

OVERVIEW

The basic concept of this proposal is to conduct a survey for Arden Hills residents using digital applications as well as providing interested respondents with an opportunity to discuss issues and concerns based on their survey input. The survey would be administered by an Arden Hills resident in conjunction with city officials and resources.

The survey centers on inviting residents to participate in a an online city survey which is followed by a further invitation for interested respondents to participate in a group forum where they have opportunity to discuss their inputs in a small group setting and provide further thoughts and information. The forum also acts as an opportunity for the meeting proctor to inform participants of timely and upcoming issues, disseminate information on what city officials are focusing on, and excite participants about directly having a voice that may inform final results the city will use to guide future discussions and decisions.

This concept leverages digital applications aimed at keeping costs low. Existing city employees and/or additional volunteers would be sought out to lead the survey discussions. As this survey concept is a “test case,” led by a city resident, it is intended to be conducted on a one-time basis with no fees charged to the city. However, the concept relies on using the city’s computer server to host the applications, city information systems for survey invitations, and have the city’s digital systems employees assist the survey lead in building the required applications.

This concept combines a traditional survey with an active listening forum that both provides relevant and useful qualitative background to survey inputs as well as fulfills a city goal of actively reaching out to residents and providing them with a direct opportunity for their opinions and concerns to be heard by the city’s employees and elected officials.

GOALS

Ideally, the end result would be to establish a recurring baseline for the city to collect information and gain insight on what residents feel their interests and concerns are. Specifically, the goals of this concept are:

- **Establish a baseline for a long-term survey collection effort:** Establishing tailored metrics for data collection and using survey information over time can provide meaningful information in the form of recurring questions coupled with timely issues questions as needed.
- **Provide meaningful information to city officials:** The insights gained can be relayed to elected officials to inform policy decisions and provide a feedback mechanism for officials to gage the impacts of recent or timely issues and decisions.

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- **Provide a method for city officials to relay information to residents:** In addition to seeking resident input, the community forums can serve as a way to disseminate information to residents on current policies, opportunities, and initiatives.
- **Increase community outreach and participation:** The interactive nature of participation for this concept is meant to encourage community participation by giving a structured chance for residents to contribute to the city.

OPERATIONAL DETAILS

OUTLINE OF THE OPERATIONAL CONCEPT

The concept starts by reaching out to city residents to invite them to take a survey conducted in two parts – first an online survey, which then leads to a follow-on invitation to attend community forum where they have the ability to discuss their responses in a group setting led by a survey representation.

The email invite has an embedded link that takes those who accept the invitation to a tailored survey site, where they are asked general demographic and opinion questions (mostly checkboxes with some open-ended written comment opportunities). Participants are given a timeframe to complete the remainder of the survey, which they will be able to do entirely online. When a resident submits their final responses, they are then invited to a community forum, where they are able to further discuss their responses in a small group setting. To honor COVID concerns, residents will be given an option to participate virtually online using the publicly available ZOOM or similar teleconferencing application or attend an in-person forum held at city hall.

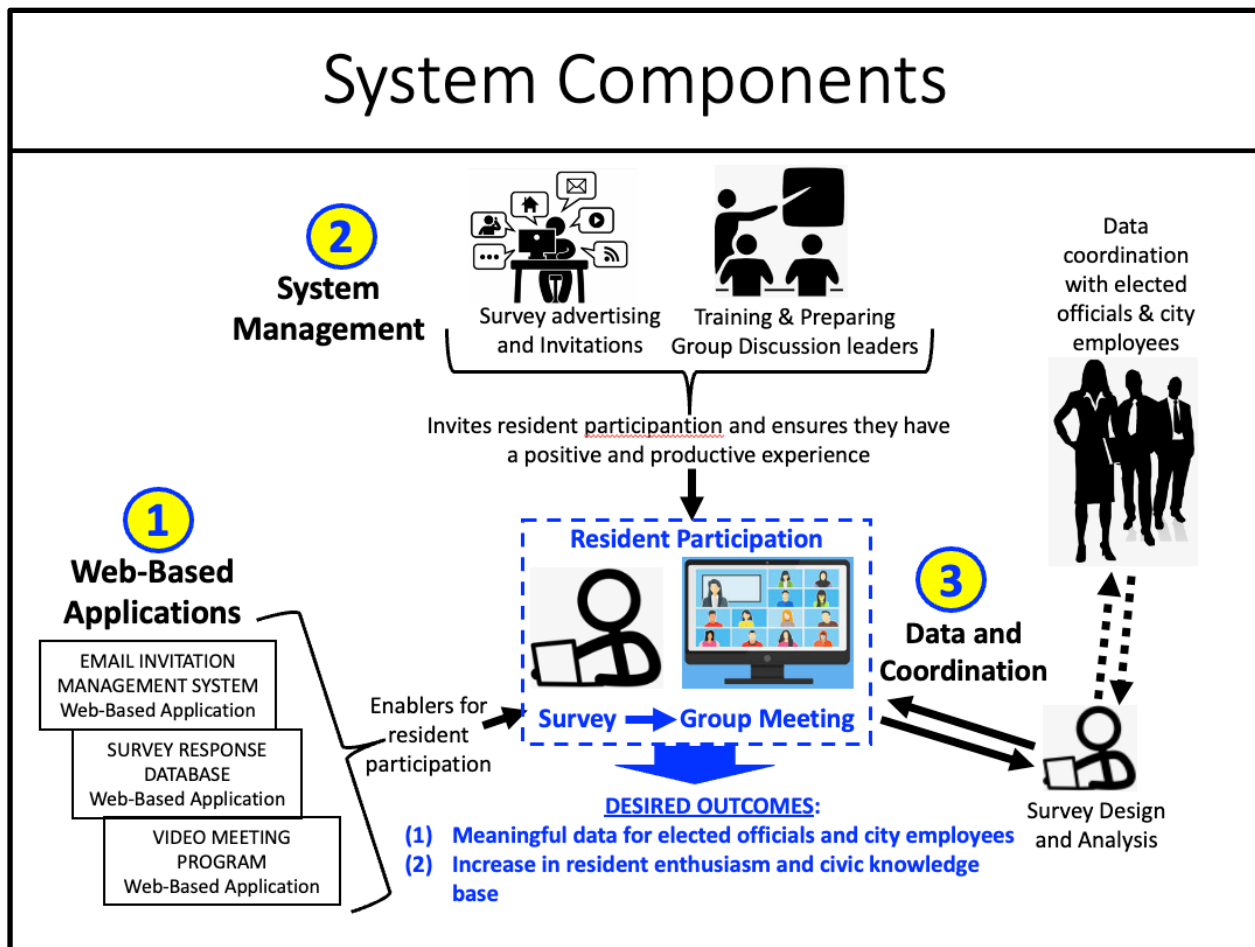
As residents complete the initial survey, their responses are reviewed by a system administrator and small group are designated – ideally, small groups of 10-15 participants will allow for meaningful discussion in 60-to-90-minute format. Survey response information is compiled into a non-identifiable format that is given to the designated representative who will lead the community forum, giving that representative specific information they will need to facilitate meaningful discussion of the responses, review group trends, and encourage response elaboration. In addition to reviewing responses, during the meeting the survey representative will also have relevant and timely information from city officials that they will be able to convey to participants.

After the forum has ended, the survey representative will be able to enter qualitative information and insights gained during the forum, potentially enhancing the value of subsequent data analysis. The overall survey administrator then will compile final results and responses received from all inputs into a report format that will be briefed to the city and posed on the city website for all residents to view.

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SYSTEM COMPONENTS

To make the operational concept described above function, several pieces of this system need to be designed and created. Conceptually, there are three components that need to cooperatively function in order for this concept to operate and produce our desired outcomes – web-based systems, concept management, and data and cross-coordination. The below diagram shows the necessary relationship and cooperation needed between the key components to produce meaningful outcomes. Each component is explained in further detail.



1) Web-based components: These components comprise all of the applications where information will be stored and contact made with Arden Hills residents for invitations and participation. The email management system and database will need to be specifically designed for the needs of this proposal.

- a. EMAIL INVITATION MANAGEMENT SYSTEM – An application is needed that links with the city’s existing resident email database to send email invitations residents and set up their participation in the survey. This application must work in conjunction with

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the survey database, registering when surveys and group forums have been completed to send out follow-up emails.

- b. SURVEY DATABASE APPLICATION – An application is needed to compile survey and group forum responses. Ideally, this application would have the ability to store responses over time to compare results from previous survey iterations to analyze changes in resident opinions over time.
- c. COMMUNITY FORUM MEETING APPLICATION – A simple and reliable tele-conference program is needed to conduct the community forums; either the use of ZOOM or an existing city digital tele-communication system.

2) Management Components: This encompasses work done by the survey administrator, city employees, and any volunteers that specifically relates to managing the process. It is distinct from the data analysis and coordination effort. Specifically, it entails the following:

- a. ADVERTISING AND ENCOURAGING PARTICIPATION – These are the efforts needed to contact residents to invite them to participate. It includes leveraging the city’s existing email database, advertising using the Arden Hills Newsletter, and sending out email notifications from the city that inform residents of the survey and encourage participation.
- b. TRAINING FORUM LEADERS AND CONDUCTING THE FORUMS – Volunteer effort is needed, either from current city employees or asking city residents to volunteer and commit time to this proposal. The number of volunteers needed depends on the amount of participation that occurs. All city employees and volunteers who participate will need to be familiar with the goals and guidelines of this proposal; some amount of training is anticipated.
- c. POST-PARTICIPATION CONTACT AND OUTCOME MANAGEMENT – Some effort is needed to manage this effort, which includes sending “thank you” emails to respondents and following up with specific residents who asked for information during the forums and/or raised an issue or concern that warranted a follow-up by a city official or survey representative.

3) Data and Coordination Components: This final component relates to analyzing received data. That effort includes the coordination required to periodically update survey questions, liaise with city data managers, and elected officials. The liaison aspect of this proposal is of particular importance to ensure we are asking the right questions and that all efforts are understood and agreed upon by all key partners in order to insure the survey information has meaningful value.

- a. SURVEY DESIGN AND DATA ANALYSIS – The survey format is central component to this proposal, because it is the activity that residents will be asked to participate in and the

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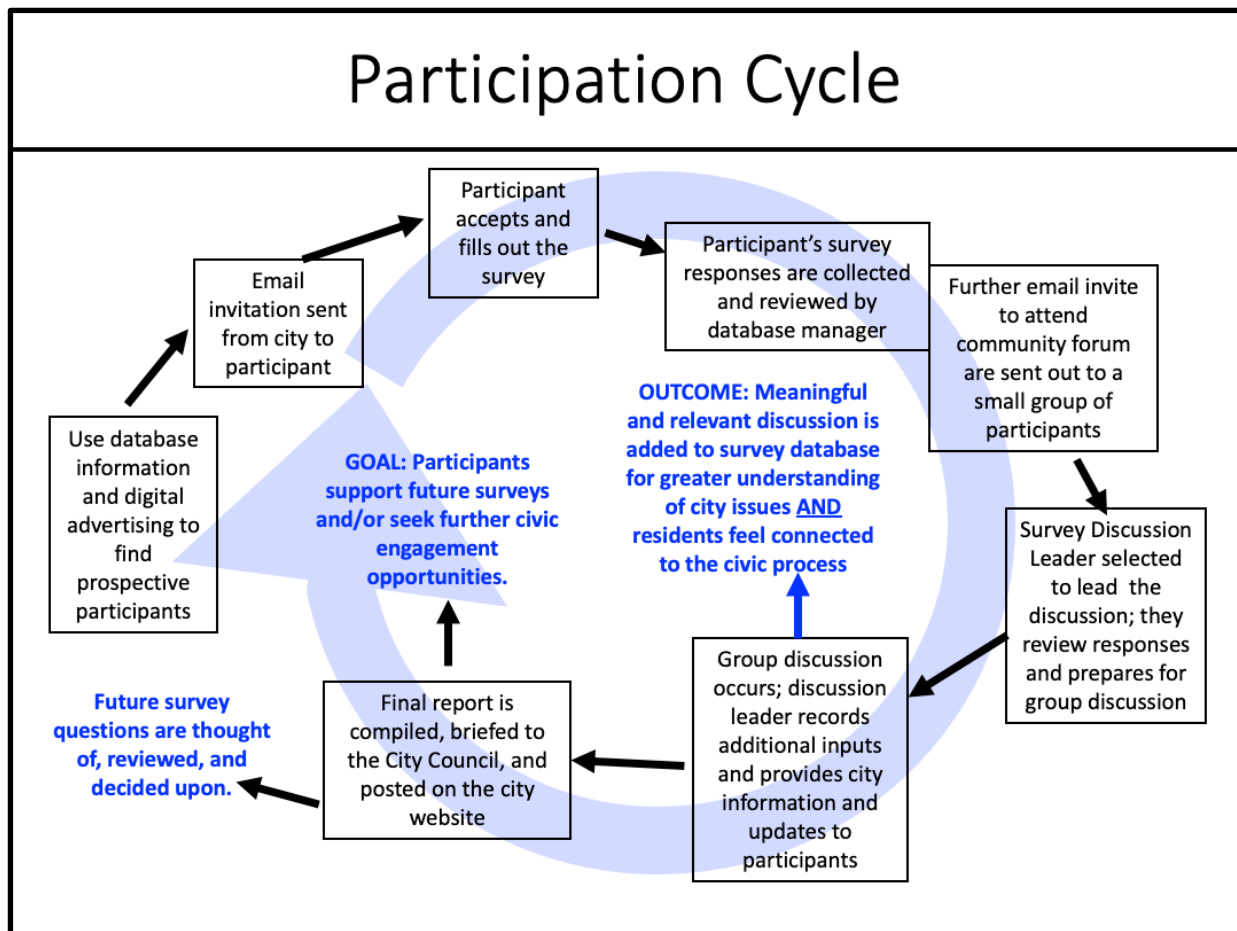
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information has the potential to provide valuable insight for local policymakers. The main tasks are managing the questions and responses over time, assigning participants into groups for the community forums and preparing the survey forum discussion leaders with data, and creating usable post-survey reports for the city.

- b. LIAISON WITH CITY EMPLOYEES AND ELECTED OFFICIALS – Coordinating is essential to select the right questions for the surveys and to prepare group leaders with current and relevant information to be presented during the community forums. To be successful, coordination between the survey lead and the city is essential, both before the survey is conducted as well as after it's completion to discuss and design potential future surveys.

PARTICIPATION PROCESS SYSTEM DETAILS

Participation begins when Arden Hills residents are contacted and agree to participate in the survey. When residents participate, they will either go directly to a pre-built survey page, or be sent an email containing a link to the survey and an overview of how the survey and community forum will be linked together. For this to happen, the email invitation management application needs to be built to synchronize with the survey database to send relevant emails when key events occur (i.e. agreeing to participate, completing the survey, establishing a time and date for the community forum, etc.).



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The survey needs to be designed to register demographic information as well as survey question responses to allow for meaningful trend analysis. Demographic information needs to be entirely quantitative, but the subsequent survey questions can be both quantitative and qualitative. Protecting participant information needs to be built into the system – although it is necessary to associate one’s responses with their email throughout the process, at the end of the survey cycle, data needs to be decoupled to protect participants from being personally identified.

Through either an automated or manual process, when enough participants have completed the survey, their results need to be compiled together in a report that can be given to the survey representative who will lead the community forum, so that the discussion can focus on the responses those particular participants gave, but in a way that does not identify anyone personally. During the forum, the discussion leader will need to have some way to capture additional qualitative input, which can also be entered into the database, linked in some way to the overall survey cycle being conducted, as additional data that can aid in overall data analysis.

The forum discussion leader should make the experience a uniquely two-way information exchange, actively listening and recoding useful input as well as providing participants with timely information on current city issues and initiatives. The overall effect should be to: (1) empower participants with the understanding that their opinions matter and are being relayed to elected officials, (2) provide timely and accurate information to participants, and (3) excite and encourage respondents about opportunities to stay civically engaged locally.

The final step in one survey cycle is conducting data analysis from all input received into a report that will be briefed to the city council and be posted on the city website for everyone access. It is critical to protect user information so qualitative responses or background information received during the forums does not specifically identify anyone who has participated.

SURVEY LIFECYCLE SUSTAINMENT OVER TIME

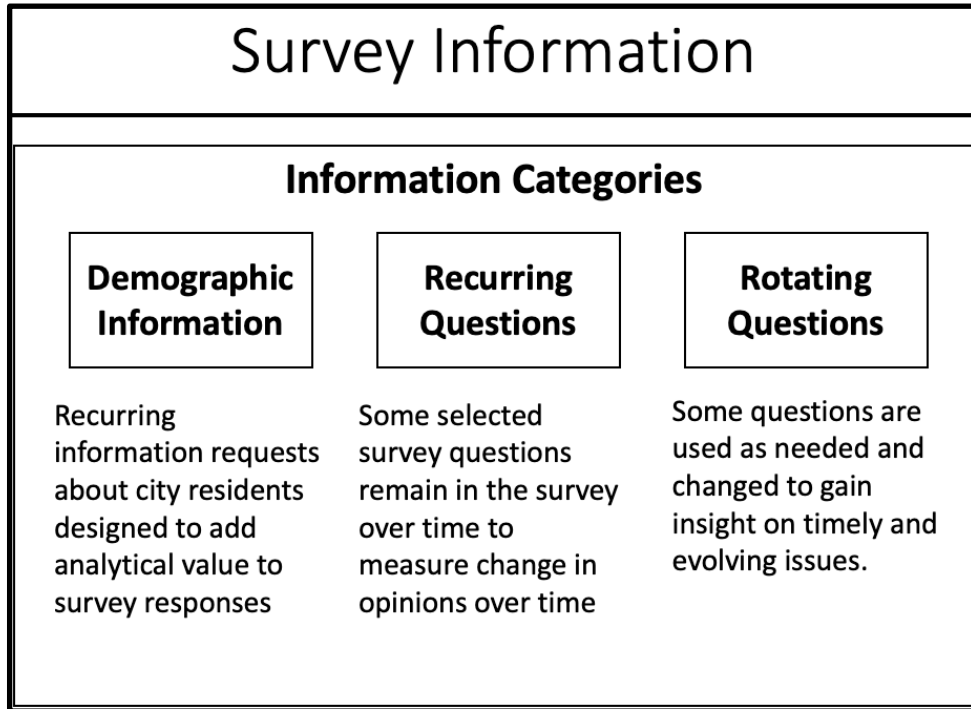
Once the components of this proposal are created, they should be able to be used repeatedly at meaningful intervals to capture resident opinions on current issues as well as measure trends and changing opinions over time (annual, bi-annual, or other interval).

The survey design can be divided into three parts: (1) demographic information, (2) recurring survey questions, and (3) rotating survey questions. Demographic information will always be needed to conduct good data analysis, but the questions, themselves, can be divided into questions we would always want to ask and questions with value is time-limited to current issues. Demographic information needs to be well thought out and agreed upon before the surveys begin, so that the same benchmark can be used when looking and the responses. The questions for demographic information should be as generalized as possible to avoid being

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able to personally identify any participant and also to keep data analysis from becoming too complex to be meaningful.



Similar consideration should be dedicated to creating enduring questions that would be included during every survey cycle to measure long-term changes in community attitudes and concerns. Coordination with elected officials and city employees is critical to determining the right questions for the city before administering the survey. Similarly, coordination and concurrence with city officials is necessary to create the rotating questions designed to provide a look at timely issues and as a feedback mechanism for recent public policy decisions and initiatives. Enclosure 2 to this proposal contains recommended survey questions that can be used as a first draft in creating the enduring questions for the survey database.

Over time, after data from several survey cycles has been collected, reports can be generated to measure overall trends which can be used by forum leaders as a comparison tool to compare specific response trends for any given community forum group.

LOGISTICS AND SUPPORT REQUIREMENTS

There are considerable logistics and support requirements needed to enact this proposal. The preponderance of the effort will be front-loaded during the development of the concept. Once the concept is ready to be used, the systems will have been completed, making the remainder of the logistics and support requirements focused on running each cycle, conducting data analysis, and sustaining the effort. Anticipated requirements are:

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COORDINATION REQUIREMENTS

- Proposal approval decision needed by Arden Hills City Council.
- Establish a survey committee to develop components and survey questions as well as coordinated as needed with city officials.
- Survey lead coordination with city data/information managers to create needed applications and prepare survey databases on the city's server.
- Coordination/approval for questions to ensure potential participant's identity is protected.

FUNDING REQUIREMENTS

- Some technical support funding may be a possibility in building the needed applications.
- Advertising on digital media outside of the city's existing database on social media (Facebook, Twitter, etc...) if additional advertising is determined to be needed/desired.
- Funding allocated/agreed in terms of time spent by city employees assisting in the creation and management of the digital survey components and/or holding resident survey forums.

TECHNICAL AND RESOURCE SUPPORT REQUIREMENTS

- Application programmer expertise needed to create and design the database and invitation management applications.

VOLUNTEER REQUIREMENTS

- City employees and/or resident volunteers needed to act as community forum leaders

Proposal Evaluation PROs/CONS

This proposal is time and resource-intensive, but offers great potential benefits for the city to establish an internal, long-term survey data-collection effort. Anticipated advantages and disadvantages are:

- PRO: potentially low cost to implement (the key cost determiner will be what is required to construct the web-based applications needed)
- PRO: Easily implemented socially-distanced environment to honor COVID concerns
- PRO: Combines survey with city's outreach efforts maximize overall benefits
- PRO: Can be used as an additional outreach platform for the city to generate community excitement and civic engagement.
- PRO: Established an enduring survey data analysis effort that specifically focuses on Arden Hills issues and concerns
- CON: Requires some city employee and volunteer effort and considerable preparation time.

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- CON: May be potentially complex to develop the envisioned survey database system.

TIMELINE FOR CONCEPT DEVELOPMENT

Most of the effort required will need to occur in the planning and development phase implementing this proposal. If accepted, by the time it is ready to be used, the remainder of the effort will be to manage the outreach and invitations, train volunteers to manage the data and hold the meetings, liaise with key partners for continued synchronization, conduct the survey result data analysis and update the survey as needed.

It may take several months to mature this concept and develop the necessary components before it would be ready to be implemented. That process can be conceptualized in four phases which are described below. Based on current estimates, the timeframe for when the initial survey cycle can be implemented is **between July to December 2023**.

PHASE I: DEVELOPMENT

This phase would begin when the City Council makes the decision to dedicate time and effort to developing the concept. The key actions that will take place in this phase are:

- Construction of the web-based applications
- Research into methods to reach out to residents using email and digital platforms to advertise on
- Liaise internally with city employees and elected officials to refine and agree on program goals and messaging
- Refine the survey database
- Develop a flow for the community forums and train city employees and/or volunteers to lead the forums

This phase is anticipated to take **three to four** months. It is complete when all of the components of the system have been created and all key partners agree on the program goals and messaging.

PHASE II: TESTING AND TROUBLESHOOTING

This phase will occur when the system components are ready to be used. Before implementation, the system will need to be tested by a select group of volunteers. Key actions that will take place during this phase are:

- Use volunteers to conduct enough surveys to hold two to three community forums.
- Make changes as needed based on results gathered.
- Use the compiled survey data to finalize a post-cycle report format as the product that will be sent to city employees and officials capturing community input.
- Make the decision to proceed to implementation.

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This phase is anticipated to take **one month**. The goal of system testing is to verify the process works well enough for participants to have a smooth and enjoyable experience. The final action of this phase is to make the decision to implement that program, which will be made after evaluating the overall feasibility once the testing is complete.

PHASE III: INITIAL IMPLEMENTATION

This phase is the first survey cycle open to all city residents to participate in. This phase constitutes the start of the program and includes all of the actions described in the portion of this proposal that describes the operational concept. The key actions will be using all available means to reach out to residents to encourage participation and running through a full survey cycle, which will ideally include enough participation to hold multiple community forums. This phase is anticipated to take **two to three months**. This phase will end with two actions:

- Publishing the first survey results report and conducting a brief to the City Council.
- Conducting a formal after-action meeting with city employees and elected officials to assess the program's effectiveness and make decisions on future survey cycle iterations.

PHASE IV: CONCEPT SUSTAINMENT

This phase occurs after the after-action meeting with city employees and elected officials has occurred and an agreement is made that the continued use of this program is in the best interests of the city. This phase runs for the remainder of the program and includes all actions needed to sustain the management of the web-based systems, resident outreach, and to make periodic modifications to the survey questions for continued future relevance.

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Enclosure 1: Proposed Email Invite Draft to Prospective Participants

The following draft is proposed as a standard form emails to send to Arden Hills residents to invite them to participate in the survey and subsequent community forum to discuss their answers.

INITIAL INVITATION EMAIL TO PARTICIPATE IN THE ARDEN HILLS CITY SURVEY

Arden Hills Resident:

On behalf of the Arden Hills City Council we invite you to participate in a community forum to share your thoughts, opinions, and concerns on issues that affect our local city community.

Your input is important. Our goal is to establish a meaningful dialogue that connects our elected officials with the thoughts and concerns of everyone in our city. We want to accomplish this in a way that gives city employees and officials constructive and concrete information so we can make informed decisions that reflect what residents in Arden Hills value and care about.

Your participation will contribute to a positive community effort and is easy to accomplish. The way it works is by clicking on the link below, you will be taken to a survey that has questions about the issues and concerns that affect you here in Arden Hills. When you have completed the survey, BECAUSE YOUR VOICE AND THOUGHTS MATTER, you will be invited to a community forum with other residents led by a local volunteer or city employee to discuss your input and the issues you feel need public focus and effort. The end result is that all of this input will be compiled into a report that we will use to inform city policy and future focus areas.

The survey is designed to take less than an hour to complete. Your personal information will be kept private; your name will not be associated with your responses, nor will any of the inputs you provide be used to identify you in any way. Additionally, because of the current health concerns surrounding COVID-19, we will offer both in-person and distanced/digital forums for you to choose from to participate.

We look forward to your input. Well-functioning and truly representative government relies on valuing and respecting the opinions of everyone – we hope you will contribute to this community effort. If you have any concerns or questions, you can contact **(TBD)** for more details on how your participation will work and where your inputs will go.

<<<<<LINK TO SURVEY>>>>>

We hope to hear from you – thank you!
Arden Hills City Council

INVITATION TO ATTEND A COMMUNITY FORUM SENT ON COMPLETION OF THE SUREVEY

Resident Survey Participant:

Thank you for your participation and for completing this survey. We will be reviewing your inputs and putting together other participants into a community forum to discuss your collective results. When the forum participation list is filled, we will send you an email with the time and date. You can expect that meeting to be in the evening and to happen within the next few weeks.

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Enclosure 1: Proposed Email Invite Draft to Prospective Participants

The discussion leader will have an anonymized summary of all responses by everyone who will participate in your forum. None of the information presented during the discussion will identify any specific participant's inputs. The group leader may also take insights and inputs that come out of your community discussion to enhance the final survey results that will be made. Unless you specifically want to, none of your answers will be attributed to you in any way.

We will send you an appointment invitation when the community forum is set up. The forum you select will either take place in-person at the Arden Hills City Hall or remotely using a digital application. There is no set time for how long the discussion will be, but you can expect that it may last from one to one-and-one-half hours.

Participants in each community forum are selected randomly. We value and support an open dialogue where everyone feels comfortable expressing their thoughts and concerns. Differences in opinions are encouraged and respectful rules for discussion will be maintained so that everyone has a chance to make their voice heard. We are looking forward to your valuable input to these discussions – thank you!

For more information about how the community forums will be conducted and how your inputs will be used, you can visit ([website link to go here](#)).

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POST-FORUM FOLLOW-UP EMAIL

Arden Hills Resident Community Discussion Participant:

Thank you for your participation in our community discussion that took place at ([date and time](#)). Your input is very valuable and we appreciate the time and effort you took to have your voice heard in our community. Now, we will be putting together the results of all of the community surveys and discussions that have been held into a final report that captures everyone's inputs. It may include some of the written comments as well as comments that were voiced during the community forum discussions. To honor everyone's privacy, nobody's inputs will have any identifying information that could identify them specifically. When the report is finished, we will post it at the following website: ([website link to go here](#)). An email notice will go out from the city when the report has been posted.

If you would like to become more involved, there are many ways to do so. The city relies on and encourages volunteers to participate in many city functions. More information can be found on the city's website using the following links:

[<<<Insert links and/or provide information on methods to make monetary donations here>>>](#)

Good public policy relies on your voice – thank you for providing your important inputs to contribute to this effort that will inform our city about the issues and concerns of our local community. There is always a need for public input – we will be sure to invite you to participate in future discussions on our community issues.

Thank you,
Arden Hills City Council

Encl (1)

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Enclosure 2: Survey Question Bank

SURVEY CATEGORY EXPLANATIONS: The following verbiage is intended to precede the separate sections of the survey to ensure respondents are comfortable providing information.

- **RECOMMENDED VERBIAGE PRECEDING DEMOGRAPHIC QUESTIONS:** The following questions in this section relate to demographic information. These questions are intended to provide more meaningful analysis to your survey answers. The questions were selected specifically to avoid any personally identifying information; instead, they relate to general background information that may provide greater insight into our diverse city residents, local concerns, and interest areas.

- **RECOMMENDED VERBIAGE PRECEDING SURVEY QUESTIONS:** The following questions are intended to give Arden Hills residents an opportunity to provide feedback to the City Council. Select the answer that best describes your thoughts and concerns. We encourage you to provide additional comments to allow you the opportunity to further explain your thoughts. Your answers not be identifiable to you personally when the results are compiled.

RECOMMENDED DEMOGRPHIC QUESTION BANK: The purpose of these questions is to form an analytical tool to put the survey responses in context in an attempt to determine if more specific resident backgrounds relate to their views on issues and concerns. To be most effective, a final list of demographic questions should be agreed upon before initiating the surveys. It should remain constant so that any future surveys would have the same data benchmarks to view the data from. Initial recommended demographic questions as follows:

- () Which approximate area in Arden Hills do you live:
 - North of I-694 and East of Highway 10/Snelling Ave
 - North of I-694 and West of Highway 10/Snelling Ave
 - South of I-694 and East of Highway 10/Snelling Ave
 - South of I-694 and West of Highway 10/Snelling Ave

- () How long have you been a resident of Arden Hills:
 - Under 3 years
 - 3 to 10 years
 - 11 to 20 years
 - 21 years or more

- () What is your gender:
 - Male
 - Female
 - Gender nonconforming
 - Prefer not to say

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- () How old are you:
 - 18 to 25 years
 - 26 to 39 years
 - 40 to 59 years
 - 60 years or older

- () What is your marital status?
 - Married
 - Not married
 - prefer not to say

- () Are you a parent or guardian of school-age children?
 - I have one or more school age child
 - I do not have a school age child
 - My children are now past school age
 - I do not, yet have a school-age child, but intend to in the future

- () Which of the following best describes your housing situation?
 - Own my home or live in a home that is family-owned
 - Renting a single-family home or condominium
 - Renting an apartment
 - Other
 - prefer not to say

- () Do you have more than one generation of family members living with you in your residence?
 - Yes
 - No

- () Which of the following best describes your ethnic background?
 - White/Caucasian
 - Native American
 - Black/African American
 - Hispanic/Latino
 - Asian/Pacific Islander
 - Other
 - Prefer not to say

- () Which of the following best describes your education?
 - High school graduate or attained your GED
 - Technical/trade school degree/certification
 - Associate degree/2-year degree
 - Bachelors Degree/undergraduate/4-year degree
 - Graduate/advanced degree

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- Other

- () How long would you say you see yourself remaining a resident of Arden Hills:
 - Under 3 years
 - 3 to 10 years
 - 11 to 20 years
 - I do not anticipate moving away from Arden Hills

- () If you own your home, what is the approximate current value of your property?
 - Under \$150,000
 - \$150,001 to \$250,000
 - \$250,001 to \$500,000
 - \$500,001 to \$750,000
 - \$750,001 to \$1,000,000
 - \$1,000,000 or more
 - Prefer not to say

- () What category most approximates your annual income (combined if married/partnered)?
 - Under \$50,000
 - \$50,001 to \$75,000
 - \$75,001 to \$100,000
 - \$100,001 to \$150,000
 - \$150,001 to \$250,000
 - \$250,000 or more
 - Prefer not to say

RECOMMENDED RECURRING SURVEY QUESTION BANK: Similar to the demographic questions, the intent of the list of questions in this portion of the bank are intended to be asked in each survey. The advantage of doing so is that it provides a good way to measure continuities or changes in responses over time. To be most effective, these questions should also be agreed upon before starting conducting any surveys and should remain constant or be updated only rarely as needed over time. Initial recurring questions for consideration are:

- **General/Non-Categorized**
- **City Services**
- **City-to-Resident Communication**
- **City Government**
- **City Utilities**
- **Recreational Opportunities**
- **Livability and Environment**
- **Mobility and Transportation**

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- **City Upkeep**
- **Community and Openness**
- **Resident Interests and Concerns**

General/Non-Categorized

() In general, are you satisfied with how the City of Arden Hills is doing managing city issues and services?

- I am very satisfied with how the city manages issues and services
- I am satisfied with how the city manages issues and services, but think there are some thing the city could do better
- I am somewhat satisfied with how the city manages issues and services
- I am generally dissatisfied with how the city manages issues and services
- I think the city is doing a failing job at managing issues and services

() Is there a specific aspect of the city that you feel needs focus and/or improvement?

<<<Provide Text Response Space>>>

() What are the top three things you like most about living in Arden Hills?

1 /2/ 3	ISSUE / ITEM
	Access to major roads/highways
	Proximity/ease of commuting to work
	Sense of community
	Good housing
	Safe community
	Parks, trails, and other recreational opportunities
	Schools
	Good physical environment, natural areas, clean air
	Appropriate level of city/local taxes
	Appropriate level of city regulations and oversight
	Responsive city officials and employees
	Business and entertainment opportunities within close proximity
	Community services, organizations, and facilities
	Responsive and effective city services
	Other: _____
	Other: _____
	Other: _____

() What are the top three concerns or aspects of living in Arden Hills you like least or think need the most focus?

1 /2/ 3	ISSUE / ITEM
	Lack of access to major roads/highways
	Proximity/difficulty of commuting to work
	Poor sense of community
	Poor housing access/variety
	Unsafe community

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	Lack of parks, trails, and other recreational opportunities
	Poorly performing schools
	Poor physical environment, natural areas, clean air
	Too high of city/local taxes
	Too much/too little city regulations and oversight
	Unresponsive city officials and employees
	Business and entertainment opportunities not close by
	Lack of community services, organizations, and facilities
	Unresponsive and effective city services
	Other: _____
	Other: _____
	Other: _____

() Is there anything you would change in the city of Arden Hills? <<<Provide Text Response Space>>>

() What businesses do you regularly or sometimes use that reside in Arden Hills?

	Weekly	2 or more times per month	Monthly	Sometimes	Not at All
Gas Station/Car Wash					
Coffee Shop					
Convenience/Drug Store					
Grocery Store					
Retail Store					
Fast Food Restaurant					
Sit-Down Restaurant					
Specialty Food/Pizza/Sandwich/Desert/Bakery					
Health/Fitness Club					
Bank/Financial Services					
Barber Shop/Hair/Personal Care					
Medical/Dental/Vision/Other Clinic					
Auto Repair					
Hardware/Tool/Supply Store					
Other: _____					

() Is there any business(es) that you are especially glad reside in Arden Hills because you rely on them frequently for necessity or convenience? <<<Provide Text Response Space>>>

City Services

() How often do you or have you contacted city employees/officials to assist you with an issue or project?

- I have never contacted the city about an issue or project
- Once ever
- Two times
- Three to five times

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- More than Five times

() When was the most recent time you contacted the city to assist you with an issue or project?

- Never
- Over five years ago
- Between five years and one year ago
- Within the last year
- Within the last six months

() In general, what is you feeling for how positive or negative your interaction with city officials for services has been?

- My experience was positive and resolved the issue/request within a reasonable time
- My experience was positive and resolved the issue, but took an extended time and/or effort
- My experience was generally positive, but the issue/request has not been resolved
- My experience was neutral, but the issue was resolved
- My experience was neutral and the issue was not resolved
- My experience was generally negative, but the issue was resolved
- My experience was generally negative and the issue was not resolved

() Have you every had an issue with any of the following?

- Code Enforcement **YES / NO**
- Animal Control **YES / NO**
- Building Inspections **YES / NO**
- Local Rules/Ordnances **YES / NO**
- Other: _____ **YES / NO**

() If so, can you describe the issue or problem that you experienced? <<<**Provide Text Response Space**>>>

() Can you provide details or describe an issue/request you had with the city? <<<**Provide Text Response Space**>>>

() What are your thoughts on the level of city codes/rules and their enforcement?

- There are too many city rules and enforcement
- There are too many city rules but many are not enforced
- There are an appropriate amount of rules and enforcement
- There are an appropriate amount of rules but many are not enforced
- There are too few rules and enforcement

() Do you use the city and/or county's compost/organic material facilities? **YES / NO**

If so, what aspects of the available programs do you use:

- Organic Material Composting **YES / NO**

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- Leaf/Yard Waste deposit **YES / NO**
- Dirt/Soil Pick-Up **YES / NO**
- Other: _____ **YES / NO**

If you do use any of these services, how often:

- Weekly or more often
- Two or more times per month
- Monthly
- Infrequently
- Not at all

() What are your thoughts on the city's trash and recycling pick-up program? <<<**Provide Text Response Space**>>>

City-to-Resident Communication

() Which of the following best describes your understanding of Arden Hills city website:

- I was not aware that the city had a website.
- I am aware that the city has a website, but have never visited the site.
- I have visited the city website, but did not find it informative for what I was looking for.
- I have visited the city website and found it informative, but think that it could be more useful than it is.
- I have visited the city website and find it as informative and useful as it needs to be.

() Do you feel the current city website is a site where you are likely to go to stay informed about current issues, find information, and/or to interact with city employees or elected officials:

- I frequently use the city website to stay informed on issues or contact city officials.
- I do not frequently use the city website to stay informed on issues or contact city officials, but have done so at least once in the past.
- I have tried to use the city website to stay informed on issues or contact city officials but do not find it useful for that purpose.
- I have not tried to use the city website to stay informed on issues or contact city officials.
- I have no interest in using the city website to stay informed on issues or contact city officials.

() Do you receive the Arden Hills newsletters?

- I receive them in the mail
- I receive electronic notifications for the newsletter
- I go to the website to view the newsletter
- I receive the newsletter both in the mail and digital means

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- I do not receive the newsletter

() How do you feel about how useful the information in the newsletter is?

- I frequently read the newsletter and find the information useful
- I read the newsletter, but find the information only marginally useful
- I read the newsletter, but do not find the information useful
- I receive the newsletter, but do not read it
- I have not read the newsletter

() On a scale of ONE (least desirable) to FIVE (most desirable), rate the following methods of communication by how likely you would be to use to stay informed on current city issues:

	Least	<---	Desirability	---	Most
View information posted on the website:	(1)	(2)	(3)	(4)	(5)
Be added to an email distribution list:	(1)	(2)	(3)	(4)	(5)
Receive text messages with updates:	(1)	(2)	(3)	(4)	(5)
Receive phone call with updates:	(1)	(2)	(3)	(4)	(5)
Receive Arden Hills Newsletter:	(1)	(2)	(3)	(4)	(5)
Receive information via social media:	(1)	(2)	(3)	(4)	(5)
Attend meetings in person:	(1)	(2)	(3)	(4)	(5)
Attend meeting via video teleconferencing:	(1)	(2)	(3)	(4)	(5)
Other Method: (ALLOW WRITE-IN RESPONSE) :	(1)	(2)	(3)	(4)	(5)

() Which of the following best describes your level of interest in staying informed about current issues affecting Arden Hills:

- I am interested in staying informed on city issues and spend time regularly staying informed.
- I am interested in staying informed on city issues, but only infrequently spend time staying informed.
- I am interested in staying informed on city issues, but only stay informed when other assist in providing information.
- I am interested in staying informed on city issues, but have not spent time to stay informed.
- I am not interested in staying informed on city issues.

City Government

() On a scale of ONE (least confident) to FIVE (most confident), how you feel about how our city elected officials represent your interests and concerns:

- (1) Elected officials represent my interests rarely or never represent my interests.
- (2) Elected officials only sometimes represent my interests.
- (3) I do not know if elected officials represent my interests
- (4) I am somewhat confident elected officials represent my interests

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- (5) I am very confident elected officials represent my interests.

() Which of the following best describes how much contact you have had with current or past elected officials regarding an issue or concern you have had:

- I have contacted or have been contacted our Arden Hills elected representatives in the last year
- I have contacted or have been contacted by Arden Hills elected representatives at some point over one year ago
- I have attempted to contact Arden Hills representatives, but did not receive a response.
- I have never contacted or been contacted by any Arden Hills current or past officials.

() What best describes your thoughts about the impact that public policy made by city elected officials has on your personal life:

- City policy has impacted me significantly on one or more issues that affect me personally and overall that impact has been negative.
- City policy has affected me in some way on at least one issue or in small ways that has affected me personally and overall, but the impact has been either neutral or negative.
- I do not feel the direct effect of city policy decisions in any area that affects me personally.
- City policy has affected me in some way on at least one issue or in small ways that has affected me personally and overall, the impact has been positive.
- City policy has impacted me significantly on one or more issues that affect me personally and overall that impact has been positive.

() What is your feeling about how much the city of Arden Hills taxes residents?

Too little / just right / too much

() What are your thoughts on how the city prioritizes and uses tax money to accomplish city goals, services, and upkeep?

Too little / just right / too much

() What are your top priorities for how you feel city money should be spent?

() How much do you feel that you are able to voice your thoughts and concerns to city officials and employees?

() How would you rate your interactions with city officials and employees?

() Is there a particular interaction that stands out to you that you would like to share?

() Have you attended a

City Utilities

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() How would you rate the quality of the following city/local services and utilities?

	Insufficient	Poor	Adequate	Good	Excellent
Police Presence and Services					
Fire and Emergency Services					
Tree/shrub maintenance / common area mowing					
Recycling / trash removal					
Water / sewer					
Snow Removal					
Parks/Trails upkeep					
Code Enforcement					
Administrative / Communication					
Road maintenance and upkeep					

() How responsive do you think our city employees and officials are to you service and utility concerns?

- Very responsive
- Mostly Responsive
- Marginally Responsive
- Not responsive at all

→ Can you recall and describe a specific time where you felt the city was either very responsive to a concern you had, or not sufficiently responsive? <<<Provide Text Response Space>>>

Recreational Opportunities

() How much do you use parks, trails, and recreational areas within the City of Arden Hills?
Daily / weekly / 2 or more times per month / monthly / infrequently / not at all

() Overall, how would you rate your satisfaction with the parks, trails, and recreational areas within Arden Hills?

() What parks, trails, or other recreational areas do you commonly use?

() At what times of the year do you primarily use parks, trails, or other recreational areas?

() Do you feel that the parks, trails, or other recreational areas the city has provide you and/or your family with sufficient opportunity to enjoy activities of your choice? If not, what kinds of areas, infrastructure, or services you want the city have?

() How satisfied are you with the level of upkeep and maintenance Arden Hills and Ramsey County provide for parks, trails, and other recreational areas?

() Have you used a city recreational program? If so, what program did you use? How often do you sign up to use city recreation programs?

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() Is there an aspect of the parks, trails, and recreational area maintenance and upkeep that needs improvement?

Livability and Environment

() Do you think the city should prioritize making more housing opportunity available in Arden Hills through programs, investment, and/or changes to city ordinances that favor more multi-family units? **YES / NO**

() What is your thoughts about the availability of the following types of housing:

	Not Enough	About Right	Could be More	City Should Prioritize
Single Family Housing				
Duplex/Multi-Family Housing				
Townhouses				
Apartments				
Older/Assisted Living				

() How would you rate the overall quality of life in Arden Hills?

() What are the five most important you feel are most important in making a community with good quality of life?

1 /2/ 3/4/5	ISSUE / ITEM
	Safe place to live
	Responsive City Government
	Physical spaces well maintained/upkept
	Community Infrastructure (library, schools, community center, etc...)
	Availably to shops & services
	Mobility/road access
	Open and welcoming neighborhoods & Community
	Proximity to larger city/other key areas outside of the city
	Parks and Recreation / recreational opportunities
	Ease of transportation by means other than car (walking, biking, etc...)
	Well-designed residential areas
	Well-designed commercial areas
	Availability and variety of housing options
	Other: _____
	Other: _____
	Other: _____
	Other: _____
	Other: _____

() How much do you feel the overall appearance of the city is important and should be prioritized as a factor in maintaining a good quality of living?

() What city / civil / community services or organizations do you use or participate in?

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- Library
- City-sponsored recreational activities
- Local wellness center/gymnasium
- Local parks and trails
- Church/worship activities
- Community-focused/based social or philanthropic organizations

Mobility and Transportation

() How do you travel to work?

- Personal Automobile
- Carpool/Automobile
- Motorcycle or E-Bike
- Bus/Public Transportation
- Walk or Bicycle
- Work from Home
- Other: _____
- Not Applicable

() How long does an average work commute take you (one way)?

- Less than 10 minutes
- Between 11-20 Minutes
- Between 21-30 Minutes
- Between 31 minutes to 1 hour
- Greater than 1 hour commute

() Do you feel road access, upkeep, and density are appropriate to allow you adequate mobility?

- Road access, upkeep, and density allow adequate mobility
- Road access and upkeep are good, but roads can be densely packed
- Road access is good, but upkeep needs improvement
- Road access needs improvement, but available roads and density allow for adequate mobility
- Road access and upkeep both need improvements

City Upkeep

() What are your feeling on how much the city should be focusing on improving the following infrastructure

	There is too much focus on this	Current Focus is OK	Needs more focus	Should be a priority	Should be the city's top priority
Water & sewer pipes					
Public buildings					

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Parks and trails					
City roads					
Sidewalks and Pedestrian Pathways					
Other: _____					

- () What is you feeling for the overall maintenance and upkeep of the city?
 - Level of city maintenance and upkeep is very good
 - Level of city maintenance and upkeep is good, but could be better in some areas
 - Level of city maintenance and upkeep is neither good, nor bad
 - The level of city maintenance and upkeep needs improvement
 - The level of city maintenance and upkeep is very poor.

- () Is there a specific aspect(s) of city maintenance or upkeep that you think the city should focus more on? <<<**Provide Text Response Space**>>>

- () Have you experienced any issues in the following categories as it relates to city appearance and upkeep?
 - Unkept homes/properties
 - Vehicle Issues (Abandoned, disrepair, noise, parking, etc..)
 - Vacant, dilapidated, or poorly kept businesses/commercial properties
 - Burdensome Commercial/Industrial activity (Noise, pollution, intrusive activities, etc)
 - Poorly maintained/potholed roads
 - Poorly maintained sidewalks/pedestrian paths
 - Lack of sidewalks/pedestrian paths
 - Tree/shrub overgrowth and/or unmaintained public grass/open areas
 - Allowance for too-noisy commercial or residential activities
 - Loose pet and/or wild animal issues
 - Other

- () Have you ever contacted the city with a maintenance or upkeep issue?
 - I have never contacted the city with a maintenance or upkeep issue
 - Once ever
 - Two times
 - Three to five times
 - More than Five times

- () If you have contacted the city, can you describe the issue and how you felt the city did at understanding your issue and responding to it: <<<**Provide Text Response Space**>>>

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() Do you think it is important for the city to upgrade its policies and infrastructure to prepare for and mitigate the effects of future climate change?

- Not important at all
- Somewhat important, but not if it means raising taxes or spending public money.
- Important, but there are other economic and community priorities that are more important
- Important and the city should make it a focus area
- Very important; it should be a top concern for the city

() If you think it is important for the city to prioritize climate change, in what area(s) do you think the city should focus on?

- Improve infrastructure to be more resilient to climate change
- Enact more protections for open and natural space within the city
- Make investments in cleaner/renewable energy sources for city functions
- Provide programs and/or incentives for residents to make improvements to their properties

Community and Openness

() How would you rate the level of “openness” in Arden Hills?

() How much do you feel that you have a good sense of belonging to the community?

() How much do you feel the community embraces diversity?

() Do you feel that diversity is a positive aspect of a community?

Resident Interests and Concerns

() What are the three most important issues you are concerned about overall within the city?

1 /2/ 3	ISSUE / ITEM
	Crime/public safety/law enforcement
	Schools/education
	Medical/Health Care/COVID
	Taxes and Public Spending
	Parks and public lands
	Jobs and Opportunity
	Economy/Business
	Utilities, services, and upkeep
	Roads
	Housing
	Responsive city officials and employees
	Social Justice
	Environment and climate
	Rice Creek Commons Project

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	Other: _____
	Other: _____
	Other: _____

() What are your thoughts on how much of an issue our city has with the following public safety issues:

	Large Problem	Some Problem	Small Problem	Have not noticed a problem
Trespassing/break-ins				
Burglary/property theft/Vandalism				
Automobile theft / damage				
Serious/violent crime				
Speeding/reckless driving				
Fraud/Business crimes/manipulation				
Alcohol/Drug use				
Housing Availability/ Homelessness				
Family member/child/elder abuse				
Truancy/youth misdemeanor activity				
Mental Health				
Other: _____				

() Are there additional issues that you are concerned with, or do you have any specific comments or details you would like to add about the issues you are concerned with?
 <<<Provide Text Response Space>>>

Rice Creek Commons

() Do you feel the city should move forward with the Rice Creek Commons Project? **YES / NO**

→ If you do not, what is the reason (choose as many as you like):

- Should keep the open space from being built on
- Will increase city population too much
- Do not like the proposal in its current form
- Think that it will be too expensive for the city
- Think that current residents will see their taxes increase
- Think that a project of this size will change the city too much
- Do not think that it will move forward after so much time
- Think it will cause too much traffic in the city
- Think that there will be too high a demand on city services and functions

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Enclosure 2: Survey Question Bank

- Other: _____

() Do you feel that you have a good understanding of the Rice Creek Project planning? **YES/NO**

() How would you rank how important it is to move forward with the Rice Creek Commons project in comparison to the city's overall responsibilities and other goals:

- It is the city's top priority
- It is among the city's major priorities
- It is a one of the things the city should prioritize among all of the city's other priorities
- The city should move forward with it, but it should be a low priority
- The city should not prioritize the project at all

() Do you think that moving forward with the Rice Creek Commons project will affect your life in Arden Hills in a significant way once it is completed? YES / NO

→ If you do, can you describe in what way you feel you will be affected: <<<**Provide Text Response Space**>>>

() Is there an aspect(s) of the planning that you think needs to be included that is not currently part of the planning? <<<**Provide Text Response Space**>>>

() Is there an aspect of the plan that you know of that you do not think should be included? <<<**Provide Text Response Space**>>>

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Enclosure 3: Community Survey Forum Guidelines and Flow

Anyone selected as a discussion guide will need some training and practice to operate a professional meeting and make the experience for participants as enjoyable and effective as possible. The below guidelines are a starting point for training discussion leaders and outlining the flow of how each meeting should be conducted in order to keep each meeting as standardized as possible.

Guidelines for Forum Discussion Leaders: Discussion leaders will need to use specific skills to foster discussion, keep it moving at a productive pace, and ensure it is thoughtful and inclusive for all participants. Anticipated skills needed include:

- Encourage discussion from all participants
- Foster a sense of inclusiveness where participants feel comfortable contributing to the discussion.
- Keep a sense of time and balance the need to keep the conversation moving with thoughtful discussions that are producing valuable discussion.
- Monitor participation to encourage people who have not contributed to voice their opinions by asking them specific questions, but not in a way that makes them feel like they are being pressured to speak
- Encourage different points of view in respectful ways.
- Ensure discussion stays courteous and be able to cut off bad behavior before it has a chilling effect on the overall discussion.
- If a participant repeatedly violates forum rules or is demeaning to others and will not stop their behavior, know when to make the decision to remove that person from the discussion.
- Record positive, productive, and insightful input that is gained during the discussion with enough clarity to have it added to the database after the forum is ended.
- For meetings that occur using web-enabled telecommunication applications (i.e. ZOOM), be aware of and comfortable using the application functions and be able to explain how to use them to unfamiliar participants as needed.

Rules for Participants: The following rules are proposed as rules to be enforced by discussion leaders to ensure open, respectful, and valuable discussion occurs:

- Discussion topics will be initiated by the Discussion Leader; some background may be given followed by an estimated time for open discussion in order for the meeting to progress through all of the topics on the agenda.
- Be courteous to other people's contributions and opinions.
- Raise your hand to be recognized before speaking. There is no time limit for how long you can speak, but try to be concise to allow time for everyone to contribute.
- Everyone will be given as much opportunity to contribute as possible, but the Discussion Leader can stop any participant in order to keep the conversation moving.
- Disagreements are a natural part of political conversations and encouraged, but will be done courteously and respectfully by all participants.
- Nobody will be called out by name for any responses they selected or wrote during the surveys. At the end of the meeting, any good discussion may be added to the final

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Enclosure 3: Community Survey Forum Guidelines and Flow

report from this meeting, but no comments will be attributed to any participant unless that participant expressly desires to be associated with their inputs.

- The forum will be moderated to last approximately 60-90 minutes. If any participants want to continue discussion for longer time, the Discussion Leader will remain active for a practical amount of time to facilitate further inputs.

Specific Rules for the use of web-enabled telecommunication applications: This proposal is intended for community meetings via web-based applications where COVID or other health concerns prohibit in-person attendance. The considerations below are additional rules the Discussion Leaders and participants need to adhere to in order for the meeting to be effective.

- You can decide what name you want the group to see for the meeting; it does not have to be your real name if you are uncomfortable with it. Preferred naming convention is first name and initial of last name.
- Use of an individual's camera to show their participation on screen is optional, but encouraged.
- Have your audio in mute until you are ready to speak
- Use the "Raise Hand" feature to be called upon by the Discussion Leader before talking

Preparing for a Community Forum: It will take the efforts of several people in the proposed system to prepare for each community meeting:

- With as much time in advance, the System Administrator(s) will put together the list of participants in the community forums based on the number of people who take the surveys. The System Administrator will send the Discussion Leader a report with the aggregated data from just the group of participants; there will be no identifying information for any specific individual's inputs.
- As needed, the System Administrator and the Survey Designer will ensure they have timely updates and/or inputs from city elected officials for use by the Discussion Leader as needed.
- Optimally, the Discussion Leader will be given all information with at least one week to review it before the meeting.
- The System Administrator will ensure the web-based application generate a specific information email to all participants with the date and time of the meeting and any information needed to join into it.
- The Discussion Leader will need a method to record productive and insightful input that happens during the meeting to be able to provide those to the overall database afterward.

Community Forum Flow: Discussion Leaders should have enough leeway to ensure they encourage an inclusive and productive community conversations. To accomplish this, they should all use the following flow to support the conversation and keep the whole experience as standardized for participants in different meetings. The proposed flow of the meeting is as follows:

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Enclosure 3: Community Survey Forum Guidelines and Flow

- Introduction: The Discussion Leader should introduce themselves, thank the participants for their time, and confirm the number of participants in the meeting.
- Review Meeting Goals: Briefly review the purpose of the meeting and what the outcomes are intended to be:
 - Goal: Provide a forum to discuss survey results and participant's thought on issues in a community setting
 - Goal: Compile all community inputs into a final report that can be included in the final report to give residents more of a voice in local policymaking.
- Present the agenda:
 - Begin with a review of overall survey question results and trends
 - Review the rules (See above) for conducting the discussion.
 - Open the discussion portion of the meeting, guided by questions the Discussion Leader will ask, moving from topic to topic.
 - End the discussion portion with an open-response portion where participants can raise additional issues or concerns not covered by the agenda topics.
 - Go over what the data will be used for and how/when it will be available for viewing by residents.
 - Conclude the meeting, thank participants for their time and inputs
- Conduct the meeting: total time should take 60-90 minutes.

Post-Forum Actions: Below are the actions anticipated to be taken every specific meeting:

- DISCUSSION LEADER: Capture all productive notes and inputs and upload them back the survey database.
- SURVEY ANALYST: Review any additional uploaded comment and information for analysis and potential inclusion into the final survey report.
- SYSTEM ADMINISTRATOR: Ensure post-meeting email is sent to all participants (see Enclosure 1).