

MURPHY CITY COUNCIL AGENDA
REGULAR CITY COUNCIL MEETING
JUNE 2, 2015 AT 6:00 P.M.
206 NORTH MURPHY ROAD
MURPHY, TEXAS 75094



Eric Barna
Mayor

Scott Bradley
Mayor Pro Tem

Owais Siddiqui
Deputy Mayor Pro Tem

Ben St. Clair
Councilmember

Betty Spraggins
Councilmember

Sarah Fincanon
Councilmember

Rob Thomas
Councilmember

James Fisher
City Manager

Susie Quinn
City Secretary

NOTICE is hereby given of a meeting of the City Council of the City of Murphy, Collin County, State of Texas, to be held on June 2, 2015 at Murphy City Hall for the purpose of considering the following items. The City Council of the City of Murphy, Texas, reserves the right to meet in closed session on any of the items listed below should the need arise and if applicable pursuant to authorization by Title 5, Chapter 551, of the Texas Government Code.

1. CALL TO ORDER

2. INVOCATION & PLEDGE OF ALLEGIANCE

3. ROLL CALL & CERTIFICATION OF A QUORUM

4. PUBLIC COMMENTS

5. CONSENT AGENDA

All consent agenda items are considered to be routine by the City Council and will be enacted by one motion. There will be no separate discussion of these items unless a Councilmember so requests, in which event the item will be removed from the Consent Agenda and voted on separately.

- A. Consider and/or act upon the May 19, 2015 regular meeting minutes.
- B. Consider and/or act upon the May 26, 2015 budget discussion meeting.
- C. Consider and/or act on an ordinance adopting approved ordinance changes to PD 12-06-914.

6. INDIVIDUAL CONSIDERATION

- A. Consider and/or act on the application of property owner Deborah R. Tafelski and applicant Ricky Jenkins requesting approval of a construction plat for a Jenkins Self Storage at 305 W. FM 544.
- B. Hold a public hearing and consider and/or act upon an ordinance approving recommendations regarding amendments to Chapter 28 - Development Standards, Chapter 70 – Subdivisions and Chapter 86 – Zoning.
- C. Discuss the 2015-16 Operating Budgets for the Police Department and Animal Control Division.

- D. Discuss the Letters of Interest received for the City of Murphy Community Survey project.

7. CITY MANAGER/STAFF REPORTS

- A. Upcoming Town Hall Meeting – June 3, 2015
- B. Timbers Nature Preserve
- C. Betsy Lane Road Widening Project
- D. South Maxwell Creek Parallel Trunk Sewer Line
- E. North Murphy Road

8. EXECUTIVE SESSION

In accordance with Texas Government Code, Chapter 551, Subchapter D, the City Council will now recess into Executive Session (closed meeting) to discuss the following:

- A. §551.071: Consultation with City’s Attorney on a matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act regarding zoning, land use, and open space/parks; and/or
- B. §551.072: To deliberate the purchase, exchange, lease, or value of real property.

9. RECONVENE INTO REGULAR SESSION

The City Council will reconvene into Regular Session, pursuant to the provisions of Chapter 551, Subchapter D, Texas Government Code, to take any action necessary regarding:

- A. §551.071: Consultation with City’s Attorney on a matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act regarding zoning, land use, and open space/parks; and/or
- B. §551.072: To deliberate the purchase, exchange, lease, or value of real property.
- C. Take Action on any Executive Session Items.

10. ADJOURNMENT

I certify that this is a true and correct copy of the Murphy City Council Meeting Agenda and that this notice was posted on the designated bulletin board at Murphy City Hall, 206 North Murphy Road, Murphy, Texas 75094; a place convenient and readily accessible to the public at all times, and said notice was posted on May 29, 2015 by 4:30 p.m. and will remain posted continuously for 72 hours prior to the scheduled meeting pursuant to Chapter 551 of the Texas Government Code.


Susie Quinn, TRMC
City Secretary

In compliance with the American with Disabilities Act, the City of Murphy will provide for reasonable accommodations for persons attending public meetings at City Hall. Requests for accommodations or interpretive services must be received at least 48 hours prior to the meeting. Please contact the City Secretary at 972.468.4011 or squinn@murphytx.org.

Notice of Possible Quorum: There may be a quorum of the Animal Shelter Advisory Committee, the Board of Adjustment, the Building and Fire Code Appeals Board, the Ethics Review Commission, the Murphy Community Development Corporation, the Murphy Municipal Development District Board, the Park and Recreation Board and/or the Planning and Zoning Commission members who may be present at the meeting, but they will not deliberate on any city or board business.

CITY COUNCIL MINUTES
REGULAR CITY COUNCIL MEETING
MAY 19, 2015 AT 6:00 P.M.

1. CALL TO ORDER

Mayor Barna called the meeting to order at 6:00 pm.

2. INVOCATION & PLEDGE OF ALLEGIANCE

Mayor Barna gave the invocation and led the Pledge of Allegiance to the United States flag.

3. ROLL CALL & CERTIFICATION OF A QUORUM

Susie Quinn, City Secretary, certified a quorum with the following Councilmembers present:

Mayor Eric Barna

Mayor Pro Tem Scott Bradley

Councilmember Betty Nichols Spraggins

Councilmember Sarah Fincanon

Councilmember Rob Thomas

Councilmembers Absent:

Deputy Mayor Pro Tem Owais Siddiqui

Councilmember Ben St. Clair

4. PUBLIC COMMENTS

Marv Williams, resident, addressed the Council representing the Exchange Club. He was giving an update on their plan to fly American Flags this Memorial Day Weekend, weather permitting. They will be flying the American Flags twice over the weekend once on Saturday, at the annual Decatur Maxwell cemetery and at the pond by the fire station on Monday, Memorial Day. They are looking for volunteers to assist with placing the flags on both days.

Gus Delaney, resident, addressed Council in regards to the property behind the gas station. Because visibility is not advantageous for just commercial retail, he suggested building a two story building with living areas above commercial retail, and/or zero lot townhomes to make better use of that property.

Lorraine Chalkley, resident, addressed Council regarding her location at the North West corner of Betsy/Murphy discussing agenda items 8C & 8D (the Betsy lane road widening/ sewer line.) Her property was annexed in 1997 with the promise of a "proper sanitary sewer" on her road frontage. She would like this to be fixed along with the other sewer lines that are being reviewed with this project. The Mayor asked City Manager, James Fisher to check into this.

5. PRESENTATIONS

A. Presentation of the Sergeant Kyle Kucauskas Scholarship.

Background was given about Sergeant Kyle Kucauskas and how this scholarship came to be designated. There were enough funds to give 2 (two) scholarships out this year, one recipient could not attend tonight's meeting, so the second one will be presented in June. The recipient that was able to attend was Daniel Moszak. He is currently a freshman at Sam Houston University. He was joined by Sergeant Kyle's parents and members of the City of Murphy Police Department to receive his award.

B. Presentation of financial report and investment report as of April 30, 2015.

Finance Director, Linda Truitt gave the financial report to Council. The month of April is slightly down from previous months from .1 % to .03%. We are still working with Wells Fargo on the interest rate, and we should see that increase in May. The Sales Tax is 13% ahead of last year; the general fund is 13% above. Revenues for the general fund are at 58%, April collections are at 75%. Expenditures are at 50% of the budget, and should come in at approximately 90 – 95%. Water sales are down due to the abundant amount of rain, but sewer sales are up. There were no questions from Council.

City Manager Fisher, came back to this item, to discuss expenditures of where we are right now; our compensation plan is \$23,500, open records admin assistant is at \$30,500, Recording for Windy Hills \$7,000, Windy Hill Engineering is at \$35,000. We asked Council and you agreed to provide a Thanksgiving Turkey and Christmas Lunch which came out to \$4,500. We have a complete list of the Councilmembers who have served since 1958 and we want to honor them with buying a brick for central park with their name and dates served on it. With the Animal Shelter it's currently at \$63,343, the challenge is the project has been stretched out over several budget cycles and it has all come to a head in FY15. Timbers nature preserve we are about 150,000 we have to fund. Betsy lane, when estimated was \$2.6 million and it came back at \$2.9 million. We have requested additional funding but that has not come back. Central park, we have requested \$167,000 from the county and have no heard anything back on this. We have had savings due to unfilled positions, so we have places to absorb some of the costs.

C. Presentation on emergency management awareness.

Fire Chief, Mark Lee, presented "Are You Ready" to the Council. The recent storms in Van, which was an EF-3, 10 miles long, 1200 yards wide, made him think what that would look like in Murphy. He Google Map plotted a storm 9 miles long, and 500 yards wide and it took out a good portion of Murphy. He also showed a Google Map showing the approximate locations of employee's homes and pointed out to council the struggles employees would have getting to the city due to potential traffic flow backups. He suggested having citizens be more aware of the things they will need in an emergency. Gave details about a 72 hour preparedness kit, and gave the following website address, KnowWhat2do.com for more information. It has a very good video for people to review and lists items people should have on hand.

6. CONSENT AGENDA

All consent agenda items are considered to be routine by the City Council and will be enacted by one motion. There will be no separate discussion of these items unless a Councilmember so requests, in which event the item will be removed from the Consent Agenda and voted on separately.

- A. Consider and/or act upon the May 5, 2015 regular meeting minutes.

- B. Consider and/or act upon the May 11, 2015 special joint meeting minutes.

- C. Consider and/or act upon a Resolution authorizing continued participation with the Atmos Cities Steering Committee; and authorizing the payment of five cents per capita to the Atmos Cities Steering Committee to fund regulatory and related activities related to Atmos Energy Corporation. (Approved as **Resolution Number 15-R-817**)

- D. Consider and/or act upon a Resolution approving the settlement reached between the Atmos Cities Steering Committee (ACSC) and Atmos Energy Corp., Mid-Tex Division. (Approved as **Resolution Number 15-R-818**)

- E. Consider and/or act upon authorizing the City Manager to execute the renewal of the North Texas Municipal Water District Multijurisdictional Pretreatment Agreement.

- F. Consider and/or act upon authorizing the City Manager to execute the Memorandum of Understanding regarding the adoption of the Texas Department of Transportation's Federally-Approved DBE (Disadvantaged Business Enterprise) Program by City of Murphy, Texas.

COUNCIL ACTION (6.A. through 6.F.):

APPROVED

Mayor Pro Tem Scott Bradley moved to approve the Consent Agenda as presented. Councilmember Sarah Fincanon seconded the motion. For: Unanimous. The motion carried by a vote of 5 to 0.

7. INDIVIDUAL CONSIDERATION

- A. Consider and/or act upon on the 2015 Planning Session.

City Manager, James Fisher updated Council on the Community Survey which will be discussed with Council on June 2nd, the Comp plan is due back June 8th, and the Compensation study is still being developed. Fisher proposes we adopt the Vision and principles so we have the steps for 2015, and when the survey comes back look at what we can do to support our principles. Council also needs to appoint a Community Improvement Committee no later than August or September.

COUNCIL ACTION (7.A.):

APPROVED

Mayor Pro Tem Scott Bradley moved to adopt the Vision and Principle as identified in the 2015 Council Planning Session. And to request the City Manager to move forward on the Community Survey, the City's Comprehensive Plan, recodification of the City's Ordinances, as well as the appointment process for a Committee for the Capital Projects to all be implemented during the Fiscal Year 2015. Councilmember Rob Thomas seconded the motion. For: Unanimous. The motion carried by a vote of 5 to 0.

B. Discussion on the City's Fiscal Year 2015-2016 Annual Budget.

City Manager Fisher explained to Council the tentative dates for the budget meeting dates, to get their thoughts on attending. For the May 26th meeting Councilmember Thomas is not sure if he will be available. Mayor Barna suggested keeping the dates, and those who can attend will attend. Fisher also explained that he wants to keep the sessions to 2-2 ½ hours to accommodate the busy schedules of Council and staff.

C. Discussion on the hiring process for a new Chief of Police.

City Manager, Fisher explained the hiring of a Police Chief is one of the most important positions to hire because of the magnitude of the position. There were a lot of changes that took place in the Murphy Police Department. We will have a retirement party on June 4th at 3 P.M. for Chief Cox. We are still working on naming an interim chief. We want to be very aggressive on this; we will advertise the position from May 22nd to June 22nd. Then Fisher will narrow it to seven to ten semifinalists. The Police Chief of Waxahachie will be doing background and reference checks. A community panel and a few members of council, and Fisher will narrow it down to no more than four. Then those final four will be asked for final interviews; Fisher has been narrowing the process down to different ways to do this, possibly a town hall meeting so members of the community could meet and interact with the candidates. Part of the aggressiveness in the search is to allow the new Chief who may have family/kids to move and get settled prior to the beginning of the new school year.

All of our police officers have to go through psychological tests and the interviewees will be no different. Mayor Barna suggested having Councilmember St. Clair on the panel, and opened it up to 1 (one) more councilmember. All Councilmembers indicated they were interested. He hopes Council will be able to provide input on the final 2 (two) candidates.

8. CITY MANAGER/STAFF REPORTS

A. Upcoming Town Hall Meeting – May 28, 2015

Scheduling a Town Hall Meeting with TxDOT and HOA's, moving to June 3rd. We are trying to get all the issues addressed at one time regarding the damage to HOA's entrances, etc.

B. Timbers Nature Preserve

Still under construction, but when it is finished it will be beautiful.

C. Betsy Lane Road Widening Project

This project should begin in mid-June.

D. South Maxwell Creek Parallel Trunk Sewer Line

We are trying to see if we can start working on the other end, since the end of the sewer line is still underwater due to the rain.

E. North Murphy Road

Still addressing issues in regards to this. The City is also working on a mosquito plan and to encourage residents to dump out all standing water at their homes. Mayor Pro Tem Bradley suggested communicating with the residents regarding the sidewalks. It currently looks like there will not be sidewalks available in areas where plans had been identified to build them. So communication with them is essential.

9. EXECUTIVE SESSION

The City Council did not convene into closed Executive Session pursuant to the provisions of Chapter 551, Subchapter D, Texas Government Code, in accordance with the authority contained in:

- A. §551.072 To deliberate the purchase, exchange, lease, or value of real property, including fee simple and easements.

10. RECONVENTE INTO REGULAR SESSION

The City Council did not reconvene into open session since they did not convene into closed Executive Session.

- A. §551.072 To deliberate the purchase, exchange, lease, or value of real property, including fee simple and easements.

- B. Take Action on any Executive Session Items.

11. ADJOURNMENT

With no further business, the meeting was adjourned at 6:58 pm.

APPROVED BY:

Eric Barna, Mayor

ATTEST:

Susie Quinn, City Secretary

SPECIAL CITY COUNCIL MINUTES
CITY HALL COMMUNITY ROOM
May 26, 2015 at 6:30 P.M.

1. CALL TO ORDER

Mayor Eric Barna called the meeting to order at 6:40 p.m.

2. ROLL CALL AND CERTIFICATION OF A QUORUM

City Secretary Susie Quinn certified a quorum with the following Councilmembers present:

Mayor Eric Barna

Mayor Pro Tem Scott Bradley

Deputy Mayor Pro Tem Owais Siddiqui

Councilmember Ben St. Clair

Councilmember Sarah Fincanon

Councilmember Betty Nichols Spraggins arrived at 6:55 P.M.

Councilmember Rob Thomas

3. INDIVIDUAL CONSIDERATION

A. Discussion on the FY2016 Annual Budget.

City Manager James Fisher gave an overview of the current budget standings. Budgets will all be in by Friday, May 29th, 2015. Departmental Budgets will be delivered to Council by the June 4th meeting. We are trying to follow what we have in years past in regards to the expenditures. Our greatest challenge is capitol purchases, and some departments have requested additional personnel.

Our appraised values came in about 8% higher, which allows additional revenue to come in and drop tax rates. Home values are increasing; the average is now over \$300,000. We have predicted only 50 homes to be built in FY16.

There is a projected revenue increase of \$485,000 which is about a 4% increase over the previous year. This serves as a benchmark for us as a number that we cannot exceed for expenses, and also a number that we will try to stay below so the additional dollars can go to reserves. Currently the reserves are at 3.6 million.

Operation capital items are things that are typically \$5,000 and above and have a year plus life in them. Community capital improvements are \$5,000 and above but have a longer lifespan, and have an impact to the overall community.

Vehicle rotations and policy were discussed. Tahoe's usually change every 5 years but the staff/field vehicles usually reach the 100,000 mile marker before being replaced.

The radio system has to be considered for an upgrade. A lot of money was spent several years ago upgrading the radio system, and it's time again to upgrade due to technology changes. The consoles are very outdated and the city currently uses eBay to buy replacement parts making that a big challenge. It will be about a 2.3 million dollar project over the next 3 years but the consoles need to be replaced now. We also have 4.4 million dollars allocated for the municipal building renovations, overhead doors for police and fire, roofs for various buildings, and generators. We need to look at renovating the MAC (Murphy Activity Center) if we plan to keep the building. The chillers at several locations need to be replaced, street improvements on Maxwell Creek, Tom Clevenger, McMillan, and Kinney all of these things need to be addressed by the Community Improvement Committee. When Maxwell Creek gets redone, the utility (water and sewer) lines should be replaced.

For the Utility Fund, we have the North Maxwell Creek water line, and the South Maxwell Creek storage tank on Hawthorne which need to be painted. We have about 4.3 million dollars in the utility fund. Two elevated storage tanks have been painted, but the ground storage tanks need repainting. Total CIP is approximately 18.2 million dollars. We need to start thinking about appointments by August / September for the Community Improvement Committee. Tax notes are traditionally 7 years, and are normally used to purchase a Quint (fire truck) for the fire department.

4. ADJOURNMENT

With no further business, Mayor Barna adjourned the meeting at 7:40 p.m.

APPROVED BY:

Eric Barna, Mayor

ATTEST:

Susie Quinn, City Secretary

City Council Meeting
June 2, 2015

Issue

Consider and/or act on an ordinance adopting approved ordinance changes to PD 12-06-914 for property located southwest of FM 544 and McCreary Road.

Background

On January 20, 2015, City Council approved amendments to Planned Development District Ordinance No. 12-06-914 including:

- removal of the Exterior Elevation Plan
- approval of the amended Planned Development District conditions, the amended concept plans and the amended landscape plans with the following additional amendments as stated directly in the minutes from the meeting:
 - o Lighting requirements for the site require LED lighting for the parking lot that will be down lit
 - o Requirement for a photometric study for the site
 - o Buildings are to be one hundred percent (100%) masonry with a minimum of forty percent (40%) stone used on three sides of the anchor store; and all outlot buildings must be at one hundred percent (100%) masonry and a minimum of forty percent (40%) stone used on all four sides
 - o Roofing materials should be made from premium materials *such as* terra-cotta, slate, or standing seam steel
 - o Only the anchor building can be a maximum height of forty feet to forty-five feet for architectural purposes.

The amendments to Planned Development District Ordinance No. 12-06-914 including the amendments above was approved by unanimous vote. The motion carried by a vote of 5 to 0. (Mayor Barna and Councilmember Thomas were absent)

Considerations

The ordinance for consideration amends Planned Development District Ordinance No. 12-06-914 by adopting the modifications as approved January 20, 2015.

Staff Recommendation

Staff recommends approval an ordinance adopting approved ordinance changes to PD 12-06-914.

Attachments

Ordinance

ORDINANCE NO. 15-06-993

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MURPHY, TEXAS, AMENDING THE COMPREHENSIVE ZONING ORDINANCE AND MAP, CHAPTER 86, OF THE CITY OF MURPHY CODE OF ORDINANCES, AND AMENDING ORDINANCE 12-06-914, BY CHANGING THE ZONING CLASSIFICATION ON APPROXIMATELY 17 ACRES OF LAND SITUATED IN THE HENRY MAXWELL SURVEY, ABSTRACT NO. 579, LOCATED IN THE CITY OF MURPHY, COLLIN COUNTY, TEXAS, AND MORE PARTICULARLY DESCRIBED ON EXHIBIT “A” ATTACHED HERETO AND INCORPORATED HEREIN BY REFERENCE FOR ALL PURPOSES, FROM ITS PRESENT CLASSIFICATION BEING PLANNED DEVELOPMENT DISTRICT FOR RETAIL USES AND SINGLE FAMILY RESIDENTIAL (SF-20) TO PLANNED DEVELOPMENT DISTRICT FOR RETAIL USES, AND AMENDING PLANNED DEVELOPMENT CONDITIONS AND STANDARDS ATTACHED HERETO AS EXHIBIT “B”, CONCEPT PLAN ATTACHED HERETO AS EXHIBIT “C”, LANDSCAPE PLAN AND SIGNAGE PLAN ATTACHED HERETO AS EXHIBIT “D” AND “E”, PROVIDING FOR SAVINGS, SEVERABILITY, CUMULATIVE EFFECT, PENALTY AND AN EFFECTIVE DATE.

WHEREAS, the landowners of approximately 17 acres of land situated in the Henry Maxwell Survey, Abstract No. 579, located in the City of Murphy, Collin County, Texas, and more particularly described in Exhibit A attached hereto and incorporated herein for all purposes (the “Property”), have requested a change in the zoning for the Property from Planned Development District for Retail Uses and Single Family Residential to Planned Development (PD) District for Retail Uses with the intent to provide high quality retail development consistent with the Comprehensive Plan and for the purpose of developing the property for retail uses as outlined in the Development Conditions and Standards for this planned development district; and

WHEREAS, the Planning and Zoning Commission and the City Council of the City of Murphy, in compliance with the laws of the State of Texas, have given the requisite notices by publication and otherwise, and have held due hearings and afforded full and fair hearings to all property owners generally and to all persons interested in this regard; and

WHEREAS, the Planning and Zoning Commission and the City Council of the City of Murphy, in considering the application for a change in zoning of the Property to a planned development district, have determined that the proposed use and development is consistent and compatible with the goals and objectives of the City of Murphy and is in the best interest of the health, safety, morals and general welfare of the City of Murphy, and, accordingly, the City Council of the City of Murphy is of the opinion and finds that said zoning change is in the public interest and should be granted and that the Comprehensive Zoning Ordinance should be amended accordingly as set forth herein.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MURPHY, TEXAS, AS FOLLOWS:

Section 1. That the Comprehensive Zoning Ordinance and Map of the City of Murphy, Texas, and Ordinance No. 12-06-914, be, and the same are hereby amended so as to change the zoning designation on the Property from Planned Development District for Retail Uses and Single Family Residential to Planned Development (PD) District for Retail Uses. Exhibits A through F to Ordinance No 12-06-914 shall be and are hereby amended to read as stated in Exhibits A through E as attached hereto and incorporated herein for all purposes.

Section 2. That the Development Conditions and Standards for this planned development district are attached hereto as Exhibit “B” and incorporated herein by reference, and the same are hereby approved by the City Council for said planned development district as required by Section 86-603, of the City of Murphy, Texas, Code of Ordinances.

Section 3. That the Concept Plan, Landscape Plan and Signage Plan for this planned development district are attached hereto as Exhibits “C”, “D” and “E” respectively, and the same are hereby incorporated herein by reference and approved for said planned development district as required by Section 86-604, of the City of Murphy, Texas, Code of Ordinances.

Section 4. That Chapter 86 of the City of Murphy Code of Ordinances, as amended, shall be and remain in full force and effect save and except as amended by this ordinance, and that said property shall in all other respects be subject to all applicable regulations of the City of Murphy.

Section 5. Cumulative/Repealer Clause. This ordinance shall be cumulative of all provisions of State or Federal law and other ordinances of the City of Murphy, Texas, except where the provisions of this ordinance are in direct conflict with the provisions of such ordinances are hereby repealed to the extent of such conflict.

Section 6. Severability Clause. If any word, section, article, phrase, paragraph, sentence, clause or portion of this ordinance is held to be invalid or unconstitutional by a court of competent jurisdiction, such holding shall not affect for any reason, the validity of the remaining portions of this ordinance or the Comprehensive Zoning Ordinance, Chapter 86 of the City of Murphy Code of Ordinances, and the remaining portions shall remain in full force and effect.

Section 7. Penalty Clause. Any person, firm or corporation violating any of the provisions of this ordinance shall be deemed guilty of a misdemeanor and, upon conviction, in the municipal court of the City of Murphy, Texas, shall be punished by a fine not to exceed the sum of two thousand dollars (\$2,000.00) for each offense, and each and every day any such violation shall continue shall be deemed to constitute a separate offense.

Section 8. Savings Clause. That an offense committed before the effective date of this ordinance is governed by the prior law and the provisions of the Code of Ordinances, as amended, in effect when the offense was committed and the former law is continued in effect for this purpose.

Section 9. Effective Date. This ordinance shall take effect immediately from and after its passage and the publication of the caption, as the law and City Charter in such cases provide.

PASSED, APPROVED AND ADOPTED by the City Council of the City of Murphy, Texas, on this 2nd day of June, 2015.

Eric Barna, Mayor
City of Murphy

ATTEST:

Susie Quinn, City Secretary
City of Murphy

APPROVED AS TO FORM:

Wm. Andrew Messer, City Attorney
City of Murphy

Exhibit A

Legal Description

Southwest quadrant of FM 544 and McCreary Road in Murphy Texas including:

Ferren Creek Ests, Lot 1-2, Acres 4.3408

Ferren Creek Ests, Lot 1-1, Acres 0.1534

Abs A0579 Henry Maxwell Survey, Tract 81, 2.0732 Acres

Mccreary Marketplace, Block 1, Lot 2, Acres 0.9640

Mccreary Marketplace, Block 1, Lot 3, Acres 8.2240

McCreary Marketplace (CMR), Block 1, Lot 1, Acres 1.6570

Exhibit B

Development Conditions and Standards

Planned Development Conditions

EXHIBIT B

McCreary Marketplace SW Corner of FM 544 and McCreary Road

PLANNED DEVELOPMENT CONDITIONS

- I. **Statement of Intent:** The intent of this Planned Development District is to provide high quality retail development that is generally consistent with the Comprehensive Plan.
- II. **Statement of Purpose:** The purpose of this Planned Development District is to ensure that any development that occurs within the area designated by this Planned Development encourage the following uses.
 - Larger anchor uses
 - Grocery Store
 - Family, sit-down restaurants
 - Upscale retail shops
 - Individual pad site uses
 - Other retail uses as outlined herein
- III. **Statement of Effect:** This Planned Development shall not affect any regulation found in the Comprehensive Zoning Ordinance, Ordinance No. 04-05-610, as amended, except as specifically provided herein.
- IV. **General Regulations:** All regulations of the R (Retail) District set forth in Section 29 of the Comprehensive Zoning Ordinance are included by reference and shall apply except as otherwise specified by this ordinance.
- V. **Development Plans:**
 - A. Concept Plan: Development shall be in general conformance with the approved concept plan set forth in Exhibit C; however, in the event of conflict between the concept plan and the conditions, the conditions shall prevail.
 - B. Landscape Plan: Development shall be in general conformance with the approved landscape plan set forth in Exhibit D; however, in the event of conflict between the landscape plan and the conditions, the conditions shall prevail.
 - C. Exterior Elevation Plan: Development shall conform to City of Murphy code and Planned Development District requirements as noted herein subject to site plan approval. Any Fuel Center and/or Car Wash shall be Masonry clad to match the proposed anchor building. The Fuel Center canopy will include a mansard roof and all columns will be masonry clad.
 - D. Signage Plan: Development shall be in general conformance with the approved signage plan as set forth in Exhibit F; however, in the event of conflict between the signage plan and the conditions, the conditions shall prevail. The Signage Plan may be amended and altered to include additional signage at the time of Site Plan approval to accommodate the anchor and pad sites.
 - E. Concept Plan, Landscape Plan, Exterior Elevation Plan, and Signage Plan approval shall be for a period of one year from the date of City Council action on the plan. If within that one-year period a site plan has been submitted and approved for a portion of the development, then the Concept Plan shall be deemed

**Planned Development
Conditions Page 2**

to have no expiration date. Site plans shall be valid for a period of one year from the date of City Council action on the plan. This period shall be extended for a maximum of two (2) additional one (1) year periods with a request in writing to the City Manager subject to his approval.

- F. Site Plan: A Site Plan shall be submitted in accordance with the Requirements set forth in Chapter 86, Article II, and Division 7 of the City of Murphy Code of Ordinances. The Site Plan may be for all or any part of the land within the Planned Development District.

VI. Specific Regulations:

A. Permitted Uses

1. Amusement Services (Indoors) (SUP)
2. Antique Shop
3. Art Dealer/Gallery
4. Artist Studio (SUP)
5. Bakery (Retail)
6. Book Store
7. Cafeteria
8. Computer Sales
9. Confectionery Store (Retail)
10. Department Store
11. Dinner Theatre (SUP Only)
12. Electronics (Retail)
13. Florist
14. Food or Grocery Store with Fuel Center as accessory use
15. Furniture Sales (Indoor)
16. Hardware Store
17. Home Improvement Center (SUP)
18. Motion Picture Theatre
19. Pet Shop/Supplies
20. Pharmacy(with Drive-thru)
21. Photo Studio
22. Photocopying /Duplicating
23. Restaurant (with drive-thru (SUP); drive thru not allowed to face residential properties)
24. Retail Store
25. Tailor Shop
26. Theatre (Live Drama) (SUP)
27. Sporting Goods
28. Clothing / Home Goods
29. Car Wash as accessory use to Fuel Center
30. Dry Cleaners (SUP)

B. Area and Yard Regulations

1. Minimum Size of Lot/Tract: There shall be no minimum lot/tract area required.
2. Minimum Lot/Tract Width: Minimum frontage requirements for lots adjacent to either FM 544 or McCreary Road shall be 90’.
3. Minimum Lot/Tract Depth: There shall be no minimum lot/tract depth required.

EXHIBIT B

Planned Development Conditions**Page 3**

4. Pad Sites: The maximum number of pad sites allowed along FM 544 shall be three (3).
5. Front, side and rear building setbacks shall be twenty-five (25) feet.

C. Parking, Driveways and Sidewalks:

1. Parking areas shall not be permitted within any landscape buffer strip.
2. Fire lanes, driveway, loading areas and access easements shall be paved in accordance with the minimum design standards of the City of Murphy codes and ordinances.
3. The number of required parking spaces shall be dependent upon the use and shall meet the requirements of the City of Murphy Comprehensive Zoning Ordinance.
4. No required parking space may be occupied by signs, merchandise, or display items at any time except by specific 30 day permit.
5. A special "signature" paving treatment shall be established as shown on the approved concept plan (Exhibit C). Appropriate locations for the special paving treatment shall include street intersections, pedestrian crosswalks and driveway openings.
6. Sidewalks along FM 544 and McCreary Road shall be 8 feet in width.

D. Loading and Unloading

1. Truck loading berths and apron space shall only be required for space that totals 30,000 square feet or more and shall not be located on the street side of any building or facing another building without adequate screening.
2. Truck loading berths shall not be located within any required setback or landscape buffer strip.
3. Landscaping is required in front of any loading dock facing public right of way, including the loading dock shown on Phase One development facing FM544.

E. Building Height

1. All structures shall have a maximum building height of forty (40) feet except that the maximum height may be increased to forty-five (45) feet to allow for architectural elements.

**F. Minimum Exterior Construction Standards, Building Materials and Design-
Exterior Construction and Design Requirements shall comply with the standards set forth in Chapter 28, Code of Ordinances, except as provided below.**

Planned Development Conditions

Page 4

1. All structures, including all building elevations, shall be constructed utilizing a design that is consistent with City code and Planned Development District requirements noted herein.
2. The use of primary or garish colors shall not be predominately used on the exterior façade of any structure. Corporate identities shall be allowed with owner review and approval.
3. Stand fans, skylights, cooling towers, communication towers, satellite dishes, vents, and any other structures or equipment, whether located on the roof or elsewhere, shall be architecturally compatible or effectively shielded from view from any immediately adjacent public dedicated street by an architecturally sound method.
4. Each commercial building, complex of buildings or separate commercial business enterprise shall have a trash bin on the premises adequate to handle the trash and waste items generated, manufactured, or acquired there on by such commercial activities. The sorting, handling, moving, storing, removing and disposing of all waste materials must be housed or screened from view.
5. In all cases, mechanical equipment on roofs and outcroppings shall be clad by a like building material or painted with a color scheme similar to the principal structure walls or roof. And roofing materials should be made from premium materials such as terra-cotta, slate, or standing seam steel
6. Buildings are to be one hundred percent (100%) masonry with a minimum of forty percent (40%) stone used on three sides of the anchor store; and all outlot buildings must be at one hundred percent (100%) masonry and a minimum of forty percent (40%) stone used on all four sides.

G. Landscape Standards

Landscaping shall comply with the standards set forth in Chapter 28, Code of Ordinances, except as provided below.

1. Landscaping shall generally be as shown on the approved Landscape Plan (Exhibit D). Landscaping shall be required on all developments within the Planned Development District and shall be complete prior to the issuance of any certificate of occupancy for the specific development. An automatic underground irrigation system including freeze and rainwater sensor shall be installed and maintained for all required landscaping and shall be in place and operable at time of planting.
2. A landscape buffer shall be provided twenty-five (25) feet in depth adjacent to the right-of-way of FM 544, twenty-five (25) feet in depth adjacent to McCreary Road. No parking may be placed within any landscape buffer. Pedestrian easements and sidewalks may be located within a landscape buffer. Any Fuel Center and/or Car Wash will include a landscape screening within this buffer to include ornamental trees (i.e. Crepe Myrtles) and shrubs.

EXHIBIT B

Planned Development Conditions**Page 5**

3. Parking Lots
 - a. A minimum percentage of the parking area shall be landscaped according to the following requirements. Such landscaping shall be distributed within the parking area, occurring within medians, islands, or peninsulas. All such landscape areas shall be protected by concrete curbing or other acceptable devices which prohibit vehicular access to landscaped areas. Bumper overhang shall not be included as part of required landscaping. A permeable area no less than six (6) feet by six (6) feet shall be provided surrounding each tree located in a surface parking area. Landscape islands within the parking lot shall be a minimum of 64 square feet.
 1. The traffic island shown on Phase One development shall be landscaped.
 2. Phase One construction is to include Open Space as noted in Phase Two.
 3. A total of seven (7) percent of the interior of the entire parking lot regardless of location, shall be landscaped. One large tree or three (3) ornamental trees from the Plant List, shall be provided for each twelve (12) parking spaces, and planted within the seven (7) percent area. Trees shall be distributed so that bays of parking spaces shall not exceed twenty (20) spaces in length.
 4. An additional 8% open space shall be provided. This 8% will be for the entire development and not necessarily on a lot by lot basis. The 8% area will consist of two or more of the following amenities:
 - a. Pedestrian walkways
 - b. Benches
 - c. Gazebo
 - d. Constant level pool
 - e. Landscape material
 - f. Hardscape
 - g. Pedestrian lighting

H. Screening

Screening shall comply with the standards set forth in Chapter 28, Code of Ordinances, except as provided below.

1. All screening at the rear (South & West) of the property will be a live screen where required. Plant materials shall conform to the standards of the approved plant list in Section 50 and the current edition of the "American Standard for Nursery Stock" (as amended), published by the American Association of Nurserymen.
2. All truck docks/loading areas for anchor stores with a footprint greater than 30,000 square feet shall be screened from view through the use of 12-foot all masonry walls (which are the same colors and materials as main building). There should be a 12-foot masonry screening wall along the southern boundary to the flood plain with a 10-foot living screen landscape buffer. Additionally, there shall be an 8-foot masonry screening wall along the western boundary of lot 3 with a 10-foot living screen landscape buffer.

Planned Development Conditions

Page 6

3. Outside seasonal displays shall be permitted within the Planned Development District for no more than 30 days. Outside storage shall not be permitted with the Planned Development District.

I. Site Lighting:

Lighting shall comply with the standards set forth in Chapter 28, Code of Ordinances, except as provided below.

1. Site lighting fixtures used along entrance driveways and parking areas shall be uniform and a consistent design within the development. Lighting standards for illuminating these areas shall be down lit LED lights and no taller than 30 ft. high. However, the height of all light standards shall be subject to review of the lighting plan during the Site Plan review. A photometric study is also required.

J. Signage and Graphics

Signage will comply with the standards set forth in Chapter 28, Code of Ordinances, except as provided below. No electronic signs are allowed in Planned Development District.

Signature Sign: Developer shall construct a signature sign depicting “City of Murphy” at the intersection of McCreary Road and FM 544 immediately adjacent (behind) the 50x50 visibility triangle. The signature entrance/ development sign must be 2 or 3 dimensional and conceptually similar to the signature sign located on the north west corner of FM 544 and North Murphy Road in Murphy. The developer shall submit the signature signage plans to the City for approval prior to construction.

1. General

- a. All signage for the Planned Development District shall be allowed as shown on the approved Signage Plan (Exhibit F).
- b. Shared Tenant Monument Signs- Two (2) monument signs shall be allowed located on Lot 2 and shall be limited to a maximum sign area of 40 square feet per sign. One monument sign on McCreary shall be allowed with a maximum height of seven (7) feet and maximum size of forty (40) square feet per sign.
- c. Shopping center signs-One (1) shopping center sign shall be permitted as shown on the approved Signage Plan (Exhibit F). The shopping center sign shall be limited to a maximum sign area of 240 square feet.
- d. All signs must be surrounded by landscaping.
- e. No signs shall be phased.

2. Shared Tenant Monument Signs

- a. Monument signs shall identify individual tenants or uses within the shopping center. Monument signs shall be a maximum of seven (7) feet tall.

EXHIBIT B

Planned Development Conditions

Page 7

- b. All shared tenant monument signs shall be double-sided, internally illuminated sign panels within a masonry structure. Shared tenant monument signage may also be lit by ground mounted flood lighting or internal letter illumination either face lit or reverse channel lit.
- c. Monument signs shall be located at a setback distance of not less than five (5) feet from the right-of-way line of any adjacent street and maybe incorporated within the landscaping area or buffer.
- d. Construction of monument signs shall include a base of material similar to the material used for buildings.

3. Shopping Center Sign

- a. The shopping center sign shall be constructed at a height not to exceed thirty-five (35) feet upon approval of a building permit of an anchor tenant.
- b. The base of the shopping center sign shall be located at a setback distance of not less than eight (8) feet from the right-of-way line of any adjacent street and may be incorporated within the landscaping area or buffer.
- c. The shopping center sign shall be double-sided, internally illuminated sign panels within a masonry structure. Pylon signs may also be lit by ground mounted flood lighting or internal letter illumination either face lit or reverse channel lit.
- d. Construction of shopping center signs shall include a base of material similar to the material used for buildings.

4. Temporary Marketing Signage

- a. One (1) quality temporary marketing sign shall be permitted on the development on McCreary Road and on FM 544. Temporary signs must be approved by the City Manager or designee and are valid for 180 days.
- b. The maximum signage area will be 64 square feet. The maximum height shall be 8 feet.
- c. All other temporary signage specifically referred to in the Signage Criteria package or in this section shall comply with the City of Murphy standards.
- d. Temporary signs are not required to be constructed of the material used for buildings.

K. Open Space

- 1. Development with the Planned Development District should make a positive impact to the City by providing defined public spaces and activity centers so that varied activities are encouraged

EXHIBIT B

Planned Development Conditions**Page 8**

within these areas. This can be accomplished through the incorporation of open spaces that become public amenities and that provide interest within the Tract at the pedestrian level. All pedestrian areas and open space must be located away from vehicular traffic areas as reflected on the concept plan attached.

- a. Outdoor Seating. Any establishment serving food for consumption on-premises is encouraged to provide an outdoor seating area and shall be approved with the site plan.
- b. An additional 8% of open space is required in addition to the landscape, setback, and parking lot island requirements. The additional 8% may be located adjacent to the required setbacks or landscaping at the ROW and property lines or in front or in some cases to the side of the structure. The additional open space percentage may not include the building footprint or vehicular parking lot. This area and associated amenities shall be approved on the site plan. At least one of the following amenities shall be located within the additional 5% open space area and count towards the required percentage.
 1. Water feature, such as a fountain or detention pond with constant water level.
 2. Plaza or courtyard with art sculpture piece.
 3. Outdoor patio or gazebo with seating area.
 4. Other areas for pedestrian congregation, and may be approved on the site plan.

VII. Special Regulations:

- A. Right Turn Deceleration Lanes: A right turn deceleration lane shall be required for the driveway on FM 544 at the time construction begins on any pad site along FM 544 and paid for by the developer and/or property owner. A right turn deceleration lane shall be required for the middle driveway on McCreary Road at the time construction begins on the anchor tenant.
- B. Utility Power Lines: Utility distribution and service lines for individual business establishments, buildings, and signs and for any other site development features shall be placed underground.
- C. Cross-Access Requirement: A joint access (i.e.-ingress, egress) easement shall be provided to minimize the number of driveway openings along FM 544 and McCreary Road. The location(s) of access easement(s) shall be shown on the site plan and shall comply with the Texas Department of Transportation (TxDOT) Access Management Standards. Access shall be provided for property to the West of this site for future connectivity.
- D. Outside storage shall not be permitted with the Planned Development District.

EXHIBIT B

Planned Development Conditions**Page 9**

- E. Outside display of merchandise and temporary seasonal items: Outside display of merchandise and temporary seasonal items, such as Christmas trees, pumpkins, etc., shall be limited to the following:
1. Shall not be placed/located more than 30 feet from the main building.
 2. Shall not occupy any of the parking spaces that are required by this chapter for the primary use of the property, except on a temporary basis only, which is a maximum of 30 days per display and a maximum of two displays per calendar year.
 3. Shall not pose a safety or visibility hazard, nor impede public vehicular or pedestrian circulation, either on site or off site, in any way.
 4. Shall not extend into public right-of-way or onto adjacent property.
 5. All outside display items shall be removed at the end of business each day, except for large seasonal items such as Christmas trees.
 6. All merchandise shall be displayed in a neat, orderly manner, and the display area shall be maintained in a clean, litter-free manner.
- F. Maintenance: The developer and/or property owner of any part of the Planned Development District shall maintain the property in terms of quality landscape maintenance, trash removal, interior and exterior sign conditions, trash receptacles and other amenities to ensure a consistent high quality development.

Exhibit C

Concept Plan

FRANCHISE UTILITY NOTES:
 1. ONCOR ELECTRIC - (803) 868-8242 - MR. MARK BAILEY
 2. ATMOS ENERGY (GAS) - (214) 733-5122 - MR. DAVID COKER
 3. TIME WARNER CABLE - (972) 742-5892
 4. AT&T TELEPHONE - (972) 569-4760 - MR. KEITH HELM

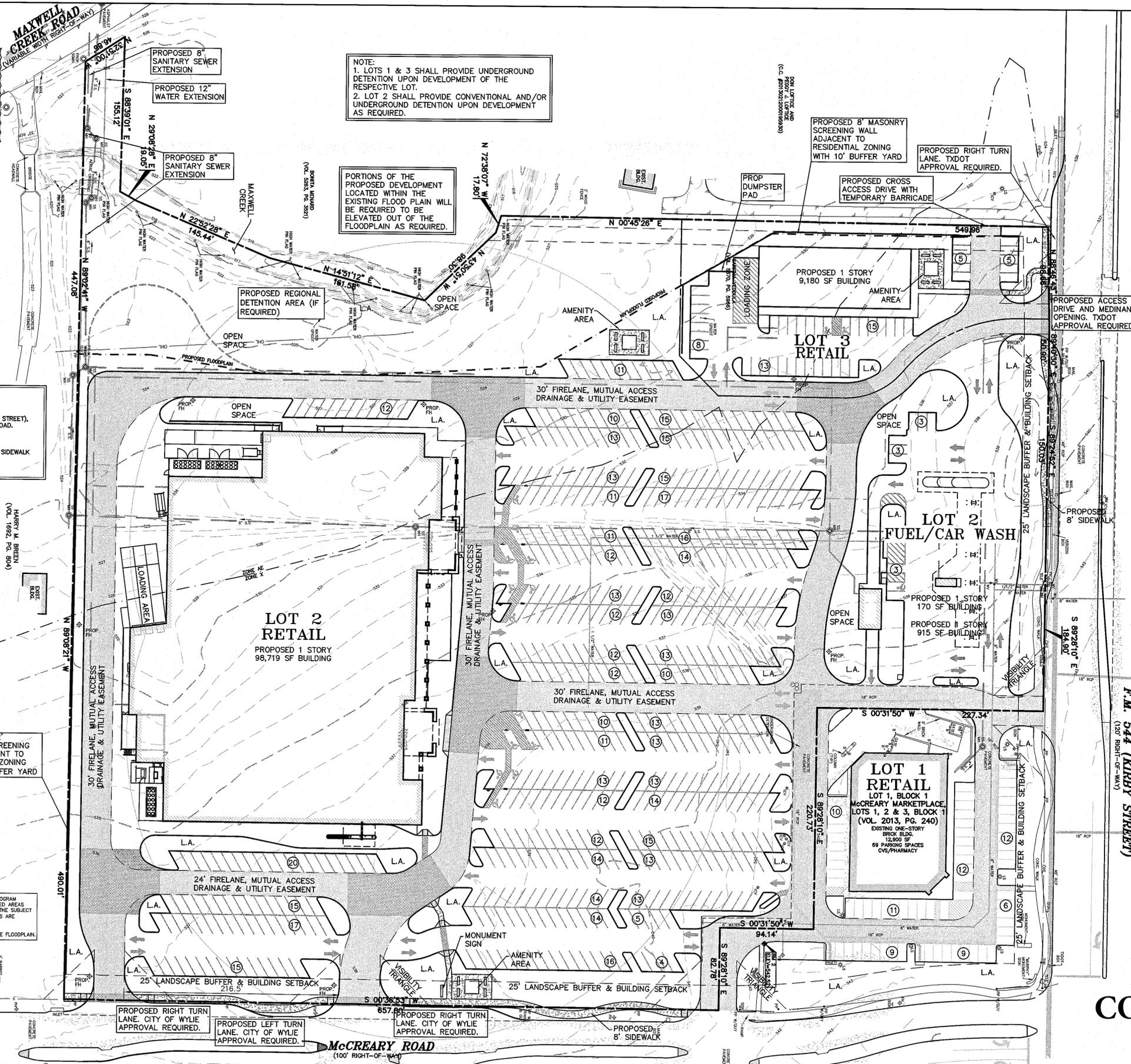
CAUTION!!!
 UNDERGROUND UTILITIES ARE LOCATED IN THIS AREA. 48 HOURS PRIOR TO ANY CONSTRUCTION ACTIVITIES, CONTACT LINE LOCATES FOR FRANCHISE UTILITY INFO. CALL BEFORE YOU DIG!
 TEXAS EXCAVATION SAFETY SYSTEM (TESS)
 1-800-344-3377
 TEXAS ONE CALL SYSTEMS
 1-800-245-4545
 LONE STAR NOTIFICATION CENTER
 1-800-669-8344 EXT. 5



BEFORE YOU DIG...

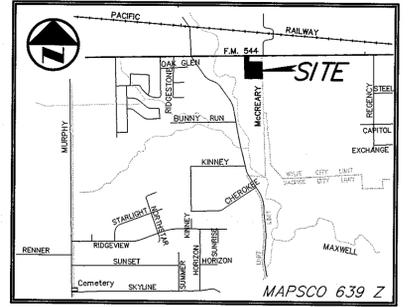
BENCHMARK LIST:
 BENCHMARK #1
 SQUARE CUT ON CURB INLET SOUTH SIDE OF FM 544 (KIRBY STREET), 100.54 FEET EAST OF THE EAST CURB LINE OF MCCREARY ROAD. ELEVATION = 545.13
 BENCHMARK #2
 SQUARE CUT ON TOP OF CURB LOCATED ON NORTH SIDE OF SIDEWALK RAMP NEAR THE SOUTH ENTRANCE TO CVS LOT. ELEVATION = 542.52

THE SUBJECT PROPERTY IS SHOWN ON THE NATIONAL FLOOD INSURANCE PROGRAM FLOOD INSURANCE RATE MAP FOR COLLIN COUNTY, TEXAS AND INCORPORATED AREAS COMMUNITY PANEL NUMBER 480300014, DATED JUNE 02, 2009. ALL OF THE SUBJECT PROPERTY IS INDICATED TO BE IN ZONE "X" ON SAID MAP. RELEVANT ZONES ARE DEFINED ON SAID MAP AS FOLLOWS:
 ZONE "AE" - BASE FLOOD ELEVATIONS DETERMINED.
 ZONE "X" - AREAS DETERMINED TO BE OUTSIDE THE 0.2% ANNUAL CHANCE FLOODPLAIN.



NOTE:
 1. LOTS 1 & 3 SHALL PROVIDE UNDERGROUND DETENTION UPON DEVELOPMENT OF THE RESPECTIVE LOT.
 2. LOT 2 SHALL PROVIDE CONVENTIONAL AND/OR UNDERGROUND DETENTION UPON DEVELOPMENT AS REQUIRED.

PORTIONS OF THE PROPOSED DEVELOPMENT LOCATED WITHIN THE EXISTING FLOOD PLAIN WILL BE REQUIRED TO BE ELEVATED OUT OF THE FLOODPLAIN AS REQUIRED.



VICINITY MAP
 NOT TO SCALE



GRAPHIC SCALE IN FEET
 SCALE: 1" = 50'

LEGEND

- B1 BOLLARD
- EM ELECTRIC METER
- PP POWER POLE
- LS LIGHT STANDARD
- WM WATER METER
- WV WATER VALVE
- ICV IRRIGATION CONTROL VALVE
- FDH FIRE HYDRANT
- FDCC FIRE DEPARTMENT CONNECTION
- CO CLEAN OUT
- MH MANHOLE
- GM GAS METER
- TSC TRAFFIC SIGNAL CONTROL
- TSP TRAFFIC SIGNAL POLE
- TSN TRAFFIC SIGN
- TELE TELEPHONE BOX
- TV TV BOX
- FP FLAG POLE
- L.A. LANDSCAPE AREA
- PROPERTY LINE
- O.H. O.H. POWER LINES
- U/G TELE U/G TELEPHONE LINES
- WATER U/G WATER LINE
- GAS U/G GAS LINE
- FENCE
- (C.M.) CONTROLLING MONUMENT
- SIR 5/8-INCH IRON ROD WITH "ROQUE ENG & DEV" CAP SET

PAVEMENT LEGEND

- FIRE LANE PAVEMENT
- SIDEWALK PAVEMENT
- ENHANCED PAVEMENT

SITE DATA SUMMARY TABLE

EXISTING ZONING: PD ORDINANCE NO. 12-06-914 (PLANNED DEVELOPMENT DISTRICT FOR RETAIL USES) & SF-1

PROPOSED ZONING: PD (PLANNED DEVELOPMENT DISTRICT FOR RETAIL USES) WITH MODIFICATIONS

| LOT NO. | 1 | 2 | 3 | TOTAL |
|--------------------------------------|----------------|----------------|----------------|----------------|
| SITE AREA (SF) | 72,157 | 635,995 | 48,029 | 756,191 |
| SITE AREA (ACRES) | 1.6557 | 14.6004 | 1.1026 | 17.3598 |
| USE | RETAIL | RETAIL | RETAIL | RETAIL |
| BUILDING AREA (SF) | 12,900 | 99,804 | 9,300 | 122,004 |
| COVERAGE (%) | 18% | 16% | 19% | 53% |
| PARKING REQUIREMENT (SPEC) | 1 SPACE/200 SF | 1 SPACE/200 SF | 1 SPACE/200 SF | 1 SPACE/200 SF |
| PARKING REQUIREMENT (SPACES) | 65 | 500 | 47 | 612 |
| PARKING PROVIDED (SPACES) | 69 | 632 | 47 | 748 |
| MAXIMUM BUILDING HEIGHT (FEET) | 45 | 45 | 45 | 45 |
| MAXIMUM FLOOR AREA RATIO (F.A.R.) | 0.18 | 0.16 | 0.19 | 0.19 |
| IMPERVIOUS SURFACE (SF) | 52,751 | 513,614 | 36,781 | 603,146 |
| INTERIOR LANDSCAPE REQUIRED, 7% (SF) | 2,790 | 28,967 | 1,924 | 33,680 |
| INTERIOR LANDSCAPE PROVIDED (SF) | 19,418 | 55,776 | 7,474 | 82,668 |
| OPEN SPACE REQUIRED, 8% (SF) | 5,773 | 50,880 | 3,842 | 60,495 |
| OPEN SPACE PROVIDED (SF) | 0 | 62,872 | 2,490 | 65,361 |

NOTE:
 LOT 2 IMPERVIOUS AREA INCLUDES 9,816 S.F. OF TRUCK TURN AROUND AREA.

**CONCEPT PLAN
 EXHIBIT C**

Exhibit C

| NO. | DATE | REVISION / DESCRIPTION |
|--------|-------|------------------------|
| DESIGN | DRAWN | DATE |
| RPP | WTW | 12-11-2014 |

PROJECT INFORMATION
 MCCREARY MARKETPLACE
 BLOCK A, LOTS 1, 2, 3 & 4
 CITY OF MURPHY, TEXAS
 HENRY MAXWELL SURVEY, ABSTRAT NO. 579
 PROPOSED USE: RETAIL (GROCER & PAD SITES)
 ZONING: PD (RETAIL)

DEVELOPER
 POGUE ENGINEERING & DEVELOPMENT COMPANY, INC.
 1512 BRAY CENTRAL DRIVE, SUITE 100
 MCKINNEY, TEXAS 75069
 RANDALL P. POGUE, P.E.
 (214) 544-8880 PHONE
 (214) 544-8882 FAX

THIS DOCUMENT IS RELEASED FOR THE PURPOSE OF INTERIM REVIEW UNDER THE AUTHORITY OF RANDALL P. POGUE, P.E. 04/18/20 ON 12-11-2014. IT IS NOT TO BE USED FOR CONSTRUCTION, BIDDING OR PERMIT PURPOSES.

PRELIMINARY
 FOR INTERIM REVIEW ONLY
 NOT TO BE USED FOR CONSTRUCTION OR BIDDING PURPOSES.
 Engineer: RANDALL P. POGUE, P.E.
 P.E. No.: 041782
 Date: 12-11-2014
 www.PogueEngineering.com

POGUE
 ENGINEERING & DEVELOPMENT COMPANY, INC.
 1512 BRAY CENTRAL DRIVE SUITE 100 MCKINNEY, TEXAS 75069
 (214) 544-8880 PHONE (214) 544-8882 FAX
 www.PogueEngineering.com
 TX BOARD PROF. ENGINEERS, CERT. #000481; TX BOARD PROF. LAND SURVEYING, CERT. 100421-00

DEVELOPMENT SITE PLAN
 MCCREARY MARKETPLACE
 BLOCK A, LOTS 2, 3 & 4
 HENRY MAXWELL SURVEY, ABSTRAT NO. 579
 CITY OF MURPHY, TEXAS

SHEET NO.
C1.01

Exhibit D

Landscape Plan

| CITY OF MURPHY - LANDSCAPE REQUIREMENTS | | | |
|---|-------------------|-------------------|-------------------|
| LOT NO. | 1 | 2 | 3 |
| SITE AREA (SF) | 72,167 | 630,495 | 53,529 |
| SITE AREA (ACRES) | 1.65 | 1.45 | 1.23 |
| MINIMUM LANDSCAPE AREA REQUIRED (20%) | 14,433 | 126,099 | 10,706 |
| LANDSCAPE AREA PROVIDED (SF) | 18,877 | 156,309 | 15,171 |
| LANDSCAPE SETBACKS | | | |
| BUFFER YARD ALONG TYPE 'B' ARTERIAL | 25 FT | 25 FT | 25 FT |
| SIDE YARD SETBACK WITH EVERGREEN HEDGE | 5 FT | 5 FT | 5 FT |
| STREET TREE REQUIREMENT (FRONTAGE) | 1 TREE / 50 L.F. | 1 TREE / 50 L.F. | 1 TREE / 50 L.F. |
| STREET FRONTAGE (LF) | 277 | 392 | 92 |
| STREET TREES REQUIRED | 6 | 8 | 2 |
| STREET TREES PROVIDED | 6 | 20 | 2 |
| INTERIOR PARKING LANDSCAPE REQUIRED | 1 TREE / 10 SPCS. | 1 TREE / 10 SPCS. | 1 TREE / 10 SPCS. |
| SPACES PROVIDED | 69 | 577 | 46 |
| INTERIOR PARKING TREES REQUIRED | 7 | 58 | 5 |
| INTERIOR PARKING TREES PROVIDED | 7 | 58 | 6 |
| LANDSCAPE AREA W/ TREE NOT MORE THAN 60 LF FROM EVERY PARKING SPACE PARKING SPACES SHALL NOT EXCEED 20 SPACES WITHOUT A TREE 5% INTERIOR LANDSCAPING REQUIRED ADDITIONAL 7% OPEN SPACE FOR ENTIRE DEVELOPMENT BAY DOORS MUST BE SCREENED FROM PUBLIC R.O.W. | | | |
| ADDITIONAL LANDSCAPE REQUIREMENTS MET | | | |

| PLANT LEGEND SUMMARY | | | |
|----------------------|---|----------------------|--|
| | SHUMARD RED OAK 3" CAL. AT TIME OF PLANTING QTY: 34 | | SAVANNAH HOLLY 3" CAL. AT TIME OF PLANTING QTY: 12 |
| | LIVE OAK 5" CAL. AT TIME OF PLANTING QTY: 27 | | TEXAS REDBUD 3" CAL. AT TIME OF PLANTING QTY: 28 |
| | CEDAR ELM 3" CAL. AT TIME OF PLANTING QTY: 29 | | CRAPE MYRTLE 3" CAL. AT TIME OF PLANTING QTY: 28 |
| | | MISCELLANEOUS SHRUBS | |
| | | | PAMPAS GRASS 48" HT. QTY: 12 |
| | | | MAIDEN GRASS 36" HT. QTY: 28 |
| | | | DWARF BURFORD HOLLY 36" HT. QTY: 10 |
| | | | FEATHER GRASS 4" HT. QTY: 109 |

LANDSCAPE NOTES

- CONTRACTOR SHALL VERIFY ALL EXISTING AND PROPOSED SITE ELEVATIONS AND NOTIFY ARCHITECT / ENGINEER OF ANY DISCREPANCIES. SURVEY DATA OF EXISTING CONDITIONS WAS SUPPLIED BY OTHERS.
- CONTRACTOR SHALL LOCATE ALL EXISTING UNDERGROUND UTILITIES AND NOTIFY ARCHITECT / ENGINEER OF ANY CONFLICTS. CONTRACTOR SHALL EXERCISE CAUTION WHEN WORKING IN THE VICINITY OF UNDERGROUND UTILITIES.
- CONTRACTOR IS RESPONSIBLE FOR OBTAINING ALL REQUIRED LANDSCAPE AND IRRIGATION PERMITS.
- CONTRACTOR TO PROVIDE A MINIMUM 2% SLOPE AWAY FROM ALL STRUCTURES.
- ALL PLANTING BEDS AND LAWN AREAS TO BE SEPARATED BY STEEL EDGING. NO STEEL TO BE INSTALLED ADJACENT TO SIDEWALKS OR CURBS.
- ALL LANDSCAPE AREAS TO BE 100% IRRIGATED WITH AN UNDERGROUND AUTOMATIC IRRIGATION SYSTEM.
- ALL LAWN AREAS TO BE HYDROMULCH BERMUDA GRASS, UNLESS OTHERWISE NOTED ON DRAWINGS.

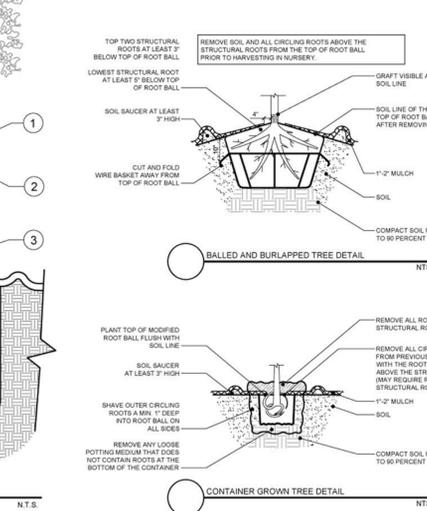
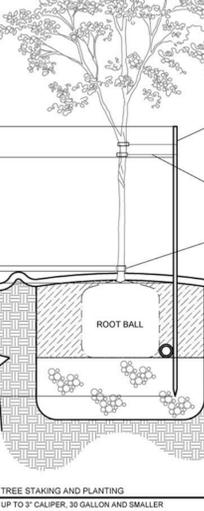
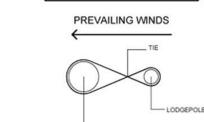
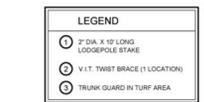
MAINTENANCE NOTES

- THE OWNER, TENANT AND THEIR AGENT, IF ANY, SHALL BE JOINTLY AND SEVERALLY RESPONSIBLE FOR THE MAINTENANCE OF ALL LANDSCAPE.
- ALL LANDSCAPE SHALL BE MAINTAINED IN A NEAT AND ORDERLY MANNER AT ALL TIMES. THIS SHALL INCLUDE MOWING, EDGING, PRUNING, FERTILIZING, WATERING, WEEDING AND OTHER SUCH ACTIVITIES COMMON TO LANDSCAPE MAINTENANCE.
- ALL LANDSCAPE AREAS SHALL BE KEPT FREE OF TRASH, LITTER, WEEDS AND OTHER SUCH MATERIAL OR PLANTS NOT PART OF THIS PLAN.
- ALL PLANT MATERIAL SHALL BE MAINTAINED IN A HEALTHY AND GROWING CONDITION AS IS APPROPRIATE FOR THE SEASON OF YEAR.
- ALL PLANT MATERIAL WHICH DIES SHALL BE REPLACED WITH PLANT MATERIAL OF EQUAL OR BETTER VALUE.
- CONTRACTOR SHALL PROVIDE SEPARATE BID PROPOSALS FOR ONE YEAR'S MAINTENANCE TO BEGIN AFTER FINAL ACCEPTANCE.

HYDROMULCH NOTES

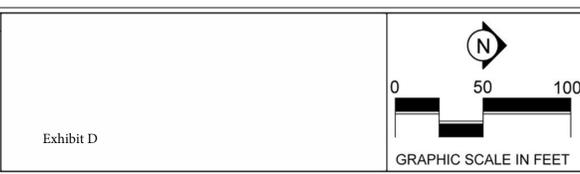
- ALL LAWN AREAS TO BE HYDROMULCH BERMUDA GRASS, UNLESS OTHERWISE NOTED ON DRAWINGS.
- CONTRACTOR SHALL SCARIFY, RIP, AND LOOSEN ALL AREAS TO BE HYDROMULCHED TO A MINIMUM DEPTH OF 4" PRIOR TO TOPSOIL AND HYDROMULCH INSTALLATION.
- BERMUDA GRASS SEED SHALL BE EXTRA HULLED AND TREATED LAWN TYPE AND SHALL BE DELIVERED TO THE SITE IN ITS ORIGINAL UNOPENED CONTAINER, AND SHALL MEET TEXAS STATE LAWFULL REQUIREMENTS.
- FIBER: SHALL BE ONE HUNDRED (100) PERCENT WOOD CELLULOSE FIBER, DELIVERED TO THE SITE IN ITS ORIGINAL UNOPENED CONTAINER. "CONWEB" OR EQUAL.
- FIBER TACK: SHALL BE DELIVERED TO THE SITE IN ITS ORIGINAL UNOPENED CONTAINER, AND SHALL BE "TERRO-TACK ONE", AS MANUFACTURED BY GROVERS, INC. OR EQUAL.
- HYDROMULCH WITH BERMUDA GRASS SEED AT A RATE OF TWO (2) POUNDS PER ONE THOUSAND (1000) SQUARE FEET.
- USE A 4" X 8" BATTER BOARD AGAINST ALL BED AREAS.
- IF INSTALLATION OCCURS BETWEEN SEPTEMBER AND APRIL 1, ALL HYDROMULCH AREAS TO BE WINTER RYE GRASS AT A RATE OF FOUR (4) POUNDS PER ONE THOUSAND (1000) SQUARE FEET. CONTRACTOR SHALL BE REQUIRED TO RE-HYDROMULCH WITH BERMUDA GRASS THE FOLLOWING GROWING SEASON.
- ALL LAWN AREAS TO BE HYDROMULCHED. SHALL HAVE ONE HUNDRED (100) PERCENT COVERAGE PRIOR TO FINAL ACCEPTANCE.
- CONTRACTOR SHALL MAINTAIN ALL LAWN AREAS UNTIL FINAL ACCEPTANCE. THIS SHALL INCLUDE BUT NOT BE LIMITED TO: MOWING, WATERING, WEEDING, CULTIVATING, CLEANING, AND REPLACING DEAD OR BARE AREAS TO EEP PLANTS IN A VIGOROUS, HEALTHY CONDITION.
- CONTRACTOR SHALL GUARANTEE ESTABLISHMENT OF AN ACCEPTABLE TURF AREA AND SHALL PROVIDE REPLACEMENT FROM LOCAL SUPPLY AS NECESSARY.

| TREE # | SIZE | TREE SPECIES |
|--------|-------|---------------|
| 317 | 16" | MAPLE |
| 318 | 24" | BRADFORD PEAR |
| 319 | 24" | MAPLE |
| 320 | 32" | MAPLE |
| 321 | 16" | MAPLE |
| 322 | 16" | MAPLE |
| 323 | 32" | BRADFORD PEAR |
| 324 | 18" | LIVE OAK |
| 325 | 24" | BRADFORD PEAR |
| 507 | 36" | MAPLE |
| 517 | 10" | HACKBERRY |
| 518 | 8" | HACKBERRY |
| 519 | 8" | HACKBERRY |
| 520 | 12" | OAK |
| 521 | 12" | OAK |
| 523 | 24" | OAK |
| 524 | 8" | HACKBERRY |
| 525 | 8" | HACKBERRY |
| 526 | 10" | HACKBERRY |
| 527 | 10" | HACKBERRY |
| 541 | 32" | OAK |
| 543 | 24" | OAK |
| 573 | 24" | HACKBERRY |
| 575 | 24" | HACKBERRY |
| 576 | 24" | HACKBERRY |
| 577 | 24" | HACKBERRY |
| 579 | 24" | HACKBERRY |
| 580 | 24" | HACKBERRY |
| 1153 | 3-48" | HACKBERRY |
| 1155 | 24" | BOS D'ARC |
| 1156 | 48" | BOS D'ARC |
| 1158 | 20" | HACKBERRY |
| 1159 | 20" | HACKBERRY |
| 1160 | 36" | HACKBERRY |
| 1161 | 24" | HACKBERRY |
| 1162 | 24" | HACKBERRY |
| 1164 | 10" | HACKBERRY |
| 1165 | 2-12" | HACKBERRY |
| 1723 | 36" | HACKBERRY |
| 1748 | 36" | HACKBERRY |
| 1749 | 16" | MAPLE |
| 1831 | 36" | PECAN |
| 1832 | 36" | PECAN |
| 1833 | 36" | PECAN |
| 1834 | 20" | BOS D'ARC |
| 1835 | 20" | BOS D'ARC |
| 1836 | 42" | PECAN |
| 1837 | 36" | BOS D'ARC |
| 1873 | 36" | OAK |
| 1919 | 6" | HACKBERRY |
| 1920 | 42" | PECAN |
| 1981 | 12" | OAK |
| 1982 | 12" | OAK |
| 2168 | 24" | OAK |
| 2169 | 36" | PECAN |
| 2200 | 36" | PECAN |
| 2683 | 72" | OAK |
| 2687 | 2-48" | OAK |
| 3023 | 16" | PECAN |
| 3024 | 20" | LIVE OAK |
| 3025 | 3-18" | LIVE OAK |
| 3034 | 18" | LIVE OAK |
| 3052 | 10" | HACKBERRY |
| 3053 | 10" | HACKBERRY |
| 3054 | 10" | HACKBERRY |
| 3055 | 24" | PECAN |
| 3056 | 24" | PECAN |
| 3059 | 12" | OAK |
| 3099 | 12" | OAK |
| 3102 | 3-42" | COTTONWOOD |
| 3122 | 60" | OAK |
| 3156 | 48" | PECAN |
| 3158 | 20" | LIVE OAK |
| 3159 | 10" | HACKBERRY |
| 3160 | 20" | LIVE OAK |
| 3161 | 20" | LIVE OAK |
| 3162 | 24" | LIVE OAK |
| 3163 | 36" | HACKBERRY |
| 3903 | 8" | HACKBERRY |
| 3904 | 12" | HACKBERRY |
| 3905 | 10" | HACKBERRY |
| 3906 | 2-18" | HACKBERRY |
| 3907 | 8" | HACKBERRY |
| 3908 | 16" | HACKBERRY |
| 3909 | 8" | HACKBERRY |
| 3910 | 24" | HACKBERRY |
| 3911 | 18" | HACKBERRY |
| 3912 | 10" | HACKBERRY |
| 3913 | 2-18" | HACKBERRY |
| 3914 | 2-18" | HACKBERRY |
| 3915 | 18" | HACKBERRY |
| 3916 | 2-18" | HACKBERRY |
| 3917 | 3-20" | HACKBERRY |
| 3918 | 2-12" | HACKBERRY |
| 3919 | 18" | HACKBERRY |
| 3920 | 4-36" | HACKBERRY |
| 3921 | 6" | HACKBERRY |
| 3922 | 6" | HACKBERRY |
| 3923 | 6" | HACKBERRY |
| 3924 | 8" | HACKBERRY |
| 3925 | 12" | HACKBERRY |
| 3926 | 18" | HACKBERRY |
| 3927 | 6" | HACKBERRY |
| 3928 | 3-24" | HACKBERRY |
| 3929 | 18" | HACKBERRY |
| 3931 | 12" | HACKBERRY |
| 3932 | 5-26" | BRADFORD PEAR |
| 3933 | 8" | HACKBERRY |



| no. | date | revision / description |
|-----|----------|------------------------|
| 1 | 01-16-15 | |

project information
 McCREARY MARKETPLACE
 BLOCK A, LOTS 1, 2, 3 & 4
 CITY OF MURPHY, TEXAS
 PROPOSED USE: RETAIL (GROCER & PAD SITES)
 ZONING: PD (RETAIL)



mgd
 landscape architects
 Meeks Design Group, Inc.
 1755 n. collins blvd. #300
 richardson, tx 75080
 p. (972) 690-7474
 c. (214) 354-6934
 hmeeks@mdgland.com



LANDSCAPE PLAN
 McCREARY MARKETPLACE
 BLOCK A, LOTS 1, 2, 3 & 4
 CITY OF MURPHY, TEXAS
 PROPOSED USE: RETAIL (GROCER & PAD SITES)
 ZONING: PD (RETAIL)

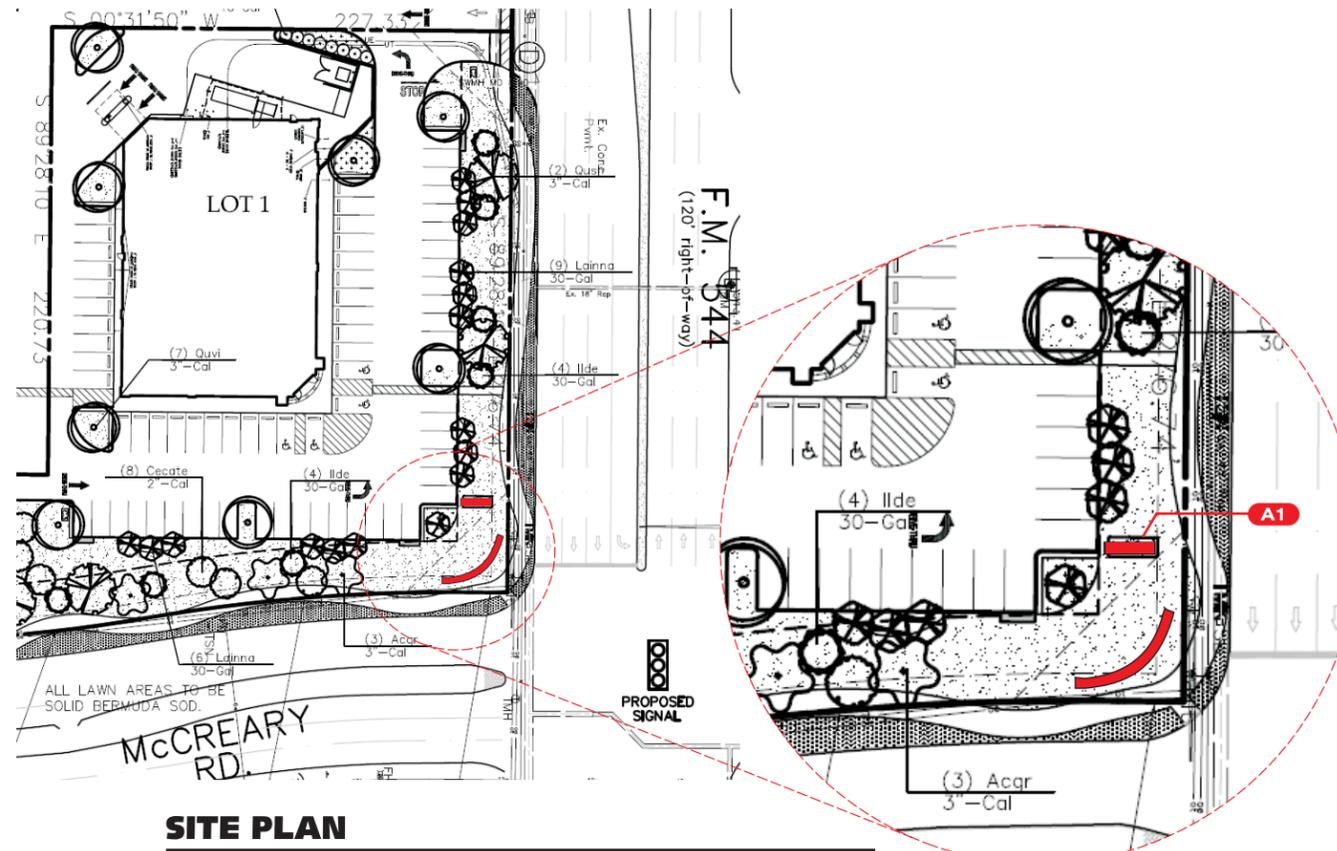
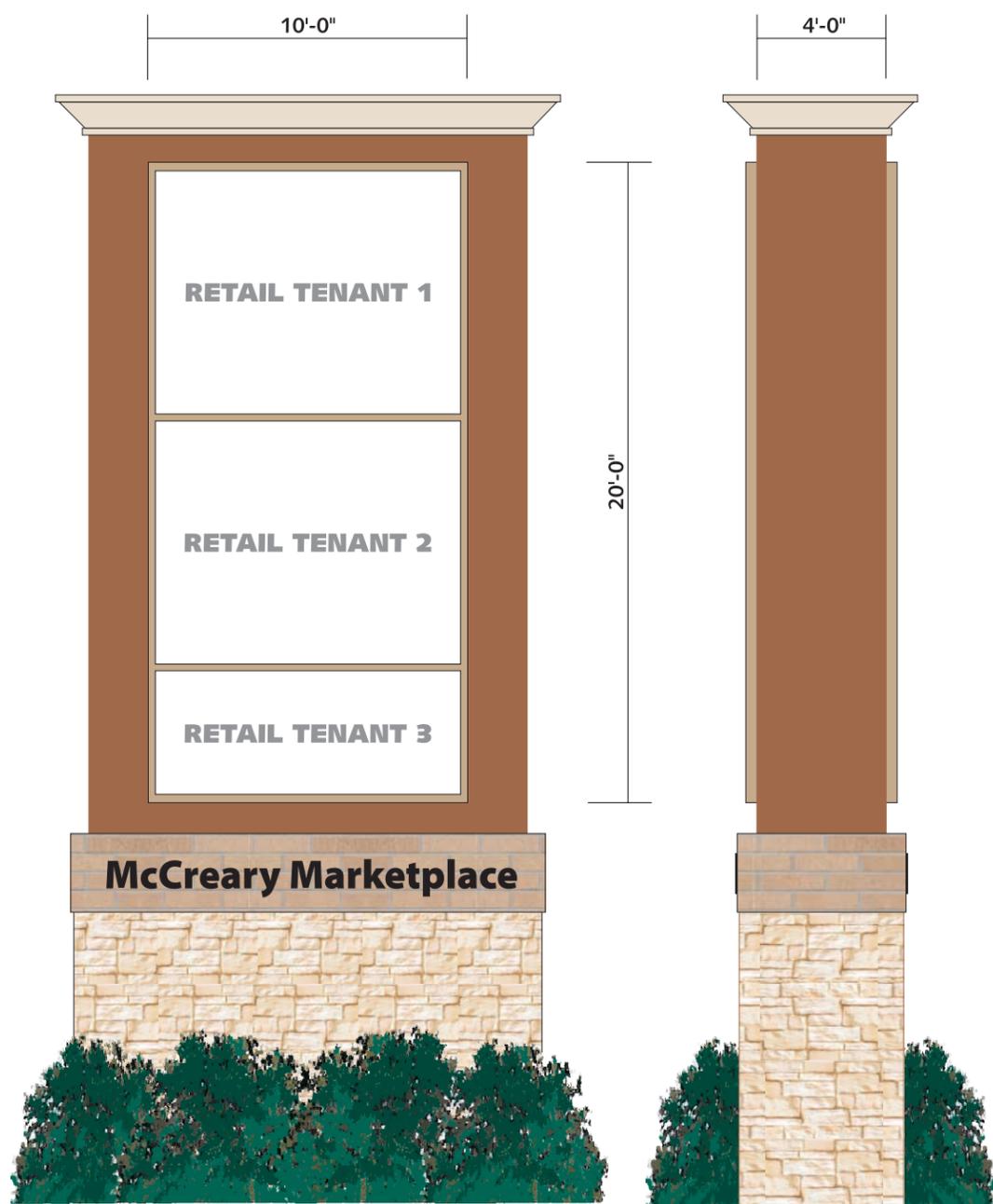
SHEET NO.
 LP0.01

Exhibit E
Signage Plan

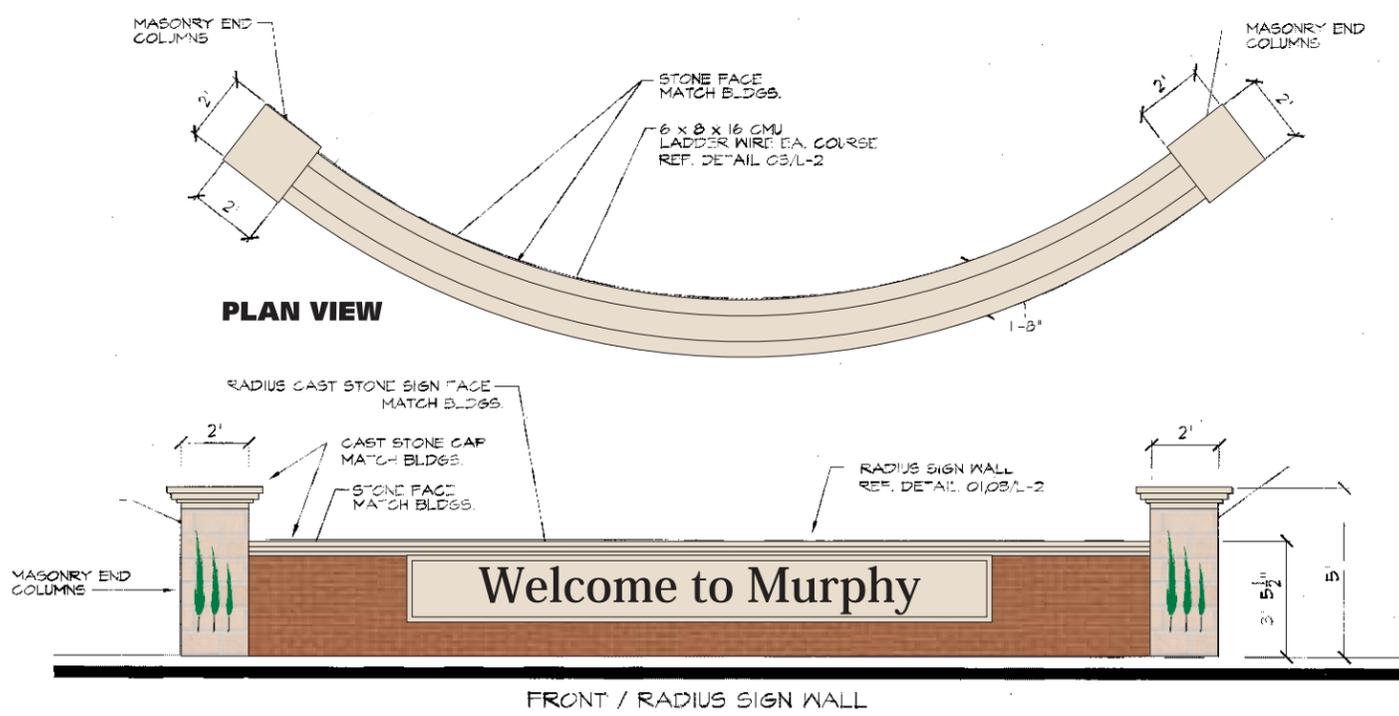
| | |
|--------------|--|
| Design # | 12-0728r5 |
| Sheet | 1 of 1 |
| Client | CVS pharmacy |
| Address | SWC FM544 & McCreary Rd Murphy, Texas |
| Account Rep. | WLF / DH |
| Designer | KMc |
| Date | 6-12-12 |

| Approval / Date | |
|-----------------|--|
| Client | |
| Sales | |
| Estimating | |
| Art | |
| Engineering | |
| Landlord | |

| Revision / Date | |
|-----------------|-------------|
| R1 | KMc 6/11/12 |
| R2 | KMc 7/2/12 |
| R3 | KMc 7/20/12 |
| R4 | KMc 7/26/12 |
| R5 | KMc 7/30/12 |



SITE PLAN



PROJECT IDENTIFICATION SIGN

A1 D/F MONUMENT SIGN 3/16"=1'-0"
 (1) REQUIRED

Chandler Signs
 www.chandlersigns.com

3201 Manor Way Dallas, TX 75235
 214-902-2000 Fax 214-902-2044
 12106 Valliant San Antonio, TX 78216
 210-349-3804 Fax 210-349-8724
 2420 Vista Way Ste. 200
 Oceanside, CA 92054
 760-967-7003 Fax 760-967-7033
 750 E. Hwy. 24 - Bldg. 2 Ste. 200
 Woodland Park, CO 80863
 719-687-2507 Fax 719-687-2506
 P.O. Box 43123 Louisville, KY 40253
 502-489-3660 Fax 502-254-3843

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FINAL ELECTRICAL CONNECTION BY CUSTOMER



City Council
June 2, 2015

Issue

Consider and/or act on the application of property owner Deborah R. Tafelski and applicant Ricky Jenkins requesting approval of a construction plat for a Jenkins Self Storage at 305 W. FM 544.

Summary

The applicant submitted a construction plat for approval that would allow for development of Jenkins Self Storage at 305 W. FM 544.

Considerations

Engineering and Public Works comments are being addressed specific to the Engineering Plans for this development and must be completed prior to the scheduling of a pre-construction meeting.

Board Discussion

Planning & Zoning Commission unanimously approved this item at their May 18, 2015 meeting.

Staff Recommendation

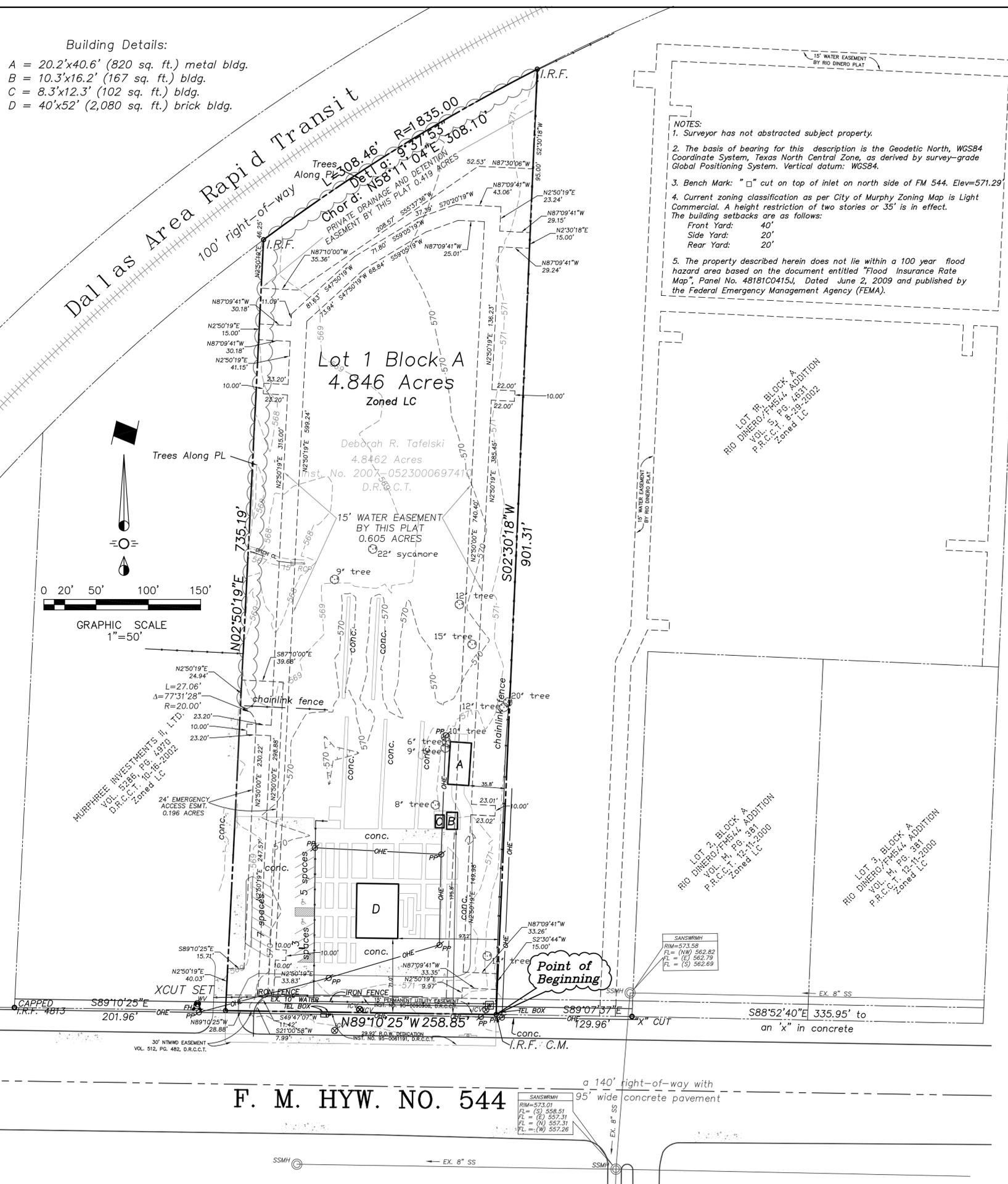
Staff recommends approval of the construction plat as presented with the above consideration.

Attachments

Construction Plat

Building Details:

- A = 20.2'x40.6' (820 sq. ft.) metal bldg.
- B = 10.3'x16.2' (167 sq. ft.) bldg.
- C = 8.3'x12.3' (102 sq. ft.) bldg.
- D = 40'x52' (2,080 sq. ft.) brick bldg.



NOTES:

1. Surveyor has not abstracted subject property.
2. The basis of bearing for this description is the Geodetic North, WGS84 Coordinate System, Texas North Central Zone, as derived by survey-grade Global Positioning System. Vertical datum: WGS84.
3. Bench Mark: " " cut on top of inlet on north side of FM 544. Elev=571.29'
4. Current zoning classification as per City of Murphy Zoning Map is Light Commercial. A height restriction of two stories or 35' is in effect. The building setbacks are as follows:
Front Yard: 40'
Side Yard: 20'
Rear Yard: 20'
5. The property described herein does not lie within a 100 year flood hazard area based on the document entitled "Flood Insurance Rate Map", Panel No. 48181C0415J, Dated June 2, 2009 and published by the Federal Emergency Management Agency (FEMA).

Owner's Certificate

WHEREAS, The Jenkins Organization Inc, is the owner of a 4.846 acre tract of land lying and being situated in the George H. Pegues Survey Abstract Number 699 Collin County Texas, and being part of a tract described in deed to Deborah R. Tafelski Document Number 2007-0523000697410 Deed Records Collin County Texas (D.R.C.C.T.) and being more particularly described by metes and bounds as follows.

BEGINNING at a point in the north right of way line of Farm to Market Road 544 for the southeast corner of said Deborah R. Tafelski tract; said point also being the southwest corner of lot 1R Block A of the Rio Dinero/ Fm 544 Addition recorded in Plat No. S4631 Plat Records, Collin County, Texas.(P.R.C.C.T.);

THENCE North 89 degrees 10 minutes 25 seconds West, along the north right of way line of Farm to Market Road 544 and the south line of said Deborah R. Tafelski tract, a distance of 258.85 feet to x cut set for corner; said point also being the south east corner of the Murphree Investments 2 LTD. tract Vol. 5286 Page 4970 D.R.C.C.T.;

THENCE North 2 degrees 50 minutes 19 seconds East, along the common line of said Murphree Investments 2 LTD. tract, at a distance of 735.19 feet to a found 1/2 inch iron rod for the northwest corner of the subject tract described in deed to Deborah R. Tafelski; said point also being the northeast corner of the Murphree Investments 2 LTD. tract; said point also lying in the south right of way line of a Dallas Area Rapid Transit (DART) Rail Road a 100 foot right of way and also being at the beginning of a curve to the right with a radius of 1850 feet which center bears South 36 degrees 37 minutes 52 seconds East;

THENCE in a northeasterly direction along said DART right of way line and the north line of said Deborah R. Tafelski tract, along said curve through a central angle of 9 degrees 37 minutes 53 seconds and with a chord bearing of North 58 degrees 11 minutes 4 seconds East and a chord distance of 308.10 feet and an arc distance of 308.46 feet to a found 5/8 inch iron rod for the northeast corner of said Deborah R. Tafelski tract and the northwest corner of said lot 1R Block A of the Rio Dinero/ Fm 544 Addition;

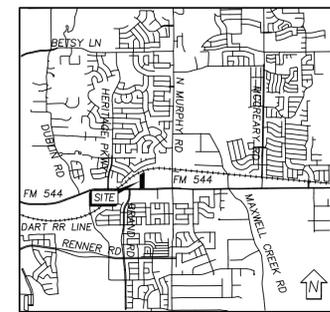
THENCE South 02 degrees 30 minutes 18 seconds West, along the common line of said Deborah R. Tafelski tract and said Lot 1R Block A, a distance of 901.31 feet to a found 1/2 inch capped iron rod for the southeast corner of said Deborah R. Tafelski tract and the southwest corner of said Lot 1R Block A, said iron being in the Right of way line of Farm to Market Road 544 said point being the Point of Beginning and containing 211,092 Square Feet or 4.846 Acres of land.

SURVEYOR'S CERTIFICATE

The survey shown hereon is a true representation of the property as determined by a survey made on the ground and under my personal supervision. All visible improvements are as shown. There are no visible encroachments, conflicts, or protrusions, except as shown. This survey conforms to the Texas Board of Professional Land Surveyors' Minimum Standards of Practice, as adopted by the Board effective September 1, 1992. The easements shown on this survey are based upon a Title Commitment issued by Fidelity Nation Title Insurance Co., No. 4411801406 dated September 4, 2014.

ISSUED FOR REVIEW & COMMENT ONLY

David A. Vilbig
Registered Professional Land Surveyor, No. 3989



VICINITY MAP - N.T.S. MAPSCO 116-X

OWNER'S DEDICATION

NOW THEREFORE, KNOW ALL MEN BY THESE PRESENTS:

That I, The Jenkins Organization Inc. adopts the plat of the Jenkins Addition as shown and dedicate, in fee simple, to the public use forever the streets, alleys and easements shown on the plat. The property owner(s) further reserves any easement areas shown for mutual use of all public utilities desiring to use the same. Any public utility shall have the right to remove and keep removed all or any part of any vegetative growth or other appurtenance for construction or maintenance, or efficiency of its respective system in these easements and all or any part of, any growth or construction which in any way hinders or interferes with the right of ingress and egress to these easements for any necessary use without asking anyone's permission.

WITNESS MY HAND at Dallas, Texas this ____ day of _____, 2014

The Jenkins Organization Inc.
OWNER

STATE OF TEXAS
COUNTY OF _____

BEFORE me, the undersigned, a Notary Public in and for said County and State, on this day personally appeared W.W. Rowland known to me to be the person whose name is subscribed to the above Owner's Certificate, and that he executed the same as the act of such ownership for the purposes and considerations therein expressed and in the capacity therein stated.

Given under my hand and seal of office this ____ day of _____, 2014.

Notary Public in and for said state.
My commission expires _____

LEGEND

- BOUNDARY LINE
- PLAT OR DEED LINES
- I.R.F. IRON ROD FOUND
- I.R.S. 1/2 INCH IRON ROD WITH YELLOW CAP MARKED RPLS 3989 SET
- ELECTRIC LINE
- POWER POLE
- GAS METER
- STREET OR FLOOD LIGHT
- PIPE BOLLARD
- UNDERGROUND TELEPHONE
- SANITARY SEWER MANHOLE
- ASPHALT PAVING
- CONCRETE PAVING
- FIRE HYDRANT
- WATER METER
- WATER VALVE

CONSTRUCTION PLAT JENKINS ADDITION

4.846 ACRES

SITUATED IN THE GEORGE H. PEGUES SURVEY
ABSTRACT NO. 699, COLLIN COUNTY, TEXAS

INST. NO. 2007-0523000697410
DEED RECORDS COLLIN COUNTY, TEXAS

DEVELOPER
Mr. Ricky Jenkins
The Jenkins Organization, Inc.
2539 S. Gessner, Suite 13
Houston, Texas 77063
(512) 955-6432

ENGINEER/SURVEYOR
VILBIG & ASSOCIATES, INC.
10132 Monroe Drive
Dallas, Texas 75229
(214) 352-7333
Eng. Firm No. 5614
Surv. Firm No. 10033000

City of Murphy Planning and Zoning Approval Date

City of Murphy City Council Approval Date

Mayor, City of Murphy, Texas

Date

City Secretary, City of Murphy, Texas

Date

SCALE: 1"=50'

VAI No. 1002-01

DATE: April 15, 2015

City Council
June 2, 2015

Issue

Hold a public hearing and consider and/or act upon an ordinance approving recommendations regarding amendments to Chapter 28 - Development Standards, Chapter 70 – Subdivisions and Chapter 86 – Zoning.

Summary

In early 2014, the city began the project of re-codifying the full City of Murphy Code of Ordinances. This project includes incorporating all the previously approved supplements throughout the past years and evaluates all sections of the Code for consistency with City Charter and state law.

Considerations

The component of the process for consideration by the Planning & Zoning Commission and City Council (amendments to Chapter 28 - Development Standards, Chapter 70 – Subdivisions and Chapter 86 – Zoning) resolves conflicts, clarifies and consolidates information within the various chapters as identified. The Code of Ordinances in its entirety will be considered by City Council on July 7, 2015.

Background

On May 18, 2009, City Council adopted an ordinance revising existing development standards that were previously located in the Comprehensive Zoning Ordinance and creating a new chapter (Chapter 28 Development Standards) in the Code of Ordinances.

On October 18, 2010, the City Council initially directed staff to review Chapter 28 with the main emphasis of potential change to sign regulations, fencing, walls and screening regulations and exterior construction standards.

On June 21, 2011, City Council reviewed new recommendations to Chapter 28 and offered feedback for staff and Planning & Zoning Commission consideration.

At the July 25, 2011 Planning & Zoning meeting, the Commission made suggested changes to the Development Standards. These changes were incorporated and included for approval at the August 22, 2011, Planning & Zoning meeting. At that meeting, following discussion and receiving no comments from the public, the Commission approved the recommendations with slight edits to the verbiage in the fence permitting section and vehicular sign definition.

At the September 6, 2011 City Council meeting, Council discussed the recommendations and additional considerations for staff review.

On June 5, 2012, City Council considered and approved amendments to Section 28-10. Political Signs.

On February 13, 2013, City Council considered and approved amendments to Chapter 28, Development Standards, of the Code of Ordinances.

City Council
June 2, 2015

On May 7, 2013, City Council considered and approved amendments and clarifications to Chapter 28 Development Standards, Article 1 Signs, Section 28-21 ; Article 1 Signs Section 28-26 to amend general sign provisions and Chapter 70 Subdivisions, Article II Procedures, Section 70-35 to amend final plat procedures.

On November 19, 2013, City Council considered and approved amendments Chapter 28 Development Standards, Article II Fencing, Walls and Screening; and Chapter 70 Subdivisions, Article II Procedures, Section 70-35 to amend the requirements for final plat approval.

On January 7, 2014, City Council considered and approved additional amendments to Chapter 28, Development Standards, Article 1. Signs.

Details for Consideration

The Sections referenced below correlate directly with the sections and respective amendments in the attached Ordinance.

Section 2. Chapter 28, Article 1, Section 28-14 “Sale Or Lease Signs” of Ordinance No. 09-05-797, as amended, the Development Standards Ordinance of the City of Murphy, Texas:

- *This amendment will create consistency with the other temporary advertising signs. Currently this particular type of sign is reflected in the code as not to exceed 16 square feet in area. This amendment increases the size area to 32 square feet. During a previous sign ordinance amendment, this edit was unintentionally left out.*

Section 3. Chapter 28, Article 1, Section 28-33 “Variance Procedure” of Ordinance No. 09-05-797, the Development Standards Ordinance of the City of Murphy, Texas:

- *This amendment includes verbiage that disallows applications for repeat variance requests for the same item.*

Section 4. Chapter 28, Article 1, Section 28-233 “Bed and Breakfast Accommodations” of Ordinance No. 09-05-797, the Development Standards Ordinance of the City of Murphy, Texas:

- *This amendment resolves a conflict with the Zoning Chapter 86*

Section 5. Chapter 28, Article 10, Section 28-251 “Site Design” of Ordinance No. 09-05-797, the Development Standards Ordinance of the City of Murphy, Texas ((a) and (b):

- *This amendment resolves conflicts with the Zoning Chapter 86*

Section 6. Chapter 70, Section 70-73 “Easements” of Ordinance No. 02-09-549, the Subdivision Ordinance of the City of Murphy, Texas:

- *This amendment resolves a conflict with the Zoning Chapter 86*

Section 7. Chapter 86, Section 86-6 “Definitions” of Ordinance No. 04-05-610, the Comprehensive Zoning Ordinance of the City of Murphy, Texas:

- *(a) resolves a conflict with the Subdivision Chapter 70*
- *(b) through (h) consolidates Use Definitions and resolves conflicts with the Subdivision Chapter 70.*

**City Council
June 2, 2015**

- (i) clarifies what type of recycling kiosks are prohibited
- (j)(k) and (l) consolidate Use Definitions and resolves conflicts with the Subdivision Chapter 70.

Section 8. through Section 15.

Resolve conflicts within the Zoning Chapter 86

Section 16. Chapter 86, Section 86-706 “Parking Requirements Based Upon Use” of Ordinance No. 04-05-610, the Comprehensive Zoning Ordinance of the City of Murphy, Texas:

- *Resolves conflicts within Development Standards Chapter 28*

Section 17. Chapter 86, Article 3, Division 10 “MF-12, Multifamily Residential-12 District (Apartments)” of Ordinance No. 04-05-610, as amended, the Comprehensive Zoning Ordinance of the City of Murphy, Texas:

- *Resolves conflicts with the Development Standards Chapter 28*

Section 18. Chapter 86, Appendix A-3, Section 86-662 “Use Regulations” of Ordinance No. 04-05-610, app. 3, as amended, the Comprehensive Zoning Ordinance of the City of Murphy, Texas:

- (a) by adding the following types of land uses under the “Institutional/Governmental Uses” category to hereafter read as follows:

| | Residential Zoning Districts | | | | | | | | | | Nonresidential Zoning Districts | | | | |
|---------------------------------|------------------------------|------|-------|-------|-------|----------------|-----------------|--------------|---------------|-------|---------------------------------|----|---|----|----|
| Types of Land Uses | AG | SF-E | SF-20 | SF-15 | SF-11 | SF-9 (PD only) | SF-PH (PD only) | 2F (PD only) | SFA (PD only) | MF-12 | MHO | NS | R | LC | BP |
| Rehabilitation Care Facility | | | | | | | | | | | | | | S | S |
| Rehabilitation Care Institution | | | | | | | | | | | | | | | S |

- *These two Uses were defined but were not shown in the Use Chart. The amendment now includes the Uses in the Use Chart allowed by SUP in high intensity zoning districts.*

Section 19. Chapter 86, Appendix A-3, Section 86-662 “Use Regulations” of Ordinance No. 04-05-610, app. 3, as amended, the Comprehensive Zoning Ordinance of the City of Murphy, Texas:

- (a) by amending the description of “Senior Living Facilities: Assisted Living Facility”, “Senior Living Facility: Independent Living Facility”, and “Senior Living Facility: Nursing/Convalescent Center” types of land uses under the “Institutional/Governmental Uses” category to hereafter read as follows:

| | Residential Zoning Districts | Nonresidential Zoning Districts |
|--|------------------------------|---------------------------------|
| | | |

**City Council
June 2, 2015**

| Types of Land Uses | AG | SF-E | SF-20 | SF-15 | SF-11 | SF-9 (PD only) | SF-PH (PD only) | 2F (PD only) | SFA (PD only) | MF-12 | MHO | NS | R | LC | BP |
|---|----|------|-------|-------|-------|----------------|-----------------|--------------|---------------|-------|-----|----|---|----|----|
| Assisted Living Facility (≤6 residents) | | P | P | P | P | P | P | P | P | P | P | S | S | | |
| Assisted Living Facility (≥7 residents) | | S | S | S | S | S | S | S | S | P | S | S | S | | |
| Independent Living Facility | | | | | | | | | S | P | S | S | S | | |
| Nursing Home/Convalescent Center | | | | | | | | | S | P | S | S | S | | |

- *This amendment separates Assisted Living Facility by number of residents, within the Use Chart, based on State Law.*

Note: As mentioned in this item, this component of the process for consideration by the Planning & Zoning Commission and City Council (amendments to Chapter 28 - Development Standards, Chapter 70 – Subdivisions and Chapter 86 – Zoning) resolves conflicts, clarifies and consolidates information within the various chapters as identified. The Code of Ordinances in its entirety will be considered by City Council on July 7, 2015.

Additional Considerations

1. The required public notice was published on April 30, 2015. No comments have been received to date.
2. The recommended Ordinance inclusive of the above mentioned amendments is attached for consideration.

Board Discussion

The Planning and Zoning Commission held a public hearing on this item and voted unanimously to approve the recommended changes.

Staff Recommendation

Staff recommends approval of the ordinance amending the sections as described in this item for amendments to Chapter 28 - Development Standards, Chapter 70 – Subdivisions and Chapter 86 – Zoning.

Attachments

Ordinance

ORDINANCE NO. 15-06-994

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MURPHY, COLLIN COUNTY, TEXAS, AMENDING THE DEVELOPMENT STANDARDS ORDINANCE, ORDINANCE NO. 09-05-097, AS AMENDED, AMENDING SECTION 28-14 SALE OR LEASE SIGNS, SECTION 28-33 VARIANCE PROCEDURE; SECTION 28-233 BED AND BREAKFAST ACCOMODATIONS, AND ARTICLE 10 MULTIFAMILY DEVELOPMENT STANDARDS RELATED TO HEIGHT OF ACCESSORY STRUCTURES AND FLOOR AREA; AMENDING THE SUBDIVISION ORDINANCE, ORDINANCE NO. 02-09-549, AS AMENDED, DELETING A PORTION OF SECTION 70-73 RELATING TO VISIBILITY TRIANGLES; AMENDING THE COMPREHENSIVE ZONING ORDINANCE, ORDINANCE NO. 04-05-610, AS AMENDED, AMENDING CHAPTER 86, SECTION 86-6 BY AMENDING THE DEFINITIONS “ASSISTED LIVING FACILITY”, “NURSING, CONVALESCENT OR REST HOME”, “RECYCLING KIOSK”, DELETING THE DEFINITIONS “CONTINUING CARE RETIREMENT COMMUNITY”, “HOME FOR AGED, RESIDENCE”, “MOTEL OR HOTEL”, “RESIDENCE HOTEL”, “RETIREMENT HOUSING FOR THE ELDERLY”, “SKILLED NURSING FACILITY”, AND ADDING DEFINITIONS “HOTEL/MOTEL, FULL SERVICE”, “HOTEL/MOTEL, LIMITED SERVICE”, AND “INDEPENDENT SENIOR LIVING FACILITY”; AMENDMENT OF ELECTRIC FENCING PROVISIONS IN SECTION 86-255, 86-275, 86-295, 86-315, 86-335, 86-355, 86-375, 86-395; SECTION 86-706 PARKING REQUIREMENTS BASED UPON USE; ARTICLE 3, DIVISION 10 MF-12 MULTIFAMILY RESIDENTIAL-12 DISTRICT (APARTMENTS); APPENDIX 3, SECTION 86-662 USE REGULATIONS FOR REHABILITATION CARE AND SENIOR LIVING FACILITIES; PROVIDING A SEVERABILITY CLAUSE, PROVIDING A PENALTY CLAUSE, AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Planning and Zoning Commission of the City of Murphy and the City Council of the City of Murphy, in compliance with laws of the State of Texas, have given the requisite notices by publication and otherwise, and have held due hearings and afforded a full and fair hearing to all property owners generally and to all persons interested, and the City Council of the City of Murphy is of the opinion and finds that said changes should be granted and that the Comprehensive Zoning Ordinance, Development Standards Ordinance, and Subdivision Ordinance should be amended.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MURPHY, TEXAS, AS FOLLOWS:

Section 1. FINDINGS INCORPORATED

The findings set forth above are incorporated into the body of the Ordinance as if fully set forth herein.

Section 2. That Chapter 28, Article 1, Section 28-14 “Sale Or Lease Signs” of Ordinance No. 09-05-797, as amended, the Development Standards Ordinance of the City of Murphy, Texas is hereby amended as follows:

- (a) by amending Section 28-14 by the amendment of Subsection 28-14(b) to hereafter read as follows:

“Signs advertising the sale or lease of a business property shall not exceed 32 square feet in area or eight feet in height.”

Section 3. That Chapter 28, Article 1, Section 28-33 “Variance Procedure” of Ordinance No. 09-05-797, the Development Standards Ordinance of the City of Murphy, Texas is hereby amended as follows:

(a) by amending Section 28-33 by the addition of Subsection 28-33(h) to hereafter read as follows:

“To promote the stability and well-being of the community and offer certainty to the city’s citizens regarding variance decisions, the filing of an application for a variance for a particular parcel of property shall not be allowed if a similar variance request on the same parcel was denied by the City Council or the variance request was withdrawn after the giving of public notice. An applicant may file an application for a variance after denial or withdrawal if the city manager or his designee determines that circumstances related to the prior denial or withdrawal have substantially changed such that a new variance request is materially different from the prior request.”

Section 4. That Chapter 28, Article 1, Section 28-233 “Bed and Breakfast Accommodations” of Ordinance No. 09-05-797, the Development Standards Ordinance of the City of Murphy, Texas is hereby amended as follows:

(a) by amending Section 28-233 to hereafter read as follows:

“Guests at a bed and breakfast accommodation may stay up to 14 consecutive days provided that the bed and breakfast accommodation may only offer a daily rate and shall not offer weekly or bi-weekly rates. A bed and breakfast accommodation may include kitchen and dining facilities to furnish meals for guests only. Food preparation within a guest bedroom is prohibited. A bed and breakfast accommodation may not include a restaurant, banquet facilities or similar services. A bed and breakfast accommodation shall provide parking at the ratio of one parking space for each room. Parking spaces shall be separated by at least one foot.”

Section 5. That Chapter 28, Article 10, Section 28-251 “Site Design” of Ordinance No. 09-05-797, the Development Standards Ordinance of the City of Murphy, Texas is hereby amended as follows:

(a) by amending Subsection 28-251(a)(1) to hereafter read as follows:

“Maximum height: The maximum height of a multifamily development shall be 31 feet from the first finished floor elevation to the top plate on the third floor, including attached garages, excluding third floor vaulted ceilings. Accessory buildings, including detached garages, garden sheds, gazebos, etc. shall not exceed 16 feet in height.”

(b) by amending Subsection 28-251(b)(1) to hereafter read as follows:

“*Unit size and mix:* The average minimum dwelling unit size shall be 1,000 square feet. Not less than 50 percent of the total dwelling units in the multifamily development shall be one bedroom units, and the maximum number of three-bedroom units shall not exceed five percent of the total number of dwelling units. No efficiency units shall be permitted.”

Section 6. That Chapter 70, Section 70-73 “Easements” of Ordinance No. 02-09-549, the Subdivision Ordinance of the City of Murphy, Texas is hereby amended as follows:

(a) by the deletion of Subsection 70-73(f).

Section 7. That Chapter 86, Section 86-6 “Definitions” of Ordinance No. 04-05-610, the Comprehensive Zoning Ordinance of the City of Murphy, Texas is hereby amended as follows:

- (a) by amending the definition of “Assisted Living Facility” to hereafter read as follows:

“*Assisted living facility* is defined by that definition as stated in Section 28-201 “Definitions” of the Development Standards Ordinance of the City of Murphy, Texas.”

- (b) by deleting the definition of “Continuing Care Retirement Community”

- (c) by deleting the definition of “Home for Aged, Residence”

- (d) by deleting the definition of “Motel or Hotel”

- (e) by adding the definition of “Hotel/Motel, Full Service” to hereafter read as follows:

“*Hotel/Motel, full service* is defined by that definition as stated in Section 28-231 “Definitions” of the Development Standards Ordinance of the City of Murphy, Texas.”

- (f) by adding the definition of “Hotel/Motel, Limited Service” to hereafter read as follows:

“*Hotel/Motel, limited service* is defined by that definition as stated in Section 28-231 “Definitions” of the Development Standards Ordinance of the City of Murphy, Texas.”

- (g) by adding the definition of “Independent Senior Living Facility” to hereafter read as follows:

“*Independent Senior Living Facility* is defined by that definition as stated in Section 28-201 “Definitions” of the Development Standards Ordinance of the City of Murphy, Texas.”

- (h) by amending the definition of “Nursing, Convalescent or Rest Home” to hereafter read as follows:

“*Nursing, convalescent or rest home* is defined by that definition as stated in Section 28-201 “Definitions” of the Development Standards Ordinance of the City of Murphy, Texas.”

- (i) by amending the definition of “Recycling Kiosk” to hereafter read as follows:

“*Recycling kiosk* means a small uninhabited structure, not to exceed 120 square feet, or temporary container which provides a self-service location for the depositing of recyclable materials such as aluminum cans, glass bottles, magazines/newspapers, metal or plastic containers, etc. Recyclables are picked up periodically from the site. This definition does not include large trailers or manned collection centers. This definition does not include donation boxes for clothing, toys, household goods, and similar items, which items are not permitted, nor have they ever been an allowed use in the City.”

- (j) by deleting the definition of “Residence Hotel”

- (k) by deleting the definition of “Retirement housing for the elderly (also independent living center or congregate housing)”

- (l) by deleting the definition of “Skilled Nursing Facility (also termed nursing home, convalescent home or long-term care facility)”

Section 8. That Chapter 86, Section 86-255 “Special Requirements” of Ordinance No. 04-05-610, the Comprehensive Zoning Ordinance of the City of Murphy, Texas is hereby amended as follows:

- (a) by the deletion of Subsection 86-255(b) (Fencing) and renumbering the remaining Subsections of Section 86-255.

Section 9. That Chapter 86, Section 86-275 “Special Requirements” of Ordinance No. 04-05-610, the Comprehensive Zoning Ordinance of the City of Murphy, Texas is hereby amended as follows:

- (a) by the deletion of Subsection 86-275(b) (Fencing) and renumbering the remaining Subsections of Section 86-275.

Section 10. That Chapter 86, Section 86-295 “Special Requirements” of Ordinance No. 04-05-610, the Comprehensive Zoning Ordinance of the City of Murphy, Texas is hereby amended as follows:

- (a) by the deletion of Subsection 86-295(b) (Fencing) and renumbering the remaining Subsections of Section 86-295.

Section 11. That Chapter 86, Section 86-315 “Special Requirements” of Ordinance No. 04-05-610, the Comprehensive Zoning Ordinance of the City of Murphy, Texas is hereby amended as follows:

- (a) by the deletion of Subsection 86-315(b) (Fencing) and renumbering the remaining Subsections of Section 86-315.

Section 12. That Chapter 86, Section 86-335 “Special Requirements” of Ordinance No. 04-05-610, the Comprehensive Zoning Ordinance of the City of Murphy, Texas is hereby amended as follows:

- (a) by the deletion of Subsection 86-335(b) (Fencing) and renumbering the remaining Subsections of Section 86-335.

Section 13. That Chapter 86, Section 86-355 “Special Requirements” of Ordinance No. 04-05-610, the Comprehensive Zoning Ordinance of the City of Murphy, Texas is hereby amended as follows:

- (a) by the deletion of Subsection 86-355(b) (Fencing) and renumbering the remaining Subsections of Section 86-355.

Section 14. That Chapter 86, Section 86-375 “Special Requirements” of Ordinance No. 04-05-610, the Comprehensive Zoning Ordinance of the City of Murphy, Texas is hereby amended as follows:

- (a) by the deletion of Subsection 86-375(j) (Fencing) and renumbering the remaining Subsections of Section 86-375.

Section 15. That Chapter 86, Section 86-395 “Special Requirements” of Ordinance No. 04-05-610, the Comprehensive Zoning Ordinance of the City of Murphy, Texas is hereby amended as follows:

- (a) by the deletion of Subsection 86-395(k) (Fencing) and renumbering the remaining Subsections of Section 86-395.

Section 16. That Chapter 86, Section 86-706 “Parking Requirements Based Upon Use” of Ordinance No. 04-05-610, the Comprehensive Zoning Ordinance of the City of Murphy, Texas is hereby amended as follows:

- (a) by deleting the following Subsections of Section 86-706
 1. 86-706 (4) (Bed and Breakfast Facility);
 2. 86-706 (24) (Hotel or motel);
 3. 86-706 (34) (Nursing home, convalescent home, or home for the aged); and

4. 86-706 (42) (Retirement housing for the elderly (independent living))

and renumbering the remaining Subsections of Section 86-706.

Section 17. That Chapter 86, Article 3, Division 10 “MF-12, Multifamily Residential-12 District (Apartments)” of Ordinance No. 04-05-610, as amended, the Comprehensive Zoning Ordinance of the City of Murphy, Texas is hereby amended as follows:

- (a) by deleting Section 86-413 and renumbering the remaining Sections of Division 10.
- (b) by deleting Subsection 86-414(b) and renumbering the remaining Subsection 86-414.
- (c) by deleting Subsection 86-414(c)(1) and renumbering the remaining Subsection 86-414(c)
- (d) by deleting Subsection 86-414(e)(5) and renumbering the remaining Subsection 86-414(e)
- (e) by amending Subsection 86-415(a) to hereafter read as follows:

“Usable open space requirements. Except as provided below and by other regulations of the City, usable open space areas in the MF-12 district shall be in conformance with section 86-375(d) and (e)”

- (f) by deleting Subsection 86-415(b) and renumbering the remaining Subsection 86-415
- (g) by deleting Subsection 86-415(e) and renumbering the remaining Subsection 86-415
- (h) by deleting Subsection 86-415(f) and renumbering the remaining Subsection 86-415

Section 18. That Chapter 86, Appendix A-3, Section 86-662 “Use Regulations” of Ordinance No. 04-05-610, app. 3, as amended, the Comprehensive Zoning Ordinance of the City of Murphy, Texas is hereby amended as follows:

- (a) by adding the following types of land uses under the “Institutional/Governmental Uses” category to hereafter read as follows:

| | Residential Zoning Districts | | | | | | | | | | Nonresidential Zoning Districts | | | | |
|---------------------------------|------------------------------|------|-------|-------|-------|----------------|-----------------|--------------|---------------|-------|---------------------------------|----|---|----|----|
| Types of Land Uses | AG | SF-E | SF-20 | SF-15 | SF-11 | SF-9 (PD only) | SF-PH (PD only) | 2F (PD only) | SFA (PD only) | MF-12 | MHO | NS | R | LC | BP |
| Rehabilitation Care Facility | | | | | | | | | | | | | | S | S |
| Rehabilitation Care Institution | | | | | | | | | | | | | | | S |

Section 19. That Chapter 86, Appendix A-3, Section 86-662 “Use Regulations” of Ordinance No. 04-05-610, app. 3, as amended, the Comprehensive Zoning Ordinance of the City of Murphy, Texas is hereby amended as follows:

- (a) by amending the description of “Senior Living Facilities: Assisted Living Facility”, “Senior Living Facility: Independent Living Facility”, and “Senior Living Facility: Nursing/Convalescent Center” types of land uses under the “Institutional/Governmental Uses” category to hereafter read as follows:

| Types of Land Uses | Residential Zoning Districts | | | | | | | | | | Nonresidential Zoning Districts | | | | | |
|---|------------------------------|------|-------|-------|-------|----------------|-----------------|--------------|---------------|-------|---------------------------------|---|----|---|----|----|
| | AG | SF-E | SF-20 | SF-15 | SF-11 | SF-9 (PD only) | SF-PH (PD only) | 2F (PD only) | SFA (PD only) | MF-12 | MHO | O | NS | R | LC | BP |
| Assisted Living Facility (≤6 residents) | | P | P | P | P | P | P | P | P | P | P | S | S | | | |
| Assisted Living Facility (≥7 residents) | | S | S | S | S | S | S | S | S | P | S | S | S | | | |
| Independent Living Facility | | | | | | | | | S | P | S | S | S | | | |
| Nursing Home/Convalescent Center | | | | | | | | | S | P | S | S | S | | | |

Section 20. That all ordinances shall be and remain in full force and effect save and except as amended by this Ordinance.

Section 21. If any word, section, article, phrase, paragraph, sentence, clause or portion of this Ordinance is held to be invalid or unconstitutional by a court of competent jurisdiction, such holding shall not affect, for any reason, the validity of the remaining portions of the City of Murphy Code of Ordinances, and the remaining portions shall remain in full force and effect.

Section 22. Any person, firm or corporation violating any of the provisions of this ordinance shall be deemed guilty of a misdemeanor and, upon conviction, in the municipal court of the City of Murphy, Texas, shall be punished by a fine not to exceed the sum of two thousand dollars (\$2,000.00) for each offense, and each and every day any such violation shall continue shall be deemed to constitute a separate offense.

Section 23. This Ordinance shall take effect immediately from and after its passage and the publication of the caption, as the law and Charter in such cases provide.

PASSED, APPROVED AND ADOPTED this the 2nd day of June 2015.

Eric Barna, Mayor

ATTEST:

Susie Quinn, City Secretary

City Council Meeting June 2, 2015

Issue

Discuss the 2015-16 Operating Budgets for the Police Department and Animal Control Division.

Background

The O&M budget for fiscal 2016 for the police department is very similar to the budget presented for 2014-15. There are a couple of items that bear pointing out.

First, there are no new full-time personnel requested in either the police department (PD) or animal control (AC) budgets. However, with the completion of N. Murphy it is anticipated that we will need to hire two (2) more part-time school crossing guards. Hourly wages were raised to \$13 per hour from \$11 per hour.

Second, you will find a budget item for Smart911, which is primarily a software program that will enhance our 9-1-1 capabilities and is compatible with other Smart911 cities where a user, once subscribed, will have their uploaded information available immediately by any emergency dispatching system. The first year cost for this very important program is \$14,000 and about \$9,000 every year thereafter.

Third, from time-to-time MDCs (mobile data computers) must be replaced or upgraded. For the most part those upgrades are provided within the IT budget. However, the costs for docking stations for the laptops are not usually budgeted within the IT budget. We have been informed that between 4 and 5 MDCs are expected to be replaced with an estimated cost of \$1,350 each at 5 is \$6,750.

Also, we have budgeted for the replacement or repurposing of two (2) patrol Tahoes. The estimated cost for replacements is \$57,500, which amounts to \$115,000. At least one Tahoe will be repurposed to a COP vehicle and those funds have been included within the budget for next year.

Two other programs have been included within this budget. First, is the MPD Drug Take Back program. The DEA has terminated the national program. The estimated cost to continue this service, in house, is \$1,000 (2 events at 500 pounds each event) to be coordinated with our E-cycle event. The second program is our E-Video Neighborhood Partnership Program. The primary cost is associated with purchasing signage for neighborhoods and homes that participate in the program.

Finally, within the FY 2016 budget is a request to start the radio system upgrades. The total amount for all needed upgrades is about \$1.8Million and is broken out over the next two fiscal years. The first year portion is estimated to cost \$1.15Million with the second installment in FY 2017 of \$570,000.

In capital expenditures, the budget contains those items that have been part of the long-range capital plan: Two (2) pole-mounted speed indicators (solar), at \$5,000 each; Crime Eye System, which is a mobile CCTV product that will allow us to set-up a system, IPN capable, for placement at construction or crime hot spots for prevention, detection and investigation purposes, \$9,500; and, purchase of a 2nd treadmill, \$5,500. Also, within the budget is a request to continue with the remodeling of the MPD buildings. In 2011-12, half of the PD was remodeled to include new carpet and some painting. The other half of the building needs new carpet and, if funds allow, the construction of an office for the COP coordinator and related items associated with the VIP/COP program.

Within the AC division budget is a plan to implement a community relations program. Within this section are plans to implement community education presentation that include improving awareness of wildlife issues, animal care and rabies control. The amount included within the proposed budget for this program is \$2,500.

The AC division did increase the amount budgeted for micro-chipping due to an increase of adoptions and community events (Maize Days, Tibbals Carnival, and low-cost rabies vaccination events that include micro-chipping).

Financial Considerations

See the proposed PD and AC Budgets for 2015-16.

Recommended Motion

No action necessary at this time.

Attachments

FY 2016 Proposed MPD Budget

FY 2016 AC Division Budget

City Council Meeting June 2, 2015

Issue

Discuss the Letters of Interest received for the City of Murphy Community Survey project.

Background/History

During the November 2013 Council Work Session, Council directed Staff to bring forth options for a Citizen Survey for the Council to discuss. At the January 7, 2014 City Council meeting, Council gave direction to the City Manager reach out to various companies to determine what their suggestions would be for survey methods for the City. This project was put on hold until City Council Strategic Planning Session in March 2015.

During the March 2015 City Council Strategic Planning Session, Council directed Staff to bring an action item forward for consideration to authorize staff to begin the process of hiring a firm/organization to conduct a citizen survey.

The last Citizen Survey was conducted in 2007 by the Survey Research Center at the University of North Texas.

On April 7, 2015, the City Council authorized staff to begin the process of hiring a firm/organization and conducting a citizen survey.

Considerations

Staff received four Letters of Interest for the City of Murphy Community Survey project. They are listed below:

- Decision Analyst
- ETC Institute
- UTD - The Institute for Urban Policy Research
- WPA Opinion Research

After review, two organizations have been chosen and will be invited for interviews the week of June 8 and their Letters of Interest are included with this agenda item.

Financial Considerations

Council budgeted \$50,000 to conduct a citizen survey **and** Comprehensive Plan update in FY 2014-

15. Estimates of actual cost of the survey will be available after Staff/Council meets with consultants and we establish what type of survey, including the report of the survey.

Action Requested

Discussion

Attachment

Decision Analyst LOI ETC Institute LOI



April 14, 2015

Ms. Kristen Roberts
 Director of Economic Development
 206 North Murphy Road
 Murphy, TX 75094

Re: Letter of Interest—Murphy Residents’ Satisfaction Survey

Dear Kristen:

My name is Kirk Ritzman, Vice President of Client Service at Decision Analyst. Thank you for reaching out once again to Decision Analyst with regard to the resident survey. This letter will serve to confirm our interest in being your research partner and supplier to conduct the satisfaction survey among the city of Murphy’s residents. Decision Analyst is one of the largest independent marketing research firms in the US and has a clientele consisting of many of the Fortune 500’s firms. We also have extensive experience in conducting satisfaction surveys for clients over the past 35 years that we’ve been in business. The following link will take you to our library containing 134 white papers addressing customer satisfaction: <http://www.decisionanalyst.com/sitesearch.html?q=customer%20satisfaction>.

Our Approach to Surveying Residents

Overall, we would strongly suggest inviting all households (estimated to be around 6,600) to participate in the survey. The main rationale for suggesting this is that it affords the best chance to receive feedback from all demographic segments that comprise Murphy’s diverse population. With that said, we would weight the resulting data set to reflect key demographics such as ethnicity and age (based on head of household) as depicted in the following table (source: Nielsen/Claritas).

| Race Distribution | | | Age | | |
|----------------------------------|--------|--------|-------------------|--------|--------|
| 2013 | RTA | Murphy | 2013 | RTA | Murphy |
| White | 63.96% | 55.56% | Under 5 Years | 8.44% | 9.24% |
| Black or African American | 11.52% | 12.29% | 5-14 Years | 18.12% | 20.67% |
| American Indian/Alaskan | 0.57% | 0.39% | 15-20 Years | 8.66% | 8.29% |
| Asian | 15.69% | 26.77% | 21-24 Years | 4.12% | 3.40% |
| Native Hawaiian/Islander | 0.04% | 0.07% | 25-34 Years | 10.45% | 7.65% |
| Other Race | 4.91% | 1.54% | 35-44 Years | 17.78% | 20.21% |
| Two or More Races | 3.30% | 3.37% | 45-54 Years | 15.44% | 15.61% |
| | | | 55 Years and Over | 16.98% | 14.94% |
| | | | | | |
| Hispanic or Latino (of any race) | 14.34% | 7.66% | 2013 | RTA | Murphy |
| | | | Median Age | 35.10 | 35.4 |
| | | | Average Age | 33.60 | 32.4 |



April 14, 2015
Ms. Kristen Roberts
Page Two

Procedurally speaking, we suggest leveraging both digital and more traditional methods, e.g., post cards and other “printed” methods. With regard to digital means, we suggest placements on the city’s Facebook and Twitter sites, as well as in its electronic newsletter. We would also suggest posting a notice on the front page of the city’s website. A link would be provided on any of the aforementioned that would take someone directly to the survey.

For those residents who are less or not even connected at all, we would suggest either “stuffing” bills and/or sending a post card alerting residents to the survey. An added benefit to using more traditional methods such as print is that it provides an alternative and perhaps reinforcing means to touch connected residents, thus increasing the likelihood of participation. Signage located in public buildings might also be considered as a means to alert residents to the survey. With specific regard to boosting participation, we highly recommend that consideration be given to offering an incentive such as \$5 off the next water bill.

The notification per se would contain the purpose and details of the survey, as well as a link/web address for the survey site, as well as directions to facilities such as the public library where one could access a computer. We also strongly suggest a paper survey option that could be picked up or dropped off at government offices, e.g., City Hall, or mailed and returned using a postage-provided return envelope.

Timing Considerations

The most significant contributor to a project’s length is data collection and the methods used to survey a particular population. Since we are proposing a hybrid method, i.e., digital and print, we would expect the total length of this project to be approximately 3 months given the lag that is inherent in non-digital data collection methods. This timeframe encompasses questionnaire development, printing, data collection, data entry, tabulation, analysis and reporting. It should be noted that timing could change depending upon many factors and we would provide a firmer timeline once all parameters and specifications are known.

On behalf of Decision Analyst, thank you again for your invitation to weigh in on our approach. Please don’t hesitate to contact me with any questions.

Best regards,

Kirk Ritzman
Vice President

817-640-6166; x185
kritzma@decisionanalyst.com

Proposal to Conduct the City of Murphy's 2015 *Community Survey*

...helping organizations make better decisions since 1982

May 6, 2015

Submitted to the City of Murphy, Texas

by:

ETC Institute

725 W. Frontier Lane,
Olathe, Kansas
66061





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ETC INSTITUTE

MARKETING RESEARCH, DEMOGRAPHY, STATISTICAL APPLICATIONS

725 W. FRONTIER CIRCLE, OLATHE, KANSAS 66061
(913) 829-1215 FAX: (913) 829-1591

May 6, 2015

Kristen Roberts, Director of Community Development
City of Murphy
206 N. Murphy Road
Murphy, TX 75094
(972) 468-4006

Subject: Community Survey – City of Murphy, Texas

Dear Members of the Selection Committee:

ETC Institute is pleased to submit a proposal to conduct a Community Survey for the City of Murphy, Texas. In response to your request, you will find enclosed one (1) electronic copy of a proposal from ETC Institute. This proposal is intended to be completely responsive to the needs of the City, and has been organized as follows:

- Section 1: Firm Overview
- Section 2: Related Project Experience
- Section 3: References
- Section 4: Resumes of Key Personnel Assigned to the Project
- Section 5: Scope of Work and Project Schedule
- Section 6: Price Proposal

Who We Are

ETC Institute is Recognized as a National Leader in the Design and Administration of Market Research for Local Governments.

- Our central location in a high-technology corridor near the world headquarters of both Sprint (telecommunications) and GARMIN (global positioning systems), has allowed our firm to effectively serve hundreds of large and small governments across North America.
- During the past three years alone, ETC Institute has designed and administered community surveys on behalf of city and county governments in 49 states, including numerous communities in the State of Texas. ETC Institute has administered surveys in some of the nation's largest and most diverse communities, including: Dallas, Fort Worth, San Antonio, Austin, San Francisco, Kansas City, Atlanta, Columbus, San Diego, Oklahoma City, Oakland, Miami-Dade County,

Broward County, San Bernardino County, Tulsa, St. Louis, Louisville, Los Angeles, and Denver.

- ETC Institute has conducted community survey research in more than 30 communities in the State of Texas. Some of the Texas communities where ETC Institute has conducted surveys include: Amarillo, Baytown, Beaumont, Bryan, Corpus Christi, Dallas, Flower Mound, Fort Worth, Galveston, Harlingen, Hood County, Houston, Killeen, Laredo, Longview, Lubbock, McAllen, Plano, Port Arthur, Round Rock, San Marcos, Southlake, Tarrant County, Temple, The Colony, Waco, Westlake, Woodlands, and others.

ETC Institute's In-House Resources Far Exceed the Requirements for this Project.

- ETC Institute has a new research center equipped with more than three dozen call stations, state-of-the-art focus group facilities, and a mail processing center capable of processing more than 30,000 pieces of mail per day. Since 1998, ETC Institute has surveyed more than 1.5 million residents on behalf of 700 cities and counties in more than 49 states. ETC Institute's market research accuracy and attention to client needs is unparalleled. The new call center is equipped with 40 interviewing stations that can easily be expanded to accommodate 100 interviewers. ETC Institute also has the capabilities for the administration of surveys in more than 20 languages and on the Internet.

ETC Institute Has the Most Updated and Innovative Analytical Tools to help the City Understand and Utilize Survey Data

- ETC Institute maintains national and regional benchmarking data in-house that provides comparative norms for satisfaction with more than 80 local governmental services. This data allows our clients to compare their performance against other communities. Our benchmarking data was presented by Chris Tatham at the National Association of Counties annual meeting and is used by more than 300 communities across the United States. Unlike some comparative databases that use data from surveys that were administered more than decade ago, ETC Institute's DirectionFinder® database only includes data from surveys that have been administered during the past two years. This ensures that the comparative norms are truly representative of existing attitudes and expectations regarding the delivery of local governmental services.
- Today, government officials have limited resources which need to be targeted to activities that are of the most benefit to their citizens. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to citizens; and (2) to target resources toward those services where citizens are the least satisfied. The Importance-Satisfaction (IS) rating is a unique tool that allows public officials to better understand both of these highly important decision making criteria for each of the services they are providing. The Importance-Satisfaction rating is based on the concept that cities will maximize overall citizen satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. This analysis tool helps our client to identify specific drivers of satisfaction.
- ETC Institute also has the capabilities to generate maps of the survey results. GIS Mapping is used to show how respondents in different areas of a community rate City services.

ETC Institute’s Senior Project Managers and Researchers Understand Community Research and Will Ensure the Findings of this Project are Credible to Residents and Community Leaders.

- While the primary emphasis of this project involves the administration, processing, and reporting of the survey results, it will be very important to have researchers who understand and communicate the findings of the performance evaluation in a way that will be perceived as credible by community leaders and the general public. Academic credentials of the senior managers assigned to this project include degrees from Princeton University and a Doctorate in evaluation and measurement. In addition to understanding community research, they are gifted orators who are seasoned veterans when it comes to making high profile presentations of survey findings to community leaders.

ETC Institute Guarantees that we will be Very Responsive to Your Needs.

- ETC Institute administered a survey to governmental organizations who had used our services during the past year. Among the 151 people who responded to the survey, 100% were satisfied with the service they received and 100% indicated they would recommend our firm to other organizations. The reason ETC Institute’s customer satisfaction levels are so high is due to our commitment to the needs of our clients. We routinely go beyond the contractual requirements of a project to ensure the goals and objectives of our clients are achieved.

Closing

ETC Institute will work very closely with the City to ensure that this project is completed on schedule and in a manner that exceeds the expectations of the City of Murphy. **No firm is better suited to help you understand and use community survey data than ETC Institute.** Our experience with market research for local governments is second to none, and clients in 49 states can attest to our commitment and attention to customer satisfaction.

We certainly encourage you to contact the references we have provided. We appreciate your consideration of our proposal and look forward to your decision. If you have any questions, please do not hesitate to call us at (913) 829-1215.

Sincerely,



Jason Morado, Senior Project Manager
ETC Institute
725 W. Frontier Circle
Olathe, KS 66061
(913) 829-1215
jmorado@etcinstitute.com
www.etcinstitute.com

Section 1:
Firm Overview



Firm Overview

ETC Institute is a 94-person market research firm that specializes in the design and administration of market research for governmental organizations. Our major areas of emphasis include customer satisfaction surveys, community planning surveys, business surveys transportation surveys, employee surveys, voter opinion surveys, parks and recreation surveys, focus groups, and stakeholder interviews. Since 1982, ETC Institute has completed research projects for organizations in 49 states.

ETC Institute has designed and administered more than 2,000 statistically valid surveys and our team of professional researchers has moderated more than 1,000 focus groups and 2,000 stakeholder meetings. During the past five years alone, ETC Institute has administered surveys in more than 500 cities and counties across the United States. **ETC Institute has conducted research for more major U.S. cities than any other firm.** Some of the large communities where ETC Institute has conducted surveys are listed below:

- Atlanta, Georgia
- Austin, Texas
- Broward County, Florida
- Buffalo, New York
- Charlotte, North Carolina
- Colorado Springs, Colorado
- Columbus, Ohio
- Dallas, TX
- DeKalb County, Georgia
- Denver, Colorado
- Des Moines, Iowa
- Detroit, Michigan
- Durham, North Carolina
- Dupage County, Illinois
- Fairfax County, Virginia
- Fort Worth, Texas
- Fort Lauderdale, Florida
- Fulton County, Georgia
- Houston, Texas
- Kansas City, Missouri
- King County, Washington
- Las Vegas, Nevada
- Los Angeles, California
- Louisville, Kentucky
- Mesa, Arizona
- Miami-Dade County, Florida
- Nashville, Tennessee
- Norfolk, Virginia
- Oakland, California
- Oklahoma City, Oklahoma
- Phoenix, Arizona
- Providence, Rhode Island
- Raleigh, North Carolina
- San Antonio, Texas
- San Bernardino County, California
- San Diego, California
- San Francisco, California
- St. Paul, Minnesota
- St. Louis, Missouri
- Tucson, Arizona
- Washington, D.C.
- Westchester County, New York
- Wayne County, Michigan

Our Research is Implementation Oriented: ETC Institute’s clients do not usually hire ETC Institute just to gather data. They use our services because they know we are focused on helping them achieve their short and long range objectives. A good measurement of our ability to help our clients implement their goals and objectives involves the values of new projects that have been funded as a result of our work. During the past five years, the results of our market research have led to more than \$3 billion in new funding for state, municipal and county governments as well as numerous nonprofit organizations. Projects that have been funded include a wide range of transportation improvements, community redevelopment projects, improvements to schools and health care institutions, water and electrical utility improvements, tourism attractions, neighborhood improvements, downtown revitalization projects, open space acquisition and park improvements, and the development of numerous specialized leisure facilities such as community centers, aquatic centers, and sports facilities. Our ability to help our clients integrate survey research with community planning decisions helps our clients maximize the value of their investment in our services.

Our Research Helps Community Leaders Balance the Needs of the General Public with Special Interest Groups. Special interest groups often dominate local-decision making processes because they actively participate in community meetings and share their ideas with local officials. While input from special interest groups is important, the needs of the general public can be overlooked if community leaders only have input from well organized groups and community activists. ETC Institute’s surveys are designed to ensure the needs of the entire community are represented.

Accomplishments/Awards

Small Business of the Year. ETC Institute was awarded the Greater Kansas City Chamber of Commerce’s “*Top 10 Small Business of the Year Award*”. ETC Institute was selected from more than 1,700 nominees for the award. Commitment to quality and superior customer service were two of the reasons the firm was selected.

Best Place to Work. ETC Institute was also selected as one of the “Best Places to Work in Greater Kansas City” by the Kansas City Business Journal. ETC Institute received special recognition for our commitment to having a diverse work environment with regard to race/ethnicity, gender, faith, physical ability, and age.

Kansas City’s Top 100 Fastest Growing Companies. For three consecutive years, ETC Institute was selected as one of the “Top 100 Fastest Growing Companies in the Kansas City Area” by Ingram’s Kansas City Business Journal.

America’s Fastest-Growing Private Companies. ETC Institute recently ranked 3459 among the “Top 5000” fastest growing private companies.

Market Research Services Provided

ETC Institute provides a host of market research services including the following:

Focus Groups and Stakeholder Interviews

ETC Institute has facilitated focus groups and stakeholder interviews for organizations across the United States. Focus groups have been conducted for a wide range of assessments, public policy initiatives, strategic and long range planning efforts, visioning plans, comprehensive planning efforts, parks and recreation master plans, transportation plans, health care strategic plans, bi-state planning efforts, customer satisfaction initiatives, and numerous state, regional, and national associations.

Survey Research

ETC Institute is nationally recognized for our expertise in survey research. We have been helping non-profit and local governmental organizations use surveys as a guiding force for setting measurable community level goals and priorities for more than two decades. During the past two years alone, ETC Institute has designed and administered market research assessments on behalf of clients in more than 40 states

On-Line (Web-based) Market Research

ETC Institute can help organizations gather input via the Internet with our on-line market research division. Internet-based surveys are suitable for a wide range of purposes including: customer satisfaction surveys, employee surveys, business surveys, and other purposes.

Consensus Building Workshops

At the end of a project, ETC Institute can facilitate workshops with senior managers and/or elected officials. The workshop is designed to build consensus around “top priorities” for the City, based on the results of the survey. The workshop helps set the stage for acceptance of the recommendations as well as action that will lead to the implementation of initiatives that will support the recommendations.

Surveys of Underserved/Environmental Justice Groups

ETC Institute understands the importance of gathering data from traditionally underserved populations. During the past two years, ETC Institute has administered more than 75,000 surveys to traditionally underserved populations. Our extensive experience in the recruitment of traditionally underserved populations to participate in surveys ensures that our clients get accurate data for a wide range of difficult to reach populations **including non-English speaking persons**, persons with mental and physical disabilities, inner city and rural poor, and the elderly. ETC Institute has the capability of administering surveys in more than 20 languages, including: English, Spanish, Russian, Mandarin, and Cantonese.

Secondary Data Analysis

ETC Institute has had extensive experience conducting primary and secondary research efforts for a wide range of governmental organizations in major metropolitan areas for over 30 years. ETC Institute has the expertise to perform needs assessment research that adheres to rigorous standards for impartiality and addresses the issues most valuable to decision-makers.

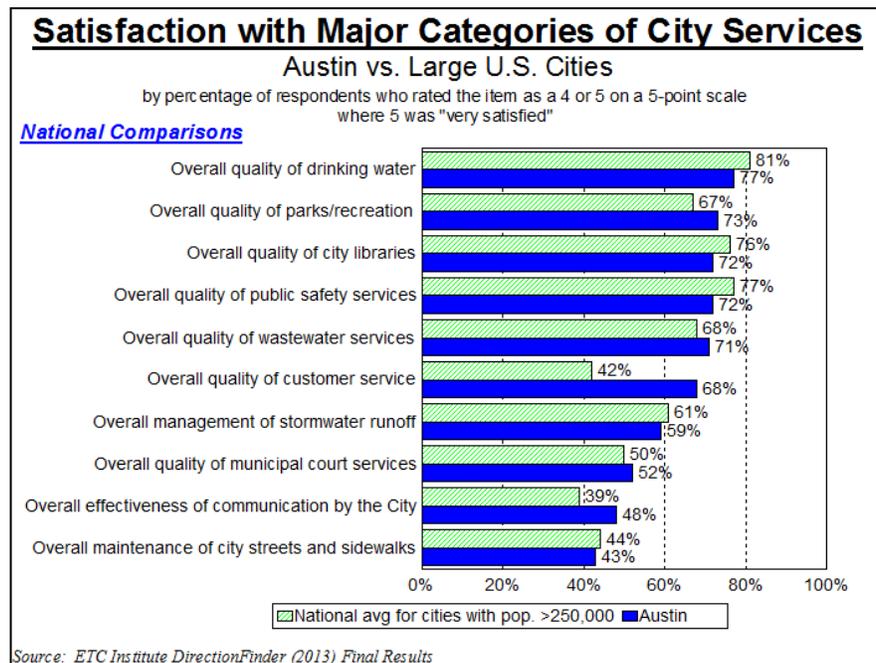
Benchmarking Analysis (Normative Comparisons)

Benchmarking analysis is a highly effective tool that helps decision-makers interpret the meaning of community survey data. If 64% of residents are satisfied with the condition of city streets, is that good or bad? Without comparative data, it is difficult to know. ETC Institute maintains **national** and **regional benchmarking data** for more than 80 types of local governmental services, including the following:

- Public safety (police, fire, ambulance)
- Maintenance/public works
- Planning
- Communications
- Code enforcement
- Transportation and traffic flow
- Parks and recreation
- Utilities (water, sewer, etc.)
- Public health services
- Library services

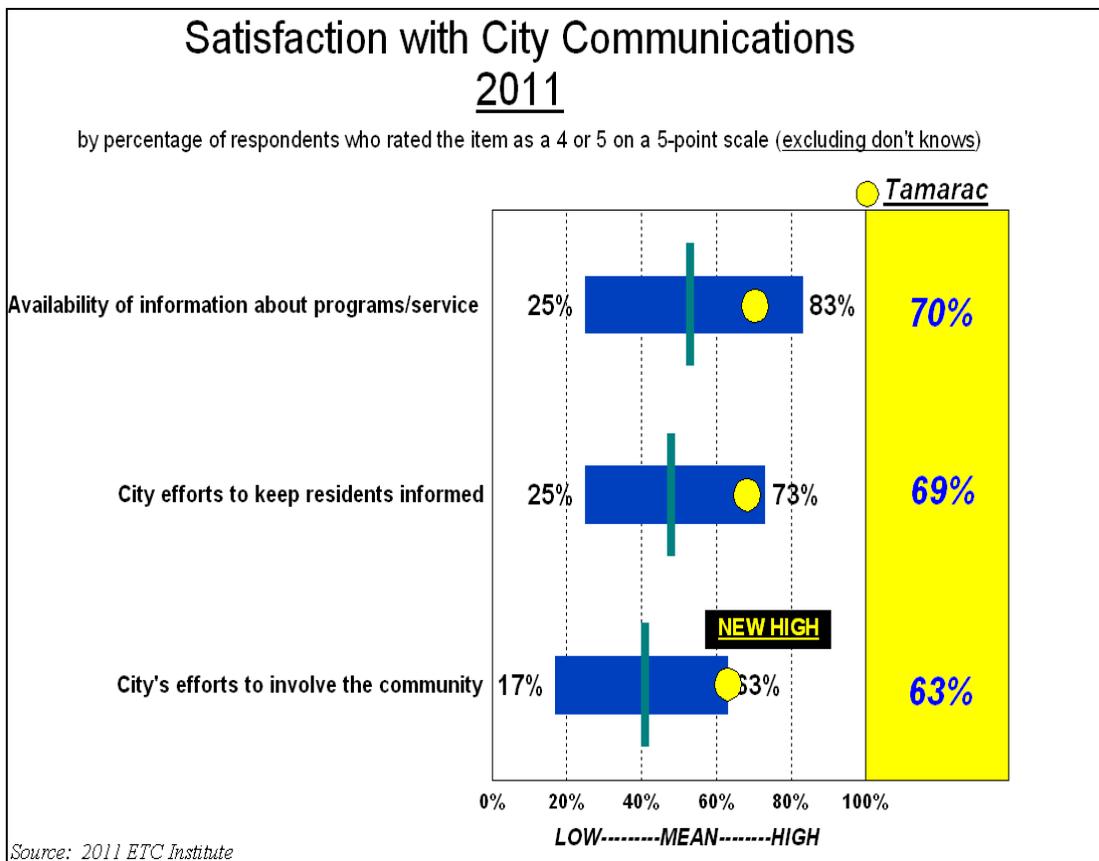
Benchmarking data can help local governments understand how their results compare to similar communities. For example, 48% of the residents in the City of Austin were “very satisfied” or “satisfied” with the overall effectiveness of communication by the City. Without comparative data, city leaders might have wondered whether 48% was an acceptable rating. As the chart below shows, 48% is actually a relatively high rating for this issue among large cities in the U.S. Based on the results of national research conducted by ETC Institute for large U.S. cities with populations of 250,000 or more, the average satisfaction rating with the overall effectiveness of communication provided by large U.S. cities is 39%.

Since November 1999, more than 250 cities and counties in more than 38 states have used ETC Institute’s Benchmarking database to set and monitor progress toward a wide range of organizational goals. Most participating city and counties conduct the survey on an annual or biennial basis.



ETC Institute's experience with customer satisfaction research for city and county governments provides our clients with a unique capability for interpreting the meaning of survey results. Without benchmarking data, it would be easy to make mistakes in the interpretation of survey results. A good example of the value of benchmarking was evident in Tamarac's 2011 Citizen Survey. Without benchmarking data, officials in the City of Tamarac might think the County is scoring poorly in ratings of how well the City is involving the community (see chart below). Compared to other communities of a similar size in the United States, ETC Institute's benchmarking data showed that Tamarac was actually performing very well.

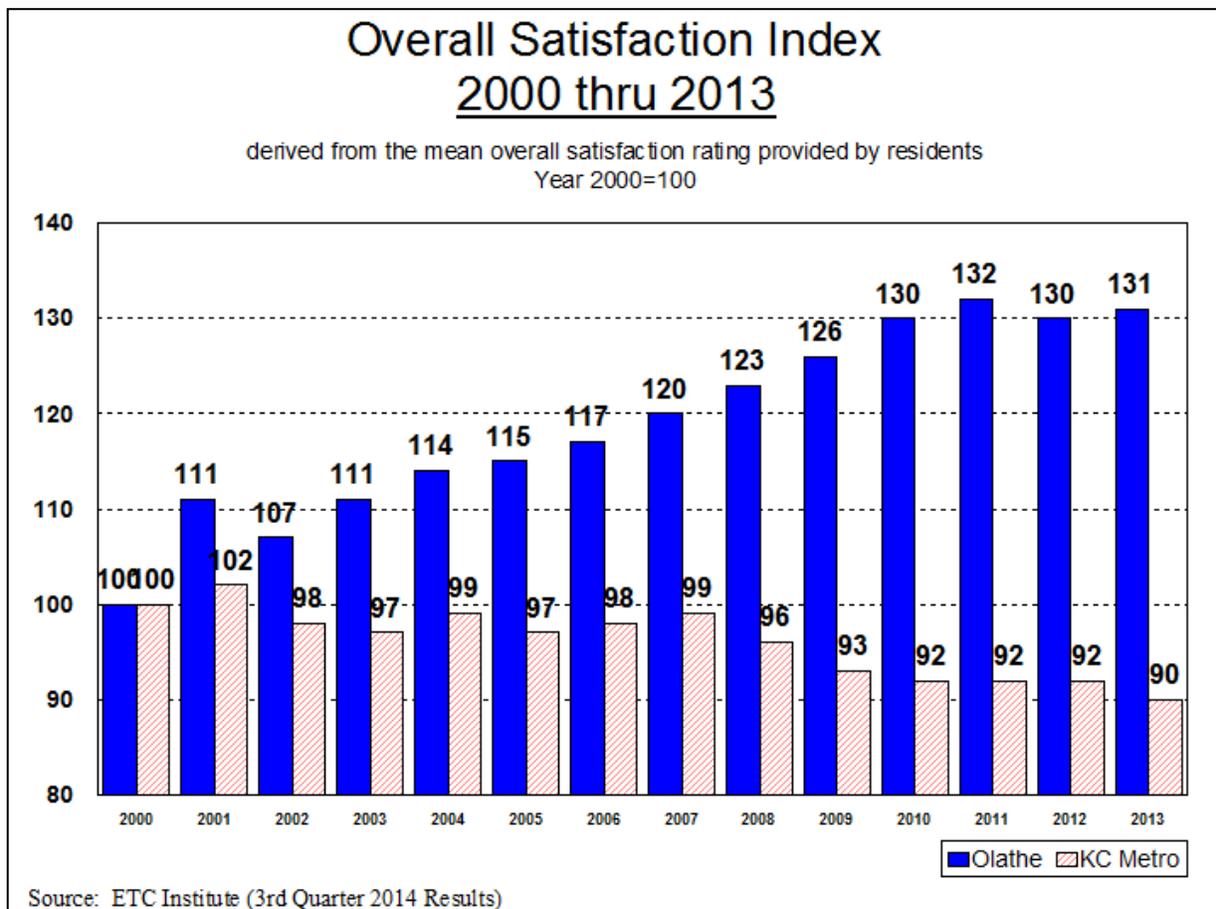
The national average for satisfaction with City efforts to involve the community in medium-sized communities (population of 20,000 to 199,999) was 41%, which meant that Tamarac rated 22% above the national average. The dots on the chart below show the ratings for the City of Tamarac. The percentage to the left of the horizontal bar shows the lowest rating among the cities that are included in ETC Institute's database; the percentage to the right of the horizontal bar shows the highest rating among this group of cities; the vertical bar in the center marks the national average based on the results of a national survey that is administered annually by ETC Institute. As the chart shows, Tamarac set a new high among other medium-sized communities where ETC Institute's DirectionFinder Survey has been administered.



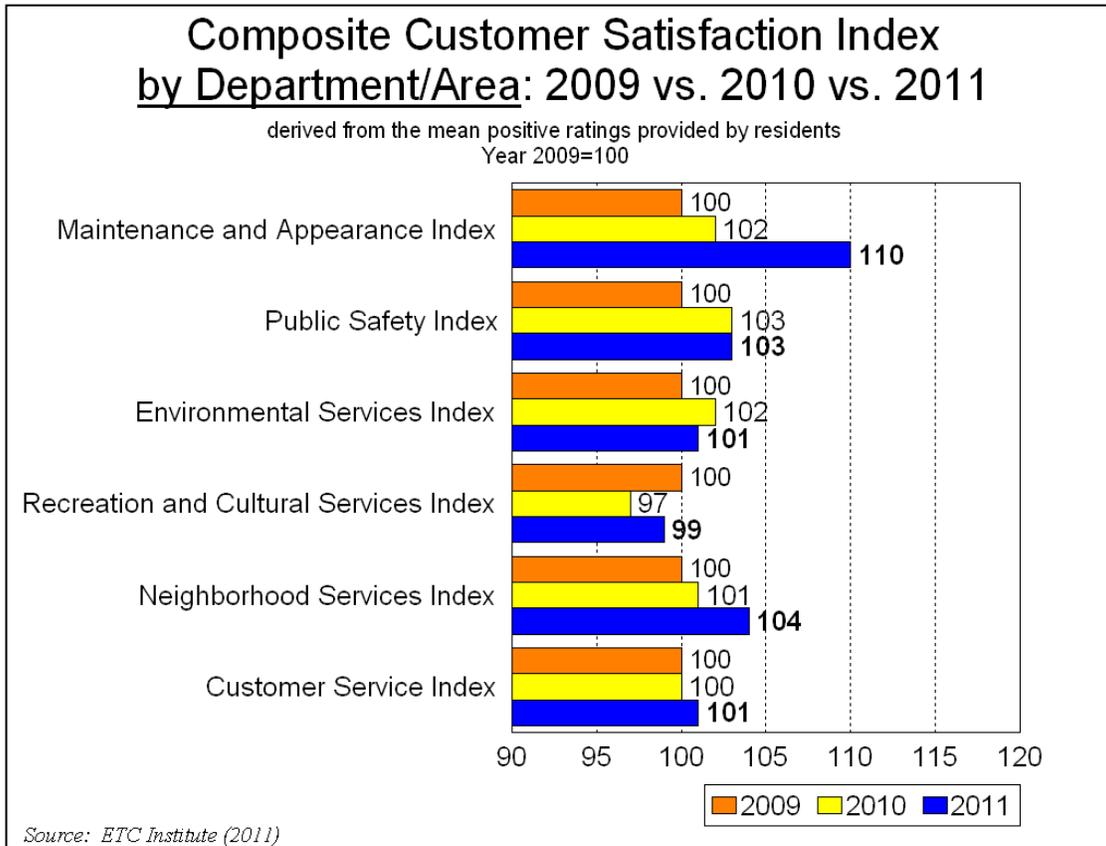
Our research has shown that cultural norms often influence customer satisfaction survey results on city services regardless of how well the service is delivered. Another example of this is that residents almost always rate the maintenance of city streets lower than the quality of fire services even in communities that have good streets and major problems with fire services. Without benchmarking data, it is difficult to isolate the influences that cultural norms have on public perceptions about local governmental services, which can lead to faulty conclusions and recommendations.

Benchmarking Performance Over Time

The chart below shows an example of a composite customer satisfaction index that is used by the City of Olathe to track its overall performance in more than 50 categories of service delivery. The index works like the Consumer Price Index (CPI). The index is a function of the City’s composite performance in 53 areas relative to the Base Year of 2000. Changes in the index from one year to the next shows how overall satisfaction with city services has changed relative to the base year. The data is compared to regional trends which are shown as a composite index for the Kansas City region. This allows the City of Olathe to see how its performance changes compared to other cities in the area. Outside of a small decline in 2002 and 2012, the City has continually seen improvement in satisfaction levels.



Another example of composite satisfaction indices that ETC Institute has developed to help city and county governments track performance over time is shown in the chart on the following page. These indices were developed for the City of Austin, TX to track their performance in 6 major service areas. The chart shows that the City improved in 5 of the 6 service areas accessed on the survey from 2009.



Internal Capacity and Resources

Unlike many firms who outsource data collection activities, ETC Institute has in-house capabilities for performing all data collection tasks. This provides our clients with two advantages. First, we are able to directly control the scheduling of all research activities to ensure that all surveys are completed on time.

Second, our senior research professionals are able to directly monitor the administration of the survey, which allows our team to understand anomalies in the data collection process which could later compromise the analysis and interpretation of the data.

ETC Institute’s in-house resources will allow the project team to monitor all phases of the survey administration process, which will ensure that the highest standards of quality are maintained. In-house services include:

Mail Center. Our Pitney Bowes mail processing and postage metering system is capable of processing up to 30,000 pieces of mail per day, including surveys, postcard reminders, thank you letters, and other information sent to survey participants. We maintain a return-reply permit with the U.S. Post Office, which allows us to provide survey respondents with postage-paid return envelopes.

Call Center. Research efforts to date range in size from several hundred surveys to more than 15,000 surveys. Since 1998, ETC Institute has surveyed more than 1.5 million residents on behalf of 700 cities and counties in 49 states. ETC Institute's market research accuracy and attention to client needs is unparalleled. The new call center is equipped with 40 interviewing stations that can easily be expanded to accommodate 100 interviewers. Daily survey administration capabilities include:

- 1,960 completed 5-minute surveys per day
- 1,430 completed 10-minute surveys per day
- 1,020 completed 15-minute surveys per day
- 780 completed 20-minute surveys per day

Foreign Languages. In-house foreign language translation and telephone recruitment services for more than 20 languages, including Spanish, Mandarin, Cantonese, and Russian.

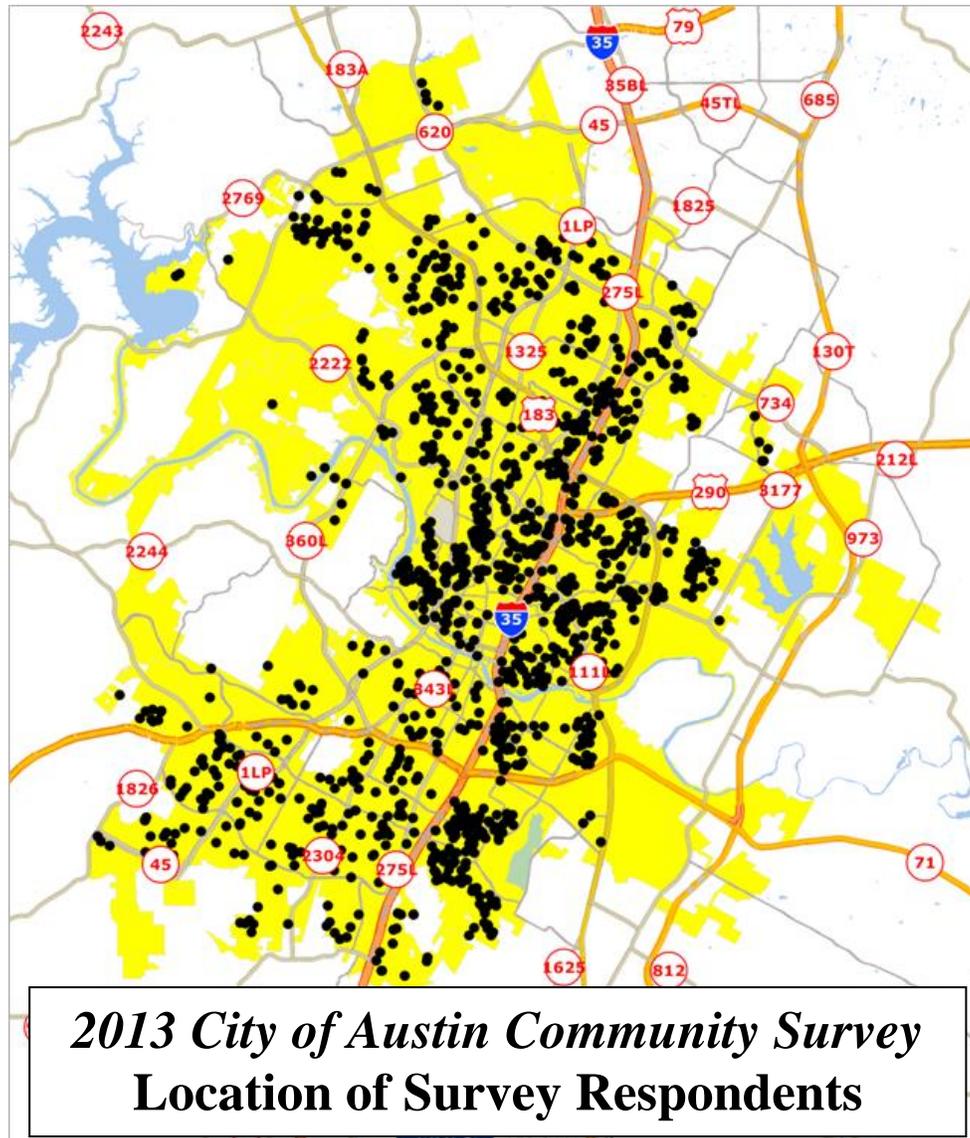
Quality Control. ETC Institute's quality control procedures for the administration of market research were recently reviewed and accepted by the U.S. Office of Management and Budget for our work with the National Park Service.

Geocoding Experience and Capabilities

ETC Institute staff has successfully geocoded survey results for dozens of market research projects in the past three years.

Our GIS team will bring highly developed and current skills in automated information collection, data cleanup and manipulation, state-of-the-art geocoding, and database development to this assignment. Our planners and technicians routinely support transportation planning, customer satisfaction analysis, parks and recreation planning and other planning and modeling efforts around the country.

The map on the following page shows the physical distribution of respondents from a survey conducted for Austin, Texas in 2011. The dots show the location of respondents based upon geocoded latitude and longitude coordinates of their home address.



Over the past ten years, our GIS team has geocoded a wide range of address information including:

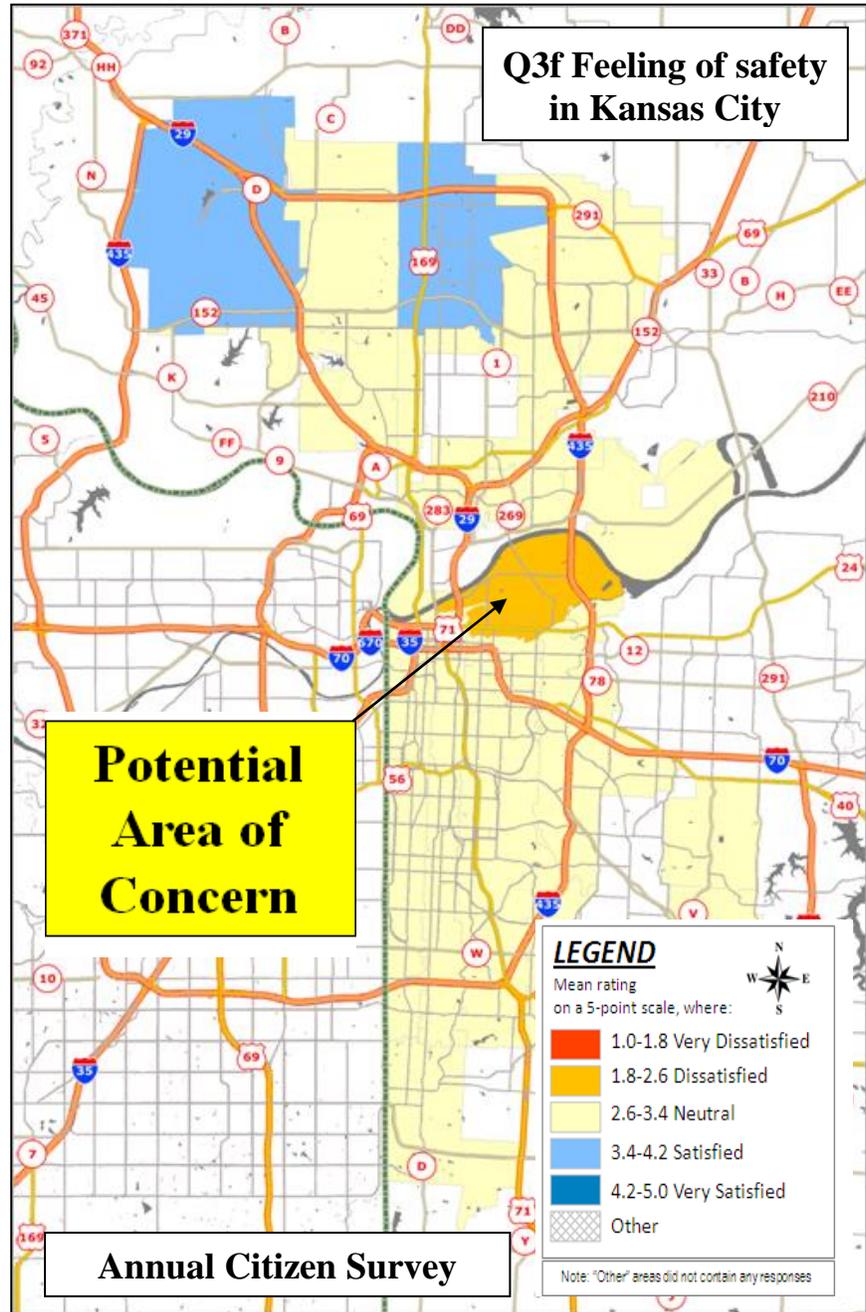
- Areas of satisfaction and dissatisfaction with the delivery of city and county services
- Origins and destinations for household travel and roadside intercept surveys
- Visitor destinations for tourism-related projects
- Locations of residents who are satisfied or dissatisfied with the quality of city services
- Locations of residents who have needs for various types of parks and recreation programs and facilities
- Locations of persons who are likely to support various election issues
- Locations of persons who have experienced flooding in their homes
- Locations of businesses and non-profit organizations who would support stormwater fees and many other types of data
- Locations of support and opposition to voter initiatives

GIS maps not only provide our clients with a visual representation of the areas of the City that are surveyed, but they also show areas where residents have the greatest and least amount of satisfaction with various services. The map below shows levels of satisfaction with the feeling of safety in Kansas City, Missouri. Areas in blue identify areas with high levels of satisfaction. Areas in orange identify areas with lower levels of satisfaction. The map shows that residents living in the central area of Kansas City feel less safe than residents in other areas of the City.

Our GIS technicians have developed an exceptional working relationship that benefits our clients. This technology has helped to improve data reliability and gives our team the ability to deliver a top quality product on time and on budget.

At ETC Institute, we accurately geocode (provide longitude and latitude) lists of addresses, intersections, place

names, tourist attractions, transit stops, and almost any other location records anywhere in the U.S. with very high match rates. Our record “hit” rates are well above the industry average thanks to our well-thought-out, systematic, and rigorous record quality assurance process (REQAP), which begins at the survey design stage and continues until the last record has been geocoded and verified.



National Experience

ETC Institute is the nation’s leading firm in the field of customer-oriented market research for local governmental organizations. In addition to the locations that were described in the project descriptions on the previous pages, ETC Institute has conducted surveys in more than 700 communities across the United States. The map below shows some of the locations where ETC Institute has conducted surveys since 1999. Since it would take hundreds of pages to provide descriptions of all of our community survey experience, we have simply listed many of the locations where we have conducted surveys below and on the following pages.



Communities Where ETC Institute Has Conducted Surveys

- Ames, Iowa
- Anniston, Alabama
- Atchison, Kansas
- Athens-Clark County, Georgia
- Atlanta, Georgia
- Auburn, Alabama
- Auburn, California
- Augusta, Georgia
- Aurora, Colorado
- Austin, Texas
- Ballwin, Missouri
- Baton Rouge, Louisiana
- Battle Creek, Michigan
- Baytown, Texas
- Beaumont, Texas
- Bellevue, Washington
- Bend, Oregon
- Bensenville, Illinois
- Billings, Montana
- Bloomington, Indiana
- Blue Springs, Missouri
- Boerne, Texas
- Bonner Springs, Kansas
- Booneville, Missouri
- Branson, Missouri
- Brentwood, Missouri

- Bridgeport, Connecticut
- Broward County, Florida
- Brownsville, Texas
- Brunswick, Maine
- Buffalo, New York
- Burien, Washington
- Butler, Missouri
- Burbank, California
- Calgary, Canada
- Canon City, Colorado
- Carmel, Indiana
- Carol Stream, Illinois
- Casa Grande, Arizona
- Casper, Wyoming
- Castle Rock, Colorado
- Cedar Rapids, Iowa
- Champaign, Illinois
- Chandler, Arizona
- Chanute, Kansas
- Charlotte, North Carolina
- Chapel Hill, North Carolina
- Charleston, South Carolina
- Charlottesville, Virginia
- Chesterfield, Missouri
- Claremont, New Hampshire
- Clay County, Missouri
- Clayton, Missouri
- Clearwater, Florida
- Clive, Iowa
- Coconut Creek, Florida
- Coeur d' Alene, Idaho
- Coffeyville, Kansas
- Colorado Springs, Colorado
- Columbia, Missouri
- Columbus, Ohio
- Columbus, Georgia
- Creve Couer, Missouri
- Davenport, Iowa
- Deerfield, Illinois
- Dekalb, Georgia
- Denver, Colorado
- Dent County, Missouri
- Derby, Kansas
- Des Moines, Iowa
- Des Plaines, Illinois
- Detroit, Michigan
- Dilworth, Minnesota
- Downers Grove, Illinois
- Dupage County, Illinois
- Dunwoody, Georgia
- Durham, North Carolina
- East Baton Rouge, Louisiana
- East Providence, Rhode Island
- Eastern Rio Blanco, Colorado
- Edina, Minnesota
- Edmonds, Washington
- Elk Grove Village, Illinois
- Emporia, Kansas
- Erie, Colorado
- Everett, Washington
- Eureka, Missouri
- Excelsior Springs, Missouri
- Fairfax County, Virginia
- Fargo, North Dakota
- Farmington, Minnesota
- Fayetteville, North Carolina
- Flagstaff, Arizona
- Florence, Alabama
- Fort Benning, Georgia
- Fort Bragg, North Carolina
- Fort Buchanan, Puerto Rico
- Fort Campbell, Kentucky
- Fort Lauderdale, Florida
- Fort Leavenworth, Kansas
- Fort Morgan, Colorado
- Fort Rucker, Alabama
- Fort Stewart, Georgia
- Fort Wayne, Indiana
- Fort Worth, Texas
- Fredericksburg, Virginia
- Freeland, Michigan
- Freeport, Illinois
- Ft. Wayne, Indiana
- Fulton County, Georgia
- Galveston, Texas
- Garden City, Kansas
- Gardner, Kansas
- Gladstone, Missouri
- Glendale, Arizona
- Glendale, California
- Glenview, Illinois
- Godfrey, Illinois
- Grandview, Missouri
- Greenville, South Carolina
- Greenville County, South Carolina
- Guilford County, North Carolina
- Hallandale Beach, Florida
- Harrisonville, Missouri
- Hazelwood, Missouri
- Henderson, Nevada
- Hernando, Mississippi
- High Point, North Carolina
- Hood County, Texas
- Hopewell, Virginia
- Houston, Texas
- Huron, Ohio

- Idaho Falls, Indiana
- Indio, California
- Imperial County, California
- Independence, Missouri
- Issaquah, Washington
- Jackson, Wyoming
- Jackson County, Missouri
- Jacksonville, North Carolina
- Jefferson City, Missouri
- Johnson County, Kansas
- Joplin, Missouri
- Kalamazoo, Michigan
- Kansas City, Kansas
- Kansas City, Missouri
- Kent, Washington
- Key Biscayne, Florida
- King County, Washington
- Kingman, Kansas
- Kirkwood, Missouri
- Lake Oswego, Oregon
- Lansing, Kansas
- Las Vegas, Nevada
- Lawrence, Kansas
- Lawrenceburg, Indiana
- Leavenworth, Kansas
- Leawood, Kansas
- Lee's Summit, Missouri
- Lemont, Illinois
- Lenexa, Kansas
- Liberty, Missouri
- Lincoln County, North Carolina
- Lindenhurst, Illinois
- Lisle Park District, Illinois
- Long Beach, California
- Longview, Texas
- Los Angeles County, California
- Louisville, Kentucky
- Loveland, Ohio
- Lubbock, Texas
- Lucas County, Ohio
- Lyndhurst, Ohio
- Macomb Township, Michigan
- Manhattan, Kansas
- Manheim Township, Pennsylvania
- Marquette, Michigan
- Marshall, Missouri
- Marshalltown, Iowa
- Martha's Vineyard, Massachusetts
- Martinsville, Virginia
- Marysville, Missouri
- Meeker, Colorado
- Meridian, Idaho
- Merriam, Kansas
- Mesa, Arizona
- Mesa County, Colorado
- Miami, Florida
- Miami County, Kansas
- Miami Dade County, Florida
- Midwest City, Oklahoma
- Mission, Kansas
- Modesto, California
- Montgomery County, Maryland
- Montrose, Colorado
- Moon Township, Pennsylvania
- Moorhead, Minnesota
- Morgantown, West Virginia
- Morris County, New Jersey
- Morris Township, New Jersey
- Mount Dora, Florida
- Mount Pleasant, Michigan
- Mundelein Park District, Mundelein, Illinois
- Munster, Indiana
- Murray, Kentucky
- Naperville, Illinois
- Nashville, Tennessee
- Natick, Massachusetts
- New Braunfels, Texas
- New Haven, Connecticut
- New Ulm, Minnesota
- Newport, Rhode Island
- Newton, Kansas
- Norfolk, Virginia
- Norman, Oklahoma
- North Long Beach, California
- Northville, Michigan
- Oak Grove, Missouri
- Oak Park Village, Illinois
- Oakland County, Michigan
- O'Fallon, Missouri
- Oklahoma City, Oklahoma
- Okonee County, South Carolina
- Oldham, Kentucky
- Olathe, Kansas
- Olivette, Missouri
- Ontario, Oregon
- Orange County, California
- Ormond Beach, Florida
- Ottawa, Kansas
- Overland Park, Kansas
- Owensboro, Kentucky
- Pasadena, California
- Palm Desert, California
- Palm Springs, California
- Paola, Kansas
- Peoria, Arizona
- Phelps County, Missouri

- Pinellas County, Florida
- Pine Bluff, Arkansas
- Pinehurst, North Carolina
- Pittsburg, Kansas
- Platte City, Missouri
- Platte County, Missouri
- Pleasant Hill, Missouri
- Plano, Texas
- Polk County, Iowa
- Port Arthur, Texas
- Portland, Oregon
- Prairie Village, Kansas
- Pratt, Kansas
- Princeton, New Jersey
- Providence, Rhode Island
- Provo, Utah
- Radnor, Pennsylvania
- Raleigh, North Carolina
- Ramsey, Minnesota
- Raymore, Missouri
- Raytown, Missouri
- Richmond, California
- Richmond, Virginia
- Richmond Heights, Ohio
- Riverside, Missouri
- Riverside County, California
- Riverton, Wyoming
- Rock Island, Illinois
- Rockville, Maryland
- Roeland Park, Kansas
- Rogers, Arkansas
- Rolla, Missouri
- Round Rock, Texas
- Rutland, Vermont
- Saharita, Arizona
- Salem, Oregon
- San Antonio, Texas
- San Bernardino County, California
- San Diego, California
- San Francisco, California
- Schaumburg, Illinois
- Scott County, Kentucky
- Shawnee, Kansas
- Sheridan, Wyoming
- Sherman, Texas
- Sherwood, Oregon
- Shoreline, Washington
- Si View Metro Park District, Washington
- Sioux Falls, South Dakota
- South Burlington, Vermont
- South Euclid, Ohio
- Southlake, Texas
- Spartanburg, South Carolina
- Spring Hill, Kansas
- Springdale, Arkansas
- Springfield, Missouri
- St Charles, Missouri
- St. Francis County, Missouri
- St Joseph, Missouri
- St Louis, Missouri
- St Peters, Missouri
- St. Louis County, Missouri
- St. Paul, Minnesota
- Superior, Colorado
- Surprise, Arizona
- Syracuse, New York
- Tamarac, Florida
- Tempe, Arizona
- The Colony, Texas
- The University of Columbia Missouri
- The Woodlands, Texas
- Topeka, Kansas
- Town of Normal, Illinois
- Upper Providence, Pennsylvania
- Tucson, Arizona
- Tulsa, Oklahoma
- Turlock, California
- Tuskegee, Alabama
- University Place, Washington
- Upper Dublin, Pennsylvania
- Urbana, Illinois
- Vancouver, Washington
- Ventura County, California
- Victor, New York
- Vinita, Oklahoma
- Virginia Beach, Virginia
- Waco, Texas
- Warrensburg, Missouri
- Washington, D.C.
- Waterford, Michigan
- Waukee, Iowa
- Waukesha, Wisconsin
- Wayne County, Michigan
- Weatherby Lake, Missouri
- Wentzville, Missouri
- West Des Moines, Iowa
- West Fargo, North Dakota
- Westchester, Ohio
- Westchester County, New York
- Westlake, Texas
- Westland, Michigan
- Wheeling, Illinois
- Wichita, Kansas
- Wilmington, North Carolina
- Windsor, Colorado
- Winfield, Kansas

- Winnetka, Illinois
- Woodinville, Washington
- Wyandotte County, Kansas
- Yuma County, Arizona

Section 2:
Related Project Experience

Related Project Summaries

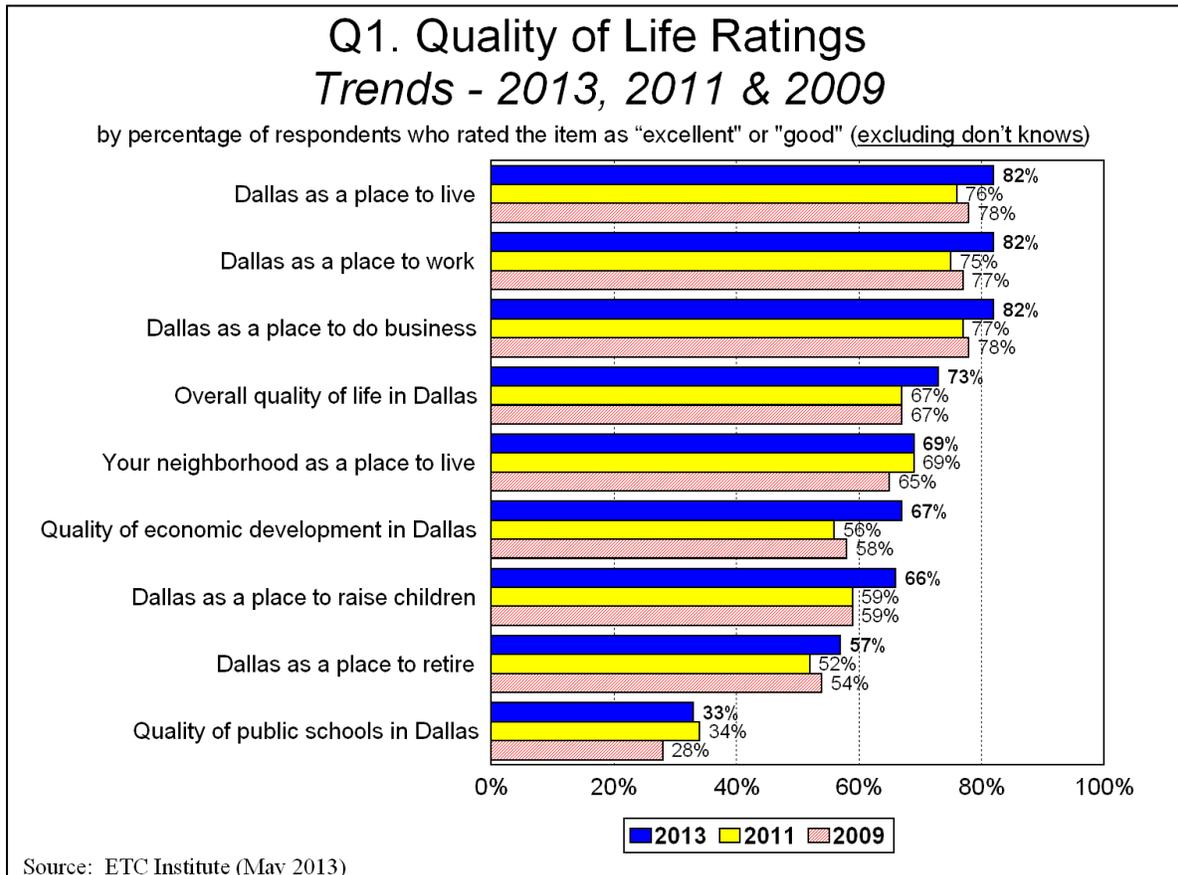
City of Dallas, Texas

ETC Institute administered *community surveys for the City of Dallas in 2009, 2011, 2013 and 2014*. The purpose of the surveys was to assess citizen satisfaction with the delivery of major city services to help improve the quality of city services and to determine priorities for the community.

The most recent survey was mailed to a random sample of 10,000 households in the City of Dallas. Approximately seven days after the surveys were mailed; residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone. A total of 1,428 households completed the survey.

The results for the random sample of 1,428 households have a 95% level of confidence with a precision of at least +/- 2.6%. In order to better understand how well services are being delivered by the City, ETC Institute geocoded the home address of respondents to the survey. The map above shows the physical distribution of survey respondents based on the location of their home.

To provide the City with additional resources to more fully understand the survey data, ETC Institute created trend charts to show how ratings of the City have changed over time. The results of the 2013 survey showed that perceptions of the City improved in most areas from 2011 (see the chart below).

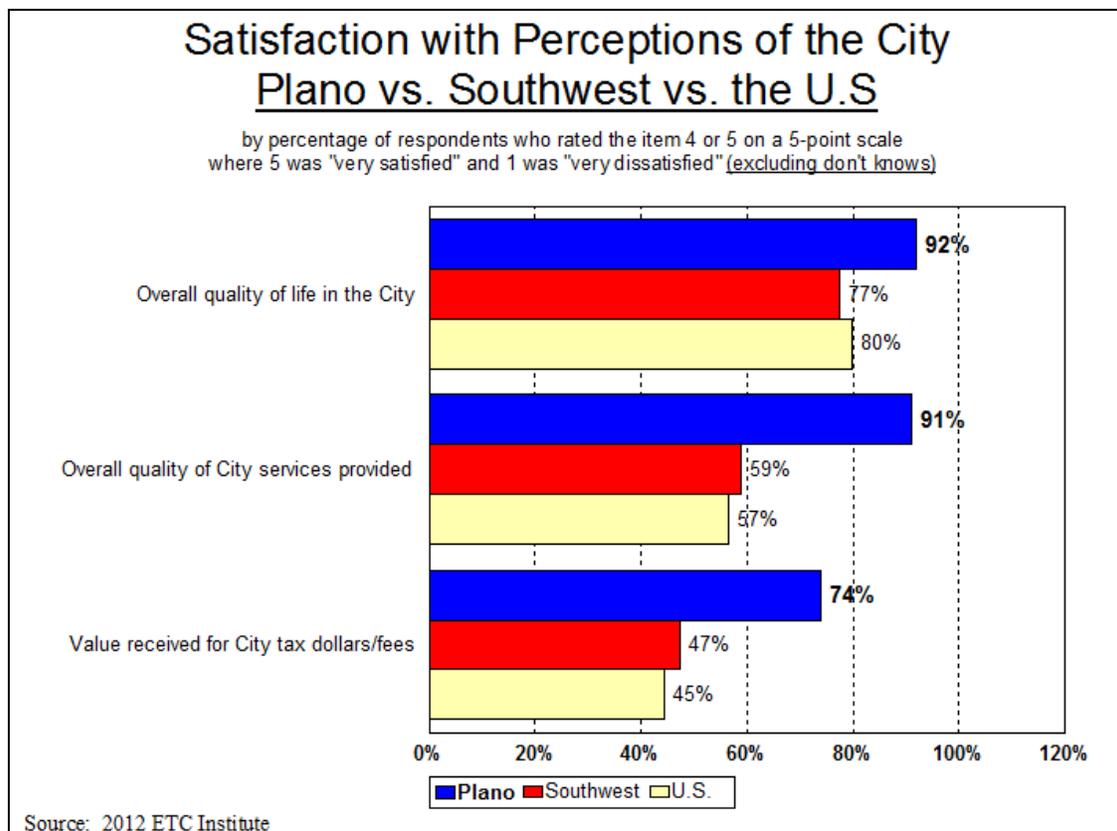


City of Plano, Texas

ETC Institute administered a community survey for the City of Plano during the *spring of 2012* as part of the City’s ongoing effort to identify and respond to citizen concerns. The survey was mailed to a random sample of 2,000 households in the City of Plano. Approximately 10 days after the surveys were mailed, residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone.

In 2012 a total of 444 households completed the survey. The results for the sample of 444 households have a 95% level of confidence with a precision of at least +/- 4.6%. There were no statistically significant differences in the results of the survey based on the method of administration.

Satisfaction ratings for the City of Plano were significantly above the Southwest Regional Average and the National Average in regards to the overall quality of life in the City, the overall quality of City services provided, and the value received for City tax dollars and fees.



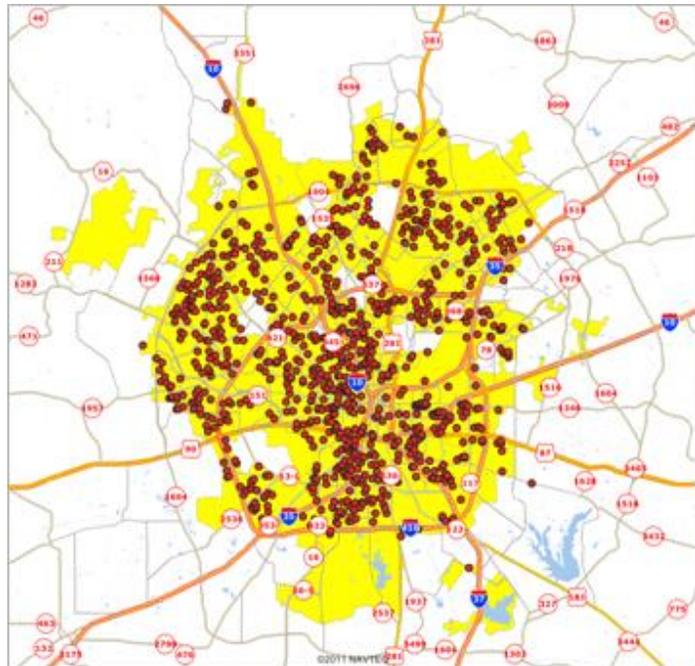
ETC Institute is currently administering another community survey for the City of Plano.

City of San Antonio, Texas

ETC Institute has administered *community surveys for the City of San Antonio in 2010, 2012 and 2014, and employee surveys in 2011 and 2013*. ETC Institute also administered a business survey for the City of San Antonio in 2012.

The purpose of the community surveys was to objectively assess resident satisfaction with the delivery of city services and to gather input about priorities for the City.

The 2012 survey was administered in English and Spanish to a random sample of 1,011 residents by phone. At least 100 surveys were completed in each of the City’s ten council districts. The results for the random sample of 1,011 households have a 95% level of confidence with a precision of at least +/- 3%.



To assist the City in understanding the 2012 survey results, ETC Institute also conducted a 2010-2012 Benchmarking Analysis. The analysis provided comparisons to the National Average (San Antonio was compared to results of a survey conducted by ETC in April 2011 of U.S. cities with populations of 250,000 or more) and comparisons to cities of similar size (Dallas, Fort Worth, Houston, Austin, Oklahoma City, Indianapolis and Kansas City, Missouri). As the table below shows, the City of San Antonio had the highest or second highest level of satisfaction in all of the areas shown in the table below.

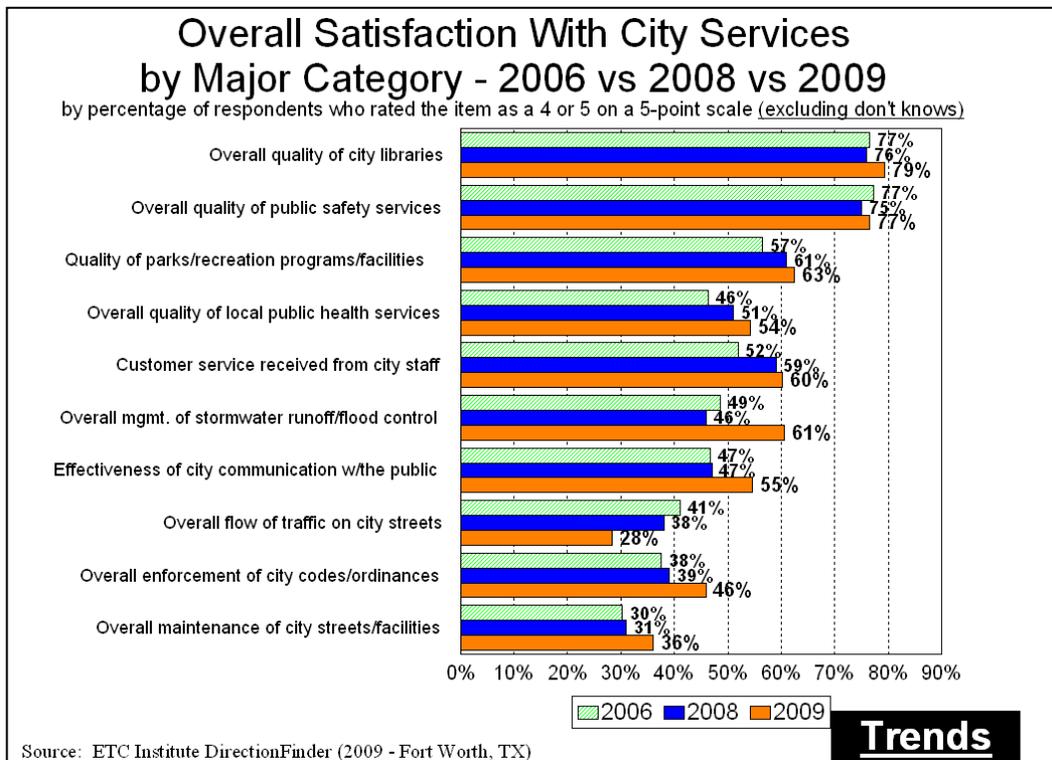
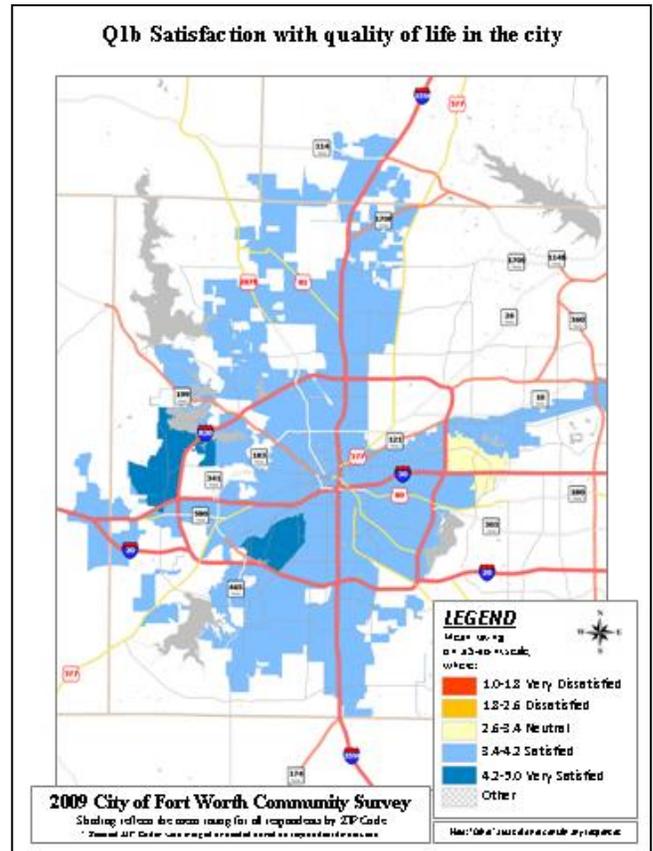
Satisfaction Ratings for the Five Largest Texas Cities

| Service | San Antonio | | | | | Rank |
|------------------------|-------------|------------|--------|--------|-------------|------|
| | Houston | Fort Worth | Austin | Dallas | San Antonio | |
| Fire | 89% | 88% | 87% | 86% | 99% | 1st |
| Library | Not asked | 80% | 74% | 78% | 88% | 1st |
| Solid Waste | 74% | 71% | 82% | 73% | 79% | 2nd |
| 3-1-1/Customer Service | 53% | 60% | 70% | 50% | 77% | 1st |
| Parks | 52% | 63% | 76% | 50% | 75% | 2nd |
| Police | 59% | 77% | 71% | 56% | 73% | 2nd |
| Animal Care | 42% | 49% | 61% | 36% | 55% | 2nd |
| Code | 40% | 46% | 41% | 40% | 54% | 1st |
| Public Works | 39% | 36% | 42% | 33% | 48% | 1st |

City of Fort Worth, Texas

ETC Institute administered the 7th DirectionFinder® survey for the City of Fort Worth during the spring of 2009; previous surveys were administered in 2003, 2004, 2005, 2006, 2007 and 2008 for the City of Fort Worth. The surveys are used as a key component in the City’s Strategic Planning and Performance Measurement programs.

Of the 3,000 households that received a survey, 987 completed the survey by phone and 732 returned it by mail for a total of 1,714 completed surveys (57% response rate). The results for the random sample of 1,714 households have a 95% level of confidence with a precision of at least +/- 2.4%. In order to better understand how well services are being delivered by the City of Fort Worth, ETC Institute geocodes the home address of respondents to the survey. An example of a GIS map created by ETC is shown to the right. This map is from the 2009 survey results and shows satisfaction with the quality of life throughout the City.



City of Austin, Texas

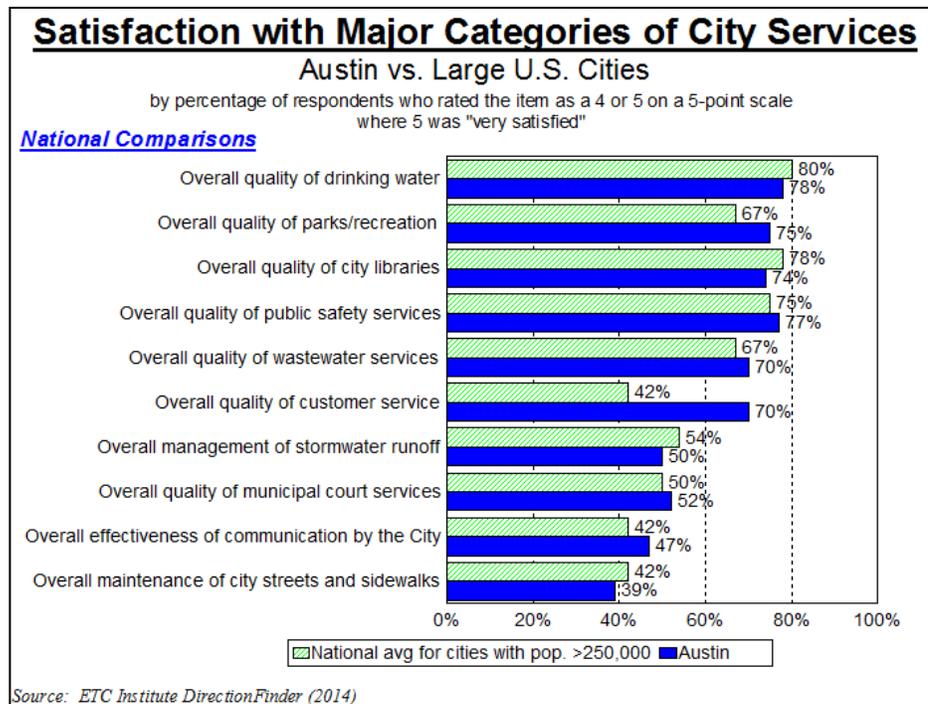
ETC Institute administered community surveys for the City of Austin annually from 2009 through 2014. The purpose of the surveys was to assess satisfaction with the delivery of major City services and to help determine priorities for the community as part of the City’s ongoing planning process.

In 2014 a five-page survey was mailed to a stratified random sample of 3,000 households in the City. Approximately seven days after the surveys were mailed, residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone. Of the households that received a survey, 584 completed the survey by phone and 641 returned it by mail for a total of 1,225 completed surveys. The results for the random sample of 1,225 households have a 95% level of confidence with a precision of at least +/-2.8%.

The City of Austin **rated at or above the national average** for cities with a population of more than 250,000 in 31 of the 46 areas that were assessed. The areas in which Austin rated at least 10% above the national average are listed below:

- Overall quality of customer service (+28%)
- I feel safe in my neighborhood at night (+25%)
- I feel safe in city parks (+17%)
- Condition of streets in neighborhoods (+16%)
- Quality of residential curbside recycling services (+13%)
- Bulky item pick-up/removal services (+12%)
- Number of walking/biking trails (+11%)
- Cleanliness of City streets and other public areas (+10%)

The chart to the right shows how the City of Austin compares to the national average for cities with a population of more than 250,000 in regards to major categories of City services.

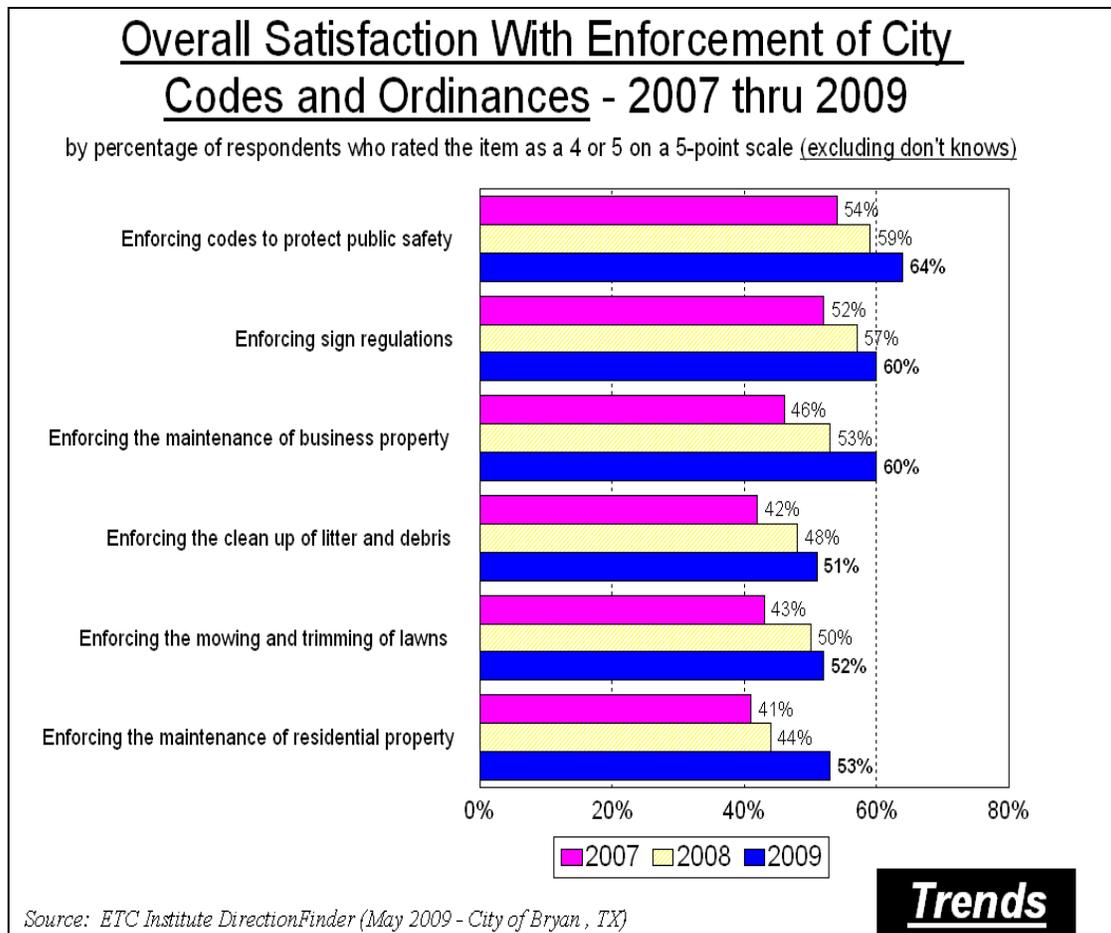


City of Bryan, Texas

ETC Institute administered a DirectionFinder[®] Survey for the City of Bryan, Texas in **2007, 2009 and 2010**. The purpose of the surveys was to determine how satisfied residents were with the quality of services provided by the City and the level of support for various City policies and issues. The information gathered from the study was utilized by the City to improve and expand programs to increase overall citizen satisfaction.

The 2010 survey was administered using a mail/phone combination. A total of 1,500 surveys were mailed to randomly selected residents throughout Bryan. A week after the surveys were mailed, interviews from ETC Institute began to make follow up phone calls to encourage survey participation and to offer to administer the survey via the telephone. A total of 413 surveys were completed using this method. The random sample of residents had a 95% level of confidence with a precision of +/- 5%.

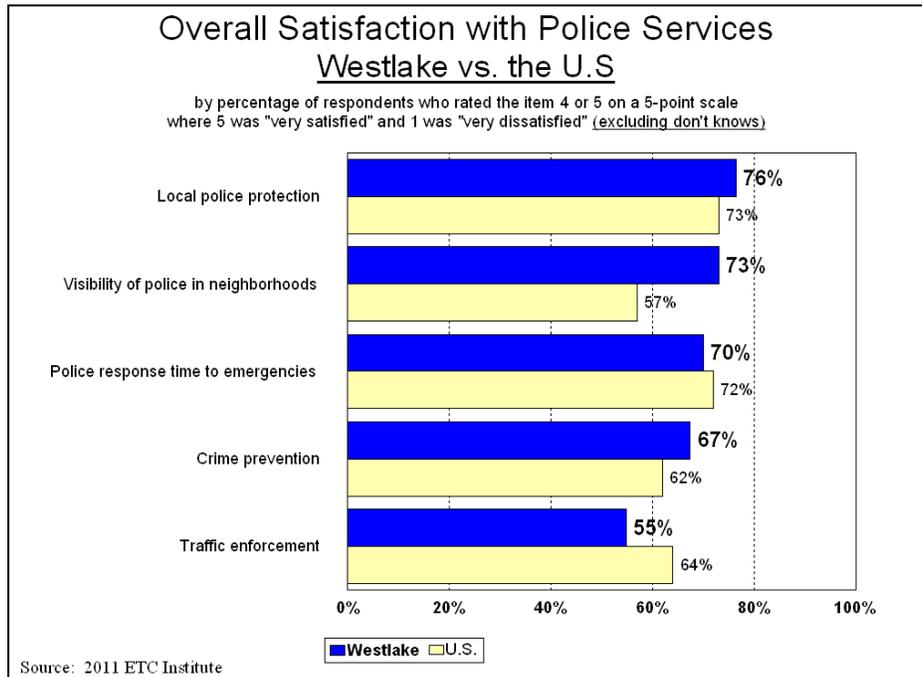
Based upon an analysis of the 2008 survey data, ETC Institute identified City codes and ordinances as a **“very high priority”** for the City of Bryan. After implementing improvements in this area, the City showed improvements in all six of the code and ordinances services assessed on the 2009 survey.



Westlake, Texas

ETC Institute has administered Resident Surveys for the Town of Westlake in *2009, 2010, 2011, 2012 and 2013*. The purpose of the surveys was to gather input from citizens to help Town leaders make critical decisions concerning the allocation of Town resources, to measure the effectiveness of Town Services, and to help decide the future direction of the community.

Each year the six-page survey is administered by mail and phone to a random sample of around 250 households in the Town. The results for the random sample of 255 households have a 95% level of confidence with a precision of at least +/- 4.0%.



Abilene, Texas

ETC Institute administered the DirectionFinder® survey for the City of Abilene, Texas, for the first time during November and December of *2009*. The survey was administered as part of the City’s on-going effort to assess citizen satisfaction with the quality of city services.

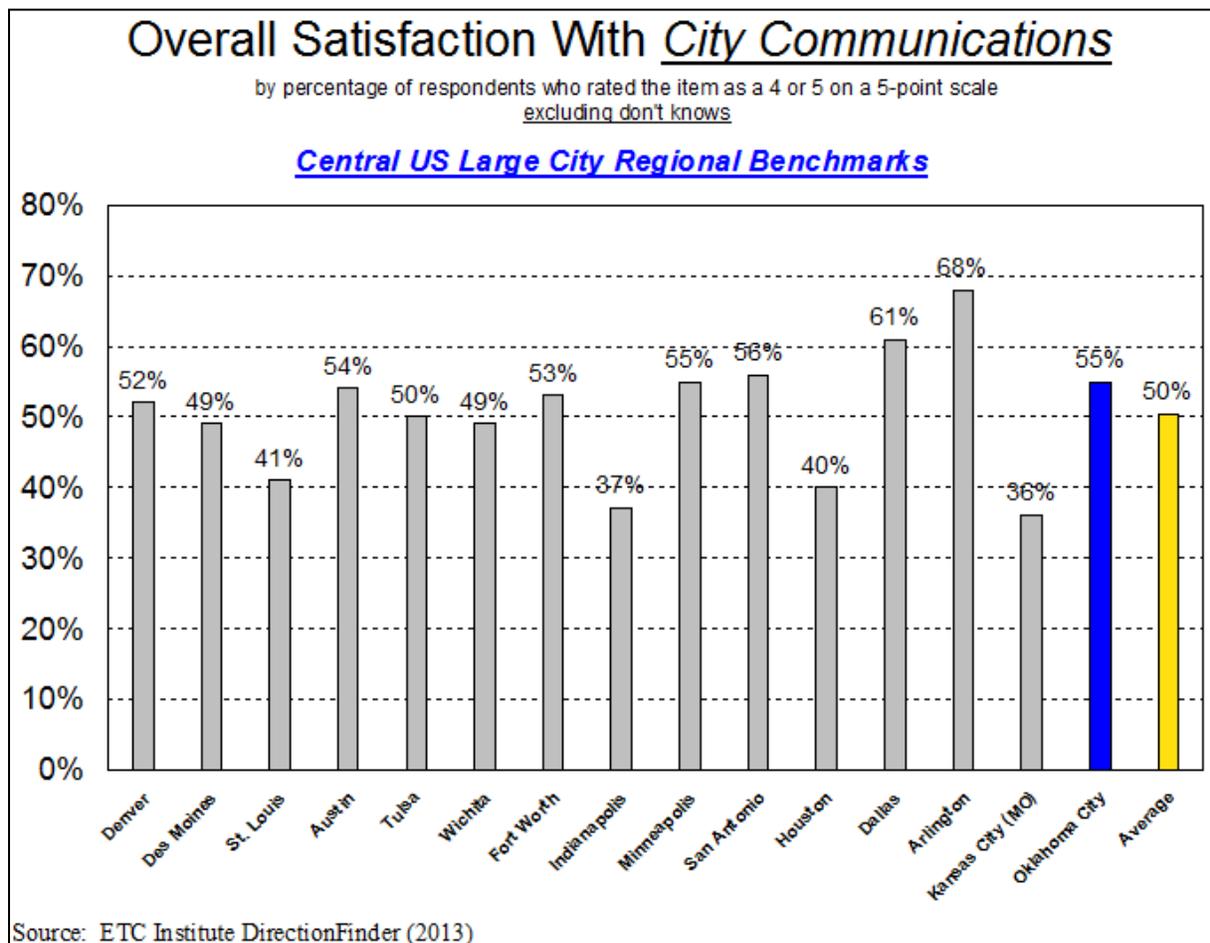
A seven-page survey was mailed to a random sample of 1,500 households in the City of Abilene. Approximately seven days after the surveys were mailed, residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone. Of the households that received a survey, 171 completed the survey by phone and 272 returned it by mail for a total of 443 completed surveys (30% response rate). The results for the random sample of 443 households have a 95% level of confidence with a precision of at least +/-5%. There were no statistically significant differences in the results of the survey based on the method of administration (phone vs. mail). In order to better understand how well services are being delivered by the City, ETC Institute geocoded the home address of respondents to the survey.

City of Oklahoma City, Oklahoma

ETC Institute administered *community surveys for the City of Oklahoma City in 2005, 2007, 2008, 2009, 2011, 2013 and 2014*. ETC Institute also administered a business survey for the City of Oklahoma City in 2014.

In 2013 a six-page survey was mailed to a random sample of 3,000 households in the City of Oklahoma City. Approximately seven days after the surveys were mailed; residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone. A total of 1,236 households completed the survey. The results for the random sample of 1,236 households have a 95% level of confidence with a precision of at least +/- 2.8%. In order to better understand how well services are being delivered by the City, ETC Institute geocoded the home address of respondents to the survey. The map below shows the physical distribution of survey respondents based on the location of their home

ETC Institute conducted benchmarking analysis, and compared the results for Oklahoma City large communities both nationally and regionally. The chart below shows how the City compares to selected large communities in the central U.S. in regards to City communications.

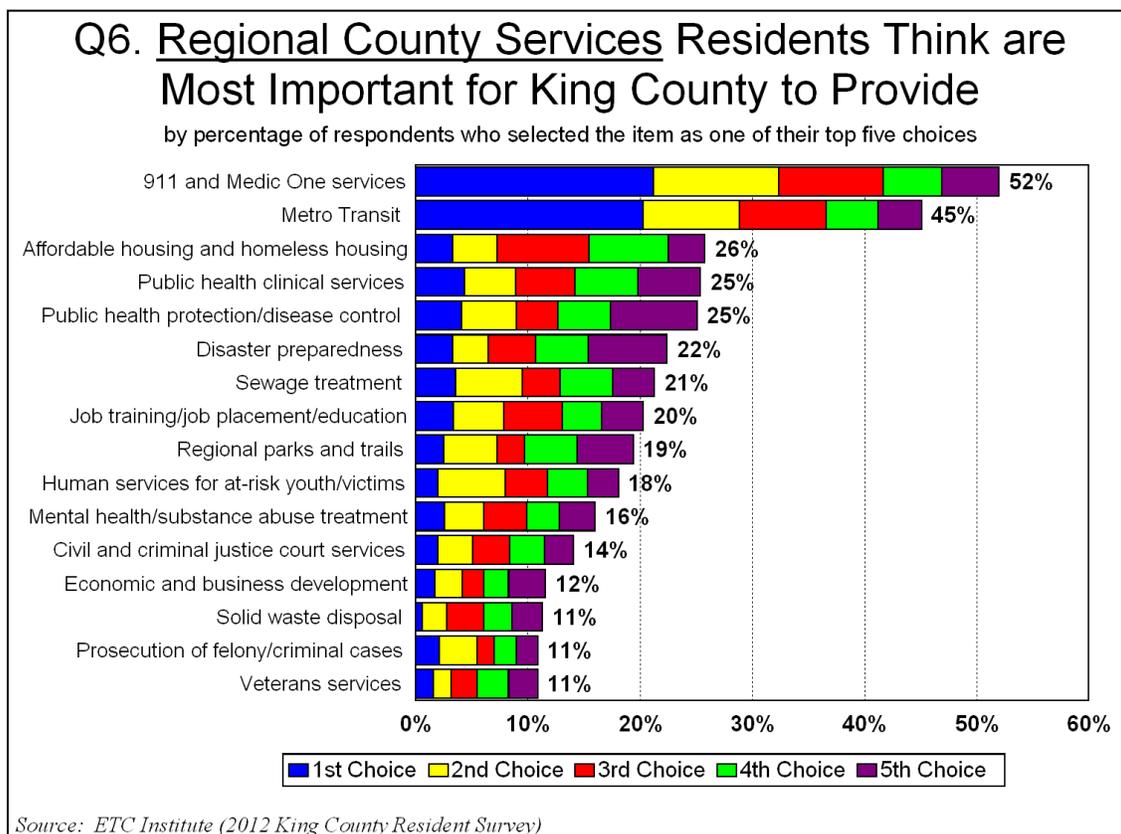


King County, Washington

King County government provides many different services to the community’s 1.9 million residents. For people who live in one of the County’s 39 cities, the County provides regional services such as disaster preparedness, public health, transit and etc. For other residents, the approximately 350,000 residents who live in King County’s unincorporated areas, both urban and rural, the County provides the same regional services but also provides local services such as road maintenance and land-use planning. To assess satisfaction with both local and regional services, ETC Institute conducted a Customer Satisfaction survey for the County in **2009 and then again in 2012**. The results from the surveys are used as part of the County’s on-going strategic planning process.

The sample for the survey was stratified to obtain statistically valid results from each of the four geographic areas in the County: (1) the City of Seattle, (2) all other incorporated areas in the County excluding Seattle, (3) urban unincorporated areas of the County, and (4) rural unincorporated areas of the County. A seven page survey was mailed to a random sample of 750 households in each of these four areas. Of the 3,000 households that were selected to receive the survey, 277 completed the survey by mail and 747 completed the survey by phone for a total of 1,024 completed surveys. There were at least 250 respondents from each of the four areas. The overall results of the survey have a precision of at least +/-3.0% at the 95% level of confidence. The results for each of the four areas have a precision of at least +/- 6.5% at the 95% level of confidence.

To help the County identify opportunities for improvement, ETC Institute conducted an Importance-Satisfaction Analysis, Benchmarking Analysis, GIS Mapping and an analysis of the data by geographic region.

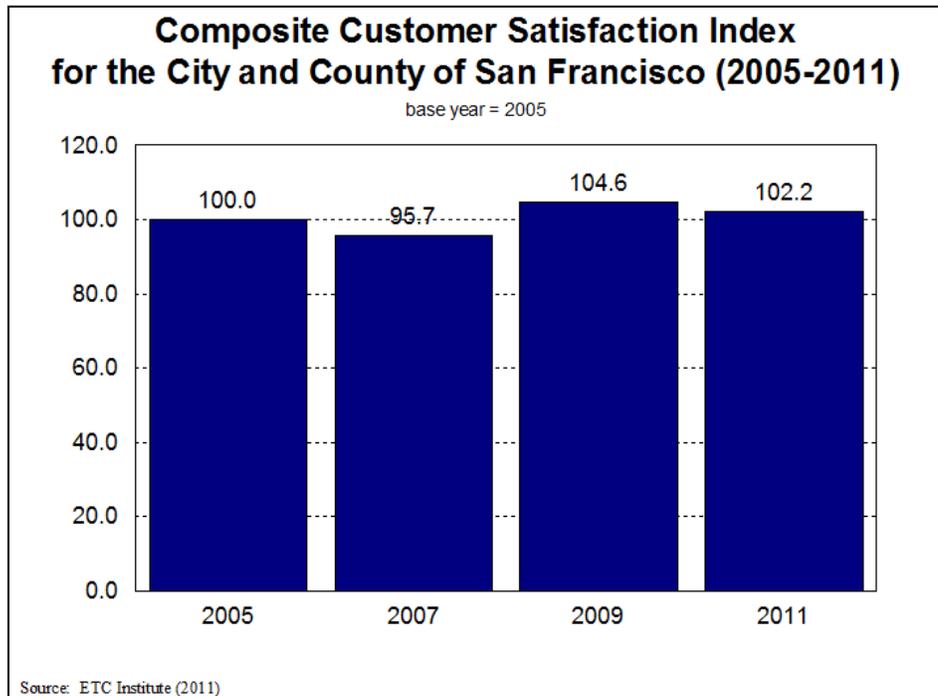


City of San Francisco, California

During May and June 2011, ETC Institute administered a community survey for the City and County of San Francisco. The purpose of the survey was to objectively assess satisfaction among residents with the delivery of various City services that are used by most residents. The survey was administered to a random sample of 3,979 residents. The overall results have a 95% level of confidence with a precision of at least +/- 1.1%.

To broadly assess resident satisfaction with local government services, rather than basing it on a single question, ETC Institute developed a composite customer satisfaction index that includes all services that have been assessed on the survey from 2005 to 2011, including infrastructure (streets/sidewalks),

public safety, Muni services, library services, and parks and recreation. The index was calculated by combining the mean ratings for each service area, then setting 2005 results as the baseline at a level of 100. Values greater than 100 indicate that the City's performance in these areas has improved since 2005, whereas values less than 100 indicate that the City's performance has decreased since



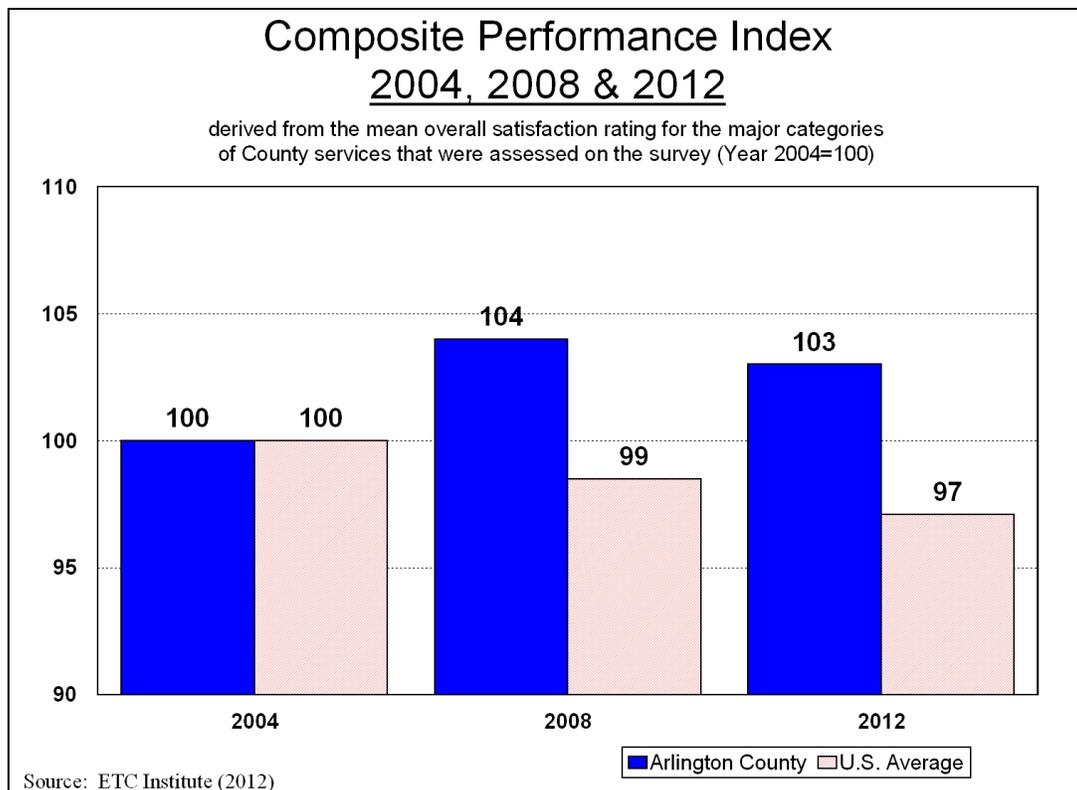
2005. As the chart to the right indicates, the City's customer satisfaction index decreased slightly from 104.6 in 2009 to 102.2 in 2011. Although the Composite Index has declined since 2009, the City's current rating is still higher than it was in both 2005 and 2007.

Arlington County, Virginia

ETC Institute administered a comprehensive customer satisfaction survey for Arlington County, Virginia during *2004, 2008 and then again in 2012*. The purpose of the surveys was to assess citizen satisfaction with the quality of a wide range of county services including: police, fire, public transportation, trash collection, libraries, code enforcement, street maintenance, communication, and many others.

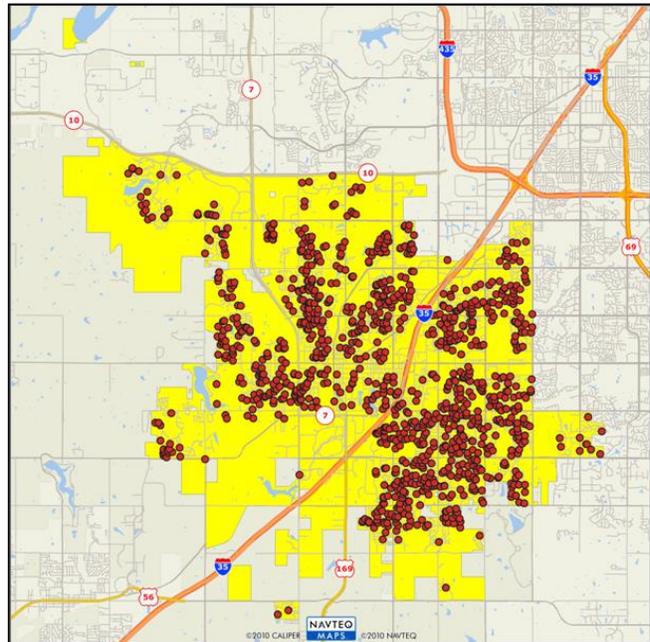
During March 2012, ETC Institute mailed the seven-page survey to a random sample of 3,600 households in Arlington County. Approximately seven days after the surveys were mailed, residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone. The survey was administered in both English and Spanish. Of the households that received a survey, 243 surveys were completed online, 472 surveys were completed by mail and 591 surveys were completed by phone, for a total of 1,306 completed surveys; 112 of the surveys were conducted in Spanish. The overall results for the random sample of 1,306 households have a 95% level of confidence with a precision of at least +/- 2.7%.

In order to better understand how well services are being delivered by the county, ETC Institute created a composite performance index (CPI). The CPI is designed to show how Arlington County's performance has changed relative to other communities. While overall satisfaction in most cities and counties continues to decline from 2004, overall satisfaction in Arlington County increased and stayed about the same from 2008 to 2012. This means that Arlington County's improved performance has been accomplished in an environment where residents of the United States are generally less satisfied with local governmental services than they were eight years ago



City of Olathe, Kansas

The City of Olathe conducted a citizen survey during March of 2015 to help determine priorities for the community as part of the City’s on-going strategic planning process; this was the sixteenth year the City has administered ETC Institute’s *DirectionFinder®* Survey. ***The survey has been conducted annually since 2000, and quarterly since 2013.***



The seven-page survey was mailed to a random sample of 2,500 households in the City of Olathe. Approximately 10 days after the surveys were mailed, residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone. Of the 2,500 households that received a survey, a total of 1,226 completed the survey.

The 2012 results for the random sample of 1,226 households have a 95% level of confidence with a precision of at least +/- 2.8%. There were no statistically significant differences in the results of the survey based on the method of administration (phone vs. mail). In order to better understand how well services are being delivered by the city, ETC Institute geocoded the home address of respondents to the survey. The above map shows the physical distribution of survey respondents based on the location of their home.



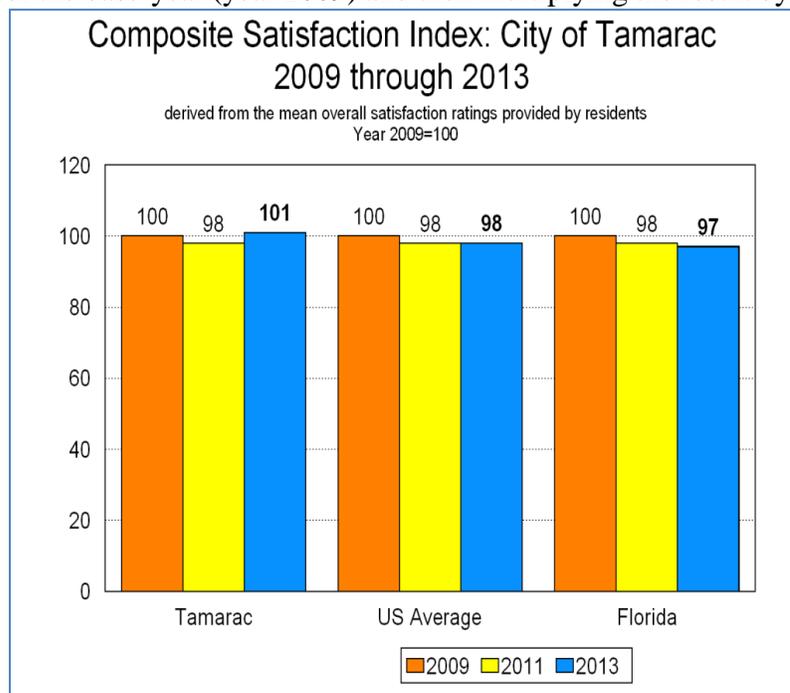
City of Tamarac, Florida

ETC Institute administered *community surveys for the City of Tamarac in 2005, 2007, 2009, 2011 and 2013*. ETC Institute also administered business surveys for the City of Tamarac in 2005, 2007, 2009, 2011 and 2013. The 2013 business survey was part of the City’s ongoing strategic planning process designed to involve the community in long-range planning decisions and to determine how well the City is meeting the needs of businesses in Tamarac. The survey was administered using a combination of mail, phone, and fax to a random sample of 200 businesses in the City of Tamarac. The overall results of the business survey have a precision of at least +/-6.8% at the 95% level of confidence.

The 2013 survey was mailed to a random sample of 1,500 households in the City of Tamarac. Approximately seven days after the surveys were mailed, residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone or on the Internet. A total of 623 surveys were completed (42% response rate). The results for the random sample of 623 households have a precision of at least +/-4% at the 95% level of confidence. There were no statistically significant differences in the results of the survey based on the method of administration. A minimum of 150 surveys were completed in each of the City’s four commission districts. The results for each commission district have a precision of at least +/-8% at the 95% level of confidence.

To objectively assess the change in overall satisfaction with City services from 2009 to 2013, ETC Institute developed a Composite Customer Satisfaction Index for the City. The Composite Customer Satisfaction Index is derived from the mean rating given for all major categories of City services that have been assessed on the survey since 2009. The index is calculated by dividing the mean rating for the current year by the mean rating for the base-year (year 2009) and then multiplying the result by 100. The chart to the right shows how the Composite Customer Satisfaction Index for the City of Tamarac, the State of Florida, and the United States has changed since 2009.

As the chart to the right shows, the Composite Satisfaction Index for the U.S. is two points lower in 2013 than it was in 2009. The State of Florida’s Index is three points lower in 2013 than it was in 2009. **Although the national and state averages have dropped slightly, the Composite Satisfaction Index for the City of Tamarac improved one point from 2009 to 2013.**



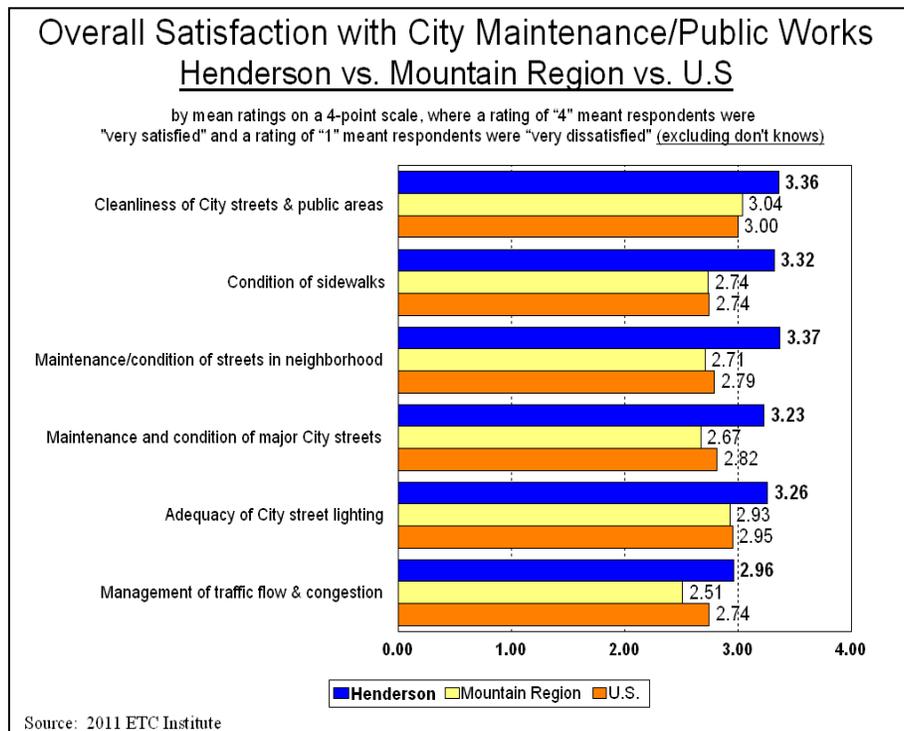
Henderson, Nevada

ETC Institute administered the DirectionFinder® survey for the City of Henderson *in 2010 and 2014*. The survey was administered as part of the City’s effort to assess citizen satisfaction with the quality of services and to establish priorities of service delivery. The information gathered from the survey will help the City establish budget priorities and refine policy decisions.

A seven-page survey was mailed to a random sample of 3,000 households in the City of Henderson. Approximately seven days after the surveys were mailed, residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone. Of the households that received a survey, 175 completed the survey by phone and 853 returned it by mail for a total of 1,028 completed surveys (34% response rate). The results for the random sample of 1,028 households have a 95% level of confidence with a precision of at least +/- 3%. There were no statistically significant differences in the results of the survey based on the method of administration (phone vs. mail).

To help the City better understand the results of the survey, ETC Institute conducted a Benchmarking Analysis in 2010. The analysis compared the City of Henderson’s 2010 results to the results of a national survey conducted by ETC Institute during April 2010 to a random sample of more than 4,300 residents in the continental United States and to a regional survey administered by ETC Institute to a random sample of 434 residents in the mountain region of the United States during April 2010. The mountain region of the United States included the states of Washington, Oregon, Idaho, Montana, Wyoming, Nevada, Utah and Colorado.

As the chart to the right shows, the City of Henderson rated well above the U.S. and Mountain Region in many of the services assessed. Without Benchmarking Analysis the City of Henderson may have wondered whether or not a mean rating of 2.96 was an acceptable rating for the management of traffic flow and congestion. The results of the Benchmarking Analysis indicated that the City of Henderson actually rated above the National and Mountain Region averages for the management of traffic flow and congestion.



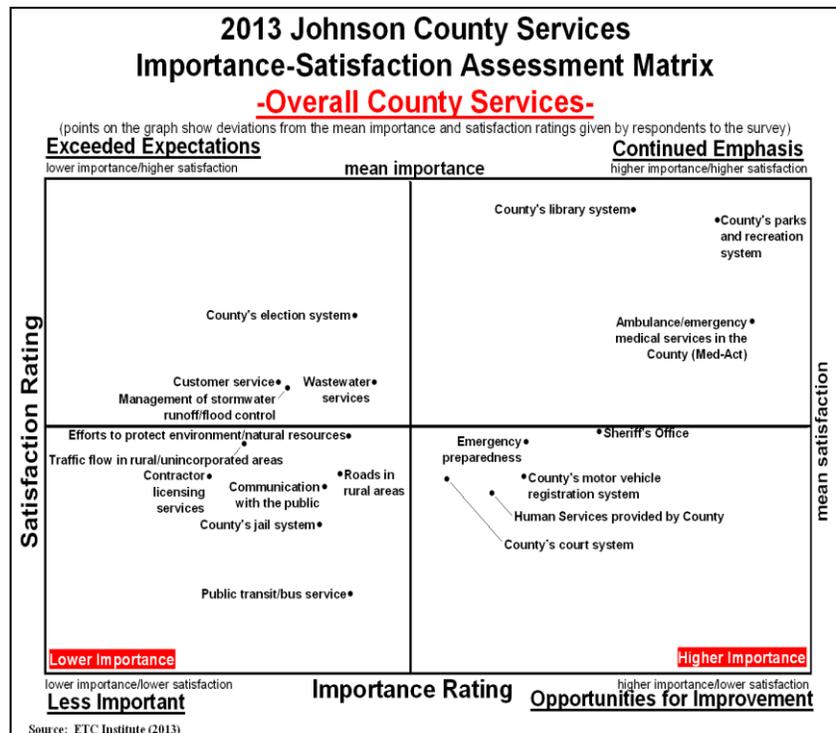
Johnson County, Kansas

ETC Institute has conducted a biannual DirectionFinder® Survey for Johnson County, Kansas in 2005, 2009, 2011 and 2013. Johnson County is a county of more than 534,000 residents and includes part of the Kansas City metropolitan area. The County is located in northeast Kansas and includes 20 incorporated cities.

The 2013 JOCO survey was mailed to a random sample of 3,000 households in Johnson County in the summer of 2011. The survey was administered in both English and Spanish. Of the households that received a survey, 409 completed the survey by phone and 863 returned it by mail for a total of 1,272 completed surveys (a 42% response rate). The results for the random sample of 1,272 households have a 95% level of confidence with a precision of at least +/- 2.7% for the county and +/-6.9% for each of the six commission districts.

To aid in the County’s understanding of the survey results, ETC Institute administered an Importance-Satisfaction Analysis (I-S) of the survey results. This is a tool that helps community leaders objectively assess which services should receive additional emphasis. The analysis incorporates two types of data from the survey: (1) the level of emphasis or importance that residents thought should be placed on improvements to existing services and (2) the level of satisfaction with these services.

To help the County better understand and utilize the survey data collected, ETC Institute developed an Importance-Satisfaction analysis for the County. This analysis is based on the concept that the County will maximize overall satisfaction among residents by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of improvements to the service is relative high. The top priorities for improvement in Johnson County based on the results of the Importance-Satisfaction analysis are shown in the right lower quadrant in the chart above.



Miami Dade County, Florida

ETC Institute has an on-call market research services contract with Miami-Dade County. ETC Institute has administered seven surveys for Miami Dade County, including our own *DirectionFinder*® Survey in **2003, 2005, 2008 and 2013**. The purpose of the *DirectionFinder*® Survey is to help Miami-Dade County assess resident satisfaction with the delivery of major county services and to help determine priorities for the community as part of the County's ongoing planning process.

The most recent *DirectionFinder*® Survey was administered during the fall of 2008. Based upon the overall planning needs of the County, it was decided that two versions of the survey instrument should be developed. Both versions of the survey were four-pages in length and took the typical respondent about 10-12 minutes to complete.

In October, each version of the survey was mailed to a random sample of 10,000 households in Miami-Dade County. Approximately seven days after the surveys were mailed, residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone. Of the 20,000 households that received a survey, 2,788 completed Version 1 and 2,734 completed version 2 for a total of 5,522 completed surveys (a 28% response rate). The survey was administered in English, Spanish, and Creole. The sample was stratified to ensure the completion of at least 400 surveys (200 of each version) in each of the County's thirteen commission districts. The overall results of each version of the survey have a precision of at least +/-2% at the 95% level of confidence. The results for each commission district have a precision of at least +/-6.5% at the 95% level of confidence. There were no statistically significant differences in the results of the survey based on the method of administration (phone vs. mail).

Since first administering the *DirectionFinder*® survey for Miami-Dade County in 2003, overall satisfaction with the quality of services provided by the County has increased 17%. The above chart shows the ratings of residents who were "very satisfied" or "satisfied" with the quality of County services in 2003, 2005 and 2008.

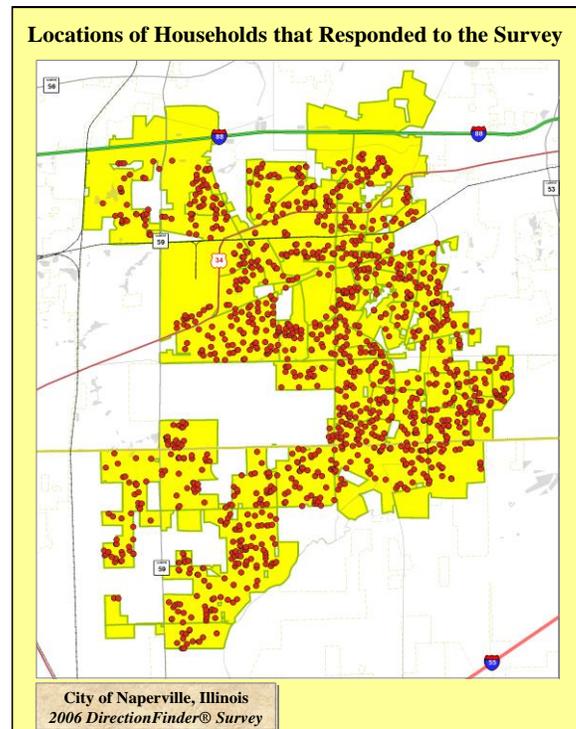
ETC Institute is also administered a Recreation Needs Community Assessment Survey for Miami-Dade County in 2013. The survey will include the administration of more than 8,000 surveys to a randomly selected sample of residents throughout the County.

Naperville, Illinois

ETC Institute first administered a survey to residents of the City of Naperville during the spring of **2006, 2008 and then again in 2012**. The purpose of the survey was to assess satisfaction with the quality of City services and to gather input about priorities for the community.

A seven-page survey was mailed to a random sample of 2,500 households in the City of Naperville. Approximately seven days after the surveys were mailed, residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone or on the Internet. Of the households that received a survey, 482 completed the survey by phone, 804 returned it by mail, and 49 completed the survey on the Internet for a total of 1335 completed surveys (53% response rate).

The results for the random sample of 1335 households have a 95% level of confidence with a precision of at least +/- 2.8%. In order to better understand how well services are being delivered by the City, ETC Institute geocoded the home address of respondents to the survey. The map above shows the physical distribution of survey respondents based on the location of their home.



City of Las Vegas, Nevada

During September through November of 2013, ETC Institute administered a community survey for the City of Las Vegas. The purpose of the survey was to assess satisfaction with the delivery of major City services, quality of life and determine budget priorities for the City of Las Vegas.

A six-page survey was mailed to a stratified random sample of 3,600 households in the City. The sample was stratified to ensure the completion of at least 150 surveys in each of City's six Council Wards. The mailed survey included a postage paid return envelope, cover letter explaining the purpose of the survey and where residents could complete the online version of the survey.

Approximately seven days after the surveys were mailed, residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey or completed it online, were given the option of completing it by phone. Of the households that received a survey, 331 completed the survey by phone, 545 returned it by mail and 85 completed it online for a total of 961 completed surveys. The results for the random sample of 961 households have a 95% level of confidence with a precision of at least +/- 3.1%.

ETC Institute is currently administering another community survey for the City of Las Vegas.

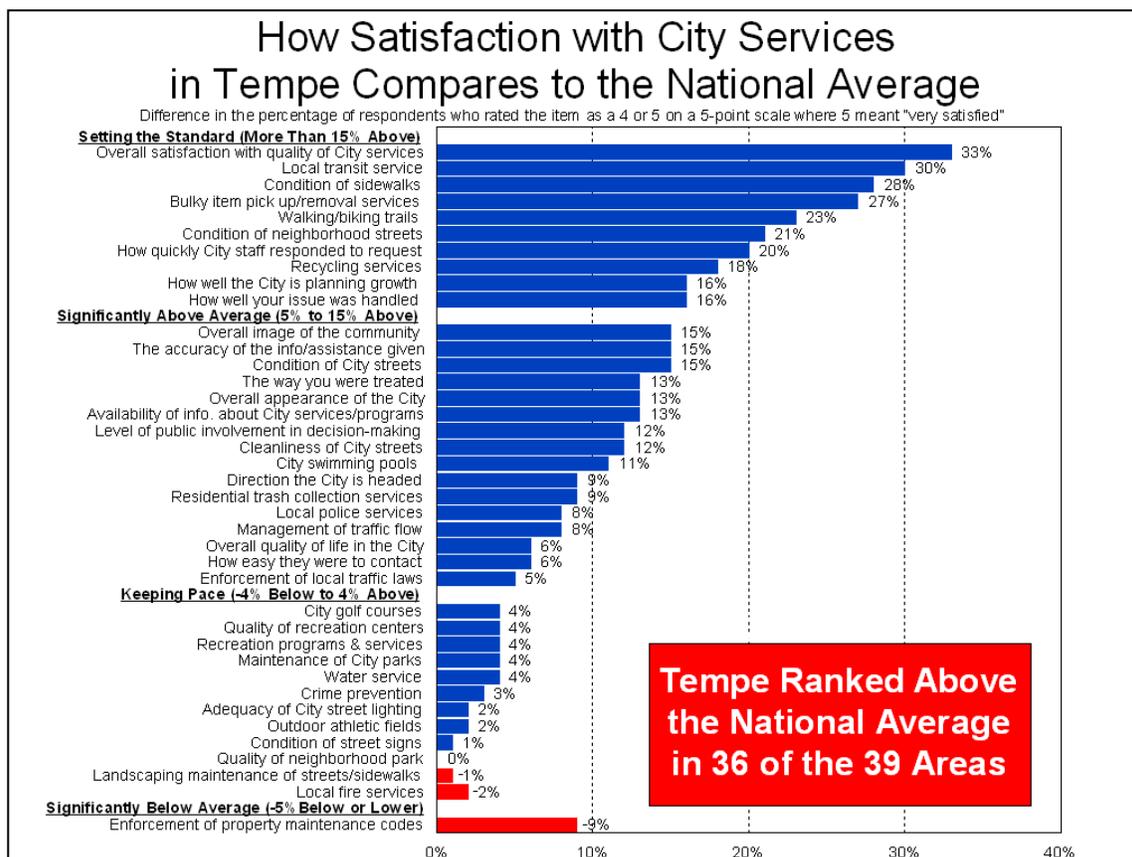
Tempe, Arizona

ETC Institute has conducted an annual *community survey for the City of Tempe 2007, 2009, 2010, 2011, 2012 and 2014*. The purpose of the surveys is to help determine priorities for the community as part of the City’s on-going strategic planning process.

Each year, the survey is mailed to a random sample of 2,400 households in the City of Tempe. Approximately 10 days after the surveys are mailed, residents who receive the survey are contacted by phone. Those who indicate that they have not returned the survey are given the option of completing it by phone or on the internet at www.tempesurvey.org.

Each year, approximately 800 households complete the survey. The results for the sample of 800 households have a 95% level of confidence with a precision of at least +/- 3.4%.

To help the City better understand their survey results, ETC Institute conducts a Benchmarking Analysis of the data. As the chart below shows, the City of Tempe rated above average in almost every area that was assessed on the most recent survey. Tempe’s results are compared to medium-sized cities with a population of 20,000 to 199,999.



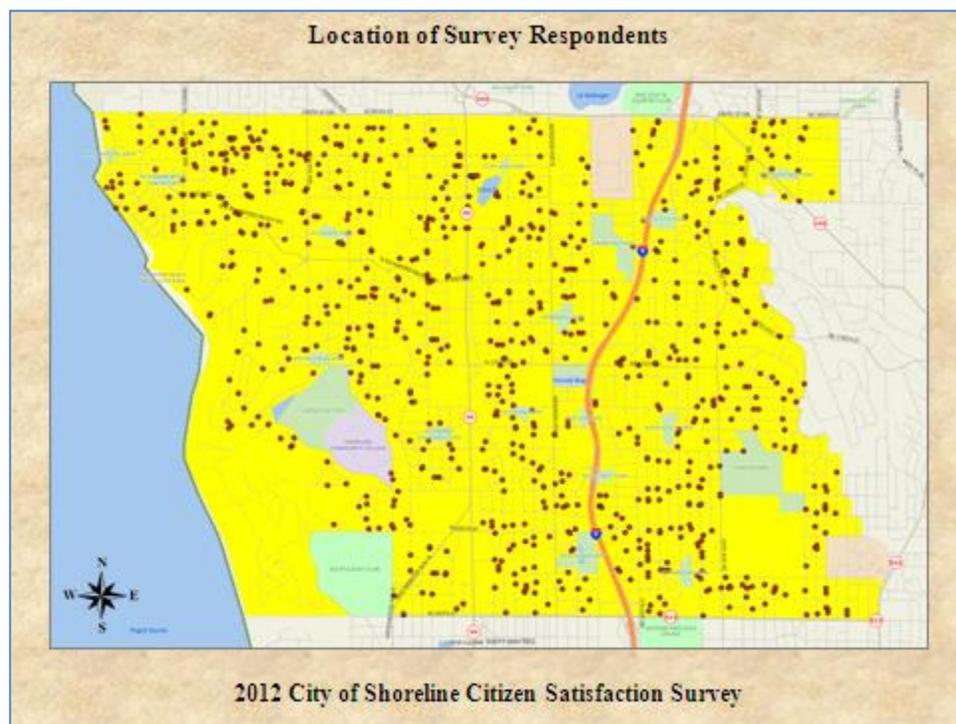
City of Shoreline, Washington

The City of Shoreline, Washington solicited ETC Institute to conduct DirectionFinder® Surveys for the City of Shoreline in **2004, 2006, 2008, 2010, 2012 and 2014**. The purpose of the surveys was to help determine priorities for the community as part of the City's strategic planning process. Shoreline is a suburb of the Seattle Metropolitan Area. ETC Institute also administered Parks and Recreation Community Surveys for the City of Shoreline in **2003 and 2010**.

The 2012 survey was mailed to a randomly selected sample of households in the City. Approximately 10 days after the surveys were mailed, residents who received the surveys were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone. A total of 891 residents completed a survey. The results for the random sample of 891 households had a 95% level of confidence with a precision of at least +/- 3.3%. There were no statistically significant differences in the responses to the survey based on the method of administration (phone vs. mail).

Key topics that were addressed on the survey included the following:

- Overall satisfaction with City services
- Overall perceptions of the City
- Quality of parks and recreation
- Quality of emergency services
- Quality of city water/sewer and utilities
- Quality of customer service from City employees
- Maintenance of City streets/buildings/facilities
- Flow of traffic/congestion management

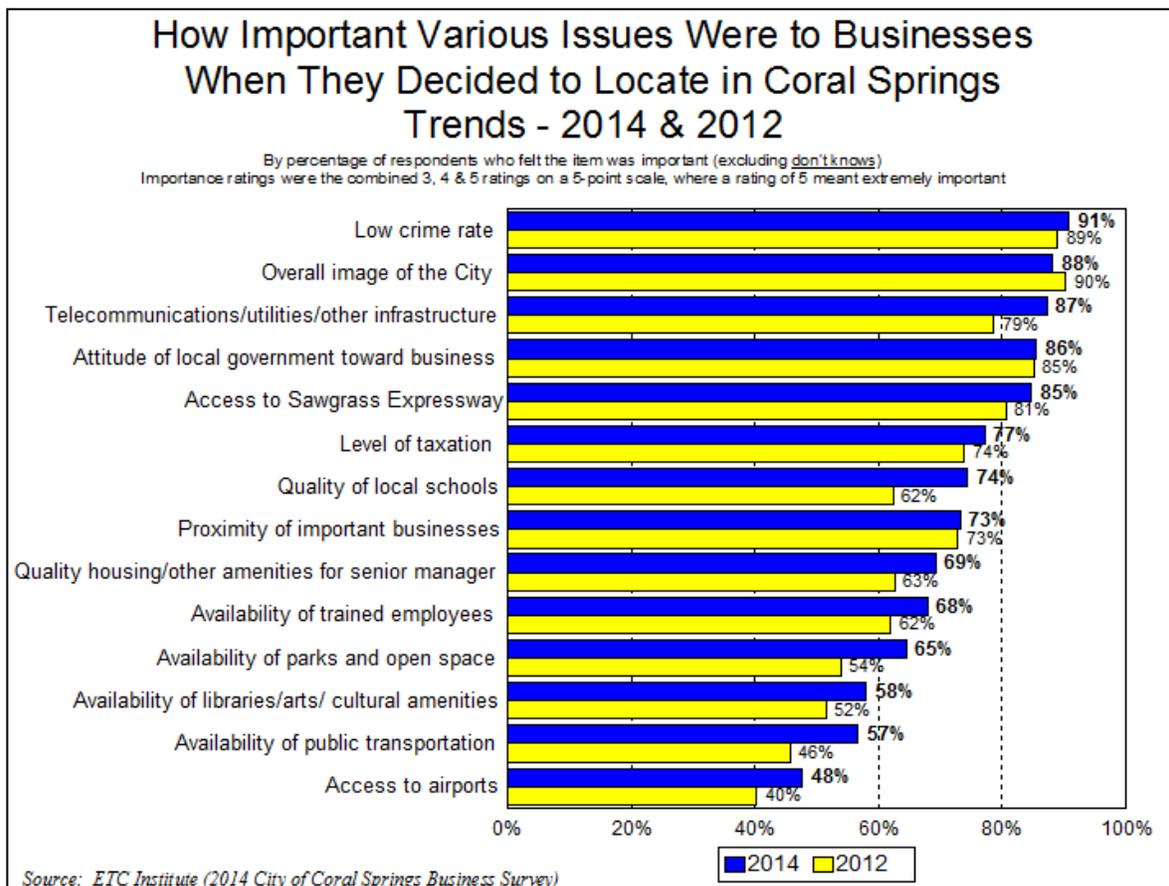


City of Coral Springs, Florida

ETC Institute administered *community surveys for the City of Coral Springs in 2009, 2011, and 2013*. ETC Institute also administered business surveys for the City of Coral Springs in 2012 and 2014. The purpose of the survey was to gather feedback from Coral Springs business owners and senior managers to identify ways improve the quality of City services. The survey was administered to a random sample of 403 businesses in the City of Coral Springs. The overall results of the survey have a precision of at least +/-5.0% at the 95% level of confidence.

The 2014 business survey results showed that 41% of the businesses surveyed felt the quality of City services was higher than their expectations; more than half (53%) of the businesses surveyed felt the quality of City services was meeting their expectations and only 6% felt the quality of City services was below their expectations. When asked to indicate which issues they felt were most important in their decision to locate their business in Coral Springs, the items that businesses identified as most important, based upon the combined percentage of “extremely important,” “very important” and “important” responses, were:

- Low crime rate (91%)
- Overall image of the City (88%)
- Telecommunications/utilities/other infrastructure (87%)
- Attitude of local government toward business (86%)
- Access to Sawgrass Expressway (85%)



City of Branson, Missouri

ETC Institute administered *business and community surveys for the City of Branson, Missouri in 2008 and 2012, and was just awarded a contract to administer the surveys again in 2015*. The purpose of the surveys was to assess satisfaction with the delivery of major city services and to help determine priorities for the community as part of the City’s ongoing planning process.

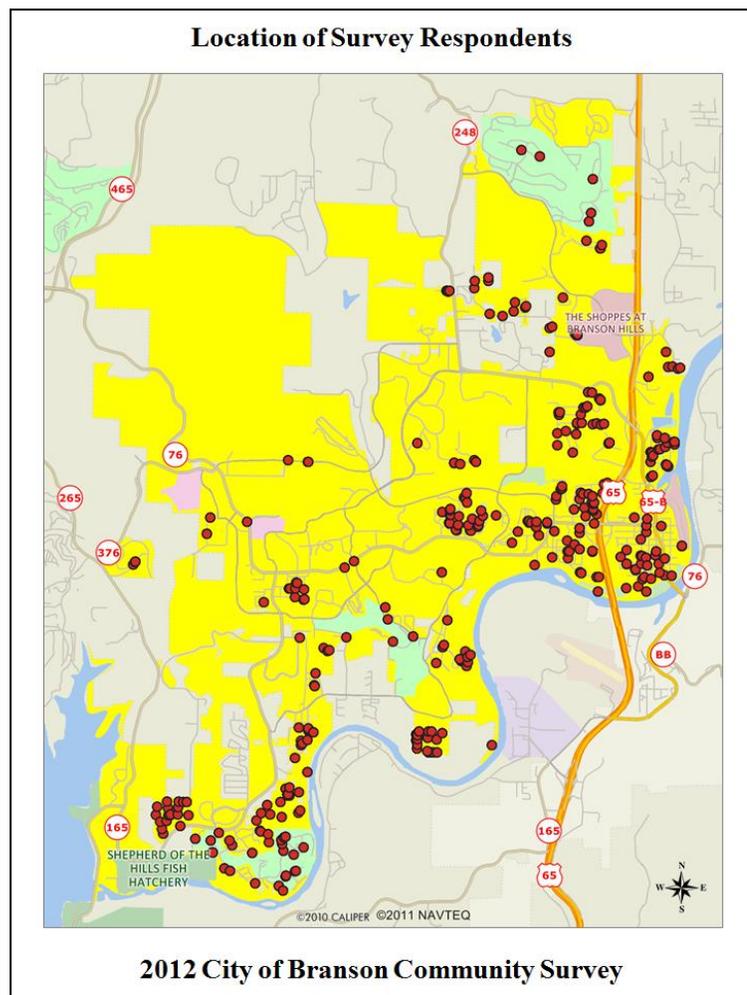
For the 2012 business survey, ETC Institute administered the survey to a random sample of 204 businesses in the City of Branson. The purpose of the survey was to gather objective feedback from the business community regarding the quality of city services. The results for the random sample of 204 businesses have a 95% level of confidence with a precision of at least +/- 6.9%.

The survey results showed that 86% of the businesses surveyed, *who had an opinion*, indicated that they thought the City worked at least “somewhat well” with other governmental organizations in the region when planning the future of the City and 13% thought the City worked either “not particularly well” or “not well at all” with other governmental organizations in the region when planning the City’s future.

For the 2012 community survey, a six-page survey was mailed to a random sample of 1,200 households in the City of Branson. Approximately seven days after the surveys were mailed, residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone.

Of the households that received a survey, 100 completed the survey by phone and 340 returned it by mail for a total of 440 completed surveys. The results for the random sample of 440 households have a 95% level of confidence with a precision of at least +/- 4.6%. There were no statistically significant differences in the results of the survey based on the method of administration (phone vs. mail). In order to better understand how well services are being delivered by the City, ETC Institute geocoded the home

address of respondents to the survey. The map above shows the physical distribution of survey respondents based on the location of their home.



Section 3: **References**

City of Dallas, Texas

Community Surveys 2009, 2011, 2013 and 2014

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City of San Antonio

***Community Surveys 2010, 2012 and 2014; Employee Surveys 2011 and 2013;
Business Survey 2012***

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City of Olathe, Kansas

Community Surveys from 2000-2014

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Kansas City, Missouri

Community Surveys from 2000-2014; Business Surveys from 2011-2014

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City of Oklahoma City, Oklahoma

Community Surveys from 2005-2014

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City of Coral Springs, Florida

Community Surveys 2009, 2011 and 2013; Business Surveys 2012 and 2014

Susan Grant, Deputy City Manager

9551 West Sample Road

Coral Springs, FL 33065

Phone: (954) 344-5906

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Section 4:
Resumes of Key Personnel
Assigned to the Project

Resumes of Key Personnel Assigned to the Project

The ETC Institute Team was assembled based on a thorough review of the requested scope of services. The staff members selected to fill key roles had to have extensive experience that exceeded the technical requirements for the project. The core skills that were identified by our team are listed below:

- Strong project management skills and extensive experience with the management of research studies for local government organizations
- Statistical sampling expertise
- Knowledge of local government organizations

All services will be performed in-house by ETC Institute. ETC Institute has its own call center with state of the art phone survey administration equipment. The key members of the project team who will be assigned to the project are listed below:

- **Jason Morado** will assume the role of Project Manager. Mr. Morado has more than 13 years of experience in the design, administration and analysis of community market research. He has served as the project manager and senior researcher on community research projects for over 200 local governmental organizations throughout the U.S. Mr. Morado has also served as the project manager and senior researcher on surveys for numerous communities in the state of Texas, including the 2015 citizen survey that is currently being administered for the City of Plano.
- **Chris Tatham** has managed more than 500 community and business surveys for local governmental organizations across the United States, including dozens of surveys in Texas. He has conducted community surveys in 9 of the 20 largest U.S. cities and 11 of the 20 largest U.S. counties. He has more experience with the design and interpretation of community and business survey research for local governments than anyone in the nation. He excels in using survey data to facilitate consensus about organizational priorities. His understanding of local government issues combined with his local experience make him ideally suited to help the City achieve the goals and objectives for this project. Mr. Tatham will serve as a Senior Consultant and will assist the Project Manager in the review and design of the survey instrument, analyzing the data, and writing the final report.
- **Dr. Elaine Tatham** will assume the role of Data Manager. She is a national expert in survey design and sampling methodology. Dr. Elaine Tatham is president and owner of ETC Institute, a management consulting firm that does consulting with a focus on evaluation, research design, market research, information management, statistical applications, and analysis. She has more than 35 years of research experience. Dr. Tatham has designed the research methodology for hundreds of research studies across the United States.

Resumes for each of our project staff are provided on the following pages.

JASON MORADO, SENIOR PROJECT MANAGER, ETC INSTITUTE

Education

M.B.A., Webster University, 2009

B.S. in Business Administration – Marketing, Avila University 2000

Professional Experience

Mr. Morado has more than 13 years of experience in the design, administration and analysis of community market research. He has served as the project manager and senior researcher on community research projects for over 200 local governmental organizations throughout the U.S. He has also assisted in the coordination and facilitation of focus groups and stakeholder interviews for a wide range of parks and recreation needs assessment surveys, strategic and long range planning efforts, comprehensive planning efforts, and other customer satisfaction initiatives. Mr. Morado has also planned, coordinated and supervised the administration of transportation surveys throughout the country, and has served as an on-site supervisor for the administration of transportation surveys in over a dozen states.

Customer Survey Research Experience

Mr. Morado has served as a senior researcher and project manager for Customer Satisfaction Survey Research for dozens of local governmental organizations. Some of these organizations include:

- Auburn, CA
- Austin, TX
- Bensenville, IL
- Blue Springs, MO
- Cabarrus County, NC
- Casper, WY
- Chapel Hill, NC
- Clayton, MO
- Columbia, MO
- Creve Coeur, MO
- Dallas, TX
- Davenport, IA
- Des Moines, IA
- Fort Worth, TX
- Gardner, KS
- Greenville, NC
- Hallandale Beach, FL
- High Point, NC
- Independence, MO
- Indio, CA
- Johnson County, KS
- Jonesboro, AR
- Kansas City, MO
- King County, WA
- Kirkwood, MO
- Las Vegas, NV
- Mecklenburg County, NC
- Meridian, ID
- Midwest City, OK
- Mountain Brook, AL
- Oak Grove, MO
- Oklahoma City, OK
- Olathe, KS
- Pinehurst, NC
- Plano, TX
- Pueblo, CO
- Raymore, MO
- Riverside, MO
- Round Rock, TX
- San Antonio, TX
- Shoreline, WA
- Springfield, MO
- Tyler, TX
- Vancouver, WA

Parks and Recreation Survey Research Experience

Mr. Morado has served as a senior researcher and project manager for Parks and Recreation Needs Assessment Surveys for dozens of local governmental organizations. Some of these organizations include:

- Alexandria, VA
- Austin, TX
- Bloomington, IN
- Blue Springs, MO
- Burien, WA
- Burleson, TX
- Casa Grande, AZ
- Champaign, IL
- Cincinnati, OH
- Clayton, MO
- Columbia, MO
- Columbus, OH
- Des Moines, IA
- Edmonds, WA
- Issaquah, WA
- Jefferson City, MO
- Kansas City, MO
- Kent, WA
- Kettering, OH
- Lake St. Louis, MO
- Lenexa, KS
- Longview, TX
- Los Angeles, CA
- Lubbock, TX
- Mecklenburg County, NC
- Miami, FL
- Oklahoma City, OK
- Olathe, KS
- Orlando, FL
- Overland Park, KS
- Peoria, AZ
- Raleigh, NC
- Redmond, WA
- San Diego, CA
- San Francisco, CA
- Southlake, TX
- St. Paul, MN
- University Place, WA
- Virginia Beach, VA
- Washington D.C.

Transportation Research Experience

Mr. Morado has assisted in the design and administration of research for a wide range of Transportation Issues. Some of the organizations for whom he has assisted in transportation related research include:

- Atlanta Regional Commission (the MPO for the Atlanta area)
- Colorado Department of Transportation
- Des Moines Metropolitan Transportation Authority
- Fayetteville Area Metropolitan Planning Organization
- Kansas City Area Transportation Authority
- Kansas Department of Transportation
- Mid America Regional Council (the MPO for the Kansas City area)
- Missouri Department of Transportation
- Nashville Metropolitan Transit Authority
- North Carolina Department of Transportation
- North Central Texas Council of Governments
- South Carolina Department of Transportation
- Southeast Michigan Council of Governments (the MPO for the Detroit area)
- Tennessee Department of Transportation
- Texas Department of Transportation

CHRISTOPHER E. TATHAM, CEO, ETC INSTITUTE

Education

M.B.A., Management, Kansas State University, 1996, first in class

B.A., Princeton University, Political Science/Economics, 1990, magna cum laude

Certificate of Proficiency in Latin American Studies, Princeton University, 1990

Professional Affiliations

Chair of the Citizen for Parks Sales Tax Initiative that resulted in the passage of a multimillion voter referendum for parks and recreation improvements

Strategic Planning Committee, City of Olathe, Kansas

Board of Directors, Olathe Chamber of Commerce

Parks and Recreation Board, City of Olathe, Kansas

Convention and Visitors Bureau of Olathe, Kansas

Market Research Association

Experience

Mr. Tatham is one of the nation's leading authorities on the development of qualitative and quantitative customer satisfaction research for state and local governments. During the past ten years, he has designed and implemented customer satisfaction assessments for more than 500 governmental agencies in 41 states.

He has superior skills for planning and coordinating complex tasks that are required for the successful administration of comprehensive customer satisfaction research programs. During the past year, he managed more than \$5 million dollars worth of research projects with budgets ranging from \$2,000 to more than \$2 million.

Mr. Tatham is a highly skilled interviewer and focus group facilitator. His experience includes interviews with foreign cabinet members, Heads-of-State, ambassadors, and numerous leaders at all levels of government and business in the United States, Mexico, and Canada. His communication skills (both English and Spanish) are excellent and he is extremely successful at getting quality feedback. During the past year, he facilitated more than 100 focus groups and nearly 200 stakeholder interviews.

Presentations and talks given by Mr. Tatham to regional and national audiences include: "How to Increase Customer Satisfaction with Effective Communication," (American Waterworks Association Research Foundation - Washington, D.C.); "How Municipal Departments Can Implement Effective Customer Satisfaction Programs on a Limited Budget," (Government Training Institute of Kansas and Missouri); "Benchmarking Citizen Satisfaction with the Delivery of Governmental Services" (Mid America Regional Council - Kansas City, MO); "Best Practices in Community Survey Research," (National Association of Counties - New Orleans). His representative project experience is briefly summarized below:

Mr. Tatham has managed Customer Survey Research for dozens of governmental and private sector clients, including the following large governmental organizations:

- Atlanta, Georgia
- Austin, Texas
- Broward County, Florida
- Buffalo, New York
- Colorado Springs, Colorado
- Columbus, Ohio
- DeKalb County, Georgia
- Denver, Colorado
- Des Moines, Iowa
- Detroit, Michigan
- Dupage County, Illinois
- Durham, North Carolina
- Fairfax County, Virginia
- Fort Lauderdale, Florida
- Fort Worth, Texas
- Fulton County, Georgia
- Houston, Texas
- Kansas City, Missouri
- Las Vegas, Nevada
- Los Angeles, California
- Louisville, Kentucky
- Westchester County, New York
- Mesa, Arizona
- Miami-Dade County, Florida
- Nashville, Tennessee
- Norfolk, Virginia
- Oakland, California
- Oklahoma City, Oklahoma
- Phoenix, Arizona
- Providence, Rhode Island
- San Antonio, Texas
- San Bernardino County, California
- San Diego, California
- San Francisco, California
- St. Louis, Missouri
- St. Paul, Minnesota
- Tucson, Arizona
- U.S. Army Installation Management Agency
- U.S. National Parks Service
- Washington, D.C.
- Wayne County, Michigan

Other Experience:

Developed and implemented ETC Institute's ***DirectionFinder® Survey*** which allows more than 200 communities across the United States to objectively assess community priorities and customer satisfaction against regional and national benchmarks for a wide range of governmental services.

Developed and implemented an ongoing internal and external organizational surveys which are used by dozens of organizations to *generate performance measures to assess the progress towards achieving the strategic goals and objectives and to help set priorities for operating and capital budgets.*

Managed a large international customer satisfaction research project for the ***American Waterworks Association Research Foundation*** (AWWARF) that involved the design and administration of more than 5,000 surveys and 70 focus groups in five metropolitan areas in North America, including Seattle, Phoenix, Kansas City, Calgary, and Bridgeport.

Transportation Research Experience.

Mr. Tatham has a very comprehensive understanding or a wide range of transportation issues. Some of the organizations for whom Chris has managed transportation related market research include:

- Arizona Department of Transportation
- Atlanta Regional Commission (the mpo for the Atlanta area)
- CalTrans (California Department of Transportation)
- Colorado Department of Transportation
- Des Moines Metropolitan Transportation Authority
- Greater Buffalo-Niagara Regional Transportation Council (the mpo for the Buffalo area)
- HART | Honolulu Transit Authority
- Indiana Department of Transportation
- Iowa Department of Transportation
- Kansas City Area Transportation Authority
- Kansas Department of Transportation
- Kentuckiana Planning and Development Agency (the mpo for the Louisville area)
- Mid America Regional Council (the mpo for the Kansas City area)
- Missouri Department of Transportation
- Nashville MTA
- North Central Texas Council of Governments
- North Carolina Department of Transportation
- Ohio Department of Transportation
- Oklahoma Department of Transportation
- South Carolina Department of Transportation
- South Dakota Department of Transportation
- Southeast Michigan Council of Governments (the mpo for the Detroit area)
- Southern California Association of Governments
- Stanislaus Council of Governments
- Tennessee Department of Transportation
- Texas Department of Transportation
- Valley Metro Regional Public Transportation Authority

Mr. Tatham has managed Internal Organizational Surveys/Assessments for the following organizations:

- City of Olathe, Kansas
- City of Fort Lauderdale, Florida
- Broward County, Florida
- City of Kansas City, Missouri
- City of Coconut Creek, Florida
- Sprint Corporation
- Greater Kansas City Chamber of Commerce
- City of Lawrence, Kansas
- Kansas Department of Transportation
- University of Health Sciences
- City of Blue Springs
- City of Kansas City, Missouri
- City of Lee's Summit, Missouri
- San Antonio, Texas

Publications on Customer Satisfaction Related Issues

- 'Ten Steps To Increase Customer Loyalty.' *Services*, Vol. 25, No. 5 (May), 2005.
- 'Expand Your Roto Customer Base by Inspecting What You Expect.' *RotoWorld*, 2005, Vol 1, No. 2 (March-April).
- 'Increase Customer Loyalty in 10 Easy Steps.' *HVACR Distribution Today*, Winter 2004/2005
- 'Steps to Customer Loyalty.' *NAHAD News*, February, 2005.
- 'Inspecting What You Expect Keeps Customers Coming Back.' *e-Mhove*,
- 'Market Research: The Key to Creating Loyal Customers.' *Chemical Distributor*, 2005, Vol. 27, No. 1 (Jan.).
- "Customer Satisfaction and the Impact of Communications," Project 2613, American Water Works Association Research Foundation, 2004.
- 'Using Market Research to Assess Customer Satisfaction.' *IEC Insights*, November/December, 2004, Vol. 6.

Mr. Tatham has served as political advisor and conducted survey research that led to voter approval of projects valued at more than \$2 billion during the past six years, including:

- Kansas City Area Transportation Authority Sales Tax
- City of Bonner Springs Sales Tax
- City of Olathe Parks and Recreation Sales Tax
- City of Independence Stormwater Sales Tax
- City of Joplin Parks Sales Tax
- City of Kirkwood Aquatic Center and Ice Skating Facility Sales Tax
- Jefferson City School District Bond Issue
- Johnson County Education Sales Tax
- Kansas City School District Bond Issue
- Rolla School District Bond Issue
- City of Olathe Charter Amendments
- City of Casper Indoor Aquatics Center
- City of Columbia Community Recreation Center
- Platte County Trails Tax
- City of Lenexa Stormwater Sales Tax
- City of Independence Streets Improvements Sales Tax
- City of Grandview Transportation Sales Tax
- City of Liberty Transportation Sales Tax

- City of Liberty, Missouri, Public Safety Sales Tax
- City of Liberty, Missouri, Parks and Recreation Sales Tax

Current Position

Mr. Tatham is currently serving as the ***Chief Executive Officer*** for ETC Institute, a market research firm that specializes in the design and administration of customer satisfaction research for governmental, nonprofit, and private organizations. Areas of emphasis include: transportation, planning and zoning, parks and recreation, public safety, and utilities. Under his leadership as Director of Operations, the company's sales have increased by more than 1500% since 1996. The company was selected as one "One of the Best Places to Work in Kansas City" by the Kansas City Business Journal. ETC Institute also received the prestigious "Top 10 Small Businesses in Greater Kansas City" award from the Greater Kansas City Chamber of Commerce; the firm was selected from more than 1700 nominees.

DR. ELAINE TATHAM, PRESIDENT, ETC INSTITUTE

Education

Ed.D, Educational and Psychological Research, University of Kansas, 1971

M.A., Mathematics, University of Kansas, 1960

B.A., Mathematics, Carleton College, 1958

Professional Affiliations

Olathe Medical Center Board of Trustees, member.

National Association of Women Business Owners

Institute of Management Consultants (New York City)

Mathematical Association of America; served as president of the Kansas Section from 1979-80

City of Olathe, KS, Planning Commission, 1982 to 1992; served as chair 1987-88

Mid-America Regional Council: Urban Core Growth Strategies Committee (1991-92)

Citizens' Advisory Committee to the Kansas City Power & Light Company (1982-1990)

Experience

Dr. Tatham is president and 100% owner of ETC Institute, a management consulting firm that does consulting with a focus on evaluation, research design, market research, information management, statistical applications, and analysis. She has both the experience and academic credentials to design of customer satisfaction research, monitor the research, and make a final assessment of the results.

She was a member of the Olathe Planning Commission for almost ten years and served as chair of the commission. She is a member of the Board of Directors for Olathe Medical Center and currently serves a chair of the patient satisfaction committee. She has been instrumental in the design and successful administration of patient satisfaction surveys for several health related organizations.

She is a certified management consultant through the Institute of Management Consultants (New York City). She is an adjunct lecturer in the University of Kansas graduate Engineering Management program. Her specialties include operations research, forecasting, and system simulation for management decision-making.

Dr. Tatham was a Profile feature on the front page of the July 17, 1992 Kansas City Business Journal. She has been the Olathe "Woman of the Year" and received the John T. Barton award for service to the Olathe Community (including almost 10 years as a planning commissioner.)

She gave a talk "Know Your Market" at the first Transportation Management Summit sponsored by the TMA Council of the Association of Commuter Transportation with the support of the Federal Highway Administration, Federal Transit Administration, and U. S. Department of Energy. Williamsburg, Virginia, November 1992. She returned to the second meeting held in Palm Springs.

Dr. Tatham's expertise includes:

- She has extensive experience in designing research tools in formats that encourage respondent participation
- She has managed more than 500 research projects across the United States
- She has unsurpassed experience in the field of developing and applying performance measurements. She developed the data collection methodology that is used for the "report card" that is published annually by Partnership for Children, one of the Midwest's leading children's advocacy groups.

Dr. Tatham's current responsibility is:

1982 – present; ETC Institute, Olathe, Kansas, President and Owner

Senior executive of a company that provides management consulting services including marketing research, demography, information management, statistical applications, strategic planning, forecasting, simulation, and operations research for management decision-making. Focus is on the acquisition and display of information for management decision-making. Clients include businesses, public school systems, colleges, vocational technical schools, governmental units, and not-for-profit agencies.

Section 5:
Scope of Work and
Project Schedule

ETC Institute Scope of Work

Overview

ETC Institute has been helping local governments use community surveys as a guiding force for setting community priorities and improving organizational effectiveness for more than two decades. Since 1999, ETC Institute has conducted survey research for more than 700 cities and counties across the United States. **During the past five years, ETC Institute has administered surveys in 9 of the 20 largest U.S. cities and 11 of the 20 largest U.S. counties.**

Our ability to help organizations succeed is based on an approach that adheres to the following:

- ***Continuity.*** ETC Institute understands the importance of monitoring residents' perceptions and how they change over time in the City's strategic planning process. We intend to implement a research process that will allow data from previous surveys be used as benchmarks for assessing current and future performance. This will involve using many of the same questions and response choices from previous surveys to ensure that the data is comparable. It will also involve a review of the goals and objectives of the survey research to ensure that the research process is designed to meet these objectives. The survey can also be designed to ensure the results from new questions can be used as a baseline for future surveys and that performance indices can be created.
- ***Strategic Value.*** In order for survey research to serve as a powerful tool for decision-making, community leaders must see value in the results. Our approach is designed to ensure that the information gathered meets the informational needs of decision-makers in order to encourage community leaders to use the survey data as part of their decision-making process. If the survey results have strategic value, they will inherently become part of the process for setting short- and long-term priorities for the City. For example, a review of the City of Fort Worth's strategic plan by ETC Institute led to the creation of a series of questions that now link the City's annual citizen survey with the City's strategic plan. In addition to using the results of their annual citizen survey, the City of Fort Worth also uses the data to help set budgetary priorities.
- ***Performance Measurement.*** Since the results of the survey will be used to help guide City decisions, the survey instrument and data analysis methodology will be designed in a manner that generates objective performance measurements. The survey will be designed to provide objective feedback for the City so that departmental managers can understand the needs of citizens and improve public infrastructure. ETC Institute will work with the City to refine existing performance indices and develop new performance indices that allow City leaders to objectively assess the change in their performance from previous surveys.

ETC Institute Scope of Work

Scope of Work

The following pages highlight ETC Institute's methodology to conduct the 2015 citizen survey for the City of Murphy.

PHASE I: DEVELOP THE SURVEY AND SAMPLING PLAN

Task 1.1: Design Survey Questionnaire. Once selected for the project, ETC Institute will meet with the City to discuss the goals and objectives for the project and review any previous surveys conducted by the City. To facilitate the survey design process, ETC Institute will provide the City with sample surveys created by ETC Institute for similar projects. At this time, ETC Institute's analysis tools will also be discussed and our firm will suggest which tools would be best for the City to use. Based on input from the City, ETC Institute will develop a first draft of the survey.

ETC Institute's will work closely to ensure that the City's input is utilized to create a survey that best fits the needs of the City. It is anticipated that 3-4 drafts of the survey will be prepared before the survey is approved by the City.

Task 1.2: Design Sampling Plan. As part of this task, the sampling plan for the survey will be finalized and the project manager will discuss which methodology is best to conduct the surveys. ETC Institute has included the following sampling plans for your consideration. The price to administer the survey by phone, mail or a combination of both is the same.

- **Random Sample of 300 completed surveys:** This is the sample size required to achieve results that have a precision of at least ± 5.7 at the 95% level of confidence. The results would be representative of the City as a whole, but sub-analysis of the data by demographic variables of the City would be limited; this sample size would allow the results of the survey to be analyzed by up to three sub-areas.
- **Random Sample of 400 completed surveys:** This is the sample size required to achieve results that have a precision of at least ± 4.9 at the 95% level of confidence. The results would be representative of the City as a whole, and would allow more in-depth sub-analysis of the data by demographic variables of the City; this sample size would allow the results of the survey to be analyzed by up to four sub-areas.

As the total number of completed surveys increases, the precision of the survey improves. Cost is a function of three major variables: (1) the length of the survey, (2) the number of completed surveys, and (3) the types of analysis desired. ETC Institute will work with City staff to find the right combination of these two variables to maximize your investment in our services.

Also as part of Task 1.2, ETC will deliver a work plan for the project that contains a project schedule that shows when all phases of the project will be completed. In addition, the work plan will identify ETC Institute's strategy for ensuring that the sample is representative of residents in all geographic areas of the City and of all demographic groups.

ETC Institute Scope of Work

Deliverable Task 1.1-1.2: The approved community survey instrument, and a description of the sampling plan.

Task 1.3: Conduct Pilot Test. Once the survey is approved, ETC Institute will test the survey with at least 20 residents before the survey is administered. Any problems or issues that are identified will be reported to the City and corrective action will be recommended and taken as appropriate.

Deliverable Task 1.3: A summary of the findings from the pilot test.

PHASE 2: ADMINISTER THE SURVEY

Task 2.1: Administer the Survey. Once the final survey instrument is approved, ETC Institute will administer the survey methodology finalized by the City. ETC Institute has the capabilities of administering the survey by phone alone or mail alone. However, we recommend using a combination of mail and phone. Given the negative impact that Caller ID has had on phone survey response rates in recent years and the need to ensure that diverse populations are well represented, we offer the combination mail/phone to maximize the overall level of response. Even if people do not respond by mail, people who receive the mailed version of the survey are significantly more likely to respond to the survey by phone because they know the survey is legitimate. The mailed survey will include a cover letter (on City letterhead) that will explain the importance of the survey and encourage participation.

The following are the procedures that will take place for the mail/phone combination methodology. All of the procedures described below would be delivered in-house at our main office:

- ETC Institute will test the citizen survey with at least 20 residents before the surveys are administered. Any problems or issues that are identified will be reported to the City and corrective action will be recommended and taken as appropriate.
- ETC will work with the City to develop a communication plan for the survey. As part of this task, ETC Institute will provide the City with sample press releases that can be used to notify the public about the survey. Advance publicity can significantly enhance the response rate.
- Phone interviewers working in ETC Institute's call center will rehearse the phone version of the survey. In addition, all ETC Institute interviewers will complete ***our in-house training program*** (which is described in more detail later in this scope of work) and will review the protocol for the administration of the survey with a supervisor. Special attention will also be paid to the treatment of non-English speaking respondents, particularly those who speak Spanish.
- Once the press release is issued, ETC Institute will send a 30-second recorded message by phone to each of the households that were selected for the survey. The message will explain the survey and encourage residents to return the survey by mail. If desired, the

ETC Institute Scope of Work

City Manager or other City leader can record this message. It is a powerful way to encourage participation in the survey.

- Once the recorded message is played, ETC Institute will mail a copy of the survey instrument and a postage-paid return envelope to each of the households that were selected for the survey. The survey will include a letter on City letterhead that explains the purpose of the survey and that indicates all survey responses will remain anonymous. Even if residents do not respond to the mailed version of the survey, sending the survey prior to contacting residents by phone increases the response rate because residents know the survey is legitimate. Portions of the cover letter and survey can be translated into other languages to provide non-English speaking residents with assurances about the legitimacy of the survey.
- The cover letter will also list a toll-free number that residents can call if they have questions about the survey.
- Approximately 10-14 days after the surveys are mailed, ETC Institute's phone interviewers will begin making phone follow-up calls to each of the persons in the sample frame. Phone follow-ups will significantly increase the response rate. This will ***greatly reduce the probability that the results are affected by non-response bias***. Non-response bias can be a major drawback to surveys that are administered by mail or phone alone. Persons who indicate that they have already returned the survey by mail or have completed it on-line will be thanked. Persons who have not completed the survey will be given the opportunity to complete the survey by phone.
- Phone follow-ups will be concentrated in areas where the response to the mail survey is low to ensure the survey is representative of the entire City and will focus on various demographics to ensure the end results are representative of the City.

Internet Option: ETC Institute is able to post the survey on the Internet where the survey can be completed by residents who are randomly selected and those who represent special interests. If the mail/phone combination is used, ETC Institute will include a web address on the survey cover letter where residents can complete the online version of the survey. When completing the online survey, residents are required to enter their home address at the end of the survey to validate their response. This is how ETC Institute can track and only include responses from residents who were randomly selected for the survey.

Ensuring Representation for Non-English Speaking Populations. ETC Institute has designed and administered surveys in some of the nation's most diverse communities including: San Bernardino County (CA), Arlington County (VA), Miami-Dade County (FL), Cameron County (TX), Yuma County (AZ), Long Beach (CA). More than one-third of the residents in several of these communities were foreign-born. We will guarantee that the results of the survey are statistically representative of the City.

ETC Institute Scope of Work

In order to ensure that the non-English speaking residents of a community are well represented, ETC Institute is able to do the following:

- The cover letter that is sent with the mailed version of the survey will contain information that is translated into other languages.
- ETC Institute will establish a toll-free phone number that non-English (and English) speaking residents can call. Non-English speaking interviewers from our firm will be available to administer the survey over the phone. Other languages can be made available if needed.
- A demographic question will be included in the survey that asks which languages other than English are spoken in the home. This will allow us to ensure that non-English speaking populations are well represented in the sample.

Getting Participation from Residents Who Do Not Speak English

During the past decade ETC Institute has been very successful at getting participation from residents who do not speak English. ETC Institute has the ability to translate surveys into more than 20 languages, including Russian, Cantonese, Mandarin, and Spanish. Our firm routinely conducts surveys in communities that have a high percentage of non-English speaking residents, such as Arlington County (VA) where 36% of the population is foreign-born, or Miami-Dade County, where more than 60% of the population is Hispanic and 10% is Creole, and Long Beach (CA), where approximately one-fifth of the population speaks Khmer (Cambodian). If the City hires ETC Institute for this project, City leaders can be assured that our translation services will be first rate.

Data Management and Quality Control. ETC Institute has an ongoing quality control and quality assurance program in place. This program has been developed and refined through our experience with hundreds of studies that involved the design and administration of surveys, focus groups, and other data collection services such as those requested in this RFP.

Our quality assurance program is directly monitored by the company President, Dr. Elaine Tatham, and the company's vice-president, Christopher Tatham. The program is designed to give clients "error free" results, and all employees at ETC Institute are directly involved in the program. Dr. Elaine Tatham and Chris Tatham are active members of the Market Research Association. The quality control methods used by ETC Institute have been reviewed by external organizations including the American Water Works Association Research Foundation and the United States Office of Management and Budget.

Core Elements of ETC Institute's Quality Assurance Process:

- **Training of phone interviewers.** All phone interviewers are required to complete ETC Institute's in-house training program. The program teaches new employees the appropriate methods for conducting interviews, how to respond to different situations that may occur, and how to properly record responses. All interviewers work directly under the supervision of an experienced supervisor.

ETC Institute Scope of Work

- **Comprehensive survey design and review process.** All survey instruments will be reviewed by all senior members of ETC Institute's team to ensure that all issues are adequately addressed.
- **Pre-test.** A pre-test will be conducted prior to the administration of all surveys. This will ensure that the survey instruments are understood as designed.
- **Data entry fields will be limited to specific ranges to minimize the probability of error.** The data processing system that will be used by our firm for the study alerts data entry personnel with an audible alarm if entries do not conform to these specifications.
- **ETC Institute will select at least 10% of the records at random for verification.** A supervisor will match records in the databases against the corresponding survey to ensure that the data entry is accurate and complete.
- **Double data entry will be completed for all surveys.** The data from all surveys will be entered into two independent databases by different people. The two databases will then be merged. The process will identify all records that do not match. All discrepancies will be corrected. The double data entry method ensures that survey data is 99.99% accurate.
- **Sampling Methodology.** Demographic questions will be included on each of the survey instruments. The demographic data will be used to monitor the distribution of the respondents to ensure that the responding population for each survey is representative of the universe for each sample.
- **Coordination.** Since many senior professionals will be assigned to this project, the project team will conduct a coordination meeting via a telephonic conference call every one-two weeks to ensure that adequate progress is being made in all areas. Face-to-face meetings with the Project Management Team will be made an average of at least once per month during the development of the survey.

Deliverable Task 2: ETC Institute will provide a copy of the overall results to each question on the community survey.

ETC Institute Scope of Work

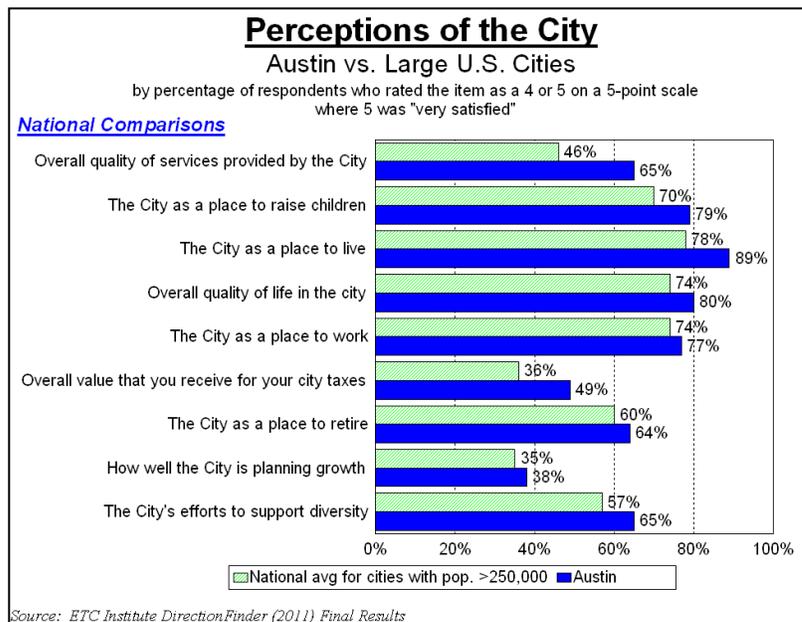
PHASE 3: SURVEY ANALYSIS AND REPORT

Task 3.1: Analyze the Survey Results. Following the completion of the survey, ETC Institute will perform data entry, editing, and verification of all survey responses. The analysis tools that will be included in this project are provided on the following pages:

Task 3.1A: Benchmarking Analysis (Normative Comparisons)

Benchmarking analysis is a highly effective tool that helps decision-makers interpret the meaning of community survey data. If 64% of residents are satisfied with the condition of City streets, is that good or bad? Without comparative data, it is difficult to know. ETC Institute maintains **national** and **regional benchmarking data** for more than 80 types of local governmental services, including the following:

- Public safety (police, fire, ambulance)
- Maintenance/public works
- Planning
- Communications
- Code enforcement
- Transportation and traffic flow
- Parks and recreation
- Utilities (water, sewer, etc.)
- Public health services
- Library services



Benchmarking data can help local governments understand how their results compare to similar communities. For example, 65% of the residents in the City of Austin were “very satisfied” or “satisfied” with the overall quality of City services. Without comparative data, City leaders might have wondered whether 65% was an acceptable rating. As the chart above shows, 65% is actually a relatively high rating for this issue among large cities in the U.S. Based on the results of national research conducted by ETC Institute for large U.S. cities with populations of 250,000 or more, the average satisfaction rating with the overall quality of services provided by the City was 46%.

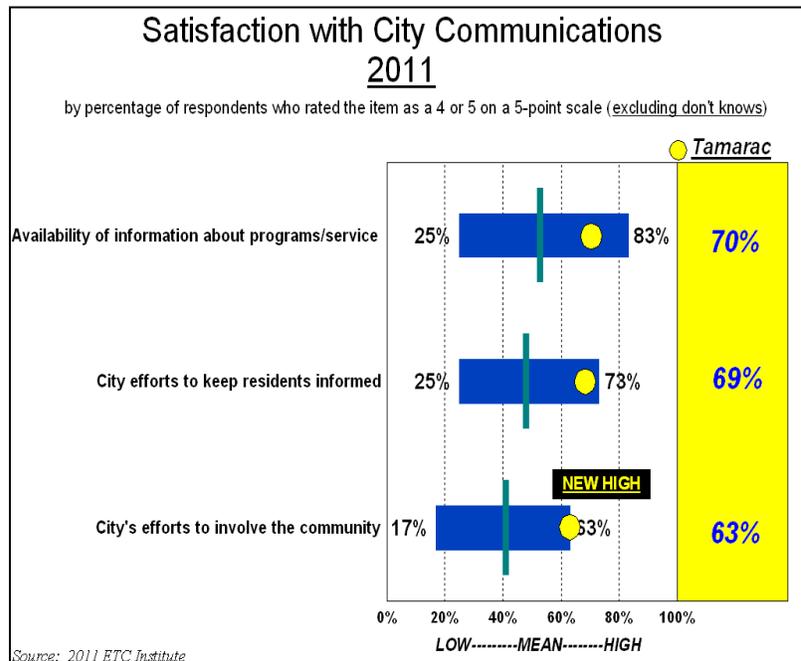
Since November 1999, more than 250 cities and counties in more than 38 states have used ETC Institute’s Benchmarking database to set and monitor progress toward a wide range of organizational goals. Most participating City and counties conduct the survey on an annual or biennial basis.

ETC Institute Scope of Work

ETC Institute's experience with customer satisfaction research for City and county governments provides our clients with a unique capability for interpreting the meaning of survey results. Without benchmarking data, it would be easy to make mistakes in the interpretation of survey results. A good example of the value of benchmarking was evident in Tamarac's 2011 Customer Satisfaction Survey. Without benchmarking data, officials in the City of Tamarac might think the City not scoring very well in their efforts to involve the community (see chart below).

Compared to other communities of a similar size in the United States, ETC Institute's benchmarking data showed that Tamarac was actually performing very well. The national average for satisfaction with the City's efforts to involve the community for residents living in communities with a population of 20,000 to 199,999 was 41%, which meant that Tamarac rated 22% above the national average for medium sized communities and set a new high in our database. The dots on the chart below show the ratings for the City of Tamarac. The percentage to the left of the horizontal bar shows the lowest rating among the cities that are included in ETC Institute's database; the percentage to the right of the horizontal bar shows the highest rating among this group of cities; the vertical bar in the center marks the national average based on the results of a national survey that is administered annually by ETC Institute.

Our research has shown that cultural norms often influence customer satisfaction survey results on City services regardless of how well the service is delivered. Another example of this is that residents almost always rate the maintenance of City streets lower than the quality of fire services even in communities that have good streets and major problems with fire services. Without benchmarking data, it is difficult to isolate the influences that cultural norms have on public perceptions about local governmental services, which can lead to faulty conclusions and recommendations.



ETC Institute Scope of Work

Task 3.1B: Conduct Importance-Satisfaction Priorities Analysis (Optional)

Importance-Satisfaction (I-S) Analysis is a tool that allows public officials to use survey data as a decision-making resource. The Importance-Satisfaction analysis is based on the concept that public agencies will maximize overall satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

Importance-Satisfaction Rating is a tool that is used by ETC Institute to help public officials use survey data to establish organizational priorities. More than 175 governmental agencies currently use ETC Institute's I-S Rating. The Importance-Satisfaction Rating is based on the concept that organizations will maximize overall customer satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

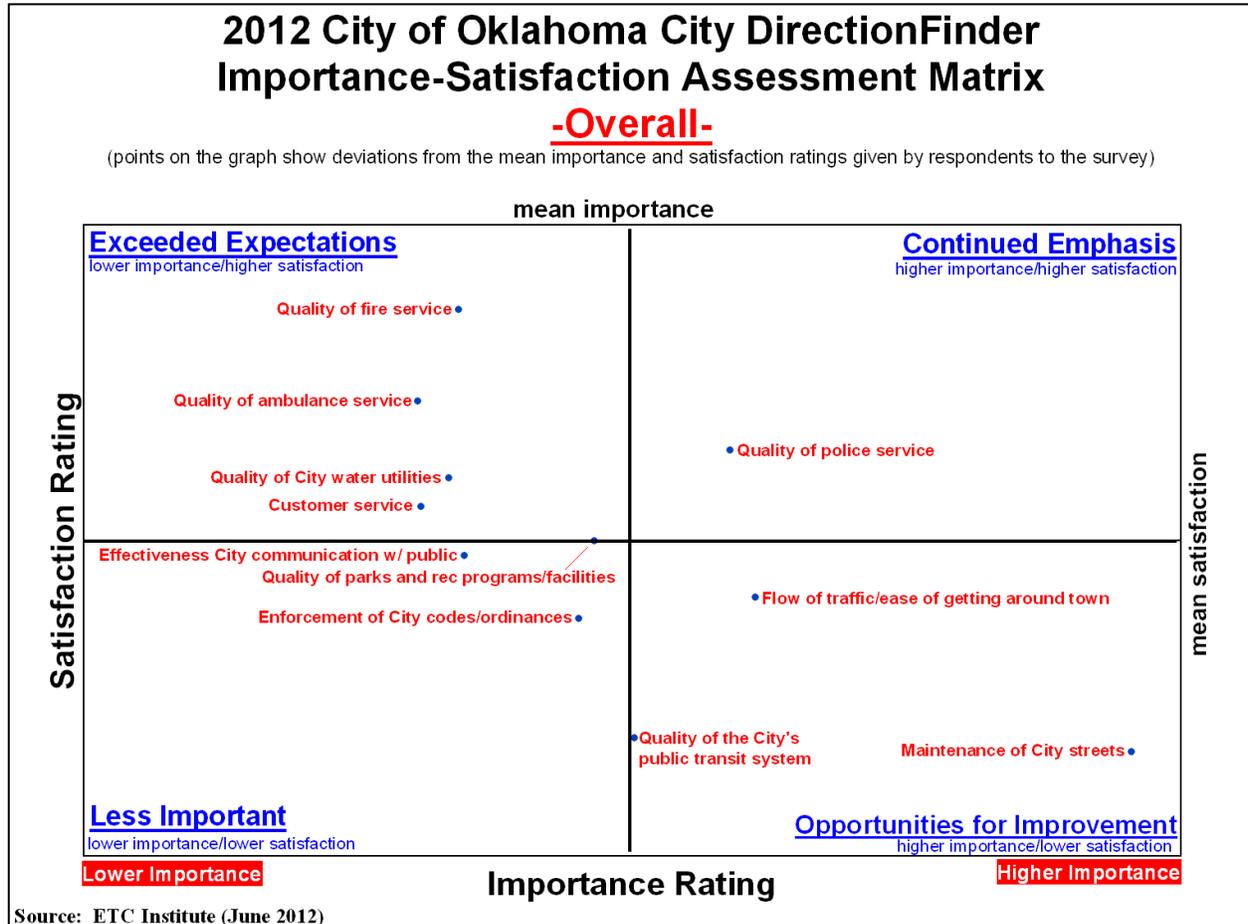
ETC Institute began using Importance-Satisfaction analysis in the 1980's to allow governmental organizations the ability to assess the quality of service delivery. During the past 30 years, ETC Institute has continually refined the analysis to maximize its usefulness as a decision-making tool. The methodology for calculating the Importance-Satisfaction Matrix and the Importance-Satisfaction Rating will be provided if ETC Institute is selected for this study.

The table below offers an example of the I-S Rating from the 2014 City of Dallas Community Survey. The table shows that the City of Dallas could maximize resident satisfaction with parks and recreation services by investing in walking and biking trails, City parks, and the appearance/maintenance of parks. Investments in the City's golf courses would have the least impact on overall satisfaction with the City's parks and recreation system.

| 2014 Importance-Satisfaction Rating | | | | | | |
|--|-------------------------|----------------------------|-----------------------|--------------------------|---------------------------------------|------------------------|
| City of Dallas | | | | | | |
| Park and Recreation Services | | | | | | |
| Category of Service | Most Important % | Most Important Rank | Satisfaction % | Satisfaction Rank | Importance-Satisfaction Rating | I-S Rating Rank |
| High Priority (IS .10-20) | | | | | | |
| Walking and biking trails in the City | 35% | 2 | 60% | 7 | 0.1400 | 1 |
| City parks | 36% | 1 | 71% | 2 | 0.1044 | 2 |
| Appearance/maintenance of parks | 29% | 3 | 65% | 3 | 0.1015 | 3 |
| Medium Priority (IS <.10) | | | | | | |
| Outdoor swimming facilities | 15% | 8 | 35% | 14 | 0.0975 | 4 |
| Recreation programs or classes | 17% | 4 | 58% | 10 | 0.0714 | 5 |
| Range/variety of recreation programs/classes | 15% | 7 | 54% | 12 | 0.0690 | 6 |
| Recreation centers/facilities | 16% | 5 | 59% | 8 | 0.0656 | 7 |
| Outdoor athletic facilities | 15% | 6 | 59% | 9 | 0.0615 | 8 |
| Ease of registering for recreation programs/events | 9% | 11 | 55% | 11 | 0.0405 | 9 |
| Accessibility of parks | 12% | 9 | 70% | 2 | 0.0360 | 10 |
| Accessibility of recreation centers/facilities | 10% | 10 | 64% | 4 | 0.0360 | 11 |
| Indoor swimming facilities | 5% | 14 | 36% | 13 | 0.0320 | 12 |
| Appearance of recreation centers/facilities | 8% | 12 | 62% | 6 | 0.0304 | 13 |
| City golf courses | 7% | 13 | 62% | 5 | 0.0266 | 14 |

ETC Institute Scope of Work

ETC Institute will develop **Importance-Satisfaction matrices** to display the perceived importance of core services against the perceived quality of service delivery. The two axes on the matrices will represent Satisfaction and Importance. The I-S (Importance-Satisfaction) matrix allows public officials to analyze the survey data as described and shown below.



- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the City is meeting customer expectations. Items in this area have a significant impact on the customer’s overall level of satisfaction. The City should maintain (or slightly increase) emphasis on items in this area.
- **Exceeding Expectations (below average importance and above average satisfaction).** This area shows where the City is performing significantly better than customers expect the organization to perform. Items in this area do not significantly impact the customer’s overall level of satisfaction. The City should maintain (or slightly decrease) emphasis on items in this area.
- **Opportunities for Improvement (above average importance and below average satisfaction).** This area shows where the City is not performing as well as residents expect the City to perform. This area has a significant impact on customer satisfaction. The agency should DEFINITELY increase emphasis on items in this area.

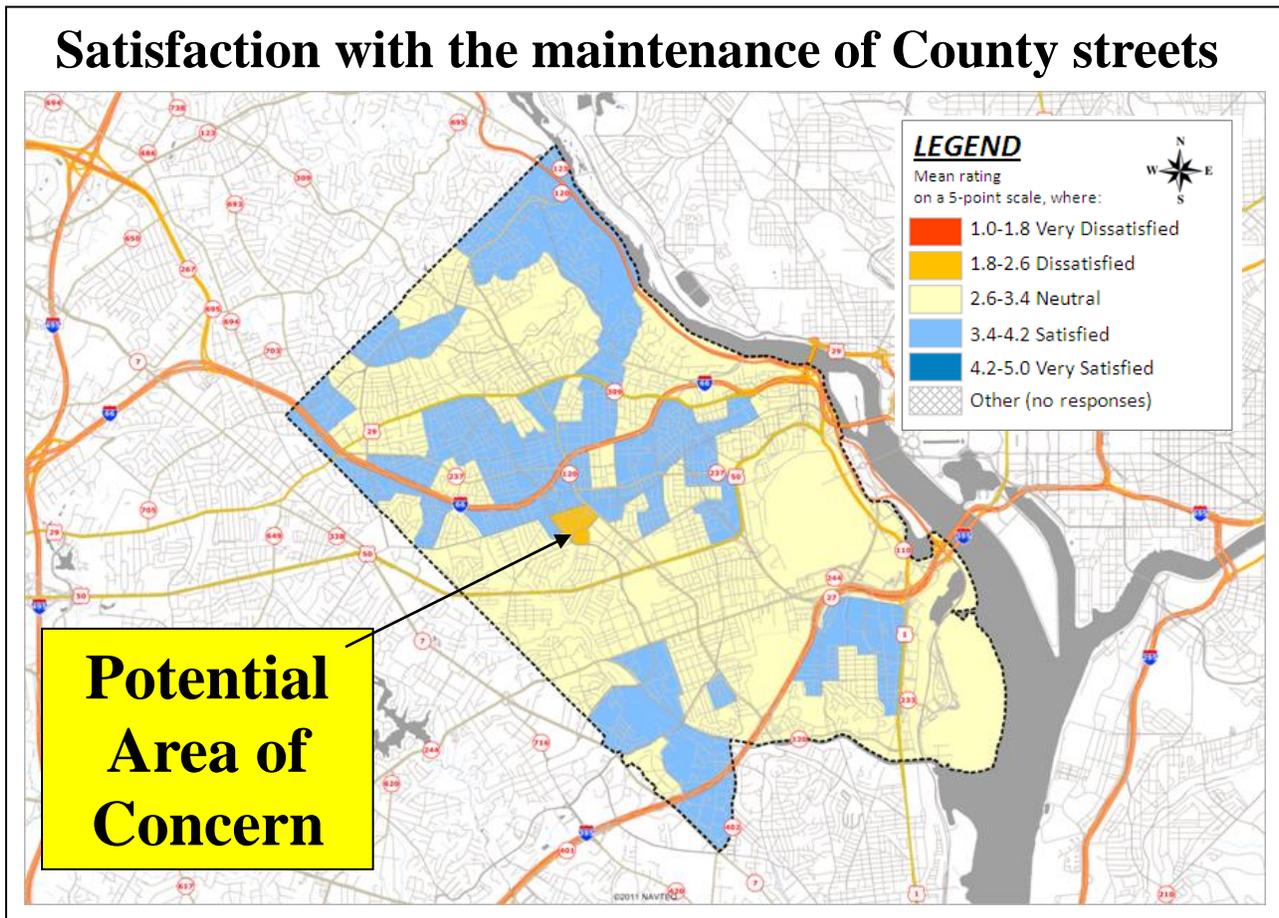
ETC Institute Scope of Work

- **Less Important (below average importance and below average satisfaction).** This area shows where the City is not performing well relative to the agency’s performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly impact the customer’s overall level of satisfaction because the items rated are less important to residents. The City should maintain current levels of emphasis on items in this area.

Task 3.1C: GIS Mapping (Optional)

ETC Institute will prepare maps that show the results of specific questions on the survey. ETC Institute will geocode the home address of resident survey respondents to latitude and longitude coordinates. This allows our team to generate maps that visually show how satisfied residents are with the delivery of City services in different parts of the City. ETC Institute can create maps that show which parts of the City have the lowest and highest concentrations of satisfaction.

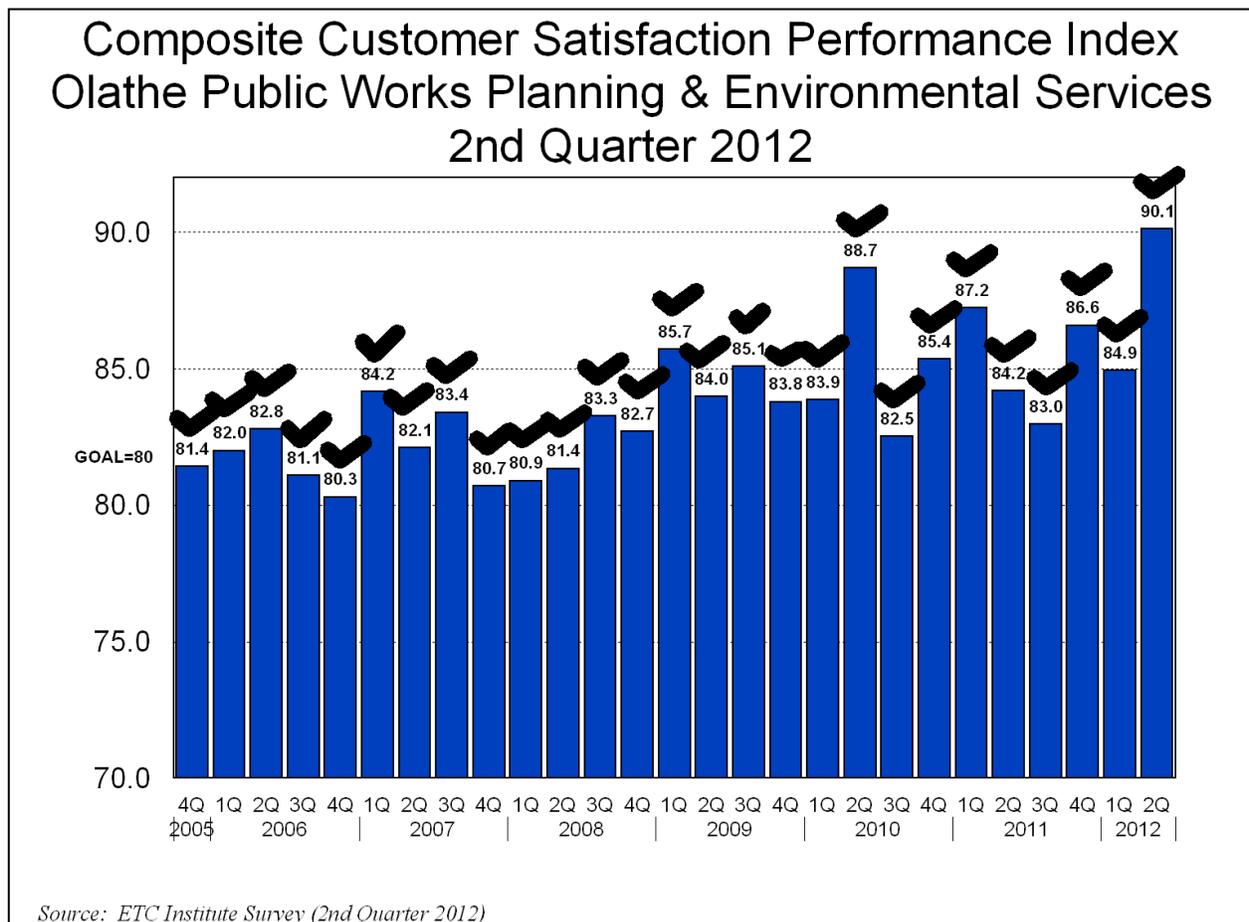
GIS mapping is an effective tool for communicating the results of the survey to elected officials and the general public. For example, the following map identifies areas in Arlington County, Virginia where residents were dissatisfied with the maintenance of County streets. The shaded colors on the map correspond to the level of satisfaction. Areas of blue indicate higher levels of satisfaction, yellow areas indicate neutrality and orange or red areas indicate dissatisfaction.



ETC Institute Scope of Work

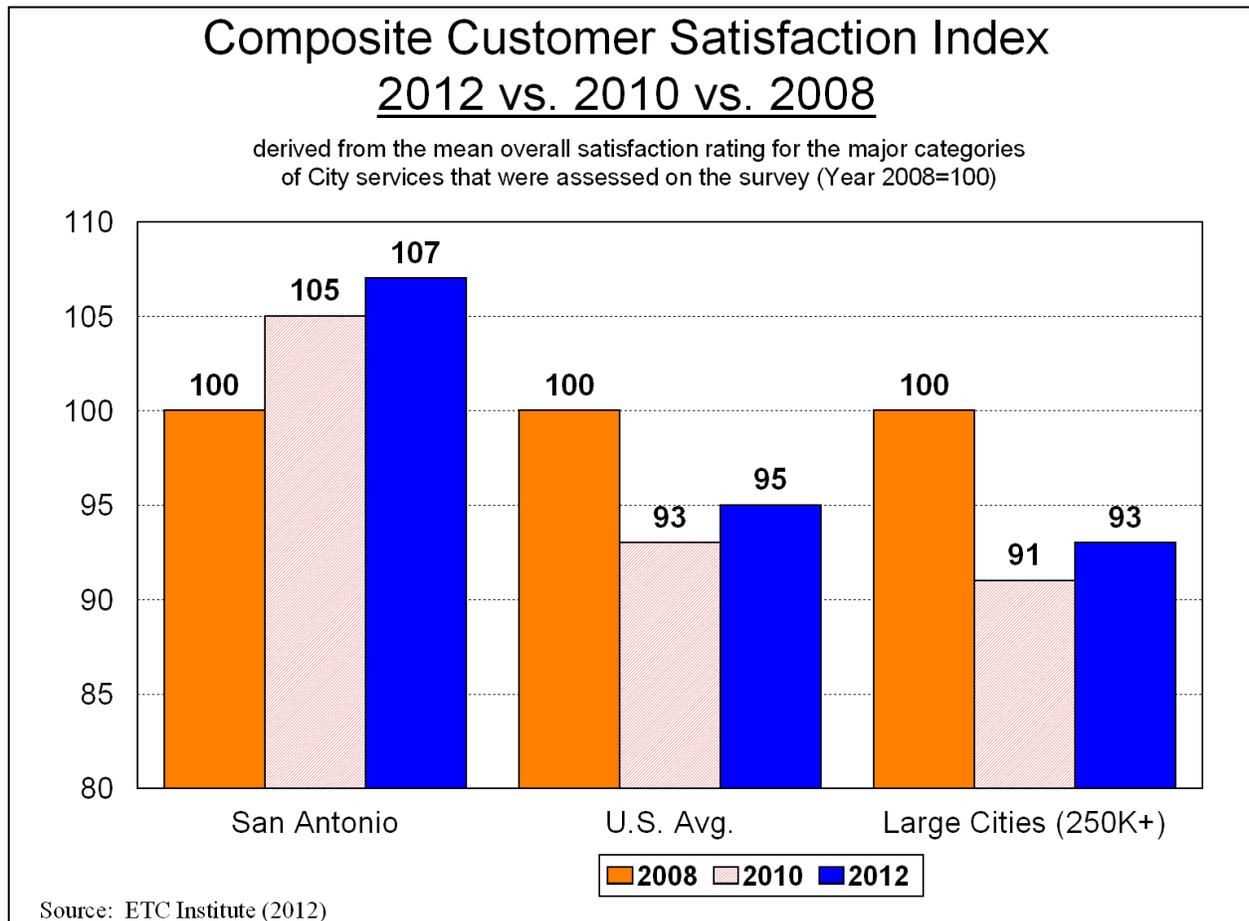
Task 3.1D: Develop Performance Indices (Optional)

If desired, ETC Institute can also develop performance indices for the City that can be used to objectively measure the overall performance of the City in key areas over time. The chart below shows the composite performance index that is generated from quarterly customer satisfaction survey data collected by ETC Institute for the City of Olathe’s Municipal Services Department. The composite rating reflects the Department’s performance in 22 areas of customer service. In this example, the Department has set a goal of achieving a composite rating of at least 80.00. The checkmarks show when Olathe achieved this objective.



The chart on the following page is another example of a composite customer satisfaction index that is used by the City of San Antonio to track its overall performance. The index works like the Consumer Price Index (CPI). It is a function of the City’s composite performance in 13 major areas relative to the Base Year of 2008. Changes in the index from one year to the next shows how overall satisfaction with City services has changed relative to the base year. The data is compared to national trends which are shown as a composite index for the U.S. and Large U.S. Cities with a population greater than 250,000. This allows the City of San Antonio to see how its performance changes compared to other cities of a similar size.

ETC Institute Scope of Work



Task 3.2: Prepare Final Report. At a minimum, Task 3.2 will include the completion of the following items:

- The development of a final written report that includes, at a minimum, the following:
 - an executive summary that includes a description of the survey methodology, key findings, and recommendations
 - charts and graphs for questions on the survey
 - benchmarking analysis that shows how the City compares to other communities
 - tables showing the results for all questions on the survey, including any open-ended questions
 - copy of the survey instrument
- Depending on the survey options selected by the City, the final report may also contain other forms of analysis, such as importance-satisfaction analysis, cross-tabular analysis, and GIS mapping. ETC Institute may also make one (1) formal presentation of the survey results at a public meeting

ETC Institute Scope of Work

- ETC Institute will also prepare a 1-2 page press briefing document that the City can use to discuss the findings with the press and other interested groups.

Deliverable Task 3: ETC Institute will prepare and submit 1 copy of the draft report for the City to review. Once the City provides feedback on the draft report, ETC Institute will prepare 10 bound copies of the final report. The reports will include a table of contents, will be tabbed and the pages will be numbered. An electronic copy of the final report will be made available to the City. ETC Institute will also provide the City with the raw survey data in an Excel spreadsheet

Project Schedule

ETC Institute's research plan has been designed to complete this project in a 16 week period. Since the surveys will be administered in-house, the completion date for the project is completely within our control. If desired, we can meet a more ambitious timeline and are available to start at a date most convenient for the City.

May 2015

- Agreement approved and signed
- Initial discussion with the City to discuss survey goals & objectives
- ETC Institute provides the City with a draft survey
- City staff review the content of the draft survey and provide feedback to ETC Institute

June 2015

- ETC Institute revises the survey based on input from the City
- ETC Institute provides the City with the final sampling plan specifications
- ETC Institute conducts a pretest of the survey
- Results of the pretest are reported to the City and discussed
- ETC Institute revises the survey as necessary
- City approves the survey instrument
- Press releases issued
- Data collection begins

July 2015

- Draft report submitted
- Discuss changes to draft report

August 2015

- Final report delivered

Section 6: **Price Proposal**

| ETC Institute 2015 Survey Fee Schedule | | |
|--|------------------------|------------|
| Questions: Contact Jason Morado at 913-829-1215 or jmorado@etcinstitute.com | | |
| | # of Completed Surveys | |
| | 300 | 400 |
| precision w/95% level of confidence at City level | +/-5.7% | +/-4.9% |
| Survey Design and Sampling Plan | \$2,800 | \$3,000 |
| Administer Survey | | |
| 10-minute survey (3-4 pages in length) | \$5,790 | \$7,720 |
| 15-minute survey (5-6 pages in length) | \$7,140 | \$9,520 |
| 20-minute survey (7 pages in length) | \$8,550 | \$11,400 |
| Formal Report with summary and charts | included | included |
| Benchmarking Analysis | included | included |
| Internet Survey Option | included | included |
| Crosstabulations for Key Demographic Groups | \$1,000 | \$1,000 |
| Importance-Satisfaction Analysis | \$1,000 | \$1,000 |
| GIS Mapping | \$1,000 | \$1,000 |
| On-Site Visits plus direct travel costs (per day) | \$1,500 | \$1,500 |

Sample Fee: The cost to administer a 15-minute survey to a random sample of 400 residents, prepare a formal report, including GIS Mapping, would be: \$3,000+\$9,520+\$1,000 = \$13,520