

# A Proposal to Conduct a Needs Assessment Survey for the Hoffman Estates Park District

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2018

**Submitted to The Hoffman Estates Park District**

**By:**  
ETC Institute  
725 W. Frontier Lane,  
Olathe, Kansas  
66061

**June 6, 2018**





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Marketing Research, Demography, Statistical Applications

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June 6, 2018

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**Subject: A Proposal to Conduct a Needs Assessment Survey for The Hoffman Estates Park District**

Dear Members of the Selection Committee:

ETC Institute is pleased to submit a proposal to conduct a Needs Assessment Survey for The Hoffman Estates Park District (District). In response to your RFP, you will find enclosed one (1) electronic copy of a proposal from ETC Institute.

The proposal is intended to be completely responsive to the RFP and has been organized as follows:

- **Cover Letter**
- **Section 1:** Firm Overview
- **Section 2:** Scope of Work & Project Schedule
- **Section 3:** Similar Experience
- **Section 4:** Sample Survey Instrument
- **Section 5:** Cost Proposal

#### ***Firm Overview***

**ETC Institute is recognized as a national leader in the design and administration of market research for local governments.** Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 3,500 statistically valid surveys and our team of professional researchers has moderated more than 1,000 focus groups and 2,000 stakeholder meetings. During the past five years alone, ETC Institute has administered surveys in more than 700 cities and counties across the United States. ETC Institute has conducted research for more large U.S. communities than any other firm.

**ETC Institute Has the Ability to Compare the District's Performance with Other Communities.** Our firm maintains national and regional benchmarking data for resident and parks surveys that provide comparative norms for over 80 local governmental services. Unlike some comparative

databases that use comparative data from secondary sources, ETC Institute's data is from surveys that were all administered by ETC Institute. This ensures that the results for the District are directly comparable to other large agencies. ETC Institute's database only includes data from surveys that have been administered during the past three years. This ensures that our comparative norms are truly representative of existing attitudes and expectations regarding the delivery of local governmental services.

**ETC Institute Has the Most Updated and Innovative Analytical Tools to Help the District Understand and Utilize Survey Data.** Today, government officials have limited resources which need to be targeted to activities that are of the most benefit to their citizens. The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on facilities/programs and the unmet needs for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

ETC Institute also has the capabilities to generate maps of the survey results. GIS Mapping is used to show how respondents in different areas of a community rate various services. Our GIS capabilities will also give us the advantage of knowing exactly where each survey respondent is located. This will allow for an accurate analysis of responses among the various district boundaries.

**ETC Institute is a Full-Service Market Research Company.** ETC Institute has a research center equipped with five dozen call stations, state-of-the-art focus group facilities, and a mail processing center capable of processing more than 30,000 pieces of mail per day. ETC Institute also has the most up-to-date technology and professional staff needed to administer surveys online. ETC Institute has extensive capabilities for the administration of surveys in Spanish; we employ 20 employees that are fluent in Spanish. If the District selects ETC Institute for this project, all of the work will be done in-house by ETC Institute staff. This will ensure that the highest levels of quality are maintained.

#### ***A Few Good Reasons to Select Our Team***

- ✓ **ETC Institute is familiar with the area.** ETC Institute has conducted survey research in over two dozen communities throughout the state of Illinois, including: The Hoffman Estates Park District (2009), the Village of Bensenville, the Buffalo Grove Park District, the Deerfield Park District, the Des Plaines Park District, the Elk Grove Park District, the Elmhurst Park District, the Geneseo Park District, the Village of Glenview, the Village of Glencoe, the Highland Park Park District, the Village of Kewanee, the Village of Mount Prospect, the Village of Naperville, the Village of Oswego, the Salvation Army Chicago Metropolitan Division, the Wheeling Park District, the Winnetka Park District, the Lake Bluff Park District, and others.

- ✓ **ETC Institute guarantees that we will be very responsive to your needs.** ETC Institute administered a survey to organization that had used our services. Among the 151 clients who responded to the survey, 100% were satisfied with the service they received and 100% indicated they would recommend our firm to other organizations. The reason ETC Institute's customer satisfaction levels are so high is due to our commitment to the needs of our clients.
- ✓ **ETC Institute's most senior professionals will be managing this project on a daily basis.** By having experienced, senior personnel lead the day-to-day management of each task, ETC Institute will ensure that your organization receives the highest level of service possible and that high standard of quality control are maintained. The District will receive priority for resources from our firm and we will ensure that the project is accomplished according to your schedule. To ensure your success, we have assembled a team of the very best market researchers and experts to assist with the design of surveys, the development of the sampling plans, the administration of the surveys, and the analysis of the data collected. Our team has unparalleled expertise in project management, survey design, sampling methodology and survey administration.

### ***Closing***

ETC Institute will work very closely with the District and do everything possible to ensure the survey meets the high expectations you have set for this project. **No firm is better suited to help you understand and use resident survey data than ETC Institute.** Our experience with market research for local governments is second to none, and clients in 49 states can attest to our commitment and attention to customer satisfaction.

We appreciate your consideration of our proposal and look forward to your decision. If you have any questions, please do not hesitate to call us at (913) 829-1215.

Best regards,



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# Section 1

## *Firm Overview*

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## FIRM OVERVIEW

ETC Institute is a 102-person market research firm that specializes in the design and administration of market research for governmental organizations. Our major areas of emphasis include citizen satisfaction surveys, parks and recreation surveys, community planning surveys, business surveys, transportation surveys, employee surveys, voter opinion surveys, focus groups, and stakeholder interviews. Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 3,500 statistically valid surveys and our team of professional researchers has moderated more than 1,000 focus groups and 2,000 stakeholder meetings. During the past five years alone, ETC Institute has administered surveys in more than 700 cities and counties across the United States. **ETC Institute has conducted research for more major U.S. cities and counties than any other firm.** Some of the large communities where ETC Institute has conducted surveys include:

- Atlanta, Georgia
- Austin, Texas
- Broward County, Florida
- Buffalo, New York
- Charlotte, North Carolina
- Cincinnati, Ohio
- Colorado Springs, Colorado
- Columbus, Ohio
- Dallas, Texas
- DeKalb County, Georgia
- Denver, Colorado
- Des Moines, Iowa
- Detroit, Michigan
- Durham, North Carolina
- Dupage County, Illinois
- Fairfax County, Virginia
- Fort Worth, Texas
- Fort Lauderdale, Florida
- Fulton County, Georgia
- Houston, Texas
- Indianapolis, Indiana
- Kansas City, Missouri
- King County, Washington
- Las Vegas, Nevada
- Los Angeles, California
- Louisville, Kentucky
- Mecklenburg County, North Carolina
- Mesa, Arizona
- Miami, Florida
- Miami-Dade County, Florida
- Milwaukee County, WI
- Nashville, Tennessee
- Norfolk, Virginia
- Oakland, California
- Oakland County, Michigan
- Oklahoma City, Oklahoma
- Phoenix, Arizona
- Portland, Oregon
- Prince George County, Maryland
- Providence, Rhode Island
- Raleigh, North Carolina
- San Antonio, Texas
- San Bernardino County, California
- San Diego, California
- San Francisco, California
- St. Paul, Minnesota
- St. Louis, Missouri
- Tucson, Arizona
- Virginia Beach, Virginia
- Washington, D.C.
- Westchester County, New York
- Wayne County, Michigan

**Our Research is Implementation Oriented:** ETC Institute’s clients do not usually hire ETC Institute just to gather data. They use our services because they know we are focused on helping them achieve their short and long range objectives. A good measurement of our ability to help our clients implement their goals and objectives involves the values of new projects that have been funded as a result of our work. During the past five years, the results of our market research have led to more than \$3 billion in new funding for state, municipal and county governments as well as numerous nonprofit organizations. Projects that have been funded include a wide range of transportation improvements, community redevelopment projects, improvements to schools and health care institutions, water and electrical utility improvements, tourism attractions, neighborhood improvements, downtown revitalization projects, open space acquisition and park improvements, and the development of numerous specialized leisure facilities such as community centers, aquatic centers, and sports facilities. Our ability to help our clients integrate survey research with community planning decisions helps our clients maximize the value of their investment in our services.

**Our Research Helps Community Leaders Balance the Needs of the General Public with Special Interest Groups.** Special interest groups often dominate local-decision making processes because they actively participate in community meetings and share their ideas with local officials. While input from special interest groups is important, the needs of the general public can be overlooked if community leaders only have input from well organized groups and community activists. ETC Institute’s surveys are designed to ensure the needs of the entire community are represented.

## Accomplishments/Awards

**Small Business of the Year.** ETC Institute was awarded the Greater Kansas City Chamber of Commerce's "**Top 10 Small Business of the Year Award**". ETC Institute was selected from more than 1,700 nominees for the award. Commitment to quality and superior customer service were two of the reasons the firm was selected.

**Best Place to Work.** ETC Institute was also selected as one of the “Best Places to Work in Greater Kansas City” by the Kansas City Business Journal. ETC Institute received special recognition for our commitment to having a diverse work environment with regard to race/ethnicity, gender, faith, physical ability, and age.

**Kansas City’s Top 100 Fastest Growing Companies.** For three consecutive years, ETC Institute was selected as one of the “Top 100 Fastest Growing Companies in the Kansas City Area” by Ingram’s Kansas City Business Journal.

**America’s Fastest-Growing Private Companies.** ETC Institute recently ranked 3459 among the “Top 5000” fastest growing private companies.



## Market Research Services Provided

ETC Institute provides a host of market research services including the following:

### **Focus Groups and Stakeholder Interviews**

ETC Institute has facilitated focus groups and stakeholder interviews for organizations across the United States. Focus groups have been conducted for a wide range of assessments, public policy initiatives, strategic and long range planning efforts, visioning plans, comprehensive planning efforts, parks and recreation master plans, transportation plans, health care strategic plans, bi-state planning efforts, customer satisfaction initiatives, and numerous state, regional, and national associations.

### **Survey Research**

ETC Institute is nationally recognized for our expertise in survey research. We have been helping non-profit and local governmental organizations use surveys as a guiding force for setting measurable community level goals and priorities for more than two decades. During the past two years alone, ETC Institute has designed and administered market research assessments on behalf of clients in more than 40 states

### **On-Line (Web-based) Market Research**

ETC Institute can help organizations gather input via the Internet with our on-line market research division. Internet-based surveys are suitable for a wide range of purposes including: customer satisfaction surveys, employee surveys, business surveys, and other purposes.

### **Consensus Building Workshops**

At the end of a project, ETC Institute can facilitate workshops with senior managers and/or elected officials. The workshop is designed to build consensus around “top priorities” for the City, based on the results of the survey. The workshop helps set the stage for acceptance of the recommendations as well as action that will lead to the implementation of initiatives that will support the recommendations.

### **Surveys of Underserved/Environmental Justice Groups**

ETC Institute understands the importance of gathering data from traditionally underserved populations. During the past two years, ETC Institute has administered more than 75,000 surveys to traditionally underserved populations. Our extensive experience in the recruitment of traditionally underserved populations to participate in surveys ensures that our clients get accurate data for a wide range of difficult to reach populations **including non-English speaking persons**, persons with mental and physical disabilities, inner city and rural poor, and the elderly. ETC Institute has the capability of administering surveys in more than 20 languages, including: English, Spanish, Russian, Mandarin, and Cantonese.

### **Secondary Data Analysis**

ETC Institute has had extensive experience conducting primary and secondary research efforts for a wide range of governmental organizations in major metropolitan areas for over 30 years. ETC Institute has the expertise to perform needs assessment research that adheres to rigorous standards for impartiality and addresses the issues most valuable to decision-makers.

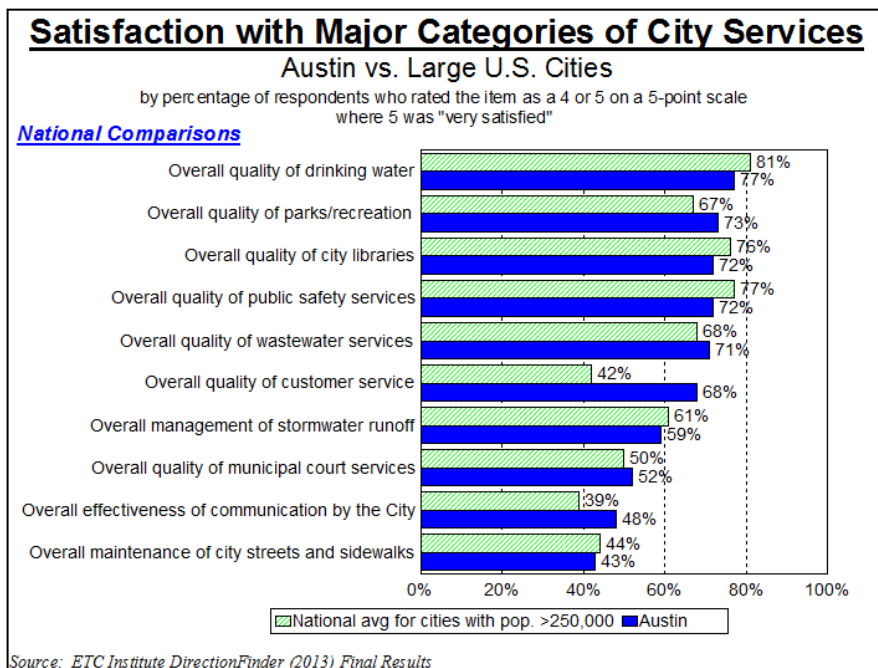
## Benchmarking Analysis (Normative Comparisons)

Benchmarking analysis is a highly effective tool that helps decision-makers interpret the meaning of community survey data. If 64% of residents are satisfied with the condition of city streets, is that good or bad? Without comparative data, it is difficult to know. ETC Institute maintains **national** and **regional benchmarking data** for more than 80 types of local governmental services, including the following:

- Public safety (police, fire, ambulance)
- Maintenance/public works
- Planning
- Communications
- Code enforcement
- Transportation and traffic flow
- Parks and recreation
- Utilities (water, sewer, etc.)
- Public health services
- Library services

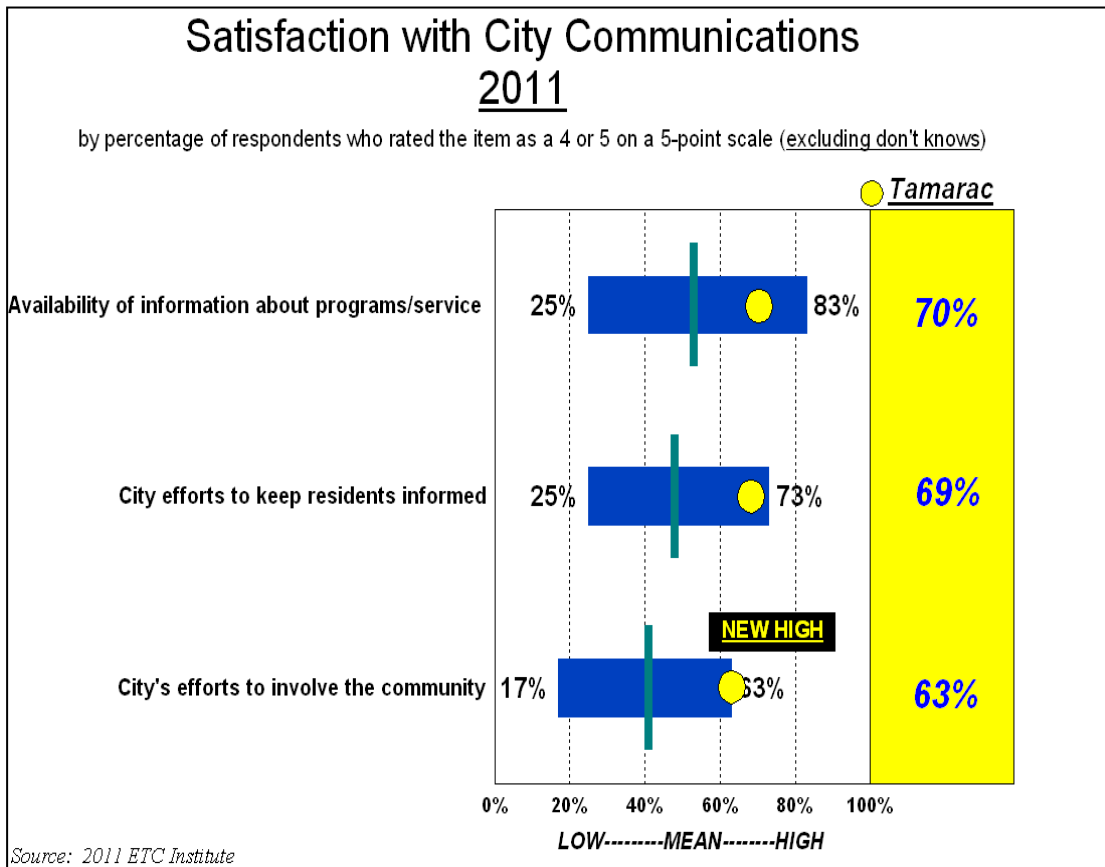
Benchmarking data can help local governments understand how their results compare to similar communities. For example, 48% of the residents in the City of Austin were “very satisfied” or “satisfied” with the overall effectiveness of communication by the City. Without comparative data, city leaders might have wondered whether 48% was an acceptable rating. As the chart below shows, 48% is actually a relatively high rating for this issue among large cities in the U.S. Based on the results of national research conducted by ETC Institute for large U.S. cities with populations of 250,000 or more, the average satisfaction rating with the overall effectiveness of communication provided by large U.S. cities is 39%.

Since November 1999, more than 250 cities and counties in more than 38 states have used ETC Institute’s Benchmarking database to set and monitor progress toward a wide range of organizational goals. Most participating city and counties conduct the survey on an annual or biennial basis.



ETC Institute's experience with customer satisfaction research for city and county governments provides our clients with a unique capability for interpreting the meaning of survey results. Without benchmarking data, it would be easy to make mistakes in the interpretation of survey results. A good example of the value of benchmarking was evident in Tamarac's 2011 Citizen Survey. Without benchmarking data, officials in the City of Tamarac might think the City is scoring poorly in ratings of how well the City is involving the community (see chart below). Compared to other communities of a similar size in the United States, ETC Institute's benchmarking data showed that Tamarac was actually performing very well.

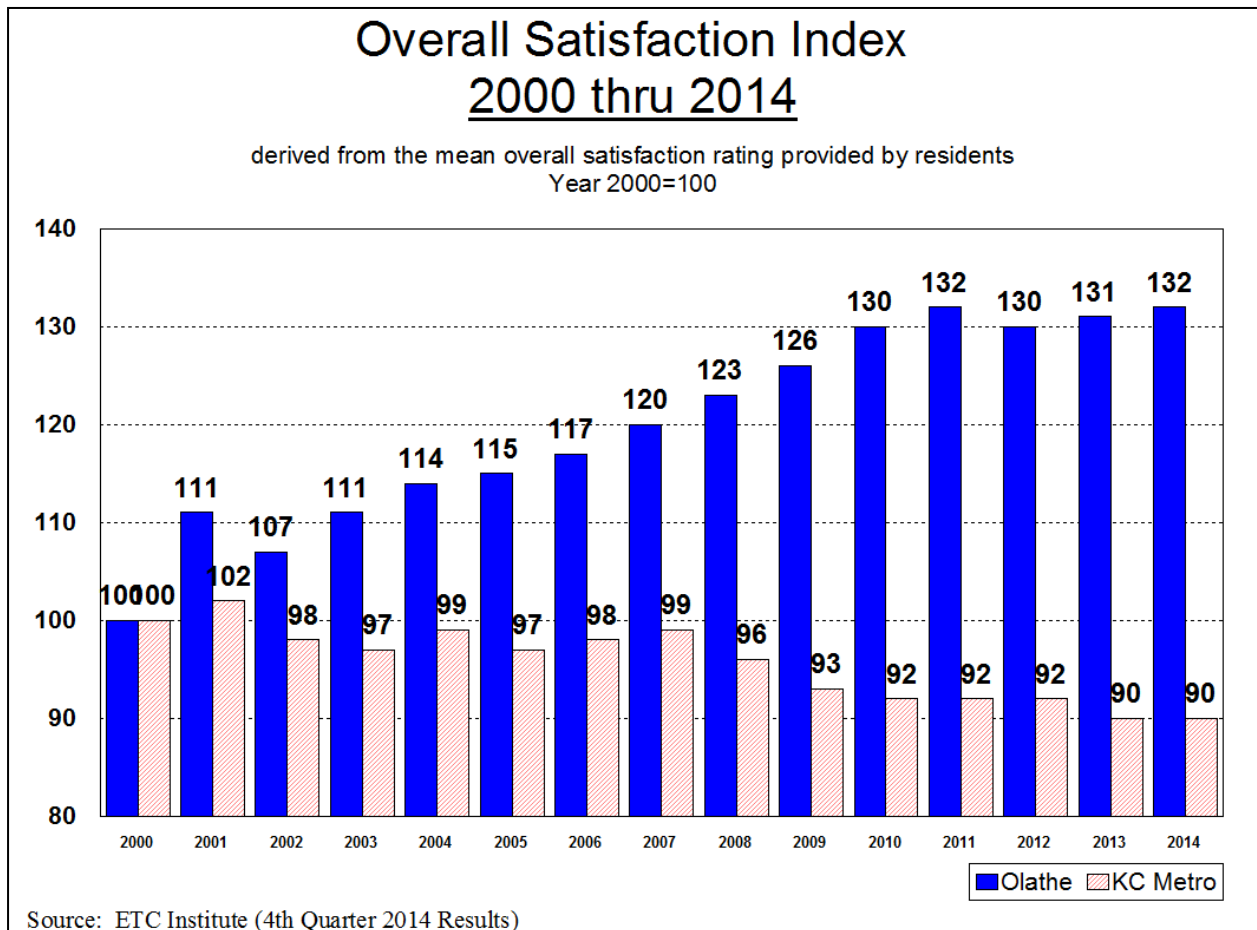
The national average for satisfaction with City efforts to involve the community in medium-sized communities (population of 20,000 to 199,999) was 41%, which meant that Tamarac rated 22% above the national average. The dots on the chart below show the ratings for the City of Tamarac. The percentage to the left of the horizontal bar shows the lowest rating among the cities that are included in ETC Institute's database; the percentage to the right of the horizontal bar shows the highest rating among this group of cities; the vertical bar in the center marks the national average based on the results of a national survey that is administered annually by ETC Institute. As the chart shows, Tamarac set a new high among other medium-sized communities where ETC Institute's DirectionFinder Survey has been administered.



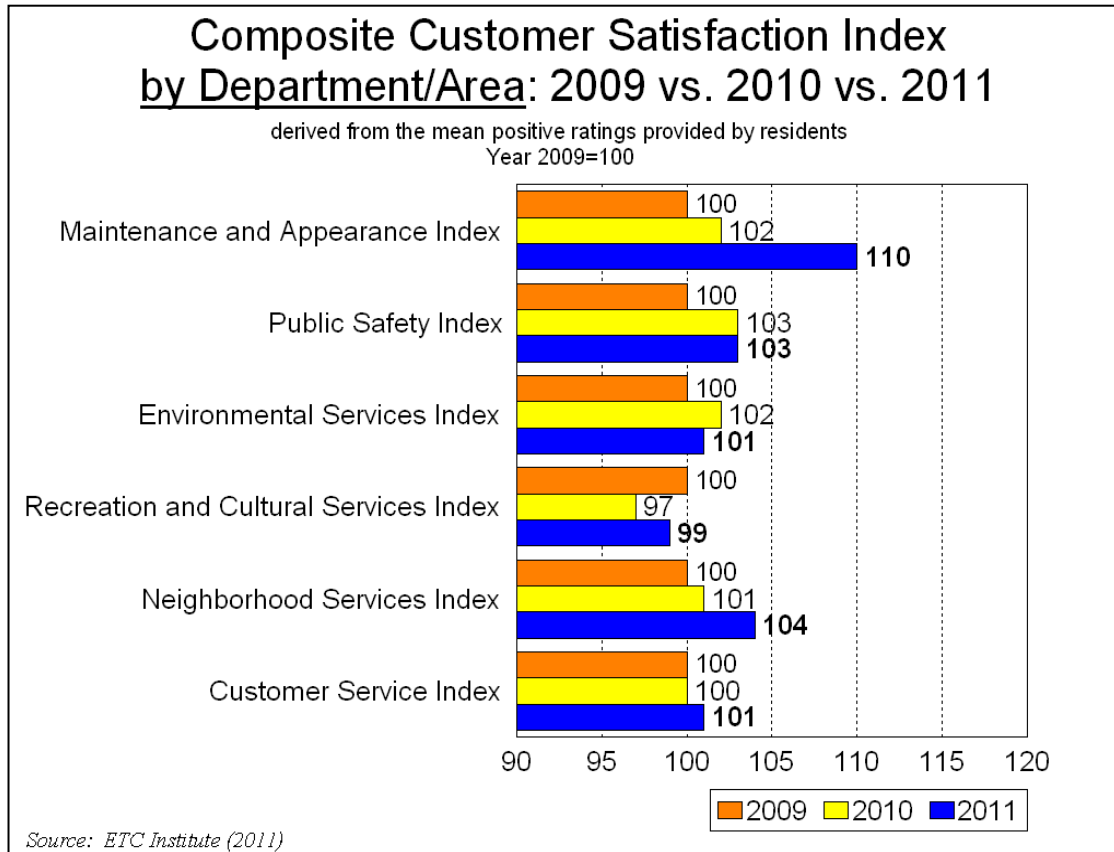
Our research has shown that cultural norms often influence customer satisfaction survey results on city services regardless of how well the service is delivered. Another example of this is that residents almost always rate the maintenance of city streets lower than the quality of fire services even in communities that have good streets and major problems with fire services. Without benchmarking data, it is difficult to isolate the influences that cultural norms have on public perceptions about local governmental services, which can lead to faulty conclusions and recommendations.

**Benchmarking Performance Over Time**

The chart below shows an example of a composite customer satisfaction index that is used by the City of Olathe to track its overall performance in more than 50 categories of service delivery. The index works like the Consumer Price Index (CPI). The index is a function of the City’s composite performance in 53 areas relative to the Base Year of 2000. Changes in the index from one year to the next shows how overall satisfaction with city services has changed relative to the base year. The data is compared to regional trends which are shown as a composite index for the Kansas City region. This allows the City of Olathe to see how its performance changes compared to other cities in the area. Outside of a small decline in 2002 and 2012, the City has continually seen improvement in satisfaction levels.



Another example of composite satisfaction indices that ETC Institute has developed to help city and county governments track performance over time is shown in the chart on the following page. These indices were developed for the City of Austin, TX to track their performance in 6 major service areas. The chart shows that the City improved in 5 of the 6 service areas accessed on the survey from 2009.



## Importance-Satisfaction Analysis

Importance-Satisfaction (I-S) Analysis is a tool that allows public officials to use survey data as a decision-making resource. The Importance-Satisfaction analysis is based on the concept that public agencies will maximize overall satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

**Importance-Satisfaction Rating** is a tool that is used by ETC Institute to help public officials use survey data to establish organizational priorities. More than 175 governmental agencies currently use ETC Institute’s I-S Rating. The Importance-Satisfaction Rating is based on the concept that organizations will maximize overall customer satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

The next table below offers an example of the I-S Rating from the 2014 City of Dallas Community Survey. The table shows that the City of Dallas could maximize resident satisfaction with parks and recreation services by investing in City parks, walking and biking trails and the appearance/maintenance of parks. Investments in the City’s golf courses would have the least impact on overall satisfaction with the City’s parks and recreation system.

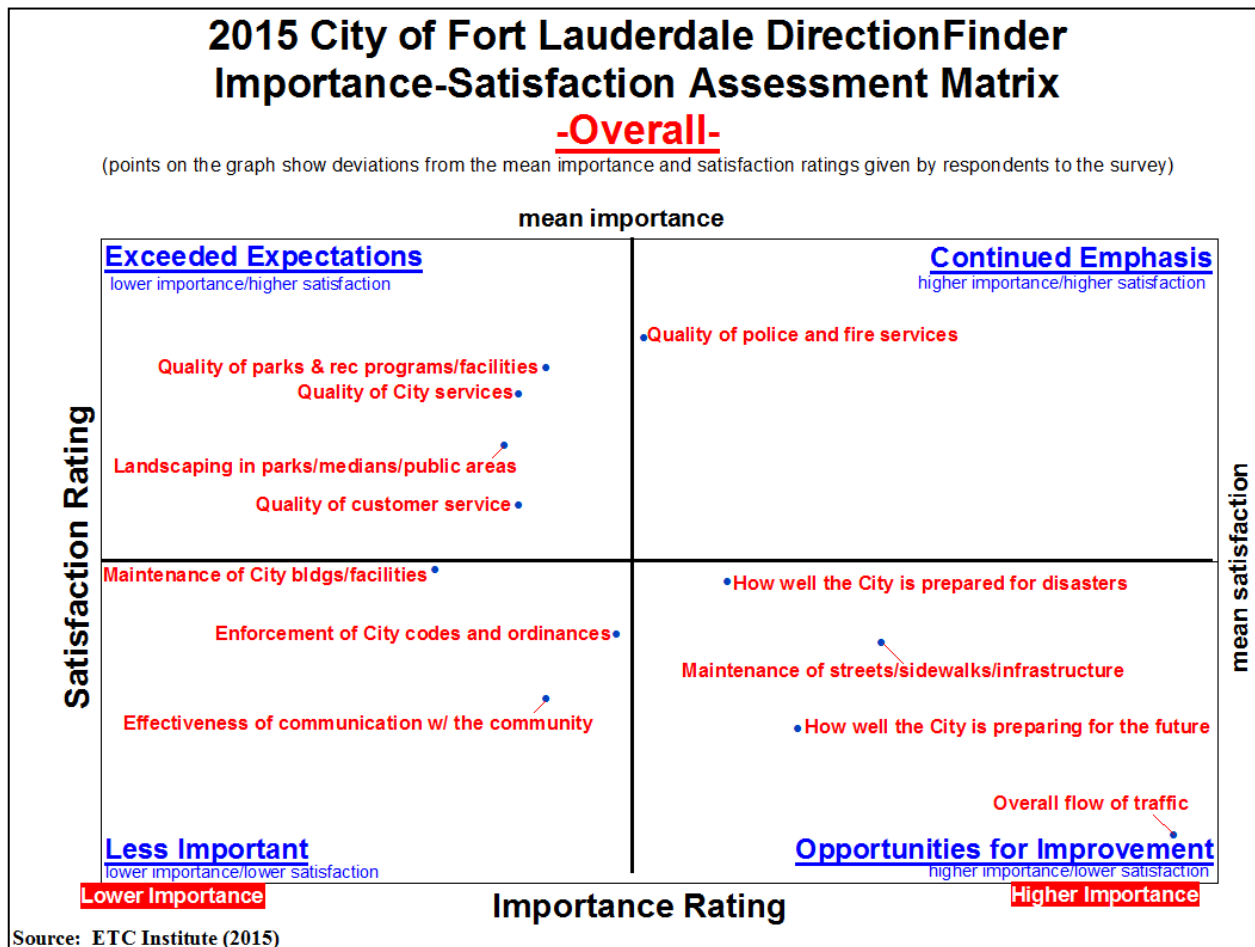
2014 Importance-Satisfaction Rating City of Dallas Park and Recreation Services						
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b>High Priority (IS .10-.20)</b>						
Walking and biking trails in the City	35%	2	60%	7	0.1400	1
City parks	36%	1	71%	2	0.1044	2
Appearance/maintenance of parks	29%	3	65%	3	0.1015	3
<b>Medium Priority (IS &lt;.10)</b>						
Outdoor swimming facilities	15%	8	35%	14	0.0975	4
Recreation programs or classes	17%	4	58%	10	0.0714	5
Range/variety of recreation programs/classes	15%	7	54%	12	0.0690	6
Recreation centers/facilities	16%	5	59%	8	0.0656	7
Outdoor athletic facilities	15%	6	59%	9	0.0615	8
Ease of registering for recreation programs/events	9%	11	55%	11	0.0405	9
Accessibility of parks	12%	9	70%	2	0.0360	10
Accessibility of recreation centers/facilities	10%	10	64%	4	0.0360	11
Indoor swimming facilities	5%	14	36%	13	0.0320	12
Appearance of recreation centers/facilities	8%	12	62%	6	0.0304	13
City golf courses	7%	13	62%	5	0.0266	14

ETC Institute began using Importance-Satisfaction analysis in the 1980’s to allow governmental organizations the ability to assess the quality of service delivery. During the past 30 years, ETC Institute has continually refined the analysis to maximize its usefulness as a decision-making tool. The methodology for calculating the Importance-Satisfaction Matrix and the Importance-Satisfaction Rating will be provided if ETC Institute is selected for this study. ETC Institute will develop

**Importance-Satisfaction matrices** to display the perceived importance of core services against the perceived quality of service delivery. The two axes on the matrices will represent Satisfaction and Importance. The I-S (Importance-Satisfaction) matrix allows public officials to analyze the survey data as described and shown below and on the following page.

- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the City is meeting customer expectations. Items in this area have a significant impact on the customer’s overall level of satisfaction. The City should maintain (or slightly increase) emphasis on items in this area.

- Exceeding Expectations (below average importance and above average satisfaction).** This area shows where the City is performing significantly better than customers expect the organization to perform. Items in this area do not significantly impact the customer’s overall level of satisfaction. The City should maintain (or slightly decrease) emphasis on items in this area.
- Opportunities for Improvement (above average importance and below average satisfaction).** This area shows where the City is not performing as well as residents expect the City to perform. This area has a significant impact on customer satisfaction. The agency should DEFINITELY increase emphasis on items in this area.
- Less Important (below average importance and below average satisfaction).** This area shows where the City is not performing well relative to the agency’s performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly impact the customer’s overall level of satisfaction because the items rated are less important to residents. The City should maintain current levels of emphasis on items in this area.





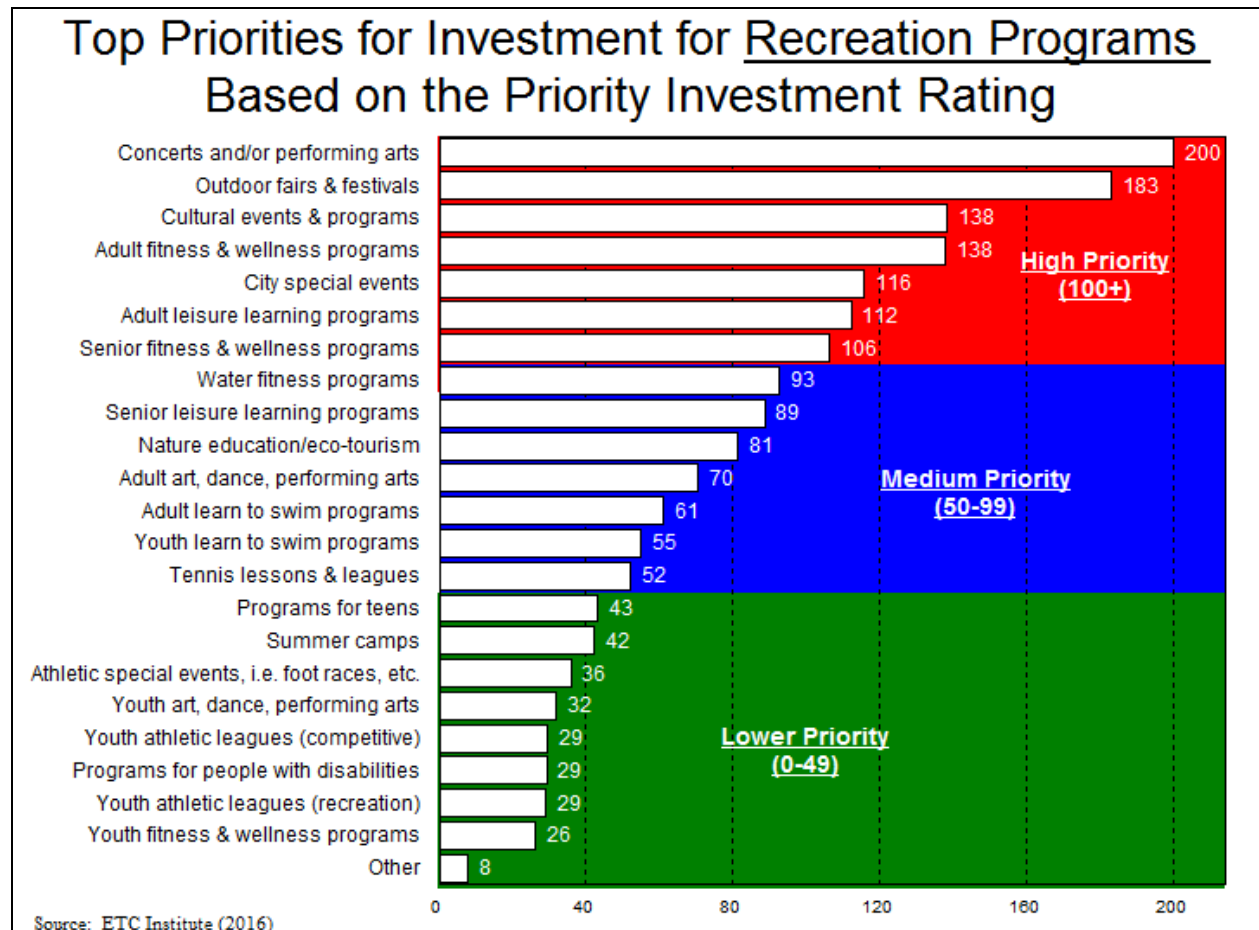
## Priority Investment Rating Analysis

The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The rating system helps to identify the facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on items (sum of top 4 choices) and the unmet needs (needs that are only being partly or not met) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

The PIR reflects the sum of the Unmet Needs Rating and the Importance Rating as shown in the equation below:

$$PIR = UNR + IR$$

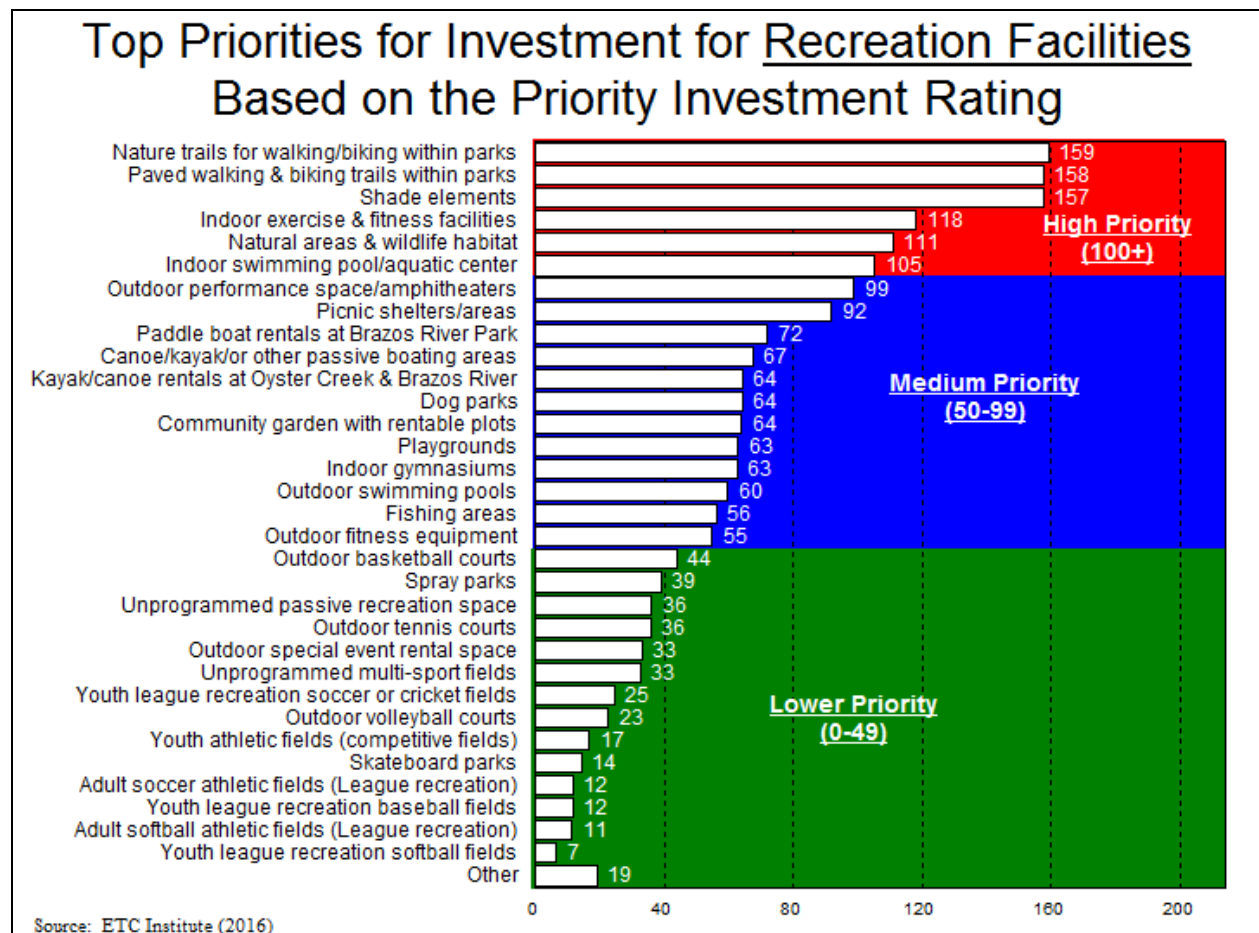
For example, suppose the Unmet Needs Rating for playgrounds is 26.5 (out of 100) and the Importance Rating for playgrounds is 52 (out of 100), the Priority Investment Rating for playgrounds would be 78.5 (out of 200).





**How to Analyze the Charts:**

- **High Priority Areas** are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.
- **Medium Priority Areas** are those with a PIR of 50-99. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.
- **Low Priority Areas** are those with a PIR below 50. A rating in this range generally indicates there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.



## Internal Capacity and Resources

Unlike many firms who outsource data collection activities, ETC Institute has in-house capabilities for performing all data collection tasks. This provides our clients with two advantages. First, we are able to directly control the scheduling of all research activities to ensure that all surveys are completed on time.

Second, our senior research professionals are able to directly monitor the administration of the survey, which allows our team to understand anomalies in the data collection process which could later compromise the analysis and interpretation of the data.

ETC Institute's in-house resources will allow the project team to monitor all phases of the survey administration process, which will ensure that the highest standards of quality are maintained. In-house services include:

**Mail Center.** Our Pitney Bowes mail processing and postage metering system is capable of processing up to 30,000 pieces of mail per day, including surveys, postcard reminders, thank you letters, and other information sent to survey participants. We maintain a return-reply permit with the U.S. Post Office, which allows us to provide survey respondents with postage-paid return envelopes.

**Call Center.** Research efforts to date range in size from several hundred surveys to more than 15,000 surveys. Since 1998, ETC Institute has surveyed more than 1.5 million residents on behalf of 700 cities and counties in 49 states. ETC Institute's market research accuracy and attention to client needs is unparalleled. The new call center is equipped with 40 interviewing stations that can easily be expanded to accommodate 100 interviewers. Daily survey administration capabilities include:

- 1,960 completed 5-minute surveys per day
- 1,430 completed 10-minute surveys per day
- 1,020 completed 15-minute surveys per day
- 780 completed 20-minute surveys per day

**Foreign Languages.** In-house foreign language translation and telephone recruitment services for more than 20 languages, including Spanish, Mandarin, Cantonese, and Russian.

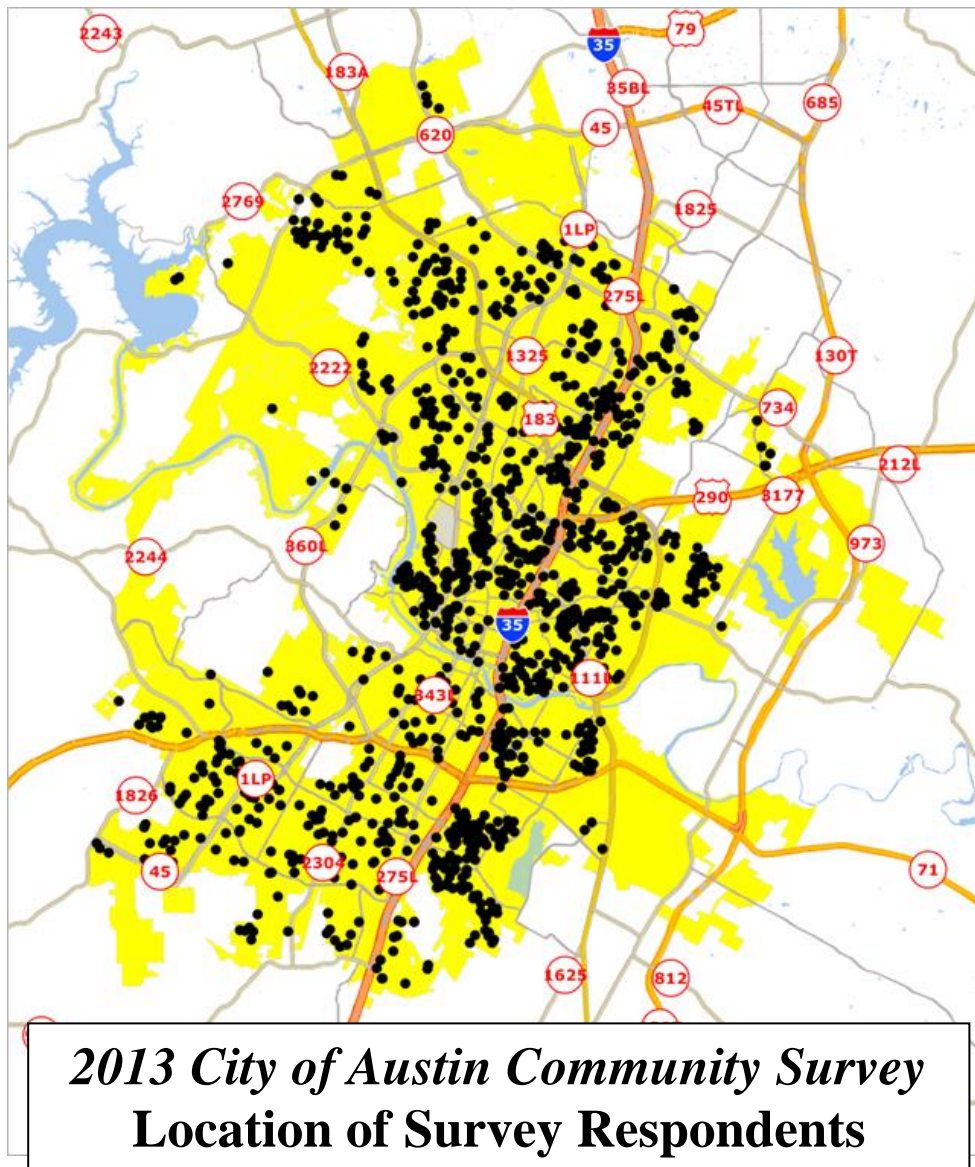
**Quality Control.** ETC Institute's quality control procedures for the administration of market research were recently reviewed and accepted by the U.S. Office of Management and Budget for our work with the National Park Service.

## Geocoding Experience and Capabilities

ETC Institute staff has successfully geocoded survey results for dozens of market research projects in the past three years.

Our GIS team will bring highly developed and current skills in automated information collection, data cleanup and manipulation, state-of-the-art geocoding, and database development to this assignment. Our planners and technicians routinely support transportation planning, customer satisfaction analysis, parks and recreation planning and other planning and modeling efforts around the country.

The map below shows the physical distribution of respondents from a survey conducted for Austin, Texas in 2013. The dots show the location of respondents based upon geocoded latitude and longitude coordinates of their home address.



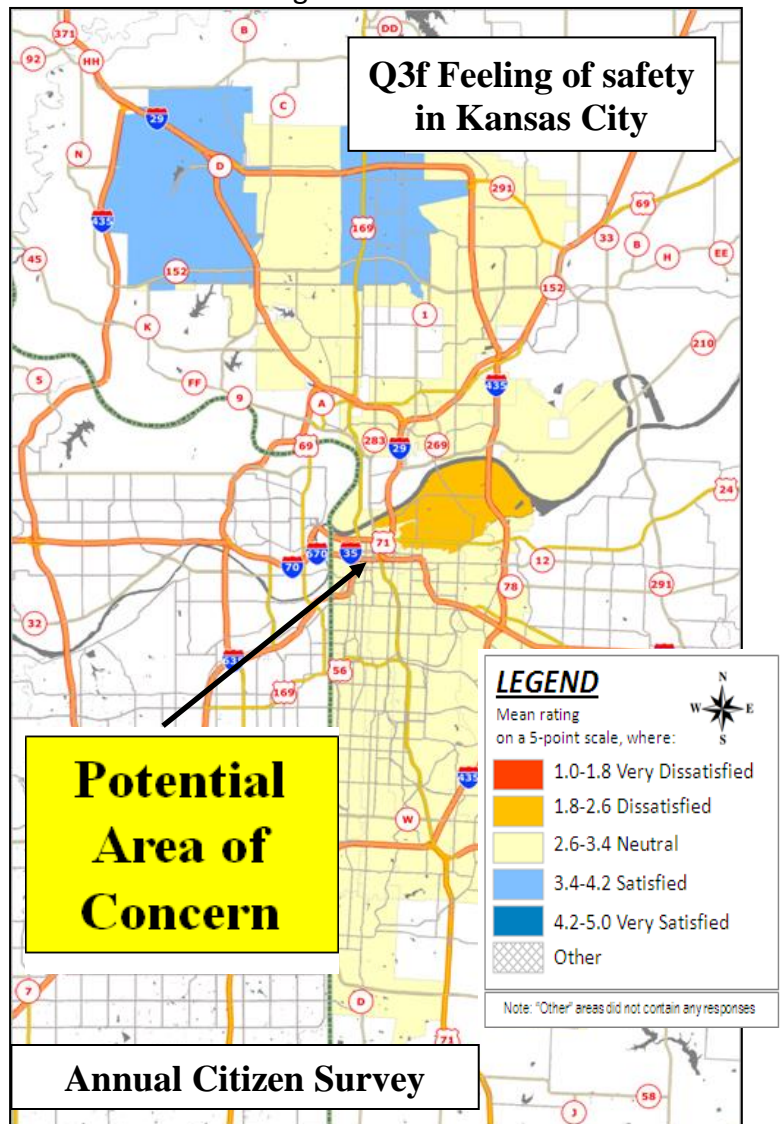
Over the past ten years, our GIS team has geocoded a wide range of address information including:

- Areas of satisfaction and dissatisfaction with the delivery of city and county services
- Origins and destinations for household travel and roadside intercept surveys
- Visitor destinations for tourism-related projects
- Locations of residents who are satisfied or dissatisfied with the quality of city services
- Locations of residents who have needs for various types of parks and recreation programs and facilities
- Locations of persons who are likely to support various election issues
- Locations of persons who have experienced flooding in their homes
- Locations of businesses and non-profit organizations who would support stormwater fees and many other types of data
- Locations of support and opposition to voter initiatives

GIS maps not only provide our clients with a visual representation of the areas of the City that are surveyed, but they also show areas where residents have the greatest and least amount of satisfaction with various services. The map below shows levels of satisfaction with the feeling of safety in Kansas City, Missouri. Areas in blue identify areas with high levels of satisfaction. Areas in orange identify areas with lower levels of satisfaction. The map shows that residents living in the central area of Kansas City feel less safe than residents in other areas of the City.

Our GIS technicians have developed an exceptional working relationship that benefits our clients. This technology has helped to improve data reliability and gives our team the ability to deliver a top quality product on time and on budget.

At ETC Institute, we accurately geocode (provide longitude and latitude) lists of addresses, intersections, place names, tourist attractions, transit stops, and almost any other location records anywhere in the U.S. with very high match rates. Our record “hit” rates are well above the industry average thanks to our well-thought-out, systematic, and rigorous record quality assurance process (REQAP), which begins at the survey design stage and continues until the last record has been geocoded and verified.





## National Experience

ETC Institute is the nation’s leading firm in the field of customer-oriented market research for local governmental organizations. In addition to the locations that have been described on the previous pages, ETC Institute has conducted surveys in more than 850 communities across the United States since 2006. The map below shows some of the locations where ETC Institute has conducted surveys. Since it would take hundreds of pages to provide descriptions of all of our community survey experience, we have simply listed many of the locations where we have conducted surveys below and on the following pages.



### Communities Where ETC Institute Has Conducted Surveys

- Alexandria, Virginia
- Ames, Iowa
- Anniston, Alabama
- Arapaho County, Colorado
- Arlington County, Virginia
- Aspen, Colorado
- Atchison, Kansas
- Athens-Clark County, Georgia
- Atlanta, Georgia
- Auburn, Alabama
- Auburn, California
- Augusta, Georgia
- Aurora, Colorado
- Austin, Texas
- Ballwin, Missouri
- Bartlesville, Oklahoma
- Baton Rouge, Louisiana
- Battle Creek, Michigan
- Beaumont, Texas
- Bellevue, Washington
- Bend, Oregon
- Bensenville, Illinois
- Berkley, Michigan
- Billings, Montana
- Bloomington, Indiana
- Blue Springs, Missouri
- Boerne, Texas
- Bonner Springs, Kansas

- Booneville, Missouri
- Branson, Missouri
- Brentwood, Missouri
- Bridgeport, Connecticut
- Broward County, Florida
- Brownsville, Texas
- Brunswick, Maine
- Buffalo, New York
- Burien, Washington
- Butler, Missouri
- Burbank, California
- Cabarrus County, North Carolina
- Calgary, Canada
- Canon City, Colorado
- Canton Township, Michigan
- Carmel, Indiana
- Carol Stream, Illinois
- Casa Grande, Arizona
- Casper, Wyoming
- Castle Rock, Colorado
- Cedar Rapids, Iowa
- Champaign, Illinois
- Chandler, Arizona
- Chanute, Kansas
- Charlotte, North Carolina
- Chapel Hill, North Carolina
- Charleston, South Carolina
- Charlottesville, Virginia
- Cherry Hills Village, Colorado
- Chesterfield, Missouri
- Chickasha, Oklahoma
- Claremont, New Hampshire
- Clay County, Missouri
- Clayton, Missouri
- Clear Creek County, Colorado
- Clearwater, Florida
- Clive, Iowa
- Coconut Creek, Florida
- Coeur d' Alene, Idaho
- Coffeyville, Kansas
- Colorado Springs, Colorado
- Columbia, Missouri
- Columbus, Ohio
- Columbus, Georgia
- Coral Springs, Florida
- Crested Butte, Colorado
- Creve Coeur, Missouri
- Culpeper County, Virginia
- Daniel Boone Regional Library
- Davenport, Iowa
- Deerfield, Illinois
- Dekalb, Georgia
- Denver, Colorado
- Dent County, Missouri
- Derby, Kansas
- Des Peres, Missouri
- Des Moines, Iowa
- Des Plaines, Illinois
- Detroit, Michigan
- Dilworth, Minnesota
- Dorchester County, South Carolina
- Downers Grove, Illinois
- DuPage County, Illinois
- Durango, Colorado
- Durham, North Carolina
- Durham County, North Carolina
- East Baton Rouge, Louisiana
- East Providence, Rhode Island
- Eastern Rio Blanco, Colorado
- Eau Claire, Wisconsin
- Edina, Minnesota
- Edmonds, Washington
- Edgerton, Kansas
- Edgewater, Colorado
- Elk Grove Village, Illinois
- Elmhurst Park District, IL
- Emporia, Kansas
- Erie, Colorado
- Everett, Washington
- Eureka, Missouri
- Excelsior Springs, Missouri
- Fairfax County, Virginia
- Fargo, North Dakota
- Farmington, Minnesota
- Fauquier County, Virginia
- Fayetteville, North Carolina
- Ferguson, Missouri
- Fergus Falls, Minnesota
- Flagstaff, Arizona
- Florence, Alabama
- Fort Benning, Georgia
- Fort Bragg, North Carolina
- Fort Buchanan, Puerto Rico
- Fort Campbell, Kentucky
- Fort Lauderdale, Florida
- Fort Leavenworth, Kansas
- Fort Morgan, Colorado
- Fort Rucker, Alabama
- Fort Stewart, Georgia
- Fort Wayne, Indiana
- Fort Worth, Texas
- Fredericksburg, Virginia
- Freeland, Michigan
- Freeport, Illinois
- Ft. Wayne, Indiana
- Fulton County, Georgia

- Galveston, Texas
- Garden City, Kansas
- Gardner, Kansas
- Genesee County, Michigan
- Gladstone, Missouri
- Glencoe, Illinois
- Glendale, Arizona
- Glendale, California
- Glenview, Illinois
- Godfrey, Illinois
- Grand Rapids, Michigan
- Grandview, Missouri
- Greenville, North Carolina
- Greenville County, South Carolina
- Guilford County, North Carolina
- Hallandale Beach, Florida
- Harnett County, North Carolina
- Harrisonville, Missouri
- Hazelwood, Missouri
- Henderson, Nevada
- Hernando, Mississippi
- High Point, North Carolina
- Hood County, Texas
- Hopewell, Virginia
- Houston, Texas
- Huron, Ohio
- Hyattsville, Maryland
- Idaho Falls, Indiana
- Indianapolis, Indiana
- Indio, California
- Imperial County, California
- Independence, Missouri
- Issaquah, Washington
- Jackson, Wyoming
- Jackson County, Missouri
- Jacksonville, North Carolina
- Jefferson City, Missouri
- Johnson County, Kansas
- Johnston, Iowa
- Joplin, Missouri
- Jordan, Minnesota
- Kalamazoo, Michigan
- Kansas City, Kansas
- Kansas City, Missouri
- Kennesaw, Georgia
- Kent, Washington
- Key Biscayne, Florida
- King County, Washington
- Kingman, Kansas
- Kirkwood, Missouri
- Knoxville, Iowa
- Lake Havasu, Arizona
- Lake Oswego, Oregon
- Lake St. Louis, Missouri
- Lansing, Kansas
- Las Vegas, Nevada
- Lawrence, Kansas
- Lawrenceburg, Indiana
- Leavenworth, Kansas
- Leawood, Kansas
- Lee's Summit, Missouri
- Lemont, Illinois
- Lenexa, Kansas
- Liberty, Missouri
- Lincoln County, North Carolina
- Lindenhurst, Illinois
- Lisle Park District, Illinois
- Long Beach, California
- Longview, Texas
- Los Angeles County, California
- Louisville Metro Government, Kentucky
- Loveland, Ohio
- Lubbock, Texas
- Lucas County, Ohio
- Lyndhurst, Ohio
- Macomb Township, Michigan
- Manassas, Virginia
- Manhattan, Kansas
- Manheim Township, Pennsylvania
- Marquette, Michigan
- Marshall, Missouri
- Marshalltown, Iowa
- Martha's Vineyard, Massachusetts
- Martinsville, Virginia
- Marysville, Missouri
- McAllen, Texas
- Mecklenburg County, North Carolina
- Meeker, Colorado
- Meridian, Idaho
- Merriam, Kansas
- Mesa, Arizona
- Mesa County, Colorado
- Miami, Florida
- Miami Beach, Florida
- Miami County, Kansas
- Miami Dade County, Florida
- Midwest City, Oklahoma
- Mission, Kansas
- M-NCPCC – Montgomery County
- M-NCPCC – Prince George County
- Modesto, California
- Montrose, Colorado
- Moon Township, Pennsylvania
- Mooresville, North Carolina
- Moorhead, Minnesota
- Monroe, North Carolina

- Morgantown, West Virginia
- Morris County, New Jersey
- Morris Township, New Jersey
- Mount Dora, Florida
- Mount Pleasant, Michigan
- Mount Prospect, Illinois
- Mundelein Park District, Mundelein, Illinois
- Munster, Indiana
- Murray, Kentucky
- Naperville, Illinois
- Nashville, Tennessee
- Natick, Massachusetts
- New Braunfels, Texas
- New Haven, Connecticut
- New Ulm, Minnesota
- Newport, Rhode Island
- Newton, Kansas
- Norfolk, Virginia
- Norman, Oklahoma
- North Long Beach, California
- Northville, Michigan
- Novi, Michigan
- Oak Grove, Missouri
- Oak Park Village, Illinois
- Oakland County, Michigan
- Oakland Township Michigan
- O'Fallon, Missouri
- Oklahoma City, Oklahoma
- Okonee County, South Carolina
- Oldham, Kentucky
- Olathe, Kansas
- Olivette, Missouri
- Ontario, Oregon
- Orange County, California
- Orion Township, Michigan
- Ormond Beach, Florida
- Oswego, Illinois
- Ottawa, Kansas
- Overland Park, Kansas
- Owensboro, Kentucky
- Pasadena, California
- Palm Desert, California
- Palm Springs, California
- Paola, Kansas
- Perryville, Missouri
- Peoria, Arizona
- Pflugerville, Texas
- Phelps County, Missouri
- Pleasant Hill, Iowa
- Pinellas County, Florida
- Pine Bluff, Arkansas
- Pinecrest, Florida
- Pinehurst, North Carolina
- Pitkin County, Colorado
- Pittsburg, Kansas
- Platte City, Missouri
- Platte County, Missouri
- Pleasant Hill, Missouri
- Plano, Texas
- Polk County, Iowa
- Port Arthur, Texas
- Portland, Oregon
- Prairie Village, Kansas
- Pratt, Kansas
- Princeton, New Jersey
- Providence, Rhode Island
- Provo, Utah
- Pueblo, Colorado
- Queen Creek, Arizona
- Radnor, Pennsylvania
- Raleigh, North Carolina
- Ramsey, Minnesota
- Raymore, Missouri
- Raytown, Missouri
- Richmond, California
- Richmond, Virginia
- Richmond Heights, Ohio
- Riverside, Missouri
- Riverside County, California
- Riverton, Wyoming
- Rock Hill, Missouri
- Rock Island, Illinois
- Rocky Mount, North Carolina
- Rockville, Maryland
- Roeland Park, Kansas
- Rogers, Arkansas
- Rolla, Missouri
- Roseville, Minnesota
- Round Rock, Texas
- Rowan County, North Carolina
- Rutland, Vermont
- Saharita, Arizona
- Salem, Oregon
- Salina, Kansas
- San Antonio, Texas
- San Bernardino County, California
- San Diego, California
- San Francisco, California
- Schaumburg, Illinois
- Schertz, Texas
- Scott County, Kentucky
- Shawnee, Kansas
- Shawnee, Oklahoma
- Sheridan, Wyoming
- Sherman, Texas
- Sherwood, Oregon



- Shoreline, Washington
- Si View Metro Park District, Washington
- Sioux Falls, South Dakota
- South Burlington, Vermont
- South Euclid, Ohio
- Spartanburg, South Carolina
- Spring Hill, Kansas
- Springdale, Arkansas
- Springfield, Missouri
- St Charles, Missouri
- St. Francis County, Missouri
- St Joseph, Missouri
- St Louis, Missouri
- St. Louis County, Missouri
- St Peters, Missouri
- St. Paul, Minnesota
- Sugar Land, Texas
- Sunrise, Florida
- Superior, Colorado
- Surprise, Arizona
- Syracuse, New York
- Tamarac, Florida
- Tempe, Arizona
- The Colony, Texas
- The University of Columbia Missouri
- The Woodlands, Texas
- Topeka, Kansas
- Town of Normal, Illinois
- Upper Providence, Pennsylvania
- Tucson, Arizona
- Tulsa, Oklahoma
- Turlock, California
- Tuskegee, Alabama
- University Place, Washington
- Upper Dublin, Pennsylvania
- Urbana, Illinois
- Vancouver, Washington
- Ventura County, California
- Victor, New York
- Vinita, Oklahoma
- Virginia Beach, Virginia
- Waco, Texas
- Warrensburg, Missouri
- Washington, D.C.
- Waterford, Michigan
- Waukee, Iowa
- Waukesha, Wisconsin
- Wauwatosa, Wisconsin
- Wayne County, Michigan
- Weatherby Lake, Missouri
- Wentzville, Missouri
- West Des Moines, Iowa
- West Fargo, North Dakota
- Westchester, Ohio
- Westchester County, New York
- Westlake, Texas
- Westland, Michigan
- Wheeling, Illinois
- Wichita, Kansas
- Wilmington, North Carolina
- Windsor, Colorado
- Winfield, Kansas
- Winnetka Park District, Illinois
- Woodinville, Washington
- Wyandotte County, Kansas
- Yuma County, Arizona

## **Section 2**

# ***Scope of Work & Project Schedule***

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## Scope of Work

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ETC institute has been helping local agencies use community surveys as a guiding force for setting community priorities and improving organizational effectiveness for more than two decades. Since 1982, ETC Institute has completed research projects for organizations in 49 states. During the past five years, ETC Institute has administered surveys in more than 700 cities and counties, including in 12 of the 20 largest U.S. cities and 11 of the 20 largest U.S. counties. ETC Institute has extensive experience administering parks and recreation needs assessment surveys in communities across the U.S.

Our ability to help organizations succeed is based on an approach that adheres to the following:

- **Continuity:** ETC institute understands the importance of monitoring resident's perceptions and how they change over time in the District's planning process. We intend to implement a research process that will allow data from previous surveys to be used as benchmarks for assessing current and future performance. This will involve using many of the same questions and response choices from previous surveys to ensure the data is comparable. It will also involve a review of the goals and objectives of the survey research to ensure the research process is designed to meet these objectives.
- **Strategic Value:** In order for survey research to serve as a powerful tool for decision making, community leaders must see value in the results. Our approach is designed to ensure the information gathered meets the informational needs of decision makers in order to encourage community leaders to use the survey data as a part of their decision making process. If the survey results have strategic value, they will inherently become part of the process for setting master plan priorities for the District. For example, a review of the City of Fort Worth's Strategic Plan by ETC Institute led to the creation of a series of questions that now link the City's Annual Citizen Survey with the City's Strategic Plan. The City of Fort Worth also uses the data to help set budgetary priorities.
- **Performance Measurement:** Since the results of the survey will be used to help guide District decisions, the survey instrument and data analysis methodology will be designed in a manner that generates objective performance measurements. The survey will be designed to provide objective feedback for the District, so managers can understand the needs of citizens and improve public infrastructure. ETC Institute will work with the District to refine existing performance indices and develop new performance indices that allow District leaders to objectively assess the change in their performance from previous surveys.

**Our ability to combine customer satisfaction research with our understanding of local government issues makes ETC Institute the ideal team for this project.** While many organizations are good at doing survey research, most corporate and university researchers are not particularly good at helping City and County leaders use the data they collect. For example,

in 2001, the City of Oklahoma City conducted a customer satisfaction survey for the first time. Although the survey data was rich with findings, the firm hired by the City did not present the results in a manner that was meaningful to City staff and members of the City Council. As a result, the value of the survey research was limited, and the City did not repeat the survey for several years. In 2005, the City of Oklahoma City learned of the usefulness ETC Institute's community surveys provide from other cities who were using ETC Institute's services, so they hired ETC Institute to conduct a community survey. Since 2005, the City of Oklahoma City has used ETC Institute's services to conduct six additional surveys. Our survey data is now actively used by the City's Staff and elected officials to set City priorities.

The following pages highlight ETC Institute's methodology to conduct a Needs Assessment Survey for The Hoffman Estates Park District (District).

## **PHASE 1: DEVELOP THE SURVEY AND SAMPLING PLAN**

***Task 1.1: Design Survey Questionnaire:*** Once selected for the project, ETC Institute will meet with the Park Board, FPC, and Staff to discuss the goals and objectives for the project and solicit input on the project. To facilitate the survey design process, ETC Institute will review all past surveys as well as provide the District with sample surveys created by ETC Institute for similar projects. ETC Institute will pay special attention to any gaps that have been identified in previous surveys. At this time, ETC Institute's analysis tool will also be discussed and our firm will suggest which tools would be best for the District to use. Based on input from the District and key stakeholders, ETC Institute will develop a first draft of the survey.

ETC Institute will work closely with District staff to ensure the District's input is utilized to create a survey that best fits the needs of the District. The survey would allow for comparisons with past survey results and align with current public engagement strategies. The survey would also identify users and non-users of the Districts' parks, socio-economic status of respondents, determine frequency of use of parks and recreation facilities, and identify barriers to using parks and recreation facilities. It is anticipated that 3-4 drafts of the survey will be prepared before the final draft is approved by District.

***Task 1.2: Design Sampling Plan:*** As part of this task, the sampling plan for the survey will be finalized and the project manager will discuss which methodology is best to conduct the surveys. ETC institute recommends administering the survey to a random sample of at least 800 residents in the boundaries of the District. A random sample of 800 surveys would have a precision of at least +/-3.5% at the 95% level of confidence; it would also allow the results of the survey to be analyzed by sociodemographic and geographic characteristics. ETC Institute will ensure the results of the survey are statistically significant based on the population of the area. At this time the service boundaries of the District will be discussed, and the sampling plan will be developed. ETC Institute will maintain the anonymity of all members of the sample and all responses will be kept confidential.

***Deliverable Task 1.1-1.2:*** The approved community survey instrument, and a description of the sampling plan.

## PHASE 2: ADMINISTER THE SURVEY

***Task 2.1: Administer the Survey:*** Once the final survey instrument is approved, ETC Institute will administer the survey methodology finalized by the District. ETC Institute has the capabilities of administering the survey by mail, phone, or internet alone. However, ETC Institute recommends using a combination of mail, internet, and phone. Given the negative impact Caller ID has had on phone survey response rates in recent years and the need to ensure diverse populations are well represented, we offer the combination of mail/internet/phone to maximize the overall level of response. Even if people do not respond by mail, people who receive the mailed version of the survey are significantly more likely to respond to the survey by e-mail or phone because they know the survey is legitimate. The mailed survey will include a cover letter (on District letterhead) that will explain the importance of the survey, encourage participation, and include a link to complete the survey online for citizens who prefer that option. ETC Institute will be responsible for all costs associated with the printing, mailing, and return delivery of all survey materials. As surveys are returned, detailed records of the rate of return will be maintained and continuously updated to the District.

The following are the procedures that will take place for the mail/internet/phone combination methodology. All of the procedures described below would be delivered in-house at our main office:

- ETC will work with the District to develop a communication plan for the survey. As part of this task, ETC Institute will provide the District with sample press releases that can be used to notify the public about the survey. Advance publicity can significantly enhance the response rate.
- Phone interviewers working in ETC Institute's call center will rehearse the phone version of the survey. In addition, all ETC Institute interviewers will complete ***our in-house training program*** (described in more detail later in this scope of work) and will review the protocol for the administration of the survey with a supervisor. Special attention will also be paid to the treatment of non-English speaking respondents, particularly those who speak Spanish. ETC Institute has over 20 Spanish speaking interviewers that can be assigned to work on this project.
- ETC Institute will mail a copy of the survey instrument and a postage-paid return envelope to each of the households that were selected for the survey. The survey will include a letter on District letterhead that explains the purpose of the survey and that indicates all survey responses will remain anonymous. Even if residents do not respond to the mailed version of the survey, sending the survey prior to contacting residents by phone increases the response rate because residents know the survey is legitimate. Portions of the cover letter and survey can be translated into Spanish to provide Spanish speaking residents with assurances about the legitimacy of the survey.
- The cover letter will list a toll-free number that residents can call if they have questions about the survey. The cover letter will also contain a link to an online version of the survey for those who prefer to complete the survey online.

- Approximately 7-10 days after the surveys are mailed, ETC Institute will e-mail a link to the online version of the survey to households that received a survey in the mail. These e-mail follow-ups will significantly increase the response rate. This will **greatly reduce the probability that the results are affected by non-response bias**. Non-response bias can be a major drawback to surveys that are administered by mail alone or phone alone. When completing the online survey, residents are required to enter their home address at the end of the survey to validate their response. This is how ETC Institute can track and only include responses from residents who were randomly selected for the survey. This will also ensure that one survey is completed per household.
- Phone follow-ups will be concentrated on demographic and geographic areas where the response to the mail and online survey is low. This will ensure the survey is representative of the entire District both demographically and geographically.

**Open Internet Option:** In addition to offering the survey to randomly sampled residents, the District may consider **the incremental cost of also offering the same web survey to the general public**. This would provide the District with a comparable survey to offer as part of the District’s public outreach process. Through the use of specific design features, ETC can distinguish between the random sample responses and the general public responses.

**Ensuring Representation for Non-English Speaking Populations:** ETC Institute has designed and administered surveys in some of the nation’s most diverse communities including: San Bernardino County (CA), Arlington County (VA), Miami-Dade County (FL), Cameron County (TX), Yuma County (AZ), and Long Beach (CA). More than one-third of the residents in several of these communities were foreign-born.

We will guarantee the results of the survey are statistically representative of the District.

In order to ensure the non-English speaking residents of a community are well represented, ETC Institute is able to do the following:

- The cover letter that is sent with the mailed version of the survey can contain information translated into other languages.
- ETC Institute can establish a toll-free number non-English (and English) speaking residents can call. Non-English speaking interviewers from our firm will be available to administer the survey over the phone. Other languages can be made available if needed.

- A demographic question can be included in the survey asking which languages other than English are spoken in the home. This will allow us to ensure non-English speaking populations are well represented in the sample.

**Data Management and Quality Control:**

ETC Institute has an ongoing quality control and quality assurance program in place. This program has been developed and refined through our experience with hundreds of studies that involved the design and administration of surveys and focus groups.

**Core Elements of ETC Institute’s Quality Assurance Process:**

- **Training of phone interviewers.** All phone interviewers are required to complete ETC Institute’s in-house training program. The program teaches new employees the appropriate methods for conducting interviews, how to respond to different situations that may occur, and how to properly record responses. All interviewers work directly under the supervision of an experienced supervisor.
- **Comprehensive survey design and review process.** All survey instruments will be reviewed by all senior members of ETC Institute’s team to ensure that all issues are adequately addressed.
- **Pre-test.** A pre-test will be conducted prior to the administration of all surveys. This will ensure that the survey instruments are understood as designed.
- **Data entry fields will be limited to specific ranges to minimize the probability of error.** The data processing system that will be used by our firm for the study alerts data entry personnel with an audible alarm if entries do not conform to these specifications.
- **ETC Institute will select at least 10% of the records at random for verification.** A supervisor will match records in the databases against the corresponding survey to ensure that the data entry is accurate and complete.
- **Double data entry will be completed for all surveys.** The data from all surveys will be entered into two independent databases by different people. The two databases will then

**Getting Participation from Residents Who Do Not Speak English**

During the past decade ETC Institute has been very successful at getting participation from residents who do not speak English. ETC Institute has the ability to translate surveys into more than 20 languages, including Russian, Cantonese, Mandarin, and Spanish. Our firm routinely conducts surveys in community that have a high percentage of non-English speaking residents, such as Arlington County (VA) where 36% of the population is foreign-born, or Miami-Dade County (FL), where more than 60% of the population is Hispanic and 10% is Creole, and Long Beach (CA), where approximately one-fifth of the population speak Khmer (Cambodian). If the District hires ETC Institute for this project, District leaders and Board Members can be assured our translation services will be first rate.

be merged. The process will identify all records that do not match. All discrepancies will be corrected. The double data entry method ensures that survey data is 99.99% accurate.

- **Sampling Methodology.** Demographic questions will be included on each of the survey instruments. The demographic data will be used to monitor the distribution of the respondents to ensure that the responding population for each survey is representative of the universe for each sample.
- **Coordination.** Since many senior professionals will be assigned to this project, the project team will conduct a coordination meeting via a telephonic conference call every one-two weeks to ensure that adequate progress is being made in all areas. Meetings with the Project Management Team will be made an average of at least once per month during the development of the survey.

***Deliverable Task 2:*** ETC Institute will provide a copy of the overall results to each question on the survey.



**PHASE 3: SURVEY ANALYSIS AND REPORT**

**Task 3.1: Analyze the Survey Results:** Following the completion of the survey, ETC Institute will perform data entry, editing, and verification of all survey responses. The analysis tools included in this project are provided on the following pages:

**Task 3.1a: Benchmarking Analysis:**

Benchmarking analysis is a highly effective tool that helps decision-makers interpret the meaning of community survey data. If 64% of residents are satisfied with the condition of County streets, is that good or bad? Without comparative data, it is difficult to know. ETC Institute maintains **national** and **regional benchmarking data** for more than 80 types of local governmental services, including the following:

- Public safety
- Maintenance/public works
- Planning
- Communications
- Code enforcement
- Transportation and traffic flow
- Parks and recreation
- Utilities
- Public health services
- Library services

Benchmarking for Mecklenburg County				
	National Average	Mecklenburg County 2016	Mecklenburg County 2013	Mecklenburg County 2007
Have you or members of your household visited any City/County/Park District parks over the past year?				
Yes	81%	88%	74%	76%
No	18%	12%	26%	24%
How would you rate the quality of all the parks you've visited?				
Excellent	31%	31%	33%	31%
Good	54%	60%	55%	59%
Fair	12%	8%	11%	8%
Poor	1%	0%	1%	1%
Have you or members of your household participated in City/County/Park District recreation programs during the past year?				
Yes	34%	16%	21%	19%
No	65%	84%	79%	81%
How would you rate the quality of all the recreation programs you've participated in?				
Excellent	36%	36%	36%	32%
Good	53%	55%	57%	60%
Fair	9%	9%	4%	6%
Poor	1%	0%	3%	1%

Above is an example of Benchmarking data for Mecklenburg County comparing national averages to their 2016, 2013, and 2007 surveys. Benchmarking data can also be created using different regional and similarly sized communities for comparisons. Benchmarking data can help local governments understand how their results compare to similar communities. For example, 65% of the residents in the City of Austin were “very satisfied” or “satisfied” with the overall quality of City services in our most recent survey work. Without comparative data, City leaders might have wondered whether 65% was an acceptable rating. When compared to our benchmarking figures, 65% is actually a relatively high rating for this issue among large cities in the U.S. Based on the results of national research conducted by ETC Institute for large U.S. cities with

populations of 250,000 or more, the average satisfaction rating with the overall quality of services provided by the City was 46%.

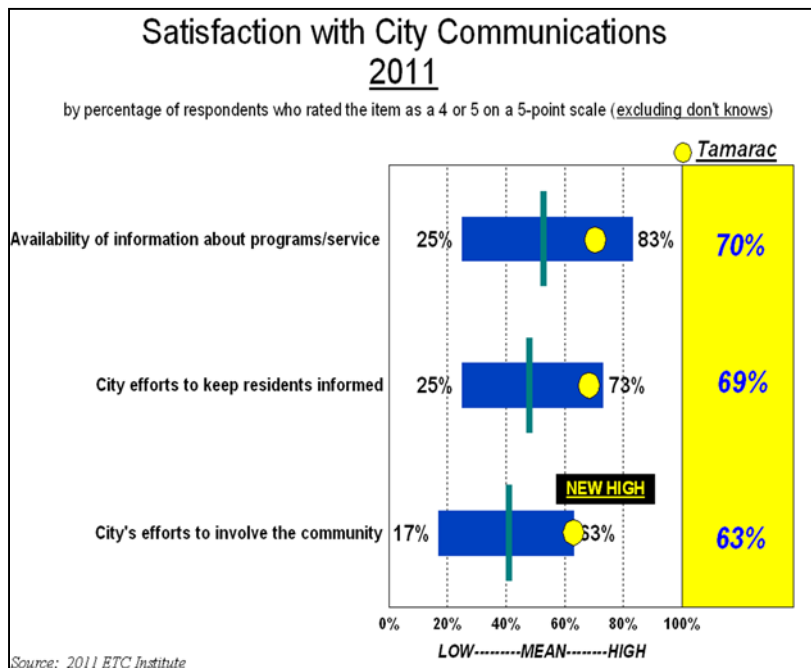
Since November 1999, more than 250 cities and counties in more than 38 states have used ETC Institute’s Benchmarking database to set and monitor progress toward a wide range of organizational goals. Most participating cities and counties conduct the survey on an annual or biennial basis.

ETC Institute's experience with customer satisfaction research for City and County governments provides our clients with a unique capability for interpreting the meaning of survey results. Without benchmarking data, it would be easy to make mistakes in the interpretation of survey results. A good example of the value of benchmarking was evident in Tamarac’s 2011 Customer Satisfaction Survey. Without benchmarking data, officials in the County of Tamarac might think the County not scoring very well in their efforts to involve the community (see chart below).

Compared to other communities of a similar size in the United States, ETC Institute’s benchmarking data showed that Tamarac was actually performing very well. The national average for satisfaction with the County’s efforts to involve the community for residents living in communities with a population of 20,000 to 199,999 was 41%, which meant that Tamarac rated 22% above the national average for medium sized communities and set a new high in our database. The dots on the chart below show the ratings for the City of Tamarac. The percentage to the left of the horizontal bar shows the lowest rating among the cities that are included in ETC Institute’s database; the percentage to the right of the horizontal bar shows the highest rating among this group of cities; the vertical bar in the center marks the national average based on the results of a national survey that is administered annually by ETC Institute.

Our research has shown that cultural norms often influence customer satisfaction survey results on services regardless of how well the service is delivered. Another example of this is that residents almost

always rate the maintenance of streets lower than the quality of fire services even in communities that have good streets and major problems with fire services. Without benchmarking data, it is difficult to isolate the influences that cultural norms have on public



perceptions about local governmental services, which can lead to faulty conclusions and recommendations.

**Task 3.1b: Priority Investment Rating:**

The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on items (sum of top 4 choices) and the unmet needs (needs that are only being partly met or not met) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

The PIR reflects the sum of the Unmet Needs Rating and the Importance Rating as shown in the equation below:

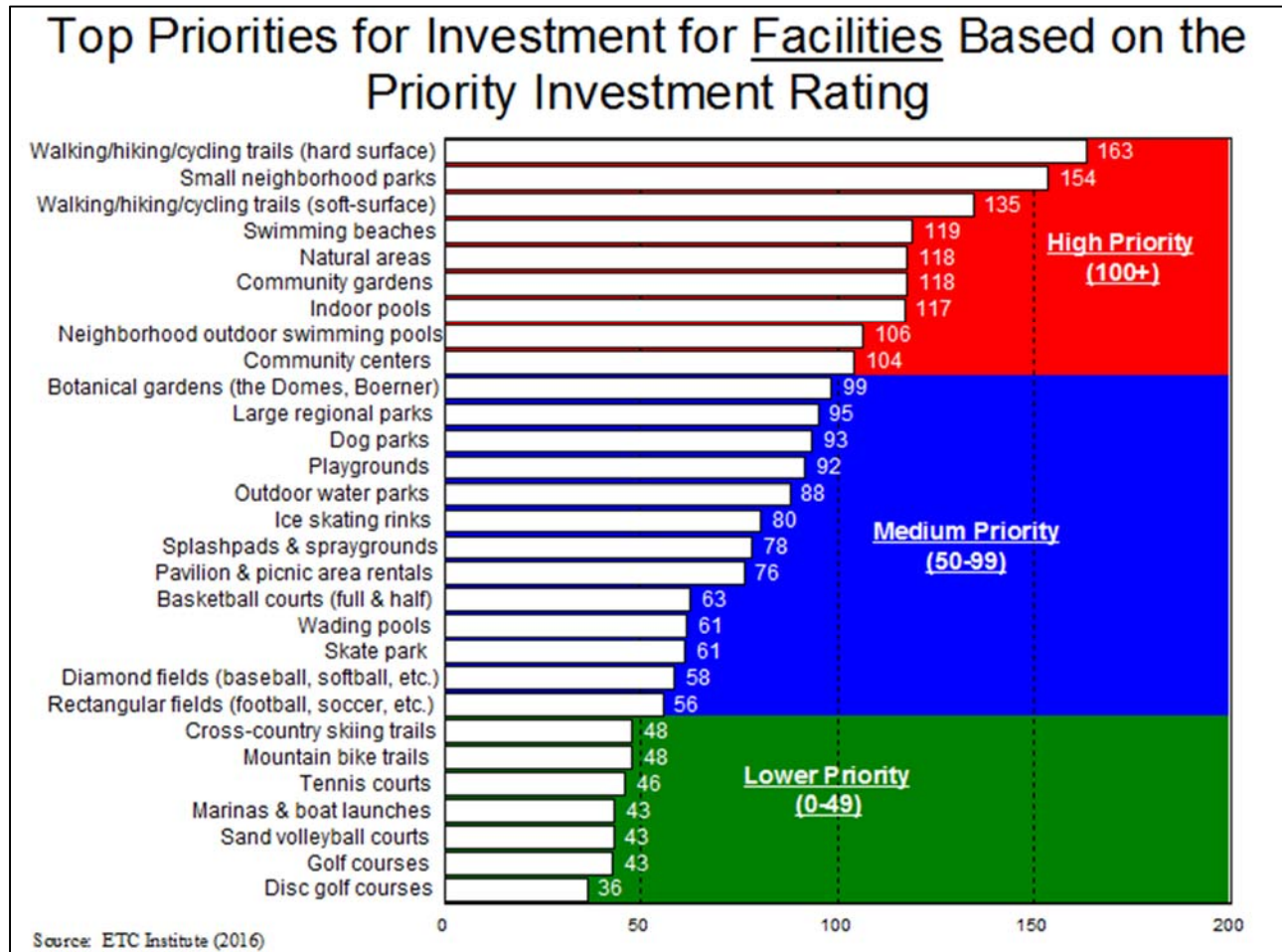
$$\text{PIR} = \text{UNR} + \text{IR}$$

For example, suppose the Unmet Needs Rating for playgrounds is 26.5 (out of 100) and the Importance Rating for playgrounds is 52 (out of 100), the Priority Investment Rating for playgrounds would be 78.5 (out of 200).

**How to Analyze the Charts:**

- **High Priority Areas** are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.
- **Medium Priority Areas** are those with a PIR of 50-99. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.
- **Low Priority Areas** are those with a PIR below 50. A rating in this range generally indicates there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.

The chart below shows the Priority Investment Rating for facilities in Milwaukee County, WI.

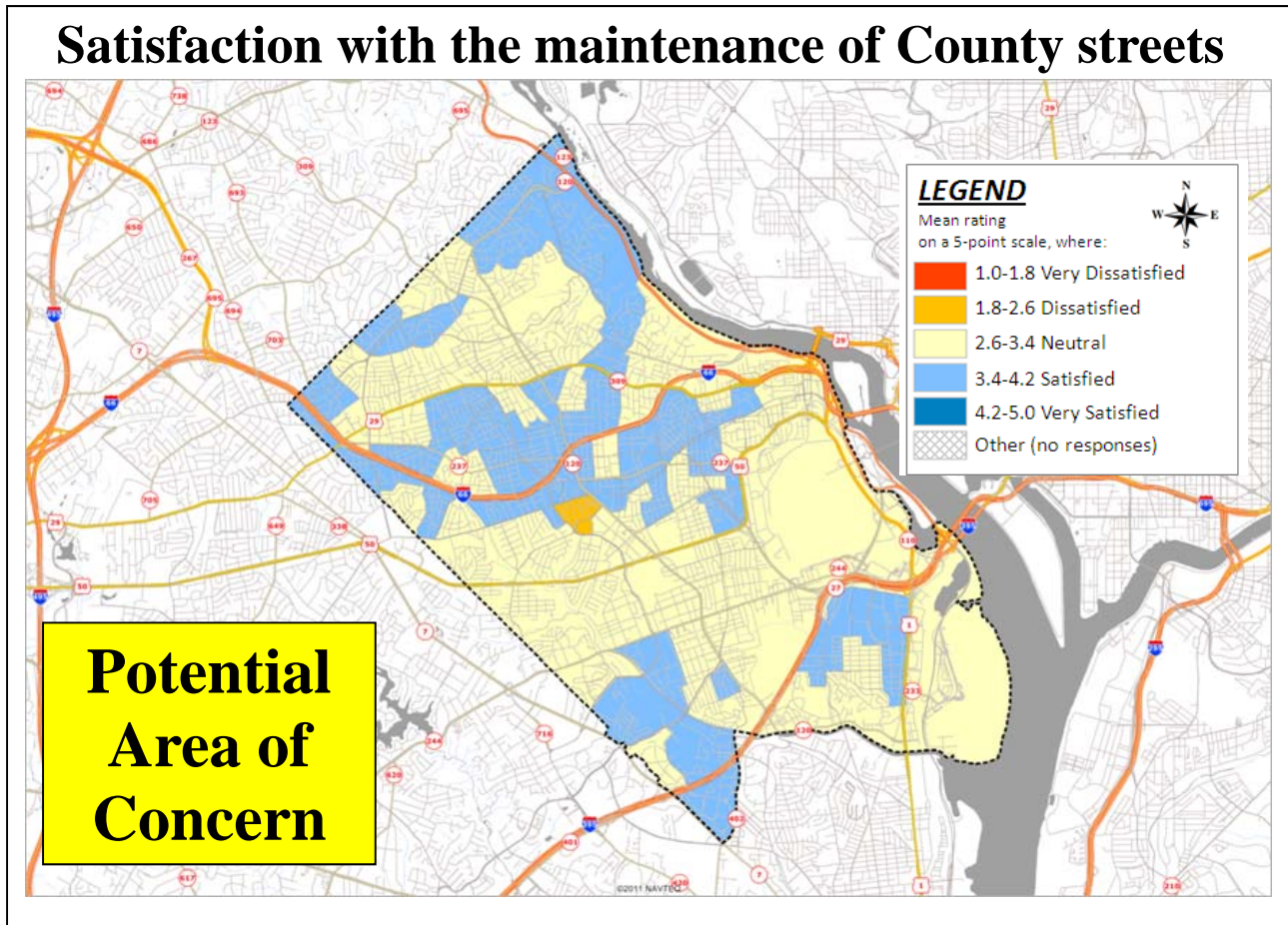


***Task 3.1d: GIS Mapping (optional):***

ETC Institute will prepare maps that show the results of specific questions on the survey. ETC Institute will geocode the home address of resident survey respondents to latitude and longitude coordinates. This allows our team to generate maps that visually show how satisfied residents are with the delivery of District services in different parts of the District. ETC Institute can create maps that show which parts of the District have the lowest and highest concentrations of satisfaction.

GIS mapping is an effective tool for communicating the results of the survey to elected officials and the general public. For example, the map on the following page identifies areas in Arlington County, Virginia where residents were dissatisfied with the maintenance of County streets. The shaded colors on the map correspond to the level of satisfaction. Areas of blue indicate higher levels of satisfaction, yellow areas indicate neutrality and orange or red areas indicate dissatisfaction.





**3.1e: Cross-tabulations:**

ETC Institute will prepare cross-tabulations which will provide a deeper and more thoughtful analysis of the survey results. Based on the proposed sample sizes ETC Institute can create cross-tabulations based on specific demographic characteristics, geography, and other questions on the survey as requested.

**Task 3.2: Prepare Final Report:** At a minimum, Task 3.2 will include the completion of the following items:

- The development of a final written report that provides analysis and interpretation of the data in an easily understood and read-to-be-used for decision making way, and includes, at a minimum, the following:
  - an executive summary that includes a background of the survey, a description of the survey methodology, and major findings
  - charts and graphs for all questions on the survey, including comparisons to previous surveys
  - benchmarking analysis that shows how the District compares to other

communities throughout the U.S.

- priority investment rating which will show the top priorities for the District based on the unmet needs and importance ratings
  - cross-tabular analysis showing how respondents of specific demographic and geographic features responded to questions on the survey
  - tables showing the results for all questions on the survey, including all demographic questions and any open-ended questions
  - copy of the survey instrument
- Depending on the survey options selected by the District, the final report may also contain other forms of analysis, such as GIS Maps.
  - ETC Institute will make an on-site visit to review and present findings to the FPC, Board, and Staff.
    - ETC Institute will provide a written report documenting the findings from the input received from these meetings.

***Deliverable Task 3:*** ETC Institute will prepare and submit 1 copy of the draft report for the District to review. Once the District provides feedback on the draft report, ETC Institute will prepare 10 bound copies of the final report. The report will include a table of contents, will be tabbed, and the pages will be numbered. An electronic copy of the final report will be made available to the District. ETC Institute will also provide the District with the raw survey data in Excel, or another format desired by the District (the data will be maintained in electronic format for 12 months if there is any additional analysis required by the District after completion of the study).

## **PROJECT SCHEDULE**

A typical community survey process takes 10-12 weeks to complete. This timeframe includes kick-off meetings, survey design, sample plan development, survey administration, analysis, and delivery of the final report. However, ETC Institute is capable of completing the survey in less time should that be required. Since the surveys will be administered in-house, the completion date for the project is completely within our control, and we will tailor the project schedule to your needs. ETC Institute understands that the District is tentatively planning to distribute the survey in early October 2018. However, ETC Institute is ready and able to begin this project whenever is most convenient for the District and has given a timeline to reflect that ability.

### **Month 1**

- Kick-off meetings to discuss survey goals and objectives
- ETC Institute and the District review past survey results, and ETC Institute provides the District examples of surveys administered in other communities
- ETC Institute provides the District with a first draft of the survey
- The District provides ETC Institute with feedback on the first draft of the survey
- ETC Institute provides the District with cover letter examples and works to develop message for cover letter
- ETC Institute continues to revise survey as needed based on input from the District
- The District approves the survey instrument
- Survey instrument and cover letters are printed
- Online survey is developed
- Surveys are mailed

### **Month 2**

- Data collection begins
- Data collection completed

### **Month 3**

- Draft report is prepared and sent to the District for review
- Changes are discussed and edits are performed
- Final written report is delivered
- On-site presentation

# Section 3

## Similar Experience

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# Similar Project Experience

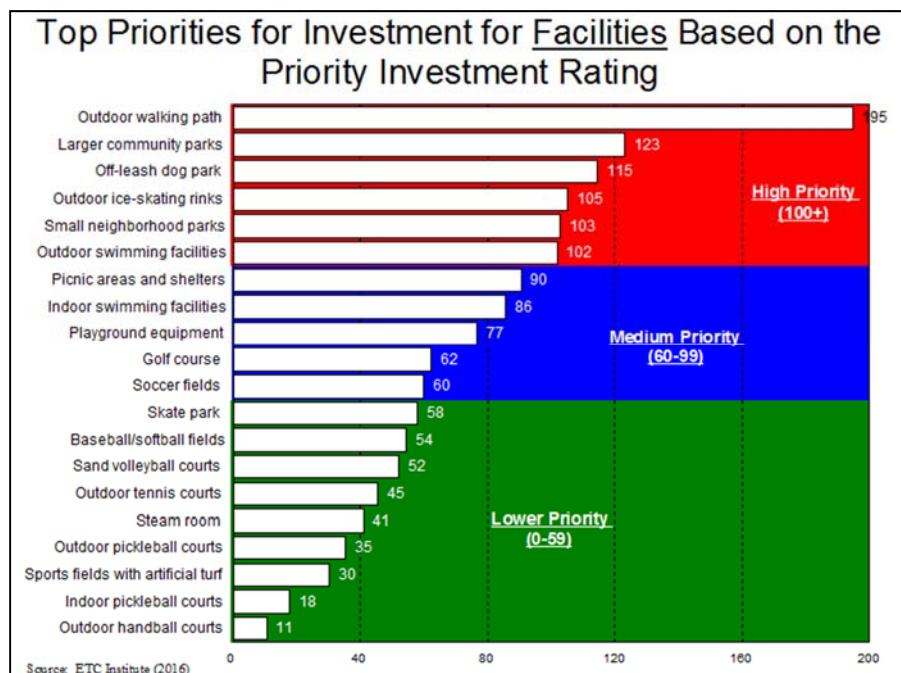
## GENESEO PARK DISTRICT, ILLINOIS

### Parks and Recreation Needs Assessment Survey (2011 & 2016)

*ETC Institute administered a Parks and Recreation Needs Assessment Survey for the Geneseo Park District during the summer of 2016. This was the 2<sup>nd</sup> time ETC Institute has administered a parks and recreation needs assessment survey for the Park District, with the 1<sup>st</sup> time being in 2011. The survey was administered as part of the Strategic Plan to establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey and its results will aid the Geneseo Park District in taking a resident-driven approach to making decisions that will enrich the future of the Park District and positively affect the lives of residents.*

The 2016 survey was administered by mail, online, and phone. The goal was to obtain a total of at least 400 completed surveys. This goal was exceeded, with a total of 425 surveys having been completed. The level of confidence is 95% with a margin of error of +/- 4.8%.

As part of the survey findings report, ETC Institute provided



benchmarking comparisons to other communities, trend comparisons to the 2011 survey, and the priority investment rating analysis. The priority investment rating analysis was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on facilities and programs.

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 541 E North Street  
 Geneseo, IL 61254  
 Phone: 309-944-5695  
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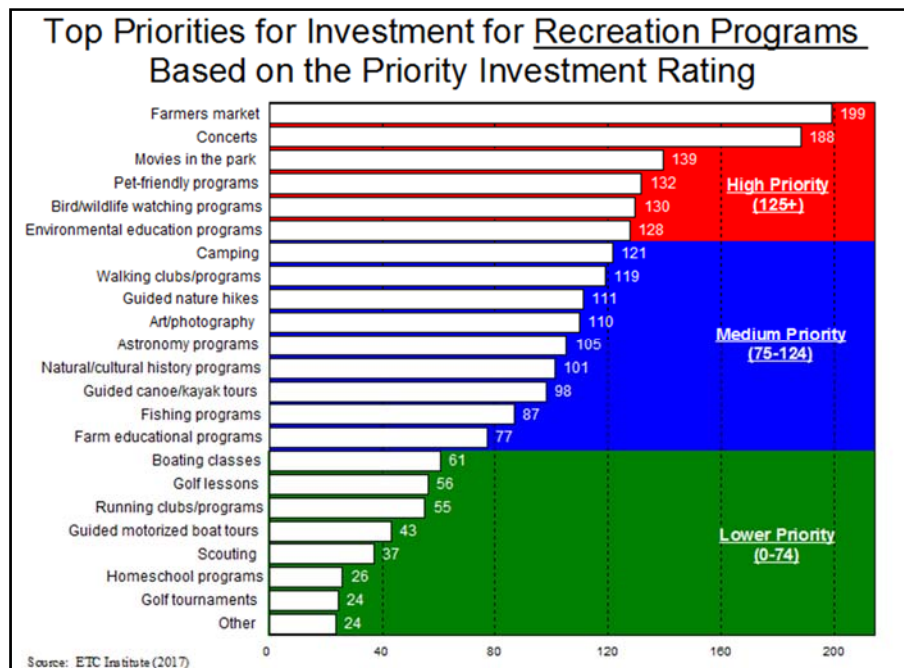
## HURON-CLINTON METROPARKS, MICHIGAN Parks and Recreation Needs Assessment Survey (2017)

ETC Institute administered a needs assessment survey for Huron-Clinton Metroparks during the winter of 2017. The survey was administered as part of Metroparks’ efforts to establish and priorities improvements to the parks system, which included 13 parks covering more than 25,000 acres in Wayne, Oakland, Macomb, Livingston and Washtenaw counties. The survey and its results will guide Huron-Clinton Metroparks in taking a resident-driven approach to making decisions that will enrich the future of the community and positively affect the lives of all residents in southeast Michigan.

ETC Institute mailed a survey packet to a random sample of households in Wayne, Oakland, Macomb, Livingston and Washtenaw counties. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of one of the five counties that Huron-Clinton Metroparks serve from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 2,400 residents. The goal was far exceeded with a total of 2,620 residents completing the survey. The overall results for the sample of 2,620 households have a precision of at least +/-1.9% at the 95% level of confidence.



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**MECKLENBURG COUNTY, NORTH CAROLINA**  
**Parks and Recreation Needs Assessment Survey (2008, 2013, & 2016)**

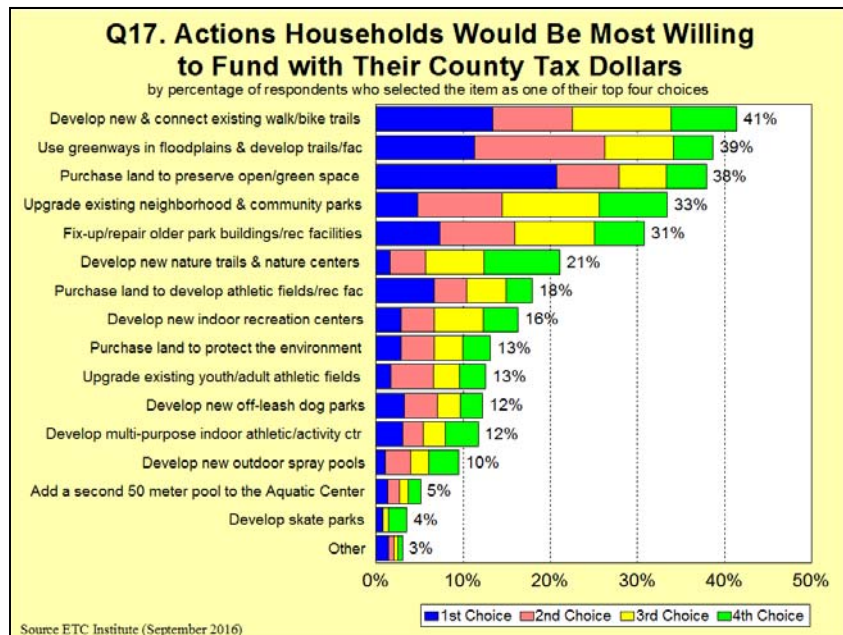
*ETC Institute administered a needs assessment survey for the Mecklenburg County Park and Recreation Department during the summer of 2016. The survey was administered as part of the County’s efforts to plan the future for parks and recreation. The data from this survey helped the County assess the recreation needs of the community, understand how the community’s need are changing, and prioritize the highest unmet needs and priorities for the community. The survey helped the County take a resident-driven approach to future decision making on parks, greenway, nature preserves, recreation centers, and the types of programs offered. This is the 3<sup>rd</sup> parks and recreation needs assessment survey ETC Institute has administered for Mecklenburg County.*

ETC Institute mailed a survey packet to a random sample of households in Mecklenburg County. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or online.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the County from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 600 residents. The goal was exceeded, with a total of 629 residents completing the survey. The overall results for the sample of 629 households have a precision of at least +/-3.9% at the 95% level of confidence.

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## OAKLAND COUNTY, MICHIGAN

### Parks and Recreation Needs Assessment Survey (2006, 2008, 2010, & 2017)

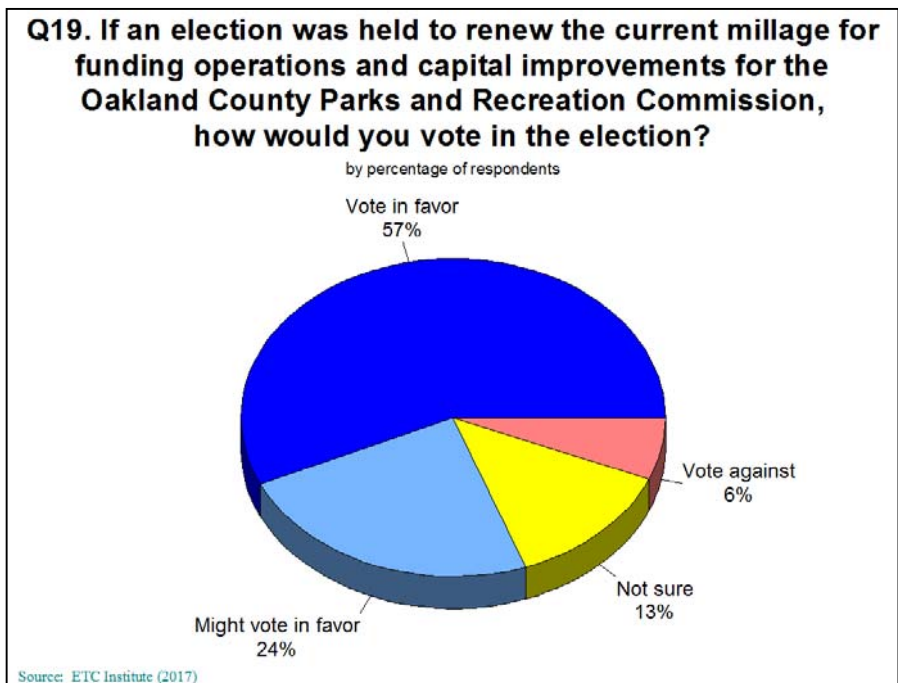
ETC Institute administered a needs assessment survey for Oakland County during the summer of 2017. The survey was administered as part of the City’s efforts to establish priorities for improvements to the park system, which will be included in the 5-Year Park and Recreation Master Plan. The survey and its results will guide Oakland County in taking a resident-driven approach to making decisions about the future of the county park system. This is the 4<sup>th</sup> parks and recreation needs assessment survey ETC Institute has administered for Oakland County.

ETC Institute mailed a survey packet to a random sample of households in Oakland County. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Oakland County from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 800 residents. The goal was exceeded with a total of 812 residents completing the survey. The overall results for the sample of 812 households have a precision of at least +/-3.4% at the 95% level of confidence.

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## MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION/PRINCE GEORGE COUNTY

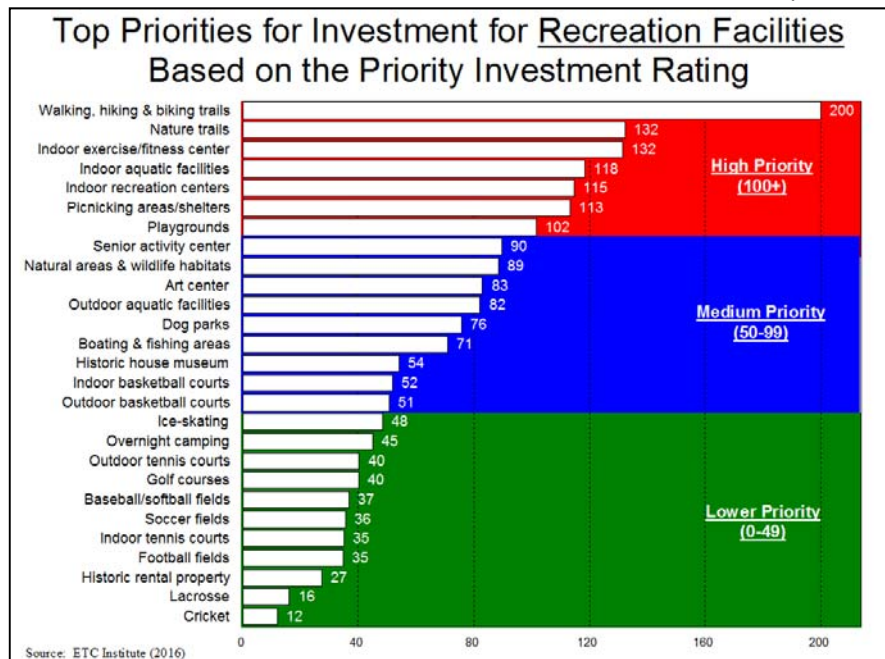
### Parks and Recreation Needs Assessment Survey (2012, & 2017)

ETC Institute administered a needs assessment survey for Prince George’s County during the spring of 2017. The survey was administered to help the County establish priorities for the future development of parks and recreation facilities, programs, and services. The survey and its results will guide the M-NCPPC and Prince George’s County in taking a resident-driven approach to making decisions that will enrich the future of Prince George’s County Parks and Recreation services, and positively affect the lives of its residents. This is the 2<sup>nd</sup> parks and recreation needs assessment survey ETC Institute has administered for Prince George County.

ETC Institute mailed a survey packet to a random sample of households in Prince George’s County. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Prince George’s County from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 1200 residents. The goal was accomplished with a total of 1202 residents completing the survey. The overall results for the sample of 1202 households have a precision of at least +/-2.8% at the 95% level of confidence.



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# **Section 4**

## ***Sample Survey Instrument***

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January 2018

Dear Park Ridge Park District Resident,

***Your feedback is important!***

The Park Ridge Park District is conducting a Community Needs Assessment survey to better understand our residents' priorities for the District. The responses received in our last survey conducted in 2011 have served as a significant component when making decisions regarding our parks, open space, recreation programs, and facilities over the past six years. Your response now will help guide our future decisions.

In conjunction with this survey, the District is also developing a Master Plan for the Oakton Park and Facilities. Throughout our planning process, the District's goal is to have a high level of community involvement and engagement, including stakeholder meetings and public input meetings to properly plan for this important park. *Your household is one of a limited number selected at random to receive this survey, so we hope that you will be able to participate.*

***We appreciate your time.***

We realize that this survey will take approximately 10-15 minutes to complete, but each question is important. The time you invest in completing this survey will aid the Park Ridge Park District in taking a resident-driven approach to making decisions that will enrich the Park Ridge community and positively affect the lives of its residents. Your input is valued whether or not you use the Park Ridge parks, facilities, and programs. Please take this opportunity to let your voice be heard!

***Please complete and return your survey within the next two weeks.***

To ensure confidentiality, the District has partnered with ETC Institute, an independent consulting company, to administer this survey. Please return your completed survey in the enclosed postage-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061. If you would prefer to take the survey online, you can do so at [www.prpdsurvey.org](http://www.prpdsurvey.org).

If you have any questions, please feel free to contact Maryanne Lucarz at 847-692-3482 or email at [mlucz@prparks.org](mailto:mlucz@prparks.org)

Sincerely,

Jim O'Brien  
President, Board of Park Commissioners

Gayle Mountcastle  
Executive Director





# Parks and Recreation Needs Assessment

*Let your voice be heard today!*

The Park Ridge Park District would like your input to help determine future park and recreation priorities for the community. This survey will take 10-15 minutes to complete. When you are finished, please return your survey in the enclosed postage-paid, return-reply envelope. We greatly appreciate your time!

1. **Please indicate if you or any member of your household have used any of the parks or facilities listed below during the past 12 months by circling either "Yes" or "No". If "Yes", please rate the condition of the park/facility by circling the corresponding number to the right.**

Name of Park/Facility	Have you used this park/facility?		If "Yes", how would you rate the condition of the park/facility?			
	Yes	No	Excellent	Good	Fair	Poor
01. Brickton Park (801 W Glenlake)	Yes	No	4	3	2	1
02. Centennial Activity Center (100 S Western Ave)	Yes	No	4	3	2	1
03. Centennial Aquatic Center (100 S Western Ave)	Yes	No	4	3	2	1
04. Centennial Fitness Center (1515 W Touhy Ave)	Yes	No	4	3	2	1
05. Centennial Fitness Center Indoor Pool (1515 W Touhy Ave)	Yes	No	4	3	2	1
06. Centennial Park (100 S Western Ave)	Yes	No	4	3	2	1
07. Cumberland Park (101 S Cumberland Ave)	Yes	No	4	3	2	1
08. Hinkley Park (25 Busse Hwy)	Yes	No	4	3	2	1
09. Hinkley Pool (25 Busse Hwy)	Yes	No	4	3	2	1
10. Hinkley Skate Park (25 Busse Hwy)	Yes	No	4	3	2	1
11. Hodges Park (101 Courtland Ave)	Yes	No	4	3	2	1
12. Jaycee Park (1515 S Washington St)	Yes	No	4	3	2	1
13. Maine Park (2701 W Sibley St)	Yes	No	4	3	2	1
14. Maine Park Leisure Center (2701 W Sibley St)	Yes	No	4	3	2	1
15. Morgan Park (302 N Ashland)	Yes	No	4	3	2	1
16. Ni-Ridge Park (1101 N Chester)	Yes	No	4	3	2	1
17. North Park (1400 N Western Ave)	Yes	No	4	3	2	1
18. Northeast Park (801 N Washington)	Yes	No	4	3	2	1
19. Northwest Park (1200 N Dee Rd)	Yes	No	4	3	2	1
20. Oakton Batting Cages (2800 W Oakton St)	Yes	No	4	3	2	1
21. Oakton Driving Range (2800 W Oakton St)	Yes	No	4	3	2	1
22. Oakton Ice Arena (2800 W Oakton St)	Yes	No	4	3	2	1
23. Oakton Park (2800 W Oakton St)	Yes	No	4	3	2	1
24. Oakton Park - Paws Park (2800 W Oakton St)	Yes	No	4	3	2	1
25. Prospect Park (733 N Prospect Ave)	Yes	No	4	3	2	1
26. Prospect Park - Paula Hassell O'Connor Community Building (733 N Prospect Ave)	Yes	No	4	3	2	1
27. Prospect Park Splash Pad (733 N Prospect Ave)	Yes	No	4	3	2	1
28. Rotary Park (400 S Washington St)	Yes	No	4	3	2	1
29. South Park (833 W Talcott Rd)	Yes	No	4	3	2	1
30. South Park Rec Center (833 W Talcott Rd)	Yes	No	4	3	2	1
31. South Park Wading Pool (833 W Talcott Rd)	Yes	No	4	3	2	1
32. Southwest Park (1600 S Lincoln)	Yes	No	4	3	2	1
33. Wildwood Nature Center (529 Forestview Ave)	Yes	No	4	3	2	1
34. Woodland Park (1200 N Western Ave)	Yes	No	4	3	2	1
35. Other: _____	Yes	No	4	3	2	1

**2. Please indicate if you or any member of your household has a need for each of the Parks and Recreation amenities listed below by circling either "Yes" or "No". If "Yes", please rate ALL of the Parks and Recreation amenities of that type using a scale of 1 to 5, where 5 means the needs of your household are "100% Met" and 1 means "0% Met".**

Type of Amenity	Do you have a need for this amenity?		If "Yes", how well are your needs being met?				
	Yes	No	100% Met	75% Met	50% Met	25% Met	0% Met
01. Community garden	Yes	No	5	4	3	2	1
02. Golf driving range	Yes	No	5	4	3	2	1
03. Indoor 50 meter pool	Yes	No	5	4	3	2	1
04. Indoor fitness	Yes	No	5	4	3	2	1
05. Indoor gymnasium (e.g. basketball, volleyball, cheer practice, pickleball, etc.)	Yes	No	5	4	3	2	1
06. Indoor gymnastics area	Yes	No	5	4	3	2	1
07. Indoor ice arena	Yes	No	5	4	3	2	1
08. Indoor multipurpose aquatics facility	Yes	No	5	4	3	2	1
09. Indoor performing arts facilities	Yes	No	5	4	3	2	1
10. Indoor playground	Yes	No	5	4	3	2	1
11. Indoor running/walking track	Yes	No	5	4	3	2	1
12. Indoor tennis courts	Yes	No	5	4	3	2	1
13. Indoor turf fields (baseball, soccer, etc.)	Yes	No	5	4	3	2	1
14. Nature center	Yes	No	5	4	3	2	1
15. Off-leash dog parks	Yes	No	5	4	3	2	1
16. Outdoor baseball and softball fields	Yes	No	5	4	3	2	1
17. Outdoor basketball	Yes	No	5	4	3	2	1
18. Outdoor fitness equipment	Yes	No	5	4	3	2	1
19. Outdoor ice/sheets of ice	Yes	No	5	4	3	2	1
20. Outdoor paddle tennis	Yes	No	5	4	3	2	1
21. Outdoor pickleball courts	Yes	No	5	4	3	2	1
22. Outdoor playgrounds	Yes	No	5	4	3	2	1
23. Outdoor soccer/lacrosse/football fields	Yes	No	5	4	3	2	1
24. Outdoor swimming pools/water parks	Yes	No	5	4	3	2	1
25. Outdoor tennis courts	Yes	No	5	4	3	2	1
26. Park shelters and picnic areas	Yes	No	5	4	3	2	1
27. Passive green gathering areas	Yes	No	5	4	3	2	1
28. Skate park	Yes	No	5	4	3	2	1
29. Walking and biking trails	Yes	No	5	4	3	2	1
30. Other: _____	Yes	No	5	4	3	2	1

**3. Which FOUR of the INDOOR amenities from the list in Question 2 are MOST IMPORTANT to your household? [Write in your answers below using the numbers from the list in Question 2, or circle "NONE".]**

1st: \_\_\_\_ 2nd: \_\_\_\_ 3rd: \_\_\_\_ 4th: \_\_\_\_ NONE

**4. Which FOUR of the OUTDOOR amenities from the list in Question 2 are MOST IMPORTANT to your household? [Write in your answers below using the numbers from the list in Question 2, or circle "NONE".]**

1st: \_\_\_\_ 2nd: \_\_\_\_ 3rd: \_\_\_\_ 4th: \_\_\_\_ NONE

**5. Have you or other members of your household participated in any recreation programs offered by the Park Ridge Park District during the past 12 months?**

\_\_\_(1) Yes [Answer Q5a-5c.]      \_\_\_(2) No [Skip to Q6.]

**5a. How many DIFFERENT recreation programs offered by the Park Ridge Park District has your household participated in during the past 12 months?**

\_\_\_(1) 1-5 programs      \_\_\_(2) 6-9 programs      \_\_\_(3) 10 or more programs

**5b. Please check the THREE primary reasons why your household has participated in Park Ridge Park District recreation programs or activities.**

\_\_\_(1) Quality of instructors/coaches/staff      \_\_\_(5) Times the program is offered  
 \_\_\_(2) Location of the program facility      \_\_\_(6) Friends participate in the program  
 \_\_\_(3) Quality of the program facility      \_\_\_(7) Dates the program is offered  
 \_\_\_(4) Reasonable fees      \_\_\_(8) Other: \_\_\_\_\_

**5c. How would you rate the overall quality of the recreation programs and activities in which your household has participated?**

\_\_\_(4) Excellent      \_\_\_(3) Good      \_\_\_(2) Fair      \_\_\_(1) Poor

**6. Please CHECK ALL the ways you learn about Park Ridge Park District programs and activities.**

\_\_\_(01) Seasonal program brochure      \_\_\_(05) Newspaper (print)      \_\_\_(09) Neighbors/friends/relatives  
 \_\_\_(02) Park District website      \_\_\_(06) Park District marquee signs      \_\_\_(10) Social media  
 \_\_\_(03) Other websites      \_\_\_(07) Mailers and flyers      \_\_\_(11) Park District e-blasts  
 \_\_\_(04) Newspaper (online)      \_\_\_(08) Park District staff      \_\_\_(12) Other: \_\_\_\_\_

**7. Which THREE of the information sources listed in Question 6 do you MOST PREFER using to learn about Park District programs and activities? [Write in your answers below using the numbers from the list in Question 6, or circle "NONE".]**

1st: \_\_\_      2nd: \_\_\_      3rd: \_\_\_      NONE

**8. Please CHECK ALL of the reasons that deter you or other members of your household from using the parks, recreation, and sports facilities/programs of the Park Ridge Park District MORE OFTEN.**

\_\_\_(01) Facilities are not well maintained      \_\_\_(12) Poor customer service by staff  
 \_\_\_(02) Program or facility not offered      \_\_\_(13) I do not know locations of facilities  
 \_\_\_(03) Facilities lack the right equipment      \_\_\_(14) Use services/facilities of other agencies  
 \_\_\_(04) Security is insufficient      \_\_\_(15) Not accessible for people with disabilities  
 \_\_\_(05) Lack of quality programs      \_\_\_(16) I do not know what is being offered  
 \_\_\_(06) Too far from our residence      \_\_\_(17) Facility operating hours not convenient  
 \_\_\_(07) Class full      \_\_\_(18) Registration for programs is difficult  
 \_\_\_(08) Class canceled      \_\_\_(19) Lack of parking by facilities and parks  
 \_\_\_(09) Program times are not convenient      \_\_\_(20) Too busy/not enough time  
 \_\_\_(10) Use services/facilities in other cities      \_\_\_(21) Other: \_\_\_\_\_  
 \_\_\_(11) Fees are too high

**9. Please indicate if you or any member of your household has a need for each of the programs listed below by circling either "Yes" or "No". If "Yes", please rate the program using a scale of 1 to 5, where 5 means the needs of your household are "100% Met" and 1 means "0% Met".**

Type of Program	Do you have a need for this program?		If "Yes", how well are your needs being met?				
	Yes	No	100% Met	75% Met	50% Met	25% Met	0% Met
01. Adult art, dance, performing arts	Yes	No	5	4	3	2	1
02. Adult athletic programs/leagues	Yes	No	5	4	3	2	1
03. Adult fitness and wellness programs	Yes	No	5	4	3	2	1
04. Adult general programs	Yes	No	5	4	3	2	1
05. Adult programs for 55 years and older	Yes	No	5	4	3	2	1
06. All day preschool (9am-3pm)	Yes	No	5	4	3	2	1
07. Before and after school programs	Yes	No	5	4	3	2	1
08. Birthday parties	Yes	No	5	4	3	2	1
09. Community events, (e.g. outdoor music, movies, holiday events)	Yes	No	5	4	3	2	1
10. Early childhood programs	Yes	No	5	4	3	2	1
11. Golf lessons	Yes	No	5	4	3	2	1
12. Gymnastics	Yes	No	5	4	3	2	1
13. Ice figure skating lessons	Yes	No	5	4	3	2	1
14. Ice hockey skating lessons	Yes	No	5	4	3	2	1
15. Martial arts	Yes	No	5	4	3	2	1
16. Nature programs/environmental education	Yes	No	5	4	3	2	1
17. Programs for people with disabilities	Yes	No	5	4	3	2	1
18. Programs for teens	Yes	No	5	4	3	2	1
19. Special events for adults only	Yes	No	5	4	3	2	1
20. Tennis lessons	Yes	No	5	4	3	2	1
21. Video games/virtual gaming	Yes	No	5	4	3	2	1
22. Water fitness programs	Yes	No	5	4	3	2	1
23. Youth athletic programs/leagues	Yes	No	5	4	3	2	1
24. Youth dance	Yes	No	5	4	3	2	1
25. Youth education (e.g. computer programming, special interest classes)	Yes	No	5	4	3	2	1
26. Youth fitness and wellness programs	Yes	No	5	4	3	2	1
27. Youth learn to swim programs	Yes	No	5	4	3	2	1
28. Youth performing arts	Yes	No	5	4	3	2	1
29. Youth summer camp programs	Yes	No	5	4	3	2	1
30. Youth visual arts	Yes	No	5	4	3	2	1
31. Other: _____	Yes	No	5	4	3	2	1

**10. Which FOUR of the programs from the list in Question 9 are MOST IMPORTANT to your household? [Write in your answers below using the numbers from the list in Question 9, or circle "NONE".]**

1st: \_\_\_\_ 2nd: \_\_\_\_ 3rd: \_\_\_\_ 4th: \_\_\_\_ NONE

**11. Which FOUR of the programs from the list in Question 9 do you currently participate in MOST OFTEN at Park Ridge Park District facilities? [Write in your answers below using the numbers from the list in Question 9, or circle "NONE".]**

1st: \_\_\_\_ 2nd: \_\_\_\_ 3rd: \_\_\_\_ 4th: \_\_\_\_ NONE

**12. What one program would you like added that the Park District does not currently provide?**

\_\_\_\_\_

**13. Please rate your satisfaction with the following Parks and Recreation services provided by the Park Ridge Park District using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied".**

Services	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Quality of the maintenance of Park Ridge Park District parks	5	4	3	2	1	9
02. Number of Park Ridge Park District parks	5	4	3	2	1	9
03. Number of walking trails	5	4	3	2	1	9
04. Quality of walking trails	5	4	3	2	1	9
05. Number of Park District soccer fields	5	4	3	2	1	9
06. Quality of soccer fields	5	4	3	2	1	9
07. Number of Park District baseball/softball fields	5	4	3	2	1	9
08. Quality of baseball/softball fields	5	4	3	2	1	9
09. Number of Park District football fields	5	4	3	2	1	9
10. Quality of football fields	5	4	3	2	1	9
11. Number of Park District lacrosse fields	5	4	3	2	1	9
12. Quality of lacrosse fields	5	4	3	2	1	9
13. Number of sheets of ice	5	4	3	2	1	9
14. Quality of indoor ice rink	5	4	3	2	1	9
15. Amount of available meeting room and rental space	5	4	3	2	1	9
16. Quality of meeting rooms and rental space	5	4	3	2	1	9
17. Quality of recreation programs	5	4	3	2	1	9
18. Ease of registering for programs	5	4	3	2	1	9
19. Availability of information about Park Ridge programs and facilities	5	4	3	2	1	9
20. Customer service by staff over the phone	5	4	3	2	1	9
21. Customer service by staff at facilities	5	4	3	2	1	9

**14. Which THREE of the Parks and Recreation services listed in Question 13 do you think should receive the MOST ATTENTION from Park Ridge Park District officials over the next FIVE to TEN years? [Write in your answers below using the numbers from the list in Question 13, or circle "NONE".]**

1st: \_\_\_\_ 2nd: \_\_\_\_ 3rd: \_\_\_\_ NONE

**15. Please rate your satisfaction with the overall value your household receives from the Park Ridge Park District.**

\_\_\_\_(5) Very Satisfied      \_\_\_\_ (3) Neutral      \_\_\_\_ (1) Very Dissatisfied  
 \_\_\_\_ (4) Satisfied      \_\_\_\_ (2) Dissatisfied      \_\_\_\_ (9) Don't Know

**16. Please indicate how supportive you would be of each of the following actions the Park Ridge Park District could take to improve the Parks and Recreation system.**

Action that could be taken by the Park District:		Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
01.	Renovate the existing ice rink	4	3	2	1
02.	Add second sheet of ice	4	3	2	1
03.	Adding concessions at facilities	4	3	2	1
04.	Expand Centennial Aquatic Center with a lazy river	4	3	2	1
05.	Expand Centennial Fitness Center	4	3	2	1
06.	Renovate indoor pool at the Centennial Fitness Center	4	3	2	1
07.	Renovate nature center	4	3	2	1
08.	Build additional gymnasium	4	3	2	1
09.	Build gymnastics facility	4	3	2	1
10.	Build indoor multi-sport athletic facility	4	3	2	1
11.	Acquire land and preserve open space	4	3	2	1
12.	Add shelters/pavilions in parks	4	3	2	1
13.	Build a paddle tennis courts	4	3	2	1
14.	Replace outdoor playgrounds	4	3	2	1
15.	Build a universally accessible playground	4	3	2	1
16.	Build an indoor playground	4	3	2	1
17.	Renovate dog park	4	3	2	1
18.	Create community gardens	4	3	2	1
19.	Build pickleball courts	4	3	2	1
20.	Add restroom in parks	4	3	2	1
21.	Other: _____	4	3	2	1

**17. Which FOUR actions from the list in Question 16 would you be MOST WILLING to fund with your tax dollars? [Write in your answers below using the numbers from the list in Question 9, or circle "NONE".]**

1st: \_\_\_\_ 2nd: \_\_\_\_ 3rd: \_\_\_\_ 4th: \_\_\_\_ NONE

**18. How often have you or members of your households visited Oakton Park and/or facilities during the past 12 months?**

- \_\_\_\_(1) More than 25 times
- \_\_\_\_(2) 11-25 times
- \_\_\_\_(3) 1-10 times
- \_\_\_\_(4) Haven't visited Oakton Park in the past 12 months
- \_\_\_\_(5) Have never visited Oakton Park [Skip to Q21.]

**19. Please rate your satisfaction with the following amenities at Oakton Park using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied".**

Oakton Park Amenities	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Ice arena	5	4	3	2	1	9
2. Golf driving range	5	4	3	2	1	9
3. Batting cages	5	4	3	2	1	9
4. Dog park	5	4	3	2	1	9
5. Open space	5	4	3	2	1	9
6. Parking	5	4	3	2	1	9

**20. Which TWO of the amenities at Oakton Park listed in Question 19 are the MOST IMPORTANT to your household? [Write in your answers below using the numbers from the list in Question 19, or circle "NONE".]**

1st: \_\_\_\_ 2nd: \_\_\_\_ NONE

**21. Please indicate how supportive you would be of each of the following potential improvements that could be made to Oakton Park.**

Potential Oakton Park Improvements	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
01. Additional indoor ice surface	4	3	2	1
02. Renovated Oakton Ice Arena	4	3	2	1
03. Additional indoor aquatic facilities	4	3	2	1
04. Splash pad water play in park	4	3	2	1
05. Outdoor synthetic surface for athletics	4	3	2	1
06. Indoor multi-purpose sports complex	4	3	2	1
07. Passive open space	4	3	2	1
08. Gymnasium space	4	3	2	1
09. Indoor playground	4	3	2	1
10. Outdoor playground	4	3	2	1
11. Indoor walking track	4	3	2	1
12. Outdoor walking trails	4	3	2	1
13. Gymnastics facility	4	3	2	1
14. Community garden	4	3	2	1
15. Other: _____	4	3	2	1

**22. Which THREE improvements from the list in Question 21 would you be MOST WILLING to fund with your tax dollars? [Write in your answers below using the numbers from the list in Question 21, or circle "NONE".]**

1st: \_\_\_\_ 2nd: \_\_\_\_ 3rd: \_\_\_\_ NONE

**23. If a voter referendum was held to fund the improvement, development, and operations of Oakton Park that are MOST IMPORTANT to you and members of your household, how would you vote in the election?**

\_\_\_\_(1) Vote in Favor      \_\_\_\_ (2) Might Vote in Favor      \_\_\_\_ (3) Not Sure      \_\_\_\_ (4) Vote Against

**24. Counting yourself, how many people in your household are...**

Under age 5: \_\_\_\_      Ages 15-19: \_\_\_\_      Ages 35-44: \_\_\_\_      Ages 65-74: \_\_\_\_  
 Ages 5-9: \_\_\_\_      Ages 20-24: \_\_\_\_      Ages 45-54: \_\_\_\_      Ages 75+: \_\_\_\_  
 Ages 10-14: \_\_\_\_      Ages 25-34: \_\_\_\_      Ages 55-64: \_\_\_\_

**25. What is your age? \_\_\_\_ years**

**26. Your gender: \_\_\_\_ (1) Male      \_\_\_\_ (2) Female**

**27. How many years have you lived within Park Ridge Park District boundaries? \_\_\_\_ years**

**28. What is your annual household income?**

\_\_\_\_ (1) Less than \$25,000      \_\_\_\_ (3) \$50,000-\$99,999      \_\_\_\_ (5) \$150,000-\$199,999      \_\_\_\_ (7) \$250,000 or more  
 \_\_\_\_ (2) \$25,000-\$49,999      \_\_\_\_ (4) \$100,000-\$149,999      \_\_\_\_ (6) \$200,000-\$249,999

**29. Please use the space below for any additional comments.**

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**This concludes the survey – Thank you for your time!**  
 Please return your completed survey in the enclosed return-reply envelope addressed to:  
 ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain completely confidential. The address information printed to the right will ONLY be used to help identify areas with specific needs. Thank you.



# **Section 5**

## ***Cost Proposal***

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# Cost Proposal

<b>ETC Institute 2018 Pricing for The Hoffman Estates Park District</b>	
number of completed surveys	<b>800</b>
precision w/95% level of confidence at District level	+/-3.46%
On-Site Visit for kick-off meetings (one day, two meetings)	\$1,750
Survey Design and Sampling Plan	\$5,280
Administer Survey 13-16 minute survey (Up to 7 pages in length)	\$8,750
Formal Report with summary and charts Includes Benchmarking and Priority Investment Rating Analysis	\$4,575
Cross-tabulations for Key Demographic Groups	\$1,500
On-Site Visit to present findings (one day, two meetings)	\$1,750
<b>Total</b>	<b>\$23,605</b>

<b>Optional Services</b>	
GIS Mapping	\$1,500
Open Internet Option (Tabular data + Charts and Graphs)	\$750
Present survey results via webinar (in lieu of on-site visit)	\$500