



**The Nelson A. Rockefeller Center at Dartmouth College**

The Center for Public Policy and the Social Sciences

**The Class of 1964 Policy Research Shop**  
—Celebrating 10 Years of Service to New Hampshire and Vermont—

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**UPPER VALLEY NEEDS ASSESSMENT RESEARCH**

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*Surveying Upper Valley Community Leaders*

Presented to the Vital Communities Board of Directors

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## **EXECUTIVE SUMMARY**

This report seeks to provide a greater assessment of needs across the communities that make up the Upper Valley. New Hampshire and Vermont have a large disparity in socioeconomic success between communities across the region. In the Upper Valley, recognizing the variety of needs can better inform governments, stakeholders, and nonprofit organizations on relevant issues to address in order to improve the lives of community members. We first complete a meta-analysis of previous research to understand the underlying issues in the surrounding communities. We then expand the current literature with our own survey. A survey instrument was created and delivered to over three hundred community leaders and stakeholders in the Upper Valley. The survey was sent in the mail, through email, and administered over the phone to reach all 69 towns considered part of the Upper Valley. The survey had multiple purposes. These included a needs assessment of imperative problems, an evaluation of local communities and community organizations, an examination of social capital connections throughout the Upper Valley, and an assessment of current non-profit organizations. With over one hundred responses, the results help provide an evaluation of current needs for stakeholders and organizations to support community development across the Upper Valley.

## **1. INTRODUCTION**

New Hampshire and Vermont are well situated when it comes to access to health insurance and poverty rates compared to the rest of the country. However, like many communities across the country and in New England, the Upper Valley still faces a variety of social and economic issues that interfere with the quality of life of its residents, particularly the least advantaged.

Much of the research on the challenges facing communities across Vermont and New Hampshire has focused on a few central concerns: building social capital in communities, revitalizing schools and healthcare institutions, meeting the needs of an aging population, and reversing the rising out-migration of younger residents through economic development and employment.

A 2012 Vital Communities report surveyed residents of the Upper Valley on their perceptions of their towns, the Upper Valley as a whole, access to education, healthcare, engagement, and other aspects of their communities. Generally, the majority of respondents were optimistic about the futures of their towns, the qualities they value in the Upper Valley and the sense of town identities and a larger community. Many of these survey respondents highlighted the same areas for improvement. Some of the most common perceived shortcomings concerned affordable housing, cost of living, taxes, local school systems and poverty.

This report first seeks to address previous research to complete a meta-analysis of previous assessments and surveys. Subsequently, we explain the methodology of our own



survey, the key findings related to issues, social capital, and community buildings, and then a more thorough discussion of the results.

## **2. META-ANALYSIS**

### *2.1 Access to Employment and Affordable Housing*

One of the most salient regional challenges cited by residents was improving the local economy. Residents largely perceive the gap between socioeconomic classes to be growing due to three main reasons. The concentration of key jobs in limited centers like Hanover and Lebanon, the high cost of living in these centers, and lack of adequate public transportation in the evenings and weekends.<sup>1</sup> People who cannot afford the high property tax rate and property costs in general in the central areas are often pushed out into more rural areas where housing is more affordable for struggling working-class families.

However, the area lacks an adequate public transportation system that would allow people to travel into the central areas where there are more plentiful and diverse work opportunities. There is strong support for Advanced Transit, but the service is limited to weekdays during the daytime. People who rely on public transit end up taking jobs that are within walking distance, which tend to be lower paying and much less stable than the ones that are in the center areas, thus more likely to be below a “living wage.”<sup>2</sup>

At the heart of many of the issues in the Upper Valley is the rising opportunity gap across the area. Compared to the rest of the United States, Vermont and New Hampshire are not terribly situated when it comes to measures of community health like healthcare and economic development. However, within each of these states, there are vast discrepancies between the most and least advantaged residents. For instance, Vermont as a whole is a leading state when it comes to measures like rates of neonatal health screenings and the proportion of people above the poverty level, but residents of the poorest counties have not shared in these positive trends and continue to struggle.<sup>3</sup>

The poverty rates of the towns that make up the Upper Valley paint a mixed picture in terms of implications for income and unemployment levels. According to the 2012 Upper Valley Community Needs Assessment Report, on the Vermont side of the Upper Valley, in Orange and Windsor Counties, the poverty rates are lower than the state average. However, in Grafton and Sullivan Counties in New Hampshire, the rates of residents in poverty are higher than the state average. Part of this difference is due to the fact that the poverty rate for the state of Vermont is higher than that of New Hampshire. However, even when considering the Upper Valley alone, the New Hampshire side of the border has higher poverty levels than the nearby Vermont counties. Some of the strongest impediments to upward mobility in less advantaged communities in Vermont and New Hampshire are education inequality, housing costs, hunger, and the built environment.<sup>4</sup>



## *2.2 Healthcare*

Another challenge noted was health care, which is closely related to access to jobs. As a region, the Upper Valley mirrors or exceeds the strong health status of the states of New Hampshire and Vermont; however, the higher health status in a few towns such as Hanover and Norwich may be skewing the data and masking the lower health status and reduced access in other areas.<sup>5</sup> In Vermont and New Hampshire, these disparities in health outcomes are partially a function of income and poverty levels, which correlate strongly with the prospects of a community and its individuals. People with lower incomes are more likely to suffer from conditions like obesity, heart disease, and depression. According to the Healthy Vermonters 2020 Report from the Vermont Department of Health, low income Vermonters are more likely to be female, young, less educated, unemployed, or unable to work.

In the 2012 Vital Communities Survey, the key issues people listed in terms of health care include substance abuse, access to oral and mental health care, and access to affordable health insurance.<sup>6</sup> Income was reported to be the most important factor in determining the health and general wellbeing of residents, with perceived needs varying by income. While higher income residents reported a need for affordable health insurance and care for seniors, lower income residents reported problems in dealing with teen pregnancy, substance abuse, and access to mental and dental health care.<sup>7</sup>

Location and travel are also central issues in the context of health care; rural residents reported facing higher barriers of time and transportation to obtain health care and other services. Respondents noted that in terms of improving health care, they would like to see better public transportation, more substance abuse recovery programs, access to healthy affordable food, affordable high quality child care, and increased job opportunities.<sup>8</sup>

## *2.3 Education*

In the Upper Valley and New England as a whole, access to quality education is again linked to income and provides another estimate of socioeconomic status and community development. Compared to the rest of the United States, Vermonters are five percent more likely to graduate from high school and earn a Bachelor's degree.<sup>9</sup> Despite these statistics, educational attainment is unequally distributed across the state, with counties along the Canadian border averaging lower rates of high school and college graduation compared to counties like Chittenden and Washington in Vermont. Data from the New Hampshire Department of Education shows that there is a similar level of inequality between New Hampshire counties, with high school graduation rates varying from 81 percent in Strafford County to 89 percent in Grafton County.

In Windsor County, Vermont, the percentage of residents with a college degree is slightly lower than that of the state as a whole, and nearly ten percent higher than that of nearby Orange County, where about 29 percent of adults have graduated from a college or



technical school.<sup>10</sup> In New Hampshire, Sullivan County also has a 29 percent college attainment rate, while nearly 46 percent of adults in Grafton County have graduated from college.<sup>11</sup> Vermont schools in the Upper Valley tend to have graduation rates that are lower than the state average, along with all but four of New Hampshire high schools in the region.

Surpassing state averages for educational attainment is a significant factor in terms of promoting positive development for youth and general economic development in an area. Students who stay in school and those who receive higher grades, are less likely to engage in a variety of high-risk behaviors like early sexual intercourse, smoking, drinking alcohol, and abusing illegal drugs.<sup>12</sup> Lower high school graduation rates can limit the employment opportunities of young adults in a community, and targeting gaps in educational attainment and achievement throughout the Upper Valley is necessary to begin to solve larger-scale problems like access to gainful employment and fostering the private sector.<sup>13</sup>

#### *2.4 Community Engagement*

Overall, the residents of the Upper Valley have fairly positive opinions about their towns and expect them to get better in the next few years, according to the 2012 Vital Communities Survey. In particular, many reported a renewed sense of confidence in the strength of their communities in the aftermath of Hurricane Irene.<sup>14</sup> Respondents said that they liked living in the Upper Valley primarily because of the small town vibe in the region, the proximity to nature, the low crime rate, and the fact that they considered it a good place to raise children. A strong majority (61 percent) believed that moving forward, preserving a sense of individual town identities was important, and several others noted that they did not care about increasing population size in the area.<sup>15</sup>

According to the Upper Valley Community Needs Assessment Report, perceptions of community engagement and isolation were experienced differently between different groups of people in the Upper Valley. People who live in rural areas were much more likely to identify having “less time for community” and feeling isolated, regardless of their socioeconomic status. Low-income and higher-income residents of large towns did not identify opportunities for community building as a prominent need.

Despite the general positive regard for their communities and the camaraderie that was built following Hurricane Irene, respondents of the 2012 Vital Communities survey also identified weaknesses in the arena of unity and cooperation between towns. For instance, one respondent described the feeling of a “growing gap between ‘the haves’ and the ‘have nots,’” and another described an increase in an individualistic philosophy among residents of a town that previously felt more connected.



### **3. SURVEY METHODOLOGY**

Our research adds to previous work by completing a comprehensive study to understand how community leaders assess current issues and social capital in their community and how these issues connect to the entire Upper Valley. The following research is based on a survey that was sent to community leaders in all 69 towns of the Upper Valley. Community leaders were selected from government positions, businesses, and non-profit organizations across the entire Upper Valley. The survey that was distributed can be found in the appendix (Appendix Figure 1).

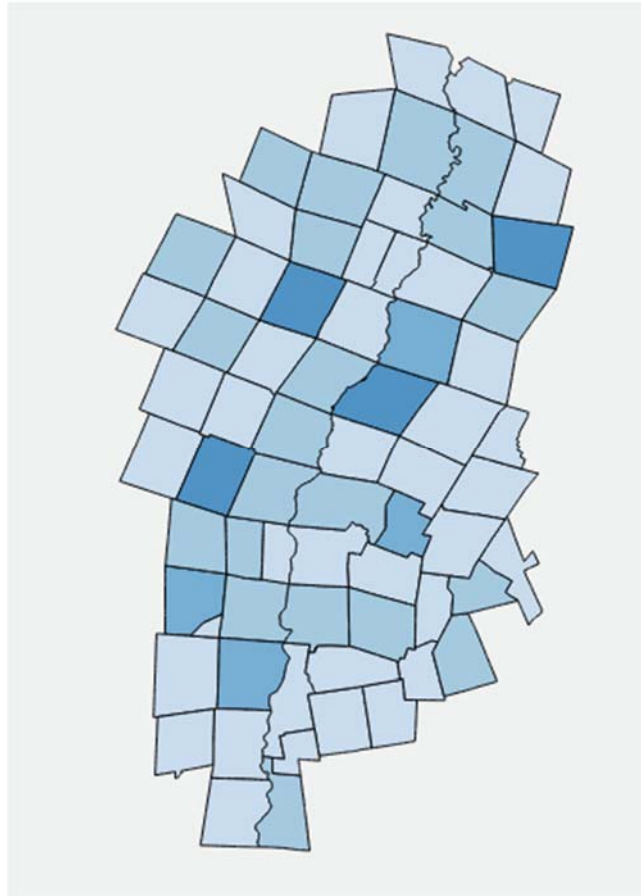
The survey includes 19 questions, which asked participants for information regarding their opinions on their own town, community building in the Upper Valley, and a needs assessment for their own towns.

To collect community leader names in the Upper Valley, we first contacted every town clerk through email or a phone conversation. We reached out requesting contact information for community leaders within their respective communities. From this contact with town clerks we were then able to put together a list of over 100 community leaders. In order to ensure that we reached out to at least three community leaders in each town, we also compiled a list of tax filing report forms from each town to determine contact information of active non-profit organizations within each community. This helped us acquire addresses for nearly 200 community leaders in nonprofit groups in the Upper Valley.

Our first method of contact was a mail survey sent to 270 community leaders in the Upper Valley. Each letter included a return envelope for respondents to mail back the completed survey. The list included both community leaders and elected officials from each town in the Upper Valley. Of the 270 surveys sent, we received 70 mail responses.

Due to the low response rate, we also collected emails of select board members and community leaders for each town in the Upper Valley. An identical version of the mail survey was sent through a google form (<https://goo.gl/forms/O2ThmB2gZjCsk2la2>). The survey was sent to nearly 200 individual email accounts, and received 26 online responses. These responses were included with the mail survey responses in our results.

Even after compiling these two methods, and reaching out to over 300 individuals, 18 towns in the Upper Valley still had no responses. In order to collect a response from each town, we called community leaders, select board members, and town administrators from towns in order to ensure every town had at least one response. The final results include 115 responses, from each of the 69 towns in the Upper Valley Vital Communities Service Area.<sup>16</sup> Figure 1 displays a color-coded graph. Towns that are shaded darker had more responses. All towns had at least one response, the darkest shade indicates four or more responses from the specific town.



**Figure 1. Number of Responses from Each Town. Darker shades indicate a greater number of responses.**

## **4. RESULTS**

### *4.1 Upper Valley Needs Assessment*

One of the main goals of the survey was to determine issues or concerns currently facing each town in the Upper Valley. The results demonstrate that taxes, economic development, and affordable housing are major issues in the Upper Valley. This research addresses the analysis from the 115 responses to the Upper Valley Community Leader Survey. The participants include citizens from each of the 69 towns in the Upper Valley.

Taxes were by far the most prevalent reported major issue. Thirty-two respondents considered taxes to be a major problem, while an additional 15 considered school tax in particular to be an issue. Although tax policy is not a relevant domain for many nonprofits in the area, it is interesting to note the prevalence of tax issues in the Upper Valley. Another common theme (that was reported as a major issue) was a lack of jobs or economic development. This category included 22 responses related to the economy,





including low salaries or lack of job diversity. Another important category was the physical maintenance of roads, facilities and ease of travel, including infrastructure (16 responses) and transportation (11 responses). More specifically, participants mentioned the lack of available public transportation and aging infrastructure as major issues in the community. Other common responses included drug addiction (largely opiates) with 12 responses, aging and decreasing population/demographic shifts with 12 responses, and growing poverty with seven responses. Table 1 conveys issues that participants viewed as a major problem in their respective town. Only issues that received three separate responses were included in the table.

**Table 1. Most important issues facing Upper Valley towns today. Based on Question 15 from the Survey.**

<b>Major Issue</b>	<b>Tally</b>
Taxes	32
Jobs/Development	22
Affordable Housing	18
Infrastructure	16
School Taxes	15
Drug Addiction	12
Population	12
School System	12
Transportation	11
Poverty	7
Healthcare	5
Local Budget	5
Fire Station	5
Community Involvement	5
Communication	4
Energy	3
Preservation	3
Local Government	3

#### *4.2 Geographic Concentration of Need Assessment*

The current research seeks not simply to identify important issues, but also identify pockets or locations where specific issues are relevant across a variety of towns. Throughout the entire Upper Valley, taxes were considered a major issue. The majority of tax concerns came from the northern and southern towns in the Upper Valley (and were largely absent in the center of Hanover, Lebanon, Harford, or Norwich). Regardless, well over a majority of towns considered taxes to be a major issue.



Lack of jobs was a common issue, which was especially concentrated in responses from Randolph, Bethel, Royalton, and Chelsea communities. Similar to jobs, economic development was seen as a major issue in the southern towns of the Upper Valley. Responses in Weathersfield, Westminster, Springfield VT, Sunapee, Goshen, Wilmot, Newport, Springfield NH, and Cavendish highlighted economic development as a major issue. In a similar vein, many of these southern towns also mentioned infrastructure to be a growing concern. These towns include Walpole, Rockingham, Acworth, Lempster, Goshen, Cornish, Unity, Charlestown, and Newport.

Affordable housing was a major concern in what many would consider the hub of the Upper Valley. Multiple responses in Hanover and Hartford considered affordable housing to be a salient issue. Similar concerns of affordable housing was observed nearby in Lyme, Norwich, Sharon, and Woodstock.

Drug addiction concerns were concentrated in southern Upper Valley towns, including Springfield VT, Westminster, and Rockingham. There were also anxieties about drug addictions in other Vermont towns including Bethel, Randolph, and Hartford. Access to transportation was largely concentrated in Vermont towns that are situated inland from the Connecticut River.

Question 16 of the survey examined how issues were similar across communities. Seventy-three percent of participants believed that the major issues facing their town were similar to those in other communities in the Upper Valley. For those who disagreed, many commented that they felt the issues only applied to towns in neighboring communities or only those that were rural. Furthermore, 56 percent of respondents believed that the major issues facing their town would be better addressed by coordinated efforts with all affected communities (as seen in Question 17).

#### *4.3 Coordinated Efforts in the Upper Valley*

The survey also considered which issues were currently being addressed well by coordinated efforts in the Upper Valley. Emergency services as a broad category was by far the largest issue considered to be well coordinated across the Upper Valley, including fire, police, and ambulance services. Many respondents also considered transportation and health care to be managed sufficiently. Senior programs, food, and poverty also received a significant number of responses. Table 2 provides a list of responses participants provided. Only responses where at least two separate individuals indicated the same issue were included in the table,

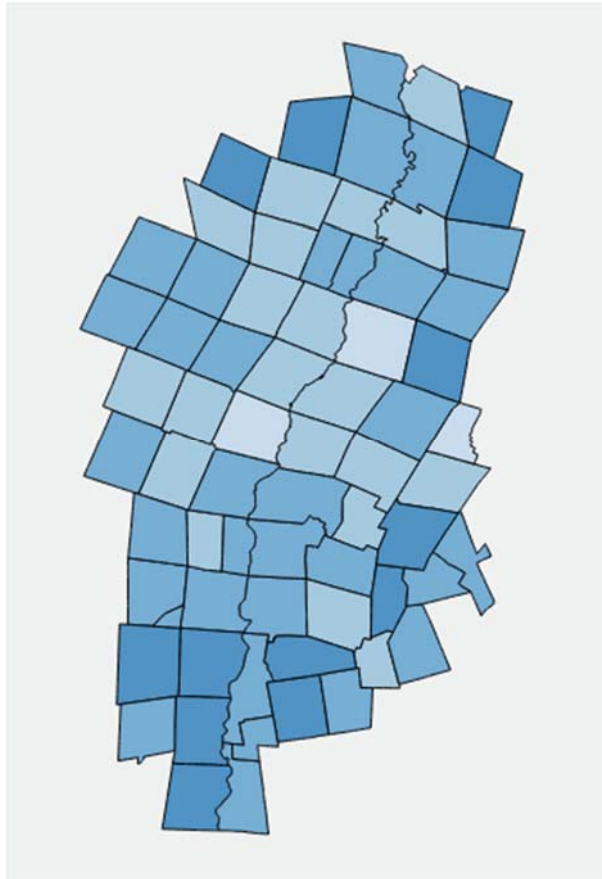


**Table 2: Well-Coordinated Efforts in the Upper Valley. Based on Question 18 from the Survey.**

<b>Issues Working Well</b>	<b>Tally</b>
Emergency Services	20
Transportation	12
Health Care	12
Senior Programs	10
Food	8
Poverty	7
Drug Addiction	7
Regional Planning Comm.	5
Affordable Housing	5
Education	3
Cultural Activities	3
Energy	2
Land Conservation	2

#### *4.4 Community and Social Capital Building Assessment*

The survey also considered participants opinions directly related to their own town. Eighty percent of participants believe that their town feels connected as a community. However, most participants felt neutral or disagreed that citizens of their town felt connected to the entire Upper Valley Community. While only five percent strongly agreed that their town felt connected to the Upper Valley (as seen in Question 2 of the survey). We transformed these responses onto a color-coded (choropleth) map. Figure 2 displays the results, where lighter colors indicate the participants strongly agreed and darker colors indicate the participant strongly disagreed. Data was collapsed by the mean response at the town level. As seen in Figure 2, towns on the outside border of the Upper Valley often disagreed (darker color) that they felt connected to the entire Upper Valley Community.



**Figure 2. Choropleth Map for responses to how citizens of the town felt connected to the entire Upper Valley Community. Lighter colors indicate agreement.**

In terms of creating linkages between organizations in the community, 75 percent of respondents felt that citizens of their town could do more to create linkages between organizations in the community. Although two thirds of participants believed that there were currently efforts underway to facilitate connections between communities, three quarters assumed their town would be better off if there were more connections between organizations. Over 30 percent of respondents strongly agreed with this statement (Question 5 in the survey), which received the most “strongly agree” responses compared to all other questions in the survey.

Another important aspect of the survey examined ongoing cooperative relationships between neighboring communities. Over 60 percent of respondents presumed that their town had ongoing cooperative relationships, while only 10 percent disagreed. We asked participants to provide examples of such cooperation. We then categorized examples into broader topics of cooperative relationships. As seen in Table 3, emergency services were consistently mentioned as an effective cooperation. Many participants also mentioned the



importance of combining school districts in towns with declining populations or the provision of senior care and senior meals. Other common responses included transportation access, waste management (especially recycling), and regional planning commissions.

**Table 3: Participant Responses to ongoing cooperative relationships in their community. Question 7 from the survey. Categories were only included if at least two participants referenced the category in the survey.**

<b>Cooperation</b>	<b>Tally</b>
Emergency Services	25
Schools	11
Senior Care	11
Transportation	6
Waste Management	5
Regional Planning	4
Library	3
Health Care	3
Arts	3
Food Shelf	2
Energy	2
Churches	2
Recreation	2

One important point to recognize is that a majority of participants disagreed that NGOs in their town only served citizens of their town. Many felt that nonprofit organizations extended beyond their town borders. Other participants felt neutral, or mentioned that their town was so small, in terms of population, that they did not have any nonprofit organizations in their town. Furthermore, half of participants agreed that they would like to see greater cooperation between organizations in their town with neighboring communities, while 40 percent were neutral.

#### *4.5 Measuring the Upper Valley-wide Community*

The survey was also designed to better understand how Upper Valley towns geographically judge the Upper Valley. Almost two thirds of the respondents (65 percent) agreed that “the Upper Valley is a geographic location, not a community;” and barely half (51 percent) of the respondents felt that there is a hub or core in the Upper Valley. For the participants who agreed that there is a hub, we asked them to list the towns that they would include in the hub. The following towns were included the most often in the responses: Lebanon (39), Hanover (38), Norwich (16), White River Junction (12),



Hartford (9), and West Lebanon (6). However, a few respondents considered Claremont, Lyme, Enfield, or Woodstock to be the hub.

Two thirds of community leaders agreed that they would like to see greater cooperation between nonprofits across the Upper Valley, and over a majority felt Upper Valley-wide non-profits have a positive impact on the community. Participants were asked to provide examples of positive impact organizations that they saw in their own town. Table 4 presents the tally for which organizations were written down most frequently.

**Table 4: Community leader responses for a positive impact Upper Valley-wide organization within their community. Question 13 in the survey.**

<b>Example of Positive Organization</b>	<b>Tally</b>
The Haven	9
Vital Communities	5
DHMC	5
UV Land Trust	4
Visiting Nurses	3
AT Bus	3
Thompson Senior Center	3
Regional Planning Commission	3
Clara Markin Center	2
Northern Woodlands	2
The Family Place	2
Trail Alliances	2
Food Banks	2
Elderly Meals	2
VT Council Aging	2

## **5. CONCLUSION**

This report aimed to evaluate social capital and community engagement, both within and between different towns in the Upper Valley. These findings were developed based on surveys sent to various leaders of public and private community organizations, including town clerks, select board members, nonprofit executives and others. The survey also aimed to identify specific areas of concern highlighted by town leaders, and whether they correlate with concerns raised in other towns or those facing Vermont and New Hampshire as a whole. The problems that came up most often were taxes, economic opportunity, and affordable housing. School issues in general were also an area of concern.



At the end of our survey, we included space for community leaders to add any comments about problems facing the Upper Valley that they were unable to mention in the survey. A few respondents mentioned how non-profits tended to focus on the Upper Valley hub, and they questioned if they were part of the community. A few mentioned that there should be Upper Valley wide cooperation for drug problems or education. However, over five participants believed that issues facing their town were foreign to many other Upper Valley towns, and that they felt their town was not part of the Upper Valley or its service area. Community leaders questioned the ability to enact coordinated efforts, when they saw their town as isolated from other towns or other Upper Valley issues.

Stakeholder opinion remains varied on the local level and practicality of coordination. With the following research, the needs assessment can provide a roadmap to future work for Upper Valley-wide organizations. There is also evidence of geographically concentrated needs, and examples of coordinated efforts that are working well. Community leaders highlighted the importance of creating a stronger community and stronger ties with organizations with organizations in their town and the Upper Valley. Even with a wide variety of issues, community leaders continued to mention similar issues between all towns that will require coordinated efforts at the local, community, and state level. While the problems facing the Upper Valley are complex and far reaching, individual towns across Vermont and New Hampshire have been fostering their own community and economic vitality. Recognizing that these social and economic development issues cannot be tackled by a single stakeholder, this reinforces the need for coordinated efforts between state and local governments, community organizations, philanthropists and non-profits.



## **APPENDICES**

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*Appendix 1: Survey given to all respondents. Responses provided within parentheses.*

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Upper Valley Community Leadership Survey

First, we would like to some of your thoughts relating directly to your town. Please respond to the following statements regarding your community.

1. Citizens of my town feel connected as a community.  
( 25% ) strongly agree ( 55% ) agree ( 14% ) neutral ( 6% ) disagree ( 0% ) strongly disagree
2. Citizens of my town feel connected to the entire Upper Valley community.  
( 5% ) strongly agree ( 30% ) agree ( 39% ) neutral ( 24% ) disagree ( 3% ) strongly disagree
3. Citizens of my town could do more to create linkages between organizations within the community.  
( 25% ) strongly agree ( 50% ) agree ( 17% ) neutral ( 8% ) disagree ( 0% ) strongly disagree
4. There are currently efforts underway in my town to facilitate connections between organizations within my community.  
( 17% ) strongly agree ( 50% ) agree ( 24% ) neutral ( 17% ) disagree ( 0% ) strongly disagree
5. My town would be better off if there were more linkages between the various organizations within my community.  
( 31% ) strongly agree ( 45% ) agree ( 18% ) neutral ( 7% ) disagree ( 0% ) strongly disagree
6. There are significant controversies within my community.  
( 12% ) strongly agree ( 30% ) agree ( 20% ) neutral ( 36% ) disagree ( 3% ) strongly disagree
7. Beyond our physical town borders, my town has ongoing cooperative relationships with neighboring communities.  
( 11% ) strongly agree ( 53% ) agree ( 26% ) neutral ( 8% ) disagree ( 2% ) strongly disagree





If strongly agree or agree, please provide some examples of this cooperation/towns:

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8. Regarding the nonprofit organizations in our town, in general, they tend to serve only the citizens of the town.  
( 3% ) strongly agree ( 25% ) agree ( 17% ) neutral ( 48% ) disagree ( 8% ) strongly disagree
9. I would like to see greater cooperation between the nonprofit organizations in my community with those in neighboring communities.  
( 9% ) strongly agree ( 42% ) agree ( 39% ) neutral ( 9% ) disagree ( 2% ) strongly disagree

Next, we would like your thoughts regarding the Upper Valley more generally.

10. The Upper Valley is a geographic location, not a community.  
( 21% ) strongly agree ( 44% ) agree ( 11% ) neutral ( 21% ) disagree ( 3% ) strongly disagree
11. There is a central core or hub in the Upper Valley.  
( 4% ) strongly agree ( 47% ) agree ( 25% ) neutral ( 21% ) disagree ( 3% ) strongly disagree

If strongly agree or agree, please provide the town(s) that you would include in the hub:

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12. I would like to see greater cooperation and coordination between nonprofits across the entire Upper Valley.  
( 20% ) strongly agree ( 47% ) agree ( 25% ) neutral ( 5% ) disagree ( 1% ) strongly disagree
13. Upper Valley-wide nonprofit organizations have a positive impact on my community.  
( 15% ) strongly agree ( 40% ) agree ( 24% ) neutral ( 18% ) disagree ( 4% ) strongly disagree

If strongly agree or agree, please provide an example of positive impact/organization:

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14. Dartmouth College is a strong community partner in the Upper Valley.  
( 21% ) strongly agree ( 35% ) agree ( 33% ) neutral ( 10% ) disagree ( 0% ) strongly disagree

Finally, we would like to know the major issues or concerns currently facing your town.

15. What is the most important issue(s) facing your town today?




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16. The major issues facing my town are very similar to those facing other communities in the Upper Valley.  
 ( 20% ) strongly agree ( 54% ) agree ( 19% ) neutral ( 7% ) disagree ( 1% ) strongly disagree

17. The major issues facing my town would be better addressed by coordinated efforts with all affected communities.  
 ( 16% ) strongly agree ( 40% ) agree ( 33% ) neutral ( 11% ) disagree ( 1% ) strongly disagree

18. Please identify an issue or problem that you feel is being addressed well by coordinated efforts across the Upper Valley.

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19. In conclusion, please feel free to add any comments that you might have regarding the issues or problems facing the Upper Valley and how you would like to see them resolved. Please respond on the reverse side of this page.

Thank you for your efforts. Please return the survey in the stamped envelope provided.

*Appendix 2: Frequency Table for Responses to Survey Questions*

<b>Question</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
<b>Frequency</b>								
Strongly Agree	29	6	29	20	35	14	12	3
Agree	63	34	57	47	51	34	59	28
Neutral	16	45	20	27	20	23	29	19
Disagree	7	27	9	20	8	41	9	55
Strongly Disagree	0	3	0	1	0	3	2	9
Sum	115	115	115	115	114	115	111	114
<b>Percent</b>								
Strongly Agree	25.2%	5.2%	25.2%	17.4%	30.7%	12.2%	10.8%	2.6%
Agree	54.8%	29.6%	49.6%	40.9%	44.7%	29.6%	53.2%	24.6%
Neutral	13.9%	39.1%	17.4%	23.5%	17.5%	20.0%	26.1%	16.7%
Disagree	6.1%	23.5%	7.8%	17.4%	7.0%	35.7%	8.1%	48.2%
Strongly Disagree	0.0%	2.6%	0.0%	0.9%	0.0%	2.6%	1.8%	7.9%



<b>Question Number</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>16</b>	<b>17</b>
<b>Frequency</b>								
Strongly Agree	10	24	4	23	17	24	22	18
Agree	48	51	54	53	45	40	61	46
Neutral	45	13	29	31	27	37	21	37
Disagree	10	24	24	6	20	11	8	12
Strongly Disagree	2	3	3	1	4	1	1	1
Sum	115	115	114	114	113	113	113	114
<b>Percent</b>								
Strongly Agree	8.7%	20.9%	3.5%	20.2%	15.0%	21.2%	19.5%	15.8%
Agree	41.7%	44.3%	47.4%	46.5%	39.8%	35.4%	54.0%	40.4%
Neutral	39.1%	11.3%	25.4%	27.2%	23.9%	32.7%	18.6%	32.5%
Disagree	8.7%	20.9%	21.1%	5.3%	17.7%	9.7%	7.1%	10.5%
Strongly Disagree	1.7%	2.6%	2.6%	0.9%	3.5%	0.9%	0.9%	0.9%

*Appendix 3: Color Coded Maps*

Color coded maps were created for each of the questions based on a scale of agreement. Maps were created with the assistance of Garrett Nelson, from the Geography Department at Dartmouth College. Online access to the maps can be found at the following URL: <http://discovery.dartmouth.edu/~gnelson/uv-map/>

Darker colors indicate a higher level of disagreement. Lighter colors indicate stronger agreement.



## REFERENCES

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<sup>1</sup> Granite United Way, Alice Peck Day Memorial Hospital, Mount Ascutney Hospital and Health Care, and Dartmouth-Hitchcock Medical Center. *2012 Upper Valley Community Needs Assessment Report*. Report. 2012.

<sup>2</sup> The Vermont Community Foundation. *Opportunity: 11 Critical Paths for Philanthropy in Vermont*. Report. 2016.

<sup>3</sup> Vermont Department of Health. *Healthy Vermonters 2020: State Health Assessment Plan*. Report. 2012.

<sup>4</sup> Ibid.

<sup>5</sup> Granite United Way, Alice Peck Day Memorial Hospital, Mount Ascutney Hospital and Health Care, and Dartmouth-Hitchcock Medical Center. *2012 Upper Valley Community Needs Assessment Report*. Report. 2012.

<sup>6</sup> Ibid.

<sup>7</sup> Alice Peck Day Memorial Hospital, and Dartmouth-Hitchcock. *Community Health Needs Assessment*. Report. 2015

<sup>8</sup> Granite United Way, Alice Peck Day Memorial Hospital, Mount Ascutney Hospital and Health Care, and Dartmouth-Hitchcock Medical Center. *2012 Upper Valley Community Needs Assessment Report*. Report. 2012.

<sup>9</sup> Vermont Department of Health. *Healthy Vermonters 2020: State Health Assessment Plan*. Report. 2012.

<sup>10</sup> Granite United Way, Alice Peck Day Memorial Hospital, Mount Ascutney Hospital and Health Care, and Dartmouth-Hitchcock Medical Center. *2012 Upper Valley Community Needs Assessment Report*. Report. 2012.

<sup>11</sup> Ibid.

<sup>12</sup> Granite United Way, Alice Peck Day Memorial Hospital, Mount Ascutney Hospital and Health Care, and Dartmouth-Hitchcock Medical Center. *2012 Upper Valley Community Needs Assessment Report*. Report. 2012.

<sup>13</sup> Granite United Way, Alice Peck Day Memorial Hospital, Mount Ascutney Hospital and Health Care, and Dartmouth-Hitchcock Medical Center. *2012 Upper Valley Community Needs Assessment Report*. Report. 2012.

<sup>14</sup> Vital Communities. *Vital Communities Survey 2012*. Report. 2012.

<sup>15</sup> Ibid.

<sup>16</sup> All data can be accessed upon request.