



**TOWN OF DAVIDSON  
BOARD OF COMMISSIONERS  
Town Hall Board Room - 216 S. Main Street**

**May 9, 2017**

**WORK SESSION - 4:00 PM**

(Held in the Town Hall Meeting Room)

**I. AGENDA DISCUSSION ITEMS**

- (a) Fiscal Year 2017-2018 Proposed Budget and Capital Improvement Projects  
Discussion - Finance Director Piet Swart

**II. CLOSED SESSION**

- (a) Closed Session - G.S. 143-318.11 (3) consult with attorney to preserve attorney client privilege

---

**REGULAR BOARD OF COMMISSIONERS MEETING - 6:00 PM**

(Held in the Town Hall Meeting Room)

**I. CALL TO ORDER**

**II. ANNOUNCEMENTS**

- (a) Sustain Charlotte Award - Executive Director Shannon Binns
- (b) Eagle Scout Recognition - Christian Browning
- (c) National Police Week Proclamation - Police Chief Jeanne Miller

**III. CHANGES TO AGENDA**

**IV. PUBLIC COMMENTS**

**V. PRESENTATIONS**

- (a) Davidson Village Network Update

**VI. PUBLIC HEARING**

- (a) Proposed Helmandollar Map Amendment - Planning Director Jason Burdette

- (b) Budget and Economic Development - Finance Director Piet Swart

**VII. CONSENT**

- (a) Direct Planning Board to make a recommendation within 30 days re: proposed Helmandollar map amendment.
- (b) Approve Regular April Meeting Minutes 2017

**VIII. NEW BUSINESS**

- (a) Consider Approving Dispute Resolution Procedure - Town Attorney Cindy Reid
- (b) Citizen Survey Results - Economic Development Manager Kim Fleming

**IX. OLD BUSINESS**

- (a) Public Facilities - Parking Study update - Assistant Town Manager Dawn Blobaum

**X. SUMMARIZE MEETING ACTION ITEMS**

**XI. ADJOURN**



---

**Agenda Title:** Fiscal Year 2017-2018 Proposed Budget and Capital Improvement Projects Discussion - Finance Director Piet Swart

**Summary:**

---

**ATTACHMENTS:**

Description		Upload Date	Type
☐	Work Session Budget FY 18 Budget Summary	5/9/2017	Cover Memo
☐	2018 Proposed budget Public Hearing	5/9/2017	Cover Memo
☐	Storm Water Funding FY 18	5/9/2017	Cover Memo

## FY 2018 Budget Summary As of May 9, 2017

Projected Revenue	\$ 11,093,327
-------------------	---------------

### General Fund Expenses

Budget Estimate	\$ 10,545,941
-----------------	---------------

Add: Recommended Needs List	\$ 247,386
-----------------------------	------------

Add: Capital Projects Reserve	<u>\$ 300,000</u>
-------------------------------	-------------------

Net General Fund Expenditures	<u>\$ 11,093,327</u>
-------------------------------	----------------------

Unallocated Budget	<u><u>\$ -</u></u>
--------------------	--------------------

### Changes since April 25 Board Meeting:

Small update to projected Iredell County Ad Valorem revenue

Updated budget to include 5% increase in employee health insurance costs

Added \$10,000 to Police Department budget for insurance expenses

Included budget surplus of \$26,246 in contingency



# FY 2018 Recommended Needs List

## April 25, 2017

Dept		Description	FY 2018	Other Funding Source
Fire	Engine 1 Replacement	Installment \$600,000; First Payment FY2019		
Fire	Tanker	Installment \$300,000; Grant/County Fire District		\$ 36,000
Fire	Full-Time Firefighter Engineer Position	1 Full Time Engineer Position 1/1/2018	\$ 104,651	
Police	Police Officer Position #21	Needed to keep pace with growth; 1/1/2018	\$ 34,116	
Police	Receptionist, Full Time	Restoration to full time position; provides better citizen customer service and allows for redistribution of PD admin duties	\$ 25,265	
PW	Stream Repair (Behind Davidson Elementary)	Storm Water/Other Funding		\$ 150,000
PR	Bailey Springs Park	Reserve For Community Parks		\$ 390,000
Non-Dept	Mobile Application	Improve citizen communications: Mobile application and "See, Click, Fix"	\$ 7,750	
Non-Dept	Merit Pool	3% Starting November 1, 2017	\$ 75,604	
Non-Dept	Increase to Capital Fund	FY 2017 is \$200,000	\$ 100,000	
Total			<u>\$ 347,386</u>	<u>\$ 576,000</u>

# TOWN OF DAVIDSON FEE SCHEDULE FY 2018

Effective July 1, 2017

ADMINISTRATION		Fee
Cemetery Plot In-town Resident	\$	1,500.00
Cemetery Plot Non-resident	\$	3,000.00
Columbarium Niches In-town Resident	\$	1,000.00
Columbarium Niches Non-resident	\$	2,000.00
Filing Fee for Municipal Office (determined by MCBOE and adopted by Town Board)	\$5 Comm/ \$10 Mayor	
Returned Check Charge	\$	30.00
ECONOMIC DEVELOPMENT		Fee
Christmas in Davidson - For-profit vendor	\$	250.00
Christmas in Davidson - Non-profit vendor	\$	100.00
Event sponsorships for all events:		
Level I sponsorship	\$	2,500.00
Level II sponsorship	\$	1,500.00
Level III sponsorship	\$	1,000.00
Level IV sponsorship	\$	500.00
Level V sponsorship	\$	250.00
Vendor fees vary by event		\$50 - \$250
Street Vendor Application - annual fee	\$	150.00
Business Registration - one time fee	\$	40.00
Film Production Permit - fee (one-day)	\$	150.00
- each additional day	\$	300.00
PARKS AND RECREATION		Fee
Fees for Special Events at the following locations: Village Green, McEver Fields, Roosevelt Wilson, Ada Jenkins, Fisher Farm, Town maintained roads, Town parking lots		
Event application, required for all	\$	20.00
Road race route review - Review for routes not currently approved	\$	500.00
Reservation for Town Sites (see application) - Resident*	\$10.00 - \$200.00	
Reservation for Town Sites (see application) - Non-profit, Resident*	\$0 - \$150.00	
Reservation for Town Sites (see application) - Non-resident*	\$30.00 - \$150.00	
Reservation for Town Sites (see application) - Non-profit, Non-resident*	\$15.00 - \$265.00	
*Dependent upon impact to grounds and required Town staff involvement		
See PD Fee Schedule for Off Duty Police Officers for events		
See FD Fee Schedule for Firefighters and apparatus for events		
Meeting room use at Parks & Rec facilities	\$	20.00
(Non-profit organizations - no charge during regular business hours)		
Overnight camping at Fisher Farm	\$0.50/camper	
Rental of Kayak/Canoe Space at Nature Preserve/Parham Park		
Resident	\$100 per year	
Non-resident	\$150 per year	
Athletic Field use		
Light usage (resident)	\$10.00/hour	
Light usage (non-resident)	\$20.00/hour	
Youth Sports		

Practice	\$5.00/hour
Games	\$25.00/hour
<b>Adult Sports</b>	
Practice without lights	\$10.00/hour
Practice with lights	\$20.00/hour
Games plus lights	\$ 35.00
<b>Tournament rentals</b>	\$100.00/tournament
Each team entered on the tournament bracket	\$ 25.00
Cost per field for lights	\$20.00/hour
Field preparation	\$ 35.00
<b>PLANNING</b>	<b>Fee</b>
<b>Permits - residential</b>	
Detached (Single-family)	\$ 30.00
Accessory structure, addition, or alteration	\$ 30.00
Attached (multi-family per dwelling unit)	\$ 50.00
Site/building foundation	\$ 50.00
<b>Permits - non-residential</b>	
Minor (less than 5,000 sq. ft.)	\$ 100.00
Major (5,000 sq.ft.or greater)	\$ 200.00
Site/building foundation	\$ 50.00
Accessory structure, addition, or alteration (less than 5,000 sq ft)	\$ 100.00
Accessory structure, addition, or alteration (5,000 sq ft or greater)	\$ 200.00
<b>Permits - other</b>	
Sign permit per sign (fee waived if submitted with an approved Certificate of Appropriateness)	\$ 50.00
Sign package permit	\$ 150.00
Zoning use permit	\$ 30.00
Demolition permit	\$ 30.00
Temporary use permit	\$ 75.00
Temporary use permit - construction trailer/sales office/tent	\$ 30.00
<b>Plan review</b>	
Master plan	\$ 750.00
Conditional master plan (plus costs)	\$ 1,000.00
Individual building	\$ 350.00
Conditional planning area single family residential on an individual lot (plus costs)	\$ 500.00
Minor subdivision plan	\$ 200.00
Master plan or conditional amendment not substantial (as defined by Planning Ordinance) (plus costs)	\$ 200.00
Master plan or conditional amendment substantial (as defined by Planning Ordinance) (plus costs)	\$ 375.00
<b>Plat Review</b>	
Exempt subdivision	No Fee
Minor subdivision	\$ 100.00
Preliminary plat	\$ 750.00
Final plat	\$ 300.00
Site plan review	\$ 200.00
Plat amendment/re-combo	\$ 50.00
<b>Application to boards and commissions</b>	
Design Review Board	\$ 400.00

Design Review sign package within a traditional neighborhood development or historic district	\$ 225.00
Design Review Board consent item or minor alteration or addition	\$ 100.00
Certificate of Appropriateness in an historic district, including sign or vendor cart	\$ 50.00
Board of Adjustments variance	\$ 400.00
Board of Adjustments appeal	\$ 400.00
<b>Other</b>	
Required parking space: Payment-in-Lieu for each space in the Village Parking Overlay District (per DPO Section 2.3.3 & 8.3.3)	\$ 3,000.00
Required multi-use path: Payment-in-lieu for each linear foot of a property's frontage in Scenic Byway Overlay District (per DPO Section 2.3.10)	\$ 47.50
Required open space: Payment-in-lieu for each acre in Rural Planning Area (per DPO Section 2.2.15.D)	
Tier 1: Acreage Balance Owed: First 10 Acres	\$ 49,303.75
Tier 2: Acreage Balance Owed: Next 40 Acres	\$ 42,815.00
Tier 3: Acreage Balance Owed: Next 50 Acres	\$ 34,573.75
Tier 4: Acreage Balance Owed: Over 100 Acres	\$ 28,111.25
Zoning verification	\$ 30.00
Text or map amendment	\$ 400.00
Vested rights	\$ 300.00
Any permit, application, or submittal after the fact	Double the fee
Annexations	\$ 150.00
<b>Affordable Housing (Per Unit)</b>	
Payment in Lieu - developments approved 2001 - June 2007	\$ 26,550.00
Payment in Lieu - developments approved June 2007 - 2008	\$ 30,475.00
Payment in Lieu - developments approved 2008 - May 26, 2015	\$ 34,700.00
Payment in Lieu - developments approved after May 26, 2015	\$ 26,550.00
<b>POLICE</b>	<b>Fee</b>
Abandoned vehicle removal	cost of towing and storage
Animal license (citizens over 62 years of age are exempt from the fee)	\$ 10.00
Parking Ticket	\$ 30.00
Parking Ticket Convenience Fee (Applicable to all Parking Tickets)	\$ 3.00
Parking Ticket Late Fee (Charged to all tickets not paid within 30 days)	\$ 30.00
Alarm registration	No Fee
<b>False alarm incident schedule:</b>	
1 & 2 false alarms	No Fee
3, 4 & 5 false alarms	\$ 50 each
6 & 7 false alarms	\$ 100 each
8 & 9 false alarms	\$ 250 each
10 + false alarms	\$ 500 each
Privilege tax for motor vehicles	\$ 20.00
Taxicab Permit per Taxicab	\$ 50.00
Fingerprinting	\$ 10.00
Use of Off Duty Police Officers for events, if requested by applicant - minimum of 4 hours	\$25.00/hour
Use of Police Cruiser when Off Duty Police Officers are used for events	\$16.25/hour
Peddler's & Hawker's Application Fee	\$25.00 per day
Police records request	See reproduction costs

<b>FIRE DEPARTMENT</b>	<b>Fee</b>
Use of Off Duty Officers and Firefighters for events, if requested by applicant	\$26.00/hour
Use of apparatus for events, if requested by applicant:	
Fire truck	\$90.00/hour
Ladder truck	\$150.00/hour
Vehicle	\$13.00/hour
ATV and Trailer	\$10.25/hour
Boat	\$14.00/hour
<b>PUBLIC WORKS</b>	<b>Fee</b>
Solid waste fee - single family home - billed annually	\$ 201.00
Solid waste fee - multi-family home - individual billed annually	\$ 60.00
Oakhill Apartments	\$ 4,320.00
Lakeside Apartments	\$ 3,000.00
Abatement of public health nuisances	cost of removal
Storm Water Fee (below fees are billed semi-annually)*	
Tier 1	\$21.06 / year
Tier 2	\$31.32 / year
Tier 3	\$44.46 / year
Tier 4	\$87.84 / year
Commercial (per impervious acre) - billed monthly	\$522 / year
<i>*Tier: Single-family homes are in 1 of 4 billing tiers based on the property's total amount of impervious surface.</i>	
<b>REPRODUCTION COST</b>	<b>Fee</b>
8 1/2" x 11" (Black & White) per page	\$ 0.25
8 1/2" x 11" (Color) per page	\$ 0.50
11" x 17" (Black & White) per page	\$ 0.75
11" x 17" (Color) per page	\$ 1.00
18" x 24" (Black & White) per page	\$ 2.00
18" x 24" (Color) per page	\$ 10.00
24" x 36" (Black & White) per page	\$ 5.00
24" x 36" (Color) per page	\$ 15.00
36" x 48" (Black & White) per page	\$ 10.00
36" x 48" (Color) per page	\$ 20.00
CD or Electronic Media	\$ 10.00
Planning Ordinance	\$ 75.00

**Potential Bond Funded Projects**  
**Summary**  
**May 9, 2017**

#1	Mobility		
	Potts Sloan Beatty Corridor	\$ 3,074,000	
	Round-a-bouts/Intersections	<u>\$ 4,411,164</u>	\$ 7,485,164
#2	Greenway		
	Construction		\$ 4,527,225
#3	Parks		
	New Parks	\$ 1,050,000	
	Existing Park Enhancement	<u>\$ 3,050,000</u>	\$ 4,100,000
			<u><u>\$ 16,112,389</u></u>

Potential Bond Funded Projects

#1 Mobility

PSB Corridor	\$ 440,000	\$2.2 million from Bonus Allocation	Additional Projects
PSB Multi Use Phase 1	\$ 1,167,750	Possible Grant funding reduces cost to 20%	Sidewalks
PSB Multi Use Phase 2	\$ 1,316,250	Possible Grant funding reduces cost to 20%	Town-wide Pedestrian/Traffic Calming
PSB Pedestrian/Traffic Calming	\$ 150,000	TBD - Doug working on list & estimate	Town-wide Street Cross Section
Dav-Con/RWB Roundabout	\$ 1,261,164	Possible Grant funding reduces cost to 20%	Circles at 30 Hawk Beacons
Exit 30 Enhancements	\$ 150,000	Landscaping/Aesthetics/Pedestrian Safety	Mobility Plan Implementation
Main/Beaty Intersection	\$ 2,000,000	TBD	
Pine Concord Grey Intersection	\$ 1,000,000	Design TBD - Roundabout/Realignment/	
	<u>\$ 7,485,164</u>		

#2 Greenway

Greenway Construction

Kincaid Trail	\$	877,225
South Main to PSB Corridor Connection	\$	150,000
River Run to Summers Walk	\$	1,500,000
Grey Rd. Multiuse	\$	2,000,000
Total Greenway	\$	<u>4,527,225</u>

\$1.5 Million Per Mile Includes Acquisition

1 mile - Pursuing County Funding  
Wolfe St. To Abersham 2 miles

Additional Projects

Protected Bike Lanes - Major Roadways  
Davidson Pointe Pedestrian Connection  
Grey/Shearer Rd.  
Fisher Farm to Rocky River Connection  
Mobility Plan Implementation



**#3 Parks**

Bailey Springs Phase 2	\$ 1,600,000	
Neighborhood Parks	\$ 50,000	Davidson Pointe(\$50K)
River Run Phase 2/Bradford	\$ 200,000	Active Recreation TBD
South Street (w/ CMS)	\$ 300,000	Current plan traffic garden/learning garden/fitness loop
Ada Jenkins Active Park	\$ 400,000	Active Recreation TBD
Lakeside and Griffith Parcel	\$ 300,000	Active Recreation TBD
5-year Parks Maintenance and Imp. Plan	\$ 1,250,000	Presented 4/25/2017 to Board
Total Parks	<u>\$ 4,100,000</u>	

**Additional Projects**

Bradford Regional Park

Eastside Active Complex

Land Acquisition

**Summary of CIP and possible revenue sources**

PROPOSED PROJECTS		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 18-22 Total Requested
<b>Transportation, Streets and Sidewalks</b>								
PW	Potts Sloan Beaty Corridor Improvement			\$ 2,640,000				\$ 2,640,000
PW	PSB Multi-Use Trail: Phase 1					\$ 1,167,750		\$ 1,167,750
PW	PSB Multi-Use Trail: Phase 2						\$ 1,316,250	\$ 1,316,250
PW	Dav-Con&RWB Roundabout					\$ 1,261,164		\$ 1,261,164
PW	Fire Staion #2 Sidewalk/BMP				\$ 91,300			\$ 91,300
PW	Goodrum Street Improvements				100,000			\$ 100,000
<b>Public Works</b>								
PW	Public Works Facility - Phased Construction	55,000	500,000					\$ 500,000
<b>Public Safety</b>								\$ -
FD	Fire Station #2	2,129,000						\$ -
<b>Parks &amp; Recreation</b>								\$ -
PR	South Street Community Park		-	-	300,000			\$ 300,000
PR	Kincaid Trail Extension	120,000			-	877,225		\$ 877,225
PR	Community Park - Fisher Farm, Allison, Abersham, Viatch; West Branch Rocky River Greenway - Phase 1	1,200,000	-	-				\$ -
PR	Community Park - Fisher Farm, Allison, Abersham, Viatch; West Branch Rocky River Greenway - Phase 2						300,000	\$ 300,000
PR	West Branch Rocky River Greenway (Fisher Farm Trail)	1,395,000	-	-				\$ -
PR	Bailey Springs Park	28,700	390,000	600,000	500,000	500,000		\$ 1,990,000
PR	Davidson Pointe Neighborhood Park				50,000			\$ 50,000
PR	Ada Jenkins - Active Field			400,000				\$ 400,000
<b>Total Capital Projects</b>		\$ 4,927,700	\$ 890,000	\$ 3,640,000	\$ 1,041,300	\$ 3,806,140	\$ 1,616,250	\$ 10,993,690
<b>Capital Equipment</b>								
AD	Vehicle				30,000			\$ 30,000
PW	Truck replacements					\$ 28,000		\$ 28,000
PW	Asphalt roller	35,000						\$ -
PW	Sweeper truck	230,000						\$ -
PW	Backhoe Loader					95,000		\$ 95,000
PD	Police Cars - Purchase	165,000	110,000	165,000	110,000	165,000	110,000	\$ 660,000
PD	City-wide Wireless Camera	44,442		12,000				\$ 12,000
PD	Replacement of radios			10,500	10,500	10,500		\$ 31,500
FD	Replacement of radios			48,000	16,000	16,000		\$ 80,000
FD	Operations Vehicle - Truck	45,000		-				\$ -
FD	Tanker Truck		300,000	-				\$ 300,000
FD	Pumper - E 1 Replacement		600,000					\$ 600,000
FD	Ladder Truck					1,000,000		\$ 1,000,000
	Town Bus				75,000			\$ 75,000
<b>Total Capital Equipment</b>		\$ 519,442	\$ 1,010,000	\$ 235,500	\$ 241,500	\$ 1,314,500	\$ 110,000	\$ 2,911,500
<b>TOTAL CIP COSTS</b>		\$ 5,447,142	\$ 1,900,000	\$ 3,875,500	\$ 1,282,800	\$ 5,120,640	\$ 1,726,250	\$ 13,905,190

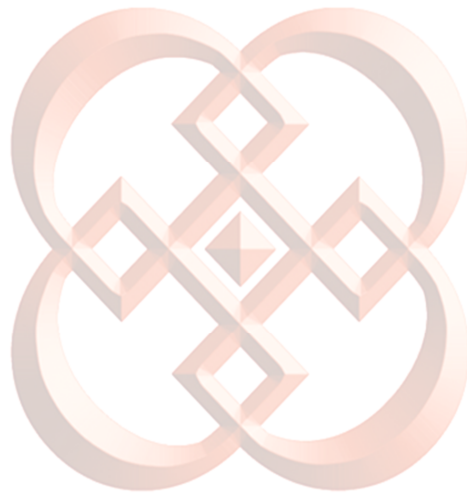
CIP APPROPRIATIONS BY REVENUE SOURCE		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total required
<b>General Fund</b>								
	Admin. Vehicle				\$ 30,000			\$ 30,000
	Truck replacements	-	-	-		\$ 28,000		\$ 28,000
	Asphalt roller	35,000	-	-				\$ -
	Police Cars - Purchase	165,000	110,000	165,000	110,000	165,000	110,000	\$ 660,000
	City-wide Wireless Camera Network	44,442	-	12,000	-	-		\$ 12,000
	FD/PD Radios	-	-	58,500	26,500	26,500		\$ 111,500
	FD - Vehicles	45,000						\$ -
	Town Bus				75,000			\$ 75,000
	Fire Staion #2 Sidewalk/BMP				51,300			\$ 51,300
	Davidson Pointe Neighborhood Park				50,000			\$ 50,000
	Sub total	289,442	110,000	235,500	342,800	219,500	110,000	\$ 1,017,800
<b>Unrestricted Fund Balance</b>								
	Public Work Facility	55,000	500,000					\$ 500,000
	Fire Station #2	129,000						\$ -
	Potts Sloan Beaty Corridor Improvement			340,000				\$ 340,000
	PSB Multi-Use Trail: Phase 1					\$ 233,550		\$ 233,550
	PSB Multi-Use Trail: Phase 2						\$ 263,250	\$ 263,250
	Dav-Con&RWB Roundabout					\$ 262,233		\$ 262,233
	Bailey Springs Park			300,000	\$ 250,000	\$ 250,000		\$ 800,000
	Ada Jenkins - Active Field			150,000				
	Sub Total	\$ 184,000	\$ 500,000	\$ 790,000	\$ 250,000	\$ 745,783	\$ 263,250	\$ 2,549,033
<b>Powell Bill/Resurfacing</b>								
	Goodrum Street Improvements		-		100,000			
	Sub Total	-	-	-	100,000	-	-	\$ 100,000
<b>Capital Project Fund</b>								
	Kincaid Trail Extension	120,000		-	-	175,445		
	South Street Community Park				300,000			
	Potts Sloan Beaty Corridor Improvement			100,000				
	Sub Total	\$ 120,000	\$ -	\$ 100,000	\$ 300,000	\$ 175,445	\$ -	\$ 575,445
<b>Stormwater Fund</b>								
	Fire Staion #2 Sidewalk/BMP				40,000			
	Sweeper truck	\$ 230,000	-	-	-			\$ -
	Sub-Total	\$ 230,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
<b>Installment Financing</b>								
	Backhoe Loader	-	-	-	-	95,000		
	Ladder Truck					1,000,000		
	Fire Station #2	2,000,000	-	-				
	Pumper - E 1 Replacement		600,000	-				
	Sub Total	\$ 2,000,000	\$ 600,000	\$ -	\$ -	\$ 1,095,000	\$ -	\$ 1,695,000
<b>Grants/CRTPO/Bonus Allocation/STP-DA</b>								
	Potts Sloan Beaty Corridor Improvement			2,200,000				
	PSB Multi-Use Trail: Phase 1					934,200		
	PSB Multi-Use Trail: Phase 2						1,053,000	
	Kincaid Trail Extension					701,780		
	Dav-Con&RWB Roundabout					998,931		
	Bailey Springs Park			300,000	250,000	250,000		
	Ada Jenkins - Active Field			250,000				
	Sub Total	\$ -	\$ -	2,750,000	250,000	2,884,912	1,053,000	\$ 6,937,912
<b>Community Park Reserve Funds</b>								
	Bailey Springs Park - Phase 1	28,700	390,000	-	-			
	Sub Total	\$ 28,700	\$ 390,000	\$ -	\$ -	\$ -	\$ -	\$ 390,000
<b>Payment from developer</b>								
<b>Mecklenburg County</b>								
	Community Park - Fisher Farm, Allison, Abersham, Viatch, West Branch Rocky River Greenway	1,200,000	-	-	-		300,000	\$ -
	West Branch Rocky River Greenway (Fisher Farm Trail)	1,395,000	-	-	-			
	Sub Total	2,595,000	-	-	-	-	300,000	\$ 300,000
<b>Grant Funding</b>								
	Tanker Truck		300,000					300,000
	Sub Total	-	300,000	-	-	-		\$ 300,000
<b>TOTAL APPROPRIATION</b>		\$ 5,447,142	\$ 1,900,000	\$ 3,875,500	\$ 1,282,800	\$ 5,120,640	\$ 1,726,250	\$ 13,905,190

**Fiscal Year  
2017-2018**

**Proposed Budget**



*The* **Town** *of*  
**Davidson**



Page left intentionally blank

## Mayor and Board of Commissioners

John Woods  
Mayor

Beth Cashion  
Mayor Pro Tem

### Board of Commissioners

Stacey Anderson  
Jim Fuller  
Rodney Graham  
Brian Jenest

Jamie Justice  
Town Manager

Pieter Swart  
Finance Director

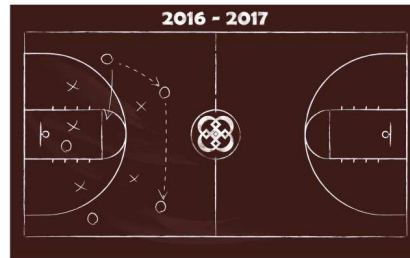
Town Hall is located at 216 S Main St in Davidson NC 28036



Table of Contents

Davidson Game Plan .....	5
Budget process and document organization .....	7
Fund overview .....	8
Revenue sources and assumptions.....	12
Expenditures overview .....	18

## DAVIDSON GAME PLAN



### **1. Financial**

**Topic:** Financial plan

**Outcome:** Develop a financial plan that provides guidance for revenue and expenditure decisions

**Topic:** Finance capital projects

**Outcome:** Consider projects that could be financed with general obligation bonds and other financing tools

**Topic:** MI-Connection

**Outcome:** Determine future options for MI-Connection

### **2. Mobility**

**Topic:** I-77 Managed Lanes Project

**Outcome:** Mitigate the impacts of the project during construction

**Topic:** Davidson Mobility Plan (Comprehensive Transportation Plan)

**Outcome:** Create a mobility plan for Davidson to improve circulation around town for citizens.

**Topic:** Greenways

**Outcome:** Work with Mecklenburg County to evaluate the opportunities and accelerate the construction of our greenway system

### **3. Economic Development**

**Topic:** Catalyst Study

**Outcome:** Determine what best serves the needs of the town in the downtown area and create a development strategy to meet those needs

**Topic:** Economic Development Strategic Plan

**Outcome:** Update Economic Development Strategic Plan for next five years to maximize the commercial development potential that meets the needs of the community



#### **4. Growth/Planning**

**Topic: Comprehensive Plan**

**Outcome:** Update Comprehensive Plan to use as our guiding document

**Topic: Rural Area Plan**

**Outcome:** Develop implementation strategy for the Rural Area Plan

#### **5. Neighborhood level**

**Topic: Affordable housing**

**Outcome:** Develop an affordable housing strategy in support of Davidson's values

**Topic: Neighborhood needs**

**Outcome:** Service the needs of our neighborhoods; ensure that all feel supported by the town

#### **6. Resources**

**Topic: Staffing Plan**

**Outcome:** Create a staffing plan using data, staff recommendations, service levels, and metrics that provides a guide for staffing based on community growth and citizen needs (varies by department)

**Topic: Facilities Plan:** includes all departments, fire stations, public works, police department

**Outcome:** Prepare for town's future service needs as our population grows to ensure that facilities are planned to provide services to citizens

#### **7. Infrastructure**

**Topic: Maintenance**

**Outcome:** Identify current infrastructure maintenance needs and develop a plan to address

#### **8. Recreation/Quality of Life**

**Topic: Active space: athletic fields & courts**

**Outcome:** To increase the athletic field, court, and other active recreation space available for use by citizens

## BUDGET PROCESS AND ORGANIZATION

The budget process, by design, requires the involvement of many stakeholders.

FY 2018 budget deliberations began last fall as town staff developed the Capital Improvement Plan. The Board of Commissioners and town staff began discussions the town's delivery of services in January at our annual retreat, and continuation of the Davidson Game Plan, which is the Town's 2-year strategic plan. During February and March town staff debated merits of budget requests as revenue projections were calculated. Cost estimates were based on historical trends or actual quotes. The proposed budget emerged as expenses were prioritized by need, alignment with the Davidson Game Plan, and needs of the town, this budget was presented at the April 25, 2017 Board meeting. Although the budget was largely determined by the April work session, changes will be made after a May public hearing and additional input from the Board of Commissioners. Final approval of the Budget is planned for the June Board meeting.

### ***Document organization***

The document reports the manner by which the budget officer has balanced each fund in the **fund overview**. Funds are balanced when revenue sources equal expenditures. **Revenue sources** describe all of the town's major revenue sources and methods used to project revenue. An **expenditure summary** follows. This summary outlines the town's expenditures by major category and also explains major changes in the annual spending plan.

**Appendices** at the end of the document further examine matters relevant to the town budget.

## FUND OVERVIEW

This section of the budget document provides an explanation of fund accounting, and shows the manner in which all funds collectively and individually are balanced for the coming fiscal year.

Local governments use three broad categories of self-balancing funds to budget for, and subsequently to account for, various activities. Those three types of funds are: *governmental* funds, *proprietary* funds and *fiduciary* funds.

*Governmental funds* used by the Town of Davidson include:

- General Fund, used to account for general operations and activities of the town
  - Powell Bill Fund, which is a subset of the General Fund, used exclusively for many activities related to streets, sidewalks, and greenways construction and maintenance.
- Affordable Housing Fund, a *special revenue* fund, used for a particular purpose.

*Proprietary funds* are used for services provided to the public on a user charge basis, similar to the operation of a commercial enterprise. The town's proprietary, or enterprise funds, include:

- Storm Water Fund, used repairs or damage mitigation resulting from storm water runoff
- Solid Waste Fund, used to provide collection of household trash, yard waste, and recyclable materials.

The tables on the following three pages summarize revenues and expenditures for each of the five funds listed above.

	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>GENERAL FUND</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>REVENUE</b>					
Property taxes	5,562,485	5,768,102	5,844,258	6,077,275	6,267,777
Sales Tax Revenue	1,240,000	1,365,000	1,498,500	1,662,000	1,751,000
Prepared foods & occupancy taxes	344,000	321,000	355,000	422,000	422,000
Utility franchise taxes	672,800	670,400	766,250	875,000	903,615
Motor vehicle taxes & fees	567,817	488,000	592,000	658,035	684,875
Charges for services	349,000	356,050	534,800	507,304	534,900
Intergovernmental	373,200	385,190	272,600	295,600	468,960
Interest on investments	3,000	2,500	2,500	8,000	30,000
Miscellaneous	4,800	6,210	11,000	16,000	5,200
Fund balance appropriated	-	-	21,929	-	25,000
<b>Total Revenues and Funding Sources</b>	<b>9,117,102</b>	<b>9,362,452</b>	<b>9,898,837</b>	<b>10,521,214</b>	<b>11,093,327</b>

<b>EXPENDITURES</b>					
	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
Governing Body	\$ 87,945	96,073	110,377	128,898	117,365
Administration	1,009,629	984,451	940,035	973,254	996,769
Legal	120,966	149,614	124,810	136,079	152,286
Buildings and Grounds	167,500	199,437	190,100	208,700	241,000
Police Department	1,697,120	1,707,935	1,681,741	1,938,641	2,215,182
Fire Department	733,367	867,272	1,101,840	1,198,235	1,453,906
Public Works	1,320,324	1,431,839	1,571,470	1,754,508	1,642,729
Planning	258,545	335,264	359,784	516,597	573,635
Economic Development	343,871	373,852	378,593	446,469	263,654
Travel and Tourism	326,449	322,422	372,360	358,751	415,212
Recreation	505,333	466,159	466,888	398,280	407,857
Parks	691,167	772,369	1,010,696	836,713	943,882
Non Dept & Service Agencies	464,886	270,765	453,443	426,032	369,850
Non Dept - Contribution to Capital Projects	1,390,000	1,385,000	1,136,700	1,200,057	1,300,000
<b>Total Expenditures</b>	<b>\$ 9,117,102</b>	<b>\$ 9,362,452</b>	<b>\$ 9,898,837</b>	<b>\$ 10,521,214</b>	<b>11,093,327</b>

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
POWELL BILL FUND	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUE</b>					
Powell Bill Revenue	\$ 292,900	\$ 307,350	\$ 312,954	\$ 318,323	325,000
<b>Total revenues and funding sources</b>	<b>\$ 292,900</b>	<b>\$ 307,350</b>	<b>\$ 312,954</b>	<b>\$ 318,323</b>	<b>325,000</b>
<b>EXPENDITURES</b>					
Engineering	\$ 55,000	\$ 76,000	\$ 40,000	\$ -	
Supplies & Materials	5,000	-	-	-	
Street Repair/Resurfacing	126,835	138,320	272,954	318,323	325,000
Contracted Services	10,000	-	-	-	
Debt service	96,065	93,030	-	-	
<b>Total expenditures</b>	<b>\$ 292,900</b>	<b>\$ 307,350</b>	<b>\$ 312,954</b>	<b>\$ 318,323</b>	<b>325,000</b>

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
AFFORDABLE HOUSING	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUE</b>					
Fund Balance Appropriated/Transfer from GF	\$ 19,823	\$ 21,164	\$ 31,822	\$ 33,226	50,105
<b>Total revenues and funding sources</b>	<b>\$ 19,823</b>	<b>\$ 21,164</b>	<b>\$ 31,822</b>	<b>\$ 33,226</b>	<b>\$ 50,105</b>
<b>EXPENDITURES</b>					
Personnel	\$ 19,423	\$ 19,840	\$ 30,098	\$ 31,526	33,905
Operating	400	1,324	1,724	1,700	16,200
<b>Total expenditures</b>	<b>\$ 19,823</b>	<b>\$ 21,164</b>	<b>\$ 31,822</b>	<b>\$ 33,226</b>	<b>\$ 50,105</b>

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
STORM WATER FUND	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUE</b>					
Storm Water Fees	\$ 180,300	\$ 249,920	\$ 218,000	\$ 218,000	\$ 218,000
<b>Total revenues and funding sources</b>	<b>\$ 180,300</b>	<b>\$ 249,920</b>	<b>\$ 218,000</b>	<b>\$ 218,000</b>	<b>\$ 218,000</b>
<b>EXPENDITURES</b>					
Storm Water Contract	\$ 174,732	\$ 174,920	\$ 183,000	\$ 48,000	50,600
Contract Services				120,000	133,570
Contingency	-	75,000	35,000	50,000	-
Debt Service					33,830
Land Development Support	5,568	-	-	-	-
<b>Total expenditures</b>	<b>\$ 180,300</b>	<b>\$ 249,920</b>	<b>\$ 218,000</b>	<b>\$ 218,000</b>	<b>\$ 218,000</b>

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
SOLID WASTE FUND	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUE</b>					
Solid Waste Fees	\$ 705,000	\$ 682,300	\$ 701,785	\$ 746,520	749,000
<b>Total revenues and funding sources</b>	<b>\$ 705,000</b>	<b>\$ 682,300</b>	<b>\$ 701,785</b>	<b>\$ 746,520</b>	<b>\$ 749,000</b>
<b>EXPENDITURES</b>					
Contract - Solid waste collection	\$ 593,000	\$ 572,550	\$ 586,885	\$ 573,775	614,000
Contract - Recyclables	112,000	109,750	114,900	131,355	135,000
Contingency - Recycling Center	-	-	-	41,389	-
<b>Total expenditures</b>	<b>\$ 705,000</b>	<b>\$ 682,300</b>	<b>\$ 701,785</b>	<b>\$ 746,520</b>	<b>\$ 749,000</b>

## REVENUE SOURCES AND ASSUMPTIONS

### FISCAL YEAR 2017-2018

This section of the budget document provides an explanation of the major sources of revenue and means used to project anticipated income for the coming fiscal year.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
GENERAL FUND	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUE</b>					
Property taxes	5,562,485	5,768,102	5,844,258	6,077,275	6,267,777
Sales Tax Revenue	1,240,000	1,365,000	1,498,500	1,662,000	1,751,000
Prepared foods & occupancy taxes	344,000	321,000	355,000	422,000	422,000
Utility franchise taxes	672,800	670,400	766,250	875,000	903,615
Motor vehicle taxes & fees	567,817	488,000	592,000	658,035	684,875
Charges for services	349,000	356,050	534,800	507,304	534,900
Intergovernmental	373,200	385,190	272,600	295,600	468,960
Interest on investments	3,000	2,500	2,500	8,000	30,000
Miscellaneous	4,800	6,210	11,000	16,000	5,200
Fund balance appropriated	-	-	21,929	-	25,000
<b>Total Revenues and Funding Sources</b>	<b>9,117,102</b>	<b>9,362,452</b>	<b>9,898,837</b>	<b>10,521,214</b>	<b>11,093,327</b>

#### ***Ad Valorem Taxes***

***\$ 6,267,777 or 56.5% of total general fund revenue***

Ad Valorem tax, or property tax, income is based on the current tax rate applied to each \$100 in assessed real and personal property (excluding vehicle) value in the Town limits. Uses for general ad valorem tax revenue are unrestricted.

The proposed budget sets the effective tax rate at \$ .35 for FY 2018, the same rate as the FY 2017 tax rate. One cent increase on the tax rate increases ad valorem property and motor vehicle tax collected revenues by about \$193,000.

The Mecklenburg and Iredell County tax offices estimate Davidson's taxable property value (excluding vehicles) to be \$1,801,667,262. The gross general tax levy on the estimated tax value equals \$ 6,305,835. For budgeting purposes property tax revenue may not exceed the gross tax levy multiplied by the actual collection rate experienced during the preceding fiscal year. Therefore, based on a 99% collection rate, we anticipate \$6,242,777 in revenues from the 2018 levy. This line item also includes \$25,000 in projected penalties and interest.

Mecklenburg and Iredell Counties bill and collect property tax revenue for Davidson. The collection fee is \$2 per bill for Mecklenburg County and 1.5% of taxes collected from Iredell County property owners. Funds are wired from Mecklenburg County to the Town on a daily basis during the months of November, December, January, and February and on a monthly basis during the remaining months. Iredell remits monthly to Davidson all property taxes collected.

***Local Option Sales Tax Revenue***

***\$ 1,751,000 or 15.8% of total general fund revenue***

Sales taxes are authorized by the state and enacted by counties which opt to impose the taxes. All sales tax revenue is collected by the state, and distributed to counties and municipalities monthly.

The NC General Assembly has authorized several sales taxes in Chapter 105 of the General Statutes. Three of the authorizations result in revenue for the town. The first, defined in Article 39, is a one percent sales tax that was originally authorized in 1971. Distribution is based on point of delivery. There are two one-half percent sales taxes – one authorized in 1983 (Article 40) and one in 1986 (Article 42), distributed on per capita basis and point of delivery, respectively.

Each county chooses one of two formulae for distribution of these three authorizations of local option sales taxes. Sales taxes returned to Mecklenburg County and its municipalities are distributed proportionate to ad valorem tax levy. The proportionate share of sales tax revenues between the County and municipalities may fluctuate based on property tax rate increases in the previous year.

Iredell County, on the other hand, has elected a per capita distribution, based on relative population of incorporated and unincorporated areas within the county. Annexations by various municipalities affect this formula, reducing the county's share as annexations occur.

Sales tax revenue estimates are based on projections from the North Carolina League of Municipalities, local economic trends, and historical trend analysis. Sales tax revenue has grown rapidly over the last 5 years. Year over year increases have been greater than 9% since FY 2012. Overall, the actual sales tax revenue increased 67% from FY 2011 total of \$1 million, to \$1.67 million in 2016. Sales tax distributions to the Town grew 10.9% and 9.8% in FY 2015 and FY 2016 respectively. Sales Tax revenues in FY 2017 are indicating modest 1% growth rate. The projected increase for FY 2018 is a conservative 3%.

***Motor Vehicle Tax and Fees***

***\$ 684,875 or 6.2% of total general fund revenue***

Motor Vehicle tax revenue is derived by applying the ad valorem tax rate to the value of motor vehicles registered to owners living inside town limits (\$145,757,815). In September 2013, the NC *TAX and TAG TOGETHER* system was implemented. Tag renewal notices now also include tax levy and tax and fee will be paid to the state and remitted to the counties for distribution to appropriate taxing governments. The program has resulted in significantly improved collection rates of Motor Vehicle Taxes (98%). This revenue is estimated using vehicle value projections from the Mecklenburg County and Iredell County Tax Assessors.

Davidson charges a Motor Vehicle fee of \$20 per registered vehicle. Revenues are billed on property tax bills and collected by Mecklenburg and Iredell counties. This revenue is estimated based on vehicle count projections from the Mecklenburg County and Iredell County Tax Assessors and a 98% collection rate.

***Utility and Telecommunications Taxes***

***\$ 903,615 or 8.1% of total general fund revenue***

The town receives sales taxes collected by the NC Department of Revenue on sales of telecommunications, video programming, home satellite services, electricity and piped natural gas.



As a result of the tax reform legislation passed by the General Assembly in 2013, the general sales tax rate will now be applied to sales of electricity and piped natural gas. The distribution method to municipalities has changed but with the intent to hold municipalities harmless from the amount cities and towns received in FY 13-14 distributions. Both of these revenues are highly sensitive to weather and can also fluctuate due to loss of industry or other large facilities or annexations of these types of facilities.

Several years ago the State of North Carolina discontinued the franchise tax on telecommunication services and put into place a Telecommunications Sales Tax. Distributions to municipalities are based on their past share of the old telephone franchise tax. Therefore, the town continues to receive the static percentage of overall statewide collections irrespective of fluctuations in local communication sales. Historical trend analysis and recommendations by the State of North Carolina, adjusted by local conditions, have also factored into this revenue estimate.

***Prepared Foods & Beverage and Occupancy Taxes***  
***\$ 422,000 or 3.8% of total general fund revenue***

The town is authorized to receive Prepared Foods & Beverage tax by general statutes. Only the City of Charlotte and Mecklenburg County received proceeds when this tax was first authorized in 2001. Some years later, the distribution was split so the six smaller Mecklenburg County municipalities received a share of those revenues generated in the town. In 2005, the six towns negotiated the removal of an annual cap so that the towns received 50% of all net proceeds. In FY 2007, the towns' share increased to 65% of net proceeds, and in FY 2012 75% of those net proceeds were distributed to the towns. The remaining 25% will be used by the City of Charlotte for region-wide tourism related projects, programs, and activities. Art and cultural programs, events and festivals are examples of uses of this revenue. The towns' use of this revenue is limited to the same activities.

The City distributes revenues semi-annually. Twenty-five percent of the town's Prepared Foods & Beverage tax receipts are distributed to the Lake Norman Convention and Visitor's Bureau.

Occupancy taxes are collected by Mecklenburg County and are shared between the County and the municipalities on a very complicated formula. Stays in local hotels are taxed at 6%, comprised of two 3% authorizations. The town receives 120% of the second 3% authorization that is locally collected by Davidson hotels, inns, and bed and breakfasts. Therefore this revenue, like Prepared Foods & Beverage Tax is a barometer of the local economy. These revenue estimates are based on historical trend analysis.

The County distributes revenues monthly. Twenty-eight percent of the town's Occupancy tax receipts are distributed to the Lake Norman Convention and Visitor's Bureau.

***Charges for Services***  
***\$ 534,900 or 4.8% of total general fund revenue***

Revenue in this category relates to a variety of town activities, such as rental income from town-owned property, recreation programs, parking violations, and permit fees.

***Intergovernmental funding sources***

***\$ 468,960 or 4.2% of total general fund revenue***

The state of North Carolina, Mecklenburg and Iredell counties, and other quasi-governmental agencies share with the town a portion of revenues collected. This funding category includes various grants and contributions for local arts and public safety, payments in lieu of property taxes, transit planning funds, and taxes on the sale of alcoholic beverages.

***Fund Balance Appropriated***

***\$ 25,000 or 0.2% of total general fund revenue***

Fund balance is essentially the town's savings account balance. There are several reasons for maintaining a healthy fund balance, which is expressed as a percent of annual expenditures. Even though the law does not prohibit what fund balance is used for, appropriation of fund balance is a one-time revenue source and should not be used to balance reoccurring expenditures. At the beginning of FY 2017 the town's unassigned fund balance – at \$6.6 million – equaled 63% of FY 2017 budgeted expenditures. The Town's Finance Policy, approved in FY 2016, recommends at least a 35% stabilization threshold to ensure adequate funds to meet cash flow needs and emergencies.

The bulk of a municipality's annual revenue is derived from ad valorem property taxes. Because property taxes are not assessed a late penalty until early January most taxpayers do not pay until near this deadline. Therefore the town may operate with less cash in the beginning of a fiscal year and recover mid-year. Fund balance provides working capital during the first half of the fiscal year.

Fund balance is often referred to as a "rainy day" fund. In this context fund balance may be seen as a hedge against unexpected changes in financial circumstances. Threats to a community's financial health may stem from adverse weather conditions requiring expensive responses or withholding of revenue at the county or state level. The town is heavily reliant on these other government units for funding disbursements, and budget uncertainties at those levels of government have led to reduced funding in prior years. A local government may be unable to manage such situations without an adequate fund balance.

Another reason to maintain a healthy fund balance is to fund the early stages of major projects until permanent financing is secured. Fund balance provides flexibility regarding timing of the financing. Additionally, fund balance can be used as match funds which are required to qualify for many grant opportunities.

One last advantage to maintaining a strong fund balance position is that lenders view this savings account as a measure of good fiscal management.

***Other miscellaneous sources of revenue and Interest Revenue***

***\$ 35,200 or .3% of general fund revenue***

A handful of nominal revenue sources fund town activities, as well as, bank interest earnings.

### **Powell Bill**

**\$ 325,000**

The State of North Carolina no longer distributes Powell Bill funds based on motor fuel sales. The Powell Bill is now a direct appropriation of state dollars which is to be used by municipalities for the upkeep of municipal streets and sidewalks. These funds are distributed each October and January to municipalities based on population and miles of street. Population counts for 75% of the funds received and miles of streets accounts for the remaining 25% of the allocation.

Based on NC League of Municipalities estimates, Davidson should receive approximately \$ 325,000 in Powell Bill funding during FY 2018. This estimate is based on a formula of \$20.15 per capita plus \$1,624.41 per street mile.

### **Storm Water Fund Revenue**

**\$ 218,000**

US Congress established in 1972 the Clean Water Act to preserve and improve water quality. Portions of this legislation were delegated to states for implementation and enforcement. In response to the National Pollutant Discharge Elimination System (NPDES) storm water permitting program, the NC General Assembly established in 2005 certain regulations of municipal storm sewer systems that directly impact Davidson. Phase II of NPDES requires that Davidson and other NC municipalities provide services to mitigate damage from storm runoff. Davidson first adopted a storm water fee in FY 2005 to offset the costs of storm water repairs and maintenance of its storm drainage system. Generally speaking revenues have covered these expenses. However, in order to better associate costs with funding for this service a separate enterprise fund was established in FY 2011.

The town has adopted a tiered fee structure for storm water. Impervious surfaces, such as rooftops or paved areas, shed rain water and increase the amount of runoff into streams, storm water drains and onto adjacent properties. The tiered billing system recognizes varying amounts of impervious area and assigns higher costs for higher square footage of impervious area.

Charlotte-Mecklenburg Utilities (CMUD) bills storm water fees for the town on semi-annual water/sewer bills. Revenues in FY 2013, FY 2014, and FY 2015 did not meet projected budget, so revenues continue to be evaluated for adequacy. In any given year, revenues may exceed expenditures for that period and will be available for subsequent years to fund repair/maintenance projects or to stabilize rates. In FY 2013 the fund balance in Storm water Fund was used to fund projects. FY 2014 was budgeted lower as a review of rates was completed during the year. An increase to all rates in the tiered fee structure was implemented in FY 2015 to fund needed storm water repair and maintenance costs and replenish reserve that has been depleted in recent years.

### **Solid Waste Fund Revenue**

**\$ 749,000**

The town provides for collection of several waste streams – residential household trash, yard waste, and recyclable materials. These services are provided exclusively to residential property owners; waste collection at commercial sites is the responsibility of those owners.

Prior to FY 2011 funding for solid waste collection was supplied through the general property tax revenue. In order to assign the costs of solid waste collection to recipients of those services, the town established a solid waste fee schedule that equals 100% of the costs associated with these services. A solid waste enterprise fund was created to account for these activities.

Fees are billed and collected by Mecklenburg and Iredell counties on property tax bills, and the fees are remitted to the town along with property taxes collected by the two counties.

The current rates of \$201 per single family household and \$60 for multifamily dwellings are remaining the same in FY 2018. Both single-family and multi-family collection contracts will be competitively bid again in FY 2018.

### **Affordable Housing Fund**

**\$ 50,105**

The town's affordable housing program assists homebuyers in purchasing homes that might not otherwise be affordable in Davidson. The town accomplishes this mission, in part, through the staff efforts of an affordable housing coordinator. The Affordable Housing Ordinance requires that developers who plan more than eight homes in a development also provide one affordable unit for every eight home sites. In some cases, if developers choose to not include affordable housing units within their developments they have an option to provide payments-in-lieu of supplying those housing units. The activities of the affordable housing program are paid from these payments-in-lieu. In the absence of adequate payment-in-lieu reserves, funding is provided through the town's General Fund.

Annual funding received as part of the Mecklenburg County HOME consortium will be accounted for in the Affordable Housing Fund in FY 2018. No budget is recommended until application for funding is approved.

## EXPENDITURE SUMMARY FISCAL YEAR 2017-2018

This section of the budget document provides the reader an explanation of how the town intends to use General Fund resources during the coming fiscal year.

EXPENDITURES					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Governing Body	\$ 87,945	96,073	110,377	128,898	117,365
Administration	1,009,629	984,451	940,035	973,254	996,769
Legal	120,966	149,614	124,810	136,079	152,286
Buildings and Grounds	167,500	199,437	190,100	208,700	241,000
Police Department	1,697,120	1,707,935	1,681,741	1,938,641	2,215,182
Fire Department	733,367	867,272	1,101,840	1,198,235	1,453,906
Public Works	1,320,324	1,431,839	1,571,470	1,754,508	1,642,729
Planning	258,545	335,264	359,784	516,597	573,635
Economic Development	343,871	373,852	378,593	446,469	263,654
Travel and Tourism	326,449	322,422	372,360	358,751	415,212
Recreation	505,333	466,159	466,888	398,280	407,857
Parks	691,167	772,369	1,010,696	836,713	943,882
Non Dept & Service Agencies	464,886	270,765	453,443	426,032	369,850
Non Dept - Contribution to Capital Projects	1,390,000	1,385,000	1,136,700	1,200,057	1,300,000
<b>Total Expenditures</b>	<b>\$ 9,117,102</b>	<b>\$ 9,362,452</b>	<b>\$ 9,898,837</b>	<b>\$ 10,521,214</b>	<b>11,093,327</b>

### *Expenditures by category*

#### *Analysis of trends and changes from prior years*

For the purposes of this discussion expenditures have been grouped into five categories:

- Personnel
- Operating
- Capital
- Debt Service
- Non-departmental

The composition of town expenditures varies by year according to available revenue, board priorities, needs, and/or opportunities.

The FY 2018 budget maintains funding for routine maintenance and equipment replacement. In addition, the budget officer crafted the FY 2018 budget to focus on the Board of Commissioners' goals and initiatives as well as implementation of recommendations from the Davidson Game Plan, Comprehensive Plan, Economic Development Plan, Active Transportation Plan, and traffic and marketing studies.

***Personnel expenditures***

***\$ 5,362,624 or 48.4% of total general fund expenditures***

Personnel expenditures include more than salaries paid to town staff. The cost of benefits paid to town employees or to third parties on behalf of town employees is also captured in this category. Benefit costs are FICA taxes, workers compensation premiums, group health insurance premiums, local government employee retirement funding, and unemployment claims.

The budget officer recommended to the board additional funding for salary adjustments. The recommendation includes 3% merit pool average for implementation later in the fiscal year (included in the contingency budget).

This budget includes the addition of a police officer, a full time fire fighter, and the restoration of the Town receptionist to full-time.

***Operating expenditures***

***\$ 3,108,313 or 28.0% of total general fund expenditures***

In addition to the ongoing operational necessities, the Town is still able to accomplish funding for the following:

- \$ 100,000 –Funding for Parks Repairs and Maintenance
- \$ 150,000 – Funding for sidewalk construction, to address priorities in Active Transportation Plan
- \$ 125,000 – Creation of the Davidson Mobility Plan
- \$ 58,200 – Arts funding
- \$ 107,500 – Funding for Town Special Events
- \$ 15,000 – Funding for Safe Alliance
- \$ 3,000 – Funding for the National Night Out Program
- \$ 4,000 - Contribution to cost of therapeutic recreation position with the county

***Capital expenditures***

***\$ 420,000 or 3.8% of total general fund expenditures***

Planned capital expenditures for FY 2018 include:

- \$ 300,000 – street resurfacing (plus an additional \$325,000 in paving expenditures using Powell Bill revenue)
- \$ 110,000 – Two police patrol cars using pay-go financing

***Debt service expenditures***

***\$ 532,540 or 4.8% of general fund expenditures***

As a percentage of overall general fund expenditures, the level of debt service is decreasing with the retirement of existing debt.

***Non-departmental expenditures***

***Nondepartmental Operating***

***\$ 268,000 or 2.4% of general fund expenditures***

Nondepartmental operating includes information technology support and contract services, technology equipment, tuition reimbursement and facilitative leadership training for new employees – expenditures that benefit all town departments as a whole. It also includes funding for our non-profit agency donations.

***Contingency***

***\$ 101,850 or 0.9% of general fund expenditures***

Contingency funding is budgeted for FY 2018 for salary merit increases and potential other Town needs. As exact amounts are known, funds will be transferred to the appropriate line items.

***Contribution to MI-Connection/Capital projects***

***\$ 1,300,000 or 11.7% of general fund expenditures***

Under our interlocal agreement, the Town's annual contribution to MI Connection is capped at \$1,000,000. The financial interest of the Town has been modified to 30% of the financial risks and rewards of the system, formerly represented by the pro rata share of subscribers within each town. This budget also commits \$300,000 to fund future capital projects.







---

**Agenda Title:** Closed Session - G.S. 143-318.11 (3) consult with attorney to preserve attorney client privilege

**Summary:**

---

**ATTACHMENTS:**

Description	Upload Date	Type
No Attachments Available		



---

**Agenda Title:** Sustain Charlotte Award - Executive Director Shannon Binns

**Summary:**

---

**ATTACHMENTS:**

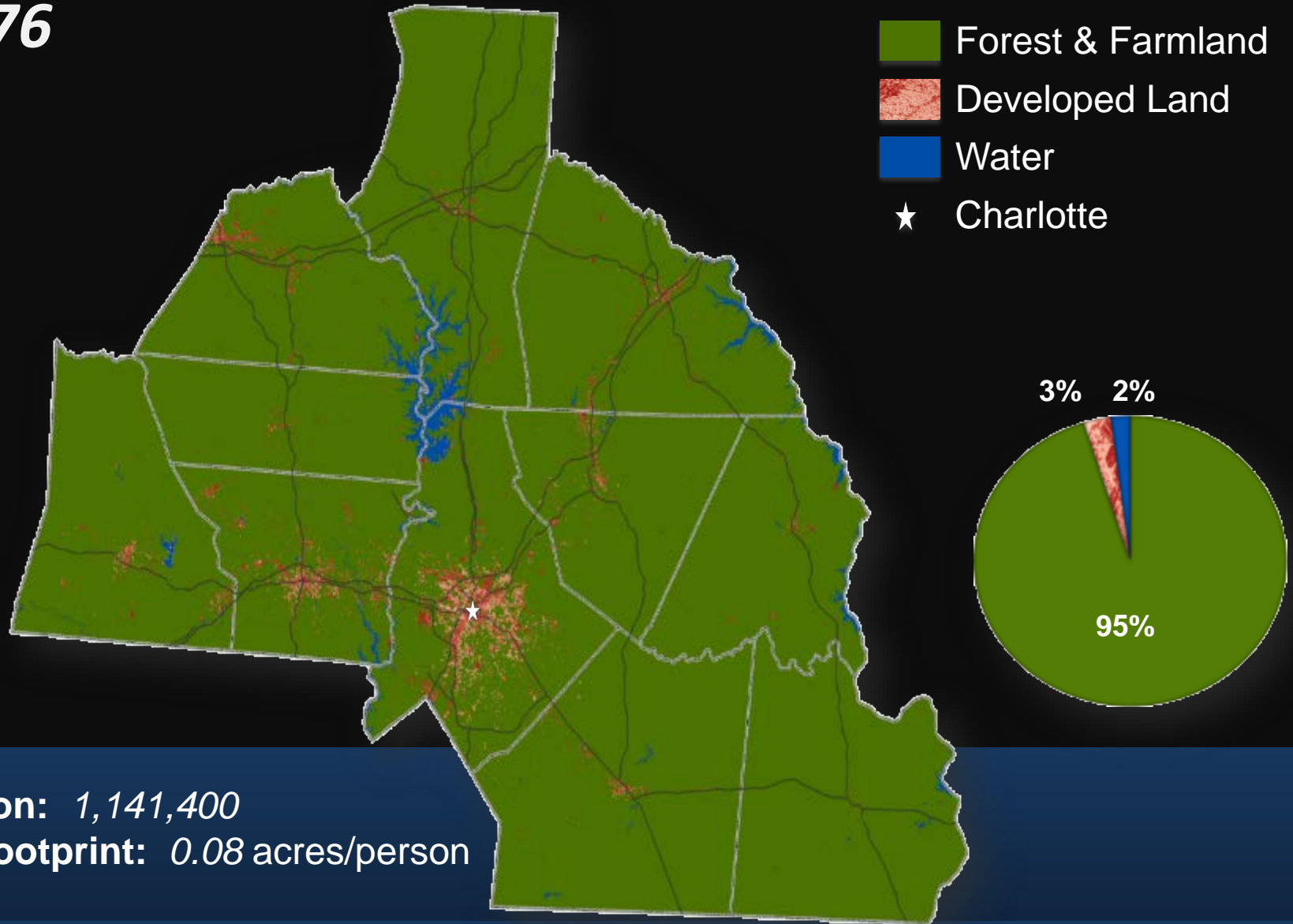
Description	Upload Date	Type
▢ Sustain Charlotte Slides for Davidson Town Council May 9 2017	5/9/2017	Cover Memo



*Inspiring choices today for a healthy,  
equitable and vibrant tomorrow.*

# Our Region's Challenge

**1976**

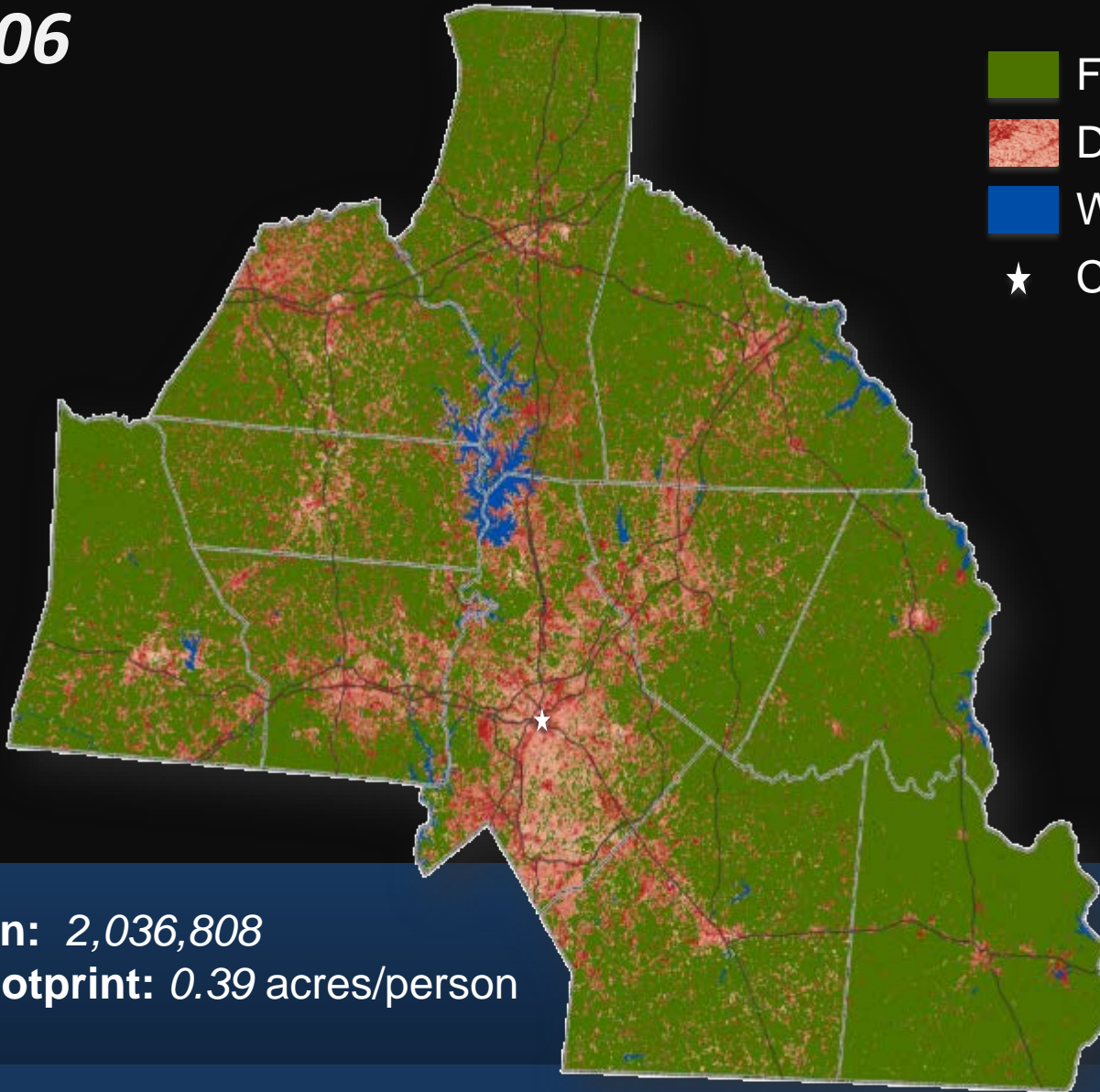


**Population:** 1,141,400

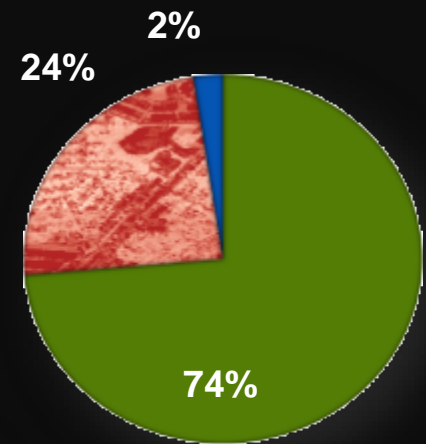
**Human footprint:** 0.08 acres/person

**Source:** *UNC Charlotte Urban Institute*

**2006**



- Forest & Farmland
- Developed Land
- Water
- ★ Charlotte



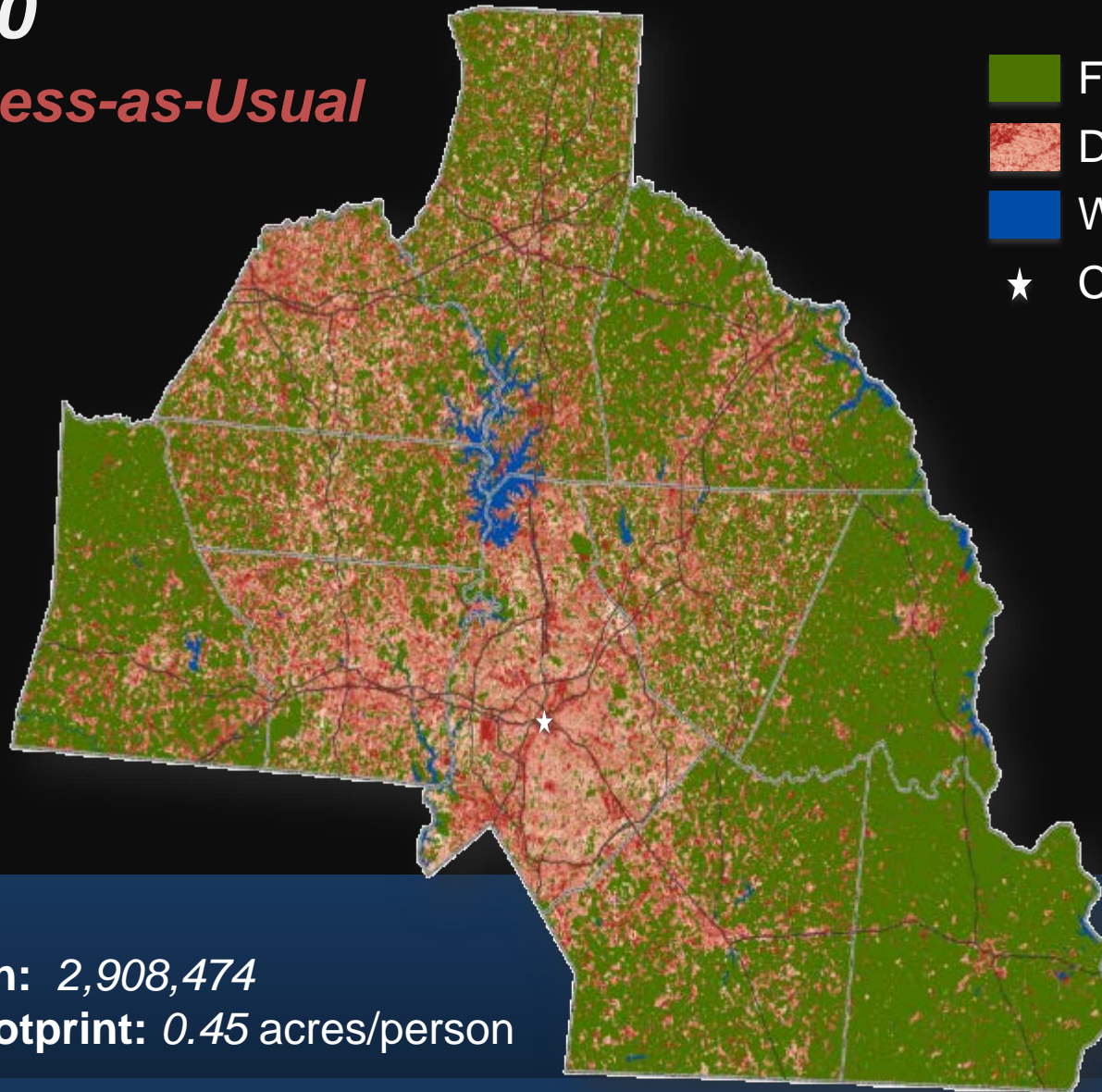
**Population:** 2,036,808  
**Human footprint:** 0.39 acres/person

**Source:** *UNC Charlotte Urban Institute*

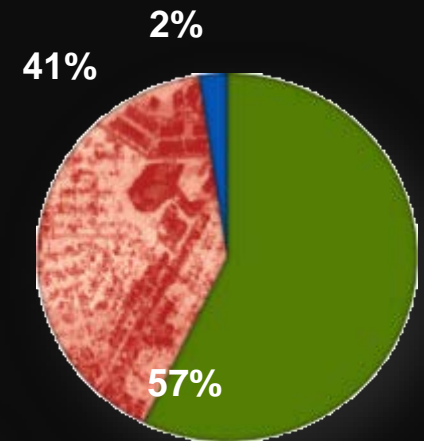


2030

*Business-as-Usual*



- Forest & Farmland
- Developed Land
- Water
- ★ Charlotte



Population: 2,908,474  
Human footprint: 0.45 acres/person

Source: UNC Charlotte Urban Institute





Sprawl





Loss of Trees and Farmland





# Polluted Creeks





# Traffic Congestion



Air Pollution



Dangerous Streets for Walking  
and Biking

# CHARLOTTE 2030: A SUSTAINABLE VISION FOR OUR REGION







# Award Categories

Energy

Food

Land Use

Social Equity

Transportation

Sustainable Economy

Waste Reduction

Water

Outstanding Leader



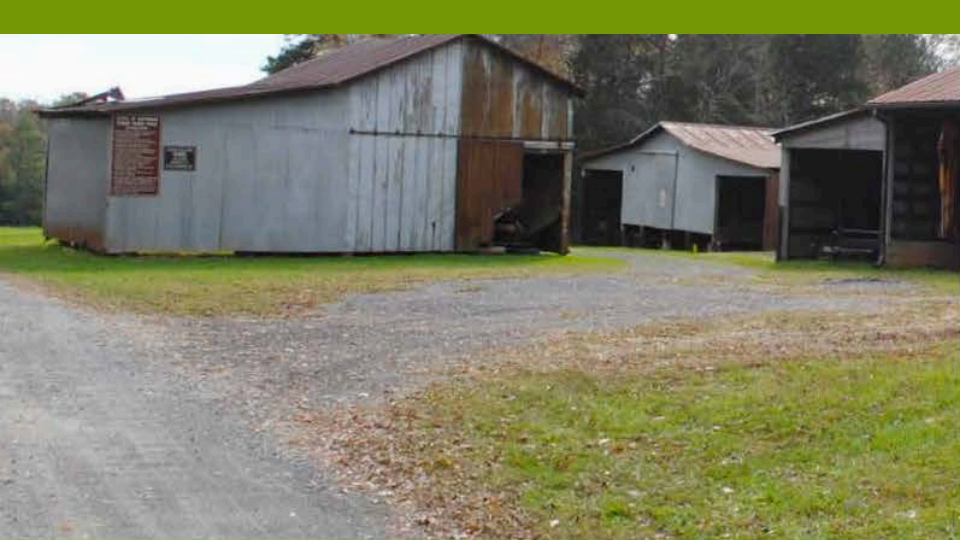


# Land Use Winner

Town of Davidson



Why Davidson?



**SEPTEMBER 2016**



**CULTIVATING  
CONSERVATION &  
QUALITY GROWTH**

In the face of rampant growth throughout the Charlotte region, Davidson has chosen to set the tone and pace for our future, and to implement it in a sustainable manner that respects conservation and quality of life.

Congratulations, and thank you for  
your leadership!



---

**Agenda Title:** National Police Week Proclamation - Police Chief Jeanne Miller

**Summary:**

---

**ATTACHMENTS:**

Description	Upload Date	Type
No Attachments Available		



---

**Agenda Title:** Davidson Village Network Update

**Summary:**

---

**ATTACHMENTS:**

Description	Upload Date	Type
No Attachments Available		



---

**Agenda Title:** Proposed Helmandollar Map Amendment - Planning Director Jason Burdette

**Summary:** Parcel ID: 003271178. Proposed map amendment to remove the Special Use Permit designation associated with a recently subdivided parcel adjacent to Lakeside Apartments. The owners intend to construct a single-family home.

---

**ATTACHMENTS:**

	<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
□	Helmandollar Map Amendment - Staff Analysis	5/4/2017	Cover Memo
□	Helmandollar Map Amendment - Sketch Map	5/4/2017	Exhibit
□	Helmandollar Map amendment - Presentation	5/4/2017	Presentation





## MEMO

Date: May 9, 2017  
To: Board of Commissioners  
From: Jason Burdette, Planning Director  
Re: Davidson Planning Ordinance Proposed Map Amendment, Staff Analysis

---

### 1. MAP AMENDMENTS

#### MAP CHANGES – PLANNING AREAS

The following table describes the proposed change to the Town of Davidson Planning Areas map, located on the Davidson Planning Ordinance's second page (before the Table of Contents). The reason for the listed change is to re-designate a newly subdivided parcel on Armour Street from Special Use to Village Infill Planning Area.

- 1. Armour Street (Parcel ID 00327178), west of the Lakeside Apartments complex and south of the intersection of Amalfi Drive and Armour Street:** Helmandollar Property

Parcel ID	Exhibit Number	Current Planning Area	New Planning Area
00327178	N/A	Special Use Permit/VIP	Village Infill
<i>Reason: This request is to amend the zoning map to change a 0.553 acre section of the Lakeside Apartments Complex parcel from Special Use to Village Infill. This section was purchased by Lawrence T and Toni Patricia Helmandollar on January 31, 2017 with the intention of building a one-story, detached house on the newly subdivided parcel. This area had been part of the commons area for the apartment complex and fronts the western part of Armour Street for 180.45 feet. Currently, both parcels are associated with a Special Use Permit. The Helmandollar parcel must go through the map amendment process to remove its Special Use designation. The Village Infill Planning Area allows for residential use. The land surrounding the property is all within the Village Infill Planning Area.</i>			

### 2. PUBLIC PLANS AND POLICIES

The proposed map change is consistent with the existing policy and ordinance frameworks adopted by the town. All proposed changes meet the requirements set forth in Davidson Planning Ordinance 1.5.1 Implementation of Adopted Plans & Policies: "Any amendments to, or actions pursuant to, this ordinance should be consistent with these adopted plans and policies, as amended."

### 3. STAFF RECOMMENDATION

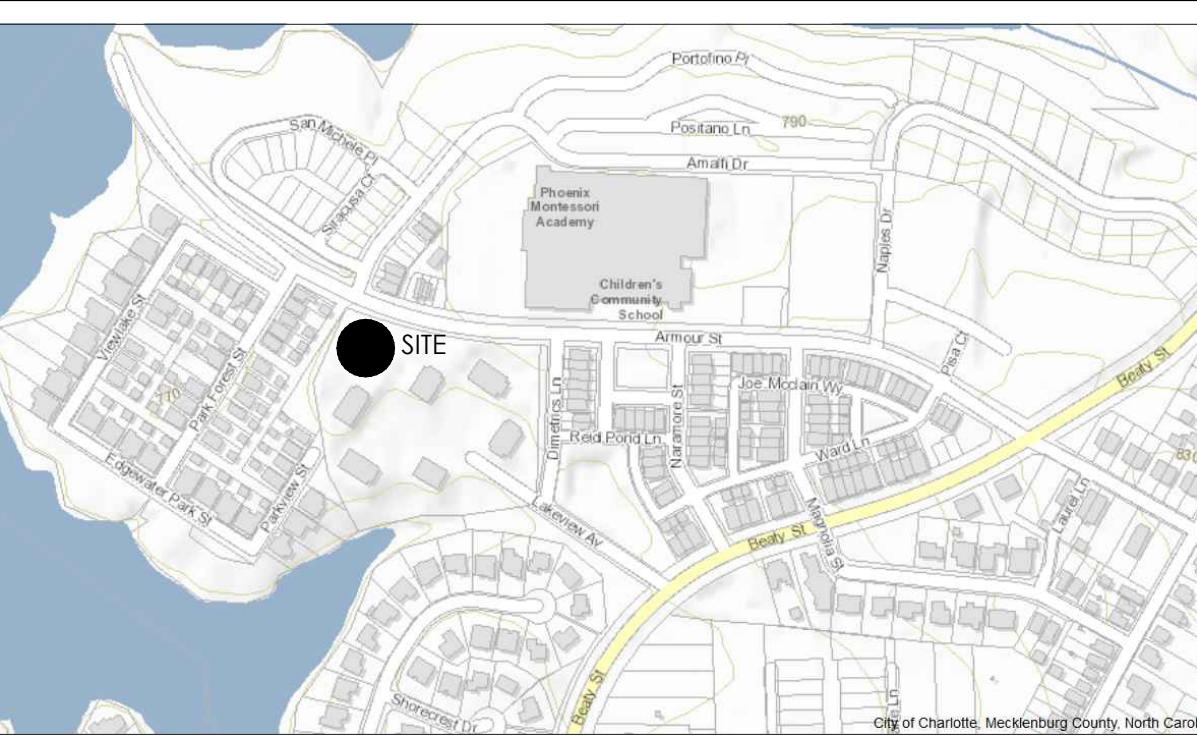
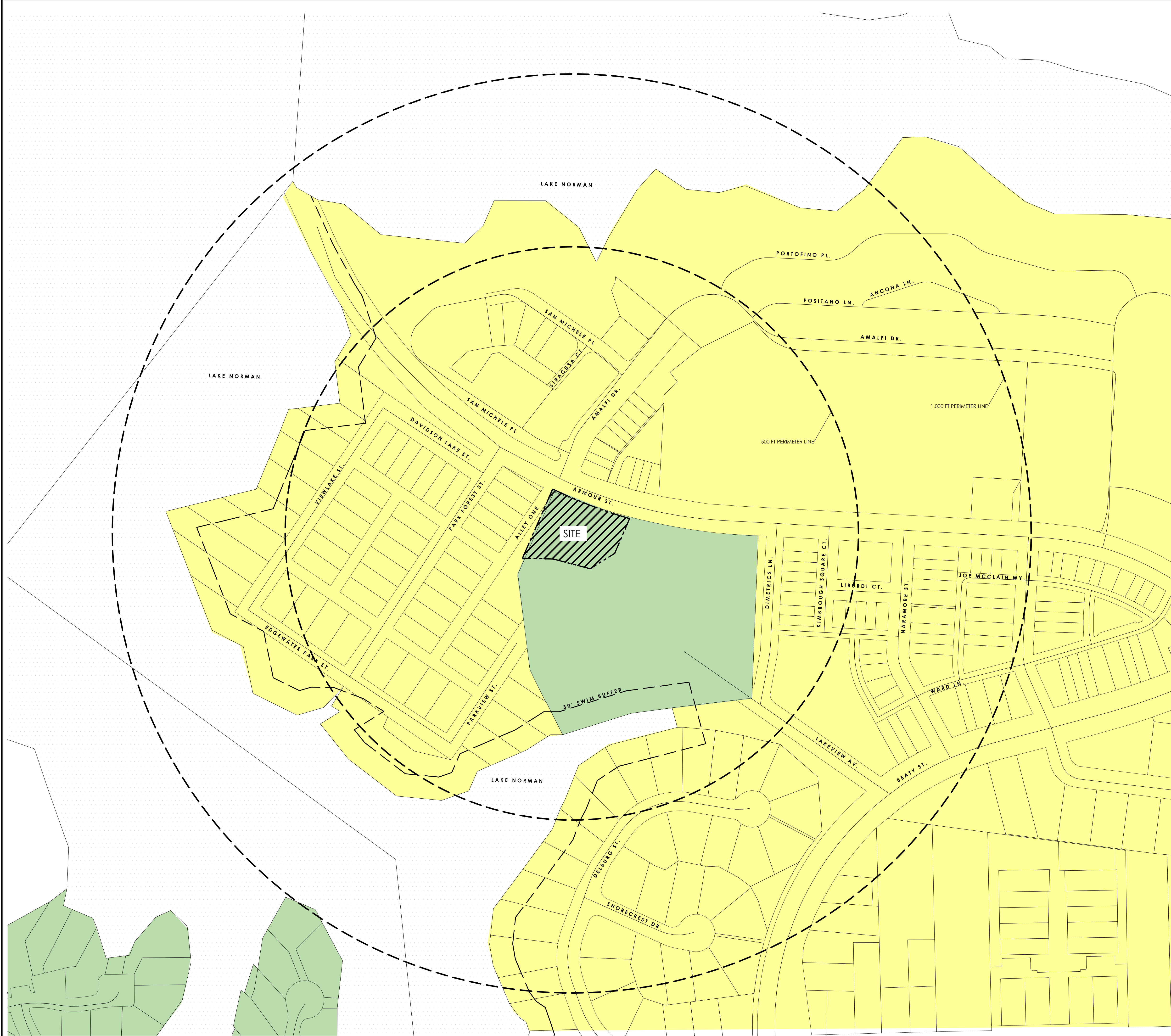
#### MAP CHANGES – PLANNING AREAS

As noted above, the proposed change is to re-designate a newly subdivided parcel on Armour Street from Special Use to Village Infill Planning Area. The reason for the change is listed in the table above. This change is recommended for approval as a means to the Special Use Permit designation from this parcel.

### 4. EXHIBITS & RESOURCES

- Map: “Helmandollar Rezoning-Sketch Map”
- Resources: Davidson Planning Ordinance, <http://www.townofdavidson.org/1006/Planning-Ordinance>.





VICINITY MAP

**SITE DATA**

PARCEL #	0327178
SITE AREA	.553 ACRES
EXISTING ZONING	SPECIAL USE
PROPOSED MAP AMENDMENT	VILLAGE INFILL
PROPOSED USE	DETACHED SINGLE FAMILY RESIDENCE
HOME SIZE	+/- 2500 SF

**IMPERVIOUS/WATERSHED**

WATERSHED	LAKE NORMAN CA
MAX. ALLOWABLE BUA	24%
TOTAL IMPERVIOUS REMOVED	0.169 AC
TOTAL IMPERVIOUS PROPOSED	0.115 AC (5009 SF)
PERCENT OF TOTAL SITE	21%
MAX. ALLOWABLE IMPERVIOUS	0.132 ACRES OR 5750 SF

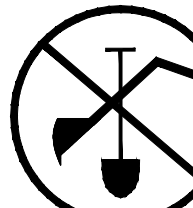
**PLANNING AREA**

VILLAGE INFILL

**LEGEND**

	SPECIAL USE
	VILLAGE INFILL

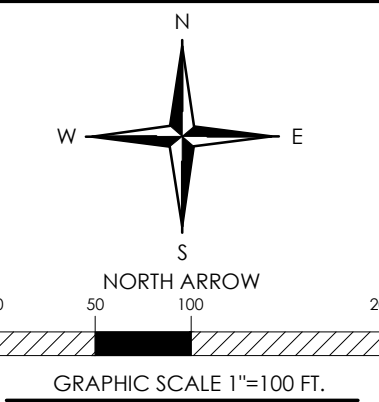
CALL ULOCO  
BEFORE YOU DIG



1-800-432-4949  
AVOID UTILITY DAMAGE

1. CONTRACTOR IS FULLY RESPONSIBLE FOR CONTACTING APPROPRIATE PARTIES AND ASSURING THAT EXISTING UTILITIES ARE LOCATED PRIOR TO BEGINNING CONSTRUCTION.
2. CONTRACTOR IS RESPONSIBLE FOR PLACING BARRICADES USING FLAGMEN, ETC., AS NECESSARY TO INSURE SAFETY TO THE PUBLIC.
3. ALL PAVEMENT CUTS, CONCRETE OR ASPHALT, ARE TO BE REPLACED ACCORDING TO STANDARDS OF THE NORTH CAROLINA DEPARTMENT OF TRANSPORTATION.
4. SHORING WILL BE ACCORDING TO OSHA TRENCHING STANDARDS PART 1926 SUBPART P, OR AS AMENDED.

**HensonFoley**  
Landscape Architecture | Civil Engineering | Surveying  
8712 Lindholm Dr Suite 202A, Huntersville, NC 28078  
p: 704.875.1615 | f: 704.875.0959 | www.hensonfoley.com  
NC ENGINEERING BOARD LICENSE # C-3781  
NC SURVEYING BOARD LICENSE # S-399  
NC LAND SURVEYING BOARD LICENSE # L-180



HELMANDOLLAR RESIDENCE

PIN # 00327178  
DAVIDSON, NC

SKETCH MAP

**REVISIONS:**


SKETCH MAP.DWG	
PROJECT NUMBER:	216085
DATE: 02/14/2017	DRAWN BY: JAH
SHEET	C 01 OF 1

# HELMANDOLLAR – OVERVIEW

## Topics Covered

---

1. Process Overview
2. Vicinity & Planning Areas Map
3. Analysis



College Town. Lake Town. *Your Town.*

Helmandollar Property – Map Amendment  
Board of Commissioners Public Hearing  
Jason Burdette, Planning Director  
May 9, 2017



# HELMANDOLLAR – PROCESS OVERVIEW

## Map Amendment Process (DPO 14.21)

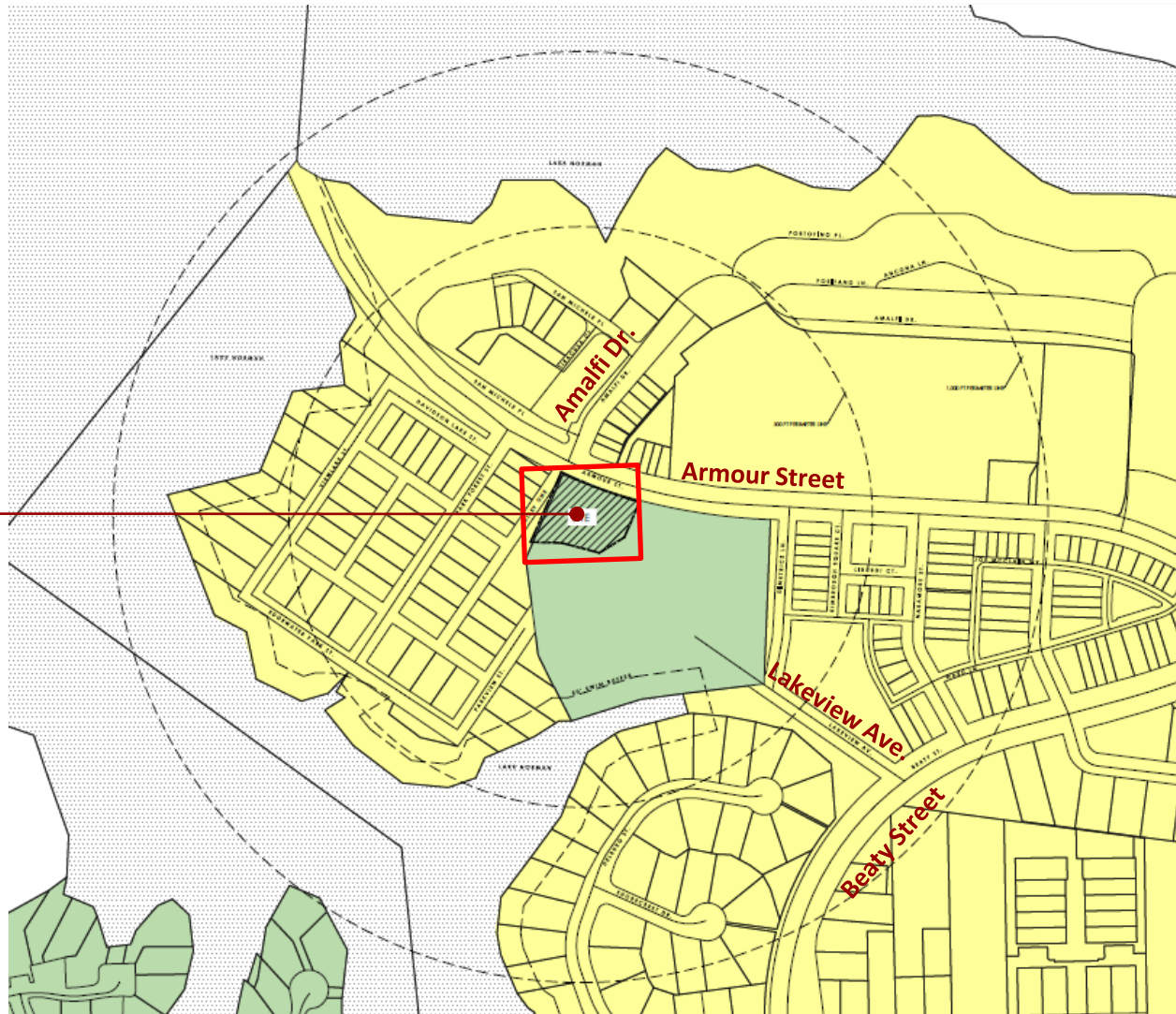
---

1. Application/Components
  - Proposal Description
  - Planning Areas Map
  - Contact List
2. Application Deemed Complete, March 7
3. Staff Analysis
4. Public Notice - Board of Commissioners Public Hearing (sign/mail)
5. Board of Commissioners Public Hearing, May 9 (30 Days PB Decision)
6. Planning Board Recommendation, May 22
7. Board of Commissioners Decision, June 13



# HELMANDOLLAR – PLANNING AREAS MAP

Helmandollar  
Property



College Town. Lake Town. *Your Town.*

Helmandollar Property – Map Amendment  
Board of Commissioners Public Hearing  
Jason Burdette, Planning Director  
May 9, 2017

# HELMANDOLLAR – ANALYSIS

## Staff Analysis Summary

---

1. **Amendment:** The parcel currently has a Special Use Permit associated with it. The parcel must go through the map amendment process to bring it out of its Special Use designation.
2. **Changed Conditions:** With the 2015 Davidson Planning Ordinance rewrite, the adjacent properties were redesignated as Village Infill. This site is now entirely surrounded by Village Infill Planning Area on its North, South, East and West sides. The Helmandollar parcel was subdivided from the larger Lakeside Apartments parcel in September 2016. This map amendment would make the property consistent with others in the area by allowing it to change to Village Infill.



# QUESTIONS?



College Town. Lake Town. *Your Town.*

Helmandollar Property – Map Amendment  
Board of Commissioners Public Hearing  
Jason Burdette, Planning Director  
May 9, 2017





---

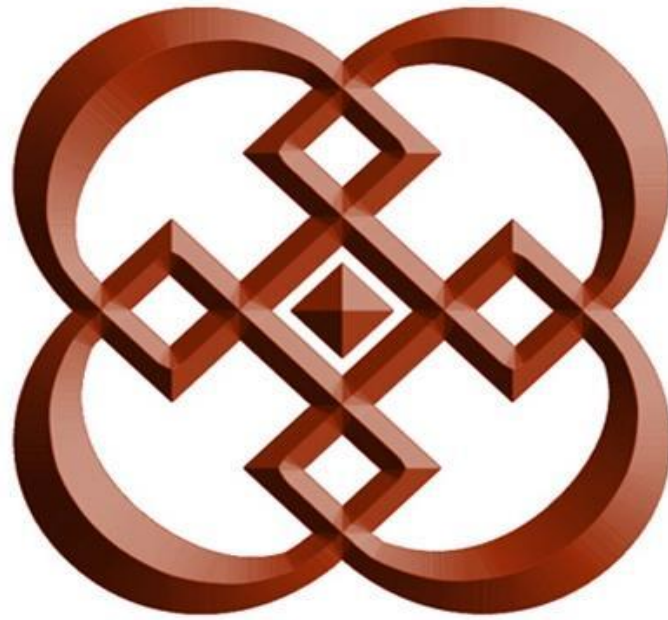
**Agenda Title:** Budget and Economic Development - Finance Director Piet Swart

**Summary:**

---

**ATTACHMENTS:**

	<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
▣	2018 Proposed Budget Hearing presented 5-8-17	5/9/2017	Cover Memo
▣	2018 Proposed budget Public Hearing	5/5/2017	Cover Memo



# *The* Town *of* Davidson

---

College Town. Lake Town. *Your Town.*

# Fiscal Year 2017-2018 Proposed Budget



College Town. Lake Town. *Your Town.*

FY 2017-18 Proposed Budget Public Hearing  
Jamie Justice, Town Manager & Piet Swart, Finance Director  
May 9, 2017

# Presentation Overview

- Budget Process
- Proposed budget highlights
- Revenues and expenditures
- Other Funds
- Economic Development Expenditures



# Budget Process

- January, 2017 – Board Retreat establishes priorities
- February through April Staff produces recommended revenue and expenditures budget
- April 25, 2017 Staff presents proposed Budget to Board
- **Budget and Economic Development Expenditures Public hearing at May 9, 2017 board meeting**
- Further budget/CIP discussion at May 9, 2017 board meeting
- Further budget discussion at May 23, 2017 board work session (if needed)
- Approve Budget Ordinance at June 13, 2017 board meeting



# FY 17-18 Budget Overview

- Resources are aligned with our Davidson Game Plan & anticipated revenues
- This budget invests in our people & the resources we need to maintain the services we provide our citizens
- Adds new positions in Police and Fire Departments
- 3% employee merit-based salary increase pool & salary scale adjustment



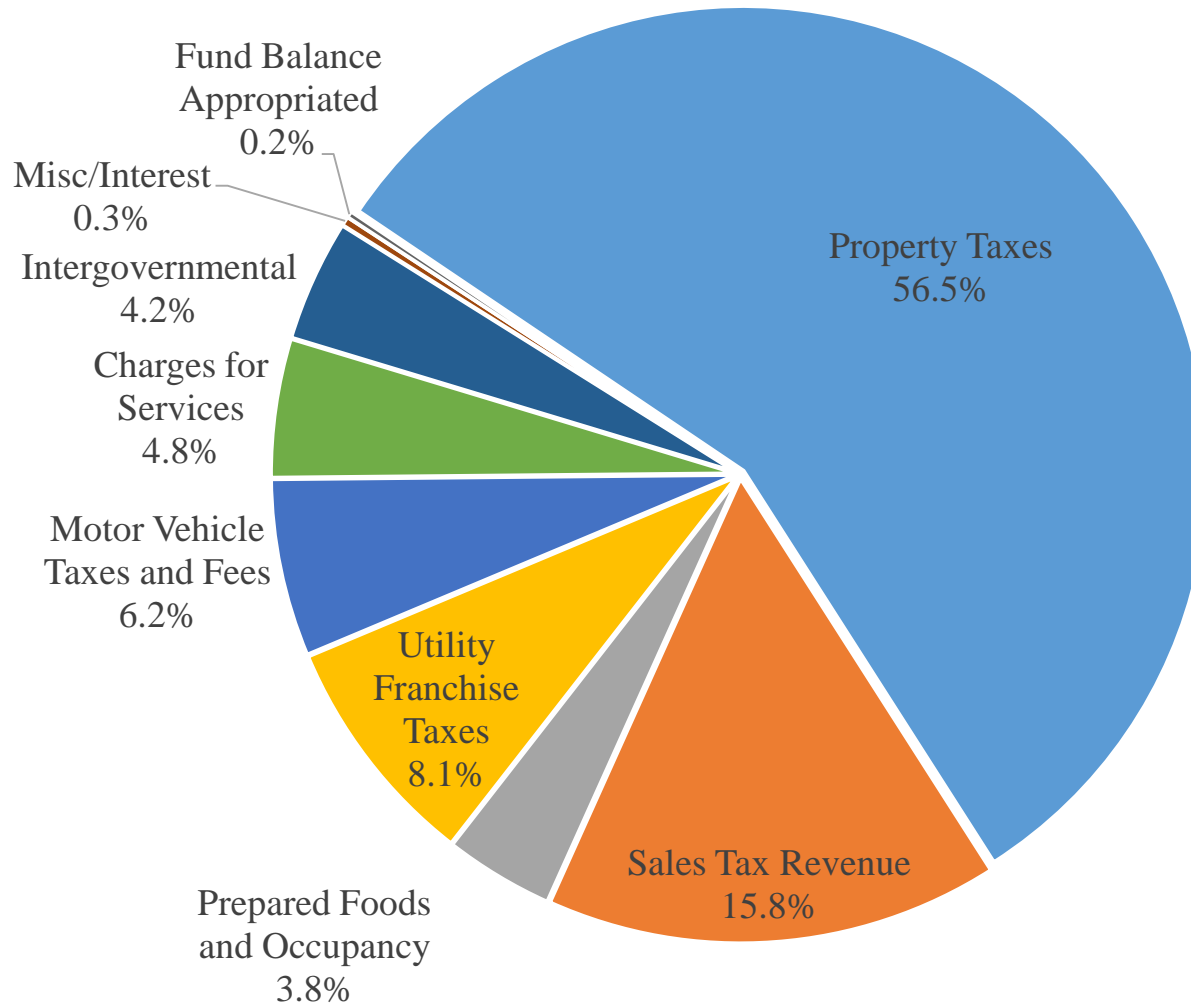
# FY 17-18 Budget Overview

- Expands Capital Projects Fund to \$300,000 for future debt service payments
- Property tax rate to remain \$.35 per \$100 of value
- Fund Balance Appropriated (FBA) for Mobility Plan Grant



# General Fund Projected Revenues –\$11,093,327

5.4% Increase over FY2017





# Revenue Sources & Assumptions

- Tax rate \$.35 per \$100 of assessed value
- Property tax – 3.1% anticipated increase over prior year's (PY) budget
- Sales tax – 5.4% anticipated increase over PY budget
- Utility sales taxes 3.3% increase over PY budget
- Motor vehicle taxes and fees – 4.1% increase
- Powell Bill distribution – no increase over PY
- Fund balance appropriation for mobility plan grant match

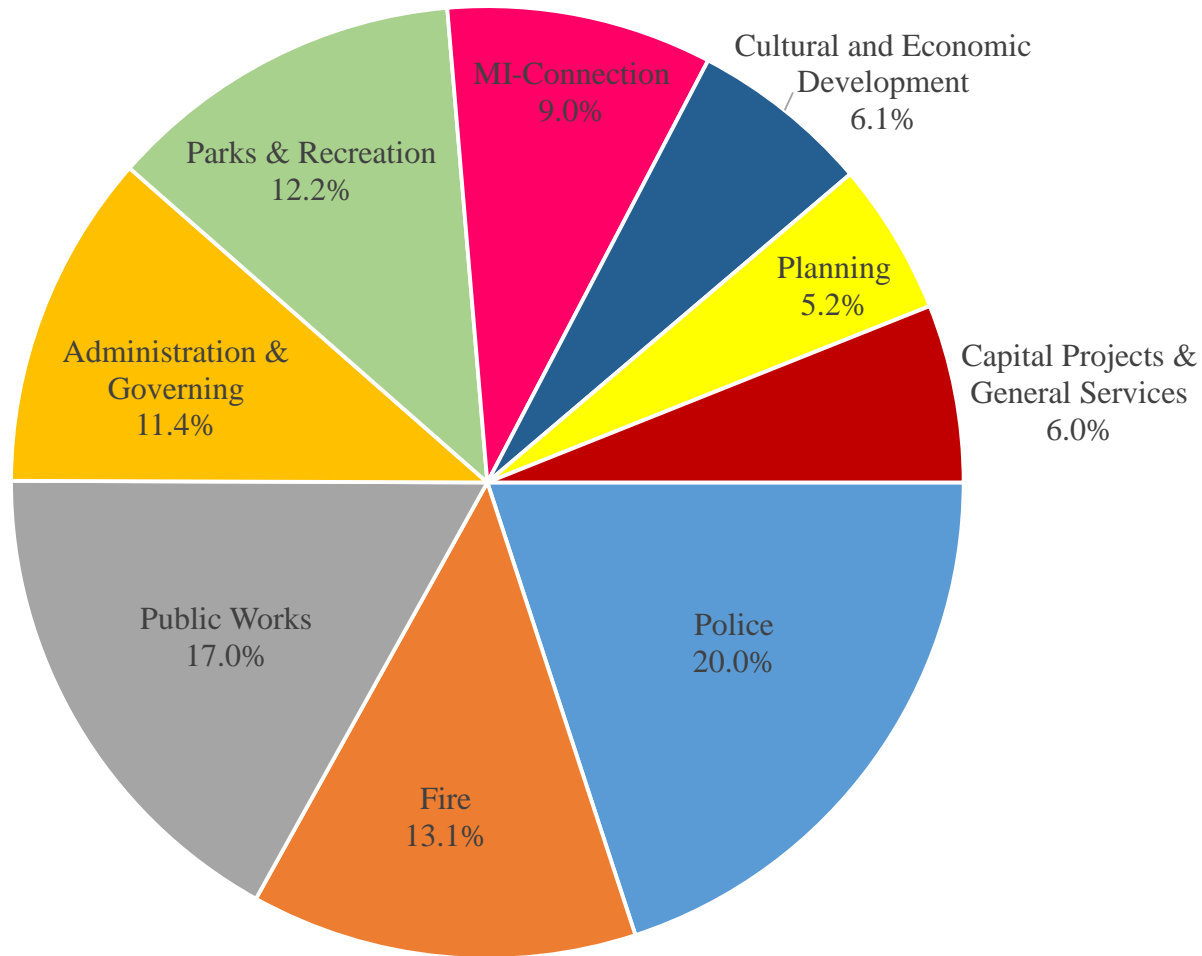


# What Is A Penny Worth?



= \$193K

# General Fund Recommended Expenditures –\$11,093,327



# General Fund Summary

Projected Revenue		\$ 11,093,327
General Fund Expenses		
Budget Estimate	\$ 10,545,941	
Add: Recommended CIP/Needs List	\$ 247,386	
Add: Capital Projects Reserve	<u>\$ 300,000</u>	
Net General Fund Expenditures		<u>\$ 11,093,327</u>
Unallocated Budget		\$ 0



# Fee Schedule Changes

- New payment in lieu for:
  - Open space requirements in rural area
  - Scenic Byway / Sidewalk
- Update of Town Event Vendor Fees
- Update Parking Ticket Fee



# MI-Connection

- Davidson's annual contribution \$1,000,000
- June 30, 2016 liability to Mooresville \$1,772,906
- \$1 million in capital reserve fund for future needs
- Game plan action item to determine future options



# Solid Waste Fund

- County garbage and yard waste tipping fees charged to town are being increased – approx. \$9,000 annual increase
- Can absorb increase this year; no fee increase recommended for FY 2018
- Budget includes a 5% increase in waste and recyclable fees in anticipation of the results of RFP for collection services



# Storm Water Fund

- Potential Primary Project for FY 2018 is stream repair project behind Davidson Elementary
- FY 2017 purchased new street sweeper with installment financing. Debt service through FY 2023
- No rate increase





# Affordable Housing Fund

- Expect new payment-in-lieu revenue
- Completed needs assessment and working on next steps and implementation plan
- Any HOME Consortium funds awarded will be budgeted later



# Economic Development Expenditures

- NCGS 158-7.1 requires that all municipalities hold a public hearing on all Economic Development Budgeted Expenditures.
- Total proposed Economic Development Budget for FY2018 is \$263,654



# Economic Development Expenditures

- Lake Norman Economic Development Corporation: Business Recruitment and Retention - \$38,100
- Commerce Station/Verhoeff Bridge: Joint industrial park project with Huntersville and Cornelius – \$49,800
- MSC/Sid Tool BIP Grant: FY 2018 is the fourth year of a five year business investment program grant. \$70,000
- PieS: Rent incentives for incubator businesses - \$5,000



# Economic Development Expenditures

- Davidson Main Street Grant: Reimbursable matching grant program for downtown businesses - \$10,000
- Merchant Ad Grant Program: Reimbursable matching grant program for Davidson business advertising - \$5,000
- Economic Development Strategic Plan Implementation: \$15,000
- Lake Norman Transportation Commission: \$9,750
- Remainder of proposed budget is spent on staff and general operating expenditures



# Public Hearing on FY 2018 Proposed Budget and Economic Development Expenditures



**Fiscal Year  
2017-2018**

**Proposed Budget**



*The* **Town** *of*  
**Davidson**





Page left intentionally blank

## Mayor and Board of Commissioners

John Woods  
Mayor

Beth Cashion  
Mayor Pro Tem

### Board of Commissioners

Stacey Anderson  
Jim Fuller  
Rodney Graham  
Brian Jenest

Jamie Justice  
Town Manager

Pieter Swart  
Finance Director

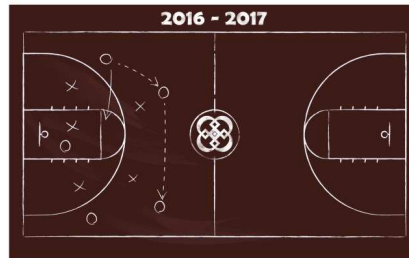
Town Hall is located at 216 S Main St in Davidson NC 28036



Table of Contents

Davidson Game Plan .....	5
Budget process and document organization .....	7
Fund overview .....	8
Revenue sources and assumptions.....	12
Expenditures overview .....	18

## DAVIDSON GAME PLAN



### **1. Financial**

**Topic:** Financial plan

**Outcome:** Develop a financial plan that provides guidance for revenue and expenditure decisions

**Topic:** Finance capital projects

**Outcome:** Consider projects that could be financed with general obligation bonds and other financing tools

**Topic:** MI-Connection

**Outcome:** Determine future options for MI-Connection

### **2. Mobility**

**Topic:** I-77 Managed Lanes Project

**Outcome:** Mitigate the impacts of the project during construction

**Topic:** Davidson Mobility Plan (Comprehensive Transportation Plan)

**Outcome:** Create a mobility plan for Davidson to improve circulation around town for citizens.

**Topic:** Greenways

**Outcome:** Work with Mecklenburg County to evaluate the opportunities and accelerate the construction of our greenway system

### **3. Economic Development**

**Topic:** Catalyst Study

**Outcome:** Determine what best serves the needs of the town in the downtown area and create a development strategy to meet those needs

**Topic:** Economic Development Strategic Plan

**Outcome:** Update Economic Development Strategic Plan for next five years to maximize the commercial development potential that meets the needs of the community

#### **4. Growth/Planning**

**Topic: Comprehensive Plan**

**Outcome:** Update Comprehensive Plan to use as our guiding document

**Topic: Rural Area Plan**

**Outcome:** Develop implementation strategy for the Rural Area Plan

#### **5. Neighborhood level**

**Topic: Affordable housing**

**Outcome:** Develop an affordable housing strategy in support of Davidson's values

**Topic: Neighborhood needs**

**Outcome:** Service the needs of our neighborhoods; ensure that all feel supported by the town

#### **6. Resources**

**Topic: Staffing Plan**

**Outcome:** Create a staffing plan using data, staff recommendations, service levels, and metrics that provides a guide for staffing based on community growth and citizen needs (varies by department)

**Topic: Facilities Plan:** includes all departments, fire stations, public works, police department

**Outcome:** Prepare for town's future service needs as our population grows to ensure that facilities are planned to provide services to citizens

#### **7. Infrastructure**

**Topic: Maintenance**

**Outcome:** Identify current infrastructure maintenance needs and develop a plan to address

#### **8. Recreation/Quality of Life**

**Topic: Active space: athletic fields & courts**

**Outcome:** To increase the athletic field, court, and other active recreation space available for use by citizens

## BUDGET PROCESS AND ORGANIZATION

The budget process, by design, requires the involvement of many stakeholders.

FY 2018 budget deliberations began last fall as town staff developed the Capital Improvement Plan. The Board of Commissioners and town staff began discussions the town's delivery of services in January at our annual retreat, and continuation of the Davidson Game Plan, which is the Town's 2-year strategic plan. During February and March town staff debated merits of budget requests as revenue projections were calculated. Cost estimates were based on historical trends or actual quotes. The proposed budget emerged as expenses were prioritized by need, alignment with the Davidson Game Plan, and needs of the town, this budget was presented at the April 25, 2017 Board meeting. Although the budget was largely determined by the April work session, changes will be made after a May public hearing and additional input from the Board of Commissioners. Final approval of the Budget is planned for the June Board meeting.

### ***Document organization***

The document reports the manner by which the budget officer has balanced each fund in the **fund overview**. Funds are balanced when revenue sources equal expenditures. **Revenue sources** describe all of the town's major revenue sources and methods used to project revenue. An **expenditure summary** follows. This summary outlines the town's expenditures by major category and also explains major changes in the annual spending plan.

**Appendices** at the end of the document further examine matters relevant to the town budget.

## FUND OVERVIEW

This section of the budget document provides an explanation of fund accounting, and shows the manner in which all funds collectively and individually are balanced for the coming fiscal year.

Local governments use three broad categories of self-balancing funds to budget for, and subsequently to account for, various activities. Those three types of funds are: *governmental* funds, *proprietary* funds and *fiduciary* funds.

*Governmental funds* used by the Town of Davidson include:

- General Fund, used to account for general operations and activities of the town
  - Powell Bill Fund, which is a subset of the General Fund, used exclusively for many activities related to streets, sidewalks, and greenways construction and maintenance.
- Affordable Housing Fund, a *special revenue* fund, used for a particular purpose.

*Proprietary funds* are used for services provided to the public on a user charge basis, similar to the operation of a commercial enterprise. The town's proprietary, or enterprise funds, include:

- Storm Water Fund, used repairs or damage mitigation resulting from storm water runoff
- Solid Waste Fund, used to provide collection of household trash, yard waste, and recyclable materials.

The tables on the following three pages summarize revenues and expenditures for each of the five funds listed above.



	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>GENERAL FUND</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>REVENUE</b>					
Property taxes	5,562,485	5,768,102	5,844,258	6,077,275	6,267,777
Sales Tax Revenue	1,240,000	1,365,000	1,498,500	1,662,000	1,751,000
Prepared foods & occupancy taxes	344,000	321,000	355,000	422,000	422,000
Utility franchise taxes	672,800	670,400	766,250	875,000	903,615
Motor vehicle taxes & fees	567,817	488,000	592,000	658,035	684,875
Charges for services	349,000	356,050	534,800	507,304	534,900
Intergovernmental	373,200	385,190	272,600	295,600	468,960
Interest on investments	3,000	2,500	2,500	8,000	30,000
Miscellaneous	4,800	6,210	11,000	16,000	5,200
Fund balance appropriated	-	-	21,929	-	25,000
<b>Total Revenues and Funding Sources</b>	<b>9,117,102</b>	<b>9,362,452</b>	<b>9,898,837</b>	<b>10,521,214</b>	<b>11,093,327</b>

<b>EXPENDITURES</b>					
	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
Governing Body	\$ 87,945	96,073	110,377	128,898	117,365
Administration	1,009,629	984,451	940,035	973,254	996,769
Legal	120,966	149,614	124,810	136,079	152,286
Buildings and Grounds	167,500	199,437	190,100	208,700	241,000
Police Department	1,697,120	1,707,935	1,681,741	1,938,641	2,215,182
Fire Department	733,367	867,272	1,101,840	1,198,235	1,453,906
Public Works	1,320,324	1,431,839	1,571,470	1,754,508	1,642,729
Planning	258,545	335,264	359,784	516,597	573,635
Economic Development	343,871	373,852	378,593	446,469	263,654
Travel and Tourism	326,449	322,422	372,360	358,751	415,212
Recreation	505,333	466,159	466,888	398,280	407,857
Parks	691,167	772,369	1,010,696	836,713	943,882
Non Dept & Service Agencies	464,886	270,765	453,443	426,032	369,850
Non Dept - Contribution to Capital Projects	1,390,000	1,385,000	1,136,700	1,200,057	1,300,000
<b>Total Expenditures</b>	<b>\$ 9,117,102</b>	<b>\$ 9,362,452</b>	<b>\$ 9,898,837</b>	<b>\$ 10,521,214</b>	<b>11,093,327</b>

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
POWELL BILL FUND	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUE</b>					
Powell Bill Revenue	\$ 292,900	\$ 307,350	\$ 312,954	\$ 318,323	325,000
<b>Total revenues and funding sources</b>	<b>\$ 292,900</b>	<b>\$ 307,350</b>	<b>\$ 312,954</b>	<b>\$ 318,323</b>	<b>325,000</b>
<b>EXPENDITURES</b>					
Engineering	\$ 55,000	\$ 76,000	\$ 40,000	\$ -	
Supplies & Materials	5,000	-	-	-	
Street Repair/Resurfacing	126,835	138,320	272,954	318,323	325,000
Contracted Services	10,000	-	-	-	
Debt service	96,065	93,030	-	-	
<b>Total expenditures</b>	<b>\$ 292,900</b>	<b>\$ 307,350</b>	<b>\$ 312,954</b>	<b>\$ 318,323</b>	<b>325,000</b>

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
AFFORDABLE HOUSING	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUE</b>					
Fund Balance Appropriated/Transfer from GF	\$ 19,823	\$ 21,164	\$ 31,822	\$ 33,226	50,105
<b>Total revenues and funding sources</b>	<b>\$ 19,823</b>	<b>\$ 21,164</b>	<b>\$ 31,822</b>	<b>\$ 33,226</b>	<b>\$ 50,105</b>
<b>EXPENDITURES</b>					
Personnel	\$ 19,423	\$ 19,840	\$ 30,098	\$ 31,526	33,905
Operating	400	1,324	1,724	1,700	16,200
<b>Total expenditures</b>	<b>\$ 19,823</b>	<b>\$ 21,164</b>	<b>\$ 31,822</b>	<b>\$ 33,226</b>	<b>\$ 50,105</b>

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
STORM WATER FUND	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUE</b>					
Storm Water Fees	\$ 180,300	\$ 249,920	\$ 218,000	\$ 218,000	\$ 218,000
<b>Total revenues and funding sources</b>	<b>\$ 180,300</b>	<b>\$ 249,920</b>	<b>\$ 218,000</b>	<b>\$ 218,000</b>	<b>\$ 218,000</b>
<b>EXPENDITURES</b>					
Storm Water Contract	\$ 174,732	\$ 174,920	\$ 183,000	\$ 48,000	50,600
Contract Services				120,000	133,570
Contingency	-	75,000	35,000	50,000	-
Debt Service					33,830
Land Development Support	5,568	-	-	-	-
<b>Total expenditures</b>	<b>\$ 180,300</b>	<b>\$ 249,920</b>	<b>\$ 218,000</b>	<b>\$ 218,000</b>	<b>\$ 218,000</b>

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
SOLID WASTE FUND	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUE</b>					
Solid Waste Fees	\$ 705,000	\$ 682,300	\$ 701,785	\$ 746,520	749,000
<b>Total revenues and funding sources</b>	<b>\$ 705,000</b>	<b>\$ 682,300</b>	<b>\$ 701,785</b>	<b>\$ 746,520</b>	<b>\$ 749,000</b>
<b>EXPENDITURES</b>					
Contract - Solid waste collection	\$ 593,000	\$ 572,550	\$ 586,885	\$ 573,775	614,000
Contract - Recyclables	112,000	109,750	114,900	131,355	135,000
Contingency - Recycling Center	-	-	-	41,389	-
<b>Total expenditures</b>	<b>\$ 705,000</b>	<b>\$ 682,300</b>	<b>\$ 701,785</b>	<b>\$ 746,520</b>	<b>\$ 749,000</b>

## REVENUE SOURCES AND ASSUMPTIONS

### FISCAL YEAR 2017-2018

This section of the budget document provides an explanation of the major sources of revenue and means used to project anticipated income for the coming fiscal year.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
GENERAL FUND	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUE</b>					
Property taxes	5,562,485	5,768,102	5,844,258	6,077,275	6,267,777
Sales Tax Revenue	1,240,000	1,365,000	1,498,500	1,662,000	1,751,000
Prepared foods & occupancy taxes	344,000	321,000	355,000	422,000	422,000
Utility franchise taxes	672,800	670,400	766,250	875,000	903,615
Motor vehicle taxes & fees	567,817	488,000	592,000	658,035	684,875
Charges for services	349,000	356,050	534,800	507,304	534,900
Intergovernmental	373,200	385,190	272,600	295,600	468,960
Interest on investments	3,000	2,500	2,500	8,000	30,000
Miscellaneous	4,800	6,210	11,000	16,000	5,200
Fund balance appropriated	-	-	21,929	-	25,000
<b>Total Revenues and Funding Sources</b>	<b>9,117,102</b>	<b>9,362,452</b>	<b>9,898,837</b>	<b>10,521,214</b>	<b>11,093,327</b>

#### ***Ad Valorem Taxes***

***\$ 6,267,777 or 56.5% of total general fund revenue***

Ad Valorem tax, or property tax, income is based on the current tax rate applied to each \$100 in assessed real and personal property (excluding vehicle) value in the Town limits. Uses for general ad valorem tax revenue are unrestricted.

The proposed budget sets the effective tax rate at \$ .35 for FY 2018, the same rate as the FY 2017 tax rate. One cent increase on the tax rate increases ad valorem property and motor vehicle tax collected revenues by about \$193,000.

The Mecklenburg and Iredell County tax offices estimate Davidson's taxable property value (excluding vehicles) to be \$1,801,667,262. The gross general tax levy on the estimated tax value equals \$ 6,305,835. For budgeting purposes property tax revenue may not exceed the gross tax levy multiplied by the actual collection rate experienced during the preceding fiscal year. Therefore, based on a 99% collection rate, we anticipate \$6,242,777 in revenues from the 2018 levy. This line item also includes \$25,000 in projected penalties and interest.

Mecklenburg and Iredell Counties bill and collect property tax revenue for Davidson. The collection fee is \$2 per bill for Mecklenburg County and 1.5% of taxes collected from Iredell County property owners. Funds are wired from Mecklenburg County to the Town on a daily basis during the months of November, December, January, and February and on a monthly basis during the remaining months. Iredell remits monthly to Davidson all property taxes collected.

***Local Option Sales Tax Revenue***

***\$ 1,751,000 or 15.8% of total general fund revenue***

Sales taxes are authorized by the state and enacted by counties which opt to impose the taxes. All sales tax revenue is collected by the state, and distributed to counties and municipalities monthly.

The NC General Assembly has authorized several sales taxes in Chapter 105 of the General Statutes. Three of the authorizations result in revenue for the town. The first, defined in Article 39, is a one percent sales tax that was originally authorized in 1971. Distribution is based on point of delivery. There are two one-half percent sales taxes – one authorized in 1983 (Article 40) and one in 1986 (Article 42), distributed on per capita basis and point of delivery, respectively.

Each county chooses one of two formulae for distribution of these three authorizations of local option sales taxes. Sales taxes returned to Mecklenburg County and its municipalities are distributed proportionate to ad valorem tax levy. The proportionate share of sales tax revenues between the County and municipalities may fluctuate based on property tax rate increases in the previous year.

Iredell County, on the other hand, has elected a per capita distribution, based on relative population of incorporated and unincorporated areas within the county. Annexations by various municipalities affect this formula, reducing the county's share as annexations occur.

Sales tax revenue estimates are based on projections from the North Carolina League of Municipalities, local economic trends, and historical trend analysis. Sales tax revenue has grown rapidly over the last 5 years. Year over year increases have been greater than 9% since FY 2012. Overall, the actual sales tax revenue increased 67% from FY 2011 total of \$1 million, to \$1.67 million in 2016. Sales tax distributions to the Town grew 10.9% and 9.8% in FY 2015 and FY 2016 respectively. Sales Tax revenues in FY 2017 are indicating modest 1% growth rate. The projected increase for FY 2018 is a conservative 3%.

***Motor Vehicle Tax and Fees***

***\$ 684,875 or 6.2% of total general fund revenue***

Motor Vehicle tax revenue is derived by applying the ad valorem tax rate to the value of motor vehicles registered to owners living inside town limits (\$145,757,815). In September 2013, the NC *TAX and TAG TOGETHER* system was implemented. Tag renewal notices now also include tax levy and tax and fee will be paid to the state and remitted to the counties for distribution to appropriate taxing governments. The program has resulted in significantly improved collection rates of Motor Vehicle Taxes (98%). This revenue is estimated using vehicle value projections from the Mecklenburg County and Iredell County Tax Assessors.

Davidson charges a Motor Vehicle fee of \$20 per registered vehicle. Revenues are billed on property tax bills and collected by Mecklenburg and Iredell counties. This revenue is estimated based on vehicle count projections from the Mecklenburg County and Iredell County Tax Assessors and a 98% collection rate.

***Utility and Telecommunications Taxes***

***\$ 903,615 or 8.1% of total general fund revenue***

The town receives sales taxes collected by the NC Department of Revenue on sales of telecommunications, video programming, home satellite services, electricity and piped natural gas.

As a result of the tax reform legislation passed by the General Assembly in 2013, the general sales tax rate will now be applied to sales of electricity and piped natural gas. The distribution method to municipalities has changed but with the intent to hold municipalities harmless from the amount cities and towns received in FY 13-14 distributions. Both of these revenues are highly sensitive to weather and can also fluctuate due to loss of industry or other large facilities or annexations of these types of facilities.

Several years ago the State of North Carolina discontinued the franchise tax on telecommunication services and put into place a Telecommunications Sales Tax. Distributions to municipalities are based on their past share of the old telephone franchise tax. Therefore, the town continues to receive the static percentage of overall statewide collections irrespective of fluctuations in local communication sales. Historical trend analysis and recommendations by the State of North Carolina, adjusted by local conditions, have also factored into this revenue estimate.

***Prepared Foods & Beverage and Occupancy Taxes***  
***\$ 422,000 or 3.8% of total general fund revenue***

The town is authorized to receive Prepared Foods & Beverage tax by general statutes. Only the City of Charlotte and Mecklenburg County received proceeds when this tax was first authorized in 2001. Some years later, the distribution was split so the six smaller Mecklenburg County municipalities received a share of those revenues generated in the town. In 2005, the six towns negotiated the removal of an annual cap so that the towns received 50% of all net proceeds. In FY 2007, the towns' share increased to 65% of net proceeds, and in FY 2012 75% of those net proceeds were distributed to the towns. The remaining 25% will be used by the City of Charlotte for region-wide tourism related projects, programs, and activities. Art and cultural programs, events and festivals are examples of uses of this revenue. The towns' use of this revenue is limited to the same activities.

The City distributes revenues semi-annually. Twenty-five percent of the town's Prepared Foods & Beverage tax receipts are distributed to the Lake Norman Convention and Visitor's Bureau.

Occupancy taxes are collected by Mecklenburg County and are shared between the County and the municipalities on a very complicated formula. Stays in local hotels are taxed at 6%, comprised of two 3% authorizations. The town receives 120% of the second 3% authorization that is locally collected by Davidson hotels, inns, and bed and breakfasts. Therefore this revenue, like Prepared Foods & Beverage Tax is a barometer of the local economy. These revenue estimates are based on historical trend analysis.

The County distributes revenues monthly. Twenty-eight percent of the town's Occupancy tax receipts are distributed to the Lake Norman Convention and Visitor's Bureau.

***Charges for Services***  
***\$ 534,900 or 4.8% of total general fund revenue***

Revenue in this category relates to a variety of town activities, such as rental income from town-owned property, recreation programs, parking violations, and permit fees.

***Intergovernmental funding sources***

***\$ 468,960 or 4.2% of total general fund revenue***

The state of North Carolina, Mecklenburg and Iredell counties, and other quasi-governmental agencies share with the town a portion of revenues collected. This funding category includes various grants and contributions for local arts and public safety, payments in lieu of property taxes, transit planning funds, and taxes on the sale of alcoholic beverages.

***Fund Balance Appropriated***

***\$ 25,000 or 0.2% of total general fund revenue***

Fund balance is essentially the town's savings account balance. There are several reasons for maintaining a healthy fund balance, which is expressed as a percent of annual expenditures. Even though the law does not prohibit what fund balance is used for, appropriation of fund balance is a one-time revenue source and should not be used to balance reoccurring expenditures. At the beginning of FY 2017 the town's unassigned fund balance – at \$6.6 million – equaled 63% of FY 2017 budgeted expenditures. The Town's Finance Policy, approved in FY 2016, recommends at least a 35% stabilization threshold to ensure adequate funds to meet cash flow needs and emergencies.

The bulk of a municipality's annual revenue is derived from ad valorem property taxes. Because property taxes are not assessed a late penalty until early January most taxpayers do not pay until near this deadline. Therefore the town may operate with less cash in the beginning of a fiscal year and recover mid-year. Fund balance provides working capital during the first half of the fiscal year.

Fund balance is often referred to as a "rainy day" fund. In this context fund balance may be seen as a hedge against unexpected changes in financial circumstances. Threats to a community's financial health may stem from adverse weather conditions requiring expensive responses or withholding of revenue at the county or state level. The town is heavily reliant on these other government units for funding disbursements, and budget uncertainties at those levels of government have led to reduced funding in prior years. A local government may be unable to manage such situations without an adequate fund balance.

Another reason to maintain a healthy fund balance is to fund the early stages of major projects until permanent financing is secured. Fund balance provides flexibility regarding timing of the financing. Additionally, fund balance can be used as match funds which are required to qualify for many grant opportunities.

One last advantage to maintaining a strong fund balance position is that lenders view this savings account as a measure of good fiscal management.

***Other miscellaneous sources of revenue and Interest Revenue***

***\$ 35,200 or .3% of general fund revenue***

A handful of nominal revenue sources fund town activities, as well as, bank interest earnings.



### **Powell Bill**

**\$ 325,000**

The State of North Carolina no longer distributes Powell Bill funds based on motor fuel sales. The Powell Bill is now a direct appropriation of state dollars which is to be used by municipalities for the upkeep of municipal streets and sidewalks. These funds are distributed each October and January to municipalities based on population and miles of street. Population counts for 75% of the funds received and miles of streets accounts for the remaining 25% of the allocation.

Based on NC League of Municipalities estimates, Davidson should receive approximately \$ 325,000 in Powell Bill funding during FY 2018. This estimate is based on a formula of \$20.15 per capita plus \$1,624.41 per street mile.

### **Storm Water Fund Revenue**

**\$ 218,000**

US Congress established in 1972 the Clean Water Act to preserve and improve water quality. Portions of this legislation were delegated to states for implementation and enforcement. In response to the National Pollutant Discharge Elimination System (NPDES) storm water permitting program, the NC General Assembly established in 2005 certain regulations of municipal storm sewer systems that directly impact Davidson. Phase II of NPDES requires that Davidson and other NC municipalities provide services to mitigate damage from storm runoff. Davidson first adopted a storm water fee in FY 2005 to offset the costs of storm water repairs and maintenance of its storm drainage system. Generally speaking revenues have covered these expenses. However, in order to better associate costs with funding for this service a separate enterprise fund was established in FY 2011.

The town has adopted a tiered fee structure for storm water. Impervious surfaces, such as rooftops or paved areas, shed rain water and increase the amount of runoff into streams, storm water drains and onto adjacent properties. The tiered billing system recognizes varying amounts of impervious area and assigns higher costs for higher square footage of impervious area.

Charlotte-Mecklenburg Utilities (CMUD) bills storm water fees for the town on semi-annual water/sewer bills. Revenues in FY 2013, FY 2014, and FY 2015 did not meet projected budget, so revenues continue to be evaluated for adequacy. In any given year, revenues may exceed expenditures for that period and will be available for subsequent years to fund repair/maintenance projects or to stabilize rates. In FY 2013 the fund balance in Storm water Fund was used to fund projects. FY 2014 was budgeted lower as a review of rates was completed during the year. An increase to all rates in the tiered fee structure was implemented in FY 2015 to fund needed storm water repair and maintenance costs and replenish reserve that has been depleted in recent years.

### **Solid Waste Fund Revenue**

**\$ 749,000**

The town provides for collection of several waste streams – residential household trash, yard waste, and recyclable materials. These services are provided exclusively to residential property owners; waste collection at commercial sites is the responsibility of those owners.

Prior to FY 2011 funding for solid waste collection was supplied through the general property tax revenue. In order to assign the costs of solid waste collection to recipients of those services, the town established a solid waste fee schedule that equals 100% of the costs associated with these services. A solid waste enterprise fund was created to account for these activities.

Fees are billed and collected by Mecklenburg and Iredell counties on property tax bills, and the fees are remitted to the town along with property taxes collected by the two counties.

The current rates of \$201 per single family household and \$60 for multifamily dwellings are remaining the same in FY 2018. Both single-family and multi-family collection contracts will be competitively bid again in FY 2018.

### **Affordable Housing Fund**

**\$ 50,105**

The town's affordable housing program assists homebuyers in purchasing homes that might not otherwise be affordable in Davidson. The town accomplishes this mission, in part, through the staff efforts of an affordable housing coordinator. The Affordable Housing Ordinance requires that developers who plan more than eight homes in a development also provide one affordable unit for every eight home sites. In some cases, if developers choose to not include affordable housing units within their developments they have an option to provide payments-in-lieu of supplying those housing units. The activities of the affordable housing program are paid from these payments-in-lieu. In the absence of adequate payment-in-lieu reserves, funding is provided through the town's General Fund.

Annual funding received as part of the Mecklenburg County HOME consortium will be accounted for in the Affordable Housing Fund in FY 2018. No budget is recommended until application for funding is approved.

## EXPENDITURE SUMMARY FISCAL YEAR 2017-2018

This section of the budget document provides the reader an explanation of how the town intends to use General Fund resources during the coming fiscal year.

EXPENDITURES					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Governing Body	\$ 87,945	96,073	110,377	128,898	117,365
Administration	1,009,629	984,451	940,035	973,254	996,769
Legal	120,966	149,614	124,810	136,079	152,286
Buildings and Grounds	167,500	199,437	190,100	208,700	241,000
Police Department	1,697,120	1,707,935	1,681,741	1,938,641	2,215,182
Fire Department	733,367	867,272	1,101,840	1,198,235	1,453,906
Public Works	1,320,324	1,431,839	1,571,470	1,754,508	1,642,729
Planning	258,545	335,264	359,784	516,597	573,635
Economic Development	343,871	373,852	378,593	446,469	263,654
Travel and Tourism	326,449	322,422	372,360	358,751	415,212
Recreation	505,333	466,159	466,888	398,280	407,857
Parks	691,167	772,369	1,010,696	836,713	943,882
Non Dept & Service Agencies	464,886	270,765	453,443	426,032	369,850
Non Dept - Contribution to Capital Projects	1,390,000	1,385,000	1,136,700	1,200,057	1,300,000
<b>Total Expenditures</b>	<b>\$ 9,117,102</b>	<b>\$ 9,362,452</b>	<b>\$ 9,898,837</b>	<b>\$ 10,521,214</b>	<b>11,093,327</b>

### *Expenditures by category*

#### *Analysis of trends and changes from prior years*

For the purposes of this discussion expenditures have been grouped into five categories:

- Personnel
- Operating
- Capital
- Debt Service
- Non-departmental

The composition of town expenditures varies by year according to available revenue, board priorities, needs, and/or opportunities.

The FY 2018 budget maintains funding for routine maintenance and equipment replacement. In addition, the budget officer crafted the FY 2018 budget to focus on the Board of Commissioners' goals and initiatives as well as implementation of recommendations from the Davidson Game Plan, Comprehensive Plan, Economic Development Plan, Active Transportation Plan, and traffic and marketing studies.

***Personnel expenditures***

***\$ 5,362,624 or 48.4% of total general fund expenditures***

Personnel expenditures include more than salaries paid to town staff. The cost of benefits paid to town employees or to third parties on behalf of town employees is also captured in this category. Benefit costs are FICA taxes, workers compensation premiums, group health insurance premiums, local government employee retirement funding, and unemployment claims.

The budget officer recommended to the board additional funding for salary adjustments. The recommendation includes 3% merit pool average for implementation later in the fiscal year (included in the contingency budget).

This budget includes the addition of a police officer, a full time fire fighter, and the restoration of the Town receptionist to full-time.

***Operating expenditures***

***\$ 3,108,313 or 28.0% of total general fund expenditures***

In addition to the ongoing operational necessities, the Town is still able to accomplish funding for the following:

- \$ 100,000 –Funding for Parks Repairs and Maintenance
- \$ 150,000 – Funding for sidewalk construction, to address priorities in Active Transportation Plan
- \$ 125,000 – Creation of the Davidson Mobility Plan
- \$ 58,200 – Arts funding
- \$ 107,500 – Funding for Town Special Events
- \$ 15,000 – Funding for Safe Alliance
- \$ 3,000 – Funding for the National Night Out Program
- \$ 4,000 - Contribution to cost of therapeutic recreation position with the county

***Capital expenditures***

***\$ 420,000 or 3.8% of total general fund expenditures***

Planned capital expenditures for FY 2018 include:

- \$ 300,000 – street resurfacing (plus an additional \$325,000 in paving expenditures using Powell Bill revenue)
- \$ 110,000 – Two police patrol cars using pay-go financing

***Debt service expenditures***

***\$ 532,540 or 4.8% of general fund expenditures***

As a percentage of overall general fund expenditures, the level of debt service is decreasing with the retirement of existing debt.

***Non-departmental expenditures***

***Nondepartmental Operating***

***\$ 268,000 or 2.4% of general fund expenditures***

Nondepartmental operating includes information technology support and contract services, technology equipment, tuition reimbursement and facilitative leadership training for new employees – expenditures that benefit all town departments as a whole. It also includes funding for our non-profit agency donations.

***Contingency***

***\$ 101,850 or 0.9% of general fund expenditures***

Contingency funding is budgeted for FY 2018 for salary merit increases and potential other Town needs. As exact amounts are known, funds will be transferred to the appropriate line items.

***Contribution to MI-Connection/Capital projects***

***\$ 1,300,000 or 11.7% of general fund expenditures***

Under our interlocal agreement, the Town's annual contribution to MI Connection is capped at \$1,000,000. The financial interest of the Town has been modified to 30% of the financial risks and rewards of the system, formerly represented by the pro rata share of subscribers within each town. This budget also commits \$300,000 to fund future capital projects.





---

**Agenda Title:** Direct Planning Board to make a recommendation within 30 days re: proposed Helmandollar map amendment.

**Summary:** Direct Planning Board to make a recommendation within 30 days re: proposed Helmandollar map amendment. Davidson Planning Ordinance (DPO) requires Planning Board to make a recommendation on proposed map amendments within 30 days of the public hearing.

---

**ATTACHMENTS:**

Description	Upload Date	Type
No Attachments Available		





---

**Agenda Title:** Approve Regular April Meeting Minutes 2017

**Summary:** Approve Regular Meeting Minutes from April 4, 2017  
Approve Regular Meeting Minutes from April 11, 2017  
Approve Regular Meeting Minutes from April 17, 2017  
Approve Regular Meeting Minutes from April 25, 2017

---

**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
❏ Draft 2017-04-04 Minutes (1st Tue)	5/5/2017	Cover Memo
❏ Draft 2017-04-11 Minutes (2nd Tue)	5/5/2017	Cover Memo
❏ Draft 2017-04-17 Minutes (Coffee Chat)	5/5/2017	Cover Memo
❏ Draft 2017-04-25 Minutes (4th Tue)	5/5/2017	Cover Memo



College Town. Lake Town. *Your Town.*

April 4, 2017

**REGULAR MEETING  
TOWN OF DAVIDSON BOARD OF COMMISSIONERS**

The Town of Davidson Board of Commissioners held regularly scheduled meeting on Tuesday, April 4, 2017 at the Davidson Library – 119 South Main Street, Davidson, NC 28036. Mayor Woods called the meeting to order at 4:10 p.m. Present were Mayor John Woods and Commissioners, Anderson, Fuller, Jenest and Graham. Commissioner Cashion was absent. Staff included Town Manager Jamie Justice, Assistant Town Manager Dawn Blobaum and Town Attorney Cindy Reid.

The board discussed the following topics: Public facilities workshop update, upcoming Beaty Street schedule, benefits of the Lake Norman Transportation Commission and upcoming information to be given at the Environmental Protection Agency asbestos meeting.

The meeting adjourned at 5:20 p.m.

---

John M. Woods  
Mayor

**Attest:**

---

Carmen Clemsic  
Town Clerk



April 11, 2017

**WORK SESSION  
TOWN OF DAVIDSON BOARD OF COMMISSIONERS**

The Town of Davidson Board of Commissioners held its regularly scheduled pre-meeting on Tuesday, April 11, 2017 in the Town Hall Board Room. Mayor Woods called the meeting to order at 4:06 p.m. Present were Mayor John Woods and Commissioners Stacey Anderson, Beth Cashion, Jim Fuller, Rodney Graham and Brian Jenest. Town Manager Jamie Justice, Town Attorney Cindy Reid, Assistant Town Manager Dawn Blobaum, Finance Director Pieter Swart, Senior Planner Chad Hall, Human Resources Manager Heather James, Fire Chief Bo Fitzgerald, Police Chief Jeanne Miller, Parks and Recreation Director Kathryn Spatz, Public Works Director Doug Wright and Town Clerk Carmen Clemsic were also present.

The following items were included under other discussion:

- **Beaty Street Proposal Update**

Assistant Town Manager Dawn Blobaum provided an update on the Beaty Street Property and the developers from Luminous answered questions from the board.

- **Asbestos Update from the Environmental Protection Agency (EPA)**

Jordan Garrard from the EPA updated the board on the status of the asbestos removal

---

**REGULAR MEETING  
TOWN OF DAVIDSON BOARD OF COMMISSIONERS**

The Town of Davidson Board of Commissioners held its regularly scheduled pre-meeting on Tuesday, April 11, 2017 in the Town Hall Board Room. Mayor Woods called the meeting to order at 6:00 p.m. Present were Mayor John Woods and Commissioners Anderson, Cashion, Graham and Jenest; Commissioner Fuller was absent. Town Manager Jamie Justice, Town Attorney Cindy Reid, Assistant Town Manager Dawn Blobaum, Finance Director Pieter Swart, Senior Planner Chad Hall, Human Resources Manager Heather James, Fire Chief Bo Fitzgerald, Police Chief Jeanne Miller, Parks and Recreation Director Kathryn Spatz, Public Works Director Doug Wright and Town Clerk Carmen Clemsic were also present.

Mayor Woods called the meeting to order at 6:10 p.m.

- **Announcements**

Duke energy and county officials will test the sirens around McGuire Nuclear Station. A three-minute test is scheduled for Wednesday, April 12, 2017 at 11:50 a.m., no public action is required. Town offices will be closed on Friday, April 14, 2017 for Good Friday. The Davidson Board of Commissioners will host our monthly Davidson Coffee Chat on Monday, April 17, 2017 at 6:30 p.m. at The Egg in Davidson. This is the month for April is for Arts! There will be a Gallery Crawl on April 21, 2017 from 6:00-9:00 p.m., Art on the Green is Saturday, April 22, 2017 from 10:00 a.m. to 5:00 p.m. and Sunday, April 23, 2017 from noon to 4:00 p.m. The first Concert on the Green is Sunday, April 23, 2017 at 6:30 p.m. Several elected officials and town staff will be at a table at the Farmer's Market on Saturday, April 22 from 9:00 a.m. until noon to talk to passersby about our plans for our public facilities.

Fire Chief Bo Fitzgerald introduced the three new full-time engineers.

Mayor John M. Woods read Resolution 2017- 12 acknowledging Firefighter Wilson Sadler's retirement and his 40 years of service to the community.

- **Public Comments**

The public comment period was opened at 6:11 p.m. and one citizen spoke. The Public Comment portion of the meeting was closed at 6:16 p.m.

- **Public Hearing**

Public hearing considering the annexation of 321 Catawba. Opened and closed at 6:17 p.m. no comments.

Public hearing considering the annexation of the Westbranch development. Opened and closed at 6:18 p.m.

- **Consent Agenda**

The following items were on the consent agenda:

Budget Amendment 2017-15 – HOME Down Payment Assistant  
Budget Amendment 2017-17 – Bailey Springs Park Design Expenses  
Approve First Tuesday Minutes from March 7, 2017  
Approve Second Tuesday Agenda Minutes from March 14, 2017  
Approve Coffee Chat Minutes from March 20, 2017  
Approve Fourth Tuesday Agenda Minutes from March 28, 2017  
Approve Tax Levy Adjustment

**Commissioner Anderson made the motion to approve the consent agenda. The motion passed (4-0).**

- **New Business**

Consider approval of Budget Amendment 2017-16 to purchase the property at 228 Sloan Street and Resolution 2017-11 approving the purchase of the property located at 228 Sloan Street.

**Commissioner Jenest motioned to approve Budget Amendment 2017-16 and Resolution 2017-11 the motion passed unanimously.**

- **Old Business**

Consider approval of Ordinance 2017-06 to extend the corporate limits of Davidson to include 321 Catawba Street, voluntary contiguous annexation.

**Commissioner Jenest motioned to approve Resolution 2017-09. The motion passed (4-0).**

Consider approval of Ordinance 2017-07 to extend the corporate limits of Davidson to include the Westbranch project, voluntary contiguous annexation.

**Commissioner Cashion motioned to approve Ordinance 2017-07. The motion passed (4-0)  
Commissioner Jenest was recused from all votes concerning the Westbranch development at the  
February 27, 2017 meeting.**

- **Adjourn**

The meeting adjourned at 6:37 p.m.

---

John M. Woods,  
Mayor

**Attest:**

---

Carmen Clemsic  
Town Clerk



College Town. Lake Town. *Your Town.*

April 17, 2017

**REGULAR MEETING – COFFEE CHAT  
TOWN OF DAVIDSON BOARD OF COMMISSIONERS**

The Town of Davidson Board of Commissioners held its regularly scheduled meeting at The Egg, 231 Griffith Street, Davidson, NC 28036. Present were Mayor Woods; Commissioners Anderson, Graham, Jenest and Fuller, Commissioner Cashion was absent. Staff included: Town Manager Jamie Justice and Public Information Officer Cristina Shaul.

The meeting began at 6:00 p.m.

The session opened with a discussion on education in the county and Rhonda Lennon, Charlotte-Mecklenburg Schools board member, Matt Hayes, Charlotte-Mecklenburg Schools North Learning Community Superintendent and a couple of other Charlotte-Mecklenburg Schools employees were present to give an update and answer questions. The Commissioners then fielded general questions from citizens in attendance.

The meeting adjourned at 8:10 p.m.

---

John M. Woods,  
Mayor

**Attest:**

---

Carmen Clemsic  
Town Clerk



April 25, 2017

**WORK SESSION  
THE TOWN OF DAVIDSON BOARD OF COMMISSIONERS**

The Town of Davidson Board of Commissioners held its regularly scheduled work session on Tuesday, April 25, 2017. The Mayor called the meeting to order at 4:10 p.m. Present were Mayor John Woods and Commissioners Anderson, Cashion, Fuller, Graham and Jenest. Town Manager Jamie Justice, Assistant Town Manager Dawn Blobaum, Town Attorney Cindy Reid, Planning Director Jason Burdette, Public Information Officer Cristina Shaul, Economic Development Manager Kim Fleming, Public Works Director Doug Wright, Parks and Recreation Director Kathryn Spatz, Police Chief Jeanne Miller, Fire Chief Bo Fitzgerald, Human Resources Manager Heather James and Town Clerk Carmen Clemsic were also present.

- **Public Facilities Space Needs Status**

Brent Green from Creech & Associates and Craig Lewis from Stantec provided an update on the public facilities space needs.

- **Closed Session**

Commissioner Cashion made the motion to move into a closed session at 5:02 p.m. in accordance with NCGS 143-318.11 (a) (1) and NCGS 143-318.11 (a) (3). The motion passed unanimously. Commissioner Cashion motioned to adjourn the closed session at 6:10 p.m. The motion passed unanimously.

---

**REGULAR MEETING  
THE TOWN OF DAVIDSON BOARD OF COMMISSIONERS**

The Town of Davidson Board of Commissioners held its regularly scheduled meeting on Tuesday, April 25, 2017. The Mayor called the meeting to order at 6:14 p.m. Present were Mayor John Woods and Commissioners Anderson, Cashion, Fuller, Graham and Jenest. Town Manager Jamie Justice, Assistant Town Manager Dawn Blobaum, Town Attorney Cindy Reid, Planning Director Jason Burdette, Public Information Officer Cristina Shaul, Economic Development Manager Kim Fleming, Public Works Director Doug Wright, Parks and Recreation Director Kathryn Spatz, Police Chief Jeanne Miller, Fire Chief Bo Fitzgerald, Human Resources Manager Heather James and Town Clerk Carmen Clemsic were also present.

- **Announcements**

Public Information Officer Cristina Shaul announced that the Commission on Accreditation for Law Enforcement Agencies (CALEA) is on site. Davidson Connections is May 4, 2017 at 9:00 a.m. at Dunkin' Donuts. Our elected officials and town staff will be present at the Davidson Farmer's Market on Saturday, May 6, 2017 from 9:00 a.m. to noon to share information about our public facilities project and seek input from citizens. Town Day is May 6, 2017 from 10:00 a.m. to 3:00 p.m. The next Concert on the Green is May 7, 2017 at 6:00 p.m. On Monday, May 8, 2017 at 6:00 p.m., we'll host a community meeting to discuss affordable housing and the findings of the UNCC/Urban Institute's housing needs assessment. The



Davidson Board of Commissioners will not be moving ahead with negotiations with the developer for the Beaty Street property at today's meeting. After hearing from citizens about slowing down the process for this project, the commissioners would like to add another opportunity for dialogue with our citizens before proceeding. Please stay tuned for details. We hope you will participate in this conversation.

Mayor Woods recognized the Civics 101 participants.

Mayor Woods read the Proclamation for Small Business Week.

Mayor Woods read the Proclamation for Bike Month.

- **Commissioner Reports**

Mayor John Woods, Centralina Council of Governments and Metropolitan Transit Commission  
Commissioner Stacey Anderson, Arts & Science Council  
Commissioner Beth Cashion, Visit Lake Norman and North Mecklenburg Alliance  
Commissioner Fuller, Lake Norman Chamber  
Commissioner Graham: Lake Norman Regional Economic Development Organization  
Commissioner Jenest, Charlotte Regional Transportation Planning Organization and Lake Norman Transportation Commission

- **New Business**

Consider approval of noise variance requested by Davidson College.

**Commissioner Fuller made the motion to approve the request. The motion passed unanimously.**

Finance Director Piet Swart introduced the recommended proposed budget and capital improvement process for fiscal year 2017-2018.

Public Works Director Doug Wright reviewed the 5-year parks maintenance and improvement plan from the Davidson Game Plan.

Planning Director Jason Burdette discussed the need to update the town's Transportation Impact Analysis (TIA) standards.

The meeting adjourned at 8:11 p.m.

---

John M. Woods  
Mayor

Attest:

---

Carmen Clemisic  
Town Clerk



---

**Agenda Title:** Consider Approving Dispute Resolution Procedure - Town Attorney Cindy Reid

**Summary:**

---

**ATTACHMENTS:**

Description	Upload Date	Type
❏ Dispute Resolution Procedure	4/24/2017	Cover Memo

**RULES IMPLEMENTING MEDIATED  
SETTLEMENT CONFERENCES IN  
THE TOWN OF DAVIDSON CONSTRUCTION PROJECTS**

Table of Contents

1. Initiating Mediated Settlement Conferences
  - A. Purpose of Mandatory Settlement Conferences.
  - B. Initiating the Dispute Resolution Process.
2. Selection of Mediator
  - A. Selection of Certified Mediator by Agreement of the Parties.
  - B. Nomination and Court Approval of a Non-Certified Mediator.
  - C. Appointment of Mediator by the Town of Davidson.
  - D. Mediator Information Directory.
  - E. Disqualification of Mediator.
3. The Mediated Settlement Conference
  - A. Where Conference is to be Held.
  - B. When Conference is to be Held.
  - C. Request to Extend Deadline for Completion.
  - D. Recesses.
  - E. The Mediated Settlement Conference shall not be cause for the Delay of the Construction Project which is the focus of the Dispute.
4. Duties of Parties and Other Participants in Formal Dispute Resolution Process
  - A. Attendance.
  - B. Finalizing Agreement.
  - C. The Mediation Fee shall be paid in accordance with G.S. 143-128(g).
  - D. Failure to Compensate Mediator.
5. Authority and Duties of Mediators
  - A. Authority of Mediator.
  - B. Duties of Mediator.
6. Compensation of the Mediator
  - A. By Agreement.
  - B. By Appointment.
7. Mediator Certification
8. Rule Making
9. Time Limits

## **RULE 1. INITIATING MEDIATED SETTLEMENT CONFERENCES**

**A. Purpose of Mandatory Settlement Conferences.** Pursuant to G.S. 143-128(g) and 143-135.26 (1 1), these Rules are promulgated to implement a system of settlement events which are designated to focus the parties' attention on settlement rather than on claim preparation and to provide a structured opportunity for settlement negotiations to take place. Nothing herein is intended to limit or prevent the parties from engaging in settlement procedures voluntarily at any time prior to or during commencement of the dispute resolution process.

### **B. Initiating the Dispute Resolution Process**

1. Any party to a contract with the Town of Davidson (the "Town") governed by Article 8. Ch. 143 of the General Statutes and identified in G.S. 143-128(g) and who is a party to a dispute arising out of the construction process in which the amount in controversy is at least \$15,000 may submit a written request to the Town of Davidson for non-binding mediation of the dispute administered by the American Arbitration Association pursuant to its Construction Industry Mediation Rules.
2. Prior to submission of a written request for mediation to the Town of Davidson, the parties requesting mediation:
  - a. If a prime contractor, must have first submitted its claim to the Project Designer for review. If the dispute is not resolved through the Project Designer's instructions, then the dispute becomes ripe for mediation in the Formal Dispute Resolution Process, and the party may submit their written request for mediation to the Town Manager for the Town of Davidson or his designee (the "Town Manager").
  - b. If the party requesting mediation is a subcontractor, it must first have submitted its claim for mediation to the prime contractor with whom it has a contract. If the dispute is not resolved through the Prime Contractor's involvement, then the dispute becomes ripe for mediation in the Formal Dispute Resolution Process, and the party may submit its written request for mediation to the Town Manager.
  - c. If the party requesting mediation is the Project Designer, then it must first submit its claim to the Town of Davidson to resolve. If the dispute is not resolved with the Town of Davidson's involvement, then the Project Designer's dispute is ripe for mediation in the Formal Dispute Resolution Process, and the Project Designer may submit its written request to the Town Manager for mediation.
  - d. Town is under no obligation to secure or enforce participation of any of the parties subject to this Article.

## **RULE 2. SELECTION OF MEDIATOR**

- A. Selection of Certified Mediator by Agreement of the Parties.** The parties may select a mediator certified pursuant to the Rules by agreement within 21 days of requesting mediation. The requesting party shall file with the Town Manager a Notice of Selection of Mediator by Agreement within 10 days of the request; however, any party may file the notice. Such notice shall state the name, address and telephone number of the mediator selected; state the rate of compensation of the mediator; state that the mediator and opposing counsel have agreed upon the selection and rate of compensation; and state that the mediator is certified pursuant to these Rules.
- B. Nomination and Public Owner Approval of a Non-Certified Mediator.** The parties may select a mediator who does not meet the certification requirements of these rules but who, in the opinion of the parties and the Town Manager, is otherwise qualified by training or experience to mediate the action. If the parties select a non-certified mediator, the requesting party shall file with the Town Manager a Nomination of Non-Certified Mediator within 10 days of the request. Such nomination shall state the name, address and telephone number of the mediator; state the training, experience or other qualifications of the mediator; state the rate of compensation of the mediator; and state that the mediator and opposing counsel have agreed upon the selection and rate of compensation. The Town Manager shall rule on said nomination, shall approve or disapprove of the parties' nomination and shall notify the parties of its decision
- C. Appointment of Mediator by the Town of Davidson.** If the parties cannot agree upon the selection of a mediator, the party or party's attorney shall so notify the Town Manager and request, on behalf of the parties, that the Town Manager appoint a mediator. The request for appointment must be filed within 10 days after request to mediate and shall state that the parties have had a full and frank discussion concerning the selection of a mediator and have been unable to agree. The request shall state whether any party prefers a certified attorney mediator, and if so, the Town Manager shall appoint a certified attorney mediator. If no preference is expressed, the Town Manager may appoint a certified attorney mediator or a certified non-attorney mediator.
- D. Mediator Information Directory.** To assist the parties in the selection of a mediator by agreement, the parties are free to utilize the list of certified mediators maintained in any county participating in the Superior Court Mediation Settlement Conference Program.
- E. Disqualification of Mediator.** Any party may request replacement of the mediator by the Town Manager for good cause. Nothing in this provision shall preclude mediators from disqualifying themselves.

## **RULE 3. THE MEDIATED SETTLEMENT CONFERENCE**

- A. Where Conference is to be Held.** Unless all parties and the mediator otherwise agree, the mediated settlement conference shall be held in the *Town of Davidson*.

The mediator shall be responsible for reserving a place and making arrangements for the conference and for giving timely notice of the time and location of the conference to all attorneys, unrepresented parties and other persons and entities required to attend.

- B. When Conference is to be Held.** The deadline for completion of the mediation shall be not less than 30 days nor more than 60 days after the naming of the mediator.
- C. Request to Extend Deadline for Completion.** A party, or the mediator, may request the Town Manager to extend the deadline for completion of the conference. Such request shall state the reasons the extension is sought and shall be served by the moving party upon the other parties and the mediator. If any party does not consent to the request, said party shall promptly communicate its objection to the Town Manager. The Town Manager may grant the request by setting a new deadline for completion of the conference.
- D. Recesses.** The mediator may recess the conference at any time and may set times for reconvening. If the time for reconvening is set before the conference is recessed, no further notification is required for persons present at the conference.
- E. Delay.** The mediated settlement conference shall not be cause for the delay of the construction project which is the focus of the dispute.

#### **RULE 4. DUTIES OF PARTIES AND OTHER PARTICIPANTS IN FORMAL DISPUTE RESOLUTION PROCESS**

##### **A. Attendance.**

1. All parties to the dispute originally presented to the Designer or Prime Contractor for initial resolution must attend the mediation. Failure of a party to a construction contract to attend the mediation will result in the public owner's withholding of monthly payment to that party until such party attends the mediation.
2. Attendance shall constitute physical attendance, not by telephone or other electronic means. Any attendee on behalf of a party must have authority from that party to bind it to any agreement reached as a result of the mediation.
3. Attorneys on behalf of parties may attend the mediation but are not required to do so.
4. Sureties or insurance company representatives are not required to attend the mediation unless any monies paid or to be paid as a result of any agreement reached as a result of mediation require their presence or acquiescence. If such agreement or presence is required, then authorized representatives of the surety or insurance company must attend the mediation.

- B. Finalizing Agreement.** If an agreement is reached in the conference, parties to the agreement shall reduce its terms to writing and sign it along with their counsel.

C. **Mediation Fee.** The mediation fee shall be paid in accordance with G.S. 143-128(g).

D. **Failure to compensate mediator.** Any party's failure to compensate the mediators in accordance with G.S. 143-128(g) shall subject that party to a withholding of said amount of money from the party's monthly payment by the Town of Davidson.

## **RULE 5. AUTHORITY AND DUTIES OF MEDIATORS**

### **A. Authority of Mediator.**

1. The mediator shall at all times be in control of the conference and the procedures to be followed.
2. The mediator may communicate privately with any participant or counsel prior to and during the conference. The fact that private communications have occurred with a participant shall be disclosed to all other participants at the beginning of the conference.
3. The mediator shall make a good faith effort to schedule the conference at a time that is convenient with the participants, attorneys and mediator. In the absence of agreement, the mediator shall select the date for the conference.

### **B. Duties of Mediator.**

1. The mediator shall define and describe the following at the beginning of the conference:
  - a. The process of mediation;
  - b. The difference between mediation and other forms of conflict resolution;
  - c. The costs of the mediated settlement conference;
  - d. That the mediated settlement conference is not a trial, the mediator is not a judge, and the parties retain their legal rights if they do not reach settlement;
  - e. The circumstances under which the mediator may meet and communicate privately with any of the parties or with any other person;
  - f. Whether and under what conditions communications with the mediator will be held in confidence during the conference;
  - g. The inadmissibility of conduct and statements as provided by G.S. 7A-38.1 (1);
  - h. The duties and responsibilities of the mediator and the participants; and
  - i. That any agreement reached will be reached by mutual consent.
2. The mediator has a duty to be impartial and to advise all participants of any circumstance bearing on possible bias, prejudice or partiality.

3. It is the duty of the mediator timely to determine that an impasse exists and that the conference should end.
4. The mediator shall report to the Town Manager within 10 days of the conference whether or not an agreement was reached by the parties. If an agreement was reached, the report shall state the nature of said agreement. The mediators report shall inform the Town Manager of the absence of any party known to the mediator to have been absent from the mediated settlement conference without permission. The Town Manager may require the mediator to provide statistical data for evaluation of the mediated settlement conference program.
5. It is the duty of the mediator to schedule the conference and conduct it prior to the deadline of completion set by the rules. Deadlines for completion of the conference shall be strictly observed by the mediator unless said time limit is changed by a written order of the Town Manager.

#### **RULE 6.      COMPENSATION OF THE MEDIATOR**

- A. By Agreement.** When the mediator is stipulated by the parties, compensation shall be as agreed upon between the parties and the mediator provided that the provision of G.S. 143-128(g) are observed.
- B. By Appointment.** When the mediator is appointed by the Town Manager, the parties shall compensate the mediator for mediation services at the, rate in accordance with the rate charged for Superior Court mediation. The parties shall also pay to the mediator a one-time per case administrative rate in accordance with the rate charged for Superior Court mediation, which is due upon appointment.

#### **RULE 7.      MEDIATOR CERTIFICATION.**

All mediators certified in the Formal Dispute Resolution Program shall be properly certified in accordance with the rules certifying mediators in Superior Court in North Carolina, except when otherwise allowed by the Town Manager upon the request of the parties to the mediation. When selecting mediators, the parties may designate a preference for mediators with a background in construction law or public construction contracting. Such requirements, while preferred, are not mandatory under these rules. All mediators chosen must either demonstrate they are certified in accordance with the Rules Implementing Scheduled Mediated Settlement Conference in Superior Court or must gain the consent of the Town Manager to mediate any dispute in accordance with these rules.



**RULE 8.      RULE MAKING**

These Rules are subject to amendment by the Town of Davidson at any time the Town deems it appropriate.

**RULE 9.      TIME LIMITS**

Any time limit provided for by these Rules may be waived or extended by the mediator it appoints for good cause shown. If the mediator has not yet been appointed, the designer of record shall decide all waivers or extensions of time for good cause shown.



---

**Agenda Title:** Citizen Survey Results - Economic Development Manager Kim Fleming

**Summary:** The Town of Davidson has worked with the National Research Center to administer the National Citizen Survey to Davidson residents in 2007, 2012, 2014, and 2017. The results from the 2017 Davidson Citizen Survey are presented.  
The DRAFT documents from the National Research Center are attached. Once the reports become FINAL, they will be posted to the town's website.

---

**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
❑ 2017 National Citizen Survey Results	5/4/2017	Cover Memo
❑ NCS Next User Guide 2017	5/8/2017	Cover Memo
❑ The NCS Community Livability Report Davidson DRAFT 2017	5/8/2017	Cover Memo
❑ The NCS Dashboard-Davidson DRAFT 2017	5/8/2017	Cover Memo
❑ The NCS Geographic Crosstabs-Davidson DRAFT 2017	5/8/2017	Cover Memo
❑ The NCS Technical Appendices-Davidson DRAFT 2017	5/8/2017	Cover Memo
❑ The NCS Trends over Time-Davidson DRAFT 2017	5/8/2017	Cover Memo

# 2017 National Citizen Survey

Town Board Meeting

May 9, 2017



*The* Town *of*  
Davidson

---

College Town. Lake Town. *Your Town.*

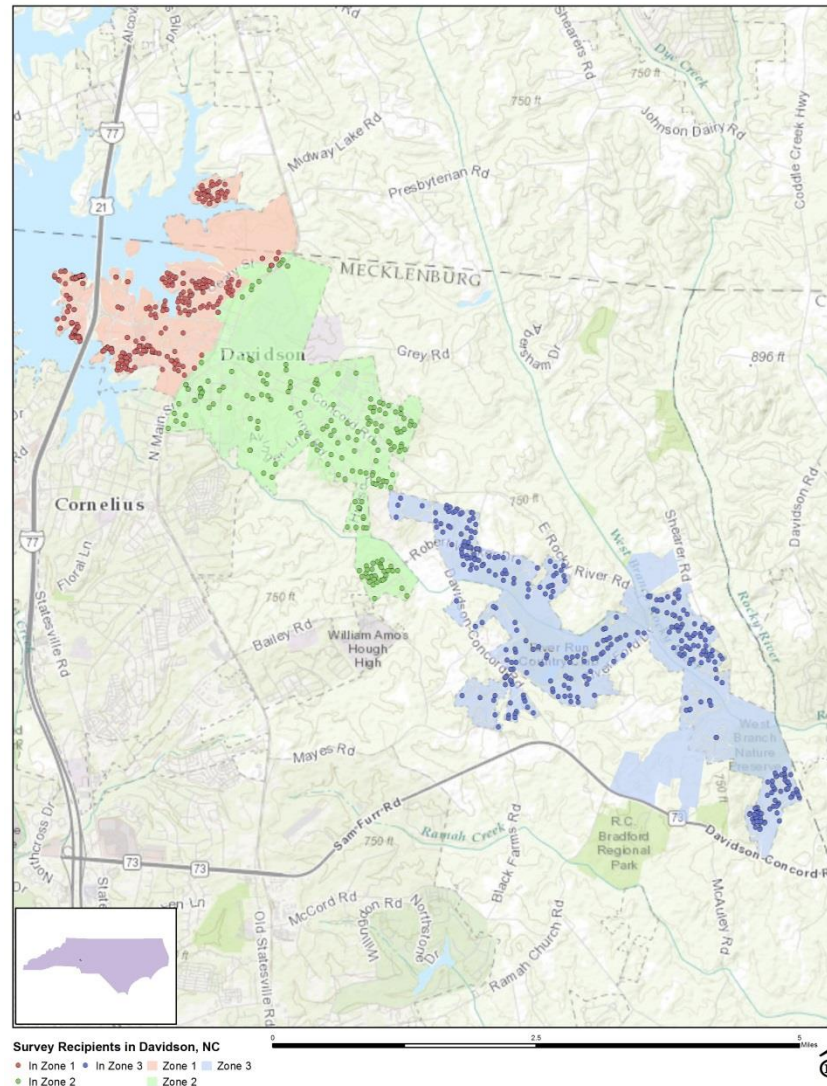
# What does the NCS Measure?

- Measures a community's "livability"
- **The sum of factors that add up to a community's quality of life**
- Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment, Community Engagement
- **Citizens' opinions about a topic**

# How is it measured?

- Systematic sampling – complete list of all eligible addresses is culled, selecting every Nth one
- **Surveys mailed to 1,500 households (Davidson has 4,988 households)**
- Geographic subgroups (West, Central, East, P.O. Boxes)
- **Received 565 responses (31-47% response rate)**
- West-152 (31%), Central-133 (47%), East-146 (44%), P.O.B.- 134 (40%)

# Geographic Sampling



# Summary Results

- Overall ratings for 2017 remained stable from 2014
- 79 items rated similarly
- 11 items showed an increase
- 33 items showed a decrease
- Percent positive is combination of the top 2 most positive responses (excellent and good)

# Summary Results

- Davidson residents continue to enjoy an exceptional quality of life.
- **Davidson's built environment is an important community feature, and a key area to monitor in the coming years.**
- Residents are finding it more difficult to get around Davidson and seek improvements.
- **The economy is an important and positive feature of the community.**



# Summary Results – Similar

- Overall feeling of safety (97%)
- Safe in neighborhood (99%)
- Safe downtown/commercial area (99%)
- Cleanliness (95%)
- Police (96%)
- Fire (99%)
- Crime prevention (95%)
- Recycled at home (95%)
- Purchased goods or services in Davidson (96%)

# Summary Results – Significant Increases (more than 6%)

- Shopping opportunities
- Vibrancy of Downtown
- Fire Services
- Snow Removal
- Storm Drainage
- Voted in local elections

# Summary Results – Significant Increases (more than 6%)

- Attended a local public meeting
- Campaigned or advocated for an issue
- Contacted Davidson elected officials

# Summary Results – Significant Decreases (more than 6%)

- Mobility – traffic flow, ease of travel by car, ease of public parking, overall ease of travel
- Overall natural environment
- Overall built environment
- Variety of housing options
- Recreational opportunities
- Opportunities to volunteer

# Summary Results – Significant Decreases (more than 6%)

- Overall direction Davidson is taking
- Job Town does at welcoming citizen involvement
- Confidence in Town government
- Job Town does at treating all residents fairly
- Being honest and acting in the best interest of Davidson

# Summary Results –

- Fewer had made efforts to make their home more energy efficient
- Fewer had used the Davidson Public Library

# Davidson Custom Questions

- Survey asked 4 custom questions
- Reviewed for bias
- Geographic results

# To what extent would you support the following measures to increase the supply of affordable housing in Davidson:

	WEST	CENTRAL	EAST	P.O. BOX	OVERALL
Increase property taxes by .01/\$100	56%	62%	29%	61%	51%
Allocate funds without a tax increase	64%	56%	44%	76%	60%
Provide incentives to developers	53%	38%	29%	47%	42%
Require a fee from developers	65%	71%	44%	77%	64%



# To what extent would you support using a property tax increase to finance improvements to fund the following:

	WEST	CENTRAL	EAST	P.O. BOX	OVERALL
Road improvements	75%	82%	85%	82%	81%
Rectangular fields (soccer)	51%	62%	50%	59%	55%
Diamond fields (baseball)	47%	59%	42%	54%	50%
Greenways and paths	80%	87%	82%	81%	82%
Open space land purchases	61%	72%	67%	75%	68%
Sidewalks	84%	86%	83%	86%	85%
Cultural facilities	61%	56%	57%	65%	60%
Local Shuttle Service	62%	50%	53%	67%	58%

# To what extent would you support town funds being used for the following transportation initiatives:

	WEST	CENTRAL	EAST	P.O. BOX	OVERALL
Shuttles to town events and DFM	68%	69%	64%	73%	68%
Providing bike/car sharing	56%	60%	34%	63%	52%
Improving bike/ped facilities (inc. paths & sidewalks)	89%	90%	86%	74%	85%
Promote & educate commuter options	63%	71%	58%	63%	64%

# How likely would you be to ride your bicycle more often if the following cycling infrastructure were made available:

	WEST	CENTRAL	EAST	P.O. BOX	OVERALL
Painted sharrows	65%	63%	44%	48%	55%
Painted bike lanes	68%	82%	50%	61%	65%
Bike lanes w/painted buffer	70%	85%	59%	64%	69%
Bike lanes w/physical barrier	66%	73%	46%	59%	60%
Bike lanes w/curb or planting strip	80%	76%	58%	67%	70%
Greenways or trails	91%	95%	88%	79%	89%
More bike racks Downtown	71%	74%	44%	67%	63%
More bike racks at retail/rec	73%	70%	46%	63%	63%



# Guide to Understanding and Using Your Reports

2017



**NRC**  
National Research Center Inc.

2955 Valmont Road Suite 300  
Boulder, Colorado 80301  
n-r-c.com • 303-444-7863



*Leaders at the Core of Better Communities*

777 North Capitol Street NE, Suite 500  
Washington, DC 20002  
icma.org • 800-745-8780

# Contents

Purpose of the User Guide .....	1
What Does The NCS Measure? .....	2
Using Your Reports .....	4
Report Documents .....	4
Report Dissemination .....	5
Community Livability Report .....	7
Dashboard Summary of Findings .....	9
Technical Appendices .....	10
Trends over Time Report .....	14
Demographic and Geographic Subgroup Comparison Reports .....	15
Open-ended Question Responses .....	16
Understanding Survey Research .....	17
Survey Sampling .....	17
Margin of Error and Confidence Intervals .....	17
Non-response Bias .....	18
“Don’t know” Responses .....	18
Response Scale .....	19

# Purpose of the User Guide

As a participant in The National Citizen Survey™ (The NCS™), you are among an elite group of communities that conduct resident surveys. Communities often use the results of The NCS to:

- **Envision** Make strategic plans and set goals
- **Engage** Partner with residents, other governments, private sector and community-based organizations
- **Earmark** Alter budgets, personnel or services
- **Educate** Communicate and reach out to residents to inform, educate and advocate
- **Enact** Create, alter and remove policies to promote community strengths
- **Evaluate** Track strengths and problems, dig more deeply and evaluate progress

The purpose of this User Guide is to provide you with an overview of the various products you have received related to your survey results, and to describe how to dive in and understand the data that are provided in these products.

Your community, including the elected officials and government staff, should dig into data relevant to their missions, discuss the findings and create action plans. Residents expect their leaders to act on the survey results they receive. By acting on survey results, community leaders build credibility with residents. This credibility leads to heightened public trust which, in turn, makes it more likely that residents will support expenditures and resource allocations recommended by their councils, commissions or staff. Proper expenditure of resources leads to better communities.

## The NCS Background

National Research Center, Inc. (NRC) developed The NCS as a low-cost, comprehensive, statistically valid survey solution for local governments eager to find out what their residents think about their communities. The NCS is not just a survey; it is a service that encompasses the entire survey research process - scheduling, questionnaire development, sample selection, data collection, analysis and reporting. In partnership with the International City/County Management Association (ICMA), The NCS has been administered hundreds of times in numerous U.S. cities, counties, towns, villages and boroughs.

The NCS assesses aspects of community life, local government service quality and resident participation in community activities. The results, based on resident perceptions, describe the areas where community members themselves believe things are going well and shed light on the areas that could benefit from improvement.

# What Does The NCS Measure?

Broadly, The NCS measures your community's "livability." A great many definitions have been made for community livability,<sup>1</sup> including one from the Partners for Livable Communities, calling it "the sum of the factors that add up to a community's quality of life."<sup>2</sup> Staff at NRC examined the extensive research that has been done about community livability and many of the models that have been developed to describe the components of livable communities.<sup>3</sup> Eight facets of community livability were distilled from our synthesis of this research: Safety, Mobility, the Natural Environment, the Built Environment, the Economy, Recreation and Wellness, Education and Enrichment and Community Engagement. The NCS questionnaire includes individual items that act as indicators of community quality within each of the eight facets – and, split in a different way, they form three "pillars" of community quality: Community Characteristics, Governance and Participation.

## The Eight Facets of Livable Communities



## The Three Pillars of Livable Communities



<sup>1</sup> Many examples are shown at [http://www.camsys.com/kb\\_experts\\_livability.htm](http://www.camsys.com/kb_experts_livability.htm)

<sup>2</sup> Source: Partners for Livable Communities, <http://www.livable.org/about-us/what-is-livability>

<sup>3</sup> See, for example: [http://livable.nonprofitsoapbox.com/storage/documents/board\\_resources/BOT\\_Meetings/2010/4ExecCommNov5/Grand\\_Alliance\\_doc\\_for\\_EC.pdf](http://livable.nonprofitsoapbox.com/storage/documents/board_resources/BOT_Meetings/2010/4ExecCommNov5/Grand_Alliance_doc_for_EC.pdf); [http://www.sustainable.org/images/stories/pdf/Placemaking\\_v1.pdf](http://www.sustainable.org/images/stories/pdf/Placemaking_v1.pdf); [http://www.who.int/ageing/publications/Global\\_age\\_friendly\\_cities\\_Guide\\_English.pdf](http://www.who.int/ageing/publications/Global_age_friendly_cities_Guide_English.pdf)

Other sectors that influence community quality include the businesses, non-profit agencies, fraternal or service organizations (e.g., Kiwanis, Rotary, Lions and more) and other community groups (such as homeowners or neighborhood associations, etc.) as well as other nearby local governments or other levels of government. They are important target audiences for receiving and acting on The NCS results.

Because much of what The NCS measures is quality – quality of community life, services and connection – it is common for community leaders to conclude that their locale must excel in every facet of livability. While leaders may feel compelled to strive to be equally strong in all areas of community life, such a strategy is rarely feasible or even desirable. Different communities have different strengths and identities. These strengths and definitions of the community should be noted by all those reviewing the results. Less desirable ratings for some indicators should not automatically be seen as negative for a community, but instead a reflection of the community's resources and priorities which wisely may be spent on areas that matter more. Not all indicators that show less achievement are a call to action, just as not all indicators that are strong should become a gateway to complacency. Those viewing The NCS results, and in particular those charged with creating plans based on the results, should consider their community's essence and priorities, and should choose to make improvements or maintain excellence in areas that support the identity they desire. Meeting your definition of success in the areas deemed most important is the ultimate goal – and one that The NCS helps measure – even if all levels of success are not equal.



# Using Your Reports

## Report Documents

Instead of a single, heavy document that can be difficult to navigate and share, The NCS results are reported in multiple formats and lengths, each with varying levels of detail to ensure that your different stakeholder groups get the right information to meet their needs. The Basic Service of The NCS includes each of the following documents:

- Community Livability Report
- Dashboard Summary of Findings
- Technical Appendices
- Trends over Time (if you have administered The NCS before)

Depending on the additional services you chose as part of your research project, you may also receive additional reports, such as:

- Demographic Subgroup Comparisons
- Geographic Subgroup Comparisons
- Report of Open-ended Questions
- Presentation slideshow (shown at in-person presentation of results and provided to you for your own uses)

This User Guide describes these reports, how to interpret the data and how to dig deeper to ensure everyone – you, government staff leadership, line staff, elected officials, residents, business owners and community organizations – get the most out of The NCS results.

## Report Types

When assembled together, these reports build on and reinforce each other, while separately, they provide the flexibility for targeted reporting to specific audiences.

**Community Livability Report** • This report is the most universal and summarizes all the results and key findings. The Community Livability Report is brief, attractive and accessible, making it a central public document.

**Dashboard Summary of Findings** • This report offers a simplified (“rolled up”) quantitative view of the data, as well as comparison details for each question (the relationship to the benchmark and over time, if this is not the first iteration of the survey).

**Technical Appendices** • The appendices include the details about survey methods, individual response options selected for each question – with and without the “don’t know” option – and detailed benchmark results. This document speaks to the credibility of data and the most granular detail of results.

**Trends over Time** • This report reveals how resident perspectives and behaviors have changed across two or more administrations of The NCS. The report offers a high level view of how rankings have changed as well as relative position to the benchmark including all administrations of The NCS.

**Guide to Understanding and Using Your Reports** • The Guide to Understanding and Using Your Reports (this document) is written simply so that the survey sponsors receive guidance about how to understand all aspects of the reports, and also so that sponsors can explain to others how the reports are organized and what they mean.

**Presentation** • An in-person presentation by NRC's independent researchers will offer an engaging overview of the findings – revealing important patterns without getting lost in the detail – at a Council meeting (either formal or work session). The PowerPoint slideshow can be reused for other audiences, including civic clubs, business and non-profit organizations and the press. Presentation by the unbiased survey research team offers the neutrality that is hard to garner when staff themselves present survey findings.

**Subgroup Comparisons** • Both demographic and geographic comparison options are available. Such information can be especially useful as programs are considered for different parts of a community or outreach is planned to educate different community groups.

**Open-ended Questions** • Residents' own words add flavor to the survey results and a quantitative grouping of similarly themed comments gives a sense of common ideas.

## Report Dissemination

Distributing the results and communicating the key findings engages audiences.

### Audiences and Stakeholders

**Residents** • Make the reports available to the public via your website. Share the results at a public meeting, being sure to advertise the event. A full presentation of the results (either by NRC or your own staff) with discussion of results among elected officials highlights the transparency of findings. If independence of the findings is particularly important in your community, working with NRC to make the presentation of results will be particularly effective.

**Department Managers and Line Staff** • Managers and staff will examine ratings most closely aligned to their work. Make a plan to disseminate results to line staff (e.g., through a series of small group meetings). Staff should be encouraged to identify specific areas where action is suggested – including further research as well as service enhancements or partnerships outside of the organization. These suggestions could be sent to the department heads who will meet to discuss action options with the chief administrative officer.

**Elected officials** • Elected officials benefit most from advance distribution of survey reports prior to public presentation and discussion. Ask elected officials to read the survey documents and funnel questions to staff who then can get assistance with answers from NRC professionals, when needed. Staff should develop an approach to action that can be presented to council. This way staff will be prepared when the inevitable council question is asked of the manager, "What do you plan to do with these results so that they don't just sit on a shelf?"

**Non-profits and Businesses** • While local governments sponsor The NCS, it is not just for staff and elected officials. It is a document to engage the entire community. Many of the findings of the survey will be relevant to the non-profit and business sectors and many community improvements will rest on the shoulders of these sectors as much as on government. Convene a meeting of business and non-profit leaders to release results and begin a discussion of actions to improve resident attitudes and behaviors. This could be a town hall-style meeting or a special invitation lunch with elected officials.

**Press/Media •** Getting in front of your results means controlling how and when results are shared with the press. Whether your relationship with the local news media is cooperative or contentious, you should declare your intentions for the results even before the survey is conducted – then reinforce those intentions once you have the results. Let the press know that there are no bad results and that your community conducts The NCS because it intends to learn and improve like the best businesses. Certainly social media outlets also permit you to express your intentions for results and to interpret the findings for any of your followers. (And do not forget to link subsequent decisions to what you learned from the survey.)

## Choosing a Report Audience

You can follow or adapt to your needs NRC's recommendations for sharing The NCS reports with different stakeholder groups in your community. There is no reason to withhold any report from any individual or stakeholder group, but if targeting the right information to the right audience is seen to be of value, we believe that these distinctions among audiences will make the first pass at distributing results most effective.

### Sharing The NCS Reports with Different Sectors

Report	Residents	Elected officials	Department managers and line staff	Non-profits and businesses	Press/ Media
Community Livability Report	●	●	●	●	●
Dashboard Summary of Findings			●		
Technical Appendices			●		
Trends over Time	●	●	●	○	●
Presentation of key findings	●	●	●		●
Subgroup comparisons (demographic and/or geographic)		○	●	○	
Open-ended Question Responses		○	○	○	
Guide to Understanding and Using Your Reports			●		

●=Recommended

○=Optional

These stakeholder groups may wish to “drill down” into the results most meaningful or pertinent to their missions. Those wishing to drill down should review the questionnaire first and decide which survey items are relevant to their mission – choosing from not only specific municipality-provided services, but also those “community outcomes” that they wish to impact. The Dashboard Summary of Findings and Community Livability Report provide an overview, while the Technical Appendices provide the detailed survey responses and benchmark results. The Trends over Time can show how stakeholders’ efforts have impacted the community over the years. Demographic and Geographic Subgroup Comparisons reports can help to point out on whom and where impacts have been felt to lesser and greater degrees.

## Community Livability Report

Using the model of the eight facets of community livability within the three pillars of community, The NCS Community Livability report is divided into seven sections:

- About
- Quality of Life
- Community Characteristics
- Governance
- Participation
- Special Topics
- Conclusions

**About** • This section provides background on The NCS and community livability with brief descriptions of the survey methods.

**Quality of Life** • This section of the report highlights areas of community strength and challenge, as well as identifying community characteristics most important to your residents' assessments of their quality of life. A summary of benchmark comparisons is presented by the eight community livability facets helping communities to focus on areas that may provide “bigger bang for your buck.”

**Community Characteristics** • This section of the report describes residents' ratings of the characteristics that make a community livable, attractive and a place where people want to be.

**Governance** • This section of the report evaluates how well the local government delivers services and meets the needs and expectations of its residents.

**Participation** • This section of the report looks at how connected residents are to the community and each other.

**Special Topics** • This section includes the custom or special questions you may have included on your survey.

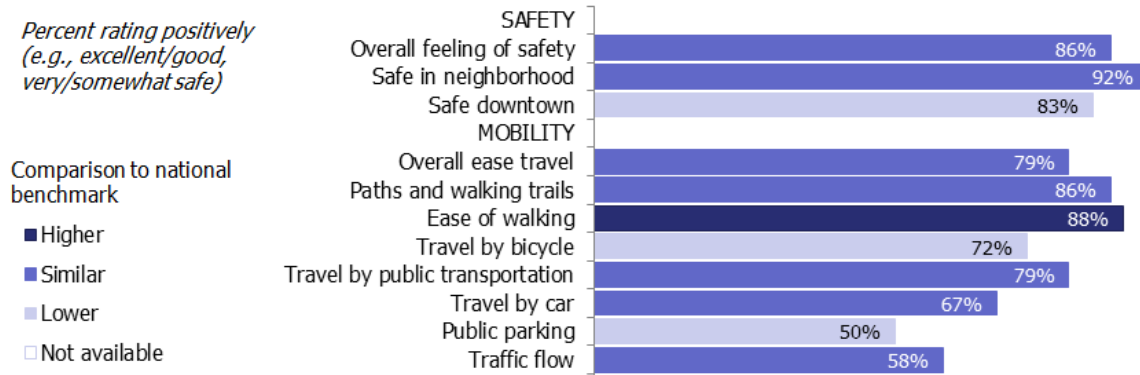
**Conclusions** • Your report ends with a summary of key findings.

For the most part, the “percent positive” is reported in the report’s charts. The percent positive is the combination of the top two most positive response options (i.e., “excellent” and “good,” “very safe” and “somewhat safe”). For question that ask about behavior (e.g., asked on a yes/no scale or frequency scale like “never,” “rarely,” “sometimes,” “usually,” or “always”) we show a combination of responses that reflects at least some behavior (e.g., percent “yes” or “always” and “usually”).

On many of the questions in the survey, respondents could answer “don’t know,” but these “don’t know” responses have been excluded from the analyses shown in the report. In other words, the tables and charts display the responses from respondents who had an opinion about a specific item. Appendix A of the Technical Appendices provides the complete set of survey frequencies, with and without “don’t know” responses. The User Guide section, *Understanding Survey Research* (starting on page 17) describes how and why we remove the “don’t know” responses from our analyses.

Most of the charts in your Community Livability report have been color-coded to indicate how your results compare to national benchmarks, with individual survey items grouped within the eight facets of Community Livability. At a glance, you can see how your results compare to not only each other, but to

national benchmark communities, as well. Detailed benchmark results are provided in Appendix B of the Technical Appendices and include such additional information as your rank among the comparison communities. If you chose to have custom benchmark comparisons made, the results appear in this appendix as well.






## Dashboard Summary of Findings

The Dashboard Summary of Findings summarizes resident ratings across the eight facets and three pillars of a livable community. The Dashboard Summary chart displays your overall performance in each facet based on each survey item's comparison to the benchmark. When most ratings were higher than the benchmark, the color is dark purple; when most ratings were lower than the benchmark, the color is the lightest purple. A mix of ratings (higher and lower than the benchmark) results in a color between the extremes.

	Community Characteristics			Governance			Participation		
	Higher	Similar	Lower	Higher	Similar	Lower	Higher	Similar	Lower
Overall	20	25	7	28	12	6	5	14	14
General	2	5	0	2	1	0	1	1	1
Safety	0	1	2	6	1	0	1	1	0
Mobility	4	2	2	2	4	2	1	1	0
Natural Environment	3	0	0	5	1	0	0	1	2
Built Environment	0	4	1	3	3	1	0	2	0
Economy	2	5	1	0	0	1	1	2	0
Recreation and Wellness	3	4	0	4	0	0	1	2	2
Education and Enrichment	3	2	0	1	0	1	0	1	2
Community Engagement	3	2	1	5	2	1	0	3	7

Legend	
	Higher
	Similar
	Lower

The Detailed Dashboard displays for each item on the survey, its comparison to the benchmark and the percent positive for the current year, and if applicable, how the current year's rating compares to the previous year's rating (higher, similar or lower). Examination of how areas are trending over time and how they compare to the benchmark can be helpful in identifying the areas that merit more attention.

	Community Characteristics	Trend	Benchmark	Percent positive	Governance	Trend	Benchmark	Percent positive	Participation	Trend	Benchmark	Percent positive
General	Overall appearance	↓	↑	74%	Customer service	↔	↑	81%	Sense of community	↔	↔	78%
	Overall quality of life	↓	↔	82%	Services provided by ABC	↔	↑	79%	Recommend ABC	↓	↔	75%
	Place to retire	↔	↔	65%	Services provided by the Federal Government	↑	↔	45%	Remain in ABC	↔	↑	83%
	Place to raise children	↓	↔	77%					Contacted ABC employees	↑	↓	51%
	Place to live	↓	↔	84%								
	Neighborhood	↓	↔	78%								
	Overall image	↔	↑ ↑	87%								
Safety	Overall feeling of safety	*	*	89%	Police	↔	↑ ↑	82%	Was NOT the victim of a crime	↔	↑	89%
	Safe in neighborhood	↓	↔	92%	Crime prevention	↔	↑	70%	Did NOT report a crime to police	*	*	82%
	Safe downtown/commercial area	↔	↔	87%	Fire	↔	↑ ↑	94%	Stocked supplies for an emergency	*	*	42%
					Fire prevention	↔	↑	80%				
					Ambulance/EMS	↔	↑	91%				
					Emergency preparedness	↑	↑ ↑	66%				
					Animal control	↓	↔	62%				
Mobility	Overall ease of travel	↔	↔	75%	Traffic enforcement	↔	↔	66%	Walked or biked instead of driving	*	*	35%
	Traffic flow	↔	↔	49%	Street repair	↓	↓↓	43%	Carpooled instead of driving alone	*	*	42%
	Travel by car	↔	↑ ↑	64%	Street cleaning	↔	↑ ↑	66%	Used public transportation instead of driving	*	*	19%
	Travel by bicycle	↓	↑	55%	Street lighting	↔	↔	60%				
	Ease of walking	↓	↑ ↑	66%	Snow removal	↓	↓	60%				
	Travel by public transportation	↑	↓ ↓	45%	Sidewalk maintenance	↔	↔	55%				
	Paths and walking trails	↓	↑ ↑	62%	Traffic signal timing	↔	↔	52%				
					Bus or transit services	↔	↑ ↑	60%				

**Legend**

↑↑ Much higher    ↑ Higher    ↔ Similar    ↓ Lower    ↓↓ Much lower    \* Not available

## Technical Appendices

### Appendix A: Complete Survey Responses

The first appendix in this document shows the responses to each question on the survey in two ways. Included first are the responses excluding any “don’t know” responses and second are the responses including the “don’t know” responses. We show both the percent of respondents giving a particular response followed by the number of respondents (denoted with “N=”). Every table in the appendix is numbered, to ease its reference in additional documentation or reports you may develop. The complete question wording that was used on the survey is also displayed in every table. This permits readers to review the results in their entirety without having to cross-reference the survey instrument.

High “don’t know” (typically 20% or greater) responses can suggest a need for additional communication or outreach in the community, especially if the high “don’t know” responses are related to underused services.

#### Responses excluding don't know

Table 1: Question 1

Please rate each of the following aspects of quality of life in ABC:	Excellent		Good		Fair		Poor		Total	
ABC as a place to live	47%	N=162	36%	N=125	12%	N=42	4%	N=15	100%	N=344
Your neighborhood as a place to live	45%	N=152	39%	N=132	12%	N=42	3%	N=11	100%	N=337
ABC as a place to raise children	54%	N=152	24%	N=69	18%	N=50	4%	N=12	100%	N=283
ABC as a place to work	34%	N=98	36%	N=102	22%	N=62	8%	N=23	100%	N=285
ABC as a place to visit	72%	N=214	22%	N=66	2%	N=5	4%	N=12	100%	N=297
ABC as a place to retire	40%	N=97	30%	N=72	18%	N=44	13%	N=31	100%	N=244
The overall quality of life in ABC	55%	N=187	35%	N=117	5%	N=18	4%	N=15	100%	N=337

#### Responses including don't know

Table 30: Question 1

Please rate each of the following aspects of quality of life in ABC:	Excellent		Good		Fair		Poor		Don't know		Total	
ABC as a place to live	47%	N=162	36%	N=125	12%	N=42	4%	N=15	1%	N=4	100%	N=348
Your neighborhood as a place to live	45%	N=152	39%	N=132	12%	N=42	3%	N=11	1%	N=3	100%	N=340
ABC as a place to raise children	46%	N=152	21%	N=69	15%	N=50	4%	N=12	13%	N=44	100%	N=327
ABC as a place to work	29%	N=98	30%	N=102	18%	N=62	7%	N=23	15%	N=52	100%	N=337
ABC as a place to visit	71%	N=214	22%	N=66	2%	N=5	4%	N=12	2%	N=5	100%	N=302
ABC as a place to retire	31%	N=97	23%	N=72	14%	N=44	10%	N=31	21%	N=64	100%	N=308
The overall quality of life in ABC	54%	N=187	34%	N=117	5%	N=18	4%	N=15	2%	N=7	100%	N=344

For some questions, respondents are permitted to select more than one response. When some respondents are counted in multiple categories, the total will likely exceed 100%. In these cases, those multiple response questions will have the appropriate notation below the table.

Table 55: Question D14

What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent	Number
American Indian or Alaskan Native	4%	N=15
Asian, Asian Indian or Pacific Islander	6%	N=20
Black or African American	10%	N=35
White	86%	N=298
Other	15%	N=52

Total may exceed 100% as respondents could select more than one option.



## Appendix B: Benchmark Comparisons

### What Benchmarks Are

Benchmarks are comparison data that provide context for your ratings. In Appendix B, your detailed benchmark results are displayed in a table of five columns. The first column is the survey item for which the comparisons have been provided. The second column is your community's percent positive. The third column is the rank assigned to your rating among communities where a similar question was asked. The fourth column is the number of communities that asked a similar question. The fifth and final column shows how your rating compares to the other communities in the benchmarking database. In that final column, your results are noted as being "higher" than the benchmark, "lower" than the benchmark or "similar" to the benchmark, meaning that the average rating given by residents of your community is statistically similar to or different (greater or lesser) than the benchmark. More extreme differences are noted as "much higher" or "much lower."

### National Benchmark Comparisons

Table 1: Community Characteristics General

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
The overall quality of life in ABC	83%	98	286	Similar
Overall image or reputation of ABC	84%	67	315	Much higher
ABC as a place to live	78%	118	255	Similar
Your neighborhood as a place to live	89%	80	374	Higher
ABC as a place to raise children	75%	135	325	Lower
ABC as a place to retire	72%	129	298	Much lower
Overall appearance of ABC	70%	168	354	Similar

We also provide a list of the communities included in your comparison with their population according to the U.S. Census Bureau. The communities in the national database represent a wide geographic and population range; many communities find a custom comparison that targets specific geographies or populations to be useful.

### Communities included in national comparisons

The communities included in ABC's comparisons are listed on the following pages along with their population according to the 2010 Census.

Abilene city, KS.....	6,844	Cambridge city, MA.....	105,162
Adams County, CO.....	441,603	Cape Coral city, FL.....	154,305
Airway Heights city, WA.....	6,114	Cape Girardeau city, MO.....	37,941
Albany city, GA.....	77,434	Cartersville city, GA.....	19,731
Albany city, OR.....	50,158	Carver County, MN.....	91,042
Albemarle County, VA.....	98,970	Cary town, NC.....	135,234
Albert Lea city, MN.....	18,016	Casa Grande city, AZ.....	48,571
Altoona city, IA.....	14,541	Casper city, WY.....	55,316
Ambridge borough, PA.....	7,050	Castle Pines North city, CO.....	10,360
Ames city, IA.....	58,965	Castle Rock town, CO.....	48,231
Andover CDP, MA.....	8,762	Cedar Falls city, IA.....	39,260
Ankeny city, IA.....	45,582	Cedar Rapids city, IA.....	126,326

### What Benchmarks Are Not

Benchmarks do not tell you what you need to fix. In this way, benchmarks are not like blood tests that carry a range, often narrow, within which you are considered to be healthy and outside of which you could be sick. A local score that is lower than scores typically seen in other places may indicate nothing more than community sentiment that resonates. For example, a suburb located near a large metropolitan center may not be seen to have as strong an economy as other places. This residential suburb's commercial areas are not seen to be as vibrant as other places, may have a higher cost of living, fewer jobs and may have ceded downtown activities to a nearby metro area that has much higher density and more entertainment opportunities. A lower benchmark rating for "economy" simply offers specifics to the community identity which residents and leaders may feel no need to ameliorate. Instead



this hypothetical community may want to focus its resources on sustaining or strengthening its image as a safe place with many recreation opportunities and ease of travel by car and light rail.

#### How to Use Benchmarks

Many of the charts and tables in The NCS reports have been color-coded to indicate how your results compare to national benchmarks.

Benchmark comparisons often are used for performance measurement. Communities use the comparative information to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions and to measure local government performance. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. When surveys of service satisfaction turn up “good” citizen evaluations, jurisdictions need to know how others rate their services to understand if “good” is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. More important and harder questions need to be asked; for example, how do residents’ ratings of fire service compare to opinions about fire service in other communities?

A police department that provides the fastest and most efficient service – one that closes most of its cases, solves most of its crimes and keeps the crime rate low – still has a problem to fix if the perception of residents in the community it intends to protect is not so strong. The benchmark data can help that police department – or any department – to understand how well citizens think it is doing. Without the comparative data, it would be like bowling in a tournament without knowing what the other teams are scoring. NRC recommends that citizen opinion be used in conjunction with other sources of data about budget, personnel and politics to help managers know how to respond to comparative results.

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in surveys from over 500 communities whose residents evaluated the same kinds of topics on The NCS. The comparison evaluations are from the most recent survey completed in each community; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant. The Basic Service includes national benchmark comparisons. If you chose a custom benchmarks comparison as an additional service to the basic NCS, these comparison will appear in this appendix, as well.

Jurisdictions in the benchmark database are distributed geographically across the country and range from small to large in population size. Data come from tens of thousands of individual evaluations of community quality, service delivery and engagement. Despite the differences in jurisdiction characteristics, all are in the business of facilitating a high quality of life for residents, typically by providing local government services to residents. Though individual jurisdiction circumstances, resources and practices vary, the objective virtually everywhere is to help create and sustain highly livable communities.

#### Where Benchmarks Come From

NRC has been leading the strategic use of surveys for local governments since 1991, when the principals of the company wrote the first edition of what became the classic text on citizen surveying. In *Citizen Surveys: how to do them, how to use them, what they mean*, published by ICMA, not only were the principles for quality survey methods articulated, but both the idea of benchmark data for citizen opinion and the method for gathering benchmark data were pioneered. The argument for benchmarks was called “In Search of Standards.” “What has been missing from a local government’s analysis of its survey results is the context that school administrators can supply when they tell parents how an 80 percent score on the social studies test compares to test results from other school systems...”

Surveys in the benchmarks are conducted with typically no fewer than 400 residents in each jurisdiction, opinions are intended to represent over 30 million Americans. NRC innovated a method for quantitatively integrating the results of surveys that are conducted by NRC with those that others have conducted. The integration methods have been thoroughly described not only in the *Citizen Surveys* book, but also in *Public Administration Review* and the *Journal of Policy Analysis and Management*. Scholars who specialize in the analysis of citizen surveys regularly have relied on this work.<sup>4</sup> The method described in those publications is refined regularly and statistically tested on a growing number of citizen surveys in NRC's proprietary databases. NRC's work on calculating national benchmarks for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.

---

<sup>4</sup> See, for example: Kelly, J. & Swindell, D. (2002). Service quality variation across urban space: First steps towards a model of citizen satisfaction. *Journal of Urban Affairs*, 24, 271-288 and Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York City, *Public Administration Review*, 64, 331- 341.

## Trends over Time Report

If you have conducted The NCS before, you will automatically receive the Trends over Time report. In this report we show your percent positive ratings by year, how your most current results compare to your previous year's results and how you have compared to the national benchmark for each survey year.

The Trends over Time Report provides insight on the aspects of your community that may be improving or perhaps starting to decline. While trends for your national benchmark comparisons are provided for reference, the benchmark is constantly changing as communities conduct newer surveys or new communities conduct surveys and resident perspectives change. Overall, your trends represent, perhaps, the most powerful benchmark you have – a comparison of you to yourself in prior years. These trends can be a window into the impact of new policies, capital projects or programs in your community.

Table 1: Community Quality Overall

	Percent rating positively (e.g., excellent/good)			2013 compared to 2011	Comparison to benchmark		
	2009	2011	2013		2009	2011	2013
Overall quality of life	68%	74%	79%	Similar	Much lower	Similar	Similar
Overall image	76%	80%	78%	Similar	Similar	Higher	Similar
Place to live	72%	71%	82%	Higher	Similar	Similar	Much higher
Neighborhood	79%	84%	91%	Similar	Higher	Higher	Higher
Place to raise children	65%	69%	78%	Similar	Lower	Much higher	Higher
Place to retire	NA	NA	60%	NA	NA	NA	Much lower
Overall appearance	88%	87%	90%	Similar	Similar	Similar	Similar

## Demographic and Geographic Subgroup Comparison Reports

An additional service many participants in The NCS choose is comparison of results by respondent characteristics. In the Demographic Subgroup Comparison Report, each survey question is cross-classified by responses from different demographic groups in your community. We typically show five demographic groupings (housing unit type, housing tenure, age, gender and race/ethnicity) so that you can see if results differ depending on the demographic category of respondent. The Geographic Subgroup Comparison Report is another optional service that compares survey responses by subgroups, in this case, based on respondents' location (e.g., district, neighborhood, ward, etc.). In order to create a report of geographic comparisons, the geographic subareas will need to be determined well before the survey mailing.

In these subgroup comparison reports, we show the percent positive rating and shade “statistically significant” differences grey. The shading is based on analysis of variance and chi-square tests of statistical significance where a “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed among subgroups are due to chance; or in other words, a greater than 95% probability that there are differences that exist in the subgroups being compared.

Table 1: Community Characteristics General

Percent rating positively (e.g., excellent/good)	Housing unit type		Housing tenure		Age			Gender		Race/Ethnicity		Overall
	Detached	Attached	Rent	Own	18-34	35-54	55+	Female	Male	White alone, not Hispanic	Hispanic and/or other race	
The overall quality of life in ABC	58%	55%	53%	58%	55%	56%	59%	60%	54%	43%	56%	57%
Overall image or reputation of ABC	62%	55%	56%	59%	59%	56%	60%	56%	61%	58%	55%	58%
ABC as a place to live	68%	67%	64%	69%	64%	69%	69%	68%	68%	68%	67%	68%
Your neighborhood as a place to live	50%	49%	46%	51%	53%	49%	47%	50%	49%	49%	47%	50%
ABC as a place to raise children	63%	62%	62%	63%	62%	62%	65%	64%	62%	62%	55%	63%
ABC as a place to retire	60%	59%	57%	60%	60%	58%	61%	60%	58%	60%	60%	60%
Overall appearance of ABC	55%	50%	43%	56%	50%	52%	57%	52%	53%	52%	57%	53%

Table 1: Community Characteristics General

Percent rating positively (e.g., excellent/good)	District 1	District 2	District 3	District 4	Overall
The overall quality of life in ABC	53%	59%	58%	59%	57%
Overall image or reputation of ABC	50%	61%	60%	60%	58%
ABC as a place to live	60%	72%	72%	74%	68%
Your neighborhood as a place to live	45%	58%	50%	48%	50%
ABC as a place to raise children	57%	66%	65%	67%	63%
ABC as a place to retire	55%	65%	60%	65%	60%
Overall appearance of ABC	50%	52%	53%	59%	53%

Demographic subgroup comparisons can help with creating targeted communication and service campaigns to address the concerns of each group.

Geographic subgroup comparisons can help demonstrate the sense of equity felt across the community since residents in some parts of every community tend to feel better than do those in other areas about the services they receive or the livability of their neighborhood. Results from geographic subgroup comparisons will permit targeting of services, capital improvements and programs so that residents in all areas can feel that they are receiving their fair share of resources.

## Open-ended Question Responses

The NCS standard questions are close-ended. A closed-ended question is one where a set of response options is listed as fixed choices on the survey and those taking the survey respond to each option listed. Open-ended questions have no answer choices from which respondents select their response. Instead, respondents must “create” their own answers and state them in their own words. The inclusion of an open-ended question is available as an additional service for The NCS that results in a separate Report of Open-ended Questions.

On the survey, respondents write, in their own words, their answer to the posed open-ended questions. In this report, the verbatim responses are categorized by topic area using qualitative coding techniques. Often, an “other” category is used for responses falling outside these coded categories. In general, a code is assigned when the number of related responses reaches a critical mass.

We will provide a table showing the frequency of each code to give a general overview of the responses.

Table 1: Question 13

What one thing do you like most about living in ABC?	2013
Location	38%
My neighborhood	16%
Quality of life in general	10%
Parks and open space	14%
Rural character	8%
Small town feel	7%
Other	7%
Total	100%

We also provide every verbatim response with its assigned code. This type of report gives you and others a chance to “hear” the voice of respondents in their own words.

## Verbatim Responses

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

### What one thing do you like most about living in ABC?

#### Location

- Access to everything
- Actual location
- Close to city
- Close to metro
- Close to my office
- Close to town
- Close to work
- Close to work and everything is handy
- Convenience
- Convenience
- Convenience
- Everything is handy and close
- I like living south of the river
- It's convenient to everything meaning shopping and the airport
- Location
- Location
- Proximity to downtown

#### My neighborhood

- Appearance of the neighborhoods
- Friendly people next door
- Good neighborhood
- Great neighborhood
- I love my neighborhood!
- Just happy with the neighborhood I live in
- Lots of kids in the neighborhood
- Neighbors
- My neighborhood

# Understanding Survey Research

## Survey Sampling

We systematically select households from a geocoded United States Postal Service (USPS) address list to ensure that only households located within the boundaries of a community are surveyed. Systematic sampling is a procedure whereby a complete list of all eligible addresses is culled, selecting every  $N^{\text{th}}$  one (a number that changes depending on the size of the population and the sample size to be selected) until the appropriate number of addresses is sampled. Not only does NRC scientifically and randomly sample households to participate in The NCS, but we also select, without bias, the household member to participate. This methodology helps ensure that the attitudes expressed by our respondent sample closely approximate the attitudes of all adult residents living in the community. Without controlling who in the household participates, it is likely that results would be biased towards those who are more sedentary and those without jobs (who may have different opinions about some services).

The Basic Service of The NCS includes mailing to randomly selected households. Though response rates across the US have dipped in recent years, the response rate for most administrations of The NCS ranges between 20% and 40%, which yields between 300 and 480 completed surveys.

## Margin of Error and Confidence Intervals

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used for The NCS, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because *some* residents’ opinions are used to estimate *all* residents’ opinions. The relationship between sample size and precision of estimates or margin of error (at the 95% confidence level) is shown in the adjacent table. With a typical sample size for The NCS, this means an estimated margin of error at the 95% confidence level of plus or minus four to six percentage points.

Number of completed surveys	Margin of error
100	±9.8%
300	±5.7%
400	±4.9%
500	±4.4%
750	±3.6%

A 95% confidence interval indicates that for every 100 random samples of the same number of residents, 95 of the confidence intervals created will include the “true” population response. This theory is applied in practice to mean that the “true” perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as “excellent” or “good,” then the 4% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire community is between 71% and 79%. This source of uncertainty is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

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

## Non-response Bias

Knowing that residents in single family dwellings are more likely to respond to a mail survey, NRC oversamples residents of multi-family dwellings to ensure their proper representation in the sample data. Rather than giving all residents an equal chance of receiving the survey, this is systematic, stratified sampling, which gives each resident of the community a known chance of receiving the survey (and apartment dwellers, for example, a greater chance than single family home dwellers).

## Weighting

The first step in preparing the data for analysis is to weight the data to reflect the demographic profile of the residents of the community being surveyed. Weighting is the approach used by quality survey consultancies to ensure that the demographic characteristics of the sample mirror the overall population. It is an important method to adjust for potential non-response bias. NRC uses a special software program of mathematical algorithms to calculate the appropriate weights. Several different weighting “schemes” may be tested to ensure the best fit for the data.

## “Don’t know” Responses

Generally, a small portion of respondents select “don’t know” for most survey items and inevitably some items have a larger “don’t know” percentage. Comparing responses to a set of items on the same scale can be misleading when the “don’t know” responses have been included. If two items have disparate “don’t know” percentages (2% versus 17%, for example), any apparent similarities or differences across the remaining response options may disappear once the “don’t know” responses are removed. Such an example is shown below.

When comparing the community as a place to live to the community as a place to work, it would appear that 76% of respondents rated the community as a place to live as “excellent” or “good” compared to just 63% for the community as a place to work. However, the community as a place to work has a much higher proportion of respondents answering “don’t know” (17% compared to 2%).

	Place to live		Place to work	
	Number	Percent	Number	Percent
Excellent	48	25%	38	20%
Good	97	51%	81	43%
Fair	23	12%	22	12%
Poor	19	10%	17	9%
Don't know	3	2%	32	17%
Total	190	100%	190	100%

If we remove the three “don’t know” responses from the community as a place to live and the 32 “don’t know” responses from the community as a place to work, the two items are actually much more similar in their evaluations: 78% “excellent” or “good” place to live compared to 75% “excellent” or “good” place to work.

	Place to live		Place to work	
	Number	Percent	Number	Percent
Excellent	48	26%	38	24%
Good	97	52%	81	51%
Fair	23	12%	22	14%
Poor	19	10%	17	11%
Total	187	100%	158	100%

## 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 communities conducting citizen surveys across the U.S. The advantage of familiarity was one that NRC did not want to dismiss when crafting The NCS questionnaire, because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, NRC has found that ratings of almost every local government service in almost every community 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. With questions worded for EGFP, responses are more neutral because they require 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).





# Davidson, NC

## Community Livability Report

DRAFT  
2017



**NRC**  
National Research Center Inc

2955 Valmont Road Suite 300  
Boulder, Colorado 80301  
n-r-c.com • 303-444-7863

**ICMA**

*Leaders at the Core of Better Communities*

777 North Capitol Street NE Suite 500  
Washington, DC 20002  
icma.org • 800-745-8780

# Contents

About..... 1

Quality of Life in Davidson..... 2

Community Characteristics ..... 3

Governance ..... 5

Participation ..... 7

Special Topics..... 9

Conclusions ..... 12



The National Citizen Survey™  
© 2001-2017 National Research Center, Inc.

The NCS™ is presented by NRC in collaboration with ICMA.

NRC is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

# About

The National Citizen Survey™ (The NCS) report is about the “livability” of Davidson. The phrase “livable community” is used here to evoke a place that is not simply habitable, but that is desirable. It is not only where people do live, but where they want to live.

Great communities are partnerships of the government, private sector, community-based organizations and residents, all geographically connected. The NCS captures residents’ opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement).

The Community Livability Report provides the opinions of a representative sample of 565 residents of the Town of Davidson. The margin of error around any reported percentage is 4% for the entire sample. The full description of methods used to garner these opinions can be found in the *Technical Appendices* provided under separate cover.

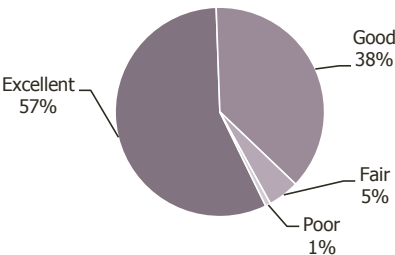


# Quality of Life in Davidson

Almost all residents rated the quality of life in Davidson as excellent or good. This rating was higher than ratings seen in other jurisdictions across the country (see Appendix B of the *Technical Appendices* provided under separate cover).

Shown below are the eight facets of community. The color of each community facet summarizes how residents rated it across the three sections of the survey that represent the pillars of a community – Community Characteristics, Governance and Participation. When most ratings across the three pillars were higher than the benchmark, the color for that facet is the darkest shade; when most ratings were lower than the benchmark, the color is the lightest shade. A mix of ratings (higher and lower than the benchmark) results in a color between the extremes.

Overall Quality of Life



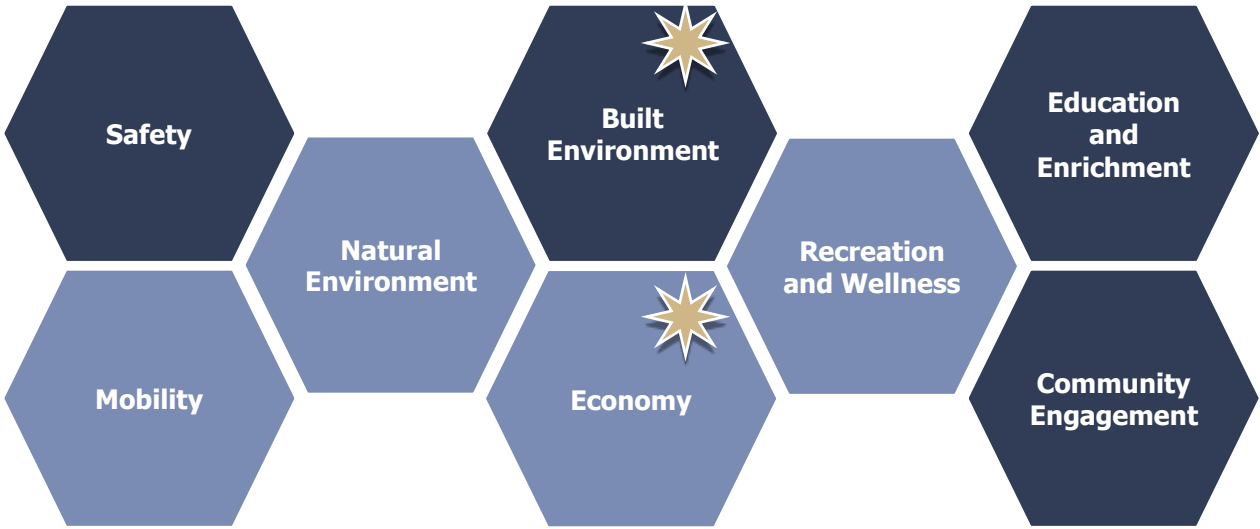
In addition to a summary of ratings, the image below includes one or more stars to indicate which community facets were the most important focus areas for the community. Residents identified Built Environment and Economy as priorities for the Davidson community in the coming two years. It is noteworthy that Davidson residents gave strong ratings that were higher than the national benchmark to Built Environment as well as to Safety, Education and Enrichment and Community Engagement. Ratings for Mobility, Natural Environment, Economy and Recreation and Wellness were positive and similar to other communities. This overview of the key aspects of community quality provides a quick summary of where residents see exceptionally strong performance and where performance offers the greatest opportunity for improvement. Linking quality to importance offers community members and leaders a view into the characteristics of the community that matter most and that seem to be working best.

Details that support these findings are contained in the remainder of this Livability Report, starting with the ratings for Community Characteristics, Governance and Participation and ending with results for Davidson’s unique questions.

Legend

- Higher than national benchmark
- Similar to national benchmark
- Lower than national benchmark

★ Most important



# Community Characteristics

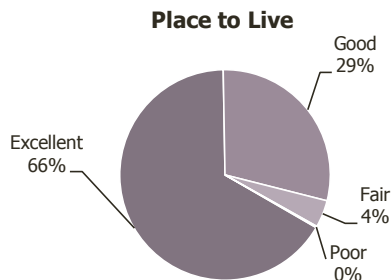
*What makes a community livable, attractive and a place where people want to be?*

Overall quality of community life represents the natural ambience, services and amenities that make for an attractive community. How residents rate their overall quality of life is an indicator of the overall health of a community. In the case of Davidson, 96% rated the Town as an excellent or good place to live. Respondents' ratings of Davidson as a place to live were higher than ratings in other communities across the nation.

In addition to rating the Town as a place to live, respondents rated several aspects of community quality including Davidson as a place to raise children and to retire, their neighborhood as a place to live, the overall image or reputation of Davidson and its overall appearance. A strong majority of residents rated each of these aspects of the community favorably and all aspects were higher than the national benchmark comparisons.

Delving deeper into Community Characteristics, survey respondents rated over 40 features of the community within the eight facets of Community Livability. Ratings within Community Characteristics varied across the different facets, but tended to be similar to or higher than the national benchmark comparisons. Almost all residents felt safe within the community and they showed a similar appreciation for aspects of the community's Natural Environment. Ratings within Mobility were mixed: elements related to motorized transportation (travel by car and public transit, parking and traffic flow) tended to be viewed less favorably than alternative modes (walking, biking and paths and walking trails). Additionally, ratings for seven Mobility characteristics declined from 2014 to 2017 (see the *Trends over Time* report provided under a separate cover for more detail). Residents' ratings of the Built Environment of Davidson were similar to ratings in other communities across the U.S., and respondents often viewed aspects of the Economy more favorably than their counterparts in other communities. However, when compared to results in 2014, ratings for Built Environment tended to decline while ratings for Economy remained stable. Most aspects of Education and Enrichment and Community Engagement received

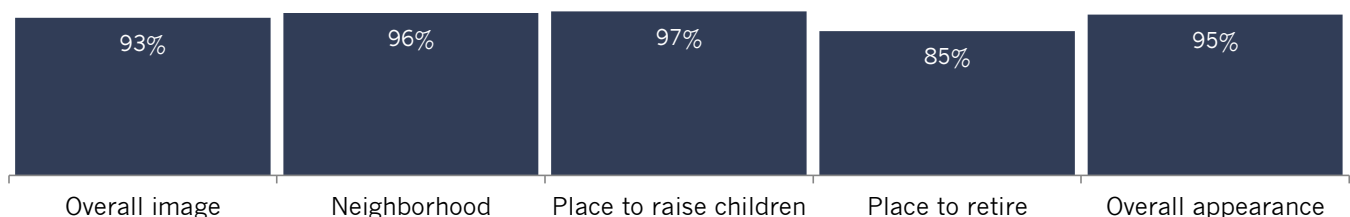
positive assessments from about four in five survey respondents, resulting in many items being higher than the national benchmark comparisons.



Percent rating positively (e.g., excellent/good)

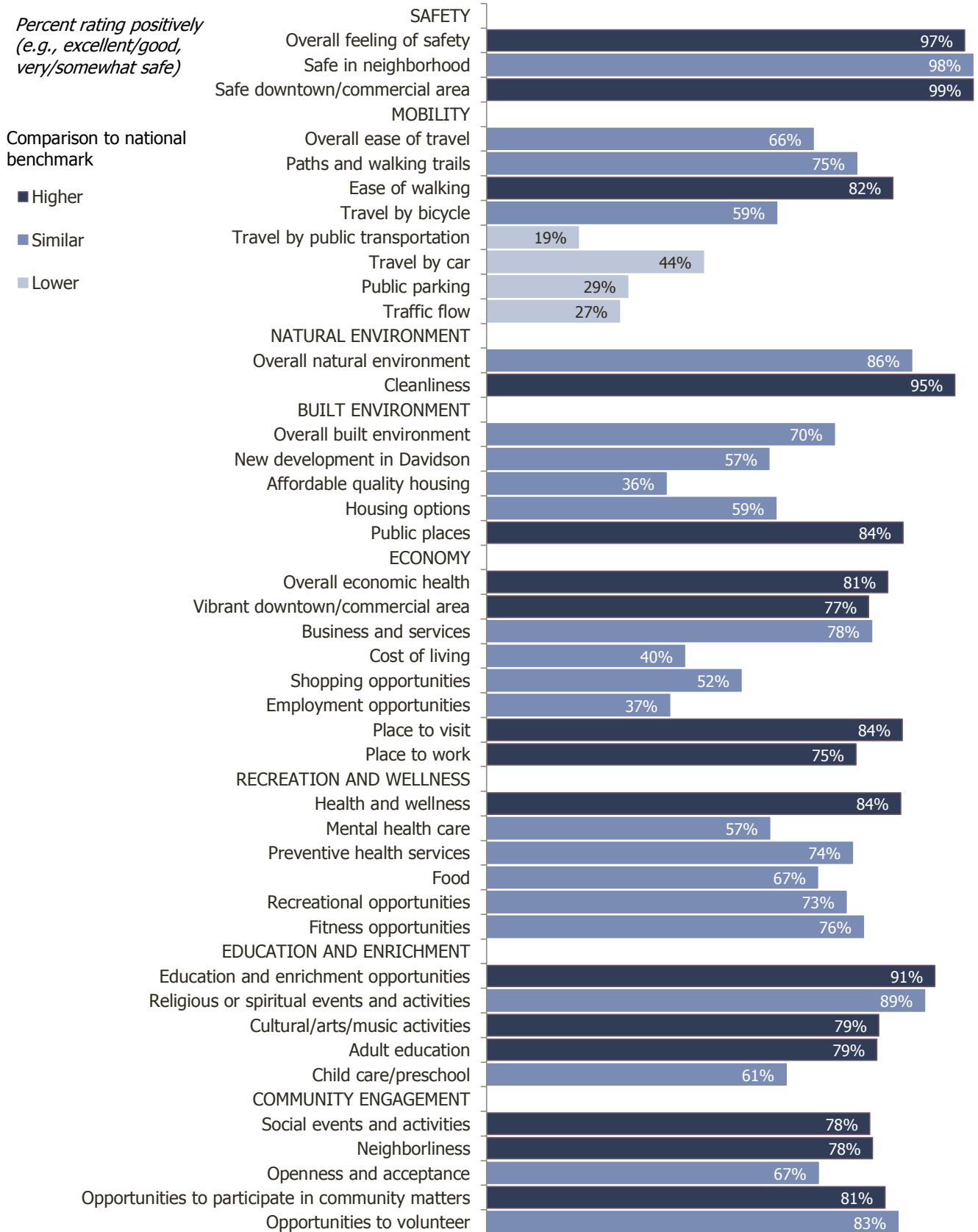
Comparison to national benchmark

■ Higher ■ Similar ■ Lower



## The National Citizen Survey™

Figure 1: Aspects of Community Characteristics



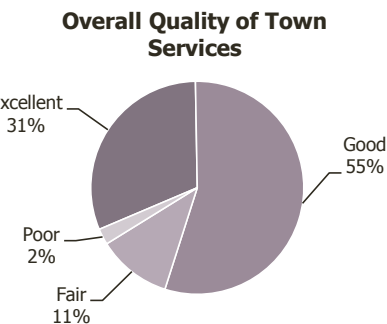
# Governance

## *How well does the government of Davidson meet the needs and expectations of its residents?*

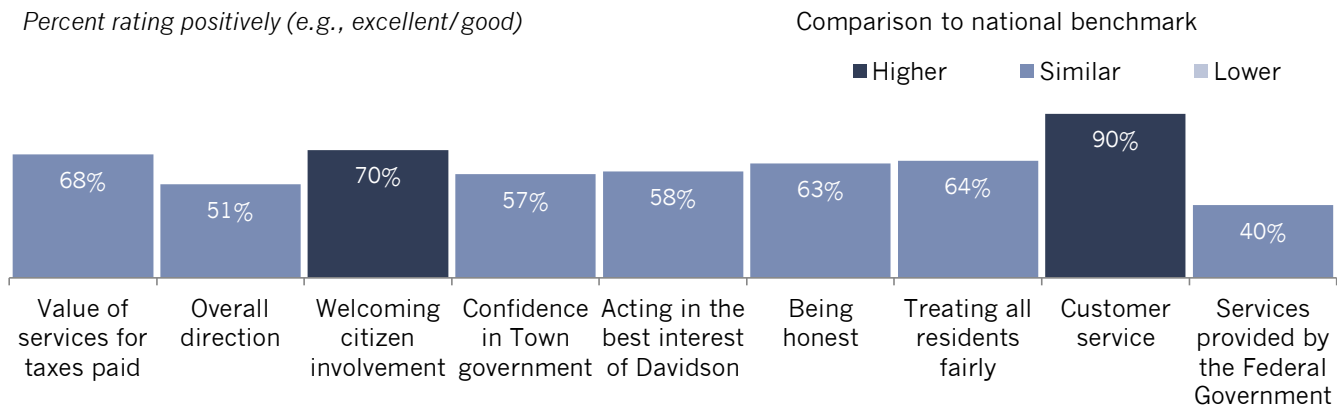
The overall quality of the services provided by Davidson as well as the manner in which these services are provided are a key component of how residents rate their quality of life. More than 8 in 10 respondents (86%) positively rated the overall quality of services provided by the City of Davidson; in comparison, about 4 in 10 respondents gave excellent or good ratings to the services provided by the Federal Government. Ratings for both of these measures were similar to the national benchmark.

Survey respondents also rated various aspects of Davidson's leadership and governance. Strengths of the Town included its customer service and welcoming citizen involvement; both received marks higher than the national benchmarks. Between a half and two-thirds of residents rated all other aspects of the Town's leadership and governance positively. Despite these strong ratings, several aspects of Davidson's leadership and governance declined from 2014 to 2017.

Respondents evaluated over 30 individual services and amenities available in Davidson. Residents' ratings of Davidson's services and amenities tended to be similar to those seen in other jurisdictions across the country; however, there were a few noteworthy exceptions. Safety-related services received excellent or good ratings from at least 6 in 10 participants, and most services received ratings higher than those reported in comparison communities. Within Built Environment, storm drainage and code enforcement emerged as stand-out services; special events within Education and Enrichment also received exceptionally high ratings. Other top-rated services in Davidson included garbage collection, recycling, Town parks and recreation programs; at least 8 in 10 residents positively rated these services and amenities, and these ratings were similar to the national comparisons.

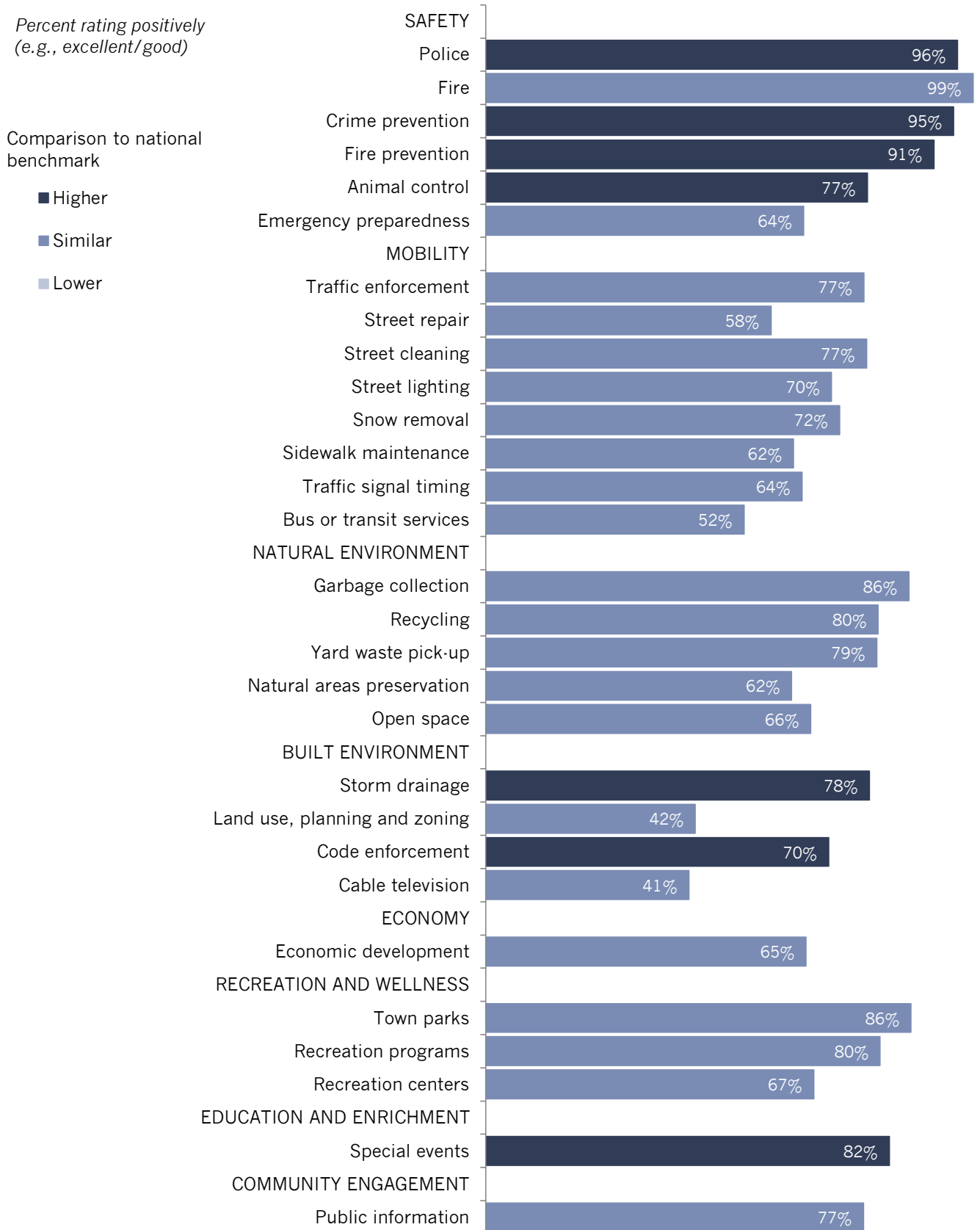


Ratings increased from 2014 to 2017 for fire services, snow removal and storm drainage, and decreased for seven services, including emergency preparedness; land use, planning and zoning; and Davidson open space.



## The National Citizen Survey™

Figure 2: Aspects of Governance





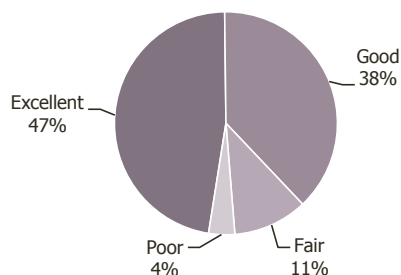
# Participation

## *Are the residents of Davidson connected to the community and each other?*

An engaged community harnesses its most valuable resource, its residents. The connections and trust among residents, government, businesses and other organizations help to create a sense of community, a shared sense of membership, belonging and history. More than 8 in 10 respondents awarded excellent or good ratings to the overall sense of community in Davidson, which was higher than ratings seen in other jurisdictions across the nation. About 9 in 10 residents would recommend living in Davidson to someone who asked and slightly fewer (85%) planned to remain in Davidson for the coming five years; both of these rates were similar to the national benchmark comparisons.

The survey included over 30 activities and behaviors for which respondents indicated how often they participated in or performed each, if at all. Residents' reported levels of Participation varied across the different facets, and were generally similar to or higher than the national comparisons. Overall, Davidson is a highly engaged community. While the proportions of residents participating in each activity within Community Engagement varied greatly, the relative levels of participation tended to be higher than those reported in other communities nationwide. Within Safety, about 9 in 10 residents did not report a crime in the 12 months prior to the survey, which was higher than rates seen in other communities. Levels of Participation within Mobility varied widely; while about 7 in 10 residents revealed they had walked or biked instead of driving (a rate that was higher than the benchmark), only around 1 in 10 had used public transportation instead of driving (which was lower than the benchmark). Within Built Environment few residents had observed a code violation and most were not experiencing housing cost stress. Almost all respondents had purchased goods or services in Davidson, and the proportion of Davidson residents who were optimistic that the economy would have a positive impact on their income in the coming six months was higher than the national benchmark.

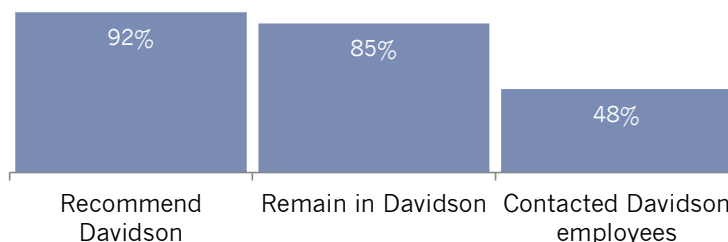
**Sense of Community**



Percent rating positively  
(e.g., very/somewhat likely,  
yes)

Comparison to national  
benchmark

■ Higher ■ Similar ■ Lower



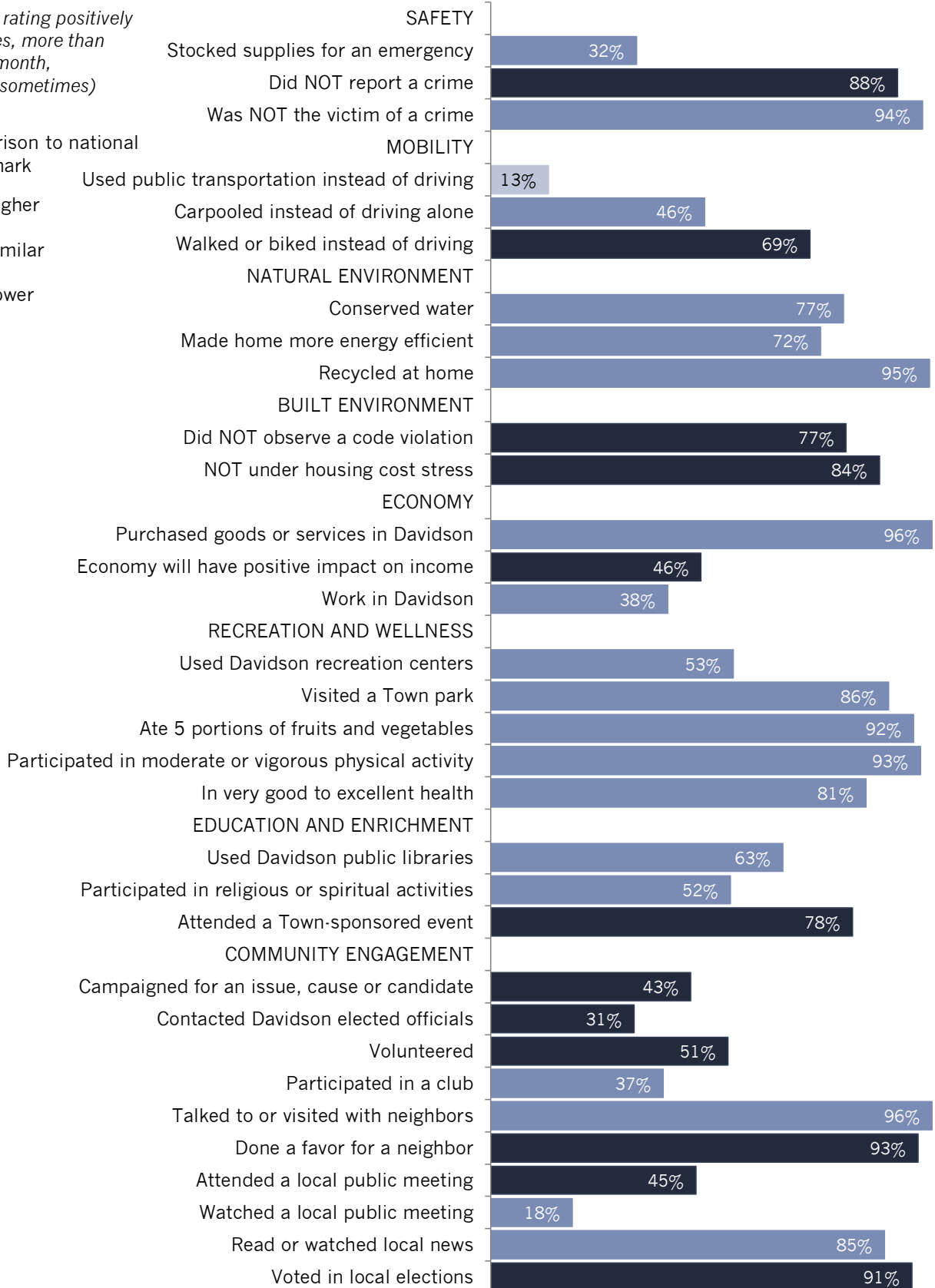
## The National Citizen Survey™

Figure 3: Aspects of Participation

Percent rating positively  
(e.g., yes, more than  
once a month,  
always/sometimes)

Comparison to national  
benchmark

- Higher
- Similar
- Lower

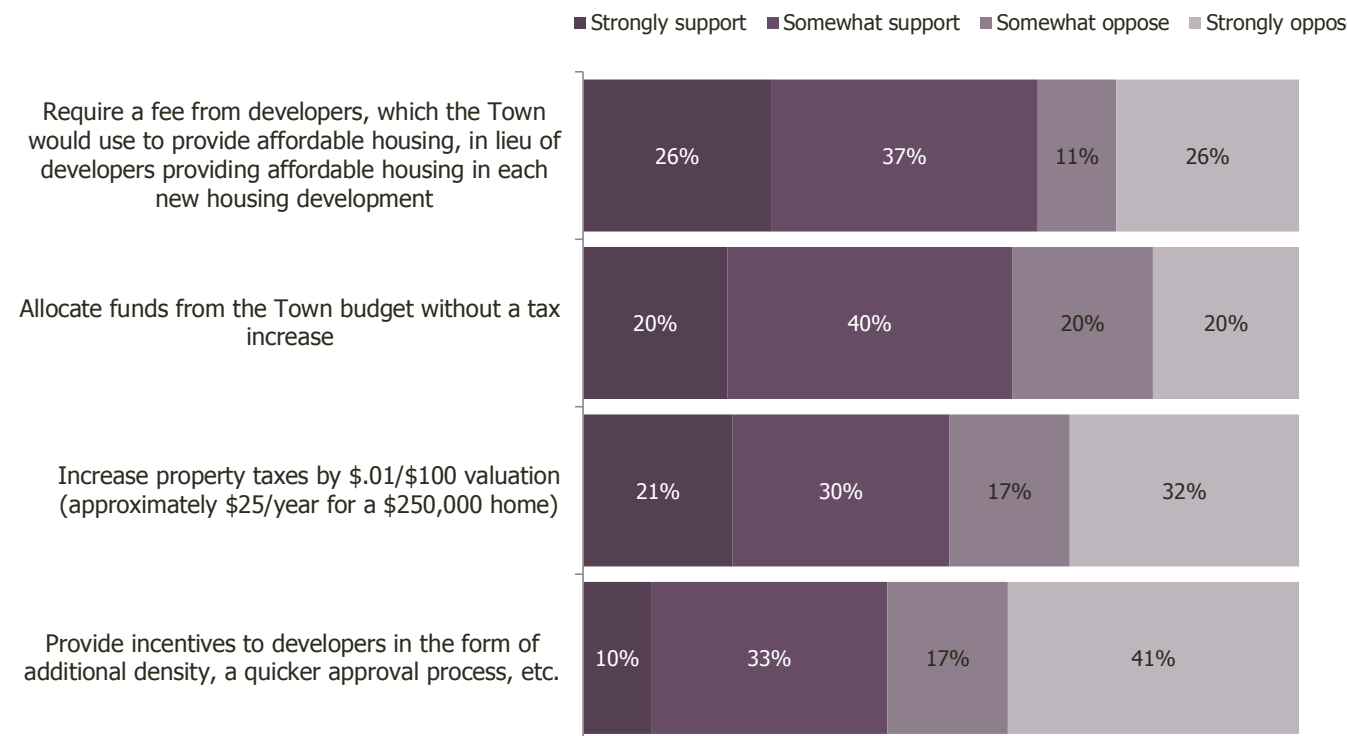


# Special Topics

The Town of Davidson included four questions of special interest on The NCS. These questions explored aspects of affordable housing, facility and program improvements and transportation.

The first special interest question asked residents about their support for various measures that would increase the supply of affordable housing in Davidson. Around 6 in 10 residents indicated support for requiring a fee from developers that the Town would use to provide affordable housing, and a similar proportion would support allocating funds from the Town budget without a tax increase. Residents were evenly split on a proposed property tax increase that would support affordable housing: about half indicated that they would somewhat or strongly support this increase in property taxes, and about half would oppose this tax (with about one-third in strong opposition to this option). A majority of respondents (58%) were somewhat or strongly opposed to the Town providing incentives to developers.

Figure 4: Support for Affordable Housing Measures  
*To what extent would you support or oppose the following measures to increase the supply of affordable (not subsidized) housing in Davidson:*

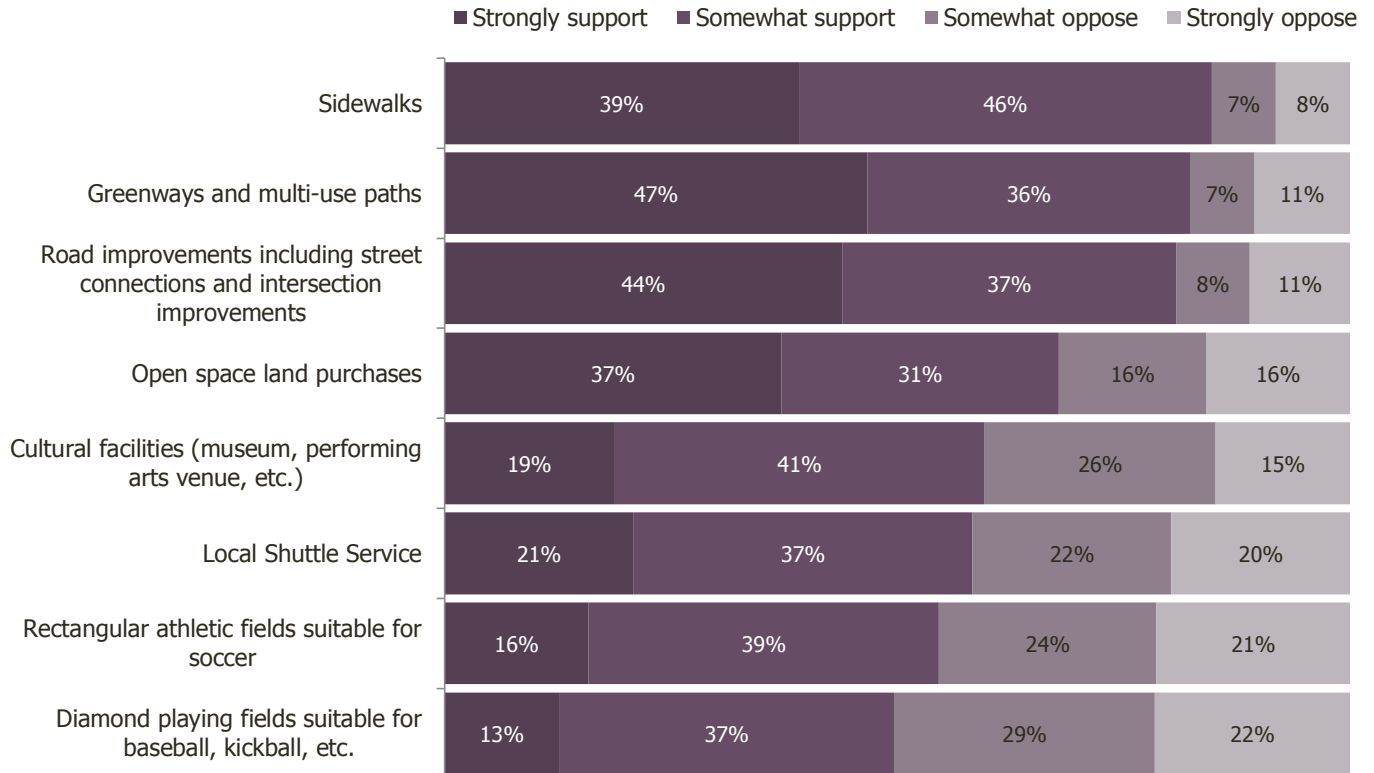


## The National Citizen Survey™

The second special interest question asked residents to what extent they would support or oppose using a property tax increase to finance improvements to various Town facilities, programs and infrastructure. Overall, residents tended to favor options that would increase mobility in the form of sidewalks, paths and road improvements. Only about half of respondents indicated support for a tax increase to support rectangular athletic fields suitable for soccer and diamond playing fields suitable for baseball and kickball.

**Figure 5: Support for a Property Tax Increases for Facility and Program Improvements**

*To what extent would you support or oppose using a property tax increase to finance improvements to the following facilities and programs:*

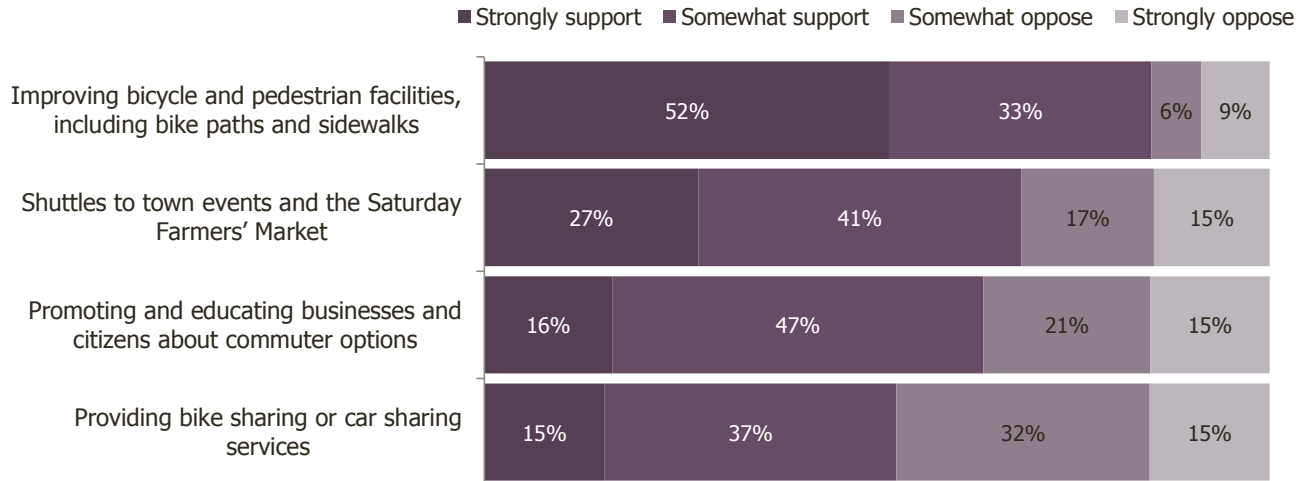


## The National Citizen Survey™

Residents next indicated their level of support for Town funds being allocated for different transportation initiatives. A vast majority of respondents (85%) indicated that they would strongly or somewhat support funds being used for improving bicycle and pedestrian facilities. About two-thirds of participants would support shuttles to town events and the Saturday Farmers' Market, and about 6 in 10 supported promoting and educating businesses and citizens about commuter options. Using funds to provide bike sharing or car sharing services was supported by about half of residents.

Figure 6: Support for Transportation Initiatives

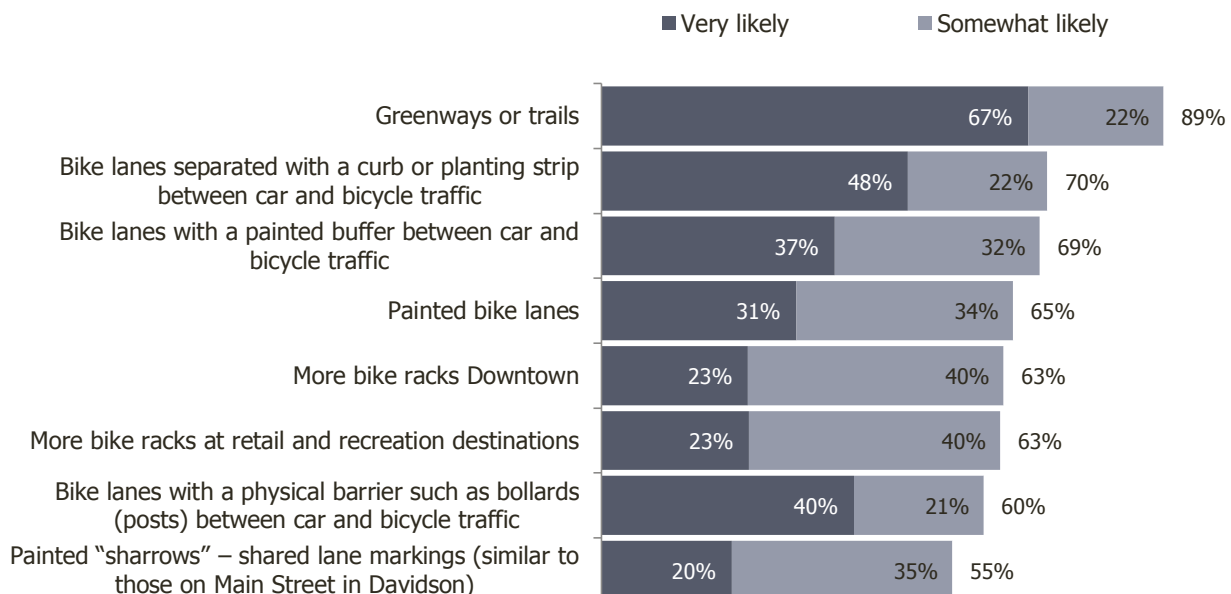
*To what extent would you support or oppose Town funds being used for the following transportation initiatives:*



The final special interest question asked respondents about their likelihood of using a bicycle if various cycling infrastructure were made more available in Davidson. About 9 in 10 respondents would be more likely to ride a bicycle if more greenways or trails were available, and about 7 in 10 would increase their bicycle usage if there were more bike lanes separated with a curb or planting strip and bike lanes with a painted buffer between car and bicycle traffic. Only about half of residents would be more likely to ride their bicycle if there were more painted "sharrows" in Davidson.

Figure 7: Cycling Structure Availability and Likelihood of Bicycle Usage

*How likely or unlikely would you be to ride your bicycle more often if the following cycling infrastructure were made available in Davidson?*



# Conclusions

## **Davidson residents continue to enjoy an exceptional quality of life.**

Almost all survey respondents rated the overall quality of life in Davidson as the Town as a place to live as excellent or good; these ratings were higher than ratings reported in comparison communities and were stable over time. Several features that enhance quality of life, including Davidson as place to raise children and their neighborhood as a place to live were rated positively by about 9 in 10 residents and were higher than ratings seen in other jurisdictions across the country. Around 9 in 10 survey participants would recommend living in Davidson to someone who asked and more than 8 in 10 planned to remain in the community for the coming five years. Additionally, Davidson is a highly engaged community, with at least four in five residents rating Davidson's sense of community as excellent or good and many residents participating in the community through campaigning, volunteering and attending public meetings and Town-sponsored events.

## **Davidson's Built Environment is an important community feature, and a key area to monitor in the coming years.**

Residents identified Built Environment as a priority for the Davidson community in the coming two years, and ratings for measures related to Built Environment were strong and similar to or higher than ratings seen elsewhere. About 7 in 10 respondents positively rated the overall built environment in Davidson, and residents highlighted public places where people like to spend time as an appreciated feature of the community. Fewer Davidson residents had observed a code violation in the previous 12 months than residents of other communities across the country. While most residents were not experiencing housing cost stress, they recognized the need for more affordable housing within the growing community: about 6 in 10 indicated that they would support requiring a fee from developers or allocating funds from the Town budget without a tax increase to provide affordable housing in the community. Despite overall positive marks, ratings decreased over time for the quality of new development in Davidson; the availability of affordable quality housing; variety of housing options; and land use, planning and zoning. The Town will need monitor these areas as it plans for the community's future growth.

## **Residents are finding it more difficult to get around Davidson and seek improvements.**

Compared to 2014, many aspects of Mobility declined in 2017. Traffic flow on major streets, ease of travel by car, ease of travel by bicycle, ease of walking, the overall ease of travel, the availability of public parking and availability of paths and walking trails saw declines between survey administrations. Overall, residents gave favorable ratings to Mobility-related services, including street repair, street cleaning and traffic enforcement (all of these services were similar to the national comparisons). However, less than half of respondents positively rated ease of travel by public transportation, ease of travel by car, public parking and traffic flow on major streets; these ratings were lower than those seen in other communities. Residents voiced their preference for bicycle and pedestrian facilities improvements over car or bike sharing programs and indicated they would likely ride their bikes more if there were more greenways and trails or separate bike lanes. Additionally, when asked about their support for a tax increase to finance improvements to various Town facilities, programs and infrastructure, residents tended to favor options that would increase mobility in the form of sidewalks, paths and road improvements.

## **The Economy is an important and positive feature of the community.**

Respondents also indicated that the Economy should be a top priority for Davidson in the coming two years. Measures related to Economy generally received positive ratings that were similar to or higher than the national comparisons. About three-quarters of respondents or more positively rated the overall economic health of Davidson, the vibrancy of the downtown/commercial area, the Town as a place to visit and Davidson as a place to work; ratings for all of these measures were higher than those seen in comparison communities. Almost all respondents had purchased goods or services in Davidson and about 4 in 10 residents worked within the Town limits.



# Davidson, NC

## Dashboard Summary of Findings

DRAFT  
2017



2955 Valmont Road Suite 300  
Boulder, Colorado 80301  
n-r-c.com • 303-444-7863



777 North Capitol Street NE Suite 500  
Washington, DC 20002  
icma.org • 800-745-8780

# Summary

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 research methods and directly comparable results across The NCS communities. The NCS captures residents' opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement). This report summarizes Davidson's performance in the eight facets of community livability with the "General" rating as a summary of results from the overarching questions not shown within any of the eight facets. The "Overall" represents the community pillar in its entirety (the eight facets and general).

By summarizing resident ratings across the eight facets and three pillars of a livable community, a picture of Davidson's community livability emerges. Below, the color of each community facet summarizes how residents rated each of the pillars that support it – Community Characteristics, Governance and Participation. When most ratings were higher than the benchmark, the color is the darkest shade; when most ratings were lower than the benchmark, the color is the lightest shade. A mix of ratings (higher and lower than the benchmark) results in a color between the extremes.

Overall, ratings for the dimensions of community livability were strong and similar to or higher than ratings seen in other communities across the nation. Aspects of Safety and Education and Enrichment within the pillars of Community Characteristics and Governance received exceptionally high ratings. Within the pillar of Community Characteristics, Davidson residents also gave very strong ratings to general aspects, Natural Environment, Economy and Community Engagement, and within Governance, residents also awarded high marks to aspects of Built Environment. Respondents' reported levels of Participation in Built Environment and Community Engagement were higher than levels seen in other communities nationwide.

Figure 1: Dashboard Summary

	Community Characteristics			Governance			Participation		
	Higher	Similar	Lower	Higher	Similar	Lower	Higher	Similar	Lower
Overall	23	22	4	9	30	0	13	22	1
General	7	0	0	1	2	0	0	3	0
Safety	2	1	0	4	2	0	1	2	0
Mobility	1	3	4	0	8	0	1	1	1
Natural Environment	1	1	0	0	5	0	0	3	0
Built Environment	1	4	0	2	2	0	2	0	0
Economy	4	4	0	0	1	0	1	2	0
Recreation and Wellness	1	5	0	0	3	0	0	5	0
Education and Enrichment	3	2	0	1	0	0	1	2	0
Community Engagement	3	2	0	1	7	0	7	4	0

Legend	
	Higher
	Similar
	Lower



# The National Citizen Survey™

Figure 2: Detailed Dashboard

	Community Characteristics	Trend	Benchmark	Percent positive	Governance	Trend	Benchmark	Percent positive	Participation	Trend	Benchmark	Percent positive
General	Overall appearance	↔	↑↑	95%	Customer service	↔	↑	90%	Recommend Davidson	↔	↔	92%
	Overall quality of life	↔	↑	94%	Services provided by Davidson	↔	↔	86%	Remain in Davidson	↔	↔	85%
	Place to retire	↔	↑	85%	Services provided by the Federal Government	↔	↔	40%	Contacted Davidson employees	↔	↔	48%
	Place to raise children	↔	↑	97%								
	Place to live	↔	↑	96%								
	Neighborhood	↔	↑	96%								
Safety	Overall image	↔	↑↑	93%								
	Overall feeling of safety	↔	↑	97%	Police	↔	↑	96%	Was NOT the victim of a crime	↔	↔	94%
	Safe in neighborhood	↔	↔	98%	Crime prevention	↔	↑↑	95%	Did NOT report a crime	↔	↑	88%
	Safe downtown/commercial area	↔	↑	99%	Fire	↑	↔	99%	Stocked supplies for an emergency	↔	↔	32%
					Fire prevention	↔	↑	91%				
					Emergency preparedness	↓	↔	64%				
Mobility					Animal control	↔	↑	77%				
	Traffic flow	↓	↓	27%	Traffic enforcement	↔	↔	77%	Carpooled instead of driving alone	↔	↔	46%
	Travel by car	↓	↓	44%	Street repair	↔	↔	58%	Walked or biked instead of driving	↔	↑	69%
	Travel by bicycle	↓	↔	59%	Street cleaning	↔	↔	77%	Used public transportation instead of driving	↔	↓	13%
	Ease of walking	↓	↑	82%	Street lighting	↔	↔	70%				
	Travel by public transportation	↔	↓	19%	Snow removal	↑	↔	72%				
	Overall ease travel	↓	↔	66%	Sidewalk maintenance	↔	↔	62%				
	Public parking	↓	↓	29%	Traffic signal timing	↔	↔	64%				
Natural Environment	Paths and walking trails	↓	↔	75%	Bus or transit services	↔	↔	52%				
	Overall natural environment	↓	↔	86%	Garbage collection	↔	↔	86%	Recycled at home	↔	↔	95%
	Cleanliness	↔	↑	95%	Recycling	↓	↔	80%	Conserved water	↔	↔	77%
					Yard waste pick-up	↔	↔	79%	Made home more energy efficient	↓	↔	72%
					Open space	↓	↔	66%				
Built Environment					Natural areas preservation	↓	↔	62%				
	New development in Davidson	↓	↔	57%	Storm drainage	↑	↑	78%	NOT experiencing housing cost stress	↔	↑	84%
	Affordable quality housing	↓	↔	36%	Land use, planning and zoning	↓	↔	42%	Did NOT observe a code violation	↑	↑↑	77%
	Housing options	↓	↔	59%	Code enforcement	↔	↑	70%				
	Overall built environment	↓	↔	70%	Cable television	↔	↔	41%				
	Public places	↔	↑	84%								

## Legend

↑↑ Much higher    ↑ Higher    ↔ Similar    ↓ Lower    ↓↓ Much lower    \* Not available

# The National Citizen Survey™

	Community Characteristics	Trend	Benchmark	Percent positive	Governance	Trend	Benchmark	Percent positive	Participation	Trend	Benchmark	Percent positive
Economy	Overall economic health	↔	↑	81%	Economic development	↓	↔	65%	Economy will have positive impact on income	↑	↑	46%
	Shopping opportunities	↑	↔	52%					Purchased goods or services in Davidson	↔	↔	96%
	Employment opportunities	↔	↔	37%					Work in Davidson	↔	↔	38%
	Place to visit	↔	↑	84%								
	Cost of living	↔	↔	40%								
	Vibrant downtown/commercial area	↑	↑↑	77%								
	Place to work	↔	↑	75%								
Recreation and Wellness	Business and services	↔	↔	78%								
	Fitness opportunities	↔	↔	76%	Town parks	↔	↔	86%	In very good to excellent health	↔	↔	81%
	Recreational opportunities	↓	↔	73%	Recreation centers	↔	↔	67%	Used Davidson recreation centers	↔	↔	53%
	Food	↔	↔	67%	Recreation programs	↔	↔	80%	Visited a Town park	↔	↔	86%
	Mental health care	↔	↔	57%					Ate 5 portions of fruits and vegetables	↔	↔	92%
	Health and wellness	↔	↑	84%					Participated in moderate or vigorous physical activity	↔	↔	93%
	Preventive health services	↔	↔	74%								
Education and Enrichment	Cultural/arts/music activities	↓	↑	79%	Special events	↓	↑	82%	Used Davidson public libraries	↓	↔	63%
	Child care/preschool	↓	↔	61%					Participated in religious or spiritual activities	↔	↔	52%
	Religious or spiritual events and activities	↔	↔	89%					Attended a Town-sponsored event	↔	↑↑	78%
	Adult education	↔	↑	79%								
	Overall education and enrichment	↔	↑	91%								
Community Engagement	Opportunities to participate in community matters	↔	↑	81%	Public information	↓	↔	77%	Sense of community	↔	↑	85%
	Opportunities to volunteer	↓	↔	83%	Overall direction	↓	↔	51%	Voted in local elections	↑	↑	91%
	Openness and acceptance	↔	↔	67%	Value of services for taxes paid	↔	↔	68%	Talked to or visited with neighbors	↔	↔	96%
	Social events and activities	↓	↑	78%	Welcoming citizen involvement	↓	↑	70%	Attended a local public meeting	↑	↑↑	45%
	Neighborliness	↔	↑	78%	Confidence in Town government	↓	↔	57%	Watched a local public meeting	*	↔	18%
					Acting in the best interest of Davidson	↓	↔	58%	Volunteered	↔	↑	51%
					Being honest	↓	↔	63%	Participated in a club	↔	↔	37%
					Treating all residents fairly	↓	↔	64%	Campaigned for an issue, cause or candidate	↑	↑↑	43%
									Contacted Davidson elected officials	↑	↑	31%
									Read or watched local news	↔	↔	85%
									Done a favor for a neighbor	↔	↑	93%

## Legend

↑↑ Much higher    ↑ Higher    ↔ Similar    ↓ Lower    ↓↓ Much lower    \* Not available



# Davidson, NC

Comparisons by Geographic Subgroups

DRAFT  
2017



**NRC**  
National Research Center Inc

2955 Valmont Road Suite 300  
Boulder, Colorado 80301  
n-r-c.com • 303-444-7863

**ICMA**

*Leaders at the Core of Better Communities*

777 North Capitol Street NE Suite 500  
Washington, DC 20002  
icma.org • 800-745-8780

# Summary

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 research methods and directly comparable results across The NCS communities. This report discusses differences in opinion of survey respondents by zone (where Zone 1 was West Davidson, Zone 2 was Central Davidson, Zone 3 was East Davidson and Zone 4 contained only residents who received their mail from P.O. boxes).

Responses in the following tables show only the proportion of respondents giving a certain answer; for example, the percent of respondents who rated the quality of life as “excellent” or “good,” or the percent of respondents who attended a public meeting more than once a month. ANOVA and chi-square tests of significance were applied to these comparisons of survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between zones are due to chance; or in other words, a greater than 95% probability that the differences observed are “real.” Where differences were statistically significant, they have been shaded grey.

The margin of error for this report is generally no greater than plus or minus four percentage points around any given percent reported for the entire sample (565 completed surveys). For each zone, the margin of error rises to approximately plus or minus nine percentage points since sample sizes were approximately 152 for West Davidson, 133 for Central Davidson, 146 for East Davidson and 134 for P.O. boxes. Notable differences between zones included the following:

- Within the pillar of Community Characteristics, respondents who lived in Central Davidson tended to give more positive ratings to Davidson as a place to retire than residents of other Town areas. Where differences were noted, residents from West Davidson were less likely to positively rate aspects of Mobility than their counterparts. However, there was one exception: residents of West Davidson tended to give more positive ratings to the ease of travel by public transportation. Respondents who used a P.O. Box to receive mail tended to give less positive ratings to several aspects of Economy than their counterparts.
- When asked about aspects of general Governance and the Town of Davidson’s leadership, several differences were noted. Broadly, residents from West Davidson and Central Davidson tended to give somewhat higher ratings to aspects of general Governance than their counterparts in East Davidson and those who received their mail via a P.O. box. Within Safety, participants from Central Davidson were less likely to positively rate police services than respondents from other areas.
- Within the pillar of Participation, respondents from West Davidson and residents who used P.O. Boxes were less likely to give high marks to the sense of community in Davidson and were less likely to report plans to stay in the community for the coming five years. Broadly, residents from West Davidson were less likely to report participating in aspects of Community Engagement than their counterparts.
- The availability of affordable quality housing in Davidson was rated more favorably by respondents from East Davidson, but received less positive ratings from residents who used P.O. boxes. When asked about their level of support for various measures to increase the supply of affordable housing in Davidson, respondents from East Davidson were less likely to support each of the four proposed measures.
- Residents from East Davidson were less likely to indicate that any types of additional cycling infrastructure would increase their likelihood of riding a bicycle than their counterparts in other Town areas.

# The National Citizen Survey™

Table 1: Community Characteristics - General

Percent rating positively (e.g., excellent/good)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
The overall quality of life in Davidson	93%	96%	98%	90%	94%
Overall image or reputation of Davidson	93%	95%	94%	89%	93%
Davidson as a place to live	95%	99%	97%	92%	96%
Your neighborhood as a place to live	93%	96%	100%	95%	96%
Davidson as a place to raise children	95%	99%	97%	95%	97%
Davidson as a place to retire	81%	95%	83%	84%	85%
Overall appearance of Davidson	93%	96%	98%	91%	95%

Table 2: Community Characteristics - Safety

Percent rating positively (e.g., excellent/good, very/somewhat safe)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Overall feeling of safety in Davidson	96%	99%	100%	93%	97%
In your neighborhood during the day	98%	100%	99%	98%	98%
In Davidson's downtown/commercial area during the day	97%	100%	99%	98%	99%

Table 3: Community Characteristics - Mobility

Percent rating positively (e.g., excellent/good, very/somewhat safe)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Overall ease of getting to the places you usually have to visit	70%	70%	58%	66%	66%
Traffic flow on major streets	25%	33%	25%	26%	27%
Ease of public parking	32%	23%	29%	28%	29%
Ease of travel by car in Davidson	48%	47%	39%	41%	44%
Ease of travel by public transportation in Davidson	33%	9%	9%	17%	19%
Ease of travel by bicycle in Davidson	47%	70%	70%	51%	59%
Ease of walking in Davidson	74%	90%	88%	80%	82%
Availability of paths and walking trails	59%	86%	84%	76%	75%

Table 4: Community Characteristics - Natural Environment

Percent rating positively (e.g., excellent/good, very/somewhat safe)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Quality of overall natural environment in Davidson	85%	94%	91%	75%	86%
Cleanliness of Davidson	92%	98%	99%	91%	95%

Table 5: Community Characteristics - Built Environment

Percent rating positively (e.g., excellent/good, very/somewhat safe)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Overall "built environment" of Davidson (including overall design, buildings, parks and transportation systems)	74%	83%	59%	67%	70%
Public places where people want to spend time	90%	84%	85%	76%	84%
Variety of housing options	52%	68%	73%	44%	59%
Availability of affordable quality housing	29%	46%	60%	16%	36%
Overall quality of new development in Davidson	59%	66%	59%	45%	57%

Table 6: Community Characteristics - Economy

Percent rating positively (e.g., excellent/good, very/somewhat safe)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Overall economic health of Davidson	83%	90%	76%	77%	81%
Davidson as a place to work	85%	78%	73%	63%	75%
Davidson as a place to visit	89%	86%	79%	82%	84%
Employment opportunities	34%	44%	42%	30%	37%
Shopping opportunities	53%	54%	47%	53%	52%
Cost of living in Davidson	41%	43%	47%	29%	40%
Overall quality of business and service establishments in Davidson	74%	77%	85%	76%	78%
Vibrant downtown/commercial area	79%	83%	80%	68%	77%

Table 7: Community Characteristics - Recreation and Wellness

Percent rating positively (e.g., excellent/good, very/somewhat safe)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Health and wellness opportunities in Davidson	79%	90%	84%	85%	84%
Fitness opportunities (including exercise classes and paths or trails, etc.)	72%	70%	84%	80%	76%
Recreational opportunities	76%	64%	77%	71%	73%
Availability of affordable quality food	66%	67%	73%	62%	67%
Availability of preventive health services	75%	75%	86%	59%	74%
Availability of affordable quality mental health care	64%	53%	74%	40%	57%

Table 8: Community Characteristics - Education and Enrichment

Percent rating positively (e.g., excellent/good, very/somewhat safe)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Overall opportunities for education and enrichment	89%	96%	90%	90%	91%
Availability of affordable quality child care/preschool	60%	70%	67%	48%	61%
Adult educational opportunities	73%	94%	77%	75%	79%
Opportunities to attend cultural/arts/music activities	77%	82%	86%	73%	79%
Opportunities to participate in religious or spiritual events and activities	86%	85%	96%	86%	89%

Table 9: Community Characteristics - Community Engagement

Percent rating positively (e.g., excellent/good, very/somewhat safe)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Opportunities to participate in social events and activities	79%	78%	79%	73%	78%
Opportunities to volunteer	81%	92%	83%	79%	83%
Opportunities to participate in community matters	77%	89%	80%	77%	81%
Openness and acceptance of the community toward people of diverse backgrounds	65%	73%	72%	61%	67%
Neighborliness of residents in Davidson	75%	82%	85%	71%	78%

Table 10: Governance - General

Percent rating positively (e.g., excellent/good)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
The Town of Davidson	89%	92%	86%	78%	86%
The value of services for the taxes paid to Davidson	73%	72%	60%	66%	68%
The overall direction that Davidson is taking	62%	50%	42%	48%	51%
The job Davidson government does at welcoming citizen involvement	70%	81%	69%	63%	70%
Overall confidence in Davidson government	69%	62%	43%	53%	57%
Generally acting in the best interest of the community	67%	63%	50%	53%	58%
Being honest	69%	71%	56%	55%	63%
Treating all residents fairly	70%	73%	55%	61%	64%
Overall customer service by Davidson employees (police, receptionists, planners, etc.)	91%	92%	90%	86%	90%
The Federal Government	43%	45%	32%	40%	40%

Table 11: Governance - Safety

Percent rating positively (e.g., excellent/good)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Police services	99%	86%	97%	97%	96%
Fire services	99%	98%	100%	98%	99%
Crime prevention	95%	96%	96%	92%	95%
Fire prevention and education	94%	89%	99%	80%	91%
Animal control	75%	80%	88%	66%	77%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	65%	66%	61%	66%	64%

Table 12: Governance - Mobility

Percent rating positively (e.g., excellent/good)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Traffic enforcement	85%	66%	84%	67%	77%
Street repair	63%	64%	49%	56%	58%
Street cleaning	80%	83%	73%	74%	77%
Street lighting	78%	79%	56%	69%	70%
Snow removal	73%	84%	69%	63%	72%
Sidewalk maintenance	66%	64%	59%	59%	62%
Traffic signal timing	77%	62%	54%	61%	64%
Bus or transit services	79%	48%	34%	32%	52%

Table 13: Governance - Natural Environment

Percent rating positively (e.g., excellent/good)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Garbage collection	89%	77%	87%	88%	86%
Recycling	71%	74%	85%	89%	80%
Yard waste pick-up	80%	83%	79%	76%	79%
Preservation of natural areas such as open space, farmlands and greenbelts	67%	64%	57%	60%	62%
Davidson open space	66%	78%	65%	58%	66%



# The National Citizen Survey™

Table 14: Governance - Built Environment

Percent rating positively (e.g., excellent/good)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Storm drainage	82%	78%	72%	79%	78%
Land use, planning and zoning	52%	40%	34%	41%	42%
Code enforcement (weeds, abandoned buildings, etc.)	64%	74%	79%	61%	70%
Cable television	49%	45%	24%	48%	41%

Table 15: Governance - Economy

Percent rating positively (e.g., excellent/good)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Economic development	63%	73%	65%	61%	65%

Table 16: Governance - Recreation and Wellness

Percent rating positively (e.g., excellent/good)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Town parks	89%	85%	90%	78%	86%
Recreation programs or classes	81%	82%	83%	73%	80%
Recreation centers or facilities	68%	64%	70%	63%	67%

Table 17: Governance - Education and Enrichment

Percent rating positively (e.g., excellent/good)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Town-sponsored special events	87%	81%	82%	76%	82%

Table 18: Governance - Community Engagement

Percent rating positively (e.g., excellent/good)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Public information services	78%	74%	77%	76%	77%

Table 19: Participation General

Percent rating positively (e.g., always/sometimes, more than once a month, yes)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Sense of community	82%	90%	90%	81%	85%
Recommend living in Davidson to someone who asks	92%	91%	94%	89%	92%
Remain in Davidson for the next five years	80%	90%	93%	79%	85%
Contacted the Town of Davidson (in-person, phone, email or web) for help or information	47%	50%	42%	53%	48%

Table 20: Participation - Safety

Percent rating positively (e.g., always/sometimes, more than once a month, yes)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Was NOT the victim of a crime	96%	91%	95%	92%	94%
Did NOT report a crime	89%	85%	91%	87%	88%
Stocked supplies in preparation for an emergency	40%	29%	27%	29%	32%

Table 21: Participation - Mobility

Percent rating positively (e.g., always/sometimes, more than once a month, yes)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Walked or biked instead of driving	79%	67%	52%	79%	69%
Carpooled with other adults or children instead of driving alone	35%	56%	49%	49%	46%
Used bus, rail or other public transportation instead of driving	10%	26%	8%	8%	13%

Table 22: Participation - Natural Environment

Percent rating positively (e.g., always/sometimes, more than once a month, yes)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Recycle at home	94%	100%	90%	99%	95%
Made efforts to make your home more energy efficient	79%	63%	75%	66%	72%
Made efforts to conserve water	81%	76%	67%	83%	77%

Table 23: Participation - Built Environment

Percent rating positively (e.g., always/sometimes, more than once a month, yes)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
NOT under housing cost stress	84%	80%	91%	82%	84%
Did NOT observe a code violation	81%	76%	76%	75%	77%

Table 24: Participation - Economy

Percent rating positively (e.g., always/sometimes, more than once a month, yes)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Purchase goods or services from a business located in Davidson	96%	95%	95%	98%	96%
Economy will have positive impact on income	43%	37%	57%	44%	46%
Work in Davidson	29%	43%	41%	43%	38%

Table 25: Participation - Recreation and Wellness

Percent rating positively (e.g., always/sometimes, more than once a month, yes)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Used Davidson recreation centers or their services	50%	46%	56%	58%	53%
Visited a neighborhood park or Town park	85%	84%	87%	89%	86%
Eat at least 5 portions of fruits and vegetables a day	88%	95%	89%	96%	92%
Participate in moderate or vigorous physical activity	89%	96%	93%	97%	93%
Reported being in "very good" or "excellent" health	79%	82%	82%	85%	81%

Table 26: Participation - Education and Enrichment

Percent rating positively (e.g., always/sometimes, more than once a month, yes)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Used Davidson public libraries or their services	57%	65%	69%	65%	63%
Participated in religious or spiritual activities in Davidson	47%	52%	52%	58%	52%
Attended a Town-sponsored event	76%	79%	74%	86%	78%

Table 27: Participation - Community Engagement

Percent rating positively (e.g., always/sometimes, more than once a month, yes)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Campaigned or advocated for an issue, cause or candidate	32%	49%	42%	56%	43%
Contacted Davidson elected officials (in-person, phone, email or web) to express your opinion	26%	37%	26%	38%	31%
Volunteered your time to some group/activity in Davidson	43%	58%	47%	62%	51%
Participated in a club	28%	39%	38%	47%	37%
Talked to or visited with your immediate neighbors	94%	91%	100%	98%	96%
Done a favor for a neighbor	88%	89%	98%	97%	93%
Attended a local public meeting	41%	40%	46%	52%	45%
Watched (online) a local public meeting	16%	16%	21%	17%	18%
Read or watch local news (via television, paper, computer, etc.)	89%	75%	87%	88%	85%
Vote in local elections	85%	98%	88%	98%	91%

Table 28: Community Focus Areas

Percent rating positively (e.g., essential/very important)	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Overall feeling of safety in Davidson	86%	75%	91%	80%	83%
Overall ease of getting to the places you usually have to visit	84%	87%	87%	83%	85%
Quality of overall natural environment in Davidson	88%	79%	87%	86%	85%
Overall "built environment" of Davidson (including overall design, buildings, parks and transportation systems)	91%	87%	86%	81%	87%
Health and wellness opportunities in Davidson	63%	66%	60%	64%	63%
Overall opportunities for education and enrichment	61%	55%	63%	69%	62%
Overall economic health of Davidson	87%	86%	88%	84%	87%
Sense of community	81%	88%	88%	80%	84%

Table 29: Question 14

To what extent would you support or oppose the following measures to increase the supply of affordable (not subsidized) housing in Davidson: (Percent rating as "Strongly support" or "Somewhat support").	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Increase property taxes by \$.01/\$100 valuation (approximately \$25/year for a \$250,000 home)	56%	62%	29%	61%	51%
Allocate funds from the Town budget without a tax increase	64%	56%	44%	76%	60%
Provide incentives to developers in the form of additional density, a quicker approval process, etc.	53%	38%	29%	47%	42%
Require a fee from developers, which the Town would use to provide affordable housing, in lieu of developers providing affordable housing in each new housing development	65%	71%	44%	77%	64%

Table 30: Question 15

To what extent would you support or oppose using a property tax increase to finance improvements to the following facilities and programs: (Percent rating as "Strongly support" or "Somewhat support").	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Road improvements including street connections and intersection improvements	75%	82%	85%	82%	81%
Rectangular athletic fields suitable for soccer	51%	62%	50%	59%	55%
Diamond playing fields suitable for baseball, kickball, etc.	47%	59%	42%	54%	50%
Greenways and multi-use paths	80%	87%	82%	81%	82%
Open space land purchases	61%	72%	67%	75%	68%
Sidewalks	84%	86%	83%	86%	85%
Cultural facilities (museum, performing arts venue, etc.)	61%	56%	57%	65%	60%
Local Shuttle Service	62%	50%	53%	67%	58%

Table 31: Question 16

To what extent would you support or oppose Town funds being used for the following transportation initiatives: (Percent rating as "Strongly support" or "Somewhat support").	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Shuttles to town events and the Saturday Farmers' Market	68%	69%	64%	73%	68%
Providing bike sharing or car sharing services	56%	60%	34%	63%	52%
Improving bicycle and pedestrian facilities, including bike paths and sidewalks	89%	90%	86%	74%	85%
Promoting and educating businesses and citizens about commuter options	63%	71%	58%	63%	64%

Table 32: Question 17

How likely or unlikely would you be to ride your bicycle more often if the following cycling infrastructure were made available in Davidson? (Percent rating as "Very likely" or "Somewhat likely").	Four Town Zones				Overall
	West Davidson	Central Davidson	East Davidson	P.O. Boxes	
Painted "sharrows" – shared lane markings (similar to those on Main Street in Davidson)	65%	63%	44%	48%	55%
Painted bike lanes	68%	82%	50%	61%	65%
Bike lanes with a painted buffer between car and bicycle traffic	70%	85%	59%	64%	69%
Bike lanes with a physical barrier such as bollards (posts) between car and bicycle traffic	66%	73%	46%	59%	60%
Bike lanes separated with a curb or planting strip between car and bicycle traffic	80%	76%	58%	67%	70%
Greenways or trails	91%	95%	88%	79%	89%
More bike racks Downtown	71%	74%	44%	67%	63%
More bike racks at retail and recreation destinations	73%	70%	46%	63%	63%



## Davidson, NC

Technical Appendices  
DRAFT  
2017



2955 Valmont Road Suite 300  
Boulder, Colorado 80301  
n-r-c.com • 303-444-7863



777 North Capitol Street NE Suite 500  
Washington, DC 20002  
icma.org • 800-745-8780

# Contents

Appendix A: Complete Survey Responses .....	1
Appendix B: Benchmark Comparisons .....	19
Appendix C: Detailed Survey Methods .....	28
Appendix D: Survey Materials .....	34



The National Citizen Survey™  
© 2001-2017 National Research Center, Inc.

The NCS™ is presented by NRC in collaboration with ICMA.

NRC is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

## Appendix A: Complete Survey Responses

### Responses excluding “don’t know”

The following pages contain a complete set of responses to each question on the survey, excluding the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with “N=”).

Table 1: Question 1

Please rate each of the following aspects of quality of life in Davidson:	Excellent		Good		Fair		Poor		Total	
Davidson as a place to live	66%	N=372	29%	N=164	4%	N=23	0%	N=1	100%	N=561
Your neighborhood as a place to live	58%	N=327	38%	N=212	4%	N=23	0%	N=1	100%	N=562
Davidson as a place to raise children	65%	N=327	31%	N=157	2%	N=12	1%	N=6	100%	N=501
Davidson as a place to work	44%	N=167	31%	N=119	18%	N=70	7%	N=26	100%	N=382
Davidson as a place to visit	45%	N=240	40%	N=213	14%	N=77	2%	N=8	100%	N=538
Davidson as a place to retire	53%	N=259	32%	N=156	12%	N=58	3%	N=15	100%	N=487
The overall quality of life in Davidson	57%	N=317	38%	N=211	5%	N=27	1%	N=4	100%	N=560

Table 2: Question 2

Please rate each of the following characteristics as they relate to Davidson as a whole:	Excellent		Good		Fair		Poor		Total	
Overall feeling of safety in Davidson	67%	N=377	30%	N=168	3%	N=17	0%	N=1	100%	N=563
Overall ease of getting to the places you usually have to visit	26%	N=145	40%	N=227	23%	N=131	11%	N=59	100%	N=563
Quality of overall natural environment in Davidson	40%	N=224	46%	N=256	12%	N=65	2%	N=13	100%	N=559
Overall "built environment" of Davidson (including overall design, buildings, parks and transportation systems)	19%	N=104	52%	N=289	24%	N=132	6%	N=34	100%	N=559
Health and wellness opportunities in Davidson	36%	N=193	48%	N=260	15%	N=79	2%	N=9	100%	N=540
Overall opportunities for education and enrichment	45%	N=248	45%	N=247	8%	N=42	2%	N=8	100%	N=546
Overall economic health of Davidson	35%	N=184	46%	N=243	14%	N=74	5%	N=25	100%	N=525
Sense of community	47%	N=261	38%	N=210	11%	N=60	4%	N=21	100%	N=552
Overall image or reputation of Davidson	64%	N=356	29%	N=163	6%	N=35	1%	N=5	100%	N=558

Table 3: Question 3

Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Total	
Recommend living in Davidson to someone who asks	67%	N=377	25%	N=138	5%	N=30	3%	N=18	100%	N=562
Remain in Davidson for the next five years	64%	N=355	21%	N=116	8%	N=45	7%	N=37	100%	N=551

Table 4: Question 4

Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Total	
In your neighborhood during the day	89%	N=500	9%	N=52	1%	N=7	0%	N=2	0%	N=0	100%	N=561
In Davidson's downtown/commercial area during the day	86%	N=477	13%	N=72	1%	N=4	0%	N=2	0%	N=2	100%	N=557



# The National Citizen Survey™

Table 5: Question 5

Please rate each of the following characteristics as they relate to Davidson as a whole:	Excellent		Good		Fair		Poor		Total	
Traffic flow on major streets	4%	N=20	23%	N=130	37%	N=208	36%	N=203	100%	N=561
Ease of public parking	3%	N=14	26%	N=146	37%	N=210	34%	N=191	100%	N=561
Ease of travel by car in Davidson	8%	N=45	36%	N=200	35%	N=198	21%	N=116	100%	N=558
Ease of travel by public transportation in Davidson	4%	N=12	14%	N=41	32%	N=93	49%	N=142	100%	N=289
Ease of travel by bicycle in Davidson	19%	N=84	39%	N=169	30%	N=131	11%	N=47	100%	N=431
Ease of walking in Davidson	40%	N=221	42%	N=231	15%	N=80	3%	N=17	100%	N=550
Availability of paths and walking trails	33%	N=179	42%	N=228	20%	N=109	5%	N=27	100%	N=544
Cleanliness of Davidson	56%	N=316	38%	N=216	3%	N=19	2%	N=10	100%	N=561
Overall appearance of Davidson	56%	N=314	39%	N=216	5%	N=29	0%	N=1	100%	N=560
Public places where people want to spend time	36%	N=197	49%	N=268	12%	N=68	3%	N=19	100%	N=552
Variety of housing options	18%	N=93	40%	N=207	31%	N=158	11%	N=54	100%	N=513
Availability of affordable quality housing	13%	N=59	23%	N=103	41%	N=183	23%	N=102	100%	N=447
Fitness opportunities (including exercise classes and paths or trails, etc.)	33%	N=178	43%	N=231	21%	N=113	3%	N=14	100%	N=536
Recreational opportunities	26%	N=140	47%	N=251	24%	N=129	3%	N=17	100%	N=536
Availability of affordable quality food	26%	N=140	41%	N=227	26%	N=144	7%	N=36	100%	N=547
Availability of preventive health services	27%	N=125	47%	N=214	23%	N=103	3%	N=16	100%	N=457
Availability of affordable quality mental health care	21%	N=49	36%	N=84	27%	N=64	15%	N=35	100%	N=232

Table 6: Question 6

Please rate each of the following characteristics as they relate to Davidson as a whole:	Excellent		Good		Fair		Poor		Total	
Availability of affordable quality child care/preschool	20%	N=45	41%	N=91	29%	N=64	11%	N=24	100%	N=224
Adult educational opportunities	31%	N=118	48%	N=182	17%	N=65	4%	N=14	100%	N=379
Opportunities to attend cultural/arts/music activities	33%	N=179	46%	N=247	18%	N=99	2%	N=12	100%	N=537
Opportunities to participate in religious or spiritual events and activities	43%	N=205	46%	N=216	10%	N=49	1%	N=5	100%	N=475
Employment opportunities	8%	N=26	29%	N=99	46%	N=155	17%	N=57	100%	N=338
Shopping opportunities	12%	N=65	40%	N=218	38%	N=207	11%	N=60	100%	N=550
Cost of living in Davidson	8%	N=44	32%	N=172	45%	N=242	15%	N=80	100%	N=538
Overall quality of business and service establishments in Davidson	23%	N=129	55%	N=302	20%	N=111	2%	N=11	100%	N=553
Vibrant downtown/commercial area	33%	N=182	44%	N=247	20%	N=111	3%	N=14	100%	N=555
Overall quality of new development in Davidson	15%	N=75	43%	N=219	29%	N=148	14%	N=72	100%	N=515
Opportunities to participate in social events and activities	31%	N=166	46%	N=245	19%	N=103	3%	N=16	100%	N=531
Opportunities to volunteer	35%	N=163	48%	N=221	15%	N=67	2%	N=10	100%	N=461
Opportunities to participate in community matters	33%	N=158	47%	N=227	15%	N=73	4%	N=20	100%	N=478
Openness and acceptance of the community toward people of diverse backgrounds	27%	N=132	40%	N=192	25%	N=119	8%	N=39	100%	N=482
Neighborliness of residents in Davidson	32%	N=171	47%	N=252	19%	N=105	3%	N=14	100%	N=541

## The National Citizen Survey™

**Table 7: Question 7**

Please indicate whether or not you have done each of the following in the last 12 months.	No		Yes		Total	
Made efforts to conserve water	23%	N=131	77%	N=429	100%	N=560
Made efforts to make your home more energy efficient	28%	N=158	72%	N=400	100%	N=558
Observed a code violation or other hazard in Davidson (weeds, abandoned buildings, etc.)	77%	N=427	23%	N=127	100%	N=554
Household member was a victim of a crime in Davidson	94%	N=524	6%	N=35	100%	N=559
Reported a crime to the police in Davidson	88%	N=495	12%	N=66	100%	N=560
Stocked supplies in preparation for an emergency	68%	N=382	32%	N=176	100%	N=559
Campaigned or advocated for an issue, cause or candidate	57%	N=316	43%	N=243	100%	N=559
Contacted the Town of Davidson (in-person, phone, email or web) for help or information	52%	N=294	48%	N=266	100%	N=560
Contacted Davidson elected officials (in-person, phone, email or web) to express your opinion	69%	N=384	31%	N=174	100%	N=558

**Table 8: Question 8**

In the last 12 months, about how many times, if at all, have you or other household members done each of the following in Davidson?	2 times a week or more		2-4 times a month		Once a month or less		Not at all		Total	
Used Davidson recreation centers or their services	12%	N=64	12%	N=66	28%	N=154	47%	N=256	100%	N=540
Visited a neighborhood park or Town park	25%	N=136	27%	N=151	35%	N=192	14%	N=76	100%	N=556
Used Davidson public libraries or their services	12%	N=65	20%	N=109	32%	N=178	37%	N=203	100%	N=555
Participated in religious or spiritual activities in Davidson	14%	N=78	20%	N=113	17%	N=97	48%	N=266	100%	N=555
Attended a Town-sponsored event	4%	N=23	9%	N=51	65%	N=359	22%	N=119	100%	N=552
Used bus, rail or other public transportation instead of driving	3%	N=16	1%	N=8	8%	N=46	87%	N=486	100%	N=556
Carpooled with other adults or children instead of driving alone	12%	N=65	15%	N=84	20%	N=109	54%	N=299	100%	N=557
Walked or biked instead of driving	24%	N=133	22%	N=122	23%	N=129	31%	N=170	100%	N=554
Volunteered your time to some group/activity in Davidson	10%	N=57	14%	N=78	27%	N=151	49%	N=269	100%	N=555
Participated in a club	7%	N=38	11%	N=63	19%	N=107	63%	N=348	100%	N=555
Talked to or visited with your immediate neighbors	59%	N=326	26%	N=147	11%	N=61	4%	N=24	100%	N=557
Done a favor for a neighbor	23%	N=129	37%	N=203	33%	N=183	7%	N=40	100%	N=555

**Table 9: Question 9**

Thinking about local public meetings (of local elected officials like Town Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.), in the last 12 months, about how many times, if at all, have you or other household members attended a local public meeting?	2 times a week or more		2-4 times a month		Once a month or less		Not at all		Total	
Attended a local public meeting	0%	N=1	5%	N=30	39%	N=217	55%	N=309	100%	N=556
Watched (online) a local public meeting	0%	N=0	3%	N=14	15%	N=83	82%	N=455	100%	N=553

**Table 10: Question 10**

Please rate the quality of each of the following services in Davidson:	Excellent		Good		Fair		Poor		Total	
Police services	58%	N=298	37%	N=190	4%	N=20	0%	N=2	100%	N=510
Fire services	63%	N=281	36%	N=161	1%	N=5	0%	N=0	100%	N=447
Crime prevention	50%	N=238	45%	N=215	5%	N=23	0%	N=1	100%	N=477
Fire prevention and education	47%	N=176	44%	N=165	8%	N=32	1%	N=3	100%	N=376
Traffic enforcement	31%	N=159	46%	N=234	15%	N=77	8%	N=43	100%	N=513
Street repair	15%	N=81	42%	N=224	30%	N=158	12%	N=65	100%	N=527

# The National Citizen Survey™

Please rate the quality of each of the following services in Davidson:	Excellent		Good		Fair		Poor		Total	
Street cleaning	21%	N=110	56%	N=287	17%	N=88	6%	N=29	100%	N=514
Street lighting	20%	N=108	50%	N=267	20%	N=110	9%	N=50	100%	N=535
Snow removal	30%	N=138	42%	N=191	21%	N=98	7%	N=32	100%	N=459
Sidewalk maintenance	16%	N=84	46%	N=241	25%	N=132	12%	N=64	100%	N=521
Traffic signal timing	18%	N=92	47%	N=244	27%	N=144	9%	N=45	100%	N=525
Bus or transit services	14%	N=32	38%	N=88	23%	N=53	24%	N=56	100%	N=228
Garbage collection	37%	N=201	48%	N=259	11%	N=58	3%	N=18	100%	N=535
Recycling	36%	N=194	44%	N=234	12%	N=64	9%	N=46	100%	N=539
Yard waste pick-up	32%	N=127	48%	N=190	16%	N=65	5%	N=18	100%	N=399
Storm drainage	26%	N=113	52%	N=230	19%	N=84	3%	N=14	100%	N=441
Town parks	38%	N=194	49%	N=252	12%	N=62	2%	N=9	100%	N=517
Recreation programs or classes	31%	N=105	49%	N=165	15%	N=51	5%	N=16	100%	N=338
Recreation centers or facilities	23%	N=83	43%	N=154	26%	N=92	8%	N=28	100%	N=356
Land use, planning and zoning	11%	N=53	31%	N=150	28%	N=134	29%	N=139	100%	N=476
Code enforcement (weeds, abandoned buildings, etc.)	24%	N=86	46%	N=168	23%	N=85	7%	N=26	100%	N=365
Animal control	31%	N=114	46%	N=167	18%	N=66	5%	N=17	100%	N=364
Economic development	18%	N=82	47%	N=211	24%	N=107	11%	N=51	100%	N=451
Public information services	30%	N=140	46%	N=215	18%	N=85	5%	N=23	100%	N=463
Cable television	15%	N=58	27%	N=106	26%	N=102	33%	N=131	100%	N=397
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	22%	N=69	42%	N=133	24%	N=77	11%	N=35	100%	N=314
Preservation of natural areas such as open space, farmlands and greenbelts	25%	N=123	37%	N=187	18%	N=89	20%	N=102	100%	N=501
Davidson open space	22%	N=113	44%	N=229	20%	N=105	14%	N=72	100%	N=519
Town-sponsored special events	33%	N=165	49%	N=246	14%	N=69	4%	N=22	100%	N=502
Overall customer service by Davidson employees (police, receptionists, planners, etc.)	40%	N=194	50%	N=244	8%	N=39	2%	N=9	100%	N=487

Table 11: Question 11

Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Total	
The Town of Davidson	31%	N=164	55%	N=291	11%	N=59	2%	N=13	100%	N=527
The Federal Government	6%	N=28	34%	N=158	39%	N=184	21%	N=97	100%	N=467

Table 12: Question 12

Please rate the following categories of Davidson government performance:	Excellent		Good		Fair		Poor		Total	
The value of services for the taxes paid to Davidson	15%	N=75	53%	N=269	23%	N=116	9%	N=48	100%	N=507
The overall direction that Davidson is taking	14%	N=71	38%	N=194	24%	N=126	24%	N=125	100%	N=515
The job Davidson government does at welcoming citizen involvement	24%	N=118	46%	N=221	23%	N=111	7%	N=33	100%	N=483
Overall confidence in Davidson government	15%	N=76	42%	N=218	28%	N=147	15%	N=76	100%	N=518
Generally acting in the best interest of the community	19%	N=100	39%	N=209	24%	N=126	18%	N=94	100%	N=530
Being honest	20%	N=99	43%	N=213	22%	N=109	15%	N=75	100%	N=496
Treating all residents fairly	20%	N=97	44%	N=214	25%	N=120	11%	N=53	100%	N=484

## The National Citizen Survey™

**Table 13: Question 13**

Please rate how important, if at all, you think it is for the Davidson community to focus on each of the following in the coming two years:	Essential		Very important		Somewhat important		Not at all important		Total	
Overall feeling of safety in Davidson	57%	N=319	26%	N=145	16%	N=88	1%	N=4	100%	N=556
Overall ease of getting to the places you usually have to visit	44%	N=245	41%	N=228	15%	N=81	0%	N=2	100%	N=556
Quality of overall natural environment in Davidson	48%	N=264	38%	N=209	12%	N=67	3%	N=15	100%	N=555
Overall "built environment" of Davidson (including overall design, buildings, parks and transportation systems)	48%	N=265	39%	N=213	12%	N=65	2%	N=8	100%	N=552
Health and wellness opportunities in Davidson	25%	N=137	38%	N=211	33%	N=184	4%	N=23	100%	N=554
Overall opportunities for education and enrichment	23%	N=128	39%	N=212	34%	N=188	4%	N=20	100%	N=547
Overall economic health of Davidson	43%	N=236	44%	N=242	12%	N=66	2%	N=8	100%	N=552
Sense of community	41%	N=227	43%	N=238	15%	N=84	1%	N=3	100%	N=552

**Table 14: Question 14**

To what extent would you support or oppose the following measures to increase the supply of affordable (not subsidized) housing in Davidson:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
Increase property taxes by \$.01/\$100 valuation (approximately \$25/year for a \$250,000 home)	21%	N=112	30%	N=162	17%	N=90	32%	N=172	100%	N=536
Allocate funds from the Town budget without a tax increase	20%	N=106	40%	N=210	20%	N=104	20%	N=107	100%	N=527
Provide incentives to developers in the form of additional density, a quicker approval process, etc.	10%	N=51	33%	N=176	17%	N=90	41%	N=216	100%	N=533
Require a fee from developers, which the Town would use to provide affordable housing, in lieu of developers providing affordable housing in each new housing development	26%	N=140	37%	N=198	11%	N=58	26%	N=136	100%	N=532

**Table 15: Question 15**

To what extent would you support or oppose using a property tax increase to finance improvements to the following facilities and programs:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
Road improvements including street connections and intersection improvements	44%	N=239	37%	N=201	8%	N=44	11%	N=60	100%	N=545
Rectangular athletic fields suitable for soccer	16%	N=87	39%	N=211	24%	N=131	21%	N=116	100%	N=544
Diamond playing fields suitable for baseball, kickball, etc.	13%	N=69	37%	N=201	29%	N=157	22%	N=117	100%	N=543
Greenways and multi-use paths	47%	N=256	36%	N=195	7%	N=39	11%	N=58	100%	N=548
Open space land purchases	37%	N=203	31%	N=168	16%	N=89	16%	N=87	100%	N=547
Sidewalks	39%	N=215	46%	N=250	7%	N=39	8%	N=45	100%	N=548
Cultural facilities (museum, performing arts venue, etc.)	19%	N=102	41%	N=223	26%	N=139	15%	N=81	100%	N=545
Local Shuttle Service	21%	N=114	37%	N=204	22%	N=120	20%	N=107	100%	N=545

**Table 16: Question 16**

To what extent would you support or oppose Town funds being used for the following transportation initiatives:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
Shuttles to town events and the Saturday Farmers' Market	27%	N=151	41%	N=227	17%	N=93	15%	N=81	100%	N=552
Providing bike sharing or car sharing services	15%	N=84	37%	N=204	32%	N=177	15%	N=84	100%	N=550
Improving bicycle and pedestrian facilities, including bike paths and sidewalks	52%	N=284	33%	N=183	6%	N=35	9%	N=48	100%	N=550
Promoting and educating businesses and citizens about commuter options	16%	N=90	47%	N=259	21%	N=117	15%	N=83	100%	N=549

## The National Citizen Survey™

**Table 17: Question 17**

How likely or unlikely would you be to ride your bicycle more often if the following cycling infrastructure were made available in Davidson?	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Total	
Painted "sharrows" – shared lane markings (similar to those on Main Street in Davidson)	20%	N=78	35%	N=133	20%	N=76	25%	N=94	100%	N=380
Painted bike lanes	31%	N=117	34%	N=131	18%	N=69	17%	N=66	100%	N=383
Bike lanes with a painted buffer between car and bicycle traffic	37%	N=142	32%	N=126	16%	N=61	15%	N=59	100%	N=388
Bike lanes with a physical barrier such as bollards (posts) between car and bicycle traffic	40%	N=152	21%	N=79	21%	N=80	19%	N=72	100%	N=384
Bike lanes separated with a curb or planting strip between car and bicycle traffic	48%	N=181	22%	N=83	14%	N=55	15%	N=57	100%	N=377
Greenways or trails	67%	N=272	22%	N=87	6%	N=23	6%	N=24	100%	N=405
More bike racks Downtown	23%	N=91	40%	N=160	17%	N=67	20%	N=78	100%	N=397
More bike racks at retail and recreation destinations	23%	N=92	40%	N=157	18%	N=69	20%	N=77	100%	N=395

**Table 18: Question D1**

How often, if at all, do you do each of the following, considering all of the times you could?	Never		Rarely		Sometimes		Usually		Always		Total	
Recycle at home	4%	N=20	1%	N=7	6%	N=33	12%	N=65	77%	N=431	100%	N=556
Purchase goods or services from a business located in Davidson	0%	N=2	4%	N=22	33%	N=183	49%	N=271	14%	N=78	100%	N=556
Eat at least 5 portions of fruits and vegetables a day	1%	N=4	7%	N=41	28%	N=156	43%	N=236	21%	N=117	100%	N=554
Participate in moderate or vigorous physical activity	1%	N=3	6%	N=34	24%	N=133	41%	N=228	28%	N=155	100%	N=553
Read or watch local news (via television, paper, computer, etc.)	2%	N=12	12%	N=69	17%	N=92	28%	N=158	40%	N=224	100%	N=555
Vote in local elections	7%	N=40	1%	N=8	8%	N=46	24%	N=134	59%	N=327	100%	N=555

**Table 19: Question D2**

Would you say that in general your health is:	Percent	Number
Excellent	35%	N=196
Very good	46%	N=257
Good	16%	N=89
Fair	2%	N=13
Poor	0%	N=2
Total	100%	N=556

**Table 20: Question D3**

What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent	Number
Very positive	10%	N=54
Somewhat positive	36%	N=199
Neutral	48%	N=264
Somewhat negative	6%	N=35
Very negative	0%	N=2
Total	100%	N=554

# The National Citizen Survey™

Table 21: Question D4

What is your employment status?	Percent	Number
Working full time for pay	61%	N=338
Working part time for pay	10%	N=58
Unemployed, looking for paid work	2%	N=13
Unemployed, not looking for paid work	4%	N=24
Fully retired	22%	N=121
Total	100%	N=554

Table 22: Question D5

Do you work inside the boundaries of Davidson?	Percent	Number
Yes, outside the home	25%	N=132
Yes, from home	14%	N=72
No	62%	N=328
Total	100%	N=531

Table 23: Question D6

How many years have you lived in Davidson?	Percent	Number
Less than 2 years	22%	N=122
2 to 5 years	20%	N=113
6 to 10 years	18%	N=100
11 to 20 years	24%	N=136
More than 20 years	16%	N=91
Total	100%	N=561

Table 24: Question D7

Which best describes the building you live in?	Percent	Number
One family house detached from any other houses	70%	N=393
Building with two or more homes (duplex, townhome, apartment or condominium)	28%	N=156
Mobile home	0%	N=0
Other	2%	N=11
Total	100%	N=560

Table 25: Question D8

Is this house, apartment or mobile home...	Percent	Number
Rented	18%	N=98
Owned	82%	N=450
Total	100%	N=548

## The National Citizen Survey™

**Table 26: Question D9**

About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent	Number
Less than \$300 per month	1%	N=8
\$300 to \$599 per month	10%	N=51
\$600 to \$999 per month	15%	N=79
\$1,000 to \$1,499 per month	20%	N=109
\$1,500 to \$2,499 per month	29%	N=153
\$2,500 or more per month	25%	N=135
Total	100%	N=535

**Table 27: Question D10**

Do any children 17 or under live in your household?	Percent	Number
No	64%	N=354
Yes	36%	N=202
Total	100%	N=557

**Table 28: Question D11**

Are you or any other members of your household aged 65 or older?	Percent	Number
No	73%	N=409
Yes	27%	N=148
Total	100%	N=557

**Table 29: Question D12**

How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent	Number
Less than \$25,000	3%	N=14
\$25,000 to \$49,999	13%	N=68
\$50,000 to \$99,999	24%	N=122
\$100,000 to \$149,999	19%	N=100
\$150,000 or more	41%	N=210
Total	100%	N=514

**Table 30: Question D13**

Are you Spanish, Hispanic or Latino?	Percent	Number
No, not Spanish, Hispanic or Latino	99%	N=538
Yes, I consider myself to be Spanish, Hispanic or Latino	1%	N=7
Total	100%	N=545

## The National Citizen Survey™

**Table 31: Question D14**

What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent	Number
American Indian or Alaskan Native	1%	N=3
Asian, Asian Indian or Pacific Islander	4%	N=20
Black or African American	2%	N=12
White	91%	N=492
Other	3%	N=15

Total may exceed 100% as respondents could select more than one option.

**Table 32: Question D15**

In which category is your age?	Percent	Number
18 to 24 years	2%	N=12
25 to 34 years	20%	N=108
35 to 44 years	13%	N=74
45 to 54 years	28%	N=156
55 to 64 years	14%	N=78
65 to 74 years	13%	N=70
75 years or older	9%	N=50
Total	100%	N=547

**Table 33: Question D16**

What is your sex?	Percent	Number
Female	50%	N=272
Male	50%	N=270
Total	100%	N=543

**Table 34: Question D17**

Do you consider a cell phone or landline your primary telephone number?	Percent	Number
Cell	72%	N=401
Land line	11%	N=63
Both	16%	N=90
Total	100%	N=554



## The National Citizen Survey™

### Responses including “don’t know”

The following pages contain a complete set of responses to each question on the survey, including the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with “N=”).

Table 35: Question 1

Please rate each of the following aspects of quality of life in Davidson:	Excellent		Good		Fair		Poor		Don't know		Total	
Davidson as a place to live	66%	N=372	29%	N=164	4%	N=23	0%	N=1	0%	N=1	100%	N=562
Your neighborhood as a place to live	58%	N=327	38%	N=212	4%	N=23	0%	N=1	0%	N=0	100%	N=562
Davidson as a place to raise children	59%	N=327	28%	N=157	2%	N=12	1%	N=6	10%	N=56	100%	N=557
Davidson as a place to work	30%	N=167	21%	N=119	13%	N=70	5%	N=26	31%	N=172	100%	N=553
Davidson as a place to visit	43%	N=240	38%	N=213	14%	N=77	1%	N=8	4%	N=20	100%	N=559
Davidson as a place to retire	46%	N=259	28%	N=156	10%	N=58	3%	N=15	13%	N=73	100%	N=560
The overall quality of life in Davidson	57%	N=317	38%	N=211	5%	N=27	1%	N=4	0%	N=1	100%	N=561

Table 36: Question 2

Please rate each of the following characteristics as they relate to Davidson as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Overall feeling of safety in Davidson	67%	N=377	30%	N=168	3%	N=17	0%	N=1	0%	N=0	100%	N=563
Overall ease of getting to the places you usually have to visit	26%	N=145	40%	N=227	23%	N=131	11%	N=59	0%	N=0	100%	N=563
Quality of overall natural environment in Davidson	40%	N=224	46%	N=256	12%	N=65	2%	N=13	0%	N=1	100%	N=560
Overall "built environment" of Davidson (including overall design, buildings, parks and transportation systems)	19%	N=104	52%	N=289	23%	N=132	6%	N=34	0%	N=1	100%	N=560
Health and wellness opportunities in Davidson	34%	N=193	46%	N=260	14%	N=79	2%	N=9	4%	N=21	100%	N=561
Overall opportunities for education and enrichment	44%	N=248	44%	N=247	8%	N=42	1%	N=8	2%	N=12	100%	N=558
Overall economic health of Davidson	33%	N=184	43%	N=243	13%	N=74	4%	N=25	6%	N=35	100%	N=561
Sense of community	47%	N=261	38%	N=210	11%	N=60	4%	N=21	1%	N=4	100%	N=556
Overall image or reputation of Davidson	64%	N=356	29%	N=163	6%	N=35	1%	N=5	0%	N=1	100%	N=559

Table 37: Question 3

Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
Recommend living in Davidson to someone who asks	67%	N=377	24%	N=138	5%	N=30	3%	N=18	0%	N=1	100%	N=563
Remain in Davidson for the next five years	63%	N=355	20%	N=116	8%	N=45	6%	N=37	2%	N=13	100%	N=564

Table 38: Question 4

Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
In your neighborhood during the day	89%	N=500	9%	N=52	1%	N=7	0%	N=2	0%	N=0	0%	N=0	100%	N=561
In Davidson's downtown/commercial area during the day	85%	N=477	13%	N=72	1%	N=4	0%	N=2	0%	N=2	1%	N=4	100%	N=561

Table 39: Question 5

Please rate each of the following characteristics as they relate to Davidson as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Traffic flow on major streets	4%	N=20	23%	N=130	37%	N=208	36%	N=203	0%	N=0	100%	N=561
Ease of public parking	3%	N=14	26%	N=146	37%	N=210	34%	N=191	0%	N=1	100%	N=561
Ease of travel by car in Davidson	8%	N=45	36%	N=200	35%	N=198	21%	N=116	0%	N=1	100%	N=560

# The National Citizen Survey™

Please rate each of the following characteristics as they relate to Davidson as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Ease of travel by public transportation in Davidson	2%	N=12	7%	N=41	17%	N=93	25%	N=142	48%	N=269	100%	N=558
Ease of travel by bicycle in Davidson	15%	N=84	30%	N=169	23%	N=131	8%	N=47	23%	N=127	100%	N=558
Ease of walking in Davidson	40%	N=221	42%	N=231	14%	N=80	3%	N=17	1%	N=6	100%	N=555
Availability of paths and walking trails	32%	N=179	41%	N=228	20%	N=109	5%	N=27	3%	N=15	100%	N=560
Cleanliness of Davidson	56%	N=316	38%	N=216	3%	N=19	2%	N=10	0%	N=0	100%	N=561
Overall appearance of Davidson	56%	N=314	39%	N=216	5%	N=29	0%	N=1	0%	N=1	100%	N=560
Public places where people want to spend time	35%	N=197	48%	N=268	12%	N=68	3%	N=19	1%	N=8	100%	N=560
Variety of housing options	17%	N=93	37%	N=207	28%	N=158	10%	N=54	8%	N=46	100%	N=559
Availability of affordable quality housing	11%	N=59	19%	N=103	33%	N=183	18%	N=102	20%	N=109	100%	N=557
Fitness opportunities (including exercise classes and paths or trails, etc.)	32%	N=178	41%	N=231	20%	N=113	2%	N=14	4%	N=23	100%	N=559
Recreational opportunities	25%	N=140	45%	N=251	23%	N=129	3%	N=17	4%	N=22	100%	N=558
Availability of affordable quality food	25%	N=140	41%	N=227	26%	N=144	7%	N=36	1%	N=8	100%	N=556
Availability of preventive health services	22%	N=125	38%	N=214	18%	N=103	3%	N=16	18%	N=104	100%	N=561
Availability of affordable quality mental health care	9%	N=49	15%	N=84	11%	N=64	6%	N=35	58%	N=326	100%	N=558

Table 40: Question 6

Please rate each of the following characteristics as they relate to Davidson as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Availability of affordable quality child care/preschool	8%	N=45	16%	N=91	11%	N=64	4%	N=24	60%	N=332	100%	N=555
Adult educational opportunities	21%	N=118	33%	N=182	12%	N=65	3%	N=14	32%	N=176	100%	N=555
Opportunities to attend cultural/arts/music activities	32%	N=179	44%	N=247	18%	N=99	2%	N=12	4%	N=22	100%	N=559
Opportunities to participate in religious or spiritual events and activities	37%	N=205	39%	N=216	9%	N=49	1%	N=5	14%	N=75	100%	N=550
Employment opportunities	5%	N=26	18%	N=99	28%	N=155	10%	N=57	39%	N=219	100%	N=556
Shopping opportunities	12%	N=65	39%	N=218	37%	N=207	11%	N=60	1%	N=3	100%	N=553
Cost of living in Davidson	8%	N=44	31%	N=172	43%	N=242	14%	N=80	4%	N=20	100%	N=558
Overall quality of business and service establishments in Davidson	23%	N=129	54%	N=302	20%	N=111	2%	N=11	1%	N=7	100%	N=559
Vibrant downtown/commercial area	33%	N=182	44%	N=247	20%	N=111	3%	N=14	1%	N=4	100%	N=559
Overall quality of new development in Davidson	13%	N=75	39%	N=219	27%	N=148	13%	N=72	8%	N=44	100%	N=559
Opportunities to participate in social events and activities	30%	N=166	44%	N=245	18%	N=103	3%	N=16	5%	N=28	100%	N=559
Opportunities to volunteer	29%	N=163	40%	N=221	12%	N=67	2%	N=10	17%	N=95	100%	N=556
Opportunities to participate in community matters	29%	N=158	41%	N=227	13%	N=73	4%	N=20	13%	N=70	100%	N=548
Openness and acceptance of the community toward people of diverse backgrounds	24%	N=132	34%	N=192	21%	N=119	7%	N=39	13%	N=73	100%	N=556
Neighborliness of residents in Davidson	31%	N=171	45%	N=252	19%	N=105	2%	N=14	3%	N=17	100%	N=558

Table 41: Question 7

Please indicate whether or not you have done each of the following in the last 12 months.	No		Yes		Total	
Made efforts to conserve water	23%	N=131	77%	N=429	100%	N=560
Made efforts to make your home more energy efficient	28%	N=158	72%	N=400	100%	N=558
Observed a code violation or other hazard in Davidson (weeds, abandoned buildings, etc.)	77%	N=427	23%	N=127	100%	N=554
Household member was a victim of a crime in Davidson	94%	N=524	6%	N=35	100%	N=559
Reported a crime to the police in Davidson	88%	N=495	12%	N=66	100%	N=560
Stocked supplies in preparation for an emergency	68%	N=382	32%	N=176	100%	N=559

## The National Citizen Survey™

Please indicate whether or not you have done each of the following in the last 12 months.	No		Yes		Total	
Campaigned or advocated for an issue, cause or candidate	57%	N=316	43%	N=243	100%	N=559
Contacted the Town of Davidson (in-person, phone, email or web) for help or information	52%	N=294	48%	N=266	100%	N=560
Contacted Davidson elected officials (in-person, phone, email or web) to express your opinion	69%	N=384	31%	N=174	100%	N=558

**Table 42: Question 8**

In the last 12 months, about how many times, if at all, have you or other household members done each of the following in Davidson?	2 times a week or more		2-4 times a month		Once a month or less		Not at all		Total	
Used Davidson recreation centers or their services	12%	N=64	12%	N=66	28%	N=154	47%	N=256	100%	N=540
Visited a neighborhood park or Town park	25%	N=136	27%	N=151	35%	N=192	14%	N=76	100%	N=556
Used Davidson public libraries or their services	12%	N=65	20%	N=109	32%	N=178	37%	N=203	100%	N=555
Participated in religious or spiritual activities in Davidson	14%	N=78	20%	N=113	17%	N=97	48%	N=266	100%	N=555
Attended a Town-sponsored event	4%	N=23	9%	N=51	65%	N=359	22%	N=119	100%	N=552
Used bus, rail or other public transportation instead of driving	3%	N=16	1%	N=8	8%	N=46	87%	N=486	100%	N=556
Carpooled with other adults or children instead of driving alone	12%	N=65	15%	N=84	20%	N=109	54%	N=299	100%	N=557
Walked or biked instead of driving	24%	N=133	22%	N=122	23%	N=129	31%	N=170	100%	N=554
Volunteered your time to some group/activity in Davidson	10%	N=57	14%	N=78	27%	N=151	49%	N=269	100%	N=555
Participated in a club	7%	N=38	11%	N=63	19%	N=107	63%	N=348	100%	N=555
Talked to or visited with your immediate neighbors	59%	N=326	26%	N=147	11%	N=61	4%	N=24	100%	N=557
Done a favor for a neighbor	23%	N=129	37%	N=203	33%	N=183	7%	N=40	100%	N=555

**Table 43: Question 9**

Thinking about local public meetings (of local elected officials like Town Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.), in the last 12 months, about how many times, if at all, have you or other household members attended a local public meeting?	2 times a week or more		2-4 times a month		Once a month or less		Not at all		Total	
Attended a local public meeting	0%	N=1	5%	N=30	39%	N=217	55%	N=309	100%	N=556
Watched (online) a local public meeting	0%	N=0	3%	N=14	15%	N=83	82%	N=455	100%	N=553

**Table 44: Question 10**

Please rate the quality of each of the following services in Davidson:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	54%	N=298	35%	N=190	4%	N=20	0%	N=2	7%	N=41	100%	N=551
Fire services	51%	N=281	29%	N=161	1%	N=5	0%	N=0	19%	N=104	100%	N=552
Crime prevention	43%	N=238	39%	N=215	4%	N=23	0%	N=1	13%	N=74	100%	N=551
Fire prevention and education	32%	N=176	30%	N=165	6%	N=32	0%	N=3	32%	N=173	100%	N=549
Traffic enforcement	29%	N=159	42%	N=234	14%	N=77	8%	N=43	7%	N=39	100%	N=551
Street repair	15%	N=81	41%	N=224	29%	N=158	12%	N=65	4%	N=24	100%	N=551
Street cleaning	20%	N=110	52%	N=287	16%	N=88	5%	N=29	6%	N=36	100%	N=550
Street lighting	20%	N=108	49%	N=267	20%	N=110	9%	N=50	3%	N=15	100%	N=550
Snow removal	25%	N=138	35%	N=191	18%	N=98	6%	N=32	16%	N=87	100%	N=546
Sidewalk maintenance	15%	N=84	44%	N=241	24%	N=132	12%	N=64	5%	N=30	100%	N=551
Traffic signal timing	17%	N=92	45%	N=244	26%	N=144	8%	N=45	4%	N=24	100%	N=548
Bus or transit services	6%	N=32	16%	N=88	10%	N=53	10%	N=56	58%	N=318	100%	N=546
Garbage collection	36%	N=201	47%	N=259	10%	N=58	3%	N=18	3%	N=18	100%	N=553

# The National Citizen Survey™

Please rate the quality of each of the following services in Davidson:	Excellent		Good		Fair		Poor		Don't know		Total	
Recycling	35%	N=194	42%	N=234	12%	N=64	8%	N=46	2%	N=13	100%	N=552
Yard waste pick-up	23%	N=127	34%	N=190	12%	N=65	3%	N=18	27%	N=151	100%	N=550
Storm drainage	21%	N=113	42%	N=230	15%	N=84	3%	N=14	19%	N=106	100%	N=546
Town parks	35%	N=194	46%	N=252	11%	N=62	2%	N=9	6%	N=32	100%	N=549
Recreation programs or classes	19%	N=105	30%	N=165	9%	N=51	3%	N=16	39%	N=213	100%	N=551
Recreation centers or facilities	15%	N=83	28%	N=154	17%	N=92	5%	N=28	35%	N=190	100%	N=546
Land use, planning and zoning	10%	N=53	28%	N=150	25%	N=134	26%	N=139	12%	N=63	100%	N=539
Code enforcement (weeds, abandoned buildings, etc.)	16%	N=86	31%	N=168	16%	N=85	5%	N=26	33%	N=182	100%	N=547
Animal control	21%	N=114	30%	N=167	12%	N=66	3%	N=17	34%	N=186	100%	N=550
Economic development	15%	N=82	39%	N=211	20%	N=107	9%	N=51	17%	N=94	100%	N=545
Public information services	26%	N=140	40%	N=215	16%	N=85	4%	N=23	15%	N=80	100%	N=542
Cable television	11%	N=58	19%	N=106	19%	N=102	24%	N=131	27%	N=150	100%	N=547
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	13%	N=69	24%	N=133	14%	N=77	6%	N=35	43%	N=235	100%	N=548
Preservation of natural areas such as open space, farmlands and greenbelts	23%	N=123	34%	N=187	16%	N=89	19%	N=102	8%	N=44	100%	N=545
Davidson open space	21%	N=113	42%	N=229	19%	N=105	13%	N=72	5%	N=29	100%	N=549
Town-sponsored special events	30%	N=165	45%	N=246	13%	N=69	4%	N=22	8%	N=44	100%	N=546
Overall customer service by Davidson employees (police, receptionists, planners, etc.)	35%	N=194	45%	N=244	7%	N=39	2%	N=9	11%	N=61	100%	N=548

Table 45: Question 11

Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
The Town of Davidson	30%	N=164	53%	N=291	11%	N=59	2%	N=13	5%	N=26	100%	N=553
The Federal Government	5%	N=28	29%	N=158	33%	N=184	18%	N=97	15%	N=84	100%	N=551

Table 46: Question 12

Please rate the following categories of Davidson government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
The value of services for the taxes paid to Davidson	14%	N=75	49%	N=269	21%	N=116	9%	N=48	8%	N=44	100%	N=552
The overall direction that Davidson is taking	13%	N=71	35%	N=194	23%	N=126	23%	N=125	7%	N=36	100%	N=552
The job Davidson government does at welcoming citizen involvement	21%	N=118	40%	N=221	20%	N=111	6%	N=33	12%	N=69	100%	N=551
Overall confidence in Davidson government	14%	N=76	39%	N=218	27%	N=147	14%	N=76	6%	N=35	100%	N=553
Generally acting in the best interest of the community	18%	N=100	38%	N=209	23%	N=126	17%	N=94	4%	N=23	100%	N=552
Being honest	18%	N=99	39%	N=213	20%	N=109	14%	N=75	10%	N=57	100%	N=553
Treating all residents fairly	18%	N=97	39%	N=214	22%	N=120	10%	N=53	12%	N=69	100%	N=553

Table 47: Question 13

Please rate how important, if at all, you think it is for the Davidson community to focus on each of the following in the coming two years:	Essential		Very important		Somewhat important		Not at all important		Total	
Overall feeling of safety in Davidson	57%	N=319	26%	N=145	16%	N=88	1%	N=4	100%	N=556
Overall ease of getting to the places you usually have to visit	44%	N=245	41%	N=228	15%	N=81	0%	N=2	100%	N=556
Quality of overall natural environment in Davidson	48%	N=264	38%	N=209	12%	N=67	3%	N=15	100%	N=555
Overall "built environment" of Davidson (including overall design, buildings, parks and	48%	N=265	39%	N=213	12%	N=65	2%	N=8	100%	N=552

# The National Citizen Survey™

Please rate how important, if at all, you think it is for the Davidson community to focus on each of the following in the coming two years:	Essential		Very important		Somewhat important		Not at all important		Total	
transportation systems)										
Health and wellness opportunities in Davidson	25%	N=137	38%	N=211	33%	N=184	4%	N=23	100%	N=554
Overall opportunities for education and enrichment	23%	N=128	39%	N=212	34%	N=188	4%	N=20	100%	N=547
Overall economic health of Davidson	43%	N=236	44%	N=242	12%	N=66	2%	N=8	100%	N=552
Sense of community	41%	N=227	43%	N=238	15%	N=84	1%	N=3	100%	N=552

Table 48: Question 14

To what extent would you support or oppose the following measures to increase the supply of affordable (not subsidized) housing in Davidson:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
Increase property taxes by \$.01/\$100 valuation (approximately \$25/year for a \$250,000 home)	21%	N=112	30%	N=162	17%	N=90	32%	N=172	100%	N=536
Allocate funds from the Town budget without a tax increase	20%	N=106	40%	N=210	20%	N=104	20%	N=107	100%	N=527
Provide incentives to developers in the form of additional density, a quicker approval process, etc.	10%	N=51	33%	N=176	17%	N=90	41%	N=216	100%	N=533
Require a fee from developers, which the Town would use to provide affordable housing, in lieu of developers providing affordable housing in each new housing development	26%	N=140	37%	N=198	11%	N=58	26%	N=136	100%	N=532

Table 49: Question 15

To what extent would you support or oppose using a property tax increase to finance improvements to the following facilities and programs:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
Road improvements including street connections and intersection improvements	44%	N=239	37%	N=201	8%	N=44	11%	N=60	100%	N=545
Rectangular athletic fields suitable for soccer	16%	N=87	39%	N=211	24%	N=131	21%	N=116	100%	N=544
Diamond playing fields suitable for baseball, kickball, etc.	13%	N=69	37%	N=201	29%	N=157	22%	N=117	100%	N=543
Greenways and multi-use paths	47%	N=256	36%	N=195	7%	N=39	11%	N=58	100%	N=548
Open space land purchases	37%	N=203	31%	N=168	16%	N=89	16%	N=87	100%	N=547
Sidewalks	39%	N=215	46%	N=250	7%	N=39	8%	N=45	100%	N=548
Cultural facilities (museum, performing arts venue, etc.)	19%	N=102	41%	N=223	26%	N=139	15%	N=81	100%	N=545
Local Shuttle Service	21%	N=114	37%	N=204	22%	N=120	20%	N=107	100%	N=545

Table 50: Question 16

To what extent would you support or oppose Town funds being used for the following transportation initiatives:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
Shuttles to town events and the Saturday Farmers' Market	27%	N=151	41%	N=227	17%	N=93	15%	N=81	100%	N=552
Providing bike sharing or car sharing services	15%	N=84	37%	N=204	32%	N=177	15%	N=84	100%	N=550
Improving bicycle and pedestrian facilities, including bike paths and sidewalks	52%	N=284	33%	N=183	6%	N=35	9%	N=48	100%	N=550
Promoting and educating businesses and citizens about commuter options	16%	N=90	47%	N=259	21%	N=117	15%	N=83	100%	N=549

# The National Citizen Survey™

Table 51: Question 17

How likely or unlikely would you be to ride your bicycle more often if the following cycling infrastructure were made available in Davidson?	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Not applicable/I don't want to ride a bicycle		Total	
Painted "sharrows" – shared lane markings (similar to those on Main Street in Davidson)	14%	N=78	24%	N=133	14%	N=76	17%	N=94	31%	N=170	100%	N=550
Painted bike lanes	21%	N=117	24%	N=131	13%	N=69	12%	N=66	30%	N=165	100%	N=548
Bike lanes with a painted buffer between car and bicycle traffic	26%	N=142	23%	N=126	11%	N=61	11%	N=59	29%	N=155	100%	N=543
Bike lanes with a physical barrier such as bollards (posts) between car and bicycle traffic	28%	N=152	15%	N=79	15%	N=80	13%	N=72	30%	N=162	100%	N=546
Bike lanes separated with a curb or planting strip between car and bicycle traffic	33%	N=181	15%	N=83	10%	N=55	11%	N=57	31%	N=166	100%	N=542
Greenways or trails	50%	N=272	16%	N=87	4%	N=23	4%	N=24	26%	N=142	100%	N=547
More bike racks Downtown	17%	N=91	29%	N=160	12%	N=67	14%	N=78	27%	N=150	100%	N=546
More bike racks at retail and recreation destinations	17%	N=92	29%	N=157	13%	N=69	14%	N=77	28%	N=151	100%	N=546

Table 52: Question D1

How often, if at all, do you do each of the following, considering all of the times you could?	Never		Rarely		Sometimes		Usually		Always		Total	
Recycle at home	4%	N=20	1%	N=7	6%	N=33	12%	N=65	77%	N=431	100%	N=556
Purchase goods or services from a business located in Davidson	0%	N=2	4%	N=22	33%	N=183	49%	N=271	14%	N=78	100%	N=556
Eat at least 5 portions of fruits and vegetables a day	1%	N=4	7%	N=41	28%	N=156	43%	N=236	21%	N=117	100%	N=554
Participate in moderate or vigorous physical activity	1%	N=3	6%	N=34	24%	N=133	41%	N=228	28%	N=155	100%	N=553
Read or watch local news (via television, paper, computer, etc.)	2%	N=12	12%	N=69	17%	N=92	28%	N=158	40%	N=224	100%	N=555
Vote in local elections	7%	N=40	1%	N=8	8%	N=46	24%	N=134	59%	N=327	100%	N=555

Table 53: Question D2

Would you say that in general your health is:	Percent	Number
Excellent	35%	N=196
Very good	46%	N=257
Good	16%	N=89
Fair	2%	N=13
Poor	0%	N=2
Total	100%	N=556

Table 54: Question D3

What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent	Number
Very positive	10%	N=54
Somewhat positive	36%	N=199
Neutral	48%	N=264
Somewhat negative	6%	N=35
Very negative	0%	N=2
Total	100%	N=554

# The National Citizen Survey™

Table 55: Question D4

What is your employment status?	Percent	Number
Working full time for pay	61%	N=338
Working part time for pay	10%	N=58
Unemployed, looking for paid work	2%	N=13
Unemployed, not looking for paid work	4%	N=24
Fully retired	22%	N=121
Total	100%	N=554

Table 56: Question D5

Do you work inside the boundaries of Davidson?	Percent	Number
Yes, outside the home	25%	N=132
Yes, from home	14%	N=72
No	62%	N=328
Total	100%	N=531

Table 57: Question D6

How many years have you lived in Davidson?	Percent	Number
Less than 2 years	22%	N=122
2 to 5 years	20%	N=113
6 to 10 years	18%	N=100
11 to 20 years	24%	N=136
More than 20 years	16%	N=91
Total	100%	N=561

Table 58: Question D7

Which best describes the building you live in?	Percent	Number
One family house detached from any other houses	70%	N=393
Building with two or more homes (duplex, townhome, apartment or condominium)	28%	N=156
Mobile home	0%	N=0
Other	2%	N=11
Total	100%	N=560

Table 59: Question D8

Is this house, apartment or mobile home...	Percent	Number
Rented	18%	N=98
Owned	82%	N=450
Total	100%	N=548

# The National Citizen Survey™

Table 60: Question D9

About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent	Number
Less than \$300 per month	1%	N=8
\$300 to \$599 per month	10%	N=51
\$600 to \$999 per month	15%	N=79
\$1,000 to \$1,499 per month	20%	N=109
\$1,500 to \$2,499 per month	29%	N=153
\$2,500 or more per month	25%	N=135
Total	100%	N=535

Table 61: Question D10

Do any children 17 or under live in your household?	Percent	Number
No	64%	N=354
Yes	36%	N=202
Total	100%	N=557

Table 62: Question D11

Are you or any other members of your household aged 65 or older?	Percent	Number
No	73%	N=409
Yes	27%	N=148
Total	100%	N=557

Table 63: Question D12

How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent	Number
Less than \$25,000	3%	N=14
\$25,000 to \$49,999	13%	N=68
\$50,000 to \$99,999	24%	N=122
\$100,000 to \$149,999	19%	N=100
\$150,000 or more	41%	N=210
Total	100%	N=514

Table 64: Question D13

Are you Spanish, Hispanic or Latino?	Percent	Number
No, not Spanish, Hispanic or Latino	99%	N=538
Yes, I consider myself to be Spanish, Hispanic or Latino	1%	N=7
Total	100%	N=545



# The National Citizen Survey™

Table 65: Question D14

What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent	Number
American Indian or Alaskan Native	1%	N=3
Asian, Asian Indian or Pacific Islander	4%	N=20
Black or African American	2%	N=12
White	91%	N=492
Other	3%	N=15

Total may exceed 100% as respondents could select more than one option.

Table 66: Question D15

In which category is your age?	Percent	Number
18 to 24 years	2%	N=12
25 to 34 years	20%	N=108
35 to 44 years	13%	N=74
45 to 54 years	28%	N=156
55 to 64 years	14%	N=78
65 to 74 years	13%	N=70
75 years or older	9%	N=50
Total	100%	N=547

Table 67: Question D16

What is your sex?	Percent	Number
Female	50%	N=272
Male	50%	N=270
Total	100%	N=543

Table 68: Question D17

Do you consider a cell phone or landline your primary telephone number?	Percent	Number
Cell	72%	N=401
Land line	11%	N=63
Both	16%	N=90
Total	100%	N=554

## Appendix B: Benchmark Comparisons

### Comparison Data

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in surveys from over 500 communities whose residents evaluated the same kinds of topics on The National Citizen Survey™. The comparison evaluations are from the most recent survey completed in each community; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant. The communities in the database represent a wide geographic and population range. The Town of Davidson chose to have comparisons made to the entire database.

### Interpreting the Results

Ratings are compared when there are at least five communities in which a similar question was asked. Where comparisons are available, four columns are provided in the table. The first column is Davidson's "percent positive." The percent positive is the combination of the top two most positive response options (i.e., "excellent" and "good," "very safe" and "somewhat safe," "essential" and "very important," etc.), or, in the case of resident behaviors/participation, the percent positive represents the proportion of respondents indicating "yes" or participating in an activity at least once a month. The second column is the rank assigned to Davidson's rating among communities where a similar question was asked. The third column is the number of communities that asked a similar question. The final column shows the comparison of Davidson's rating to the benchmark.

In that final column, Davidson's results are noted as being "higher" than the benchmark, "lower" than the benchmark or "similar" to the benchmark, meaning that the average rating given by Davidson residents is statistically similar to or different (greater or lesser) than the benchmark. More extreme differences are noted as "much higher" or "much lower."

Benchmark Database Characteristics	
Region	Percent
New England	3%
Middle Atlantic	5%
East North Central	15%
West North Central	13%
South Atlantic	22%
East South Central	3%
West South Central	7%
Mountain	16%
Pacific	16%
Population	Percent
Less than 10,000	10%
10,000 to 24,999	22%
25,000 to 49,999	23%
50,000 to 99,999	22%
100,000 or more	23%

## National Benchmark Comparisons

Table 69: Community Characteristics General

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
The overall quality of life in Davidson	94%	19	457	Higher
Overall image or reputation of Davidson	93%	7	341	Much higher
Davidson as a place to live	96%	30	391	Higher
Your neighborhood as a place to live	96%	14	306	Higher
Davidson as a place to raise children	97%	19	377	Higher
Davidson as a place to retire	85%	13	351	Higher
Overall appearance of Davidson	95%	9	353	Much higher

Table 70: Community Characteristics by Facet

		Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Safety	Overall feeling of safety in Davidson	97%	12	304	Higher
	In your neighborhood during the day	98%	17	352	Similar
	In Davidson's downtown/commercial area during the day	99%	21	304	Higher
Mobility	Overall ease of getting to the places you usually have to visit	66%	143	211	Similar
	Availability of paths and walking trails	75%	76	306	Similar
	Ease of walking in Davidson	82%	32	289	Higher
	Ease of travel by bicycle in Davidson	59%	100	291	Similar
	Ease of travel by public transportation in Davidson	19%	156	180	Lower
	Ease of travel by car in Davidson	44%	265	294	Lower
	Ease of public parking	29%	162	176	Lower
	Traffic flow on major streets	27%	317	346	Lower
Natural Environment	Quality of overall natural environment in Davidson	86%	67	268	Similar
	Cleanliness of Davidson	95%	14	276	Higher
Built Environment	Overall "built environment" of Davidson (including overall design, buildings, parks and transportation systems)	70%	66	201	Similar
	Overall quality of new development in Davidson	57%	143	280	Similar
	Availability of affordable quality housing	36%	169	300	Similar
	Variety of housing options	59%	107	271	Similar
	Public places where people want to spend time	84%	22	194	Higher
	Overall economic health of Davidson	81%	36	207	Higher
	Vibrant downtown/commercial area	77%	22	189	Much higher
Economy	Overall quality of business and service establishments in Davidson	78%	35	266	Similar
	Cost of living in Davidson	40%	114	205	Similar
	Shopping opportunities	52%	170	288	Similar
	Employment opportunities	37%	140	308	Similar
	Davidson as a place to visit	84%	36	221	Higher
	Davidson as a place to work	75%	46	352	Higher
	Health and wellness opportunities in Davidson	84%	36	203	Higher
	Availability of affordable quality mental health care	57%	39	177	Similar
	Availability of preventive health services	74%	42	229	Similar
	Availability of affordable quality food	67%	81	228	Similar
Recreation and Wellness	Recreational opportunities	73%	97	298	Similar
	Fitness opportunities (including exercise classes and paths or trails, etc.)	76%	50	195	Similar
Education and Enrichment	Overall opportunities for education and enrichment	91%	15	203	Higher
	Opportunities to participate in religious or spiritual events and activities	89%	10	196	Similar

## The National Citizen Survey™

		Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Community Engagement	Opportunities to attend cultural/arts/music activities	79%	30	289	Higher
	Adult educational opportunities	79%	14	183	Higher
	Availability of affordable quality child care/preschool	61%	68	248	Similar
	Opportunities to participate in social events and activities	78%	25	252	Higher
	Neighborliness of Davidson	78%	5	197	Higher
	Openness and acceptance of the community toward people of diverse backgrounds	67%	52	286	Similar
	Opportunities to participate in community matters	81%	10	266	Higher
	Opportunities to volunteer	83%	24	259	Similar

Table 71: Governance General

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Services provided by the Town of Davidson	86%	55	429	Similar
Overall customer service by Davidson employees (police, receptionists, planners, etc.)	90%	27	368	Higher
Value of services for the taxes paid to Davidson	68%	75	393	Similar
Overall direction that Davidson is taking	51%	222	313	Similar
Job Davidson government does at welcoming citizen involvement	70%	14	312	Higher
Overall confidence in Davidson government	57%	94	205	Similar
Generally acting in the best interest of the community	58%	97	205	Similar
Being honest	63%	81	198	Similar
Treating all residents fairly	64%	54	203	Similar
Services provided by the Federal Government	40%	116	243	Similar

Table 72: Governance by Facet

		Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Safety	Police/Sheriff services	96%	8	456	Higher
	Fire services	99%	14	379	Similar
	Crime prevention	95%	3	351	Much higher
	Fire prevention and education	91%	8	278	Higher
	Animal control	77%	18	337	Higher
	Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	64%	130	274	Similar
Mobility	Traffic enforcement	77%	37	369	Similar
	Street repair	58%	117	409	Similar
	Street cleaning	77%	62	315	Similar
	Street lighting	70%	70	316	Similar
	Snow removal	72%	60	295	Similar
	Sidewalk maintenance	62%	111	322	Similar
	Traffic signal timing	64%	21	251	Similar
	Bus or transit services	52%	122	213	Similar
Natural Environment	Garbage collection	86%	136	353	Similar
	Recycling	80%	182	356	Similar
	Yard waste pick-up	79%	106	269	Similar
	Preservation of natural areas such as open space, farmlands and greenbelts	62%	129	252	Similar
Built Environment	Davidson open space	66%	74	188	Similar
	Storm drainage	78%	34	352	Higher
	Land use, planning and zoning	42%	215	298	Similar

## The National Citizen Survey™

		Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
	Code enforcement (weeds, abandoned buildings, etc.)	70%	18	376	Higher
	Cable television	41%	162	194	Similar
Economy	Economic development	65%	72	281	Similar
	Town parks	86%	105	326	Similar
Recreation and Wellness	Recreation programs or classes	80%	88	328	Similar
	Recreation centers or facilities	67%	156	276	Similar
Education and Enrichment	Town-sponsored special events	82%	22	221	Higher
Community Engagement	Public information services	77%	48	279	Similar

**Table 73: Participation General**

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Sense of community	85%	4	306	Higher
Recommend living in Davidson to someone who asks	92%	91	276	Similar
Remain in Davidson for the next five years	85%	116	270	Similar
Contacted Davidson (in-person, phone, email or web) for help or information	48%	123	307	Similar

**Table 74: Participation by Facet**

		Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
	Stocked supplies in preparation for an emergency	32%	107	177	Similar
	Did NOT report a crime to the police	88%	13	200	Higher
Safety	Household member was NOT a victim of a crime	94%	38	268	Similar
	Used bus, rail, subway or other public transportation instead of driving	13%	114	165	Lower
	Carpooled with other adults or children instead of driving alone	46%	60	190	Similar
Mobility	Walked or biked instead of driving	69%	43	196	Higher
	Made efforts to conserve water	77%	143	184	Similar
	Made efforts to make your home more energy efficient	72%	155	184	Similar
Natural Environment	Recycle at home	95%	64	250	Similar
	Did NOT observe a code violation or other hazard in Davidson	77%	3	190	Much higher
Built Environment	NOT experiencing housing costs stress	84%	8	247	Higher
	Purchase goods or services from a business located in Davidson	96%	140	193	Similar
Economy	Economy will have positive impact on income	46%	8	247	Higher
	Work inside boundaries of Davidson	38%	96	192	Similar
	Used Davidson recreation centers or their services	53%	163	232	Similar
	Visited a neighborhood park or Town park	86%	107	264	Similar
	Eat at least 5 portions of fruits and vegetables a day	92%	5	185	Similar
	Participate in moderate or vigorous physical activity	93%	8	189	Similar
Recreation and Wellness	In very good to excellent health	81%	4	189	Similar

## The National Citizen Survey™

		Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Education and Enrichment	Used Davidson public libraries or their services	63%	126	234	Similar
	Participated in religious or spiritual activities in Davidson	52%	69	195	Similar
	Attended Town-sponsored event	78%	8	195	Much higher
Community Engagement	Campaigned or advocated for an issue, cause or candidate	43%	7	176	Much higher
	Contacted Davidson elected officials (in-person, phone, email or web) to express your opinion	31%	7	192	Higher
	Volunteered your time to some group/activity in Davidson	51%	54	256	Higher
	Participated in a club	37%	41	234	Similar
	Talked to or visited with your immediate neighbors	96%	20	191	Similar
	Done a favor for a neighbor	93%	4	186	Higher
	Attended a local public meeting	45%	6	257	Much higher
	Watched (online or on television) a local public meeting	18%	176	221	Similar
	Read or watch local news (via television, paper, computer, etc.)	85%	113	194	Similar
	Vote in local elections	91%	15	249	Higher

### Communities included in national comparisons

The communities included in Davidson's comparisons are listed on the following pages along with their population according to the 2010 Census.

Adams County, CO ..... 441,603  
 Airway Heights city, WA ..... 6,114  
 Albany city, OR ..... 50,158  
 Albemarle County, VA ..... 98,970  
 Albert Lea city, MN ..... 18,016  
 Alexandria city, VA ..... 139,966  
 Algonquin village, IL ..... 30,046  
 Aliso Viejo city, CA ..... 47,823  
 Altoona city, IA ..... 14,541  
 American Canyon city, CA ..... 19,454  
 Ames city, IA ..... 58,965  
 Andover CDP, MA ..... 8,762  
 Ankeny city, IA ..... 45,582  
 Ann Arbor city, MI ..... 113,934  
 Annapolis city, MD ..... 38,394  
 Apache Junction city, AZ ..... 35,840  
 Apple Valley town, CA ..... 69,135  
 Arapahoe County, CO ..... 572,003  
 Arkansas City city, AR ..... 366  
 Arlington County, VA ..... 207,627  
 Arvada city, CO ..... 106,433  
 Asheville city, NC ..... 83,393  
 Ashland city, OR ..... 20,078  
 Ashland town, MA ..... 16,593  
 Ashland town, VA ..... 7,225  
 Aspen city, CO ..... 6,658  
 Athens-Clarke County, GA ..... 115,452  
 Auburn city, AL ..... 53,380  
 Auburn city, WA ..... 70,180  
 Augusta CCD, GA ..... 134,777  
 Aurora city, CO ..... 325,078  
 Austin city, TX ..... 790,390  
 Avon town, CO ..... 6,447  
 Avondale city, AZ ..... 76,238  
 Azusa city, CA ..... 46,361

Bainbridge Island city, WA ..... 23,025  
 Baltimore city, MD ..... 620,961  
 Bartonville town, TX ..... 1,469  
 Battle Creek city, MI ..... 52,347  
 Bay City city, MI ..... 34,932  
 Baytown city, TX ..... 71,802  
 Bedford city, TX ..... 46,979  
 Bedford town, MA ..... 13,320  
 Bellevue city, WA ..... 122,363  
 Bellingham city, WA ..... 80,885  
 Beltrami County, MN ..... 44,442  
 Benbrook city, TX ..... 21,234  
 Bend city, OR ..... 76,639  
 Bettendorf city, IA ..... 33,217  
 Billings city, MT ..... 104,170  
 Blaine city, MN ..... 57,186  
 Bloomfield Hills city, MI ..... 3,869  
 Bloomington city, IN ..... 80,405  
 Bloomington city, MN ..... 82,893  
 Blue Springs city, MO ..... 52,575  
 Boise City city, ID ..... 205,671  
 Boone County, KY ..... 118,811  
 Boulder city, CO ..... 97,385  
 Bowling Green city, KY ..... 58,067  
 Bozeman city, MT ..... 37,280  
 Brentwood city, MO ..... 8,055  
 Brentwood city, TN ..... 37,060  
 Brighton city, CO ..... 33,352  
 Brighton city, MI ..... 7,444  
 Bristol city, TN ..... 26,702  
 Broken Arrow city, OK ..... 98,850  
 Brookfield city, WI ..... 37,920  
 Brookline CDP, MA ..... 58,732  
 Brooklyn Center city, MN ..... 30,104  
 Broomfield city, CO ..... 55,889

# The National Citizen Survey™

Brownsville town, IN.....	21,285	Davidson town, NC.....	10,944
Burien city, WA.....	33,313	Dayton city, OH.....	141,527
Burleson city, TX.....	36,690	Dayton town, WY.....	757
Burlingame city, CA.....	28,806	Decatur city, GA.....	19,335
Cabarrus County, NC.....	178,011	Del Mar city, CA.....	4,161
Cambridge city, MA.....	105,162	DeLand city, FL.....	27,031
Cannon Beach city, OR.....	1,690	Delaware city, OH.....	34,753
Cañon City city, CO.....	16,400	Delray Beach city, FL.....	60,522
Canton city, SD.....	3,057	Denison city, TX.....	22,682
Cape Coral city, FL.....	154,305	Denton city, TX.....	113,383
Cape Girardeau city, MO.....	37,941	Denver city, CO.....	600,158
Carlisle borough, PA.....	18,682	Derby city, KS.....	22,158
Carlsbad city, CA.....	105,328	Des Moines city, IA.....	203,433
Carroll city, IA.....	10,103	Des Peres city, MO.....	8,373
Cartersville city, GA.....	19,731	Destin city, FL.....	12,305
Cary town, NC.....	135,234	Dothan city, AL.....	65,496
Casper city, WY.....	55,316	Douglas County, CO.....	285,465
Castine town, ME.....	1,366	Dover city, NH.....	29,987
Castle Pines North city, CO.....	10,360	Dublin city, CA.....	46,036
Castle Rock town, CO.....	48,231	Dublin city, OH.....	41,751
Cedar Hill city, TX.....	45,028	Duluth city, MN.....	86,265
Cedar Rapids city, IA.....	126,326	Duncanville city, TX.....	38,524
Celina city, TX.....	6,028	Durham city, NC.....	228,330
Centennial city, CO.....	100,377	Durham County, NC.....	267,587
Chambersburg borough, PA.....	20,268	Eagan city, MN.....	64,206
Chandler city, AZ.....	236,123	Eagle Mountain city, UT.....	21,415
Chandler city, TX.....	2,734	Eagle town, CO.....	6,508
Chanhassen city, MN.....	22,952	East Baton Rouge Parish, LA.....	440,171
Chapel Hill town, NC.....	57,233	East Grand Forks city, MN.....	8,601
Charles County, MD.....	146,551	East Lansing city, MI.....	48,579
Charlotte city, NC.....	731,424	Eau Claire city, WI.....	65,883
Charlotte County, FL.....	159,978	Eden Prairie city, MN.....	60,797
Charlottesville city, VA.....	43,475	Edgerton city, KS.....	1,671
Chattanooga city, TN.....	167,674	Edgewater city, CO.....	5,170
Chesterfield County, VA.....	316,236	Edina city, MN.....	47,941
Chippewa Falls city, WI.....	13,661	Edmond city, OK.....	81,405
Citrus Heights city, CA.....	83,301	Edmonds city, WA.....	39,709
Clackamas County, OR.....	375,992	El Cerrito city, CA.....	23,549
Clarendon Hills village, IL.....	8,427	El Dorado County, CA.....	181,058
Clayton city, MO.....	15,939	El Paso city, TX.....	649,121
Clearwater city, FL.....	107,685	Elk Grove city, CA.....	153,015
Cleveland Heights city, OH.....	46,121	Elk River city, MN.....	22,974
Clinton city, SC.....	8,490	Elko New Market city, MN.....	4,110
Clive city, IA.....	15,447	Elmhurst city, IL.....	44,121
Clovis city, CA.....	95,631	Encinitas city, CA.....	59,518
College Park city, MD.....	30,413	Englewood city, CO.....	30,255
College Station city, TX.....	93,857	Erie town, CO.....	18,135
Colleyville city, TX.....	22,807	Escambia County, FL.....	297,619
Collinsville city, IL.....	25,579	Estes Park town, CO.....	5,858
Columbia city, SC.....	129,272	Euclid city, OH.....	48,920
Columbia Falls city, MT.....	4,688	Fairview town, TX.....	7,248
Columbus city, WI.....	4,991	Farmersville city, TX.....	3,301
Commerce City city, CO.....	45,913	Farmington Hills city, MI.....	79,740
Concord city, CA.....	122,067	Fayetteville city, NC.....	200,564
Concord town, MA.....	17,668	Fishers town, IN.....	76,794
Coon Rapids city, MN.....	61,476	Flower Mound town, TX.....	64,669
Copperas Cove city, TX.....	32,032	Forest Grove city, OR.....	21,083
Coral Springs city, FL.....	121,096	Fort Collins city, CO.....	143,986
Coronado city, CA.....	18,912	Fort Lauderdale city, FL.....	165,521
Corvallis city, OR.....	54,462	Fort Smith city, AR.....	86,209
Cottonwood Heights city, UT.....	33,433	Fort Worth city, TX.....	741,206
Creve Coeur city, MO.....	17,833	Fountain Hills town, AZ.....	22,489
Cross Roads town, TX.....	1,563	Franklin city, TN.....	62,487
Dacono city, CO.....	4,152	Fredericksburg city, VA.....	24,286
Dade City city, FL.....	6,437	Fremont city, CA.....	214,089
Dakota County, MN.....	398,552	Friendswood city, TX.....	35,805
Dallas city, OR.....	14,583	Fruita city, CO.....	12,646
Dallas city, TX.....	1,197,816	Gahanna city, OH.....	33,248
Danville city, KY.....	16,218	Gaithersburg city, MD.....	59,933
Dardenne Prairie city, MO.....	11,494	Galveston city, TX.....	47,743
Darien city, IL.....	22,086	Gardner city, KS.....	19,123
Davenport city, FL.....	2,888	Geneva city, NY.....	13,261
Davenport city, IA.....	99,685	Georgetown city, TX.....	47,400

# The National Citizen Survey™

Germantown city, TN .....	38,844	Kennett Square borough, PA.....	6,072
Gilbert town, AZ.....	208,453	Kent city, WA.....	92,411
Gillette city, WY .....	29,087	Kerrville city, TX.....	22,347
Glendora city, CA .....	50,073	Kettering city, OH .....	56,163
Glenview village, IL.....	44,692	Key West city, FL .....	24,649
Globe city, AZ .....	7,532	King City city, CA .....	12,874
Golden city, CO.....	18,867	King County, WA.....	1,931,249
Golden Valley city, MN.....	20,371	Kirkland city, WA.....	48,787
Goodyear city, AZ .....	65,275	Kirkwood city, MO .....	27,540
Grafton village, WI.....	11,459	Knoxville city, IA .....	7,313
Grand Blanc city, MI.....	8,276	La Mesa city, CA .....	57,065
Grand Island city, NE .....	48,520	La Plata town, MD.....	8,753
Grants Pass city, OR.....	34,533	La Porte city, TX .....	33,800
Grass Valley city, CA.....	12,860	La Vista city, NE.....	15,758
Greenville city, NC.....	84,554	Lafayette city, CO .....	24,453
Greenwich town, CT.....	61,171	Laguna Beach city, CA.....	22,723
Greenwood Village city, CO.....	13,925	Laguna Hills city, CA.....	30,344
Greer city, SC .....	25,515	Laguna Niguel city, CA .....	62,979
Guilford County, NC .....	488,406	Lake Forest city, IL.....	19,375
Gunnison County, CO .....	15,324	Lake Oswego city, OR .....	36,619
Hailey city, ID .....	7,960	Lake Stevens city, WA .....	28,069
Haines Borough, AK .....	2,508	Lake Worth city, FL .....	34,910
Hallandale Beach city, FL.....	37,113	Lake Zurich village, IL .....	19,631
Hamilton city, OH.....	62,477	Lakeville city, MN .....	55,954
Hamilton town, MA.....	7,764	Lakewood city, CO .....	142,980
Hanover County, VA.....	99,863	Lakewood city, WA.....	58,163
Harrisburg city, SD .....	4,089	Lane County, OR.....	351,715
Harrisonburg city, VA .....	48,914	Lansing city, MI .....	114,297
Harrisonville city, MO .....	10,019	Laramie city, WY.....	30,816
Hayward city, CA .....	144,186	Larimer County, CO.....	299,630
Henderson city, NV .....	257,729	Las Cruces city, NM.....	97,618
Herndon town, VA.....	23,292	Las Vegas city, NV .....	583,756
High Point city, NC .....	104,371	Lawrence city, KS.....	87,643
Highland Park city, IL .....	29,763	Lawrenceville city, GA .....	28,546
Highlands Ranch CDP, CO .....	96,713	Lee's Summit city, MO .....	91,364
Holland city, MI.....	33,051	Lehi city, UT .....	47,407
Honolulu County, HI.....	953,207	Lenexa city, KS .....	48,190
Hooksett town, NH.....	13,451	Lewis County, NY.....	27,087
Hopkins city, MN.....	17,591	Lewiston city, ID .....	31,894
Hopkinton town, MA.....	14,925	Lewisville city, TX.....	95,290
Hoquiam city, WA .....	8,726	Lewisville town, NC .....	12,639
Horry County, SC .....	269,291	Libertyville village, IL.....	20,315
Howard village, WI.....	17,399	Lincoln city, NE .....	258,379
Hudson city, OH.....	22,262	Lindsborg city, KS .....	3,458
Hudson town, CO.....	2,356	Little Chute village, WI .....	10,449
Hudsonville city, MI.....	7,116	Littleton city, CO .....	41,737
Huntersville town, NC.....	46,773	Livermore city, CA.....	80,968
Huntley village, IL .....	24,291	Lombard village, IL .....	43,165
Hurst city, TX.....	37,337	Lone Tree city, CO .....	10,218
Hutchinson city, MN .....	14,178	Long Grove village, IL .....	8,043
Hutto city, TX .....	14,698	Longmont city, CO .....	86,270
Hyattsville city, MD .....	17,557	Longview city, TX.....	80,455
Independence city, MO.....	116,830	Lonsdale city, MN.....	3,674
Indian Trail town, NC .....	33,518	Los Alamos County, NM.....	17,950
Indianola city, IA .....	14,782	Los Altos Hills town, CA .....	7,922
Indio city, CA.....	76,036	Louisville city, CO.....	18,376
Iowa City city, IA .....	67,862	Lower Merion township, PA.....	57,825
Irving city, TX .....	216,290	Lynchburg city, VA .....	75,568
Issaquah city, WA .....	30,434	Lynnwood city, WA .....	35,836
Jackson County, MI.....	160,248	Macomb County, MI .....	840,978
James City County, VA .....	67,009	Manassas city, VA .....	37,821
Jefferson County, CO .....	534,543	Manhattan Beach city, CA.....	35,135
Jefferson County, NY.....	116,229	Manhattan city, KS.....	52,281
Jefferson Parish, LA.....	432,552	Mankato city, MN .....	39,309
Johnson City city, TN.....	63,152	Maple Grove city, MN .....	61,567
Johnston city, IA.....	17,278	Maricopa County, AZ .....	3,817,117
Jupiter town, FL.....	55,156	Marshfield city, WI .....	19,118
Kalamazoo city, MI.....	74,262	Martinez city, CA .....	35,824
Kansas City city, KS.....	145,786	Marysville city, WA .....	60,020
Kansas City city, MO.....	459,787	Matthews town, NC.....	27,198
Keizer city, OR.....	36,478	McAllen city, TX .....	129,877
Kenmore city, WA .....	20,460	McDonough city, GA.....	22,084
Kennedale city, TX .....	6,763	McKinney city, TX.....	131,117



# The National Citizen Survey™

McMinnville city, OR .....	32,187	Oviedo city, FL.....	33,342
Menlo Park city, CA .....	32,026	Paducah city, KY .....	25,024
Mercer Island city, WA .....	22,699	Palm Beach Gardens city, FL.....	48,452
Meridian charter township, MI .....	39,688	Palm Coast city, FL.....	75,180
Meridian city, ID .....	75,092	Palo Alto city, CA .....	64,403
Merriam city, KS.....	11,003	Palos Verdes Estates city, CA .....	13,438
Mesa city, AZ.....	439,041	Papillion city, NE .....	18,894
Mesa County, CO .....	146,723	Paradise Valley town, AZ .....	12,820
Miami Beach city, FL .....	87,779	Park City city, UT .....	7,558
Miami city, FL .....	399,457	Parker town, CO .....	45,297
Middleton city, WI.....	17,442	Parkland city, FL .....	23,962
Midland city, MI .....	41,863	Pasadena city, CA .....	137,122
Milford city, DE .....	9,559	Pasco city, WA .....	59,781
Milton city, GA .....	32,661	Pasco County, FL .....	464,697
Minneapolis city, MN .....	382,578	Payette city, ID .....	7,433
Mission Viejo city, CA .....	93,305	Pearland city, TX.....	91,252
Missouri City city, TX .....	67,358	Peoria city, AZ .....	154,065
Modesto city, CA.....	201,165	Peoria city, IL .....	115,007
Monterey city, CA.....	27,810	Peoria County, IL .....	186,494
Montgomery County, VA.....	94,392	Pflugerville city, TX .....	46,936
Monticello city, UT.....	1,972	Phoenix city, AZ.....	1,445,632
Montrose city, CO .....	19,132	Pinehurst village, NC .....	13,124
Monument town, CO .....	5,530	Piqua city, OH.....	20,522
Mooreville town, NC.....	32,711	Pitkin County, CO.....	17,148
Moraga town, CA .....	16,016	Plano city, TX .....	259,841
Morristown city, TN .....	29,137	Platte City city, MO.....	4,691
Morrisville town, NC .....	18,576	Pleasanton city, CA .....	70,285
Morro Bay city, CA .....	10,234	Plymouth city, MN.....	70,576
Mountain Village town, CO.....	1,320	Pocatello city, ID.....	54,255
Mountlake Terrace city, WA .....	19,909	Polk County, IA.....	430,640
Murphy city, TX.....	17,708	Pompano Beach city, FL .....	99,845
Naperville city, IL .....	141,853	Port Orange city, FL .....	56,048
Napoleon city, OH.....	8,749	Portland city, OR.....	583,776
Needham CDP, MA.....	28,886	Post Falls city, ID .....	27,574
Nevada City city, CA .....	3,068	Powell city, OH .....	11,500
New Braunfels city, TX .....	57,740	Prince William County, VA.....	402,002
New Brighton city, MN.....	21,456	Prior Lake city, MN .....	22,796
New Hanover County, NC .....	202,667	Pueblo city, CO .....	106,595
New Orleans city, LA .....	343,829	Purcellville town, VA.....	7,727
New Port Richey city, FL.....	14,911	Queen Creek town, AZ .....	26,361
New Smyrna Beach city, FL .....	22,464	Radnor township, PA.....	31,531
New Ulm city, MN .....	13,522	Ramsey city, MN .....	23,668
Newberg city, OR.....	22,068	Raymond town, ME.....	4,436
Newport city, RI.....	24,672	Raymore city, MO .....	19,206
Newport News city, VA.....	180,719	Redmond city, OR.....	26,215
Newton city, IA .....	15,254	Redmond city, WA .....	54,144
Noblesville city, IN .....	51,969	Rehoboth Beach city, DE .....	1,327
Nogales city, AZ.....	20,837	Reno city, NV.....	225,221
Norcross city, GA .....	9,116	Reston CDP, VA .....	58,404
Norfolk city, VA.....	242,803	Richmond city, CA.....	103,701
North Mankato city, MN.....	13,394	Richmond Heights city, MO .....	8,603
North Port city, FL.....	57,357	Rifle city, CO.....	9,172
North Richland Hills city, TX.....	63,343	Rio Rancho city, NM .....	87,521
Northglenn city, CO.....	35,789	River Falls city, WI .....	15,000
Novato city, CA .....	51,904	Riverside city, CA .....	303,871
Novi city, MI.....	55,224	Riverside city, MO .....	2,937
O'Fallon city, IL.....	28,281	Roanoke County, VA .....	92,376
O'Fallon city, MO.....	79,329	Rochester Hills city, MI.....	70,995
Oak Park village, IL .....	51,878	Rock Hill city, SC.....	66,154
Oakland city, CA .....	390,724	Rockville city, MD.....	61,209
Oakley city, CA .....	35,432	Roeland Park city, KS .....	6,731
Ogdensburg city, NY .....	11,128	Rogers city, MN .....	8,597
Oklahoma City city, OK.....	579,999	Rohnert Park city, CA .....	40,971
Olathe city, KS.....	125,872	Rolla city, MO .....	19,559
Old Town city, ME.....	7,840	Roselle village, IL .....	22,763
Olmsted County, MN .....	144,248	Rosemount city, MN .....	21,874
Olympia city, WA .....	46,478	Rosenberg city, TX.....	30,618
Orland Park village, IL .....	56,767	Roseville city, MN.....	33,660
Oshkosh city, WI.....	66,083	Round Rock city, TX .....	99,887
Oshkosh charter township, MI.....	21,705	Royal Oak city, MI.....	57,236
Oswego village, IL.....	30,355	Saco city, ME .....	18,482
Otsego County, MI .....	24,164	Sahuarita town, AZ .....	25,259
Ottawa County, MI.....	263,801	Salida city, CO .....	5,236

# The National Citizen Survey™

Sammamish city, WA.....	45,780	Takoma Park city, MD .....	16,715
San Anselmo town, CA .....	12,336	Tamarac city, FL .....	60,427
San Antonio city, TX.....	1,327,407	Temecula city, CA .....	100,097
San Carlos city, CA.....	28,406	Tempe city, AZ .....	161,719
San Diego city, CA .....	1,307,402	Texarkana city, TX .....	36,411
San Francisco city, CA .....	805,235	The Woodlands CDP, TX.....	93,847
San Jose city, CA .....	945,942	Thornton city, CO.....	118,772
San Juan County, NM .....	130,044	Thousand Oaks city, CA.....	126,683
San Marcos city, CA.....	83,781	Tigard city, OR.....	48,035
San Marcos city, TX.....	44,894	Tracy city, CA .....	82,922
San Rafael city, CA.....	57,713	Trinidad CCD, CO.....	12,017
Sanford city, FL.....	53,570	Tualatin city, OR .....	26,054
Sangamon County, IL.....	197,465	Tulsa city, OK .....	391,906
Santa Clarita city, CA.....	176,320	Twin Falls city, ID .....	44,125
Santa Fe city, NM.....	67,947	Tyler city, TX .....	96,900
Santa Fe County, NM .....	144,170	Umatilla city, OR .....	6,906
Santa Monica city, CA.....	89,736	University Heights city, OH .....	13,539
Sarasota County, FL .....	379,448	University Park city, TX.....	23,068
Savage city, MN .....	26,911	Upper Arlington city, OH.....	33,771
Schaumburg village, IL.....	74,227	Urbandale city, IA .....	39,463
Scott County, MN .....	129,928	Vail town, CO.....	5,305
Scottsdale city, AZ .....	217,385	Vancouver city, WA.....	161,791
Seaside city, CA .....	33,025	Ventura CCD, CA .....	111,889
Sevierville city, TN.....	14,807	Vernon Hills village, IL.....	25,113
Shakopee city, MN .....	37,076	Vestavia Hills city, AL .....	34,033
Sharonville city, OH.....	13,560	Victoria city, MN.....	7,345
Shawnee city, KS .....	62,209	Vienna town, VA .....	15,687
Shawnee city, OK.....	29,857	Virginia Beach city, VA.....	437,994
Sheboygan city, WI.....	49,288	Wake Forest town, NC.....	30,117
Sherborn town, MA .....	4,119	Walnut Creek city, CA .....	64,173
Shoreview city, MN .....	25,043	Washington County, MN .....	238,136
Shorewood city, MN .....	7,307	Washington town, NH .....	1,123
Shorewood village, IL.....	15,615	Washougal city, WA .....	14,095
Shorewood village, WI .....	13,162	Watauga city, TX .....	23,497
Sierra Vista city, AZ.....	43,888	Wauwatosa city, WI .....	46,396
Sioux Center city, IA .....	7,048	Waverly city, IA .....	9,874
Sioux Falls city, SD .....	153,888	Weddington town, NC .....	9,459
Skokie village, IL.....	64,784	Wentzville city, MO.....	29,070
Snellville city, GA .....	18,242	West Carrollton city, OH .....	13,143
South Lake Tahoe city, CA.....	21,403	West Chester borough, PA.....	18,461
Southborough town, MA.....	9,767	West Des Moines city, IA.....	56,609
Southlake city, TX .....	26,575	Western Springs village, IL .....	12,975
Spokane Valley city, WA .....	89,755	Westerville city, OH.....	36,120
Spring Hill city, KS.....	5,437	Westlake town, TX .....	992
Springboro city, OH.....	17,409	Westminster city, CO.....	106,114
Springfield city, MO.....	159,498	Weston town, MA.....	11,261
Springville city, UT .....	29,466	Wheat Ridge city, CO .....	30,166
St. Augustine city, FL .....	12,975	White House city, TN.....	10,255
St. Charles city, IL.....	32,974	Wichita city, KS.....	382,368
St. Cloud city, FL.....	35,183	Williamsburg city, VA.....	14,068
St. Cloud city, MN .....	65,842	Willowbrook village, IL .....	8,540
St. Joseph city, MO .....	76,780	Wilmington city, NC.....	106,476
St. Louis County, MN.....	200,226	Wilsonville city, OR.....	19,509
St. Louis Park city, MN .....	45,250	Winchester city, VA .....	26,203
Stallings town, NC.....	13,831	Windsor town, CO .....	18,644
State College borough, PA .....	42,034	Windsor town, CT .....	29,044
Steamboat Springs city, CO .....	12,088	Winnetka village, IL .....	12,187
Sterling Heights city, MI .....	129,699	Winston-Salem city, NC .....	229,617
Sugar Grove village, IL .....	8,997	Winter Garden city, FL.....	34,568
Sugar Land city, TX.....	78,817	Woodbury city, MN.....	61,961
Suisun City city, CA .....	28,111	Woodland city, CA.....	55,468
Summit city, NJ.....	21,457	Wrentham town, MA .....	10,955
Summit County, UT.....	36,324	Wyandotte County, KS .....	157,505
Summit village, IL .....	11,054	Yakima city, WA.....	91,067
Sunnyvale city, CA .....	140,081	York County, VA.....	65,464
Surprise city, AZ.....	117,517	Yorktown town, IN.....	9,405
Suwanee city, GA.....	15,355	Yountville city, CA .....	2,933
Tacoma city, WA.....	198,397		

## Appendix C: Detailed Survey Methods

The National Citizen Survey (The NCS™), conducted by National Research Center, Inc., was developed to provide communities an accurate, affordable and easy way to assess and interpret resident opinion about important local topics. Standardization of common questions and survey methods provide the rigor to assure valid results, and each community has enough flexibility to construct a customized version of The NCS.

Results offer insight into residents' perspectives about the community as a whole, including local amenities, services, public trust, resident participation and other aspects of the community in order to support budgeting, land use and strategic planning and communication with residents. Resident demographic characteristics permit comparison to the Census as well as comparison of results for different subgroups of residents. The Town of Davidson funded this research. Please contact Kim Fleming, Economic Development Manager of the Town of Davidson at [kfleming@townofdavidson.org](mailto:kfleming@townofdavidson.org) if you have any questions about the survey.

### Survey Validity

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

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

- Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent. A higher response rate lessens the worry that those who did not respond are different than those who did respond.
- Selecting households at random within the community to receive the survey to ensure that the households selected to receive the survey are representative of the larger community.
- Over-sampling multi-family housing units to improve response from hard-to-reach, lower income or younger apartment dwellers.
- Selecting the respondent within the household using an unbiased sampling procedure; in this case, the "birthday method." The cover letter included an instruction requesting that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.
- Contacting potential respondents three times to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Inviting response in a compelling manner (using appropriate letterhead/logos and a signature of a visible leader) to appeal to recipients' sense of civic responsibility.
- Providing a pre-addressed, postage-paid return envelope.
- Offering the survey in Spanish or other language when requested by a given community.
- Weighting the results to reflect the demographics of the population.

The answer to the second question about how closely the perspectives recorded on the survey reflect what residents really believe or do is more complex. Resident responses to surveys are influenced by a variety of factors. For questions about service quality, residents' expectations for service quality play a role as well as the "objective" quality of the service provided, the way the resident perceives the entire community (that is, the context in which the service is provided), the scale on which the resident is asked to record his or her opinion and, of course, the opinion, itself, that a resident holds about the service. Similarly a resident's report of certain behaviors is colored by what he or she believes is the socially desirable response (e.g., reporting tolerant behaviors toward "oppressed groups," likelihood of voting for a tax increase for services to poor people, use of alternative modes of travel to work besides the single occupancy vehicle), his or her memory of the actual behavior (if it is not a question speculating about future actions, like a vote), his or her confidence that he or she can be honest without suffering any negative consequences (thus the need for anonymity) as well as the actual behavior itself.

How closely survey results come to recording the way a person really feels or behaves often is measured by the coincidence of reported behavior with observed current behavior (e.g., driving habits), reported intentions to behave with observed future behavior (e.g., voting choices) or reported opinions about current community quality

with objective characteristics of the community (e.g., feelings of safety correlated with rates of crime). There is a body of scientific literature that has investigated the relationship between reported behaviors and actual behaviors. Well-conducted surveys, by and large, do capture true respondent behaviors or intentions to act with great accuracy. Predictions of voting outcomes tend to be quite accurate using survey research, as do reported behaviors that are not about highly sensitive issues (e.g., family abuse or other illegal or morally sanctioned activities). For self-reports about highly sensitive issues, statistical adjustments can be made to correct for the respondents' tendency to report what they think the "correct" response should be.

Research on the correlation of resident opinion about service quality and "objective" ratings of service quality vary, with some showing stronger relationships than others. NRC's own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be "objectively" worse than the highest rated fire services (expenditures per capita, response time, "professional" status of firefighters, breadth of services and training provided). Resident opinion commonly reflects objective performance data but is an important measure on its own. NRC principals have written, "If you collect trash three times a day but residents think that your trash haul is lousy, you still have a problem."

## Survey Sampling

"Sampling" refers to the method by which households were chosen to receive the survey. All households within the Town of Davidson were eligible to participate in the survey. A list of all households within the zip codes serving Davidson was purchased from Go-Dog Direct based on updated listings from the United States Postal Service. Since some of the zip codes that serve the Town of Davidson households may also serve addresses that lie outside of the community, the exact geographic location of each housing unit was compared to community boundaries using the most current municipal boundary file (updated on a quarterly basis) and addresses located outside of the Town of Davidson boundaries were removed from consideration. Each address identified as being within Town boundaries was further identified as being within one of three Town zones (West Davidson, Central Davidson and East Davidson), and all residents who receive mail via a P.O. box were grouped into a fourth zone.

To choose the 1,500 survey recipients, a systematic sampling method was applied to the list of households previously screened for geographic location. Systematic sampling is a procedure whereby a complete list of all possible households is culled, selecting every *Nth* one, giving each eligible household a known probability of selection, until the appropriate number of households is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units. Figure 1 displays a map of the households selected to receive the survey. In general, because of the random sampling techniques used, the displayed sampling density will closely mirror the overall housing unit density (which may be different from the population density). While the theory of probability assumes no bias in selection, there may be some minor variations in practice (meaning, an area with only 15% of the housing units might be sampled at an actual rate that is slightly above or below that).

An individual within each household was selected using the birthday method. The birthday method selects a person within the household by asking the "person whose birthday has most recently passed" to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys. This instruction was contained in the cover letter accompanying the questionnaire.





## Survey Administration and Response

Selected households received three mailings, one week apart, beginning on February 15, 2017. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the Mayor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who had already done so to refrain from turning in another survey. The survey was available in English. Completed surveys were collected over the following seven weeks.

About 4% of the 1,500 surveys mailed were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the remaining 1441 households that received the survey, 566 completed the survey, providing an overall response rate of 39%. Additionally, responses were tracked by zones; response rates by zones ranged from 31% to 47%. The response rate(s) were/was calculated using AAPOR's response rate #2<sup>1</sup> for mailed surveys of unnamed persons.

Table 75: Survey Response Rates by Zone

	West Davidson	Central Davidson	East Davidson	P.O. Boxes	Overall
Total sample used	528	730	399	104	1500
I=Complete Interviews	149	132	145	133	559
P=Partial Interviews	3	1	1	1	6
R=Refusal and break off	0	0	0	0	0
NC=Non Contact	0	0	0	0	0
O=Other	0	0	0	0	0
UH=Unknown household	0	0	0	0	0
UO=Unknown other	345	148	185	197	875
Response rate: (I+P)/(I+P) + (R+NC+O) + (UH+UO)	31%	47%	44%	40%	39%

## Confidence Intervals

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents’ opinions are relied on to estimate all residents’ opinions.<sup>2</sup>

The margin of error for the Town of Davidson survey is no greater than plus or minus four percentage points around any given percent reported for the entire sample (565 completed surveys).

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

## Survey Processing (Data Entry)

Upon receipt, completed surveys were assigned a unique identification number. Additionally, each survey was reviewed and “cleaned” as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; in this case, NRC would use protocols to randomly choose two of the three selected items for inclusion in the dataset.

All surveys then were entered twice into an electronic dataset; any discrepancies were resolved in comparison to the original survey form. Range checks as well as other forms of quality control were also performed.

<sup>1</sup> See AAPOR's Standard Definitions here: [http://www.aapor.org/Standards-Ethics/Standard-Definitions-\(1\).aspx](http://www.aapor.org/Standards-Ethics/Standard-Definitions-(1).aspx) for more information

<sup>2</sup> A 95% confidence interval indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the “true” population response. This theory is applied in practice to mean that the “true” perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as “excellent” or “good,” then the 4% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire community is between 71% and 79%. This source of uncertainty is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

## The National Citizen Survey™

NRC used Qualtrics, a web-based survey and analytics platform, to collect the online survey data. Use of an online system means all collected data are entered into the dataset when the respondents submit the surveys. Skip patterns are programmed into system so respondents are automatically “skipped” to the appropriate question based on the individual responses being given. Online programming also allows for more rigid control of the data format, making extensive data cleaning unnecessary.

A series of quality control checks were also performed in order to ensure the integrity of the web data. Steps may include and not be limited to reviewing the data for clusters of repeat IP addresses and time stamps (indicating duplicate responses) and removing empty submissions (questionnaires submitted with no questions answered).

### Survey Data Weighting

The demographic characteristics of the survey sample were compared to those found in the 2010 Census and American Community Survey estimates for adults in the Town of Davidson. The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. The characteristics used for weighting were housing tenure (rent or own), housing unit type (attached or detached), race, sex, age and area (the four Davidson zones). No adjustments were made for design effects. The results of the weighting scheme are presented in the following table.

Table 76: Davidson, NC 2017 Weighting Table

Characteristic	Population Norm	Unweighted Data	Weighted Data
<b>Housing</b>			
Rent home	25%	14%	18%
Own home	75%	86%	82%
Detached unit	68%	66%	70%
Attached unit	32%	34%	30%
<b>Race and Ethnicity</b>			
White	88%	93%	91%
Not white	12%	7%	9%
Not Hispanic	97%	98%	99%
Hispanic	3%	2%	1%
<b>Sex and Age</b>			
Female	53%	54%	50%
Male	47%	46%	50%
18-34 years of age	34%	4%	22%
35-54 years of age	36%	33%	42%
55+ years of age	30%	64%	36%
Females 18-34	18%	1%	8%
Females 35-54	19%	18%	22%
Females 55+	16%	34%	21%
Males 18-34	17%	3%	15%
Males 35-54	17%	14%	20%
Males 55+	13%	30%	16%
<b>Zones</b>			
West Davidson	33%	27%	31%
Central Davidson	20%	24%	21%
East Davidson	23%	26%	26%
P.O. Boxes	24%	24%	22%

## Survey Data Analysis and Reporting

The survey dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). For the most part, the percentages presented in the reports represent the “percent positive.” The percent positive is the combination of the top two most positive response options (i.e., “excellent” and “good,” “very safe” and “somewhat safe,” “essential” and “very important,” etc.), or, in the case of resident behaviors/participation, the percent positive represents the proportion of respondents indicating “yes” or participating in an activity at least once a month.

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 reports. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.



## **Appendix D: Survey Materials**

Dear Davidson Resident,

It won't take much of your time to make a big difference!

Your household has been randomly selected to participate in a survey about our community. Your survey will arrive in the mail in a few days.

Thank you for helping to create a better town!

Sincerely,

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

John M. Woods  
Mayor

Dear Davidson Resident,

It won't take much of your time to make a big difference!

Your household has been randomly selected to participate in a survey about our community. Your survey will arrive in the mail in a few days.

Thank you for helping to create a better town!

Sincerely,

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

John M. Woods  
Mayor

Dear Davidson Resident,

It won't take much of your time to make a big difference!

Your household has been randomly selected to participate in a survey about our community. Your survey will arrive in the mail in a few days.

Thank you for helping to create a better town!

Sincerely,

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

John M. Woods  
Mayor

Dear Davidson Resident,

It won't take much of your time to make a big difference!

Your household has been randomly selected to participate in a survey about our community. Your survey will arrive in the mail in a few days.

Thank you for helping to create a better town!

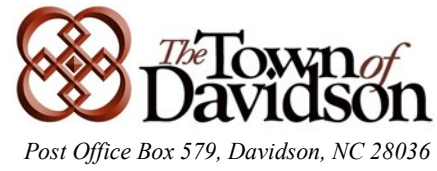
Sincerely,

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

John M. Woods  
Mayor



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



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



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



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



*Post Office Box 579, Davidson, NC 28036*

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



February 2017

Dear Town of Davidson Resident:

Please help us shape the future of Davidson! You have been selected at random to participate in the 2017 Davidson Citizen Survey.

Please take a few minutes to fill out the enclosed survey. Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. Your feedback will help Davidson make decisions that affect our town.

**A few things to remember:**

- **Your responses are completely anonymous.**
- In order to hear from a diverse group of residents, the adult 18 years or older in your household who most recently had a birthday should complete this survey.
- **You may return the survey by mail in the enclosed postage-paid envelope, or you can complete the survey online at:**

**<http://bit.ly/2ky4M6D>**

If you have any questions about the survey please call (704) 892-7591.

Thank you for your time and participation!

Sincerely,

A handwritten signature in dark ink, appearing to read "John M. Woods".

John M. Woods  
Mayor



February 2017

Dear Town of Davidson Resident:

Please help us shape the future of Davidson! You have been selected at random to participate in the 2017 Davidson Citizen Survey.

Please take a few minutes to fill out the enclosed survey. Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. Your feedback will help Davidson make decisions that affect our town.

**A few things to remember:**

- **Your responses are completely anonymous.**
- In order to hear from a diverse group of residents, the adult 18 years or older in your household who most recently had a birthday should complete this survey.
- **You may return the survey by mail in the enclosed postage-paid envelope, or you can complete the survey online at:**

**<http://bit.ly/2jupjey>**

If you have any questions about the survey please call (704) 892-7591.

Thank you for your time and participation!

Sincerely,

A handwritten signature in dark ink, appearing to read "John M. Woods".

John M. Woods  
Mayor



February 2017

Dear Town of Davidson Resident:

Please help us shape the future of Davidson! You have been selected at random to participate in the 2017 Davidson Citizen Survey.

Please take a few minutes to fill out the enclosed survey. Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. Your feedback will help Davidson make decisions that affect our town.

**A few things to remember:**

- **Your responses are completely anonymous.**
- In order to hear from a diverse group of residents, the adult 18 years or older in your household who most recently had a birthday should complete this survey.
- **You may return the survey by mail in the enclosed postage-paid envelope, or you can complete the survey online at:**

**<http://bit.ly/2k6fbYC>**

If you have any questions about the survey please call (704) 892-7591.

Thank you for your time and participation!

Sincerely,

A handwritten signature in dark ink, appearing to read "John M. Woods".

John M. Woods  
Mayor



February 2017

Dear Town of Davidson Resident:

Please help us shape the future of Davidson! You have been selected at random to participate in the 2017 Davidson Citizen Survey.

Please take a few minutes to fill out the enclosed survey. Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. Your feedback will help Davidson make decisions that affect our town.

**A few things to remember:**

- **Your responses are completely anonymous.**
- In order to hear from a diverse group of residents, the adult 18 years or older in your household who most recently had a birthday should complete this survey.
- **You may return the survey by mail in the enclosed postage-paid envelope, or you can complete the survey online at:**

**<http://bit.ly/2kyfn1n>**

If you have any questions about the survey please call (704) 892-7591.

Thank you for your time and participation!

Sincerely,

A handwritten signature in dark ink, appearing to read "John M. Woods".

John M. Woods  
Mayor





March 2017

Dear Town of Davidson Resident:

Here's a second chance if you haven't already responded to the 2017 Davidson Citizen Survey!  
**(If you completed it and sent it back, we thank you for your time and ask you to recycle this survey. Please do not respond twice.)**

Please help us shape the future of Davidson! You have been selected at random to participate in the 2017 Davidson Citizen Survey.

Please take a few minutes to fill out the enclosed survey. Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. Your feedback will help Davidson make decisions that affect our town.

**A few things to remember:**

- **Your responses are completely anonymous.**
- In order to hear from a diverse group of residents, the adult 18 years or older in your household who most recently had a birthday should complete this survey.
- **You may return the survey by mail in the enclosed postage-paid envelope, or you can complete the survey online at:**

**<http://bit.ly/2ky4M6D>**

If you have any questions about the survey please call (704) 892-7591.

Thank you for your time and participation!

Sincerely,

John M. Woods  
Mayor



March 2017

Dear Town of Davidson Resident:

Here's a second chance if you haven't already responded to the 2017 Davidson Citizen Survey!  
**(If you completed it and sent it back, we thank you for your time and ask you to recycle this survey. Please do not respond twice.)**

Please help us shape the future of Davidson! You have been selected at random to participate in the 2017 Davidson Citizen Survey.

Please take a few minutes to fill out the enclosed survey. Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. Your feedback will help Davidson make decisions that affect our town.

**A few things to remember:**

- **Your responses are completely anonymous.**
- In order to hear from a diverse group of residents, the adult 18 years or older in your household who most recently had a birthday should complete this survey.
- **You may return the survey by mail in the enclosed postage-paid envelope, or you can complete the survey online at:**

**<http://bit.ly/2jupjey>**

If you have any questions about the survey please call (704) 892-7591.

Thank you for your time and participation!

Sincerely,

John M. Woods  
Mayor



March 2017

Dear Town of Davidson Resident:

Here's a second chance if you haven't already responded to the 2017 Davidson Citizen Survey!  
**(If you completed it and sent it back, we thank you for your time and ask you to recycle this survey. Please do not respond twice.)**

Please help us shape the future of Davidson! You have been selected at random to participate in the 2017 Davidson Citizen Survey.

Please take a few minutes to fill out the enclosed survey. Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. Your feedback will help Davidson make decisions that affect our town.

**A few things to remember:**

- **Your responses are completely anonymous.**
- In order to hear from a diverse group of residents, the adult 18 years or older in your household who most recently had a birthday should complete this survey.
- **You may return the survey by mail in the enclosed postage-paid envelope, or you can complete the survey online at:**

**<http://bit.ly/2k6fbYC>**

If you have any questions about the survey please call (704) 892-7591.

Thank you for your time and participation!

Sincerely,

John M. Woods  
Mayor



March 2017

Dear Town of Davidson Resident:

Here's a second chance if you haven't already responded to the 2017 Davidson Citizen Survey!  
**(If you completed it and sent it back, we thank you for your time and ask you to recycle this survey. Please do not respond twice.)**

Please help us shape the future of Davidson! You have been selected at random to participate in the 2017 Davidson Citizen Survey.

Please take a few minutes to fill out the enclosed survey. Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. Your feedback will help Davidson make decisions that affect our town.

**A few things to remember:**

- **Your responses are completely anonymous.**
- In order to hear from a diverse group of residents, the adult 18 years or older in your household who most recently had a birthday should complete this survey.
- **You may return the survey by mail in the enclosed postage-paid envelope, or you can complete the survey online at:**

**<http://bit.ly/2kyfn1n>**

If you have any questions about the survey please call (704) 892-7591.

Thank you for your time and participation!

Sincerely,

John M. Woods  
Mayor

# The Town of Davidson 2017 Citizen Survey

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

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

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

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

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Overall feeling of safety in Davidson.....	1	2	3	4	5
Overall ease of getting to the places you usually have to visit .....	1	2	3	4	5
Quality of overall natural environment in Davidson .....	1	2	3	4	5
Overall "built environment" of Davidson (including overall design, buildings, parks and transportation systems).....	1	2	3	4	5
Health and wellness opportunities in Davidson .....	1	2	3	4	5
Overall opportunities for education and enrichment.....	1	2	3	4	5
Overall economic health of Davidson .....	1	2	3	4	5
Sense of community .....	1	2	3	4	5
Overall image or reputation of Davidson .....	1	2	3	4	5

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

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

## 4. Please rate how safe or unsafe you feel:

	<i>Very safe</i>	<i>Somewhat safe</i>	<i>Neither safe nor unsafe</i>	<i>Somewhat unsafe</i>	<i>Very unsafe</i>	<i>Don't know</i>
In your neighborhood during the day .....	1	2	3	4	5	6
In Davidson's downtown/commercial area during the day.....	1	2	3	4	5	6

## 5. Please rate each of the following characteristics as they relate to Davidson as a whole:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Traffic flow on major streets .....	1	2	3	4	5
Ease of public parking .....	1	2	3	4	5
Ease of travel by car in Davidson.....	1	2	3	4	5
Ease of travel by public transportation in Davidson .....	1	2	3	4	5
Ease of travel by bicycle in Davidson .....	1	2	3	4	5
Ease of walking in Davidson .....	1	2	3	4	5
Availability of paths and walking trails .....	1	2	3	4	5
Cleanliness of Davidson.....	1	2	3	4	5
Overall appearance of Davidson.....	1	2	3	4	5
Public places where people want to spend time .....	1	2	3	4	5
Variety of housing options .....	1	2	3	4	5
Availability of affordable quality housing .....	1	2	3	4	5
Fitness opportunities (including exercise classes and paths or trails, etc.).....	1	2	3	4	5
Recreational opportunities.....	1	2	3	4	5
Availability of affordable quality food .....	1	2	3	4	5
Availability of preventive health services .....	1	2	3	4	5
Availability of affordable quality mental health care .....	1	2	3	4	5

**6. Please rate each of the following characteristics as they relate to Davidson as a whole:**

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Availability of affordable quality child care/preschool .....	1	2	3	4	5
Adult educational opportunities .....	1	2	3	4	5
Opportunities to attend cultural/arts/music activities .....	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities .....	1	2	3	4	5
Employment opportunities .....	1	2	3	4	5
Shopping opportunities .....	1	2	3	4	5
Cost of living in Davidson .....	1	2	3	4	5
Overall quality of business and service establishments in Davidson .....	1	2	3	4	5
Vibrant downtown/commercial area .....	1	2	3	4	5
Overall quality of new development in Davidson .....	1	2	3	4	5
Opportunities to participate in social events and activities .....	1	2	3	4	5
Opportunities to volunteer .....	1	2	3	4	5
Opportunities to participate in community matters .....	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds .....	1	2	3	4	5
Neighborliness of residents in Davidson .....	1	2	3	4	5

**7. Please indicate whether or not you have done each of the following in the last 12 months.**

	<i>No</i>	<i>Yes</i>
Made efforts to conserve water .....	1	2
Made efforts to make your home more energy efficient .....	1	2
Observed a code violation or other hazard in Davidson (weeds, abandoned buildings, etc.) .....	1	2
Household member was a victim of a crime in Davidson .....	1	2
Reported a crime to the police in Davidson .....	1	2
Stocked supplies in preparation for an emergency .....	1	2
Campaigned or advocated for an issue, cause or candidate .....	1	2
Contacted the Town of Davidson (in-person, phone, email or web) for help or information .....	1	2
Contacted Davidson elected officials (in-person, phone, email or web) to express your opinion .....	1	2

**8. In the last 12 months, about how many times, if at all, have you or other household members done each of the following in Davidson?**

	<i>2 times a week or more</i>	<i>2-4 times a month</i>	<i>Once a month or less</i>	<i>Not at all</i>
Used Davidson recreation centers or their services .....	1	2	3	4
Visited a neighborhood park or Town park .....	1	2	3	4
Used Davidson public libraries or their services .....	1	2	3	4
Participated in religious or spiritual activities in Davidson .....	1	2	3	4
Attended a Town-sponsored event .....	1	2	3	4
Used bus, rail or other public transportation instead of driving .....	1	2	3	4
Carpooled with other adults or children instead of driving alone .....	1	2	3	4
Walked or biked instead of driving .....	1	2	3	4
Volunteered your time to some group/activity in Davidson .....	1	2	3	4
Participated in a club .....	1	2	3	4
Talked to or visited with your immediate neighbors .....	1	2	3	4
Done a favor for a neighbor .....	1	2	3	4

**9. Thinking about local public meetings (of local elected officials like Town Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.), in the last 12 months, about how many times, if at all, have you or other household members attended or watched a local public meeting?**

	<i>2 times a week or more</i>	<i>2-4 times a month</i>	<i>Once a month or less</i>	<i>Not at all</i>
<u>Attended</u> a local public meeting .....	1	2	3	4
<u>Watched</u> (online) a local public meeting .....	1	2	3	4

# The Town of Davidson 2017 Citizen Survey

## 10. Please rate the quality of each of the following services in Davidson:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Police services.....	1	2	3	4	5
Fire services.....	1	2	3	4	5
Crime prevention.....	1	2	3	4	5
Fire prevention and education.....	1	2	3	4	5
Traffic enforcement.....	1	2	3	4	5
Street repair.....	1	2	3	4	5
Street cleaning.....	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Snow removal.....	1	2	3	4	5
Sidewalk maintenance.....	1	2	3	4	5
Traffic signal timing.....	1	2	3	4	5
Bus or transit services.....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Yard waste pick-up.....	1	2	3	4	5
Storm drainage.....	1	2	3	4	5
Town parks.....	1	2	3	4	5
Recreation programs or classes.....	1	2	3	4	5
Recreation centers or facilities.....	1	2	3	4	5
Land use, planning and zoning.....	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.).....	1	2	3	4	5
Animal control.....	1	2	3	4	5
Economic development.....	1	2	3	4	5
Public information services.....	1	2	3	4	5
Cable television.....	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations).....	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts.....	1	2	3	4	5
Davidson open space.....	1	2	3	4	5
Town-sponsored special events.....	1	2	3	4	5
Overall customer service by Davidson employees (police, receptionists, planners, etc.).....	1	2	3	4	5

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

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

## 12. Please rate the following categories of Davidson government performance:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The value of services for the taxes paid to Davidson.....	1	2	3	4	5
The overall direction that Davidson is taking.....	1	2	3	4	5
The job Davidson government does at welcoming citizen involvement.....	1	2	3	4	5
Overall confidence in Davidson government.....	1	2	3	4	5
Generally acting in the best interest of the community.....	1	2	3	4	5
Being honest.....	1	2	3	4	5
Treating all residents fairly.....	1	2	3	4	5

**13. Please rate how important, if at all, you think it is for the Davidson community to focus on each of the following in the coming two years:**

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>
Overall feeling of safety in Davidson.....	1	2	3	4
Overall ease of getting to the places you usually have to visit .....	1	2	3	4
Quality of overall natural environment in Davidson .....	1	2	3	4
Overall “built environment” of Davidson (including overall design, buildings, parks and transportation systems) .....	1	2	3	4
Health and wellness opportunities in Davidson .....	1	2	3	4
Overall opportunities for education and enrichment.....	1	2	3	4
Overall economic health of Davidson .....	1	2	3	4
Sense of community .....	1	2	3	4

**14. To what extent would you support or oppose the following measures to increase the supply of affordable (not subsidized) housing in Davidson:**

	<i>Strongly support</i>	<i>Somewhat support</i>	<i>Somewhat oppose</i>	<i>Strongly oppose</i>
Increase property taxes by \$.01/\$100 valuation (approximately \$25/year for a \$250,000 home) .....	1	2	3	4
Allocate funds from the Town budget without a tax increase .....	1	2	3	4
Provide incentives to developers in the form of additional density, a quicker approval process, etc. ....	1	2	3	4
Require a fee from developers, which the Town would use to provide affordable housing, in lieu of developers providing affordable housing in each new housing development.....	1	2	3	4

**15. To what extent would you support or oppose using a property tax increase to finance improvements to the following facilities and programs:**

	<i>Strongly support</i>	<i>Somewhat support</i>	<i>Somewhat oppose</i>	<i>Strongly oppose</i>
Road improvements including street connections and intersection improvements.....	1	2	3	4
Rectangular athletic fields suitable for soccer .....	1	2	3	4
Diamond playing fields suitable for baseball, kickball, etc. ....	1	2	3	4
Greenways and multi-use paths .....	1	2	3	4
Open space land purchases.....	1	2	3	4
Sidewalks.....	1	2	3	4
Cultural facilities (museum, performing arts venue, etc.) .....	1	2	3	4
Local Shuttle Service .....	1	2	3	4

**16. To what extent would you support or oppose Town funds being used for the following transportation initiatives:**

	<i>Strongly support</i>	<i>Somewhat support</i>	<i>Somewhat oppose</i>	<i>Strongly oppose</i>
Shuttles to town events and the Saturday Farmers’ Market.....	1	2	3	4
Providing bike sharing or car sharing services. ....	1	2	3	4
Improving bicycle and pedestrian facilities, including bike paths and sidewalks. ....	1	2	3	4
Promoting and educating businesses and citizens about commuter options. ....	1	2	3	4

**17. How likely or unlikely would you be to ride your bicycle more often if the following cycling infrastructure were made available in Davidson?**

	<i>Very likely</i>	<i>Somewhat likely</i>	<i>Somewhat unlikely</i>	<i>Very unlikely</i>	<i>Not applicable/ I don’t want to ride a bicycle</i>
Painted “sharrows” – shared lane markings (similar to those on Main Street in Davidson).....	1	2	3	4	5
Painted bike lanes.....	1	2	3	4	5
Bike lanes with a painted buffer between car and bicycle traffic .....	1	2	3	4	5
Bike lanes with a physical barrier such as bollards (posts) between car and bicycle traffic .....	1	2	3	4	5
Bike lanes separated with a curb or planting strip between car and bicycle traffic .....	1	2	3	4	5
Greenways or trails.....	1	2	3	4	5
More bike racks Downtown.....	1	2	3	4	5
More bike racks at retail and recreation destinations.....	1	2	3	4	5



# The Town of Davidson 2017 Citizen Survey

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

**D1. How often, if at all, do you do each of the following, considering all of the times you could?**

	<i>Never</i>	<i>Rarely</i>	<i>Sometimes</i>	<i>Usually</i>	<i>Always</i>
Recycle at home.....	1	2	3	4	5
Purchase goods or services from a business located in Davidson .....	1	2	3	4	5
Eat at least 5 portions of fruits and vegetables a day .....	1	2	3	4	5
Participate in moderate or vigorous physical activity .....	1	2	3	4	5
Read or watch local news (via television, paper, computer, etc.) .....	1	2	3	4	5
Vote in local elections .....	1	2	3	4	5

**D2. Would you say that in general your health is:**

- ☐ Excellent      ☐ Very good      ☐ Good      ☐ Fair      ☐ Poor

**D3. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:**

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

**D4. What is your employment status?**

- ☐ Working full time for pay  
☐ Working part time for pay  
☐ Unemployed, looking for paid work  
☐ Unemployed, not looking for paid work  
☐ Fully retired

**D5. Do you work inside the boundaries of Davidson?**

- ☐ Yes, outside the home  
☐ Yes, from home  
☐ No

**D6. How many years have you lived in Davidson?**

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

**D7. Which best describes the building you live in?**

- ☐ One family house detached from any other houses  
☐ Building with two or more homes (duplex, townhome, apartment or condominium)  
☐ Mobile home  
☐ Other

**D8. Is this house, apartment or mobile home...**

- ☐ Rented  
☐ Owned

**D9. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?**

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

**D10. Do any children 17 or under live in your household?**

- ☐ No      ☐ Yes

**D11. Are you or any other members of your household aged 65 or older?**

- ☐ No      ☐ Yes

**D12. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)**

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

**Please respond to both questions D13 and D14:**

**D13. Are you Spanish, Hispanic or Latino?**

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

**D14. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)**

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

**D15. In which category is your age?**

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

**D16. What is your sex?**

- ☐ Female      ☐ Male

**D17. Do you consider a cell phone or land line your primary telephone number?**

- ☐ Cell      ☐ Land line      ☐ Both

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



# Davidson, NC

Trends over Time

DRAFT  
2017



**NRC**  
National Research Center Inc

2955 Valmont Road Suite 300  
Boulder, Colorado 80301  
n-r-c.com • 303-444-7863

**ICMA**

*Leaders at the Core of Better Communities*

777 North Capitol Street NE Suite 500  
Washington, DC 20002  
icma.org • 800-745-8780

# Summary

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 research methods and directly comparable results across The NCS communities. The NCS captures residents' opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement). This report discusses trends over time, comparing the 2017 ratings for the Town of Davidson to its previous survey results in 2007, 2012 and 2014. Additional reports and technical appendices are available under separate cover.

Trend data for Davidson represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time, especially, represent opportunities for understanding how local policies, programs or public information may have affected residents' opinions.

Meaningful differences between survey years have been noted within the following tables as being "higher" or "lower" if the differences are greater than six percentage points between the 2014 and 2017 surveys, otherwise the comparison between 2014 and 2017 are noted as being "similar." Additionally, benchmark comparisons for all survey years are presented for reference. Changes in the benchmark comparison over time can be impacted by various trends, including varying survey cycles for the individual communities that comprise the benchmarks, regional and national economic or other events, as well as emerging survey methodologies.

Overall, ratings in Davidson for 2017 generally remained stable. Of the 123 items for which comparisons were available, 79 items were rated similarly in 2014 and 2017, 33 items showed a decrease in ratings and 11 showed an increase in ratings. Notable trends over time included the following:

- Within the pillar of Community Characteristics, residents' ratings for shopping opportunities and the vibrancy of Davidson's downtown/commercial area increased from 2014 to 2017. Several measures in Mobility saw a decrease in ratings this year, including traffic flow, ease of travel by car, ease of public parking and the overall ease of travel in Davidson. Additionally, ratings for several other Community Characteristics declined over time, including the overall natural environment, the overall built environment, variety of housing options, recreational opportunities and opportunities to volunteer, among others.
- Within the pillar of Governance, ratings for three services increased from 2014 to 2017: fire services, snow removal and storm drainage. Ratings for several items related to government trust declined from 2014 to 2017, including the overall direction Davidson is taking, the job the Town does at welcoming citizen involvement, confidence in the Town government, the job the Town does at treating all residents fairly, being honest and acting in the best interest of Davidson. Ratings also declined over time for seven Davidson services and amenities, including recycling services, Town-sponsored special events, economic development and land use, planning and zoning, among others.
- Residents' reported levels of Participation were generally stable over time; however, there were a few exceptions. In 2017, fewer residents reported that they had made efforts to make their home more energy efficient and fewer had used Davidson public libraries. However, in 2017 more respondents were optimistic that the economy would have a positive impact on their income in the coming six months and fewer residents had observed a code violation. Additionally, a higher proportion of residents reported that they had voted in local elections, attended a local public meeting, campaigned or advocated for an issue, cause or candidate and contacted Davidson elected officials.

# The National Citizen Survey™

Table 1: Community Characteristics General

	Percent rating positively (e.g., excellent/good)				2017 rating compared to 2014	Comparison to benchmark			
	2007	2012	2014	2017		2007	2012	2014	2017
Overall quality of life	92%	96%	97%	94%	Similar	Much higher	Much higher	Higher	Higher
Overall image	92%	95%	97%	93%	Similar	Much higher	Much higher	Much higher	Much higher
Place to live	93%	97%	97%	96%	Similar	Much higher	Much higher	Higher	Higher
Neighborhood	87%	93%	92%	96%	Similar	Much higher	Much higher	Higher	Higher
Place to raise children	95%	97%	97%	97%	Similar	Much higher	Much higher	Higher	Higher
Place to retire	76%	91%	91%	85%	Similar	Much higher	Much higher	Much higher	Higher
Overall appearance	88%	94%	95%	95%	Similar	Much higher	Much higher	Much higher	Much higher

Table 2: Community Characteristics by Facet

		Percent rating positively (e.g., excellent/good, very/somewhat safe)				2017 rating compared to 2014	Comparison to benchmark			
		2007	2012	2014	2017		2007	2012	2014	2017
Safety	Overall feeling of safety	NA	NA	98%	97%	Similar	NA	NA	Much higher	Higher
	Safe in neighborhood	97%	99%	98%	98%	Similar	Much higher	Much higher	Similar	Similar
	Safe downtown/commercial area	98%	99%	98%	99%	Similar	Much higher	Much higher	Higher	Higher
Mobility	Overall ease of travel	NA	NA	82%	66%	Lower	NA	NA	Similar	Similar
	Paths and walking trails	NA	77%	84%	75%	Lower	NA	Much higher	Higher	Similar
	Ease of walking	84%	88%	91%	82%	Lower	Much higher	Much higher	Much higher	Higher
	Travel by bicycle	70%	73%	67%	59%	Lower	Much higher	Much higher	Similar	Similar
	Travel by public transportation	NA	NA	23%	19%	Similar	NA	NA	Lower	Lower
	Travel by car	44%	69%	69%	44%	Lower	Lower	Much higher	Similar	Lower
	Public parking	NA	NA	53%	29%	Lower	NA	NA	Similar	Lower
	Traffic flow	27%	49%	54%	27%	Lower	NA	Similar	Similar	Lower
Natural Environment	Overall natural environment	NA	91%	92%	86%	Lower	NA	Much higher	Higher	Similar
	Cleanliness	NA	96%	95%	95%	Similar	NA	Much higher	Much higher	Higher
Built Environment	Overall built environment	NA	NA	81%	70%	Lower	NA	NA	Higher	Similar
	New development in Davidson	62%	82%	77%	57%	Lower	Higher	Much higher	Similar	Similar
	Affordable quality housing	40%	51%	53%	36%	Lower	Similar	Much higher	Similar	Similar

# The National Citizen Survey™

		Percent rating positively (e.g., excellent/good, very/somewhat safe)				2017 rating compared to 2014	Comparison to benchmark			
		2007	2012	2014	2017		2007	2012	2014	2017
	Housing options	NA	68%	67%	59%	Lower	NA	Much higher	Similar	Similar
	Public places	NA	NA	87%	84%	Similar	NA	NA	Higher	Higher
Economy	Overall economic health	NA	NA	84%	81%	Similar	NA	NA	Higher	Higher
	Vibrant downtown/commercial area	NA	NA	68%	77%	Higher	NA	NA	Higher	Much higher
	Business and services	NA	71%	80%	78%	Similar	NA	Much higher	Similar	Similar
	Cost of living	NA	NA	45%	40%	Similar	NA	NA	Similar	Similar
	Shopping opportunities	21%	43%	44%	52%	Higher	Much lower	Lower	Similar	Similar
	Employment opportunities	21%	31%	35%	37%	Similar	Lower	Higher	Similar	Similar
	Place to visit	NA	NA	85%	84%	Similar	NA	NA	Higher	Higher
	Place to work	66%	73%	77%	75%	Similar	Much higher	Much higher	Higher	Higher
	Health and wellness	NA	NA	87%	84%	Similar	NA	NA	Higher	Higher
	Mental health care	NA	NA	58%	57%	Similar	NA	NA	Similar	Similar
Recreation and Wellness	Preventive health services	NA	72%	73%	74%	Similar	NA	Much higher	Similar	Similar
	Food	NA	77%	73%	67%	Similar	NA	Much higher	Similar	Similar
	Recreational opportunities	56%	73%	79%	73%	Lower	Similar	Much higher	Similar	Similar
	Fitness opportunities	NA	NA	82%	76%	Similar	NA	NA	Similar	Similar
	Religious or spiritual events and activities	NA	87%	93%	89%	Similar	NA	Much higher	Higher	Similar
	Cultural/arts/music activities	84%	82%	88%	79%	Lower	Much higher	Much higher	Much higher	Higher
Education and Enrichment	Adult education	NA	NA	74%	79%	Similar	NA	NA	Higher	Higher
	Child care/preschool	36%	54%	67%	61%	Lower	Similar	Much higher	Higher	Similar
	Social events and activities	NA	84%	85%	78%	Lower	NA	Much higher	Higher	Higher
Community Engagement	Neighborhoodliness	NA	NA	84%	78%	Similar	NA	NA	Higher	Higher
	Openness and acceptance	66%	79%	70%	67%	Similar	Much higher	Much higher	Similar	Similar
	Opportunities to participate in community matters	NA	83%	86%	81%	Similar	NA	Much higher	Higher	Higher
	Opportunities to volunteer	NA	87%	91%	83%	Lower	NA	Much higher	Higher	Similar

# The National Citizen Survey™

Table 3: Governance General

	Percent rating positively (e.g., excellent/good)				2017 rating compared to 2014	Comparison to benchmark			
	2007	2012	2014	2017		2007	2012	2014	2017
Services provided by Davidson	79%	90%	91%	86%	Similar	Much higher	Much higher	Higher	Similar
Customer service	83%	83%	88%	90%	Similar	Much higher	Much higher	Similar	Higher
Value of services for taxes paid	67%	66%	66%	68%	Similar	Much higher	Much higher	Similar	Similar
Overall direction	57%	73%	77%	51%	Lower	Similar	Much higher	Higher	Similar
Welcoming citizen involvement	69%	75%	78%	70%	Lower	Much higher	Much higher	Higher	Higher
Confidence in Town government	NA	NA	72%	57%	Lower	NA	NA	Higher	Similar
Acting in the best interest of Davidson	NA	NA	76%	58%	Lower	NA	NA	Higher	Similar
Being honest	NA	NA	76%	63%	Lower	NA	NA	Higher	Similar
Treating all residents fairly	NA	NA	75%	64%	Lower	NA	NA	Higher	Similar
Services provided by the Federal Government	43%	36%	43%	40%	Similar	Similar	Similar	Similar	Similar

Table 4: Governance by Facet

		Percent rating positively (e.g., excellent/good)				2017 rating compared to 2014	Comparison to benchmark			
		2007	2012	2014	2017		2007	2012	2014	2017
Safety	Police	86%	89%	91%	96%	Similar	Much higher	Much higher	Higher	Higher
	Fire	95%	96%	92%	99%	Higher	Much higher	Much higher	Similar	Similar
	Crime prevention	82%	91%	92%	95%	Similar	Much higher	Much higher	Higher	Much higher
	Fire prevention	89%	87%	90%	91%	Similar	Much higher	Much higher	Similar	Higher
	Animal control	74%	75%	77%	77%	Similar	Much higher	Much higher	Similar	Higher
	Emergency preparedness	NA	NA	72%	64%	Lower	NA	NA	Similar	Similar
Mobility	Traffic enforcement	69%	79%	79%	77%	Similar	Higher	Much higher	Higher	Similar
	Street repair	34%	62%	58%	58%	Similar	Lower	Much higher	Similar	Similar
	Street cleaning	60%	78%	75%	77%	Similar	Similar	Much higher	Similar	Similar
	Street lighting	61%	60%	67%	70%	Similar	Similar	Higher	Similar	Similar
	Snow removal	NA	59%	54%	72%	Higher	NA	Similar	Similar	Similar
	Sidewalk maintenance	55%	61%	62%	62%	Similar	Higher	Much higher	Similar	Similar
	Traffic signal timing	53%	73%	69%	64%	Similar	Higher	Much higher	Higher	Similar

# The National Citizen Survey™

		Percent rating positively (e.g., excellent/good)				2017 rating compared to 2014	Comparison to benchmark			
		2007	2012	2014	2017		2007	2012	2014	2017
	Bus or transit services	72%	58%	58%	52%	Similar	Much higher	Higher	Similar	Similar
Natural Environment	Garbage collection	86%	92%	90%	86%	Similar	Higher	Much higher	Similar	Similar
	Recycling	88%	87%	89%	80%	Lower	Much higher	Much higher	Similar	Similar
	Yard waste pick-up	81%	78%	80%	79%	Similar	Much higher	Much higher	Similar	Similar
	Natural areas preservation	NA	82%	82%	62%	Lower	NA	Much higher	Higher	Similar
	Open space	NA	NA	84%	66%	Lower	NA	NA	Higher	Similar
Built Environment	Storm drainage	77%	83%	70%	78%	Higher	Much higher	Much higher	Similar	Higher
	Land use, planning and zoning	49%	75%	67%	42%	Lower	Much higher	Much higher	Higher	Similar
	Code enforcement	62%	75%	74%	70%	Similar	Much higher	Much higher	Higher	Higher
	Cable television	41%	46%	47%	41%	Similar	Much lower	Lower	Similar	Similar
Economy	Economic development	64%	69%	71%	65%	Lower	Much higher	Much higher	Higher	Similar
Recreation and Wellness	Town parks	78%	90%	90%	86%	Similar	Similar	Much higher	Similar	Similar
	Recreation programs	81%	86%	83%	80%	Similar	Much higher	Much higher	Similar	Similar
	Recreation centers	NA	75%	72%	67%	Similar	NA	Higher	Similar	Similar
Education and Enrichment	Special events	NA	NA	93%	82%	Lower	NA	NA	Higher	Higher
Community Engagement	Public information	65%	84%	83%	77%	Lower	Similar	Much higher	Higher	Similar

# The National Citizen Survey™

Table 5: Participation General

	Percent rating positively (e.g., always/sometimes, more than once a month, yes)				2017 rating compared to 2014	Comparison to benchmark			
	2007	2012	2014	2017		2007	2012	2014	2017
Sense of community	86%	93%	89%	85%	Similar	Much higher	Much higher	Much higher	Higher
Recommend Davidson	NA	96%	96%	92%	Similar	NA	Much higher	Similar	Similar
Remain in Davidson	NA	90%	88%	85%	Similar	NA	Much higher	Similar	Similar
Contacted Davidson employees	60%	49%	47%	48%	Similar	NA	Lower	Similar	Similar

Table 6: Participation by Facet

		Percent rating positively (e.g., always/sometimes, more than once a month, yes)				2017 rating compared to 2014	Comparison to benchmark			
		2007	2012	2014	2017		2007	2012	2014	2017
Safety	Stocked supplies for an emergency	NA	NA	30%	32%	Similar	NA	NA	Similar	Similar
	Did NOT report a crime	NA	NA	88%	88%	Similar	NA	NA	Higher	Higher
	Was NOT the victim of a crime	7%	97%	95%	94%	Similar	NA	Much higher	Similar	Similar
	Used public transportation instead of driving	NA	NA	8%	13%	Similar	NA	NA	Much lower	Lower
Mobility	Carpooled instead of driving alone	NA	NA	51%	46%	Similar	NA	NA	Similar	Similar
	Walked or biked instead of driving	NA	NA	71%	69%	Similar	NA	NA	Higher	Higher
	Conserved water	NA	NA	79%	77%	Similar	NA	NA	Similar	Similar
Natural Environment	Made home more energy efficient	NA	NA	80%	72%	Lower	NA	NA	Similar	Similar
	Recycled at home	80%	87%	93%	95%	Similar	NA	Much higher	Similar	Similar
	Did NOT observe a code violation	NA	NA	69%	77%	Higher	NA	NA	Higher	Much higher
Built Environment	NOT under housing cost stress	NA	76%	80%	84%	Similar	NA	Much higher	Higher	Higher
	Purchased goods or services in Davidson	NA	NA	91%	96%	Similar	NA	NA	Similar	Similar
Economy	Economy will have positive impact on income	24%	25%	32%	46%	Higher	NA	Much higher	Higher	Higher
	Work in Davidson	NA	NA	40%	38%	Similar	NA	NA	Similar	Similar
Recreation and Wellness	Used Davidson recreation centers	NA	45%	53%	53%	Similar	NA	Much lower	Similar	Similar
	Visited a Town park	85%	87%	84%	86%	Similar	NA	Similar	Similar	Similar



# The National Citizen Survey™

		Percent rating positively (e.g., always/sometimes, more than once a month, yes)				2017 rating compared to 2014	Comparison to benchmark			
		2007	2012	2014	2017		2007	2012	2014	2017
	Ate 5 portions of fruits and vegetables	NA	NA	88%	92%	Similar	NA	NA	Similar	Similar
	Participated in moderate or vigorous physical activity	NA	NA	90%	93%	Similar	NA	NA	Similar	Similar
	In very good to excellent health	NA	NA	75%	81%	Similar	NA	NA	Similar	Similar
Education and Enrichment	Used Davidson public libraries	NA	70%	71%	63%	Lower	NA	Similar	Similar	Similar
	Participated in religious or spiritual activities	NA	55%	56%	52%	Similar	NA	Higher	Similar	Similar
	Attended a Town-sponsored event	NA	NA	76%	78%	Similar	NA	NA	Much higher	Much higher
Community Engagement	Campaigned for an issue, cause or candidate	NA	NA	30%	43%	Higher	NA	NA	Similar	Much higher
	Contacted Davidson elected officials	NA	NA	23%	31%	Higher	NA	NA	Similar	Higher
	Volunteered	51%	55%	49%	51%	Similar	NA	Much higher	Similar	Higher
	Participated in a club	NA	37%	37%	37%	Similar	NA	Much higher	Similar	Similar
	Talked to or visited with neighbors	NA	NA	97%	96%	Similar	NA	NA	Similar	Similar
	Done a favor for a neighbor	NA	NA	88%	93%	Similar	NA	NA	Similar	Higher
	Attended a local public meeting	35%	31%	35%	45%	Higher	NA	Higher	Higher	Much higher
	Watched a local public meeting	NA	NA	NA	18%	NA	NA	NA	NA	Similar
	Read or watched local news	NA	NA	84%	85%	Similar	NA	NA	Similar	Similar
	Voted in local elections	81%	82%	84%	91%	Higher	NA	Much higher	Similar	Higher



---

**Agenda Title:** Public Facilities - Parking Study update - Assistant Town Manager Dawn Blobaum

**Summary:** Craig Lewis from Stantec will present information about the parking analysis, options to increase parking in the downtown area, and potential solutions for congestion mitigation.

---

**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
□ Parking	5/9/2017	Cover Memo



*The Town of*  
**Davidson**

## Parking

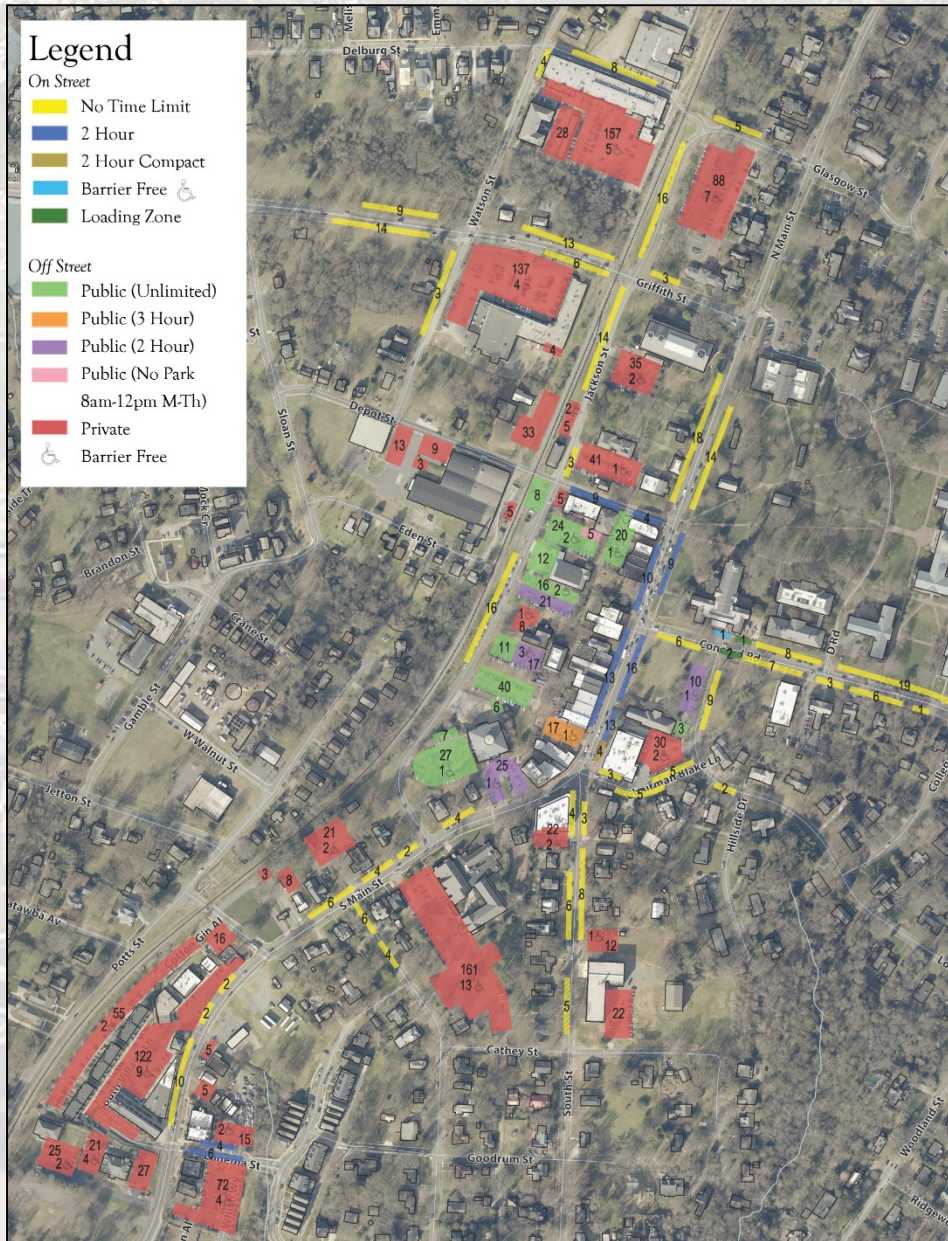
May 9, 2017

CREECH & ASSOCIATES





# Parking: Where are we now?



Public On-Street: 371

Public Off-Street: 328

Private Off-Street: 1,231

Total Supply: 1,930 spaces



Use	Area
Office (4 spaces/1000 sf)	92,172
Retail (4 spaces/1000 sf)	28,786
Restaurant (4 spaces/1000 sf)	24,546
Institutional (3 spaces/1000 sf)	29,550
Hotel (2 spaces/1000 sf)	12,156
Other (Dance) (2 spaces/1000 sf)	4,193
<b>Total</b>	<b>193,964</b>
<b>Total Raw Need</b>	<b>703 spaces</b>



# What About a Parking Deck?

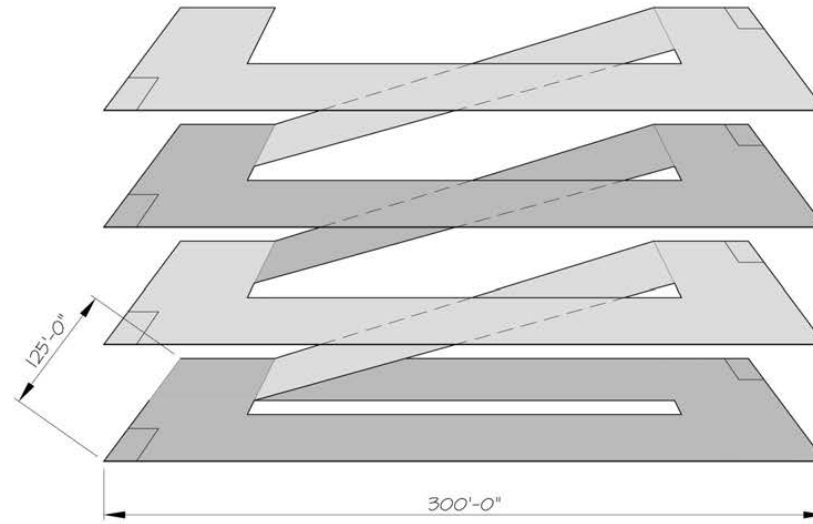


Image Source: Rich & Associates Consulting Inc., 2011 Comprehensive Parking Study, Davidson, NC

## Most Efficient Deck

300 Spaces

125 ft X 300 ft

Total Cost Per Space:  
**\$18,000**



# What About a Parking Deck?

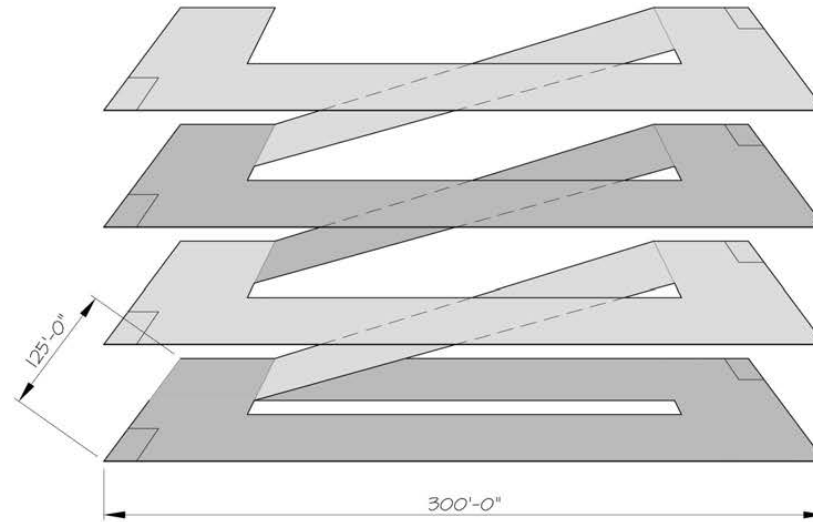


Image Source: Rich & Associates Consulting Inc., 2011 Comprehensive Parking Study, Davidson, NC

## Most Efficient Deck

300 Spaces

125 ft X 300 ft

Total Cost Per Space:  
**\$18,000**

300 spaces = \$5,400,000  
+ 20% soft costs of \$1,079,000  
**\$6,479,000**



# What About a Parking Deck?

Maximum  
Debt Service:  
**\$603,000 /**  
year

Over a 3 penny increase  
to the Ad Valorem Tax  
Rate



# Parking: Saturday @ 10 am





## Parking: Saturday Morning Peaks



Total Spaces  
within 4 minute  
walk of  
Farmer's Market:  
694 spaces\*  
9-11 am  
Peak: (71-74%)

*\*Includes Metrolina but does not include DUMC lot (175 spaces) which was virtually empty during that*



# Parking: Saturday Morning Peaks





# Parking: Signage – Better Visibility and Behavioral Psychology





# Parking: Thursday @ 10 am





## A photograph of a city street scene. In the foreground, a silver bicycle is parked, leaning against a dark-colored car. The car has a license plate that reads "1985". In the background, there is a multi-story building with a red roof and a street with traffic lights. The image is slightly blurred and has a warm, orange-toned filter applied to it.



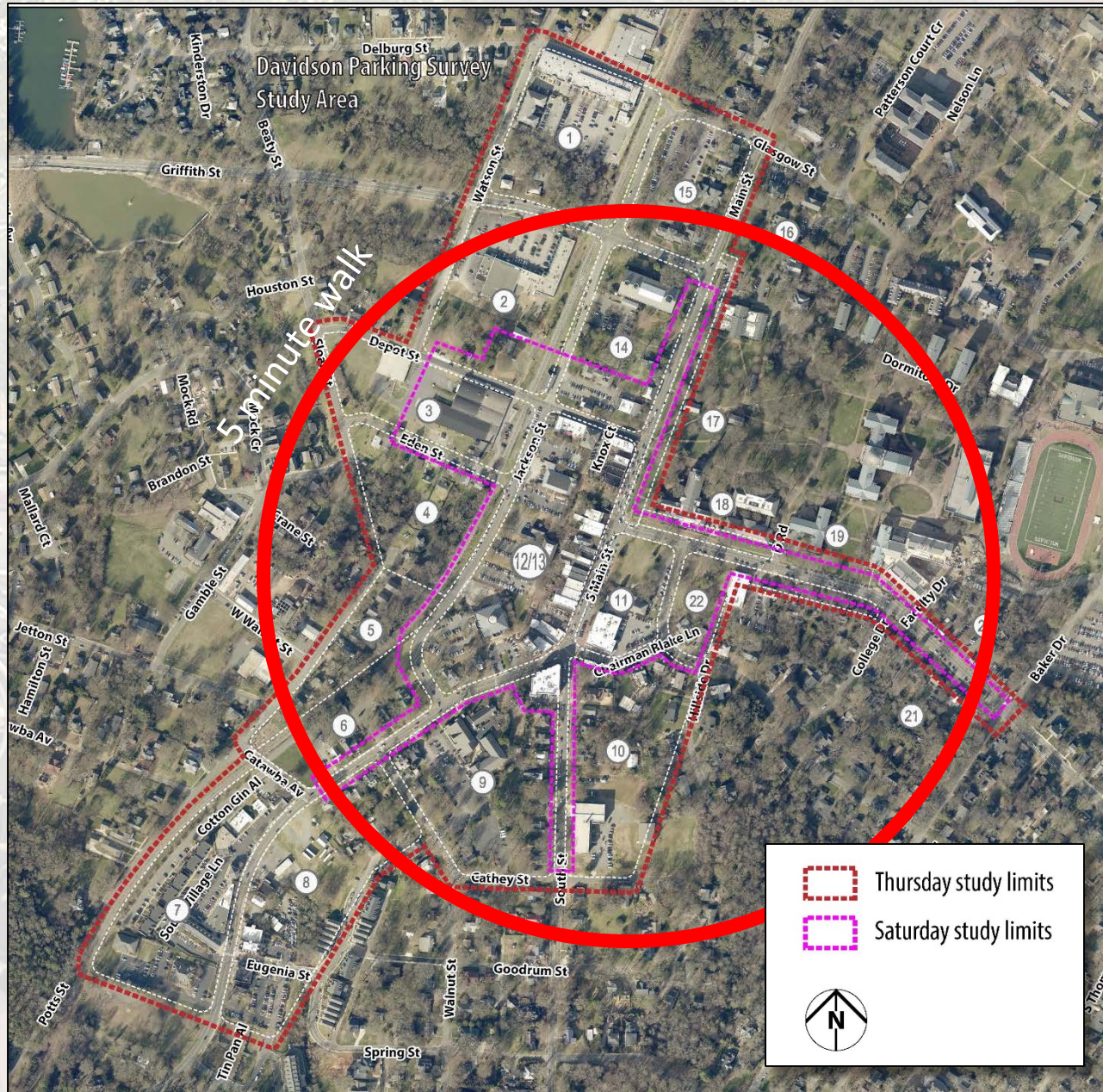


# Current Supply

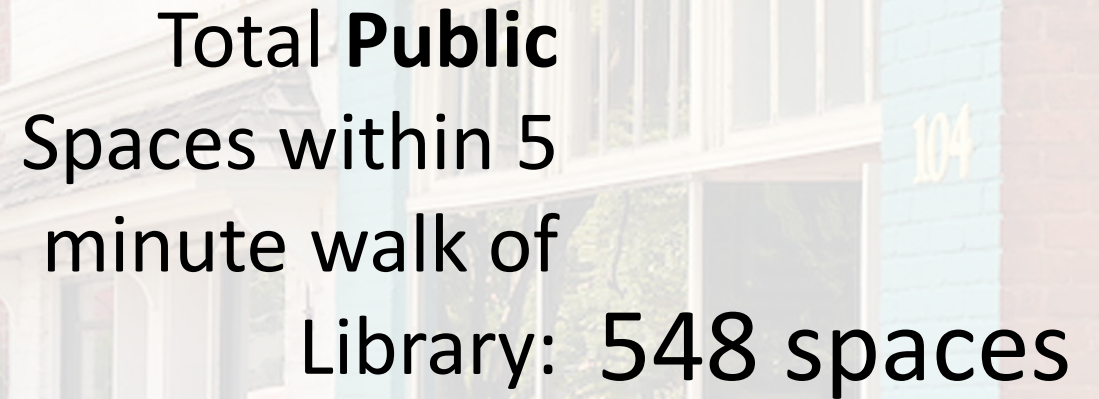
Total Spaces  
within 5 minute  
walk of Library: 992 spaces

Usage: 52%

Available  
Capacity: 479 spaces







Total **Public**  
Spaces within 5  
minute walk of  
Library: **548 spaces**

Usage: 73%

Available  
Capacity: 147 spaces



# Parking: Thursday @ 6 pm

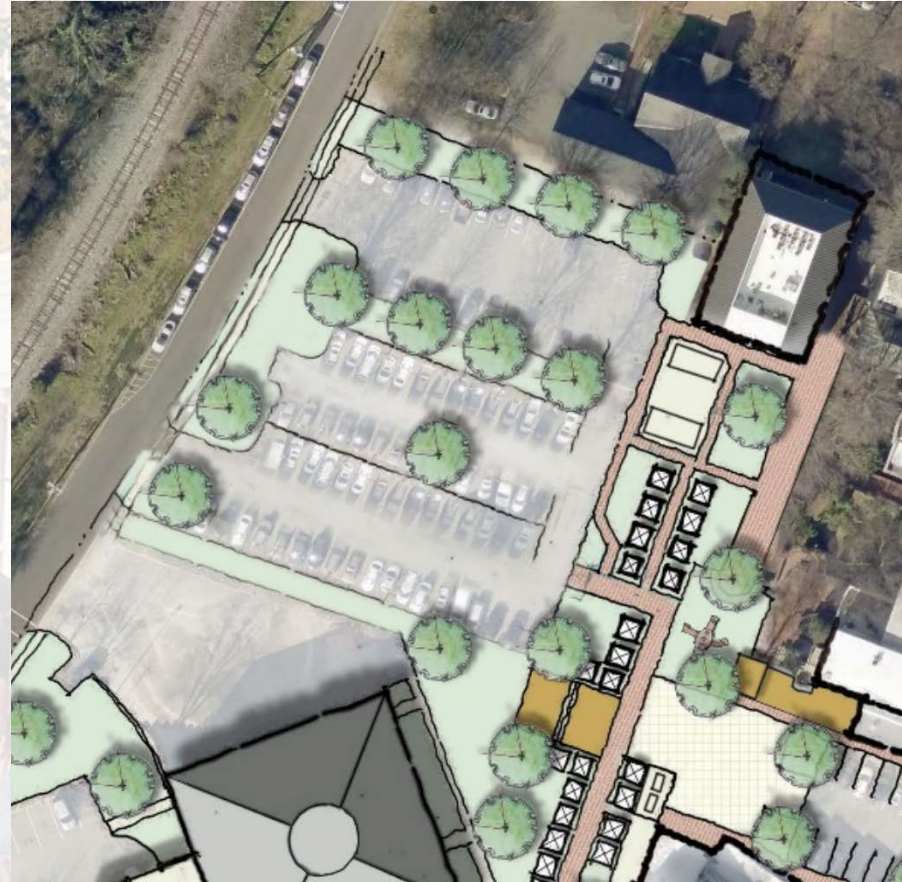




# Short Term Options: Expand Jackson Street Surface Lot



Existing spaces: 71



Expected new spaces: 93-95

Potential Increase:  
22-24 spaces

Estimated Cost:  
**Medium**

*(We will likely have  
to install  
stormwater  
detention)*



# Short Term Options: Opportunistic Parking

Convert parallel to  
reverse angle along  
Jackson

Gain = 33 spots  
Difficulty = Hard

Expand public lot

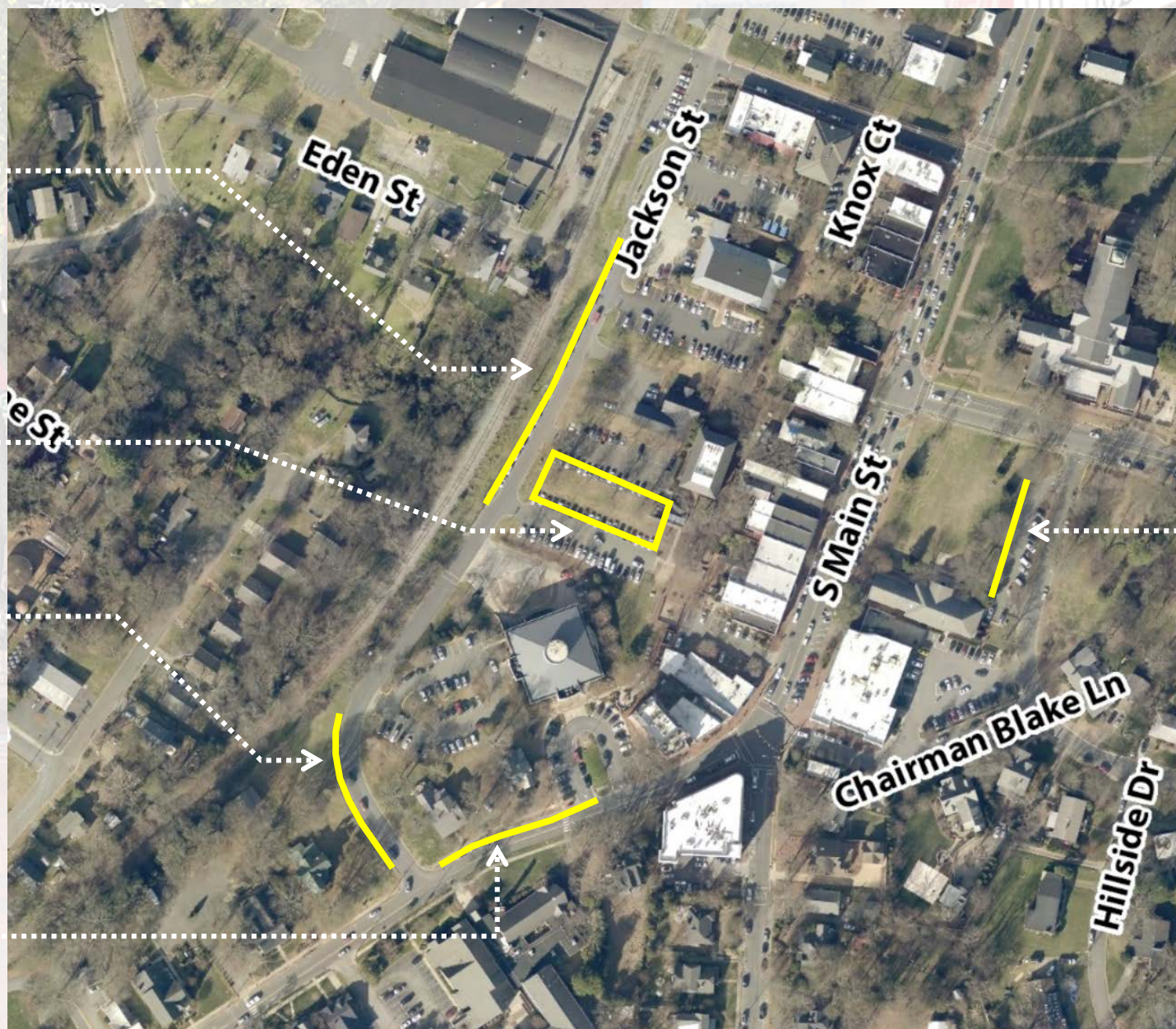
Gain = 24-28 spots  
Difficulty = Moderate

Add reverse angle on  
street along Jackson

Gain = 20 spots  
Difficulty = Easy

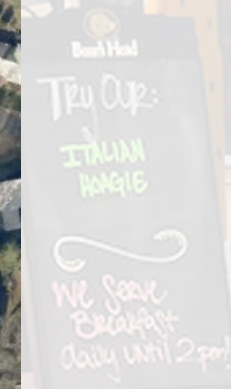
Add angle/reverse angle  
on street along Main

Gain = 24 spots  
Difficulty = Easy



Add reverse angle to  
Library lot

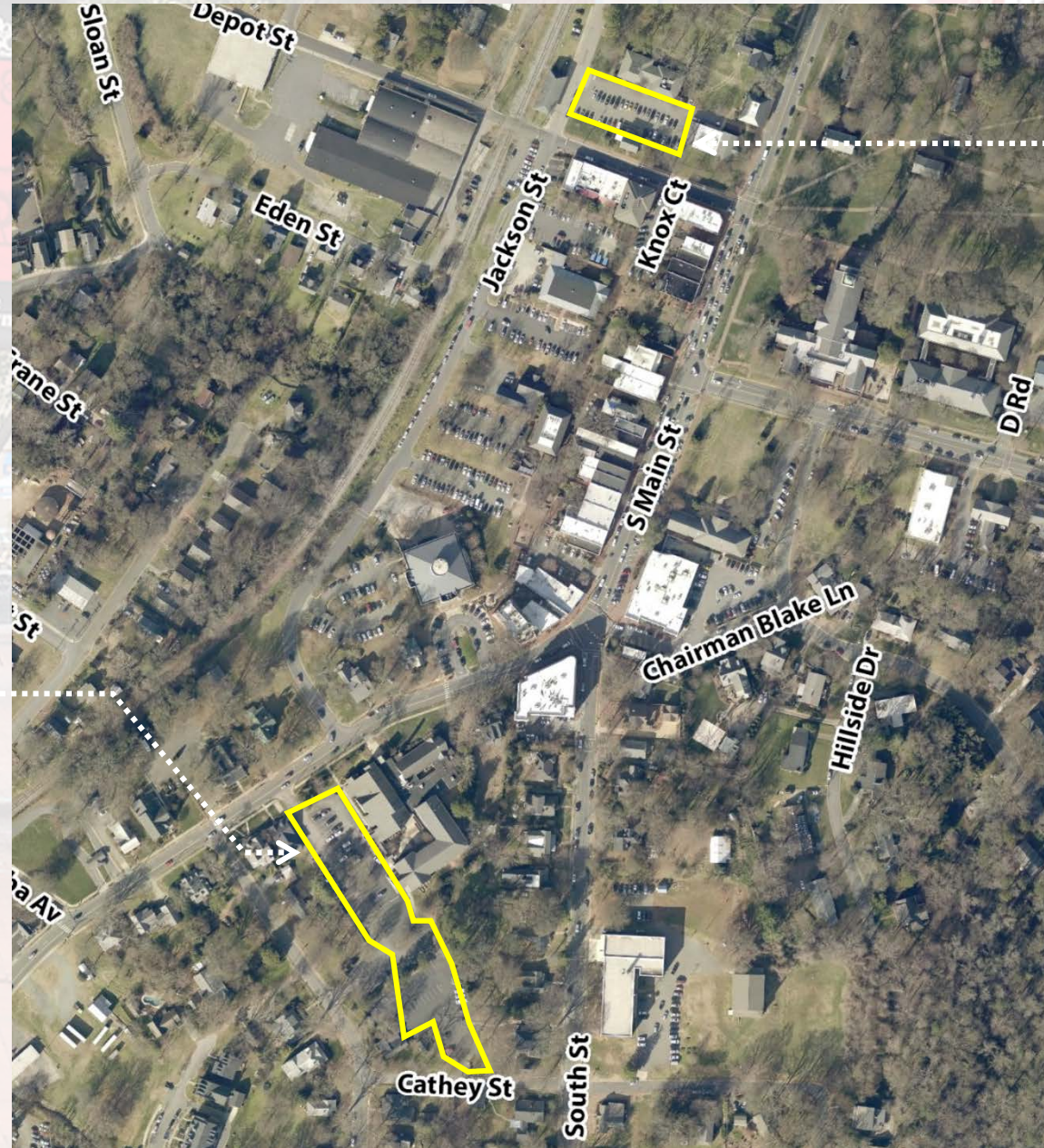
Gain = 16 spots  
Difficulty = Easy





# Short Term Options: Shared Parking

Davidson United Methodist  
Church Lot on South Main  
Gain = 175 spots  
Difficulty = Easy



Davidson College lot on  
Jackson  
(Evening/Weekend only)  
Gain = 41 spots  
Difficulty = Easy



## Get a ride in minutes.



# Possible Solutions: Ride Share Subsidies



- Altamonte Springs, FL
- Using Uber in lieu of conventional transit
- 20% discount for all trips in the city
- 25% discount for all trips to and from light rail station
- First year budget of \$500,000



# Possible Solutions: Enhanced Bicycle Choices



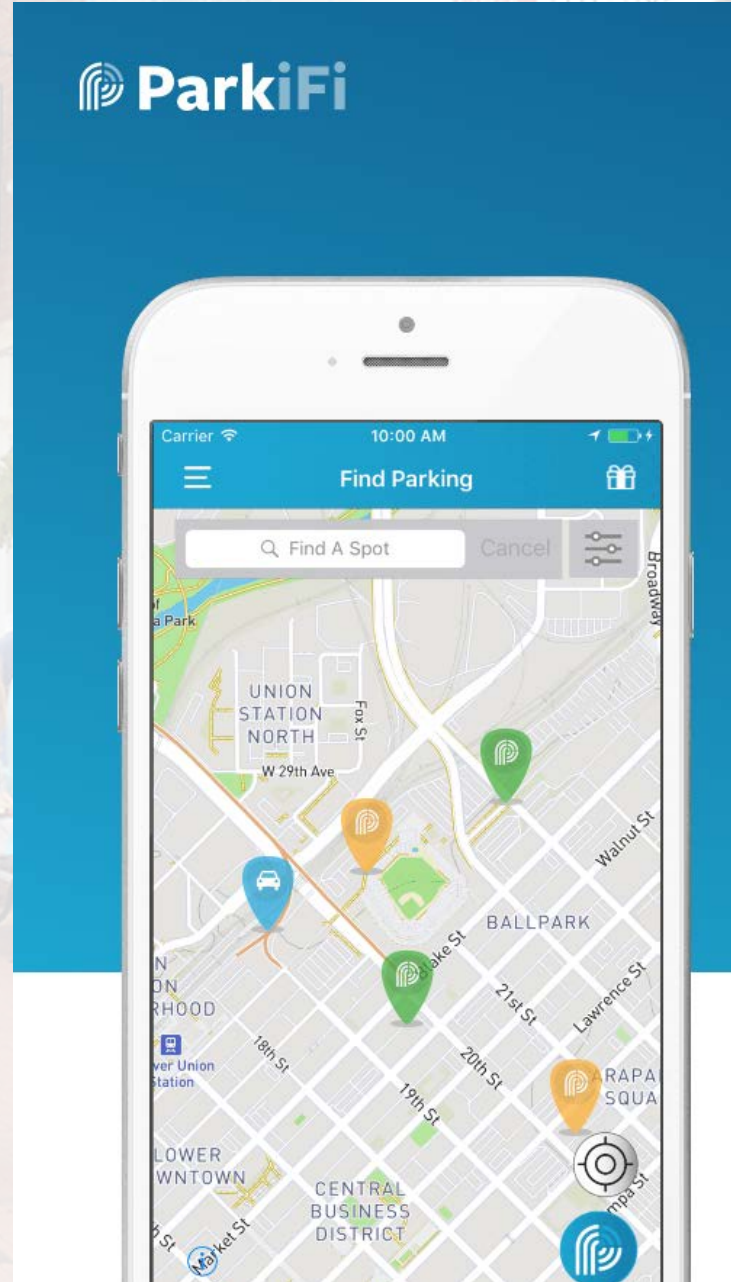
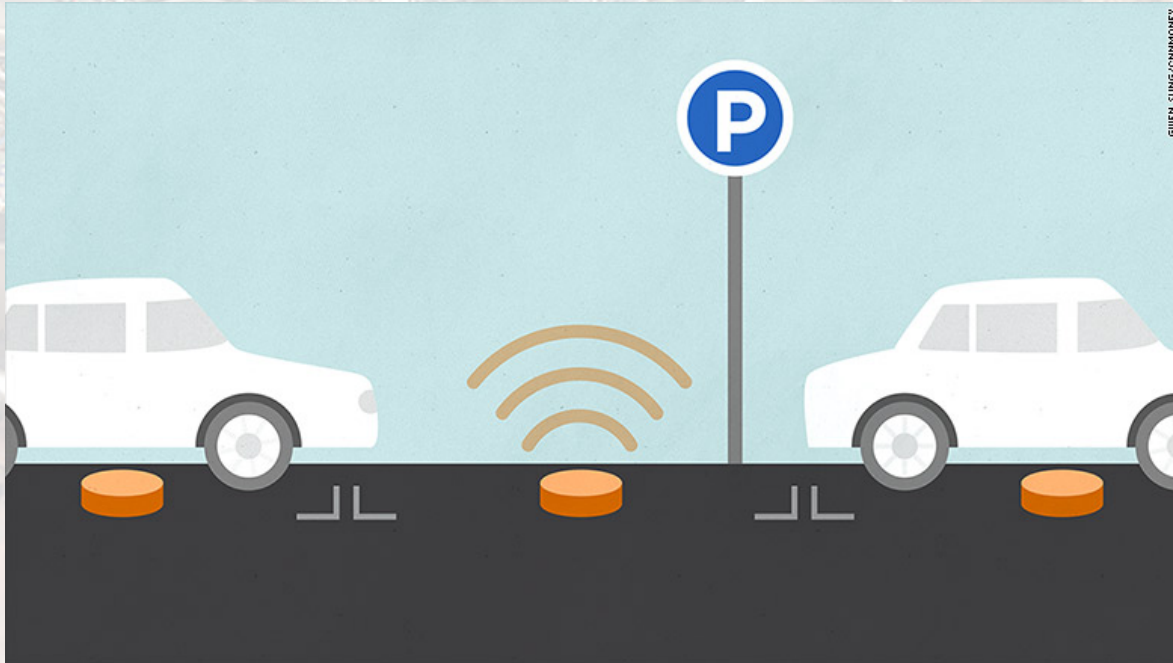


# Possible Solutions: App-Based Parking Availability

Image Source: The Denver Post



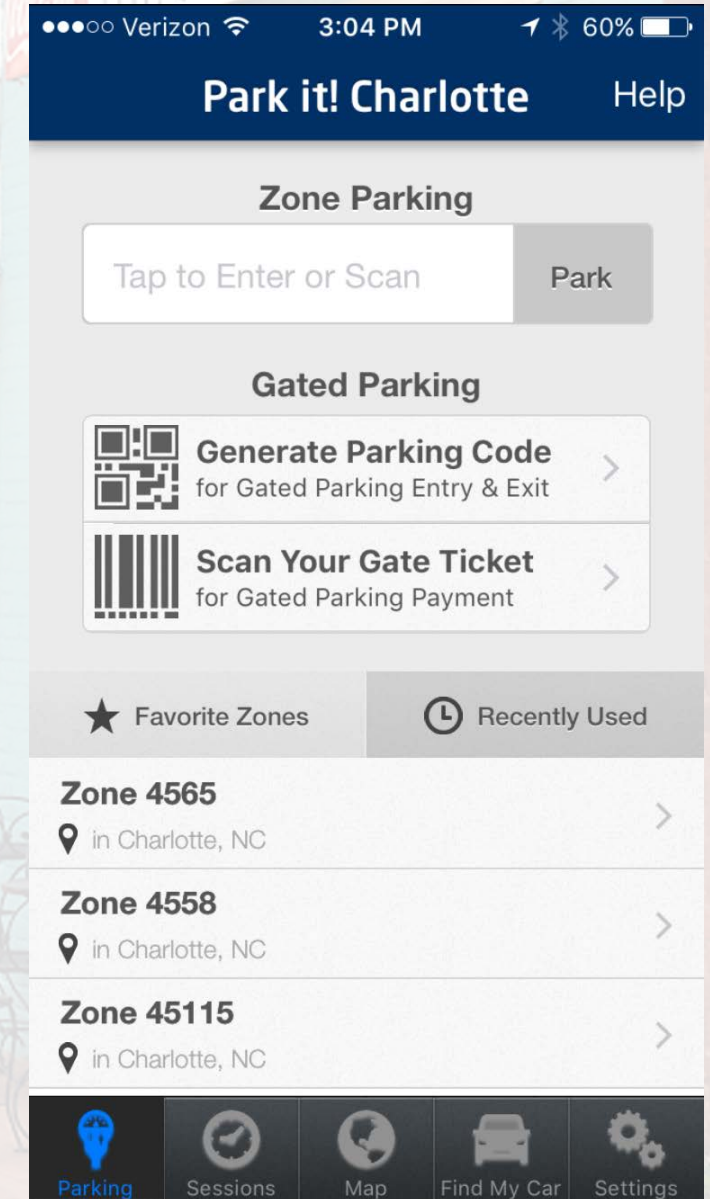
Image Source: money.cnn.com



\$30  
per  
sensor



# Possible Solutions: Fee-Based Strategies (Meters)





# Possible Solutions: Fixed-Route Trolley & Shared Autonomous Transit





# Possible Solutions: Fixed-Route Trolley & Shared Autonomous Transit





# Short Term Options: Opportunistic Parking

Convert parallel to  
reverse angle along  
Jackson

Gain = 33 spots  
Difficulty = Hard

Expand public lot

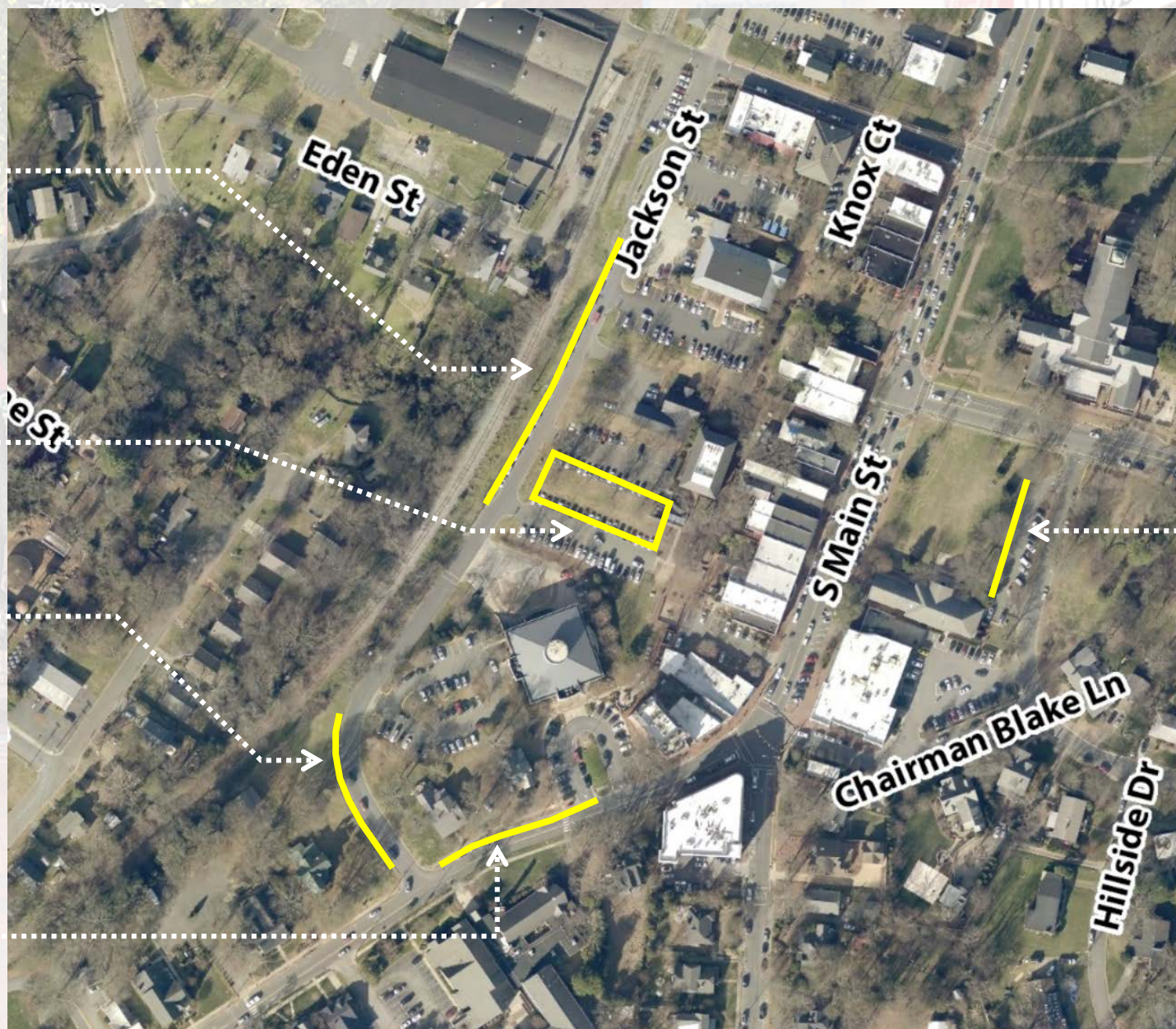
Gain = 24-28 spots  
Difficulty = Moderate

Add reverse angle on  
street along Jackson

Gain = 20 spots  
Difficulty = Easy

Add angle/reverse angle  
on street along Main

Gain = 24 spots  
Difficulty = Easy



Add reverse angle to  
Library lot

Gain = 16 spots  
Difficulty = Easy



# Final Recommendations – New Spaces

Opportunities	Number of Additional Spaces
Strategic On-Street Space Additions (Easy + Moderate)	56
Jackson Street Lot Expansion	28
Parking Easements with Privately-Owned Lots	150+
<b>Total Short Term Additions</b>	<b>234</b>

# Final Recommendations – Improved Mobility

- ✓ Signage Enhancements
- ✓ Short Term – Trolley / Long Term – Olli
- ✓ Bicycling (Dedicated Facilities & Bike Share)
- ✓ Ride-Share Subsidy
- ✓ App-Based Parking Occupancy Sensors
- ✓ Metered Spaces