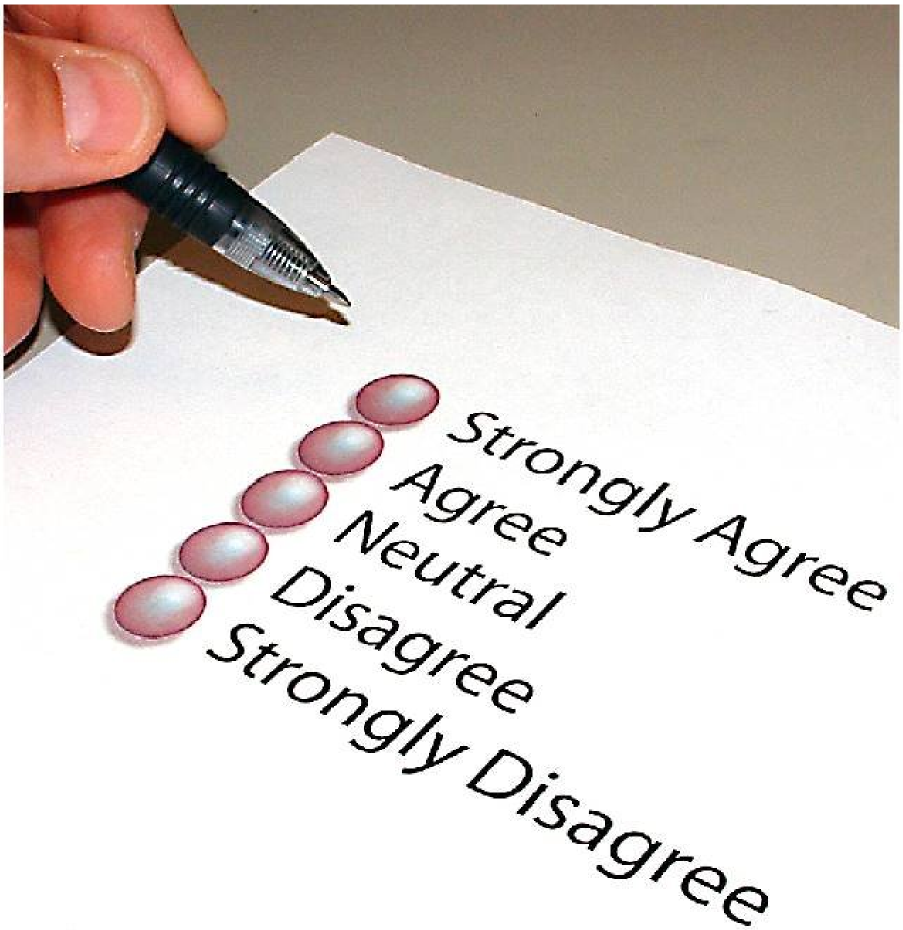
Survey Manual



Office of Management and Budget (OMB)

Pinellas County

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PREFACE

Local governments have a number of tools available to them to become high performance organizations. Over the past several years, Pinellas County has improved its performance measurement system as one such tool to track the level of service provided in order to continuously improve the performance of key processes. Other such tools include strategic planning, data collection, surveying, data cleansing, data analysis, balanced scorecard, process mapping, and benchmarking. Generally these tools and techniques are used in interrelated ways and in combination with each other to be most effective. Pinellas County's performance measurement (PM) methodology is based upon quantified strategic goals and action plans which are linked to a full *Family of Measures* which consists of inputs, outputs, measures of efficiency, service quality or effectiveness measures, and outcomes.

Service quality represents the timeliness, accuracy or customer satisfaction with a specific service. It is up to each of our teams to identify which aspect of service quality is most appropriate for their particular services. For example, in public safety, response time is the most critical characteristic to measure for service quality as it directly affects residents' well-being and safety. The quicker Police or Fire Rescue units respond to an emergency call, the greater the likelihood of saving lives and property. In data-intensive activities such as payroll and financial reporting, accuracy is key. Not many employees would want their paychecks provided by a unit that places low priority on accuracy, nor would auditors approve of haphazard financial records. However, for many other services -- both internal and external -- customer satisfaction is an essential component of performance.

There are various means to obtain customer satisfaction data, including complaint logs. Surveying is only one method. However, since many of us are not familiar with even the most basic principles of surveying for customer and employee satisfaction, this brief manual is a guidebook for those considering using surveys to understand the needs of these important stakeholders. It addresses when surveying is appropriate, provides real-life examples (see Appendix) and identifies alternate approaches for gathering customer satisfaction data, as well as the steps to follow when undertaking a survey. It is not designed to be the complete source for all survey related issues; lengthy college-level texts, university courses of training, and various County staff who are professionally trained in survey methodologies are available for more in-depth, technical support and assistance.

This manual is intended to prepare local government leaders to address customer satisfaction surveying, data collection and data analysis issues using a comprehensive and well-reasoned approach. As with all performance measurement materials, this manual will be revised and improved as our collective experience and feedback from users indicate. Consequently, the Office of Management and Budget (OMB) welcomes your continuing comments and ideas for improvement of the County's surveys and this manual.

KEY TERMS

Alignment: Ensuring that survey questions and survey results are in keeping with what the organization values as described in their strategic plan

Bias: Error, or distorted and unreliable survey results. All surveys contain some bias. Bias is introduced when the respondents (persons answering the survey) are not representative of the population being questioned, when questions are poorly written, or misunderstood, or when the surveyor or interviewer researcher uses inappropriate techniques to analyze the data

Census: A study using all available elements (members) of a population

Data: The collection of observations and information resulting from the survey process

Non-response: Unit non-response refers to the refusal of persons selected to be sampled to participate in a survey, i.e., person does not return a mail questionnaire. Item non-response refers to selected questions left unanswered by the person surveyed.

Population: The universe or collection of all elements (persons, businesses, etc.) being described or measured by a sample

Pre-test: An initial evaluation of the survey design by using a small subsample of the intended population for preliminary information

Questionnaire: A measuring device used to query a population/sample in order to obtain information for analysis

Respondent: An element or member of the population selected to be sampled

Service Quality: Degree to which customers are satisfied with a program, or how accurately or timely a service is provided; e.g., percent of respondents satisfied, error rate per data entry operator, or average days to address a facility work order

Sample: Any portion of the population, less than the total

Sampling Frame: An exhaustive list of all members of the population from which a sample can be drawn

Statistics: Descriptive measures of a population based upon a probability sample

Survey: A process of inquiry and follow-up for the purpose of data collection and analysis using observation, polls, questionnaires, interviews and action planning

GETTING STARTED

Why Survey?

Surveying is a means of gathering information about a particular population in one of two ways: either by questioning each member of the population or by sampling some of its members (usually through conveying a system of standardized questions that is conducted by mail, by telephone, by e-mail/ on-line or through personal interviewing). There is an ever increasing emphasis on surveying customers and employees to determine what they need and how well our services are being received.

The primary purpose of such a survey is to elicit information which, after evaluation, results in a profile or statistical characterization of a population sample. We should plan to survey our customers regularly, use the results of our surveys to improve services, inform our customers of what is being and what will be done as a result of their input, and as a result better meet those people's needs. Survey tools and survey results need to be aligned with the organization's strategic plan, and take into consideration past survey results.

Contacting, questioning, and obtaining information from a large population, with the number of citizens in Pinellas County, is extremely expensive, difficult and time-consuming. Pinellas County's Citizens' Survey is an example of a survey that provides important information about the people who live in Pinellas County. The survey questionnaire is used with various citizens that are selected using strict random probability procedures. This information can be used to make inferences about all citizens in the County.

Be Clear on Your Objectives – What Will Need to be Achieved?

Before you and your team initiate a survey, a clear, concise statement of the problem(s) to be studied and/or the information desired should be put into writing. It is helpful to list possible causes of the problem (i.e., lack of available childcare, low-cost housing or transportation alternatives) as well as possible solutions. This will help clarify survey objectives. Do not write any questions until the objectives are completely defined.

This phase is not complete until the information desired can be stated specifically and in detail, the analysis done and the contribution of each item of information is clear. Otherwise, it will be difficult to make sound decisions regarding selection of a sample questionnaire, construction and methods for analysis. The population to be surveyed also needs to be clarified.

Survey objectives will be concerned with the following issues:

1. What information is needed in order to understand the problem, its causes and to suggest possible solutions defined in the problem statement? Can the necessary information be obtained through means other than a survey?

2. How will the information be used and by whom?
3. What is/who are included the population to be studied?
4. What kinds of analyses would be useful to understand these survey results? Will the resulting statistics be appropriate for the type of sampling methodology being used, as well as the questions to be answered? For example, will data be broken down by geographic or service area? Are there previous survey results that can and should be referenced as part of a potential data analysis presentation?

What Resources are Required?

A survey team of professionals will need to be assembled from your area including key people who are concerned about the problems being faced and improving services for your customers, whether they be our employees or our citizens. The people on this survey team will share the responsibility for the survey process through the analysis of the survey results.

Since surveys can be costly, it is critical for the survey team to determine whether or not the study needs to be done by asking the following questions:

1. <u>Have studies of this subject been done previously?</u> If studies have been done in the past, it may be more efficient to use the same format, including the questionnaire, so that the information simply can be updated rather than being totally re-created.

2. <u>Is this the best measure of service quality, or would a timeliness or accuracy measure make more sense?</u> When determining the scope of the survey, the objective and the rest of the Family of Measures should be considered. Surveys should not be chosen just because you think it will be easier to get data. That probably won't be the case.

3. <u>Have other County teams investigated this area, and do you plan to survey the same population?</u> Often, different departments and work teams will have the same customers, but we don't want to inundate citizens (or our own employees) with surveys. In addition, if it is absolutely necessary that a survey be mailed to the general public, it should be carefully screened and checked by the OMB Budget Analysts.

4. <u>Is there a better way to get the information?</u> Sometimes reliable data can be obtained by proxy measures when direct information is not readily available. Proxy measures represent reasonable substitutes and may be used when cost, complexity or timeliness prevent a result from being directly measured. For example, transportation planners need reliable data on commuting patterns to be able to effectively plan transportation improvements. Specifically, planners looking at Palm Harbor may need to know where commuters are coming from to determine if there is a need to increase lanes in a north-south highway such as the I-19, or an east-west route such as Gulf to Bay. This data could be obtained by randomly surveying the population, which is very time intensive and expensive. Instead, it is common practice to deploy people to parking lots in a particular area to write down license plate numbers and then look up the registered addresses of these cars to determine their commute origin.

Planning and Budgeting a Survey

Whether your survey is going to be about the need for affordable housing, crime in our community, or both, if your survey team has determined that a survey is in fact needed, there are several tasks that must be done.

These tasks include:

1. Planning
2. Choosing a sample methodology
3. Developing the sample
4. Preparing the questionnaire
5. Pre-testing the questionnaire
6. Hiring and training the interviewer (if necessary)
7. Collecting the data
8. Tabulating the data
9. Analyzing the data
10. Preparing the report

The time needed for a survey varies with the type of survey and the particular situation. You should expect it to take longer than you might have originally thought. This may lead staff to take shortcuts that can invalidate the results and badly mislead the user.

Four types of shortcuts that most often occur are:

1. Failure to use a proper sampling procedure
2. Not pretesting the field procedures
3. Failing to follow up on non-respondents
4. Inadequate quality control

Specific information on how to properly perform these aspects of the survey will be addressed in the following sections. To be useful for the purposes of performance measurement, a statistic need not be exact, but it does need to be sufficiently reliable; therefore, it is important to understand the limitations of the data and to reduce the corruption of the data as much as possible.

Before embarking on a survey, numerous resources may be required depending on the nature of your survey. The factors to consider are as follows:

1. Staff time for planning the study and guiding it through the various stages
2. Labor and material costs for pre-testing the questionnaire and administering it
3. Labor and material costs for editing, coding and tabulating the data from the questionnaire
4. Labor and material costs for the analysis of the data and report preparation
5. Telephone charges, postage, reproduction and/or printing costs

As a rule, surveys done by personal interview are more expensive (because they require more intensive labor and sometimes travel costs) than telephone or mail surveys. It is also important to remember that costs will increase with the complexity of the questionnaire and the amount of data analysis to be carried out.

Other Methods of Determining Customer Satisfaction

Besides the traditional written or telephone survey, the following list represents other methods of determining customer satisfaction that may be deemed less intrusive and provide more pertinent data:

Point of Service or Transactional Surveys: These surveys are given to customers at the time the service is delivered. They may be given to the entire universe of customers at the time the service is delivered, or may be targeted to specific populations or service recipients, or at the time of day. To reduce the number of responses that may be received, the survey may use a systematic sampling method (given to every 10th or every 100th customer). The advantage of this type of survey is that it allows specific services to be evaluated and trends to be assessed. It ensures that all customers feel appreciated; all may receive the survey, but only a sample of these is actually tabulated for trends. The survey in this Survey Manual's Appendix for the Department of Environmental Management (DEM) is this type of survey.

Follow-up Surveys: After a time lag (3 months, 6 months, etc., following the delivery of the service), a mail or telephone survey of customers of a specific service is used to determine satisfaction. The advantage of this is it allows the customer to absorb the value of the service, or to reap the benefits of the service after it is provided.

Customer Contact Reports: Immediate customer feedback is given directly to the employee who served the customer. The employee or the customer may fill out qualitative or quantitative forms to collect the data. This gives immediate feedback and is preferred when the service can be assessed quickly and the contact is brief with the customer. It also has the advantage of making the contact more personal and more appreciated by the customer. However, care should be taken that the employee does not manipulate the process to cajole the customer into giving higher marks that he or she would have in the absence of the employee.

Advisory Councils: Feedback is given by a group considered representative of the customer of the agency or service. This type of feedback is useful when there are ongoing issues that customers may discuss among themselves, and feel that others can refine and reflect their views, and when customers may prefer to speak with other customers rather than approaching the agency directly.

Panels: These are groups of people who agree to be surveyed on a specific topic(s) over time. Panel surveys can be conducted in person, by telephone or on-line.

Customer Interviews: A selected group of customers is interviewed systematically.
This is similar to a focus group, but individuals are interviewed separately using open-ended questions. It provides greater in-depth information than a survey, but lacks the opportunity to delve into sensitive areas or new issues as well as a focus group. This is useful for explorative research.

Electronic Mail: This is when a public electronic network is set up to communicate directly with a department, and staff is expected to reply within a specified time period such as 24 hours. This has the advantage of permitting anonymity (if desired by the customer), and of allowing feedback on a customer's timetable, and ensuring that the views of all interested customers are heard.

Telephone Hotline Numbers: A telephone number is provided to the public in order for them to provide comments, suggestions, etc. This is a frequently used technique in the private sector to collect customer feedback. While it is not a statistically valid representative of the population, it does provide a forum to receive feedback on services.

Web-based or On-line Surveys: Using a frequently contacted web site, a web-based survey can gauge customer satisfaction. Screens can be used to limit access to the survey to specific targeted populations. This can also be accomplished by e-mailing customers a link to a web site where they can take the survey. The survey in this Survey Manual's Appendix for the Department of Building and Development Review Services (BDRS) is this type of survey. The advantages of these methods are that data can be immediately tabulated, analyzed, and the survey results can be kept up to date and retrievable for review on an ongoing basis. For assistance in coordinating on-line surveys, please contact Mike Roiland, in Business Technology Services (BTS at X 34133 or mroiland@pinellascounty.org) and check out the BTS web site at: http://intranet/bts/egov-web/survey.htm

Focus Groups: In-person interviews are used in a small group setting with a relatively homogeneous group of individuals selected for an in-depth discussion. It is a good idea to conduct focus groups when you want to determine what people think about a specific topic or area of interest to them or to the organization. This may be useful for testing a questionnaire for new questions, for testing a message designed to change opinion, or when addressing a new area of service where new measures have not been validated. The ideal size for a focus group is generally between six and twelve people. For example, your survey results may suggest that preserving open space for the future is high on your survey respondents' lists of priorities. For assistance in coordinating a focus groups process, please contact Laura Berkowitz, in Human Resources (X 47344 or lberkowitz@pinellascounty.org).

Following up on survey results, you and your survey team may decide to investigate further what customers are thinking based on the survey results that have provoked your interest. This is the kind of situation where a focus group led by a trained facilitator may be helpful to your team in determining both what your customers are thinking and the rationale behind the survey results received.

If you are not quite sure, questions about whether a focus group is a good idea in your team's situation and how to best conduct focus groups should be addressed to Laura Berkowitz, in Human Resources (X 47344 or lberkowitz@pinellascounty.org).

DEVELOPING THE SURVEY

Writing the Questions

The questions should not be written until the type of question actually needed has been considered. Consideration should be given to the effort that will be needed to code the responses. For example, closed-ended questions are easier to tabulate than open-ended or essay questions. Also, closed-ended questions provide data in immediately usable form.

Answers to closed-ended questions take less effort on the part of the surveyor to tabulate. In practice, it may be worthwhile to construct a test questionnaire entirely in open-ended form, obtain responses from a few subjects, and then use the range of responses to construct a closed-ended form of survey or questionnaire for field use.

In order to illustrate the County's survey practices overall, a few examples of current surveys from select County departments (including an excerpt from the Citizen Survey process) are described in the Appendix of this Survey Manual to help you understand how surveying is currently being practiced in Pinellas County.

Forms of Survey Questions

1. Dichotomous (yes or no, male or female, etc.): These permit only answers of "yes," "no," or "no opinion" as acceptable responses. This type of question stimulates a response and does not call for a more precise rating. This form is simple for the respondent. Its danger is that a slight misunderstanding may result in a complete reversal of the true opinion.

2. Ranking questions: This type of question offers options and asks the respondent to rank those options from most important to least important, i.e., "How important are these services?" The respondents may be given up to five options and asked for a ranking. The standard is to rank the options being considered from 1 for the most important item chosen to 5 for the least important one. It is important that we not ask survey respondents to rank more than five options.

3. Checklist questions: This type of survey question simply lists several options and asks the survey respondents to check those that apply. For instance, "What services would you like to see us offer? Check those that apply." Another checklist example is shown on the OMB Survey in the Appendix (Question 18). A disadvantage is that people with little or no information may still express an opinion. One way of dealing with respondents not familiar with a particular topic of interest is to include a "no opinion" option as one of the checklist response alternatives.

4. Multiple Choice: The philosophy of this question design is that opinions are held along a graduated scale. These scales, for the purpose of a questionnaire, are usually of 4 or 5 ranks, considered a Likert scale (see examples of 4-point and 5-point Likert Rating Scales on page 12). This form of question is particularly useful if the issue is not clear-cut and the question cannot be answered with a simple yes or no. The range of possible answers must be complete enough to cover the entire range of opinions, and as far as possible, the answers should be mutually exclusive. The analyst must be aware of a common tendency to choose the middle

rather than extremes. When using a Likert scale in a questionnaire, great care must be used in the choice of wording. Seemingly innocuous words can be emotion-laden or misinterpreted.

Pinellas County recommends either a 4-point or 5-point Likert Rating Scale for use in the County's surveying work. Examples of both follow for review here:

4-Point Likert Rating Scales

Excellent	Good	Fair	Poor

A 4-point scale may be used with a point of service survey where you want to secure a response one way or the other (no neutral or not applicable response is offered).

5-Point Likert Rating Scales

Strongly agree	Somewhat agree	Neutral	Somewhat Disagree	Strongly disagree
Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied

The five-point scale is usually the upper limit of precision for these scales. Seven to ten points can be used, but it is generally believed that no additional insight is gained for the added complexity. The response options should include the "no opinion" or "don't know" choices, except in the case of a point of service survey where using a 4-point scale is preferred in order to secure a response one way or the other. The "no opinion" or "don't know" options do not count as one of the points. The choice of wording in a Likert scale is critical. The survey designer must be careful in the choice of response options.

5. Open-ended: These questions allow the respondent to answer a query in his/her own words. Since the data are difficult to categorize, open-ended questions are more suitable to small surveys. We should never start a survey with open-ended questions because people are less likely to complete your survey if they are asked open-ended questions first. Use these sparingly as they are the most difficult to answer.

6. Demographic questions: These are simply descriptors to establish the category of the individual responding and the organization represented. Examples include gender, age or zip code. However, don't ask these questions unless they are germane to the data you are trying to collect -- think about what information you really need and limit your questions to that. Demographic questions should be at the end of your survey in order to develop a trusting relationship with your survey audience before asking them. The Citizen Survey described in the Appendix to this Survey Manual includes these types of demographic questions.

Rules for Constructing a Survey / Questionnaire

1. Clarity is essential. The words used in the survey must mean the same thing to everyone. For example, words such as "several," "most" and "usually" mean different things to different people. Depending upon the context, they may mean different things to the same person.

2. Short items are preferable since they are easier to understand.

3. Avoid negative items. They have a tendency to be misread by respondents who miss the negative word. Therefore, the response is often the opposite of the true perception.

4. Double-barreled items should be avoided since they require the subject to respond to two questions or ideas with a single answer. The subject may agree with one part and disagree with the other. For example, “Although recycling is a valuable program, pick-ups should only occur once a week.” This requires judgment on two separate concepts. The subject must make a value judgment on the recycling program prior to considering how often the pick-ups should occur.

5. Technical terms, jargon, acronyms and big words have no place in most surveys if the question can be stated in commonly used language. Some respondents may not understand the terminology. Clarity is important, particularly if you mail the questionnaire. No one will be available to explain the meaning of the words.

6. If using both general and specific questions, ask the general questions before specific questions. If the specific is asked first, it will narrow the focus prematurely.

7. Avoid biased/misleading questions. If the subject gets an idea of what is wanted, that is what will be provided. This is especially true if the respondent is anxious to please whoever signed the letter of transmittal.

8. When using multiple choice or dichotomous questions, the “other” or “no opinion” options should be included. The respondent may then be asked to explain the answer.

9. Whenever possible, questions that might be threatening or the answer to which might put the respondent in a bad light should be avoided. For example, “Are you still not paying taxes?” is not an appropriate question. It implies that the respondent has previously shirked this responsibility. In many cases, the respondent will ignore the whole questionnaire rather than look bad. In others, the response cannot be trusted. If these questions cannot be avoided, confidentiality must be guaranteed.

10. Questions should be formulated to yield exactly the information that is sought. For example, “How long ago?” is not as good as “How many months ago?"

11. Ambiguous questions should be avoided. Avoid phrases or words that mean different things to different people. Do not use excessively complex phrases. Questions that are too general, words with double meanings, and conditional or limiting phrases should be avoided.

12. Danger words, (such as abortion and gun control), emotive words (such as freedom, equality, bureaucracy, welfare), and suggestive words (such as reasonable, moderate, etc.) should be avoided.

13. Multiple choice answers should be reasonable. When seeking opinions across a range of choices the same number of responses should be available on either side of the mean. The intensity of the responses should also be symmetrical. (See previous discussion about Likert scales.)

14. The arrangement of alternative responses is important. Research has shown a tendency to pick the first of two alternatives.

15. Writing should be kept to a minimum. This applies to question length as well as the response. The questionnaire should be as short as possible consistent with obtaining the required data.

16. A minimum fifth grade reading level should be used when constructing questions.

17. For questions dealing with sensitive topics an explanation should be provided for why they are being asked.

18. Thank survey respondents early and often for helping with the survey.

Arranging the Questionnaire or Survey Tool

Many questionnaires appear to have been constructed with no thought as to the impression they will make upon the respondent, or for that matter, with no concern for data tabulation and data analysis. Questions are sometimes asked that have no obvious connection to the stated purpose of the survey. For example, the question "Are you a male or female?" is often added because it is commonly used on surveys when there are no plans to use that information to stratify the data.

A poorly designed survey form that appears to be asking for unrelated or disorganized information can cause survey respondents to have a negative attitude toward the survey and may have an adverse impact on cooperation with the survey and/or the seriousness of the survey responses received. Your survey may be the only direct contact the respondent has with the organization, so a favorable impression is important.

The following guidelines will help you and your team in designing your survey questionnaire:

1. Be familiar with the County's Citizen Survey and associated survey results, as well as your department's strategic plan (if any) and the County's strategic plans. Vision Pinellas is the County Strategic Plan and this plan, as well as the County's Citizen Survey results are available for everyone's review on the Internet web site at: www.pinellascounty.org/visionpinellas All County surveys should be aligned to the County's Vision, Mission, Values and Strategic Goals in that plan.

We should always try to work with our team members to best ensure that we tie our survey questions to better meeting the needs of all our citizens and employees.

2. Use the survey examples provided here as models to guide the survey development efforts of your team.
3. Make the survey questionnaire attractive by formatting it so that it looks attractive. Try not to over crowd the text. Leave plenty of white space. Make the font large enough for all eyes to see and read.
4. Organize the layout and the form so it is easy to complete.
5. Number the items and pages.
6. Put the name and address of the person to whom it should be returned on the survey.
7. Give brief, clear instructions in bold type on the front page.
8. Define the survey objective(s) and how you plan to use the survey information.
9. Use examples where the form is not clear or the question is hard to understand.
10. Organize the form in a logical sequence by grouping items with the same response options.
11. Avoid putting important items at the end.
12. Make questions (and the questionnaire) as short as possible. Each additional page will lower the percentage responding.
13. Consider whether facts or beliefs are sought. Two people can agree on facts, but may differ on beliefs concerning these facts.
14. Include only those questions that have a direct bearing on the survey.
15. Do not include questions if the answer can be obtained elsewhere more accurately or more easily.
16. Use caution when asking potentially threatening questions.
17. Avoid questions that are likely to yield inaccurate information. People frequently do wishful thinking and may provide unrealistic responses if questions are not well defined.
18. Use clearly worded specific questions that can be answered briefly.
19. Keep in mind what analysis will be done. The presentation of responses will affect the ease of tabulating results.
20. Separate answer keys should not be used since they can lead to unintended responses (respondents might mark the wrong choice or wrong number because of switching back and forth). Separate answer keys can also have an unpleasant association with testing in an academic environment.
21. Thank the people who respond to the survey for doing so.
22. Assure the survey respondents of the anonymity of their responses to the survey.
23. Provide a contact person for people to contact if they have questions or concerns about the survey.

ADMINISTERING THE SURVEY

Pre-testing

All surveys should be pre-tested, a process which can detect ambiguities, negative wording and threatening questions so that those sorts of problems can be resolved before the survey is officially launched. What may be obvious to the designer may be vague to the respondent. The population surveyed in the pre-test phase of the surveying process should be similar to the target population if possible. During the pre-test phase, space should be provided for respondents to comment on the questions. Respondents should be able to comment on ambiguity, whether other questions should be asked, and to allow those being pre-tested to offer any other information that might improve the questionnaire. The number of people who are required for pre-testing depends on how large the target population is. <u>However, it is recommended that at least 5 people pre-test a small survey and up to 30 people pre-test for large surveys.</u>

At this point, it is appropriate to perform an analysis of the preliminary responses. This will allow a chance to determine if the questions are well designed and if the administrative and explanatory material work well. For example, if sharp differences are found in the responses to a specific question, it may be desirable to construct additional or modified questions to help understand the reasons.

Transmitting the Survey

The survey transmittal letter should be brief, but must convey certain information and impressions if a good response is desired. Whenever possible, the purpose of the survey should be explained briefly and in such a way that the respondent feels it is important. Stressing the importance of the respondent's opinion in improving the product or service provided can do this. The transmittal letter should <u>include a due date</u>. In addition, it is important to explain how the information collected will be used and that confidentiality of personal data will be maintained. The neatness and composition of the transmittal letter will significantly affect the response rate. A poorly composed letter or questionnaire will indicate that little importance is attached to the survey. Consequently, the respondent will respond in kind. The transmittal letter should be written in the first person, and should include assurance to respondents that their input is appreciated.

Sampling Methodology

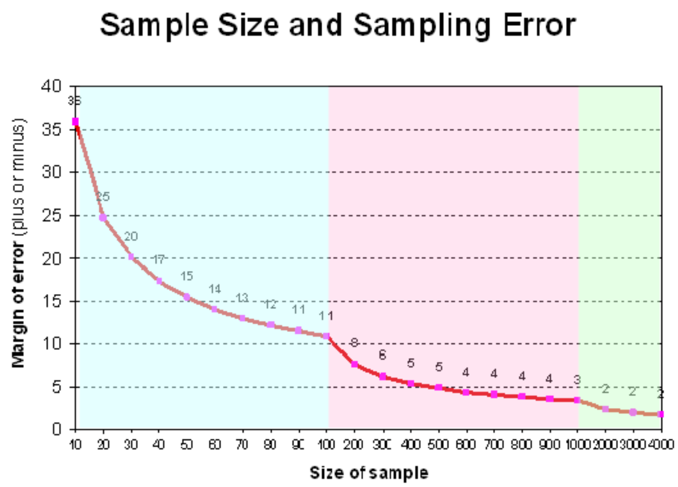
There are two general sampling methodologies: probability and non-probability sampling. A probability sample tends to be more difficult and costly to conduct. However, probability samples are the only type of samples where the results can be generalized from the sample to the population. Non-probability sampling, while less complicated and less time-consuming to administer, does not allow the generalization of the survey results received beyond the sample. The following describes types of each.

Non-probability Samples

1. <u>Convenience Sampling</u>: Involves choosing respondents at the convenience of the researcher. Examples include "people in the street interviews," or studies that use people who have volunteered to be questioned. A drawback to this methodology is the lack of sampling accuracy.

2. Quota Sampling: Somewhat like stratified and cluster sampling, but the subdivisions of the population sampled (i.e., classes) are not isolated prior to sampling and respondents are categorized into the classes as the survey proceeds. As each class fills or reaches its quota, additional respondents that would have fallen into these classes are rejected or excluded from the results. An example might be a survey in which the researcher desires to obtain a certain number of respondents from various income categories. Generally, researchers do not know the incomes of the persons they are sampling until they ask.

3. Judgmental Sampling: A researcher employs his or her own "expert" judgment about whom to include in the sample frame. Prior knowledge and research skills are used in selecting the respondents or elements to be sampled. An example of this type of sample would be a survey of potential users of a new ambulance service supplier that is limited to those persons who have actually used the area's ambulance services in the past, a determination made based on past experience which indicates that most of the future use will come from this group.



Probability Samples

1. Simple Random Sampling: A comprehensive list of all members of the population of interest must be developed. From this list, the *sample is drawn so that each person or item has an equal chance of being drawn during each selection round*. To draw a simple random sample without introducing researcher bias, computerized sampling programs and random number tables are used to impartially select the members of the population to be sampled. For example, a survey of all County employees could be done by obtaining a list of employees from the Personnel Department, and selecting 100 names using a random number table.

2. Stratified Random Sampling: Involves categorizing the members of the population into mutually exclusive and collectively exhaustive groups. An independent random sample is then drawn from each group. Going back to the previous example of trying to determine income earned by families by geographic region, a stratified sample is different from a quota sample in that families can be divided into groups that do not overlap (you only live in ONE area) and then a random sample is performed.

3. Cluster Sampling: Similar to stratified sampling in that the population to be sampled is subdivided into mutually exclusive groups. However, in cluster sampling, the groups are defined so as to maintain the heterogeneity of the population. The goal is to establish clusters that are representative of the population as a whole. After the clusters are established, a simple random sample of the clusters is drawn and the members of the chosen clusters are sampled. An example is a survey to measure the age distribution of persons residing in Pinellas County. It would be

difficult to compile a list of every person residing in the County, but it is not as difficult to list every residential address. In this example, each address would represent a cluster.

4. Systemic Sampling: Every n^{th} member is selected after randomly selecting the 1 through n^{th} element as the starting point. For example, if the researcher decides to sample every 20^{th} member of the population, a 5 percent sample, the starting point for the sample is randomly selected from the first 20 members.

Non-Response

According to the American Statistical Association, a low response rate produces more questionable results than a small sample since there is no scientifically valid way to infer the characteristics of the population that the non-respondents represent. So, rather than simply ignoring the non-respondents, every attempt should be made to get them to respond to the survey.

If further correspondence or callbacks do not substantially increase the response rate, weighting adjustments can be used to compensate for potential non-response bias. For instance, if the non-response rate is lower among low-income groups, weighting up the low-income respondents to conform to a known income distribution might eliminate non-response bias. However, if there are differences in the survey variables between the respondents and non-respondents in each income group, then non-response bias will remain or increase. Therefore, weighting adjustments should not be considered a complete solution to the problem. While this technique is very useful, it can be extremely difficult to implement and only experienced surveyors should attempt to employ this method.

It is also important to distinguish between total non-response and failure to respond to individual items in the survey. It is possible to employ a method to assign a value to the non-response item by analyzing partial response data for a pattern. However, this is another method that is very difficult to implement, and if used, the extent of sample loss and missing data must be included in the final report.

ANALYZING THE SURVEY PROCESS AND RESULTS

Common Mistakes/Pitfalls

The following are a few of the types of mistakes that even experienced surveyors may make that will decrease the effectiveness of their surveys:

1. Little thought may be given to what information is really being sought and what will be done once the data is gathered. Planning is overlooked in the rush to get the job done.

2. The survey tool does not reflect the priorities of the organization as spelled out in the strategic plan.

3. There is no good relationship between the procedures used and the objectives of the study. This may result in failure to get good data or the inability to correlate the data that is obtained.

4. No pretest is done. Pretesting is critical to work out the "bugs."

5. The survey is a fishing expedition. Questions are asked for no good reason. There should be a good reason for every survey question.

6. Questionnaires are used when other data gathering methods would be better. Data might be gathered in less time for lower cost using some simple research techniques.

7. There is insufficient attention to developing the items and organization of the survey form.

8. Too many questions are asked. This makes the survey form too long and increases the time needed to complete the survey.

Analyzing the Survey Results Data

Once the survey results are received, those survey results data will need to be reviewed and analyzed by your survey team. The survey team is responsible for reviewing survey results, comparing that results data to past survey results to consider data trends that may be occurring, comparing those results with other organizations' similar survey results where possible, and making recommendations for action to your organization's leaders. Performance data analysis, including your survey team's survey results data analysis should routinely consider the following aspects of the data received, and the survey team needs to ask themselves the following related questions during its data analysis work:

1) <u>Levels</u> – Given our survey results, how satisfied do our customers and employees seem to be? Does that seem consistent with what the team thought?
2) <u>Trends</u> – Is this survey result or level of performance stable, getting worse or improving as compared to past survey results? What's behind these trends?
3) <u>Comparisons</u> – How do our results compare to our peer local governments? Which organizations seem to be performing better than ours? Which ones perform the best? Why?

4) Integration – Do our survey results show we are working on the right programs and services (ones our citizens and employees want us to be focused on improving)? Are we making progress on these most important programs and services? Do our customers know what's going on with our service and program improvements?

On this last point regarding the 'integration' of our survey results, we should always try to make sure that our survey questions and survey results are aligned to what the organization's employees and citizens believe is most important to them, as well as to what is called for in our organization's strategic plans. As a result, our surveys and strategic plans will need to be adapted over time due to changes in our communities, our organizations, the people we serve, and their expressed interests.

Segmentation of Survey Data

Once survey results are received, the survey team should look at how different groups or segments of people who were surveyed answered the questions to see where future service and program improvements might best be made. For example, the County conducts a Citizen Survey every two years to see how services are being received, and what more we can do to support and assist our citizens. Those survey results are summarized and analyzed with the Good and Excellent ratings grouped together as those respondents who are "satisfied" and those responses are divided by the total number of responses (minus the not applicable or non-responses). For example, 580 Good + 80 Excellent / 820 – 25 non-responses = 660 / 795 = 83% satisfied.

Another data analysis technique that may be used to drill into survey results data is to compare overall satisfied ratings with relatively lower satisfaction results for specific, related survey items. For example, our citizens rate the County as 81% overall satisfied, but are relatively less satisfied with the County as a place to work (56% satisfied) and as a place to raise children (60%). This sort of data mining may help us to see where future performance improvement efforts need to be focused.

Doing some demographics data analysis with the latest Citizen Survey results shows us that the County's website is the top means of information sharing for citizens in the 25 to 34 age range, employed, those with incomes of $100,000 per year or more, and those who have lived in the County for 2 to 5 years. Similarly, we find that meetings of the Board of County Commissioners are watched on cable television mostly by people in the unincorporated parts of the County and those with incomes of $100,000 and over (see Appendix last page for further details).

The County's Citizen Survey is conducted by an outside survey firm specializing in conducting wide-scale community surveys such as these. Those survey results are available for review on the County's Vision Pinellas: Strategic Planning intranet and internet web sites. Laura Berkowitz, in Human Resources helps with the analysis of those results and presents the Citizen Survey results to the Board of County Commissioners (BCC) when the results become available. She looks at the various survey questions and analyzes the data related to each survey question based on similarities and differences between different demographic groups among the County's citizens (based on where they live, their age, gender, income, race, employment status, and other such demographic characteristics). A copy of Laura's 2008 Powerpoint presentation to the BCC is available for viewing on the Vision Pinellas web sites, as well (under the title Executive Summary).

COMPARING LOCAL GOVERNMENT PERFORMANCE

ICMA and FBC Performance Measurement, Surveying and Benchmarking

Pinellas County has participated in the Florida Benchmarking Consortium (FBC) and the International City/ County Management Association (ICMA's) comparative performance measurement effort each year for quite a while. Cities and counties voluntarily share comparable data through these programs in order to improve the quality, efficiency and effectiveness of service delivery to their citizens and other stakeholders. Both of these collaborative programs call for us to collect, analyze and report comparative performance data with other local governments using performance measurement systems that include standardized definitions in a wide variety of areas of local government service, including:

Florida Benchmarking Consortium
Taking performance measurement to the next level

FBC (Florida's service areas for local government performance comparisons)

Code Enforcement	Information Technology	Purchasing
Fire Rescue	Parks & Recreation	Road Repair
Fleet Management	Planning & Growth Management	Stormwater Drainage
Human Resources	Police Services	Water Wastewater

FBC data is compared across Florida's local governments in addition to those done with ICMA because of the existence and acknowledgement of distinguishing factors in our State such as common state laws, regional economic issues of concern, and climate considerations. For further information about the FBC and its various services go to: www.flbenchmark.org Please also feel free to contact John Becker, in the Office of Management and Budget (X 44109 or jbecker@pinellascounty.org) with any questions you may have about the FBC. John is responsible for coordinating the County's participation in these organizations.

ICMA
RESULTS NETWORKS

ICMA (National comparisons of local government performance)

Code Enforcement	Information Technology
Facilities Management	Parks and Recreation
Fire and EMS	Police Services
Fleet Management	Purchasing
Highway and Road Maintenance	Refuse and Recycling
Housing	Risk Management
Human Resources	

In a number of these areas, comparative data on customer satisfaction are also collected. For those departments with customer satisfaction questions on their ICMA data collection templates who want to or already collect customer satisfaction data, it is useful to coordinate your survey with ICMA's questions in order to later have comparable performance data as compared to other participating local governments.

ICMA's format is relatively simple and involves the following ratings for most service areas:

Excellent	Good	Fair	Poor	Don't know/no response

… in terms of citizens' assessments of:

Quality of service	Timeliness of service	Overall satisfaction

However, in several other service areas, e.g., parks and recreation, there are additional ratings such as appearance of facilities, safety of facilities, etc. If your department is one that is benchmarked as part of this effort, it would be useful to check the specific data collection template to ensure that any customer satisfaction efforts undertaken are consistent with the ICMA data collection templates involved in order to enable the greatest availability of comparable data.

For further information about the ICMA and its various services available through their Center for Performance Measurement go to: www.icma.org/cpm

If your services are not covered by the FBC or ICMA programs you should still plan to work together to compare your service performance with that of other peer local governments on at least an annual basis. A County training course called, "Comparing Local Government Performance" is designed to support and assist teams from throughout the County that want to compare their performance with other local governments and get the greatest value for their time spent. Contact John Becker, in OMB (X44109 or jbecker@pinellascounty.org) for further details about this opportunity and how your teams can plan to participate in this training.

Other Benchmarking Sources

Since not all County services are included in the ICMA and FBC programs (such as, Human Services, Airport, Cultural Affairs, etc.), you may need to seek out benchmarking support and assistance from other resources, such as from industry associations and government associations. These associations often conduct their own surveys and establish industry standards for use by their membership. The following are some examples of such organizations for consideration:

1. Industry Associations – American Society for Public Administration (ASPA), National Institute of Governmental Purchasing (NIGP), American Public Works Association (APWA), Florida Local Government Information Systems Association (FLGISA), American Water Works Association (AWWA), Florida Association of Code Enforcement (FACE)
2. Government Associations – National Association of Counties (NAC), Florida Association of Counties (FAC), Florida League of Cities (FLOC), Florida City/ County Management Association (FCCMA), Governing Magazine

Questions, Support and Technical Assistance

- Survey sampling, survey questionnaire development and the use of focus groups - Laura Berkowitz, in Human Resources (X 47344 or lberkowitz@pinellascounty.org).

- Coordinating on-line surveys - Mike Roiland, in Business Technology Services (X 34133 or mroiland@pinellascounty.org), and also go to the Business Technology Services (BTS) Department's web site to check out their on-line survey guidance at:

  http://intranet/bts/egov-web/survey.htm

- Overall surveying services and associated programs available - John Becker, in the Office of Management and Budget (X 44109 or jbecker@pinellascounty.org). John teaches on a variety of subjects referenced in this Survey Manual, coordinates the County's participation in the ICMA and FBC programs, and coordinates the Vision Pinellas: Strategic Planning Process.

APPENDIX

References

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Converse, Jean and Stanley Presser. Survey Questions: Handcrafting the Standardized Questionnaire. Sage University Publications, 1986.

Department of Systems Management for Human Services, Fairfax County. Survey Research Information Brochures: Common Pitfalls in Conducting a Survey; Survey Question Design; and Overview of Sampling Procedures, April 2003.

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Fowler, Floyd J., Jr. Survey Research Methods, Sage Publications, 1993.

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Moser, C.A., and Graham Kalton. Survey Methods in Social Investigations, 2nd ed., London, 1971.

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Rea, Louis M. and Richard A. Parker. Designing and Conducting Survey Research, Jossey-Bass Publishers, 1997 (second edition)

U.S. General Accounting Office, Developing and Using Questionnaires, GAO/PEMD-10.1.7. Washington, DC, September 1993.

Webb, Kenneth and Harry Hatry, Obtaining Citizen Feedback: The Application of Citizen Surveys to Local Governments, The Urban Institute, 1973.

Relevant Journals
American Demographics
American Sociological Review
Journal of Advertising Research
Journal of Applied Psychology
Journal of Marketing
Journal of Marketing Research
Journal of Social Psychology
Journal of the American Statistical Association
Public Opinion Quarterly
Sociological Methods and Research

Websites
Pinellas County's Survey Support Intranet Website
http://intranet/bts/egov-web/survey.htm

Pinellas County's Vision Pinellas Intranet Website
http://intranet/vision/default.htm

Florida Benchmarking Consortium Website
www.flbenchmark.org

ICMA's Center for Performance Measurement Website
www.icma.org/cpm

Department of Systems Management for Human Services Website
http://www.co.fairfax.va.us/comm/demogrph/publist.htm

American Statistical Association
www.amstat.org

American Association for Public Opinion Research
www.aapor.org

Pinellas County Survey Examples

Building and Development Review Services' (BDRS) Survey

- **Provided both on-line and from point of service**
- **For external permitting process customers only**

The County's Building and Development Review Services Department provides plan review, permitting, and building inspection services in collaboration with builders, developers, architects and engineers from throughout the community.

When the former County Building Department (upstairs at 310 Court Street) was merged with the former Development Review Services (DRS) Department (downstairs) into BDRS, the two departments' performance measurement systems needed to be merged and in the process improved, as well. As part of that organizational consolidation and process improvement effort, key BDRS leaders met with select customers on an ongoing basis for several months with this process improvement work facilitated by OMB. Many issues of concern were raised, discussed, and resolved by that group, known as the Permitting Customer Choice Design Team.

One of those areas of concern from the perspective of the customers was that the customers felt that their voices weren't being heard. As a result, the two departments' customer satisfaction survey processes were reviewed and one new survey tool was developed in collaboration with that team's work for BDRS as a whole. That survey tool follows here for review in the on-line version that's made available to BDRS customers. The paper version of the BDRS survey tool asks the same questions but includes a pre-addressed return form that makes it easy for customers to complete it and mail it back to the County at customers' convenience.

Whereas a paper-based, point of service survey tool had previously been available to customers in DRS at the customer counters, the newly designed BDRS customer satisfaction survey tool has been made available to customers in paper form from all BDRS customer counters (both upstairs and downstairs). It is also posted on BDRS' web site, and customers are advised during their daily interactions with BDRS that their customer satisfaction input about the services they received from BDRS would be most appreciated. Customers are now also advised that they can provide their input either in paper form from the BDRS customer counters or via the BDRS web site, whichever they prefer and whenever they might like to have their voices heard.

BDRS leaders have learned from their customer satisfaction survey results that customer service training was needed so that customer service could be consistently provided at a high level. Based on that input, a skilled trainer from Personnel's Training & Development Office was engaged to develop and help provide customer service training for BDRS' staff.

Customer feedback was also received during this process that a customer complaint process was needed for BDRS in as much as customer complaints were being handled differently in various stages of the permitting process by different staff, and customer complaint data were not being tracked by BDRS' leaders over time. As a result, a new customer complaint process has been designed by BDRS that is now set to be launched.

If you're interested in learning more about BDRS' survey practices, contact Jack Tipton, in BDRS (X 43176 or jtipton@pinellascounty.org).

Building and Development Review Services Department (BDRS)
Customer Satisfaction Survey

1. Customer type (please check one):

- Contractor/Builder
- State/County/Municipal Department
- Homeowner
- Other

2. Type of service requested (please check one):

- Building Permit
- Site Plan Review
- Rezoning/Land Use Plan Amendment
- Tree Permit
- Pre-application Meeting
- Board of Adjustment
- Architectural Plan Review
- Other

3. Department staff answered questions and/or returned calls promptly.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable

4. Department staff was friendly and courteous.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable

5. Department staff handled my request in a reasonable amount of time.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
○	○	○	○	○	○

6. Department staff gave satisfactory service/response.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
○	○	○	○	○	○

7. Department staff was knowledgeable and professional.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
○	○	○	○	○	○

8. Did you receive the service or product you were seeking?

○ Yes

○ No

9. Did we meet your expectations?

○ Yes

○ No

10. If not, how could we better meet your requirements?

11. On a scale of 1 to 5, ...5 being 'best,' how would you rate the service(s) you received?

1	2	3	4	5
○	○	○	○	○

12. Other comments or suggestions you might offer to help us to improve our services?

This survey is confidential. If you would like us to contact you for follow-up, please provide your contact information below:

13. Name

14. Telephone number:

15. E-mail address:

Thank you for taking the time to help us to learn how to serve you better.
We value your opinion!

Pinellas County Building and Development Review Services Department

Department of Environmental Management's (DEM) Survey

- **Administered at point of service**
- **For external customers/ visitors only**

The Department of Environmental Management uses a wide variety of survey tools to capture their customers' satisfaction with DEM's services. One such survey is the one used to assess the satisfaction of visitors to the Weedon Island Preserve. It is a paper and pencil type, point of service survey that may be completed by visitors while they are visiting Weedon Island to inform DEM about their visit. People interested in learning more about this survey should contact Bruce Rinker, in DEM (X 36900 or brinker@pinellascounty.org).

We hope you enjoyed your visit to the Weedon Island Preserve Cultural & Natural History Center. So that we may continue to improve our service to you, please take a moment to complete this short survey.

Date____________________

I rate my experience: ____Excellent   ____Good   ____Fair   ____Poor

Have you ever been here before? _________________   If so, when? _________________________

How did you hear about the Center?

____St. Pete Times   ____Local/Drove By   ____Library

____Tampa Tribune   ____Email   ____ Radio

____Creative Loafing   ____Friends of Weedon Island, Inc.   ____Website

____Friend/Relative   ____Television (which station?)______________

____College/University (please specify)____

____Other (please specify) ____

Where are you from? ____St. Petersburg   ____Pinellas County   ____ Other:_________________

How many people in your party are between the ages of:

____19-24   ____25-34   ____35-42   ____43-58   ____59+

How many children in your party are between the ages of

____Under 2   ____3-6   ____7-13   ____11-17   ___14-18

Why did you visit the Center today?

____Interest in the building   ____Friend/Family recommendation   ____Art exhibit

____Walked in from hiking trails   ____Attend a program   ____ Use the restrooms/water fountain, etc. ____Other (Please specify) ____

Would you attend a night program? _____   What night would you prefer?_______________

Would you be interested in knowing more about our:

____Volunteer Opportunities ____ Guided Hikes ____Guided Canoe Tour ____Special Events/Programs

If you would like to receive information regarding our upcoming events, please include your name and contact information below: Weedon Island only ___Countywide Events _______

Name: ____

Email: ____

Please list additional comments on the reverse side.

Office of Management and Budget's (OMB) Survey

- **E-mailed annually**
- **For internal customers only**

Being a support service for the County's other departments, OMB's leaders want to know what the other departments' leaders (OMB's customers) think about the Budget Process and the various services provided by OMB. As a result, each year OMB distributes a survey to their customers to better understand how OMB is doing and how services in the Budget Office can be improved.

If you're interested in learning more about OMB's survey, contact Bill Berger, in OMB (X 33437 or bberger@pinellascounty.org).

OMB CUSTOMER SERVICE SATISFACTION SURVEY

A goal of the Office of Management & Budget (OMB) is to continually improve services offered to Departments and Agencies within the County organization. One way to make our services more effective is to receive input from you, our customers. From that input, we are able to modify our service delivery to better serve you.

The **OMB Customer Service Satisfaction Survey** is one way to evaluate the services we provided during the last year. We will use your feedback to improve in areas identified as needing enhancement or to continue our efforts that result in providing quality service. **Your response is anonymous** and will be kept confidential. Should you need assistance, please call John Woodruff, Budget Director, at 464-3500.

Please check the best response to the following:

1. My current position is:

   ☐ Department Director/Agency Head ☐ Budget Liaison/Fiscal ☐ Other

2. My Department/Agency is under the purview of:

   ☐ County Administrator ☐ Other

3. On average, I contact OMB:

   ☐ Weekly ☐ Monthly ☐ Rarely

For the following statements, please select the most appropriate response using the following scale:

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
5	**4**	**3**	**2**	**1**	**0**

4. OMB budget staff provided quality information, advice, and technical assistance.	5	4	3	2	1	0
5. The Budget Development Software was a useful tool in developing my departmental budget.	5	4	3	2	1	0

6.	The use of Outcome-based performance measures has enabled my department to make better budget and management decisions.	5	4	3	2	1	0
7.	I am satisfied with OMB's response time for requests for assistance.	5	4	3	2	1	0
8.	OMB's intraweb site provides useful information.	5	4	3	2	1	0
9.	OMB budget staff adequately prepared our department for the BCC Budget Information Worksession.	5	4	3	2	1	0
10.	The County's strategic planning process has helped my department align its priorities with the organization's goals and strategies.	5	4	3	2	1	0
11.	Throughout the fiscal year, budget amendments and resolutions were processed in a timely manner.	5	4	3	2	1	0
12.	The Budget Development on-line instruction manual was a useful tool in developing my department's budget.	5	4	3	2	1	0
13.	OMB has provided valuable assistance in assessing and developing such non-tax revenue streams as user fees, grants, and sponsorships.	5	4	3	2	1	0
14.	OMB's intraweb site is presented in a "user-friendly" format.	5	4	3	2	1	0
15.	The use of program-based budgeting has enabled my department to make better budget and management decisions.	5	4	3	2	1	0
16.	OMB communicated budget information in an objective and impartial manner.	5	4	3	2	1	0
17.	Overall, I am satisfied with the service my department received from OMB during the last year.	5	4	3	2	1	0

18. I would like more support from OMB in the following areas:

☐ Budget Assistance ☐ Special Projects

☐ Program Budgeting ☐ Strategic Planning

☐ Performance Measurement ☐ Grants

☐ Other ______________________

19. These improvements in OMB processes/services would assist my department:

____

____

____

20. Other comments I have regarding OMB:

____

____

____

Thank you for taking the time to complete this survey!

Citizen Survey

- **Conducted every two years**
- **Includes approximately 800 external customers/ citizens of Pinellas County who are telephoned to get their survey input (sample based on population size)**

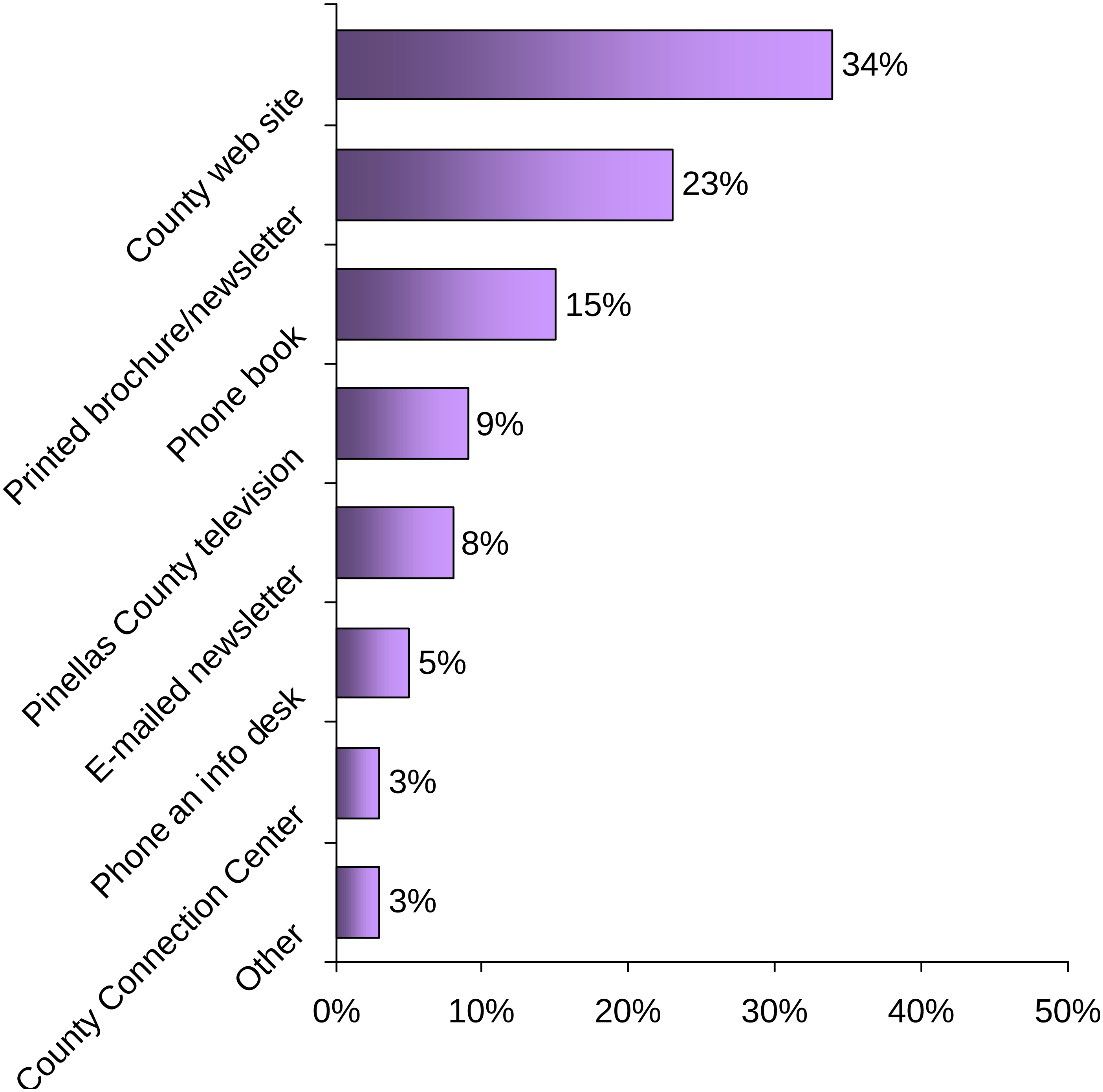
This excerpt from the most recent Citizen Survey is provided to illustrate the points made earlier in the Survey Manual about the importance of segmenting survey results data and the way that this may be accomplished. Surveys need to be designed to ask about the demographics of the people responding to the survey so that we can learn more specifically who may be satisfied and why. The following example explains this point within the context of the Citizen Survey.

In the last Citizens Survey people were asked about their preferred communication method with Pinellas County regarding County services. The most preferred method of communication that survey respondents had was via the County web site (34%), with the next closest choice being by printed brochure/ newsletter (23%). When we break down the survey respondents by demographic characteristics, we find that with the survey respondents preferring use of the County web site, the predominant groups involved in that surveyed group include residents in their homes 2 to 5 years, residents with an income over $100,000, residents in the age group of 25 to 34 year olds, and residents who are employed.

This information tells us that our County web site is an important information sharing resource in the eyes of our citizens. As a result, we need to think seriously about ensuring that it is updated, improved over time to best meet our citizens' needs, and marketed throughout our community to make sure the County uses it well in communicating about what's important with our citizens.

If you're interested in learning more about the County's Citizen Survey, contact Laura Berkowitz, in Human Resources (X 47344 or lberkowitz@pinellascounty.org) or John Becker, in OMB (X44109 or jbecker@pinellascounty.org).

Question 16c: Preferred Communication Method about Pinellas County Services



2007 Pinellas County Citizen Survey
Above Average Ratings by Demographic Group

Combined Excellent/Good	Gender	Length of Residence	Income	Unincorporated or City Limits	Age	Race	Employment Status	Zip Code (Region)
PC website top choice for info	*	2-5	100K+	*	25-34	*	Employed	*
Printed brochure or newsletter top choice for info	*	*	*	*	*	*	*	*
E-mailed newsletter top choice for info	*	*	*	*	*	*	*	*
Phone book top choice for info	*	*	<25K	*	65+	*	*	*
Contact a County Connection Center top choice for info	*	*	*	*	*	*	*	*
Phone an info desk top choice for info	*	*	*	*	*	*	*	*
PC television top choice for info	*	*	*	*	*	*	*	*
Have cable TV	*	*	*	*	*	Non-white	*	*
Watch PC Channel 18	*	*	*	Unincorporated	*	Asian	*	*
Watch BCC meetings	*	*	$100K+	Unincorporated	*	*	*	*
Watch other meetings	*	*	*	Unincorporated	*	*	*	*
Watch Inside Pinellas	*	*	$25-29.9K	*	*	*	*	*
Watch Progressive Pinellas	*	*	*	*	*	*	*	*
Watch Good Business Pinellas	*	*	*	*	*	*	*	*
Watch Pick A Pet	*	*	*	*	*	*	*	*
Watch Postcards from Home	*	*	*	*	*	*	*	*
Watch coverage of PC sponsored events	*	*	*	*	*	*	*	*