Community Heart & Soul™

Guided by What Matters Most

RESOURCE



For Heart & Soul Process Phase

1 2 3 4

Using Keypad Polling in Community Heart & Soul



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WHAT WE BELIEVE

The Orton Family Foundation's mission is to empower people to shape the future of their communities by improving local decision-making, creating a shared sense of belonging, and ultimately strengthening the social, cultural, and economic vibrancy of each place.

We do this by assisting the residents of small cities and towns in the use of the Heart & Soul method, a barn-raising approach to community planning and development designed to increase participation in local decision making and empower residents to shape the future of their communities in a way that upholds the unique character of each place.

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ACKNOWLEDGMENTS

The Orton Family Foundation is a small family operating foundation that invests in practices that enhance the ability of citizens to participate in local decision-making. Our initiative, Community Heart & Soul™. Guided by What Matters Most, is a new approach to community planning and development.

The Foundation wishes to thank the many individuals, local elected and appointed officials, community volunteers, and like-minded practitioners, non-profits, foundations and business and trade organizations that have contributed in countless ways to our development of the Community Heart & Soul approach.

A special thank you to the residents, volunteers, and leaders in our partner Community Heart & Soul towns who learn with us, on the ground, to evolve the Heart & Soul method presented in this Guide. We could not possibly have done it without all of you, a community of inventive, determined people.

Finally, our deep gratitude to Lyman Orton—founder, board chair and funder of the Orton Family Foundation—for his generosity, passion and guidance. Community Heart & Soul would be a dream, not a growing reality, without his persistent belief in the regular folks who live and work in America's small towns.

Learn more about Heart & Soul at **orton.org/heart-soul**

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Introduction

The Orton Family Foundation has found that keypad polling is an effective tool for towns using the Community Heart & Soul process.

We offer this guide as an introduction to the potential use of keypads in your Heart & Soul process. Early in the process keypad polling can be a fun and informative way to introduce the Heart & Soul project to community members. It can begin to spread the word and help people understand the value of identifying a community's Heart & Soul. It is also a great tool to find agreement on proposed Heart & Soul Statements and the future direction of the community.

1. Keypad Polling Basics

What is keypad polling?

Keypad polling is used to conduct surveys during an interactive meeting, where each member of the audience responds anonymously to questions or statements, and the poll results are immediately processed and made visible (another term for this is "live polling"). Keypad polling uses handheld wireless devices that connect to a main laptop during a presentation. Each keypad device has 10 buttons to press in response to questions or statements and takes little or no training to operate. In a public meeting a keypad is given to each participant before the presentation and retrieved after.

Other technologies using smart phones and mobile devices exist, but our experience has been primarily with keypads, so they are the focus of this guide. However, much of our approach, sample questions and guide could be adapted to the other technologies if you have the experience.

Why use it?

Keypad polling used at meetings allows the community to respond as a group and, importantly, see their collective responses live. Seeing responses together in real time not only keeps the audience more engaged, but also allows individuals to quickly see where their own response fits within the responses of fellow residents. This is empowering because it can reveal common cause within a larger group or where there is majority opinion.

> "**Relationships change** when groups discover they need each other."
>
> » *Harold H. Saunders*

With the anonymity of responses, keypad polling is useful for getting at sensitive demographic questions like income, age, and/or race, as well as allowing individuals to express their preferences (such as agree or disagree) without worry of being criticized or judged by others. Keypad responses help you know 'who is in the room' and with everyone having a vote (even the quiet, shy, or young people), the audience can see that all votes matter and count equally. In Explore Your Community, Phase 2 of the Heart & Soul process, keypad polling has been used to confirm what was heard about what matters most to the community. This can be done where stories are shared and confirmed during the meeting or where information from stories gathered previous to the meeting is confirmed using keypad polling. See more information below under *how and when to use keypad polling*.



Example keypad device

Keypad polling offers a number of benefits:

- **Instant results facilitate learning and dialogue.** Instant live results can take an audience beyond the simple voting that a static survey provides. A good facilitator and question writer can ask the audience to discuss or reflect on differing opinions, to observe where there may be common cause, or to gauge whether people understand the topic at hand. You can also ask a question, discuss it, and then ask it again to see whether the discussion clarified or shifted opinions.

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- **Instant results increase transparency.**
  The immediate tabulation of results guarantees that there is no back-door manipulation happening, making participants feel confident in the validity of the results.
- **Anonymity allows people to be candid.**
  In some cases it can be contentious, misleading, or personally threatening for people to share their opinions. Even in the most benign situation, there are always people who prefer not to speak up. With keypad polling, responses are connected to the keypad's ID number rather than a participant's name, and final results are displayed in aggregate. This allows people to respond anonymously and honestly.
- **Questions and trivia keep the audience engaged.**
  The interactivity of keypads, and the potential for 'gamifying' events (teams can be organized and points awarded during quiz games, see example 1 for an icebreaker or trivia question) can help make dry topics more interesting and bring a change of pace to longer presentations. This helps overcome engagement fatigue and builds excitement around future events.

Pick your favorite icebreaker: "You know you're in { _____ } when..."

1. Neighborhood chats are truck to truck in the middle of the road.
2. SPF 90 is not out of the question.
3. You design your kid's Halloween costume to fit over a snowsuit.
4. A sudden loss of cabin pressure is not a big deal.
5. Driving directions usually include 'Go over [___] Pass...'
6. You've dressed in shorts, sandals, and a parka.
7. You know all 4 seasons, "almost winter, winter, still winter, and construction."
8. You can drive over a 12,000-foot pass in 4 feet of snow, but can't get to work if there are 4 inches of snow.

- **Everyone is heard.**
  Keypad polling prevents a few strong voices from dominating the conversation. People who might be less comfortable speaking in a crowd are guaranteed to have their opinion heard, recorded, and presented to the group in the final results. Keypad polling can also be presented/supplemented in an alternative language if languages other than English are spoken in your community.

Challenges and solutions using keypad polling

Keypad polling is a great tool that provides many benefits. Like any unfamiliar technology, there are drawbacks that may help you approach this tool with a healthy dose of thoughtfulness:

- **It doesn't replace old-fashioned talking.**
  Keypad polling by itself is one of many ways to support a community process, but it can't replace the value of face-to-face interactions that get behind people's preferences and help individuals build empathy for diverse opinions. You can offset this challenge through activities where conversations are incorporated into events and keypads are used to affirm what people heard or examine tensions between people and ideas and sometimes tensions that are more time relevant. For example, some people don't think they want affordable homes now, but they will change their tune when their children grow up and need an affordable place to live.
- **Keypads can only handle multiple-choice responses.**
  There is no chance to pose open-ended questions in keypad surveys, and the number of responses to a given question cannot exceed 10, the number of keys on the device. But there are many other ways to do so, including easy-to-use, free online survey platforms such as SurveyMonkey.
- **It takes time.**
  Extra time must be allocated to learning how to use the polling software, training people to use it, and setting up the presentations. Depending on the software, compatibility issues, and the number and type of questions, the time needed to prepare a presentation can be significant. Use our sample questions (see Appendix: Sample Keypad Polling Questions, page 9) to get started.
- **It can fail.**
  Problems with software and hardware can leave a presenter stalling while a computer or presentation is re-booted, and, worst-case, can result in lost data and a complete failure of the system. The best way to avoid

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this is to test the system exactly as it will be used: the computer, receiver, keypads, and presenter all in the actual presentation room. It is always smart to bring paper copies of the survey questions, just in case.

- **Keypads must be purchased, rented or borrowed.** For large events involving a hundred or more participants, the equipment runs between 2 to 3 thousand dollars. Look into renting the equipment or borrowing from organizations focused on community engagement or civic infrastructure work.

Like any public outreach method, live polling comes with the risk of leaving people out. Not everyone will feel comfortable attending a large meeting even with keypads. Throughout this activity and all of the Heart & Soul process, make sure you are checking the Community Network Analysis you built in Phase 1 to ensure that the process is involving everyone.

2. How and When To Use Keypad Polling

Live audience polling is most commonly used during public presentations to audiences of up to several hundred people where aggregated preferences and opinions are sought. However, it can be used in smaller group sessions, especially where the group requires candid answers or needs to quickly identify areas of agreement or difference.

Keypad polling does not necessarily replace paper or online surveys, since these surveys can reach the folks who can't make it to a meeting. Often, the same questions are asked in both formats, so that the results can be compared and aggregated.

Within a Heart & Soul process, keypad polling can be used in almost any circumstance where a public meeting or a committee meeting will include a presentation and would benefit from the facilitation, transparency, or quick results afforded by keypad polling. There are phase-by-phase tasks and outcomes that lend themselves to certain types of questions.

Refer to the Appendix: Sample Keypad Polling Questions (page 9) for recommended keypad questions to ask during each phase of the Heart & Soul process. Icebreaker, fact, and demographic questions should be asked at all keypad-polling events.

Icebreaker questions help the audience familiarize themselves with how to use the keypad device and how live results come from the push of a button. They also help the audience lighten up, possibly laugh together, before you dig into more thought-provoking and serious questions. Icebreakers begin to show basic common ground and understanding about who is in the room.



Keypad polling at a gathering during a Community Heart & Soul project in Laconia, New Hampshire

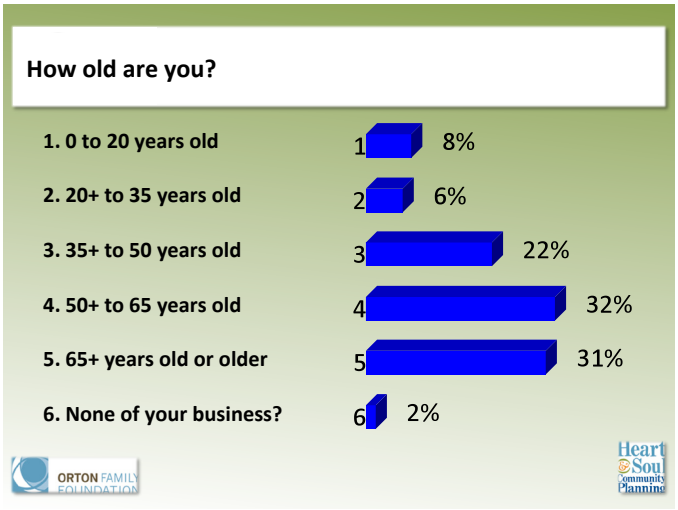
Fact questions help the audience see the diversity of knowledge in the group with little to dispute.[1] Fact questions allow participants to discuss how national trends or local changes are going to impact them as a community. For example, how youth leaving town may be an issue (based on local data) or how America is aging (national data).

Demographic questions, such as age, neighborhood lived in, occupation, years lived in town, household income, race/ethnicity, should always be asked in large group meetings or events that use keypads because they'll help you know who is in the room. Your Community Network Analysis helps you understand who needs to be reached, and demographic questions will help reveal whether your outreach methods worked by quickly showing who is not in the room (see question example 2).

1 Talk through the Hand: Using Audience Response Keypads to Augment the Facilitation of Small Group Dialogue. July 2009, The International Association for Public Participation, Volume 3, Number 1. David Campt & Matthew Freeman

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Example 1



In the Heart & Soul process, additional questions asked include: **experience** and **perspective questions**, especially during Phase 2: Explore Your Community and Phase 3: Make Decisions. "Experience" questions help participants find understanding within differences. "Perspective" questions help participants think about the future with common cause. Done well, the questions help reinforce the realization that people generally are more positive and in greater agreement about what matters most to the town than often initially assumed.

Keypad polling for each phase of Heart & Soul

Phase 1: Lay the Groundwork

During this phase the team is organizing volunteers, branding the project, planning the process and setting goals for outreach and participation. It's good to know which questions require discussion, and which questions can be put to a vote. Use keypad polling to:

- Vote on a project name and logo
- Set participation targets
- Prioritize project goals and principles
- Indicate levels of agreement for how the team will function, i.e. group consensus, formal roles
- Help Heart & Soul Team members learn about their own demographic make-up compared to the community's.
- Provide a sense to residents of what Heart & Soul is about by listing examples of Heart & Soul Statements other towns have used and asking residents of your town if they; 1 – Agree, 2 – Disagree, 3 – Not sure. Examples are available in the How to Develop Heart & Soul Statements resource.

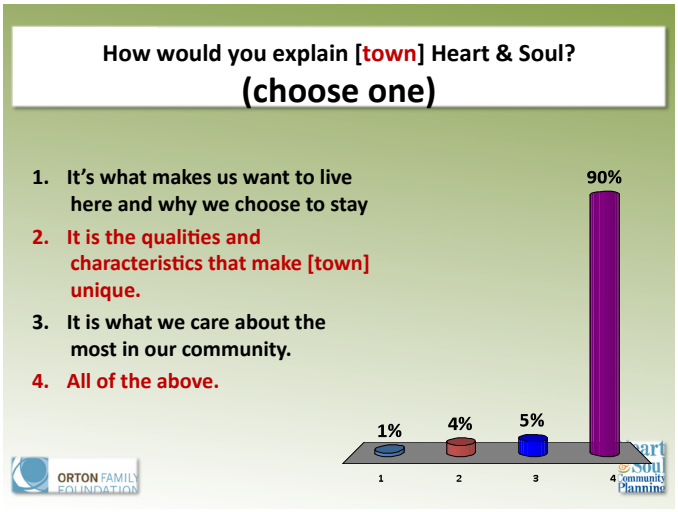
Phase 1: Sample process

You're ready to kick off Heart & Soul with the community, so you host a community-wide meeting. There are booths with information about city events, policies being developed like a trash ordinance, etc. You're planning to use keypads. Here's how:

Introduce Heart & Soul Team members and begin with icebreaker questions to show how live responses work, and then explain how to use the keypads.

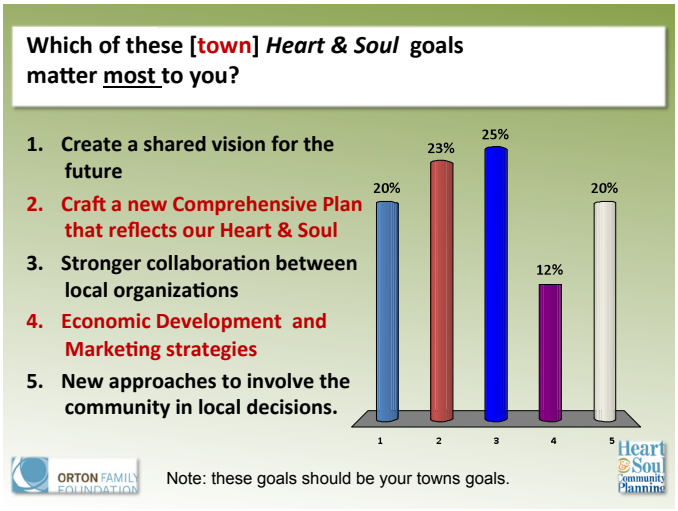
1. Ask some easy demographic questions to show who's in the room (example 1).
2. Vote to show where there's understanding or agreement about what Heart & Soul is in your community (see example 2).
3. Facilitate dialogue in small groups to learn more about what Heart & Soul means to your community.
4. Heart & Soul goals are shared and voted on for agreement (see example 3).
5. A facilitator works with the group to discuss next steps, specifically Phase 2: Explore Your Community.

Example 2

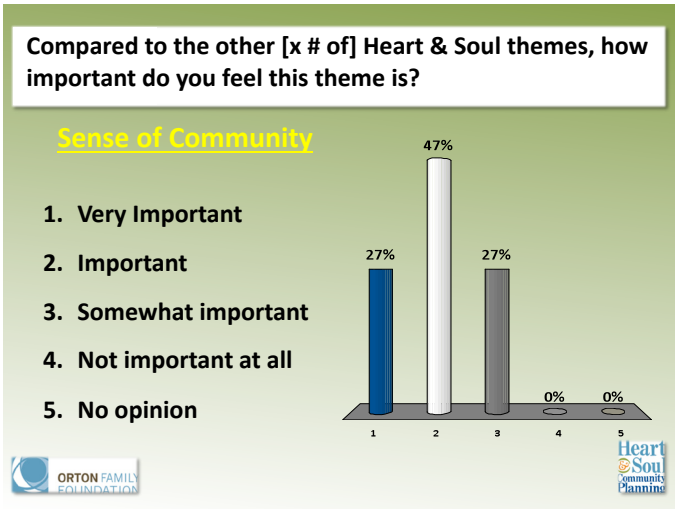


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Example 3



Example 4



Phase 2: Explore Your Community

During this phase you are trying to develop and prioritize Heart & Soul Statements while building good will toward the project and connections between people in the community. Many of the early activities in this phase involve more open-ended questions inappropriate for multiple-choice responses, but later on during review and prioritization there are some great opportunities to poll a live audience. Use keypad polling to:

- Serve as an icebreaker to Community Heart & Soul, its purpose and what Heart & Soul Statements look like
- Review and explain the draft community themes that begin to evolve from storytelling data
- Find agreement on community themes and statements
- Vote on early action ideas
- Ask audience members to relate their preferences to some other context (e.g. "How important is this to you?"; "How important do you think this is to your neighbors?": "Does the community Heart & Soul theme have more personal importance to you now or later?")
- Help participants understand who is in the room, how group members are similar and how they are different: age, income, and perspectives.
- Indicate how each attribute is doing over time (e.g. Compared to 5 years ago, would you say what is valued about the community is (A) Much better (B) A little better (C) The same (D) A little worse (E) Much worse)
- Learn how your communication efforts are working (e.g. "How did you hear about this event?")
- Find out what participants think about the process or the event (e.g. "Was your facilitator biased?"; "How likely are you to attend another event?"; "Do you feel that your opinion was heard?")

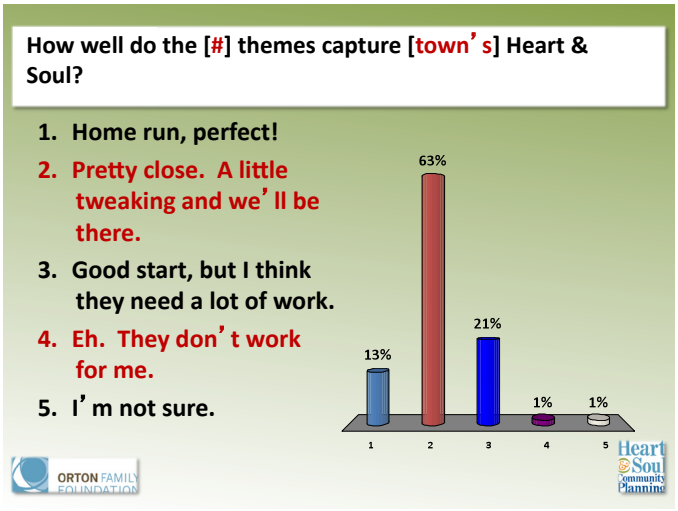
Phase 2: Sample process

The Heart & Soul Team has been collecting stories and data in many different ways, so it would like to get a firm sense of what it has heard, but would also like to gather additional information. The team decides to hold a community-wide meeting to gauge whether what's been collected so far covers the breadth of what matters most to residents and also to learn more about what is most important.

1. Repeat steps 1 and 2 above (Phase 1 Sample process, page 4).
2. Ask fact based questions that help the participants understand the kind of change their community may face in the future, such as aging population, population increases/decreases locally and population increases nationally, and growth of the Hispanic population
3. Learn whether there is agreement on whether the town's Heart & Soul is important to the community (see example 4).
4. Gauge whether the Heart & Soul themes collected from stories and data so far resonate with participants (see example 5).

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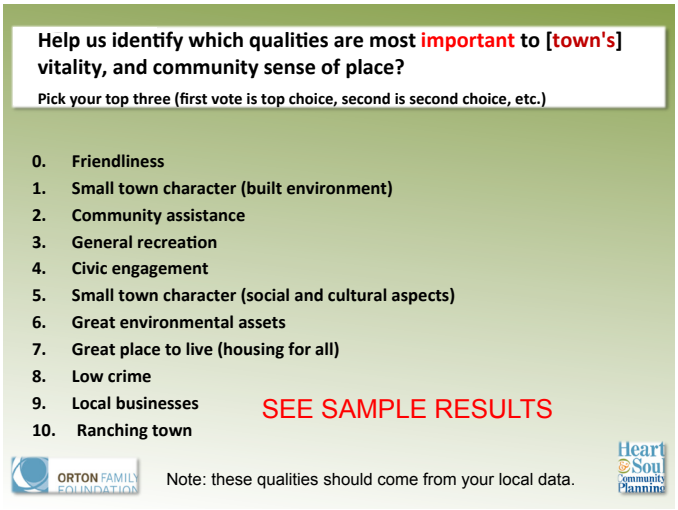
Example 5



5. Determine how important each Heart & Soul theme is to participants.

6. Pulling from the detail embedded in community stories collected so far, ask questions about what aspects are important about the towns sense of place and sense of community (Heart & Soul theme specific to your community) and what qualities are threatened (see example 6). Have people vote on what are important qualities and what qualities are being threatened.

Example 6

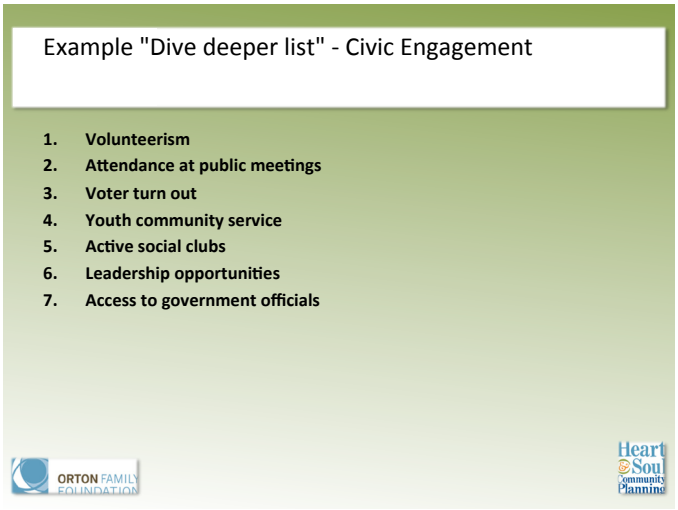


7. Break out into small groups and discuss more specific attributes of each Heart & Soul theme, such as community sense of place. Deeper dive conversations are based on themes your community articulates and consider impacts to the social and cultural aspects of the community such as built environment and civic engagement. Then list all attributes on a slide for all to see, not necessarily to be voted on with keypads (see example 7).

8. Develop draft Heart & Soul Statements and vote on the priority of each.

9. Close with next steps and how participants can stay engaged.

Example 7



Phase 3: Make Decisions

In this phase you are learning to develop ideas, find solutions, and make hard choices about which actions best respond to the community's Heart & Soul Statements and how to allocate time and resources. Working through this evaluation can be tedious, and audience polling can be a great way to move efficiently through the process. Use polling to:

- Examine local information and national trend data together (similar to the sample process in Phase 2, but allow for more time to discuss during Phase 3).
- Gauge participant preferences about action ideas or policy alternatives.
- Ask participants to rate the feasibility or the relative benefits of specific strategies or ideas.
- Ask participants to choose between two or more options.
- Ask participants to rank options in order of preference or priority

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Phase 4: Take Action

In this phase you are mobilizing resources and building a sustained commitment to Community Heart & Soul. Big public meetings are less likely during this phase, but it can be a good time to debrief with your project partners and volunteers. Polling in this case could be used to:

Review project goals and participation targets, and ask the team how they feel they did

- Conduct some good-will wrap up activities, such as voting for best volunteer or similar superlatives
- Prioritize follow-through activities such as ways to promote Heart & Soul
- Review and rate project activities/successes

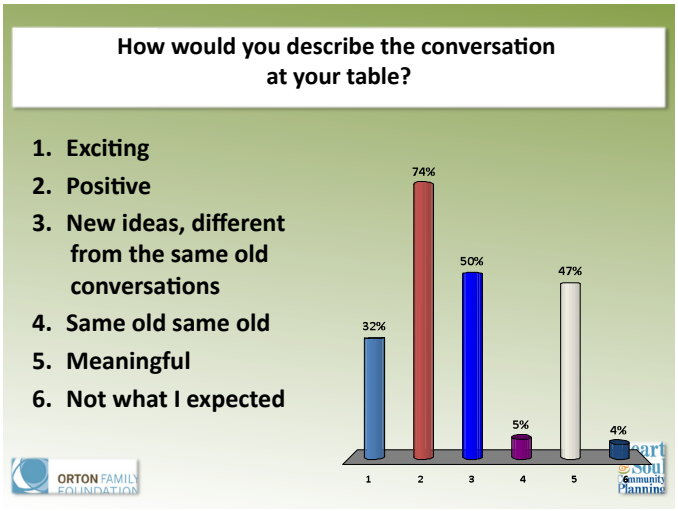
3. Asking Good Questions

Creating a list of good questions to survey residents from scratch takes great care and thought, yet the process itself is enlightening and the results well worth the effort. The old expression "garbage in, garbage out" is a good reminder about the importance of carefully thought out and crafted survey questions. Questions can be multiple choice, they can allow for people to choose more than one answer, they can gauge 'level of agreement' or 'level of importance', and they can allow for ranking (choose your top 3, in order!). Refer to Appendix: Sample Keypad Polling Questions (page 9). Below are some key points to keep in mind when developing questions.

Question DOs

1. **Define your goals:** What are you trying to get out of the survey and each question? If you are not clear on the goals of the survey, it is likely that the questions and the value of the results will be unclear.
2. **Make questions as simple and brief as possible:** Ask others to read your draft questions to make sure participants won't be confused.
3. **Don't always force a single absolute answer:** Even with fairly simple questions, it is much more realistic and often more informative to allow people to choose their top 3 answers or to rank all the answers in order of preference or priority.
4. **Cover all possible answers:** When providing answers to the question, like multiple choice questions, make sure that all possible options exist. If you have more than ten options (the limit for keypad devices), you may be asking the wrong question. Also, use "Other" or "I'm not sure" as an option by default (see example 5).

Example 8



5. **Put easy questions first:** If the survey takes more than 5 minutes to complete you should think through the ordering of questions. Starting with easy demographic or trivia questions helps people get used to the keypads and avoid feeling discouraged. Difficult or sensitive questions go last.
6. **Structure the question sequence so that it makes sense:** In a survey with many question order the questions so that participants are not burdened. Group questions by category. Start with broad and general questions first and then ask more specific questions. This allows the participant gain understanding in the context of the sequence of the questions.
7. **Test the questions:** Before finalizing survey questions conduct trial runs and test questions with a number of people that ideally are representative of the group that will be taking it. This will help prevent using words or descriptions that may be off-putting to audience members.

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8. **Use colors and font sizes that all can read:** Consider the size room you'll be presenting in and make sure the narrative on the slides is large enough to be seen from the back of the room and that the color of the text and background contrast well.

9. **Use keypad polling as a tool to evaluate activities at events or large meetings.** Use fun questions during a meeting or at the end of a community-wide event for participants to evaluate whether the material was useful or if the delivery worked for them (see example 8, page 7).

Question DON'Ts

1. **Do not write leading questions:** Questions should not suggest an answer. For example: "Experts believe that spending on public transportation encourages economic growth. Do you agree?" This question can be stated in a more neutral way, for example: "Do you think that spending money on more walkable streets encourages economic growth?"

2. **Don't ask loaded or obvious-answer questions:** Loaded questions are emotionally charged or suggest a socially desirable answer. A question such as "How important is the local natural environment?" is not likely to give you useful information because no one debates its importance. This type of question is better framed in comparison to another characteristic, for example "How important is our local natural environment to our local economy?"

3. **Don't use absolutes:** Avoid questions that force participants to either agree or disagree. For example: "Do you always drive to work?" can be better phrased as "How often do you drive to work?"

4. **Don't pose two questions at the same time:** A common mistake in survey questions is to ask two things in one question. For example: "Should the city government spend less money on street lights and more on the Youth Center?" Limit each question to one topic.

5. **Don't leave gaps or options for overlapping answers:** When asking age, avoid the following options: A) 1-19; 20-29; 30-39 (this creates gaps where someone that may be 19 ½ wouldn't feel comfortable answering A or B). Use this overlap of options: A) 10-20; B) 20-30; C) 30+.

6. **Do not force people to respond to difficult or sensitive** questions: If the question that you are asking is difficult or sensitive give participants an "out" by providing options such as: "Don't know", "Does Not Apply", or "Don't wish to say".

4. Resources

Instructions for using keypad-polling software:

1. Install the software.
2. Create the presentation with questions, similar to using PowerPoint.
3. Plug in the receiver to your computer.
4. Test that it works from all over the room in which you are presenting.
5. Have someone hand out the keypads and collect them after.
6. Have translators and helpers for the hearing impaired.
7. Give people enough time to think about and answer the questions, but not too much time.
8. Same for letting people see and consider the results.
9. Save the data from the session.

Text/web-based Polling Service Providers:

- Poll Everywhere — polleverywhere.com
- SMSpoll — smspoll.net
- Textizen — textizen.com
- TXTImpact — txtimpact.com
- EZ Texting — eztexting.com

Keypad Polling Service Providers:

- Meridia Interactive Solutions — meridiaars.com
- Fleetwood Reply Systems — replysystems.com
- Turning Point Technologies — turningtechnologies.com

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Appendix: Sample Keypad Polling Questions

HEART & SOUL PHASE	*TYPE OF QUESTIONS*	*SAMPLE QUESTIONS*
All Phases	**Fun Icebreaker sample questions** Help people get used to the device	**You know you're in [Name of Town] when.... (List of local examples)** 1. Neighborhood chats are truck to truck in the middle of the road. 2. SPF 90 is not out of the question. 3. You design your kid's Halloween costume to fit over a snowsuit. 4. A sudden loss of cabin pressure is not a big deal. 5. Driving directions usually include 'Go over ___ Pass...' 6. You've dressed in shorts, sandals, and a parka. 7. You know all 4 seasons, "almost winter, winter, still winter and construction. 8. You can drive over a 12,000-foot pass in 4 feet of snow, but can't get to work if there are 4 inches of snow. **Have you ever lied to your mom?** 1. Next question, my mom is here 2. Always 3. Only to protect her 4. My brother/sister made me do it 5. No way
All Phases	**Demographic Questions** Who is in the room?	**How did you hear about this event?** 1. Local newspaper 2. Postcard 3. Word of Mouth 4. Poster 5. Social media (Facebook) 6. Other Note: Include outreach methods you've used for this list. **Have you participated in (town name) Heart & Soul before today?** 1. A lot 2. A little 3. Not at all **How long have you lived in (name of town)?** 1. 0 to 5 years 2. 5 to 10 years 3. 10 to 15 years 4. 15 to 20 years 5. 20 to 25 years 6. More than 25 years 7. I don't live in (name of town) **What part of town do you live in?** 1. North 2. South 3. East 4. West Note: Use specific neighborhoods or areas of your community.

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HEART & SOUL PHASE	*TYPE OF QUESTIONS*	*SAMPLE QUESTIONS*
All Phases *(continued)*	**Demographic Questions** Who is in the room? *(continued)*	**How old are you?** 1. 0 to 20 years old 2. 20 to 35 years old 3. 35 to 50 years old 4. 50 to 65 years old 5. 65 years old 6. None of your business
		Are you… 1. Female 2. Male 3. Other
		Are you a… 1. Student 2. Full time employee 3. Part time employee 4. Stay at home dad/mom 5. Retired 6. Looking for work
		Is your total annual household income… 1. Less than $25,000 2. $25,000 to $49.999 3. $50,000 to $74,999 4. $75,000 to $100,000 5. More than $100,000 6. None of your business
		What is your race/ethnicity? 1. Caucasian 2. Black/African American 3. Hispanic 4. Asian 5. Pacific Islander 6. Native American 7. Middle Eastern 8. None of your business 9. Other Note: Make your list reflect local knowledge and census data
Phases 1, 2, and 3	**Fact Questions** Audience responds to local facts or national data	**Immigrants have higher business ownership and formation rates than non-immigrants.** 1. True 2. False Answer: True, 620 of 100,000 immigrants start a business each month (US Small Business Administration)

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HEART & SOUL PHASE	*TYPE OF QUESTIONS*	*SAMPLE QUESTIONS*
Phases 1, 2, and 3 *(continued)*	**Fact Questions** Audience responds to local facts or national data *(continued)*	**How many people turn 65 each day?** 1. 5,000 2. 8,000 3. 12,000 Answer: 8,000, a pattern that will continue for the next 14 years (AARP, American Association of Retired Persons)
		Our town's population has... 1. Grown since 2000 2. Shrunk since 2000 3. No change 4. Don't know Note: Have information about how population has changed in your community so you can follow-up with data on this question.
		What will the population of the US be by 2050? 1. 252 million 2. 338 million 3. 438 million 4. 512 million 5. Don't know Answer: 438 million (source: PEW Research Center). Use this question to dig deeper about what changes the community may see or expect in the next 35 years.
		There are fewer youth (ages 10-19) here than in 2000. 1. True 2. False Note: Have census information for discussion on this statement. What are the implications to youth leaving, staying in, or returning to the community? What is the driver behind youth leaving/staying in the community?
Phase 2, 3, and 4	**Perspective/ Opinion Questions** Audience responds to local situation or condition	**The number of jobs has increased in our community since the year 2000.** 1. True 2. False Note: Have local data available to discuss the types of jobs available and a conversation about the impact jobs have on the community.

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HEART & SOUL PHASE	*TYPE OF QUESTIONS*	*SAMPLE QUESTIONS*
Phase 2	**Perspective/ Opinion Questions** Audience responds to local situation or condition	**How would you rate the COMMUNITY'S perspective on this statement?** We value being an accessible, walkable, and bikeable community. 1. Agree strongly 2. Agree somewhat 3. Neither agree nor disagree 4. Disagree somewhat 5. Disagree strongly **How would you rate your NEIGHBORS perspective on this statement?** We value being an accessible, walkable, and bikeable community. 1. Agree strongly 2. Agree somewhat 3. Neither agree nor disagree 4. Disagree somewhat 5. Disagree strongly **What is your PERSONAL perspective on this statement?** We value being an accessible, walkable, and bikeable community. 1. Agree strongly 2. Agree somewhat 3. Neither agree nor disagree 4. Disagree somewhat 5. Disagree strongly Note: Use a statement that is developed from your community information and feedback. Use question formatting like this to help the audience see where the community stands on perspectives. Many times residents feel they are the only ones that care; these questions reveal common cause. **How would you explain [your town] Heart & Soul?** 1. It's what makes us want to live here and why we choose to stay here 2. It is the qualities and characteristics that make [town] unique 3. It is what we care about the most in our community 4. All of the above 5. None of the above **How would you rate the importance of using these overall goals for the Heart & Soul process using Agree strongly, Agree somewhat, Disagree somewhat or Disagree strongly** 1. Inform a shared vision for the future 2. Inform a new Comprehensive Plan 3. Engender stronger collaboration between local organizations 4. Inform local economic development and marketing strategies 5. Develop new approaches to involve the community in local decisions. **How well do the [#] themes capture [town's] Heart & Soul?** 1. Home run, perfect! 2. Pretty close. A little tweaking and we'll be there 3. Good start, but I think they need a lot of work 4. Eh. They don't work for me 5. I'm not sure

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HEART & SOUL PHASE	*TYPE OF QUESTIONS*	*SAMPLE QUESTIONS*
Phase 2 *(continued)*	**Perspective/ Opinion Questions** Audience responds to local situation or condition *(continued)*	**Compared to the other [x # of] Heart & Soul themes, how important do you feel this theme is?** Sense of Community (example) 1. Very important 2. Important 3. Somewhat important 4. Not important
		Help us identify the relative importance of your town's attributes and qualities in defining its vitality and community sense of place? Rank them from 1-10 with 1 being the most important (first vote is top choice, second is second choice, etc.) 1. Small town character (built environment) 2. Community assistance 3. General recreation 4. Civic engagement 5. Small town character (social and cultural aspects) 6. Great natural assets 7. Great place to live 8. Friendliness 9. Local businesses 10. Ranching/farming town (whichever applies to your town) Note: Derive these qualities from local data.
		Help us identify which qualities are most threatened to [town's] vitality, and community sense of place? Pick your top three (first vote is top choice, second is second choice, etc.) 1. Small town character (built environment) 2. Community assistance 3. General recreation 4. Civic engagement 5. Small town character (social and cultural aspects) 6. Great natural assets 7. Great place to live (housing for all) 8. Low crime 9. Local businesses 10. Ranching/farming town (whichever applies to your town) Note: Derive these qualities from local data.

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HEART & SOUL PHASE	*TYPE OF QUESTIONS*	*SAMPLE QUESTIONS*
Phase 2 *(continued)*	**Perspective/ Opinion Questions** Audience responds to local situation or condition *(continued)*	**Example "Dive deeper list" - Small Town Character (Social and Cultural Aspects)** Rank them from 1-8 with 1 being the most important (first vote is top choice, second is second choice, etc.) 1. Neighbors know neighbors 2. Locally owned businesses 3. Community festivals/events 4. Residents live and work in town 5. Community/neighborhood schools 6. Ability to participate in community discussions 7. Ranching/farming heritage (whichever applies to your town) 8. Respect for natural world **Example "Dive deeper list" - Small Town Character (Built Environment)** Rank them from 1-7 with 1 being the most important (first vote is top choice, second is second choice, etc.) 1. Walkable downtown 2. Recognizable heritage in buildings 3. Parks and recreation facilities 4. Restaurants 5. Mix of neighborhood types and structures 6. Mixed use downtown 7. Discernible town limits **Example "Dive deeper list" – Civic Engagement** Rank them from 1-7 with 1 being the most important (first vote is top choice, second is second choice, etc.) 1. Volunteerism 2. Attendance at public meetings 3. Voter turn out 4. Youth community service 5. Active social clubs 6. Leadership opportunities 7. Accessible government officials
Phases 3 and 4	**Perspective/ Opinion Questions** Audience responds to local situation or condition	**If you had to choose, which statement has the highest priority for you? (Vote 3 times to get 1st, 2nd, and 3rd choices)** Note: when using a list or a lot of narrative on the screen, use different colors to distinguish information 1. We value being an accessible community that is walkable and bikeable 2. We value being an active, healthy community that appreciates the outdoors and our connection to the natural environment 3. We value retaining convenience to services and amenities, and our proximity to Denver and mountains 4. We value maintaining friendliness and connections with neighbors and other residents 5. We value keeping our sense of community, pride in community, diversity and tolerance of others, community character, community events 6. We value a government that is responsive & committed to our values, with appreciation of safe, quiet, clean, well-maintained neighborhoods 7. We value controlled change, affordable housing, smart growth (transportation and development) and sustainability

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HEART & SOUL PHASE	*TYPE OF QUESTIONS*	*SAMPLE QUESTIONS*
Phases 3 and 4 *(continued)*	**Perspective/ Opinion Questions** Audience responds to local situation or condition *(continued)*	**On which 3 themes could the city make progress in the next 3 years? (Choose 3, in order of importance.)** 1. Community Character 2. Sense of Community 3. Connectivity 4. A Healthy, Beautiful Environment 5. A Strong Economy 6. An Engaging Responsible Accessible Government 7. Demographic Diversity 8. A Safe Community 9. Quality of Life Note: this is a sample list. Your town may have a different list based on the stories and data from your local residents.
		How would you describe the conversation at your table? 1. Exciting 2. Positive 3. Negative 4. New ideas, different from the same old conversations 5. Same old same old 6. Meaningful 7. Not what I expected
All Phases	**Closing Questions**	**How many people did you meet today that you hope to talk to again?** 1. 1 2. 2 3. 3 4. 4 5. 5 6. 6 7. 7 8. 8 9. 9 + 10. None
		How likely is it that you will come to another Heart & Soul event? 1. Very likely 2. Somewhat Likely 3. Not sure 4. Somewhat unlikely 5. Very unlikely
		Were the keypads helpful in this meeting? 1. Not at all—I prefer the traditional meetings 2. Somewhat – a little too high tech for me 3. Good – better meeting than usual 4. Great – I feel my opinions were heard
		How satisfied are you with today's meeting? 1. Very unsatisfied 2. Unsatisfied 3. Somewhat satisfied 4. Satisfied 5. Very Satisfied

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