

UNDERSTANDING THE RELATIONSHIP BETWEEN SUCCESSFUL
CONSTRUCTION COMPANY GROWTH AND THE GROWTH OF A SMALL CITY
IN FLORIDA

By

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by

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THE EFFORT FOR THE RESEARCH AND HARD WORK TO PRESENT THIS
DOCUMENT COMES FROM THE HELP OF MY FAMILY AND FRIENDS. I
WOULD LIKE TO DEDICATE THIS DOCUMENT TO THEM FOR ALL THEIR
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TABLE OF CONTENTS

	<u>page</u>
ACKNOWLEDGMENTS	iv
LIST OF TABLES	vii
LIST OF FIGURES	viii
ABSTRACT	x
CHAPTER	
1 INTRODUCTION	1
Definition	3
Statement of Problem	4
Statement of Hypothesis	4
Scope and Limitations of Study	5
Importance of Study	6
Research Determinations	7
2 LITERATURE REVIEW	8
Pework	8
Bad Growth	8
Good Growth	10
The Good Life	10
Commercial and Residential	11
The Public	12
Factors to Measure	13
3 STYLES	15
Scope	15
Preparation of Questionnaire	17
Individual Questions	20
Completion of Survey	25
Selecting Representative Sample City	26
Sample Selection	30

Questionnaire Conducted.....	31
Initial Analysis Performed.....	32
Conclusion.....	32
4 SURVEY RESULTS AND ANALYSIS.....	34
Overview.....	34
Respondents.....	35
Respondents Analysis.....	37
What Is Growth?.....	44
Growth Issues.....	45
Business Issues.....	45
Issues with Jobs.....	45
Residential Issues.....	45
Random Issues.....	46
By Question Review.....	47
5 CONCLUSIONS AND RECOMMENDATIONS.....	71
Chart Of Success.....	71
Block One—Population Growth.....	72
Block Two—Skilled Labor.....	73
Block Three—Local Support.....	73
Block Four—Available Money.....	74
Blocks Five and Six—Local and Non-Local Construction Firms.....	74
Block Seven—Working Together.....	75
Final Block—Success.....	76
Learning.....	76
Next Steps.....	77
 APPENDIX	
A TWO HUNDRED THIRTY-FIVE CITIES WITH POPULATION BETWEEN 10,000 – 100,000.....	80
B SMALL CITY CONSTRUCTION TELEPHONE QUESTIONNAIRE.....	83
C PHONE SURVEY INTRODUCTION STATEMENT.....	85
D INTRODUCTORY LETTER – QUESTIONNAIRE FOR THESIS WORK.....	86
E CONTACT REFERENCE LIST.....	87
LIST OF REFERENCES.....	97
BIOGRAPHICAL SKETCH.....	99

LIST OF TABLES

<u>Table</u>		<u>page</u>
4-1	General Respondent Information.....	36
4-2	Work Categories	37
4-3	Individual Respondents.....	39
4-4	General Comments on Questions.....	47
A-1	Cities Based on US Census 2000.....	80
B-1	Questionnaire	83
E-1	Contact Reference List.....	87

LIST OF FIGURES

<u>Figure</u>		<u>page</u>
4-1	Respondents	42
4-2	Averages of Respondents.....	44
4-3	Question 1 Response.....	48
4-4	Question 2 Response.....	49
4-5	Question 3a Response	50
4-6	Question 3b Response.....	50
4-7	Question 3c Response	51
4-8	Question 3d Response.....	51
4-9	Question 3e Response	52
4-10	Question 4 Response.....	53
4-11	Question 5a Response	54
4-12	Question 5b Response.....	54
4-13	Question 5c Response	55
4-14	Question 5d Response.....	55
4-15	Question 6a Response	56
4-16	Question 6b Response.....	57
4-17	Question 6c Response	57
4-18	Question 6d Response.....	58
4-19	Question 7 Response.....	59
4-20	Question 8 Response.....	60

4-21	Question 9 Response.....	60
4-22	Question 10 Response.....	61
4-23	Question 11a Response.....	62
4-24	Question 11b Response.....	63
4-25	Question 11c Response.....	63
4-26	Question 11d Response.....	64
4-27	Question 12 Response.....	64
4-28	Question 13 Response.....	65
4-29	Question 14 Response.....	66
4-30	Question 15 Response.....	67
4-31	Question 16a Response.....	68
4-32	Question 16b Response.....	69
4-33	Question 16c Response.....	69
5-1	Chart of Success.....	71

Abstract of Thesis Presented to the Graduate School
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Factors and standards are needed to determine the impact of the building construction industry on small Florida cities. There were two main questions to be answered: (1) does the building construction industry impact growth in small Florida cities, and (2) is the building construction industry a leader of growth in small cities? To accomplish the objective of answering these questions several steps needed to be taken. First, a small, growing city in Florida, which is representative, was selected as the sample city. Second, a questionnaire was developed to obtain specific data aimed at providing answers toward the questions. Third, the prepared questionnaire was distributed to people in the selected city who work in the building construction industry, to elected officials, to community leaders, and to local organizations. Fourth, the results of the questionnaire were tallied and analyzed using statistical methods and reliability checks.

Finally, the results were used to set standards for determining the impact of growth in other small, growing Florida cities.

The results of the questionnaire lead to the understanding of factors that directly influence and impact the building construction industry in small cities. These factors allowed for the prediction of whether other small cities have the right features for building construction expansion. These standards then can be applied to improve the success of the building construction industry in small, growing Florida cities.

CHAPTER 1 INTRODUCTION

Small cities continually work on improving the prosperity of the residents that live within their boundaries. A means to find prosperity is through growth. One of the largest segments of growth revolves around the work of construction. The building construction industry, therefore, can have major impacts on the growth of small cities. For the purpose of this research it would be too cumbersome to examine the entire country for the effect that the construction industry has on small cities. For that reason, the study has been focused on small city growth within the state of Florida. The objective of this study will be to provide answers as to construction effects, and to identify key factors pertaining to the role the building construction industry plays in the growth of small cities in Florida.

Researching past studies and their discussions on growth in small cities was the first step in understanding the role played by the building construction industry in their growth. From that information the effects that the building construction industry can have and the level of magnitude of those effects might be determined. A problem arose however, and that was the available research related to this issue was very limited, and tended to not focus on the impact of the construction industry. Most of the studies related to the growth of the cities focus on its effects on community programs and leadership styles. This has become a key element in the efforts towards successful growth for many city governments, and for statewide movements toward helping the startup growth of

cities. A different method had to be used for analyzing the impact of the construction industry on successful small city growth.

A focused effort on the impact of the construction industry will lead to determining how influential and beneficial the industry can be towards favorable growth. To determine the impact of the building construction industry on small cities there exists a need to establish factors and standards that can be used for all Florida small cities. In order to look at small cities and their growth two main questions need to be answered:

Does the building construction industry impact growth in small Florida cities?,

Does the building construction industry fill a role as a catalyst for growth in small Florida cities?

To accomplish the objective of answering the above questions, several steps had to be taken. First, a small and growing city in Florida, which could be considered a representative city for the entire state, was selected as the sample city. Second, a questionnaire was developed to obtain specific data aimed at providing answers toward the two main questions. Third, the prepared questionnaire was used in calls to a sample of people in the selected city who work in the building construction industry, elected officials, community leaders, and local organizations. Fourth, the results of the questionnaire were tallied and analyzed using statistical methods and reliability checks. Finally, the results were used to set standards for use in other small and growing Florida cities. Following these steps will lead to the better understanding of growth in small cities in Florida, the recurring factors, and their level of impact and importance towards successful growth.

The results of the questionnaire will lead to the understanding of factors that will directly influence and impact the building construction industry in small cities. These

factors will allow for the prediction of whether other small cities have the right features for building construction expansion. These standards will improve the success of the building construction industry in small and growing Florida cities. This can then prove profitable to both the small cities themselves and the construction industry as a whole, along with an individual contractor's firm.

Definition

The words "small city" brings many images to a person's mind. To some it can be a place of comfort, security, calm, and a contrast to the fast paced metropolitan style of living. To other people it represents backward, old style buildings, a slower type of living and small amounts of growth. Webster's Dictionary defines small as "restricted in size by comparison with most others of the same kind or class," and as "of inferior influence; not prominent; modest" (Encyclopedia, p.495). Both of these meanings assist in defining a small city. Small cities, however, can represent growing places, chances to replace the old with the new, and chances to do things the right way, all while maintaining most of the perceived benefits of a small city in comparison to larger cities. Construction work in small cities can have many possibilities concerning growth and profit. Major concerns exist however, on how small cities can embrace growth and still preserve the small city characteristics that keep them prime targets for expansion. There have been numerous studies, in many cities of what individual towns and cities need to do to better themselves. The research usually was completed with only that individual town in mind, and with little knowledge or discussion of what occurs in other towns and cities. More important, few of the studies show the impact on a small city from the standpoint of the building construction industry. That leaves room to explore the benefits

and/or possible negative impacts that the building construction industry has on small cities.

Statement of Problem

Minimum information exists concerning the impact of growth in small cities while focusing on the building construction industry. Reports written on individual cities and their growth show trends seen nationwide, but few comprehensive studies tie together the construction industry and the growth of the city. Many questions continue to be unanswered concerning small cities, growth, and the building construction industry. The major concerns deal with how the construction process can be improved or even how to look for details that always exist in the successful growth of cities. The focus should be on the factors that assisted in the growth of small cities and the standards for the industry that could be developed to promote a game plan for success.

Statement of Hypothesis

The building construction industry will continue to work in small cities and attempt to help in the growth of those cities. A question to be looked at is whether profitability can be realized from the industry in the development of small cities?

Hypothesis Statement – The building construction industry has a positive impact on the growth of small cities within the state of Florida.

To test such a hypothesis a breakdown of all the actions involved in the growth of cities need to be identified. Every factor must be looked at that deals with growth or the negative impact of non-growth. These factors can lead to depicting the major factors and allowing those factors to answer the question behind the hypothesis statement. At that point the hypothesis can be tested.

Scope and Limitations of Study

The definition of a small city for purposes of this study will be a city with a population of over 25,000 people and under 100,000. The population figures will be based upon the 2000 U.S. Census. The list of Florida cities that fit this criteria can be seen in Appendix A. Growth rate will be decided based on the percentage of growth between the years of 1980 and 2000. Preliminary figures indicate there exist 102 cities in Florida with growth and population that meet the criteria (Florida, 2002). One city in Florida will be chosen to represent all of Florida for this study. The city chosen will have properties considered in the average range for size, location, and growth rate. This method will keep as many variables as possible the same and enable the survey to look at the factors that show the biggest deviations from an established mean. A survey form will be used to contact builders and developers, community leaders, government leaders, and local businesses within the city selected. The data analysis will include a review of census data, city directories, interviews with contractors and town leaders, and an understanding of city policies. All surveyed participants will be randomly chosen within the determined parameters. The data collected from the telephone surveys will be reviewed to help determine major factors that affect growth in small cities.

The Association of Builders and Contractors (ABC) has over 1,400 builders in the State of Florida (ABC, 2002). Limited information makes it difficult to find out how many of these 1400 builders are profitable, active, and work in small cities. An assumption will be made that the work in the small cities is obtained by hard bids and it is awarded to the lowest bidder, but that tends to not be the case. In practice the contracts are drawn up and only given to certain builders that have knowledge or some tie to the city. This makes it more difficult for outside firms to come in and deliver the best

construction value. The main reason for this approach by the small cities is based on the concern for budget security. Even though a low bid approach would help lower costs, the risk of the builder's backing out or unforeseen costs could in the long run add up to more than the small city can afford to pay. The tight budgets become one of the deciding factors in both the growth and decline of small cities. Money drives the industry and without a large supply of money to draw from it becomes difficult to find funding for improving a city. These small cities cannot run the risk of the loss of their money, as that would make too large an impact on their economy. Throughout the study it must be determined how a small city approaches growth without the backing of substantial money to get the projects started. There are few past statistics or studies to use for comparison purposes. This shows the need for the survey to get a better understanding of the public opinion on growth for the small cities, and also to gather all the data needed to make comparisons of factors impacting growth.

Importance of Study

Examining the factors of small city growth and setting standards will allow builders and developers to understand the risk and potentials that exist for investing in small cities. The building construction industry affects the phases of deconstruction, rebuilding, and early growth, but little is understood on the major impetus towards promoting ongoing growth in the small city. Learning the successful details of small cities and their growth can assist civic leaders in planning, bringing local business and construction industries together, and start the process for growth. By determining the areas in which to put the most emphasis in the growth of small cities, both the building construction industry and the cities themselves can flourish. There exists a need to learn

how the industry operates in small cities, and what it can do to further its influence and impact.

Research Determinations

Finding out the components behind growth in small cities will benefit the building construction industry. The overall benefit will reach both the small cities and the contracting firms in the construction industry. Both of these areas will enjoy growth and experience better wealth in the future. By focusing on certain aspects and establishing a standard to measure the different tactics used in construction of small cities it will be possible to understand the correct techniques to use. In the end, more prosperity for the cities and more prosperity for the building construction industry can be attained. It proves necessary to determine how to continue this process and to help show the building construction industry the best techniques that have the most impact on growth.

CHAPTER 2 LITERATURE REVIEW

Pework

One of the reasons for preparing this report was the lack of written literature on the subject of the building construction industry and its impact on growth in small cities. There exists a need to learn how the industry operates in small cities, and what it can do to further the growth of those small cities. Developing techniques to follow in fostering small city construction growth will assist both the construction firms and the cities in successful expansion and financial growth. Additionally, there exist few statistics that can be used to understand the relationship between small cities and the building construction industry. Some questions that should be answered concern whether, during rapid growth in a small city, the building industry can keep up, and what the impact of controlling growth is in the city? Answering these questions will assist in understanding the role the building industry plays in the livelihood of small cities. The purpose of this thesis is to discover whether the building construction industry can be the driving force or whether it should be the follower in small city growth, and how the construction industry functions in a small city setting.

Bad Growth

Numerous publications have discussed and presented studies on the faults of growth, particularly unplanned growth. A 1992 presentation by Andres Duany in Boston entitled “The Merits of Neo-Traditionalism” is widely considered to be the speech that started the internationally prominent New Urbanism principles (Duany 1992). The

speech was to illustrate the effects of bad growth. Duany, however, actually started in 1980 with the opening of his own architecture firm. In 1981 he started the development of his landmark city, Seaside, Florida. He has since written the book, Suburban Nation: The Rise of Sprawl and the Decline of the American Dream (Duany 2000). His firm has completed the design for over 230 communities based upon the New Urbanism movement. Many of these cities are in the state of Florida, including Coral Gables and West Palm Beach. As recently as August 2003, Duany presented his ideas to the city of Temple Terrace, which is a suburb of Tampa, Florida (www.dcp). While the values of Duany's ideas can be debated, he still offers a very small connection between growth and the building construction industry. He attempts to tell the small city how to build a better community without necessarily including the building industry in a leadership role.

Growth as seen by many individuals has become a word with "bad" connotations. The problem does not lie in growth factors, but unhealthy growth practices. This phenomenon first became evident in California, but has quickly been observed throughout the State of Florida. Negative practices concerning growth have led to mistrust and misunderstanding when it comes to the actual benefits associated with growth. It can be argued that growth cannot be stopped and with more dissent against it, the less successful the growth will be when it must occur. Some studies have been based on the individual cities and towns and then with growth tactics both in and out of the state of Florida. These studies include Virginia Beach, Virginia; Coral Gables, Florida; and Washington, DC. However, all these studies talk of harmful growth and with little or no concern towards the role of the building construction industry.

Good Growth

There exist reviews on planning tools to assist towns in development, which show the positive side of growth as presented in some publications. Many resource teams and consultants offer step by step processes on how to analyze a town in all areas of the community. One such study was for the town of Stephenville, Texas (www.naylor.com). From this study a 147-page report was prepared listing questions to present to other cities under study and the answers to these questions using Stephenville as the target. The report did not try to judge the type of growth, but instead found questions that when answered would help provide good growth. Within this report however, very little was mentioned about the impact and relationship between growth and the building construction industry, and the connection both the city and the industry have with each other.

The Good Life

Another approach in analyzing growth has been described by Larry Kosmont, that says growth and the building industry must be involved with social needs and requirements. He states that it used to be generally accepted that expansion and development would inevitably lead to the “Good Life” (Kosmont 2002). Today, however, a builder must deliver all the benefits such as jobs, housing, recreation facilities, schools, medical care, and more. All of these large concerns and all the areas require putting time and effort towards presenting a much more difficult time for construction in small city growth. One of the major problems with all this extra effort and the problem that hinders all construction comes from the availability of funds. States are struggling to meet the financial needs and that places even more demands upon the construction industry to furnish social contributions. Too many people look at

developers as the source of “deep pockets.” This cannot be the view though, as it will only be through the joint efforts from all the parts of the city that the city will experience successful growth.

Commercial and Residential

It is necessary to look at both the commercial and residential sides of the building industry when talking about growth for small cities. The two sides, however, are different and require different analysis and understanding. It can be difficult for a company to be successful at both ventures. “The two markets are so different that it is almost easier for a commercial builder to diversify into heavy highway contracting than into large-scale single family homebuilding,” says Lawrence E. Hirsch, chairman of Centex Corp., Dallas, the nation’s largest homebuilder and one of the few large homebuilders that also works as a large general contractor (Krizan 2002). The land component of large-scale homebuilding acts as a barrier to commercial contractors. Sub-contractors are not interchangeable because commercial, electrical, and mechanical firms cost too much for skills that are not needed for homebuilding. In the current economic environment housing clearly is outperforming its commercial building counterpart. Between 1997 and 2000, the value of single-family housing increased 35%, compared to a 20% increase in the value of private nonresidential buildings, according to the U.S. Department of Commerce (Krizan 2002). The concern for small cities then is how to succeed in growth when both the commercial and residential components of construction must be dealt with. Small city growth cannot occur without the businesses and work created by commercial construction and it clearly will not occur without the residential growth allowing the influx of residents. One problem as was detailed before is that because the two areas of construction do not overlap there will be a greater number of

construction firms coming into the cities to help in the growth. Keeping the market fair and advantageous for all these contractors can prove to be difficult. This study will look at the question of whether it can be productive to limit the construction firms coming into small cities and then focus on a chosen few to do all the work within the city. The other option would be to diversify all the construction jobs allowing the impact from many more construction firms, but lowering the economic advantage to any one construction firm. Working with the construction companies may prove to be the single most important aspect in the successful growth for small cities.

The Public

The building construction industry for small cities needs to be in the position that the great architect Louis Sullivan wrote about in 1906. He wrote, "If you seek to express the best that is in yourself, you must search out the best that is in your people, for they are your problem, and you are indissolubly a part of them. It is for you to affirm that which they really wish to affirm. Namely the best that is in them, if the people seem to have but little faith, it is because they have been tricked so long. They are weary of dishonestly, more weary than they know, much more weary than you know. The American people are in a stupor. Be on hand at the awakening" (Boom 2002). Louis Sullivan understood that the people make the cities, not the buildings or the structure, it does not even include the everyday activities and jobs. All these parts however, can have immediate impact on the people when changed. To have a small city leaning on the verge of growth, not only do the right pieces need to be in place economically and through the building industry, but the people also need to want growth. People are needed to help the city expand and work hard to continue that process. The building construction industry needs to focus on both the actual building process and types of projects as well as the needs of the people. This

can be done through the work that is available in the construction industry and also in how the construction process is carried out.

Factors to Measure

In changing the daily events in the construction process large impacts on the overall growth of the small cities can occur. In a retrospective view, the decline of small towns, and the deconstruction and lack of economic wealth for the city may be a way to show the impact of the building construction industry on the growth of cities. It can be seen as learning from the mistakes of other cities, making improvements, and not duplicating the same problems. This can be an advantageous approach as the key to successful growth may be to just move ahead in construction and learn the best ways to correct mistakes and alleviate problems as they arise. A more finite parameter can be set, by looking at the negatives of the construction industry and also in determining whether the construction industry has a zero effect on a town or possibly even hurts a town. From these more detailed parameters the construction industry can address the changes that need to be made to improve the growth of small cities. Many items go into the growth of a small city. All have an impact of some form. Certain factors, however, cannot be overlooked and should show up in all similar cases. These points of interest need to be detailed and studied to find their impact on the small cities. Only the major impact contributors, or the practices and factors that are crucial to the line of growth or decline need to be examined. Crucial factors are those factors that if they were removed would cause the rest of the line towards growth or decline to break down. This should resemble planning for the construction industry based on a work schedule as could be seen through activity on the arrow networks. As seen on these networks, there are certain critical path items that must be completed before others can be accomplished. The same correlation exists in the

strategies and planning for the expansion or decline of cities. The studies must focus on details of the building construction industry and the impact it has on other factors.

Current trends and publications suggest that finding the factors behind the growth of the construction industry in small areas can be helpful to succeeding in the business field. By focusing on certain aspects and establishing a standard by which to measure the different tactics used in construction or deconstruction of small cities it will be possible to understand the correct techniques to use. In the end, more prosperity for the cities and more prosperity for the building construction industry can be attained.

CHAPTER 3 STYLES

Scope

The survey is intended to determine the influence of the building construction industry on the growth of small cities. The important aspect impacting the construction industry starts with how the industry may influence or can be influenced by growth in a small city. Next, it is necessary to determine the actual influence of the various construction phases on the growth of small cities. These steps may finally lead to expanded and possibly continual growth for small cities. From this point, researching the economic gain of small cities based on the building construction industry will assist in determining the related gains and losses.

The steps taken in preparing the survey were as follows:

1. Review existing literature from building construction industry organizations and associations on small cities.

Identify data missing that is required to answer the questions of the relationship between small city growth and the building construction industry.

Design a questionnaire to collect both qualitative and quantitative information to assist in an understanding of the missing data.

Decide upon a city to use as a main focal point of obtaining answers from the questionnaire.

Decide on the participants for the questionnaire.

Initiate telephone calls or distribute questionnaires to obtain required data.

Completed surveys are reviewed for completeness and adequate number of responses.

Prepare statistical and descriptive reports.

The literature review discussed steps one and two in detail, which leads to the completion of step three. As pointed out in the section on the literature review there exists a very small amount of printed information available on the subject of growth in small cities and its connection with the building construction industry. The determination was made to develop one questionnaire for data collection purposes to assist in determining the missing information. It was decided to not only have members of the building construction industry complete the questionnaire, but also those who have questionnaires completed from those with no affiliation with the construction industry. This was necessary in order to receive more unbiased answers, which will allow for reaching better conclusions. The questionnaire contains mainly questions that are to be answered by choosing one of six options. These questions go towards the general interpretation of certain strategies and the concept of growth for the small cities. The questions will be based on a ranking scale. The value of importance will be step graded from one to six, with six being the most important/impacted. Giving a ranking scale of this nature is an example of using the Likert technique. A six point system allows for a large enough range for respondents to give answers based on their perception. Having just a true and false response available would be too restrictive. The worry was that someone that was leaning between agreement and disagreement would then answer a false even though they did have a definitive opinion. The six responses allow for different variations of agreement or disagreement and a more accurate response for respondents to find. A response category placed right in the middle of agreement and disagreement was decided to not be practical. One of the main reasons for this determination was that a neutral response between the two extremes was not desired. By

eliminating this option, the goal was to force the respondents into deciding whether to choose an agreement or disagreement level. That was the intention of having different levels of agreement so that even if a strong feeling of agreement, for example, was not found the respondent could at least have a choice of moderate agreement instead of being forced to select a neutral answer. For assessing a situation in which a respondent would feel unable to answer a particular question or that they did not have proper knowledge, then a no opinion category was added. An example of this situation would be if there was a question dealing with time, such as over ten years ago and the respondent had only lived in the city for a few years. This respondent would then answer a no opinion because they cannot truly understand the parameters to answer the question. All these categorized responses will help to portray the perceived impact of the factors based on the construction industry when applied to the growth of small cities based on the perception of the respondents. There, also, will be an opportunity for the respondent to give additional comments as related to the questions. Allowing for an area for general responses to any question gives a better insight into the respondents' answers if they wish to add such information. All additional information would always be welcomed and then can be looked at in comparison to other respondents to understand where the background and perceptions come from. Another area in the survey will be an optional personal question section having to do in detail with their position, title, type of work, and type of construction. Further, detailed discussion of the questionnaire is covered below on a question by question basis.

Preparation of Questionnaire

A need exists to determine the impact that growth in Florida's small cities has on the building construction industry. Past publications and literature does not adequately

address this issue. To fill this gap in information it was necessary to develop a questionnaire that would be used to survey people in small cities, with emphasis upon one Florida city in particular. The completed survey will assist in gaining insight into the connection between small city growth and the building construction industry. The survey will detail the major recurring factors that can be associated with the growth in small cities. This growth leads to improvements for the cities and for the construction industries. The final goal is to find factors leading towards successful growth which will be answered by the questionnaire.

The Likert scale was used as stated previously, to set up the questionnaire which was a method for measuring attitudes. The Likert technique is to present a set of questions that can be answered by expressing agreement or disagreement. These are close-ended questions, which are suited to get a broad picture of people's attitudes. The secret to this method was in (1) not using long complex questions, (2) avoiding ambiguity in questions, and (3) showing questions that take a lot of thought (Likert 1932).

The questions included in the questionnaire will enable two objectives to be accomplished. First, the questions have to provide answers that will lead to an understanding of the building construction industry and small cities. Both the commercial and residential areas of the building construction industry are of equal concern. Second, the questions when answered have to be in the format so that the findings can be tabulated using statistical methods. The end result will be to identify factors that apply to the construction industry and all small cities in Florida.

Ideally, the survey would be distributed to everyone in all the small cities in the state of Florida. This, of course, proved unrealistic, so it was determined that two courses

of action could be taken. One, the questionnaire could randomly be used to contact leaders in the building construction industry throughout the state by telephone. It is felt that this method will not insure a measurable response. The second course of action was to choose one small city in Florida and to blanket it with a telephone survey. The belief is that a greater response rate will be gained from using this approach. In combining the two methods the final decision was made to distribute the questionnaire to the public, businesses, and construction industry personnel in one small city. In the selected city, the questionnaire would be used in contacting various individuals ranging from, but not restricted to civic organizations, political leaders, realtors, businesses, newspapers, and randomly picked individuals from the telephone book. This would insure diversified responses and increase the statistical accuracy of the findings. It would permit more depth than just the survey questions. This also would allow for greater insight into the thinking of respondents, and into the impact of the building construction industry. The responses from this sample group will give the most correct results to build a hypothesis and to distinguish the factors that tie small city growth and the building construction industry together.

In order to receive the greatest response possible it was necessary to make sure the questionnaire would take less than five minutes for the participants to complete. It is felt that the shorter the survey, the greater the response rate (Barnett 1995). The questionnaire offers a range of opinions for each question. The answers can range from “strongly agree” to “strongly disagree”, or simply “no opinion”. This was broken down into more detail previously but it was important to remember to give the best possible range for respondents to answer corresponding to their perception on each question.

Again, a section at the end of the questionnaire is also included to list general information about the respondents. This will permit the ability to sort the responses by gender, location, experience, level of management, and by organization or business of the respondent. There is also a “General Comments” section for anyone who wants to give added input to the survey. Most of the surveys were handled through telephone calls, but the option is available for participants to respond by mail if they request.

Following are the questions for the questionnaire that was prepared and used in each telephone and mail survey. An individual survey form was completed for each telephone and mail participant. The individual results were then broken down and combined for each question.

Individual Questions

After attaining the person’s permission to proceed with the telephone survey, the first question was to gain an understanding of the person’s viewpoint. The question was, *What is your definition of successful growth?* This is the base question to follow with the additional sixteen questions in the survey.

The questions to be included in the questionnaire and the expected purpose of each one are:

2. Is your city experiencing growth based on your definition?

Purpose: It is important to know the belief of the participant because the design of the thesis is to link together growth in small Florida cities and the impact of the building construction industry. If the respondent indicates they feel the city is not growing then the results will have to be measured differently. The question will lead to an overall knowledge of where the city stands in terms of growth at this point.

Do you believe growth is good for your city?

Purpose: The answer to this question gives the attitude of the participant, and any bias that may be included in the balance of the answers. Also of note, this will then set the tone for the answering of the rest of the questions. An agreement with this question leads to a bias for construction and a disagreement leads to a bias against.

Do you believe the building construction industry has an impact on

- a. Growth in a positive manner?
- b. Local economic growth?
- c. Local population growth?
- d. Local commercial construction growth?
- e. Local residential construction growth?

Purpose: The entire focus of the thesis is about the answers to this question—what impact does the construction industry have on growth. In detail on this question, the items to look for involve whether the building construction industry impacts growth at all, or whether growth occurs regardless. This will help to tie in with the other questions of impact and whether it's positive or negative. This searches for the answer of whether there is growth in the small city, and if the construction industry had the most impact on that growth or if the small city was going to grow in other ways. That point becomes important to note, as when applying factors of growth to other small cities it will be useful to know if a town had the characteristics to grow and then the extent that the construction industry needs to be involved. The more impact the construction industry has on growth the more the industry will have to be included in the efforts to help growth start and sustain that growth until it can expand on its own.

Do you believe the building construction industry serves as a catalyst for growth?

Purpose: This gives the beliefs of the respondents towards the building construction industry and possibly answers to other questions. This just gives a feeling towards the positive or negative impact the construction industry has on the small city.

Where does the industry stand in relationship to growth? This focuses on the point of whether the construction industry has the impact to spur growth or if the industry is only there after the fact. This is necessary to determine what cities should focus on for growth in the future. Should the industry look to already growing cities or is it possible to have the right factors existing in a city, and then proceed to push the growth.

Do you believe the following resources are readily available in your city

- a. Construction materials?
- b. Skilled labor?
- c. Available money to assist growth?
- d. Construction equipment?

Purpose: This will indicate the strength of the building construction industry in this particular city. It will assess the ability of the city and the building construction industry to grow in the future. The ability to have materials in a city may lead to an easier transition into growth in comparison to what would occur if there were large expenses for acquisition and transportation of materials. For a small city to experience successful growth it must be able to sustain that growth for a long period of time. Money proves to be one of the main elements in continual growth and should be important to determine the extent of the volume of money for growth in other small cities. The more money available, obviously the easier the potential for growth.

Do you believe there is support for construction growth in your city from the following...

- a. Community leaders?
- b. Political leaders?
- c. Local residents?
- d. Business owners?

Purpose: To ascertain where support for growth comes from in this city. This question has the purpose to try and determine what areas the construction industry should look for to aid in the original start up, and policies associated with small city growth. To

ascertain where support for growth comes from in this city. This question as stated before looks to determine where support can be found and if that support would apply in other small cities or if it is particular to certain cities. In most cities growth can start and support found from city officials, however, without the help and support from the residents there will not be the ability to sustain the growth in these small cities. Residents make up these cities and as they should be are the most important people influential in terms of growth for the small city.

Are you satisfied with the current pace of growth in you city?

Purpose: This is to link the respondent's beliefs with answers to other questions. This refocuses on possible built in bias from the respondent. At this point in the survey it should again be noted whether the respondent has a bias for or against growth in their city.

Do you believe the number of businesses and jobs has increased in your city over the past 5 years?

Purpose: This question tests whether growth is actually taking place and where. It may be just in the mind of the respondent, but it is important to understand where they believe growth is occurring.

Do you feel the increase based on question 8 above is due to the construction industry?

Purpose: This looks at whether if there does exist an increase in business and jobs whether that growth can be directly attributed to the building construction industry. If there were an increase as could be shown in the answer to question 8, and it was not felt to be due to the construction industry then efforts to improve growth in those smaller cities would not be necessary from a construction point of view.

Do you believe the number of residential homes has increased in your city over the past 5 years?

Purpose: To test whether growth is actually taking place and how. This again leads to an understanding of where the respondent feels growth is occurring. Comparing this to where money has been spent on growth leads to efficiency of construction in particular areas of growth. From this, future efforts in other cities for growth can focus on the areas of more efficient growth and impact.

Consider large projects to be over 3 million \$ and small projects below that; then do you feel local construction firms work on ...

- a. Small projects?
- b. Large projects?
- c. Both?
- d. Neither?

Purpose: To identify the impact of how local construction firms are involved in small city growth. It may be important not to allow non-local companies to come into the small cities and take all the meaningful work. A joint effort in search of growth may prove to be the best method for success.

Do construction firms from outside your local area often get the larger projects?

Purpose: This leads to a further understanding of what construction firms are landing jobs in the smaller city. Depending on the answer for question 11 this question may lead to understanding if local companies do not get larger project then where are the companies coming from that due receive these contracts.

Do you believe growth can increase the quality of life for the people in your city?

Purpose: To reconfirm the respondent's beliefs towards growth. By focusing on this point at three stages throughout the questionnaire allows for a measure of the strength of the person's bias for or against growth. If the respondent bias seems to change it can be determined what questions had the impact on that change of opinion and focus on why it occurred.

Do you believe that the political leaders, community leader, and the building construction industry all work together in your city to promote growth?

Purpose: Is it necessary for all the groups to work together to obtain growth.

Understanding the extent to which this occurs and then seeing the impact that has on growth will help in setting up the roles of all those areas in future growth for other small cities.

Do you believe that an increase in construction projects in your city will increase jobs for local residents?

Purpose: This assists in finding out whether the non-local construction firms bring in their own employees to complete projects. The amount of work increased by the cities growth needs to go to local companies and residents if the city is to maintain continued growth.

Do you believe growth will increase substantially over the next...

- a. 1 year?
- b. 5 years?
- c. 10 years?

Purpose: Is there room for the building construction industry to grow? Growth needs to be continual, and needs to have the potential for that continual growth. This question looks to answer these questions and needs associated with growth.

Completion of Survey

Each question will be statistically measured and then broken down into different factors that can be measured and ranked. This will lead to being able to sort the completed survey by type of respondent, meaning building construction industry, political, civic, business, organization, etc., of which the first question for each identified group will be different. By using the Likert scale each degree of agreement is given a numerical value from one to five. Thus, a total numerical value can be calculated from

all the responses. This allows for the computation of the intercorrelations between all pairs of questions. It has the advantage of permitting the easy use of means and standard deviations. This is used to segregate answers by different sub-groups of people, for instance by gender or type of work (www.economic).

Selecting Representative Sample City

Step four is to choose a small, Florida city to be representative of all small cities in Florida. The goal was to select a city that contains determined characteristics. These characteristics were:

1. City had to be located within the state of Florida.
2. City had to have a population of between 10,000 and 100,000 population.
3. City had to have shown growth in the past ten years.
4. City was to be close to the Florida average taking into consideration such areas as age, gender, number of households, population, area size, and location.

The idea was to stay away from the extremes in any one area. The United States Census was used to obtain data necessary to decide upon a sample city. The Census presents data for towns and cities on the basis of less than 10,000; between 10,000 and 100,000; and over 100,000 population. It provides data on population broken down by age, number of children, gender, race, income, home ownership, type of jobs, and numerous other categories (www.census). Growth for the purposes of this paper is measured as the percentage increase in the population of people in the city. In the State of Florida it can be difficult to find a place that has not grown in population between the years of 1990 and 2000. Over ninety percent of cities and towns reported population gains (Florida 2002). The census reports only thirteen towns and cities decreased in population during these ten years. The losses reported were in the hundreds of people, so no town or city

had major decreases in number of people. The gains had ranges in values across the board.

A careful review of all the researched data lead to the decision to choose Lakeland, Florida as the sample city. There were several reasons for choosing Lakeland. As previously stated, extremes were to be avoided. Lakeland's population of 78,452 as of the 2000 census does not lie at either end of the over 10,000 and under 100,000 population guidelines (Florida 2000). As can be seen by the population size it is closer to the higher limit of 100,000. The 78,452 size however does lie near the median of the cities that met the criteria. It was felt that this gave a better look at the impact of construction on the small city. Taking the median city gave a representation based on the growth occurring to many cities throughout the state of Florida. The census reported two hundred thirty-five cities that met the criteria. See Appendix A for the complete list of all two hundred thirty-five cities (www.census). Growth in all Florida small cities ranged from the extreme of an increase around 271% to a loss of 2%. Lakeland falls near the medium middle with an increase of 6.9% (estimates for 2002 show a growth increase of 8.2%). There were eighty small cities with greater growth than Lakeland and forty-eight with less growth. Lakeland is located in the middle of the state so it does not have the extremes of beaches, hot weather, tourists, theme parks, and of being only a business community. The city government consists of a mayor, six commissioners, and a city manager. There, also, exists a Downtown Development Authority (www.ldda). Lakeland fulfills the established criteria set by this paper for a growing city that is facing all the opportunities and worries presented by growth.

Listed below are some basic facts about the city of Lakeland, Florida (www.ledger). This information should help in understanding the lifestyle that some of the residents of Lakeland, FL experience.

1. Largest city in Polk County with a population in the 80,000's with approximately 35,000 families.

Largest employer is Publix Super Markets that is headquartered in Lakeland.

City is located between Tampa and Orlando off of Interstate 4 and is less than two hours from beaches and theme parks.

City located at Latitude 28.0 N and 81.95 W Longitude

City was incorporated in 1885 and is 45.8 square miles in size (water areas covers about 6 miles), is 216 feet above sea level, 28,000 acres, and contains 38 lakes.

The number of housing units is 39,000.

Population density equals 1,711 per square mile (housing density equals 850.3 per square mile).

City government consists of a mayor, six commissioners, and a city manager with the annual city budget being \$324 million dollars.

While the city's population was 78,412 as of 2000, there are 116,400 people living within five miles of the downtown area, expected to be at 88,741 by the end of 2003.

As with most of Florida the only appreciable rain exists during the months of June-September, total rainfall is 68 inches – a low of 1 inch in March and 12 inches in June.

Average temperature ranges from 61 degrees in January and December to the mid-80's in the summer months, the average temperature is 72.5 degrees.

The Lakeland Economic Development Council expects to add 2,600 new jobs in the next five years.

City funded public improvements in the downtown core have triggered over \$255 million in private investments to the Lakeland downtown area in the last ten years.

Mean travel time to work is 21.6 minutes.

Medium residents' age is 39.7 years old.

Medium household income is \$43,400.

The medium price for homes sold was \$88,200.

The medium family income is \$43,400 per year, which compares to \$47,300 for the state of Florida and \$50,200 for the entire United States.

Lakeland is home to the Detroit Tigers spring training camp.

Frank Lloyd Wright designed and built twelve of the buildings on the Florida Southern Campus.

There are three four-year colleges located in Lakeland (Florida Southern, Southeastern Christian, and The University of South Florida-Lakeland).

The population make up consists of 46% male and 54% female with 50.3% married.

The population breakdown is 21% under 21 years old; 47% between 21-60 years old; and 32% over 60 years of age.

Further population breakdown by race shows 69.5% white, 21.3% black, 6.4% hispanic, and others make up 2.8%.

The percent of the population with a bachelors degree is 20.9%.

The county leads in citrus production, and is fourth in cattle raising for Florida.

The county leads in state of Florida in number of mobile homes.

Boating and fishing are abundant in Lakeland.

The city's unemployment rate is about 6%.

A review of a Lakeland newspaper, The Ledger, and several other local publications shows, like in most small cities, that there exists considerable disagreement on growth, how it should be handled, and who should control it. A few quotes on growth are: "with all the government agencies working together and the people of Polk County, the growth will be more beneficial...we must look at the future rather than living from the past" (www.ledger). A viewpoint on the building industry comes out as, "Should growth in Polk County be better controlled? Absolutely. Growth in this county should be regulated, controlled and carefully planned...not by builders and developers, but by the citizens who live here." Still another view is "Yes, there are certain parts of Lakeland that should be developed, while some areas, like South and East should remain rural"

(www.ledger). These three comments make a clear statement that growth and the building construction industry are not always clear winners. It, also, shows how the building industry must work with the community and leaders in the growth of small cities. Still, it would be impossible to please everyone.

To get a better feel for Lakeland as a small city some other comments that were printed by residents in the local newspaper are shown below.

1. “Another case of developers running the state. I’m sick of this, the Commissioners are not noted for taking the wishes of their constituents in mind, anyway.”

“With problems in traffic control, water usage, schools who in their right mind would want further development in Lakeland? Oh, I know...Developers. But then I did say right min, didn’t I.”

“Development is necessary, but it has to be better balanced than it has been.”

“The reality is that Lakeland would be much better if we would just accept the fact it is a bedroom community for Orlando and Tampa.”

“Lakeland has so much potential-the leaders, the builders, the people, the investors need to wake up and realize it.”

“I have been told that Lakeland is too small to support the ideas that many of the community believe are necessary to attract people and jobs, and it would probably be 20 or 30 years before our market would support them.”

These comments give a view of what the people in Lakeland are thinking about growth and in some instances the building industry (www.ledger).

Sample Selection

All types of the construction industry were studied which encompassed commercial, industrial, and residential areas. It was concluded to be essential to include the political and social leaders of the community in order to have meaningful data. This was done to get a diversified opinion on the impact of the construction industry on the expanded growth of the towns (www.agc). Newspapers, telephone directories, and

building organizations and associations were used to identify a targeted group of people. If possible a name was connected to the telephone number or address in order to make it more personal and/or to reach the person in charge. The end product was a list of over 300 locations. This list included people names, telephone numbers, business or position name, addresses, and type of grouping. The groupings were (a) any association with the building industry, (b) government, (c) newspaper, (d) realtors, (e) civic organization, (f) businesses, and (g) the general public.

Questionnaire Conducted

The method used to reach the targeted people on the sample list was mainly by telephone. However, if requested or if unable to reach by telephone, a questionnaire was mailed. The goal was to have a minimum of thirty respondents (Hernando 2002). The list was arranged in name, alphabetical order within the seven groupings. Taking every fifth name on the list and calling that number started the telephone survey. This meant starting at number five on the list and then calling that person. If a contact was made then that individual either agreed to fill out the questionnaire or refused to help. Some individuals contacted asked to be called back in which case that was done at a later point in which a response could be gained. Once a contact was made then the next person called was every fifth person on the list. For example, this would be calling the fifth, tenth, fifteenth twentieth, etc. on the list. If a contact was not made on the first call then at a later point that contact was called again until a contact could be made to either gain or not gain a response to the questionnaire. Upon realizing the end of the list, the same process was started again. Then, every third name on the list was taken until the desired sample size was reached. This meant starting at the third name on the list, then moving

on to every fifth name, such as eighth, thirteenth, eighteenth, etc. until the number of responses desired was reached.

Initial Analysis Performed

The results of the questionnaire are the first step in developing a list of factors that scored an average of four or better on the scaled questions. With a score of four or better these procedures will be viewed as having a significant impact on the growth of the small cities. The list of these objectives will be compiled, and then each aspect detailed and studied to determine the overriding characteristics involved in the factors. The results will contain the most frequent similarities in the impact or results of the different objectives when applied in the field. To satisfy requirements and prove conclusions based on percentages, the statistical variations from all results will be calculated to ensure that all data falls within the mean variance based on a 90% confidence interval. The statistical tests will help to prove within a 90% confidence that the responses chosen are or are not significantly different and therefore can be compared to show similar factors and when interpreted show tendencies related to the growth in small towns (Likert 1967). Each question will be analyzed using graphs and charts to identify results and key areas of concern.

Conclusion

All the information from the questionnaires and the analysis of the data was used to test the hypothesis. The desired outcome will be to find the determining factors that influence the growth of small cities related to the building construction industry. These factors can be analyzed and then broken down to understand how to reproduce the success for other towns on the side of growth. The entire process from research, thru data

collection, and then analysis, is necessary in determining the overall factors that influence the construction process in a positive way.

CHAPTER 4 SURVEY RESULTS AND ANALYSIS

Overview

An analysis of all the replies to the sixteen questions asked on the questionnaire revealed an overwhelming positive belief from the participants concerning growth in their small city. The purpose of using the Likert technique in preparing the questions was to measure the attitude of the respondents. This was accomplished by having each respondent express their level of agreement or disagreement with the questions. As seen from the graphs and charts presented in the following material, this made it possible to look at the results of the answers in a variety of different ways. The participants were from a cross-section of people including those in the building construction industry, civic and government leaders, the general public, and people in business. The ideal method of gathering the data was from telephone interviews. The reason for this was that people were more likely to respond at length if they were speaking rather than writing. Telephone surveys also avoided the possibility that a mail survey might have a low response rate and that the responses would only be from one group, and not random. If requested or in the case that telephone contacts was unable to work then some questionnaires were mailed. In order to avoid interview distortion, all the telephone surveys were carried out in the same way with each respondent and by the same person. The understanding of the questions by the respondents seemed uniform and straightforward. This assessment leads to the conclusion that all the individual questions were neither vague nor inappropriate. The people responding to the survey had nothing

to gain or lose, and responded simply to assist in the writing of this thesis by providing the data to analyze. This makes the validity of the answers more believable and creates a less biased sample. The questions were designed to elicit people's perceptions of past, present, or future reality. The survey completion time took about four minutes for the respondents, which did not deter the respondents from taking the time necessary to answer all the questions. The responses from all participants with the questionnaire were friendly and many gave additional comments that were shown in this chapter. The total number of contacts made by the telephone survey was 102. From that total number of contacts, the total amount of completed questionnaires came to 31. This gives a response rate of 30.4% or just under one third, which was the expected return rate at the beginning of the questionnaire preparation.

Respondents

The respondents to this survey were as varied as the answers they supplied. They range from City Commissioners, to vice presidents, to office managers, to sales people, to stay at home individuals. The average time living in Lakeland, Florida reported by the respondents was 20.1 years, with one year being the least and fifty years being the most. This gave a good range of experience living in the sample city. All the respondents sampled gave an applicable means for assessing their responses and grouping these responses to allow the best understanding of the city as a whole. All data results concerning the respondent's information including years in city and some positions in their companies can be seen in the additional results shown below. In analyzing this data it becomes easier to compare each question's responses and see which gave the most agreeable or most disagreeably response. Please see additional results below in Table 4.1.

Table 4-1. General Respondent Information

Some Respondent's Positions at Their Company

(Various positions for contacts made with businesses)

- Manager
- Owner
- Sales Manager
- Sales Representative
- Inside Sales
- Sales Manager
- Executive Director
- VP of Business Developments
- Warehouse Manager
- Owner
- Manager
- City Commissioner
- Assistant City Manager
- Secretary
- CSR Manager
- President
- Estimator
- Project Engineer

Number of Years Respondents Lived in City (# of years)

All respondents

60	9	26	27	17	31	16	20	25	3	20
25	17	17	50	7	24	1	11	18	12	33
14	7	2	20	3	25	40	23			

As noted earlier the respondents contacted for the questionnaire came from a range of people including those in the building construction industry (C), civic organizations (O), real estates (R), government leaders (G), the general public (P), and people in business (B). Of the thirty-one responses received from the questionnaire the breakdown for which category they fall into can be seen in Table 4.2 following.

Table 4-2. Work Categories

Respondent's Work Categories

<u>Work Category</u>	<u>Number of Responses</u>
- Building Construction Industry (C)	12 responses
- Civic Organizations (O)	2 responses
- Real Estate (R)	0 responses
- Government Leaders (G)	5 responses
- General Public (P)	3 responses
- Business (B)	9 responses

The results of the type of respondents based on their work categories shows a range of perceptions coming from the respondents. The respondents each have their own perceptions based on their past history dealing with construction or through their experience in the city. Due to this variety of perceptions coming from the respondents a more detailed analysis of the respondents needs to be examined.

Respondents Analysis

In order to analyze the respondents' answers to the questionnaire a system was needed to rank their responses. This system was made by using a summation rate based on each individual response. This was done by using the number of responses for each individual and the level to which that response was rated. The summation rate totals were reached by using the key of awarding 6 points for strongly agree answers, 5 points for moderately agree answers, 4 points for agree answers, 3 points for disagree answers, 2 points for moderately disagree answers, and 1 point for strongly disagree answers. For instance, if a respondent had 6 strongly agree, and 5 agree, and 10 disagree answers the summation total for that respondent would be 86 points ($6 \times 6=36$, $5 \times 4=20$, $10 \times 3=30=86$). A detailed listing and individual graphs for each respondent are shown throughout the items discussed in this chapter. Looking at the graphs will show the high

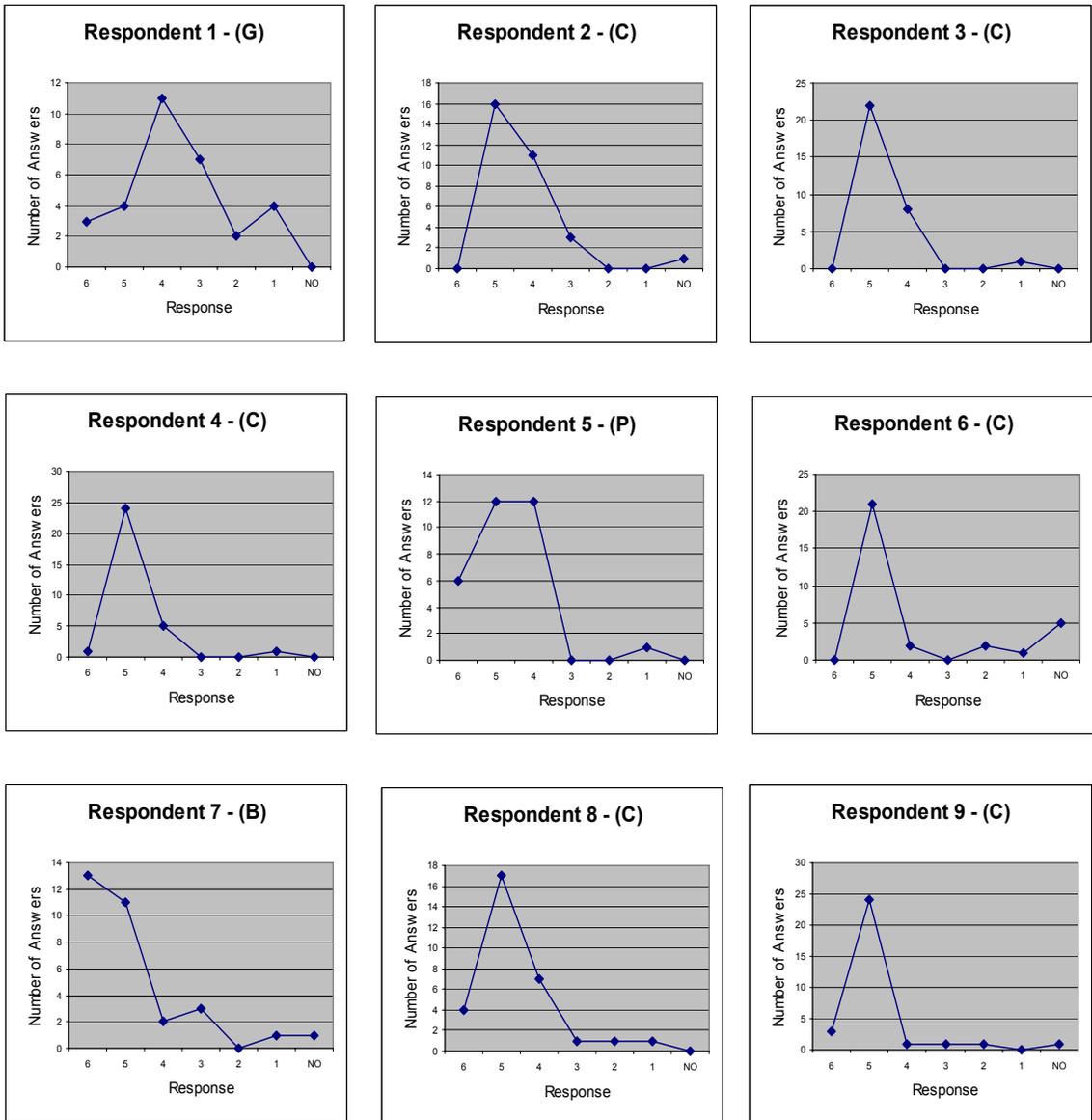
peaks for the number of questions answered in the strongly agree or moderately agree columns of the survey. The highest number of summation points from any one respondent was 175, while the lowest was 111 (of which there were two). The highest possible summation points attainable were 186 while the lowest possible would be thirty-one points. The summation points average for all respondents was 139.2 points. If the two extremes are discounted the average then becomes 139.9. This data can be seen below in Table 4.3 which is a chart depicting these results discussed.

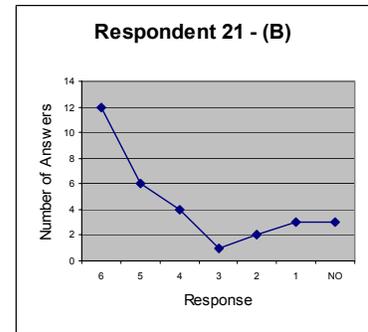
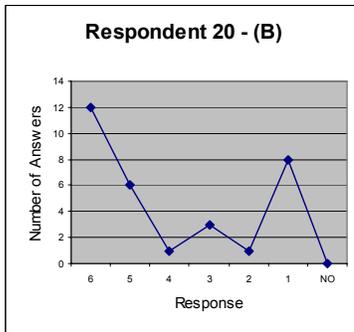
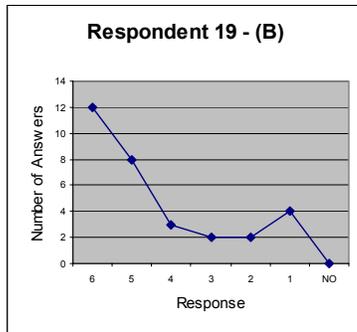
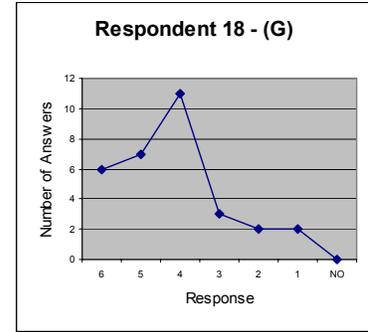
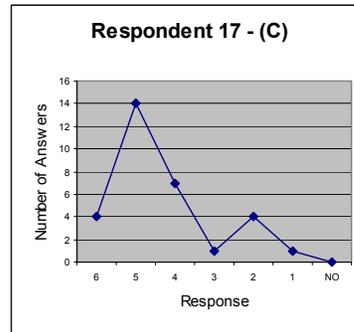
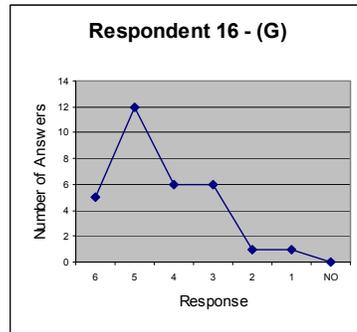
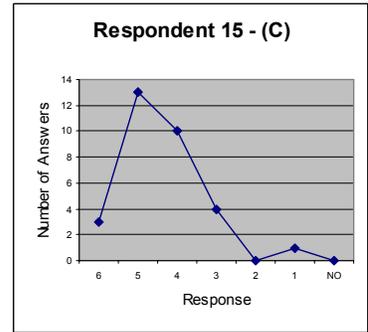
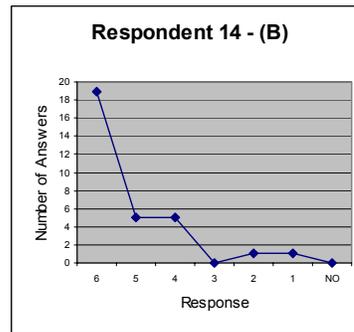
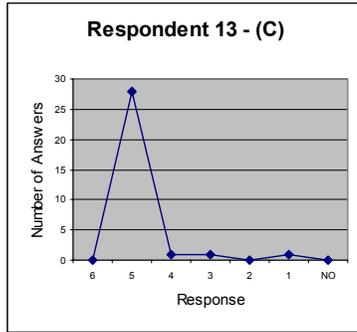
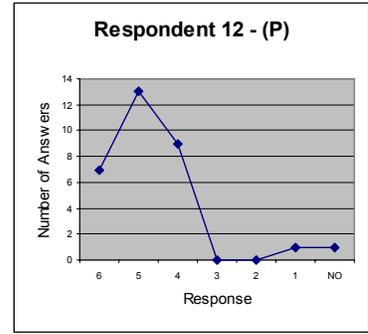
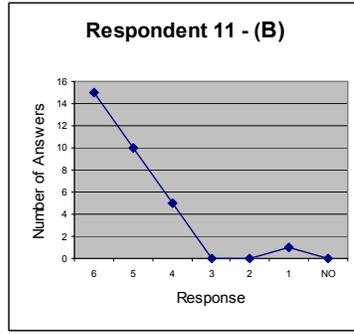
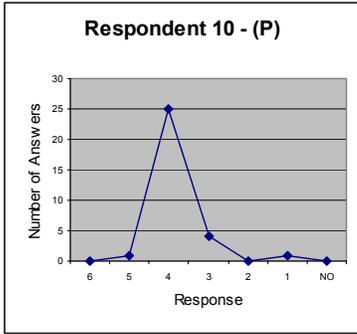
Table 4-3. Individual Respondents
 Table 4.3 – Individual Respondent’s

		Individual Respondent's Answers									
		Number of Answers									
		6	5	4	3	2	1	NO	Total	Based on	
Respondent	1	-	3	4	11	7	2	4	0	111	Sum of Answers
Respondent	2	-	0	16	11	3	0	0	1	133	Multiples
Respondent	3	-	0	22	8	0	0	1	0	143	
Respondent	4	-	1	24	5	0	0	1	0	147	
Respondent	5	-	6	12	12	0	0	1	0	145	
Respondent	6	-	0	21	2	0	2	1	5	118	
Respondent	7	-	13	11	2	3	0	1	1	151	
Respondent	8	-	4	17	7	1	1	1	0	143	
Respondent	9	-	3	24	1	1	1	0	1	147	
Respondent	10	-	0	1	25	4	0	1	0	118	
Respondent	11	-	15	10	5	0	0	1	0	161	
Respondent	12	-	7	13	9	0	0	1	1	144	
Respondent	13	-	0	28	1	1	0	1	0	148	
Respondent	14	-	19	5	5	0	1	1	0	162	
Respondent	15	-	3	13	10	4	0	1	0	136	
Respondent	16	-	5	12	6	6	1	1	0	135	
Respondent	17	-	4	14	7	1	4	1	0	134	
Respondent	18	-	6	7	11	3	2	2	0	130	
Respondent	19	-	12	8	3	2	2	4	0	138	
Respondent	20	-	12	6	1	3	1	8	0	125	
Respondent	21	-	12	6	4	1	2	3	3	128	
Respondent	22	-	2	17	6	2	3	1	0	134	
Respondent	23	-	6	20	3	0	1	1	0	151	
Respondent	24	-	13	3	7	4	2	2	0	139	
Respondent	25	-	7	9	8	4	2	1	0	136	
Respondent	26	-	12	13	5	0	1	0	0	159	
Respondent	27	-	25	4	1	0	0	1	0	175	
Respondent	28	-	12	8	8	1	0	2	0	149	
Respondent	29	-	3	8	9	2	2	7	0	111	
Respondent	30	-	4	12	9	4	1	1	0	135	
Respondent	31	-	4	10	8	6	2	1	0	189	

Key		
6	-	Strongly Agree
5	-	Moderately Agree
4	-	Agree
3	-	Disagree
2	-	Moderately Disagree
1	-	Strongly Disagree
NO	-	No Opinion

Based on the above information regarding the breakdown of each individual respondent to each of the questions on the survey allows for a look at tendencies that appear based on the type of respondent. Looking at Figure 4.1 shows graphs based on the total responses from each respondent. This gives a good visual insight into the similarities between different individuals who participated on the questionnaire.





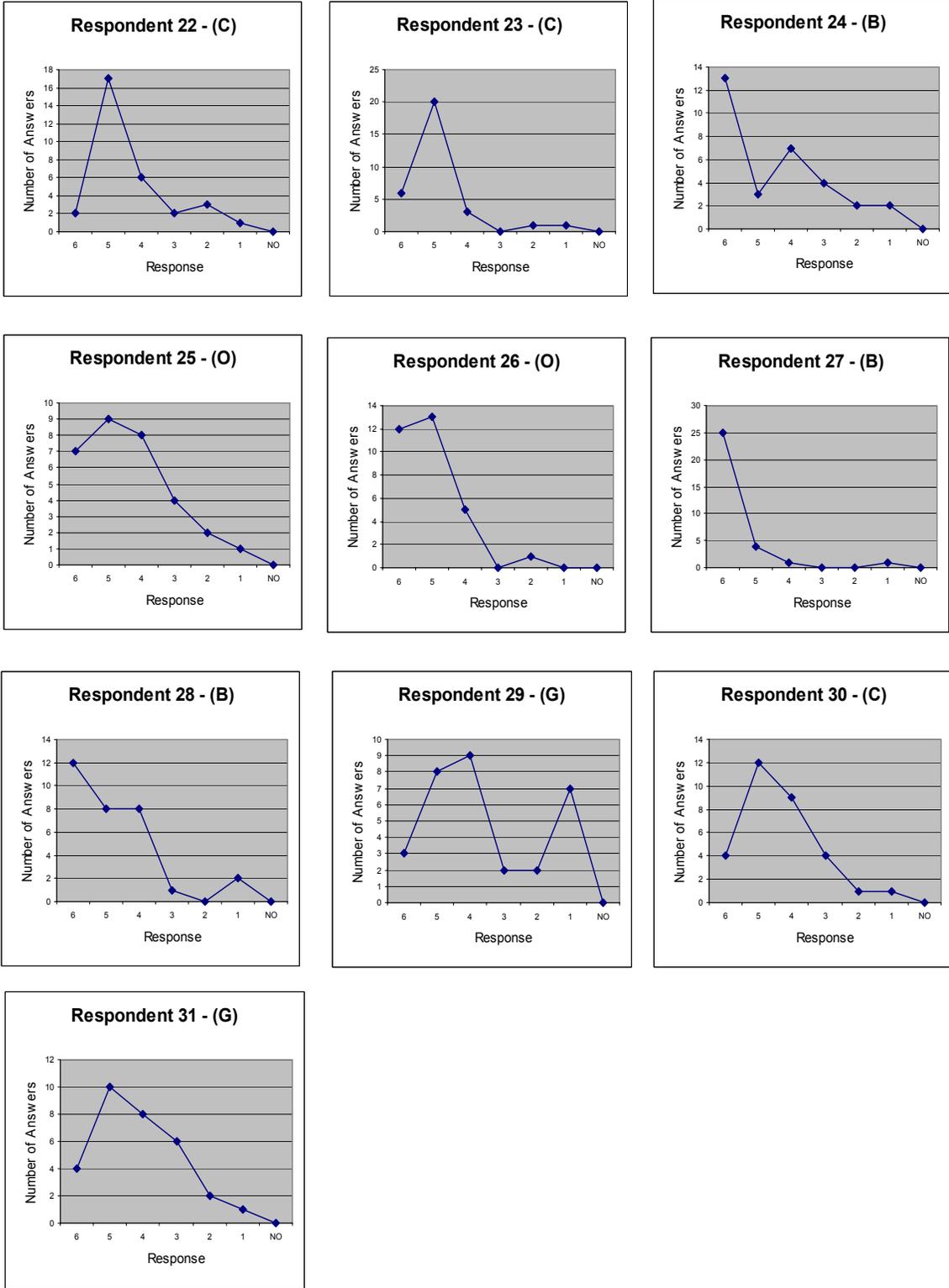


Figure 4-1. Respondents

What Figure 4.1 shows is how close most respondent's answers were when all sixteen questions are considered. This shows the lower possibility of any one respondent bias towards the issues discussed. This proves to be helpful for showing the perception of all respondents as being accurate. Taking into account all the components of the sixteen questions, there were thirty-one possible answers. Even the participants who scored the lowest on the summation rate totals had three answers in the strongly agree column. Only five respondents had over eight of the thirty-one answers in the disagree, moderately disagree, or strongly disagree columns. The high average of 139.2 is indicative of how positive the answers were to the majority of the questions, and how positive the majority of the respondents were to growth in their city and the building construction industry. After looking at the graphs of Figure 4.1 it can be seen that many of the graphs have similar characteristics in shape. The letters after each respondent number represent the category to which that respondent falls into. That being (C) for individuals involved in the building construction industry, (O) for individuals involved in civic organizations, (G) for those in the government, (P) for the general public, and (B) for all individuals involved in general business activities. Looking at the results for each of these areas gives a better insight into how particular individuals based on their experience would answer on the questionnaire. Shown following in Figure 4.2 are graphs representing the averages of the respondents based on the categories to which they fall into as described earlier. This allows for seeing the averages of each respondent and the similar characteristics as far as the shape of the graph.

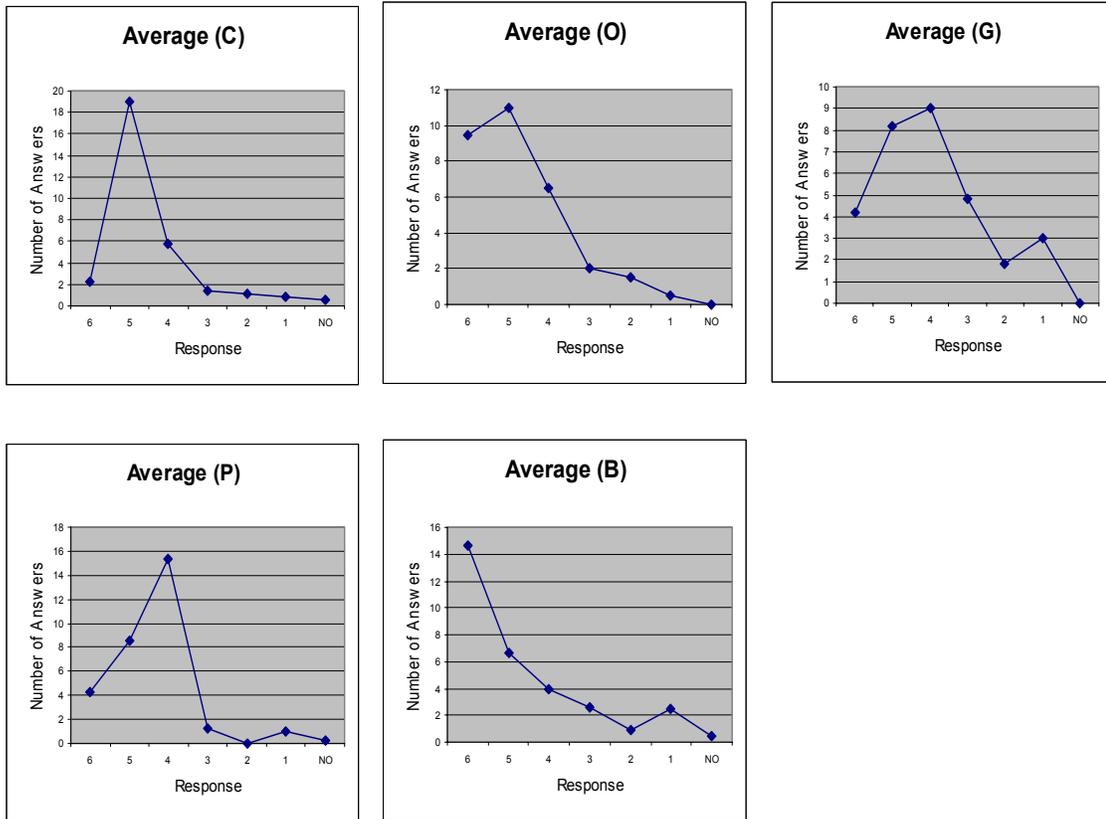


Figure 4-2. Averages of Respondents

What Is Growth?

The base question asked what was the participant's definition of growth and the first question determined whether that definition was accurate based on present conditions in the city. The answers came out varied and do not necessarily fall in to a defined grouping. This is an example of why defining and identifying small cities for growth can be a difficult task. Everyone seems to have a different belief of what planned growth should be in the present and in the future. It is necessary for the building construction industry in dealing with a small city to take into consideration the different perspectives and try to include them in growth. The answers to the base question are shown following and are grouped based on similar characteristics.

Growth Issues

1. Well planned growth
2. Growth that is strictly controlled in order not to sprint past infrastructure and is in compliance with a comprehensive plan
3. Continued growth to keep up with overall growth
4. Successful growth is expansion with thoughtful, long-range planning
5. Well developed and planned growth that not only created economic betterment, but also rehabilitates and revitalizes the community
6. Growth that considers proper planning and addresses the needs and desires of the community.
7. More industrial growth

Business Issues

More Businesses

Balanced commercial and residential growth that can support the infrastructure

Increased downtown development

A sustained moderate increase of business on an annual basis

Issues with Jobs

Increase in jobs and in population

More jobs in the city

An increase in jobs to bolster economic growth

More jobs created and continual improvements

More jobs for local residents

High pay-high skill jobs

Increase in jobs paying above the national average, increase in development that does not overly tax the infrastructure

Residential Issues

Selling a lot of homes

Increase in residential growth

Random Issues

Not too good right now, and needs improvement

Building growth increase as a whole

More money to help out the local community

Growth without leaving older areas of town depressed

A balance between redevelopment of existing, older parts of the city and new developing areas of the city

Greater population increase

Population growth

An excellent infrastructure

The ability to maintain and expand all services and infrastructure as necessary, to sustain a quality living environment

Equal to cities in adjacent areas

A further look at what the respondents think of the building construction industry and growth can be seen by reviewing their general comments for individual questions from the surveys. A breakdown of responses for each question can be seen in Table 4.3 below.

Table 4-4. General Comments on Questions

General Comments on Questions

Question	Comment
1	- Lakeland is growing but traffic needs are not being met, a reaction has hindered abilities to provide and control services
2	- No comments
3	- Need more money,
4	- Don't like all the people,
5	- In some areas but not everywhere, More from city tight, From individuals flowing in
6	- Want it but not see it like the interstate,
7	- Too fast, Too many people, Aging growth and its pace subject to long range needs
8	- I have only been here 2 years
9	- No comments
10	- No comments
11	- Companies from Kentucky and Tennessee and Kansas all been seen in the city,
12	- Large projects such as valets, Definitely
13	- No comments
14	- Been that way for many years
15	- No comments
16	- Central Florida growing great,

The general comments listed here help give an idea as to some of the concerns that do exist in the sample city of Lakeland. These comments also allow for a better understanding of a breakdown of the by questions review which come on the following pages. All the comments show the perception that growth exists in the small city and concerns are present with how the growth will be handled.

By Question Review

A review and analysis of the answers for each of the individual questions follows.

1. Is your city experiencing growth based on your definition?

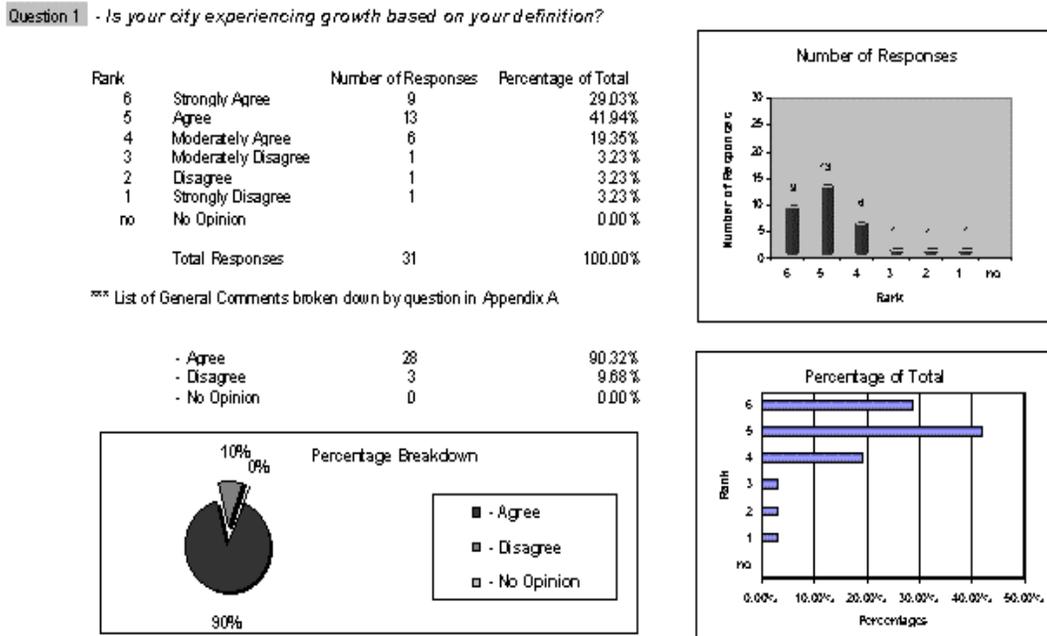


Figure 4-3. Question 1 Response

The purpose of question number one was to find out immediately in the survey processes what the participant thought about growth in their small city. This was based upon their own definition of growth. They supplied what growth was, based upon their beliefs and then answered if that growth was being met within their city. As shown in Figure 4.3 over seventy percent strongly agreed and over ninety percent had some level of agreement showing that growth was occurring within their city based upon their definition. This proves to be an extremely high level and is probably reflective of the growth that is transpiring in most Florida small cities.

Do you believe growth is good for your city?

Question 2 - Do you believe growth is good for your city?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	11	35.48%
5	Agree	13	41.94%
4	Moderately Agree	4	12.90%
3	Moderately Disagree	2	6.45%
2	Disagree	0	0.00%
1	Strongly Disagree	1	3.23%
no	No Opinion	0	0.00%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	28	90.32%
- Disagree	3	9.68%
- No Opinion	0	0.00%

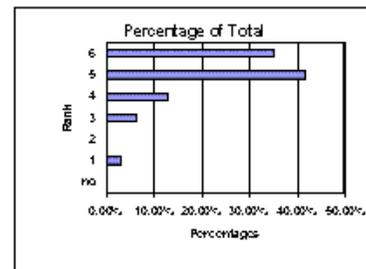
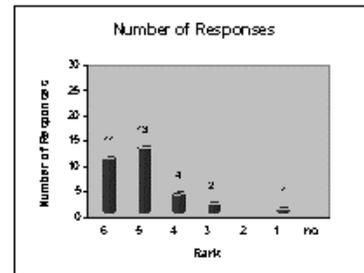
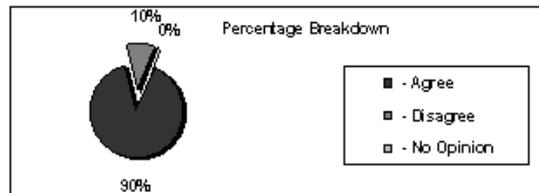


Figure 4-4. Question 2 Response

Question two was used to discover any bias the respondents had towards growth. Here, again, as Figure 4.4 shows over ninety percent believe that growth was good for their city. In fact, a large number placed this belief in the strongly agree category. The high percentage of “agrees” answering this question allows for an understanding of further questions involving growth. Most respondents felt a slight bias therefore towards growth being a positive outcome or at least an outcome desired. The sample city of Lakeland allows for a look at how a small town can handle a high percentage of growth. The bias towards growth will sway answers towards a side of wanting future construction expansion but it should not affect the results in too large of a fashion.

Do you believe the building construction industry has an impact on...

- Growth in a positive manner?
- Local economic growth?
- Local population growth?
- Local commercial construction growth?
- Local residential construction growth?

Question 3 -Do you believe the building construction industry has an impact on

... growth in a positive manner?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	5	16.13%
5	Agree	18	58.06%
4	Moderately Agree	7	22.58%
3	Moderately Disagree	0	0.00%
2	Disagree	0	0.00%
1	Strongly Disagree	1	3.23%
no	No Opinion	0	0.00%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	30	96.77%
- Disagree	1	3.23%
- No Opinion	0	0.00%

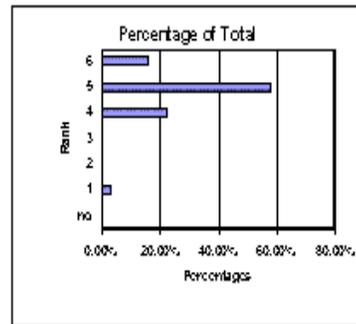
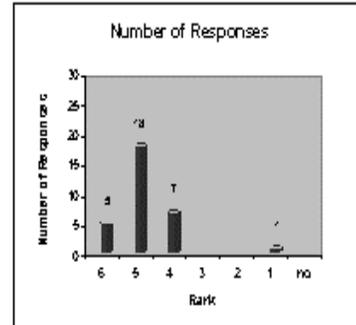
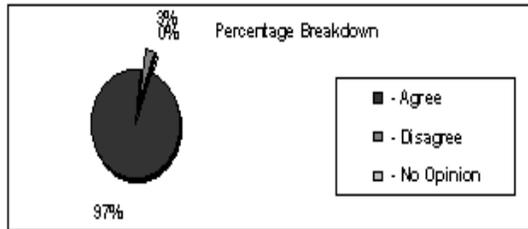


Figure 4-5. Question 3a Response

Question 3 cont

... local economic growth?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	10	32.26%
5	Agree	15	48.39%
4	Moderately Agree	5	16.13%
3	Moderately Disagree	0	0.00%
2	Disagree	0	0.00%
1	Strongly Disagree	1	3.23%
no	No Opinion	0	0.00%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	30	96.77%
- Disagree	1	3.23%
- No Opinion	0	0.00%

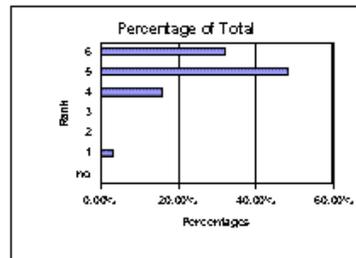
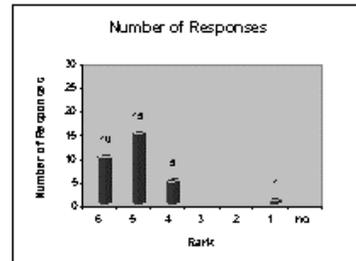
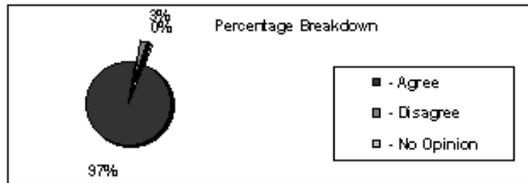


Figure 4-6. Question 3b Response

Question 3 cont

... local population growth?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	10	32.26%
5	Agree	12	38.71%
4	Moderately Agree	7	22.58%
3	Moderately Disagree		0.00%
2	Disagree		0.00%
1	Strongly Disagree	1	3.23%
no	No Opinion	1	3.23%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	29	93.55%
- Disagree	1	3.23%
- No Opinion	1	3.23%

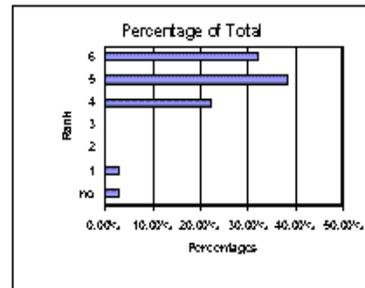
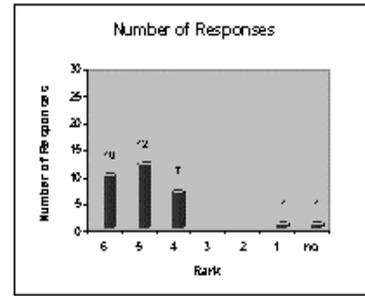
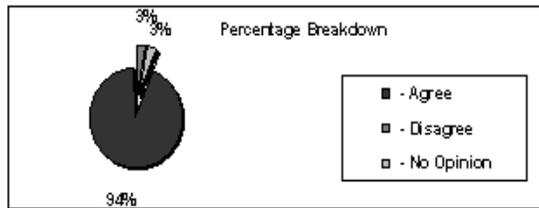


Figure 4-7. Question 3c Response

Question 3 cont

... local commercial construction growth?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	6	19.35%
5	Agree	15	48.39%
4	Moderately Agree	9	29.03%
3	Moderately Disagree		0.00%
2	Disagree		0.00%
1	Strongly Disagree	1	3.23%
no	No Opinion		0.00%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	30	96.77%
- Disagree	1	3.23%
- No Opinion	0	0.00%

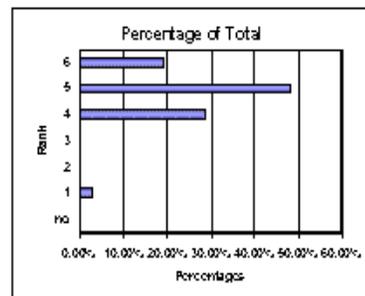
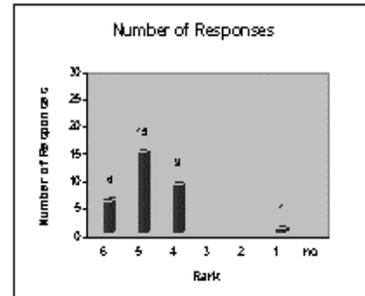
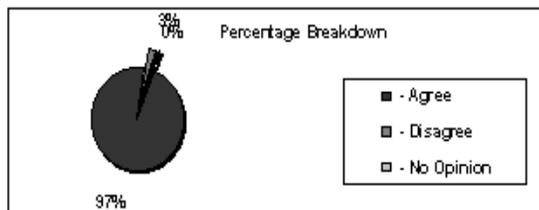


Figure 4-8. Question 3d Response

Question 3 cont

... local residential construction growth?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	10	32.26%
5	Agree	11	35.48%
4	Moderately Agree	9	29.03%
3	Moderately Disagree		0.00%
2	Disagree		0.00%
1	Strongly Disagree	1	3.23%
no	No Opinion		0.00%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	30	96.77%
- Disagree	1	3.23%
- No Opinion	0	0.00%

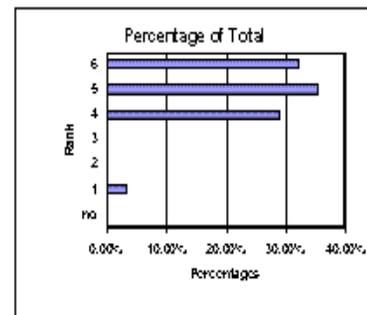
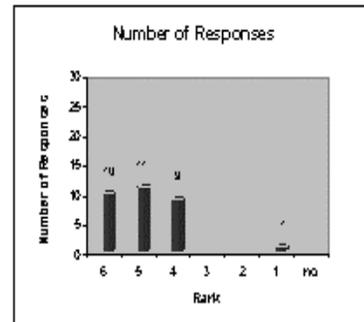
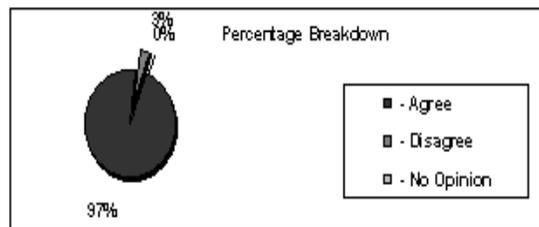


Figure 4-9. Question 3e Response

The answers to question number three concerning the impact of the building construction industry was overwhelming in terms of agreement as was seen in Figures 4.5 through Figure 4.9. Almost ninety-seven percent feel the building construction industry has a positive impact on (1) growth, (2) the local economy, (3) population growth, and (4) both commercial and residential growth. This sets some high demands upon the industry to perform. As stated before in this thesis paper, the more impact the construction industry has on growth (or the impact the people believe it has), the more effort the industry needs to make to assist growth in starting and in expanding. The industry must take very seriously its responsibility to the community. The ability to influence these different facets of cities in a positive manner show the need for improved techniques in dealing with construction in these small cities.

Do you believe the building construction industry serves as a catalyst for growth?

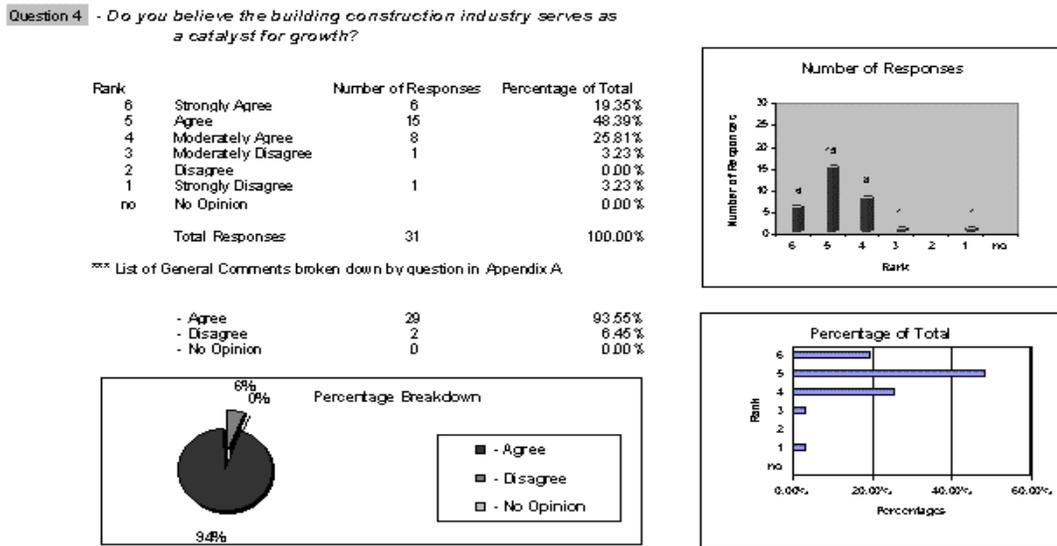


Figure 4-10. Question 4 Response

While question number three shows how the building construction industry has been viewed as towards its impact on growth, the answers to question number four in Figure 4.10 shows that it is not quite living up to its obligation. The response while still positive decreased when the industry is looked upon as the catalyst for growth. This means there is opportunity for the industry to take more of a leadership role. The construction industry could focus on efforts in reaching out to the communities in the small cities and trying to determine what is important to the general public. Efforts in this regard could help to improve construction jobs in terms of quantity and obviously could also be a good form of advertisement for the construction firms. A reason for the lowered agreement rate here could be due to the public not being aware of the role the construction industry has in their cities.

Do you believe the following resources are readily available in your city...

- a. Construction materials?
- b. Skilled labor?
- c. Available money to assist growth?
- d. Construction equipment?

Question 5 - Do you believe the following resources are readily available in your city

... construction materials?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	8	25.81%
5	Agree	13	41.94%
4	Moderately Agree	7	22.58%
3	Moderately Disagree	3	9.68%
2	Disagree	0	0.00%
1	Strongly Disagree	0	0.00%
no	No Opinion	0	0.00%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	28	90.32%
- Disagree	3	9.68%
- No Opinion	0	0.00%

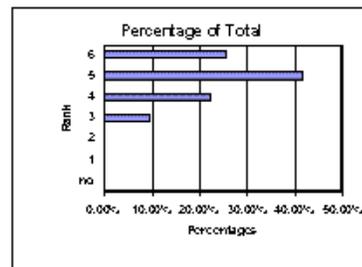
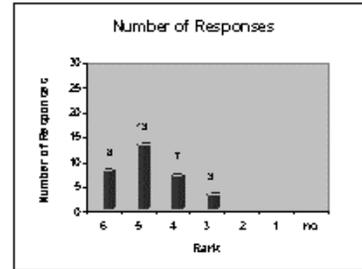
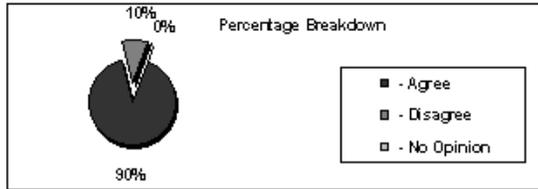


Figure 4-11. Question 5a Response

Question 5 cont

... skilled labor?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	4	12.90%
5	Agree	10	32.26%
4	Moderately Agree	9	29.03%
3	Moderately Disagree	4	12.90%
2	Disagree	3	9.68%
1	Strongly Disagree	1	3.23%
no	No Opinion	0	0.00%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	23	74.19%
- Disagree	8	25.81%
- No Opinion	0	0.00%

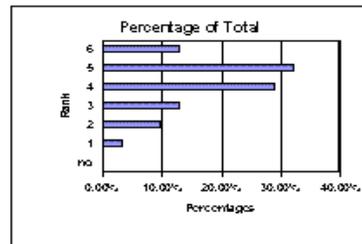
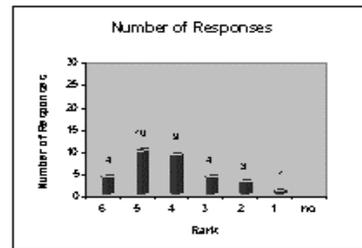
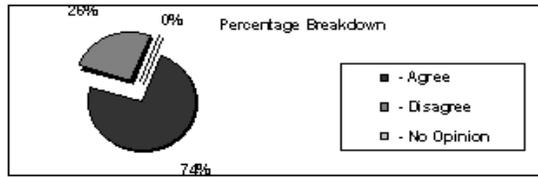


Figure 4-12. Question 5b Response

Question 5 cont

... available money to assist growth?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	4	12.90%
5	Agree	12	38.71%
4	Moderately Agree	10	32.26%
3	Moderately Disagree	2	6.45%
2	Disagree	2	6.45%
1	Strongly Disagree	1	3.23%
no	No Opinion		0.00%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	26	83.87%
- Disagree	5	16.13%
- No Opinion	0	0.00%

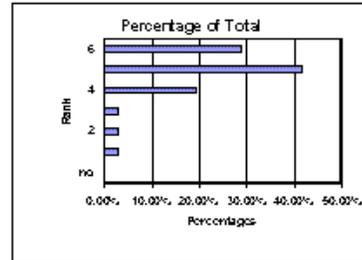
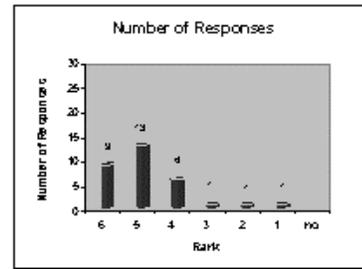
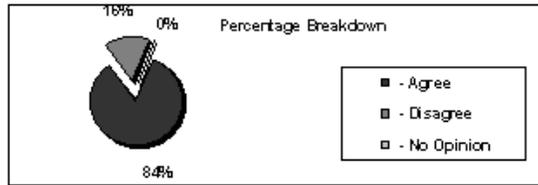


Figure 4-13. Question 5c Response

Question 5 cont

... construction equipment?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	6	19.35%
5	Agree	13	41.94%
4	Moderately Agree	9	29.03%
3	Moderately Disagree	1	3.23%
2	Disagree	1	3.23%
1	Strongly Disagree		0.00%
no	No Opinion	1	3.23%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	28	90.32%
- Disagree	2	6.45%
- No Opinion	1	3.23%

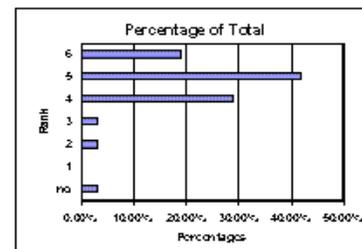
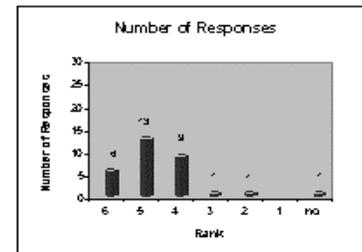
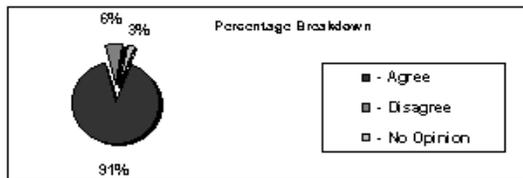


Figure 4-14. Question 5d Response

Question number five looked at the resources that are necessary for growth to occur and those resources availability in the city. As might be expected, money and skilled labor were areas that people felt below adequate for sustained growth as could be seen

above in Figures 4.11 through 4.14. The question on the availability of skilled labor received the largest number of disagreement answers of any other question. It is up to the construction industry to attract and train enough people to satisfy the skilled labor concerns. Growth will be difficult to continue if enough labor cannot be found to support the construction projects. The answers did indicate that an industry strength came from the standpoint of the adequacy of the materials and equipment being used in construction. Do you believe there is support for construction growth in your city from the following...

- a. Community leaders?
- b. Political leaders?
- c. Local residents?
- d. Business owner

Question 6 - Do you believe there is support for construction growth in your city from

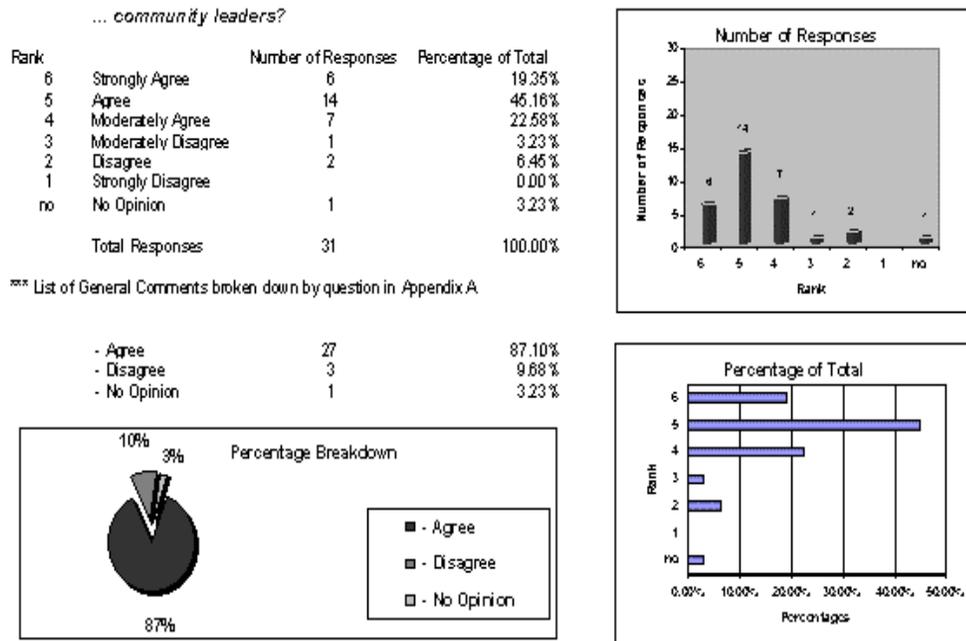


Figure 4-15. Question 6a Response

Question 6 cont

... political leaders?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	4	12.90%
5	Agree	17	54.84%
4	Moderately Agree	4	12.90%
3	Moderately Disagree	3	9.68%
2	Disagree	2	6.45%
1	Strongly Disagree	1	3.23%
no	No Opinion		0.00%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	25	80.65%
- Disagree	6	19.35%
- No Opinion	0	0.00%

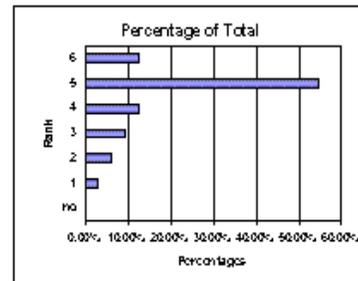
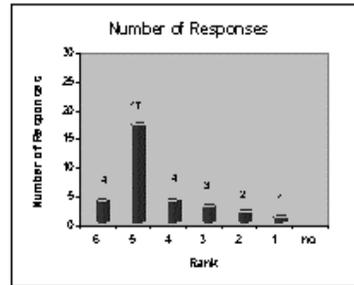
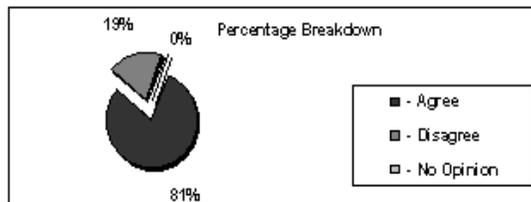


Figure 4-16. Question 6b Response

Question 6 cont

... local residents?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	4	12.90%
5	Agree	10	32.26%
4	Moderately Agree	9	29.03%
3	Moderately Disagree	6	19.35%
2	Disagree	1	3.23%
1	Strongly Disagree		0.00%
no	No Opinion	1	3.23%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	23	74.19%
- Disagree	7	22.58%
- No Opinion	1	3.23%

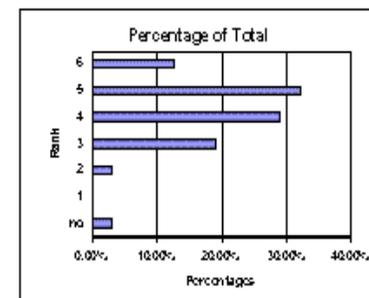
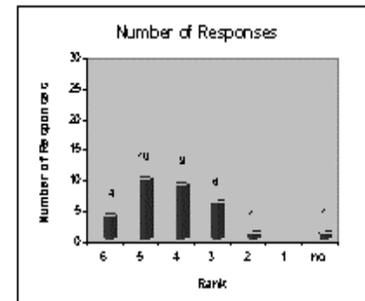
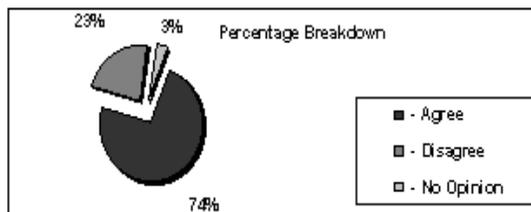


Figure 4-17. Question 6c Response

Question 6 cont

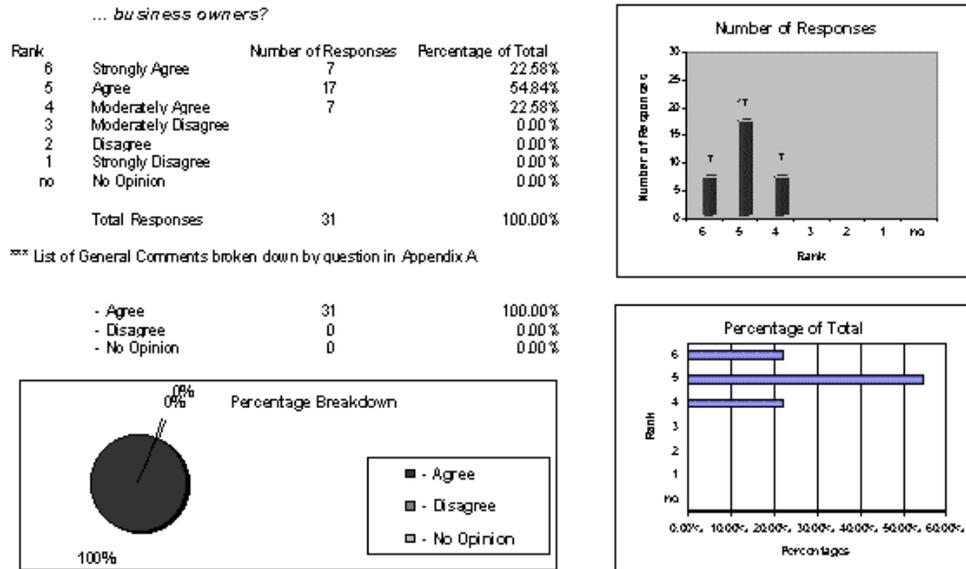


Figure 4-18. Question 6d Response

Question number six shown in Figures 4.15 through 4.18 was to measure where the support for growth was coming from within the city. Business owners and community leaders received the highest endorsement for supporting growth. Local residents were looked upon as the least supportive of growth. This question tied with the lack of skilled labor as receiving the most disagreement responses. Support from the political leaders followed with the next lowest marks concerning agreement. This could speak to the fact that the building construction industry and the local business and community leaders are doing a poor job of communicating the needs and requirements of the city in association with growth. This could mean that the industry should look at another small city where there exists more support from the residents and political leaders for growth. Without the backing of the residents growth can only go so far, and they impact what growth does occur and caused it to be very slow and difficult to obtain the rights for the start of

construction. Support for construction growth from local residents needs to improve for construction to be a successful venture in smaller cities.

Are you satisfied with the current pace of growth in your city?

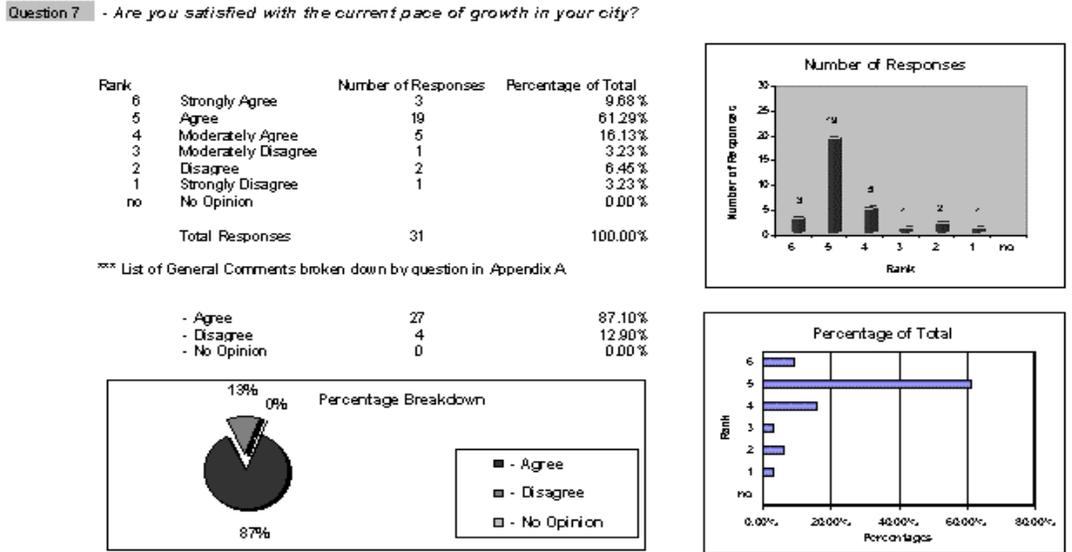


Figure 4-19. Question 7 Response

As could be expected from the answers to previous questions, while still positive, a fewer number of respondents were satisfied with the pace of growth within their city as shown in Figure 4.19. This could be anticipated because such a large number supported growth, looked on growth as being good, and that they felt resources existed to aid in expansion. The lower response dealing with satisfaction with the pace of growth can be due to the fact that growth is occurring at a large rate for the city of Lakeland. It can be difficult for the population in the small city to adjust to such quick changes so when asked about their overall opinions of growth they felt it was a good thing to be experiencing. However, when questioned on the actual current growth those same respondents could still be feeling the effects of the large growth in their city and not be

accustomed to everything occurring. Growth can experience such opposing views due to the large impacts it produces on the small cities.

Do you believe the number of businesses and jobs has increased in your city over the past 5 years?

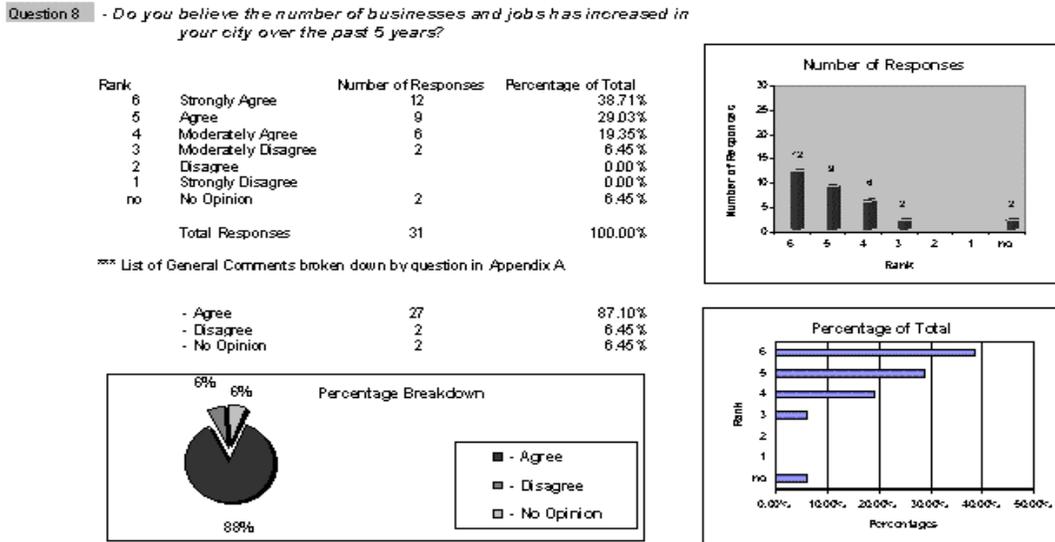


Figure 4-20. Question 8 Response

Do you feel the increase based on question 8 above is due to the construction industry?

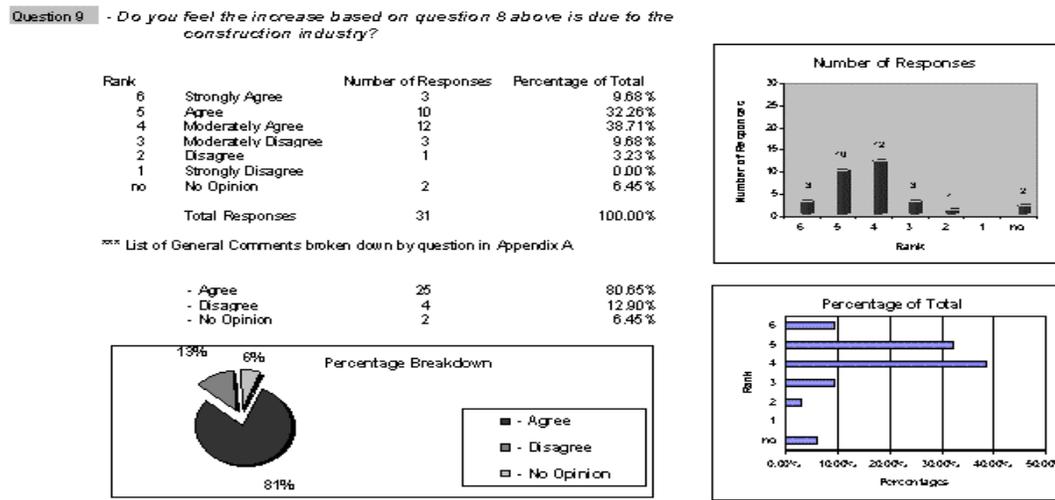


Figure 4-21. Question 9 Response

10. Do you believe the number of residential homes has increased in your city over the past 5 years?

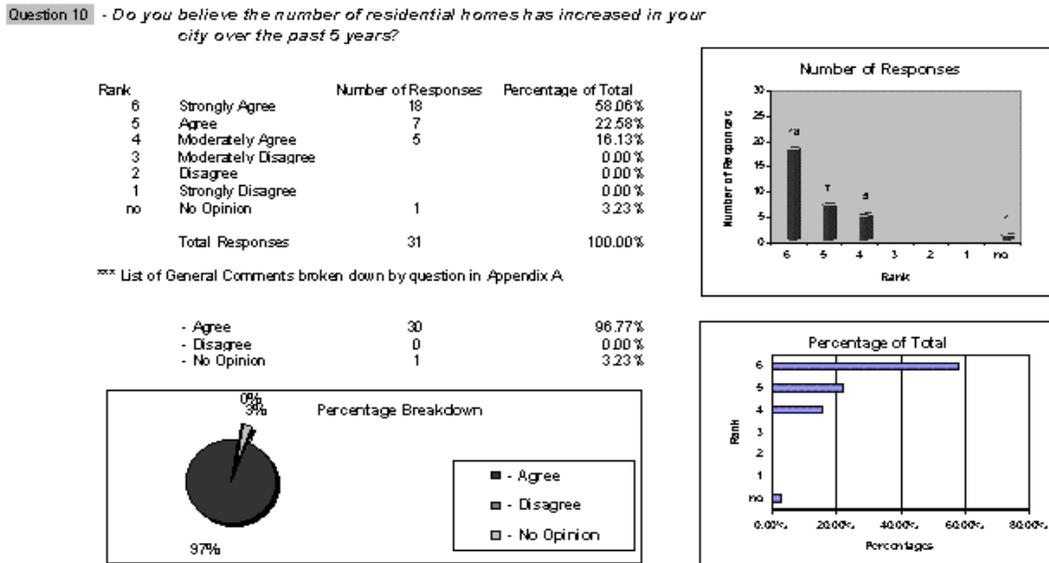


Figure 4-22. Question 10 Response

Questions number eight, nine, and ten shown in Figures 4.20 through 4.22 all work together to measure the increase in jobs, businesses, and homes, and whether the construction industry could take some credit for that growth. Eighty-seven percent believed the number of jobs and businesses had increased in their city during the past five years, and over ninety-six percent believed the same thing for the number of homes built. In fact, the question on number of residential homes being built received the most “strongly agree” responses of any question asked. The percentage dropped dramatically, however, when responding on whether this increase was due to the building construction industry. This is another opportunity for the industry to improve its impact by increasing its effort towards residential growth and trying to decrease the difference between population growth and construction growth. In finding a way to involve the residents who are experiencing that large population growth and using that to improve construction

techniques and increase acceptance, growth can succeed for local residents and the construction firms. Remember these answers are not necessarily based upon fact, but rather, they constitute the perception of the respondents for what is real, and therefore must be addressed.

11. Consider large projects to be over \$ 3 million and small projects below that; then do you feel local construction firms work on...

- a. Small projects?
- b. Large project?
- c. Both?
- d. Neither?

Question 11 - Consider large projects to be over 3 million \$ and small projects below that; then do you feel local construction firms work on

... small projects?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	6	19.35%
5	Agree	11	35.48%
4	Moderately Agree	8	25.81%
3	Moderately Disagree	4	12.90%
2	Disagree	1	3.23%
1	Strongly Disagree	0	0.00%
no	No Opinion	1	3.23%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	25	80.65%
- Disagree	5	16.13%
- No Opinion	1	3.23%

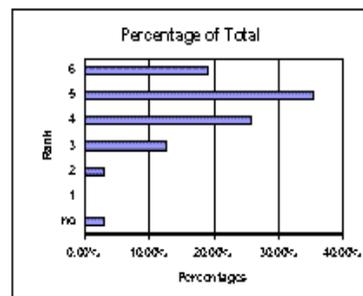
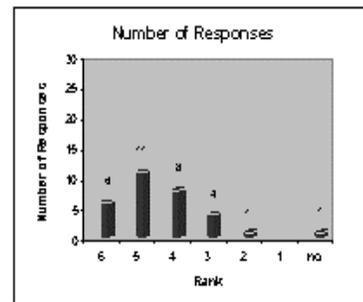
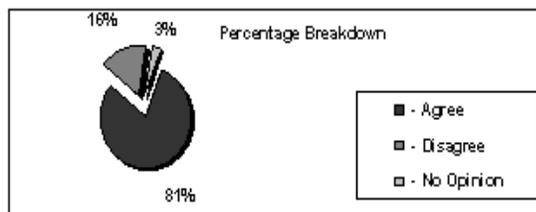


Figure 4-23. Question 11a Response

Question 11 cont

... large projects?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	4	12.90%
5	Agree	4	12.90%
4	Moderately Agree	6	19.35%
3	Moderately Disagree	8	25.81%
2	Disagree	4	12.90%
1	Strongly Disagree	4	12.90%
no	No Opinion	1	3.23%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	14	45.16%
- Disagree	16	51.61%
- No Opinion	1	3.23%

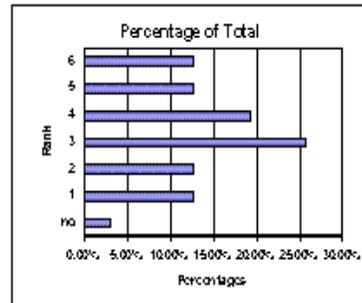
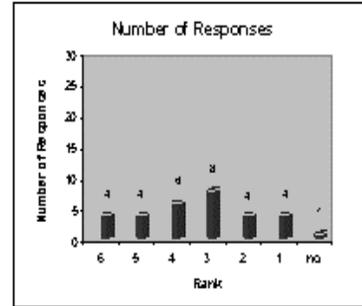
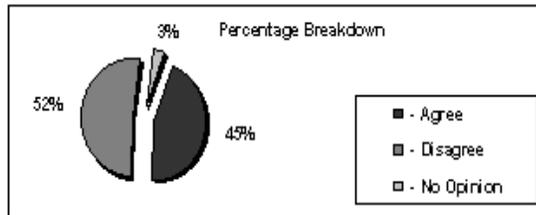


Figure 4-24. Question 11b Response

Question 11 cont

... both?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	5	16.13%
5	Agree	7	22.58%
4	Moderately Agree	6	19.35%
3	Moderately Disagree	5	16.13%
2	Disagree	4	12.90%
1	Strongly Disagree	3	9.68%
no	No Opinion	1	3.23%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	18	58.06%
- Disagree	12	38.71%
- No Opinion	1	3.23%

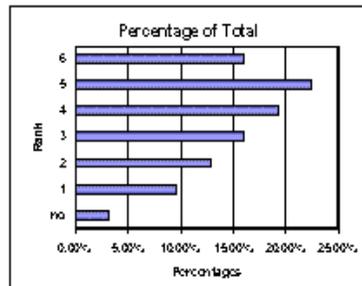
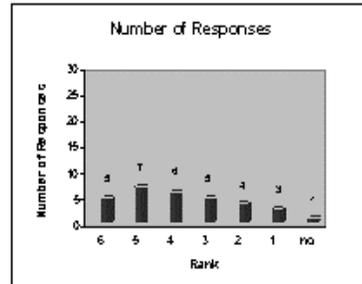
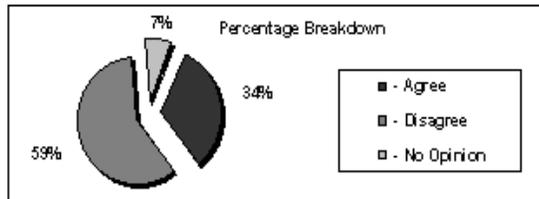


Figure 4-25. Question 11c Response

Question 11 cont

... neither?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree		0.00%
5	Agree		0.00%
4	Moderately Agree	1	3.23%
3	Moderately Disagree	1	3.23%
2	Disagree	3	9.68%
1	Strongly Disagree	22	70.97%
no	No Opinion	4	12.90%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	1	3.23%
- Disagree	26	83.87%
- No Opinion	4	12.90%

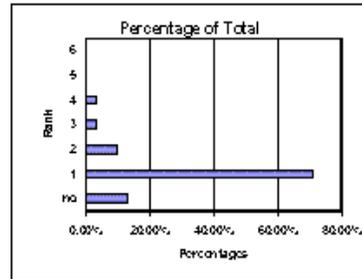
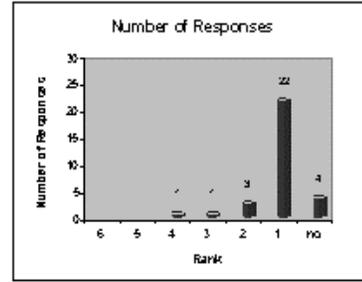
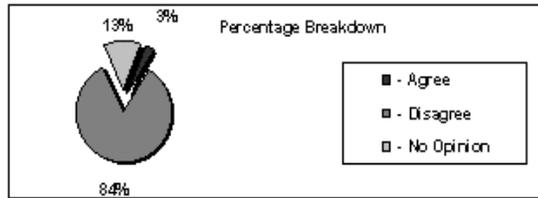


Figure 4-26. Question 11d Response

12. Do construction firms from outside your local area often get the larger projects?

Question 12 - Do construction firms from outside your local area often get the larger products?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	4	12.90%
5	Agree	10	32.26%
4	Moderately Agree	8	25.81%
3	Moderately Disagree	4	12.90%
2	Disagree	2	6.45%
1	Strongly Disagree	1	3.23%
no	No Opinion	2	6.45%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	22	70.97%
- Disagree	7	22.58%
- No Opinion	2	6.45%

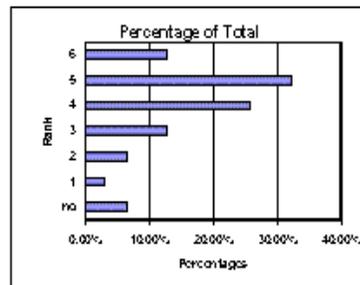
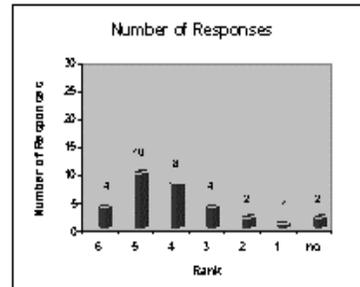
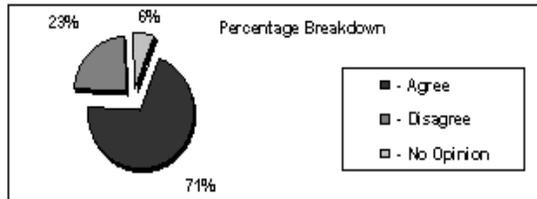


Figure 4-27. Question 12 Response

These questions all shown in Figures 4.23 through 4.27 both were designed to understand the building construction industry within the city and its capabilities. From the responses, firms located outside the city complete most large construction projects. However, local firms do work on both small and large projects, just a larger percentage on the smaller projects. This is the ideal situation where joint efforts between local and outside large firms work together to complete projects. With more joint ventures to help improve growth the city can achieve faster results while still upholding the needs of the communities. Joint ventures enable construction growth to have the capabilities to meet all financial and size requirements while still looking after the concerns of the small city. The larger companies from outside the local area take care of all major projects problems while the local company can focus on involving the local residents in the growth and looking after all community issues dealing with construction expansion.

13. Do you believe growth can increase the quality of life for the people in your city?

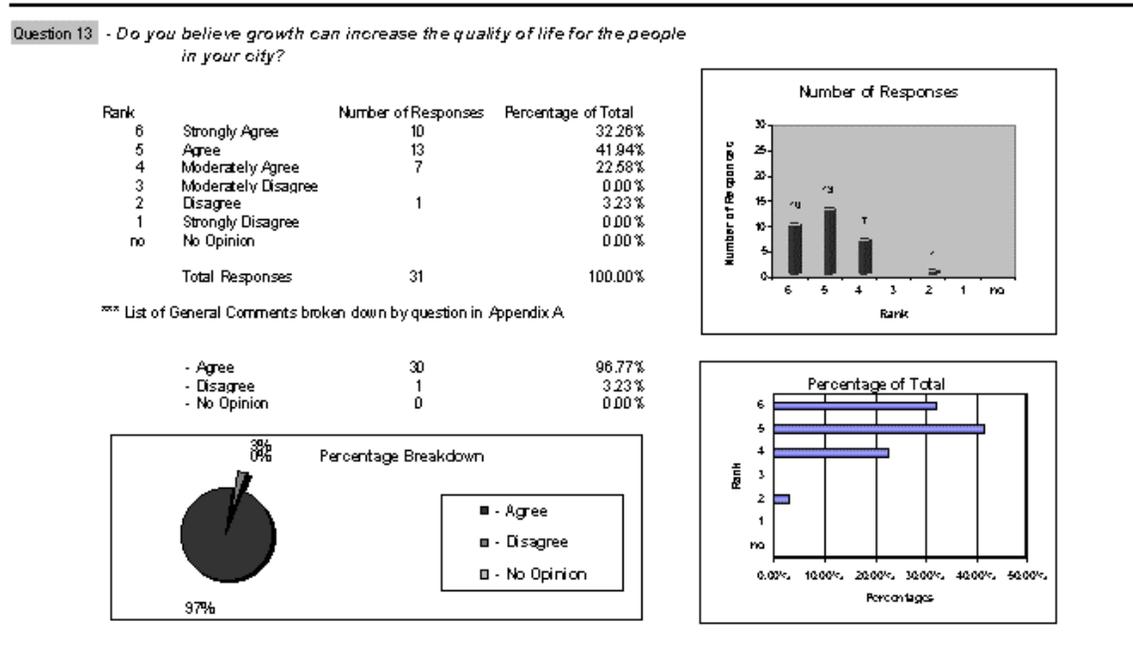


Figure 4-28. Question 13 Response

This question was put in the survey to verify the response to question number two, dealing with whether growth was viewed as good for the city. This question shown in Figure 4.28 helped to verify the beliefs of the participants in that the percentages were almost the same for both questions. People believe that growth does increase the quality of life within a city. This question reasserted the results from question two that as a whole the respondents do feel that construction growth can benefit the citizens in the small city. This belief again shows some bias as towards the other answers to the survey questionnaire however it a result that was expected. This area should be a focus point for the building industry to use in trying to expand growth and their influence on positive growth within a small city.

14. Do you believe that the political leaders, community leaders, and the building construction industry all work together in your city to promote growth?

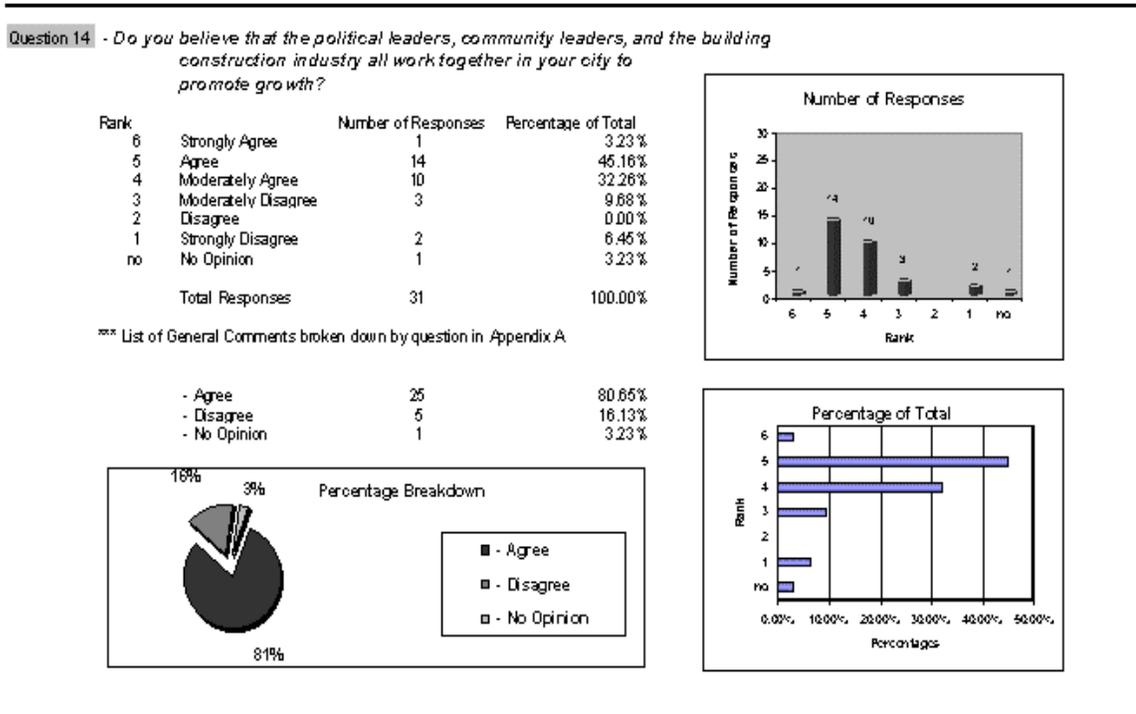


Figure 4-29. Question 14 Response

This question seen in Figure 4.29 above received the lowest rating of “strongly agree” and “agree” responses compared to the other questions. People do not believe all groups and leaders in the city are working together to promote growth. This should be an immediate warning sign for anyone wanting growth for his or her city. In order to experience successful growth it needs to be accomplished with the contributions and teamwork of many different areas within the small cities. The construction industry cannot manager all growth within these cities by themselves. Using all the assets and people while getting them to work together should be the best approach for achieving the goals of growth that are desired.

15. Do you believe that an increase in construction projects in your city will increase jobs for local residents?

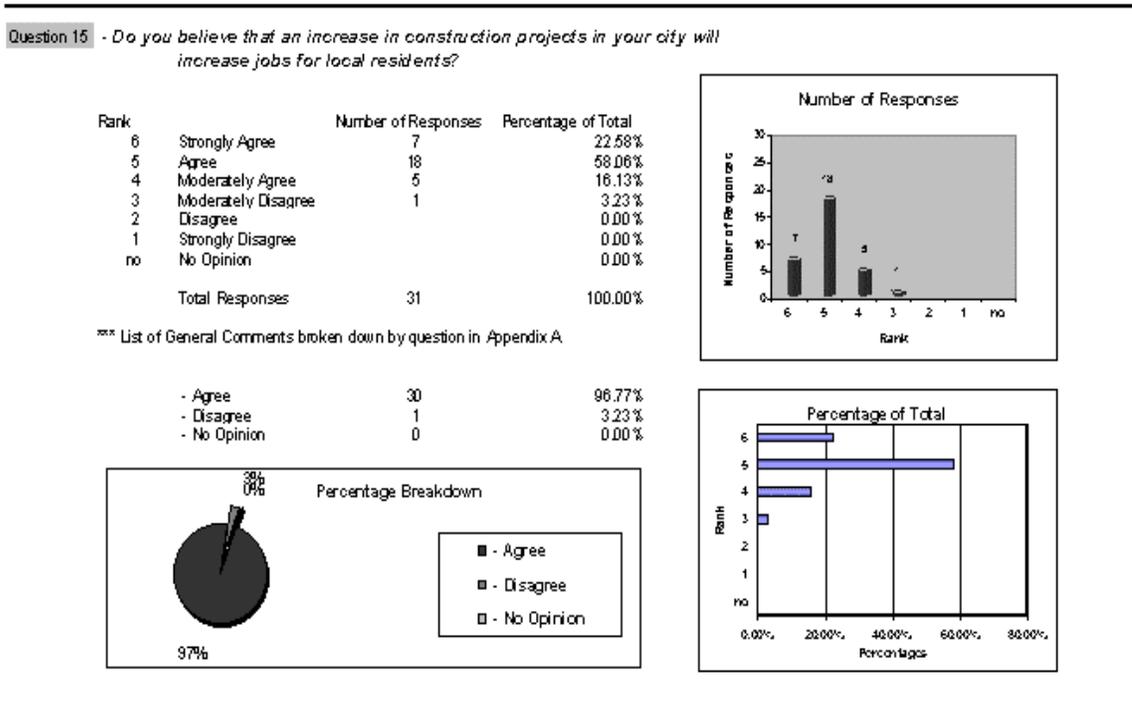


Figure 4-30. Question 15 Response

Almost everyone agreed with the question shown in Figure 4.30 that construction projects would increase jobs for local residents. This is even though many respondents

believed the large projects went to companies located outside of the city. This result says that work for local people are created by growth and not by the actual construction jobs needed to enact that growth. This should be a point of emphasis for the construction industry. If growth occurs more successfully with increased residents growth then involving the local population in the construction work should further the positive impact of growth. Another point to be taken from the results for this question comes in being able to find small cities that are experiencing and are suppose to continue having population growth. This growth will lead to new opportunities for perceptions to be formed in favor of the construction industry. Finding the small cities that show the signs of population growth and then by involving those individuals with the construction industry can lead to positive results for the construction firms involved in the growth.

16. Do you believe growth will increase substantially over the next...
- a. 1 year?
 - b. 5 years?
 - c. 10 years?

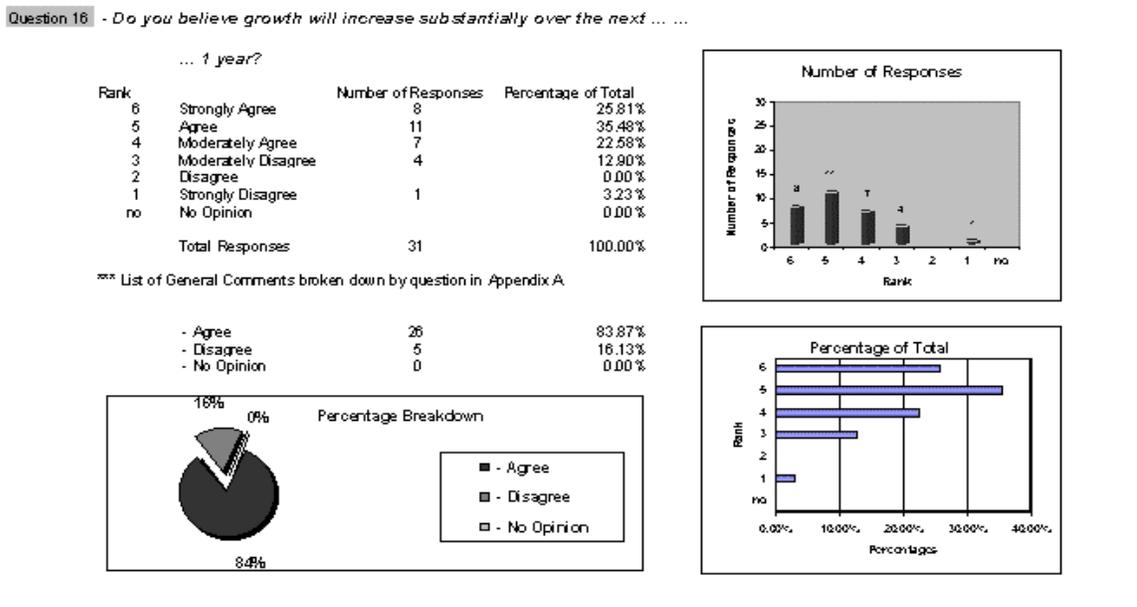


Figure 4-31. Question 16a Response

Question 16 cont

... 5 years?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	8	25.81%
5	Agree	18	58.06%
4	Moderately Agree	2	6.45%
3	Moderately Disagree	2	6.45%
2	Disagree	0	0.00%
1	Strongly Disagree	0	0.00%
no	No Opinion	1	3.23%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	28	90.32%
- Disagree	2	6.45%
- No Opinion	1	3.23%

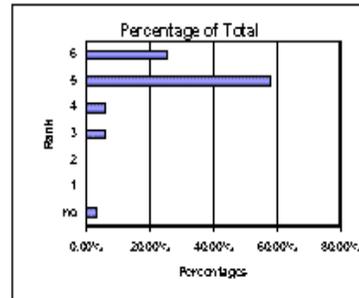
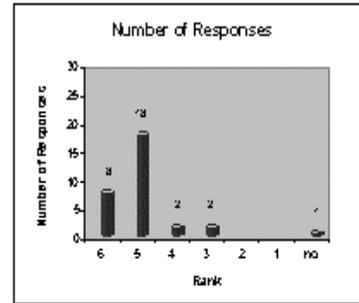
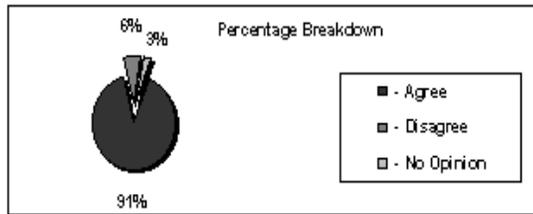


Figure 4-32. Question 16b Response

Question 16 cont

... 10 years?

Rank		Number of Responses	Percentage of Total
6	Strongly Agree	12	38.71%
5	Agree	11	35.48%
4	Moderately Agree	5	16.13%
3	Moderately Disagree	2	6.45%
2	Disagree	0	0.00%
1	Strongly Disagree	0	0.00%
no	No Opinion	1	3.23%
Total Responses		31	100.00%

*** List of General Comments broken down by question in Appendix A

- Agree	28	90.32%
- Disagree	2	6.45%
- No Opinion	1	3.23%

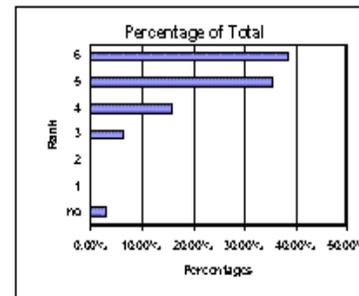
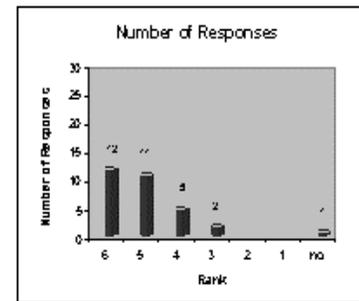
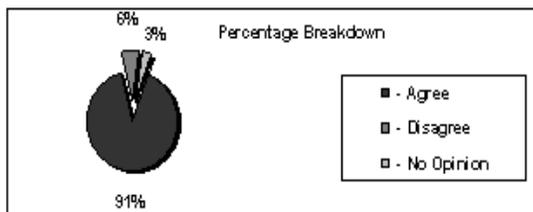


Figure 4-33. Question 16c Response

What is the future of growth based on a time frame within the city was the last question asked on the survey. This was shown in the results in Figures 4.31 through 4.33. Again, a large majority believed that growth was occurring now, but most felt that an even greater growth rate would happen in the future. This proves to be a great sign for the building construction industry. Again, these answers are not based upon fact, but the respondent's perception usually tends to be right in the long term. The fact that growth can be expected to occur, and at a high rate, should be reason number one for construction growth in a small city and that should then give successful results.

CHAPTER 5
CONCLUSIONS AND RECOMMENDATIONS

Chart Of Success

The building construction industry is a major component for growth in the attitude of the people in the small, growing Florida city of Lakeland. The completed questionnaire was analyzed and data reviewed to assist in developing a chart that will be called the “Chart of Success”, see in Figure 4.34. The purpose of the chart is to present the factors necessary for profitable and sustained growth to occur in a small city.

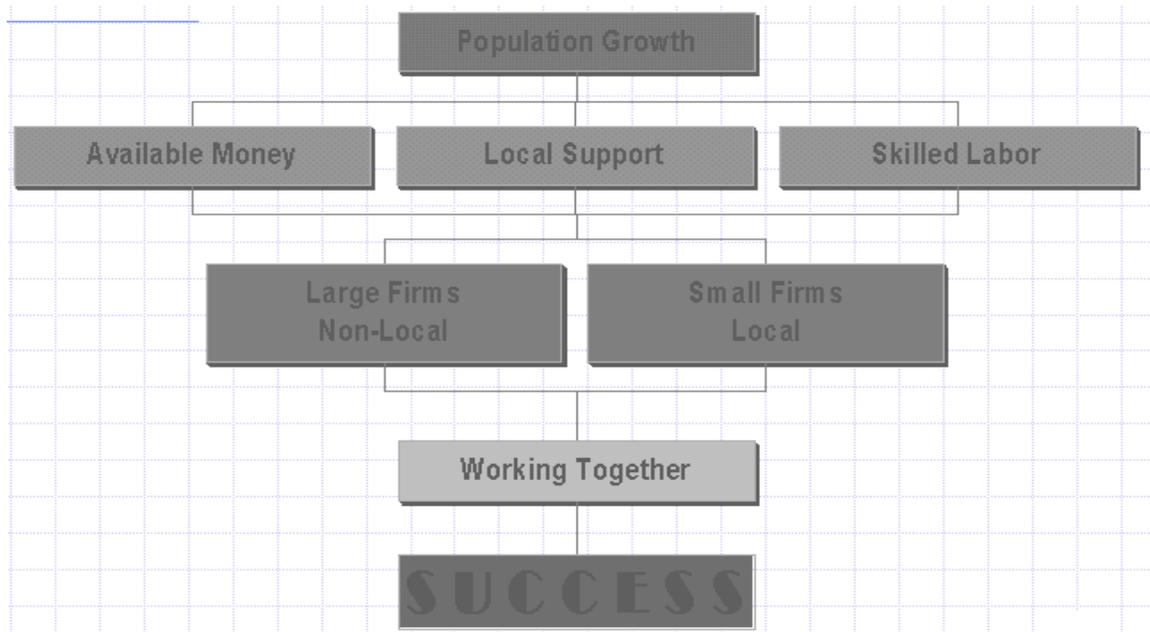


Figure 5-1. Chart of Success

There are seven blocks to this chart, and it is believed all seven blocks are required for the building construction industry and the city to have successful growth. It would be difficult to obtain success in a small city if several of the blocks were missing.

Population growth is the foundation for building success. Skilled labor, local support, and available money can be thought of as building the walls for success. Local and non-local construction firms are the reinforcements for the building of success. The importance of working together can then be thought of as putting the roof on the building of success. Success, the final segment, itself can be thought of as the finished building complete with landscaping and all its aesthetic values. Successful growth does not have a defined meaning; it comes in the form of the opinions of the individuals and organizations that make up the small cities. The “Chart of Success” is only a suggestion to review to make sure all the points are considered when working with construction growth.

Block One—Population Growth

Population growth is the foundation for the “Chart of Success.” The most important aspect to examine when looking for successful ventures in small city construction growth comes in the form of population growth. Without a steady increase in population there exists the possibility of future tough times in dealing with continual construction growth. The sample city examined (Lakeland, Florida) returned high results concerning current and future commercial and residential growth. This segment has to be present in order to have the easiest transition to larger and continued construction projects within the small city. Identifying cities with this characteristic will lead to the best possible end result. It comes down to the simple fact of supply and demand. An increasing population in any small city will demand the need for improvements and related growth in terms of construction.

Block Two—Skilled Labor

One of the major issues of concern that was raised by the result of the questionnaire was the lack of enough skilled labor to help satisfy increased construction requirements. Having a plentiful and experienced labor force alleviates one of the primary concerns when dealing with construction in expanding smaller cities. The smaller cities have major issues concerning funding and other financial issues so any form of delays or rework will end up costing them many times more than the actual monetary value (Gerrante 2002). A lack of skilled labor to finish all the construction work would be a primary reason for delays and rework. At the onset of a venture into small city construction growth any construction firm involved must evaluate their own personnel, and have predetermined layouts for all work practices and work jobs. Not assessing this need could lead to mistrust and major financial overruns with the cities once the negative impacts of a decreased labor force are realized. This in return causes the negative perception of the construction industry in the small cities, and will hurt the overall growth and prosperity of all businesses involved.

Block Three—Local Support

An issue that can lead to large negative outcomes comes from the lack of local resident's support for construction or at the very least the perception of such circumstances. There has to be time put into communicating and involving as many of the local residents and businesses men in all possible construction growth issues. One of the largest complaints in going into a smaller city to improve growth is that it takes away from the identity of the town, and therefore growth may be looked on as a negative venture (Copeland 1996). As was shown in the questionnaire responses, the majority of respondents felt growth was a very good venture and would have a great impact on the

improved living standards for all people involved. This speaks to the fact that the construction industry as a whole does not have the right approach in dealing with small cities. Once the majority of the initial construction work has been completed in any city it is still the local population that makes the city prosper and continue financial prosperity. This fact needs to be recognized and the local population needs to be more involved with every aspect of growth for their cities. It can be accomplished through allowing more jobs opportunities in construction dealing with the smaller city, or even though weekly or monthly meetings to discuss about arising issues and new concerns. Whatever approach is used, or any other approaches that may be looked at, that approach must involve the local residents because only then can the growth of the smaller cities show the continual production results necessary to be successful.

Block Four—Available Money

The community and the construction industry must have access to money. This can take the form of revenue sources, bank sources, lines of credit, or private sources. Continued growth is not accomplished in terms of months or even years. The main point is that not only does money have to be available at the beginning, but also there has to be money available to carry growth past the beginning phase.

Blocks Five and Six—Local and Non-Local Construction Firms

Blocks five and six must be looked at together in reviewing the process of joint venture agreements with the local construction firms in the small cities. Results showed from the questionnaires indicate that many projects in the growing smaller cities go to construction firms located outside their immediate geographical area. This proves to be necessary due to both the people and financial resource issues involved with major

construction growth in any area. Seldom do smaller cities have the construction variety, size, and numbers to complete full-scale growth. Only non-local firms with a larger capital base can handle and control such large quantities of work and expansion. This does not mean that the local firms should be shut out of all operations in the town. In fact, just the opposite must be true. Local firms must be included in construction projects in any small city. By working in joint venture agreements both the financial and production concerns of the construction firms can be met by the non-local firms, while community needs can be met by the local firms in which population concerns should also be addressed. There was overriding agreement with the questions referring to residential growth in the city. This means more people, and therefore their needs to have more jobs created by the construction industry to support this growth, and to pave the way for even further expansion. This actually relates to segment three, which was gain local support by involving the local community in the construction growth.

Block Seven—Working Together

The important ingredient that can be gained from working with both political and community leaders is best told by a quote from Edmund Burke who once said, “As individuals we are weak and foolish, as a society we are wise and powerful” (www.mta). The same can be said for the construction industry, because between all the many thousands of contractors, developers, builders, and sub-contractors there exist confusion when working individually, but in working together the building construction industry can be powerful. Local and non-local firms working together is another must for achieving the desired goals and final results. All parties working together can lead to better relationships, increased construction growth, and improved success and prosperity for all construction firms and smaller cities involved.

Final Block—Success

Completing these seven segments is not a guarantee to make any venture in small city growth within Florida positively successful. Each of the segments was looked at independently, but they are all interrelated. These just give an insight into the concerns as expressed by local residents in an existing small city with high growth expansion. In allowing for a better understanding of these factors, and by implementing them into a construction plan, then smaller city growth can hopefully achieve an improved success rate. The primary reason for introducing these factors is to make more construction firms aware of the issues involved with working in small cities. It can be profitable and rewarding, but it is different than working in large cities. Large cities have completely distinct key factors to consider. Following the seven segments can lead to successful growth for all parties involved when dealt with in the proper manner, and with enough knowledge. One possible measure of success for construction growth in small cities would be not to determine it by what occurs during expansion, but rather what occurs once the construction levels off and the city must function on its own. The continual growth of those cities could then yield the greatest results for local communities and all involved construction firms.

Learning

The overall impression gained from reviewing the completed questionnaires was one of satisfaction with the extremely positive tone of almost all respondents. The good rate of return on the answering of the survey questions indicated that people are definitely interested in expressing their feelings and attitudes towards growth. The answers to the survey questions supported the hypothesis that “the building construction industry has a positive impact on the growth of small cities within the state of Florida.” The responses

suggest there is no one solution that is going to satisfy everyone on the subject of growth. People could not agree to the definition of growth, so they are not going to all agree as to the best method to improve growth. The construction industry has to consider the opinions of the general public, but it must move on with positive growth procedures.

The four main elements indicated from the completed surveys that it is felt the industry should become more responsible in small cities are:

1. To make sure there are enough resources from the standpoint of people (skilled and unskilled), plus materials and equipment;
2. To gain and understand local support for growth;
3. To fully communicate the industry positive role in growth; and
4. To work with the community leaders and politicians to make sure adequate funding is available for continual growth.

These elements should be included in any final construction project plan. None of these elements has a set procedure to follow in which to achieve the desired results. Each construction firm must look at their existing standards, and determine the best steps to take to reach the goals outlined in these elements.

Next Steps

A newsletter for developers recently stated, “you must promote economic development within concurrency limits. You must promote public health, safety, comfort, and general welfare to all businesses and residents. You must be environmentally sensitive” (www.homes). These are all points that the building construction industry must try to accomplish in any small city. They are the points that the industry must communicate to everyone are being completed, and how they will be achieved. The construction industry must be a leader in explaining the following conditions of growth:

- a. How growth can be stimulated.
- b. Why growth is necessary.
- c. Why growth can represent positive outcomes.
- d. How growth can occur and still be controlled.

Mr. Duany gave the leaders of the small city of Temple Terrace, FL (located on the outskirts of Tampa, FL) the following advice. “Temple Terrace has three options for redevelopment. One, redevelopment can be private, with developers taking the initiative. Two, redevelopment can be city directed and subsidized. Or, three redevelopment can be according to a city-initiated master plan, but performed by private developers who bid on specific projects” (www.dpz). From the survey it has been seen that it does not matter which option should be chosen, the public will see the building construction industry as a leader in growth in most situations. The industry in any given city must take this responsibility seriously and do everything possible to make sure they are a part of growth from the start to the finish. Looking into future studies that can be performed it could be of interest to see how the types of jobs in the area of the small cities effect the construction growth. For example, in Lakeland, Publix Super Markets is headquartered there, so many jobs and the cities economical base comes from how well Publix is doing in business. It could be possible that if Publix starts to have financial issues the city of Lakeland may not be able to succeed in profitable construction growth. Obviously, another viewpoint would come from looking at a small city that does not have a primary employer such as Publix as their primary employer in their city. These points could all affects the outcome of the efforts for successful growth. Any increased efforts towards construction growth in the smaller cities within Florida, when handled with the proper amount of concern for the local communities, can lead to benefits, growth, and prosperity for the construction industry and all the firms associated with that success. It is important

to review the “Chart of Success” when considering construction projects located in small cities.

APPENDIX A
TWO HUNDRED THIRTY-FIVE CITIES WITH POPULATION
BETWEEN 10,000 – 100,000

Table A-1. Cities Based on US Census 2000

City	Population	City	Population
1. ALTAMONTE SRINGS	41,200	2. AOPKA	26,642
3. ATLANTIC BEACH	13,368	4. AUBURNDALE	11,032
5. AVENTURA	25,367	6. AZALEA PARK	11,073
7. BARLOW	15,340	8. BAYONET POINT	23,577
9. BAYSHORE GARDENS	17,350	10. BELLE GLADE	14,906
11. BELLVIEW	21,201	12. BLOOMINGDALE	19,839
13. BOCA DEL MAR	21,832	14. BOCA RATON	74,764
15. BONITA SPRINGS	32,797	16. BOYNTON BEACH	60,389
17. BRADENTON	49,504	18. BRANDON	77,895
19. BRENT	22,257	20. BROWNSVILLE	14,393
21. CALLAWAY	14,233	22. CAROL CITY	59,443
23. CASSELBERRY	22,629	24. CITRUS PARK	20,266
25. CITRUS RIDGE	12,015	26. COCOA	16,412
27. COCOA BEACH	12,482	28. COCONUT CREEK	43,566
29. CONWAY	14,394	30. COOPER CITY	27,939
31. CORAL GABLES	42,249	32. CORAL TERRACE	24,380
33. COUNTRY CLUB	36,310	34. COUNTRY WALK	10,653
35. CRESTVIEW	14,766	35. CUTLER	17,390
36. CUTLER RIDGE	24,781	37. CYPRESS LAKE	12,072
38. DANIA BEACH	20,061	39. DAVIE	75,720
40. DAYTONA BEACH	64,112	41. DE BARY	15,559
42. DEERFIELD BEACH	64,583	43. DE LAND	20,904
44. DELRAY BEACH	60,020	45. DELTONA	69,543
46. DESTIN	11,119	47. DORAL	20,436
48. DUNEDIN	35,691	49. EAST LAKE	29,394
50. EDGEWATER	16,669	51. EGYPT LAKE-LETO	32,782
52. ELFERS	13,161	53. ENGLEWOOD	16,198
54. ENSLEY	18,752	55. EUSTIS	15,106
56. FAIRVIEW	13,898	57. FERRY PASS	27,176
58. FLORIDA RIDGE	15,217	58. FOREST CITY	12,612
59. FORT MYERS	48,206	60. FORT PIERCE	37,516
61. FORT WALTON BEACH	19,973	62. FOUNTAINBLEAU	59,549
63. FRUIT COVE	16,077	64. FRUITVILLE	12,741
65. GAINESVILLE	95,447	66. GLADEVIEW	14,478
67. GLENVAR HEIGHTS	16,243	68. GOLDEN GATE	20,951

69. GOLDEN GLADES	32,623	70. GOLDENROD	12,871
71. GONZALES	11,365	72. CARROLLWOOD	33,519
73. NORTHDALE	20,461	74. SUN CENTER	16,321
75. GREENACRES	27,569	76. GULF GATE	11,547
77. GULFPORT	12,527	78. HAINES	13,174
79. HALLANDALE	34,282	80. HAMPTIONS	11,306
81. HOBE SOUND	11,376	82. HOLIDAY	21,904
83. HOLLY HILL	12,119	84. HOMESTAD	31,909
85. HOMOSASSA SPRINGS	12,458	86. HUDSON	12,765
87. IMMOKALEE	19,763	88. IONA	11,756
89. IVES ESTATES	17,586	90. JACKSONVILLE BEACH	20,990
91. JASMINE ESTATES	18,213	92. JENSEN BEACH	11,100
93. JUPITER	39,328	94. KENDALE LAKES	56,901
95. KENDALL	75,226	96. KENDALL WEST	38,034
97. KEY LARGO	11,896	98. KEYSTONE	14,627
99. KEY WEST	25,478	100. KINGS POINT	12,207
101. KISSIMMEE	47,814	102. LADY LAKE	11,828
103. LAKELAND	78,452	104. LAKELAND HEIGHTS	12,557
105. LAKE MAGDALENE	28,755	106. LAKE MARY	11,458
107. LAKESIDE	30,927	108. LAKE WALES	10,194
109. LAKEWOOD PARK	10,458	110. LAKE WORTH	35,133
111. LAND O LAKES	20,941	112. LARGO	69,371
113. LAUDERDALE LAKES	31,705	114. LAUDERHILL	57,585
115. LEESBURG	15,959	116. LEIGH ACRES	33,430
117. LEISURE CITY	22,162	118. LOCKHART	12,994
119. LONGWOOD	13,745	120. LUTZ	17,081
121. LYNN HAVEN	12,451	122. MAITLAND	12,019
123. MARATHON	10,255	124. MARCO ISLAND	14,879
125. MARGATE	53,909	126. MEADOW WOODS	11,286
127. MELBOURNE	71,382	128. MERRIT ISLAND	36,090
129. MIAMI BEACH	87,933	130. MIAMI LAKES	22,676
131. MIAMI SPRINGS	13,712	132. MIRAMOAR	72,739
133. MYRLIE BEACH	17,211	134. NAPLES	20,979
135. NEW PORT RICHEY	16,117	136. NEW SMYRNA BEACH	20,048
137. NICEVILLE	11,684	138. NORLAND	22,995
139. N. FORT MYERS	40,214	140. N. LAUDERDALE	32,264
141. N. MIAMI	59,880	142. N. MIAMI BEACH	40,786
143. N. PALM BEACH	12,064	144. NORTH PORT	22,797
145. OAKLAND PARK	30,996	146. OAK RIDGE	22,349
147. OCALA	45,943	148. OCOEE	24,391
148. OJUS	16,642	150. OKLEMAR	11,910
151. OLYMPIA HEIGHTS	13,452	152. ORMOND BEACH	36,301

153. OVIEDO	26,315	154. PALM BAY	79,413
155. PALM B. GARDENS	35,058	156. PALM CITY	20,097
157. PALM COAST	32,732	158. PALMETTO	12,571
159. PALMETTO ESTATES	13,675	160. PALM HARBOR	59,248
161. PALM RIVER	17,589	162. PALM SPRINGS	11,699
163. PALM VALLEY	19,860	164. PANAMA CITY	36,417
165. PARKLAND	13,835	166. PENSACOLA	56,255
167. PINECREST	19,055	168. PINE HILLS	41,764
169. PINELLAS	45,658	169. PINEWOOD	16,523
170. PLANTATION	82,934	171. PLANT CITY	29,915
172. POINCIANA	13,647	173. POMPANO BEACH	78,191
174. PORT CHARLOTTE	46,451	175. PORT ORANGE	45,823
176. PORT ST. JOHNS	12,112	177. PORT ST. LUCIE	88,769
178. PUNTA GORDA	14,344	178. RICHMOND WEST	28,082
179. RIVIERA BEACH	29,884	180. ROCKLEDGE	20,170
181. ROYAL PALM BEACH	21,523	182. SAFELY HARBOR	17,203
183. ST. AUGUSTINE	11,592	184. ST. CLOUD	20,074
185. SAN CARLOS PARK	16,317	186. SANDAFOOT COVE	16,582
187. SANDFORD	38,291	188. SARASOTA	52,715
189. SARASOTA SPRINGS	15,875	190. SCOTT LAKE	14,401
191. SEBASTIAN	16,181	192. S. BRADENTON	21,587
193. S. DAYTONA	13,177	194. S. MIAMI HEIGHTS	33,522
195. S. VENICE	13,539	196. SPRING HILLS	69,078
197. STUART	14,633	198. SUNNY ISLES	15,315
199. SUNRISE	85,779	200. SUNSET	17,150
201. SWEETWATER	14,226	202. TAMARAC	55,588
203. TAMIAMI	54,788	204. TARPON SPRINGS	21,003
205. TEMPLE TERRACE	20,918	206. THE CROSSINGS	23,557
207. THE HAMMOCKS	43,379	208. TITUSVILLE	40,670
209. TOWN N COUNTRY	72,523	210. UNION PARK	10,191
211. UNIVERSITY	30,736	212. UNIVERSITY PARK	26,538
213. UPPER GRAND	10,889	214. VENICE	17,764
215. VERO BEACH	17,705	216. VILLAS	11,346
217. WARRINGTON	15,207	218. WEKIWA SPRINGS	23,169
219. WELLINGTON	38,216	220. LEAIMAN	21,753
221. WESTCHASE	11,116	222. WESTCHESTER	30,271
223. WEST LITTLE RIVER	32,498	224. WESTON	49,286
225. W. PALM BEACH	82,103	226. W. PENSACOLA	21,939
227. WESTWOOD LAKES	12,005	228. WILTON MANORS	12,697
229. WINTER GARDEN	14,351	230. WINTER HAVEN	26,487
231. WINTER PARK	24,090	232. WINTER SPRINGS	31,666
233. WRIGHT	21,697	234. YEEHAW JUNCTION	21,778
235. ZEPHYRHILLS	10,883		

APPENDIX B SMALL CITY CONSTRUCTION TELEPHONE QUESTIONNAIRE

Table B-1. Questionnaire

University of Florida School of Building Construction	Survey on Growth and Influence of Building Construction Industry
Prepared By: Robert Burnett	Aug-03
Approximate Time to Complete 5 Minutes	<u>Key for Completion:</u> <u>Rank</u> 6 SA = Strongly Agree 5 A = Agree 4 MA = Moderately Agree 3 MD = Moderately Disagree 2 D = Disagree 1 SD = Strongly Disagree - NO = No Opinion

<u>Base Question</u> - What is your definition of successful growth?
<u>Respondent Answer</u> -

	6	5	4	3	2	1	NO	General Comments
1 Is your city experiencing growth based on your definition?								
2 Do you believe growth is good for your city?								
3 Do you believe the building construction industry has an impact on								
- growth in a positive manner?								
- local economic growth?								
- local population growth?								
- local commercial construction growth?								
- local residential construction growth?								
4 Do you believe the building construction industry serves as a catalyst for growth?								
5 Do you believe the following resources are readily available in your city								
- construction materials?								
- skilled labor?								
- available money to assist growth?								
- construction equipment?								

	6	5	4	3	2	1	NO	General Comments
6 Do you believe there is support for construction growth in your city from - community leaders? - political leaders? - local residents? - business owners?								
7 Are you satisfied with the current pace of growth in your city?								
8 Do you believe the number of businesses and jobs has increased in your city over the past 5 years?								
9 Do you feel the increase based on question 8 above is due to the construction industry?								
10 Do you believe the number of residential homes has increased in your city over the past 5 years?								
11 Consider large projects to be over 3 million \$ and small projects below that; then do you feel local construction firms work on - small projects? - large projects? - both? - neither?								
12 Do construction firms from outside your local area often get the larger projects?								
13 Do you believe growth can increase the quality of life for the people in your city?								
14 Do you believe that the political leaders, community leaders, and the building construction industry all work together in your city to promote growth?								
15 Do you believe that an increase in construction projects in your city will increase jobs for local residents?								

Name:	Company:
City:	Position:
Number of Years in City:	Title:
E-Mail:	Telephone:

APPENDIX C
PHONE SURVEY INTRODUCTION STATEMENT

-Hi, my name is Robert Burnett

-I am a graduate student at the University of Florida working on my master's thesis

-Which is based on determining the influence the building construction industry has on small city growth

-In doing this research I am conducting a random phone survey to get opinion from various individuals within the city of Lakeland

And

-I was hoping I could have 4 to 5 minutes of your time to answer a few questions about growth and the construction industry in your city

-Let me reassure you that all information will be kept confidential and will not be reported individually

-But rather as a composite of all the survey's results

APPENDIX D
INTRODUCTORY LETTER – QUESTIONNAIRE FOR THESIS WORK

Robert F. Burnett
M.E. Rinker Sr. School of Building Construction - University of Florida
Time to Complete: **4 – 5 minutes**

Dear Respondents,

My name is Robert F. Burnett. I graduated in the spring 2003 semester with a Bachelor of Science in Building Construction Degree from the University of Florida. I then decided to further my studies and am now finishing up my graduate studies, also in the M.E. Rinker Sr. School of Building Construction at the University of Florida. My thesis focuses on the effect the building construction industry has involved with small city growth. In doing this research I developed a questionnaire for an analysis of what construction firms, government officials, civil organizations, local businesses, realtors, and local residents opinions are concerning the impact of construction on small city growth. This is being completed within my sample city of Lakeland, Florida.

I would greatly appreciate it if you would complete the attached questionnaire and return it with the pre-addressed, stamped envelope. The answers from the questionnaire will lead to a better understanding of small city growth and reoccurring positive impacts based on factors that can be applied in future construction in other small cities throughout the state of Florida. Your name and company information is optional, but it would be helpful to me if it was included. All information will be kept confidential, and only used as a composite of all the results. Please help out and take the short time to respond. Thank you in advance for taking the time to be of assistance to me in completing my thesis work.

I am performing this questionnaire in both a written (mailed) format as well as a phone survey. One of the reasons for mailing this survey to you is to allow (1) you time to fill out the questionnaire and send it back, or (2) be better prepared to answer the questions if you decide to help in a phone survey format. I plan on beginning to call for the phone survey in two weeks (Oct.6) to any individuals/businesses that I do not receive the questionnaire back from. I again thank you for your consideration in helping with the questionnaire. I realize all respondents are busy, but your contributions shall be Greatly Appreciated. I hope you have a wonderful day.

Robert Burnett



M. E. Rinker, Sr.
School of Building
Construction



APPENDIX E
CONTACT REFERENCE LIST

Table E-1. Contact Reference List

1-863-	LAKELAND, FLORIDA				
666-9020	Adult Primary Care	2039 East Edgewood Dr	33803	B	
648-5787	Advanced Aluminum	2934 Parkway St	33811	B	
666-1624	America Title Services	109 Allamanda Dr	33803	B	
644-4701	Apartment Locator Services	6124 Christina Dr East	33813	B	
858-8166	Arthur-Ryan The Salon	5326 US Hwy 98 North	33809	B	
665-5548	Art-N-Wood	2516 Mine Mill Lane	33801	B	
665-2652	Atlantic Filter	2126 East Edgewood Dr	33803	B	
668-6000	Breed Technologies	P.O. Box 33050	33807	B	
680-2274	Cash Register Auto Insurance	2810 South Florida Ave	33803	B	
665-5777	Central Mobile Homes	3025 US Hwy 92 East	33801	B	
682-1155	Country Hearth Bread	P.O. Box 1707	33802	B	
688-7994	Curt Wheeler Wheeler & Wheeler	1032 South Florida Ave	33803	B	
665-2441	Davis Monument	3503 US Hwy 98 South	33803	B	
682-8107	Don Marks Badcock Furniture	1409 North Florida Ave	33805	B	
682-7171	Florida Tile Industries	P.O. Box 447	33802	B	
688-5000	Freida Williams Sclafoni Williams Court Reporting	402 South Kentucky Ave	33801	B	
688-8557	Gaines Jewelry	112 South Tennessee Ave	33801	B	
686-3189	Gary Ratcliff Speech & Hearing Center	710 East Bella Vista St	33805	B	
413-5115	GC Services	1775 Interstate Drive	33805	B	
648-2871	GEICO	P.O. Box 33040	33807	B	
686-2228	Harry's Seafood Bar & Grille	101 North Kentucky Ave	33801	B	
802-3000	ICT Group	333 N. Lake Parker Ave	33801	B	
858-2271	Jeffrey Seaman Rooms To Go Furniture	3850 US Hwy 98 North	33809	B	
665-2222	Keith Bare Lee's Furniture	1216 US Hwy South	33801	B	
858-5500	Keymark	2540 Knights Station Rd.	33810	B	
686-2125	Lakeland Funeral Homes	2125 Bartow Road	33801	B	

687-1100	Lakeland Regional Medical Center	P.O. Box 95448	33804	B
688-9477	Learning Resource Center	904 Missouri Ave South	33801	B
687-8545	Lisa Hickey Douglas Screen Printers	2710 New Tamp Hwy	33815	B
683-3300	Maid Pro	1111 Florida Ave	33803	B
682-4774	Marian Pugh Patchwork Pig	228 E. Pine St	33801	B
683-4477	Mary Lou Kalisz Citrus & Chemical Bank	114 North Tennessee Ave	33801	B
815-4400	Mr. Collins Bassett Furniture	1320 US Hwy 98 North	33809	B
686-0553	Mr. Pool Inc.	3216 US Hwy 92 East	33801	B
687-0405	Ms. Saunders Pottery By The Park	105 North Kentucky Ave	33902	B
682-2811	Nathan's Men's Store	221 East Main St	33801	B
665-1526	National Memorials	3815 US Hwy 98 South	33813	B
665-1856	Overhead Doors	3412 Reynolds Rd	33803	B
688-7978	Paramount Title	2600 South Florida Ave	33803	B
816-9663	Paul Fawcett Wood World Furniture	5115 US Hwy 98 North	33809	B
688-4000	Pepperidge Farm	2222 Interstate Drive	33805	B
858-2252	Polk County Animal Hospital	7433 US Hwy 98 North	33809	B
646-0544	Polk County Pest Control	5410 South Florida Ave	33813	B
853-2340	Polk County Pools	11510 Rockridge Rd	33809	B
687-9441	Press Express	1339 Ariana St	33803	B
644-5619	Prestige Spas & Tubs	521 West Brannen Rd	33813	B
688-1188	Publix Super Markets	P.O. Box 407	33802	B
665-2233	Recreational Factory Warehouse	8134 US Hwy 98 North	33801	B
665-6132	Rental Service	3310 Winter Lake Rd	33803	B
616-6053	Ronald Riggs Allen & Co	1401 South Florida Ave	33803	B
686-1724	Rooms To Go Furniture	1475 Airport Rd	33811	B
646-4370	Roto Rooter	3711 Century Blvd	33811	B
647-9905	Royale Retreat Day Spa	410 West Brannen Rd	33813	B
688-1486	Stacy Campbell-Domineck Work Force 2000	717 North Kentucky Ave	33801	B
802-5751	Stewart Title	500 South Florida Ave	33801	B
665-6060	Summit Consulting	2310 A to Z Park Road	33801	B
682-2852	Sun Glo Pools	1543 Memorial Blvd. West	33815	B
669-0040	Superior Pool & Patio Decks	3353 US Hwy 92 East	33801	B
687-4411	Tampa-Maid Foods	1600 Kathleen Rd.	33809	B
688-0800	Terrace Hotel	329 South Main St	33801	B

619-3789	Tom Evans Environmental	3605 Ventura Drive East	33811	B	
644-5995	Trent Goss Mimi Storage	215 E. Alamo Drive	33801	B	
646-3796	Violette's Salon	4608 Cleveland Heights Bl	33813	B	
687-4545	Watkins Motor Lines	P.O. Box 95002	95002	B	
680-7000	Watson Clinic	P.O. Box 95000	33804	B	
858-5612	Williford Flooring	4820 US Hwy 98 North	33809	B	
648-1914	AAA High Point Construction	4525 South Florida Ave	33813	C	
701-8712	Adams & Murray Custom Homes	202 Lake Mirian Dr	33813	C	
815-3921	Adams Homes	7505 Gunstock Dr	33809	C	
646-2395	Adams Homes-Corporate	120 Allamanda Dr	33803	C	
646-3310	Al Cardinali Contractor	5205 Charles Lane	33811	C	
686-0039	Allied Building Services	5675 New Tampa Hwy	33815	C	
619-7735	American Heritage Homes	7121 Lake Eaglebrooke	33813	C	
668-8805	Aquatec Marine Construction	2020 South Combee Rd	33801	C	
644-0456	B&M Construction	3706 Dmg Drive	33811	C	
859-3464	BHR Construction	6245 Robin Rd	33801	C	
644-8813	Bill Taylor Construction	5120 S. Lakeland Dr. #1	33813	C	
858-3607	Billy Smith Building Contractor	8403 Tom Costine Road	33809	C	
682-0324	Blevins Builders	210 Lake Hollingsworth	33803	C	
816-1414	Branham Construction	924 Fairland Dr	33809	C	
984-2966	BTU Construction	8404 Epicenter Blvd	33809	C	
646-0988	Built Well Homes	5842 Buck Run Dr	33811	C	
644-7776	Cassidy Homes	6615 Highlands Creek	33813	C	
644-6755	Central Florida Contractors	5300 Florida Ave. South	33801	C	
858-0820	Cherokee Construction of FL	9010 US Hwy. 98 North	33809	C	
683-6500	Cherry Hill Construction	5351 Great Oaks Dr	33815	C	
701-9100	Comfort Keepers	5150 South Florida Ave	33801	C	
858-2426	Compton-Peachee Construction	1210 Baker Dr.	33810	C	
683-4200	Cone & Graham	625 East Lime St.	33801	C	
686-0806	Contractors Plus of Florida	305 Winston Creek Pkwy	33810	C	
687-4946	Craven Design & Construction	501 West Peachtree St.	33815	C	
644-6499	Crossroads Construction	3702 Century Blvd.	33811	C	
802-0404	Crovo Construction	1114 Florida Ave. South	33803	C	
687-8754	Cruse Construction	520 West 10 th St.	33805	C	
687-4037	D J Trusses Unlimited	315 Winston Creek Pkwy	33810	C	
683-6516	D K Harwell	814 South Florida Ave	33801	C	
834-6082	Dave Bayhan Plumbing Inspector	228 S. Massachusetts Ave.	33801	C	
859-3066	David Borders Construction	1034 Woodland Dr	33809	C	

644-4604	Davis Home Repair	815 Creative Drive	33813	C	
644-8097	Dennis Yates Building Contractor	4119 Crews Lake Drive	33813	C	
688-2996	Duane McQuillen Construction	214 Hillcrest St.	33815	C	
688-2200	EBY Martin Construction	4750 State Rd 33 North	33805	C	
648-9886	Eclipse Construction	2930 Parkway St	33811	C	
644-3095	Ellerbe Construction	1216 Heidi Lane South	33813	C	
701-0708	Fagovi USA	10 Loma Verde	33813	C	
619-7517	Falkland Group	6059 Hillside Heights Dr	33813	C	
607-9165	Falkland Group Inc.	6700 South Florida Ave.	33813	C	
686-2661	Five-Star Developers	316 North Canal Ave.	33801	C	
701-9311	Florida Construction Group	3900 South Florida Ave	33813	C	
853-7184	Florida Environmental	3433 Sleepy Hill Rd	33810	C	
644-0635	Florida Home Designs	5352 South Florida Ave	33813	C	
665-3177	Folsom Construction	1424 South Combee Rd	33801	C	
967-5177	Frazier Contracting			C	
646-2137	GARD Construction	2810 Parkway St	33811	C	
646-3646	Gifford & Clymer Construction	2424 Ewell Road	33811	C	
688-1006	Gifford Contracting	1006 Bonnie Drive	33803	C	
665-2767	Green Construction Services	529 West Brannen Road	33813	C	
688-4660	Habitat for Humanity	1317 George Jenkins Blvd	33815	C	
687-8020	Harper Homes	1412 South Florida Ave.	33803	C	
666-3775	Henkelman Construction	1830 North Crystal Lake	33801	C	
644-0649	Hickory Ridge	6207 Highland Rise Dr	33813	C	
701-8267	Highland Homes	6560 Horizon Point Dr.	33813	C	
324-5611	Highland Homes-Reflections East	4110 Florida Ave. South	33801	C	
688-8141	Horizon Construction	3115 Providence Rd	33805	C	
269-0758	Hubbard Construction	2930 US Hwy 98 North	33805	C	
641-2023	Hunt For Homes Construction	5830 Scott Lake Hills Lane	33813	C	
815-4848	Huntington Hills	2514 Pine Valley Drive	33810	C	
683-8483	IRBY PM Construction	302 S. Massachusetts Ave	33801	C	
686-5521	J Collins Construction	725 Giant Oak Road	33810	C	
859-5733	JCO Builders	1224 Banana Road	33810	C	
665-3095	JE Merit Constructors	US Hwy 98 South	33801	C	
686-8100	Jefco Associates Construction	822 East Main St	33801	C	
858-1856	Jerry Sellars Construction	5819 Driftwood Drive	33809	C	
665-1851	John Berns Construction	4725 US Hwy 92 East	33801	C	
816-0550	Jones Brothers	2825 Mall Hill Rd	33810	C	

647-5560	K L Smith Inc.	4427 Spring Lane	33801	C	
687-3489	Keener Construction	430 North Wabash Ave	33815	C	
682-4747	Keyco Construction	1602 South Florida Ave	33803	C	
686-1950	Lavorde Industrial Equipment	208 East Belvedere St	33803	C	
667-3232	Leatherwood Construction	1058 US Hwy 92 West	33801	C	
666-3914	Lemco Contracting	4025 East County Rd 542	33801	C	
680-2293	Marcovay Construction	116 South Kentucky Ave	33810	C	
646-0511	Mark Brown Construction	4945 South Fork Dr	33813	C	
853-8535	Master Garage Builders	7010 US Hwy 98 North	33809	C	
647-2285	McAuley Construction	1110 Sandpiper Court	33813	C	
646-5763	McDonald Construction	5610 South Florida Ave	33813	C	
858-1179	McKay Construction	7705 Chase Road	33810	C	
816-9748	McKinley Construction	1603 Sir Henry Trial	33809	C	
665-2996	Mcmachen Construction	2832 Mine Amd Mill Rd	33801	C	
665-0409	Meadows Construction	4325 US Hwy 92 East	33801	C	
701-0161	Mercer Trim & Carpentry	6262 Springwoods Lane	33811	C	
646-1166	Mike Hickman Hickman Homes	7375 Millbrook Oaks Dr	33801	C	
646-1304	Mike Kelly Construction	6015 Myrtle Hill Dr West	33811	C	
709-0293	Milco Construction	4310 Wallace Road	33813	C	
648-0775	Milton Wood Co.	4415 Drane Field Road	33911	C	
683-9293	Mission Construction	1137 Bartow Road	33801	C	
644-2254	Morrell Homes	3653 Southcrest Blvd	33813	C	
619-6102	Old World Craftors	557 Brannen Road	33813	C	
619-9040	On The Ball Construction	3609 Cleveland Heights Bl	33803	C	
709-0235	Paradise Homes	P.O. Box 6690	33807	C	
665-9688	Paul Davis Systems			C	
686-1483	PJ'S of Lakeland	4710 New Tampa Hwy	33815	C	
683-1816	Point Engineering	923 South Florida Ave	33803	C	
665-1642	Polk County Development Corp	3375 US Hwy 98 South	33803	C	
644-2817	Purcell Construction	407 Aberdeen Court South	33813	C	
701-7166	R L Bishop Construction	216 Lake Harris Drive	33813	C	
701-8766	R T Contracting	5716 Scott Lake Road	33813	C	
644-0635	Reed Construction	5352 South Florida Ave	33813	C	
688-7775	Register Construction	3730 New Tampa Hwy.	33815	C	
646-9332	Rick Strawbridge	5120 South Lakeland Dr	33813	C	
669-0990	Rodda Construction	2128 East Edgewood Dr	33803	C	
802-1124	Ross George Inc.	1113 South Florida Ave	33803	C	
646-1612	Rudy Brown Construction	4035 South Florida Ave	33813	C	

667-3553	Southern Homes	2000 East Edgewood Drive	33803	C	
666-3575	Star Metal Buildings	1830 North Crystal Lake	33801	C	
709-0293	Three M Development	4310 Wallace Road	33813	C	
646-4972	Thurn Construction	4978 Foxrun Lane	33813	C	
682-5848	Tomlinson Construction	808 East Main St	33801	C	
859-6038	Tyler Homes	1603 Kinsman Way	33809	C	
859-4109	Tyler Homes	5916 Hillside Heights Dr	33813	C	
666-1988	United Rentals	2235 East Edgewater Dr	33803	C	
688-7998	Valiant Products	939 Quincy St	33815	C	
666-6900	Vynier Corporation	2187 South Combee Rd	33801	C	
687-8020	W W Read JR.	1420 South Florida Ave	33803	C	
688-8870	Waller Emergency Services	1701 East Gary Road	33801	C	
859-6700	Wayne Crawford Pools	4732 US Hwy 98 North	33809	C	
644-8908	Williams Construction	5042 Ironwood Tr	33801	C	
682-1848	Winslow Pearce Engineers	1023 South Florida Ave	33803	C	
682-8874	Zimmerman Associates	203 Kerneywood St	33803	C	
687-8910	Anne Furr Downtown Development	228 S. Massachusetts Ave	33801	G	
834-6006	Barbara Lipscomb Assistant City Manager	228 S. Massachusetts Ave.	33801	G	
603-6300	Bill Tinsley Parks & Recreation Director	East Orange Street	33801	G	
834-6076	Billy Key Building Inspection Division	228 S. Massachusetts Ave	33801	G	
834-6011	Bruce Kistler Development Services	228 S. Massachusetts Ave	33801	G	
834-6065	Carri Plant Building Inspection Division	228 S. Massachusetts Ave	33801	G	
834-6011	Celeste Deardorff Planning Division	228 S. Massachusetts Ave	33801	G	
834-6011	Charles Barmby Transportation Planning	228 S. Massachusetts Ave	33801	G	
834-6070	Connie Delph Building Inspection Division	228 S. Massachusetts Ave	33801	G	
834-6005	Dean Boring City Commissioner	228 S. Massachusetts Ave.	33801	G	
834-6080	Gary Bush Building Inspection Division	228 S. Massachusetts Ave	33801	G	
603-6321	Gene Eddinger Central Services Director	1104 Martin Luther King	33801	G	
688-5556	George Brooks Employee Relations Director	228 S. Massachusetts Ave	33801	G	
834-6005	Gow Fields	228 S. Massachusetts	33801	G	

	City Commissioner	Ave.			
834-6023	Herman Blom Building Inspection Division	228 S. Massachusetts Ave	33801	G	
834-6005	Howard Wiggs City Commissioner	228 S. Massachusetts Ave.	33801	G	
834-6005	James Verplanck City Commissioner	228 S. Massachusetts Ave.	33801	G	
834-6011	Jason Willey Planning Division	228 S. Massachusetts Ave	33801	G	
834-6081	Jim Meeks Building Inspection Division	228 S. Massachusetts Ave	33801	G	
834-6075	Kenny Frost Building Inspection Division	228 S. Massachusetts Ave	33801	G	
834-6012	Kevin LaLonde Building Inspection Division	228 S. Massachusetts Ave	33801	G	
834-6012	Lanny Walker Building Inspection Division	228 S. Massachusetts Ave	33801	G	
834-6011	Lynn Ann Schindler Neighborhood Services	228 S. Massachusetts Ave	33801	G	
834-6011	Lynne Simpkins Neighborhood Services	228 S. Massachusetts Ave	33801	G	
413-2549	Property Appraiser	912 East Parker St	33801	G	
834-6005	Ralph Fletcher Mayor	228 S. Massachusetts Ave.	33801	G	
834-6078	Randy Soper Building Inspection Division	228 S. Massachusetts Ave	33801	G	
834-6083	Richard West Building Inspection Division	228 S. Massachusetts Ave	33801	G	
834-3300	Rick Lilyquist Public Works Director	407 Fairway Ave	33801	G	
834-6006	Roger Haas City Manager	228 S. Massachusetts Ave.	33801	G	
834-6005	Seth McKeel City Commissioner	228 S. Massachusetts Ave.	33801	G	
834-6077	Shannon McComas Building Inspection Division	228 S. Massachusetts Ave	33801	G	
834-6011	Tamara Sakagawa Community Redevelopment	228 S. Massachusetts Ave	33801	G	
834-6005	Thomas Shaw City Commissioner	228 S. Massachusetts Ave.	33801	G	
834-6006	Tony Delgado Assistant City Manager	228 S. Massachusetts Ave.	33801	G	
802-7577	Barry Friedman The Ledger	P.O. Box 408	33802	N	
802-7600	Dave Schultz The Ledger	P.O. Box 408	33802	N	
802-7546	Gary Greene The Ledger	P.O. Box 408	33802	N	

802-7578	Jamie McAtee The Ledger	P.O. Box 408	33802	N	
802-7099	John Fitzwater The Ledger	P.O. Box 408	33802	N	
802-7547	Sandy Kline The Ledger	P.O. Box 408	33802	N	
802-7517	Shelly Preston The Ledger	P.O. Box 408	33802	N	
834-8100	Alex Johnson Lakeland Center	701 West Lime St	33815	O	
687-3788	Anthony Tucker Economic Development	P.O. Box 3607	33802	O	
688-8882	Ben Mundy Swilley Curtis Mundy Associates	1036 South Florida Ave	33803	O	
682-1102	Bill Mutz Lakeland Automall	1430 W. Memorial Blvd.	33815	O	
688-7994	Bill Wheeler Wheeler-Wheeler Inc	1032 South Florida Ave	33803	O	
687-1300	Carole Philipson Regional Medical Center	1324 Lakeland Hills Blvd.	33805	O	
687-8864	Chris McLaughlin	1400 Grasslands Blvd #9	33803	O	
687-3788	Claudia Scarbrough Economic Development	P.O. Box 3607	33802	O	
834-3360	Community Develop-Housing	1104 Martin Luther King	33805	O	
687-3788	Economic Development Council	35 Lake Morton Dr	33801	O	
686-1565	Frank Kendrick NuJak Development	711 North Kentucky Ave.	33801	O	
687-1783	James Shaw The Flower Cart	1125 Lakeland Hills Blvd.	33805	O	
686-1239	Janet Tucker Practically Perfect Papers	2408 Coventry Ave	33803	O	
647-5337	Joe Mawhinney	P.O. Box 24627	33802	O	
680-1628	Joseph Lorio Lorio & Associates	1902 South Florida Ave	33803	O	
529-4420	Karen Seggerman	845 Mississippi Ave	33801	O	
603-0596	Linda Kelly Vinsett Petals The Flower Shoppe	1212 South Florida Ave	33803	O	
682-7468	Mary Smith	425 West Highland Street	33803	O	
687-6401	Pastor Jesse McNeal Freedom in Christ Ministries	P.O. Box 923	33802	O	
619-5858	Polk County Farm Bureau	3201 South Florida Ave	33803	O	

687-3788	Steve Scruggs Economic Development	P.O. Box 3607	33802	O	
688-8383	Sylvia Garl Ron Garl Golf Design	704 South Missouri Ave	22815	O	
687-3788	Trisha McMillan Economic Development	P.O. Box 3607	33802	O	
666-8998	Allan Perkins	944 Reynolds Rd	33801	P	
701-9093	Amber Russell	6305 Georgia Ave	33813	P	
683-4389	Ann Edwards	659 Howard Ave	33815	P	
648-9214	Barbara Adams	2238 Parker Rd	33811	P	
646-0187	Betty Brower	2027 Rocky Pointe Dr	33813	P	
665-0757	Brenda Yates	209 Colorado Ave	33801	P	
686-6672	Catherine Keller	452 Dawn St	33815	P	
619-7085	Charlotte Newton	4457 Pebble Pointe Dr	33813	P	
644-8194	Cindy Franks	5429 Highlands Vue Land	33813	P	
815-7198	Cornelius Quaker	1508 Mark Lane	33810	P	
687-0533	Debbie Lange	2913 Pinedale Ave	33803	P	
853-1762	Dorothy Tracy	3148 Sand Trap Ct	33810	P	
686-3448	Eric Olson	733 S. Rushing Ave	33801	P	
607-4155	Fred Victor	4801 Square Hollow Dr	33811	P	
683-3625	Jack Upton	1609 Park Dr	33803	P	
686-5341	James Xenos	1519 Saddle Trial	33815	P	
815-0576	Jennifer Zahn	225 Granite Dr	33809	P	
619-5477	Karen Ivankovich	1709 Sterling Dr	33813	P	
646-1803	Karen Weatherbee	128 Pinellas St	33807	P	
858-2350	Kenneth Minor	208 Connie Lee Ct	33809	P	
682-0894	Mark Hammer	814 Griffin Rd	33805	P	
667-0196	Robert Grey	1234 Reynolds Rd	33801	P	
665-8420	Roger Swift	430 Arizona Ave	33801	P	
802-5192	Rolando Charles	817 North Nokamis Ave	33815	P	
815-3316	Ronald Drake	324 Lynn Ette Pl	33809	P	
687-9045	Wade Irish	133 E. Patterson St	33803	P	
853-1860	William Jakes	3691 Highland Fairway Bl	33810	P	
680-3322	Anthony Fridovich ReMax	2600 South Florida Ave	33803	R	
644-6636	Brent Burris Burris AAI	202 Lake Miriam Dr	33813	R	
647-8600	Brian Stephens ReMax			R	
688-2212	Burt George Real Estate Broker	215 McDonald	33803	R	
686-9707	Carol Ann Sargeant H&M Realty	1218 South Florida Ave	33803	R	

682-6147	David Bunch Harger-Bunch Inc	1125 US Hwy 98 South	33801	R	
687-3992	David Stille Stille Real Estate	1602 South Florida #4A	33803	R	
687-8020	Drew Rose Harper Realty	1420 South Florida Ave	33803	R	
858-3815	Ed Collins Century 21	5600 US Hwy 98 North #4	33809	R	
683-3200	Faye Doppelheuer	2537 South Florida Ave	33803	R	
646-1000	James Cameron Realtor	303 West Belmar Street	33803	R	
682-6515	Jerry Herring Herring & Co	235 North Kentucky Ave	33801	R	
680-8002	Joe Joseph Joseph Realty	1735 Mockingbird Lane	33801	R	
686-7723	Joe Ruthven Ruthven Real Estate	41 Lake Morton Dr	33813	R	
815-0910	John Jirovec Housing Consultants	5523 US Hwy 98 North	33809	R	
644-2828	Larry Libertore L. Libertore Inc	#5 LaTerazza	33813	R	
802-0056	Lois Searl	213 Kerneywood	33803	R	
853-2770	Louis Gibbs Elliot & Co	5354 US Hwy 98 North	33807	R	
619-6740	Maria Mahoney The Mahoney Group	3825 South Florida Ave	33813	R	
666-2218	Mease Ratley Ratley Realty	2171 South Combee Rd	33801	R	
683-6516	Michael Harwell Realtor	814 South Florida Ave	33801	R	
1-813-263- 7411	Pat Odor All USA Realty	1979 Lumsden Road	33511	R	
680-8002	Richard Castret Joseph Realty	1735 Mockingbird Lane	33801	R	
647-1100	Rick Barber Drummond Co.	3604 Harden Blvd	33803	R	
687-4663	Robert Farley Gator Realty	2933 South Florida Ave	33803	R	
682-6655	Robert Wolf Real Estate	111 Easton Drive	33801	R	
688-3405	Ronald Maurer Lakeside Realty	2049 East Edgewood Dr	33803	R	
619-6620	Toni Keyes CDC Properties	4415 South Florida Ave	33813	R	
644-6651	William Loftin Loftin Real Estate	5151 South Lakeland #13	33813	R	

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BIOGRAPHICAL SKETCH

Robert F. Burnett was born and raised in Cincinnati, Ohio. He lived there through high school graduation when he came to the University of Florida. He has a bachelor's degree earned in building construction from the University of Florida. During his senior year he was involved in a combined degree program, which has enabled him to finish his master's work in 4 ½ years. He will complete his Master of Science in Building Construction as of December 2003. After his graduation he plans to find a job in commercial construction preferably within the state of Florida.