

# Memorandum

## Department of Public Works



**TO:** Michael O. Geisel, P.E.  
City Administrator

**FROM:** James A. Eckrich, P.E. *JAE*  
Public Works Dir. / City Engineer

**DATE:** May 30, 2023

**RE:** Strategic Plan Surveys

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As you know, in early 2023 City Council adopted the City of Chesterfield Strategic Plan. The Strategic Plan includes a number of goals, with measurable action items necessary to attain those goals. Included in the action items within the Strategic Plan are 13 surveys, broken down as follows:

- Resident Satisfaction with City Services
- Resident Satisfaction with Online Problem Reporting System
- Resident Satisfaction with City Communications
- Resident Satisfaction with Police Services
- Resident Satisfaction with Community Safety
- Resident Satisfaction with Streets and Sidewalks
- Resident Satisfaction with Parks and Recreation Services – General
- Resident Satisfaction with CVAC
- Resident Satisfaction with Central Park
- Resident Satisfaction with Aquatic Center
- Resident Satisfaction with Bicycle and Pedestrian Facilities
- Employee Satisfaction – General
- Local Business Satisfaction Survey – Purpose to Attract and Retain

The City's Executive Staff has discussed the Strategic Plan and agreed that these surveys should be comprehensively conducted by an outside consultant. There are three primary reasons for this recommendation:

- 1) The wording of surveys is critically important to ensure the answers obtained provide the desired information.
- 2) The use of an outside consultant helps to remove bias in the manner the questions are asked and ensure objectivity.
- 3) Firms that provide this service can guide us to questions that will allow us to benchmark the results against similar data obtained from other agencies.

Once we determined that the surveys should be conducted by a consulting firm I researched surveys and related analytics and found two companies capable of providing this service. After reviewing proposals from both companies I have determined that the firm most capable of providing the desired survey services to the City of Chesterfield is ETC Institute out of Olathe, Kansas. ETC provides these services nationwide and is positively recommended by the City's Director of Parks, Recreation, and Arts. Once ETC was chosen I negotiated the attached scope and fee, with a not-to-exceed cost of \$66,000. This includes four surveys, broken down as follows:

- 1) Community / Police Services Survey
- 2) Employee Survey
- 3) Parks and Recreation Survey
- 4) Business Survey

If a contract with ETC is approved, they will begin by creating the Community / Police Services Survey and the Employee Survey concurrently. Those surveys would be completed in 2023. The remaining two surveys would be conducted in 2024 after the completion of the Community / Police Services Survey. As detailed in their proposal, ETC will not only work with the City to create the surveys, they will conduct the surveys and provide a benchmarking analysis including an interactive data dashboard.

Obtaining accurate and useful survey data is a critical step in our incorporation of the City's Strategic Plan and will help ensure the services we provide, at the level we provide them, are valued by the residents of the City of Chesterfield.

**Action Recommended**

This matter should be forwarded to the Finance and Administration Committee of City Council. Should F&A concur with Staff's recommendation, it should authorize the City Administrator to execute an Agreement with ETC Institute for survey and analytics services in an amount not to exceed \$66,000. This will require a Budget Amendment from General Fund – Fund Reserves OR approval of incorporation into the City's ARPA projects.

Should F&A or City Council determine that the City should not pursue these surveys, they should be stricken from the Strategic Plan.

Concurrence:   
Jeannette Kelly, Finance Director

Please forward to the Finance and Administration Committee for consideration and recommendation.



Marketing Research, Demography, Statistical Applications  
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May 31, 2023

Mr. Jim Eckrich, P.E.  
Director of Public Works/City Engineer  
City of Chesterfield  
690 Chesterfield Parkway W  
Chesterfield, MO 63017  
Office: (636) 537-4764

Subject: Proposal provide data analytics services for the City of Chesterfield

Dear Mr. Eckrich:

ETC Institute is pleased to submit a scope of work and fees to provide a package of data analytics services for the period of 2023-2024 for the City of Chesterfield. This includes a parks and recreation survey, an employee survey, a community survey, and a business survey, as well as the development and use of an interactive data dashboard system. This proposal is organized into five sections.

**Section 1: Scope of Services – Parks and Recreation Survey:**

**Task 1: Design the Survey and Prepare the Sampling Plan.** Task 1 will include the following services:

- ETC will work with City staff to develop the content of the survey. Although ETC Institute will tailor the survey to the City's needs, our firm will provide sample questions from other communities to make the development of the survey instrument as easy as possible. It is anticipated that 3-4 drafts of the survey will be prepared before the survey is approved by the City. The survey will be up to 6 pages in length.
- Participating in meetings by phone to develop the survey.
- Conducting a pilot test of the survey. Based on the results of the pilot test, ETC Institute will recommend changes (if needed) to the survey.
- Selecting a random sample of residents to be contacted for the survey. The sample will be address-based.

Deliverable Task 1. ETC Institute will provide a copy of approved survey instrument.

**Task 2: Administer the Survey.** Task 2 will include the following services:

- ETC Institute will administer the survey by a combination of mail, and internet.
- ETC Institute will mail the survey and a cover letter (on City letterhead) to a random sample of households in the City. Only one survey per household will be sent. Postage-paid envelopes will be provided by ETC Institute for each respondent. The City will provide a cover letter for the mailed survey. The cover letter will contain a link to an online version of the survey. Residents who receive the survey will have the option of returning the printed survey by mail or completing it on-line.
- Approximately 7-10 days after the surveys are mailed, ETC Institute will follow-up via a variety of methods as necessary, including e-mail, post card, phone or texts with households that received a mailed survey.
- ETC Institute will conduct follow-up efforts until a minimum of 400 surveys are completed. The outcome for a random sample of 400 completed surveys will provide results that have a precision of at least +/- 5% at the 95% level of confidence. The results would be statistically valid City-wide.
- ETC Institute will monitor the distribution of the sample to ensure that the sample reasonably reflects the demographic composition of the City with regard to age, geographic dispersion, gender, race/ethnicity and other factors.

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

**Task 3: Analysis and Final Report.** ETC Institute will submit a final report to the City. At a minimum, this report will include the following items:

- Formal report that includes an executive summary of the survey methodology and a description of major findings.
- Charts and graphs that show the overall results of each question on the survey.
- Benchmarking analysis showing how the City compares to residents in other communities.

- Priority Investment Ratings (PIR) that will identify the parks and recreation facilities, amenities, and programs that will have the greatest impact on the largest number of households.
- Tabular data that shows the results for each question on the survey, including open ended questions.
- Crosstabulations of the survey results by key demographic variables.
- A copy of the survey instrument.

Deliverable Task 3: ETC Institute will submit a final report in an electronic format. ETC Institute can also provide the raw data in an Excel database, or other format as requested by the City. If requested by the City, ETC Institute will provide a presentation of the key report findings from the parks and recreation survey.

### ***Project Schedule***

Listed below is ETC Institute’s typical timeline for administering a parks and recreation survey. The survey will be conducted in 2023. We are available to start at a date most convenient for the City.

- **Month 1**  
Design survey instrument  
Finalize sampling plan
- **Month 2-3**  
Administer the survey
- **Month 4**  
Draft Report Submitted for review  
Prepare and Deliver the Final Report

### **Section 2: Scope of Services – Employee Survey**

**Task 1: Design the Survey.** Task 1 will include the following services:

- ETC will work with City staff to develop the content of the survey. Although ETC Institute will tailor the survey to the City’s needs, our firm will provide sample questions from other communities, and will work with the City’s executive staff to make the development of the survey instrument as easy as

possible. It is anticipated that 3-4 drafts of the survey will be prepared before the survey is approved by the City.

- Participating in meetings by phone to develop the survey.
- Conducting an internal pilot test of the survey to ensure the questions are understood by employees. Based on the results of the pilot test, ETC Institute will recommend changes (if needed) to the survey.
- Setting up an online survey with a link that can be emailed to all City employees.
- Helping the City craft an introduction letter that is sent to each employee to explain the importance and purpose of the survey.

Deliverable Task 1. ETC Institute will provide a copy of approved survey instrument.

**Task 2: Administer the Survey.** Task 2 will include the following services:

- ETC Institute will administer the survey by email. It is anticipated that all of the surveys will be completed online. The survey will not exceed 5-6 pages in length
- ETC Institute will build a secure website with an online survey for employees which can be taken at work or at home.
- ETC Institute or the City will email a link to the survey out to all employees with a City email address. The City sending the email instead of ETC Institute will greatly increase the participation of employees and should help maximize the response rate. Reminder emails during the data collection period sent by the City will also help to maximize the response rate. ETC Institute will monitor the distribution of completed surveys to target lower responding departments.
- ETC Institute will provide online and telephone support for any issues completing the survey.
- ETC Institute will do everything possible to maximize our response rate and collect as many surveys as possible. All City employees will have the

opportunity to take the survey online. It is anticipated that we will receive a response rate of 30%-40%, but this could be much higher depending on the outreach and assistance provided by the City.

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

**Task 3: Analysis and Final Report.** ETC Institute will submit a final report to the City. At a minimum, this report will include the following items:

- Formal report that includes an executive summary of the survey methodology and a description of major findings.
- Charts and graphs that show the overall results of each question on the survey.
- Importance-Agreement Analysis that will identify the areas where the greatest opportunities exist to enhance overall satisfaction with employment at the City.
- Tabular data that shows the results for each question on the survey, including open ended questions.
- A copy of the survey instrument

Deliverable Task 3: ETC Institute will submit the draft final report in an electronic format and 5 hard copies of the final report. ETC Institute will also provide the raw data in an Excel database, or other format as requested by the City.

### ***Project Schedule***

Listed below is ETC Institute's typical timeline for administering an employee survey, which will be conducted in 2023. Since the surveys will be administered entirely in-house, the completion date for the project is completely within our control. We are available to start at a date most convenient for the City.

- **Month 1** - Design survey instrument, Finalize sampling plan
- **Month 2** - Administer the survey
- **Month 3** – Submit draft report for review, Prepare and Deliver the Final Report

### **Section 3: Scope of Services – Community/Police Services Survey:**

**Task 1: Design the Survey and Prepare the Sampling Plan.** Task 1 will include the following services:

- Participating in meetings by phone to develop the survey.
- Conducting a pilot test of the survey to ensure the questions are understood by residents. Based on the results of the pilot test, ETC will recommend changes (if needed) to the survey.
- Selecting a random sample of residents to be contacted for the survey. The sample will be address-based.

Deliverable Task 1. ETC Institute will provide a copy of the approved survey instrument.

**Task 2: Administer the Survey.** Task 2 will include the following services:

- ETC Institute will administer the survey by a combination of mail, Internet and phone. This involves the administration of a 15-minute survey, which would not exceed 5-6 pages in length.
- ETC Institute will mail the survey and a cover letter (on City letterhead) to a random sample of households in the City. Residents who receive the survey will have the option of returning the printed survey by phone or completing it on-line. Households that do not respond within 10 days may be contacted by phone, text message, postcard, e-mail or Facebook ads.
- ETC Institute will conduct follow-up efforts until a minimum of 400 surveys are completed. The outcome for a random sample of 400 completed surveys will provide results that have a precision of at least +/- 5% at the 95% level of confidence. The results would be statistically valid City-wide.
- ETC Institute will monitor the distribution of the sample to ensure that the sample reasonably reflects the demographic composition of the City with regard to age, geographic dispersion, gender, ethnicity and other factors.

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



**Task 3: Analysis and Final Report.** ETC Institute will submit a final report to the City. At a minimum, this report will include the following items:

- Formal report that includes an executive summary of survey methodology, a description of major findings, and charts that show the overall results of each question on the survey
- A copy of the survey instrument
- Benchmarking analysis that shows how the results for the City compared to national and regional norms
- Importance-Satisfaction/Quadrant Analysis that will identify the areas where the greatest opportunities exist to enhance overall satisfaction with City services.
- GIS maps that show geocoded survey results for selected questions on the survey.
- Crosstabulations that show the results for different segments of the City's population (by age, income, race, gender, years of residency, etc.).

Deliverable Task 3: ETC will submit the draft final report and the final report in an electronic format. ETC will also make a presentation to City officials on the results of the Community Police Services survey results if desired by the City.

## **Project Schedule**

The Community/Police Services survey will be conducted for the City of Chesterfield in 2024. The schedule below is based on ETC Institute's typical timeframe for administering a community survey.

A preliminary schedule is provided below. We can adjust the schedule to meet your needs.

### Month 1

Design Survey Instrument

### Month 2-3

Administer Survey; provide the overall results to the City

### Month 4

Prepare and Deliver the Final Report

#### **Section 4: Scope of Services – Business Survey:**

**Task 1: Design the Survey and Prepare the Sampling Plan.** Task 1 will include the following services:

- Working with City staff to develop the content of the survey. Although ETC Institute will tailor the survey to the City's needs, our firm will provide sample questions from other communities to make the development of the survey instrument as easy as possible. It is anticipated that 3-4 drafts of the survey will be prepared before the survey is approved by the City. The survey will be 4-5 pages in length.
- Participating in meetings by phone to develop the survey.
- Conducting a pilot test of the survey to ensure the questions are understood by businesses. Based on the results of the pilot test, ETC Institute will recommend changes (if needed) to the survey.
- ETC Institute will work with the City to acquire a list of businesses to contact.

**Deliverable Task 1.** ETC Institute will provide a copy of approved survey instrument.

**Task 2: Administer the Survey.** Task 2 will include the following services:

- ETC Institute will administer the survey by a combination of mail, online, & phone.
- ETC Institute will mail the survey and a cover letter (on City letterhead) to a random sample of businesses in the City. Only one survey per business will be sent. Postage-paid envelopes will be provided by ETC Institute for each business. The City will provide a cover letter for the mailed survey. The cover letter will contain a link to an online version of the survey. Businesses that receive the survey will have the option of returning the printed survey by mail or completing it on-line.
- Approximately 10 days after the surveys are mailed, ETC Institute will follow-up via phone, e-mail or other methods with businesses that received a mailed

survey. ETC Institute will continue following up with businesses until reaching the minimum goal of 200 completed surveys.

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

**Task 3: Analysis and Final Report.** ETC Institute will submit a final report to the City. At a minimum, this report will include the following items:

- Formal report that includes an executive summary of the survey methodology and a description of major findings
- Charts and graphs that show the overall results of each question on the survey
- Cross-tabulations that show the results for different types and sizes of businesses, and other variables as desired by the City
- Benchmarking analysis showing how the City compares to residents in other communities.
- Tabular data that shows the results for each question on the survey, including open ended questions
- A copy of the survey instrument

Deliverable Task 3: ETC Institute will submit the final report in an electronic format. ETC Institute will also provide the raw data in an Excel database, or other format as requested by the City. If requested by the City, ETC will also make a presentation of the key report findings from the business survey to City officials.

### ***Project Schedule***

A business survey will be conducted for the City of Chesterfield in 2024. The schedule below is based on ETC Institute's typical timeframe for administering a business survey. Since the surveys will be administered entirely in-house, the completion date for the project is completely within our control.

- **Month 1**  
Design survey instrument  
Finalize sampling plan

- **Month 2-3**  
Administer the survey
- **Month 4**  
Prepare and Deliver the Final Report

### **Section 5: Interactive Data Dashboard**

ETC Institute will design an interactive data dashboard for the City of Chesterfield in 2023, which will be available for use by the City for a five-year period from the execution date of this contract. The dashboard will allow the City to query the full set of survey results in real time anywhere with access to the Internet. Our interactive data dashboards give our clients the ability to explore the data and drill-down into the results on-demand. The dashboard can include the following features:

- **Trend Analysis** showing the results for previous community surveys that ETC Institute has administered for the City.
- **GIS Mapping** showing the survey results mapped out geographically. The maps will geographically display results for the current year and previous years so the City can see trends for specific areas in the City.
- **Benchmarking Analysis** showing how the City of Chesterfield compares to other communities. The dashboard will allow the City to compare their results to other communities regionally, nationally, and based on population of other communities. One of our project managers can discuss the benchmarking options available and help determine which benchmarking option is best for your organization's size, location, and structure.
- **Priority Analysis** showing the top priorities for the City based on ETC Institute's **Importance-Satisfaction Analysis**. Priorities can be displayed for various demographic and geographic areas using the interactive features of the data dashboard.
- **Cross-Tabular Data Analysis** which gives the user the ability to cross tabulate specific questions on the survey showing how different groups of respondents responded to various questions on the survey.

Images of an example dashboard are provided on the following pages. ETC Institute can provide a demo of the dashboard if desired by the City.



# City of Olathe

"Community Survey"



# DirectionFinder 2.0

|  |   |   |   |  |
|--|---|---|---|--|
| <p>01</p> <p><b>CITY PERFORMANCE</b></p> <p>Find out how citizens rated services</p> | <p>02</p> <p><b>INVESTMENT PRIORITIES</b></p> <p>Find out the recommended Priorities for services</p> | <p>03</p> <p><b>WHO RESPONDED</b></p> <p>Access your demographic questions.</p> | <p>04</p> <p><b>MAPPING</b></p> <p>Access City Maps showing Citizen Satisfaction levels</p> | <p>05</p> <p><b>KEY PERFORMANCE INDICATORS</b></p> <p>Access City Comparisons to National, Regional, Population, and Age KPI</p> |
|--|---|---|---|--|



Age of Data:  
Last batch of data uploaded:

| Survey Year | Quarter |
|-------------|---------|
| 2018        | 4       |

**City of Olathe**

"Community Survey"

**Overall Results Page**

Home Page

Filter Page

Clear Filter

# of 2018 Records

2053

Select a survey topic from the drop down menu below to begin:

...or select a survey question type

Select a survey quarter from the menu below:

Survey Topic [Overall Results Page]

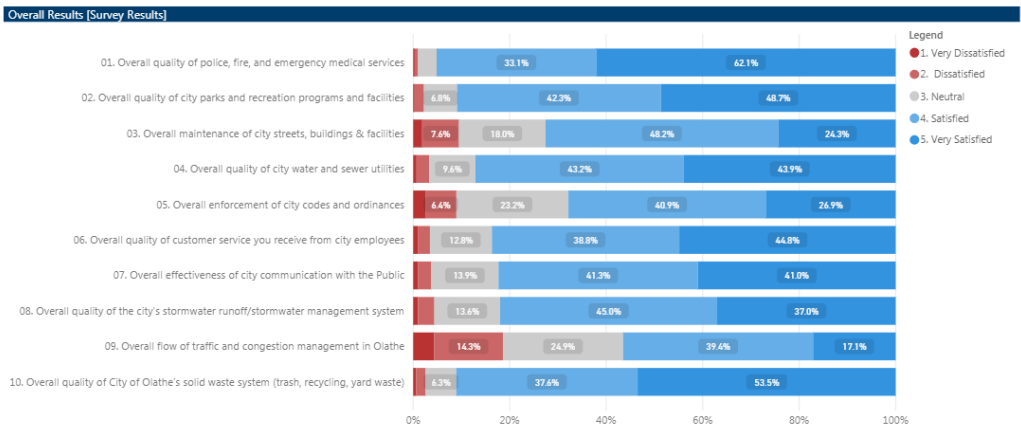
01. Major Categories Of Services

Question Type [Overall Results Page]

Very Satisfied/Dissatisfied

Survey Quarter [Overall Results Page]

1   2   3   4



**CITY PERFORMANCE**

**RESULTS**

**TREND DATA**

**IMPORTANCE**

**RESULTS BY KEY DEMOGRAPHICS**

**INVESTMENT PRIORITIES**

**WHO RESPONDED**

**MAPPING**

**KEY PERFORMANCE INDICATORS**

## City of Olathe

### "Community Survey" Trend Data

[Home Page](#)

# of 2014 Records  
**1852**

# of 2015 Records  
**1875**

# of 2016 Records  
**1907**

# of 2017 Records  
**2096**

# of 2018 Records  
**2053**

Select a survey topic from the drop down menu below to begin: Select a survey quarter from the menu below:

Survey Topic [Trends Page]
   
 01. Major Categories Of Services

Survey Quarter [Trends Page]
   
 1   2   3   4

**-0.78**  
 % Difference from Last Survey  
 ▼ Changed in Value

**-0.25**  
 % Difference from Base Survey  
 ▼ Changed in Value

...or select a survey question

Questions [Trends Page]

- 01. Overall quality of police, fire, and emergency medical services
- 02. Overall quality of city parks and recreation programs and facilities
- 03. Overall maintenance of city streets, buildings & facilities
- 04. Overall quality of city water and sewer utilities
- 05. Overall enforcement of city codes and ordinances
- 06. Overall quality of customer service you receive from city employees
- 07. Overall effectiveness of city communication with the Public
- 08. Overall quality of the city's stormwater runoff/stormwater manage...
- 09. Overall flow of traffic and congestion management in Olathe
- 10. Overall quality of City of Olathe's solid waste system (trash, recyclin...

CITY PERFORMANCE

RESULTS

TREND DATA

IMPORTANCE

RESULTS BY  
NET DEMOGRAPHICS

INVESTMENT  
PRIORITIES

WHO  
RESPONDED

MAPPING

KEY PERFORMANCE  
INDICATORS

Overall Results [Trend Results]

Overall Results [Trend Data]

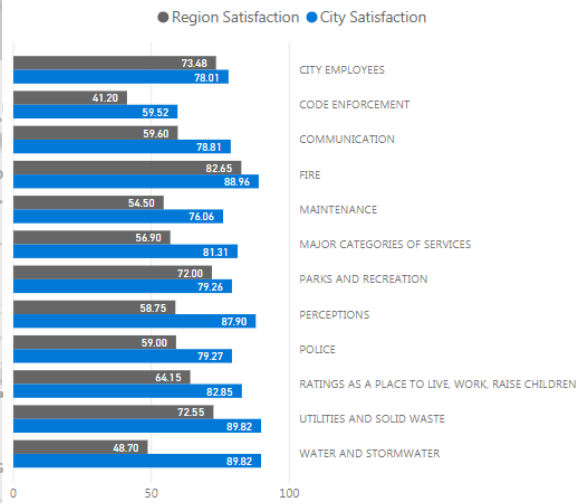
Year:

Total:

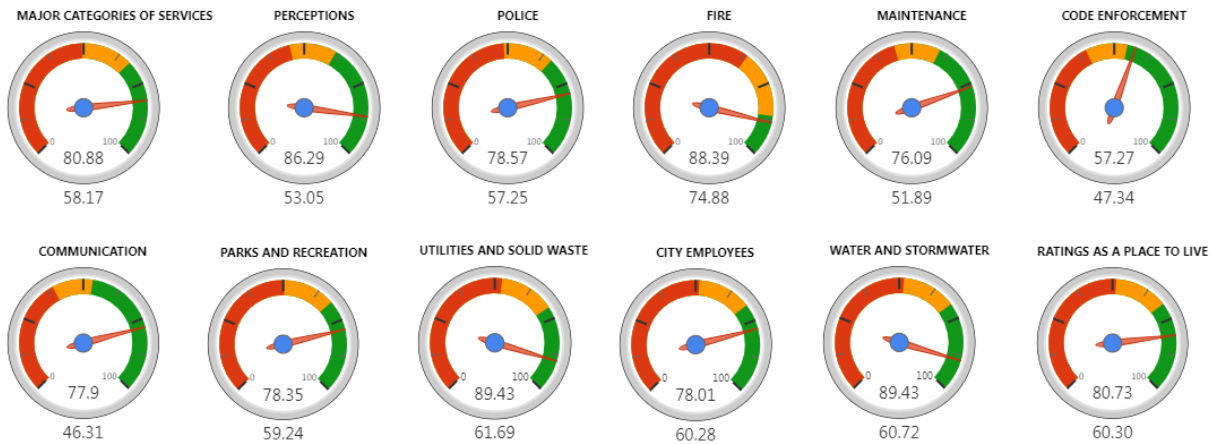
"Trends" Page #

1

2



Overall Satisfaction per category in comparison to the National Overall Satisfaction by Region/Category



Overall Satisfaction per category in comparison to the National Overall Satisfaction category

Select a survey topic from the drop down menu below to begin:

Select a survey quarter from the menu below:

Question [Importance-Satisfaction Page]

Survey Quarter [Importance-Satisfaction Page]

01. Major categories of services

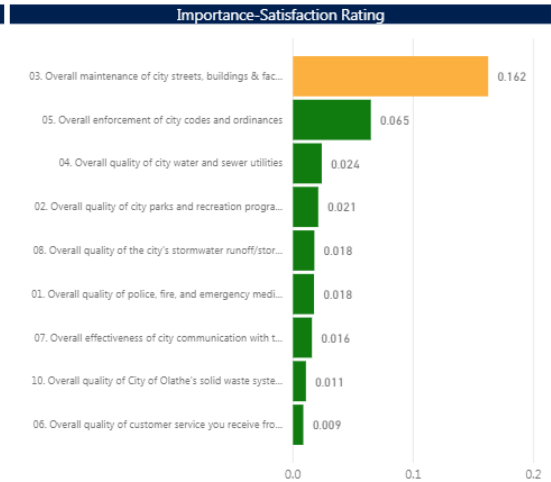
1 2 3 4

Definitely Increase Emphasis (IS>=0.20)

Increase Current Emphasis (IS>=0.10 & IS<0.20)

Maintain Current Emphasis (IS<0.10)

| Answer  | Most Important (%) | Satisfaction (%) | Importance-Satisfaction Rating |
|---|--------------------|------------------|--------------------------------|
| 03. Overall maintenance of city streets, buildings & facilities                           | 59.1               | 72.6             | 0.162                          |
| 05. Overall enforcement of city codes and ordinances                                      | 20.1               | 67.8             | 0.065                          |
| 04. Overall quality of city water and sewer utilities                                     | 18.6               | 87.1             | 0.024                          |
| 02. Overall quality of city parks and recreation programs and facilities                  | 23.1               | 90.9             | 0.021                          |
| 08. Overall quality of the city's stormwater runoff/stormwater management system          | 9.9                | 82.0             | 0.018                          |
| 01. Overall quality of police, fire, and emergency medical services                       | 36.1               | 95.2             | 0.018                          |
| 07. Overall effectiveness of city communication with the Public                           | 8.9                | 82.3             | 0.016                          |
| 10. Overall quality of City of Olathe's solid waste system (trash, recycling, yard waste) | 12.1               | 91.1             | 0.011                          |
| 06. Overall quality of customer service you receive from city                             | 5.3                | 83.7             | 0.009                          |



Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next two years. Ratings from 0.10 to 0.20 identify service areas that should receive increased emphasis. Ratings less than 0.10 should continue to receive the current level of emphasis.

Select a survey topic from the drop down menu below to begin:

Select a survey quarter from the menu below:

Survey Topic [Trends Page]

Survey Quarter [Trends Page]

01. Major Categories Of Services

1 2 3 4

-0.78

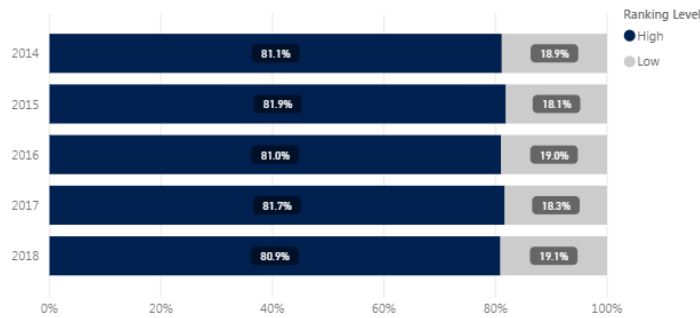
% Difference from Last Survey  
▼ Changed in Value

-0.25

% Difference from Base Survey  
▼ Changed in Value

CLEAR ALL SELECTIONS

Overall Results [Trend Results]

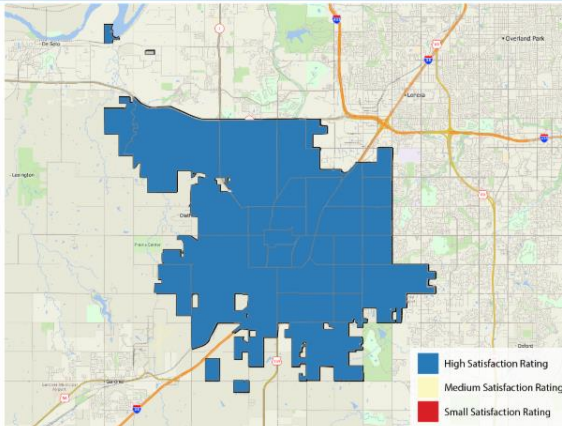


...or select a survey question

Questions [Trends Page]

- 01. Overall quality of police, fire, and emergency medical services
- 02. Overall quality of city parks and recreation programs and facilities
- 03. Overall maintenance of city streets, buildings & facilities
- 04. Overall quality of city water and sewer utilities
- 05. Overall enforcement of city codes and ordinances
- 06. Overall quality of customer service you receive from city employees
- 07. Overall effectiveness of city communication with the Public
- 08. Overall quality of the city's stormwater runoff/stormwater management system
- 09. Overall flow of traffic and congestion management in Olathe
- 10. Overall quality of City of Olathe's solid waste system (trash, recycling, yard waste)

Overall Satisfaction Mapping (By Zone)



Questions [Mapping Page]

Question Type [Mapping Page]

01. As a place to live

Excellent/Poor

# of 2018 Records

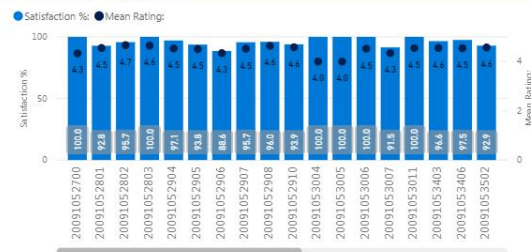
2053

95.3

Overall Satisfaction (%)

CLEAR ALL SELECTIONS

Satisfaction % [Results] by Area



Answer Option: Map Value

- 5. Excellent 5
- 4. Good 4
- 3. Neutral 3
- 2. Below Average 2
- 1. Poor 1

The maps on this page represents citizen satisfaction results by geographic characteristics.

\*\*Satisfaction Mapping\*\* Page #

1 2 Info Page



***Costs and Invoicing Schedule***

The services described in sections 1-5 above will be provided to the City of Chesterfield for a total cost of \$66,000. It will be invoiced by ETC Institute at the amount of \$11,000 within 30 days of the execution of this agreement and \$11,000 at the completion of the parks and recreation survey and employee surveys. In addition, \$11,000 will be invoiced upon the start of the community survey, and \$11,000 at the completion of the community survey. Also, \$11,000 will be invoiced upon the start of the business survey, and \$11,000 at the completion of the business survey.

***Closing***

We appreciate your consideration of our proposal and look forward to your decision.

Sincerely,



Robert Heacock  
Senior Project Manager, ETC Institute

Approved by City of Chesterfield:

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Authorized Signature/Title

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Date