

2019 City of Mineral Wells Community Survey Analysis and Results

Submitted to
City of Mineral Wells
and
Dr. Joseph Portugal, ICMA-CM

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May 9, 2019

Submitted in partial fulfillment of the requirements for the degree of Master's of
Public Administration in the College of Architecture, Planning and Public Affairs of
The University of Texas at Arlington



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ARLINGTON

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Executive Summary

The 2018 City of Mineral Wells Community Survey was undertaken so that the City could gauge the wants and needs of the community to help the City move in a direction the residents support. The main objective was to help find ways for the City to grow in economic development. In the fall 2018 capstone, it was indicated that the City of Mineral Wells struggled economically due to lack of commercial development, which also left them unable to expand their residential development. In working with the City's Finance Director, John Moran, the team was concerned with developing a survey to gauge the citizens' interest in creating new business, expanding the industrial area, adding additional city services such as recycling, and tourism opportunities. The city also requested a question asking if there was interest in the development of a new Public Safety building and if the community would support a bond to pay for its construction.

The 2018 Community Survey had a holistic approach covering many topics: economic development, quality of life, infrastructure, public safety, demographics and service delivery. This is beneficial for the city because it shows the priority areas where the residents want to see progress. The feedback from many residents was that they were concerned with the overall look and safety of the city, and they want to see their city improve. One resident responded that, "The most important issue facing Mineral Wells is how to meet the demands of a growing city and to unite the citizens for the sake of making the city a pleasant place to live and work and play."

During the analysis, it was apparent that only a certain demographic group was reached. To gain a true understanding of what most citizens in Mineral Wells would like, the Capstone Team recommends that the city send out an additional survey, focusing on demographics and economic development. By adding another method of distribution, such as an online platform or sending surveyors out into the community, the city may gain more immediate feedback and reach

a broader audience. Using the data from the initial survey as a starting point, however, it appears that a desire for better infrastructure and beautification was not only written many times in the open response portion, but also was the top preference in the survey. The economic development portion did show that the residents were interested in seeing growth in these areas: (1) The city's efforts in creating local jobs, (2) Revitalization of the downtown area, (3) City's efforts in attracting new business (4) promoting tourism to the city, (5) destination attractions and events. An additional priority for the city's residents were incentives for more locally owned businesses. Overall, the residents who responded wanted to see Mineral Wells take steps in the right direction and were eager to see progress, clean up and beautification within the City.

Introduction and Background

The Department of Public Affairs at University of Texas-Arlington (UTA) collaborated with the City of Mineral Wells to create, distribute, tabulate and analyze a survey and write a report to the city discussing results and suggestions for its future economic goals. The purpose of the survey is to gauge the residential satisfaction with the city and determine if there are areas that the residents as a whole want to see improved. This survey also served as a way to assess how the city can create new economic development that the residents will support.

This project was carried out in two phases. The first phase was completed by a UTA Capstone Team in Fall 2018. The UTA Capstone Team, collaborated with the City of Mineral Wells to create a residents' satisfaction survey, distribute it to city residents, and analyze the survey data to get feedback in what direction the city should go with its economic development plan. In the initial creation of the survey, the group specifically wanted to develop a survey to gauge the citizens' interest in creating new businesses, expanding the industrial area, and adding additional city services such as recycling and tourism opportunities. The city wanted to assess citizen

knowledge of Envision Mineral Wells and requested a question asking if there was interest in development of a new Public Safety building, as well if there would be support for a bond to pay for its construction. The final survey consisted of nested questions, (see Appendix A) with a broad range of topics and several sub-questions within each topic. Topics ranged from economic development, quality of life, infrastructure, public safety, service delivery and demographic information. The capstone group recommended a combination of rated responses ranging from “not important” to “very important” and open-ended questions. This thorough survey gives the City Council a good insight into what areas the residents of Mineral Wells are most invested in supporting. The survey lets the residents know that the city is interested in hearing their priorities for the city and want their input regarding economic development. While economic development was only a portion of the survey, it was the portion that had the most significant results and was requested the most on the open-ended responses. As such, UTA’s capstone group included the information in the front.

Due to circumstances beyond the UTA 2018 capstone group’s control, the surveys were not distributed within the timeframe of the fall semester. While UTA did not distribute the surveys, it did recommend that the surveys be distributed both online and by mail. Additionally, the university recommended providing postage-provided envelopes and a minimum one-month minimum response time in order to receive a sample size that would enable accurate feedback.

In Phase Two, the surveys were given a completion date of January 31, 2019. John Moran then collected the surveys and delivered them to Dr. Joseph Portugal and his capstone team. At that time, UTA then analyzed the surveys and wrote the report on the results of the surveys. UTA first confirmed that the surveys distributed in winter 2018 were reliable and valid. Additionally,

the survey results were translated so that City Council could see the significance of each category. Additional recommendations were also made to help guide the city in future survey distributions.

Constraints

- The surveys were not translated into Spanish, which potentially excluded a portion of the Mineral Wells population from responding to the surveys.
- Since the surveys were distributed via mail, it was likely that some residents did not take the time to mail the surveys back.
- The surveys were available for print on the City’s website and newspaper’s website. This could cause a constraint if not everyone has access to a computer and a printer.

Project Scope

The City of Mineral Wells wanted to create a comprehensive survey to evaluate the overall satisfaction of the residents of Mineral Wells. Working with City Council, City Manager, and Director of Finance, John Moran, UTA’s capstone team was asked to create survey questions with metrics that could be measured, help collect the survey, evaluate survey responses and look for errors, recommend future revisions and report and present their findings.

Methodology

Data

The information used for this research was collected from paper surveys. The residents from the City of Mineral Wells are a firsthand data source on the condition and progress of Mineral Wells. When a survey is collected and analyzed using reliable and valid methods, it is an ideal measurement for a City Council to base their future action plans. The data collected from the survey was quantitative data. The survey asked the respondents to give their opinion on a service

or topic using the range from very important to not important or very satisfied to very unsatisfied, no opinion was an option as well.

The surveys were given a completion date of January 31, 2019. John Moran then collected the surveys and delivered them to Dr. Joseph Portugal and his capstone team. In total, 202 full surveys were delivered. However, some were cut up which made it difficult to count the total number. The adjustments the capstone team had to make in order to clean the data was to separate the surveys into three categories: valid, non-valid, and non-usable. Surveys that were considered valid had the water bill account number and had the entire survey with no pages missing. There were 127 valid surveys. Surveys that were considered non-valid did not provide a water account number but had the entire survey with no pages missing. There were 74 non-valid surveys. Given that the surveys needed to be from residents within Mineral Wells, the water bill was the only way to verify that the respondents were residents of the city. Since the surveys without a water bill account number still provided feedback, the city could use this information and is still used but reported separately. The surveys that were considered non-usable had pages of the survey missing or were tampered with by either being cut in half or having multiple missing sections. The number of surveys we could not use were roughly 25 surveys. As mentioned above, the destroyed surveys were counted, but may not have been as accurate.

Another adjustment that was made in order to produce accurate results were accounting for missing fields in the surveys. Because the survey responses were recorded on paper, there is invariably human error. Some of the surveys had multiple answers for one question or a question did not receive an answer. Therefore, when tallying the responses, questions missing an answer would be omitted. As such, some questions do not have all respondent's answers when reporting our results due to missing answers or multiple entries. In the services category, many residents

did not fill out this portion since they may not have interacted with all of the city services. Therefore, there is not a large sample size in that portion of the survey.

The data results will indicate that there was a lack of diversity in the responses. Since the survey responses do not reflect the demographics of Mineral Wells, it cannot be stated with accuracy that these results indicate the direction residents as a whole at Mineral Wells will support. The respondents of this survey largely received their information from their water bill inserts, which was the main method of distributing the survey. As discussed in the data analysis below, this may have restricted input from residents who prefer an online or in person distribution of the survey.

Data analysis

Before using SPSS for data analysis, our Capstone team created a codebook that created a value ranging from 1-5 for each variable in a data file. The capstone team then manually input data into Excel and exported it into SPSS. For this study, SPSS software was used for two types of statistical analysis. The first was to record the number of responses and screen for errors. Secondly, the software was then used to compare and analyze multiple variables in order to look for a relationship. For example, the team looked for relationships between homeownership and responses in economic development. Given the nature of the study and survey data, descriptive analysis was used to describe the respondent's population through graphs or tables.

In working with the data, it was evident that most respondents were over age 50 and female, which is not representative of all opinions of the city. The variation turnout might have been caused by the distribution methods used for the community survey. According to John Moran, the surveys were made available online, sent in residential water bills and advertised in the local newspaper. The surveys needed to be mailed back to the city and in the case that one did not receive a survey in a water bill, the individual would have to go to the website, print the survey

and mail it. This potentially would exclude busy individuals who prefer the convenience of an online platform.

Another consideration in the variation of data was that most individuals at the age of 65 or above are retired from service. As a result, they tend to possess an extra amount of time to participate in comparison to individuals who are still in workforce.

Results

Demographics

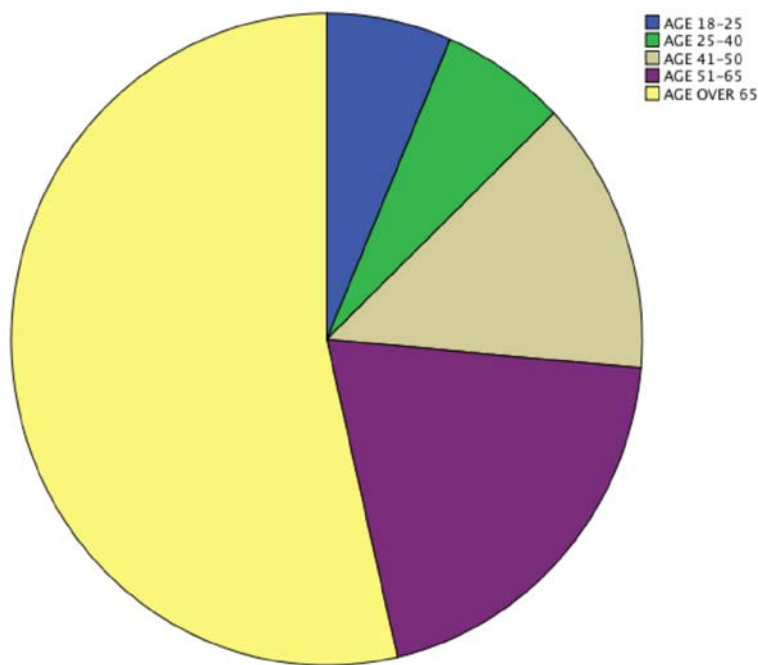


Figure A. Respondents age breakdown

The results show that the majority of the participants were over the age of 65. Interestingly, the response rate decreased as the age group got younger. As shown in Figure A below, those who were over the age of 65 accounted for 54% of the participants. Respectively, age group 51-65 accounted for 20% of responses, age group 41-50 accounted for 14% of responses and the last two

age groups, 25-40 and 18-25 each had a 6% response rate. Two participants did not respond when asked their age.

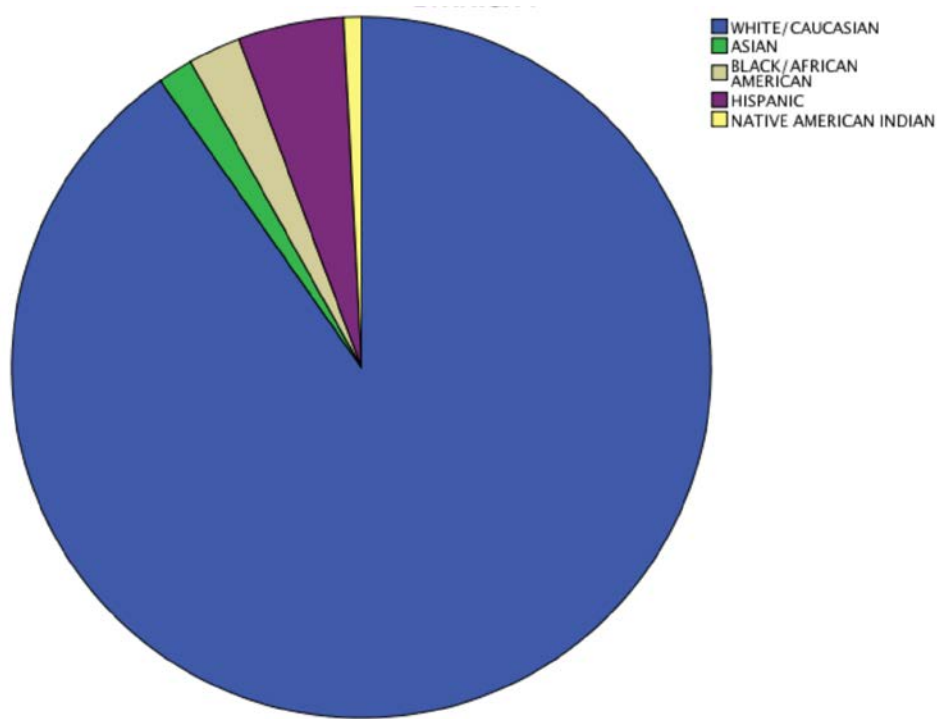


Figure B. Respondents ethnicity breakdown

In terms of ethnicity, we found that the White/Caucasian population was the majority of the participants, consisting of 90% of the sample population. As illustrated in Figure B below, only 5% of the Hispanic population participated, and fewer than 3% of the Black/African American population were participants. Asian and Native American Indian participation had the lowest responses in the community survey. The Asian population accounted for less than 2% and Native American Indian less than 1%. In essence, 111 out of 127 of the individuals who participated in the survey were White/Caucasian, 6 people were considered Hispanic, 3 people were Black/African Americans and only one person was Native American Indian. Either due to a person

choosing not to identify his or her ethnicity, or by simply forgetting to respond to the question, 3% of the respondents did not answer the question.

While there appears to be a questionable variation in ethnicity, it is also understood that (based on the census bureau data collected on July 1, 2017) the estimated population of the city of Mineral Wells was 14,962 and the White/Caucasian population alone makes up 88 percent of the city. The Hispanic population made up 28 percent of the city and less than 5 percent Black or African Americans are residents in Mineral Wells. Even fewer residents were American Indian.

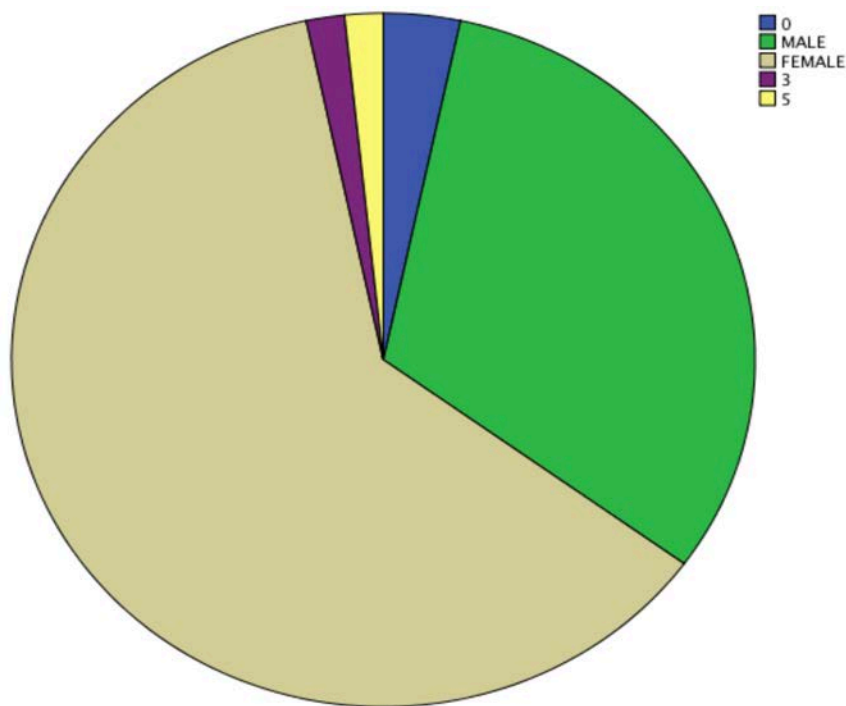


Figure C. Respondents gender breakdown

Furthermore, we found that most of the participants of the survey were females at 62 percent, or 74 out of the 127, responding. Male participation in the survey was 32 percent, or 38 out of 127 survey respondents were male. As referenced earlier, paper surveys can create errors and as seen below. Seven (7) percent of the participants responded that they were neither, or marked both boxes for male and female. Others chose not participant in gender questionnaire.

Variations

There are two explanations for the variations in the demographic responses. The first being that the variation turnout was caused by the distribution methods used for the community survey. In addition to surveys being made available through water bills, they were also available online and advertised in the newspaper. This particular digital method of distribution required the participants to print out, answer and mail back, all of which is time-consuming. These requirements could exclude those who desire to participate, but do not have the printer or the time. Most working individuals and busy families prefer the convenience of digitally responding to a survey.

A second explanation may be the fact that most individuals at the age of 65 or above are retired from service. As a result, they tend to possess the extra amount of time to participate in comparison to individuals who are still in the workforce. This creates a high possibility for respondents age 65 and above to participate in this particular community survey.

Economic Development

In regards to economic development, UTA found that residents felt that these particular areas were very important: (1) The city's efforts in creating local jobs (65%), (2) Revitalization of the downtown area (63%), (3) City's efforts in attracting new business (59%) (4) Promoting tourism to the city (59%), (5) Incentives for more locally owned businesses (53%) and destination attractions and events (50%). In the open-ended responses, many respondents noted that revitalization of the downtown area would lead to job creation and wanted to see both.

Overall, the residents who participated are looking forward to Mineral Wells taking steps in the right direction. The economic development portion of the survey consisted of fourteen questions. The economic development section appeared to have the most participation and

“important” and “very important” responses in the survey. Clearly, some of these questions were unpopular or less important to residents. As a result, some of these questions may get lower support if asking for bond proposals. For example, a question about developing more big box retail shopping resulted in only a 21% response of very important. Only 27% felt that the addition of chain restaurants was very important as well.

Economic Development Survey Results:

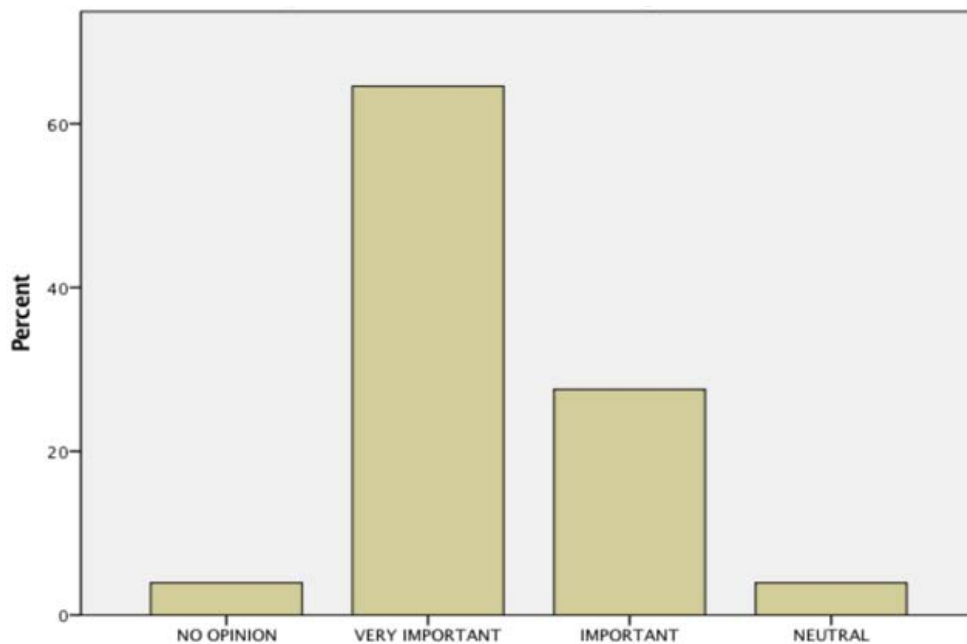


Figure D. Creation of Local Jobs

Mineral Wells residents overwhelmingly viewed the creation of local jobs as a top priority of the city. While 65% viewed it very important and 28% viewed it as important, the remaining 7% responded with no opinion or neutral. On the open-ended questions, many tied local jobs to the revitalization of the downtown area and believed that these priorities would work well together. Furthermore, UTA Capstone was interested in whether there is an association between home ownership and residents who voted that the city efforts in creating local jobs is important. There is an association between homeownership and creating local jobs. It appears

there is a weak relationship between both with a likelihood ratio of .498. In our sample of 127 residents (76 very important, 35 important, 5 neutral, 5 no opinion, and 2 missing values), 95 residents out of 125 voted very important/important with home ownership. So, residents with home ownership were more likely to vote very important/important.

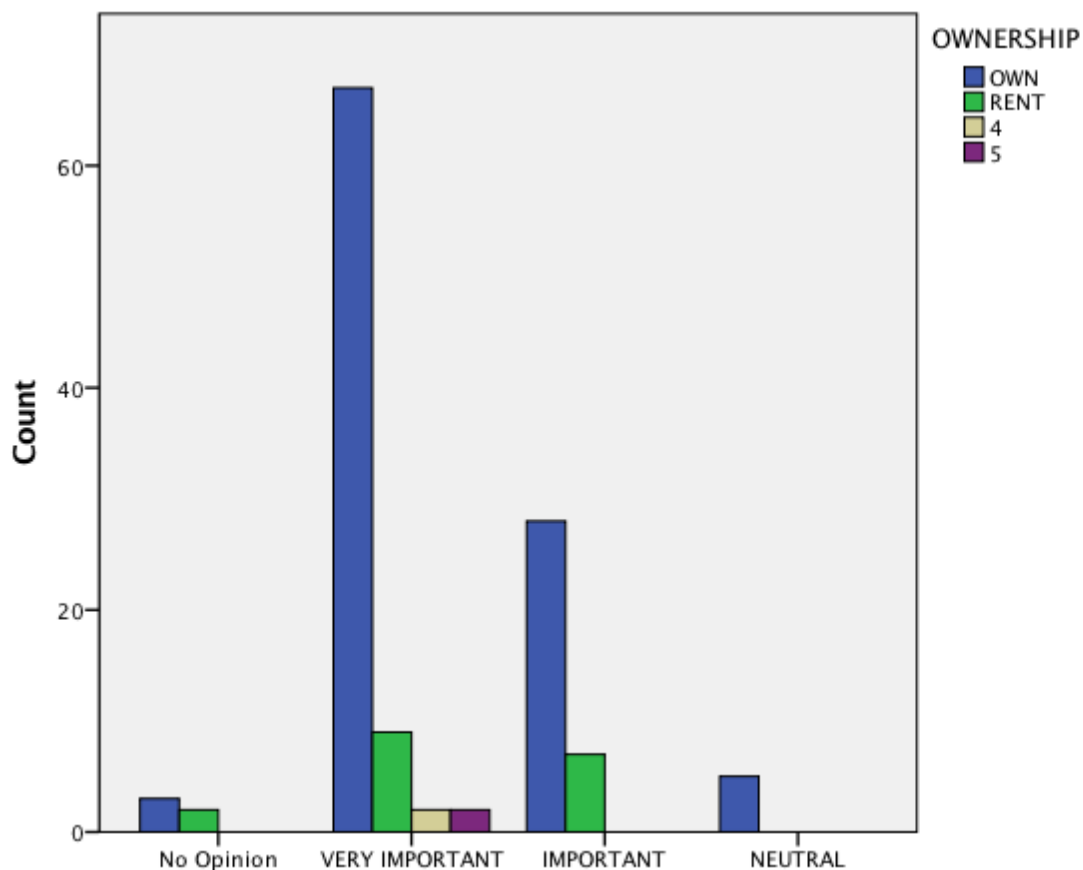


Figure D.1 Effort in Creating Local Jobs Compared to Ownership

In *Figure D.1* UTA assessed the level of association between residents who own homes and supported the effort of creating local jobs. There was a strong relationship found between homeownership and job creation responses. Given the sample size of 125 respondents, 82% were homeowners, 14% rented their home, and 4% chose not to respond. Of the homeowners that responded, 65% answered very important in the creation of local jobs and 27% responded important. Those that rented their homes responded less at very important (50%) and 39%

responded job creation was important. It appears that there is a small difference between the homeowners and renters, and that both categories viewed job creation as a priority. Homeowners, however, appeared to put job creation closer to the top of priorities at very important. There is less than a 5% chance we could have found this much of a difference due to normal sampling error.

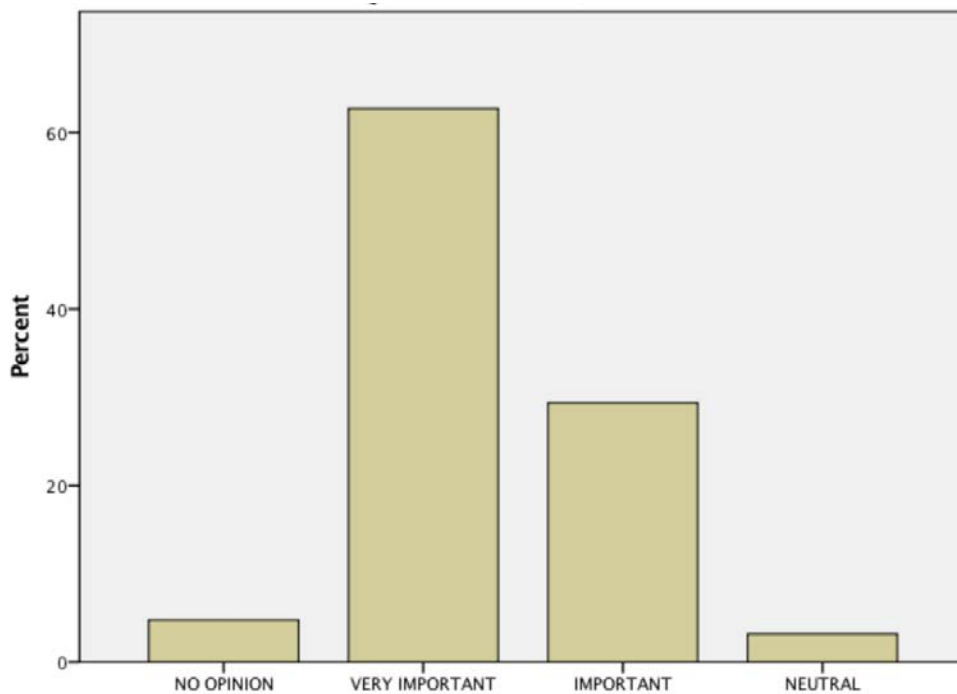


Figure E. Revitalization of the city

Many respondents felt that the revitalization of the downtown area should be a priority of the city (*Figure E*). The responses indicated 63% responded that it was very important and 29% responded it was important. Additionally, none of the residents opposed the idea of revitalization of the city downtown. An 8% response was neutral or had no opinion.

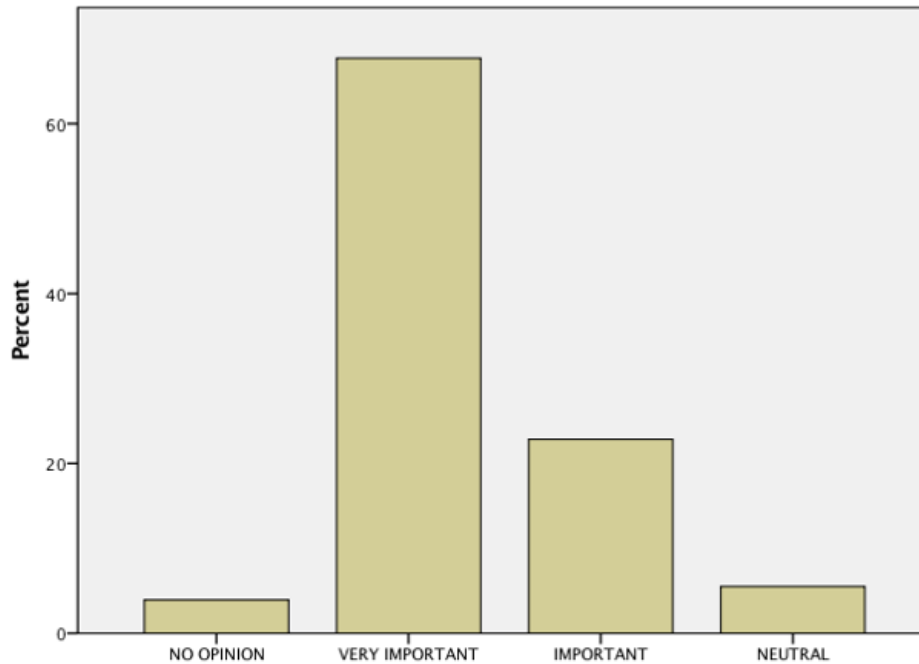


Figure F. Attracting new business

When asked opinions on attracting new businesses, 68% felt it was very important and 23% felt it was important. As with the topic of the revitalization of the city, only 9% answered with no opinion or neutral and no one answered not important.

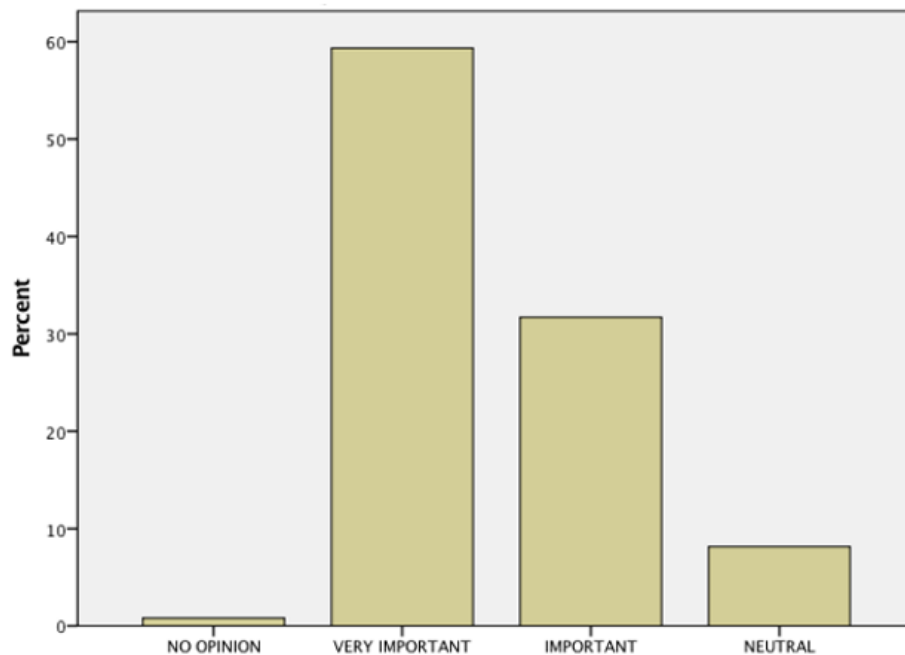


Figure G. Promoting tourism to the city

Many respondents felt that promoting tourism to the city was also a top priority. Given Mineral Wells' historic support of the Baker Hotel, it is logical that its residents would like to see the hotel and the city's other amenities promoted. In fact, 58% viewed it as very important, and 31% responded it was important. As with other top priorities listed, no one viewed this as not important and only 8% was either neutral or had no response.

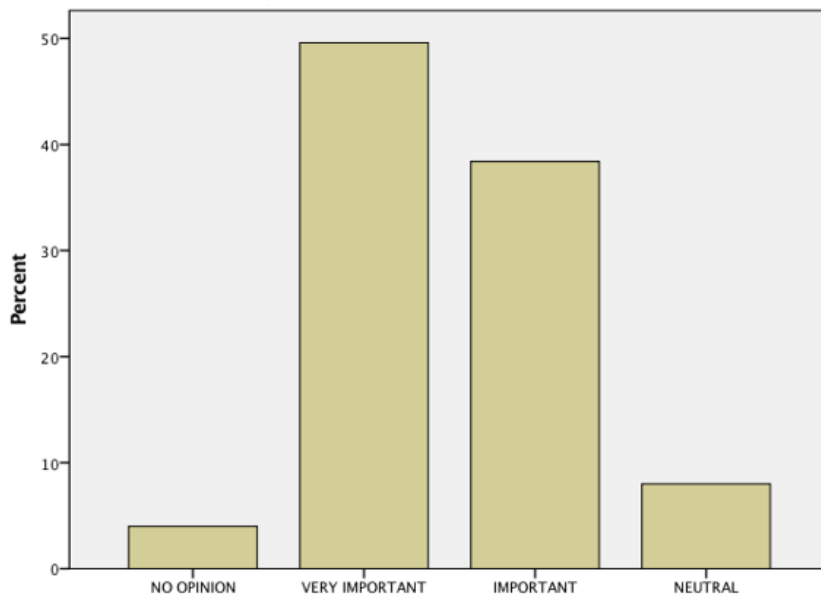


Figure H. Destination attractions and events

As with promoting tourism, many residents responded that it was very important (49%) or important (38%) that there be more tourist attractions or events coming to Mineral Wells. This received some importance, but was not as important as local job creation.

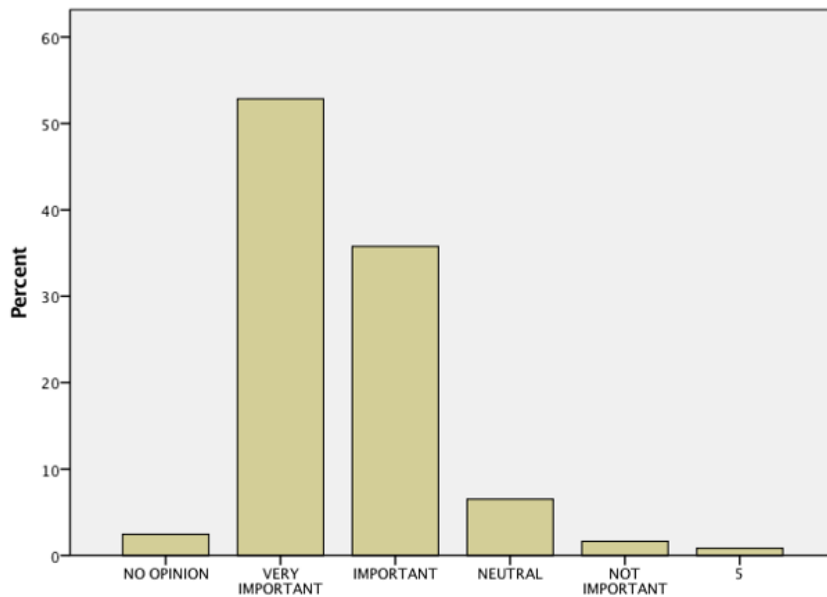


Figure I. Incentives for more locally owned businesses

While 68% believed that the city needed to attract new businesses, there was also a large response for locally owned business. It did appear that 51% responded it was very important and 35% responded it was important, 2% did not view local businesses as important. As with other categories, approximately 8% had no opinion or was neutral on the matter. The responses emphasized in this survey were that the community favors the individuality of Mineral Wells. Attracting business and incentives were favorable. However, when asked about chain restaurants, 12% viewed this category as not important and only 27% viewed this as very important. Big box retail shopping had similar results-with 16% viewing it as not important and only 20% viewing it as very important.

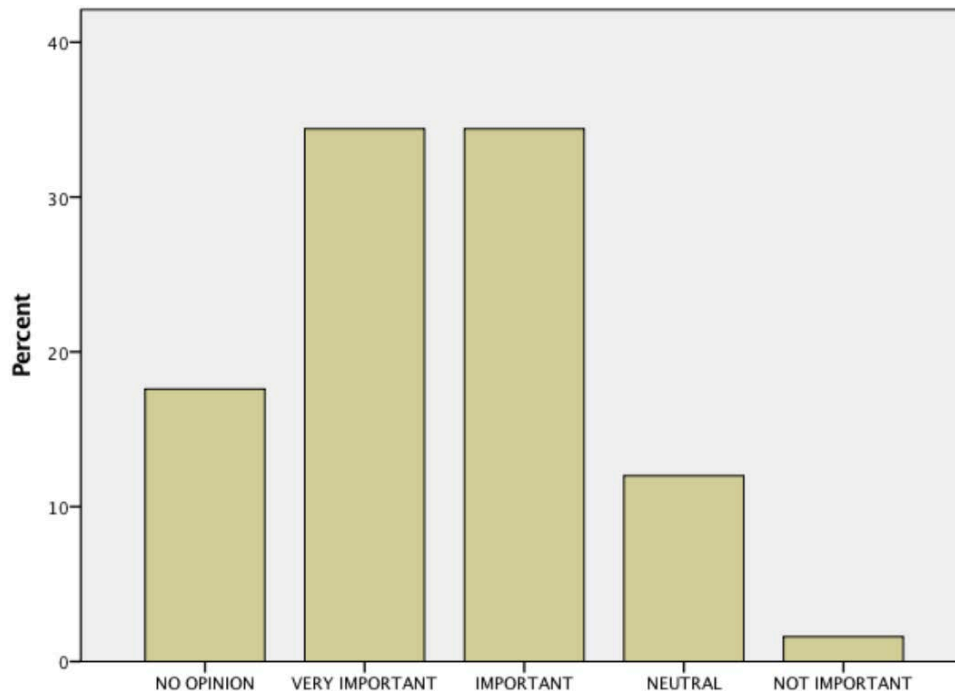


Figure J. Envision Mineral Wells

When the community of Mineral Wells was asked about the plan for Envision Mineral Wells, 69% felt that it was important. The city's initial request in phase one was to gauge the knowledge of the Envision Mineral Wells effort the city had implemented to see if more marketing needed to be done in this area. The city's website offers a helpful explanation regarding Envision Mineral Wells(<http://www.mineralwellstx.com/pages/envision-mineral-wells-copy-copy>). It is possible that the 30% neutral/no opinion responses were due to the public's lack of knowledge of this multi-categorical program. Because the effort encompasses areas such as community support, job creation, infrastructure, quality of life and redevelopment, it is suggested that in a resurvey that this question be taken out of the economic development section and simply be asked as a yes or no question as to how much knowledge one may have on Envision Mineral Wells.

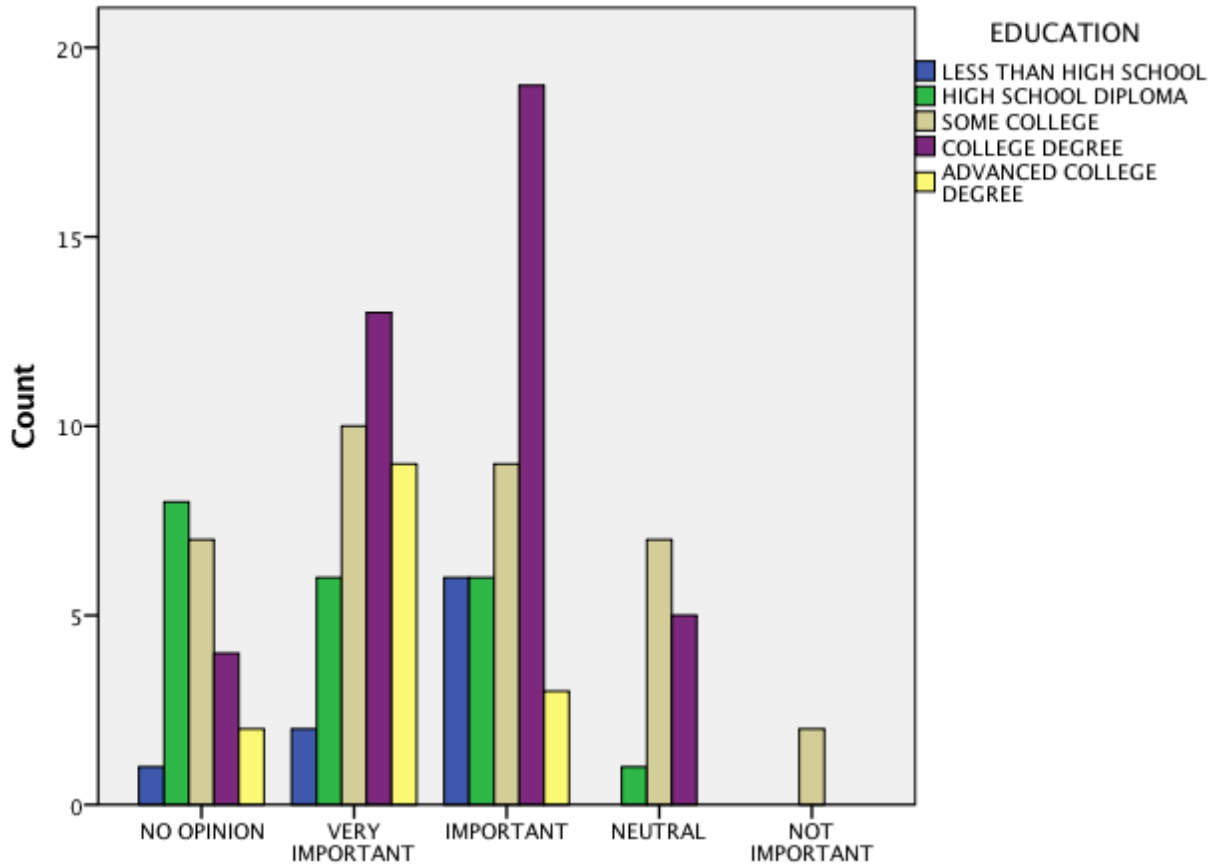


Figure J.1 Support for Envision Minerals Compared with Education Level

We researched the association between education levels and how residents tend to view the importance of the Envision Mineral Wells initiative. It appears that there is a strong relationship between education levels and a resident's view on Envision Mineral Wells. It appears there is a strong relationship between both. In a sample of 127 residents (22 no opinion, 40 very important, 43 important, 13 neutral, 2 not important and 7 missing cases). Overall, 44 residents out of 127 with college or advance college degree agreed that plan for Envision Mineral Wells is important. This is compared to 20 residents with a high school diploma or less. Therefore, it appears residents with college and an advanced college degree were more likely to view the importance of the Envision Mineral Wells plan. There is between a 1-5% chance we could have such difference due to normal sampling error.

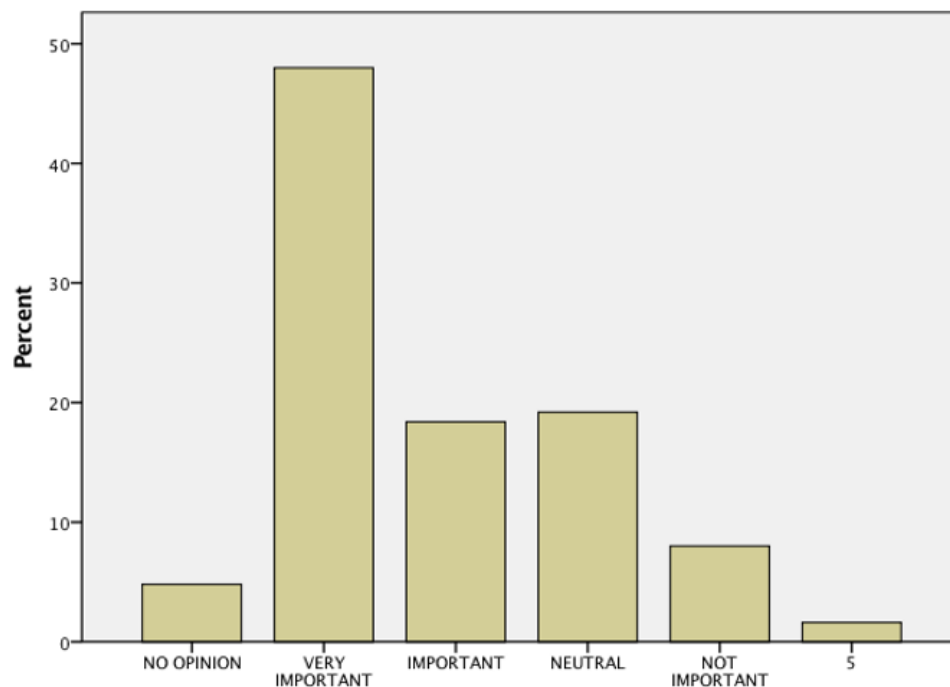


Figure K. Redevelopment of the Baker Hotel

How important was Redevelopment of the Baker Hotel to the city of Minerals Wells? The majority of the citizens believed in was either very important or important by 66%. In fact, only 8% responded that it was not important and 24% had no opinion. An October 2018, *Fort Worth Star Telegram* article discussed the significance and status of the development of the Baker Hotel. Four years ago, voters approved an eighth of a cent tax increase for renovations of the hotel. However, developers still need to secure an additional \$20 million in funding (Hanna, 2018). Initially in October 2014, the city had implemented a 4B, or type B sales tax for such development. The *Texas Municipal League Economic Development Handbook* explains that because type B sales tax is less restrictive, many cities have adopted this revenue plan as it may be used for community projects or infrastructure that includes sports facilities, entertainment and tourist facilities and affordable housing (p. 3). With a 4b tax implementation in place, the city is required to have the oversight, which requires a board of seven members that reside in the community and no more

than four of the seven members may be city officers or employees. Type B funds must also provide public notice of the project and provide a public hearing sixty days prior to pursuing the project. The idea of surveying the public would be beneficial before using funds for a project as the city will have an idea of economic measures they can take that have public support.

Since this was a comprehensive survey, the residents tended to highly support economic development while also emphasizing the repairs of existing infrastructure. If Mineral Wells wanted more feedback from the public, an additional survey with a focus on the types of economic development the city would like to provide may be helpful.

Quality of Life

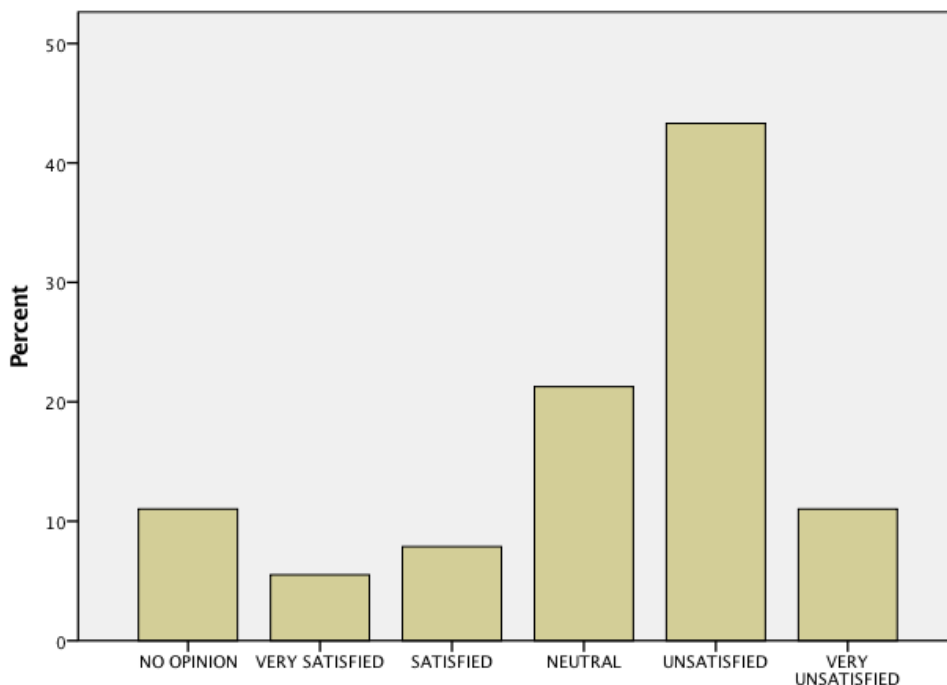


Figure L. Employment Opportunities

An area for quality of life that reported needing improvement was employment opportunities. Many respondents voiced their opinions of needed more availability for job growth

in Mineral Wells. As indicated in Figure L, a majority of the respondents were either neutral, unsatisfied, or very unsatisfied.

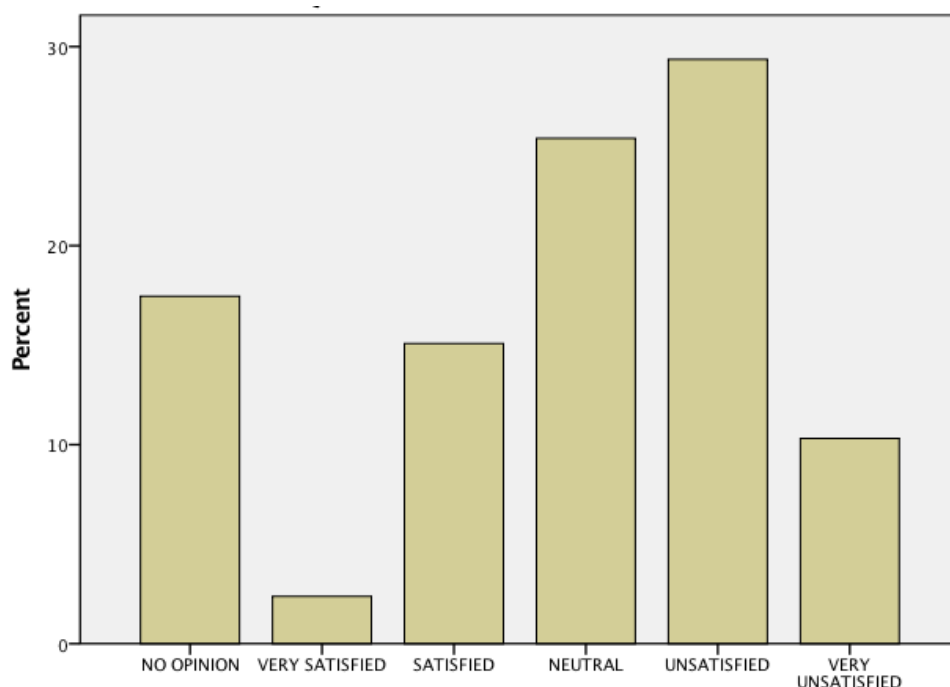


Figure M. Public Transportation

Public transportation was another topic area that was reported as needed improvement, receiving a majority of unsatisfied responses. Another takeaway from Figure M is that a handful of respondents had no opinion to this matter. The majority of the respondents were above the age 65. The majority group that responded either have no need for public transportation or can no longer drive and rely on public transportation as a means of getting around Mineral Wells. According to the Public Transit Services' website public transit is available during core business hours Monday thru Friday, 8:00 am to 5:00 pm. The service requires scheduling in advanced in order to reserve a spot (<https://publictransitservices.org/hours/>). Transportation outside this time can be provided if requested. Satisfaction rates for public transportation could see improvement if there was more time availability and if scheduling in advanced was not needed.

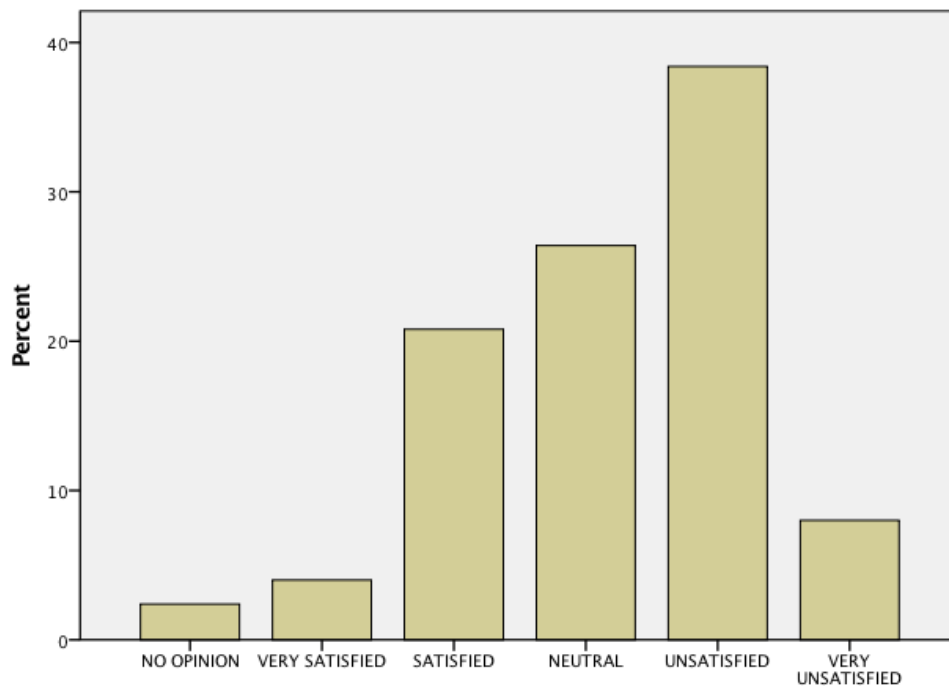


Figure N. Access to Quality Shopping

On the 2018 City of Mineral Wells Community Survey, Questions 24 and 25 ask the respondents where they do most of their shopping and where they go out to eat. The possible answers being, in the community, outside the community, online, or do not go out to eat. Many of the residents reported that they do their shopping and eating in the community. Figure N reports that a majority of residents are not satisfied with the quality of shopping. Since a lot of resident would prefer to do their shopping with the community bringing in potential retail businesses and stores could help reduced the unsatisfied response to this question.

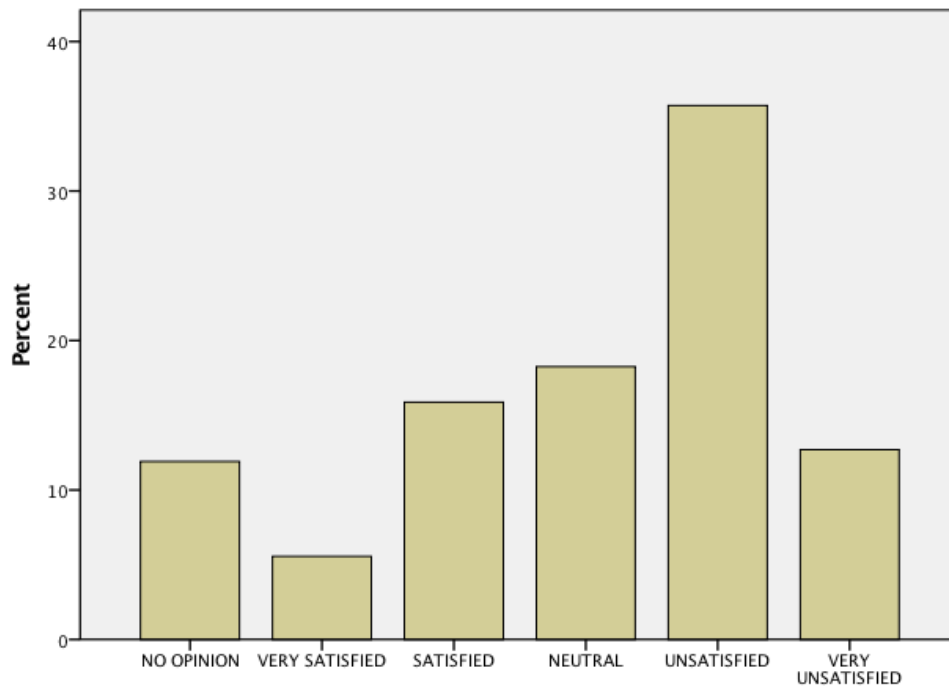


Figure O. Overall Quality of Housing

The highest response rate for the overall quality and availability of housing for the Mineral Wells was unsatisfied. Over 10% of respondents did not have an opinion to this questions whereas, there was almost an equal amount of respondents that were satisfied or neutral.

Infrastructure

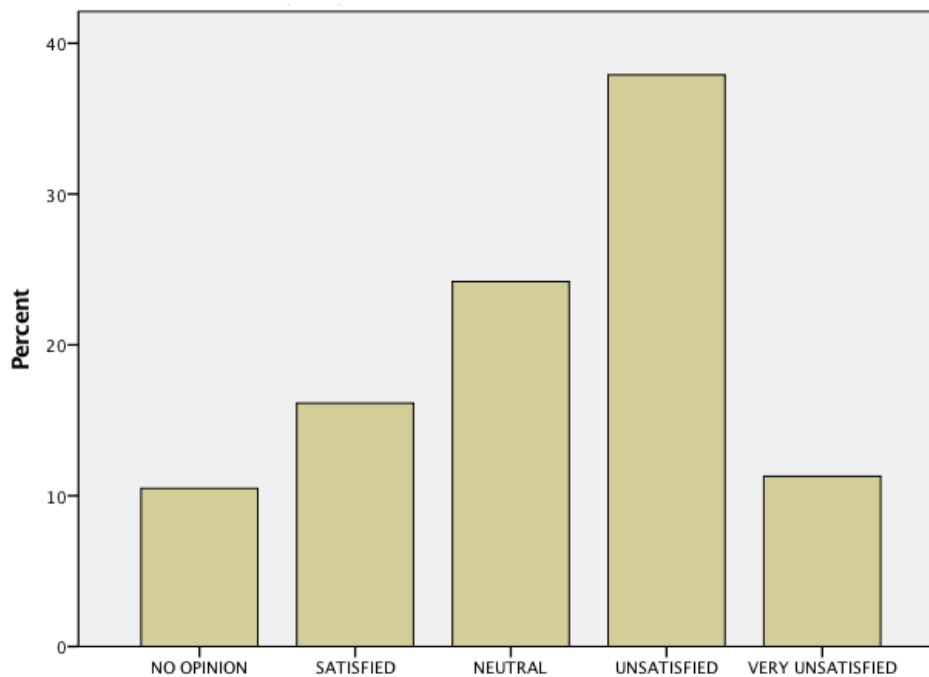


Figure P. Quality of Infrastructure

Out of all the topics presented residents were most interested in seeing improved in the area of infrastructure. A comment that was frequently made on the surveys was desired street improvements. It appears in the March 19, 2018, that the City has already begun completing infrastructure repairs as the board was considering approval of \$48,500 for Professional Engineering Services for a waterline and street and utilities improvement project of Hwy. 180 West, (City Council Meeting Minutes, March 19, 2019). Therefore, the City is already working on the key area that the surveys received most commentary.

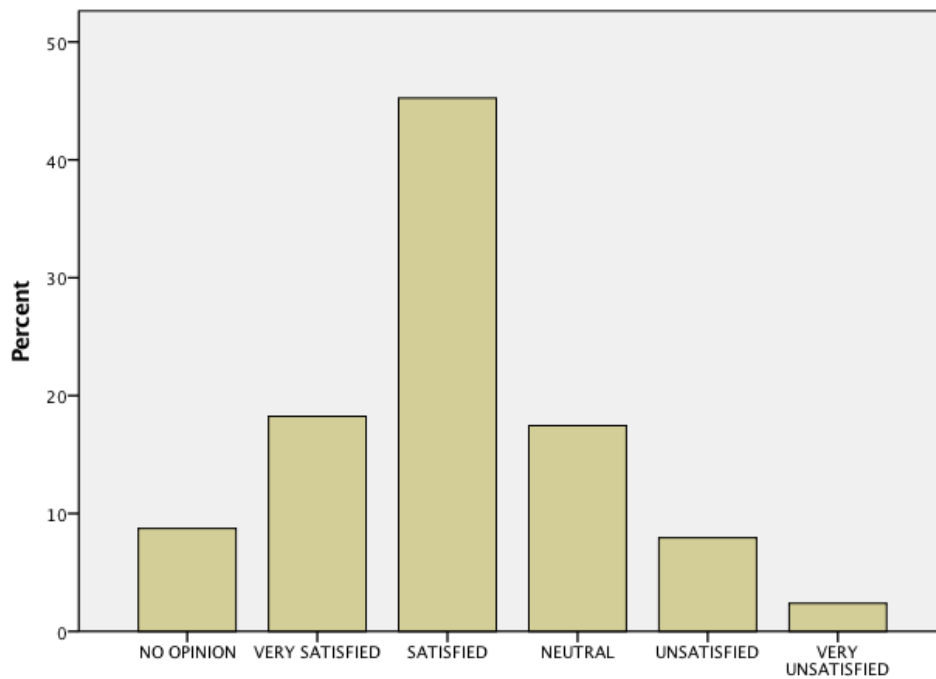


Figure Q. Quality of Police Service

Overall the respondents were satisfied with the quality of police services provided. Question 10 on the 2018 City of Mineral Wells Community Survey, “How important are the following topics or projects to you” lists increasing police visibility as an option. Increasing police visibility was a reoccurring answers received from the surveys. Therefore, it is likely that residents will support projects that are associated with support Mineral Wells Police Department.

Service Delivery

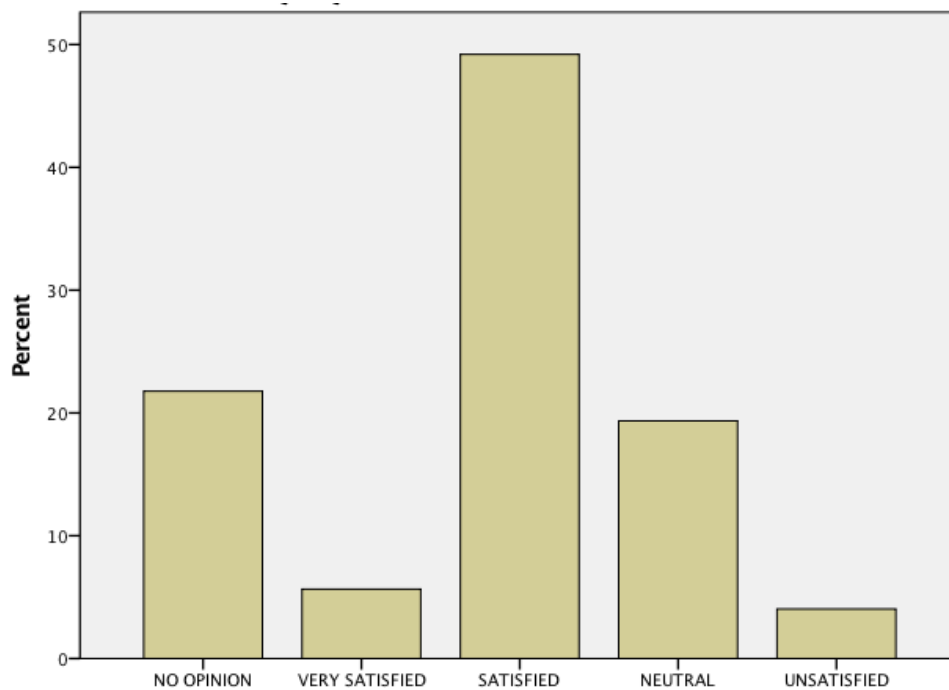


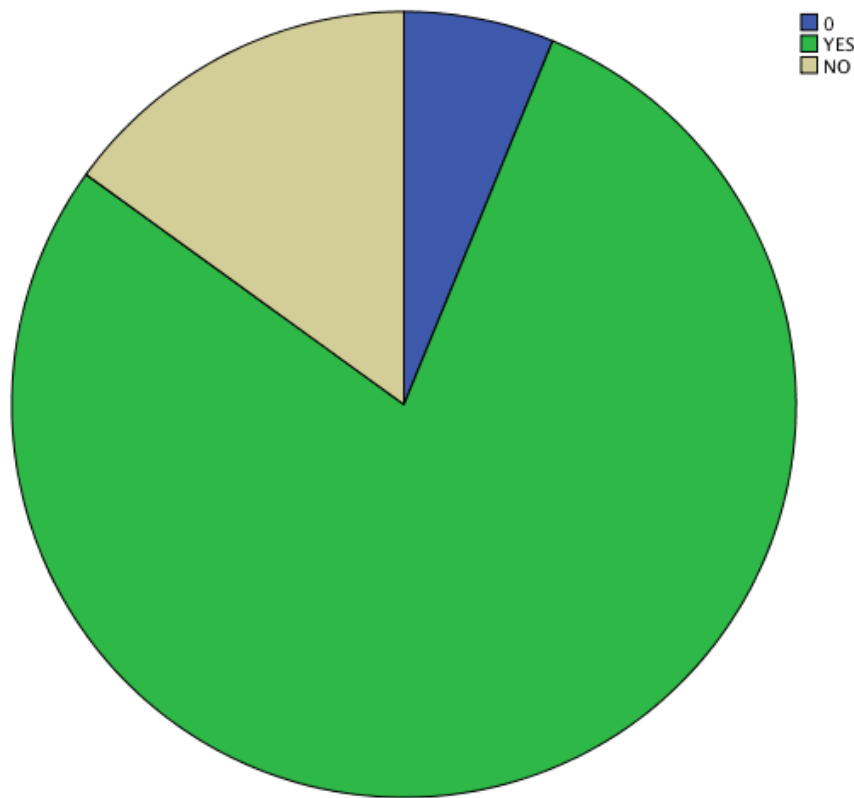
Figure R. Quality of Customer Service

The residents are overall satisfied with the quality of customer service provided by Mineral Wells with almost 50% of the respondents surveying as satisfied. Question 9 on the 2018 City of Mineral Wells Community Survey asked the residents to give feedback for different services provided by the city. There is a noticeable pattern for how residents responded to these series of questions. Most residents gave an answer for a service that they had an interaction with or strong opinion about, the rest would be left blank. A handful of respondents decided to skip over this section of the survey making it the section with the least amount of responses. Therefore, most residents either do not have any opinion on service delivery or they are mostly satisfied.

Priorities for the City of Mineral Wells

The top priority for residents of the City of Mineral Wells is Neighborhood Improvements/Revitalization. Of the respondents, 94% (119 out of 127) indicated that they view Neighborhood Improvements/Revitalization efforts as either important or very important. The

second priority is infrastructure development. Mineral Wells residents are concerned with roadway/street improvements. Results show 93% (118 out of 127) of respondents indicated it was an important priority to support roadway/street improvements. In the open-ended question on the survey that asked, “What would you say is the most important issue facing our community today?” Overwhelmingly citizens continued to emphasize that the streets are terrible. The third priority is the overall beautification of the city, at 90% (114 out of 127) of respondents indicating it was



important.

Figure S. Support Bond Proposition

When asked if a resident would support a bond proposition, 79% (89 out of 127) agreed, while 15% (17 out of 127) opposed an additional bond proposals. It appears that 7 people did not respond or simply forgot to respond.

Conclusion

The purpose of 2019 UTA Capstone Report was to assess the residential satisfaction with the city and determine if there were areas that the residents as a whole wanted to see improved. After surveys were collected, UTA then analyzed the surveys using cross tabulation and frequency measures, and then translated results so that City Council could see the significance of each category. Additional recommendations were made to help guide the city in the creation of future surveys and their distributions.

Many citizens appeared to be supportive and concerned with economic development in Mineral Wells. When asked how important each of the economic development topics were, respondents answered that the city's efforts in attracting new business, creating jobs, revitalizing and beautifying the downtown area and promoting tourism to the city were the most important. Other industries of lesser concern were items such as big box shopping, chain restaurants, and redevelopment of the Baker Hotel.

It is unclear as whether the citizens understood what Envision Mineral Wells was in accordance with the survey. There was not an option on the survey that inquired as to a citizen's knowledge of Envision Mineral Wells. If this is still the concern of the City, the question could possibly be reworded as a yes or no response asking the public of their knowledge of it. For example, while 59 percent had responded very important or important for chain restaurants in the city; only 20 percent answered neutral, 12 percent answered not important and 7 percent had no opinion.

Overall, the residents leaned more toward infrastructure development rather than economic development. Due to having a comprehensive survey, residents had to comment and give focus to many areas of possible improvement for the city. While it is positive to know where the residents

want to see improvements in, economic development did not receive as much attention as infrastructure.

Given the changing demographics of Mineral Wells, UTA would recommend creating a second survey that narrows down the focus to economic and infrastructure projects the city may need to prioritize. To gain more feedback, the survey can be distributed using a multi-prong approach. By sending surveyors out into the community, offering an online platform for surveys, and mailing the surveys, Mineral Wells may be able to capture a more diverse sample size.

Recommendations

The Capstone Team recommends the following adjustments to the methodology of survey distribution for future questionnaires, along with guidelines on utilizing the current data from this report.

Methodology and Item Revision - for future use of questionnaire

Survey Distribution Efficiency – Provide multiple medium access to the survey. The survey was provided using two different methods, but all methods were paper based. The respondent either needed a paper copy or had to print the paper copy. This could be a deterrent for some of the population who do not have the time to send the survey back or do not have access to a printer. Finding an online platform to distribute the survey can help tally the surveys quicker and remove human error. The paper surveys lead some respondents to answer the same question twice; however, if this survey is posted online then multiple entries could be avoided. Survey Monkey is a popular and efficient online survey tool, <https://www.surveymonkey.com/>.

Increase Survey Response Diversity - This survey was primarily filled out by people in the age group of 51 and over. There was a correlation between those who responded that their main preferred method to receive information from the City of Mineral Wells was the water bill inserts

(Question 8) and their age being 51 and over. This shows that distributing the surveys via the water bill only reached a certain area of the population. In order to increase survey response diversity the City should utilize other mediums such as social media and going to community events with the surveys and distributing and picking them up at the event. Multiple locations across the city could also have the surveys for those who cannot print the surveys themselves or who do not have access to a computer.

General v. Singular focus on Economic Development – Some residents commented about the length of the survey. Having a singular focus would help cut down on the length as well. The citizens mainly focused on infrastructure development. Because economic development and infrastructure were two big topics to include in one survey, it may be more useful to the city to either reduce the number of questions in those areas or distribute two separate surveys if the city needs information in both categories.

Utilize Current Data

Economic Development Responses – While this survey only reached a certain demographic of the population, the suggestions given for economic development can be used as a guideline in what the residents are interested in seeing for future economic development.

Additional Feedback Received – The feedback we received indicated that neighborhood improvements, street improvements, and beautification of the city are top priorities. These three topics can be a good starting point for the City to start taking action while the resurvey is taking place; thus displaying to the City that is being made.

In conclusion, by revising the survey and methodology, future surveys will be more inclusive and diverse which will give the City a better idea of the projects the city residents will

support in the future. The current data is still valuable in that it provides a framework in what residents hope to see improved in the city and what they support.

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Appendices

Appendix A – 2018 City of Mineral Wells Community Survey



2018 City of Mineral Wells Community Survey

The City of Mineral Wells would like your input on the needs and priorities of our community and the future direction of economic development for the city. This input will assist in directing policy and resources toward action that will help accomplish the goals our citizens believe are most important. Your responses to these questions are completely confidential and anonymous. Participants may only complete the survey once.

Please return this survey by January 30, 2019.

Mineral Wells Water Account No. ____-____-____

1. When you think about the City of Mineral Wells, what would you say is the most important issue facing our community today?

2. How well do you agree with the following statements about Mineral Wells?	No Opinion	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a. Mineral Wells is a great place to live						
b. Mineral Wells is a great place to raise a family						
c. Mineral Wells is a great place to work						
d. Mineral Wells is a great place to visit						
e. Mineral Wells is moving in the "right direction"						

ECONOMIC DEVELOPMENT

3. How important are the following economic development topics to you?	No Opinion	Ver / Important	Important	Neutral	Not Important
a. The plan for Envision Mineral Wells					
b. Revitalization of the downtown area					
c. Redevelopment of the Baker Hotel					
d. More Big Box Retail Shopping					
e. Attracting more Chain Restaurants					
f. Incentives for more Locally Owned Businesses					
g. Promoting Tourism to the City					
h. Destination Attractions and Events					

i. Increased Light Industrial Development					
j. Expanding Professional Office Space					
k. Small Retail Opportunities and Access					
l. Heavy Industrial / Heavy Manufacturing					
m. City's efforts in attracting new business					
n. City's efforts in creating local jobs					

QUALITY OF LIFE

4. Please rate your satisfaction with the following services or functions.	No Opinion	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied
a. Overall quality of life in Mineral Wells						
b. Appearance of the City						
c. City Library materials and programs						
d. City Library available technologies						
e. Quality of parks, trails, and amenities						
f. Maintenance of parks, trails, and amenities						
g. Amenities at West City Park						
h. Maintenance at West City Park swimming pool						
i. Recreational programs						
j. Downtown appearance						
k. Downtown parking access						
l. Community events						
m. Quality of public schools						
n. Employment opportunities						
o. Availability and affordability of housing						
p. Overall quality of available housing						
q. Access to quality shopping						
r. Public transportation options						
s. Access to restaurants and entertainment						
t. Small town feel of Mineral Wells						
u. Overall sense of community in Mineral Wells						

INFRASTRUCTURE

5. Please rate your satisfaction with the following services or functions.	No Opinion	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied
a. Overall quality of the city infrastructure						
b. Street maintenance in your neighborhood						
c. Overall street maintenance in the city						
d. Storm-water drainage in your neighborhood						
e. Drainage control efforts by the City						
f. Overall condition of roads in the city						
g. Pedestrian access in the city (sidewalks)						
h. Traffic flow / ease of mobility in town						
i. Right-of-way maintenance along major roads						
j. Water quality (taste and clarity)						
k. Water pressure in your neighborhood						
l. Overall quality of wastewater utility service						
m. Overall quality of trash service						
n. Overall quality of water utility service						

PUBLIC SAFETY

6. Please rate your satisfaction with the following services or functions.	No Opinion	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied
a. Overall quality of police service						
b. Safety and security in your neighborhood						
c. Traffic enforcement in your neighborhood						
d. Narcotics enforcement efforts by police						
e. Responsiveness of the police to calls						
f. Responsiveness of detectives to questions						
g. Criminal prosecutions by the courts						
h. Overall level of safety within the community						
i. Animal control service						
j. Responsiveness of Animal control personnel						
k. Overall quality of fire service						
l. Responsiveness of fire service						
m. Level of fire prevention activities offered						
n. Overall quality of emergency medical service						
o. Responsiveness of EMS ambulance service						
p. Overall quality of care by EMS personnel						
q. Police/Fire/EMS Dispatch (9-1-1)						
r. Police/Fire/EMS Dispatch responsiveness						
s. Overall quality of Police/Fire/EMS Dispatch						
t. Enforcement of city property codes (weeds, junk vehicles, signs, etc...)						

SERVICE DELIVERY

7. Please rate your satisfaction with the following services or functions.	No Opinion	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied
a. Overall quality of City's customer service						
b. Overall value of city services you receive versus the amount of city taxes you pay						
c. Utility billing customer service						
d. Responsiveness of City's utility service						
e. Quality and usefulness of city information						
f. Building Inspections / Permits						
g. City of Mineral Wells' website						
h. Effectiveness of communication by the City						
i. Overall opinion of the City staff						

8. What is your preferred method to receive information from the City of Mineral Wells? (Please circle only one option)

a.) Local newspaper b.) Water bill insert c.) City website d.) Social media e.) Other _____

9. If you have contacted the City of Mineral Wells in the last 12 months for any of the services listed Below, please rate your opinion or interaction.	No Opinion	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied
a. Utility billing						
b. Street department						
c. Water department						
d. Library						
e. Municipal court						
f. Police department						
g. Fire department						
h. Code enforcement						
i. Building Inspections						
j. Animal Control services						
k. Parks & Recreation						
l. West City Park Swimming Pool						
m. Woodland Park Cemetery						
n. City Manager's Office						
10. How important are the following topics or projects to you?	No Opinion	Very Important	Important	Neutral	Not Important	
a. Commercial space for new businesses						
b. Neighborhood improvements/revitalization						
c. Beautification of the city						
d. Roadway/street improvements						
e. Drainage improvements and flood control						
f. Additional fire hydrants in neighborhoods						
g. Additional sidewalks and/or walking trails						
h. Commuter Park and Ride locations						
i. Increasing police visibility						
j. Improving public safety response times						
k. New Public Safety facility (Police/Fire/Court)						
l. New Sports field complex						
m. N. Oak Community Center – Renovation						
n. Community Center – New Construction						
o. Community Storm Shelter (Safe Rooms)						
p. Park Improvements – West City Park						
q. Park improvements – SE “Plastic” Park						
r. Additional City Parks in neighborhoods						
s. Construction of a Dog Park						
t. Water features (ie. Splash pad)						
u. Traffic signal lights for SE 25 th @ Murco/MLK						
v. The Turkey Peak Reservoir Project						
w. Expanded green space in downtown						
x. Construction of New City Hall						
y. Comprehensive planning for the City						

11. Based on the list provided in Question 10, what are your top three priorities for the City of Mineral Wells?

1. _____ 2. _____ 3. _____

12. Would you support a bond proposition or additional bond proposals to fund the priorities you listed in Question 11?

a.) Yes b.) No

DEMOGRAPHIC INFORMATION

13. Do you reside within the Mineral Wells city limits? a.) Yes b.) No

If "Yes", how long have you lived in Mineral Wells? _____ years

In which City Council Ward do you live? a.) Ward 1 b.) Ward 2 c.) Ward 3 d.) Ward 4

14. Do you own a business within the Mineral Wells city limits? a.) Yes b.) No

15. Do you rent or own your home? a.) Own b.) Rent

16. Which of the following options best describes your age group?

a.) 18-25 b.) 26-40 c.) 41-50 d.) 51-65 e.) Over 65

17. Which of the following best describes your race/ethnicity?

a.) White/Caucasian b.) Asian c.) Black/African American d.) Hispanic e.) Native American Indian f.) Other

18. What is your gender? a.) Male b.) Female

19. Which of the following best describes your total annual household income?

a.) Less than \$25,000 b.) \$25,000 - \$49,999 c.) \$50,000 - \$74,999 d.) \$75,000 – \$99,999 e.) Over \$100,000

20. Which of the following options best describes your highest education level achieved?

a.) Less than High School b.) High School diploma c.) Some College d.) College degree e.) Advanced College degree

21. If you or a member of your household commutes to work, how long is the commute?

a.) Less than 30 minutes b.) 30 – 45 minutes c.) 45 – 60 minutes d.) More than 1 hour

22. How many adults (18 or older) live in your household? _____ adults

How many children (younger than 18) live in your household? _____ children

24. Where do you go to do most of your shopping?

a.) In the community b.) Outside of the community c.) Online / by mail

25. When thinking of going out to eat, where do you go?

a.) In the community b.) Outside of the community c.) Do not go out to eat

26. What is one word you would use to describe Mineral Wells to visitors?

Anything else you want us to know?

Appendix B – Notable Written Comments from the Surveys

“Very excited about all of the change happening. We LOVE Mineral Wells and are excited to be a part of its “comeback.”

“Need to provide recycling of glass, paper/plastics. Look at getting recyclers here!”

“I know that lack of money in the past is big reason for poor infrastructure but money was made possible recently and folks are seeing progress. Now when TXDOT makes improvements to our main highways in and out of town—that will help a lot!”

“This city could be great if 1) roads were improved significantly. 2) The city keeps looking better and attracted more business. 3) If there was access to a form of public transportation that did not require 24 – hour notice 4) Better paying jobs within the community 5) Vast improvements in housing availability – quality of available housing here is embarrassing.”

“Do all possible to bring local businesses to a “Revitalized Downtown...get proud of our history.”

“I would love to see Mineral Wells grow. Just feel that we need to have higher paying jobs and bring more business in. Fix the road. Tear down trash houses.”

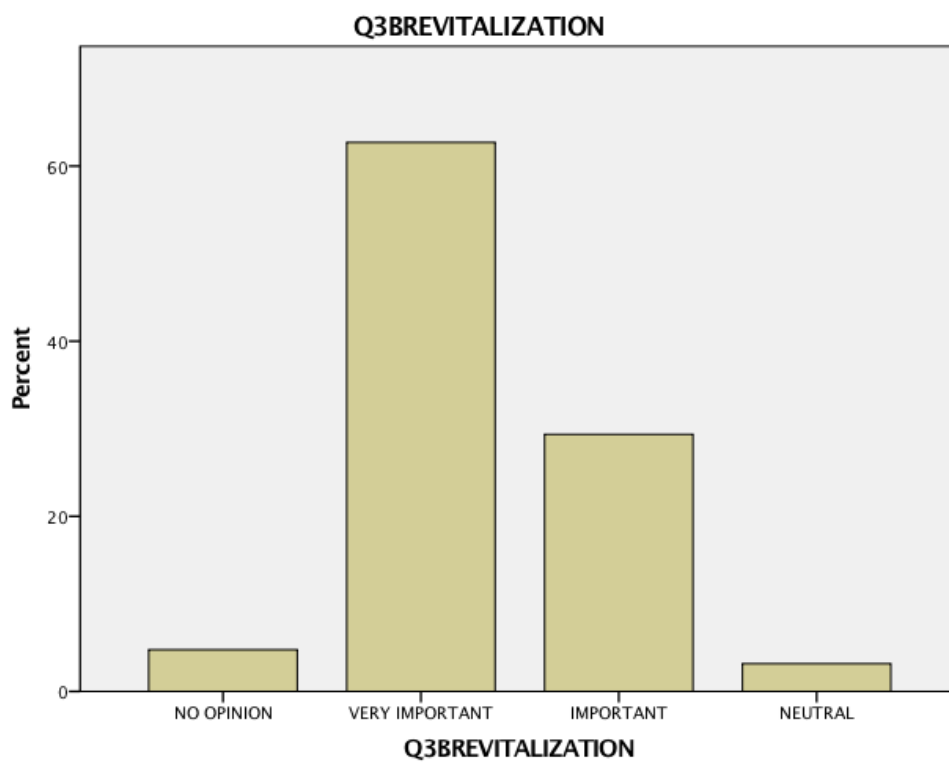
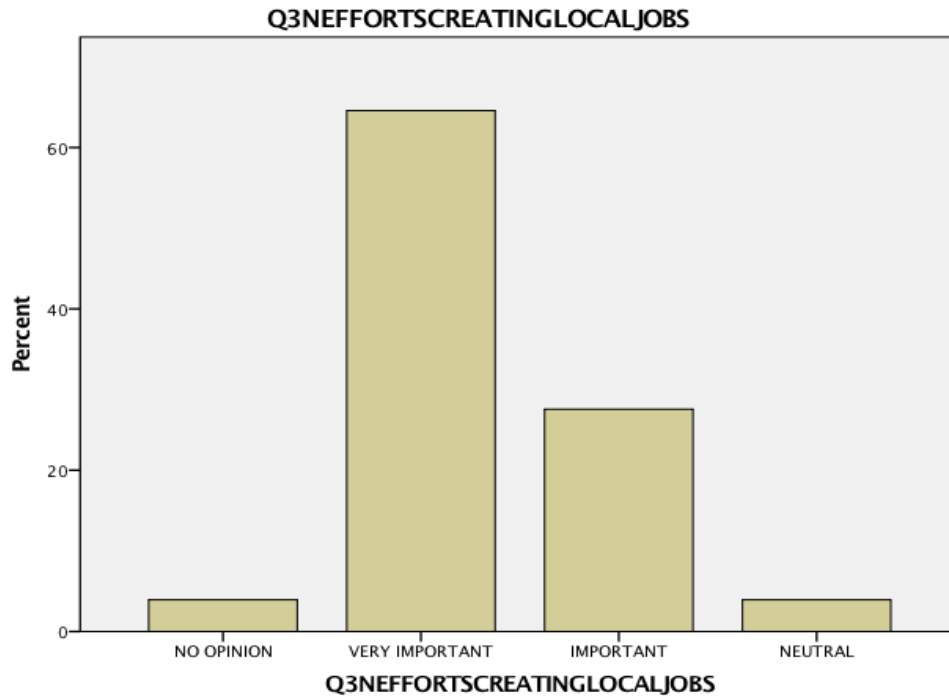
“Conflicts within local politics—however this does show someone cares.”

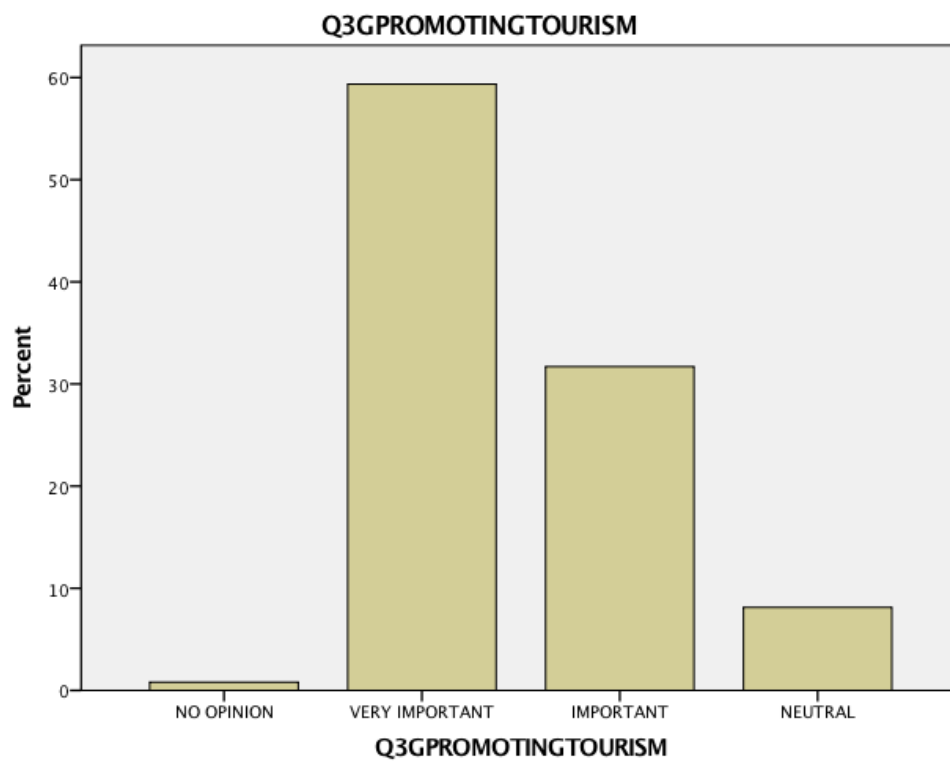
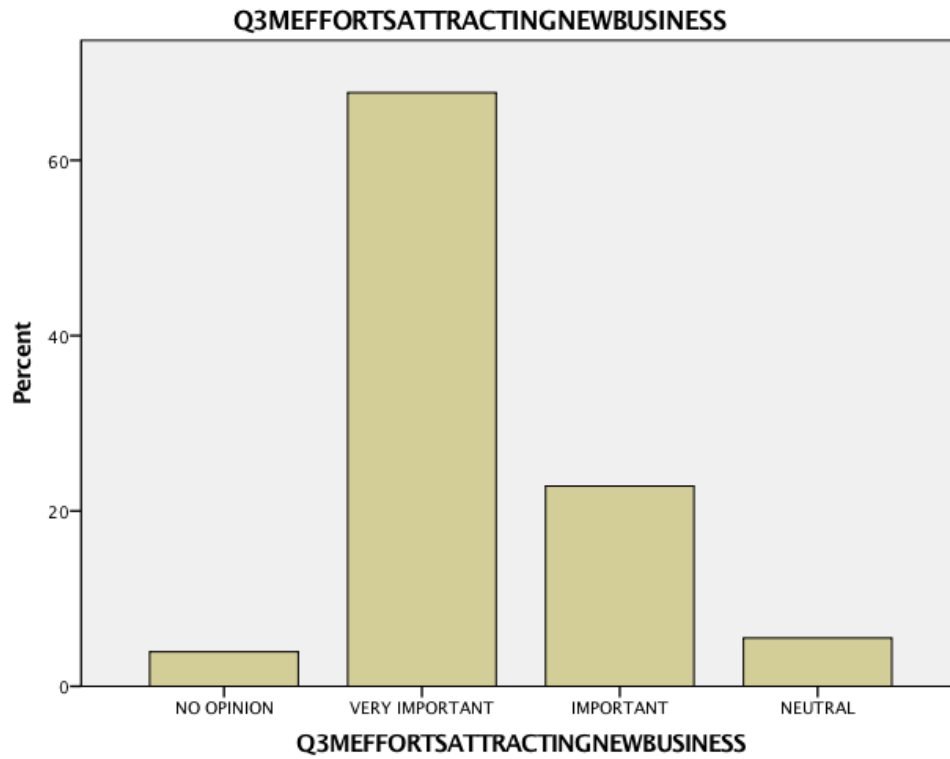
“Thank you ALL for opportunity to provide input! Growth and competition to get new business here. To realize people, shop, buy, eat here. Give people that live here more choices so they stay here!”

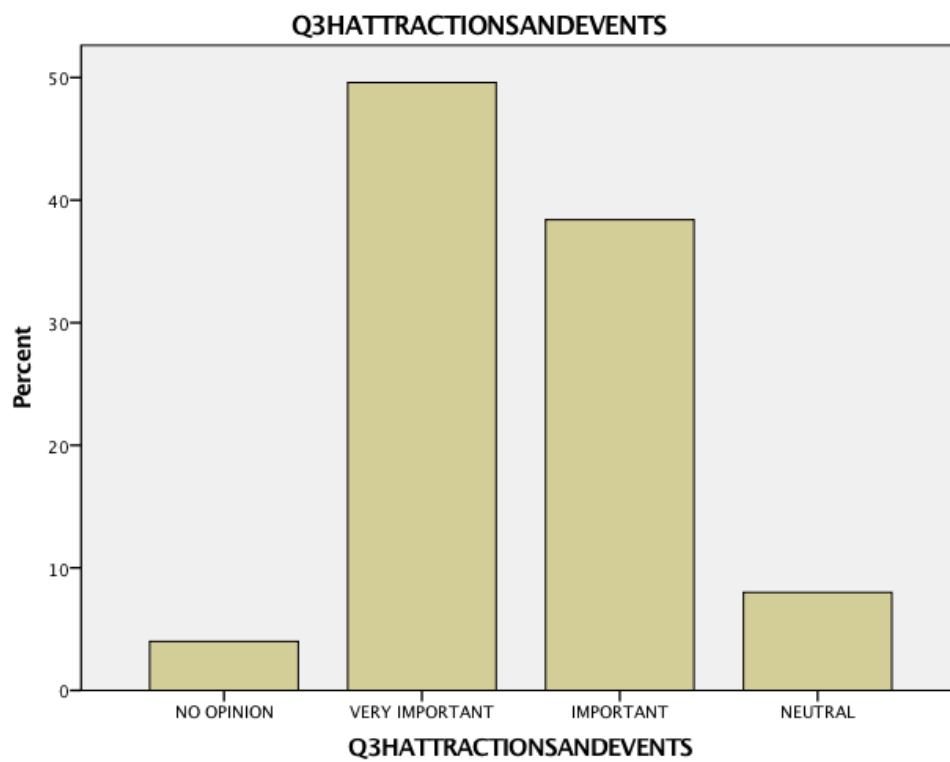
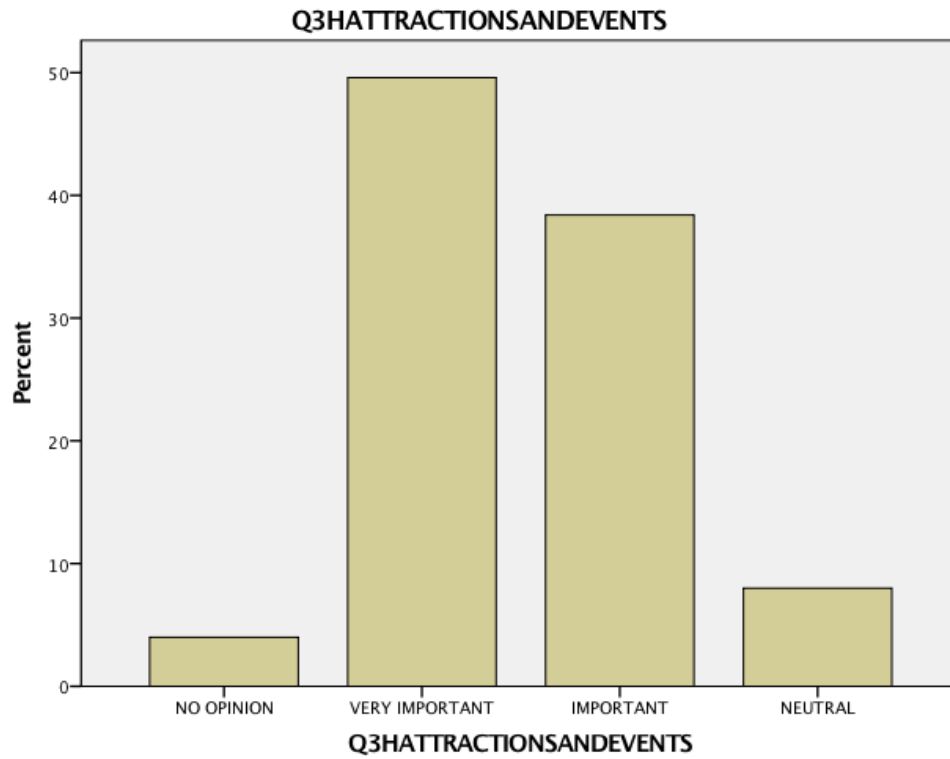
“Moved here because of affordable housing-close to metroplex but medical care and retail businesses here for nice, convenient quality of life. Plenty of potential for revitalization of downtown area and Mineral Wells as a tourist destination, but more well-paying jobs in industry and business needed first.”

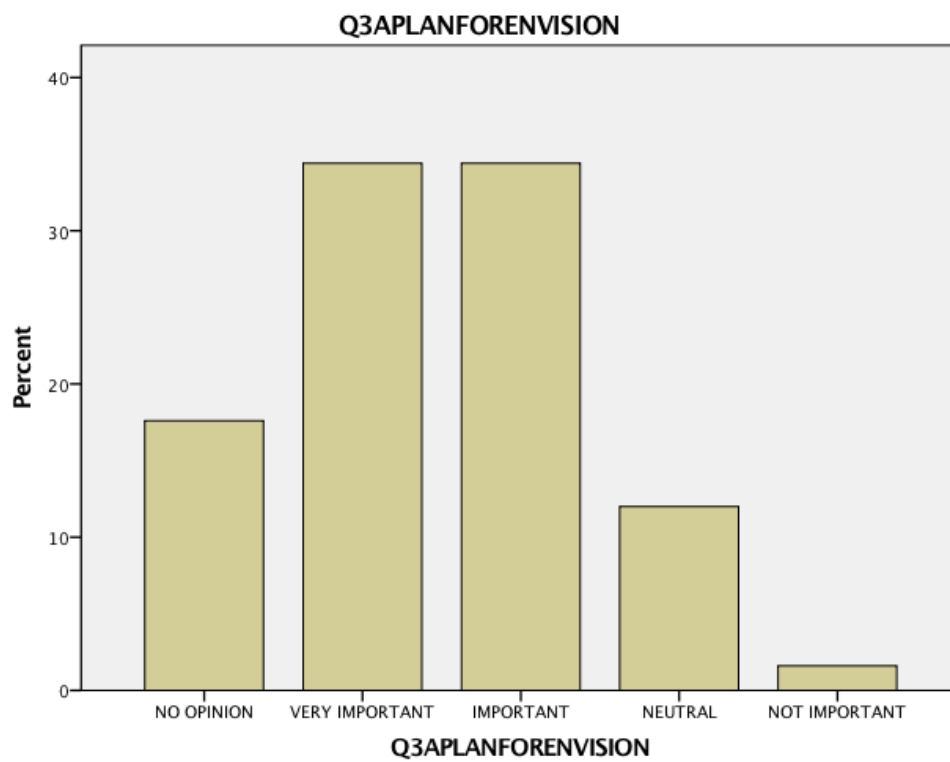
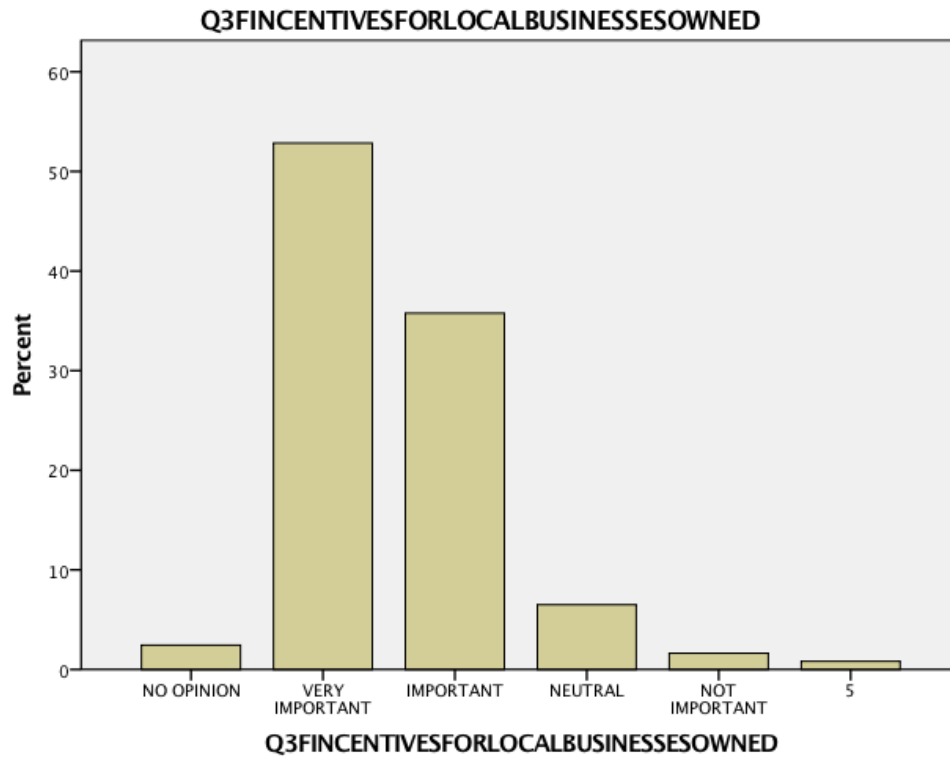
“Communication is the key to bringing this community together. Let the citizens know what’s going on and where their bond dollars are being spent. If not, you’ll never get another bond passed again.”

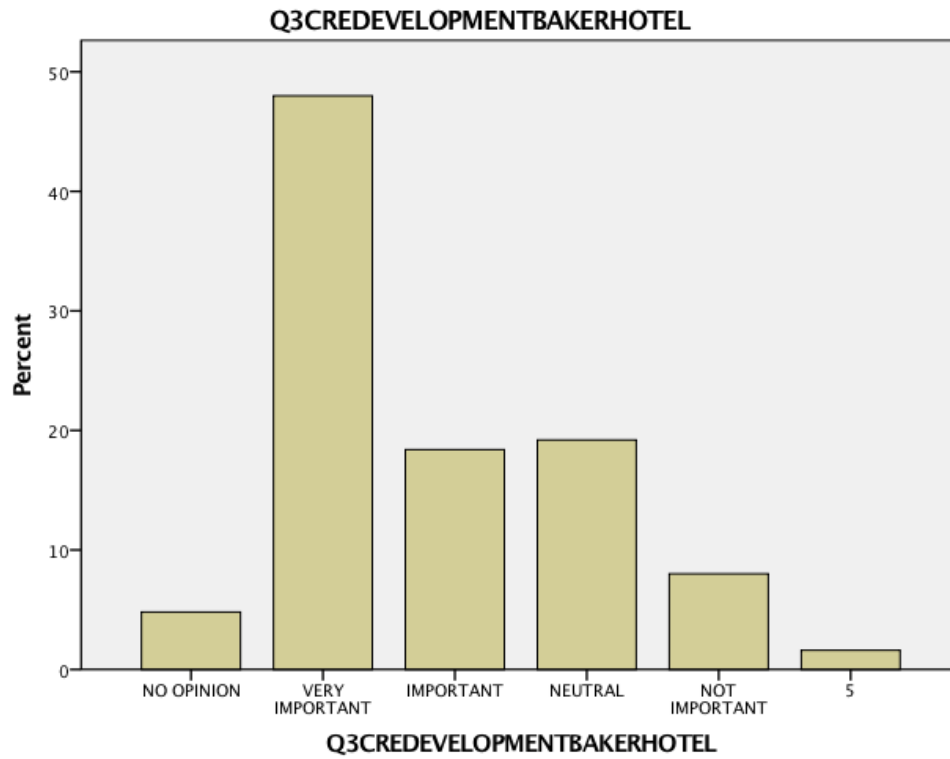
Appendix C – Economic development descriptive analysis tables and charts



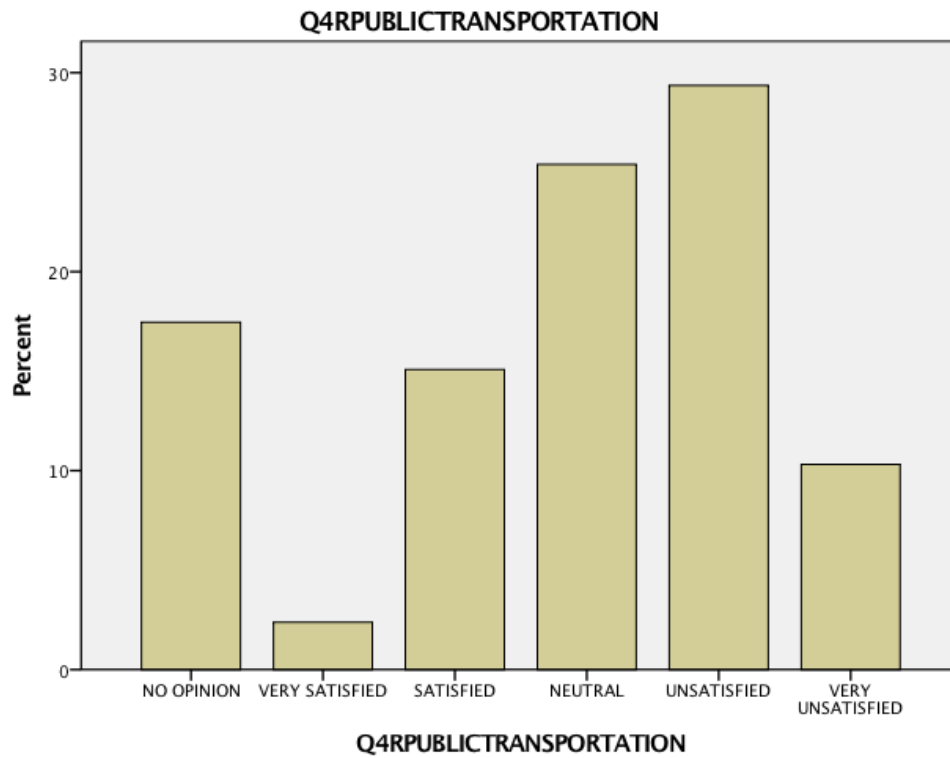
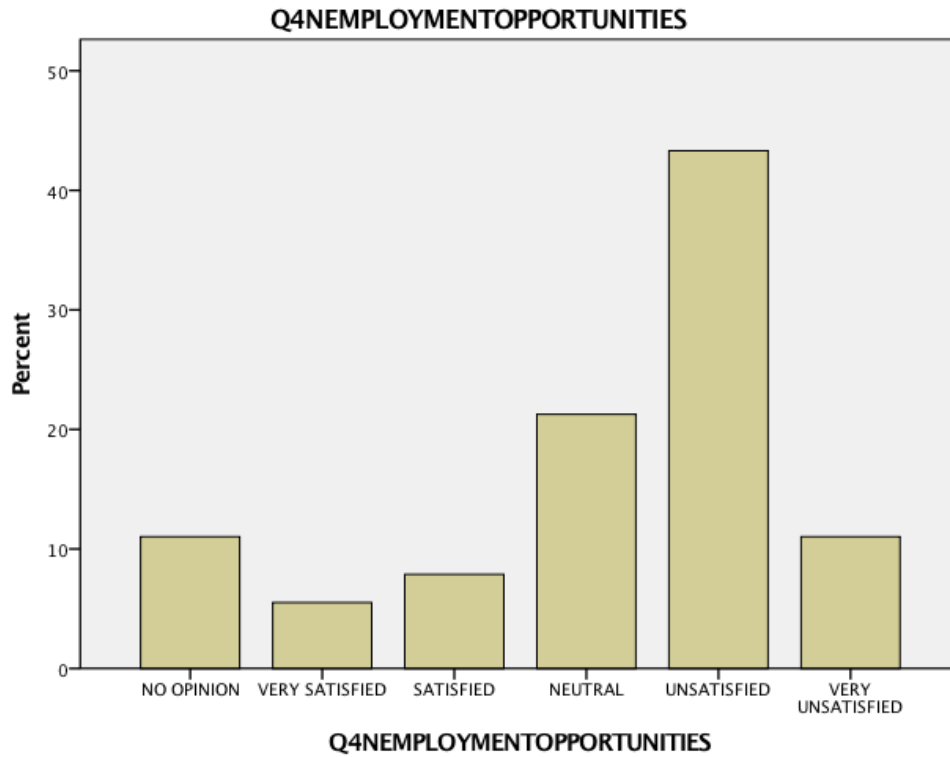


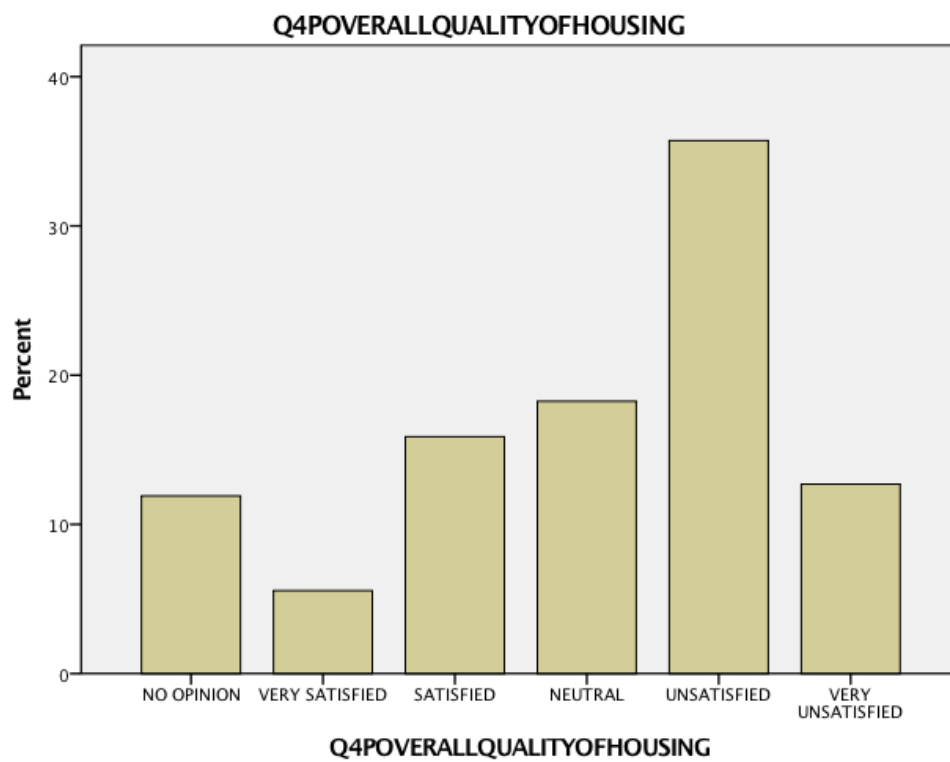
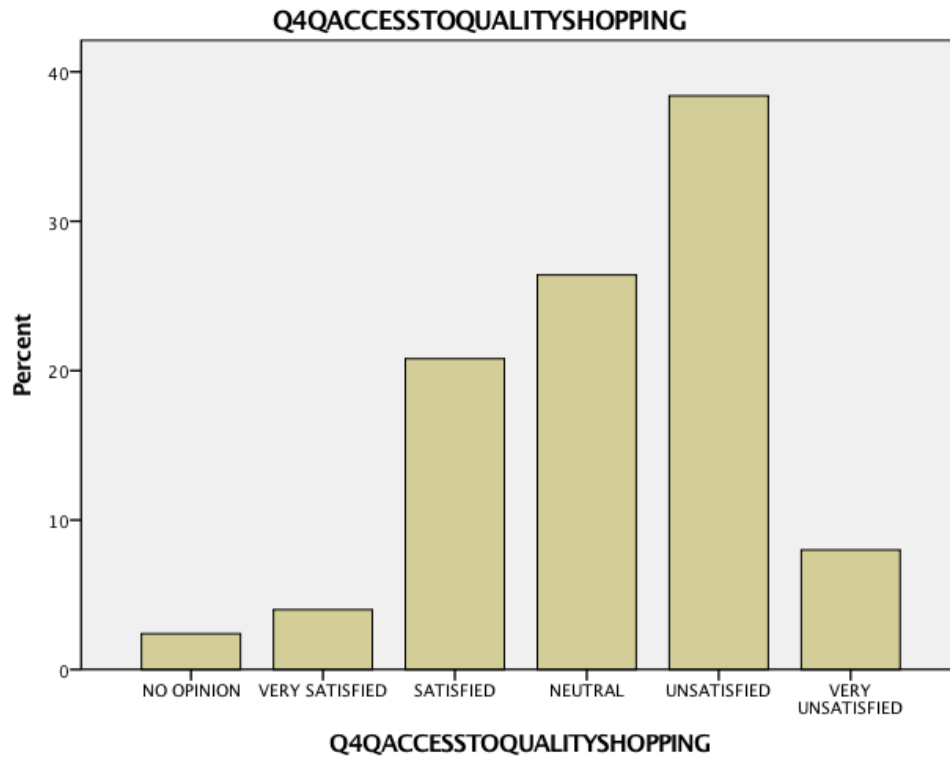




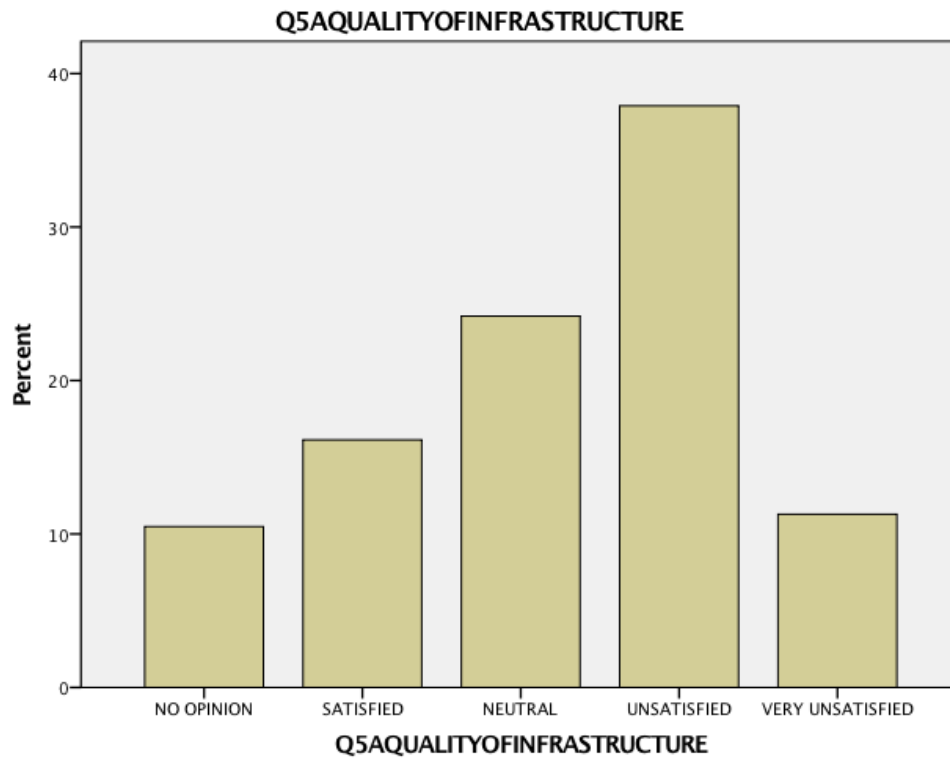


Appendix D – Quality of life descriptive analysis tables and charts

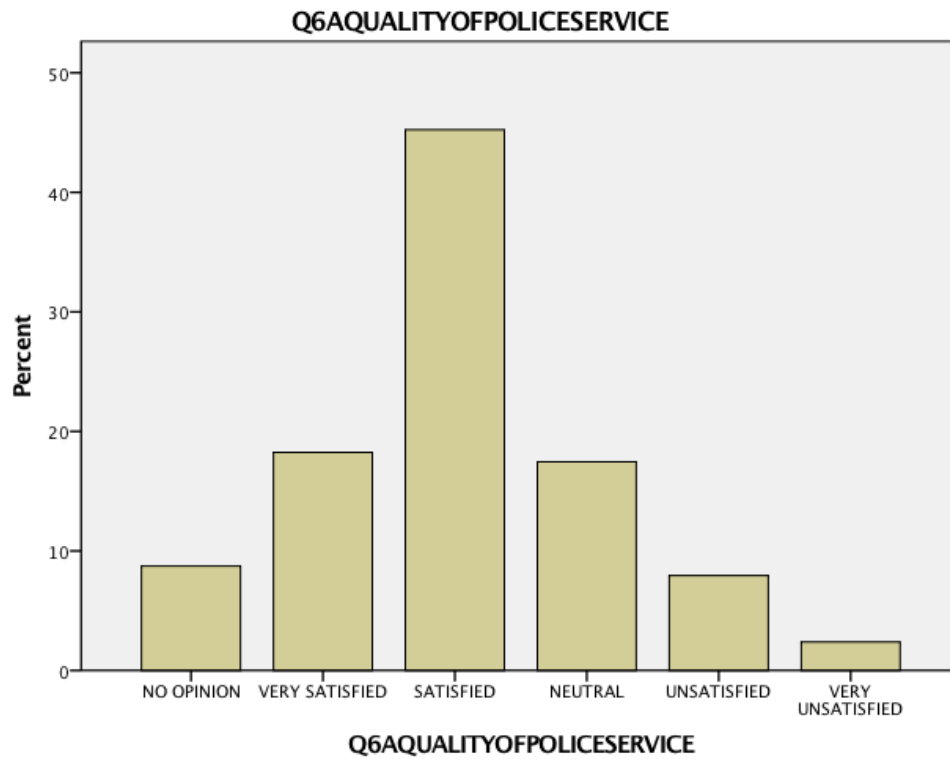




Appendix E– Infrastructure descriptive analysis tables and charts



Appendix F – Public safety descriptive analysis tables and charts



Appendix G – Service delivery descriptive analysis tables and charts



