



# Richmond City Council

*The Voice of the People*

*Richmond, Virginia*

## OFFICE OF THE CITY AUDITOR

AUDIT REPORT # 2010-11

### City of Richmond, Virginia Service Efforts and Accomplishments Annual Report

April 2010

## OFFICIAL GOVERNMENT REPORT

*Richmond City Council*

### OFFICE OF THE CITY AUDITOR

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*Committed to increasing government efficiency, effectiveness  
and accountability on behalf of the Citizens of Richmond*

# SERVICE EFFORTS AND ACCOMPLISHMENTS REPORT

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City of Richmond  
City Auditor

## **Executive Summary**

April 13, 2010

The Honorable Members of the Richmond City Council  
The Honorable Mayor of the City of Richmond  
Richmond City Audit Committee  
City of Richmond, Virginia 23219

The City Auditor's Office has completed an annual Service Efforts and Accomplishments report for the City. This report presents an unbiased view of City expenditures, efforts made by the City to provide public service and the opinion of a representative sample of citizens as to the governance of the City of Richmond. The work for this project was performed in accordance with Generally Accepted Government Auditing Standards and classified as an "agreed upon procedures attestation" as defined by the standards. The City Auditor's Office has compiled this report based on published data from various sources such as the Commonwealth of Virginia Auditor of Public Accounts, International City Managers Association, Federal Bureau of Investigation, the City's crime statistics, etc. Limited data was provided by the City departments to compute performance measures. The City Auditor's Office has not audited or verified the accuracy of the data provided.

## ***Discussion and Analysis***

This report addresses many facets of the issues faced by the City of Richmond and its citizens. The data presented in this report is analyzed as follows:

### ***Community Profile***

The most significant information concerns education, poverty and housing stock in the City.

#### ***Education***

The data suggests that 45% of the population has an education level of high school or less. These citizens may not be able to compete in the current job market unless they have the requisite skills. For the City, this may represent an opportunity to fund education that teaches skills to the youth and adults in trades such as carpentry, plumbing, etc. to help them earn decent wages. Affording such opportunities may help divert their energies into more productive causes.

#### ***Poverty***

During 2008, 23% of the Richmond's population whose poverty status could be determined by the Census Bureau was living under the poverty level. Nationally, 13.2% of the population was living under the poverty level. The Richmond City Council has made addressing poverty in the City an initiative. One City priority examined in this report deals with human services. The City funds social services in the City using City, state and federal funding exceeding \$90 million annually.

### ***Housing***

The census data shows that 72% of the houses in Richmond were built more than 40 years ago. It is well known that older houses, unless maintained properly, could lead to safety hazards or blight. The public survey considered the appearance of the City as one of the important factors for citizens' perception of the quality of life in Richmond. To that end, the City has recently embarked on an initiative to deal with vacant properties which will deter crime and reduce blight.

### ***Priorities***

The FY 2008 and FY 2009 biennial fiscal plan presented the following priorities:

- To provide oversight over the expenditure of taxpayers' dollars;
- To provide continued resources to fight crime and continue investments in public safety;
- To provide focus on human services, education and the needs of our young population;
- To improve the appearance of our City through a comprehensive City of the Future capital improvement, an aggressive street repair program, and economic development.

The achievement of the above priorities can be verified if some objective criteria or performance measures are established and evaluated. Accomplishment of these measures would indicate success. Overall, the City has not established specific measures for the above outcomes. Therefore, it is not possible to comment whether the City has satisfied its priorities. There are, however, efforts made by several departments to work toward the above goals, which are discussed as follows:

#### **Priority 1: To provide oversight over the expenditure of taxpayers' dollars.**

This is a fundamental responsibility of government. The City has not specified measures to achieve this priority. However, the City Administration has been keeping records of certain information that can be used for this purpose.

The City Auditor's Office evaluated the fiscal stewardship using the following observations:

1. Richmond's per capita operations and maintenance expenditure is the highest among 10 jurisdictions compared. Some of this can be explained due to the City's status as the capital city. The City may have additional costs that other jurisdictions may not incur. However, there is an opportunity to reduce costs through increased efficiencies.
2. The City's real estate property tax has been decreasing. This rate is still substantially above the rates charged by neighboring jurisdictions. Better management of resources to reduce costs for existing services would help the City to further make progress in this area.  

For the last five years, the City has generated more revenues than budgeted. However, it spent more than the budgeted expenditures. This may indicate either an opportunity to improve controls over spending or a need for improvement in the budgeting process.
3. The City has an opportunity to improve its management of liquidity to meet its current, short term obligations. An analysis of the financial statements for the four year period from FY 2005 through FY 2008 indicated that the current ratio (current assets divided by current liabilities) is decreasing. This means that the City has fewer current assets available to pay for its current obligations. The City has the lowest current ratio when compared to comparable jurisdictions. There needs to be an increased emphasis on maintaining adequate liquidity, which can be accomplished by establishing appropriate benchmarks and proper accountability in meeting or exceeding these benchmarks.
4. The City has maintained a "Rainy Day Fund" or unrestricted fund balance within the range specified in its fiscal policies. Having this fund is critical during an economic downturn such as the current recession.
5. The City has done a good job in managing its debt within the City policy and statutory requirements. This is a significant achievement for the long term fiscal health of the City. In the future, the City must continue evaluating conformity with established debt limits prior to incurring any new debt.
6. The City enjoys very strong ratings for its general obligation and utility revenue bonds.

Based on the above observations, it appears that in some areas the City has performed well, whereas in other areas there is room for improvement. It would be beneficial for the City to establish relevant performance measures for liquidity and spending. It may also help if the City evaluates its budgeting practices.

**Priority 2: To provide continued resources to fight crime and continue investments in public safety.**

The above priority does not define the level of funding required and the specific outcome expected due to the continued funding. The pertinent observations and discussion are as follows:

1. The City has provided significantly more funding to the public safety departments. The funding for the Police Department increased dramatically (40%) from \$56.6 million in FY 2005 to \$79 million in FY 2009. The Police Department's actual expenditures consistently exceeded the budgeted expenditures during this period. Richmond has the highest number of sworn personnel in its police force, which may be the reason for their relatively shorter response time.

The Police Department enjoys a high public rating. The population feels relatively safe in the City except in business areas during the night. During this period, the Police Department had significant accomplishments, specifically in the reduction of homicides in the City. Overall, crime in Richmond has declined. However, according to the FBI and the International City Managers Association data, Richmond still has a higher number of violent crimes per 1,000 population compared to Virginia Beach, Chesapeake and Newport News.

2. The Fire Department also enjoys a very high public rating. The department is well funded. The Richmond Fire Department receives significantly more funding per capita compared to other Virginia localities' fire departments. The



Fire Department in Richmond serves the least number of citizens per fire station compared to other localities. The City experiences a high number of fire incidents per 10,000 population.

The effectiveness of fire suppression is determined by a fire department's ability to contain the fire to the room of origin. When the ability to contain a fire to the room of origin in one or two family residential properties was compared to other localities' statistics, the Richmond Fire Department was least effective in this task.

Having fiscal discipline in both the Fire and Police Departments, which consistently over spent their budgets, is essential. Establishing proper fiscal and performance measures may help improve controls over spending.

***Priority 3: To provide focus on human services, education and the needs of our young population.***

To evaluate achievement of the above priority, the following agencies were contacted:

- Department of Social Services
- Department of Parks, Recreation and Community Facilities
- Department of Public Libraries
- Richmond Public Schools

The following observations were made:

1. Per capita social services expenditures in Richmond have remained relatively steady. Despite having invested about \$90 million annually, only about half of the population rates their services as excellent or good. There appears to a need for understanding the root cause for public dissatisfaction.

The Department of Social Services has been successful in the reduction of congregate care and ongoing child protective services cases. Also, they have been able to reduce the number of youths in foster care. However, due to lack of relevant performance measures in this area, it is not possible to evaluate these accomplishments. The department has not met many of the targets established by the State of Virginia.

2. The public rating of the schools has improved over the last year. However, the Richmond Public Schools per pupil spending remains the highest among the comparable Virginia localities. Based on the information, it appears that RPS's goal was to seek improvements over the previous year. However, RPS has not established specific goals for the FY 2009 for the established measures. Without goals the adequacy of efforts cannot be evaluated. However, they have made consistent improvement in increasing the number of accredited schools.
3. Public satisfaction related to the Department of Parks, Recreation and Community Facilities (PRCF) has improved. Customers are more satisfied about services and the appearance of the facilities. However, they would like improvement in the quality and the variety of programs offered, ease of getting to the facilities, safety of the facilities and the overall quality of City parks.

PRCF provided workload measures which generally showed improvement. However, these measures are not useful without proper benchmarks. The department needs to establish outcome measures.

4. The funding per capita for the Richmond Libraries remains lower than most of the comparable Virginia localities. Lack of appropriate funding has a significant impact on this essential service. The number of items in the Library's collection has dropped 33% from 1,102,535 in FY 2005 to 735,987 in FY 2009. Their collection, circulation and library visits per capita are among the lowest in comparable localities. Libraries provide valuable services to Richmond's youth. For some, it is the only place where they can use a computer to help with their homework and assignments.

In the future, after the current economic challenges are over, the City needs to consider providing more funding to libraries and park operations. Also, there is a need for establishing relevant and meaningful performance measures for the Parks

Department and Richmond Public Schools. This is necessary to evaluate the effectiveness of these functions and to verify achievement of the City's priorities. At this time, it is not possible to verify if the City has achieved these priority goals.

***Priority 4: To improve the appearance of our City through a comprehensive City of the Future capital improvement, an aggressive street repair program, and economic development.***

1. The citizens appear to be more satisfied with the way the City addresses the problems that contribute to the City's appearance. However, meaningful performance measures to evaluate effectiveness of these services currently do not exist.
2. The City has committed over five million dollars annually to repair streets and sidewalks. Currently, the backlog on street repairs is not known. However, the funding through FY 2014 for sidewalk repairs will address only 16% of the relevant backlog. No other plan exists to comprehensively evaluate the City's street and sidewalks repairs needs. Also, performance measures were not available for these functions. Without appropriate data and measures, it is not possible to evaluate these programs.
3. The City has spent several million dollars in major capital projects through the City of the Future program. However, this spending cannot be evaluated without proper, pre-established criteria.
4. The City's economic development efforts have resulted in several million dollars of new development in the City and promotion of new businesses.

Overall, this priority does not define any tangible, quantifiable expectation for the City of the Future Program improvement or the appearance of the City. Without such expectations, the priority appears to be unclear and verification of its achievement is not possible.

***Other Priorities***

- Public dissatisfaction about traffic in Richmond appears to be increasing. Specifically, respondents are split over their satisfaction with traffic management during peak hours on major thoroughfares.
- Parking is a major issue with Richmond residents. Two thirds of the respondents are not satisfied with the currently available parking facilities. Inadequate parking could cause inconvenience in residential areas and may result in loss of revenue for businesses.
- Citizens are generally satisfied with the services provided by Public Works with the exception of improving environmental quality and handling 3-1-1 calls. The 3-1-1 call center is a critical communication link between the citizens and the City.
- Water customers rank their water, sewer and garbage collection services highly. However, they are not satisfied with the water rates, which are highest among the comparable localities.

This report presents much information that may be useful for Richmond citizens to evaluate their government's performance. Going forward, data from year to year can be compared to evaluate progress made by the City to provide better value for the citizens' tax dollars. If you have any questions concerning this report, please contact me at (804) 646-5616.



Umesh Dalal, CPA, CIA, CIG  
City Auditor  
Attachments

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# Service Efforts and Accomplishments Report

## Overview

### *Introduction*

The City Auditor's Office has completed an annual Service Efforts and Accomplishments report for the City of Richmond. This report presents an unbiased view of City expenditures, efforts made by the City to provide public service and the opinion of a representative sample of citizens as to the governance of the City of Richmond.

The subsequent sections of this report present the results of the above efforts and relevant analysis by the City Auditor's Office.

### *Organization of the Report*

This report is divided into several sections as follows:

1. Purpose and scope
2. Community profile

3. Accomplishment of formally established priorities and performance measures, if available
4. Other Priorities
5. Discussion and analysis of results and challenges

### *Purpose and Scope*

The purpose of this report is to provide the City Council, City Administration and the public an independent objective assessment of the City's efforts and accomplishments using guidelines proposed by the Governmental Accounting Standards Board (GASB). GASB is responsible for developing standards of state and local governmental accounting and financial reporting and other accounting and financial reporting communications that will (1) result in useful information for users of financial reports and (2) guide and educate the public, including issuers, auditors, and users of those financial reports.

Other published reports such as the Comprehensive Annual Financial Report (CAFR) and the annual budget are sometimes difficult to read for non-finance professionals. This report attempts to provide information about public resources used, services provided, and outcomes of the services. The report is intended to increase accountability and transparency in the City government. At the same time, the report communicates efforts made by the City Council and the Administration to make improvements.

### ***Methodology***

- The City Auditor's Office contracted Virginia Commonwealth University's Center for Public Policy to conduct a public opinion survey. The survey instrument was developed jointly by the City Auditor's Office and VCU. The instrument was shared with the City Council and the City Administration and their input was considered.
- Revenues and expenditures information was obtained from the public records of the Commonwealth of Virginia Auditor of Public Accounts.
- Necessary performance history was extracted from the City budget documents.
- Published data from various other sources was used as needed.

## Community Profile

### Population

Richmond has experienced minimal but steady growth in population over the past five years as depicted in the following table:

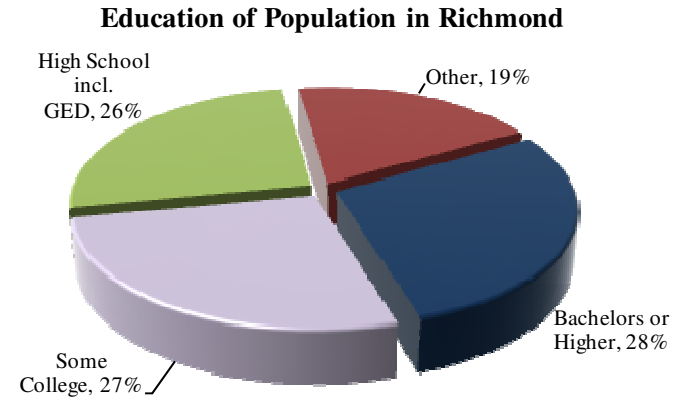
<i>Fiscal Year</i>	<i>Population</i>	<i>% Increase</i>
2004	197,194	-
2005	197,586	0.20%
2006	198,480	0.45%
2007	199,991	0.76%
2008	202,002	1.01%

Source: [www.census.gov/popest/cities/SUB-EST 2008](http://www.census.gov/popest/cities/SUB-EST 2008)

### Education

The education level of the population is as follows:

- Bachelor's Degree or Higher - 28%
- Some College or Associates - 27%
- High School including GED - 26%



Source: US Census Bureau

### Income

According to the last available Census data (year 2008), the following is the comparison of median and mean income in Richmond with similar data gathered for the nation:

	<i>Richmond</i>	<i>USA</i>
<b>Median income</b>	<b>\$38,385</b>	<b>\$52,175</b>
<b>Mean income</b>	<b>\$59,726</b>	<b>\$71,128</b>

Source: US Census Bureau

Further analysis revealed that the disparity is greater when the population living under the poverty level is compared as follows:



During 2008, 17.7% of Richmond households were living under the poverty level as compared to 9.6% nationally. During the same period, 23% of Richmond’s population whose poverty status could be determined by the Census Bureau was living under the poverty level. Nationally, 13.2% of the population was living under the poverty level.

The distribution of household income was as follows:

<i>2008 Household Income</i>	<i>Percent</i>
\$34,999 or less	46.4%
\$35,000 - \$74,999	31.8%
\$75,000 or more	21.7%

Source: US Census Bureau

### ***Housing***

Over the three year span from 2006 through 2008, the occupancy of residential units was as follows:

<b>Housing Occupancy</b>	<b>Units</b>	<b>Percent</b>
Owner Occupied	39,877	42%
Renter Occupied	41,092	44%
Vacant	13,214	14%
<b>Total Housing Units</b>	<b>94,183</b>	<b>100%</b>

Source: US Census Bureau


A substantial portion of the housing stock in the City is older. Old structures are more expensive to maintain. Properties that are not maintained appropriately impact the aesthetics of the City adversely. The following is the age breakdown of housing units in Richmond:

<i>Year Built</i>	<i>Age</i>	<i>Number of Units</i>	<i>Percent</i>
1969 or earlier	40 year +	68,121	72%
1970-1999	10 - 30 years	22,325	24%
2000-Present	Less than 10 years	3,737	4%
		94,183	100%

Source: US Census Bureau

### ***Perceptions about the Direction of the City***






The citizens’ perception regarding the progress of the City in addressing citizen needs is more positive compared to the previous year as depicted in the following table:

<i>Direction of the City</i>	<i>2009</i>	<i>2008</i>	
Right direction	83.1%	81.5%	

The VCU Center for Public Policy evaluated five initiatives that were strongly related to the citizens' evaluation. These were in the order of influence on the citizens' negative perception as follows:

1. Working on transportation solutions
2. Developing the downtown
3. Improving environmental quality
4. Enhancing the Arts and Culture
5. Revitalizing of neighborhoods

The public rating for these factors is depicted in the following table:



<i>Community Ratings</i>	<i>% Good or Excellent Ratings</i>		
	<b>2009</b>	<b>2008</b>	
Raising profile of arts/culture	66.5%	64.9%	
Developing downtown	55.1%	58.8%	
Improving environmental quality	50.0%	48.6%	
Revitalizing neighborhood	49.5%	53.5%	
Developing transportation solution	38.9%	41.8%	

There appears to be an opportunity to improve the citizens' perception towards the City's efforts by addressing transportation, downtown development, environmental quality, arts and culture and the revitalization of neighborhood.









According to the above results, the citizens have mixed opinions related to critical factors influencing them. This year, people were concerned more about transportation, which moved from the third spot to the top spot in the above list. This may be due to the dramatic changes in oil prices recently. The second most important issue remained downtown revitalization, which shows that citizens are interested in actual realization of proposed changes.

***Perceptions about Quality of Life***










It was interesting to note that the citizens rated the City as a place to live lower than the prior year but their perception about living in their neighborhood improved.

<i>Community Ratings</i>	<i>% Good or Excellent Ratings</i>		
	<b>2009</b>	<b>2008</b>	
City as a place to live	68.6%	71.6%	
Neighborhood as place to live	75.9%	73.3%	

The following is the change in citizens' perception about the quality of life in the City as a whole, by various council districts:

District	Citizen Perception about citywide quality of life (Ratings of excellent or good)		
	2009	2008	
District 1	84%	86%	
District 2	78%	77%	
District 3	76%	76%	-
District 4	73%	74%	
District 5	63%	78%	
District 6	65%	64%	
District 7	68%	61%	
District 8	56%	48%	
District 9	64%	63%	

The change in the citizens' perception about quality of life in their own neighborhood is depicted as follows:

District	Citizen Perception about quality of life in neighborhoods (Ratings of excellent or good)		
	2009	2008	
District 1	92%	95%	
District 2	80%	79%	
District 3	79%	68%	
District 4	77%	83%	
District 5	73%	76%	
District 6	66%	60%	
District 7	60%	64%	
District 8	64%	43%	
District 9	68%	64%	

The citizens' perceptions are mixed about quality of life in the City and in their respective neighborhoods. The survey indicates that excellent or good ratings of quality of life in the City and their neighborhoods have reduced in districts 1, 4, and 5. In district 7, perception about quality of life in their neighborhood declined while their perception about citywide quality of life improved. For all other districts the rating shows positive change.

The citizens were asked if they are getting their money’s worth for their tax dollars when they consider the services and facilities the City provides. The respondents were split in their opinion as follows:

<i>Getting Money’s Worth?</i>	<i>2009</i>	<i>2008</i>	
Yes	49.7%	45.4%	↑

When asked, the majority of citizens opted to keep the taxes they pay and the services they receive unchanged. This information supplemented by the improved perception of them getting their money’s worth may indicate that more people are satisfied with the overall level of services they receive.

<i>Change</i>	<i>2009</i>	<i>2008</i>	
Decrease taxes, decrease services	26.0%	25.50%	↑
Keep taxes and services at present level	63.9%	62.80%	↑
Raise taxes, increase services	10.1%	11.70%	↓

A slight majority of citizens expressed their trust in the City government. This is a new measure for 2009. Higher accountability over City resources and continuing to improve services to the citizens may earn more citizens’ trust in the government.

<i>Trust City Government</i>	<i>2009</i>	<i>2008</i>
Strongly or somewhat agree	51.2%	-
Disagree or somewhat disagree	48.8%	-

## **Accomplishment of Priorities**

### ***City's Statement of Priorities***

The FY 2008 and FY 2009 biennial fiscal plan presents the following priorities:

- “To provide oversight over the expenditure of taxpayers’ dollars;
- To provide continued resources to fight crime and continue investments in public safety;
- To provide focus on human services, education and the needs of our young population;
- To improve the appearance of our City through a comprehensive City of the Future capital improvement, an aggressive street repair program, and economic development.”

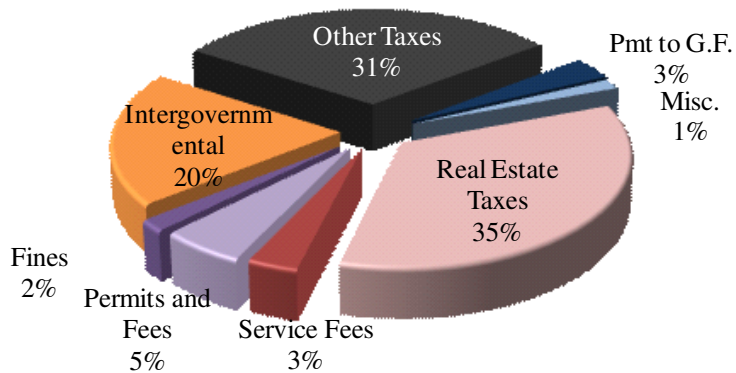
The City’s efforts in accomplishing the above priorities are discussed as follows:

**Priority 1: To provide oversight over the expenditure of taxpayers' dollars.**

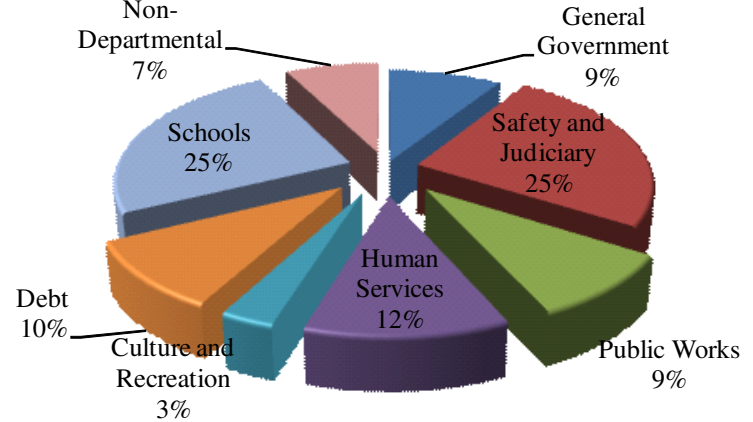
***Overall Spending***

Like many other local governments, the City of Richmond uses fund accounting to record transactions related to receipts, expenditures, debts and assets. Specific funds are established based upon the activity type and revenue source. Many core public services supported by tax dollars are recorded in the City's general fund. The following charts represent the sources and uses of general fund monies. (Source: Adopted Fiscal Plan for FY 2008-09):

**Sources of General Fund FY 2009 (\$654.11 Millions)**



**FY 2009 Uses Of General Fund (\$654.11)**

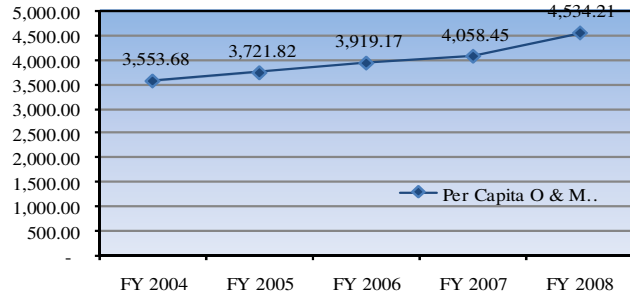


As presented in the foregoing charts, Richmond's largest revenue sources are taxes and intergovernmental revenues. Whereas, the City has committed about 50% of its general fund budget for public safety and schools.

***Trend of General Fund Spending***

Over the past five years, the City's general fund expenditures have grown by 28% as shown in the following graph:

**Trend of Richmond's per Capita Operations and Maintenance Expenditure**



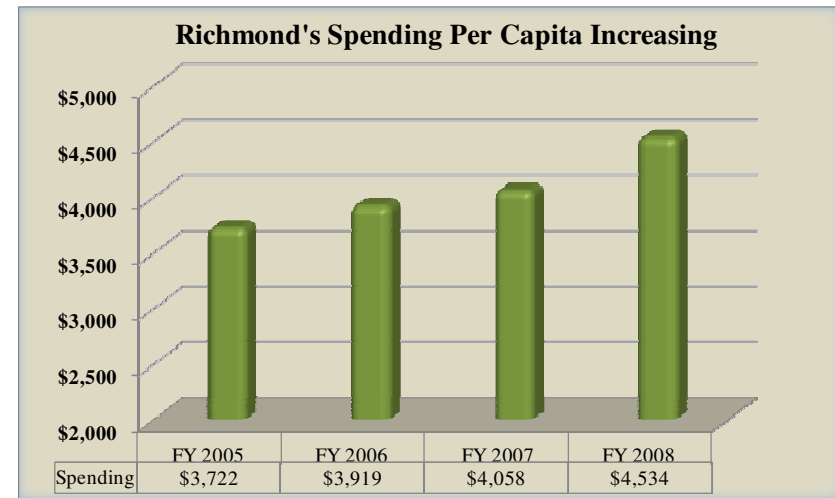
Source: APA

Richmond's operating and maintenance expenditures for general government are 35% higher than other Virginia governments:

Jurisdiction	FY 2008	% of Average
<b>Richmond</b>	<b>\$ 4,534.21</b>	<b>135%</b>
Newport News	\$ 3,589.41	107%
Norfolk	\$ 3,745.38	112%
Hampton	\$ 3,417.39	102%
Virginia Beach	\$ 3,170.08	95%
Loudoun	\$ 3,779.56	113%
Chesapeake	\$ 3,446.48	103%
Prince William	\$ 3,247.25	97%
Henrico	\$ 2,910.80	87%
Chesterfield	\$ 2,824.11	84%
Average	\$ 3,347.83	100%

Source: APA

Richmond's spending per capita has increased in FY 2008 to \$4,534 compared to \$4,058 in FY 2007.



Source: APA

Higher spending without an improvement in services would lead to reduced public satisfaction.

The above information may explain the dissatisfaction of about half of the population concerning the value they receive for their tax dollars. The City has attempted to reduce the property tax rates to address the citizen concerns over the past five years.

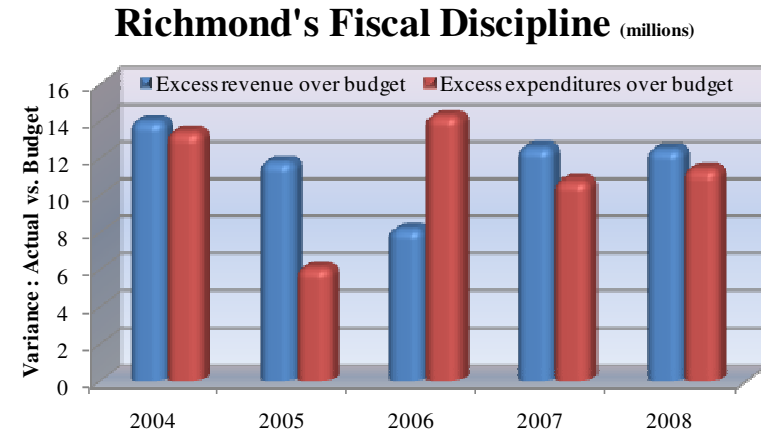
<i>Year</i>	<i>Tax Rate</i>
FY 2005	\$ 1.33
FY 2006	\$ 1.29
FY 2007	\$ 1.23
FY 2008	\$ 1.20
FY 2009	\$ 1.20

Source: 2008 CAFR

The real estate tax rate for FY 2009 is still higher than most of the other jurisdictions. This shows that despite the efforts made by the City, there is room for improvement.

### ***Fiscal Discipline***

To determine if the City operates within budgeted resources, variances of actual expenditures from budgeted expenditures was computed and compared with variances between budgeted and actual revenues as follows:



Source: Adopted Biennial Fiscal plans

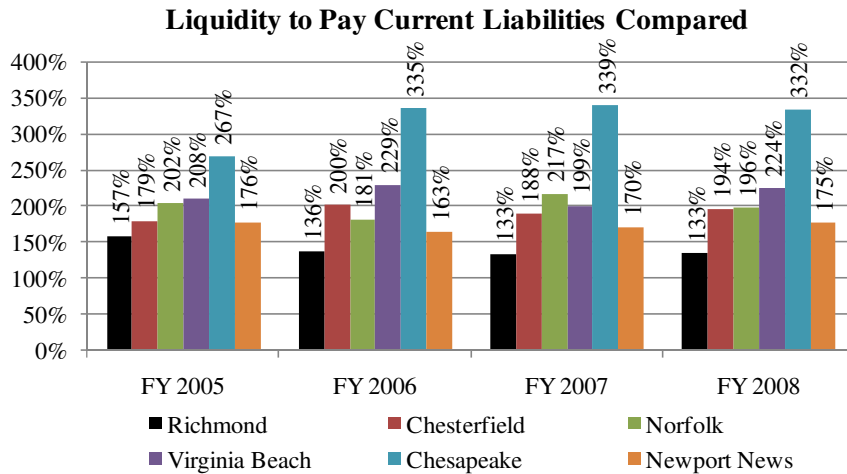
Based on the above chart, it appears that each year the City is generating more revenue than it budgets. However, the excess revenue is spent on actual expenditures exceeding budget. This may indicate that either the City is not appropriately budgeting its revenues and expenditures or fiscal discipline to contain expenditures to budgeted limits is lacking.

### ***Liquidity***

This is a measure of sufficiency of available current assets to pay the organization's current liabilities. Higher liquidity would indicate the ability to meet short term obligations. An



analysis indicated that Richmond could improve its liquidity position as depicted by the following graph:



Source: Various Localities' CAFR Reports

**Rainy Day Fund**

According to the Government Finance Officers' Association, "unreserved funds may be used at a government's discretion to address temporary cash flow shortages, emergencies, unanticipated economic downturns, and one-time opportunities. They provide flexibility to respond to unexpected opportunities that may help a government achieve its goals. Policies on the use of these funds may also be tied to an adverse change in economic indicators (such as declining employment or personal income) to ensure that the funds are

not depleted before an emergency arises. The minimum and maximum amounts to be accumulated may be based on the types of revenue, the level of uncertainty associated with revenues, the condition of capital assets, or the government's level of security with its financial position."

The City has consistently maintained its unreserved general fund balance between 7% and 8% of its general fund revenues as depicted in the following table:

<b>Unreserved General Fund Balance as Percentage of General Fund Revenues</b>	
	<b>Ratio</b>
FY 2005	7.29%
FY 2006	7.55%
FY 2007	7.61%
FY 2008	7.35%

Source: City Finance Department

Although there are no regulatory requirements for maintaining an unreserved general fund balance, a higher balance provides better security.

**General Obligation Debt Policy**

The City policy indicates that general fund supported debt, including bonds authorized and unissued, will be limited by any one of the following:

- The amount required for general obligation bond debt service will not exceed 10% of the total general fund budget.
- Per capita general fund supported debt will not exceed 7% of per capita income.
- The City will not incur general obligation debt in excess of 7.5% of its total taxable real estate value.
- To the extent that general obligation issued and authorized debt does not exceed 7.5% of the total assessed valuation of the City, the general obligation authority may be used for enterprise fund capital projects. When the general obligation authority is used in lieu of revenue bonds, coverage will be maintained and provisions of capitalized interest will be met as though the bonds are on a parity basis with the outstanding revenue bonds.

- The City will issue general fund supported debt with an average life that is consistent with the useful life of the project with a maximum maturity of 30 years.
- General Fund supported debt will be structured in such a manner that no less than 60% of the outstanding debt will be retired within 10 years.

*Source: CAFR*

**Debt Management Efforts:**

- The general fund supported debt service is below the 10% of general fund budget as required:

<i>Description</i>	<i>FY 2007</i>	<i>FY2008</i>	<i>FY2009</i>
Required Limit	10.0%	10.0%	10.0%
Actual Debt Service as % of general fund	8.31%	8.54%	7.75%

*Source: City Finance Department*

The Finance Department has done a good job in monitoring these limits. However, with proposed debt for new development such as school construction, the City will have to closely monitor these requirements.

- The general obligation bond debt has been significantly below the required limit of 7.5% of assessed value of taxable real estate indicating good debt management practices.

<i>Description</i>	<i>FY 2007</i>	<i>FY2008</i>	<i>FY2009</i>
Required Limit	7.5%	7.5%	7.5%
Actual Debt	3.3%	2.9%	2.9%

*Source: City Finance Department*

***Bond Rating***

The City has enjoyed a superior bond rating as follows:

***General Obligation Bonds***

<i>Rating Agency</i>	<i>Rating</i>
Moody's	Aa3
Standard and Poor's	AA
Fitch	AA

***Utility Revenue Bonds***

<i>Rating Agency</i>	<i>Rating</i>
Moody's	Aa3
Standard and Poor's	AA
Fitch	AA-

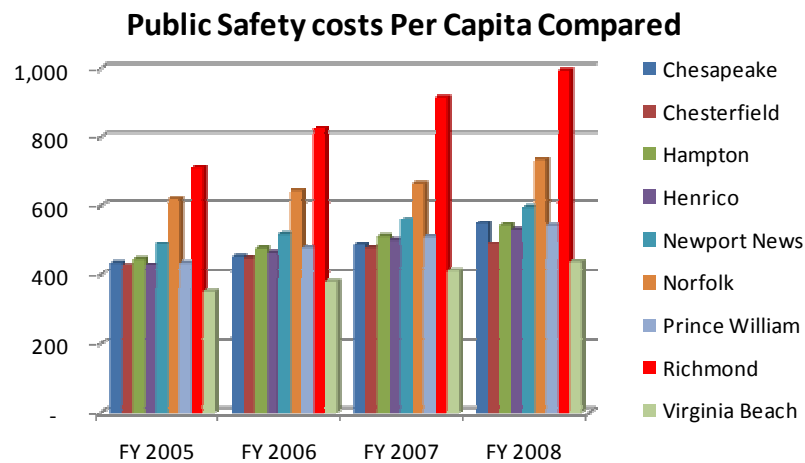
The above ratings represent very strong ratings. However, improvement is still possible.

*Source: City Finance Department*

**Priority 2: To provide continued resources to fight crime and continue investments in public safety.**

Public safety is one of the core functions the City of Richmond provides. This section evaluates the City’s investment in Public Safety and the outcome of the additional investment.

Public Safety includes fire and police services. The following chart depicts that Richmond’s spending is highest among the other comparable jurisdictions:



Source: APA data

Apparently, Richmond’s public safety per capita costs are significantly more than other comparable localities in Virginia.

The Fire and Police Services are evaluated separately in this section.

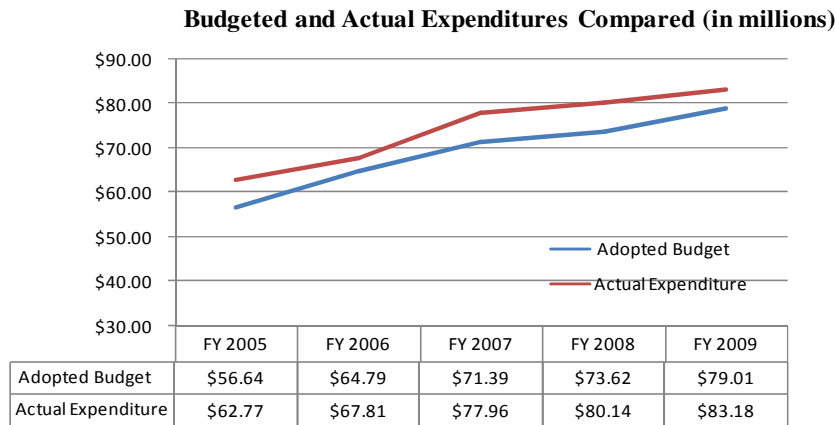
***Police Department***

The Police Department is responsible for providing public safety services to the citizens of Richmond. In recent years, the Department embraced the community based policing philosophy that has worked well in reducing crime in Richmond. The Department has four precincts, a special events division and a special investigations division. In addition, the Department is charged with operating an emergency communications center.

For FY 2009, the Department was authorized to employ 754 sworn and 177.5 civilian personnel. In addition, the emergency center employed 5 sworn and 90 civilian employees.

The Department was allocated a significant amount of funding. The Department’s actual expenditures have consistently

exceeded the budgeted expenditures as depicted in the following graph:



Source: City of Richmond Adopted Biennial Fiscal Plans

The above information indicates better budgetary controls over the departmental spending are needed. On average, during a four year period, the Department overspent budgeted costs by 8% or more than \$5 million annually.

The following table depicts that the City of Richmond, when compared to six other jurisdictions in Virginia, spends the highest amount on law enforcement and traffic control:

<b>Law Enforcement and Traffic Control</b>				
<b>Locality</b>	<b>Population</b>	<b>Rank (High to Low)</b>	<b>Per Capita</b>	<b>% of Avg.</b>
<b>Richmond</b>	<b>195,300</b>	<b>1</b>	<b>537.09</b>	<b>226%</b>
Norfolk	235,987	2	\$305.73	129%
Newport News	182,478	3	\$253.80	107%
Henrico	289,788	4	\$232.99	98%
Virginia Beach	433,033	5	\$225.02	95%
Chesapeake	216,568	6	\$214.23	90%
Chesterfield	298,721	7	\$193.16	81%
Average			<b>\$237.49</b>	

Source: APA report for FY 2008

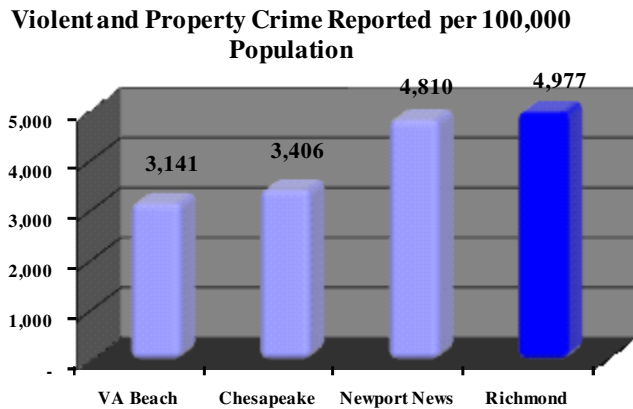
### 2008 Accomplishments

The following are some of the Department's accomplishments:

- The number of homicides dropped to 32 which is the lowest in the past 30 years.
- Overall, continuous reduction in crime
- Encouraged increase in neighborhood groups from 80 in 2007 to 146 in 2008

### Comparability with Other Jurisdictions

Richmond has comparable violent and property crime exposure as Newport News. This exposure is higher than Chesapeake and Virginia Beach. The crime statistics for the other jurisdictions were not available at the Federal Bureau of Investigation’s website. The results of the comparison are as follows:



Source: FBI and ICMA

### Reduction in Crime

The Police Department in Richmond has recently received significant recognition for their crime reduction efforts. Analysis indicates that crime in all categories has continued to

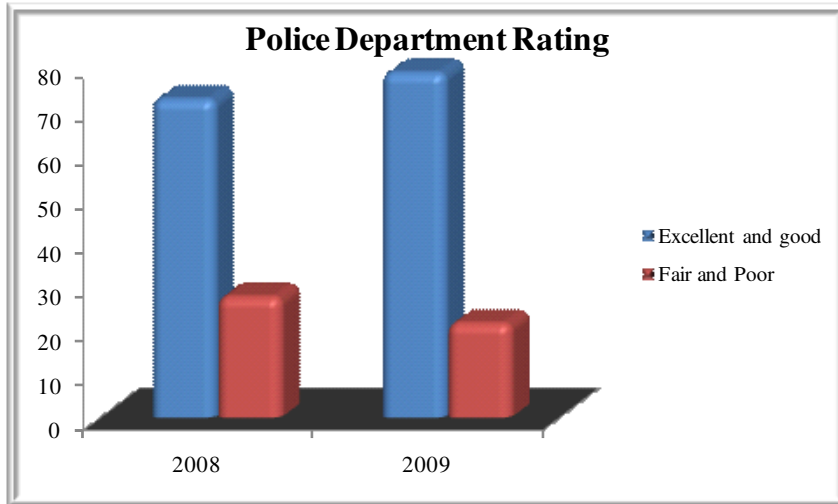
drop. These accomplishments are evident from the drop in various types of crimes as depicted in the following graphs:

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	Overall Trend
Homicide	89	76	56	51	37	↓
Sex Offense	289	256	240	226	168	↓
Robbery	1171	1139	1009	780	811	↑
Assault	5607	5454	5748	5247	5087	↓
Burglary	2451	2510	1952	1864	1655	↓
Theft	7424	6945	5798	5213	5660	↑
Vehicle Theft	1932	1980	1356	1173	1014	↓
Vice	2424	2827	2907	2894	2589	↓
Other	14611	17664	21343	21430	20402	↓
Total	35998	38851	40409	38878	37423	↓

Source: Richmond Police Department Crime Statistics

### Public Opinion

The citizens’ opinion about the Police Department has slightly improved since last year. Now, almost 79% of people rate the Department as either excellent or good compared to 73% previously.



The citizens' opinion related to the magnitude of other crimes is depicted in the following table:

	<i>No or small problem</i>		
	2009	2008	
Neighborhood gangs	89%	87%	↑
Illegal drug sale	78%	73%	↑
Violent crime	80%	75%	↑
Res. Burglaries	78%	79%	↓
Car Burglaries	76%	76%	-
Car running red lights	56%	62%	↓
Speeding in neighborhoods	46%	51%	↓

Source: 2009 citizen survey

It appears that in the citizens' opinion, the problems of running red lights and speeding on neighborhood streets have worsened since 2008. Speeding is a concern across the City. However, Council District 4 respondents are most concerned about this issue. The Department appears to have made progress in dealing with neighborhood gangs, illegal drug sales, and violent crime issues.

### *Feeling Safe?*

The following are the citizens' perceptions related to safety:

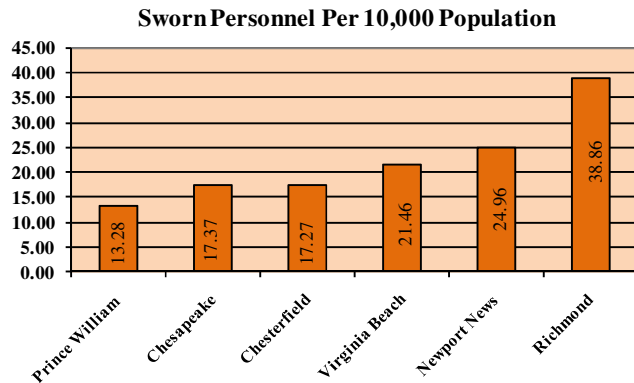
<i>Feeling Safe when Walking Alone</i>	2009	2008	
In neighborhood during day	93%	94%	↓
In neighborhood at night	69%	62%	↑
In business area during day	92%	93%	↓
In business area at night	47%	51%	↓

Ideally, the citizens should feel safe at any time. Based on the above data it seems that the citizens feel safe during the day. However, measures could be taken to enhance their perception of safety at night.

**Measures**

**Resources**

Richmond has significantly more resources than other jurisdictions.



Source: ICMA

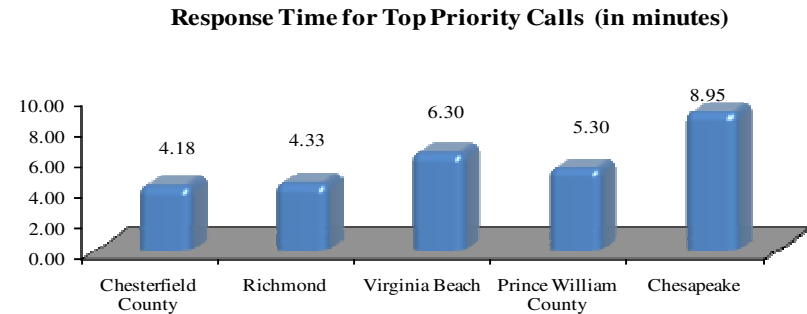
**Workload**

The City has a higher number of dispatched, top priority police calls compared to Chesapeake, Newport News and Virginia Beach.

	<i># dispatched, top priority calls/1,000 population</i>	<i>Violent Crimes Reported/ 1,000 population</i>	<i>Property Crimes Reported/ 1,000 population</i>
<b>Richmond</b>	<b>88.13</b>	<b>8.39</b>	<b>43.98</b>
Chesapeake	84.20	5.58	34.76
Chesterfield	1.34	2.13	NA
Newport News	69.14	6.37	40.91
Prince William	NA	NA	18.09
Virginia Beach	36.66	2.58	29.03

Richmond has a higher workload than comparable cities.

**Outcome**




Source: ICMA

The City has better response time than Virginia Beach, Prince William County and Chesapeake.



	<i>%violent crimes cleared</i>	<i>% property crimes cleared</i>	<i>Total crimes cleared per sworn FTE</i>	<i>Total arrests</i>
<b>Richmond</b>	<b>53.11%</b>	<b>19.78%</b>	<b>3.38</b>	<b>17,388</b>
Chesapeake	35.25%	14.07%	4.58	12,990
Chesterfield	46.60%	NA	0.58	16,690
Newport News	39.44%	25.35%	1.01	17,815
Prince William	60.20%	NA	2.65	NA
Virginia Beach	56.21%	27.40%	4.38	31,760

Source: ICMA

<i>Rating of 911 Service</i>	<i>2009</i>	<i>2008</i>	
Excellent or good	86.9%	78.9%	

### ***Emergency Communication Center (911)***

The survey also inquired about citizens' satisfaction with emergency communication (911) services. These services are very critical as they are used in situations where there is a threat to a citizen's life or property. This operation is responsible for dispatching police, fire and ambulance personnel upon citizens' calls.

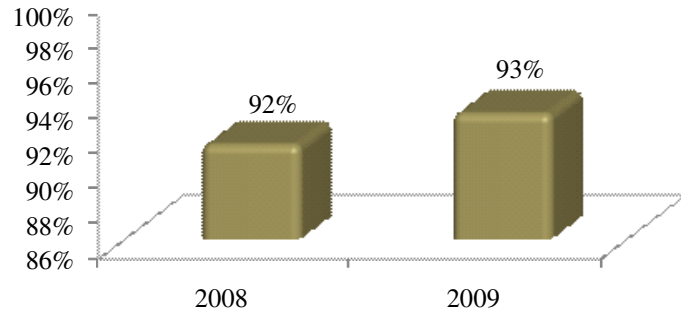
The recent survey showed a sizable improvement in public perception about these services as depicted in the following table:

## ***Fire Department***

### ***Overall Rating***

The Fire Department is another very important public safety department in the City of Richmond. The survey results indicated that citizens' positive perception of the Fire Department's services from 2008 has improved in 2009.

#### **Fire Department Rated Excellent or Good**



### ***Ambulance or Emergency Medical Services***

<i><b>Rating</b></i>	<i><b>2009</b></i>	<i><b>2008</b></i>
Excellent or Good	90.1	88.4

### ***Funding***

The following graph depicts the increase in funding of the Fire Department.

	<i><b>FY 05</b></i>	<i><b>FY 06</b></i>	<i><b>FY 07</b></i>	<i><b>FY 08</b></i>	<i><b>FY 09</b></i>
Budgeted	32,210,901	35,310,730	36,780,090	38,099,231	41,160,762
Actual	33,473,743	35,446,465	38,241,777	39,168,500	42,487,090

*Source: City Department of Budget and Strategic Planning*

There was a 28% increase in the Fire Department's budget from FY 2005 to FY 2009. During this period, the Department exceeded their budget each year. It is not clear if this occurred due to lack of controls over spending or inadequate budgeting practices.

A comparison with other jurisdictions of Fire services costs is as follows:

Locality	Population	Rank (High to Low)	Per Capita FY2008	% of Average
<b>Richmond</b>	<b>195,300</b>	<b>1</b>	<b>\$291.27</b>	<b>159%</b>
Chesapeake	216,568	2	\$196.92	108%
Norfolk	235,987	3	\$194.54	106%
Newport News	182,478	4	\$173.71	95%
Henrico	289,788	5	\$156.40	86%
Chesterfield	298,721	6	\$151.46	83%
Virginia Beach	433,033	7	\$115.17	63%
Average			\$ 182.78	

Source: APA data

The above observations indicate that the Richmond Fire Department has the highest per capita costs to provide fire services. The City Auditor’s analysis indicates that the above trend is consistent for at least the past four years.

***Accomplishments***

**Regional High Rise Operations**

The Richmond Fire Department was instrumental in coordinating the multi-jurisdictional high-rise training efforts.

**National Incident Management College**

The program creates an instructor pool of emergency personnel capable of training first responders to operate during catastrophic incidents.

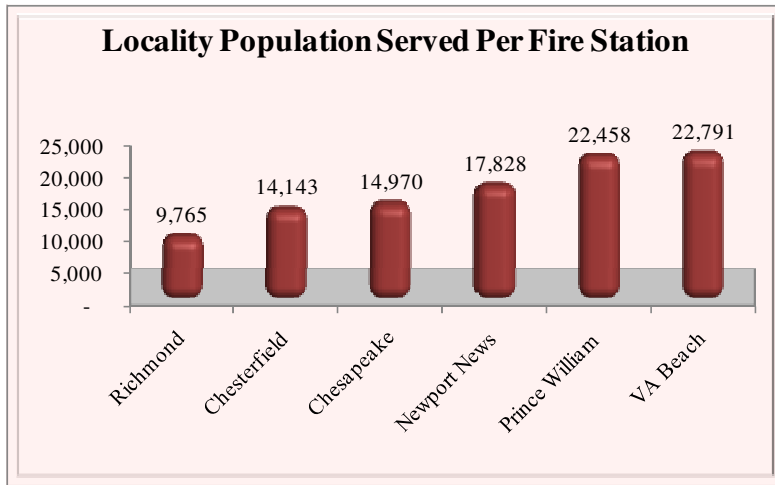
**Records Management System**

The Fire Department implemented the first phase of their records management system upgrade. This system allows the Fire Department to provide important statistical data related to fire and medical incidents.

***Measures***

***Resources***

The City of Richmond serves a smaller population per fire station than other comparable jurisdictions. According to ICMA data, Richmond serves only 57% of the average population served by the other comparable jurisdictions.



Source: ICMA

The above data indicates that Richmond may have more fire stations compared to the other jurisdictions.

**Workload**

Richmond has the highest number of non-structure and second largest structure fire incidents per 10,000 population (Source: ICMA data)

<b>Fire Incidents per 10,000 population</b>		
	<b>Non-structure</b>	<b>Structure</b>
Chesapeake	14.52	7.21
Chesterfield	19.06	16.03
Newport News	35.95	26.92
VA Beach	21.85	10.41
<b>Richmond</b>	<b>56.43</b>	<b>22.58</b>

The Richmond Fire Department has EMS calls per 10,000 population that are consistent with the other jurisdictions.

<b>Total EMS Calls per 10,000 population</b>	
Richmond	826
Chesapeake	809
Chesterfield	617
Prince William	607
Newport News	1,393
VA Beach	887

Source: ICMA

**Performance Measures**

The following information was obtained from the ICMA’s performance measurement center website:

As recognized last year, the data for the following performance measures will be very useful for the citizens to evaluate this critical service on which the protection of their lives and properties depends:

- Sworn Fire Personnel per 1,000 population
- Emergency Medical Service Personnel per 1,000 population

- Commercial and industrial structure fires per 1,000 commercial and industrial structures
- Incident related injuries with time lost per 1,000 incidents
- Average time from call entry (when the fire call taker answers the call) to conclusion of dispatch

The data for the following measures is available:

<i><b>Response Time From Answering the Phone through Arrival on Scene (in minutes)</b></i>	
	Response Time
Chesterfield County	6.62
<b>Richmond</b>	<b>4.88</b>
Virginia Beach	9.18

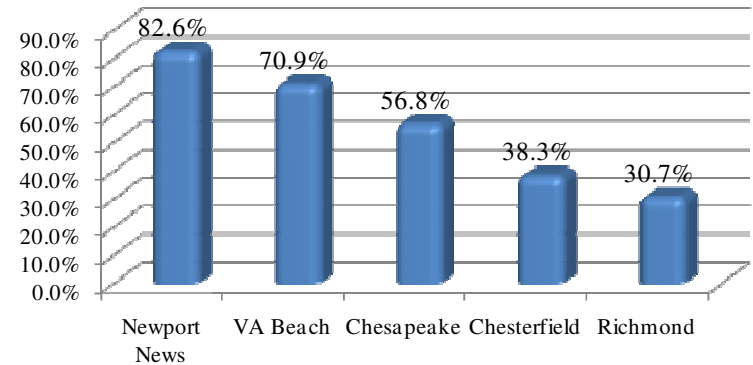
*Source: ICMA*

The Richmond Fire Department has lower response time from the time the call is received until arrival on the scene compared to Chesterfield County and Virginia Beach. The data for the other jurisdictions was not available.

***Percent of Fire Contained to the Room of Origin for Residential Structures:***

This measure is significantly important for fire suppression.

**Percent of Fire Contained to the Room of Origin For One or Two Family Residence**



*Source: ICMA*

It has been a known fact that a fire spread exponentially over time. A delay of a few seconds could mean significant additional damage to the property and possible loss of life. Therefore, expedient suppression of fire is essential for on-the-scene effectiveness.

**Priority 3: To provide focus on human services, education and the needs of our young population.**

**Richmond Department of Social Services (DSS)**


**Per Capita Budgeted Costs**

In Richmond, the per capita budgeted social services costs have more or less remained steady as depicted in the following table:

Description	FY 05	FY 06	FY07	FY08	FY09*
Per capita costs	\$520	\$493	\$476	\$496	\$498

Source: City budget and APA  
 \*Source: City Financial System

**Public Perception**

Rating	2009	2008
Excellent or Good	54.7%	50.9% 

Although, the public rating of this service has improved, there appears to be room for improvement.

**Performance Measures**

The following are the performance measures tracked by the Department of Social Services:

Measure	Avg. FY 09	State Target
<b>Timely Processing of:</b>		
TANF Applications	91.00%	95.00%
FS Combined Applications	90.86%	97.00%
Medicaid applications	93.59%	97.00%
Medicaid Reviews	88.70%	97.00%
<b>VIEW Program</b>		
Job Retention	64.38%	75.00%
Percent Employed	40.50%	50.00%
Federal Work Participation Rate	43.11%	50.00%
Average Hourly Wage	\$7.67	\$7.25
<b>Foster Care</b>		
Adoptions Finalized w/in 24 Months of Entering Care	16.53%	36.60%
Absence of Maltreatment	99.68%	94.60%
Absence of Abuse	100.00%	99.68%
% Reunified w/in 12 Months	63.48%	75.20%
Re-Entry Rate	3.85%	9.90%
<b>Reduction in Congregate Care</b>	23%	Local
<b>Reduction in number on Ongoing CPS Cases</b>	26%	Local
<b>Reduction in number of youth in Foster Care (from FY 08-09)</b>	11%	Local

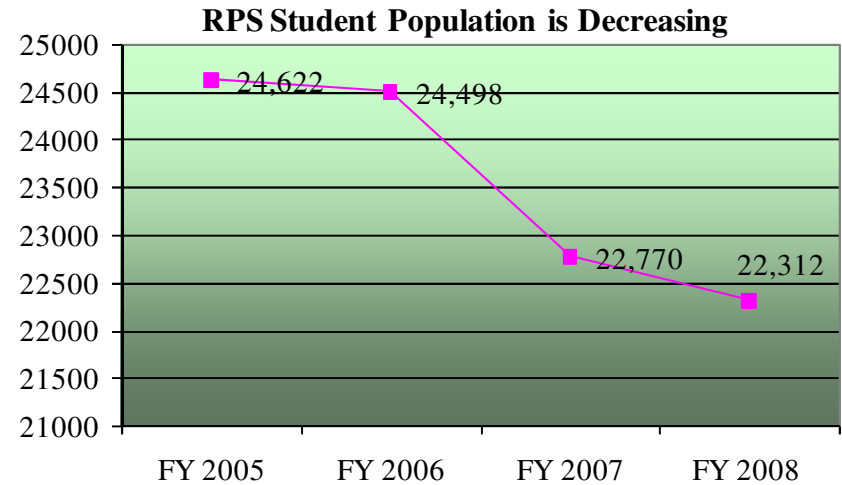
### ***Richmond Public Schools (RPS)***

RPS continues to incur the highest per pupil costs compared to the other jurisdictions in Virginia as depicted in the following table:

<b><i>School Division</i></b>	<b><i>FY 2005</i></b>	<b><i>FY 2006</i></b>	<b><i>FY2007</i></b>	<b><i>FY 2008</i></b>
<b>Richmond</b>	<b>\$ 10,704</b>	<b>\$10,995</b>	<b>\$ 12,330</b>	<b>\$ 12,438</b>
Norfolk	\$ 8,367	\$ 8,543	\$ 9,808	\$ 10,391
Chesapeake	\$ 8,115	\$ 8,749	\$ 9,677	\$ 10,331
Virginia Beach	\$ 8,213	\$ 8,741	\$ 9,969	\$ 10,269
Prince William	\$ 8,512	\$ 8,872	\$ 9,823	\$ 10,233
Newport News	\$ 7,817	\$ 8,885	\$ 9,586	\$ 10,132
Hampton	\$ 8,154	\$ 8,501	\$ 9,505	\$ 9,998
Chesterfield	\$ 7,003	\$ 7,274	\$ 8,099	\$ 8,858
Henrico	\$ 7,443	\$ 7,690	\$ 8,168	\$ 8,781

*Source: VDOE*

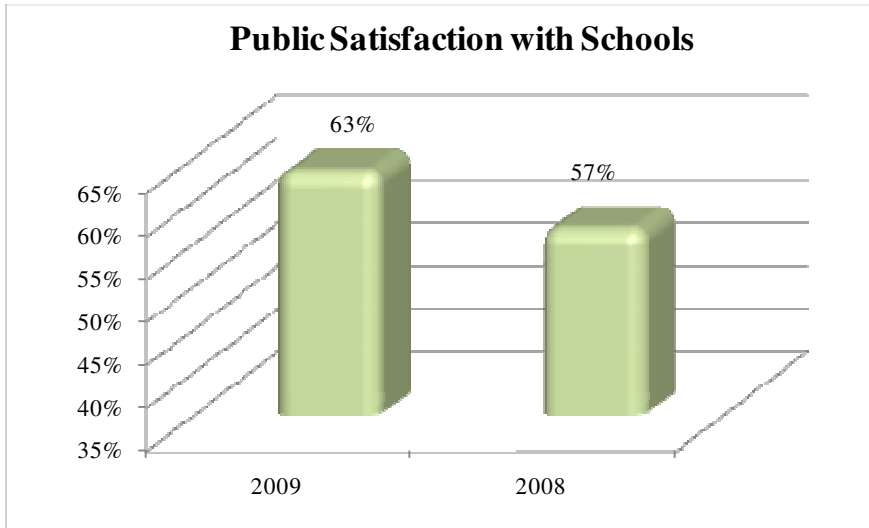
The above table indicates that per pupil costs for RPS has increased consistently over the past four year. However, during the same period, the student population has been consistently declining as depicted in the following graph:



*Source: VDOE*

Based on the above information and information presented in previous audit reports, RPS needs to put cost control measures in place.

During the current year, public satisfaction with RPS has improved. However, RPS is facing some challenges as about one third of population still would like to see further improvements in the schools.



**Performance Measures**

RPS prepares a balanced scorecard listing their accomplishments. The goals included in the scorecard are:

1. Improve Student Achievement
2. Promote a Safe and Nurturing Environment
3. Provide Strong Leadership for Effective and Efficient Operations
4. Enhance Capacity Building through Professional Development
5. Strengthen Collaborations with Stakeholders
6. Increase Parent & Community Satisfaction

The following are reported results:

Measure	Actual FY 09	Actual FY 08	Variance
% students graduating on-time	68.7%	65.8%	+2.9%
# scoring Advanced Proficient on SOL test	6,488	6,357	+131
% schools achieving “Adequate Yearly Progress”	79%	85%	-6%
% schools accredited	93.6%	87.5%	+6.1%
# schools in improvement	4	5	+1 (improvement)
% scoring in upper range on PALS assessment	83%	83%	-
% budget accounts within 5% of actual	44.8%	N.A.	-

Source: Richmond Public Schools

Based on the information, it appears that RPS’s goal was to seek improvements over the previous year. However, they have not established specific goals for these measures for FY 2009. Without specific goals, the adequacy of efforts cannot be evaluated. However, for the most part, they have shown improvement in their performance. In addition, a government is expected to stay within budgetary constraints. Having only 45% of accounts within reasonable variance from the established budget appears to be low.




### *Parks and Recreation Programs*

Parks and Recreation programs make a significant contribution by improving the quality of life and keeping at-risk youth off the streets. The City of Richmond has made a substantial investment in these programs by increasing its budgeted cost per capita by 174% as depicted in the following table:

	<i>FY 2005</i>	<i>FY 2006</i>	<i>FY2007</i>	<i>FY 2008</i>
Chesterfield	25.19	25.00	25.71	27.59
Chesapeake	35.56	33.39	34.98	41.46
Henrico	25.19	52.07	54.54	56.12
Prince William	63.95	67.35	65.11	70.31
Norfolk	67.01	72.57	79.78	91.54
Virginia Beach	52.67	61.38	94.46	98.21
<b>Richmond</b>	<b>35.88</b>	<b>57.28</b>	<b>65.59</b>	<b>98.21</b>
Newport News	103.85	109.48	116.33	126.49
Hampton	121.59	112.32	106.60	147.49








Source: APA

### *Public Opinion about the Parks Department*









<i>Rating</i>	<i>2009</i>	<i>2008</i>	
Excellent or Good	72.5%	68.7%	

### *Overall Rating for Customer Service*

The citizens who had contact with the Parks, Recreation and Community Facilities Department rated various functions excellent or good as follows:

<b>Issue</b>	<b>2009</b>	<b>2008</b>	
Handling customer concerns	72.5%	68.7%	
Quality of programs	75.9%	78.9%	
Variety of programs	71.0%	75.6%	
Appearance of Facilities	73.6%	73.2%	
Ease of getting to Facilities	78.7%	81.1%	
Safety of Facilities	70.8%	76.8%	
Overall Quality of City Parks	77.0%	78.2%	

**Measures**

<i>Measures</i>	<i>2009</i>	<i>2008</i>	
Average daily attendance at			
Community Center	1,744	1,349	
After school program	562	587	
Monthly teen night event*	922	1,204	
Linwood Robinson Senior Center	30	26	
Participation in athletic programs	6,346	5,001	
Meals served			
Summer program	304,515	308,113	
Kids Café and CACFP programs**	93,637	129,021	
% work orders completed within target	89%	88%	

\* October 2009 event was not held

\*\* Kids Café program was not conducted

*Source: Parks, Recreation and Community Facilities Department*

It appears that increased funding helped in providing more services in certain areas. Specifically, improved participation in athletic programs addresses the needs of young adults. However, reduction in services such as meal programs must be evaluated.

**Library Services**

Public libraries play a valuable role in enhancing the quality of life of our citizenry. These facilities provide a venue for children to complete their homework and enhance their vocabulary by participating in summer reading programs. Adults and children can use the libraries for their leisure and entertainment while improving their knowledge.

**Funding**

The funding for library services remains at a low level:

<b>Jurisdiction</b>	<b>FY2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY2008</b>
Henrico	35.57	37.63	46.31	52.30
Virginia Beach	37.48	39.36	36.73	37.22
Chesapeake	30.04	32.12	36.64	38.47
Prince William	32.34	32.61	34.93	34.89
Norfolk	29.96	31.72	34.51	35.23
Newport News	22.64	24.46	28.45	30.37
<b>Richmond</b>	<b>27.13</b>	<b>27.39</b>	<b>26.66</b>	<b>28.65</b>
Chesterfield	25.94	25.67	26.42	29.15
Hampton	20.06	20.37	20.93	21.75

*Source: APA*

The impact lower funding has on core library services is evident. The number of materials in the collection has been dwindling over years.

<b>Year</b>	<b># of Items in Collection</b>
2005	1,102,535
2006	1,021,612
2007	808,935
2008	809,965
2009	735,987

*Source: Richmond Public Library*

Richmond has low collection expenditures per capita. This may have resulted in lower circulation and library visits per capita.

<b>Library System</b>	<b>Collection Expenditures per Capita</b>	<b>Circulation per Capita</b>	<b>Library visits per Capita</b>
Henrico	\$6.57	11.34	6.29
Chesapeake	\$6.10	9.33	6.92
Virginia Beach	\$4.83	7.47	4.61
Norfolk	\$4.28	3.73	3.63
Prince William	\$4.31	8.01	3.80
Chesterfield	\$3.99	13.45	5.94
Newport News	\$3.30	3.94	5.19
<b>Richmond</b>	<b>\$2.93</b>	<b>3.72</b>	<b>4.42</b>
Hampton	\$1.62	4.10	4.04

*Source: Library of Virginia*

Enrollment in the summer reading program increased dramatically in 2009; however, the number of programs for children is lower compared to the past history of the library:

<b>Year</b>	<b>Summer Reading Program Enrollment</b>	<b># of Children Programs</b>
2005	1,267	2,144
2006	962	1,874
2007	626	1,842
2008	1,452	1,023
2009	4,325	1,136

*Source: Richmond Public Library*

Richmond libraries provide children and young adults a venue for research and completing their home work. Increasing funding to the Richmond Public Library system could help the City achieve its priority of filling the educational needs of children and young adults.

Although the following ratings are slightly different from the previous year, public opinion for the Richmond Public Library remains high:

<i>Issue</i>	<i>2009</i>	<i>2008</i>	
Quality of service	88.0%	89.0%	↓
Quality of Facilities	81.2%	82.1%	↓
Availability of Materials	79.9%	78.6%	↑








**Priority 4: To improve the appearance of our City through a comprehensive City of the Future capital improvement, an aggressive street repair program, and economic development.**

***Community Development Functions***

The citizens’ satisfaction (rating excellent or good) with this department’s handling of their concerns is depicted in the following table:

<b><i>Function</i></b>	<b><i>2009</i></b>	<b><i>2008</i></b>
Community Development and Planning	47.3%	50.0%
Building Permit Process	50.6%	50.8%

There are other issues that impact the citizens on an ongoing basis that are not formally addressed by the foregoing priorities. The following are some of the positive public opinions on issues addressed by the Community Development Department:

<b><i>Community Ratings</i></b>	<b><i>% Expressing Satisfaction</i></b>		
	<b><i>2009</i></b>	<b><i>2008</i></b>	
Property cleanliness	75.0%	74.5%	
Vacant lot or abandoned properties	83.1%	81.7%	
Abandoned or junk vehicles	91.1%	86.3%	
Trash and litter	78.4%	74.1%	
Graffiti	92.3%	87.7%	
Illegal Dumping	94.4%	87.8%	
Developing downtown	55.1%	58.8%	

The citizens appear to be more satisfied with the addressing of the problems that contribute to the appearance of the City.

***Performance Measures***

Currently, meaningful performance measures to evaluate effectiveness of these services do not exist. A recent audit in the Community Development Department has recommended the development of appropriate performance measures.

### *City of the Future Capital Improvement*

#### *Street and Sidewalk Repairs Program:*

The City has committed over five million dollars annually to repair streets and sidewalks. The funding was reduced slightly in FY 2009 as follows:

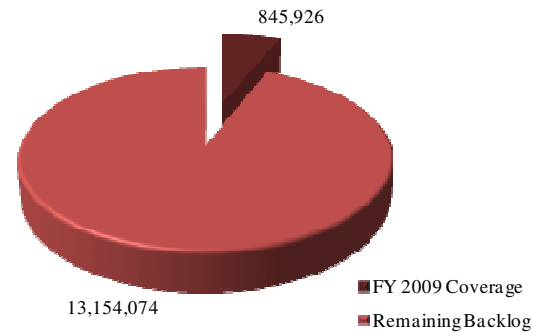
<i>Year</i>	<i>Expenditure</i>
FY 2008	\$5,885,967
FY 2009	\$5,541,832

*Source: City Department of Public Works*

The backlog on the street repairs is not known.

During FY 2009, the City spent \$845,926 to repair 15,933 square yards of sidewalk. This expenditure addresses only a small fraction of the total backlog as depicted in the following chart:

**Sidewalk Repairs Workload (Square Yard)**



*Source: City Department of Public Works*

The budgeted cost for future sidewalk repairs is as follows:

<i>Year</i>	<i>Budget</i>
FY 2010	\$340,000
FY 2011	\$450,000
FY 2012	\$535,700
FY 2013	\$496,000
FY 2014	\$257,000
<b>Total Budgeted</b>	<b>\$2,078,700</b>

This shows that by 2014 only 16% of the existing backlog will be repaired. Any new additions to repair needs will further increase the backlog. Therefore, the City will always be playing catch-up to address this need.

**Performance Measures**

No performance measures were available for the street and sidewalk repairs program.


**Major City of the Future Projects:**

During FY 2009, the City invested over \$38 million in major construction projects as follows:







	<i>Project</i>	<i>Amount</i>
1	Carpenter Center Renovation/Expansion	\$ 25,000,000
2	Landmark Theatre Renovations – multiple projects	\$ 1,153,000
3	Major Park Renovations	\$994,800
4	Neighborhood Park Renovations	\$540,900
5	Library Technology Upgrades & Renovations - – multiple projects	\$1,006,600
6	Street Repaving Projects	\$5,846,400
7	Sidewalk Repair Projects	\$910,600
8	Gateways Beautification	\$95,600
9	School Planning & Construction Program – multiple projects	\$138,300
	<b>Total costs</b>	<b>\$35,686,200</b>

Source: City Department of Public Works

**Public Opinion about the Street Division**

<i>Rating</i>	<i>2009</i>	<i>2008</i>
Excellent or Good	49.1%	58.1% 

There was a negative change in the public opinion about the services provided by the Street Division. This sentiment is reflected in the public opinion about the condition of streets as follows:

<i>Community Ratings</i>	<i>% Rating Excellent or Good</i>	
	<b>2009</b>	<b>2008</b>
Overall condition of streets and roads	32.5%	39.6% 
Street maintenance	32.8%	40.8% 
Median and ROW maintenance	46.6%	55.5% 
Street sweeping	56.8%	66.1% 
Condition of neighborhood streets	73.8%	71.7% 
Condition of alleys	80.5%	77.2% 

It appears that citizens are concerned about the condition of street maintenance. More focus on addressing this issue is needed.

There are no performance measures established for street and sidewalk repairs. Also, no performance measures for The City of the Future projects were found.

### ***Economic Development***

The following are accomplishments of the Department of Economic Development (DED) for FY 2009:

<b><i>FY2009</i></b>	
<i># of Businesses Retained</i>	<i>115</i>
<i># of Businesses Expanded</i>	<i>18</i>
<i># of Businesses Attracted</i>	<i>4</i>
<i># of Prospects Department Assisted</i>	<i>37</i>
<i># of new jobs created in the City</i>	<i>698</i>
<i>Amount of new business investment in the City</i>	<i>\$40,404,000</i>
<i>Amount of redevelopment and infrastructure investment</i>	<i>\$160,000,000</i>
<i>Technical Assistance</i>	<i>833</i>
<i># of CARE Loans and Rebates</i>	<i>83</i>
<i># of NIBRLF Loans</i>	<i>6</i>
<i># of EZ Incentives</i>	<i>71</i>

Source: Fiscal Plan 2010-2011

In FY 2009, DED and the Broad Street Community Development Authority (CDA) influenced investment exceeding \$417 million in the following developments:

- The National Theater: \$17 million invested, impacted by CDA investment, led by DED.
- Hilton Garden Inn: DED greatly influenced the repositioning of the property, a multi-year project, which resulted in \$100 million investment.
- The Carpenter Center: \$25 million in City contributions lead to an additional \$50 million private investment.
- Williams Mullen: Incentives provided with assistance from DED will result in \$60 million investment in this project currently under construction.
- Federal Courts Building: \$110 million investment. Positively impacted by CDA investment, led by DED.
- Richmond Marriott Hotel & T-Millers restaurant opening: \$10 million investment by the Knight family, positively impacted by CDA investment, led by DED.

The following are additional accomplishments:



Also, the Department was instrumental in assisting the following projects:

- 17<sup>th</sup> Street Farmers Market
- Rocketts Landing
- Carytown Improvements
- Armada Hoffler Richmond Tower I
- MeadWestvaco Development

## ***Other Priorities***

### ***Transportation***

The survey indicated that citizens' negative perceptions about Richmond traffic have increased. The following table depicts citizen perception about traffic as either major or somewhat of a problem:

<i>Issue</i>	<i>2009</i>	<i>2008</i>	
Too much traffic on City streets	34.0%	28.0%	↑
Too much construction	28.4%	23.6%	↑
Peak hours traffic management on major thoroughfare	47.7%	45.3%	↑
Driving in the City compared to a year ago	20.9%	23.7%	↓

### ***Parking***

The citizens' dissatisfaction related to the available parking facilities is increasing as depicted in the following table:

<i>Issue</i>	<i>2009</i>	<i>2008</i>	
Availability of parking	64.3%	61.4%	↑

Based on the survey, about two thirds of the citizenry are not satisfied about the parking situation. There appears to be a need for an initiative for resolution.

### ***Public Works Functions***

Based on the following information, it appears that the citizens' perception about 3-1-1 services has been significantly negative in the past year. The citizens rated the following functions excellent or good:

<i>Issue</i>	<i>2009</i>	<i>2008</i>	
Street Lighting	82.5%	83.6%	↓
Stray Animals	83.5%	81.7%	↑
Improving environmental quality	50.0%	48.6%	↑
Garbage Collection	85.2%	86.0%	↓
Curbside Recycling	83.9%	80.6%	↑
Landfill Services	72.2%	73.4%	↓
Animal Services	64.3%	59.3%	↑
3-1-1 Call Center	55.2%	68.1%	↓

### Water Utility

The Department of Public Utilities was rated as follows:

<i>Rating</i>	<i>2009</i>	<i>2008</i>	
Excellent or Good	62.1%	60.4%	↑

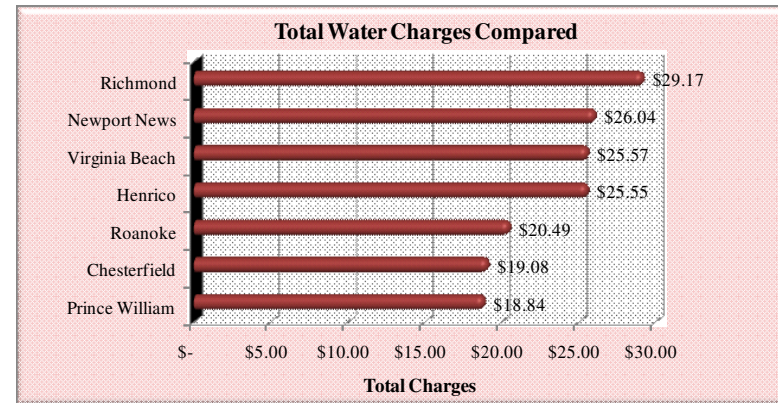
The respondents to the survey rated the quality and reliability of water and wastewater services supplied by the City of Richmond as follows:

<i>Rating</i>	<i>2009</i>	<i>2008</i>	
Excellent or Good	78.6%	75.6%	↑

However, when asked about the overall rates for water, sewer services and garbage collection, a significant number of customers still think the rates are high or very high:

<i>Rating</i>	<i>2009</i>	<i>2008</i>	
Rates high or very high	68.0%	71.0%	↓

Compared to other jurisdictions, Richmond has the highest water charges.



Source: Various locality websites

## *Concluding Comments*

This report presents much information that may be useful for the citizens of Richmond to evaluate their government's performance. The purpose of this reporting is to improve transparency in government. In the future, new data will be compared to data compiled in this report to evaluate progress made by the City to provide better value for the citizens' tax dollars.

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# Attachment I

## Citizen Survey, Data and Maps

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SURVEY OF RICHMOND CITIZENS CONCERNING  
CITY SERVICES 2009

METHODOLOGY AND FINAL REPORT

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Prepared for:  
**Umesh Dalal**  
Auditors Office  
City of Richmond  
Richmond, Virginia

Prepared by:  
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Center for Public Policy  
Virginia Commonwealth University  
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July 2009





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### **ABOUT THE CENTER FOR PUBLIC POLICY:**

The Center for Public Policy at Virginia Commonwealth University is a multidisciplinary public policy research center serving decision makers in local, state and federal governments as well as nonprofit organizations, foundations and private sector corporations. Employing the diverse skills of its faculty and professional staff, the Center for Public Policy is recognized for high-quality, objective research in a variety of public policy areas including health policy, urban and metropolitan development, and state and local government and politics. The Center for Public Policy houses VCU's Ph.D. program in Public Policy and Administration and directs executive leadership and managerial training programs for the Commonwealth of Virginia, local governments and nonprofit organizations.

### **ABOUT VIRGINIA COMMONWEALTH UNIVERSITY:**

Virginia Commonwealth University is a public research university located in Richmond, Virginia. VCU includes thirteen schools, one college and the VCU Health System, which includes the Medical College of Virginia. VCU serves over 30,000 students and is ranked by the Carnegie Foundation as a Doctoral Research University-Extensive, one of only four such institutions in the Commonwealth of Virginia.

### **ABOUT THE PROJECT DIRECTOR:**

Dr. Mark C. Williams is the Director of the Survey and Evaluation Research Laboratory (SERL) and an Assistant Professor at the Center for Public Policy. Dr. Williams holds a Ph.D. in Public Policy and Administration, and specializes in research methods, statistics, and survey analysis.

## **EXECUTIVE SUMMARY**

The City of Richmond survey was conducted for the City Auditors office in June of 2009 and mirrored the initial survey conducted in the spring of 2008. The survey was designed to accurately measure the perceptions of Richmond Citizen's of their City, the services provided by the City government, and the overall direction of the City. Overall, the results are positive, but also highlight some opportunities for City leaders in coming years to build upon Richmond's strengths.

A total of 803 Richmond City residents completed the survey. Overall, the results were positive with nearly seventy percent of individuals surveyed reporting that the quality of life in Richmond and their Neighborhood was 'Good' or 'Excellent.' More than 4 out of 5 residents felt that the city was "heading in the right direction" up slightly from 2008.

Richmond City services were generally rated favorable by survey respondents. For those non-emergency departments that are frequently contacted by the public, all had a majority of citizens rate them as 'Excellent' or 'Good' with recycling and garbage collection leading the way with over eighty percent favorable responses. A similar trend was found with the non-emergency departments with less frequent public contact with all agencies receiving at least a fifty percent favorable rating. Over seventy percent of individuals who had contact with the Emergency Services departments gave ratings of 'Excellent' or 'Good.'

There were some areas of concern for residents. Many of these issues involve individual behavior. Concern about illegal drug sales and speeding on city streets were top concerns for residents. There was also a distinct difference in perceptions of safety during the day and at night in both residential and business areas of the city. Other concerns include the City's efforts in the areas of transportation and environmental quality where less than half of respondents gave the City high marks.

The statistical analysis of the survey data also revealed interesting results. The strongest links between perceptions of the Quality of Life in Richmond and City Services were in the areas of Public Safety and services like Streets and Public Utilities. Examining the relationship more closely found that Public Safety concerns were centered on perceptions of individual safety rather than specific crimes like illegal drug sales. Also strongly related to perceptions of the Quality of Life in Richmond was the overall appearance of the City. Finally, most citizens think Richmond is heading in the right direction, and neighborhood revitalization and downtown development are strongly connected to those views.

## **I. INTRODUCTION AND BACKGROUND**

The City Auditors Office for the City of Richmond, Virginia provides internal oversight and financial expertise for the City's departments and agencies. The Auditor's Office undertook this public opinion survey to assess citizen satisfaction with the City's services and identify citizen's views on the priorities for the City. It is the goal of this survey to accurately measure public perceptions of the City in order to help ensure that the City of Richmond is being a good steward for all the City's residents.

To measure the public perceptions, the City Auditor's Office contracted with the Survey and Evaluation Research Laboratory (SERL) at Virginia Commonwealth University to conduct a survey of Richmond residents. Jointly, the City Auditor's Office and researchers at SERL developed a questionnaire designed to evaluate public attitudes towards the various services provided by the City. The survey was administered to a random sample of residents in the City of Richmond in June of 2009. The information collected in the survey will help the City Auditor's Office evaluate the effectiveness of the services it provides to City residents and assist in the refinement and the development of programs and services to better serve the citizens of Richmond.

## **II. METHODOLOGY AND SAMPLING**

Interviewing for the survey was conducted by telephone. Eight hundred and three (803) Richmond City residents completed the survey between June 15 and June 22, 2009. Using a randomly selected sample, a Random Digit Dialing (RDD) method ensured that all households in the City of Richmond had an equal chance of being selected to participate in the study. Interviews were conducted in cooperation with CCI from their call center in Lakeland, Florida.

The cooperation rate for the survey was 27 percent.<sup>1</sup> The survey questionnaire took an average of 12 minutes to complete. Due to variations in the proportion of surveys completed by individuals of different gender and income, sample weighting was used to calculate totals for the survey results.<sup>2</sup> In the report that follows, the weighted percentages that are reported more closely represent the proportion of these demographic categories in the total City of Richmond population.

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<sup>1</sup> The American Association for Public Opinion Research (AAPOR) defines the survey cooperation rate as the proportion of completed interviews among all eligible respondents who were contacted.

<sup>2</sup> Unlike censuses, where we interview or count every member of a population, sample surveys interview a subgroup, or sample, of our population of interest. An important assumption of survey research is that the sample we draw provides an accurate representation of our population of interest. However, survey samples do not look exactly like their population of interest. One reason for this is that survey participation tends to vary for different subgroups of the population, who often hold different opinions on matters of interest to the survey. If one does not account for these non-responses, the estimates derived from the survey can be biased. To address the differences between our sample and population and to compensate for known biases, we weight the data so that the sample more closely represents the population.

Questions answered by all respondents in the survey are subject to a sampling error of plus or minus approximately three and a half percentage points at the 95 percent level of confidence. This means that in 95 out of 100 samples such as the one used in this study, the results obtained would be no more than 3.5 percentage points above or below the figure that would be obtained by interviewing all residents in the City of Richmond. Sampling error would be higher for questions answered only by those using specific services and would also be higher where results are reported for subgroups, for example by Council District.

Comparing survey results between the two survey cycles or between city districts is a useful exercise, but it is important to consider the confidence interval and the confidence level when making these comparisons. When comparing the overall City of Richmond survey results from 2009 and 2008 changes in percentages of a couple of points are clearly within confidence interval and would not be considered statistically different. When comparing City Districts the other key element to keep in mind is the sample size for those districts as that impacts the confidence interval. The table below shows the corresponding confidence intervals and sample sizes at the ninety-five percent confidence level.

**Table 1**

Sample	Confidence Interval
800	3.5%
600	4.0%
400	4.9%
200	6.9%
100	9.8%

### **III. SUMMARY OF RESULTS**

The survey results are summarized below. The organization of the results begins with a description of the survey respondents and then considers the overall quality of life responses. This is followed by the survey results on the type of city service and issues concerning Richmond citizens. Geographic maps are included within each discussion of the responses. Where appropriate, the results are broken down by various categories (demographic or other) to examine the citizens' responses in greater detail. Not all questions were either applicable to all respondents or answered by all respondents. The weighted percentages in the tables account for these non-responses.<sup>3</sup> The counts represent the unweighted number of respondents giving that same response.

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<sup>3</sup> While every question was not answered by every respondent (N=803), response percentages will total 100% reflecting the total responses to each question.

## **A. DESCRIPTION OF SURVEY RESPONDENTS**

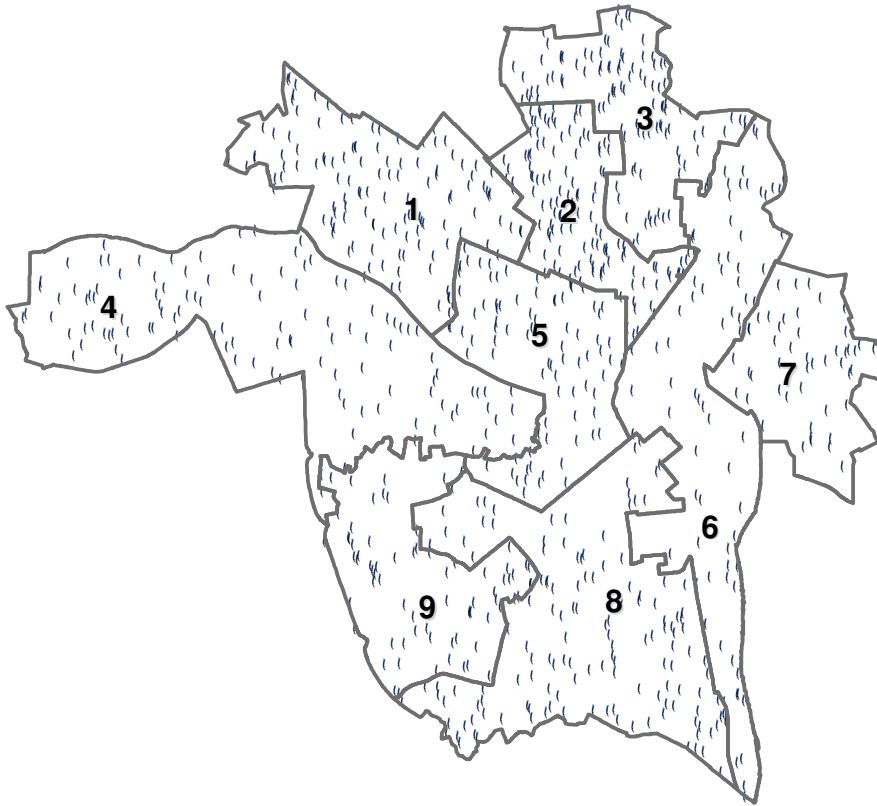
Overall the characteristics of the 2009 respondents are very similar to the 2008 respondents. Fifty-four (54) percent of the survey respondents were female while 46 percent were male. The largest proportion of respondents (72%) has resided in the City of Richmond for over 10 years. New residents (those reporting they have lived here less than a year) have decreased from 2008 (2.6% in 2009; 5% in 2008). Shifts in length of residency were also seen for those reporting to have lived in Richmond for between 1 and 3 years (8.7% in 2009, down from 12.8% in 2008).

Respondent's household incomes are fairly evenly distributed across the income categories with nearly twenty-two percent making less than \$15,000 a year and twenty percent making more than \$75,000 a year. The data was weighted on both income and gender to ensure it approximates the views of all Richmond City residents. Finally, survey respondents were assigned by their cross streets to Richmond's nine council districts. Eighty-four percent (675 out of 803) of responses were able to be mapped.

**Table 2 - Characteristics of 2009 City of Richmond Survey Respondents**

	<b>Weighted %</b>	<b>Count (n)</b>
<b>Sex</b>		
Male	45.8%	367
Female	54.2%	436
<b>Length of residency in City of Richmond (years)</b>		
Less than 1 year	2.6%	20
Between 1-3 years	8.7%	68
Between 4-6 years	9.2%	72
Between 7-10 years	7.5%	59
More than 10 years	72.0%	564
<b>Annual household income</b>		
Under \$15,000	21.8%	123
\$15,000-\$24,999	12.7%	72
\$25,000-\$34,999	11.5%	65
\$35,000-\$49,999	14.9%	84
\$50,000-\$74,999	18.7%	105
\$75,000-\$99,999	6.7%	38
\$100,000 or more	13.5%	76
<b>What type of dwelling to you live in?</b>		
Single family home	74.8%	600
Duplex	2.6%	21
Mobile Home	0.7%	6
Condominium	3.7%	30
Apartment	14.1%	114
Something else	2.7%	22
<b>Do you have a child in Kindergarten through 12th grade living in your household?</b>		
Yes	18.9%	152
No	81.1%	651

### MAP 1 – Survey Responders<sup>4</sup>



**Table 3 - Mapped representation by Council District**

	Weighted Count	Unweighted Count
District 1	113	120
District 2	123	122
District 3	106	106
District 4	110	115
District 5	84	82
District 6	90	78
District 7	57	49
District 8	143	142
District 9	75	76

<sup>4</sup> When an address was found to be on the border of two council districts it was assigned to both for reporting purposes. Also, a single point may represent more than one respondent.



## B. RICHMOND CITY AND ITS NEIGHBORHOODS

Survey respondents were asked to **rate the City of Richmond** and their own **neighborhoods** in Richmond in terms of **quality of life**. Sixty-nine (69) percent of respondents reported the City as either an ‘Excellent’ or a ‘Good’ place to live (Table 4). When it came to their own neighborhoods, slightly more report “Excellent” or “Good” at seventy-six (76) percent, and a much greater proportion of those scores were “Excellent” at twenty-eight (33) percent (Table 5) which is up 5 percent of 2008. Overall, these results are similar to the 2008 results.

**Table 4**

City of Richmond - 2009 Citizen Survey

Overall, how would you rate Richmond City in general as a place to live, in terms of quality of life?		
	2009	2008
Excellent	18.8%	16.9%
Good	49.8%	54.7%
Fair	25.7%	23.9%
Poor	5.7%	4.5%
Total	100.0%	100.0%

**Table 5**

City of Richmond - 2009 Citizen Survey

Overall, how would you rate your neighborhood as a place to live in terms of quality of life?		
	2009	2008
Excellent	33.1%	28.4%
Good	42.8%	44.9%
Fair	18.9%	19.8%
Poor	5.2%	7.0%
Total	100.0%	100.0%

When considering the **quality of public schools** in their district a majority of residents were either ‘Very Satisfied’ (23 percent) or ‘Somewhat Satisfied’ (40 percent). These results represent a shift up, about six percent, in the satisfaction of residents with their district schools from the 2008 results. However, it is important to note that a large number of residents continue to have concerns about their public schools as nearly forty (37) percent expressed some level of dissatisfaction with their public schools.

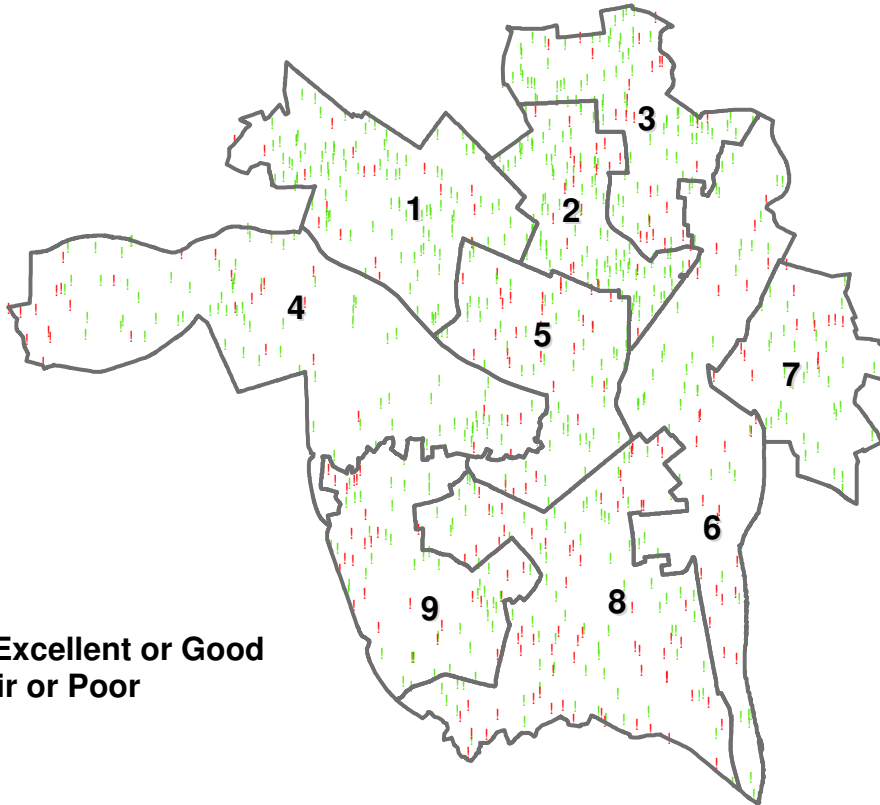
**Table 6**

City of Richmond - 2009 Citizen Survey

<b>How satisfied are you with your public school district? Are you..?</b>		
	2009	2008
Very satisfied	23.3%	18.1%
Somewhat satisfied	40.1%	38.6%
Somewhat dissatisfied	18.1%	22.9%
Very dissatisfied	18.5%	20.3%
Total	100.0%	100.0%

N=428      N=508

**Map 2 – Richmond as a place to live in terms of Quality of Life**



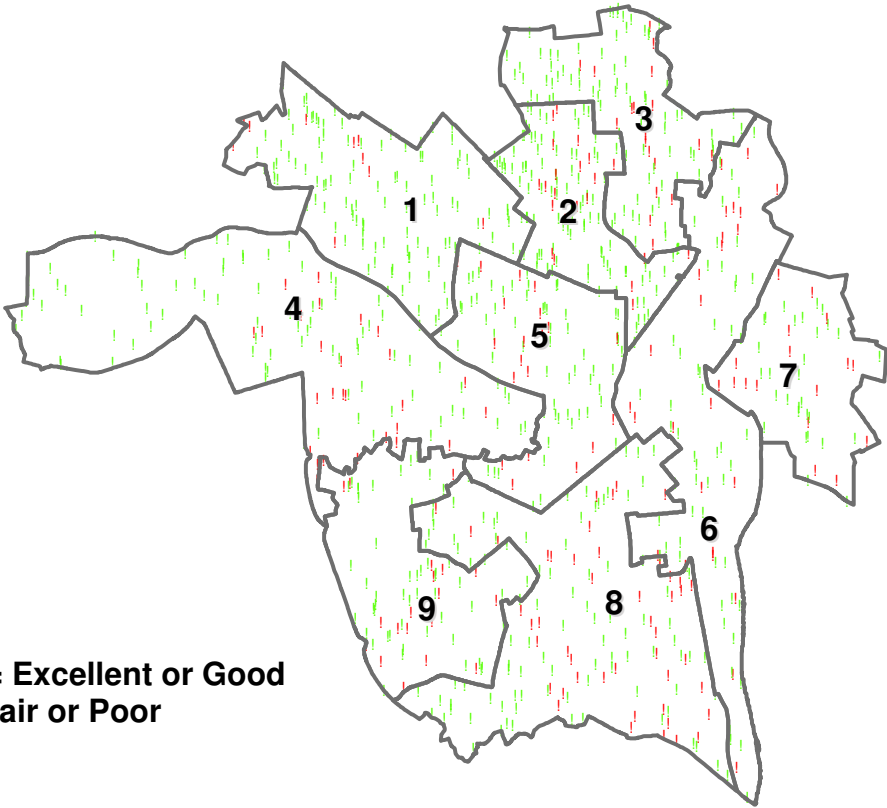
**Table 7**

	Percent Excellent or Good	Percent Fair or Poor
District 1	84%	16%
District 2	78%	22%
District 3	76%	24%
District 4	73%	27%
District 5	63%	37%
District 6	65%	35%
District 7	68%	32%
District 8	56%	44%
District 9	64%	36%

Across all respondents, 67.7 % reported Richmond as an “Excellent or “Good” place to live in terms of Quality of Life. District 1 reported a significantly higher percentage of satisfaction with quality of life, while District 8 a significantly lower level of satisfaction with the quality of life in Richmond.<sup>5</sup>

<sup>5</sup> Due to the number of respondents in a District, some Districts with lower or higher scores may not be defined as significantly different in a statistical sense from the other Districts.

**MAP 3 – Quality of life in respondent’s neighborhood**



**Green = Excellent or Good**  
**Red = Fair or Poor**

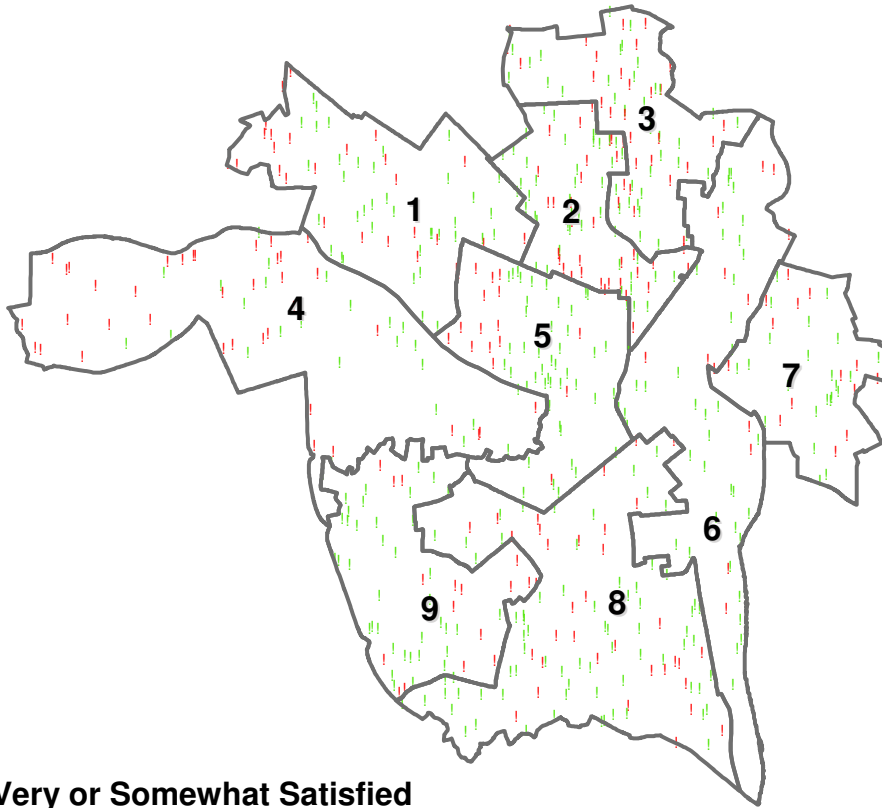
**N = 675**

**Table 8**

	Percent Excellent or Good	Percent Fair or Poor
District 1	92%	8%
District 2	80%	20%
District 3	79%	21%
District 4	77%	23%
District 5	73%	27%
District 6	66%	34%
District 7	60%	40%
District 8	64%	36%
District 9	68%	32%

Seventy-five percent of all respondents were satisfied with the quality of life within their neighborhood. Broken down by districts, District 1 respondents were significantly more satisfied with their neighborhood, while District 7 respondents reported the lowest satisfaction with the quality of life in their neighborhood.

**MAP 4 – Satisfaction with public schools in district**



**Green** = Very or Somewhat Satisfied  
**Red** = Not at all or Somewhat Dissatisfied

**N = 675**

**Table 9**

	Percent Very or Somewhat Satisfied	Percent Not at all or Somewhat Dissatisfied
District 1	64%	36%
District 2	58%	42%
District 3	57%	43%
District 4	44%	56%
District 5	78%	22%
District 6	74%	26%
District 7	64%	36%
District 8	68%	32%
District 9	71%	29%

District 4 respondents were the most dissatisfied with their Public School district.

## C. NEIGHBORHOOD RESULTS

The questions regarding City neighborhoods asked whether citizens considered certain issues to be a “Not a problem at all”; “Somewhat of a problem”; “Only a small problem”; or a “Major problem”. The issues asked about ranged from ‘Graffiti’ to ‘Violent Crime.’ Overall the results were quite positive and across all areas there were fewer residents that viewed any issue as a ‘major problem.’ The issue that raised the most concern for residents was “illegal drug sales” with nearly nine (9) percent of respondents citing that as a major issue, but that is down 4 points from 2008. Once again, the issue that raised the least concern was ‘Graffiti’ with less than three (3) percent of residents viewing it as a major concern. In addition, concern about gangs was only rated as a major concern by less than 3 percent of respondents.

The first group of questions asked about the overall physical appearance of the neighborhood. The items that were of least concern were ‘Graffiti’ and ‘Abandoned or junk vehicles.’ Similar to 2008, the items generating the most concern were ‘Property maintenance’ and ‘Trash and litter’ which received twenty-five (25) and twenty-four (24) percent of citizens viewing it as ‘somewhat’ or a ‘major problem’ respectively (see Table 10).

**Table 10**

Thinking about your neighborhood, please tell me whether you think each of the following is not a problem at all, only a small problem, somewhat of a problem, or a major problem...

	-Property cleanliness or maintenance		-Vacant lots or abandon property		-Abandon or junk vehicles		-Trash and litter		-Graffiti	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
Not a problem at all	60.0%	57.1%	72.2%	72.0%	83.5%	78.7%	68.4%	61.3%	85.5%	79.7%
Only a small problem	15.0%	17.4%	10.9%	9.7%	7.6%	7.6%	10.0%	12.8%	6.8%	8.0%
Somewhat of a problem	18.5%	19.7%	10.0%	10.7%	5.6%	9.0%	13.7%	17.1%	5.3%	9.0%
Major problem	6.6%	5.7%	6.9%	7.5%	3.3%	4.6%	7.9%	8.7%	2.5%	3.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

The next set of questions asked about the condition of streets and a few more questions about the general neighborhood condition including stray animals and illegal dumping. While most residents did not see any of these issues as significant problems, the condition of streets and alleys were the areas of greatest concern. The condition of streets had about twenty-six (26) percent of respondents citing it as ‘somewhat’ or a ‘major’ problem, which is not significantly different from the twenty-eight percent in 2008.

**Table 11**

Thinking about your neighborhood, please tell me whether you think each of the following is not a problem at all, only a small problem, somewhat of a problem, or a major problem...

	-Condition of residential streets in your neighborhood		-Condition of alleys		-Street lighting		-Stray animals		-Illegal dumping	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
Not a problem at all	59.4%	53.3%	72.2%	63.9%	73.2%	71.2%	73.8%	69.4%	83.8%	81.3%
Only a small problem	14.4%	18.4%	8.3%	13.3%	9.3%	12.4%	9.7%	12.3%	5.6%	6.5%
Somewhat of a problem	18.3%	18.8%	14.2%	12.9%	11.8%	10.1%	11.3%	12.1%	6.9%	7.9%
Major problem	7.9%	9.6%	5.3%	9.9%	5.7%	6.3%	5.1%	6.3%	3.7%	4.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

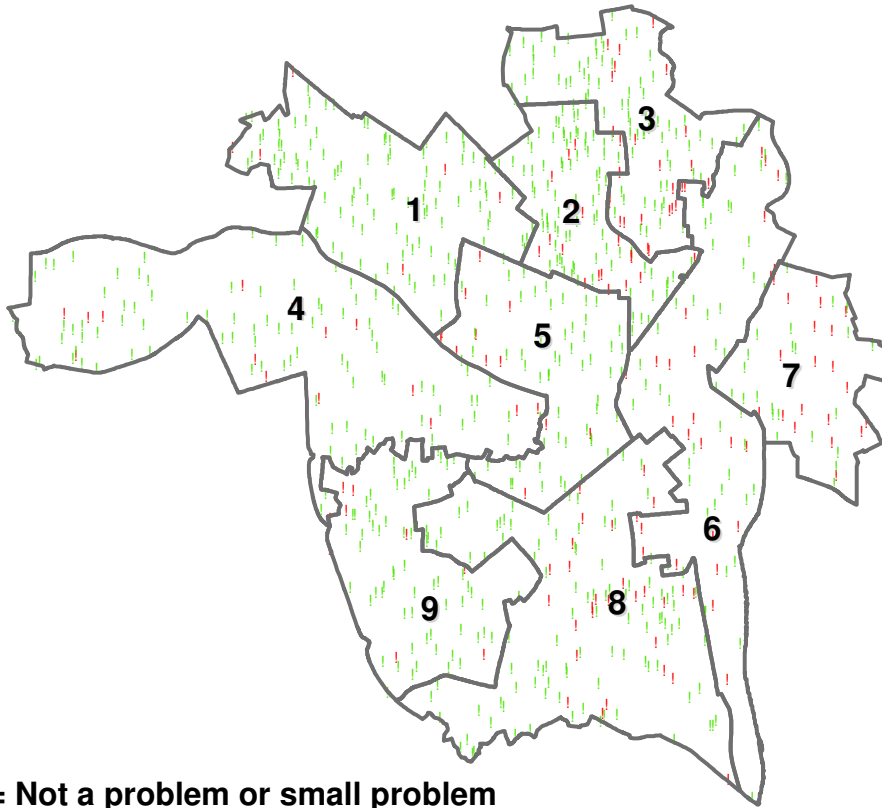
The final set of questions dealt with crime in the neighborhood. The issue of greatest concern in 2008 was the sale of illegal drugs which was viewed as ‘somewhat of a problem’ or a ‘major problem’ by nearly twenty-seven (27) percent of citizens’ survey that percent has fallen to twenty-one (21) percent in the current survey. As a result of this drop, concern about illegal drug sales roughly the same as concern with violent crimes (20 percent), residential burglaries (22 percent), and Car burglaries (24 percent). On a positive note, gangs do not appear to be a major concern for residents with eighty-three (83) percent responding that they are not a problem at all.

**Table 12**

Thinking about your neighborhood, please tell me whether you think each of the following is not a problem at all, only a small problem, somewhat of a problem, or a major problem...

	-Neighborhood gangs		-Illegal drug sales		-Violent crime		-Residential burglaries		-Car burglaries	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
Not a problem at all	82.9%	78.2%	71.4%	64.0%	71.3%	60.1%	62.2%	59.5%	62.3%	56.4%
Only a small problem	6.4%	8.5%	7.7%	9.1%	8.9%	15.1%	15.8%	19.6%	13.7%	20.7%
Somewhat of a problem	8.2%	8.7%	12.2%	13.7%	13.9%	16.5%	16.7%	15.5%	17.6%	15.3%
Major problem	2.6%	4.6%	8.7%	13.1%	5.9%	8.3%	5.3%	5.4%	6.4%	7.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**Map 5 – Illegal Drug Sales**



**Green** = Not a problem or small problem  
**Red** = A Major or somewhat of a problem

**N = 675**

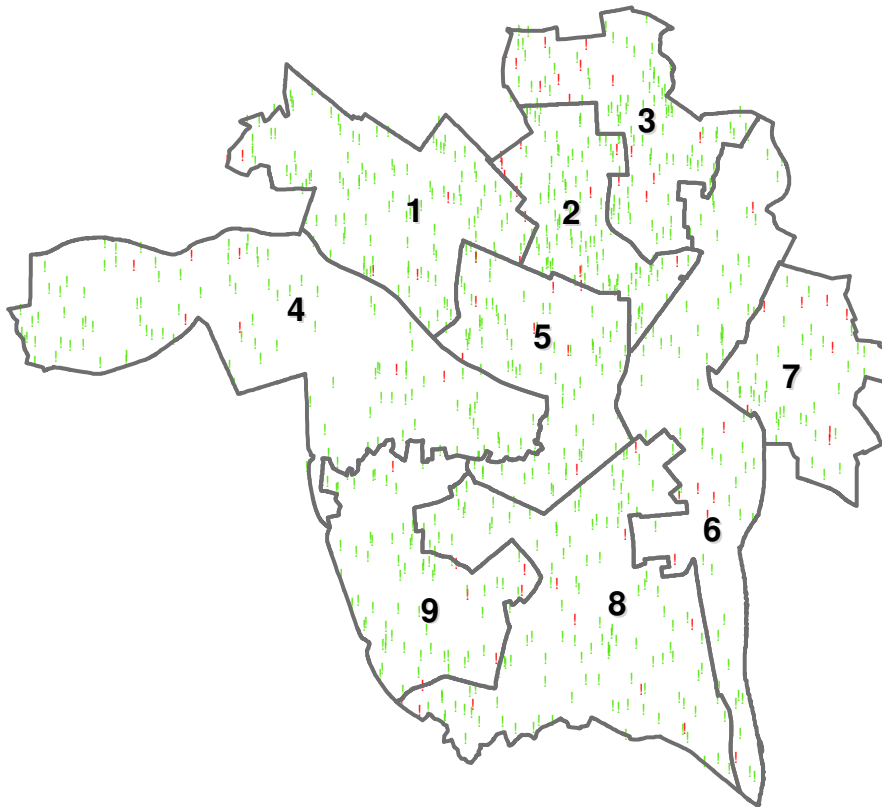
**Table 13**

	Percent Not a Problem or Small Problem	A Major or Somewhat of a Problem
District 1	94%	6%
District 2	81%	19%
District 3	76%	24%
District 4	85%	15%
District 5	79%	21%
District 6	58%	42%
District 7	54%	46%
District 8	75%	25%
District 9	88%	12%

District 6 and 7 reported the most concern over the “illegal drug sales” in their neighborhoods.

**Map 6 – Neighborhood Gangs**





**Green** = Not a problem or small problem  
**Red** = A Major or somewhat of a problem

**N = 675**

**Table 14**

	Percent Not a Problem or Small Problem	A Major or Somewhat of a Problem
District 1	95%	5%
District 2	91%	10%
District 3	85%	15%
District 4	93%	8%
District 5	90%	10%
District 6	89%	11%
District 7	81%	19%
District 8	91%	9%
District 9	91%	10%

A high percentage of all Districts did not view “neighborhood gangs” as a problem. Districts 7 and 3 respondents expressed the most concern over gang activity in their neighborhoods.

## D. DRIVING IN RICHMOND

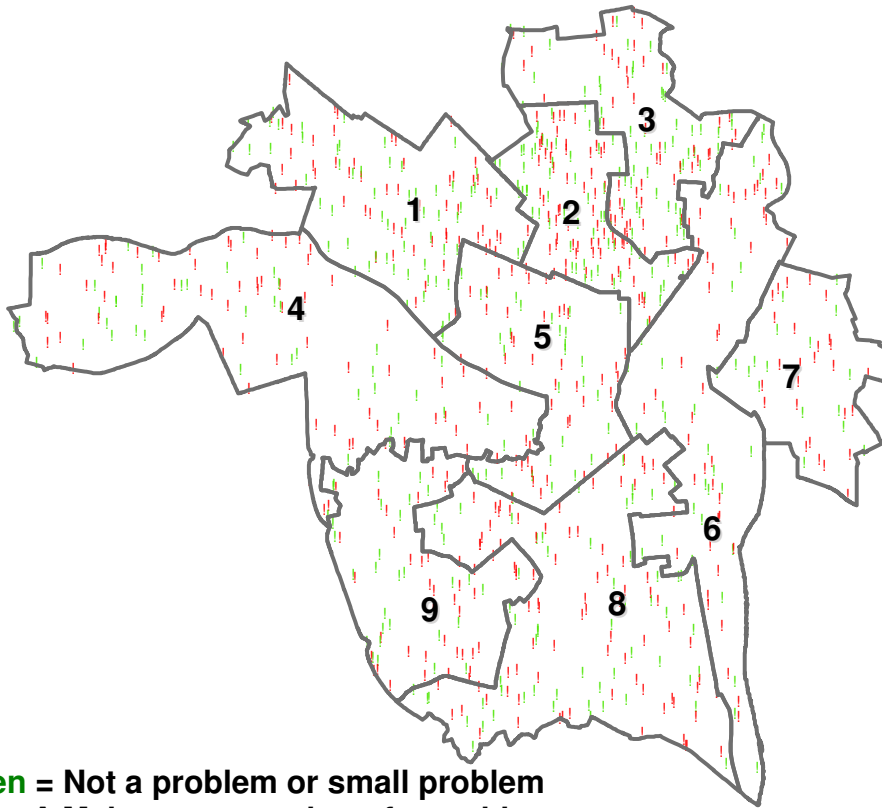
Unlike the neighborhood results that were for the most part more positive in 2009, the results regarding driving and traveling in Richmond show that more citizens are concerned about traffic issues. Speeding and running red lights, like in 2008, are viewed as the largest problems with twenty-three percent (23) identifying speeding as a 'major' problem (up 3 percent) and eighteen (18) percent identifying running red lights as a 'major' problem (up 4 percent). There were also more residents that viewed 'speeding' and 'Running red lights' as 'Somewhat of a problem' than in 2008 further highlighting this general trend. While a majority or near majority of residents view construction and traffic volume as 'Not a problem at all' these scores dropped from 2008 by ten and five percent respectively. (Table15)

**Table 15**

When driving or traveling in Richmond, how much of a problem is each of the following? Would you say not a problem at all, only a small problem, somewhat of a problem, or a major problem...

	-Too much traffic on city streets, other than highways		-Cars running red lights		-Too much construction		-Speeding on neighborhood streets	
	2009	2008	2009	2008	2009	2008	2009	2008
Not a problem at all	48.3%	53.1%	41.3%	44.9%	57.0%	66.6%	33.5%	36.4%
Only a small problem	17.8%	18.9%	15.0%	16.9%	14.6%	9.7%	12.4%	15.0%
Somewhat of a problem	24.3%	19.5%	25.6%	24.0%	19.4%	14.7%	31.3%	28.9%
Major problem	9.7%	8.5%	18.0%	14.1%	9.0%	8.9%	22.8%	19.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

### Map 7 - Speeding



**Green** = Not a problem or small problem  
**Red** = A Major or somewhat of a problem

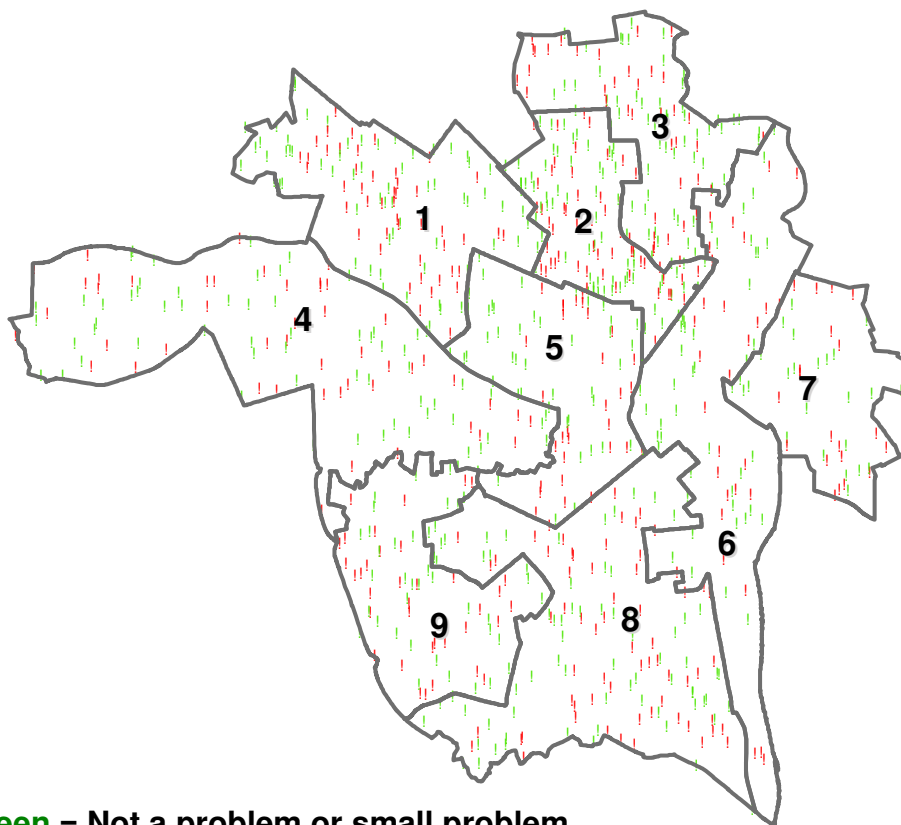
**N = 675**

**Table 16**

	Percent Not a problem or Small problem	A Major or Somewhat of a Problem
District 1	51%	49%
District 2	49%	51%
District 3	55%	45%
District 4	39%	61%
District 5	48%	52%
District 6	44%	56%
District 7	43%	57%
District 8	45%	55%
District 9	44%	56%

Speeding is a concern across most of the City. District 4 respondents report the highest concerns with speeding.

### Map 8 – Running Red Lights



**Green** = Not a problem or small problem  
**Red** = A Major or somewhat of a problem

**N = 675**

**Table 17**

	Percent Not a Problem or Small Problem	A Major or Somewhat of a Problem
District 1	58%	42%
District 2	55%	45%
District 3	60%	40%
District 4	58%	42%
District 5	62%	38%
District 6	63%	37%
District 7	56%	44%
District 8	56%	44%
District 9	52%	48%

The next set of questions asked respondents to rate various transportation items as 'Excellent, Good, Fair, or Poor.' The first set of these questions dealt with issues of driving and parking in Richmond. Similar to the above questions, the 2009 data consistently showed fewer residents rating the various elements like road conditions and the availability of parking as 'Excellent' than in 2008. Across the four maintenance oriented questions (road conditions, maintenance of streets and medians, and street sweeping) fewer residents rated them as 'Good' in 2009 versus 2008.

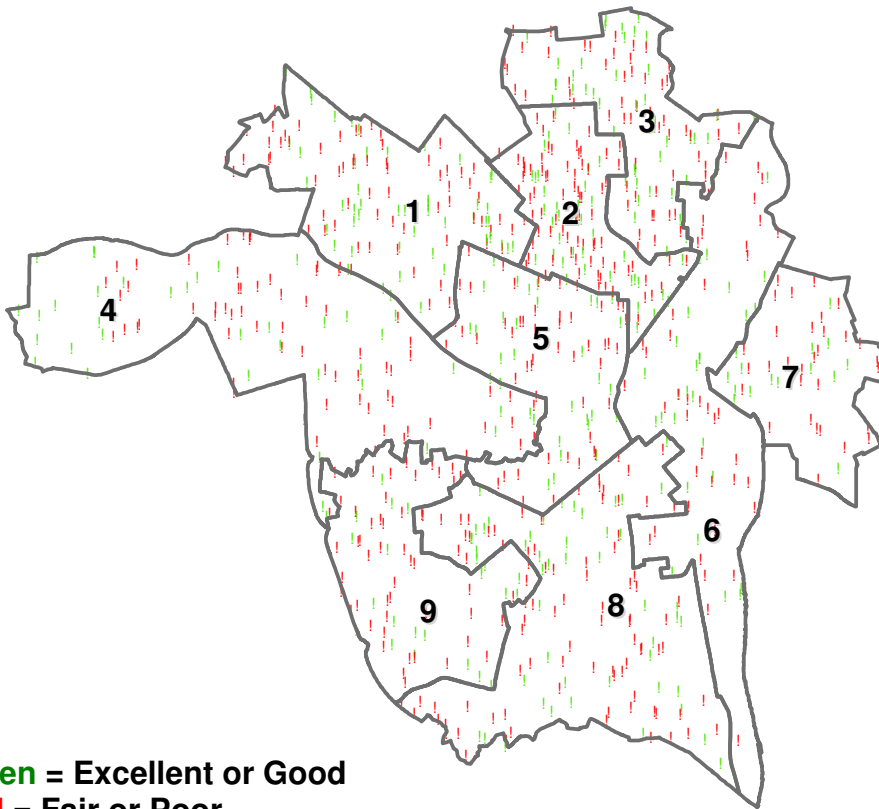
Receiving the highest marks was Street Sweeping with fifty-seven percent (57) of citizens rating that as either 'Excellent' or 'Good' which is a ten percent decline from 2008. Managing traffic during peak hours was the only other question where a majority of residents rated the City as either 'Excellent' or 'Good' with a total fifty-three percent. Availability of parking is a concern for nearly two-thirds of City residents. The number of residents rating the 'Overall condition of streets and roads' and the 'Maintenance of streets' as either 'Fair' or 'Poor' increased by about seven percent from last year.

**Table 18**

Now think about the streets and roads in Richmond as a whole. Please rate each of the following as excellent, good, fair, or poor.

	-Overall condition of streets and roads--		-Maintenance of all major city maintained streets--		-Maintenance of street medians and right-of-ways--		-Street sweeping--		-Managing traffic on the major thoroughfares, not including highways, during peak hours.--		-Availability of parking--	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
Excellent	3.0%	6.1%	2.2%	5.6%	3.8%	7.7%	8.7%	14.6%	6.5%	8.8%	5.3%	8.9%
Good	29.5%	33.5%	30.6%	35.2%	42.8%	47.8%	48.1%	51.5%	45.8%	45.9%	30.4%	29.7%
Fair	45.7%	40.3%	47.3%	42.2%	43.7%	34.5%	31.2%	24.3%	38.5%	35.8%	33.4%	32.4%
Poor	21.8%	20.0%	19.9%	17.0%	9.7%	10.1%	12.0%	9.5%	9.2%	9.5%	30.9%	29.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

### Map 9 - Parking



**Green** = Excellent or Good  
**Red** = Fair or Poor

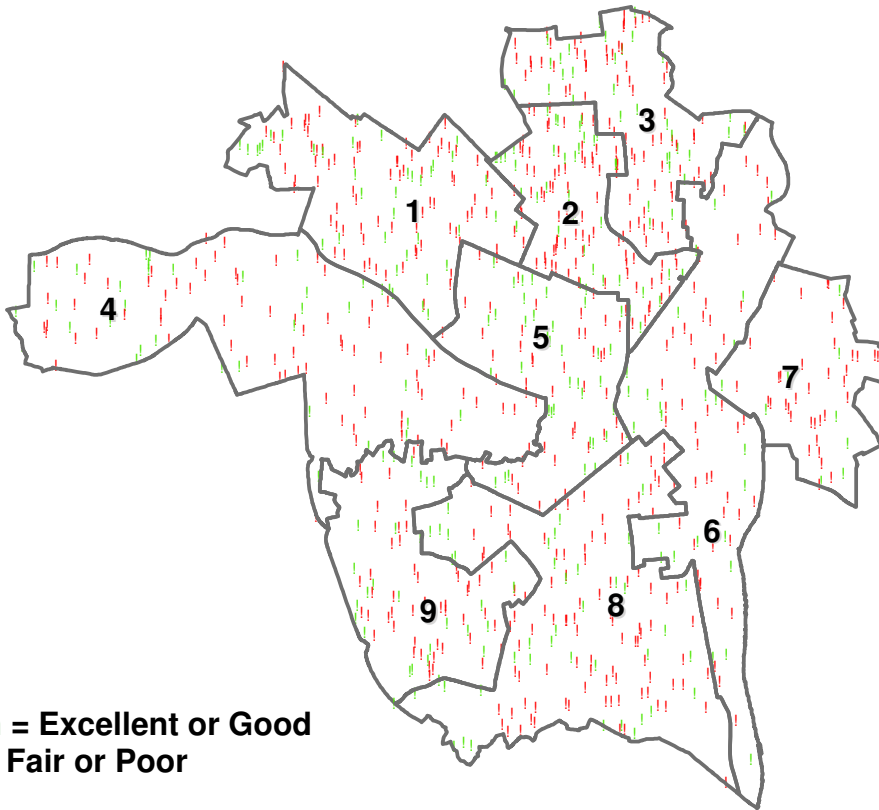
**N = 675**

**Table 19**

	Percent Excellent or Good	Fair or Poor
District 1	43%	57%
District 2	33%	67%
District 3	42%	58%
District 4	36%	64%
District 5	39%	61%
District 6	44%	56%
District 7	36%	64%
District 8	35%	65%
District 9	29%	71%

Across Districts, respondents were concerned with the lack of parking in Richmond.

## Map 10 – Overall Condition of Streets and Roads



**Green** = Excellent or Good  
**Red** = Fair or Poor

**N = 675**

**Table 20**

	Percent Excellent or Good	Percent Fair or Poor
District 1	33%	67%
District 2	34%	66%
District 3	32%	68%
District 4	29%	71%
District 5	45%	55%
District 6	33%	67%
District 7	21%	79%
District 8	32%	68%
District 9	35%	65%

Street and Road conditions are a concern for citizens in all districts, particularly in Districts 4 and 7.

Despite this consistent pattern of more respondents being concerned about Richmond’s traffic and parking, the final question which asked whether traveling in Richmond was easier, the same, or more difficult than a year ago did not fit the pattern. The results were nearly the same as from 2008 with two-thirds of respondents reported that traveling within Richmond was about the same as it was a year ago. Slightly fewer, twenty-one (21) versus twenty-four (24) percent find it more difficult now than a year ago and about ten (10) percent report that they believe it is easier getting around now than a year ago.

**Table 21**  
**City of Richmond Survey - Streets and Roads**

	Thinking about driving or traveling within Richmond, compared to a year ago would you say it is..	
	2009	2008
More difficult to get around now	20.9%	23.7%
About the same as a year ago	68.8%	66.8%
Easier to get around now	10.3%	9.4%
Total	100.0%	100.0%



## E. CITY DEPARTMENTS

To measure satisfaction with city services, respondents were asked questions about a variety of different services provided by the City of Richmond. Respondents were asked to rate their experience with the specific department in question if they had contact with the department over the last twelve (12) months. The question was asked only of those who had recently interacted with the department to ensure that we were collecting data that was from a recent experience and from citizens who were in a good position to rate the department. There is a good deal of variance in the number of citizens rating each department and that needs to be considered when examining the results. Those departments with fewer interactions may indicate a more selective group that works with the department. The smaller number of citizens rating the department increases confidence interval for the scores (rather than plus or minus 3.5 percent, it will be large for smaller samples, see Table 22).

**Table 22**

<b>Random Sample</b>	<b>Confidence Interval</b>
808	3.5
600	4.0
400	4.9
200	6.9
100	9.8

### 1. Overall

The overall results for the departments are quite positive. The lowest rated Department, Community Development, still has nearly half of all citizens (47 percent) rating them as either 'Excellent' or 'Good.' For the second year in a row, at the other end of the spectrum is the Fire Department, who is rated as 'Excellent' or 'Good' by ninety-three (93) percent of those citizens rating them. In order to consider these results systematically, we will examine the non-emergency services departments separately and consider the departments with above average citizen contact separated from those with below average contact. On average, thirty-nine (39) percent of the citizens surveyed were in contact with each department over the past year which is up from thirty-two percent in 2008.

The non-emergency departments with above average contact include: Animal Services, Public Utilities, Tax Collection Office, Curbside Recycling, and Garbage collection. Consistent with the 2008 findings, Garbage Collection and Curbside Recycling received the highest scores with over eighty-five (85) percent of residents rating them as 'Excellent' or 'Good.' Once again the Tax and Payment Collection department received the lowest scores of this group, although their overall scores increased three percent from 2008 to fifty-six percent them as 'Excellent or Good.' Public Utilities and Animal

Services received solid scores with sixty-two and sixty-four percent rating them as 'Excellent' or 'Good' respectively. Overall, these scores were not statistically different from the 2008 results, although Animal Services was close with a five percent increase over the last survey.

The City Departments with lower than average interaction with citizens include Community Development, Building Permits, Social Services, Streets, 311 call line, Parks and Recreation, and the Landfill. The Parks and Recreation Department was the clear leader in this group with nearly seventy-three percent of respondents rating them as 'Excellent' or 'Good.' The Department of Social Services experienced a five percent gain to fifty-five percent of respondents rating them as 'Excellent' or 'Good' and Building Permits remained flat at fifty percent.

There are two areas of potential concern in this group. Both the Streets Department and the 3-1-1 call line experienced large drops in satisfaction from last years survey. The Streets Department saw the number of residents rating them as 'Excellent' drop twelve percent to eleven percent. Given that about 200 residents rated the Streets Department in each survey cycle, a drop that large is statistically significant at the ninety-five percent level. The 3-1-1 service also experienced large drops in its ratings from sixty-eight percent to fifty-five percent rating them as 'Excellent' or 'Good.' Roughly 100 residents in each survey rated this service so even though the drop is a little bigger than the Street Department we are slightly less than ninety-five percent sure that this is a statistically significant difference.

**Table 23**

Now please think about any time you've contacted a City department with a concern in the past 12 months. Please rate each of the following departments on how well they handled your concern using a scale of excellent, good, fair, or poor.

	-Streets department--		-Building Permit Process -		-Parks and Recreation--		-Community Development and Planning services--		-Department of Social Services--		-3-1-1 call line--	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
	Excellent	11.3%	23.2%	8.7%	7.5%	20.3%	21.1%	8.8%	8.6%	16.3%	15.3%	15.6%
Good	37.8%	34.9%	41.9%	43.3%	52.2%	47.6%	38.5%	41.4%	38.4%	35.6%	39.6%	47.9%
Fair	31.5%	21.2%	29.4%	30.2%	21.1%	18.8%	32.1%	28.6%	25.7%	26.9%	22.9%	22.5%
Poor	19.4%	20.7%	20.1%	19.0%	6.4%	12.5%	20.6%	21.3%	19.6%	22.2%	21.9%	9.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**Table 24**

Think about the following City services and rate each as excellent, good, fair, or poor.

	-Garbage collection--		-Curbside recycling--		-Landfill services --		-Animal Services--		-Tax and Payment Collection--		-Department of Public Utilities--	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
Excellent	26.7%	33.3%	28.9%	29.4%	14.2%	20.7%	12.5%	14.0%	8.6%	9.3%	15.8%	17.5%
Good	58.5%	52.7%	55.0%	51.2%	58.0%	52.7%	51.8%	45.3%	47.2%	43.2%	46.3%	42.9%
Fair	12.1%	10.1%	11.3%	12.7%	21.8%	19.3%	21.0%	22.0%	26.5%	26.9%	22.6%	22.7%
Poor	2.7%	3.9%	4.7%	6.7%	6.0%	7.4%	14.7%	18.7%	17.7%	20.6%	15.3%	16.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

All of the Emergency services saw an increase in the percent of residents rating them as 'Excellent' or 'Good,' although most of the gains were modest. The Police Department experienced the largest gains with six percent more rating them as 'Good' in 2009 and five percent fewer rating them as 'Poor'. These results for the Police Department are approaching statistical significance as well, but we cannot be ninety-five percent sure that they are not due to chance. The Fire Department continues to be the most highly rated city department with forty-three percent of residents rating them as 'Excellent' and fifty percent as 'Good.' The Ambulance Services and Emergency Medical are also rated highly at ninety percent rating them as 'Excellent' or 'Good.' In addition, the 9-1-1 call center is rated highly by eighty-seven percent of respondents.

**Table 25**

Think about the following City services and rate each as excellent, good, fair, or poor.

	-Police Department--		-Fire Department--		-9-1-1 Call Center--		-Ambulance Services or Emergency Medical Services--	
	2009	2008	2009	2008	2009	2008	2009	2008
Excellent	28.1%	28.1%	43.3%	40.1%	34.9%	34.4%	44.2%	39.1%
Good	50.4%	44.4%	50.0%	51.4%	52.0%	44.5%	45.9%	49.3%
Fair	16.6%	17.4%	6.2%	7.5%	10.2%	14.2%	6.4%	9.7%
Poor	4.9%	10.1%	.5%	1.0%	3.0%	6.9%	3.6%	1.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

## 2. Library Services

Library Services were rated highly in 2008 and they have remained high and essentially flat in the current results. Like in 2008, the Library appears to be widely used by the public with just over sixty percent of those surveyed using their services. The overall quality of Library services was rated at eighty-eight (88) percent and the quality of facilities were rated at eighty-one (81) percent. The lowest, but still quite favorable, score was for the availability of materials which was rated at eighty (80) percent 'Excellent' or 'Good'.

**Table 26**

Think about the following City services and rate each as excellent, good, fair, or poor.

	-Quality of library services--		-Quality of library facilities--		-Availability of materials you wanted--	
	2009	2008	2009	2008	2009	2008
Excellent	41.0%	37.5%	30.0%	28.2%	29.5%	30.9%
Good	47.0%	51.5%	51.2%	53.9%	50.4%	47.7%
Fair	11.1%	8.7%	16.6%	13.6%	16.6%	16.0%
Poor	1.0%	2.3%	2.2%	4.2%	3.5%	5.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

### 3. Parks and Recreation

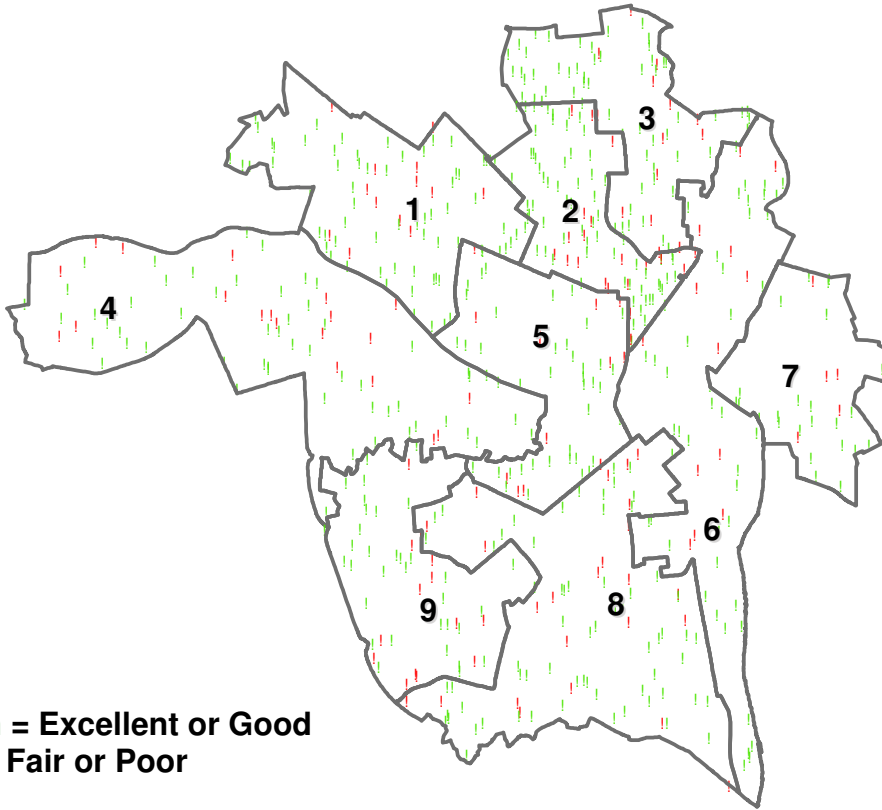
The Parks and Recreation Department also received high scores across the range of questions asked with results very similar to 2008. The Parks and Recreation Department continues to serve a large number of citizens with sixty (60) percent of survey respondents using City Parks in some capacity over the last year. Of that sixty (60) percent visiting the parks, seventy-seven (77) percent rate the overall quality of City parks as either 'Excellent' or 'Good.' The ease of getting to parks and the quality of programs received the highest ratings with seventy-nine (79) and seventy-six (76) percent giving favorable scores respectively. The variety of programs and the appearance of the facilities received 'Excellent' or 'Good' ratings by seventy-one (71) percent and seventy-four (74) percent of park users respectively. Last year the area of concern was safety at park facilities with sixty-seven (67) percent rating safety as either 'Excellent or Good' and that has improved to seventy-one (71) percent in 2009 which is not statistically significant but is more in-line with the other Park scores.

**Table 27**

Thinking the following types of Parks and Recreation facilities you've used in the past 12 months; parks, athletic fields, recreation centers, swimming pools, tennis courts and golf

	-Quality of programs--		-Range or Variety of programs--		-Appearance of facilities-		-Ease of getting to parks facilities--		-Safety of facilities--		-Overall quality of city parks--	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
Excellent	18.9%	21.2%	19.4%	16.6%	17.7%	17.3%	21.1%	21.1%	13.8%	12.9%	18.5%	17.5%
Good	57.0%	57.7%	51.6%	59.0%	55.9%	55.9%	57.6%	60.0%	57.0%	53.9%	58.5%	60.7%
Fair	19.7%	18.2%	21.7%	18.4%	20.6%	22.2%	16.5%	15.6%	23.9%	26.6%	19.7%	18.4%
Poor	4.4%	2.9%	7.4%	5.9%	5.8%	4.7%	4.8%	3.4%	5.3%	6.7%	3.3%	3.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

### Map 11 – Overall Quality of City Parks



**Green** = Excellent or Good  
**Red** = Fair or Poor

**N = 675**

**Table 28**

	Percent Excellent or Good	Percent Fair or Poor
District 1	84%	16%
District 2	77%	23%
District 3	86%	14%
District 4	74%	26%
District 5	76%	24%
District 6	82%	18%
District 7	86%	14%
District 8	73%	27%
District 9	70%	30%

#### 4. Utilities

There were two questions that asked specifically about both the quality and the cost of City services. The City again received high scores from citizens on the quality and reliability of water and sewer services with twenty-seven (27) percent rating them as 'Excellent,' up about four percent from 2008, and fifty-two (52) percent rating the service as 'Good,' consistent with 2008. Respondents were then asked about the price for water, sewer, and garbage services, and whether they thought the costs were "very high, somewhat high, neither high nor low, somewhat low, or very low." A majority of respondents felt that rates charged for the services were 'very high' (29 percent) or 'somewhat high' (39 percent), overall these results are within 2 percent of 2008. Consistent with the 2008 results, a Chi-square test reveals that Richmond residents that have lived in the City from over ten years were more likely to view the cost of the service as too high than residents who have more recently moved to the City.

**Table 29**

**City of Richmond - 2009 Citizen Survey**

Now thinking about city water service, how would you rate the quality and reliability of water and wastewater services supplied by the City of Richmond?		
	2009	2008
Excellent	26.8%	23.3%
Good	51.8%	52.3%
Fair	17.2%	17.2%
Poor	4.2%	7.2%
Total	100.0%	100.0%

**Table 30**

**City of Richmond - 2009 Citizen Survey**

Your water utility bill includes charges for water, sewer service, and garbage collection. Overall, do you think the rates the city charges for these services are..?		
	2009	2008
Very high	28.8%	33.4%
Somewhat high	39.2%	37.6%
Neither high nor low	26.8%	25.7%
Somewhat low	2.8%	2.6%
Very low	2.4%	0.7%
Total	100.0%	100.0%

## 5. Overall Value

Finally, respondents were asked about the value they felt they received from their tax dollars, the level of taxes and services they would prefer, and whether they trusted the City to manage their tax dollars. When asked about the services and facilities the City provides relative to the tax dollars paid nearly fifty (49.7) percent of respondents felt they were getting their moneys worth, while slightly more than half (50.3 percent) felt they were not getting their moneys worth. This represents about a four percent positive change since the 2008 survey which means we can be ninety-five percent sure this is a real change. It is important to consider these responses in light of the next question about whether residents would like to pay higher taxes for more services, lower taxes for less service, or maintain the status quo. The results from this question are nearly identical to the 2008 results. Most residents wish to keep taxes and services at the same level (64 percent). Twenty-six (26) percent, same as last year, favor lowering taxes and services, while just ten (10) percent favor increasing services and tax levels.

**Table 31**

**City of Richmond - 2009 Citizen Survey**

<b>Thinking about the services and facilities the City provides, do you feel that you are getting your money's worth for your tax dollars or not?</b>		
	2009	2008
Yes, getting money's worth	49.7%	45.4%
No, not getting money's worth	50.3%	54.6%
Total	100.0%	100.0%

**Table 32**

**City of Richmond - 2009 Citizen Survey**

<b>Consider on one hand all of the services the City provides, and on the other hand, all the taxes you pay. Which of the following statements comes closest to your view?</b>		
	2009	2008
I would prefer the City decrease taxes and decrease services	26.0%	25.5%
I would prefer the City keep taxes and services about the same	63.9%	62.8%
I would prefer the City raise taxes and increase services	10.1%	11.7%
Total	100.0%	100.0%

The final question in this section asked respondents whether they trusted the City to manage their tax dollars. The results were fairly evenly split with a slight majority (51 percent) responding that they either 'Strongly Agreeing' or 'Somewhat Agreeing' that they trust the City to manger their tax dollars prudently. Among the forty-nine percent who disagreed with that statement they were nearly evenly split between 'Somewhat' and 'Strongly' disagreeing.

**Table 33**

**City of Richmond - 2009 Citizen Survey**

<b>Consider the following statement, 'I trust the City government to manage my tax dollars prudently', would you say you Strongly Agree, Somewhat Agree, Somewhat Disagree, or Strongly Disagree with that statement?</b>		
	2009	2008
Strongly Agree	8.5%	NA
Somewhat Agree	42.7%	NA
Somewhat Disagree	25.8%	NA
Strongly Disagree	23.0%	NA
Total	100.0%	NA

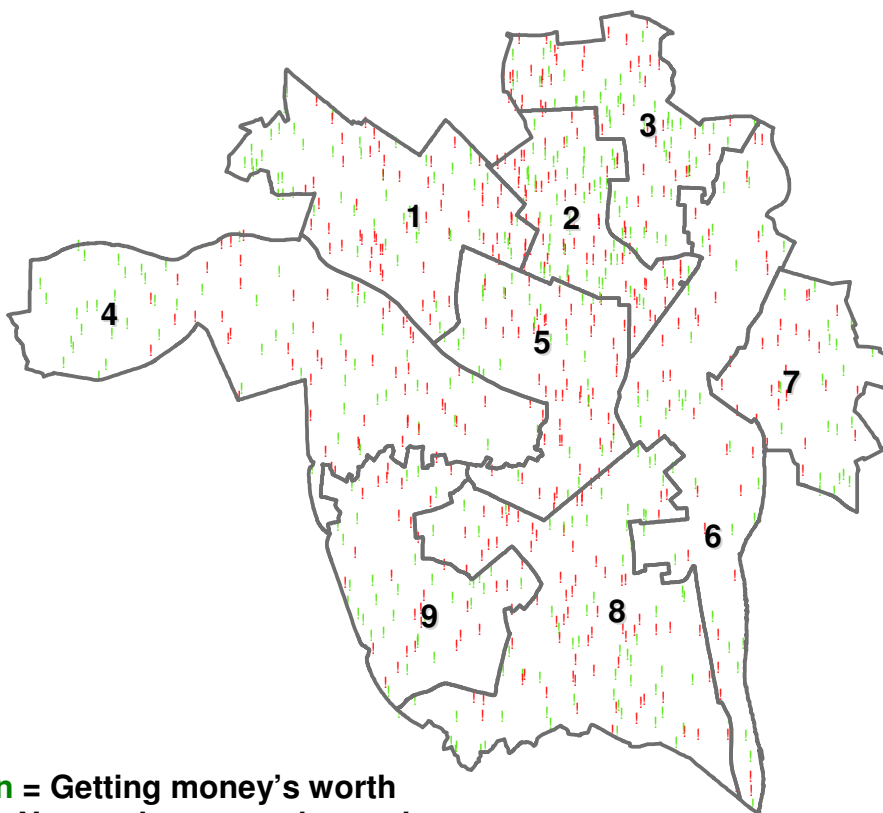
Similar to last year, there are not large differences in perceptions of getting your money's worth across most income categories. Even those making less than \$15,000 a year are not much different from the other income groups, particularly those making between fifty and seventy-five thousand a year.

**Table 34**

<b>Which of the following categories contains your approximate annual household income, before taxes?</b>	<b>Thinking about the services and facilities the City provides, do you feel that you are getting your money's worth for your tax dollars or not?</b>	
	<b>Yes, getting money's worth</b>	<b>No, not getting money's worth</b>
Under \$15,000	56.7%	43.3%
\$15,000 but under \$25,000	52.3%	47.7%
\$25,000 but under \$35,000	45.2%	54.8%
\$35,000 but under \$50,000	43.9%	56.1%
\$50,000 but under \$75,000	55.2%	44.8%
\$75,000 but under \$100,000	47.2%	52.8%
\$100,000 or more	52.1%	47.9%



### Map 12 – Value for Tax Dollars



**Green** = Getting money's worth  
**Red** = Not getting money's worth

**N = 675**

**Table 35**

	Getting Money's Worth	Not Getting Money's Worth
District 1	49%	51%
District 2	47%	53%
District 3	52%	48%
District 4	51%	49%
District 5	35%	65%
District 6	54%	46%
District 7	50%	50%
District 8	43%	57%
District 9	49%	51%

Views remain mixed across the City regarding the value citizens are getting for their tax dollars.

## F. SAFETY

Four questions were asked about how safe citizens felt both during the day and at night, in their neighborhood and in Richmond's business areas. During the day, a majority of citizens feel 'Very Safe' in their neighborhood (64 percent) or 'Somewhat Safe' (29 percent). At night, those that feel 'Very Safe' in their neighborhood drop to twenty-nine (29) percent but that score is up nearly five percent for last year.

The results for the business areas reveal different pattern. While nearly everyone feel 'Very Safe' or 'Somewhat Safe' in the business areas during the day, the percent of those who report feeling 'Very Safe' has fallen about seven percent which is made up for with a seven percent increase in those reporting feeling 'Somewhat Safe.' Unlike in neighborhoods, more respondents are feeling unsafe in business areas at night. The largest increase was among those who feel 'Not Safe at All' which increased five percent to thirty-three (33 percent).

(See Tables 36-39).

**Table 36**

City of Richmond - 2009 Citizen Survey

How safe do you feel walking alone in your neighborhood during the day?		
	2009	2008
Very safe	64.2%	63.3%
Somewhat safe	28.8%	30.2%
Not very safe	3.4%	3.4%
Not safe at all	3.6%	3.1%
Total	100.0%	100.0%

**Table 37**

City of Richmond - 2009 Citizen Survey

And how safe do you feel walking alone in your neighborhood at night?		
	2009	2008
Very safe	28.7%	24.1%
Somewhat safe	39.9%	37.7%
Not very safe	11.5%	15.0%
Not safe at all	19.9%	23.2%
Total	100.0%	100.0%

**Table 38**

City of Richmond - 2009 Citizen Survey

How safe do you feel walking alone in business areas in Richmond during the day?		
	2009	2008
Very safe	48.8%	56.2%
Somewhat safe	43.4%	36.3%
Not very safe	4.7%	5.3%
Not safe at all	3.1%	2.2%
Total	100.0%	100.0%

**Table 39**

City of Richmond - 2009 Citizen Survey

And how safe do you feel walking alone in business areas in Richmond at night?		
	2009	2008
Very safe	10.5%	12.8%
Somewhat safe	36.7%	37.8%
Not very safe	20.2%	22.2%
Not safe at all	32.6%	27.2%
Total	100.0%	100.0%

Comparing perceptions of Safety split by male and female respondents. There are consistent and statistically significant differences between male and female residents on perceptions of safety. These differences are more pronounced at night in both neighborhoods and business areas of the city.

**Table 40 – Day Neighborhood**

City of Richmond - 2009 Citizen Survey

How safe do you feel walking alone in your neighborhood during the day?		
	Men	Women
Very safe	69.3%	59.8%
Somewhat safe	26.5%	30.9%
Not very safe	2.2%	4.3%
Not safe at all	1.9%	5.0%
Total	100.0%	100.0%

**Table 41 – Night Neighborhood**

City of Richmond - 2009 Citizen Survey

And how safe do you feel walking alone in your neighborhood at night?		
	Men	Women
Very safe	35.4%	22.4%
Somewhat safe	43.0%	37.0%
Not very safe	9.9%	13.0%
Not safe at all	11.7%	27.6%
Total	100.0%	100.0%

**Table 42 – Day Business**

City of Richmond - 2009 Citizen Survey

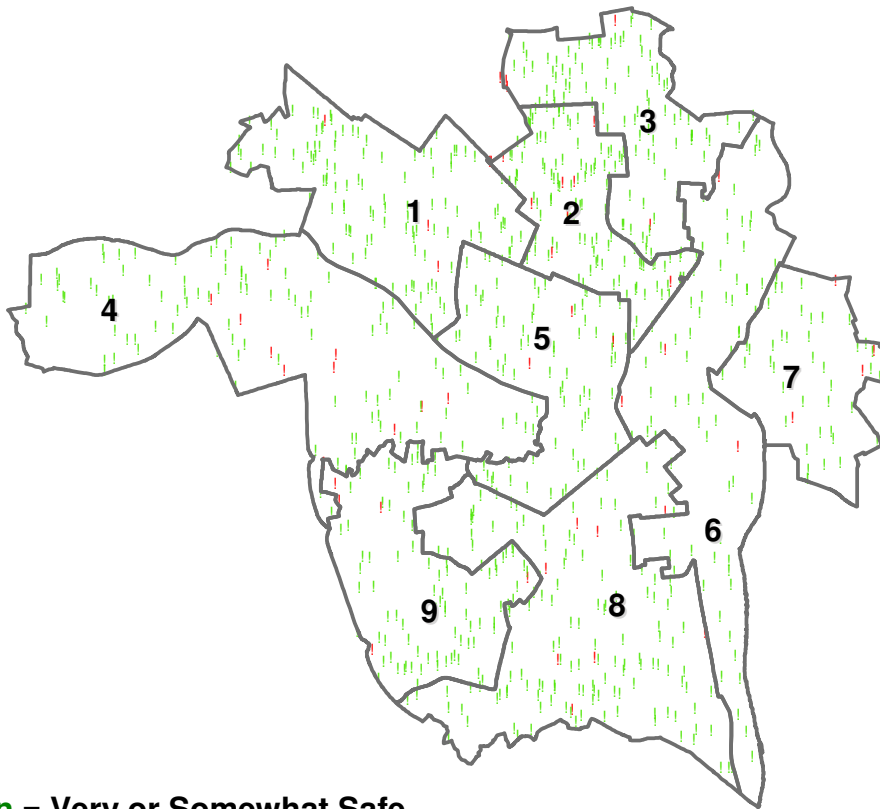
How safe do you feel walking alone in business areas in Richmond during the day?		
	Men	Women
Very safe	56.9%	41.8%
Somewhat safe	39.0%	47.4%
Not very safe	2.9%	6.0%
Not safe at all	1.2%	4.8%
Total	100.0%	100.0%

**Table 43 – Night Business**

City of Richmond - 2009 Citizen Survey

And how safe do you feel walking alone in business areas in Richmond at night?		
	Men	Women
Very safe	15.7%	5.6%
Somewhat safe	42.9%	30.3%
Not very safe	20.4%	20.2%
Not safe at all	21.0%	43.9%
Total	100.0%	100.0%

**Map 13 – Feeling safe in neighborhood during the day**



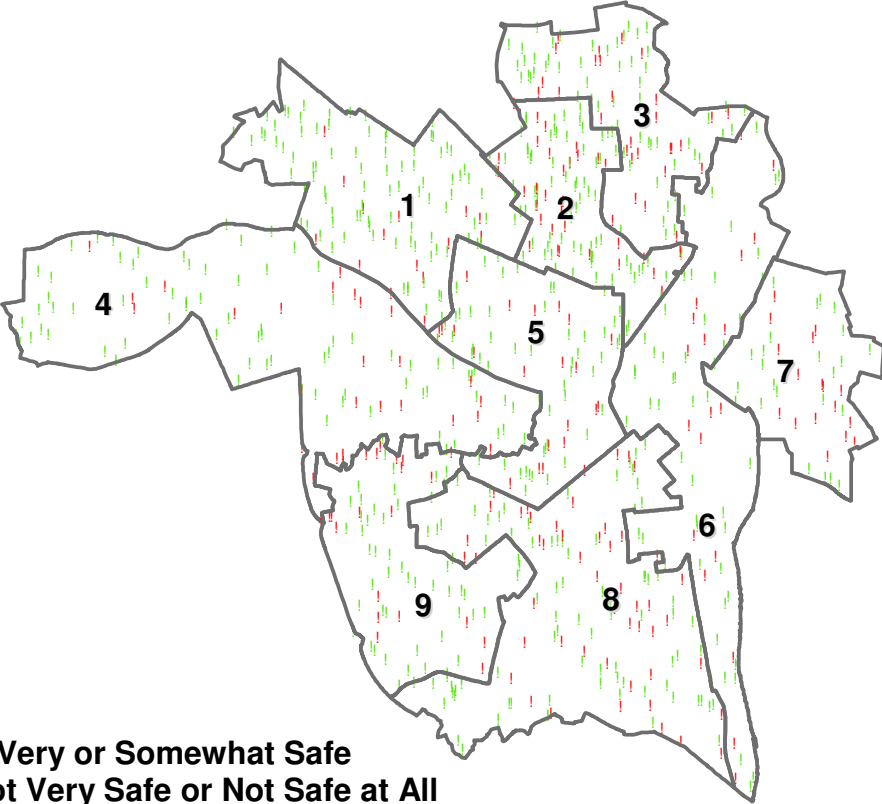
**Green** = Very or Somewhat Safe  
**Red** = Not Very Safe or Not Safe at All

**N = 675**

**Table 44**

	Percent Very or Somewhat Safe	Percent Not Very Safe or Not Safe at All
District 1	96%	4%
District 2	91%	9%
District 3	93%	7%
District 4	89%	11%
District 5	96%	4%
District 6	94%	6%
District 7	91%	9%
District 8	95%	5%
District 9	92%	8%

**Map 14 – Feeling safe in neighborhood during the night**



**Green = Very or Somewhat Safe**  
**Red = Not Very Safe or Not Safe at All**

**N = 675**

**Table 45**

	Percent Very or Somewhat Safe	Percent Not Very Safe or Not Safe at All
District 1	85%	15%
District 2	69%	31%
District 3	66%	34%
District 4	73%	27%
District 5	71%	29%
District 6	73%	28%
District 7	63%	37%
District 8	61%	39%
District 9	66%	34%

At night, all areas of Richmond are viewed as less safe, particularly Districts 6, 8, and 9.

## G. Direction of the City

The last set of substantive questions in the survey asked about the direction of the City and asked for citizens to rate the City's efforts in the areas of downtown development, neighborhood revitalization, developing transportation solutions, environmental quality, and raising the profile of arts and culture in Richmond. The results for the 2009 survey closely match those of the 2008. The City received the highest marks for efforts to raise the arts and cultural profile of the City with sixty-seven (66.5) percent of respondents rating these efforts as either 'Excellent' or 'Good.' Downtown development was rated favorably by fifty-nine (55) percent of citizens and neighborhood revitalization was rated favorably by fifty-four (50) percent, which represented a four percent drop for each question over the 2008 results. The two areas where the City received less than a majority of respondents rating them as 'Excellent' or 'Good' were in the areas of improving environmental quality and developing transportation solutions with just forty-nine (49.5) percent and thirty-nine (39) percent giving those favorable ratings. On the final question of the whether the City was heading in the right direction, a large majority, eighty-three (83) percent of respondents believe the City is moving in the right direction.

**Table 46**

How would rate the City's efforts in the following areas?

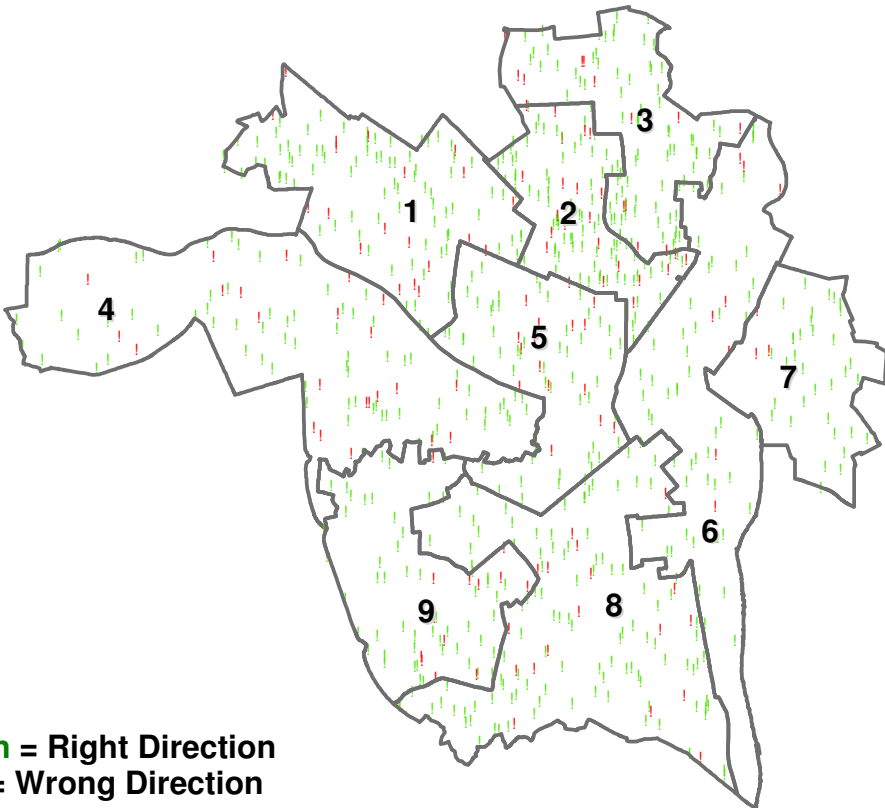
	-Raising the profile of the arts and culture in Richmond--		-Developing the downtown area of Richmond--		-Improving the environmental quality in Richmond--		-Revitalizing neighborhoods--		-Developing transportation solutions--	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
Excellent	17.6%	15.9%	13.1%	17.4%	8.7%	9.1%	8.9%	9.0%	5.3%	5.9%
Good	48.9%	49.0%	42.0%	41.4%	41.3%	39.5%	40.6%	44.5%	33.6%	35.9%
Fair	26.3%	27.1%	28.1%	27.4%	38.2%	39.6%	36.1%	32.6%	37.7%	32.2%
Poor	7.2%	8.1%	16.9%	13.8%	11.8%	11.9%	14.3%	13.9%	23.4%	25.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**Table 47**

City of Richmond - 2009 Citizen Survey

Overall, do you feel that the City of Richmond is generally headed in the right direction or is it going in the wrong		
	2009	2008
Right direction	83.1%	81.5%
Wrong direction	16.9%	18.5%
Total	100.0%	100.0%

**Map 15 – Direction of the City**



**Green = Right Direction**  
**Red = Wrong Direction**

**N = 675**

**Table 48**

	Percent Right Direction	Percent Wrong Direction
District 1	79%	21%
District 2	79%	21%
District 3	87%	13%
District 4	77%	23%
District 5	81%	19%
District 6	88%	12%
District 7	91%	9%
District 8	87%	13%
District 9	80%	20%

## H. Statistical Modeling

Statistical modeling of survey results offers an opportunity to gain insights into the correlations among the various aspects of citizen opinion. It adds a new dimension to looking at survey results so in addition to knowing the level of citizen satisfaction you can gain insights into why citizens hold the views they do. For example, by examining the relationships between assessments of the quality of life and satisfaction with various City services, we can identify potential areas that need attention. This moves beyond analysis of identifying problems simply based on which questions have the lowest scores and adds the dimension of focusing on what matters the most to citizens. While statistical analysis cannot establish causal links between variables, it can inform the analysis of survey results and focus action where it is most likely to have a positive impact.

It is important to note that statistical modeling of survey results can also be very difficult due to the nature of survey data. Survey data frequently has just a few response categories, like Excellent, Good, Fair, and Poor, which limits the amount of variance any one question can have to a few values, in this case four values. This is important because statistical analysis requires variance to identify patterns and trends. In addition to limited variance, these response categories represent levels of satisfaction that may not be uniformly spaced. For example it might be easier for someone to move their evaluation of a City program from 'Excellent' to 'Good' as both are positive ratings than for people to move a rating from 'Fair' to 'Poor' because people resist giving the lowest rating.

To address the limitations inherent in survey data several steps were taken in this analysis. One simple way to address the limited variance of any one survey question is to create an index by combining several questions that address a similar topic, for example public safety. The index has the advantage of greater variance due to the combining of several questions and as a result more closely approximates the type of data many statistical techniques require. It is important to note that the number of questions combined in an index is directly related to its variance and hence its potential to be related to another variable in a statistical model. For this reason, all indices that will be considered in this analysis will contain four (4) survey questions. In order to determine which variables on a particular topic will be included in the index, factor analysis will be used.

For certain topics examined here there are not sufficient questions to create an index so we will rely on other statistical techniques. Frequently simply bivariate correlation tests will be used to measure relationship between two questions. While it might be suggested that a chi-square or similar method would be preferred given the ordinal nature of the data, experience has shown that correlations test for this type of data yield similar results to chi-square tests and have the advantage of showing the direction of the relationship and are more intuitive to understand.



## **Quality of Life**

The first major topic that was examined in the survey analysis was what factors are most closely related to a citizen's view of the Quality of Life in Richmond. The first step was to create a quality of life index using the first two questions in the survey that asked about perceptions of the quality of life in the city as a whole and the quality of life within their neighborhood.<sup>6</sup>

Next five major topics were examined to determine their relationship to perceptions of Quality of Life, and they included: Public Safety, City Appearance, Cost of Government, Quality of Service, and Schools. While Public Safety and City Appearance both had a number of related questions in the survey, the Cost of Government and School Quality both had only a single question in the survey. The quality of service suffered from a different problem, while there were many questions on service quality, only those citizens who had interacted with the Department in the last year answered those questions which meant that a reliable index could not be developed as few responders interacted with all of the City's departments. The result is that four different analyses were run to understand how these five areas of citizen satisfaction relate to their views of the Quality of Life in the City of Richmond.

## **Quality of Life and Schools**

Respondents were asked about their satisfaction with their public school district and given four choices ranging from 'very satisfied' to 'very dissatisfied.' A simple correlation test did find a statistically significant relationship between the quality of life index and the public school satisfaction question. The relationship was fairly modest, however, with a .169 Pearson correlation. The relationship was also examined using only those individuals who reported having children that were of school age. While parents with school aged children were significantly higher on their quality of life score generally, the relationship between their views of the public schools and quality of life was not stronger than those individuals without children of school age. The bottom-line is that there is only a modest relationship between perceptions of public schools and perceptions of the Quality of Life in Richmond.

## **Quality of Life and City Services**

The key limitation of the service quality data was that only individuals who had recent contact with the Department were asked to rate them. From a survey stand point this makes complete sense as you do not want to ask people with no experience with an agency to rate that agency. Unfortunately from a statistical stand point that means there is a lot of missing data which means running a multivariate model would not be

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<sup>6</sup> This index only has 2 questions included but since this index represents the variable to be explained (the dependent variable) rather than one of the indices that is being evaluated for its relationship with the Overall Quality of Life, it does not require 4 questions like the others indexes will.

meaningful as few cases would have contact with all or even most the agencies. The solution was to run bivariate correlations as was done for the school variable.

The correlations range from a .01 with the quality of library services to .39 which is the correlation between those that have used and rated the Animal Services and their perception of the Quality of Life in Richmond. The departments with frequent contact with the public and high correlations with Quality of Life perceptions are the Garbage Collection, Curbside recycling, and the City Parks. It is important to remember that a high correlation means that someone who rates the City Park high is more likely to also report a high score on the Quality of Life questions, and conversely, someone who rates the City Parks low is more likely to also report a low Quality of Life. An important take away from this analysis is that nearly all City Departments are related to citizen perception of their Quality of Life in Richmond, even while some are more strongly correlated than others (the Streets department was not significantly related to Quality of Life).

**Table 49**

<b>Department</b>	<b>Correlation</b>	<b>N</b>
Streets department	0.008	196
Tax and Payment Collection	0.09	487
Quality of library facilities	0.094	487
Building Permit Process	0.139	202
Department of Public Utilities (DPU/Water and Gas)	0.164	303
Overall quality of city parks	0.181	528
Ambulance Services or Emergency Medical Services	0.183	293
Quality of library services	0.2	473
Fire Department	0.217	365
9-1-1 Call Center	0.223	321
Parks and Recreations	0.243	183
Garbage collection	0.243	617
3-1-1 call line	0.258	118
Curbside recycling	0.281	549
Landfill services (the city dump)	0.303	251
Police Department	0.306	480
Department of Social Services	0.315	200
Community Development and Planning services	0.385	162
Animal Services	0.394	262

## **Quality of Life and the Cost of City Services**

The survey asked a single overarching question regarding the value a citizen received for their tax dollar. The question asked a simple 'Yes' or 'No' question about whether the individual thought they were getting their money's worth for their tax dollar. This question has even less variance than the previous questions considered because there are only two possible responses. A comparison of means tests shows that there is a statistically significant difference between those who feel they are getting their money's worth and their assessment of the Quality of Life. Those who believe they are getting their money's worth are more likely to rate the Quality of Life in Richmond higher.

## **Quality of Life, Public Safety, and City Appearance Indices**

The final model examining the Quality of Life issue was able to leverage the indices approach outlined in the introduction to this section. Factor analysis was used to create the Public Safety and City Appearance indices. The factor analysis on Public Safety included the questions on neighborhood crime like gangs and burglaries in addition to the questions on individual perceptions of safety at night and during the day, at work and at home. The analysis found two distinct factors regarding Public Safety. The first factor was comprised of the four questions regarding individual perceptions of safety. The second factor combined four questions regarding crime in the neighborhood, they included: violent crimes, car and residential burglary, and the sale of illegal drugs.

The City Appearance factor began by examining the neighborhood questions that were not crime related, but asked about the scope of the problem of things like the existence of vacant properties or abandon vehicles. The four questions that most related to one another included: trash and litter, vacant properties, the maintenance of property, and the presence of abandoned vehicles. These four questions were used to create the City Appearance Index.

In addition to the 3 indices created here, a fourth index was included in the model. This additional index focuses on the improvement initiatives currently undertaken by the City that include revitalizing neighborhoods, developing the downtown, improving environmental quality, enhance the Arts and Culture, and working on transportation solutions. To remain consistent with the four question index model, the Arts and Culture question was not included in the index as factor analysis revealed that it was the least important question to the City Initiatives factor.

An ordinary least squared regression model was run to determine the impact of each of the indexes on the Overall Quality of Life Index. The model with the four indices produced an R-squared of .184 and adjusted R-squared of .177. This means that the overall model reduced the error of estimation by a little less than 20 percent. The model is certainly an improvement, but there is still a large amount of unexplained variance when it comes to understanding all the factors that impact a citizen's views of their Quality of Life in Richmond. Of the 4 indices, Public Safety from an individual's

perspective is the most important variable in the model followed by the appearance of the City. While those are the top two, all three of the indices were statistically significant at a 95 percent level, Public Safety Crime overall was just below the ninety percent confidence level so we cannot be certain that it impacts resident perception of the Quality of Life beyond its relationship to individual Public Safety concerns (see Table 50).

**Table 50**

<b>Index</b>	<b>Variance Explained</b>
PublicSafetyIndividual	41%
Appearance	32%
Improvement	15%
PublicSafetyCrime	12%

**Direction of City and Current Initiatives**

The final analysis examined the question that asked if citizens felt the City of Richmond was heading in the right direction. Eighty-three (83) percent felt that the City is moving in the right direction. A logistic regression model was used for this analysis as this is the appropriate methodology when the variable to be explained is a binary response, in this case either ‘Yes’ or ‘No.’ These types of models can frequently be difficult to generate significant results because of the limited variance in the variable to be explained, in this case less than twenty percent of citizens thought the city was not heading in the right direction. The five initiatives that include the revitalizing of neighborhoods, developing the downtown, improving environmental quality, enhancing the Arts and Culture, and working on transportation solutions were used to evaluate which were most strongly related to a citizen’s evaluation of the direction of the City.

The results were quite different from last year. Transportation solutions moved from the third spot to the top spot this year, and neighborhood revitalization fell from the top spot to the bottom. The move up of Transportation solutions is interesting in light of the dramatic changes oil prices over the last year and that street maintenance satisfaction dropped in this survey cycle. The second most important issue remained downtown revitalization which accounted for twenty-one (21) percent of the explanatory power in the model (Table 51). Despite the limited variance in the question about the direction of the City, the model was statistically significant across all the questions in the model and modified R-squared calculations were between .243 and .406 modestly better than last year.

**Table 51**

<b>Question</b>	<b>Vairance Explained</b>
Transportation solutions	44%
Downtown development	21%
Environmental quality	15%
Arts and culture	12%
Revitalizing neighborhood	8%

<b>Cox and Snell R<sup>2</sup></b>	0.243
<b>Nagelkerke R<sub>2</sub></b>	0.406

#### IV. CONCLUSION

The results of the 2009 Citizen survey highlight the main strengths of the City of Richmond, but also identify ways to help keep the City moving forward. Overall, citizens of Richmond rate the Quality of Life in the City and in their neighborhoods highly. When asked about their neighborhoods' many common urban problems like gangs and vacant lots were not viewed as major problems by significant majorities of citizens. Many residents are concerned about illegal drugs sales in their neighborhood and the general condition of streets and alleys. Driving in Richmond is generally viewed positively by citizens; however, there is increasing concerns about speeding and running red lights. While driving is generally viewed positively, parking is another matter with a majority of residents identifying availability of parking as either 'Fair' or 'Poor.' Certain districts appear to lag behind most other areas of the City.

Residents mostly held positive views of the City Departments that were serving them. Perhaps not surprisingly Emergency Services Departments received higher than average scores from citizens. Services like garbage collection, recycling, water, sewer, and gas all received relatively high scores regarding service. While all departments were rated 'Excellent' or 'Good' by at least half of all respondents, that still leaves a significant amount for room for improvement for these agencies.

The statistical modeling of the results provides some interesting insights into the views of residents about the Quality of Life in Richmond. Perhaps most striking was the relatively weak correlation between satisfaction with public schools and perceptions of the overall quality of life. Correlations with quality of life and City services were much strong for other departments, like the Police Department, Social Services, and Public Utilities just to name a few with relatively high levels of public interaction. When considering the Public Safety and City Appearance indices, concerns with individual safety and the overall appearance of Richmond remain, like in 2008, significantly correlated with a respondent views' of the quality of life.

The final analysis examined the question regarding the direction of the City. While large majority of citizens believe the city is heading in the right direction, modeling helped to identify the reasons why some don't share that view. It is interesting to note that there were some large changes in the results of the model in 2009 relative to 2008. Transportation issue moved up to the most important issue for residents when examining the direction of the City. Downtown revitalization remained the second most important factor. Perhaps most dramatically, revitalizing neighborhoods, which had been the top driver in 2008, fell to the bottom spot, although it was still significantly related to residents' perceptions of the direction of the City of Richmond.

Overall, the survey results for were quite positive. There are opportunities for improvement in all areas from the appearance of neighborhoods to the deliver of city services. These results and analysis should be used to help guide efforts in coming years to continue to build on the progress Richmond has made and is recognized by so many of its citizens.

## APPENDIX I – QUESTIONNAIRE

### **Richmond Survey Spring 2009**

>conf< Hello, my name is [fill INAM], and I'm calling from Virginia Commonwealth University. We're conducting a research study to find out what people think about some important issues in the City of Richmond. Your telephone number has been randomly selected to help us reach a representative sample of Richmond City residents.

May I verify that this is [fill PRFX]-[fill SUFX]?

>home< Have I reached you on your home phone?

>x1< According to our selection procedure, I'd like to talk to the youngest male, 18 years of age or older, who is now at home. May I speak to him?

IF NO MALES: ASK FOR "OLDEST FEMALE 18 OR OLDER"

(REPEAT CONF FOR SELECTED RESPONDENT)

>cho2< This is a research study and its completely voluntary. Your responses will be kept confidential. If you do not know the answer to a question or prefer not to answer, just say so and we'll skip it. If you choose to withdraw after we start just let me know. However, your participation is very important.

>agree2< May I continue with the following questions?

<1> Yes

<2> No [END- terminal ref]

<x> Callback [END- setup cb]

<y> Refused (QUESTION NOW ANSWERED) [END-non terminal ref]

>are1< First, do you live within Richmond city limits?

<1> Yes

<5> No [END]

<8> Don't know [END]

<9> No Answer [END]

>street< What is the closest major street intersection to your residence?

<1> Specify

<88> DON'T KNOW

<99> NO ANSWER [END]

1. Overall, how would you rate **Richmond City in general** as a place to live, in terms of quality of life?  
(READ LIST)
  - <1> Excellent
  - <2> Good
  - <3> Fair
  - <4> Poor
  
  - <8> DK
  - <9>NA
  
2. Overall, how would you rate **your neighborhood** as a place to live in terms of quality of life?  
(READ LIST)
  - <1> Excellent
  - <2> Good
  - <3> Fair
  - <4> Poor
  
  - <8> DK
  - <9>NA
  
3. Do you have a child in Kindergarten through 12<sup>th</sup> grade living in your household?
  - <1> Yes
  - <2> No
  
  - <9>Refused/NA
  
4. How satisfied are you with your public school district? Are you...
  - <1> Very satisfied
  - <2> Somewhat satisfied
  - <3> Somewhat dissatisfied
  - <4> Very dissatisfied
  
  - <8>DK
  - <9>NA
  
5. Thinking about your neighborhood, please tell me whether you think each of the following is not a problem at all, only a small problem, somewhat of a problem, or a major problem ...
  - a. Property cleanliness or maintenance
  - b. Vacant lots or abandon property
  - c. Abandon or junk vehicles
  - d. Trash and litter
  - e. Graffiti
  - f. Neighborhood gangs
  - g. Illegal drug sales
  - h. Violent crime
  - i. Residential burglaries
  - j. Car burglaries
  - k. Condition of residential streets in your neighborhood
  - l. Condition of allies
  - m. Street lighting
  - n. Stray animals
  - o. Illegal dumping
  
6. When driving or traveling in Richmond, how much of a problem is each of the following? Would you say not a problem at all, only a small problem, somewhat of a problem, or a major problem ...
  - a. Too much traffic on city streets, other than highways



- b. Cars running red lights
- c. Too much construction
- d. Speeding on neighborhood streets

7. Now think about the streets and roads in **Richmond as a whole**. Please rate each of the following as excellent, good, fair, or poor.

- a. Overall condition of streets and roads
- b. Maintenance of all major city maintained streets
- c. Maintenance of street medians and right-of-ways
- d. Street sweeping
- e. Managing traffic on the major thoroughfares, not including highways, during peak hours.
- f. Availability of parking

8. Thinking about driving or traveling within Richmond, compared to a year ago would you say it is....

- <1> More difficult to get around now
- <2> About the same as a year ago
- <3> Easier to get around now

<8>DK

<9>NA

<9>NA

9. Now please think about any time you've contacted a City department with a concern in the past 12 months. Please rate each of the following departments on how well they handled your concern using a scale of excellent, good, fair, or poor. If you have not contacted that department in the past 12 months, just let me know.

- a. Streets department
- b. Department of Public Utilities (DPU/Water and Gas)
- c. Parks and Recreation
- d. Community Development and Planning services
- e. Department of Social Services
- f. 3-1-1 call line

10. Think about the following City services and rate each as excellent, good, fair, or poor. If you haven't used that particular service in the past 12 months, just let me know.

- a. Garbage collection
- b. Curbside recycling
- c. Landfill services (the city dump)
- d. Animal Services
- e. Tax and Payment Collection
- f. Building Permit Process

11. Think about the following City services and rate each as excellent, good, fair, or poor. If you haven't used that particular service in the past 12 months, just let me know.

- a. Police Department
- b. Fire Department
- c. 9-1-1 Call Center
- d. Ambulance Services or Emergency Medical Services

12. Think about any Richmond libraries that you have used in the past 12 months, please rate each of the following as excellent, good, fair or poor.

- a. Quality of library services
- b. Quality of library facilities
- c. Availability of materials you wanted

<9>I haven't used the City libraries in the past 12 months (volunteered)

13. Thinking the following types of Parks and Recreation facilities you've used in the past 12 months; parks, athletic fields, recreation centers, swimming pools, tennis courts and golf courses. Please rate each of the following as excellent, good, fair, or poor.

- a. Quality of programs
- b. Range or Variety of programs
- c. Appearance of facilities
- d. Ease of getting to parks facilities
- e. Safety of facilities
- f. Overall quality of city parks

<9> I haven't used any of these facilities in the past 12 months (volunteered)

14. Now thinking about city water service, how would you rate the quality and reliability of water and wastewater services supplied by the City of Richmond?

(READ LIST)

<1> Excellent

<2> Good

<3> Fair

<4> Poor

<8> DK

<9>NA

15. Your water utility bill includes charges for water, sewer service, and garbage collection. Overall, do you think the rates the city charges for these services are...

<1> Very high

<2> Somewhat high

<3> Neither high nor low

<4> Somewhat low

<5> Very low

<8>DK / Respondent doesn't pay utility bill / is included in rent

<9>NA

16. Thinking about the services and facilities the City provides, do you feel that you are getting your money's worth for your tax dollars or not?

<1>Yes, getting money's worth

<2> No, not getting money's worth

<8>DK

<9>NA

17. Consider on one hand all of the services the City provides, and on the other hand, all the taxes you pay. Which of the following statements comes closest to your view?

<1> I would prefer that the City **decrease taxes and decrease services**

<2> I would prefer that the City **keep taxes and services about where they are**

<3> I would prefer that the City **raise taxes and increase services**

<8>DK

<9>NA

17a. Consider the following statement, 'I trust the City government to manage my tax dollars prudently', would you say you Strongly Agree, Somewhat Agree, Somewhat Disagree, or Strongly Disagree with that statement?

- <1> Strongly Agree
- <2> Somewhat Agree
- <3> Somewhat Disagree
- <4> Strongly Disagree

- <8>DK
- <9>NA

18. How safe do you feel walking alone in your neighborhood **during the day**? Would you say...

- <1>Very safe
- <2>Somewhat safe
- <3>Not very safe
- <4> Not safe at all

- <8>DK
- <9>NA

19. And how safe do you feel walking alone in your neighborhood **at night**? Would you say...

- <1>Very safe
- <2>Somewhat safe
- <3>Not very safe
- <4> Not safe at all

- <8>DK
- <9>NA

20. How safe do you feel walking alone in business areas in Richmond **during the day**? Would you say...

- <1>Very safe
- <2>Somewhat safe
- <3>Not very safe
- <4> Not safe at all

- <8>DK
- <9>NA

21. And how safe do you feel walking alone in business areas in Richmond **at night**? Would you say...

- <1>Very safe
- <2>Somewhat safe
- <3>Not very safe
- <4> Not safe at all

- <8>DK
- <9>NA

22. How would rate the City's efforts in the following areas? Rate each as excellent, good, fair or poor...

- a. Raising the profile of the arts and culture in Richmond
- b. Developing the downtown area of Richmond
- c. Improving the environmental quality in Richmond
- d. Revitalizing neighborhoods
- e. Developing transportation solutions

23. Overall, do you feel that the City of Richmond is generally headed in the right direction or is it going in the wrong direction?

- <1> Right direction
- <2> Wrong direction

- <8>DK
- <9>NA

23a. Would you be willing to provide more detailed feedback to the City Auditor in a focus group setting?

- <1> Yes: \_\_\_\_\_
- <2> No

These last few questions are for classification purposes.

24. Do you have a computer in your home?

- <1> Yes
- <2> No (if No Skip to Q26)

25. Does your computer have internet access?

- <1> Yes
- <2> No

26. How long have you lived in the City of Richmond?

- <1> Less than one year
- <2> 1-3 years
- <3> 4-6 years
- <4> 7-10 years
- <5> More than 10 years

- <8>DK
- <9>NA

27. What type of dwelling do you currently live in? Is it a...

- <1> Single family home
- <2> Duplex
- <3> Mobile Home
- <4> Condominium
- <5> Apartment
- <6> Something else

- <8>DK
- <9>NA

28. Which of the following categories contains your approximate annual household income, before taxes?

(READ LIST)

- <1> Under \$15,000
- <2> \$15,000 but under \$25,000
- <3> \$25,000 but under \$35,000
- <4> \$35,000 but under \$50,000
- <5> \$50,000 but under \$75,000
- <6> \$75,000 but under \$100,000
- <7> \$100,000 or more

- <8>DK
- <9>NA

>verify< Those are all the questions I have for you. My supervisor may want to call to verify that I interviewed you, who should they ask for if they need to call?  
<1> Specify name

(if no city residents) Thank you for your time, but right now we're only interviewing residents of the City of Richmond. Have a good evening.

>end< Thank you again for you time. Have a good evening.