



JAMES CITY COUNTY, VA 2007



3005 30th Street
Boulder, CO 80301
www.n-r-c.com • 303-444-7863



777 North Capitol Street NE, Suite 500
Washington, DC 20002
www.icma.org • 202-289-ICMA

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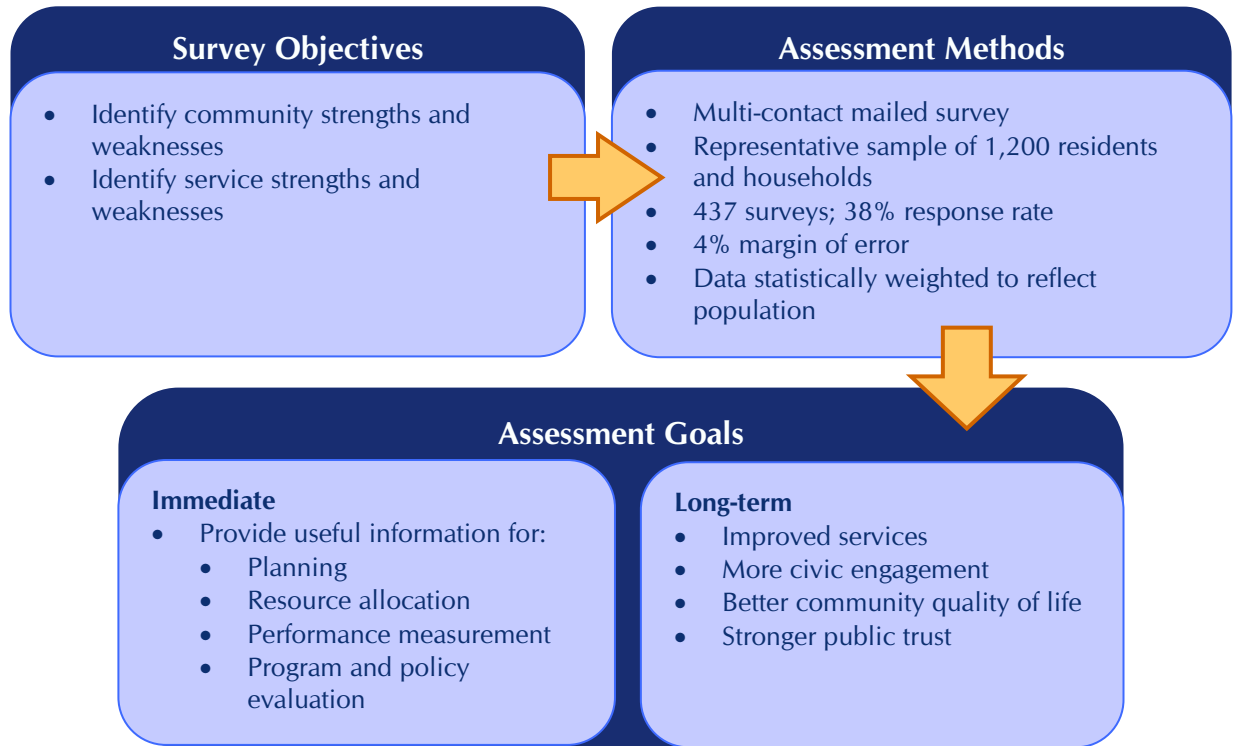
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SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

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

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS



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

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 437 completed surveys were obtained, providing an overall response rate of 38%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

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

UNDERSTANDING THE RESULTS

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

Margin of Error

It is customary to describe the precision of estimates made from surveys by a "level of confidence" (or margin of error). The 95% confidence interval quantifies the sampling error or precision of the estimates made from the survey results. A 95% confidence interval can be calculated for any question and indicates that for every 100 random samples of this many residents, the population response to that question would be within the stated interval 95 times. The 95% confidence level for the James City County survey is generally no greater than plus or minus four percentage points around any given percent reported for the entire sample (437 completed surveys).

Comparing Survey Results

Certain kinds of services tend to be thought better of by residents in many communities across the country. For example, public safety services tend to be received better than transportation services by residents of most American counties. Where possible, the better comparison is not from one service to another in James City County, but from James City County services to services like them provided by other jurisdictions. This way, it can be better understood what ratings are good enough for James City County service evaluations.

Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. James City County chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (Southern states). A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the James City County Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons were available, James City County results were noted as being "above" the benchmark, "below" the benchmark or "similar to" the benchmark. This evaluation of "above," "below" or "similar to" comes from a statistical comparison of James City County's rating to the benchmark.

"Don't Know" Responses and Rounding

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

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

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

EXECUTIVE SUMMARY

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

Most residents experience a good quality of life in James City County and believe the county is a good place to live. The overall quality of life in James City County was rated as “excellent” or “good” by 85% of respondents. A majority reported they were very likely to stay in James City County for the next five years.

A variety of characteristics of the community were evaluated by those participating in the study. The four receiving the most favorable ratings were opportunities to volunteer, opportunities to participate in religious or spiritual events and activities, overall appearance of James City County and recreational opportunities. The three characteristics receiving the least positive ratings were variety of housing options, availability of affordable quality child care and availability of affordable quality housing.

Many of the community characteristics rated were able to be compared to the benchmark database. Of the 20 characteristics for which comparisons were available, 10 were above the Southern states benchmark comparison, nine were similar to and one was below the Southern states benchmark comparison.

Residents in James City County were somewhat civically engaged. While only 31% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 97% had provided help to a friend or neighbor. Less than half had volunteered their time to some group or activity in James City County.

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

On average, residents gave generally favorable ratings to most local government services. Many of the County services rated were able to be compared to the benchmark database. Of the 33 services for which comparisons were available, 22 were above the Southern states benchmark comparison, six were similar to the Southern states benchmark comparison and five were below.

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

- code enforcement
- economic development
- planning and zoning
- health services
- public schools
- recreation programs

Of these services, those deserving the most attention may be those that were below or similar to the benchmark comparisons: planning and zoning, code enforcement and economic development. For health services, public schools and recreation programs, James City County is above the benchmark and should continue to ensure high quality performance.

COMMUNITY RATINGS

OVERALL COMMUNITY QUALITY

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

Most of James City County’s residents gave high ratings to their neighborhoods and the community as a place to live. Further, many reported they would recommend the community to others and plan to stay for the next five years.

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY

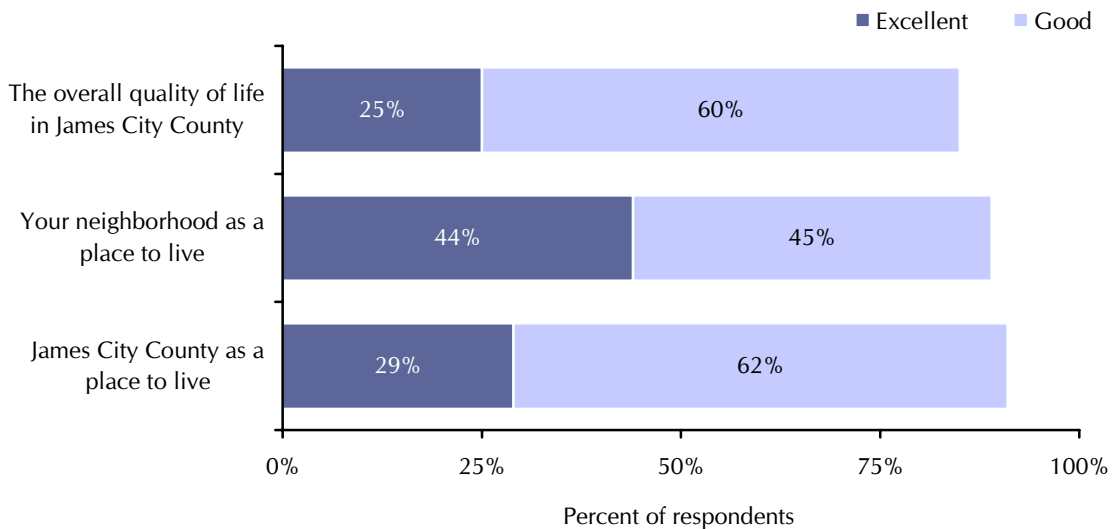


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY

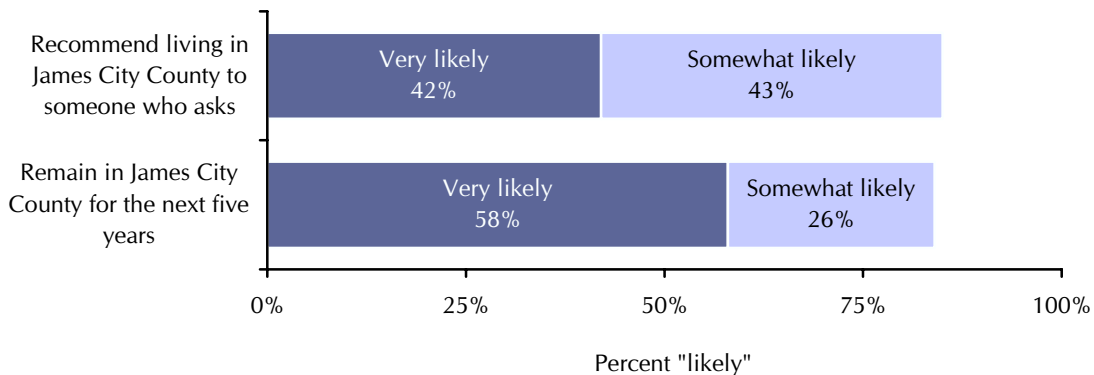


FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
The overall quality of life in James City County	Above	Above
Your neighborhood as a place to live	Above	Above
James City County as a place to live	Above	Above

COMMUNITY DESIGN

Transportation

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

Residents responding to the survey were given a list of six aspects of mobility to rate on a scale of “excellent,” “good,” “fair” and “poor.” Ease of car travel was given the most positive rating, followed by availability of paths and walking trails. These ratings tended to be similar or above the Southern state benchmark.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY

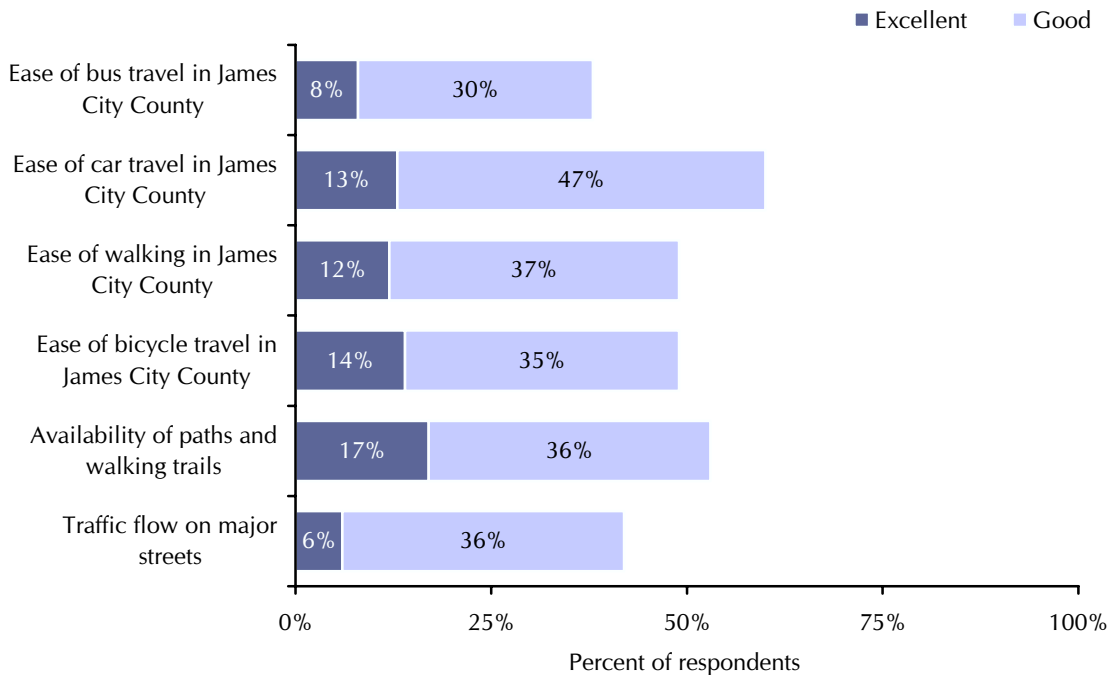


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Ease of bus travel in James City County	Below	Similar
Ease of car travel in James City County	Above	Above
Ease of walking in James City County	Below	Similar
Ease of bicycle travel in James City County	Similar	Above
Availability of paths and walking trails	Not available	Not available
Traffic flow on major streets	Similar	Similar

Three transportation services were rated in James City County. As experienced in most communities across America, ratings tended to be a mix of positive and negative sentiment. Bus services was below the benchmark and road repair and public parking were similar to the Southern states benchmark.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES

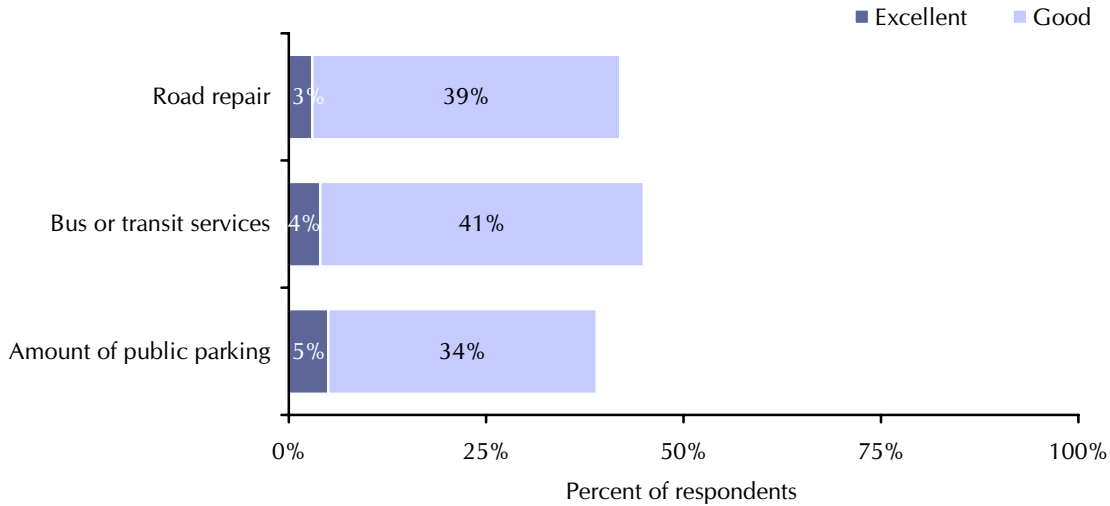


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Road repair	Similar	Similar
Bus or transit services	Below	Below
Amount of public parking	Below	Similar

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, transit was used on average 0.2 days per week per person, a bicycle was used 0.1 days per week per person on average and employed respondents walked to and from work 0.1 days per week on average.

FIGURE 10: FREQUENCY OF BUS USE

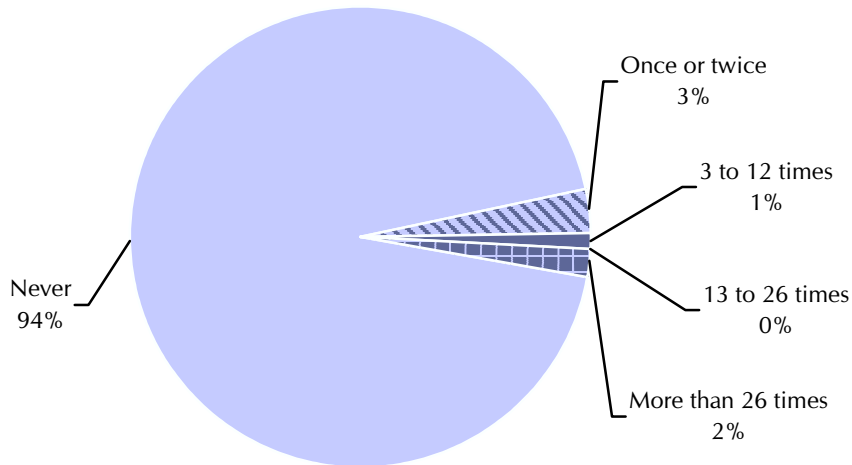
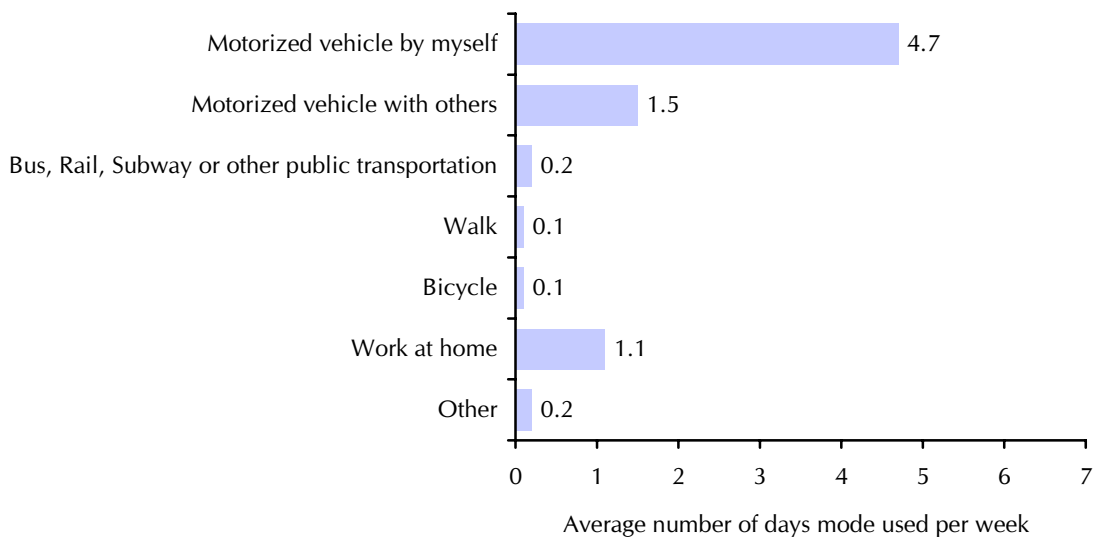


FIGURE 11: MODE OF TRAVEL USED FOR WORK COMMUTE



Housing

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

The survey of James City County residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as “excellent” or “good” by 23% of respondents, while the variety of housing options was rated as “excellent” or “good” by 35% of respondents. The rating of perceived affordable housing availability was lower for James City County than the ratings, on average, in comparison jurisdictions.

FIGURE 12: RATINGS OF HOUSING IN COMMUNITY

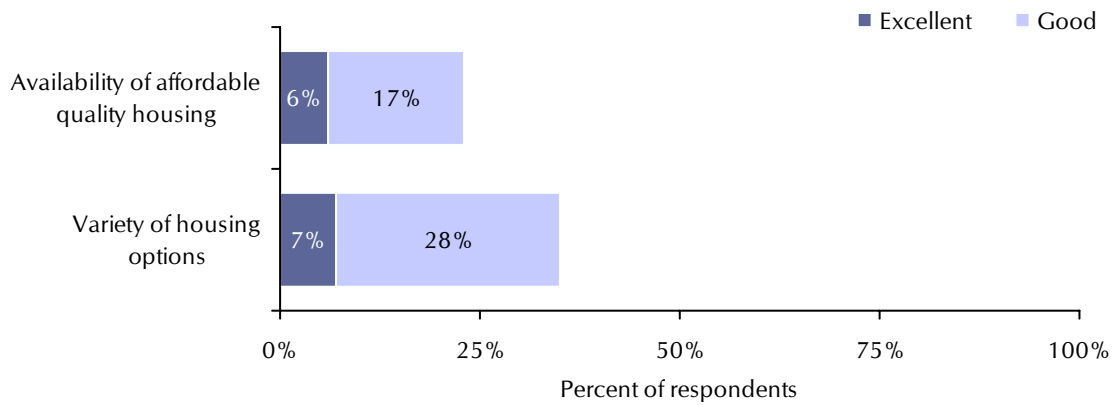
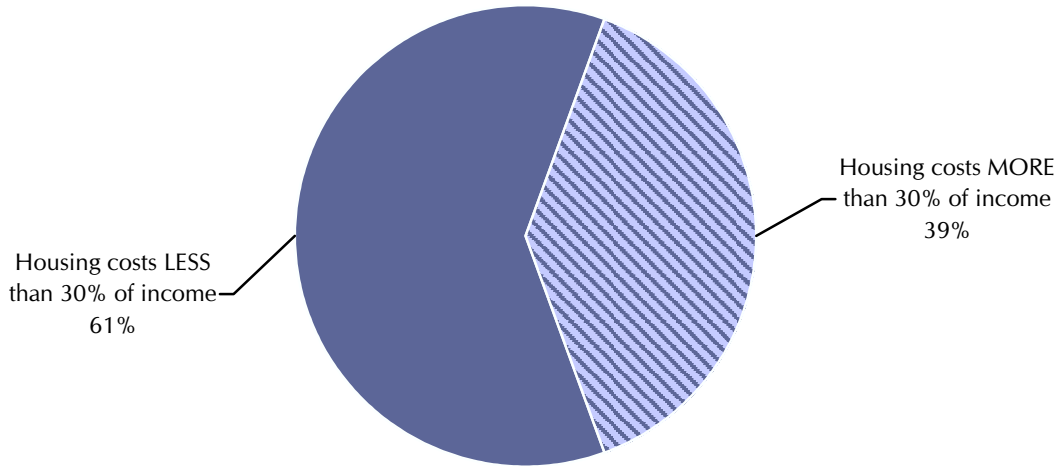


FIGURE 13: HOUSING CHARACTERISTICS BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Availability of affordable quality housing	Below	Below
Variety of housing options	Not available	Not available

To augment the perceptions of affordable housing in James City County, the cost of housing as reported in the survey was compared to residents' reported monthly income to create a rough estimate of the proportion of residents of James City County experiencing housing cost stress. Almost 40% of survey participants were found to pay housing costs of more than 30% of their monthly household income.

FIGURE 14: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE"



Land Use and Zoning

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

The overall quality of new development in James City County was rated as “excellent” by 18% of respondents and as “good” by an additional 43%. The overall appearance of James City County was rated above the benchmark with 77% of respondents rating it as “excellent” or “good.” When rating to what extent run down buildings, weed lots or junk vehicles were a problem in James City County, 39% thought they were a “major” or “moderate” problem. The service of land use planning was rated below the national benchmark and the services of code enforcement and animal control were similar to the national benchmark.

FIGURE 15: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT"

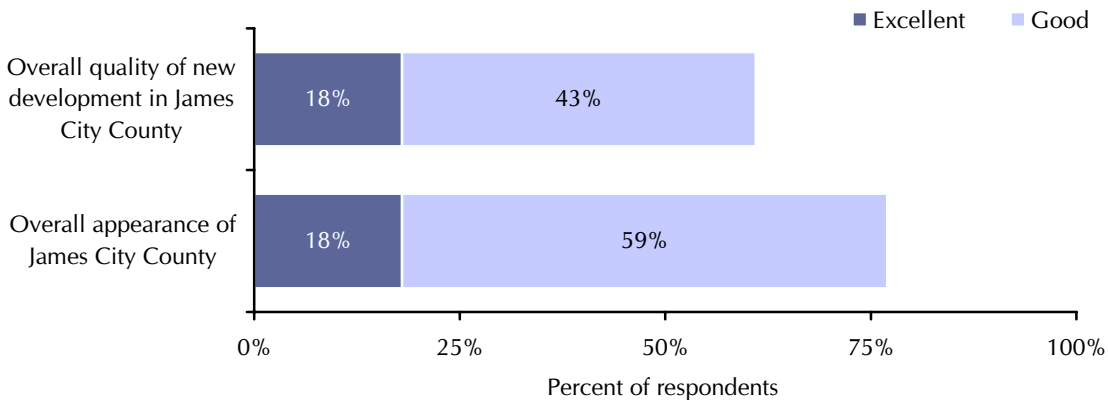


FIGURE 16: BUILT ENVIRONMENT BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Overall quality of new development in James City County	Similar	Similar
Overall appearance of James City County	Above	Above

FIGURE 17: RATINGS OF POPULATION GROWTH

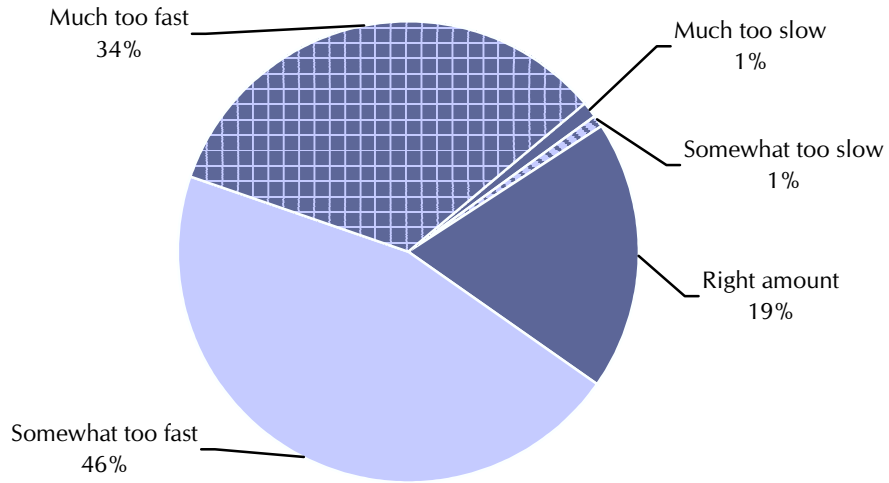


FIGURE 18: RATINGS OF NUISANCE PROBLEMS

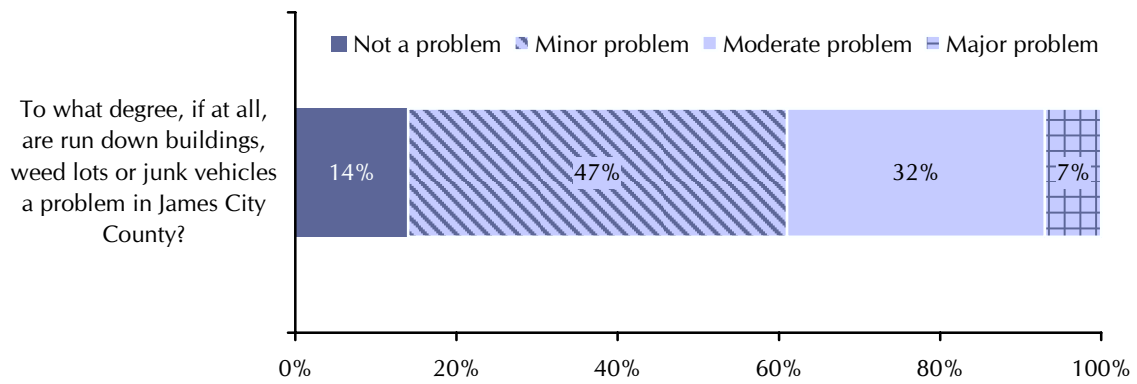


FIGURE 19: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES

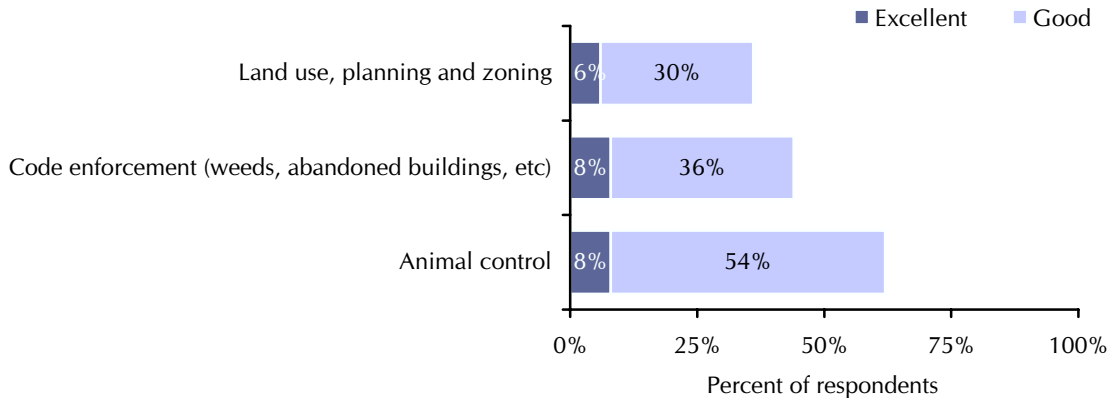


FIGURE 20: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

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

ECONOMIC SUSTAINABILITY

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

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were shopping and overall quality of business establishments in James City County. Receiving the lowest rating was employment opportunities.

FIGURE 21: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES

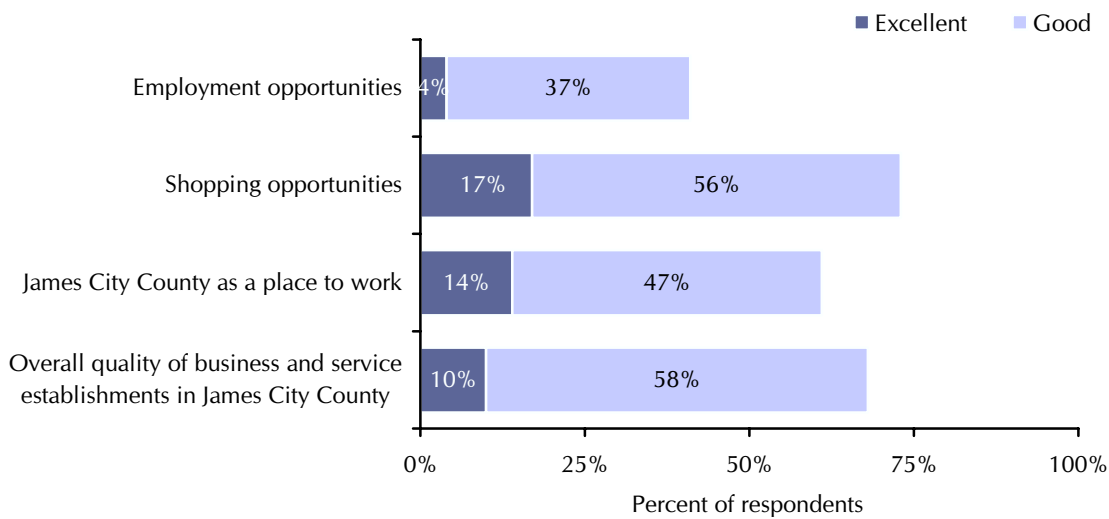


FIGURE 22: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Employment opportunities	Above	Above
Shopping opportunities	Above	Above
James City County as a place to work	Similar	Above
Overall quality of business and service establishments in James City County	Not available	Not available

When asked to rate job growth in James City County, 35% responded that it was the “right amount,” while 33% reported the “right amount” of retail growth was occurring in James City County.

FIGURE 23: RATINGS OF RETAIL AND JOB GROWTH

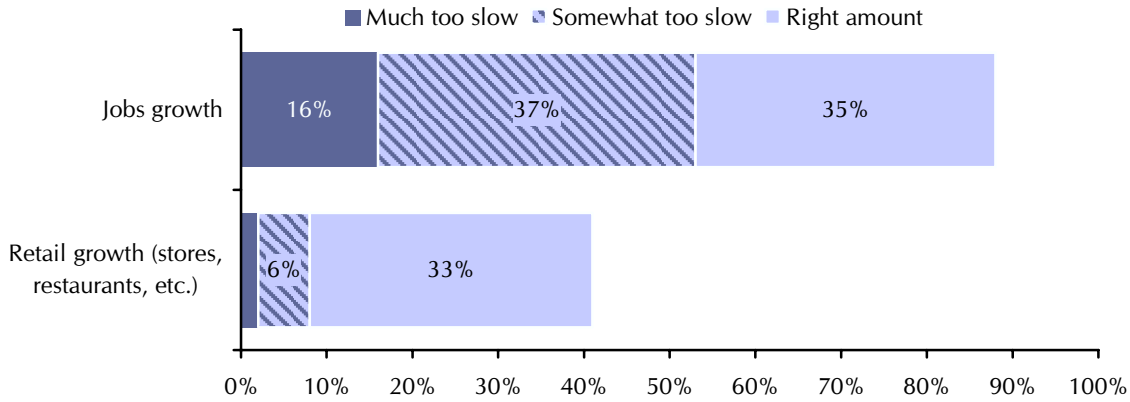


FIGURE 24: RATINGS OF ECONOMIC DEVELOPMENT SERVICES

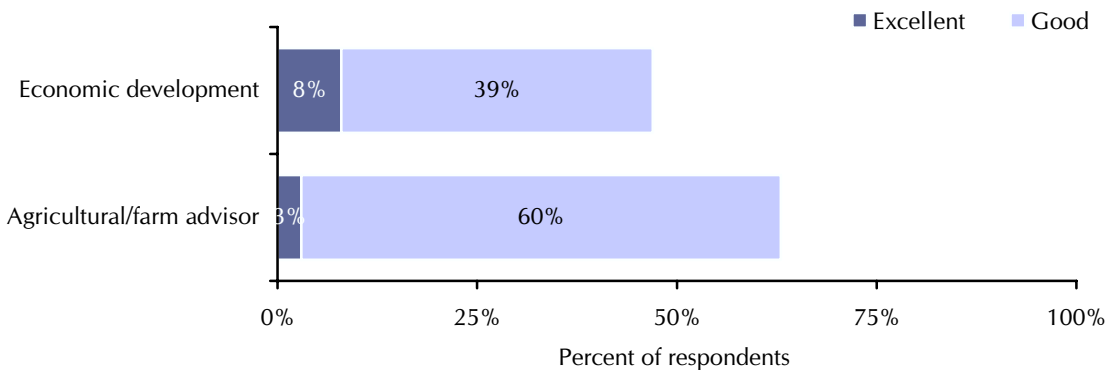
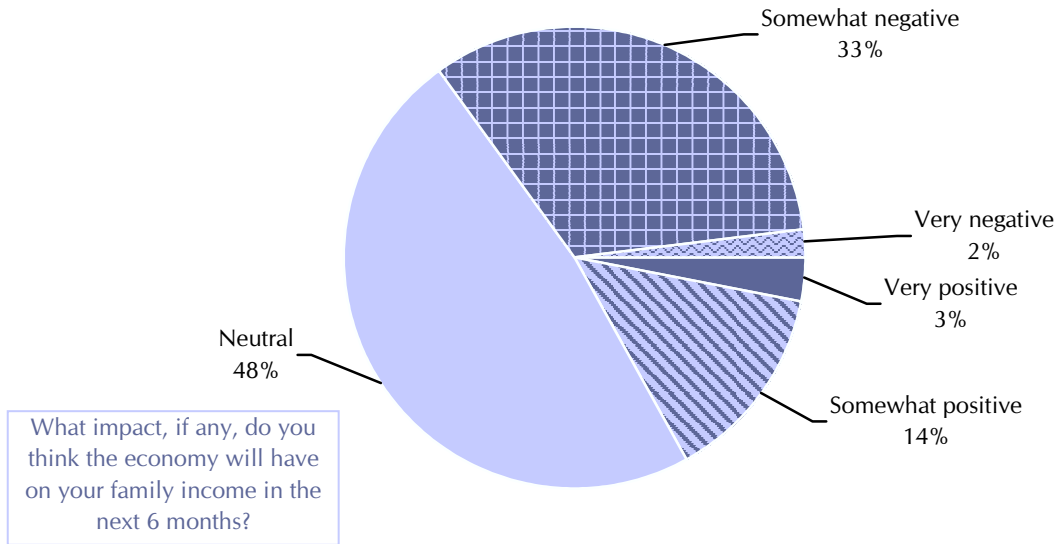


FIGURE 25: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Economic development	Similar	Above
Agricultural/farm advisor	Not available	Not available

Residents were asked to reflect on their economic prospects in the near term. Seventeen percent of James City County residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family, while 35% felt that the economic future would be “somewhat” or “very” negative.

FIGURE 26: RATINGS OF PERSONAL ECONOMIC FUTURE



PUBLIC SAFETY

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

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Many gave positive ratings of safety in James City County. More than 80% percent of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 75% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than the downtown. All safety ratings for which comparisons were available were above the norm.

FIGURE 27: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY

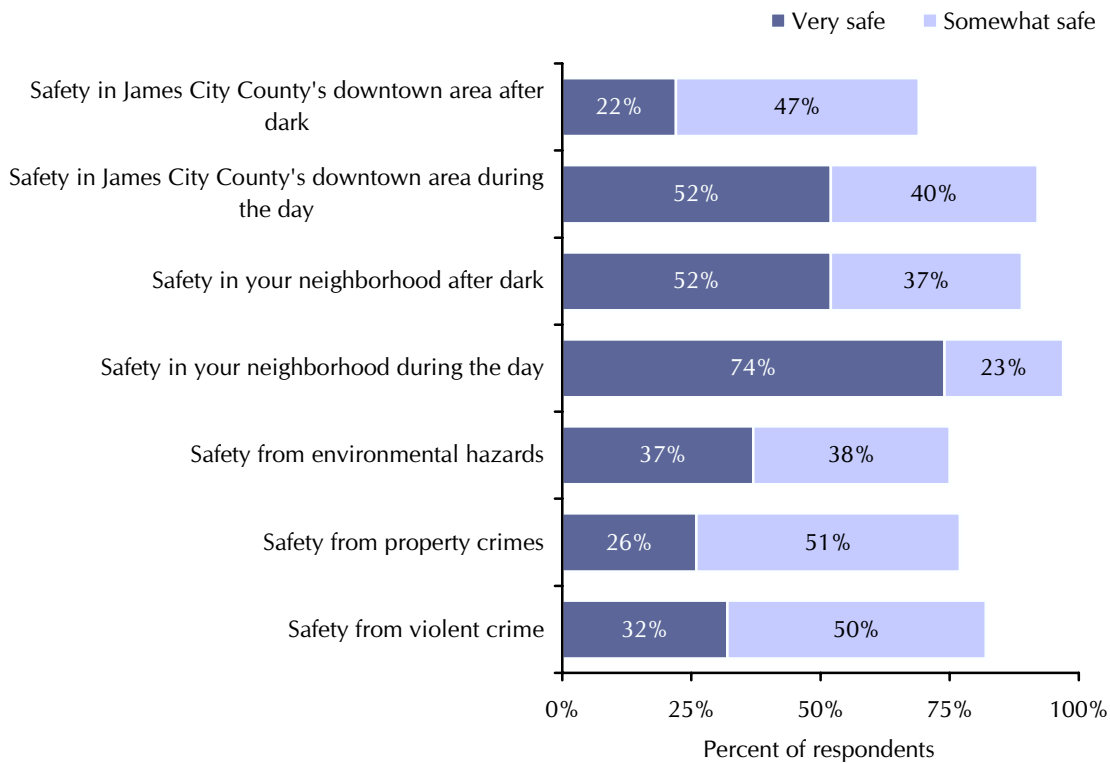


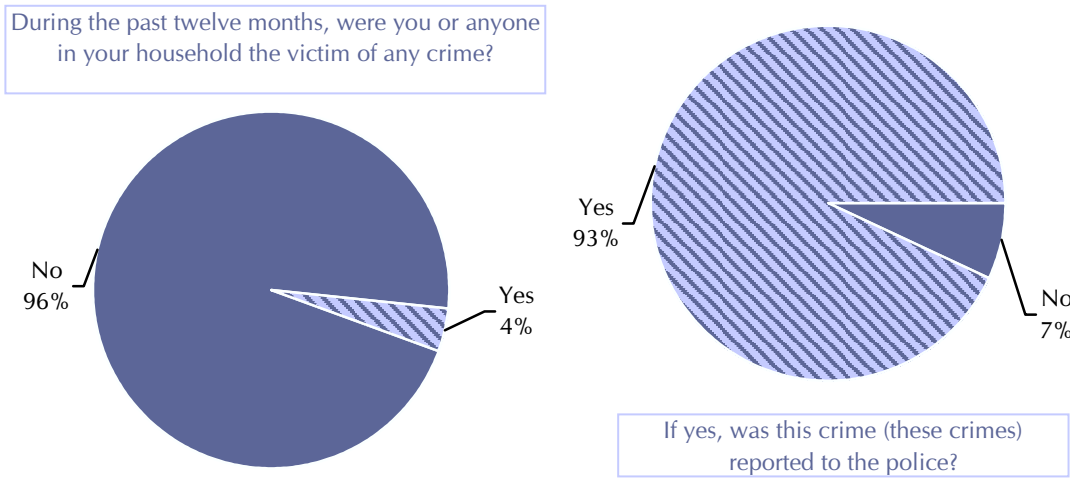
FIGURE 28: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
In James City County's downtown area after dark	Above	Above
In James City County's downtown area during the day	Above	Above
In your neighborhood after dark	Above	Above
In your neighborhood during the day	Above	Above
Environmental hazards, including toxic waste	Not available	Not available

	Comparison to national benchmark	Comparison to Southern states benchmark
Property crimes (e.g., burglary, theft)	Above	Above
Violent crime (e.g., rape, assault, robbery)	Above	Above

As assessed by the survey, 4% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 93% had reported it to police.

FIGURE 29: CRIME VICTIMIZATION AND REPORTING



Residents rated eight County public safety services; of these, seven were rated above the benchmark comparison, and one was rated below to the Southern states benchmark, emergency preparedness. Fire, ambulance and emergency medical services and sheriff services received the highest ratings, while traffic enforcement and emergency preparedness received the lowest ratings.

FIGURE 30: RATINGS OF PUBLIC SAFETY SERVICES

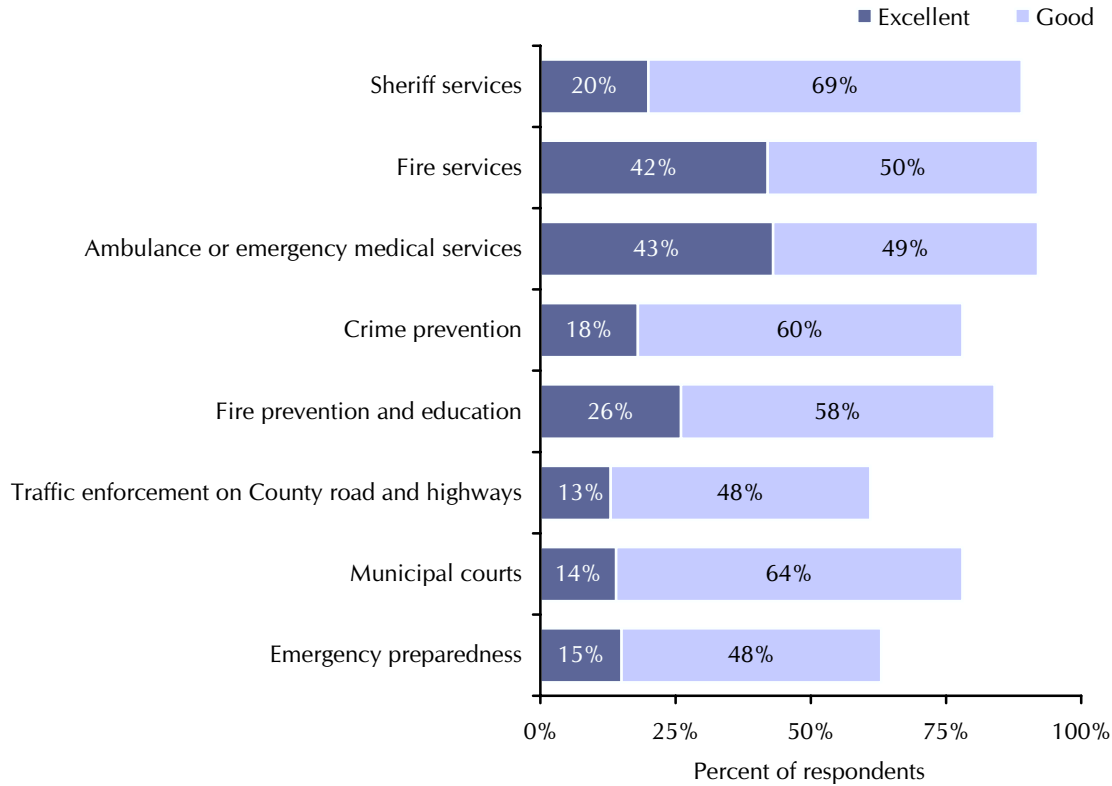


FIGURE 31: PUBLIC SAFETY SERVICES BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Sheriff services	Above	Above
Fire services	Above	Above
Ambulance or emergency medical services	Above	Above
Crime prevention	Above	Above
Fire prevention and education	Above	Above
Traffic enforcement on County road and highways	Similar	Above
Municipal courts	Above	Above
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Similar	Below

ENVIRONMENTAL SUSTAINABILITY

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

Residents of James City County were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as “excellent” or “good” by 69% of survey respondents. Cleanliness of James City County received the highest rating, and it was above the benchmark comparison.

FIGURE 32: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT

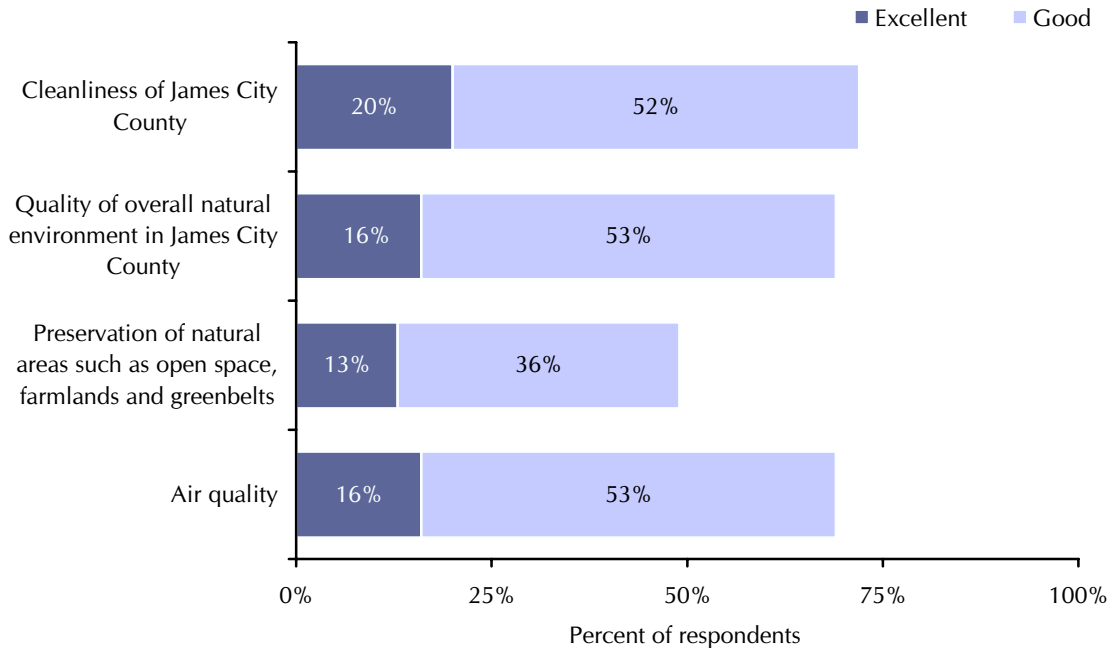


FIGURE 33: COMMUNITY ENVIRONMENT BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Cleanliness of James City County	Above	Not available
Quality of overall natural environment in James City County	Not available	Not available
Preservation of natural areas such as open space, farmlands and greenbelts	Similar	Not available
Air quality	Similar	Similar

Of the seven utility services rated by those completing the questionnaire, four were higher than the benchmark comparison and two were below the Southern states benchmark.

FIGURE 34: RATINGS OF UTILITY SERVICES

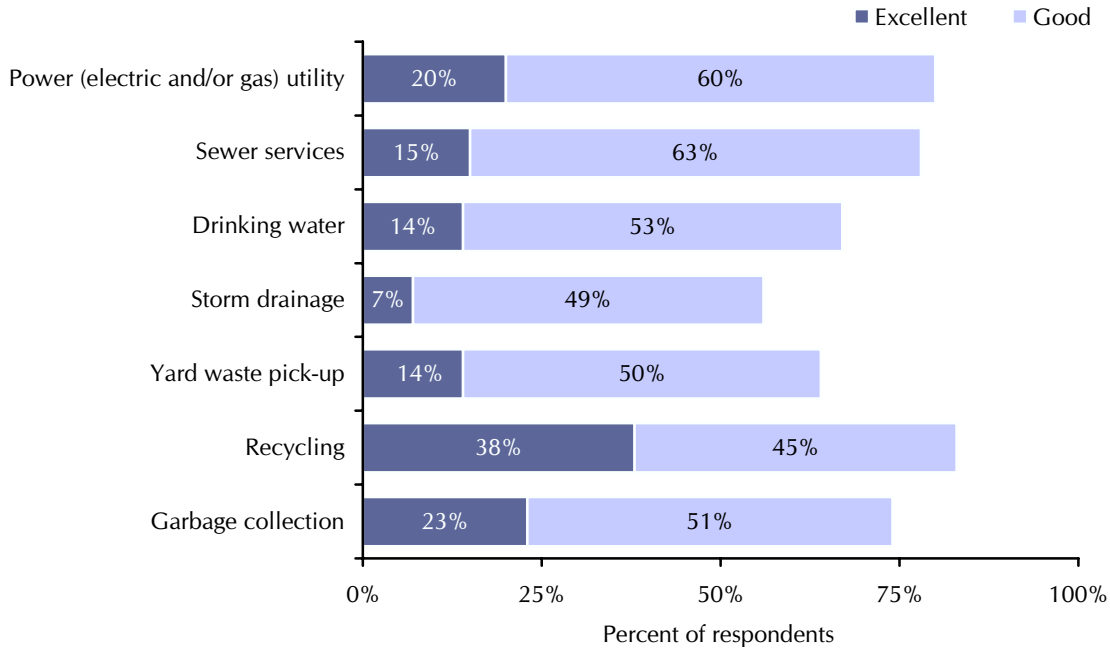


FIGURE 35: UTILITY SERVICES BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Power (electric and/or gas) utility	Above	Not available
Sewer services	Above	Above
Drinking water	Similar	Above
Storm drainage	Similar	Above
Yard waste pick-up	Below	Below
Recycling	Above	Above
Garbage collection	Below	Below

RECREATION AND WELLNESS

Parks and Recreation

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

Recreation opportunities in James City County were rated positively as were services related to parks and recreation. Recreational opportunities were rated higher than the Southern states benchmark. Open space received the lowest rating and was lower than the national benchmark.

FIGURE 36: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES

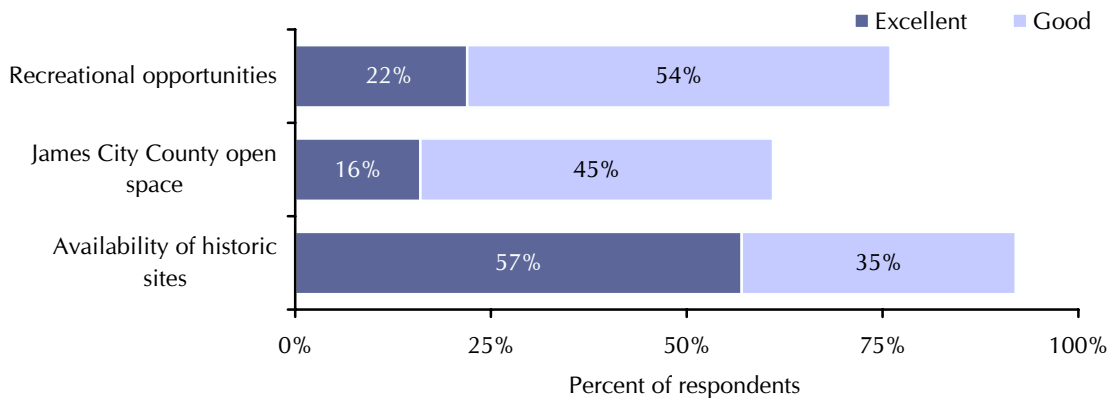


FIGURE 37: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Recreational opportunities	Above	Above
James City County open space	Below	Not available
Availability of historic sites	Not available	Not available

FIGURE 38: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES

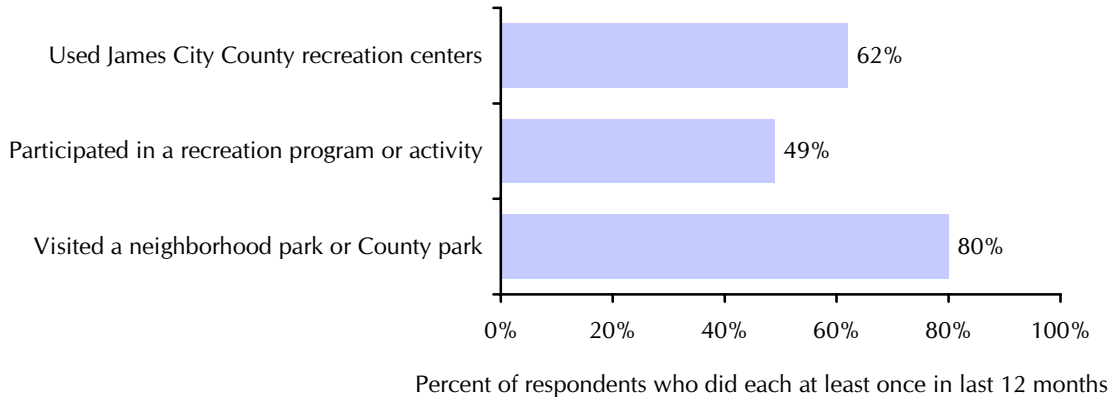


FIGURE 39: RATINGS OF PARKS AND RECREATION SERVICES

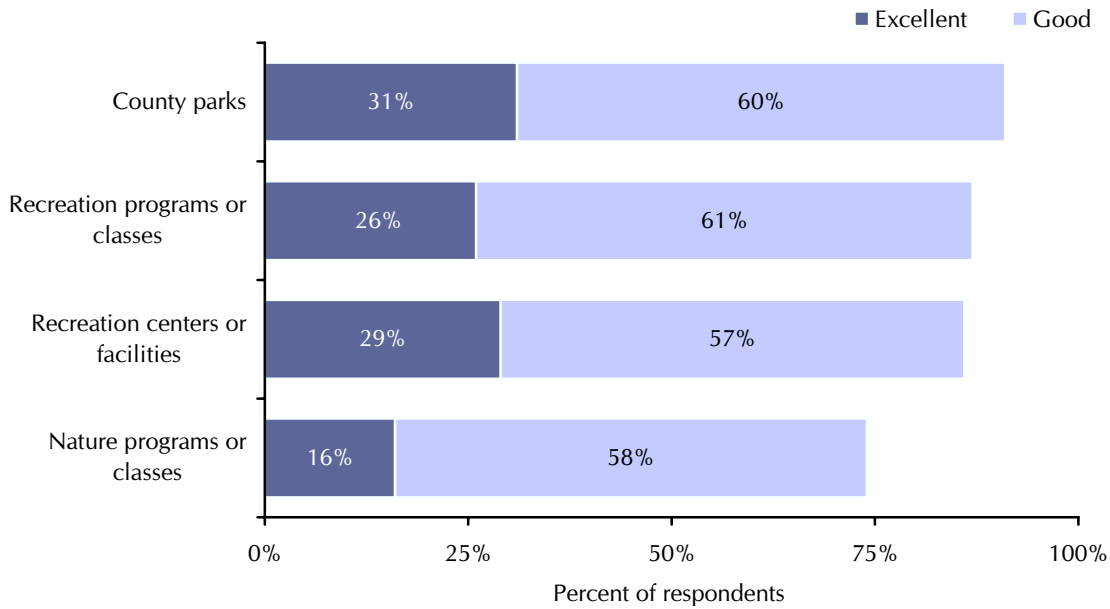


FIGURE 40: PARKS AND RECREATION SERVICES BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
County parks	Above	Above
Recreation programs or classes	Above	Above
Recreation centers or facilities	Above	Above
Nature programs or classes	Similar	Not available

Culture, Arts and Education

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

Opportunities to attend cultural activities was rated as “excellent” or “good” by 65% of respondents. Educational opportunities were rated as “excellent” or “good” by 74% of respondents. Compared to the benchmark data, educational opportunities were above the average of comparison jurisdictions, as were cultural activity opportunities. Compared to the benchmarks, ratings of public schools and library services in James City County were higher.

FIGURE 41: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES

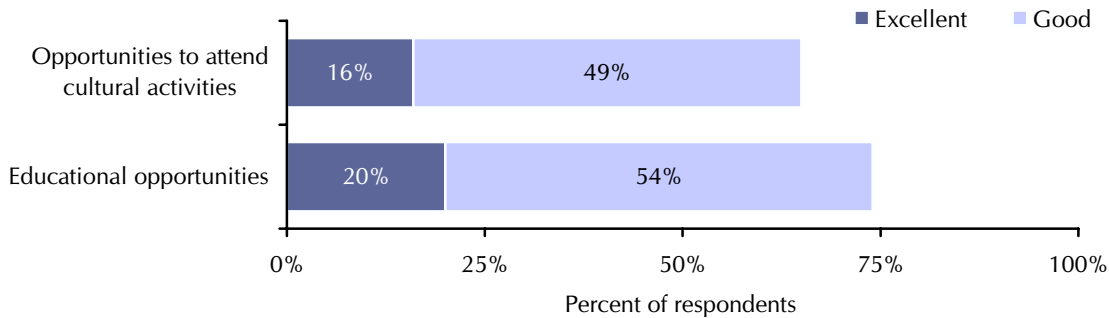


FIGURE 42: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Opportunities to attend cultural activities	Above	Above
Educational opportunities	Above	Above

FIGURE 43: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES

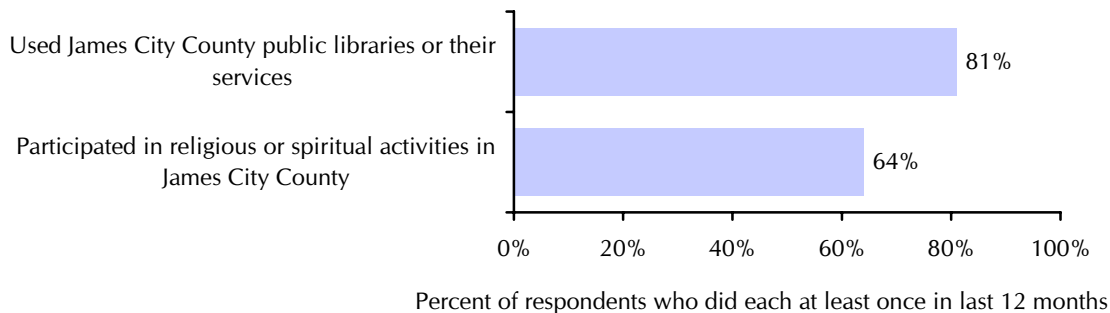


FIGURE 44: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES

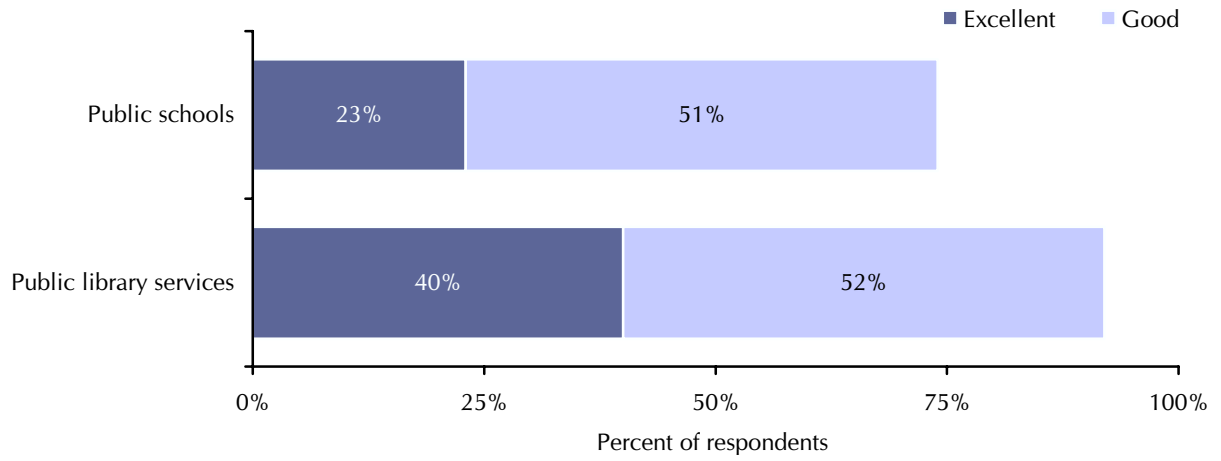


FIGURE 45: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Public schools	Above	Above
Public library services	Above	Above

Health and Wellness

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

Residents of James City County were asked to rate the community’s health services as well as the availability of health care, high quality affordable food and preventive health care services. The availability of affordable food was rated most positively for James City County, while the availability of health care was rated less favorably by residents, but higher than the Southern states benchmark.

FIGURE 46: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES

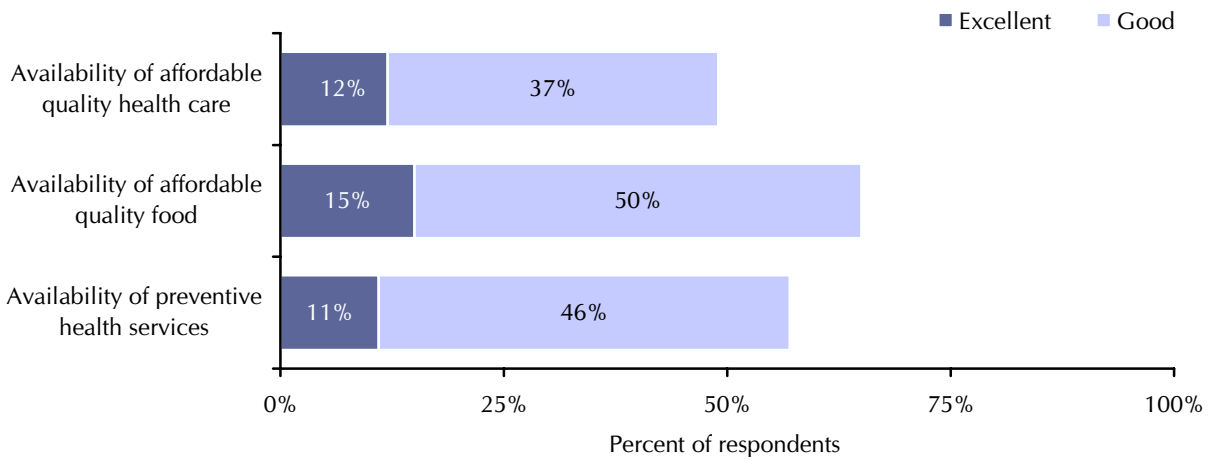


FIGURE 47: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Availability of affordable quality health care	Similar	Above
Availability of affordable quality food	Similar	Similar
Availability of preventive health services	Not available	Not available

Of the four health-related services rated in James City County, health services were above the benchmark and mental health services were similar to the Southern states benchmark.

FIGURE 48: RATINGS OF HEALTH AND WELLNESS SERVICES

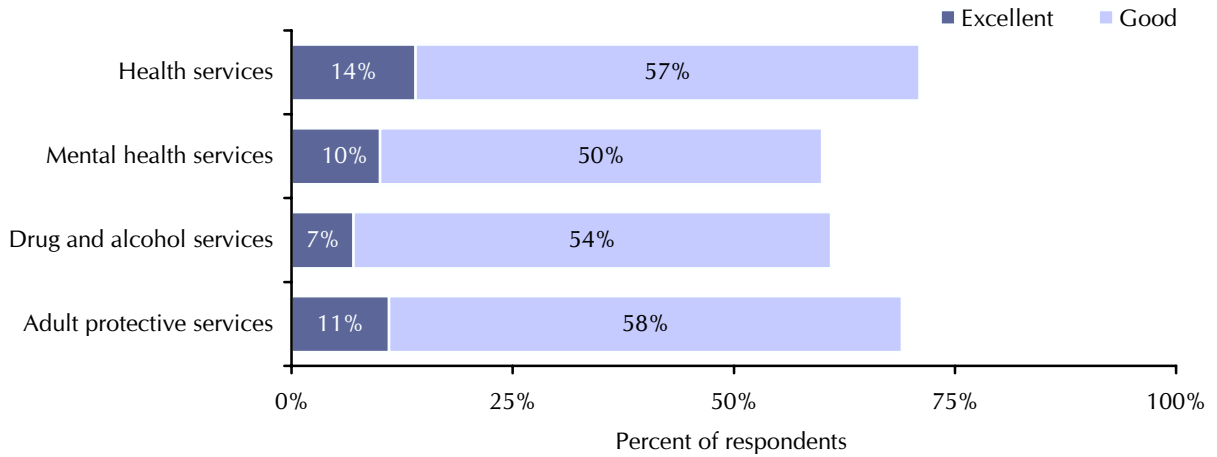


FIGURE 49: HEALTH AND WELLNESS SERVICES BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Health services	Above	Above
Mental health services	Above	Similar
Drug and alcohol services	Above	Not available
Adult protective services	Above	Not available

COMMUNITY INCLUSIVENESS

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

A high percentage of residents rated James City County as an “excellent” or “good” place to raise kids and an excellent or good place to retire. Many residents felt the local sense of community was excellent or good. Fewer survey respondents felt James City County was open and accepting towards people of diverse backgrounds. Availability of affordable quality child care was rated the lowest by residents and was lower than both the national and Southern states benchmarks.

FIGURE 50: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS

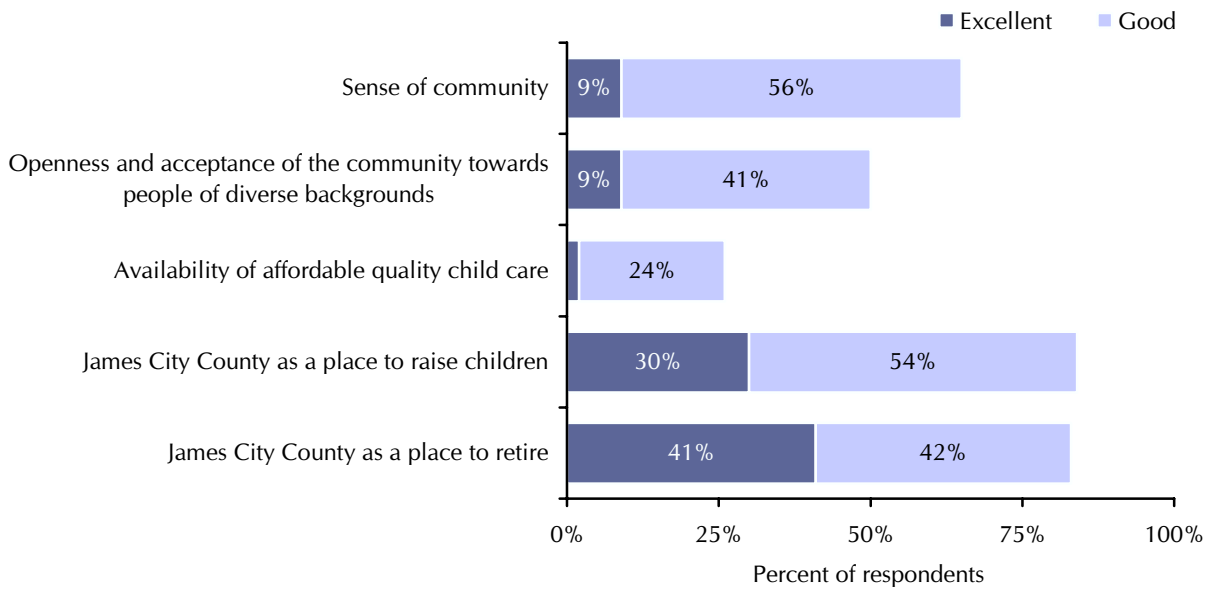


FIGURE 51: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Sense of community	Similar	Above
Openness and acceptance of the community towards people of diverse backgrounds	Below	Similar
Availability of affordable quality child care	Below	Below
James City County as a place to raise children	Above	Above
James City County as a place to retire	Above	Above

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) were rated as “excellent” or “good” by 31% to 71% of respondents. Services to seniors were above the benchmark while services to low-income people were below the benchmark. Services to youth were rated similar to the Southern states benchmark.

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

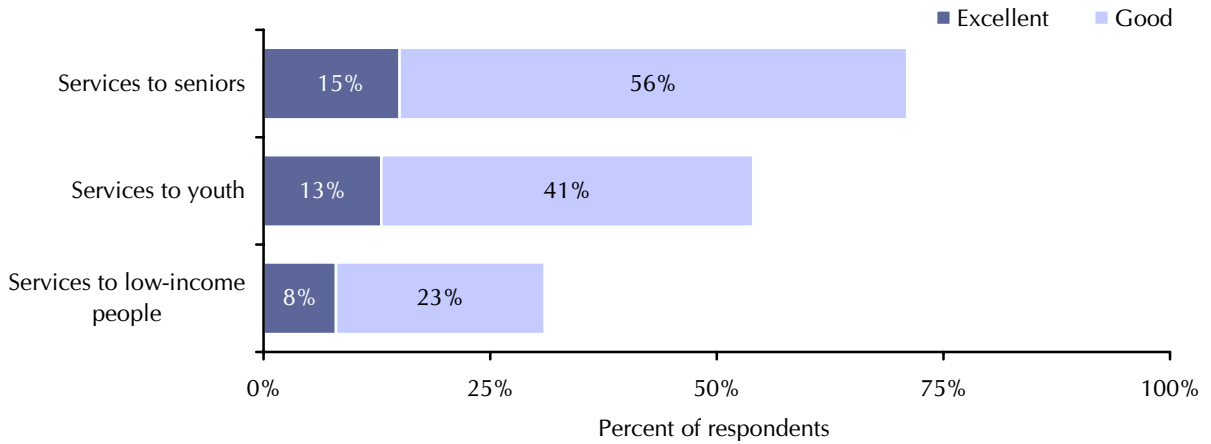


FIGURE 53: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Services to seniors	Above	Above
Services to youth	Similar	Similar
Services to low-income people	Below	Below

CIVIC ENGAGEMENT

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

Civic Activity

Respondents were asked about the perceived community volunteering opportunities and their participation as citizens of James City County. Survey participants rated the volunteer opportunities in James City County favorably. Opportunities to attend or participate in community matters were rated somewhat less favorably, but still quite positively.

FIGURE 54: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES

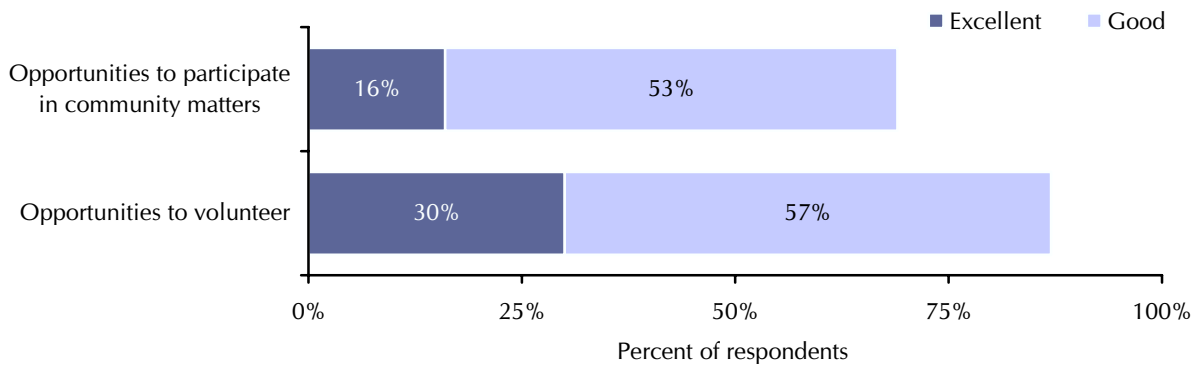
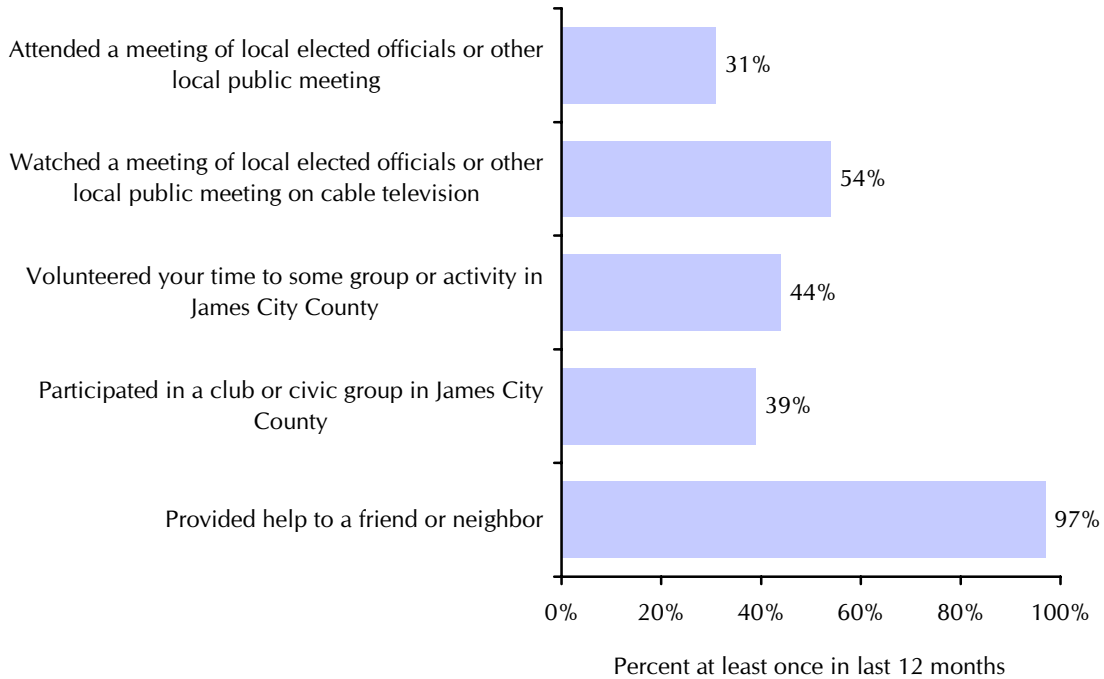


FIGURE 55: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Opportunities to participate in community matters	Not available	Not available
Opportunities to volunteer	Not available	Not available

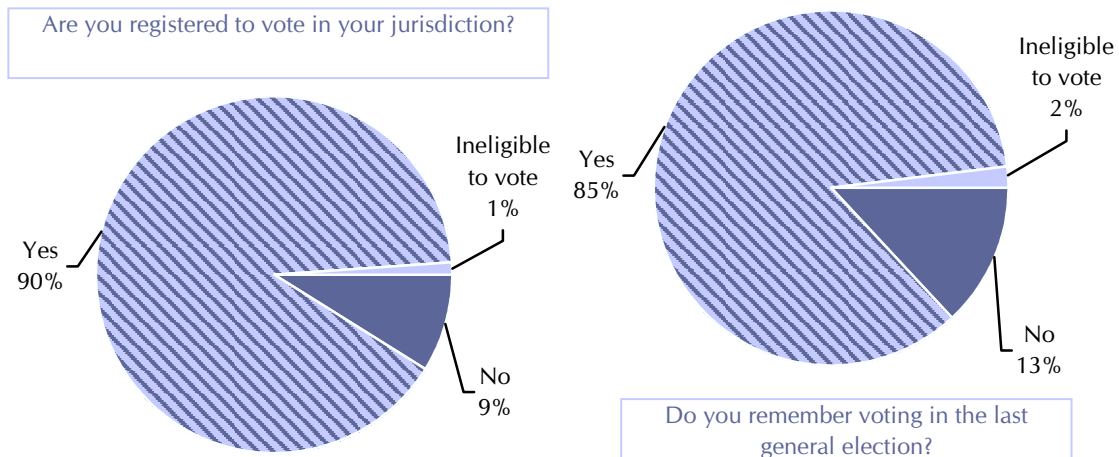
Most of the participants in this survey had not attended a public meeting in the 12 months prior, but the vast majority had helped a friend.

FIGURE 56: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES



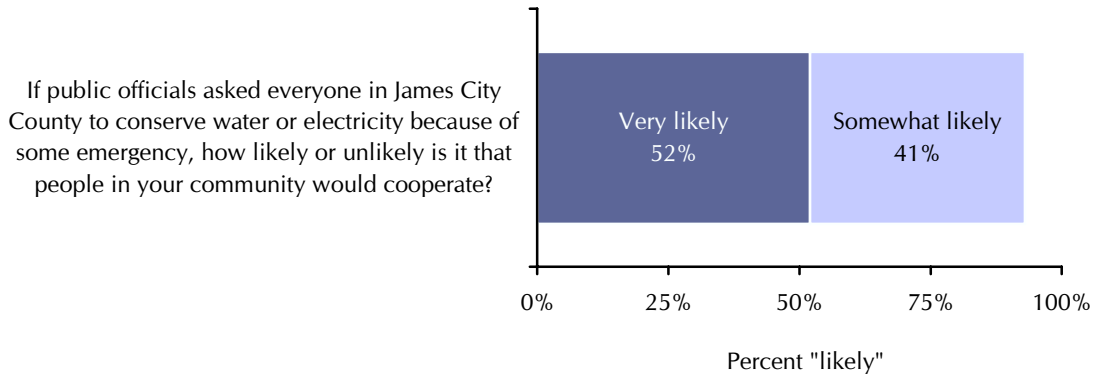
James City County residents showed the largest amount of civic engagement in the area of electoral participation. Ninety percent reported they were registered to vote; 85% indicated they had voted in the last general election.

FIGURE 57: REPORTED VOTING BEHAVIOR



A proposed outcome of civically engaged communities is the willingness of residents to act or cooperate to promote community well being. In James City County, about one-half reported their community would be very likely to cooperate with public officials if asked to conserve water or electricity.

FIGURE 58: RATINGS OF COMMUNITY COOPERATIVENESS



Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the James City County Web site in the previous 12 months, 57% reported they had done so at least once. Public information services were rated favorably compared to benchmark data.

FIGURE 59: USE OF INFORMATION SOURCES

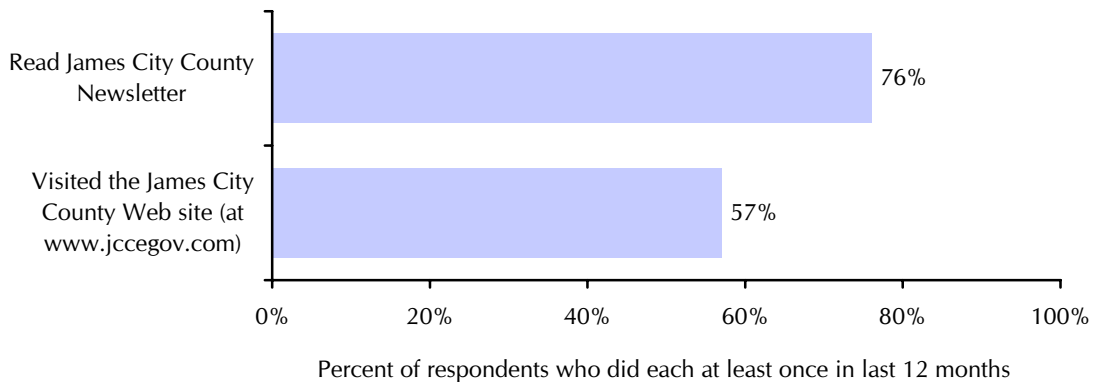


FIGURE 60: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION

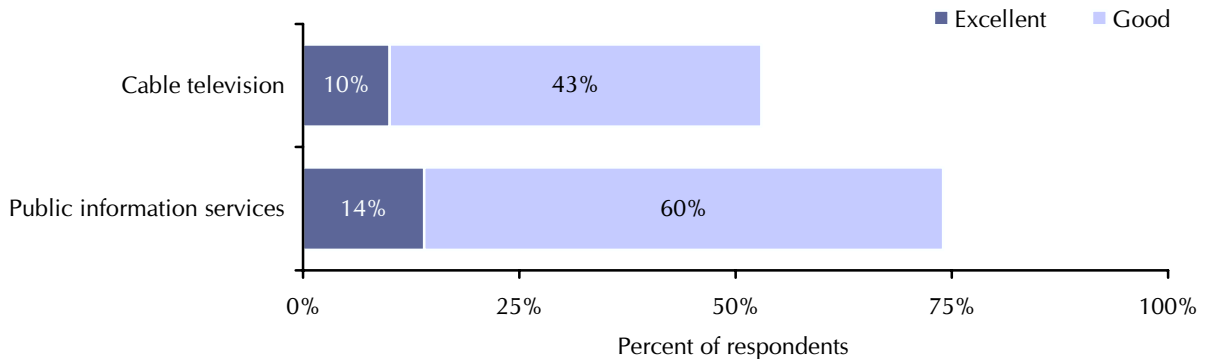


FIGURE 61: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Cable television	Similar	Above
Public information services	Above	Above

Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 73% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.”

FIGURE 62: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES

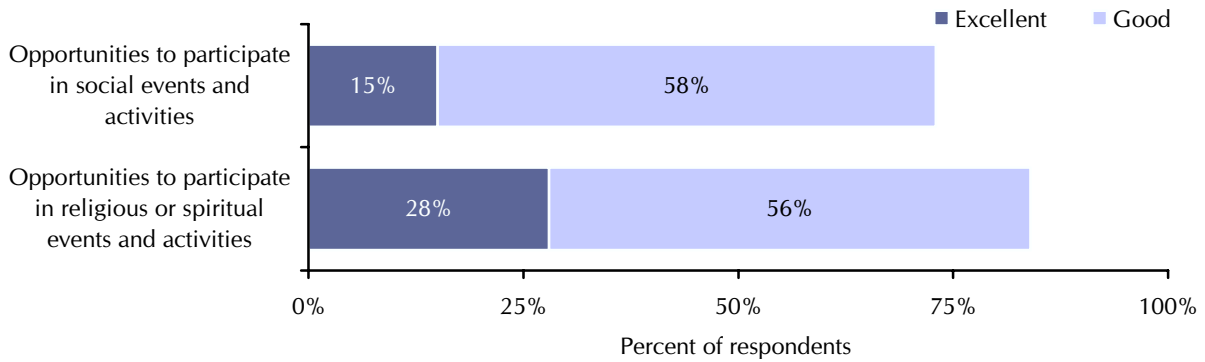
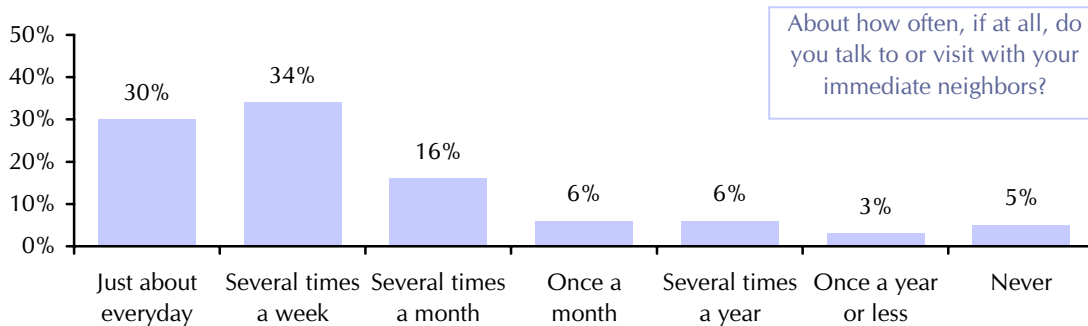


FIGURE 63: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Opportunities to participate in social events and activities	Not available	Not available
Opportunities to participate in religious or spiritual events and activities	Not available	Not available

Residents in James City County reported a fair amount of neighborliness. More than 60% indicated talking or visiting with their neighbors several times a week or more frequently.

FIGURE 64: CONTACT WITH IMMEDIATE NEIGHBORS



PUBLIC TRUST

Residents are more likely to cooperate with the proposals and policies advanced by their community leaders when trust in local government officials runs high. Trust can be measured in residents’ opinions about the overall direction James City County is taking, their perspectives about the service value their taxes purchase and the openness of government to citizen participation. In addition, resident opinion about services provided by James City County could be compared to their opinion about services provided by the state and federal governments. If residents find nothing to admire in the services delivered by any level of government, their opinions about James City County may be colored by their dislike of what all levels of government provide.

A majority of respondents felt that the value of services for taxes paid was “excellent” or “good.” When asked to rate the job James City County does at listening to citizens, 30% rated it as excellent or good. While most of the ratings were below the benchmark, the overall image of James City County was higher than both the national and Southern states benchmarks.

FIGURE 65: PUBLIC TRUST RATINGS

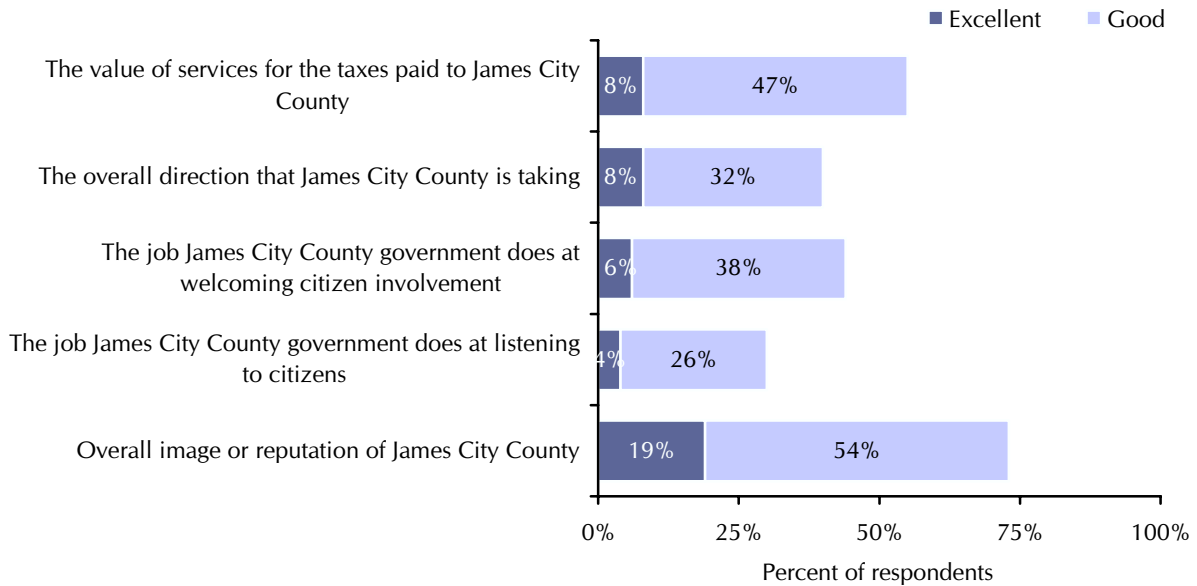


FIGURE 66: PUBLIC TRUST BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
The value of services for the taxes paid to James City County	Below	Similar
The overall direction that James City County is taking	Below	Below
The job James City County government does at welcoming citizen involvement	Below	Below
The job James City County government does at listening to citizens	Below	Below
Overall image or reputation of James City County	Above	Above

On average, residents of James City County gave the highest evaluations to their own local government and the lowest average rating to the State government. The overall quality of services delivered by James City County was rated as “excellent” or “good” by 73% of survey participants. James City County’s rating was above the benchmark when compared to other communities in the South.

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

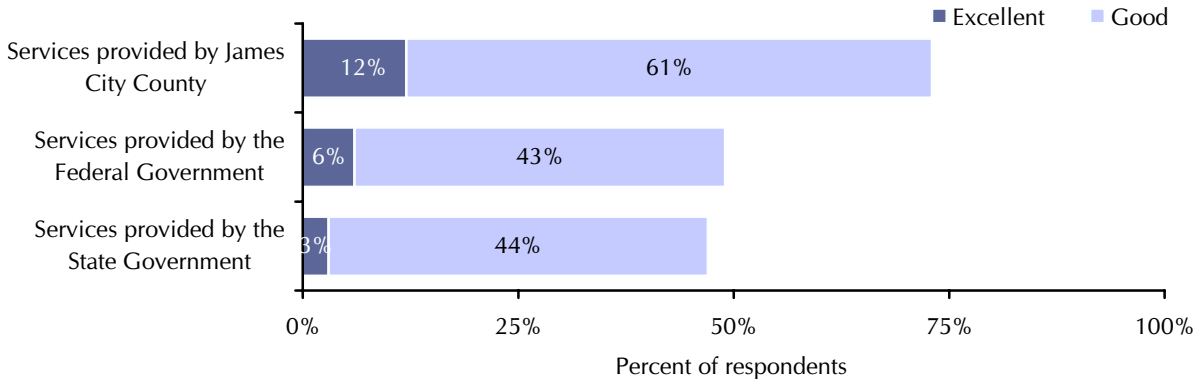


FIGURE 68: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
James City County	Similar	Above
The Federal Government	Above	Above
The State Government	Similar	Similar

James City County Employees

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

Those completing the survey were asked if they had been in contact with a County employee either in person or over the phone in the last 12 months; the 58% who reported that they had been in contact were then asked to indicate overall how satisfied they were with the employee in their most recent contact. County employees were rated highly; 81% of respondents rated their overall impression as "excellent" or "good." All ratings of employees were higher than the Southern benchmark ratings.

FIGURE 69: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH COUNTY EMPLOYEES IN PREVIOUS 12 MONTHS

Have you had any in-person or phone contact with an employee of James City County within the last 12 months?

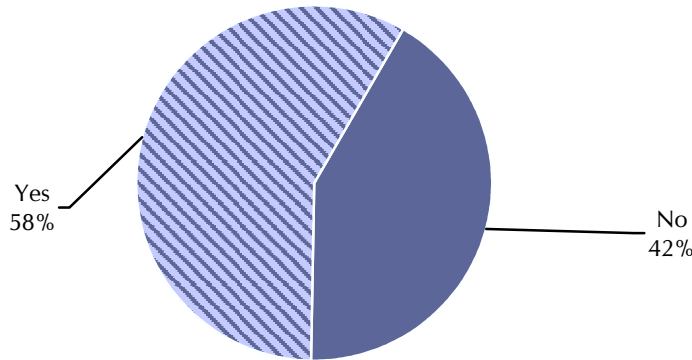


FIGURE 70: RATINGS OF COUNTY EMPLOYEES (AMONG THOSE WHO HAD CONTACT)

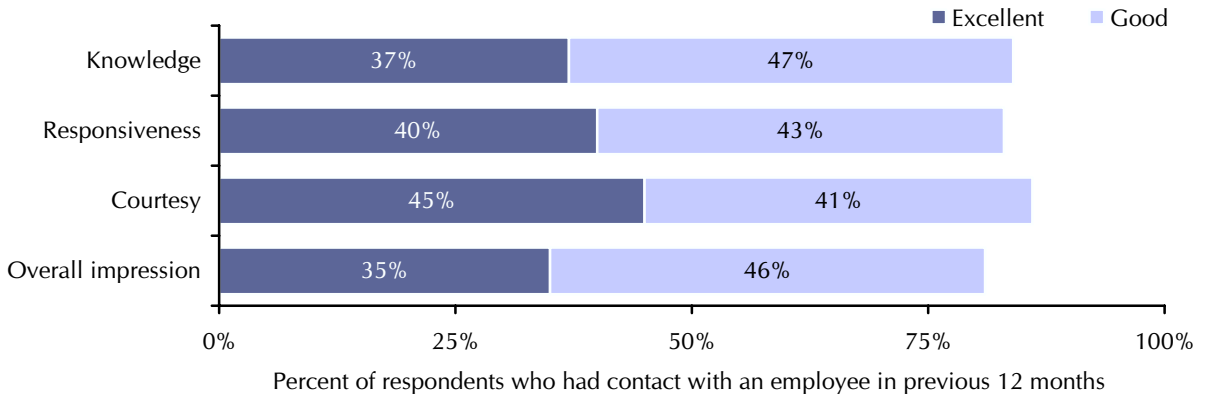


FIGURE 71: RATINGS OF COUNTY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	Comparison to national benchmark	Comparison to Southern states benchmark
Knowledge	Above	Above
Responsiveness	Above	Above
Courtesy	Above	Above
Overall impression	Above	Above

FROM DATA TO ACTION

RESIDENT PRIORITIES

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

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

In local government core services – like fire protection – that are focused on life and safety invariably land at the top of the list created when residents are asked about the most important local government services. And core services are important. But by using Key Driver Analysis, our approach digs deeper to identify the less salient, but more influential services that are most related to residents' ratings of overall quality of local government services. Because services focused directly on life and safety remain key to quality government, it is suggested that core services should remain the focus of continuous monitoring and improvement where necessary.

A Key Driver Analysis was conducted for James City County by examining the relationships between ratings of each service and ratings of James City County's overall services. Those key driver services that correlated most highly with residents' perceptions about overall county service quality have been identified. By targeting improvements in key services, James City County can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality.

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

- code enforcement
- economic development
- planning and zoning
- health services
- public schools
- recreation programs

JAMES CITY COUNTY ACTION CHART

The 2007 James City County Action Chart™ on the following page combines these dimensions of performance:

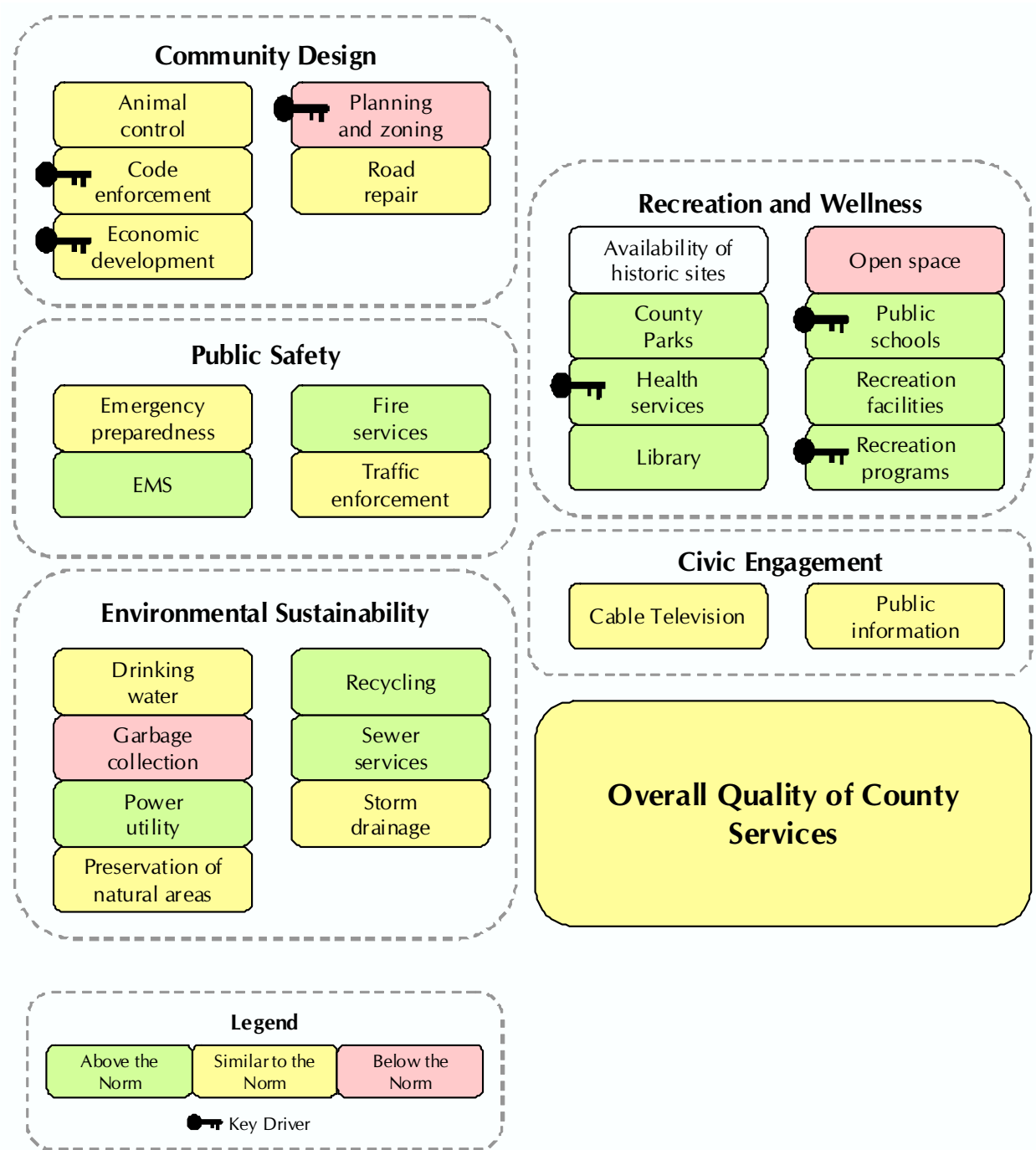
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key driver services. A black key icon next to a service box indicates that service is a key driver.

Six key services were identified for James City County. Of these, three were above the benchmark (health services, public schools, recreation programs), one was below the benchmark (planning and zoning) and two were similar to the benchmark (code enforcement, economic development).

Considering all performance data included in the chart, planning and zoning emerge as services on which to focus attention and resources. To bolster overall quality of service ratings, the County may wish also to seek improvements to the two key services that received ratings similar to other benchmark jurisdictions.

Services with a high percent of respondents answering “don’t know” were excluded from the analysis and considered services that would be less influential. See Appendix A: Complete Survey Frequencies, Frequencies Including “Don’t Know” Responses (beginning on 57) for the percent “don’t know” for each service.

FIGURE 72: JAMES CITY COUNTY ACTION CHART™



POLICY QUESTIONS

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

Policy Question 1	
Which resources do you rely on to get news about James City County?	Percent of respondents
Newspaper	86%
JCC TV 48	28%
County Website	26%
Call County offices	12%
Public library	21%
Other	21%
Total may exceed 100% as respondents could select more than one option	

Policy Question 2					
How often, if at all, do you rely on each of the following for information about urgent situations?	Most of the time	Sometimes	Rarely	Not at all	Total
JCC TV 48	8%	28%	21%	43%	100%
Word of mouth	34%	40%	17%	9%	100%
Radio	36%	36%	15%	12%	100%
County Website	12%	23%	20%	44%	100%
Network TV	56%	23%	8%	12%	100%
Other	17%	31%	11%	41%	100%

Policy Question 3				
Did you know emergency information is available on Cox Channel 48 and www.jccEgov.com?	Aware	Not aware	Do not subscribe/do not have access	Total
Aware of County Website	56%	27%	17%	100%
Aware of TV 48	60%	24%	16%	100%