

# **City of McAllen: Quality of Life Survey Analysis**



**Report Authors:**

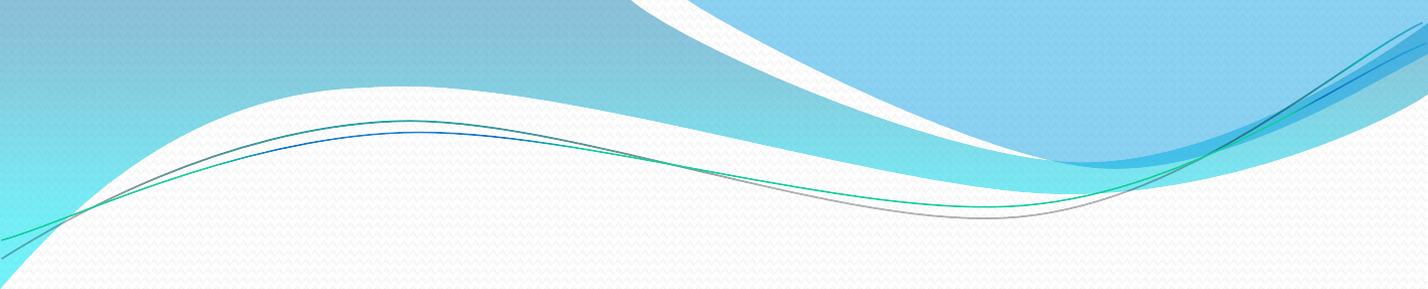
**Alexis R Trevino**

**Sabas Garcia**

**Wesley Walsman**

# THE TABLE OF CONTENTS

Executive Summary	page 2
Acknowledgements	page 3
Statement of Problem	page 4
Mission	page 5
History	page 6
Stakeholders	page 7
Values	page 8
Organizational Capacity	page 9
Financial Stability/Resources	page 10
Growth Trends & Reputation	page 11
Best Practices	page 12
Analysis of Citizen Surveys	page 14
External Factors	page 16
Demographics of Focus Group	page 17
Results of Focus Group	page 18
Department Heads	page 19
Recommendations	page 20
References	page 21
Appendix	



# Acknowledgments

We would like to thank the former city manager of McAllen, Mr. Mike Perez for having confidence in us to take on the lofty task of interpreting the data of the City of McAllen's 2013 National Citizen Survey(NCS) of resident's perceptions of city services. A special thanks also goes to Mr. Greg Townsend who provided us with the survey data, helped set up interviews with department heads of the city of McAllen as well as act as an advisor to oversee this project and provide the resources necessary to accomplish the task at hand. We would also like to thank Dr. Lynch and Dr. Zemrani for the time editing our drafts and give valuable suggestions and recommendation on how to conduct a success focus group and the correct questions to ask. This was a group task and it couldn't have been accomplished alone and the great team work of Alexis R Trevino, Sabas Garcia and Wesley Walsman made the task manageable and the completion of this project.

# Executive Summary

As one of the top cities in the state of Texas, McAllen is committed to, “consistently providing high quality services and quality of life to all who live, work and visit the city of McAllen” (City of McAllen Mission Statement). During the past decade, the City of McAllen requested a biannual survey by the National Research Center (NRC). This survey provides feedback from the citizens of McAllen in regards to the overall satisfaction of the services provided by the city. Based on the results of those surveys, negative feedback has been a factor in some services provided by the city of McAllen.

The recent city of McAllen 2013 NRC survey exposed a dramatic rise in negative feedback in several specific key service areas compared to past surveys in 2008 and 2010. Therefore, it is important to identify those key service areas with a high rate of negative feedback and address what may be arriving citizen those negative perceptions. Two focus groups were held with city of McAllen residents to explore the sources of the negative perceptions. Department heads of key services such as Police, Parks & Recreation, Libraries, Tourism and Transportation to name few were interviewed to get feedback and solicit recommendations from the experts in their fields. In order to improve the quality of the city services several recommendations are developed for city of McAllen



# Statement of Problem

The City of McAllen government faces a rise in the negative perceptions from McAllen residents in a few key service areas. In a survey conducted in the fall of 2013 by the National Research Center, Inc. (NRC). The NRC with the partnership of the ICMA conducted the national citizen survey in McAllen. This is a standard survey that has been conducted biannually since 2004 and was in both English and Spanish. The 2013 survey was the first downward trend in public safety, crime prevention, fire

prevention, emergency preparedness the lack of cultural/arts/musical activities and the lack of opportunities to volunteer.

The most recent survey results showed that the most displeased citizens came from individuals between the ages of 35 to 54 years of ages which made over \$50,000 and who have lived in McAllen under 20 years. The survey results also showed that 72% of those surveyed stated that the major source for their news was the local TV/ads and 62% that the local newspaper. Both the local TV news and

newspaper focus on violence along the border and in Mexico and it seems this has resulted in negative perceptions of safety in the city of McAllen.



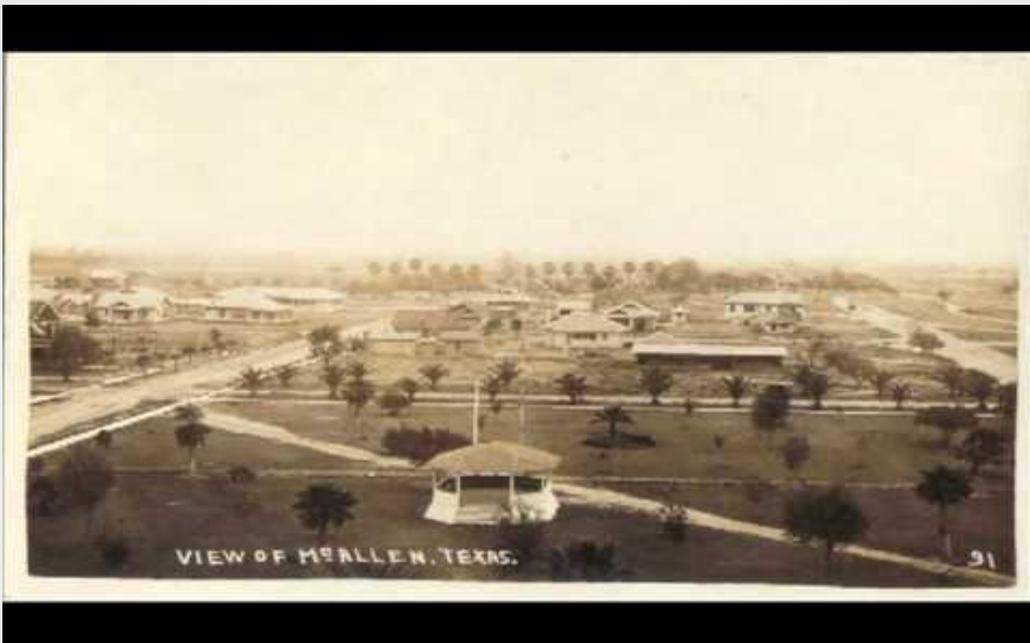
# MISSION



*“Dedicated to consistently providing high quality services and quality of life to all who live, work and visit the city of McAllen”*

The City of McAllen consists of various departments such as, Aviation, Grant Administration, Human Resources, McAllen Public Library, Parks and Recreation, Police, Water Meter Readers, and Traffic Operations. The government administrative departments of the City of McAllen include the Office of the Mayor, Board of Commissioners, City Manager’s Office, City Attorney’s Office, City Auditor’s Office, and City Secretary’s Office. Though each individual department may have its own mission statement the City of McAllen, mission is: dedicated to consistently providing high quality services and quality of life to all who live, work and visit the city of McAllen ([www.mcallen.net](http://www.mcallen.net)). Therefore, the purpose of the City of McAllen is provide quality living to all each and every individual that lives, works and visits the great city of McAllen.

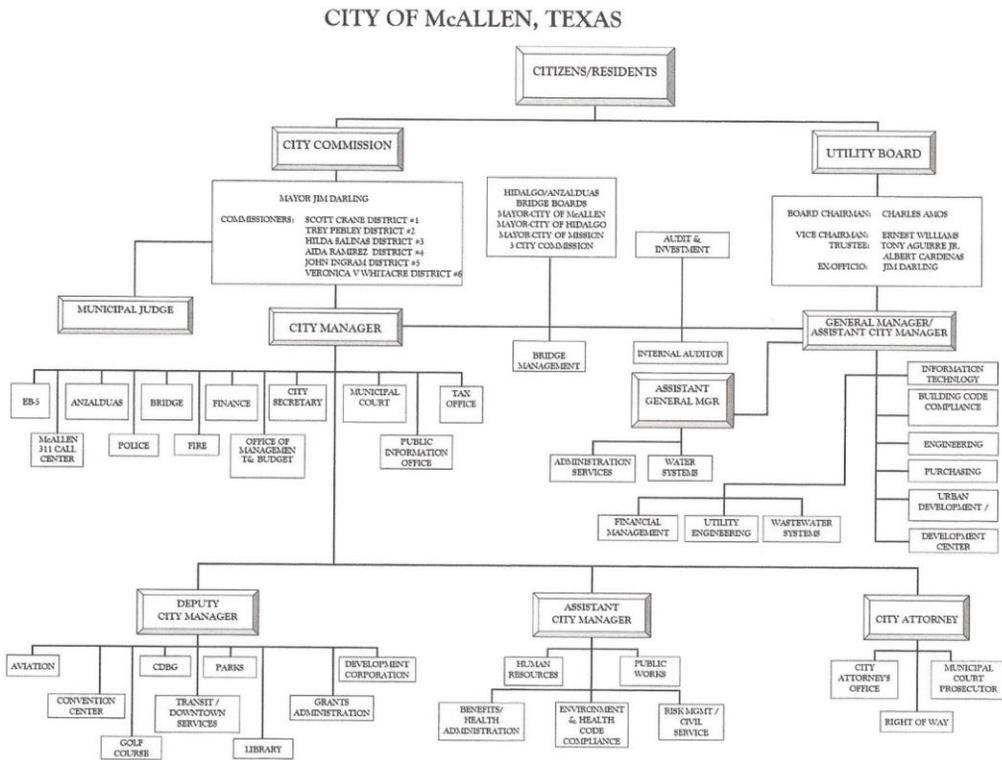
# HISTORY



Settlement began in the Rio Grande Valley in the 1740's, but development in the present-day McAllen only began in the 1840's when John McAllen and his associates acquired land in the surrounding areas. By 1904 West McAllen was recognized by John McAllen and other developers. A few years later East McAllen was established by other developers. According to Alicia A. Garza, "in 1911 the town applied for and was issued a charter of incorporation under the name of McAllen" (2010). The population of McAllen in 1920 was a mere 5,300 citizens. The population grew to over 32,000 citizens by the 1960's, and rose to 66, 281 citizens in 1980. In 1976 the La Plaza Mall opened and in 1993 the McAllen -Miller International Airport and the South Texas Community College were completed. The City of McAllen completed construction on a new city hall building in 1995. According to the online website *old.mcallen.net*, "over the last three decades, McAllen has transformed into the [Rio Grande] Valley's business, commerce and government leader" (n.d).

# STAKEHOLDERS

The stakeholders of the City of McAllen include the residents of McAllen as well as business owners, and other government institutions and visitors. The City Commission, Utility Board, City Manager's Office and all other corresponding departments including: Building Permits and Inspections, Engineering, Health and Code Enforcement, McAllen Public Utility Engineering, Planning, Tax Office, Aviation, Community Development Block Grant, Convention Facilities, Employee benefits, Finance, Fire Department, Grant Administration, Human Resources, Information Technology, International Bridges, McAllen 311 Information Center, McAllen Public Library, Parks and Recreation, Palm View Gold Course, Police Department, Public Works, Risk Management, Traffic Operations, Transit, Utility Billing, and Water Meter Readers., are also important stakeholders



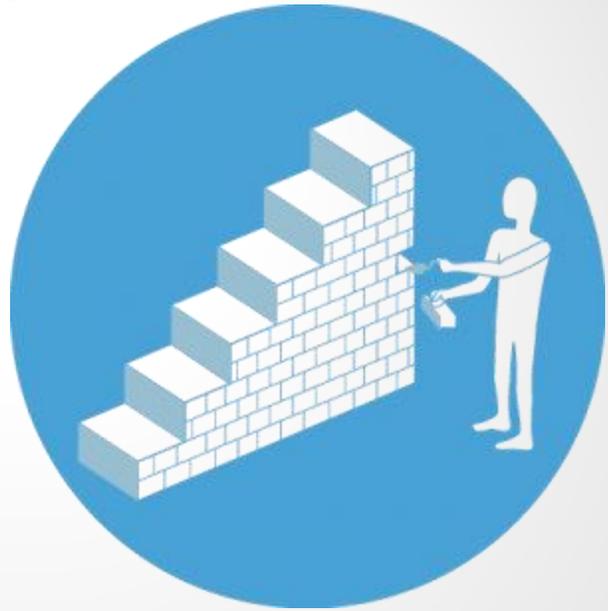
# VALUES

The City of McAllen is an organization that has over a thousand employees that function in different capacities and departments throughout the organization. Each employee is required to fulfill their responsibilities in the capacity of the job in which they may be serving and there are also expected to uphold the core values, integrity, accountability and commitment. These are articulated in of the City of McAllen. These core values are articulated in the 2014 City of McAllen Annual Report. According to the online website [old.mcallen.net](http://old.mcallen.net), the core values of the City of McAllen are interpreted as, “Integrity: devoted to truth and honesty, Accountability: provide courteous, open and responsible public service, Commitment: dedicated to responsiveness and excellence.”



# ORGANIZATIONAL CAPACITY

According to the U.S. Census for 2013, the city of McAllen ranks 20<sup>th</sup> in population size in Texas. Although it ranks 20<sup>th</sup> it is the 12<sup>th</sup> highest city for retail sales. **(Sabas include source) (Also put in references)** This encompasses the reputation for McAllen, as being an outperformer when it comes to cities similar in size and capacity. The city's organizational structure is a hybrid model of Mayor/Council and Manager/Commission model. The mayor is elected to office along with six city commissioners. These elected members of the city council vote on policy dealing with every aspect of city government while the city manager coordinates and oversees implementation. The city manager oversees all areas of the budget and acts as Chief Budgetary Officer. McAllen offers a wide variety of city amenities such as parks; a convention center, a public golf course, museum and a bird center. There are a total of 19 separate departments to run each function of the city. McAllen effectively runs everything from public utilities to police and fire departments. They provide access to schools and recreation to the public at large, and at the same time collect revenue from multiple entities to continue all operating all of their essential functions.



McAllen employs a total of 2,294 total employees (Budget, 2014). Of these employees, 1,338 are full-time, 442 civil service, and 514 part time employees. The total revenue for the city for 2014 is estimated to be just over 2.8 million dollars (Budget, 2014). Expenditures for this same year are estimated to run the city just over 3.4 million dollars (Budget, 2014). It is important to note that McAllen is currently operating at a 159 million dollar surplus, which shows organizational balance, competence, and strength (Budget, 2014).

# FINANCIAL STABILITY/RESOURCES



Due to the strategic location of McAllen, it enjoys acclaim for being an outperforming indicator when compared to similar cities around the country. Strengths in city performance come from citizens who have positive feelings towards their economic outlook. This outlying performance indicator is due to the tremendous growth enjoyed by McAllen for the past decade. The North American Free Trade Agreement (NAFTA) has been a huge contributor towards this trend and is only projected to grow in the future. International bridges like the one in Hidalgo are currently being modified to accept more commercial traffic, which is expected to dramatically boost the amount of revenue. Trade with Mexico has increased the amount both Mexican Nationals and local residents have to spend at local businesses, who have together thrived in the booming economy. Another indicator that helped McAllen was the lack of property devaluation that was experienced across the country. With the growing amount of business and security in their home investment, McAllen outperforms other cities when it comes to economic outlook in the International City/County Management Association (ICMA) survey (ICMA, 2014).

# GROWTH TRENDS/ REPUTATION

McAllen is in the process of being reclassified from a small-medium city to larger city size when it comes to studies and surveys. Indeed they will encounter growing pains, but will also earn more respect and prestige as a successful city. McAllen is recognized nationwide as a top performer in budgetary performance and presentation. They have also received many accolades due to their architectural designs including the city's library being given the 2013 Honor Award only enjoyed by 28 of the 700 submissions. In landing grants, McAllen has an impressive 88 percent success rate for being rewarded 21 out of 24 grants applied to (Annual Report, 2014). McAllen has also developed a unique recycling program that not only protects the environment, but also raises revenue for the city. Although many positive and unique circumstances make McAllen thrive, they can also contribute negatively towards the city. Retail sales taxes are not only expected by city budgets, but are heavily relied upon to garner revenue. These sales taxes heavily rely on the health of the Mexican economy and expectations that they will continue to shop in local businesses. Downturns to the Mexican economy or a disruption of flow at the international bridges could spark a sharp downturn in McAllen's economy. Another negative aspect of being so close to the border is the increase of violence in very close proximity. Major news networks cover these increasing stories and scare off potential businesses or citizens who are thinking about relocating to McAllen. Along with being somewhat dependent on our southern neighbors, new regulations and mandates have been imposed on the city to restructure and improve its storm water drainage infrastructure. This will undoubtedly burden the city with major expenses in the near future. McAllen will undoubtedly have its own form of growing pains, but indicators of the recent (ICMA) survey show the city is not only keeping up with other cities, but also outperforming them. There are some negative trends that will need to be addressed, but McAllen

certainly seems competent to overcome these challenges. Providing the service does not seem to be an obstacle for McAllen, but convincing its citizens about the performance provided is. As long as it can make customer service and the delivery of services a priority in transformational change, McAllen will undoubtedly garner positive feedback from its residents. If it fails in making the appropriate changes to customer service, future surveys will continue to trend negative. McAllen has all the resources and leadership in place needed to make this change happen.



# BEST PRACTICES I

In reviewing similar municipalities for comparison with the City of McAllen, different approaches were taken. To begin making comparisons, research was done on the actual results of citizen surveys and how they contribute to improving cities. Current research argues that improvement or influence of survey results depends heavily on “customer service intervention” (Rivenbark, 2012). Citizen surveys are influential and effective in improving overall local government services, but performance information is crucial. Citizens must be engaged in the survey process and not in a repetitive action done on a yearly basis.

For example, the city of Salisbury, North Carolina with a population of 30,000 residents is obviously smaller compared to McAllen, but is similar in services. Negative trends were in the survey. Using a council-manager form of government, city officials sought grants to conduct citizen surveys to help improve those negative trends.

Although the city manager was made gains in the efficiency and effectiveness of services provided, he still did not have the strong citizen satisfaction to create a “more robust performance measurement system” (Rivenbark, 2012). The manager created focus groups to gather more information on how citizens defined “good” performance. An overwhelming majority of the focus groups emphasized “customer service” as a way to gauge service performance. The city officials realized that no matter how effective or efficient a service was the delivery of the service was key (Rivenbark, 2012).

For Example, in policing, citizens base their negative opinions on their interaction with police, such as getting a speeding ticket, to measure police performance. However performance was much more favorable perceived in the fire department because the interactions were more positive because of good stories they heard in the media.

The Salisbury city manager changed customer service

in all departments, using the “hedgehog principle” to simplify a complex environment into a single idea. Customer service became the “linchpin” to transformational change (Rivenbark, 2012). The new focus provided excellent customer service throughout all the city departments and brought about change in how employees were hired, trained, educated, and managed. Influential workers from each department were chosen to build ideas and gather support for an environment, focused on improving customer service. By building support from elected officials and city workers customer service increased 9 to 25 percent over a four year period in the surveys across all city departments.



City of McAllen

# BEST PRACTICES II

*Selection of the second city was considerably different than the latter, this city was very similar in population and was chosen due to high scores and ranking of “much above” from cities in the 90,000 to 300,000 population category. The city selected to make comparisons with McAllen was Sioux Falls, South Dakota. According to the results of the National Citizen Survey, Sioux Fall outranked most of its competition by a wide margin. In reviewing the results for the National Citizen Survey for 2013, Sioux Falls scored positive gains in many of the categories in which McAllen had low or negative trends throughout the last few years. Areas of concern for the City of McAllen were not an issue in many cases for Sioux Falls. Although there is obvious demographic changes in ethnicity, Sioux Falls can be used to determine the different sentiment in citizen surveys. In reviewing the results for Sioux Falls, there was a common denominator of “much above” customer satisfaction across all departments with the police department being the exception. To put greater emphasis on the earlier article, the public’s perception of customer service with the department in question for this survey directly correlate. In other words, the higher the customer satisfaction with a city employee, the higher the score was given to that department for performance.*

The city trended “much above” a wide spectrum of services including public safety, parks and recreation, cultural art and education, community inclusiveness, civic and social engagement compared to other populations between 90,000 to 300,000 (City Sioux Fall, 2013). When it came to their overall satisfaction with contact of city employees all scores were above 75% positive (City of Sioux Fall, 2013). These positive percentages ranked knowledge, responsiveness, courtesy, and overall impression of city workers providing the service. In comparison, we can see the sharp contrast with McAllen scoring customer service at 63% in 2013. That is a dramatic drop from 83% just two years ago in 2011 from the National Citizen Survey. In the Governance General Section of the survey, the city of McAllen received much lower scores overall in comparison to Sioux Falls. In a specific section of “value of services for taxes paid” we see McAllen with a 48%, while Sioux Falls has 67% positive (NCS, 2013). The overall sentiment for local government is very polarizing between the two cities. “Being Honest and Treating all residents fairly” are among the worst scores for McAllen in comparison with Sioux Falls.

The shortfalls and overwhelming negative sentiment from McAllen’s residents are reflective of the scores they give to its public services. This does not necessarily mean the service provided is bad, only the delivery of service.

If McAllen wishes to improve sentiment and perception of their quality of life for citizens, they must make transformational changes in their interaction with the public. They must learn the importance of customer satisfaction and how citizens define performance. These two examples shown above, along with the results from the city of McAllen have shown how customer service of city employees directly correlate with the positive or negative response from residents. Improving effectiveness and efficiency of a service does not necessarily guarantee customer satisfaction. The quality of delivery of such service is as crucial to the quality of the service offered. City leaders and department heads for McAllen must grasp this idea and make transformational change in improving customer service a priority.

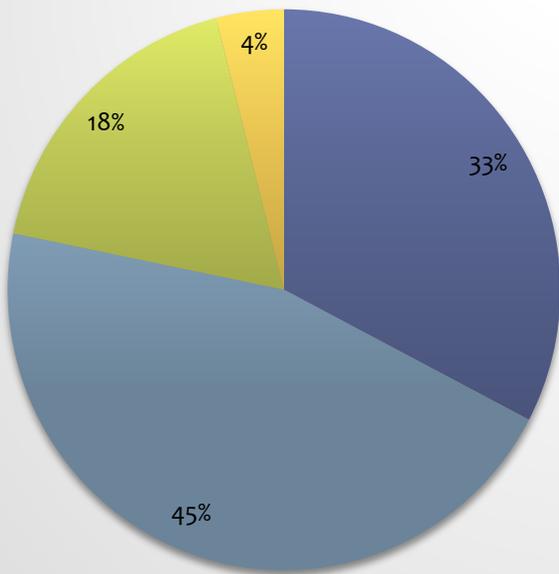


City of McAllen

# Analysis of Citizen Surveys

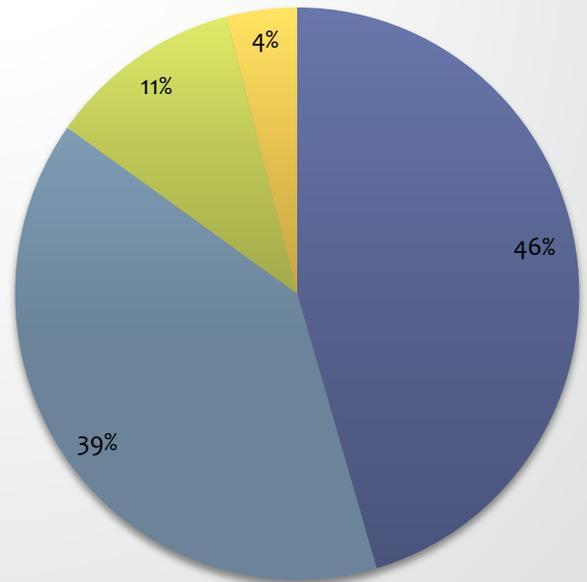
## Overall Quality of Life

■ Excellent ■ Good ■ Fair ■ Poor



## Place to Live

■ Excellent ■ Good ■ Fair ■ Poor



(Source: The National Citizen Survey, National Research Center, Inc.)

# Analysis of Citizen Surveys

The survey findings state, "Overall, ratings in McAllen remained stable. Of the 90 items which comparisons were available, 46 were rated similarly in 2011 and 2013 with 37 items showed a decrease in ratings (National Citizen Survey, NRC, 2013). There were seven items which trends improved and went up. There were five pillars of quality of life which were measured. They were community characteristics in general, community characteristics by facet, governance in general, governance by facet and participation general.

In the community characteristics general section two areas decreased from the 2011 survey. They were the perceptions of the neighborhoods which went from 84% positive in 2011 to 68% positive image in 2013. The other area that had a negative trend was overall appearance which decreased from 83% in 2011 to 70% in 2013.

In the community characteristics by facet section 7 items had a negative trend. The top three categories that decreased from prior surveys were safe downtown/commercial areas, new development in McAllen and business and services. Safety in the downtown/Comerica areas decreased by 13% to 70% positive rating and new development in McAllen negative trend was lower by 19% to 62% positive rating in 2013. In the economy area which included businesses and services the negative trend decreased by 14% to 67% positive rating. In this section of community characteristics there were two items which had a higher trend from 2013 then in 2011. These two items were travel by car and traffic flow. Travel by car had a positive trend up by 9% to 80% positive rating in 2013 and traffic flow positive rating improved by 17% to 62% positive rating.

Overall governance in general section had 4 of the 10 areas have negative trends. These were in services provided by McAllen, customer service, values of services for taxes paid and welcoming citizen involvement. The two items which had the biggest decrease in negative trend were values of services for taxes paid down by 22% from the 2011 survey at 63% positive rating in 2013 and customer service which decreased by 20% during this same period and had a 63% positive rating in 2013.

In the governance by facet section 22 of the 58 items in the citizen survey, nearly half had negative trends from 2011. The top five which had largest negative trends by percent were street lighting, openness and acceptance, opportunities to volunteer, recreation programs and recreation centers. The item that had the worst negative trend was openness and acceptance which decreased by 31%. Next was street lighting which decreased 25% from 2011 and now was 74% positive rating in 2013 survey. The following two items recreation center decreased by 17% and then recreation programs which had a negative trend of 16% since the last survey done in 2011. Opportunities to volunteer decreased by 15% was the last item which will be mentioned at this time. In this section there were two items which had positive trends and increased in percent positive from 2011. These items were health care and child care/preschool. Health care increased by 15% in was at 66 % positive rating and childcare/preschool had and increase of 19% positive at 71% positive in 2013 survey.

In the last section of participation in general there were four areas which included sense of community, recommend McAllen, remain in McAllen and contacted McAllen employees. All of these items were similar going up or down by less than 7% positive or negative trend.

# EXTERNAL FACTORS

In the last few years there has been a lot of violence occurring across the border in Reynosa and other border cities in Mexico. We feel that McAllen being a border city with Mexico has an effect on how the residents perceive the safety of this city. On April 24, 2014 at least 14 people were murdered by gunman shooting at Mexican federal forces ([www.valleycentral.com](http://www.valleycentral.com)). In the month of April alone, it was predicted by the Associated Press that at least 64 people were killed in Reynosa ([www.valleycentral.com](http://www.valleycentral.com)). In a recent Gallup Poll released in April 2014 less than half of those living in the McAllen-Edinburg-Mission, Texas, community (48.5%) said they feel safe walking alone at night in the area where they live in 2012-2013, the lowest percentage among the 189 metro areas that Gallup and Healthways surveyed ([www.gallup.com](http://www.gallup.com)). The National Citizen Survey stated that the majority of the respondents receive their news from the local newspaper and local news channel; thus, a simple query search on the [www.themonitor.com](http://www.themonitor.com) was conducted using general terms to determine if there was a correlation in the results from the National Citizens Survey. This shows that violence has been reported less than in 2011 however citizens still feel more unsafe. The results from the search are as follows:

**Table 1: Articles reporting violence in 2011 compared to 2013**

[www.monitor.com](http://www.monitor.com)

Time	Violence	Violence in McAllen	Violence in Reynosa	Violence in the RGV
1/1/11 – 12/31/11	511	89	61	79
1/1/13 – 12/31/13	360	62	30	56

[www.themonitor.com](http://www.themonitor.com)

During this same time crime decreased in McAllen as seen in table below. This would indicate that the negative trends in safety are perceived and not due to actual crimes occurring.

Year	Pop	Index	Aggravated					Motor Vehicle		
			Murder	Rape	Robbery	Assault	Burglary	Larceny/Theft	Theft	Total
2011	132,741	Volume	4	27	72	143	511	5184	179	6120
		Rate	2.91	19.68	52.47	104.21	372.38	3777.76	130.44	4280.59
2012	135,667	Volume	1	3	56	106	503	4751	211	5631
		Rate	0.7	2.2	41.3	78.1	370.8	3502	155.5	4150.6
2013	138,659	Volume	2	6	83	80	536	4652	236	5595
		Rate	1.4	4.3	59.9	57.7	386.6	3355	170.2	4035.1

# DEMOGRAPHICS OF FOCUS GROUP

There were two focus groups conducted each having ten participants, twenty total. The first focus group had a younger university crowd where 9 of the 10 individuals were in the age groups of 18-24 or 25-34. This focus group was conducted at UTPA McAllen Teaching Site. The second focus group was older and the median age was 25 to 34 range and 35 to 54 and was conducted at the McAllen Public Library. In total 16 males in 4 females participated in the focus group. Below is a graph showing more demographic areas of the participants.

# RESULTS OF FOCUS GROUP

On March 29<sup>th</sup> and April 16<sup>th</sup> of 2014 two focus groups were conducted among twenty participants from throughout the communities of McAllen. The participants were asked questions concerning McAllen's economy, education and enrichment, community engagement, vehicular mobility, public safety, natural environment, built environment, and recreation and wellness. In turn, the participants were able to voice their thoughts and opinions on these various subject matters.

# RESULTS OF FOCUS GROUP II

## **Public Safety**

The majority of the participants felt that the overall level of public safety in McAllen was high and crime was being prevented appropriately. In regards to the downtown area, the participants felt it was safe and praised the addition of McAllen Police Officers patrolling on bicycles. Some participants did expressed their concern for gangs and violence spilling over from Mexico, but recommended more officers to be hired to resolve this possible issue.

## **Natural Environment**

The majority of the participants agreed that McAllen has clean roads, few pot holes and little graffiti. Most participants did express concern for more street lighting in certain areas of McAllen. A participant recommended more lighting on Bicentennial Blvd. and Highway Business 83, while another recommended more lighting in alleyways and back roads.

## **Built Environment**

The majority of the participants agreed that there is an abundance of housing options in McAllen that offer a low rate to rent or own a home. The participants expressed their opinion on this subject matter by drawing comparisons to other cities from across Texas. The majority of the participants recognized that affordable housing was on the rise and available for the citizens of McAllen.

## **Economy**

The majority of the participants praised the variety of restaurants and shopping centers available in McAllen and acknowledged that the businesses did offer many job opportunities for individuals seeking employment. A few participants drew concern for a need of a *United States Veteran's Hospital* and more medical facilities in north McAllen.

## **Education/Enrichment**

The majority of the participants felt that there were plenty of cultural arts and music activities and events available in McAllen, but not enough live musical concerts. Some participants mentioned that not enough promotion and marketing is available for such activities and events in McAllen.

## **Community Engagement**

Half of the participants acknowledge that there were opportunities to engage in community matters, social events and activities, and opportunities to volunteer. Unfortunately, these same participants did not participate in any such events but were aware of the opportunities. The other half were not aware that there were opportunities to volunteer or engage in community matters.

## **Mobility**

The majority of the participants are dissatisfied with the high volume of traffic throughout the city and of wreck-less drivers. The participants recommended that more police officers or city employees should be hired to specifically control any issues with traffic enforcement and to prevent wreck-less drivers from abusing the law of the road. The participants are also satisfied with the transit system provided by the City of McAllen and aware of its availability.

## **Recreation and Wellness:**

The majority of the participants recognize the initiative that McAllen has taken towards building new parks and providing recreational activities throughout the year. The participants are pleased with the vast amount of parks provided throughout the city.

# DEPARTMENT HEADS

On April 3<sup>rd</sup> and 4<sup>th</sup> of 2014, several meetings were conducted with department heads representing the City of McAllen. The department heads also had concern for the absence of a specific industry that can be established in the city to create more job opportunities. Recommendations given by the department heads included getting things done quicker in the permit process to attract new businesses and retail to come to McAllen, offer more outdoor activities for families and promote more cultural and musical activities. The department heads had concern for the lack of marketing procedures implemented by the City of McAllen to advertise the various services provided by the organization. They also had concern for the new telecommunication application, *McAllen 311*, which has been



# Recommendations

Based on the responses expressed by the department heads and the participants recommendations have been developed to improve the services of the City of McAllen that had a negative trend based on the NRC survey. The following recommendations have been suggested:

- More street lights (including alleyways)
- Hire more police officers to control high level of traffic
- Implement public service announcements concerning public safety matters
- Promote more cultural and musical activities
- More recreational leagues (e.g. flag football, basketball, and soccer)
- Increase marketing and advertising for events and activities offered in McAllen
- Simplify *McAllen 311*
- Create a section on *www.mcallen.net* specifically for volunteer opportunities
- Publish a catalog with information detailing all services and programs offered by McAllen that can be sent to every McAllen household and businesses
- More medical facilities in north McAllen



# REFERENCES

International City/County Management Association, National Research Center, Inc. (2013). *The National Citizen Survey McAllen, TX: Trends over Time*. Washington, DC & Boulder, CO: Author.

International City/County Management Association, National Research Center, Inc. (2013). *The National Citizen Survey McAllen, TX: Dashboard Summary of Findings*. Washington, DC & Boulder, CO: Author.

International City/County Management Association, National Research Center, Inc. (2013). *The National Citizen Survey McAllen, TX: Technical Appendices*. Washington, DC & Boulder, CO: Author.

Responses from focus of McAllen residents. April 16, 2014.

Responses from focus group of McAllen residents. March 29, 2014.

Riverbank, William C. "Using Citizen Surveys to Influence and Document Culture Change in Local Government." *Public Performance & Management Review*, Vol. 35, No. 3, March 2012, pp. 475  
<http://www.gallup.com> Retrieved on May 5, 2014.

www.mcallen.net. City of McAllen. (2014). *2014 City of McAllen Annual Report*. McAllen, Tx.  
[www.valleycentral.com](http://www.valleycentral.com) Retrieved on May 5, 2014

# Appendix

## Demographics of focus groups

1. How often, if at all, do you do each of the following, considering all of the times you could?

	Never	Rarely	Sometimes	Usually	Always	Total
Recycle at home	1	1	1	2	4	10*
Purchase goods or services from a business located in McAllen			2	2	6	10*
Eat at least 5 portions of fruits and vegetables a day			2	4	4	10*
Participate in moderate or vigorous physical activity			4	3	3	10*
Read or watch local news (via television, paper, computer,			4	2	4	10*

etc.)						
Vote in local elections	5	1	1	1	2	10*

*\*Only 10 out of the 20 participants answered this question.*

**2. Would you say that in general your health is:**

Excellent	Very Good	Good	Fair	Poor	Total
2	5	2	1		10*

*\*Only 10 out of the 20 participants answered this question.*

**3. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:**

Very Positive	Somewhat Positive	Neutral	Somewhat Negative	Very Negative	Total
2	5	1	1	1	10*

*\*Only 10 out of the 20 participants answered this question.*

**4. What is your employment status?**

Working Full time for pay	Working part time for pay	Unemployed, looking for paid work	Unemployed, not looking for paid work	Fully Retired	Total
6		4	0	0	10*

*\*Only 10 out of the 20 participants answered this question.*

**5. Do you work inside the boundaries of McAllen?**

Yes, outside the home	Yes, from home	No	Total
7	0	3	10*

*\*Only 10 out of the 20 participants answered this question.*

**6. How many years have you lived in McAllen?**

Less than 2 years	2 to 5 years	6 to 10 years	11 to 20 years	More than 20 years	Total
1	4	4	1	0	10*

*\*Only 10 out of the 20 participants answered this question.*

**7. Which best describes the building you live in? Percent Number**

One family house detached from any other houses	Building with two or more homes	Mobile Home	Other	Total
6	3		1	10*

*\*Only 10 out of the 20 participants answered this question.*

**8. Is this house, apartment or mobile home...**

Rented	Owned	Total
4	6	10*

*\*Only 10 out of the 20 participants answered this question.*

**9. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?**

Less than \$300 per month	\$300 to \$599 per month	\$600 to \$999 per month	\$1,000 to \$1,499 per month	\$1,500 to \$2,499 per month	\$2,500 or more per month	Total
	5	1		3	1	10*

*\*Only 10 of the 20 Participants answered this question.*

**10. Do any children 17 or under live in your household?**

Yes, 8

No, 12

Total: 20

**11. Are you or any other members of your household aged 65 or older?**

No 18

Yes 2

Total: 20

**12. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)**

Less than \$25,000	\$25,000 to \$49,999	\$50,000 to \$99,999	\$100,000 to \$149,999	\$150,000 or more	Total
5	7	5	3		20

**Are you Spanish, Hispanic or Latino?**

No, not Spanish, Hispanic or Latino ? 1

Yes, I consider myself to be Spanish, Hispanic or Latino: 19

Total: 20

**What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)**

American Indian or Alaskan Native: 0

Asian, Asian Indian or Pacific Islander: 1

Black or African American: 0

White: 15

Other: 4

Total: 20

**In which category is your age?**

18 to 24 years: 3

25 to 34 years: 13

35 to 44 years: 3

45 to 54 years: 1

55 to 64 years: 0

65 to 74 years: 0

75 years or older: 0

Total : 20

**What is your sex?**

Female: 5

Male: 15

Total: 20

**Do you consider a cell phone or landline your primary telephone number?**

Cell: 20

Land line: 0

Both: 0

Total: 20