

REQUEST FOR COUNCIL ACTION

Date: 1/10/2011
Item No.: 12.c

Department Approval



City Manager Approval



Item Description: Authorize Budget and Survey for Parks and Recreation Master Plan Implementation

BACKGROUND

On November 15th, 2010, the City Council adopted the Parks and Recreation System Master Plan and authorized staff to work with the Parks and Recreation Commission to establish and explore a structure and process for citizen involvement and master plan implementation. That process has been ongoing since that time.

The adopted master plan is a result of extensive community involvement while building on Imagine Roseville 2025. The extent of the process is outlined in the plan.

The plan is primarily value based with the anticipation that the next step is to conduct a statistically valid survey in order to:

- Validate the master plan components
- Assist in identifying phase one projects
- Gauge the level of interest and comfort level of citizen financial support

The Citizen Organization Team (COT) has met twice with efforts now being made to solicit Citizen Implementation Team (CIT) Members. The COT consists of the following individuals:

- Jason Etten, Lead
- Dave Holt, Co-Lead
- Erin Azer
- Gregg Cummings
- Randall Doneen
- Bill Farmer
- Richard "Jake" Jacobson
- Jim Stark
- Bob Willmus

The staff work group includes:

- Jill Anfang
- Lonnie Brokke
- Jeff Evenson
- Brad Tullberg

The anticipated next steps are for the Parks and Recreation Commission and the COT to:

- Explore project phasing options
- Guide the statistically valid survey in order to compare and contrast the final plan details and determine support level for implementation direction
- Communicate plan details and implementation strategies to community
- Review, analyze and recommend consideration of funding mechanisms, not alone, but including a referendum for phase 1 for fall 2011

Two items before us at this point and outlined below are to identify an implementation process budget for the COT and to proceed with the statistically valid survey.

Overall Implementation Budget

It is important that the process and the Citizen Organizing Team (COT) have resources to do their work and community outreach. The COT discussed and recommended a budget of \$50,000 which is included in your packet.

The entire budget is for community outreach and involvement.

On January 4th, 2010, the Parks and Recreation Commission discussed the process budget and recommends to you that \$50,000 be allocated to the citizen implementation effort for the items listed in the attached budget. Although hesitant to take from the already diminished Park Improvement Program (PIP) budget, but with no other alternatives, the Commission recommends that it be taken from the following sources: 1) \$40,000 from the adopted \$185,000 Park Improvement Program (PIP) budget and 2) \$10,000 from the City Communications budget approved by the City Manager.

Survey

This is an item that has been discussed for some time and was recommended by the Master Plan Citizen Advisory Team (CAT). The COT has met twice since the adoption of the final plan with the next meeting scheduled for January 11th, 2011. They are anxious to proceed with the statistically valid survey to be able to continue their work in earnest.

Several qualified market research firms were contacted to submit a proposal. Two proposals were received from National firms that specialize in the type of information that the COT, Commission and staff are seeking. The two proposals received were from Green Play/National Research Center and Leisure Vision.

Parks and Recreation Commission Chair and COT member Stark was asked by the COT to work with staff to lead the survey effort and has agreed.

After proposal review and analysis by Stark, members of the COT and the Parks and Recreation Commission, Leisure Vision is being recommended (proposal attached) to conduct the survey.

On January 4th, 2010 the Parks and Recreation reviewed both survey proposals and recommend that the City Council authorize the attached Leisure Vision proposal

The timeframe of the survey is outlined in the proposal and is an approximate three month process. It will be coordinated with the recently approved City satisfaction survey to avoid duplication of recipients.

Questions for the survey are yet to be established and will be reviewed and guided by the Parks and Recreation Commission and the Citizen Organizing Team (COT).

Three survey options were provided from Leisure Vision and it is recommended that the 600 sample survey be chosen, plus the benchmarking option as outlined in the proposal. The total cost is \$21,100. It is proposed that it be paid for with \$10,000 from the City Communications Budget (approved by the City Manager) and, with Commission hesitation, \$11,100 from the adopted \$185,000 2011 PIP budget.

POLICY OBJECTIVE

The process is consistent with City goals to engage the community when planning the provision of services, facilities and land use. It is also consistent with the City's efforts as outlined in the Imagine Roseville 2025.

FINANCIAL IMPACTS

The total proposed budget for the implementation phase is \$50,000 with \$10,000 proposed to be taken from the City Communication Budget and \$40,000 proposed to be taken from the adopted 2011 Park Improvement Budget.

STAFF RECOMMENDATION

Based upon the recommendation of the Parks and Recreation Commission and the Citizen Organizing Team, staff recommends that the City Council authorize the attached \$50,000 budget for the Master Plan Implementation phase with \$10,000 taken from the City Communications Budget and \$40,000 taken from the adopted 2011 PIP budget.

Based upon the recommendation of the Parks and Recreation Commission and the Citizen Organizing Team, staff recommends that the City Council authorize the attached proposal to conduct a statistically valid survey including the benchmark option for a cost of \$21,100 paid for with \$10,000 from the City Communications budget and \$11,100 from the adopted PIP budget.

REQUESTED COUNCIL ACTION

Motion to authorize a \$50,000 budget for the Master Plan Implementation process with \$10,000 taken from the City Communications Budget and \$40,000 taken from the adopted 2011 PIP budget.

Motion to authorize the attached proposal from Leisure Vision to conduct a statistically valid survey including the benchmark option for a cost of \$21,100 paid for with \$10,000 from the City Communications budget and \$11,100 from the adopted 2011 PIP budget.

Prepared by: Lonnie Brokke, Director of Parks and Recreation

Attachment:

- a. Master Plan Implementation Process Budget
- b. Leisure Vision Survey Proposal

Proposed Master Plan Implementation Budget 1-10-11

1. Survey and Benchmarking		\$21,100
o 1500 Mailed household survey		
o 5 page questionnaire		
o Approximately 400 completed		
o Recommend questions for the in-house phone survey		
o Advise process for in-house phone survey		
2. Education Campaign- Community Outreach		\$24,500
o Promotional Materials (1x)		
▪ Design, Layout, Copy	\$3,500	
▪ Materials & Printing	\$2,500	
o Mailings		
▪ Citywide Newsletter		
• Printing	\$4,500	
• Mailing		\$3,000
▪ Citywide Postcard		
• Printing	\$1,500	
• Mailing		\$1,000
▪ Survey Follow-up Mailing		
• Printing	\$500	
• Mailing		\$250
▪ In-house Phone Survey		
• Part-time Staffing	\$1,000	
100 hours @ \$10/hour		
▪ Fifteen (15) Discover Your Parks Events (one/constellation)		
• Part-time Staffing	\$2,750	
275 hours @ \$10/hour		
• Supplies	\$1000	
• Mailings	\$2,500	
▪ Four (4)Implementation Team meetings	\$500	
3. Contingency		<u>\$ 4,400</u>
Total		\$50,000

*A Proposal to Conduct a
City-Wide Needs Assessment Survey*



Submitted to the

City of Roseville, Minnesota

by

Leisure Vision

(A division of ETC Institute)

725 W. Frontier Circle

Olathe, KS 66061

(913) 829-1215

December 27, 2010

Contents

Cover Letter	Section 1
Qualifications of Leisure Vision	Section 2
Projects, References & Testimonials	Section 3
Scope of Services, Timelines & Professional Fees	Section 4
Resumes	Section 5

Section 1:
Cover Letter

Leisure Vision

a division of ETC Institute

Assisting Organizations & Communities in Making Better Decisions

December 27, 2010

Ms. Jill Anfang, Assistant Director
Roseville Parks and Recreation
2660 Civic Center Drive
Roseville, Minnesota 55113
Jill.anfang@ci.roseville.mn.us

Dear Ms. Anfang:

Leisure Vision (a division of ETC Institute) is pleased to present the enclosed proposal to work with the City of Roseville and the Citizen Organizing Committee to conduct a survey to validate your recently adopted updated Parks and Recreation Master Plan.

Leisure Vision/ETC Institute has conducted more than 600 needs assessment studies and consulting assignments in 46 states “to help communities and agencies make better decisions.” ***More than 400 of our needs assessment surveys have involved master planning efforts.*** We have participated on numerous successful feasibility studies for special facilities, such as community centers, family aquatic centers, community parks, trail systems, etc. The surveys we have conducted have assisted communities ***in passing over \$2.5 billion in voter approved referendums*** to develop and operate parks and recreation facilities.

We have worked with communities ranging in size from 3,000 residents up to over 1 million residents. Examples of communities who have selected us to work with them include:

Arlington County, VA	Geneva, Illinois	Olathe, Kansas
Atlanta, Georgia	Glendale, Arizona	Palm Desert, CA
Baton Rouge, LA	Henderson, Nevada	Owensboro, Kentucky
Bend, Oregon	Hoffman Estates, IL	Pinellas County, Florida
Bloomington, Indiana	Kansas City, Missouri	Platte County, Missouri
Brunswick, Maine	Kettering, Ohio	Polk County, Iowa
Canton Leisure Ser. Ohio	Las Vegas, Nevada	Peoria, Arizona
Castle Rock, Colorado	Lindenhurst, Illinois	Provo, Utah
Casper, Wyoming	Lubbock, Texas	Roanoke County, VA
Columbia, Missouri	Los Angeles, California	Saint Paul, Minnesota
Columbus, Ohio	Mesa, Arizona	San Francisco, California
DeKalb County, Georgia	Miami, Florida	Shoreline, Washington
Denver, Colorado	Montrose, Colorado	South Burlington, Vermont
Des Moines, Iowa,	Morris County, NJ	State of Kentucky
Edina, Minnesota	Norfolk, Virginia	State of Texas
Elk Grove, Illinois	Northbrook, Illinois	St. Louis County, Missouri
Fort Lauderdale, FL	Oakland County, MI	Tamarac, Florida

Leisure Vision

a division of ETC Institute

Assisting Organizations & Communities in Making Better Decisions

Voter Support

Leisure Vision market research surveys have assisted communities win more than \$2.5 billion in voter approved projects over the past five years. We have worked with numerous Citizen Committees conducting citizen surveys, validating work processes and building additional community buy-in strategies. Leisure Vision conducts phone surveys and mail/phone surveys, all with in-house staff. Our goal with each survey and project effort is to assist organizations and communities in making better decisions, by providing highly accurate market research information and tools for performance measurement, supported by unparalleled strategic analysis of the survey results.

National Benchmarking

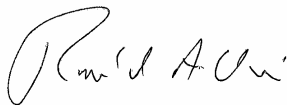
Leisure Vision has an unparalleled database of more than 70,000 survey responses from parks and recreation open space plans, strategic plans, and other planning efforts from communities across the country and in Minnesota. ***We have benchmarks for over 100 parks and recreation services.*** This information provides our clients extremely valuable comparative analysis of their citizen's attitudes and priorities with those of other communities.

Benchmarking National Averages have been developed for numerous strategically important parks and recreation planning and management issues including: customer satisfaction and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks and recreation facilities more often; priority recreation programs, parks, facilities and trails to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; etc.

I will serve as the project manager for your assignment. My experience includes more than 500 needs assessment projects across the country, including Minnesota.

We are very interested in working with the City of Roseville and the Citizen Organizing Committee to conduct a Citizen Survey to validate your recently adopted updated master plan. If you have any follow-up questions regarding our proposal, please do not hesitate to contact me at 913-829-1215 or contact me at Rvine@etcinstitute.com.

Sincerely,



Ronald A. Vine, President
enclosures

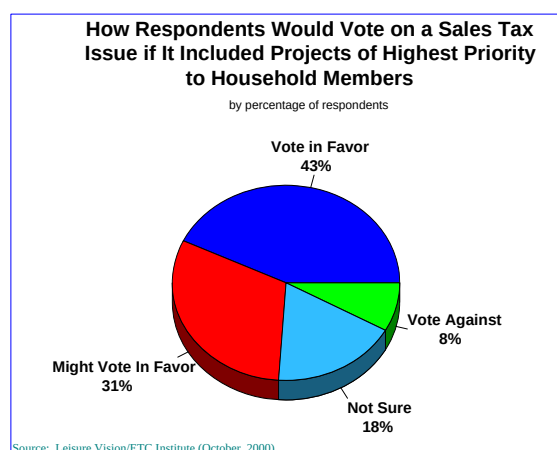
Section 2:
Qualifications of Leisure Vision

Overview

Our ability to **Effectively Listen & Involve Citizens and Clients** has given Leisure Vision/ETC Institute a reputation as one of the premier public policy market research firms in the country. Leisure Vision's services focus on involving citizens, users, and stakeholders in the decision making process and developing creative and sustainable funding strategies.

Core services of the firm involve conducting statistically valid phone and mail/phone services and related market research. We have conducted more than 600 surveys for parks and recreation systems in 46 states across the Country for a wide variety of projects including parks and recreation master plans, strategic plans and feasibility studies.

Since 1992, the principals and associates of ETC Institute/Leisure Vision have helped **secure funding for more than \$2.5 billion of parks and recreation projects.** The firm has extensive experience conducting surveys as components of plans leading to successful voter elections. Leisure Vision's work allows the community to see itself in their planning efforts, providing buy-in and trust in the process.

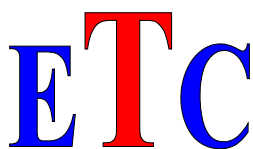


Examples of clients who have selected us to work with them include:

Arlington County, Virginia
Atlanta, Georgia
Aberdeen, South Dakota
Aurora, Ohio
Bend, Oregon
Broward County, FL
Brunswick, Maine
Castle Rock, Colorado
Casper, Wyoming
Cedar Rapids, Iowa
Champaign, Illinois
Claremont, New Hampshire
Dallas, Texas
DeKalb County, Georgia
Denver, Colorado
East Baton Rouge, LA
Edina, Minnesota
Fairfax County, Virginia
Fort Lauderdale, Florida
Glendale, Arizona
Greenville County, SC

Henderson, Nevada
Kansas City, Missouri
Kalamazoo, Michigan
Key Biscayne, Florida
Kirkwood, Missouri
Las Vegas, Nevada
Los Angeles, California
Macomb Township, MI
Mesa, Arizona
Miami, Florida
Miami-Dade County, FL
Morris County, New Jersey
Mundelein, Illinois
Naperville, Illinois
National Park Service
Norfolk, Virginia
Northville, Michigan
Oakland County, MI
Olathe, Kansas
Overland Park, Kansas
Owensboro, Kentucky

Peoria, Arizona
Pinellas County (FL)
Provo, Utah
Rolla, Missouri
Ramsey, Minnesota
Radnor, PA
Richmond, California
Saint Paul, Minnesota
San Diego, California
San Francisco, California
Shawnee, Kansas
Shoreline, Washington
State of Connecticut
State of Rhode Island
St. Charles County, MO
St. Louis County, MO
South Burlington, VT
Tempe, Arizona
Tucson, Arizona
Victor, New York
Westchester County, NY



PARENT COMPANY OF LEISURE VISION

ETC Institute is the parent company of Leisure Vision. ETC Institute is a 62-person, market research firm that specializes in the design and administration of market research for state and local governmental organizations. Areas of emphasis include: community attitude surveys, citizen satisfaction surveys, employee surveys, focus groups and stakeholder interviews. The company is woman-owned and certified as a Disadvantaged Business Enterprise (DBE). Since 1982, ETC Institute has completed research projects for city and county governments in 46 states. ETC Institute has designed and administered more than 2,500 statistically valid surveys and our team of professional researchers has moderated more than 1,000 focus groups and 1,500 stakeholder meetings.

Our Research is Implementation Oriented: ETC Institute specializes in helping organizations use market research to make better decisions. During the past four years, the results of our market research have lead to more than \$2 billion in funding initiatives by state, municipal and county governments as well as numerous nonprofit organizations. Projects that have been funded include a wide range of community redevelopment projects, transportation initiatives, improvements to schools and health care institutions, water and electrical utility improvements, tourism attractions, neighborhood improvements, downtown revitalization projects, etc.

In-House Capabilities ETC Institute has a new research center equipped with a high-speed 24 station call center, state-of-the-art focus group facilities, and a mail processing center capable of processing more than 30,000 pieces of mail per day. ETC Institute also has extensive capabilities for the administration of surveys in Spanish and other languages

In 2000, ETC Institute was selected as one of the ***Top 10 Small Businesses in the Kansas City Area*** by the Greater Kansas City Chamber of Commerce for our commitment to customer satisfaction, quality, and innovations in the field of market research, particularly with regard to our ***extensive database for benchmarking citizen satisfaction*** with the delivery of local governmental services. More than 1,700 firms in the metropolitan Kansas City area were nominated for the honor. The Kansas City Business Journal recognized ETC Institute as ***One of the Best Places to Work in Greater Kansas City*** for our commitment to workforce diversity.

Internal Capacity and Resources

Unlike many firms who outsource data collection activities, Leisure Vision/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.

Leisure Vision/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 postcard reminders, travel diaries, thank you letters, and other information that will be sent to travel 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. By using postage-paid return envelopes instead of affixing postage to envelopes (e.g., using stamps), we only pay for postage on completed surveys. This allows us to minimize costs for our clients.

Call Center. Research efforts range in size from several hundred surveys to more than 15,000 surveys. In 2007, Leisure Vision/ETC Institute surveyed more than 300,000 persons in North America on behalf of 225 different organizations. Our market research accuracy and attention to client needs is unparalleled. Leisure Vision/ETC Institute's new call center is equipped with 28 interviewing stations that can easily be expanded to accommodate 56 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 Spanish, French, and various Asian languages.

Quality Control. Leisure Vision/ETC Institute's quality control procedures for the administration of market research that is being conducted by ETC Institute for the National Parks Service were recently reviewed and accepted by the U.S. Office of Management and Budget.

Market Research Services Provided

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

Focus Groups and Stakeholder Interviews

Leisure Vision/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.

Surveys

Leisure Vision/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 three years alone, ETC Institute has designed and administered market research assessments on behalf of clients in 46 states

On-line Market Research

Leisure Vision/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 projects, Leisure Vision/ETC Institute can facilitate workshops with senior managers and/or elected officials. The workshop will be designed to build consensus around “top priorities” for the City based on the results of the survey. The workshop will help 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

Leisure Vision/ETC Institute understands the importance of gathering data from traditionally underserved populations. During the past three years, ETC Institute has administered more than 20,000 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.

Secondary Analysis

Leisure Vision/ETC Institute has extensive experience conducting primary and secondary research efforts for a wide range of governmental organizations in major metropolitan areas for more than 20 years. We have the expertise to perform needs assessment research that adheres to rigorous standards for impartiality & also addresses the issues most valuable to decision-makers.

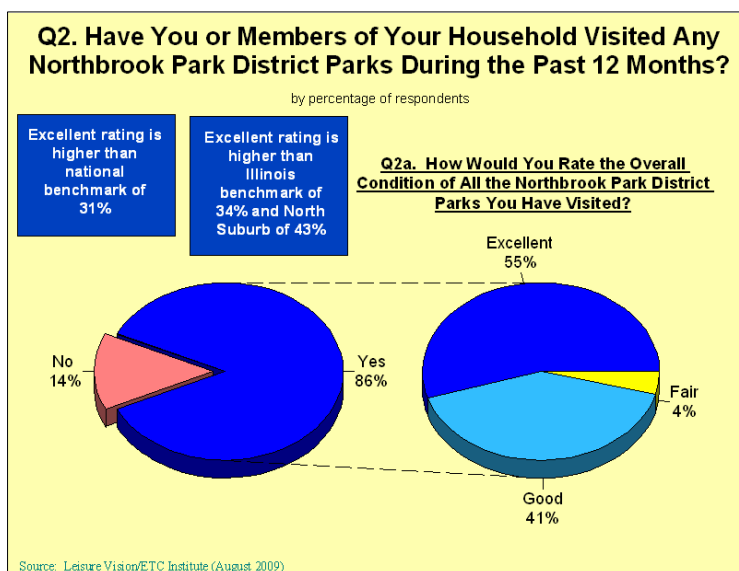
Benchmarking

Leisure Vision has two (2) unparalleled national Benchmarking data bases.

Benchmarking of CITIZEN SURVEY Responses.

Leisure Vision/ETC Institute has an unparalleled database of more than 60,000 survey responses BY CITIZENS from parks and recreation open space plans, strategic plans, and other planning efforts from communities across the country. This information provides our clients extremely valuable comparative analysis of their citizen's attitudes and priorities with those of other communities.

Benchmarking National Averages have been developed for over 100 strategically important parks and recreation planning and management issues including: customer satisfaction and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks and recreation facilities more often; priority recreation programs, parks, facilities and trails to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; etc.



Benchmarking of PARKS AND RECREATION AGENCY RESOURCES

ETC Institute/Leisure Vision additionally has An unparalleled data base of benchmarking information from over 300 parks and recreation agencies across the country on issues including numbers and types of parks, trails, indoor and outdoor recreation facilities; operating and capital budgets; staffing, types of partnerships, etc. This data base can be used in developing unique level of service standards, comparative analysis of your agency and other agencies, etc.

Ron Vine, President of Leisure Vision and a Vice-President with ETC Institute has presented sessions on benchmarking at each of the past five (5) National Parks and Recreation Congresses as well as numerous state and regional congresses.

Gold Medal Award Winning Communities

Leisure Vision has conducted surveys for over 35 Gold Medal Award Winning communities, since our founding in 1982. Gold Medal Award winning communities we have worked with in the past ten (10) years include:

- Hoffman Estates, Illinois
- Canton Leisure Services, Ohio
- City of Bloomington Parks and Recreation, Indiana
- Tempe Parks and Recreation, Arizona
- Bend Metro Park and Recreation District, Oregon
- Saint Paul Parks and Recreation, Minnesota
- Schaumburg Park District, Illinois
- Fairfax County Park Authority, Virginia
- Carol Stream Park District, Illinois
- City of Mesa Parks, Recreation, and Cultural Division, Arizona
- Springfield-Green County Park Board, Missouri
- City of Henderson Parks and Recreation

Accredited Agencies

Leisure Vision has conducted surveys for over 20 of the 78 Accredited Agencies. Accredited Agencies we have conducted surveys for include:

- City of Tamarac Parks and Recreation Department, Florida
- City of Ormond Beach Leisure Services Department, Florida
- City of Atlanta Department of Parks, Recreation, and Cultural Affairs, Georgia
- City of Bloomington Parks and Recreation Department, Indiana
- City of Fort Wayne Parks and Recreation Department, Indiana
- Johnson County Park and Recreation District, Kansas
- City of Lenexa Park and Recreation District, Kansas
- Fort Knox Community Recreation Division, Kentucky
- BREC-The Recreation and Park District, Parish of East Baton Rouge, Louisiana
- Charter Township of Canton Leisure Services Department, Michigan
- City of Saint Paul, Minnesota
- Kansas City Parks and Recreation Board, Missouri
- City of Henderson Parks and Recreation Department, Nevada
- Monmouth County Park System, New Jersey
- Westchester County Department of Parks, Recreation and Conservation, New York
- City of Durham Parks and Recreation Department, North Carolina
- City of Kettering Parks, Recreation and Cultural Arts Department, Ohio
- Arlington County Department of Parks, Recreation and Cultural Affairs, Virginia
- Fairfax County Park Authority, Virginia

Geocoding Experience and Capabilities

Leisure Vision/ETC Institute staff have successfully geocoded dozens of surveys for market research surveys during the past three years.

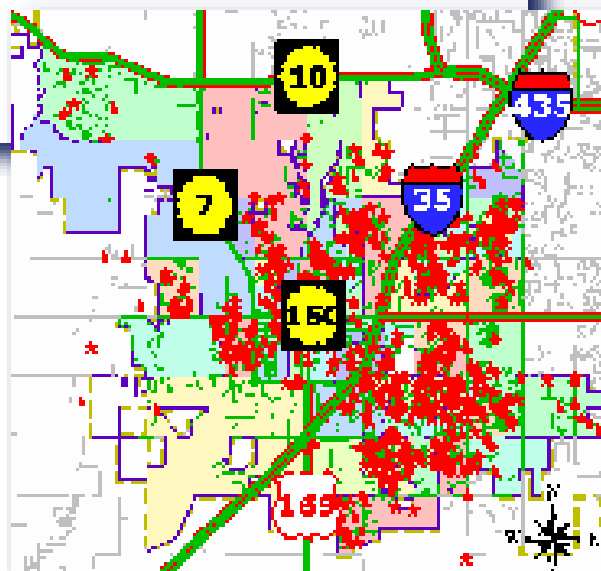
Our GIS team will bring highly developed and current skills in automated information collection, data cleanup and manipulation, state-of-the-art geocoding, and database development to this assignment. Our planners and technicians routinely support transportation planning, customer satisfaction analysis,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

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

- 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
- Location 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 storm water fees and many other types of data

Our GIS technicians have developed an exceptional working relationship that benefits our clients through improved data reliability and ability to deliver top quality product on time and on budget.

ID	Longitude	Latitude
171	-94796940	38908137
644	-94804868	38879471
102		
97		



UNPARALLELED NATIONAL EXPERIENCE

ETC Institute/Leisure Vision is the nation's leading parks and recreation market research firm. **Core services of the firm involve conducting statistically valid phone and mail/phone services and related market research.**

We have conducted more than 600 surveys for parks and recreation systems in 46 states across the Country for a wide variety of projects including parks and recreation master plans, strategic plans and feasibility studies. Communities we have worked in range in size from several thousand residents to over 4 million residents.

Communities we have conducted open space and parks market research for include:

- Atlanta, Georgia
- Auburn, Alabama
- Aurora, Colorado
- Baton Rouge, Louisiana
- Battle Creek, Michigan
- Bend, Oregon
- Billings, Montana
- Bloomington, Indiana
- Blue Springs, Missouri
- Boerne, Texas
- Bonner Springs, Kansas
- Booneville, Missouri
- Branson, Missouri
- Brentwood, Missouri
- Broward County, Florida
- Brunswick, Maine
- Butler, Missouri
- 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
- Charlottesville, Virginia
- Chesterfield, Missouri
- Claremont, New Hampshire
- Clay County, Missouri
- Clayton, Missouri
- Clive, Iowa
- Coeur d' Alene, Idaho
- Coffeyville, Kansas
- Columbia, Missouri
- Columbus, Ohio
- Creve Couer, Missouri
- Davenport, Iowa
- Deerfield, Illinois
- Dekalb, Georgia
- Denver, Colorado
- Derby, Kansas
- Des Moines, Iowa
- Des Plaines, Illinois
- Dilworth, Minnesota
- Downers Grove, Illinois
- Durham, North Carolina
- East Baton Rouge, Louisiana
- 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
- 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
- Freeland, Michigan
- Freeport, Illinois
- Ft. Wayne, Indiana
- Fulton County, Georgia
- Gardner, Kansas
- Gladstone, Missouri
- Glendale, Arizona
- Glendale, California
- Godfrey, Illinois
- Grandview, Missouri
- Greenville, South Carolina
- Greenville County, South Carolina
- Harrisonville, Missouri
- Hazelwood, Missouri
- Henderson, Nevada
- Hernando, Mississippi
- Huron, Ohio
- Idaho Falls, Indiana
- Independence, Missouri
- Jackson, Wyoming
- Jackson County, Missouri
- Jefferson City, Missouri
- Johnson County, Kansas
- Joplin, Missouri
- Kalamazoo, Michigan
- Kansas City, Missouri
- Kent, Washington
- Key Biscayne, Florida
- 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
- Lindenhurst, Illinois
- Lisle Park District, Illinois
- Long Beach, California
- Longview, Texas
- Los Angeles County, California
- Loveland, Ohio
- 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
- Miami, Florida
- Mission, Kansas
- 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, Illinois
- Munster, Indiana
- Murray, Kentucky
- Naperville, Illinois
- New Haven, Connecticut
- Newton, Kansas
- Norfolk, Virginia
- North Long Beach, California
- Northville, Michigan
- Oak Park Village, Illinois
- Oakland County, Michigan
- O'Fallon, Missouri
- Oldham, Kentucky
- Olathe, Kansas
- Olivette, Missouri

- Ontario, Oregon
- Ormond Beach, Florida
- Ottawa, Kansas
- Overland Park, Kansas
- Owensboro, Kentucky
- Palm Desert, California
- Peoria, Arizona
- Pinellas County, Florida
- Platte City, Missouri
- Polk County, Iowa
- Portland, Oregon
- Princeton, New Jersey
- Prince William County, VA
- Provo, Utah
- Queen Creek, Arizona
- Radnor, Pennsylvania
- Raleigh, North Carolina
- Ramsey, Minnesota
- Raymore, Missouri
- Raytown, Missouri
- Richmond, California
- Richmond, Virginia
- Richmond Heights, Ohio
- River Forest, Illinois
- River Trails, Illinois
- Rock Island, Illinois
- Roeland Park, Kansas
- Rolla, Missouri
- Round Rock, Texas
- Rutland, Vermont
- Saharita, Arizona
- Salem, Oregon
- 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
- Spring Hill, Kansas
- Springdale, Arkansas
- St Charles, Missouri
- St Louis, Missouri
- St Peters, Missouri
- St. Louis County, Missouri
- St. Paul, Minnesota
- Superior, Colorado
- Tamarac, Florida
- Tempe, Arizona
- The University of Columbia MO
- The Woodlands, Texas
- Town of Normal, Illinois
- Tucson, Arizona
- Tulsa, Oklahoma
- University Place, Washington
- Upper Dublin, Pennsylvania
- Urbana, Illinois
- Victor, New York
- Virginia Beach, Virginia
- Warrensburg, Missouri
- Washington, D.C.
- Waukee, Iowa
- Waukesha, Wisconsin
- Weatherby Lake, Missouri
- Wentzville, Missouri
- West Des Moines, Iowa
- West Fargo, North Dakota
- Westchester, Ohio
- Westchester County, New York
- Westland, Michigan
- Wheeling, Illinois
- Wichita, Kansas
- Windsor, Colorado
- Winnetka, Illinois

Section 3:
Projects, References
& Testimonials

References for Major Related Project Experience

PARKS AND RECREATION NEEDS ASSESSMENT SURVEY (2006) Edina, Minnesota

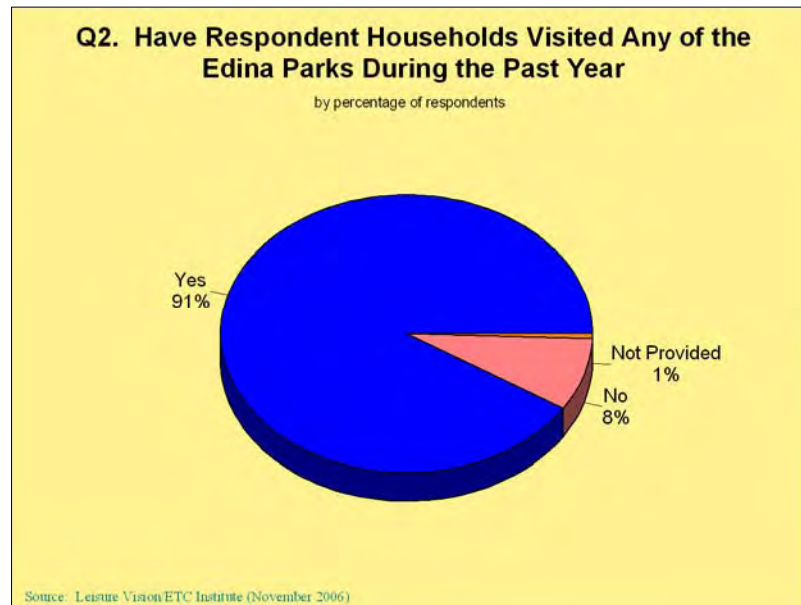
Leisure Vision conducted a Parks and Recreation Facilities and Services Needs Assessment Survey for the City of Edina, Minnesota during September of 2006 to establish priorities for the future development of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the City of Edina. The survey was administered by mail.

The goal was to obtain a total of at least 500 completed surveys. This goal was far exceeded with a total of 865 surveys being completed. The results of the random sample of 865 households have a 95% level of confidence with a precision of at least $\pm 3.4\%$.

“I highly recommend Ron Vine of Leisure Vision ETC Institute to all communities considering statistically valid professional surveys involving parks and recreation facilities and services. Ron is a seasoned professional of the park and recreation field having extensive experience having served as a Park and Recreation Director. His professional background arms him with first-hand knowledge of the field of parks and recreation which clearly helps in forming survey questions and getting the statistical data you are seeking from your community.

John Keprios, Director

JOHN KEPRIOS
Director of Edina Parks and Recreation
4801 West 50th Street
Edina, Minnesota 55424
(952) 826-0430



NEEDS ASSESSMENT SURVEY (2007-2008)

Saint Paul, Minnesota

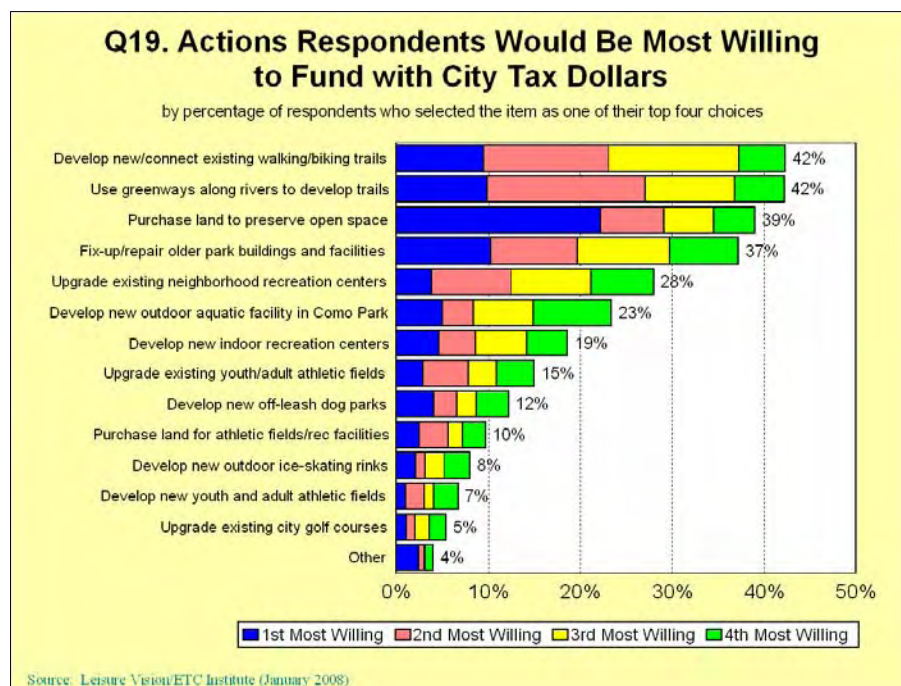
The City of Saint Paul conducted a community attitude and interest citizen survey during the winter of 2007-08 to establish priorities for the future improvement of parks, trails, greenways, and recreation facilities, programs and services. The survey was designed to obtain statistically valid results from households throughout the City of Saint Paul. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with City of Saint Paul officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

The goal was to obtain a total of at least 700 completed surveys. This goal was accomplished, with a total of 797 surveys having been completed. The results of the random sample of 797 households have a 95% level of confidence with a precision of at least +/-3.5%. Results from the survey were benchmarked as compared to Leisure Vision's national benchmarking data-base.

Leisure Vision additionally conducted an on-site survey at the Como Park Zoo regarding customer satisfaction and strategic decision-making.

Michael Hahm
Saint Paul Parks and Recreation Department
300 City Hall Annex
Saint Paul, Minnesota 55102



**PARKS AND RECREATION NEEDS ASSESSMENT SURVEY (2004, 2005, 2008)
Carol Stream Park District, Carol Stream, Illinois**

Leisure Vision conducted a statistically valid survey for the Carol Stream Park District during January and February of 2004 to help establish priorities for the future of parks and recreation facilities, programs and services within the community. The survey was administered by a combination of mail and phone.

As part of the study, Leisure Vision conducted a series of stakeholder interviews and focus groups to visit with Park Board members, partner organizations, stakeholders from the public, non-profit and private sectors, and community residents to understand issues of key importance to ask on the citizen survey. The results of the survey were presented to the Park Board, leading to a series of action initiatives.

The goal was to obtain at least 500 completed surveys. This goal was accomplished, with 519 surveys being completed. The results of the random sample of 519 households have a 95% level of confidence with a precision of at least +/-4.8%.

Extensive cross-tabular analysis of survey responses was conducted for a wide range of demographic factors, as well as comparisons of the responses from Carol Stream to Leisure Vision's national benchmarking data base.

Leisure Vision additionally worked with the Carol Stream Park District on a follow-up survey measuring customer satisfaction and most important program spaces to develop regarding parks, and sports facilities in the Park District.

Follow-up surveys were conducted in 2005 and 2008

“Leisure Vision and Ron Vine have contributed immeasurably to the long-term success of our Park District. Their survey results have been “spot on”, allowing us to build parks, design facilities and create programs that our residents want. The data collected in our 2008 community survey directly lead to passage of our 2010 \$37 million bond issue.”

Arnold Biondo, Executive Director

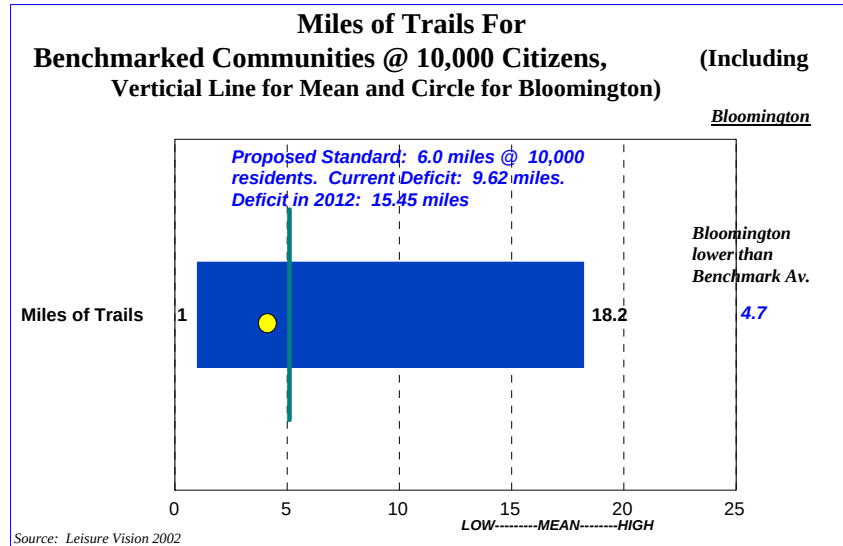
ARNOLD J. BIONDO, Executive Director
Carol Stream Park District
391 Illini Drive
Carol Stream, Illinois 60188
(630) 784-6100

PARKS & RECREATION OPEN SPACE MASTER PLAN AND STRATEGIC PLAN (2002), SURVEY OF ADULTS OVER 50 YEARS (2006), NEEDS ASSESSMENT (2007) Bloomington, Indiana

Leisure Vision served as the prime consultant on this 2001-2002 parks and recreation comprehensive and strategic planning effort for this community of 75,000 residents. Ron Vine served as the project manager.

The community of Bloomington desired to take a very citizen driven approach to their Plan, led by a broad based community steering committee. A statistically valid mail/phone needs assessment survey to 600 residents of the city and county was conducted.

Facility and park standards unique to the Bloomington community and based on a demand/supply model were developed and adopted by the City.



Leisure Vision has worked with the City of Bloomington on 2 additional survey efforts that have assisted the City in acquiring a property that has been developed into an indoor community center.

“We have used ETC Institute/Leisure Vision for multiple Citizen and Interest Survey of our community’s parks and recreation priorities. The results from the surveys have been instrumental in helping us form our Department’s Long Range and Strategic Plans. Each of these surveys was created and administered with the assistance of Ron Vine. I have found Ron to be an excellent resource in drafting appropriate survey questions and interpreting and delivering the final survey results to our community stakeholders. Ron is extremely knowledgeable, professional and responsive. I would highly recommend him as a resource for initiating a community survey.”

Mick Renneisen, Director

MICK RENNEISEN, Administrator
Parks and Recreation Department
410 N. Morton Street
Bloomington, Indiana 47402
(812) 349-3700

**NEEDS ASSESSMENT SURVEY AS A COMPONENT OF A MASTER PLAN (2009)
Platte County, Missouri**

ETC Institute worked with the Platte County Parks and Recreation Department on a parks and recreation needs assessment survey during late 2008 and 2009. The survey was done as a key component of a parks and recreation master plans. The survey was administered by mail and phone.

ETC Institute worked extensively with Platte County officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

Extensive cross-tabular analysis of survey responses was conducted for a wide range of demographic factors, including age of respondents, gender, household size and types, income, education, etc. Results were also compared to Leisure Vision's national database of survey responses.

The goal was to obtain a total of at least 300 completed surveys. This goal was accomplished, with a total of 371 surveys having been completed. The results of the random sample of 371 households have a 95% level of confidence with a precision of at least +/-5.4%.

Results from the survey were used as a cornerstone for successful voter election held in of 2009, resulting in the passage of a voter election to renew a ½ cent sales tax.

ETC Institute has conducted several additional surveys for the County government and parks and recreation department.

“Platte County has worked with Ron Vine and Leisure Vision/ETC Institute on numerous park planning projects since 1998. Ron’s market research and guidance has helped us understand our citizen’s needs and wants for our park system and led to the successful passage of two voter referendums to create and expand our parks, trails, and community center facilities.”

Brian Nowatny, Director

BRIAN NOWATNY, Director
Parks and Recreation Department
415 Third Street
Platte City, Missouri
(816) 858-3419

NEEDS ASSESSMENT SURVEY PRIOR TO LONG RANGE PLANNING (2008)

CUSTOMER SATISFACTION SURVEYS (2006, 2008, 2010)

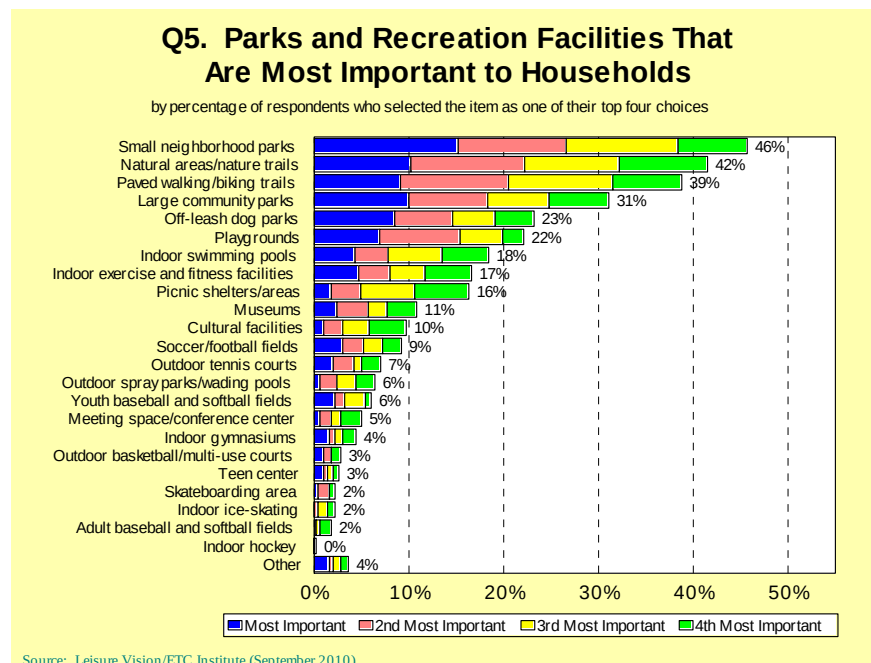
NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2003)

NEEDS ASSESSMENT SURVEY (2010)

Shoreline, Washington

Leisure Vision conducted a Parks and Recreation Needs Assessment Survey for the City of Shoreline Parks, Recreation and Cultural Services Department during the summer of 2010. The purpose of the survey was to help the City plan for the future parks, recreation and cultural needs of the community. The survey was designed to obtain statistically valid results from households throughout the City of Shoreline. The survey was administered by a combination of mail and phone.

The goal was to obtain a total of at least 500 completed surveys from City of Shoreline households. This goal was accomplished, with a total of 508 surveys having been completed. The results of the random sample of 508 households have a 95% level of confidence with a precision of at least +/- 4.3%.



“In 2006, we selected a list of park acquisitions and improvements based on an ETC survey for the city’s first bond issue. We received more than a 70% YES vote from the community. We continue to use ETC Institute for citizen satisfaction surveys and updates to master planning documents to be sure we are meeting the needs of the community.”

Dick Deal, Director

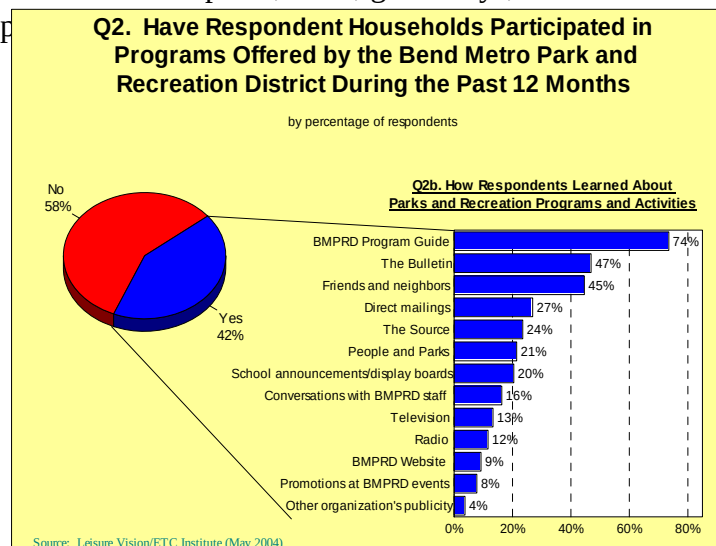
DICK DEAL, Director of Parks, Recreation, and Cultural Services
City of Shoreline, Washington
17544 Midvale Avenue North
Shoreline, Washington 98133
(206) 801-2601

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2004). NEEDS ASSESSMENT SURVEY 2008)

Bend, Oregon

Leisure Vision conducted a statistically valid mail/phone survey for this rapidly growing Oregon community that won the 2006 Gold Medal Award. The survey was conducted to help establish priorities for the future development and maintenance of parks, trails, greenways, recreation facilities, programs and services as part of a comprehensive master plan.

The goal was to obtain at least 600 completed surveys. This goal was far exceeded, with 707 surveys being completed, including 372 by mail and 335 by phone. The results of the random sample of 707 households had a 95% level of confidence with a precision of at least $\pm 3.7\%$.



Leisure Vision conducted an update of this needs assessment effort in 2008.

“The survey methodology employed by Leisure Vision gave us data that we could depend upon and helped our agency focus on those things that are most important to the citizens of our district. It identified areas where service is adequate and areas that needed additional attention. Because of the vast number of surveys conducted by Leisure Vision specific to parks and recreation, they were able to use our data to benchmark against peer agencies nationwide to give us an idea of where we stand and allowed us to prescribe service standards tailored to Bend.”

Don Horton, Executive Director

DON HORTON, Executive Director or
BRUCE RONNING, Director of Planning and Development
Bend Metro Park and Recreation District
200 Pacific Park Lane
Bend, Oregon 97701
(541) 389-7275

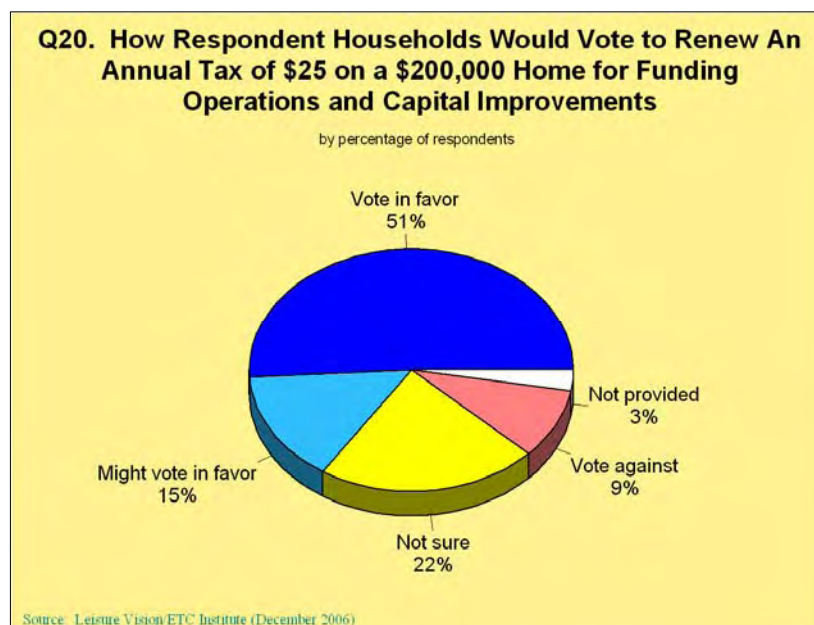
**COMMUNITY INTEREST AND OPINION NEEDS ASSESSMENT SURVEY (2006)
(2008) (2010)**

Oakland County, Michigan

Leisure Vision conducted a Community Attitude and Interest Survey for the Oakland County Parks and Recreation Commission from October through December of 2006 to help establish priorities for the future of parks greenways, trails, wildlife habitats, recreation facilities, programs and services within the County. The survey was designed to obtain statistically valid results from households throughout Oakland County. The survey was administered by a combination of mail and phone.

In October 2006, surveys were mailed to a random sample of 3,000 households in Oakland County. Approximately three days after the surveys were mailed; each household that received a survey also received an electronic voice message encouraging them to complete the survey.

The goal was to obtain a total of at least 600 completed surveys. This goal was accomplished, with a total of 607 surveys have been completed. The results of the random sample of 607 households have a 95% level of confidence with a precision of at least +/-4.0%.



“Oakland County Parks and Recreation has found the research expertise of ETC Institute invaluable in regards to its ability to conduct informational stakeholder interviews, citizen needs assessments and surveys that have been instrumental in creating a successful millage campaign and for facilitating planning efforts.”

Daniel J. Stencil, Executive Officer

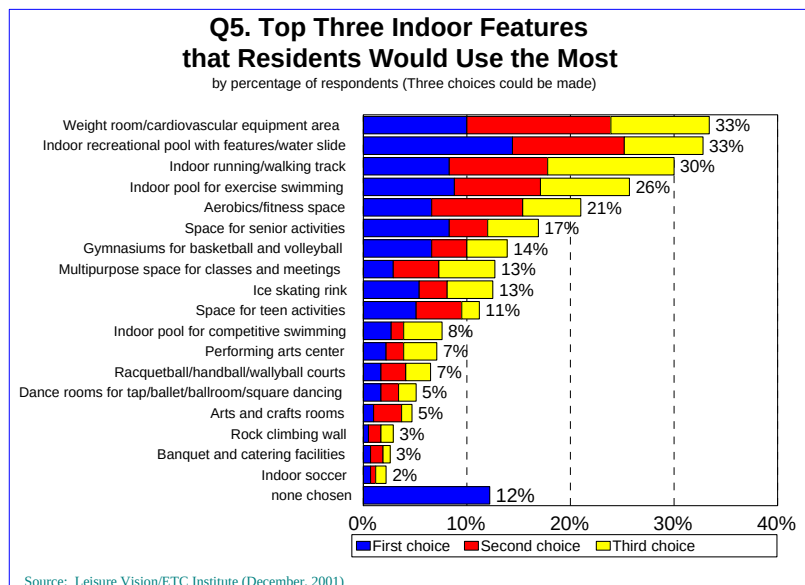
DANIEL J. STENCIL, Executive Officer
Oakland County Parks and Recreation Commission
2800 Watkins Lake Road
Waterford, Michigan 48328
(248) 858-4944

COMMUNITY AND AQUATIC CENTER FEASIBILITY STUDY (1999) NEEDS ASSESSMENT SURVEY (2008) (2010) Columbia, Missouri

Leisure Vision conducted a statistically valid phone survey of 400 households as part of a design/planning team to test the feasibility of developing a multi-million dollar community center in this city of 80,000 residents.

Questions on the survey addressed issues including priority program spaces for the community center, pricing strategies for membership and daily admissions, frequency of visitation by potential users, support for capital funding, and potential voter support for the project.

Extensive cross-tabular analysis of survey findings were conducted to understand issues of importance to various age groups, genders, etc.



Results from the survey were used as a key in shaping program spaces for the community center. Results from the survey were also used in developing pricing strategies for yearly and daily admission fees.

A successful sales tax voter election was held in August of 1999. The center is currently open and operating.

MIKE HOOD, Director or
MIKE GRIGGS, Park Superintendent
Columbia Parks and Recreation Department
City of Columbia, Missouri
PO Box N
1 South 7th Street
Columbia, Missouri 65205
(573) 874-7460

PARKS AND RECREATION NEEDS ASSESSMENT SURVEY (2006) (2010)

Lisle Park District, Illinois

Leisure Vision conducted a Community Attitude and Interest Survey during April and May 2006 for the Lisle Park District to help establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Lisle Park District. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Lisle Park District, as well as members of the prime consulting team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

Extensive cross-tabular analysis of survey responses and benchmarking were conducted. The goal was to obtain 300 completed surveys. This goal was accomplished, with a total of 304 surveys having been completed. The results of the random sample of 304 households have a 95% level of confidence with a precision of at least +/-5.6%.

Results from the 2006 survey resulted in a successful voter election to develop and operate new facilities.

Leisure Vision recently completed an updated survey for the Lisle Park District.

“The experience you have with so many communities was hugely beneficial. You brought this experience to our table thereby allowing us to give consideration to strategies that we would not have had the benefit of knowing through any other survey firm. Your unbiased approach and broad experience coupled with your determination to give Lisle the best possible tool to help map its future was evident and appreciated every step of the way. Our investment in Leisure Vision and the survey you produced will pay for itself time and time again through our re-allocation of resources from areas our community does not support to areas the community desires most.”

Dan Garvy, Director of Parks and Recreation

DAN GARVY, Executive Director
Lisle Park District
1825 Short Street
Lisle, Illinois 60532
(630) 964-3410 (extension 4310)

PARKS AND RECREATION SURVEY (2007)

Des Moines, Iowa

Leisure Vision conducted a Community Attitude and Interest Survey during November and December of 2007 for this city of 200,000 persons to establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the City of Des Moines. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with City of Des Moines officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

In November 2007, surveys were mailed to a random sample of 4,000 households in the City of Des Moines. Approximately three days after the surveys were mailed, each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, Leisure Vision began contacting households by phone, either to encourage completion of the mailed survey or to administer the survey by phone.

The goal was to obtain a total of at least 800 completed surveys. This goal was accomplished with a total of 822 surveys having been completed. The results of the random sample of 822 households have a 95% level of confidence with a precision of at least +/-3.4%.

“When you hire consulting help you expect a return on your investment. In our case with Ron Vine, his research continues to deliver, as we make informed decisions.”

Don Tripp, Director

DON TRIPP, DIRECTOR
Department of Parks and Recreation
City of Des Moines, Iowa

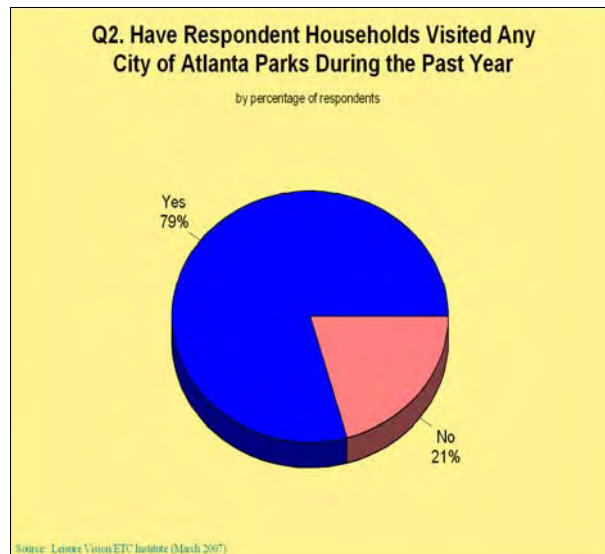
NEEDS ASSESSMENT SURVEY AS A COMPONENT OF A PARKS, RECREATION, & OPEN SPACE MASTER PLAN (2007)

Atlanta, Georgia

The City of Atlanta is currently conducting a Community Attitude and Interest Survey to determine the need for future parks, greenspace, trails, recreation facilities, programs, and services within the City. The survey was designed to obtain statistically valid results from households throughout the City of Atlanta. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with City of Atlanta officials in the development of the survey questionnaire. This work included conducting a series of stakeholder interviews and focus groups in the City of Atlanta. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

Over 1,400 surveys were completed for the survey, including a representative sampling within each of 7 geographic areas. All survey results were broken down by gender, age of respondent, length of residency, as well as geographic location. The survey results were further compared to national benchmarks of citizen responses compiled by Leisure Vision from communities across the country.



“ Ron, I greatly appreciated your guidance in developing our survey questions. You kept pushing us to think through the data we needed and the appropriate approach to asking questions.”

Dee Merriam, Project Manager for Parks, Recreation, and Open Space Master Plan

DEE MERRIAM, Greenspace Planner
Department of Planning and Community Development
55 Trinity Avenue, SW. Suite 1450
Atlanta, Georgia
(404) 330-6143

**NEEDS ASSESSMENT SURVEYS PRIOR TO MASTER PLAN (2002). FOLLOW-UP
NEEDS ASSESSMENT SURVEY (2004) (2007)
Arlington County, Virginia**

Leisure Vision conducted a parks and recreation needs assessment survey for this County of 175,000 residents, as a key component of an internal parks and recreation master plan conducted by department staff. Leisure Vision worked closely with a community based steering committee on the design of the survey instrument and with staff of the agency in interpreting the results as a cornerstone of the master planning process.

800 household surveys were completed, including between 175-225 surveys in each of 4 planning districts for the County. Survey questions addressed issues relating to parks usage and satisfaction, recreation programming usage and satisfaction, sports program areas that were used by participants, facilities and parks that were most frequently used, priority importance for improvements to the current system, etc. The survey results were further compared to national benchmarks of citizen responses compiled by Leisure Vision from communities across the country. Leisure Vision additionally worked with the agency in developing a survey which was distributed through the schools to middle school and high school aged youngsters.

In 2004, Leisure Vision worked with the Parks and Recreation Department on a follow-up survey effort regarding development of an indoor aquatic and community facility and other parks and recreation amenities. The initial need for the indoor aquatic center came out of the 2002 survey.

Results from the 2004 survey were used to help pass a \$75 million bond election for the indoor aquatic center and other parks and recreation projects.

In 2007, Leisure Vision worked with Arlington County on an updated needs assessment survey, benchmarking of comparable counties and other strategic planning consulting services.

“The Leisure Vision staff provided valuable support during all phases of the survey process, including setting directions, conducting focus group meetings, and interviews with stakeholders. The quality of their research, including the benchmarking information contained in the report, is very helpful in our strategic planning and resource allocation efforts. Our stakeholder groups can now focus their advocacy efforts based on a current and accurate data base.”

DENESH TIWARI, CPRP, Director
Department of Parks, Recreation, and Community Resources
2100 Clarendon Boulevard, Suite 414
Arlington, Virginia 22201
(703) 228-7529

PARKS AND RECREATION NEEDS ASSESSMENT SURVEY (2010)

Geneva Park District, Illinois

Leisure Vision conducted a community survey for the Geneva Park District as part of a Strategic Plan during the spring and early summer of 2010. The purpose of the survey was to establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Geneva Park District. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Geneva Park District officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

A total of 1,007 surveys were completed. The results of the random sample of 508 households have a 95% level of confidence with a precision of at least +/-3.1%. Results from the survey were also compared to Leisure Vision's national data-base of survey responses from communities across the country as well as Illinois communities.

“ What made Leisure Vision the best choice for the Geneva Park District was that our project manager had had many years of experience in the field of parks and recreation providing a grass roots understanding of our mission and goals. Their benchmarking capabilities both in Illinois and throughout the nation gave them a clear advantage and their ability to understand community trends as they relate to Parks and Recreation was very valuable in helping analyze our results. This was by far the most comprehensive data we have ever collected through our needs assessment process. Thanks Ron!”

Sheavoun Lambillotte, Executive Director

SHEAVOUN LAMBILLOTTE, CPRP
Executive Director
Geneva Park District
710 Western Avenue
Geneva, Illinois 60134
(630-262-2216)

NEEDS ASSESSMENT SURVEY FOR MASTER PLAN (2007)

Mecklenburg County, North Carolina

Leisure Vision conducted a parks and recreation citizen survey during the winter of 2007-08 as part of a comprehensive long range plan for this County of over 800,000 residents. The survey was designed to obtain statistically valid results from households throughout Mecklenburg County to help establish priorities for the future of parks, greenways, trails, recreation facilities, wildlife habitats, programs and services within the County. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Mecklenburg County officials, as well as the Pros Consulting project team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

Leisure Vision mailed surveys to a random sample of 5,000 households throughout Mecklenburg County. Approximately three days after the surveys were mailed; each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed; Leisure Vision began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 1,000 completed surveys. This goal was accomplished, with a total of 1,033 surveys having been completed. The results of the random sample of 1,033 households have a 95% level of confidence with a precision of at least +/-3.0%.

Extensive cross-tabular analysis of survey responses was conducted for a wide range of demographic factors, including age of respondents, gender, household size and types, income, education, etc. Results were also compared to Leisure Vision's national database of survey responses.

Results from the survey were used as a cornerstone for successful voter election held in November of 2008, resulting in the passage of a \$250 million bond issue to fund parks and recreation facilities improvements and new projects.

JIM GARGES, Director
Mecklenburg County Park and Recreation Department
5841 Brookshire Boulevard
Charlotte, North Carolina 28216
(704) 336-3854

**NEEDS ASSESSMENT SURVEY AS PART OF LONG RANGE PLANNING (2009)
Northbrook Park District**

During July and August of 2009 Leisure Vision conducted a Community Survey for the Northbrook Park District. The survey was conducted as part the Park District's long-range planning for parks, recreation facilities, programs and services in the community. The survey was designed to obtain statistically valid results from households throughout the Northbrook Park District, and was administered by a combination of mail and phone.

Leisure Vision worked extensively with Northbrook Park District officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

Leisure Vision mailed surveys to a random sample of 3,000 households throughout the Northbrook Park District. Approximately three days after the surveys were mailed each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed Leisure Vision began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 600 completed surveys from households in the Northbrook Park District. This goal was far exceeded, with a total of 652 surveys having been completed. The results of the random sample of 652 households have a 95% level of confidence with a precision of at least +/-3.8%.

“ Ron Vine’s efforts developing and implementing our Community Interest and Opinion Survey were second to none. Ron played an instrumental role in assisting our organization lay the foundation for building our Strategic Plan. The Community and Interest Survey provided the foundation we needed to move forward on behalf of our community. I would recommend Leisure Vision to any community in the country.

Rick Hanetho, CPRP, Executive Director

RICK HANETHO
ELSA FISCHER
Superintendent of Recreation
Northbrook Park District
545 Academy Drive
Northbrook, Illinois 60062
(847) 291-2960

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2004)

NEEDS ASSESSMENT SURVEYS (2005) (2007)

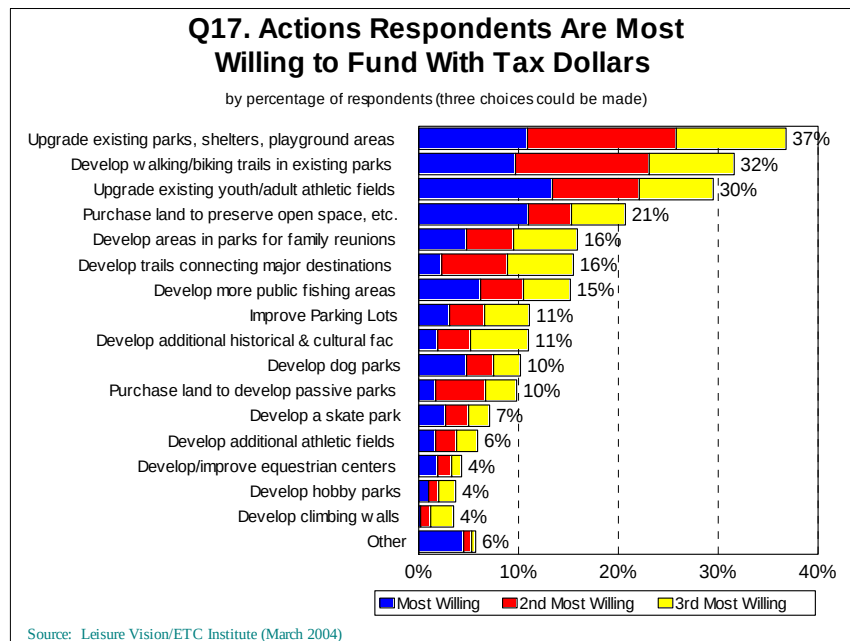
East Baton Rouge, Louisiana

Leisure Vision conducted a statistically valid mail/phone survey for this community of over 300,000 residents. The survey was used as a key component of a parks and recreation master planning effort that was conducted for East Baton Rouge.

The goal was to obtain at least 500 completed surveys. This goal was accomplished, with 516 surveys being completed. The results of the random sample of 516 households have a 95% level of confidence with a precision of at least +/-4.3%.

Extensive cross-tabular analysis of survey responses was conducted for a wide range of demographic factors, including age of respondents, gender, household size, household type, support for voter election, etc.

The results from the survey served as a cornerstone for a voter election held in November of 2004. The voter election was selected, resulting in over \$200 million in approved projects.



Leisure Vision has conducted additional needs assessment survey for BREC in 2005 and 2007

TED JACK, Director of Planning
Recreation and Park Commission for the Parish of East Baton Rouge
3140 N. Sherwood Forest Drive
Baton Rouge, Louisiana 70895
(225) 272-9200
Project: Parks and Recreation Survey

PARKS AND RECREATION NEEDS ASSESSMENT SURVEY (2009)

Glenview Park District, Glenview, Illinois

Leisure Vision conducted a Community Attitude and Interest Survey in 2008 and 2009 for the Glenview Park District to measure usage and establish priorities for the future development of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Glenview Park District. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Glenview Park District officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

The goal was to obtain a total of at least 500 completed surveys within the Glenview Park District. This goal was far exceeded with nearly 700 surveys having been completed within the Park District. Results from the survey were compared to Leisure Vision's National Benchmarking Data-Base and Leisure Vision's Illinois Benchmarking Data-Base. These comparisons showed that the Glenview Park District has better customer satisfaction, usage of parks and participation in recreation programs, and higher overall measurements of value than the average communities in our national and Illinois benchmarking data-bases. The results of the random sample of 504 households have a 95% level of confidence with a precision of at least +/- 4.4%.

“Ron Vine is the best in the country when it comes to Interest and Attitude Surveys for Parks and Recreation. His experience and ability to benchmark your results to other communities on both a local and national level provides credibility to the research.”

Chuck Balling, Executive Director

CHUCK BALLING, Executive Director
Glenview Park District
1939 Prairie Street
Glenview, Illinois 60025
(847-521-2250)

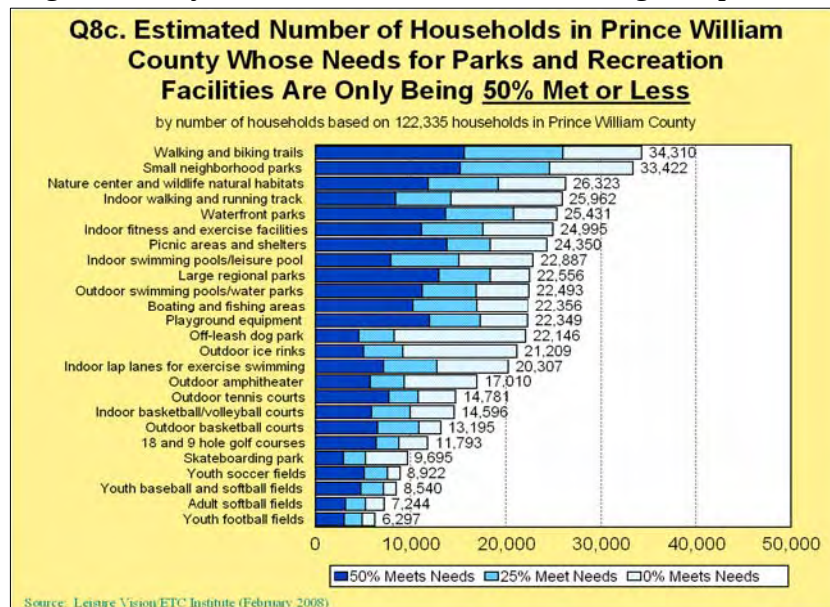
NEEDS ASSESSMENT SURVEY FOR LONG RANGE PLANNING

Prince William County, Virginia

Leisure Vision conducted a Community Attitude and Interest Survey for Prince William County during January and February of 2008 to help establish priorities for the future improvement of parks, greenways, trails, green and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout Prince William County. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Prince William County Park Authority officials in the development of the survey questionnaire. This work included a series of stakeholder interviews with the Board and staff allowing the survey to be tailored to issues of strategic importance to effectively plan the future system.

Leisure Vision completed a total of 1,120 surveys, including at least 136 surveys from each of the seven election districts. The results of the random sample of 1,120 households have a 95% level of confidence with a precision of at least +/-2.9%.



“Leisure Vision assisted us (PWCPA) in identifying our future direction for development and operations. The citizen survey process provided very valuable insight into what facilities and programs our citizens wanted to focus on. This was a critical part of our system wide comprehensive master plan and allows us to serve our citizens at a much higher level”

Jay Ellington

JAY ELLINGTON, Executive Director
RICK WASHCO, Communications Division Director
Prince William County Park Authority
14420 Bristow Road
Manassas, Virginia 20112
(703) 792-7060

PARKS AND RECREATION NEEDS ASSESSMENT SURVEY (2005)

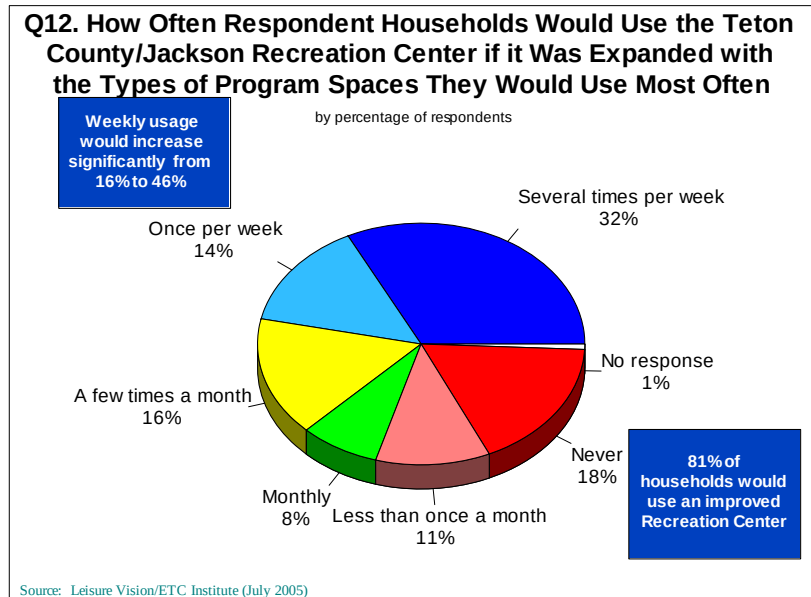
Teton County/Jackson, Wyoming

Leisure Vision conducted a Community Attitude and Survey from May to July of 2005 in Teton County/Jackson, Wyoming to help establish priorities for the future development of parks, trails and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout Teton County and the Town of Jackson. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Teton County/Jackson Parks and Recreation Department officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

The goal was to obtain a total of 400 completed surveys. This goal was accomplished, with 418 surveys having been completed. The results of the random sample of 418 households have a 95% level of confidence with a precision of at least +/-4.7%.

Extensive cross tabular analysis of survey responses was conducted for a wide range of demographic factors, including age of respondents, gender, household size, income, ethnicity, etc. as well as comparisons of the responses from Teton County/Jackson to Leisure Vision's national benchmarking data base.



Results from the survey were used by Teton County/Jackson to pass 2 highly successful voter election projects in 2006.

STEVE FOSTER, Director
Teton County/Jackson Parks and Recreation Department
P.O. Box 811
Jackson, Wyoming 83001
(307) – 733-5056
Project: Parks and Recreation Needs Assessment Survey

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2004)

Lake Oswego, Oregon

Leisure Vision conducted a Community Interest and Opinion Survey during August and September 2004 for the City of Lake Oswego Parks and Recreation Department to establish priorities for the future development and maintenance of parks, trails, recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the City of Lake Oswego. The survey was administered by phone.

Leisure Vision worked extensively with City of Lake Oswego Parks and Recreation Department officials, as well as members of prime consulting team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

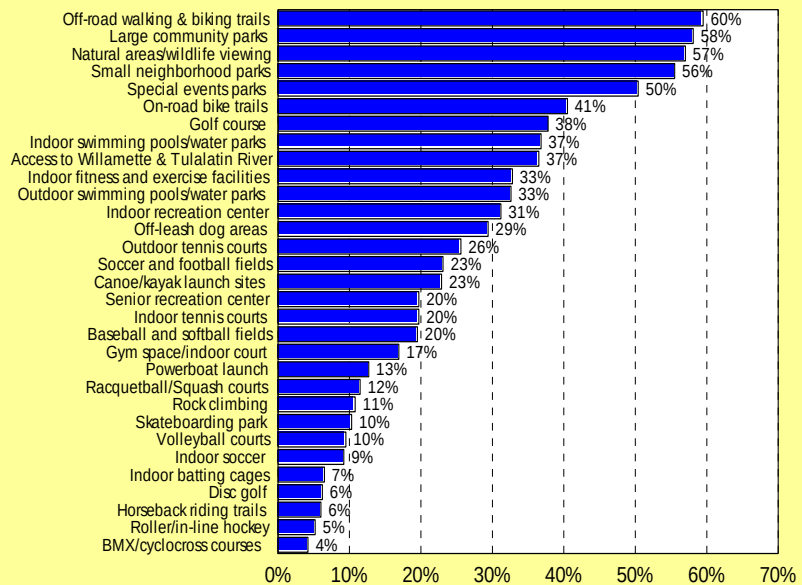
The survey focused on key issues impacting long range planning for future development of parks and recreation in the City of Lake Oswego Parks and Recreation Department. Extensive cross-tabular analysis of survey responses and benchmarking were conducted.

The goal was to obtain 400 completed surveys. This goal was accomplished, with 403 surveys having been completed. The results of the random sample of 403 households have a 95% level of confidence with a precision of at least +/-4.9%.

KIM Kilmer, Director
Lake Oswego Parks and Recreation Department
P.O. Box 369
Lake Oswego, Oregon 97034
(503) 675-2545

Q4. Percentage of Respondent Households that Have a Need for Various Parks and Recreational Facilities

by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (September 2004)

**NEEDS ASSESSMENT SURVEY FOR STRATEGIC PLAN (2003) (2010)
Champaign Park District, Champaign, Illinois**

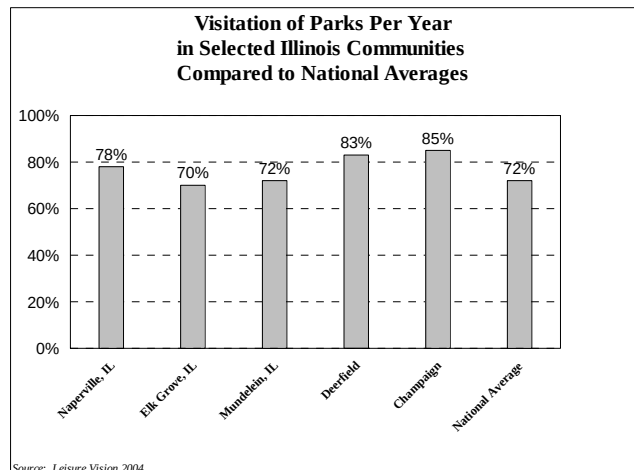
Leisure Vision conducted a statistically valid mail/phone survey in 2003 for this community of 70,000 residents. The survey was used as a key component of a strategic planning effort that IS conducted by park district staff, which includes major planning for renovation and expansion of outdoor and indoor programming areas, trails, aquatic facilities, theater spaces, etc.

More than 800 surveys were completed through a combination of a mail/phone survey. Results from the survey were divided into 5 geographic areas of the Park District.

As part of the study, Leisure Vision conducted a series of stakeholder interviews, focus groups, and public forums to visit with key decision-makers, partner organizations, stakeholders from the public, non-profit and private sectors, and community residents to understand issues of key importance to ask on the citizen survey.

The survey focused on key issues impacting customer services for the Park District, including current usage and satisfaction with parks; participation in recreation activities, priority programs to be developed, needs and unmet needs for 29 different outdoor and indoor parks and recreation facility types, etc.

Results from the survey were also compared to Leisure Vision's national data-base of survey responses from communities across the country as well as Illinois communities.



Leisure Vision is currently working with the Champaign Park District on a follow-up survey.

“Working with Ron is a pleasure because he understands the parks and recreation services we offer and can combine that knowledge with the research expertise of his team resulting in useable and meaningful data.”

Bobbie Herakovich, General Manager

BOBBIE HERAKOVICH, General Manager
Champaign Park District06 Kenwood Road
Champaign, Illinois 61821-4100
(217) 398-2550

ADDITIONAL PROJECTS

NEEDS ASSESSMENT SURVEY FOR MASTER PLANS (1998-99, 2004, and 2010)

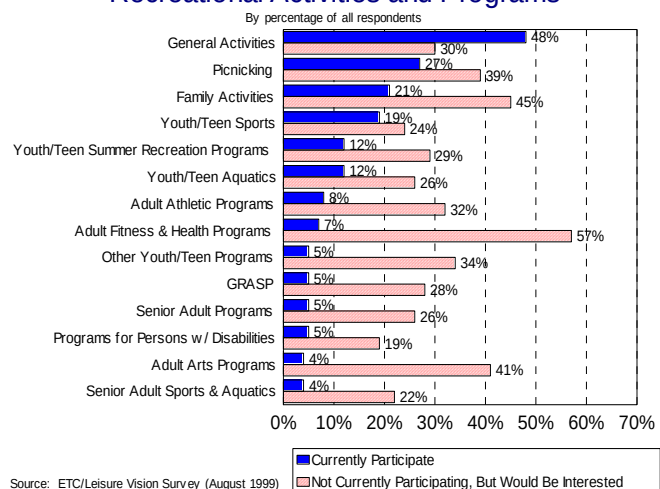
Glendale, Arizona

Leisure Vision was selected as part of a consulting team to conduct this 1998-99 long range planning study for the City of Glendale Arizona. Glendale has a population of over 200,000 residents.

Leisure Vision was involved with the public involvement aspects of the study, including conducting a statistically valid mail/phone survey of 600 households as part of the master planning study.

The survey tested the attitudes and priorities of Glendale residents regarding key issue areas impacting the success of the Department, including customer satisfaction with existing services, unmet needs for new facilities and programs, support for partnering initiatives with neighboring communities and non-profit groups, and funding priorities.

Participation and Interest in Various Types of Recreational Activities and Programs



Results from the study were used in the planning of a major \$100+ million tax election by the city which successfully passed in 1999, with half of the dollars being targeted for trail's initiatives.

In 2004, Leisure Vision was selected as part of a long range planning team to do an update regarding the open space plan, specific to trail and green space opportunities in Glendale. In 2010, Leisure Vision was again selected as part of a long range planning team.

NEEDS ASSESSMENT SURVEY (2010)

Rolling Meadows, Illinois

Leisure Vision is currently working with the Rolling Meadows, Illinois Park District on a needs assessment survey for their park district residents. A total of 300 surveys will be completed. The survey is being administered by mail and phone. Extensive cross-tabular analysis of survey responses will be conducted for a wide range of demographic factors, including age of respondents, gender, household size and types, income, education, etc. Results will be compared to Leisure Vision's national and Illinois database of survey responses.

NEEDS ASSESSMENT SURVEY (2010)

Kettering, Ohio

Leisure Vision worked with Kettering, Ohio on a needs assessment survey regarding recreation, cultural arts, fitness and sports programming. A total of 400 surveys will be completed. The survey is being administered by mail and phone. Extensive cross-tabular analysis of survey responses will be conducted for a wide range of demographic factors, including age of respondents, gender, household size and types, income, education, etc. Results will be compared to Leisure Vision's national and Illinois database of survey responses.

NEEDS ASSESSMENT SURVEY (2010)

Oak Park, Illinois

Leisure Vision is currently working with the Park District of Oak Park on an update of a previous parks and recreation needs assessment survey conducted by Leisure Vision. A total of 1,000 surveys will be completed. The survey is being administered by mail and phone. Extensive cross-tabular analysis of survey responses will be conducted for a wide range of demographic factors, including age of respondents, gender, household size and types, income, education, etc. Results will be compared to Leisure Vision's national and Illinois database of survey responses.

NEEDS ASSESSMENT STUDY PRIOR TO MASTER PLAN 2005) (2010)

Wheeling Park District, Wheeling, Illinois

Leisure Vision conducted a Community Attitude and Interest Survey during June and July of 2005 to help establish priorities for the future development of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Wheeling Park District and adjacent areas in the Village of Prospect Heights and Buffalo Grove. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Wheeling Park District officials and residents of the Wheeling Park District in the development of the survey questionnaire. These efforts included a series of stakeholder interviews and focus groups with Wheeling Park District residents and Wheeling Park District officials, plus a public forum

The goal was to obtain at least 500 completed surveys, including at least 425 surveys from residents of the Wheeling Park District. This goal was accomplished, with 516 surveys having been completed, including 442 by Wheeling Park District residents. The results of the random sample of 516 households have a 95% level of confidence with a precision of at least +/-4.3%. The results of the random sample of 442 Park District households have a 95% level of confidence with a precision of at least +/-4.7%.

Leisure Vision is currently working on an update of the 2005 community survey, focus groups, and stakeholder interviews.

NEEDS ASSESSMENT FOCUS GROUPS (2010)

Quincy, Illinois

Leisure Vision is currently working has been selected to work with the Quincy Illinois Park District conducting a series of community focus groups and board workshops to understand community issues and priorities. Participants for the focus groups will be randomly recruited from the community by Leisure Vision.

BENCHMARKING SURVEYS (2010)

Springfield, Missouri

Leisure Vision conducted two (2) benchmarking surveys for the Springfield-Greene County Parks and Recreation District. One survey related to types and number of parks, trails, and indoor and outdoor parks and recreation facilities per 1,000 residents. 303 surveys were completed (including comparisons to over 290 communities in Leisure Visions national data base of over 300 communities. The 2nd survey related to numbers of staff, capital and operating budgets and funding for parks and recreation systems. 13 surveys were completed.

NEEDS ASSESSMENT SURVEY PRIOR TO MASTER PLAN (2004) (2010)

Lindenhurst Park District, Lindenhurst, Illinois

Leisure Vision conducted a statistically valid mail/phone survey in 2004 for this suburban Chicago area community. The survey is being used as a key component of a five year comprehensive park district master plan that is being conducted by park district staff, which includes major planning for renovation and expansion of outdoor and indoor programming areas, trails, aquatic facilities, etc.

The minimum goal was to receive 400 completed surveys, with 300 being from households throughout the Lindenhurst Park District, and 100 from Village of Lake Villa residents. This goal was far exceeded. A total of 553 surveys were completed, including 452 from Lindenhurst Park District residents and 101 from Village of Lake Villa residents. The results of the random sample of 553 households have a 95% level of confidence with a precision of at least +/-4.2%.

As part of the study, Leisure Vision conducted a focus group with the Lindenhurst Park Board and staff to develop survey questions as well as a presentation to the Park Board of final survey results.

Leisure Vision recently completed an update of the Needs Assessment Survey

NEEDS ASSESSMENT SURVEY (2010)

Cleveland Metro Parks

Leisure Vision is currently working with the Cleveland Metro Parks on a parks and recreation needs assessment survey. A total of 1,200 surveys will be completed. The survey is being administered by mail and phone. Extensive cross-tabular analysis of survey responses will be conducted for a wide range of demographic factors, including age of respondents, gender, household size and types, income, education, etc. Results will be compared to Leisure Vision's national database of survey responses.

NEEDS ASSESSMENT SURVEY (2010)

Clark County, Nevada

Leisure Vision is currently working with the Clark County Parks and Recreation Department on a needs assessment survey regarding development of a regional sports complex. A total of 1,500 surveys will be completed. The survey is being administered by mail and phone. Extensive cross-tabular analysis of survey responses will be conducted for a wide range of demographic factors, including age of respondents, gender, household size and types, income, education, etc. Results will be compared to Leisure Vision's national database of survey responses.

NEEDS ASSESSMENT SURVEY AS COMPONENT FOR MASTER PLAN (2010)

Jacksonville, North Carolina

Leisure Vision is currently working with the City of Jacksonville on a needs assessment survey for their parks and recreation system. A total of 450 surveys will be completed. The survey is being administered by mail and phone. Extensive cross-tabular analysis of survey responses will be conducted for a wide range of demographic factors, including age of respondents, gender, household size and types, income, education, etc. Results will be compared to Leisure Vision's national database of survey responses.

NEEDS ASSESSMENT SURVEY AS COMPONENT FOR MASTER PLAN (2010)

Muhlenberg, Kentucky

Leisure Vision conducted a needs assessment survey for the City of Muhlenberg Parks and Recreation Department. A total of 400 surveys were completed. The survey was focused on key issues impacting current operations and long range planning for the community, including current usage and satisfaction with the park system, participation and satisfaction with recreation programs, the unmet needs and priorities for various parks, trails, recreation, and cultural facilities, and funding priorities. The results of the survey were broken down into key demographic factors to aid in the analysis process. Comparisons to Leisure Vision's national benchmarking data base were conducted.

NEEDS ASSESSMENT SURVEY AS COMPONENT FOR MASTER PLAN (2010)

Southlake Texas

Leisure Vision conducted a needs assessment survey for the City of Southlake Parks and Recreation Department. A total of 300 surveys were completed. The survey was focused on key issues impacting current operations and long range planning for the community, including current usage and satisfaction with the park system, participation and satisfaction with recreation programs, the unmet needs and priorities for various parks, trails, recreation, and cultural facilities, and funding priorities. The results of the survey were broken down into key demographic factors to aid in the analysis process. Comparisons to Leisure Vision's national benchmarking data base were conducted.

NEEDS ASSESSMENT SURVEY AS COMPONENT FOR MASTER PLAN (2009)

Arapahoe County, Colorado

Leisure Vision conducted a needs assessment survey for Arapahoe County as part of a comprehensive parks, trails, and greenways open space plan. A total of 800 surveys were completed. The survey was focused on key issues impacting current operations and long range planning for the County, including current usage and satisfaction with the park system, participation and satisfaction with recreation programs, the unmet needs and priorities for various parks, trails, recreation, greenways, wildlife habitats, cultural facilities, and funding priorities. The results of the survey were broken down into key demographic factors to aid in the analysis process. Comparisons to Leisure Vision's national benchmarking data base were conducted.

NEEDS ASSESSMENT SURVEY AS COMPONENT FOR MASTER PLAN (2009)

Crested Butte, Colorado

Leisure Vision conducted a needs assessment survey for the City of Crested Butte, Colorado. A total of 408 surveys were completed. The survey was focused on key issues impacting current operations and long range planning for the community, including current usage and satisfaction with the park system, participation and satisfaction with recreation programs, the unmet needs and priorities for various parks, trails, recreation, and cultural facilities, and funding priorities. The results of the survey were broken down into key demographic factors to aid in the analysis process. Comparisons to Leisure Vision's national benchmarking data base were conducted.

NEEDS ASSESSMENT SURVEY AS COMPONENT FOR MASTER PLAN (2009)

Monmouth County, New Jersey

Leisure Vision conducted a needs assessment survey for the Monmouth County, New Jersey. A total of 600 surveys were completed. The survey was focused on key issues impacting current operations for the County. The results of the survey were broken down into key demographic factors to aid in the analysis process. Comparisons to Leisure Vision's national benchmarking data base were conducted.

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2009)

Owensboro and Daviess County, Kentucky

Leisure Vision conducted a needs assessment survey for the City of Owensboro and Daviess County, Kentucky. A total of 500 surveys were completed. The survey was focused on key issues impacting current operations and long range planning for the community, including current usage and satisfaction with the park system, participation and satisfaction with recreation programs, the unmet needs and priorities for various parks, trails, recreation, and cultural facilities, and funding priorities. The results of the survey were broken down into key demographic factors to aid in the analysis process. Comparisons to Leisure Vision's national benchmarking data base were conducted.

NEEDS ASSESSMENT SURVEY PRIOR TO MASTER PLAN (2009)

Woodridge Park District

Leisure Vision conducted a citizen survey in partnership with the Woodridge Park District as part of a Strategic Plan during November and December of 2009. The purpose of the survey was to establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Woodridge Park District. The survey was administered by a combination of mail and phone.

The goal was to obtain a total of at least 500 completed surveys from Woodridge Park District households. This goal was accomplished, with a total of 508 surveys having been completed. The results of the random sample of 508 households have a 95% level of confidence with a precision of at least +/-4.3%.

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2009)

Bentonville, Arkansas

Leisure Vision conducted a needs assessment survey for the City of Bentonville, Arkansas Parks and Recreation Department. A total of 374 surveys were completed. The survey was focused on key issues impacting current operations and long range planning for the community, including current usage and satisfaction with the park system, participation and satisfaction with recreation programs, the unmet needs and priorities for various parks, trails, recreation, and cultural facilities, and funding priorities. The results of the survey were broken down into key demographic factors to aid in the analysis process. Comparisons to Leisure Vision's national benchmarking data base were conducted.

PARKS AND RECREATION NEEDS ASSESSMENT STUDY (2002) (2010)

Elk Grove Park District, Elk Grove, Illinois

Leisure Vision conducted a statistically valid mail/phone survey in 2002 for this suburban Chicago community of 30,000 residents. The survey were used as a key component of a strategic planning effort that is being conducted by park district staff, which includes major planning for renovation and expansion of indoor programming areas and aquatic programming features.

Results from the survey were used in a successful voter election to develop a \$9 million family aquatic center

In 2009, Leisure Vision conducted an update of the needs assessment survey.

NEEDS ASSESSMENT SURVEY PRIOR TO MASTER PLAN (2009)

Plainfield Park District

Leisure Vision conducted a Community Attitude and Interest Survey in partnership with the Plainfield Park District during the fall of 2009. The purpose of the survey was to help update the District's master plan and by helping to establish priorities for the future improvement of parks, recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Plainfield Park District. The survey was administered by a combination of mail and phone. The goal was to obtain a total of at least 600 completed surveys from Plainfield Park District households. This goal was accomplished, with a total of 632 surveys having been completed. The results of the random sample of 632 households have a 95% level of confidence with a precision of at least +/-3.9%.

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2009)

Lake Saint Louis, Missouri

Leisure Vision conducted a needs assessment survey for the City of Lake Saint Louis Parks and Recreation Department. The contract called for 600 surveys to be completed but a total of 1,600 surveys were actually completed. The survey was focused on key issues impacting current operations and long range planning for the community, including current usage and satisfaction with the park system, participation and satisfaction with recreation programs, the unmet needs and priorities for various parks, trails, recreation, and cultural facilities, and funding priorities. The results of the survey were broken down into key demographic factors to aid in the analysis process. Comparisons to Leisure Vision's national benchmarking data base were conducted.

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2009)

O'Fallon, Missouri

Leisure Vision conducted a needs assessment survey for the City of O'Fallon Parks and Recreation Department. A total of 462 surveys were completed. The survey was focused on key issues impacting current operations and long range planning for the community, including current usage and satisfaction with the park system, participation and satisfaction with recreation programs, the unmet needs and priorities for various parks, trails, recreation, and cultural facilities, and funding priorities. The results of the survey were broken down into key demographic factors to aid in the analysis process. Comparisons to Leisure Vision's national benchmarking data base were conducted.

NEEDS ASSESSMENT SURVEY (2009)

Canton, Ohio

Leisure Vision conducted a needs assessment survey for the City of Canton Parks and Recreation Department. A total of 720 surveys were completed. The survey was focused on key issues impacting current operations and long range planning for the community, including current usage and satisfaction with the park system, participation and satisfaction with recreation programs, the unmet needs and priorities for various parks, trails, recreation, and cultural facilities, and funding priorities. The results of the survey were broken down into key demographic factors to aid in the analysis process. Comparisons to Leisure Vision's national benchmarking data base were conducted.

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2009)

Longview, Texas

Leisure Vision conducted a needs assessment survey for the City of Longview Parks and Recreation Department. A total of 742 surveys were completed. The survey was focused on key issues impacting current operations and long range planning for the community, including current usage and satisfaction with the park system, participation and satisfaction with recreation programs, the unmet needs and priorities for various parks, trails, recreation, and cultural facilities, and funding priorities. The results of the survey were broken down into key demographic factors to aid in the analysis process. Comparisons to Leisure Vision's national benchmarking data base were conducted.

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2009)

Orlando, Florida

Leisure Vision conducted a needs assessment survey for the City of Orlando, Florida Parks and Recreation Department. A total of 500 surveys were completed. The survey was focused on key issues impacting current operations and long range planning for the community, including current usage and satisfaction with the park system, participation and satisfaction with recreation programs, the unmet needs and priorities for various parks, trails, recreation, and cultural facilities, and funding priorities. The results of the survey were broken down into key demographic factors to aid in the analysis process. Comparisons to Leisure Vision's national benchmarking data base were conducted.

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2009)

Norfolk, Virginia

Leisure Vision conducted a Community Interest Survey during the fall of 2009 for the City of Norfolk Department of Recreation, Parks and Open Space conducted a to establish priorities for the future improvement or parks and recreation facilities, programs and services within the City of Norfolk. The survey was designed to obtain statistically valid results from households throughout the City of Norfolk. The survey was administered by a combination of mail and phone. The goal was to obtain a total of at least 500 completed surveys from City of Norfolk residents. This goal was far exceeded, with a total of 573 surveys having been completed. The results of the random sample of 573 households have a 95% level of confidence with a precision of at least +/-4.1%.

NEEDS ASSESSMENT SURVEY (2009)

Key Biscayne, Florida

Leisure Vision conducted a needs assessment survey for the City of Key Biscayne, Florida Parks and Recreation Department. A total of 400 surveys were completed. The survey was focused on key issues impacting current operations and long range planning for the community, including current usage and satisfaction with the park system, participation and satisfaction with recreation programs, the unmet needs and priorities for various parks, trails, recreation, and cultural facilities, and funding priorities. The results of the survey were broken down into key demographic factors to aid in the analysis process. Comparisons to Leisure Vision's national benchmarking data base were conducted.

NEEDS ASSESSMENT SURVEY AS COMPONENT OF DOWNTOWN STUDY (2008)

San Diego, California

Leisure Vision conducted a statistically valid survey as part of a downtown parks and recreation master planning team to conduct a statistically valid mail/phone survey for this major metropolitan area in California. The survey was administered by phone or by mail and phone.

Extensive cross-tabular analysis of survey responses was conducted for a wide range of demographic factors, including age of respondents, gender, household size and types, income, education, etc. Results were also compared to Leisure Vision's national database of survey responses.

NEEDS ASSESSMENT SURVEY PRIOR TO SUCCESSFUL VOTER ELECTION (2008)

Kettering, Ohio

Leisure Vision worked with the Kettering Parks, Recreation, and Cultural Arts Department on a parks and recreation needs assessment survey during May of 2008. The survey was designed to obtain statistically valid results from households throughout the City of Kettering. The survey was administered by phone. The goal was to obtain a total of at least 400 completed surveys. This goal was accomplished, with a total of 418 surveys having been completed. The results of the random sample of 418 households have a 95% level of confidence with a precision of at least +/-4.8%.

Results from the survey were used as a cornerstone for successful voter election held in November of 2008, resulting in the passage of a bond issue to fund a multi-million parks and recreation facilities improvement effort that passed with 69% approval.

In 2010, Leisure Vision conducted a survey regarding indoor and outdoor programming spaces.

NEEDS ASSESSMENT SURVEY AND STRATEGIC PLAN (2007) (2008)

Fox Valley Special Recreation Association

Leisure Vision conducted a Needs Assessment Survey for the Fox Valley Special Recreation Association (FVSRA) during the spring of 2007. The purpose of the survey was to gather input to help establish priorities for future improvements to programs and services of the Association and to lay the basis for development of a Strategic Plan for the Association.

The survey was administered to three groups: households who are current clients of FVSRA, households who are past clients of FVSRA, and members of group homes who are current clients of FVSRA. Those who received a survey were selected from a list provided by the Fox Valley Special Recreation Association. The survey was administered by a combination of mail and phone.

The goal was to obtain a total of at least 600 completed surveys. This goal was accomplished, with a total of 606 surveys having been completed. The results of the random sample of 606 households have a 95% level of confidence with a precision of at least +/-4.0%.

Following development of the needs assessment survey, Leisure Vision was selected to facilitate a Strategic Plan for the FVSRA. Leisure Vision worked with a Steering Committee and The FVSRA as well as the Executive Director and staff of the District in preparing the Strategic Plan. Key components were a Vision, Mission and Values Statement; Development of Critical Issues and Action Strategies, and Development of a 3 Year Action Strategy

PARKS AND RECREATION NEEDS ASSESSMENT SURVEY (2008)

Hoffman Estates Park District

Leisure Vision conducted a Community Survey in partnership with the Hoffman Estates Park District as part of a Strategic Plan during the fall of 2008 to establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Hoffman Estates Park District. The survey was administered by a combination of mail and phone. The goal was to obtain a total of at least 800 completed surveys from Hoffman Estates Park District households. This goal was accomplished, with a total of 812 surveys having been completed. The results of the random sample of 812 households have a 95% level of confidence with a precision of at least $\pm 3.4\%$.

PARKS AND RECREATION NEEDS ASSESSMENT SURVEY (2008)

Longview, Washington

The Cities of Longview and Kelso along with Cowlitz County conducted a Community Attitude and Interest survey during January and February 2008 to determine the feasibility of constructing a new regional community center to serve citizen needs in the two cities and parts of the County. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Cities of Longview and Kelso along with Cowlitz County officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

The goal was to obtain a total of at least 600 completed surveys. This goal was accomplished, with a total of 735 surveys having been completed. The results of the random sample of 735 households have a 95% level of confidence with a precision of at least $\pm 3.6\%$.

NEEDS ASSESSMENT SURVEY AS COMPONENT FOR MASTER PLAN (2008)

Hillsboro, Oregon

Leisure Vision conducted a statistically valid mail/phone survey for this Oregon City. Leisure Vision administered 500 surveys for the city, with a margin of error of $\pm 4.4\%$. The survey was conducted as part of a parks and recreation master plan. The survey was administered by mail and phone.

Extensive cross-tabular analysis of survey responses was conducted for a wide range of demographic factors, including age of respondents, gender, household size and types, income, education, etc. Results were also being compared to Leisure Vision's national database of survey responses.

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2008)

Los Angeles, California

Leisure Vision worked with the City of Los Angeles Parks and Recreation Department on a parks and recreation needs assessment survey during the summer of 2008 to establish priorities for the future improvement of parks, trails, greenways, sports and recreation facilities, programs and services within the community. The survey was administered by phone or by mail and phone in both English and Spanish. 2,800 surveys were completed, including at least 400 surveys in each of 7 major planning areas for the City.

The goal was to obtain a total of at least 2,800 completed surveys. This goal was exceeded, with a total of 2,925 surveys having been completed. The results of the random sample of 2,925 households have a 95% level of confidence with a precision of at least $\pm 1.8\%$.

PARKS AND RECREATION NEEDS ASSESSMENT STUDY (2008)

Des Moines, Iowa

Leisure Vision conducted a Community Attitude and Interest Survey during November and December of 2007 to establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the City of Des Moines, including each of their council districts. The survey was administered by a combination of mail and phone.

The goal was to obtain a total of at least 800 completed surveys. This goal was accomplished with a total of 822 surveys having been completed, including a representative sampling in each of their council districts. The results of the random sample of 822 households have a 95% level of confidence with a precision of at least $\pm 3.4\%$. The survey results were further compared to national benchmarks of citizen responses compiled by Leisure Vision from communities across the country.

NEEDS ASSESSMENT SURVEY AS COMPONENT OF FEASIBILITY STUDY (2008)

City of Roanoke, Virginia

Leisure Vision conducted an Indoor Community Center Feasibility Survey during May and June of 2008 to establish priorities for the development of an indoor community center at Fallon Park. The survey was designed to obtain statistically valid results from households throughout the City of Roanoke and the surrounding area. The survey was administered by a combination of mail and phone. The goal was to obtain a total of 500 completed surveys, including 300 from City of Roanoke residents, and 200 from residents living outside of the City of Roanoke. This goal was accomplished, with a total of 579 surveys having been completed, including 377 from City residents, and 202 from non-City residents. The results of the random sample of 579 households have a 95% level of confidence with a precision of at least $\pm 4.1\%$.

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2008)

Bedford County, Virginia

Leisure Vision conducted a Community Parks and Recreation Survey for Bedford County as part of a Master Plan during the spring of 2009 to establish priorities for the future development of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Bedford County. The survey was administered by a combination of phone and mail. The goal was to obtain a total of at least 200 completed surveys from Bedford County residents. This goal was accomplished, with a total of 220 surveys having been completed. The results of the random sample of 220 households have a 95% level of confidence with a precision of at least +/-6.6%.

NEEDS ASSESSMENT SURVEY FOR FEASIBILITY STUDY (2008)

Kyle, Texas

Leisure Vision conducted a citizen survey as part of a community center planning team for this Austin suburban community. The survey was administered by phone or by mail and phone. Extensive cross-tabular analysis of survey responses was conducted for a wide range of demographic factors, including age of respondents, gender, household size and types, income, education, etc. Results were also being compared to Leisure Vision's national database of survey responses.

ZOO USERS CITIZEN ATTITUDE AND INTEREST SURVEY (2008)

The Friends of the Kansas City Zoo

Leisure Vision conducted a Citizen Attitude and Interest Survey during the fall of 2008 to help determine future planning for the Zoo. The survey was designed to obtain statistically valid results from households throughout six counties in the Kansas City Metro area. These six counties include Jackson, Platte and Clay Counties in Missouri, and Johnson, Wyandotte and Leavenworth counties in Kansas. The survey was administered by a combination of mail and phone. The goal was to obtain a total of at least 1,300 completed surveys. This goal was accomplished, with a total of 1,350 surveys having been completed. The results of the random sample of 1,350 households have a 95% level of confidence with a precision of at least +/-2.7%.

NEEDS ASSESSMENT SURVEY AS COMPONENT FOR MASTER PLAN (2008)

Iowa City, Iowa

Leisure Vision conducted a Community Attitude and Interest Survey in 2008 for Iowa City, Iowa to establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout Iowa City. The survey was administered by a combination of mail and phone. The goal was to obtain a total of at least 600 completed surveys. This goal was accomplished, with a total of 676 surveys having been completed. The results of the random sample of 676 households have a 95% level of confidence with a precision of at least +/-3.7%.

NEEDS ASSESSMENT SURVEY AS COMPONENT FOR MASTER PLAN (2007)

Ft. Lauderdale, Florida

Leisure Vision conducted a statistically valid mail/phone survey for this City of over 200,000 residents. Leisure Vision administered 500 surveys for the city, with a margin of error of +/- 4.4%. The survey is being conducted as part of a parks and recreation master plan. The survey was administered by mail and phone. Extensive cross-tabular analysis of survey responses was conducted for a wide range of demographic factors, including age of respondents, gender, household size and types, income, education, etc. Results were also being compared to Leisure Vision's national database of survey responses.

NEEDS ASSESSMENT SURVEY PRIOR TO MASTER PLAN (2007)

Tamarac, Florida

Leisure Vision conducted a Community Attitude and Interest Survey for the City of Tamarac in the summer of 2007 to establish priorities for the future development of parks and recreation facilities, programs and services within the City and to measure current usage and satisfaction with services... The survey was designed to obtain statistically valid results from households throughout the city. The survey was administered by a combination of mail and phone. The goal was to obtain a total of at least 400 completed surveys. This goal was accomplished, with a total of 407 surveys having been completed. The results of the random sample of 407 households have a 95% level of confidence with a precision of at least +/-4.9%.

NEEDS ASSESSMENT SURVEY AS COMPONENT FOR MASTER PLAN (2007)

Wake County, North Carolina

Leisure Vision conducted a Community Attitude and Interest Survey during March and April of 2007 for the Wake County Parks, Recreation, and Open Space Division to establish priorities for the future development of parks, trails, greenways, recreation facilities, programs, and services within this County of over 700,000 residents. The survey was designed to obtain statistically valid results from households throughout Wake County. The survey was administered by a combination of mail and phone. The goal was to obtain a total of at least 400 completed surveys within Wake County. This goal was accomplished, with a total of 423 surveys having been completed. The results of the random sample of 423 households have a 95% level of confidence with a precision of at least +/-4.8%.

NEEDS ASSESSMENT SURVEY (2007-2008)

Westchester County, New York

Leisure Vision conducted a citizen survey for the Westchester County Department of Parks, Recreation and Conservation during the winter of 2007-08 to help determine parks, trails, aquatics, sports and recreation facilities and services priorities for County residents. The survey was designed to obtain statistically valid results from households throughout Westchester County. The survey was administered by a combination of mail and phone. The goal was to obtain a total of at least 700 completed surveys. This goal was far exceeded, with a total of 823 surveys having been completed. Of the 823 surveys that were completed, 694 surveys were completed by mail and 129 surveys were completed by phone. The results of the random sample of 823 households have a 95% level of confidence with a precision of at least +/-3.4%.

NEEDS ASSESSMENT SURVEY AS COMPONENT FOR MASTER PLAN (2007)

Richmond, Virginia

Leisure Vision conducted a Community Attitude and Interest Survey during August and September of 2007 for the City of Richmond Department of Parks, Recreation, and Community Facilities to establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the City of Richmond. The survey was administered by a combination of mail and phone. The goal was to obtain a total of at least 600 completed surveys. This goal was accomplished with a total of 624 surveys having been completed. The results of the random sample of 624 households have a 95% level of confidence with a precision of at least +/-3.9%.

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PARKS AND RECREATION NEEDS ASSESSMENT STUDY (2007)

Gurnee Park District, Gurnee, Illinois

Leisure Vision conducted a Community Survey during May and June of 2007 for the Gurnee Park District to establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Gurnee Park District. The survey was administered by a combination of mail and phone. The goal was to obtain a total of at least 400 completed surveys. This goal was accomplished, with a total of 472 surveys having been completed. The results of the random sample of 472 households have a 95% level of confidence with a precision of at least +/-4.5%.

COMMUNITY CENTER FEASIBILITY STUDY SURVEY (2006)

Round Rock, Texas

Leisure Vision conducted a Community Attitude and Interest Citizen Survey during July and August of 2006 to gather citizen input to help determine indoor recreation and sports needs for the community. The survey was designed to obtain statistically valid results from households throughout the City of Round Rock. The survey was administered by a combination of mail and phone. The goal was to obtain a total of at least 400 completed surveys. This goal was accomplished, with a total of 420 surveys having been completed. The results of the random sample of 420 households have a 95% level of confidence with a precision of at least +/-4.8%.

PARKS AND RECREATION NEEDS ASSESSMENT SURVEY (2006)

Des Plaines Park District, Des Plaines, Illinois

Leisure Vision conducted a Community Attitude and Interest Survey during September and October of 2006 for the Des Plaines Park District to establish priorities for the future development of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Des Plaines Park District. The survey was administered by a combination of mail and phone. The goal was to obtain a total of at least 500 completed surveys within the Des Plaines Park District. This goal was reached with a total of 504 surveys having been completed within the Park District. The results of the random sample of 504 households have a 95% level of confidence with a precision of at least +/-4.4%.

NEEDS ASSESSMENT STUDY SURVEY AS COMPONENT OF MASTER PLAN (2006)

Urbana Park District, Urbana Illinois

Leisure Vision conducted a Community Attitude and Interest Survey in partnership with the Urbana Park District during May of 2006 to help establish priorities for the future development of parks, greenways and trails, sports and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Urbana Park District. The survey was administered by a combination of mail and phone. The goal was to obtain a total of at least 600 completed surveys. This goal was accomplished, with a total of 696 surveys have been completed. The results of the random sample of 696 households have a 95% level of confidence with a precision of at least +/-3.7%.

NEEDS ASSESSMENT SURVEY AS COMPONENT FOR MASTER PLAN (2006)

City of Georgetown-Scott County, Kentucky

Leisure Vision conducted a Community Attitude and Interest Survey for the City of Georgetown-Scott County, Kentucky from October through December of 2006 to establish priorities for the future development of parks and recreation facilities, programs and services within the County. The survey was designed to obtain statistically valid results from households throughout Scott County. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Georgetown-Scott County officials, as well as members of the project team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

The goal was to obtain a total of at least 400 completed surveys. This goal was accomplished, with a total of 407 surveys having been completed. The results of the random sample of 407 households have a 95% level of confidence with a precision of at least +/-4.9%.

PARKS AND RECREATION NEEDS ASSESSMENT SURVEY (2005-2006)

Schaumburg, Illinois

Leisure Vision conducted a Community Attitude and Interest Survey in 2005 and 2006 to help establish priorities for the future development of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Schaumburg Park District.

Leisure Vision worked extensively with Schaumburg Park District officials and residents of the Schaumburg Park District in the development of the survey questionnaire. These efforts included a series of stakeholder interviews and focus groups with Schaumburg Park District residents and Wheeling Park District officials. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

The goal was to obtain at least 500 completed surveys in the Park District. This goal was accomplished, with 523 surveys having been completed. The results of the random sample of 523 households have a 95% level of confidence with a precision of at least +/-4.3%.

NEEDS ASSESSMENT SURVEY AS COMPONENT OF FEASIBILITY STUDY (2006)

Roanoke County, Virginia

Leisure Vision conducted a Community Attitude and Interest Survey during April and May of 2006 to help guide future improvements to the County's parks, greenways, open space, recreation facilities and programs. The survey was designed to obtain statistically valid results from households throughout Roanoke County. The survey was administered by a combination of mail and phone. The goal was to obtain a total of at least 800 completed surveys. This goal was accomplished, with a total of 1,021 surveys having been completed. The results of the random sample of 1,021 households have a 95% level of confidence with a precision of at least +/-3.1%.

AQUATIC CENTER FEASIBILITY STUDY SURVEY (2006)

Ontario, Oregon

Leisure Vision conducted a Community Attitude and Interest Citizen Survey during August and September of 2006 for Ontario, Oregon to establish priorities for the future of the existing Ontario Aquatic Center in the community. The survey was designed to obtain statistically valid results from households throughout the City of Ontario and the surrounding area. The survey was administered by a combination of mail and phone. The goal was to obtain a total of at least 300 completed surveys. This goal was accomplished, with a total of 351 surveys having been completed. The results of the random sample of 351 households have a 95% level of confidence with a precision of at least +/-5.2%.

PARKS AND RECREATION NEEDS ASSESSMENT SURVEY (2006)

Sheridan, Wyoming

Leisure Vision worked with the Sheridan Recreation District, Sheridan, Wyoming on completion of a Needs Assessment Survey. The survey was administered by mail and phone to a random sampling of 400 households in the Sheridan Park District. Issues on the Needs Assessment Survey focused on a full-range of usage, satisfaction, and priority issues facing the Sheridan Recreation District. The statistically valid survey was administered in April of 2006. Extensive cross-tabular analysis of survey results was conducted to test results by various demographic groups, including comparisons to our national benchmarking database.

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2006)

Miami, Florida

Leisure Vision conducted a Community Attitude and Interest Survey during March and April 2006 for the City of Miami as part of a Parks and Recreation Master Plan to help establish priorities for future development of parks, trails, recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the City of Miami. The survey was administered by a combination of mail and phone. The goal was to obtain a total of at least 1,000 completed surveys. This goal was far exceeded, with a total of 1,140 surveys having been completed. The results of the random sample of 1,140 households have a 95% level of confidence with a precision of at least +/-2.9%.

NEEDS ASSESSMENT SURVEY (2006)

Richland County, South Carolina

Leisure Vision conducted a Community Attitude and Interest Survey from November 2005 to January 2006 for Richland County to study the feasibility of developing a large sports and entertainment park with both outdoor and indoor facilities to serve residents of Richland County and attract visitors to Richland County. The survey was designed to obtain statistically valid results from households throughout Richland County and the Midlands region. The survey was administered by a combination of mail and phone.

The goal was to obtain a total of at least 600 completed surveys, with at least 450 coming from Richland County residents and the rest from the Midlands region, which included Lexington, Newberry, Fairfield, and Kershaw Counties. Extensive cross-tabular analysis of survey responses and benchmarking were conducted. This goal was accomplished, with a total of 608 surveys having been completed. The results of the random sample of 608 households have a 95% level of confidence with a precision of at least +/-4.0%.

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2006)

Sherwood, Oregon

Leisure Vision conducted a Community Attitude and Interest Survey during February and March 2006 to help establish priorities for the future development of a parks master plan within the community. The survey was designed to obtain statistically valid results from households throughout the City of Sherwood. The survey was administered by a combination of mail and phone. The goal was to obtain at least 200 completed surveys. The goal was accomplished, with a total of 218 surveys being completed. The results of the random sample of 218 households have a 95% level of confidence with the precision of at least +/-6.6%.

COMMUNITY AND AQUATIC CENTER FEASIBILITY SURVEY (2006)

Denver, Colorado

Leisure Vision conducted a Community Attitude and Interest Citizen Survey for the Salvation Army during December 2005 and January 2006 for East Denver/West Aurora residents to help determine the feasibility of developing a new, large, indoor community center in the East Denver/West Aurora area. The survey was designed to obtain statistically valid results from households throughout the East Denver/ West Aurora area. The survey was administered by a combination of mail and phone.

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2006)

Virginia Beach, Virginia

Leisure Vision conducted a Community Attitude and Interest Survey from November 2005 through January 2006 for the City of Virginia Beach to help establish priorities for indoor and outdoor recreational opportunities for the residents. The survey was designed to obtain statistically valid results from households throughout the City of Virginia Beach. The survey was administered by a combination of mail and phone. The goal was to obtain at least 300 completed surveys. This goal was far exceeded accomplished, with a total of 541 surveys being completed. The results of the random sample of 541 households have a 95% level of confidence with a precision of at least +/-4.4%.

COMMUNITY ATTITUDE AND INTEREST CITIZEN SURVEY (2005)

Salem, Oregon

COMMUNITY AND AQUATIC CENTER NEEDS ASSESSMENT SURVEY (2005)

Kent, Washington

COMMUNITY AND AQUATIC CENTER FEASIBILITY STUDY SURVEY (2005)

Erie, Colorado

COMMUNITY AND AQUATIC CENTER FEASIBILITY STUDY SURVEY (2005)

Detroit, Michigan

NEEDS ASSESSMENT SURVEY FOR FEASIBILITY STUDY (2005)

Martinsville, Virginia

COMMUNITY CENTER AND AQUATIC CENTER FEASIBILITY SURVEY (2005)

Coeur d' Alene, Idaho

STUDENT UNION SURVEY AND VOTER ELECTION (2005)

University of Missouri

NEEDS ASSESSMENT SURVEY PRIOR TO MASTER PLAN (2005)

City of Montrose and Montrose Recreation District, Montrose, Colorado

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2005)
Charlottesville, Virginia

STATEWIDE ATTITUDE AND INTEREST SURVEY (2005)
State of Connecticut

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2005)
Durham, North Carolina

COMMUNITY AND AQUATIC CENTER FEASIBILITY SURVEY (2004)
St. Louis, Missouri

OUTDOOR AND INDOOR AQUATIC PROGRAM SPACES SURVEY (2004)
St. Paul, Minnesota

OUTDOOR RECREATION NEEDS ASSESSMENT SURVEY (2004)
City of Las Vegas, Nevada

NEEDS ASSESSMENT SURVEY AS COMPONENT OF STRATEGIC PLAN (1999-2004)
St. Louis County, Missouri

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2004)
Morris County Park Commission, Morris County, New Jersey

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2004)
Kansas City, Missouri

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2004)
Somerset County, New Jersey

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2004)
Pinellas County, Florida

NATIONAL CAPITAL VISITOR SURVEY (2004)
U.S. National Park Service

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2003)
San Francisco, California

NEEDS ASSESSMENT SURVEY PRIOR TO MASTER PLAN (2003)
Fulton County, Georgia

PARKS AND RECREATION NEEDS ASSESSMENT STUDY (2003)
Deerfield Park District, Deerfield, Illinois

NEEDS ASSESSMENT SURVEY AS COMPONENT OF MASTER PLAN (2003)
Greenville County, South Carolina

OUTDOOR PARKS AND RECREATION NEEDS ASSESSMENT (2002)
Rhode Island Department of Environmental Management

NEEDS ASSESSMENT AND COMMUNITY CENTER FEASIBILITY STUDY (2002)
Key Biscayne, Florida

METRO GREEN STRATEGIC PLAN (2002)
Kansas City Metro Area

NEEDS ASSESSMENT SURVEY (2001)
Independence, Missouri

PARKS AND RECREATION MASTER PLAN NEEDS ASSESSMENT (2001)
Peoria, Arizona

PARKS, RECREATION, & OPEN SPACE NEEDS ASSESSMENT (2001)
Denver, Colorado

AQUATIC FACILITIES NEEDS ASSESSMENT (2001)
Cedar Rapids, Iowa

STUDENT RECREATION AND AQUATIC FACILITIES NEEDS ASSESSMENT (2001)
University of Missouri

**COMMUNITY AND AQUATIC CENTER FEASIBILITY STUDY NEEDS
ASSESSMENT (2001)**
Grandview, Missouri

PARK AND RECREATION NEEDS ASSESSMENT FOR MASTER PLAN (1999)
DeKalb County, Georgia

Section 4:
Scope of Services,
Timelines & Professional Fees

PROJECT APPROACH-SCOPE OF SERVICES

Overview

Leisure Vision will administer a reliable and City-Wide Statistically Valid Survey (Survey) for use by the City of Roseville (City) and the Citizen Organizing Committee to validate findings from the recently developed Parks and Recreation Master Plan and support implementation of the master plan. The Survey will address the full range of goals identified in the Request for Proposals.

The Survey will be conducted in a manner that maximizes community input, buy-in and trust for the objectivity, reliability, and validity of the process. The Survey will be action oriented, allowing for a seamless integration into on-going decision making and consensus development for implementation of the master plan.

The Leisure Vision Scope of Services also includes several “optional” unique and powerful analysis tools, which the Citizen Organizing Committee and City can use to maximize the value of the results from the citizen survey to validate and implement the master plan. Each of these services is included as relates to base and optional services in our scope of services.

The following Scope of Services identifies the tasks Leisure Vision will take in partnership with the City of Roseville.

Phase I: Kick-off Meeting

Within two (2) weeks of being selected for the Citizen Survey, Leisure Vision will hold a kick-off meeting with the Citizen Organizing Committee and City officials to review the scope of services, project timelines, refine survey questions, and discuss other matters to ensure that the Survey project meets 100% of the goals for the assignment.

The Statistically Valid Citizen Survey will serve as the means to validate Parks and Recreation Master Plan recommendations. Leisure Vision has also found that strategic thinking regarding development of implementation strategies needs to start at the beginning of the project. This type of strategic thinking will allow for development of questions which are the most useful to decision makers to help them make better decisions to recommend a system for implementing the Master Plan. We have extensive experience in this regard and would anticipate a portion of the meeting focusing on this issue.

Prior to the meeting, each of these matters will be discussed in a phone call between the Citizen Organizing Committee, City officials and Leisure Vision to ensure that the Project Kick-off Meeting fully addresses the City’s goals for the project. Leisure Vision will additionally provide samples of questionnaires Leisure Vision has administered in other communities which address survey goals.

Note: Some Citizen Organizing Committees find it helpful to appoint a sub-committee to work with Leisure Vision on development of the Survey, particularly on the telephone conference calls. All results from the calls would be reported to the full-committee for feedback and in particular approval of the final survey. Should the Citizen Organizing Committee wish to consider the benefits of such a sub-committee those discussions would take place at the kick-off meeting.

Phase I: Deliverables

- Report from kick-off meeting
- Draft survey

Phase II: Quantitative Research-Statistically Valid Survey***Survey Sample Size***

Leisure Vision offers three (3) survey sizes

Option 1:

We would complete a sampling of 400 households within the City of Roseville and a target of 175-225 completed surveys within each of two (2) sub-regional areas. Overall results for the entire sampling of 400 households within the City will have a 95% level of confidence with a margin of error of +/-5% overall.

Leisure Vision will guarantee completion of at least 400 surveys for the Survey within the City and a target of 175-225 completed surveys within each of two (2) sub-regional areas. Should we receive more surveys those will be processed at no cost to the City

Option 2:

We would complete a sampling of 500 households within the entire City of Roseville, including a target of 125-175 completed surveys within each of three (3) sub-regional areas within the City. Overall results for the entire sampling of 500 households within the City will have a 95% level of confidence with a margin of error of +/-4.4% overall.

Leisure Vision will guarantee completion of at least 500 surveys for the Survey within the City and a target of 125-175 completed surveys within each of three (3) sub-regional areas. Should we receive more surveys those will be processed at no cost to the City.

Option 3:

We would complete a sampling of 600 households within the entire City of Roseville, including a target of 125-175 completed surveys within each of four (4) sub-regional areas within the City. Overall results for the entire sampling of 600 households within the City will have a 95% level of confidence with a margin of error of +/-4% overall.

Leisure Vision will guarantee completion of at least 600 surveys for the Survey within the City and a target of 125-175 completed surveys within each of four (4) sub-regional areas. Should we receive more surveys those will be processed at no cost to the City.

NOTE: The chief advantages of conducting more surveys are: 1) to gain a lower margin or error and 2) to be able to conduct more breakdowns of findings by demographic groups, i.e. households with children, households without children, ages of respondents, years of residence, etc. Generally it is beneficial to have at least 100 completed surveys within each sub-demographic group in order to get statistically relevant information.

Survey Administration

Leisure Vision is capable of administering the survey entirely by phone or entirely by mail. Given the negative impact that caller ID has had on phone survey response rates in recent years, we recommend administering each survey using a combination of mail and phone to maximize the overall level of response. Even if people do not respond by mail, people who receive the mailed version of the survey are significantly more likely to respond to the survey by phone because they know the survey is legitimate. The costs for administering the survey by phone only or a combination of mail/phone are the same.

Leisure Vision recommends administering the survey through a combination of a mail/phone survey. This approach is recommended because it gives more residents an opportunity to respond to the survey while enabling Leisure Vision to control the distribution of the sample. Importantly, this approach also increases the response rate to the survey, therefore reducing non-response bias and for Leisure Vision to guarantee the number of surveys we will receive.

With the mail/phone combination, Leisure Vision will design the sample so that a mail survey is first sent out by first class mail to residents of the City (including a metered return envelope to Leisure Vision/ETC Institute). The mail survey can if requested also include messages in the cover letter to non-english speaking households, i.e. Spanish, that will provide a 1-800 phone number to call to have the survey administered over the phone in that language.

Two days prior to receiving the mailed survey, each resident household receiving a survey will receive an electronic voice message, informing them about the survey and encouraging them to complete the survey.

Approximately 10 days after the surveys are mailed out, extensive phone follow-up is conducted either to encourage completion of the mailed survey or to administer the survey by phone. This approach allows us to target specific demographic groups that may not have responded to the mailed survey to ensure that the demographic distribution of the sample matches the actual composition of the community. It also allows us to check and compare survey responses for both mail and phone to additionally check on the accuracy of the survey.

Ensuring Representation for Non-English Speaking Populations

Leisure Vision and our parent company ETC Institute have administered surveys in many communities across the United States where a high percentage of the population does not speak English as a first language. As a result, we are sensitive to the importance of ensuring that non-English populations are properly represented in the survey. Leisure Vision has conducted numerous bi-lingual surveys across the country.

Maintaining Quality Control

Leisure Vision recognizes that quality control will be critical to the overall success of the project. If the City's decision makers do not believe that the survey data are accurate, the results of this study will have little value to the community.

The project's success, in many ways, will be dependent on the management of data collection and processing activities. Although it is important to ensure that high standards of quality are maintained during all tasks in the project, failure to achieve these standards during the data collection and data processing portions of the project will jeopardize the overall success of the project.

Leisure Vision has an ongoing quality assurance program in place. This program has been developed and refined through our experience with hundreds of studies that involved the design and administration of surveys. Our quality assurance program is directly monitored by Dr. Elaine Tatham, President of our parent company ETC Institute. The program is designed to give clients "error free" results, and all employees at Leisure Vision are directly involved in the program.

Dr. Elaine Tatham is an active member of the Market Research Association. The quality control methods used by Leisure Vision and our parent company ETC Institute have been reviewed by external organizations including the American Water Works Association Research Foundation and the United States Office of Management and Budget. Some of the basic elements of ETC Institute's quality assurance process include the following:

- **Training of phone interviewers.** All phone interviewers are required to complete Leisure Visions's/ETC Institute's in-house training program. The program teaches new employees the appropriate methods for conducting interviews, how to respond to different situations that may occur, and how to properly record responses. All interviewers work directly under the supervision of an experienced supervisor. All interviewers will receive specialized training for these surveys before they begin conducting interviews.
- **Comprehensive survey design and review process.** All survey instruments will be reviewed by each member of the City's project management team and all senior members of Leisure Vision's/ETC Institute's team to ensure that all issues are adequately addressed.
- **Data entry fields will be limited to specific ranges to minimize the probability of error.** The data processing system that will be used by our firm for the study alerts data entry personnel with an audible alarm if entries do not conform to these specifications.
- **Leisure Vision/ETC Institute will select at least 10% of the records at random for verification.** A supervisor will match records in the data bases against the corresponding survey to ensure that the data entry is accurate and complete.
- **Sampling Methodology.** Demographic questions will be included on each of the survey instruments. The demographic data will be used to monitor the distribution of the respondents to ensure that the responding population for each survey is representative of the universe for each sample.

Survey Questions and Survey Length

Questions on the survey will be developed in partnership between the Citizen Organizing Committee, City officials and Leisure Vision. Survey questions will address a full range of strategically important issues to the City in their long and short-range decision making as indicated in the RFP. ***Special attention will be paid to questions which address validation of the master plan recommendations.*** It is anticipated that the survey will be up to six (6) pages in length, plus a cover letter. The phone version of the survey will normally take 15 minutes. This length will allow for between 25-28 questions to be asked, many with multiple components. Leisure Vision has extensive experience working with Citizen Committees and Parks and Recreation Staff in the development of survey questionnaires.

Survey Pre-Test

An additional advantage of the mail/phone method of administration is testing the survey document prior to administering the survey. Generally it will take 3-4 survey drafts until a survey is approved. At that time, Leisure Vision staff will conduct a pretest of 8-10 households by phone to ensure that all questions are understood and can be answered by household respondents. Should any issues arise, they will be immediately discussed with the City and corrections made.

Data Processing

The survey will be administered by Leisure Vision staff at their corporate facilities including all aspects of mailings, phone calling, development of the database, data entry, etc. Total quality control for the project will be under the supervision of Ron Vine, Project Manager and Dr. Elaine Tatham. All phone callers and data processing staff are in the same office complex as Ron Vine and Dr. Tatham and have worked on dozens of parks and recreation projects. All survey data is maintained on-site for a minimum of 5 years and then off-site. All data will be made available for additional cross-tabular analysis by the City for one (1) year from the completion of the needs assessment.

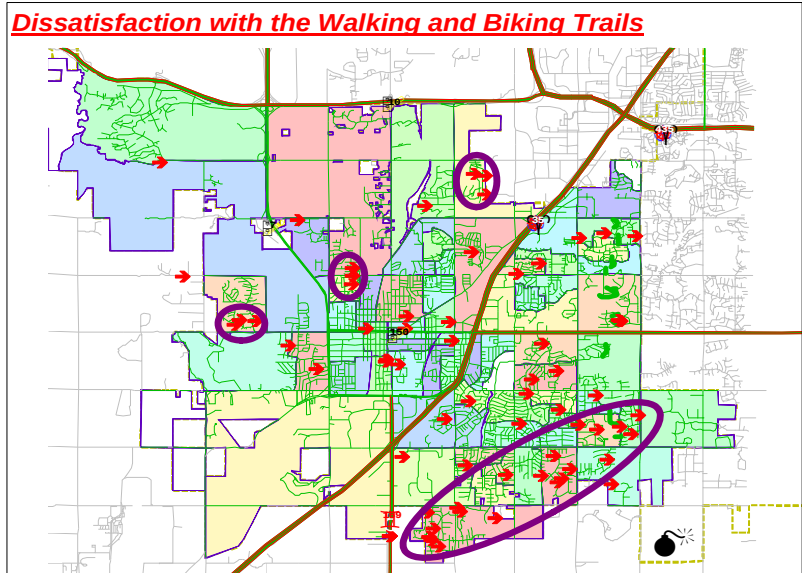
Cross-Tabular Comparisons

Leisure Vision will conduct up to eight (8) cross-tabular comparisons of survey results by key demographic factors, such as gender, age of respondent, length of residency, income, users/non-users of services, etc. The demographic factors to be cross-tabbed will be selected by the City of Roseville and the Citizen Organizing Committee in consultation with Leisure Vision.

Geocoding of Surveys

Leisure Vision will geocode survey results to the latitude and longitude coordinates of the area where a respondent lives. This technique allows survey data to be integrated with geographic information systems (GIS), which allows your community to “map” survey responses. In addition to enhancing the quality of presentations, these maps can be used to support strategic analysis and decision making.

Geocoding can help identify where gaps exist in service delivery to help your community direct resources to those areas where improved recreation programs and/or facilities are needed most. In addition to geocoding the surveys, Leisure Vision can create up to 10 maps of survey results for public presentation



Phase II: Deliverables

- Draft copies and final copy of the survey document

Phase III: Reports and Presentations

A draft Survey report and final report will be developed for review by the Citizen Organizing Committee. Inclusive will be an executive summary of findings, graphs and charts, cross-tabular analysis by regions, gender, etc. Considerable attention will be paid to the results of survey questions which address validations of the Parks and Recreation Master Plan recommendations.

Up to fifteen (15) copies of the draft and final reports will be prepared. Leisure Vision will make a presentation of the final report findings to the Citizen Organizing Committee and other City officials. A power Point presentation of final survey results will be submitted to the City for use in public presentations. An electronic copy of the survey results will be provided for use by the City.

Site Visits and Weekly Meetings

Leisure Vision will make two (2) on-site visits as part of the survey development and presentation process to the City of Roseville. We will cost effectively use phone conference calls to carry out related survey tasks. We have used this approach on many highly successful projects throughout the country.

We would anticipate the site visits being for the following purposes:

- Site Visit #1: Conduct Kick-off Meeting with the Citizen Organizing Committee and City officials.
- Site Visit #2: Presentation of final results of the Survey to the Citizen Organizing Committee and City officials.

Optional Additional Analysis Tools

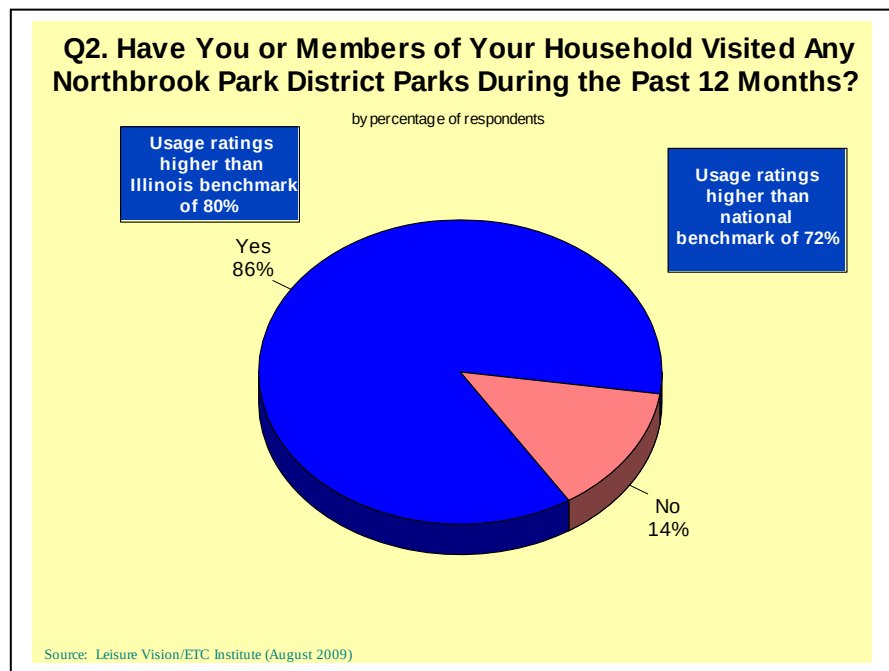
Leisure Vision has developed a number of state of the art and unique analysis tools that can add additional value to the Survey as well as serving as important information supporting master planning efforts. NOTE: Some of these optional tools may have already been conducted in the master plan work to-date, but if not can be important validation tools.

1. National Benchmarking

Leisure Vision has an unparalleled data base of more than 70,000 survey responses from parks and recreation surveys from communities across the country, including Minnesota.

Benchmarking “National Averages” have been developed for numerous strategically important parks and recreation planning and management issues including: customer satisfaction and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks and recreation facilities more often; priority recreation programs, parks, facilities and trails to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; etc.

This information will be provided as compared to survey findings from the City of Roseville to aid in the Survey process and consensus development. An example of a benchmark is shown above.



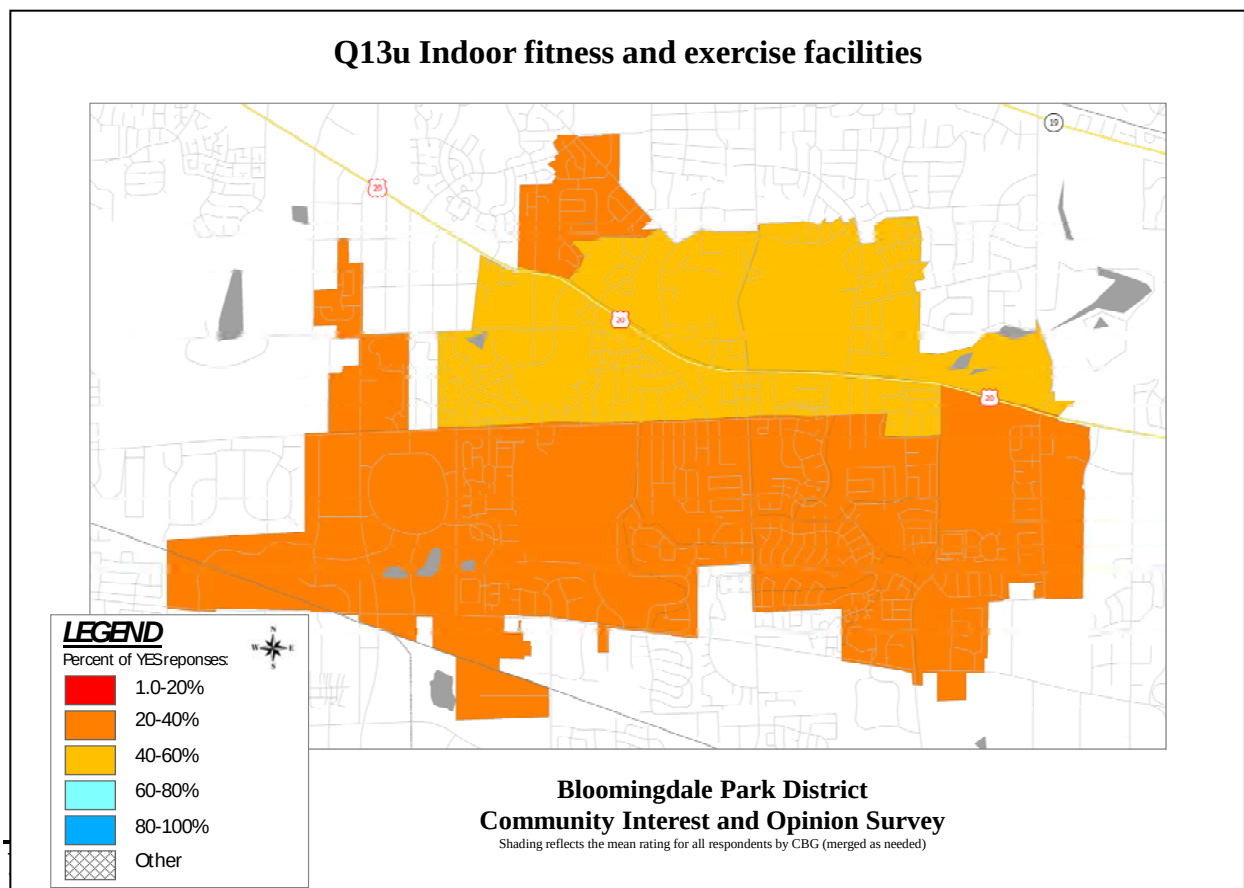
2. Methodology Regarding a Demand/Supply Model for Developing Level of Service Standards (Optional)

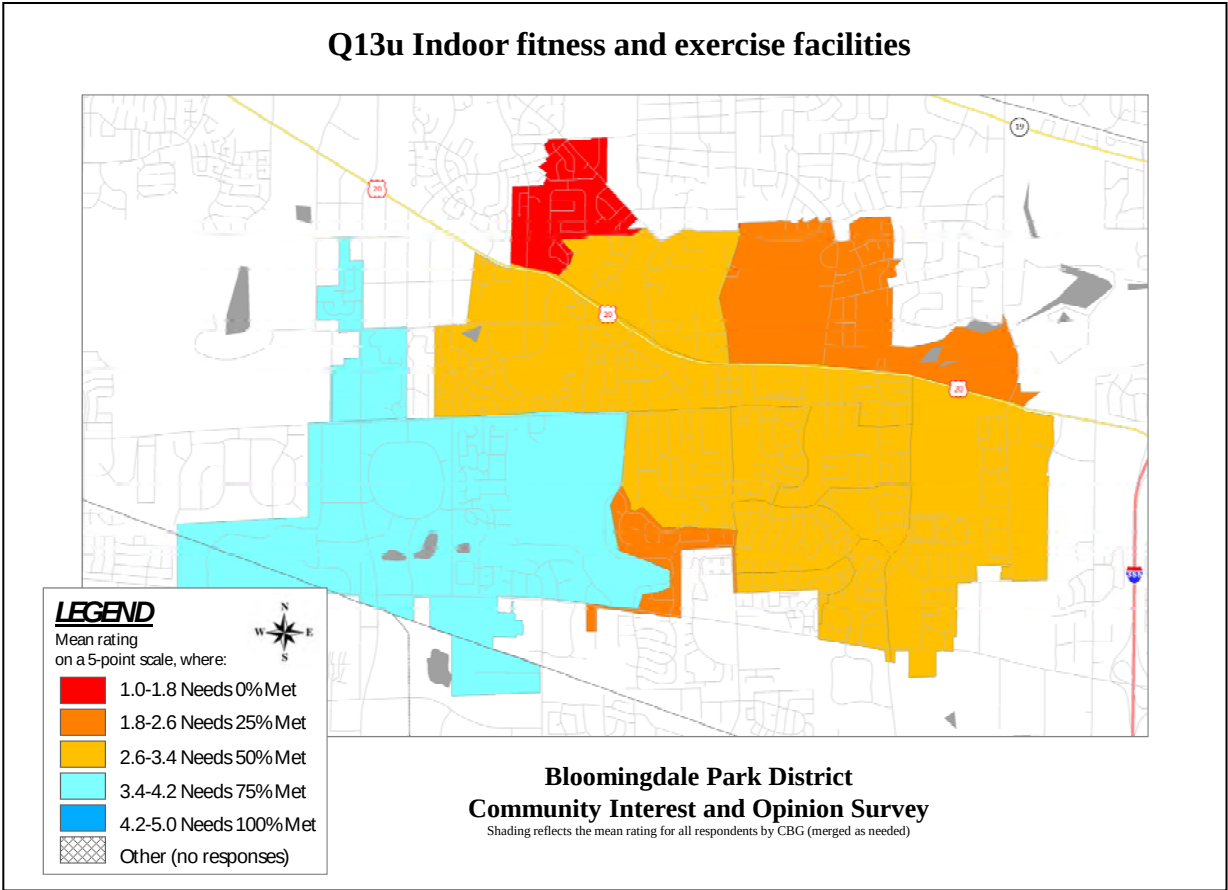
Today, the demand for parks, trails, and recreation facilities in many communities is outgrowing the number and quality of facilities that currently exist. With many communities having local, state and federal suppliers of parks and facilities, as well as non-profit and private providers, the traditional methods that have been used to establish levels of service standards are often times no longer convincing to elected officials as well as city and county managers.

Also, too often demand supply models are established by only looking at the demand for various parks, trails and recreation facilities. The demand/supply models tracks both the demand for such facilities, and also the unmet demand, i.e. the demand for each facility minus the demand that is already being met = the unmet demand. The unmet demand provides the best information regarding facilities that are still needed.

Leisure Vision has developed a demand/supply method to develop level of service standards that are foremost reflective of the demand for such parks and facilities by community residents and secondarily on the supply side take into consideration all providers in the City of Roseville Components of the Supply/Demand Model include mapping out 1) the demand for each type of parks, trails, and recreation facilities identified in the survey and 2) mapping out the unmet needs for parks, trails, and recreation facilities.

Below and on the following page are examples charts showing the need for and unmet needs for indoor fitness and exercise facilities.





3. Comparisons of numbers of parks, trails, indoor and outdoor facilities per 1,000 residents with other communities (Optional)

Leisure Vision has a *data base for over 400 communities in more than 40 states (including Minnesota) showing the number and types of parks, trails, indoor and outdoor recreation facilities per 1,000 residents*. From this data base, Leisure Vision can provide to the City of Roseville up to 20 comparable communities to benchmark to Roseville's Departments parks and recreation facilities.

Leisure Vision will additionally conduct a web-based benchmarking survey of up to 20 communities that are not in the data base to provide information regarding the number and types of parks, trails, indoor and outdoor recreation facilities per 1,000 residents

Leisure Vision will provide summary reports for each of these data bases providing composite information for each type of park, trail, and indoor/outdoor recreation facility. An example is shown below.

Q3. Do You Have Neighborhood Parks (1-10 acres)?

<u>Do you have neighborhood parks?</u>	<u>Number</u>	<u>Percent</u>
Yes	225	73.8 %
No	80	26.2 %
Total	305	100.0 %

Q3a. Number of Neighborhood Parks (1-10 acres) per 1,000 Residents

Mean = 0.26

Q3b. Number of Acres of Neighborhood Parks (1-10 acres) per 1,000 Residents

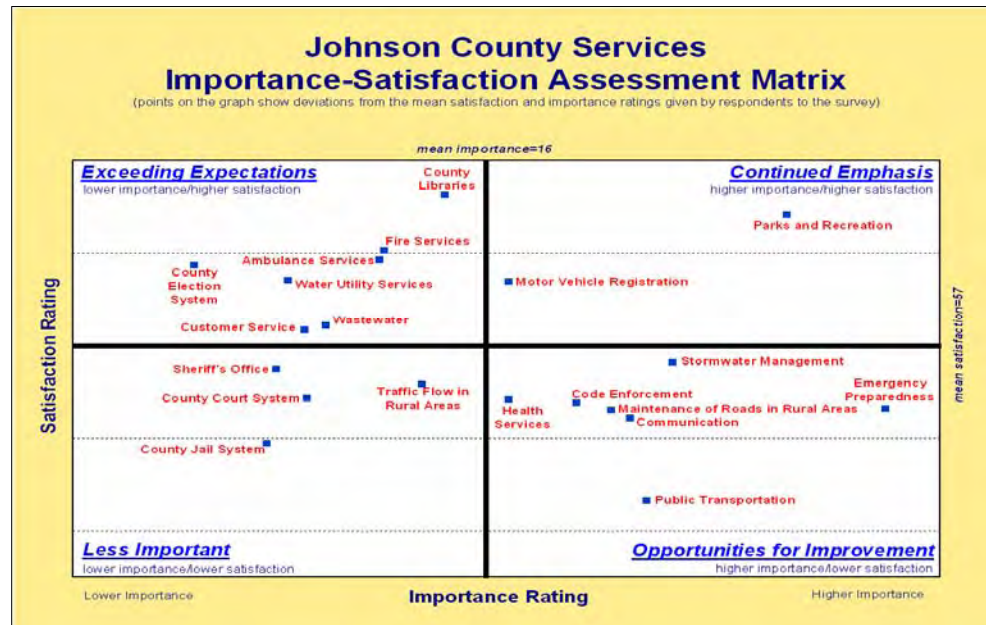
Mean = 1.27

4. Importance-Satisfaction Matrix Analysis (Optional Service Element)

The Importance-Satisfaction rating is based on the concept that public agencies and businesses will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. Leisure Vision will develop an Importance-Satisfaction Matrix to display the perceived importance of core services against the perceived quality of service delivery. The two axes on the matrix will represent **Satisfaction** and relative **Importance**.

Leisure Vision and its parent company ETC Institute currently provides this analysis for dozens of governmental organizations. The I-S (Importance-Satisfaction) matrix allows public officials to analyze the survey data as described below. A copy of a matrix is provided on the following page.

- X ***Continued Emphasis (above average importance and above average satisfaction).*** This area shows where the agency is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The agency should maintain (or slightly increase) emphasis on items in this area.
- X ***Exceeding Expectations (below average importance and above average satisfaction).*** This area shows where the agency is performing significantly better than customers expect the organization to perform. Items in this area do not significantly impact the customer's overall level of satisfaction. The agency should maintain (or slightly decrease) emphasis on items in this area.
- X ***Opportunities for Improvement (above average importance and below average satisfaction).*** This area shows where the agency is not performing as well as residents expect the agency to perform. This area has a significant impact on customer satisfaction. The agency should DEFINITELY increase emphasis on items in this area.
- X ***Less Important (below average importance and below average satisfaction).*** This area shows where the agency is not performing well relative to the agency's performance in other areas; however, this area is generally considered to be less important to residents. The agency should maintain current levels of emphasis on items in this area or possibly reduce emphasis.



The Important Satisfaction Rating is another tool that is used by Leisure Vision/ETC Institute to help public officials use survey data to help set organizational priorities. More than 70 government agencies currently use Leisure Vision/ETC Institute's I-S Rating. The Importance-Satisfaction Rating is based on the concept that organizations will maximize overall customer 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.

An example that was developed for the City of Fort Worth, Texas, is provided on the following page. Based on this analysis, the City of Fort Worth identified outdoor swimming pools and walking/biking trails as the top two priorities for the City's parks and recreation system.

Importance-Satisfaction Rating						
City of Fort Worth - 2003						
<u>PARKS and RECREATION</u>						
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	2003 I-S Rating Rank
<u>High Priority (IS .10-.20)</u>						
Outdoor Swimming pools	20%	5	27%	14	0.1460	1
Number of walking/biking trails	24%	2	49%	9	0.1224	2
Quality of Facilities at City Parks	24%	2	54%	4	0.1104	3
The City's youth athletic programs	19%	6	45%	10	0.1045	4
<u>Medium Priority (IS <.10)</u>						
Indoor Swimming Pools	13%	9	25%	15	0.0975	5
Maintenance of City parks	27%	1	67%	2	0.0891	6
Summer Recreation Programs	14%	8	44%	11	0.0784	7
The number of City parks	17%	7	54%	4	0.0782	8
Maintenance of Community Centers	11%	10	56%	3	0.0484	9
City libraries	21%	4	79%	1	0.0441	10
The City's adult athletic programs	7%	13	39%	13	0.0427	11
Availability of Meeting Space	8%	11	51%	8	0.0392	12
Outdoor athletic fields	8%	11	52%	6	0.0384	13
Ease of registering for programs	5%	14	42%	12	0.0290	14
City Golf Courses	5%	14	52%	6	0.0240	15

Phase III: Deliverables

- 15 copies of draft report, including executive summary, charts, and graphs
- 15 copies of final report, including executive summary, charts, and graphs
- Powerpoint presentation of survey findings
- Survey database in electronic format
- National benchmarking comparisons (optional)
- Methodology regarding a demand/supply model (optional)
- Comparisons of numbers of parks, trails and facilities per 1,000 residents (optional)
- Importance/satisfaction matrix (optional)

NOTE: Optional services will not add any dates to the project.

Project Schedule for the Statistically Valid Citizen Survey

A typical Citizen Survey process takes about 12-14 weeks to complete, including kick-off phone conference call, kick-off meeting, survey design, mail/phone survey, analysis, and the final report. Leisure Vision is capable of completing the Statistically Valid Survey process in less time should that be required. We will tailor the project schedule to your needs.

A draft schedule is provided below.

Month 1

- Kick-off phone discussion to discuss survey goals & objectives
- Leisure Vision provides the Citizen Organizing Committee and City officials examples of surveys for review
- Meeting with the Citizen Organizing Committee and other City officials
- Leisure Vision provides the Citizen Organizing Committee and City a draft Citizen Survey
- The Citizen Organizing Committee and City provide a cover letter
- The Citizen Organizing Committee and City review the content of the draft Citizen Survey and holds conference call with Leisure Vision to discuss the Survey
- Leisure Vision revises the Survey based on input from the City and the Citizen Organizing Committee
- The Citizen Organizing Committee and City preliminarily approves the Citizen Survey instrument
- Pre-test of Survey conducted and changes made if needed
- The Citizen Organizing Committee and City approve the Citizen Survey instrument

Month 2

- Citizen Survey instrument printed and mailed out
- Press releases issued
- Data collection begins for Citizen Survey
- Phone calling begins
- Data collection is completed for Citizen Survey
- First line tabular results provided to the Citizen Organizing Committee and City officials
- Draft report prepared and sent to the Citizen Organizing Committee and City officials
- Discuss changes to draft report

Month 3

- Final Report delivered
- On site visit to conduct formal presentation(s) to Citizen Organizing Committee and City officials

Responsibilities of the Parties

Leisure Vision Responsibilities

Leisure Vision's cost proposal includes the following services:

- designing the survey in association with the Citizen Organizing Committee and City
- ! requesting background information
- ! finalizing the methodology for administering the survey
- ! selecting a random sample of households for the City of Roseville
- ! setting up the database
- ! testing the survey instrument
- ! postage for outbound and in-bound mail
- ! printing and mailing the survey
- ! labor for phone interviews
- ! long distance charges
- ! data entry for a minimum of either 400, 500, or 600 completed surveys
- ! cross tabular analysis of survey results
- ! geocoding of survey results
- ! 15 copies of the draft and final reports
- ! a summary report with an executive summary, charts, and cross tabs
- ! presentation of survey and study findings to the Citizen Organizing Committee and City
- ! 2 on site trips
- ! national benchmarking comparisons (optional)
- ! importance/satisfaction matrix (optional)
- ! Comparisons of numbers of parks, trails, indoor and outdoor facilities per 1,000 residents with other communities (Optional)
- ! Methodology regarding a demand/supply model for developing level of service standards (optional)

Citizen Organizing Committee and City Responsibilities

- ! provide pertinent background materials
- ! identify central issues to be addressed in the survey
- ! approve the survey instrument
- ! identify geographic areas for survey including map of boundaries
- ! provide a signed cover letter for the survey document
- ! place notices in local newspapers and/or other media to inform the public about the survey
- ! identify requests for sub-analysis of the data as appropriate
- ! arrange for locations and set-ups of presentations

Statistically Valid Citizen Survey City of Roseville, Minnesota 27-Dec-10 <i>Leisure Vision/ETC Institute</i>			
	Option 1	Option 2	Option 3
Number of Surveys	400	500	600
Level of confidence	95%	95%	95%
Margin of error	+/-5%	+/-4.4%	+/-4%
Length	6 pages	6 pages	6 pages
Administration	Mail/Phone	Mail/Phone	Mail/Phone
Zone Breakdowns	Up to 2	Up to 3	Up to 4
Formal Report	Included	Included	Included
Sub-Analysis/Banners	Included	Included	Included
Site Visits (2), Includes expenses)	Included	Included	Included
Geocoding	Included	Included	Included
<u>Base Survey Fees</u>	<u>\$15,900</u>	<u>\$17,900</u>	<u>\$19,600</u>
<u>Options</u>	-		
National Benchmarking	\$1,500	\$1,500	\$1,500
Importance-Satisfaction Matrix	\$1,750	\$1,750	\$1,750
Methodology for demand/supply model	\$3,000	\$3,000	\$3,000
Comparisons of numbers of parks, trails, recreation facilities per 1,000 residents	\$3,500	\$3,500	\$3,500

Section 5: *Resumes*

**RONALD A. VINE, PRESIDENT LEISURE VISION
VICE-PRESIDENT ETC INSTITUTE
1999-PRESENT**

Education

M.S., Leisure Services Administration, University of Illinois, 1975

B.S., History, University of Illinois, 1973

For more than 30 years, Mr. Vine has strategically involved citizens and clients into decision making processes that affect their lives, with these efforts resulting in over \$2.5 billion of voter approved initiatives for a wide range of parks and recreation initiatives.

Mr. Vine has worked on over 600 public opinion surveys and strategic planning and consulting assignments for a wide variety of open space, parks, trails and recreation master plans, strategic plans and feasibility studies for community centers, family aquatic centers, zoo's, ice-rinks, trails, etc. He has extensive highly successful experience assisting communities with projects leading to sales tax and other tax referendums. Mr. Vine has directed survey efforts in 46 states across the United States, with public sector clients of various sizes ranging up to over 4 million populations.

Ron has served as a facilitator for over 500 stakeholder interviews, focus groups, public forums and consensus building workshops. Ron is skilled in both the use of quantitative phone and mail survey research efforts and qualitative research and has managed on-site survey research efforts. Ron is considered one of the nation's leading experts in the use of **benchmarking research** to assist communities in understanding the results of their citizen survey data, developing realistic performance measurements, and short and long range strategic decision-making and in the development of strategic planning initiatives to **successfully pass voter initiatives**.

Prior to starting work as a private consultant in 1989, Mr. Vine worked for 15 years in a series of high level governmental administrative positions, including serving as the Chief Administrative Officer for the City of Topeka, Kansas where he managed a work force of over 1,200 municipal employees as well as an operations and capital budget in excess of \$200 million. In this position, he was one of the first municipal officials in the country to embrace the development of public/private and non-profit partnerships, and the establishment of creative funding strategies such as public foundations as a tool for addressing community needs. Mr. Vine's unique experience in the public, non-profit, and private sectors have proven to be of tremendous benefits to his clients.

Mr. Vine has considerable experience conducting quantitative and qualitative research for large scale planning studies involving other design, planning and economics consultants. He is a recognized expert in the financial operations of public governments and non-profits and is particularly skilled in the development of innovative public private partnerships to provide needed customer services, while reducing the tax costs to construct and operate facilities.

Mr. Vine has managed Market Research Surveys for over 600 open space, parks and recreation projects including:

Aberdeen (SD)	Elk Grove (IL)	Naperville (IL)	St. Charles Ct. (MO)
Aiken (SC)	Fort Wayne (IN)	New Haven (CT)	St. Louis County (MO)
Albemarle County (VA)	Fulton County (GA)	Normal (IL)	St. Paul (MN)
Arlington County (VA)	Greenville CT (SC)	Northville (MI)	South Burlington (VT)
Atlanta (GA)	Henderson (NV)	Oakland County (MI)	Springdale (AR)
Bend (OR)	Huron (OH)	Orlando, Florida	State of Connecticut
Bloomington (IN)	Kansas City (MO)	Palm Desert (CA)	State of Rhode Island
Boonville (MO)	Kettering (OH)	Park City (UT)	Superior (CO)
Canon City (CO)	Key Biscayne (FL)	Peoria (AZ)	Tempe (AZ)
Carol Stream (IL)	Las Vegas (NV)	Platte County (MO)	The Woodlands (TX)
Cedar Rapids (IA)	Lawrence (KS)	Portland (OR)	Tyler (TX)
Champaign, IL	Lee Summit (MO)	Pinellas County (FL)	Union County (PA)
Chandler (AZ)	Lemont (IL)	Richmond (VA)	University Place (WA)
Claremont (NH)	Lindenhurst (IL)	Rock Island (IL)	University of Missouri
Columbia (MO)	Los Angeles (CA)	San Diego (CA)	Wake County (NC)
Deerfield (IL)	Mecklenburg CT (NC)	San Francisco (CA)	Westchester Ct. (NY)
Denver (CO)	Miami (FL)	Sheridan (WY)	Wheeling (IL)
E. Baton Rouge (LA)	Morris County (NJ)	Shoreline (WA)	

Mr. Vine is a regular speaker at numerous state and national conferences and workshops on conducting statistically valid surveys for public and non-profit projects and using survey feedback in strategic planning, master planning, voter elections, benchmarking and short and long range decision making.

Mr. Vine is currently serving as a ***Vice-President of ETC Institute and President of Leisure Vision.*** Under his leadership, the firm has completed more than 600 surveys for public, non-profit, and private sector clients in 46 states across the country. The firm is recognized as a national leader in the strategic use of public input for strategic planning, customer satisfaction and importance identification, performance measurements, funding decisions, benchmarking, and strategic decision making.

DR. ELAINE TATHAM, PRESIDENT, ETC INSTITUTE (PARENT COMPANY OF LEISURE VISION)

Education

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

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 serves as the President of ETC Institute, the parent company of Leisure Vision. She has served as the project manager and/or research manager on over 1,500 public opinion surveys across the country for a wide range of public, non-profit, and private sector clients. Research efforts she has lead have included projects related to customer satisfaction research; transportation research; public utilities research; libraries research; children's education and social welfare research; health care research; parks and recreation research; non-profit research, etc.

Dr. Tatham has both the experience and academic credentials to design and administer all aspects related to research projects including: research design, information management, statistical applications, and analysis, quality control of research processes, and make a final assessment of the results. She is a certified management consultant through the Institute of Management Consultants (New York City). She was for 20 years 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 member of the Olathe Planning Commission for almost ten years and served as chair of the commission. She is currently a member of the Board of Directors for Olathe Medical Center and serves as chair of the patient satisfaction committee. She has been instrumental in the design and successful administration of patient satisfaction surveys for more than a dozen health related organizations.

Dr. Tatham has served as the research manager for over 700 governmental organizations during the past five years including:

Aberdeen (SD)	E. Baton Rouge (LA)	New Haven (CT)	State of Kansas
Aiken (SC)	East Providence (RI)	Normal (IL)	State of Missouri
Albemarle County (VA)	Elk Grove (IL)	Northville (MI)	State of North Carolina
Arlington County (VA)	Fort Wayne (IN)	Oakland County (MI)	State of Rhode Island
Atlanta (GA)	Fulton County (GA)	Palm Desert (CA)	State of South Carolina
Auburn (AL)	Greenville CT (SC)	Park City (UT)	State of South Dakota
Bend (OR)	Henderson (NV)	Peoria (AZ)	Superior (CO)
Bloomington (IN)	Huron (OH)	Platte County (MO)	Tempe (AZ)
Blue Springs (MO)	Kansas City (MO)	Portland (OR)	Temple (TX)
Boonville (MO)	Kent (WA)	Pinellas County (FL)	Tucson (AZ)
Broward County (FL)	Key Biscayne (FL)	Richmond (VA)	The Woodlands (TX)
Canon City (CO)	Las Vegas (NV)	Rock Island (IL)	Tyler (TX)
Cedar Rapids (IA)	Lawrence (KS)	Rutland (VT)	Union County (PA)
Champaign, IL	Lee Summit (MO)	San Francisco (CA)	University Place (WA)
Chandler (AZ)	Lindenhurst (IL)	Sheridan (WY)	University of Missouri
Claremont (NH)	Lucas County (OH)	Shoreline (WA)	Wake County (NC)
Columbia (MO)	Miami (FL)	St. Charles Ct. (MO)	Westchester Ct. (NY)
Deerfield (IL)	Mundelein (IL)	St. Louis County (MO)	West Des Moines (IA)
Denver (CO)	Moon Township (PA)	St. Paul (MN)	Wheeling (IL)
Des Moines (IA)	Morris County (NJ)	South Burlington (VT)	Winnetka (IL)
Durham (NC)	Naperville (IL)	Springdale (AR)	Yuma (AZ)

Dr. Tatham is currently serving as the **senior executive and principal owner of ETC Institute** 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. The firm's 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.