



Proposal to Conduct a Citizen Satisfaction Survey

June 11, 2021

Submitted by:
ETC Institute

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725 W. Frontier Lane
Olathe, Kansas 66061

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Cover Letter

Proposal to Conduct a Citizen Satisfaction Survey for the Town of Belleair, Florida

ETC Institute is pleased to submit a proposal to administer a Citizen Satisfaction Survey for the Town of Belleair, Florida.

ETC Institute is Recognized as a National Leader in the Design and Administration of Market Research Projects for Local Governments. Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 3,500 statistically valid surveys and our team of professional researchers have moderated more than 1,000 focus groups and 2,000 stakeholder interviews. During the past five years alone, ETC Institute has administered surveys in more than 700 cities and counties throughout the United States. ETC Institute has also conducted research for more large U.S. cities than any other firm.

ETC Institute Has the Ability to Compare Your Results 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 your results are directly comparable to other communities who have administered similar surveys. ETC Institute's benchmarking database only includes data from surveys that have been administered during the past two years. This ensures our comparative norms are truly representative of existing attitudes and expectations regarding the delivery of local governmental services.

ETC Institute Has Developed the Most Innovative Analytical Tools to Help the Town Understand and Utilize Survey Data. Today, officials have limited resources which need to be targeted to activities that are of the most benefit to their citizens. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to citizens; and (2) to target resources toward those services where citizens are least satisfied. The Importance-Satisfaction (I-S) rating is a unique tool that allows public officials to better understand both of these highly important decision-making criteria for each of the services they are providing. The I-S rating is based on the concept that organizations will maximize overall citizen satisfaction by emphasizing improvements in those service areas where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. This analysis tool helps our clients identify specific drivers of satisfaction.

ETC Institute also has the capability of generating maps of the survey results. GIS Mapping is used to show how respondents in different areas of a community rate services. By pinpointing problem areas our clients have the ability to directly address issues where they are the biggest concern.

A Few Good Reasons to Hire ETC Institute

- **ETC Institute is Familiar with the Area.** ETC Institute has conducted surveys in more than two dozen communities in Florida. Some of the Florida communities where ETC Institute has conducted research include: Boca Raton, Broward County, Clearwater, Coconut Creek, Coral Gables, Coral Springs, Dania Beach, Doral, Fort Lauderdale, Hallandale Beach, Hillsborough County, Hunters Creek, Key Biscayne, Margate, Miami,

Miami Beach, Miami Dade County, Miami Shores, Ormond Beach, Pasco County, **Pinellas County**, Pinecrest, Sarasota, Seminole County, Tamarac, Wellington, and others.

- **ETC Institute Guarantees That We Will be Very Responsive to Your Needs.** ETC Institute administered a survey to organizations that had used our services. Among the 150 clients who responded to the survey, 100% were satisfied with the service they received and 100% indicated they would recommend our firm to other organizations. The reason ETC Institute's customer satisfaction levels are so high is due to our commitment to be responsive to the needs of our clients.
- **ETC Institute's Most Senior Professionals Will Be Managing the Project on a Daily Basis.** By having experienced, senior personnel lead the day-to-day management of each task, ETC Institute will ensure that your organization receives the highest level of service possible and that high standards of quality control are maintained. The Town will receive priority 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.

If ETC Institute is selected for this project, I will service as the project manager for your survey. I 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.

Sincerely,



Jason Morado

Director of Community Research
725 W Frontier Lane, Olathe, Kansas 66061
913-829-1215
Jason.Morado@etcinstitute.com
www.etcinstitute.com

Attachment A: Insurance Guide

ATTACHMENT A INSURANCE GUIDE II - AVERAGE CONTRACTS FOR SERVICE

INSURANCE

1. The CONTRACTOR agrees to maintain such insurance as will fully protect both the CONTRACTOR and the TOWN from any and all claims under any Workers Compensation Act or Employers Liability Laws, and from any and all other claims of whatsoever kind or nature, made by anyone whomsoever, that may arise from operations carried out under this Agreement, either by the CONTRACTOR, any subcontractor, or by anyone directly or indirectly engaged or employed by either of them.

2. The insurance required by the terms of this Agreement shall in no event be less than:

A. WORKERS' COMPENSATION:

Coverage is to apply for all employees for statutory limits in compliance with the applicable state and federal laws. The policy must include Employers' Liability with a limit of \$500,000 each accident, \$500,000 each employee, \$500,000 policy limit for disease.

B. COMMERCIAL GENERAL LIABILITY - OCCURRENCE FORM REQUIRED:

CONTRACTOR shall maintain commercial general liability (CGL) insurance with a limit of not less than \$500,000 each occurrence. If such CGL insurance contains a general aggregate limit, it shall apply separately to this location/project in the amount of \$1,000,000. Products and completed operations aggregate shall be \$1,000,000. CGL insurance shall be written on an occurrence form and shall include bodily injury and property damage liability for premises, operations, independent contractors, products and completed operations, contractual liability, broad form property damage and property damage resulting from explosion, collapse or underground (x, c, u) exposures, personal injury and advertising injury. Damage to rented premises shall be included at \$100,000 if applicable.

C. COMMERCIAL AUTOMOBILE LIABILITY INSURANCE:

CONTRACTOR shall maintain automobile liability insurance with a limit of not less than \$1,000,000 each accident for bodily injury and property damage liability. Such insurance shall cover liability arising out of any auto (including owned, hired and non-owned autos). The policy shall be endorsed to provide contractual liability coverage.

3. EVIDENCE OF INSURANCE:

The CONTRACTOR shall furnish the TOWN with Certificates of Insurance. The Certificates are to be signed by a person authorized by that insurer to bind coverage on its behalf. The

TOWN is to be specifically included as an additional insured on all policies except Workers' Compensation. In the event the insurance coverage expires prior to the completion of the project, a renewal certificate shall be issued 30-days prior to said expiration date. The policy shall provide a 30-day notification clause in-writing in the event of cancellation or modification to the policy. All certificates of insurance must be on file with and approved by the TOWN before the commencement of any work activities.


4. INDEMNIFICATION:

To the fullest extent permitted by applicable law, Contractor shall protect, defend, indemnify, save and hold the TOWN, its agents, officials, and employees harmless from and against any and all claims, demands, fines, loss or destruction of property, liabilities, damages, for claims based on the negligence, misconduct, or omissions of the CONTRACTOR resulting from the CONTRACTOR's work as further described in this contract, which may arise in favor of any person or persons resulting from the CONTRACTOR's performance or non-performance of its obligations under this contract except any damages arising out of personal injury or property claims from third parties caused solely by the negligence, omission(s) or willful misconduct of the TOWN, its officials, commissions, employees or agents, subject to the limitations as set out in Florida general law, Section 768.28, Florida Statutes, as amended. Further, CONTRACTOR hereby agrees to indemnify the TOWN for all reasonable expenses and attorney's fees incurred by or imposed upon the TOWN in connection therewith for any loss, damage, injury or other casualty. CONTRACTOR additionally agrees that the TOWN may employ an attorney of the TOWN's own selection to appear and defend any such action on behalf of the TOWN, at the expense of the CONTRACTOR. The CONTRACTOR further agrees to pay all reasonable expenses and attorney's fees incurred by the TOWN in establishing the right to indemnity.

5. NOTIFICATION OF CLAIMS

In the event CONTRACTOR decides to file any claim related to this project against any party, the TOWN shall be notified no later than five days following the filing of said claim. The TOWN will be notified in writing, by mail, to be sent to Attention Town Manager, 901 Ponce de Leon Boulevard, Belleair, FL 33756.

I, the undersigned, do hereby understand, acknowledge and consent to the requirements prescribed above. I shall provide proof of insurance providing coverage comparable to or greater than the minimum levels specified above.


Signature

Gregory S Emas
Print Name

6/3/2021
Date



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/3/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Lovell Sagebrush Insurance Group, Inc. 350 SW Longview Blvd Lees Summit MO 64081		CONTACT NAME: Janice Byrd PHONE (A/C No. Ext): (913) 529-7227 FAX (A/C No.): (913) 498-9096 E-MAIL ADDRESS: janice@lovellsagebrush.com	
INSURED ETC Institute 725 W Frontier Ln Olathe KS 66061		INSURER(S) AFFORDING COVERAGE INSURER A: ACE Property & Casualty Inc Co NAIC # 20699C INSURER B: Chubb Indemnity Insurance Co 12777 INSURER C: Underwriters at Lloyd's 15792 INSURER D: INSURER E: INSURER F:	

COVERAGES

CERTIFICATE NUMBER: 21 22 GL-BA-UMB-WC-PROF

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	X		D96013838	5/1/2021	5/1/2022	EACH OCCURRENCE	\$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000
							MED EXP (Any one person)	\$ 5,000
							PERSONAL & ADV INJURY	\$
							GENERAL AGGREGATE	\$ 2,000,000
							PRODUCTS - COMP/OP AGG	\$ 2,000,000
A	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			D96013838	5/1/2021	5/1/2022	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
								\$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			D96013851	5/1/2021	5/1/2022	EACH OCCURRENCE	\$ 5,000,000
							AGGREGATE	\$ 5,000,000
								\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	7179-58-90	5/1/2021	5/1/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	
							E.L. EACH ACCIDENT	\$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	\$ 1,000,000
C	Professional Liability Retroactive Date 05/31/1996			W26870210301	5/1/2021	5/1/2022	Each Claim Limit	\$ 5,000,000
							Policy Aggregate Limit	\$ 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Town of Belleair is included as an Additional Insured when required by written contract but limited to the operations of the Named Insured under said contract, and subject to the policy terms, conditions and exclusions. 20 Day Notice of Cancellation Applies, 10 Day for Non-Payment of Premium.

CERTIFICATE HOLDER

Town of Belleair
 901 Ponce de Leon Boulevard
 Belleair, FL 33756

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE
 Joseph Piatczyc/JBYRD

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INS025 (201401)

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Attachment C: Solicitation Questionnaire

ETC Institute had technical difficulties with the text boxes in the Town's RFP Document. The information from Attachment C can be found in this section in its entirety.

1. Complete the below contact information:

Firm's Name: *ETC Institute*

Contact/Project Manger's Name: *Greg Emas – Contracts Related & Jason Morado – Project Related*

Address: *725 W. Frontier Lane, Olathe, KS 66061*

Primary Phone: *913-829-1215*

Secondary Phone: *913-254-4514*

Email: *Greg.Emas@ETCInstitute.com & Jason.Morado@ETCInstitute.com*

Website: *ETCInstitute.com*

2. Which most accurately describes your company? *Consulting firm/private company*

3. Describe, in one or two sentences, the unique mission and purpose of your firm.

ETC Institute was founded to help organizations make better decisions using survey data to inform long- and short-term objectives and goals.

4. Has your firm ever completed a Citizen Satisfaction Survey for a city, county, or other government agency?

Yes

5. How many years has your firm been conducting community surveys?

39

6. Has your firm ever worked in Pinellas County?

Yes

7. Has your firm ever worked for the Town of Belleair?

No

8. If selected, how many individuals would be working on this project?

3 Professional Staff Members

9. If selected, how would your firm make surveys and reports ADA compliant?

ETC Institute has experience in the development of ADA compliant deliverables and will ensure all deliverables and online materials are ADA compliant.

10. List below information regarding the individuals from your firm that would be working on this project.

Name: *Jason Morado*

Job Title: *Director of Community Research*

Education: *MBA, Webster University, BS, Business Administration, Avila University*

Relevant Work Experience: *Mr. Morado has over 17 years of experience in the design, administration, and analysis of community market research. He has served as the project manager on community survey research projects for over 300 local governmental organizations throughout the U.S. Mr. Morado is experienced in all phases of project management of market research studies, including survey design, developing sampling plans, quantitative and qualitative analysis, interpretation of results and presentation of findings. His areas of emphasis include citizen satisfaction surveys, parks and recreation needs assessment surveys, community planning surveys, business surveys, and transportation studies. He has also led the coordination and facilitation of focus groups and stakeholder interviews for a wide range of topics. Mr. Morado has planned, coordinated, and supervised the administration of transportation studies, and has served as an on-site supervisor for the administration of transportation surveys in over a dozen states.*

Mr. Morado has served as the Project Manager for over 100 community satisfaction surveys for local government organizations. Some of these organizations include:

- Auburn, CA
- Austin, TX
- Bensenville, IL
- Cabarrus County, NC
- Casper, WY
- Cedar Hill, TX
- Chapel Hill, NC
- Clayton, MO
- Chickasha, OK
- Columbia, MO
- Dallas, TX
- Davenport, IA
- Des Moines, IA
- Durham County, NC
- Fort Lauderdale, FL
- Gardner, KS
- Glencoe, IL
- Glenview, IL
- Greenville, NC
- Hallandale Beach, FL
- High Point, NC
- Hyattsville, MD
- Johnston, IA
- Johnson County, KS
- Jonesboro, AR
- Kansas City, MO
- Kennesaw, GA
- King County, WA
- Kirkwood, MO
- Las Vegas, NV
- Lawrence, KS
- Louisville, KY
- McAllen, TX
- Midwest City, OK
- Missouri City, TX
- Montrose, CO
- Mountain Brook, AL
- Mount Prospect, IL
- Newport, RI
- Oklahoma City, OK
- Olathe, KS
- Pinehurst, NC
- Plano, TX
- Raymore, MO
- Rolla, MO
- Saint Joseph, MO
- San Antonio, TX
- Shawnee, KS
- Shoreline, WA
- Sugar Land, TX
- Tempe, AZ
- Vancouver, WA

Name: Dawn Davis

Job Title: Project Manager

Education: BA, English, University of Missouri, Kansas City

Relevant Work Experience: Since 2011, Ms. Davis has attained progressive experience in the design, administration, and analysis of market research for governmental organizations. She has served as Project Manager on studies for dozens of governmental and private sector clients. She has also assisted in the coordination and facilitation of focus groups for transportation plans, long range planning efforts, parks and recreation needs assessments, and other customer satisfaction initiatives.

Ms. Davis has served as a Project Manager for community survey research for dozens of governmental organizations throughout the United States. Below is a brief list of some of the communities for which Ms. Davis managed the project:

- Apex, NC
- Arlington County, VA
- Auburn, AL
- Austin, TX
- Baytown, TX
- Bensenville, IL
- Branson, MO
- Clayton, MO
- Cleveland Heights, OH
- Columbia, MO
- Concord, NC
- Coral Springs, FL
- Creve Coeur, MO
- Des Peres, MO
- Fayetteville, NC
- Fort Lauderdale, FL
- Fort Worth, TX
- Glencoe, IL
- Harrisonville, MO
- Johnson County, KS
- Johnston, IA
- Kansas City, MO
- Kewanee, IL
- Kirkwood, MO
- Las Vegas, NV
- League City, TX
- Mecklenburg County, NC
- Meridian, ID
- Merriam, KS
- Miami Beach, FL
- Oklahoma City, OK
- Olathe, KS
- Overland Park, KS
- Perryville, MO
- Pinecrest, FL
- Pitkin County, CO
- Platte City, MO
- Pueblo, CO
- Riverside, MO
- Rolla, MO
- Round Rock, TX
- San Antonio, TX
- San Diego, CA
- San Marcos, TX
- Shawnee, KS
- Shoreline, WA
- Spring Hill, KS
- Springfield, MO
- St. Joseph, MO
- Sterling Heights, MI
- Stillwater, OK
- Sugar Land, TX
- Tamarac, FL
- Vancouver, WA
- Vestavia Hills, AL
- Washougal, WA
- West Des Moines, IA
- Wheaton, IL
- Wilmington, NC
- Winston-Salem, NC

Name: Christopher Tatham

Job Title: Owner and CEO

Education: MBA, Kansas State University, BA, Economics and Latin American Studies, Princeton University

Relevant Work Experience: Mr. Tatham is Senior Executive Vice President and Chief Executive Officer for ETC Institute. Areas of emphasis include citizen satisfaction, transportation, planning and zoning, parks and recreation, public safety, and utilities. The company was recently 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. Mr. Tatham specializes in the management of large data collection projects related to government satisfaction surveys. Having been certified as a combat logistician by the U.S. Army Logistical Management College in Fort Lee, Virginia, Chris has superior skills for planning and coordinating complex tasks that are required for the successful administration of citizen, employer, visitor, transit, and household activity travel surveys. During the past year, he managed more than \$4 million dollars’ worth of research projects with budgets ranging from \$2,000 to more than \$1,000,000.

Mr. Tatham has managed customer survey research for dozens of governmental and private sector clients, including the following large governmental clients:

- 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
- 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

11. Provide at least three (3) references for recent clients for which a similar scope/size Citizen Satisfaction Survey was recently completed. If possible, these references should align with the work submitted with Attachment F.

Client	Contact	Contact #	Summary of Work
City of Kansas City, Missouri	Kate Bender, Senior Performance Analyst	816-513-6567 Kate.Bender@kcmo.org	ETC Institute regularly conducts Resident, Employee, Business, Water Quality, and other economic development surveys for the City of Kansas City, Missouri. While significantly larger than the Town of Belleair, the scope of services is identical.
City of Tempe, Arizona	Rosa Inchausti, Director, Strategic Management and Diversity Office	480-350-8999 Rosa_Inchausti@tempe.gov	ETC Institute regularly conducts Resident, Employee, and Business surveys with the City of Tempe. In 2020, ETC Institute administered an employee and resident survey, in 2021 ETC Institute will again administer the resident survey alongside a business survey. While a larger community, Tempe’s scope of work is nearly identical to the scope of work proposed for the Town of Belleair.
Village of Key Biscayne, Florida	Todd Hofferberth, Director, Parks and Recreation	305-365-8947 Thofferberth@keybiscayne.fl.gov	ETC Institute regularly conducts Resident surveys for the Village of Key Biscayne. Key Biscayne’s scope of work is nearly identical to the one proposed in this document.

Attachment D: Proposed Process and Timeline

ETC Institute fully understands the scope of work for and is fully capable of performing all of the quantitative and qualitative items requested and described in the Town's RFP ADM21-1.

Our services are focused on helping government organizations achieve short- and long-range objectives by relying on our experience and analytics to ensure you make data driven decisions. Our ability to help organizations make better decisions is based on an approach that adheres to three guiding principles.

- **Continuity:** ETC Institute understands the importance of monitoring customer perceptions and how they change over time. We intend to implement a research process that will incorporate data from previous surveys to be used as benchmarks for assessing current and future performance. This will involve using some of the same questions or response options from previous surveys to ensure the compatibility of the two data sets. It will also involve a thorough review of the goals and objectives of the study as a whole to ensure the research process is designed to meet these objectives. All the activities that comprise this project will be designed to work in tandem to ensure all of the goals and objectives of the project are met.
- **Strategic Value:** For community research studies to serve as a powerful tool for decision-making, organizations must see the value in the results. Our approach is designed to ensure the information collected meets the informational needs of the decision-makers to encourage leaders to use the data as a 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 Town. Our clients use our services to help determine priorities for the community based on the results of the survey and use them as a part of their ongoing planning processes. When market research is developed with strategic value in mind it becomes woven into the fabric of the decision-making process at the highest levels.
- **Performance Measurement:** Since the results of the survey will be used to help guide decisions, the survey instruments and data analysis methodologies must be designed to generate objective performance measures free of bias. The surveys will be designed to provide objective feedback for the Town to ensure leaders better understand the needs of the community and are given the ability to improve areas that are most in need. ETC Institute will work with the Town of Belleair to refine any existing performance indices and develop new performance indices that give Town leaders the ability to objectively assess the change in their performance from previous surveys and into the future.

ETC Institute has designed the following process to help the Town complete all of the tasks described in the RFP.

Phase 1: Focus Groups

ETC Institute will conduct no fewer than 10 community engagement focus groups that are approximately 90 minutes in length and have between 8 and 15 participants each. The participant screeners, discussion guides, questionnaires, surveys, interview protocols, recruitment scripts, sampling plans, and all related materials will be developed in coordination with the Town and all materials will be approved by the Town before recruitment begins. ETC Institute will work with the Town to determine the criteria for and will require approval of all participants prior to and during the focus group phase. ETC Institute gives the right to the Town to eliminate any participants at any time in the focus group phase.

ETC Institute will be responsible for completing the following tasks as part of Phase 1:

- Working with the Town to develop the moderator’s script and major topic areas.
- Identifying sites and securing all resources needed to conduct the focus groups (room rentals, refreshments, handouts, projectors, etc.).
- Recruiting participants and making reminder calls the day prior to the scheduled meeting. ETC Institute’s fees include an incentive of \$20 per participant to encourage participation in the focus groups. (For a reduced fee, ETC Institute gives the Town the opportunity to recruit the participants for the focus groups. These pricing options are found in the detailed cost breakdowns later in this proposal).
- Facilitating all meetings using ETC Institute staff as moderators.
- Recording the meetings via audio and visual recordings and handwritten notes of key comments. ETC Institute can ensure that live streaming of the meetings is available upon request. All meetings will be recorded in their entirety.
- Preparing a report that summarizes the comments and relative insights from the focus groups. All standards and requirements as they relate to reporting and note taking will be discussed and approved by the Town prior to conducting any focus groups.
- Preparing a report that documents the major insights gained from the focus groups.

To ensure the focus groups meet their intended purpose, the following steps will be taken:

- A moderator script will be developed by ETC Institute based on input from the Town and will be approved by the Town prior to administration.
- A timeline will be developed for the focus groups ensuring that each of the major topic areas can be covered in a 90-minute period. The moderator(s) will rehearse the script with a test audience at ETC Institute’s focus group facility located at our home office before the focus groups are conducted with citizens of the Town.
- A notebook will be developed to ensure that note taking efforts are uniform. The notebook will contain an outline of the moderator’s script and will provide ample room to write comments. Different notebooks will be used to record comments from each of the focus group sessions.
- Debriefings will be conducted at the end of each focus group to ensure all pertinent points are captured and recorded.
- Notes from the focus group sessions will be compiled and reviewed by senior ETC Institute staff for content and accuracy. The notes will be compared to audio recordings to ensure all information is accurate.
- A report will be provided to the Town within ten business days of each meeting.

To ensure all participants feel as if they have an opportunity to share their ideas openly without letting one more participant dominate the group, the moderator will set ground rules for participants at the beginning of each meeting. The ground rules will include an overview for how the moderator will handle comments that are ‘off-topic.’ Off-topic comments will be handled by writing the topic on a post-it note and placing it on a sheet of paper called the “parking lot.” Once the moderator is finished discussing the items on the script, the moderator will come back to the items in the “parking lot.” If the moderator does not have time to discuss the “parking lot” issues during the focus group session, the moderator will stay after the meeting to be sure the participant feels that their ideas were heard.

To avoid having one person dominate the conversation, participants will be given a pen and notepad. If one person is dominating the discussion, the moderator will ask participants to write down their answers/responses to the moderator's questions. The moderator will then ask each person to share the ideas they have written on their notepad. By doing this, all members of the group can participate, and each person is given an opportunity to think independently.

ETC Institute believes there are advantages to conducting focus groups both before and after the community survey has been administered to residents. Any focus groups performed before the survey is administered will help the Town fine tune and formulate questions on the community survey. Focus groups performed after data collection is complete can help the Town answer any questions that may arise from the survey results. ETC Institute sees value in splitting the 10 focus groups into two groups of five sessions that would be administered both before and after the survey is administered.

Over the past year, ETC Institute has conducted both in-person and virtual focus groups. There are benefits to each and we have experienced great participation in both in-person and virtual focus groups. To help facilitate the conversation with the Town about which method would be best suited for your project, we have provided pricing that details both in-person and virtual focus group pricing.

Phase 1 Deliverables

ETC Institute will deliver the approved focus group moderator script, recruitment script, audio/visual recordings, notebooks, and summary reports from the focus groups. Focus groups may take place before or after the administration of the survey. Because there are benefits to both options ETC Institute is amenable to breaking these groups up into pre- and post-survey groups that can help us better inform the survey instrument and gain additional insights from the results. ETC Institute has also provided pricing options regarding the focus groups that can help maximize your investment in our services. Some of these options include an option allowing the Town to recruit participants and conducting the focus groups online instead of in-person.

Phase 2: Develop the Survey and Sampling Plan

Task 2.1 Develop the Survey

Once selected for the project, ETC Institute will meet with the Town via phone or web-based conference to discuss the goals and objectives of the project and to confirm the desired outcomes of the project. ETC Institute will provide sample surveys created for similar project to help facilitate the design process while utilizing your input to develop a survey instrument designed to meet all desired goals and outcomes. Special attention will be paid to any of the Town's past survey results and the survey instruments will include questions related to general satisfaction, priorities for improvement, key issues, and other pertinent topics. ETC Institute will discuss with the Town which questions from past surveys, if available, should be benchmarked, and what questions can be benchmarked with our database of results from other communities. Based on a thorough discussion with the Town, ETC Institute will develop the first draft of the survey.

ETC Institute will work closely with the Town to ensure that feedback is utilized to create a survey that best fits the needs of the project. The survey will be designed to reach a diverse range of residents and will be sensitive to all cultural and legal issues. The survey can be translated into Spanish and, if deemed necessary and after a thorough discussion with the Town, the survey can be offered online in Spanish as well. It is anticipated that 3-4 drafts of the

survey will be prepared before the survey is approved by the Town. The Town will have the opportunity to review the survey instrument before it is administered to residents. Once the survey instrument is approved, ETC Institute can translate the survey and conduct an internal pre-test to ensure the survey instrument is understood as designed. ETC Institute will also work with the Town to develop a cover letter that will accompany the mailed version of the survey and will be used to create a landing page for the online survey. The cover letter will be developed on Town letterhead and will be signed by a representative of the Town. The cover letter can also be translated to Spanish by ETC Institute.

In lieu of more expensive translation services ETC Institute can provide a line on the survey's cover letter in an alternate language that prompts respondents who do not speak English to call a toll-free number where an interviewer working in ETC Institute's call center can administer the survey over the phone in the preferred language.

Task 2.2 Design the Sampling Plan

As a part of Task 2.2, ETC Institute will develop and finalize a sampling plan based on input from the Town. A project manager from ETC Institute will discuss with the Town which methodology is best to conduct the survey. ETC Institute will design a sampling plan based on completing a minimum of 150 completed surveys. The survey sample can be purchased by ETC Institute from one of the largest list brokerage firms in the world who has a list of all residential addresses within the Town's boundaries. This is how ETC Institute will ensure that each residential address in the Town has an equal chance of being selected for the sample. Because it is estimated that there are only 2,100 households in the community, ETC Institute recommends mailing the survey to all residential addresses. The list brokerage firm will also provide emails for each of the households selected as a part of the random sample. ETC Institute will use emails and cell phone numbers to conduct follow-ups with the households who were originally selected as a part of the sample and received a paper version of the survey in the mail. If the Town has a list of all residential addresses ETC Institute will use that list and append additional information such as email address and phone numbers to that list. The overall results of 150 completed surveys will have a precision of at least +/-7.7% at the 95% level of confidence. For an increased fee, ETC Institute can also set the goal for total number of completed surveys at 200. The overall results of 200 completed surveys will have a precision of at least +/-6.6% at the 95% level of confidence. ETC Institute will do everything possible to maximize your investment in our services and will not charge the Town any additional fees to provide data entry and verification of responses collected above and beyond the goal selected by the Town. Demographic data will be used to monitor the distribution of responses to ensure the responding population of the survey is representative of the universe of the sample. ETC Institute guarantees that a representative sample of the Town's population will be surveyed using our suggested sampling methodology.

Task 2 Deliverables

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

Phase 3: Administer the Survey

Task 3.1 Administer the Survey

Once the final survey instrument and sampling plan is approved by the Town, ETC Institute will administer the survey. ETC Institute recommends using a hybrid methodology consisting primarily of mail and online surveys. Given the

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

The following procedures will take place in our mail/online hybrid methodology. All of the procedures detailed below will be delivered in-house at our main office.

Survey Administration Procedures:

ETC Institute will work with the Town to develop a communication plan for the survey. As a part of this task, ETC Institute will provide sample press briefings that can be used to notify the public about the survey. Advance publicity can significantly enhance the response rate.

ETC Institute will mail a copy of the survey instrument and a postage-paid return envelope to every household in the Town. The survey will include a letter on Official Letterhead that explains the purpose of the survey and that indicates all survey responses will remain anonymous. ETC Institute will geocode the home address of all respondents to the block level when delivering data to the Town. All identifying data will be removed from any open-ended responses, and all efforts will be made to guarantee the anonymity of all responses.

The survey and cover letter can be translated into Spanish to provide non-English speaking respondents with assurances about the legitimacy of the survey. Portions of the cover letter can be translated and will include instructions on how to call in to our home office to respond to the survey over the phone in a preferred language. This is the same methodology used for communities with large Spanish-speaking populations such as San Diego, California, San Antonio, Texas, and El Paso, Texas. ETC Institute has administered surveys in these three communities within the past two years.

Approximately ten days after the surveys are mailed, ETC Institute will either email or text households, who received the mailed survey instrument, a link that will direct them to the online survey. These follow-ups will significantly increase the response rate which will greatly reduce the probability that results are affected by the non-response bias. ETC Institute will track and only include online survey responses from residents who were selected for the survey.

Additional email follow-ups will be concentrated on demographic and geographic areas where response to the survey is low. This will ensure the results are representative of the Town, both demographically and geographically.

Data Management and Quality Control

ETC Institute has an ongoing quality control and assurance program in place. The program has been developed and refined through our experience with hundreds of studies that involved the design and administration of surveys, focus groups, and other data collection services.

Our quality assurance program is directly monitored by the company's CEO, Christopher Tatham. The program is designed to give clients error free results, and all employees at ETC Institute are directly involved in the program. The quality control and assurance methods used by ETC Institute have been reviewed by the United States Office of Management and Budget.

Following the completion of survey administration, ETC Institute will perform data entry, editing, and verification of all survey responses. The data processing system used by our firm for this study will alert data entry personnel with an audible alarm if entries do not conform to predetermined specifications. Data entry fields will be limited to specific ranges to minimize the probability of error. A supervisor will match at least 10% of the records in the database against the corresponding survey to ensure that all data entry is accurate and complete.

Task 3 Deliverables

ETC Institute will deliver a copy of the overall results to each question on the survey as tables, this deliverable will include any open-ended responses from the survey.

Phase 4: Survey Analysis and Reporting

Task 4.1 Analyze the Survey Results

The analysis tools that will be included as a part of this project are provided on the following pages.

Task 4.1.1 Importance-Satisfaction Analysis. By using specific design features, ETC Institute will utilize the survey data to create an Importance-Satisfaction Rating (I-S Rating). The I-S Rating is based on the concept that public agencies will maximize overall satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. More than 200 governmental agencies currently use ETC Institute's I-S Ratings. The ratings allow governmental organizations the ability to assess the quality of delivering the service. During the past 30 years, ETC Institute has continually refined the analysis to maximize its usefulness as a decision-making tool.

Importance-Satisfaction Rating

Major Categories of Village Services

Village of Key Biscayne, FL

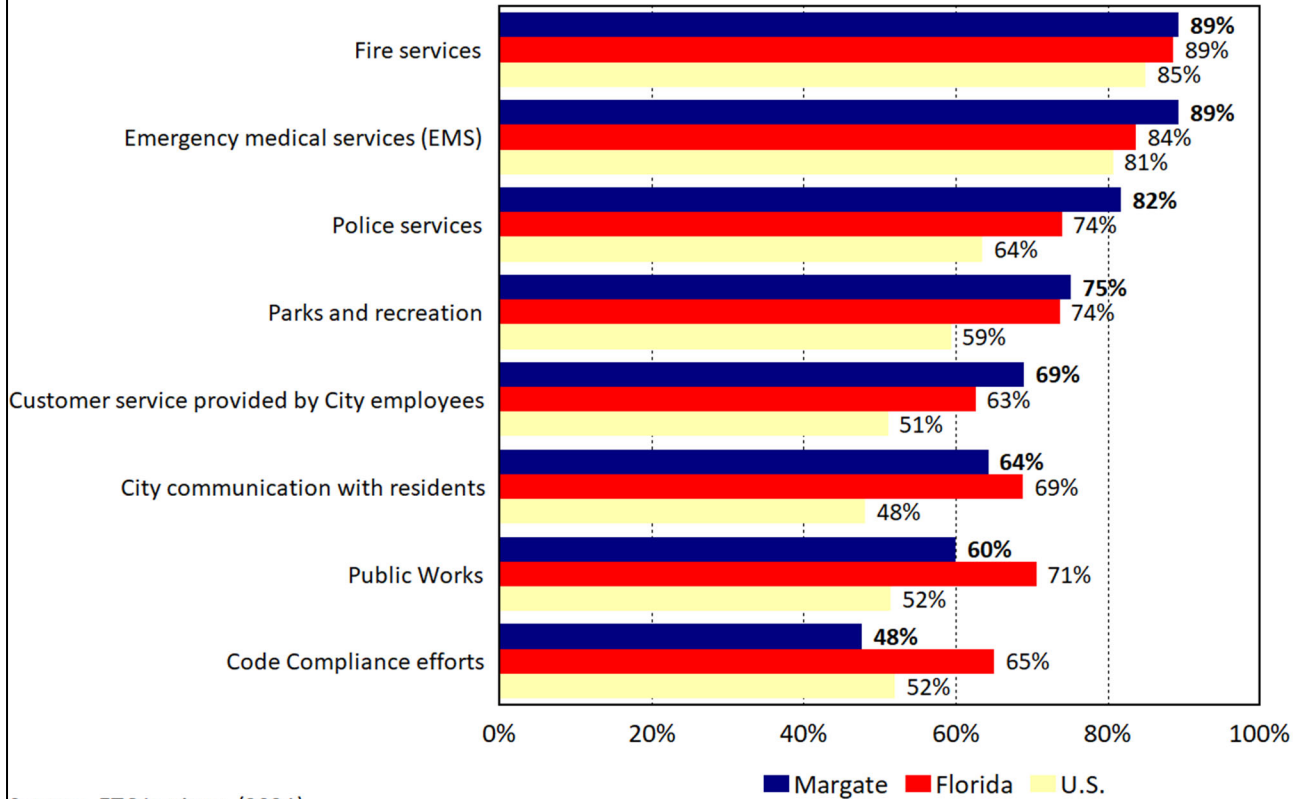
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS > 0.20)						
Overall quality of beach maintenance	43%	1	48%	17	0.2211	1
High Priority (IS 0.10-0.20)						
Adequacy of Village street lighting	30%	2	47%	19	0.1584	2
Overall quality of traffic enforcement	27%	3	44%	20	0.1526	3
Overall traffic conditions within the community	22%	4	40%	21	0.1332	4
Medium Priority (IS < 0.10)						
Quality of sewer/wastewater services	18%	6	52%	16	0.0875	5
Overall quality of streets	15%	8	66%	11	0.0527	6
Communication by Village officials to residents	12%	9	57%	14	0.0505	7
Overall quality of police services	16%	7	74%	7	0.0423	8
Quality of drinking water	11%	10	65%	12	0.0378	9
Overall quality of code enforcement	7%	13	48%	18	0.0368	10
Overall quality of sidewalks	9%	5	64%	13	0.0339	11

The table above offers an example of the I-S Rating from the 2021 Village of Key Biscayne Community Survey. The table shows that the Village could maximize resident satisfaction with the overall quality of Village services by investing in the maintenance of the Village’s beaches and the adequacy of the Village’s street lighting. Investments in the maintenance of sidewalks and additional code enforcement efforts would have the least impact on the overall satisfaction with the quality of Village services.

Task 4.1.2 Normative Comparisons – Benchmarks. Benchmarking is a highly effective tool that helps decision-makers interpret the meaning of community survey data. If 69% of residents are satisfied with the customer service provided by Town employees, is that good or bad? Without comparative data, it is difficult to know. ETC Institute maintains national, regional, and population-based benchmarking data for more than 80 types of local governmental services. Benchmarking can help local governments understand how their results compare to similar communities.

Satisfaction With Major Categories of City Services Margate vs. Florida vs. U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)

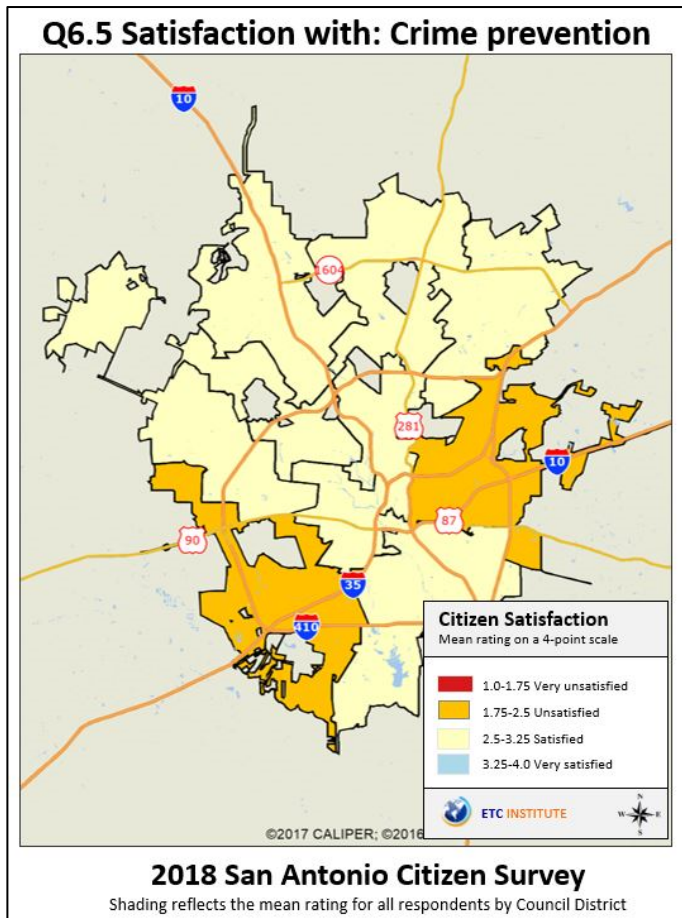
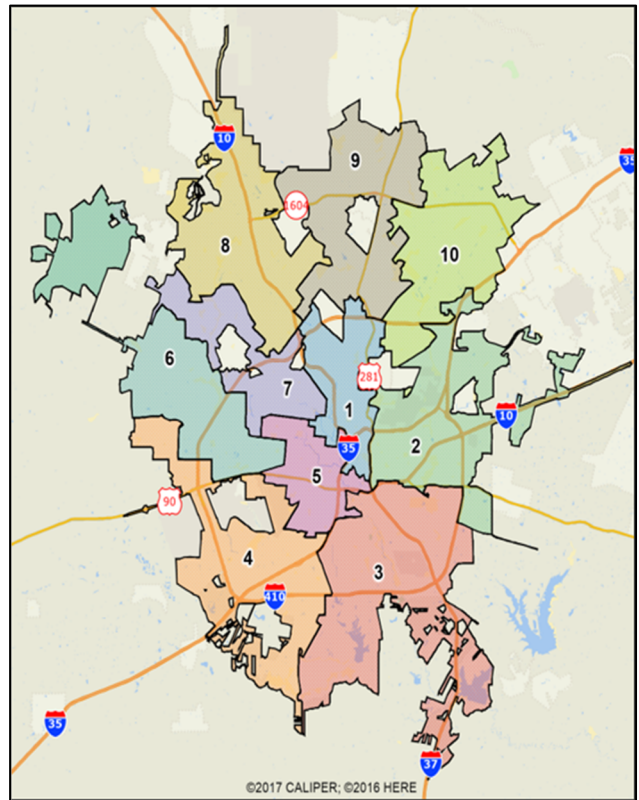


For example, 69% of residents in Margate, Florida were satisfied with the customer service received from City employees. Without comparative data, City leaders might have wondered whether 69% was an acceptable rating. As the chart above shows, 69% is a relatively good rating for this item among communities in the United States and for communities in the State of Florida. ETC Institute will work with the Town to determine which national and regional benchmarking comparisons best meet the goals and objectives for the project. Normative comparisons from jurisdictions that issue similar customer surveys will be provided to the Town. Without comparative data, it is difficult to know how well an organization is performing.

Task 4.1.3 GIS Mapping. ETC Institute staff has successfully geocoded survey results for over 100 market research projects within the past three years. Our GIS team will bring highly developed and current skills in automated information collection, data cleanup and manipulation, state-of-the-art geocoding, and database development to this assignment. Our planners and technicians routinely support customer satisfaction analysis and other planning and modeling efforts across the country.

The map to the right identifies the 10 council districts in the City of San Antonio that were surveyed. The GIS Maps our team creates provide our clients with a visual representation of the areas of the City that are surveyed and can be used as an extremely useful communication tool with Town leaders and elected officials.

Our GIS Maps not only provide our clients with a visual representation of the areas that are surveyed, but they can also show areas where residents have the greatest and least amount of satisfaction with various services. The map below shows levels of satisfaction with the feeling of safety in the City of San Antonio. Areas in blue identify areas with high satisfaction, areas in yellow are neutral, and areas in orange and red indicate high levels of dissatisfaction.



ETC Institute will prepare maps showing the results of specific questions on the survey by council district (or other geographic characteristics decided upon by the Town). ETC Institute will geocode the home address of survey respondents to the block latitude and longitude coordinates, this ensures the exact location of a respondent’s household is not revealed. This will allow our team to generate maps that visually show how well the Town is delivering services to various parts of the community. GIS maps continue to be an effective tool for conveying the results of the survey to elected officials and the public.

Task 4.2 Prepare a Final Report

Following a meeting with Town staff to discuss the preliminary findings and deliverables after the initial results become available, ETC Institute will develop a written report utilizing the analysis tools found in Task 4.1. The report will provide a thorough analysis of the data, including a summary of the results, identification of potential areas of concern, top priorities for improvement, and how these areas relate to budget investment. Additionally, the report will also include information regarding the methodology used in administration, the total number of surveys completed, the margin of error and level of confidence of the results, as well as sentiment analysis of open-ended responses. The report will describe the methods used in conducting the survey and the number of respondents surveyed. The full report will also include the following:

- An executive summary that includes the description of the survey methodology, major findings, and a summary of the priorities based on the Importance-Satisfaction Analysis.
- Charts and graphs for all questions on the survey.
- Importance-Satisfaction Analysis that identify the top priorities for improvement and how they should be integrated into budget decisions.
- Benchmarking analysis and comparative norms that show how the Town compares to other communities regionally and nationally.
- GIS maps that show select questions on the survey as a map of the Town.
- Data tables that show the results for all questions on the survey and sentiment analysis of open-ended responses.
- A copy of the survey instrument.

Task 4 Deliverables

Prior to completing the final written report, ETC Institute staff will meet with the Town to discuss recommendations, preliminary results, and the preliminary analysis conducted. Once the Town makes their final recommendations, ETC Institute will develop and deliver an electronic version of a draft final report. ETC Institute will also provide the raw survey data in an Excel spreadsheet that includes the latitude and longitude coordinates, at the block level, for all responses. A project manager from ETC institute can make an optional on-site visit to present the final report and can deliver up to 10 hard copies of the final report. In lieu of the on-site visit, a project manager can deliver a webinar presentation and ship 10 hard copies of the final report. The presentation will be delivered prior to the on-site visit/webinar at a mutually decided upon date and time.

Proposed Timeline

A typical community survey process takes approximately 10-14 weeks to complete. This timeframe includes kick-off meetings, survey design, sample plan development, survey administration, analysis, and the delivery of the final report. Below is the suggested timeline to complete your project.

Month 1

- Initial meeting with staff to discuss survey goals and objectives
- ETC Institute provides the Town with a draft survey
- The Town reviews the content of the survey and provides feedback to ETC Institute
- ETC Institute revises the survey based on Town input
- ETC Institute provides the Town with the final sampling plan specifications
- ETC Institute conducts a pretest of the survey
- ETC Institute designs and builds online survey
- ETC Institute delivers sample press release to Town for review and dissemination
- Town approves online survey
- ETC Institute prints surveys and prepares for mailing

Month 2

- Surveys are mailed
- Data collection begins

Month 3-4

- Data collection completed
- Preliminary data delivered to the Town
- Discussion on preliminary data with Town
- Draft report submitted electronically
- Changes to report are discussed and recommendations from the Town are delivered
- Electronic version of on-site presentation is delivered
- Final report delivered during on-site presentation (if desired)

Attachment E: Breakdown of Cost of Work

The table below shows a breakdown of the estimated costs for this project based on hourly rates.

ETC Institute Community Survey Fees 2021		
	150 at 95% level of Confidence +/-7.7%	200 +/-6.6%
Design Survey and Prepare Sampling Plan	\$ 2,125.00	\$ 2,125.00
Administration of 15-20 Minute Survey (Up to 6 pages)	\$ 7,575.00	\$ 8,750.00
Analysis of Final Results	\$ 925.00	\$ 925.00
Formal Report (summary, charts, benchmarking, I-S rating)	\$ 1,125.00	\$ 1,125.00
Total	\$ 11,750.00	\$ 12,925.00
Optional Services		
On-Site Presentation		\$ 2,500.00
Webinar Presentation		\$ 500.00
Focus Groups (10) - ETC Institute Recruits and Provides Incentives - ON SITE		\$ 27,525.00
Focus Groups (10) - Town Recruits and Provides Incentives - ON SITE		\$ 22,250.00
Focus Groups (10) - ETC Institute Recruits and Provides Incentives - VIRTUAL		\$ 17,575.00
Focus Groups (10) - Town Recruits and Provides Incentives - VIRTUAL		\$ 13,575.00

A project manager from ETC Institute can discuss any questions the Town may have and has the authority to negotiate pricing on behalf of ETC Institute.

Attachment F: Examples of Similar Citizen Satisfaction Surveys

As requested, ETC Institute has provided three samples of similar citizen satisfaction surveys administered for other clients with similar scopes of work. The three sample reports that have been included as separate attachments to this proposal are:

- **2019-2020 City of Kansas City, Missouri Citizen Survey Report**
 - *The 2020-2021 survey is currently in administration.*
- **2020 City of Tempe, Arizona Community Survey Report**
 - *The City was expected to complete their 8th resident survey with ETC Institute in 2020, but moved the project to 2021 due to COVID-19. In 2021 ETC Institute was awarded another long-term contract with the City of Tempe that includes the addition of focus groups to be completed during the course of the community survey.*
- **2020 Village of Key Biscayne, Florida Community Survey Report**
 - *The Village regularly conducts community surveys with ETC Institute.*

Additional report materials can be made available upon request. Examples of additional services such as crosstabulations, GIS maps, and other additional analysis services can be provided upon request.

Attachment G: Acknowledgement of Addenda

ADDENDUM 1

May 28, 2021

ADM21-1: TOWN OF BELLEAIR REQUEST FOR PROPOSALS FOR A CITIZEN SATISFACTION SURVEY

Listed below are the questions received and answers provided regarding ADM21-1

Q1: The RFP mentions including National Community Survey questions in order to benchmark them to national results. Does the Town have permission to use the exact questions in this survey? Is the Town able to provide this data to the supplier for use in reporting?

A1: The Town of Belleair has taken no steps to involve the National Community Survey in this project and does not have access to the data.

Q2: If a web based survey cannot be made WCAG 2.1 AA ADA compliant, would other survey versions to allow accessibility be acceptable, such as printed or phone administered?

A2: Yes, alternate survey collection methods may be used to achieve ADA accessibility. The intent of this requirement is to provide survey access to persons of all abilities in a flexible and accommodating manner.

Q3: Can you provide an example of, or description of, the type of reporting/output you are looking for regarding “sentiment analysis?”

A3: By “sentiment analysis,” we are referring to using manual and/or predictive (text mining/natural language processing) methods to analyze the intent, content, motivation, and emotion behind open-ended and free response questions or comments. We believe there is great value in analyzing and interpreting qualitative feedback and wish to see such analysis in our final Citizen Satisfaction Survey report.

This article from Qualtrics explains several types of sentiment analysis well and discusses its Text iQ solution, but keep in mind alternate and manual/non-automated methods could be acceptable as well: <https://www.qualtrics.com/experience-management/research/sentiment-analysis>.

The City of South Lake’s 2019 Citizen Satisfaction Survey is a relatively simple example of using sentiment analysis for open-ended questions (starting on page 146).

Q4: Since there is an expectation of multiple successive surveys, should the bid include a breakdown of the cost for the initial year and successive years?

A4: Yes. Please include a breakdown of subsequent survey work below the initial year cost(s).

Q5: Do the hard copies and USB need to be in hand by the proposal submission deadline, or would an electronic copy suffice with the hard copies/USB to follow?

A5: Hard copies and USB/electronic copies must be submitted together by the due date and in the manner specified in the RFP.

Q6: Does the Town have a budget amount in mind for the first year of this project, and if so, what is the amount (if that can be shared)?

A6: No. The budget amount for this project is undetermined.

Q7: Would the Town of Belleair consider accepting proposals for the Citizen Satisfaction Survey electronically (via email or submission portal)?

A7: No. Hard copies and USB/electronic copies must be submitted together by the due date and in the manner specified in the RFP.

Q8: Would the Town of Belleair consider allowing us to submit our bid electronically?

A8: No. Hard copies and USB/electronic copies must be submitted together by the due date and in the manner specified in the RFP.

ACKNOWLEDGEMENT OF ADDENDUM

ADDENDUM 1


ADM21-1: REQUEST FOR PROPOSALS FOR A CITIZEN SATISFACTION SURVEY

ADDENDUM 1 is issued by the Town of Belleair through the Town's DemandStar bid portal (available at www.townofbelleair.com/bids). The ADDENDUM SHALL BE MADE A PART OF THE BID DOCUMENTS AND SPECIFICATIONS. BIDDERS SHALL ACKNOWLEDGE RECEIPT OF THIS ADDENDUM BY SIGNING AND SUBMITTING THIS ADDENDUM ACKNOWLEDGEMENT FORM. FAILURE TO ACKNOWLEDGE RECEIPT OF AN ADDENDUM MAY BE CAUSE FOR REJECTION OF THE BID.

When submitting all bid proposals this Addendum Acknowledgement Form must be included in the bid submittal.

I hereby acknowledge receipt of documents pertaining to the above referenced RFP.

Company Name: ETC Institute
Contact: Gregory S. Emas
Address: 725 W. Frontier Lane
City: Olathe State: KS Zip: 66061
Phone: (913) 829-1215 Fax: (913) 829-1591
Email: greg.emas@etcinstitute.com


Signature

6/3/2021
Date