INTEGRATED
CITIZEN SURVEY PLAN FOR THE
CITY OF SOUTHLAKE:
CAPSTONE PROJECT

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# Integrated Citizen Survey Plan for the City of Southlake

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EXECUTIVE SUMMARY

The City of Southlake conducts a Citizen Survey every two years. The purpose of the survey is to measure resident’s satisfaction levels in the community and opinions on city services and policy issues. Since 2005, Southlake began incorporating their strategic plan into the survey to attempt to measure their success with meeting the goals of their strategies.

This project was undertaken in an effort to ensure alignment of the survey questions with the strategy map, to analyze survey administration tools and techniques being used, and to provide a report of best practices within the realm of citizen surveys. The data from the citizen survey is used in the City’s planning process, and it is imperative that accurate and substantive data is collected. Both the government and citizens of the City of Southlake are directly impacted by the survey, and the recommendations of this project. The goal of this project is to provide an integrated citizen survey plan for the City of Southlake that will assist in improving the effectiveness of their current survey model. This will be accomplished through three distinct objectives. (1) Evaluating the survey questions to ensure they align with the City's strategy map, they incorporate fire/police/EPA mandates, and that they provide reliable data. (2) Examining and determining if the survey instruments and administrative techniques are proficient and effective for application. (3) Providing a comprehensive report detailing best practices in conducting citizen surveys.

For the first objective, evaluating the survey questions, the team developed several recommendations that can help to improve the survey. First, work to ensure the anonymity of respondents and citizens. One question on the survey asks for the respondent’s address, which can potentially make the respondent feel that the information they provide is not confidential. To address this, it is recommended that an alternative method for ensuring that respondent’s don’t complete the survey more than one time be used. Additionally, using the address to allow a survey to be completed by only one person in a household may limit respondents. Multiple people in a household may have different opinions on services and policies which could serve to collect additional data. Another recommendation is to avoid double barreled questions. An example is a question that asks “was the problem handled appropriately and to your satisfaction?” The respondent may have felt it was handled appropriately, but not to their satisfaction. Additional suggestions have been made on specific questions to reduce ambiguity by providing definitions, or being more specific about what is being asked. If respondents interpret questions differently, the responses will not be valid. Follow up questions are used in parts of the survey, and should be added to some other questions as well in order to get more specific details. For a couple questions, the available answers made assumptions about the respondents which could limit respondent’s answers. It is suggested that all possible types of respondents be considered when developing the optional responses. Nearly all of the questions on the survey aligned with one or more strategies. However, the quality development and partnership/volunteer strategies were underrepresented in the survey. Questions should be developed to better gauge respondent’s opinions with respect to these two strategies. Finally, a couple questions are suggested to address common citizen survey questions regarding burglar alarms. Although additional questions are recommended, it is also
important to note that this study does not condone exceeding the current survey length. If additional questions are added, current questions should be eliminated. Detailed findings can be found in the methodology section of this report.

Upon evaluating the survey administration and techniques, the team developed several recommendations. Most importantly, ensure that the sample size is representative and unbiased. The study found that the current sample size of the survey is appropriate, but to be conscientious that as the city changes, to continually check to ensure that it remains as such. The process of conducting the survey online appears to be the best method for the City of Southlake. However, the city may still want to consider alternative methods in order to engage respondents in the event they do not want to (or are unable to) complete the survey online, such as having hard copies available, phones, or a public computer at the library or other city office where citizens can complete the survey. The current length of the survey, approximately 15 minutes should not be exceeded. If changes are made to the survey, they should remain within this timeframe in order to keep the attention and willingness of respondents to participate. Finally, the study found that making the investment in an independent contractor to conduct the survey is optimal in order to ensure anonymity, which helps residents feel safer in supplying more personal information, resulting in a more valid data set.

Based upon information gathered from the best practices report, the city may want to consider alternative vendors that may be more cost effective, and have proven success in the North Texas area. In either case, reviewing best practices will help to ensure that whatever vendor the city contracts with, or if they ultimately choose to conduct the survey themselves, they will have a better understanding of what other communities are doing, and knowledge of the most accepted practices and tools to conduct the best possible citizen survey for their community.

This project has resulted in a comprehensive citizen survey plan for the City of Southlake, analyzing and improving current survey questions, recommendations of new questions, evaluating administrative tools and techniques, and also providing a summary of citizen survey best practices. All of these elements will help to improve the effectiveness of the City of Southlake’s Citizen Survey.
INTRODUCTION

The purpose of this project is to evaluate and provide recommendations to ensure that questions posed in the Southlake citizen survey are aligned with Southlake’s strategy map, incorporate fire/police/EPA mandates, and are formulated in a manner that will provide reliable data. Additionally, the project seeks to evaluate and provide recommendations on the survey’s internal and external communication strategy with a detailed summary of “best practices” and strategy alignment. The team will use a program evaluation methodology. This final comprehensive report regarding the citizen survey’s effectiveness along with recommendations for improvement will be an integrated plan for the administration of the Citizen Survey for the City of Southlake, and is being presented on December 10, 2009. The team adhered to the American Evaluation Association’s Guiding Principles for Evaluators. (American Evaluation Association, 2004)

BACKGROUND

Every two years, the City of Southlake conducts a citizen survey. In 2005 the city started following a strategic plan which set priorities for different focus areas. Those areas cover all aspects of life in Southlake from safety and security to recreation and mobility. Prior to conducting the next citizen survey, the City would like to assess the effectiveness of its survey model. The last citizen survey was conducted online. The City of Southlake utilizes the citizen survey in their biennial strategic planning process and seeks to ensure alignment between the survey and their strategy map. (Appendix: A1) The strategy map is based on the balanced scorecard concept and was described as the “keystone” for how the city government operates. The survey results, in conjunction with the city's performance measurement outcomes, are used by City Council and city staff to analyze the effectiveness, responsiveness and value of city services. (Citizen Survey, 2009)

During the initial meeting between UTA and the City of Southlake, the city expressed two goals. Southlake requested that survey questions be developed that are formulated in relation to the strategy map. Southlake advised that some of the questions used in existing surveys may be ok, but new ones may be needed as well. They especially wanted to know if they are asking the “right” questions of their customers and if they are reaching the “right” people with the questions. They were also interested in how to include questions that satisfy fire/police/EPA mandates. Southlake also wanted the capstone project to include a comprehensive investigation of “best practices” in the municipal development and conduct of citizen surveys.
As a result, the project team developed a single project goal and four distinct objectives.

Prior research on survey administration is extensive. The team focused on 5 different areas. These included survey construction, survey techniques/tools/administration, data collection techniques, data analysis, and best practices research. By researching these areas, the team was able to analyze and make recommendations based on best practices and proven survey techniques.
### Scope, Constraints and Resources:

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<th>SCOPE</th>
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<tr>
<td><strong>Contractual</strong></td>
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<td>Problem Statement</td>
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<td>Project Team Norms</td>
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<td>TAM/Team Agreements</td>
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<td>Project Work Plan</td>
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<tr>
<td>- The Southlake Project Management Team must adhere to the guidelines outlined by the syllabus, the Capstone Handbook, and the project agreement deliverables defined by the City of Southlake and the Southlake Project Management Team.</td>
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<td>Project Team Norms</td>
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<td>Communication Plan</td>
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<td>Survey Instrument Recommendations</td>
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<tr>
<td>- The Southlake Project Management Team is subject to the external communication methods of the City of Southlake. The survey dissemination methods must be compatible to the current technological and communication standards of the City of Southlake.</td>
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<th>HISTORICAL</th>
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<td>Survey Evaluation</td>
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<td>Survey Instrument Recommendations</td>
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<tr>
<td>- The complete historical qualitative and quantitative survey documentation must be reviewed in order to conduct an exhaustive analysis of the previous citizen survey questions and to provide significant citizen survey recommendations.</td>
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<td>Survey Question Development</td>
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<td>- The survey question development process must act in accordance with current federal, state, and local Fire/Police/EPA mandates.</td>
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<th>TIME</th>
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<td><strong>Project Schedule</strong></td>
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<td>TAM/Team Agreements</td>
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<td>Project Work Plan</td>
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<td>Survey Evaluation</td>
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<td>Final Project Report</td>
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</table>
| - The project life cycle must adhere to predefined deadlines determined by the University of Texas Capstone Faculty and the problem statement.  
  Problem Statement 9/30/09, TAM/Team Agreements 9/16/09  
  Project Work Plan 9/30/09, Survey Evaluation 10/31/09, Final Report 12/1/09 |

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<td><strong>Travel</strong></td>
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<td>Project Work Plan</td>
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<td>Final Project Report</td>
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<tr>
<td>- The cost of travel incurred by the Southlake Project Management Team while completing tasks associated with the project.</td>
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<th>TECHNOLOGY</th>
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<tr>
<td>Survey Instrument Recommendations</td>
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<tr>
<td>- The technological cost incurred by the City of Southlake to implement the recommendations and/or best practices derived from the project report. E.g. software licensure, training, or additional manpower</td>
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- Resources are any materials, expertise or technological resources available to support the planning, implementation, and completion of project goals and objectives.

- Constraints are any internal/external guidelines or activities that impede the flexibility of the overall project or the project team.
## Risk Assessment:

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<tr>
<th>Constraints</th>
<th>Risk Probability of Occurrence</th>
<th>Possible Solutions</th>
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<tr>
<td><strong>Contractual</strong> – The team will not adhere to the guidelines set forth by the syllabus, the Capstone Handbook, and the project agreement deliverables defined by the City of Southlake and the Southlake Project Management Team.</td>
<td>X</td>
<td>To ensure that the team adheres to such guidelines, the team shall consistently reference the guidelines when drafting, editing, or otherwise working on any segment or task within the project.</td>
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<tr>
<td><strong>External Communication</strong> – The survey dissemination methods will not be compatible with the current technological and communications standards of the City of Southlake.</td>
<td>X</td>
<td>Before any suggestions for the citizen survey are made final, the team shall consistently reference these standards to ensure compatibility, as well as double-check with City of Southlake personnel in order to further ensure compatibility.</td>
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<tr>
<td><strong>Internal Communication</strong> – In an exclusively online environment, the team will not be able to achieve full and effective collaboration of efforts, uniformity around commonly accepted practices and processes, or uniformity in interpreting ideas and messages.</td>
<td>X</td>
<td>Each team member shall be thoroughly familiar with all project goals, objectives and tasks, even those to which a member is not specifically assigned. All goals, objectives and tasks shall be explicitly agreed upon by all members, including the make-up and design of each and to whom each aspect is assigned, before proceeding to the next step in the project or beginning work on any task.</td>
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<tr>
<td><strong>Historical</strong> – The team will be unable to completely review historical qualitative and quantitative survey documentation in order to conduct an exhaustive analysis of the previous citizen survey questions and to provide significant citizen survey recommendations.</td>
<td>X</td>
<td>The team shall make every effort to obtain the necessary historical data in a timely manner in order to ensure adequate time is allotted for such a review. Should the data not be available, in part or in whole, the team shall make the Capstone Faculty and City of Southlake personnel aware of the problem, as well as state explicitly in the final document/report any gaps or problems in obtaining the historical data.</td>
</tr>
<tr>
<td><strong>Legal</strong> – The survey question development process will not in accordance with current federal, state and local Fire Police EFA mandates.</td>
<td>X</td>
<td>The team shall consistently reference all applicable mandates to ensure compatibility/compliance, as well as double-check with City of Southlake personnel before presenting the final report in order to further ensure compatibility/compliance.</td>
</tr>
<tr>
<td><strong>Project Schedule</strong> – The project life cycle will not adhere to predefined deadlines determined by the University of Texas Capstone Faculty and the problem statement.</td>
<td>X</td>
<td>Team members shall provide frequent and detailed updates to the group regarding the status of specific tasks, so that, if needed, any member could potentially complete a task in the event that the member to whom a task is originally assigned should no longer be able or willing to perform the duties/responsibilities required by the task.</td>
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Methodology

Survey Questions

The goal in this section is the first objective for the citizen survey project. It is not intended for the goal and objectives below to be incorporated, replace, or generate confusion with the project goal and objectives but rather facilitate and serve as a guide for the evaluation of the survey questions and responses. The establishment of these goals and objectives are twofold. The first reason to allow team members, capstone faculty, and Southlake officials to better understand and gauge the ideas utilized in the assessment during the evaluation of survey questions and responses. It permits individuals insight to how the researchers identified, clarified, and accurately evaluated the survey. The second is to serve a disciplined compass and clarifier to the researchers of the steps necessary to complete a systematic evaluation of the survey questions and responses. The researchers made it imperative that these developed objectives were followed during the scientific evaluation process to provide the best available recommendations after the assessment had been conducted. This goal and objectives will aid in providing guidance, serving as a control mechanism, and defining the research process resulting in the completion of the deliverable, successful evaluation, and improvement of the Southlake citizen survey model. Questions from the 2007 Citizen Survey were used in the evaluation (Appendix: A2).

In addition to the specific objectives set forth by the research team in ensuring the overall goal is achieved, the team has also ventured to categorize each survey question according to the six focus areas in the City’s strategy map, which include: safety and security, mobility, infrastructure, performance management and service delivery, quality development, and partnerships and volunteerism. The reason for this categorization was to obtain nominal data which would provide a look at the proportionality of attention given to each strategic focus area within the survey. In our efforts to categorize the questions, there was no limit placed upon the number of focus areas to which a single question might apply; for instance, a single question regarding the condition of city streets may attend to both the mobility and infrastructure focus areas. Also, an additional category, “other”, was added for those questions which did not specifically deal with any of the six strategic focus areas. (Appendix: A3)

Goal: Evaluate the survey questions to ensure they align with the City’s strategy map, they incorporate fire/police/EPA mandates, and that they provide reliable data by October 31, 2009.

Objectives

- Ensure question and responses sequences flow from broad to narrow and are understood in a consistent way so reliable information can be obtained.
Integrated Citizen Survey Plan for the City of Southlake

- Improve the measurement process of survey questions and responses in order to enhance the effectiveness of municipal mandates, city services and direction for the citizens.
- Make sure questions and responses are wanted, needed, and accepted by respondents.
- Determine the accuracy of survey question and responses with past final survey results to develop better questions and responses of future surveys models.

Methodology

- Review/Consultation – Review and read graduate material on improving survey questions and evaluating survey data. Also, consulted with Dr. Barrett prior to evaluation.
- Secondary Analysis – Analysis was performed by comparing survey questions with past final survey results provided by Southlake.
- Comparative Research – Research was executed by evaluating survey questions with city direction, strategy map, best practices etc.
- Questions/Strategy matrix-survey questions were matched to strategies to identify gaps or oversaturation.

Results

Content of Survey Questions

S1. Do you live in the city limits of Southlake, Texas?
Responses- (Choose One Answer) 1-Yes, 2-No
Recommendation - None
Rationale – No Changes

S2. To help us confirm your address and so that we make sure we receive only one survey per household, please enter your street address.
Address - ________________________________
Recommendation – Avoid asking for any information that might personally identify the participant or respondent. Replace this question.
Rationale – Confidentiality is very important to citizens and in survey design. Some respondents might be hesitant to enter any identifying information. Anonymity is a key to obtaining valid data. Additionally, households may have more than one resident. The other individuals in the household should have the opportunity to partake in the survey. Just because citizens live at the same address does not mean they do not have different opinions about city services or etc.
S3. What is the number of the SPIN Area where you live?

**Responses** – 1 thru 17 is Area1, Area 2, Area 3, and so on to Area 16. 18-Don’t know/no answer, 19-Not familiar with SPIN areas

**Recommendation** - Change SPIN area to Area, or add SPIN in front of each Area option; this takes the confusion out of the question and the matches the possible responses. Simplify this question.

**Rationale** – The term SPIN Area is confusing. Some citizens are not knowledgeable in aspects of local government and might not recognize this term. Two foundational principles in survey question design are that questions must be clear/simple and that terminology used within the question should be the same as that in the responses. Another option may be to add a help link to let people know what a SPIN (Southlake Program for the Involvement of Neighborhoods) is: a nonpartisan, City Council-appointed volunteer organization comprised of representatives from 11 geographic areas within the City of Southlake. (SPIN, 2009)

S4. Please tell us the day(s) on which trash (not recycling) is collected in your neighborhood.

**Responses**- (Choose all correct answers) 1-Monday, 2-Tuesday, 3-Wednesday, 4-Thursday, 5-Friday, 6-Saturday, 7-Sunday

**Recommendation**- Add another response labeled “Don’t Know.”

**Rationale**- Not everyone has trash collection or the person responding to the survey may not be responsible for the household trash.

Q1. How would you classify the quality of life you experience living in Southlake?

**Response**- (Choose One Answer) 1-Excellent, 2-Good, 3-Fair, 4-Poor

**Recommendation**- Replace quality of life with a narrower and specific term, provide a definition of quality of life to be used for the purpose of the survey or have follow up questions asking about each aspect of quality of life that applies to the direction of the city.

**Rationale**- Quality of life is a broad term and is defined differently by citizen, neighborhood, age, profession, and etc. Quality of life needs to be detailed and better defined.

Q2. During the time you have lived in Southlake, do you feel that, as a community in which to live, Southlake has

**Responses**- (Choose One Answer) 1-Improved, 2-Stayed the same, 3-Gotten worse

**Recommendation**- Insert a follow up question for the respondents that selected “gotten worse” or “improved” Ask them to be specific and detailed with what got worse or what improved. It can provide good information that can be implemented in other neighborhoods.

**Rationale**- This is a good survey question but it needs a follow up question. Not many respondents selected “gotten worse” but the ones that did might be able to provide valuable information to help improve the city from the voice aspect of a citizen.
Q3. Now please think specifically about your neighborhood. Overall, how would you rate your neighborhood in terms of quality of life?
**Responses**- (Choose One Answer) 1-Excellent, 2-Good, 3-Fair, 4-Poor
**Recommendation**- A follow up question asking what is excellent or poor in your neighborhood can provide good results and help with the next survey design. Please refer to recommendation at Q1 about phrase quality of life.
**Rationale**- Please refer to comments at Q1 about phrase quality of life.

Q4. Some neighborhoods have problems with various issues, and some neighborhoods do not. How much of an issue are the following problems in your neighborhood?
**Responses**- Multiple responses please refer to attached survey provided by Southlake for possible selections.
**Recommendation**- Add another possible response called “not applicable” to some of the responses that do not have certain benefits or costs for citizens.
**Rationale**- The question is good. In the response selections another column needs to be added for some responses like “condition of sidewalks” and “On street parking (crowding).” Not all neighborhoods have sidewalks and on street parking.

Q5. Overall, how safe would you feel walking in your neighborhood alone?
**Responses**- (Choose One Answer) 1-Very safe, 2-Somewhat safe, 3-Not very safe, 4-Not safe at all
**Recommendation**- Narrow the question by adding “at day” or “at night.” This can provide more accurate and valid survey data. Also, a follow up question for those who selected “not safe at all” would be a good idea. Remember the confidentiality when asking the question but the question could be formatted to ask, if you selected “not safe at all” in the previous question please identify which area or neighborhood you reside in.
**Rationale**- The survey results show that a significant amount of citizens feel safe. This is a good question but can be narrowed to delineate day or night. It is assumable that a significant amount of citizens are safe walking and living in their neighborhood during the day. Someone can feel safe walking during the day but not feel safe walking at night in their neighborhood. Not feeling safe at night can be due to a number of variables like no street lights, decreased police protection, gang activity, increased crime occurrences, or closed businesses.

Q6. Now, please think about all of the services provided by cities. Please rate your experience with these services in the past 12 months. You can click on the name of each service for a description.
**Responses**- Multiple responses please refer to attached survey provided by Southlake for possible selections.
**Recommendation**- None
**Comments**- This question and responses is very good.
Q7. A new contractor for trash and recycling collection began service in May 2007. How has your experience with trash and recycling collection been since May 2007?

Responses- (Choose One Answer) 1-Excellent, 2-Good, 3-Fair, 4-Poor

Recommendation- Add another possible response for “not applicable.” Replace this question in the next survey because it has served its purpose in evaluating the new contractor.

Rationale- The question is good. The concern rest with the responses because not all citizens / respondents have contact with the contracted trash and recycling collection service. Some citizens, such as apartment renters may never encounter or have contact with this city service. Additionally, some citizens may have moved to the city after May 2007 and have no experience with the service.

Q8. In the past 12 months, have you had specific problems with any of the City of Southlake services?

Responses- (Choose One Answer) 1-Yes, 2-No

Recommendation- None

Rationale- This is a good question and responses.

Q9. Which department or departments did you have a problem with? You can click on the name of each department for a description.

Responses- Multiple responses please refer to attached survey provided by Southlake for possible selections.

Recommendation- None

Rationale- This is a good question and responses.

Q9B. Which department did you most recently have a problem with? You can click on the name of each department for a description.

Responses- Multiple responses please refer to attached survey provided by Southlake for possible selections.

Recommendation- None

Rationale- This is a good questions and responses.

Q10. Did you report the problem to the department?

Responses- (Choose One Answer) 1-Yes, 2-No

Recommendation- None

Rationale- This is a good question and responses.

Q11. Was the problem handled appropriately and to your satisfaction?

Responses- (Choose One Answer) 1-Yes, 2-No

Recommendation- Ask two different questions, one asking if the problem was handled appropriately and another asking if the problem was resolved to your satisfaction. With over 75% of respondents not satisfied with the handling of their problem this question and the
follow up question asking respondents to be specific and provide details of the issue need to remain on the survey.

**Rationale** - The question is a doubled barreled question. It is two questions in one but only one response is provided for the respondent. A problem can be handled appropriately but not to your satisfaction. Such questions should be avoided and two or more questions asked instead. The survey results show that over three-quarters of respondents were not satisfied with the handling of their problem. This needs definite attention on the next survey.

**Q12. How was the problem handled?**
**Response** - Please type your answer in the box below and please be specific and include details.
**Recommendation** - None
**Rationale** - This is a good question and possible response.

**Q12B. What, if anything, would you have liked the department to do differently?**
**Response** - Please type your answer in the box below and please be specific and include details.
**Recommendation** - None
**Rationale** - This is a very good question and answer. Fill in the blank and follow up questions can provide for specific survey results directly from the citizens.

**Q13. When driving in Southlake, how much of a problem do you feel you face in each of the following areas?**
**Responses** - Multiple responses please refer to attached survey provided by Southlake for possible selections.
**Recommendation** - Add a possible response called “don’t drive” or “not applicable.” This will account for all citizens and improve the accuracy of the results for this question.
**Rationale** - The question and responses are good. However, the responses are “major problem”, “minor problem”, and “not a problem.” These responses account for citizens that drive but not for citizens that do not drive.

**Q14. How would you rate each of the following for the City of Southlake?**
**Responses** - Multiple responses please refer to attached survey provided by Southlake for possible selections.
**Recommendation** - None
**Rationale** - This is a good question and responses.
Q15. As a City of Southlake resident, how would you rate the following information sources?
Responses- Multiple responses please refer to attached survey provided by Southlake for possible selections.
Recommendation- None
Rationale- This is a good question and responses.

Q16. Other than for the purpose of taking this survey, have you ever visited the City of Southlake website?
Responses- (Choose One Answer) 1-Yes, 2-No
Recommendation- None
Rationale- This is a good question and responses.

Q17. Now, we would like to know your opinions about the City of Southlake website. How likely would you be to use each of the following types of features if they were available on the city’s website?
Responses- Multiple responses please refer to attached survey provided by Southlake for possible selections.
Recommendation- None
Rationale- This is a good question and responses.

Q18. How likely would you be to pay city bills or fees online if you had to pay a minimal fee to use the online payment system?
Responses- (Choose One Answer) 1-Definitely would not, 2-Probably would not, 3-Might or might not, 4-Probably would, 5-Definitely would.
Recommendation- Put an average or accurate dollar amount instead of minimal fee. This will allow the citizen to provide an accurate answer and provide better survey data. This question could be replaced in the next survey if the city obtained the data it was seeking and reinstituted in a future survey to compare results.
Rationale- The term minimal fee needs to be clearly defined. Minimal fee can have a different value to citizens because of the fluctuation in household income, income to debt ratio, number of kids, and etc. A clear fee amount needs to be displayed for respondents to give a reliable response. This is a good comparison question that needs to be incorporated in every other survey not consecutive citizen surveys.
Q18B. How likely would you be to pay traffic tickets online if you had to pay a minimal fee to use the online payment service?

Responses - (Choose One Answer) 1-Definitely would not, 2-Probably would not, 3-Might or might not, 4-Probably would, 5-Definitely would.

Recommendation - Put an average or accurate dollar amount instead of minimal fee. This will allow the citizen to provide an accurate answer and provide better survey data. This question could be replaced in the next survey if the city obtained the data it was seeking and reinstituted in a future survey to compare results.

Rationale - The term minimal fee needs to be clearly defined. Minimal fee can have a different value to citizens because of the fluctuation in household income, income to debt ratio, number of kids, and etc. A clear fee amount needs to be displayed for respondents to give a reliable response. This is a good comparison question that needs to be incorporated in every other survey not consecutive citizen survey.

Q19. How would rate the taxes you pay to each of the following entities?

Responses - Multiple responses please refer to attached survey provided by Southlake for possible selections.

Recommendation - Replace this question with one that conforms to the city direction, municipal mandates, and citizen expectations.

Rationale - Nearly all historical survey data and research has demonstrated that respondents tend to express that taxes are too high in comparative research. The historical survey data collected from past Southlake surveys about taxes confirms this pattern and is compatible and concurs to other survey data collected about taxes. Some survey designers and researchers suggest to not use certain questions such as this about taxes because empirical evidence has demonstrated the results are predictable with a majority of respondents stating taxes are too high and do not want an increase. It can be classified as being unproductive in collecting survey data. In comparative research most of the time taxes increase and never decrease. Citizens will sometimes get the false impression that taxes are going to decrease or increase by having questions like this on surveys. It induces unnecessary expectations to respondents and citizens.

Q20. If the following situations required changes in the tax structure, how willing would you be to support these changes?

Responses - Multiple responses please refer to attached survey provided by Southlake for possible selections.
**Recommendation:** Replace this question with another one that conforms to the city direction, municipal mandates, and citizen expectations. Refer to the comments and recommendation section in question Q19.

**Rationale:** Refer to the previous comments section for question Q19. The responses are not in sequence and maybe confusing. Response Q20_2 expresses “increase property taxes to maintain city service” and response Q20_3 “increase property taxes to increase city service.” This type of wording can be confusing for respondents and will not provide reliable survey results.

**Q21. What city services would you like to see enhanced or public facilities or new programs added in trade for increased property taxes?**

**Response:** Please type your answers in the box below. Please be specific and include details.

**Recommendation:** None

**Rationale:** This is a good question.

**Q22. Have you had contact with a city employee in the last year?**

**Responses:** (Choose One Answer) 1-Yes, 2- No

**Recommendation:** None

**Rationale:** This is a good question and responses.

**Q23. In what departments did the employees with whom you had contact work?**

**Responses:** Multiple responses please refer to attached survey provided by Southlake for possible selections.

**Recommendation:** None

**Rationale:** This is a good question and responses.

**Q23B. Was the contact with the following employee/department due to a problem or concern you were experiencing?**

**Responses:** Multiple responses please refer to attached survey provided by Southlake for possible selections.

**Recommendation:** None

**Rationale:** This is a good question and responses.
Q23C. Thinking about your most recent contact with a city employee, in which department did the employee work?

**Responses** - Multiple responses please refer to attached survey provided by Southlake for possible selections.

**Recommendation** - None

**Rationale** - This is a good question and responses.

Q24. Please rate your agreement with the following statements about your contact with the city employee from (insert Question (Q23C))

**Responses** - Multiple responses please refer to attached survey provided by Southlake for possible selections.

**Recommendation** - None

**Rationale** - This is a good question and responses.

Q25. Now, thinking overall about the City of Southlake, what would you say is the most important issue facing Southlake today?

**Response** - Please type your answer in the box below.

**Recommendation** - This information can be used to generate ideas, incorporate questions on next survey, and satisfy small and big citizens concerns.

**Rationale** - This is a very good question and answer. It allows the respondent to express what citizens want instead of what city officials, private businesses, or research companies want. It gives the citizen a voice and a type of self reward for participation and voicing concerns.

Q26. Are you supportive of continued commercial development in Southlake?

**Responses** - (Choose One Answer) 1-Yes, 2-No, 3-Don’t know

**Recommendation** - None

**Rationale** - This is a good question and answer.

Q27. What types of retail and commercial development would you like to see in Southlake?

**Responses** - Please type your answer in the box below. Please be specific and include details.

**Recommendation** - None

**Rationale** - This is a good question and answer.

Q28. How frequently do you vote in city elections?

**Responses** - (Choose One Answer) 1-Always, 2-Sometimes, 3-Rarely, 4-Never
Recommendation - Remove this question. Past research suggests that voting questions tend to be unreliable and inaccurate.

Rationale - A significant amount of research shows that questions regarding voting do not provide reliable results. Most respondents and citizens want to give the impression of being a concerned citizen and maybe offended or embarrassed to convey if they do not vote. Often times, the survey results are skewed because most respondents will indicate that they always vote. Comparative research has shown that the proportion of citizens that say they vote in city elections does not match the turnout of voters in past elections. It is assumed this is the same situation with the Southlake final survey results in comparison with city election turnout numbers.

Q29. Do you own or rent your primary residence?
Responses - (Choose One Answer) 1-Own, 2-Rent/lease, 3-Other
Recommendation - None
Rationale - This is a good question and responses.

Q30. What type of internet connection do you have in your home?
Responses - (Choose One Answer) 1-Dial up, 2-DSL, 3-Cable modem, 4-T1 OR T3, 5-Fiber Optic, 6-Other, 7-Don’t know, 8-Do not have internet access at home
Recommendation - Remove this question.
Rationale - It does not seem to serve a valid purpose for this survey design.

Q31. What is the highest level of education you have completed?
Responses - (Choose One Answer) 1-Less than high school, 2-High school, 3-Trade or technical school, 4-Graduate college, 5-Graduate degree or higher
Recommendation - Instead of mixing school, college, and degree in the responses, it is recommended to use the word degree throughout the response sequence. For example, : less than high school degree, GED / high school degree, Trade/ Technical degree, Associate’s degree, Bachelor’s degree, Masters / graduate degree, and Doctoral / PhD degree.
Rationale - The question is good. Responses should have a single and simple dimension. This will allow the respondent to answer truthfully and with clarity. Many citizens can get high school, trade/technical school, graduate school, and graduate degree confused. It would be better to have the same sequence and dimension in all the responses.
Q32. What is your age?
Responses- Multiple responses please refer to attached survey provided by Southlake for possible selections.
Recommendation- None
Rationale- This is a good question an answer.

Q33. What do you consider yourself to be...?
Responses- (Choose One Answer) 1-Caucasian or White, 2-African-American or Black, 3-Hispanic or Latino, 4-Asian or Pacific Islander, 5-Native American or Alaskan Native, Mixed racial background
Recommendation- Let respondents select more than one answer.
Rationale- Over the past decades many citizens are mixed races and identify themselves that way. They do not express their identification as mixed but are more precise. Respondents can only select one answer. The response selection does provide an opinion for “mixed racial background” but being able to select more than one option will result in more detailed data.

Q34. How long have you lived in Southlake?
Responses- Multiple responses please refer to attached survey provided by Southlake for possible selections.
Recommendation- None
Rationale- This is a good question and responses.

Q35. What is your annual household income, before taxes?
Responses- Multiple responses please refer to attached survey provided by Southlake for possible selections.
Recommendation- None
Rationale- This is a good question and responses.

Q36. In which of these years have you participated in this survey for the City of Southlake? It was previously conducted by telephone.
Responses- (Choose One Answer) 1-This is the first I participated, 2-2005, 3-2002, 4-1997
Recommendation- None
Rationale- This is a good question and responses.
Q37. Please use the box below to let us know anything else you would like to tell the City Manager about Southlake.

**Responses** - Please type your answer in the box below. Please be specific and include details.

**Recommendation** - None

**Rationale** - This is an excellent question and possible answer. Survey experts suggest this is the best exit question for a citizen survey.

**Question/Strategy Alignment**

The survey contained 37 questions, and some questions had multiple sub-parts. In summation, there existed possible total of 74 “points” for any given focus area, and the focus area totals are as follows: safety and security (17); mobility (14); infrastructure (17); performance management and service delivery (34); quality development (6); partnerships and volunteerism (5); other (34). (Appendix A1 details the source of the questions, and Appendix A3 details the matrix used to derive these numbers).

Nearly half of the questions in the survey dealt with performance management and service delivery while the two focus areas of quality development and partnerships and volunteerism each received attention from less than one-tenth of the questions. Additionally, the vast majority of the questions dealing with the three focus areas of safety and security, mobility, and infrastructure were sub-parts of only two main questions. Regarding the questions in the “other” category, 14 of the 34 questions are intended solely to gather demographic data about the survey taker and/or to ensure the survey taker properly qualifies to take the survey. Of the remaining questions in this category, most are related to the survey taker’s present and future use of technology (internet) as it regards city services, and all of the remaining questions were identified as multi-categorical, falling also into at least one of the main six focus area categories.

Overall, each of the survey’s substantive questions did indeed align with at least one the six focus areas in the City’s strategy map; however, the alignment was not equitably proportional across all categories. Mainly, any added attention, for the sake of such proportionality, would be best served in the direction of the quality development and partnerships and volunteerism focus areas.
Suggested Additional Questions

Q: Are you in favor of penalizing homeowners for false burglar alarms?
A: Yes, No, Don’t know

Q: Are you familiar with current fire prevention programs available?
A: Yes, No, Somewhat, Don’t Know

Q: How familiar are you with volunteer activities available in the community?
A: Not Familiar, Somewhat Familiar, Very Familiar

Q: What types of volunteer activities would you be interested in participating in?
A: None, Education, Safety, Animals, City Board/Panel, Other____

Q: How would you rate the development strategies of the City of Southlake?
A: Excellent, Good, Fair, Poor, Undecided/NA
Every two years, the City of Southlake “conducts a citizen survey to measure residents' satisfaction levels with city services and gather opinions on specific policy questions.” To aid in this process the city contracts with “an independent, external firm to create the survey and to promote scientific validity.” (Appendix: A4)

It is the intent of this portion of the study to compare survey instruments used in the 2005 telephone survey, the 2007 internet survey and the most recent 2009 administered internet survey. (Appendix: A4-A6) All three of these studies were conducted in partnership with the City of Southlake and Decision Analyst, Inc.

The second objective of this project is to examine and determine if the survey instruments and administrative techniques are proficient and effective for application by December 1, 2009. This objective has been met through several goals.

Goal: Determine if the survey instruments and administrative techniques are proficient and effective for application by December 1, 2009.

Objectives
- Determine if sample size is representative of the City of Southlake when compared to the city’s actual demographics.
- Analyze differences between varying survey methods used in the past including cost and effectiveness.
- Determine is response rate is sufficient and recommend alternative methods to engage respondents.
- Identify any problems associated with survey administration.

Methodology
- Research/Data Collection- Data was collected directly from the City of Southlake on instruments, techniques, and past survey results.
- Demographics- An analysis of actual demographics of the City of Southlake compared to the demographics present on the completed surveys was conducted to ensure that a representative sample was being collected.
- Response Rate-An analysis was done of the response rate based on the manner in which the survey was solicited.
- Survey Tool-The different survey methods, phone and internet, were weighed against one another based on survey results.
RESULTS

Demographics

“The most critical factor in survey validity is a carefully selected sample of respondents.” (Nachimas & Frankfort-Nachimas, 2007) In order to ensure a sample is representative it is important to take a look at the population’s demographics.

Characteristics of the residents in the City of Southlake are incredibly similar to one another and distinct from that of the rest of the country. According to the U.S Census Bureau’s most recent census of the City of Southlake, in 2008 the population was estimated at 26,595. An overwhelming majority of residents were white (92.4%) and highly educated (of those over 18 years of age, 67.2% had obtained at least a bachelor’s degree). The 2008 study estimated household income as $188,007. Additionally, the majority of residents (64%) fell between the ages of 18-64. Southlake is clearly set apart from the nation when considering that on average only 27.4% of United States citizens over 18 have completed a bachelor’s degree and the average household income is $52,175. (Fact Sheet: Southlake city, Texas, 2006-2008)

When compared to the respondents demographics, it appears that the sample is fairly representative. The 2007 internet survey yielded 409 respondents. Ninety-four percent of respondents identified themselves as Caucasian and 90% had completed a bachelor’s degree or graduate school. The average household income of respondents was $171,000. However, it is important to note that one in three of those surveyed preferred not to respond to this question.

In order to ensure a fair and scientifically weighted sample, Decision Analyst uses a unique software program. According to their website, “Icion® is our proprietary multivariate sampling and panel management software system. Icion® permits balanced, representative samples to be drawn from Decision Analyst’s Internet panels, using various combinations of variables (geography, age, sex, income, ethnicity, etc.).” (Decision Analyst, 2007-2009)

Survey Instruments

The method in which survey data is collected also has a significant impact on survey validity. According to a report furnished by Decision Analyst, Inc. the 2005 telephone survey was administered to 400 citizens and took about 10 minutes to complete. Residents were contacted based upon phone numbers provided by the City of Southlake. The phone calls were made over a two week time period. A major flaw of this instrument was that no citizen with an unlisted number or who only used a cellular phone would be eligible to participate in this survey.

Telephone interviews have the perk of instantaneous data as well as the ability to reduce direct communication with the interviewer. (Nachimas & Frankfort-Nachimas, 2007) However telephone surveys do not allow for visual cues and can be inconvenient depending upon an individual’s schedule and the time of the call. Additionally, with the increase use of cell phones, a significant portion of the population may be excluded from such a survey. Given
advancements in technology, more residents are included in “Do Not Call” lists, have unlisted numbers or have otherwise select themselves out of such surveys. (Rogers, 2004)

The 2007 internet survey was conducted over the course of about two months. It is estimated that the survey took respondents 10-15 minutes to complete. Internet surveys have the ease of self-completion. Residents have the luxury of choosing a time and place that best suits their situation. (Rogers, 2004) Previously, there has been concern that such surveys are not representative, as it limits significant portions of the population such as the uneducated, poor or elderly. “Those responding will be users of advanced information technology, with all that this suggests in terms of class/stratification, education, personal and life resources. A number of surveys into the demographics of Internet users have consistently found that Internet users are more likely to be white, male, first world residents, relatively affluent and relatively well educated in comparison to any more general population.” (Coomber, 1997) Therefore, it is likely respondents will be younger, better educated, and more affluent.

However, according to recent research, the internet is rapidly becoming more representative of the U.S population. (Sharp, 2003) Additionally, given the education and income level of the majority of the City of Southlake’s residents, an internet survey seems to be scientifically feasible and would likely result in valid and representative data. Internet surveys allow for a quick and economic means to gather large numbers as well as an ability to tabulate and analyze survey results rapidly. (Decision Analyst, 2007-2009)

However, it is impossible to completely eliminate bias because of the voluntary nature of surveys. People who volunteer to participate are likely to differ in important ways from the overall population. (Coomber, 1997) Researchers cannot force residents to participate, and it is difficult to know if respondents are representative of those who chose not to respond.

Of those who completed the 2007 internet survey, 85% were new respondents and had not completed the previous 2005 telephone survey. This seems to suggest that the internet is a good resource for such a survey.

According to a contract between Decision Analyst and the City of Southlake, measures were taken in 2007 to ensure a more representative sample was selected. The city requested 450 interviews be completed, and of those, 150 to be completed in each SPIN region in order to reap an even distribution throughout the city.

The 2007 and 2009 surveys are about 5 minutes longer than previous surveys, but should not take more than 15 minutes to complete. In order to keep the attention and willingness of respondents to participate, the city should be cautious in extending the survey time any further.

Solicitation Methods

According to the report received from Decision Analyst for the 2007 survey, a minimal amount of pre-publicity was used through regular newsletters and advertisement on the city website. Contingency plans were set in place in case the minimum amount of surveys was not completed.
Although the percentage of residents without a computer and internet connection is minimal, it might be a good idea to make hard copies of the survey available to residents who chose to participate in this manner. Another suggestion would be to make available a public computer at the library or other city office in which citizens could complete this survey. According to the most recent contract with Decision Analyst Inc. and the City of Southlake, additional solicitation methods have been put in place as well as a greater number of surveys to be completed. An example of this is the City of Southlake's telephone alert system.

**Confidentiality**

The American Association for Public Opinion Research Code of Ethics requires full disclosure, confidentiality and responsibility in reporting all details of methodology. (AAPOR, 2009) Despite this obligation there are circumstances in which it may be difficult to maintain confidentiality. (Nachimas & Frankfort-Nachimas, 2007)

Many internet based research firms have created programs that take extra steps to ensure confidentiality. One such example is QuestionPro. This service acts as the independent entity in providing technology services between researchers and survey respondents. “QuestionPro, using a combination of technology and contractual agreements guarantees that survey responses can never be linked to personally identifying information like email addresses, IP addresses etc.” (How can the Anonymity of Survey Respondents be Assured?, 2007)

Similarly Decision Analyst, Inc. ensures respondent confidentiality as well. According to their contract, Decision Analyst, Inc. will not disclose any respondent’s personal identity or personally identifiable data to the City of Southlake or anyone else. Making an investment of an independent contractor to ensure anonymity should help residents feel safer in supplying more personal information as the needs of this survey increase. (Decision Analyst, 2007-2009)

Decision Analyst, Inc is governed by the Council of American Survey Research Organizations (CASRO). According to their Code of Standards, “Since individuals who are interviewed are the lifeblood of the Survey Research Industry, it is essential that Survey Research Organizations be responsible for protecting from disclosure to third parties--including Clients and members of the Public--the identity of individual Respondents as well as Respondent-identifiable information, unless the Respondent expressly requests or permits such disclosure.” (CASRO, 2009)
BEST PRACTICES

INTRODUCTION: WHY ARE CITIZEN SURVEYS SO IMPORTANT?

The municipal citizen survey origins began in Washington D.C., within the halls of the Urban Institute. The Urban Institute is an independent organization established in 1968 to evaluate the socio-economic improvement initiatives adopted under President Lyndon B. Johnson. Their charge was to review the more than 400 laws passed during the prior four years of the Great Society urban intervention program. (Urban Institute, 2009) Currently, municipalities across the United State use the Institute’s proven methodology to conduct program evaluations, educate their residents about current public policy, and strengthen and add integrity to local policy decisions. Advances in technology have demonstrated a direct impact on the creation, dissemination, and evaluation of the average citizen’s survey.

The City of Southlake, Texas Citizen Survey demonstrates a user friendly design, in depth focus areas, and a sound marketing and reporting system. The aforementioned components, in addition to national best practices, will transform the biennial survey into a highly functional tool needed for Southlake’s 2030 strategic planning. The report will acknowledge the barriers to successful survey implementation, provide components of a viable citizens’ survey, and document citizen survey best practices of a municipality comparable with the City of Southlake, Texas.

COMMON SURVEY IMPLEMENTATION BARRIERS AND SOLUTIONS

The average citizen is inundated with constant inquiries about their habits as consumers, occupational satisfaction, political beliefs, and other topics deemed relevant to some unseen investigator. How do municipalities engage their citizenry and improve response rates during this current information driven climate? To achieve success, this study will identify common barriers to survey implementation and evaluation protocols.

According to The Psychology of Survey Response by Roger Tourangeau, their research links common survey barriers to the cognitive ability of the respondent. Common barriers are respondents falsifying personal convictions to avoid embarrassment, especially when being asked sensitive questions. The responses may be edited to support a particular purpose. For example, an investigator may ask respondents to edit their answers in support or opposition to a particular cause. The race, gender, or ethnicity of an interviewer may cause respondents to tailor their responses to suit the interviewer. (Torangeau & et.al., 2000) Depending upon the survey design, respondents may frame their responses to a block of questions based upon consistency instead of true sentiment. Tourangeau states respondents will likely tailor their responses based upon concerns with disclosure and may even withhold answers for fear of negative consequences. According to their research, respondents usually under report negative ideas or behaviors and over report positive ideas and behaviors. In order to overcome this barrier, the respondents must trust the confidentiality of the survey. (Torangeau & et.al., p. 287) The City of Southlake will circumvent most of the stated barriers by continuing their web
based citizen survey. Web based surveys are not excluded from response and evaluation difficulties, but they have a greater success in achieving the response rate outcomes. According to Fisher in, “Handbook of Public Policy Analysis: Theory, Politics, and Methods”, municipalities are warned against methodologically sound, yet biased citizen surveys. According to the Fisher guidance, surveys should not be used as a weapon to attack or rationalize policy or as a substitute for “democratic engagement”. (Fisher & et.al., p. 375)

**National Best Practices**

1. Academics should be careful of how they present survey data within journal; they set the standard for the world.
2. Be very thorough when describing of survey methodologies to avoid mistakes, expose bias, and to indicate the utilization of the results.
3. The survey report should demonstrate details of how questions were asked, any documentation of the sampling procedure, and an explanation of the statistical analysis in laymen’s terms. (Fisher & et.al., p. 378)

Data Collection/Reporting

Introduction to Survey Quality (2003)

- The data collection, independent of collection methodology, must be designed and administered in a manner that encourages respondents to participate.
- Detailed documentation should be made accessible throughout the organization, and a less detailed version, which emphasizes the major design features, should perhaps be accessible to data users, possibly through the Internet.
- The method of data collection (e.g., mail, telephone, Internet) should be appropriate for the target population and the objectives of the data collection.

Response Rates

Introduction to Survey Quality (2003)

- When appropriate, respondent incentives should be considered.
- The responsibility to control nonresponse in a survey belongs to the survey manager.
- After a conclusion or recommendation section, it is common for a policy report to contain an appendix which includes the survey instrument with the responses to each question.
LOCAL CITIZEN SURVEY: A COMPARATIVE STUDY

While conducting in depth research on a small sample of municipalities within Texas, citizen surveys are primarily contracted out to national, state and local firms. Two of these companies are highlighted below. The cities of Austin and Dallas, Texas were both recognized nationally in 2008 as certified performance management cities of distinction by the International City/County Management Association (ICMA). (CPM Certificate Program, 2009) In 2009, both cities decided to change their local survey vendors to the ETC Institute. The company boasts “more than 1,350,000 residents surveyed for more than 425 communities in 46 States since 2001.” (ETC Institute, 2009)

The city of Dallas’ 2009 methodology conducted by the ETC Institute was reported as:

“During the winter of 2009, ETC Institute administered a Community Survey on behalf of the City of Dallas. Previous Community Surveys were conducted in 2005, 2006 and 2007. The purpose of the survey was to assess citizen satisfaction with the delivery of major city services to help improve the quality of city services and to determine priorities for the community.

The seven-page survey was mailed to a random sample of 5,600 households in the City of Dallas. Approximately seven days after the surveys were mailed; residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone. A total of 1,646 households completed the survey. The results for the random sample of 1,646 households have a 95% level of confidence with a precision of at least +/- 2.4%. In order to better understand how well services are being delivered by the City, ETC Institute geocoded the home address of respondents to the survey.” (Dallas Community Survey 2009)

The city of Dallas’ 2007 methodology conducted by the National Citizen Survey (NCS) and International City/County Management Association (ICMA) was reported as:

“Sampling
Approximately 8,400 households were selected to participate in the survey using a stratified systematic sampling method. An individual within each household was selected using the birthday method.

Survey Administration
Selected households received three mailings, one week apart, beginning April 16, 2007. The first mailing was a pre notification postcard announcing the upcoming survey. The next mailing contained a letter from the City Manager inviting the household to participate, a questionnaire and postage-paid return envelope. The final mailing contained a reminder letter and another survey and postage-paid return envelope.”
Completed surveys were collected over the following six weeks.

Of the 7,652 eligible households, 1,192 completed the survey providing a response rate of 16%. Approximately 748 addresses sampled were ‘vacant’ or ‘not found.’ In general, the response rates obtained on citizen surveys range from 20% to 40%. For the City of Dallas, response rates were also calculated for each of the 14 Council Districts. The sample of households was selected systematically and impartially from a list of residences in the United States maintained by the U.S. postal service and sold to NRC through an independent vendor.

The City of Dallas staff opted to have surveys sent in both English and Spanish to each of the 8,400 households. Of the 1,192 completed surveys, 147 (12% of the total number of completed surveys) were completed in Spanish. In theory, in 95 cases out of 100, the results based on such samples will differ by no more than 3 percentage points in either direction from what would have been obtained had responses been collected from all Dallas adults. This difference is also called a ‘margin of error.’ The difference from the presumed population finding is referred to as the ‘sampling error.’ For subgroups of responses, the margin of sampling error is larger. In addition to sampling error, the practical difficulties of conducting any survey of the public may introduce other sources of error. For example, the failure of some of the selected adults to participate in the sample or the difficulty of including all sectors of the population, such as residents of some institutions or group residences, may lead to somewhat different results.”

(Strategic Customer Services: Citizen Survey, 2009)

From a pure cost perspective, the standard National Citizen Survey cost is approximately $9,900 and does not include Spanish translation, open ended questions, or even the onsite presentation. (City of Austin Citizen Surveys, 2009) The ETC institute averages almost 30% less and due to recent local government budget cuts, the latter of the two is a better choice cost wise. ETC also offers innovate survey tools such as GIS mapping and coding. Local governments must balance cost and public good which has led to some municipalities turning to interns, low cost survey tools (i.e. Survey Monkey) and other inexpensive methods of survey dissemination. Fortunately, resources are available to mitigate their current restrictive economic circumstances. (ETC Institute, 2009)
Citizen Survey Resources

- ETC: http://www.etcinstitute.com/
- Urban Institute: http://www.urban.org/
- The Center on Budget and Policy Priorities: http://www.cbpp.org
  1. Have specific goals for the survey. Objectives should be specific, clear-cut and unambiguous.
  2. Consider alternatives to using a survey to collect information.
  3. Select samples that well represent the population to be studied. Probability sampling of the right population solves the problem with representativeness.
  4. Use designs that balance costs with errors. Consideration must be given to all error sources when budgeting the survey.
  5. Take great care in matching question wording to the concepts being measured and the studied. This is perhaps population one of the most important parts of the survey planning process.
  6. Pretest questionnaires and procedures to identify problems prior to the survey. It is always better to identify problems ahead of time rather than in the midst of the survey process.
  7. Train interviewers carefully on interviewing techniques and the subject matter of the survey.
  8. Construct quality checks for each step of the survey. Every survey step is a potential contributor to the total survey error and also rework is costly.
  9. Maximize cooperation or response rates within the limits of ethical treatment of human subjects.
  10. Use statistical analytic and reporting techniques appropriate to the data collected. Documentation of all phases of the survey as well as an honest reporting of findings, limitations, and interpretations are crucial to the survey organization’s integrity and credibility.
  11. Carefully develop and fulfill pledges of confidentiality given to respondents.
  12. Disclose all methods of the survey to permit evaluation and replication.
CONCLUSIONS/RECOMMENDATIONS

The City of Southlake requested that their Citizen Survey be reviewed for question alignment with their strategy map, incorporation of fire/EPA mandates, and analysis of appropriate administration tools and techniques. In addition, the client requested that a report of “Best Practices” in citizen surveys be provided.

The research found that the internet delivery method was well suited for the current demographics of Southlake. Furthermore, most of the questions currently posed on the survey aligned with their strategy map, and had no recommended changes. There were some suggested changes to survey questions, along with some recommended additional questions whose details can be found in the Methodology section of this report. It appears that the City is best served by contracting out their survey needs as opposed to attempting to complete it in-house, as it helps to ensure anonymity of respondents, resulting in more accurate data.

SUMMARY OF RECOMMENDATIONS:

Survey Questions

- Ensure anonymity of respondents/citizens.
- Avoid double barreled questions.
- Avoid questions that might be broad or confusing to respondents.
- Use follow up questions.
- Account for all possible respondents in response selections.
- Add questions relating to fire/burglar alarms.
- Increase number of questions for the quality development and partnership/volunteer strategies.

Survey Administration/Techniques

- Ensure that sample size is representative and survey results are unbiased.
- The internet survey seems to be the best method for the survey administration in the City of Southlake, but the city may want to have a public computer at the library or other city office in where citizens can complete the survey.
- In order to keep the attention and willingness of respondents to participate, the city should be cautious in extending the survey time any further than the current 15 minutes.
- Ensure confidentiality of respondents/citizens: Making the investment in an independent contractor to ensure anonymity helps residents feel safer in supplying more personal information.
It is important to note, that this study is limited in scope. Future survey techniques, methods, and tools may be developed that will assist in better survey data collection, requiring changes to survey administration. Furthermore, as more communities develop citizen surveys, best practices are likely to improve as well. Additionally, if the demographics of the City of Southlake change, along with changes in the strategy or mandates over time, the survey too will need to change. This report provides detailed recommendations based on the 2007 survey conducted by the City of Southlake, and reflects the most up to date best practices being used today.
REFERENCES


http://factfinder.census.gov/servlet/ACSSAFFacts?_event=&geo_id=16000US4869032
&_geoContext=01000US%7C04000US48%7C16000US4869032&_street=&_county=Southlake
&_cityTown=Southlake


Sage Publication, Inc.


SPIN. (2009). Retrieved from City of Southlake Texas:
http://www.cityofsouthlake.com/SouthlakeGovernment/Boards_and_Commissions/SPIN/What_is_SPIN.asp


APPENDIX

A1: City of Southlake Strategy map
CITY OF SOUTHLAKE

Study Information:
Survey posted on City of Southlake web site; respondents recruited by pre-publicity in regular newsletters and announcements in newsletters sent during data collection (supplemented with telephone recruits if necessary).

LANDING PAGE: http://www.ci.southlake.tx.us/

Sample Specifications:
Sample Source: City Of Southlake Website (Client Sample Code 60)
Incentive: $3
Description of Sample: Survey will be on the City Of Southlake Website. Respondents must live in Southlake.

Sampling Quotas:
- 0 - Quota Set (Counts Only) (Quota Set, Least Fill Counts)
  - 1 - Spin A (Quota Cell)
  - 2 - Spin B (Quota Cell)
  - 3 - Spin C (Quota Cell)
  - 4 - Other (Quota Cell)
- 0 - Terminate Set (Terminate Set, Least Fill Percentage)
  - 1 - DNO1 (Terminate Cell)

P2 - Intro Page

Thank you for agreeing to participate in our survey. Your input is very valuable to the City Of Southlake. It will take about 10 minutes to complete.

If you experience any problems or have any questions about the survey, please contact Celia Flockhart at cflockh@decisionanalyst.com
S1. Do you live in the city limits of Southlake, Texas?
(Choose One Answer)
1. ☐ Yes
2. ☐ No

S2. To help us confirm your residence and so that we can make sure we receive only one survey entry per household, please enter your street address.
(Please Enter Your Street Address Below) [Reporting Type: Text]

S3. What is the number of the Spin Area where you live?
(Choose One Answer From The Drop-Down Box Below)
(Choose One Answer) [Area 1, Area 2, Area 3, Area 4, Area 5, Area 6, Area 7, Area 8, Area 9, Area Sw, Area 10, Area 11, Area 12, Area 13, Area 14, Area 15, Area 16, Don't know/no answer, Not familiar with SPIN areas]

S4. Please tell us the day(s) on which trash (not recycling) is collected in your neighborhood.
Q1 - Overall Quality Of Life

How would you classify the quality of life you experience living in Southlake?

(Choose One Answer)

1. • Excellent
2. • Good
3. • Fair
4. • Poor

Q2 - Changes in Southlake

During the time you have lived in Southlake, do you feel that, as a community in which to live, Southlake has...

(Choose One Answer)

1. • Improved
2. • Stayed the same
3. • Gotten worse

Q3 - Neighborhood Quality Of Life

Now please think specifically about your neighborhood. Overall, how would you rate your neighborhood in terms of quality of life?

(Choose One Answer)
Integrated Citizen Survey Plan for the City of Southlake

P5 - Neighborhood Problems Page

Answer Logic Instructions:
RANDOMIZE ANSWERS
PUT THE ATTRIBUTES IN GROUPS AND RANDOMIZE WITHIN GROUPS.
Q4_1, Q4_2, Q4_3 and Q4_4 (street group), Q4_5 AND Q4_6 (other) and Q4_7, Q4_8, Q4_9, Q4_10, and Q4_11 (crime group)

Q4. Some neighborhoods have problems with various issues, and some neighborhoods do not. How much of an issue are the following problems in your neighborhood?

(Choose One Answer For Each Problem)

<table>
<thead>
<tr>
<th>Major Problem</th>
<th>Minor Problem</th>
<th>Not A Problem At All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4_1 Condition of streets</td>
<td>1 - Excellent</td>
<td>2 - Good</td>
</tr>
<tr>
<td>Q4_2 Condition of sidewalks</td>
<td>1 - Excellent</td>
<td>2 - Good</td>
</tr>
<tr>
<td>Q4_3 On-street parking (crowding)</td>
<td>1 - Excellent</td>
<td>2 - Good</td>
</tr>
<tr>
<td>Q4_4 Speeding on neighborhood streets</td>
<td>1 - Excellent</td>
<td>2 - Good</td>
</tr>
<tr>
<td>Q4_5 Stray animals</td>
<td>1 - Excellent</td>
<td>2 - Good</td>
</tr>
<tr>
<td>Q4_6 Unmowed grass or high weeds</td>
<td>1 - Excellent</td>
<td>2 - Good</td>
</tr>
<tr>
<td>Q4_7 Auto burglaries</td>
<td>1 - Excellent</td>
<td>2 - Good</td>
</tr>
<tr>
<td>Q4_8 Violent crime</td>
<td>1 - Excellent</td>
<td>2 - Good</td>
</tr>
<tr>
<td>Q4_9 Home burglaries</td>
<td>1 - Excellent</td>
<td>2 - Good</td>
</tr>
<tr>
<td>Q4_10 Property crime</td>
<td>1 - Excellent</td>
<td>2 - Good</td>
</tr>
<tr>
<td>Q4_11 Vandalism</td>
<td>1 - Excellent</td>
<td>2 - Good</td>
</tr>
</tbody>
</table>

Q5 - Neighborhood Safety

Q5. Overall, how safe would you feel walking in your neighborhood alone?

(Choose One Answer)

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

P6 - Services Ratings Page
Q6. Now, please think about all of the services provided by cities. Please rate your experience with these services in the past 12 months. You can click on the name of each service for a description.

(Choose One Answer For Each Service)

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>No Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q6_1 Animal control</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_2 City secretary office (information and Records Request)</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_3 Code enforcement</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_4 Emergency medical services (Ambulance)</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_5 Fire services</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_6 Library</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_7 Municipal courts</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_8 Parks and recreation</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_9 Planning department</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_10 Police services</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_11 Public works department</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_12 Senior citizens' services</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_13 Special events</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_14 SPIN services</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_15 Storm water drainage</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_16 Street maintenance</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_17 Trash and recycling collection</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
<tr>
<td>Q6_18 Utility billing office</td>
<td>1 - ☑️</td>
<td>2 - ☑️</td>
<td>3 - ☑️</td>
<td>4 - ☑️</td>
<td>5 - ☑️</td>
</tr>
</tbody>
</table>
Q7. A new contractor for trash and recycling collection began service in May 2007. How has your experience with trash and recycling collection been since May 2007?

(Choose One Answer)
1. ☐ Excellent
2. ☐ Good
3. ☐ Fair
4. ☐ Poor

Q8. In the last 12 months, have you had specific problems with any of the City of Southlake services?

(Choose One Answer)
1. ☐ Yes
2. ☐ No

Q9. Which department or departments did you have a problem with? You can click on the name of each department for a description.

(Choose All Correct Answers)
1. ☐ Animal control
2. ☐ City secretary office
3. ☐ Code enforcement
4. ☐ Emergency medical services / ambulance
5. ☐ Fire services
6. ☐ Library
7. ☐ Municipal courts
8. ☐ Parks and recreation
9. ☐ Planning department
10. ☐ Police services
11. ☐ Public works department
12. ☐ Senior citizens’ services
13. ☐ Special events
14. ☐ SPIN services
P25 - Department Had Problem With Page

Q9B - Department Had Problem With

Answer Logic Instructions:
ASK IF MORE THAN ONE SELECTED AT Q9, OTHERWISE SKIP TO Q10, SHOW RESPONSES FROM Q9, ADD POP-UP WINDOWS WITH EXPLANATIONS OF DEPARTMENTS

Q9B. Which department did you most recently have a problem with? You can click on the name of each department for a description.

(Choose One Answer)
1. ☐ Animal control
2. ☐ City secretary office
3. ☐ Code enforcement
4. ☐ Emergency medical services/ambulance
5. ☐ Fire services
6. ☐ Library
7. ☐ Municipal courts
8. ☐ Parks and recreation
9. ☐ Planning department
10. ☐ Police services
11. ☐ Public works department
12. ☐ Senior citizens’ services
13. ☐ Special events
14. ☐ SPIN services
15. ☐ Storm water drainage
16. ☐ Street maintenance
17. ☐ Trash and recycling collection
18. ☐ Utility billing office
19. ☐ Some other department (Please Type In The Other Department) [Reporting Type = Code]

T5 - Please think about the problem you most recen...

Please think about the problem you most recently experienced when answering the next few questions.
Q10 - Was Problem Reported

Answer Logic Instructions:
SHOW IF MORE THAN ONE SELECTED AT Q9 "Please think about the problem you most recently experienced when answering the next few questions"

Q10. Did you report the problem to the department?

(Choose One Answer)

1. ☐ Yes
2. ☐ No

Q11 - Satisfaction With Handling Problem

Answer Logic Instructions:
ASK IF Q10 CODE 1; OTHERWISE SKIP TO Q12

Q11. Was the problem handled appropriately and to your satisfaction?

(Choose One Answer)

1. ☐ Yes
2. ☐ No

Q12 - How Problem Handled

How was the problem handled?

(Please Type Your Answers In The Box Below. Please Be Specific And Include Details.)

(Reporting Type =Code and Verbatim)

Q12B - What Different

Q12B. What, if anything, would you have liked the department to do differently?
Integrated Citizen Survey Plan for the City of Southlake

(Please Type Your Answers In The Box Below. Please Be Specific And Include Details.)

(Please Type Answer and Verbatim)

Q15 - Services Want Added Page

Q22 - Contact With Employee

Answer Logic Instructions:

MOVE Q22 TO Q24 TO FOLLOW Q122

Q22. Have you had contact with a city employee in the last year?

(Choose One Answer)

1. ☐ Yes
2. ☐ No

Q23 - Department Of Contacted Employee

Answer Logic Instructions:

ASK IF Q22 CODE 1; OTHERWISE SKIP TO Q13; ADD POP-UP WINDOWS WITH DESCRIPTIONS OF DEPARTMENTS

Q23. In what department(s) did the employee(s) with whom you had contact work?

(Choose All Correct Answers)

1. ☐ Animal control
2. ☐ City secretary office
3. ☐ Code enforcement
4. ☐ Emergency medical services / ambulance
5. ☐ Fire services
6. ☐ Library
7. ☐ Municipal courts
8. ☐ Parks and recreation
9. ☐ Planning department
### Q23B - Contact Due To Problems

**Answer Logic Instructions:**

Ask if at least one of Codes 1 to 18 selected at Q23; otherwise, skip to Q13; show codes selected at Q23; add pop-up windows with definitions.

Q23B. Was the contact with the following employee/department(s) due to a problem or concern you were experiencing?

(Choose One Answer For Each Department)

<table>
<thead>
<tr>
<th>Code</th>
<th>Department</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>221b. 1</td>
<td>Animal control</td>
<td>1. ☑</td>
<td>2. ☒</td>
</tr>
<tr>
<td>221b. 7</td>
<td>City secretary office</td>
<td>1. ☑</td>
<td>2. ☒</td>
</tr>
<tr>
<td>221b. 9</td>
<td>Code enforcement</td>
<td>1. ☑</td>
<td>2. ☒</td>
</tr>
<tr>
<td>221b. 6</td>
<td>Emergency medical services/ambulance</td>
<td>1. ☑</td>
<td>2. ☒</td>
</tr>
<tr>
<td>221b. 8</td>
<td>Fire services</td>
<td>1. ☑</td>
<td>2. ☒</td>
</tr>
<tr>
<td>221b. 5</td>
<td>Library</td>
<td>1. ☑</td>
<td>2. ☒</td>
</tr>
<tr>
<td>221b. 7</td>
<td>Municipal courts</td>
<td>1. ☑</td>
<td>2. ☒</td>
</tr>
<tr>
<td>221b. 9</td>
<td>Parks and recreation</td>
<td>1. ☑</td>
<td>2. ☒</td>
</tr>
<tr>
<td>221b. 9</td>
<td>Planning department</td>
<td>1. ☑</td>
<td>2. ☒</td>
</tr>
<tr>
<td>221b. 10</td>
<td>Police services</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>221b. 11</td>
<td>Public works department</td>
<td>1. ☑</td>
<td>2. ☒</td>
</tr>
<tr>
<td>221b. 12</td>
<td>Senior citizens' services</td>
<td>1. ☑</td>
<td>2. ☒</td>
</tr>
<tr>
<td>221b. 13</td>
<td>Special events</td>
<td>1. ☑</td>
<td>2. ☒</td>
</tr>
</tbody>
</table>
Integrated Citizen Survey Plan for the City of Southlake

Q23C - Most Recent Employee Contact

Answer Logic Instructions:

ASK IF MORE THAN ONE SELECTED AT Q23 CODES 1 TO 18; OTHERWISE AUTOPUNCH AND SKIP TO Q24; ADD POP-UP WINDOWS WITH EXPLANATIONS OF SERVICES
SHOW CODES SELECTED AT Q23 RANDOMIZE ANSWERS
RANDOMIZE ANSWERS
RANDOMIZE ANSWERS

Q23C. Thinking about your most recent contact with a city employee, in which department did the employee work?

(Choose One Answer)

1. ☐ Animal control
2. ☐ City secretary office
3. ☐ Code enforcement
4. ☐ Emergency medical services / ambulance
5. ☐ Fire services
6. ☐ Library
7. ☐ Municipal courts
8. ☐ Parks and recreation
9. ☐ Planning department
10. ☐ Police services
11. ☐ Public works department
12. ☐ Senior citizens' services
13. ☐ Special events
14. ☐ SPIN services
15. ☐ Storm water drainage
16. ☐ Street maintenance
17. ☐ Trash and recycling collection
18. ☐ Utility billing office

Logic During Page Submit:

Save the following answers (i.e. Auto-Punch):

---> Q23C Code 1

P17 - Ratings On Employee Contact Page

Q24 - Ratings On Employee Contact
Q24. Please rate your agreement with the following statements about your contact with the city employee from [Insert Question (Q23C) selected answers].

(Choose One Answer For Each Attribute)

| Q24.1 | The employee was courteous |
| 1-  | 2-  | 3-  | 4-  | 5-  | 6-  |
| Q24.2 | My request was directed to the correct department |
| 1-  | 2-  | 3-  | 4-  | 5-  | 6-  |
| Q24.3 | The employee seemed concerned about my issue |
| 1-  | 2-  | 3-  | 4-  | 5-  | 6-  |
| Q24.4 | The employee asked adequate and appropriate questions to understand my issue |
| 1-  | 2-  | 3-  | 4-  | 5-  | 6-  |
| Q24.5 | If the correct employee was not initially available, he or she returned my call within a reasonable amount of time |
| 1-  | 2-  | 3-  | 4-  | 5-  | 6-  |
| Q24.6 | The employee handled my issue adequately |
| 1-  | 2-  | 3-  | 4-  | 5-  | 6-  |
| Q24.7 | The city followed up to ensure that my issues were addressed |
| 1-  | 2-  | 3-  | 4-  | 5-  | 6-  |
| Q24.8 | The employee(s) showed pride and concern for the quality of the work |
| 1-  | 2-  | 3-  | 4-  | 5-  | 6-  |
| Q24.9 | The employee |
| 1-  | 2-  | 3-  | 4-  | 5-  | 6-  |
Q13. When driving in Southlake, how much of a problem do you feel you face in each of the following areas?

(Choose One Answer For Each Problem)

<table>
<thead>
<tr>
<th>Major Problem</th>
<th>Minor Problem</th>
<th>Not A Problem At All</th>
</tr>
</thead>
<tbody>
<tr>
<td>[213_1] Too much traffic on city streets</td>
<td>1 · O</td>
<td>2 · O</td>
</tr>
<tr>
<td>[213_2] Too many stoplights</td>
<td>1 · O</td>
<td>2 · O</td>
</tr>
<tr>
<td>[213_3] Road construction</td>
<td>1 · O</td>
<td>2 · O</td>
</tr>
<tr>
<td>[213_4] Cars speeding on major thoroughfares</td>
<td>1 · O</td>
<td>2 · O</td>
</tr>
<tr>
<td>[213_5] Cars running red lights</td>
<td>1 · O</td>
<td>2 · O</td>
</tr>
<tr>
<td>[213_6] Cars speeding in neighborhood</td>
<td>1 · O</td>
<td>2 · O</td>
</tr>
<tr>
<td>[213_7] Traffic flow in major thoroughfares</td>
<td>1 · O</td>
<td>2 · O</td>
</tr>
</tbody>
</table>

Q14. How would you rate each of the following for the City of Southlake?

(Choose One Answer For Each Area)

<table>
<thead>
<tr>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>[214_1] Availability of sidewalk</td>
<td>1 · O</td>
<td>2 · O</td>
<td>3 · O</td>
</tr>
<tr>
<td>[214_2] Maintenance of medians and right-of-way</td>
<td>1 · O</td>
<td>2 · O</td>
<td>3 · O</td>
</tr>
<tr>
<td>[214_3] Maintenance of streets</td>
<td>1 · O</td>
<td>2 · O</td>
<td>3 · O</td>
</tr>
<tr>
<td>[214_4] Park facility maintenance</td>
<td>1 · O</td>
<td>2 · O</td>
<td>3 · O</td>
</tr>
<tr>
<td>[214_5] Storm water drainage</td>
<td>1 · O</td>
<td>2 · O</td>
<td>3 · O</td>
</tr>
</tbody>
</table>
Q15 - Information Source Ratings

As a City of Southlake resident, how would you rate the following information sources?
(Choose One Answer For Each Information Source)

<table>
<thead>
<tr>
<th>Source</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Have Not Used/Read</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Q15.1) Southlake in Review (Quarterly Citizen Newsletter)</td>
<td>1 · ☑</td>
<td>2 · ☑</td>
<td>3 · ☑</td>
<td>4 · ☑</td>
<td>5 · ☑</td>
</tr>
<tr>
<td>(Q15.2) Newspaper</td>
<td>1 · ☑</td>
<td>2 · ☑</td>
<td>3 · ☑</td>
<td>4 · ☑</td>
<td>5 · ☑</td>
</tr>
<tr>
<td>(Q15.3) Southlake City Cable Station</td>
<td>1 · ☑</td>
<td>2 · ☑</td>
<td>3 · ☑</td>
<td>4 · ☑</td>
<td>5 · ☑</td>
</tr>
<tr>
<td>(Q15.4) Southlake Scene</td>
<td>1 · ☑</td>
<td>2 · ☑</td>
<td>3 · ☑</td>
<td>4 · ☑</td>
<td>5 · ☑</td>
</tr>
<tr>
<td>(Q15.5) City of Southlake Website</td>
<td>1 · ☑</td>
<td>2 · ☑</td>
<td>3 · ☑</td>
<td>4 · ☑</td>
<td>5 · ☑</td>
</tr>
</tbody>
</table>

P12 - Visted Website Page

Q16 - Visted Website

Other than for the purpose of taking this survey, have you ever visited the City of Southlake website?
(Choose One Answer)

1 · ☑ Yes
2 · ☑ No

Q17 - Website Feature Future Usage

Now, we would like to know your opinions about the City of Southlake website. How likely would you be to use each of the following types of features if they were available on the city’s web site?
(Choose One Answer For Each Feature)

<table>
<thead>
<tr>
<th>Feature</th>
<th>Definitely Would Use This Service</th>
<th>Probably Would Use This Service</th>
<th>Might Or Might Not Use This Service</th>
<th>Probably Would Not Use This Service</th>
<th>Definitely Would Not Use This Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Q17.1) Ability to make reservations for parks and recreation facilities</td>
<td>1 · ☑</td>
<td>2 · ☑</td>
<td>3 · ☑</td>
<td>4 · ☑</td>
<td>5 · ☑</td>
</tr>
</tbody>
</table>
Integrated Citizen Survey Plan for the City of Southlake

P13 - Likelihood To Pay Bills Page

Q18 - Likelihood To Pay Bills

Answer Logic Instructions:
ASK IF Q17_2 CODES 1 TO 4; OTHERWISE SKIP TO Q18B

Q18. How likely would you be to pay city bills or fees online if you had to pay a minimal fee to use the online payment system?

(Choose One Answer)

1. ☐ Definitely would not pay online for a minimal fee
2. ☐ Probably would not
3. ☐ Might or might not
4. ☐ Probably would
5. ☐ Definitely would pay online for a minimal fee

Q18B - Likelihood To Pay Bills

Answer Logic Instructions:
ASK IF Q17_3 CODES 1 TO 4; OTHERWISE SKIP TO Q19

Q18B. How likely would you be to pay traffic tickets online if you had to pay a minimal fee to use the online payment system?

(Choose One Answer)

1. ☐ Definitely would not pay online for a minimal fee
2. ☐ Probably would not
3. ☐ Might or might not
4. ☐ Probably would

51 | Page
Q19 - Taxes

How would you rate the taxes you pay to each of the following entities?

(Choose One Answer For Each Entity)

<table>
<thead>
<tr>
<th>Entity</th>
<th>Very Low</th>
<th>Somewhat Low</th>
<th>Moderate</th>
<th>Somewhat High</th>
<th>Very High</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Q19_1) School district</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>(Q19_2) City</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>(Q19_3) County</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

P14 - Support Of Tax Changes Page

Q20 - Support Of Tax Changes

If the following situations required changes in the tax structure, how willing would you be to support these changes?

(Choose One Answer For Each Change)

<table>
<thead>
<tr>
<th>Situation</th>
<th>Very Willing To Support</th>
<th>Somewhat Willing To Support</th>
<th>Not Very Willing To Support</th>
<th>Not At All Willing To Support</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Q20_1) A decrease in city services in order to keep property taxes at the current level</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>(Q20_2) An increase in the property tax rate in order to maintain city services at their current level</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>(Q20_3) An increase in property taxes in order to increase city services</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

P27 - New Page

Q21 - Services Want Added

Answer Logic Instructions:

(ASS IF CODE 1 OR 2 IN Q20_3, OTHERWISE, SKIP TO Q21)

Q21. What city services would you like to see enhanced or public facilities or new programs added in trade for increased property taxes?
P18 - Most Important Issue Page

Q25 - Most Important Issue

**Answer Logic Instructions:**

**CODE FIRST MENTION AND TOTAL MENTIONS**

**Q25.** Now, thinking overall about the City of Southlake, what would you say is the most important issue facing Southlake today?

(Please Type Your Answer In The Box Below)

(Reporting Type - Code and Verbatim)

---

Q26 - Support Of Commercial Development

**Q26.** Are you supportive of continued commercial development in Southlake?

(Choose One Answer)

1. Yes
2. No
3. Don't know

---

P19 - Types Of Development Page

Q27 - Types Of Development

(Multi-line Text Open End)
Q27. What types of retail and commercial development would you like to see in Southlake?
(Please Type Your Answers In The Box Below. Please Be Specific And Include Details.)

Reporting Type = Code and Verbatim

P20 - These last few questions are for classification...

T2 - These last few questions are for classification...

These last few questions are for classification purposes only. It will help us group your answers with those of other residents who may be similar to you.

Q28 - Voting Frequency

Q28. How frequently do you vote in city elections?
(Choose One Answer)
1. Always
2. Sometimes
3. Rarely
4. Never

Q29 - Own Or Rent

Q29. Do you own or rent your primary residence?
(Choose One Answer)
1. Own
2. Rent/Rent
3. Other

Q30 - Internet Access

Q30. What type of Internet connection do you have in your home?
(Choose One Answer)
Integrated Citizen Survey Plan for the City of Southlake

Q31. What is the highest level of education you have completed?
(Choose One Answer)
1. Less than high school
2. High school
3. Trade or technical school
4. Graduated college
5. Graduate degree or higher

Q32. What is your age?
(Choose One Answer)
1. Under 21
2. 21-25
3. 26-35
4. 36-45
5. 50-59
6. 60-74
7. 75 or over

Q33. Do you consider yourself to be...
(Choose One Answer)
1. Caucasian or White
2. African American or Black
3. Hispanic or Latino
4. Asian or Pacific Islander
5. Native American or Alaskan Native
6. Mixed racial background
Q34 - Length Of Time Residing

How long have you lived in Southlake?
(Choose One Answer)
1. ☐ Less than 1 year
2. ☐ One but less than two years
3. ☐ Two but less than three years
4. ☐ Three but less than four years
5. ☐ Four but less than five years
6. ☐ Five but less than seven years
7. ☐ Seven but less than ten years
8. ☐ Ten years or more

Q35 - Income

What is your annual household income, before taxes?
(Choose One Answer)
1. ☐ Under $35,000
2. ☐ $35,000 but under $50,000
3. ☐ $50,000 but under $75,000
4. ☐ $75,000 but under $100,000
5. ☐ $100,000 but under $150,000
6. ☐ $150,000 but under $200,000
7. ☐ $200,000 or over
8. ☐ Prefer not to answer

Q36 - Past Participation

In which of these years have you participated in this survey for the City Of Southlake? It was previously conducted by telephone.
(Choose All Correct Answers)
1. ☐ This is the first time I have participated(exclusive)
2. ☐ 2005
3. ☐ 2002
4. ☐ 1997

Q37 - Anything Else

Answer Logic Instructions:
DO NOT VALIDATE

Q37. Please use the box below to let us know anything else you would like to tell the City Manager about Southlake.
Integrated Citizen Survey Plan for the City of Southlake

(Please type your answers in the box below. Please be specific and include details.)

(Please type +Verbatim+)

Thank you for participating in our survey today.

Please click here to exit this survey

Exit Survey

We are sorry but we are looking for responses from only individuals who live in the City of Southlake.

Please click here to exit this survey

Exit Survey
### A3: Survey Question/Strategy Matrix

<table>
<thead>
<tr>
<th>Question/Strategy</th>
<th>Safety and Security</th>
<th>Mobility</th>
<th>Infrastructure</th>
<th>Performance Management and Service Delivery</th>
<th>Quality of Life Management and Service Delivery</th>
<th>Development Partnerships and Volunteerism</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>S1. Do you live in the city limits of Southlake, Texas?</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S2. To help us confirm your address and so that we make sure we receive only one survey per household, please enter your street address.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>S3. What is the number of the Spin Area where you live?</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>S4. Please tell us the day(s) on which trash (not recycling) is collected in your neighborhood.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q1. How would you classify the quality of life you experience living in Southlake?</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Q2. During the time you have lived in Southlake, do you feel that, as a community in which to live, Southlake has</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Q3. Now please think specifically about your neighborhood. Overall, how would you rate your neighborhood in terms of quality of life?</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Q4. Some neighborhoods have problems with various issues, and some neighborhoods do not. How much of an issue are the following problems in your neighborhood?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Q4_1. Condition of streets</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4_2. Condition of sidewalks</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4_3. On-street parking (crowding)</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4_4. Speeding on neighborhood streets</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4_5. Stray animals</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4_6. Unmowed grass or high weeds</td>
<td></td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4_7. Auto burglaries</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4_8. Violent crime</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4_9. Home burglaries</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4_10. Property crime</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4_11. Vandalism</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q5. Overall, how safe would you feel walking in your neighborhood alone?</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q6. Now, please think about all of the services provided by cities. Please rate your experience with these services in the past 12 months. You can click on the name of each service for a description.</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q7. A new contractor for trash and recycling collection began service in May 2007. How has your experience with trash and recycling collection been since May 2007?</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q8. In the past 12 months, have you had specific problems with any of the City of Southlake services?</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q9. Which department or departments did you have a problem with? You can click on the name of each department for a description.</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q9B. Which department did you most recently have a problem with? You can click on the name of each department for a description.</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q10. Did you report the problem to the department?</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q11. Was the problem handled appropriately and to your satisfaction?</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q12. How was the problem handled?</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Safety and Security

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q12B. What, if anything, would you have liked the department to do</td>
<td></td>
<td></td>
</tr>
<tr>
<td>differently?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q13. When driving in Southlake, how much of a problem do you feel you</td>
<td></td>
<td></td>
</tr>
<tr>
<td>face in each of the following areas?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q13_1. Too much traffic on city streets</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Q13_2. Too many stoplights</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Q13_3. Road construction</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Q13_4. Cars speeding on major thoroughfares</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Q13_5. Cars running red lights</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Q13_6. Cars speeding in neighborhood</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Q13_7. Traffic flow in major thoroughfares</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

## Mobility

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q14. How would you rate each of the following for the City of Southlake?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q14_1. Availability of sidewalk</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Q14_2. Maintenance of median and right-of-way</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Q14_3. Maintenance of streets</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Q14_4. Park facility maintenance</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Q14_5. Storm water drainage</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Q14_6. Street lighting</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

## Infrastructure Performance Management and Service Delivery

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q15. As a City of Southlake resident, how would you rate the following</td>
<td></td>
<td></td>
</tr>
<tr>
<td>information sources?</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Q16. Other than for the purpose of taking this survey, have you ever</td>
<td></td>
<td></td>
</tr>
<tr>
<td>visited the City of Southlake website?</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Q17. Now, we would like to know your opinions about the City of Southlake</td>
<td></td>
<td></td>
</tr>
<tr>
<td>website. How likely would you be to use each of the following types of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>features if they were available on the city’s website?</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Q17_1. Ability to make reservations for parks and recreation facilities</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>and programs</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Q17_2. Ability to pay city bills or fees</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Q17_3. Ability to pay traffic tickets and other fines</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Q17_4. Ability to research development activities</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Q17_5. Ability to watch city council meetings</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Q17_6. Community information</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Q17_7. Property tax information</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Q17_8. Water bill account information</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

## Quality of Development Partnerships and Volunteerism

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q18. How likely would you be to pay city bills or fees online if you had</td>
<td></td>
<td></td>
</tr>
<tr>
<td>to pay a minimal fee to use the online payment system?</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Q18B. How likely would you be to pay traffic tickets online if you had</td>
<td></td>
<td></td>
</tr>
<tr>
<td>to pay a minimal fee to use the online payment service?</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Question</td>
<td>Safety and Security</td>
<td>Mobility</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Q19. How would rate the taxes you pay to each of the following entities?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q20. If the following situations required changes in the tax structure,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>how willing would you be to support these changes?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q21. What city services would you like to see enhanced or public</td>
<td></td>
<td></td>
</tr>
<tr>
<td>facilities or new programs added in trade for increased property taxes?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q22. Have you had contact with a city employee in the last year?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q23. In what departments did the employees with whom you had contact</td>
<td></td>
<td></td>
</tr>
<tr>
<td>work?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q23B. Was the contact with the following employee/department due to a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>problem or concern you were experiencing?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q23C. Thinking about your most recent contact with a city employee, in</td>
<td></td>
<td></td>
</tr>
<tr>
<td>which department did the employee work?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q24. Please rate your agreement with the following statements about</td>
<td></td>
<td></td>
</tr>
<tr>
<td>your contact with the city employee from (insert Question (Q23C)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q25. Now, thinking overall about the City of Southlake, what would you</td>
<td></td>
<td></td>
</tr>
<tr>
<td>say is the most important issue facing Southlake today?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q26. Are you supportive of continued commercial development in Southlake?</td>
<td></td>
<td></td>
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<td>Q27. What types of retail and commercial development would you like to</td>
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<td>see in Southlake?</td>
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<td>Q28. How frequently do you vote in city elections?</td>
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<td>Q29. Do you own or rent your primary residence?</td>
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<td>Q30. What type of internet connection do you have in your home?</td>
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<tr>
<td>Q31. What is the highest level of education you have completed?</td>
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<td>Q32. What is your age?</td>
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<td>Q33. What do you consider yourself to be...?</td>
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<td>Q34. How long have you lived in Southlake?</td>
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<td>Q35. What is your annual household income, before taxes?</td>
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<td>Q36. In which of these years have you participated in this survey for the City of Southlake? It was previously conducted by telephone.</td>
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<td>Q37. Please use the box below to let us know anything else you would like to tell the City Manager about Southlake.</td>
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</tr>
<tr>
<td>Totals</td>
<td>17</td>
<td>14</td>
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</table>
December 7, 2005

Scott Hanson
Decision Analyst, Inc.
604 Avenue H East
Arlington, TX 76011

RE: Agreement for Community Survey Research Project

Dear Mr. Hanson,

This letter is to formalize the agreement between the City of Southlake ("City") and Decision Analyst, Inc., by which Decision Analyst will conduct a telephone study of City residents. The terms of the agreement are as set forth in the following two documents, both attached to this letter:

1. The “Revised Proposal for Community Survey Research,” from Scott Hanson to Jim Blagg, dated November 22, 2005;
2. The accompanying “Terms and Conditions,” as they have been amended by the City of Southlake.

If you agree to these terms, please sign the confirmation line below and return a copy to the City.

Sincerely,

Shana Yelverton
City Manager

AGREED: DATE:

Scott Hanson
Decision Analyst, Inc.

1400 Main Street • Suite 600 • Southlake, Texas 76092
(817) 48-8003 • www.cityofsouthlake.com
To: Jim Blagg
From: Scott Hanson
Date: November 22, 2005
RE: REVISED PROPOSAL FOR COMMUNITY SURVEY RESEARCH

Jim,

Thank you for considering Decision Analyst for this project. We have discussed your objectives and the work we have done in the past for the City of Arlington and are happy to submit a proposal to conduct this research on your behalf.

Based on the numbers we have received from Ben Thatcher and Kim Bush and our experience with the research done for the City of Arlington, we expect that there are about 8,000 residences in the City of Southlake and that they will likely participate in this research at a relatively reasonable rate. We are comfortable suggesting that we will achieve 400 completed interviews within the project timeline.

We understand that you will need a report no later than January 30, 2006 to meet your deadline for presentation to the council on February 13, 2006. Should Decision Analyst be unable to achieve the full approved sample within the specified time period, we will charge a pro-rated fee based on the costs specified in this proposal. The final project cost will be based on the actual number of completes.

Also, given that the Arlington research has been conducted via telephone with some success, we expect to conduct this research via telephone as well. I know that this differs from my initial position, but after speaking with my colleagues here I believe that the telephone approach will work better than I had expected.

General Specifications:

- Telephone study conducted among 25,000 residents (8,000 residences) of the City of Southlake, Texas during the month of January 2006.
  - Data collection will take place from January 3rd to 16th, 2006
- Interviews will last no more than 10 minutes and will address the following issues
  - Knowledge of SPIN areas
  - Experience and satisfaction with city services
  - Experience and satisfaction with online city services and website
  - Identification and rating of problem issues
  - Assessment of Quality of Life, Identification with Southlake, and city involvement
  - Identification and prioritization of unmet needs in city services
  - Demographics

Decision Analyst, Inc.
• Population Assumption: 8,000 residences
• Qualifying Incidence Assumption: 90%
• Response Rate Assumption: 25%
• Interview Completion Rate Assumption: 3 Interviews for 2 Interview Hours (1.5/hour)
• Sample will consist of 400 completed interviews.
• Analyses will focus on comparisons between city segments defined on the basis of SPIN areas and interviewed sample. Comparisons will be conducted at a level that provides a reasonable confidence interval for the sample available with the final determination of comparison levels to be made once the final sample is defined by SPIN area.
  o A sample of 400 respondents should be sufficient to permit comparisons at a multi-SPIN area level. That is, Decision Analyst anticipates being able to combine some subsets of areas for the purposes of comparisons in the analyses.
  o Based on information available about the City of Southlake, Decision Analyst believes that a comparison between three or four city segments, each consisting of two or more SPIN areas, would be both feasible and appropriate in this case.
• Presentation-style report delivered to the City Manager’s Office on the final due date, to be determined on the basis of approval date for this project

Project Cost Estimates
• 400 Completed Telephone interviews
  o $19,500, including NO INCENTIVES, field costs, and a presentation of results.

• Decision Analyst believes that the project will take approximately six weeks to complete. Assuming that the Interview Guide is approved by December 9, the Final Report delivered by January 30, 2008. This schedule assumes three full weeks of fieldwork to achieve the maximum number of completed interviews within the defined timeframe. Of course, time savings in the field will translate into direct time savings in report delivery.
• It is possible that the lack of incentives will lead to an extended field time. Decision Analyst will monitor data collection closely and will update the City Manager’s Office on progress. If response rates fall below reasonable levels, Decision Analyst will contact the City Manager’s Office to discuss options. Options may include one or more of the following:
  o Introduction of incentives to facilitate recruitment to fill the sample
  o Reduction of sample and adjustment of analyses
  o Additional field costs to continue recruitment when response rates have declined

These cost estimates do not include a 10% contingency fee, which would not be spent without prior approval from the City Manager’s Office.

Your written approval to this proposal in the form of an e-mail or a faxed document will be sufficient for me to begin work on this project.

Thank you again for the opportunity to submit a proposal for this project. We look forward to working with you and your team. Please do not hesitate to contact me if you have questions about any part of this proposal or if you require additional information.

Kind regards,

Scott

Decision Analyst, Inc
TERMS AND CONDITIONS

In these Terms and Conditions, “Client” shall mean the City of Southlake, Texas.

1. Proposal Confidentiality And Non-Disclosure. This proposal and the ideas, methods, techniques and prices therein are confidential information owned by, and proprietary to, Decision Analyst. This proposal is intended for the exclusive and private use of Client and its employees; Client agrees not to reveal this proposal and/or its contents to any third party, except as required by law.

2. Use Of Decision Analyst, Inc. Name. Client understands and agrees that written approval from Decision Analyst is required for the use of Decision Analyst’s name in connection with any public release of research data, the substantiation of any advertising claims, or the submission of research data in support of litigation.

3. Professional Standards. All services performed pursuant to this proposal shall be rendered in accordance with the highest professional standards and quality safeguards, as defined by the Council of American Survey Research Organizations (CASRO), the European Society for Opinion and Marketing Research (ESOMAR), and the Advertising Research Foundation (ARF).

4. Ownership Rights. Client shall have sole ownership rights to the results reported by Decision Analyst in connection with this proposal, to all data collected by Decision Analyst under this proposal, and to all questionnaire designs, research methods and models developed specifically for Client as outlined in this proposal. Client shall have no ownership rights to Decision Analyst’s trademarks, branded services and methods, copyrighted questionnaires and rating scales, scoring schemes, mathematical models, estimation methods, computer software, analytical methods, software designs, software source code, research designs, operational processes, and proprietary techniques or methods used to conduct the research outlined in this proposal. Decision Analyst shall own all completed questionnaires and will store them for a period of three months before destruction. The computer data file for this project would be kept by Decision Analyst for a period of at least ten years, and would be available for supplemental analyses at Decision Analyst’s standard hourly rates.

5. Confidentiality. Decision Analyst shall treat all information received from Client during the proposed project as confidential, and shall not disclose or use such information for any purpose other than to fulfill its obligations under this proposal. Decision Analyst shall exercise all reasonable diligence to maintain and protect client’s confidential information, and to prevent the unauthorized use and disclosure thereof by its employees, agents and subcontractors. Client agrees to protect Decision Analyst’s confidential information and confidential methods, and to exercise reasonable diligence to prevent the unauthorized use or disclosure thereof by its employees, agents or suppliers.

6. Nondisclosure. Each party agrees and recognizes that the other party’s methods, procedures, computer programs, proposals, product knowledge, marketing plans and similar information are proprietary and not to be disclosed to any third party without advance written consent of the other party, except as required by law. Both parties agree to exercise reasonable diligence to ensure that its employees, subcontractors, and agents adhere to this nondisclosure provision.

7. Product Liability/Indemnification. Client represents and warrants to Decision Analyst that Client has complied with all applicable laws and regulations regarding any products, materials or services furnished to Decision Analyst, that the value of such products, materials or services furnished to Decision Analyst, that the value of such products,
Integrated Citizen Survey Plan for the City of Southlake

material or services does not exceed $5,000.00, that such products or materials have been examined by Client and found to conform to design or formula specifications which are of acceptable safety standards, and that Decision Analyst will be advised in advance of any possible consumer hazards. Additionally, Client agrees to indemnify and hold Decision Analyst, its officers, employees and agents harmless from all claims, including those for injury or damage arising out of the acceptance and/or use of client’s products, materials or services during the work described in this proposal; and from negligence or willful acts or omissions on the part of client, its employees, agents, and subcontractors; and from breach by client of any of its covenants or obligations under this proposal, except claims arising from Decision Analyst’s negligence, willful acts or omissions. Decision Analyst agrees to indemnify and hold Client and its employees, agents, and subcontractors harmless from any and all claims or suits arising out of libel, slander or defamation; infringement of any copyright or other intellectual property right; piracy, plagiarism or unfair competition; negligence, willful acts or omissions on the part of Decision Analyst, its employees, agents, and subcontractors; or the breach by Decision Analyst of any of its covenants or obligations under this proposal, except to the extent such claims are caused by client negligence, willful acts or omissions.

6. Limitations On Liability. Neither party shall be liable to the other for any indirect, incidental, punitive or consequential damages (including, without limitation, lost profits). This provision does not affect each party’s liability for death, personal injury or property damage caused by its (or its employees’) negligence, willful acts or omissions. Decision Analyst’s liability under this proposal would be limited to the total price of the work quoted in this proposal.

9. Respondent Confidentiality. All marketing research interviewing involves express or implied promises of confidentiality and anonymity for respondents, and respondents’ individual answers. The specific identity of individual respondents (including names, company names, addresses, telephone numbers, email addresses, fax numbers, and other personally identifiable data) is confidential and protected information. Client understands and agrees that Decision Analyst will not disclose respondents’ personal identities or personally identifiable data to Client or to anyone outside of Decision Analyst.

10. Independent Contractor. Decision Analyst is and shall remain an independent contractor. Nothing in this proposal shall be construed to place the parties in an employer-employee relationship, a partnership or joint venture, or a principal-agent relationship. Neither party shall have the power to bind or obligate the other party, nor shall either party pretend to have such authority. No employee of Decision Analyst shall represent himself/herself as being an employee of client.

11. Subcontracting. Decision Analyst may choose to subcontract some portion of this project to affiliated companies or third parties. Decision Analyst will ensure that the quality of services and goods supplied by any subcontractor are substantially equal to those of Decision Analyst and fully conform to the specifications and standards set forth in this proposal.

12. Billing Policy. Decision Analyst’s policy is to submit an invoice for 60% of the project’s cost upon study approval, and a second invoice for the remaining balance upon project completion, subject to pro-rated reduction as provided in the proposal. Client agrees to pay these invoices within 30 days of receipt. Decision Analyst agrees to provide any required refund within 30 days of completion. Any changes in proposal or study specifications made after initial study approval may result in time delays as well as increases in costs. For smaller studies (i.e., less than $10,000), Decision Analyst’s policy is to invoice the whole amount upon study approval.

决策分析研究所，Inc.
13. **Pass-Through Expenses.** Client shall reimburse Decision Analyst for reasonable out-of-pocket expenses, including travel expenses, product purchases required to conduct project, air express shipments, and additional direct expenses incurred as a result of Client requests. Pass-through expenses shall be billed to Client at cost, without any markup.

14. **Time Limits.** This proposal and the prices therein are valid for 90 days from the date of proposal receipt. The completion schedule outlined in the proposal may be affected by Decision Analyst’s workloads at time of proposal approval.

15. **Changes In Specifications.** If the parties agree to amend the specifications outlined in this proposal, a revised cost estimate and revised time schedule will be provided to client.

16. **Cancellation/Postponement.** If this proposal is authorized and approved, but subsequently canceled or postponed, Decision Analyst will invoice the Client or all work performed, or in progress, at the time of cancellation or postponement, plus any cancellation fees from subcontractors, plus Decision Analyst’s pro rata profit for work completed; and Client agrees to pay Decision Analyst for such work.

17. **Circumstances Beyond Control.** Neither Client nor Decision Analyst shall be liable to the other for a failure or delay in performance under this proposal, if such failure or delay is caused by circumstances beyond its reasonable control.

18. **Dispute Resolution.** Decision Analyst will make all efforts to amicably resolve any dispute or disagreement with Client over the project outlined in this proposal. This agreement shall be interpreted and enforced in accordance with the laws and procedures of the State of Texas and the United States of America.

Decision Analyst, Inc.
To: Ben Thatcher  
From: Scott Hanson  
Date: October 2, 2007  
RE: REVISED PROPOSAL FOR COMMUNITY SURVEY RESEARCH

Ben,

I have accepted the changes you made to the proposal. The specifications are provided below for documentation here. If everything is acceptable, please sign below and fax back to me at 817.640.6567.

Thank you again for the opportunity to work with you on this project. We are looking forward to transitioning to the internet and developing an instrument to support the new City of Southlake strategic initiative.

Kind regards,

Scott
General Specifications:

- Internet study among residents of the City of Southlake during the months of October and November 2007
- Interviews will last no more than 15 minutes with two open-ended questions and will address the following types of issues:
  - Knowledge of SPIN areas
  - Experience and satisfaction with city services
  - Experience and satisfaction with online city services and website
  - Assessment of Southlake Strategic Focus Areas:
    - Safety and Security
    - Mobility
    - Infrastructure
    - Performance Management and Service Delivery
    - Quality Development
    - Partnerships and Volunteerism
  - Assessment of Quality of Life, identification with Southlake, and city involvement
  - Identification and prioritization of unmet needs in city services
  - Demographics
- The proposed survey length is slightly longer than previous assessments. The added length is feasible with the move to the Internet and would allow for the expansion of topics to include the new Strategic Focus Areas.
- Survey posted on City of Southlake web site; respondents recruited by pre-publicity in regular newsletters and announcements in newsletters sent during data collection (supplemented with telephone recruits if necessary).
- Qualifying Incidence Assumption: 90%
- Sample will consist of 450 completed interviews, divided equally among three SPIN Regions:
  - SPIN Region A: Areas 1, 2, 3, 4, 5, & 6
  - SPIN Region B: Areas 7, 8, 9e, 9w, 14, & 15
  - SPIN Region C: Areas 10, 11, 12, 13, & 16
- Analyses will focus on comparisons between city segments defined on the basis of SPIN areas and interviewed sample. Comparisons will be conducted at a level that provides a reasonable confidence interval for the sample available with the final determination of comparison levels to be made once the final sample is defined by SPIN area.
  - A sample of 450 respondents should be sufficient to permit comparisons at the SPIN Region level. That is, Decision Analyst anticipates being able to combine areas into the A, B, and C Regions for the purposes of comparisons in the analyses.
  - Data collected in this study will be compared to data collected in 2005, where appropriate.
- Presentation-style report delivered to the City Manager’s Office on the final due date, to be determined on the basis of approval date for this project.

Project Cost Estimates

- **450 Completed Internet Interviews**
  - $19,500, including NO INCENTIVES, field costs (including up to 150 telephone recruits to meet and balance SPIN area quotas), and a presentation of results.
  - These costs assume that at least 300 citizens would visit the city website and complete the survey on their own during the four weeks of data collection. If fewer than 150 telephone recruits are needed to achieve a balanced, analyzable sample, the cost to conduct the study would be reduced by $10 for each completed interview not required to meet the quota of 450.
  - If no telephone recruiting is required, the cost to complete the project would be $18,000.

  *Decision Analyst, Inc.*
If more interviews are required to achieve the desired sample quotas, Decision Analyst will make recommendations regarding trade-offs between costs and sample size.

- Decision Analyst believes that the project will take approximately eight weeks to complete. Assuming that the final questionnaire is approved by October 22, the Final Report will be delivered by December 21, 2007. This schedule assumes four full weeks of fieldwork to achieve the maximum number of completed interviews within the defined timeframe. Of course, time savings in the field will translate into direct time savings in report delivery.

- Decision Analyst will monitor data collection closely and will update the City Manager’s Office on progress. If response rates fall below reasonable levels, Decision Analyst will contact the City Manager’s Office to discuss options. Options may include one or more of the following:
  - Telephone recruitment to the internet survey (beyond the assumed level)
  - Reduction of sample and adjustment of analyses
  - Additional field costs to continue recruitment when response rates have declined

These cost estimates do not include a 10% contingency fee, which would not be spent without prior approval from the City Manager’s Office.

If these project specifications are satisfactory, please sign and fax back to me at 817.640.5557 at your earliest convenience.

Thank you again for this opportunity.

City of Southlake:

By: [Signature]
Name: Jim Blagg
Title: Assistant City Manager
Date: October 3, 2007

Decision Analyst, Inc.

By: [Signature]
Name: J. Scott Hanson, Ph.D.
Title: Senior Research Manager
Date: October 2, 2007
Terms And Conditions

This proposal is submitted subject to the following terms and conditions:

Proposal Confidentiality And Nondisclosure. This proposal and the ideas, methods, techniques and processes herein are confidential information owned by, and proprietary to, Decision Analyst. This proposal is intended for the exclusive and private use of Client and its employees; Client cannot reveal this proposal and/or its contents to any third party without written permission from Decision Analyst. Decision Analyst acknowledges that Client is subject to the Texas Public Information Act, and that any disclosure of information required by that Act shall not be deemed a violation of this provision.

Use Of Decision Analyst, Inc. Name. Client understands and agrees that written approval from Decision Analyst is required for the use of Decision Analyst’s name in connection with any public release of research data, the substantiation of any advertising claims, or the submission of research data in support of litigation.

Professional Standards. All services performed pursuant to this proposal will be rendered in accordance with the highest professional standards and quality safeguards, as defined by the Council of American Survey Research Organizations (CASRO), the European Society for Opinion and Marketing Research (ESOMAR), and the Advertising Research Foundation (ARF). If any services performed by Decision Analyst are found not to equal or exceed these professional standards, then Decision Analyst shall redo the work in question, or refund the amounts paid by Client attributable to such nonconforming services. If the research standards should differ among the three organizations, CASRO guidelines will override the other two.

Intellectual Property. Client will have sole ownership rights to the results reported by Decision Analyst in connection with this proposal, to all data collected by Decision Analyst under this proposal, and to all questionnaire designs, research methods, models, and reports developed specifically for Client and identified as “deliverables” within this proposal. Client will have no ownership rights to Decision Analyst’s work-product, trademarks, branded services and methods, copyrighted questionnaires and rating scales, scoring schemes, mathematical models, estimation methods, computer software, analytical methods, normative scores and databases, software designs, software source code, research designs, operational processes, and proprietary techniques or methods used to conduct the research outlined in this proposal. Decision Analyst will own all completed questionnaires and will store them for a period of three months before destruction. Summaries of data from this project may be added to Decision Analyst’s normative databases, and Decision Analyst will in turn share normative data, wherever relevant, to help improve Client’s interpretation of the results of this project. The computer datafile for this project will be kept by Decision Analyst for a period of at least ten years, and will be available for supplemental analyses at Decision Analyst’s standard hourly rates.

Confidentiality. Decision Analyst will treat all information received from Client during the proposed project as confidential, and will not disclose or use such information for any purpose other than to fulfill its obligations under this proposal. Decision Analyst will exercise all reasonable diligence to maintain and protect Client’s confidential information, and to prevent the unauthorized use and disclosure thereof by its employees, agents, and subcontracts. Client agrees to protect Decision Analyst’s confidential information and confidential methods, and to exercise reasonable diligence to prevent the unauthorized use or disclosure thereof by its employees, agents, or suppliers, subject to the requirements of the Texas Public Information Act.

Nondisclosure. Each party agrees and recognizes that the other party’s methods, procedures, computer programs, proposals, product knowledge, marketing plans, and similar information are proprietary and not to be disclosed to any third party without advance written consent of the other party, except as required by the Texas Public Information Act. Both parties agree to exercise
reasonable diligence to ensure that their employees, subcontractors, and agents adhere to this nondisclosure provision.

**Indemnification.** Client represents and warrants to Decision Analyst that Client has complied with all applicable laws and regulations regarding any products, materials, or services furnished to Decision Analyst for use in this project; that such products or materials have been examined by Client and found to conform to design or formula specifications which are of acceptable safety standards; and that Decision Analyst will be advised in advance of any possible consumer hazards. 

Decision Analyst agrees to indemnify and hold Client and its employees, agents, and subcontractors harmless from any and all claims or suits arising out of libel, slander, or defamation; infringement of any copyright or other intellectual property right; piracy, plagiarism, or unfair competition; negligence, willful acts or omissions on the part of Decision Analyst, its employees, agents, and subcontractors; or the breach by Decision Analyst of any of its covenants or obligations under this proposal, except to the extent such claims are caused by Client's negligence, willful acts, or omissions.

**Client Cooperation.** Client and Decision Analyst agree to cooperate in good faith to achieve the successful and timely completion of the project described in this proposal.

**Limitations On Liability.** Client's liability and Decision Analyst's liability as a result of a breach of this agreement by either party, or as a result of decisions made by either party based on the results of research conducted under this proposal, would be limited to the total price of the work quoted in this proposal. Neither party shall be liable to the other for any indirect, incidental, punitive, or consequential damages (including, without limitation, lost profits). Each party's liability for death, personal injury, or property damage caused by its (or its employees') negligence, willful acts, or omissions are not excluded from the limitations set forth in this paragraph.

**Respondent Confidentiality.** All marketing research interviewing involves express or implied promises of confidentiality and anonymity for respondents, and respondents' individual answers. The specific identity of individual respondents (including names, company names, addresses, telephone numbers, email addresses, fax numbers, and other personally identifiable data) is confidential and protected information. Client understands and agrees that Decision Analyst will not disclose respondents' personal identities or personally identifiable data to Client or to anyone outside of Decision Analyst.

**Independent Contractor.** Decision Analyst is and will remain an independent contractor. Nothing in this proposal should be construed to place the parties in an employer-employee relationship, a partnership or joint venture, or a principal-agent relationship. Neither party shall have the power to bind or obligate the other party, nor shall either party pretend to have such authority. No employee of Decision Analyst shall represent himself/herself as being an employee of Client.

**Subcontracting.** Decision Analyst may choose to subcontract some portion of this project to affiliated companies or third parties. Decision Analyst will ensure that the quality of services and goods supplied by any subcontractor is substantially equal to the services and goods of Decision Analyst, and fully conform to the specifications and standards set forth in this proposal.

**Billing Policy.** Client acknowledges that Decision Analyst's normal policy is to submit an invoice for 60% of the project's estimated cost upon study approval, and a second invoice for the remaining balance upon project completion (i.e. the delivery of "deliverables" as defined in this proposal). For smaller studies (i.e., less than $10,000), Decision Analyst's policy is to invoice the whole amount upon study approval. Client agrees to pay these invoices within 30 days of receipt. Any changes in proposal or study specifications made after initial study approval may result in time delays as well as increases in costs. All prices quoted are exclusive of any sales tax, value-added tax, or other governmental taxes, and Client agrees to pay such taxes, if applicable.

**Pass-Through Expenses.** Client shall reimburse Decision Analyst for reasonable out-of-pocket expenses, including travel expenses, product purchases required to conduct the project, air express
shipments, and additional direct expenses incurred as a result of Client requests. Pass-through expenses will be billed to Client at cost, without any markup.

**Time Limits.** This proposal and the prices herein are valid for 90 days from the date of proposal receipt. The schedule outlined in the proposal might be affected by Decision Analyst’s workload at the time of proposal approval. Once the project is approved by client and an approved questionnaire is available, a firm completion schedule can be established.

**Changes in Specifications.** If the specifications outlined in this proposal change, a revised cost estimate and revised time schedule will be provided to Client. Any services performed by Decision Analyst at Client’s request that are outside the scope of this proposal shall be billed at Decision Analyst’s normal hourly rates for such services.

**Cancellation/Postponement.** If this proposal is authorized and approved, but subsequently cancelled or postponed, Decision Analyst will invoice the Client for all work performed, or in progress, at the time of cancellation or postponement, plus any cancellation fees from subcontractors, plus Decision Analyst’s pro rata profit for work completed, and Client agrees to pay Decision Analyst for such work.

**Term.** This agreement begins on the acceptance date of this proposal and, unless terminated earlier, shall continue in effect until the completion of services required under this proposal, except that the three paragraphs about “Proposal Confidentiality and Nondisclosure,” “Confidentiality,” and “Nondisclosure” begin at receipt of this proposal. Terms or provisions under this agreement that by their nature extend beyond termination or expiration shall remain in effect for five years after completion of this project, and shall apply to the parties’ respective legal representatives, successors, and assigns.

**Circumstances Beyond Control.** Neither Client nor Decision Analyst shall be liable to the other for a failure or delay in performance under this proposal, if such failure or delay is caused by circumstances beyond Client’s or Decision Analyst’s reasonable control.

**Severability.** If any term or provision of this Agreement is determined to be invalid or unenforceable for any reason, all other terms and provisions shall be unaffected and shall remain valid and enforceable.

**No Waiver.** The failure of either party to enforce any provision of this agreement shall not constitute a waiver of such provision, or a waiver of the party’s right to enforce such provision.

**Dispute Resolution.** Decision Analyst will make all efforts to amicably resolve any dispute or disagreement with Client over the project described in this proposal. This agreement shall be interpreted and enforced in accordance with the laws and procedures of the State of Texas and the United States of America, and any litigation or other formal enforcement proceedings related to the agreement shall occur in Tarrant County, Texas.
To: Ben Thatcher  
From: Scott Hanson  
Date: September 29, 2009  
RE: PROPOSAL FOR CITIZENS SURVEY RESEARCH

Ben,

It's been nice catching up again.

I have updated the proposal from 2007 to reflect the current project specifications and needs. I think that between the normal website traffic and your telephone alert capabilities, we should be able to get sufficient participation this year without dedicated telephone recruiting. However, costs for that are included just in case.

We anticipate that the base survey content, including the Strategic Focus Areas, will not change from previous years, but that secondary issues and topics may be adjusted to fit your current needs and those for the Southlake 2030 Plan.

We recommend setting the overall quota at 450 completed interviews with 150 completes in each of the A, B, and C SPIN Regions*. This is similar to samples gathered in 2005 and 2007.

We assume that the City of Southlake will take the following actions to promote the online survey:

- Publicize the community survey to all citizens prior to and during data collection
  - Spread the word via routine semi-monthly resident mailings
  - Utilize the Southlake telephone alert system to notify citizens about the survey
  - Post notices and “teasers” on the city web site at least two weeks prior to launch
  - Continue to publicize it during the data collection phase
- Host the survey on the city web site.

Decision Analyst can assist in constructing the text for citizen publicity, if desired.

In order to prepare and present the survey results in time for the early January 2010 City Council retreat, data collection will occur from mid-October through early-November 2009. In order to achieve the best possible participation rate among citizens, we would like to avoid any overlap with the 2009 holiday season.

* Note: If necessary to balance representation across SPIN Regions, some telephone recruit-to-Internet interviews could be conducted. We have included pricing for this possibility, but we would not initiate that component until the survey had been available on the web site for at least one week.
Integrated Citizen Survey Plan for the City of Southlake

General Specifications:

- Internet study among residents of the City of Southlake during the months of October and November 2009
- Interviews will last no more than 15 minutes with two open-ended questions and will address the following types of issues:
  - Knowledge of updated SPIN areas
  - Experience and satisfaction with city services
  - Experience and satisfaction with online city services and website
  - Assessment of Southlake Strategic Focus Areas:
    - Safety and Security
    - Mobility
    - Infrastructure
    - Performance Management and Service Delivery
    - Quality Development
    - Partnerships and Volunteerism
  - Assessment of Quality of Life, identification with Southlake, and city involvement
  - Identification and prioritization of unmet needs in city services
  - Demographics
- Survey posted on City of Southlake website; respondents recruited by pre-publicity in regular newsletters and telephone alerts and newsletter announcements during data collection (supplemented with telephone recruits if necessary).
- Qualifying Incidence Assumption: 90%
- Sample will consist of 450 completed interviews, divided equally among three SPIN Regions:
  - SPIN Region A: Areas 1, 2, 3, & 4 (Previously 1, 2, 3, 4, 5, & 6)
  - SPIN Region B: Areas 5, 6, 7, & 11 (Previously 7, 8, 9e, 9w, 14, & 15)
  - SPIN Region C: Areas 8, 9, & 10 (Previously 10, 11, 12, 13, & 16)
- Analyses will focus on comparisons between city segments defined on the basis of SPIN areas and interviewed sample. Comparisons will be conducted at a level that provides a reasonable confidence interval for the sample available with the final determination of comparison levels to be made once the final sample is defined by SPIN area.
  - A sample of 450 respondents should be sufficient to permit comparisons at the SPIN Region level. That is, Decision Analyst anticipates being able to combine areas into the A, B, and C Regions for the purposes of comparisons in the analyses.
  - Data collected in this study will be compared to data collected in 2005 and 2007, where appropriate.
- Presentation-style report delivered to the City Manager’s Office on the final due date, to be determined on the basis of approval date for this project.
Project Cost Estimates

- **450 Completed Internet Interviews**
  - $18,500, which assumes no incentives and no telephone recruiting and includes field costs and presentation of results.
  - These costs assume that at least 450 citizens would visit the city website and complete the survey on their own during the four weeks of data collection.
  - If telephone recruiting is required, the cost to complete the project would be based upon the number of additional completes required to achieve the desired sample of 450 (150 per SPIN region). Recruiting would be $10 per additional complete.
  - If more interviews are required to achieve the desired sample quotas, Decision Analyst will make recommendations regarding trade-offs between costs and sample size.

- Decision Analyst believes that the project will take approximately eight weeks to complete. Assuming that the final questionnaire is approved by October 16, the Final Report will be delivered by December 11, 2009. This schedule assumes four full weeks of fieldwork to achieve the maximum number of completed interviews within the defined timeframe. Of course, time savings in the field will translate into direct time savings in report delivery.

- Decision Analyst will monitor data collection closely and will update the City Manager's Office on progress. If response rates fall below reasonable levels, Decision Analyst will contact the City Manager's Office to discuss options. Options may include one or more of the following:
  - Telephone recruitment to the Internet survey (beyond the assumed level)
  - Reduction of sample and adjustment of analyses
  - Additional field costs to continue recruitment when response rates have declined

These cost estimates do not include a 10% contingency fee, which would not be spent without prior approval from the City Manager's Office.

Thank you again for the opportunity to submit a proposal for this project. We look forward to working with you and your team. Please do not hesitate to contact me if you have questions about any part of this proposal or if you require additional information.

If all elements of this proposal are acceptable, please sign below and return via fax (817-640-6557) and regular mail.

We look forward to working with you on this project.

**City of Southlake**  
**Decision Analyst, Inc.**

By: [Signature]  
Name: [Name]  
Title: [Title]

By: [Signature]  
Name: [Name]  
Title: [Title]

Decision Analyst, Inc.
Terms And Conditions

This proposal is submitted subject to the following terms and conditions:

Proposal Confidentiality And Nondisclosure. This proposal and the ideas, methods, techniques and prices herein are confidential information owned by, and proprietary to, Decision Analyst. This proposal is intended for the exclusive and private use of Client and its employees; Client cannot reveal this proposal and/or its contents to any third party without written permission from Decision Analyst.

Use Of Decision Analyst, Inc. Name. Client understands and agrees that written approval from Decision Analyst is required for the use of Decision Analyst's name in connection with any public release of research data, the substantiation of any advertising claims, or the submission of research data in support of litigation.

Professional Standards. All services performed pursuant to this proposal will be rendered in accordance with the highest professional standards and quality safeguards, as defined by the Council of American Survey Organizations (CASRO), the European Society for Opinion and Marketing Research (ESOMAR), and the Advertising Research Foundation (ARF). If any services performed by Decision Analyst are not to equal or exceed these professional standards, then Decision Analyst shall redo the work in question, or refund the amounts paid by Client attributable to such nonconforming services. If the research standards should differ among the three organizations, CASRO guidelines will override the other two.

Intellectual Property. Client will have sole ownership rights to the results reported by Decision Analyst in connection with this proposal, to all data collected by Decision Analyst under this proposal, and to all questionnaire designs, research methods, models, and reports developed specifically for Client and identified as “deliverables” within this proposal. Client will have no ownership rights to Decision Analyst's work-product, trademarks, branded services and methods, copyrighted questionnaires and rating scales, scoring schemes, mathematical models, estimation methods, computer software, analytical methods, normative scores and databases, software designs, software source code, research designs, operational processes, and proprietary techniques or methods used to conduct the research outlined in this proposal. Decision Analyst will own all completed questionnaires and will store them for a period of three months before destruction. Summaries of data from this project may be added to Decision Analyst's normative databases, and Decision Analyst will in turn share normative data, whenever relevant, to help improve Client's interpretation of the results of this project. The computer datafile for this project will be kept by Decision Analyst for a period of at least ten years, and will be available for supplemental analyses at Decision Analyst's standard hourly rates.

Confidentiality. Decision Analyst will treat all information received from Client during the proposed project as confidential, and will not disclose or use such information for any purpose other than to fulfill its obligations under this proposal. Decision Analyst will exercise all reasonable diligence to maintain and protect Client's confidential information, and to prevent the unauthorized use and disclosure thereof by its employees, agents, and subcontractors. Client agrees to protect Decision Analyst's confidential information and confidential methods, and to exercise reasonable diligence to prevent the unauthorized use or disclosure thereof by its employees, agents, or suppliers.

Nondisclosure. Each party agrees and recognizes that the other party's methods, procedures, computer programs, proposals, product knowledge, marketing plans, and similar information are proprietary and not to be disclosed to any third party without advance written consent of the other party. Both parties agree to exercise reasonable diligence to ensure that their employees, subcontractors, and agents adhere to this nondisclosure provision.

Decision Analyst, Inc.
Indemnification. Client represents and warrants to Decision Analyst that Client has complied with all applicable laws and regulations regarding any products, materials, or services furnished to Decision Analyst for use in this project; that such products or materials have been examined by Client and found to conform to design or formula specifications which are of acceptable safety standards; and that Decision Analyst will be advised in advance of any possible consumer hazards. Additionally, Client agrees to indemnify and hold Decision Analyst, its officers, employees, and agents harmless from all claims, including those for injury or damage arising out of the acceptance and/or use of Client's products, materials, or services during the work described in this proposal; from injury or damage to study participants if they are required to travel or engage in specific activities in the course of executing this project; and from negligence or wilful acts or omissions on the part of Client, its employees, agents, and subcontractors; and from breach by Client of any of its covenants or obligations under this proposal, except claims arising from Decision Analyst's negligence, wilful acts, or omissions.

Decision Analyst agrees to indemnify and hold Client and its employees, agents, and subcontractors harmless from any and all claims or suits arising out of libel, slander, or defamation; infringement of any copyright or other intellectual property right; piracy, plagiarism, or unfair competition; negligence, wilful acts or omissions on the part of Decision Analyst, its employees, agents, and subcontractors; or the breach by Decision Analyst of any of its covenants or obligations under this proposal, except to the extent such claims are caused by Client's negligence, wilful acts, or omissions.

Client Cooperation. Client and Decision Analyst agree to cooperate in good faith to achieve the successful and timely completion of the project described in this proposal.

Limitations On Liability. Client's liability and Decision Analyst's liability as a result of a breach of this agreement by either party, or as a result of decisions made by either party based on the results of research conducted under this proposal, would be limited to the total price of the work quoted in this proposal. Neither party shall be liable to the other for any indirect, incidental, punitive, or consequential damages (including, without limitation, lost profits). Each party's liability for death, personal injury, or property damage caused by its (or its employees') negligence, wilful acts, or omissions is not excluded from the limitations set forth in this paragraph.

Respondent Confidentiality. All marketing research interviewing involves express or implied promises of confidentiality and anonymity for respondents, and respondents' individual answers. The specific identity of individual respondents (including names, company names, addresses, telephone numbers, email addresses, fax numbers, and other personally identifiable data) is confidential and protected information. Client understands and agrees that Decision Analyst will not disclose respondents' personal identities or personally identifiable data to Client or to anyone outside of Decision Analyst.

Independent Contractor. Decision Analyst is and will remain an independent contractor. Nothing in this proposal should be construed to place the parties in an employer-employee relationship, a partnership or joint venture, or a principal-agent relationship. Neither party shall have the power to bind or obligate the other party, nor shall either party pretend to have such authority. No employee of Decision Analyst shall represent himself/herself as being an employee of Client.

Subcontracting. Decision Analyst may choose to subcontract some portion of this project to affiliated companies or third parties. Decision Analyst will ensure that the quality of services and goods supplied by any subcontractor is substantially equal to the services and goods of Decision Analyst, and fully conform to the specifications and standards set forth in this proposal.

Billing Policy. Client acknowledges that Decision Analyst's normal policy is to submit an invoice for 60% of the project's estimated cost upon study approval, and a second invoice for the remaining balance upon project completion (i.e., the delivery of "deliverables" as defined in this proposal). For smaller studies (i.e., less than $10,000), Decision Analyst's policy is to invoice the whole amount upon study approval. Client agrees to pay these invoices within 30 days of receipt. Any changes in Decision Analyst, Inc.
proposal or study specifications made after initial study approval may result in time delays as well as increases in costs. All prices quoted are exclusive of any sales tax, valued-added tax, or other governmental taxes, and Client agrees to pay such taxes, if applicable.

**Pass-Through Expenses.** Client shall reimburse Decision Analyst for reasonable out-of-pocket expenses, including travel expenses, product purchases required to conduct the project, air express shipments, and additional direct expenses incurred as a result of Client requests. Pass-through expenses will be billed to Client at cost, without any markup.

**Time Limits.** This proposal and the prices herein are valid for 90 days from the date of proposal receipt. The schedule outlined in the proposal might be affected by Decision Analyst's workload at the time of proposal approval. Once the project is approved by client and an approved questionnaire is available, a firm completion schedule can be established.

**Changes In Specifications.** If the specifications outlined in this proposal change, a revised cost estimate and revised time schedule will be provided to Client. Any services performed by Decision Analyst at Client's request that are outside the scope of this proposal shall be billed at Decision Analyst's normal hourly rates for such services.

**Cancellation/Postponement.** If this proposal is authorized and approved, but subsequently cancelled or postponed, Decision Analyst will invoice the Client for all work performed, or in progress, at the time of cancellation or postponement, plus any cancellation fees from subcontractors, plus Decision Analyst's pro rata profit for work completed and Client agrees to pay Decision Analyst for such work.

**Term.** This agreement begins on the acceptance date of this proposal and, unless terminated earlier, shall continue in effect until the completion of services required under this proposal, except that the three paragraphs about "Proposal Confidentiality and Nondisclosure," "Confidentiality," and "Nondisclosure" begin at receipt of this proposal. Terms or provisions under this agreement that by their nature extend beyond termination or expiration shall remain in effect for five years after completion of this project, and shall apply to the parties' respective legal representatives, successors, and assigns.

**Circumstances Beyond Control.** Neither Client nor Decision Analyst shall be liable to the other for a failure or delay in performance under this proposal, if such failure or delay is caused by circumstances beyond Client's or Decision Analyst's reasonable control.

**Severability.** If any term or provision of this Agreement is determined to be invalid or unenforceable for any reason, all other terms and provisions shall be unaffected and shall remain valid and enforceable.

**No Waiver.** The failure of either party to enforce any provision of this agreement shall not constitute a waiver of such provision, or a waiver of the party's right to enforce such provision.

**Dispute Resolution.** Decision Analyst will make all efforts to amicably resolve any dispute or disagreement with Client over the project described in this proposal. If Client and Decision Analyst cannot resolve the dispute themselves, then the disagreement shall be resolved by binding arbitration conducted in accordance with the Commercial Arbitration Rules of the American Arbitration Association, and/or the International Dispute Resolution Procedures of the American Arbitration Association. This agreement shall be interpreted and enforced in accordance with the laws and procedures of the State of Texas and the United States of America.