Proposal for Community Satisfaction Survey Services

Prepared For the City of Novi, Michigan

January 22, 2026

Submitted by:

ETC INSTITUTE

to

CITY OF NOVI

Helping Organizations Make Better Decisions
725 W. Frontier Lane, Olathe, Kansas 66061
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1/22/2026

Dear Sheryl:

ETC Institute is pleased to submit a proposal to conduct Community Satisfaction Surveys for the City of Novi, Michigan. ETC Institute is a corporation located in Olathe, Kansas and is owned by our CEO, Christopher Tatham.

ETC Institute believes that our extensive experience conducting surveys combined with our client-focused, results-driven approach to project management, makes us uniquely qualified to assist the City of Novi in achieving the goals and objectives of this project. This proposal is intended to be completely responsive and has been organized as follows:

Section 1: Community Survey Approach
Section 2: Business Survey Approach
Section 3: Employee Survey Approach
Section 4: Pricing Section

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 50 states. ETC Institute has designed and administered more than 3,500 statistically valid surveys and our team of professional researchers have moderated more than 1,000 focus groups and 2,000 stakeholder interviews. During the past five years alone, ETC Institute has administered surveys in more than 700 cities and counties throughout the United States. ETC Institute has also conducted research for more large U.S. cities than any other firm.

Our database comprises national and regional benchmarks for over 80 local governmental services, derived exclusively from surveys administered by us. Our firm maintains national and regional data for community, employee, and business surveys that provide our clients with the most up to date and reliable comparative norms. Unlike some comparative databases that use secondary sources, ETC Institute's data is from surveys that were administered by ETC Institute. ETC Institute's database only includes data from surveys that have been administered during the past three years. This will ensure our comparative norms are the most representative of existing attitudes and expectations of residents, employees, and businesses.

ETC Institute Has Developed the Most the Most Innovate Analytical Tools to Help the City Understand and Utilize Survey Data. Amidst resource constraints, prioritizing citizen-centric activities is crucial. Our Importance-Satisfaction (I-S) rating tool facilitates this by pinpointing high-impact areas for resource allocation. By identifying services of high importance but low satisfaction, officials can focus efforts where they matter most. Our analysis uncovers satisfaction drivers, presented in both tabular and graph formats for clarity. Our Project Principal, Christopher Tatham, is the nation's leading authority on the development of qualitative and quantitative market research for governmental clients.

ETC Institute Guarantees That We Will be Very Responsive to Your Needs. ETC Institute administered a survey to organizations that had used our services and among the 150 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. *We routinely go beyond the contractual requirements of a project to ensure the goals and objectives of our clients are achieved.* Our philosophy on customer satisfaction is simple: **we are customer-focused to help our clients be customer-focused.**

ETC Institute's Most Senior Professionals Will Be Managing the Project on a Daily Basis. By having experienced senior personnel lead the day-to-day management of each study, ETC Institute will ensure your organization receives the highest level of service possible and that our high standards of quality control are maintained throughout the course of the project. The City of Novi will receive priority for resources from our firm throughout the duration of the contract, and we will ensure that each phase of 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, development of focus group scripts, administration of surveys, and analysis of the data collected. Our team has unparalleled expertise in project management, survey design, leading focus group and panel discussions, and survey administration.

Closing

Market research has evolved over the last 30 years and ETC Institute has been there every step of the way. You will not find an organization that is more committed to your success than ETC Institute. We will do everything we can, without hesitation, to be responsive to your needs during the study, and we will continue to be your partner after the project is completed to facilitate your success over time. If ETC Institute is selected for this project, I will serve as the Project Principal for the duration of the contract. I will do everything possible to ensure each phase of this project meets the high expectations you have set. We appreciate your consideration of our proposal and look forward to your decision. If you have any questions, please do not hesitate to call me at 816-582-0089.

Sincerely,

Derek Harvey

Derek Harvey
Project Manager
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Section 1: Community Survey Approach

Our proposed methodology for the City's Community Survey is designed to help the City of Novi achieve both short- and long-range objectives by relying on our experience and analytics to help ensure the City makes data-driven decisions at the highest levels. Our ability to help the City achieve these goals is based on an approach that adheres to three guiding principles:

- **Continuity:** ETC Institute understands the importance of monitoring resident perceptions and how they change over time. Our research process will incorporate data from previous surveys to be used as benchmarks for assessing current and future performance measures. This will involve using previous Community Surveys as a base for developing the new Community Survey for 2026 to ensure the compatibility of the new data with past results. All activities that comprise this project will be designed to work in tandem to ensure all of the goals and objectives of the project are fully realized.
- **Strategic Value:** To ensure Community Survey results serve as a powerful tool for decision-making, organizations must see the value in the results. Our approach is designed to ensure the data collected meets the informational needs of decision-makers to encourage City leaders to use the data as part of their core decision-making processes. If the Resident Survey results have strategic value, they will inherently become part of the process for setting priorities for the City. Our clients use our services to establish priorities for their community that are based on survey results to ensure they will be used as a part of the City's ongoing planning process. When research projects are designed with strategic values in mind, the results become woven into the fabric of the decision-making process at the highest levels of the organization.
- **Performance Measurement:** Since the results of the Community Survey will be used to help guide decisions, the survey instrument and data analysis tools must be designed to generate objective performance measures free of bias. The Community Survey will be designed to collect objective feedback for the City to ensure leaders better understand the needs of residents and have the ability to improve areas that are most in need. ETC Institute will work with the City of Novi to refine any existing performance indices and develop new indices that give leaders the ability to objectively assess the change in the community's performance from previous surveys and into the future.
- **Project Communication:** ETC Institute will provide progress updates to the City on a weekly basis and will participate in bi-weekly check-in meetings with City staff, conducted virtually, as requested. The Project Manager will immediately notify the City of any challenges that may affect sample targets, project schedule, or data integrity and will work collaboratively with City staff to resolve any issues. ETC Institute is committed to responsive communication and will respond to all City inquiries within one (1) business day.

The Community Survey methodology proposed by ETC Institute will be completed through three phases:

Phase 1: Develop the Survey and Sampling Plan

Task 1.1 Develop the Survey

Once selected for the project, ETC Institute will meet with City staff via phone or web-based conference to formally kick off the project. The purpose of this meeting will be to discuss the goals and objectives of the study, confirm desired outcomes, and establish a shared understanding of project expectations.

ETC Institute will use any previous Community Surveys previously administered for the City as a foundation for survey development. In addition, ETC Institute will provide examples of surveys developed for comparable communities to support discussion and facilitate the design process. City input gathered during this phase will be incorporated to develop a survey instrument that meets all project goals and adheres to established ethical standards for neutrality, clarity, and accessibility.

ETC Institute recommends that the 2026 Community Survey be limited to no more than six pages and designed to take approximately 15–20 minutes to complete. While ETC Institute is capable of administering a survey of up to seven pages, shorter surveys consistently achieve higher response rates. As such, ETC Institute will work with City staff to identify opportunities to streamline the questionnaire while preserving critical content.

Based on feedback and direction provided by the City's project team, ETC Institute will prepare the initial draft of the survey for City review. It is anticipated that three to four drafts of the survey will be prepared before final approval. The City will have the opportunity to review and provide final approval of the survey instrument prior to administration.

ETC Institute will also work with the City to develop a cover letter that will accompany the mailed version of the survey and be used to create a landing page for the online survey. The cover letter will be developed on City letterhead and signed by a City representative. It will explain the purpose of the survey, how resident feedback will be used, and the steps for completing the survey.

ETC Institute recommends including a "research panel" question at the end of the community survey. This question allows respondents to opt in to participate in future City-sponsored research efforts, such as focus groups or follow-up surveys. ETC Institute would manage the opt-in list and assist the City in contacting participating residents as needed.

Translations

The survey will be designed to reach a diverse range of residents and will be administered in a manner that is sensitive to cultural, legal, and accessibility considerations. The survey instrument can be professionally translated into Spanish and other languages for the online version.

ETC Institute can make the Spanish version of the survey available online and can provide other languages if needed. ETC Institute can also offer the option to complete the survey by telephone in multiple languages. The cover letter will include translated language informing non-English speakers that they may complete the survey online in their preferred language or contact a toll-free number to complete the survey by phone. Calls will be handled by interviewers in ETC Institute's call center, with translator support provided as needed.

ETC Institute will work closely with the City to review all available translation and language access options and will recommend the approach that best meets the needs of the City and the objectives of the project.

Task 1.2 Design the Sampling Plan

As a part of Task 1.2, ETC Institute will develop and finalize a sampling plan based on input from the City. Based on previous experience conducting surveys for similarly sized communities, ETC Institute has included the following sampling plan for the City's consideration. ETC Institute recommends designing a sampling plan based on completing a minimum of 400 completed surveys - but will include all residential addresses within the sample area in the sampling plan – every household selected will receive a survey and a follow-up. The survey sample will be purchased by ETC Institute from one of the largest brokerage firms in the world who has a list of all residential addresses within the City's boundaries.

The overall results of 400 completed surveys will have a precision of at least +/-4.89% at the 95% level of confidence. ETC Institute will do everything possible to maximize your investment in our services and will not charge the City any additional fees to provide data entry and verification of responses collected above and beyond the goal of 400. A sample size of 400 completed surveys will allow ETC Institute to provide crosstabulations for key demographic variables such as age, gender, race/ethnicity, income, number of years lived in the City, and others. Demographic data will be used to monitor the distribution of responses to ensure the responding population of the survey is representative of the universe of the sample. ETC Institute guarantees that a representative sample of the City's population will be surveyed using our suggested sampling methodology. If the final results are not representative of the City's population, ETC Institute has the ability to weight the results by age, gender, and race/ethnicity based on the most recently available Census estimates. However, ETC Institute prefers to administer the survey in a way that ensures representation without the needs for weights that can convolute the survey results

and make it more difficult for staff or elected officials to fully understand the process and the final results. ETC Institute will discuss with the City before any weights are applied to the data.

Task 1 Deliverables
ETC Institute will deliver the approved survey instrument and the link to the online survey.

Phase 2: Administer the Survey

Task 2.1 Administer the Survey
Once the final survey instrument and sampling plan is approved by the City, ETC Institute will administer the survey. ETC Institute recommends using a hybrid methodology consisting primarily of mail and online surveys. Given the negative impact Caller ID has had on phone survey response rates and the need to ensure diverse populations are well represented, we offer the hybrid mail/online methodology to maximize the overall level of response. Even if respondents do not respond by mail, those who receive the mailed version of the survey are significantly more likely to respond to the survey online because they know the survey is legitimate. The mailed survey will include a cover letter (on official letterhead) that will explain the importance and purpose of the survey, encourage participation, and include a link to the online survey for residents who prefer that option. Although we will rely heavily upon our mail/online approach, ETC Institute has a fully staffed and state-of-the-art call center that will be used to make any necessary follow-ups via phone. A phone number will also be listed on the cover letter that accompanies the mailed survey for customers who prefer to take the survey over the phone. If needed, phone calls will be made to collect responses from demographic groups that did not have a robust enough response to our mail/online contact attempts.

The following procedures will take place in our mail/online hybrid methodology. ETC Institute will deliver a detailed survey engagement plan to the City before administration begins. All the procedures detailed on the following pages will be delivered in-house at our main office.

Survey Administration Procedures:
ETC Institute will work closely with the City to develop a comprehensive communication plan for the survey. As part of this effort, ETC Institute will provide sample press briefings and outreach materials that the City may use to inform residents about the survey. Advance communication and public awareness efforts have been shown to significantly improve response rates and overall participation.

ETC Institute's proposed fees include the printing and mailing of up to 4,000 survey packets and 4,000 reminder postcards. This distribution is designed to achieve a target response rate of approximately 10 percent, with a goal of obtaining completed surveys from 400 residents. ETC Institute has a proven track record of successfully engaging hard-to-reach populations through the use of our multi-mode survey methodology.

Each selected household will receive a mailed survey packet that includes the survey instrument and a postage-paid return envelope. The packet will include a cover letter printed on official City letterhead that explains the purpose of the survey and assures respondents that all responses will remain anonymous. When delivering the data to the City, ETC Institute will geocode respondent addresses to the block level. All personally identifiable information will be removed from open-ended responses, and all reasonable measures will be taken to protect respondent confidentiality and anonymity.

To ensure the survey results are representative of the entire community, ETC Institute will concentrate follow-up efforts in demographic and geographic areas with lower response rates. Follow-up activities may include reminder postcards, text messages, emails, and a second mailing of the survey instrument, if necessary. ETC Institute will also use targeted social media advertising to increase awareness of the survey and encourage participation, particularly among younger residents, non-native English speakers, and other historically underrepresented populations.

All respondents who complete the survey online will be required to provide their home address prior to submitting their responses. ETC Institute will match these addresses against the original sample file to confirm eligibility. Responses submitted without a valid address or from addresses not included in the

sample will be retained separately and excluded from the final dataset to preserve the integrity of the sample. If enough responses are received from outside the sample, ETC Institute will provide the data for those responses to the City.

Incentive
If approved by the City, the cover letter will also include information about an optional survey incentive **offered by ETC Institute** to respondents who fully complete the survey. Incentives are typically provided in the form of one (1) prepaid $500 Visa® gift card awarded through an opt-in drawing. Research and ETC Institute's experience have shown that the use of incentives can significantly improve survey completion rates, particularly among hard-to-reach populations. ETC Institute will discuss incentive options with the City during the kick-off call.

Data Management and Quality Control
ETC Institute maintains a comprehensive quality control and quality assurance program that has been developed and refined through the completion of hundreds of research studies involving survey design, administration, focus groups, and other data collection efforts.

The quality assurance program is directly overseen by ETC Institute's Chief Executive Officer, Christopher Tatham, and is integrated into all phases of each project. The program is designed to ensure error-free, high-quality results, with all ETC Institute staff actively participating in quality control procedures. ETC Institute's quality control and assurance methods have been reviewed by the United States Office of Management and Budget.

Core Elements of ETC Institute's Quality Assurance Process:

- **Pre-Test** – A pre-test will be conducted prior to the administration of all surveys. This will ensure the survey instrument is understood as designed.
- **Data Entry** – Data entry fields will be limited to specific ranges to minimize the probability for error. The data processing system used by our firm for this study will alter data entry personnel with an audible alarm if entries do not conform to these specifications.
- **Verification** – A supervisor will match records in the database against the corresponding hard-copy survey to ensure the data entry is accurate and complete. A supervisor will select at least 10% of all records for random verification.
- **Double Data Entry** – Double data entry will be completed for all surveys that are received. The data from all surveys will be entered into two independent databases by different people. The two databases will then be merged. The process will identify any records that do not match exactly. Any discrepancies will be corrected. Our double data entry method ensures your survey data is 99.99% accurate.
- **Sampling Methodology** – Demographic questions will be included on each survey. The demographic data will be used to monitor the distribution of the respondents to ensure the responding population for the survey is representative of the universe of the sample.
- **Coordination** – Since many of ETC Institute's senior professionals will be assigned to your project, the ETC Institute team will conduct a coordination meeting every one-two weeks to ensure adequate progress is being made in all areas.

Through its comprehensive quality control and quality assurance programs, **ETC Institute guarantees that the survey results will be statistically representative of the City.**

Task 2 Deliverables
ETC Institute will deliver a copy of the overall results to each question on the survey as tables and raw and cleaned datasets, this deliverable will include any open-ended responses from the survey. All responses will be anonymous.

Phase 3: Survey Analysis and Reporting

Reporting Kick-Off Meeting
ETC Institute recommends holding a reporting kickoff meeting with City staff prior to the start of report development. This meeting will provide an opportunity to review the reporting approach used in previous years and discuss any desired updates or refinements for the upcoming report. Addressing these items early in the process will help ensure alignment with City expectations and reduce the need for revisions later in the reporting phase.

Task 3.1 Analyze the Survey Results
As a part of Phase 3, ETC Institute will use the final results to create a findings report. The analysis tools that will be included as a part of this project are provided below and on the following pages.

Task 3.1.1 Importance-Satisfaction Analysis.
By using specific design features, ETC Institute will utilize the survey data to create an Importance-Satisfaction Rating (I-S Rating). The I-S Rating 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. More than 200 governmental agencies currently use ETC Institute's I-S Ratings. The ratings 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.

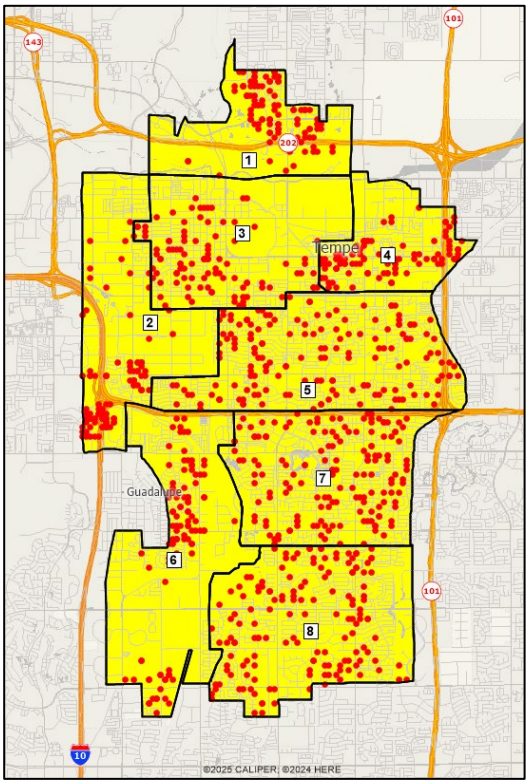
2025 Importance-Satisfaction Rating
Tempe, Arizona
Community Survey

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	IS Rating Rank
Very High Priority (IS >.20)						
None						
High Priority (IS >.10)						
Condition of City streets	27%	1	53%	14	0.1252	1
Medium Priority (IS <.10)						
Police services	24%	2	70%	7	0.0715	2
Traffic safety (Vision Zero)	14%	5	51%	16	0.0708	3
Economic/business development	15%	4	54%	13	0.0682	4
Neighborhoods	19%	3	67%	10	0.0642	5
Alley maintenance	8%	10	51%	15	0.0369	6
Community Health/Human/Social/Education services	9%	9	59%	12	0.0345	7
Appearance of City	12%	6	71%	6	0.0339	8
Traffic delays	6%	14	44%	17	0.0328	9
Art, recreation programs, & library services	12%	7	73%	5	0.0318	10
Parks	12%	8	75%	4	0.0295	11
Multimodal (streetcar, bus, etc.)	7%	11	69%	9	0.0217	12
Disability services	4%	16	60%	11	0.0146	13
Customer service	4%	15	69%	8	0.0126	14
Solid waste (trash), recycling, & green organics	6%	13	87%	2	0.0081	15
Fire services	6%	12	91%	1	0.0054	16
Emergency medical services	3%	17	85%	3	0.0050	17

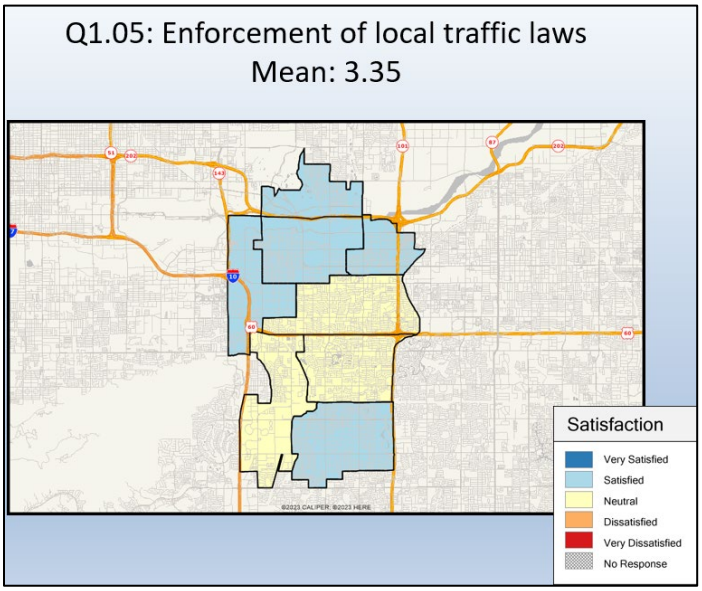
The table above offers an example of the I-S Rating from the 2025 City of Tempe Community Survey. The table shows that Tempe could maximize resident satisfaction with the overall quality of services by investing in the condition of City streets. Investments in fire and EMS services would have the least impact on the overall satisfaction because of the low level of importance and already high satisfaction in those areas.

Task 3.1.2 GIS Mapping. ETC Institute staff has successfully geocoded survey results for over 100 market research projects within 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 customer satisfaction analysis and other planning and modeling efforts across the country.

The map to the right identifies the 8 character-areas in the City of Tempe that were surveyed in 2025 and shows the block-level location of the respondents to the 2025 survey. The GIS Maps our team creates provide our clients with a visual representation of the areas of the City that are surveyed and can be used as an extremely useful communication tool with City leaders and elected officials.



Our GIS Maps not only provide our clients with a visual representation of the areas that are surveyed, but they can also show areas where residents have the greatest and least amount of satisfaction with various services. The map below shows how respondents to the 2025 Tempe Community survey rate the enforcement of local traffic laws. Areas in blue identify areas with high satisfaction, areas in yellow are neutral, and areas in orange and red indicate high levels of not satisfied responses. The results are shaded based on character areas in the community, but ETC Institute will work with the City to determine which shading methods meet the goals and objectives of the project.



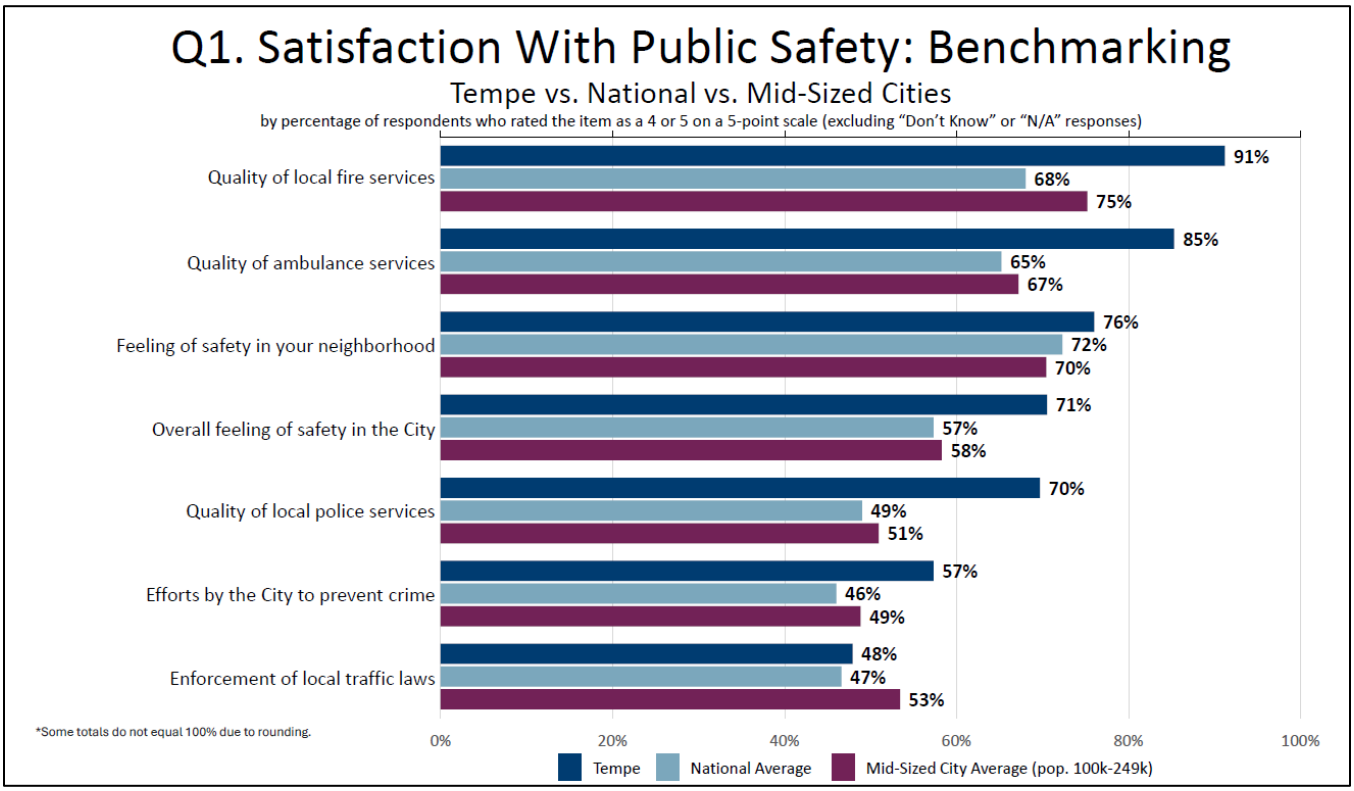
ETC Institute will prepare maps showing the results of specific questions on the survey by census block group (or other geographic characteristics decided upon by the City). ETC Institute will geocode the home address of survey respondents to the block latitude and longitude coordinates, this ensures the exact location of a respondent's household is not revealed. GIS maps continue to be an effective tool for communicating the results of the survey to elected officials and the public.

Task 3.1.3 Crosstabulations

Based on a discussion with the City, ETC Institute will create cross-tabulations of questions on the survey with key demographic variables (i.e., age, gender, race/ethnicity, income, number of years lived in the City, geographic characteristics (Census tract/other areas), and others. ETC Institute will work with the City to understand the significant differences found in the cross-tabulations and can deliver additional data to help understand those significant differences.

Task 3.1.4 Normative Comparisons – Benchmarks.

Benchmarking is a highly effective tool that helps decision-makers interpret the meaning of community survey data. If 58% of residents are satisfied with the overall quality of the City's public works services, is that good or bad? Without comparative data, it is difficult to know. ETC Institute maintains national, regional, peer-city, and population-based benchmarking data for more than 80 types of local governmental services. Below is an example of benchmarking comparisons ETC Institute provided for the City of Tempe comparing public safety items.



Benchmarking can help local governments understand how their results compare to similar communities. ETC Institute will work with City staff to understand the comparative needs of the project. Based on this discussion, ETC Institute will offer benchmarking options that can include and are not limited to, US average, regional averages, performance ranges based on other surveys administered for ETC Institute clients, as well as population and size-based comparisons. Without comparative data, it is difficult to know how well an organization is performing.

Task 3.1.5 Interactive Data Dashboard ~ Optional Service

ETC Institute will build a dashboard for the resident survey. The dashboard would allow the City to query the full set of survey results in real time anywhere with access to the internet (smart phone, tablet, laptop, PC, etc.). Our interactive dashboards give clients the ability to explore the data and drill-down into the results on-demand in ways that were not previously possible with printed reports and traditional databases. Below is the main page for the City of Tempe, AZ Community Survey Dashboard.

The dashboard will be built once the report is finalized. ETC Institute can arrange a webinar to demonstrate the service if the City is interested at no additional charge.

Task 3.2 Prepare a Final Report

ETC Institute will develop a written report utilizing the analysis tools found in Task 3.1. The report will provide a thorough analysis of the data, including a summary of the results, identification of potential areas of concern, and top priorities for improvement. The report will describe the methods used in conducting the survey and the number of respondents surveyed. The full report will also include the following:

- An **executive summary** that includes the description of the survey methodology, major findings, and a summary of the priorities based on the Importance-Satisfaction Analysis.
- **Charts and graphs** for all questions on the survey as well as any **trends** the City would like to see from previous survey results if applicable.
- **Benchmarking Analysis** comparing the results from Novi with regional and national averages as well as peer-cities if needed.
- **Importance-Satisfaction Analysis** that identify the top priorities for improvement and how they should be integrated into budget decisions, delivered in both tabular and matrix formats as described above.
- **GIS Maps** that show visual representation of the areas of the City that are surveyed and can be used as an extremely useful communication tool with City leaders and elected officials.

- **Cross-tabulations** that break down the results by key variables.
- Verbatim **open-ended responses.**
- **Data tables** showing the results for all questions on the survey.
- A copy of the **survey instrument**.

Task 3.3 Present the Survey Findings
Once a final presentation is approved by the City, ETC Institute's project manager will present the findings at a mutually agreed upon date and time. Additional presentations can be requested by the City for an additional fee.

Task 3 Deliverables
Prior to completing the final written report, ETC Institute will meet with the City to discuss recommendations, preliminary results, and the preliminary analysis conducted. Once the City makes their final recommendations, ETC Institute will develop and deliver an electronic version of a draft final report. ETC Institute will also provide the raw survey data in an Excel spreadsheet that includes the latitude and longitude coordinates, at the block level, for all responses and a data dictionary. ETC Institute will deliver the link to the final dashboard and provide training on the capabilities and functionality to City staff if requested. Finally, a project manager from ETC institute will present the findings to the City.

Section 2: Business Survey Approach

Our proposed methodology for the City's Business Survey is designed to help the City of Novi achieve both short- and long-range objectives by relying on our experience and analytics to help ensure the City makes data-driven decisions at the highest levels. Our ability to help the City achieve these goals is based on an approach that adheres to three guiding principles:

- **Continuity:** ETC Institute understands the importance of monitoring business perceptions and how they change over time. Our research process will incorporate data from previous surveys to be used as benchmarks for assessing current and future performance measures. This will involve using previous Business Surveys as a base for developing the new business Survey to ensure the compatibility of the new data with past results. All activities that comprise this project will be designed to work in tandem to ensure all of the goals and objectives of the project are fully realized.
- **Strategic Value:** To ensure Business Survey results serve as a powerful tool for decision-making, organizations must see the value in the results. Our approach is designed to ensure the data collected meets the informational needs of decision-makers to encourage City leaders to use the data as part of their core decision-making processes. If the Business Survey results have strategic value, they will inherently become part of the process for setting priorities for the City. Our clients use our services to establish priorities for their community that are based on survey results to ensure they will be used as a part of the City's ongoing planning process. When research projects are designed with strategic values in mind, the results become woven into the fabric of the decision-making process at the highest levels of the organization.
- **Performance Measurement:** Since the results of the Business Survey will be used to help guide decisions, the survey instrument and data analysis tools must be designed to generate objective performance measures free of bias. The Business Survey will be designed to collect objective feedback for the City to ensure leaders better understand the needs of businesses and have the ability to improve areas that are most in need. ETC Institute will work with the City of Novi to refine any existing performance indices and develop new indices that give leaders the ability to objectively assess the change in the community's performance from previous surveys and into the future.
- **Project Communication:** ETC Institute will provide progress updates to the City on a weekly basis and will participate in bi-weekly check-in meetings with City staff, conducted virtually, as requested. The Project Manager will immediately notify the City of any challenges that may affect sample targets, project schedule, or data integrity and will work collaboratively with City staff to resolve any issues. ETC Institute is committed to responsive communication and will respond to all City inquiries within one (1) business day.

The Business Survey methodology proposed by ETC Institute will be completed through three phases:

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ETC Institute recommends that the Business Survey be limited to no more than four pages and designed to take approximately 5–10 minutes to complete. While ETC Institute is capable of administering a survey of up to six pages, shorter surveys consistently achieve higher response rates. As such, ETC Institute will work with City staff to identify opportunities to streamline the questionnaire while preserving critical content.

Based on feedback and direction provided by the City's project team, ETC Institute will prepare the initial draft of the business survey for City review. It is anticipated that three to four drafts of the survey will be prepared before final approval. The City will have the opportunity to review and provide final approval of the survey instrument prior to administration.

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ETC Institute recommends including a "research panel" question at the end of the business survey. This question allows respondents to opt in to participate in future City-sponsored research efforts, such as focus groups or follow-up surveys. ETC Institute would manage the opt-in list and assist the City in contacting participating businesses as needed.

Translations

The survey will be designed to reach a diverse range of businesses and will be administered in a manner that is sensitive to cultural, legal, and accessibility considerations. The survey instrument can be professionally translated into Spanish and other languages for the online version.

ETC Institute will make the Spanish version of the survey available online and can provide other languages if needed. ETC Institute can also offer the option to complete the survey by telephone in multiple languages. The cover letter will include translated language informing non-English speakers that they may complete the survey online in their preferred language or contact a toll-free number to complete the survey by phone. Calls will be handled by interviewers in ETC Institute's call center, with translator support provided as needed.

ETC Institute will work closely with the City to review all available translation and language access options and will recommend the approach that best meets the needs of the City and the objectives of the project.

Task 1.2 Design the Sampling Plan

As a part of Task 1.2, ETC Institute will develop and finalize a sampling plan based on input from the City. Based on previous experience conducting business surveys, ETC Institute has included the following sampling plan for the City's consideration. ETC Institute recommends designing a sampling plan based on completing a minimum of 75 completed surveys for a business survey - but will include all business addresses within the sample area in the sampling plan – every business selected will receive a survey and a follow-up. To supplement the City's list of registered businesses, ETC Institute will purchase a list of businesses from one of the largest brokerage firms in the world who has a list of all business addresses within the City's boundaries.

ETC Institute will do everything possible to maximize your investment in our services and will not charge the City any additional fees to provide data entry and verification of responses collected above and beyond the goal of 75. A sample size of 75 completed surveys will allow ETC Institute to provide crosstabulations for key demographic variables such as industry, company size, number of years operating in the City, and others. Demographic data will be used to monitor the distribution of responses to ensure the responding population of the survey is representative of the universe of the sample. ETC Institute guarantees that a representative sample of the City's population will be surveyed using our suggested sampling methodology. If the final results are not representative of the City's population, ETC Institute has the ability to weight the results based on the most recently available Census estimates. However, ETC Institute prefers to administer the survey in a way that ensures representation without the needs for weights that can convolute the survey results and make it more difficult for staff or elected officials to fully understand the process and the final results. ETC Institute will discuss with the City before any weights are applied to the data.

Task 1 Deliverables

ETC Institute will deliver the approved survey instrument and the link to the online survey. ETC Institute will also provide a description of the finalized sampling plan.

Phase 2: Administer the Survey

Task 2.1 Administer the Survey

Once the final survey instrument and sampling plan is approved by the City, ETC Institute will administer the survey. ETC Institute recommends using a hybrid methodology consisting primarily of mail and online surveys. Given the negative impact Caller ID has had on phone survey response rates and the need to ensure diverse populations are well represented, we offer the hybrid mail/online methodology to maximize the overall level of response. Even if respondents do not respond by mail, those who receive the mailed version of the survey are significantly more likely to respond to the survey online because they know the survey is legitimate. The mailed survey will include a cover letter (on official letterhead) that will explain the importance and purpose of the survey, encourage participation, and include a link to the online survey for businesses who prefer that option. Although we will rely heavily upon our mail/online approach, ETC Institute has a fully staffed and state-of-the-art call center that will be used to make any necessary follow-ups via phone. A phone number will also be listed on the cover letter that accompanies the mailed survey for customers who prefer to take the survey over the phone. If needed, phone calls will be made to collect responses from demographic groups that did not have a robust enough response to our mail/online contact attempts.

The following procedures will take place in our mail/online hybrid methodology. ETC Institute will deliver a detailed survey engagement plan to the City before administration begins. All the procedures detailed on the following pages will be delivered in-house at our main office.

Survey Administration Procedures:

ETC Institute will work closely with the City to develop a comprehensive communication plan for the survey. As part of this effort, ETC Institute will provide sample press briefings and outreach materials that the City may use to inform businesses about the survey. Advance communication and public awareness efforts have been shown to significantly improve response rates and overall participation.

ETC Institute's proposed fees include the printing and mailing of up to 2,000 survey packets and 2,000 reminder postcards. This distribution is designed to achieve a target response rate of approximately 10 percent, with a goal of obtaining completed surveys from 75 businesses. ETC Institute has a proven track record of successfully engaging hard-to-reach populations through the use of our multi-mode survey methodology.

Each selected business will receive a mailed survey packet that includes the survey instrument and a postage-paid return envelope. The packet will include a cover letter printed on official City letterhead that explains the purpose of the survey and assures respondents that all responses will remain anonymous. When delivering the data to the City, ETC Institute will geocode respondent addresses to the block level. All personally identifiable information will be removed from open-ended responses, and all reasonable measures will be taken to protect respondent confidentiality and anonymity.

To ensure the survey results are representative of the entire community, ETC Institute will concentrate follow-up efforts in demographic and geographic areas with lower response rates. Follow-up activities may include reminder postcards, text messages, emails, and a second mailing of the survey instrument, if necessary. ETC Institute will also use targeted social media advertising to increase awareness of the survey and encourage participation, particularly among younger respondents, non-native English speakers, and other historically underrepresented populations.

All respondents who complete the survey online will be required to provide their business address prior to submitting their responses. ETC Institute will match these addresses against the original sample file to confirm eligibility. Responses submitted without a valid address or from addresses not included in the sample will be retained separately and excluded from the final dataset to preserve the integrity of the sample. If enough responses are received from outside the sample, ETC Institute will provide the data for those responses to the City.

Incentive
If approved by the City, the cover letter will also include information about an optional survey incentive **offered by ETC Institute** to respondents who fully complete the survey. Incentives are typically provided in the form of one (1) prepaid $500 Visa® gift card awarded through an opt-in drawing. Research and ETC Institute's experience have shown that the use of incentives can significantly improve survey completion rates, particularly among hard-to-reach populations. ETC Institute will discuss incentive options with the City during the kick-off call.

Data Management and Quality Control
ETC Institute maintains a comprehensive quality control and quality assurance program that has been developed and refined through the completion of hundreds of research studies involving survey design, administration, focus groups, and other data collection efforts.

The quality assurance program is directly overseen by ETC Institute's Chief Executive Officer, Christopher Tatham, and is integrated into all phases of each project. The program is designed to ensure error-free, high-quality results, with all ETC Institute staff actively participating in quality control procedures. ETC Institute's quality control and assurance methods have been reviewed by the United States Office of Management and Budget.

Core Elements of ETC Institute's Quality Assurance Process:

- **Pre-Test** – A pre-test will be conducted prior to the administration of all surveys. This will ensure the survey instrument is understood as designed.
- **Data Entry** – Data entry fields will be limited to specific ranges to minimize the probability for error. The data processing system used by our firm for this study will alter data entry personnel with an audible alarm if entries do not conform to these specifications.
- **Verification** – A supervisor will match records in the database against the corresponding hard-copy survey to ensure the data entry is accurate and complete. A supervisor will select at least 10% of all records for random verification.
- **Double Data Entry** – Double data entry will be completed for all surveys that are received. The data from all surveys will be entered into two independent databases by different people. The two databases will then be merged. The process will identify any records that do not match exactly. Any discrepancies will be corrected. Our double data entry method ensures your survey data is 99.99% accurate.
- **Sampling Methodology** – Demographic questions will be included on each survey. The demographic data will be used to monitor the distribution of the respondents to ensure the responding population for the survey is representative of the universe of the sample.
- **Coordination** – Since many of ETC Institute's senior professionals will be assigned to your project, the ETC Institute team will conduct a coordination meeting every one-two weeks to ensure adequate progress is being made in all areas.

Through its comprehensive quality control and quality assurance programs, **ETC Institute guarantees that the survey results will be statistically representative of the City.**

Task 2 Deliverables
ETC Institute will deliver a copy of the overall results to each question on the survey as tables and raw and cleaned datasets, this deliverable will include any open-ended responses from the survey. All responses will be anonymous.

Phase 3: Survey Analysis and Reporting

Reporting Kick-Off Meeting

ETC Institute recommends holding a reporting kickoff meeting with City staff prior to the start of report development. This meeting will provide an opportunity to review the reporting approach used in previous years and discuss any desired updates or refinements for the upcoming report. Addressing these items early in the process will help ensure alignment with City expectations and reduce the need for revisions later in the reporting phase.

Task 3.1 Analyze the Survey Results

As a part of Phase 3, ETC Institute will use the final results to create a findings report. The analysis tools that will be included as a part of this project are provided below and on the following pages.

Task 3.1.1 Importance-Satisfaction Analysis.

By using specific design features, ETC Institute will utilize the survey data to create an Importance-Satisfaction Rating (I-S Rating). The I-S Rating 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. More than 200 governmental agencies currently use ETC Institute's I-S Ratings. The ratings 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.

2025 Importance-Satisfaction Rating
Plantation, Florida
Decision to Locate Your Business in Plantation

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Medium Priority (IS <.10)						
Plantation as a safe City	31%	2	78%	8	0.0681	1
Plantation as a business-friendly City	29%	3	77%	9	0.0661	2
Overall image of City	33%	1	83%	4	0.0568	3
Quality of new development & redevelopment	17%	6	67%	11	0.0549	4
Physical appearance of the area where your business is located	26%	5	81%	6	0.0513	5
Level of taxation	9%	8	48%	17	0.0490	6
How well City is planning growth	14%	7	65%	12	0.0484	7
Access to highways	27%	4	86%	2	0.0369	8
Availability of trained employees	9%	9	61%	13	0.0336	9
Availability of property/land	5%	13	50%	16	0.0271	10
Broward County public transit as means for your employees & customers to reach your business	6%	11	58%	14	0.0263	11
Availability of quality housing options for employees	5%	15	55%	15	0.0217	12
Proximity of businesses that are important to your business	9%	10	75%	10	0.0215	13
Availability of retail, dining & entertainment	6%	12	83%	3	0.0100	14
Availability of libraries, arts, sports & cultural amenities (quality of life)	3%	16	80%	7	0.0065	15
Access to airports & seaports	5%	14	87%	1	0.0065	16
Availability of telecommunications, utilities & other infrastructure	3%	17	81%	5	0.0056	17

The table above offers an example of the I-S Rating from the 2025 City of Plantation Business survey. The table shows that Plantation is currently providing services at the expected level for businesses and should continue with its current emphasis.

Task 3.1.2 GIS Mapping.
ETC Institute staff has successfully geocoded survey results for over 100 market research projects within 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 customer satisfaction analysis and other planning and modeling efforts across the country.

The GIS Maps our team creates provide our clients with a visual representation of the areas of the City that are surveyed and can be used as an extremely useful communication tool with City leaders and elected officials. Our GIS Maps not only provide our clients with a visual representation of the areas that are surveyed, but they can also show areas where businesses have the greatest and least amount of satisfaction with various services.

ETC Institute will prepare maps showing the results of specific questions on the survey by census block group (or other geographic characteristics decided upon by the City). ETC Institute will geocode the business address of survey respondents to the block latitude and longitude coordinates, this ensures the exact location of a respondent's household is not revealed. GIS maps continue to be an effective tool for communicating the results of the survey to elected officials and the public.

Task 3.1.3 Crosstabulations
Based on a discussion with the City, ETC Institute will create crosstabulations of questions on the survey with key demographic variables(i.e., gender, revenue, number of years in the City, number of employees, geographic characteristics, MBE/WBE status, and other factors), and others. ETC Institute will work with the City to understand the significant differences found in the cross-tabulations and can deliver additional data to help understand those significant differences.

Task 3.1.4 Interactive Data Dashboard ~ Optional Service
ETC Institute will build the dashboard for the business survey. The dashboard would allow the City to query the full set of survey results in real time anywhere with access to the internet (smart phone, tablet, laptop, PC, etc.). Our interactive dashboards give clients the ability to explore the data and drill-down into the results on-demand in ways that were not previously possible with printed reports and traditional databases. Below is the main page for the City of Tempe, AZ Business Survey Dashboard.

The dashboard will be built once the report is finalized. ETC Institute can arrange a webinar to demonstrate the service if the City is interested at no additional charge.

Task 3.2 Prepare a Final Report
ETC Institute will develop a written report utilizing the analysis tools found in Task 3.1. The report will provide a thorough analysis of the data, including a summary of the results, identification of potential areas of concern, and top priorities for improvement. The report will describe the methods used in conducting the survey and the number of respondents surveyed. The full report will also include the following:

- An **executive summary** that includes the description of the survey methodology, major findings, and a summary of the priorities based on the Importance-Satisfaction Analysis.
- **Charts and graphs** for all questions on the survey as well as any **trends** the City would like to see from previous survey results if applicable.
- **Importance-Satisfaction Analysis** that identify the top priorities for improvement and how they should be integrated into budget decisions, delivered in both tabular and matrix formats as described above.
- **GIS Maps** that show visual representation of the areas of the City that are surveyed and can be used as an extremely useful communication tool with City leaders and elected officials.
- **Cross-tabulations** that break down the results by key variables.
- Verbatim **open-ended responses.**
- **Data tables** showing the results for all questions on the survey.
- A copy of the **survey instrument**.

Task 3.3 Present the Survey Findings
Once a final presentation is approved by the City, ETC Institute's project manager will present the findings at a mutually agreed upon date and time. Additional presentations can be requested by the City for an additional fee.

Task 3 Deliverables
Prior to completing the final written report, ETC Institute will meet with the City to discuss recommendations, preliminary results, and the preliminary analysis conducted. Once the City makes their final recommendations, ETC Institute will develop and deliver an electronic version of a draft final report. ETC Institute will also provide the raw survey data in an Excel spreadsheet that includes the latitude and longitude coordinates, at the block level, for all responses and a data dictionary. ETC Institute will deliver the link to the final dashboard and provide training on the capabilities and functionality to City staff if requested. Finally, a project manager from ETC institute will present the findings to the City.

Section 3: Employee Survey Approach

Our proposed methodology for the City's Employee Survey is designed to help the City of Novi achieve both short- and long-range objectives by relying on our experience and analytics to help ensure the City makes data-driven decisions at the highest levels. Our ability to help the City achieve these goals is based on an approach that adheres to three guiding principles:

- **Continuity:** ETC Institute understands the importance of monitoring employee perceptions and how they change over time. Our research process will incorporate data from previous surveys to be used as benchmarks for assessing current and future performance measures. All activities that comprise this project will be designed to work in tandem to ensure all of the goals and objectives of the project are fully realized.
- **Strategic Value:** To ensure Employee Survey results serve as a powerful tool for decision-making, organizations must see the value in the results. Our approach is designed to ensure the data collected meets the informational needs of decision-makers to encourage City leaders to use the data as part of their core decision-making processes. If the Employee Survey results have strategic value, they will inherently become part of the process for setting priorities for the City. Our clients use our services to establish priorities for their community that are based on survey results to ensure they will be used as a part of the City's ongoing planning process. When research projects are designed with strategic values in mind, the results become woven into the fabric of the decision-making process at the highest levels of the organization.
- **Performance Measurement:** Since the results of the Employee Survey will be used to help guide decisions, the survey instrument and data analysis tools must be designed to generate objective performance measures free of bias. The Employee Survey will be designed to collect objective feedback for the City to ensure leaders better understand the needs of employees and have the ability to improve areas that are most in need. ETC Institute will work with the City of Novi to refine any existing performance indices and develop new indices that give leaders the ability to objectively assess the change in the community's performance from previous surveys and into the future.
- **Project Communication:** ETC Institute will provide progress updates to the City on a weekly basis and will participate in bi-weekly check-in meetings with City staff, conducted virtually, as requested. The Project Manager will immediately notify the City of any challenges that may affect sample targets, project schedule, or data integrity and will work collaboratively with City staff to resolve any issues. ETC Institute is committed to responsive communication and will respond to all City inquiries within one (1) business day.

The Employee Survey methodology proposed by ETC Institute will be completed through three phases:

Phase 1: Develop and Finalize the Survey

Task 1.1 Develop the Survey

Once selected for the project, ETC Institute will meet with the City's project team via phone or web-based conference to discuss the goals and objectives of the project and to confirm the desired goals and outcomes of the project. ETC Institute will utilize the most recent Employee Survey administered by ETC Institute as a guide but will also provide sample surveys created for similar projects. ETC Institute will use sample surveys as well as input from the City's project team to develop a first draft of a survey instrument designed to meet all desired goals and outcomes of the project. The survey should be no longer than five pages and should take approximately 10 minutes for employees to complete. Shorter surveys receive better response rates and ETC Institute will suggest ways the City can shorten the survey to increase the overall response by employees. Based on a thorough discussion with the City's project team, ETC Institute will a develop first draft of the employee survey.

Task 1.2 Finalize the Survey
The City's project team and department leaders will review the first draft of the survey and provide feedback to ETC Institute. The feedback will include:

- Feedback on the core survey questions (ETC Institute's Core Benchmarking questions for which national, regional, and organizational size comparisons are available)
- A list of the departments for which each the City will want survey results
- A list of the departments for which the City will want summary reports (if desired)
- A list of the departments for which the City will want dashboards (if desired)
- The number of employees in each department to be used for tracking purposes

Task 1.3 Revise and Build Online Survey Instrument
ETC Institute will make all necessary changes to the survey based on feedback from the City's project team and department leaders. Once the survey is approved by the City, ETC Institute will develop an online version of the survey that will be used as the primary means of administration.

It is anticipated that 3-4 drafts of the Employee Survey will be prepared before they are approved by the City's project team. The City's project team will be given an opportunity to review and provide final approval of the survey instrument before administration begins. Once the survey instrument is approved by the City's project team, ETC Institute will conduct an internal pre-test to ensure they are understood as designed.

Task 1 Deliverables
ETC Institute will deliver the approved survey instrument and the online link to the survey. The City will have final approval before the survey is conducted. ETC Institute will also discuss with the City how many hard copy surveys are needed with postage-paid return reply envelopes for employees who do not have regular access to computers at work.

Phase 2: Promote Awareness and Administer Survey

Task 2.1 Promote Awareness of the Survey
Departments should promote awareness of the survey and encourage employees to participate. Because the City wishes to increase the number of completed surveys ETC Institute recommends offering an incentive to departments who receive the highest response rates, or incentives for individual employees who participate in the survey. If the City chooses to offer individual incentives, ETC Institute can track, manage, and award incentives for the City to ensure the anonymity of respondents is kept intact.

Task 2.2 Initiate Administration
Department leaders will send emails to all employees. The emails will briefly explain the purpose of the survey and will contain a link to the online survey. There will also be information regarding where employees can pick up paper versions of the survey that can be returned to ETC Institute using postage paid return reply envelopes.

ETC Institute will provide sample emails that can be tailored to the City. The final administration procedure may be changed based on a discussion with the City's project team. Some clients decide that one central source should send out the invitations, while others have department leaders send out survey invitations. ETC Institute recommends that the City set a timeline for the survey to be completed between 2-4 weeks. However, ETC Institute can extend the survey administration for however long the City would like to increase participation.

Task 2.3 Reminders and Communication

Up to three reminder emails per week will be sent to employees to maximize the response rate to the survey over a 2–4-week period after the initial emails are sent. If the City chooses, administration can be extended to maximize the overall response to the surveys.

ETC Institute will provide updates two times per week regarding the number of surveys completed per department. This will allow concentrated follow-up efforts to encourage participation among departments where response to the survey is low.

Task 2.4 Complete Administration

Administration should be completed within 4 weeks, but it may be extended or shortened depending on the response to the survey. ETC Institute will work with the City's project team to set specific department-level goals and will regularly update the project team on the progress of each department to coordinate an end of administration procedures.

Task 2 Deliverables

Once the survey is closed, ETC Institute will deliver the final counts of completed surveys per department. ETC Institute will provide tables that show the overall results for all questions on the employee survey.

Phase 3: Analysis and Reporting

Reporting Kick-Off Meeting

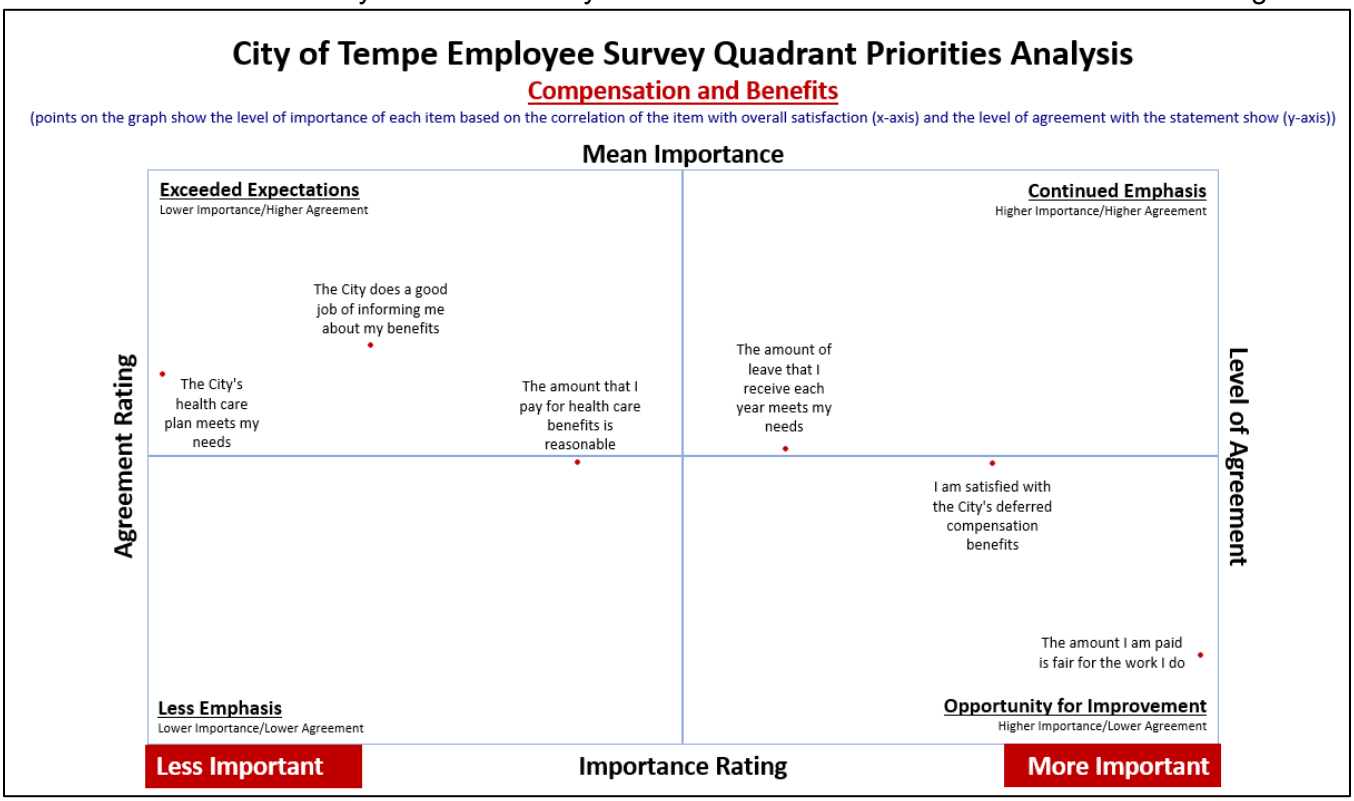
ETC Institute recommends holding a reporting kickoff meeting with City staff prior to the start of report development. This meeting will provide an opportunity to review the reporting approach used in previous years and discuss any desired updates or refinements for the upcoming report. Addressing these items early in the process will help ensure alignment with City expectations and reduce the need for revisions later in the reporting phase.

Task 3.1 Analyze the Survey Results

Once all survey administration is complete and tables showing the overall results for the survey are delivered to the City's project team, ETC Institute will prepare a draft final report for the overall City level results that summarizes the overall findings from the survey. The full report will include the following analysis features.

Task 3.1.1 Importance-Agreement Analysis (Quadrant Priorities Analysis)

By using specific design features, ETC Institute will utilize the survey data to create the Quadrant Priorities Analysis. The Quadrant Priorities are based on the concept that employers will maximize overall employee satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. During the past 30 years, ETC Institute has continually refined the analysis to maximize its usefulness as a decision-making tool.



The matrix above offers an example from the 2024 City of Tempe Employee Survey. The matrix shows that the City could maximize overall employee satisfaction with employee compensation and benefits by investing in improvements, improving pay and the City's deferred compensation benefits (Opportunities for Improvement - bottom right quadrant). Investments in areas with high levels of agreement and lower levels of importance (Exceeded Expectations - upper left quadrant) would have the least impact on overall satisfaction with employee engagement.

Task 3.1.2 Gap Analysis

Gap analysis is a tool that helps employers identify ways of increasing overall satisfaction among employees by identifying factors that are contributing to differences in satisfaction levels among employees. The table below shows an example from the 2024 City of Temple Employee survey where the mean ratings of the perceptions between employees who indicated they strongly agree with their current job at the City of Tempe, and those who strongly disagree with their employment. Items with the largest gaps are the most probable causes of disparities within the organization as it relates to general satisfaction. Employers who take action to address the items with the largest gaps will minimize disparities within the organization which will enhance overall satisfaction among employees over time.

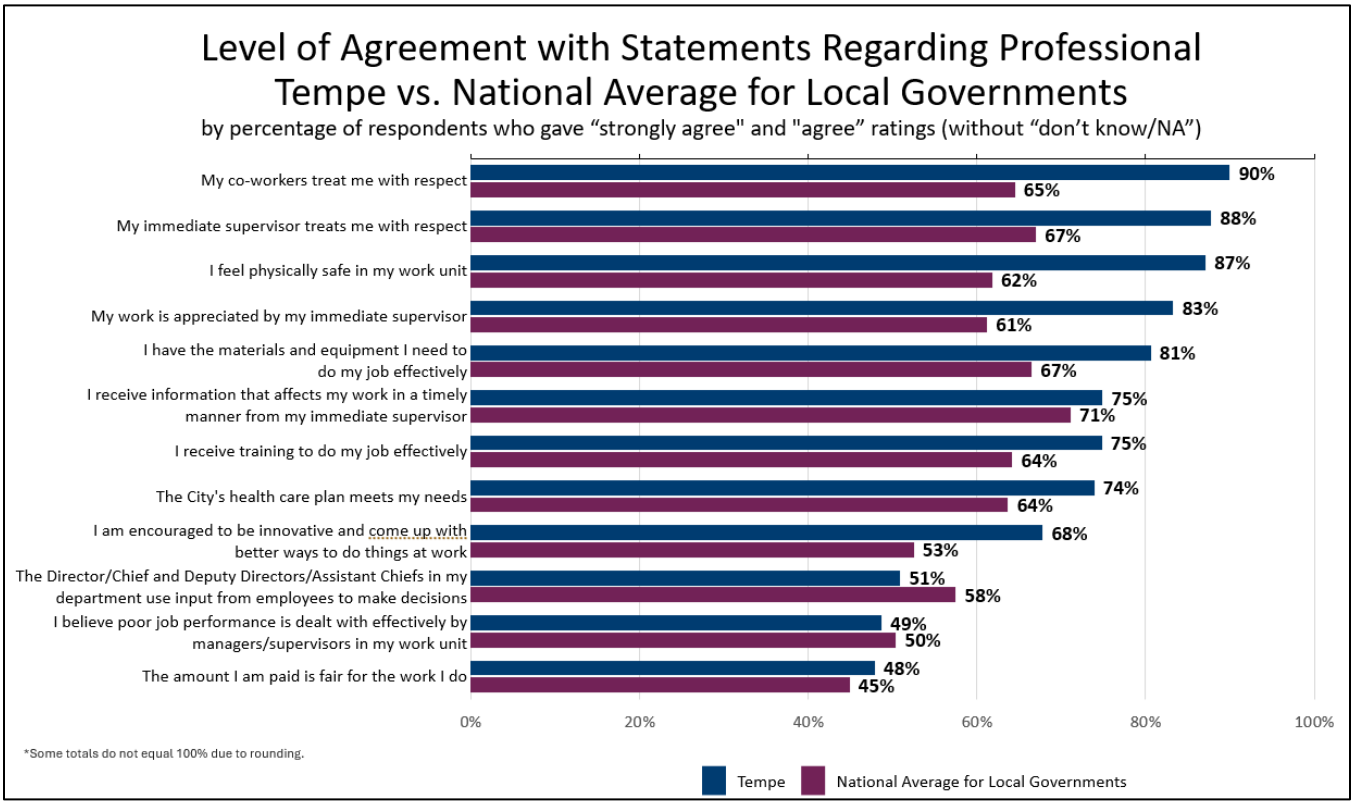
Table 7: Overall Gap Analysis

Overall GAP Analysis (Very Satisfied - Very Dissatisfied)			
Question	Mean rating for employees who "strongly agree" with Q9	Mean rating for employees who " strongly disagree" with Q9	Mean Difference
Q3-5. I believe my opinions matter at work	4.5	1.45	3.05
Q3-27. Overall, I am satisfied with the working environment in my department	4.65	1.76	2.89
Q3-19. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit	4.4	1.59	2.81
Q3-18. I believe assignments in my department are distributed fairly	4.34	1.56	2.78
Q5-9. I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs	4.27	1.5	2.77
Q5-15. Overall, I am satisfied with my level of engagement in my department	4.48	1.72	2.76
Q3-15. The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me	4.34	1.58	2.76

In the example above, the chart shows that by addressing issues related to ensuring employees believe their opinions matter the City and the overall working environment in their department should begin to close the 'gap' between respondents who agree and those who are disagree with their employment at the City of Tempe. If the City does not address the issues with the largest gaps, they will continue to be factors that significantly contribute to differences in satisfaction levels among employees.

Task 3.1.3 Normative Comparisons – Benchmarks.

Benchmarking is a highly effective tool that helps decision-makers interpret the meaning of survey data. If 67% of employees are satisfied with their overall employment at the City, is that good or bad? Without comparative data, it is difficult to know. ETC Institute maintains national, regional, and population-based benchmarking data for various employee survey topics. Benchmarking can help local governments understand how their results compare to similar employers. Below is an example of the Benchmarking provided for the City of Tempe is 2024.



Benchmarking can help local governments understand how their results compare to similar communities. ETC Institute will work with City staff to understand the comparative needs of the project. Without comparative data, it is difficult to know how well an organization is performing.

Task 3.1.4 Cross-Tabulations

Based on a discussion with the City's project team, ETC Institute will create crosstabulations of questions on the survey with key demographic variables (i.e., age, gender, number of years as an employee, department, position type, and others). ETC Institute will work with the City's project team to understand the significant differences found in the cross-tabulations among the key demographic groups. These cross-tabulations will also be utilized to create a full profile of City employees.

Task 3.1.5 Interactive Data Dashboard – Optional Service

ETC Institute will build the dashboard for the employee survey. The dashboard would allow the City to query the full set of survey results in real time anywhere with access to the internet (smart phone, tablet, laptop, PC, etc.). Our interactive dashboards give clients the ability to explore the data and drill-down into the results on-demand in ways that were not previously possible with printed reports and traditional databases. Below is the main page for the City of Tempe, AZ Employee Survey Dashboard.

The dashboard will be built once the report is finalized. ETC Institute can arrange a webinar to demonstrate the service if the City is interested at no additional charge.

Task 3.2 Prepare a Final Report

ETC Institute will develop a written report utilizing the analysis tools found in Task 3.1. The report will provide a thorough analysis of the data, including a summary of the results, identification of potential areas of concern, and top priorities for improvement and GAP analysis. The report will describe the methods used in conducting the survey and the number of respondents surveyed. The full report will also include the following:

- An **executive summary** that includes the description of the survey methodology, major findings, and a summary of the priorities based on the Importance-Agreement Analysis.
- **Charts and graphs** for all questions on the survey as well as any **trends** the City would like to see from previous survey results if applicable.
- **Benchmarking Analysis** comparing the results from Novi with national averages.
- **Importance-Agreement Analysis** that identify the top priorities for improvement and how they should be integrated into budget decisions, delivered in both tabular and matrix formats as described above.
- **Gap analysis** is a tool that helps employers identify ways of increasing overall satisfaction among employees by identifying factors that are contributing to differences in satisfaction levels among employees.

- **Cross-tabulations** that break down the results by key variables.
- **Open-ended Comments** from the survey: ETC Institute will discuss with the City how they would like to handle the open-ended comments from the City.
- **Data tables** showing the results for all questions on the survey.
- A copy of the **survey instrument**.

Task 3.3 Present the Survey Findings
Once a final presentation is approved by the City, ETC Institute's project manager will present the findings at a mutually agreed upon date and time. Additional presentations can be requested by the City for an additional fee.

Task 3 Deliverables
Prior to completing the final written report, ETC Institute will meet with the City to discuss recommendations, preliminary results, and the preliminary analysis conducted. Once the City makes their final recommendations, ETC Institute will develop and deliver an electronic version of a draft final report. ETC Institute will also provide the raw survey data in an Excel spreadsheet that includes the latitude and longitude coordinates, at the block level, for all responses and a data dictionary. ETC Institute will deliver the link to the final dashboard and provide training on the capabilities and functionality to City staff if requested. Finally, a project manager from ETC institute will present the findings to the City.

Section 4: Pricing Section

The pricing tables below is all inclusive and includes pricing for all the services listed in the scope of work. The pricing below are the fees for ETC Institute to administer a community survey to all households in Novi.

Novi Community Survey Fees	
Number of Completed Surveys:	400
Phase 1: Develop the Survey and Sampling Plan	
Task 1.1 - Develop the Survey	$ 1,000.00
Task 1.2 - Design the Sampling Plan	$ 1,500.00
Phase 2: Administer the Survey	
Task 2.1 - Administer the Survey	$ 15,500.00
Phase 3: Survey Analysis and Reporting	
Task 3.1 - Analyze the Survey Results	$ 1,000.00
Task 3.2 - Prepare a Final Report *(includes executive summary, charts, crosstabulations)*	$ 1,000.00
TOTAL	**$ 20,000.00**

Novi Business Survey Fees	
Number of Completed Surveys:	75
Phase 1: Develop the Survey and Sampling Plan	
Task 1.1 - Develop the Survey	$ 1,000.00
Task 1.2 - Design the Sampling Plan	$ 1,500.00
Phase 2: Administer the Survey	
Task 2.1 - Administer the Survey	$ 5,500.00
Phase 3: Survey Analysis and Reporting	
Task 3.1 - Analyze the Survey Results	$ 1,000.00
Task 3.2 - Prepare a Final Report *(includes executive summary, charts, crosstabulations)*	$ 1,000.00
TOTAL	**$ 10,000.00**

Novi Employee Survey Fees	
Number of Completed Surveys:	~
Phase 1: Develop the Survey	
Task 1.1 - Develop the Survey	$ 2,000.00
Phase 2: Administer the Survey	
Task 2.1 - Administer the Survey	$ 3,000.00
Phase 3: Survey Analysis and Reporting	
Task 3.1 - Analyze the Survey Results	$ 1,000.00
Task 3.2 - Prepare a Final Report *(includes executive summary, charts, crosstabulations)*	$ 2,000.00
TOTAL	**$ 8,000.00**

Optional Tasks:

- Webinar Presentations: Add $500.00
- On-Site Presentation: Add $2,750
- Translate the survey into additional languages other than Spanish: $0.25 per word.
- Dashboard Services: $7,500.00