




Amendment No. 1
to
Contract No. NA160000104
for
Customer Service Survey
between
ETC Institute
and the
City of Austin

- 1.0 The City hereby exercises this extension option for the subject contract. This extension option will be March 29, 2017 through March 28, 2018. No options will remain.
- 2.0 The total contract amount is increased by \$25,500.00 by this extension period. The total contract authorization is recapped below:

Action	Action Amount	Total Contract Amount
Initial Term: 04/29/2016 – 04/28/2017	\$25,500.00	\$25,500.00
Amendment No. 1: Option 1 – Extension 04/29/2017 – 04/28/2018	\$25,500.00	\$51,000.00

- 3.0 MBE/WBE goals do not apply to this contract.
- 4.0 By signing this Amendment the Contractor certifies that the vendor and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the GSA List of Parties Excluded from Federal Procurement and Non-Procurement Programs, the State of Texas, or the City of Austin.
- 5.0 All other terms and conditions remain the same.

BY THE SIGNATURES affixed below, this amendment is hereby incorporated into and made a part of the above-referenced contract.

Sign/Date:  3/9/2017

Printed Name: Gregory S. Emas
Authorized Representative

ETC Institute
725 West Frontier Lane
Olathe, Kansas 66061
(913) 254-4503
etathametc@aol.com

Sign/Date:  4-13-2017

Mike Zambrano, Jr.
Contract Compliance Specialist, Senior
City of Austin
Purchasing Office
124 W. 8th Street, Ste. 310
Austin, Texas 78701



City of Austin

Purchasing Office, Financial Services Department

P.O. Box 1088, Austin, TX 78767

April 28, 2016

ETC Institute
Elaine L. Tatham
President
725 W. Frontier Lan
Olathe, KS 66061
ETathamETC@aol.com

Dear Ms. Tatham:

The City of Austin approved the execution of a contract with your company for Customer Service Survey in accordance with the referenced solicitation.

Responsible Department:	Development Services Department
Department Contact Person:	Melissa Martinez
Department Contact Email Address:	Melissa.martinez@austintexas.gov
Department Contact Telephone:	512-974-2118
Project Name:	Customer Service Survey
Contractor Name:	ETC Institute
Contract Number:	MA 5300 NA160000104
Contract Period:	4/29/16-4/28/2017
Dollar Amount	\$25,250
Extension Options:	1 x 12 month option (\$25,250)
Requisition Number:	16020100238
Solicitation Type & Number:	RFP GLB0301

Thank you for your interest in doing business with the City of Austin. If you have any questions regarding this contract, please contact the person referenced under Department Contact Person.

Sincerely,

Georgia L. Billela
Senior Buyer
City of Austin
Purchasing Office

cc: Melissa Martinez

**CONTRACT BETWEEN THE CITY OF AUSTIN ("City")
AND
ETC Institute ("Contractor")
for
Customer Service Survey
MA 5300 NA160000104**

The City accepts the Contractor's Offer (as referenced in Section 1.1.3 below) for the above requirement and enters into the following Contract.

This Contract is between ETC Institute having offices at 725 W. Frontier Lane, Olathe, KS 66061, and the City, a home-rule municipality incorporated by the State of Texas, and is effective as of the date executed by the City ("Effective Date").

Capitalized terms used but not defined herein have the meanings given them in Solicitation Number Request for Proposals GLB0301.

1.1 This Contract is composed of the following documents:

- 1.1.1 This document
- 1.1.2 The City's Solicitation, RFP GLB0301 including all documents incorporated by reference (Exhibit A)
- 1.1.3 ETC Institute's Offer, dated 4/4/2016, including subsequent clarifications (Exhibit B)

1.2 Order of Precedence. Any inconsistency or conflict in the Contract documents shall be resolved by giving precedence in the following order:

- 1.2.1 This document
- 1.2.2 The City's Solicitation as referenced in Section 1.1.2, including all documents incorporated by reference
- 1.2.3 The Contractor's Offer as referenced in Section 1.1.3, including subsequent clarifications.

1.3 Term of Contract. The Contract will be in effect for an initial term of 12 months and may be extended thereafter for up to one additional 12-month extension option, subject to the approval of the Contractor and the City Purchasing Officer or his designee. See the Term of Contract provision in Section 0400 for additional Contract requirements.

1.4 Compensation. The Contractor shall be paid a firm fixed price of \$25,250 to complete all tasks and deliverables described in the City's Solicitation and the Contractor's Offer, including all Optional Services and an amount not to exceed \$25,250 for the extension option as indicated in the Bid Sheet, IFB Section 0600. Payment shall be made upon successful completion of services or delivery of goods as outlined in each individual Delivery Order.

1.5 Quantity of Work. There is no guaranteed quantity of work for the period of the Contract and there are no minimum order quantities. Work will be on an as needed basis as specified by the City for each Delivery Order

1.6 Clarifications and Additional Agreements. The following are incorporated into the Contract.

- 1.6.1 The Contractor shall invoice the City in three installments upon completion and the City's acceptance of the deliverables in the table below.

PROJECT KICK-OFF AND SURVEY DESIGN	
Initial On-Site Visit	\$2,000.00
Survey Design/Sampling Plan	\$2,950.00
Payment #1	\$4,950.00
ADMINISTRATION OF SURVEY	
Build Website/Administer Survey By E-Mail	\$4,800.00
Additional 100 Surveys By Phone	\$4,250.00
GIS Mapping	\$1,500.00
Payment #2	\$10,550.00
ANALYSIS AND REPORT	
Prepare Summary Report	\$1,750.00
Analysis of Opportunities for Improvement	\$1,500.00
Benchmarking	\$1,500.00
Composite Performance Indices	\$1,500.00
Cross tabulations	\$1,500.00
On-Site Presentation	\$2,000.00
Payment #3	\$9,750.00
TOTAL	\$25,250.00

This Contract (including any Exhibits) constitutes the entire agreement of the parties regarding the subject matter of this Contract and supersedes all prior and contemporaneous agreements and understandings, whether written or oral, relating to such subject matter. This Contract may be altered, amended, or modified only by a written instrument signed by the duly authorized representatives of both parties.

In witness whereof, the parties have caused a duly authorized representative to execute this Contract on the date set forth below.

ETC Institute

CITY OF AUSTIN

Gregory S. Emas

Printed Name of Authorized Person

Signature

CFO

Title:

5/24/2016

Date:

Sandy Brandt

Printed Name of Authorized Person

Signature

Senior Buyer Specialist

Title:

5/25/2016

Date:

List of Exhibits

Exhibit A RFP GLB0301
Exhibit B ETC Institute's Offer



CITY OF AUSTIN, TEXAS
Purchasing Office
REQUEST FOR PROPOSAL (RFP)
OFFER SHEET

SOLICITATION NO: GLB0301

COMMODITY/SERVICE DESCRIPTION: Customer Service Survey

DATE ISSUED: March 14, 2016

REQUISITION NO.: 5300 16020100238

PRE-PROPOSAL CONFERENCE TIME AND DATE: March 24, 2016
@ 10:00 A.M. **Phone Bridge – 512-74-9300 Code 895571**

COMMODITY CODE: 96160

LOCATION: 124 W. 8th Street, 3rd Floor, Room 335.1, Austin, TX 78701

**FOR CONTRACTUAL AND TECHNICAL
ISSUES CONTACT THE FOLLOWING
AUTHORIZED CONTACT PERSON:**

PROPOSAL DUE PRIOR TO: April 7, 2016 @ 2:00 PM

PROPOSAL CLOSING TIME AND DATE: April 7, 2016 @ 2:15 PM

Georgia Billela
Buyer II

LOCATION: MUNICIPAL BUILDING, 124 W 8th STREET
RM 308, AUSTIN, TEXAS 78701

Phone: (512) 974-2939
E-Mail: Georgia.billela@austintexas.gov

**LIVE SOLICITATION CLOSING ONLINE: For RFP's, only the
names of respondents will be read aloud**

Sandy Brandt
Senior Buyer Specialist

**For information on how to attend the Solicitation Closing online, please
select this link:**

Phone: (512) 974-1783
E-Mail: sandy.brandt@austintexas.gov

<http://www.austintexas.gov/department/bid-opening-webinars>

When submitting a sealed Offer and/or Compliance Plan, use the proper address for the type of service desired, as shown below:

Address for US Mail (Only)	Address for Fedex, UPS, Hand Delivery or Courier Service
City of Austin	City of Austin, Municipal Building
Purchasing Office-Response Enclosed for Solicitation # GLB0301	Purchasing Office-Response Enclosed for Solicitation # GLB0301
P.O. Box 1088	124 W 8 th Street, Rm 308
Austin, Texas 78767-8845	Austin, Texas 78701
	Reception Phone: (512) 974-2500

NOTE: Offers must be received and time stamped in the Purchasing Office prior to the Due Date and Time. It is the responsibility of the Offeror to ensure that their Offer arrives at the receptionist's desk in the Purchasing Office prior to the time and date indicated. Arrival at the City's mailroom, mail terminal, or post office box will not constitute the Offer arriving on time. See Section 0200 for additional solicitation instructions.

All Offers (including Compliance Plans) that are not submitted in a sealed envelope or container will not be considered.

SUBMIT 1 ORIGINAL AND 1 ELECTRONIC COPY OF YOUR RESPONSE ON FLASH DRIVE

*****SIGNATURE FOR SUBMITTAL REQUIRED ON PAGE 3 OF THIS DOCUMENT*****

This solicitation is comprised of the following required sections. Please ensure to carefully read each section including those incorporated by reference. By signing this document, you are agreeing to all the items contained herein and will be bound to all terms.

SECTION NO.	TITLE	PAGES
0100	STANDARD PURCHASE DEFINITIONS	*
0200	STANDARD SOLICITATION INSTRUCTIONS	*
0300	STANDARD PURCHASE TERMS AND CONDITIONS	*
0400	SUPPLEMENTAL PURCHASE PROVISIONS	3
0500	SCOPE OF WORK	4
0600	PROPOSAL PREPARATION INSTRUCTIONS & EVALUATION FACTORS	4
0605	LOCAL BUSINESS PRESENCE IDENTIFICATION FORM – Complete and return	2
0800	NON-DISCRIMINATION CERTIFICATION	*
0805	NON-SUSPENSION OR DEBARMENT CERTIFICATION	*
0810	NON-COLLUSION, NON-CONFLICT OF INTEREST, AND ANTI-LOBBYING CERTIFICATION	*
0835	NONRESIDENT BIDDER PROVISIONS – Complete and return	1
0900	MBE/WBE PROCUREMENT PROGRAM PACKAGE NO GOALS FORM – Complete & return	2

*** Documents are hereby incorporated into this Solicitation by reference, with the same force and effect as if they were incorporated in full text. The full text versions of the * Sections are available on the Internet at the following online address:**

http://www.austintexas.gov/financeonline/vendor_connection/index.cfm#STANDARDBIDDOCUMENTS

If you do not have access to the Internet, you may obtain a copy of these Sections from the City of Austin Purchasing Office located in the Municipal Building, 124 West 8th Street, Room #308 Austin, Texas 78701; phone (512) 974-2500. Please have the Solicitation number available so that the staff can select the proper documents. These documents can be mailed, expressed mailed, or faxed to you.

INTERESTED PARTIES DISCLOSURE

In addition, Section 2252.908 of the Texas Government Code requires the successful offeror to complete a Form 1295 “Certificate of Interested Parties” that is signed and notarized for a contract award requiring council authorization. The “Certificate of Interested Parties” form must be completed on the Texas Ethics Commission website, printed, signed and submitted to the City by the authorized agent of the Business Entity with acknowledgment that disclosure is made under oath and under penalty of perjury prior to final contract execution.

https://www.ethics.state.tx.us/whatsnew/elf_info_form1295.htm

The undersigned, by his/her signature, represents that he/she is submitting a binding offer and is authorized to bind the respondent to fully comply with the solicitation document contained herein. The Respondent, by submitting and signing below, acknowledges that he/she has received and read the entire document packet sections defined above including all documents incorporated by reference, and agrees to be bound by the terms therein.

Company Name: _____

Company Address: _____

City, State, Zip: _____

Federal Tax ID No. _____

Printed Name of Officer or Authorized
Representative: _____

Title: _____

Signature of Officer or Authorized
Representative: _____

Date: _____

Email Address: _____

Phone Number: _____

*** Proposal response must be submitted with this Offer sheet to be considered for award**

**CITY OF AUSTIN
PURCHASING OFFICE
SUPPLEMENTAL PURCHASE PROVISIONS**

The following Supplemental Purchasing Provisions apply to this solicitation:

1. **EXPLANATIONS OR CLARIFICATIONS:** (reference paragraph 5 in Section 0200)

All requests for explanations or clarifications must be submitted in writing to the Purchasing Office by email to georgia.billela@austintexas.gov no later than close of business five business days before the solicitation due date.

2. **INSURANCE:** Insurance is required for this solicitation.

A. **General Requirements:** See Section 0300, Standard Purchase Terms and Conditions, paragraph 32, entitled Insurance, for general insurance requirements.

- i. The Contractor shall provide a Certificate of Insurance as verification of coverages required below to the City at the below address prior to contract execution and within 14 calendar days after written request from the City. Failure to provide the required Certificate of Insurance may subject the Offer to disqualification from consideration for award
- ii. The Contractor shall not commence work until the required insurance is obtained and until such insurance has been reviewed by the City. Approval of insurance by the City shall not relieve or decrease the liability of the Contractor hereunder and shall not be construed to be a limitation of liability on the part of the Contractor.
- iii. The Contractor must also forward a Certificate of Insurance to the City whenever a previously identified policy period has expired, or an extension option or holdover period is exercised, as verification of continuing coverage.
- iv. The Certificate of Insurance, and updates, shall be mailed to the following address:

City of Austin Purchasing Office
P. O. Box 1088
Austin, Texas 78767

B. **Specific Coverage Requirements:** The Contractor shall at a minimum carry insurance in the types and amounts indicated below for the duration of the Contract, including extension options and hold over periods, and during any warranty period. These insurance coverages are required minimums and are not intended to limit the responsibility or liability of the Contractor.

- i. **Worker's Compensation and Employers' Liability Insurance:** Coverage shall be consistent with statutory benefits outlined in the Texas Worker's Compensation Act (Section 401). The minimum policy limits for Employer's Liability are \$100,000 bodily injury each accident, \$500,000 bodily injury by disease policy limit and \$100,000 bodily injury by disease each employee.
 - (1) The Contractor's policy shall apply to the State of Texas and include these endorsements in favor of the City of Austin:
 - (a) Waiver of Subrogation, Form WC420304, or equivalent coverage
 - (b) Thirty (30) days Notice of Cancellation, Form WC420601, or equivalent coverage
- ii. **Commercial General Liability Insurance:** The minimum bodily injury and property damage per occurrence are \$500,000 for coverages A (Bodily Injury and Property Damage) and B (Personal and Advertising Injury).
 - (1) The policy shall contain the following provisions:
 - (a) Contractual liability coverage for liability assumed under the Contract and all other Contracts related to the project.
 - (b) Contractor/Subcontracted Work.
 - (c) Products/Completed Operations Liability for the duration of the warranty period.
 - (d) If the project involves digging or drilling provisions must be included that provide Explosion, Collapse, and/or Underground Coverage.
 - (2) The policy shall also include these endorsements in favor of the City of Austin:

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- (a) Waiver of Subrogation, Endorsement CG 2404, or equivalent coverage
 - (b) Thirty (30) days Notice of Cancellation, Endorsement CG 0205, or equivalent coverage
 - (c) The City of Austin listed as an additional insured, Endorsement CG 2010, or equivalent coverage
 - iii. **Business Automobile Liability Insurance:** The Contractor shall provide coverage for all owned, non-owned and hired vehicles with a minimum combined single limit of \$500,000 per occurrence for bodily injury and property damage. Alternate acceptable limits are \$250,000 bodily injury per person, \$500,000 bodily injury per occurrence and at least \$100,000 property damage liability per accident.
 - (1) The policy shall include these endorsements in favor of the City of Austin:
 - (a) Waiver of Subrogation, Endorsement CA0444, or equivalent coverage
 - (b) Thirty (30) days Notice of Cancellation, Endorsement CA0244, or equivalent coverage
 - (c) The City of Austin listed as an additional insured, Endorsement CA2048, or equivalent coverage.
 - C. **Endorsements:** The specific insurance coverage endorsements specified above, or their equivalents must be provided. In the event that endorsements, which are the equivalent of the required coverage, are proposed to be substituted for the required coverage, copies of the equivalent endorsements must be provided for the City's review and approval.
3. **TERM OF CONTRACT:**
- A. The Contract shall be in effect for an initial term of twelve (12) months and may be extended thereafter for up to one (1) additional twelve (12) month period, subject to the approval of the Contractor and the City Purchasing Officer or his designee.
 - B. Upon expiration of the initial term or period of extension, the Contractor agrees to hold over under the terms and conditions of this agreement for such a period of time as is reasonably necessary to re-solicit and/or complete the project (not to exceed 180 days unless mutually agreed on in writing).
 - C. Upon written notice to the Contractor from the City's Purchasing Officer or his designee and acceptance of the Contractor, the term of this contract shall be extended on the same terms and conditions for an additional period as indicated in paragraph A above.
4. **INVOICES and PAYMENT:** (reference paragraphs 12 and 13 in Section 0300)
- A. Invoices shall contain a unique invoice number and the information required in Section 0300, paragraph 12, entitled "Invoices." Invoices received without all required information cannot be processed and will be returned to the vendor.

Invoices shall be mailed to the below address:

	City of Austin
Department	Development Services Department
Attn:	Melissa Martinez
Address	505 Barton Springs Rd. Ste. 545
City, State Zip Code	Austin, Texas 78704

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- B. The Contractor agrees to accept payment by either credit card, check or Electronic Funds Transfer (EFT) for all goods and/or services provided under the Contract. The Contractor shall factor the cost of processing credit card payments into the Offer. There shall be no additional charges, surcharges, or penalties to the City for payments made by credit card.
5. **OWNERSHIP AND USE OF DELIVERABLES:** The City shall own all rights, titles, and interests throughout the world in and to the Deliverables.
- A. **Patents:** As to any patentable subject matter contained in the Deliverables, the Contractor agrees to disclose such patentable subject matter to the City. Further, if requested by the City, the Contractor agrees to assign and, if necessary, cause each of its employees to assign the entire right, title, and interest to specific inventions under such patentable subject matter to the City and to execute, acknowledge, and deliver and, if necessary, cause each of its employees to execute, acknowledge, and deliver an assignment of letters patent, in a form to be reasonably approved by the City, to the City upon request by the City.
- B. **Copyrights:** As to any Deliverable containing copyrighted subject matter, the Contractor agrees that upon their creation, such Deliverables shall be considered as work made-for-hire by the Contractor for the City and the City shall own all copyrights in and to such Deliverables, provided however, that nothing in this Paragraph 36 shall negate the City's sole or joint ownership of any such Deliverables arising by virtue of the City's sole or joint authorship of such Deliverables. Should by operation of law, such Deliverables not be considered work made-for-hire, the Contractor hereby assigns to the City (and agrees to cause each of its employees providing services to the City hereunder to execute, acknowledge, and deliver an assignment to the City of Austin) all worldwide right, title, and interest in and to such Deliverables. With respect to such work made-for-hire, the Contractor agrees to execute, acknowledge and deliver and cause each of its employees providing services to the City hereunder to execute, acknowledge, and deliver a work-for-hire agreement, in a form to be reasonably approved by the City, to the City upon delivery of such Deliverables to the City or at such other time as the City may request.
- C. **Additional Assignments:** The Contractor further agrees to, and if applicable, cause each of its employees to execute, acknowledge, and deliver all applications, specifications, oaths, assignments, and all other instruments which the City might reasonably deem necessary in order to apply for and obtain copyright protection, mask work registration, trademark registration and/or protection, letters patent, or any similar rights in any and all countries and in order to assign and convey to the City, its successors, assigns, and nominees, the sole and exclusive right, title, and interest in and to the Deliverables, The Contractor's obligations to execute acknowledge, and deliver (or cause to be executed, acknowledged, and delivered) instruments or papers such as those described in this Paragraph 36 A., B., and C. shall continue after the termination of this Contract with respect to such Deliverables. In the event the City should not seek to obtain copyright protection, mask work registration or patent protection for any of the Deliverables, but should arise to keep the same secret, the Contractor agrees to treat the same as Confidential Information under the terms of Paragraph above.

1.0 PURPOSE

The City of Austin Development Services Department (DSD) seeks a qualified consultant to conduct a multi-year Quality of Customer Service Survey and Benchmarking Analysis to gauge the satisfaction level of Austin residents with the services provided by DSD. The results of the survey and analysis will help identify solutions and best practices to best meet customer expectations, strategic and business planning, and budgeting decisions.

2.0 BACKGROUND

The City of Austin, Texas, population 840,000, is the 11th largest city in the country. During the 2014-2015 fiscal year, the City transitioned from a six member "at-large" City Council to a ten member single district representation model.

In 2015, the Development Services Department was created through the reorganization of the Planning and Development Review Department. The newly created department oversees development review, permitting and inspection services.

In 2014, Zucker Systems, an independent consulting group, conducted an organizational assessment of the then Planning and Development Review Department. The assessment included an e-mail survey to applicants involved with development approvals or permits. The survey was e-mailed to 1,950 applicants, with a return rate of 16.4%. The Contractor will be using the results of the survey for future surveys.

3.0 SCOPE OF SERVICES

The Customer Service Survey ("Survey") is designed to gather feedback on customer perceptions of service level for development, permitting, and inspection services; provide data and analysis; produce an importance-satisfaction analysis.

- A. The Contractor shall visit with DSD executive staff to develop the Survey, using the results of the survey conducted by Zucker Systems as a guide. This shall include participation in planning meetings with staff to ensure the survey questions continue to relate to specific areas of performance and other issues of interest to DSD. The Contractor shall add a ranking/prioritizing of services question to the survey and shall develop a question format that best meets the DSD's needs. This process may include an initial meeting with executive staff and up to two follow-up meetings.
- B. The Contractor shall work with staff to design the Survey, identify the process of administering the Survey, and submit a written report on Survey results. The Contractor shall present a proposed plan to ensure responses can be collected and reported. The suggested methodology shall identify how to ensure statistically valid data reflects the demographic diversity of Austin and provides geographically dispersed responses by the ten City Council districts. The final approved survey may require up to two full revision sessions of the draft survey after it is initially presented to the executive staff.
- C. The Contractor shall incorporate a one (1)-page customer invitation letter with all surveys. DSD will provide the language to be used for the invitation letter. The language will include a short statement about the purpose of the survey.
- D. The questions should include "Yes" or "No" responses, use a scale of "Very Satisfied", "Satisfied", "Neutral", "Dissatisfied", "Very Dissatisfied", and "Don't Know" responses, and include some open-ended questions allowing free form responses. Other responses or scales may be considered after consultations with the Contractor.
- E. The method of administration for the Survey may utilize two (2) or more of the following media to maximize responses across the widest possible demographic:
 - telephone
 - mail
 - email
 - online

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Note: If an electronic survey option is utilized, it should be designed to save partially completed surveys, and to not “time out” on the user. It shall be hosted on a non-City of Austin website, reflect the City of Austin as the owners of the data, clearly state that the survey is being executed by the City of Austin Development Services Department on behalf of the customers of the City of Austin, and is confidential. The Contractor shall create a website for the survey to allow customers to complete the survey online.

- F. The survey tools shall be available in Spanish and will include a phone number for Spanish-speaking citizens to access for assistance. If requested, the Contractor will mail a printed copy of the survey to the customer.
- G. The Contractor shall collect, compile, analyze, and report the survey data results. State of the art survey methodologies and statistical analysis techniques shall be used.
- H. DSD desires to gain information important for decision-making. Importance-satisfaction analysis is used to target resources towards services with the highest importance to citizens, as well as to those services where citizens are the least satisfied. This importance-satisfaction analysis is critical to DSD for identifying service areas for improvement.
- I. Survey results shall also be provided electronically as raw, tabular data with datasets, rows, and columns labeled clearly and concisely. Tabulated data shall be compiled and shall include an appropriate weighting process to ensure that results are representative of DSD’s customer base and reported at the city-wide and Council district level. The Contractor shall provide GIS mapping of the areas selected. The City will provide access to GIS data to facilitate this activity. The Contractor shall report survey results on an interim and final basis to the City.
- J. The selected vendor’s survey staff shall be trained in the areas of survey methodology and statistical data analysis.

The Contractor shall provide national benchmarking data from other municipalities with a population of more than 250,000 residents, including but not limited to the following Texas cities: Arlington, Dallas, Ft. Worth, San Antonio, Houston, and Plano if applicable. The Contractor will work with the executive team to finalize the full list of municipalities.

4.0 CITY RESPONSIBILITY

- A. DSD will provide the Contractor with a list (in Excel) that contains contact information for nearly 29,000 unique customers who have interacted with DSD during the past fiscal year 2014. The contact information will include the customer’s name, physical address, phone (if available), and e-mail address (if available). Approximately 40% of the unique customer base will have e-mail addresses. Customer information must be protected and will not be distributed or used for any purpose not directly related to this survey and analysis.
- B. DSD will work with the vendor to develop the survey.
- C. DSD will provide the language to be used for the customer invitation letter.

5.0 PROJECTED TIMELINE

The following tentative schedule has been established as part of the Scope of Services to provide the approximate time required to implement the process to the point of project completion. The timeline will be finalized with the Contractor.

April 2016	Develop the Quality of Customer Service Survey tool; Determine survey tools to be utilized; Finalize survey tools; Develop electronic survey/web-test survey (if appropriate) and test survey instrument; Collect and tabulate benchmark data. <i>Deliverables: (1) sampling methodology and (2) final survey tools.</i>
May 2016	Release and distribution of customer invitation letter and administer survey; Collect and tabulate benchmark data. <i>Deliverables: (1) interim report, (2) interim survey results.</i>

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June 2016	Finalize tabulation of survey and benchmark data results; Prepare and deliver Draft Final Report to Development Services Department point of contact for review by City. <i>Deliverables: (1) Final survey results, (2) Draft final report, appendices, and presentation materials.</i>
July 15, 2016	Submit the final Report to Development Services Department. <i>Deliverable: (1) Final report, appendices, and presentation materials, (2) final report in .pdf format, (3) survey data files in Excel.</i>
July 15, 2016	On-site presentation (optional service)

6.0 REPORT FORMAT

The Contractor shall provide a comprehensive detailed written report, including an Executive Summary, on the Customer Service Survey results and data analysis. The report shall capture the results of the survey instrument used, invitation letter, and survey questions, identify trends, key findings, with benchmarking, importance-satisfaction analysis, and other relevant data.

A. A comprehensive written report to include:

- A 1-2 page executive summary that describes the methodology and major findings,
- Charts and graphics for most questions on the survey,
- Tables showing the overall results of each question on the survey,
- GIS maps illustrating survey results in selected types of geographic areas,
- A copy of the survey instrument,
- A comparison to benchmark cities,
- A presentation of the findings via phone/webinar,
- Survey respondent demographics such as resident/non-resident, homeowner, renter, small business owner, architect, engineer, attorney, developer, realtor, permit expeditor, tradesperson, etc.,
- Survey responses charted according by demographic such that DSD can correlate positive/negative responses and positively adjust services where needed,
- Survey responses based on division units (i.e., Development Assistance Center, Commercial Plan Review, Land Use Review, Residential Review, Site/Subdivision Inspections, Commercial Building/Residential Inspections, Environmental Inspections, Tree Review, Tree Inspections, etc.),
- Survey responses based on City department, and
- A final detailed written report that includes all of the above.

B. The Contractor shall make two presentations to DSD based on final survey results. One presentation should be 20-30 minutes for DSD staff, and the second should be a high-level City Council/department executive briefing of no longer than 15 minutes. The Contractor shall also provide the presentations electronically in PowerPoint or similar format.

C. The 2nd year survey report shall contain a comparison and analysis of most recent survey data with previous year's results as determined by the department. The specific report format shall be established during the survey development process and shall be based on the complexity level of statistical analysis that the department desires for the project.

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7.0 OPTIONAL SERVICES

In addition to the services described above the vendor should provide an individual quote for the each of following services if requested by the DSD that would be added to the original quote for the Scope of Services.

- **Analysis of Opportunities for Improvement:** This analysis would identify which DSD services should be top priorities for improvement. This analysis would include a review of the department's current performance in various areas relative to the importance that customers place on key service areas. Areas with low satisfaction and high importance would be identified as high priorities for improvement.
- **Composite Performance Indices:** The Contractor would develop performance indicators or indices that will allow DSD to track the department's aggregate performance over time. These indices will provide a "dashboard" for tracking performance against organizational goals in key areas.
- **Cross-tabulations:** The Contractor will prepare cross-tabulations that show how different types of customers responded to the survey. Crosstabs would be prepared to show differences based on the demographics of respondents (age, gender, race, etc.), the types of services used, location (e.g., by Council district), and other factors.
- **One (1) On-Site Presentation.** One on-site presentation of the final results. Note: The webinar (presentation by phone) is part of the original Scope of Service.
- **100 Surveys by phone:** If the DSD would like to validate that the sample with e-mail addresses is representative of all customers, the Contractor would conduct additional surveys with a random sample of 100 customers by phone. The Contractor would then compare the results of the phone sample to the e-mail sample to determine if there are any significant differences in the results. If there are no differences, the department will know that it could continue using the e-mail only methodology in future. If there are significant differences in the results, Contractor would identify which groups may be over/under-represented in the e-mail sample and recommend adjustments to the sampling plan for future surveys.

**CITY OF AUSTIN
PURCHASING OFFICE
PROPOSAL PREPARATION INSTRUCTIONS AND EVALUATION FACTORS
SOLICITATION NUMBER: RFP GLB0301**

1. PROPOSAL FORMAT:

Proposals shall be organized in the following format and information sequence. Use tabs to divide each part of your Proposal and include a Table of Contents. Proposers should provide all details in the Proposal as required in the Section 0500 - Scope of Work and any additional information you deem necessary to evaluate your Proposal.

Tab 1 – Executive Summary

Provide an Executive Summary of two (2) pages or less, which gives in brief concise terms, a summation of the Proposal.

Tab 2 – City of Austin Purchasing Documents:

Complete and submit the following documents:

- A. Offer and Award Sheet
- B. Section 0605 - Local Business Presence Identification Form
- C. Section 0700 - Reference Sheets
- D. Section 0835 - Non-Resident Bidder Provisions
- E. Completed and Signed Section 0900 **No Goals Utilization Plan (if applicable).**

Tab 3 – Authorized Negotiator:

Include name, address, and telephone number of person in your organization authorized to negotiate Contract terms and render binding decisions on Contract matters.

Tab 4 – Company Experience and Personnel Qualifications (30 Points)

a) Business Organization:

State full name and address of your organization and identify parent company if you are a subsidiary. Specify the branch office or other subordinate element which will perform, or assist in performing, work herein. Indicate whether you operate as a partnership, corporation, or individual. Include an organization chart and communication chart that identifies your organization and the management structure of the Firm. The organization must be in good standing with Federal and State licensing requirements and your proposal should so state. Include the State in which incorporated or licensed to operate.

b) Project Management Structure and Personnel:

Provide a general explanation which specifies project leadership and reporting responsibilities. Include names and qualifications of all professional personnel who will be assigned to this project. Identify key persons by name and title and identify their responsibilities to this project

c) Prior Experience:

Provide three (3) relevant corporate experience examples to the type of survey we are requiring. Do not include corporate experience prior to 1998 and only for personnel that will be directly assigned to the contract. Clients may be contacted for verification of information and references. Include specifically your experience working with public entities. Detail information should include entity name, project description, entity address, contact name and phone number.

**CITY OF AUSTIN
PURCHASING OFFICE
PROPOSAL PREPARATION INSTRUCTIONS AND EVALUATION FACTORS
SOLICITATION NUMBER: RFP GLB0301**

Tab 5 – Project Concept, Solution, and Program: (40 Points)

a) Approach

Describe in detail your approach and/or methodology based on the City's Scope of Work. Include information such as the values, purpose, and goals that will drive your approach to completing the Scope of Work. Demonstrate your understanding of the City's goal for this project and how you propose to fulfill it. Provide any additional information you deem necessary to evaluate your proposal.

b) Program:

Describe your technical plan for accomplishing required work. Include such time-related displays, graphs, and charts as necessary to show tasks, sub-tasks, milestones, and decision points related to the Scope of Work and your plan for accomplishment. Specifically indicate:

- i. A description of your work program by tasks. Detail the steps you will take in proceeding from Task 1 to the final tasks.
- ii. Project Plan including overall project schedule with milestones and reporting intervals.
- iii. The points at which written, deliverable reports will be provided.
- iv. The amount of progress payments you are requesting upon successful completion of milestones or tasks.
- v. A statement of your compliance with all applicable rules and regulations of Federal, State and Local governing entities. The Proposer must state his compliance with terms of this Request for Proposal (RFP).

Tab 6 – Cost Proposal:

a) Total cost (excluding Optional Services): (20 Points)

Proposer shall provide pricing that is inclusive of all materials, supplies, labor, overhead, and travel if required. A firm fixed price or not-to exceed Contract is contemplated, with progress payments as mutually determined to be appropriate.

- i. Itemize the total cost. Your method of costing may or may not be used but should be described.
 - a. Manpower. Itemize to show the following for each category of personnel with separate hourly rates:
 - (1) Personnel category (manager, senior consultant, analyst, subcontractor, etc.)
 - (2) estimated hours for each category of personnel
 - (3) rate applied for each category of personnel
 - b. Supplies and materials
 - c. Other itemized direct costs
 - d. If applicable, general and administrative burden. Indicate base used, percentage, and total cost relative to this procurement.

**CITY OF AUSTIN
PURCHASING OFFICE
PROPOSAL PREPARATION INSTRUCTIONS AND EVALUATION FACTORS
SOLICITATION NUMBER: RFP GLB0301**

- e Travel expenses. All travel lodging expenses in connection with the Contract for which reimbursement may be claimed by the Contractor under the terms of the Solicitation will be reviewed against the City's Travel Policy as published and maintained by the City's Controller's Office and the Current United States General Services Administration Domestic Per Diem Rates (the "Rates") as published and maintained on the Internet at:

http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentId=17943&contentType=GSA_BASIC

No amounts in excess of the Travel Policy or Rates shall be paid. All invoices must be accompanied by copies of detailed receipts (e.g. hotel bills, airline tickets). No reimbursement will be made for expenses not actually incurred. Airline fares in excess of coach or economy will not be reimbursed. Mileage charges may not exceed the amount permitted as a deduction in any year under the Internal Revenue Code or Regulations.

- b) **Optional services cost** should be priced separately and **will not** be used in the evaluation of the proposal.

Tab 7– Exceptions to the Proposal:

The Proposer shall clearly indicate each exception taken and indicate the alternative language along with the business need for the alternative language. The failure to identify exceptions or proposed changes with a full explanation will constitute acceptance by the Proposer of the Solicitation as proposed by the City. The City reserves the right to reject a Proposal containing exceptions, additions, qualifications or conditions not called for in the Solicitation.

Tab 8 – Proposal Acceptance Period:

All Proposals are valid for a period of one hundred and eighty (180) calendar days subsequent to the RFP closing date unless a longer acceptance period is offered in the Proposal.

2. PROPRIETARY INFORMATION:

All material submitted to the City becomes public property and is subject to the Texas Open Records Act upon receipt. If a Proposer does not desire proprietary information in the Proposal to be disclosed, each page shall be identified and marked proprietary at time of submittal. The City will, to the extent allowed by law, endeavor to protect such information from disclosure. The final decision as to what information shall be disclosed, however, lies with the Texas Attorney General. Failure to identify proprietary information will result in all unmarked sections being deemed non-proprietary and available upon public request.

3. PROPOSAL PREPARATION COST:

All costs directly or indirectly related to preparation of a response to the RFP or any oral presentation required to supplement and/or clarify a Proposal which may be required by the City shall be the sole responsibility of the Proposer.

4. EXCEPTIONS:

Be advised that exceptions to any portion of the Solicitation may jeopardize acceptance of the Proposal.

5. EVALUATION FACTORS AND AWARD:

- A. **Competitive Selection:** This procurement will comply with applicable City of Austin Policy. The City, on a rational basis, will select the successful Proposer. Evaluation factors outlined in Paragraph (B) below shall be applied to all eligible, responsive Proposers in comparing Proposals and selecting the successful

**CITY OF AUSTIN
PURCHASING OFFICE
PROPOSAL PREPARATION INSTRUCTIONS AND EVALUATION FACTORS
SOLICITATION NUMBER: RFP GLB0301**

Proposer. Award of a contract may be made without discussion with Proposers after Proposals are received. Proposals should, therefore, be submitted on the most favorable terms.

B. Evaluation Factors: Maximum 100 points.

All Proposals will be evaluated based on the following criteria and rankings.

- i. **Demonstrated Company Experience and Personnel Qualifications:** This includes description of the business organization, your management structure, qualifications your personnel working on in this project, and experience. (Tab 4) **(30 points)**
- ii. **Project Concept, Solution, and Program:** This includes your technical plan for accomplishing required work. Include such time-related displays, graphs, and charts as necessary to show tasks, sub-tasks, milestones, and decision points related to the Scope of Work and your plan for accomplishment. (Tab 5) **(40 points)**
- iii. **Cost Proposed:** Reasonable costs with the ability to provide services proposed. Proposer with the lowest overall project cost is awarded the maximum points; other proposers are awarded points on a pro-rated basis. (Tab 6) **(20 points)**

A total "not-to-exceed" fixed fee is required for the scope of work outlined in this RFP. Payment will be based upon tasks performed. Your proposed fees must be supported with sufficient information to allow the City to evaluate whether the total cost is reasonable. The City upon delivery and acceptance of the audit final report will process invoice amount for payment.

- iv. **Local Business Presence:** **(Maximum 10 points)**

Team's Local Business Presence	Points Awarded
Local business presence of 90% to 100%	10
Local business presence of 75% to 89%	8
Local business presence of 50% to 74%	6
Local business presence of 25% to 49%	4
Local presence of between 1 and 24%	2
No local presence	0

- v. **Optional Interviews:** Interviews may be conducted at the discretion of the City. The City will score Proposals on the basis of items 1-4 above. The City may select a "short list" of Proposers based on those scores. "Short-listed" Proposers may be invited for interviews with the City. The City reserves the right to negotiate the actual contract scope of work and cost after submission.

Section 0605: Local Business Presence Identification

A firm (Offeror or Subcontractor) is considered to have a Local Business Presence if the firm is headquartered in the Austin Corporate City Limits, or has a branch office located in the Austin Corporate City Limits in operation for the last five (5) years, currently employs residents of the City of Austin, Texas, and will use employees that reside in the City of Austin, Texas, to support this Contract. The City defines headquarters as the administrative center where most of the important functions and full responsibility for managing and coordinating the business activities of the firm are located. The City defines branch office as a smaller, remotely located office that is separate from a firm's headquarters that offers the services requested and required under this solicitation.

OFFEROR MUST SUBMIT THE FOLLOWING INFORMATION FOR EACH LOCAL BUSINESS (INCLUDING THE OFFEROR, IF APPLICABLE) TO BE CONSIDERED FOR LOCAL PRESENCE.

NOTE: ALL FIRMS MUST BE IDENTIFIED ON THE MBE/WBE COMPLIANCE PLAN OR NO GOALS UTILIZATION PLAN (REFERENCE SECTION 0900).

USE ADDITIONAL PAGES AS NECESSARY

OFFEROR:

Name of Local Firm		
Physical Address		
Is your headquarters located in the Corporate City Limits? (circle one)	Yes	No
or		
Has your branch office been located in the Corporate City Limits for the last 5 years?		
Will your business be providing additional economic development opportunities created by the contract award? (e.g., hiring, or employing residents of the City of Austin or increasing tax revenue?)	Yes	No

SUBCONTRACTOR(S):

Name of Local Firm		
Physical Address		
Is your headquarters located in the Corporate City Limits? (circle one)	Yes	No
or		
Has your branch office been located in the Corporate City Limits for the last 5 years	Yes	No

Will your business be providing additional economic development opportunities created by the contract award? (e.g., hiring, or employing residents of the City of Austin or increasing tax revenue?)	Yes	No
--	-----	----

SUBCONTRACTOR(S):

Name of Local Firm		
Physical Address		
Is your headquarters located in the Corporate City Limits? (circle one)	Yes	No
or		
Has your branch office been located in the Corporate City Limits for the last 5 years	Yes	No
Will your business be providing additional economic development opportunities created by the contract award? (e.g., hiring, or employing residents of the City of Austin or increasing tax revenue?)	Yes	No

Section 0835: Non-Resident Bidder Provisions

Company Name _____

- A. Bidder must answer the following questions in accordance with Vernon's Texas Statutes and Codes Annotated Government Code 2252.002, as amended:

Is the Bidder that is making and submitting this Bid a "Resident Bidder" or a "non-resident Bidder"?

Answer: _____

- (1) Texas Resident Bidder- A Bidder whose principle place of business is in Texas and includes a Contractor whose ultimate parent company or majority owner has its principal place of business in Texas.
(2) Nonresident Bidder- A Bidder who is not a Texas Resident Bidder.

- B. If the Bidder is a "Nonresident Bidder" does the state, in which the Nonresident Bidder's principal place of business is located, have a law requiring a Nonresident Bidder of that state to bid a certain amount or percentage under the Bid of a Resident Bidder of that state in order for the nonresident Bidder of that state to be awarded a Contract on such bid in said state?

Answer: _____ Which State: _____

- C. If the answer to Question B is "yes", then what amount or percentage must a Texas Resident Bidder bid under the bid price of a Resident Bidder of that state in order to be awarded a Contract on such bid in said state?

Answer: _____

Section 0900: Minority- and Women-Owned Business Enterprise (MBE/WBE) Procurement Program No Goals Form

SOLICITATION NUMBER: RFP GLB0301

PROJECT NAME:
Customer Service Survey

The City of Austin has determined that no goals are appropriate for this project. Even though goals were not assigned for this solicitation, the Bidder/Proposer is required to comply with the City's MBE/WBE Procurement Program, if areas of subcontracting are identified.

If any service is needed to perform the Contract and the Bidder/Proposer does not perform the service with its own workforce or if supplies or materials are required and the Bidder/Proposer does not have the supplies or materials in its inventory, the Bidder/Proposer shall contact the Small and Minority Business Resources Department (SMBR) at (512) 974-7600 to obtain a list of MBE and WBE firms available to perform the service or provide the supplies or materials. The Bidder/Proposer must also make a Good Faith Effort to use available MBE and WBE firms. Good Faith Efforts include but are not limited to contacting the listed MBE and WBE firms to solicit their interest in performing on the Contract, using MBE and WBE firms that have shown an interest, meet qualifications, and are competitive in the market; and documenting the results of the contacts.

Will subcontractors or sub-consultants or suppliers be used to perform portions of this Contract?

No _____ If no, please sign the No Goals Form and submit it with your Bid/Proposal in a sealed envelope

Yes _____ If yes, please contact SMBR to obtain further instructions and an availability list and perform Good Faith Efforts. Complete and submit the No Goals Form and the No Goals Utilization Plan with your Bid/Proposal in a sealed envelope.

After Contract award, if your firm subcontracts any portion of the Contract, it is a requirement to complete Good Faith Efforts and the No Goals Utilization Plan, listing any subcontractor, sub-consultant, or supplier. Return the completed Plan to the Project Manager or the Contract Manager.

I understand that even though goals were not assigned, I must comply with the City's MBE/WBE Procurement Program if subcontracting areas are identified. I agree that this No Goals Form and No Goals Utilization Plan shall become a part of my Contract with the City of Austin.

Company Name

Name and Title of Authorized Representative (Print or Type)

Signature

Date

Minority- and Women-Owned Business Enterprise (MBE/WBE) Procurement Program No Goals Utilization Plan
(Please duplicate as needed)

SOLICITATION NUMBER: GLB0301

PROJECT NAME:

PRIME CONTRACTOR / CONSULTANT COMPANY INFORMATION

Name of Contractor/Consultant			
Address			
City, State Zip			
Phone Number		Fax Number	
Name of Contact Person			
Is Company City certified?	Yes <input type="checkbox"/> No <input type="checkbox"/> MBE <input type="checkbox"/> WBE <input type="checkbox"/> MBE/WBE Joint Venture <input type="checkbox"/>		

I certify that the information included in this No Goals Utilization Plan is true and complete to the best of my knowledge and belief. I further understand and agree that the information in this document shall become part of my Contract with the City of Austin.

Name and Title of Authorized Representative (Print or Type)

Signature

Date

Provide a list of all proposed subcontractors / sub-consultants / suppliers that will be used in the performance of this Contract. **Attach Good Faith Effort documentation if non MBE/WBE firms will be used.**

Sub-Contractor / Sub-Consultant			
City of Austin Certified	MBE <input type="checkbox"/> WBE <input type="checkbox"/> Ethics / Gender Code: <input type="checkbox"/> Non-Certified		
Vendor ID Code			
Contact Person		Phone Number	
Amount of Subcontract	\$		
List commodity codes & description of services			

Sub-Contractor / Sub-Consultant			
City of Austin Certified	MBE <input type="checkbox"/> WBE <input type="checkbox"/> Ethics / Gender Code: <input type="checkbox"/> Non-Certified		
Vendor ID Code			
Contact Person		Phone Number	
Amount of Subcontract	\$		
List commodity codes & description of services			

FOR SMALL AND MINORITY BUSINESS RESOURCES DEPARTMENT USE ONLY:

Having reviewed this plan, I acknowledge that the proposer (HAS) or (HAS NOT) complied with City Code Chapter 2-9A/B/C/D, as amended.

Reviewing Counselor _____ **Date** _____ **Director/Deputy Director** _____ **Date** _____



**ADDENDUM
CITY OF AUSTIN, TEXAS**

Solicitation: **RFP GLB0301** Addendum No: **1** Date of Addendum: **3/16/16**

This addendum is to incorporate the following changes to the above referenced solicitation:

I. Questions:

The following questions were posed by one or more contractors in writing. Each question (Q) is followed by its answer (A).

1. (Q) The Phone Bridge number highlighted on the Offer Sheet is missing a digit.
(A) The correct number is 512-974-9300 Code 895571.
2. (Q) Do we need to pre-register or notify you or Sandy Brandt prior to joining the Pre-Proposal Conference Call on March 24th, or is it okay to simply dial in at the specified time?
(A) You do not need to pre-register simply call into the phone bridge at the appointed time.

I. ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.

APPROVED BY:

A handwritten signature in black ink, appearing to read "G. Billela".

Georgia L. Billela, Buyer II
Purchasing Office, 512-974-2939

ACKNOWLEDGED BY:

SUPPLIER

AUTHORIZED SIGNATURE

DATE

RETURN ONE COPY OF THIS ADDENDUM TO THE PURCHASING OFFICE, CITY OF AUSTIN, WITH YOUR RESPONSE OR PRIOR TO THE SOLICITATION CLOSING DATE. FAILURE TO DO SO MAY CONSTITUTE GROUNDS FOR REJECTION.



**ADDENDUM
CITY OF AUSTIN, TEXAS**

Solicitation: **RFP GLB0301** Addendum No: **2** Date of Addendum: **3/28/16**

This addendum is to incorporate the following changes to the above referenced solicitation:

I. Questions:

The following questions were posed by one or more contractors in writing and during the Pre-Proposal meeting on March 24, 2016. Each question (Q) is followed by its answer (A).

1. (Q) In the third paragraph of Section 2.0, the RFP states the Contractor will use the results of the survey for future surveys. Can you clarify what you mean by this? We are assuming it means you would like this past data trended, where possible, to the future data for the new survey being proposed.

(A) This is correct, to the extent possible. It is expected that additional data points will be created.

2. (Q) In the Scope of Work section 3.0, sub-bullet A., the RFP mentions the Contractor shall visit with DSD executive staff to develop the Survey, and that this process may include an initial meeting and up to two follow-up meetings. Is it expected that all three meetings would be in-person? Or, can the follow-up meetings be conducted via video conference call?

(A) It is prefer to have at minimum the initial meeting in person with the subsequent meetings open to negotiation. Costs for the various options should be included in the quote.

3. (Q) In the Scope of Work section 3.0, sub-bullet J, the RFP says that the Contractor shall provide national benchmarking data from other municipalities. Can you provide information on the benchmarks needed so we can be assured that this is available for the identified municipalities?

(A) While the City of Austin may provide some guidance on the initial benchmarking, one of the roles for the Contractor will be to provide suggestions for additional benchmarks.

4. (Q) Also, in section 5.0 under April 2016, the RFP says the Contractor will collect and tabulate benchmark data. Is the Contractor supposed to conduct this survey for other municipalities or will the data be provided for the Contractor to compile?

(A) Once the benchmark data is agreed upon, the Contractor will be expected to conduct any and all necessary surveys or gather existing information from other municipalities.

5. (Q) In the Scope of Work section 3.0, sub-bullet I, the RFP mentions that the Contractor should provide GIS mapping of the areas selected. What information would you like to see mapped?

(A) Part of the process of working with the Contractor will be to determine the content of the mapping.

6. (Q) In the Scope of Work section 4.0, sub-bullet A, the RFP mentions that the DSD's list will include phone and e-mail addresses where available. You mention the list includes e-mail addresses for 40% of customers. What proportion of the list has phone numbers?

(A) Approximately 80%

7. (Q) Additionally, would the DSD's list identify which district the customer is from?

(A) The City of Austin will provide the GIS Council District layer.

8. (Q) Would the DSD's list identify which division unit (i.e. Development Assistance Center, Commercial Plan Review, etc.) the customer had inquired about

(A) The list will not identify the division unit the customer had inquired about as our customers interact with multiple divisions. We anticipate the survey questions will help customers self-identify.

9. (Q) In the Scope of Work section 4.0, sub-bullet C, it mentions that the DSD will provide the language to be used for the customer invitation letter. Will the sample indicate which records should receive the survey in Spanish?

(A) No. The customer invitation letter should provide a message on how to receive the survey in Spanish.

10. (Q) In the Scope of Work section 6.0, sub-bullet A mentions the Contractor shall provide a written report. Do you have a preference for the report to be in Word or PowerPoint? Are we correct in assuming the follow-up presentations would be in PowerPoint?

(A) The expectation is that there would be an Executive Summary (detailed written report) as well as a Power point presentation.

11. (Q) In the Scope of Work section 7.0, the first sub-bullet is to provide an individual quote for the Analysis of Opportunities for Improvement. We are reading this as the same analysis that is described in the Scope of Work, Section 3.0-H, the importance satisfaction analysis, and again described in the Report Format section 6.0. Are you looking for something different for this Analysis of Opportunities for Improvement?

(A) They are similar.

12. (Q) Is the City of Austin DSD looking to compare results by each of the 10 districts?

(A) Yes by districts and by the city as a whole

13. (Q) Not many benchmark cities conduct surveys of their development services department customers, however, many benchmark cities do general citizen surveys of various city services/departments. Can you provide more information on what data you need from the benchmark cities?

(A) While the City may provide some guidance on the initial benchmarking, one of the roles for the Contractor will be to provide suggestions for additional benchmarks. Once the benchmark data is agreed upon, the Contractor will be expected to conduct any and all necessary surveys or gather existing information from other municipalities. If the Contractor believes there is no information to benchmark, that should be part of the discussion when meeting with the City staff.

14. (Q) During the conference call, you had addressed the format for the electronic version of our proposal. Did I hear correctly that you would like the documents separated by the tabs mentioned in the Bid Sheet? So, on our flash/thumb drive, there would be 8 PDF documents for each of the tabs?

(A) The PDF file should be identical to your original only in PDF. If you would like to bookmark your tabs in the PDF file you can however when the flash drive is open up it should mirror your original in PDF format.

15. (Q) Can you clarify the report format City of Austin prefers? On the conference call, I thought I heard that the Executive Summary should be in Word, but the remainder of the report document could be in PowerPoint.

(A) On the presentation for the Executive team at the conclusion of your survey that is correct in which you're Executive Summary should be in word however you will require the PowerPoint presentation as well.

16. (Q) A question about the Certificate of Insurance. Do we need to have the waiver of subrogation applied to the workers compensation policy, as mentioned in the bid packet?

(A) Yes you will require the waiver however if you are the recommended Contractor for the contract and you will have 15 days to provide.

17. (Q) What if you are self-performing and your MWBE certified firm, even if there is no goals did you want us to put that in there?

(A) Yes.

18. (Q) Will you be providing dedicated staff for this project?

(A) Yes there will be a dedicated team to this project. This will be a parting project.

19. (Q) Is there a desired level of statistical analysis either at the top overall level or district level or do you want us to recommend that?

(A) Yes part of your proposal. The more statics the better. A lot of that is driven by Mayor and Council

20. (Q) Do you know how long the Zucker Survey was?

(A) Please refer to the online Zucker report for that information link: <http://www.austintexas.gov/department/development-services>, but that is one data set we are not looking for that "to be all" for this survey but used only as a reference point.

21. (Q) What margin of error do you expect in your survey 2%, 3%, 5%, what is your goal?

(A) The City expect the consultant to provide what is a valid response rate and the Survey can't get the response rate through one median what does the consultant suggest the fall back would be.

22. (Q) Has there been any update to the Customer list since 2014?

(A) Yes there will be an updated list provided upon award.

23. (Q) Do you have an anticipated budget for this project?

(A) \$58,000 per year

24. (Q) Is it the intention to survey customers that have not been customers of Development Services Department?

(A) No this is really about customers that have utilized our services.

25. (Q) Can the invitation letter be emailed to the customers if we have email or must it be mailed?

(A) This is the prefer method but it would be up to the consultant to provide in their proposal. This should go out with the survey as an introduction.

26. (Q) How many completes is the City targeting or percentage are you expecting to be delivered?

(A) Do not have a percentage and we are looking for the consultant to tell us what is valid.

II. The Pre-proposal sign in sheets are attached.

ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.

APPROVED BY:



Georgia L. Billela, Senior Buyer
Purchasing Office, 512-974-2939

ACKNOWLEDGED BY:

SUPPLIER

AUTHORIZED SIGNATURE

DATE

RETURN ONE COPY OF THIS ADDENDUM TO THE PURCHASING OFFICE, CITY OF AUSTIN, WITH YOUR RESPONSE OR PRIOR TO THE SOLICITATION CLOSING DATE. FAILURE TO DO SO MAY CONSTITUTE GROUNDS FOR REJECTION.

Proposal to Conduct A 2016 City of Austin *Development Services Survey* *Solicitation No: GLB0301*

...helping organizations make better decisions since 1982

April 7, 2016

Submitted to the City of Austin, Texas

by:

ETC Institute

725 W. Frontier Lane,
Olathe, Kansas
66061





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Section 1:

Executive Summary

**ETC INSTITUTE**

MARKETING RESEARCH, DEMOGRAPHY, STATISTICAL APPLICATIONS

725 W. FRONTIER CIRCLE, OLATHE, KANSAS 66061
(913) 829-1215 FAX: (913) 829-1591

April 7, 2016

Ms. Martinez
City of Austin, Texas
124 W. 8th St, 3rd Floor, room 308
Austin, TX 78701
Melissa.Martinez@austintexas.gov

Subject: DSD Customer Survey Proposal (RFP GLB0301)

Dear Members of the Selection Committee:

ETC Institute is pleased to submit a quote to conduct a survey for the City of Austin's Development Services Department (DSD). In response to your RFP, you will find enclosed one (1) original bid, and one (1) electronic copy on a CD of a proposal from ETC Institute.

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

- Section 1: Executive Summary
- Section 2: City of Austin Purchasing Documents
- Section 3: Authorized Negotiator
- Section 4: Company Experience and Personnel Qualifications
- Section 5: Project Concept, Solution, and Program
- Section 6: Cost Proposal
- Section 7: Exceptions to the Proposal
- Section 8: Proposal Acceptance Period

Firm Overview

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

ETC Institute Has the Ability to Compare Austin's Performance with Other Communities. Our firm maintains national and regional benchmarking data for resident surveys that provide comparative norms for over 80 local governmental services. Unlike some comparative databases that use comparative data from secondary sources, ETC Institute's data is from surveys that were

all administered by ETC Institute. This ensures that the results for Austin are directly comparable to other communities. ETC Institute's DirectionFinder® database only includes data from surveys that have been administered during the past two years. This ensures that our comparative norms are truly representative of existing attitudes and expectations regarding the delivery of local governmental services.

Project Schedule

Our process usually takes about 3 months, but we can adjust the schedule to meet your needs. ETC Institute has the capability to complete this survey in a shorter timeframe if needed.

Fee

The total fee for the basic services described in Tasks 1-3 (section 6) would be \$12,500. Optional analytical services as well as other services such as an on-site presentation or if the City wanted to do 100 surveys by phone in addition to those done by e-mail are quoted as well.

ETC Institute's most senior professionals will be managing this project on a daily basis. By having experienced, senior personnel lead the day-to-day management of each task, ETC Institute will ensure that your organization receives the highest level of service possible and that high standard of quality control are maintained. The City will receive priority for resources from our firm and we will ensure that the project is accomplished according to your schedule. To ensure your success, we have assembled a team of the very best market researchers and experts to assist with the design of surveys, the development of the sampling plans, the administration of the surveys, and the analysis of the data collected. Our team has unparalleled expertise in project management, survey design, sampling methodology and survey administration.

Closing

If ETC Institute is selected for this project, I (Chris Tatham) will serve as senior counsel for the survey. We will do everything possible to ensure the survey meets the high expectations you have set for this project. We appreciate your consideration of our proposal and look forward to your decision. If you have any questions, please do not hesitate to call me at (913) 829-1215.

Best regards,



Chris Tatham
Chief Executive Officer, ETC Institute
725 W Frontier Lane, Olathe KS 66061
913-829-1215
ctatham@etcinstitute.com
www.etcinstitute.com

Section 2:

City of Austin Purchasing Documents



CITY OF AUSTIN, TEXAS
Purchasing Office
REQUEST FOR PROPOSAL (RFP)
OFFER SHEET

SOLICITATION NO: GLB0301**COMMODITY/SERVICE DESCRIPTION:** Customer Service Survey**DATE ISSUED:** March 14, 2016**REQUISITION NO.:** 5300 16020100238**PRE-PROPOSAL CONFERENCE TIME AND DATE:** March 24, 2016
@ 10:00 A.M. **Phone Bridge – 512-74-9300 Code 895571****COMMODITY CODE:** 96160**LOCATION:** 124 W. 8th Street, 3rd Floor, Room 335.1, Austin, TX
78701**FOR CONTRACTUAL AND TECHNICAL
ISSUES CONTACT THE FOLLOWING
AUTHORIZED CONTACT PERSON:****PROPOSAL DUE PRIOR TO:** April 7, 2016 @ 2:00 PM**PROPOSAL CLOSING TIME AND DATE:** April 7, 2016 @ 2:15 PMGeorgia Billela
Buyer II**LOCATION:** MUNICIPAL BUILDING, 124 W 8th STREET
RM 308, AUSTIN, TEXAS 78701**Phone:** (512) 974-2939
E-Mail: Georgia.billela@austintexas.gov**LIVE SOLICITATION CLOSING ONLINE: For RFP's, only the
names of respondents will be read aloud**Sandy Brandt
Senior Buyer Specialist**For information on how to attend the Solicitation Closing online, please
select this link:****Phone:** (512) 974-1783
E-Mail: sandy.brandt@austintexas.gov<http://www.austintexas.gov/department/bid-opening-webinars>

When submitting a sealed Offer and/or Compliance Plan, use the proper address for the type of service desired, as shown below:

Address for US Mail (Only)	Address for Fedex, UPS, Hand Delivery or Courier Service
City of Austin	City of Austin, Municipal Building
Purchasing Office-Response Enclosed for Solicitation # GLB0301	Purchasing Office-Response Enclosed for Solicitation # GLB0301
P.O. Box 1088	124 W 8 th Street, Rm 308
Austin, Texas 78767-8845	Austin, Texas 78701
	Reception Phone: (512) 974-2500

NOTE: Offers must be received and time stamped in the Purchasing Office prior to the Due Date and Time. It is the responsibility of the Offeror to ensure that their Offer arrives at the receptionist's desk in the Purchasing Office prior to the time and date indicated. Arrival at the City's mailroom, mail terminal, or post office box will not constitute the Offer arriving on time. See Section 0200 for additional solicitation instructions.

All Offers (including Compliance Plans) that are not submitted in a sealed envelope or container will not be considered.

SUBMIT 1 ORIGINAL AND 1 ELECTRONIC COPY OF YOUR RESPONSE ON FLASH DRIVE

*****SIGNATURE FOR SUBMITTAL REQUIRED ON PAGE 3 OF THIS DOCUMENT*****

This solicitation is comprised of the following required sections. Please ensure to carefully read each section including those incorporated by reference. By signing this document, you are agreeing to all the items contained herein and will be bound to all terms.

SECTION NO.	TITLE	PAGES
0100	STANDARD PURCHASE DEFINITIONS	*
0200	STANDARD SOLICITATION INSTRUCTIONS	*
0300	STANDARD PURCHASE TERMS AND CONDITIONS	*
0400	SUPPLEMENTAL PURCHASE PROVISIONS	3
0500	SCOPE OF WORK	4
0600	PROPOSAL PREPARATION INSTRUCTIONS & EVALUATION FACTORS	4
0605	LOCAL BUSINESS PRESENCE IDENTIFICATION FORM – Complete and return	2
0800	NON-DISCRIMINATION CERTIFICATION	*
0805	NON-SUSPENSION OR DEBARMENT CERTIFICATION	*
0810	NON-COLLUSION, NON-CONFLICT OF INTEREST, AND ANTI-LOBBYING CERTIFICATION	*
0835	NONRESIDENT BIDDER PROVISIONS – Complete and return	1
0900	MBE/WBE PROCUREMENT PROGRAM PACKAGE NO GOALS FORM – Complete & return	2

*** Documents are hereby incorporated into this Solicitation by reference, with the same force and effect as if they were incorporated in full text. The full text versions of the * Sections are available on the Internet at the following online address:**

http://www.austintexas.gov/financeonline/vendor_connection/index.cfm#STANDARDBIDDOCUMENTS

If you do not have access to the Internet, you may obtain a copy of these Sections from the City of Austin Purchasing Office located in the Municipal Building, 124 West 8th Street, Room #308 Austin, Texas 78701; phone (512) 974-2500. Please have the Solicitation number available so that the staff can select the proper documents. These documents can be mailed, expressed mailed, or faxed to you.

INTERESTED PARTIES DISCLOSURE

In addition, Section 2252.908 of the Texas Government Code requires the successful offeror to complete a Form 1295 "Certificate of Interested Parties" that is signed and notarized for a contract award requiring council authorization. The "Certificate of Interested Parties" form must be completed on the Texas Ethics Commission website, printed, signed and submitted to the City by the authorized agent of the Business Entity with acknowledgment that disclosure is made under oath and under penalty of perjury prior to final contract execution.

https://www.ethics.state.tx.us/whatsnew/elf_info_form1295.htm

The undersigned, by his/her signature, represents that he/she is submitting a binding offer and is authorized to bind the respondent to fully comply with the solicitation document contained herein. The Respondent, by submitting and signing below, acknowledges that he/she has received and read the entire document packet sections defined above including all documents incorporated by reference, and agrees to be bound by the terms therein.

Company Name: ETC Institute

Company Address: 725 W. Frontier Lan

City, State, Zip: Olathe, KS 66061

Federal Tax ID No. [REDACTED]

Printed Name of Officer or Authorized Representative: Elaine L. Tatham

Title: President

Signature of Officer or Authorized Representative: *Elaine L Tatham*

Date: 4/4/2016

Email Address: ETathamETC@aol.com

Phone Number: 913-829-1215

*** Proposal response must be submitted with this Offer sheet to be considered for award**

**CITY OF AUSTIN
PURCHASING OFFICE
SUPPLEMENTAL PURCHASE PROVISIONS**

The following Supplemental Purchasing Provisions apply to this solicitation:

1. **EXPLANATIONS OR CLARIFICATIONS:** (reference paragraph 5 in Section 0200)

All requests for explanations or clarifications must be submitted in writing to the Purchasing Office by email to georgia.billela@austintexas.gov no later than close of business five business days before the solicitation due date.

2. **INSURANCE:** Insurance is required for this solicitation.

A. **General Requirements:** See Section 0300, Standard Purchase Terms and Conditions, paragraph 32, entitled Insurance, for general insurance requirements.

- i. The Contractor shall provide a Certificate of Insurance as verification of coverages required below to the City at the below address prior to contract execution and within 14 calendar days after written request from the City. Failure to provide the required Certificate of Insurance may subject the Offer to disqualification from consideration for award
- ii. The Contractor shall not commence work until the required insurance is obtained and until such insurance has been reviewed by the City. Approval of insurance by the City shall not relieve or decrease the liability of the Contractor hereunder and shall not be construed to be a limitation of liability on the part of the Contractor.
- iii. The Contractor must also forward a Certificate of Insurance to the City whenever a previously identified policy period has expired, or an extension option or holdover period is exercised, as verification of continuing coverage.
- iv. The Certificate of Insurance, and updates, shall be mailed to the following address:

City of Austin Purchasing Office
P. O. Box 1088
Austin, Texas 78767

B. **Specific Coverage Requirements:** The Contractor shall at a minimum carry insurance in the types and amounts indicated below for the duration of the Contract, including extension options and hold over periods, and during any warranty period. These insurance coverages are required minimums and are not intended to limit the responsibility or liability of the Contractor.

- i. **Worker's Compensation and Employers' Liability Insurance:** Coverage shall be consistent with statutory benefits outlined in the Texas Worker's Compensation Act (Section 401). The minimum policy limits for Employer's Liability are \$100,000 bodily injury each accident, \$500,000 bodily injury by disease policy limit and \$100,000 bodily injury by disease each employee.
 - (1) The Contractor's policy shall apply to the State of Texas and include these endorsements in favor of the City of Austin:
 - (a) Waiver of Subrogation, Form WC420304, or equivalent coverage
 - (b) Thirty (30) days Notice of Cancellation, Form WC420601, or equivalent coverage
- ii. **Commercial General Liability Insurance:** The minimum bodily injury and property damage per occurrence are \$500,000 for coverages A (Bodily Injury and Property Damage) and B (Personal and Advertising Injury).
 - (1) The policy shall contain the following provisions:
 - (a) Contractual liability coverage for liability assumed under the Contract and all other Contracts related to the project.
 - (b) Contractor/Subcontracted Work.
 - (c) Products/Completed Operations Liability for the duration of the warranty period.
 - (d) If the project involves digging or drilling provisions must be included that provide Explosion, Collapse, and/or Underground Coverage.
 - (2) The policy shall also include these endorsements in favor of the City of Austin:

**CITY OF AUSTIN
PURCHASING OFFICE
SUPPLEMENTAL PURCHASE PROVISIONS**

- (a) Waiver of Subrogation, Endorsement CG 2404, or equivalent coverage
 - (b) Thirty (30) days Notice of Cancellation, Endorsement CG 0205, or equivalent coverage
 - (c) The City of Austin listed as an additional insured, Endorsement CG 2010, or equivalent coverage
 - iii. **Business Automobile Liability Insurance:** The Contractor shall provide coverage for all owned, non-owned and hired vehicles with a minimum combined single limit of \$500,000 per occurrence for bodily injury and property damage. Alternate acceptable limits are \$250,000 bodily injury per person, \$500,000 bodily injury per occurrence and at least \$100,000 property damage liability per accident.
 - (1) The policy shall include these endorsements in favor of the City of Austin:
 - (a) Waiver of Subrogation, Endorsement CA0444, or equivalent coverage
 - (b) Thirty (30) days Notice of Cancellation, Endorsement CA0244, or equivalent coverage
 - (c) The City of Austin listed as an additional insured, Endorsement CA2048, or equivalent coverage.
 - C. **Endorsements:** The specific insurance coverage endorsements specified above, or their equivalents must be provided. In the event that endorsements, which are the equivalent of the required coverage, are proposed to be substituted for the required coverage, copies of the equivalent endorsements must be provided for the City's review and approval.
- 3. **TERM OF CONTRACT:**
 - A. The Contract shall be in effect for an initial term of twelve (12) months and may be extended thereafter for up to one (1) additional twelve (12) month period, subject to the approval of the Contractor and the City Purchasing Officer or his designee.
 - B. Upon expiration of the initial term or period of extension, the Contractor agrees to hold over under the terms and conditions of this agreement for such a period of time as is reasonably necessary to re-solicit and/or complete the project (not to exceed 180 days unless mutually agreed on in writing).
 - C. Upon written notice to the Contractor from the City's Purchasing Officer or his designee and acceptance of the Contractor, the term of this contract shall be extended on the same terms and conditions for an additional period as indicated in paragraph A above.
- 4. **INVOICES and PAYMENT:** (reference paragraphs 12 and 13 in Section 0300)
 - A. Invoices shall contain a unique invoice number and the information required in Section 0300, paragraph 12, entitled "Invoices." Invoices received without all required information cannot be processed and will be returned to the vendor.

Invoices shall be mailed to the below address:

	City of Austin
Department	Development Services Department
Attn:	Melissa Martinez
Address	505 Barton Springs Rd. Ste. 545
City, State Zip Code	Austin, Texas 78704

**CITY OF AUSTIN
PURCHASING OFFICE
SUPPLEMENTAL PURCHASE PROVISIONS**

- B. The Contractor agrees to accept payment by either credit card, check or Electronic Funds Transfer (EFT) for all goods and/or services provided under the Contract. The Contractor shall factor the cost of processing credit card payments into the Offer. There shall be no additional charges, surcharges, or penalties to the City for payments made by credit card.
5. **OWNERSHIP AND USE OF DELIVERABLES:** The City shall own all rights, titles, and interests throughout the world in and to the Deliverables.
- A. **Patents:** As to any patentable subject matter contained in the Deliverables, the Contractor agrees to disclose such patentable subject matter to the City. Further, if requested by the City, the Contractor agrees to assign and, if necessary, cause each of its employees to assign the entire right, title, and interest to specific inventions under such patentable subject matter to the City and to execute, acknowledge, and deliver and, if necessary, cause each of its employees to execute, acknowledge, and deliver an assignment of letters patent, in a form to be reasonably approved by the City, to the City upon request by the City.
- B. **Copyrights:** As to any Deliverable containing copyrighted subject matter, the Contractor agrees that upon their creation, such Deliverables shall be considered as work made-for-hire by the Contractor for the City and the City shall own all copyrights in and to such Deliverables, provided however, that nothing in this Paragraph 36 shall negate the City's sole or joint ownership of any such Deliverables arising by virtue of the City's sole or joint authorship of such Deliverables. Should by operation of law, such Deliverables not be considered work made-for-hire, the Contractor hereby assigns to the City (and agrees to cause each of its employees providing services to the City hereunder to execute, acknowledge, and deliver an assignment to the City of Austin) all worldwide right, title, and interest in and to such Deliverables. With respect to such work made-for-hire, the Contractor agrees to execute, acknowledge and deliver and cause each of its employees providing services to the City hereunder to execute, acknowledge, and deliver a work-for-hire agreement, in a form to be reasonably approved by the City, to the City upon delivery of such Deliverables to the City or at such other time as the City may request.
- C. **Additional Assignments:** The Contractor further agrees to, and if applicable, cause each of its employees to execute, acknowledge, and deliver all applications, specifications, oaths, assignments, and all other instruments which the City might reasonably deem necessary in order to apply for and obtain copyright protection, mask work registration, trademark registration and/or protection, letters patent, or any similar rights in any and all countries and in order to assign and convey to the City, its successors, assigns, and nominees, the sole and exclusive right, title, and interest in and to the Deliverables. The Contractor's obligations to execute, acknowledge, and deliver (or cause to be executed, acknowledged, and delivered) instruments or papers such as those described in this Paragraph 36 A., B., and C. shall continue after the termination of this Contract with respect to such Deliverables. In the event the City should not seek to obtain copyright protection, mask work registration or patent protection for any of the Deliverables, but should arise to keep the same secret, the Contractor agrees to treat the same as Confidential Information under the terms of Paragraph above.

Section 0605: Local Business Presence Identification

A firm (Offeror or Subcontractor) is considered to have a Local Business Presence if the firm is headquartered in the Austin Corporate City Limits, or has a branch office located in the Austin Corporate City Limits in operation for the last five (5) years, currently employs residents of the City of Austin, Texas, and will use employees that reside in the City of Austin, Texas, to support this Contract. The City defines headquarters as the administrative center where most of the important functions and full responsibility for managing and coordinating the business activities of the firm are located. The City defines branch office as a smaller, remotely located office that is separate from a firm's headquarters that offers the services requested and required under this solicitation.

OFFEROR MUST SUBMIT THE FOLLOWING INFORMATION FOR EACH LOCAL BUSINESS (INCLUDING THE OFFEROR, IF APPLICABLE) TO BE CONSIDERED FOR LOCAL PRESENCE.

NOTE: ALL FIRMS MUST BE IDENTIFIED ON THE MBE/WBE COMPLIANCE PLAN OR NO GOALS UTILIZATION PLAN (REFERENCE SECTION 0900).

USE ADDITIONAL PAGES AS NECESSARY

OFFEROR:

Name of Local Firm		
Physical Address		
Is your headquarters located in the Corporate City Limits? (circle one)		No
or		
Has your branch office been located in the Corporate City Limits for the last 5 years?		
Will your business be providing additional economic development opportunities created by the contract award? (e.g., hiring, or employing residents of the City of Austin or increasing tax revenue?)	Yes we will be <u>employing residents of the City of Austin</u> The Assistant Project Manager Sandra Rodriguez is a resident of the City of Austin	

SUBCONTRACTOR(S): We will not be employeeding any subcontractor

Name of Local Firm		
Physical Address		
Is your headquarters located in the Corporate City Limits? (circle one)	Yes	No
or		
Has your branch office been located in the Corporate City Limits for the last 5 years	Yes	No

Will your business be providing additional economic development opportunities created by the contract award? (e.g., hiring, or employing residents of the City of Austin or increasing tax revenue?)	Yes	No
--	-----	----

SUBCONTRACTOR(S): We will not be employeed any subcontractor

Name of Local Firm		
Physical Address		
Is your headquarters located in the Corporate City Limits? (circle one)	Yes	No
or		
Has your branch office been located in the Corporate City Limits for the last 5 years	Yes	No
Will your business be providing additional economic development opportunities created by the contract award? (e.g., hiring, or employing residents of the City of Austin or increasing tax revenue?)	Yes	No

Section 0835: Non-Resident Bidder ProvisionsCompany Name ETC Institute

- A. Bidder must answer the following questions in accordance with Vernon's Texas Statutes and Codes Annotated Government Code 2252.002, as amended:

Is the Bidder that is making and submitting this Bid a "Resident Bidder" or a "non-resident Bidder"?

Answer: Non-Resident Bidder

- (1) Texas Resident Bidder- A Bidder whose principle place of business is in Texas and includes a Contractor whose ultimate parent company or majority owner has its principal place of business in Texas.
(2) Nonresident Bidder- A Bidder who is not a Texas Resident Bidder.

- B. If the Bidder is a "Nonresident Bidder" does the state, in which the Nonresident Bidder's principal place of business is located, have a law requiring a Nonresident Bidder of that state to bid a certain amount or percentage under the Bid of a Resident Bidder of that state in order for the nonresident Bidder of that state to be awarded a Contract on such bid in said state?

Answer: No Which State: Kansas

- C. If the answer to Question B is "yes", then what amount or percentage must a Texas Resident Bidder bid under the bid price of a Resident Bidder of that state in order to be awarded a Contract on such bid in said state?

Answer: _____

Section 0900: Minority- and Women-Owned Business Enterprise (MBE/WBE) Procurement Program No Goals Form

SOLICITATION NUMBER: RFP GLB0301

PROJECT NAME:
Customer Service Survey

The City of Austin has determined that no goals are appropriate for this project. Even though goals were not assigned for this solicitation, the Bidder/Proposer is required to comply with the City's MBE/WBE Procurement Program, if areas of subcontracting are identified.

If any service is needed to perform the Contract and the Bidder/Proposer does not perform the service with its own workforce or if supplies or materials are required and the Bidder/Proposer does not have the supplies or materials in its inventory, the Bidder/Proposer shall contact the Small and Minority Business Resources Department (SMBR) at (512) 974-7600 to obtain a list of MBE and WBE firms available to perform the service or provide the supplies or materials. The Bidder/Proposer must also make a Good Faith Effort to use available MBE and WBE firms. Good Faith Efforts include but are not limited to contacting the listed MBE and WBE firms to solicit their interest in performing on the Contract, using MBE and WBE firms that have shown an interest, meet qualifications, and are competitive in the market; and documenting the results of the contacts.

Will subcontractors or sub-consultants or suppliers be used to perform portions of this Contract?

No ☒ If no, please sign the No Goals Form and submit it with your Bid/Proposal in a sealed envelope

Yes _____ If yes, please contact SMBR to obtain further instructions and an availability list and perform Good Faith Efforts. Complete and submit the No Goals Form and the No Goals Utilization Plan with your Bid/Proposal in a sealed envelope.

After Contract award, if your firm subcontracts any portion of the Contract, it is a requirement to complete Good Faith Efforts and the No Goals Utilization Plan, listing any subcontractor, sub-consultant, or supplier. Return the completed Plan to the Project Manager or the Contract Manager.

I understand that even though goals were not assigned, I must comply with the City's MBE/WBE Procurement Program if subcontracting areas are identified. I agree that this No Goals Form and No Goals Utilization Plan shall become a part of my Contract with the City of Austin.

ETC Institute

Company Name

Elaine L. Tatham, President

Name and Title of Authorized Representative (Print or Type)



4/4/2016

Signature

Date

Minority- and Women-Owned Business Enterprise (MBE/WBE) Procurement Program No Goals Utilization Plan
 (Please duplicate as needed)

SOLICITATION NUMBER: GLB0301

PROJECT NAME:

PRIME CONTRACTOR / CONSULTANT COMPANY INFORMATION

Name of Contractor/Consultant	ETC Institute		
Address	725 W. Frontier Lane		
City, State Zip	Oathe, KS 66061		
Phone Number	913-829-1215	Fax Number	913-829-1591
Name of Contact Person	Rachael Snider		
Is Company City certified?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> MBE <input type="checkbox"/> WBE <input type="checkbox"/> MBE/WBE Joint Venture <input type="checkbox"/>		

I certify that the information included in this No Goals Utilization Plan is true and complete to the best of my knowledge and belief. I further understand and agree that the information in this document shall become part of my Contract with the City of Austin.

Elaine L. Tatham, President

Name and Title of Authorized Representative (Print or Type)

Elaine L. Tatham

Signature

4/4/2016

Date

Provide a list of all proposed subcontractors / sub-consultants / suppliers that will be used in the performance of this Contract. Attach Good Faith Effort documentation if non MBE/WBE firms will be used.

Sub-Contractor / Sub-Consultant			
City of Austin Certified	MBE <input type="checkbox"/> WBE <input type="checkbox"/> Ethics / Gender Code: <input type="checkbox"/> Non-Certified		
Vendor ID Code			
Contact Person		Phone Number	
Amount of Subcontract	\$		
List commodity codes & description of services			

Sub-Contractor / Sub-Consultant			
City of Austin Certified	MBE <input type="checkbox"/> WBE <input type="checkbox"/> Ethics / Gender Code: <input type="checkbox"/> Non-Certified		
Vendor ID Code			
Contact Person		Phone Number	
Amount of Subcontract	\$		
List commodity codes & description of services			

FOR SMALL AND MINORITY BUSINESS RESOURCES DEPARTMENT USE ONLY:

Having reviewed this plan, I acknowledge that the proposer (HAS) or (HAS NOT) complied with City Code Chapter 2-9A/B/C/D, as amended.

Reviewing Counselor _____ Date _____ Director/Deputy Director _____ Date _____

Section 3:

Authorized Negotiator



Chris Tatham currently serves as the Chief Executive Officer for ETC Institute, and is authorized to negotiate contract terms and render binding decisions on contract matters. Listed below is Mr. Tatham's contact information:

Chris Tatham, CEO
ETC Institute
725 W. Frontier Circle
Olathe, KS 66061
(913) 829-1215
ctatham@etcinstitute.com

Section 4:

Company Experience and Personnel Qualifications

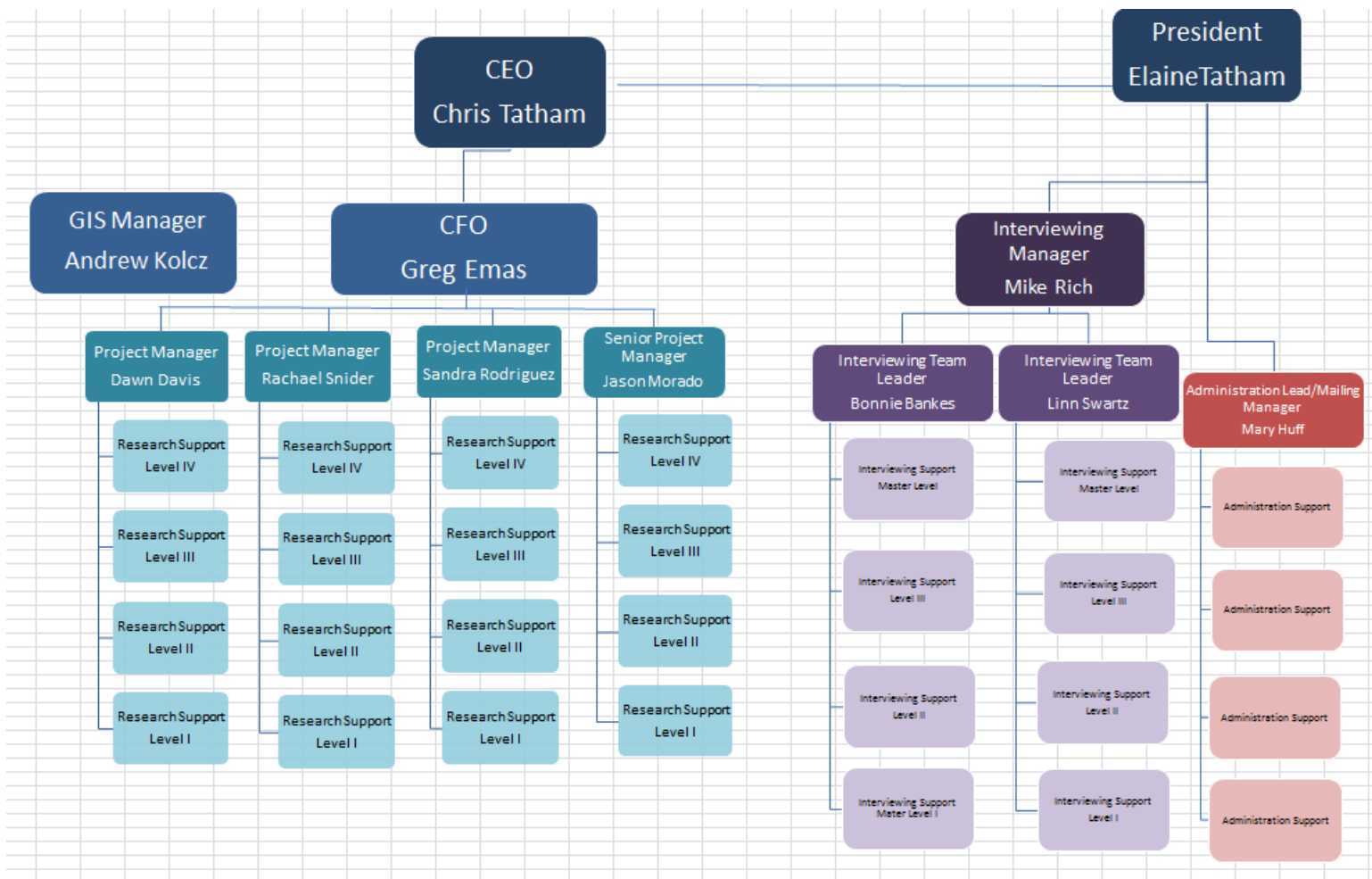
4A: Business Organization

Business Organization

ETC Institute is a 94-person market research firm that specializes in the design and administration of market research for governmental organizations. ETC Institute operates as a corporation, and does not have any branch offices. ETC Institute is licensed to operate in the state of Kansas, as well as Texas. ETC Institute's corporate office is located at the following address:

725 W. Frontier Circle
Olathe, KS 66061

Organization and Communication Chart



4B: Project Management Structure and Personnel

Resumes of Key Personnel Assigned to the Project

The ETC Institute Team was assembled based on a thorough review of the requested scope of services. The staff members selected to fill key roles had to have extensive experience that exceeded the technical requirements for the project. The core skills that were identified by our team are listed below:

- Strong project management skills and extensive experience with the management of research studies for local government organizations
- Statistical sampling expertise
- Knowledge of local government organizations

All services will be performed in-house by ETC Institute. ETC Institute has its own call center with state of the art phone survey administration equipment. The key members of the project team who will be assigned to the project are listed below:

- **Chris Tatham** will assume the role as the senior counsel. Mr. Tatham has managed more than 500 community and business surveys for local governmental organizations across the United States, including dozens of surveys in Texas. He has conducted community surveys in 9 of the 20 largest U.S. cities and 11 of the 20 largest U.S. counties. He has more experience with the design and interpretation of community and business survey research for local governments than anyone in the nation. He excels in using survey data to facilitate consensus about organizational priorities. His understanding of local government issues combined with his local experience make him ideally suited to help the City achieve the goals and objectives for this project. **Mr. Tatham served as the Project Manager for the City of Austin community surveys conducted annually from 2009-2014.**
- **Dr. Elaine Tatham** will assume the role of Data Manager. She is a national expert in survey design and sampling methodology. Dr. Elaine Tatham is president and owner of ETC Institute, a management consulting firm that does consulting with a focus on evaluation, research design, market research, information management, statistical applications, and analysis. She has more than 35 years of research experience. Dr. Tatham has designed the research methodology for hundreds of research studies across the United States. **Dr. Tatham designed the research methodology for the City of Austin community surveys conducted annually from 2009-2014.**
- **Jason Morado** will assume the role of Project Manager. Jason has more than 13 years of experience in the design, administration and analysis of community market research. He has served as the project manager and senior researcher on community research projects for over 200 local governmental organizations throughout the U.S. **Mr. Morado served as the Assistant Project Manager and Senior Researcher for the City of Austin community surveys conducted annually from 2009-2014.**

Sandra Rodriguez will assume the role of Assistant Project Manager. Sandra has more than 20 years of market research experience in the design, administration and analysis of market research with an emphasis on travel research. Sandra lives in the City of Austin which allows her to have local insight into the developer survey.

CHRISTOPHER E. TATHAM, CEO, ETC INSTITUTE**Education**

M.B.A., Management, Kansas State University, 1996, first in class

B.A., Princeton University, Political Science/Economics, 1990, magna cum laude Certificate of Proficiency in Latin American Studies, Princeton University, 1990

Professional Affiliations

Chair of the Citizen for Parks Sales Tax Initiative that resulted in the passage of a multimillion voter referendum for parks and recreation improvements

Strategic Planning Committee, City of Olathe, Kansas

Board of Directors, Olathe Chamber of Commerce

Parks and Recreation Board, City of Olathe, Kansas

Convention and Visitors Bureau of Olathe, Kansas

Market Research Association

Experience

Mr. Tatham is one of the nation's leading authorities on the development of qualitative and quantitative customer satisfaction research for state and local governments. During the past ten years, he has designed and implemented customer satisfaction assessments for more than 500 governmental agencies in 41 states.

He has superior skills for planning and coordinating complex tasks that are required for the successful administration of comprehensive customer satisfaction research programs. During the past year, he managed more than \$5 million dollars worth of research projects with budgets ranging from \$2,000 to more than \$2 million.

Mr. Tatham is a highly skilled interviewer and focus group facilitator. His experience includes interviews with foreign cabinet members, Heads-of-State, ambassadors, and numerous leaders at all levels of government and business in the United States, Mexico, and Canada. His communication skills (both English and Spanish) are excellent and he is extremely successful at getting quality feedback. During the past year, he facilitated more than 100 focus groups and nearly 200 stakeholder interviews.

Presentations and talks given by Mr. Tatham to regional and national audiences include: "How to Increase Customer Satisfaction with Effective Communication," (American Waterworks Association Research Foundation - Washington, D.C.); "How Municipal Departments Can Implement Effective Customer Satisfaction Programs on a Limited Budget," (Government Training Institute of Kansas and Missouri); "Benchmarking Citizen Satisfaction with the Delivery of Governmental Services" (Mid America Regional Council - Kansas City, MO); "Best Practices in Community Survey Research," National Association of Counties - New Orleans).

His representative project experience is briefly summarized below:

Mr. Tatham has managed Customer Survey Research for dozens of governmental and private sector clients, including the following large governmental organizations:

- Atlanta, Georgia
- Austin, Texas
- Broward County, Florida
- Buffalo, New York
- Colorado Springs, Colorado
- Columbus, Ohio
- DeKalb County, Georgia
- Denver, Colorado
- Des Moines, Iowa
- Detroit, Michigan
- Dupage County, Illinois
- Durham, North Carolina
- Fairfax County, Virginia
- Fort Lauderdale, Florida
- Fort Worth, Texas
- Fulton County, Georgia
- Houston, Texas
- Kansas City, Missouri
- Las Vegas, Nevada
- Los Angeles, California
- Louisville, Kentucky
- Westchester County, New York
- Mesa, Arizona
- Miami-Dade County, Florida
- Nashville, Tennessee
- Norfolk, Virginia
- Oakland, California
- Oklahoma City, Oklahoma
- Phoenix, Arizona
- Providence, Rhode Island
- San Antonio, Texas
- San Bernardino County, California
- San Diego, California
- San Francisco, California
- St. Louis, Missouri
- St. Paul, Minnesota
- Tucson, Arizona
- U.S. Army Installation Management Agency
- U.S. National Parks Service
- Washington, D.C.
- Wayne County, Michigan

Other Experience:

Developed and implemented ETC Institute's ***DirectionFinder® Survey*** which allows more than 200 communities across the United States to objectively assess community priorities and customer satisfaction against regional and national benchmarks for a wide range of governmental services.

Developed and implemented an ongoing internal and external organizational surveys which are used by dozens of organizations to *generate performance measures to assess the progress towards achieving the strategic goals and objectives and to help set priorities for operating and capital budgets.*

Managed a large international customer satisfaction research project for the ***American Waterworks Association Research Foundation*** (AWWARF) that involved the design and administration of more than 5,000 surveys and 70 focus groups in five metropolitan areas in North America, including Seattle, Phoenix, Kansas City, Calgary, and Bridgeport.

Transportation Research Experience.

Mr. Tatham has a very comprehensive understanding or a wide range of transportation issues. Some of the organizations for whom Chris has managed transportation related market research include:

- Arizona Department of Transportation
- Atlanta Regional Commission (the mpo for the Atlanta area)
- CalTrans (California Department of Transportation)
- Colorado Department of Transportation
- Des Moines Metropolitan Transportation Authority
- Greater Buffalo-Niagara Regional Transportation Council (the mpo for the Buffalo area)
- HART | Honolulu Transit Authority
- Indiana Department of Transportation
- Iowa Department of Transportation
- Kansas City Area Transportation Authority
- Kansas Department of Transportation
- Kentuckiana Planning and Development Agency (the mpo for the Louisville area)
- Mid America Regional Council (the mpo for the Kansas City area)
- Missouri Department of Transportation
- Nashville MTA
- North Central Texas Council of Governments
- North Carolina Department of Transportation
- Ohio Department of Transportation
- Oklahoma Department of Transportation
- South Carolina Department of Transportation
- South Dakota Department of Transportation
- Southeast Michigan Council of Governments (the mpo for the Detroit area)
- Southern California Association of Governments
- Stanislaus Council of Governments
- Tennessee Department of Transportation
- Texas Department of Transportation
- Valley Metro Regional Public Transportation Authority

Mr. Tatham has managed Internal Organizational Surveys/Assessments for the following organizations:

- City of Olathe, Kansas
- City of Fort Lauderdale, Florida
- Broward County, Florida
- City of Kansas City, Missouri
- City of Coconut Creek, Florida
- Sprint Corporation
- Greater Kansas City Chamber of Commerce
- City of Lawrence, Kansas
- Kansas Department of Transportation
- University of Health Sciences
- City of Blue Springs
- City of Kansas City, Missouri
- City of Lee's Summit, Missouri
- San Antonio, Texas

Publications on Customer Satisfaction Related Issues

- 'Ten Steps To Increase Customer Loyalty.' *Services*, Vol. 25, No. 5 (May), 2005.
- 'Expand Your Roto Customer Base by Inspecting What You Expect.' *RotoWorld*, 2005, Vol 1, No. 2 (March-April).
- 'Increase Customer Loyalty in 10 Easy Steps.' *HVACR Distribution Today*, Winter 2004/2005
- 'Steps to Customer Loyalty.' *NAHAD News*, February, 2005.
- 'Inspecting What You Expect Keeps Customers Coming Back.' *e-Mhove*,
- 'Market Research: The Key to Creating Loyal Customers.' *Chemical Distributor*, 2005, Vol. 27, No. 1 (Jan.).
- "Customer Satisfaction and the Impact of Communications," Project 2613, American Water Works Association Research Foundation, 2004.
- 'Using Market Research to Assess Customer Satisfaction.' *IEC Insights*, November/December, 2004, Vol. 6.

Mr. Tatham has served as political advisor and conducted survey research that led to voter approval of projects valued at more than \$2 billion during the past six years, including:

- Kansas City Area Transportation Authority Sales Tax
- City of Bonner Springs Sales Tax
- City of Olathe Parks and Recreation Sales Tax
- City of Independence Stormwater Sales Tax
- City of Joplin Parks Sales Tax
- City of Kirkwood Aquatic Center and Ice Skating Facility Sales Tax
- Jefferson City School District Bond Issue
- Johnson County Education Sales Tax
- Kansas City School District Bond Issue
- Rolla School District Bond Issue
- City of Olathe Charter Amendments
- City of Casper Indoor Aquatics Center
- City of Columbia Community Recreation Center
- Platte County Trails Tax
- City of Lenexa Stormwater Sales Tax
- City of Independence Streets Improvements Sales Tax
- City of Grandview Transportation Sales Tax
- City of Liberty Transportation Sales Tax

- City of Liberty, Missouri, Public Safety Sales Tax
- City of Liberty, Missouri, Parks and Recreation Sales Tax

Current Position

Mr. Tatham is currently serving as the ***Chief Executive Officer*** for ETC Institute, a market research firm that specializes in the design and administration of customer satisfaction research for governmental, nonprofit, and private organizations. Areas of emphasis include: transportation, planning and zoning, parks and recreation, public safety, and utilities. Under his leadership as Director of Operations, the company's sales have increased by more than 1500% since 1996. The company was selected as one "One of the Best Places to Work in Kansas City" by the Kansas City Business Journal. ETC Institute also received the prestigious "Top 10 Small Businesses in Greater Kansas City" award from the Greater Kansas City Chamber of Commerce; the firm was selected from more than 1700 nominees.

DR. ELAINE TATHAM, PRESIDENT, ETC INSTITUTE**Education**

Ed.D, Educational and Psychological Research, University of Kansas, 1971

M.A., Mathematics, University of Kansas, 1960

B.A., Mathematics, Carleton College, 1958

Professional Affiliations

Olathe Medical Center Board of Trustees, member.

National Association of Women Business Owners

Institute of Management Consultants (New York City)

Mathematical Association of America; served as president of the Kansas Section from 1979-80

City of Olathe, KS, Planning Commission, 1982 to 1992; served as chair 1987-88

Mid-America Regional Council: Urban Core Growth Strategies Committee (1991-92)

Citizens' Advisory Committee to the Kansas City Power & Light Company (1982-1990)

Experience

Dr. Tatham is president and 100% owner of ETC Institute, a management consulting firm that does consulting with a focus on evaluation, research design, market research, information management, statistical applications, and analysis. She has both the experience and academic credentials to design of customer satisfaction research, monitor the research, and make a final assessment of the results.

She was a member of the Olathe Planning Commission for almost ten years and served as chair of the commission. She is a member of the Board of Directors for Olathe Medical Center and currently serves a chair of the patient satisfaction committee. She has been instrumental in the design and successful administration of patient satisfaction surveys for several health related organizations.

She is a certified management consultant through the Institute of Management Consultants (New York City). She is an adjunct lecturer in the University of Kansas graduate Engineering Management program. Her specialties include operations research, forecasting, and system simulation for management decision-making.

Dr. Tatham was a Profile feature on the front page of the July 17, 1992 Kansas City Business Journal. She has been the Olathe "Woman of the Year" and received the John T. Barton award for service to the Olathe Community (including almost 10 years as a planning commissioner.)

She gave a talk "Know Your Market" at the first Transportation Management Summit sponsored by the TMA Council of the Association of Commuter Transportation with the support of the Federal Highway Administration, Federal Transit Administration, and U. S. Department of Energy. Williamsburg, Virginia, November 1992. She returned to the second meeting held in Palm Springs.

Dr. Tatham's expertise includes:

- She has extensive experience in designing research tools in formats that encourage respondent participation
- She has managed more than 500 research projects across the United States
- She has unsurpassed experience in the field of developing and applying performance measurements. She developed the data collection methodology that is used for the "report card" that is published annually by Partnership for Children, one of the Midwest's leading children's advocacy groups.

Dr. Tatham's current responsibility is:

1982 – present; ETC Institute, Olathe, Kansas, President and Owner

Senior executive of a company that provides management consulting services including marketing research, demography, information management, statistical applications, strategic planning, forecasting, simulation, and operations research for management decision-making. Focus is on the acquisition and display of information for management decision-making. Clients include businesses, public school systems, colleges, vocational technical schools, governmental units, and not-for-profit agencies.

JASON MORADO, SENIOR PROJECT MANAGER**Education***M.B.A., Webster University, 2009**B.S. in Business Administration – Marketing, Avila University 2000***Professional Experience**

Mr. Morado has more than 14 years of experience in the design, administration and analysis of community market research. He has served as the project manager and senior researcher on community research projects for over 250 local governmental organizations throughout the U.S. He has also assisted in the coordination and facilitation of focus groups and stakeholder interviews for a wide range of parks and recreation needs assessment surveys, strategic and long range planning efforts, comprehensive planning efforts, and other customer satisfaction initiatives. Mr. Morado has also planned, coordinated and supervised the administration of transportation surveys throughout the country, and has served as an on-site supervisor for the administration of transportation surveys in over a dozen states.

Customer Survey Research Experience

Mr. Morado has served as a senior researcher and project manager for Customer Satisfaction Survey Research for dozens of local governmental organizations. Some of these organizations include:

- Auburn, CA
- Austin, TX
- Bensenville, IL
- Blue Springs, MO
- Cabarrus County, NC
- Casper, WY
- Chapel Hill, NC
- Clayton, MO
- Columbia, MO
- Creve Coeur, MO
- Dallas, TX
- Davenport, IA
- Des Moines, IA
- Fort Worth, TX
- Gardner, KS
- Greenville, NC
- Hallandale Beach, FL
- High Point, NC
- Independence, MO
- Indio, CA
- Johnson County, KS
- Jonesboro, AR
- Kansas City, MO
- King County, WA
- Kirkwood, MO
- Las Vegas, NV
- Mecklenburg County, NC
- Meridian, ID
- Midwest City, OK
- Mountain Brook, AL
- Oak Grove, MO
- Oklahoma City, OK
- Olathe, KS
- Pinehurst, NC
- Plano, TX
- Pueblo, CO
- Raymore, MO
- Riverside, MO
- Round Rock, TX
- San Antonio, TX
- Shoreline, WA
- Springfield, MO
- Tyler, TX
- Vancouver, WA

Parks and Recreation Survey Research Experience

Mr. Morado has served as a senior researcher and project manager for Parks and Recreation Needs Assessment Surveys for dozens of local governmental organizations. Some of these organizations include:

- Alexandria, VA
- Austin, TX
- Bloomington, IN
- Blue Springs, MO
- Burien, WA
- Burleson, TX
- Casa Grande, AZ
- Champaign, IL
- Cincinnati, OH
- Clayton, MO
- Columbia, MO
- Columbus, OH
- Des Moines, IA
- Edmonds, WA
- Issaquah, WA
- Jefferson City, MO
- Kansas City, MO
- Kent, WA
- Kettering, OH
- Lake St. Louis, MO
- Lenexa, KS
- Longview, TX
- Los Angeles, CA
- Lubbock, TX
- Mecklenburg County, NC
- Miami, FL
- Oklahoma City, OK
- Olathe, KS
- Orlando, FL
- Overland Park, KS
- Peoria, AZ
- Raleigh, NC
- Redmond, WA
- San Diego, CA
- San Francisco, CA
- Southlake, TX
- St. Paul, MN
- University Place, WA
- Virginia Beach, VA
- Washington D.C.

Transportation Research Experience

Mr. Morado has assisted in the design and administration of research for a wide range of Transportation Issues. Some of the organizations for whom he has assisted in transportation related research include:

- Atlanta Regional Commission (the MPO for the Atlanta area)
- Colorado Department of Transportation
- Des Moines Metropolitan Transportation Authority
- Fayetteville Area Metropolitan Planning Organization
- Texas Department of Transportation
- Kansas Department of Transportation
- Mid America Regional Council (the MPO for the Kansas City area)
- Missouri Department of Transportation
- Nashville Metropolitan Transit Authority
- North Carolina Department of Transportation
- North Central Texas Council of Governments
- South Carolina Department of Transportation
- Southeast Michigan Council of Governments (the MPO for the Detroit area)
- Tennessee Department of Transportation

SANDRA RODRIGUEZ, Senior Project Manager
Senior Project Manager

EDUCATION

B.A., Sociology and Minor Mathematics, University of Texas, 1990

SUMMARY OF EXPERIENCE

Sandra has over 20 years of transportation research experience, focusing primarily on travel behavior, travel surveys, and associated data collection methods and technologies. Ms. Rodriguez's professional interests include travel behavior survey design and methods, data collection, data analysis, and programming and technology. She is detail oriented and has a strong mathematical background.

Sandra has an extensive career in data quality and data management, beginning in the private sector then joining NuStats in 1996. When Sandra left NuStats in 2013, she was Director of Information Technologies and was responsible for the data management, quality control, IT, and software development activities of the company. Sandra then worked for Alliance Transportation Group as the Data Services Manager. She then worked for TTI in a support position to the travel survey program and the TxDOT UTP program, and joined ETC in March 2016.

An extremely skilled relational database programmer with extensive experience in the application of Microsoft Access for database design, implementation, programming, data transfer, and transformation, and database security; Ms. Rodriguez worked on transportation surveys including all travel surveys and the USPS (United States Postal Service) survey. See her experience below in Relevant Projects for this project. Her experience in the coordination and implementation of a consultant's Continuous Data Flow (CDF) process includes setting up multiple relational database modules, linked by unique identifiers for data processing, querying, reporting, and searching to ensure the highest quality research, quicker data deliveries to clients on all projects, understanding of data processing turn-around time requirements, input and output checking; data mining, data quality analysis, and experience in working with large datasets using a variety of database software programs (SQL, Microsoft ACCESS). Ms. Rodriguez is proficient with statistical software such as SPSS and has some knowledge of SAS®. She has experience in running crosstabs, creating tables, and creating other statistical analysis items. She also has the ability to maintain and monitor compliance with data collection procedures for all of the projects that are listed in the "Relevant Project Experience" section. Ms. Rodriguez worked on surveys, which involved the multi-modal collection of travel behavior information from residents to support activity-based travel demand modeling.

With respect to survey technology, Ms. Rodriguez has researched and evaluated the use of GPS, Smartphones, and other data collection technologies in order to improve survey methods as well as to understand the appropriateness of their application to travel surveys. She supervised the team that developed the Smartphone applications used for transit and household travel surveys. She also worked on the NCTCOG Technologies project using GPS and Smartphones for a pilot project and worked on the Portland Smartphone Project.

4C: Prior Experience

Prior Experience

City of San Antonio Developer Survey

Terry Kannawin
City of San Antonio Development Services Department
Assistant Director, Plan Review
City Hall 100 Military Plaza
San Antonio, TX 78205
[\(210\) 207-6535](tel:(210)207-6535)

ETC Institute administered a survey to customers who had used the City of San Antonio's Development Services Department during the past year. This was the second Development Services survey conducted by the City allowing for the establishment of internal benchmarks.

The purpose of the survey was to gather feedback from customers to identify ways to improve the overall quality of services provided by the Department. The survey was administered by phone to a random sample of customers. The overall results of the survey have a precision of at least +/-2.5% at the 95% level of confidence.

Broward County Government Developer Survey

Pete Corwin Assistant County Administrator
115 S Andrews Ave #421
Fort Lauderdale, FL 33301
[\(954\) 357-7000](tel:(954)357-7000)

ETC Institute administered a survey to customers who had used the Broward County development services. The purpose of the survey was to gather feedback from customers to improve the overall quality of development services provided by the City. The survey was administered by phone to a random sample of customers provided by the City.

City of Dallas Developer Survey

Kimberly Martin, M.P.A., P.H.R.
City of Dallas Center for Performance Excellence
1500 Marilla, 1AN
Dallas, TX 75201
[214-671-8914](tel:214-671-8914)

ETC Institute is currently conducting the City of Dallas Developer Survey. The City of Dallas seeks to gather feedback from the customer based served to better understand satisfaction with development services. The survey will be distributed by e-mail and phone in order to maximize input.

Section 5:

Project Conept, Soluation, and Program

5A: Firm Overview (Approach)



Understanding Scope of Services

ETC Institute fully understands the scope of services as described in the RFP to conduct a developer service survey and benchmarking analysis for the City of Austin. ETC Institute is fully capable of performing all of the services presented in the RFP. The following pages describe ETC Institute's qualifications to perform all of these services.

Firm Overview

ETC Institute is a 94-person market research firm that specializes in the design and administration of market research for governmental organizations. Our major areas of emphasis include customer satisfaction surveys, community planning surveys; business surveys transportation surveys, employee surveys, voter opinion surveys, parks and recreation surveys, focus groups, and stakeholder interviews. Since 1982, ETC Institute has completed research projects for organizations in 49 states.

ETC Institute has designed and administered more than 2,000 statistically valid surveys and our team of professional researchers has moderated more than 1,000 focus groups and 2,000 stakeholder meetings. During the past five years alone, ETC Institute has administered surveys in more than 500 cities and counties across the United States. **ETC Institute has conducted research for more major U.S. cities than any other firm.** Some of the large communities where ETC Institute has conducted surveys are listed on the following page:

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

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

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

Accomplishments/Awards

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

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

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

America's Fastest-Growing Private Companies. ETC Institute recently ranked 3459 among the "Top 5000" fastest growing private companies.

Market Research Services Provided

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

Focus Groups and Stakeholder Interviews

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

Survey Research

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

On-Line (Web-based) Market Research

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

Consensus Building Workshops

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

Surveys of Underserved/Environmental Justice Groups

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

Secondary Data Analysis

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

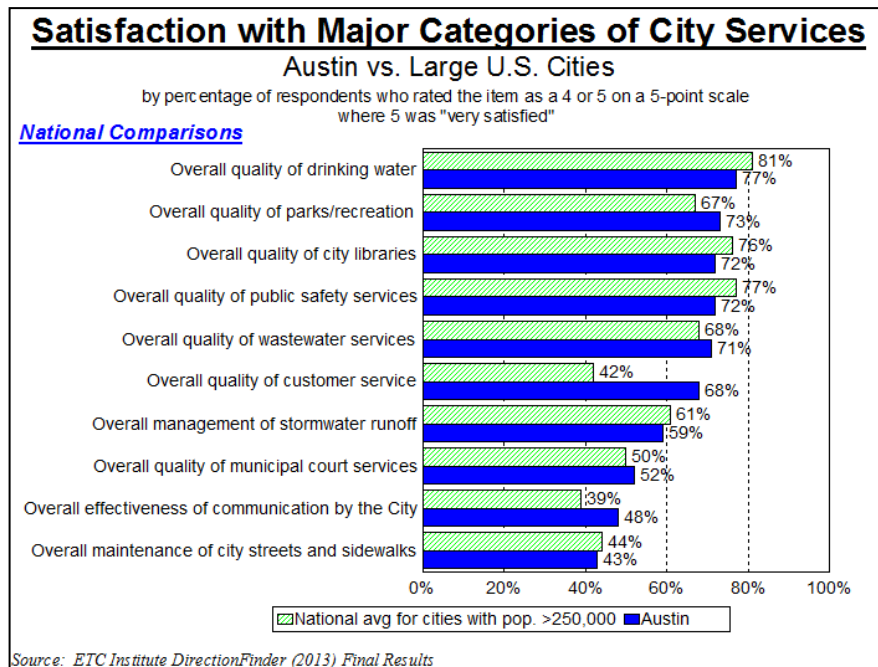
Benchmarking Analysis (Normative Comparisons)

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

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

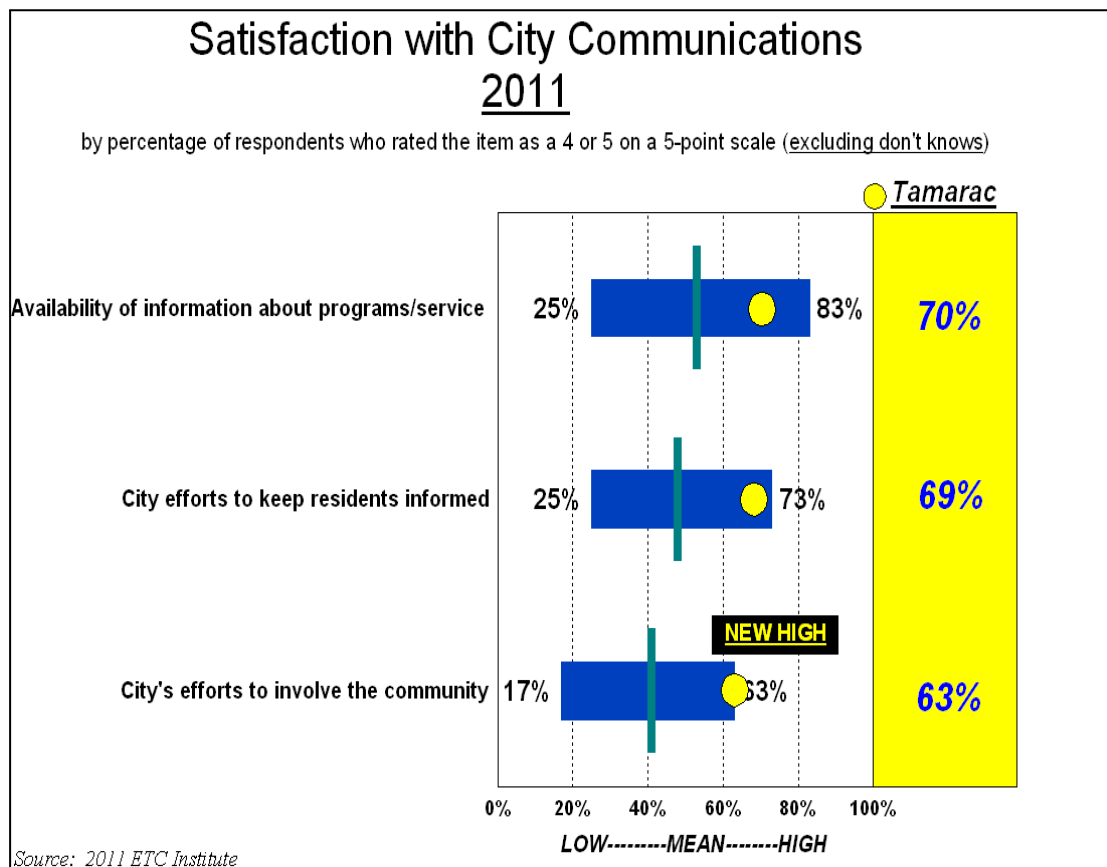
Benchmarking data can help local governments understand how their results compare to similar communities. For example, 48% of the residents in the City of Austin were “very satisfied” or “satisfied” with the overall effectiveness of communication by the City. Without comparative data, city leaders might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

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



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

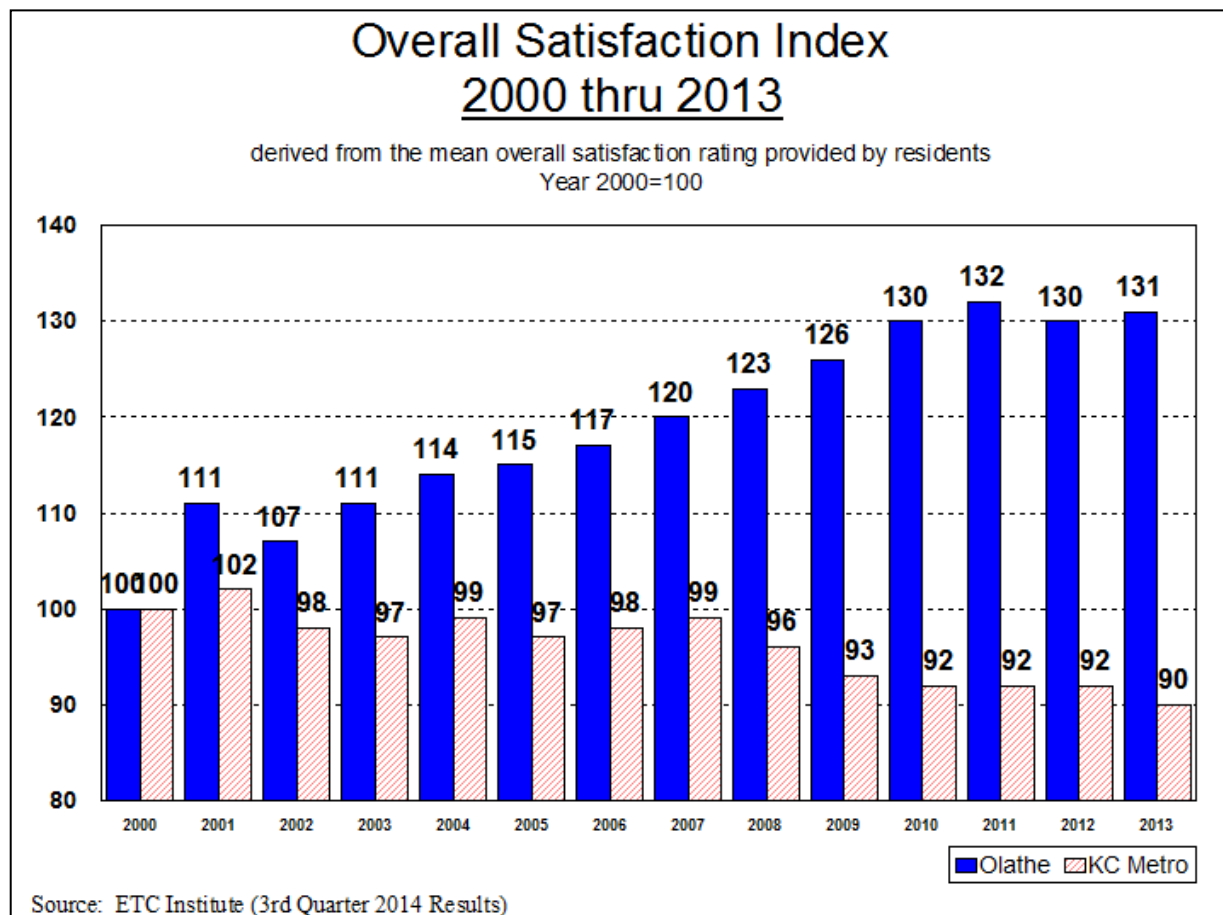
The national average for satisfaction with City efforts to involve the community in medium-sized communities (population of 20,000 to 199,999) was 41%, which meant that Tamarac rated 22% above the national average. The dots on the chart below show the ratings for the City of Tamarac. The percentage to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



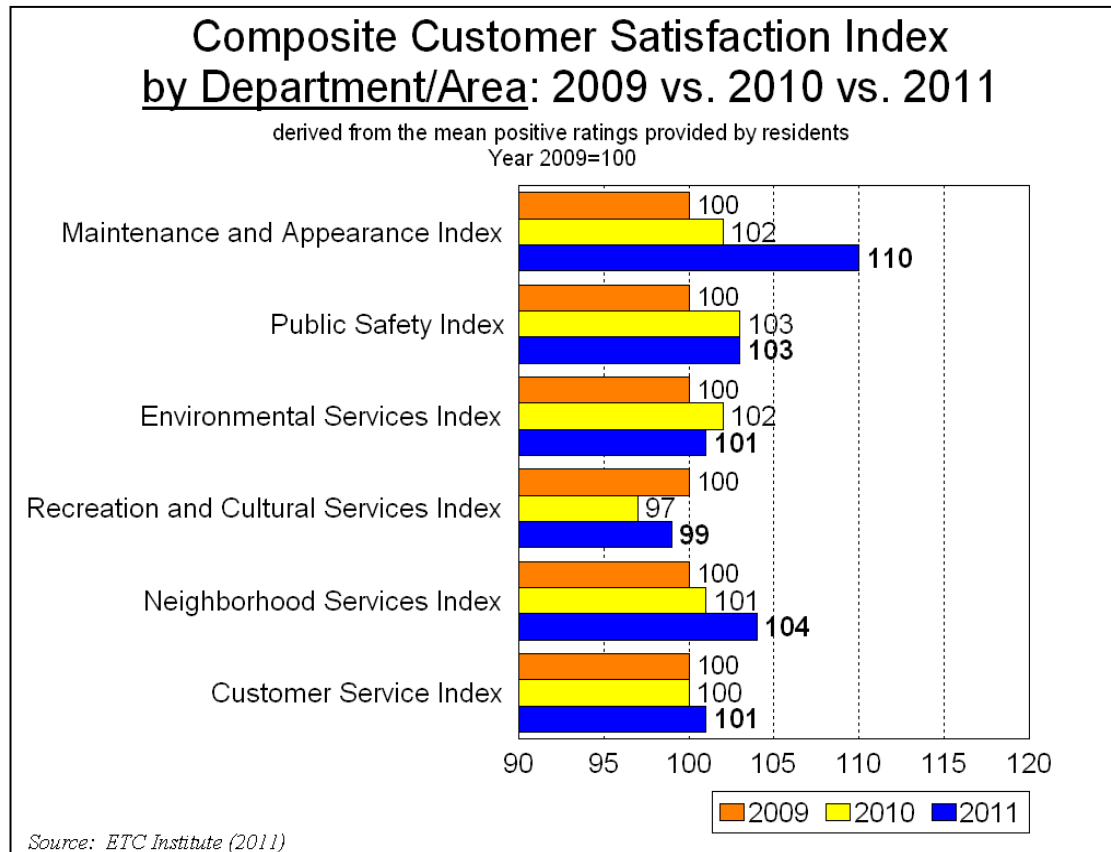
Our research has shown that cultural norms often influence customer satisfaction survey results on city services regardless of how well the service is delivered. Another example of this is that residents almost always rate the maintenance of city streets lower than the quality of fire services even in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

Benchmarking Performance Over Time

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



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



Internal Capacity and Resources

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

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

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

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

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

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

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

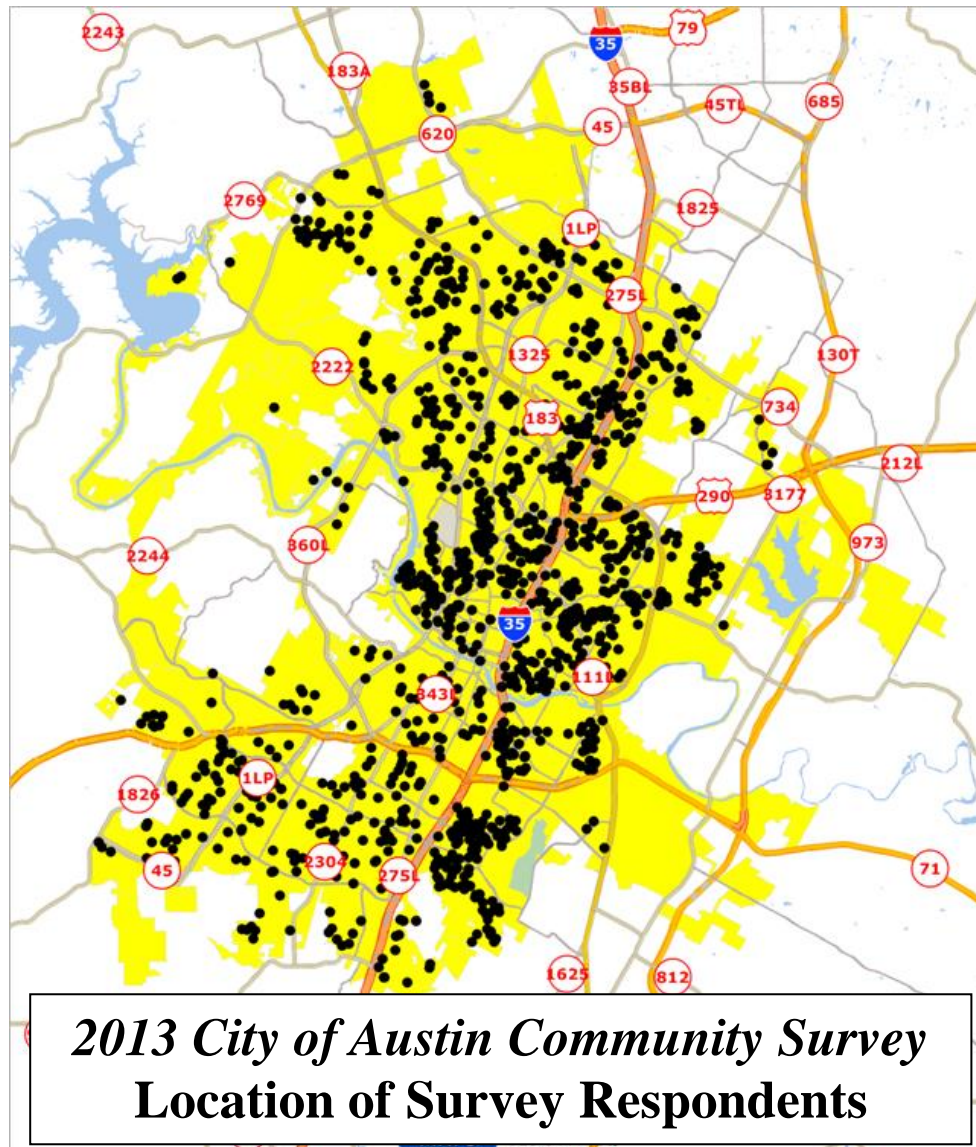
Quality Control. ETC Institute's quality control procedures for the administration of market research were recently reviewed and accepted by the U.S. Office of Management and Budget for our work with the National Park Service.

Geocoding Experience and Capabilities

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

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

The map on the following page shows the physical distribution of respondents from a survey conducted for Austin, Texas in 2011. The dots show the location of respondents based upon geocoded latitude and longitude coordinates of their home address.



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

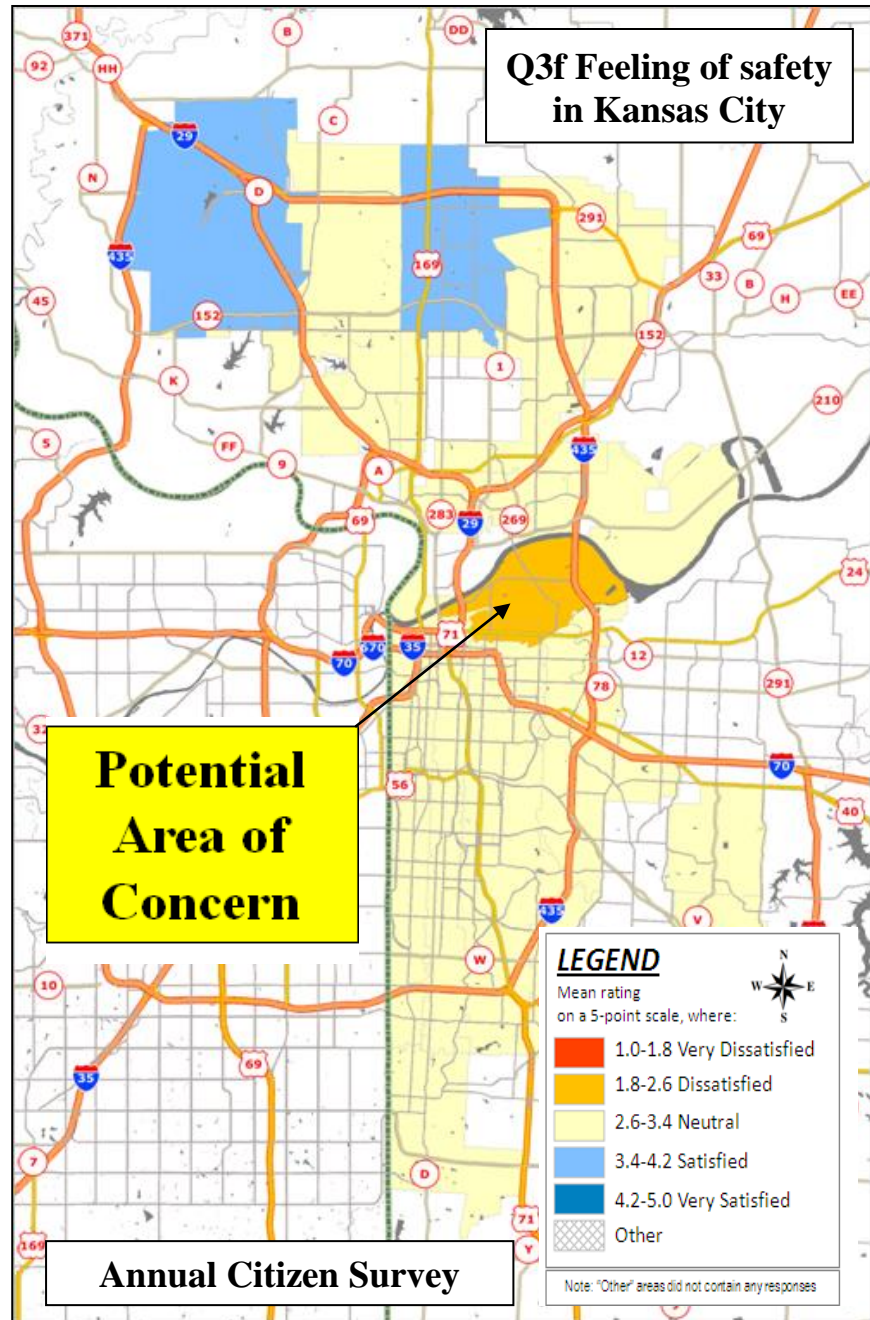
- Areas of satisfaction and dissatisfaction with the delivery of city and county services
- Origins and destinations for household travel and roadside intercept surveys
- Visitor destinations for tourism-related projects
- Locations of residents who are satisfied or dissatisfied with the quality of city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

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

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

At ETC Institute, we accurately geocode (provide longitude and latitude) lists of addresses, intersections, place

names, tourist attractions, transit stops, and almost any other location records anywhere in the U.S. with very high match rates. Our record "hit" rates are well above the industry average thanks to our well-thought-out, systematic, and rigorous record quality assurance process (REQAP), which begins at the survey design stage and continues until the last record has been geocoded and verified.



National Experience

ETC Institute is the nation's leading firm in the field of customer-oriented market research for local governmental organizations. In addition to the locations that were described in the project descriptions on the previous pages, ETC Institute has conducted surveys in more than 700 communities across the United States. The map below shows some of the locations where ETC Institute has conducted surveys since 1999. Since it would take hundreds of pages to provide descriptions of all of our community survey experience, we have simply listed many of the locations where we have conducted surveys below and on the following pages.



Communities Where ETC Institute Has Conducted Surveys

- Ames, Iowa
- Anniston, Alabama
- Atchison, Kansas
- Atlanta, Georgia
- Auburn, Alabama
- Aurora, Colorado
- Austin, Texas
- Ballwin, Missouri
- Baton Rouge, Louisiana
- Battle Creek, Michigan
- Beaumont, Texas
- Bend, Oregon
- Bensenville, IL
- Billings, Montana
- Bloomington, Indiana
- Blue Springs, Missouri
- Boerne, Texas
- Bonner Springs, Kansas
- Booneville, Missouri
- Branson, Missouri
- Brentwood, Missouri
- Bridgeport, Connecticut
- Broward County, Florida
- Brownsville, Texas
- Brunswick, Maine
- Buffalo, New York
- Butler, Missouri
- Burbank, California
- Calgary, Canada
- Canon City, Colorado
- Carmel, Indiana
- Carol Stream, Illinois
- Casa Grande, Arizona
- Casper, Wyoming

- Castle Rock, Colorado
- Cedar Rapids, Iowa
- Champaign, Illinois
- Chandler, Arizona
- Chanute, Kansas
- Chapel Hill, North Carolina
- Charleston, South Carolina
- Charlottesville, Virginia
- Chesterfield, Missouri
- Claremont, New Hampshire
- Clay County, Missouri
- Clayton, Missouri
- Clearwater, Florida
- Clive, Iowa
- Coconut Creek, Florida
- Coeur d' Alene, Idaho
- Coffeyville, Kansas
- Colorado Springs, Colorado
- Columbia, Missouri
- Columbus, Ohio
- Columbus, Georgia
- Creve Couer, Missouri
- Davenport, Iowa
- Deerfield, Illinois
- Dekalb, Georgia
- Denver, Colorado
- Dent County, Missouri
- Derby, Kansas
- Des Moines, Iowa
- Des Plaines, Illinois
- Detroit, Michigan
- Dilworth, Minnesota
- Downers Grove, Illinois
- Dupage County, Illinois
- Durham, North Carolina
- East Baton Rouge, Louisiana
- East Providence, Rhode Island
- Eastern Rio Blanco, Colorado
- Edina, Minnesota
- Elk Grove Village, Illinois
- Emporia, Kansas
- Erie, Colorado
- Everett, Washington
- Eureka, Missouri
- Excelsior Springs, Missouri
- Fairfax County, Virginia
- Fargo, North Dakota
- Farmington, Minnesota
- Fayetteville, North Carolina
- Flagstaff, Arizona
- Florence, Alabama
- Fort Bragg, North Carolina
- Fort Buchanan, Puerto Rico
- Fort Campbell, Kentucky
- Fort Lauderdale, Florida
- Fort Leavenworth, Kansas
- Fort McPherson, Georgia
- Fort Morgan, Colorado
- Fort Rucker, Alabama
- Fort Stewart, Georgia
- Fort Wayne, Indiana
- Fort Worth, Texas
- Fredericksburg, Virginia
- Freeland, Michigan
- Freeport, Illinois
- Ft. Wayne, Indiana
- Fulton County, Georgia
- Galveston, Texas
- Garden City, Kansas
- Gardner, Kansas
- Gladstone, Missouri
- Glendale, Arizona
- Glendale, California
- Glenview, IL
- Godfrey, Illinois
- Grandview, Missouri
- Greenville, South Carolina
- Greenville County, South Carolina
- Guilford County, North Carolina
- Harrisonville, Missouri
- Hazelwood, Missouri
- Henderson, Nevada
- Hernando, Mississippi
- High Point, North Carolina
- Hood County, Texas
- Hopewell, Virginia
- Houston, Texas
- Huron, Ohio
- Idaho Falls, Indiana
- Indio, California
- Imperial County, California
- Independence, Missouri
- Jackson, Wyoming
- Jackson County, Missouri
- Jacksonville, North Carolina
- Jefferson City, Missouri
- Johnson County, Kansas
- Joplin, Missouri
- Kalamazoo, Michigan
- Kansas City, Kansas
- Kansas City, Missouri
- Kent, Washington
- Key Biscayne, Florida
- Kingman, Kansas
- Kirkwood, Missouri
- Lake Oswego, Oregon
- Lansing, Kansas
- Las Vegas, Nevada

- Lawrence, Kansas
- Leavenworth, Kansas
- Leawood, Kansas
- Lee's Summit, Missouri
- Lemont, Illinois
- Lenexa, Kansas
- Liberty, Missouri
- Lincoln County, North Carolina
- Lindenhurst, Illinois
- Lisle Park District, Illinois
- Long Beach, California
- Longview, Texas
- Los Angeles County, California
- Louisville, Kentucky
- Loveland, Ohio
- Lubbock, Texas
- Lucas County, Ohio
- Lyndhurst, Ohio
- Macomb Township, Michigan
- Manhattan, Kansas
- Manheim Township, Pennsylvania
- Marquette, Michigan
- Marshall, Missouri
- Marshalltown, Iowa
- Martha's Vineyard, Massachusetts
- Martinsville, Virginia
- Marysville, Missouri
- Meeker, Colorado
- Merriam, Kansas
- Mesa, Arizona
- Mesa County, Colorado
- Miami, Florida
- Miami County, Kansas
- Miami Dade County, Florida
- Mission, Kansas
- Modesto, California
- Montgomery County, Maryland
- Montrose, Colorado
- Moon Township, Pennsylvania
- Moorhead, Minnesota
- Morgantown, West Virginia
- Morris County, New Jersey
- Morris Township, New Jersey
- Mount Dora, Florida
- Mount Pleasant, Michigan
- Mundelein Park District, Mundelein, Illinois
- Munster, Indiana
- Murray, Kentucky
- Naperville, Illinois
- Nashville, Tennessee
- Natick, Massachusetts
- New Braunfels, Texas
- New Haven, Connecticut
- New Ulm, Minnesota
- Newport, Rhode Island
- Newton, Kansas
- Norfolk, Virginia
- Norman, Oklahoma
- North Long Beach, California
- Northville, Michigan
- Oak Park Village, Illinois
- Oakland County, Michigan
- O'Fallon, Missouri
- Oklahoma City, Oklahoma
- Okonee County, South Carolina
- Oldham, Kentucky
- Olathe, Kansas
- Olivette, Missouri
- Ontario, Oregon
- Orange County, California
- Ormond Beach, Florida
- Ottawa, Kansas
- Overland Park, Kansas
- Owensboro, Kentucky
- Pasadena, California
- Palm Desert, California
- Palm Springs, California
- Paola, Kansas
- Peoria, Arizona
- Phelps County, Missouri
- Pinellas County, Florida
- Pinehurst, North Carolina
- Pittsburg, Kansas
- Platte City, Missouri
- Pleasant Hill, Missouri
- Polk County, Iowa
- Port Arthur, Texas
- Portland, Oregon
- Prairie Village, Kansas
- Pratt, Kansas
- Princeton, New Jersey
- Providence, Rhode Island
- Provo, Utah
- Radnor, Pennsylvania
- Raleigh, North Carolina
- Ramsey, Minnesota
- Raymore, Missouri
- Raytown, Missouri
- Richmond, California
- Richmond, Virginia
- Richmond Heights, Ohio
- Riverside, Missouri
- Riverside County, California
- Riverton, Wyoming
- Rock Island, Illinois
- Rockville, Maryland
- Roeland Park, Kansas
- Rogers, Arkansas

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

5B: Scope of Services (Program)

Overview

ETC Institute has been helping local governments use community surveys as a guiding force for setting community priorities and improving organizational effectiveness for more than two decades. Since 1999, ETC Institute has conducted survey research for more than 700 cities and counties across the United States. **During the past five years, ETC Institute has administered surveys in 9 of the 20 largest U.S. cities and 11 of the 20 largest U.S. counties.**

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

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

Program and Plan

The following pages highlight ETC Institute's methodology to conduct the 2015 citizen survey for the City of Austin.

Task 1: Design the Survey and Prepare the Sampling Plan.

ETC Institute will work with the City to develop the survey questions using the results of the survey conducted by Zucker Systems as a guide. ETC Institute will hold a conference call with DSAD executive staff to ensure survey questions continue to relate to specific areas of performance and other issues of interest to DSD. Questions will be a combination of "yes" or "no", satisfaction questions, as well as open-ended in addition to other question formats as needed. It is expected that 2-3 drafts will be submitted prior to final approval. A survey cover letter (invitation letter) will be developed in conjunction with DSD explaining the purpose of the survey and importance of responding. The survey cover letter will provide a phone number for Spanish speaking residents in order to take the survey over the phone in Spanish.

The City will provide ETC Institute with a database (in Excel) that contains contact information for the nearly 29,000 unique customers who have interacted with DSD during the past fiscal year. The contact information will include the customer's name, physical address, phone (if available), and e-mail address (if available). Approximately 40% of the have email addresses. ETC Institute will then select a random sample of customers will e-mail addresses for the survey.

Deliverable Task 1: Approved Survey Questions

Task 2: Administer the Survey

ETC Institute will create a website for the survey to allow people to customers to complete the survey on-line. Once the City approves the survey and website, ETC Institute will send e-mails to each of the customers who are selected for the survey. The e-mails will be sent up to three times requesting participation. The e-mails will contain a link to the survey along with a short statement about the purpose of the survey. The e-mail will also include contact information for a representative with the City so the respondent could verify the legitimacy of the survey if needed. Phone call follow ups will also be instituted as needed.

Deliverable Task 2: Top-line (overall) results to each question on the survey

Task 3: Analysis and Report

ETC Institute will prepare a report that summarizes the findings of the survey. At a minimum, the report will include the following:

Final Report Format

- A 1-2 page executive summary that describes the methodology and major findings
- Charts and graphs for most questions on the survey

- Tables showing the overall results for each question on the survey
- GIS Maps
- National Benchmarks
- A copy of the survey instrument
- Raw data in excel
- A presentation of the findings via phone/webinar

Deliverable Task 3: A summary report

Optional Services

In addition to the services described for Tasks 1-3, ETC Institute will provide the following services if desired by the City:

- **Initial On-Site Presentation.** An on-site trip to kick off the project will be provided if needed.
- **Analysis of Opportunities for Improvement:** This analysis would identify which DSD services should be the City's top priorities for improvement. This analysis would include a review of the City's current performance in various areas relative to the importance that customers place on key service areas. Areas with low satisfaction and high importance would be identified as high priorities for improvement.
- **Composite Performance Indices:** ETC Institute would develop performance indicators or indices that will allow DSD to track the Department's aggregate performance over time. These indices will provide a "dashboard" for tracking performance against organizational goals in key areas.
- **Cross-tabulations:** ETC Institute will prepare cross-tabulations that show how different types of customers responded to the survey. Crosstabs would be prepared to show differences based on the demographics of respondents (age, gender, race, etc.), the types of services used, location (e.g., by Council district), and other factors.

- **On-Site Presentation.** An on-site presentation of the final results will be provided if needed. Note: a webinar (presentation by phone) is included at no additional charge.
- **100 Surveys By Phone:** If the City would like to validate that the sample with e-mail addresses is representative of all customers, ETC Institute recommends conducting additional surveys with a random sample of 100 customers by phone. ETC Institute would then compare the results of the phone sample to the e-mail sample to determine if there are any significant differences in the results. If there are no differences, the City would know that it could continue using the e-mail only methodology in future. If there are significant differences in the results, ETC Institute would identify which groups may be over/under-represented in the e-mail sample and recommend adjustments to the sampling plan for future surveys.

Project Schedule

A preliminary schedule is provided below. Our process usually takes about 3 months, but we can adjust the schedule to meet your needs.

- **Month 1**
Design Survey Instrument
Prepare Invitation Letter
Prepare Sampling Plan
Approve Survey Instrument (City)
- **Month 2**
Distribute Survey to Random Selection of Customers
Collect and Tabular Initial Survey Results
- **Month 3**
Finish Data Collection
Prepare and Deliver the Draft Report
Submit Raw Data in Excel
Submit Final Report Once Feedback is Received
Webinar Presentation

Section 6:

Cost Proposal

Section 7:

Exceptions to the Proposal

Exceptions to the Proposal

ETC Institute does not have any exceptions or additions to the proposal.

Section 8:

Proposal Acceptance Period

Proposal Acceptance Period

ETC Institute understands that all proposals are valid for a period of one hundred and eight (180) calendar days subsequent to the RFP closing date unless a longer acceptance period is offered in the proposal.

Cost Proposal

Survey Pricing Options	DSD Survey
Task	Fees By Task
1 - Survey Design/Sampling Plan	\$ 2,950.00
2 – Build Website/Administer Survey By E-Mail	\$ 4,800.00
3 – Prepare Summary Report	\$ 1,750.00
Benchmarking	\$ 1,500.00
GIS Mapping	\$ 1,500.00
Subtotal Basic Services (Tasks 1-3)	\$ 12,500.00
Optional Services	
Analysis of Opportunities for Improvement	\$ 1,500.00
Composite Performance Indices	\$ 1,500.00
Cross tabulations	\$ 1,500.00
Initial On-Site Visit	\$ 2,000.00
On-Site Presentation	\$ 2,000.00
Additional 100 Surveys By Phone	\$ 4,250.00
Grand Total All Services	\$ 25,250.00

Developer Survey Itemization Pricing Breakdown:

Title	Hourly Rate	Number of Projected Hours	Total
Jason Morado, Project Manager	\$90	50	\$4,500.00
Chris Tatham, Senior Consultant	\$140	10	\$1,400.00
Dr. Elaine Tatham, Data Manager	\$140	15	\$2,100.00
Sandra Rodriguez, Assistant Project Manager	\$60	30	\$1,800.00
Support Staff Supervisors	\$40	15	\$600.00
Support Staff	\$30	70	\$2,100.00
Survey Sub-Total			\$12,500.00