



City of High Point

Planning & Development Department

Review Customer Survey Report

Conducted November 2010

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City of High Point

Planning & Development Department

Review Customer Survey Report

Purpose and Scope:

Survey research represents one method of collecting important opinion information from your citizens. Properly conducted survey research helps convert citizen opinion information into clear “messages” to you about what your citizens expect from you and believe about you as a supplier of services.

The purpose of this survey is to obtain citizen opinion information regarding services provided by the City of High Point, and to help identify important “messages” from your citizens that can assist you in decision making. Specifically, the principle goals of this survey might be summarized as follows:

- ◆ Identify where the Review process works well. These items have a positive influence on customer satisfaction and are the things you want to retain.
- ◆ Identify areas for improvement that can negatively impact customer satisfaction.
- ◆ Identify the priorities of your customers.
- ◆ Establish a baseline of customer opinions that can be trended over time to determine if satisfaction and priorities are changing.

Survey Description:

The survey is divided into **two** principle parts:

- 1. Customer Opinion Statements**
- 2. Open Ended Questions.**

1. *Customer Opinion Statements*: Several categories of statements were included in the survey to provide a wide array of respondents' opinions. These categories include:
 - General statements reflecting broad gauge satisfaction ratings
 - TRC Plan Reviewers
 - Planners
 - Other General Items (timeliness of work, regulations, meetings, etc.)

2. *Open Ended Questions*: Written comments were also captured. Comments provide an opportunity for respondents to reveal information of importance that was not specifically asked for in the survey. They also lend value to the interpretation of ratings by providing a better sense of context or supportive evidence that enriches the interpretation.

Survey Construction:

Care has been taken in the construction of this survey to help ensure citizen opinion information is gathered in an appropriate manner. In particular, the following characteristics of surveys, which are known to influence the accuracy of the information received, were considered during construction. These include:

1. Wording of Statements	<ul style="list-style-type: none">◆ Statements are kept brief to reduce the amount of reading required.◆ Statements are reviewed for ambiguity to ensure they convey only one meaning where possible.◆ Statements are designed to be neutral or slightly positive.◆ Each statement ideally covers only one idea to be rated.
2. Statement Order	<ul style="list-style-type: none">◆ When possible, statements are put in order from the most general to the most specific. This is done to avoid raising specific issues early that may positively or negatively influence responses on more general statements that follow.◆ Statements are grouped with other statements into similar categories.◆ More emotionally charged statements to be rated are generally placed toward the end of a category, or the end of the survey since they can influence ratings on other less emotionally charged issues.
3. Instructions	<ul style="list-style-type: none">◆ Instructions provided at the beginning of the survey clearly indicate the purpose for the survey. The instructions also assure respondents that confidentiality will be preserved, and described when and how to return the survey.
4. Rating Scale	<ul style="list-style-type: none">◆ A 7 point scale is used for rating purposes. This type of scale supports a multitude of parametric statistical tests that are most useful in evaluating and prioritizing the strengths and areas for improvement.

- ◆ ***A copy of the survey used is presented at the end of this report.***

Survey Distribution:

Approximately 135 surveys were distributed to customers via first class US Mail. The surveys were mailed by Insight Research, Inc. Any undeliverable envelopes should have been returned to the City by the USPS.

A cover letter was included with the survey. The letter included:

- ◆ The reason for the survey
- ◆ How and when to complete the survey
- ◆ Guarantee of anonymity by using an independent research firm

Recipients were given a pre-stamped return envelope for return of their survey to Insight Research.

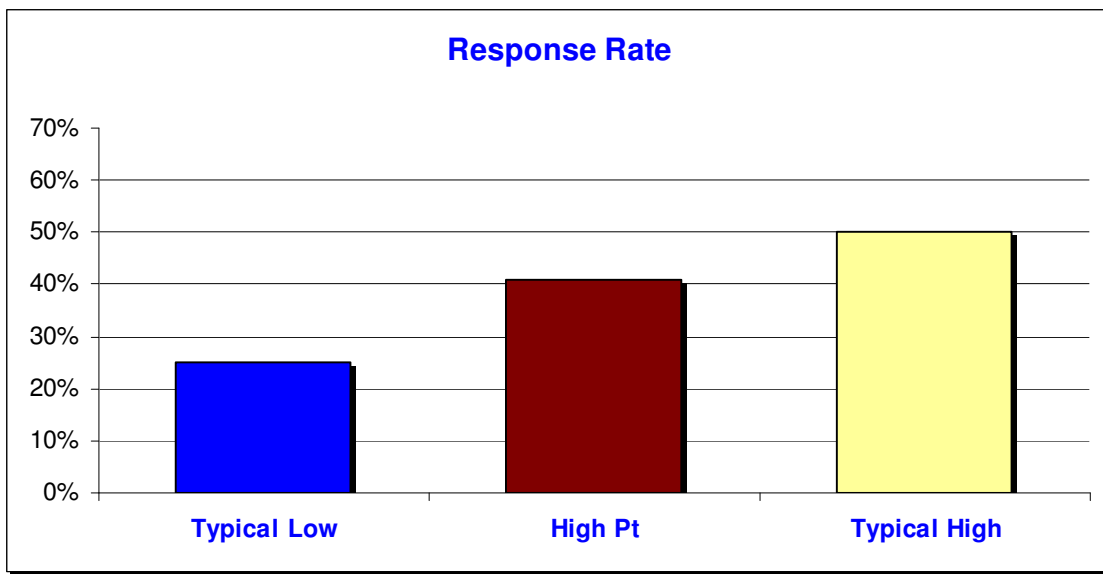
About one week before the surveys were mailed out, phone calls were made to recipients by the City of High Point. This call informed them that a survey was forthcoming and they were asked to complete the survey.

About one week after the surveys were distributed, a reminder postcard was also mailed to each survey recipient.

RESULTS

Response Information:

Of the approximately 135 surveys that were actually delivered, 55 surveys were returned, for a total response rate of about 41%. This is a very good response and is more than sufficient to achieve the goals of the study as summarized on page 2. Surveys such as this (with a phone call and a reminder postcard) very often yield response rates of between 25 and 50 percent.



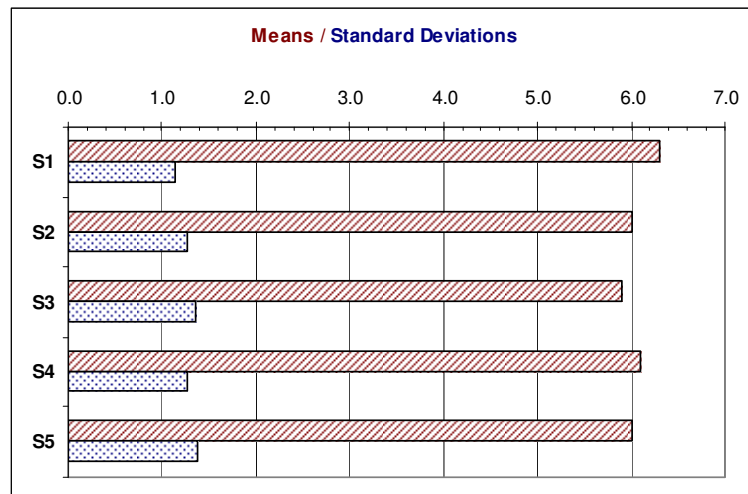
Findings:

The following section of this report is designed to provide information about the results for each statement on the survey that was rated on the 7-point scale. Both a table and graph of the results are provided for each category of statements.

Table Description: The following information is included in the Tables:

Valid N	◆ Refers to the 'Number' of people responding to the statement or question.
Mean	◆ Refers to the 'Average' rating received from all respondents who rated the statement.
Median	◆ Refers to the 'Middlemost' score in a list of rank ordered scores, above and below which 50% of the scores lie.
Standard Deviation	◆ Refers to a measure of the amount of variability there is in the responses above and below the average. For example, a smaller standard deviation indicates less variability, and thus more agreement among respondents than a larger standard deviation indicates. (<i>See Appendix B for more detailed description of the Standard Deviation</i>).

Graph Description: Graphs showing the averages and standard deviations for each statement are provided. The longer bar represents the average (or mean) and the shorter bar represents the standard deviation.

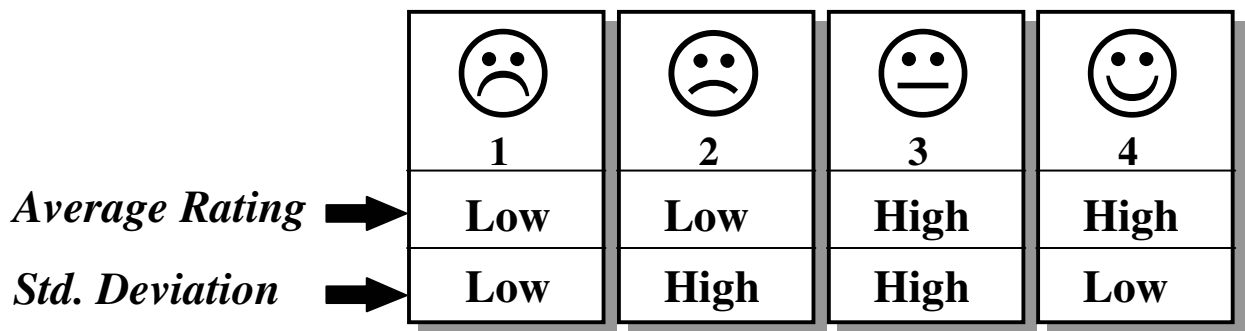


Interpreting the Ratings

Two questions often asked in survey research are; “What is a good score, and how do I know where my real areas for improvement are?”. Although every organization is different, a general theme in the opinion research literature indicates that “good” is not always “good enough”. That is to say, although an average rating of a ‘4’ on a 7-point scale may be perceived to be a “neutral” or even a “good” rating, it actually takes a much higher average rating to increase the likelihood that people are satisfied. Consequently, it is good practice to aim for the highest average possible.

At Insight Research, Inc., we have found it useful to suggest a target average of 5.5 or better for satisfaction statements for most industries. Scores lower below the target do not necessarily indicate a problem, but should be considered as areas for potential improvement that are worthy of attention. For local governments, however, achieving a rating of 5.5 is often difficult; most average closer to 5.2. One reason for this difficulty might be that unlike most organizations in the private sector, a government usually keeps (rather than loses) most of their “unhappy customers”.

In addition, as mentioned earlier, low standard deviations reflect more agreement among respondents. As a result, it is most desirable to have a high “average” rating and a low “standard deviation”. This would indicate that most people agree that the rating should be high. A good rule of thumb suggests that standard deviations of 1.2 or less are desirable. The following diagram illustrates the relationship between the “average” and “standard deviation” with blocks 1 to 4 reflecting “Least Desirable” to “Most Desirable” in that order.



Section One: (General)

The following table and graph reflect the ratings of the first 3 statements on the survey.

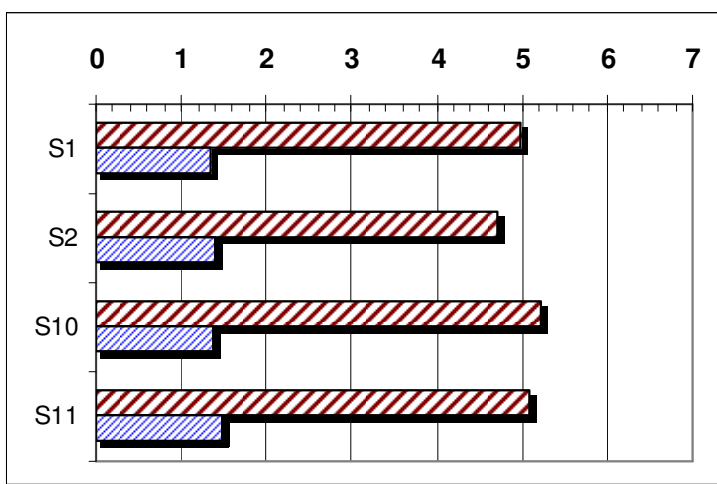
Statement 1 is particularly important, since it serves as a general “overall” impression of satisfaction with the review process, *to which* many other statements contribute. The results indicate that, in general, customers are satisfied with the High Point development review process, though not strongly so (**Statement 1** had a **mean** of about 5.0, which is well above the midpoint of 4.0, though a bit below our suggested minimum target of 5.2). The **median** (middlemost answer) of ‘5’ tells us at least 50 percent of the respondents rated this statement a ‘5’ or higher, while at least half of the respondents gave a rating of ‘5’ or lower (See page 15). The **standard deviation** of 1.34 indicates a typical amount of variability in the answers. Keep in mind that the less variability in the answers, the better.

Statement 2 received a somewhat weaker rating, while **S10** and **S11** did a bit better.

See the Distributions of Ratings, later in this report.

	Statements 1 = Strongly Disagree; 7 = Strongly Agree	Valid N (Number Responding)	Mean (Average Rating)	Median (Middlemost Score)	Std. Dev. (Amount of Variability)
S1	Overall, I am satisfied with High Point’s development review process.	55	4.98	5.0	1.34
S2	In general, High Point’s development review process is easy to navigate.	54	4.72	5.0	1.41
S10	In general, the City reviews plans within the indicated timeframe.	55	5.22	6.0	1.38
S11	I feel that the City’s development review process is fair.	53	5.08	6.0	1.48

1 = Strongly Disagree and 7 = Strongly Agree



Long bars: mean (average)
Short bars: standard deviation

Section Two: (TRC Plan Reviewers)

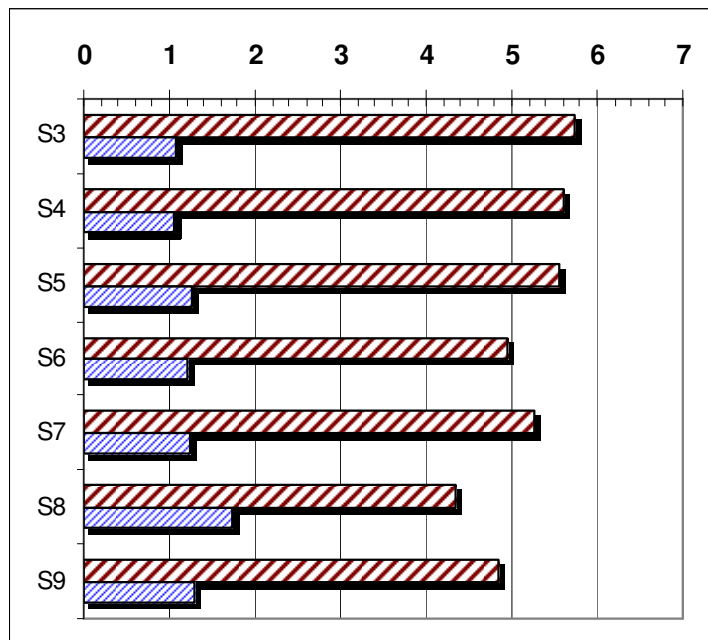
The plan reviewers received generally good and consistent ratings from respondents (See the relatively low standard deviation for most items here). The ratings for Statements 3, 4, and 5 were quite good.

A few items here might be targeted for discussion or possible improvement. For example, Statement 8 received the lowest rating on the survey.

See the Distributions of Ratings, later in this report.

	Statements 1 = Strongly Disagree; 7 = Strongly Agree	Valid N (Number Responding)	Mean (Average Rating)	Median (Middlemost Score)	Std. Dev. (Amount of Variability)
S3	The TRC plan reviewers are courteous.	53	5.74	6.0	1.08
S4	The TRC plan reviewers are knowledgeable.	55	5.60	6.0	1.06
S5	The TRC plan reviewers are helpful.	55	5.56	6.0	1.26
S6	The TRC plan reviewers provide timely answers to my questions.	55	4.95	5.0	1.22
S7	The TRC plan reviewers are thorough with their reviews.	55	5.27	6.0	1.24
S8	The TRC plan reviewers provide options.	54	4.35	5.0	1.74
S9	The TRC plan reviewers are available, when needed.	55	4.85	5.0	1.28

1 = Strongly Disagree and 7 = Strongly Agree



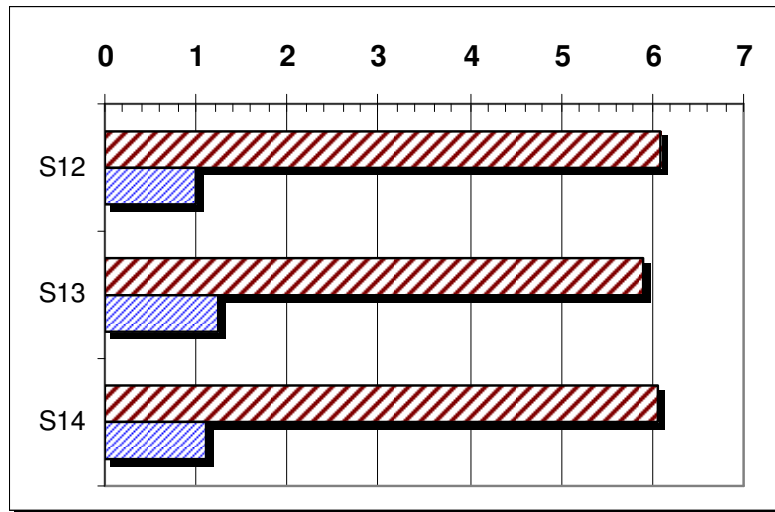
Section Three: (Planners)

The Planners statements received some of the highest ratings on the survey (**Statement 12** and **Statement 14**). Congratulations on these fine results. Planners were considered to be courteous, helpful and professional. In addition, the standard deviations were all under 1.25, indicating good consistency in the answers.

See the Distributions of Ratings, later in this report.

	Statements 1 = Strongly Disagree; 7 = Strongly Agree	Valid N (Number Responding)	Mean (Average Rating)	Median (Middlemost Score)	Std. Dev. (Amount of Variability)
S12	The planners are courteous.	54	6.07	6.0	0.99
S13	The planners are helpful.	54	5.89	6.0	1.24
S14	The planners are professional.	54	6.06	6.0	1.11

1 = Strongly Disagree and 7 = Strongly Agree



Long bars: mean (average)
 Short bars: standard deviation

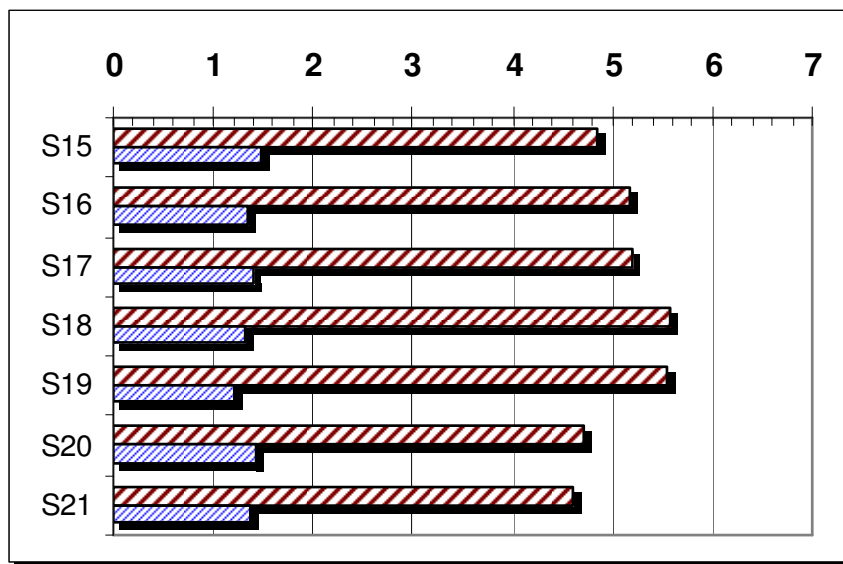
Section Four: (Other General Issues)

A number of items in this section received good ratings, while some also received lower ratings than would be desired. For example, **Statements 15** and **20** might be improved through improved communication.

The meetings appear to be quite useful to most respondents.

	Statements 1 = Strongly Disagree; 7 = Strongly Agree	Valid N (Number Responding)	Mean (Average Rating)	Median (Middlemost Score)	Std. Dev. (Amount of Variability)
S15	The City does a good job keeping me informed about my plan under review.	54	4.85	5.0	1.48
S16	The City provides plan review results to me in a timely manner.	55	5.16	5.0	1.36
S17	The TRC's posted comments are generally clear (easy to understand).	54	5.19	6.0	1.40
S18	I find the TRC review meetings to be useful.	53	5.58	6.0	1.32
S19	The City's regulations/standards are available in writing.	52	5.56	6.0	1.21
S20	The City's regulations/standards are easy to understand.	53	4.70	5.0	1.44
S21	The review fees are reasonable for the service provided.	54	4.61	4.0	1.37

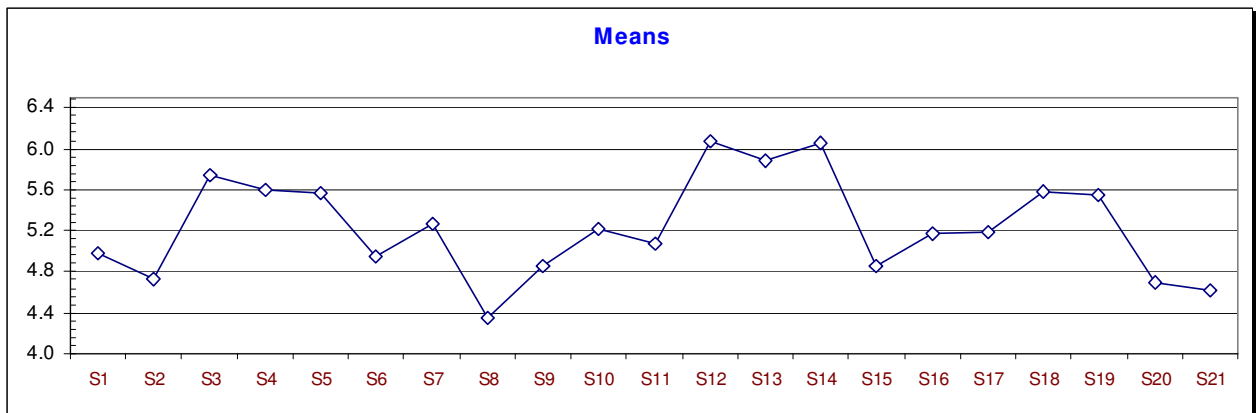
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All Statements in One Table

	Statements	Valid N	Mean	Median	Std. Dev.
	1 = Strongly Disagree; 7 = Strongly Agree	(Number Responding)	(Average Rating)	(Middlemost Score)	(Amount of Variability)
S1	Overall, I am satisfied with High Point's development review process.	55	4.98	5.0	1.34
S2	In general, High Point's development review process is easy to navigate.	54	4.72	5.0	1.41
S3	The TRC plan reviewers are courteous.	53	5.74	6.0	1.08
S4	The TRC plan reviewers are knowledgeable.	55	5.60	6.0	1.06
S5	The TRC plan reviewers are helpful.	55	5.56	6.0	1.26
S6	The TRC plan reviewers provide timely answers to my questions.	55	4.95	5.0	1.22
S7	The TRC plan reviewers are thorough with their reviews.	55	5.27	6.0	1.24
S8	The TRC plan reviewers provide options.	54	4.35	5.0	1.74
S9	The TRC plan reviewers are available, when needed.	55	4.85	5.0	1.28
S10	In general, the City reviews plans within the indicated timeframe.	55	5.22	6.0	1.38
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S16	The City provides plan review results to me in a timely manner.	55	5.16	5.0	1.36
S17	The TRC's posted comments are generally clear (easy to understand).	54	5.19	6.0	1.40
S18	I find the TRC review meetings to be useful.	53	5.58	6.0	1.32
S19	The City's regulations/standards are available in writing.	52	5.56	6.0	1.21
S20	The City's regulations/standards are easy to understand.	53	4.70	5.0	1.44
S21	The review fees are reasonable for the service provided.	54	4.61	4.0	1.37

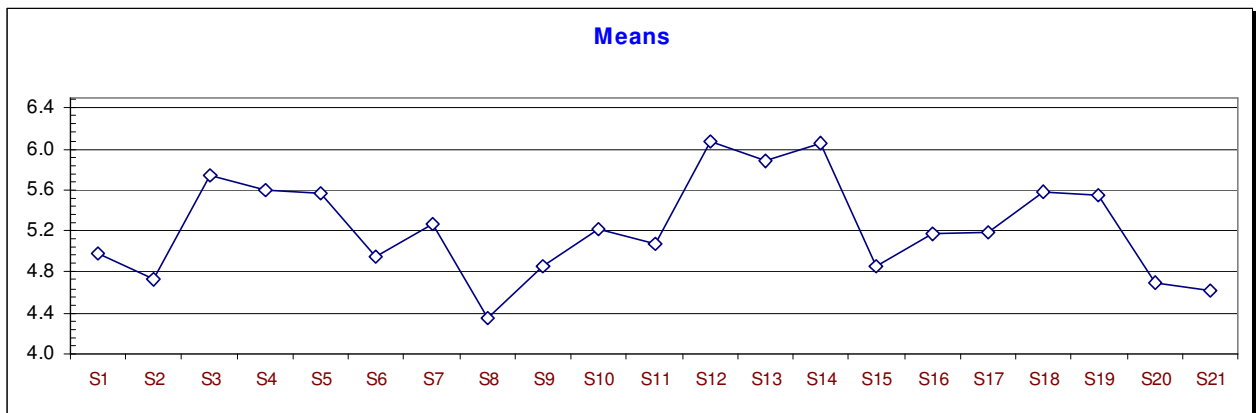
Averages (Means) for All 21 Statements



All Statements in One Table (Ranked - Highest to Lowest)

	Statements	Valid N	Mean	Median	Std. Dev.
	1 = Strongly Disagree; 7 = Strongly Agree	(Number Responding)	(Average Rating)	(Middlemost Score)	(Amount of Variability)
S12	The planners are courteous.	54	6.07	6.0	0.99
S14	The planners are professional.	54	6.06	6.0	1.11
S13	The planners are helpful.	54	5.89	6.0	1.24
S3	The TRC plan reviewers are courteous.	53	5.74	6.0	1.08
S4	The TRC plan reviewers are knowledgeable.	55	5.60	6.0	1.06
S18	I find the TRC review meetings to be useful.	53	5.58	6.0	1.32
S5	The TRC plan reviewers are helpful.	55	5.56	6.0	1.26
S19	The City's regulations/standards are available in writing.	52	5.56	6.0	1.21
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S10	In general, the City reviews plans within the indicated timeframe.	55	5.22	6.0	1.38
S17	The TRC's posted comments are generally clear (easy to understand).	54	5.19	6.0	1.40
S16	The City provides plan review results to me in a timely manner.	55	5.16	5.0	1.36
S11	I feel that the City's development review process is fair.	53	5.08	6.0	1.48
S1	Overall, I am satisfied with High Point's development review process.	55	4.98	5.0	1.34
S6	The TRC plan reviewers provide timely answers to my questions.	55	4.95	5.0	1.22
S9	The TRC plan reviewers are available, when needed.	55	4.85	5.0	1.28
S15	The City does a good job keeping me informed about my plan under review.	54	4.85	5.0	1.48
S2	In general, High Point's development review process is easy to navigate.	54	4.72	5.0	1.41
S20	The City's regulations/standards are easy to understand.	53	4.70	5.0	1.44
S21	The review fees are reasonable for the service provided.	54	4.61	4.0	1.37
S8	The TRC plan reviewers provide options.	54	4.35	5.0	1.74

Averages (Means) for All 21 Statements

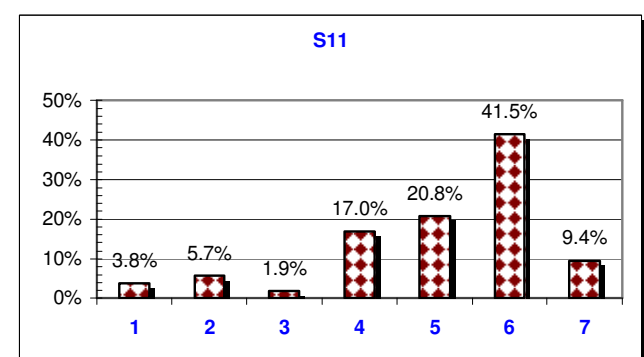
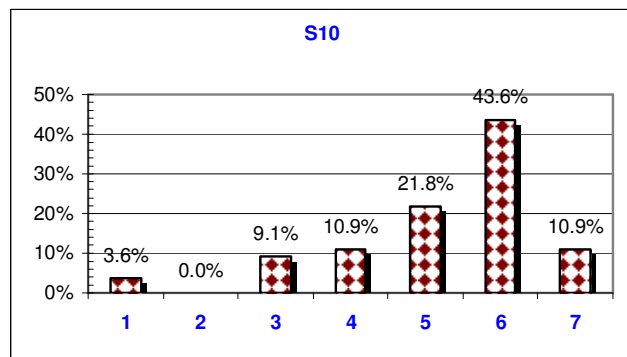
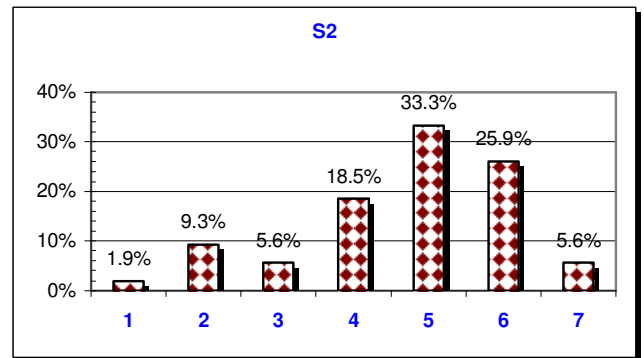
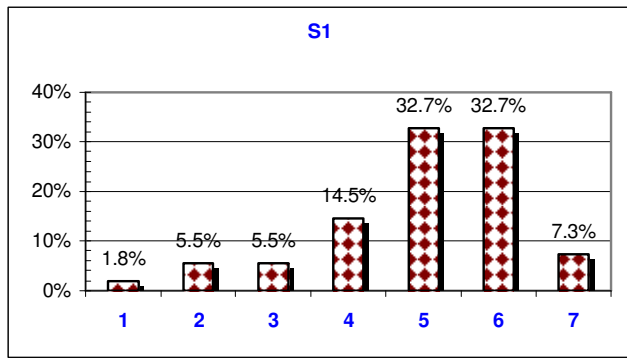


Distributions of Ratings (A Different View of the Data):

The following graphs are presented to show the percentage of respondents who rated each statement a 1, 2, 3, 4, 5, 6, or 7. By showing the distributions of responses in this manner, you can gain a better appreciation for the 'standard deviation' associated with each statement. Thus, for example, the distribution of ratings for a statement with a smaller standard deviation will show a lot of respondents rating that statement similarly (within a point or two). The distribution will be more spread out across the 1 to 7 scale when a statement has a *large* standard deviation.

General:

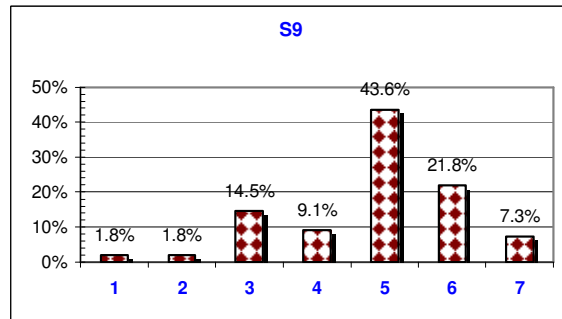
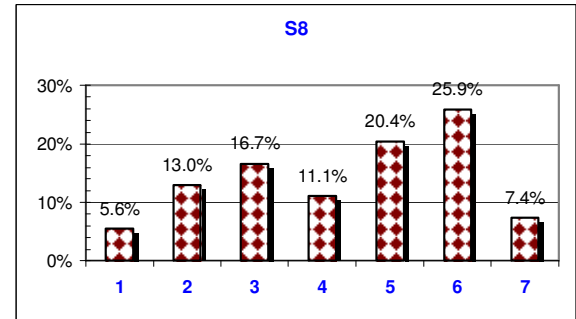
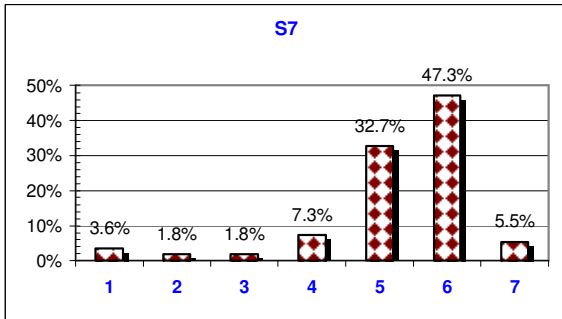
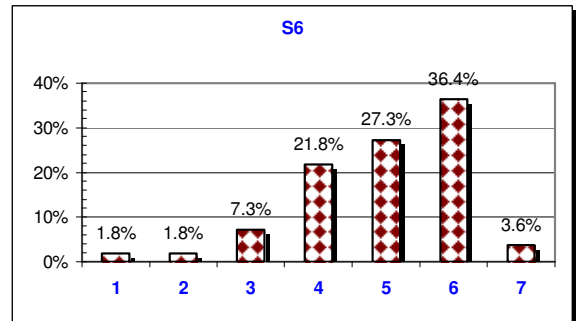
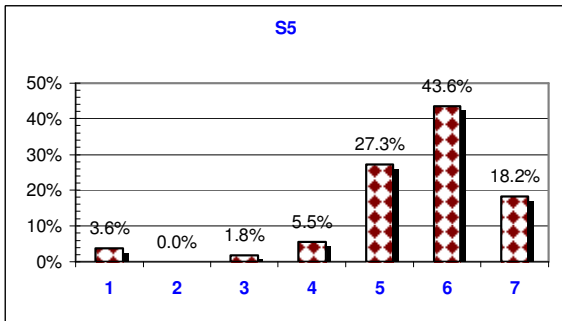
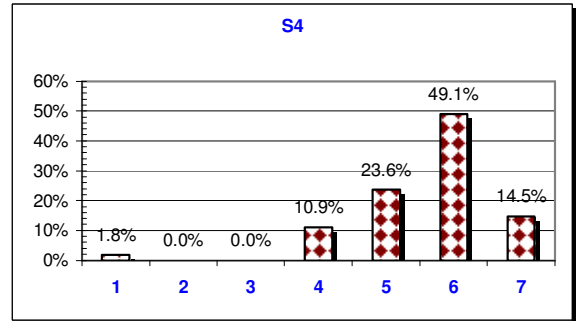
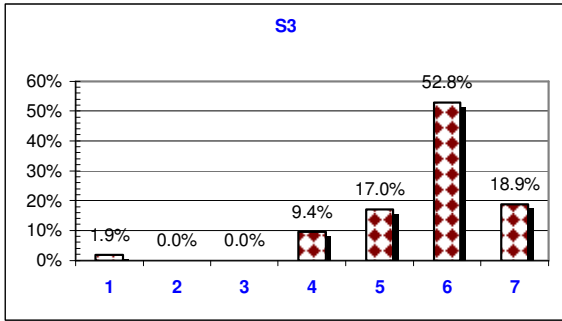
	Statements	Ave.
S1	Overall, I am satisfied with High Point's development review process.	4.98
S2	In general, High Point's development review process is easy to navigate.	4.72
S10	In general, the City reviews plans within the indicated timeframe.	5.22
S11	I feel that the City's development review process is fair.	5.08



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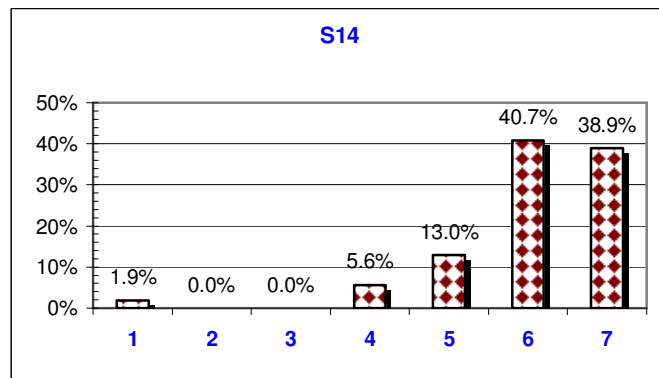
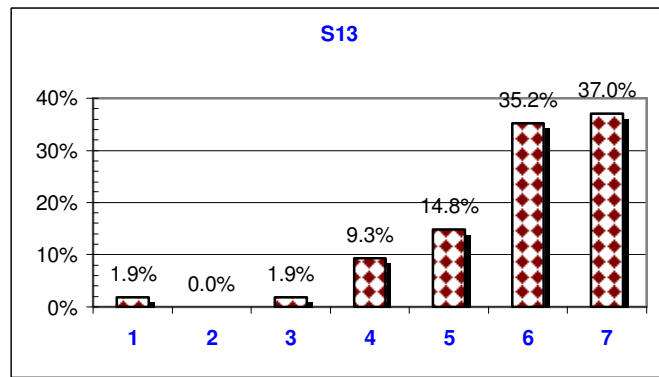
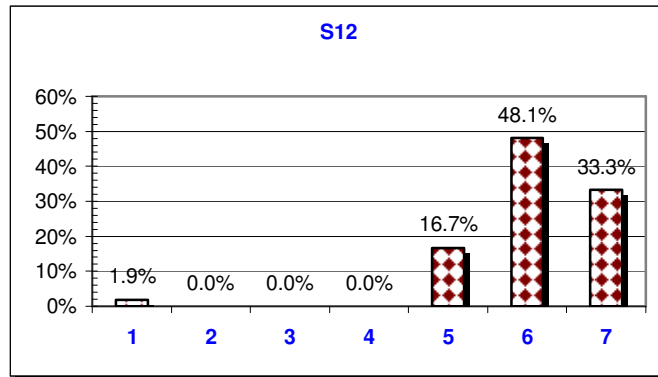
TRC Plan Reviewers:

	Statements	Ave.
S3	The TRC plan reviewers are courteous.	5.74
S4	The TRC plan reviewers are knowledgeable.	5.60
S5	The TRC plan reviewers are helpful.	5.56
S6	The TRC plan reviewers provide timely answers to my questions.	4.95
S7	The TRC plan reviewers are thorough with their reviews.	5.27
S8	The TRC plan reviewers provide options.	4.35
S9	The TRC plan reviewers are available, when needed.	4.85



Planners:

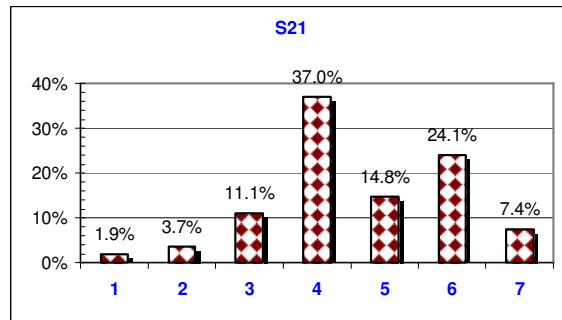
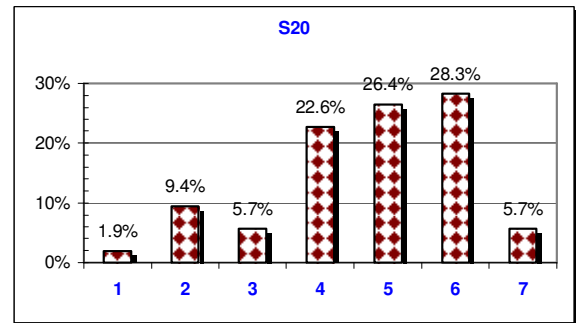
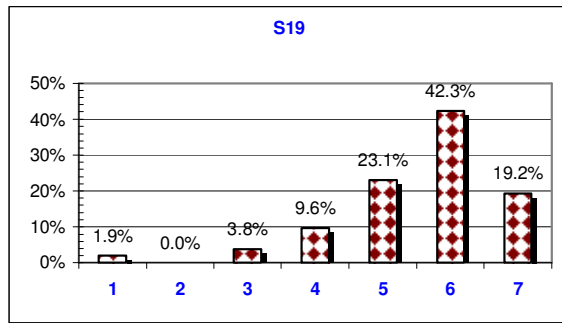
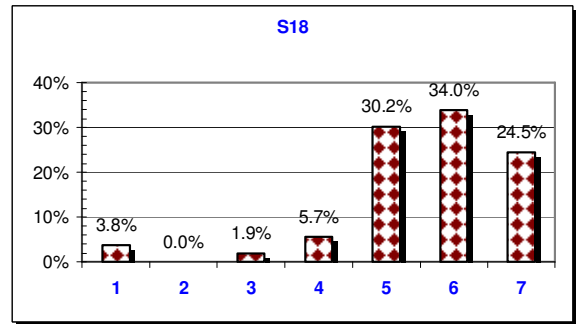
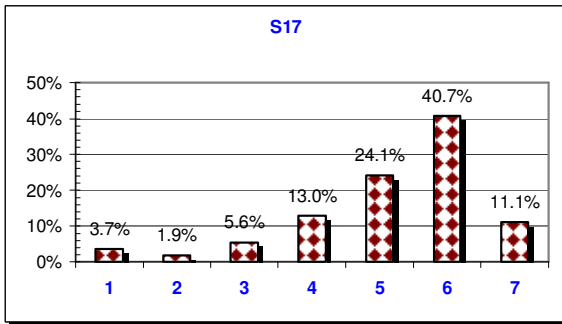
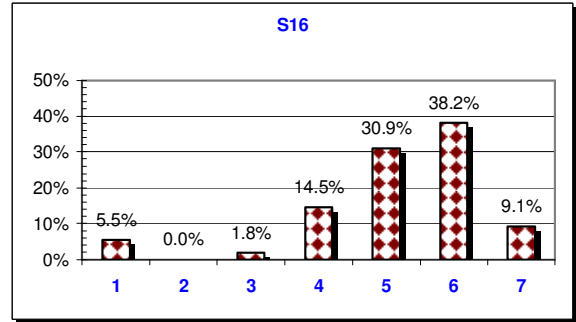
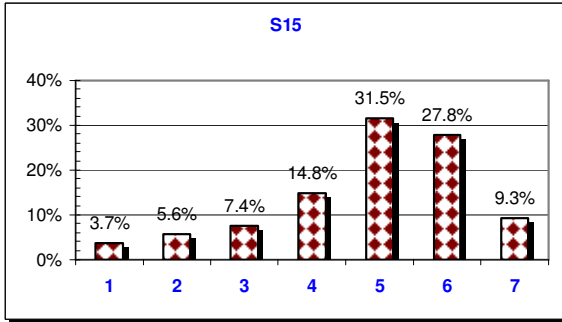
	Statements	Ave.
S12	The planners are courteous.	6.07
S13	The planners are helpful.	5.89
S14	The planners are professional.	6.06



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Other General Issues:

	Statements	Ave.
S15	The City does a good job keeping me informed about my plan under review.	4.85
S16	The City provides plan review results to me in a timely manner.	5.16
S17	The TRC's posted comments are generally clear (easy to understand).	5.19
S18	I find the TRC review meetings to be useful.	5.58
S19	The City's regulations/standards are available in writing.	5.56
S20	The City's regulations/standards are easy to understand.	4.70
S21	The review fees are reasonable for the service provided.	4.61



Correlations and Regression (Predictors of Satisfaction)

Multiple Regression

Another type of analysis (Multiple Regression Analysis) was also performed to determine which statements are most highly correlated with, and/or have the *greatest predictive value* when considering key general statements.

Another way of thinking about what this analysis means is, "Which *specific* items account for the most variability in a given *general* item?"

This type of analysis can be quite useful when you wish to prioritize areas for improvement and/or identify which areas of strength are most highly linked to satisfaction.

Key General Statements	
S1	Overall, I am satisfied with High Point's development review process.
S2	In general, High Point's development review process is easy to navigate.
S21	The review fees are reasonable for the service provided.

- When significant predictors are discovered, you can take these into account when planning for improvement and/or satisfaction retention programs.
- Due to the small sample size of this study, these analyses were conducted using 90% rather than the more typical 95% confidence parameters.

Using Multiple Regression Analysis, we found that two statements were significant predictors of Statement 1.

General Item	
S1	Overall, I am satisfied with the High Point's development review process.
Predictors Listed Below	
S2	In general, High Point's development review process is easy to navigate.
S11	I feel that the City's development review process is fair.

Continued on Next Page →

Multiple Regression (Continued)

The tables below show general items and their statistically significant predictors.

General Item	
S2	In general, High Point's development review process is easy to navigate.
Predictors Listed Below	
S1	Overall, I am satisfied with High Point's development review process.
S3	The TRC plan reviewers are courteous.
S20	The City's regulations/standards are easy to understand.

General Item	
S21	The review fees are reasonable for the service provided.
Predictors Listed Below	
S14	The planners are professional.

Correlations:

In addition to Multiple Regression, another measure of how closely two or more items relate is called Correlation. A “positive correlation” indicates that the answers to two or more items tend to move in the same direction (E.g., *shoe size* and *body weight* are likely to be positively correlated, since people with bigger feet tend to be bigger overall, and thus typically weigh more).

On the other hand, a “negative correlation” exists when two or more items are related in opposite directions. A finding of “no correlation” means there is no relationship between the two items.

Correlation measures can be extremely useful in survey analysis. Thus, knowing how a person responds to one item can give insight about how they will respond to another correlated item. Although these relationships do not necessarily represent “cause and effect” relationships, they may provide further insight into what is important to these respondents.

The strength of the relationship is measured by the Coefficient of Correlation. The higher the number, the stronger the relationship. Here we see how each item relates to certain general items on the survey.

General Item	S1	S2	S3	S4	S5	S6	S7	S8	S9	S10	S11
S1	NA	0.84	0.65	0.68	0.71	0.35	0.63	0.58	0.49	0.59	0.83
S2	0.84	NA	0.73	0.59	0.61	0.32	0.54	0.58	0.47	0.53	0.74
S21	0.48	0.55	0.51	0.47	0.42	*	0.33	*	0.57	0.49	0.58

General Item	S12	S13	S14	S15	S16	S17	S18	S19	S20	S21
S1	0.50	0.42	0.51	0.52	0.69	0.66	0.77	0.62	0.59	0.48
S2	0.35	0.31	0.41	0.46	0.63	0.51	0.66	0.50	0.75	0.55
S21	0.35	0.42	0.53	*	0.38	0.39	0.53	0.54	0.60	NA

*Not statistically significant.

S1	Overall, I am satisfied with High Point’s development review process.
S2	In general, High Point’s development review process is easy to navigate.
S3	The TRC plan reviewers are courteous.
S4	The TRC plan reviewers are knowledgeable.
S5	The TRC plan reviewers are helpful.
S6	The TRC plan reviewers provide timely answers to my questions.
S7	The TRC plan reviewers are thorough with their reviews.
S8	The TRC plan reviewers provide options.
S9	The TRC plan reviewers are available, when needed.
S10	In general, the City reviews plans within the indicated timeframe.
S11	I feel that the City’s development review process is fair.
S12	The planners are courteous.
S13	The planners are helpful.
S14	The planners are professional.
S15	The City does a good job keeping me informed about my plan under review.
S16	The City provides plan review results to me in a timely manner.
S17	The TRC’s posted comments are generally clear (easy to understand).
S18	I find the TRC review meetings to be useful.
S19	The City’s regulations/standards are available in writing.
S20	The City’s regulations/standards are easy to understand.
S21	The review fees are reasonable for the service provided.

Written Comments

Symbols

- ◆ NR - This stands for Name Reference, which means that a person's name was mentioned. Each Name Reference includes the survey's case and/or ID number.
- ◆ (?) - This denotes an illegible word.

Notes about the comment table

- An individual respondent's complete answer to an open-ended question appears in one cell.
- Case number: This allows you to see all of the comments made by each particular respondent.

Comments Contents

Topic	Page
What things do you think the City's development review process does well?	23
What obstacles or undue delays, if any, did you encounter with the development review process?	24
Suggestions or comments:	25
Names Mentioned	27

Case	What things do you think the City's development review process does well?
47	All departments have done well.
42	Flexible, helpful & reasonable.
29	Follow a procedure. Enforce regulations.
28	Give personal attention & guidance.
54	I like the weekly review & the TRC meeting.
41	I think High Point does an excellent job of balancing the need for growth & development versus the potential impact on existing residents & businesses. All of my interactions have been handled very professionally & fairly.
11	I think High Point is much easier to work with than any of the neighboring cities.
44	Initial TRC meeting & comments.
38	Meetings up front to address questions early on.
45	NR-1 & NR-1 provide the best service in the Piedmont. They continue to be creative & useful in their project assistance.
48	Organized. All of city's comments are obtained at initial review.
35	Overall the process is smooth & fairly easy.
53	Overdoes regulations.
22	Planners do a good job giving information.
37	Professional & available.
32	Provide useful feedback on all plan questions.
49	Review process only easy because of NR-2 . Without him I'd be lost (most are). Usually provide answers in a timely manner. I think review process is fair more because of staff than the process itself. Ordinance is hard to use. Current staff communicates well & uses online tools in a helpful way. Staff is professional & fair.
9	Reviews plans.
52	The face to face meetings in the process are the strength I appreciate. Staff is usually available to discuss options & clarify ambiguities.
18	The first week of TRC review usually goes very well. Having the ability to sit down with all reviewers at TRC is good.
33	They are generally thorough.
12	They are good at adding cost to a product.
7	They are very thorough.
31	Time frame. You can depend on in by Wednesday, TRC next Wednesday.
14	TRC meetings once a week & comment process is fast.
25	Very little.
6	Very professional. Development process flows well.
34	Will try to work with you as you are planning a product.
2	Works in a proactive manner to encourage development & economic development.

Case	What obstacles or undue delays, if any, did you encounter with the development review process?
18	After the TRC review meeting subsequent reviews/comments can get bogged down & even lost!
32	Contacting plan reviewers & having them return calls and/or emails in a timely manner.
8	Difficult to contact city staff by phone. People never answer & are late in returning phone calls.
9	Difficult to get a live person on the phone. Can get an administrative assistant, but not real staff that can answer questions.
45	I highly recommend that environmental reviews be a part of all rezoning.
15	I often have to call & wait for return call before I can begin revisions (sometimes delayed a few days).
13	Individual department representatives on TRC should be capable of making final decisions.
7	Making final decisions are tentative & delay progress. Someone needs the confidence to decide.
43	Multiple departments commenting on the same issues & the developer has to negotiate between the departments, i.e. erosion control department commenting on watershed, storm drainage & pond designs.
25	No sense of urgency - NONE!!!
53	Not many - process has evolved.
29	Nothing unreasonable.
37	Occasionally new comments arise upon resubmission. This may be due to an un-thorough initial review.
44	Once the comments are addressed it is sometimes difficult to get final approval for plans.
52	Some personalities in some departments tend to overcomplicate things & create conflicts on plans.
22	Someone/everyone in the process should be allowed to use some common sense about the regulations. The letter of the ordinances sometimes overlooks the obvious solution.
54	Sometimes the 2nd review process takes too long.
34	Sometimes they try to design your project but don't understand cost.
12	Staff try to change what you or your engineer design.
35	The regulations/standards/guidebook are spread out & somewhat difficult to find on the website.
14	The unified development plan process is slow & cumbersome.
19	There are occasions when certain reviewers seem to go outside their trade with comments, i.e. erosion control making storm comments.
33	Try to change items that have been approved on a development that has been approved previously that you are still working on.
16	Unfortunately, we haven't had any plans in review lately.
20	Very restrictive - rather find reasons to prohibit development than encourage to develop or find a way. Costs High Point lots of new businesses & tax (?) are not in touch with the real world. Everything does not fit in perfect circles or squares. Thank goodness council doesn't always agree with planners.
42	Water quality can be a headache on most projects, sometimes complete overkill.
39	Website worst in the state! Things not easy to find even if you have found them before!

Case	Suggestions or comments:
6	.pdf online plan submittal & review would be a plus.
15	A more thorough description of what is required from TRC reviewers.
8	Answer the phone!
39	Answer the phone! Like any other government office you have to leave message then they call you back & often it's phone tag.
21	Assessors values higher than sale price. Unsold properties value should be reduced by 50% or more. It's putting builders out of business - I'm broke from paying property taxes.
53	Be nice, forget feeling of power & trying to satisfy everyone.
54	Comments would be easier to understand if they were drawn/annotated on the plans.
37	Erosion control inspectors are not engineers (unless licensed). It is unfair when an erosion control reviewer comments about an engineering matter. Most of which adversely affect other portions of the site. Since the inspector is not an engineer, he may miss why the change should not occur, but still holds firm in his opinion thusly creating a bad situation for the developer. Shouldn't be able to have "blanket" electric easements on every site.
25	Fire the ones that don't care!
29	For plat recordings have on-site Mylar copying & bill accordingly.
22	Have one person in charge of process. Individual departments make decisions blocking the process. An arbitrary decision by one department can block the process or cost the owner unnecessary expenses.
43	It seems it would be in High Point's interest to find a way for a project to work given the economic times rather than put up obstacles. Drop the Mylar copy of the approved TRC plan. TRC could stamp & date the plan & this would save a step.
26	It's been more than 1 year since I have submitted plans. Any recent changes I cannot comment on.
42	Keep the current staff.
47	Keep up the good work!
9	Make decision-making staff more available.
45	NR-3 is TRC/Planning to engineers/architects for the city. His outgoing personality, experience, ordinance knowledge, etc., give High Point an edge over other major cities in NC.
35	Not to request utility easements. Either require an easement or don't put in review comments.
18	Online (paperless) submittals & online tracking would be great!
49	Process works well mainly because of the staff driving the process.
16	Provide more help to the developers in determining a "project fee schedule." We need to contact too many departments to extract this information.
44	Review revised plans at the TRC for approval on more difficult plans.
20	Thanks for this survey!!
36	The idea of digital submittals is key.
13	The planning staff members are the best in the Triad area.
33	Try to work with developers on projects that do not increase the cost.

12	Understand the cost that it takes to do a development & there are ways to do things besides High Point ways or standards.
41	We are fortunate to have the level of expertise in our planning & development staff.
34	Work out a way that if the TRC & planning department approves your project it doesn't have to go to city council.
11	Work to keep fees reasonable.

SUMMING UP – AN EXECUTIVE SUMMARY

Although this list is not exhaustive, here are some of the items from your recent survey that we thought were interesting and/or important. Please review the entire report, and read from your many written comments to gain additional insight.

Items of Note:

- 55 surveys were returned of about 135 that were delivered. This is a very good 41% response rate, and is sufficient in order for us to achieve the goals of the survey.
- Items were rated on a 1 to 7 scale, where 1=Strongly Disagree and 7=Strongly Agree.
- Among the 21 rated statements, the highest rated were:

S12	The planners are courteous. (Highest rated item)
S14	The planners are professional.
S13	The planners are helpful.
S3	The TRC plan reviewers are courteous.

- The lowest rated statements were:

S2	In general, High Point's development review process is easy to navigate.
S20	The City's regulations/standards are easy to understand.
S21	The review fees are reasonable for the service provided.
S8	The TRC plan reviewers provide options. (Lowest rated item)

- Using correlation and regression analyses, we identified some significant predictors of general satisfaction items (*See pages 19ff*). For example, the respondent's opinion of the planners' professionalism is a significant predictor of their opinion of the reasonableness of the fees.
- You received many written comments that should help you further interpret the ratings, as well as raise issues for further consideration.

We hope this information will help you make good decisions. If you have any questions at any time, please let me know. We look forward to working with you in the future.

Tollie Mitchell, Program Director
Insight Research, Inc.



City of High Point

Development Review Survey

Please help the Planning & Development Department serve you and others better. This survey addresses the City's Development Review process (Plans that go to the Technical Review Committee or "TRC", which includes plans for subdivisions, group developments and large sites). This anonymous survey is being conducted by an independent research firm. Your name is not required, and your responses will only appear as summarized with other people's ratings and comments.

➤ Please return your completed survey in the postage-paid envelope by **XXXXX 23rd 2010**.

Your participation is greatly appreciated!

Please indicate how strongly you disagree or agree with the following statements.

Leave any statement **BLANK** that you find unclear or that does not apply.

	Strongly Disagree							Strongly Agree						
	1	2	3	4	5	6	7	1	2	3	4	5	6	7
General:														
1. Overall, I am satisfied with High Point's development review process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. In general, High Point's development review process is easy to navigate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. The TRC plan reviewers ... are courteous.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. ... are knowledgeable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. ... are helpful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. ... provide timely answers to my questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. ... are thorough with their reviews.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. ... provide options.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. ... are available, when needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. In general, the City reviews plans within the indicated timeframe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I feel that the City's development review process is fair.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. The planners ... are courteous.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. ... are helpful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. ... are professional.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

General:														
15. The City does a good job keeping me informed about my plan under review.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. The City provides plan review results to me in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. The TRC's posted comments are generally clear (easy to understand).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. I find the TRC review meetings to be useful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. The City's regulations/standards are ... available in writing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. ... easy to understand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. The review fees are reasonable for the service provided.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How useful would each of these items be to you?

	Not at all Useful	Somewhat Useful	Very Useful
22. The ability to apply for plan review online.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. The ability to track the development review process online.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What things do you think the City's development review process does well?

What obstacles or undue delays, if any, did you encounter with the *development review* process?

Suggestions or comments:

Thank you once again for your participation!

Appendix B Measurements and Statistical Analyses

The following section provides a general description of each of the measurements and statistical analyses applied to the responses received to this survey. Much more detailed descriptions of the measures and analyses are available in a variety of statistics books available to the public through local libraries or bookstores.

Average (Mean):

The average is a single measure used to represent a group of numbers or scores. It can be thought of as a point of balance where the sum of all of the numbers falling above it is the same as the sum of all of the numbers falling below it. Mathematically, the average is expressed as the sum of all of the scores divided by the total number of scores.

It is important to note that the average is sensitive to extreme scores. That is, if most of the scores being averaged fall very close to one another with the exception of one score which is far higher or lower than the rest, that one score can have considerable influence on the average. In some cases the influence of the extreme score is so great that the resulting average could be a misleading representation of the total group of numbers.

Median:

The median is another single measure that can be used to represent a group of numbers or scores. It can be thought of as the middlemost score in a series of rank ordered scores. That is, the median can be calculated by rank ordering all of the scores of interest from lowest to highest, and finding the score that is exactly half-way down the rank-ordered list (or the 50th percentile). Thus, for example, the median of the series of scores (2, 3, 6, 8, 9) is '6'.

In contrast with the average, the median is NOT sensitive to extreme scores. By simply being the middlemost score in a rank ordered list of scores, the median is not influenced by extremely high or low scores. It can therefore be a useful measure, which may present a more accurate representation of the total group of numbers under certain conditions.

Consider the following example. Suppose you wanted to find a number that would best represent the value of houses in a particular community. Further suppose that there are 5 houses in the community appraised at the following values:

Home 1	\$85,000
Home 2	\$90,000
Home 3	\$110,000
Home 4	\$115,000
Home 5	\$340,000

As can be seen from the table, 4 out of the 5 houses fall between \$85,000 and \$115,000. Thus, you might expect that a single number used to represent the 'general' value of homes in that community would fall somewhere in that range. Indeed, the Median score for the values listed is \$110,000 as expected. In short, the Median is not impacted by the fact that 1 of the 5 houses has a much higher value than any of the others. By contrast, the AVERAGE value of the homes in this community would be calculated as \$148,000 since the one extreme score impacts it.

The differences between the average and the median as seen in this example generally diminishes as the number of scores being evaluated increases.

Standard Deviation:

The standard deviation reflects the amount of variability that exists in a set of scores around the average. In short, if most of the scores in a group of scores are close to one another, there is little variability in the scores around the average so the standard deviation is small. By contrast, if the scores vary wildly from one extreme to the other, then the standard deviation is large. By understanding the standard deviation, you can get a sense of how 'tight' or 'spread out' the scores in a group are around the average.

For example, consider these two distributions of numbers:

11	Average = 14	
12		
14		
16		Std. Dev. = 2.3
17		

2	Average = 14	
8		
14		
20		Std. Dev. = 8.5
26		

Notice that the average in both cases is the same. However, the numbers are clustered much more tightly around the average for the first group of scores (i.e. have a smaller standard deviation) than the scores in the second group which are much more spread out (i.e. have a much larger standard deviation).

T-Tests:

The T-test is a useful statistical test which compares the responses from two groups (which are treated differently in one way or another) to see if the scores generated by the 2 groups are essentially the same, or whether they are significantly different from one another. If the test shows the responses from the two groups are significantly different, then you can conclude that the different treatments the 2 groups received had an impact on their responses. If however, there is no significant difference found, then you conclude the different treatments had no effect on the groups' scores.

As an example; if a class of students was broken into 2 groups, and one group learned math using Book 'A' while the other group learned math using Book 'B', a T-test could be calculated to determine if Book 'A' or Book 'B' did a better job of helping the students learn math. A significant difference between the two would indicate that the book yielding the highest student scores on a math test served as the better text for students to learn from. A finding of no significant difference would indicate both books are equally effective in teaching math.

ANOVA - (Analysis of Variance):

Similar to the simpler T-Test, the ANOVA enables you to compare more than 2 groups against each other to see if a treatment had any significant effect on the responses. Extending the example given under T-Tests, the ANOVA could be used to compare the impact of 3 or more different books on students learning math. If no significant difference is found, then you conclude that none of the 3 books is any better or worse at helping teach math to students. If a significant difference is found, then additional analyses (called Post Hoc analyses) need to be conducted to determine the source of the difference. Thus for example if Book 'A', Book 'B' and Book 'C' are being tested, and a significant difference is found, then it is important to determine if scores on a math test for students using Book 'A' are better than, worse than, or the same as Books (B&C). Similarly, we would want to test to see if differences existed between Books 'B' & 'C' as well.

MANOVA - (Multivariate Analysis of Variance):

The Multivariate Analysis of Variance (MANOVA) is a simple extension of the ANOVA with the primary difference being that of having more than one Dependent measure (or measure of performance) to be evaluated. Continuing with the example provided in the ANOVA description, a MANOVA would be computed if the 3 or more different math books were evaluated in terms of their impact on more than one measure of a student's learning such as 1) their scores on an in-class math test, and 2) their scores on the math portion of an achievement test or SAT test. Thus, for example, it is possible that books A, B, and C are found to have a significant impact on in-class math test scores, but have no significant impact on achievement or SAT scores. If a significant difference is found for any of the Dependent Measures taken, then further analysis must be conducted to determine where the significant differences exist. Specifically, in this example, it would be important to determine which book or books are better or worse at helping teach math to students as reflected by in-class math test scores. By contrast, no additional computations are required regarding the books' impact on achievement or SAT scores since no significant effects were found.

Correlation:

The correlation is a measure of how closely related 2 or more items are. A "positive" correlation indicates that 2 or more items are closely related (e.g., height and weight are positively correlated since in general, the taller someone gets, the more they weigh). A "negative" correlation exists when two or more items are related in opposite directions (e.g., number of children in a family, and amount of money available to save each month might be negatively correlated. That is, the more children you have in the family, the more expenses you have to pay each month, which reduces the amount of money left to put in savings.) A finding of no correlation means there is no relationship between the two items. For example, no correlation exists between shoe size and eye color. That is, neither item depends on or is in any way related to the other item.

Correlation measures can be extremely useful in survey analysis. Specifically, correlation analyses help identify those items which are related to one another. Thus, knowing how a person responds to one item can help predict how they will respond to another correlated item.

Multiple Regression Analysis:

Where-as the Correlation is a measure of how closely related 2 or more items are, Multiple Regression Analysis techniques use correlations to analyze the relationships between **many** 'predictor' variables and a Dependent measure. Thus, for example, a car salesman may want to determine which attributes of a car (color, style, name, size, etc.) are most highly related to (or serve as the best predictor of) the price the purchaser is willing to pay for a car. In this case, color, style, name, and size are considered to be potential predictors, while the price paid is the dependent measure of interest. A multiple regression analysis might reveal that style and name are the best predictors of price, while the predictive value of color and size is negligible.

Similarly, multiple regression analysis can be extremely useful in survey analysis where the investigators are most interested in determining which items being rated are the best predictors of an item of interest such as "overall satisfaction", or "willingness to be a repeat customer", etc.