



North Dakota Strategic Planning Community Assessment: 2007 Survey Results

Findings from the North Dakota
Strategic Planning Research Project

October 2007

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NORTH DAKOTA STATE DATA CENTER
North Dakota State University, an Equal Opportunity Institution

FOREWORD

The North Dakota Strategic Planning Project was initiated by the North Dakota Department of Commerce Division of Community Services. It is funded by a grant from the United States Department of Agriculture (USDA) Cooperative State Research, Education, and Extension Service.

Research was conducted by the North Dakota State Data Center (NDSDC) at North Dakota State University in Fargo, North Dakota. This report, *North Dakota Strategic Planning Community Assessment: 2007 Survey Results*, and its companion report, *North Dakota Strategic Planning Profile*, are available on the NDSDC website at the following URL: www.ndsu.edu/sdc/publications.htm.

Acknowledgements

We wish to thank the key leaders across North Dakota who participated in this study and provided us with information pertaining to the current status of their community's strategic planning activities.

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EXECUTIVE SUMMARY

The key objectives of this study were to gather information about priorities and planning activities regarding four main strategic planning topics: Community Development, Economic Development, Natural Resources, and Emergency Management, as well as information about strategic planning barriers. The survey was mailed out in April 2007 to 151 communities in all 53 counties of North Dakota. A total of 113 communities responded, with 52 of the 53 counties represented by at least one community. This report is available on the NDSDC website at www.ndsu.edu/sdc/publications.htm. Highlights from this study include:

Comparison of the Four Main Strategic Planning Topics

- On average, respondents indicated that Emergency Management is the highest priority for their community followed closely by Community Development and Economic Development. Natural Resources rank fourth as a moderate priority.
- The majority of respondents indicated that their community has goals and objectives relating to all four main strategic planning topics. Approximately three-fourths of respondents indicated that their community has goals and objectives relating to Community Development and to Emergency Management. Nearly two-thirds of respondents indicated that their community has goals and objectives relating to Economic Development. Approximately half of respondents indicated that their community has goals and objectives related to Natural Resources.
- *Among respondents who indicated that their community has goals and objectives relating to each of the four main strategic planning topics; whether*
 - Goals and objectives are REALISTIC - The vast majority indicated that *some* of their community's goals and objectives are realistic when relating to Economic Development and Community Development. A smaller majority indicated that *some* of their community's goals and objectives are realistic when relating to Natural Resources and Emergency Management.
 - Goals and objectives are being ACHIEVED - The vast majority indicated that *some* of their community's goals and objectives are being achieved overall relating to Natural Resources, Economic Development, and Community Development. The majority of respondents indicated that *some* of their community's Emergency Management goals and objectives are being achieved overall, and an additional one-fourth of respondents indicated that *all* of their community's Emergency Management goals and objectives are being achieved.
 - Goals and objectives should be CHANGED - A small majority indicated that *some* of their community's goals and objectives should be changed when relating to Economic Development, Community Development, and Natural Resources. Approximately one-fourth of respondents indicated that *some* of their community's Emergency Management goals and objectives should be changed. Approximately one-third of respondents indicated *no* Emergency Management goals and objectives should be changed.
 - Personnel have ADEQUATE RESOURCES to achieve goals and objectives - At least two-thirds indicated that personnel have adequate resources to achieve *some* of their community's goals and objectives relating to Natural Resources, Emergency Management, Economic Development, and Community Development. Nearly one-fifth of respondents indicated that personnel do not have adequate resources to achieve *any* of the goals and objectives relating to Community Development and Economic Development.
- When comparing the level of priority for the themes of each of the four main strategic planning topic's themes, on average, respondents indicated that Emergency Management themes are the highest priorities within their community. While still indicated as moderate priorities, the two lowest priorities overall were Community Development themes.

EXECUTIVE SUMMARY (continued)

- When respondents were asked the overall status of a strategic plan for themes relating to each of the four main strategic planning topics, at least one-fourth indicated that goals are being achieved, but not according to a specific strategic plan for Emergency Management, Economic Development, Community Development, and Natural Resources. At least one-fourth indicated that a plan is in place, and goals are beginning to be achieved for Community Development, Economic Development, and Emergency Management.

Community Development

- On average, respondents indicated that Community Development is a fairly high priority within their community. Overall, Community Development ranked second in priority of the four strategic planning topics.
- Slightly more than three-fourths of respondents indicated that their community has goals and objectives relating to Community Development.
- *Among respondents who indicated that their community has goals and objectives relating to Community Development:*
 - Half indicated that these goals and objectives have no specified timeline.
 - The vast majority indicated that *some* of these goals and objectives are realistic.
 - The vast majority indicated that *some* of these goals and objectives are being achieved overall.
 - A small majority of respondents indicated that *some* of these goals and objectives should be changed.
 - Two-thirds indicated that personnel have adequate resources to achieve *some* of the goals and objectives. One-fifth of respondents indicated that personnel do not have adequate resources to achieve *any* of the goals and objectives.
- On average, respondents indicated that education is the highest Community Development priority within their community, followed closely by infrastructure and housing. On average, transportation is the lowest priority of all the Community Development themes listed.
- Approximately half of respondents indicated that there are Community Development goals and objectives relating to both city promotion and infrastructure. In contrast, half of respondents indicated that there are *not* Community Development goals and objectives relating to either transportation or child care.
- Approximately one-fourth of respondents indicated that goals are being achieved for themes relating to Community Development, but not according to a specific strategic plan. An additional one-fourth indicated that a plan is in place and goals are beginning to be achieved.

Economic Development

- On average, respondents indicated that Economic Development is a fairly high priority within their community. Overall, Economic Development ranked third in priority of the four strategic planning topics.
- Nearly two-thirds of respondents indicated that their community has goals and objectives relating to Economic Development.

EXECUTIVE SUMMARY (continued)

- *Among respondents who indicated that their community has goals and objectives relating to Economic Development:*
 - A small majority indicated that these goals and objectives have no specified timeline.
 - The vast majority indicated that *some* of these goals and objectives are realistic.
 - The vast majority indicated that *some* of these goals and objectives are being achieved overall.
 - A small majority indicated that *some* of these goals and objectives should be changed.
 - The majority indicated that personnel have adequate resources to achieve *some* of the goals and objectives and nearly one-fifth indicated that personnel do not have adequate resources to achieve *any* goals and objectives.
- On average, respondents indicated that jobs are the highest Economic Development priority within their community, followed closely by business. On average, tourism is the lowest priority of all the Economic Development themes listed.
- Slightly less than half of respondents indicated that there are Economic Development goals and objectives relating to business and jobs. At least one-third of respondents indicated that there are *not* Economic Development goals and objectives relating to taxation, monetary concerns, population, tourism, or jobs.
- Approximately one-fourth of respondents indicated that a strategic plan is in place for themes relating to Economic Development and goals are beginning to be achieved and one-fourth indicated that goals are being achieved, but not according to a specific plan. An additional one-fourth of respondents indicated that they do not know the overall status of a strategic plan for themes relating to Economic Development.

Natural Resources

- On average, respondents indicated that Natural Resources are a moderate priority within their community. Overall, Natural Resources ranked the lowest in priority of the four strategic planning topics.
- A small majority of respondents indicated that their community has goals and objectives relating to Natural Resources.
- *Among respondents who indicated that their community has goals and objectives relating to Natural Resources:*
 - Half indicated that these goals and objectives have no specified timeline.
 - The majority of respondents indicated that *some* of these goals and objectives are realistic; one-fourth of respondents indicated that *all* of these goals and objectives are realistic.
 - The vast majority indicated that *some* of these goals and objectives are being achieved overall.
 - A small majority of respondents indicated that *some* of these goals and objectives should be changed and one-fifth of respondents indicated that *none* of these goals and objectives should be changed.
 - The vast majority of respondents indicated that personnel have adequate resources to achieve *some* of the goals and objectives.
- On average, respondents indicated that water is the highest Natural Resources priority within their community, followed closely by beautification. On average, land and energy are the lowest priorities of all the Natural Resources themes listed.

EXECUTIVE SUMMARY (continued)

- Approximately half of respondents indicated that there are Natural Resources goals and objectives relating to both beautification and water. Approximately one-fourth of respondents indicated that there are Natural Resources goals and objectives relating to land and energy.
- Nearly one-third of respondents indicated that goals are being achieved for themes relating to Natural Resources, but not according to a specific strategic plan. Another one-third of respondents indicated that they do not know the overall status of a strategic plan for themes relating to Natural Resources.

Emergency Management

- On average, respondents indicated that Emergency Management is a fairly high priority within their community. Overall, Emergency Management ranked the highest in priority of the four strategic planning topics.
- Three-fourths of respondents indicated that their community has goals and objectives relating to Emergency Management.
- *Among respondents who indicated that their community has goals and objectives relating to Emergency Management:*
 - A small majority indicated that these goals and objectives are on schedule.
 - A small majority indicated that *some* of these goals and objectives are realistic; one-third of respondents indicated that *all* of these goals and objectives are realistic.
 - The majority indicated that *some* of these goals and objectives are being achieved; one-fourth indicated that *all* of these goals and objectives are being achieved overall.
 - Respondents were split on whether the goals and objectives should be changed.
 - The majority indicated that personnel have adequate resources to achieve *some* of the goals and objectives and slightly more than one-tenth indicated that personnel have adequate resources to achieve *all* of these goals and objectives.
- On average, respondents indicated that fire is the highest Emergency Management priority within their community, followed by EMS. On average, hazard mitigation is the lowest priority of all the Emergency Management themes listed.
- Two-thirds of respondents indicated that there are Emergency Management goals and objectives relating to fire. A small majority of respondents indicated that there are Emergency Management goals and objectives relating to EMS. Nearly half of respondents indicated that there are also Emergency Management goals and objectives relating to hazard mitigation, law enforcement, and safety.
- Nearly one-third of respondents indicated that a strategic plan is in place for themes relating to Emergency Management, and goals are beginning to be achieved; one-fourth indicated that goals are being achieved, but not according to a specific plan.

Barriers

- A small majority of respondents indicated that there is organizational readiness for strategic planning in their community.
- On average, respondents indicated that finding funding sources is the largest problem in their community. Respondents indicated that tracking the status of goals and objectives and evaluating the performance are the least problematic in their community.

EXECUTIVE SUMMARY (continued)

- On average, respondents agreed the most with the statement that local policies support efforts to improve the community. On the other hand, on average, respondents disagreed the most with the statement that their community has specific procedures in place to help local citizens start new community projects.
- The largest proportion of respondents thought that the overall cooperation *between organizations* within their community stayed the same over the past 10 years. Nearly even proportions, one-fourth each, thought the overall cooperation *between organizations* increased and the overall cooperation *between organizations* decreased over the past 10 years.
- Nearly half of respondents thought that the overall cooperation *between communities* in their area stayed the same over the past 10 years.
- Nearly half of respondents indicated that their community is *not* currently pursuing any joint projects with other communities. A slightly smaller proportion of respondents indicated that their community is pursuing joint projects with other communities.
- Similar proportions of respondents indicated that their community is and is *not* currently leveraging resources with other groups.
- Half of respondents indicated that they see collaboration with other communities on strategic planning projects as feasible. Nearly one-third of respondents indicated that they do not know whether they see it as feasible.

Demographics

- The vast majority of respondents characterized their organization as local government, such as auditor, mayor, city council, county commission, etc.
- More than two-thirds of respondents held an auditor's position.
- The largest proportion of respondents had been with their organization for five years or less.
- The population size of the communities represented in this study ranged from 26 to 2,336 people in Census 2000 and had an average population size of 699 people.

INTRODUCTION

Study Objectives

The key objectives of this study were to gather information from small communities in all 53 counties in North Dakota (see Map1) about priorities and planning activities regarding four main strategic planning topics: Community Development, Economic Development, Natural Resources, and Emergency Management, as well as information about strategic planning barriers.

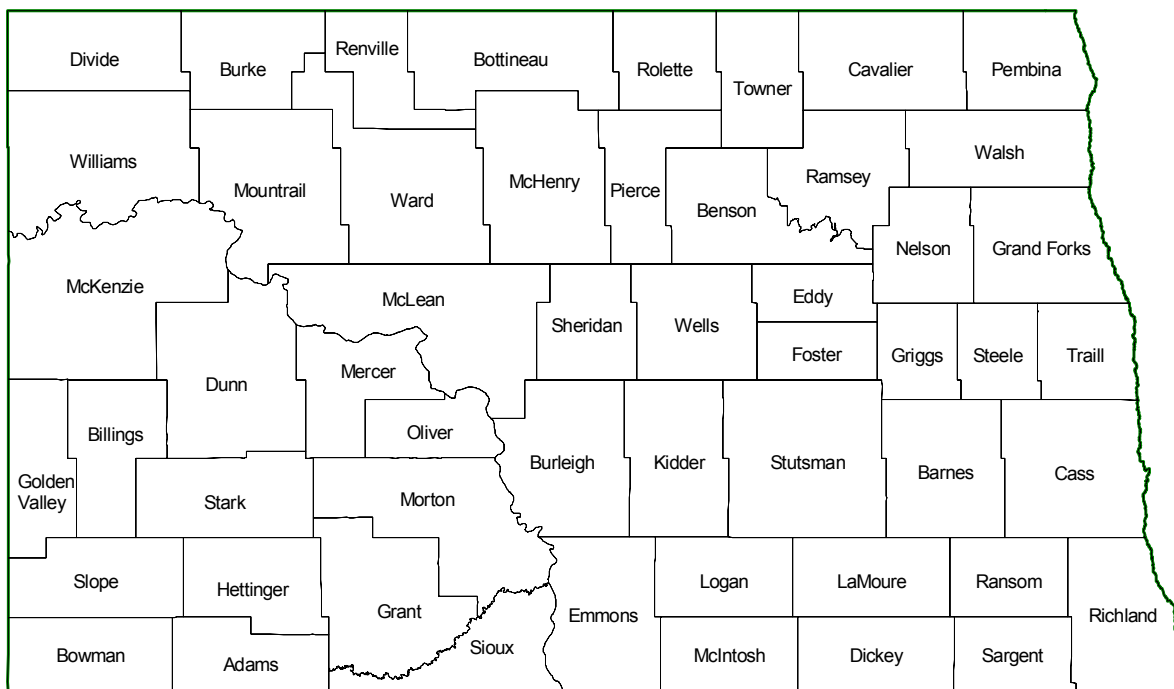
Methodology

The North Dakota Strategic Planning Project was initiated by the North Dakota Department of Commerce Division of Community Services and was conducted by the North Dakota State Data Center at North Dakota State University. The idea behind the North Dakota Strategic Planning Research Project is to enhance viability of communities through cooperative ventures that nurture and promote resource sharing among differing levels of governments (e.g., towns, counties) or organizations through interdependence.

Strategic planning is an organized process by which a community assesses where they are now, where they want to be, and how to get there. Goals and objectives are an integral part of the strategic planning process: goals identify what needs to be accomplished in order to achieve some larger, overall result and objectives are what must be accomplished in order to achieve the goals.

After studying strategic planning activities of several communities across North Dakota, a database was developed that organized goals and objectives from North Dakota communities' strategic plans according to four main strategic plan topics: Community Development, Economic Development, Natural Resources, and Emergency Management. Themes within these four main topics were also generated. Based on these, a survey was developed to collect information from a representative sample of rural communities in North Dakota. From a list of communities with fewer than 2,500 people, up to the three most populated communities in each of the state's 53 counties were chosen to participate.

Map 1. North Dakota counties



INTRODUCTION (continued)

The survey instrument was designed by staff at the North Dakota State Data Center after conducting a literature review from several sources such as Eastern Kentucky University, Arizona's Office of Strategic Planning and Budgeting, and the Free Management Library. Feedback on the survey instrument design was also obtained from the ad-hoc advisory group.

The survey of rural North Dakota communities was conducted as a mail out questionnaire. Strategic planning questions focused on a) Community Development, b) Economic Development, c) Natural Resources, d) Emergency Management, e) Barriers, and f) Demographics. The survey asked 117 questions and took approximately 10 to 20 minutes to complete. Data collection began in April 2007 and was completed in June 2007. The deadline was originally set for May 18, 2007; however, in order to improve the response rate, the deadline was extended to June 4, 2007. After the first wave of surveys was sent out, phone calls were used to remind the respondents of the deadline. A key leader/elected official from each community was contacted to participate in this study. The names and addresses of key leaders/elected officials were found in the 2007 Directory of Government Officials published annually by the Bureau of Governmental Affairs at the University of North Dakota. A second survey was re-mailed to those respondents who requested another and to those who were unable to be contacted by phone.

If the key leader/elected official chose to participate, they were asked to complete the survey and return it in the self-addressed, stamped envelope that was provided. The respondent had the opportunity to leave any question blank that they did not wish to answer. The information they provided was combined with responses from other communities; therefore, their identity was kept confidential.

Surveys were mailed to key leaders/elected officials in 151 rural North Dakota communities. A total of 113 respondents from rural communities participated in the survey, representing 52 of 53 counties, for an excellent overall response rate of 74.8 percent. Response rates for mail out surveys typically range from 35.0 percent to 70.0 percent, given the nature of the questions asked within the survey and the population being studied.

Limitations

When conducting the data entry, a category was created for purposes of analysis regarding whether the respondent's community has goals and objectives relating to each of the four main strategic planning topics. Some respondents answered "No" or "I don't know" to that broad question, but answered "Yes" to the follow-up questions of whether there were goals and objectives relating to themes within a topic. Due to this type of response, a new category was created: "Yes" – answered "No/I don't know" but answered "Yes" to the follow-up questions of whether there were goals and objectives within a theme. This new category is added to answers of "Yes" to determine a more accurate picture of how many communities have goals and objectives relating to each of the four main strategic planning topics.

Respondents were also given a chance to indicate whether there are other themes that have not been addressed within the survey (see Table 1). Slightly more than half of respondents indicated there are not other themes (53.1 percent). One-fourth of respondents indicated they do not know (24.8 percent) and 7.1 percent of respondents indicated that there are other themes not addressed.

Table 1. Whether there are other themes that have not been addressed by the themes mentioned in the four main topics

Response	Respondents	
	Number	Percent
Yes*	8	7.1
No	60	53.1
I don't know	28	24.8
Missing	17	15.0
Total	113	100.0

* See Table 2 for other themes not mentioned in the survey.

INTRODUCTION (continued)

Among respondents that indicated there are other themes that have not been addressed by the themes mentioned in the four main topics, some examples of other themes that respondents indicated are: homeland security-terrorism response, how to get youth involved in community economic development and retain them for the future, and how to identify financial resources to help with community economic development. See Table 2 for the complete list of other themes mentioned by respondents.

Table 2. Among respondents that indicated there are other themes that have not been addressed by the themes mentioned in the four main topics, other themes respondents listed

Other themes	Number of respondents
Community wildfire program	1
County level and city will be in county plan when finished	1
Funding for all or any projects	1
Homeland security-terrorism response	1
Housing needs-aged stock	1
How to get youth involved in community economic development and retain them for the future? How to identify financial resources to help with community economic development?	1
Quality of life	1
Retail business (i.e., grocery store and housing)	1
Total	8

Anecdotal Comments

Anecdotal comments written on the questionnaire by respondents to provide further insight into survey responses. As a general comment, a respondent indicated “problems we have in our community are due to lack of funds to pay someone to serve in role as Economic Developer to keep the ‘community on task.’ We all volunteer tremendous amounts of time and it is difficult to keep the ‘momentum going.’ The surrounding communities are too competitive to work together.”

It was also indicated that various communities “work with the county” or “the county takes care of most of these situations” when referring to Emergency Management-related questions. Some respondents indicated that their community does not have formal, well-defined goals and objectives or that they were not familiar with the existing strategic plan.

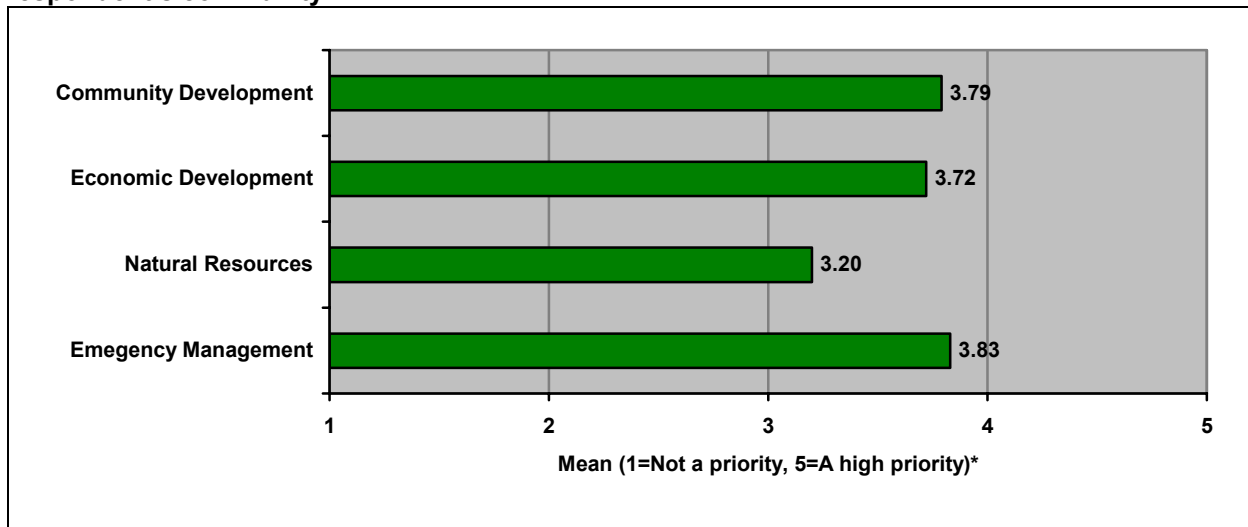
When asking respondents to answer the status of their community’s strategic plan for each of the four main topics, this survey instrument did not offer the response category of “no strategic plan in place.” It should be noted that this comment was indicated by several respondents when answering these questions.

SURVEY RESULTS

COMPARISON OF THE FOUR MAIN STRATEGIC PLANNING TOPICS

- When comparing the four main strategic planning topics, on average, respondents indicated that Emergency Management is the highest priority within their community (mean=3.83), closely followed by Community Development (mean=3.79) and Economic Development (mean=3.72). On average, respondents indicated that Natural Resources ranks fourth among the strategic planning topics as a moderate priority (mean=3.20).
- See Appendix Tables 1, 11, 21, and 31 for overall distributions and means.

Figure 1. Overall, how much of a priority the four main strategic planning topics are for the respondent's community

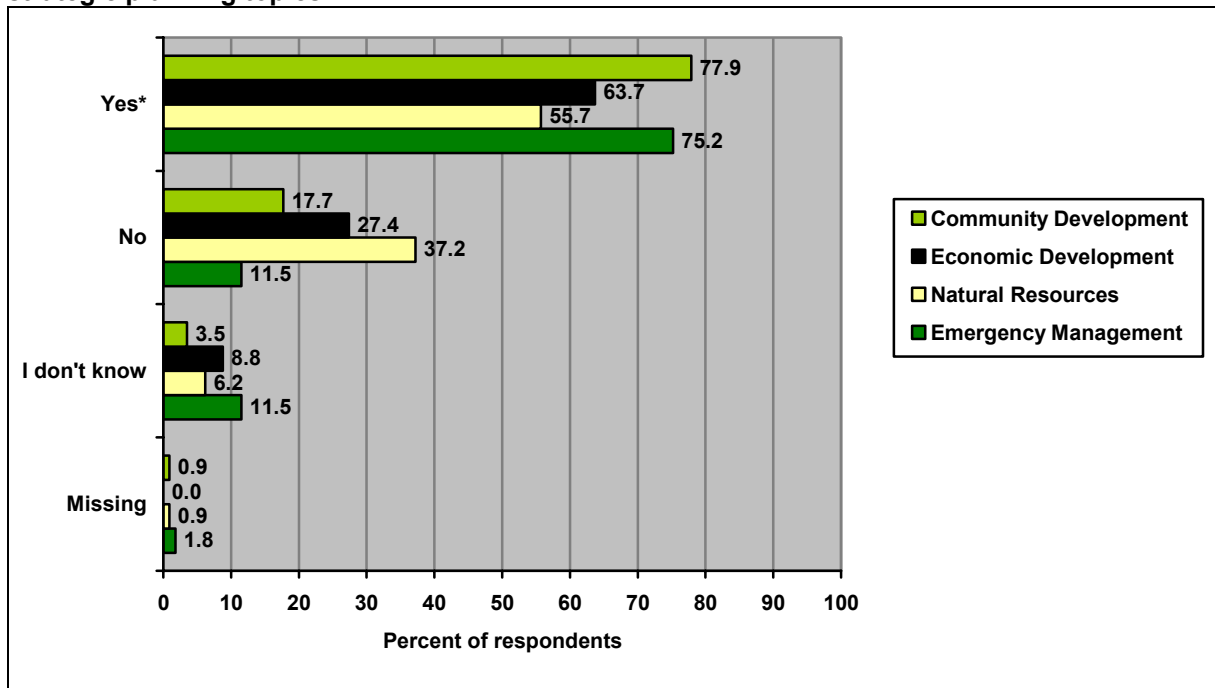


N=113

*Means are based on a 1 to 5 scale, with 1 being "Not a priority" and 5 being "A high priority," and exclude "Do Not Know (DNK)" and "Missing" responses.

- The majority of respondents indicated that their community has goals and objectives relating to all four main strategic planning topics.
- Approximately three-fourths of respondents indicated that their community has goals and objectives relating to Community Development and Emergency Management (77.9 percent and 75.2 percent, respectively). The majority of respondents indicated that their community has Economic Development goals and objectives (63.7 percent) and that their community has Natural Resources goals and objectives (55.7 percent).
- Nearly 40 percent of respondents indicated that their community does not have Natural Resources goals and objectives (37.2 percent), and 27.4 percent of respondents indicated that their community does not have Economic Development goals and objectives. An additional 17.7 percent of respondents indicated that their community does not have Community Development goals and objectives and 11.5 percent indicated that their community does not have Emergency Management goals and objectives.
- Approximately 10 percent of respondents indicated that they do not know if their community has Emergency Management goals and objectives (11.5 percent) or Economic Development goals and objectives (8.8 percent).
- See Appendix Tables 2, 12, 22, and 32 for overall distributions.

Figure 2. Whether the respondent’s community has goals and objectives relating to the four main strategic planning topics

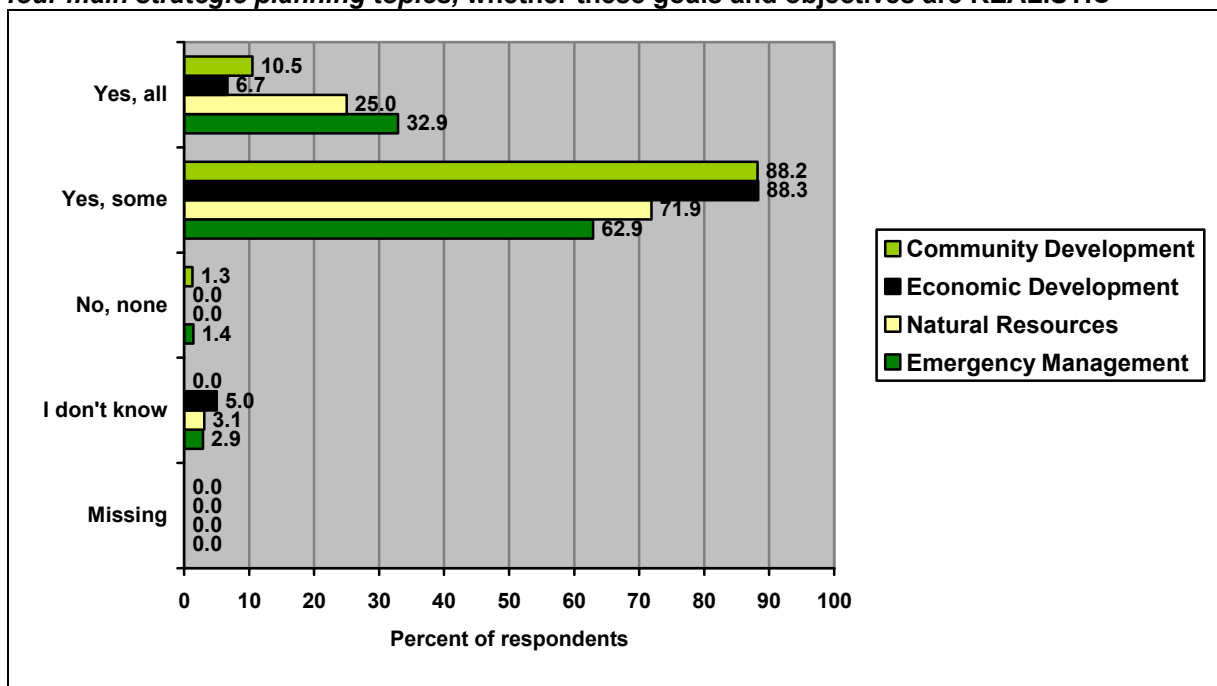


N=113

*For purposes of analysis and reporting, the categories “Yes” include respondents who answered “Yes” as well as respondents who answered “No/ don’t know” but answered “Yes” to the follow-up questions of whether there were goals and objectives within themes for the four main strategic planning topics.

- Among respondents who indicated that their community has goals and objectives relating to each of the four main strategic planning topics:
 - The majority indicated that *some* of their community’s goals and objectives are realistic relating to all four main strategic planning topics.
 - The vast majority of respondents indicated that *some* of their community’s goals and objectives are realistic when relating to Economic Development and Community Development (88.3 percent and 88.2 percent, respectively). A smaller majority indicated that *some* of their community’s goals and objectives are realistic when relating to Natural Resources and Emergency Management (71.9 percent and 62.9 percent, respectively).
 - One-third of respondents indicated that *all* Emergency Management goals and objectives are realistic (32.9 percent). One-fourth of respondents indicated that *all* Natural Resources are realistic. One-tenth of respondents indicated that *all* Community Development goals and objectives are realistic (10.5 percent).
- See Appendix Tables 4, 14, 24, and 34 for overall distributions.

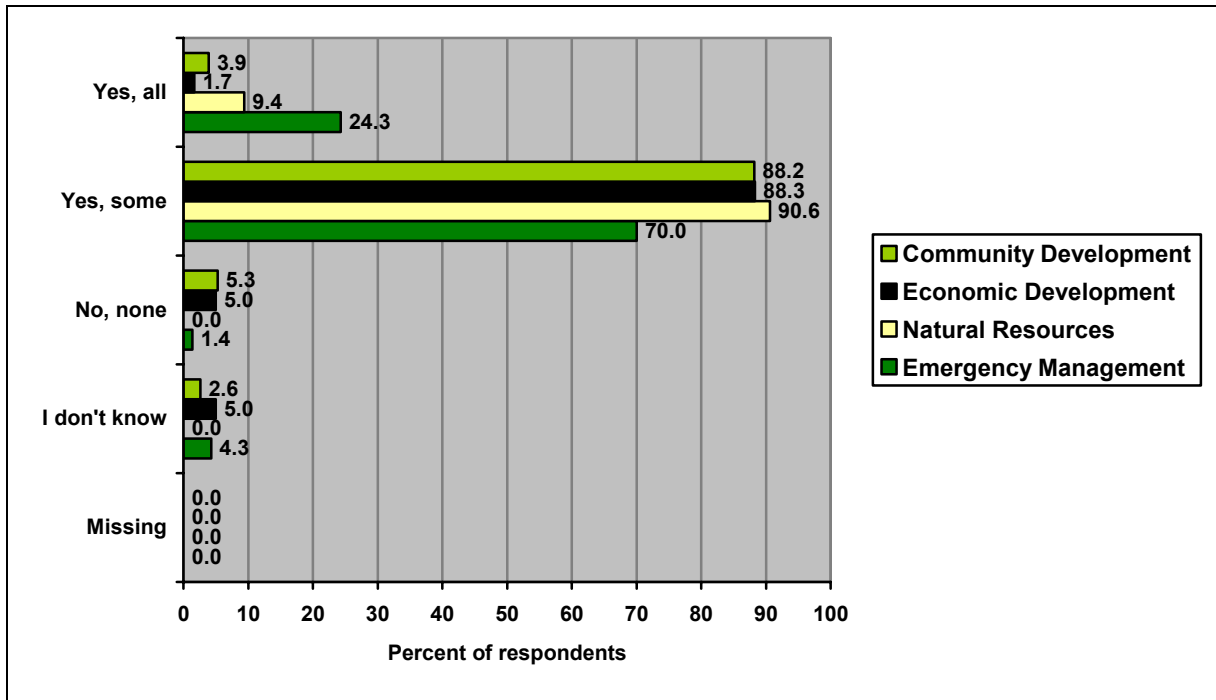
Figure 3. Among respondents whose community has goals and objectives relating to each of the four main strategic planning topics, whether these goals and objectives are REALISTIC



Note: Community Development N=76; Economic Development N=60; Natural Resources N=32; Emergency Management N=70.

- Among respondents who indicated that their community has goals and objectives relating to each of the four main strategic planning topics:
 - The vast majority indicated that *some* of their community's goals and objectives are being achieved overall relating to three of the main strategic planning topics: Natural Resources (90.6 percent), Economic Development (88.3 percent), and Community Development (88.2 percent).
 - The majority of respondents indicated that *some* of their community's Emergency Management goals and objectives are being achieved overall (70.0 percent). An additional 24.3 percent indicated that *all* of their community's Emergency Management goals and objectives are being achieved.
- See Appendix Tables 5, 15, 25, and 35 for overall distributions.

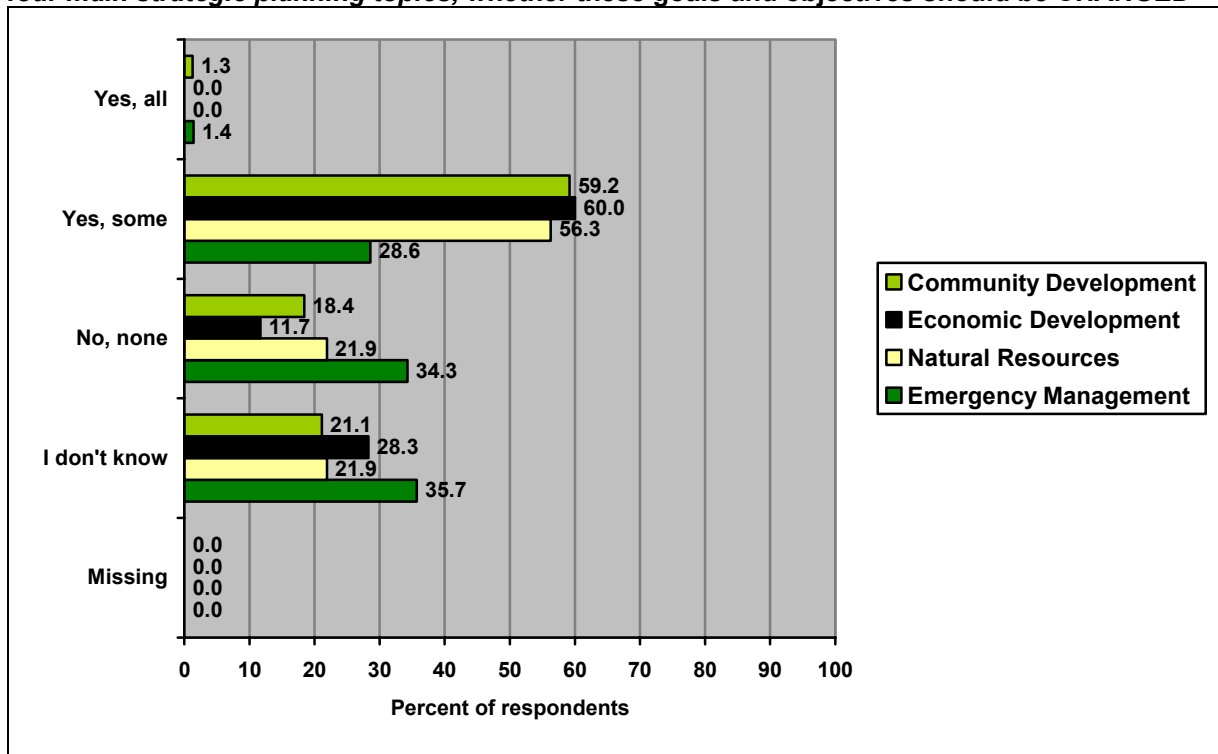
Figure 4. Among respondents whose community has goals and objectives relating to each of the four main strategic planning topics, whether overall these goals and objectives are being ACHIEVED



Note: Community Development N=76; Economic Development N=60; Natural Resources N=32; Emergency Management N=70.

- Among respondents who indicated that their community has goals and objectives relating to each of the four main strategic planning topics:
 - A small majority indicated that *some* of their community's goals and objectives should be changed when relating to Economic Development (60.0 percent), Community Development (59.2 percent), and Natural Resources (56.3 percent). Approximately one-fourth of respondents indicated that *some* of their community's Emergency Management goals and objectives should be changed (28.6 percent).
 - One-third of respondents indicated *no* Emergency Management goals and objectives should be changed (34.3 percent). Approximately one-fifth of respondents indicated that *no* goals and objectives relating to Natural Resources and Community Development should be changed (21.9 percent and 18.4 percent, respectively). Slightly more than one-tenth of respondents indicated that *no* Economic Development goals and objectives should be changed (11.7 percent).
 - At least one-fifth of respondents indicated that they do not know whether the goals and objectives should be changed in all four main strategic planning topics: Emergency Management (35.7 percent), Economic Development (28.3 percent), Natural Resources (21.9 percent), and Community Development (21.1 percent).
- See Appendix Tables 6, 16, 26, and 36 for overall distributions.

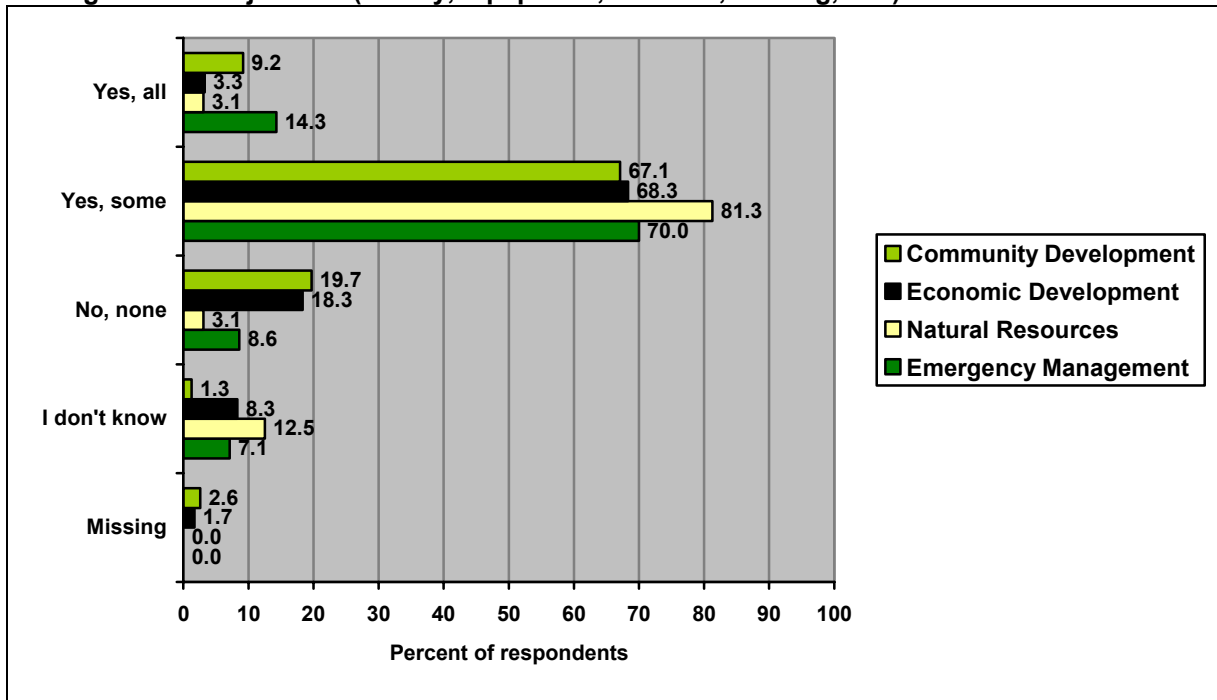
Figure 5. Among respondents whose community has goals and objectives relating to each of the four main strategic planning topics, whether these goals and objectives should be CHANGED



Note: Community Development N=76; Economic Development N=60; Natural Resources N=32; Emergency Management N=70.

- Among respondents who indicated that their community has goals and objectives relating to each of the four main strategic planning topics:
 - At least two-thirds indicated that personnel have adequate resources to achieve *some* of their community's goals and objectives relating to all four main strategic planning topics: Natural Resources (81.3 percent), Emergency Management (70.0 percent), Economic Development (68.3 percent), and Community Development (67.1 percent).
 - Approximately one-tenth of respondents indicated that personnel have adequate resources to achieve *all* of the goals and objectives relating to Emergency Management and Community Development (14.3 percent and 9.2 percent, respectively).
 - Nearly one-fifth of respondents indicated that personnel do not have adequate resources to achieve *any* of the goals and objectives relating to Community Development and Economic Development (19.7 percent and 18.3 percent, respectively).
- See Appendix Tables 7, 17, 27, and 37 for overall distributions.

Figure 6. Among respondents whose community has goals and objectives relating to each of the four main strategic planning topics, whether personnel have ADEQUATE RESOURCES to achieve these goals and objectives (money, equipment, facilities, training, etc.)



Note: Community Development N=76; Economic Development N=60; Natural Resources N=32; Emergency Management N=70.

- When comparing the level of priority for each of the four main strategic planning topic's themes, on average, respondents indicated that Emergency Management themes are the highest priority within their community. On average, respondents indicated that **fire** is the highest priority of all themes (mean=4.52), closely followed by **EMS** (mean=4.32), **safety** (mean=4.11), and **law enforcement** (mean=3.96).
- On average, respondents indicated **education** (mean=3.92), **jobs** (mean=3.90), **infrastructure** (mean=3.89), **business** (mean=3.88), and **water** (mean=3.85) are fairly high priorities as well.
- On average, respondents indicated **land** (mean=3.20), **tourism** (mean=3.19), **energy** (mean=3.17), **child care** (mean=2.91), and **transportation** (mean=2.75) are moderate priorities, but also are the lowest priorities of the four main strategic planning topic's themes.
- See Appendix Tables 8, 18, 28, and 38 for overall distributions.

Table 3. Level of priority for the themes of each of the four main strategic planning topics

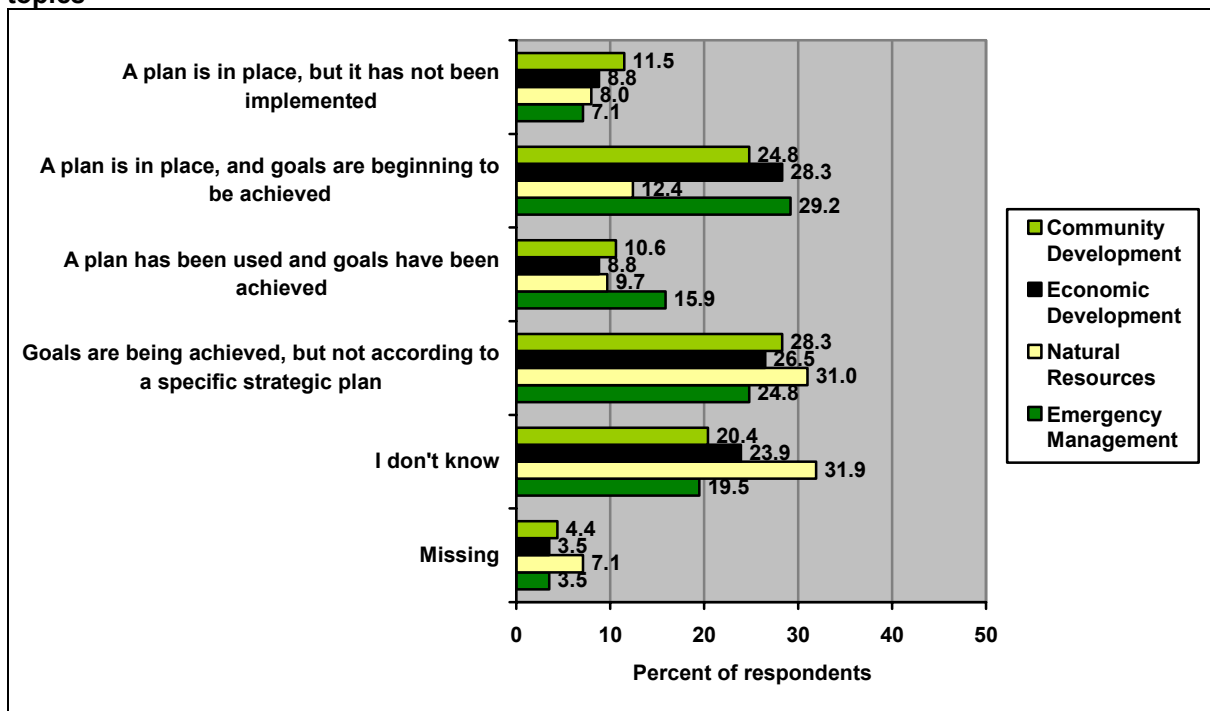
Topic	Theme	Mean
Emergency Management	Fire	4.52
Emergency Management	EMS	4.32
Emergency Management	Safety	4.11
Emergency Management	Law enforcement	3.96
Community Development	Education	3.92
Economic Development	Jobs	3.90
Community Development	Infrastructure	3.89
Economic Development	Business	3.88
Natural Resources	Water	3.85
Community Development	Housing	3.76
Economic Development	Population	3.75
Natural Resources	Beautification	3.72
Community Development	City promotion	3.66
Community Development	Promoting a sense of community	3.66
Community Development	Health	3.62
Emergency Management	Hazard mitigation	3.60
Economic Development	Monetary concerns	3.52
Community Development	Recreation	3.51
Community Development	Senior services	3.50
Community Development	Leadership	3.42
Economic Development	Taxation	3.40
Community Development	Technology	3.32
Natural Resources	Land	3.20
Economic Development	Tourism	3.19
Natural Resources	Energy	3.17
Community Development	Child care	2.91
Community Development	Transportation	2.75

N=113

*Means are based on a 1 to 5 scale, with 1 being "Not a priority" and 5 being "A high priority," and exclude "Do Not Know (DNK)" and "Missing" responses.

- When respondents were asked the overall status of a strategic plan for themes relating to each of the four main strategic planning topics:
 - At least one-fourth of respondents indicated that, for all four strategic planning topics, goals are being achieved, but not according to a specific strategic plan: Emergency Management (24.8 percent), Economic Development (26.5 percent), Community Development (28.3 percent), and Natural Resources (31.0 percent).
 - At least one-fourth of respondents indicated that a plan is in place, and goals are beginning to be achieved for three strategic planning topics: Community Development (24.8 percent), Economic Development (28.3 percent), and Emergency Management (29.2 percent). Regarding Natural Resources, 12.4 percent of respondents indicated a plan is in place, and goals are beginning to be achieved.
 - At least one-fifth of respondents indicated that they do not know the status of strategic plans for all four strategic planning topics: Emergency Management (19.5 percent), Community Development (20.4 percent), Economic Development (23.9 percent), and Natural Resources (31.9 percent).
 - Approximately 10 percent of respondents indicated that a plan has been used and goals have been achieved for three strategic planning topics: Economic Development (8.8 percent), Natural Resources (9.7 percent), and Community Development (10.6 percent). Regarding Emergency Management, 15.9 percent of respondents indicated that a plan has been used and goals have been achieved.
 - Approximately 10 percent of respondents indicated that a plan is in place, but it has not been implemented for all four strategic planning topics: Emergency Management (7.1 percent), Natural Resources (8.0 percent), Economic Development (8.8 percent), and Community Development (11.5 percent).
- See Appendix Tables 10, 20, 30, and 40 for overall distributions.

Figure 7. Overall status of a strategic plan for themes relating to the four main strategic planning topics

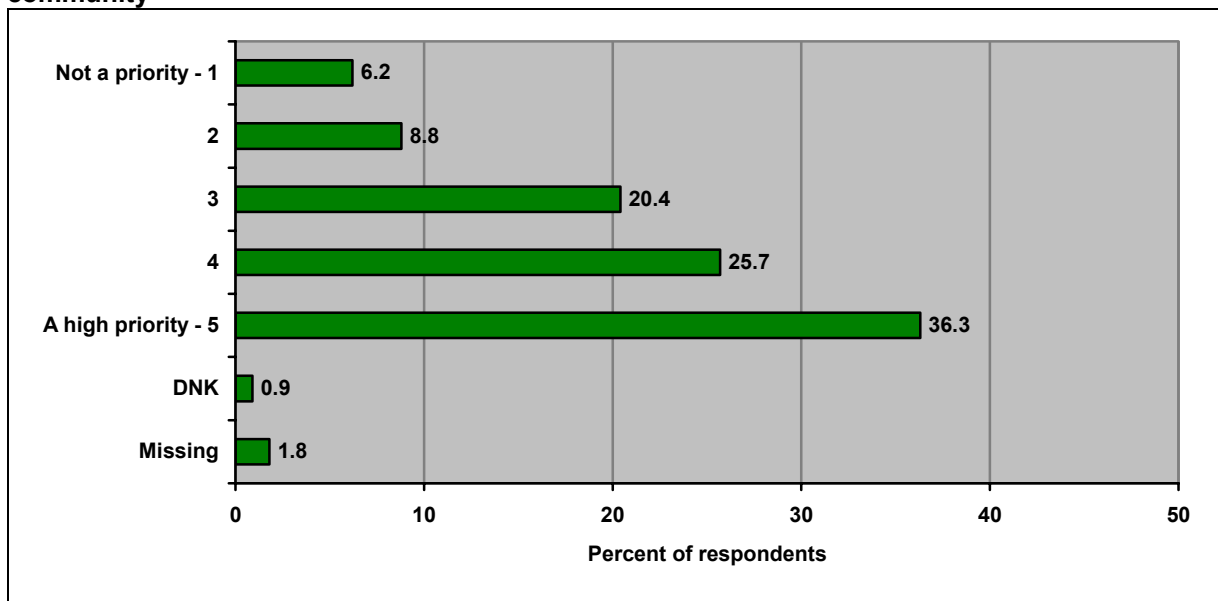


N=113

COMMUNITY DEVELOPMENT

- The majority of respondents indicated that Community Development is, at least, a fairly high priority within their community (62.0 percent). While 20.4 percent of respondents indicated that Community Development is somewhat of a priority, 15.0 percent of respondents indicated that it is, at most, a low priority in their community.
- On average, respondents indicated that Community Development is a fairly high priority within their community (mean=3.79).
- See Appendix Table 1 for overall distributions and means.

Figure 8. Overall, how much of a priority Community Development is for the respondent's community

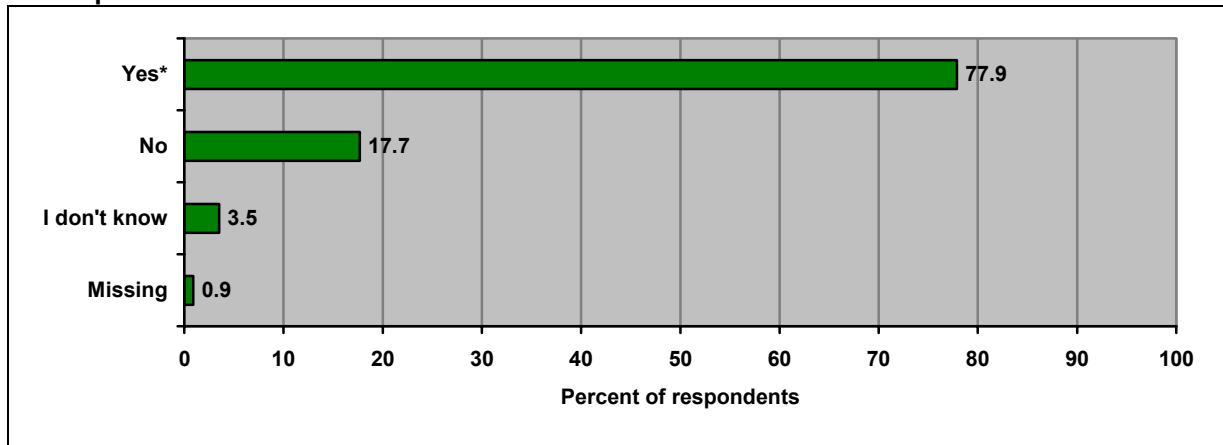


N=113

Note: Mean=3.79 and is based on a 1 to 5 scale, with 1 being "Not a priority" and 5 being "A high priority," and excludes "Do Not Know (DNK)" and "Missing" responses.

- Slightly more than three-fourths of respondents indicated that their community has goals and objectives relating to Community Development (77.9 percent). This proportion is composed of 67.3 percent of respondents who indicated that “Yes,” their community has Community Development goals and objectives and 10.6 percent of respondents who answered “No/I don’t know” but answered “Yes” to whether there were goals and objectives for individual Community Development themes.
- In contrast, 17.7 percent of respondents indicated that their community does not have goals and objectives relating to Community Development.
- See Appendix Table 2 for overall distributions.

Figure 9. Whether the respondent’s community has goals and objectives relating to Community Development

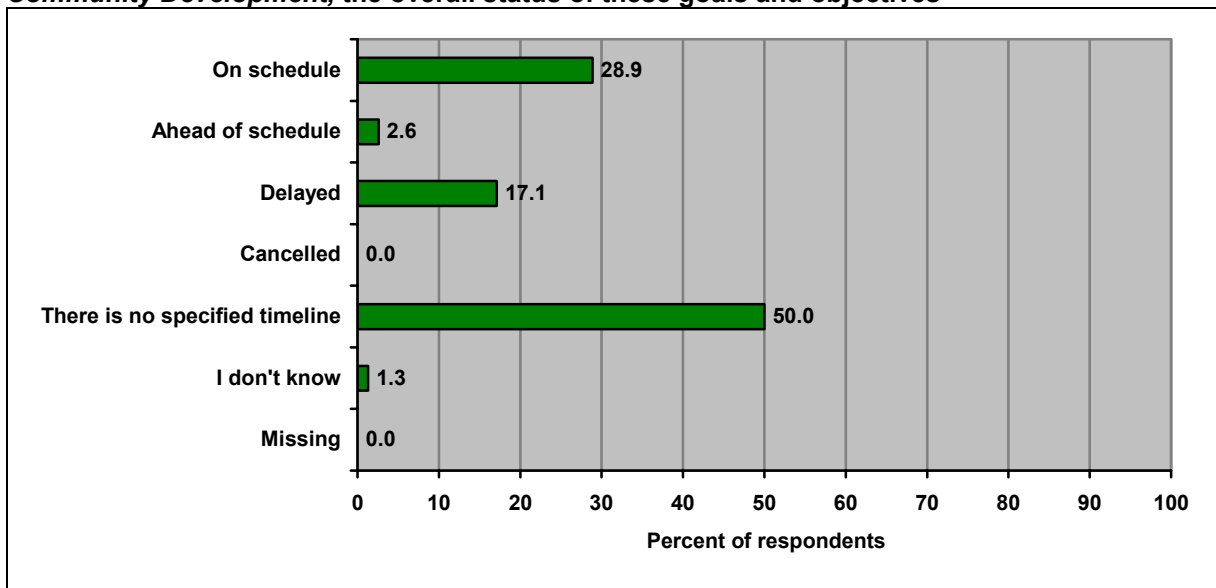


N=113

*For purposes of analysis and reporting, the category “Yes” includes respondents who answered “Yes” as well as respondents who answered “No/I don’t know” but answered “Yes” to the follow-up questions of whether there were goals and objectives within a Community Development theme.

- Among respondents who indicated that their community has goals and objectives relating to Community Development:
 - Half indicated that their community's Community Development goals and objectives have no specified timeline (50.0 percent).
 - An additional 28.9 percent of respondents indicated that the goals and objectives are on schedule and 2.6 percent of respondents indicated they are ahead of schedule.
 - Nearly one-fifth of respondents indicated that the goals and objectives are delayed (17.1 percent).
- See Appendix Table 3 for overall distributions.

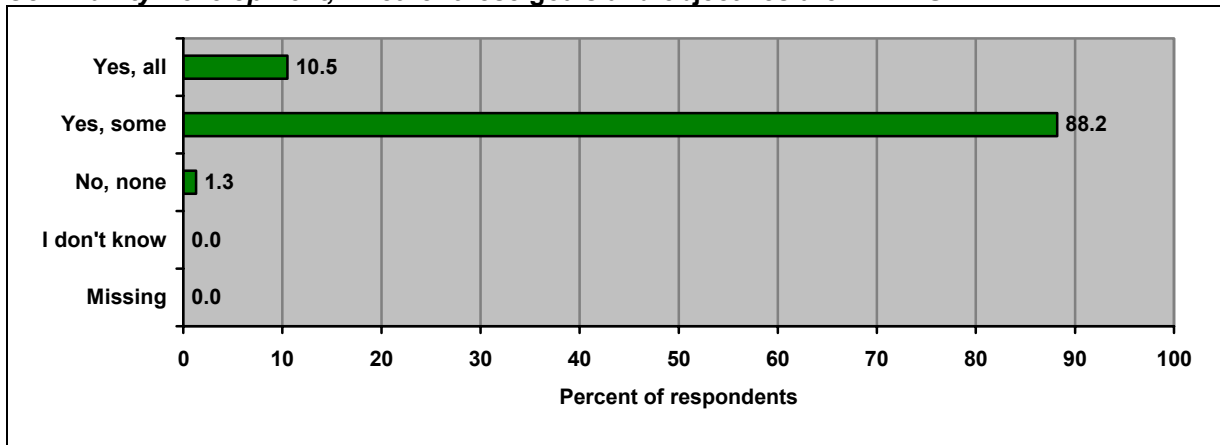
Figure 10. Among respondents whose community has goals and objectives relating to Community Development, the overall status of these goals and objectives



N=76

- Among respondents who indicated that their community has goals and objectives relating to Community Development:
 - The vast majority indicated that *some* of their community's Community Development goals and objectives are realistic (88.2 percent); 10.5 percent of respondents indicated that they are *all* realistic.
- See Appendix Table 4 for overall distributions.

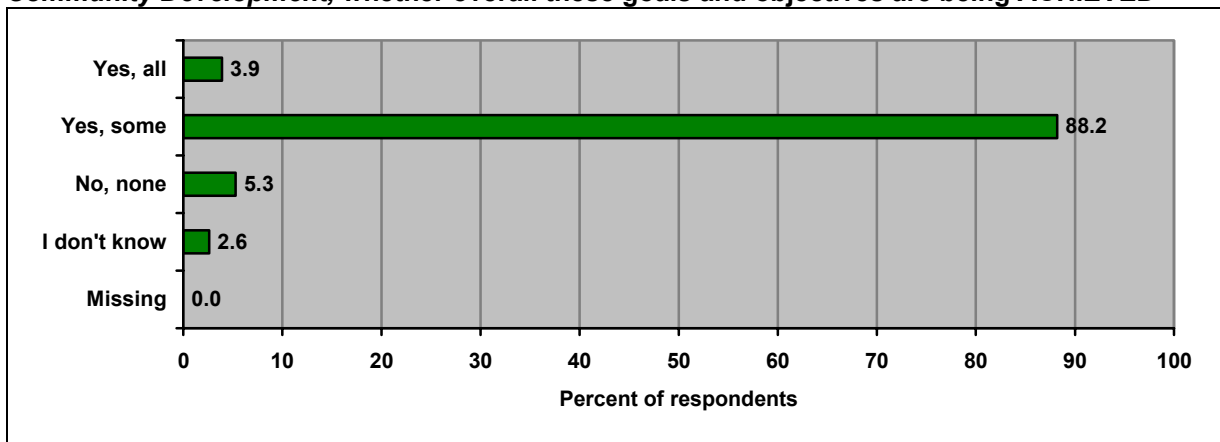
Figure 11. Among respondents whose community has goals and objectives relating to Community Development, whether these goals and objectives are REALISTIC



N=76

- Among respondents who indicated that their community has goals and objectives relating to Community Development:
 - The vast majority indicated that *some* of their community's Community Development goals and objectives are being achieved overall (88.2 percent); 3.9 percent of respondents indicated that *all* goals and objectives are being achieved.
 - An additional 5.3 percent of respondents indicated that *no* goals and objectives are being achieved.
- See Appendix Table 5 for overall distributions.

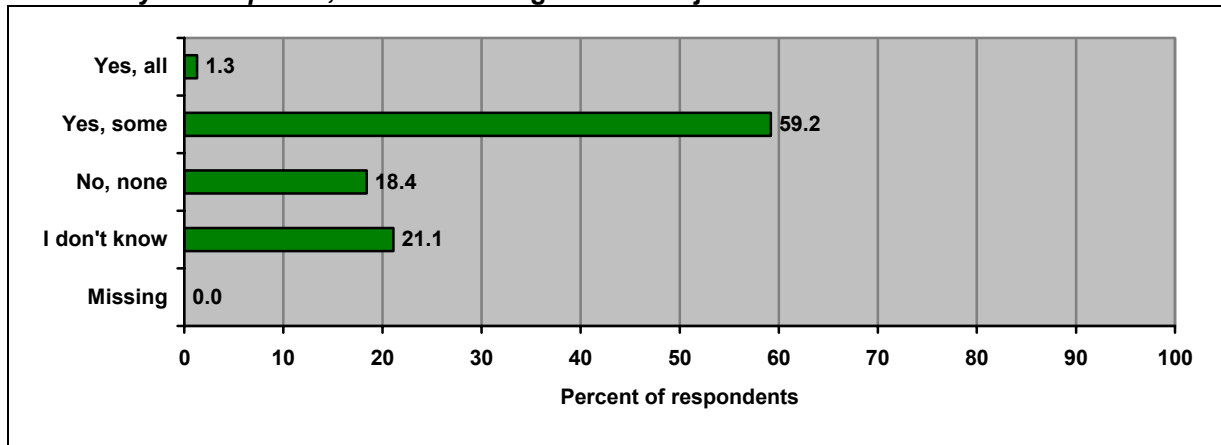
Figure 12. Among respondents whose community has goals and objectives relating to Community Development, whether overall these goals and objectives are being ACHIEVED



N=76

- Among respondents who indicated that their community has goals and objectives relating to Community Development:
 - A small majority of respondents indicated that *some* of their community's Community Development goals and objectives should be changed (59.2 percent) and only 1.3 percent of respondents indicated that *all* goals and objectives should be changed.
 - Slightly more than one-fifth of respondents indicated that they do not know if Community Development goals and objectives should be changed (21.1 percent) and an additional 18.4 percent of respondents indicated that *no* goals and objectives should be changed.
- See Appendix Table 6 for overall distributions.

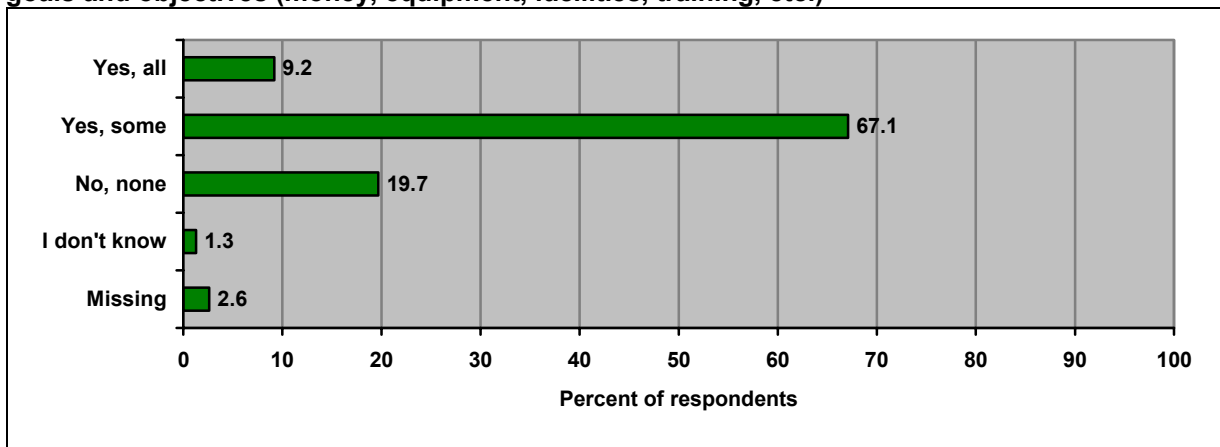
Figure 13. Among respondents whose community has goals and objectives relating to Community Development, whether these goals and objectives should be CHANGED



N=76

- Among respondents who indicated that their community has goals and objectives relating to Community Development:
 - Two-thirds indicated that personnel have adequate resources to achieve *some* of their community's Community Development goals and objectives (67.1 percent) and another 9.2 indicated that personnel have adequate resources to achieve *all* of the goals and objectives.
 - However, 19.7 percent of respondents indicated that personnel do not have adequate resources to achieve *any* of the Community Development goals and objectives.
- See Appendix Table 7 for overall distributions.

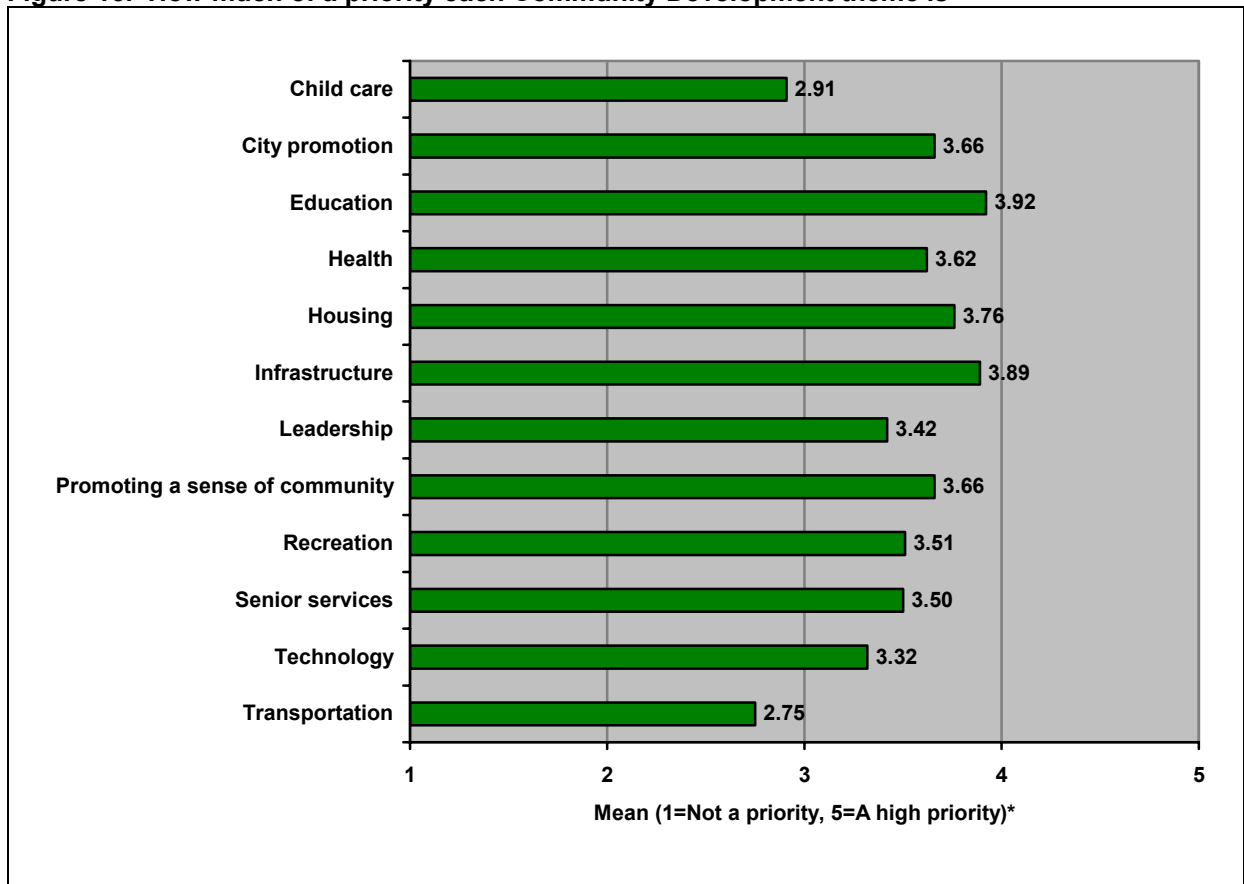
Figure 14. Among respondents whose community has goals and objectives relating to Community Development, whether personnel have ADEQUATE RESOURCES to achieve these goals and objectives (money, equipment, facilities, training, etc.)



N=76

- On average, respondents indicated that the theme of **education** is the highest Community Development priority within their community (mean=3.92), followed by **infrastructure** (mean=3.89) and **housing** (mean=3.76). Other Community Development themes which are a fairly high priority among respondents, on average, include **city promotion** (mean=3.66), **promoting a sense of community** (mean=3.66), **health** (mean=3.62), **recreation** (mean=3.51), and **senior services** (mean=3.50). On average, respondents indicated that **leadership** (mean=3.42) and **technology** (mean=3.32) are moderate priorities. **Child care** and **transportation** are the lowest Community Development priorities (mean=2.91 and mean=2.75, respectively).
- See Appendix Table 8 for overall distributions and means.

Figure 15. How much of a priority each Community Development theme is

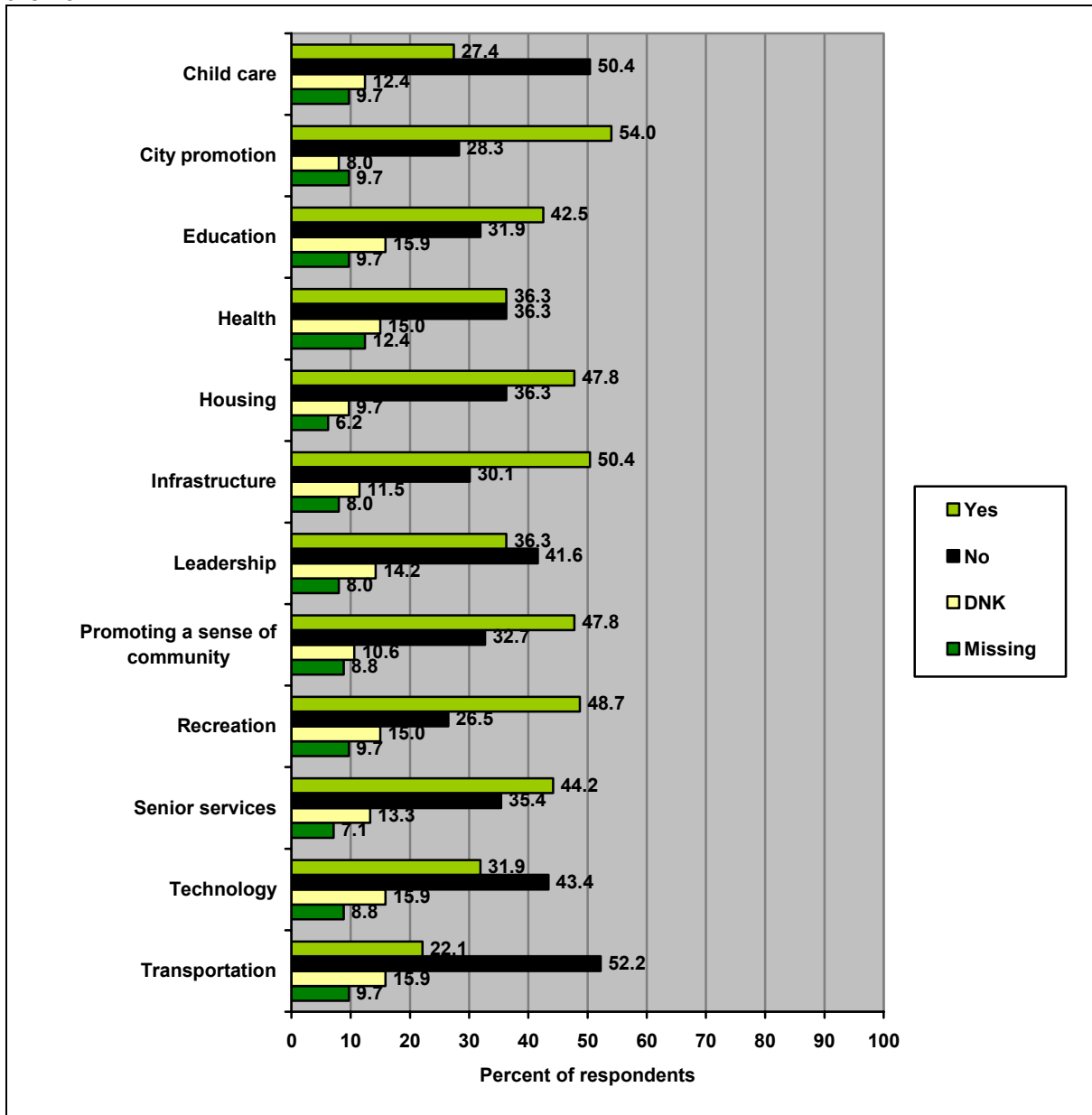


N=113

*Means are based on a 1 to 5 scale, with 1 being "Not a priority" and 5 being "A high priority," and exclude "Do Not Know (DNK)" and "Missing" responses.

- Approximately half of the respondents indicated that there are Community Development goals and objectives relating to **city promotion** (54.0 percent), **infrastructure** (50.4 percent), **recreation** (48.7 percent), **housing** (47.8 percent), and **promoting a sense of community** (47.8 percent). At least 40 percent of respondents indicated that there are goals and objectives relating to **senior services** (44.2 percent), and **education** (42.5 percent).
- Half of all respondents indicated that there are *not* goals and objectives relating to **transportation** and **child care** (52.2 percent and 50.4 percent, respectively). At least 40 percent of respondents indicated that there are *not* goals and objectives relating to **technology** and **leadership** (43.4 percent and 41.6 percent, respectively).
- While an equal amount of respondents indicated that there are and are *not* goals and objectives relating to the Community Development theme of **health** within their community (36.3 percent and 36.3 percent, respectively), 15.0 percent of respondents indicated that they do not know. Similarly, approximately 15.0 percent of respondents indicated that they do not know whether there are goals and objectives relating to **education** (15.9 percent), **technology** (15.9 percent), **transportation** (15.9 percent), **recreation** (15.0 percent), and **leadership** (14.2 percent).
- See Appendix Table 9 for overall distributions.

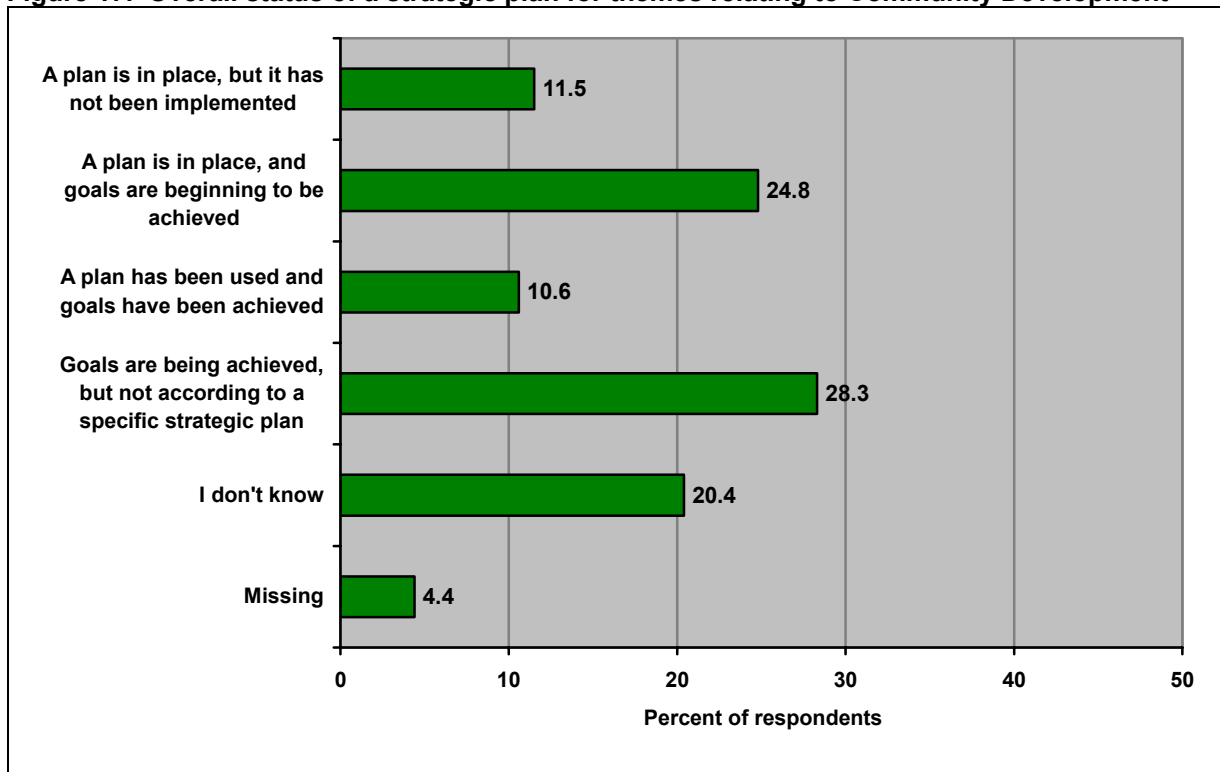
Figure 16. Whether there are goals and objectives relating to each Community Development theme



N=113

- Regarding the status of a strategic plan for themes relating to Community Development, more than one-fourth of respondents indicated that goals are being achieved, but not according to a specific strategic plan (28.3 percent). A slightly smaller proportion, 24.8 percent of respondents, indicated that a plan is in place, and goals are beginning to be achieved. Another 10.6 percent of respondents indicated that a plan has been used and goals have been achieved.
- One-fifth of respondents indicated that they do not know the overall status of a strategic plan for themes relating to Community Development (20.4 percent); 11.5 percent of respondents indicated that a plan is in place, but it has not been implemented.
- See Appendix Table 10 for overall distributions.

Figure 17. Overall status of a strategic plan for themes relating to Community Development

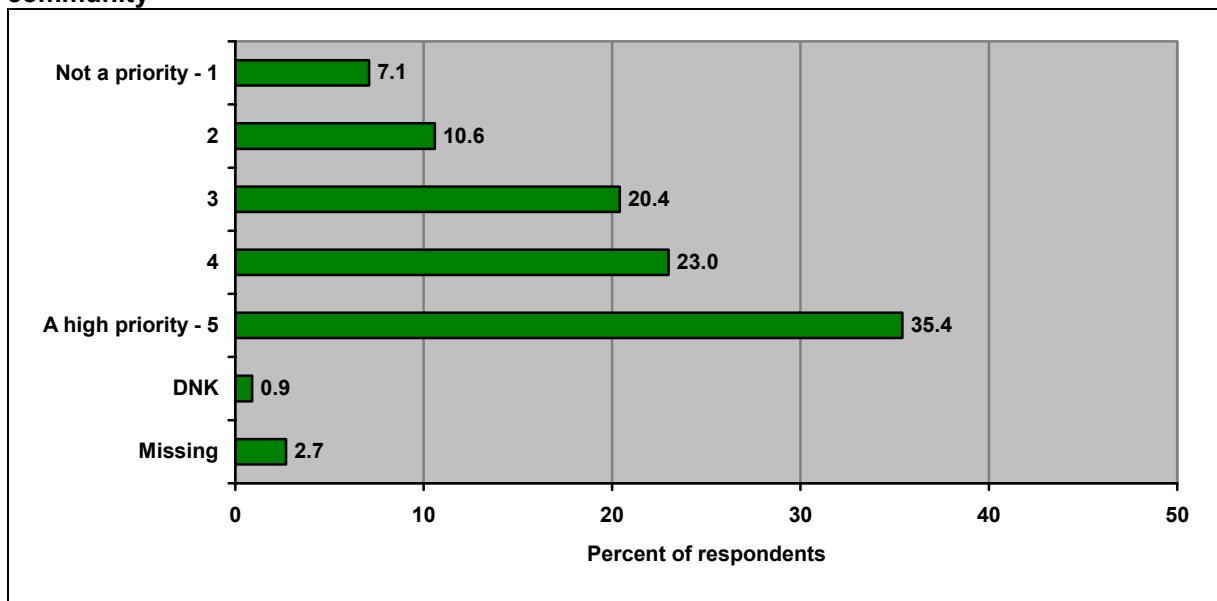


N=113

ECONOMIC DEVELOPMENT

- A small majority of respondents indicated that Economic Development is, at least, a fairly high priority within their community (58.4 percent). While 20.4 percent of respondents indicated that Economic Development is a moderate priority, 17.7 percent of respondents indicated that it is, at most, a low priority in their community.
- On average, respondents indicated that Economic Development is a fairly high priority within their community (mean=3.72).
- See Appendix Table 11 for overall distributions and means.

Figure 18. Overall, how much of a priority Economic Development is for the respondent's community

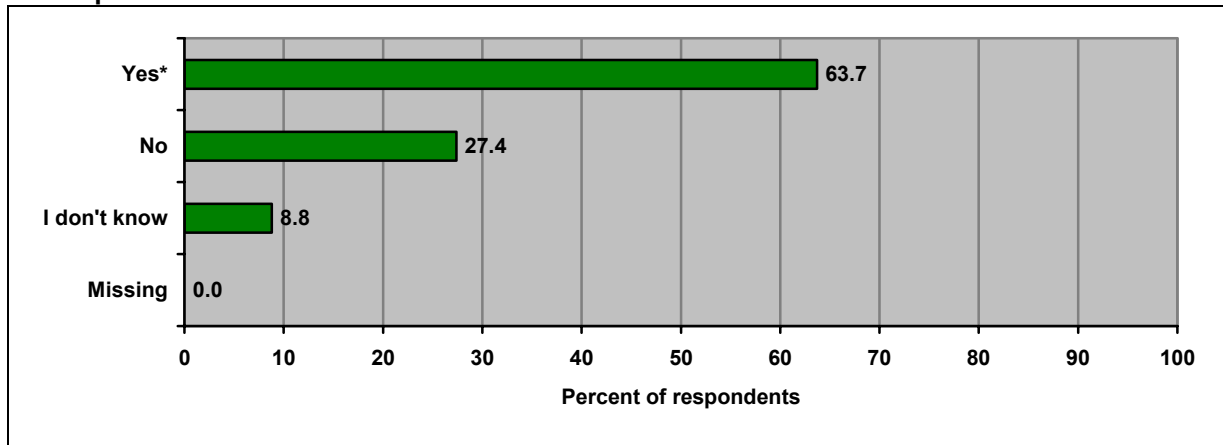


N=113

Note: Mean=3.72 and is based on a 1 to 5 scale, with 1 being "Not a priority" and 5 being "A high priority," and excludes "Do Not Know (DNK)" and "Missing" responses.

- Nearly two-thirds of respondents indicated that their community has goals and objectives relating to Economic Development (63.7 percent). This proportion is composed of 53.1 percent of respondents who indicated that “Yes,” their community has Economic Development goals and objectives and 10.6 percent of respondents who answered “No/I don’t know” but answered “Yes” to whether there were goals and objectives for individual Economic Development themes.
- In contrast, 27.4 percent of respondents indicated that their community does not have goals and objectives relating to Economic Development and 8.8 percent of respondents indicated that they do not know.
- See Appendix Table 12 for overall distributions.

Figure 19. Whether the respondent’s community has goals and objectives relating to Economic Development

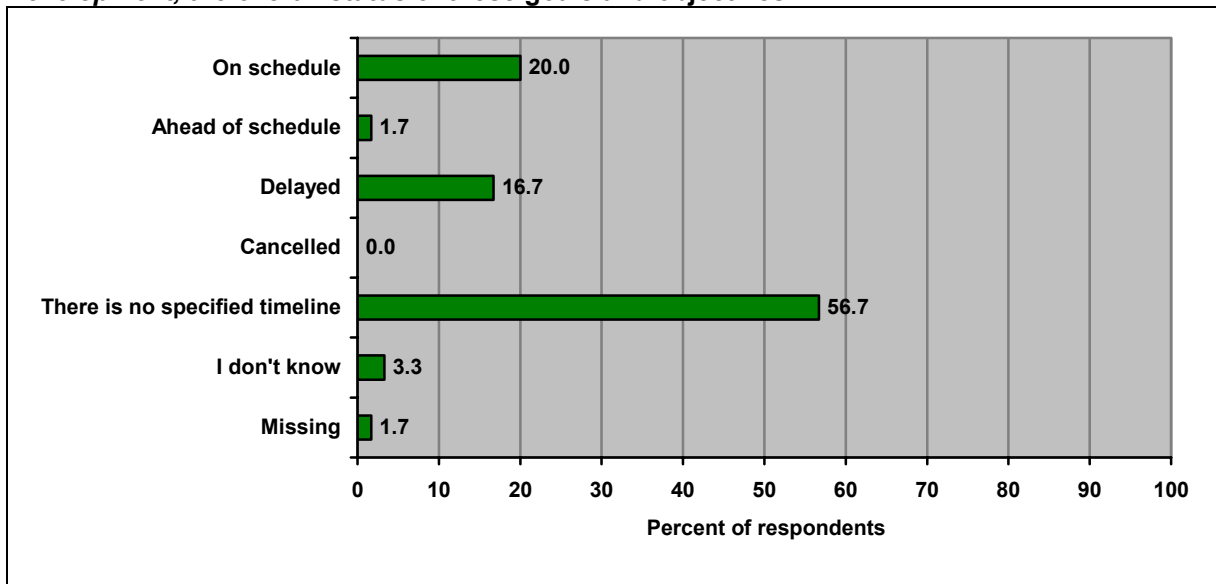


N=113

*For purposes of analysis and reporting, the category “Yes” includes respondents who answered “Yes” as well as respondents who answered “No/I don’t know” but answered “Yes” to the follow-up questions of whether there were goals and objectives within an Economic Development theme.

- Among respondents who indicated that their community has goals and objectives relating to Economic Development:
 - A small majority indicated that their community's Economic Development goals and objectives have no specified timeline (56.7 percent).
 - An additional one-fifth of respondents indicated that the goals and objectives are on schedule and only 1.7 percent of respondents indicated that the goals and objectives are ahead of schedule.
 - Nearly one-fifth of respondents indicated that the goals and objectives are delayed (16.7 percent).
- See Appendix Table 13 for overall distributions.

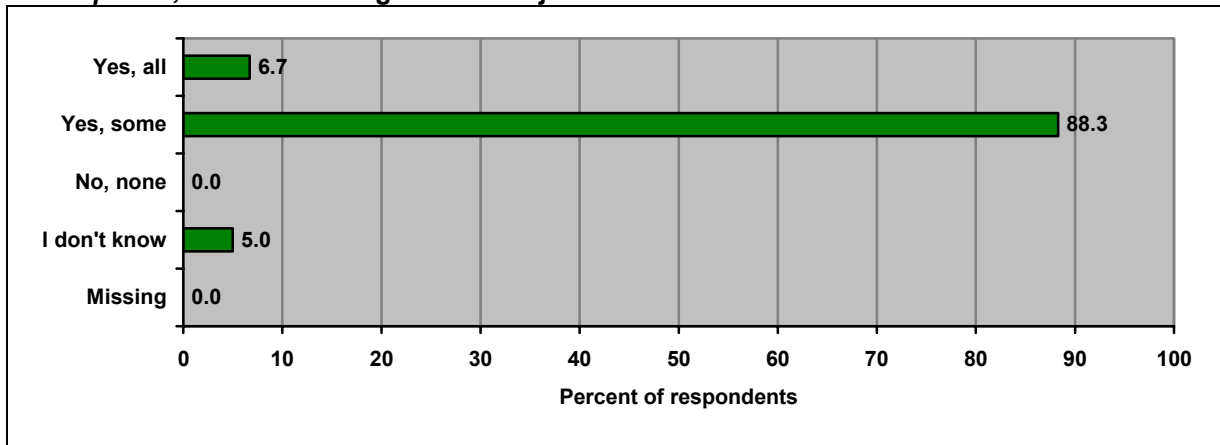
Figure 20. Among respondents whose community has goals and objectives relating to Economic Development, the overall status of these goals and objectives



N=60

- *Among respondents who indicated that their community has goals and objectives relating to Economic Development:*
 - The vast majority indicated that *some* of their community's Economic Development goals and objectives are realistic (88.3 percent); 6.7 percent of respondents indicated that they are *all* realistic.
 - An additional 5.0 percent of respondents indicated that they do not know whether the goals and objectives are realistic.
- See Appendix Table 14 for overall distributions.

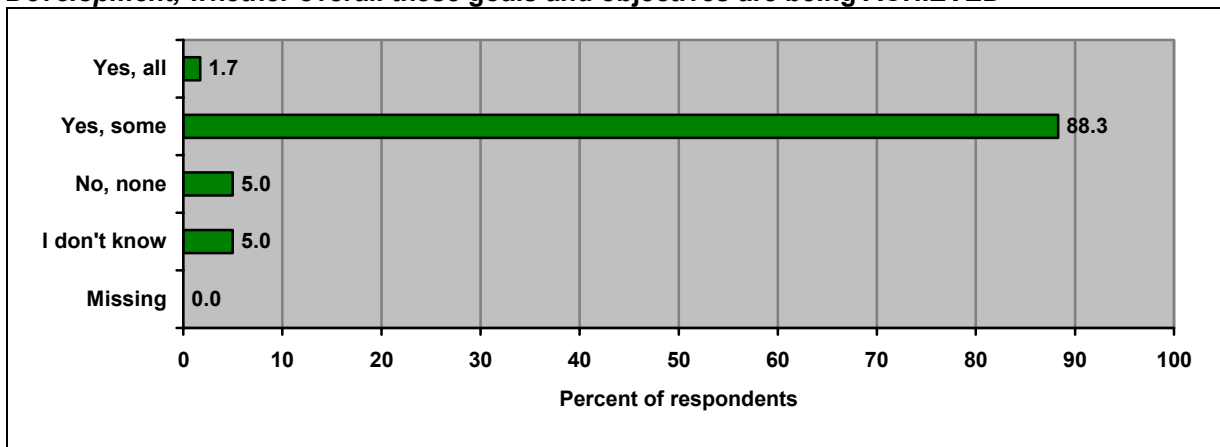
Figure 21. Among respondents whose community has goals and objectives relating to Economic Development, whether these goals and objectives are REALISTIC



N=60

- Among respondents who indicated that their community has goals and objectives relating to Economic Development:
 - The vast majority indicated that *some* of their community's Economic Development goals and objectives are being achieved overall (88.3 percent) and only 1.7 percent of respondents indicated that *all* of the goals and objectives are being achieved.
 - Equal proportions of respondents indicated that *none* of the goals and objectives are being achieved overall (5.0 percent) and that they do not know whether these goals and objectives are being achieved (5.0 percent).
- See Appendix Table 15 for overall distributions.

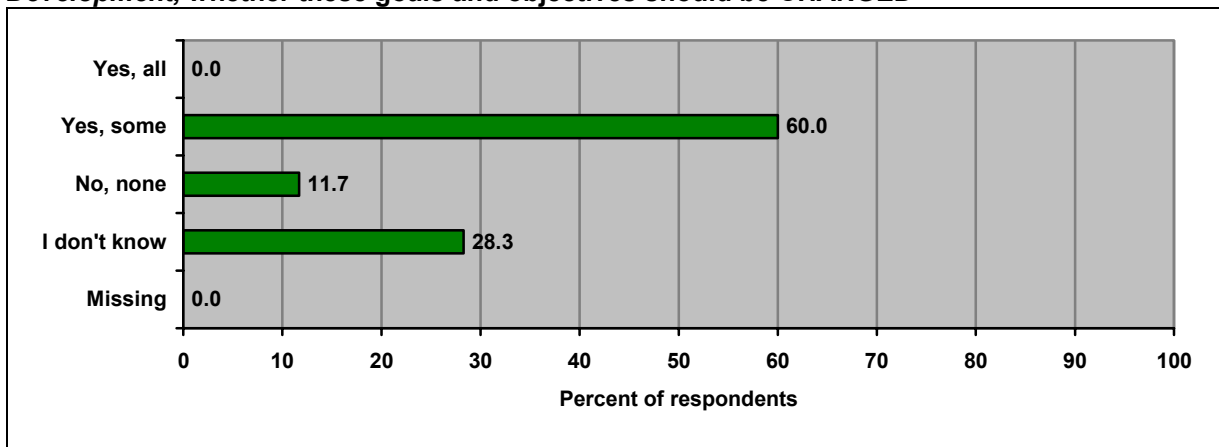
Figure 22. Among respondents whose community has goals and objectives relating to Economic Development, whether overall these goals and objectives are being ACHIEVED



N=60

- *Among respondents who indicated that their community has goals and objectives relating to Economic Development:*
 - A small majority of respondents indicated that *some* of their community's Economic Development goals and objectives should be changed (60.0 percent).
 - More than one-fourth of respondents indicated that they do not know whether Economic Development goals and objectives should be changed (28.3 percent) and 11.7 indicated that *no* goals and objectives should be changed.
- See Appendix Table 16 for overall distributions.

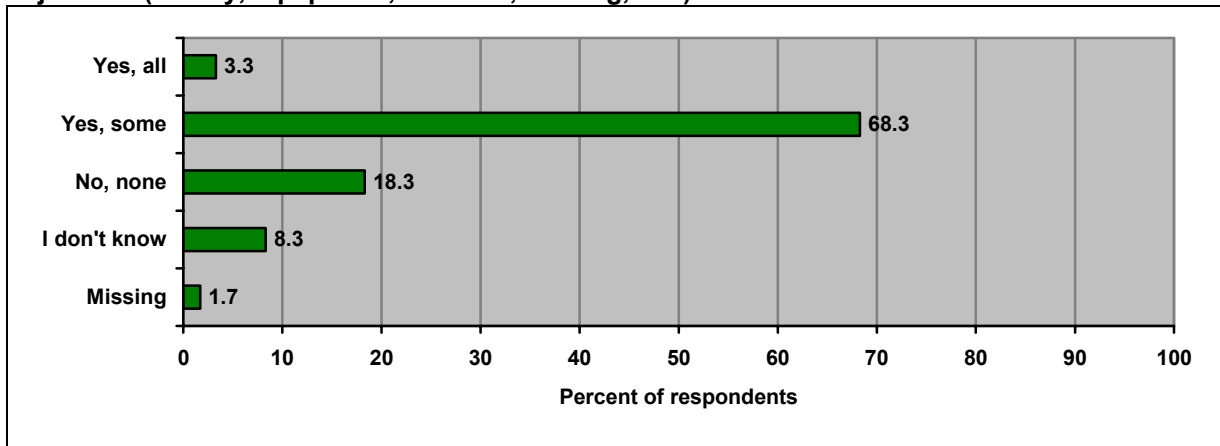
Figure 23. Among respondents whose community has goals and objectives relating to Economic Development, whether these goals and objectives should be CHANGED



N=60

- *Among respondents who indicated that their community has goals and objectives relating to Economic Development:*
 - The majority of respondents indicated that personnel have adequate resources to achieve *some* of their community’s Economic Development goals and objectives (68.3 percent) and only 3.3 percent of respondents indicated that personnel have adequate resources to achieve *all* of the goals and objectives.
 - Another 18.3 percent of respondents indicated that personnel do not have adequate resources to achieve *any* of the Economic Development goals and objectives and 8.3 percent of respondents indicated that they do not know if personnel have the adequate resources to achieve the goals and objectives.
- See Appendix Table 17 for overall distributions.

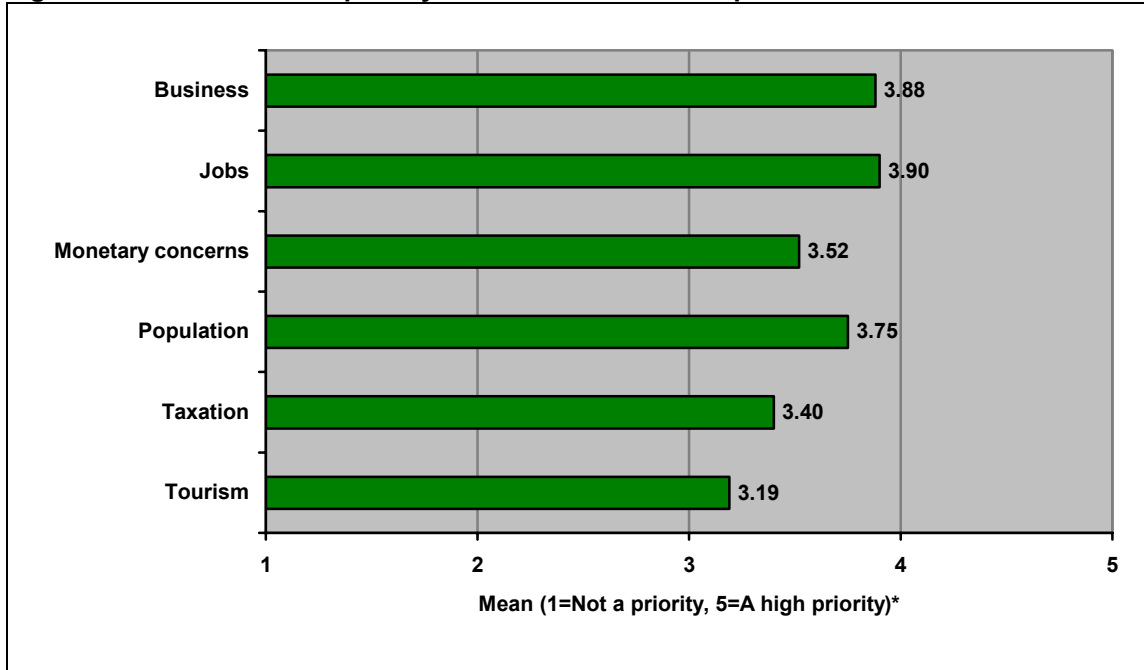
Figure 24. Among respondents whose community has goals and objectives relating to Economic Development, whether personnel have ADEQUATE RESOURCES to achieve these goals and objectives (money, equipment, facilities, training, etc.)



N=60

- On average, respondents indicated that the theme of **jobs** is the highest Economic Development priority within their community (mean=3.90), followed by **business** (mean=3.88). Other Economic Development themes which are fairly high priorities among respondents, on average, are **population** (mean=3.75) and **monetary concerns** (mean=3.52). On average, respondents indicated that **taxation** (mean=3.40) and **tourism** (mean=3.19) are a moderate priorities.
- See Appendix Table 18 for overall distributions and means.

Figure 25. How much of a priority each Economic Development theme is

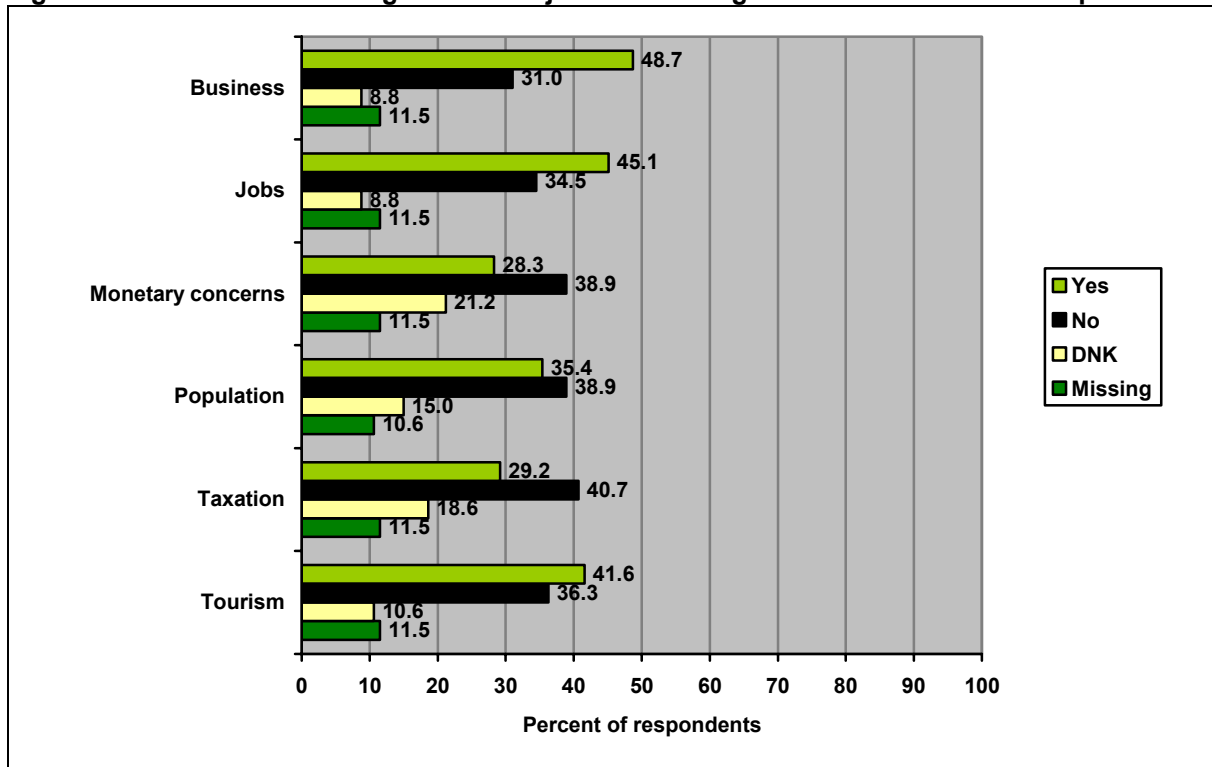


N=113

*Means are based on a 1 to 5 scale, with 1 being "Not a priority" and 5 being "A high priority," and exclude "Do Not Know (DNK)" and "Missing" responses.

- At least 40 percent of respondents indicated that there are goals and objectives relating to the Economic Development themes of **business** (48.7 percent), **jobs** (45.1 percent), and **tourism** (41.6 percent).
- At least 30 percent of respondents indicated that there are *not* goals and objectives relating to the Economic Development themes of **taxation** (40.7 percent), **monetary concerns** (38.9 percent), **population** (38.9 percent), **tourism** (36.3 percent), **jobs** (34.5 percent), and **business** (31.0 percent).
- Respondents were split fairly evenly between whether there are or are *not* goals and objectives relating to the Economic Development theme of **population** within their community (35.4 percent and 38.9 percent, respectively); 15.0 percent of respondents indicated that they do not know. A similar proportion of respondents indicated that they do not know whether there are goals and objectives relating to **monetary concerns** (21.2 percent) and **taxation** (18.6 percent).
- See Appendix Table 19 for overall distributions.

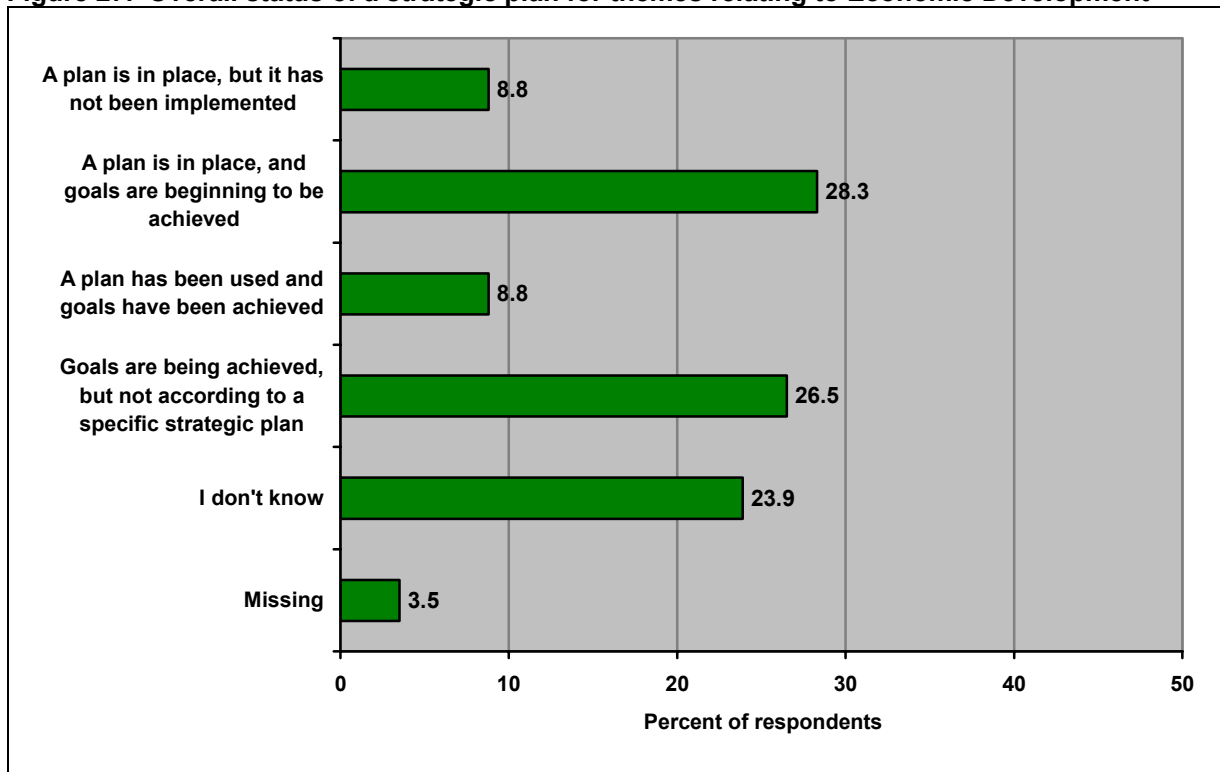
Figure 26. Whether there are goals and objectives relating to each Economic Development theme



N=113

- Regarding the status of a strategic plan for the themes relating to Economic Development, more than one-fourth of respondents indicated that a plan is in place, and goals are beginning to be achieved (28.3 percent). A slightly smaller proportion, 26.5 percent of respondents, indicated that goals are being achieved, but not according to a specific strategic plan; 8.8 percent of respondents indicated that that a plan has been used and goals have been achieved.
- Nearly one-fourth of respondents indicated that they do not know the overall status of a strategic plan for themes relating to Economic Development (23.9 percent); 8.8 percent of respondents indicated that a plan is in place, but it has not been implemented.
- See Appendix Table 20 for overall distributions.

Figure 27. Overall status of a strategic plan for themes relating to Economic Development

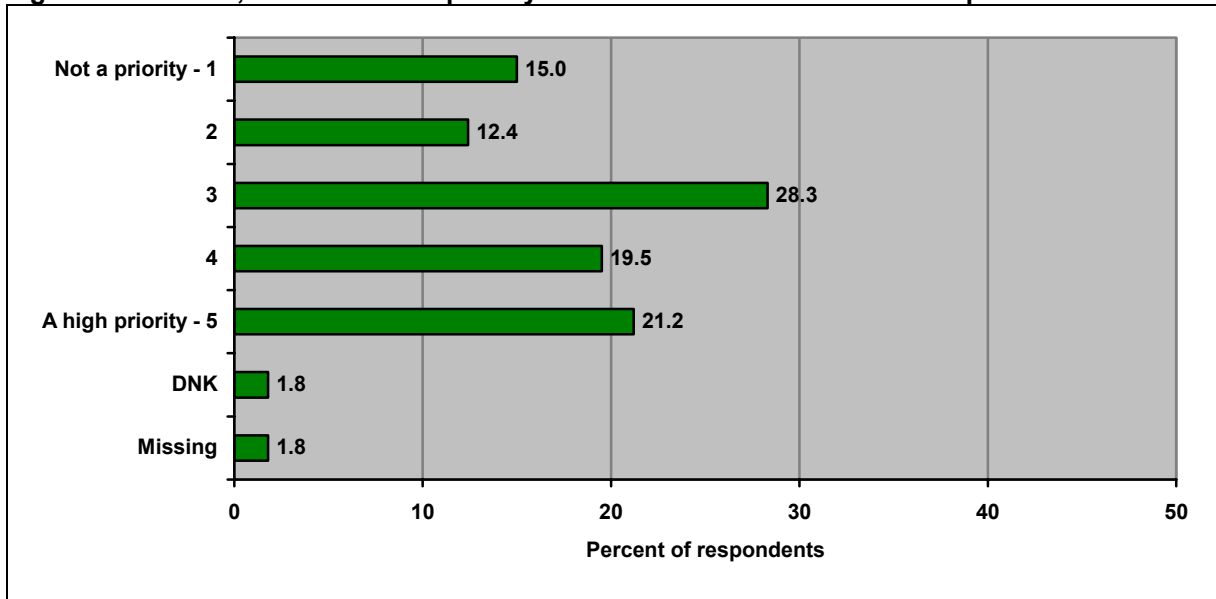


N=113

NATURAL RESOURCES

- The largest proportion of respondents indicated that Natural Resources are, at least, a fairly high priority within their community (40.7 percent). While 28.3 percent of respondents indicated that Natural Resources are a moderate priority, 27.4 percent of respondents indicated that they are, at most, a low priority in their community.
- On average, respondents indicated that Natural Resources are a moderate priority within their community (mean=3.20).
- See Appendix Table 21 for overall distributions and means.

Figure 28. Overall, how much of a priority Natural Resources are for the respondent's community

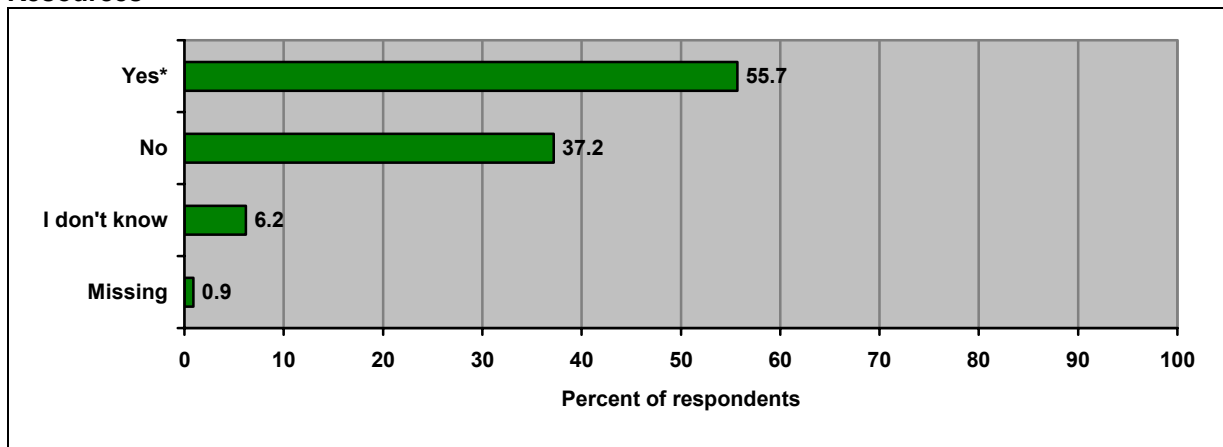


N=113

Note: Mean=3.20 and is based on a 1 to 5 scale, with 1 being "Not a priority" and 5 being "A high priority," and excludes "Do Not Know (DNK)" and "Missing" responses.

- A small majority of respondents indicated that their community has goals and objectives relating to Natural Resources (55.7 percent). This proportion is composed of 28.3 percent of respondents who indicated that “Yes,” their community has Natural Resources goals and objectives and 27.4 percent of respondents who answered “No/I don’t know” but answered “Yes” to whether there were goals and objectives for individual Natural Resources themes.
- A smaller proportion of respondents, 37.2 percent, indicated that their community does not have Natural Resources goals and objectives; 6.2 percent of respondents indicated that they do not know whether their community has goals and objectives relating to Natural Resources.
- See Appendix Table 22 for overall distributions.

Figure 29. Whether the respondent’s community has goals and objectives relating to Natural Resources

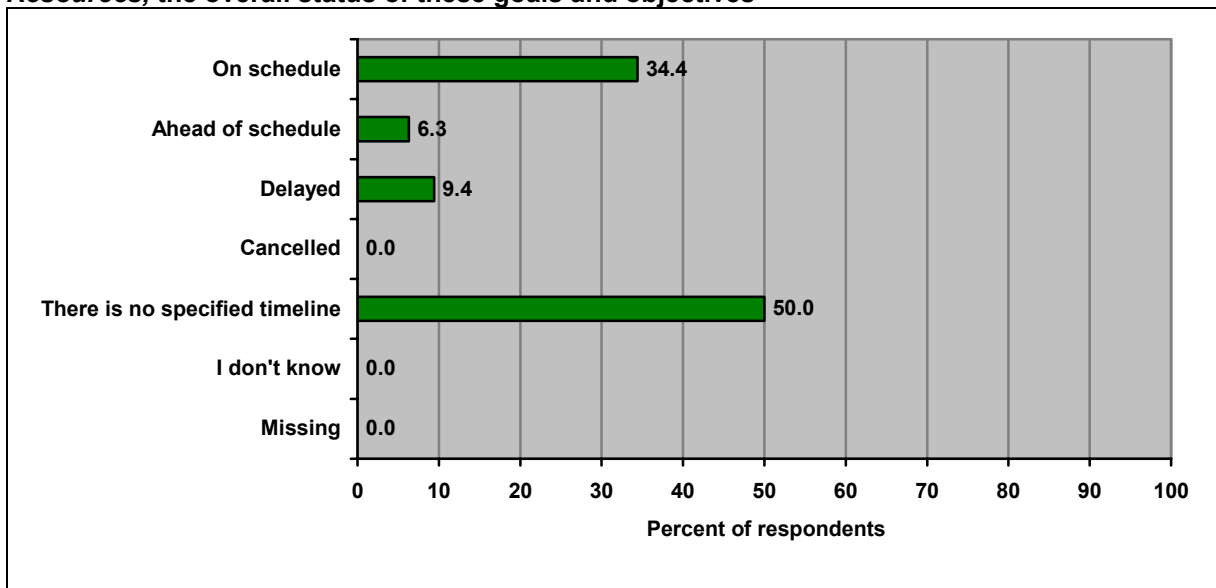


N=113

*For purposes of analysis and reporting, the category “Yes” includes respondents who answered “Yes” as well as respondents who answered “No/I don’t know” but answered “Yes” to the follow-up questions of whether there were goals and objectives within a Natural Resources theme.

- *Among respondents who indicated that their community has goals and objectives relating to Natural Resources:*
 - Half indicated that their community's Natural Resources goals and objectives have no specified timeline (50.0 percent).
 - One-third of respondents indicated that the Natural Resources goals and objectives are on schedule (34.4 percent) and 6.3 percent of respondents indicated that they are ahead of schedule.
 - An additional 9.4 percent of respondents indicated that the goals and objectives are delayed.
- See Appendix Table 23 for overall distributions.

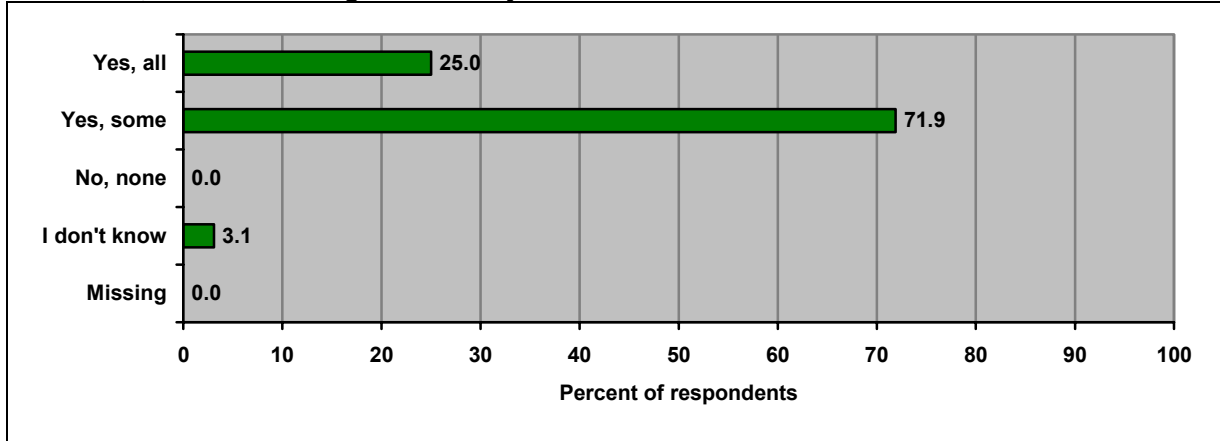
Figure 30. Among respondents whose community has goals and objectives relating to Natural Resources, the overall status of these goals and objectives



N=32

- Among respondents who indicated that their community has goals and objectives relating to Natural Resources:
 - The majority of respondents indicated that *some* of their community's Natural Resources goals and objectives are realistic (71.9 percent). Another 25.0 percent of respondents indicated that they are *all* realistic.
- See Appendix Table 24 for overall distributions.

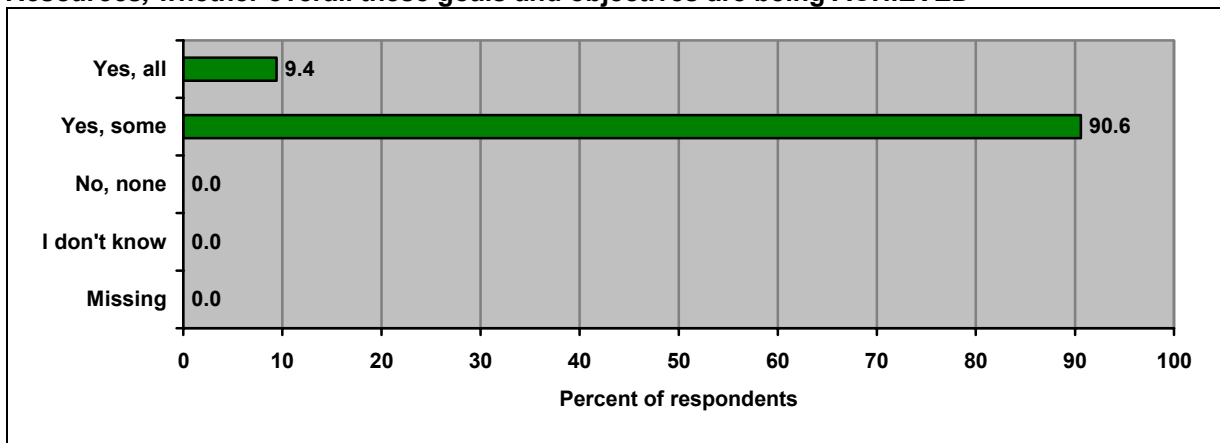
Figure 31. Among respondents whose community has goals and objectives relating to Natural Resources, whether these goals and objectives are REALISTIC



N=32

- Among respondents who indicated that their community has goals and objectives relating to Natural Resources:
 - The vast majority indicated that *some* of their community's Natural Resources goals and objectives are being achieved overall (90.6 percent). Another 9.4 percent of respondents indicated that *all* goals and objectives are being achieved.
- See Appendix Table 25 for overall distributions.

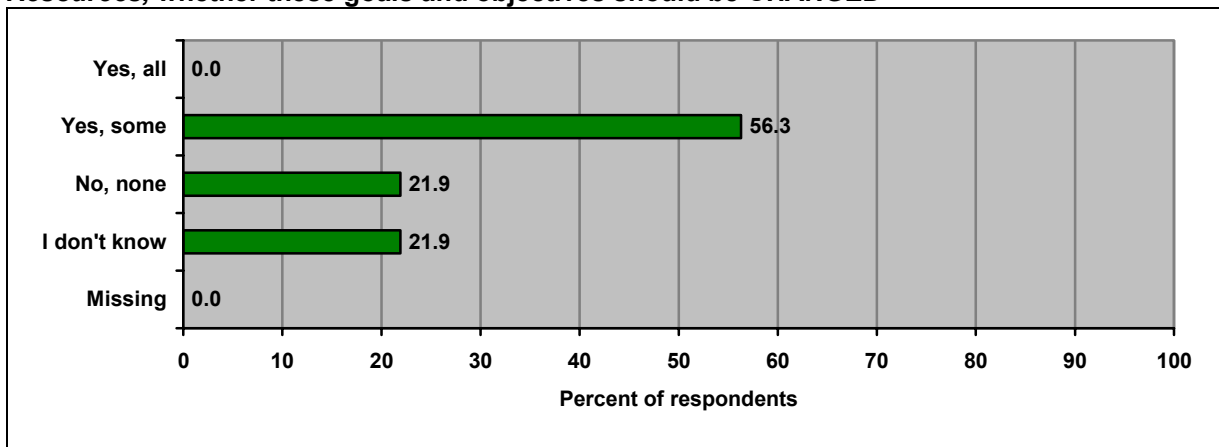
Figure 32. Among respondents whose community has goals and objectives relating to Natural Resources, whether overall these goals and objectives are being ACHIEVED



N=32

- *Among respondents who indicated that their community has goals and objectives relating to Natural Resources:*
 - A small majority of respondents indicated that *some* of their community's Natural Resources goals and objectives should be changed (56.3 percent).
 - Equal proportions of respondents, slightly more than one-fifth, indicated that *no* Natural Resources goals and objectives should be changed (21.9 percent) and that they do not know if goals and objectives should be changed (21.9 percent).
- See Appendix Table 26 for overall distributions.

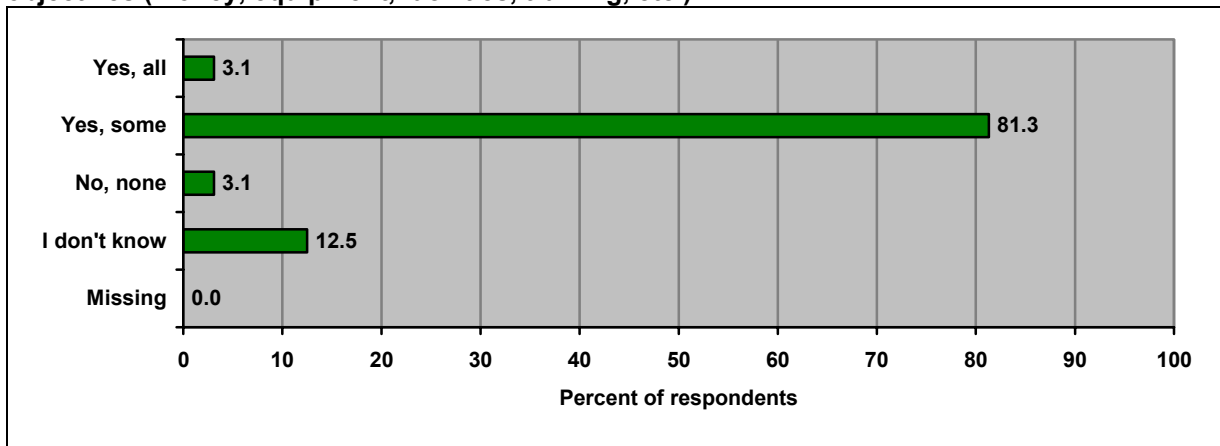
Figure 33. Among respondents whose community has goals and objectives relating to Natural Resources, whether these goals and objectives should be CHANGED



N=32

- Among respondents who indicated that their community has goals and objectives relating to Natural Resources:
 - The vast majority of respondents indicated that personnel have adequate resources to achieve *some* of their community's Natural Resources goals and objectives (81.3 percent). Another 3.1 percent of respondents indicated that personnel have adequate resources to achieve *all* of the goals and objectives.
 - An additional 12.5 percent of respondents indicated that they do not know if personnel have the adequate resources. A small proportion, 3.1 percent, indicated that personnel do not have adequate resources to achieve *any* of the Natural Resources goals and objectives.
- See Appendix Table 27 for overall distributions.

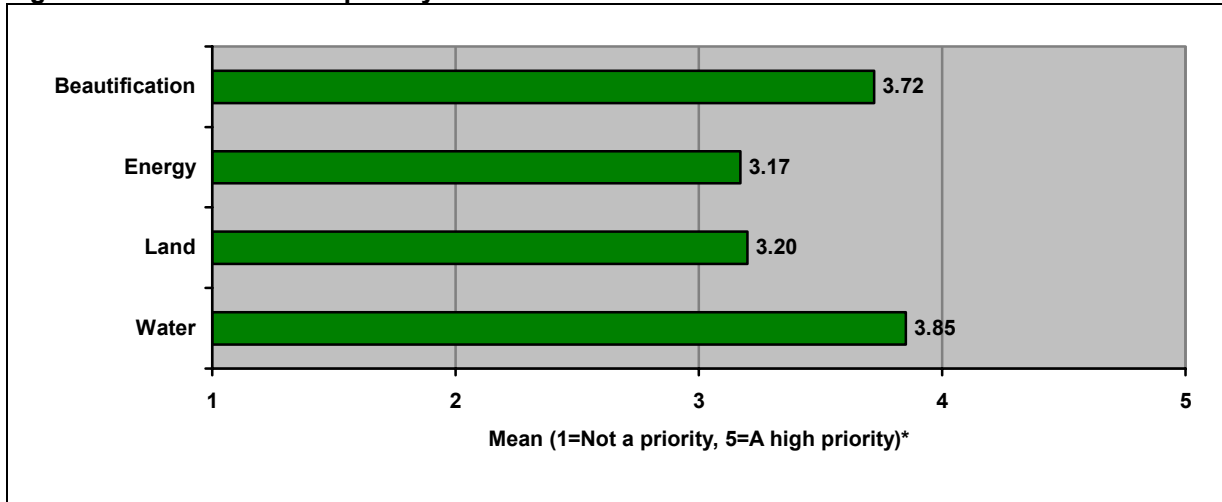
Figure 34. Among respondents whose community has goals and objectives relating to Natural Resources, whether personnel have ADEQUATE RESOURCES to achieve these goals and objectives (money, equipment, facilities, training, etc.)



N=32

- On average, respondents indicated that the theme of **water** is the highest Natural Resources priority within their community (mean=3.85), followed by **beautification** (mean=3.72). On average, respondents indicated that **land** (mean=3.20) and **energy** (mean=3.17) are moderate priorities in the community.
- See Appendix Table 28 for overall distributions and means.

Figure 35. How much of a priority each Natural Resources theme is

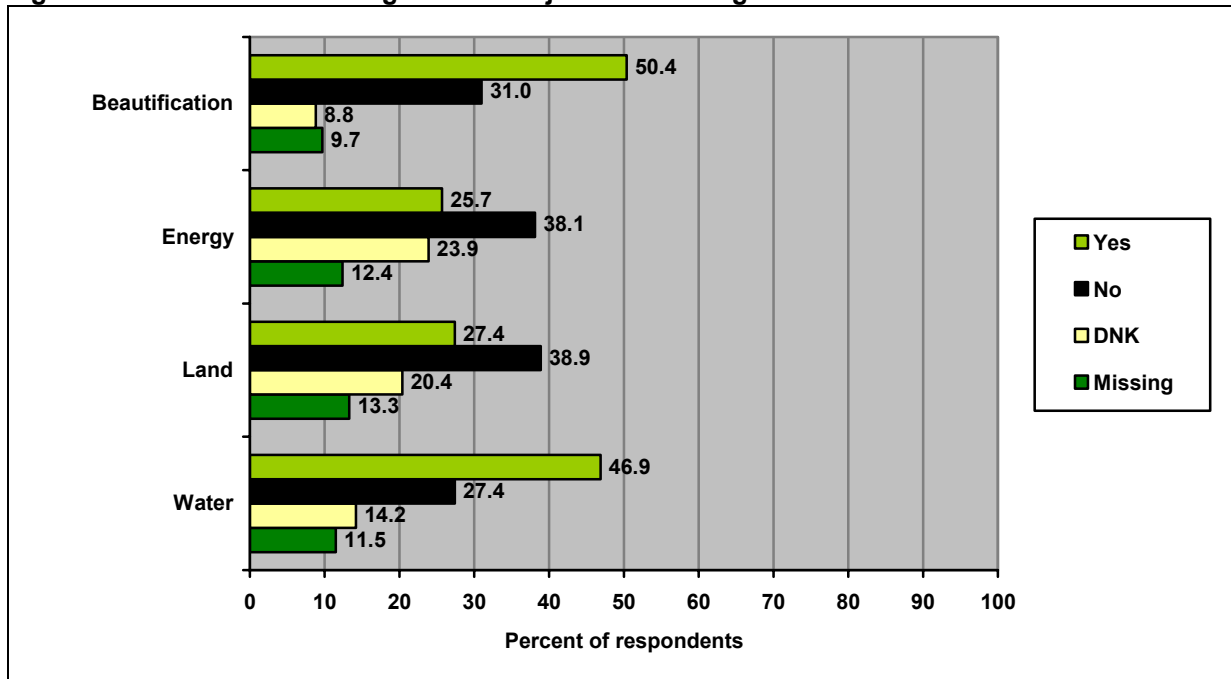


N=113

*Means are based on a 1 to 5 scale, with 1 being "Not a priority" and 5 being "A high priority," and exclude "Do Not Know (DNK)" and "Missing" responses.

- Approximately half of respondents indicated that there are goals and objectives relating to the Natural Resources themes of **beautification** (50.4 percent) and **water** (46.9 percent).
- At least 30 percent of respondents indicated that there are *not* Natural Resources goals and objectives relating to the Natural Resources themes of **land** (38.9 percent), **energy** (38.1 percent), and **beautification** (31.0 percent).
- Respondents were split fairly evenly between whether there are or whether they do not know if there are goals and objectives relating to the Natural Resources theme of **energy** (25.7 percent and 23.9 percent, respectively). Similarly, 20.4 percent of respondents indicated that they do not know whether there are goals and objectives relating to **land**.
- See Appendix Table 29 for overall distributions.

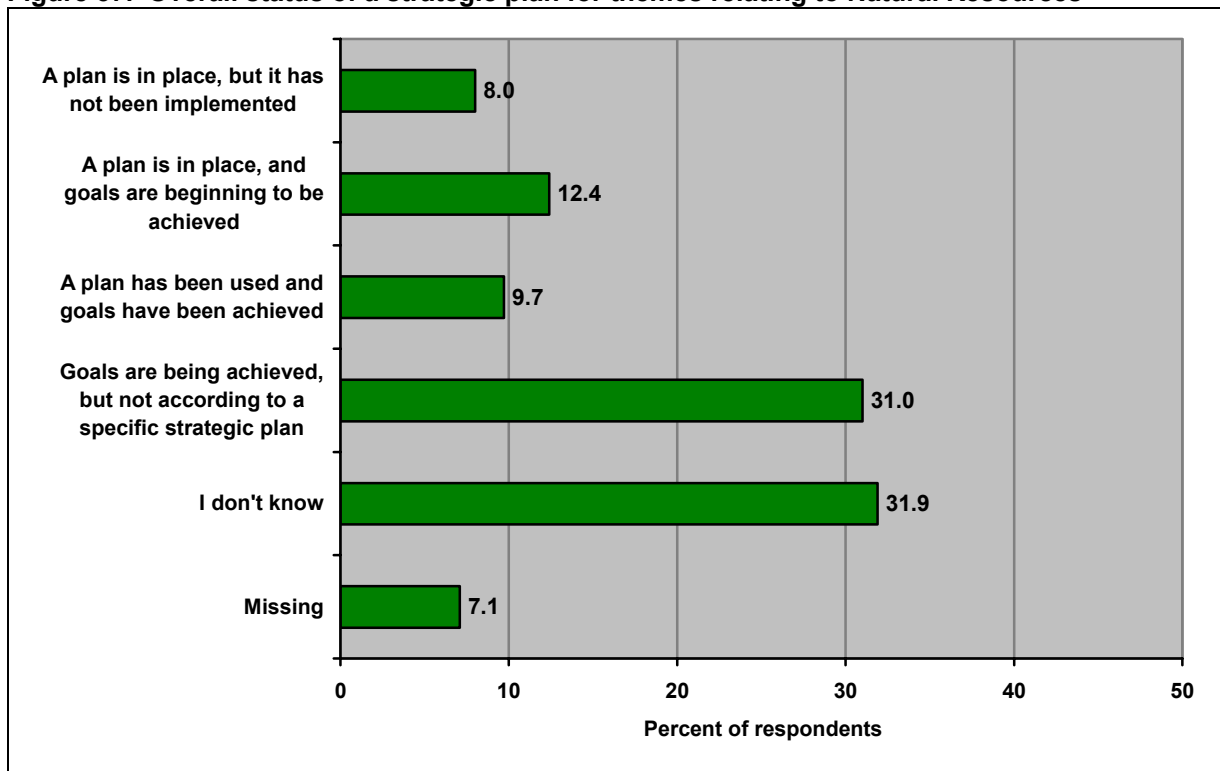
Figure 36. Whether there are goals and objectives relating to each Natural Resources theme



N=113

- Regarding the status of a strategic plan for the themes relating to Natural Resources, nearly one-third of respondents indicated that goals are being achieved, but not according to a specific strategic plan (31.0 percent).
- An additional 31.9 percent of respondents indicated that they do not know the overall status of a strategic plan for themes relating to Natural Resources.
- Somewhat similar proportions of respondents indicated that: a plan is in place, and goals are beginning to be achieved (12.4 percent); a plan has been used and goals have been achieved (9.7 percent); and a plan is in place, but it has not been implemented (8.0 percent).
- See Appendix Table 30 for overall distributions.

Figure 37. Overall status of a strategic plan for themes relating to Natural Resources

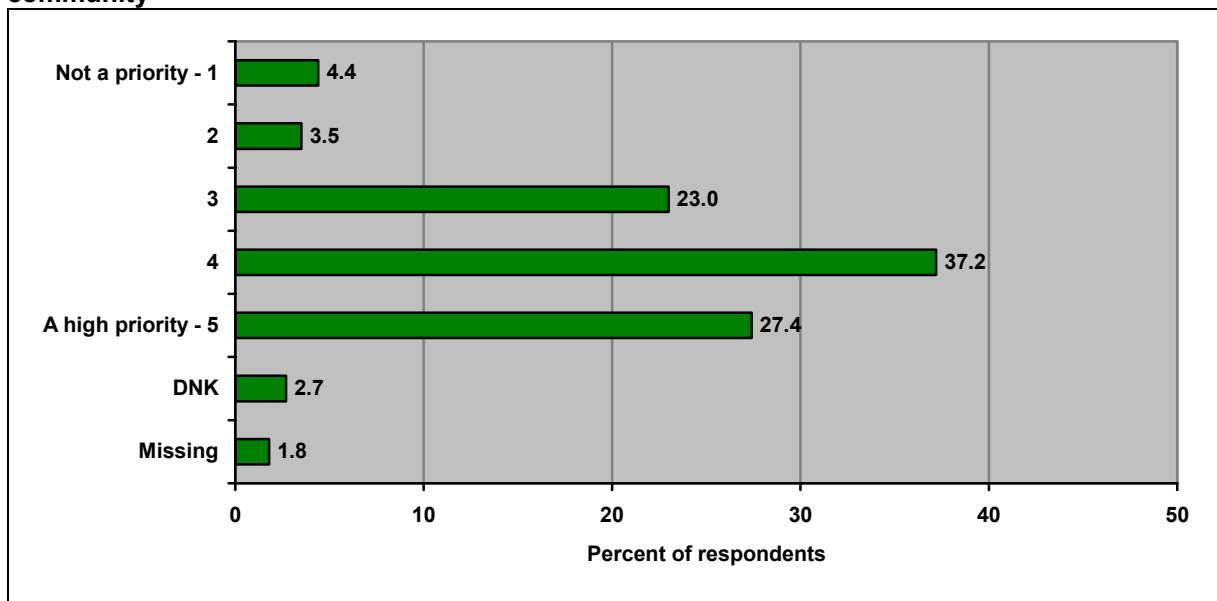


N=113

EMERGENCY MANAGEMENT

- Nearly two-thirds of respondents indicated that Emergency Management is, at least, a fairly high priority within their community (64.6 percent). While 23.0 percent of respondents indicated that Emergency Management is a moderate priority, 7.9 percent of respondents indicated that it is, at most, a low priority in their community.
- On average, respondents indicated that Emergency Management is a fairly high priority within their community (mean=3.83).
- See Appendix Table 31 for overall distributions and means.

Figure 38. Overall, how much of a priority Emergency Management is for the respondent's community

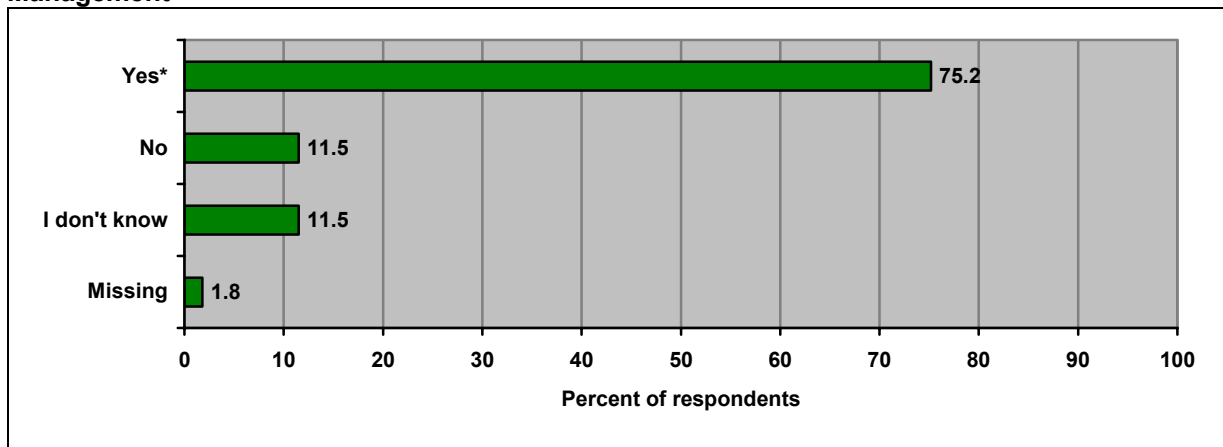


N=113

Note: Mean=3.83 and is based on a 1 to 5 scale, with 1 being "Not a priority" and 5 being "A high priority," and excludes "Do Not Know (DNK)" and "Missing" responses.

- Three-fourths of respondents indicated that their community has goals and objectives relating to Emergency Management (75.2 percent). This proportion is composed of 61.9 percent of respondents who indicated that “Yes,” their community has Emergency Management goals and objectives and 13.3 percent of respondents who answered “No/I don’t know” but answered “Yes” to whether there were goals and objectives for individual Emergency Management themes.
- In contrast, 11.5 percent of respondents indicated that their community does not have goals and objectives relating to Emergency Management. In addition, 11.5 percent of respondents indicated that they do not know if their community has Emergency Management goals and objectives.
- See Appendix Table 32 for overall distributions.

Figure 39. Whether the respondent’s community has goals and objectives relating to Emergency Management

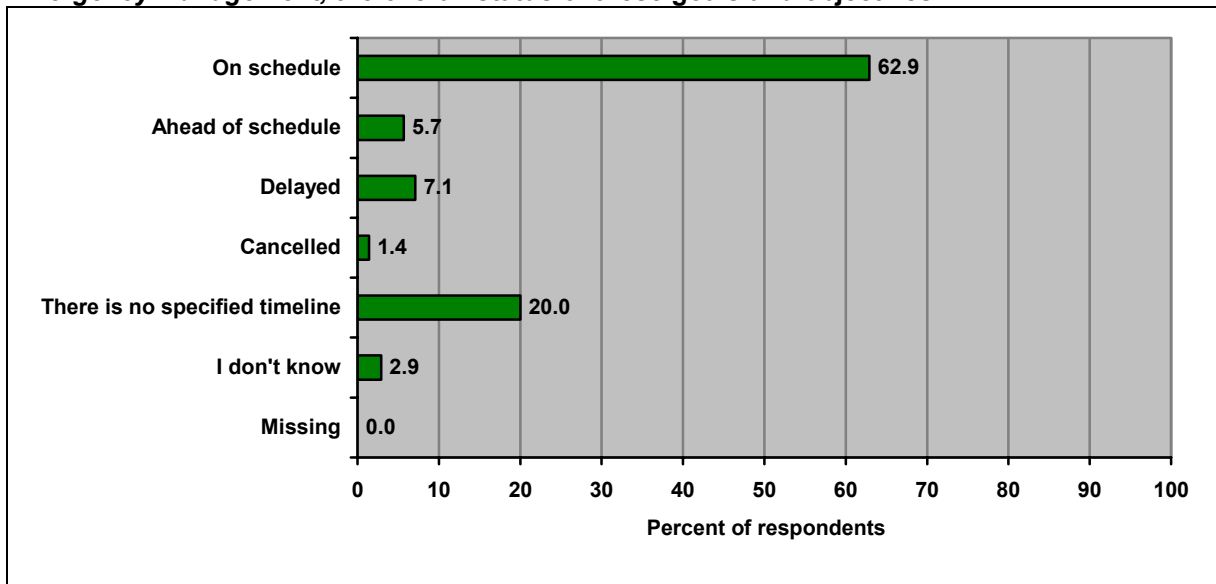


N=113

*For purposes of analysis and reporting, the category “Yes” includes respondents who answered “Yes” as well as respondents who answered “No/I don’t know” but answered “Yes” to the follow-up questions of whether there were goals and objectives within an Emergency Management theme.

- *Among respondents who indicated that their community has goals and objectives relating to Emergency Management:*
 - A small majority of respondents indicated that their community’s Emergency Management goals and objectives are on schedule (62.9 percent) and 5.7 percent of respondents indicated that goals and objectives are ahead of schedule.
 - One-fifth of respondents indicated that the goals and objectives have no specified timeline (20.0 percent).
 - An additional 7.1 percent of respondents indicated that the goals and objectives are delayed and 1.4 percent of respondents indicated that they are cancelled.
- See Appendix Table 33 for overall distributions.

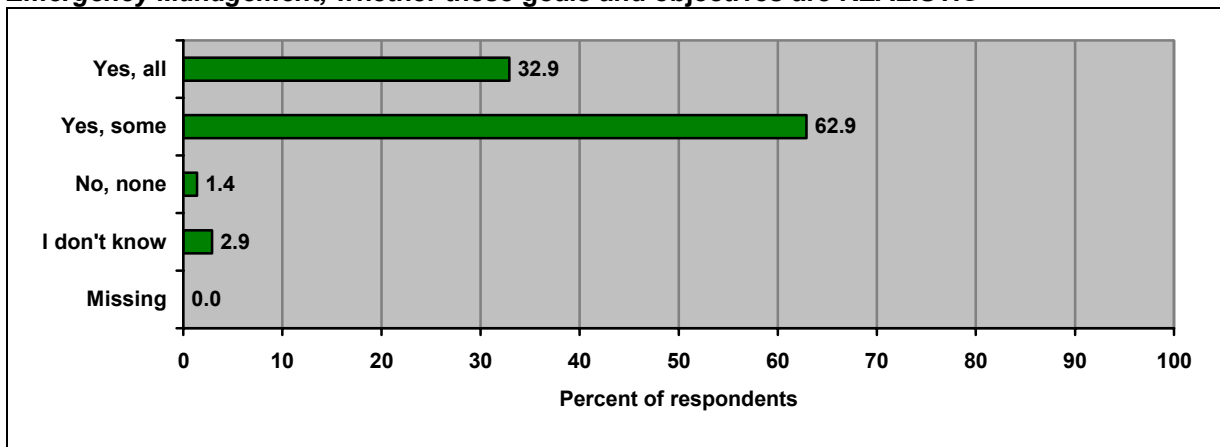
Figure 40. Among respondents whose community has goals and objectives relating to Emergency Management, the overall status of these goals and objectives



N=70

- Among respondents who indicated that their community has goals and objectives relating to Emergency Management:
 - A small majority of respondents indicated that *some* of their community's Emergency Management goals and objectives are realistic (62.9 percent). Another 32.9 percent of respondents indicated that they are *all* realistic.
 - Only 1.4 percent of respondents indicated that *none* of the Emergency Management goals and objectives are realistic.
- See Appendix Table 34 for overall distributions.

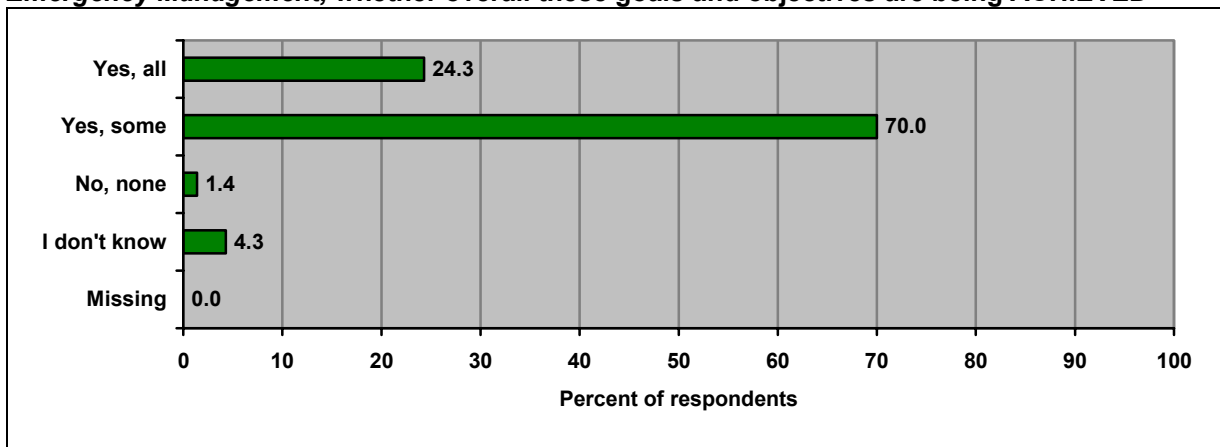
Figure 41. Among respondents whose community has goals and objectives relating to Emergency Management, whether these goals and objectives are REALISTIC



N=70

- Among respondents who indicated that their community has goals and objectives relating to Emergency Management:
 - The majority of respondents indicated that *some* of their community's Emergency Management goals and objectives are being achieved overall (70.0 percent). Another 24.3 percent of respondents indicated that *all* are being achieved.
 - Only 1.4 percent of respondents indicated that *none* of the goals and objectives are being achieved.
- See Appendix Table 35 for overall distributions.

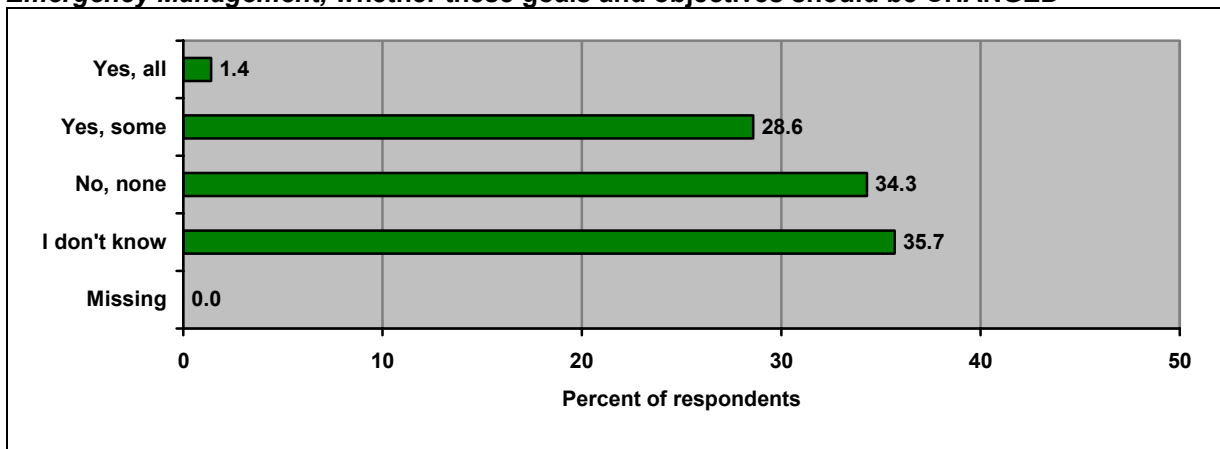
Figure 42. Among respondents whose community has goals and objectives relating to Emergency Management, whether overall these goals and objectives are being ACHIEVED



N=70

- Among respondents who indicated that their community has goals and objectives relating to Emergency Management:
 - Slightly more than one-third of respondents indicated that *none* of the goals and objectives relating to Emergency Management should be changed (34.3 percent) and 35.7 percent of respondents indicated that they do not know whether their community’s Emergency Management goals and objectives should be changed.
 - An additional 28.6 percent of respondents indicated that *some* Emergency Management goals and objectives should be changed and 1.4 percent of respondents indicated that *all* goals and objectives should be changed.
- See Appendix Table 36 for overall distributions.

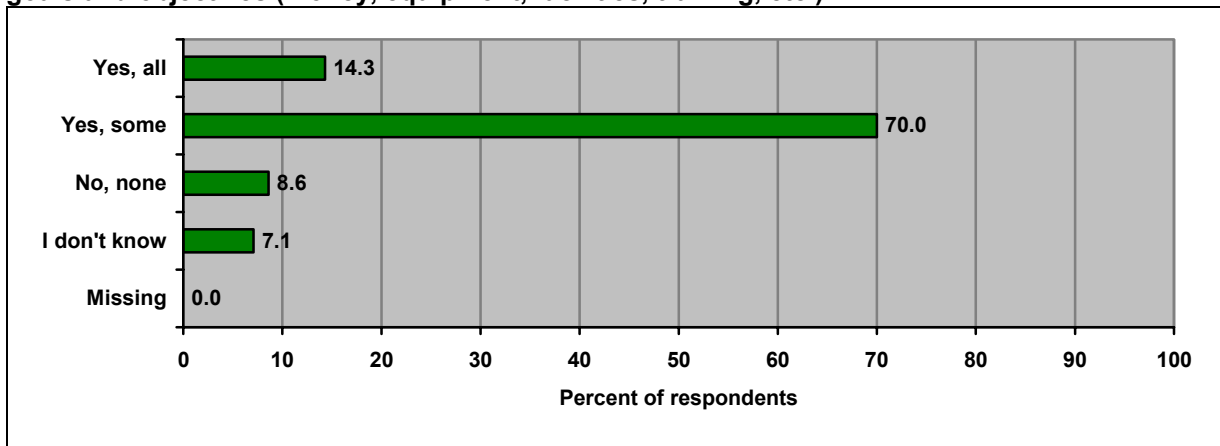
Figure 43. Among respondents whose community has goals and objectives relating to Emergency Management, whether these goals and objectives should be CHANGED



N=70

- Among respondents who indicated that their community has goals and objectives relating to Emergency Management:
 - The majority of respondents indicated that personnel have adequate resources to achieve *some* of their community's Emergency Management goals and objectives (70.0 percent) and another 14.3 percent indicated that personnel have adequate resources to achieve *all* of the goals and objectives.
 - An additional 8.6 percent of respondents indicated that personnel do not have adequate resources to achieve *any* of the Emergency Management goals and objectives and 7.1 percent of respondents indicated that they do not know.
- See Appendix Table 37 for overall distributions.

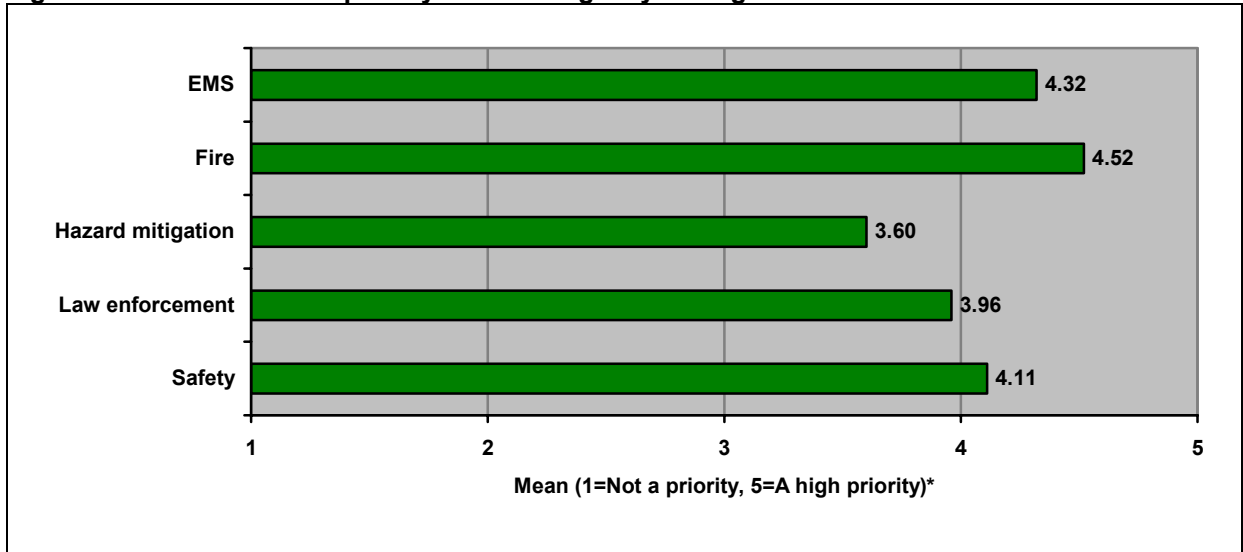
Figure 44. Among respondents whose community has goals and objectives relating to Emergency Management, whether personnel have ADEQUATE RESOURCES to achieve these goals and objectives (money, equipment, facilities, training, etc.)



N=70

- On average, respondents indicated that the theme of **fire** is the highest Emergency Management priority within their community (mean=4.52), followed closely by **EMS** (mean=4.32). Other Emergency Management themes considered high priorities are **safety** (mean=4.11), **law enforcement** (mean=3.96), and **hazard mitigation** (mean=3.60).
- See Appendix Table 38 for overall distributions and means.

Figure 45. How much of a priority each Emergency Management theme is

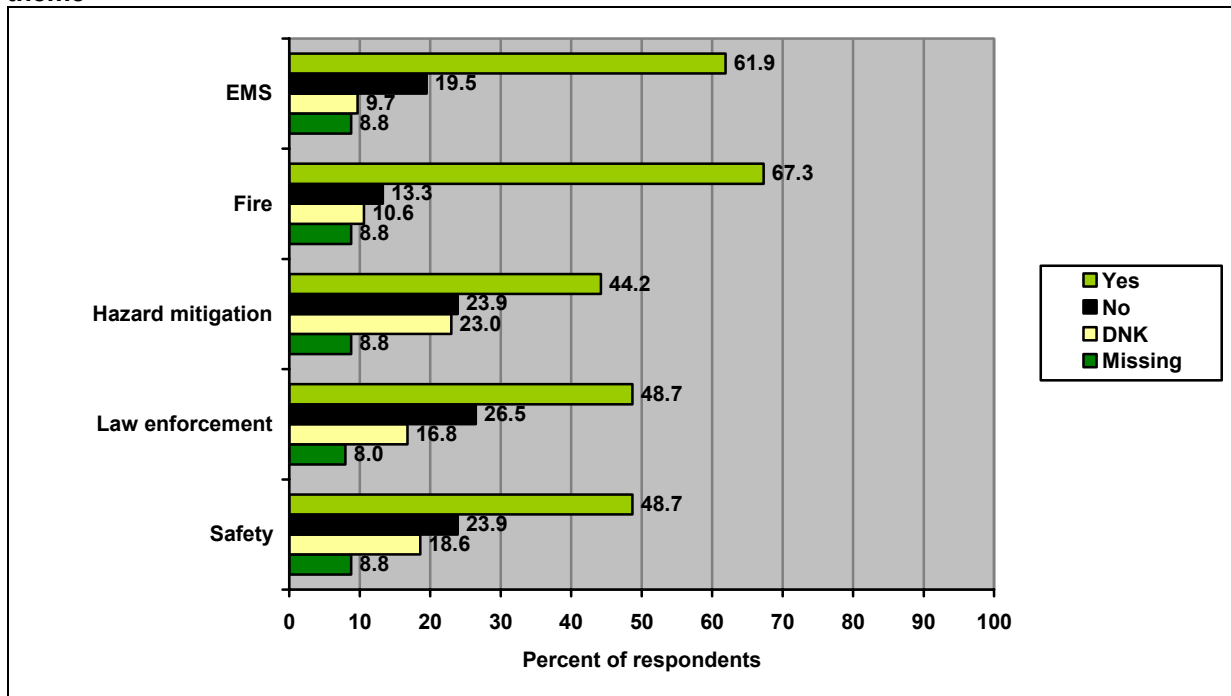


N=113

*Means are based on a 1 to 5 scale, with 1 being “Not a priority” and 5 being “A high priority,” and exclude “Do Not Know (DNK)” and “Missing” responses.

- Two-thirds of respondents indicated that there are goals and objectives relating to the Emergency Management theme of **fire** (67.3 percent); 61.9 percent of respondents indicated that there are goals and objectives relating to **EMS**. Nearly half of respondents indicated that there are goals and objectives relating to **law enforcement** (48.7 percent), **safety** (48.7 percent), and **hazard mitigation** (44.2 percent).
- Approximately one-fourth of respondents indicated that there are *not* goals and objectives relating to the Emergency Management of **law enforcement** (26.5 percent), **hazard mitigation** (23.9 percent), and **safety** (23.9 percent).
- Nearly one-fourth of respondents indicated that they do not know whether there are goals and objectives relating to **hazard mitigation** (23.0 percent). Nearly one-fifth of respondents indicated that they do not know whether there are goals and objectives relating to **safety** (18.6 percent) or **law enforcement** (16.8 percent).
- See Appendix Table 39 for overall distributions.

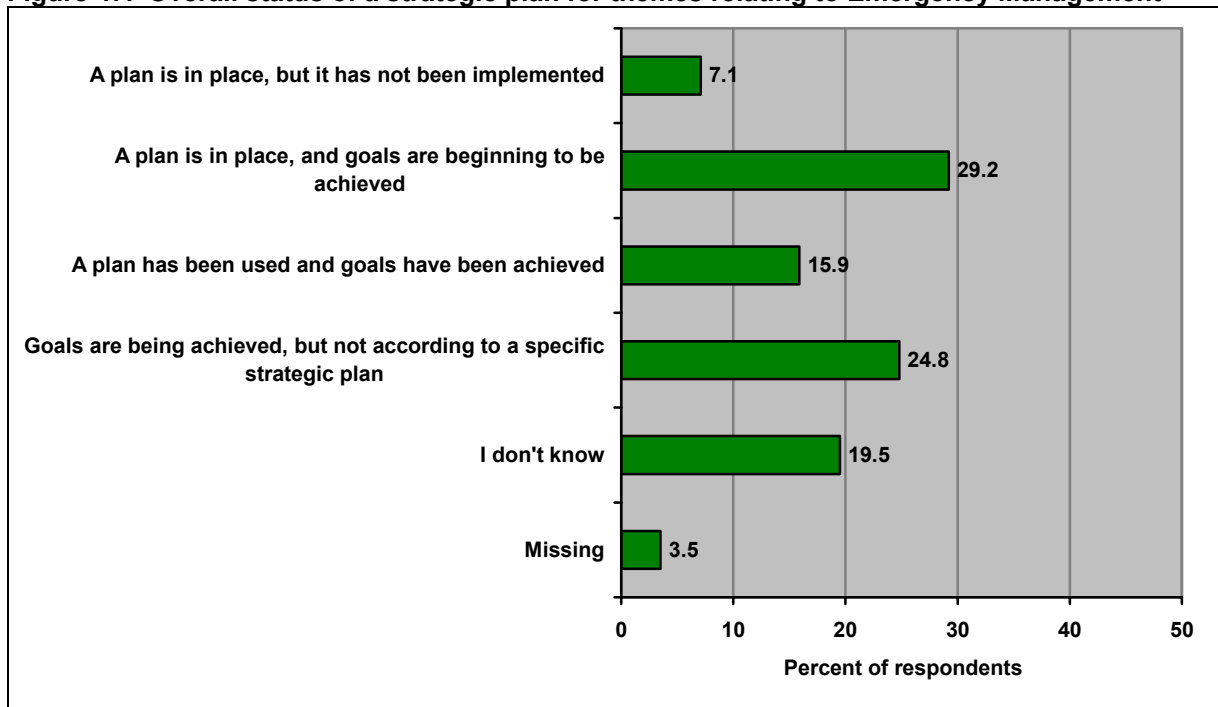
Figure 46. Whether there are goals and objectives relating to each Emergency Management theme



N=113

- The largest proportion of respondents indicated that a strategic plan for themes relating to Emergency Management is in place, and goals are beginning to be achieved (29.2 percent). One-fourth of respondents indicated that goals are being achieved, but not according to a specific strategic plan (24.8 percent) and 15.9 percent of respondents indicated that a plan has been used and goals have been achieved.
- An additional 19.5 percent of respondents indicated that they do not know the overall status of a strategic plan for Emergency Management themes; 7.1 percent of respondents indicated that a plan is in place, but it has not been implemented.
- See Appendix Table 40 for overall distributions.

Figure 47. Overall status of a strategic plan for themes relating to Emergency Management

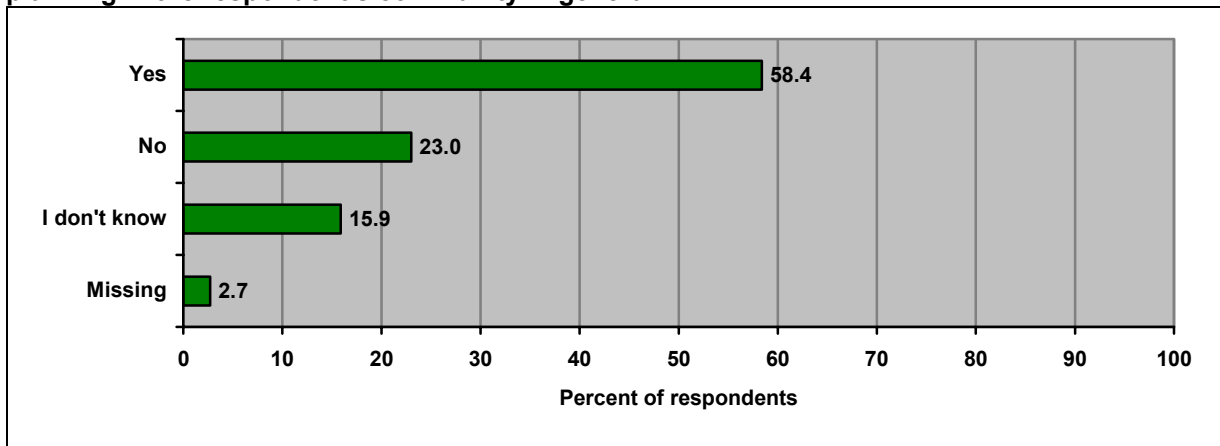


N=113

BARRIERS

- A small majority of respondents indicated that there is organizational readiness (e.g., leadership, resources) for strategic planning in their community in general (58.4 percent). Nearly one-fourth of respondents indicated that there is not organizational readiness (23.0 percent) and 15.9 percent of respondents indicated that they do not know if there is organizational readiness for strategic planning in their community in general.
- See Appendix Table 41 for overall distributions.

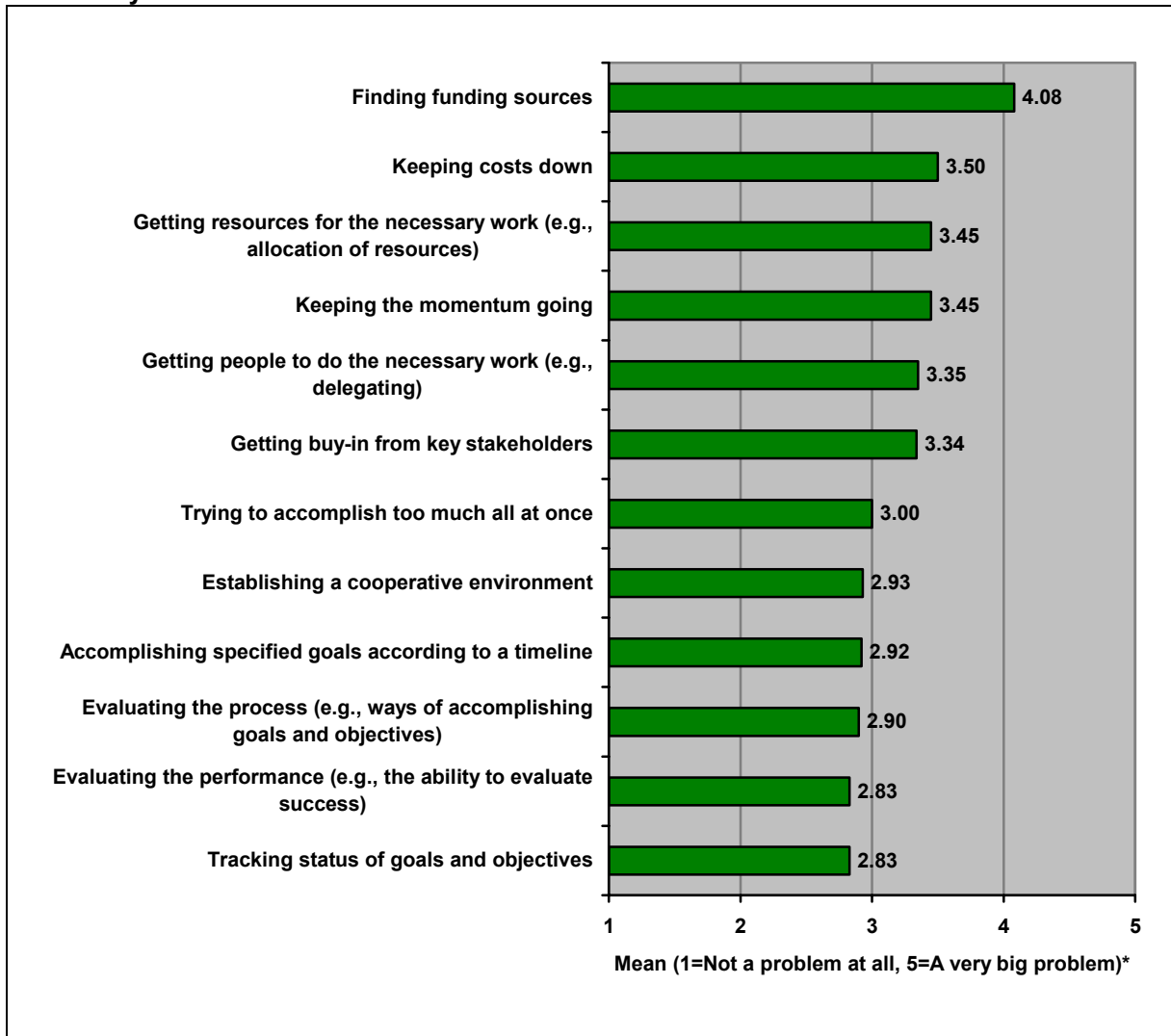
Figure 48. Whether there is organizational readiness (e.g., leadership, resources) for strategic planning in the respondent's community in general



N=113

- On average, respondents indicated that finding funding sources is the largest problem for their community (mean=4.08), followed by keeping costs down (mean=3.50), getting resources for the necessary work (e.g., allocation of resources) (mean=3.45), and keeping the momentum going (mean=3.45). On average, tasks considered to be a moderate problem within their community include: getting people to do the necessary work (e.g., delegating) (mean=3.35), getting buy-in from key stakeholders (mean=3.34), trying to accomplish too much all at once (mean=3.00), establishing a cooperative environment (mean=2.93), accomplishing specified goals according to a timeline (mean=2.92), evaluating the process (e.g., ways of accomplishing goals and objectives) (mean=2.90), evaluating the performance (e.g., the ability to evaluate success) (mean=2.83) and tracking the status of goals and objectives (mean=2.83).
- See Appendix Table 42 for overall distributions and means.

Figure 49. How much of a problem each of the following tasks are for the respondent's community

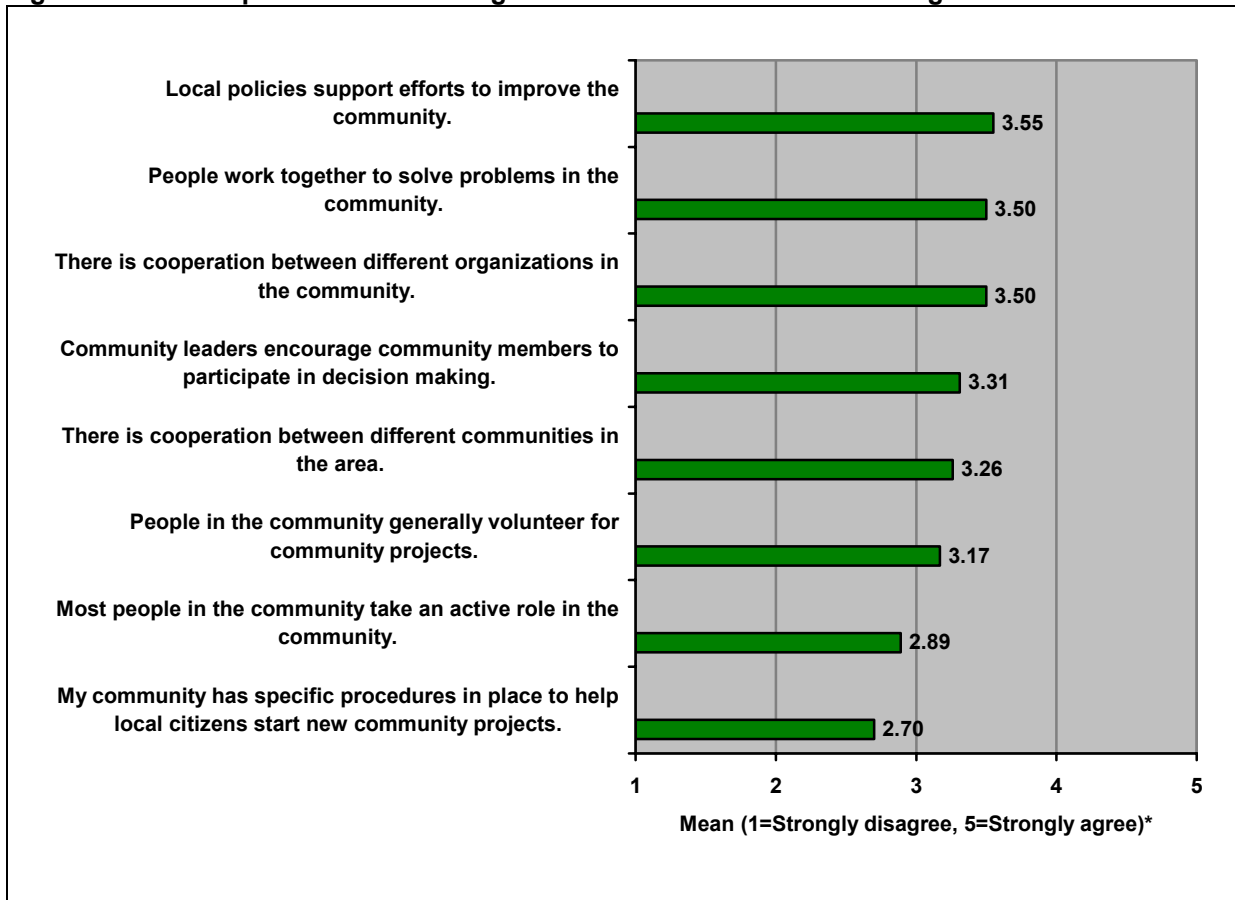


N=113

*Means are based on a 1 to 5 scale, with 1 being "Not a problem at all" and 5 being "A very big problem," and exclude "Do Not Know (DNK)" and "Missing" responses.

- On average, respondents agreed the most with the statement that local policies support efforts to improve the community (mean=3.55), followed by the statements: people work together to solve problems in the community (mean=3.50) and there is cooperation between different organizations in the community (mean=3.50). On average, respondents somewhat agreed with the following statements: community leaders encourage community members to participate in decision making (mean=3.31), there is cooperation between different communities in the area (mean=3.26), and people in the community generally volunteer for community projects (mean=3.17). On average, respondents somewhat disagreed with the following statements: most people in the community take an active role in the community (mean=2.89) and my community has specific procedures in place to help local citizens start new community projects (mean=2.70).
- See Appendix Table 43 for overall distributions and means.

Figure 50. The respondent's level of agreement with each of the following statements

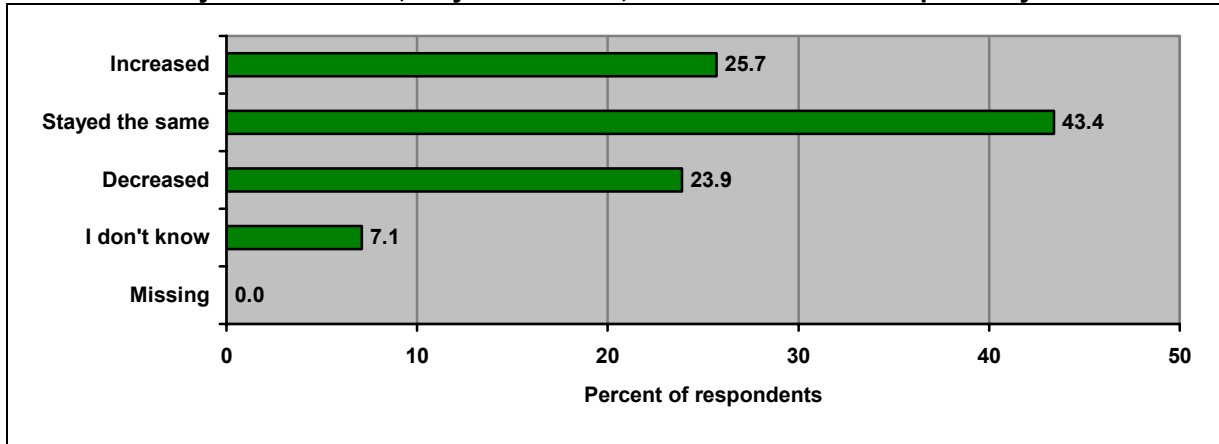


N=113

*Means are based on a 1 to 5 scale, with 1 being "Strongly disagree" and 5 being "Strongly agree," and exclude "Do Not Know (DNK)" and "Missing" responses.

- The largest proportion of respondents thought that overall cooperation *between organizations* within their community stayed the same over the past 10 years (43.4 percent). One-fourth of respondents thought that the overall cooperation *between organizations* within their community increased (25.7 percent), and nearly one-fourth thought that cooperation decreased over the past 10 years (23.9 percent). In addition, 7.1 percent of respondents indicated that they do not know whether cooperation *between organizations* increased, stayed the same, or decreased over the past 10 years.
- See Appendix Table 44 for overall distributions.

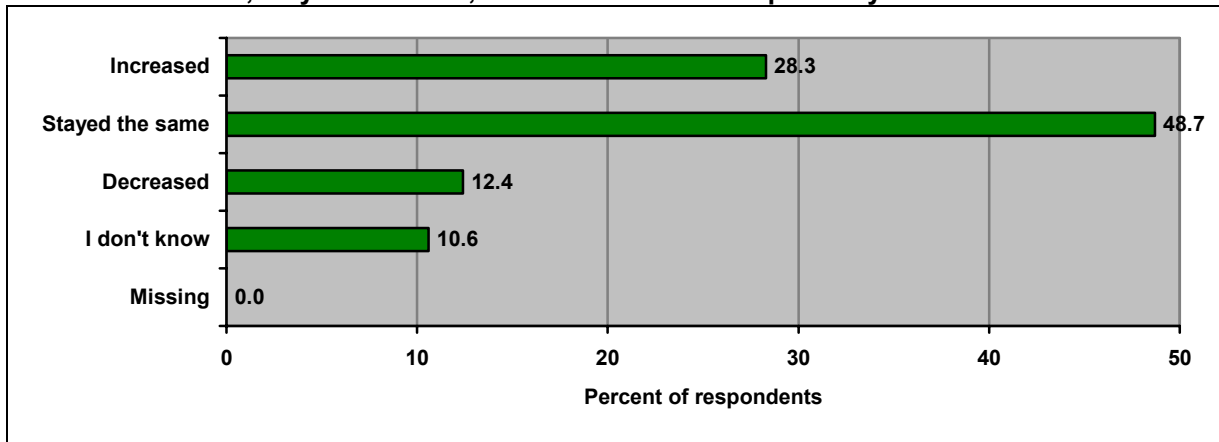
Figure 51. Whether the respondent thinks that overall cooperation *between organizations* within their community has increased, stayed the same, or decreased over the past 10 years



N=113

- Nearly half of respondents thought that overall cooperation *between communities* in their area stayed the same over the past 10 years (48.7 percent). While 28.3 percent of respondents thought that cooperation *between communities* in their area increased, 12.4 percent of respondents thought that cooperation decreased over the past 10 years. In addition, 10.6 percent of respondents indicated that they do not know whether cooperation *between communities* increased, stayed the same, or decreased over the past 10 years.
- See Appendix Table 45 for overall distributions.

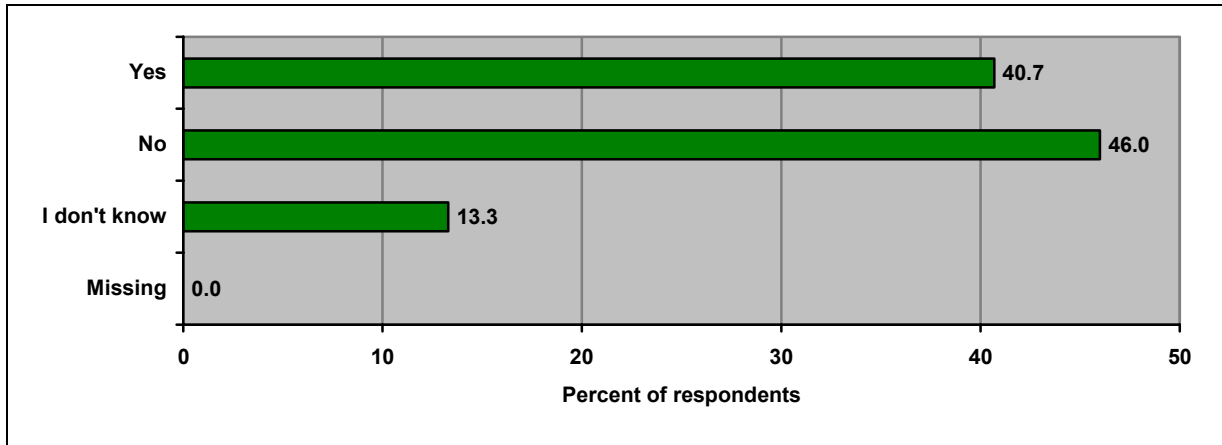
Figure 52. Whether the respondent thinks that overall cooperation *between communities* in their area has increased, stayed the same, or decreased over the past 10 years



N=113

- Nearly half of respondents indicated that their community is *not* currently pursuing any joint projects with other communities (46.0 percent). Similarly, 40.7 percent of respondents indicated that their community is currently pursuing joint projects. In addition, 13.3 percent of respondents indicated that they do not know if their community is pursuing joint projects with other communities.
- See Appendix Table 46 for overall distributions.

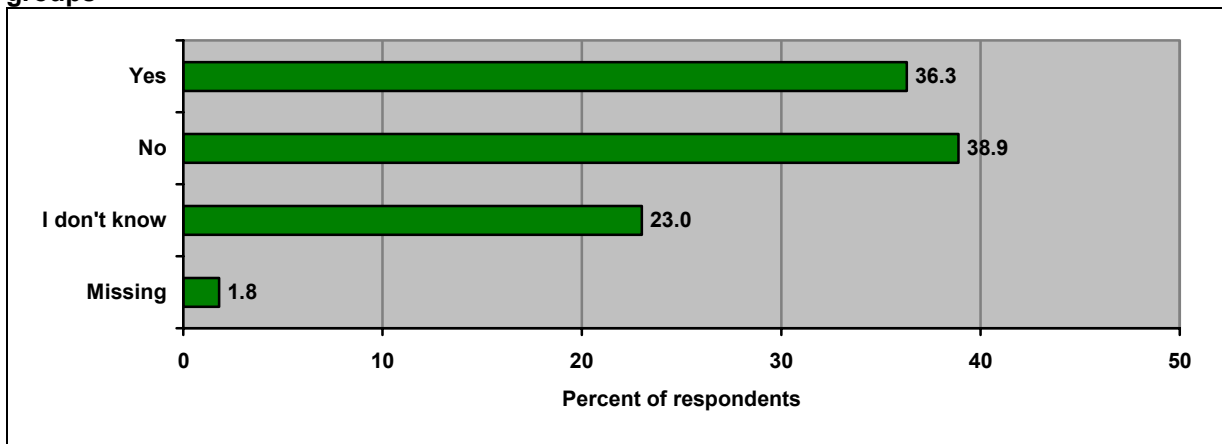
Figure 53. Whether the respondent's community is currently pursuing any joint projects with other communities



N=113

- Nearly equal proportions of respondents indicated that their community is and is *not* currently leveraging resources with other groups (36.3 percent and 38.9 percent, respectively). In addition, 23.0 percent of respondents indicated that they do not know if their community is currently leveraging resources with any other groups.
- See Appendix Table 47 for overall distributions.

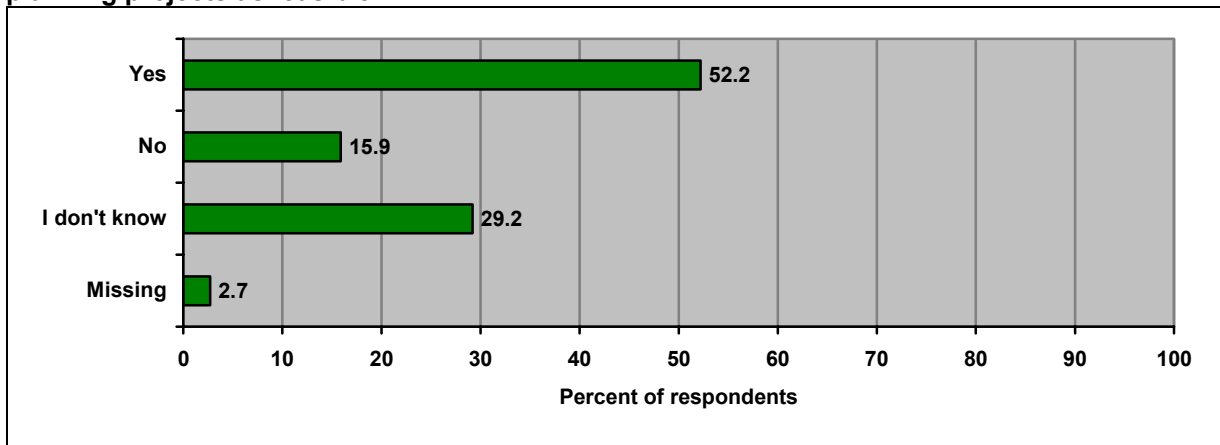
Figure 54. Whether the respondent's community is currently leveraging resources with any other groups



N=113

- Half of respondents indicated that they see collaboration with other communities on strategic planning projects as feasible (52.2 percent). While 29.2 percent of respondents indicated that they do not know whether they see collaboration with other communities on strategic planning projects as feasible, 15.9 percent of respondents indicated that they do *not* see collaboration as feasible.
- See Appendix Table 48 for overall distributions.

Figure 55. Whether the respondent sees collaboration with other communities on strategic planning projects as feasible

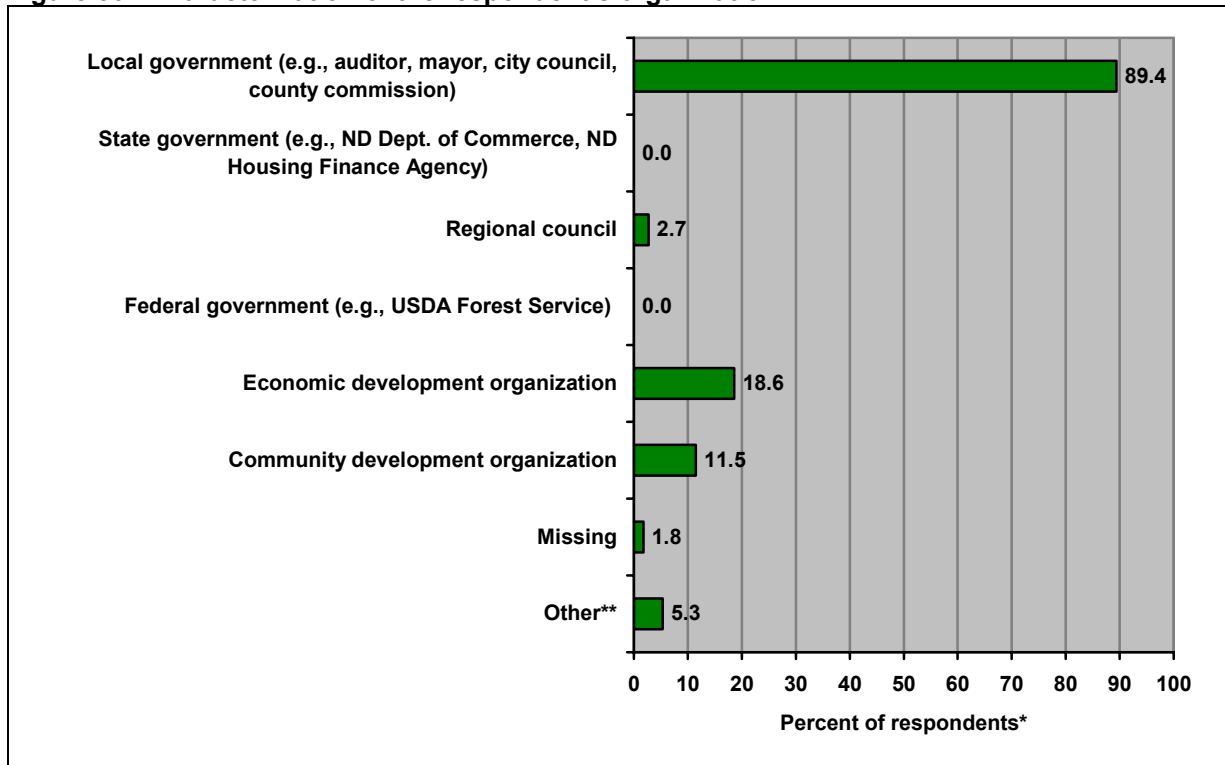


N=113

DEMOGRAPHICS

- The vast majority of respondents characterized their organization as local government (e.g., auditor, mayor, city council, county commission) (89.4 percent), 18.6 percent characterized their organization as an economic development organization, 11.5 characterized it as a community development organization, and 2.7 percent of respondents characterized it as a regional council.
- The remaining 5.3 percent of respondents characterized their organization as some other type. Examples of “other” responses include bank employee and a combined position with the city and EDC.
- See Appendix Table 49 for overall distributions for respondent’s organizations, and a complete list of “other” responses.

Figure 56. Characterization of the respondent’s organization



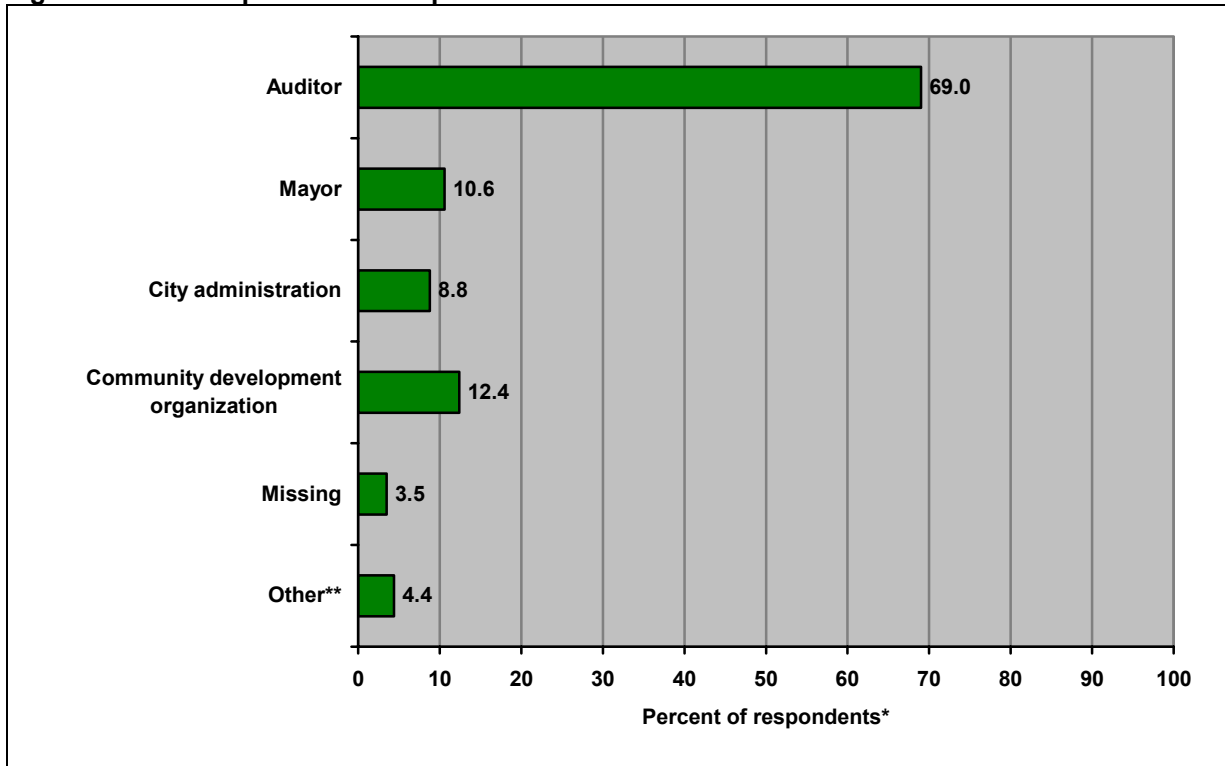
N=113

*Percentages do not equal 100.0 due to multiple responses.

**See Appendix Table 49 for a complete list of “Other” responses.

- More than two-thirds of respondents held an auditor’s position (69.0 percent), 10.6 percent of respondents held a mayor’s position, and another 12.4 held community development organization positions.
- See Appendix Table 50 for overall distributions of respondent’s title/position.

Figure 57. The respondent’s title/position



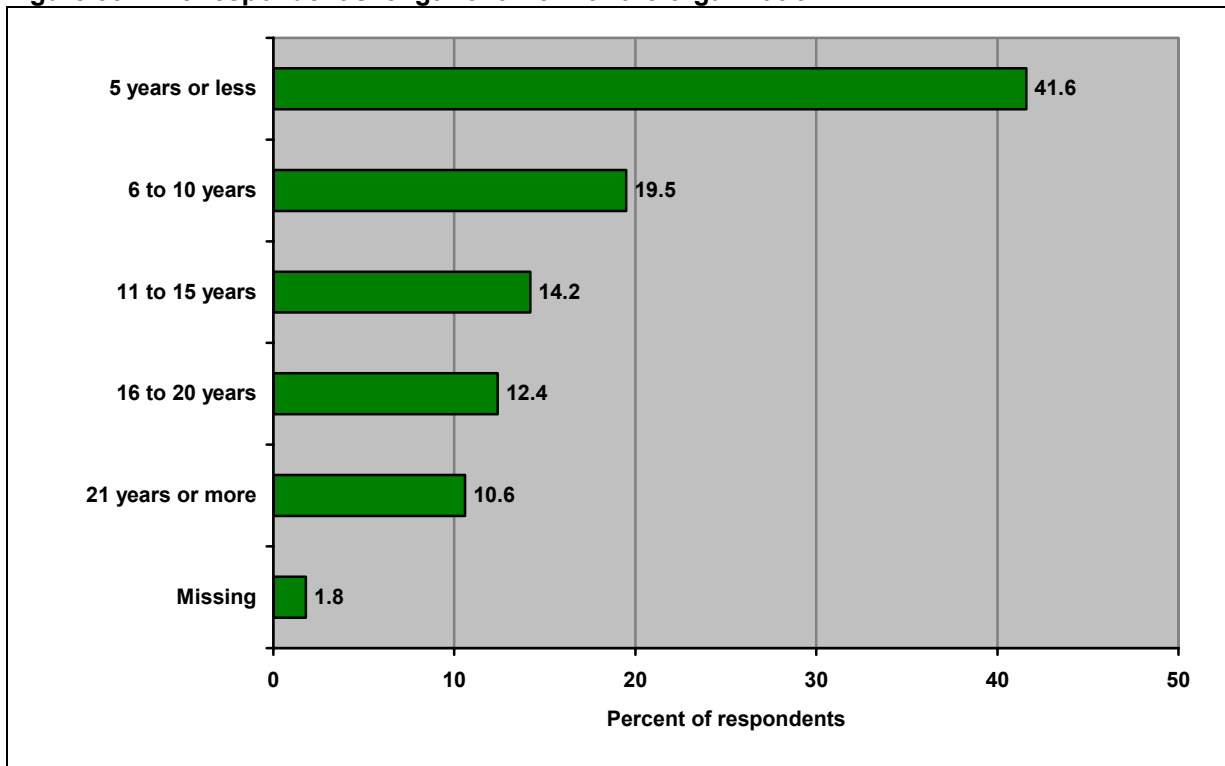
N=113

*Percentages do not equal 100.0 due to multiple responses.

**See Appendix Table 50 for a complete list of “Other” responses.

- The largest proportion of respondents had been with their organization five years or less (41.6 percent), 19.5 percent of respondents had been with their organization six to 10 years, 14.2 percent of respondents had been with their organization 11 to 15 years, 12.4 percent of respondents had been with their organization 16 to 20 years, and 10.6 percent of respondents had been with their organization 21 years or more.
- See Appendix Table 51 for overall distributions of respondent's length of time with the organization.

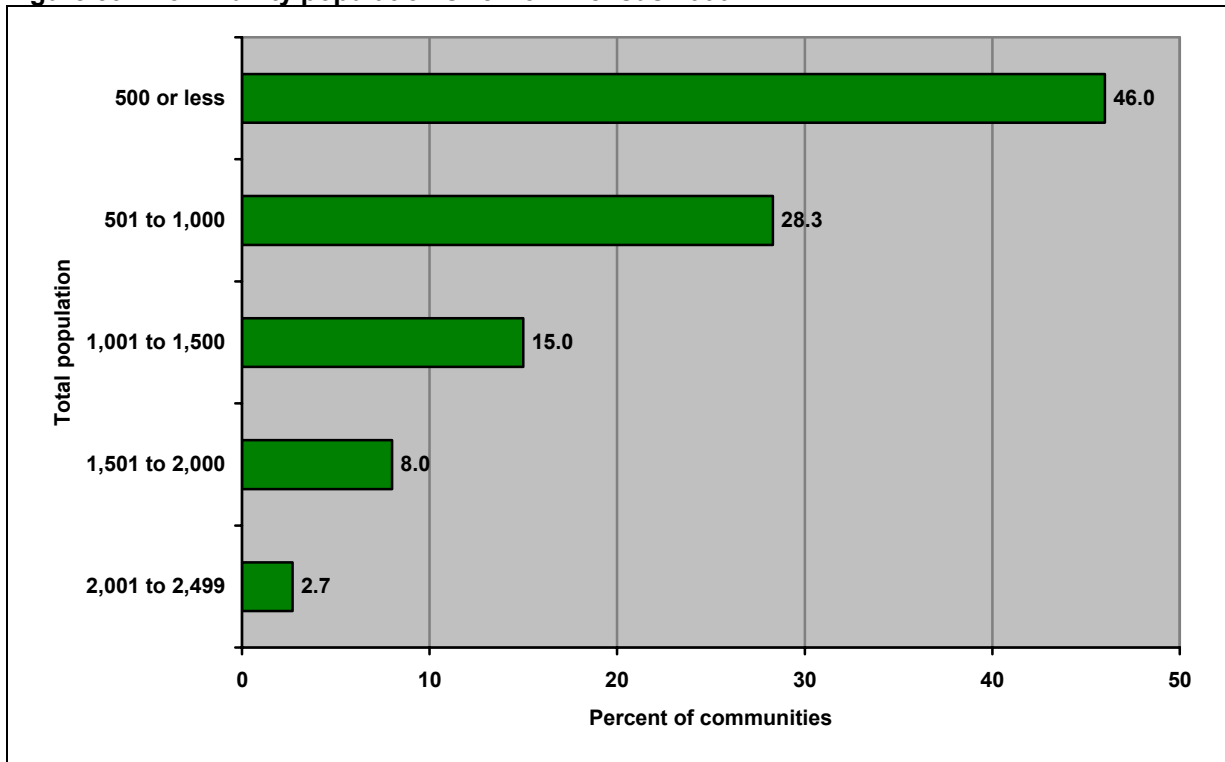
Figure 58. The respondent's length of time with the organization



N=113

- According to the Census 2000, 46.0 percent of participating communities had a population size of 500 people or less. In addition, 28.3 percent had a population of 501 to 1,000 people, 15.0 percent of communities had 1,001 to 1,500 people, 8.0 percent of communities had 1,501 to 2,000 people, and 2.7 percent of communities had a population of 2,001 people or more.
- The communities' population sizes ranged from 26 to 2,336 people and had an average population size of 699 people.
- See Appendix Table 52 for overall distributions

Figure 59. Community population size from Census 2000



N=113

Note: Community population sizes ranged from 26 to 2,336 people; mean=699.

APPENDIX TABLES

Note: “DNK” refers to a response of “Do not know.”

Appendix Table 1. Overall, how much of a priority Community Development is for the respondent’s community

Level of priority	Respondents	
	Number	Percent
(1) Not a priority	7	6.2
(2)	10	8.8
(3)	23	20.4
(4)	29	25.7
(5) A high priority	41	36.3
DNK	1	0.9
Missing	2	1.8
Total	113	100.1
Mean*	3.79	

*Mean is based on a 1 to 5 scale, with 1 being “Not a priority” and 5 being “A high priority,” and excludes “DNK” and “Missing” responses.

Appendix Table 2. Whether the respondent’s community has goals and objectives relating to Community Development

Response	Respondents	
	Number	Percent
Yes	76	67.3
Yes - answered “No/I don’t know” but answered “Yes” to the follow-up questions of whether there were goals and objectives within a theme	12	10.6
No	20	17.7
I don’t know	4	3.5
Missing	1	0.9
Total	113	100.0

Appendix Table 3. Among respondents whose community has goals and objectives relating to Community Development, the overall status of these goals and objectives

Status of goals and objectives	Respondents	
	Number	Percent
On schedule	22	28.9
Ahead of schedule	2	2.6
Delayed	13	17.1
Cancelled	0	0.0
There is no specified timeline	38	50.0
I don’t know	1	1.3
Missing	0	0.0
Total	76	99.9

Appendix Table 4. Among respondents whose community has goals and objectives relating to Community Development, whether these goals and objectives are REALISTIC

Response	Respondents	
	Number	Percent
Yes, all	8	10.5
Yes, some	67	88.2
No, none	1	1.3
I don’t know	0	0.0
Missing	0	0.0
Total	76	100.0

Appendix Table 5. Among respondents whose community has goals and objectives relating to Community Development, whether overall these goals and objectives are being ACHIEVED

Response	Respondents	
	Number	Percent
Yes, all	3	3.9
Yes, some	67	88.2
No, none	4	5.3
I don't know	2	2.6
Missing	0	0.0
Total	76	100.0

Appendix Table 6. Among respondents whose community has goals and objectives relating to Community Development, whether these goals and objectives should be CHANGED

Response	Respondents	
	Number	Percent
Yes, all	1	1.3
Yes, some	45	59.2
No, none	14	18.4
I don't know	16	21.1
Missing	0	0.0
Total	76	100.0

Appendix Table 7. Among respondents whose community has goals and objectives relating to Community Development, whether personnel have ADEQUATE RESOURCES to achieve these goals and objectives (money, equipment, facilities, training, etc.)

Response	Respondents	
	Number	Percent
Yes, all	7	9.2
Yes, some	51	67.1
No, none	15	19.7
I don't know	1	1.3
Missing	2	2.6
Total	76	99.9

Appendix Table 8. How much of a priority each Community Development theme is

Community Development Theme	Level of priority (1=Not a priority, 5=A high priority)										
	Mean*	Percent of respondents (N=113)							DNK	Missing	Total
		1	2	3	4	5					
Child care	2.91	22.1	16.8	19.5	18.6	16.8	0.9	5.3	100.0		
City promotion	3.66	7.1	8.0	20.4	35.4	24.8	0.0	4.4	100.1		
Education	3.92	7.1	1.8	23.0	21.2	40.7	2.7	3.5	100.0		
Health	3.62	9.7	4.4	23.0	29.2	25.7	2.7	5.3	100.0		
Housing	3.76	8.8	3.5	21.2	31.9	31.9	0.9	1.8	100.0		
Infrastructure	3.89	8.0	4.4	15.9	26.5	38.1	3.5	3.5	99.9		
Leadership	3.42	8.0	9.7	28.3	31.0	16.8	2.7	3.5	100.0		
Promoting a sense of community	3.66	7.1	7.1	23.0	31.0	26.5	0.0	5.3	100.0		
Recreation	3.51	3.5	12.4	28.3	34.5	16.8	0.9	3.5	99.9		
Senior services	3.50	7.1	7.1	28.3	38.1	15.9	0.9	2.7	100.1		
Technology	3.32	10.6	8.0	31.0	29.2	15.0	1.8	4.4	100.0		
Transportation	2.75	17.7	21.2	30.1	18.6	7.1	2.7	2.7	100.1		

*Means are based on a 1 to 5 scale, with 1 being "Not a priority" and 5 being "A high priority," and exclude "DNK" and "Missing" responses.

Appendix Table 9. Whether there are goals and objectives relating to each Community Development theme

Community Development Theme	Percent of respondents (N=113)				
	Yes	No	DNK	Missing	Total
Child care	27.4	50.4	12.4	9.7	99.9
City promotion	54.0	28.3	8.0	9.7	100.0
Education	42.5	31.9	15.9	9.7	100.0
Health	36.3	36.3	15.0	12.4	100.0
Housing	47.8	36.3	9.7	6.2	100.0
Infrastructure	50.4	30.1	11.5	8.0	100.0
Leadership	36.3	41.6	14.2	8.0	100.1
Promoting a sense of community	47.8	32.7	10.6	8.8	99.9
Recreation	48.7	26.5	15.0	9.7	99.9
Senior services	44.2	35.4	13.3	7.1	100.0
Technology	31.9	43.4	15.9	8.8	100.0
Transportation	22.1	52.2	15.9	9.7	99.9

Appendix Table 10. Overall status of a strategic plan for themes relating to Community Development

Response	Respondents	
	Number	Percent
A plan is in place, but it has not been implemented	13	11.5
A plan is in place, and goals are beginning to be achieved	28	24.8
A plan has been used and goals have been achieved	12	10.6
Goals are being achieved, but not according to a specific strategic plan	32	28.3
I don't know	23	20.4
Missing	5	4.4
Total	113	100.0

Appendix Table 11. Overall, how much of a priority Economic Development is for the respondent's community

Level of priority	Respondents	
	Number	Percent
(1) Not a priority	8	7.1
(2)	12	10.6
(3)	23	20.4
(4)	26	23.0
(5) A high priority	40	35.4
DNK	1	0.9
Missing	3	2.7
Total	113	100.1
Mean*	3.72	

*Mean is based on a 1 to 5 scale, with 1 being "Not a priority" and 5 being "A high priority," and excludes "DNK" and "Missing" responses.

Appendix Table 12. Whether the respondent's community has goals and objectives relating to Economic Development

Response	Respondents	
	Number	Percent
Yes	60	53.1
Yes - answered "No/I don't know" but answered "Yes" to the follow-up questions of whether there were goals and objectives within a theme	12	10.6
No	31	27.4
I don't know	10	8.8
Missing	0	0.0
Total	113	99.9

Appendix Table 13. Among respondents whose community has goals and objectives relating to Economic Development, the overall status of these goals and objectives

Status of goals and objectives	Respondents	
	Number	Percent
On schedule	12	20.0
Ahead of schedule	1	1.7
Delayed	10	16.7
Cancelled	0	0.0
There is no specified timeline	34	56.7
I don't know	2	3.3
Missing	1	1.7
Total	60	100.1

Appendix Table 14. Among respondents whose community has goals and objectives relating to Economic Development, whether these goals and objectives are REALISTIC

Response	Respondents	
	Number	Percent
Yes, all	4	6.7
Yes, some	53	88.3
No, none	0	0.0
I don't know	3	5.0
Missing	0	0.0
Total	60	100.0

Appendix Table 15. Among respondents whose community has goals and objectives relating to Economic Development, whether overall these goals and objectives are being ACHIEVED

Response	Respondents	
	Number	Percent
Yes, all	1	1.7
Yes, some	53	88.3
No, none	3	5.0
I don't know	3	5.0
Missing	0	0.0
Total	60	100.0

Appendix Table 16. Among respondents whose community has goals and objectives relating to Economic Development, whether these goals and objectives should be CHANGED

Response	Respondents	
	Number	Percent
Yes, all	0	0.0
Yes, some	36	60.0
No, none	7	11.7
I don't know	17	28.3
Missing	0	0.0
Total	60	100.0

Appendix Table 17. Among respondents whose community has goals and objectives relating to Economic Development, whether personnel have ADEQUATE RESOURCES to achieve these goals and objectives (money, equipment, facilities, training, etc.)

Response	Respondents	
	Number	Percent
Yes, all	2	3.3
Yes, some	41	68.3
No, none	11	18.3
I don't know	5	8.3
Missing	1	1.7
Total	60	99.9

Appendix Table 18. How much of a priority each Economic Development theme is

Economic Development Theme	Level of priority (1=Not a priority, 5=A high priority)										
	Mean*	Percent of respondents (N=113)							DNK	Missing	Total
		1	2	3	4	5					
Business	3.88	6.2	8.0	13.3	32.7	36.3	0.9	2.7	100.1		
Jobs	3.90	8.8	5.3	14.2	25.7	41.6	0.9	3.5	100.0		
Monetary concerns	3.52	10.6	6.2	24.8	26.5	24.8	2.7	4.4	100.0		
Population	3.75	7.1	4.4	23.9	28.3	30.1	3.5	2.7	100.0		
Taxation	3.40	9.7	8.0	28.3	26.5	18.6	4.4	4.4	99.9		
Tourism	3.19	15.9	14.2	23.0	19.5	22.1	1.8	3.5	100.0		

*Means are based on a 1 to 5 scale, with 1 being "Not a priority" and 5 being "A high priority," and exclude "DNK" and "Missing" responses.

Appendix Table 19. Whether there are goals and objectives relating to each Economic Development theme

Economic Development Theme	Percent of respondents (N=113)				
	Yes	No	DNK	Missing	Total
Business	48.7	31.0	8.8	11.5	100.0
Jobs	45.1	34.5	8.8	11.5	99.9
Monetary concerns	28.3	38.9	21.2	11.5	99.9
Population	35.4	38.9	15.0	10.6	99.9
Taxation	29.2	40.7	18.6	11.5	100.0
Tourism	41.6	36.3	10.6	11.5	100.0

Appendix Table 20. Overall status of a strategic plan for themes relating to Economic Development

Response	Respondents	
	Number	Percent
A plan is in place, but it has not been implemented	10	8.8
A plan is in place, and goals are beginning to be achieved	32	28.3
A plan has been used and goals have been achieved	10	8.8
Goals are being achieved, but not according to a specific strategic plan	30	26.5
I don't know	27	23.9
Missing	4	3.5
Total	113	99.8

Appendix Table 21. Overall, how much of a priority Natural Resources are for the respondent's community

Level of priority	Respondents	
	Number	Percent
(1) Not a priority	17	15.0
(2)	14	12.4
(3)	32	28.3
(4)	22	19.5
(5) A high priority	24	21.2
DNK	2	1.8
Missing	2	1.8
Total	113	100.0
Mean*	3.20	

*Mean is based on a 1 to 5 scale, with 1 being "Not a priority" and 5 being "A high priority," and excludes "DNK" and "Missing" responses.

Appendix Table 22. Whether the respondent's community has goals and objectives relating to Natural Resources

Response	Respondents	
	Number	Percent
Yes	32	28.3
Yes - answered "No/I don't know" but answered "Yes" to the follow-up questions of whether there were goals and objectives within a theme	31	27.4
No	42	37.2
I don't know	7	6.2
Missing	1	0.9
Total	113	100.0

Appendix Table 23. Among respondents whose community has goals and objectives relating to Natural Resources, the overall status of these goals and objectives

Status of goals and objectives	Respondents	
	Number	Percent
On schedule	11	34.4
Ahead of schedule	2	6.3
Delayed	3	9.4
Cancelled	0	0.0
There is no specified timeline	16	50.0
I don't know	0	0.0
Missing	0	0.0
Total	32	100.1

Appendix Table 24. Among respondents whose community has goals and objectives relating to Natural Resources, whether these goals and objectives are REALISTIC

Response	Respondents	
	Number	Percent
Yes, all	8	25.0
Yes, some	23	71.9
No, none	0	0.0
I don't know	1	3.1
Missing	0	0.0
Total	32	100.0

Appendix Table 25. Among respondents whose community has goals and objectives relating to Natural Resources, whether overall these goals and objectives are being ACHIEVED

Response	Respondents	
	Number	Percent
Yes, all	3	9.4
Yes, some	29	90.6
No, none	0	0.0
I don't know	0	0.0
Missing	0	0.0
Total	32	100.0

Appendix Table 26. Among respondents whose community has goals and objectives relating to Natural Resources, whether these goals and objectives should be CHANGED

Response	Respondents	
	Number	Percent
Yes, all	0	0.0
Yes, some	18	56.3
No, none	7	21.9
I don't know	7	21.9
Missing	0	0.0
Total	32	100.1

Appendix Table 27. Among respondents whose community has goals and objectives relating to Natural Resources, whether personnel have ADEQUATE RESOURCES to achieve these goals and objectives (money, equipment, facilities, training, etc.)

Response	Respondents	
	Number	Percent
Yes, all	1	3.1
Yes, some	26	81.3
No, none	1	3.1
I don't know	4	12.5
Missing	0	0.0
Total	32	100.0

Appendix Table 28. How much of a priority each Natural Resources theme is

Natural Resources Theme	Mean*	Level of priority (1=Not a priority, 5=A high priority)							
		Percent of respondents (N=113)							
		1	2	3	4	5	DNK	Missing	Total
Beautification	3.72	4.4	8.8	20.4	38.9	23.9	1.8	1.8	100.0
Energy	3.17	16.8	8.8	24.8	23.0	17.7	6.2	2.7	100.0
Land	3.20	11.5	9.7	31.9	23.9	13.3	7.1	2.7	100.1
Water	3.85	8.0	5.3	17.7	24.8	38.1	3.5	2.7	100.1

*Means are based on a 1 to 5 scale, with 1 being "Not a priority" and 5 being "A high priority," and exclude "DNK" and "Missing" responses.

Appendix Table 29. Whether there are goals and objectives relating to each Natural Resources theme

Natural Resources Theme	Percent of respondents (N=113)				
	Yes	No	DNK	Missing	Total
Beautification	50.4	31.0	8.8	9.7	99.9
Energy	25.7	38.1	23.9	12.4	100.1
Land	27.4	38.9	20.4	13.3	100.0
Water	46.9	27.4	14.2	11.5	100.0

Appendix Table 30. Overall status of a strategic plan for themes relating to Natural Resources

Response	Respondents	
	Number	Percent
A plan is in place, but it has not been implemented	9	8.0
A plan is in place, and goals are beginning to be achieved	14	12.4
A plan has been used and goals have been achieved	11	9.7
Goals are being achieved, but not according to a specific strategic plan	35	31.0
I don't know	36	31.9
Missing	8	7.1
Total	113	100.1

Appendix Table 31. Overall, how much of a priority Emergency Management is for the respondent's community

Level of priority	Respondents	
	Number	Percent
(1) Not a priority	5	4.4
(2)	4	3.5
(3)	26	23.0
(4)	42	37.2
(5) A high priority	31	27.4
DNK	3	2.7
Missing	2	1.8
Total	113	100.0
Mean*	3.83	

*Mean is based on a 1 to 5 scale, with 1 being "Not a priority" and 5 being "A high priority," and excludes "DNK" and "Missing" responses.

Appendix Table 32. Whether the respondent's community has goals and objectives relating to Emergency Management

Response	Respondents	
	Number	Percent
Yes	70	61.9
Yes - answered "No/I don't know" but answered "Yes" to the follow-up questions of whether there were goals and objectives within a theme	15	13.3
No	13	11.5
I don't know	13	11.5
Missing	2	1.8
Total	113	100.0

Appendix Table 33. Among respondents whose community has goals and objectives relating to Emergency Management, the overall status of these goals and objectives

Status of goals and objectives	Respondents	
	Number	Percent
On schedule	44	62.9
Ahead of schedule	4	5.7
Delayed	5	7.1
Cancelled	1	1.4
There is no specified timeline	14	20.0
I don't know	2	2.9
Missing	0	0.0
Total	70	100.0

Appendix Table 34. Among respondents whose community has goals and objectives relating to Emergency Management, whether these goals and objectives are REALISTIC

Response	Respondents	
	Number	Percent
Yes, all	23	32.9
Yes, some	44	62.9
No, none	1	1.4
I don't know	2	2.9
Missing	0	0.0
Total	70	100.1

Appendix Table 35. Among respondents whose community has goals and objectives relating to Emergency Management, whether overall these goals and objectives are being ACHIEVED

Response	Respondents	
	Number	Percent
Yes, all	17	24.3
Yes, some	49	70.0
No, none	1	1.4
I don't know	3	4.3
Missing	0	0.0
Total	70	100.0

Appendix Table 36. Among respondents whose community has goals and objectives relating to Emergency Management, whether these goals and objectives should be CHANGED

Response	Respondents	
	Number	Percent
Yes, all	1	1.4
Yes, some	20	28.6
No, none	24	34.3
I don't know	25	35.7
Missing	0	0.0
Total	70	100.0

Appendix Table 37. Among respondents whose community has goals and objectives relating to Emergency Management, whether personnel have ADEQUATE RESOURCES to achieve these goals and objectives (money, equipment, facilities, training, etc.)

Response	Respondents	
	Number	Percent
Yes, all	10	14.3
Yes, some	49	70.0
No, none	6	8.6
I don't know	5	7.1
Missing	0	0.0
Total	70	100.0

Appendix Table 38. How much of a priority each Emergency Management theme is

Emergency Management Theme	Level of priority (1=Not a priority, 5=A high priority)										
	Mean*	Percent of respondents (N=113)							DNK	Missing	Total
		1	2	3	4	5					
EMS	4.32	2.7	3.5	8.8	24.8	54.0	4.4	1.8	100.0		
Fire	4.52	0.9	0.9	5.3	30.1	60.2	1.8	0.9	100.1		
Hazard mitigation	3.60	6.2	9.7	23.9	24.8	25.7	6.2	3.5	100.0		
Law enforcement	3.96	6.2	3.5	17.7	29.2	39.8	1.8	1.8	100.0		
Safety	4.11	1.8	6.2	17.7	24.8	46.0	0.9	2.7	100.1		

*Means are based on a 1 to 5 scale, with 1 being "Not a priority" and 5 being "A high priority," and exclude "DNK" and "Missing" responses.

Appendix Table 39. Whether there are goals and objectives relating to each Emergency Management theme

Emergency Management Theme	Percent of respondents (N=113)				
	Yes	No	DNK	Missing	Total
EMS	61.9	19.5	9.7	8.8	99.9
Fire	67.3	13.3	10.6	8.8	100.0
Hazard mitigation	44.2	23.9	23.0	8.8	99.9
Law enforcement	48.7	26.5	16.8	8.0	100.0
Safety	48.7	23.9	18.6	8.8	100.0

Appendix Table 40. Overall status of a strategic plan for themes relating to Emergency Management

Response	Respondents	
	Number	Percent
A plan is in place, but it has not been implemented	8	7.1
A plan is in place, and goals are beginning to be achieved	33	29.2
A plan has been used and goals have been achieved	18	15.9
Goals are being achieved, but not according to a specific strategic plan	28	24.8
I don't know	22	19.5
Missing	4	3.5
Total	113	100.0

Appendix Table 41. Whether there is organizational readiness (e.g., leadership, resources) for strategic planning in the respondent's community in general

Response	Respondents	
	Number	Percent
Yes	66	58.4
No	26	23.0
I don't know	18	15.9
Missing	3	2.7
Total	113	100.0

Appendix Table 42. How much of a problem each of the following tasks are for the respondent's community

Task	Level of problem (1=Not a problem at all, 5=A very big problem)								
	Mean*	Percent of respondents (N=113)							
		1	2	3	4	5	DNK	Missing	Total
Finding funding sources	4.08	7.1	1.8	17.7	17.7	49.6	4.4	1.8	100.1
Keeping costs down	3.50	6.2	7.1	32.7	28.3	18.6	5.3	1.8	100.0
Getting resources for the necessary work (e.g., allocation of resources)	3.45	8.0	12.4	27.4	26.5	23.0	0.9	1.8	100.0
Keeping the momentum going	3.45	5.3	13.3	28.3	29.2	18.6	3.5	1.8	100.0
Getting people to do the necessary work (e.g., delegating)	3.35	8.0	13.3	27.4	35.4	14.2	0.9	0.9	100.1
Getting buy-in from key stakeholders	3.34	8.0	11.5	29.2	15.9	20.4	11.5	3.5	100.0
Trying to accomplish too much all at once	3.00	8.8	18.6	38.9	15.0	10.6	6.2	1.8	99.9
Establishing a cooperative environment	2.93	9.7	26.5	28.3	18.6	10.6	3.5	2.7	99.9
Accomplishing specified goals according to a timeline	2.92	9.7	19.5	39.8	18.6	6.2	3.5	2.7	100.0
Evaluating the process (e.g., ways of accomplishing goals and objectives)	2.90	10.6	20.4	34.5	22.1	5.3	4.4	2.7	100.0
Evaluating the performance (e.g., the ability to evaluate success)	2.83	11.5	19.5	38.1	16.8	5.3	6.2	2.7	100.1
Tracking status of goals and objectives	2.83	14.2	21.2	31.9	19.5	7.1	3.5	2.7	100.1

*Means are based on a 1 to 5 scale, with 1 being "Not a problem at all" and 5 being "A very big problem," and exclude "DNK" and "Missing" responses.

Appendix Table 43. The respondent's level of agreement with each of the following statements

Statement	Level of agreement (1=Strongly disagree, 5=Strongly agree)								
	Mean*	Percent of respondents (N=113)							
		1	2	3	4	5	DNK	Missing	Total
Local policies support efforts to improve the community.	3.55	3.5	5.3	38.1	30.1	16.8	2.7	3.5	100.0
People work together to solve problems in the community.	3.50	3.5	6.2	42.5	31.0	15.9	0.0	0.9	100.0
There is cooperation between different organizations in the community.	3.50	3.5	10.6	28.3	45.1	10.6	0.9	0.9	99.9
Community leaders encourage community members to participate in decision making.	3.31	7.1	8.8	40.7	25.7	13.3	2.7	1.8	100.1
There is cooperation between different communities in the area.	3.26	5.3	13.3	40.7	30.1	9.7	0.0	0.9	100.0
People in the community generally volunteer for community projects.	3.17	8.8	15.9	36.3	25.7	12.4	0.0	0.9	100.0
Most people in the community take an active role in the community.	2.89	9.7	23.9	38.1	22.1	5.3	0.0	0.9	100.0
My community has specific procedures in place to help local citizens start new community projects.	2.70	16.8	23.0	28.3	12.4	8.8	9.7	0.9	99.9

*Means are based on a 1 to 5 scale, with 1 being "Strongly disagree" and 5 being "Strongly agree," and exclude "DNK" and "Missing" responses.

Appendix Table 44. Whether the respondent thinks that overall cooperation *between organizations* within their community has increased, stayed the same, or decreased over the past 10 years

Response	Respondents	
	Number	Percent
Increased	29	25.7
Stayed the same	49	43.4
Decreased	27	23.9
I don't know	8	7.1
Missing	0	0.0
Total	113	100.1

Appendix Table 45. Whether the respondent thinks that overall cooperation *between communities* in their area has increased, stayed the same, or decreased over the past 10 years

Response	Respondents	
	Number	Percent
Increased	32	28.3
Stayed the same	55	48.7
Decreased	14	12.4
I don't know	12	10.6
Missing	0	0.0
Total	113	100.0

Appendix Table 46. Whether the respondent's community is currently pursuing any joint projects with other communities

Response	Respondents	
	Number	Percent
Yes	46	40.7
No	52	46.0
I don't know	15	13.3
Missing	0	0.0
Total	113	100.0

Appendix Table 47. Whether the respondent's community is currently leveraging resources with any other groups

Response	Respondents	
	Number	Percent
Yes	41	36.3
No	44	38.9
I don't know	26	23.0
Missing	2	1.8
Total	113	100.0

Appendix Table 48. Whether the respondent sees collaboration with other communities on strategic planning projects as feasible

Response	Respondents	
	Number	Percent
Yes	59	52.2
No	18	15.9
I don't know	33	29.2
Missing	3	2.7
Total	113	100.0

Appendix Table 49. Characterization of the respondent's organization

Organization	Respondents (N=113)	
	Number	Percent*
Local government (e.g., auditor, mayor, city council, county commission)	101	89.4
State government (e.g., ND Dept. of Commerce, ND Housing Finance Agency)	0	0.0
Regional council	3	2.7
Federal government (e.g., USDA Forest Service)	0	0.0
Economic development organization	21	18.6
Community development organization	13	11.5
Missing	2	1.8
Other	6	5.3
Bank employee		
Board member of Dakota State Line Regional Alliance (Champion Community)		
Chairman of the JDA		
City Administration		
Combined position with city and EDC		
Park board member		

*Percentages do not equal 100.0 due to multiple responses.

Appendix Table 50. The respondent's title/position

Title/position	Respondents (N=113)	
	Number	Percent*
Auditor	78	69.0
Mayor	12	10.6
City administration	10	8.8
Community development organization	14	12.4
Missing	4	3.5
Other	5	4.4
Bank cashier		
Business manager		
High school teacher		
Historical society board member		
Manager		

*Percentages do not equal 100.0 due to multiple responses.

Appendix Table 51. The respondent's length of time with the organization

Length of time	Respondents	
	Number	Percent
5 years or less	47	41.6
6 to 10 years	22	19.5
11 to 15 years	16	14.2
16 to 20 years	14	12.4
21 years or more	12	10.6
Missing	2	1.8
Total	113	100.1

Appendix Table 52. Community population size from Census 2000

Population size	Communities	
	Number	Percent
500 or less	52	46.0
501 to 1,000	32	28.3
1,001 to 1,500	17	15.0
1,501 to 2,000	9	8.0
2,001 to 2,499	3	2.7
Total	113	100.0

Note: Community population sizes ranged from 26 to 2,336 people; mean=699.
Source: U.S. Census Bureau, Census 2000.

SURVEY COVER LETTER

April 24, 2007

Dear «First_Name» «Last_Name», «Title»:

I am writing you on behalf of the North Dakota Strategic Planning Project. This project was initiated by the North Dakota Department of Commerce Division of Community Services and is being conducted by the North Dakota State Data Center at North Dakota State University. The idea behind the North Dakota Strategic Planning Research Project is to enhance viability of communities through cooperative ventures that nurture and promote resource sharing among differing levels of governments (e.g., towns, counties) or organizations through interdependence.

After studying strategic planning activities of several communities across North Dakota, we would like to expand our base of information to a more representative sample of rural communities. We chose your community from a list of communities in North Dakota with fewer than 2,500 people, and we are inviting up to the three largest of these communities in each county to participate. We would like to gather information about priorities and planning activities regarding Community Development, Economic Development, Natural Resources, and Emergency Management, as well as information about barriers to strategic planning.

We're asking a key leader/elected official from each community we are contacting to help us with this study. We found your name and address in the 2007 Directory of Government Officials. We are inviting you to participate in our research. If you choose to participate, please complete and return the enclosed survey in the self-addressed, stamped envelope that is provided for you. The survey is voluntary and will take 10 to 20 minutes to complete. You may leave blank any question you do not want to answer. The information you provide will be combined with responses from other communities and your identity will be kept confidential.

If you choose not to participate in the study, please call me at 701-231-8621 with the name and address of someone else who is informed about your community's planning activities (such as the mayor, an assessor, or an economic development coordinator), and we will mail the survey directly to them. If you are able to deliver/pass the survey on to that person yourself, please feel free to do so. We would like the completed surveys returned to us by May 18, 2007.

If you have questions about the study, you may call me directly at 701-231-8621. For questions about the rights of human research participants or to report a problem, you may call the North Dakota State University Institutional Review Board at 701-231-8908.

Thank you very much for your help in this research study.

Sincerely,



Richard W. Rathge, Director
North Dakota State Data Center

SURVEY INSTRUMENT

North Dakota Strategic Planning Community Assessment Survey

This North Dakota Strategic Planning Community Assessment Survey is being conducted by the North Dakota State Data Center at North Dakota State University (NDSU). The Strategic Planning Project was initiated by the North Dakota Department of Commerce Division of Community Services and is funded by a grant from the United States Department of Agriculture Cooperative State Research, Education, and Extension Service. The survey is voluntary and you may quit at any time. The information you provide will be reported in aggregate form, and your identity will be kept confidential. The survey will take 10 to 20 minutes to complete. If you have questions about the study, you may call Dr. Richard Rathge at 701-231-8621. For questions about the rights of human research participants or to report a problem, call the NDSU Institutional Review Board at 701-231-8908.

First we would like to define three key terms. Strategic planning is an organized process by which a community assesses where they are now, where they want to be, and how to get there. Goals and objectives are an integral part of the strategic planning process: goals identify what needs to be accomplished in order to achieve some larger, overall result, and objectives are what must be accomplished in order to achieve the goals.

After studying strategic planning activities of several communities across North Dakota, we have organized the survey questions according to four main strategic planning topics: Community Development, Economic Development, Natural Resources, and Emergency Management. Themes within these four main topics were generated by examining the communities' goals and objectives. We would like to start by asking you a series of questions about priorities and activities in your community. We will also ask questions about barriers to successful strategic planning in your community. "DNK" refers to a response of "Do not know."

Please return the survey in the self-addressed, stamped envelope provided by May 18, 2007.

Community Development

First we'd like to ask you about Community Development planning and activities in your community. By examining communities' activities and goals and objectives, 12 different Community Development themes were identified: child care, city promotion, education, health, housing, infrastructure, leadership, promoting a sense of community, recreation, senior services, technology, and transportation.

- Q1. Overall, how much of a priority is Community Development for your community (on a scale from 1 to 5, where 1 is "not a priority" and 5 is "a high priority")? *Circle one:*
Not a priority - 1 2 3 4 5 - a high priority (DNK)
- Q2. Does your community have goals and objectives relating to Community Development? *Check one:*
 Yes
 No (skip to Q3)
 I don't know (skip to Q3)
- Q2a. Overall, how would you describe the status of goals and objectives relating to Community Development? *Check one:*
 On schedule
 Ahead of schedule
 Delayed
 Cancelled
 There is no specified timeline
 I don't know

- Q2b. Are Community Development goals and objectives realistic? *Check one:*
 Yes, all Yes, some No, none I don't know
- Q2c. Overall, are Community Development goals and objectives being achieved? *Check one:*
 Yes, all Yes, some No, none I don't know
- Q2d. Should Community Development goals and objectives be changed? *Check one:*
 Yes, all Yes, some No, none I don't know
- Q2e. Do personnel have adequate resources to achieve Community Development goals and objectives (money, equipment, facilities, training, etc.)? *Check one:*
 Yes, all Yes, some No, none I don't know

Q3. On a scale from 1 to 5, where 1 is "not a priority" and 5 is "a high priority," how much of a priority is each theme? Do you have goals and objectives relating to each theme? *Circle your answers:*

Community Development Theme	Level of Priority (1=not ... 5=high)						Are there goals and objectives?		
Child care	1	2	3	4	5	DNK	Yes	No	DNK
City promotion	1	2	3	4	5	DNK	Yes	No	DNK
Education	1	2	3	4	5	DNK	Yes	No	DNK
Health	1	2	3	4	5	DNK	Yes	No	DNK
Housing	1	2	3	4	5	DNK	Yes	No	DNK
Infrastructure	1	2	3	4	5	DNK	Yes	No	DNK
Leadership	1	2	3	4	5	DNK	Yes	No	DNK
Promoting a sense of community	1	2	3	4	5	DNK	Yes	No	DNK
Recreation	1	2	3	4	5	DNK	Yes	No	DNK
Senior services	1	2	3	4	5	DNK	Yes	No	DNK
Technology	1	2	3	4	5	DNK	Yes	No	DNK
Transportation	1	2	3	4	5	DNK	Yes	No	DNK

- Q4. Overall, which of the following best describes the status of a strategic plan for themes relating to Community Development? *Check one:*
 A plan is in place, but it has not been implemented
 A plan is in place, and goals are beginning to be achieved
 A plan has been used and goals have been achieved
 Goals are being achieved, but not according to a specific strategic plan
 I don't know

Economic Development

Now we'd like to ask you about Economic Development planning and activities in your community. By examining communities' activities and goals and objectives, seven different Economic Development themes were identified: business, jobs, monetary concerns, population, taxation, and tourism, as well as miscellaneous.

- Q5. Overall, how much of a priority is Economic Development for your community (on a scale from 1 to 5, where 1 is "not a priority" and 5 is "a high priority")? *Circle one:*
 Not a priority - 1 2 3 4 5 - a high priority (DNK)
- Q6. Does your community have goals and objectives relating to Economic Development? *Check one:*
 Yes
 No (skip to Q7)
 I don't know (skip to Q7)

- Q6a. Overall, how would you describe the status of goals and objectives relating to Economic Development? *Check one:*
 On schedule
 Ahead of schedule
 Delayed
 Cancelled
 There is no specified timeline
 I don't know
- Q6b. Are Economic Development goals and objectives realistic? *Check one:*
 Yes, all Yes, some No, none I don't know
- Q6c. Overall, are Economic Development goals and objectives being achieved? *Check one:*
 Yes, all Yes, some No, none I don't know
- Q6d. Should Economic Development goals and objectives be changed? *Check one:*
 Yes, all Yes, some No, none I don't know
- Q6e. Do personnel have adequate resources to achieve Economic Development goals and objectives (money, equipment, facilities, training, etc.)? *Check one:*
 Yes, all Yes, some No, none I don't know
- Q7. On a scale from 1 to 5, where 1 is "not a priority" and 5 is "a high priority," how much of a priority is each theme? Do you have goals and objectives relating to each theme? *Circle your answers:*

Economic Development Theme	Level of Priority (1=not ... 5=high)						Are there goals and objectives?		
	1	2	3	4	5	DNK	Yes	No	DNK
Business									
Jobs									
Monetary concerns									
Population									
Taxation									
Tourism									

- Q8. Overall, which of the following best describes the status of a strategic plan for themes relating to Economic Development? *Check one:*
 A plan is in place, but it has not been implemented
 A plan is in place, and goals are beginning to be achieved
 A plan has been used and goals have been achieved
 Goals are being achieved, but not according to a specific strategic plan
 I don't know

Natural Resources

Now we'd like to ask you about Natural Resources planning and activities in your community. By examining communities' activities and goals and objectives, four different Natural Resources themes were identified: beautification, energy, land, and water.

- Q9. Overall, how much of a priority are Natural Resources for your community (on a scale from 1 to 5, where 1 is "not a priority" and 5 is "a high priority")? *Circle one:*
 Not a priority - 1 2 3 4 5 - a high priority (DNK)
- Q10. Does your community have goals and objectives relating to Natural Resources? *Check one:*
 Yes
 No (skip to Q11)
 I don't know (skip to Q11)

- Q10a. Overall, how would you describe the status of goals and objectives relating to Natural Resources? *Check one:*
 On schedule
 Ahead of schedule
 Delayed
 Cancelled
 There is no specified timeline
 I don't know
- Q10b. Are Natural Resources goals and objectives realistic? *Check one:*
 Yes, all Yes, some No, none I don't know
- Q10c. Overall, are Natural Resources goals and objectives being achieved? *Check one:*
 Yes, all Yes, some No, none I don't know
- Q10d. Should Natural Resources goals and objectives be changed? *Check one:*
 Yes, all Yes, some No, none I don't know
- Q10e. Do personnel have adequate resources to achieve Natural Resources goals and objectives (money, equipment, facilities, training, etc.)? *Check one:*
 Yes, all Yes, some No, none I don't know
- Q11. On a scale from 1 to 5, where 1 is "not a priority" and 5 is "a high priority," how much of a priority is each theme? Do you have goals and objectives relating to each theme? *Circle your answers:*

Natural Resources Theme	Level of Priority (1=not ... 5=high)						Are there goals and objectives?		
	1	2	3	4	5	DNK	Yes	No	DNK
Beautification									
Energy									
Land									
Water									

- Q12. Overall, which of the following best describes the status of a strategic plan for themes relating to Natural Resources? *Check one:*
 A plan is in place, but it has not been implemented
 A plan is in place, and goals are beginning to be achieved
 A plan has been used and goals have been achieved
 Goals are being achieved, but not according to a specific strategic plan
 I don't know

Emergency Management

Lastly, we'd like to ask you about Emergency Management planning and activities in your community. By examining communities' activities and goals and objectives, five different Emergency Management themes were identified: emergency medical services (EMS), fire, hazard mitigation, law enforcement, and safety.

- Q13. Overall, how much of a priority is Emergency Management for your community (on a scale from 1 to 5, where 1 is "not a priority" and 5 is "a high priority")? *Circle one:*
 Not a priority - 1 2 3 4 5 - a high priority (DNK)
- Q14. Does your community have goals and objectives relating to Emergency Management? *Check one:*
 Yes
 No (skip to Q15)
 I don't know (skip to Q15)

- Q14a. Overall, how would you describe the status of goals and objectives relating to Emergency Management? *Check one:*
 On schedule
 Ahead of schedule
 Delayed
 Cancelled
 There is no specified timeline
 I don't know
- Q14b. Are Emergency Management goals and objectives realistic? *Check one:*
 Yes, all Yes, some No, none I don't know
- Q14c. Overall, are Emergency Management goals and objectives being achieved? *Check one:*
 Yes, all Yes, some No, none I don't know
- Q14d. Should Emergency Management goals and objectives be changed? *Check one:*
 Yes, all Yes, some No, none I don't know
- Q14e. Do personnel have adequate resources to achieve Emergency Management goals and objectives (money, equipment, facilities, training, etc.)? *Check one:*
 Yes, all Yes, some No, none I don't know
- Q15. On a scale from 1 to 5, where 1 is "not a priority" and 5 is "a high priority," how much of a priority is each theme? Do you have goals and objectives relating to each theme? *Circle your answers:*

Emergency Management Theme	Level of Priority (1=not ... 5=high)						Are there goals and objectives?		
	1	2	3	4	5	DNK	Yes	No	DNK
EMS									
Fire									
Hazard mitigation									
Law enforcement									
Safety									

- Q16. Overall, which of the following best describes the status of a strategic plan for themes relating to Emergency Management? *Check one:*
 A plan is in place, but it has not been implemented
 A plan is in place, and goals are beginning to be achieved
 A plan has been used and goals have been achieved
 Goals are being achieved, but not according to a specific strategic plan
 I don't know

- Q17. Are there other themes that have not been addressed by the themes mentioned in the four main topics? *Check one:*
 Yes → Please specify: _____
 No
 I don't know

Now, we will ask questions about potential barriers in your community that may impact the success of strategic planning.

BARRIERS

Q18. In general, is there organizational readiness (e.g., leadership, resources) for strategic planning in your community? *Check one:*
 Yes No I don't know

Q19. On a scale from 1 to 5, where 1 is "not a problem at all" and 5 is "a very big problem," please rate how much of a problem each of the following tasks is for your community. *Circle your answers:*

Task	Level of Problem (1=not ... 5=very big)					
Accomplishing specified goals according to a timeline	1	2	3	4	5	DNK
Getting people to do the necessary work (e.g., delegating)	1	2	3	4	5	DNK
Getting resources for the necessary work (e.g., allocation of resources)	1	2	3	4	5	DNK
Tracking status of goals and objectives	1	2	3	4	5	DNK
Evaluating the process (e.g., ways of accomplishing goals and objectives)	1	2	3	4	5	DNK
Evaluating the performance (e.g., the ability to evaluate success)	1	2	3	4	5	DNK
Establishing a cooperative environment	1	2	3	4	5	DNK
Keeping the momentum going	1	2	3	4	5	DNK
Getting buy-in from key stakeholders	1	2	3	4	5	DNK
Trying to accomplish too much all at once	1	2	3	4	5	DNK
Keeping costs down	1	2	3	4	5	DNK
Finding funding sources	1	2	3	4	5	DNK

Q20. On a 1 to 5 scale, where 1 is "strongly disagree" and 5 is "strongly agree," please rate your level of agreement with the following statements about your community. *Circle your answers:*

Statement	Level of Agreement (1=strongly disagree ... 5=strongly agree)					
People work together to solve problems in the community.	1	2	3	4	5	DNK
There is cooperation between different organizations in the community.	1	2	3	4	5	DNK
There is cooperation between different communities in the area.	1	2	3	4	5	DNK
Local policies support efforts to improve the community.	1	2	3	4	5	DNK
My community has specific procedures in place to help local citizens start new community projects.	1	2	3	4	5	DNK
Community leaders encourage community members to participate in decision making.	1	2	3	4	5	DNK
People in the community generally volunteer for community projects.	1	2	3	4	5	DNK
Most people in the community take an active role in the community.	1	2	3	4	5	DNK

Q21. Do you think overall cooperation between organizations within your community has increased, stayed the same, or decreased over the past 10 years? *Check one:*
 Increased Stayed the same Decreased I don't know

Q22. Do you think overall cooperation between communities in your area has increased, stayed the same, or decreased over the past 10 years? *Check one:*
 Increased Stayed the same Decreased I don't know

Q23. Is your community currently pursuing any joint projects with other communities? *Check one:*
 Yes No I don't know

Q24. Is your community currently leveraging resources with any other groups? *Check one:*
 Yes No I don't know

- Q25. Do you see collaboration with other communities on strategic planning projects as feasible?
Check one:
 Yes No I don't know

DEMOGRAPHICS

Now, we just need to know a little about you for tracking purposes. Please know that this information is strictly confidential. Your survey responses will be combined with those of other respondents and reported only in aggregate form.

Q26. Your name: _____

- Q27. How would you characterize your position/organization? *Check all that apply:*
 Local government (e.g., auditor, mayor, city council, county commission)
 State government (e.g., ND Dept. of Commerce, ND Housing Finance Agency)
 Regional council
 Federal government (e.g., USDA Forest Service)
 Economic development organization
 Community development organization
 Other: _____

Q28. Your title/position: _____

Q29. How long you have been with your organization: _____