

2001 Business Focus Group Report

March 2002

City Auditor's Office

City of Kansas City, Missouri

25-2001

March 20, 2002

Honorable Mayor and Members of the City Council:

This report presents the results of four focus groups conducted with owners and managers of Kansas City businesses in October 2001. The groups were designed to obtain qualitative opinions on how businesses view city services. The participants discussed how city services affect their businesses and why certain services are important to their business. They also identified the service aspects that affect how they evaluate the quality of those services. ETC Institute facilitated the focus groups, conducted a post focus group survey, and tabulated results.

Each focus group discussed the six city services that were rated by respondents to our *1999 Survey of Kansas City Businesses* as among the most important services evaluated. Three of these services - police, fire, and airports – were rated as good or excellent by a majority of survey respondents in 1999. A majority of the same respondents rated snow removal, street maintenance, and stormwater drainage as average or below.

The focus groups identified fifteen to twenty aspects of each city service considered when evaluating performance. Timeliness was identified as an important aspect of city services. A majority of the business owners and managers selected police response time for emergencies, response time for fire emergencies, and how quickly major streets are cleared of snow as the most important aspects in the delivery of those services.

Participant opinions on the most important aspects of service delivery for street maintenance, airport services, and stormwater drainage were not as clearly associated with a single delivery aspect. The physical condition of road surfaces, airport security, and flooding in city streets were selected most frequently by participants as one of the four most important aspects in delivering those services.

The information resulting from the focus groups can assist the public, elected officials, and city staff to better understand what aspects of city services are important to businesses. Focus group results, however, are not statistically significant and may or may not represent the opinions or attitudes of all business owners and managers in Kansas City, Missouri.

We appreciate the business owners and managers sharing their experiences and observations with us during the project planning process, participating in the focus groups, and completing the post focus group survey. The audit team for this project was Joan Pu, Julia Terenjuk, and Nancy Hunt.

Mark Funkhouser
City Auditor

2001 Business Focus Group Report

Perceptions of City Service Delivery

Among Kansas City, Missouri

Business Owners and Managers

Conducted by

ETC Institute
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for

The City of Kansas City, Missouri
City Auditor's Office

March 2002

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Executive Summary

Executive Summary

Overview

In October 2001, ETC Institute facilitated a series of four focus groups with Kansas City, Missouri, business owners and managers. The primary purpose of the focus groups was to better understand how city services affect businesses in Kansas City, Missouri, and to identify the aspects of city services that are most important to business owners and managers.

Six major types of services were discussed: police services, snow removal, fire services, street maintenance, airport services, and stormwater drainage. These services were selected because they were identified as the most important services to Kansas City business owners and managers in the City Auditor's Office's *1999 Survey of Kansas City Businesses*.

This report contains: (1) an executive summary of the findings including tabular results from the post focus group survey administered to participants after all of the focus groups were conducted, (2) summaries from each of the four focus group meetings that include tabular results and selected quotes, (3) an expanded methodology description, (4) copies of the moderator's script, (5) copies of the post focus group survey instruments, and (6) a redefined business survey that could be used to assess satisfaction with city services if another business survey is undertaken.

Methodology

Focus groups are composed of a small number of carefully selected people brought together to discuss specific topics. Information and ideas are generated by the give and take of group discussion. Focus groups provide in-depth qualitative insights, but only represent the opinions and attitudes of the participants.

A total of 34 participants attended the focus groups. The participants were recruited from about 270 respondents who indicated they would "be willing to participate in future discussions or focus groups to help . . . improve the quality of services provided to local businesses" in the *1999 Survey of Kansas City Businesses*. Four focus groups were composed based on participants' business sizes and their ratings of the city's overall service quality in the 1999 survey:

- Group 1: managers/owners of smaller businesses (less than 25 employees) who had indicated

dissatisfaction with the overall quality of city services

- Group 2: managers/owners of smaller businesses (less than 25 employees) who had indicated satisfaction with the overall quality of city services
- Group 3: managers/owners of larger businesses (25 or more employees) who had indicated dissatisfaction with the overall quality of city services
- Group 4: managers/owners of larger businesses (25 or more employees) who had indicated satisfaction with the overall quality of city services

The groups discussed six major city services: police services, snow removal, fire services, street maintenance, city airports, and stormwater drainage. For each service, focus group participants were asked to:

- Independently rate their perceptions of the quality of the service based on their previous experiences in Kansas City, Missouri
- Provide examples of positive and negative experiences with the service in Kansas City, Missouri
- Brainstorm a list of aspects of the service that affect their overall satisfaction with the service (The list was developed independently by each focus group in order to ensure that bias from one focus group was not introduced into the other focus groups.)
- Rate the relative importance of each of the items suggested during the brainstorming session.

A summary of the comments and ratings for each focus group is provided with this report. The results derived from the group discussions are not statistically significant and can not be generalized to represent the opinions of all businesses in Kansas City, Missouri.

A post focus group survey was sent to all participants after the four focus groups had been conducted in order to identify the relative importance of the aspects of city services suggested by all four focus groups.

For a more detailed description of the methodology, please refer to Appendix 5.

Findings

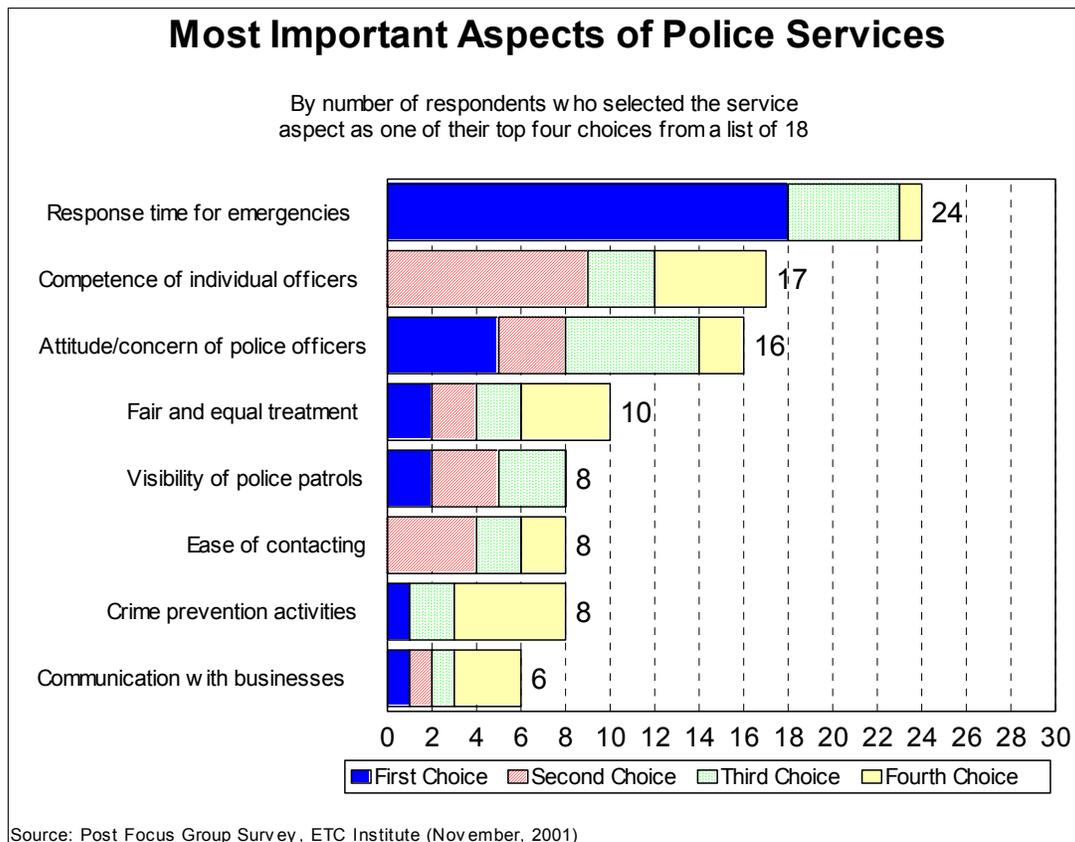
This Executive Summary highlights the major findings for each of the six major services that were discussed.

Police Services Focus group participants collectively identified 18 different aspects of police services that influence their satisfaction with the overall quality of police services in Kansas City.

The eighteen items were:

- attitude/concern of police officers; willingness of officers to help
- availability of information about police services
- competence/quality of individual police officers
- crime stopping/prevention activities
- ease of contacting the police
- enforcement of traffic laws
- fair and equal treatment of individuals by the police
- follow-up after an incident
- information about criminal activity in the vicinity of your businesses
- personal contact/interaction of police with business owners
- police communication with business owners/managers
- police communication with private security organizations
- quality of accident investigation
- response time for emergencies
- response time for non-emergencies
- traffic control for events
- understanding that the police have of the needs of your businesses
- visibility of police patrols near your businesses

Of the eighteen items listed, eight were selected by at least 20% of the post focus group survey respondents as one of the four most important aspects of police services in Kansas City. The top eight aspects of police services as reported by business owners and managers who attended the focus groups are shown in the chart at the top of the following page.

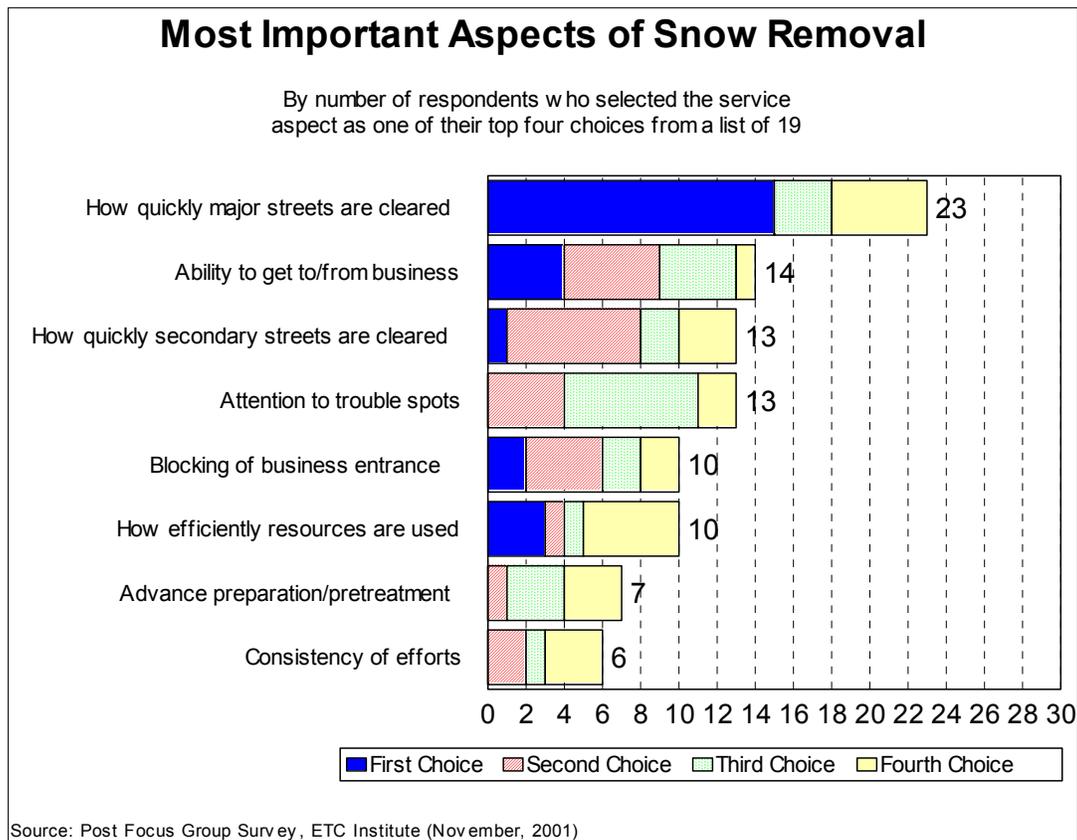


Snow Removal Focus group participants collectively identified 19 different aspects of snow removal services that influence their satisfaction with the overall quality of snow removal in Kansas City. The nineteen items were:

- ability to get to/from your business after a snow/ice storm
- adequacy of salt, sand, and other materials stored in preparation of a storm
- advance preparation and pretreatment that occurs before a storm
- attention given to trouble spots, such as hills
- availability of information about snow removal policies and activities
- availability of information about street conditions
- availability of proper equipment/personnel
- city use of private contractors for snow/ice removal
- coordination of snow removal efforts with other organizations
- ease of contacting the city about snow/ice removal issues
- how efficiently the city uses resources to remove ice and snow
- how quickly the city clears MAJOR streets after snow/ice storms
- how quickly the city clears SECONDARY streets after snow/ice storms

- identification of snow routes
- overall consistency of the city's snow/ice removal efforts
- removal of salt and sand after the snow/ice storm season
- snow moved by city crews blocks the entrance to your business
- use of new technology for treating ice and snow
- visibility of snow removal workers/trucks during bad weather

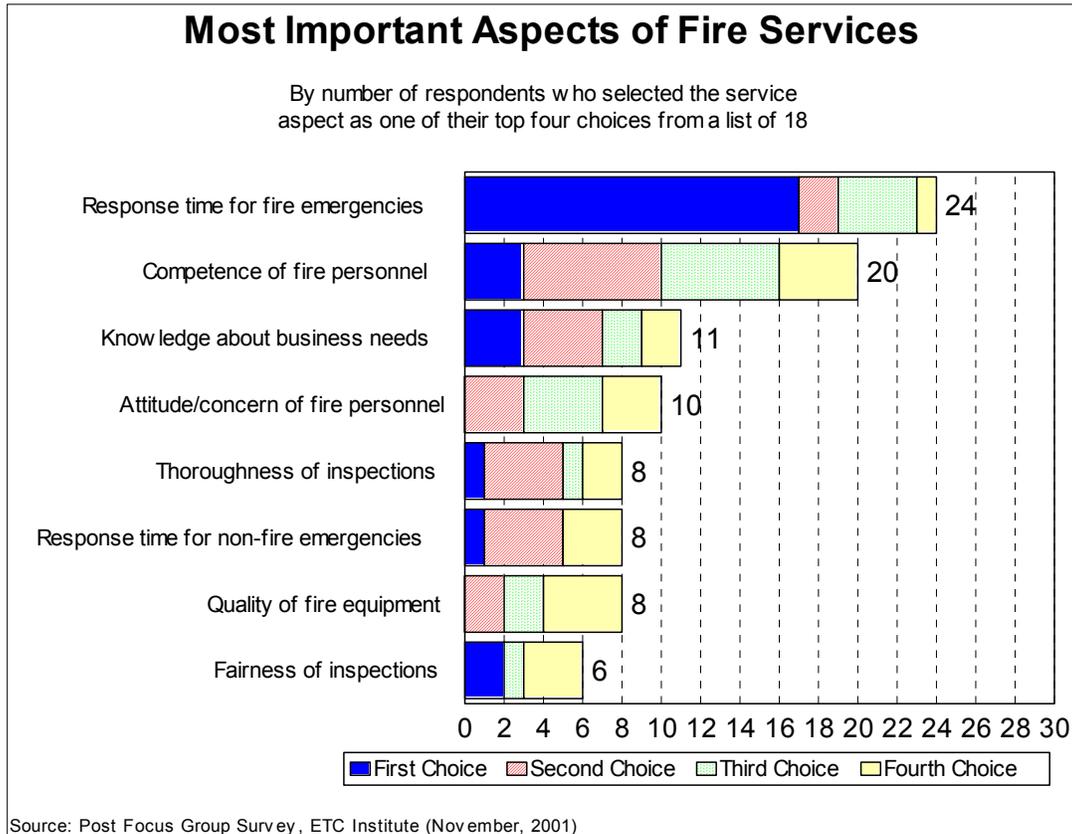
Of these items, eight were selected by at least 20% of the post focus group survey respondents as one of the four most important aspects of snow removal in Kansas City. The top eight aspects of snow removal as reported by business owners and managers who attended the focus groups are shown in the chart below.



Fire Services Focus group participants collectively identified 18 different aspects of fire services that influence their satisfaction with the overall quality of fire services in Kansas City. The eighteen items were:

- attitude/concern showed by fire personnel
- availability/use of new technology for fighting fires
- competence/quality of individual fire personnel
- damage caused to business property by fire personnel responding to a call
- ease of contacting fire personnel in non-emergencies
- fairness of fire inspections
- fees for inspections/fines
- fire prevention information and training
- follow-up after inspections or fires
- frequency of fire inspections
- hazardous materials training/support services
- involvement of fire personnel in political activities
- knowledge fire personnel have about the needs of your business
- quality of fire equipment
- response time for fire emergencies
- response time for non-fire emergencies
- thoroughness of fire inspections
- willingness of fire personnel to respond to non-emergencies

Of these items, eight were selected by at least 20% of the post focus group survey respondents as one of the four most important aspects of fire services in Kansas City. The eight most important aspects of fire services as reported by business owners and managers who attended the focus groups are shown in the chart at the top of the following page.

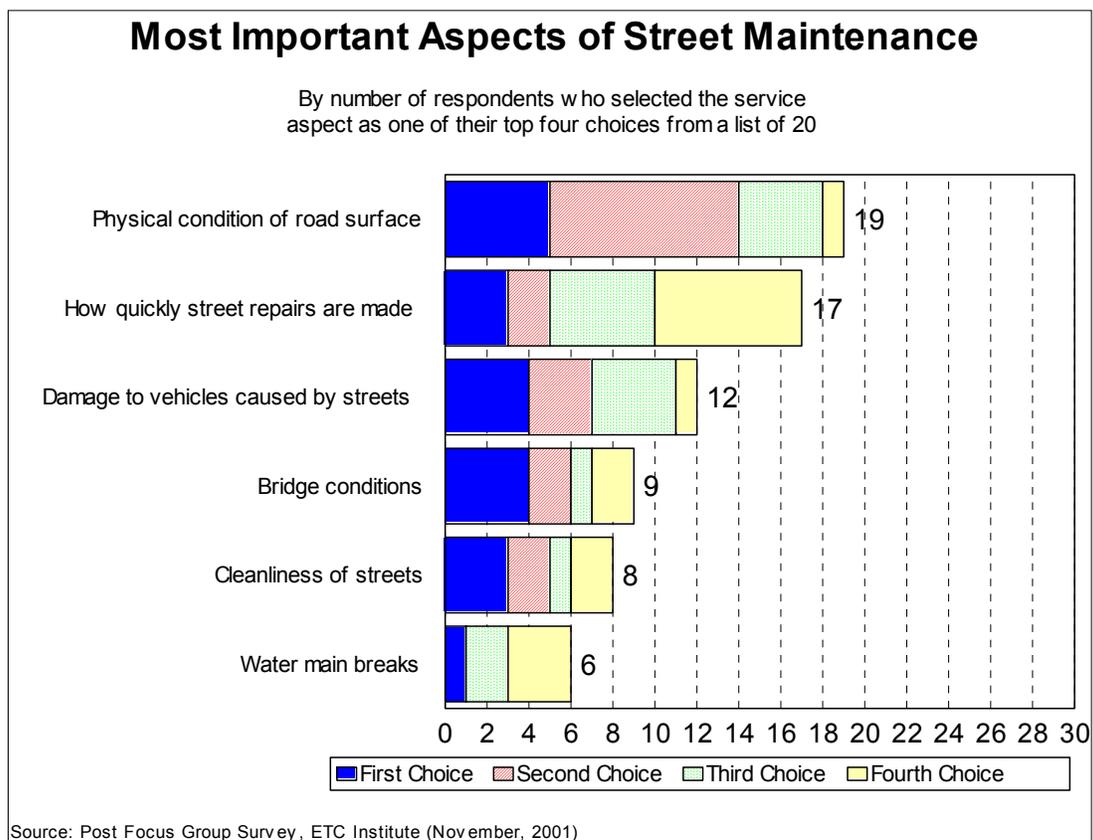


Street Maintenance Focus group participants collectively identified 20 different aspects of street maintenance that influence their satisfaction with the overall quality of street maintenance in Kansas City. The twenty items were:

- availability of information about street construction/maintenance activities
- cleanliness of city streets
- condition of city bridges
- damage to business and customer vehicles and equipment caused by city streets
- how quickly street repairs are made
- how quickly the city clears debris, such as tree limbs, from city streets
- landscaping/mowing along city streets
- maintenance/existence of curbs/gutters
- metal plates on city streets
- physical condition of the road surface/presence of potholes
- presence of striping/pavement markings
- productivity of city street maintenance employees
- quality of railroad crossings
- scheduling of maintenance activities (i.e. working at night)
- street cuts from contractors (i.e. cable, phone, and other utilities)

- traffic control measures (signage, cones, etc) in street construction areas
- traffic flow along city streets
- traffic signal coordination
- visibility of signs along city streets
- water main breaks

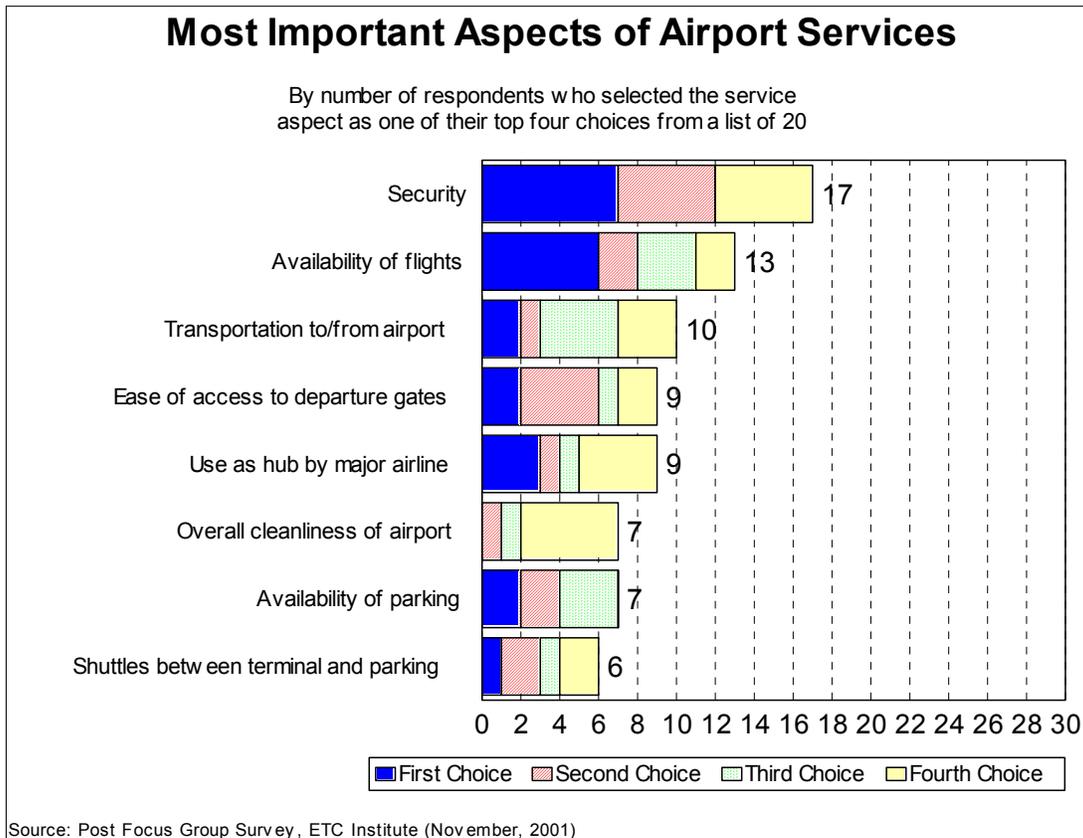
Of these items, six were selected by at least 20% of the post focus group survey respondents as one of the four most important aspects of street maintenance in Kansas City. The six most important aspects of street maintenance as reported by business owners and managers who attended the focus groups are shown in the chart below.



Airport Services Focus group participants collectively identified 20 different aspects of airport services that influence their satisfaction with the overall quality of airport services in Kansas City. The twenty items were:

- adequacy of signage/information
- airport is used as a hub by a major airline
- appearance/maintenance of airport grounds
- appearance/maintenance of the terminal
- availability of flights
- availability of general aviation services (i.e., fuel & maintenance services for private aircraft, hanger space)
- availability of parking
- availability of restrooms in passenger waiting areas
- availability of shuttles between airport terminal and parking areas
- convenience of baggage services
- cost of parking
- days/hours of Customs Service operations
- ease of access to departure gates once you enter the terminal
- ease of highway access to the airport
- freight handling capabilities/services
- level of utilization of airport services (number of passengers, flights, etc.)
- overall cleanliness of the airport
- quality/availability of amenities in the terminal (i.e. stores, restaurants, etc.)
- security
- transportation to/from the airport and other destinations in Kansas City via shuttles, taxis, and public transit

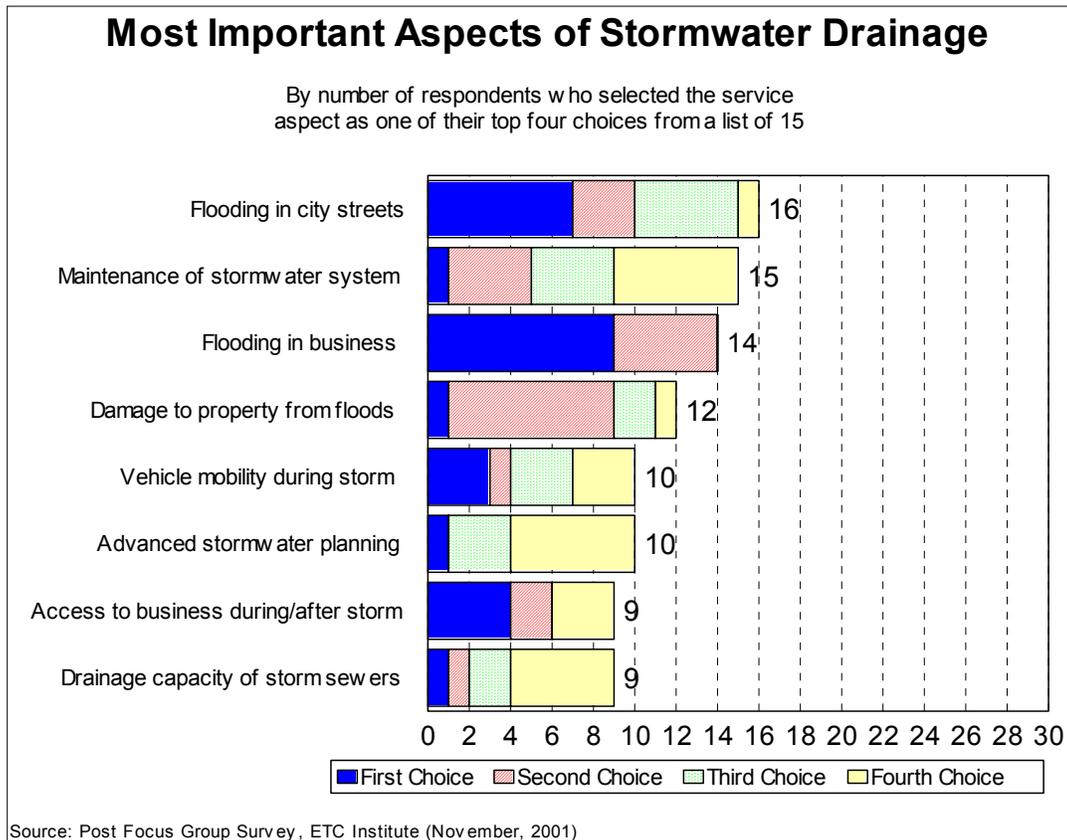
Of these items, eight were selected by at least 20% of the post focus group survey respondents as one of the four most important aspects of airport services in Kansas City. The eight most important aspects of airport services as reported by business owners and managers who attended the focus groups are shown in the chart on the following page.



Stormwater Drainage Focus group participants collectively identified 15 different aspects of stormwater drainage that influence their satisfaction with the overall quality of stormwater drainage in Kansas City. The fifteen items were:

- access to your business during and after a storm
- advance stormwater planning by the city
- availability of information about new stormwater projects/activities
- city's advance preparation and warning when there are heavy rains
- city clean-ups after storms
- city efforts to keep stormwater drainage channels clean
- city repairs and maintenance of the stormwater system
- damage to your property or inventory as a result of flooding
- drainage capacity of city storm sewers
- enforcement of codes related to stormwater
- flooding in city streets
- flooding inside your business
- standing water/ponding on business property
- vehicle mobility on city streets during and after storms
- visibility of new investments in the city's stormwater system

Of these items, eight were selected by at least 20% of the post focus group survey respondents as one of the four most important aspects of stormwater drainage in Kansas City. The eight most important aspects of stormwater drainage as reported by business owners and managers who attended the focus groups are shown in the chart below.



Appendix 1:
Focus Group Summary for
Small Businesses that Were Generally
Dissatisfied in 1999 Business Survey

**Focus Group with
Small Business Owners and Managers Generally
Dissatisfied with City Services in 1999 Business Survey**

Overview

Participants at this focus group were owners and managers of businesses with fewer than 25 employees. These participants had indicated that they were generally not satisfied with the overall quality of city services when responding to the City Auditor's Office's *1999 Survey of Kansas City Businesses*.

The primary purpose of this focus group was to better understand how city services affect businesses in Kansas City, Missouri, and to identify the aspects of six major services that are most important to business owners and managers. The six major services that were discussed included: police services, snow removal, fire services, street maintenance, airport services, and stormwater drainage. These services were selected because they were identified as the most important services to Kansas City business owners and managers responding to the *1999 Survey of Kansas City Businesses*.

The following pages contain a summary of the comments that were made by focus group participants about each service that was discussed.

POLICE SERVICES

The moderator asked focus group participants to share positive and negative experiences with police services in Kansas City, Missouri. Listed below are some of the positive and negative comments that were provided.

Positive Comments about Police Services

- We've had multiple break-ins, and the police have been very good. They actually caught one guy.
- One time someone broke our glass and I called the cops and they caught the culprit in about an hour. I was very impressed with the response.
- We've had shoplifting during business hours and also four break-ins when they came through the window. Most of the police have been very helpful and they've pursued the perpetrators.

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- The police stop by on a regular basis. We have a panic button, and when we've pushed it the response time has always been very good.
- I've gotten to know several officers in the area, which is helpful. We've had four to five break-ins and the police have always been very professional. However, there is no visibility on a regular basis.
- A while back we had license plate renewal dates clipped off and stereos stolen. The police patrolled the area for a while to deter anything else from happening.
- Information about criminal activity has been helpful to me. We've had several homeless people sleeping in alleys near our building. The police got rid of them and we didn't realize they had come back until the police informed us.

Negative Comments about Police Services

- The police have set up sub-stations inside of [name of store], but there's no presence outside in the parking lot. The lighting in our parking lot is horrible at night. I've had customers tell me that they will not come to our store at night because they're afraid.
- We have a traffic problem at the corner of Chestnut and Nicholson. You always have to look both ways regardless of what color the light is. I think I've only seen police motorcycles there two times in the past nine years.
- I grew up in Chicago and I've lived in Kansas City for 10 years, and driving around I don't see the police visibility I saw in Chicago. Whether it be in the city or in the neighborhoods, you could always count on seeing a Chicago cop, and I don't see that here.

Additional Comments about Police Services

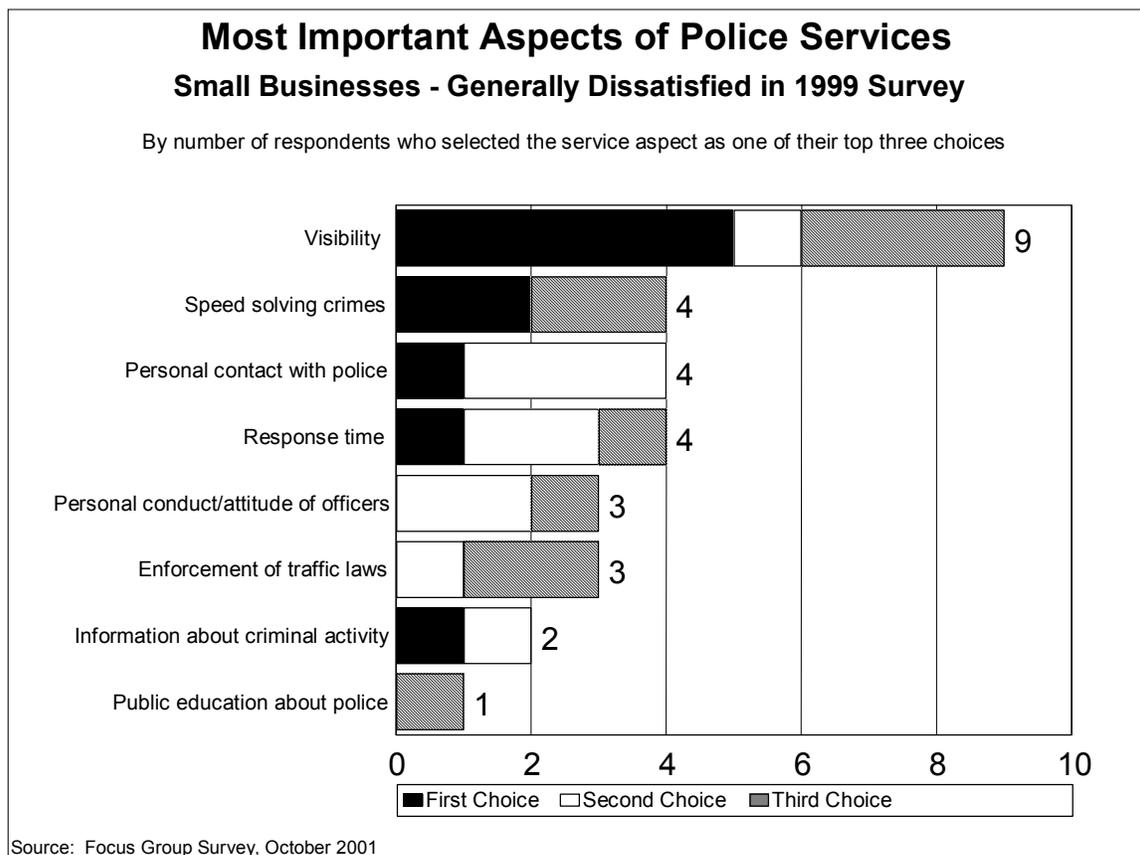
- I don't know what normal police routes are or how many officers are supposed to be in the area. It would be helpful to know because the crimes in our area always seem to happen at the same time.
- Meetings between police and business owners would be helpful. It would be positive reinforcement on both sides.
- Police should come by businesses just to check up on things. This would also give us a chance to get to know them.

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- There's two approaches police can take - they can be reactive or be proactive. They need to be proactive and be aggressive in deterring crime. Being more visible would help to deter crime.

Most Important Aspects of Police Services

After discussing their positive and negative experiences with police services in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of police services. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. Visibility of police was generally considered to be the most important aspect of police services. The top items are shown in the graph below.



SNOW REMOVAL

The moderator asked focus group participants to share positive and negative experiences with snow

removal services in Kansas City, Missouri. Listed below are some of the positive and negative comments that were provided.

Positive Comments about Snow Removal

- They do a good job of clearing streets quickly, but then they pile it up on the sidewalk. Even after I clean it up, they put it back.
- Very good response time on major streets, but not the minor ones.
- Our business is in the West Bottoms and it's always one of the first ones cleared.

Negative Comments about Snow Removal

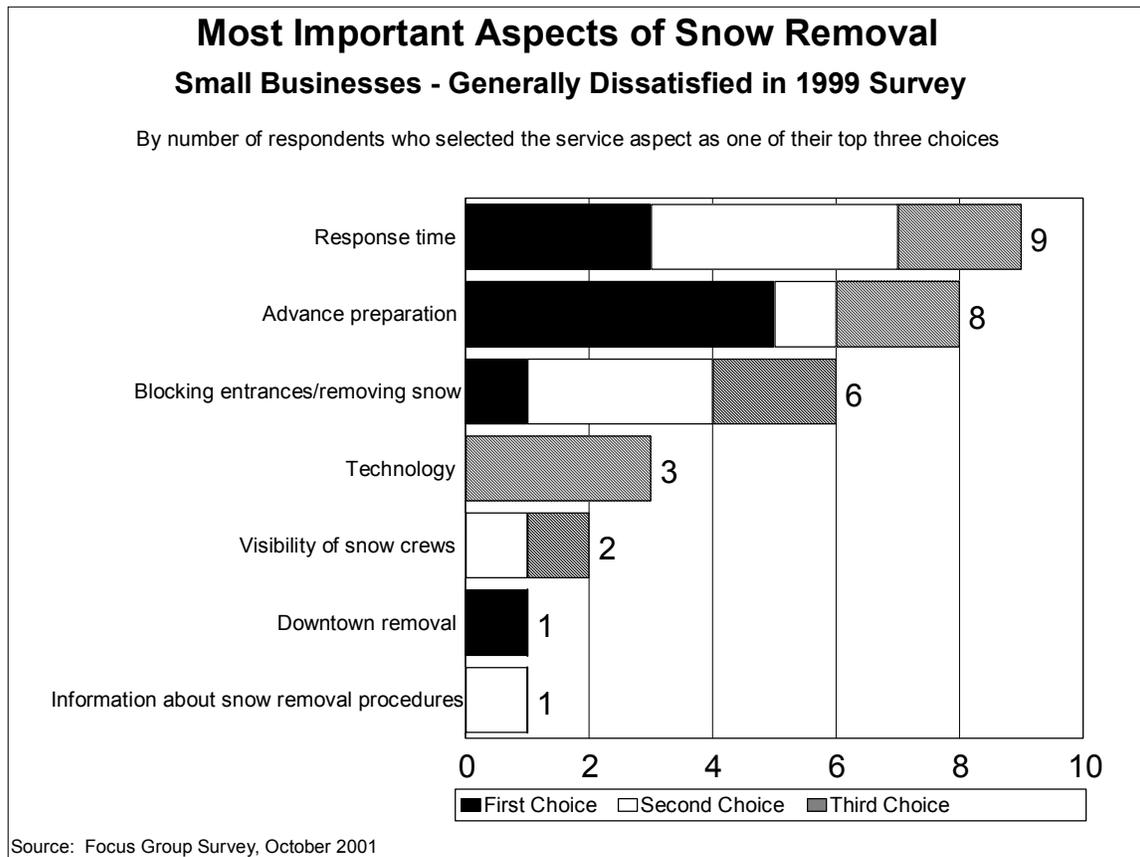
- I'm from Des Moines, and I don't understand why areas such as Des Moines, Minneapolis, and Chicago get their snow removed quickly, and we get relatively little snow compared to those places and our snow doesn't get removed quickly.
- I work downtown and I think it's atrocious. It's slick and dangerous to drive on. Both sidewalks and streets are very slick.
- In cities further north, the first line of defense is to move snow, and here the first thing they do is dump salt, which wrecks the roads and sometimes makes the roads slicker.
- I live in Kansas and we never have any problems. Then I go to visit my in-laws in Missouri, and we can't get there.
- They need to start anticipating, instead of reacting to bad weather.

Additional Comments about Snow Removal

- If there's not enough money in the budget, then for each storm they could rotate which area they clear first.
- Instead of salt, is there another alternative so we can avoid all of the potholes in the spring and the rust to our cars.
- Advance preparation is the most important issue, because it would help prevent ice, which really is a bigger problem than snow.

Most Important Aspects of Snow Removal

After discussing their positive and negative experiences with snow removal in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of snow removal. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. The response time and the amount of advance preparation/pretreatment that is done before a storm were generally considered to be two of the most important aspects of snow removal. The top items are shown in the graph below.



FIRE SERVICES

The moderator asked focus group participants to share positive and negative experiences with fire services in Kansas City, Missouri. Listed below are some of the positive and negative comments given about fire services.

Positive Comments about Fire Services

- We get inspected every year, and the inspectors are always very courteous and thorough. They give a fair amount of time to straighten out any problems you might have had.
- We have the same inspector every year, and he points out what needs to be pointed out, but he's not necessarily picky.
- We have an alarm system, and whenever it goes off the response time is excellent.
- We just got inspected last week, and the guy was very personable. We had hazardous chemicals on site. He walked over everything with us and was very careful not to over assess the chemicals. Every time they've really been pretty good.
- I'm pretty impressed with the HazMat people. There's a business down the street from us whose alarm goes off every couple of months, and the HazMat people are always right there.
- One time there was a fire two doors down from us and they brought in tarps to put over the person's equipment. It was done very professionally and it probably saved that person from going out of business.

Negative Comments about Fire Services

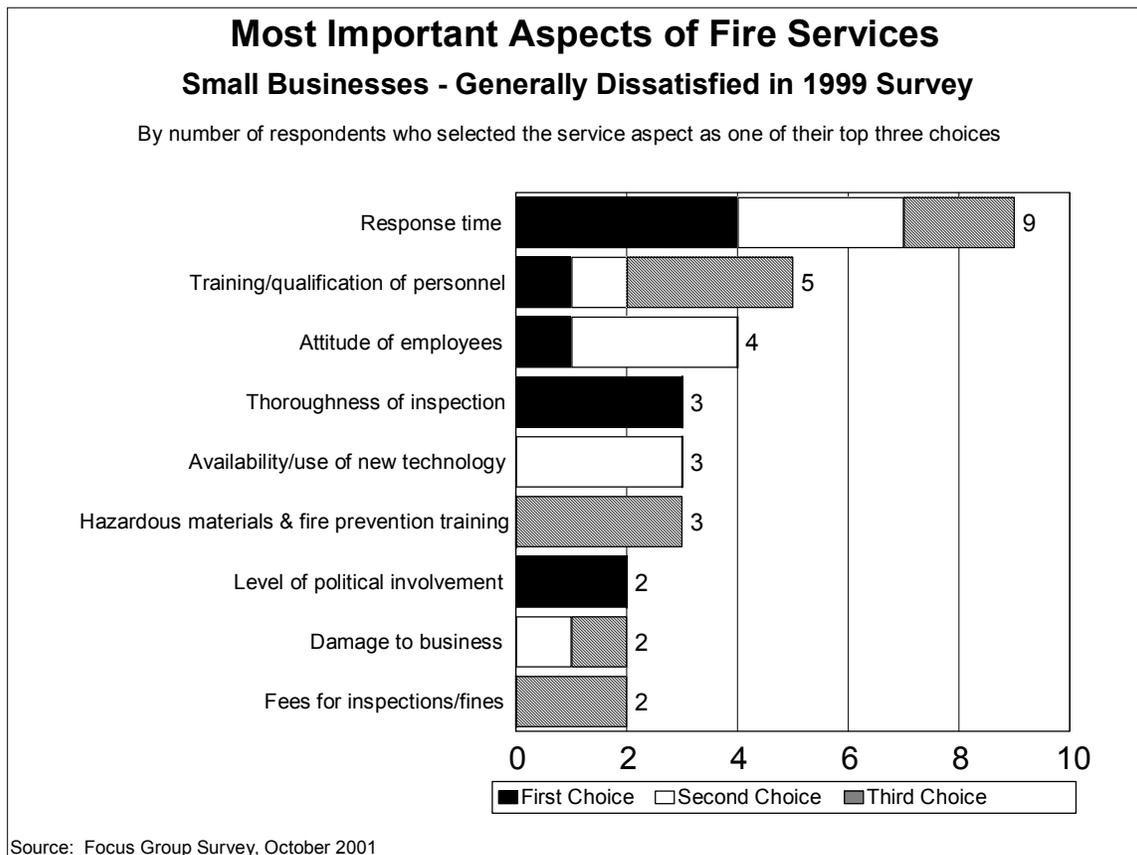
- Although we've never had any experience with them, all firemen I know are the most arrogant people I know, top to bottom. It gives me a horrible perception of them.
- When a neighboring business had a fire, the firefighters tore down a fence in our yard to get to the fire. If they had better knowledge of the area, they would have known that they could have used a street to reach the neighboring business, rather than tearing our fence down. They also didn't pay for the fence.

Additional Comments about Fire Services

- Response time is the most important issue, because it can save a business.
- Instead of inspecting just the building, maybe the inspectors could also inspect the areas around the building.
- The attitude of the inspectors and other fire employees is important because it affects our perception of them.

Most Important Aspects of Fire Services

After discussing their positive and negative experiences with fire services in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of fire services. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. The response time of fire personnel was generally considered to be the most important aspect of fire services. The top items are shown in the graph below.



STREET MAINTENANCE

The moderator asked focus group participants to share positive and negative experiences with street maintenance services in Kansas City, Missouri. Listed below are some of the positive and negative comments given about street maintenance services.

Positive Comments about Street Maintenance

- Our city has beautiful bridges.
- They are adding curbing to Highway 40, which has been needed for a long time.
- The pothole A hotline” is a good idea and seems to be helpful.

Negative Comments about Street Maintenance

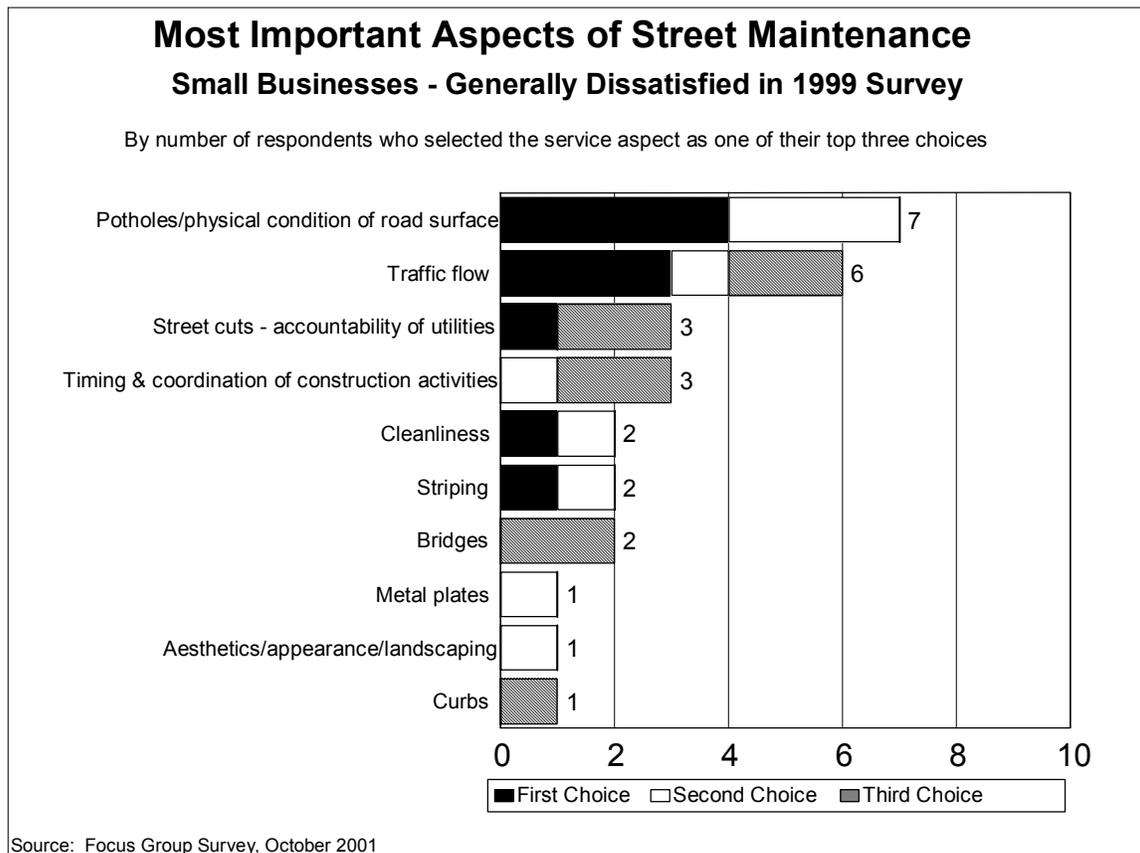
- Many areas need more curbs.
- Steel plates are usually not put in properly, plus they are used for too long - they should only be temporary.
- They need to widen Front Street – there’s way too much traffic on it, especially around rush hour time.
- There are so many potholes around our business that it prevents some customers from coming to our store.

Additional Comments about Street Maintenance

- There should be more nighttime construction, instead of doing it all during the day.
- There needs to be better planning and coordination of which streets they will fix.

Most Important Aspects of Street Maintenance

After discussing their positive and negative experiences with street maintenance services in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of street maintenance. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. The physical condition of road surfaces and traffic flow were generally considered to be the most important aspects of street maintenance. The top items are shown in the graph below.



AIRPORT SERVICES

The moderator asked focus group participants to share positive and negative experiences with airport services in Kansas City, Missouri. Listed on the following page are some of the positive and negative comments given about airport services. All participant comments pertain to KCI.

Positive Comments about Airport Services

- The design of KCI provides great access to all gates and parking lots. Parking is also very accessible and convenient. The signage outside for the terminals is easy to read and understand, which also makes access to the gates and parking lots easier.
- Visitors from out of town always have a good experience.
- The inside is very clean and looks impressive - especially the pictures on the walls, which are very happy looking and well lit.
- There are lots of opportunities to get to the airport other than by your own vehicle. There is alternative transportation available at all price levels.
- We ship things through air express and the amount of time it takes me once I get to the airport is phenomenal. There are no hold-ups. I haven't been there since September 11th, but before it was in and out and I was back to work within an hour.

Negative Comments about Airport Services

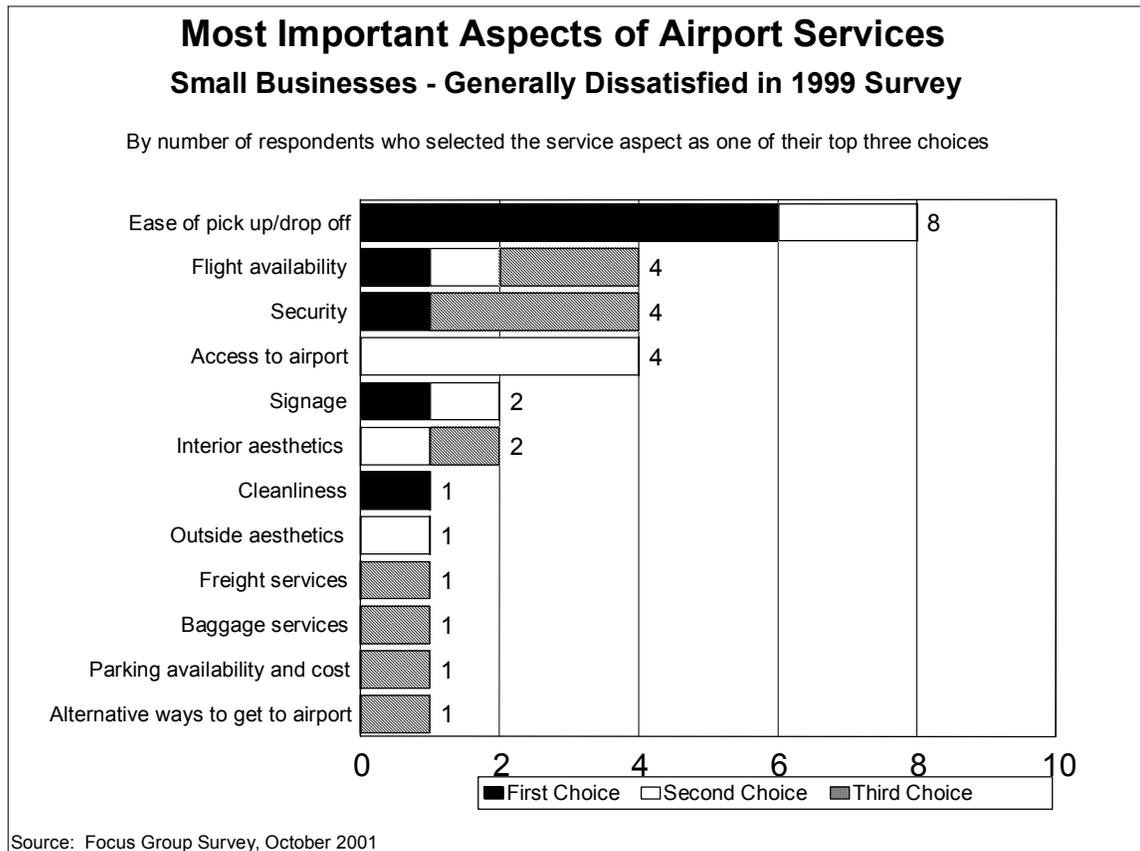
- There are very few international flights, and the Customs Department doesn't work on weekends.
- The food isn't always the best. They could have more choices.

Additional Comments about Airport Services

- Security is important right now because it will make people want to come to the airport despite the recent terrorist attacks.
- Someone should work on generating more traffic up by the airport. The more traffic that goes through there, the more the overall economy benefits from it.

Most Important Aspects of Airport Services

After discussing their positive and negative experiences with airport services in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of airport services. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. Ease of picking up/dropping off passengers was generally considered to be the most important aspect of airport services. Flight availability, security, and access to the airport were also important. The top items are shown in the graph below.



STORMWATER DRAINAGE

The moderator asked focus group participants to share positive and negative experiences with stormwater drainage services in Kansas City, Missouri. Listed on the following page are some of the positive and negative comments given about stormwater drainage services.

Positive Comments about Stormwater Drainage

- The Plaza looks and works good. Aesthetically it was a wonderful job. It looks beautiful and does what it's supposed to do.

Negative Comments about Stormwater Drainage

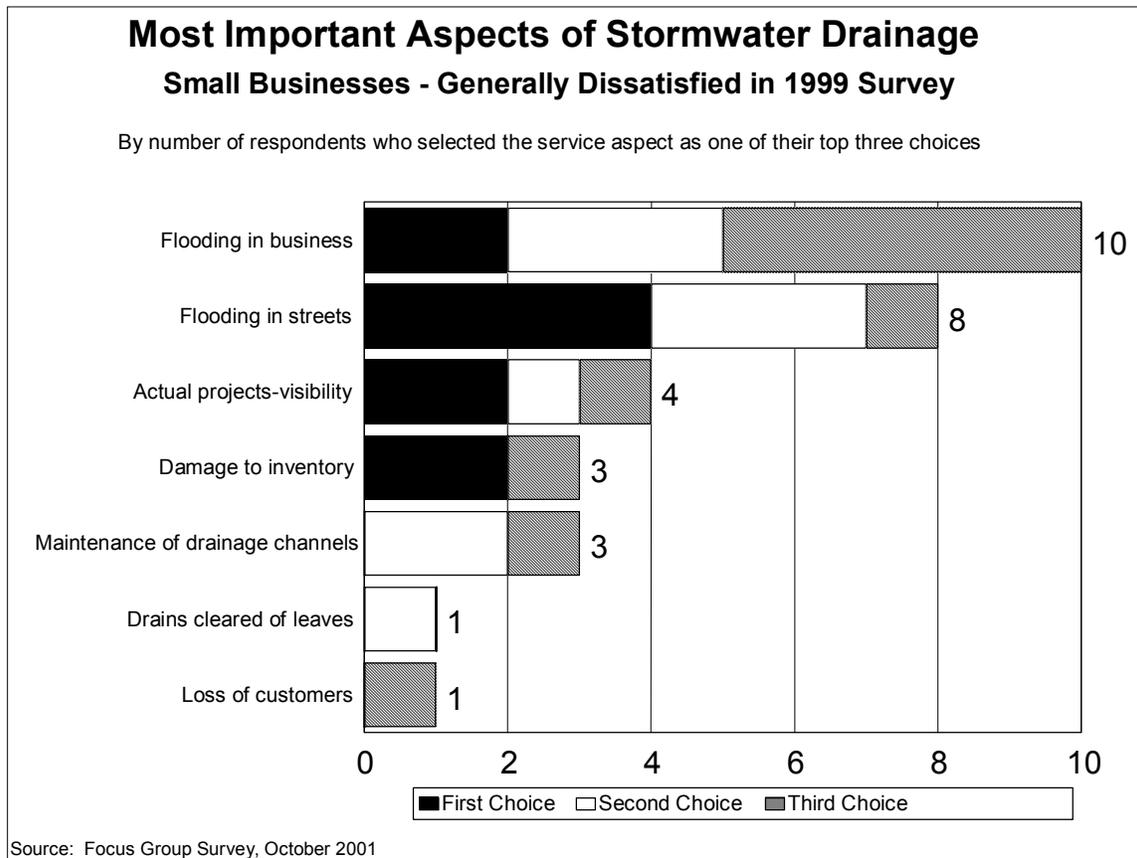
- During all of the floods we've had in the past years, including the >93 flood, the Missouri and Kansas Rivers weren't the problem. It was Turkey Creek, which backs up all the way from Southwest Boulevard to the Bottoms.
- A main sewer in front of our building clogged up and caused \$50,000 worth of damage in my basement where I had product and material stored.
- [Our street] gets blocked any time it sprinkles - you can get big trucks through it, but that's about it. We've even had to fish pick-up trucks out of there, and nothing is ever done about it.
- 20th and Broadway sewers are too small to handle the rain. It affects our business because customers can't make it to our store, and employees can't leave the building.
- My main warehouse is on Front Street, where customer pick-up is, and we get numerous complaints from that area about the amount of standing water. It's a burden on our business.
- The city hasn't addressed anything. The same places on Southwest Boulevard get flooded repeatedly.

Additional Comments about Stormwater Drainage

- Street flooding is the most important issue because it stops everything - sometimes it's impossible to get anywhere.

Most Important Aspects of Stormwater Drainage

After discussing their positive and negative experiences with stormwater drainage in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of stormwater drainage. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. Flooding in their business and flooding in the streets were generally considered to be the two most important aspects of stormwater drainage. The top items are shown in the graph below.



Appendix 2:
Focus Group Summary for
Small Businesses that Were Generally
Satisfied in 1999 Business Survey

**Focus Group with
Small Business Owners and Managers Generally
Satisfied with City Services in 1999 Business Survey**

Overview

Participants at this focus group were owners and managers of businesses with fewer than 25 employees. These participants had indicated that they were generally satisfied with the overall quality of city services when responding to the City Auditor's Office's *1999 Survey of Kansas City Businesses*.

The primary purpose of this focus group was to better understand how city services affect businesses in Kansas City, Missouri, and to identify the aspects of six major services that are most important to business owners and managers. The six major services that were discussed included: police services, snow removal, fire services, street maintenance, airport services, and stormwater drainage. These services were selected because they were identified as the most important services to Kansas City business owners and managers responding to the *1999 Survey of Kansas City Businesses*.

The following pages contain a summary of the comments that were made by focus group participants about each service that was discussed.

POLICE SERVICES

The moderator asked the focus group participants to share positive and negative experiences with police services in Kansas City, Missouri. Listed below are some of the positive and negative comments that were provided.

Positive Comments about Police Services

- There's nothing specific, but the bicycle patrol is a positive thing downtown. I get a feeling of confidence that they know what they're doing and are very good at dealing with people. We have a small park near our office, and in the summer about every 2-3 days you'll see the police dealing with a situation that's occurred, and they always handle the situations quietly and professionally.

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- We have a large parking lot and use only about 50% of it. There have been abandoned cars left on the lot a few times, and the police are good about filling out the proper paper work and towing the cars away quickly. The bicycle patrol in the River Market area is also very visible, very nice, and very dedicated.
- One morning when I got to the office to open the store, the dock doors were already open and there was glass everywhere. Two police officers arrived about 10-15 minutes after I called them. They walked the entire 800,000 square foot warehouse and the office, and let me and the employees go in only after spending an hour thoroughly checking everything. After they decided it was secure the officers and I walked through the building and wrote down everything that was missing.
- I've always had good experiences with the police. My business has eight acres of land in our yard, and one time we found an encampment in it. I kept an eye on it, and I ended up calling the police. I waited up by the gate for the police, and they sent three officers out, who scoured the area carefully. They had responded quickly and it made me comfortable.

Negative Comments about Police Services

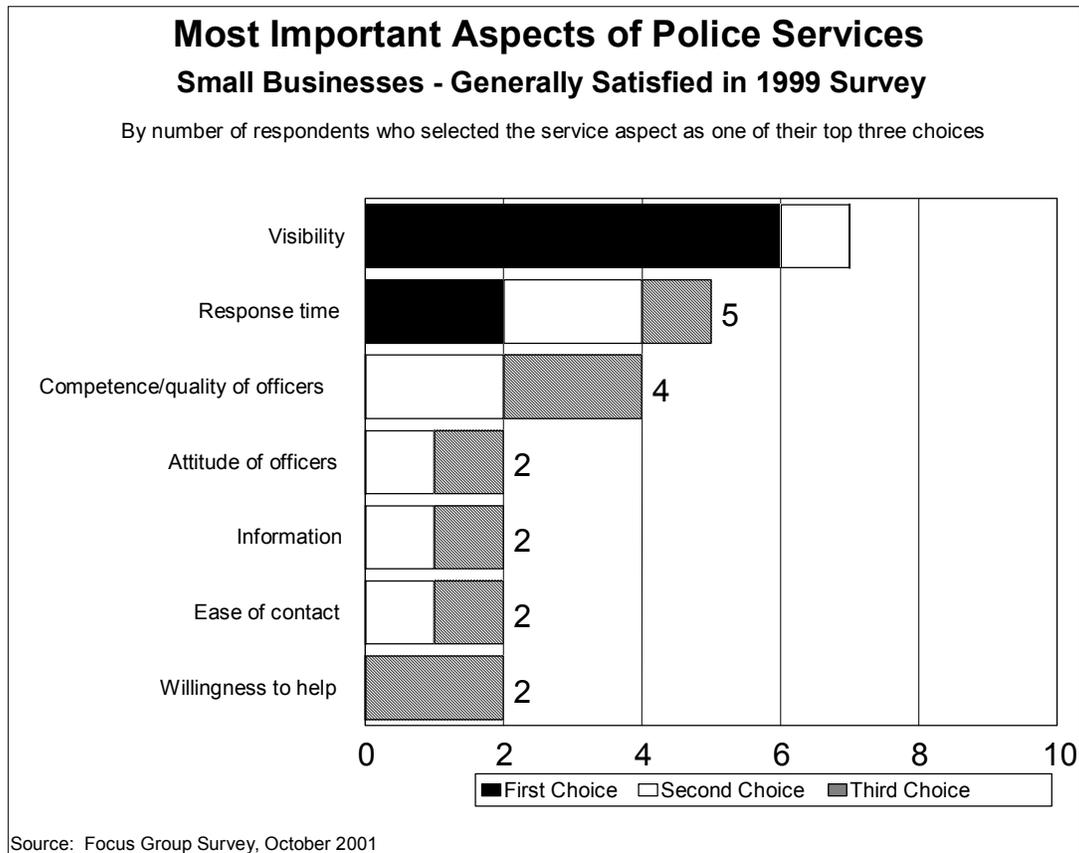
- I program the number on my cell phone to the East zone dispatch so I don't have to call 911 and answer 20 questions every time I call. Often at 4:30 A.M. I have to load up a truck, so I'll call them to have them watch as I open up the fence to my business. I had to put a fence up because of vandalism. The last two times I called they told me it would be a 45 minute to 1 hour wait.
- The police don't seem responsive to my business needs. There are other priorities that seem to be more important to them.
- As long as I've been there, I've never seen the police near my business up north by the airport. That whole area up I-29 between Highway 152 and Platte City, seems to have no protection for it – even the mailmen can't find it.

Additional Comments about Police Services

- I work in the Waldo area, and I would like to see more of what goes on downtown - more interaction between the public and the police. The police should be more visible on an everyday basis, not just when there's a crime.
- For a long time, there's been a perception that downtown is not safe, and that's not true. Anything the police could do to change that perception would be great.
- The older, more experienced officer's demeanor towards me is much different than that of the younger officers. The older officers just seem to have a better attitude.

Most Important Aspects of Police Services

After discussing their positive and negative experiences with police services in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of police service. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. Visibility and response time were generally considered to be the most important aspects of police services. The top items are shown in the graph below.



SNOW REMOVAL

The moderator asked the focus group participants to share positive and negative experiences with snow removal services in Kansas City, Missouri. Listed below are some of the positive and negative comments that were provided.

Positive Comments about Snow Removal

- I am generally able to get downtown to my office with little trouble after it snows. It's also important that my employees can too.
- I'm able to get from my home to work. They do an adequate job.
- The main highways and roads to my business are generally passable.
- We make a lot of deliveries and we never have any problems, but we do travel mainly on major roads.

Negative Comments about Snow Removal

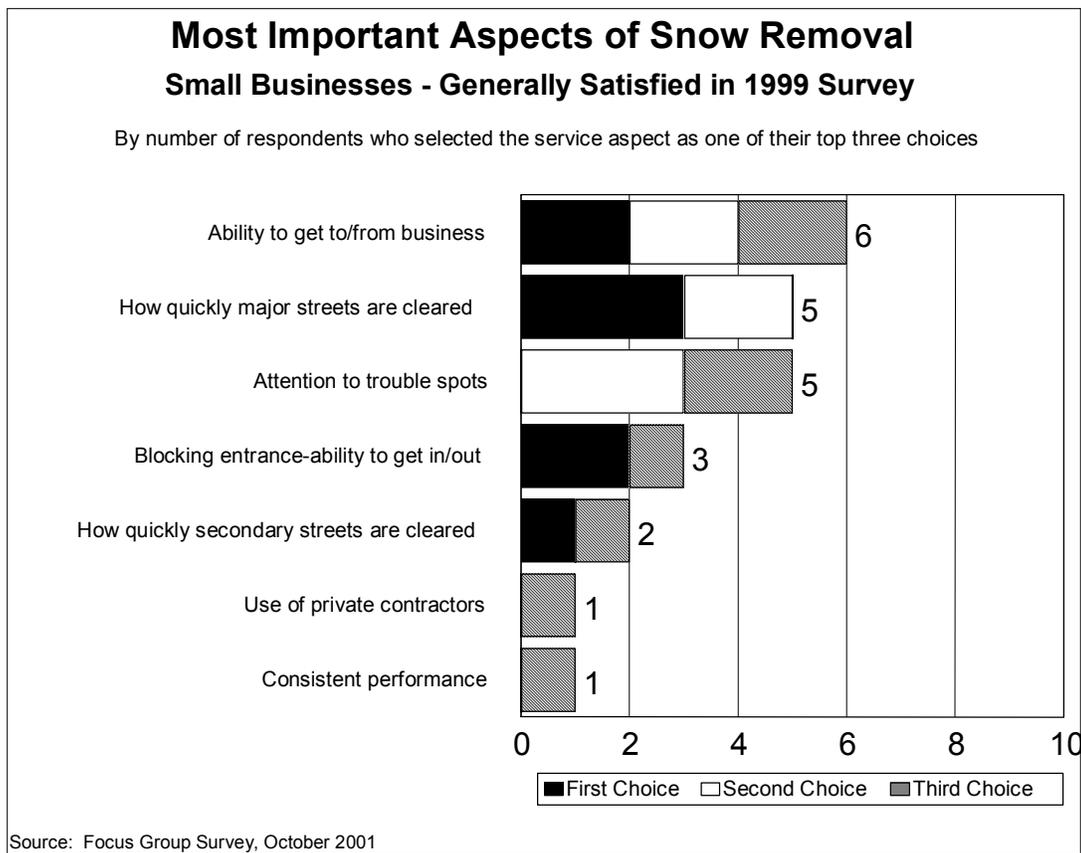
- I can't understand why certain trouble spots, such as hills on Wornall and State Line, cause trouble every year even with a little snowfall and the city still doesn't seem ready for it.
- I think it's impossible to get around. I've lived in other towns and this is the worst. When I try to go to Crown Center for business, I can't get there. When there's a little snow and it's very slick they do nothing. I also feel like nobody watches the private contractors.
- Snow removal is non-existent in the West Bottoms. Trucks often can't get out from docks because of ice and snow, and we have to clear it ourselves. This hurts our business when trucks can't move around the docks easily.

Additional Comments about Snow Removal

- I understand not being able to clear streets near our office in the West Bottoms on the first day after it snows because there's only so much they can do, but they should find a way to get down there by the second or third day.
- The main roads seem to be fine, business is able to keep going, but side streets aren't cleared well.
- There was lots of news coverage last year on how private contractors were getting paid and not leaving home. The city needs to take a long, hard look at this situation.

Most Important Aspects of Snow Removal

After discussing their positive and negative experiences with snow removal in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of snow removal. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. The ability to get to/from their business, how quickly major city streets are cleared, and attention to trouble spots were generally considered to be the most important aspects of snow removal. The top items are shown in the graph below.



FIRE SERVICES

The moderator asked the focus group participants to share positive and negative experiences with fire services in Kansas City, Missouri. Listed below are some of the positive and negative comments given about fire services.

Positive Comments about Fire Services

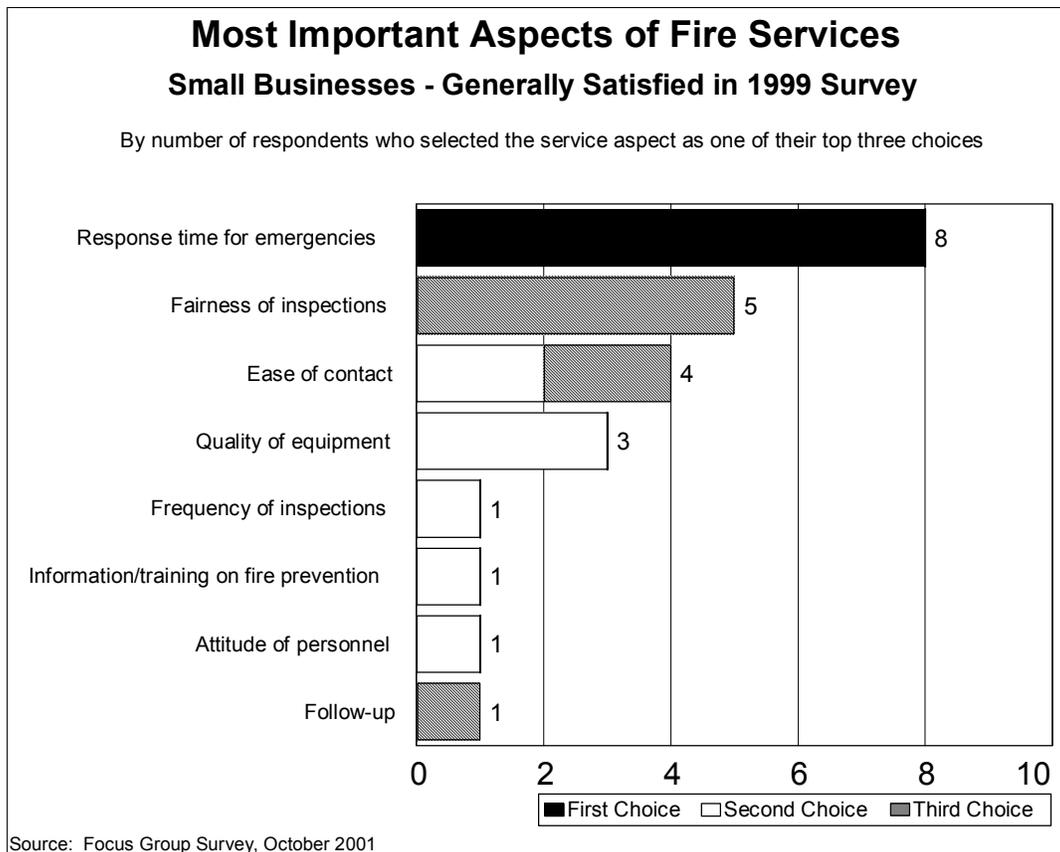
- Last Thanksgiving our business was engulfed in flames, and the police called it in. Fire trucks got there in 20 minutes, and by the time I got there 15-16 fire trucks were already there. They had forklifts ready for our workers to move things. They also did a very good follow-up - it seemed as if they really wanted to do a thorough investigation.
- Fire marshals inspect us every year, and their attitude towards us has been positive, even if they find something wrong. They don't talk condescendingly towards us - they treat us like professionals.
- I've had a good experience with the public affairs activities. As a writer for insurance I sometimes look for information that might favor what the insurance company has told me. I often look to the fire department to give an independent assessment of what risk is. I'm also able to refer other people to the fire department for information on how to reduce risk.

Negative Comments about Fire Services

- About four weeks ago the fire sprinklers in our basement broke and our floor started flooding with water. It took the fire department over two hours to realize that the City had laid asphalt over the shut-off valve. One week later we had an inspection. The inspector never would have known that the sprinkler system was out of service, but I was honest about it and told him. He's been back three times since then. I've called 27 different places and no one could fix it. I finally found one guy who would fix it, and the earliest he could come out was October 29th. I told the inspector this but he still gave me a \$70 fine on top of the \$140 he had already given me. He also said he'd be back anytime after October 18th and I could get another fine. It's especially frustrating because I know other buildings in the area that have no protection, and they don't get fined. I don't think it's fair.
- The fire marshal's a really nice guy, but he didn't give a very thorough inspection. He didn't look at half of the facility.

Most Important Aspects of Fire Services

After discussing their positive and negative experiences with fire services in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of fire services. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. The response time of fire personnel to emergencies was generally considered to be the most important aspect of fire services. The top items are shown in the graph below.



STREET MAINTENANCE

The moderator asked the focus group participants to share positive and negative experiences with street maintenance services in Kansas City, Missouri. Listed below are some of the positive and negative comments given about street maintenance services.

Positive Comments about Street Maintenance

- Street sweepers seem to be out quite a bit.

Negative Comments about Street Maintenance

- There's no coordination between street maintenance and any other group that works on the streets. A street will be resurfaced, and right afterwards someone will dig it up. There are an amazing number of metal plates. The metal plates are also used for way too long - there's been a big hole covered with a metal plate in front of my work for two years. The hole was created less than a year after it had been resurfaced.
- There has never been a week in 13 years when someone wasn't digging up 3rd street between the Heart of America Bridge and the Broadway Bridge in the River Market. I don't know who's doing all the digging, but the street's always torn up. Also, if I see six workers, there will be one guy working and five guys supervising.
- There is a bad perception - I'll see \$60,000-\$70,000 worth of equipment and 8-10 men and not much being done. It seems like better management could solve the problem.
- Road work makes it hard to maneuver downtown, especially around the Convention Center when shows are going on.
- Hundreds of people come in from out of town for meetings, and the topic of how bad the streets are always seems to come up. It reflects poorly on the city to business people from outside the city who may think about moving here, or bringing jobs here.

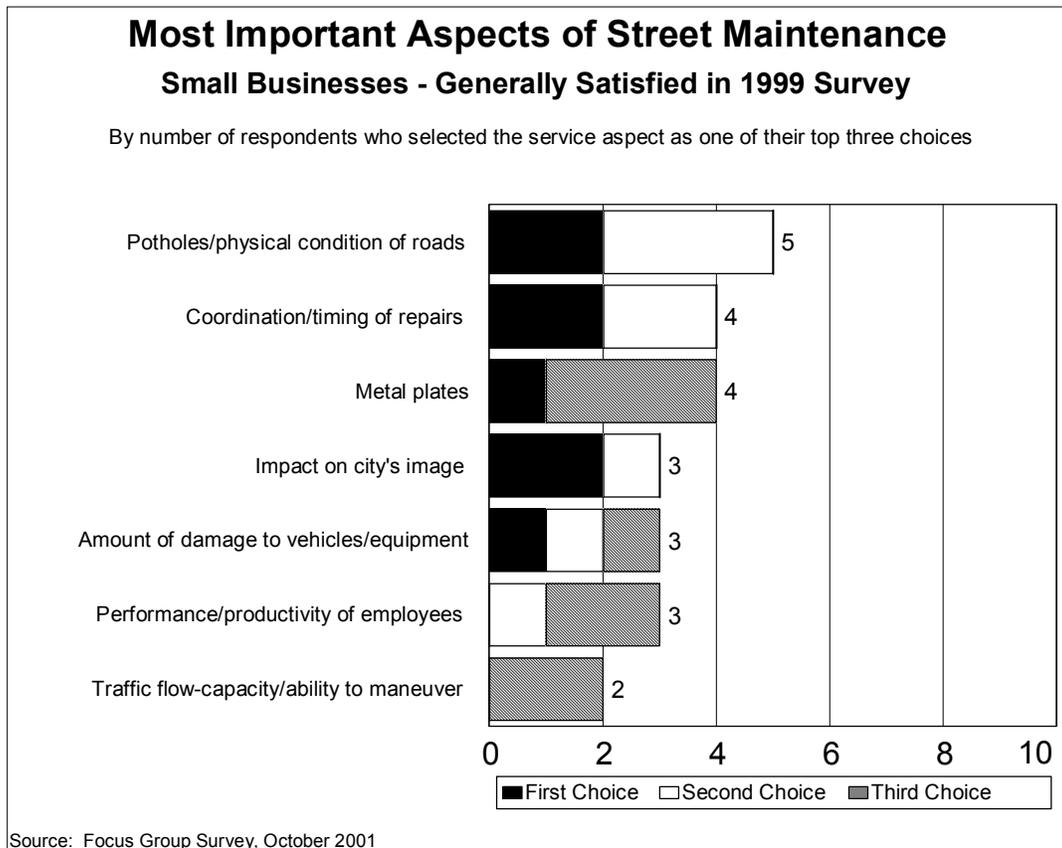
Additional Comments about Street Maintenance

- More night work instead of day work would be better.

- There is a pothole A hotline. If you tell them there are five potholes on a certain street, they will fix three of them.
- There's never enough money to spend on street maintenance, so let's be more efficient.

Most Important Aspects of Street Maintenance

After discussing their positive and negative experiences with street maintenance services in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of street maintenance. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. Although the number of potholes and the physical condition of roads was generally considered to be the most important aspect of street maintenance, several items were considered to be important. The top items are shown in the graph below.



AIRPORT SERVICES

The moderator asked the focus group participants to share positive and negative experiences with airport services in Kansas City, Missouri. Listed below are some of the positive and negative comments given about airport services. All participant comments pertain to KCI.

Positive Comments about Airport Services

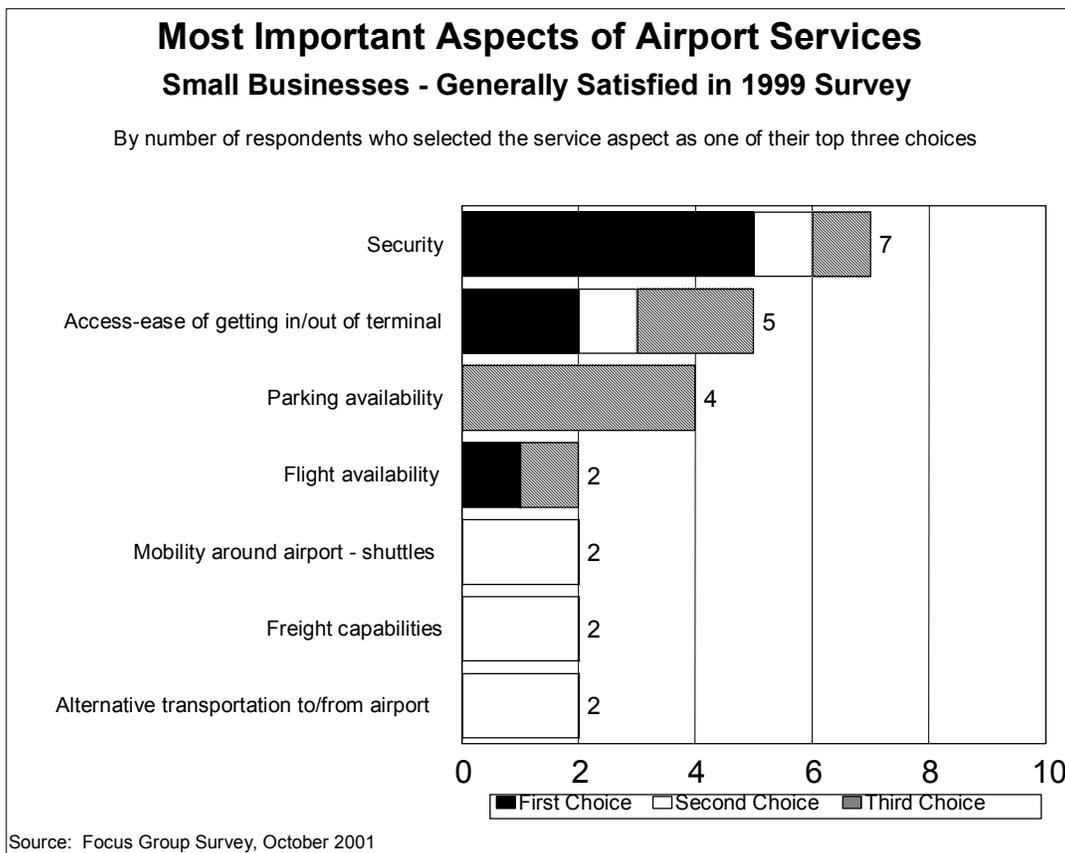
- A very convenient airport to use. Also a very economical airport to use. Compared to other airports, it's more user friendly for the most part.
- We've had a very positive experience with both packages and passengers.
- It's a great design. I realize there will now be security measures, but it's still not that far to go between the gate and the car. The physical lay-out is great.
- I don't travel very much, but when I have, I've been very impressed with the frequency of the shuttles.
- I like the 'cluster' design. You don't have 73 airlines in one terminal like O'Hare or Atlanta. It's very user-friendly.

Negative Comments about Airport Services

- I used the satellite parking service for many years, and I think over the past few years the services have diminished. I've waited longer and a couple of times almost missed flights.
- The city not being a hub for anybody is a negative - you have to go through connecting flights to get from point A to point B.
- I lose too many man-hours with extra security after the bombing. We have to go through the same procedures over and over, even with the same people we've known for years.
- Transportation to and from the airport is expensive. They've granted a monopoly for transportation services and they're not regulating it.
- If you're stuck at the airport at an odd hour, everything shuts down - not even a vending machine is open. I've had several business people complain about that.

Most Important Aspects of Airport Services

After discussing their positive and negative experiences with airport services in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of airport services. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. Security was generally considered to be the most important aspect of airport services. The top items are shown in the graph below.



STORMWATER DRAINAGE

The moderator asked the focus group participants to share positive and negative experiences with stormwater drainage services in Kansas City, Missouri. Listed on the following page are some of the positive and negative comments given about stormwater drainage services.

Positive Comments about Stormwater Drainage

- A lack of a negative experience more than anything is why I'd give a positive rating.

Negative Comments about Stormwater Drainage

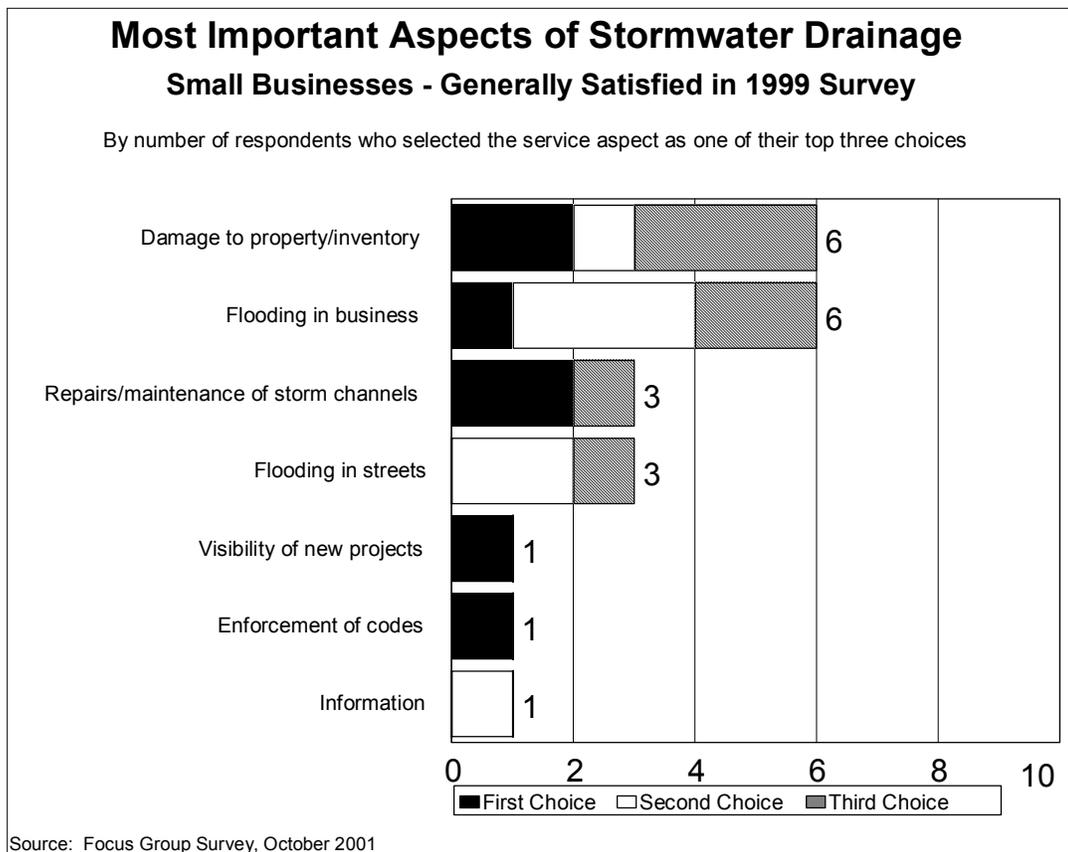
- They somehow need to redo how the storm drainage works. Every time Southwest Boulevard floods, my basement floods, and we're nowhere near Southwest Boulevard. The water comes up from the storm sewers.
- Our building was built in 1898, and it has a stone foundation, which is porous, just by nature. There's 25 feet of pipe on Broadway that floods our basement every other summer. That storm sewer is only 6-8 feet from my basement wall, so when that pipe breaks the water comes right through the wall. Rather than replacing the pipe they put these little metal band-aids on the pipe. We store product in the area, so we have to keep it on pallets to keep it out of the water.
- Drainage doesn't seem capable of handling the amount of water in our area - it floods every time it rains. The problem has not been addressed. We can't store inventory in our basement.
- We can't store anything in our basement because it floods too often.

Additional Comments about Stormwater Drainage

- I would like to know how our tax money is being used on this issue. When will they start using it?
- I might not have a negative attitude about stormwater drainage services if I saw someone doing something to improve it.

Most Important Aspects of Stormwater Drainage

After discussing their positive and negative experiences with stormwater drainage in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of stormwater drainage. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. Damage to property/inventory and flooding in their business were generally considered to be the most important aspects of stormwater drainage. The top items are shown in the graph below.



Appendix 3:
Focus Group Summary for
Large Businesses that Were Generally
Dissatisfied in 1999 Business Survey

**Focus Group with
Large Business Owners and Managers Generally
Dissatisfied with City Services in 1999 Business Survey**

Overview

Participants at this focus group were owners and managers of businesses with 25 or more employees. These participants had indicated that they were generally not satisfied with the overall quality of city services when responding to the City Auditor's Office's *1999 Survey of Kansas City Businesses*.

The primary purpose of this focus group was to better understand how city services affect businesses in Kansas City, Missouri, and to identify the aspects of six major services that are most important to business owners and managers. The six major services that were discussed included: police services, snow removal, fire services, street maintenance, airport services, and stormwater drainage. These services were selected because they were identified as the most important services to Kansas City business owners and managers responding to the *1999 Survey of Kansas City Businesses*.

The following pages contain a summary of the comments that were made by focus group participants about each service that was discussed.

POLICE SERVICES

The moderator asked focus group participants to share positive and negative experiences with police services in Kansas City, Missouri. Listed below are some of the positive and negative comments that were provided.

Positive Comments about Police Services

- The quality of the police officers is excellent. They have superior service, and they universally desire to help.
- In regard to accidents, physical assaults, etc., the police respond quickly. Most are also aware of the laws regarding special needs students, so they don't come in full force with their swat team.
- There was a break-in at our facility late Saturday afternoon/early Saturday evening. When I got to the office the police were already there with guns drawn and were doing a thorough search of the area.

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- We're located in a hairy part of Kansas City, and we get break-ins 3-4 times per year. The calls to the police are always non-emergency, non-life threatening, and it takes the police about three to four hours to arrive, which is adequate for our business. They make a report and do pay attention to the situation.

Negative Comments about Police Services

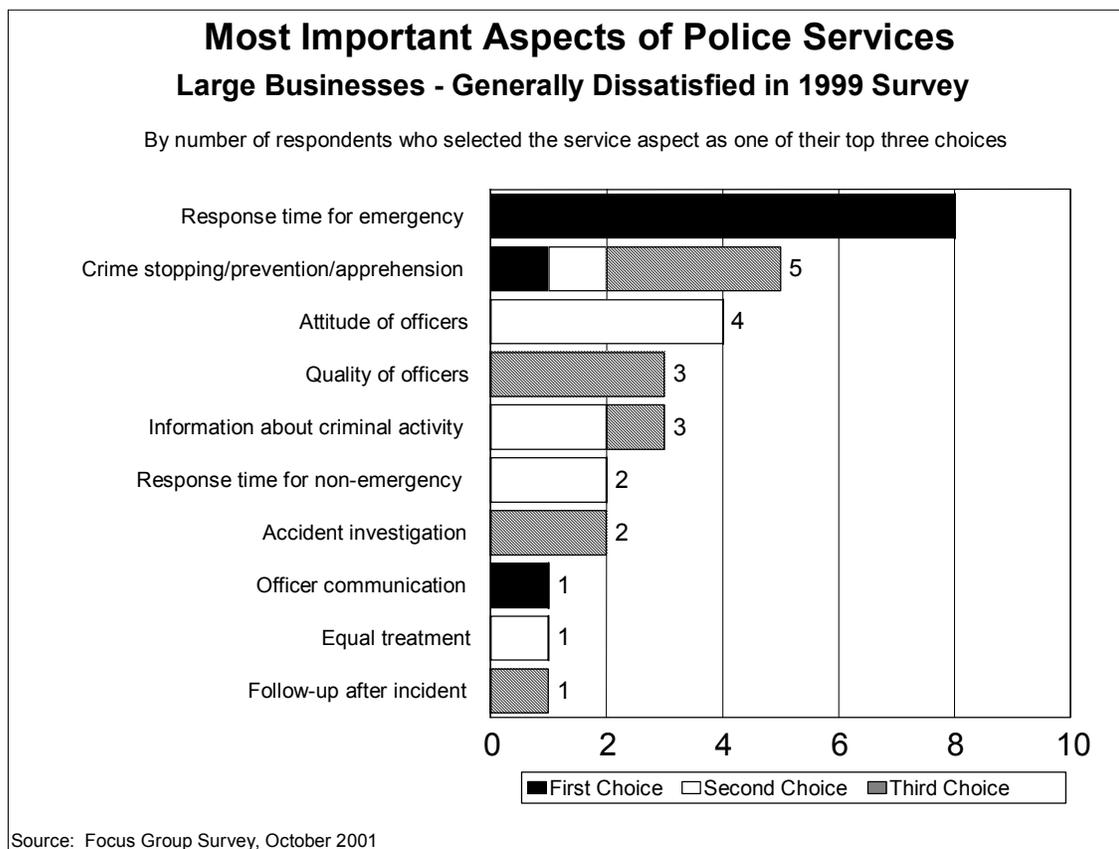
- We don't have any formal communication with police on crime in the area. The employees themselves have to warn each other when known criminals are out of jail and in the area because the police won't do anything until a crime has been committed.
- The police are overworked and understaffed. Often they were delayed in responding to our call because they were working a double homicide.
- They have terrible organization - they need to prioritize better. A known felon was burglarizing our business - everyone knew who he was and where he lived, but since it was not a crime against a person, they didn't make it a high priority to catch him. It's frustrating as a business owner to get broken into 3, 4, 5 times in a two-week span and spend \$10,000 - \$20,000 trying to beef up security when the response time is slow.
- They don't respond quickly to non-emergency situations, such as vandalism. It may take days before they respond.
- Half of our staff is African-American, and without exception they have been stopped for reasons that appear to be no other than the color of their skin.
- Police should work on fixing problems, not just filing a police report. Have more resources available for investigation of crimes.
- There were several break-ins where we had to keep in contact with the police, and it should be the other way around.
- There is no crime prevention in our area. If you want to stop crime, you have to rely on yourself, other business owners, or outside security.
- They need more help on controlling traffic during events at Kemper Arena. They should be more proactive and organized. It is always very chaotic when people are leaving the parking lot of Kemper Arena after big events. Sometimes there's a couple of officers present, but they're not doing much.

Additional Comments about Police Services

- Police should come by once a year like the fire marshal does to get to know business owners and managers. It would be helpful for them to know the area like fire marshals do.

Most Important Aspects of Police Services

After discussing their positive and negative experiences with police services in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of police service. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. Response time for emergencies was generally considered to be the most important aspect of police services. The top items are shown in the graph below.



SNOW REMOVAL

The moderator asked focus group participants to share positive and negative experiences with snow removal services in Kansas City, Missouri. Listed below are some of the positive and negative comments that were provided.

Positive Comments about Snow Removal

- They seem to be relatively timely at snow removal, since it's usually cleared by the time I need to use the roads.
- Snow removal is very good. In fact, it's almost too good - more time should be spent on treating freezing rain and ice.

Negative Comments about Snow Removal

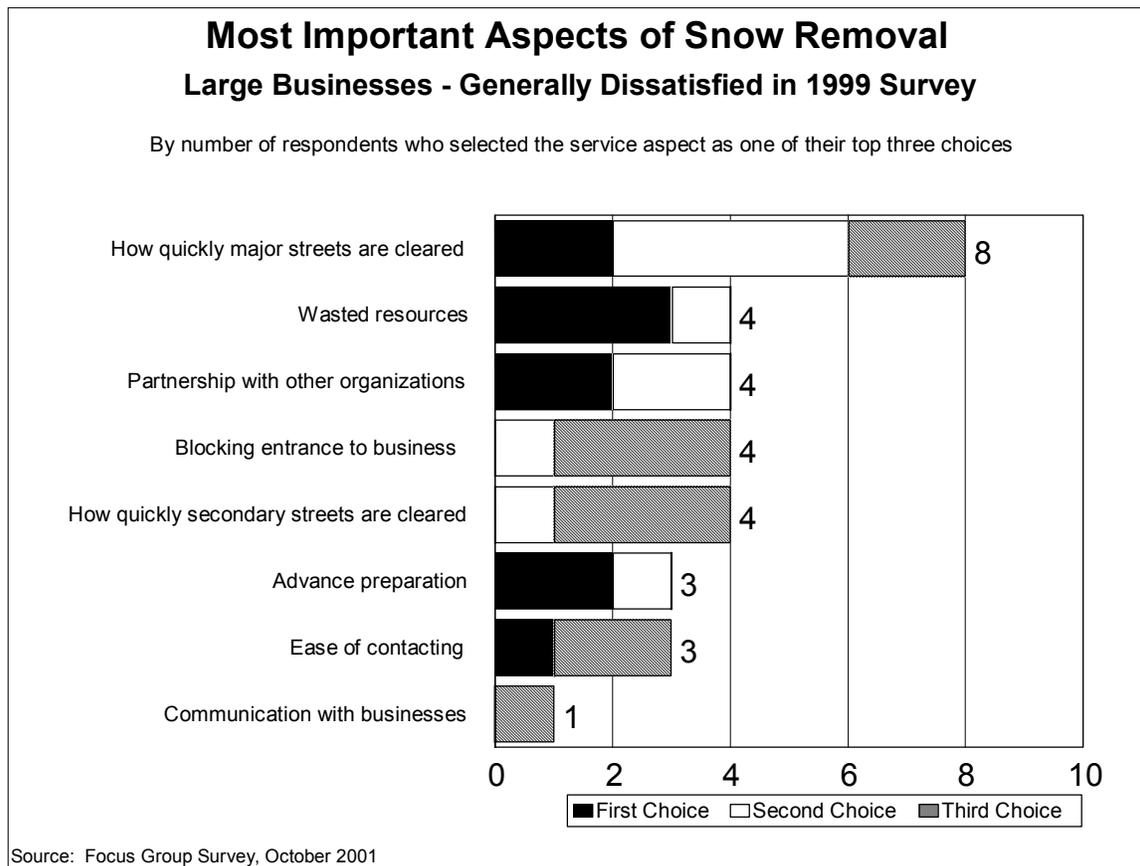
- We have to park buses on hills and side streets. When we call to ask the city to remove snow, they won't do it. We have many kids who use the bus to get to and from school. Sometimes our buses can't move through the snow, which prevents many kids from getting to school. They need to work better with the Kansas City School District and identify areas where buses need to travel, and possibly put them on a priority list.
- We would like to be able to communicate with them better. They do a good job of plowing the snow, but they always pile it up in the wrong places and block the entrance to our parking lot. We only have a problem when they do plow.

Additional Comments about Snow Removal

- Snow removal is driven by the media much more than the public. Most people I talk to don't have a problem with snow removal, but it makes a good story for the news.
- There's really not a lot of snow in this area. Preparing for and preventing ice is more important than snow removal.
- The city could save money by doing less snow removal and probably not upset many people. The money could be better spent elsewhere. Maybe people should stay home if the weather's too bad.
- With such a public awareness about the problems of snow removal last year, I think this year snow removal will be much better.
- It's important to clean the roads after snow removal. Leaving the dust from the salt on roads damages them.

Most Important Aspects of Snow Removal

After discussing their positive and negative experiences with snow removal in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of snow removal. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. How quickly major streets are cleared was generally considered to be the most important aspect of snow removal services. The top items are shown in the graph below.



FIRE SERVICES

The moderator asked focus group participants to share positive and negative experiences with fire services in Kansas City, Missouri. Listed below are some of the positive and negative comments given about fire services.

Positive Comments about Fire Services

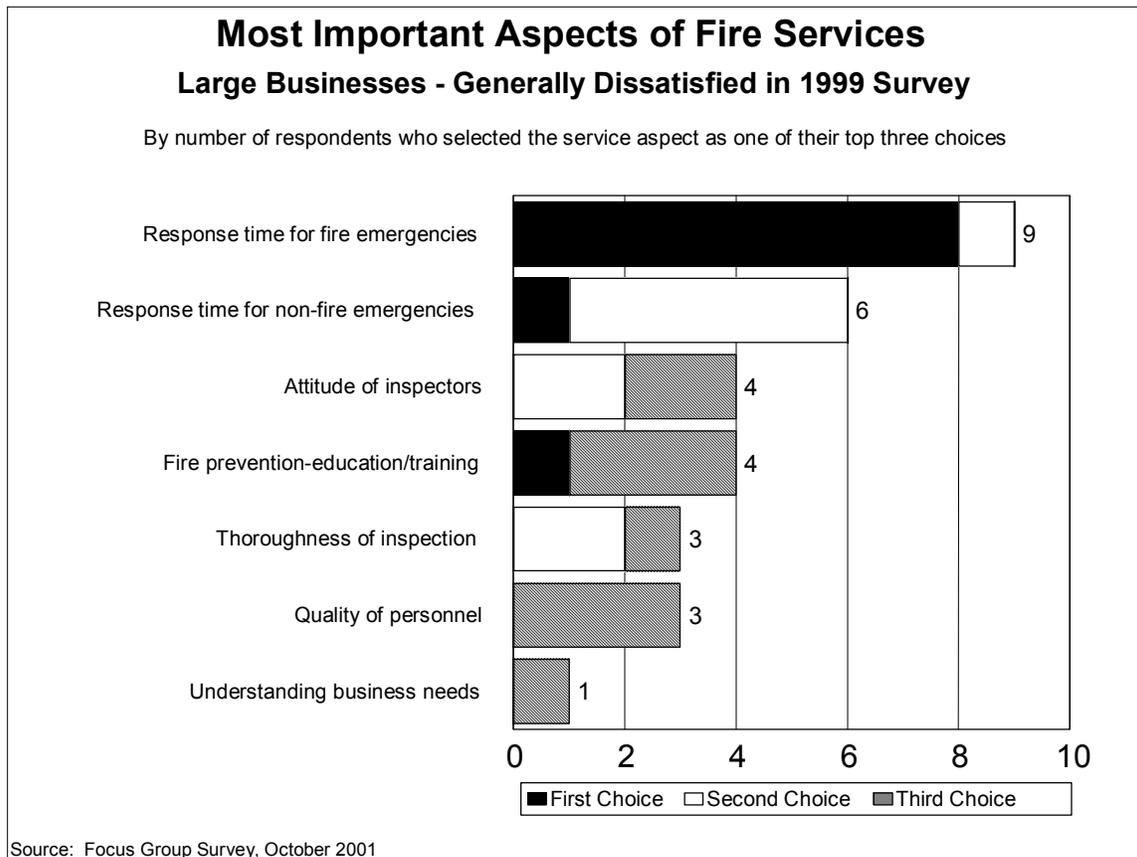
- They are always the first ones on the scene for non-fire emergencies, such as heart attacks, someone passing out, etc. They seem well trained in CPR and anything else needed in an emergency.
- I think their response has been unbelievably quick and with passion. Despite the fact that they get many false alarms, every time they come believing that they're needed. One hundred percent of the time they are excellent. They come fast and with an attitude of “we're here to help”.
- They are excellent and would be a great model for the police to follow. They have exceptional communication and negotiation skills on-site for fire prevention. They did a devastatingly effective job of walking through our building. They go way beyond giving just the rules and regulations, they also give practical advice. We always do everything they say. It's unbelievable how effective they are.
- They show great interest in the community - they know where everything is. They have a great understanding of what takes place in our business.
- They genuinely want to help with inspections, not just fill out paper work. They give very logical advice. When we have our inspection, it's something I look forward to. They will stay and help as long as you ask them to. They provide a safer environment for our employees.
- They are excellent at training and educating on fire prevention. They are always willing to come out and train our employees.

Additional Comments about Fire Services

- I think non-emergency situations are a very important issue, because firemen are the “jack of all trades” in many emergency situations.
- Attitude of inspectors is very important because it leads to fewer problems overall.

Most Important Aspects of Fire Services

After discussing their positive and negative experiences with fire services in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of fire services. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. The response time of fire personnel to emergencies was generally considered to be the most important aspect of fire services. The top items are shown in the graph below.



STREET MAINTENANCE

The moderator asked focus group participants to share positive and negative experiences with street maintenance services in Kansas City, Missouri. Listed on the following page are some of the negative comments given about street maintenance services.

Negative Comments about Street Maintenance

- There is no long-term vision or plan - no official standard for what the system should be like. It's poorly run.
- Holes in the ground are often covered with metal plates instead of being fixed. A year or two ago we had a bus damaged by a metal plate that wasn't bolted to the ground well enough.
- When I drive by and see eight street crew workers, there's usually seven resting on the end of the broom and one working.

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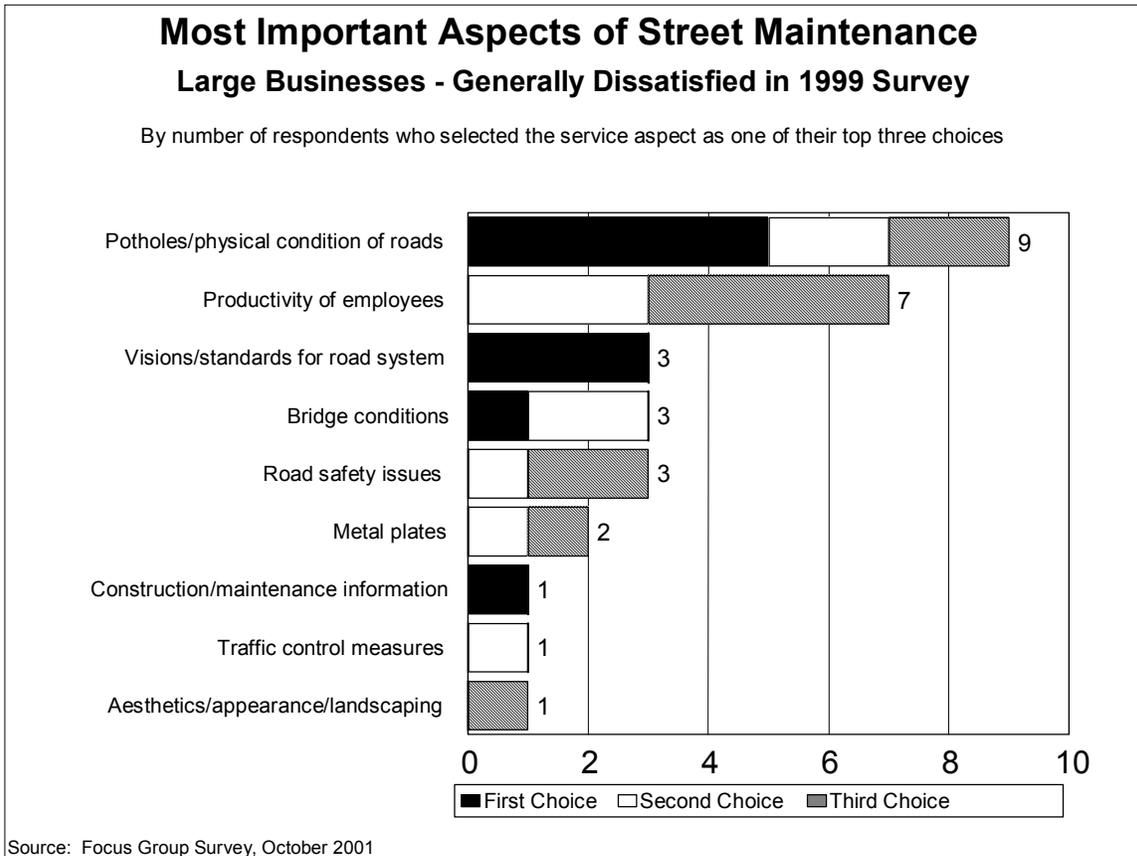
- They seem to tie up too much road for what they are working on. It seems like they should tie up just what they are working on at that particular time.
- The overall aesthetics are bad. For the past 10 years I've driven down the Broadway Extension and seen eight-foot high weeds. Everyone who comes to our city uses the Broadway Extension and the first thing they see is eight-foot tall weeds. If the yard in my business looked like that I would be cited by the city.
- They use too much salt - it damages the roads, and then they cover the damaged roads with metal plates. I don't see any experimentation. They should try other means to clean the roads.
- Bridge conditions in some parts of the city are terrible. They shouldn't use so much salt on bridges. It seems like once they start deteriorating, there's little that can be done about it. You can't just keep throwing asphalt on top of them.
- There seem to be places that obviously need traffic lights. They do all of these studies on traffic flow, so I don't understand why there aren't lights in some of these places. They shouldn't wait for an accident to happen before putting in traffic lights.
- Bad road conditions are very dangerous for our business, which is taking kids to and from school on buses. There are some streets that are in very bad condition and the city just seems to blow them off. In our business, we can't afford that.

Additional Comments about Street Maintenance

- Availability of information about construction/road conditions is very important to our business because it affects how we plan our routes. It would be good if they communicated more with school districts.

Most Important Aspects of Street Maintenance

After discussing their positive and negative experiences with street maintenance services in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of street maintenance. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. Potholes and the physical condition of roads and productivity of employees were generally considered to be the most important aspects of street maintenance. The top items are shown in the graph below.



AIRPORT SERVICES

The moderator asked focus group participants to share positive and negative experiences with airport services in Kansas City, Missouri. Listed on the following page are some of the positive and negative comments given about airport services. Most comments pertain to KCI, however, two participants occasionally use the Downtown Airport.

Positive Comments about Airport Services

- The design, compared to any place else, is tremendous. There is great access in and out of KCI. It starts with the freeway system and goes to the terminal and parking systems. Overall, it's the easiest place I've ever flown to. There is easy access in and out of the terminals, as well as the building itself. It's the best in the nation.
- KCI has exceptionally good general maintenance and cleanliness, both inside the terminals and outside on the grounds.
- Although people complain that KCI isn't a hub, it's very user friendly.

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- In my business I go to all kinds of different airports, and after September 11th, KCI is still the easiest airport to use.
- The Downtown Airport is fabulous. Everything is first class. It's night and day compared to KCI. The location is much better than KCI. It also has good hanger space, which is important because without enough hanger space people would keep their planes some place else, such as Johnson County.
- Ease of access in/out of the terminal and gate is the most important issue because of the number of people that use the airport. Being able to get to your plane in a quick and efficient manner is what makes KCI great.

Negative Comments about Airport Services

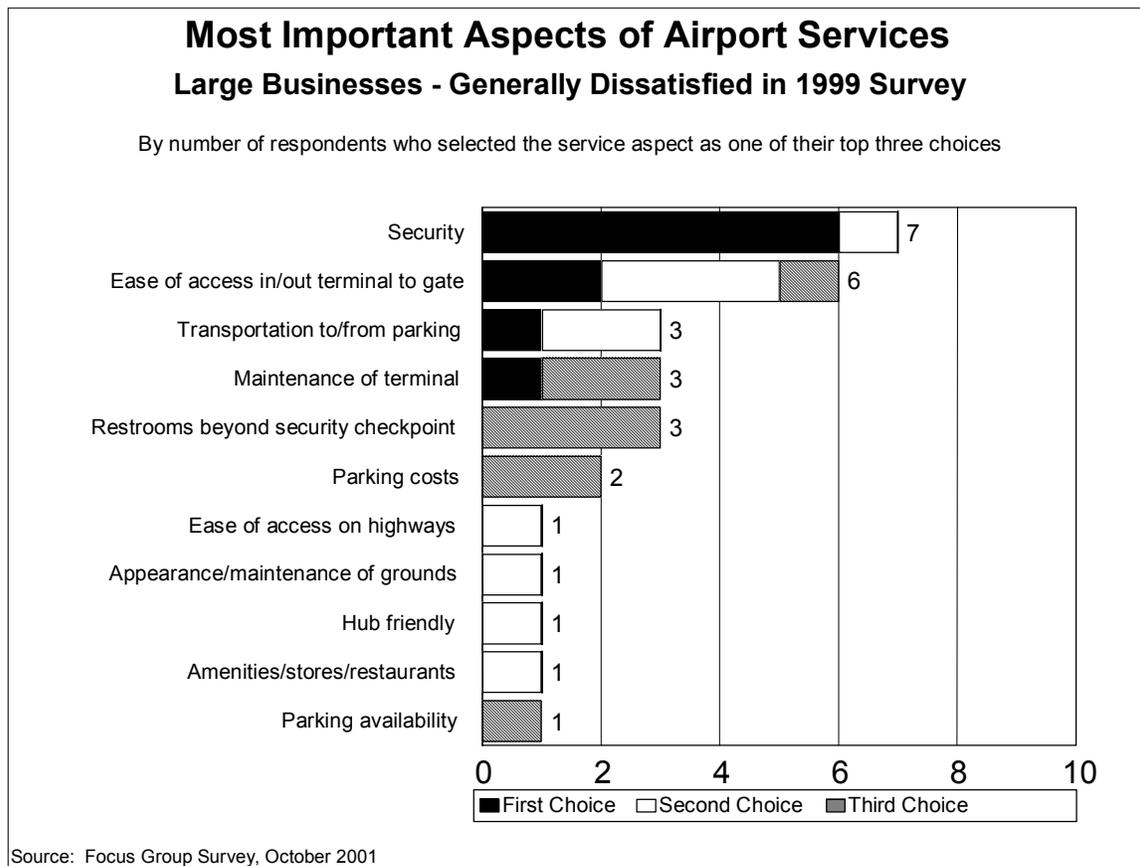
- There are no restrooms in the waiting area. This is a problem with the new safety features because now passengers can't leave the waiting area without having to go back through the line and having baggage checked again.
- I agree with all of the good comments about KCI, but it just takes too long to get there. It's too far from most parts of the city.
- Since September 11th we spend about four times as much time at the airport, and it would really be nice to have something besides Burger King.

Additional Comments about Airport Services

- My importance ratings are different now than they would have been before September 11th. Security is the most important issue right now, but it wouldn't have been in the first half of my list before September 11th.

Most Important Aspects of Airport Services

After discussing their positive and negative experiences with airport services in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of airport services. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. Security and ease of access from the terminal to the gate were generally considered to be the most important aspect of airport services. The top items are shown in the graph below.



STORMWATER DRAINAGE

The moderator asked focus group participants to share positive and negative experiences with stormwater drainage services in Kansas City, Missouri. Listed on the following page are some of the positive and negative comments given about stormwater drainage services.

Positive Comments about Stormwater Drainage

- We're located where Brush Creek and Blue River merge. The stormwater drainage is greatly improved in that area - it used to flood a lot, but we don't see that problem anymore.
- Besides some debris that builds up, the overall system is good.

Negative Comments about Stormwater Drainage

- Stadium Drive floods a lot and that's access to our location. Brush Creek still scares me to death.

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We have to detour buses from Brush Creek and Elmwood, over to the West of Elmwood. This is very risky for our business.

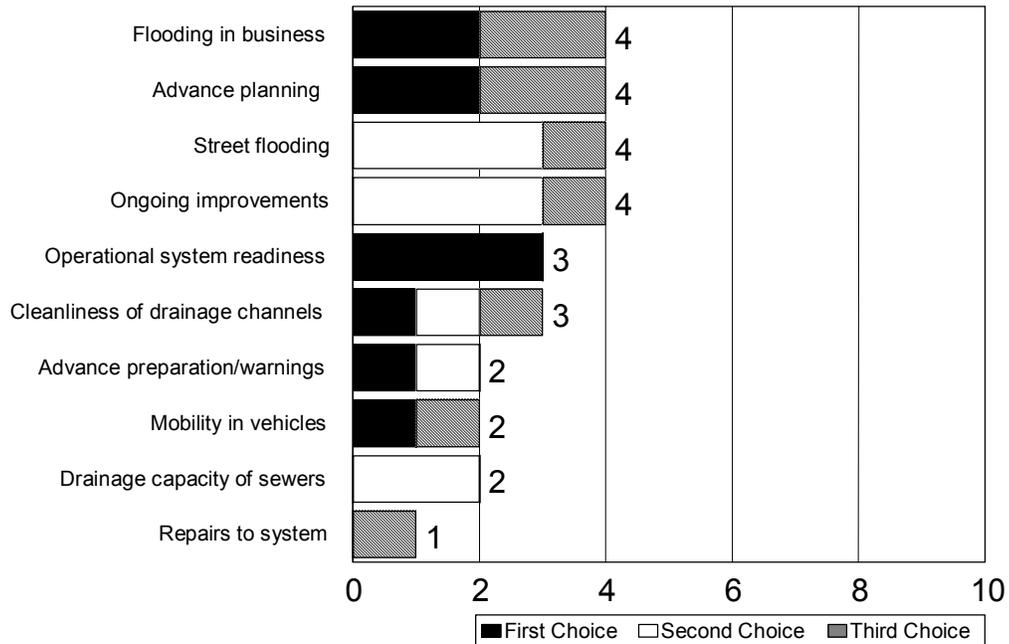
- There is a lack of sewers and they also need to clean the sewers more often. They get clogged with leaves and other debris.
- I just moved our office after 10 years and the chief reason was that every time it rained we got flooded, mainly because the sewers were clogged.
- When Turkey Creek floods it runs down Southwest Blvd. and sometimes down to the American Royal. There are highway barriers put there to divert the water from the American Royal, but sometimes the barriers are moved. There needs to be better communication.
- The pump station system needs to be ready for flooding - once in the last 10 years the system was all set to handle more water than usual, but it wasn't turned on. Once it started flooding, it was too late to turn it on.
- Turkey Creek waits for federal funds to fix problems, but they don't get federal funds until something major happens. So smaller problems don't get fixed until something major happens.
- They don't get signs out in time to warn people of streets that are flooded, even though they know it's going to flood there since it does repeatedly.

Most Important Aspects of Stormwater Drainage

After discussing their positive and negative experiences with stormwater drainage in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of stormwater drainage. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. There were several important aspects of stormwater drainage. The top items are shown in the graph below.

Most Important Aspects of Stormwater Drainage Large Businesses - Generally Dissatisfied in 1999 Survey

By number of respondents who selected the service aspect as one of their top three choices



Source: Focus Group Survey, October 2001

Appendix 4:
Focus Group Summary for
Large Businesses that Were Generally
Satisfied in 1999 Business Survey

**Focus Group with
Large Business Owners and Managers Generally
Satisfied with City Services in 1999 Business Survey**

Overview

Participants at this focus group were owners and managers of businesses with 25 or more employees. These participants had indicated that they were generally satisfied with the overall quality of city services when responding to the City Auditor's Office's *1999 Survey of Kansas City Businesses*.

The primary purpose of this focus group was to better understand how city services affect businesses in Kansas City, Missouri, and to identify the aspects of six major services that are most important to business owners and managers. The six major services that were discussed included: police services, snow removal, fire services, street maintenance, airport services, and stormwater drainage. These services were selected because they were identified as the most important services to Kansas City business owners and managers responding to the *1999 Survey of Kansas City Businesses*.

The following pages contain a summary of the comments that were made by focus group participants about each service that was discussed.

POLICE SERVICES

The moderator asked focus group participants to share positive and negative experiences with police services in Kansas City, Missouri. Listed below are some of the positive and negative comments that were provided.

Positive Comments about Police Services

- We have an alarm system and the response time has been good whenever it goes off. We haven't had anything happen, it's always just been a malfunction in the alarm system, but the police still respond quickly each time and will always cruise the area.
- We've had a couple of incidents of people getting roughed up, or offices broken into. When the police have been called to help out they've been pretty responsive as far as quickness. I feel like they've been real good working with people and getting information. They're not pressing people, they're upbeat, and you don't feel like you're being grilled.

- We have our own security, but anytime we've had break-ins and the police have been out they've been very helpful. I know over in the Baptist/Research area, part of it can be very bad, then you turn the corner and you're in a nice area. I think the police have done a nice job. I see a lot of visibility.

Negative Comments about Police Services

- I don't feel like the response time has been very good. We had an armed robbery and I personally called the police and they came probably 20 minutes after the robbers had left. A couple of times I called on shoplifters and we got the same type of response. When the alarm goes off they respond quickly, but I live 15 minutes from my store, and by the time I get there the police are always gone already. Then I have to call them back to get in touch with them.
- We're in the Central Industrial District. They've just built a release house down there and our vandalism has gone up tremendously, and we don't see any police at all from the standpoint of just being around.

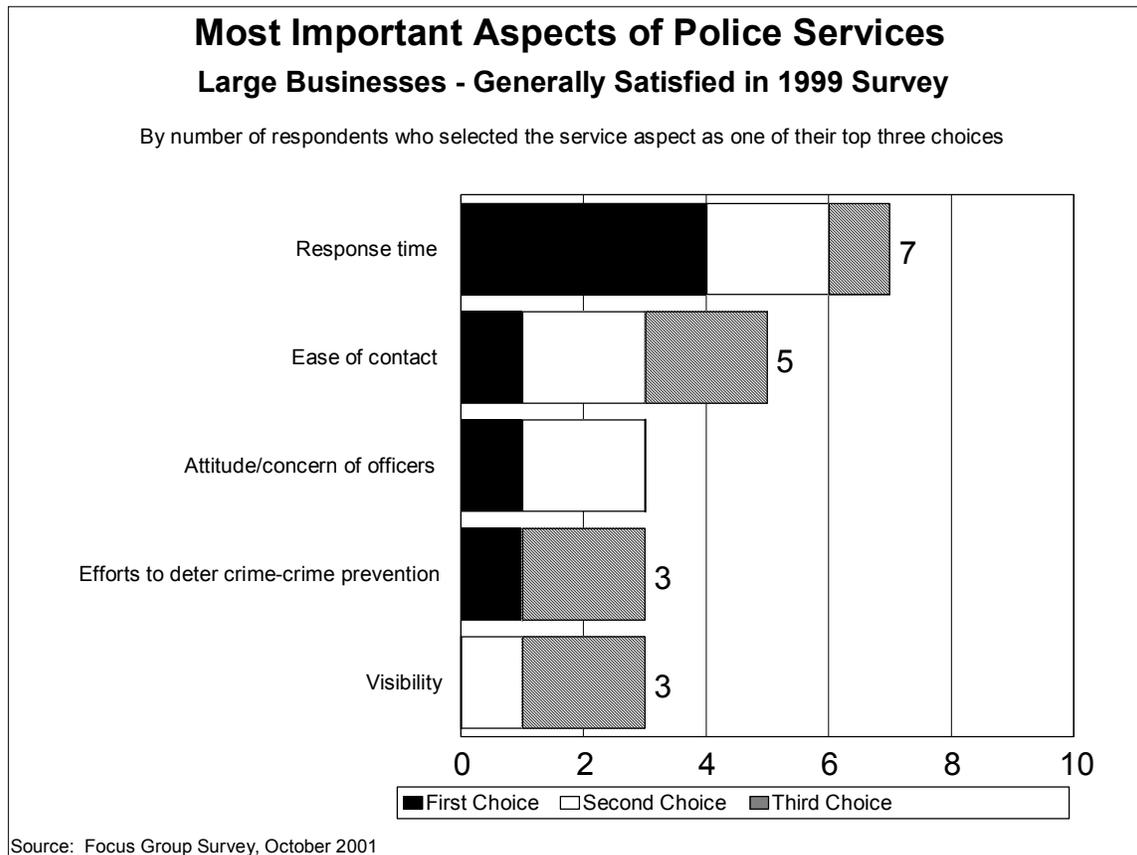
Additional Comments about Police Services

- We have our own security within the building, and I don't see where there's good communication between them and the police. I don't necessarily think it's the police's fault, I think it's our security not wanting to get the police involved. Instead they want to handle it themselves.
- A number of buildings have independent security guards that patrol the buildings and streets and they act as our first call if a situation occurs. We're not in the line of contact with the police that some other businesses are.
- During our most recent incident the police weren't called in right away and the security tried to get all the information themselves. They didn't do a good job - they didn't have the information the police were looking for.
- I think the attitude and concern of the officers is the most important issue, so that when they get there it's dealt with professionally, confidently and puts you in a comfort zone.

Most Important Aspects of Police Services

After discussing their positive and negative experiences with police services in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of police service. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. Response time was generally considered to be the most important aspect of police

services. The top items are shown in the graph below.



SNOW REMOVAL

The moderator asked focus group participants to share positive and negative experiences with snow removal services in Kansas City, Missouri. Listed on the following page are some of the positive and negative comments that were provided.

Positive Comments about Snow Removal

- It seems like they get out to an early start so I can get to work in the morning. I come from Kansas to the Missouri side, and I usually make it with no problem.
- When enough warning is given, they do a pretty fair job of anticipating and preparing for bad weather.
- I felt that they did a good job getting the access routes to work completed so that it's easy for employees to get in to the area.

Negative Comments about Snow Removal

- Once you get into the Bottoms area, there is no removal. We're surrounded by four streets and we self-contract to clear the area.
- I just have always felt that city streets are the last ones cleaned, especially the Downtown and the Crown Center areas. Two inches of snow are fine, but when they hit the heavy snow, the appearance is that they never have enough equipment, people, or salt to handle the situation.
- We work on top of a hill and particularly on ice type of situations it can be days before the streets are clear enough that people feel comfortable getting up the hill. So anytime there's any sort of slick weather, whether it be ice or snow, minor or major, our business drops off quite a bit because people don't feel comfortable coming to us.
- Unexpected storms or heavier than expected storms always seem to leave them pretty much totally unprepared.
- I commute from the Kansas side and it's a night and day difference. Within 10 hours of heavy snow even the side streets are cleared in Kansas. On either side of the state line main streets are rarely a problem, but once you get off the main streets to get to our business, that's where the problems exist. You can see a night and day difference between the two sides of the state line.
- There's a real perception, and maybe it's because you don't see the equipment out, that they don't plow the city streets until after everybody's gone home. If that isn't the case they need to be more visible.

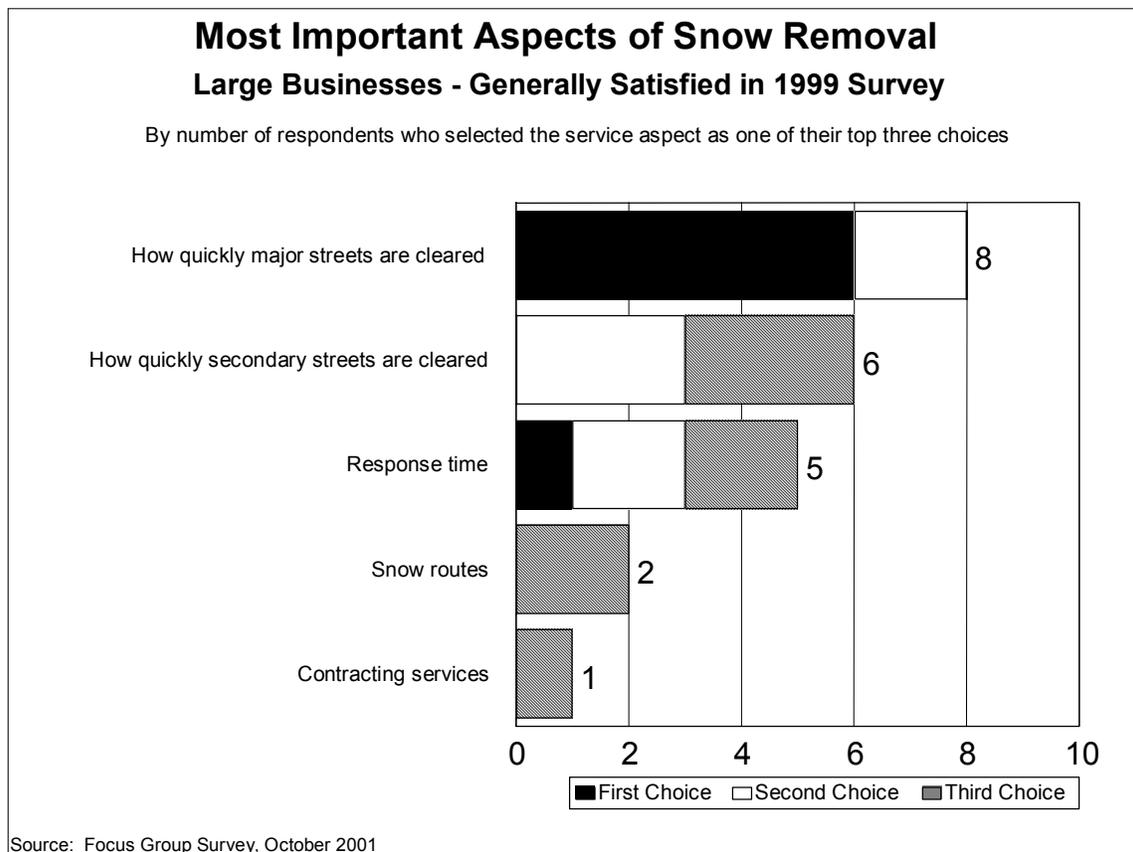
Additional Comments about Snow Removal

- In Minnesota they have certain emergency snow routes you can't park or drive on until they're cleared. A big problem is that people park cars on streets and then they can't plow those areas. Designate certain snow routes and clear those first, then clear major roads.
- They should be more ready for unusually bad weather. The City does a good job with major roads such as Holmes, Troost, Wornall, and State Line, but they don't pay any attention to side streets. With Kansas City having such unpredictable winters, maybe they could hire more contractors to clean roads in certain areas when the weather gets unusually bad.
- There seems to be enough emergency routes in the city, especially in the Plaza area - people just need to be more disciplined about staying off of them.
- Maybe they could have a website that early in the morning shows status reports on which streets are cleared, bad, etc. They could have a map which leads people to areas which are clear and

help people make it to work.

Most Important Aspects of Snow Removal

After discussing their positive and negative experiences with snow removal in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of snow removal. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. How quickly major streets are cleared was generally considered to be the most important aspect of snow removal. The top items are shown in the graph on the following page.



FIRE SERVICES

The moderator asked focus group participants to share positive and negative experiences with fire

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services in Kansas City, Missouri. Listed below are some of the positive and negative comments given about fire services.

Positive Comments about Fire Services

- The fire marshal coming to our building has been a very educational and beneficial experience. They walked through and made recommendations and then they came back and rechecked.
- We've never had a fire incident, but when the inspectors have been at our business for inspections they are always very knowledgeable.
- We did have a fire that had the potential of putting us out of business and the firefighters were there very quickly. The thing we were most impressed with was that when they came to the scene they're in control and they clearly take over the activities. You have a lot of confidence in them when they do that. They come to the scene with a level of knowledge and they run us out.
- The services they provide are good. We use photography developing chemicals for X-rays so they have to be aware of what we have and what type of fire hazards we have so that they can educate our employees on what to do if something happens.
- We had an electrical fire and they were down there within five minutes. They took charge and handled it very well.
- We had an incident where an employee got burned with a chemical. They came down and knew exactly what to do with that employee - how to treat him. He returned to work much more quickly than expected because of the action of the firefighters.
- The inspections are real good - maybe too good, they bug you all the time to make sure you're up to code.
- We had a situation where some explosive chemicals had to be removed - they assisted with that and were excellent.
- Once there was a fire 500 yards away from our building. The firefighters were very professional in telling me that they had to evacuate customers because a pipe line near the fire ran across our parking lot.
- They've offered to give hazardous materials training - they give inspections frequently and make some excellent points.

Negative Comments about Fire Services

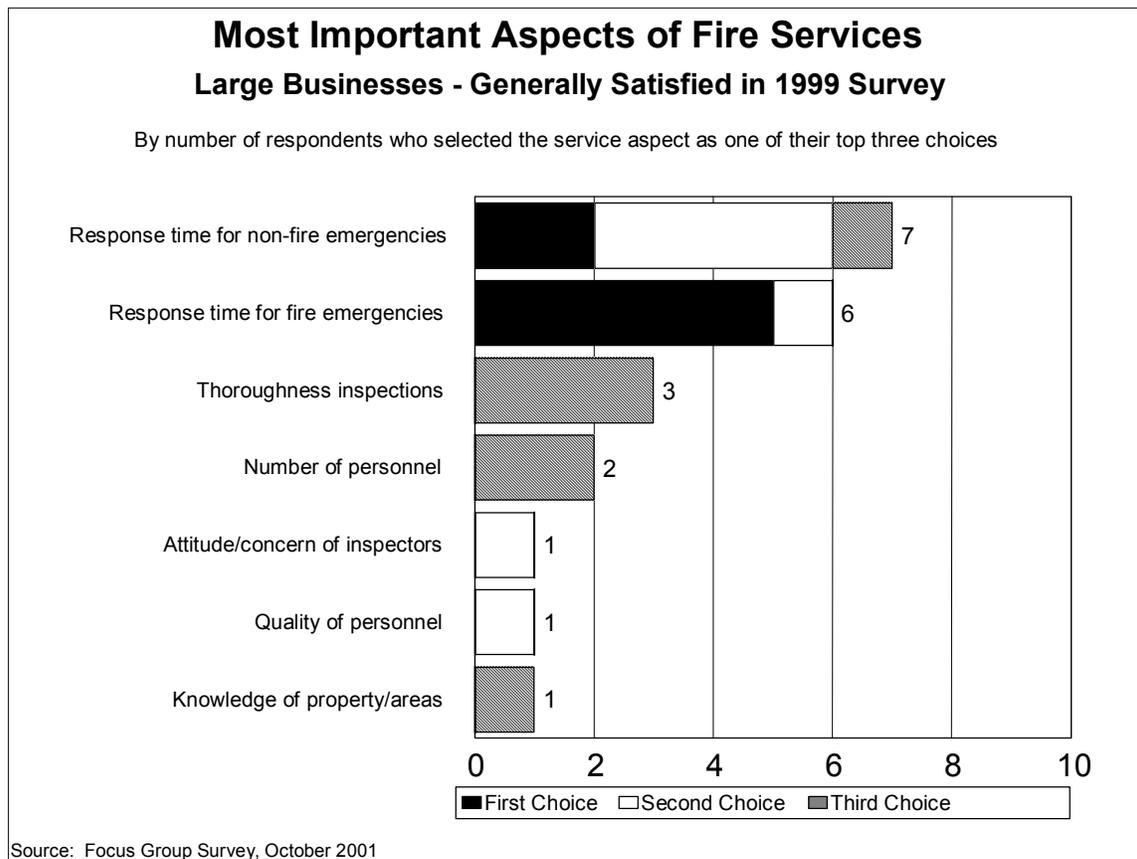
- They seem understaffed. They've been slow, 10-15 minutes, for several 911 calls for non-fire emergencies. They have a routine schedule for inspections, and our inspections are usually one month behind schedule because they're understaffed.

Additional Comments about Fire Services

- I picked the number of personnel as one of my top three most important aspects because they're already shorthanded, and I know a number of personnel who will be retiring in the next five years, so they should plan ahead and be prepared for when these people retire.
- I think inspections are the most important issue because it gives us a chance to get in touch with inspectors. Inspections also allow them to learn things about the environment, which helps to prevent fires from happening in the first place.

Most Important Aspects of Fire Services

After discussing their positive and negative experiences with fire services in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of fire services. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. The response time of fire personnel to emergencies was generally considered to be the most important aspect of fire services. The top items are shown in the graph below.



STREET MAINTENANCE

The moderator asked focus group participants to share positive and negative experiences with street maintenance services in Kansas City, Missouri. Listed below are some of the positive and negative comments given about street maintenance services.

Positive Comments about Street Maintenance

- They do a good job of prioritizing which areas need to be fixed. A water main breaks going up the hill from 103rd and Wornall every winter, and they always repair it quickly.
- They are finally starting to improve the Bottoms area. There's resurfacing going on and they're starting to maintain the railroad crossings much better.

Negative Comments about Street Maintenance

- The worst areas are not necessarily the streets or highways, it's the on/off ramps on the highways - the surface is in bad physical condition.
- After excessive rain they seem to be slow at fixing potholes.
- They should work on fixing problems, instead of filling the same potholes. Like the water main that breaks on Wornall every winter - why don't they just fix it? Holes seem to be in the same spots over and over.
- Curbs and gutters are not maintained at all.
- There's a real perception problem with cable companies making street cuts - using metal plates over potholes.
- It would be interesting to know how they prioritize streets - I sometimes wonder why a street that doesn't look too bad is being fixed, when one that looks worse is ignored.
- There always seems to be stoplights not working near our business.
- In Kansas stoplights seem to be traffic-flow coordinated. There are either sensors in the road or on the lights where if there is no traffic coming the light changes more often. In Kansas City the lights seem to be time coordinated, and the lights change only when it's time, whether cars are coming or not. It's frustrating to be the only car on the road and the light turns red - you sit there for a minute, even though no cars are coming from any direction.

Additional Comments about Street Maintenance

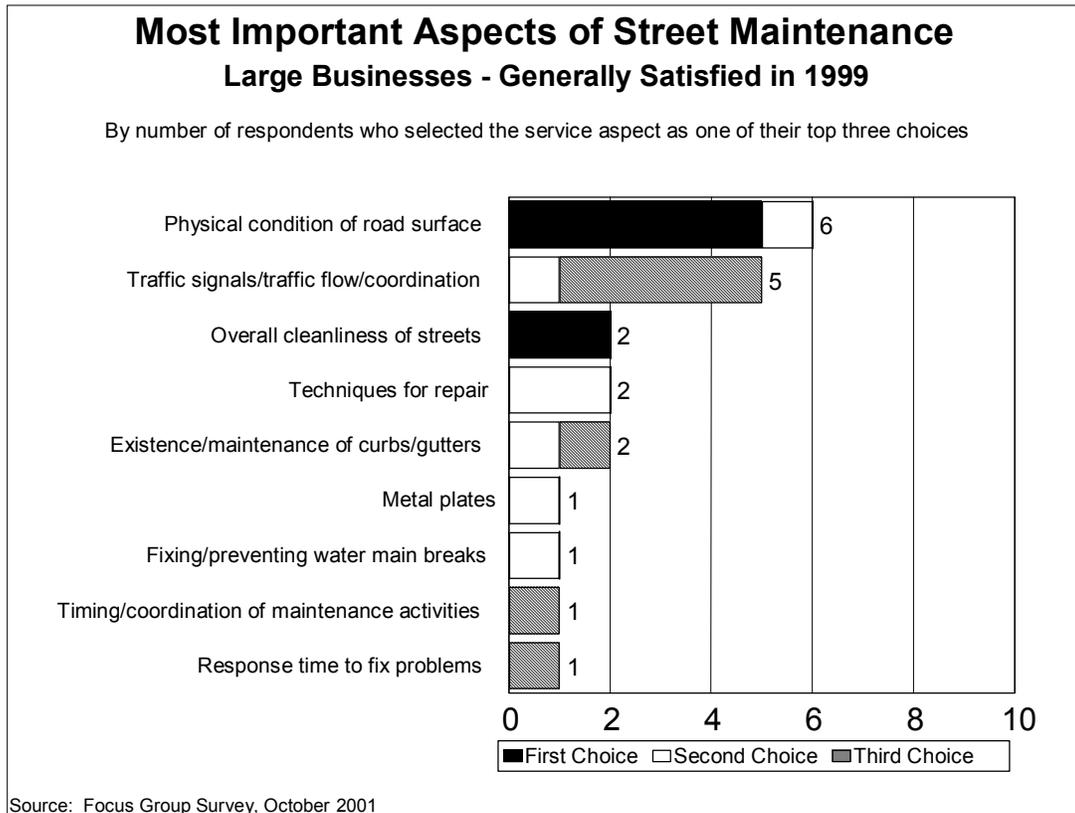
- I know everyone wants to work during the day, but maybe they could repair smaller areas at a time and do them at night.
- Cleanliness of streets is the most important issue because it reflects on the city and as well as the department. It also affects the attitude of employees.
- Traffic signals are very important because traffic in and out of the city in the mornings and evenings is very important and seems to bog down at times.

Most Important Aspects of Street Maintenance

After discussing their positive and negative experiences with street maintenance services in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their

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satisfaction with the overall quality of street maintenance. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. The physical condition of road surfaces and traffic flow were generally considered to be the most important aspects of street maintenance. The top items are shown in the graph below.



AIRPORT SERVICES

The moderator asked focus group participants to share positive and negative experiences with airport services in Kansas City, Missouri. Listed below are some of the positive and negative comments given about city airport services. All comments pertain to KCI.

Positive Comments about Airport Services

- They've come a long way in the past 2-3 years in services, gift shops, etc. Other airports were like shopping malls and KCI had next to nothing for the longest time.
- Accessibility is great, particularly the ease of getting in and out of the parking lot and terminal buildings.

- KCI is very convenient compared to other airports. Even if that means it's not used enough, it's still such a pleasure that it takes five minutes to get your luggage and get to the car. It takes over an hour in Chicago.
- Luggage area is in one place – it's easy to get to because it's close to where you land.

Negative Comments about Airport Services

- Having the luggage in one place sometimes causes congestion. If there's three flights that come in at once you have people crawling all over each other to get their luggage.
- The hardest part is most of us work downtown and that's a long way out to pick up or take somebody to the airport. I don't necessarily mean light rail, but some type of transportation to the airport from downtown would be good. Right now the only options are a cab or hiring a driver, which is expensive.
- The services are only open during prime time hours. There's nothing open for those who are on earlier or later flights.
- The cost of services, especially food, is too expensive. It's ridiculous to spend four bucks for a bottle of water.
- There's no one airline coming in and out regularly, so I really couldn't use frequent flyer miles. It would be nice if KCI was a hub. There's hardly any direct flights, except for Chicago.

Additional Comments about Airport Services

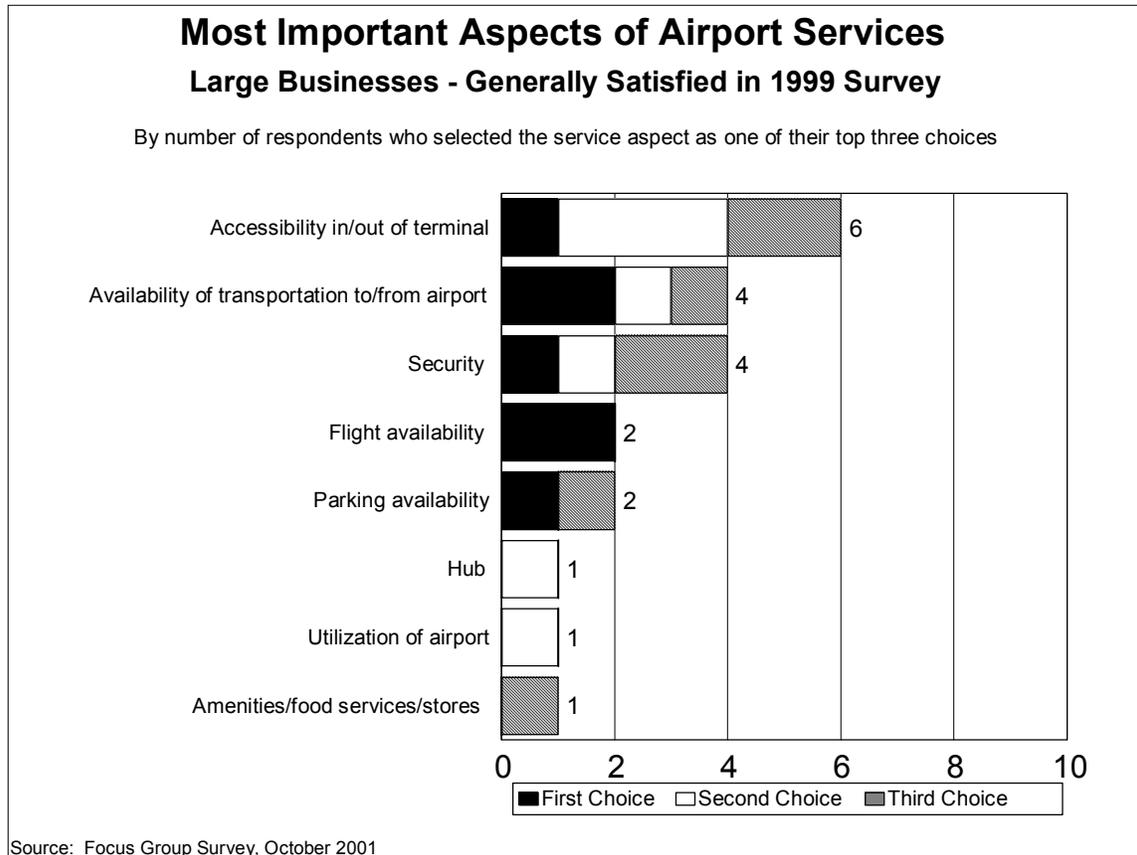
- Amenities are now more important - with the longer wait time and more security - people are arriving 2 to 3 hours early and need something to do.
- The lack of congestion is a positive and a negative. KCI's more convenient to use when it's not congested, but it also means it's not used enough. It's almost a ghost town compared to other airports.

Most Important Aspects of Airport Services

After discussing their positive and negative experiences with airport services in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of airport services. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. Accessibility in and out of the terminal was generally considered to be the

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most important aspect of airport services. Security and the availability of transportation to and from the airport were also important. The top items are shown in the graph below.



STORMWATER DRAINAGE

The moderator asked focus group participants to share positive and negative experiences with stormwater drainage services in Kansas City, Missouri. Listed below are some of the positive and negative comments given about stormwater drainage services.

Positive Comments about Stormwater Drainage

- They do a good job on routine rains. They even do a good job on heavy rains in some areas, such as the Plaza. Over the past 10 years there's been huge improvements on how rain is handled in the Plaza area.

Negative Comments about Stormwater Drainage

- Planning is done only after major floods. Improvements are always a knee-jerk reaction instead of anticipating problems. Kansas City itself gets bigger and bigger and adds more asphalt where grass and trees used to soak up some water. Is Kansas City planning for the next big rain, or will it be another knee-jerk reaction?
- There are so many lake areas near our building when it rains that we have to come in a different way.

Additional Comments about Stormwater Drainage

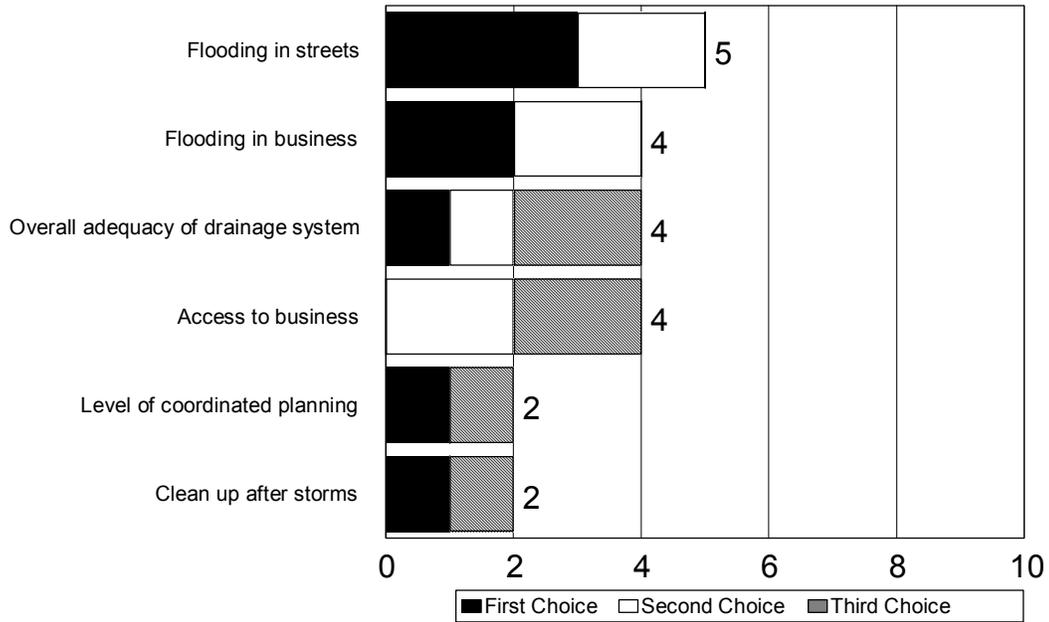
- There have been some big improvements made in the city, but there hasn't been a big rain since 1993, so I'm not sure how well the improvements will work. Because of construction there's also more asphalt now than grass and sod that used to soak up the rain.
- Cleaning up after storms, especially the curbs and gutters, is important because it affects how customers perceive my business.
- It's pretty consistent around here. It's been flooding in the same places for years, so people know what to expect.
- Good overall, but Brush Creek is still a problem. They've done some renovation so it's better, but I still don't think Brush Creek is fixed. I think when we have a real big rain, we'll see that there's still work to be done.

Most Important Aspects of Stormwater Drainage

After discussing their positive and negative experiences with stormwater drainage in Kansas City, Missouri, focus group participants were asked to develop a list of items that influenced their satisfaction with the overall quality of stormwater drainage. Once the list was developed, participants were asked to rank the relative importance of each item and to select the three items they considered to be most important. There were several important aspects of stormwater drainage. The top items are shown in the graph below.

Most Important Aspects of Stormwater Drainage Large Businesses - Generally Satisfied in 1999 Survey

By number of respondents who selected the service aspect as one of their top three choices



Source: Focus Group Survey, October 2001

Appendix 5:
Additional Methodology

Methodology

Focus groups. Thirty-four owners or managers of business establishments located in Kansas City, Missouri, participated in one of four focus groups during October 2001. The focus groups were conducted at ETC Institute’s focus group facility in Olathe, Kansas. Staff from the City Auditor's Office observed the groups.

Focus groups are in-depth, qualitative group discussions with a small number of carefully selected people brought together to discuss specific topics. ETC Institute moderated the focus group meetings. Qualitative, rather than quantitative, data were collected. The results derived from the group discussions are not statistically significant to represent all businesses in Kansas City, Missouri, but only represent the opinions and attitudes of the group participants.

Preliminary interviews. As part of the project planning work, City Auditor’s Office staff interviewed four business owners. These owners were asked for their perceptions of city government functions and services. The results of these interviews were used in the preparation of the questions for the focus group interviews.

Participant recruitment. The *1999 Survey of Kansas City Businesses* asked respondents whether they would “be willing to participate in future discussion or focus groups to help the city improve quality of service provided to local businesses.” About 270 respondents, or almost 70 percent, answered yes. Among those that were willing to participate in future focus groups, about 40 percent had 25 or more employees in their businesses.

Number of Businesses by Employee Size

| Employees | Businesses | Percent |
|---------------|------------|---------|
| Less than 10 | 86 | 31.6 |
| 10-24 | 79 | 29.0 |
| 25-49 | 58 | 21.3 |
| 50-99 | 20 | 7.4 |
| 100-249 | 19 | 7.0 |
| 250-499 | 5 | 1.8 |
| More than 499 | 5 | 1.8 |
| Total | 272 | 100.0 |

Source: *1999 Survey of Kansas City Businesses* data.

City Auditor’s Office staff also examined the distributions of these respondents’ ratings of overall quality of city services.

Overall Quality Rating of City Services by Business Size

| Business Size | Excellent/Good | Average/Poor | Total |
|------------------------|----------------|--------------|-----------|
| Less than 25 employees | 87 (33%) | 71 (27%) | 158 (60%) |
| 25 or more employees | 41 (16%) | 64 (24%) | 105 (40%) |
| Total | 128(49%) | 135(51%) | 263(100%) |

Source: *1999 Survey of Kansas City Businesses* data.

We segmented potential focus group participants into four groups based on business size and their rating of city's overall service quality:

- Group 1: managers/owners of smaller businesses (less than 25 employees) who had indicated dissatisfaction with overall quality of city services
- Group 2: managers/owners of smaller businesses (less than 25 employees) who had indicated satisfaction with overall quality of city services
- Group 3: managers/owners of larger businesses (25 or more employees) who had indicated dissatisfaction with overall quality of city services
- Group 4: managers/owners of larger businesses (25 or more employees) who had indicated satisfaction with overall quality of city services

Ten business owners or managers were recruited to attend each of the four focus groups. The goal was to have at least seven persons attend each meeting. Of the 40 persons recruited, 34 attended.

Participant demographics. The focus group participants were from different types of businesses and locations.

Type of Participants' Businesses

| Business Type | Frequency | Percent |
|----------------------------|-----------|---------|
| Manufacturing | 7 | 20.6 |
| Professional services | 5 | 14.7 |
| Retail not food service | 5 | 14.7 |
| Healthcare/medical/social | 4 | 11.8 |
| Wholesale/distributor | 4 | 11.8 |
| Transportation/warehousing | 3 | 8.8 |
| Agriculture | 2 | 5.9 |
| Architecture | 2 | 5.9 |
| Construction | 2 | 5.9 |

Source: ETC Institute

Location of Participants' Business by Zip

| Zip Code | Frequency | Percent |
|----------|-----------|---------|
| 64101 | 3 | 8.8 |
| 64102 | 2 | 5.9 |
| 64105 | 4 | 11.8 |
| 64106 | 1 | 2.9 |
| 64108 | 4 | 11.8 |
| 64109 | 1 | 2.9 |
| 64110 | 1 | 2.9 |
| 64111 | 2 | 5.9 |
| 64114 | 1 | 2.9 |
| 64120 | 3 | 8.8 |
| 64124 | 2 | 5.9 |
| 64125 | 1 | 2.9 |
| 64127 | 1 | 2.9 |
| 64129 | 2 | 5.9 |
| 64130 | 1 | 2.9 |
| 64131 | 1 | 2.9 |
| 64138 | 1 | 2.9 |
| 64152 | 1 | 2.9 |
| 64153 | 2 | 5.9 |

Source: ETC Institute

Discussion topics. The discussion at each of the focus group meetings was guided by the moderator's script (included in Appendix 6). The format for each focus group involved separate discussions about six major city services: police services, snow removal, fire services, street maintenance, airport services, and stormwater drainage. For each service, focus group participants were asked to:

- Independently rate their perceptions of the quality of the service based on their previous experiences in Kansas City, Missouri
- Provide examples of positive and negative experiences with the service in Kansas City, Missouri
- Brainstorm a list of all aspects of the service that affect their overall satisfaction with the service (The list was developed independently by each focus group in order to ensure that bias from one focus group was not introduced into the other focus groups.)
- Rate the relative importance of each of the items suggested during the brainstorming session

Post focus group survey. Once the four focus groups had been conducted, a survey was developed and distributed to all focus group participants. The post focus group survey was designed to have focus group participants rank the relative importance of all aspects of city services that were collectively brain-stormed by all four focus groups. The purpose of the survey was to identify the relative importance of all items that had been suggested by the four focus groups. Thirty of the 34 persons who attended a focus group completed the survey.

Appendix 6:
Moderator's Script

Moderator's Script/Agenda
Focus Group Meetings
Total Time: 2 hours

| <u>Time</u> | <u>Action/Topic</u> |
|--------------------|--|
| 0:00-0:10 | Introductions/Overview of the meeting <u>Key points:</u> -focus on issues from your position as a business owner/manager -time is limited; we will not be able to discuss any single issues or personal concerns in depth |
| 0:10-0:25 | <u>Topic #1:</u> Police |
| 0:25-0:40 | <u>Topic #2:</u> Snow Removal |
| 0:40-0:55 | <u>Topic #3:</u> Fire Services |
| 0:55-1:10 | <u>Topic #4:</u> Street Maintenance |
| 1:10-1:25 | <u>Topic #5:</u> City Airports |
| 1:25-1:40 | <u>Topic #6:</u> Stormwater Drainage |
| 1:40-1:50 | <u>Topic #7:</u> Other Needs and/or Expectations from City Governments |
| 1:50-2:00 | Final comments; closure; those attending are thanked for their participation |

Topic #1: Satisfaction with Police Services

- Overall, how would you rate the quality of police services that are provided to YOUR BUSINESS by the City of Kansas City, Missouri?
 - Why would you give that rating?

- Has the City done anything in the area of police services that has POSITIVELY effected your business?
 - [Ask those who say “yes” to provide examples and explain why they feel that way]

- Has the City done anything in the area of police services that has NEGATIVELY effected your business?
[Ask those who say yes to provide examples and explain why they feel that way?]

- How do City police services effect your business?
 - What types of police services does your business expect the City to provide?
 - Why are these services important to your business?
 - How do the police services you’ve mentioned effect your business?

During the past few minutes, while I was listening to the discussion, I made a list of the factors that appear to have influenced your COMPANY’S satisfaction with police services provided by the City of Kansas City, Missouri. [The list of factors that were mentioned will be written on a large piece of paper that can be seen by the participants].

- As a business owner/manager, are there any other factors that influence your satisfaction with the polices services provided by the City of Kansas City, Missouri? [all items mentioned are added to the list.]

[Pass out the importance ratings worksheet for Police Services and have each participant rate the importance of each item with regard to their satisfaction as a business owner/manager with Police Services in Kansas City]

After worksheet is completed

- Which item did you think was most important? And Why?

Topic #2: Satisfaction with Snow Removal

- **Overall, how would you rate the quality of snow removal services that are provided to YOUR BUSINESS by the City of Kansas City, Missouri?**
 - **Why would you give that rating?**

- **Has the City done anything in the area of snow removal that has POSITIVELY effected your business?**
 - **[Ask those who say yes to provide examples and explain why they feel that way?]**

- **Has the City done anything in the area of snow removal that has NEGATIVELY effected your business?**
 - **[Ask those who say yes to provide examples and explain why they feel that way?]**

- **How does snow removal on CITY streets effect your business?**
 - **What types of snow removal services does your business expect the City to provide?**
 - **Why are these services important to your business?**
 - **How do the services you've mentioned effect your business?**

During the past few minutes, while I was listening to the discussion, I made a list of the factors that appear to have influenced your COMPANY'S satisfaction with snow removal in Kansas City, Missouri. [The list of factors that were mentioned will be written on a large piece of paper that can be seen by the participants].

- **As a business owner/manager, are there any other factors that influence your satisfaction with snow removal in Kansas City, Missouri? [all items mentioned are added to the list.]**

[Pass out the importance ratings worksheet for Snow Removal and have each participant rate the importance of each item with regard to their satisfaction as a business owner/manager with Snow Removal in Kansas City] .

After worksheet is completed

- **Which item did you think was most important? And Why?**

Topic #3: Satisfaction with Fire Services

- Overall, how would you rate the quality of fire services that are provided to YOUR BUSINESS by the City of Kansas City, Missouri?
 - Why would you give that rating?

- Has the City done anything in the area of fire services that has POSITIVELY effected your business?
 - [Ask those who say “yes” to provide examples and explain why they feel that way]

- Has the City done anything in the area of fire services that has NEGATIVELY effected your business?
 - [Ask those who say yes to provide examples and explain why they feel that way?]

- How do City fire services effect your business?
 - What types of fire services does your business expect the City to provide?
 - Why are these services important to your business?
 - How do the fire services you’ve mentioned effect your business?

During the past few minutes, while I was listening to the discussion, I made a list of the factors that appear to have influenced your COMPANY’S satisfaction with fire services provided by the City of Kansas City, Missouri. [The list of factors that were mentioned will be written on a large piece of paper that can be seen by the participants].

- As a business owner/manager, are there any other factors that influence your satisfaction with fire services provided by the City of Kansas City, Missouri? [all items mentioned are added to the list.]

[Pass out the importance ratings worksheet for Fire Services and have each participant rate the importance of each item with regard to their satisfaction as a business owner/manager with Fire Services in Kansas City]

After worksheet is completed

- Which item did you think was most important? And Why?

Topic #4: Satisfaction with City Street Maintenance

- Which streets in the City of Kansas City, Missouri, do you think the City is responsible for maintaining?

Before continuing, ensure that everyone understands that the City does not maintain most of the highways (i.e., the Interstates) in the City

- Overall, how would you rate the quality of street maintenance that is provided to YOUR BUSINESS by the City of Kansas City, Missouri?
 - Why would you give that rating?
- Has the City done anything in the area of street maintenance that has POSITIVELY effected your business?
 - [Ask those who say yes to provide examples and explain why they feel that way?]
- Has the City done anything in the area of street maintenance that has NEGATIVELY effected your business?
 - [Ask those who say yes to provide examples and explain why they feel that way?]
- How does the maintenance of City streets effect your business? (be aware of metal plates)
 - What types of maintenance services does your business expect the City to provide?
 - Why are these services important to your business?
 - How do the services you've mentioned effect your business?

During the past few minutes, while I was listening to the discussion, I made a list of the factors that appear to have influenced your COMPANY'S satisfaction with street maintenance in Kansas City, Missouri. [The list of factors that were mentioned will be written on a large piece of paper that can be seen by the participants].

- As a business owner/manager, are there any other factors that influence your satisfaction with street maintenance in Kansas City, Missouri? [all items mentioned are added to the list.]

[Pass out the importance ratings worksheet for Street Maintenance and have each participant rate the importance of each item with regard to their satisfaction as a business owner/manager with Street Maintenance in Kansas City] .

After worksheet is completed

- Which item did you think was most important? And Why?

Topic #5: Satisfaction with City Airports

- Which airports in the City of Kansas City has your business used during the past two years?
- Overall, how would you rate the quality of airport services that are provided to YOUR BUSINESS by the City of Kansas City, Missouri?
 - Why would you give that rating?
- Has the City done anything in the area of airport services that has POSITIVELY effected your business?
 - [Ask those who say yes to provide examples and explain why they feel that way?]
- Has the City done anything in the area of airport services that has NEGATIVELY effected your business?
 - [Ask those who say yes to provide examples and explain why they feel that way?]
- How do the airports (KCI and Downtown) effect your business? (be aware of freight issues)
 - What types of airport services does your business expect the City to provide?
 - Why are these services important to your business?
 - How do the services you've mentioned effect your business?

During the past few minutes, while I was listening to the discussion, I made a list of the factors that appear to have influenced your COMPANY'S satisfaction with airport services in Kansas City, Missouri. [The list of factors that were mentioned will be written on a large piece of paper that can be seen by the participants].

- As a business owner/manager, are there any other factors that influence your satisfaction with airport services in Kansas City, Missouri? [all items mentioned are added to the list.]

[Pass out the importance ratings worksheet for Airport Services and have each participant rate the importance of each item with regard to their satisfaction as a business owner/manager with Airport Services in Kansas City] .

After worksheet is completed

- Which item did you think was most important? And Why?

Topic #6: Satisfaction with Stormwater Drainage

- Overall, how would you rate the quality of stormwater drainage services that are provided to YOUR BUSINESS by the City of Kansas City, Missouri?
 - Why would you give that rating?

- Has the City done anything in the area of stormwater drainage that has POSITIVELY effected your business?
 - [Ask those who say yes to provide examples and explain why they feel that way?]

- Has the City done anything in the area of stormwater drainage that has NEGATIVELY effected your business?
 - [Ask those who say yes to provide examples and explain why they feel that way?]

- How does the stormwater drainage in Kansas City effect your business?
 - What types of stormwater drainage services does your business expect the City to provide?
 - Why are these services important to your business?
 - How do the services you've mentioned effect your business?

During the past few minutes, while I was listening to the discussion, I made a list of the factors that appear to have influenced your COMPANY'S satisfaction with stormwater drainage in Kansas City, Missouri. [The list of factors that were mentioned will be written on a large piece of paper that can be seen by the participants].

- As a business owner/manager, are there any other factors that influence your satisfaction with stormwater drainage in Kansas City, Missouri? [all items mentioned are added to the list.]

[Pass out the importance ratings worksheet for Stormwater Drainage and have each participant rate the importance of each item with regard to their satisfaction as a business owner/manager with Stormwater Drainage in Kansas City] .

After worksheet is completed

- Which item did you think was most important? And Why?

Topic #7: Other Issues/Service Needs

- **Are there any other services that your business needs from the City of Kansas City, Missouri, that have not been discussed?**
 - **Why are these services important to your business? How do they effect your business?**
 - **How important are these services compared to the other services we have already discussed?**

Appendix 7:
Post Focus Group Survey

TO:

Business:

Phone:

FROM: ETC Institute, 829-1215

IMPORTANCE ASSESSMENT SURVEY

KCMO Business Leader Focus Groups

***Thank you for your participation in our focus group.
Please complete the attached survey and return it by fax
to 913-829-1591. If you prefer to complete the survey by
phone, please call 913-829-1215 and ask for Cindy.***

***Fax contains a total of 7 pages
including this cover sheet***

Importance Ratings: Street Maintenance

Using a scale of 1 to 5 where 5 means MOST IMPORTANT and 1 means NOT IMPORTANT, please indicate how important you think each of the items is to YOUR BUSINESS.

| <u>ITEM</u> | <u>Most Important</u> | <u>Very Important</u> | <u>Important</u> | <u>Less Important</u> | <u>Not Important</u> |
|---|---------------------------|---------------------------|------------------|---------------------------|--------------------------|
| (A) Availability of information about street construction/maintenance activities | 5 | 4 | 3 | 2 | 1 |
| (B) Maintenance/existence of curbs/gutters | 5 | 4 | 3 | 2 | 1 |
| (C) Condition of city bridges | 5 | 4 | 3 | 2 | 1 |
| (D) Quality of railroad crossings | 5 | 4 | 3 | 2 | 1 |
| (E) Visibility of signs along city streets | 5 | 4 | 3 | 2 | 1 |
| (F) Traffic control measures (signage, cones, etc) in street construction areas | 5 | 4 | 3 | 2 | 1 |
| (G) Traffic signal coordination | 5 | 4 | 3 | 2 | 1 |
| (H) Traffic flow along city streets | 5 | 4 | 3 | 2 | 1 |
| (I) Scheduling of maintenance activities (i.e. working at night) | 5 | 4 | 3 | 2 | 1 |
| (J) How quickly street repairs are made | 5 | 4 | 3 | 2 | 1 |
| (K) Productivity of city street maintenance employees | 5 | 4 | 3 | 2 | 1 |
| (L) How quickly the city clears debris, such as tree limbs, from city streets | 5 | 4 | 3 | 2 | 1 |
| (M) Cleanliness of city streets | 5 | 4 | 3 | 2 | 1 |
| (N) Landscaping/mowing along city streets | 5 | 4 | 3 | 2 | 1 |
| (O) Physical condition of the road surface/ presence of pot holes | 5 | 4 | 3 | 2 | 1 |
| (P) Damage to business and customer vehicles and equipment caused by city streets | 5 | 4 | 3 | 2 | 1 |
| (Q) Street cuts from contractors (i.e. cable, phone, and other utilities) | 5 | 4 | 3 | 2 | 1 |
| (R) Metal plates on city streets | 5 | 4 | 3 | 2 | 1 |
| (S) Water main breaks | 5 | 4 | 3 | 2 | 1 |
| (T) Presence of striping/pavement markings | 5 | 4 | 3 | 2 | 1 |

Which FOUR of these items are most important to YOUR BUSINESS? [Write in the letters below using the letters from the list above].

1st

2nd

3rd

4th

Importance Ratings: Airport Services

Using a scale of 1 to 5 where 5 means MOST IMPORTANT and 1 means NOT IMPORTANT, please indicate how important you think each of the items is to YOUR BUSINESS.

| <u>ITEM</u> | <u>Most Important</u> | <u>Very Important</u> | <u>Important</u> | <u>Less Important</u> | <u>Not Important</u> |
|--|---------------------------|---------------------------|------------------|---------------------------|--------------------------|
| (A) Cost of parking | 5 | 4 | 3 | 2 | 1 |
| (B) Availability of parking | 5 | 4 | 3 | 2 | 1 |
| (C) Availability of shuttles between airport terminal and parking areas | 5 | 4 | 3 | 2 | 1 |
| (D) Availability of restrooms in passenger waiting areas | 5 | 4 | 3 | 2 | 1 |
| (E) Quality/availability of amenities in the terminal (i.e. stores, restaurants, etc.)..... | 5 | 4 | 3 | 2 | 1 |
| (F) Convenience of baggage services..... | 5 | 4 | 3 | 2 | 1 |
| (G) Ease of highway access to the airport | 5 | 4 | 3 | 2 | 1 |
| (H) Ease of access to departure gates once you enter the terminal..... | 5 | 4 | 3 | 2 | 1 |
| (I) Transportation to/from the airport and other destinations in Kansas City via shuttles, taxis, and public transit. | 5 | 4 | 3 | 2 | 1 |
| (J) Appearance/maintenance of the terminal | 5 | 4 | 3 | 2 | 1 |
| (K) Appearance/maintenance of airport grounds | 5 | 4 | 3 | 2 | 1 |
| (L) Overall cleanliness of the airport | 5 | 4 | 3 | 2 | 1 |
| (M) Adequacy of signage/information | 5 | 4 | 3 | 2 | 1 |
| (N) Availability of flights | 5 | 4 | 3 | 2 | 1 |
| (O) Level of utilization of airport services (number of passengers, flights, etc.)..... | 5 | 4 | 3 | 2 | 1 |
| (P) Airport is used as a hub by a major airline... .. | 5 | 4 | 3 | 2 | 1 |
| (Q) Availability of general aviation services (i.e., fuel & maintenance services for private aircraft, hanger space) | 5 | 4 | 3 | 2 | 1 |
| (R) Freight handling capabilities/services | 5 | 4 | 3 | 2 | 1 |
| (S) Days/hours of Customs Service operations .. | 5 | 4 | 3 | 2 | 1 |
| (T) Security. | 5 | 4 | 3 | 2 | 1 |

Which FOUR of these items are most important to YOUR BUSINESS? [Write in the letters below using the letters from the list above].

1st

2nd

3rd

4th

Importance Ratings: Snow Removal

Using a scale of 1 to 5 where 5 means MOST IMPORTANT and 1 means NOT IMPORTANT, please indicate how important you think each of the items is to YOUR BUSINESS.

| <u>ITEM</u> | <u>Most Important</u> | <u>Very Important</u> | <u>Important</u> | <u>Less Important</u> | <u>Not Important</u> |
|--|---------------------------|---------------------------|------------------|---------------------------|--------------------------|
| (A) Ease of contacting the City about snow/ice removal issues | 5 | 4 | 3 | 2 | 1 |
| (B) Availability of information about snow removal policies and activities | 5 | 4 | 3 | 2 | 1 |
| (C) Availability of information about street conditions | 5 | 4 | 3 | 2 | 1 |
| (D) Identification of snow routes | 5 | 4 | 3 | 2 | 1 |
| (E) How quickly the City clears MAJOR streets after snow/ice storms | 5 | 4 | 3 | 2 | 1 |
| (F) How quickly the City clears SECONDARY streets after snow/ice storms | 5 | 4 | 3 | 2 | 1 |
| (G) Ability to get to/from your business after a snow/ice storm | 5 | 4 | 3 | 2 | 1 |
| (H) Snow moved by city crews blocks the entrance to your business | 5 | 4 | 3 | 2 | 1 |
| (I) Visibility of snow removal workers/trucks during bad weather | 5 | 4 | 3 | 2 | 1 |
| (J) Advance preparation and pretreatment that occurs before a storm | 5 | 4 | 3 | 2 | 1 |
| (K) Coordination of snow removal efforts with other organizations | 5 | 4 | 3 | 2 | 1 |
| (L) City use of private contractors for snow/ice removal | 5 | 4 | 3 | 2 | 1 |
| (M) Overall consistency of the City's snow/ice removal efforts | 5 | 4 | 3 | 2 | 1 |
| (N) Attention given to trouble spots, such as hills | 5 | 4 | 3 | 2 | 1 |
| (O) Availability of proper equipment/personnel | 5 | 4 | 3 | 2 | 1 |
| (P) Adequacy of salt, sand, and other materials stored in preparation of a storm | 5 | 4 | 3 | 2 | 1 |
| (Q) Use of new technology for treating ice and snow | 5 | 4 | 3 | 2 | 1 |
| (R) How efficiently the City uses resources to remove ice and snow | 5 | 4 | 3 | 2 | 1 |
| (S) Removal of salt and sand after the snow/ice storm season | 5 | 4 | 3 | 2 | 1 |

Which FOUR of these items are most important to YOUR BUSINESS? [Write in the letters below using the letters from the list above].

1st

2nd

3rd

4th

Importance Ratings: Police Services

Using a scale of 1 to 5 where 5 means MOST IMPORTANT and 1 means NOT IMPORTANT, please indicate how important you think each of the items is to YOUR BUSINESS.

| <u>ITEM</u> | <u>Most</u> <u>Important</u> | <u>Very</u> <u>Important</u> | <u>Important</u> | <u>Less</u> <u>Important</u> | <u>Not</u> <u>Important</u> |
|---|---------------------------------|---------------------------------|------------------|---------------------------------|--------------------------------|
| (A) Attitude/concern of police officers; willingness of officers to help | 5 | 4 | 3 | 2 | 1 |
| (B) Competence/quality of individual police officers | 5 | 4 | 3 | 2 | 1 |
| (C) Response time for emergencies | 5 | 4 | 3 | 2 | 1 |
| (D) Response time for non-emergencies..... | 5 | 4 | 3 | 2 | 1 |
| (E) Visibility of police patrols near your business | 5 | 4 | 3 | 2 | 1 |
| (F) Ease of contacting the police..... | 5 | 4 | 3 | 2 | 1 |
| (G) Police communication with business owners/managers | 5 | 4 | 3 | 2 | 1 |
| (H) Information about criminal activity in the vicinity of your business..... | 5 | 4 | 3 | 2 | 1 |
| (I) Availability of information about police services | 5 | 4 | 3 | 2 | 1 |
| (J) Police communication with private security organizations..... | 5 | 4 | 3 | 2 | 1 |
| (K) Personal contact/interaction of police with business owners..... | 5 | 4 | 3 | 2 | 1 |
| (L) Understanding that the police have of the needs of your business..... | 5 | 4 | 3 | 2 | 1 |
| (M) Fair and equal treatment of individuals by the police | 5 | 4 | 3 | 2 | 1 |
| (N) Crime stopping/prevention activities | 5 | 4 | 3 | 2 | 1 |
| (O) Traffic control for events | 5 | 4 | 3 | 2 | 1 |
| (P) Quality of accident investigation..... | 5 | 4 | 3 | 2 | 1 |
| (Q) Follow-up after an incident | 5 | 4 | 3 | 2 | 1 |
| (R) Enforcement of traffic laws..... | 5 | 4 | 3 | 2 | 1 |

Which FOUR of these items are most important to YOUR BUSINESS? [Write in the letters below using the letters from the list above].

1st
2nd
3rd
4th

Importance Ratings: Fire Services

Using a scale of 1 to 5 where 5 means MOST IMPORTANT and 1 means NOT IMPORTANT, please indicate how important you think each of the items is to YOUR BUSINESS.

| <u>ITEM</u> | <u>Most</u> <u>Important</u> | <u>Very</u> <u>Important</u> | <u>Important</u> | <u>Less</u> <u>Important</u> | <u>Not</u> <u>Important</u> |
|--|---------------------------------|---------------------------------|------------------|---------------------------------|--------------------------------|
| (A) Thoroughness of fire inspections | 5 | 4 | 3 | 2 | 1 |
| (B) Frequency of fire inspections | 5 | 4 | 3 | 2 | 1 |
| (C) Follow-up after inspections or fires | 5 | 4 | 3 | 2 | 1 |
| (D) Fairness of fire inspections..... | 5 | 4 | 3 | 2 | 1 |
| (E) Fees for inspectors/fines..... | 5 | 4 | 3 | 2 | 1 |
| | | | | | |
| (F) Attitude/concern showed by fire personnel | 5 | 4 | 3 | 2 | 1 |
| (G) Competence/quality of individual fire personnel | 5 | 4 | 3 | 2 | 1 |
| (H) Knowledge fire personnel have about the needs of your business..... | 5 | 4 | 3 | 2 | 1 |
| | | | | | |
| (I) Response time for fire emergencies | 5 | 4 | 3 | 2 | 1 |
| (J) Response time for non-fire emergencies | 5 | 4 | 3 | 2 | 1 |
| (K) Ease of contacting fire personnel in non-emergencies..... | 5 | 4 | 3 | 2 | 1 |
| (L) Willingness of fire personnel to respond to non-emergencies..... | 5 | 4 | 3 | 2 | 1 |
| | | | | | |
| (M) Hazardous materials training/support services | 5 | 4 | 3 | 2 | 1 |
| (N) Fire prevention information and training | 5 | 4 | 3 | 2 | 1 |
| | | | | | |
| (O) Damage caused to business property by fire personnel responding to a call | 5 | 4 | 3 | 2 | 1 |
| (P) Involvement of fire personnel in political activities..... | 5 | 4 | 3 | 2 | 1 |
| | | | | | |
| (Q) Quality of fire equipment | 5 | 4 | 3 | 2 | 1 |
| (R) Availability/use of new technology for fighting fires | 5 | 4 | 3 | 2 | 1 |

Which FOUR of these items are most important to YOUR BUSINESS? [Write in the letters below using the letters from the list above].

1st

2nd

3rd

4th

Importance Ratings: Stormwater Drainage

Using a scale of 1 to 5 where 5 means MOST IMPORTANT and 1 means NOT IMPORTANT, please indicate how important you think each of the items is to YOUR BUSINESS.

| <u>ITEM</u> | <u>Most Important</u> | <u>Very Important</u> | <u>Important</u> | <u>Less Important</u> | <u>Not Important</u> |
|---|---------------------------|---------------------------|------------------|---------------------------|--------------------------|
| (A) Flooding in city streets | 5 | 4 | 3 | 2 | 1 |
| (B) Flooding inside your business | 5 | 4 | 3 | 2 | 1 |
| (C) Standing water/ponding on business property | 5 | 4 | 3 | 2 | 1 |
| (D) Damage to your property or inventory as a result of flooding | 5 | 4 | 3 | 2 | 1 |
| (E) City's advance preparation and warning when there are heavy rains | 5 | 4 | 3 | 2 | 1 |
| (F) Advance stormwater planning by the City ... | 5 | 4 | 3 | 2 | 1 |
| (G) City clean-ups after storms | 5 | 4 | 3 | 2 | 1 |
| (H) City efforts to keep stormwater drainage channels clean | 5 | 4 | 3 | 2 | 1 |
| (I) Enforcement of codes related to stormwater | 5 | 4 | 3 | 2 | 1 |
| (J) Drainage capacity of City storm sewers | 5 | 4 | 3 | 2 | 1 |
| (K) City repairs & maintenance of the stormwater system | 5 | 4 | 3 | 2 | 1 |
| (L) Visibility of new investments in the City's stormwater system | 5 | 4 | 3 | 2 | 1 |
| (M) Vehicle mobility on city streets during and after storms | 5 | 4 | 3 | 2 | 1 |
| (N) Access to your business during and after a storm | 5 | 4 | 3 | 2 | 1 |
| (O) Availability of information about new stormwater projects/activities | 5 | 4 | 3 | 2 | 1 |

Which FOUR of these items are most important to YOUR BUSINESS? [Write in the letters below using the letters from the list above].

1st
2nd
3rd
4th

Your Name: _____

Business: _____

Phone: _____

Appendix 8:
Draft Survey of Businesses

Kansas City, Missouri Survey of Businesses

date: _____

phone: _____

Interviewer: _____

This is _____. I am calling for the City of Kansas City, Missouri. The reason I am calling is to get input from city business leaders about the importance and perceived quality of City services. I was wondering if I could speak with your company president or another senior manger (YOU) to ask them (YOU) a few questions about how well the city is meeting your company's needs. [If asked: the survey takes less than 10 minutes] Reread the introduction if you were not originally speaking with a senior manager.

If YES: Continue If NO: Would there be a better time to call: Note Time: _____

IS YOUR BUSINESS LOCATED IN KANSAS CITY, MISSOURI?

IF YES – CONTINUE; IF NO – END THE SURVEY

1. I would like to begin by asking you to rate the overall quality of the following City services with regard to how they affect your business's ability to operate. Please rate each service on a scale of 1 to 5 where 5 means "Excellent" and 1 means "Poor."

Note: If they "don't know" ask: Is it because the item doesn't affect your business or is it because you have not had any contact with the City in this area? [then circle the corresponding number]

| <u>Overall, how would you rate :</u> | <u>Excellent</u> | <u>Good</u> | <u>Average</u> | <u>Below Average</u> | <u>Poor</u> | <u>Don't Know</u> | |
|--|------------------|-------------|----------------|----------------------|-------------|-------------------|-------------------|
| | | | | | | <u>No Effect</u> | <u>No Contact</u> |
| (A) City airports | 5 | 4 | 3 | 2 | 1 | 8 | 9 |
| (B) Fire services | 5 | 4 | 3 | 2 | 1 | 8 | 9 |
| (C) Emergency medical treatment | 5 | 4 | 3 | 2 | 1 | 8 | 9 |
| (D) Parks and recreation | 5 | 4 | 3 | 2 | 1 | 8 | 9 |
| (E) Police | 5 | 4 | 3 | 2 | 1 | 8 | 9 |
| (G) Street maintenance | 5 | 4 | 3 | 2 | 1 | 8 | 9 |
| (H) Snow removal | 5 | 4 | 3 | 2 | 1 | 8 | 9 |
| (I) Street lighting | 5 | 4 | 3 | 2 | 1 | 8 | 9 |
| (K) Street sweeping | 5 | 4 | 3 | 2 | 1 | 8 | 9 |
| (L) Stormwater drainage | 5 | 4 | 3 | 2 | 1 | 8 | 9 |
| (M) Ease of travel by bus | 5 | 4 | 3 | 2 | 1 | 8 | 9 |
| (O) Convention and sports facilities | 5 | 4 | 3 | 2 | 1 | 8 | 9 |
| (P) Development incentives | 5 | 4 | 3 | 2 | 1 | 8 | 9 |

2. Which THREE of these city services are most important to your business? [Reread the list and write the letters below using the letters from the list in Question 1 above.]

1st

2nd

3rd

I would now like to rate your satisfaction with specific services and facilities provided by the City of Kansas City, Missouri. For each of the items I read, please rate your satisfaction on a scale of 1 to 5 where 5 means “very satisfied” and 1 means “very dissatisfied.”

3. *I'll begin by asking about your satisfaction with various aspects of police services.*

| <u>How satisfied are you with:</u> | <u>Very Satisfied</u> | <u>Somewhat Satisfied</u> | <u>Neutral</u> | <u>Somewhat Dissatisfied</u> | <u>Very Dissatisfied</u> | <u>Don't Know</u> |
|--|-----------------------|---------------------------|----------------|------------------------------|--------------------------|-------------------|
| (A) Attitude/concern of police officers | 5 | 4 | 3 | 2 | 1 | 9 |
| (B) Competence of individual police officers | 5 | 4 | 3 | 2 | 1 | 9 |
| (C) Response time for emergencies | 5 | 4 | 3 | 2 | 1 | 9 |
| (D) Visibility of police patrols near your business | 5 | 4 | 3 | 2 | 1 | 9 |
| (E) Ease of contacting the police | 5 | 4 | 3 | 2 | 1 | 9 |
| (F) Police communications with business owners/managers | 5 | 4 | 3 | 2 | 1 | 9 |
| (G) Fair and equal treatment of individuals by the police | 5 | 4 | 3 | 2 | 1 | 9 |
| (H) Crime stopping/prevention activities | 5 | 4 | 3 | 2 | 1 | 9 |

4. *Next, I'd like to ask you about fire services. How satisfied are you with:*

| | | | | | | |
|---|---|---|---|---|---|---|
| (A) Thoroughness of fire inspections | 5 | 4 | 3 | 2 | 1 | 9 |
| (B) Fairness of fire inspections | 5 | 4 | 3 | 2 | 1 | 9 |
| (C) Attitude/concern shown by fire personnel | 5 | 4 | 3 | 2 | 1 | 9 |
| (D) Competence/quality of individual fire personnel | 5 | 4 | 3 | 2 | 1 | 9 |
| (E) Knowledge fire personnel have about the needs of your business | 5 | 4 | 3 | 2 | 1 | 9 |
| (F) Response time for fire emergencies | 5 | 4 | 3 | 2 | 1 | 9 |
| (G) Response time for non-fire emergencies | 5 | 4 | 3 | 2 | 1 | 9 |
| (H) Quality of fire equipment | 5 | 4 | 3 | 2 | 1 | 9 |

5. *Next, I'll ask about your satisfaction with various aspects of street maintenance*

| | | | | | | |
|--|---|---|---|---|---|---|
| (A) Condition of city bridges | 5 | 4 | 3 | 2 | 1 | 9 |
| (B) How quickly street repairs are made | 5 | 4 | 3 | 2 | 1 | 9 |
| (C) Cleanliness of city streets | 5 | 4 | 3 | 2 | 1 | 9 |
| (D) Physical condition of the road surface/ presence of potholes | 5 | 4 | 3 | 2 | 1 | 9 |
| (E) Damage to business and customer vehicles & equipment caused by city streets | 5 | 4 | 3 | 2 | 1 | 9 |
| (F) Water main breaks | 5 | 4 | 3 | 2 | 1 | 9 |

6. Next I'll ask about your satisfaction with various aspects of airport services.

| <u>How satisfied are you with:</u> | <u>Very Satisfied</u> | <u>Somewhat Satisfied</u> | <u>Neutral</u> | <u>Somewhat Dissatisfied</u> | <u>Very Dissatisfied</u> | <u>Don't Know</u> |
|--|-----------------------|---------------------------|----------------|------------------------------|--------------------------|-------------------|
| (A) Availability of parking..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (B) Availability of shuttles between airport terminal and parking areas | 5 | 4 | 3 | 2 | 1 | 9 |
| (C) Ease of access to departure gates once you enter the terminal..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (D) Transportation to/from the airport and other destinations in Kansas City via shuttles, taxis, and public transit | 5 | 4 | 3 | 2 | 1 | 9 |
| (E) Overall cleanliness of the airport..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (F) Availability of flights..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (G) Security | 5 | 4 | 3 | 2 | 1 | 9 |

7. Next I'll ask about your satisfaction with various aspects of snow removal.

| | | | | | | |
|--|---|---|---|---|---|---|
| (A) How quickly the City clears MAJOR streets after snow/ice storms..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (B) How quickly the City clears SECONDARY streets after snow/ice storms..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (C) Ability to get to/from your business after a snow/ice storm..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (D) Snow moved by city crews blocks the entrance to your business..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (E) Advance preparation and pretreatment that occurs before a storm..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (F) Overall consistency of the City's snow/ice removal efforts..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (G) Attention given to trouble spots, such as hills..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (H) How efficiently the City uses resources to remove ice and snow | 5 | 4 | 3 | 2 | 1 | 9 |

8. Next I'll ask about your satisfaction with various aspects of stormwater drainage

| | | | | | | |
|--|---|---|---|---|---|---|
| (A) Flooding in city streets..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (B) Flooding inside your business | 5 | 4 | 3 | 2 | 1 | 9 |
| (C) Damage to your property or inventory as a result of flooding | 5 | 4 | 3 | 2 | 1 | 9 |
| (D) Advance stormwater planning by the City ... | 5 | 4 | 3 | 2 | 1 | 9 |
| (E) Drainage capacity of City storm sewers | 5 | 4 | 3 | 2 | 1 | 9 |
| (F) City repairs & maintenance of the stormwater system | 5 | 4 | 3 | 2 | 1 | 9 |
| (G) Vehicle mobility on city streets during and after storms | 5 | 4 | 3 | 2 | 1 | 9 |
| (H) Access to your business during and after a storm | 5 | 4 | 3 | 2 | 1 | 9 |

9. Do citizen perceptions about public safety affect your business?
___(1) Yes
___(2) No
___(9) Don't know
- 9a. [Only if YES to Q#9] Do you think current perceptions about public safety are having a positive or negative impact on your business?
___(1) Positive
___(2) Negative
___(9) Don't know
10. Do citizen perceptions about Kansas City as a place to live affect your business?
___(1) Yes
___(2) No
___(9) Don't know
- 10a. [Only if YES to Q#10] Do you think current perceptions about Kansas City as a place to live are having a positive or negative impact on your business?
___(1) Positive
___(2) Negative
___(9) Don't know
11. Do citizen perceptions about Kansas City as a place to raise children affect your business?
___(1) Yes
___(2) No
___(9) Don't know
- 11a. [ONLY IF YES to Q#11] Do you think current perceptions about Kansas City as a place to raise children are having a positive or negative impact on your business?
___(1) Positive
___(2) Negative
___(9) Don't know
12. How would you rate the area of Kansas City where your business is located as a place to do business?
___(1) Excellent
___(2) Good
___(3) Average
___(4) Poor
___(9) Don't know
13. How would your rate Kansas City as a whole as a place to do business?
___(1) Excellent
___(2) Good
___(3) Average
___(4) Poor
___(9) Don't know

14. Did **YOU personally** have any contact with any unit of Kansas City, Missouri government related to your business during the past 12 months either in person or by phone?

- (1) Yes (ask question #15)
- (2) No (go to question #16)

15. [Only if Yes to Q#14] Several factors that may have influenced your perception of the quality of service you received from the City are listed below. For each item, please **indicate how often the City employees with whom you had contact displayed the behavior** on a scale of 1 to 5 where '5' means 'ALWAYS' and '1' means 'NEVER'.

| | <u>Always</u> | <u>Usually</u> | <u>Sometimes</u> | <u>Seldom</u> | <u>Never</u> | <u>NA/ don't know</u> |
|----------------------------------|---------------|----------------|------------------|---------------|--------------|---------------------------|
| (A) They were courteous..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (B) They were knowledgeable..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (C) They were responsive..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (D) They were helpful..... | 5 | 4 | 3 | 2 | 1 | 9 |

16. Please indicate whether **your business** had any contact with any unit of City government related to the following issues. [Read each of the issues; after you have read all issues, ask them to rate how the contact was handled in the areas they had contact]

16-1. [IF YES to Q#16] Would you rate the way the contact was handled as:

| <u>Yes</u> | <u>No</u> | <u>Issue</u> | <u>Excellent</u> | <u>Good</u> | <u>Average</u> | <u>Below Average</u> | <u>Poor</u> | <u>Don't Know</u> |
|------------|-----------|--|------------------|-------------|----------------|----------------------|-------------|-------------------|
| (A) | Yes No | Taxes | 5 | 4 | 3 | 2 | 1 | 9 |
| (B) | Yes No | Zoning | 5 | 4 | 3 | 2 | 1 | 9 |
| (C) | Yes No | Health Inspections..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (D) | Yes No | Liquor Licensing..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (E) | Yes No | Construction permits or inspections..... | 5 | 4 | 3 | 2 | 1 | 9 |
| (G) | Yes No | Other: _____..... | 5 | 4 | 3 | 2 | 1 | 9 |

17. In general, how would you rate the job that City government is doing with regard to meeting the needs of your business?

- (1) Excellent
- (2) Good
- (3) Average
- (4) Poor
- (9) Don't know

18. Has your business been a vendor or contractor for the City of Kansas City, Missouri, during the past 12 months?

- (1) Yes
- (2) No

19. Approximately how many employees do you employ in the City of Kansas City, Missouri?

- (1) less than 10
- (2) 10-24
- (3) 25-49
- (4) 50-99
- (5) 100-249
- (6) 250-499
- (7) 500 or more

20. What is the zip code where your office is located? _____

21. How would you best describe your business? Are you a manufacturer, wholesaler, etc?

[Check the most appropriate category; if you are not sure write a description in "other"]

- | | |
|---|---|
| <input type="checkbox"/> (01) manufacturing | <input type="checkbox"/> (09) finance/insurance/real estate |
| <input type="checkbox"/> (02) agriculture/forestry | <input type="checkbox"/> (10) wholesaler/distributor |
| <input type="checkbox"/> (03) retail trade (<u>not</u> food service) | <input type="checkbox"/> (11) mining |
| <input type="checkbox"/> (04) retail food service | <input type="checkbox"/> (12) health care/medical/social services |
| <input type="checkbox"/> (05) transportation/warehousing | <input type="checkbox"/> (13) arts, entertainment, recreation |
| <input type="checkbox"/> (06) communications | <input type="checkbox"/> (14) professional services (law, consulting architecture, engineering, etc) |
| <input type="checkbox"/> (07) utilities | <input type="checkbox"/> (15) other: _____ |
| <input type="checkbox"/> (08) construction | |

22. In closing, do you mind telling me your title or position in your company so that we can monitor the types of business leaders we have contacted. [check one]

- (1) President/Owner/CEO
 (2) Partner
 (3) General Manager
 (4) Vice President
 (5) Director (i.e., human resources/marketing)
 (6) Other: _____
 (9) Refused

23. Would you be willing to participate in future discussions or focus groups to help the City of Kansas City, Missouri, improve the quality of service provided to local businesses?

- (1) Yes
 (2) No

[If Yes] Can you please tell me your name, title, and phone number so we can keep you informed about future discussions?

Name: _____

Title: _____ Company: _____

Phone: _____

THIS CONCLUDES THE SURVEY - THANK YOU FOR YOUR TIME!