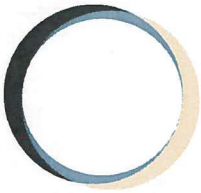
Item #3:

Proposal From The National Research Center (NRC) For Performing Village-wide Resident Opinion Survey

01/22/15



NRC
National Research Center Inc

Village of Long Grove

Community Wide Survey

January 22, 2015

Proposal from National Research Center, Inc.

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Proposal Overview

The Village of Long Grove seeks a community-wide survey of residents to understand public preferences about important community issues that will affect the upcoming comprehensive plan update and other strategic planning. In a community with little revenue from commercial enterprise and a meaningful tax burden already placed on homeowners (despite the absence of a municipal property tax), the distribution of limited funds must be allocated to high priority capital projects and new or revised policies and programs that grow out of the planning process. The best way to understand residents' values and their view of the quality of community life and services requires a fair and dispassionate survey that provides an adult in every household an opportunity to participate. A survey conducted expeditiously in 2015, with development led by National Research Center (NRC) in consultation with a committee of Long Grove stakeholders, should provide results in late spring to be used for land use and strategic planning.

Because Long Grove comprises two distinct sections across about 3000 total households – a newer north section and an older south section – the survey should provide results that can distinguish sentiments of residents in each of these areas, as well as give the overall village perspective. For example, with different funding mechanisms for roads in these two areas, there may be important differences in how each would like the village to approach investment in transportation infrastructure.

Although the primary focus of the survey will be on possible infrastructure improvements, to the extent it may be useful, the questionnaire also can link to the most recent prior survey conducted by Gallup in 1998. Furthermore, if Long Grove stakeholders wish to include questions that elicit resident evaluations of services and community characteristics, the survey can be constructed to do that as well, and can provide comparison results from other locales.

Because some of the questions included in the survey may have high stakes consequences for residents should policies be influenced by the results, it will be important to create a data collection process that residents trust. To this end NRC offers options for your review and will help to guide the discussion about best practices in data collection.

About National Research Center, Inc.

NRC is the leader in citizen survey research.

- NRC principals have worked in the field of research for local government and led the strategic use of surveys for over 30 years.
- Our company has designed and implemented more than 1,000 survey research projects for communities ranging in population size from approximately 1,500 residents to over eight million, including 25 communities in Illinois.
- NRC has completed hundreds of presentations of results to staff, Councils and executive teams at formal and informal meetings and workshops. We have conducted focus groups and town hall meetings linked to survey findings and strategic planning, and have facilitated strategic planning workshops with staff and Councils.
- NRC leads the research on use of opt-in web surveying for citizen surveys: http://www.n-r-c.com/are-opt-in-web-surveys-ready-for-prime-time/
- We are the only survey research firm partnered with the International City/County Management Association (ICMA) to provide citizen surveys to local governments. Our company also partners with the National League of Cities (NLC).

Our company sets and meets the highest research standards...We even wrote the book.

- Our surveys use the industry current best practices to provide a scientifically valid survey that is representative of the opinions of the community as a whole. These methods include using an address-based random sample, mail-out/mail-back methodology with multiple contacts and weighting of the results to the characteristics of the overall population.
- We wrote the books!
  - *Citizen Surveys: How to do them, how to use them, what they mean* (published by ICMA in 1991, revised 2000)
  - *Citizen Surveys: A comprehensive guide to making them matter* (published ICMA in 2009). http://bookstore.icma.org/FreeDocs/E-43526_TOC.pdf
- We are part of a larger community of organizations that support local government and quality research methods and take our responsibility to this community seriously. NRC is a member of:
  - American Society of Public Administration (ASPA)
  - American Evaluation Association (AEA)
  - American Association of Public Opinion Research (AAPOR)
  - Council of American Survey Research Organizations (CASRO)
- NRC is a charter member and reviewer for the AAPOR Transparency Initiative (http://www.aapor.org/AAPORKentico/Transparency-Initiative.aspx). Our transparent and detailed methods documentation is a testament to the integrity with which we approach our research.

NRC is a pioneer in the citizen survey industry.

- NRC regularly tests survey research methods in the field to determine the best survey approaches to keep pace with trends in technology, response patterns and evolving concepts of governance and livability.
- Our company originated the idea of benchmarking resident opinion and holds the most comprehensive database of benchmark communities. Features of our database include:
  - Results from over 600 unique jurisdictions across the nation, representing over 30 million Americans.
  - Normative comparisons for 260 services.
  - The ability to generate custom comparisons by geographic location, population size or other community characteristics or combinations.
  - Constant updates to add the latest surveys and to keep results fresh.
- We are proud to be on the leading edge of investigating analytic methods to use opt-in web surveys, creating an exciting opportunity for communities to expand the number of responses they receive. NRC recently presented our work in this area at the 2014 AAPOR annual conference (http://www.n-r-c.com/wp-content/uploads/2014/07/Opt-in-Web-Citizen-Surveys-FINAL-20140502.pdf).
- NRC has used its extensive survey research experience to develop a line of "turn-key" surveys to meet local government research needs in an efficient and low cost manner:

THE NCS™ The National Citizen Survey™	The National Citizen Survey™ (The NCS™) gathers resident opinion and results are used to improve service delivery, strengthen communications with community stakeholders and identify priorities for strategic planning and budget setting.
THE NES™ The National Employee Survey™	The National Employee Survey™ (The NES™) is a customizable, turn-key survey for local governments and other organizations to assess the work climate of their employees.
THE NBS™ The National Business Survey™	The National Business Survey™ (The NBS™) is used by local governments to understand the preferences and needs of the local business community.
CASOA™ Community Assessment Survey for Older Adults™	The Community Assessment Survey of Older Adults™ (CASOA™) is a strategic planning and evaluation tool used to develop older adult service plans, evaluate service provision, influence key stakeholders, empower community members and monitor success.

NRC provides efficient research and powerful findings for the real world.

- Our reporting and up-to-date tools and analyses provide clients with the most useful information to implement new policies or programs or modify existing ones.
- We have an in-depth understanding of the time and logistical requirements for all steps involved in the survey process. We are knowledgeable about the obstacles that can throw a project off course, and we are adept at managing any problems that might arise.
- When we commit to a study timeline and costs we meet the established goals.

- We help keep our projects on budget and on time by detailing our survey methods and assumptions in the proposal, working closely with the client throughout the process, and discussing up-front the potential financial or time impact of a methodological change.
- Many of our surveys have been used extensively in performance measurement, council goal setting, and strategic and comprehensive planning.

Our people make the difference.

- NRC has the in-house capability and expertise to meet all survey project development, analysis and reporting needs. We assign dedicated project staff and take advantage of an expanded staff network to support all projects with collaborative ideas to enhance productivity and ensure the best process and product for our clients.
- NRC is a team of professionals working in the areas of research and evaluation. Most of our senior staff members have PhDs or Masters' degrees in areas such as economics, public health or educational assessment, with emphasis on quantitative methods and measures of effectiveness.
- NRC staff understand that planning for the best deliverable will begin with close collaboration with Village staff and elected officials.
- At the outset of our work, we will talk with you to clarify the purposes of the project, identify the key contacts and stakeholders and learn the personal, political and geographic contingencies that will influence the work. Throughout any project, we check in to test our direction, work on solving problems and plan for the final product. Collaboration vastly improves our work and will help ensure that the Village gets what is most helpful to its mission.
- Beyond academic training, our staff members have significant experience conducting research outside of academia, providing a competence and grounding in the real world of survey research and program evaluation. We not only are strong methodologists, we have a strong appreciation of the mission of local government staff whose first allegiance is to their constituents, not measurement. *The Project Team* section (page 25) contains select resumes of NRC staff.

Citizen Survey Experience and References

NRC has more than 20 years of survey experience with a focus on local government research. Below we highlight a few of our long term citizen survey clients and provide a complete listing of survey projects we have conducted in the last few years to serve not only as references for NRC as a whole, but also for the staff who will be assigned to your project. We have listed the main client contact(s) for each of the highlighted projects.

City and County of Denver, Colorado **2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014**	
The National Citizen Survey™	*The 2014 survey was the 13th iteration of the survey.* ◆ *Mailed to 3,000 randomly selected households* ◆ *Spanish language online participation option* ◆ *649 completed surveys (±3.8% margin of error)* ◆ *Results were:* ◆ *Weighted to reflect the demographic profile of all residents* ◆ *Crosstabulated by geographic area* ◆ *Crosstabulated by demographic variables (annual household income, race, age and sex)* ◆ *Compared to previous survey administrations* ◆ *Compared to the National benchmark* ◆ *Compared to benchmark for communities with a population of 300,000 or greater*
Contact: Rory Regan Associate Financial Management Analyst 720-913-5544 Rory.Regan@denvergov.org	
http://www.denvergov.org/LinkClick.aspx?fileticket=4Y7Kr1xSrTk%3D&tabid=444377&mid=512461	

City of Palm Coast, Florida **2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014**	
The National Citizen Survey™	*The 2013 survey was the 13th iteration of the survey.* • *Mailed to 1,200 randomly selected households* • *379 completed surveys (±5 % margin of error)* • *Results were weighted to reflect the demographic profile of all residents and compared to the national benchmark.*
Contact: Denise Bevan Senior Environmental Planner 386-986-2458 dbevan@palmcoastgov.com	
ttps://www.palmcoastgov.com/about/citizen-survey	

City of Palo Alto, California **2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014**	
The National Citizen Survey™	*The 2013 survey was the 12th iteration of the survey.* ◆ *Mailed to 1,200 randomly selected households* ◆ *337 completed surveys (±5% margin of error)* ◆ *Results were:* ◆ *Weighted to reflect the demographic profile of all residents* ◆ *Crosstabulated by geographic area* ◆ *Compared to the national benchmark*
Contact: Deniz Tunc Administrative Assistant 650-329-2476 Deniz.Tunc@cityofpaloalto.org	
http://www.cityofpaloalto.org/civicax/filebank/documents/38310	

City of Westminster, Colorado **1992, 1994, 1996, 1998, 2000, 2002, 2004, 2006, 2008, 2010, 2012, 2014**	
Custom citizen survey	*The 2014 survey was the 12th iteration of the survey.* ◆ *Mailed to 3,000 randomly selected households* ◆ *847 completed surveys (±3% margin of error)* ◆ *Results were:* ◆ *Weighted to reflect the demographic profile of all residents* ◆ *Crosstabulated by geographic area (school districts)* ◆ *Crosstabulated by demographic variables* ◆ *Compared to previous survey administrations* ◆ *Compared to the national benchmark* ◆ *Presentations made to City Council and department heads*
Contact: Ben Goldstein Management Analyst 303-658-2007 bgoldstein@cityofwestminster.us	
Report was organized around the City's Strategic Plan goals and objectives. *http://www.ci.westminster.co.us/CityGovernment/CityManager/CitizenSurvey.aspx*	

City of Arvada, Colorado **1997, 1999, 2001, 2003, 2005, 2007, 2009, 2011, 2013**	
Custom citizen survey	*The 2013 survey was the 9th iteration of the survey.* ◆ *Mailed to 2,400 randomly selected households* ◆ *Spanish language online participation option* ◆ *787completed surveys (±3% margin of error)* ◆ *Results were:* ◆ *Weighted to reflect the demographic profile of all residents* ◆ *Crosstabulated by geographic area* ◆ *Crosstabulated by demographic variables* ◆ *Compared to previous survey administrations* ◆ *Compared to the national benchmark* ◆ *Presentations made to City staff and City Council*
Contact: Mark G. Deven City Manager 720-898-7510 mdeven@arvada.org	
Results were used to measure the outcomes and goals of the strategic plans and feed into the integrated performance management system (Focus Arvada). *http://static.arvada.org/docs/Arvada_Citizen_Survey_Report_FINAL-1-201401151032.pdf*	

Town of Parker, CO **1999, 2001, 2003, 2005, 2007, 2009, 2013**	
Custom citizen survey	*The 2009 survey was the 6th iteration of the survey.* ◆ *Mailed to 3,000 randomly selected households* ◆ *1,221completed surveys (±3% margin of error)* ◆ *Results were:* ◆ *Weighted to reflect the demographic profile of all residents* ◆ *Compared to the national benchmark* ◆ *Compared to previous survey administrations* ◆ *Presentation made to Town Council*
Contact: Elise Penington Community Affairs Director 303-805-3113 epenington@parkeronline.org	
http://www.parkeronline.org/citizensurvey	

City and County of Honolulu, Hawaii **2010, 2011, 2012, 2013**	
The National Citizen Survey™	*The 2013 survey was the 4th iteration of the survey.* ◆ *Mailed to 1,200 randomly selected households* ◆ *Online participation option* ◆ *352 completed surveys (±5% margin of error)* ◆ *Results were:* ◆ *Weighted to reflect the demographic profile of all residents* ◆ *Compared to previous survey administrations* ◆ *Compared to the national benchmark* ◆ *Compared to benchmark for communities with a population of 300,000 or greater*
Contact: Susan Hall Audit Manager 808-768-3132 shall@honolulu.gov	
http://www.honolulu.gov/rep/site/oca/oca_docs/FY2013_NCS_Report-FINAL.pdf	

City of Fort Collins, Colorado **2008, 2010, 2012, 2013**	
Custom citizen survey	*The 2013 survey the 4th iteration of the survey with NRC.* ◆ *Mailed to 1,800 randomly selected households and 200 Colorado State University (CSU) dormitory students* ◆ *Spanish language online participation option* ◆ *535 completed surveys (±4% margin of error)* ◆ *Results were:* ◆ *Weighted to reflect the demographic profile of all residents* ◆ *Crosstabulated by geographic area* ◆ *Crosstabulated by demographic variables* ◆ *Compared to previous survey administrations* ◆ *Compared to the national benchmark* ◆ *Compared to benchmark for Colorado Front Range communities* ◆ *Presentation made to City Council*
Contact: Kelly DiMartino Communications & Public Involvement Director 970-416-2028 kdimartino@fcgov.com	
Fort Collins conducted citizen surveys in 2001, 2003 and 2006 before contracting with NRC to conduct their survey in 2008. Our expertise enabled us to seamlessly integrate the results compiled by a previous vendor with the results garnered by NRC and convey actionable results to City staff. *Report was organized around the City's Budgeting for Outcomes (BFO) process.* *http://www.fcgov.com/citizensurvey/pdf/Fort-Collins-2010-Report-FINAL-07-14-2010-2.pdf*	

City of Rockville, Maryland **2005, 2007, 2008, 2010, 2012**	
Custom citizen survey	*The 2012 survey was the 5th iteration of the survey.* ◆ *Mailed to 2,000 randomly selected households* ◆ *682 completed surveys (±4% margin of error)* ◆ *Results were:* ◆ *Weighted to reflect the demographic profile of all residents* ◆ *Compared to previous survey administrations* ◆ *Compared to the national benchmark* ◆ *Crosstabulated by geographic area* ◆ *Crosstabulated by demographic variables*
Contact: Louise Atkins Council Support Specialist 240-314-8106 latkins@rockvillemd.gov	
http://www.rockvillemd.gov/index.aspx?NID=1076	

City of Highland Park, Illinois **2003, 2005, 2008, 2012**	
The National Citizen Survey™	*The 2012 survey was the 4th iteration of the survey.* ◆ *Mailed to 1,200 randomly selected households* ◆ *477 completed surveys (±4% margin of error)* ◆ *Results were:* ◆ *Weighted to reflect the demographic profile of all residents* ◆ *Compared to previous survey administrations* ◆ *Compared to the national benchmark*
Contact: Emily Palm Assistant to the City Manager 847-926-1004 epalm@cityhpil.com	
http://www.cityhpil.com/DocumentCenter/View/3335	

City of Boulder, Colorado **2001, 2007, 2010, 2011, 2014**	
Custom citizen survey	*The 2014 survey was the 5th iteration of the survey.* ◆ *Mailed to 3,017 randomly selected households* ◆ *785 completed surveys (±5% margin of error)* ◆ *Results were:* ◆ *Weighted to reflect the demographic profile of all residents* ◆ *Compared to previous survey administrations* ◆ *Compared to the national benchmark* ◆ *Crosstabulated by geographic area* ◆ *Crosstabulated by demographic variables*
Contact: Jean Hagen Gatza, AICP Community Planning & Sustainability 303-441-4907 gatzaj@bouldercolorado.gov	
https://bouldercolorado.gov/city-manager/2011-community-survey-results	

Town of Flower Mound, Texas **2009, 2011, 2014**	
The National Citizen Survey™	*The 2014 survey was the 3rd iteration.* ◆ *Mailed to 1,200 randomly selected households* ◆ *417 completed surveys (±5% margin of error)* ◆ *Results were:* ◆ *Weighted to reflect the demographic profile of all residents* ◆ *Compared to previous survey administrations* ◆ *Compared to the national benchmark*
Contact: Tommy Dalton Director of Strategic Services 972-874-6079 tommy.dalton@flower-mound.com	
http://www.flower-mound.com/DocumentCenter/Home/View/34	

Town of Needham, Massachusetts **2008, 2010, 2012, 2014**	
The National Citizen Survey™	*The 2012 survey was the 3rd iteration of the survey.* ◆ *Mailed to 1,200 randomly selected households* ◆ *546 completed surveys (±4% margin of error)* ◆ *Results were:* ◆ *Weighted to reflect the demographic profile of all residents* ◆ *Compared to previous survey administrations* ◆ *Compared to the national benchmark*
Contact: Paul Buckley Fire Chief 781-455-7580 pbuckley@town.needham.ma.us	
http://www.needhamma.gov/DocumentCenter/Home/View/4322	

Town of Weston, Massachusetts **2013**	
The National Citizen Survey™	*The 2013 survey was the 1st iteration.* ◆ *Mailed to 1,100 randomly selected households* ◆ *404 completed surveys (±5% margin of error)* ◆ *Results were:* ◆ *Weighted to reflect the demographic profile of all residents* ◆ *Compared to the national benchmark*
Contact: Donna VanderClock Town Manager 781-786-5020 VanderClock.D@westonmass.org	
http://www.weston.govoffice.com/vertical/sites/%7B264E11B6-4A4A-4EC0-B631-35FE907B479E%7D/uploads/Weston_MA_Community_Livability_Report-FINAL_2014.pdf	

City of Chanhassen, Minnesota 2005, 2007, 2010, 2013	
The National Citizen Survey™ Contact: Laurie Hokkanen Assistant City Manager 952-227-1118 lhokkanen@ci.chanhassen.mn.us	*The 2013 survey was the 4th iteration of the survey.* ◆ *Mailed to 1,200 randomly selected households* ◆ *Online participation option* ◆ *461 completed surveys (±4% margin of error)* ◆ *Results were:* ◆ *Weighted to reflect the demographic profile of all residents* ◆ *Compared to previous survey administrations* ◆ *Compared to the national benchmark*
http://www.ci.chanhassen.mn.us/index.aspx?nid=92	

City of Lynchburg, Virginia 2004, 2006, 2008, 2013	
The National Citizen Survey™ Contact: JoAnn Brown-Martin Communications and Marketing 434-455-3801 joann.martin@lynchburgva.gov	*The 2013 survey was the 4th iteration of the survey.* ◆ *Mailed to 1,200 randomly selected households* ◆ *Online participation option* ◆ *391 completed surveys (±5% margin of error)* ◆ *Results were:* ◆ *Weighted to reflect the demographic profile of all residents* ◆ *Compared to previous survey administrations* ◆ *Crosstabulated by geographic area* ◆ *Crosstabulated by demographic variables* ◆ *Compared to the national benchmark* ◆ *Compared to benchmark for communities with a population of 50,000 to 100,000* ◆ *Presentation made to City Council*
http://www.lynchburgva.gov/news/citizen-survey-results	

City of Gaithersburg, Maryland 2007, 2009, 2011, 2013	
The National Citizen Survey™ Contact: Britta Monaco Director, Department of Community & Public Relations 301-258-6310 BMonaco@gaithersburgmd.gov	*The 2013 survey was the 4th iteration of the survey.* ◆ *Mailed to 1,200 randomly selected households* ◆ *Spanish and English language online participation options* ◆ *186 completed surveys (±7% margin of error)* ◆ *Results were:* ◆ *Weighted to reflect the demographic profile of all residents* ◆ *Compared to previous survey administrations* ◆ *Compared to the national benchmark*
http://www.gaithersburgmd.gov/government/city-manager/new-detail	

Complete list of recent survey clients (2012-2014)

Below is a complete listing of recent projects for local governments conducted since 2012; **surveys performed in Illinois appear in bold font.**

Custom Citizen Surveys

- **Village of Winnetka, IL 2014**
- Arapahoe County Citizen Survey 2014
- Eden Prairie Citizen Survey 2014
- Gilbert, AZ Resident Survey 2014
- Oak Hill, TN Resident Survey 2014
- Rock Hill, SC Focus Groups 2014
- Rock Hill, SC Strategic Planning Workshop 2014-15
- Rockville, MD Citizen Survey 2014
- Westminster, CO Citizen Survey 2014
- Wheat Ridge, CO Citizen Survey 2014
- WILMAPCO Public Opinion Survey 2014
- Arvada, CO Citizen Survey 2013
- Aspen, CO Citizen Survey 2013
- Aurora Citizen Public Opinion Survey 2013
- Boulder Community Survey 2014
- Flagstaff, AZ Citizen Survey 2013
- Fort Collins, CO Citizen Survey 2013
- Greeley, CO Resident and Non-resident Surveys 2013
- Maple Grove, MN Resident Survey 2013
- Takoma Park, MD Citizen Survey 2014
- WILMAPCO Public Opinion Survey 2013
- Adams County Quality of Life Survey 2012
- Aspen, CO 2012 Citizen Survey
- Broomfield, CO Citizen Survey 2012
- Castle Pines, CO Citizen Survey 2012
- City of Blaine, MN Resident Survey 2012
- City of SeaTac, WA 2012 Resident Survey
- Fort Collins, CO Citizen Survey 2012
- Highlands Ranch Community Association (HRCA) Community Survey 2012
- Lakewood Citizen Survey 2012
- Lone Tree, CO Resident Survey 2012
- Longmont, CO Customer Satisfaction Survey 2012
- Louisville, CO Citizen Survey 2012
- Minneapolis, MN Resident Survey 2012
- Dakota County, MN Citizen Survey 2012
- Olmsted County, MN Citizen Survey 2012
- Scott County, MN Citizen Survey 2012
- St. Louis County, MN. Citizen Survey 2012
- Washington County, MN Citizen Survey 2012
- New Brighton, MN Resident Survey 2013
- Parker, CO Citizen Survey 2013
- Pinal County Customer Satisfaction Survey 2013
- Reston Association, VA Community Survey 2012
- Rockville, MD Citizen Survey 2012-2013
- Westminster, CO Citizen Survey 2012
- Wheat Ridge, CO Citizen Survey 2012
- WILMAPCO Public Opinion Survey 2012

The National Citizen Survey™

- Bedford, MA 2014
- Bettendorf, IA 2014
- Bloomington, MN 2014
- Bowling Green, KY 2014
- Canton, SD 2014
- Clearwater, FL 2014
- Duluth, MN 2014
- Englewood, CO 2014
- Estes Park, CO 2014
- Flower Mound, TX 2014
- Galveston, TX 2014
- Johnson City, TN 2014
- Lindsborg, KS 2014
- Lynnwood, WA 2014
- Milton, GA 2014
- Needham, MA 2014
- Newton, IA 2014
- Palo Alto, CA 2014
- Pasco County, FL 2014
- Polk County, IA 2014
- Ramsey, MN 2014
- Rock Hill, SC 2014
- **Schaumburg, IL 2014**
- **Shorewood, IL 2014**
- State College, PA 2014
- Tacoma, WA 2014
- Williamsburg, VA 2014
- Wilsonville, OR 2014
- Yakima, WA 2014
- Airway Heights, WA 2013
- Albemarle County, VA 2013
- Ankeny, IA 2013
- Ann Arbor, MI 2013
- Bainbridge Island, WA 2013
- Bloomington, MN 2013
- Broken Arrow, OK 2013
- Brookline, MA 2013
- Brownsburg, IN 2013

- Cape Coral, FL 2013
- Cartersville, GA 2013
- Chanhassen, MN 2013
- Charlotte, NC 2013
- Clive, IA 2013
- Clovis, CA 2013
- Coronado, CA 2013
- Davidson, NC 2013
- Decatur, GA 2013
- Denison, TX 2013
- Denver, CO 2013
- Dover, NH 2013
- Duluth, MN 2013
- Elk Grove, CA 2013
- Erie, CO 2013
- Gaithersburg, MD 2013
- Galveston, TX 2013
- Gilbert, AZ 2013
- Goodyear, AZ 2013
- Gunnison County, CO 2013
- Harrisonburg, VA 2013
- Honolulu, HI 2013
- Hooksett, NH 2013
- Hopkinton, MA 2013
- Iowa City, IA 2013
- Jackson County, MI 2013
- Jupiter, FL 2013
- Kenmore, WA 2013
- Lakeville, MN 2013
- McAllen, TX 2013
- Miami, FL 2013
- Morristown, TN 2013
- Mountlake Terrace, WA 2013
- Noblesville, IN 2013
- Norfolk, VA 2013
- Novato, CA 2013
- **Oak Park, IL 2013**
- **Orland Park, IL 2013**
- Palm Coast, FL 2013
- Palo Alto, CA 2013
- Park City, UT 2013
- Pasco County, FL 2013
- Pasco, WA 2013
- **Peoria, IL 2013**
- Richmond, CA 2013
- River Falls, WI 2013
- San Jose, CA 2013
- Santa Fe County, NM 2013
- Scottsdale, AZ 2013
- South Lake Tahoe, CA 2013
- **St. Charles, IL 2013**
- **Sugar Grove, IL 2013**
- Sunnyvale, CA 2013
- Temple, TX 2013
- Twin Falls, ID 2013
- Urbandale, IA 2013
- Weston, MA 2013
- Windsor, CO 2013
- Winter Garden, FL 2013
- Yakima, WA 2013
- Albert Lea, MN 2012
- Ashland, OR 2012
- Benbrook, TX 2012
- Bettendorf, IA 2012
- Bloomington, MN 2012
- Bowling Green, KY 2012
- Bristol, TN 2012
- Burleson, TX 2012
- Charlotte County, FL 2012
- Charlottesville, VA 2012
- Clive, IA 2012
- Davidson, NC 2012
- Delray Beach, FL 2012
- Denver, CO 2012
- Destin, FL 2012
- Dublin, OH 2012
- Dubuque, IA 2012
- El Cerrito, CA 2012
- Fishers, IN 2012
- Fort Smith, AR 2012
- Henderson, NV 2012
- **Highland Park, IL 2012**
- Honolulu, HI 2012
- Hudson, OH 2012
- Johnson City, TN 2012
- Kennett Square, PA 2012
- La Plata, MD 2012
- La Vista, NE 2012
- Lafayette, CO 2012
- Lane County, OR 2012
- Las Cruces, NM 2012
- Lynchburg, VA 2012
- Menlo Park, CA 2012
- Meridian Township, MI 2012
- Milton, GA 2012
- Monterey, CA 2012
- Mooresville, NC 2012
- Morristown, TN 2012
- Needham, MA 2012
- New Braunfels, TX 2012

- Norfolk, VA 2012
- Novi, MI 2012
- Paducah, KY 2013
- Palm Coast, FL 2012
- Palo Alto, CA 2012
- Papillion, NE 2012
- Peoria, AZ 2012
- Sahuarita, AZ 2012
- San Jose, CA 2012
- San Juan County, NM 2012
- Sevierville, TN 2012
- Sioux Falls, SD 2012
- **Skokie, IL 2012**
- State College, PA 2012
- Surprise, AZ 2012
- Suwanee, GA 2012
- Tualatin, OR 2012
- Wauwatosa, WI 2012
- West Chester, PA 2012
- White House, TN 2012
- Wichita, KS 2012
- Williamsburg, VA 2012
- Wilsonville, OR 2012
- Yakima, WA 2012

Business Surveys

- Honolulu Employer Survey 2014
- Novi, MI Business Survey 2013
- **Orland Park, IL Business Survey 2013**
- Littleton, CO Community Survey 2012 (Resident and Business)
- Lone Tree Business Survey 2013

The National Employee Survey™

- Flower Mound, TX 2014
- Norfolk, VA 2014
- Fort Collins, CO Fall 2013
- Scottsdale, AZ 2013
- Broken Arrow, OK 2013
- Decatur, GA 2013
- Flower Mound Follow Up Interviews 2013
- Oakland Park, FL 2013
- Pinellas County, FL 2013
- Sevierville, TN 2014
- Fort Collins, CO 2013
- **Algonquin, IL 2012**
- Dover, NH 2013
- Flower Mound, TX 2012
- La Vista, NE 2012
- Lane County, OR 2013
- Midland, MI Crosstabs 2012
- Surprise, AZ 2012

Older Adult Surveys

- Boulder County, CO 2014
- East Chicago, IN 2014
- CASOA™ State of Indiana, Division of Aging 2013
- Care Connect 50Up Telephone Survey 2012
- Inver Grove Heights, MN Older Adult Needs Assessment Survey 2012
- Thornton Older Adult and Baby Boomer Survey 2012

Parks and Recreation Surveys

- City of Boulder Valmont Park Survey 2013
- Clearwater, FL Parks and Recreation Survey 2013
- Evergreen Park and Recreation District Survey 2013
- Parks and Recreation Community Survey™ Loveland, CO 2013
- Parks and Recreation Community Survey™ South Lake Tahoe, CA 2013
- Westminster, CO Parks, Recreation and Library Needs Assessment Survey 2013
- Longmont, CO P&R with MIG 2012
- Parks and Recreation Community Survey™ Durham, NC 2012

Proposed Approach

Collaborating with the Village of Long Grove

NRC will work collaboratively with Village staff and elected officials to determine the most appropriate survey methods and questions to address the needs of Long Grove.

NRC will assign a project manager to be the primary point of contact with the Village of Long Grove. We find having one person manage communication best keeps the project on track, but where it is helpful, we are always happy to have our clients contact any NRC staff with questions at any time.

While we propose for NRC to take the lead in each project task, we will work collaboratively with all relevant Village of Long Grove staff, soliciting input and feedback at each decision point. We will prioritize regular, informative communication to ensure that broad and specific goals and timelines are understood and met by all. We use our survey research expertise to provide guidance in clear discussions and written communications, including pros, cons and recommendations to Village staff to facilitate decision making.

Choosing a Survey Administration Mode

Based on NRC's experience and that of other survey researchers, we have created a table that compares the strengths of various survey administration modes (**Table 1**). NRC recommends a mailed survey with an option to respond by Web to gather the perspectives of Long Grove residents. A mailed survey when compared to a phone survey will maximize the amount of data that can be collected because the cost per completed mailed survey is close to a third less than the cost of a properly completed phone survey.

Another reason to conduct the survey via mail is the geographic precision and associated coverage (or inclusivity). Telephone number portability, unlisted numbers and the increase of cell-only households and the low rate of matched phone numbers and physical addresses means that telephone surveys never can offer the same complete, precise geographic coverage as a mail survey. When phone calls are made to houses with a known address from listed samples, only households with listed numbers (and those are almost entirely landline households) can be reached. Such a bias in contact can undermine how representative the sample of respondents is. Furthermore, NRC's own research demonstrates that, on average, 40% of the respondents to our mailed surveys have no land line or use their cell phones as their primary telephonic connection. Including cell phone users in a telephone survey – a requirement these days for competently conducted phone surveys – adds considerably to the cost of the phone survey; cell phone interviews cost two to five times that of landline interviews. Finally, response rates by phone are significantly lower than those by mail. PEW Research recently estimated: "The percentage of households in a sample that are successfully interviewed – the response rate – has fallen dramatically. At Pew Research, the response rate of a typical telephone survey was 36% in 1997 and is just 9% today."[1]

In order to administer a mailed survey, NRC will use the comprehensive list of households provided in electronic format by the Village.

[1] *See http://www.people-press.org/2012/05/15/assessing-the-representativeness-of-public-opinion-surveys/*

Table 1: Comparison of administration methods for general population surveys

Issue	Phone	Mail	Web[2]
Expense per completed survey	Moderately expensive	Moderately inexpensive	Moderately inexpensive
Speed of administration	Moderately fast	Moderately slow	Moderately fast
Typical response rate	Fair	Excellent	Fair
Ability to obtaining candid responses	Fair	Excellent	Excellent
Elimination of interviewer bias	Fair	Excellent	Excellent
Ability to get at in-depth topics	Good	Good	Good
Use of visual aids	Poor	Good	Good
Enforcement of question order	Excellent	Poor	Good
Inclusion of illiterate respondents	Good	Poor	Poor
Inclusion of young adults	Poor	Poor	Fair
Inclusion of respondents of lower socioeconomic status	Fair	Fair	Poor
Specifying sub-geographic locations	Poor	Excellent	Poor
Comfort for older adults	Fair	Excellent	Poor

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Two possible approaches: hedged or open data collection

In some jurisdictions, staff or elected officials are concerned about methods that include a multiple contact approach that sequentially sends two surveys to a household (in case the first is lost or misplaced) or allows unlocked entry to a web response option. They fear such a method will result in inadvertent or intended multiple response by individuals or households. Concerns about unfair response from some residents often accompanies surveys that inquire about controversial or contentious projects. Although NRC almost never has encountered enough of this behavior to affect the validity of the survey project (even when issues were highly conflictual), we do have data collection protocols that diminish the likelihood that any person will respond multiple times. Though no protocol is impenetrable if someone is bent on subverting it, certain protocols can deter unfair behavior, but they also deter the very behavior we wish to encourage – participation in the survey.

Because NRC research has shown that residents do not intentionally or inadvertently give multiple responses in large enough numbers to affect survey outcomes, we do not recommend the hedged protocol. Nevertheless, we will work with the Village to select the more appropriate protocol for its survey.

Impact on	Hedged protocol[1]	Open Protocol[2]
Response rate	Lower	Higher
Response candor	Less	More
Cost	More	Less
Likelihood of receiving only one response per intended respondent or household	Very high	High

[1] Unique password required for Web response; only one tinted survey sent per household [or two sent followed by analysis to de-duplicate]; survey sent to household includes unique identifier/password.

[2] Reminder survey sent to each selected household, no passwords required for response; survey sent to household includes no unique identifier/password.

[2] As a stand-alone data collection method with recruitment via mailed invitations with multiple contacts, the response rate for Web has improved markedly in recent years. Depending on the features of the survey, like topic, length and target population, Web often remains more economical when paired with a mailed survey (permitting responses via either method) or when a complete list of email addresses is available for the population of interest, as often is the case for members of organizations.

Creating the Survey Instrument

A custom survey approach will offer Long Grove the ability to structure the survey and form each question to the Village's exact specifications. The reporting would reflect the structure of the survey and would also be customized to the needs of Long Grove. Custom work could include benchmark comparisons for items where comparisons are available, geographic comparisons and demographic subgroup comparisons and an in-person presentation of results.

Developing a custom survey

NRC will work with the Village survey committee, listening closely to help you define your specific survey needs while developing and prioritizing questions, all the while ensuring the process will be low-burden for Village staff. Survey development is an iterative process that we will lead, giving you questions and formats that you can react to. We focus on working quickly, yet thoughtfully, on our side of the responsibilities, leaving ample time for your review. For example, we seek to turn around a survey draft within a half a day or day to ensure the maximum time for stakeholder reflection.

Our goal in working with Village staff and elected officials is to ensure that the final survey includes all desired questions, with optimal sequencing and wording to ensure valid and informative responses. We will also keep a design eye on the formatting, so that the survey is inviting and easy to complete. Attractive and appropriately condensed question formatting will encourage the best response rate.

While designing the survey instrument, NRC will strive to set the stage for any trends the Village would like to track from the Gallup survey done in 1998. We will provide draft question wording for any topics to ensure that questions capture the intended meaning for the Village of Long Grove. We will provide feedback regarding which questions are most commonly asked in other communities across the country to maximize the benefit of benchmark comparisons.

Selecting Participants

All households located within Long Grove would be eligible for the survey. NRC has tested list sources and knows that those from the United States Postal Service (USPS) are most accurate, however we will use the Village's comprehensive list of addresses. In addition, we can stratify the sample by Village section (north/south) if desired.

Number of completed surveys	Margin of error
100	±9.8%
300	±5.7%
750	±3.6%
1,000	±3.1%
1,200	±2.8%

We recommend mailing the survey to all households. Should the Village choose to mail to a sample of households rather than all households, a systematic sampling method will be applied to the list of households in the Village to select the target number of survey recipients. The relationship between sample size and precision of estimates or margin of error (at the 95% confidence level) is shown in the table above.

To support the objective of providing scientific results, we will use an unbiased procedure to select a single individual within the household to complete the survey. We typically use the "birthday

method" for this purpose. For this, the cover letter instructs that the survey be completed by the adult household member (18 years old or older) who most recently had a birthday, irrespective of year of birth. Selecting households and recipients within households by using unbiased methods helps ensure the attitudes expressed by our respondent sample closely approximate the attitudes of all adult residents living in Long Grove.

Survey Administration

Contact Strategy

NRC manages all aspects of survey administration including printing, mailing preparation and postage via USPS. Maximizing survey participation requires multiple contacts with residents. Our contact approach maximizes the number of completed surveys through a rigorous multi-contact strategy. For Long Grove, we will contact each sampled household three times (assuming the open protocol):

1) A prenotification announcement, informing the household members of the upcoming community survey, will be sent to each sampled household. This announcement will arrive about a week before the survey packet.

2) One week after mailing the prenotification, each household will be sent a survey containing a cover letter (signed by a Village official or officials). The packet will contain a postage-paid return envelope. The cover letter will also include a web address (URL) so that the survey can be taken online if the respondent prefers. Cover letters may include instructions in languages other than English to guide respondents as to how they may take the survey online in their preferred language.

3) A second survey packet will be scheduled to arrive one week after the first survey packet. The cover letter will ask those who have not completed the survey to do so and those who have already done so to refrain from turning in a second survey. The URL for online completion of the survey will also be included on this letter.

Mailing materials will use Village logos and letterheads. NRC will assist the Village in drafting survey-related communications, if requested. Each survey completed by mail will be sent with a postage-paid return envelope for respondents to return completed surveys to NRC. Completed surveys will be collected over the following six weeks.

Mailing Preparation

The sample of addresses will be processed for certification and verification. NRC uses CASS™/NCOA software that relies on the USPS National Directory information to verify and standardize the address elements and assign each a complete, nine-digit zip code where possible. NRC carefully reviews proofs of all survey materials as part of our quality assurance process. NRC's mail shop will prepare the three mailings (i.e., folding, stuffing and addressing survey packets) and coordinate each mailing's delivery to the appropriate USPS facility. The survey packet will include NRC's postage-paid business reply envelope.

Online Response Option

As described in the cover letters, the survey will be available online. Mail and web responses can be combined without statistical adjustments because mail and web surveys are both "self-administered." Respondents receive a simple URL to enter into their browser on any Internet-capable device, including mobile phones, tablets and computers. In our experience conducting surveys by mail with an online response option, we have found that the overall response rate to the survey is neither positively nor negatively affected by whether the online response option is provided. While typically few survey recipients opt to take the survey online (generally less than 5% of survey recipients), the convenience of being able to complete the survey online either at a home computer or mobile device will be appreciated by the more technically savvy residents of Long Grove. If the hedged approach is used, the respondent will be required to enter a unique password included in the mailed communications.

Public Outreach

NRC recommends that Long Grove conduct public outreach in advance of the survey to boost response among selected households, with the added benefit of boosting residents' trust in local officials. This trust will accrue by conveying Long Grove leaders' interest in listening to its residents. NRC will support the communications effort by giving feedback on your plan, press releases and other publicity wording, if your communication team so desires. We have samples of communications plans our clients have developed that we can share with the Village.

Data Collection and Analysis

NRC will manage all aspects of data collection and analysis.

Survey Processing

Completed surveys will be returned via postage-paid business reply envelopes to NRC and reviewed and "cleaned" as necessary. For example, respondents selecting more categories than permitted will have their choices randomly reduced to the appropriate number for entry into the dataset. We have found that very little cleaning is needed on most surveys due to our expertise in question construction and survey formatting. Data from the web surveys are automatically entered into an electronic dataset, downloaded, cleaned as necessary and then merged with the data from the mail survey to create one complete dataset.

Returned questionnaires will be scanned electronically (and stored for later review, as needed) and entered into an electronic dataset. This dataset will be subject to a data entry protocol of "key and verify," in which survey data are entered twice into an electronic dataset and then compared. Discrepancies are evaluated against the original survey form and corrected. Range checks, a form of quality control, will also be performed. If desired, NRC can provide the original survey scans to the Village on a CD, DVD or flash drive.

Weighting the Data

The first step in preparing the data for analysis will be to weight the data to reflect the demographic profile of the residents of Long Grove. Weighting is a best practice in survey research to adjust for potential non-response bias and ensure that the demographic characteristics of the sample mirror the overall population. In general, residents with certain characteristics (for example: those who

are older or home owners) are more likely to participate in surveying. Weighting allows us to increase or decrease the weight of each respondent to mimic as closely as possible the demographic profile of Long Grove as described by the U.S. Census. The weighting variables to be considered will be all those demographics included on the survey. Additionally, NRC has extensive experience with complex weighting schemes required with sampling by geographic subareas.

Analyzing the Data

For quantitative analysis, we rely on IBM Statistical Package for the Social Sciences (SPSS). We believe that analysis must be replicable and leave a clear path. To this end, we keep every label and command run in SPSS in a syntax file available for audit and re-running, as necessary. We will code any open-ended responses using both an emergent approach, where themes are revealed through the analysis, combined with a deductive approach, where a scheme or codes are predetermined and applied to the data. We use various analysis techniques, suited to the project and question.

As is customary, results for each question will be reported along with a measure of the precision of estimates, namely a "level of confidence" and accompanying "confidence interval" (or margin of error). A traditional level of confidence, and the one used in our reports, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. For example, a mailing to 3,000 recipients with a 30% response rate would result in 900 responses and a margin of error of ±3%.

In addition to providing a full set of responses to each survey question, analysis may include crosstabulation by geographic area, crosstabulation by respondent characteristics and comparison of results against benchmark communities. The full dataset will be output into an agreed upon format for sharing with Village staff.

The data and report will undergo a thorough quality assurance review. We will audit the original data files and our statistical analysis files, compare automatically generated output to the formatted output in the report and data check all numbers and text prior to submitting the report. This will ensure the data analyses are correct; can be compared properly to prior years; and that staff, the media and the public will trust the results.

Understanding Results and Taking Action

Reports and presentations must serve staff and council members, appointed boards and commissions as well as the lay public and must be documents that the media can understand and find robust should they wish to press their credibility. These are challenges we accept enthusiastically. Our reports are engaging and pop with clear information. The report tells the story of the survey results in a stylish, colorful, informative and simple manner.

Custom Reports

Our reports are comprehensive and include technical and detailed numbers and information, but without requiring a degree in statistics to understand the survey results. All the technical details are in appendices for those who wish to read them. We provide basic frequencies of results for all

questions and also more in-depth analyses, when desired and when relevant. Some of the most common analyses are outlined below, including geographic and demographic subgroup comparisons, custom benchmarking and analysis of open-ended questions. For ease, we also include an executive summary that gives a quick overview of results while highlighting key findings. We can easily adjust the level of reporting in our custom reports to the needs of Long Grove.

Comparisons by Geographic and Demographic Subgroups

NRC can compare findings by geographic subgroups (e.g., north/south or other delineation) or respondent demographics (such as age, income, length of residency and more). We note statistically significant differences among subgroups to avoid readers being drawn to small differences that only may be the result of chance.

Benchmarking Results to Other Communities

NRC conducts and collects the most current citizen surveys from communities across the country; we have the largest database of comparative resident opinion of any firm, containing over 600 comparison communities.

For our custom surveys, items will be compared to a benchmark of Long Grove's choosing wherever comparisons are available. Because NRC innovated a method for quantitatively integrating the results of surveys that we have conducted and those that others have conducted, we can create comparisons for more services and with less sampling error than anyone. NRC has normative comparisons for 260 services that include police services, fire and EMS, garbage collection and recycling, utilities and utilities billing, library services, street maintenance and repair, water quality, code enforcement, senior services, public transportation, city employee ratings, job opportunities, public safety, historic preservation, economic development, public trust and many others. We add virtually every new survey completed in communities across the country so that our comparison data are fresh and complete.

Because NRC's benchmark database contains communities that range widely in size, location and other features, we can easily create benchmarks to make comparisons to the entire nation or a subset, such as all jurisdictions in a region or population range among other factors.

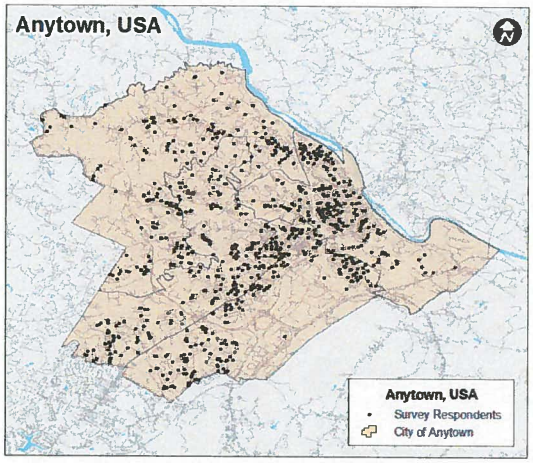
Mapping Results

In the course of a custom survey and at the request of the Village, NRC has the capability to provide results in a map format. By linking the subarea of residence (e.g., north/south) for each respondent, we can group residents by location to produce maps that display patterns of community experience and perspective. For example, for the City of Tacoma, WA, NRC created a map of the city, separated into 14 "zones" by overlaying the boundaries of five "Councilmanic Districts" with the boundaries of eight "Neighborhood Council Districts." NRC oversampled certain zones and types of households to ensure representation of all types of residents. Additionally, *The New York Times* used NRC's geocoded survey results of the NYC Feedback Citywide Survey (one of the largest citizen surveys ever conducted in the United States) to create a series of interactive maps: http://www.nytimes.com/interactive/2009/03/07/nyregion/20090307-nyc-poll.html

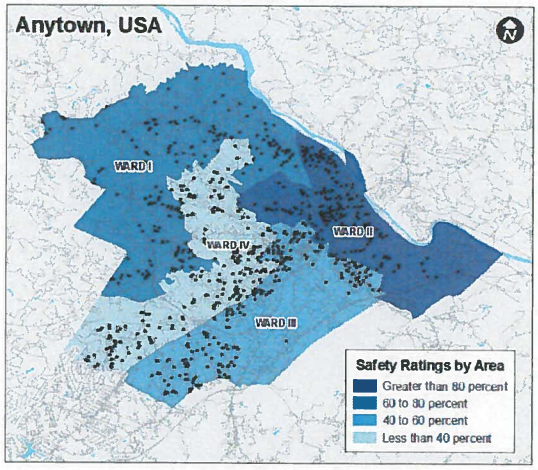
For an additional fee, NRC can provide a color-shaded map for any or every question on the survey, if useful. We will provide interpretation of the maps so that readers are not left to make sense of the maps alone. Examples are shown in the following fictionalized maps for Anytown, USA. In the examples, we first graph all households selected for the survey, being sure, for the sake of anonymity, that the level of specificity shown on the map does not permit the identification of any household (Map 1). In Map 2, we overlay the boundaries of districts or wards and, in this example, we show, with shading, the average ratings of safety for the different wards. In Map 3, we show clusters of residents where ratings of street lighting are "poor," and (in Map 4) we highlight those clusters for possible jurisdiction action. Maps 5 and 6 (created for Boulder County) show how demographic information can be displayed geographically.

These geographic comparisons are more accurately executed when a mail survey (address based) methodology is used.

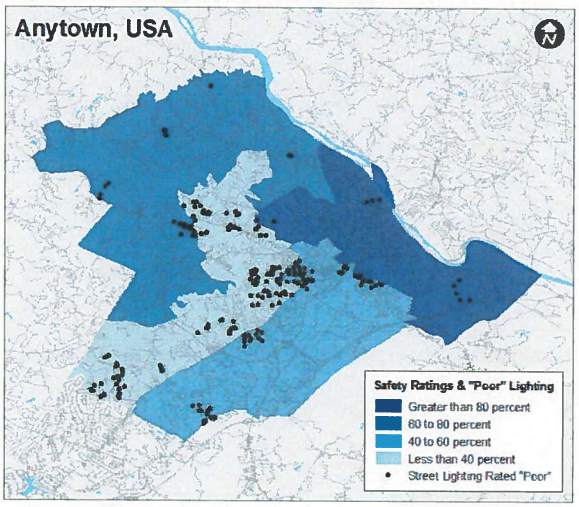
Map 1: All Households Selected



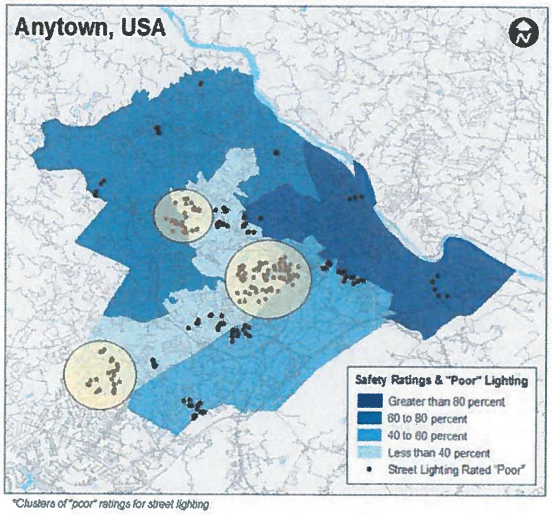
Map 2: Wards with Safety Ratings



Map 3: "Poor" Ratings of Street Lighting

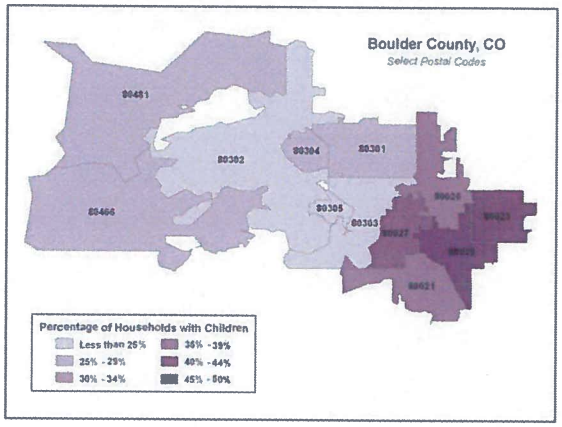


Map 4: Targeted Areas for Improved Street Lighting*

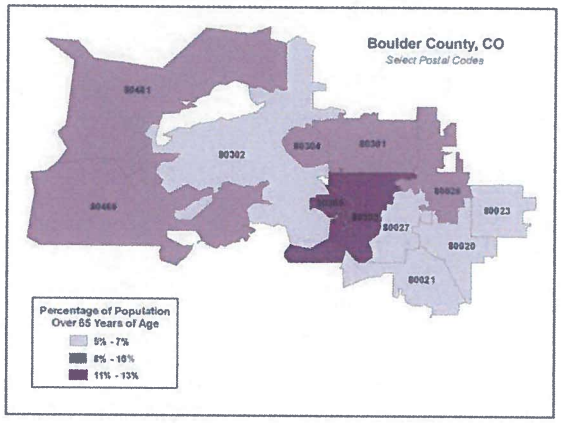


*Clusters of "poor" ratings for street lighting

Map 5: Example from Recent Client Report



Map 6: Example from Recent Client Report



Presentations

We believe in making results interesting and straightforward in our presentations. Our Microsoft® PowerPoint presentations are attractive and visually intuitive. A typical PowerPoint supports a presentation of approximately 20-30 minutes in length. We recommend having 15-30 minutes following the presentation portion for questions, depending on your preferences.

An in-person presentation by NRC adds a great degree of confidence in the independence and reliability of your findings. Whether presenting to staff or council, the credibility of the presentation rests as much on the response to questions from the audience as on the summary of the slides. This is where the benefit of the reputation, education and experience of the NRC team will be especially helpful to providing you the credibility and trust that top level managers expect. NRC will conduct one in-person presentation of the summary report to the Village Council.

An example of a recent presentation for a custom survey is Arvada, CO.

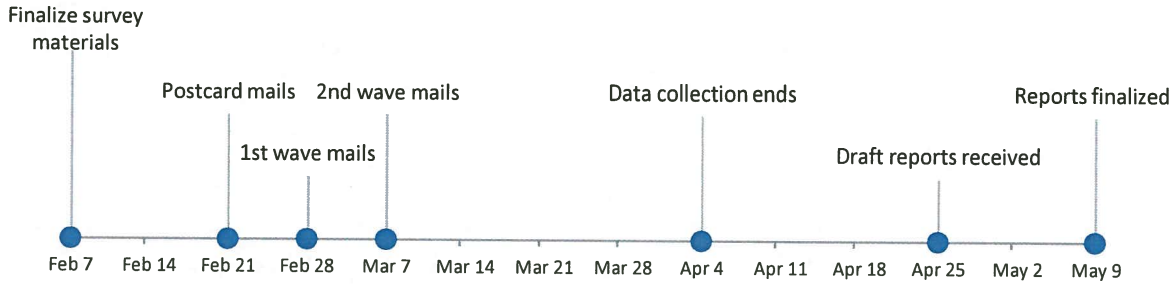
The Arvada, CO presentation slides can be found here:
http://static.arvada.org/docs/Arvada_2013_Presentation_Final-1-201401151640.pdf

An example of a recent presentation of The NCS for Harrisonburg, VA is available here:
http://harrisonburg-va.granicus.com/MediaPlayer.php?view_id=4&clip_id=187

A streamed two hour presentation to Winnetka, IL, from January 2015, can be found here:
http://winn-media.com/videos/

Proposed Timeline

Anticipating vendor selection in early July, we feel that the following timeline is a reasonable schedule for conducting Long Grove's survey. This would allow sufficient time for a results presentation to Council on November 11.



Consulting and Continued Support

We know that an effective report will be reviewed and discussed by many people in your jurisdiction after we have completed any formal presentations and workshops, and that new questions may arise. We always will provide you with the electronic dataset of your responses for your future reference and use. Further, for our custom projects we commit to supporting follow-up discussions by offering crosstabulations and other additional analyses of results when needed at no cost to you during the six months following our project is completed.

Proposed Cost

The price assumes a scope as described in the above document with up to a five page questionnaire created in concert with Village stakeholders, including 14 hours of internal NRC staff time plus up to two virtual meetings of two hours each, above which would be charged at $175/hour if needed to finalize the instrument; standard three contact mailed protocol with ability to respond by Web; all households (about 3,000) included; full analysis to include demographic and geographic cross-tabulations and reporting as well as one in-person presentation.

Total cost:	**$30,800[3]**
Optional 'hedged' data collection:	**$1,500**
Optional mapping:	**not recommended**
Optional Next Step Workshop:	**TBD with you[4]**

[3] If 1000 households were sampled instead of all households, the total price would drop to $24,000.
[4] Prices vary. As one example, our templatized workshop for The National Citizen Survey takes client stakeholders through a process by which a number of items are identified for next steps and an action plan is outlined.

The Project Team

Below are bios for select NRC staff members assigned to the team.

Shannon Hayden, M.A., Senior Analyst & Chief Operating Officer, earned a master's degree in Educational Psychology, with an emphasis on research and evaluation methods. Shannon has been involved in more than 300 survey, evaluation and research projects at NRC both in the role of project manager and by providing oversight and guidance to other project managers. She guides projects from initial conversations about the purpose, through study design, execution, analysis and report writing. Shannon helped to develop The National Citizen Survey™, a templatized survey now used in more than 350 jurisdictions in 43 states. She co-authored the book, *Citizen Surveys: A Comprehensive Guide to Making Them Matter*, published in 2009 by the International City/County Management Association, Washington, D.C.

Laurie Urban, BA, Senior Research Associate, has a degree in Speech Communications with a focus in Public Relations from Miami University. As a project manager at NRC, Laurie's excellent communication skills are used daily in interactions with clients. In her 13 year tenure with NRC, Laurie has conducted over 100 research projects, managing all aspects of the projects including client consultation, instrument design and pre-testing, sampling, data collection, data analysis, report writing, editing and formatting.

Tom Miller, Ph.D. President, is founder of National Research Center, the research company that has partnered with the International City/County Management Association since 2001. With colleagues at National Research Center, Tom has written two books on survey research and scores of articles for scholarly and trade journals. Before he founded NRC, Tom was an employee of the City of Boulder, Colorado after receiving a Ph.D. in research and evaluation methods from the University of Colorado. He trains local government staff and elected officials on the methods and uses of survey research and writes a monthly blog for the American Society of Public Administration.