection of add-on options and basic contact worksheets	week 3
→ Due to NRC: Drafts of the three optional custom questions to be included in the survey	week 3
→ Due to NRC: Information to customize The NCS survey	week 4
→ Due to NRC: Zip code/sampling worksheet	week 4
→ Due to NRC: Area Boundary files for geographic comparison areas (if the geographic crosstabulations add-on is selected)	week 4
→ Due to NRC: Additional payment for add-on options	week 5
⊙ NRC finalizes the survey instrument and mailing materials	week 6
⊙ NRC generates the sample of households in your jurisdiction	weeks 5-6
← NRC provides confirmation documents about options selected by your jurisdiction and a .Pdf sample of the postcard and mailing envelope for your records.	week 5
⊙ NRC prints materials and prepares mailings	week 6
→ Due to NRC: Selection of demographic crosstabulation variables (if demographic crosstabulations add-on selected)	week 6
→ Due to NRC: Selection of custom benchmark profile(s) (if custom benchmark add-on selected)	week 6
Conducting the survey	
⊙ Survey materials are mailed	
⊙ Prenotification postcards sent	week 7
⊙ 1st wave of surveys sent	week 8
⊙ 2nd wave of surveys sent	week 9
⊙ Data collection: surveys received and processed for your jurisdiction	weeks 8-12
⊙ During this time, you will receive postcards that were undeliverable due to bad addresses, or vacant housing units. This is normal. Please count all the postcards, as we will subtract the number of returned postcards from the total number mailed to estimate the number of "eligible" households in calculating the final response rate.	
→ Due to NRC: Final count of returned postcards	end of week 12
⊙ Survey analysis and report writing	weeks 12-14
⊙ During this time, NRC will process the surveys, perform the data analysis, and produce a draft report for your jurisdiction. The report of results will contain a description of the methodology, information on understanding the results, and graphs and tables of your results, as well as a description of NRC's database of normative data from across the U.S. and actual comparisons to your results, where appropriate.	
← NRC emails draft report (in PDF format) to you	beginning of week 15
← NRC sends invoice for balance due on The NCS Basic Service and any additional add-on options	beginning of week 15
→ Due to NRC: Jurisdiction feedback on the draft report (most final reports are identical to the draft reports, except being labeled as final instead of draft)	week 16
← NRC mails final report and data file to you (unless otherwise specified)	week 17

Next, we would like to ask some questions about job creation and economic development.

- Q-4 Many cities have economic development programs that affect the rate of business and employment growth. Please check the box that most closely represents the approach you think the City of Silverton should take with respect to economic development.
- The City should encourage rapid business and employment growth (try to get more sooner) **8.5%**
 - The City should accommodate business and expand employment opportunities **28.6%**
 - The City should target specific businesses and types of employment that the community deems appropriate (targeted growth) **45.7%**
 - The City should discourage business and employment growth (try to slow it down) **3.8%**
 - The City should offer incentives and programs to help expand existing businesses **11.3%**
- Q-5 Who do you feel should be working to recruit new business to the City? (Check all that apply)
- The City of Silverton **66.5%**
 - The Chamber of Commerce **63.6%**
 - Strategic Economic Development Corporation (SEDCOR). **49.4%**
 - Nobody--let the market work on its own **14.9%**
 - Other (please specify), **6.1%** _____

Q-6 Please check the box that best represents your opinion on the following statements about what the City could do to increase economic development.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	No Opinion
The City should not do anything to increase economic development	34.4%	39.3%	14.3%	5.7%	4.1%	2.3%
The City should actively recruit businesses	4.9%	9.1%	16.7%	44.8%	22.3%	2.1%
The City should reduce development fees	7.8%	13.1%	21.3%	32.3%	14.3%	11.2%
The City needs to have more land for light manufacturing	5.4%	26.1%	22.1%	28.7%	1.8%	15.9%
The City should have strong policies to maintain environmental quality	0.7%	4.9%	8.9%	53.2%	29.3%	2.9%
The City should streamline the development permitting process	4.7%	10.8%	15.6%	43.1%	9.6%	16.3%
The City currently has an adequate employment base	9.1%	41.5%	17.7%	12.4%	1.9%	17.5%
The City should provide financial incentives to attract new businesses	5.3%	22.3%	21.0%	37.6%	5.8%	8.1%
The City should encourage development of neighborhood commercial centers	11.4%	35.7%	18.5%	20.6%	2.0%	11.8%
The City should adopt policies that will create more affordable housing for workers	6.0%	21.9%	22.3%	37.0%	5.6%	7.3%
The City should take steps to retain and expand existing businesses	1.5%	5.6%	11.8%	60.5%	16.5%	4.2%
The City should encourage new businesses to locate downtown	0.9%	6.0%	11.0%	60.5%	18.9%	2.7%
The City has a well-educated labor force	1.2%	1.2%	22.8%	31.8%	4.0%	28.8%
The City needs to market itself better to attract new businesses	3.0%	10.6%	19.6%	47.4%	9.7%	9.7%
The City needs a business park that includes flex space for businesses	2.9%	10.3%	19.2%	46.2%	9.5%	9.5%

Q-7 What types of businesses do you think are most appropriate for Silverton? (List up to five responses)

1. _____
2. _____
3. _____
4. _____
5. _____

Q-8 The City established an Urban Renewal District in 2004 for the purposes of expanding employment opportunities, funding infrastructure improvements, and improving historic downtown. Please indicate your level of agreement or disagreement with the following statements on how urban renewal funds should be used.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	No Opinion
The City should provide grants and loans to existing business/property owners that either expand jobs or make existing commercial/industrial buildings and properties more economically viable	3.9%	10.2%	16.8%	52.5%	12.0%	4.6%
The City should use these funds to provide grants and loans to attract new businesses to Silverton	4.7%	15.4%	17.6%	50.4%	6.4%	5.5%
The City should use these funds to improve the aesthetics of historic downtown Silverton for such things as façade improvements, wider sidewalks, street trees, benches, kiosks, improved crosswalks, and better signage	3.0%	15.2%	14.7%	45.0%	17.8%	4.3%
The City should use these funds for critical infrastructure such as street, sewer and water projects within the urban renewal boundary	1.2%	10.5%	11.9%	53.1%	17.6%	5.7%

Q-9 The City is interested in commute times of residents of Silverton. What is your average commute time to work?

- More than 60 min, 3.1%
- 30-60 min, 20.4%
- 10-29 min, 21.9%
- Less than 10 min, 32.1%

Q-34 If you answered YES, what specialized service did you use?

- | | |
|---|--|
| <input type="checkbox"/> Cardiology, 7.3% | <input type="checkbox"/> Ear, Nose, Throat specialists, 8.1% |
| <input type="checkbox"/> Oncology, 4.0% | <input type="checkbox"/> Endocrinology, 3.3% |
| <input type="checkbox"/> Orthopedics, 7.7% | <input type="checkbox"/> Gastroenterology, 2.9% |
| <input type="checkbox"/> Dermatology, 11.9% | <input type="checkbox"/> Plastic Surgery, 1.5% |
| <input type="checkbox"/> Urology, 4.2% | <input type="checkbox"/> Pulmonary, 2.4% |
| <input type="checkbox"/> Neurology, 4.6% | <input type="checkbox"/> Other (please specify), 18.9% _____ |

Q-35 What type of medical insurance do you have?

- Medicare, 24.8%
- Oregon Health Plan, 3.6%
- Kaiser, 9.4%
- Other private insurance (ODS, Blue Cross, etc) please specify, 70.0% _____
- Uninsured, 6.7%

Q-36 What other medical/health services would you like in your community?

Next, some questions about information sources.

Q-37 Where do you get *most* of your local news and city news?

	Local News	City News
Silverton Appeal	39.3	31.4
Statesman Journal	38.7	19.5
Oregonian	13.3	6.7
SCAN TV	3.5	2.2
KBZY radio (1490 am)	1.0	0.6
From the local grapevine	19.9	14.3
Internet	19.3	11.4
City of Silverton website	2.4	3.4
City of Silverton newsletter insert in "Our Town"	30.4	25.8
"Our Town"	54.8	37.6
Other (specify)	0.0	0.0

Q-38 Do you have a suggestion for how the City could provide better information to citizens?

39 What additional services or information would you like to see provided on the City of Silverton website (www.silverton.or.us)?



The National Citizen Survey™

**CITY OF DOVER, DE
2008**



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C O N T E N T S

Survey Background..... 1
 About The National Citizen Survey™ 1
 Understanding the Results 3

Executive Summary 5

Community Ratings 7
 Overall Community Quality 7
 Community Design 9
 Transportation 9
 Housing 12
 Land Use and Zoning 14
 Economic Sustainability..... 17
 Public Safety 20
 Environmental Sustainability..... 23
 Recreation and Wellness 25
 Parks and Recreation 25
 Culture, Arts and Education 27
 Health and Wellness 29
 Community Inclusiveness..... 30
 Civic Engagement..... 32
 Civic Activity..... 32
 Information and Awareness 35
 Social Engagement 36
 Public Trust..... 37
 City of Dover Employees 39

From Data to Action 41
 Resident Priorities 41
 City of Dover Action Chart 42

Policy Questions 45

Appendix A: Complete Survey Frequencies 46
 Frequencies Excluding “Don’t Know” Responses 46
 Frequencies Including “Don’t Know” Responses..... 59

Appendix B: Survey Methodology 75

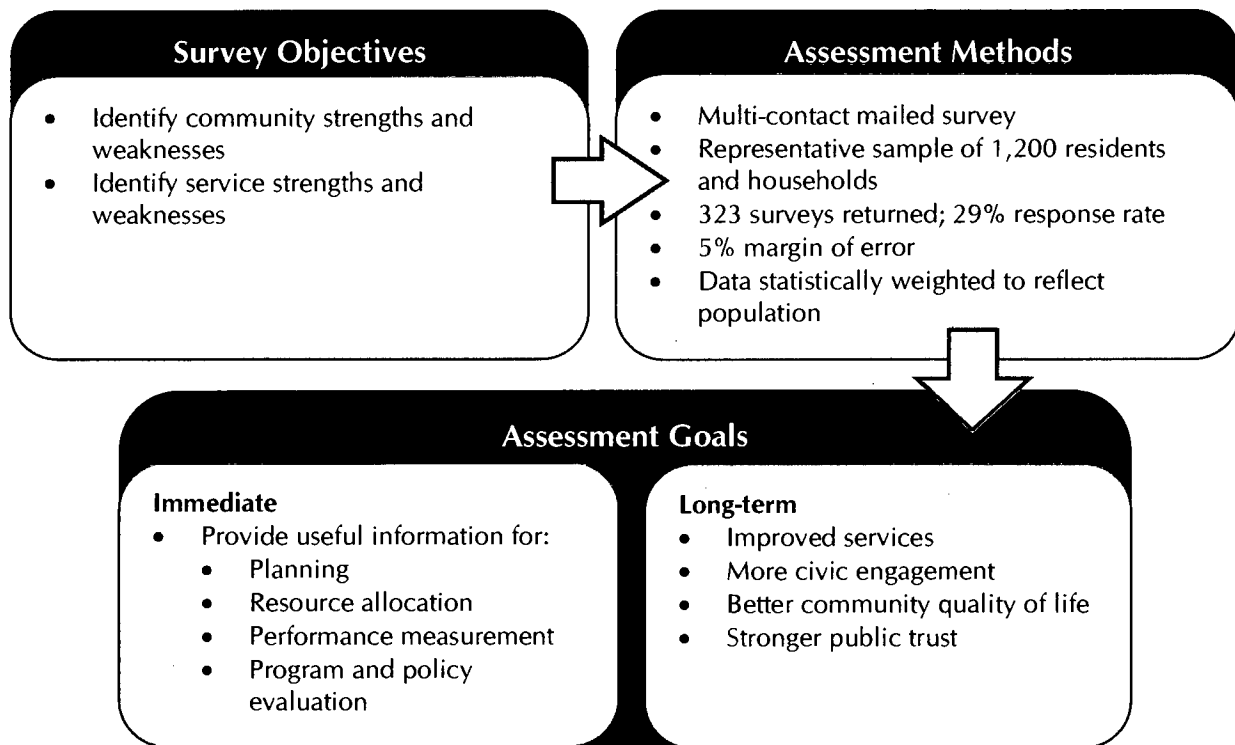
Appendix C: Survey Materials..... 83

SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

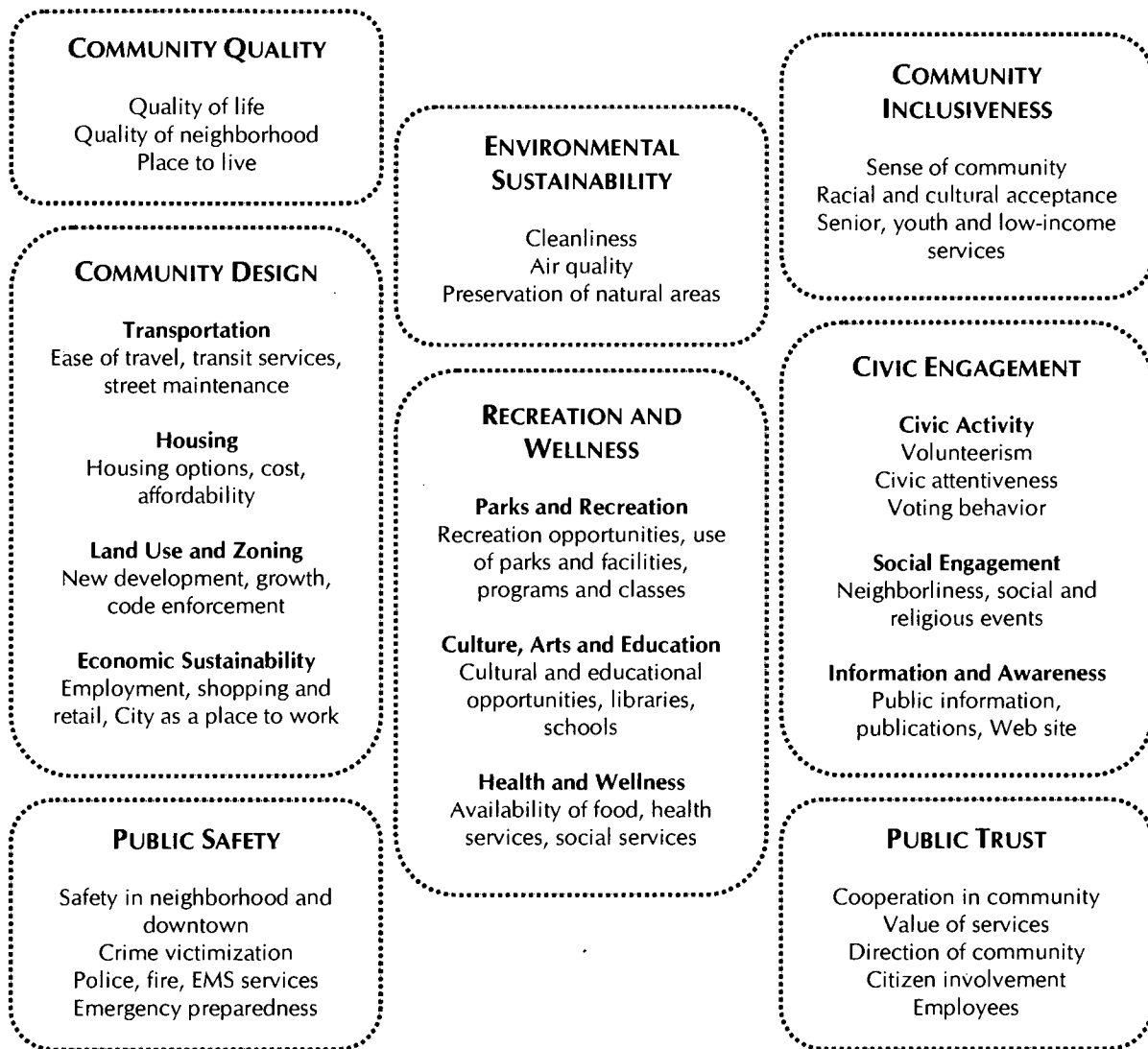
The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided 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 323 completed surveys were obtained, providing an overall response rate of 29%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

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

UNDERSTANDING THE RESULTS

As shown in Figure 2, this report is based around respondents' reports about eight larger categories: community quality, community design, public safety, environmental sustainability, recreation and wellness, community inclusiveness, civic engagement and public trust. Each 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

It is customary to describe the precision of estimates made from surveys by a "level of confidence" (or margin of error). The 95% confidence interval quantifies the sampling error or precision of the estimates made from the survey results. A 95% confidence interval can be calculated for any question and indicates that for every 100 random samples of this many residents, the population response to that question would be within the stated interval 95 times. The 95% confidence level for the City of Dover survey is generally no greater than plus or minus five percentage points around any given percent reported for the entire sample (323 completed surveys).

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 Dover, but from City of Dover 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 City of Dover chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Dover 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 were available, the City of Dover results were noted as being "above" the benchmark, "below" the benchmark or "similar to" the benchmark. This evaluation of "above," "below" or "similar to" comes from a statistical comparison of the City of Dover'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 Dover 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 experience a good quality of life in the City of Dover and believe the City is a good place to live. The overall quality of life in the City of Dover was rated as "excellent" or "good" by 72% of respondents. A majority report they plan on staying in the City of Dover for the next five years.

A variety of characteristics of the community were evaluated by those participating in the study. The three receiving the most favorable ratings were opportunities to volunteer, opportunities to participate in religious or spiritual events and activities and cleanliness of Dover. The two characteristics receiving the least positive ratings were employment opportunities and availability of affordable quality housing.

Many of the community characteristics rated were able to be compared to the benchmark database. Of the 27 characteristics for which comparisons were available, one was above the benchmark comparison, 15 were similar to the benchmark comparison and 11 were below.

Residents in the City of Dover were somewhat civically engaged. While only 28% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 93% had provided help to a friend or neighbor. Less than half had volunteered their time to some group or activity in the City of Dover.

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

On average, residents gave somewhat favorable ratings to many local government services. All of the City services rated were able to be compared to the benchmark database. Of the 35 services for which comparisons were available, six were above the benchmark comparison, 18 were similar to the benchmark comparison and 11 were below.

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

- Power (electric and/or gas) utility
- City parks
- Preservation of natural areas
- Police services
- Public schools
- Health services

Of these services, those deserving the most attention may be below the benchmark comparisons: city parks, preservation of natural areas, and public schools. For power utility, police services and health services, the City of Dover is similar to the benchmark and may wish to keep a watchful eye or seek improvement.

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

A majority of the City of Dover’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.

FIGURE 3: RATINGS OF OVERALL QUALITY OF LIFE BY YEAR

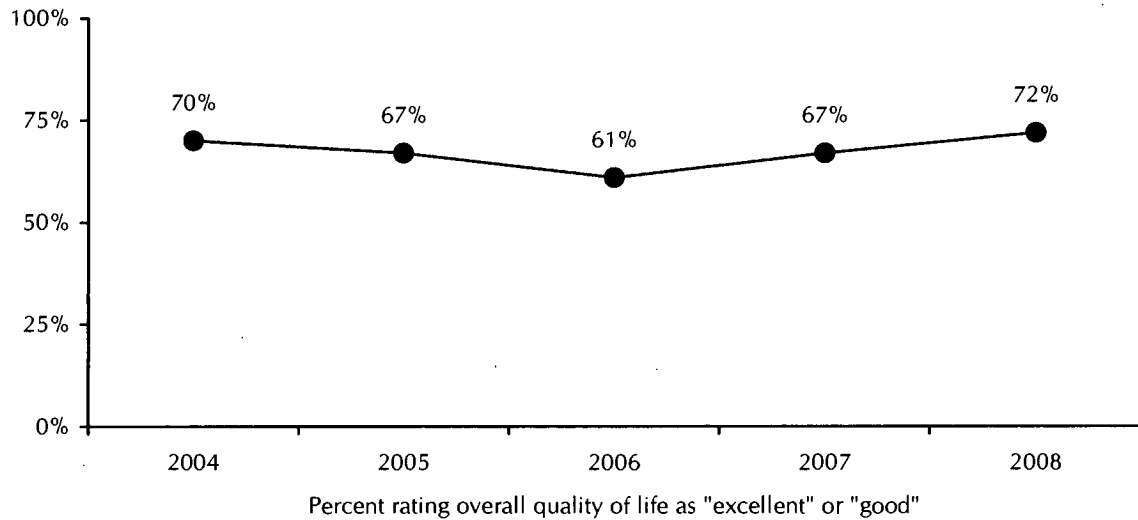
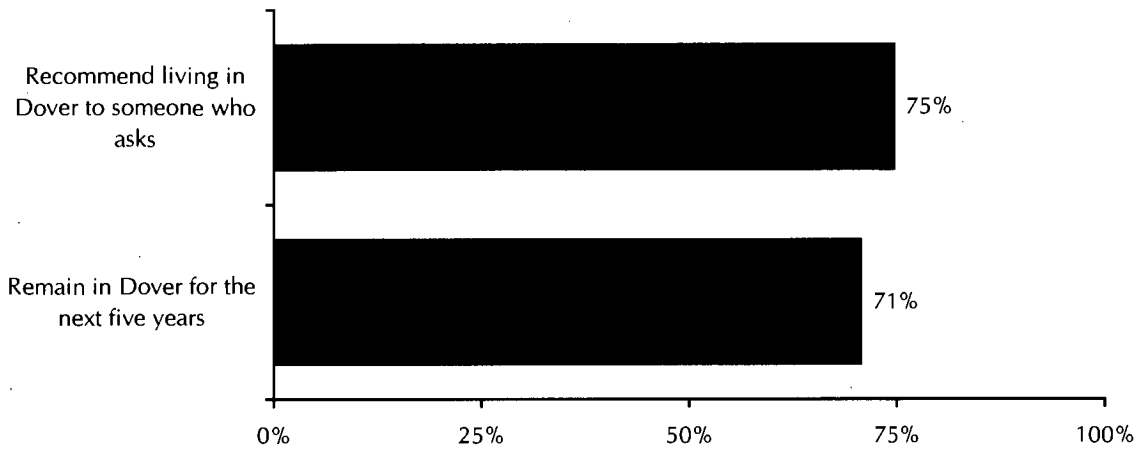


FIGURE 4: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

	2008	2007	2006	2005	2004
The overall quality of life in Dover	72%	67%	61%	67%	70%
Your neighborhood as a place to live	74%	61%	63%	66%	68%
Dover as a place to live	74%	77%	78%	77%	76%
Percent "excellent" or "good"					

FIGURE 5: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY



Note: These questions were not asked in previous surveys.

Percent "somewhat" or "very" likely

FIGURE 6: OVERALL COMMUNITY QUALITY BENCHMARKS

	Comparison to benchmark
Overall quality of life in Dover	Below
Your neighborhood as place to live	Below
Dover as a place to live	Below
Remain in Dover for the next five years	Below
Recommend living in Dover to someone who asks	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." Ease of car travel was given the most positive rating, followed by ease of walking. These ratings tended to be similar to years past.

FIGURE 7: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

	2008	2007	2006	2005	2004
Ease of car travel in Dover	59%	56%	54%	54%	54%
Ease of bus travel in Dover	36%	43%	36%	39%	NA
Ease of bicycle travel in Dover	37%	38%	35%	42%	NA
Ease of walking in Dover	50%	50%	51%	51%	56%
Availability of paths and walking trails	41%	NA	NA	NA	NA
Traffic flow on major streets	46%	NA	NA	NA	NA
Percent "excellent" or "good"					

FIGURE 8: COMMUNITY TRANSPORTATION BENCHMARKS

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

Seven transportation services were rated in Dover. Three were above the benchmark, one below the benchmark and three were similar to the benchmark.

FIGURE 9: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

	2008	2007	2006	2005	2004
Street repair	54%	51%	51%	45%	53%
Street cleaning	70%	66%	69%	64%	68%
Street lighting	68%	65%	67%	61%	62%
Snow removal	59%	54%	53%	50%	46%
Sidewalk maintenance	55%	52%	52%	53%	47%
Traffic signal timing	46%	41%	42%	46%	42%
Amount of public parking	36%	36%	35%	38%	
Percent "excellent" or "good"					

FIGURE 10: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	Comparison to benchmark
Street repair	Above
Street cleaning	Above
Street lighting	Above
Snow removal	Similar
Sidewalk maintenance	Similar
Traffic signal timing	Similar
Amount of public parking	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. However, 2% of work commute trips were made by transit and 2% by foot.

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

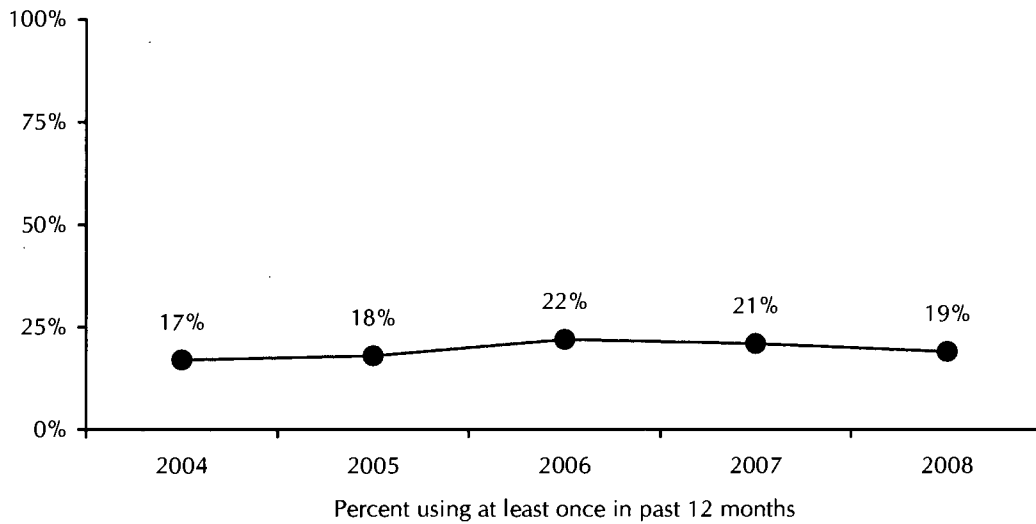
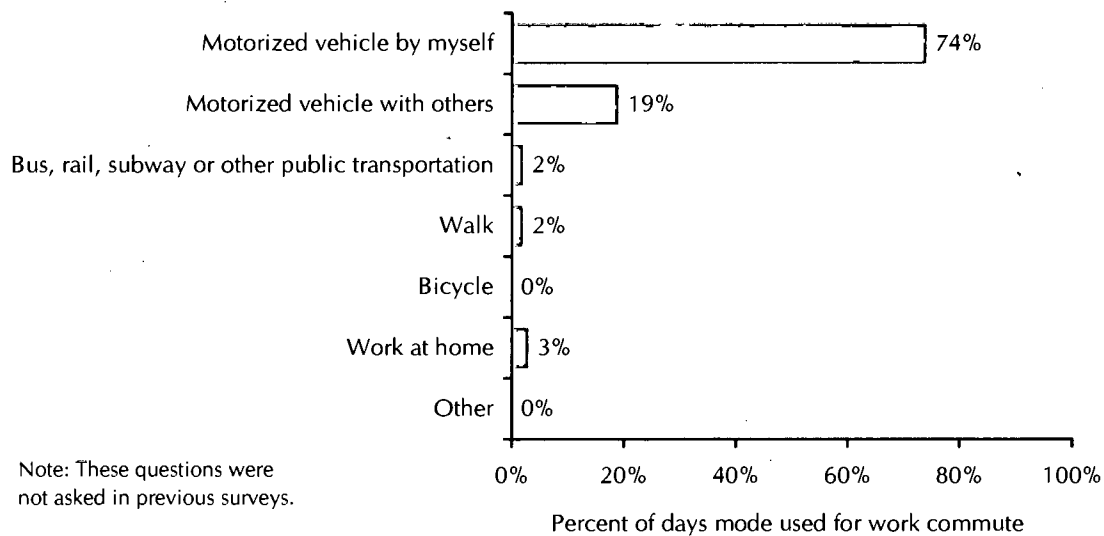


FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE



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 heavily to a homogeneous palette, 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 who can sustain in a community with mostly high cost housing 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 Dover 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 34% of respondents, while the variety of housing options was rated as “excellent” or “good” by 52% of respondents. The rating of perceived affordable housing availability was similar in the City of Dover than the ratings, on average, in comparison jurisdictions.

FIGURE 13: RATINGS OF HOUSING IN COMMUNITY BY YEAR

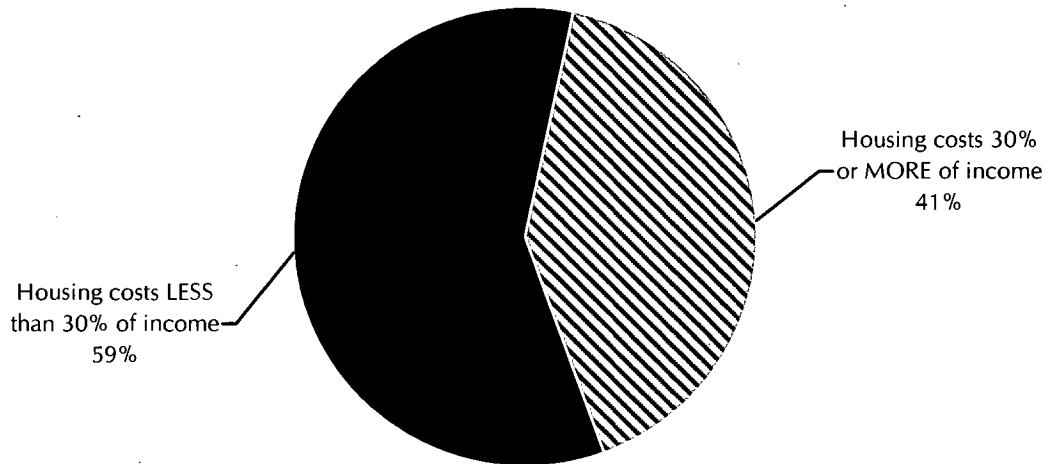
	2008	2007	2006	2005	2004
Availability of affordable quality housing	34%	38%	33%	32%	40%
Variety of housing options	52%
Percent "excellent" or "good"					

FIGURE 14: HOUSING CHARACTERISTICS BENCHMARKS

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

To augment the perceptions of affordable housing in Dover, 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 Dover experiencing housing cost stress. About 41% of survey participants were found to pay housing costs of more than 30% of their monthly household income.

FIGURE 15: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE"



Note: This question was not asked in previous surveys.

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 Dover 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 Dover was rated as "excellent" by 9% of respondents and as "good" by an additional 53%. The overall appearance of Dover was rated as "excellent" or "good" by 67% of respondents and was similar to the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Dover, 50% thought they were a "major" or "moderate" problem. Ratings showed a varied pattern when compared to past years.

FIGURE 16: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

	2008	2007	2006	2005	2004
Overall quality of new development in Dover	62%	58%	58%	62%	.
Overall appearance of Dover	67%	70%	68%	67%	69%
Percent "excellent" or "good"					

FIGURE 17: BUILT ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Quality of new development in city	Similar
Overall appearance of Dover	Similar

FIGURE 18: RATINGS OF POPULATION GROWTH BY YEAR

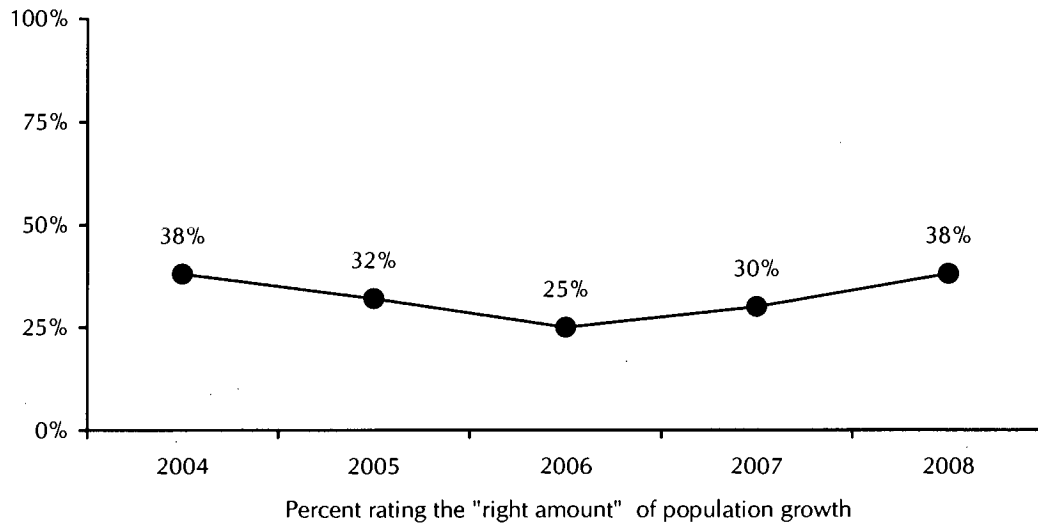


FIGURE 19: RATINGS OF NUISANCE PROBLEMS BY YEAR

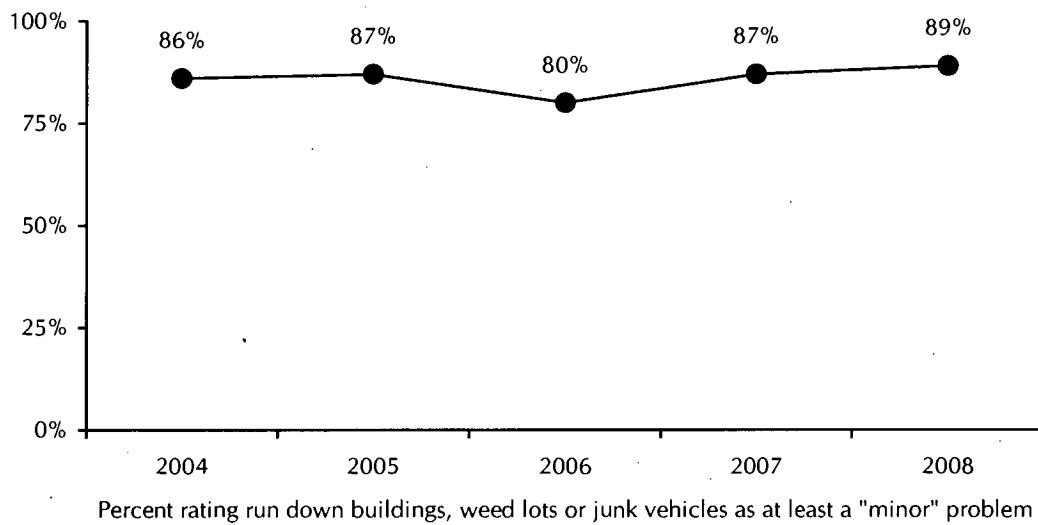


FIGURE 20: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

	2008	2007	2006	2005	2004
Land use, planning and zoning	34%	37%	37%	43%	39%
Code enforcement (weeds, abandoned buildings, etc)	46%	37%	44%	38%	41%
Animal control	70%	59%	62%	58%	55%
Percent "excellent" or "good"					

FIGURE 21: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

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

ECONOMIC SUSTAINABILITY

The health of the economy may color how residents perceive their environment and all the services that local government delivers. In particular, a strong or weak local economy will shape what residents think about job and shopping opportunities. Just as residents have an idea about the speed of local population growth, they have a sense of how fast job and shopping opportunities are growing.

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were Dover as a place to work and shopping opportunities. Receiving the lowest rating was employment opportunities.

FIGURE 22: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

	2008	2007	2006	2005	2004
Employment opportunities	31%	31%	30%	25%	20%
Shopping opportunities	49%	60%	59%	53%	62%
Dover as a place to work	53%	53%	50%	51%	.
Overall quality of business and service establishments in Dover	47%
Percent "excellent" or "good"					

FIGURE 23: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Employment opportunities	Similar
Shopping opportunities	Similar
Place to work	Below
Overall quality of business and service establishments in Dover	Not available

When asked to evaluate the rate of job growth in Dover, 19% responded that it was the “right amount,” while 47% reported the “right amount” of retail growth was occurring in Dover.

FIGURE 24: RATINGS OF RETAIL AND JOB GROWTH BY YEAR

	2008	2007	2006	2005	2004
Jobs growth	19%	26%	24%	16%	18%
Retail growth (stores, restaurants, etc.)	47%	49%	48%	48%	47%
Percent "right amount" of growth					

FIGURE 25: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

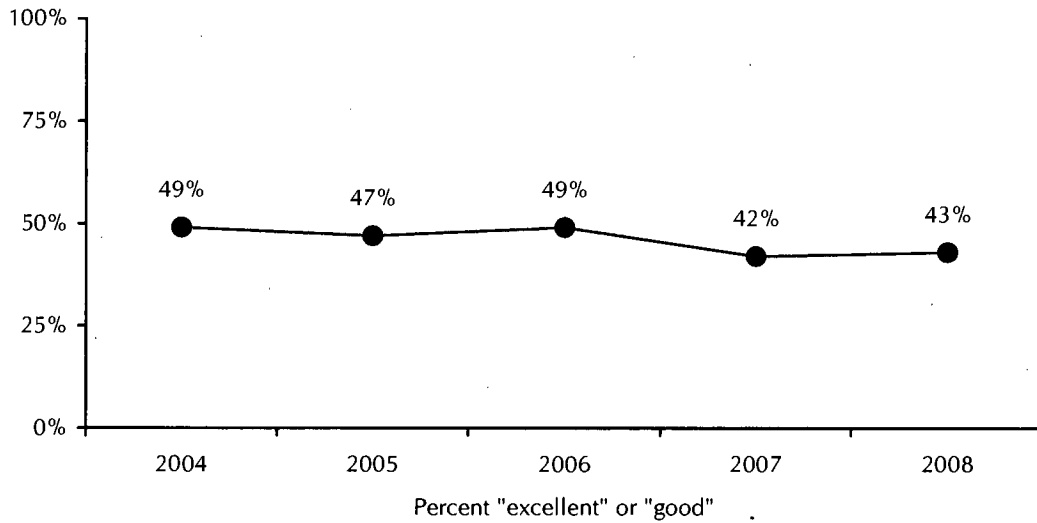
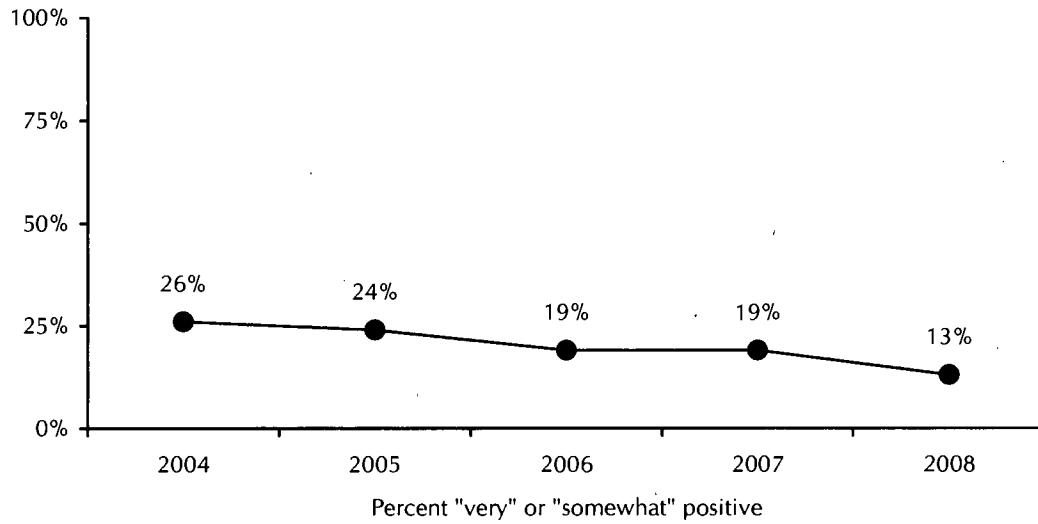


FIGURE 26: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	Comparison to benchmark
Economic development	Similar

Residents were asked to reflect on their economic prospects in the near term. Thirteen percent of the City of Dover residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family, while 57% felt that the economic future would be “somewhat” or “very” negative.

FIGURE 27: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR



PUBLIC SAFETY

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

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Many gave positive ratings of safety in the City Dover. About 49% percent of those completing the questionnaire said they felt "very" or "somewhat" safe from violent crimes and 58% felt "very" or "somewhat" safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown.

FIGURE 28: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR

	2008	2007	2006	2005	2004
Safety in your neighborhood during the day	87%	87%	89%	89%	91%
Safety in your neighborhood after dark	67%	62%	68%	67%	66%
Safety in Dover's downtown area during the day	74%	77%	79%	83%	80%
Safety in Dover's downtown area after dark	23%	29%	28%	31%	30%
Safety from violent crime	49%	46%	51%	54%	55%
Safety from property crimes	43%	42%	41%	47%	47%
Safety from environmental hazards	58%				
Percent "very" or "somewhat" safe					

FIGURE 29: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	Comparison to benchmark
Safety in your neighborhood during the day	Similar
Safety in your neighborhood after dark	Below
Safety in Dover's downtown area during the day	Below
Safety in Dover's downtown area after dark	Below
Safety from violent crime (e.g., rape, assault, robbery)	Below
Safety from property crimes (e.g., burglary, theft)	Below
Toxic waste or other environmental hazard(s)	Below

As assessed by the survey, 12% 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, 88% had reported it to police.

FIGURE 30: CRIME VICTIMIZATION AND REPORTING BY YEAR

	2008	2007	2006	2005	2004
During the past twelve months, were you or anyone in your household the victim of any crime?	12%	14%	13%	14%	13%
If yes, was this crime (these crimes) reported to the police?	88%	71%	89%	64%	85%
Percent "yes"					

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

FIGURE 31: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR

	2008	2007	2006	2005	2004
Police services	75%	73%	74%	73%	72%
Fire services	89%	86%	88%	88%	91%
Ambulance or emergency medical services	80%	85%	80%	83%	84%
Crime prevention	53%	52%	49%	55%	.
Municipal courts	60%
Traffic enforcement	69%	65%	62%	58%	58%
Emergency preparedness	49%
Percent "excellent" or "good"					

FIGURE 32: PUBLIC SAFETY SERVICES BENCHMARKS

	Comparison to benchmark
Police services	Similar
Fire services	Similar
EMS/ambulance	Below
Crime prevention	Below
Traffic enforcement	Similar
Courts	Similar
Emergency preparedness	Below

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 Dover 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 54% of survey respondents. Cleanliness of Dover received the highest rating, and it was similar to the benchmark.

FIGURE 33: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT

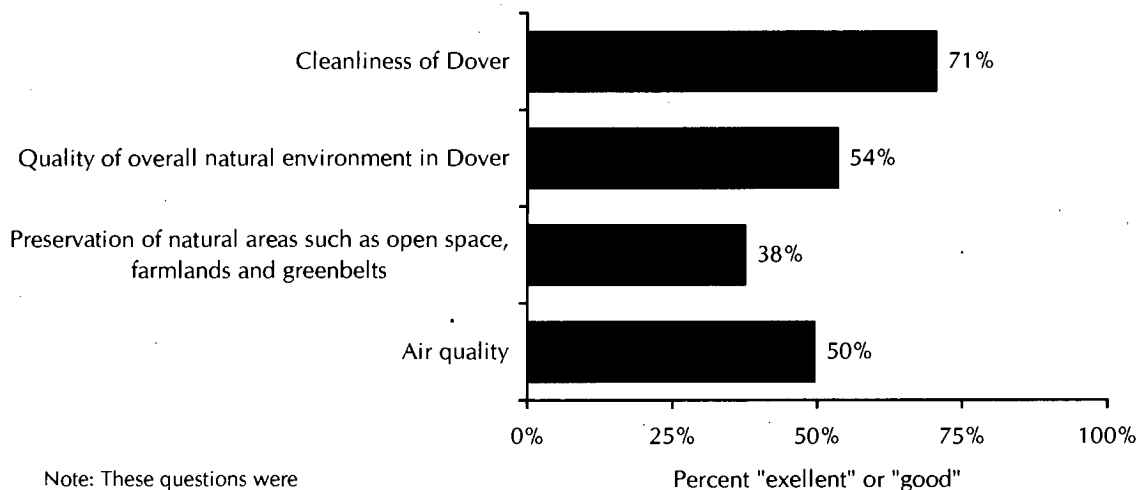


FIGURE 34: COMMUNITY ENVIRONMENT BENCHMARKS

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

Of the seven utility services rated by those completing the questionnaire, two were higher than the benchmark comparison, four were similar and one was below the benchmark comparison. Some service ratings trends were varied when compared to past surveys.

FIGURE 35: RATINGS OF UTILITY SERVICES BY YEAR

	2008	2007	2006	2005	2004
Power (electric and/or gas) utility	69%	67%	66%	70%	.
Sewer services	66%	58%	63%	59%	62%
Drinking water	36%	31%	29%	30%	23%
Storm drainage	63%	51%	54%	52%	53%
Yard waste pick-up	76%	71%	77%	67%	78%
Recycling	64%	64%	69%	44%	.
Garbage collection	81%	80%	90%	80%	85%
Percent "excellent" or "good"					

FIGURE 36: UTILITY SERVICES BENCHMARKS

	Comparison to benchmark
Power (electric and/or gas) utility	Similar
Sewer services	Similar
Drinking water	Below
Storm drainage	Above
Yard waste pick-up	Above
Recycling	Similar
Garbage collection	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 the community's parks and recreation services.

Parks and recreation ratings have varied over time.

FIGURE 37: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

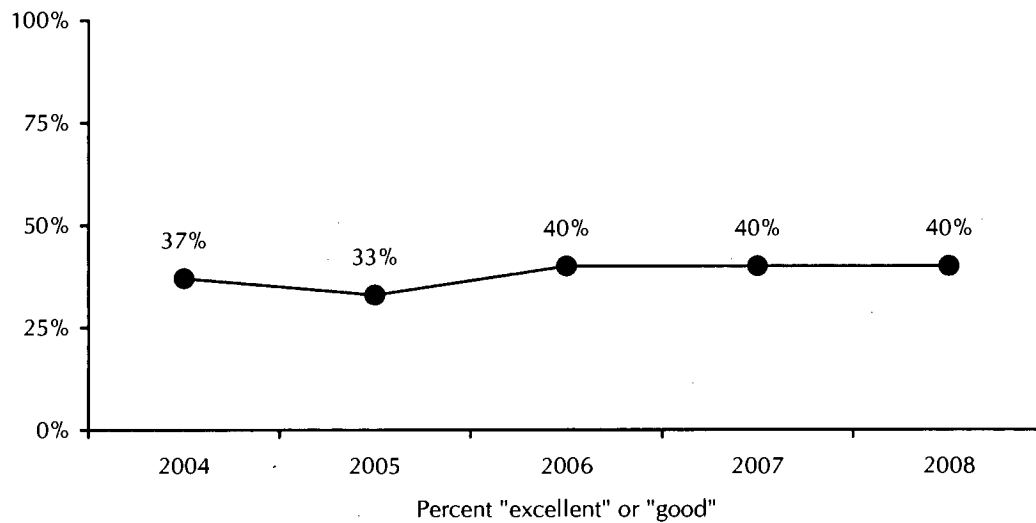


FIGURE 38: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Recreation opportunities	Below

FIGURE 39: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

	2008	2007	2006	2005	2004
Used Dover recreation centers	46%	47%	53%	45%	47%
Participated in a recreation program or activity	43%	40%	44%	42%	39%
Visited a neighborhood park or City park	83%	80%	79%	75%	80%
Percent using at least once in last 12 months					

FIGURE 40: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

	2008	2007	2006	2005	2004
City parks	66%	61%	56%	69%	67%
Recreation centers or facilities	60%	48%	47%	55%	.
Percent "excellent" or "good"					

FIGURE 41: PARKS AND RECREATION SERVICES BENCHMARKS

	Comparison to benchmark
City parks	Below
Recreation centers or facilities	Below

Culture, Arts and Education

A full service community does not address only the life and safety of its residents. Like an individual who drudges to the office and returns home, a community that pays attention only to the life sustaining basics becomes insular, dreary and uninspiring to business and individuals. 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 was rated as "excellent" or "good" by 40% of respondents. Educational opportunities were rated as "excellent" or "good" by 59% of respondents. Compared to the benchmark data, educational opportunities were similar to the average of comparison jurisdictions, while cultural activity opportunities were rated below the benchmark comparison.

FIGURE 42: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

	2008	2007	2006	2005	2004
Opportunities to attend cultural activities	40%	51%	54%	48%	45%
Educational opportunities	59%	68%	70%	63%	.
Percent "excellent" or "good"					

FIGURE 43: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to attend cultural activities	Below
Educational opportunities	Similar

FIGURE 44: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

	2008	2007	2006	2005	2004
Used Dover public libraries or their services	65%	66%	67%	71%	72%
Participated in religious or spiritual activities in Dover	59%
Percent using at least once in last 12 months					

FIGURE 45: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES BY YEAR

	2008	2007	2006	2005	2004
Public schools	54%	59%	53%	57%	52%
Public library services	72%	78%	75%	72%	78%
Percent "excellent" or "good"					

FIGURE 46: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public schools	Below
Public library services	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 Dover 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.

FIGURE 47: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BY YEAR

	2008	2007	2006	2005	2004
Availability of preventive health services	51%	NA	NA	NA	NA
Percent "excellent" or "good"					

FIGURE 48: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Availability of preventive health services	Similar

FIGURE 49: HEALTH AND WELLNESS SERVICES BENCHMARKS

	Comparison to benchmark
Health services	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 Dover 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 Dover as an "excellent" or "good" place to raise kids and a high percentage rated it as an excellent or good place to retire. Most residents felt the local sense of community was excellent or good. Fewer survey respondents felt the City of Dover was open and accepting towards people of diverse backgrounds. Openness and acceptance was rated the lowest by residents but was similar to the benchmark.

FIGURE 50: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

	2008	2007	2006	2005	2004
Sense of community	60%	57%	52%	51%	54%
Openness and acceptance of the community towards people of diverse backgrounds	54%	54%	51%	46%	50%
Dover as a place to raise children	73%	69%	68%	68%	71%
Dover as a place to retire	71%	69%	68%	68%	69%
Percent "excellent" or "good"					

FIGURE 51: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	Comparison to benchmark
Sense of community	Similar
Openness and acceptance of the community toward people of diverse backgrounds	Similar
Dover as a place to raise kids	Similar
Dover as a place to retire	Above

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 44% to 65% with ratings of “excellent” or “good” in 2008.

FIGURE 52: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

	2008	2007	2006	2005	2004
Services to seniors	65%	64%	64%	65%	66%
Services to youth	47%	34%	40%	35%	39%
Services to low-income people	44%	42%	38%	32%	40%
Percent "excellent" or "good"					

FIGURE 53: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	Comparison to benchmark
Services to seniors	Similar
Services to youth	Below
Services to low income residents	Similar

CIVIC ENGAGEMENT

Government leaders, elected or hired, cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Staff and elected officials 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 Dover. Survey participants rated the volunteer opportunities in the City of Dover favorably. Opportunities to attend or participate in community matters were rated less favorably.

FIGURE 54: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES

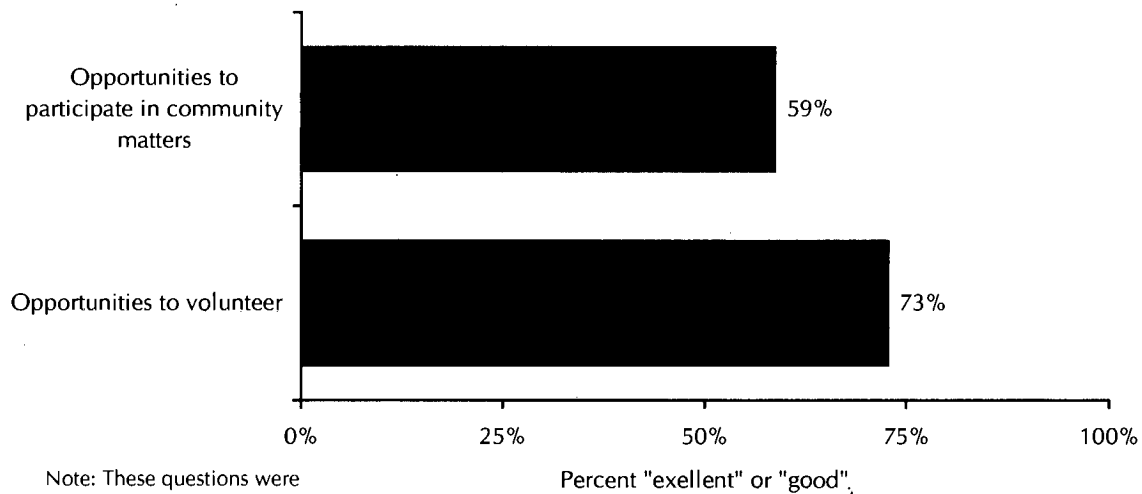


FIGURE 55: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

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

Most of the participants in this survey had not attended a public meeting in the 12 months prior, but the vast majority had helped a friend.

FIGURE 56: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

	2008	2007	2006	2005	2004
Attended a meeting of local elected officials or other local public meeting	28%	26%	33%	29%	32%
Watched a meeting of local elected officials or other local public meeting on cable television	36%	42%	40%	46%	49%
Volunteered your time to some group or activity in Dover	43%	.	.	.	47%
Participated in a club or civic group in Dover	32%
Provided help to a friend or neighbor	93%
Percent participating at least once in the last 12 months					

City of Dover residents showed the largest amount of civic engagement in the area of electoral participation. About 83% reported they were registered to vote; 70% indicated they had voted in the last general election.

FIGURE 57: REPORTED VOTING BEHAVIOR BY YEAR

	2008	2007	2006	2005	2004
Registered to vote	83%	79%	76%	77%	83%
Voted in the last general election	70%	63%	58%	65%	61%
Percent "yes"					

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 Dover Web site in the previous 12 months, 51% reported they had done so at least once. Public information services were rated similarly compared to benchmark data.

FIGURE 58: USE OF INFORMATION SOURCES BY YEAR

	2008	2007	2006	2005	2004
Read Dover Newsletter	86%	85%	83%	73%	83%
Visited the City of Dover Web site (at www.cityofdover.com)	51%	44%	43%	29%	.
Percent using at least once in last 12 months					

FIGURE 59: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR

	2008	2007	2006	2005	2004
Cable television	52%	51%	53%	49%	46%
Public information services	59%	63%	61%	63%	.
Percent "excellent" or "good"					

FIGURE 60: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	Comparison to benchmark
Cable television	Similar
Public information services	Similar

Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 44% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.”

FIGURE 61: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES BY YEAR

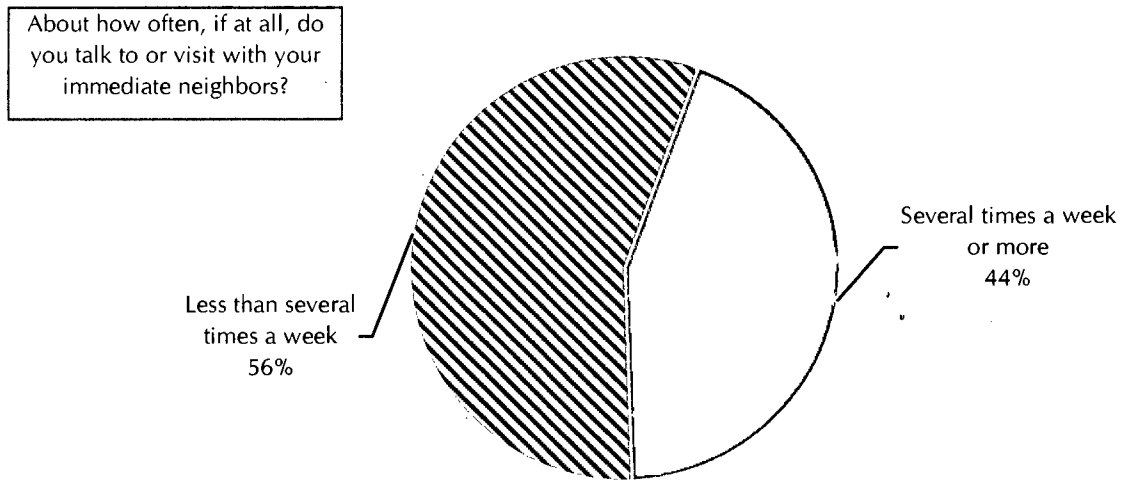
	2008	2007	2006	2005	2004
Opportunities to participate in social events and activities	44%	NA	NA	NA	NA
Opportunities to participate in religious or spiritual events and activities	73%	NA	NA	NA	NA
Percent "excellent" or "good"					

FIGURE 62: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

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

Residents in Dover reported a fair amount of neighborliness. More than 44% indicated talking or visiting with their neighbors several times a week or more frequently.

FIGURE 63: CONTACT WITH IMMEDIATE NEIGHBORS BY YEAR



Note: This question was not asked in previous surveys.

PUBLIC TRUST

Residents are more likely to cooperate with the proposals and policies advanced by their community leaders when trust in local government officials runs high. Trust can be measured in residents' opinions about the overall direction the City of Dover 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 Dover 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 Dover may be colored by their dislike of what all levels of government provide.

A majority of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City of Dover does at listening to citizens, 41% rated it as "excellent" or "good."

FIGURE 64: PUBLIC TRUST RATINGS BY YEAR

	2008	2007	2006	2005	2004
The value of services for the taxes paid to Dover	59%	57%	60%	57%	65%
The overall direction that Dover is taking	50%	54%	54%	60%	53%
The job ³ Dover government does at welcoming citizen involvement	47%	59%	57%	52%	55%
The job Dover government does at listening to citizens	41%	47%	44%	40%	44%
Overall image or reputation of Dover	58%	60%	61%	62%	.

Percent "excellent" or "good"

Note: In previous years, these questions were asked on an "agree/disagree" scale.

FIGURE 65: PUBLIC TRUST BENCHMARKS

	Comparison to benchmark
Value of services for the taxes paid to Dover	Similar
The overall direction that Dover is taking	Below
Job Dover government does at welcoming citizen involvement	Below
Job Dover government does at listening to citizens	Below
Overall image or reputation of Dover	Below

On average, residents of the City of Dover 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 Dover was rated as “excellent” or “good” by 67% of survey participants. The City of Dover’s rating was similar to the benchmark. Ratings of overall City services have remained stable over the last five years.

FIGURE 66: RATING OVERALL QUALITY OF SERVICES PROVIDED BY THE CITY OF DOVER BY YEAR

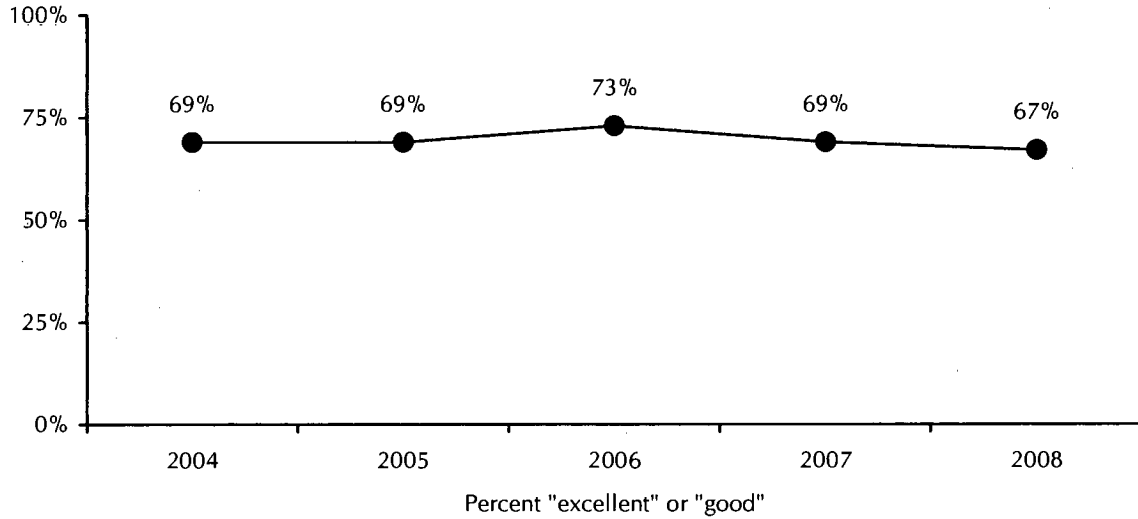


FIGURE 67: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

	2008	2007	2006	2005	2004
Services provided by City of Dover	67%	69%	73%	69%	69%
Services provided by the Federal Government	52%	47%	52%	53%	54%
Services provided by the State Government	53%	55%	54%	52%	55%
Services provided by Kent County Government	58%
Percent "excellent" or "good"					

FIGURE 68: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	Comparison to benchmark
Services provided by the City of Dover	Similar
Services provided by the Federal Government	Above
Services provided by the State Government	Above
Services provided by Kent County Government	Not available

City of Dover Employees

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

Those completing the survey were asked if they had been in contact with a City employee either in-person or over the phone in the last 12 months; the 66% who reported that they had been in contact were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 73% of respondents rated their overall impression as "excellent" or "good." Ratings of City employees were similar to the benchmark and were similar to past survey years.

FIGURE 69: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

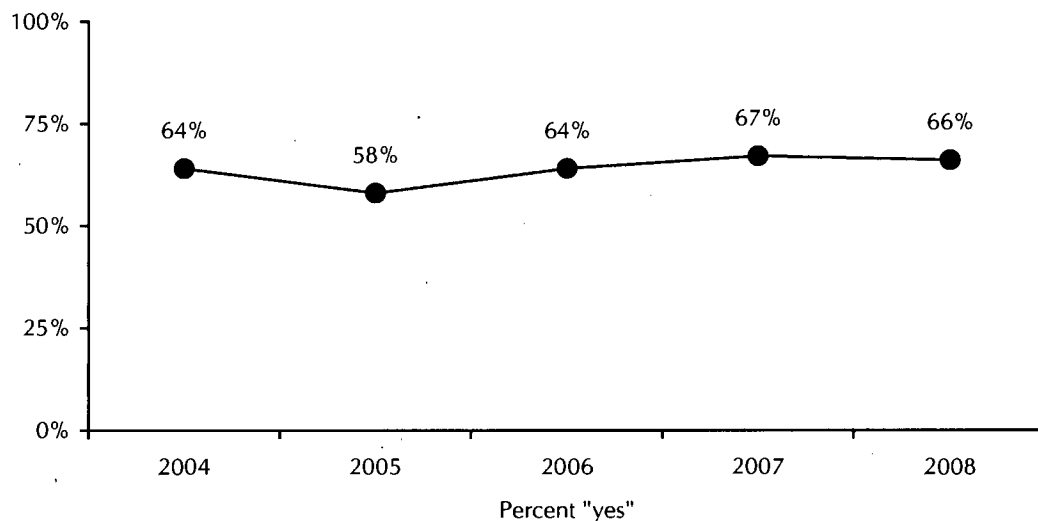


FIGURE 70: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR

	2008	2007	2006	2005	2004
Knowledge	76%	79%	83%	76%	80%
Responsiveness	71%	79%	77%	77%	77%
Courtesy	72%	78%	75%	79%	76%
Overall impression	73%	79%	75%	77%	75%
Percent "excellent" or "good"					

FIGURE 71: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	Comparison to benchmark
Knowledge	Similar
Responsiveness	Similar
Courtesy	Below
Overall impression	Similar

FROM DATA TO ACTION

RESIDENT PRIORITIES

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

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis. 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 Key Driver Analysis, 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 Key Driver Analysis (KDA) was conducted for the City of Dover by examining the relationships between ratings of each service and ratings of the City of Dover'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 Dover can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality.

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

- Power (electric and/or gas) utility
- City parks
- Preservation of natural areas
- Police services
- Public schools
- Health services

CITY OF DOVER ACTION CHART

The 2008 City of Dover Action Chart™ on the following page combines three dimensions of performance:

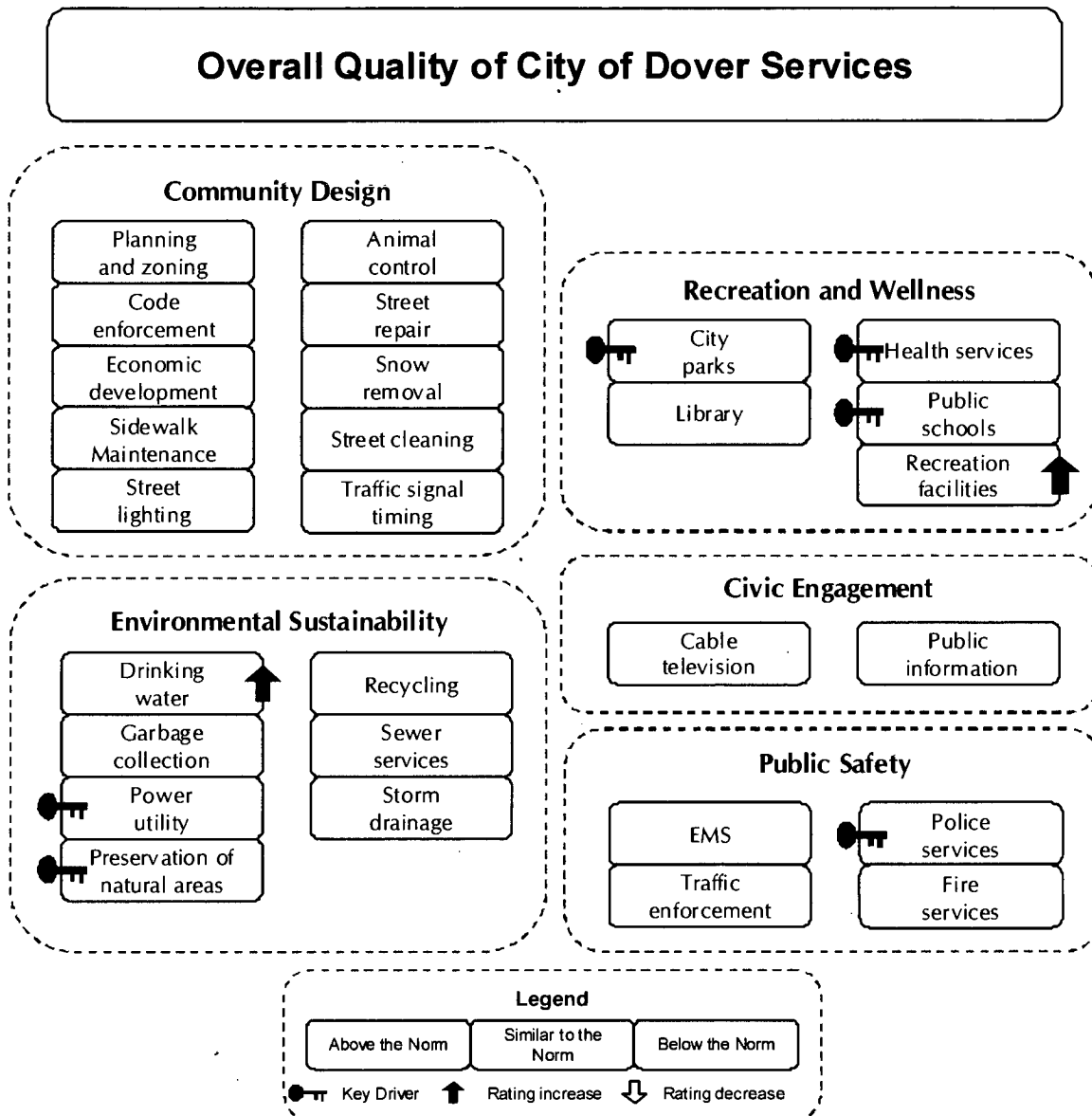
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. A black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

Twenty-eight services were included in the KDA for the City of Dover. Of these, five were above the benchmark, eight were below the benchmark and 15 were similar to the benchmark. Ratings for two services were trending up and none were trending down, while 26 remained similar to the previous survey. The six key drivers are shown.

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. 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 72: CITY OF DOVER ACTION CHART™



Using Your Action Chart™

The key drivers derived for the City of Dover provide a list of those services that are uniquely related to overall service quality here. Those key drivers are marked by key symbols 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 Dover, NRC lists the key drivers derived from tens of thousands of resident responses from across the county. This list is updated every three years so that you can compare your key drivers to the key drivers from the entire NRC data set. 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. In the following table, we have listed your key drivers, core services and the national key drivers below and we have indicated the City of Dover key drivers that overlap core services or the nationally derived keys.

FIGURE 73: KEY DRIVERS COMPARED

Service	City of Dover Key Drivers	National Key Drivers	Core Services
City parks	✓		
Code enforcement			✓
Economic development		✓	
EMS			✓
Fire			✓
Garbage collection			✓
Health services	✓		
Land use planning and zoning		✓	
Police services	✓	✓	✓
Power utility	✓		
Preservation of natural areas	✓		
Public information services		✓	
Public schools	✓	✓	
Sewer			✓
Storm drainage			✓
Street repair			✓
Water			✓

POLICY QUESTIONS

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

Policy Question 1					
Please indicate how the following City of Dover fees are priced:	Much too high	Somewhat too high	About right	Too low	Total
Water fees	15%	27%	58%	0%	100%
Sewer fees	16%	27%	57%	1%	100%
Electricity fees	26%	42%	33%	0%	100%

Policy Question 2					
The City of Dover is planning to build a new, bigger library with adult, child and research collections, as well as plenty of parking. Please indicate how important, if at all, each of the following areas/services is for the new library:	Essential	Very important	Somewhat important	Not at all important	Total
Teen area	30%	40%	24%	6%	100%
Community meeting room	18%	41%	31%	10%	100%
Toddler area	26%	38%	26%	10%	100%
Computers for internet	53%	29%	15%	3%	100%
Cafe	13%	19%	37%	31%	100%
Used book store	18%	36%	41%	5%	100%
Quiet study rooms	40%	39%	19%	2%	100%
Outdoor seating area	21%	26%	37%	15%	100%
Small theater	12%	20%	39%	29%	100%
Classrooms	17%	31%	41%	12%	100%
Wireless access	37%	32%	24%	7%	100%
Business resources	26%	43%	26%	4%	100%
Career center	32%	38%	26%	4%	100%
Drive-through window	10%	20%	24%	46%	100%
Genealogical research center	13%	32%	36%	19%	100%
Self-service checkout	16%	30%	39%	15%	100%
Office-supply vending unit	7%	21%	43%	28%	100%
Public information center	37%	41%	20%	1%	100%
Legal reference resources	33%	38%	25%	4%	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 Dover:	Excellent	Good	Fair	Poor	Total
Dover as a place to live	20%	54%	23%	3%	100%
Your neighborhood as a place to live	24%	51%	19%	7%	100%
Dover as a place to raise children	16%	56%	22%	6%	100%
Dover as a place to work	9%	43%	30%	17%	100%
Dover as a place to retire	22%	49%	23%	6%	100%
The overall quality of life in Dover	12%	60%	25%	3%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Dover as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	7%	53%	32%	8%	100%
Openness and acceptance of the community towards people of diverse backgrounds	9%	45%	35%	11%	100%
Overall appearance of Dover	18%	49%	29%	4%	100%
Cleanliness of Dover	20%	50%	26%	4%	100%
Overall quality of new development in Dover	9%	53%	29%	9%	100%
Variety of housing options	12%	40%	34%	14%	100%
Overall quality of business and service establishments in Dover	5%	42%	42%	11%	100%
Shopping opportunities	10%	38%	33%	18%	100%
Opportunities to attend cultural activities	8%	32%	38%	22%	100%
Recreational opportunities	7%	33%	40%	20%	100%
Employment opportunities	5%	26%	34%	35%	100%
Educational opportunities	14%	45%	32%	9%	100%
Opportunities to participate in social events and activities	7%	37%	43%	13%	100%
Opportunities to participate in religious or spiritual events and activities	16%	58%	23%	4%	100%
Opportunities to volunteer	17%	56%	21%	5%	100%
Opportunities to participate in community matters	12%	47%	29%	12%	100%
Ease of car travel in Dover	12%	46%	34%	8%	100%
Ease of bus travel in Dover	5%	31%	36%	28%	100%
Ease of bicycle travel in Dover	4%	33%	37%	26%	100%
Ease of walking in Dover	7%	43%	31%	19%	100%
Availability of paths and walking trails	7%	34%	34%	26%	100%
Traffic flow on major streets	7%	39%	35%	19%	100%
Amount of public parking	6%	30%	40%	24%	100%
Availability of affordable quality housing	4%	31%	37%	28%	100%
Availability of preventive health services	5%	46%	32%	17%	100%
Air quality	10%	40%	37%	13%	100%
Quality of overall natural environment in Dover	8%	46%	38%	8%	100%
Overall image or reputation of Dover	8%	50%	35%	7%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Dover over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	0%	4%	38%	38%	20%	100%
Retail growth (stores, restaurants, etc.)	5%	30%	47%	12%	6%	100%
Jobs growth	36%	44%	19%	1%	1%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Dover?	Percent of respondents
Not a problem	11%
Minor problem	39%
Moderate problem	40%
Major problem	10%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Dover:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	12%	37%	19%	26%	6%	100%
Property crimes (e.g., burglary, theft)	9%	34%	23%	24%	11%	100%
Environmental hazards, including toxic waste	17%	41%	17%	17%	8%	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	54%	33%	6%	6%	1%	100%
In your neighborhood after dark	25%	42%	11%	16%	6%	100%
In Dover's downtown area during the day	26%	48%	12%	11%	4%	100%
In Dover's downtown area after dark	4%	19%	15%	33%	29%	100%

Question 7: Crime Victim	
During the past twelve months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	88%
Yes	12%
Total	100%

Question 8: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	12%
Yes	88%
Total	100%

Question 9: 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 Dover?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Dover public libraries or their services	35%	26%	20%	8%	10%	100%
Used Dover recreation centers	54%	21%	15%	6%	4%	100%
Participated in a recreation program or activity	57%	22%	17%	3%	1%	100%
Visited a neighborhood park or City park	17%	34%	30%	10%	9%	100%
Ridden a local bus within Dover	81%	8%	5%	1%	5%	100%
Attended a meeting of local elected officials or other local public meeting	72%	19%	8%	1%	1%	100%
Watched a meeting of local elected officials or other local public meeting on cable television	64%	22%	8%	4%	2%	100%
Read Dover Newsletter	14%	23%	36%	12%	14%	100%
Visited the City of Dover Web site (at www.cityofdover.com)	49%	22%	23%	5%	2%	100%
Recycled used paper, cans or bottles from your home	40%	11%	13%	11%	25%	100%
Volunteered your time to some group or activity in Dover	57%	17%	14%	5%	7%	100%
Participated in religious or spiritual activities in Dover	41%	21%	10%	7%	21%	100%
Participated in a club or civic group in Dover	68%	14%	9%	3%	6%	100%
Provided help to a friend or neighbor	7%	18%	41%	18%	15%	100%

Question 10: 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	24%
Several times a month	27%
Once a month	9%
Several times a year	6%
Once a year or less	3%
Never	11%
Total	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Dover:	Excellent	Good	Fair	Poor	Total
Police services	26%	49%	21%	4%	100%
Fire services	38%	50%	9%	2%	100%
Ambulance or emergency medical services	31%	49%	14%	5%	100%
Crime prevention	12%	41%	37%	10%	100%
Municipal courts	13%	47%	29%	11%	100%
Traffic enforcement	12%	57%	25%	7%	100%
Street repair	8%	46%	36%	10%	100%
Street cleaning	18%	52%	25%	5%	100%
Street lighting	17%	51%	25%	7%	100%
Snow removal	17%	43%	28%	13%	100%
Sidewalk maintenance	9%	46%	32%	13%	100%
Traffic signal timing	9%	37%	34%	20%	100%
Garbage collection	31%	51%	15%	3%	100%
Recycling	26%	38%	29%	7%	100%
Yard waste pick-up	30%	46%	20%	5%	100%
Storm drainage	12%	51%	29%	8%	100%
Drinking water	6%	31%	31%	32%	100%
Sewer services	13%	54%	28%	6%	100%
Power (electric and/or gas) utility	17%	52%	22%	9%	100%
City parks	12%	54%	27%	7%	100%
Recreation centers or facilities	10%	50%	28%	12%	100%
Land use, planning and zoning	4%	30%	41%	25%	100%
Code enforcement (weeds, abandoned buildings, etc)	7%	39%	37%	17%	100%
Animal control	10%	60%	22%	8%	100%
Economic development	9%	35%	40%	17%	100%
Health services	10%	48%	31%	11%	100%
Services to seniors	18%	46%	28%	7%	100%
Services to youth	12%	35%	30%	23%	100%
Services to low-income people	11%	33%	31%	26%	100%
Public library services	23%	49%	24%	4%	100%
Public information services	10%	49%	33%	8%	100%
Public schools	13%	41%	30%	16%	100%
Cable television	12%	40%	34%	14%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	9%	41%	37%	14%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	8%	31%	33%	28%	100%

Question 12: 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 Dover	13%	54%	26%	8%	100%
The Federal Government	9%	43%	35%	13%	100%
The State Government	10%	43%	34%	12%	100%
Kent County Government	10%	48%	30%	12%	100%

Question 13: Contact with City Employees	
Have you had any in-person or phone contact with an employee of the City of Dover within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	34%
Yes	66%
Total	100%

Question 14: City Employees					
What was your impression of the employee(s) of the City of Dover in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	25%	51%	19%	6%	100%
Responsiveness	27%	44%	18%	11%	100%
Courtesy	33%	39%	17%	11%	100%
Overall impression	28%	45%	17%	9%	100%

Question 15: Government Performance					
Please rate the following categories of Dover government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Dover	12%	46%	28%	14%	100%
The overall direction that Dover is taking	5%	46%	35%	14%	100%
The job Dover government does at welcoming citizen involvement	6%	41%	36%	17%	100%
The job Dover government does at listening to citizens	6%	35%	34%	25%	100%

Question 16: 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 Dover to someone who asks	36%	39%	14%	11%	100%
Remain in Dover for the next five years	49%	22%	11%	18%	100%

Question 17: 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	6%
Somewhat positive	7%
Neutral	30%
Somewhat negative	39%
Very negative	18%
Total	100%

Question 18a: Policy Question 1					
Please indicate how the following City of Dover fees are priced:	Much too high	Somewhat too high	About right	Too low	Total
Water fees	15%	27%	58%	0%	100%
Sewer fees	16%	27%	57%	1%	100%
Electricity fees	26%	42%	33%	0%	100%

Question 18b: Policy Question 2					
The City of Dover is planning to build a new, bigger library with adult, child and research collections, as well as plenty of parking. Please indicate how important, if at all, each of the following areas/services if for the new library:	Essential	Very important	Somewhat important	Not at all important	Total
	Teen area	30%	40%	24%	6%
Community meeting room	18%	41%	31%	10%	100%
Toddler area	26%	38%	26%	10%	100%
Computers for internet	53%	29%	15%	3%	100%
Cafe	13%	19%	37%	31%	100%
Used book store	18%	36%	41%	5%	100%
Quiet study rooms	40%	39%	19%	2%	100%
Outdoor seating area	21%	26%	37%	15%	100%
Small theater	12%	20%	39%	29%	100%
Classrooms	17%	31%	41%	12%	100%
Wireless access	37%	32%	24%	7%	100%
Business resources	26%	43%	26%	4%	100%
Career center	32%	38%	26%	4%	100%
Drive-through window	10%	20%	24%	46%	100%
Genealogical research center	13%	32%	36%	19%	100%
Self-service checkout	16%	30%	39%	15%	100%
Office-supply vending unit	7%	21%	43%	28%	100%
Public information center	37%	41%	20%	1%	100%
Legal reference resources	33%	38%	25%	4%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	25%
Yes, full-time	62%
Yes, part-time	13%
Total	100%

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself	74%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	19%
Bus, rail, subway or other public transportation	2%
Bicycle	0%
Bicycle	0%
Work at home	3%
Other	0%

Question D3: Length of Residency	
How many years have you lived in Dover?	Percent of respondents
Less than 2 years	19%
2 to 5 years	18%
6 to 10 years	16%
11 to 20 years	14%
More than 20 years	34%
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	49%
House attached to one or more houses (e.g., a duplex or townhome)	18%
Building with two or more apartments or condominiums	32%
Mobile home	0%
Other	0%
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	39%
Owned by you or someone in this house with a mortgage or free and clear	61%
Total	100%

Question D6: Monthly Housing Cost	
About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents
Less than \$300 per month	4%
\$300 to \$599 per month	11%
\$600 to \$999 per month	43%
\$1,000 to \$1,499 per month	26%
\$1,500 to \$2,499 per month	14%
\$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	68%
Yes	32%
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	79%
Yes	21%
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	24%
\$25,000 to \$49,999	35%
\$50,000 to \$99,999	27%
\$100,000 to \$149,000	10%
\$150,000 or more	3%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	97%
Yes, I consider myself to be Spanish, Hispanic or Latino	3%
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	5%
Asian, Asian Indian or Pacific Islander	4%
Black or African American	34%
White	56%
Other	8%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	8%
25 to 34 years	30%
35 to 44 years	16%
45 to 54 years	18%
55 to 64 years	11%
65 to 74 years	11%
75 years or older	7%
Total	100%

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

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	17%
Yes	82%
Ineligible to vote	1%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	29%
Yes	68%
Ineligible to vote	3%
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 Dover:	Excellent		Good		Fair		Poor		Don't know		Total	
Dover as a place to live	20%	64	54%	174	23%	75	3%	9	1%	2	100%	323
Your neighborhood as a place to live	24%	76	51%	163	19%	62	7%	21	0%	0	100%	323
Dover as a place to raise children	15%	47	50%	161	19%	63	5%	16	11%	34	100%	321
Dover as a place to work	9%	28	41%	130	28%	90	16%	52	6%	20	100%	320
Dover as a place to retire	20%	64	45%	143	20%	65	5%	17	9%	30	100%	319
The overall quality of life in Dover	12%	40	60%	192	25%	81	3%	8	0%	0	100%	322

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Dover as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Sense of community	7%	22	51%	160	30%	97	8%	24	5%	15	100%	317
Openness and acceptance of the community towards people of diverse backgrounds	8%	26	43%	137	33%	106	10%	32	6%	19	100%	321
Overall appearance of Dover	18%	57	49%	157	29%	93	4%	13	0%	1	100%	321
Cleanliness of Dover	20%	64	50%	161	26%	82	4%	12	0%	1	100%	320
Overall quality of new development in Dover	8%	27	51%	162	28%	89	9%	28	5%	14	100%	320
Variety of housing options	11%	35	38%	121	33%	103	13%	42	5%	15	100%	317
Overall quality of business and service establishments in Dover	5%	17	41%	133	41%	131	11%	35	2%	5	100%	321
Shopping opportunities	10%	33	38%	123	33%	106	18%	59	0%	1	100%	322
Opportunities to attend cultural activities	7%	23	30%	97	36%	114	21%	66	7%	21	100%	321
Recreational opportunities	7%	21	32%	101	38%	120	19%	62	5%	16	100%	321
Employment opportunities	5%	15	23%	74	30%	97	31%	101	10%	33	100%	320
Educational opportunities	13%	43	43%	137	30%	96	9%	27	5%	17	100%	320
Opportunities to participate in social events and activities	6%	19	34%	109	39%	126	12%	38	9%	30	100%	322
Opportunities to participate in religious or spiritual events and activities	14%	44	51%	163	20%	64	4%	11	12%	38	100%	321
Opportunities to volunteer	15%	48	47%	153	18%	58	4%	14	15%	50	100%	322
Opportunities to participate in community matters	10%	33	39%	123	25%	77	10%	31	16%	50	100%	314
Ease of car travel in Dover	12%	38	46%	146	33%	107	7%	24	2%	6	100%	320
Ease of bus travel in Dover	3%	11	22%	71	25%	80	20%	63	30%	96	100%	321
Ease of bicycle travel in Dover	3%	9	25%	81	29%	91	20%	64	23%	74	100%	319
Ease of walking in Dover	6%	20	41%	129	29%	92	18%	55	5%	17	100%	313
Availability of paths and walking trails	6%	20	30%	96	30%	95	23%	73	11%	34	100%	319
Traffic flow on major streets	7%	22	39%	126	35%	113	19%	60	0%	0	100%	321
Amount of public parking	6%	17	29%	91	38%	121	23%	74	4%	14	100%	318
Availability of affordable quality housing	3%	11	29%	92	35%	112	27%	84	5%	17	100%	316
Availability of preventive health services	4%	13	40%	128	28%	89	14%	46	14%	44	100%	318

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Dover as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Air quality	10%	30	39%	122	36%	113	12%	39	4%	13	100%
Quality of overall natural environment in Dover	8%	26	44%	141	37%	118	8%	24	3%	8	100%	318
Overall image or reputation of Dover	7%	24	49%	157	34%	110	7%	21	3%	10	100%	322

Question 3: Growth														
Please rate the speed of growth in the following categories in Dover over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
	Population growth	0%	1	3%	10	32%	101	32%	102	17%	55	15%	48	100%
Retail growth (stores, restaurants, etc.)	5%	15	27%	85	43%	135	11%	34	6%	18	9%	29	100%	317
Jobs growth	27%	86	34%	107	15%	46	1%	2	0%	1	24%	76	100%	318

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Dover?	Percent of respondents	Count
Not a problem	11%	34
Minor problem	37%	117
Moderate problem	37%	119
Major problem	10%	31
Don't know	6%	18
Total	100%	319

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Dover:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	Violent crime (e.g., rape, assault, robbery)	12%	39	36%	117	19%	60	26%	82	6%	20	1%	4	100%
Property crimes (e.g., burglary, theft)	8%	27	34%	107	23%	72	23%	74	11%	33	1%	4	100%	316
Environmental hazards, including toxic waste	15%	49	37%	118	15%	47	15%	49	7%	24	10%	33	100%	319

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	54%	174	33%	108	6%	19	6%	19	1%	3	0%	0	100%
In your neighborhood after dark	25%	79	42%	134	11%	34	16%	52	6%	20	0%	1	100%	320
In Dover's downtown area during the day	25%	81	45%	146	11%	35	10%	33	4%	11	5%	15	100%	322
In Dover's downtown area after dark	4%	12	18%	57	14%	46	30%	97	27%	86	8%	25	100%	323

Question 7: Crime Victim		
During the past twelve months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	88%	274
Yes	12%	37
Don't know	0%	2
Total	100%	312

Question 8: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	11%	5
Yes	82%	35
Don't know	6%	3
Total	100%	42

Question 9: 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 Dover?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Used Dover public libraries or their services	35%	114	26%	84	20%	63	8%	27	10%	33	100%	321
Used Dover recreation centers	54%	173	21%	68	15%	48	6%	18	4%	13	100%	320
Participated in a recreation program or activity	57%	180	22%	69	17%	53	3%	11	1%	4	100%	316
Visited a neighborhood park or City park	17%	54	34%	108	30%	95	10%	33	9%	29	100%	319
Ridden a local bus within Dover	81%	252	8%	25	5%	15	1%	4	5%	16	100%	312
Attended a meeting of local elected officials or other local public meeting	72%	229	19%	60	8%	25	1%	3	1%	3	100%	320
Watched a meeting of local elected officials or other local public meeting on cable television	64%	203	22%	70	8%	27	4%	13	2%	6	100%	320
Read Dover Newsletter	14%	44	23%	73	36%	114	12%	39	14%	43	100%	314
Visited the City of Dover Web site (at www.cityofdover.com)	49%	153	22%	68	23%	74	5%	15	2%	5	100%	315
Recycled used paper, cans or bottles from your home	40%	125	11%	35	13%	42	11%	34	25%	79	100%	315
Volunteered your time to some group or activity in Dover	57%	179	17%	53	14%	43	5%	16	7%	22	100%	314
Participated in religious or spiritual activities in Dover	41%	128	21%	67	10%	32	7%	22	21%	65	100%	315
Participated in a club or civic group in Dover	68%	214	14%	45	9%	28	3%	11	6%	17	100%	315
Provided help to a friend or neighbor	7%	22	18%	58	41%	132	18%	58	15%	49	100%	320

Question 10: 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%	62
Several times a week	24%	78
Several times a month	27%	85
Once a month	9%	30
Several times a year	6%	21
Once a year or less	3%	10
Never	11%	35
Total	100%	320

Question 11: Service Quality												
Please rate the quality of each of the following services in Dover:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Police services	23%	75	44%	139	19%	59	4%	12	11%	34	100%	319
Fire services	31%	101	41%	132	7%	23	2%	7	18%	59	100%	321
Ambulance or emergency medical services	23%	74	36%	116	11%	34	4%	13	26%	82	100%	319
Crime prevention	10%	30	34%	109	30%	97	8%	27	18%	56	100%	319
Municipal courts	8%	24	28%	90	17%	55	7%	21	40%	127	100%	317
Traffic enforcement	11%	33	50%	156	22%	68	6%	19	11%	36	100%	312
Street repair	8%	26	44%	140	34%	109	9%	29	4%	13	100%	317
Street cleaning	18%	56	50%	160	24%	77	4%	14	4%	14	100%	321
Street lighting	17%	53	51%	162	25%	80	7%	21	1%	3	100%	319
Snow removal	15%	48	38%	122	25%	79	12%	37	10%	32	100%	318
Sidewalk maintenance	8%	25	41%	130	28%	90	11%	36	12%	37	100%	319
Traffic signal timing	9%	27	37%	116	33%	104	20%	63	1%	4	100%	315
Garbage collection	30%	96	50%	158	15%	48	3%	10	2%	5	100%	317
Recycling	20%	65	29%	94	22%	71	6%	18	22%	71	100%	319
Yard waste pick-up	23%	73	35%	112	15%	48	4%	12	22%	71	100%	317
Storm drainage	10%	33	46%	142	25%	79	7%	22	11%	35	100%	312
Drinking water	6%	18	30%	95	30%	97	31%	100	3%	10	100%	320
Sewer services	11%	35	47%	148	24%	76	5%	16	13%	40	100%	315
Power (electric and/or gas) utility	17%	53	52%	163	22%	70	9%	27	1%	3	100%	317
City parks	11%	33	48%	154	24%	77	6%	20	10%	33	100%	317
Recreation centers or facilities	7%	24	36%	114	20%	65	8%	27	28%	91	100%	320
Land use, planning and zoning	3%	9	21%	66	29%	90	17%	55	30%	94	100%	313
Code enforcement (weeds, abandoned buildings, etc)	5%	17	31%	98	30%	93	13%	43	20%	64	100%	316
Animal control	8%	24	43%	137	16%	50	6%	19	28%	88	100%	317
Economic development	7%	21	26%	83	31%	97	13%	40	24%	75	100%	316
Health services	8%	26	40%	127	26%	82	9%	30	16%	51	100%	316

Question 11: Service Quality												
Please rate the quality of each of the following services in Dover:	Excellent		Good		Fair		Poor		Don't know		Total	
	Services to seniors	13%	40	31%	100	19%	62	5%	15	32%	102	100%
Services to youth	8%	25	23%	74	20%	63	15%	48	33%	104	100%	314
Services to low-income people	6%	20	20%	63	18%	58	15%	48	41%	130	100%	319
Public library services	18%	58	39%	125	19%	61	3%	11	20%	63	100%	318
Public information services	8%	25	38%	120	26%	82	6%	20	23%	73	100%	319
Public schools	10%	30	30%	96	22%	71	12%	37	26%	82	100%	316
Cable television	11%	34	37%	116	31%	99	13%	40	9%	27	100%	316
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	5%	16	24%	74	21%	67	8%	25	42%	133	100%	314
Preservation of natural areas such as open space, farmlands and greenbelts	5%	17	22%	70	24%	76	21%	64	27%	86	100%	313

Question 12: 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 Dover	12%	38	51%	164	25%	78	7%	23	5%	16	100%
The Federal Government	8%	25	35%	112	28%	90	11%	35	18%	56	100%	317
The State Government	9%	28	37%	117	29%	93	11%	34	15%	46	100%	318
Kent County Government	8%	25	39%	125	25%	79	10%	32	18%	58	100%	319

Question 13: Contact with City Employees		
Have you had any in-person or phone contact with an employee of the City of Dover within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	34%	104
Yes	66%	201
Total	100%	305

Question 14: City Employees												
What was your impression of the employee(s) of the City of Dover in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
	Knowledge	24%	53	49%	107	18%	40	6%	12	3%	6	100%
Responsiveness	27%	58	42%	92	18%	38	11%	23	3%	6	100%	217
Courtesy	32%	69	38%	83	16%	35	11%	24	3%	6	100%	217
Overall impression	28%	60	44%	95	17%	36	9%	20	3%	6	100%	216

Question 15: Government Performance												
Please rate the following categories of Dover government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Dover	11%	35	41%	130	24%	78	12%	38	12%	39	100%
The overall direction that Dover is taking	4%	13	41%	130	31%	100	13%	41	11%	36	100%	320
The job Dover government does at welcoming citizen involvement	4%	14	30%	96	26%	83	13%	40	27%	86	100%	320
The job Dover government does at listening to citizens	4%	14	26%	83	25%	80	18%	59	26%	84	100%	320

Question 16: 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 Dover to someone who asks	35%	111	38%	122	13%	43	11%	35	3%	11	100%
Remain in Dover for the next five years	47%	150	21%	68	10%	32	17%	55	4%	14	100%	319

Question 17: 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	6%	20
Somewhat positive	7%	23
Neutral	30%	95
Somewhat negative	39%	125
Very negative	18%	58
Total	100%	321

Question 18a: Policy Question 1												
Please indicate how the following City of Dover fees are priced:	Much too high		Somewhat too high		About right		Too low		Don't know		Total	
	Water fees	13%	43	23%	75	50%	161	0%	0	13%	42	100%
Sewer fees	14%	44	23%	73	49%	155	1%	2	14%	45	100%	320
Electricity fees	25%	80	40%	129	32%	102	0%	0	3%	11	100%	322

Question 18b: Policy Question 2												
The City of Dover is planning to build a new, bigger library with adult, child and research collections, as well as plenty of parking. Please indicate how important, if at all, each of the following areas/services is for the new library:	Essential		Very important		Somewhat important		Not at all important		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Teen area	27%	86	36%	114	21%	67	5%	17	10%	31	100%	316
Community meeting room	17%	52	37%	118	29%	89	9%	28	9%	27	100%	314
Toddler area	23%	73	34%	106	23%	72	9%	28	11%	33	100%	312
Computers for internet	50%	157	27%	85	14%	45	3%	9	6%	19	100%	315
Cafe	12%	38	18%	57	34%	109	29%	93	7%	22	100%	318
Used book store	16%	51	33%	105	38%	120	5%	14	8%	24	100%	314
Quiet study rooms	38%	119	37%	116	18%	57	2%	6	6%	18	100%	315
Outdoor seating area	20%	62	25%	78	35%	110	14%	45	6%	21	100%	316
Small theater	11%	34	18%	57	35%	109	26%	83	9%	30	100%	314
Classrooms	15%	49	28%	89	37%	118	11%	34	9%	27	100%	317
Wireless access	33%	105	29%	92	21%	67	7%	21	9%	28	100%	312
Business resources	24%	76	39%	123	24%	76	4%	13	8%	25	100%	313
Career center	29%	92	34%	107	23%	74	4%	12	9%	29	100%	314
Drive-through window	9%	29	18%	56	21%	68	42%	132	9%	29	100%	315
Genealogical research center	12%	37	28%	88	32%	99	16%	51	12%	37	100%	312
Self-service checkout	15%	47	28%	88	36%	114	13%	42	8%	25	100%	316
Office-supply vending unit	7%	21	18%	58	38%	119	25%	78	12%	38	100%	313
Public information center	35%	111	39%	122	19%	61	1%	2	7%	21	100%	318
Legal reference resources	30%	95	35%	111	23%	73	3%	11	8%	25	100%	315

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	25%	80
Yes, full-time	62%	194
Yes, part-time	13%	41
Total	100%	315

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself	74%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	19%
Bus, rail, subway or other public transportation	2%
Bicycle	0%
Bicycle	0%
Work at home	3%
Other	0%

Question D3: Length of Residency		
How many years have you lived in Dover?	Percent of respondents	Count
Less than 2 years	19%	60
2 to 5 years	18%	57
6 to 10 years	16%	52
11 to 20 years	14%	45
More than 20 years	34%	109
Total	100%	322

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	49%	158
House attached to one or more houses (e.g., a duplex or townhome)	18%	58
Building with two or more apartments or condominiums	32%	104
Mobile home	0%	1
Other	0%	1
Total	100%	321

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	39%	121
Owned by you or someone in this house with a mortgage or free and clear	61%	193
Total	100%	315

Question D6: Monthly Housing Cost		
About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents	Count
Less than \$300 per month	4%	13
\$300 to \$599 per month	11%	34
\$600 to \$999 per month	43%	133
\$1,000 to \$1,499 per month	26%	80
\$1,500 to \$2,499 per month	14%	44
\$2,500 or more per month	2%	6
Total	100%	310

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	68%	217
Yes	32%	104
Total	100%	321

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	79%	253
Yes	21%	66
Total	100%	319

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	24%	75
\$25,000 to \$49,999	35%	109
\$50,000 to \$99,999	27%	84
\$100,000 to \$149,000	10%	31
\$150,000 or more	3%	8
Total	100%	307

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	97%	301
Yes, I consider myself to be Spanish, Hispanic or Latino	3%	8
Total	100%	309

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	5%	15
Asian, Asian Indian or Pacific Islander	4%	12
Black or African American	34%	108
White	56%	179
Other	8%	25
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	8%	25
25 to 34 years	30%	94
35 to 44 years	16%	51
45 to 54 years	18%	56
55 to 64 years	11%	35
65 to 74 years	11%	35
75 years or older	7%	21
Total	100%	317

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	53%	168
Male	47%	147
Total	100%	315

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	16%	52
Yes	81%	257
Ineligible to vote	1%	4
Don't know	2%	5
Total	100%	318

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	28%	91
Yes	67%	212
Ineligible to vote	3%	10
Don't know	2%	5
Total	100%	318

APPENDIX B: SURVEY METHODOLOGY

The National Citizen Survey™ 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 National Citizen Survey™ 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 National Citizen Survey™ is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The National Citizen Survey™ 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 some research confirms or disconfirms that 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 Dover 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 Dover 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 Dover 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 Dover 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 Dover. 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.

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.

SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning May 12, 2008. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the city manager inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following five weeks.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

Of the surveys mailed, 80 were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 1,120 households receiving the survey mailings, 323 completed the survey, providing a response rate of 29%. In general, response rates obtained on local government resident surveys range from 25% to 40%.

In theory, in 95 cases out of 100, the results based on the number of responses obtained will differ by no more than five percentage points in either direction from what would have been obtained had responses been collected from all City of Dover adults. This difference from the presumed population finding is referred to as the sampling error (or the “margin of error” or 95% confidence interval”). For subgroups of responses, the margin of sampling error is larger. In addition to sampling error, the practical difficulties of conducting any survey of the public may introduce other sources of error. For example, the failure of some of the selected adults to participate in the sample or the difficulty of including all sectors of the population, such as residents of some institutions or group residences, may lead to somewhat different results.

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 2000 Census estimates. 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 race and gender/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 historical use of the variables and the desirability of consistently representing different groups over the years

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

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

The 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.

Weighting Scheme for Dover, DE 2008 Citizen Survey			
Respondent Characteristics	Population Norm ¹	Unweighted Survey Data	Weighted Survey Data
Tenure			
Rent Home	48%	34%	39%
Own Home	52%	66%	61%
Type of Housing Unit			
Single-Family Detached	45%	55%	50%
Attached	55%	45%	50%
Ethnicity			
Non-Hispanic	96%	98%	97%
Hispanic	4%	2%	3%
Race			
White/Caucasian	55%	67%	55%
Non-White	45%	33%	45%
Gender			
Female	54%	60%	53%
Male	46%	40%	47%
Age			
18-34	38%	18%	38%
35-54	34%	25%	34%
55+	28%	57%	29%
Gender and Age			
Females 18-34	19%	12%	19%
Females 35-54	18%	15%	18%
Females 55+	16%	33%	16%
Males 18-34	19%	6%	19%
Males 35-54	16%	11%	16%
Males 55+	12%	23%	12%

¹ Source: 2000 Census

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 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 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, 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 Dover to the Benchmark Database

The City of Dover chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Dover 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 are available, Dover results are noted as being "above" the benchmark, "below" the benchmark or "similar to" the benchmark. This evaluation of "above," "below" or "similar to" comes from a statistical comparison of Dover's rating to the benchmark (the rating from all the comparison jurisdictions where a similar question was asked).

APPENDIX C: SURVEY MATERIALS

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

City Of Dover

P.O. Box 475
Dover, DE 19903-0475

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

City Of Dover

P.O. Box 475
Dover, DE 19903-0475

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

City Of Dover

P.O. Box 475
Dover, DE 19903-0475

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

City Of Dover

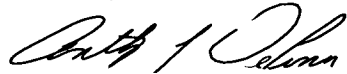
P.O. Box 475
Dover, DE 19903-0475

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

Dear Dover Resident,

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



Anthony J. DePrima, AICP
City Manager

Dear Dover Resident,

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

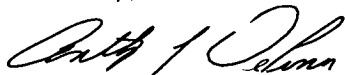


Anthony J. DePrima, AICP
City Manager

Dear Dover Resident,

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

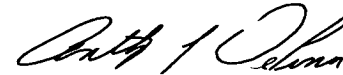


Anthony J. DePrima, AICP
City Manager

Dear Dover Resident,

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



Anthony J. DePrima, AICP
City Manager



May 2008

Dear Dover Resident:

The City of Dover wants to know what you think about our community and municipal government. You have been randomly selected to participate in Dover's 2008 Citizen Survey.

Please take a few minutes to fill out the enclosed Citizen Survey. 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 Dover residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.

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

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call 302-736-7005.

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

Sincerely,

A handwritten signature in cursive script, appearing to read 'Anthony J. DePrima'.

Anthony J. DePrima, AICP
City Manager



May 2008

Dear Dover Resident:

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

Please take a few minutes to fill out the enclosed Citizen Survey. 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 Dover residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.

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

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call 302-736-7005.

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Anthony J. DePrima'.

Anthony J. DePrima, AICP
City Manager

The City of Dover 2008 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 Dover:

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

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

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

- 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 Dover:

	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 Dover's downtown area during the day	1	2	3	4	5	6
In Dover's downtown area after dark	1	2	3	4	5	6

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

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

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

- No
 Yes
 Don't know

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

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Dover public libraries or their services.....	1	2	3	4	5
Used Dover 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 Dover.....	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 local public meeting on cable television	1	2	3	4	5
Read Dover Newsletter	1	2	3	4	5
Visited the City of Dover Web site (at www.cityofdover.com)	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 Dover.....	1	2	3	4	5
Participated in religious or spiritual activities in Dover.....	1	2	3	4	5
Participated in a club or civic group in Dover	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5

10. 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 everyday
 Several times a week
 Several times a month
 Once a month
 Several times a year
 Once a year or less
 Never

The City of Dover 2008 Citizen Survey

11. Please rate the quality of each of the following services in Dover:

	<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
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
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 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

12. 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 Dover	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5
Kent County Government	1	2	3	4	5

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

- No → Go to Question 15
 Yes → Go to Question 14

14. What was your impression of the employee(s) of the City of Dover 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

15. Please rate the following categories of Dover 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 Dover	1	2	3	4	5
The overall direction that Dover is taking.....	1	2	3	4	5
The job Dover government does at welcoming citizen involvement	1	2	3	4	5
The job Dover government does at listening to citizens	1	2	3	4	5

16. 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 Dover to someone who asks	1	2	3	4	5
Remain in Dover for the next five years	1	2	3	4	5

17. 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

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

a. Please indicate how the following City of Dover fees are priced:

	<i>Much too high</i>	<i>Somewhat too high</i>	<i>About right</i>	<i>Too low</i>	<i>Don't know</i>
Water fees	1	2	3	4	5
Sewer fees	1	2	3	4	5
Electricity fees	1	2	3	4	5

b. The City of Dover is planning to build a new, bigger library with adult, child and research collections, as well as plenty of parking. Please indicate how important, if at all, each of the following areas/services is for the new library:

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>	<i>Don't know</i>
Teen area	1	2	3	4	5
Community meeting rooms	1	2	3	4	5
Toddler area	1	2	3	4	5
Computers for internet.....	1	2	3	4	5
Café	1	2	3	4	5
Used book store	1	2	3	4	5
Quiet study rooms.....	1	2	3	4	5
Outdoor seating area	1	2	3	4	5
Small theater	1	2	3	4	5
Classrooms	1	2	3	4	5
Wireless access	1	2	3	4	5
Business resources.....	1	2	3	4	5
Career center.....	1	2	3	4	5
Drive-through window	1	2	3	4	5
Genealogical research center.....	1	2	3	4	5
Self-service checkout.....	1	2	3	4	5
Office-supply vending unit	1	2	3	4	5
Public information center	1	2	3	4	5
Legal reference resources	1	2	3	4	5

The City of Dover 2008 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 Dover?

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

D4. Which best describes the building you live in?

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

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

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

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

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

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

- No Yes

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

- No Yes

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

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

Please respond to both question D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

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

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

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

D12. In which category is your age?

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

D13. What is your sex?

- Female
- Male

D14. Are you registered to vote in your jurisdiction?

- No
- 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

Thank you for completing this survey. Please return the completed survey in the postage paid envelope to:
National Research Center, Inc., 3005 30th St., Boulder, CO 80301

City Of Dover

P.O. Box 475
Dover, DE 19903-0475

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

King, Sandy

From: Cosgrove, Bryan
Sent: Friday, December 16, 2011 4:38 PM
To: Scott Starr; Mayor Tim Knapp; Celia Nunez (celianunez01@gmail.com); Steve Hurst; Richard Goddard
Subject: RE: City survey

There would be a sizeable cost increase to make this a global survey. To go from 1200 (95 percent confidence level) households to 3,000 (99 percent confidence level) adds \$7000 to the cost of the survey. If you want to send a survey to all 8,500 households in Wilsonville, I will have to see what the increase in cost is and bring that information to the table for discussion. It makes some sense to go from 1,200 to 3,000 households. I'm not sure from a cost benefit standpoint it would pencil out to send a survey to all 8,500 households in Wilsonville.

503.570.1504 (work)
cosgrove@ci.wilsonville.or.us
29799 SW Town Center Loop
Wilsonville, Oregon 97070

DISCLOSURE NOTICE: Messages to and from this E-mail address may be subject to the Oregon Public Records Law.

If you tell the truth you don't have to remember anything. ~Mark Twain

From: Scott Starr [<mailto:scottstarr97070@gmail.com>]
Sent: Friday, December 16, 2011 2:57 PM
To: Mayor Tim Knapp; Celia Nunez (celianunez01@gmail.com); Steve Hurst; Richard Goddard; Cosgrove, Bryan
Subject: City survey

Hi all,

As we approach the meeting on Monday evening, I wanted to share a concern that we plan now to meet our January deadline with the survey readiness. To that end, I would recommend that we receive as soon as possible, all questions that are in the current survey we will potentially be using.

Additionally, I would also propose that if there are any specific questions/issues we would like to have feedback on, that we start submitting them to Bryan immediately so he can compile everything. This way, as a Council we can review ALL questions and agree what goes out to the public sometime in January.

I will be requesting questions on the following topics (I understand that they will need to be rewritten to a degree by someone who does this for a living):

- Concerning our coming economic plan, what is the public's tolerance level with giving money or tax benefits outside of urban renewal to incent businesses to locate in Wilsonville? If there is support for incentives, at what levels should the Council operate in? No more than \$1MM, 2.5MM, 5MM 7.5MM, 10MM
- Is there a desired percent of population/housing for multifamily/single family housing. 30-70%, 40-60%, 50-50%, 60-40% 70-30%. What is the desired size of future developed lots in Wilsonville? 3000 and under, 5000, 8000, 10,000, 12,000 and up
- Is there a desire for a community center? If so, how much would you consider to be a reasonable amount to pay for it on a monthly basis? \$5, \$10, \$15, \$20 The cost could be \$15MM. If there

is \$7MM in the general fund available, how much of that should be used for the community center and how much should be borrowed?

Thank you for your consideration. I know we all are interested in what direction the public will give us on various topics. Bryan, a quick question for you based on a question that was raised to me in the last planning meeting. Will this survey be global or will it be limited to some type of random sample? I would prefer global even though the cost will be higher.

Scott

CITY COUNCIL ROLLING SCHEDULE

Board and Commission Meetings 2012

January

Date	Day	Time	Event	Place
1/5	THURSDAY	7 p.m.	City Council Meeting	Council Chambers
1/9	Monday	6:30 p.m.	DRB Panel A	Council Chambers
1/11	Wednesday	6:30 p.m.	Planning Commission Transportation Systems Plan Update Open House	Council Chambers
1/19	THURSDAY	7 p.m.	City Council Meeting	Council Chambers
1/23	Monday	6:30 p.m.	DRB Panel B	Council Chambers
1/25	Wednesday	6:30 p.m.	Library Board	Library
1/30	Monday	5 p.m.	City Council Work Session Storm Water Master Plan	Willamette River I & II

COMMUNITY EVENTS

January 27th – **Middle School Dance**,
7:30 p.m. – 9:30 p.m. Community Center
\$5.00 at the door, must have Middle School Student ID for admittance

January 28th – **Volunteer Planting Event – City of Wilsonville and Friends of Trees**
Meet at the Forest Shelter in Memorial Park at 9 a.m.
Dress for the weather.
Contact Lisa Need for more information 503-570-1535



MIDDLE SCHOOL DANCES

@ THE COMMUNITY CENTER

AN EVENING FOR WILSONVILLE MIDDLE SCHOOL YOUTH TO HANG OUT WITH THEIR FRIENDS. A DJ WILL BE ON HAND TO SPIN THE LATEST HIP HOP, ROCK AND SLOW SONGS, WHILE THE GAME ROOM WILL BE EQUIPPED WITH A VARIETY OF VIDEO GAMES

Youth Programs

2011 & 2012
DANCE DATES:

~~DECEMBER 16TH~~

JANUARY 27TH

FEBRUARY 24TH

MARCH 16TH

APRIL 20TH

ALL DANCES ARE
FRIDAY NIGHTS

DRESS CODE WILL BE
ENFORCED,
PLEASE DRESS APPROPRIATELY
MUST HAVE MIDDLE SCHOOL
STUDENT ID
FOR ADMITTANCE

7:30 - 9:30 PM
WILSONVILLE COMMUNITY
CENTER
\$5 AT THE DOOR

THE CONTINUATION OF DANCES RELIES ON PARENT VOLUNTEERS.
PLEASE CONTACT THE COMMUNITY CENTER AT 503-682-3727
IF YOU ARE INTERESTED IN VOLUNTEERING.

Volunteer Planting Events

Provided by
The City of Wilsonville & Friends of Trees



Join community members of all ages and abilities in these annual tree planting opportunities. The Friends of Trees helpful crew leaders will guide small groups of volunteers. Dress appropriately for the weather conditions. Contact Lisa Nead (503) 570-1535 for more information.

Natural Resources Programs

Saturday, January 28

9:00 AM - 1:00 PM

Forest Shelter in Memorial Park

SE Corner of the Park



free coffee and donuts!



Saturday, February 25

9:00 AM - 1:00 PM

Boeckman Creek

Meet at Wilsonville Community Garden

**LONG STANDING COMMUNITY EVENTS
A GENERAL LIST OF ANNUAL PUBLIC EVENTS**

Organization	Event	Month
Korean War Veterans Association	Memorial Day, Veterans Day	May, November
Wilsonville Arts & Culture Council	Arts Festival	June
Wilsonville Rotary Club	Concerts in the Park	July, August
Wilsonville Kiwanis Club	Kids Fun Run	July
Wilsonville Chamber of Commerce	Arts Festival Parade	June
Wilsonville Relay for Life	Relay for Life	June
Boy Scout Troop 194	Annual Plant Sale	June
Wilsonville Chamber of Commerce	Fall Food Fest	September
Boy Scout Troop 149	Christmas Tree Recycling	December

CITY COUNCIL MEETING STAFF REPORT

Resolution No. 2341 City of Wilsonville Emergency Operations Plan

Meeting Date: January 5, 2012
Report Date: December 27, 2012
Source of Item: Public Works/Emergency Management

Contact: Delora Kerber
Contact Telephone Number: 503-570-1542
Contact E-Mail: kerber@ci.wilsonville.or.us

ISSUE STATEMENT

The Emergency Operations Plan is an all-hazard plan that describes how the City of Wilsonville will organize and respond to emergencies and disaster in our community. It is based on and compatible with, Federal, State of Oregon, and other applicable laws, regulations, plans, and policies, including the National Response Framework, State of Oregon Emergency Management Plan and Clackamas County Emergency Operations Plan.

BACKGROUND

The Emergency Operations Plan (EOP) establishes guidance for the City's actions during response to, and short term recovery from, major emergencies and disasters. The EOP describes the roles and responsibilities of City departments and personnel when an incident occurs, and it establishes a strategy and operating guidelines that support the National Incident Management System (NIMS) and the principles of the Incident Command System (ICS).

The Emergency Operations Plan is comprised of three units: Basic Plan with Appendices; Functional Annexes (FAs); and Incident Annexes (IAs).

The Basic Plan outlines the overall city emergency management organization, describes specific roles and responsibilities, presents command and control structures and summarizes the overall concept of operations encompassing an all-hazards approach to response.

Appendices present supplemental information in support of referenced plans, procedures, and concepts highlighted in the basic plan.

Functional Annexes focuses on critical tasks, capabilities, and resources provided by emergency response agencies for the City throughout all phases of an emergency. The four Functional Annexes are: Emergency Services; Human Services; Infrastructure Services; and Recovery Strategy.

Incident Annexes provide tactical and critical tasks unique to specific natural and human-caused/technological hazards that could pose a threat to the City. Incident types are based on the hazards identified in the most recent Hazard Identification and vulnerability Assessment conducted for Clackamas County. The eight Incident

Annexes are: Earthquake/Seismic Activity; Severe Weather (including Landslides); Hazardous Materials (Accidental Release); Flood (including Dam Failure); Major Fire; Transportation Accidents; volcano/Volcanic Activity; and Terrorism.

RELATED POLICIES

On October 3, 2005, City Council approved Resolution 1959, “Wilsonville State of Emergency Resolution”, which provides authority to declare a state of emergency and impose emergency measures, Resolution 1960 which adopted the use of the National Incident Management System (NIMS) and the Incident Command System (ICS) for coordinating responses to emergencies, and Resolution 1961 adopting the concepts, authorities and policies in the new Emergency Management Plan.

On February 17, 2010, City Council approved Resolution 2226, adopting the City’s addendum to the Clackamas County Multi-Jurisdiction Hazard Mitigation Plan.

These documents were used in the formation of the Emergency Operations Plan.

BUDGET CONSIDERATIONS

Funding for the development of the City of Wilsonville Emergency Operations Plan was provided through the Oregon Emergency Management (OEM) Phased Emergency Planning Project.

COUNCIL OPTIONS

- 1) Council adopts the Emergency Operations Plan.
- 2) Council rejects the Emergency Operations Plan.

STAFF’S RECOMMENDATION

Staff recommends that the City Council approves the adoption of the City of Wilsonville Emergency Operations Plan dated January 2012.

SUGGESTED MOTION

I motion to approve Resolution 2341 – A Resolution of the City of Wilsonville adopting the City of Wilsonville Emergency Operations Plan.

ATTACHMENTS

Resolution 2341

RESOLUTION NO. 2341

A RESOLUTION OF THE CITY OF WILSONVILLE ADOPTING THE CITY OF WILSONVILLE EMERGENCY OPERATIONS PLAN

WHEREAS, the City of Wilsonville recognizes the importance of a unified and consistent system to mitigate; prepare for, respond to and recover from hazards, disasters and emergencies; and

WHEREAS, the City of Wilsonville recognizes that planning and preparing for emergencies in advance can reduce potential harm to people and property within our community from the threat of natural or human-caused events such as earthquake, fire, flood, terrorism or other hazards; and

WHEREAS, an Emergency Operations Plan (EOP) provides the framework for emergency response and emergency management in the City of Wilsonville during disasters; and

WHEREAS, this EOP is consistent with the National Response Framework (NRF); National Incident Command System (NIMS); Comprehensive Preparedness Guide 101; Oregon Emergency Management Plan, Volume II, Emergency Operations Plan; and Clackamas County Emergency Operations Plan; and

WHEREAS, the City of Wilsonville's emergency management program is committed to provide effective life safety measures, while reducing property loss and damage to the environment; and

WHEREAS, the City of Wilsonville will do its best to prepare and respond to an emergency or disaster, it recognizes that the overall responsibility for emergency preparedness rests with the citizens.

NOW, THEREFORE, THE CITY OF WILSONVILLE RESOLVES AS FOLLOWS:

1. The City hereby accepts and adopts the Emergency Operations Plan as an official plan for the City of Wilsonville.
2. The Emergency Operations Plan will be reviewed, revised, and re-promulgated every five years or whenever substantial changes occur.
3. Changes to the annexes and appendices, and non-substantive changes to the Basic Plan, may be made without formal City Council approval.

4. This resolution is effective upon adoption.

ADOPTED by the Wilsonville City Council at a regular meeting this 5th day of January 2012, and filed with the Wilsonville City Recorder this date.

TIM KNAPP, Mayor

ATTEST:

Sandra C. King, MMC, City Recorder

SUMMARY OF VOTES:

Mayor Knapp

Council President Núñez

Councilor Hurst

Councilor Goddard

Councilor Starr

Attachment:

Exhibit A- City of Wilsonville Emergency Operations Plan - CD

King, Sandy

From: Kerber, Delora
Sent: Wednesday, January 04, 2012 11:40 AM
To: King, Sandy; Cosgrove, Bryan
Subject: RE: Emergency Operations Plan

In response to Councilor Goddard's suggestion about including names for each of the ICS positions –

The ICS organization chart for the City with the names of individuals that would be assigned and therefore trained for each of the ICS positions is included in the Emergency Operations Center (EOC) Guidebook. The EOC Guidebook is a confidential internal document for use by City Staff that is modified and updated frequently.

The Emergency Operations Plan, on the other hand is a public document that needs to be promulgated by Council when there are major changes or every five years. In addition, the EOP will be posted on the City website and should not include this particular information.

A copy of the City's ICS chart with names for the various positions can be provided to Council.

Thanks,

Delora Kerber

From: King, Sandy
Sent: Wednesday, January 04, 2012 9:40 AM
To: Kerber, Delora; Cosgrove, Bryan
Subject: FW: Emergency Operations Plan

Richard's comments on the emergency op plan.

Sandra C. King, MMC
City Recorder
City of Wilsonville
503-570-1506

PUBLIC RECORDS LAW DISCLOSURE: Messages to and from this e-mail address is a public record of the City of Wilsonville and may be subject to public disclosure. This e-mail is subject to the State Retention Schedule.

From: Richard Goddard [<mailto:richardgoddard2010@gmail.com>]
Sent: Wednesday, January 04, 2012 9:33 AM
To: King, Sandy
Cc: Mayor Tim Knapp; Celia Nunez (celianunez01@gmail.com); Steven Hurst (steven.j.hurst@gmail.com); Scott Starr; Cosgrove, Bryan
Subject: Re: Emergency Operations Plan

I think the the plan looks good. On a side note, PGE follows the same incident command structure for major events on our system (I serve as the Planning Section Chief in the EOC during major events). We're now using the same ICS forms that are included in this plan - makes interagency coordination much easier. One suggestion would be to include names for who will be acting in each of the ICS roles during an action event (e.g. who is the Logistics Section Chief, who is the Operations Section Chief?). The generic ICS org structure

is included, but I didn't see any names. That should be identified up front so there is no confusion during the event, and individuals can be identified for any training that might be required to understand their ICS roles. Suggest also identifying multiple individuals to serve in each ICS role since they may well be working in shifts and will need around the clock coverage in the EOC.

Richard

On Wed, Dec 28, 2011 at 11:49 AM, King, Sandy <king@ci.wilsonville.or.us> wrote:

I'm sending on the PDF of the Emergency Operations Plan so you have plenty of time to review the document.

Paper copies will not be included in your packet materials. A CD will be included instead. Give me a call if you have questions.

Sandra C. King, MMC
City Recorder
City of Wilsonville
503-570-1506

PUBLIC RECORDS LAW DISCLOSURE: Messages to and from this e-mail address is a public record of the City of Wilsonville and may be subject to public disclosure. This e-mail is subject to the State Retention Schedule.

CITY OF WILSONVILLE
CITY COUNCIL MEETING MINUTES

A regular meeting of the Wilsonville City Council was held at the Wilsonville City Hall beginning at 7:00 p.m. on Monday, December 5, 2011. Mayor Knapp called the meeting to order at 7 p.m., followed by roll call and the Pledge of Allegiance.

The following City Council members were present:

Mayor Knapp
Council President Núñez
Councilor Hurst
Councilor Goddard
Councilor Starr

Staff present included:

Bryan Cosgrove, City Manager
Jeanna Troha, Assistant City Manager
Mike Kohlhoff, City Attorney
Michael Bowers, Community Development Director
Mike Stone, City Engineer
Stephan Lashbrook, Assistant Community Development Director
Starla Schur, Deputy City Recorder
Mark Ottenad, Public Affairs Director
Dan Knoll, Public Affairs Coordinator

Motion: Council President Núñez moved to approve the order of the agenda. Councilor Hurst seconded the motion.

Mayor Knapp announced upcoming meetings. There are several open houses coming up in December. The Holiday Light Drives are full.

COMMUNICATIONS

Wilsonville Community Sharing Update

Leigh Crosby and Rich Truitt from Wilsonville Community Sharing received a \$10,000 donation from Alan Kirk, CFO OREPAC. Community sharing has helped 500 families and received 52 fuel relief applications since July 1. Councilors Goddard and Starr thanked Mr. Kirk and OREPAC for their community support and stated citizens can also make donations through Community Sharing's website.

Through a Child's Eyes (TACE) Update

Mr. John Ludlow accepted a \$5000 donation from Mr. Kirk, OREPAC. TACE is a program that unites children with their mothers who are inmates at the Coffee Creek Correctional Facility for two fun events – a Christmas party and a July event. Mr. Ludlow read a letter from an inmate expressing what the program has meant to her and encouraged the community to look for TACE giving trees around town. Mayor Knapp thanked OREPAC and TACE supporters.

**CITY OF WILSONVILLE
CITY COUNCIL MEETING MINUTES**

Beauty and the Bridge Update

The Student Art Council gave a PowerPoint update on the Beauty and Bridge project along with Cynthia Thompson. The students are very excited to be a part of this project and be a part of the history of Wilsonville. A spring open house is being planned. Council members thanked Ms. Thompson for her continued leadership and the Student Art Council's enthusiasm and participation.

Martha Schrader, Clackamas County Commission Candidate, introduced herself as a candidate running for County Commissioner Seat 3.

CITIZEN INPUT

Kate Greenfield, Wilsonville citizen, addressed her concerns with the Council direction to cut the City's budget. Ms. Greenfield moved to Wilsonville 3 years ago because of the City's amenities and well run City government. Ms. Greenfield asked why these cuts were needed and expressed concern that the directive was done after the budget process was finished and does not understand the logic in these cuts. Ms. Greenfield stated she had voted for Councilors Goddard and Starr and had hoped they would use tax dollars wisely but not cut on principals only. This is not what she had voted for and does not believe a smaller, cheaper government is better. Ms. Greenfield also praised City services such as SMART.

Anne Easterly, Wilsonville resident and Budget Committee Member, stated she is an advocate for City staff and feels the City is on solid financial ground and praised the City's past financial responsibility. Ms. Easterly commended Transit Director Cynthia Thompson on her professionalism and creativity. Ms. Easterly stated now is not the time to eliminate jobs and the work staff does is validated.

Tony Holt, Budget Committee Member, sympathizes with the remarks of the last two speakers. Mr. Holt congratulated Bryan Cosgrove for meeting the Council's mandate and urged the City Council to accept the proposed savings as presented even though they don't exactly match the \$1.25 million. He believes this will send the message that the City is cost conscious during these difficult times. Another main point Mr. Holt is here for is to move to a bigger task of developing a 5 year plan to anticipate potential problems before they occur. Mr. Wallis has done an excellent job of presenting the annual budget year after year but those on the budget committee understand that some funds will be stretched in the coming years and it will take more cuts than what the City Manager has done this time around to solve the problem. It is time to coordinate strategic thinking to the task of long term financial planning.

COUNCILOR COMMENTS, LIAISON REPORTS & MEETING ANNOUNCEMENTS

Council members announced upcoming meetings. On December 6th there will be an open house on 95th and Boones Ferry and on December 16th at the community center there will be a middle school dance.

CITY OF WILSONVILLE
CITY COUNCIL MEETING MINUTES

CONSENT AGENDA

- A. Minutes of the November 7, 2011 and November 21, 2011 Council Meetings

Motion: Council President Núñez moved to approve the consent agenda. Councilor Hurst seconded the motion.

NEW BUSINESS

- A. Budget Adjustments

City Manager Bryan Cosgrove gave a brief staff report on budget adjustments as was the direction from Council. Mr. Cosgrove explained the process was a long one. Mr. Cosgrove directed managers to bring ideas to cut the budget with the least amount of impact on the citizens and customer service. The Finance Director and Mr. Cosgrove came up with 3 categories – efficiencies, squeezes and program reductions. Examples given of a budget squeeze is the elimination of overtime in the Administration Department. Not rehiring the Management Intern position is a program cut. Mr. Cosgrove explained additional cuts which were mainly not rehiring positions that are vacant. It is the City Manager's belief that it is important to check with the community before cutting programs and has proposed a Community Survey to be conducted in the next few months. This will give Council a good sense of what is important to our citizens. Mr. Cosgrove continued to state the City has done a lot right. The City's reserves helps avoid high interest rates and secure a higher bond rating which saves tax payer's money. The Council can choose to accept all of the City Manager's recommendation or just specific parts.

Mayor Knapped thanked the City Manager and Finance Director for their efforts.

Questions were asked by Council in regards to the recommendations. Efficiencies do not involve any cuts of staff or hours just over time hours. A brief discussion was held as to the replacement of fleet vehicles and the City Manager is looking into the program to find better efficiencies but there is a reserve fund for vehicle replacement so the City will have cash on hand after an estimated 10 year life span for vehicles.

Councilor Starr noted it is his goal to be strategic with City funds, to have reserves and he appreciated the fine management of Mr. Wallis and past Councils as they have helped get us where we are today.

Council President Núñez stated that people move to Wilsonville because of the services the City offers but it is necessary to also be considerate of fiduciary responsibilities.

Mayor Knapp stated he voted for the original motion to cut the \$1.25 million from the City's budget so City finances could be reassessed. He does not feel it is necessary though to sign off on a million dollars. Efficiencies are good practice but would like the City Manager to also be

**CITY OF WILSONVILLE
CITY COUNCIL MEETING MINUTES**

able to hire staff as needs arise. The Mayor is not in favor of any program cuts. The City has been extremely well run and City staff are professionals who the Council needs to work with to identify priorities.

Council President Núñez thanked Gary Wallis, Staff and the City Manager for their good work. The City is in a good position and on the right track and she is interested in what the community survey will show. It is important to use our money wisely and also maintain our high level of service.

Councilor Starr expressed concern as to the trajectory of revenues and expenses as sees expenditures being greater than revenues in 2013-14. He felt it is important to make adjustments to expenditures now and felt these budget adjustments are a positive start but it is time to methodically go through the City's finances year after year. While the recommendations are good, it is important to do better financial planning in the future. More value for our dollar.

Councilor Goddard thanked Mr. Cosgrove and staff for being so responsive. Councilor Goddard stated these recommendations would bring no pain and suffering but merely cut "low hanging fruit". This is just responsible fiscal management. Cuts can be made without major impacts to City staff or programs. Further efficiencies will need to be identified during the budget season as this should not be a one-time effort but a continuous process.

Councilor Hurst empathized with the City Manager for having to such a hard task so early in his tenure and thanked him for his diligence. Councilor Hurst stated he did not feel that staff was wasteful but it is important to be cautious in this economy but still serve our customers the best we can. Councilor agrees with the recommendations as presented and looks forward to the community survey.

Mayor Knapp asked for next moves, to adopt recommendations in full or certain parts.

Motion: Council President Núñez moved to adopt the City Manager's recommended reductions of \$1.023 million as presented. Councilor Hurst seconded the motion.

All City Council members were supportive and eagerly await the results of the community survey.

Motion passes 5-0.

Mayor Knapp called for a short break.

PUBLIC HEARING

- A. **Ordinance No. 699** – First Reading (*CD contains entire background*)
An Ordinance Of The City Of Wilsonville Approving A Zone Map Amendment From The Clackamas County Exclusive Farm Use (EFU) Zone To The Village (V) Zone On Approximately 27.46 Acres, And Including Adjacent Streets Located At The Easterly Area Of Villebois Village, Comprising Tax Lots 300,

CITY OF WILSONVILLE
CITY COUNCIL MEETING MINUTES

380, And 3000 Section 15, T3S-R1W, Clackamas County, Oregon. Redus OR LLC, Applicant.

Blaise Edmonds gave a staff report and PowerPoint presentation also presented at work session earlier. Council had no new questions; all were answered at work session. Councilor Starr stated if it is necessary in order to make this work to move towards smaller homes and higher density as the market changes its acceptable. You have to build what you can sell.

Councilor Goddard stated the lot sizes are quite a bit smaller than in other areas of town. A short discussion was held on bank interest.

Motion: Council Hurst moved to close the public hearing. Council President Núñez seconded the motion.

Motion: Council Hurst moved to approve Ordinance No. 699 on first reading. Council President Núñez seconded the motion.

Councilor Starr noted he was a bit uncomfortable with the changes although he understands the reasons but he also wants to make sure we live up to those expectations of those people who bought from the beginning.

Motion passes 5-0.

- B. **Ordinance No. 700** – First Reading (*Bound separately*)
An Ordinance Repealing Ordinance No. 515, Which Amended The Comprehensive Plan By Adopting The 2001 Storm Water Master Plan, And Amending The Comprehensive Plan By Adopting A New 2011 Storm Water Master Plan to replace the 2001 Stormwater Master Plan.

Due to the lateness of the hour, Councilor Goddard asked to just hear the staff report and leave the public hearing until December 19th. Council members concurred.

Mayor Knapp opened the public hearing.

Kerry Rappold and consultants gave a PowerPoint presentation. Over the past 3 years, the Planning Commission and City Council have conducted a variety of public open houses and information. The previous Stormwater Master Plan was adopted in 2001 and this plan will replace it. The master plan is divided into 3 phases.

- Phase 1 entailed the development of Total Maximum Daily Load required by DEQ.
- Phase 2 involved developing recommendations regarding habitat friendly development practices for stormwater management consistent with Metro's Title 13.
- Phase 3 involved reviewing, updating, and revising elements of the existing Stormwater Master Plan.

CITY OF WILSONVILLE
CITY COUNCIL MEETING MINUTES

Mr. Rappold asked that all questions be emailed to him. He will provide answers in the next Council packet as there are too many questions to be addressed at this late hour. Council President Núñez asked to be provided the PowerPoint presentation.

Motion: Councilor Hurst moved to continue on December 19, 2011. Councilor Scott seconded the motion.

Motion passes 5-0.

CITY MANAGER'S BUSINESS - *There was none.*

LEGAL BUSINESS – *There was none.*

ADJOURN

Motion: Council President Núñez moved to adjourn. Councilor Starr seconded the motion.

Vote: Motion carried 5-0.

The Council meeting adjourned at 10:09 p.m.

Respectfully submitted,

Starla Schur, MMC, Deputy City Recorder

ATTEST:

TIM KNAPP, MAYOR

City of

WILSONVILLE
in OREGON



CITY COUNCIL MEETING STAFF REPORT OR REQUEST FOR ACTION

Resolution No. 2340 Siting of Skate Park on Courtside Drive

Meeting Date: 1/5/12
Report Date: 12/27/11
Source of Item: Community Services

Contact: Brian Stevenson
Contact Telephone Number: 503-570-1523
Contact E-Mail: stevenson@ci.wilsonville.or.us

ISSUE STATEMENT

The siting of a skate park at the publicly-owned segment of property on Courtside Drive.

BACKGROUND

Five potential skatepark sites have been formally presented to City Council, in both Council meetings and in work sessions over the past six years. Sites were reviewed using criteria established by Spectrum Skatepark Creations and utilized by the City of Portland for skatepark placement, as well as, by other municipalities across the country.

Staff focused on finding a site that was visible by the public, visible by the police, had access to bathrooms/water, was in a central location and had minimal conflicts with surrounding activities.

A skate park located on Courtside Drive was determined to be the most appropriate site. This site has been favored throughout the process by city staff and Wilsonville Police. This area has also been supported by local skateboarders and the Parks and Recreation Advisory Board.

A skatepark at this site would utilize the City Hall parking lot, have access to bathrooms in the Visitor Center, have access to the water fountain currently in place at Town Center Park, and would be close to the SMART bus stop located on Courtside Drive. The nearest resident is approximately 350-400 feet with any noise concerns mitigated through design.

The proposed skatepark site is located on city owned property alongside Courtside Drive, east of Town Center Park and north of the City Hall parking lot (map attached). The area of the site is approximately 29,000 sq./ft. of which 15,000 sq./ft. will be designed as skateable space.

Design of the skatepark will take into consideration safe buffers between Courtside Drive, the skatepark, and the sidewalk dividing the two. Park design will ensure the safe entry and exit of skaters, while protecting walkers and transit users. Design elements will also be used to provide a buffer between Town Center Park and the skatepark site.

RELATED POLICIES/BUDGET CONSIDERATIONS

Selection of a skate park site addresses Council's goal of "Enhance livability and Safety in Wilsonville",

specifically the action item of "Revisit skate park siting".

Project #9103 (Skate Park – Site Selection) allocates \$30,000 for design, and \$4,200 for engineering administration of Park SDC funds during budget year 2011-12. No further city funding has been approved for this project.

COUNCIL OPTIONS

1. Adopt the resolution as written
2. Amend the resolution then adopt
3. Not adopt the resolution

STAFF'S RECOMMENDATION

It is recommended that Council adopts the resolution authorizing the location of a skate park at the publicly-owned segment of property on Courtside Drive, as indicated on the attached map.

SUGGESTED MOTION

I move to adopt Resolution No. 2340 authorizing the location of a skate park at the publicly-owned segment of property on Courtside Drive, as indicated on the attached map.

ATTACHMENTS

- A. Map of proposed Courtside Drive skate park.

RESOLUTION NO. 2340

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF WILSONVILLE
ACKNOWLEDGING THE SITING OF A SKATE PARK ON COURTSIDE DRIVE AS
INDICATED ON THE ATTACHED MAP.**

WHEREAS, staff analyzed the criteria, based on national standards, for siting a skate park and;

WHEREAS, staff visited and analyzed several potential skate park sites within the City of Wilsonville, and;

WHEREAS, there has been a public involvement process which included the Wilsonville skate park association, and;

WHEREAS, the Courtside Drive site has received endorsements from skate boarders, Parks and Recreation Advisory Board, citizens and Wilsonville police, and;

WHEREAS, siting of a skate park has been discussed by the City Council at work session on December 5, 2011, and;

WHEREAS, staff has provided a recommendation for the publicly-owned site on Courtside Drive for reasons of its many appropriate qualities for a skate park site, and;

WHEREAS, at its regularly scheduled work session, on December 5, 2011, the City Council approved this site (see attachment) for a skate park encompassing the 29,000 sq. ft. parcel on the west side of the publicly-owned segment of property on Courtside Drive, adjacent to Town Center Park;

NOW, THEREFORE, THE CITY OF WILSONVILLE RESOLVES AS FOLLOWS:

1. Based upon the above recitals, the City of Wilsonville authorizes the location of a skate park at the publicly-owned segment of property on Courtside Drive, as indicated on the attached map.

ADOPTED by the Wilsonville City Council at a regular Council meeting thereof this 5th day of January 2012 and filed with the Wilsonville City Recorder this same date.

Tim Knapp, MAYOR

ATTEST:

Sandra C. King, MMC, City Recorder

SUMMARY OF VOTES:

Mayor Knapp _____

Council President Nunez _____

Councilor Hurst _____

Councilor Goddard _____

Councilor Starr _____

Attachment:

Aerial Map showing location of skate park site.

Courtside Drive Skatepark Site

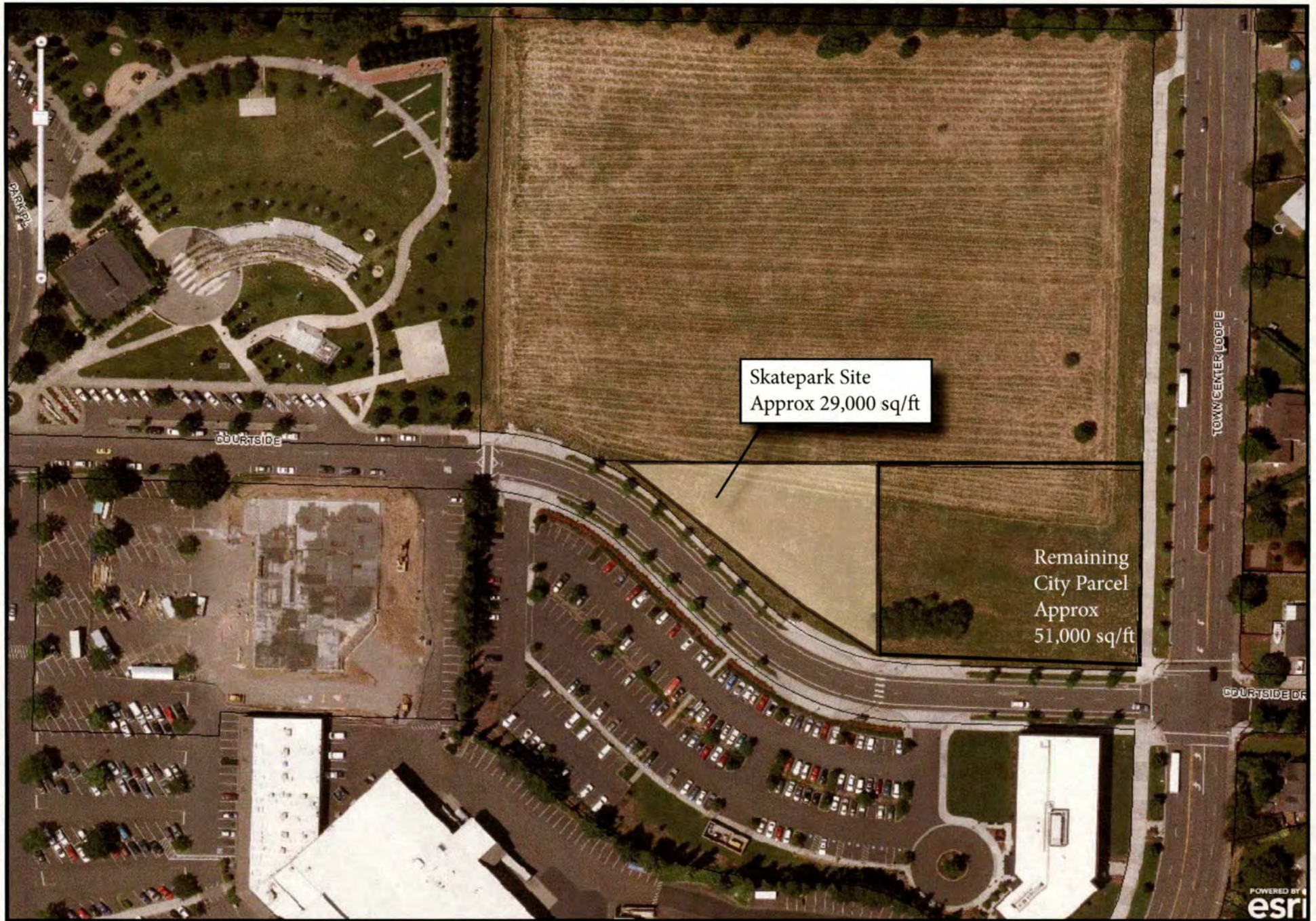


EXHIBIT "A"

CITY COUNCIL MEETING AGENDA ITEM SUMMARY

Ordinance No. 701 Special Event Procedures and Fees

Meeting Date: January 5, 2012
Report Date: December 27, 2011

Contact: Mike Kohlhoff & Peggy Watters
Contact Telephone Number: 503-570-1508 & 1579

Source of Item: Legal & Community Services

Contact E-Mail: kohlhoff@ci.wilsonville.or.us & watters@ci.wilsonville.or.us

ISSUE STATEMENT

Wilsonville Codes related to parades and funerals (5.530-5.555) and those related to 'Outdoor Public Events' (6.100-6.160), are found to be out dated for the current administration required of events within the City. To bring the City Code into alignment with current practices, the Ordinance No. 701 is submitted in order to repeal Wilsonville Code Chapter 5, Sections 5.530 to 5.550 and Chapter 6, Sections 6.100 to 6.180 and to adopt new sections 6.100 to 6.175.

These revisions include greater recognition of the value of ongoing and large public events that are of benefit to the general public and enhance a sense of community. Other revisions provide for expedited permitting procedures for Large Special Events and means of establishing partnership policies and flexible fee structures.

BACKGROUND

Community Services has already created a permit for the special use of streets, sidewalks and rights of way in response to requests for activities that utilize public streets and sidewalks in ways other than the codes provided for parades and funerals.

Community Services has also already developed a permit and checklist for large scale events that require extra safety measures, notifications to city departments and county services and seeks to limit the City's potential liability. This checklist was developed in response to the increased number and complexity of requests for use of city parks and facilities. This checklist provides a mechanism to prevent conflicts in site and facility usage, allows for necessary site/facility preparations, provides appropriate staffing as needed and helps to avoid overuse of sites and facilities.

These new code sections authorize a permitting system for the special use of streets and sidewalks and a permitting system for large special events. These new code sections codify the administrative decisions made by Community Services. The ordinance also adjusts the review process for special event applications to provide the City Manager with a framework for creating community partnerships whenever possible and plausible for further acknowledgement of the value of events to the community.

City Council has reviewed drafts of this ordinance in two previous work sessions. Issues raised from the November 21, 2011 work session have been addressed by staff, both in the body of the ordinance or as supporting

documents to be used by staff when reviewing a special event application.

RELATED CITY POLICIES

The body of the ordinance provides the needed update of city codes that refer to the management of large public events within the City of Wilsonville. These revisions satisfy the Priorities for Council Attention in 2011-12: A) Enhance livability and safety in Wilsonville - Policy for community events.

The ordinance addresses the growth and complexity of other related issues of signage, public assembly, use of city rights-of-way, and resources allotted to activities originated in other than city departments.

The new code sections embody current constitutional laws to protect the right to free expression and assembly. These new sections seek to afford citizens the complete scope of their constitutional rights while imposing reasonable time, place and manner restrictions necessary to protect City resources from waste and to coordinate the use of public spaces for the benefit of all citizens.

COUNCIL OPTIONS

The Council has the following options for consideration of this Ordinance:

- 1) To approve Ordinance 701, as written.
- 2) To approve Ordinance 701, with specific recommendations for change or adjustment,
- 3) To not approve Ordinance 701, and request specific changes to the ordinance for future agenda,
- 4) To not approve Ordinance 701, leaving current codes as written.

SUGGESTED MOTION

I move to approve Ordinance 701, on first reading, an ordinance repealing Wilsonville Code Chapter 5, Sections 5.530 to 5.550 and Chapter 6, Sections 6.100 to 6.175 and adopting new Sections 6.100 to 6.175 relating to the use of public lands, parks and facilities for hosting large special events and the use of public streets, rights-of-way, sidewalks and bikeways for hosting special events that will substantially impede the flow of vehicular, pedestrian or bicycle traffic; to be implemented with the activity reservation season, beginning February 2012.

ATTACHMENTS

Attachment A: Ordinance No. 701

ORDINANCE NO. 701

AN ORDINANCE REPEALING WILSONVILLE CODE CHAPTER 5, SECTIONS 5.530 TO 5.550 AND CHAPTER 6, SECTIONS 6.100 TO 6.175 AND ADOPTING NEW SECTIONS 6.100 TO 6.175 RELATING TO THE USE OF PUBLIC LANDS, PARKS, AND FACILITIES FOR HOSTING LARGE SPECIAL EVENTS AND THE USE OF PUBLIC STREETS, RIGHTS-OF-WAY, SIDEWALKS AND BIKEWAYS FOR HOSTING SPECIAL EVENTS THAT WILL SUBSTANTIALLY IMPEDE THE FLOW OF VEHICULAR, PEDESTRIAN, OR BICYCLE TRAFFIC.

WHEREAS, the City recognizes the intrinsic value of public events, large and small, that bring people from the community together for celebration, recreation, exercise, debate, and enjoyment of public spaces; and

WHEREAS, certain large events conducted within the City annually have contributed to the economic development, tourism, and quality of life experienced in Wilsonville; and

WHEREAS, the City currently has in place a reasonable and equitable reservation system for use of certain park areas, public structures, and building rooms and provides for permitting of some special event use of City streets, sidewalks, and bikeways; and

WHEREAS, certain of the City's public parks can accommodate large assemblages, hereinafter referred to as Large Special Events, of two hundred and fifty (250) or more persons; and

WHEREAS, the City finds from its experience that these large events are likely to create additional needs and impacts upon City services, resources, and public property and upon adjacent and nearby streets, sidewalks, and bikeways, as well as on the traveling public and neighboring properties beyond those generally associated with smaller assemblages; and

WHEREAS, the City finds from experience that there are requests for special events, that require the special use of public streets and rights-of-way, sidewalks, and bikeways for assemblages such as parades, marches, block parties, foot and bicycle races, and spontaneous responses to current events which could be accommodated by a reasonable and uniform permitting system; and

WHEREAS, the City of Wilsonville recognizes and supports the public's right of assembly and free speech and to utilize public facilities and rights-of way for such purposes; and

WHEREAS, the City has an important and compelling governmental interest in protecting property, public safety, health, and welfare and controlling use of streets and other public facilities and venues; and

WHEREAS, the City also has an important and compelling interest in regulating the needs and impacts of Large Special Events and in maintaining public property and facilities in an attractive and intact condition for the general public's use and enjoyment; and

WHEREAS, the City also has an important and compelling interest in obtaining notice of Large Special Events to ensure additional safety and other services that may be necessary due to the nature of the event and/or its size are provided; and

WHEREAS, the City desires to establish reasonable and uniform regulations governing the permitting and manner of operation of Large Special Events and the Special Use of public streets, sidewalks, rights-of-way, and bikeways; and

WHEREAS, establishing these regulations will not only protect public property but will also protect surrounding businesses, neighbors, residents, the traveling public, and those with mobility handicaps from potentially adverse primary and secondary effects; and

WHEREAS, the City finds it is reasonable and necessary to provide a permit system for Large Special Events and Special Use of public property, streets, rights-of-way, sidewalks, and bikeways and to charge a reasonable fee to recover costs of administering such a permit; and

WHEREAS, the City recognizes the importance of providing public services for any Special Events at a minimal cost to the public and will endeavor to communicate effectively with event organizers to streamline the process and to accommodate a reasonable level of service in support of such events, provided that such services do not place an unreasonable burden on the fiscal wellbeing of the city.

NOW, THEREFORE, THE WILSONVILLE CITY COUNCIL ORDAINS AS FOLLOWS:

1. Chapter 5, Sections 5.530 to 5.550 are repealed. A new Special Use of Street and Sidewalks Permit will be added to Chapter 6 to govern the use of streets, sidewalks, rights-of-way and bikeways for Special Events to replace these repealed sections.
2. Chapter 6, Sections 6.100 to 6.175 are repealed. New Sections 6.100 to 6.175 are adopted to govern the use of streets, sidewalks, rights-of-way and bikeways as well as assemblages of two hundred and fifty (250) or more persons. Sections 6.100 to 6.175 will read as follows:

SPECIAL EVENTS

6.100 Purpose.

- (1) Reasonable and Uniform Regulation. The City recognizes the inherent value in special events that bring the public together and enhance the standard of living within the community. In order to better facilitate these events, it is the purpose of this section to streamline the process through establishing clear, understandable, reasonable and uniform regulations governing the permitting of assemblages, hereinafter referred to as Special Events, within the City on City streets, sidewalks, and other public facilities and venues in a manner which will protect the rights of surrounding businesses, neighborhoods, residents, and the traveling public while providing those who desire to conduct or patronize Special Events the opportunity to do so.

- (2) Rights to Speech and Assembly. This Section seeks to accommodate public rights of speech and assembly consistent with the governmental interest in protecting property, public safety, health, and welfare, by establishing procedures, terms, and conditions for conducting Special Events. This Section seeks to impose reasonable time, place, and manner controls in an appropriate and limited manner upon events and facility use for which permits are required. This section shall be administered in a manner that seeks to allow for expression, assembly, and exercise of religious rights in accordance with applicable constitutional and statutory limits and controls. It shall be administered in a manner that recognizes that the community values the various and diverse types and sizes of events as enhancing the quality of life of the community.

6.105 Definitions.

- (1) "Bikeway" or "Bike lane" means any place or way set aside or open to the general public for purposes of bicycle traffic, including, but not limited to, paved and unpaved paths, trails, and medians.
- (2) "City" means the City of Wilsonville in Oregon.
- (3) "Permit" means permission from the City for conducting a Special Event pursuant to this Section.
- (4) "Person" means any person, firm, partnership, association, corporation, company, or organization of any kind.
- (5) "Sidewalk" means any area or way set aside or open to the general public for purposes of pedestrian traffic, whether paved or not, and including, but not limited to, when combined with a bikeway.
- (6) "Sign" and all variations and subcategories of the word "sign" have the meanings established in Wilsonville Code Chapter 4.
- (7) "Special Event" means any celebration, gathering, assembly of persons, meeting, program, or similar occasion which may include but not necessarily be limited to entertainment, dancing, music, dramatic productions, parades, exhibitions, sports competitions, sale of merchandise or food, or any combination thereof.
- (8) "Spontaneous Reaction to Fast-Breaking Events" means a public reaction to a documented publicly known occurrence within the previous 72 hours—such as assembling to mourn a death of a president or to rally over the national 9/11 tragedy—for which applying for and enforcing a permit would be impractical.
- (9) "Street" means any place or way set aside or open to the general public for purposes of vehicular or bicycle traffic, including any berm or shoulder, parkway, right-of-way, bicycle lane, or median strip thereof.

6.110 Special Use of Streets, Sidewalks, Rights-of-way, and Bikeways Permit

(1) Special Use of Streets and Sidewalks Permit. No person shall organize or participate in a special event which may unreasonably disrupt or interfere with vehicular, bicycle, or pedestrian traffic without obtaining a Special Use of Streets and Sidewalks Permit. A Large Special Events Permit will also be needed if the event is likely to draw two hundred and fifty (250) or more people. (See Wilsonville Code 6.115.)

(2) Exceptions.

(a) Funeral Processions. Funeral processions are exempt from Special Use of Streets and Sidewalks Permit requirements.

(b) Advertising Vehicles. Advertising vehicles operating under other provisions of the Wilsonville Code are exempt from the Special Use of Streets and Sidewalks Permit requirements.

(c) Spontaneous Reactions to Fast-Breaking Events. The City recognizes that from time to time there is a need for persons to spontaneously assemble, walk, and march to react to an event within the previous 72 hours—such as mourning the death of a President or to reacting to an event such as the 9/11 tragedy. In such documented and publicly known events, applying for a permit would not be practical and enforcement would also be impractical and therefore is not required. Nevertheless, under the circumstances, the following are reasonable conditions to be imposed.

(i) Method of Assembly. If the event consists of people and the participants assembling, marching, and/or walking, they should do so in groups of fifty (50) or fewer, two (2) abreast (to create space between groups) and give way to others they encounter on the public way and obey all traffic regulations, obey all park regulations, and do not obstruct traffic flow.

(ii) Notification to the City. Reasonable attempts should be made to contact the City so that it may be informed of the event's occurrence and direct City resources as appropriate.

(iii) Notification to Participants. It is the responsibility of the event organizer to inform all event participants of the above conditions so that vehicular, bicycle, and pedestrian traffic are not impeded. If the above conditions are not followed and traffic flow is impeded, the City will take appropriate action, up to and including ending the event.

(c) Events That Will Not Disrupt Vehicular, Bicycle, or Pedestrian Traffic. Use of streets or sidewalks that will not block, stop, or impede traffic flow do not need a Special Use of Streets and Sidewalks permit. An event will not need a permit so long as:

- (i) The event is conducted entirely on sidewalks or other pedestrian rights-of-way and does not spill over into City Streets in a way that would be a hindrance to vehicle traffic or would constitute a safety risk for attendees;
- (ii) The event is not situated in such a way so as to block through-travel of pedestrians and/or bicycles and a path large enough to accommodate handicapped pedestrian travelers can quickly be cleared; and
- (iii) Event organizers comply with all requests from City personnel and law enforcement to modify the configuration of the event so as to create a minimum disturbance to vehicular, bicycle, and pedestrian traffic.
- (iv) The event does not last more than 72 hours.

6.115 Large Special Events Permit

- (1) Large Special Events. Except for assemblies to walk or march under the provisions of 6.110(2)(c), no person may engage in or conduct any event, entertainment, amusement, or assembly or use any public facility for purposes other than governmental operations of the City if the event is likely to draw two hundred and fifty (250) or more persons or involves complex organization and coordination from multiple City agencies such as the fire department, the sheriff's office, state police, public works, etc., unless that person has a current and valid permit issued in accordance with this section.

6.120 Permit Applications for Special Use of Streets and Sidewalks and Large Special Events.

- (1) Application Timeline.

- (a) Large Special Events. Whenever reasonable, written application for Large Special Events permits, which may also need to be accompanied by a Special Use of Streets and Sidewalks permit application, shall be made to the City ninety calendar (90) days prior to the date upon which such event is scheduled to be held. The City will make every attempt to quickly accommodate Special Events held in response to fast-breaking events, for which ninety (90) days notice is impossible or otherwise impracticable. Written notice of approval or disapproval of said application shall be given the applicant no later than fifteen calendar (15) days after the application has been filed.
- (b) Events that Only Require Special Use of Streets and Sidewalks Permits. Small scale events that only require a Special Use of Streets and Sidewalks Permit but do not require a Large Special Events permit should be made to the City thirty (30) calendar days prior to the date the event is scheduled to be held. Written notice of approval or disapproval of the application will be given to the applicant no later than (7) calendar days after the application has been filed.

(2) Expedited or Extended Application Review.

- (a) Expedited Review. Upon request of an applicant, the City may agree to an expedited application review when the applicant demonstrates that compliance with the standard review process (1) is not required due size, to location, duration, or other appropriate factors indicating that public safety, health, welfare, fiscal wellbeing, and convenience would not be affected by expedited review or (2) would substantially burden protected rights, including speech and assembly, as to matters of public concern and the expedited review process would allow reasonable review to address substantial matters of public safety, health, welfare, fiscal wellbeing, and convenience
- (b) Long-Standing Community Events. The City recognizes that there are certain special events held on a recurring basis that have become important features of community life in Wilsonville. Organizers of these events have demonstrated a history of responsible event management and a commitment to work with the City to ensure that City resources are used efficiently. Events designated by the City Council as Long-Standing Community Events shall be entitled to an expedited review process so long as the nature of the event remains substantially similar. This dispensation shall not be based on the content of the event, but is solely a recognition of the cooperative relationship event organizers have developed with the City and the known history of the services required. The designation of long standing community events may be designated by the City Manager who will review the list of long-standing community events on an annual basis and revise it as needed to reflect the City's goal of promoting community and diversity.
- (b) Extended Review. Upon determination that the size, location, duration, or other appropriate factors that affect public safety, health, welfare, fiscal wellbeing, and convenience require more intensive review of an application, the City, after notice to the applicant, may extend the standard review time, of fifteen calendar (15) days, by a period not to exceed 7 calendar days.
- (3) Requirements for Permit Approval. Permits shall not be denied providing the conditions enumerated in Section 6.125 are met by the applicant and the permit fee as required by Section 6.130 is paid. Decisions to issue, deny, or conditionally approve permits shall not be based on the content of a message associated with the event absent a compelling governmental interest. Notwithstanding that general standard, protections otherwise applicable to speech and assembly are limited and may not extend to speech or assembly that is intended to or has the result of causing public alarm, disruption of peaceful assemblies or government processes, falsehood, or other forms of expression that are not protected under the laws or constitution of Oregon or the United States.
- (4) Non-Discrimination. The City shall uniformly consider each application upon its merits and shall not discriminate in granting or denying permits under this Section based upon political, religious, ethnic, race, disability, sexual orientation, or gender-related grounds or other criteria that would be considered a violation of state or federal law.

(5) Application Forms. The City shall create and provide application forms for Special Use of Streets and Sidewalks and Large Special Events permits. The application shall request information designed to allow the City to act on the application in an informed manner to determine if the application meets the requirements of this Section, and to allow the City to determine what requirements, if any, should be imposed as a condition of issuance of the permit. The City may amend any application form in whole or in part on such notice as is deemed appropriate under the circumstances, provided that an amendment shall not apply to an application made prior to the City's formal notice of any proposed amendment to the application form.

6.125 Permit Conditions for Special Use of Streets and Sidewalks and Large Special Events.

(1) Permits Non-Transferable. All Special Use of Streets and Sidewalks and Large Special Event Permits are issued in the applicant's name as an individual, or a representative or agent of a company, organization, or other entity for a specific purpose, at a particular location, and for a specific date(s) and time(s). Such permit cannot be assigned, sold, lent, leased, or otherwise transferred even though the name of the applicant, or name of the company, organization, or other entity represented by the applicant may change.

(2) Facility Use Agreement. The City of Wilsonville reserves the right to cancel or change facility use agreements when deemed necessary by the City. Failure to comply with park or facility use policies will be grounds for cancelling the park or facility use agreement and denying future applications. Additional limits may apply subject to the nature of the event activity.

(3) Location. No permit for Special Use of Streets and Sidewalks or Large Special Events shall be granted unless said event is to be held in those areas of the City zoned or otherwise designated for parks and recreation. If the event is to be held on private property and there is a substantial risk that spill-over effects of the event will burden City resources beyond their day-to-day levels, written consent to the use of the property for such purpose together with evidence of ownership of the property and an accompanying description of the property to be used for the proposed event must accompany a permit application.

(4) Special Events Checklist. Permits for Special use of Streets and Sidewalks and Large Special Events shall require provision of adequate coverage, when applicable, of the items indicated on the Special Events Checklist provided by the City, which shall include, but not be limited to the following:

(a) Location Description. A description of all public property that will be used in the hosting and conducting of an event must accompany all application materials. If the event will be conducted on private property and it is likely that the event will have spill-over effects, due to its size, that tax City resources beyond their ordinary and normal scope, a description of the private property is required as well.

- (b) Route. If a part or whole of the event will involve the use of public streets, bikeways, rights-of-way, and/or sidewalks, a Route map for the event must be attached.
- (c) State Highways. Events utilizing areas around ramps to state highways must apply for and coordinate closures with the state of Oregon.
- (d) Time Restrictions. Permits are issued with a set start and end time. These will not be changed without permission of the City. Resumption of normal traffic in these areas will occur at the end time specified on the event permit.
- (e) Other Permits. Event organizers are responsible for ensuring all applicable permits are in place prior to the event and paying the appropriate fees.
- (f) Sanitary Facilities. Event organizers are responsible for the provision of adequate sanitary facilities relative to the number of projected attendees. OAR 333-039-0005 provides the guidelines for the number and locations of toilets, to be that 1 out of 6 must meet ADA regulations, and no less than 1 toilet meeting ADA regulations will be provided at any mass gathering.
- (g) Waste Removal. Event organizers are responsible for waste removal from public property and rights-of-way included within or immediately adjacent to the event location. Adequate waste receptacles shall be placed throughout the event area to prevent littering. Recyclable container receptacles shall be provided as part of the waste management plan. Waste disposal containers provided must be adequate to contain the waste generated by the event. Additional waste containers must be provided by event organizers when event activities will generate waste beyond the capacity of the waste receptacles provided for normal capacity of the rented shelter or facility.
- (h) Vendors. All vendors wishing to carry on business during a Special Event must have a current valid Business License issued by the City of Wilsonville in compliance with Wilsonville Code 7.300 et seq. All vendors must clearly display their business license at their vendor site.
- (i) Food Safety. Event organizers are responsible for the sanitary service of all concessions. All vendors serving food or garden produce for human consumption from any cart, wagon, or motor vehicle must have the proper means for preparing, keeping, and serving the food as determined by the Clackamas or Washington County Health Department as appropriate. Events serving food must register with the Clackamas or Washington County Health Department, as appropriate, and follow all rules and responsibilities for safe handling. All vendors serving food must clearly display their license from the Health Department at their vendor site.
- (j) Fire Protection Plan. If the event will involve the use of tents or awnings, no permit shall be granted hereunder unless the applicants have shown that Tualatin Valley Fire

and Rescue has approved fire protection devices and equipment available for and at the location of the assembly.

- (k) Public Safety. Event Organizers are responsible for the behavior and safety of their guests, including safe access and egress to and from the event. A security plan must be prepared for Special Events over the capacity of the facility, park, or shelter housing the event. A Safety Plan must also be prepared for events that will use streets, bikeways, rights-of-way, and sidewalks.
- (l) Parking Facilities. Event Organizers are responsible for ensuring that there will be adequate parking available for the anticipated number of event participants. Adequate ingress and egress shall be provided to or from such parking area to facilitate the movement of any vehicle at any time to or from the parking area. If the parking available at the event location is inadequate for the event, a plan for a shuttle service or off-site parking must be included.
- (m) Special Equipment. Additional special equipment (dunk tanks, inflatables, stages, etc.) must be placed in locations that are safe for the attendees and do not damage park or facility grounds. Amplified music must be modified to a level that does not disturb other park or facility users or nearby residents. All special equipment that will be used must be listed on the Large Special Events Permit Application.
- (n) Use of Alcohol. Alcohol is not permitted in public parks or facilities except in designated areas and by special request. A copy of the required documentation and license(s) issued by the Oregon Liquor Control Commission must accompany the Large Special Events Permit Application. Failure to provide this documentation will result in the City's refusal to allow alcohol to be served at the Event. All events serving alcohol are required to insure the event as outlined below in subsection (o).
- (o) Insurance and Indemnity. Event organizers must agree to hold the City, its agents, officials, and employees harmless from and against all damages, including reasonable attorney's fees, to persons or property, all expenses and other liability that may result from permitted activities. Moreover, event organizers must maintain public liability and property damage insurance that protects the event organizers, and any independent contractors or third party vendors as well as the City and its officers, agents, and employees from any and all claims, demands, actions, and suits for damage to property and personal injury, including death, arising due to the permitted activities. The insurance shall provide coverage in amounts sufficient to meet the minimum tort claim liability insurance requirements as established by the Oregon Legislature.

6.130 Permit Fees for Special Use of Streets and Sidewalks and Large Special Events.

- (1) Fees. Such fees which are reasonable to compensate the City for costs directly associated with the event shall be paid at the time of application for the Special Use of Streets and Sidewalks or Large Special Events Permit. The City Manager is responsible for adopting a

progressive fee schedule that reflects the size and nature of the event and the nature of the burden allowing the event to occur on City property places on City resources.

- (2) Fee Waivers. Long-Standing Community Events, as described in 6.120(2)(b) and to which the City contributes grants or sponsorship may be granted a fee waiver, in whole or in part, relative to their continued contribution to economic development, tourism, and quality of life in Wilsonville. Waivers will be determined by the City Manager and reviewed on an annual basis.

6.135 Permit Review.

- (1) Decision to Grant, Deny, or Grant with Conditions. Upon receipt of a permit application, the City will determine whether to grant, deny, or grant with conditions the requested permit. In making this determination, the City may consider any of the following:
- (a) Whether the application has been fully completed and executed;
 - (b) Whether the application contains any material falsehood or misrepresentation;
 - (c) Whether the applicant is legally competent to contract, sue, and be sued;
 - (d) Whether the applicant has, on prior occasion, damaged public property and not paid, in full, for such damage;
 - (e) Whether a permit to use the same location, on the same date and at the same time has already been granted to another party;
 - (f) The potential for the event to substantially interrupt the safe and orderly movement of other pedestrians or vehicular traffic contiguous to the route or location;
 - (g) The potential for the event to require the diversion of so great a number of municipal police officers to properly police the event as to prevent normal police protection of the City;
 - (h) The potential for concentration of persons, animals, and vehicles at the event location which would unduly interfere with proper fire and police protection of, or ambulance service to, areas contiguous to the event area;
 - (i) The potential for the conduct of the event to cause injury to persons or property; or
 - (j) Any other consideration specific to the circumstances that would place an undue burden on public safety, health, welfare, fiscal wellbeing, or convenience and that cannot reasonably be accommodated.

(2) Alternative Proposals and Denials. If the event cannot be conducted without endangering public safety or seriously inconveniencing the general public, as determined by the City, the City may:

(a) Propose an alternate location/route;

(b) Propose an alternate date;

(c) Propose such other conditions that may be reasonable and prudent to mitigate any danger or inconvenience to the general public; or

(d) Deny the permit

(3) Notification of Decision. The City shall notify the applicant of the decision to grant or deny a permit within fifteen calendar (15) days of receipt of the application, unless the application is subject to expedited or extended review under 6.120(2).

6.140 Permits Revocable.

(1) Revocation for Cause. The City may suspend or revoke any permit issued under this Section upon finding any violation of this Section, the terms or conditions imposed in the permit, or for any other action deemed detrimental to public health and safety. Such revocation shall take effect immediately, and the City shall promptly notify the permittee of the revocation. After revocation, the permittee may not conduct the event, or if the event has commenced, shall immediately cause the event to be terminated in a safe, proper manner.

(2) Revocation due to Emergency. If a public emergency arises where municipal resources required for the emergency are so great that deployment of municipal personnel, equipment, or services for an event would have an immediate and adverse effect upon welfare and safety of persons or property, the City may suspend or revoke the permit and the permittee shall comply with such directives as the City may impose.

6.145 Hours of Operation.

(1) Hours of Operation. No Special Event shall be conducted in the City during the hours of 12:01 a.m. and 9:00 a.m. The participants shall be required to have cleared the permitted area and its immediate environs no later than 1:00 a.m. of the day following the permitted event. Event organizers shall be permitted to begin setting up for the day's event at 7:00 a.m. Event organizers may request special permission to begin setting up for the event the night before if morning set up is impracticable.

6.150 Special Use of Streets and Sidewalks and Large Special Events Signs and Street Banners

(1) Signs That Do Not Require a Permit. The following signs associated with a Special Use of Streets and Sidewalks or Large Special Event, for which a valid permit has been granted, do not require a separate sign permit:

(a) Signs Generally Allowed. Temporary signs on private property not exceeding the exempt temporary sign allowances for lawn and rigid signs established in Wilsonville Code Section 4.156,

(b) Signs Allowed for Large Special Events and Limitations. For Large Special Events, temporary signs, including banners, a-boards, lawn signs, or other signs, on any public property described in the location description submitted with the event permit application as long as such signage:

(i) Does not exceed twenty-four (24) square feet per sign;

(ii) Does not unreasonably impede pedestrian, bicycle, or vehicle traffic or circulation;

(iii) Does not damage landscaping, buildings, or structures;

(iv) Is not attached to lamp posts, permanent sign posts, power poles, or similar public structures;

(v) Is securely attached so as to withstand the wind and other elements;

(vi) Does not have guywires, strings, ropes, or other mechanisms securing the sign that could be a safety hazard; and

(vii) Does not otherwise create a nuisance or hazard.

(c) Wayfinding Signs for Large Special Events. For Large Special events, in order to assist the public in wayfinding, up to ten (10) lawn signs in the public right-of-way are allowed provided that:

(i) Such signs are placed no more than fourteen (14) calendar days prior to the beginning of a permit period and are removed within twenty-four (24) hours of the end of the event period;

(ii) Except as noted in (iii) below, such signs meet all size, location, placement, spacing, and other non-duration related requirements for temporary lawn signs in the right-of-way in Wilsonville Code Section 4.156;

(iii) When a Large Special Event is held in Memorial Park or the Town Center area, allowed lawn signs may be placed in the otherwise prohibited non-ODOT, non-median landscaped areas of right-of-way on Wilsonville Road and Town Center Loop East and West so long as the sign will not damage landscaping or irrigation, or otherwise have a negative impact on right-of-way maintenance, do not obstruct

vision clearance, and written approval is obtained from the adjacent property owners with maintenance responsibilities for the landscaping in the right-of-way; and

- (iv) The number of wayfinding signs may be restricted to fewer than ten (10) if the City deems it necessary because multiple events are being held on the same day and there is a need to protect rights-of-way from becoming confusing, distracting, overly cluttered, or in any way hazardous to the traveling public.
- (2) Banners on Public Lights and Other Poles. The purpose of the public pole banner program is to provide publicity for community events of general interest to Wilsonville residents and visitors and to provide a more festive character to the City's Town Center area, while maintaining design standards that provide for continued quality of life within Wilsonville.
- (a) Public Works Plan. Banners on public light and other poles will be allowed according to a plan set out by the Public Works Department.
 - (b) Installation. Banners on public light and other poles shall be installed by City Public Works employees only.
 - (c) Design. The architecture and design of the banners may include, as design elements, the name of the sponsoring organization; the name, location, and date(s) of the event; and the logo of the event. The exact architecture and design specifications are determined by the Public Works Department.
- (3) Other Signs. All other signs, not specifically lists in (1) and (2) above shall be governed by Wilsonville Code Chapter 4, including Section 4.156, and may require a sign permit through the Planning Division.
- (4) Sign Enforcement. In addition to the applicable enforcement provisions of this Chapter, the enforcement provisions of Chapter 4 shall apply to sign violations.

6.155 Interim and Final Appeals.

- (1) Right to Appeal. Any person aggrieved and directly affected by a decision of the City, or designee, may file an interim or final administrative appeal.
- (2) Interim Appeal. Prior to a final decision by the City, an applicant who claims that delay, imposition of conditions, or other action by the City violates any applicable law, or unreasonably and improperly interferes with constitutionally protected rights, may file an interim appeal as follows:
 - (a) Notice to the City. The applicant shall notify the City in writing of the claim specifying in detail the basis for the claim. The City shall review the notice and determine if administrative action will adequately resolve the problem.

- (b) Written Appeal. If the applicant is not satisfied by such administrative action, the applicant may file a written appeal within 48 hours to the City Manager, with a copy to the municipal clerk specifying the grounds for the appeal. The City Manager shall review the appeal to determine if it will be heard or if the grounds for appeal are not properly set forth.
- (c) Hearing by City Manager. If the City Manager determines that the appeal will not be heard, the applicant shall be notified within 24 hours of such decision. If the appeal proceeds, the City Manager shall schedule a hearing on the matter no later than five (5) calendar days following the filing of the appeal providing such notice to the applicant and the public as is deemed appropriate under the circumstances. At the hearing, the City Manager shall hear the applicant, City staff, and such other persons as may be allowed to speak. Within 48 hours after the hearing, the City Manager shall issue its decision in writing and shall notify the applicant.
- (3) Appeal of Final Action. The applicant or any person directly affected by final administrative action on an application may file a written appeal with the City Council, with a copy to the municipal clerk not later than seven (7) calendar days after the final action. The appeal shall state with specificity the grounds for the appeal. The City Council may deny an appeal without hearing if it determines on the face of the appeal that it has no merit and shall notify the appellant and other directly affected parties within 48 hours after such a determination. If the appeal proceeds, the City Council shall schedule a hearing no later than the second regularly scheduled Council Session following the receipt of the notice of appeal. The appeal hearing shall be limited to the grounds stated in the appeal unless the City Council, for good cause, determines to hear other issues or concerns. The appellant, applicant, City staff, and other persons directly affected may speak or submit evidence at the hearing. The City Council may determine who is permitted to participate in the hearing. The City Council shall issue its decision on the appeal, stating the reasons for its decision, within seven (7) calendar days after the hearing.
- (4) Judicial Appeal. Any person aggrieved by a decision under this Section may appeal from the decision to a court with appropriate jurisdiction in accordance with applicable statutes or court rules. Any person who is granted standing to file internal appeals must first exhaust such administrative remedies prior to seeking judicial relief.

6.160 Offenses Against Events.

- (1) Conducting a Non-Permitted Event. No person shall stage, present, or conduct any event for which a permit is required by this Section without first having obtained a permit.
- (2) Participating in Non-Permitted Event. No person shall participate in an event which that person:
- (a) knows is required to have a permit under this Section; and
 - (b) knows or should know that the required permit was not obtained.

- (3) Failure to Comply with Permit Conditions. No Person who is the agent or representative of a permittee shall knowingly fail to comply with any term or condition of the permit.
- (4) Interfering with an Event. No person shall unreasonably interfere with a Special Event or any person, vehicle, or animal participating or used in the event.
- (5) Driving Through Events. No person shall operate a vehicle that is not part of a Special Event between the vehicles or persons participating in the Event.

6.165 Failure to Comply.

- (1) Failure to Comply. Compliance with the terms and conditions of Sections 6.100 to 6.175 shall constitute the minimum health, sanitation and safety provisions, and failure to comply with the terms and conditions shall constitute a public nuisance and the sponsors of said event shall be subject to all criminal and civil remedies as such.

6.170 Penalties.

- (1) Penalties. Any person who shall violate or fail to comply with the provisions of Sections 6.100 to 6.175, or, who having obtained a permit hereunder, shall willfully fail to continue to comply with the terms and conditions hereunder, or who shall counsel, aid or abet in violation of these Sections, shall upon a first conviction thereof, be guilty of a violation pursuant to Section 1.012, and upon a subsequent conviction thereof, be guilty of a Class C Misdemeanor pursuant to Section 1.011.

6.175 Severability.

- (1) Severability. If any provision of this Section is for any reason held invalid or unconstitutional by the decision of any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions of this article.

SUBMITTED to the Wilsonville City Council and read for the first time at a special meeting thereof on the 5th day of January, 2012, and scheduled for second reading at a special meeting of the City Council on the 19th day of January, 2012, commencing at the hour of 7 p.m. at the Wilsonville City Hall.

Sandra C. King, MMC, City Recorder

ENACTED by the City Council on the ____ day of _____, 2012, by the following votes: Yes: _____ No: _____

Sandra C. King, MMC, City Recorder

DATED and signed by the Mayor this _____ day of _____, 2012.

TIM KNAPP, MAYOR

SUMMARY OF VOTES:

Mayor Knapp

Council President Nunez

Councilor Hurst

Councilor Goddard

Councilor Starr

King, Sandy

From: Watters, Peggy
Sent: Wednesday, December 28, 2011 9:36 AM
To: Kohlhoff, Mike; Cosgrove, Bryan
Cc: Kerber, Delora
Subject: Events ordinance detail

Importance: High

Mike and Bryan,

On Page 6 of the Special Events Ordinance – referencing Expedited or Extended Application Review - see the last sentence of (2)(b) – Long Standing Community Events - that indicates that a list of long-standing events will be included – does this assume that this list will be included in the body of the ordinance? I am concerned about the administration of this paragraph in the ordinance.

- i. Have we (staff) agreed to include a list? I have the list of organizations that have received annual grant funds for their public events since 2000 available for Council review and information. This list, however does not assume the City Manager's designation of events that qualify for expedited review and waivers. There are other events that occur in the community (Relay for Life for instance, or even the Chamber Food Fest) that have not received city funding or used public property, that have been held regularly in the city. Without receiving grant funding, these events would not be on the list, although they are considered annual events. Of note is the Relay for Life has applied to use a City park this year for their event, so their status could change.
- ii. This item includes the statement regarding use of city resources. These resources have not been defined, nor agreed as being available to the special events. Public Works, Sheriff and Engineering departments have been most heavily utilized as 'resources'. Community Services assumes the role as technical coordinator due to the application process, although equipment use and personnel have also been provided periodically. Public Affairs has also been tapped for personnel and equipment when events such as the Arts Festival have requested filming and video production of their events. So, yes, resources have been used, although not equally and without regard to report of the value of the resource to the event organization.
- iii. The guidelines for expedited review have not been established.

Bottom line – are we ready with responses for this section? How would you like this handled?

- (b) Long-Standing Community Events. The City recognizes that there are certain special events held on a recurring basis that have become important features of community life in Wilsonville. Organizers of these events have demonstrated a history of responsible event management and a commitment to work with the City to ensure that City resources are used efficiently. Events designated by the City Council as Long-Standing Community Events shall be entitled to an expedited review process so long as the nature of the event remains substantially similar. This dispensation shall not be based on the content of the event, but is solely a recognition of the cooperative relationship event organizers have developed with the City and the known history of the services required. The designation of long standing community events may be designated by the City Manager who will review the list of long-standing community events on an annual basis and revise it as needed to reflect the City's goal of promoting community and diversity. Currently the list of long-standing community events includes:
(fill In)

Can these items be clarified to Council in the meeting, or the public hearing, or should this go to work session prior to first reading in the meeting?

Thank you for taking yet more time with this, but the devil's in the details, and as much as I would like this in place prior to beginning reservation season in February it is best that it be clear when it is adopted.

Peg-

Peggy Watters
Community Services Director
City of Wilsonville
503-570-1579
watters@ci.wilsonville.or.us

Wilsonville Community Services Department
"Active Lifestyles, Social Opportunities, Healthy Community"

DISCLOSURE: Messages to and from this E-Mail address may be subject to Oregon Public Records Law.

King, Sandy

From: Kohlhoff, Mike
Sent: Wednesday, December 28, 2011 12:53 PM
To: Watters, Peggy; King, Sandy
Cc: Kerber, Delora
Subject: RE: Ord 701

I just sent out an e-mail. I agree that is the better way to go. I am not sure the Council will be as that is not what I heard them say. But let's give it a try and if Peggy could have a tentative list for Bryan that could be shared with the Council Jan 5, and if the Council heard it and had some input then perhaps we can keep it out of the ordinance, thereby making the ordinance less cumbersome

Mike.

Michael E. Kohlhoff
City Attorney
City of Wilsonville
29799 SW Town Center Loop E
Wilsonville OR 97070
503-570-1508
503-682-1015 fax
kohlhoff@ci.wilsonville.or.us

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Circular 230 Disclaimer: If any portion of this communication is interpreted as providing federal tax advice, Treasury Regulations require that we inform you that we neither intended nor wrote this communication for you to use in avoiding federal tax penalties that the IRS may attempt to impose and that you may not use it for such purpose.

From: Watters, Peggy
Sent: Wednesday, December 28, 2011 11:59 AM
To: King, Sandy
Cc: Kohlhoff, Mike; Kerber, Delora
Subject: RE: Ord 701

Sandy,
Many thank you's – that makes a big difference in the context of the ordinance.

From: King, Sandy
Sent: Wednesday, December 28, 2011 11:52 AM
To: Watters, Peggy
Subject: Ord 701

Peg;

I mentioned page 6 to Bryan and the list of community events – he shares your concern and does not want to include that list. Rather to say “as designated by the City Manager. Which you have in your wording. I will delete the last sentence in the paragraph “currently the list of long-standing community events includes: (fill in)”.

Let me know if that is NOT okay.

Sandra C. King, MMC
City Recorder
City of Wilsonville
503-570-1506

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King, Sandy

From: Kohlhoff, Mike
Sent: Wednesday, December 28, 2011 12:48 PM
To: Watters, Peggy; Cosgrove, Bryan
Cc: Kerber, Delora; King, Sandy
Subject: RE: Events ordinance detail

Peggy,

I think you may be getting into details that are not merited at the ordinance level. The list we need; we did not commit to supplying city resource; and I believe expedited is defined through defining time for regular review.

The Council clearly stated that it wanted to have the long standing events included for an expedited review. I had originally thought the City Manager could simply establish on an annual basis. You deal with the events and I was under the impression you were doing so in response to the Council's request. Please send over your list to Sandy so we can put it into the ordinance. It does not have to be perfect. I missed the fact that this didn't get done when I was out. If the Council thinks we missed something it can add. The process that is set up to meet the request was to do a current list in the ordinance, but that in the future, it could be updated annually by the City Manager as some may fall by the wayside and others may spring forth. I didn't limit them to grant funded events.

Since the events were long standing, the review of their needs should not take 15 days (regular time for review is 15 days, expedited review would simply be less). That is a sufficient standard and allows you flexibility.

Also the reference to city resources simply was a recognition that the events didn't abuse them when supplied as a rationale for expedited review; it does not commit to providing any resources. The determination of what can be supplied and if there is additional cost should occur at time of the application. But with long standing events you probably have a good handle on this as well. My initial thought was that you probably had a basic check list of what we typically end up doing for each of the long standing events and that may be included in the basic fee. If we added resources that Delora thought we could do, that would have an additional fee. Thus, a basic menu and an added value menu that had previous approval by Delora and a fee cost attached. For example if additional park crew member were needed beyond normal work hours and Delora felt it was reasonable to allow two people to work 2 hours of overtime then we might want to have a fee to cover/reimburse our costs. But if working the extra time was not in the cards, was a no, then that would not be in the menu of resources. Obviously, we may get some new resource requests and Delora can determine on a case by case basis the ability and wisdom of meeting the request and whether a cost recovery should occur if provided. The reason for doing a fee ordinance was to give you and Delora time to work out a fee schedule with Bryan and the standards for a waiver as well as not hanging up the permitting over fees. Delora is understandably reluctant to provide any additional resources given the budgetary constraints she is working under and the regular maintenance services her department must provide.

Mike

Michael E. Kohlhoff
City Attorney
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From: Watters, Peggy
Sent: Wednesday, December 28, 2011 9:36 AM
To: Kohlhoff, Mike; Cosgrove, Bryan
Cc: Kerber, Delora
Subject: Events ordinance detail
Importance: High

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Peg-

Peggy Watters
Community Services Director
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watters@ci.wilsonville.or.us

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WHAT'S HAPPENING IN CD

In this issue:		In this issue:	
CD Award Nomination	2	Intergovernmental Agreement	3
Planning Activity	2	Environmental Permits/Mitigation	3
Capital Project Update	2	Economic Development	4
Building Activity	3	Real Estate Activity & Grants	3

* * * FUN STUFF * * *



ALL-CITY
HOLIDAY PARTY

McMenamin's church building was the site of this year's festivities enjoyed by City employees, police, firemen, Veolia & CH2M Hill workers, and City Council members. Enhancing the cozy atmosphere were awards for longevity, delicious food, and a Power Point presentation depicting City activities of 2011.

CD ADMINISTRATION—GENERAL

- ◇ Check out the City Award package (narrative & Power Point) that is attached. It was submitted for the International Livable Cities Conference to be held in Portland, Oregon in May 2012!

PLANNING ACTIVITY

- ◇ Transportation Systems Plan: Planning Commission will conduct an Open House on January 11, 2012 (5:30-7:30) to get public input on gaps/deficiencies.
- ◇ Basalt Creek Area: Open House held on December 14th. Council and staff to be working with Washington County, Tualatin, Metro, and ODOT on Transportation options in January/February 2012.
- ◇ Villebois East Phase 2 approved for 88 homes.

CAPITAL PROJECT UPDATE

- ◇ WWTP DBO: Hope to break ground in March.
- ◇ SMART Admin/Fleet: Expect contract award in January 2012
- ◇ I-5 Interchange: Major construction to restart by March.

BUILDING ACTIVITY

- ◇ Calendar year permit volume: Over \$80 million!!
- ◇ Mentor Graphics data center submitted for permits.
- ◇ Developments under construction are:
 - The Bell Tower (Building G, Old Town Square) - residential
 - Villebois homes by Arbor, Polygon, and Legend.
 - Boone Building (Boones Ferry Road) - Foundation only
 - Wilsonville Business Center at Wilsonville Road/Kinsman Rd.
 - Brenchley Estates, Phase 1, apartments (formerly Thunderbird Mobile Home Club)
 - Lowrie Elementary School

INTERGOVERNMENTAL AGREEMENT

- ◇ Partnership with Sherwood: We're delivering water! IGAs for the final pipeline segment are expected to be finished in January.

ENVIRONMENTAL PERMITS/MITIGATION WORK

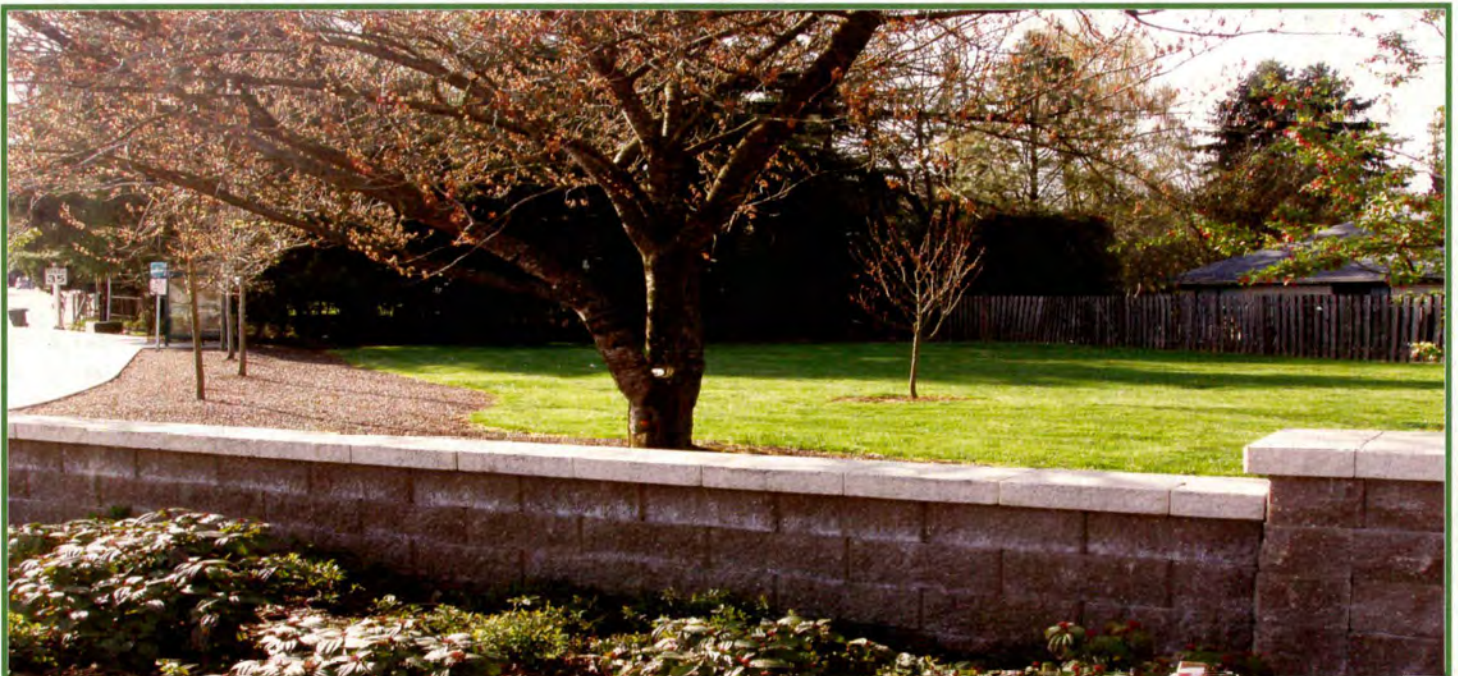
- ◇ Working through permit issues for Morey's Landing & Rivergreen HOA's.
- ◇ Barber & Kinsman Road permit submission is scheduled in January, 2012

ECONOMIC DEVELOPMENT

- ◇ Consultant work on updated Economic Development Plan happening 1st/2nd Quarters 2012.

REAL ESTATE ACTIVITY & GRANTS

- ◇ Parks Board approved site design for Engelman Park (formerly called Montebello Park).



QUOTE OF THE WEEK

We are all manufacturers —
making good, making trouble,
or making excuses.

H.V. Adolt

Merry 
Christmas

Old Town Square Mixed-Use Development

Wilsonville's Old Town Square Mixed-Use Development captures the spirit of the city's agrarian past and creates a gateway to Old Town, the community's oldest established neighborhood. Lying between a busy freeway (Interstate 5) and Boones Ferry Road, the development integrates housing into a new suburban shopping center while emulating craftsmanship from an earlier time. This integrative project also provides a "bridge" between the west side Old Town neighborhood via the freeway interchange improvements now under construction and the established town center, less than ½ mile away, containing the library, community/senior center, visitors center, city hall, police station and award-winning parks.

Old Town Square reflects the proportions, styles, and materials of historic buildings in the area. Frontage on Boones Ferry Road replicates the scale and appearance of Main Street blocks.

The commercial core of the new development contains a large grocery store, five restaurants, two banks, six retail stores, an amphitheater and public plazas.

The residential component consists of the Bell Tower Building, which includes 52 studio, one bedroom and two bedroom apartment units, offered at market rental rates, and 4,640 square feet of retail space. At the southwest corner of the development, the Bell Tower mixed-use building anchors the intersection entering the Old Town neighborhood. From an architectural standpoint, the Bell Tower Building evokes the feel of hotels of the early 1900's.

A strong pedestrian element, traffic calming, transit stops and public gathering spaces are employed throughout the development. Pedestrian features include sidewalk-level windows, 12' wide sidewalks, and canopies to protect pedestrians from the weather. Public gathering spaces include plazas at the northwest and southwest corners of the development, outside dining at several restaurants, and an amphitheater which sits adjacent to the adaptively re-used 1911 church.

The development preserved approximately 30 mature trees. Low-impact stormwater features were built into the site and adjacent rights-of-way.

The goal of the I-5 interchange project, now nearing completion adjacent to the Old Town Square, was to create the most bicycle and pedestrian-friendly freeway interchange in the Portland, Oregon, area. Notable interchange features include raised bicycle and pedestrian pathways and other amenities – including thousands of individual art tiles produced by local school children. These amenities enhance non-vehicular access to Old Town Square in a community bisected by the state’s busiest freeway. Additionally, the site is only blocks from the terminus of the region’s West Side commuter rail station.

The Bell Tower Mixed-Use Building, the remainder of the Old Town Square development and the freeway interchange project combine as a public/private venture to create the perfect multi-modal linkage between several hundred residential units in the Old Town area, shopping amenities and easy access to Wilsonville’s Town Center civic services.

City of Wilsonville

OLD TOWN SQUARE



PERSPECTIVE FROM CORNER OF WILSONVILLE ROAD AND BOONES FERRY ROAD



**A new mixed-use commercial and residential
development in Oregon**

OLD TOWN SQUARE PROJECT OVERVIEW

Project
adjacent to freeway
interchange...



safe and inviting
east/west bike and
pedestrian
connectivity.



WILSONVILLE'S PUBLIC TRANSIT SYSTEM

Connecting east and west side development





OLD TOWN SQUARE

Mixed-Use Features

BELL TOWER BUILDING
Apartments & Retail

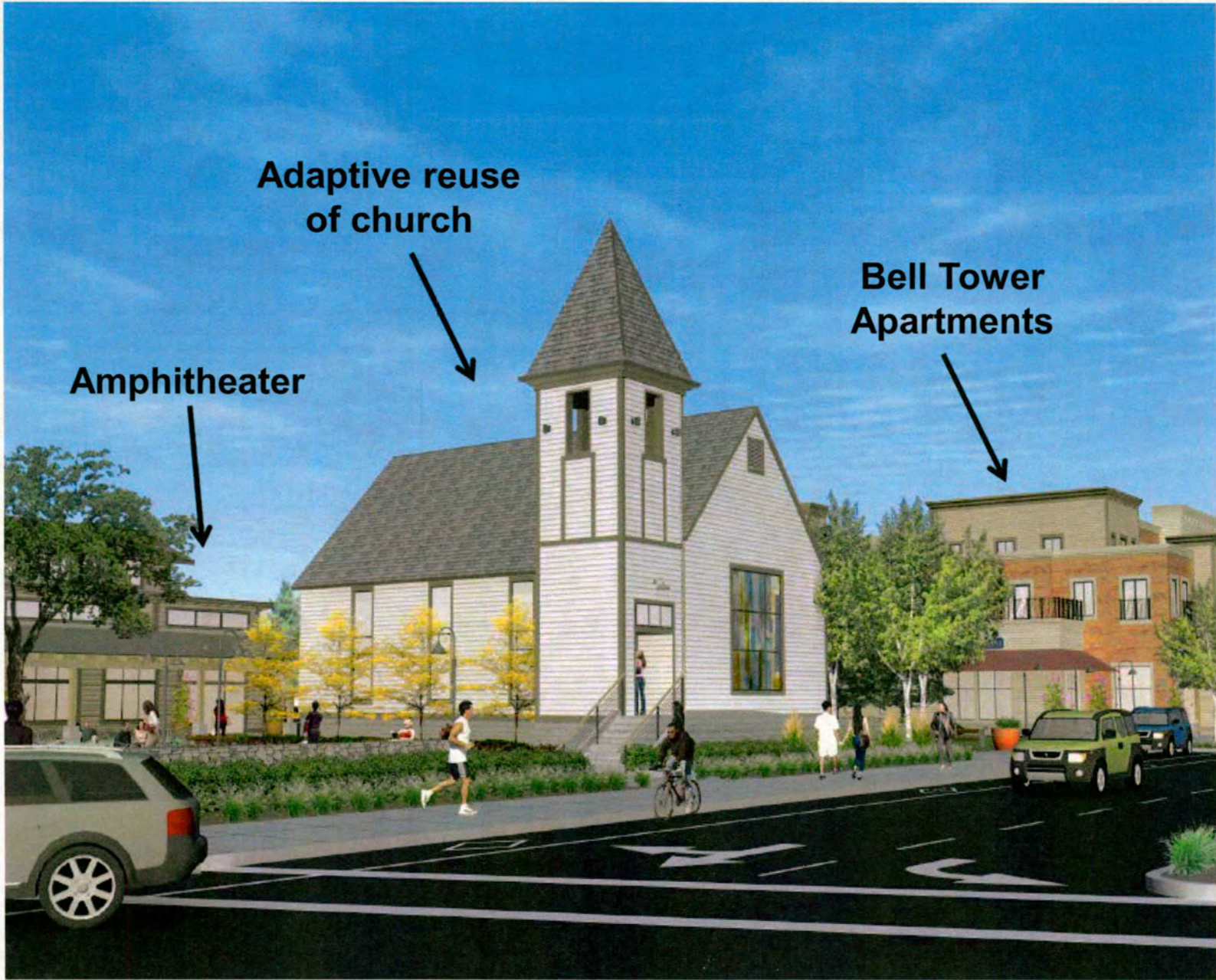
- 24 studio units
- 29 one bedroom units
- 3 two bedroom units
- 4,640 SF retail

Mixed Use Commercial and Residential
BELL TOWER APARTMENTS AT OLD TOWN SQUARE



- Public plaza
- Bike lanes
- 12' wide sidewalks
- Public transit
- Traffic calming medians
- Private outdoor space for residents
- Landscaping & rain garden planters
- 4 story building

Boones Ferry Road frontage looking north



Boones Ferry Road frontage looking southeast

Amphitheater



**bringing
community
together**

OLD TOWN SQUARE COMMERCIAL PLAZA ON "MAIN STREET"



PERSPECTIVE FROM BOONES FERRY ROAD LOOKING TOWARDS WILSONVILLE ROAD

Wilsonville Road frontage looking east towards town center.



Tree preservation

Rain gardens





WILSONVILLE'S OLD TOWN SQUARE

- **Commercial plazas provide energetic social meeting spots that create community vitality.**
- **Architectural styles reflect the community's rural heritage.**
- **Design integrates living, working, shopping, dining and gathering.**
- **Trees, landscaping and stormwater elements respect the natural environment.**
- **Bike and pedestrian pathways provide safe connections within the community.**

King, Sandy

From: Cosgrove, Bryan
Sent: Monday, December 12, 2011 1:54 PM
To: Neamtzu, Chris
Cc: King, Sandy
Subject: RE: Graham Oaks trail counter reports

Chris,

Good idea. I'll forward to Sandy to include in the January 5 packet as an "fyi" item. Thanks

503.570.1504 (work)
cosgrove@ci.wilsonville.or.us
29799 SW Town Center Loop
Wilsonville, Oregon 97070

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If you tell the truth you don't have to remember anything. ~Mark Twain

From: Neamtzu, Chris
Sent: Monday, December 12, 2011 12:23 PM
To: Cosgrove, Bryan; Ottenad, Mark; Bowers, Michael
Cc: Knoll, Dan
Subject: FW: Graham Oaks trail counter reports

Good Afternoon,

I thought you would be interested in the trail user counts that are being collected at Graham Oaks.

Really interesting stats, perhaps they should be included in the CM Report to demonstrate the strong community support for trails.

Chris Neamtzu, AICP
Planning Director
City of Wilsonville
29799 SW Town Center Loop E
Wilsonville, OR 97070
503.570.1574
neamtzu@ci.wilsonville.or.us

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From: Owen, Jeffrey
Sent: Thursday, December 08, 2011 12:07 PM
To: Neamtzu, Chris; Watters, Peggy; Adams, Steve; Rappold, Kerry; Nead, Lisa; Stevenson, Brian; Stark, Dan; Massa Smith, Jen; Marston, Michelle; Ward, Mike; Garrett, Candi; Lashbrook, Stephan
Subject: FW: Graham Oaks trail counter reports

Just FYI if you are interested to browse through –

Pretty neat data attached from the automatic trail counters in Graham Oaks Nature Park. It's nice to know this is happening in our backyard (or front yard!). I will plan to wrap some of this into my presentation tonight to the Parks and Rec Board. Metro installed the counters in July, so the data covers the last 5 or 6 months.

There is just one EcoCounter (expensive) - Counts bikes and peds separately, and even gets direction of travel. All others are TRAFx counters - only get peds (on soft surface trails).

The busiest day on the Tonquin Trail since July saw 572 people in just one day.

Thanks,

Jeff Owen

Bicycle and Pedestrian Coordinator
City of Wilsonville | SMART Transit
owen@ridsmart.com 503-682-0502

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From: Robert Spurlock [<mailto:Robert.Spurlock@oregonmetro.gov>]
Sent: Thursday, December 08, 2011 11:13 AM
To: Rod Wojtanik; Owen, Jeffrey
Subject: Graham Oaks trail counter reports

Hi guys,

I combined the reports from the EcoCounter and the six TRAFx counters into a single PDF, attached. Let me know if you have any questions.

Thanks!
Robert

Robert Spurlock
Associate Regional Trails Planner
Sustainability Center

Metro
600 NE Grand Ave.
Portland OR 97232-2736
ph: 503.813.7560
F: 503.797.1849
www.oregonmetro.gov

Metro | Making a great place

Stay in touch with news, stories and things to do.
www.oregonmetro.gov/connect

	Budget	Activity	% Used
Fund 110 General Fund:			
Taxes	8,272,500	4,698,152	57%
Intergovernmental	1,447,500	313,379	22%
Licenses and Permits	120,600	109,368	91%
Charges for Services	373,900	207,436	55%
Fines	400,000	205,884	51%
Investment Revenue	57,000	87,109	153%
Other Revenues	140,250	61,817	44%
Transfers	2,305,192	859,350	37%
Total Revenue	13,116,942	6,542,495	50%
Personal Services	6,299,190	2,391,044	38%
Materials and Services	6,908,625	3,003,396	43%
Capital Outlay	126,000	34,085	27%
Transfers	490,000	101,528	21%
Total Expense	13,823,815	5,530,054	40%
Fund 210 Fleet Fund:			
Charges for Services	1,247,250	623,634	50%
Investment Revenue	20,000	20,715	104%
Other Revenues	0	8,499	-%
Total Revenue	1,267,250	652,849	52%
Personal Services	539,940	192,471	36%
Materials and Services	617,135	218,844	35%
Capital Outlay	154,000	92,350	60%
Transfers	1,652,040	423,166	26%
Total Expense	2,963,115	926,829	31%
Fund 230 Building Fund:			
Licenses and Permits	822,500	389,902	47%
Licenses and Permits-Villebois	132,626	94,759	71%
Investment Revenue	5,000	1,141	23%
Transfers	12,800	3,721	29%
Total Revenue	972,926	489,523	50%
Personal Services	569,010	206,660	36%
Materials and Services	74,770	17,533	23%
Transfers	122,300	51,157	42%
Total Expense	766,080	275,351	36%
Fund 235 Community Development Fund:			
Intergovernmental	18,000	0	-%
Licenses and Permits	308,060	301,785	98%
Licenses and Permits-Villebois	247,000	36,650	15%
Charges for Services	859,500	373,692	43%
Investment Revenue	11,000	9,752	89%
Other Revenues	1,000	451	45%
Transfers	2,646,191	716,482	27%
Total Revenue	4,090,751	1,438,811	35%
Personal Services	2,813,910	997,151	35%
Materials and Services	672,850	116,468	17%
Capital Outlay	0	2,050	-%
Transfers	99,800	39,561	40%
Total Expense	3,586,560	1,155,230	32%
Fund 240 Road Operating Fund:			
Intergovernmental	871,600	459,508	53%
Investment Revenue	4,000	1,144	29%
Transfers	0	2,016	-%
Total Revenue	875,600	462,668	53%
Personal Services	287,260	118,808	41%
Materials and Services	408,940	182,896	45%
Transfers	173,080	97,997	57%
Total Expense	869,280	399,701	46%

	Budget	Activity	% Used
Fund 245 Road Maintenance Fund:			
Charges for Services	620,000	311,324	50%
Investment Revenue	1,000	201	20%
Total Revenue	621,000	311,525	50%
Materials and Services	510	0	-%
Transfers	615,000	393,298	64%
Total Expense	615,510	393,298	64%
Fund 260 Transit Fund:			
Taxes	4,100,000	1,999,204	49%
Intergovernmental	931,160	219,108	24%
Charges for Services	145,400	67,257	46%
Investment Revenue	15,000	16,090	107%
Other Revenues	460,000	474,288	103%
Total Revenue	5,651,560	2,775,947	49%
Personal Services	2,566,140	1,013,702	40%
Materials and Services	1,988,320	804,835	40%
Capital Outlay	230,000	233,865	102%
Transfers	921,560	215,821	23%
Total Expense	5,706,020	2,268,223	40%
Fund 310 Water Operating Fund:			
Intergovernmental	120,000	0	-%
Charges for Services	5,703,000	3,311,955	58%
Fines	0	5,004	-%
Investment Revenue	16,000	9,435	59%
Transfers	350,000	0	-%
Total Revenue	6,189,000	3,326,394	54%
Personal Services	432,280	175,847	41%
Materials and Services	2,926,985	760,971	26%
Capital Outlay	185,000	0	-%
Debt Service	1,878,535	819,091	44%
Transfers	900,700	172,760	19%
Total Expense	6,323,500	1,928,669	31%
Fund 320 Sewer Operating Fund:			
Charges for Services	5,720,000	2,658,997	46%
Investment Revenue	38,000	29,270	77%
Other Revenues	5,018,216	5,008,558	100%
Transfers	300,000	0	-%
Total Revenue	11,076,216	7,696,825	69%
Personal Services	400,140	211,787	53%
Materials and Services	2,093,315	530,674	25%
Debt Service	6,400,000	5,641,342	88%
Transfers	1,328,760	175,815	13%
Total Expense	10,222,215	6,559,618	64%
Fund 350 Street Lighting Fund:			
Charges for Services	385,000	188,589	49%
Investment Revenue	4,000	1,200	30%
Total Revenue	389,000	189,789	49%
Materials and Services	291,080	84,822	29%
Transfers	59,280	0	-%
Total Expense	350,360	84,822	24%
Fund 370 Storm Water Operating Fund:			
Charges for Services	965,000	482,167	50%
Investment Revenue	2,000	1,164	58%
Other Revenues	0	110	-%
Total Revenue	967,000	483,441	50%
Personal Services	236,290	90,204	38%
Materials and Services	487,398	152,848	31%
Transfers	587,273	326,214	56%
Total Expense	1,310,961	569,266	43%

Note:

Personal Service expense is recorded once a month at the end of each month and will only be reflected in the amounts above for reports run after the final day of each month.

WILSONVILLE PUBLIC WORKS DEPARTMENT

City Council Report, December 19, 2011

PUBLIC WORKS ADMINISTRATION

Emergency Management

Public Works Holds an Emergency Exercise

On November 30, 2011, Public Works staff held an exercise to test the readiness of crews for a winter storm event. In early November another City emergency exercise was held for City Hall personnel. Both events were based on a severe winter storm but each had their own specific goals and objectives.

The Public Works exercise, in addition to the below stated goals and objectives, offered timely training to staff in dealing with real severe weather scenarios which could happen at any time in upcoming winter months.

Goals:

To effectively activate and efficiently operate the City's Public Works Emergency Operations Center (PW EOC) in order to successfully respond and recover from an emergency.

Objectives

- Activate PW EOC
- Test communications utilizing two way radios (800 MHz)
- Demonstrate abilities to request and respond to emergencies prior to and directly after activating the City's EOC
- Demonstrate how to function internally when on emergency generators and using two way radios
- Demonstrate how to respond to emergency support needs with only outgoing phone service available
- (Discuss) how to do PW EOC shift change

At the end of this exercise there was a Hot Wash debrief session where all of the 27 different scenarios were discussed. Staff felt the exercise was as realistic and provided feedback that will help us make some adjustments and improvements for future events.



WATER TREATMENT AND DISTRIBUTION

Fire Hydrant Maintenance

Work has begun on the annual Fire Hydrant Maintenance Program. Jerry Anderson, Water Distribution Technician leads this effort to annually check, exercise & operate) 20 % (around 210) of the City's fire hydrants. This event includes performing the manufacturers recommended maintenance. Information about the work completed is made available to TFV&R. This information along with other water system and fire service data is helpful in determining fire insurance ratings. Overall, Wilsonville's hydrant system is in good condition with few needs.



Tooze Road Meter Vault Training

Personnel from Wilsonville Public Works, Sherwood Public Works, Wilsonville Engineering, and Veolia Water attended a training session for the Meter Vault. The City's contracted telemetry service provider gave the training on the newly installed systems.

The vault contains 10 valves including four remote and /or pressure controlled valves, two meters for Wilsonville and two meters for Sherwood. There are 13 additional valves on the exterior of the vault.

Wilsonville's portion of the improvements will not be fully utilized until the future Westside Level B Reservoir is constructed.



STREETS AND STORM WATER

Holiday Lighting

This year Wilsonville Road was adorned with approximately 20,000 holiday lights that were put on 80 trees and shrubs. This was accomplished from a combined effort of the Roads and Parks crews. The crews were delayed in putting the lights up because of high winds and rains, but they finally got a break in the weather and got the job done. Typically, the holiday lights are installed starting the first Monday after Thanksgiving.



Adopt A Program

Have you noticed the new Adopt-A-Road signs around town? The blue and white signs are advertising that certain section of road is open for people to adopt for litter pick up. The new signs have the City's e-mail and phone number so that potential participants can get more information about the program. Signs have been up less than a week and we are already getting phone calls.



Crosswalks

After several near misses of cars almost hitting pedestrians in the cross walk at Town Center Loop East, near City Hall. The Roads Crew has installed two new Impact Recovery Signs that will warn vehicles that they must stop when pedestrians are in the cross walk. Hopefully this will make drivers more aware of this mid-block cross walk. The short time that the signs have been installed has seemed to make a difference.



PARKS, BUILDINGS AND LANDSCAPING

Workspace Efficiency

In between putting up holiday lights, picking up leaves and performing other routine tasks the Operations Division of Public Works has also made time to reorganize the limited storage space for equipment and materials. Thus, the mower storage shed was outfitted with storage racks to better utilize the space.

Public Works staff is constantly thinking of ways to make their work more efficient. This reorganization is the latest idea to come to fruition from line staff recommendations.

Public Works staff includes the Roads, Vector, Parks, Building and Landscape Maintenance personnel.



Before



After



Clackamas
County
Coordinating
Committee

Promoting partnership between the County, its Cities, and Special Districts

Metro Subcommittee

Agenda

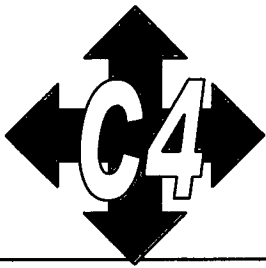
Thursday – January 5, 2011

7:30 – 9:00 AM

Lake Oswego City Hall
Council Chambers
380 A Avenue
Lake Oswego, OR 97034

1. Welcome & Introductions
2. JPACT Issues
 - a. Legislative prep for JPACT lobby trip to D.C.
 - b. JPACT Regional Funding Subcommittee update
3. MPAC Issues
 - a. Climate Smart Communities Scenarios Project
4. Other Issues
 - a. TIGER Grants – Round 4

**For additional information, contact:
Karen Buehrig at KarenB@co.clackamas.or.us or (503) 742-4683**



Clackamas
County
Coordinating
Committee

Promoting partnership between the County, its Cities, and Special Districts

CLACKAMAS COUNTY COORDINATING COMMITTEE (C-4)
Agenda

THURSDAY – January 5, 2012
6:45 PM – 8:30 PM
Regular Meeting

Development Service Building
MAIN FLOOR AUDITORIUM, Room 115
150 Beaver Creek Rd.
Oregon City, OR 97045

Regular Meeting

1. 6:45 p.m. Welcome/Introductions
2. 6:50 p.m. Approval of November Minutes
3. 6:55 p.m. Regional Opportunity Mapping Project – Kris Smock, Kristina Smock Consulting
4. 7:15 p.m. C4 Work Plan Discussion – Co-chairs Paul Savas and Lori DeRemer
5. 8:05 p.m. Housekeeping Items
 - a. Appointment of 2012 Executive Committee members (urban city; rural city; water/sewer districts; fire districts)
6. 8:20 pm: “Pressing” Updates - Members
7. 8:30 pm: Adjourn

For additional information, contact:
Jared Anderson at janderson@co.clackamas.or.us or via phone at 503-655-8751.

primary outcome of the work plan will be a set of recommendations on steps the County and cities should take to obtain additional funds to invest in the county's transportation system.

Committee members unanimously agreed to focus its work on developing a local transportation funding strategy. Given the environment of declining federal and state transportation revenue and rising transportation needs, committee members believe that local transportation funding strategies are essential to maintaining critical infrastructure, attracting businesses and creating jobs.

Additional committee feedback included the following:

- Make the case – outline the need for local funding option and share it with the community. Education and public involvement is key.
- Define the end game – describe what projects will be completed with local funding option. Funding requests should be tied to specific projects in order to secure voter approval.
- Define the benefits – describe how individual communities in the county will benefit from local funding option and completed projects.
- Funding equity – factor in rural transportation needs and ensure an equitable distribution of resources.
- Involve the business community – work with local businesses to better understand their needs and what transportation improvements are central to economic health. Involve the local chambers.

Members discussed how to best sequence key activities and action items. Two distinct opinions were expressed:

- Go to public with funding recommendation: Evaluate transportation needs and possible funding options and recommend a specific, local funding option to the public.
- Do not go to public with funding recommendation: Share transportation needs and funding options with the public and let them decide on the appropriate mechanism (don't go out with a preconceived package).

Members also discussed the best method to allocate funds generated by a local funding option. Two distinct opinions were expressed:

- Prioritize projects countywide and use revenue to fund a countywide transportation improvement program (take turns/rotate projects).
- Distribute revenue to each jurisdiction so that everyone gets an immediate share of the revenue for their own needs.

Feedback will be taken to the Executive Committee, which will use it to create a final work plan. Further work is needed to finalize an approach and methodology for carrying out the committee work plan.

4. Housekeeping Items

- a. Approval of bylaws change to provide Hamlets/Villages/CPOs with a single seat on the Executive Committee

Motion to change bylaws to provide Hamlets/Villages/CPOs with a single seat on the Executive Committee was made by Dave McTeague, seconded by Betty Mumm and passed unanimously

- b. Selection of Hamlets/Villages/CPO representative to Executive Committee

Motion to appoint Bob Reeves as Hamlets/Villages/CPO representative to the Executive Committee was made by Mike Wagner and unanimously passed by Villages and CPO representatives.

- c. Approval of Special Districts' request to have a seat on the Cities Subcommittee

An informal committee vote to grant Special Districts' a seat on the Cities Subcommittee passed unanimously. The vote will be formalized once the necessary changes are made to the committee bylaws.

5. "One Minute" Updates – All

6. Adjournment: 8:30 pm



C4 Retreat Debrief & Work Plan Discussion

November 3, 2011

Meeting Goals

- Review the list of committee goals
- Create a committee work plan for coming year
 - Narrow focus to 1-2 goals and define desired outcome
 - Identify key actions needed to support each outcome
- Agree on Next Steps

Committee Goals

Improve Communication

Develop a Local Transportation Funding Strategy

Collaborate & Share Resources

Strengthen C4 Operations

Suggested Work Plan Goal

Goal: Develop a Local, Countywide Transportation Funding Strategy

Objective: Ensure that jurisdictions in Clackamas County have an adequate and stable funding system to construct and maintain its transportation system in light of declining federal and state revenue.



Transportation Needs



Revenue

Action Item #1: Evaluate & Recommend Local Transportation Funding Option(s)

Develop recommendations on steps County and cities should take to obtain additional funds to invest in the county's transportation system

Action Item #1: Key Steps

Where Have We Been?

- ▣ Review and build upon previous funding efforts (Street SMART)

Establish Unmet Need

- ▣ Compile existing data on condition of county roads
- ▣ What will happen *without* additional funds?
- ▣ What will happen *with* additional funds?

Action Item #1: Key Steps, Cont.

Explore Local Transportation Funding Option(s)

- ❑ What are alternative means by which local transportation needs can be funded?
- ❑ What are pros and cons of each option? Evaluate each one based on established criteria
- ❑ Select preferred funding option(s)

Action Item #1: Key Steps, Cont.

Create Plan to Make Funding Strategy a Reality

- ❑ Reach out to public, business community and cities regarding system condition, needs and ways to meet those needs (Inform & Listen)
- ❑ Create a plan/timeline for enactment of local option(s) and build political support: Will funding option require voter approval?

Action Item #2: Determine Use of Funds

Determine how County and cities should use and allocate funds generated by local transportation option(s)

Action Item #2: Key Steps

Determine formula to allocate local revenue between cities and County

- ▣ 40% to cities, 60% to County (same allocation formula used for the state highway fund)
- ▣ Allocate revenue based on population
- ▣ Joint Program (100% funded)
 - ▣ Committee reviews projects from County and cities' TSPs and prioritizes them for funding using established criteria/performance measures.

C4 Work Plan & TSP Updates

Distinct processes BUT areas for collaboration

C4 supports the County and cities' TSP update processes by recommending a local transportation funding option which can inform TSP transportation finance plans.

TSP Updates support C4 work plan by identifying/prioritizing projects which can guide use of local option funds. Example: Review individual TSPs and engage in a countywide prioritization of these projects.

Next Steps

Collect input from C4 committee

Executive Committee will use input to:

- ▣ Finalize work plan
- ▣ Prepare/identify timelines
- ▣ Assess feasibility of goals based on staff resources. County staff resources are limited. Is a technical advisory committee to C4 necessary?
- ▣ Determine how to integrate committee and subcommittee activities toward the accomplishment of the work plan

THE LEO COMPANY

MARKETING, PUBLIC & GOVERNMENT AFFAIRS COUNSEL

City of Wilsonville Activity Report for November 2011 The Leo Company, LLC

Overview

During the month of November we made progress on several ongoing intergovernmental projects, and are firming up plans for the upcoming February 35-day Legislative Session.

What we can expect in February Legislative Session

It is clear that balancing the state budget will be the primary job of the Legislature in 2012. We also expect to see bills on education planning, health care reform, hand guns permits at schools and public places and a limited number of other issues.

Rebalancing of the state government budget will be critical in light of the projected revenue shortfall, which appears to be greater than the budgeted reserve. Budget and job creation will be the focus of this 'first' Annual Legislative Session.

The Transportation Planning Rule (TPR) and other "follow-up" issues from last session are also expected. It is clear that the major emphasis of the February session will be job creation and expediting planning and regulatory policies to create employment opportunities. To say it clearly, the February session will be "all about jobs" as Oregon struggles with the stagnant economy. We will also closely monitor SB 766 "Industrial rulemaking" legislative changes and any legislation affecting Enterprise Zones or other economic development incentives.

Each legislative member can introduce two bills and a limited number of Committee Bills will be allowed, so we will be watching closely when the bills emerge from legislative Counsel in late December. As always, we will keep the City County and staff posted on issues of interest to Wilsonville.

French Prairie Forum Meeting

The November meeting was well attended by local government officials who addressed eight issues ranging from an update on the Transportation Planning Rule, Emergency Planning coordination, updates on the Baldock Rest Area name change and a preview of the February Legislative session. A schedule of meetings for 2012 was proposed and it was decided that because the December meeting fell on Christmas week that we would skip it and convene next meeting on January 18th.

Here is the French Prairie Forum meeting schedule for 2012:

January 18th
February 15th
March 21st
April 18th
May 16th
June 20th
July 18th
August 15th
September 19th
October 17th
November 14th
December 19th

Willamette Water Trail draft MOU discussed at partnership meeting

We attended the meeting along with representatives from many of the cities along the Willamette River to discuss the draft Willamette Water Trail MOU. While the focus on the partnership and the MOU is to promote non-motorized recreation on the Willamette River, the intent is not to impede motorized use, or advocate for excluding motorized use on any portion of the River, nor to deprive landowners of any property rights. The development of recreational use of the Willamette River creates economic opportunity for Wilsonville businesses through use and promotion of the public right-of-way along the river. The City may consider the MOU in 2012, when a final version should be ready. This may produce business opportunities for Wilsonville recreation-oriented businesses.

Aurora Fire Department planning process

We participated in the planning process for the Aurora Fire Department “Central Station” which will be located at the Donald exit off I-5. Although Wilsonville is not in the Aurora Rural Fire District, city residents do benefit through mutual assistance agreements and by prompt response to problems on I-5 and Hwy 551 which can snarl local traffic. We will monitor this process and report developments back to City Staff and Council members.

OSU North Willamette Research and Extension Center

Greg Leo has been appointed as community representative to NWREC Advisory Council to help determine the future direction of this agricultural research station located across Miley Road from Charbonneau and the City limits and Urban Growth Boundary. At the initial meeting, we received the overview and mission for the future of the of this exceptionally productive research facility.

Unknown to many Wilsonville Residents, the North Willamette Valley Agricultural Experiment Station conducts state-of-the-art research on Blueberries, Caneberries, and nursery products including Christmas Trees. For the agricultural industry this is a very important technical resource. It is also a center for Oregon State University Agricultural Extension activities, ranging from the Master Gardener program to a wide variety of classes on best agricultural, food preparation and processing practices. Oregon State has asked for community input on how this

unique research and extension center can become increasingly valuable to local farmers, processors, businesses and residents.

The purpose of the Advisory Council will be to provide local perspective, counsel, thoughts and ideas as the Research Center moves forward to carry out the mission and vision of the Center and meet the needs of the Agricultural industry and the surrounding community. Having a strong connection to farmers, agricultural processors and other stakeholders including the community is essential for moving the Agricultural Experiment Station programs forward and building a sustainable future for local agriculture.

One of the early tasks of the Council will be to review last year's Strategic Plan and determine next steps. Also, we have several staffing questions and budget issues that I will be seeking your guidance on. Finally, building a stronger connection to the public and garnering their support and involvement for the work at the Center will be another focus. We will keep the City Council informed as these discussions progress.

Korean War Veterans Memorial

To follow up on the City Council resolution of November 7th to transfer the ownership of the Korean War Memorial over to the City of Wilsonville, we contacted former Senator John Lim to convene a meeting of the senior Korean American community leaders from the Portland Metro area to discuss how to best financially support the Korean War Memorial. On the agenda is to discuss the future maintenance, repair and restoration, improvements, and the support of ceremonial observations. This meeting is set for December 1st and will be summarized in next month's activity report.

Recreation land needs and 'land swapping' discussed

When the Baldock Solar panels were installed, the land where they are located was subject to a jurisdictional conflict. The land was originally acquired by ODOT under a (Section 6F) grant from the US Department of Interior National Park Service for recreational purposes. To 'repurpose' this recreational land to land for solar panels, the Oregon Parks and Recreation received land in exchange for a project at Beverly Beach at the Oregon Coast.

In discussions at the French Prairie Forum among local governments and at the Baldock Rest Area Coalition meetings it was determined that some of this recreational land should be in the Wilsonville area to support local recreational needs, such as places for cyclists to park and other recreation-related purposes. Discussions between local governments, ODOT, Oregon Parks and Recreation and the local governments in the French Prairie forum are ongoing as local needs are assessed and matched with State resources to make good the original purpose of the Baldock (6F) lands.

Baldock Rest Area Renaming and coalition activities

The Baldock South-Bound Advisory Coalition has voted to accept the recommendation of the Baldock Re-naming Committee. If adopted by the Baldock Northbound Advisory Committee, the Oregon Travel Experience Board and the Oregon Transportation Commission, the Rest Areas will be re-named the French Prairie Rest Areas. This will not change the name of the Baldock Freeway (I-5).

The purpose of the renaming is to allow repositioning of the image of the Rest Areas and to give notice to the geographic, heritage and Oregon history aspects of 'French Prairie'. As the Oregon Travel Experience (OTE), formerly the Oregon Travel Information Council (OTIC) works to improve services, safety and tourism support activities at the Rest Areas, it is generally felt that the name change will make a difference in how local residents and travelers view these two major rest areas closest to Wilsonville. We will monitor and report back on this issue.

Also met one-on-one with Harry Falisec from OTE to discuss the "Community Concierge" concept for the tourism kiosks at the North and South Baldock Rest Areas. We discussed how to most efficiently and effectively communicate information about local tourism and related industry businesses at the Rest Area Kiosks for tourists, business travelers and others. We are also specifically looking at how to bring travelers from I-5 in to trade at Wilsonville businesses.

Chamber of Commerce – Governmental Affairs

The November meeting of the Government Affairs Committee was canceled.

Wilsonville and Bicycle Tourism

The Bicycle Studio that the City of Wilsonville is jointly sponsoring with Travel Oregon, Mt. Hood Territory and the Wilsonville Chamber Visitor's Center, has been rescheduled for February 9th, 2012. The objective of this one-day tourism development workshop is to bring together people from the community and surrounding area who have a personal or professional interest in cycling tourism, including businesses such as tour operators, outfitters, local attractions, food providers, brew pubs, and lodging properties as well as public land managers, trail advocates, planners, communication specialists, community leaders, and cyclists. We are working to get a good turnout at this event from the local business community that can benefit from the development of this new tourism resource.

Summary of November Monthly Activities:

November 2nd – Attended the Willamette Water Trails partnership meeting. Draft MOU discussed, including coordinated tourism and economic development with other cities along the Willamette River.

November 3rd – Met with Harry Falisec from OTE (Oregon Travel Experience, formerly known as OTIC, Oregon Travel Information Council) to discuss the "Community Concierge" concept for the tourism kiosks at the North and South Baldock Rest Areas.

November 4th – Attended the ribbon-cutting for Oswego Grill, one of several new restaurants in the Old Town Square shopping center. Had conversations with business owners and community leaders about growth of the hospitality industry in Wilsonville.

November 7th – Attended both the City Council Work Session and Meetings to review current issues with City leaders including legislative priorities for the February 2012 Legislative Session. At this session, the Council also passed a resolution formalizing the ownership transfer of the Korean War Memorial over to the City of Wilsonville.

November 9th – Conference call with Mark Ottenad and Lisa Nead to review the Willamette Water Trail MOU and discuss next steps.

November 9th – Sent out call for agenda items for the upcoming French Prairie Forum. Coordinated input for 2012 monthly meeting schedule.

November 11th – Contacted former Senator John Lim to organize a meeting between City officials and the Korean community concerning the future of the Wilsonville Korean War Memorial.

November 14th – Coordinated with Mark Ottenad and Jennifer Johnson to discuss the details for the upcoming day-long workshop, the Bicycle Tourism Studio co-sponsored by Travel Oregon and Mt. Hood Territory, and coordinated through the Wilsonville Visitors Center and the City of Wilsonville. We strategized on how to generate participation from the key stakeholders in the tourism and hospitality industries and the bicycle community. *(Update: In order to accommodate greater participation, the Bicycle Studio has been postponed until January 2012)*

November 16th – Facilitated the French Prairie Forum, a monthly meeting of local government representatives to discuss local government policies including transportation, potential state legislation and infrastructure. Discussed monthly meeting schedule for 2012.

November 21st – Appointed as a community representative to NWES Advisory Board to help determine the future direction of this agricultural research. Attended the first meeting of this group to discuss overview and mission of the future of the of this research facility.

Objectives for coming month of December 2011:

1. Prepare for the 35 Day 2012 Legislative Session. Coordinate with League of Oregon Cities and other local government groups concerning upcoming legislation.
2. Assist in the implementation of comprehensive strategy concerning the City of Wilsonville's Aurora Airport policy. Brief officials at the direction of the Public Affairs Director. Carry forward the Wilsonville City Council's March 16th letter Airport Policy.
3. Work with the other French Prairie governments through the French Prairie Forum to coordinate policies concerning area south of the Willamette River. Maintain ongoing relationships with the other governments in the French Prairie Forum. Find opportunities for mutual cooperation.
4. Monitor the Baldock Rest Area planning issues. Work under the direction of the City Attorney and Public Affairs Director to coordinate issue management related to I-5 infrastructure issues.
5. Provide 'as requested' assistance to the Public Affairs Director to attend meetings and coordinate with various officials and groups in support of the City's Public Affairs program.

6. Attend the Wilsonville Chamber of Commerce Government Affairs Committee and give assistance in understanding legislative issues as requested by the Public Affairs Director.
7. Represent the City at Metro and League of Oregon Cities lobby meetings. Build coalitions with other local governments to effectively represent City of Wilsonville interests at the Legislature and in other governmental forums.
8. Work at the request of City staff to better understand legislative changes as it impacts Wilsonville.
9. Other duties as assigned by the City Council, Public Affairs Director and City Manager.

Greg Leo
The Leo Company

10 New Rules for Elected Officials in Times of Economic Meltdown

BY FRANK BENEST

10

Frank Benest, Ph.D., is former city manager of Palo Alto. He currently serves as the senior advisor to the International City/County Management Association for Next Generation Initiatives and can be reached at frank@frankbenest.com. This article was prepared in collaboration with the Institute for Local Government.

This is a challenging new era for local elected officials charged with governing in the midst of economic meltdown.

Typically candidates have run on platforms to make community improvements. Once elected, governing board members have historically enjoyed access to some "slack resources" to respond to ever-increasing community demands. With the economic meltdown, no slack resources exist for new projects. In fact, ongoing budget cutbacks, layoffs and demoralized employees all threaten local government's ability to deliver services.

A Diminished Capacity to Respond

Local governments are experiencing permanent fiscal stress that undercuts their ability to respond to the big issues of the day. The financial crisis is exacerbated by a talent crisis as a whole generation of Baby-Boomer professionals retire. Elected officials' policy innovations are futile without staff talent to execute them.

To make matters worse, employees are feeling fearful, pessimistic and even victimized. In a culture of fear, creativity cannot flourish, and consequently local government cannot overcome its problems.

10 New Rules

Based on my work with public agencies, I have crafted 10 new rules for local government leaders grappling with the current adverse economic conditions.

1. Identify the "core."

To allocate scarce resources, governing boards must first identify core versus non-core businesses or program areas. For example, in one Northern California county, the county manager contacted city

representatives to identify core and non-core businesses, with the intent of identifying possible functions that cities might wish to contract out to the county. The two top core functions that cities wished to keep in-house were land-use planning (determining the physical character of the community and promoting economic vitality) and park programming (affecting the quality of life in a community).

Without first deciding on what is core, governing boards may protect public safety programs at all costs and consequently gut the library and recreation services that are also vital to a community's well-being.

2. Focus on a few priorities.

The governing board as a whole must identify a few priorities (three to five at the most) and then relentlessly pursue those priorities with limited resources. To assist the board in this courageous conversation about hard choices, it is wise to engage a broad range of community groups and thus make the resulting priorities more legitimate and enduring.

When new demands for local government action arise, as they will, the governing board must insist that any new demand replace an existing obligation. When I first arrived in Palo Alto as the new city manager, the department directors identified 39 high-priority projects approved by the council. With the assistance of city management, the council was able to identify and then focus on five priorities. We then hung banners in the council chambers, one banner for each priority. When someone suggested a new priority, the mayor or the city manager could then ask which banner the council would like to remove.

3. Subtract, subtract, subtract.

To aggressively pursue a few priorities with shrinking resources, governing boards must help their organizations relentlessly subtract. When I became city manager in Palo Alto, we created a 90-day "Office of Bureaucracy-Busting." Employees submitted hundreds of ideas to eliminate ritualistic activities that drained resources and provided no added value. Some ideas were simple and easy to implement, such as eliminating quarterly activity reports that no one read or verbatim minutes of commissions. Other ideas were more complicated, such as re-engineering and simplifying the city's contracting process, which ultimately reduced the time needed to approve major contracts from six months to three.

An organization must "accelerate" so it can effectively pursue a few priorities or respond to new demands in economic hard times. To accelerate, it must subtract.

4. Limit requests for new analysis and reports.

While governing board members may resist a community group's demand to immediately respond to some problem with a new service, the board often directs staff to conduct a new analysis or prepare a report. In good times, these kinds of governing board reactions to new demands may mollify constituents making the service request. In bad times, such referrals of nonpriority items to staff simply divert scarce staff resources and undercut the local government's ability to perform.

5. Have the courage to say "no."

Once a governing board identifies core program areas and a few priorities, it must remain focused and help the organization stay the course. Elected officials must have the courage to say "no" when groups make new demands.

6. Avoid a zero-risk environment.

To overcome the resource challenges facing local government, governing boards must encourage innovation. Examples include self-service kiosks for certain kinds of permits, selling computer support or other services to adjacent public agencies, or sharing public safety services with other jurisdictions (for more on this topic, read "What You Need to Know About Regionalizing Public Safety Responsibilities.")

The problem is that local governments are risk averse. In fact, in an economic meltdown, the media, community groups and elected officials jump on any mistake and personally criticize committed staff. In such a hypercritical culture, most employees will hunker down and avoid taking any calculated risks.

Innovation does not occur in a zero-risk environment. Learning from mistakes is a key element in the innovation process. Employees must be encouraged to experiment, test ideas and fix problems and mistakes along the way.

If governing boards do not protect creative and risk-taking employees from abuse, no innovation will occur — regardless of exhortations from the dais.

7. Pursue nongovernmental solutions.

Local government can no longer be the center of all problem-solving. Elected leaders must put the issue or challenge in the center and work with private, nonprofit and other community partners to address the problem. Elected leaders need to focus on their roles as conveners and facilitators and avoid proposing new direct services.

8. Free up funds for a few targeted investments.

Even in severe budgetary times, a local government must make a few strategic investments to position itself for the future. Consequently, it must “over-cut” to enable investing in areas such as employee development, information technology, critical capital improvements, energy efficiencies and strategic partnerships that address neighborhood violence or promote economic development.

9. Provide meaning and emotional support to staff.

Again, elected officials cannot achieve their policy agenda without the commitment of creative staff. To maximize employees’ effectiveness, it’s important to understand what motivates them. While salary is one motivator, people work for more than just a salary — particularly in the public sector. For many public employees, work-related rewards include the opportunity to contribute to their community’s quality of life, help others and achieve a sense of accomplishment.

As Daniel Pink says in the book *A Whole New Mind*, “meaning is the new money.” Elected officials should translate their requests to staff in terms of the meaning of the work. For example, board members need to talk about the meaning of a new bike lane in terms of making biking safer and promoting healthy lifestyles. Elected leaders are key translators.

Public agencies face a “productivity paradox.” At precisely the point that local governments need giant leaps in productivity to overcome the cuts, productivity spirals downward. Elected officials can help the organization survive difficult times by showing concern for employees, providing encouragement and recognizing employee efforts. Simply telling employees to “suck it up” does not help overcome the productivity paradox:

10. Help develop talent and rebuild organizational capacity.

Without talent, the governing board cannot solve the problems facing the local government. In times of severe budget cuts, the local government faces a “free exiter” problem. The “stars” or “A players” of the organization can freely exit and get a job with better pay elsewhere. If they stay, they may look for new opportunities as the economy improves. Employees, especially the “A players,” will stay as long as they are growing and stretching. In fact, learning is the new social glue that holds organizations together.

To support employee development, board members must resist gutting talent development budgets. The good news is that talent development programs are inexpensive. Cost-effective programs include talent exchanges with other agencies, leadership academies or educational webinars sponsored by a consortium of local governments, and interim or rotational assignments.

Courageous Conversations

Certainly, following these 10 rules will not be easy for elected officials. Adhering to the new rules requires focus, discipline and will. Perhaps more than anything, elected leaders must exhibit courage.

Courage has always been a key attribute for leaders. Given the hard choices facing elected officials, courage will become a hallmark of effective governance. Convening stakeholders, starting courageous conversations and engaging all groups in difficult decisions will become the core competencies of leadership.

Elected officials are stewards of our local governments. To help our organizations adapt to change, governing board members must understand the nature of their environment; communicate a new reality to employees, labor unions, community and other stakeholders; and focus on new roles and behaviors. If elected officials adhere to these new rules of governance, their local governments can survive and even thrive in a permanently disrupted world.

**CITY OF WILSONVILLE
CITY COUNCIL
NOTICE OF PUBLIC HEARING**

Public notice is hereby given that the Wilsonville City Council will conduct a public hearing on Thursday, January 5, 2012, beginning at 7 p.m. at City Hall, 29799 SW Town Center Loop, Wilsonville, Oregon.

Ordinance No. 701

An Ordinance Repealing Wilsonville Code Chapter 5, Sections 5.530 To 5.550 And Chapter 6, Sections 6.100 To 6.175 And Adopting New Sections 6.100 To 6.175 Relating To The Use Of Public Lands, Parks And Facilities For Hosting Large Special Events And The Use Of Public Streets, Rights-Of-Way, Sidewalks And Bikeways For Hosting Special Events That Will Substantially Impede The Flow Of Vehicular, Pedestrian Or Bicycle Traffic; To Be Implemented With The Activity Reservation Season, Beginning February 2012 Special Events Procedures And Fees (staff – Kohlhoff/Watters)

Copies may be obtained at a cost of 25 cents per page, at City Hall or by calling the City Recorder at 503-570-1506 and requesting a copy to be mailed to you.

Specific suggestions or questions concerning the proposed ordinance may be directed to Peggy Watters, Community Services Director, 503-570-1579. Public testimony, both oral and written will be accepted at the public hearing. Written statements are encouraged and may be submitted to Sandra C. King, MMC, City Recorder, 29799 SW Town Center Loop, Wilsonville, OR 97070.

Assistive listening devices are available for persons with impaired hearing and can be scheduled for this meeting. The City will endeavor to provide qualified sign language interpreters without cost if requested at least 48 hours prior to the meeting. To obtain such services call the office of the City Recorder at 682-1011.

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