

Borough of Ephrata



*location
of choice*

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Borough of Ephrata, Pennsylvania

Report of Normative Comparisons 2006



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SURVEY BACKGROUND

About The National Citizen Survey™

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

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

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

UNDERSTANDING THE NORMATIVE COMPARISONS

Comparison Data

National Research Center, Inc. has collected citizen surveys conducted in over 400 jurisdictions in the United States. Responses to thousands of survey questions dealing with resident perceptions about the quality of community life and services provided by local government were recorded, analyzed and stored in an electronic database.

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

Jurisdiction Characteristic	Percent of Jurisdictions
Region	
West Coast ¹	17%
West ²	20%
North Central West ³	11%
North Central East ⁴	13%
South Central ⁵	9%
South ⁶	26%
Northeast West ⁷	2%
Northeast East ⁸	2%
Population	
Less than 40,000	38%
40,000 to 74,999	19%
75,000 to 149,000	18%
150,000 or more	25%

¹ Alaska, Washington, Oregon, California, Hawaii

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

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

⁴ Illinois, Indiana, Ohio, Michigan, Wisconsin

⁵ Oklahoma, Texas, Louisiana, Arkansas

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

⁷ New York, Pennsylvania, New Jersey

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

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

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

Putting Evaluations onto a 100-Point Scale

Although responses to many of the evaluative questions were made on a 4 point scale with 4 representing the best rating and 1 the worst, many of the results in this summary are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. If everyone reported “excellent,” then the result would be 100 on the 100-point scale. Likewise, if all respondents gave a “poor” rating, the result would be 0 on the 100-point scale. If the average rating for quality of life was “good,” then the result would be 67 on a 100-point scale; “fair” would be 33 on the 100-point scale. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus 5 points based on all respondents.

Interpreting the Results

Comparisons are provided when similar questions are included in our database, and there are at least five other jurisdictions in which the question was asked. Where comparisons are available, three numbers are provided in the table. The first is the rank assigned to your jurisdiction's rating among jurisdictions where a similar question was asked. The second is the number of jurisdictions that asked a similar question. Third, the rank is expressed as a percentile to indicate its distance from the top score. This rank (5th highest out of 25 jurisdictions' results, for example) translates to a percentile (the 80th percentile in this example). A percentile indicates the percent of jurisdictions with identical or lower ratings. Therefore, a rating at the 80th percentile would mean that your jurisdiction's rating is equal to or better than 80 percent of the ratings from other jurisdictions. Conversely, 20 percent of the jurisdictions where a similar question was asked had higher ratings.

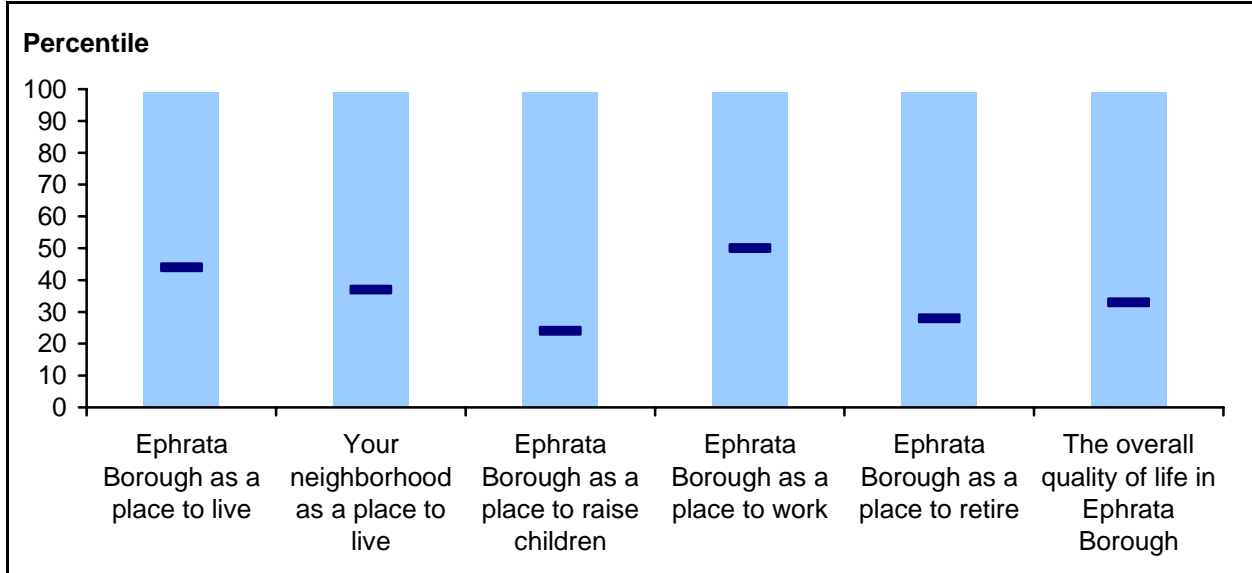
Alongside the rank and percentile appears a comparison: "above the norm," "below the norm" or "similar to the norm." This evaluation of "above," "below" or "similar to" comes from a statistical comparison of your jurisdiction's rating to the norm (the average rating from all the comparison jurisdictions where a similar question was asked). Differences of 5 or more points on the 100-point scale between your jurisdiction's ratings and the average based on the appropriate comparisons from the database are considered "statistically significant," and thus are marked as "above" or "below" the norm. When differences between your jurisdiction's ratings and the national norms are less than 5 points, they are marked as "similar to" the norm.

The data are represented visually in a chart that accompanies each table. Your jurisdiction's percentile for each compared item is marked with a black line on the chart.

For Ephrata Borough, two tables have been produced for each set of questions. In the first, comparisons are made to jurisdictions in the database in the fewer than 30,000 population range, as selected by Ephrata Borough staff members. In the second, comparisons are made to all jurisdictions in the database. For each set of questions, a chart precedes the two tables. The chart's numbers reflect the table containing the custom normative comparisons (populations under 30,000) and graphically represents the percentile of each item, compared to the customized set of jurisdictions in the database. This percentile is marked as a black line on the chart.

COMPARISONS

Figure 1: Quality of Life Ratings



Quality of Life Ratings (Populations under 30,000)

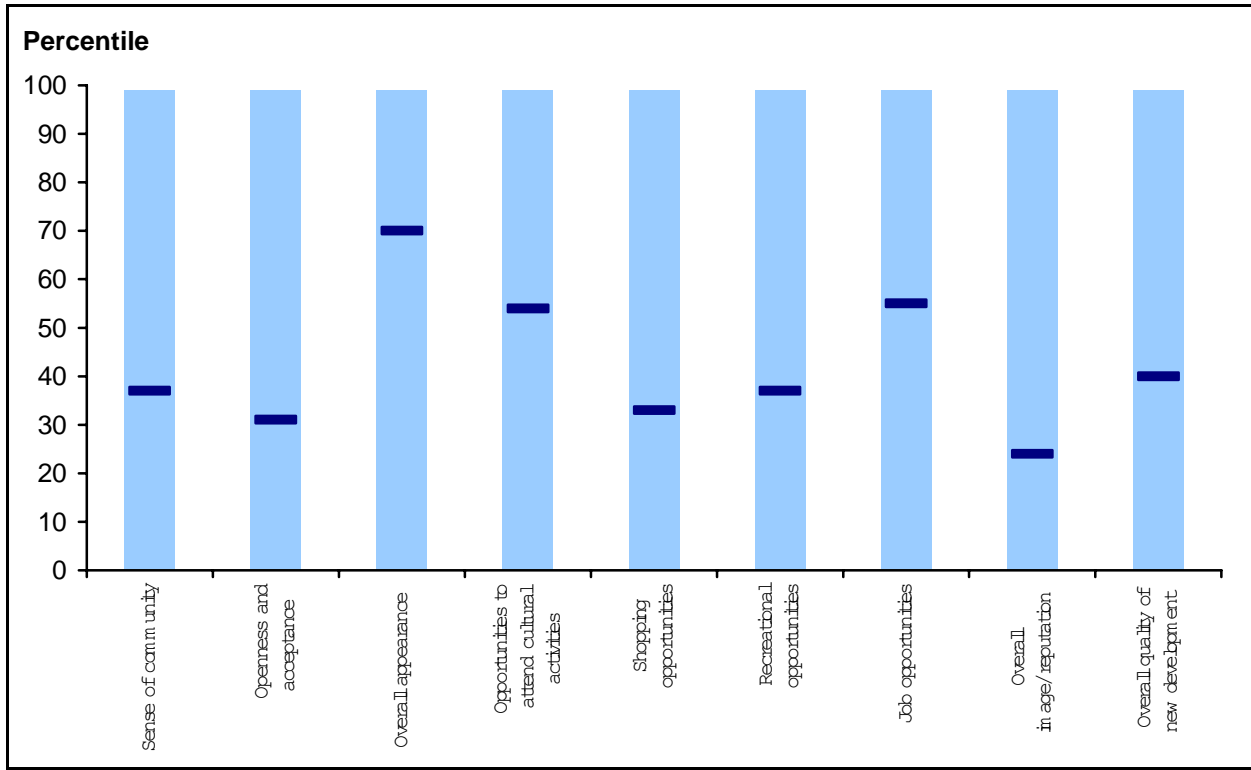
	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
How do you rate Ephrata Borough as a place to live?	67	34	59	44%ile	Similar to the norm
How do you rate your neighborhood as a place to live?	66	25	38	37%ile	Below the norm
How do you rate Ephrata Borough as a place to raise children?	60	38	49	24%ile	Below the norm
How do you rate Ephrata Borough as a place to work?	49	10	18	50%ile	Similar to the norm
How do you rate Ephrata Borough as a place to retire?	53	34	46	28%ile	Similar to the norm
How do you rate the overall quality of life in Ephrata Borough?	61	40	58	33%ile	Below the norm

Ephrata Borough Citizen Survey

Comparisons

Quality of Life Ratings (All Jurisdictions in the Database)					
	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
How do you rate Ephrata Borough as a place to live?	67	103	207	51%ile	Similar to the norm
How do you rate your neighborhood as a place to live?	66	67	121	45%ile	Similar to the norm
How do you rate Ephrata Borough as a place to raise children?	60	95	144	35%ile	Below the norm
How do you rate Ephrata Borough as a place to work?	49	36	58	40%ile	Similar to the norm
How do you rate Ephrata Borough as a place to retire?	53	81	126	37%ile	Similar to the norm
How do you rate the overall quality of life in Ephrata Borough?	61	112	187	41%ile	Similar to the norm

Figure 2: Characteristics of the Community: General and Opportunities



Characteristics of the Community: General and Opportunities (Populations under 30,000)

	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Sense of community	54	28	43	37%ile	Below the norm
Openness and acceptance of the community towards people of diverse backgrounds	46	21	29	31%ile	Below the norm
Overall appearance of Ephrata Borough	63	15	47	70%ile	Above the norm
Opportunities to attend cultural activities	48	18	37	54%ile	Similar to the norm
Shopping opportunities	37	28	40	33%ile	Below the norm
Recreational opportunities	45	28	43	37%ile	Below the norm
Job opportunities	32	22	47	55%ile	Similar to the norm

Ephrata Borough Citizen Survey

Comparisons

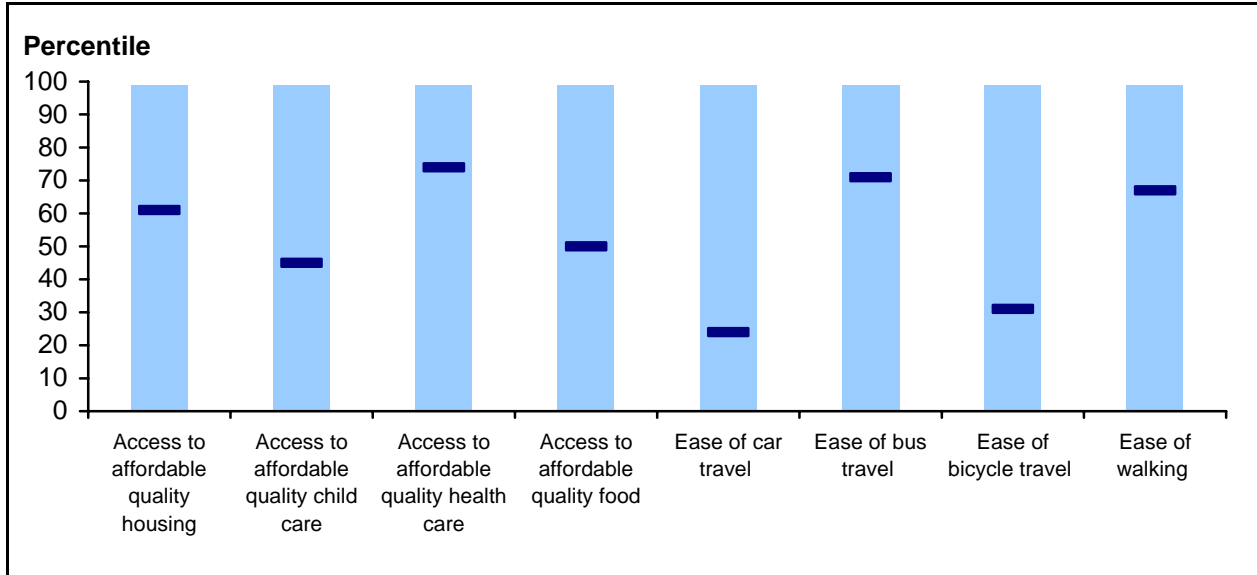
Characteristics of the Community: General and Opportunities (Populations under 30,000)

	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Overall image/reputation of Ephrata Borough	54	17	21	24%ile	Below the norm
Overall quality of new development in Ephrata Borough	53	10	15	40%ile	Below the norm

Characteristics of the Community: General and Opportunities (All Jurisdictions in the Database)

	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Sense of community	54	54	109	51%ile	Similar to the norm
Openness and acceptance of the community towards people of diverse backgrounds	46	71	88	20%ile	Below the norm
Overall appearance of Ephrata Borough	63	42	128	68%ile	Above the norm
Opportunities to attend cultural activities	48	70	112	38%ile	Below the norm
Shopping opportunities	37	89	108	19%ile	Below the norm
Recreational opportunities	45	90	118	25%ile	Below the norm
Job opportunities	32	88	133	35%ile	Below the norm
Overall image/reputation of Ephrata Borough	54	38	58	36%ile	Below the norm
Overall quality of new development in Ephrata Borough	53	24	46	50%ile	Similar to the norm

Figure 3: Characteristics of the Community: Access and Mobility



Characteristics of the Community: Access and Mobility (Populations under 30,000)

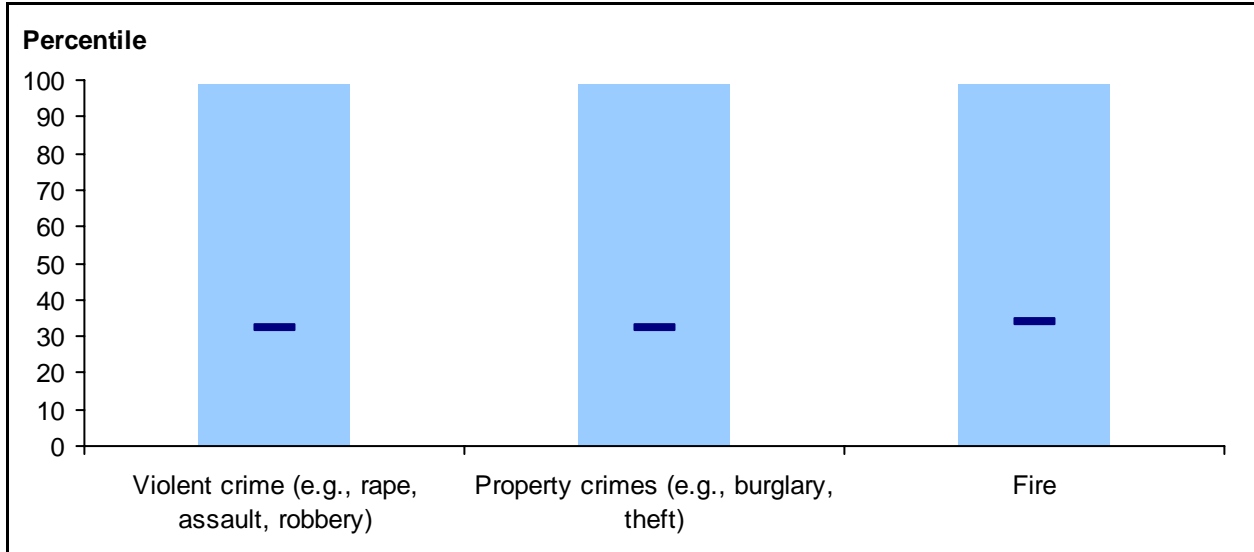
	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Access to affordable quality housing	46	18	44	61%ile	Similar to the norm
Access to affordable quality child care	47	17	29	45%ile	Similar to the norm
Access to affordable quality health care	56	7	23	74%ile	Above the norm
Access to affordable quality food	62	4	6	50%ile	Similar to the norm
Ease of car travel in Ephrata Borough	45	27	34	24%ile	Below the norm
Ease of bus travel in Ephrata Borough	44	6	17	71%ile	Above the norm
Ease of bicycle travel in Ephrata	40	25	35	31%ile	Below the norm

Ephrata Borough Citizen Survey

Comparisons

Characteristics of the Community: Access and Mobility (Populations under 30,000)					
	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Borough					
Ease of walking in Ephrata Borough	62	11	30	67%ile	Above the norm
Characteristics of the Community: Access and Mobility (All Jurisdictions in the Database)					
	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Access to affordable quality housing	46	55	149	64%ile	Above the norm
Access to affordable quality child care	47	34	79	58%ile	Similar to the norm
Access to affordable quality health care	56	17	69	77%ile	Above the norm
Access to affordable quality food	62	5	17	76%ile	Above the norm
Ease of car travel in Ephrata Borough	45	70	100	31%ile	Below the norm
Ease of bus travel in Ephrata Borough	44	26	55	55%ile	Similar to the norm
Ease of bicycle travel in Ephrata Borough	40	70	99	30%ile	Below the norm
Ease of walking in Ephrata Borough	62	21	93	78%ile	Above the norm

Figure 4: Ratings of Safety from Various Problems



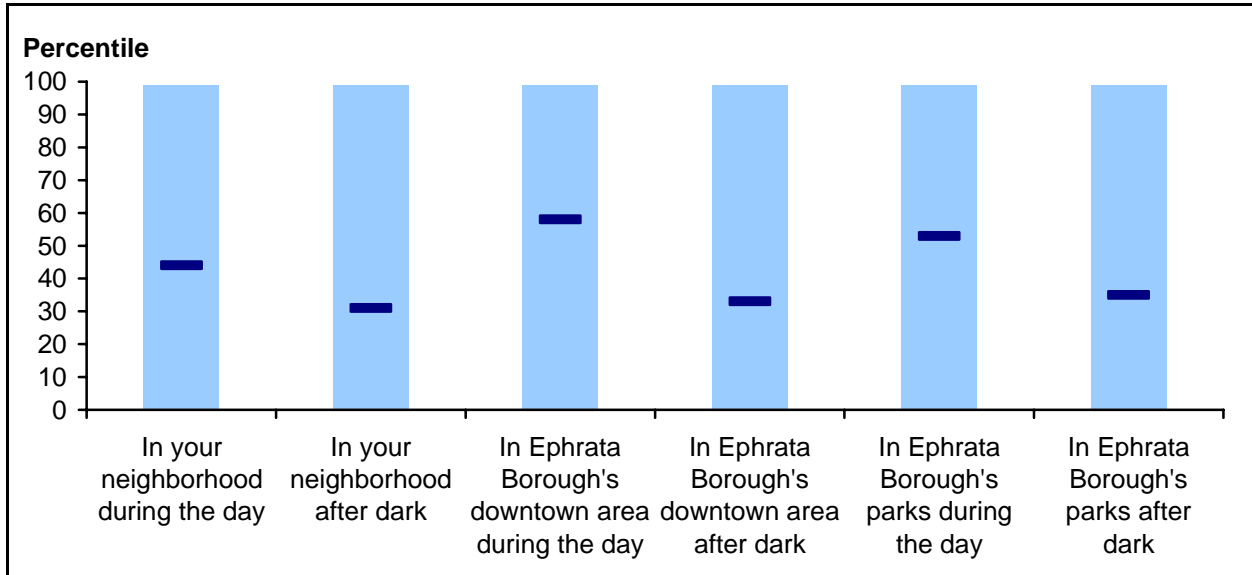
Ratings of Safety From Various Problems (Populations under 30,000)

	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Violent crime (e.g., rape, assault, robbery)	73	27	38	32%ile	Similar to the norm
Property crimes (e.g., burglary, theft)	63	27	38	32%ile	Similar to the norm
Fire	75	26	38	34%ile	Similar to the norm

Ratings of Safety From Various Problems (All Jurisdictions in the Database)

	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Violent crime (e.g., rape, assault, robbery)	73	51	107	53%ile	Above the norm
Property crimes (e.g., burglary, theft)	63	53	108	52%ile	Similar to the norm
Fire	75	53	105	50%ile	Similar to the norm

Figure 5: Ratings of Safety in Various Areas



Ratings of Safety in Various Areas (Populations under 30,000)

	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
In your neighborhood during the day	90	21	36	44%ile	Similar to the norm
In your neighborhood after dark	73	30	42	31%ile	Similar to the norm
In Ephrata Borough's downtown area during the day	90	16	36	58%ile	Similar to the norm
In Ephrata Borough's downtown area after dark	65	29	42	33%ile	Below the norm
In Ephrata Borough's parks during the day	87	18	36	53%ile	Similar to the norm
In Ephrata Borough's parks after dark	54	25	37	35%ile	Similar to the norm

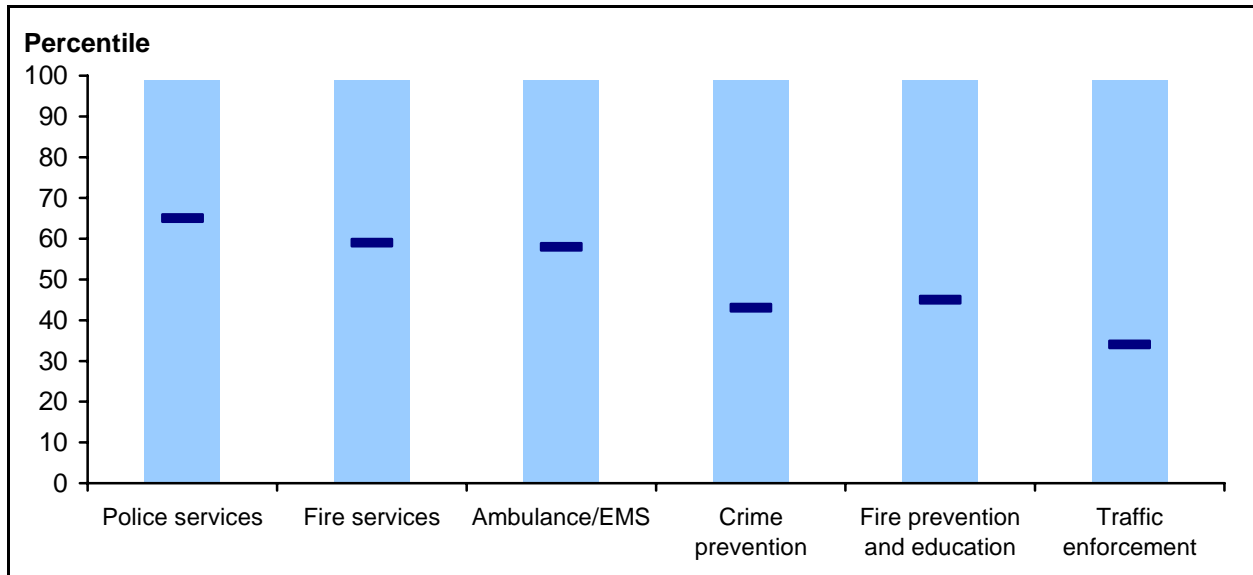
Ephrata Borough Citizen Survey

Comparisons

Ratings of Safety in Various Areas (All Jurisdictions in the Database)

	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
In your neighborhood during the day	90	43	123	66%ile	Above the norm
In your neighborhood after dark	73	73	147	51%ile	Similar to the norm
In Ephrata Borough's downtown area during the day	90	23	102	78%ile	Above the norm
In Ephrata Borough's downtown area after dark	65	50	120	59%ile	Above the norm
In Ephrata Borough's parks during the day	87	34	105	69%ile	Above the norm
In Ephrata Borough's parks after dark	54	43	104	60%ile	Above the norm

Figure 6: Quality of Public Safety Services



Quality of Public Safety Services (Populations under 30,000)

	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Police services	69	27	75	65%ile	Above the norm
Fire services	77	24	56	59%ile	Above the norm
Ambulance/emergency medical services	75	24	55	58%ile	Above the norm
Crime prevention	59	25	42	43%ile	Similar to the norm
Fire prevention and education	66	22	38	45%ile	Similar to the norm
Traffic enforcement	56	38	56	34%ile	Similar to the norm

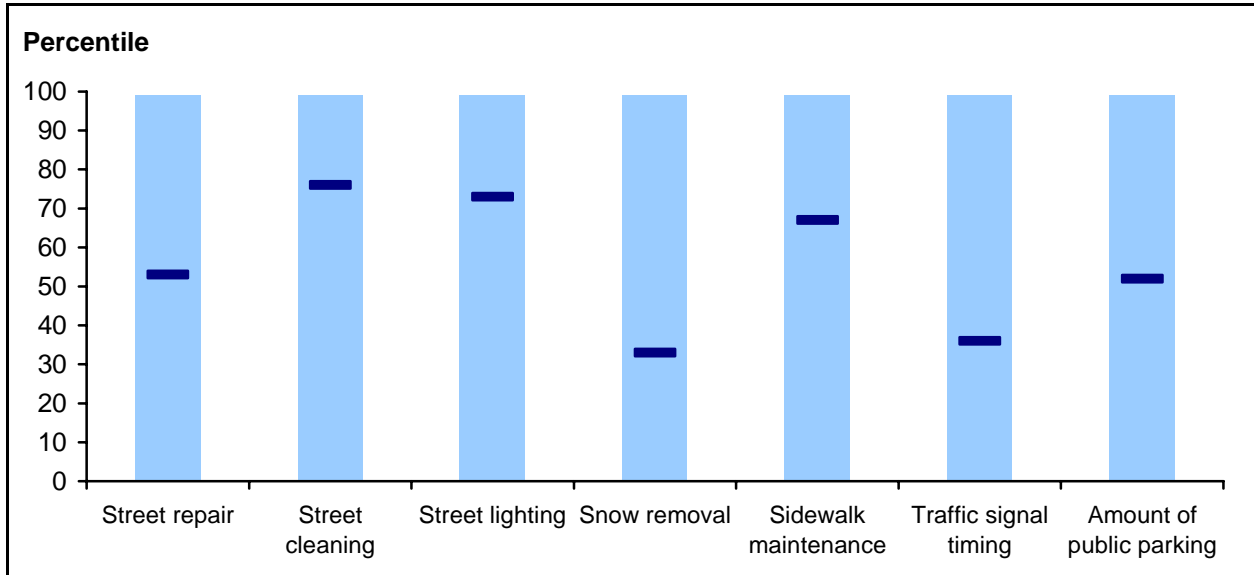
Ephrata Borough Citizen Survey

Comparisons

Quality of Public Safety Services (All Jurisdictions in the Database)

	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Police services	69	76	286	74%ile	Above the norm
Fire services	77	64	211	70%ile	Above the norm
Ambulance/emergency medical services	75	55	172	69%ile	Above the norm
Crime prevention	59	52	124	59%ile	Above the norm
Fire prevention and education	66	44	105	59%ile	Similar to the norm
Traffic enforcement	56	75	158	53%ile	Similar to the norm

Figure 7: Quality of Transportation Services



Quality of Transportation Services (Populations under 30,000)

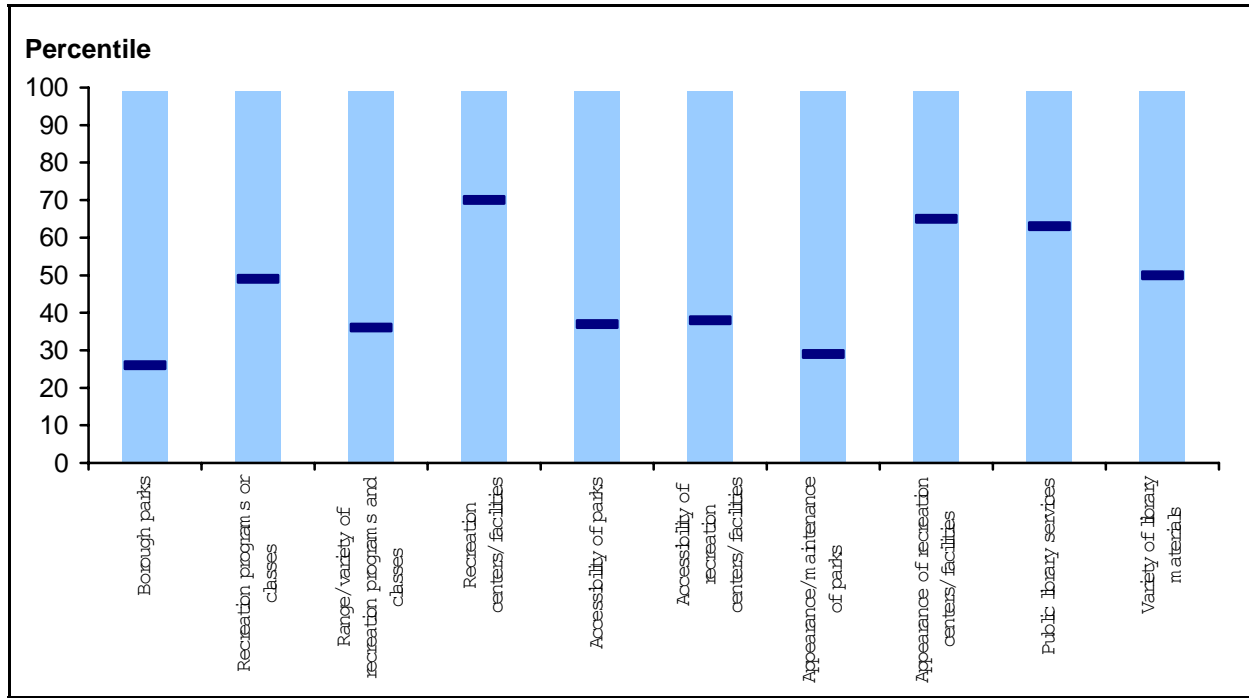
	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Street repair	48	34	70	53%ile	Similar to the norm
Street cleaning	61	13	50	76%ile	Above the norm
Street lighting	59	15	51	73%ile	Above the norm
Snow removal	53	35	51	33%ile	Below the norm
Sidewalk maintenance	52	15	42	67%ile	Above the norm
Traffic signal timing	43	15	22	36%ile	Below the norm
Amount of public parking	45	15	29	52%ile	Similar to the norm

Ephrata Borough Citizen Survey

Comparisons

Quality of Transportation Services (All Jurisdictions in the Database)					
	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Street repair	48	89	225	61%ile	Above the norm
Street cleaning	61	33	151	79%ile	Above the norm
Street lighting	59	37	152	76%ile	Above the norm
Snow removal	53	93	147	37%ile	Below the norm
Sidewalk maintenance	52	41	126	68%ile	Above the norm
Traffic signal timing	43	48	84	44%ile	Similar to the norm
Amount of public parking	45	37	72	50%ile	Similar to the norm

Figure 8: Quality of Leisure Services



Quality of Leisure Services (Populations under 30,000)

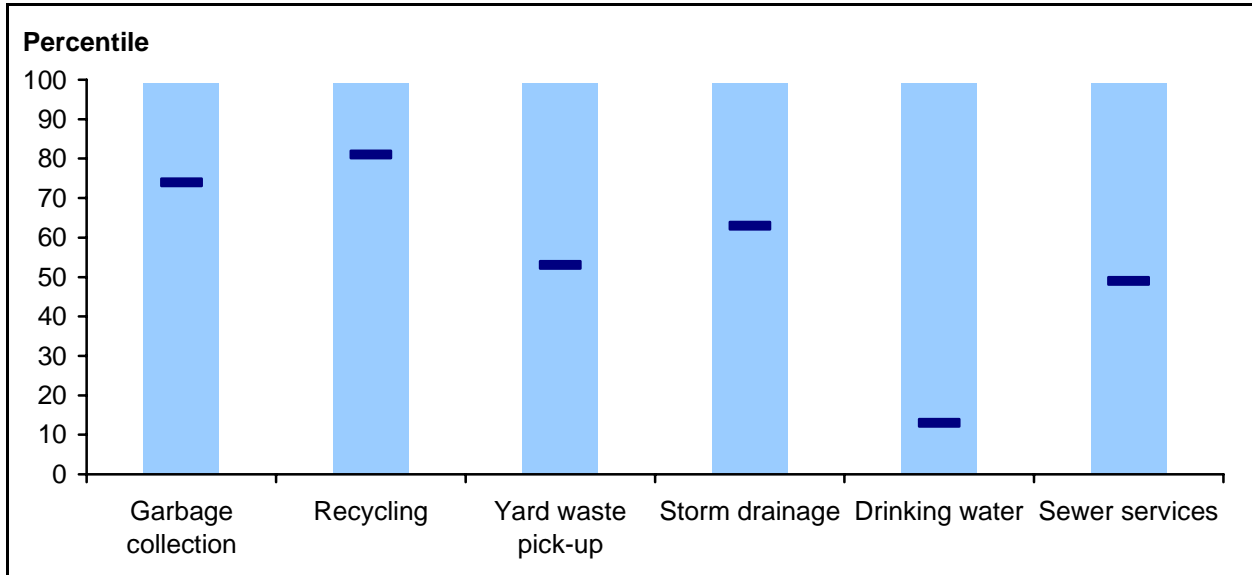
	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Borough parks	61	33	43	26%ile	Below the norm
Recreation programs or classes	60	29	55	49%ile	Similar to the norm
Range/variety of recreation programs and classes	59	17	25	36%ile	Similar to the norm
Recreation centers/facilities	62	12	37	70%ile	Above the norm
Accessibility of parks	63	20	30	37%ile	Similar to the norm
Accessibility of recreation centers/facilities	63	14	21	38%ile	Similar to the norm
Appearance/maintenance of parks	62	38	52	29%ile	Below the norm
Appearance of recreation centers/facilities	64	9	23	65%ile	Similar to the norm
Public library services	71	21	54	63%ile	Above the norm
Variety of library materials	65	10	18	50%ile	Similar to the norm

Ephrata Borough Citizen Survey

Comparisons

Quality of Leisure Services (All Jurisdictions in the Database)					
	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Borough parks	61	101	160	38%ile	Similar to the norm
Recreation programs or classes	60	91	179	50%ile	Similar to the norm
Range/variety of recreation programs and classes	59	38	79	53%ile	Similar to the norm
Recreation centers/facilities	62	41	123	67%ile	Above the norm
Accessibility of parks	63	56	90	39%ile	Similar to the norm
Accessibility of recreation centers/facilities	63	24	62	63%ile	Similar to the norm
Appearance/maintenance of parks	62	104	165	38%ile	Similar to the norm
Appearance of recreation centers/facilities	64	21	67	70%ile	Similar to the norm
Public library services	71	59	188	69%ile	Above the norm
Variety of library materials	65	35	68	50%ile	Similar to the norm

Figure 9: Quality of Utility Services



Quality of Utility Services (Populations under 30,000)

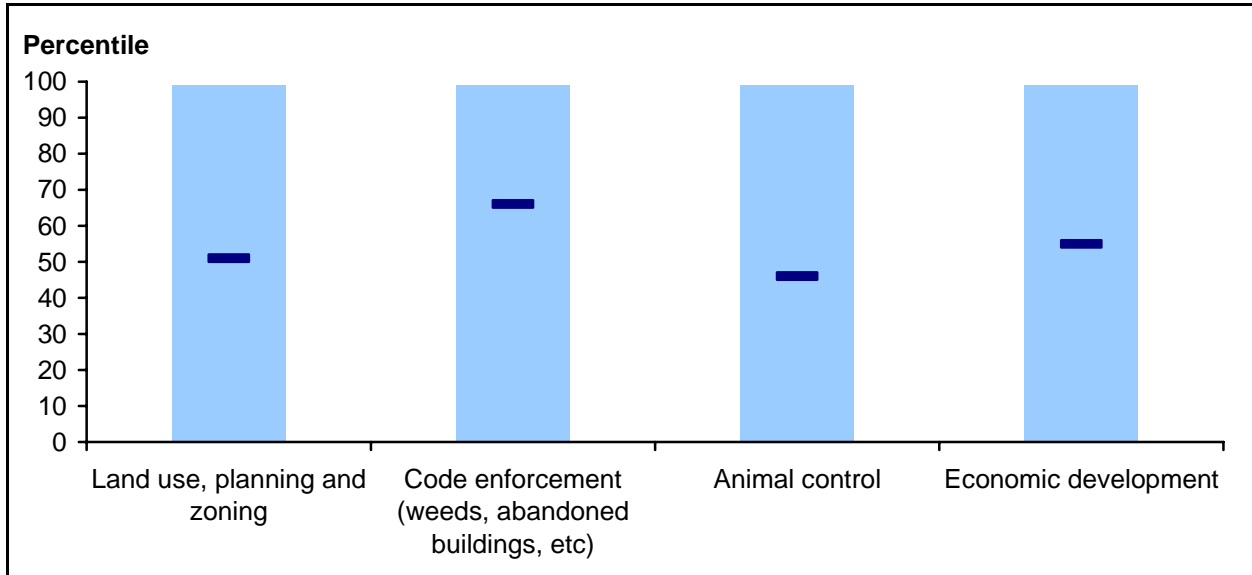
	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Garbage collection	73	16	57	74%ile	Above the norm
Recycling	74	9	43	81%ile	Above the norm
Yard waste pick-up	65	15	30	53%ile	Similar to the norm
Storm drainage	54	19	49	63%ile	Above the norm
Drinking water	39	35	39	13%ile	Below the norm
Sewer services	60	26	49	49%ile	Similar to the norm

Ephrata Borough Citizen Survey

Comparisons

Quality of Utility Services (All Jurisdictions in the Database)					
	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Garbage collection	73	52	204	75%ile	Above the norm
Recycling	74	27	159	84%ile	Above the norm
Yard waste pick-up	65	43	95	56%ile	Above the norm
Storm drainage	54	64	159	60%ile	Above the norm
Drinking water	39	122	137	12%ile	Below the norm
Sewer services	60	66	129	50%ile	Similar to the norm

Figure 10: Quality of Planning and Code Enforcement Services



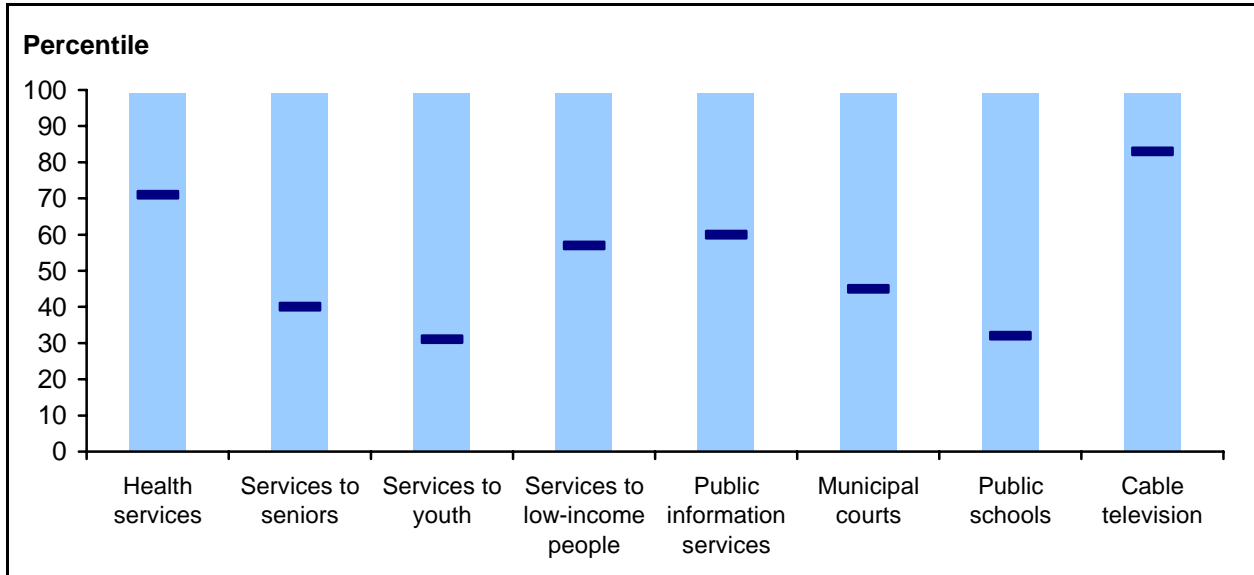
Quality of Planning and Code Enforcement Services (Populations under 30,000)

	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Land use, planning and zoning	43	20	39	51%ile	Similar to the norm
Code enforcement (weeds, abandoned buildings, etc)	50	20	56	66%ile	Above the norm
Animal control	53	26	46	46%ile	Similar to the norm
Economic development	46	18	38	55%ile	Similar to the norm

Quality of Planning and Code Enforcement Services (All Jurisdictions in the Database)

	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Land use, planning and zoning	43	60	124	52%ile	Similar to the norm
Code enforcement (weeds, abandoned buildings, etc)	50	52	168	70%ile	Above the norm
Animal control	53	81	147	46%ile	Similar to the norm
Economic development	46	47	107	57%ile	Similar to the norm

Figure 11: Quality of Services to Special Populations and Other Services



Quality of Services to Special Populations and Other Services (Populations under 30,000)

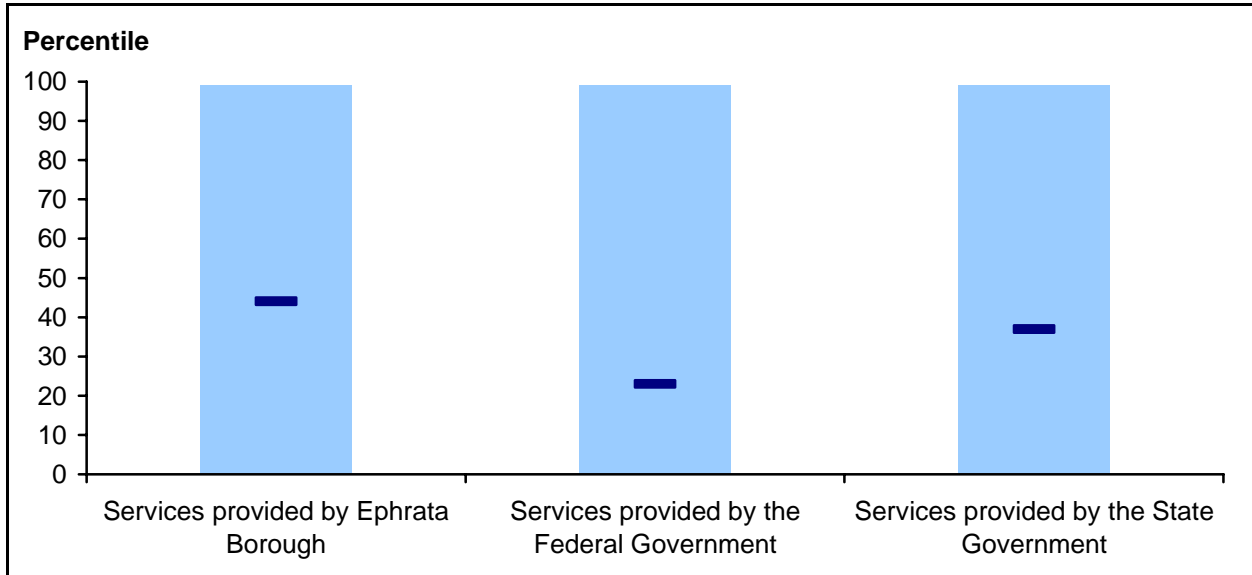
	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Health services	60	8	24	71%ile	Above the norm
Services to seniors	57	26	42	40%ile	Similar to the norm
Services to youth	44	26	36	31%ile	Below the norm
Services to low-income people	44	11	23	57%ile	Similar to the norm
Public information services	55	15	35	60%ile	Similar to the norm
Municipal courts	54	13	22	45%ile	Similar to the norm
Public schools	56	27	38	32%ile	Below the norm
Cable television	54	6	29	83%ile	Above the norm

Ephrata Borough Citizen Survey

Comparisons

Quality of Services to Special Populations and Other Services (All Jurisdictions in the Database)					
	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Health services	60	21	75	73%ile	Above the norm
Services to seniors	57	69	128	47%ile	Similar to the norm
Services to youth	44	72	110	35%ile	Below the norm
Services to low-income people	44	26	79	68%ile	Above the norm
Public information services	55	61	127	53%ile	Similar to the norm
Municipal courts	54	26	56	55%ile	Similar to the norm
Public schools	56	52	120	58%ile	Similar to the norm
Cable television	54	17	82	80%ile	Above the norm

Figure 12: Overall Quality of Services



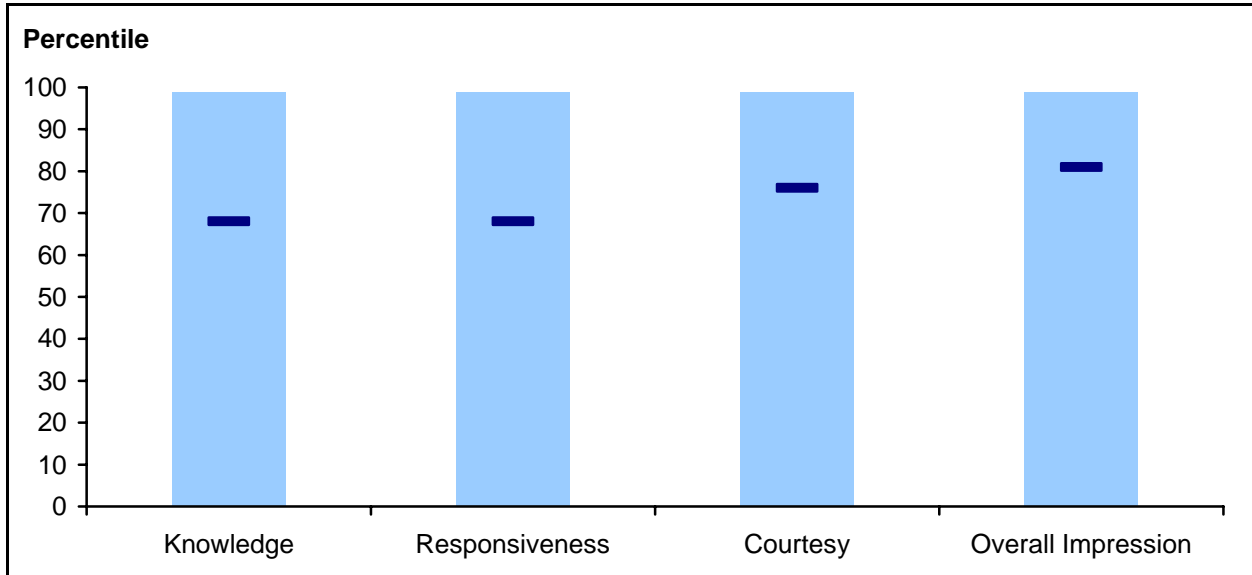
Overall Quality of Services (Populations under 30,000)

	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Services provided by Ephrata Borough	60	28	48	44%ile	Similar to the norm
Services provided by the Federal Government	40	28	35	23%ile	Below the norm
Services provided by the State Government	43	23	35	37%ile	Similar to the norm

Overall Quality of Services (All Jurisdictions in the Database)

	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Services provided by Ephrata Borough	60	90	181	51%ile	Similar to the norm
Services provided by the Federal Government	40	76	95	21%ile	Below the norm
Services provided by the State Government	43	63	95	35%ile	Similar to the norm

Figure 13: Ratings of Contact with Borough Employees



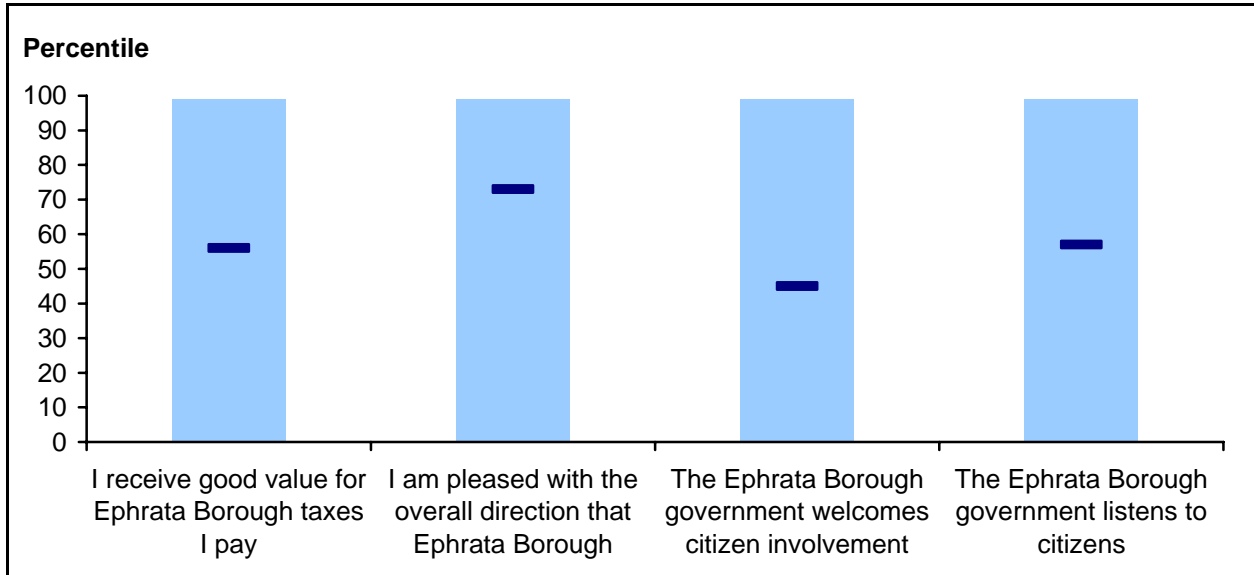
Ratings of Contact with Borough Employees (Populations under 30,000)

	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Knowledge	72	16	47	68%ile	Above the norm
Responsiveness	70	16	47	68%ile	Above the norm
Courtesy	74	10	38	76%ile	Above the norm
Overall Impression	70	11	52	81%ile	Above the norm

Ratings of Contact with Borough Employees (All Jurisdictions in the Database)

	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
Knowledge	72	39	141	73%ile	Above the norm
Responsiveness	70	32	141	78%ile	Above the norm
Courtesy	74	21	109	82%ile	Above the norm
Overall Impression	70	26	161	84%ile	Above the norm

Figure 14: Ratings of Public Trust



Ratings of Public Trust (Populations under 30,000)

	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
I receive good value for Ephrata Borough taxes I pay	59	19	41	56%ile	Similar to the norm
I am pleased with the overall direction that Ephrata Borough	63	12	40	73%ile	Above the norm
The Ephrata Borough government welcomes citizen involvement	62	23	40	45%ile	Similar to the norm
The Ephrata Borough government listens to citizens	55	17	37	57%ile	Similar to the norm

Ephrata Borough Citizen Survey

Comparisons

Ratings of Public Trust (All Jurisdictions in the Database)					
	Ephrata Borough Rating	Rank	Number of Jurisdictions for Comparison	Ephrata Borough Percentile	Comparison of Ephrata Borough Rating to Norm
I receive good value for Ephrata Borough taxes I pay	59	62	135	55%ile	Similar to the norm
I am pleased with the overall direction that Ephrata Borough is taking	63	38	119	69%ile	Above the norm
The Ephrata Borough government welcomes citizen involvement	62	64	117	46%ile	Similar to the norm
The Ephrata Borough government listens to citizens	55	45	107	59%ile	Similar to the norm

APPENDIX A: LIST OF JURISDICTIONS INCLUDED IN NORMATIVE COMPARISONS (POPULATIONS UNDER 30,000)

Jurisdiction Name	State	2000 Population
Homer	AK	3,946
Phenix City	AL	28,265
Siloam Springs	AR	10,000
Safford	AZ	9,232
Sedona	AZ	10,192
Benicia	CA	26,865
Coronado	CA	24,100
El Cerrito	CA	23,171
Hercules	CA	19,488
Los Alamitos	CA	11,536
Los Gatos	CA	28,592
Monterey	CA	29,674
Ridgecrest	CA	24,927
Solana Beach	CA	12,979
Castle Rock	CO	20,224
Fruita	CO	6,478
Golden	CO	17,159
Lafayette	CO	23,197
Louisville	CO	18,937
Parker	CO	23,558
Vail	CO	4,531
New London	CT	25,671
Vernon	CT	28,063
Wethersfield	CT	26,271
Newark	DE	28,547
Cooper City	FL	27,939
Dania Beach	FL	20,061

Ephrata Borough Borough Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Ocoee	FL	24,391
Oldsmar	FL	11,910
Oviedo	FL	26,316
South Daytona	FL	13,177
Cartersville	GA	15,925
Decatur	GA	18,147
Milledgeville	GA	18,757
Adams County	IA	4,482
Ankeny	IA	27,117
Clarke County	IA	9,133
Fort Dodge	IA	25,136
Fort Madison	IA	10,715
Indianola	IA	12,998
Iowa County	IA	15,671
Louisa County	IA	12,183
Marion	IA	7,144
Newton	IA	15,579
Urbandale	IA	29,072
Moscow	ID	21,291
Batavia	IL	23,866
Homewood	IL	19,543
O'Fallon	IL	21,910
St. Charles	IL	27,896
Wilmette	IL	27,651
Munster	IN	21,511
Merriam	KS	11,008
Ashland	KY	21,981
Greenbelt	MD	21,456
Saco	ME	16,822
Delhi Township	MI	22,569
Chanhassen	MN	20,321
Golden Valley	MN	20,281
Grand Forks	MN	231
St. Clair Shores	MN	827
Ellisville	MO	9,104

Ephrata Borough Borough Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Grandview	MO	24,881
Kirkwood	MO	27,324
Maryville	MO	10,581
Platte City	MO	3,866
Pascagoula	MS	26,200
Starkville	MS	21,869
Bozeman	MT	27,509
Hudson	NC	3,078
Knightdale	NC	5,958
Kearney	NE	27,431
Dover	NH	26,884
Merrimack	NH	25,119
Salem	NH	28,112
Medford	NJ	22,253
Bloomfield	NM	6,417
Los Alamos County	NM	18,343
Taos	NM	4,700
Rye	NY	14,955
Watertown	NY	26,705
Hudson	OH	22,439
Shaker Heights	OH	29,405
Ashland	OR	19,522
Manheim	PA	4,784
Upper Merion Township	PA	28,863
Newport	RI	26,475
Mauldin	SC	15,224
Myrtle Beach	SC	22,759
Aberdeen	SD	24,658
Cookeville	TN	23,923
Oak Ridge	TN	27,387
Mount Pleasant	TX	13,935
Nacogdoches	TX	29,914
Washington City	UT	8,186
Hopewell	VA	22,354
Northampton County	VA	13,093

Ephrata Borough Borough Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Williamsburg	VA	11,998
Marysville	WA	12,268
Ocean Shores	WA	3,836
University Place	WA	29,933
Walla Walla	WA	29,686
Marquette County	WI	15,832
Milton	WI	5,132
Superior	WI	27,368
Village of Brown Deer	WI	12,170
Whitewater	WI	13,437
Gillette	WY	19,646
Laramie	WY	27,204

APPENDIX B: LIST OF JURISDICTIONS INCLUDED IN NORMATIVE COMPARISONS (ALL JURISDICTIONS IN THE DATABASE)

Jurisdiction Name	State	2000 Population
Homer	AK	3,946
Auburn	AL	42,987
Phenix City	AL	28,265
Fayetteville	AR	58,047
Fort Smith	AR	80,268
Hot Springs	AR	35,613
Little Rock	AR	183,133
Siloam Springs	AR	10,000
Chandler	AZ	176,581
Gilbert	AZ	109,697
Mesa	AZ	396,375
Peoria	AZ	108,364
Phoenix	AZ	1,321,045
Safford	AZ	9,232
Scottsdale	AZ	202,705
Sedona	AZ	10,192
Tempe	AZ	158,625
Tucson	AZ	486,699
Antioch	CA	90,532
Arcadia	CA	53,054
Bakersfield	CA	247,057
Benicia	CA	26,865
Berkeley	CA	102,743
Carlsbad	CA	78,247
Chula Vista	CA	173,556
Claremont	CA	33,998
Concord	CA	121,780

Ephrata Borough Borough Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Coronado	CA	24,100
Cypress	CA	46,229
El Cerrito	CA	23,171
Encinitas	CA	54,014
Fremont	CA	203,413
Garden Grove	CA	165,196
Gilroy	CA	41,464
Hercules	CA	19,488
Highland	CA	44,605
La Mesa	CA	54,749
Lakewood	CA	79,345
Livermore	CA	73,345
Lompoc	CA	41,103
Long Beach	CA	461,522
Los Alamitos	CA	11,536
Los Gatos	CA	28,592
Menlo Park	CA	30,785
Monterey	CA	29,674
Mountain View	CA	70,708
Novato	CA	47,630
Oceanside	CA	161,029
Oxnard	CA	170,358
Palm Springs	CA	42,807
Palo Alto	CA	58,598
Pasadena	CA	133,936
Pleasanton	CA	63,654
Pomona	CA	149,473
Poway	CA	48,044
Redding	CA	80,865
Ridgecrest	CA	24,927
Riverside	CA	255,166
Rosemead	CA	53,505
Sacramento County	CA	1,223,499
San Francisco	CA	776,733
San Jose	CA	894,943

Ephrata Borough Borough Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
San Luis Obispo County	CA	247,900
San Mateo	CA	92,482
San Ramon	CA	44,722
Santa Barbara County	CA	399,347
Santa Clara	CA	102,361
Santa Clarita	CA	151,088
Santa Monica	CA	84,084
Santa Rosa	CA	147,595
Simi Valley	CA	111,351
Solana Beach	CA	12,979
South Gate	CA	96,375
Sunnyvale	CA	131,760
Temecula	CA	57,716
Thousand Oaks	CA	117,005
Torrance	CA	137,946
Visalia	CA	91,565
Walnut Creek	CA	64,296
Yuba City	CA	36,758
Calgary	Canada	878,866
District of Saanich,Victoria	Canada	103,654
Kamloops	Canada	77,281
North Vancouver	Canada	44,303
Prince Albert	Canada	34,291
Winnipeg	Canada	619,544
Arvada	CO	102,153
Boulder	CO	94,673
Boulder County	CO	291,288
Broomfield	CO	38,272
Castle Rock	CO	20,224
Denver (City and County)	CO	554,636
Douglas County	CO	175,766
Englewood	CO	31,727
Fort Collins	CO	118,652
Fruita	CO	6,478
Golden	CO	17,159

Ephrata Borough Borough Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Greeley	CO	76,930
Highlands Ranch	CO	70,931
Jefferson County	CO	527,056
Lafayette	CO	23,197
Lakewood	CO	144,126
Larimer County	CO	251,494
Littleton	CO	40,340
Longmont	CO	71,093
Louisville	CO	18,937
Loveland	CO	50,608
Northglenn	CO	31,575
Parker	CO	23,558
Thornton	CO	82,384
Vail	CO	4,531
Westminster	CO	100,940
Wheat Ridge	CO	32,913
Hartford	CT	121,578
Manchester	CT	54,740
New London	CT	25,671
Vernon	CT	28,063
West Hartford	CT	63,589
Wethersfield	CT	26,271
Dover	DE	32,135
Newark	DE	28,547
Altamonte Springs	FL	41,200
Boca Raton	FL	74,764
Bonita Springs	FL	32,797
Bradenton	FL	49,504
Brevard County	FL	476,230
Broward County	FL	1,623,018
Cape Coral	FL	102,286
Clearwater	FL	108,787
Cooper City	FL	27,939
Coral Springs	FL	117,549
Dania Beach	FL	20,061

Ephrata Borough Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Deerfield Beach	FL	64,583
Delray Beach	FL	60,020
Duval County	FL	778,879
Fort Lauderdale	FL	152,397
Jacksonville	FL	735,617
Kissimmee	FL	47,814
Melbourne	FL	71,382
Miami	FL	362,470
Miami Beach	FL	87,933
Miami-Dade County	FL	2,253,362
Ocoee	FL	24,391
Oldsmar	FL	11,910
Orange County	FL	896,344
Orlando	FL	185,951
Oviedo	FL	26,316
Palm Bay	FL	79,413
Palm Beach County	FL	1,131,184
Palm Coast	FL	32,732
Pinellas County	FL	921,482
Pinellas Park	FL	45,658
Port Orange	FL	45,823
Port St. Lucie	FL	88,769
Sarasota	FL	52,715
South Daytona	FL	13,177
St. Petersburg	FL	248,232
Tallahassee	FL	150,624
Titusville	FL	40,670
Walton County	FL	40,601
Atlanta	GA	416,474
Cartersville	GA	15,925
Columbus	GA	185,781
Decatur	GA	18,147
Douglas County	GA	92,174
Macon	GA	97,255
Milledgeville	GA	18,757

Ephrata Borough Borough Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Savannah	GA	131,510
Adams County	IA	4,482
Ames	IA	50,731
Ankeny	IA	27,117
Cedar Falls	IA	36,145
Cedar Rapids	IA	120,758
Clarke County	IA	9,133
Des Moines	IA	198,682
Des Moines County	IA	42,351
Fort Dodge	IA	25,136
Fort Madison	IA	10,715
Indianola	IA	12,998
Iowa County	IA	15,671
Louisa County	IA	12,183
Marion	IA	7,144
Newton	IA	15,579
Polk County	IA	374,601
Urbandale	IA	29,072
West Des Moines	IA	46,403
Lewiston	ID	30,904
Moscow	ID	21,291
Twin Falls	ID	34,469
Addison Village	IL	35,914
Batavia	IL	23,866
Decatur	IL	81,860
DeKalb	IL	39,018
Downers Grove	IL	48,724
Elmhurst	IL	42,762
Evanston	IL	74,239
Highland Park	IL	31,365
Homewood	IL	19,543
Naperville	IL	128,358
O'Fallon	IL	21,910
Park Ridge	IL	37,775
Peoria	IL	112,936

Ephrata Borough Borough Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Skokie	IL	63,348
St. Charles	IL	27,896
Streamwood	IL	36,407
Urbana	IL	36,395
Village of Oak Park	IL	52,524
Wilmette	IL	27,651
Fort Wayne	IN	205,727
Gary	IN	102,746
Marion County	IN	860,454
Munster	IN	21,511
Lawrence	KS	80,098
Merriam	KS	11,008
Overland Park	KS	149,080
Salina	KS	45,679
Shawnee	KS	47,996
Wichita	KS	344,284
Ashland	KY	21,981
Bowling Green	KY	49,296
Lexington	KY	260,512
Jefferson Parish	LA	455,466
Orleans Parish	LA	484,674
Andover	MA	31,247
Barnstable	MA	47,821
Boston	MA	589,141
Brookline	MA	57,107
Worcester	MA	172,648
Greenbelt	MD	21,456
Rockville	MD	47,388
Saco	ME	16,822
Ann Arbor	MI	114,024
Battle Creek	MI	53,364
Delhi Township	MI	22,569
Detroit	MI	951,270
East Lansing	MI	46,525
Grand Rapids	MI	197,800

Ephrata Borough Borough Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Kentwood	MI	45,255
Meridian Charter Township	MI	38,987
Muskegon	MI	40,105
Novi	MI	47,386
Port Huron	MI	32,338
Rochester Hills	MI	68,825
Troy	MI	80,959
Blaine	MN	44,942
Burnsville	MN	60,220
Carver County	MN	70,205
Chanhassen	MN	20,321
Dakota County	MN	355,904
Duluth	MN	86,918
Eagan	MN	63,557
Golden Valley	MN	20,281
Grand Forks	MN	231
Mankato	MN	32,427
Maplewood	MN	34,947
Minneapolis	MN	382,618
Minnetonka	MN	51,301
Plymouth	MN	65,894
Polk County	MN	31,369
Richfield	MN	34,439
Roseville	MN	33,690
Scott County	MN	89,498
St. Clair Shores	MN	827
St. Cloud	MN	59,107
St. Paul	MN	287,151
Washington County	MN	201,130
Ballwin	MO	31,283
Blue Springs	MO	48,080
Columbia	MO	84,531
Ellisville	MO	9,104
Grandview	MO	24,881
Kansas City	MO	441,545

Ephrata Borough Borough Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Kirkwood	MO	27,324
Maryville	MO	10,581
Platte City	MO	3,866
Platte County	MO	73,791
Saint Joseph	MO	73,990
Saint Peters	MO	51,381
Springfield	MO	151,580
Biloxi	MS	50,644
Pascagoula	MS	26,200
Starkville	MS	21,869
Bozeman	MT	27,509
Yellowstone County	MT	129,352
Cary	NC	94,536
Charlotte	NC	540,828
Durham	NC	187,038
Greensboro	NC	223,891
Hickory	NC	37,222
Hudson	NC	3,078
Knightdale	NC	5,958
Rocky Mount	NC	55,893
Wilmington	NC	90,400
Grand Forks	ND	49,321
Kearney	NE	27,431
Dover	NH	26,884
Merrimack	NH	25,119
Salem	NH	28,112
Hackensack	NJ	42,677
Medford	NJ	22,253
Willingboro Township	NJ	33,008
Alamogordo	NM	35,582
Albuquerque	NM	448,607
Bloomfield	NM	6,417
Los Alamos County	NM	18,343
Rio Rancho	NM	51,765
Taos	NM	4,700

Ephrata Borough Borough Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Henderson	NV	175,381
North Las Vegas	NV	115,488
Reno	NV	180,480
Sparks	NV	66,346
Washoe County	NV	339,486
Genesee County	NY	60,370
New York City	NY	8,008,278
Rochester	NY	219,773
Rye	NY	14,955
Watertown	NY	26,705
Akron	OH	217,074
Cincinnati	OH	331,285
Columbus	OH	711,470
Dayton	OH	166,179
Dublin	OH	31,392
Fairborn	OH	32,052
Huber Heights	OH	38,212
Hudson	OH	22,439
Kettering	OH	57,502
Sandusky	OH	27,844
Shaker Heights	OH	29,405
Springfield	OH	65,358
Westerville	OH	35,318
Edmond	OK	68,315
Oklahoma City	OK	506,132
Albany	OR	40,852
Ashland	OR	19,522
Corvallis	OR	49,322
Eugene	OR	137,893
Gresham	OR	90,205
Jackson County	OR	181,269
Lake Oswego	OR	35,278
Multnomah County	OR	660,486
Portland	OR	529,121
Springfield	OR	52,864

Ephrata Borough Borough Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Lower Merion Township	PA	59,850
Manheim	PA	4,784
Philadelphia	PA	1,517,550
State College	PA	38,420
Upper Merion Township	PA	28,863
East Providence	RI	48,688
Newport	RI	26,475
Columbia	SC	116,278
Mauldin	SC	15,224
Myrtle Beach	SC	22,759
Pickens County	SC	110,757
Rock Hill	SC	49,765
York County	SC	164,614
Aberdeen	SD	24,658
Cookeville	TN	23,923
Franklin	TN	41,842
Knoxville	TN	173,890
Memphis	TN	650,100
Oak Ridge	TN	27,387
Arlington	TX	332,969
Austin	TX	656,562
Bedford	TX	47,152
Carrollton	TX	109,576
College Station	TX	67,890
Corpus Christi	TX	277,454
Dallas	TX	1,188,580
Denton	TX	80,537
DeSoto	TX	37,646
Fort Worth	TX	534,694
Garland	TX	215,768
Grand Prairie	TX	127,427
Lewisville	TX	77,737
Lubbock	TX	199,564
Lufkin	TX	32,709
McAllen	TX	106,414

Ephrata Borough Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
McKinney	TX	54,369
Missouri City	TX	52,913
Mount Pleasant	TX	13,935
Nacogdoches	TX	29,914
Pasadena	TX	141,674
Plano	TX	222,030
Round Rock	TX	61,136
Sugar Land	TX	63,328
Temple	TX	54,514
Victoria	TX	60,603
Ogden	UT	77,226
Washington City	UT	8,186
West Valley City	UT	108,896
Albemarle County	VA	79,236
Arlington	VA	189,453
Bedford County	VA	60,371
Blacksburg	VA	39,357
Botetourt County	VA	30,496
Chesapeake	VA	199,184
Chesterfield County	VA	259,903
Hampton	VA	146,437
Hanover County	VA	86,320
Hopewell	VA	22,354
James City County	VA	48,102
Lynchburg	VA	65,269
Norfolk	VA	234,403
Northampton County	VA	13,093
Prince William County	VA	280,813
Richmond	VA	197,790
Roanoke County	VA	85,778
Stafford County	VA	92,446
Virginia Beach	VA	425,257
Williamsburg	VA	11,998
Chittenden County	VT	146,571
Bellevue	WA	109,569

Ephrata Borough Borough Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Bothell	WA	30,150
Kent	WA	79,524
King County	WA	1,737,034
Kitsap County	WA	231,969
Lynnwood	WA	33,847
Marysville	WA	12,268
Ocean Shores	WA	3,836
Olympia	WA	42,514
Pasco	WA	32,066
Redmond	WA	45,256
Renton	WA	50,052
Richland	WA	38,708
Seattle	WA	563,374
University Place	WA	29,933
Vancouver	WA	143,560
Walla Walla	WA	29,686
Appleton	WI	70,087
Eau Claire	WI	61,704
Janesville	WI	59,498
Kenosha	WI	90,352
Madison	WI	208,054
Marquette County	WI	15,832
Milton	WI	5,132
Ozaukee County	WI	82,317
Superior	WI	27,368
Village of Brown Deer	WI	12,170
Wausau	WI	38,426
Wauwatosa	WI	47,271
Whitewater	WI	13,437
Winnebago County	WI	156,763
Cheyenne	WY	53,011
Gillette	WY	19,646
Laramie	WY	27,204

APPENDIX C: FREQUENTLY ASKED QUESTIONS ABOUT THE CITIZEN SURVEY DATABASE

What is in the citizen survey database?

NRC's database includes the results from citizen surveys conducted in about 400 jurisdictions in the United States. These are public opinion polls answered by hundreds of thousands of residents around the country. We have recorded, analyzed and stored responses to thousands of survey questions dealing with resident perceptions about the quality of community life and public trust and residents' report of their use of public facilities. Respondents to these surveys are intended to represent over 50 million Americans.

What kinds of questions are included?

Residents' ratings of the quality of virtually every kind of local government service are included – from police, fire and trash haul to animal control, planning and cemeteries. Many dimensions of quality of life are included such as feeling of safety and opportunities for dining, recreation and shopping as well as ratings of the overall quality of community life and community as a place to raise children and retire.

What is so unique about National Research Center's Citizen Survey database?

It is the only database of its size that contains the people's perceptions about government service delivery and quality of life. For example, others use government statistics about crime to deduce the quality of police services or speed of pot hole repair to draw conclusions about the quality of street maintenance. Only National Research Center's database adds the opinion of service recipients themselves to the service quality equation. We believe that conclusions about service or community quality are made prematurely if opinions of the community's residents themselves are missing.

What is the database used for?

Benchmarking. Our clients use the comparative information in the database to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions, to measure local government performance. We don't know what is small or tall without comparing. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. So many surveys of service satisfaction turn up at least "good" citizen evaluations that we need to know how others rate their services to understand if "good" is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. We need to

ask more important and harder questions. We need to know how our residents' ratings of fire service compare to opinions about fire service in other communities.

So what if we find that our public opinions are better or – for that matter – worse than opinions in other communities? What does it mean?

A police department that provides the fastest and most efficient service—one that closes most of its cases, solves most of its crimes and keeps the crime rate low—still has a problem to fix if its clients believe services are not very good compared to ratings received by objectively “worse” departments.

National Research Center's database can help that police department – or any city department – to understand how well citizens think it is doing. Without the comparative data from National Research Center's database, it would be like bowling in a tournament without knowing what the other teams are scoring. We recommend that citizen opinion be used in conjunction with other sources of data to help managers know how to respond to comparative results.

Aren't comparisons of questions from different surveys like comparing apples and oranges?

It is true that you can't simply take a given result from one survey and compare it to the result from a different survey. National Research Center, Inc. principals have pioneered and reported their methods for converting all survey responses to the same scale. Because scales responses will differ among types of survey questions, National Research Center, Inc. statisticians have developed statistical algorithms, which adjust question results based on many characteristics of the question, its scale and the survey methods. All results are then converted to the PTM (percent to maximum) scale with a minimum score of 0 (equaling the lowest possible rating) to a maximum score of 100 (equaling the highest possible rating). We then can provide a norm that not only controls for question differences, but also controls for differences in types of survey methods. This way we put all questions on the same scale and a norm can be offered for communities of given sizes or in various regions.

How can managers trust the comparability of results?

Principals of National Research Center, Inc. have submitted their work to peer reviewed scholarly journals where its publication fully describes the rigor of our methods and the quality of our findings. We have published articles in *Public Administration Review*, *Journal of Policy Analysis and Management* and *Governing*, and we wrote a book, *Citizen Surveys: How to do them, how to use them, what they mean*, that describes in detail how survey responses can be adjusted to provide fair comparisons for ratings among many jurisdictions. Our work on calculating national norms for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.