



2024 Comprehensive Community Survey Proposal



Company Information:

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May 2024

Letter of Interest

A brighter future for every community



Client Satisfaction Experts

- We are recognized national experts in satisfaction studies, working with a variety of different clients on satisfaction studies
- We design and manage satisfaction systems, including modeled importance to which dimensions most leader to satisfaction or greater quality of life
- Rachael, your project lead, has collaborated with over 100 local governments on community surveys across the nation

Lansing as a Case Study Example

- True North would like to use Lansing as a case study to showcase our innovative approach to community engagement and analysis.
- We will use Lansing as an example to other communities we plan to collaborate with.

Deeply Discounted Rate

- As a thank you for trusting True North to deliver Lansing strategic insights in understanding resident perceptions we would like to offer this to you at a deeply discounted rate.

We Will Do the Heavy Lifting

- We know you are busy and working with limited capacity. We will be the ones to develop, program, administer and analyze the survey. We will just need you for those upfront, honest, conversations about what's going on in your community.

True North is an Expert in Satisfaction Studies



Client Satisfaction Experts

- A recognized expert in satisfaction, experience, attitudinal, and user research
- Over 75+ years of combined team experience
- Both qualitative and quantitative satisfaction studies

We work with local and state governments, as well as hospitals, financial firms, and utilities, among other industries to better understand satisfaction. True North is at the forefront of advancing the Insights discipline by introducing new approaches based on the latest evidence from Behavioral Economics. True North has been recognized for these groundbreaking strides in satisfaction studies.



Community Insights Experts

- We design and manage satisfaction systems, including modeled importance dimensions that lead to satisfaction or greater quality of life.
- We are not just data providers, nor do we rely on a boilerplate – we provide insights and strategic consulting unique to each of our clients.
- Rachael, your project lead, has **Collaborated with over 100 local governments** on Community surveys across the nation.



Partners You Can Trust

- Digging deeper, re-cutting the data, and additional presentations are all part of a project. - ***We Do Not Nickel and Dime.***
- You will have only high-level researchers on your team.

Recent Awards



Top 100 Leader in Marketing by MARsum



Most Trusted Market Research and Analytics Firms in the World by Business Wire Magazine



Most Innovative Market Research Firm by IndustryWired

Don't take our word for it...

“Rachael is fantastic! She really understands how the survey process is supposed to work. She helped our Park District create a Community survey that helped guide our short and long-term strategic plan. It helped us get the data we were truly looking for.” - Johnathan Kiwala, Director, Kenilworth Park District, IL

“I have found their services to be exceptional. Their team of professionals is knowledgeable, experienced, and dedicated to ensuring their clients are fully satisfied with their work.” – Karla Martinez, Consumer Insights, State of Oregon

“True North always adds valuable insights to our projects and is easy to work with throughout the process.” – Phil Gooch, Insights Manager, Evergy

Objectives



Conduct a Community survey to gather feedback from residents to help the City of Lansing leaders make informed decisions on municipal service and program offerings.

Primary Objective and Background

Collaborate with the City of Lansing leadership team to develop a 2024 comprehensive community-wide survey.

The Community survey results will be used as a tool for leaders and decision-makers to understand better the Community's needs, preferences, and satisfaction levels regarding municipal services and programs. The goal is to provide leaders with the information needed to enhance Community members' overall quality of life and well-being.

How True North Will Meet These Objectives

Design questionnaire(s) based on previous trending and upfront conversations with the Lansing leadership working group team.

- Measure attitudes and Community perceptions on satisfaction with programs and services, safety, economic development, and land use.
- Identify programs and services most important to the resident's quality of life
- Administer the survey, ensuring it represents the City of Lansing residents demographically and geographically.

Reports will be "*management-ready*," providing recommendations for leadership on areas of strength and focus.

Administer a benchmark survey simultaneously among comparable cities using the same questionnaire as Lansing (optional).

Analyze as many surveys as we can get back.

Present final report and recommendations, either online or in-person, to City of Lansing leadership.

The Project Process

"Seek first to understand . . ."



- Kick-off meeting to fully understand expectations, decisions to be made, how the insights will be used, and unexpected challenges we may face.

- Design questionnaire based on kick-off meeting feedback.
- Sample or other issues may also need to be adjusted.

- City of Lansing, KS approvals.

- Purchase sample
- Program questionnaire
- Administer survey (online and post-cards)
- Collect responses
- Clean data
- Analyze
- Write report

- Deliver report
- Present report (as many times as needed).

Critical Issues for A Successful Community Survey

Data Collection Method



A multi-mode approach will ensure a representative sample.

Well Designed Questionnaire



The latest in behavioral science reveals that many scales on many attributes are a poor way to capture satisfaction.

Best-In-Class Analytics



Results should be more than reporting how many checked a box.

Analytical Frameworks for Decision-Making



A good reporting method will present data in a form that quickly and easily reveals the most important elements to address. Management should not have to sort through pages of numbers to determine where to focus their efforts.

A Team You Can Trust



Your insights team should be consultative, responsive, and trusted. More than a team that can produce numbers, it is an experienced team you can trust.



Critical Issues

Quantitative Approach and Methodology

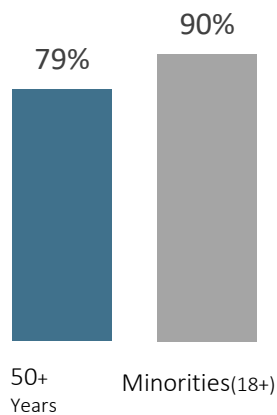
How we communicate has changed dramatically over just the last few years. To capture a truly representative sample, we must talk to residents in their preferred form.



Mobile Device

All segments of interest are heavy users of smartphones, including older adults and minorities. Most people are on their smartphones almost daily, if not multiple times throughout the day. More and more residents are taking surveys on their phones.

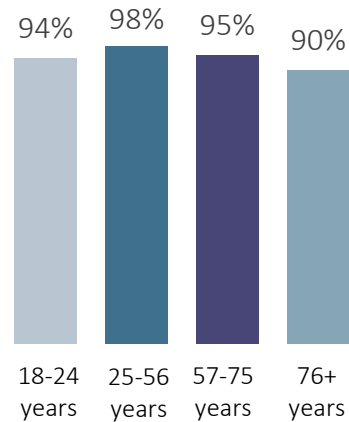
Use of Smart Phone



Computer

More than 90% of residents of all age groups use email as a form of Communication.

Use of Email



Mail

Physical mailed postcards are another way to give residents an opportunity to hold in their hands physically; potentially older residents.

A QR Code will be printed on the mail survey for those who prefer to take the survey on their smartphone.

We go where the people are

We don't rely on just one mode; we utilize the different modes most preferred by residents. We are more likely to get a good representative sample and higher response rates using all three methods. Additionally, when the City itself promotes the survey, this multi-mode approach makes it easier for residents to provide their opinions.

The Appropriate Mix of Respondents

A sample distribution that reflects the Community will lead to a more representative and meaningful survey.

Collect responses from different methods

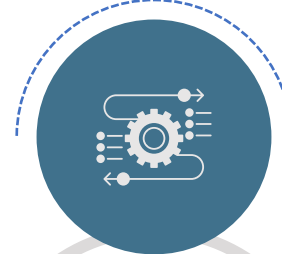
- Different types of respondents will respond to different types of stimuli.
- Not all residents will respond to a paper and pencil survey; not all will respond to an emailed survey.
- To ensure a sample distribution that truly represents your Community attitudinally as well as demographically, True North will utilize mail, email, and online sources.

Results will be “weighted” to ensure we truly represent Lansing’s community composition

No matter how good the sample is, the resulting sample distribution will likely under or overrepresent a segment. Therefore, True North will check the demographic distributions of the survey and compare that to the City distribution to ensure an accurate, representative sample.

- In addition, different demographics respond to surveys at different rates. Thus, True North may “weight” the sample analytically to reflect the true Community composition.

Different Invitation Methods



Quality Sample



Trusted Results



Data Weighting



Balanced List



A quality sample is critical to quality results

- True North will execute the necessary steps and checks to ensure a good, quality sample.
- Including a screener to ensure we are talking to current residents of the City of Lansing.

Mail and online lists that represent the demographics of the Community will be used

- Balanced by age, income, and ethnicity.
- By including more lists (email, phone number for texting, address for mailing), we are more likely to achieve a good, balanced, representative sample.

Postcard Details

CITY OF
LANSING
KANSAS



(Insert Specific Name)
Address Line 1
City of Lansing, KS

City of Lansing Community Survey!

We love Lansing, and we always want to make it better! **We want to hear from YOU** to better to understand your interests, concerns, and needs. This will better help us align city resources with resident priorities.

It will only take about 12 minutes to complete, and we would love to add your input to the decision-making process.

Thank you for your time!

-Tim Vandall, City Manager

Just scan the QR Code
to take the survey →



Postcard offers several benefits

- It can be more graphic, enticing, and a way to additionally remind residents of the survey
- Will attract a different type of resident who may not respond to the physically mailed surveys.
- It will serve as a reminder to those who saw the online survey, increasing response rates.
- We will survey every household in the City of Lansing, KS – giving everyone a chance to participate in this very important effort.



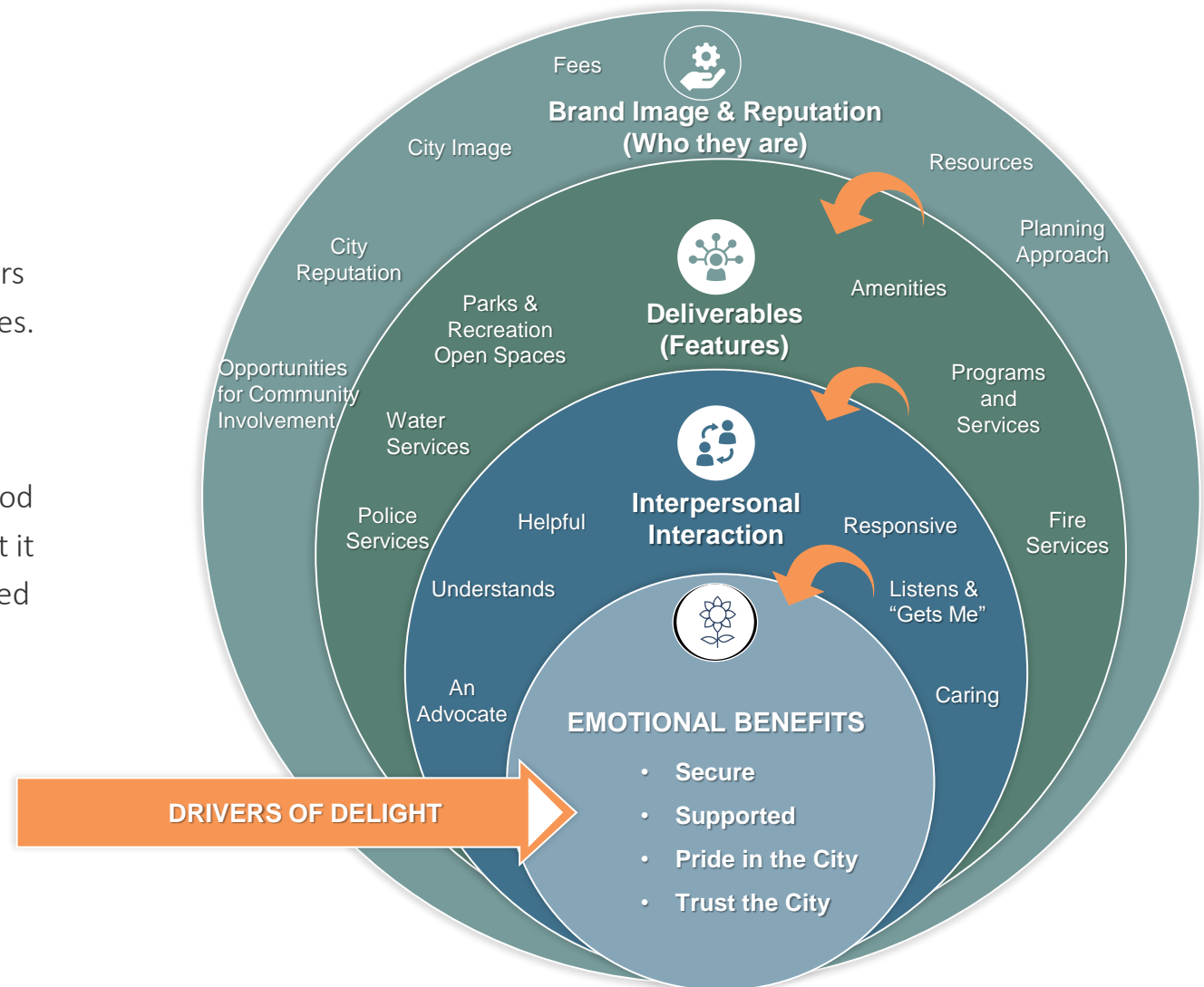
Give it a try!

A Satisfaction Framework

While many in our industry just ask about the deliverables, True North goes further to understand how brand image and interpersonal interactions create emotional benefits to residents.

A study such as this requires more than asking questions. And reporting data. It starts with an analytical framework.

- True North developed this satisfaction framework after years of satisfaction and experience studies across many industries.
- Each level has a role in the process. And each level can contribute to satisfaction or hinder it.
- This framework illustrates that the features themselves (good police protection) have a limited impact on satisfaction. But it is the benefits (feeling safe and secure) that result in satisfied residents. *Humans respond to benefits, not features.*



A Well-Designed Questionnaire

Customers will be more engaged with a well-designed programmed questionnaire.

True North will start survey development keeping the trending survey in mind. Rachael Snider, your project lead, is an expert in performance management and has Conducted multiple trending surveys across several industries.

A good questionnaire should not be a static document

- › There is a balance between trending data and staying relevant with the current set of management decisions.
- › True North will examine the survey to identify what is least important so that Lansing can add questions that address the latest strategic topics.

A good questionnaire considers look, feel, and ease of use

- › The questionnaire will represent the City of Lansing. We want it to be clear and easy to complete.
- › Many may take the survey on their smartphone. The questionnaire must work well in a mobile environment

Short Survey



Give it a try !

We use something similar for global satisfaction studies

A Comment on Scales



The latest behavioral science reveals that humans do not make decisions on a 5-point scale – we make choices among a set of alternatives



Scales have their place, but our industry relies too much on them. There are alternatives that are much better



Different ethnicities respond differently to scales. We want the responses to be a result of services, not the demographic makeup of the trade area.



True North will provide the standard Scales – but also offer alternatives to dig deeper into the issues.

The Questionnaire Must Work Well with a Cell Phone

However, most survey programs are designed for PC or even paper & pencil use and not with mobile in mind.



All socio-economic groups utilize smartphones.

A survey easily accessed and completed on a mobile device is important to ensure a good, representative sample



Many households do not have laptops or PCs. They only have a phone. For those who prefer to respond to the mail survey they also have that option.



All income groups and ethnic groups have a smartphone.



Programming for a mobile device is different from programming for a PC.

True North will design and program the questionnaire to allow it to be easily completed on a smartphone.

An example of how we use a mobile device for surveys is presented later in this proposal.

Lansing is a great place to raise a family

I feel safe in Lansing

Lansing is a great place to retire

Lansing has great public spaces

Optional: Evaluating Potential Policies and Plans

Evaluating new options is very different from evaluating existing services. True North recommends applying new approaches based on behavioral science that utilize choices, not just a series of scales, with our **Rapid Review** approach.

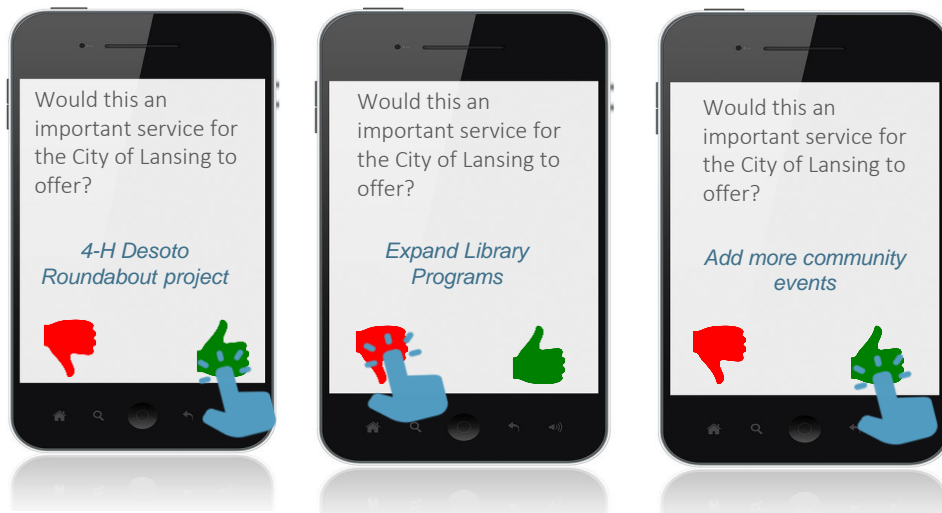


Humans don't make decisions on a 5-point scale. They make choices!

Following the same pattern humans use to decide in the real world, we can be more reflective of preferences and real behavior. Should the City have upcoming initiatives this could be a nice process to incorporate into the survey at no incremental cost.

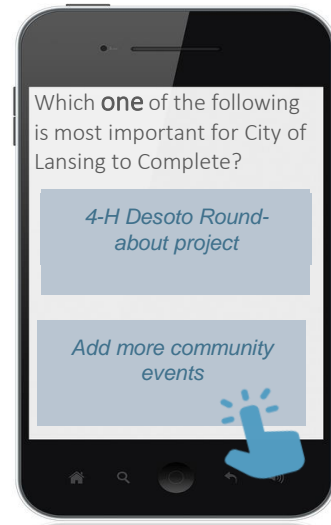
Step 1

Identify if the proposal falls into a set of important considerations for the City.



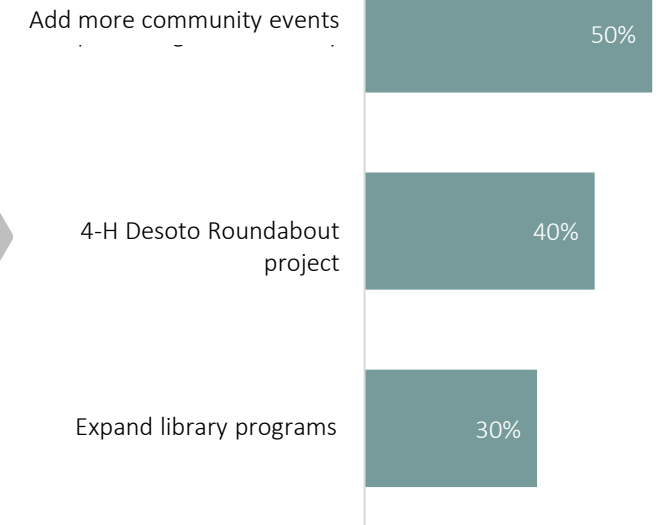
Step 2

Recall all those they consider to be important and ask which one they believe the City should undertake.







Output





Identify which proposals are most important overall



Projected Demographic Distribution

Based on US Census Data: Population 11,187/Total Households 3,639

|  Gender |  Count |  Distribution |  Projected # of Surveys |
|--|---|--|--|
| Females | 4,574 | 40% | 120 |
| Males | 6,712 | 60% | 180 |
| Age | | | |
| HH with Children Under 10 | 1,231 | 11% | 33 |
| HH with Children Ages 10-17 | 1,187 | 10% | 30 |
| Ages 18 to 24 | 671 | 6% | 18 |
| Ages 25 to 34 | 1,678 | 15% | 45 |
| Ages 35 to 44 | 1,567 | 14% | 42 |
| Ages 45 to 54 | 1,678 | 15% | 45 |
| Ages 55 to 64 | 1,342 | 12% | 36 |
| Ages 65+ | 1,902 | 17% | 51 |
| Ethnicity | | | |
| White | 8,167 | 73% | 216 |
| Hispanic | 671 | 6% | 18 |
| Black/African American | 1,566 | 14% | 42 |
| Multi-Racial | 671 | 6% | 18 |

|  Housing |  Count |  Distribution |  Projected # of Surveys |
|---|---|--|--|
| Owner | 8,838 | 79% | 237 |
| Renter | 2,349 | 21% | 63 |
| Household Income | | | |
| Less than \$25,000 | 224 | 2% | 6 |
| \$25,000 to \$49,999 | 1,454 | 13% | 39 |
| \$50,000 to \$99,999 | 2,685 | 24% | 72 |
| \$100,000 to \$149,999 | 2,909 | 26% | 78 |
| \$150,000 to \$199,999 | 2,126 | 19% | 57 |
| Over \$200K | 1,790 | 16% | 48 |



Estimates Based on **n=300 surveys**

*Other demographic characteristics such as income, geography (proportionate by zip codes), and other important factors will be determined.

Optional: A Better Way for Benchmarking

Benchmarking is useful, True North uses the gold standard.

Traditional benchmarks have many problems



Each city might ask the question differently or use different scales



Most benchmark comparisons are cumulative, using data from 5+ years ago



Different ethnic groups use scales differently. If a benchmark city has a different ethnic composition, this will create differences in a scaled response



The timing of when the survey was conducted can create differences. (Were previous studies executed pre-Covid?)



The Gold Standard

True North will execute your Core residential survey in benchmark cities at **the exact same time** your survey is being administered. *A much improved and useful benchmark!*



This allows you to benchmark...

- › Using the exact same survey instrument
- › At the exact same time
- › With the exact same sample definition
- › And executed the exact same way
- › Studying communities that are similar to the City of Lansing Kansas.



Results for all benchmark cities will be combined to create an overall benchmark

Where to Focus Your Efforts?

True North provides results in a framework to help leaders understand where to invest resources.

So where should the City of Lansing focus its efforts?



Perhaps those that are below the benchmarks?



Perhaps those services that get a lower score?



But what if those services do not impact residents' opinions of Lansing?



What if they are simply less important?

...Not all services are equally important.

Analytically identify the services that most lead to a **more satisfied customer!**

Improving these services will have a greater impact on the City of Lansing residents' satisfaction.

Solution



This is how we do it . . .

More Predictive Metrics Exist

While satisfaction serves as a baseline measure with a relatively low threshold for future behavior, research demonstrates that residents' likelihood to recommend carries significantly more weight, **being 2.5 times more predictive**. Simply satisfying residents is not the goal – we want them to love our community genuinely.

*Our aim is not just to satisfy our residents. We want to **Delight** them!*

We will ask both overall City satisfaction and how likely the resident is to recommend living in the City to a friend or family member.

Quality of life driver scores will be created based on the NPS score and the attribute associated. This will give clear direction to city managers on where to focus resources most efficiently.



Identifying the Most Important City of Lansing Services

Analytically derived importance scores based on a correlation between satisfaction and performance.

We don't rely just on what the respondent tells us; we analytically determine importance based on their responses.



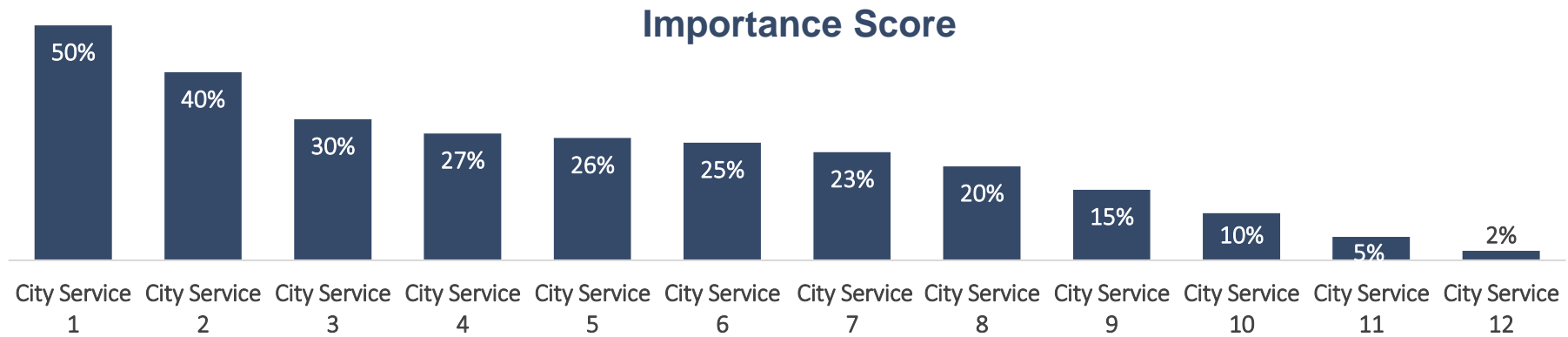
This typically reveals more emotionally driven dimensions.



Emotionally driven dimensions have been found to change perceptions and behaviors.



Although the results are analytically determined, the output is very easy to interpret.



Analysis Note

This type of analysis is emerging as a “best practice”; it is used to help identify where to focus limited resources.

Analytically, the importance score is derived based on a correlation between each service importance rating and the overall satisfaction score.

Analytical Frameworks for Decision Making

Clearly identifies areas of strength and areas of improvement.



True North will provide “decision-ready” results

- › You will not have to sort through a big PowerPoint to understand the challenges and opportunities.



Easily Consumable

- › A hallmark of a good analytical framework is that it is easy to understand.
- › The key findings will be clear and not bogged down with unnecessary data.



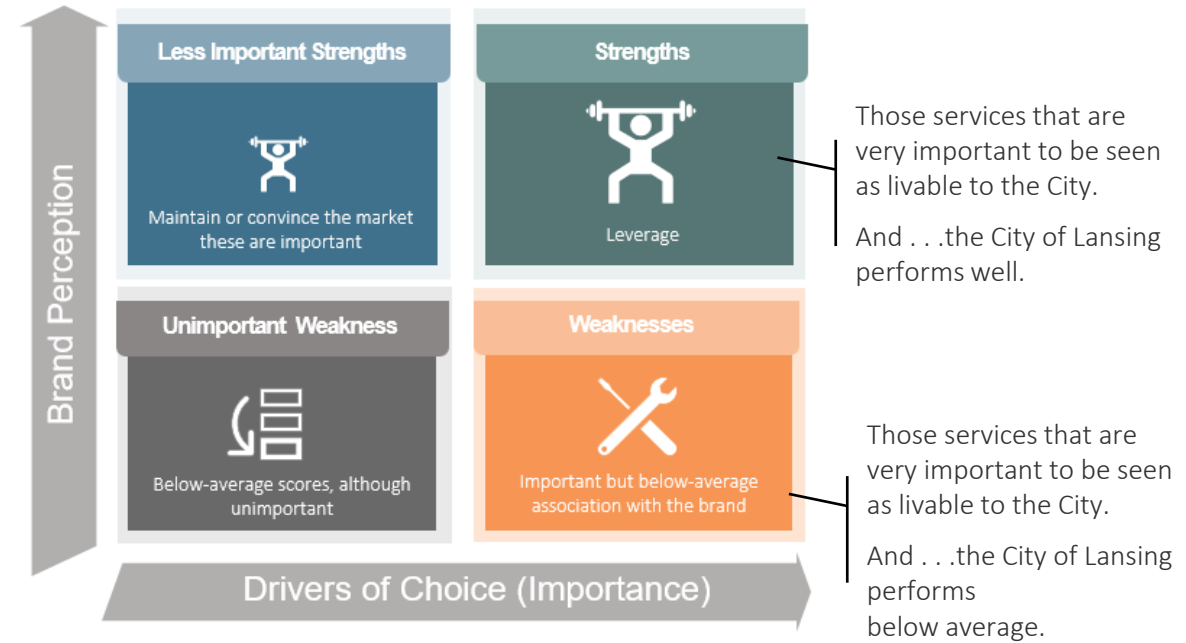
Action Map Example

- › This is one example of what we provide.
- › A quick glance reveals City of Lansing, KS strengths and opportunities. Maps will be created overall, and for each individual department.



Action Map

Identifies City of Lansing’s strengths and areas of opportunity



Deliverables

True North does not just provide data – we provide insights and a path forward.



True North Will Deliver a Management Ready Report

- Complete with an executive summary for those who don't have the time to review all the details.
- Organized and reported for easy consumption and understanding.
- It will have an Appendix of detailed tables.
- We will provide raw data and crosstab results.



The Projects Isn't Over Until You Get What You Need

- This is one of our operating principles. We are not interested in just providing a PowerPoint report. We are interested in helping our clients truly understand and make decisions.
- We are a collaborator and partner, not just another vendor. We understand you are buying insights and an understanding; we provide data-driven strategic consulting.



True North Will Deliver as Many Virtual Presentations as Desired

- Complete with an executive summary for those who don't have the time to review all the details.
- True North will deliver an in-person presentation if desired. In-person Conversations Can lead to better understanding.

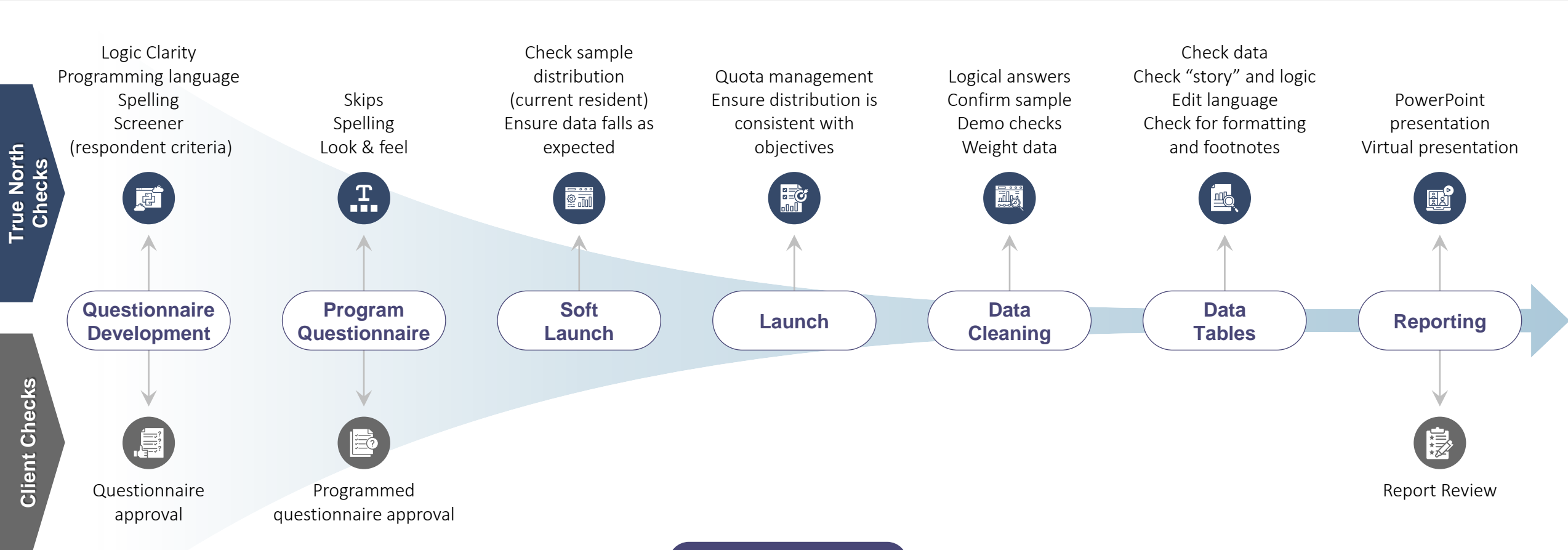
Quality Control Process for Quantitative Data

True North has a documented protocol to ensure high QC standards.

True North has a highly experienced project management team.

These checklists ensure quality controls are maintained.

In addition to these steps, experienced PMs are more likely to find any issues that fall outside of these checks.



Analysis note

We include a screener and soft launch the survey with residents to ensure an additional step to accurate results.

Tasks and Deliverables



Task 1: Survey Development (2 weeks)

- After the initial meeting with the City, True North will make changes to the questionnaire based on approved recommendations and feedback. The service area is confirmed, any available sample is purchased, and the City provides a database of resident addresses.
- Once the questionnaire is updated, True North will send it to the City to approve the final survey questionnaire.
- Once the questionnaire is approved, True North will program the study in Forsta and send mailers to the printer within 3 days.
- City leaders will be sent a link to the online version of the questionnaire for final approval.



Task 2: Survey Administration (4 weeks)

- Survey will have a soft launch with 200 residents to ensure everything is falling as it should.
- Full launch with all available emails/addresses.
- Send reminder emails after 1 week targeting those who have not completed those surveys and lower responding demographics.
- Send a second reminder to encourage participation to those who have not responded.
- The administration process in the field will last roughly 4-5 weeks. Goals: a total of *300 completes.

*We have found that when the City works to promote the survey in advance, we obtain higher response rates.



Task 3: Report Creation (2 weeks)

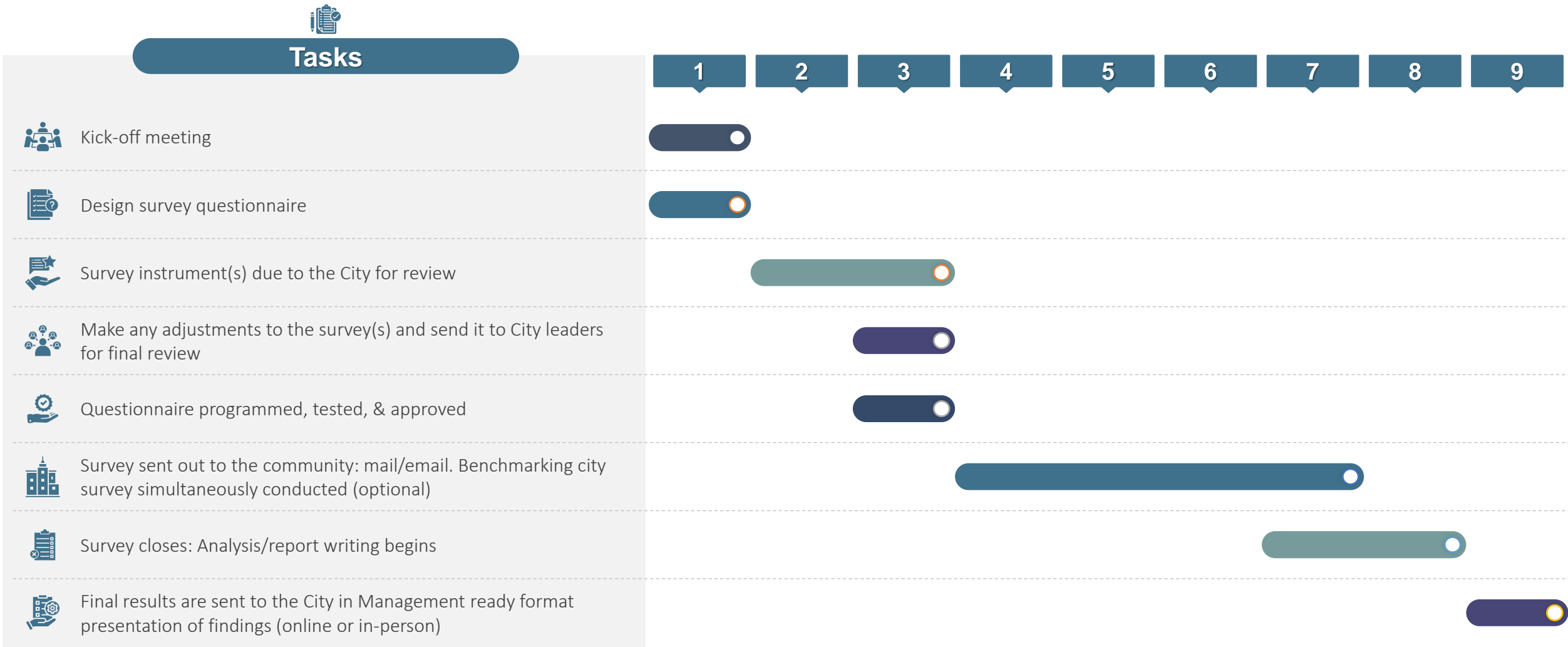
- Management-ready PowerPoint created and an appendix of detailed tables and findings, including comparisons across groups. Findings are broken down by various demographics.
- Final report submitted, including raw data.



Task 4: Presentation (1 week)

- PowerPoint presentation submitted.
- True North will deliver as many virtual presentations as needed. We recognize not everyone can be present at every meeting.
- Final report submitted to the City of Lansing and presentation by True North. This presentation can be placed on your website or sent to new employees as they come on board.
- An in-person presentation.

Timeframe and Project Fees



Note: The schedule is designed to conclude in 8-10 weeks but can be completed in a shorter timeframe if the City of Lansing needs it. Project is to be completed before May 31st, 2024.

TBD

Fee for Community Survey Design, Administration, and Analysis Services



Optional Services

\$2,500

Benchmark Services

\$1,200 (includes incentives)

Focus Groups (each)

A Word On Collaboration . . .

A true partner

An extension of your team



It is one thing to say you are a partner



It is something else to be one

- › Clients view us as an extension of their team, not as a hands-off vendor.
- › Our objective is always to answer the questions and to provide real insights, not simply to deliver a PowerPoint report.



True North works as a hands-on partner

- › Collaboration to us means that we need to understand your situation, objectives, strategies, and challenges. By knowing these, we can better deliver insights that can be actioned against.
- › Not all communities are the same. Not all utility commissions or boards are the same. Expectations and challenges are different.
- › Thus, we will work as partners throughout the process. Understanding, and capturing your thoughts and opinions.



It is for these reasons that True North has been named a “Most Trusted” research firm . . .



The True North Lansing Team

▶ Each with a minimum of 15 years experience



Organizational Structure



Dave Santee

Founder & President of True North Market Insights

Dave has worked on many different types of satisfaction studies across the nation within both the private and public sectors. He is an expert in research methods and understanding client satisfaction. Dave recently won **TOP 100 Marketing Leader in the US by MARsum** for his innovative research methodologies based on continued research in Behavioral Economics.



Carol Hastings

VP, Client Loyalty

Carol brings with her over 30+ years of experience. She currently heads up our largest clients' international satisfaction study



Chris Olliff

VP, Client Experience

Chris's brings 25+ years of experience, with strengths in fostering relationships and building connections



Rachael Snider

Director of Community Insights

MPA with 15 years of market research; worked with over 100 governmental clients



Christine Coleman

Senior Research Manager

Logistics and data management
25+ years experience



Ajith Menon

Manager, Research Technology

Masters in Market Research
12+ years experience
An expert in functional dashboards



Alejandra Cortes

Multicultural Research Mgr. & Sr. Project Manager

MBA, Multi-cultural expert.
Native Spanish speaker

Rachael Snider, Government Insights Expert and Project Lead

▶ Rachael will be the day-to-day contact, ensuring the project runs smoothly



Rachael has tremendous experience working with over **100 communities** across the nation on governmental needs assessment studies. Her work includes resident satisfaction studies, parks and recreation needs assessment studies, program evaluation, and capitol improvement studies.

Rachael firmly believes in the significance of resident feedback and engagement, recognizing them as pivotal elements for fostering healthy communities.

Rachael has worked with city governments on several topics, including...

Rachael Snider
Director of Community
Insights
MPA & Performance
Management



Resident Satisfaction

- ✓ Identifying underlying reasons for low or high satisfaction scores
- ✓ Identifying and establishing trends and performance measures
- ✓ Providing actionable insights into areas for improving resident satisfaction



Capitol Improvement

- ✓ Identifying which projects residents are most important to residents – as well as what they are willing to pay for
- ✓ Identifying which messages are going to meet the community objectives



Parks and Recreation

- ✓ Understanding barriers, needs, and issues associated with programs, services, and facilities
- ✓ Identifying, strengths, weaknesses, and areas of opportunity for the park department

References



A variety of insights

#1

“I have worked with Rachael Snider on **more than 100 community needs assessment surveys and could not recommend her work more highly.** Rachael is a tremendously talented project manager who is very skilled at conducting statistical analysis.”

#2

“Rachael is fantastic! She really understands how the survey process is supposed to work. **She helped our Park District create a community survey that helped guide our short and long-term strategic plan. This also helped us with our Capital planning.** She was patient, knowledgeable, and very easy to work with. Her input regarding the statistical relevance for our questionnaire was extremely helpful. It helped us get the data we were truly looking for.”

#3

“I have had the pleasure of working closely with True North Market Insights, and **I have found their services to be exceptional.** It’s been very easy to work with True North. Their team of professionals are knowledgeable, experienced, and dedicated to ensuring that their clients are fully satisfied with their work. They consistently go above and beyond what is expected of them to ensure that their client’s needs are met. **I have no doubt that True North would be an asset to any organization that requires their services. They have my highest recommendation”**

#4

“I have worked with True North for several years now. **They always add valuable insights to our projects and are easy to work with throughout the process.** Dave and his team do a great job of reporting the results in a easy to understand format.”

Ron Vine, Former VP of ETC Institute
Email: ronvine1950@gmail.com
Cell: (913) 747-5524

Johnathan Kiwala, Kenilworth, IL
Parks and Recreation Director
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Karla Martinez, Community Outreach,
State of Oregon, DFR
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TRUE NORTH

MARKET INSIGHTS

Clarity

Confidence

